



UK GENDER PAY GAP

UK Gender Pay Gap Report
Reporting Year 2024

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FOREWORD

Foreword from Lisa Sewell

As Flutter's Chief People 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 build a more inclusive workforce, where Every Voice Matters.

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 across our co-located offices in the UK to create safe, supportive spaces for our colleague communities to connect and thrive.

I'm proud that the UK Gender Pay Gap for 2024 has reduced by 8.4% thanks to greater balance of all genders across our senior leadership population in Flutter's UK Head Office over the past year.

Our Lean In Together peer support network for all colleagues has extended its presence across Flutter globally. Our UK locations host 17 circles and 184 members. In 2024, we've improved the network by strengthening senior leader sponsorship and organizing an end-of-year skill-building event on personal branding, attended by over 50 members.

Whilst I'm proud of the progress we've made in reducing the Gender Pay Gap, I recognise that we have more to do. Reaching our 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 Every Voice Matters principles in 2025.

Lisa Sewell

Group CPO



WHAT IS THE GENDER PAY GAP?



MEAN GENDER PAY GAP

The Mean Gender Pay Gap figure is 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 Gender Pay Gap figure represents the difference in the middle points of a population. If you lined up all of the women and men in a company separately, the Median Gender Pay Gap would be the difference between the hourly pay rate for the middle-woman compared to that of the middle-man, for the snapshot date in the reporting year.



PROPORTION OF MALES AND FEMALES RECEIVING A BONUS

This is 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



WHO'S INCLUDED?

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 Betting and 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')



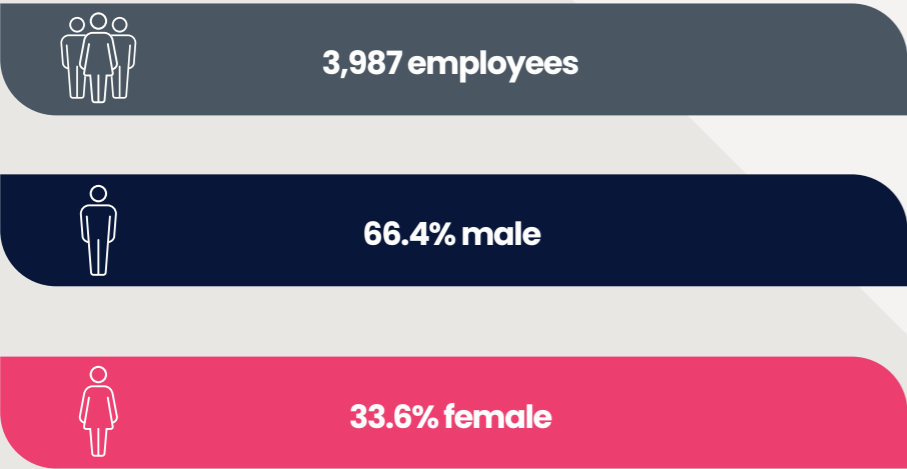
FLUTTER OVERALL RESULTS

Flutter™



DATA

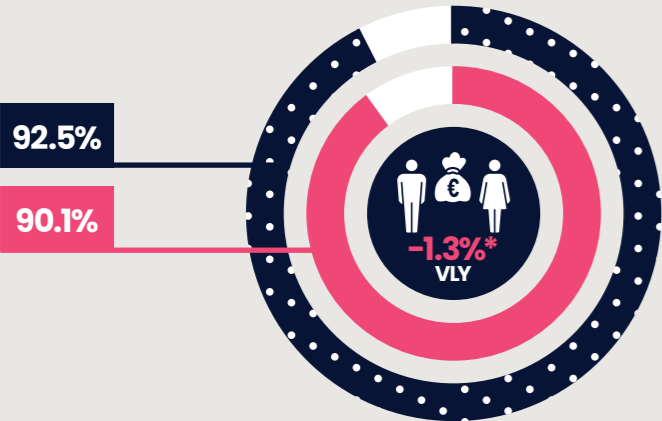
KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

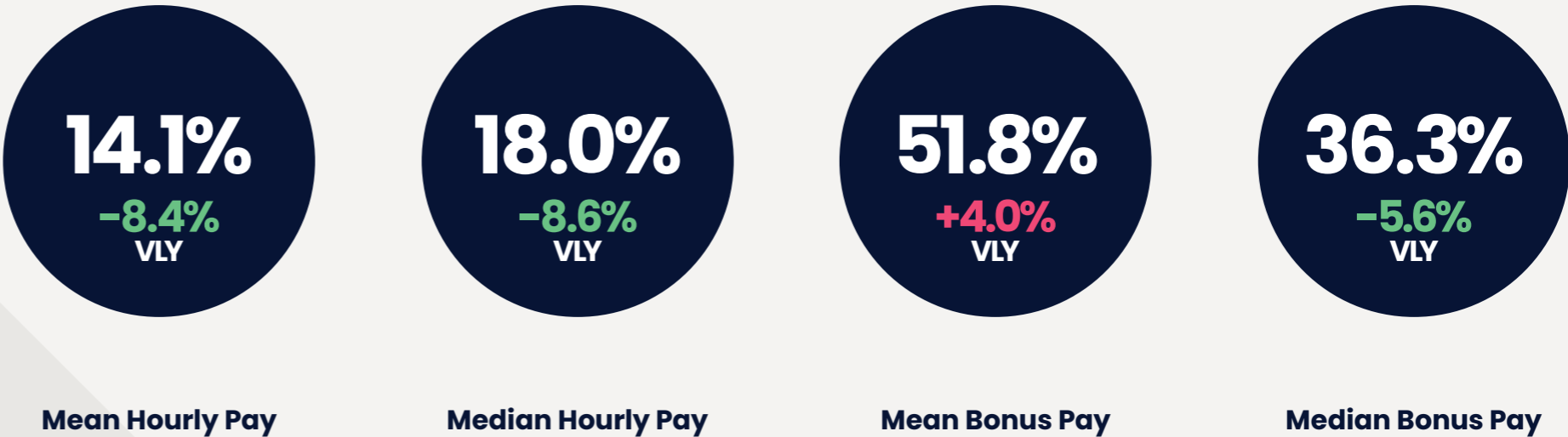
Male Female Not paid a bonus



Flutter: All entities combined excluding Retail

PAY GAP DATA 2024 – ALL EMPLOYEES

VLY = Variance vs 2023

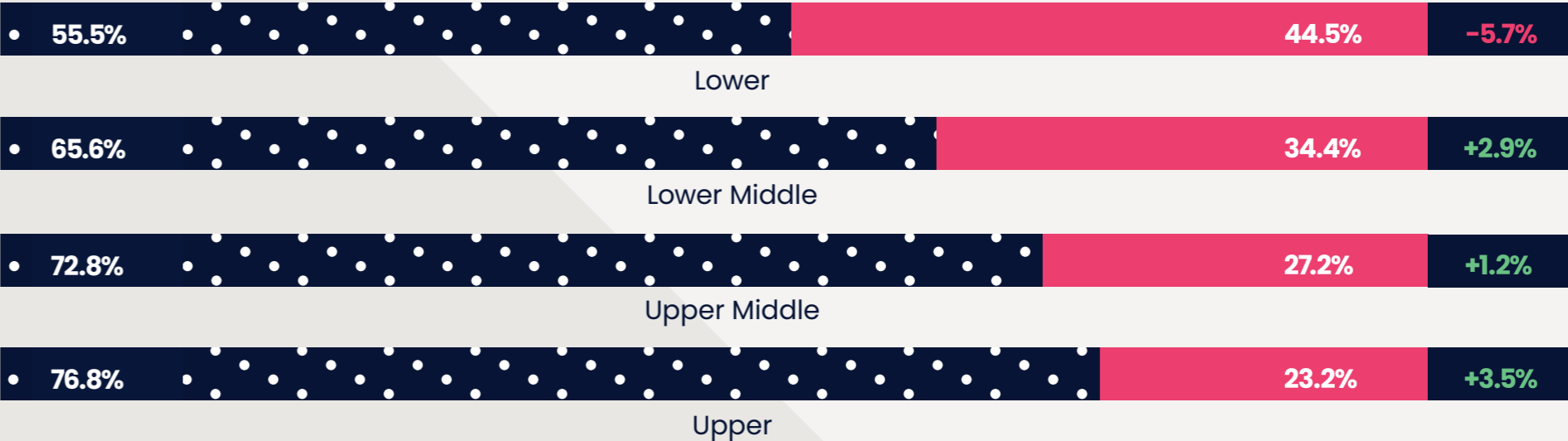


QUARTILES 2024

VLY*

Proportion of men and women by pay quartile

Male Female



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

DATA INSIGHTS

FLUTTER OVERALL RESULTS (COMBINED ENTITIES EXCLUDING RETAIL)

Pay Gap – Head Office & Online

Our figures for Head Office and Online results include all of our UK-based entities, excluding Retail.

We saw decreases across both our Mean and Median Hourly Pay Gaps of 8.4% and 8.6% respectively demonstrating our progress towards a more equitable Pay Gap.

Bonus

Our Mean Bonus Gap has increased by 4.0%, whereas our Median Bonus Gap decreased by 5.6%. The difference in trend indicates the Mean Bonus Gap is being impacted by outliers.

Our Mean Bonus Gap is also larger than our Median Bonus Gap indicating the Mean value is being impacted by the higher amounts at the top end of the scale.

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.

Quartiles

Given the above, we are pleased to see an improvement in the representation of women across most of our quartiles, where the largest increase can be found in the Upper quartile with a growth of 3.5%. This is reflected in the improvement to our Mean Hourly Pay Gap.

Progress Made

Although our results are encouraging, we are committed to tackling the main cause of our Gender Pay Gap— the underrepresentation of women in the higher pay quartiles.

Through Flutter's Positive Impact Plan, we are addressing challenges around attracting, promoting and retaining women, across all our UK entities including:

- Extending the presence of our peer support network, "Lean In Together", in the UK, to our UKI, International and Flutter Functions divisions. The network now offers enhanced structure, increased career support, stronger connections across all genders to foster allyship, and active senior leader sponsorship.
- Making progress in understanding employee sentiment across our workforce through our internal employee engagement surveys.
- Winning recent global awards including the EGR Operator Awards - Diversity & Inclusion Model of the Year 2024 for the second consecutive year.

Looking Ahead

In 2025, we will maintain our emphasis on attracting, developing, and retaining women in senior leadership roles to help reduce our Gender Pay Gap.

At Flutter, Every Voice Matters, and we will continue to support women's growth, provide development opportunities and ensure that our systems and processes are equitable and free from bias.

INSIGHTS & DATA

Across our brands



FLUTTER UKI BRANDS

sky betting & gaming

Hestview Ltd

Sky Betting & Gaming employees

PADDYPOWER.  **betfair**

Betfair Ltd

Online & Head Office employees
including Flutter Functions,
Paddy Power & Betfair

PP. RETAIL

**Power Leisure
Bookmakers Ltd**

Paddy Power Retail
employees
(‘PLBL’)

tombola.

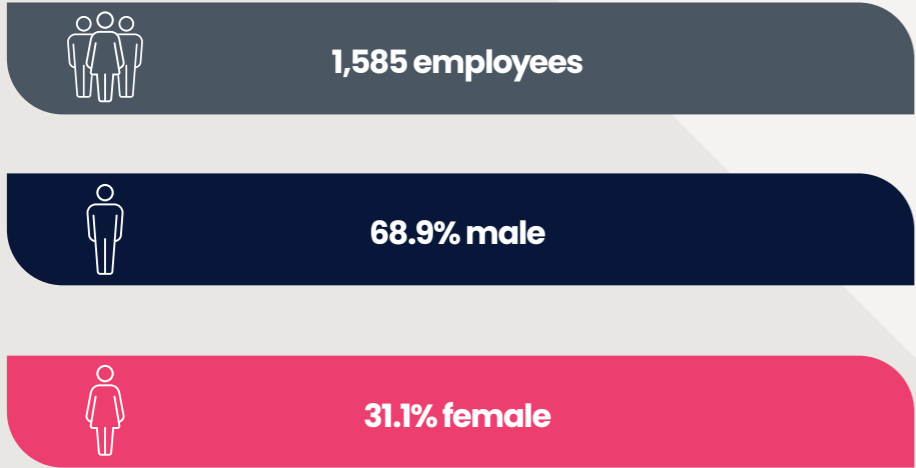
tombola Ltd

tombola employees



DATA

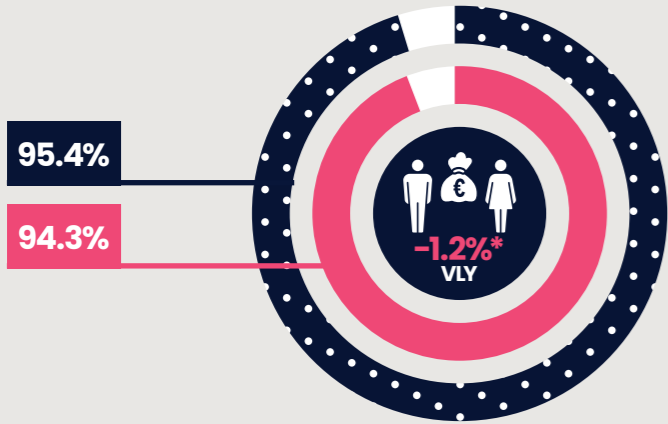
KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus

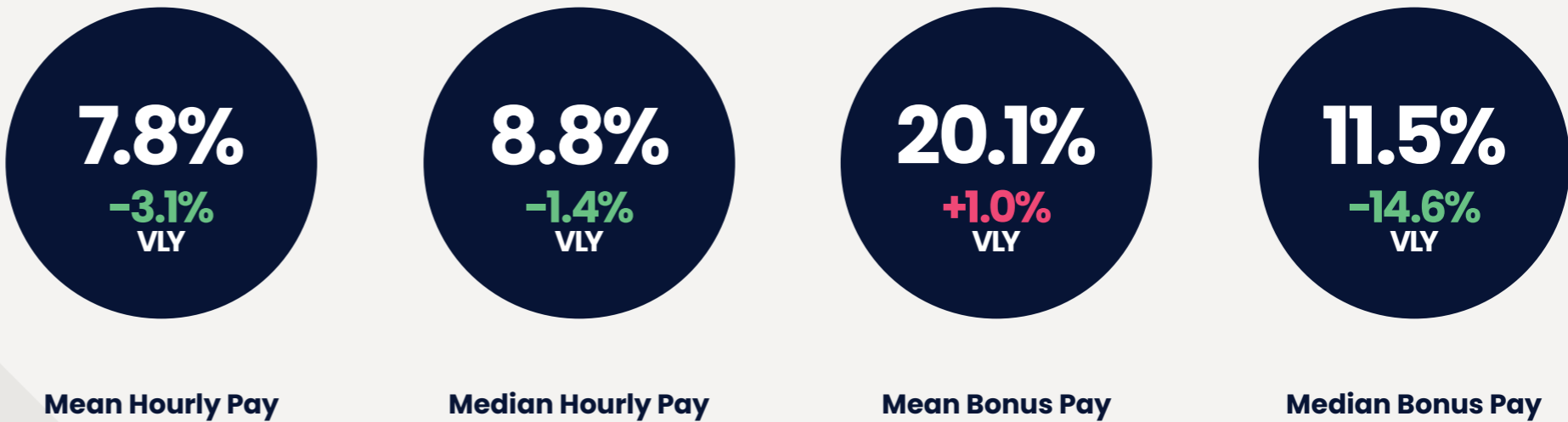


sky betting & gaming

Hestview Ltd: Sky Betting & Gaming employees

PAY GAP DATA 2024

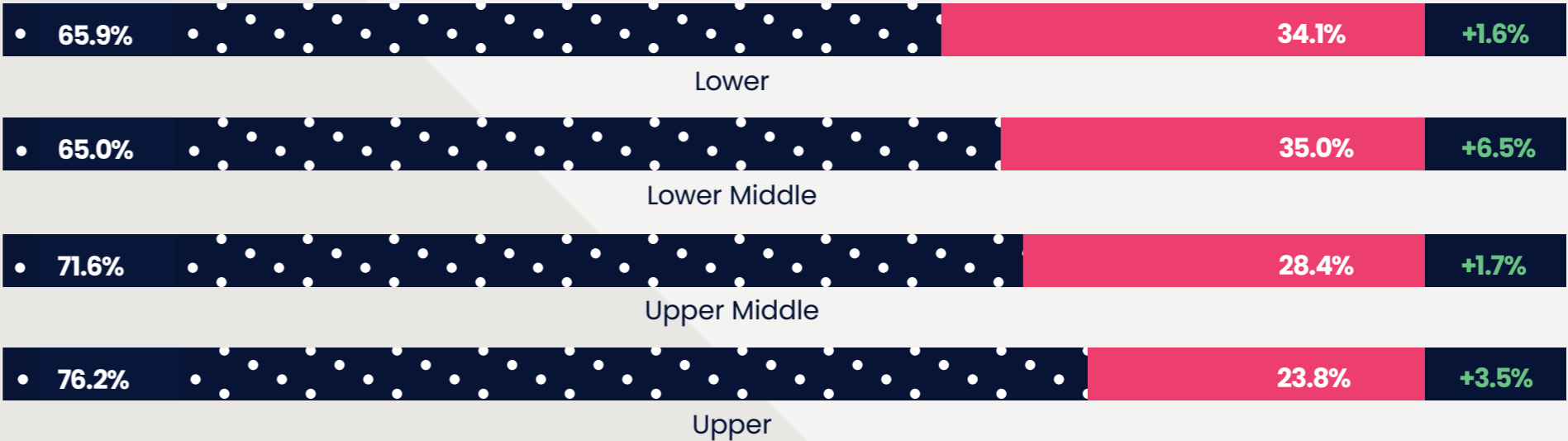
VLV = Variance on 2023



QUARTILES 2024

Proportion of men and women by pay quartile

Male Female



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024.

DATA INSIGHTS

SKY BETTING & GAMING INSIGHTS

Pay Gap

We are pleased that our Mean and Median hourly pay gaps have decreased by 3.1% and 1.4% respectively. We believe this has been driven by an increase in the representation of women in our Upper Pay Quartile.

This is encouraging as we have continued our trend of reducing the pay gap over time. However, we know there is more we can do to close this gap through continuing to grow and retain women, particularly in senior roles where their representation is lower.

Bonus Gap

Our Mean Bonus Pay Gap has increased by 1.0% whereas our Median Bonus Pay Gap decreased by 14.6%. The difference in trend indicates the Mean Bonus Pay Gap is being impacted by outliers.

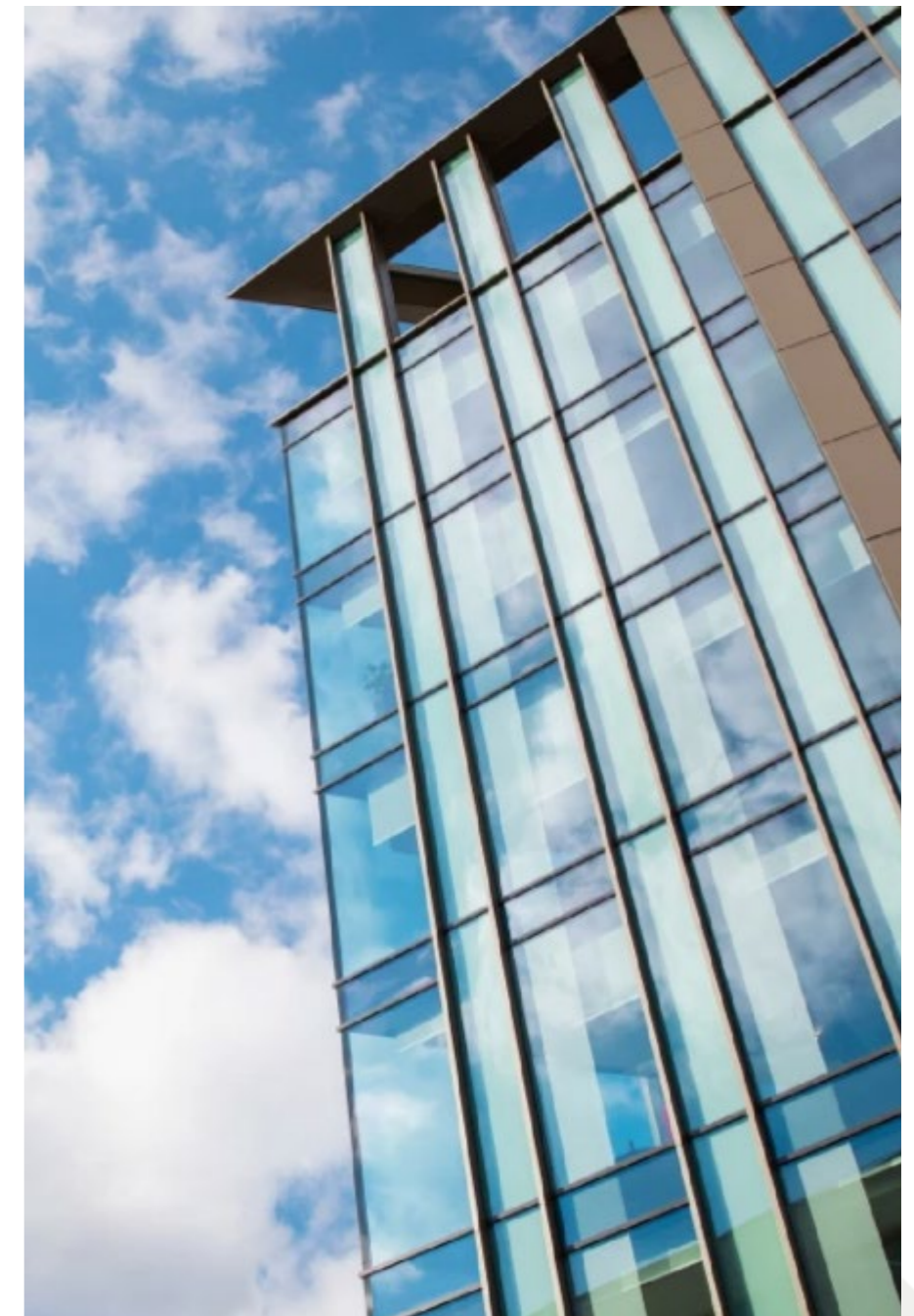
Our Mean Bonus Pay Gap is also larger than our Median Bonus Pay Gap indicating the Mean Bonus Pay Gap is being impacted by the higher amounts at the top end of the scale. To reduce the Mean Bonus Pay Gap, we will continue to focus on the representation of women in our most senior roles.

We have seen a decrease in the proportion of women receiving a bonus by 1.2% however, bonus eligibility is dependent on a range of factors, so we anticipate small changes year-on-year.

Quartiles

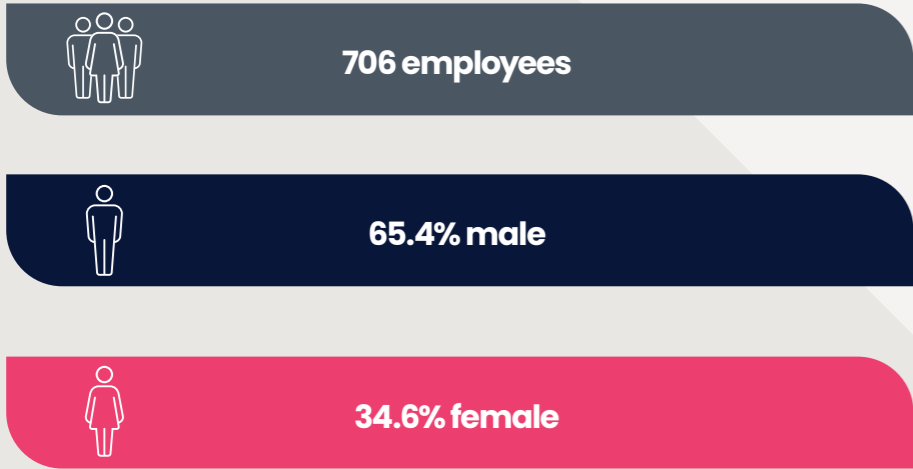
We are pleased to see the overall representation of women has increased from 29.3% to 31.1% which can be seen with the increase of the representation of women across all our quartiles. The largest of which was in our lower middle quartile, which had a 6.5% increase year-on-year.

However, the increase in the upper quartile would have had the most impact on our Pay Gap results this year, as it means we have more women at the upper end of the hourly pay rate.



DATA

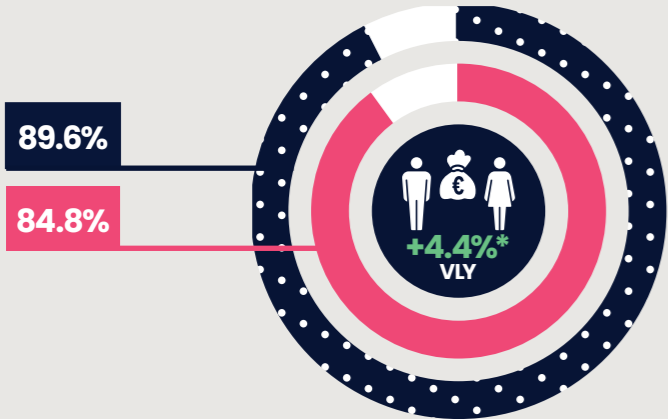
KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus

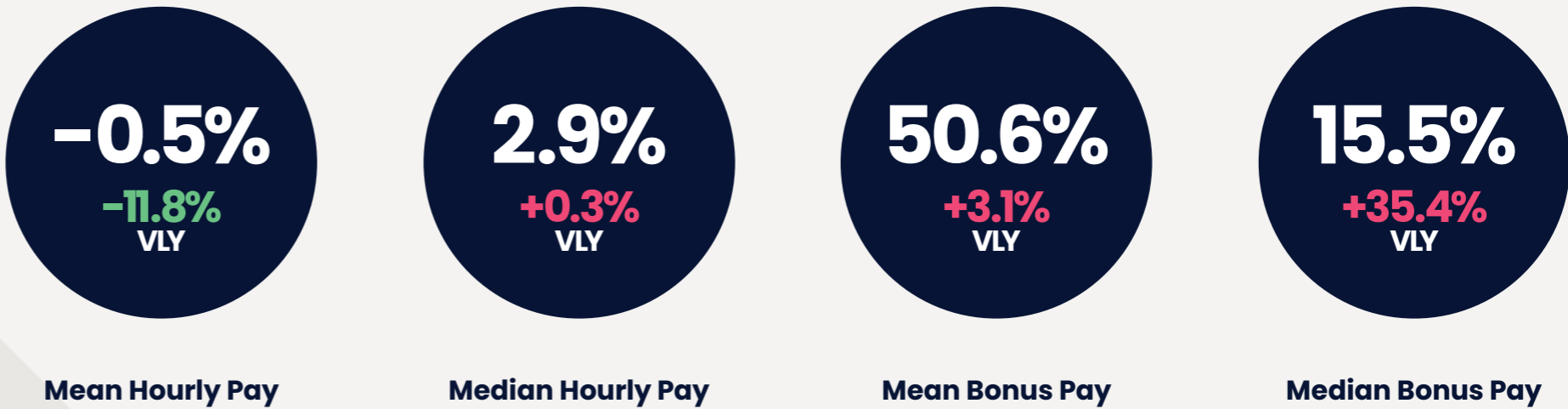


PADDYPOWER. betfair

Betfair Ltd: Online & Head Office employees including Flutter Functions, Paddy Power & Betfair

PAY GAP DATA 2024 – ALL EMPLOYEES

VLV = Variance vs 2023

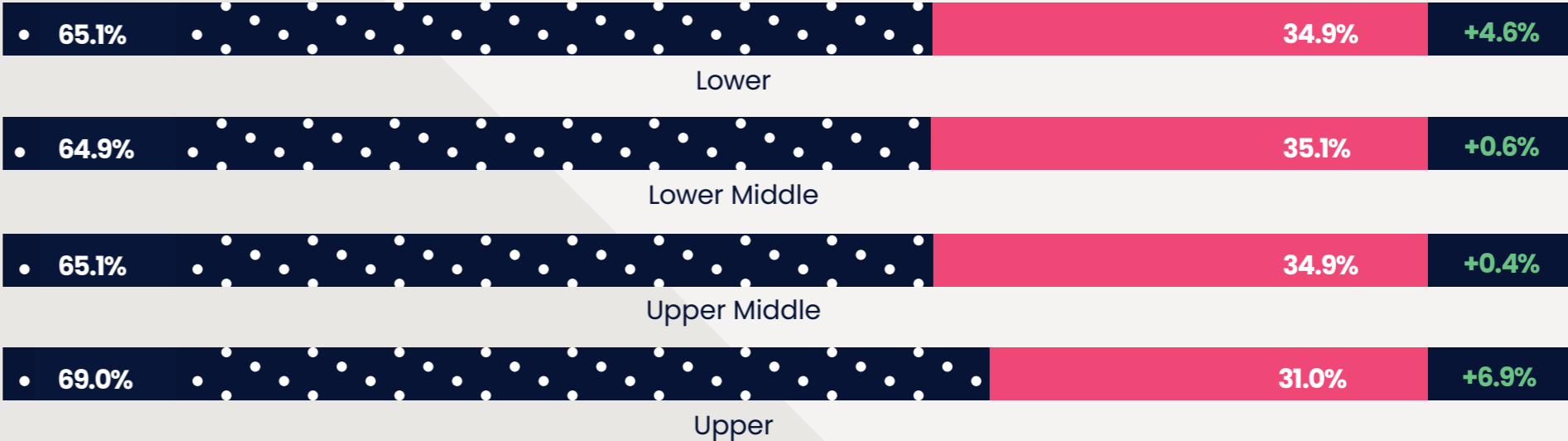


QUARTILES 2024

VLV*

Proportion of men and women by pay quartile

Male Female



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

DATA INSIGHTS

PADDY POWER, BETFAIR & GROUP INSIGHTS

Pay Gap

We are pleased to see our Mean Hourly Pay Gap has decreased by 11.8% in comparison with last year. We believe this has been driven by an increase in the representation of women in our Upper Pay Quartile.

In contrast to this, there has been a 0.3% increase in our Median Hourly Pay Gap. With more women in both the lower and upper quartiles this year, we can assume that this caused the midpoint to change compared to last year. On top of this, the larger overall number of women means our sample size is bigger and less affected by outliers.

Bonus Gap

Our Median and Mean Bonus Pay Gap have both increased this year. As the Bonus Pay Gap includes share exercises, the figure is often subject to fluctuation, year-on-year.

The Mean Bonus Pay Gap has increased by 3.1% to 50.6%. This increase is driven by share-based remuneration and is being skewed upwards by an outlier.

The Median Bonus Pay Gap has increased by 35.4% at the time of the snapshot. This could be a result of two factors.

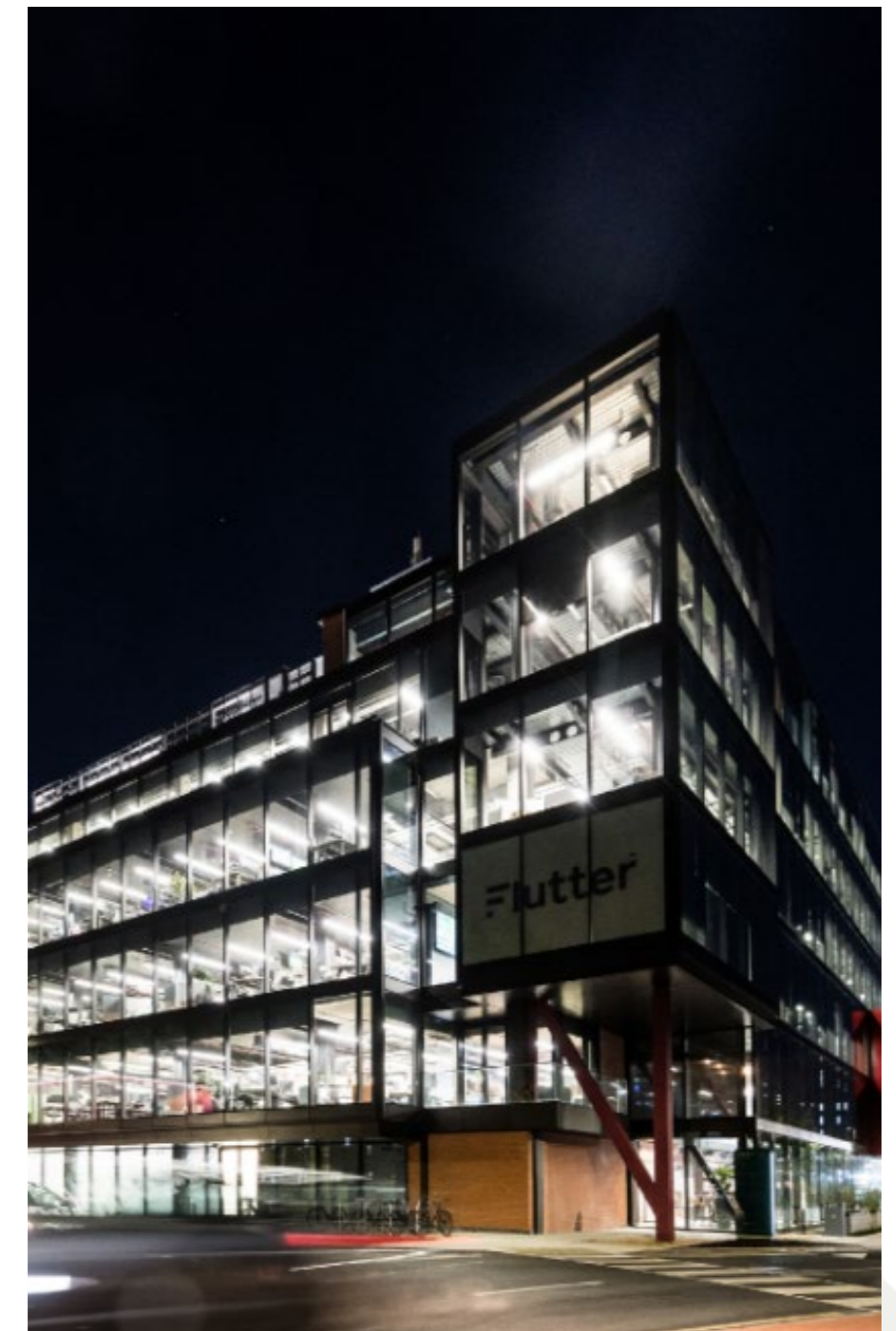
Firstly, with a larger sample size, the Median Bonus Pay Gap could have shifted due to a change in the distribution of people.

The other reason for the change could be that as we have seen the proportion of women receiving a bonus increase, this may have also had an impact on the Median value.

To improve our Bonus Pay Gap, retention of women in senior roles is important as longer tenure within the business should allow their share-based remuneration opportunities to increase.

Quartiles

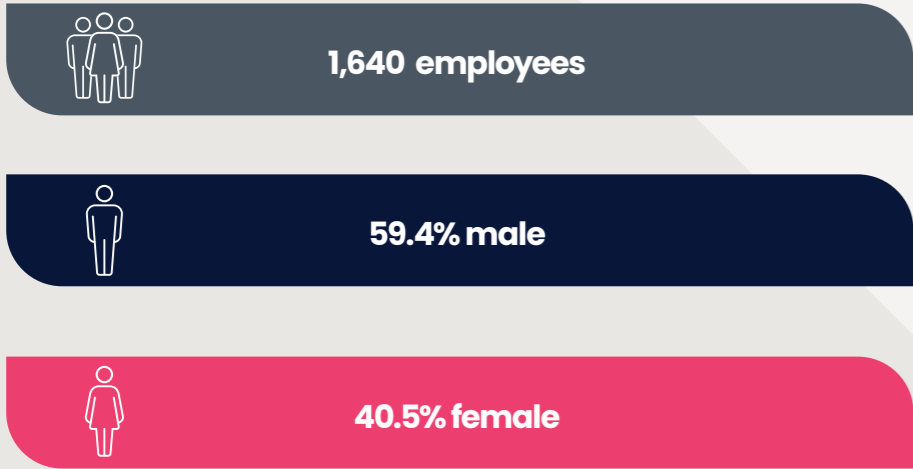
We are also pleased to see an improvement in representation of women across all of our quartiles. This is a result of an increase in women in the overall population within the snapshot date, from 31.8% to 34.6%. The largest increase in the representation of women can be found in the upper quartile which reflects the improvement to our Mean Hourly Pay Gap.



DATA

KEY DATA

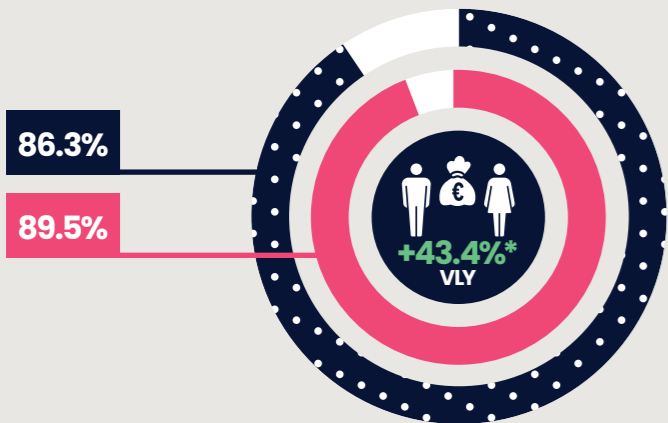
0.1% did not declare gender



BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus



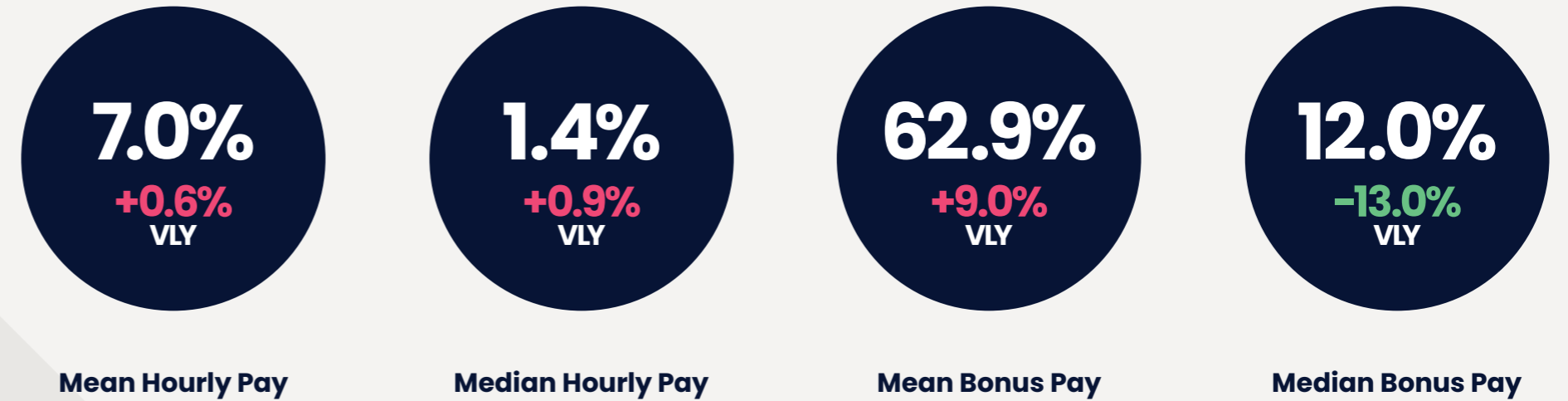
*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

PP. RETAIL

Power Leisure Bookmakers Ltd: Paddy Power Retail employees ('PLBL')

PAY GAP DATA 2024 – ALL EMPLOYEES

VLV = Variance vs 2023

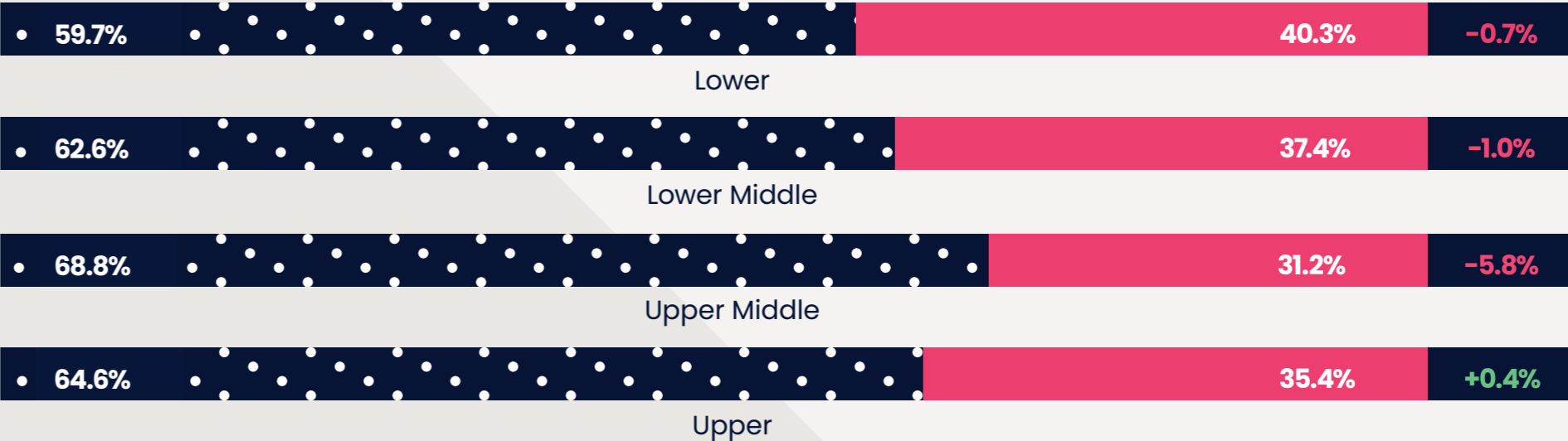


QUARTILES 2024

VLV*

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

PADDY POWER RETAIL INSIGHTS

Pay Gap

In comparison with last year, we have seen an increase in our Mean and Median Hourly Pay Gaps.

Within the snapshot period, eleven UK Shops closed and the pace of overall recruitment slowed. This led to an overall decrease in the population of our workforce. With this overall decline, the percentage of men actually increased by 1.1%, while the percentage of women decreased by 0.7%. These contributing factors have contributed to the increase in our Gender Pay Gap for this entity.

Despite this, the increases are relatively small with the Mean Hourly Pay Gap having increased by 0.6% to 7.0% and the Median Hourly Pay Gap having increased by 0.9% to 1.4%.

With the Mean Hourly Pay Gap being more heavily influenced by larger salaries at the top end of the scale, the Median Hourly Pay Gap isn't, so it is more reflective of the population.

Bonus Gap

The Mean Bonus Pay Gap has increased by 9.0% to 62.9%. This is due to a combination of outliers in the Upper Quartile and share based compensation.

Whilst the Mean Bonus Pay Gap can be linked to the smaller representation of senior women in comparison with men, the Median Bonus Pay Gap is being largely driven by ad-hoc incentive bonuses.

We have seen a 13.0% decrease in the Median Bonus Pay Gap, to 12.0%. This is reflected by a higher proportion of women receiving a bonus (+43.4%). Both figures have been influenced by a £250 Thank You bonus that was provided to all colleagues within the entity.

Quartiles

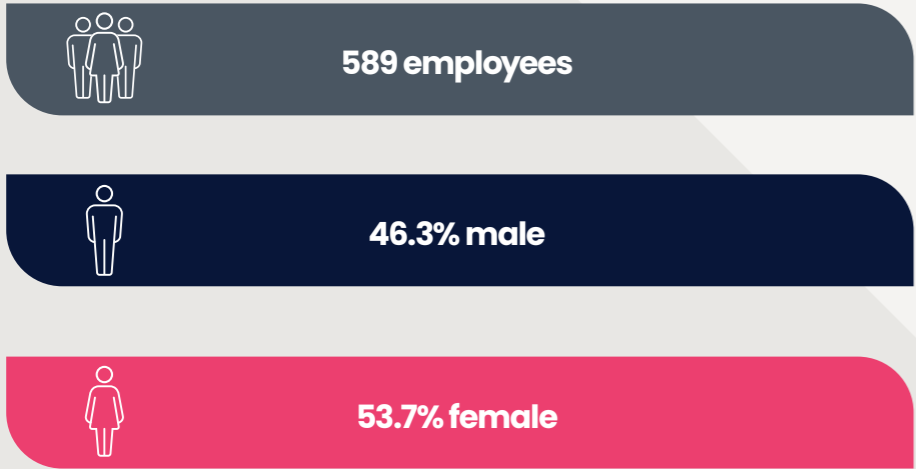
The reduction of women within the overall headcount has affected the composition of our Quartiles. Our lower three quartiles have seen a decrease in representation of women, with the Upper Middle Quartile most affected (-5.8%).

However, our Upper Quartile was unaffected by these changes, with the proportion of our most senior women increasing by 0.4%.



DATA

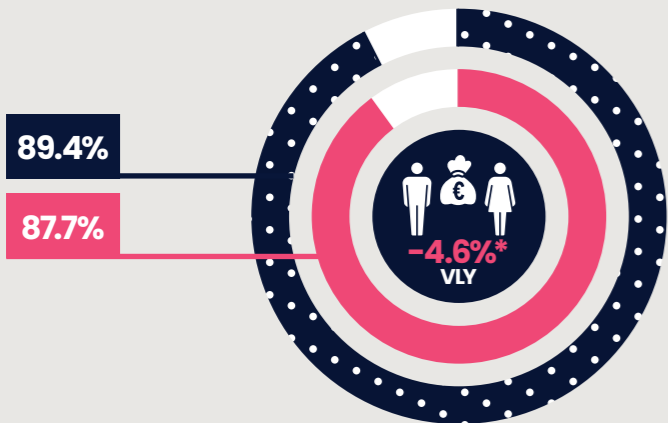
KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus



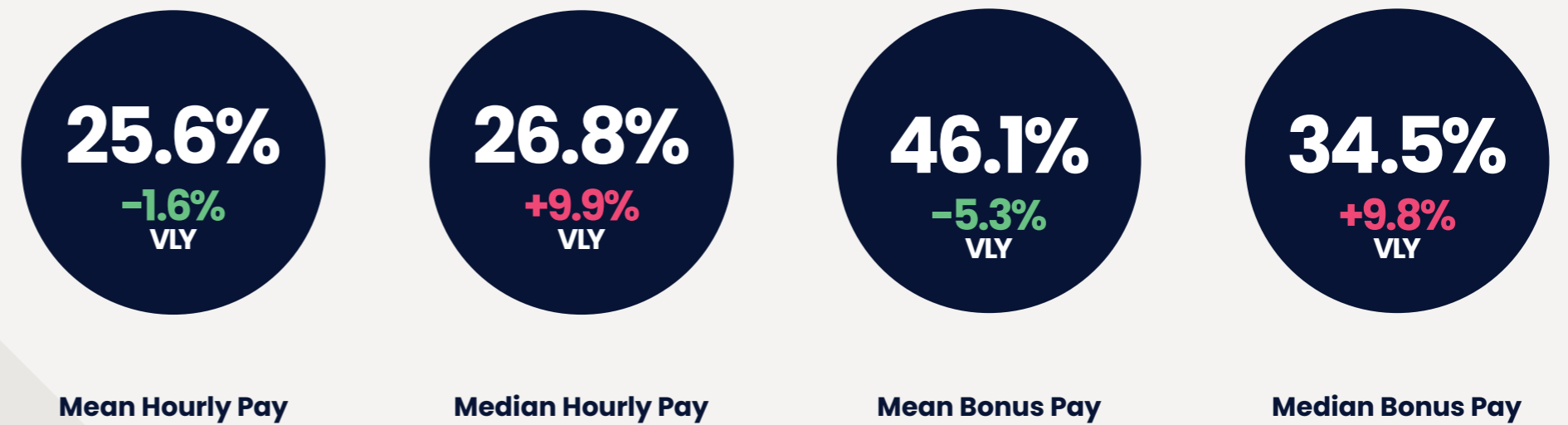
*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

tombola

tombola Ltd: UK tombola employees

PAY GAP DATA 2024 – ALL EMPLOYEES

VLY = Variance vs 2023

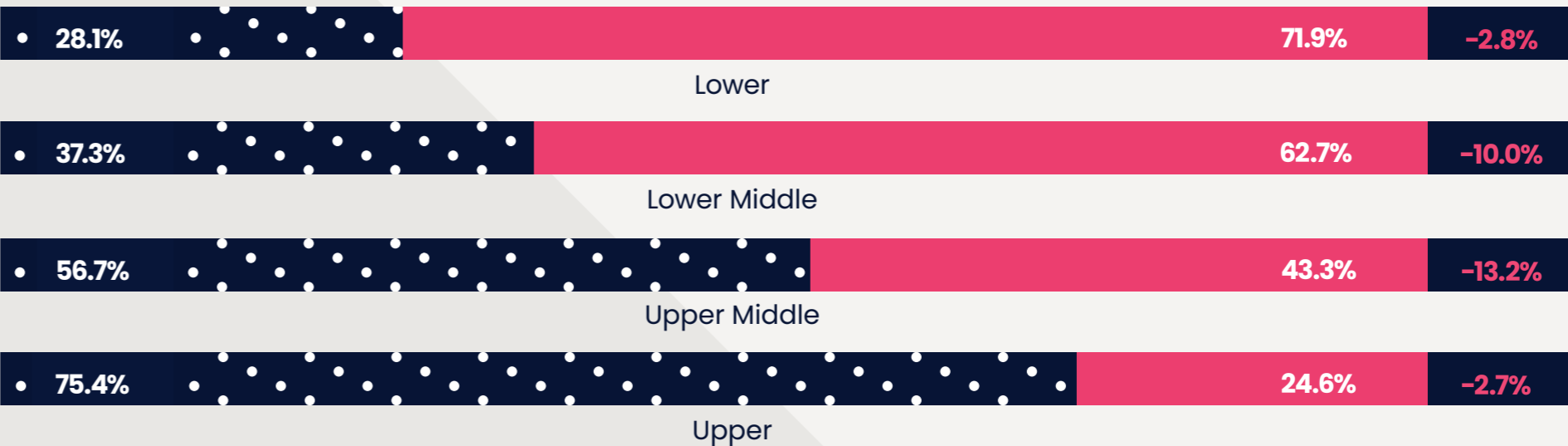


QUARTILES 2024

VLY*

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

TOMBOLA INSIGHTS

Pay Gap

2024 saw an improvement in the Mean Hourly Pay Gap with a decrease of 1.6%, however the Median Hourly Pay Gap increased at tombola by 9.9%.

The main driver for the gap is the low representation of women in the upper quartile, particularly in our Technology teams.

tombola has two distinct areas with contrasting unequal gender splits in Technology and Customer Experience. Technology has a higher representation of men whereas Customer Experience has a higher representation of women.

Changes within these areas can have an impact on the overall Gender Pay Gap figures. At the end of 2023, the Customer Experience team had a restructure, which resulted in a change in gender split which impacted the Hourly Pay Gap figure.

To ensure tombola remains competitive and fair, with minimal bias in our processes, tombola carried out a project to ensure all employees had a standardised, benchmarked salary, which came into effect in March 2024.

Bonus Gap

Our bonus scheme is established on a quarterly basis throughout the financial year.

From their first day of employment, everyone is entitled to receive the same percentage of bonus. The only eligibility requirements affecting the bonus amount is the individual's start or leave date within the given quarter. As a result, overall gender representation is not the driver of the differences in bonus.

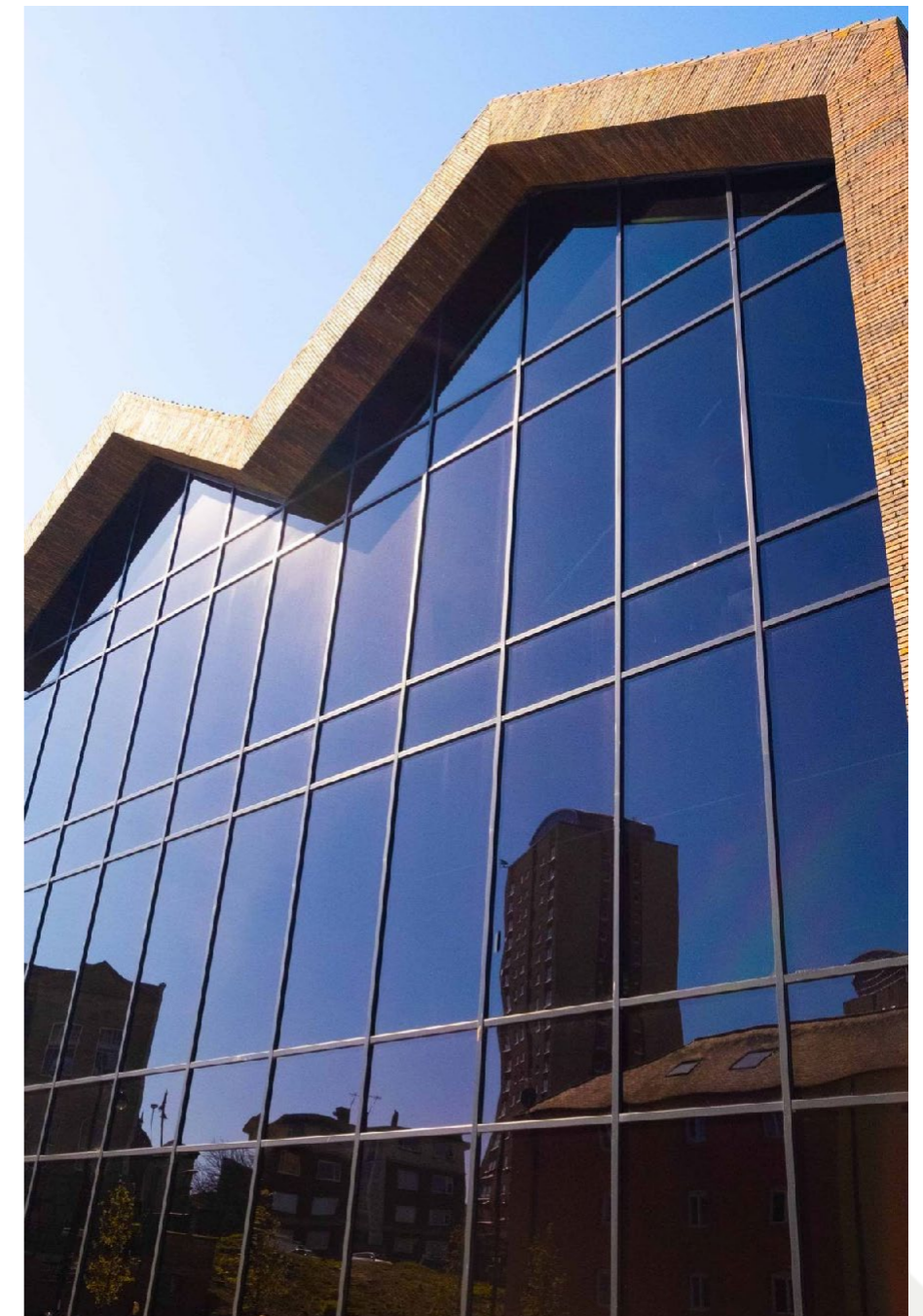
The main driver of the gap is due to the proportion of men within the upper pay quartiles.

Quartiles

The representation of women across all pay quartiles decreased in comparison to the last reporting year. The impact of the restructure within our Customer Experience function is the driver behind this change. The number of leavers in Customer Experience, as well as the already unbalanced gender split, influenced the proportion of women across the pay quartiles at tombola.

Over the last 12 months, tombola has seen the population of women within Technology increase to 16% of the team's headcount, an increase of 1% through 2024.

As more women join the Technology teams at all levels, this will help reduce the Gender Pay Gap at tombola.



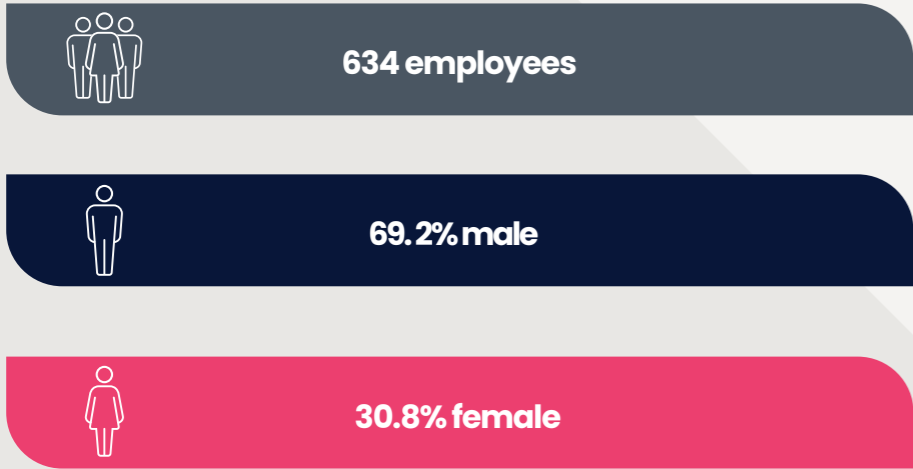


Halfords Media UK Ltd:
PokerStars employees



DATA

KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

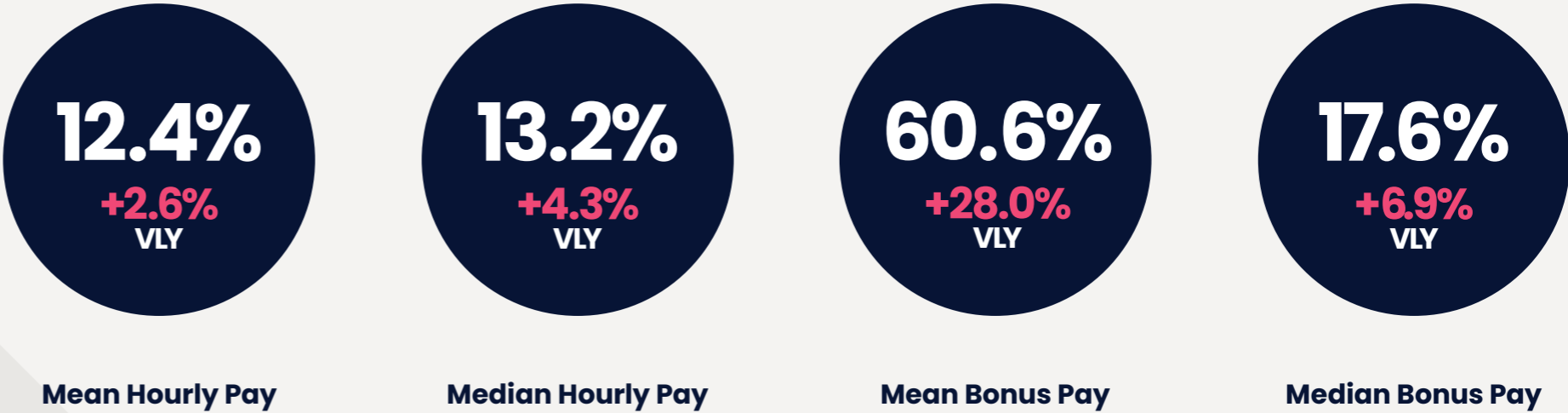
Male Female Not paid a bonus



Halfords Media UK Ltd: PokerStars employees

PAY GAP DATA 2024 – ALL EMPLOYEES

VLY = Variance vs 2023

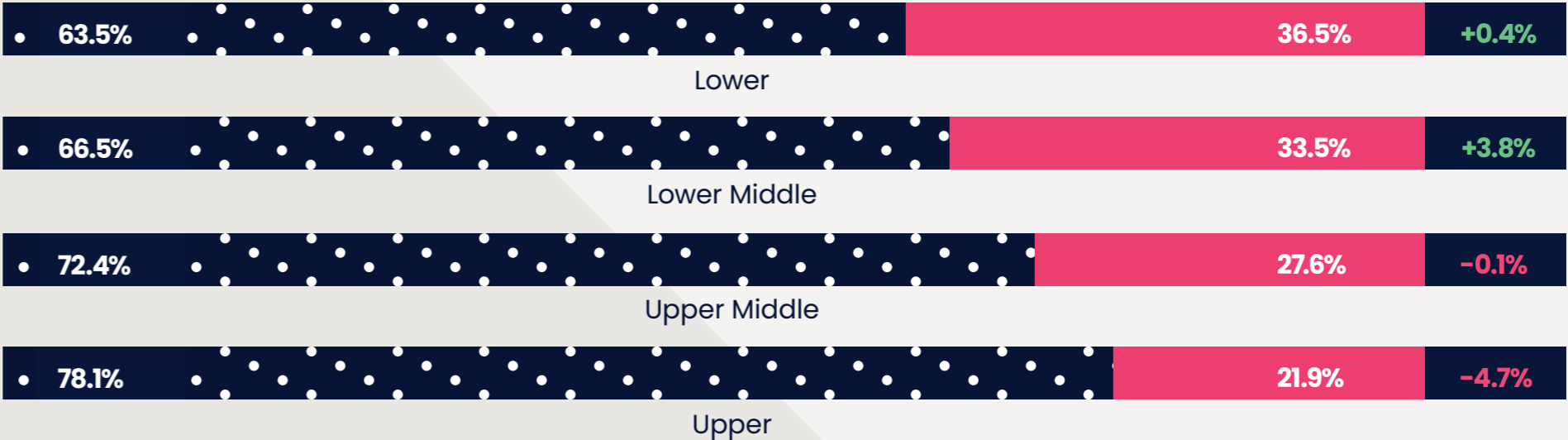


QUARTILES 2024

VLY*

Proportion of men and women by pay quartile

Male Female



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

DATA INSIGHTS

POKERSTARS INSIGHTS

Pay Gap

In 2024, although our overall gender composition has increased slightly in favour of women, we saw an increase in our Gender Pay Gap, with our Mean and Median figures increasing by 2.6% and 4.3% respectively. This can be attributed to the decrease in the representation of women in the Upper and Upper Middle quartiles, decreasing by 4.7% and 0.1% respectively.

We know that having fewer women in the upper pay quartiles impacts the Pay Gap, in addition to the decreases in the upper middle.

Enhancing the growth and retention of women remains important to us. We offer a range of growth and development opportunities to support career advancement. We're pleased to see that we have high engagement from colleagues in these programmes. However, we know there is more we can do to close the Pay Gap through supporting women into senior leadership roles. These roles are key because this is where we see lower representation and is driving our Pay Gap.

Bonus Gap

Our Bonus Pay Gap saw an increase in comparison to the previous year with our Mean and Median Bonus Gaps increasing by 28.0% and 6.9% respectively. A main driver for these increases are due to share based compensation which, as is common with these types of bonuses, can fluctuate year on year, affecting the Bonus Pay Gaps.

Our Mean Bonus Pay Gap is still much larger than our Median Bonus Pay Gap indicating that it is being heavily affected by the higher representation of men in the Upper quartile.

We know there is more work to be done to reduce the Bonus Pay Gap and we are actively working on increasing the representation of women across all quartiles, especially in senior roles that are eligible for share based compensation as these roles can have the greatest impact on the Bonus Pay Gap.

Quartiles

We are pleased to see that the overall representation of women has slightly increased year on year, with the largest increase coming from the Lower Middle quartile from 29.7% last year to 33.5% this year. However, as mentioned previously, we have seen a reduction in the proportion of women in our Upper quartile which has driven the change in Pay Gap this year.



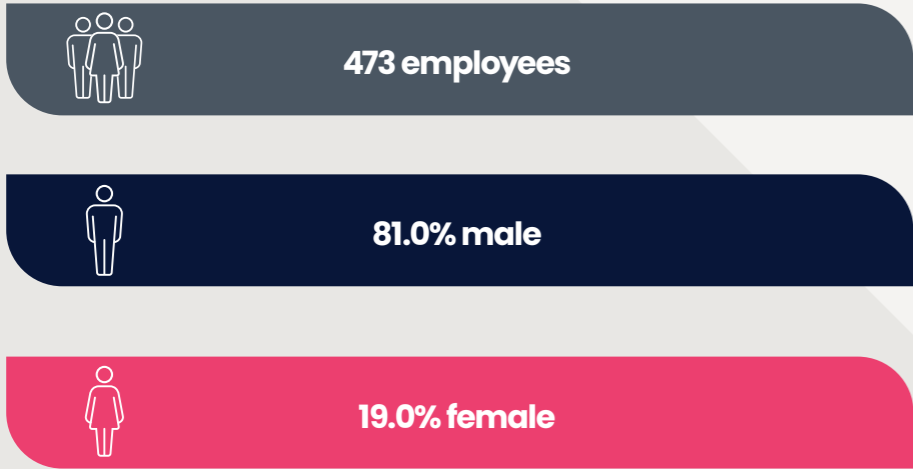


FanDuel Ltd:
FanDuel Technology Hub employees



DATA

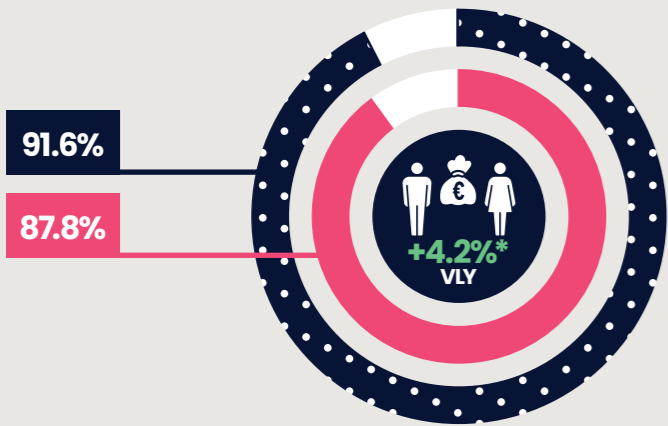
KEY DATA



BONUS PROPORTION

Proportion of men and women receiving a bonus

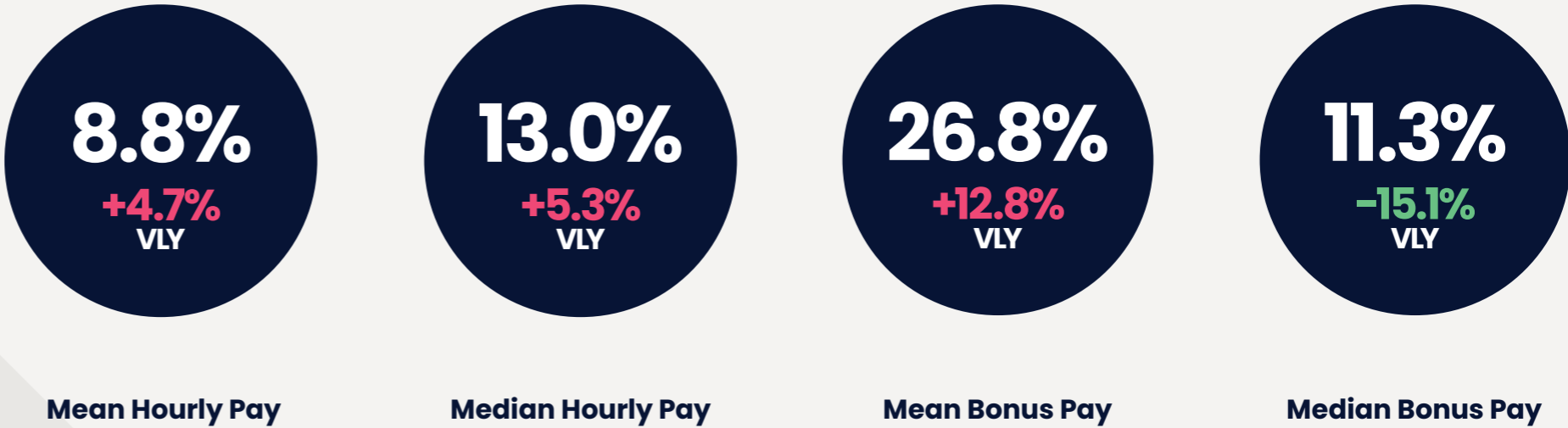
Male Female Not paid a bonus



FanDuel Ltd: FanDuel Technology Hub employees

PAY GAP DATA 2024 – ALL EMPLOYEES

VLY = Variance vs 2023



QUARTILES 2024

VLY*

Proportion of men and women by pay quartile

Male Female



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2023 and 2024

DATA INSIGHTS

FANDUEL INSIGHTS

Pay Gap

In 2024, we saw an increase for our Mean and Median Hourly Pay Gaps of 4.7% and 5.3% respectively. This can be largely attributed to unequal gender distribution in FanDuel where women only account for 19% of the current UK employee population. Although, even though more men were hired than women in the past year, the total population of men actually decreased by 3.7%.

However, we have seen great strides in addressing this disparity with a 51% combined increase in the representation of women at our senior professional and managerial levels versus last year's 11%, representing 66% of the total women population. We have also seen an incremental increase of women in leadership roles meaning that the average pay for women against our average pay for men increased by 8% at Senior Director levels and 34% at the Vice President levels.

As our employee population still leans heavily towards men in the UK, our focus for 2025 will be to ensure that our internal progression programs, such as MyPlay, provide opportunities for women to progress to more senior levels within the UK. As our external expansion will be lower than 2024, we are committed to ensuring our hiring pools are as inclusive as possible and hiring managers are presented with diverse candidate slates for each role as this becomes critical to our strategy of closing the representation gap.

Bonus Gap

Our Mean Bonus Pay Gap currently sits at 26.8%, a 12.8% increase on last year's figures, however our Median Bonus Gap has been reduced by 15.1%. The Mean Bonus gap was heavily driven by recipients of our legacy Long-Term Incentive Plan however, this plan ended for new hires in February 2021, with the final payouts due this year, to be replaced with FanDuel's updated version of the Long-Term Incentive Plan with harmonised targets.

All permanent FanDuel employees are entitled to an annual bonus unless their hire date is after the 1st October cut-off.

Quartiles

Representation of women increased in our upper and upper middle quartiles, validating our strategic hiring efforts. This is the first year where our population growth for women exceeded our growth for men at 45% compared to 5% respectively.



OUR PROGRESS & COMMITMENT









EMBEDDING INCLUSIVE CULTURE

OVERVIEW

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.

WOMEN'S EXPERIENCES

Since the launch of Peakon, we have been able to gather a greater understanding of sentiment from our colleagues, with more in-depth feedback regarding all aspects of their experience. Using Peakon engagement surveys, and engagement of our networks (for example Lean In Together) we have gained insights into the experiences of women within Flutter. This has assisted in deepening our understanding of their experiences across Flutter and enabled us to create more targeted and effective initiatives for women in the UK.

At Flutter, while sentiment scores for women in areas like Diversity and Inclusion, Engagement, and Health and Wellbeing trend lower than those for men, we have observed year-on-year improvements in closing these gaps. Additionally, we have seen improvements in sentiment towards organisational fit and support, freedom of opinion and inclusiveness among women.

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

LEADERSHIP READINESS AND BUSINESS OWNERSHIP

We continue to invest in our leadership development propositions through initiatives and resources, offering support to women at all levels, from entry-level to our most senior leaders, across Flutter in the UK.

We have integrated gender inclusion into leadership programmes, providing training to our senior leaders, business partners, and champions across our existing programmes.

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

WELLBEING AND FAMILY SUPPORT

We have continued improving our family support across Flutter, for example, offering resources to support colleagues throughout their parenting journey.

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

In 2024, Flutter launched an impartial financial education platform so colleagues can make their money work for them. Using such tools, we strive to help them stay informed about developments in their personal finances, including through Total Reward Statements (for example PAVE, a tool that provides colleagues with greater transparency).

On top of these, we continue to investigate support networks in this space and, as part of our Fair Game initiative, we have launched a new Employee Resource Group (ERG) across our co-located offices in the UK: Flutter Families, which provides a space for our parents and carers to meet regularly, share their experiences, and navigate challenges together.

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



CLOSING THE GAP

OVERVIEW

While our Gender Pay Gap results are encouraging, we understand there are areas of opportunity still available across the UK and we are continuously working to close the gap. Through strategic activities and initiatives in the following areas, we aim to create a framework that not only identifies and rectifies existing disparities but also promotes a culture of fairness and inclusivity.

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

CAREER DEVELOPMENT

Throughout 2024, Flutter has driven change to promote gender diversity and support career development through a range of impactful initiatives. The Lean In Together Network has grown into a global platform, creating collaborative spaces for all genders to drive meaningful change. Notably, we introduced several talent development programmes aimed at retaining top talent and accelerating readiness for new opportunities as our business evolves. These programmes are delivering tangible benefits, particularly for women across Flutter.

We have provided trainings and resources to support colleagues effectively manage their own careers. These career development programmes enhance skills, build self-awareness, and expand professional networks.

These initiatives aim to provide a supportive environment for career development, bolstered by ongoing investment.

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

We have partnered with various external communities, for example Code First Girls, to address the underrepresentation of women in STEM fields, and with WiHTL for targeted senior women development programmes in the UK.

HIRING PRACTICES AND EMPLOYER BRAND

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

To attract more women, our Talent and Branding teams launched campaigns, and leveraged our partnerships to highlight opportunities across Flutter.

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

DATA AND MEASUREMENT

Our DE&I reporting system has undergone continuous improvement, and in 2024, additional self-identification campaigns were introduced to enhance transparency and build trust, encouraging employees to share their diversity information on a voluntary basis. This has provided data transparency to key stakeholders, enhancing the overall DE&I reporting process.

To achieve our Work Better goals as part of our Positive Impact Plan, understanding the workforce composition throughout the recruitment stages — from attraction to hire — is crucial. To facilitate this, a Recruitment Funnel dashboard was developed in 2024 for the Talent Acquisition and HR Operations teams. Currently in its pilot stage, the Recruitment Funnel aims to provide insights into areas of success and those requiring additional focus, with plans for further refinement and enhancement in 2025.



OUR ACTIONS

WELLBEING

In the UK, we will be expanding and reviewing our wellbeing support frameworks, featuring tools and resources specifically focused on colleagues' physical and mental health. This includes continuing to partner with external experts to enhance our network of Mental Health First Aiders as well as enhancing our menopause support through additional resources.

BENEFITS

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

NETWORKS

We remain committed to driving cultural change across Flutter through the ongoing development of our Employee Resource Groups, supporting with the creation of opportunities to connect women and allies to solve challenges related to gender parity. We will also invest in developing women and allies with the skills and behaviours needed to ignite and empower them to drive culture change. We provide opportunities for members of our networks to discuss women's health, to gain a deeper understanding of the experiences women face with illness and health issues, including menopause and endometriosis (for example, tombola Talks).

We know that caregiving responsibilities disproportionately affect women, and they are more likely to reduce their work hours or even give up work entirely to care for others so we are currently working on embedding additional resources to support our working carers and their managers.

We aim to conduct an assessment to understand how we can continue to better support caregivers across Flutter.

PROFESSIONAL DEVELOPMENT

At Flutter, Every Voice Matters, and we continue to focus on supporting women's growth and provide development opportunities.

We will maintain our focus on our talent pipeline into senior leadership positions and ensure that our systems and processes are equitable and free from bias.

We have been delivering targeted programmes in the UK that aim to provide opportunities for women who aspire to grow their careers and have seen great traction with these programmes. This includes programmes that provide women with support, guidance, and a roadmap to advance their careers and build readiness for their next role.

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

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

HIRING PRACTICES

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

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

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

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

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



CLOSING STATEMENT

Peter Jackson, Group CEO

At Flutter, Every Voice Matters, and as Group CEO, I am encouraged by the positive strides we have made to reduce our UK Gender Pay Gap.

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

We also built and maintained networks across our co-located offices in the UK for our employees, providing groups with shared interests a space to communicate, connect, and learn from each other.

Throughout 2025, we will continue to bring our UK colleagues together at network wide events, providing opportunities to learn, connect, and cultivate an inclusive environment where everyone feels valued.

We are pleased to see a reduction of our Mean Hourly Pay Gap in the UK in 2024, from 22.5% to 14.1%. While this is encouraging to see, we must continue to push towards our goal, and we remain dedicated to taking a leading role both locally and globally.

Peter Jackson

Group CEO



REPORTING STATEMENT

Kat McGurk

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

Kat McGurk

Group DE&I Director

