

The Flutter logo, featuring a stylized 'F' icon followed by the word 'Flutter' in a bold, sans-serif font, with a trademark symbol (TM) to the upper right.

**Flutter**<sup>TM</sup>

# **UK Gender Pay Gap 2022**

**Reporting Year 2023**

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# Foreword: Phil Bishop, Group Chief People Officer

As Flutter continues to grow, we are committed to creating a workplace where everyone is included and where every voice is heard. In this report we share our overall UK gender pay gap figures and outline the progress we have made within each of our brands throughout 2022 and into 2023, as well as the actions we are taking to continue to make progress.

In 2022, we continued to act on our Positive Impact Plan, increasing the representation of female leaders and progressing towards our gender goal to have 40% of top leadership roles held by women by the end of 2026.

We launched our Global Advocacy Programme, an initiative led by members of our Executive Committee to champion different diversity groups and amplify their voices on a global scale, driving forwards the Group's DE&I strategy. One of the four global workstreams of the programme focuses on Gender - led by Amy Howe, CEO of FanDuel - and throughout the year, we held several listening sessions across the UK and globally to hear the experiences of women. Our findings have translated into a Gender workstream action plan for 2023 and beyond to ensure we're doing what is needed to ensure women can thrive at Flutter.

Gender equity is an issue that we all must act on to help solve, through allyship, sponsorship and advocacy. I am proud to be an ally of the Gender workstream and to support our female talent within Flutter.

We recognise that we have more to do, but we're moving in the right direction and are committed to doing more. I look forward to continuing to work with leaders across the business to progress our Diversity, Equity, and Inclusion goals and initiatives in 2023.

*Phil Bishop*  
Group Chief People Officer

# What is the gender pay gap?

A Gender Pay Gap is the difference between the average earnings of men and women across all roles and levels within an organisation.

It is different from equal pay. Equal pay is the legal obligation for men and women to receive equal pay for equal work.

The Gender Pay Gap Report includes information on hourly Gender Pay Gaps across a range of metrics, taken at a snapshot date, within the reporting year. The snapshot date for the UK Gender Pay Gap is 5th April 2022. These metrics include:



## Mean gender pay gap

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



## Median gender pay gap

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



## Proportion of males and females receiving a bonus

This is the percentage of men and women who received bonus pay and/or benefit in kind in the 12 months leading up to the snapshot date.



## Proportion of males and females by pay quartile

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



# Our reporting

## Who's included?

Flutter in the UK is comprised of several different employing entities.

We report and analyse the data from each of these entities separately and we combine the data for our online businesses, ensuring we have a good picture of our gender pay gap across these similar businesses.

This analysis is used to understand what is driving those gaps and to help inform our actions in addressing them.

The data and associated commentary can be found in the following papers.

## Online employees

### Sky Betting & Gaming

**Hestview Ltd**  
Sky Betting & Gaming employees

### tombola

**tombola Ltd**  
UK tombola employees

### Pokerstars

**Halfords Media UK Ltd**  
PokerStars employees

### Paddy Power | Betfair

**Betfair Ltd**  
Online employees including Flutter Group, Paddy Power & Betfair

### FanDuel

**FanDuel Ltd**  
FanDuel employees

## Retail employees

### Paddy Power Retail

**Power Leisure Bookmakers Ltd**  
(PP Retail employees) ('PLBL')



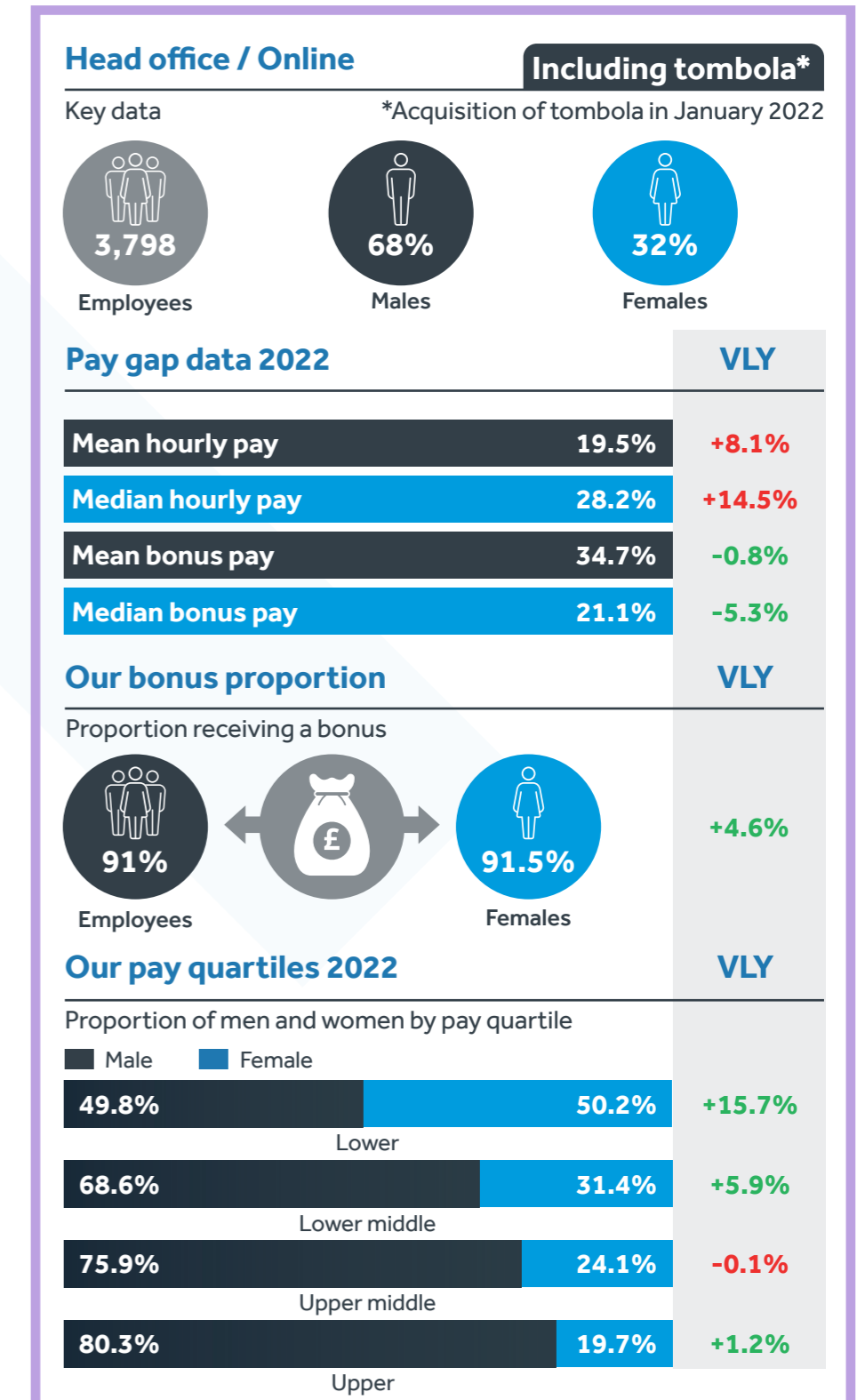
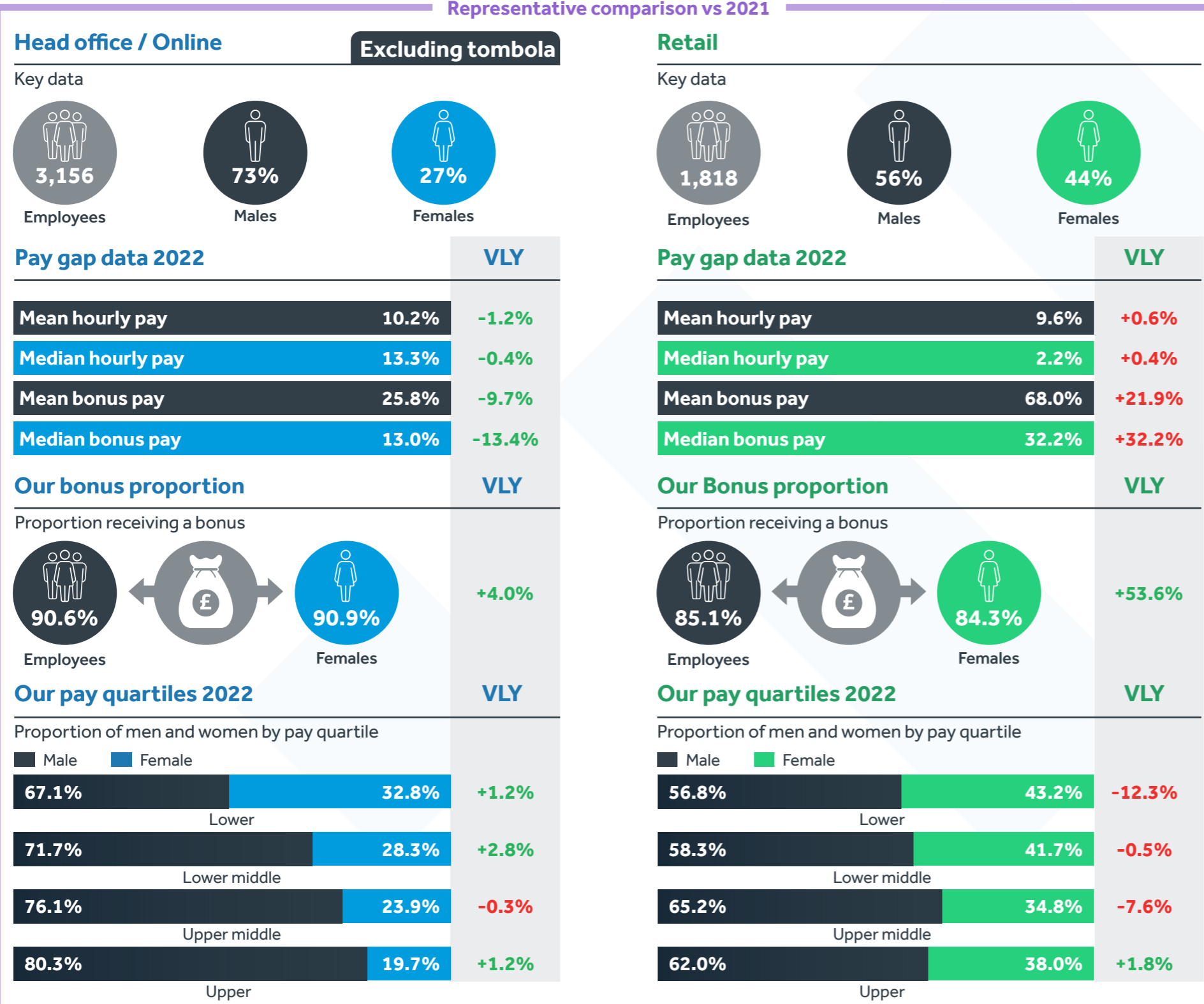


# Flutter overall results

# Flutter overall results

\*VLY = Variance on last year (2021)

## Representative comparison vs 2021



# Insights

In January 2022, we welcomed 642 people from tombola to the Flutter family and it's the first time they are included in our UK GPG report. To gain a true, like for like, year on year (YOY) comparison and insight into progress, we will consider the UK GPG findings with:

- tombola excluded
- tombola included

## UK GPG findings excluding tombola

We can consider figures for Head Office | Online mean and median pay gaps with all UK entities excluding tombola to arrive at a like for like YOY comparison. In this case, the mean and median pay gaps have decreased by 1.2% and 0.4% respectively. This lines up with continued decreases across all Head Office | Online entities, namely Betfair Ltd, Hestview Ltd, Halfords Media UK Ltd and FanDuel Ltd. These decreases are largely due to increased female representation at more senior levels in each entity, as referenced in our progress section. However, there are marginal increases in mean and median hourly pay gaps for our Retail entity.

## UK GPG findings including tombola

The UK GPG report 2022 regards all Flutter entities in the UK as one aggregated structure for reporting purposes. tombola is the only UK entity which has a higher female than male representation and this has changed the overall UK&I aggregated structure.

Our Head Office | Online mean and median pay gaps have increased mainly due to the inclusion of tombola in our reporting, despite the fact that tombola as a brand has improved year on year for both mean and median hourly pay. Most significantly, female representation increased in the lower quartile and therefore increased the gender pay gap overall.

# Progress

## Progress made

We are moving forward to take action to reduce the gaps further, recognising that change takes time. Our brands continue to focus on addressing the main driver of our Gender Pay Gap, namely the lower proportion of women in our top two pay quartiles.

Through Flutter's Positive Impact Plan, we are facing into challenges such as female attraction, progression and retention across all of our UK brands:

- In March 2022 we set our gender goal of 40% of Senior Leadership roles\* to be held by women by end of 2026.
- As part of the Work Better pillar of our Positive Impact Plan, we launched our Global Advocacy Programme (GAP) in September 2022. The programme comprises of four global workstreams - Gender, Multicultural, LGBTQIA+ and Accessibility - where we believe we can make a collective impact and strive for positive change that scales across the Group.
- The Gender workstream of GAP is sponsored by Amy Howe, CEO of FanDuel. Amy and her workstream Co-Lead, Lina Giavara, held listening sessions across the UK and globally to hear the experiences of women. The listening sessions have translated into a Gender workstream action plan for 2023 and beyond which is supported and endorsed by our ExCo.
- At a local UK level, initiatives such as Lean In have expanded across locations in UK&I, International and FanDuel, enabling women to network, share experiences, build new skills, lead and progress to leadership roles.

## Looking ahead

In 2023, our focus is on learning from our Gender listening groups to act on feedback and make impactful change to support women's career progression and retention. We have co-created a clear action plan for our brands which includes the roll-out of 2023 commitments for entities included in this report.

\*Separate from Board Level Diversity





# Insight & data across our brands

**sky betting & gaming**

**Hestview Ltd**  
Sky Betting & Gaming Employees

**betfair**

**Betfair Ltd**  
Online & Head Office employees  
including Flutter Group,  
Paddy Power & Betfair

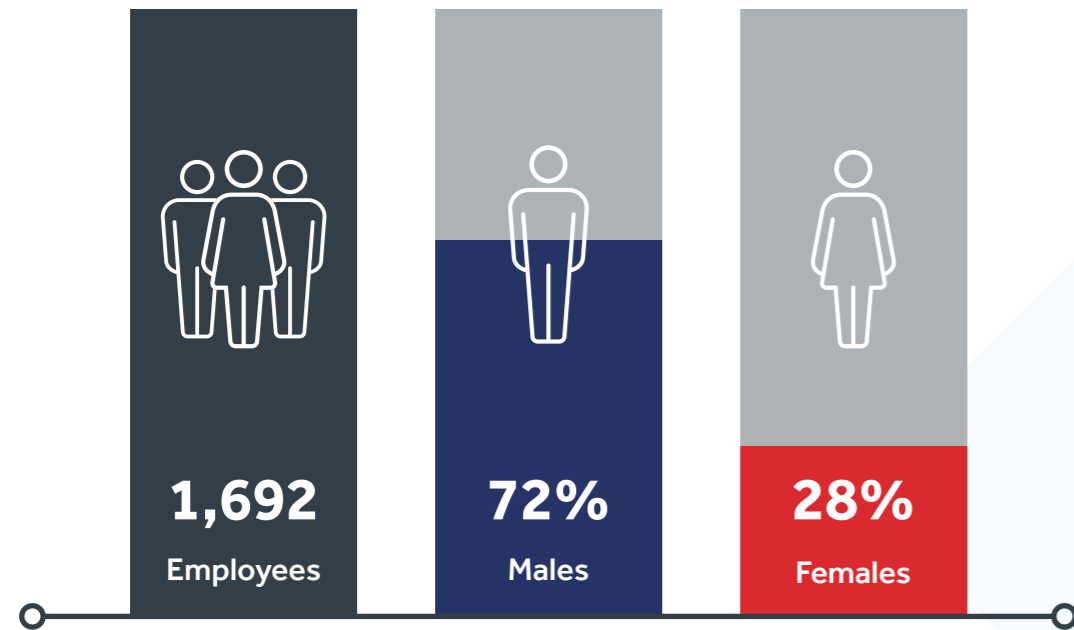
**PADDYPOWER**

**Power Leisure Bookmakers Ltd**  
PP Retail employees & 'PLBL'

*Colleagues that sit within these brands are referred to as UKI and Group colleagues*

# Data

## Key data

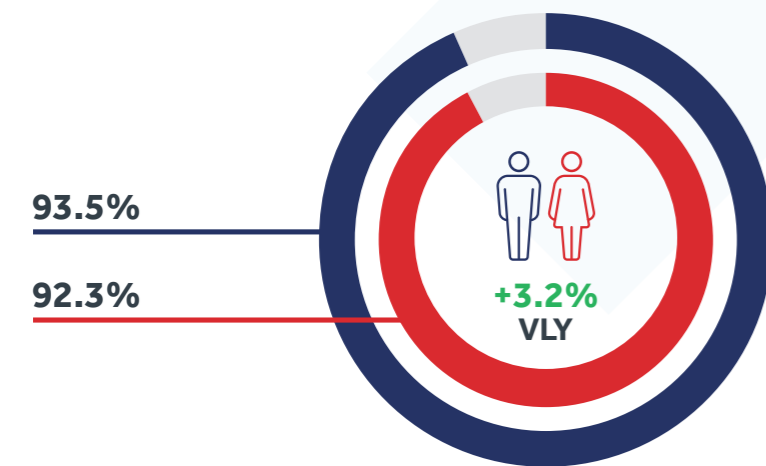


## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

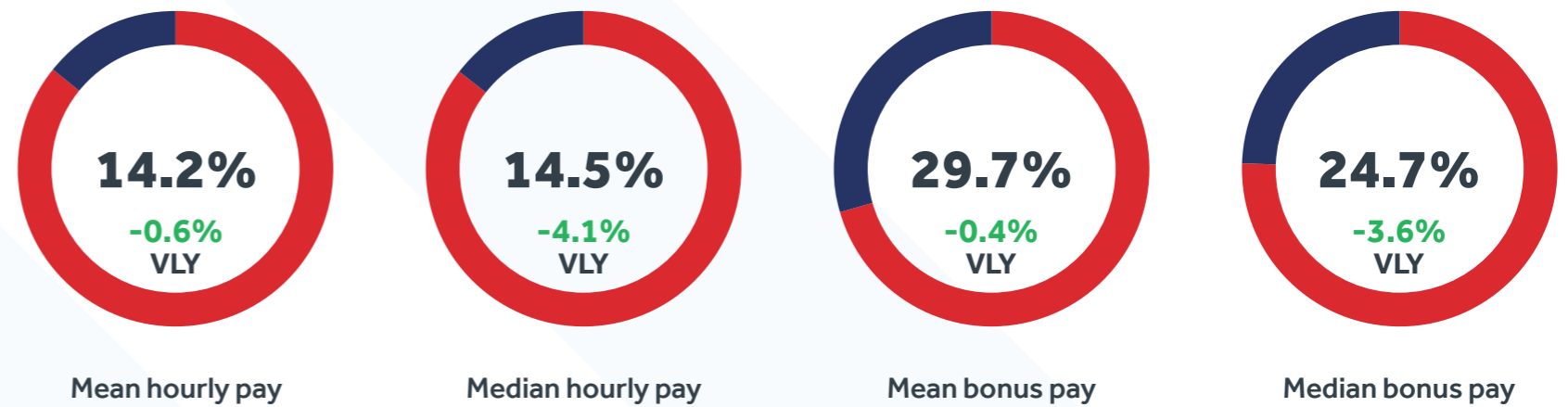
Not paid a bonus



## Pay gap data 2022

\*VLY = Variance on last year (2021)

Women Difference

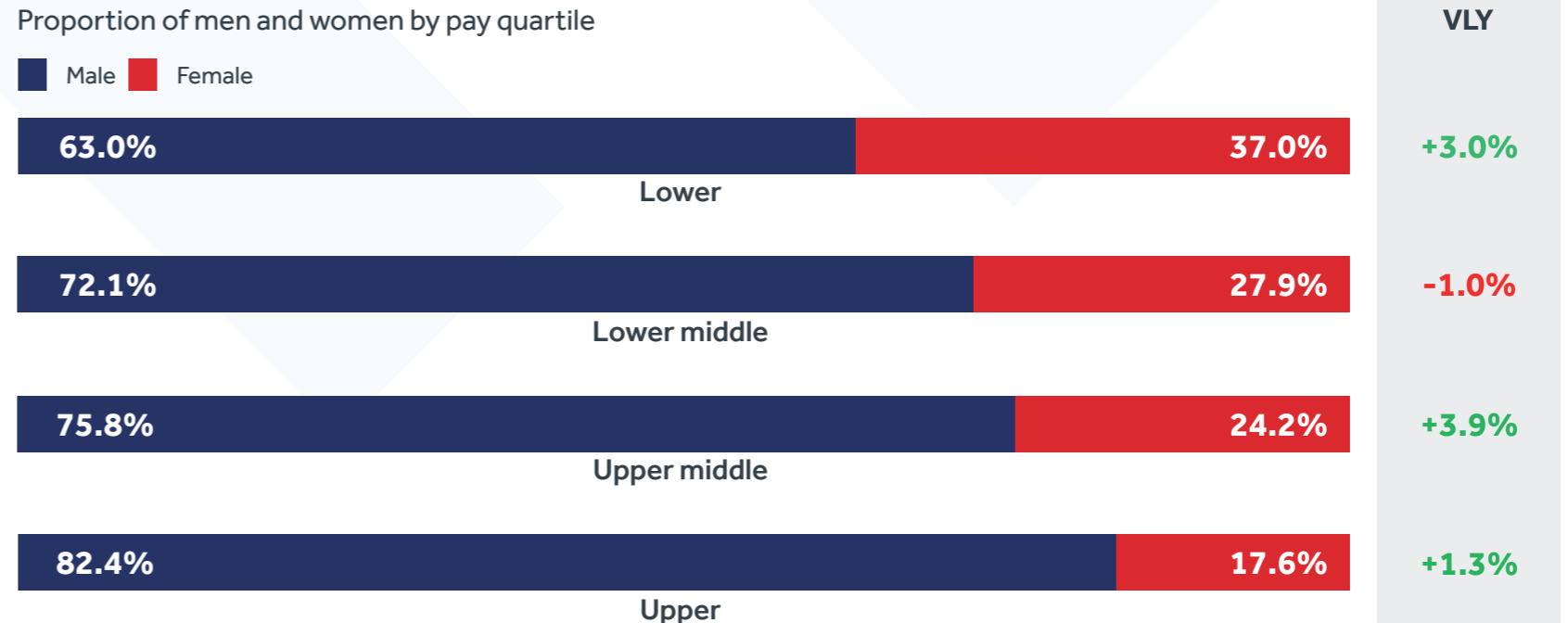


## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

Male Female



# Insights

## Pay gap

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The driver of both our hourly and bonus pay gaps remains, from the lower proportion of females in the top two pay quartiles. This is due to a lower proportion of females in senior roles and in specialist Technology roles.

We have seen an increase in the proportion of women in our upper-middle and upper quartiles, but promotion rates and attrition rates have remained largely the same, year on year.

## Bonus

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Gender is not the driver of the small difference between males and females receiving a bonus. The difference is driven by employees' start dates and their eligibility for a bonus, such as being a fixed-term contractor rather than being based on gender.

Our bonus gap is due to the majority of our female population being based in the lower quartiles. We have a slight reduction in our median bonus gap, year on year, due to our improvement in overall representation of females, as well as an increase in female representation in our upper-middle and upper quartiles.

To close the gap further, increasing female representation at senior level is critical.

## Quartiles

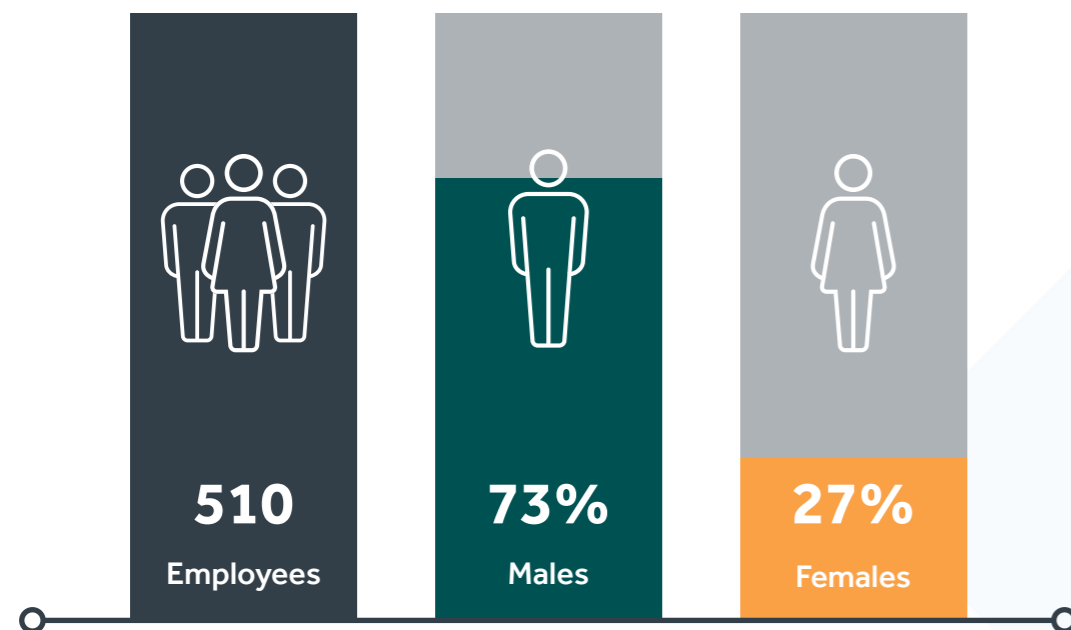
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Our overall representation of females across the business has increased by 3% year on year, up 7% since 2020.

We're making small, positive shifts across our lower, upper-middle and upper quartiles but we know that to change the gap significantly, we'll need to increase representation of females at all levels in our business.

# Data

## Key data

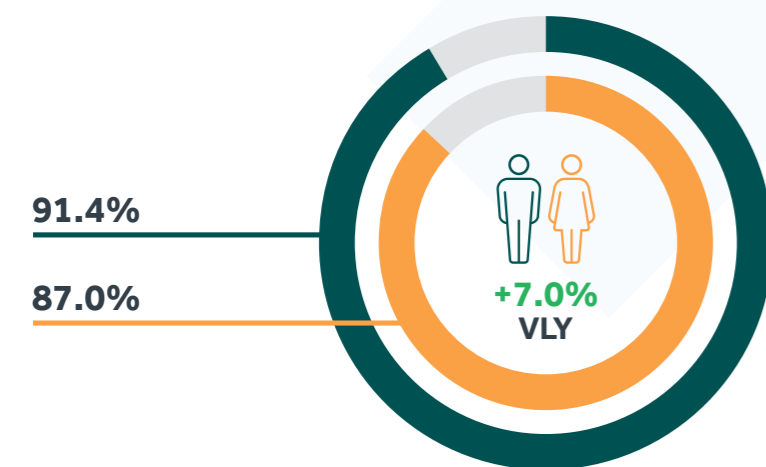


## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

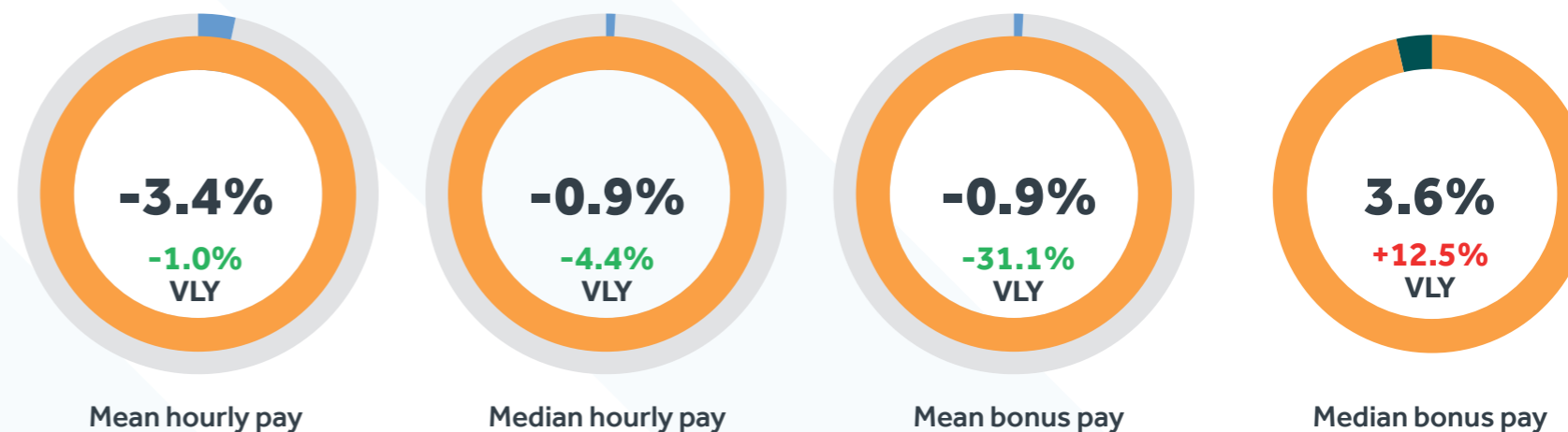
Not paid a bonus



## Pay gap data 2022

\*VLY = Variance on last year (2021)

Women Difference Negative value

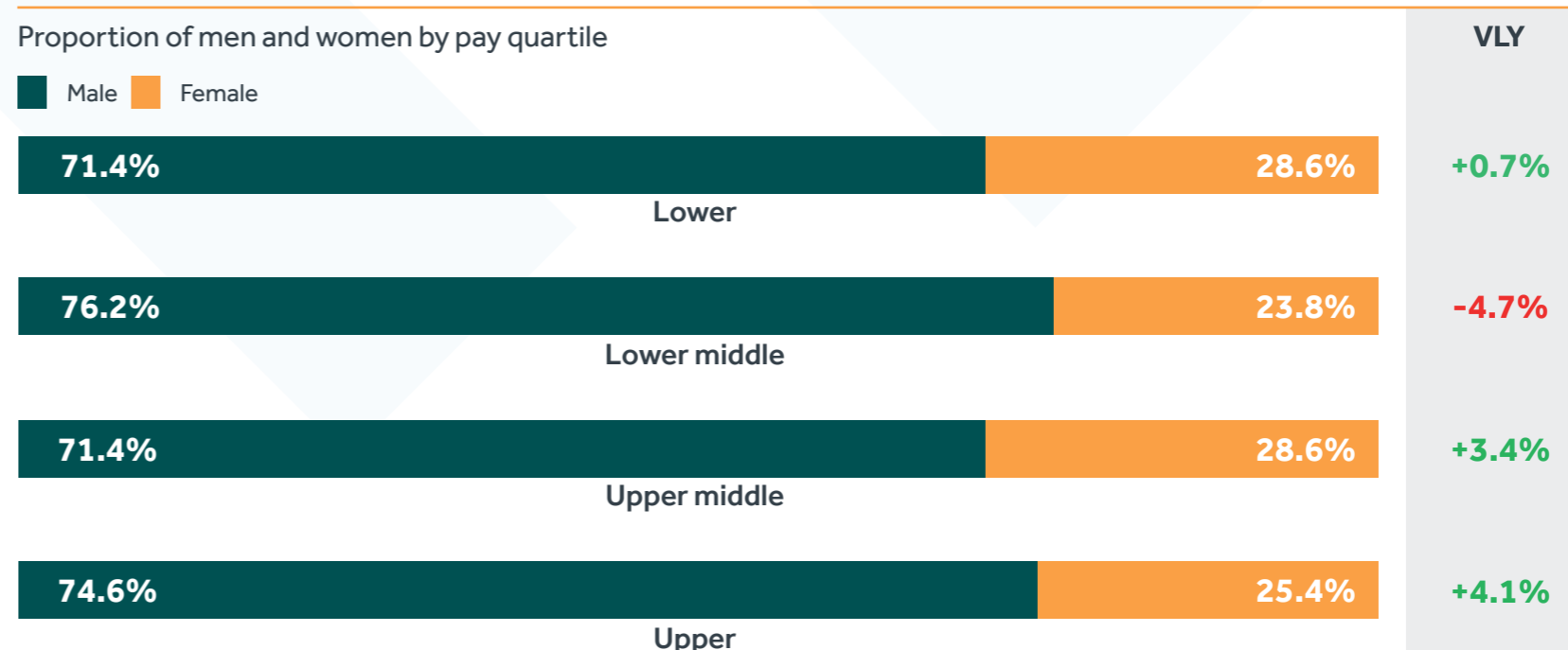


## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

Male Female



# Insights

## Pay gap

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Both our mean and median hourly pay gaps have reduced. For the second year in a row, our mean hourly pay gap is in favour of women.

We are pleased to see our median hourly pay is at -0.9%, meaning the gap has reduced by 4.4% year on year. This tells us that our data is consistent across the middle point of our population.

In our Flutter Group business, we made seven female senior level appointments across 2021 and 2022, all of whom sit in the upper quartiles.

## Bonus

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Because of an increase in representation of senior female leaders, our mean bonus pay gap has improved significantly, year on year.

The proportion of females eligible for a bonus went up by 7% due to the influx of new female hires receiving a bonus this year - they would have missed the bonus cut-off in the previous year.

## Quartiles

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While our overall representation of females has only increased by 1%, to 27%, we've seen a significant growth in the number of females in the upper-middle and upper quartiles. We now have an additional six females in our highest quartiles versus 2021.

The overall proportion of women who were promoted in 2022 was 21% - the same as the proportion of men promoted over the same period.

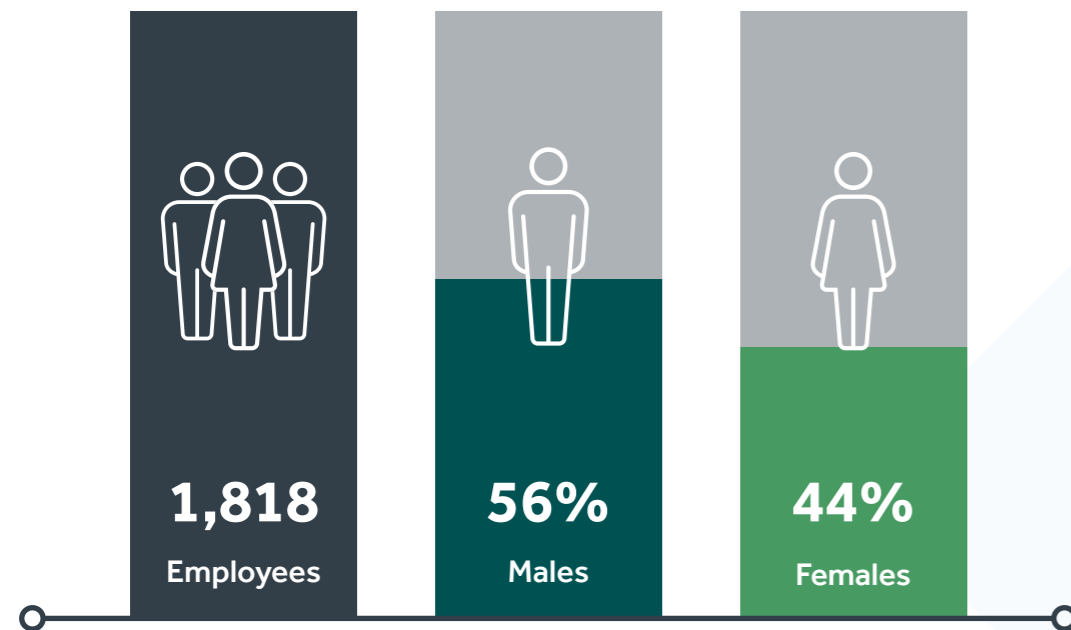
This demonstrates we're creating more opportunities for women to progress and supports our Positive Impact Plan goals, to increase female representation in our most senior roles.

We have seen a 4.7% decrease of females in our lower-middle quartiles as we had more female leavers than joiners within this group.

We know that to see sustained change, we need to invest further in growth opportunities for the lower and lower-middle population.

# Data

## Key data

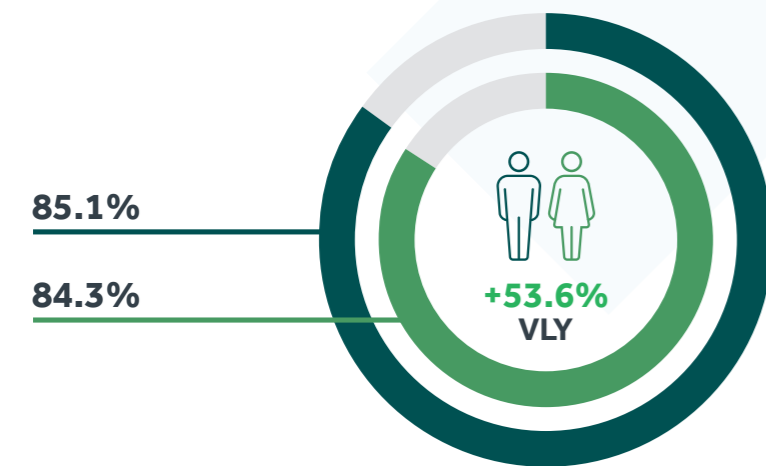


## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

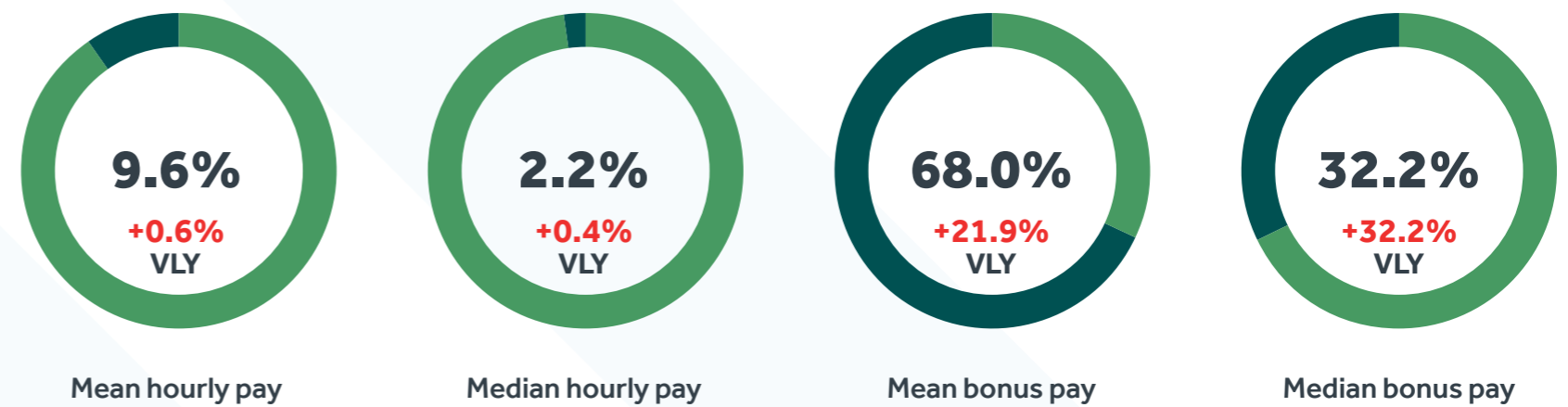
Not paid a bonus



## Pay gap data 2022

\*VLY = Variance on last year (2021)

Women Difference

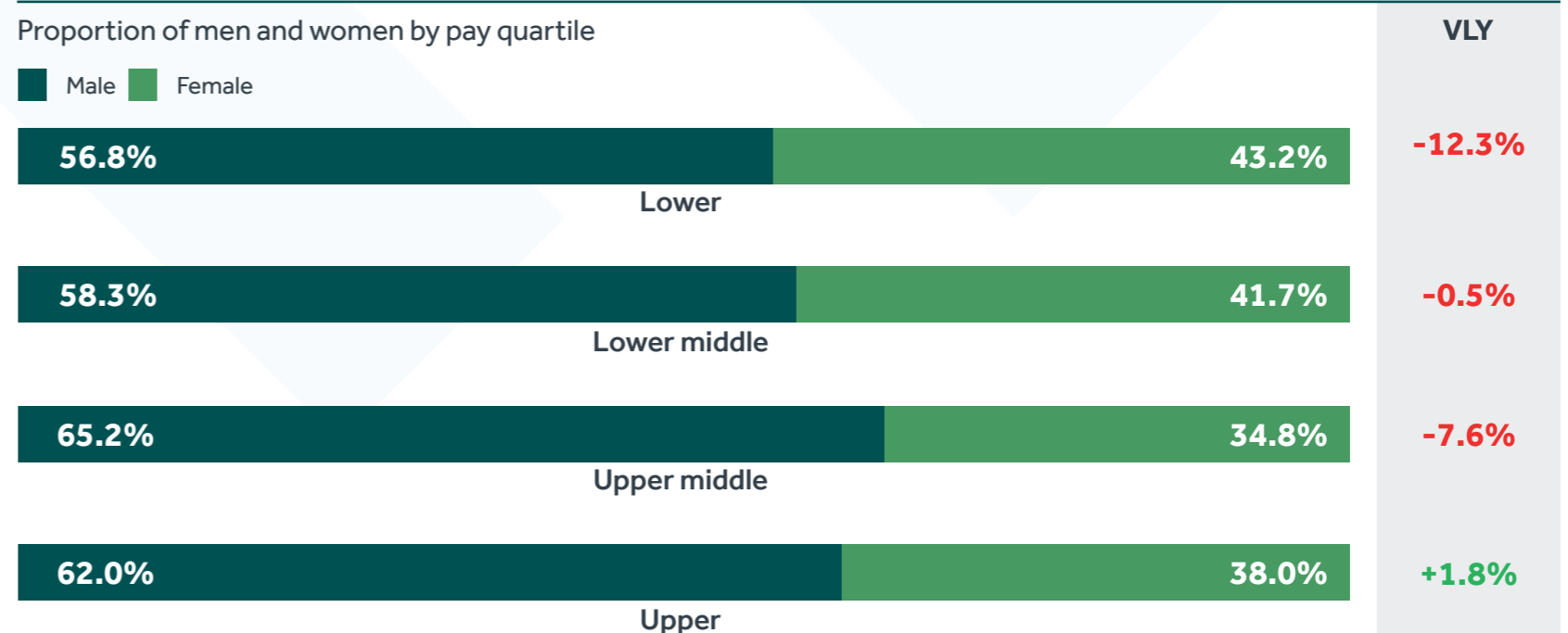


## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

Male Female



# Insights

## Pay gap

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The main driver of the pay gap remains, as the unequal distribution of males and females across each of the quartiles.

487 employees (272 female employees) were out of scope based on the full pay criteria of this report, versus 51 for the same period last year. This resulted in a slight increase in the mean and median hourly pay gaps.

## Bonus

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Our retail shops were closed during national lockdowns, which impacted the percentage of men and women receiving a bonus in 2021. That is why we see an increase in the proportion of employees receiving a bonus this year.

Our 2022 bonus gap figures represent a more like-for-like comparison with our 2020 bonus reporting.

We are seeing a bonus gap across the data because males are a higher proportion of our employees and have a higher presence across the quartiles.

## Quartiles

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Despite a decrease in the proportion of females in the lower and upper-middle quartiles and an increase in the upper quartile, our overall representation of females at 44% remains unchanged, year on year.

This is for two reasons: a proportion of female employees did not meet the full pay criteria (as referenced in the pay gap insight) and while more females joined the company than left, we had 67 more males join than we had males leaving.

In order to reduce our overall gap and improve our representation of females throughout the quartiles we need to continue to focus our attention on attraction and growth opportunities.



# Our progress



## Career development

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After expanding our Lean In Network to more locations last year, we now have 224 members who come from our UKI and Group divisions. Lean In is a space for women to share their experiences, build new skills and lead and support. This year we created a bespoke 9-month development group coaching programme to support members' development. The sessions were delivered by two professional coaches specialising in female development and leadership. Feedback has been extremely positive:

One participant said:

*"It is so great to meet, focusing on self-development and reflecting and sharing our challenges. I really liked the fact that everyone got to share, and I liked the mix of structured elements and free-flow conversations."*

Of our 224 members, 26% of members received a promotion or progressed within the business.

We have also made wider community connections in our office with "Lean In Leeds", bringing woman across Yorkshire together for lunches and for learning and coaching events.

## People manager training

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We know that education and awareness are key enablers to drive a more inclusive culture. That's why our new Divisional People Manager Induction Training features a dedicated module to support People Managers on caring for their teams and creating a sense of belonging.

Our Manager Development Programme also has a module for leaders to learn how to promote diversity, equity and well-being within their teams and the wider organisation. In addition, we have an inclusive hiring training module with a mix of on-demand and live content which we will roll out across 2023.

# Our progress

## Female development programmes

### Female Leadership Development Programme

Our colleagues at FanDuel recently launched a pilot programme with 10-15 female leaders and emerging leaders who will participate in a 6-month programme focused on professional development, sponsoring/mentoring and community building. Our aim is for this to become a blueprint for us to roll out divisionally, supporting our goal of increasing gender diversity at leadership level and improving talent retention.

### Early Career Programmes

We are pleased to see an increase of female representation in our lower quartiles across our online businesses, as we know that creating Early Career opportunities often break down barriers to advancement.

We continue to invest in a range of Early Career offerings like our Kickstart scheme, Delivery Apprentices, Marketing, Commercial and Technology Graduates. 50% of our Early Career roles last year were female.

In 2022, we offered 12-month fixed-term contracts to 54% of our Kickstarters, and 23% over the overall cohort had their contracts extended.

Throughout their time in the business, we supported their development through various courses and enrolments in our apprenticeship programmes.

### Mentoring Programmes

At Sky Betting & Gaming (SBG), we continued our 'Level Up' programme. This is a reciprocal mentoring scheme that aims to level the playing field in careers and help understand SBG life from different perspectives. This year 90% of mentoring matches were female. 20% of these included participants from minority groups including different ethnic backgrounds, those with disabilities or with neurodivergent conditions. So far, 20% of those mentored have received promotions and their feedback demonstrates both the importance of the scheme and its success:

*"It was good to learn more about SBG from a Director's perspective and being able to share my feedback. It encouraged me to think about my career - to push myself out of my comfort zone and apply for a Head of Operations role in Paddy Power, which I've just found out that I was successful in getting."*

~ A mentoring programme participant

### Retail Development Programmes

We've ensured that a balance of females apply to our two development programmes for our Retail colleagues:

- For our Switch it Up programme (which gives Retail staff an opportunity to gain skills in a different area of the business), 54% have been female in 2021 and 2022.

- This year we've been testing our 'Take the Reins' development programme, to introduce Retail Betting Agents and Customer Service Team Leads to the role of Retail Shop Manager. Each participant is coached by an experienced Shop Manager over a 3-month period - the objective is to have a talent pool of colleagues ready and trained to become Shop Managers, thus helping career progression. In 2021, 71% of participants were female. In 2022's Cohort 1, 71% were female while Cohort 2 had a 39% female participation rate.

## Tech partnerships

### Code First Girls

In 2022, we created a partnership with Code First Girls. Their mission is to reduce the gender diversity gap in technology globally by giving more women the opportunity to learn new skills and to pursue careers in technology. Sky Betting & Gaming sponsored 180 women to take courses and sponsored 10 women to complete the Code First Girls degree. 5 successful candidates have joined our business in January 2023, and we will create an additional 5 more places for our Spring cohort 2023.

# Our progress

## Hiring practices

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### UKI division

Within our UKI division, we continued to make key changes across our hiring practices and have created a new careers site, to ensure that we have access to the widest possible pool of talent.

- We've created a best-practice guide with clear goals for our Talent Acquisition teams based on an external audit on our current hiring processes.
- We no longer share applicant's previous salary data with Hiring Managers.
- We're trialling the sharing of interview questions in advance, to help candidates prepare better for successful interviews.
- We continue to use gender decoder software in job descriptions to remove gender bias.
- We've created a guide to support Hiring Managers to conduct more inclusive interviews.

### Paddy Power Retail

Since the Covid-19 pandemic, the retail industry within our sector and more broadly, faces ongoing recruitment challenges. We've used this as an opportunity to re-think our recruitment processes, by removing phone screen and CV reviews - instead implementing HireVue's video interviewing, development framework assessment and gamification solutions. This has allowed us to assess candidates based on job-relevant skills, mitigating bias and attracting a more diverse pool of candidates.

- We continue to partner with Indeed to increase gender balance at the application stage. Indeed accounted for 50% of our total hires this year, of which 27% were female.
- We continue to use a gender de-coder in all of our job posts, with scores of 88/100, which is flat versus last year.
- We're on a committed path to equality, fairness, transparency and openness about salaries, and we continue to advertise salaries in our job posts.



# Our progress

## Family support

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### Improvements to family friendly policies

At Flutter we want to support our colleagues at every life stage and improving new parents' experiences continues to be a priority. That's why, from 1st January 2023, we've implemented a more consistent experience for our colleagues in our UK, Ireland, Malta and Isle of Man offices. For UK colleagues, our Family Friendly Policies mean an improved primary leave policy, an increase of secondary leave and a new neonatal policy, with bonuses paid in full while on leave. We've also removed any eligibility period for new parents so it becomes a day-one right.

### Parental Workshops

We know parental leave and childcare responsibilities disproportionately impact the retention and growth of female employees in the UK. In late 2020, we launched parental workshops to retain and develop females after they became new parents. In 2022, 27% of our 30 females who participated in our workshops have since been promoted, while 100% are still working with us.

We have also trialled a Line Manager Workshop to ensure that new parents get the right support, before parental leave and when they return.

### Active promotion of flexible working options

Flexibility is an important element of our evolving culture. In 2022, we confirmed that all of our job vacancies will champion hybrid working - offering a flexible blend of home and office working, with full autonomy for employees to decide how many times they work in the office. We also have fully-remote working contracts available for certain roles. We follow three key principles to ensure our ways of working suit everyone: a flexible, community and digital-first approach, so all of our people have a positive, inclusive and fair opportunity to work in a way that best suits them and their teams.

## Data

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As part of our commitment to measure equity across our markets, we have rolled out a unified HR system which will enable us to gather diversity data in early 2023 and report on pay, progression and retention across diversity demographics. It will also empower us to be more transparent about our HR data and our processes, and makes Flutter Levels more visible, so that women across the organisation can see a clear path of progression.

# Our commitments for 2023

## Overview

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As part of our Global Advocacy Programme, we'll continue to hold listening sessions so that we can better understand the challenges faced by our female talent across the business, and can therefore make impactful changes that will support their careers at Flutter.

By the end of Q1 2023, we'll have a clear action plan which will address the global and local challenges that we have discovered, we'll be developing a wider DE&I strategy at the UKI division and we'll be telling colleague stories through our new DE&I focused 'Every Voice Matters' campaign.

We'll continue progressing and scaling our current initiatives, ensuring that they are implemented consistently across our brands and divisions.

## Career development

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### Global Female Development & Mentoring Programmes

We'll be using results from a series of local pilot programmes to inform global development and mentoring programmes, whilst also leveraging our scale, diversity and global footprint.

### Lean In

We'll continue to invest in our female network and aim to increase participants by referencing the network on our new careers site, during the onboarding stage and across the colleague life cycle. This means that women will have a strong peer support community, to empower them in their careers.

### Education and awareness

We'll continue to build an inclusive culture by introducing key educational programmes, starting with the roll-out of our Inclusive Hiring Training.

### Early Careers Programmes

We'll continue to invest in entry-level opportunities to break down barriers to employment, with graduate schemes and entry-level roles in technology. Our KickStart programme will provide opportunities for those from underprivileged backgrounds, and we'll continue to work with community organisations like Code First Girls to increase entry-level opportunities for women in technology.

### Retail

In 2023, we'll launch our first talent identification programme in Retail. The programme will identify the top talent and will have diversity and inclusion goals aligning with those across the Flutter organisation. The people identified will go on tailor-made development programmes intended to engage, motivate and retain top talent, as well as closing skill gaps between shop roles and head office roles. Together, these will create more career opportunities for Retail colleagues.

# Our commitments for 2023

## Hiring practices

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As we roll out new career sites across our brands in our UKI division, we'll ensure that our existing inclusive practices and processes are unified and consistent - and we'll set new goals to achieve best practice.

We'll be developing our Employer Brand to ensure that we're a brand of choice among female talent in the UK jobs market.

Our new Global HR system will enable us to track diversity across the recruitment process, so we can identify key barriers at each stage and mitigate bias more effectively.

We'll focus on measurement so that we understand the impact of new tools like HireVue, to ensure that it's delivering the right outcomes.

## Family support

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We'll continue to make further investments into parental workshops, and will review and consider additional improvements and policies around areas like shared parental leave and baby loss. Our flexible working options will remain a key element of our employer value proposition, to attract diverse talent.

## Measurement and data

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### Unified Global HR System

We expect to be able to report on pay, progression and retention across diversity demographics, which demonstrates our commitment to report more widely than required by legislation.

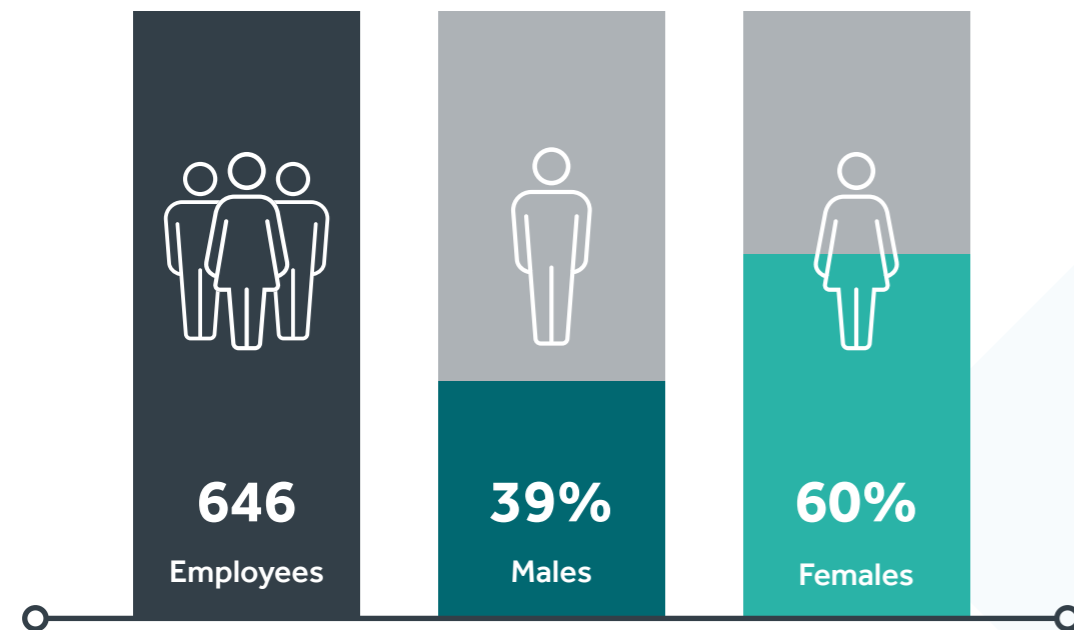
We'll be able to utilise our engagement survey in a more meaningful way, with the ability to break down aggregated data by diversity demographic. This will help us measure how our initiatives are driving change across under-represented groups.

**tombola**<sup>TM</sup>

**tombola Ltd**  
tombola employees

# Data

## Key data



## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

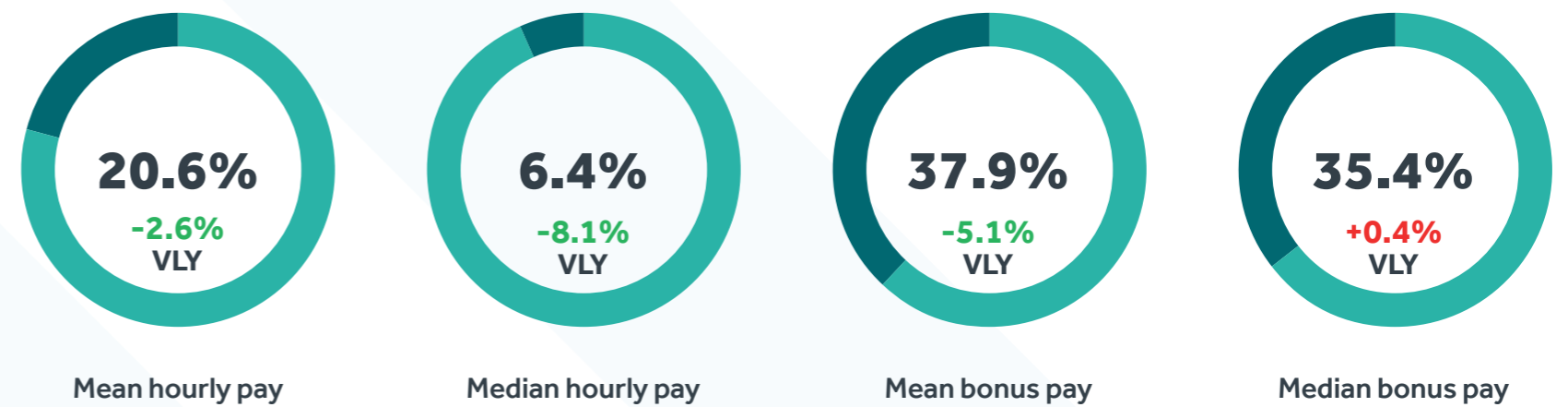
■ Not paid a bonus



## Pay gap data 2022

\*VLY = Variance on last year (2021)

■ Women ■ Difference

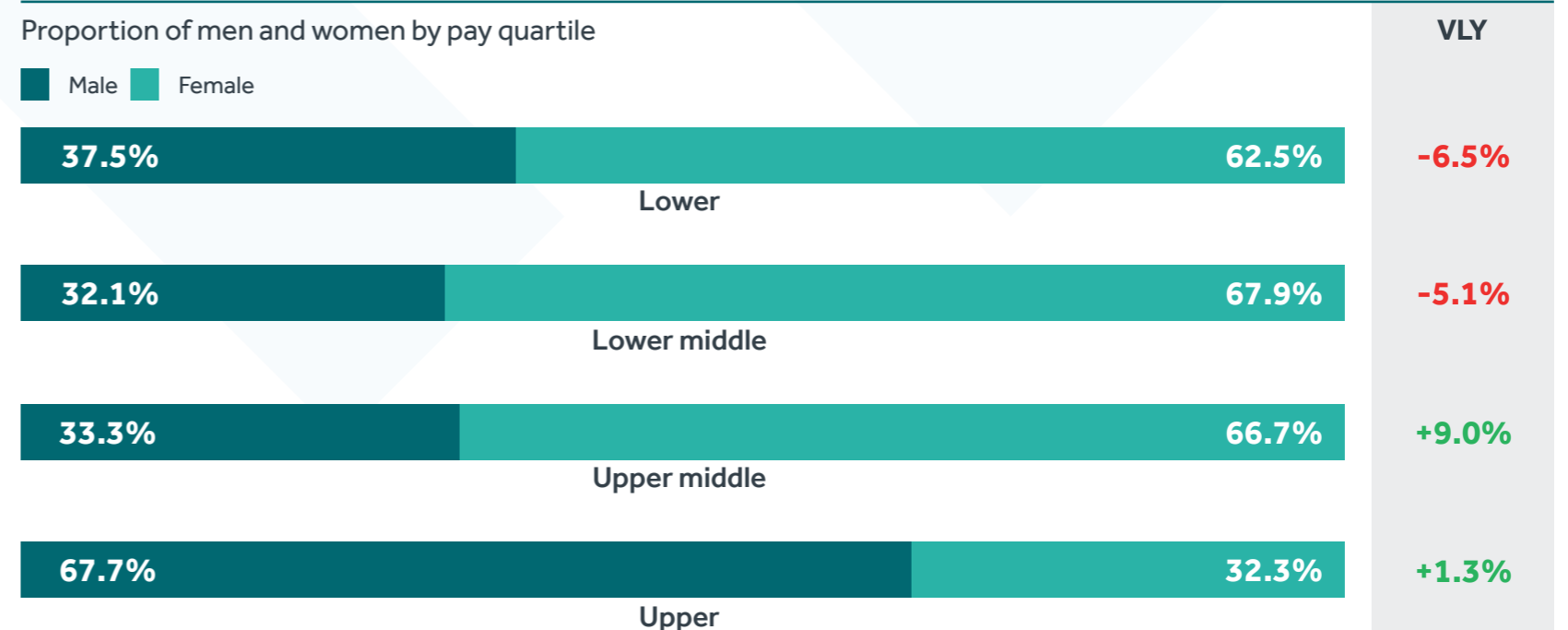


## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

■ Male ■ Female





# Insights

## Pay gap

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Our data remains comparative with last year's results, showing that the main driver of our pay gap is that of lower female representation in the upper quartile. This is the result of a lower proportion of females than males in senior and specialist technology roles.

However, in 2022 we saw an increase in female representation in our most senior roles by 1% compared to 2021.

In contrast, the lower quartiles display a higher proportion of female-to-male representation, as our home-based support roles offer further flexibility as against our office positions.

## Bonus

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Our bonus scheme is established on a quarterly basis, throughout our financial year. Everyone is entitled to receive the same percentage of bonus; likewise, our people are entitled to receive this bonus from day one of their employment. The only eligibility requirements determining the amount of bonus is the individual's start or leave date within a given quarter.

While the current bonus is received by 92% of women within tombola, the framework does not include those on parental leave and long-term sickness who don't qualify under the current guidelines. However, from January 2023 we will be implementing new bonus guidelines, where individuals will be entitled to the bonus while on parental leave.

## Quartiles

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There have been small, positive increases in female representation across our upper-middle and upper quartiles, although not enough to significantly close the pay gap. These results show that our primary challenge is in addressing the disparity within the upper quartile, where female representation stands at 32.3%.

Since 2020, the number of women within tombola has slowly risen by 4%, showing positive progress. However, we know that we will have to challenge ourselves to significantly increase the proportion of women at all levels across the business, especially within our Tech teams, where it currently stands at 17% female.

In 2023, the structure of our talent team is being adapted, with resources to build relationships with external agencies like Coding for Girls and University partnerships, to support female representation in our Tech divisions.

# Our progress



## Full House 2024

This summer we announced the launch of our 3-year plan to become Europe's Biggest Bingo-led brand. To this end, we are utilising Flutter data and insights to find ways to empower our people and create an environment where our teams can thrive. Since its launch, we have seen improvements in the following areas:

- **Women in Executive Leadership** – two new roles were established, People Director and Director of Customer Experience, both of which were attained by females.
- **Empowerment** – to provide employees with a voice and to gain insights in areas like DE&I, we introduced our first strategic Employee Engagement Survey. Key themes identified include progression, reward and diversity within recruitment.
- **Women in Tech** – after streamlining our Tech division, clear opportunities became available which saw the promotion of three women to more senior roles. Furthermore, this year's graduate group saw an increase of 22% of women elected to the scheme, compared to 2021.

# Our commitments for 2023

## Development

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To retain and grow the number of women in the business, we will continue to focus on increasing development opportunities throughout tombola. In 2023, we are launching Udemy across the business as a personal development platform, with targeted leadership programmes for senior female leaders. By improving the benefits for our employees, we hope to increase participation and leverage this in our recruitment efforts, to attract more women to our brand.

Women are disproportionately affected by the responsibilities of childcare and parental leave, impacting on retention and development, especially in male-dominated sectors like Tech. We recognised that our family policies needed improving, so we have updated and enhanced the pay offering to benefit female employees. This will also allow women to receive bonus payments while on maternity leave.

We are continuing to build on our inclusive culture, introducing the implementation from hourly pay to salary throughout our home divisions. This increases the transparency of pay, encouraging the retention of our home-working workforce and helping to attract new talent.

## Investment into our People Team

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We have appointed a Talent Acquisition Specialist to review tombola's hiring practices and enhance our approach to diversity in recruitment, and to set a minimum standard for inclusive hiring and enhancing our employer brand.

Area-specific roles have been created, which include Wellbeing, Inclusion and Community Partner, Data Partner and Early Careers Partner. Using their specialist skills, they will help support the delivery of our People Plan and our inclusivity in the workplace.

## People data

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After the launch of our Employee Engagement Survey, we found that employee progression, diversity and inclusiveness scored lower as company drivers. In 2023, we plan to understand further how different diversity groups experience work. We will also move to a shorter weekly-pulse survey to gather more data and make better-informed decisions.

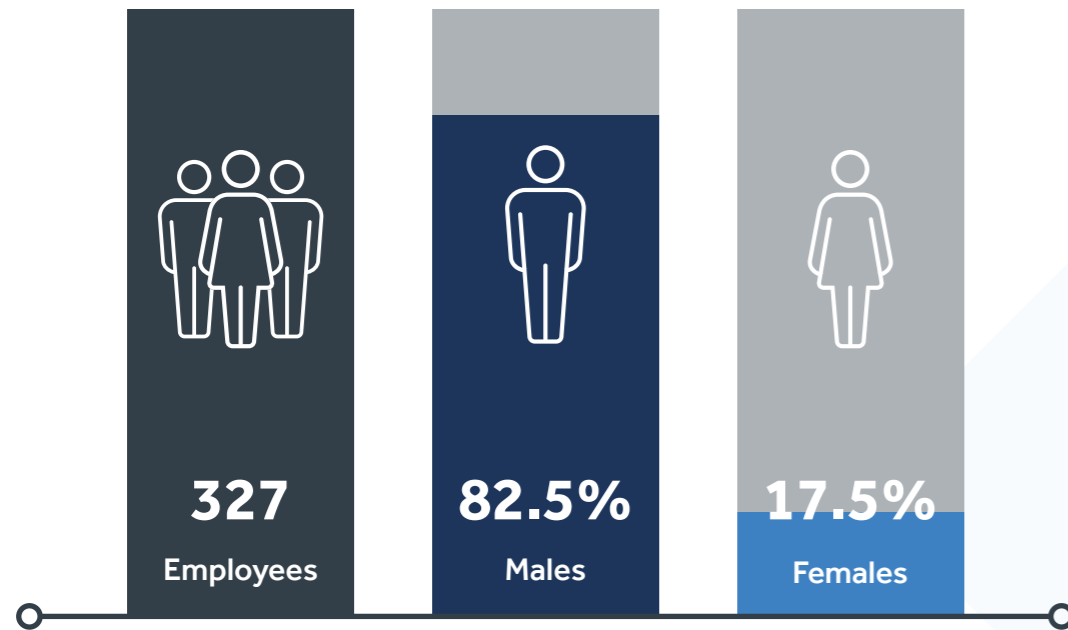
With this data, our People Partners and their teams will work on projects like salary-banding and job-leveilling throughout the company, creating consistent and fair processes for employee development.



**FanDuel Ltd**  
FanDuel employees

# Data

## Key data

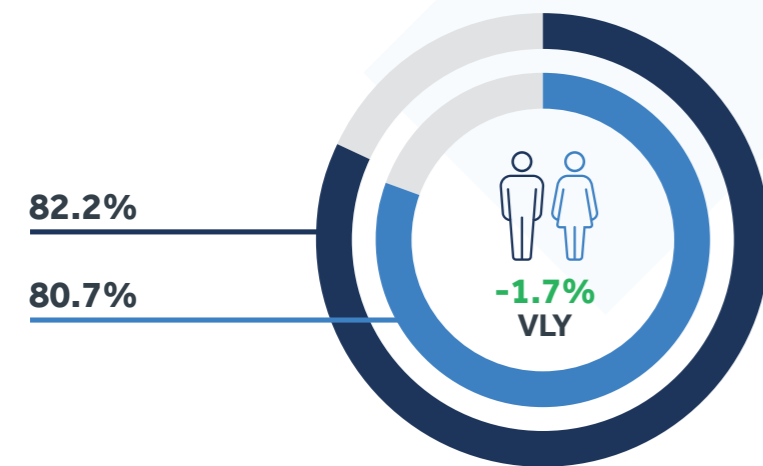


## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

Not paid a bonus



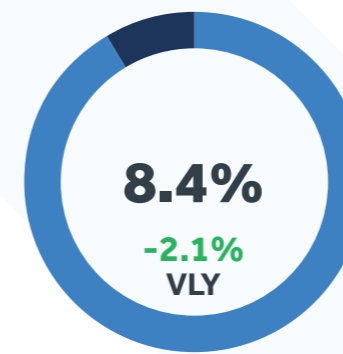
## Pay gap data 2022

\*VLY = Variance on last year (2021)

Women Difference Negative value



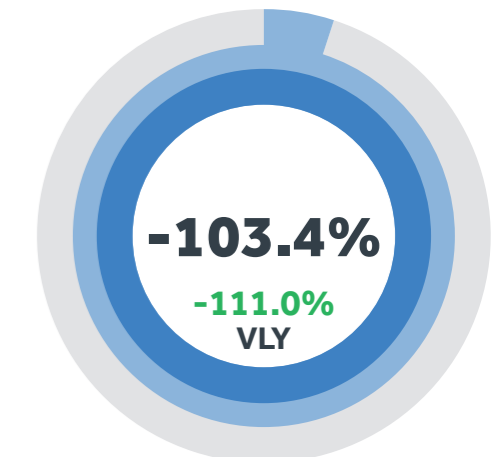
Mean hourly pay



Median hourly pay



Mean bonus pay



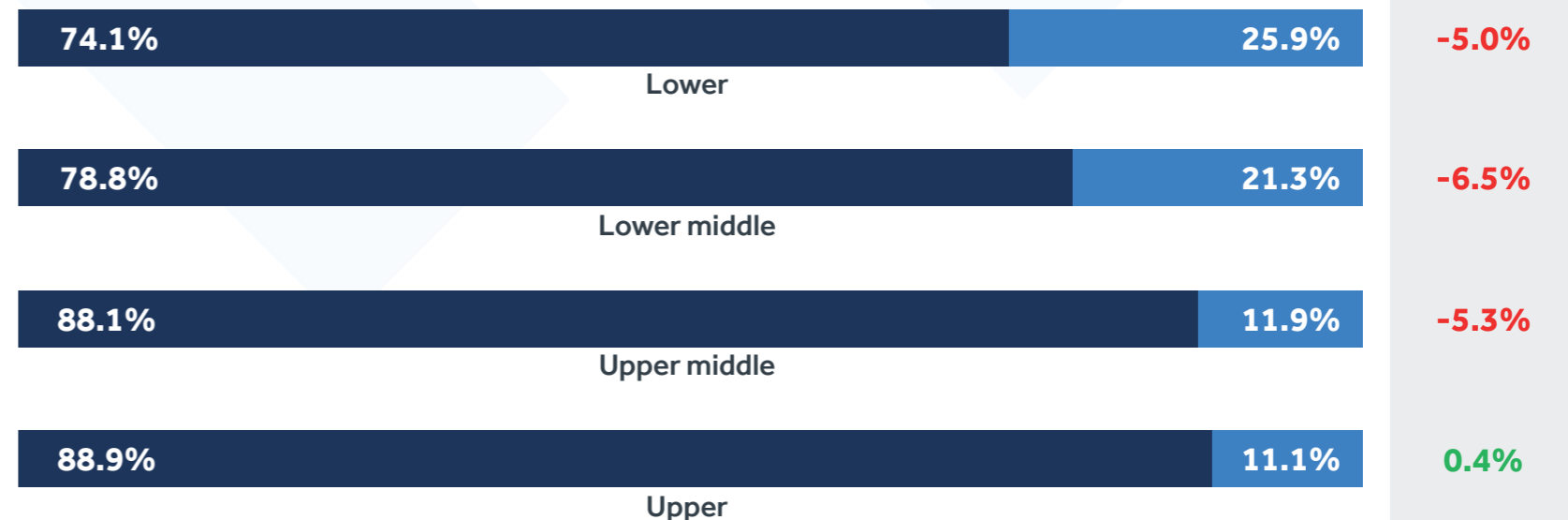
Median bonus pay

## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

Male Female



# Insights

## Pay gap

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The main driver of our pay gap continues to be lower female representation in all quartiles.

However, our mean hourly GPG has reduced 2.3% and our median GPG has reduced 2.1%. This is partly due to a continued increase of female representation at our more senior levels (Senior Manager and above), with a 55% increase in the number of female employees at these levels vs. last year - even though our female population only increased by 14% in the UK. Female employees at these more senior levels represent 30% of the total female population vs. 22% last year.

We now have female representation at VP level in the organisation achieved through internal promotion.

Our overall male population growth in the UK continues to outpace that of our female population at 27% (vs. 14%), so we will need to continue to lean-in to our initiatives and partnerships.

## Bonus

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Our mean bonus gap has reduced by 2.2% and our median bonus is 103.4% higher for females than males due to a payment of a legacy equity plan. The median bonus difference is driven by the median female of the population receiving a payment from the equity plan, compared to the median male who did not.

All permanent employees are eligible for an annual bonus, so any bonus ineligibility for employees is entirely due to having a hire date after the October 1st cut-off.

## Quartiles

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The female representation at the upper and upper-middle quartiles has essentially remained the same. This shows that although we have more female representation in our more senior levels, it is still not moving the needle due to overall male population growth outpacing the growth of our females.

# Our progress



## Continuing to drive outcomes on our DE&I strategy

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DE&I (Diversity, Equity and Inclusion) continues to be a strategic priority at FanDuel, and we are committed to creating a workplace where all differences, perspectives and experiences are valued and appreciated, for the good of the company and the industry. Our goal is to drive the DE&I strategy forward and create lasting change. To achieve that, we have hired a new Global Head of DE&I and enhanced our strategy around attracting, hiring, and retaining employees from underrepresented groups, as well as getting leaders aligned and committed to a standard set of principles.

## Development programmes

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Some of the current proactive initiatives and programmes to grow and advance emerging and senior FanDuel women include a newly-established Women's Leadership Development Programme, Lean In Circles, Mentoring Circles, and our women's employee resource group TWEE (Tech Women Enabling Everyone).

The inaugural Women's Leadership Programme consists of two components – one focusing on emerging FanDuel women and one focusing on senior FanDuel women. The Emerging Leaders module is a 6-month programme centred on developing and enhancing growth and career skill sets. The programme, facilitated by a professional consulting agency, consists of coaching, mentoring, training and development. The senior level component is a two-day summit for female leaders to connect, celebrate and learn from one another. Content themes include community and connection, networking, relationship building and empowerment.

All of these efforts are intended to meet and overcome challenges women face at all levels of the organisation.

# Our progress

## Women in senior leadership roles at FanDuel / Key appointments

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There have been several key appointments and role expansions for women at FanDuel. The appointments include Keita Young, recently hired as Global Head of Diversity, Equity and Inclusion while, Carolyn Renzin has been promoted within the Executive Leadership Team as Chief Legal and Compliance Officer.

## Increased support for Employee Resource Groups (ERGs)

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With the importance of ERGs as an effective pillar of our DE&I strategy, FanDuel has taken the steps to centralise and recharter all employee resource groups – including TWEE (resource group for female employees) to support and amplify our diversity.

The mission of TWEE is to create a supportive community for all FanDuel women, to address and elevate work and societal issues faced by women working in technology and to help drive FanDuel's business objectives, goals and values.

## Building on partnerships for inclusive hiring

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This year we have continued our partnership with CodeClan, Scotland's first digital Bootcamp, with the goal of diversifying our talent pipeline to support our growth. We have continued focusing on developing partnerships to ensure that our opportunities continue to reach under-represented groups.

This has included community organisations in the technology sector in Scotland, providing FanDuel representation at keynotes and panel discussions and we aim for even greater involvement in 2023.

## Enhancing and developing our employer brand

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During 2022 we made a significant investment in enhancing and developing our employer brand in the UK, with our culture and deep technology expertise at the forefront. We have launched a new careers website which highlights our employment offering in a clear and transparent way, detailing our commitment to flexibility, health and wellbeing and our employee benefits, with our newly-enhanced parental leave options.

We've made our culture a key part of our brand enhancement work, and we have highlighted Responsible Gaming, collaboration and investment in people and technology, as supports for an inclusive employer voice that will resonate with candidates from diverse backgrounds.

## Pay transparency

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In November 2022, we introduced a pay transparency pilot in Technology where employees would have real-time access to their compa-ratio, range penetration and min/median/max of the pay range of their role. We held educational sessions with managers, to help them better understand our pay philosophy, how ranges are determined and the reasons why employees are placed within certain parts of our ranges. The intention of this pilot was to be transparent about our pay processes in order to create trust, drive fairness in pay outcomes and raise overall awareness.

## Improve our capability in applicant tracking

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We have invested in the Expert Tier of Greenhouse (our applicant tracking system) and we launched a pilot in November for a new applicant tracking system, allowing us to monitor analytics and reveal our successes in attracting candidates from under-represented groups.



# Our commitments for 2023

## Women returners pilot programme

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During 2023, we are partnering with organisations who specialise in providing returnships for women returning to technology roles. We will also work with these partner organisations to increase access to our existing roles through supported hiring, providing different entry points into FanDuel.

## Extend pay transparency pilot

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We plan to review our pay transparency pilot within our Technology department and to implement our actions and findings across the wider organisation, in other functions and business areas. We hope to increase transparency with candidates by sharing pay ranges in our recruitment advertising.

## Continue our employer brand journey

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### Employee benefits redesign

We have a comprehensive review underway to uplift our employee benefits available in 2023, with a clear focus on more inclusive benefits to support individuals and families.

### Further partnerships and pipelines with external organisations

We will continue to develop relationships and partnerships with not-for-profit organisations, including Scotland Women in Technology and community groups who champion under-represented groups.

## Improve on our diversity data

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We plan to collect additional diversity data from current employees, to better understand our overall diversity profile. We will publish those findings internally and leverage the data to help us progress in increasing representation in different groups.

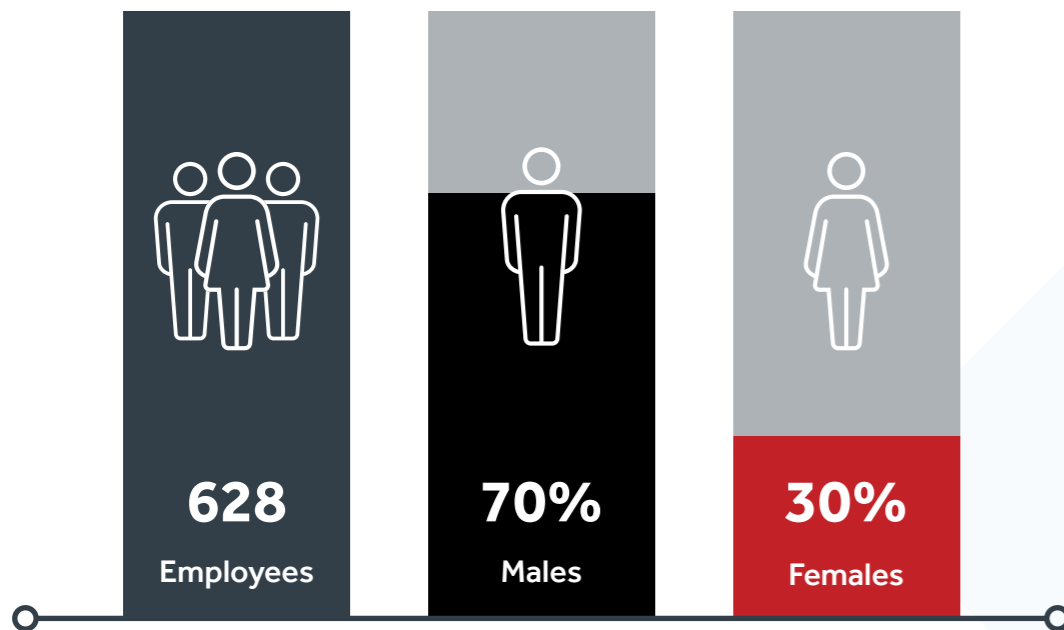




**Halfords Media UK Ltd**  
PokerStars employees

# Data

## Key data

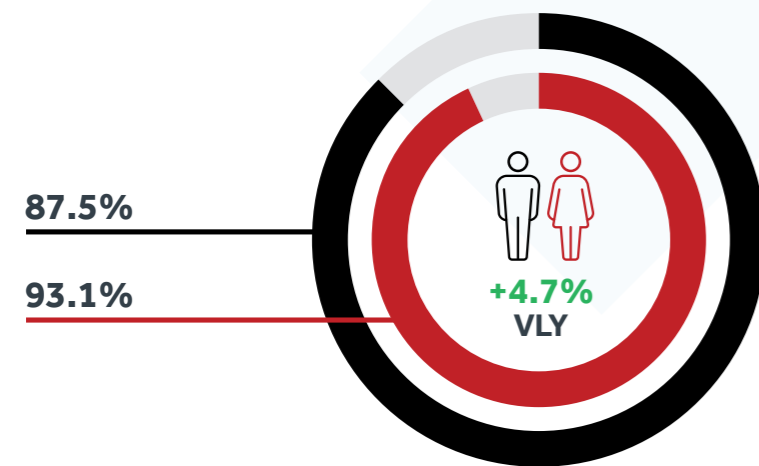


## Bonus proportion

\*VLY = Variance on last year (2021)

Proportion of men and women receiving a bonus

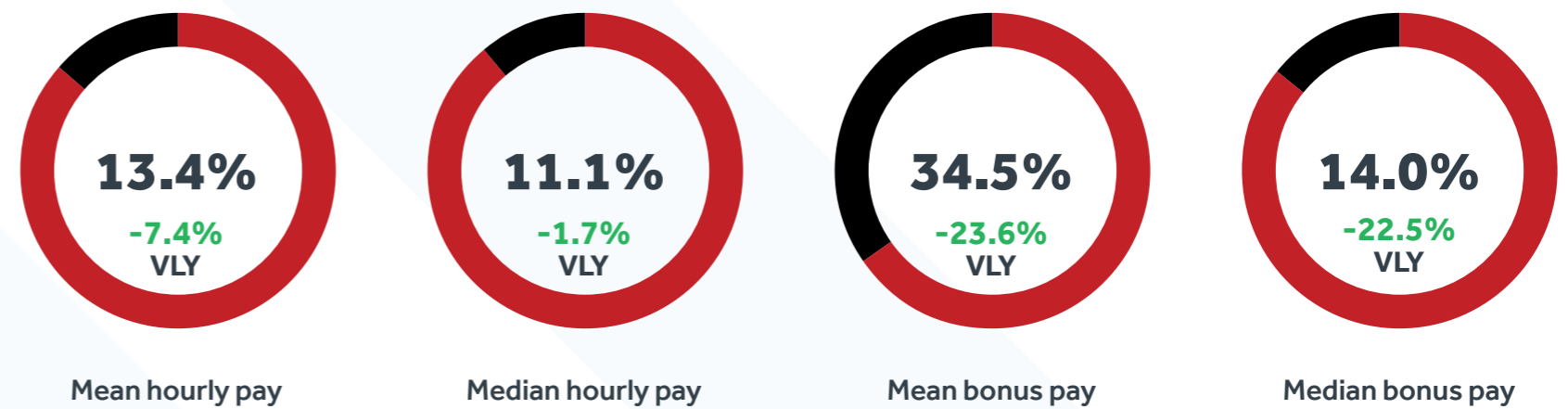
Not paid a bonus



## Pay gap data 2022

\*VLY = Variance on last year (2021)

Women Difference

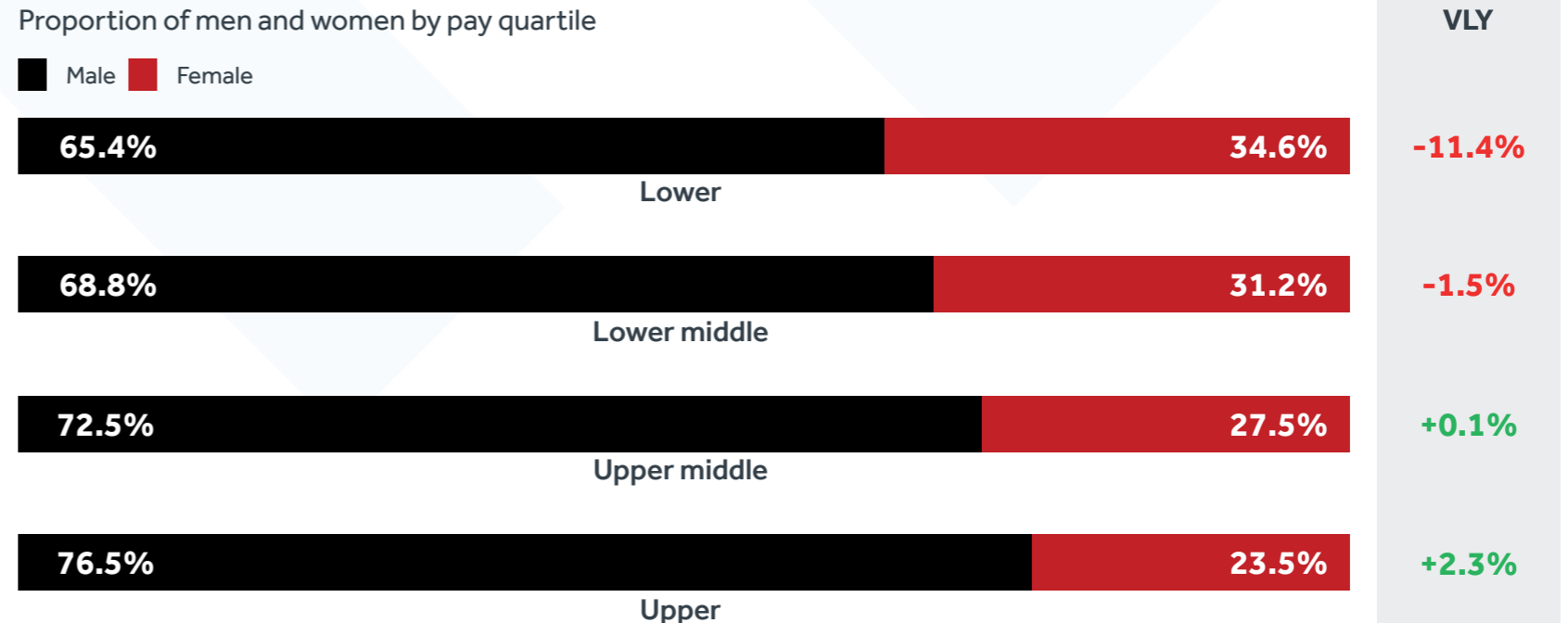


## Quartiles 2022

\*VLY = Variance on last year (2021)

Proportion of men and women by pay quartile

Male Female



# Insights

## Pay gap

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We are pleased to see our pay gap has continued to reduce over the last couple of years from 26.5% in 2020 to 13.4% in 2022. This is being driven by the increase in the representation of females in the upper quartiles.

In 2022, we continued to focus on attracting, growing and retaining talent to address female representation throughout the higher quartiles in line with Flutter's Positive Impact Plan. The main driver of our pay gap continues to be the lower representation of females in senior leadership, so a continued focus on increasing that representation will reduce the gap further. HR and Marketing remain the departments with the highest number of females.

We have seen several improvements in the last couple of years with an increase in the number of female joiners, promotions and leavers, which has positively decreased our pay gap. Of particular note is the increase in female representation in Technology, up from 8% to 16%.

Our overall female representation decreased by 2%, largely due to greater attrition post-Covid. While that attrition has increased, the rate for females remains lower than males, which was 20% in 2021.

## Bonus

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Our mean and median bonus gaps have reduced significantly. Our mean bonus pay has reduced by 23.6% and our median bonus by 22.5%. In 2021, our bonus gap was an area of concern and was driven by share remunerations and a higher number of senior staff receiving salary bonuses related to pay.

With the increase in female representation in the upper quartiles, we have seen a positive impact on the representation of females in the 20 largest bonus recipients. In 2021, only 5% of the recipients of the largest bonus payments were female. This has increased to 15% in 2022, contributing to the significant reduction in the bonus gap. We have seen positive trends in the proportion of females receiving a bonus, increasing from 88.4% in 2021 to 93.1% in 2022.

We will need to continue focusing on increasing female senior-leader representation and retention over the next few years as a means to reducing the gap further.

## Quartiles

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We have seen a 2% decrease in female representation overall, down from 32% in 2021. However, we have seen an increase in representation in the upper and Upper middle quartiles. In particular, we have increased the number of females in Head of Department and higher roles, from 25.2% in 2021 to 26.3% in 2022. The number of females in Director roles has increased from 17% to 25%. In 2021, we had 4 female Directors which has increased to 8 Directors in 2022. Since 2020, we have seen several females promoted through the grades, which explains the decrease in the lower quartiles.

We will need to focus on continuing to improve the top quartiles as this will have the most impact to the pay gap, whilst maintaining a focus on building the lower and lower-middle quartiles to retain, grow and progress our talent pipeline. We have seen significant improvements over the last couple of years and we continue to foster positive change (see 2023 actions outlined on the following page).

# Our progress



## Insight and action

In 2022, our focus was on continuing to embed DE&I into our practices and processes, and we laid the foundations to collect and utilise DE&I data to take action on the barriers to inclusion. Insights from our Inclusion Survey and our research on barriers to career advancement suggested that compared to men, women feel less positive about career development opportunities, mental health support and balancing parenting with career demands. Our key areas of development were around increasing career-enhancing opportunities to support the development of our female talent, expanding mentorship and networking, amplifying female voices across our DE&I initiatives.

Attracting, growing and retaining talent was also a focus in 2022 and we improved talent mobility to increase the visibility of roles across our brands. In technology it increased from 8% to 16%. While the female voluntary attrition rate increased from 3% to 16%, this is in line with external market trends, which saw lower attrition rates during COVID and an increase post-COVID.

We continued to integrate gender data into our people systems and practices, to identify any biases and to monitor fairness in our performance management processes and decision-making. We shared our insights with our leadership teams and there were no significant differences in our gender data on performance. A key driver here is our improved practices on the performance management process and the calibration process, resulting in a rigorous process and minimal changes. A positive outcome of this process is the increase of women receiving top bonus payments from 5% to 15%.

We introduced a range of initiatives to address the leadership gender gap, with the expansion of the Flutter Female Mentoring programme, the launch of the Lean In circles, our family friendly policies and a career development programme. In addition, our leadership alignment with the Positive Impact Plan and the 'Work Better' diversity goal of achieving 40% of senior roles to be held by women by the end of 2026, has maintained the focus on attracting and growing female leaders and a key driver for our increase in female Directors.

# Our progress

## Career development

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We launched our first international Lean In Circles, encouraging women to share their experiences, lead, build new skills and network across brands and locations. We have over 74 circle members, of whom just under half are across our European divisions, increasing their cross-collaboration skills. As part of Lean In, members received access to a bespoke group coaching programme, to further enhance and develop their skills.

We expanded the Flutter Female Mentoring programme, introduced in 2021, to support females in developing their skills and career paths through the mentor and mentee relationship. Since its launch, we have had 3 cohorts and over 180 pairings. Based on participants' feedback, the programme was extended from 3 months to 6 months.

With internal research insights into the barriers for female career advancement, we developed a career management programme delivered by an external expert, to help women in Technology progress into senior roles. The programme piloted in 2022 and plans are to implement it again in 2023.

## Women's wellbeing and family friendly support

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With our UK&I colleagues, we launched Parental Workshops in 2022, to support females preparing for maternity leave and returning to the office. Alongside our parent hub on our intranet and dedicated Slack channel for parents, these supports provide the networks, guidance and a framework to help balance careers with family leave.

During our dedicated awareness month, we educated and provided resources and toolkits for women, employees and line managers, to support women through the menopause stages. This was well received and led to further training and the creation of an internal support network.

# Our commitments for 2023

## Development

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In 2023 we created a new Diversity, Equity, Inclusion and Belonging (DEIB) Strategy to move to a position where DE&I is led by our business leaders.

## Insight and action

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- We will focus on leadership commitment and accountability, building DE&I data insights to drive action and embed DE&I into our people processes.
- We have attraction and hiring processes free from bias that enable us to build a diverse talent pool, representative of the markets we operate in and ensuring that we have inclusive hiring practices.
- We continue to design and develop targeted programmes, enabling marginalised groups to thrive by addressing systemic barriers identified in our data and external research.
- We use data to make decisions and measure progress on DEIB and we are open and transparent about sharing our progress.
- We continue to have our DEIB Champions representing our employees, ensuring we have a DEIB calendar which is reflective of our locations and our people.

## Data

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We foster an environment where employees feel safe and are confident to share their DE&I data, helping us improve the experiences of our people. We will measure and share these themes in our regular 'listen, respond and act' updates.

## Leadership

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- We will have leaders who are role models for inclusive leadership, advocating for marginalised groups, challenging resistance and non-inclusive behaviours.
- We will have leaders who demonstrate visible commitment and continue to elevate storytelling and who support progress.
- We will have leaders who are visible with their advocacy for the four workstreams of our Global Advocacy Programme, LGBTQIA+, Accessibility, Gender and Multiculturalism.
- We will continue to embed our Leading by Example series and elevate leaders role-modelling our values.

## Career development

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- We will expand and invest in our female talent pipelines through the roll-out of our career development programme Elevate, providing a tailored career management for female leaders progressing to senior roles.
- We will continue to nurture and develop our Lean In circle networks and our Flutter Female Mentoring programme.

## Women's wellbeing and family support

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- We will continue to provide family workshops to support women transitioning to parental leave or returning, and provide training for managers.
- We will expand our women's wellbeing programme as part of our ongoing programme of events.

# Closing statement: Peter Jackson, Group CEO

As the shape of the Group continues to grow and evolve, I am pleased to report that all of our UK online brands have shown a decrease in their Gender Pay Gap results this year, with Betfair Ltd - which includes Head Office and Flutter Group employees - reporting a negative gap for a second successive year. We were also pleased to include tombola in our numbers for the first time since officially welcoming them into the Flutter family in January 2022.

Gender diversity remains a priority focus for us within our DE&I goals - we are making good progress towards our gender goal of '40% of top leadership roles to be held by women by the end of 2026,' with 33% at the end of Q4 2022.

We are taking action to reduce the gaps further, recognising that change takes time. Our brands continue to focus on addressing the main driver of our Gender Pay Gap, namely the lower proportion of women in our most senior roles.

As part of the Work Better pillar of our Positive Impact Plan, we are developing the policies and practices that will support an equitable and inclusive workplace culture. Through the Gender workstream of our Global Advocacy Programme, we're learning from the experiences of women from across the business so that we can ensure Flutter is a place that women can thrive.

We've also made targeted improvements to our Family Friendly policies for UK colleagues and have expanded our female network 'Lean In' across locations in the UK&I, International and FanDuel.

While these initiatives are a positive step in the right direction, we need and want to do more as we continue to build a diverse, inclusive, and equitable environment. As a Group ExCo we remain committed to further improving our focus on female talent attraction, progression and retention across all of our UK brands, and the Group more broadly, and want to lead the way on this locally and globally.

*Peter Jackson*  
Group Chief Executive Officer



# Reporting statement

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.

*Michael Piker*  
Global DE&I & Reward Director

The Flutter logo is centered on a dark blue background. It features a stylized 'F' icon composed of three horizontal bars of decreasing length, followed by the word 'flutter' in a lowercase, rounded sans-serif font. A small 'TM' trademark symbol is positioned above the 'r'. The logo is overlaid on a large, semi-transparent diamond shape that is also centered.

**Flutter**<sup>TM</sup>

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