POSITIVE
IMPACT
PLAN

CHANGING THE GAME FOR GOOD

Flutter Entertainment plc
Sustainability Report 2023

Flutter™
Entertainment plc

ABOUT FLUTTER

Flutter is the world's largest online sports betting and iGaming operator based on revenue.

Our ambition is to change our industry for the better and deliver long-term growth while also achieving a positive, sustainable future for all our stakeholders. We are well-placed to do so through the global competitive advantages of the Flutter Edge, which provides our brands with access to Group-wide benefits to stay ahead of the competition, while maintaining a clear vision for sustainability through our Positive Impact Plan.

In 2022 we launched our Positive Impact Plan setting a clear sustainability agenda for change, addressing the issues and opportunities that are specific to our business and our sector. Our plan sets targets to be achieved by 2030, and 2035, under the four pillars:

- Play Well, supporting our customers to have positive playing experiences;
- Work Better, creating an inclusive and empowering environment for our colleagues;
- Do More, supporting our global communities; and
- Go Zero, driving our path to net zero carbon and reducing our environmental impact.

Sustainability is a core element of our business strategy and we are proud to share our inaugural standalone sustainability report. It covers the reporting year 1 January to 31 December 2023, and is aligned with our financial reporting in terms of timing and entities in scope.

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About Flutter

OUR GLOBAL DIVISIONS

US

Our US division consists of our FanDuel brand together with PokerStars (US) and TVG. We offer a diverse set of sports betting, iGaming, daily fantasy sports, online racing wagering and TV broadcasting products to customers across states in the US and the province of Ontario in Canada. FanDuel, which is Flutter's largest brand, is the US market's leading online sportsbook, has a major, and growing, share of the iGaming market. It is well positioned to continue to take advantage of the rapidly expanding opportunity in the US.

38%
of Group net revenue*

$4.5BN
revenue

3.2M
average monthly players

UKI

In the UK and Ireland (UKI), we offer sports betting (sportsbook and the exchange sports product) and gaming products (games, casino, bingo and poker) through our brands Sky Betting & Gaming, Paddy Power, Betfair and tombola. Although the brands mostly operate online, this division also includes 575 Paddy Power betting shops in the UK and Ireland.

26%
of Group net revenue*

$3.0BN
revenue

3.9M
average monthly players

Australia

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

12%
of Group net revenue*

$1.4BN
revenue

1.1M
average monthly players

International

Through our International division, we operate in countries around the world offering poker, casino, sports betting, rummy and daily fantasy sports mainly online. Our brands include Sisal, the largest online operator in Italy, and PokerStars, the world's largest online poker site, as well as Betfair International, Adjarabet, Junglee Games and MaxBet.

24%
of Group net revenue*

$2.8BN
revenue

4.1M
average monthly players

* Based on our net revenue for the year ended 31 December 2023.

About Flutter

OUR APPROACH TO REPORTING

We recognise the importance of sustainability reporting as an integral part of our corporate responsibility and are committed to transparency and accountability through our disclosures and communications. We continue to take steps to improve our measurement and reporting processes to develop deeper insights that drive impact year on year.

Reporting Concepts

1.

Stakeholder Engagement and Materiality

Flutter recognises the significance of engaging with stakeholders to identify and prioritise the most important issues. The Company's sustainability reporting is informed by the principle of materiality, ensuring that it focuses on disclosing information on topics that are relevant and significant to its stakeholders.

See pages 8–10 for more detail.

2.

Aligned financial and non-financial reporting

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

3.

Consolidated Accounting

Aligned with our financial accounting year end, we take a consolidated approach to our disclosure of non-financial information. Additionally, we apply a consistent approach to our sustainability reporting and our financial reporting for mergers and acquisitions. The sustainability activities of newly acquired businesses will be captured within Group sustainability reporting from the first year that the financial results of the business have been consolidated within our Group accounts. For example, Sisal was acquired in August 2022 with 2023 being the first full financial year that the brand was consolidated within Flutter's financial accounts. Sisal's sustainability activities are therefore reflected in Flutter's sustainability reporting for 2023 onwards.

4.

Governance of Sustainability Reporting/Disclosures

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

Please see page 7 for more information.

Alignment with Reporting Frameworks

5.

Global Reporting Initiative ("GRI")

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

For more information, please see our alignment tables on Flutter.com.

6.

Sustainability Accounting Standards Board ("SASB")

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

7.

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

In compliance with UK climate-related reporting requirements, Flutter follows the TCFD recommendations and recommended disclosures. We have continued to make progress in our disclosures in governance, strategy, risk management, and metrics and targets.

In 2024, TCFD responsibilities were transferred to the International Sustainability Standards Board ("ISSB"). We strongly endorse the ISSB's initiative to establish global standards for climate-related disclosures and understand our TCFD disclosure is a strong foundation for this.

For our full TCFD disclosure, please refer to our 2023 Annual Report & Accounts (the "Flutter 2023 Annual Report"). Within this report, we share our progress against our Go Zero pillar.

8.

Corporate Sustainability Reporting Directive ("CSRD")

On 5 January 2023, the EU's Corporate Sustainability Reporting Directive ("CSRD") came into force. The CSRD amends the existing European Non-Financial Reporting Directive ("NFRD") and will increase reporting requirements on the companies within its scope. Flutter will comply with these additional reporting requirements by 2026. During 2023, as part of our preparation for the requirements of the CSRD we embarked on a significant ESG reporting project overseen by our Group Director of Sustainability and Regulatory Affairs and facilitated by an external ESG Advisory Team.

See page 8, Materiality – mapping most material issues – for more details.

OUR POSITIVE IMPACT PLAN

The Positive Impact Plan is core to our overall Group strategy, and integral to our business operations and culture. It is focused on four strategic pillars:

- Play Well, supporting our customers to have positive playing experiences;
- Work Better, creating an inclusive and empowering environment for our colleagues;
- Do More, supporting our global communities; and
- Go Zero, driving our path to net zero carbon and reducing our environmental impact.

Our pillars are in turn supported by our essential foundations: Business ethics and integrity; anti-corruption and anti-money laundering ("AML"); data protection and management, and Economic contribution (tax-levies).

POSITIVE IMPACT PLAN

Play Well: Goal

75%

of customers using a Play Well tool by end of 2030

Our **customers** are at the heart of everything we do. We want them to have a fun and enjoyable experience when they play with us. Play Well has customer wellbeing at its core, and is the cornerstone of our Positive Impact Plan.

Work Better: Goal

Creating an environment for **colleagues** where every voice matters.

Our overarching Work Better goal is to create and build teams that represent the locations in which we live and work, by the end of 2030.

40%

leadership roles held by women by end of 2026

Do More: Goal

Improve the lives of

10M

people by the end of 2030

Supporting the **communities** in which we live, work and play by using the power of sport, the skills of our colleagues and the reach of our brands to collectively improve the lives of 10 million people.

Go Zero: Goal

Go Zero is our plan to act on climate and reduce our environmental impact. We have an SBTi approved goal to reach net zero by 2035.

NET ZERO

by end of 2035

Business ethics & integrity

Anti-corruption & Anti-money laundering

Data protection & management

Economic contribution (tax levies)

PROGRESS AT A GLANCE

2023 Progress at a Glance

In 2023 we have made meaningful progress across our goals in each pillar. Play Well tool usage increased by 10.6% to 44.9%; Work Better Women in Leadership[1] increased 2.8% to 35.7%; Do More increased by 1.1M lives improved[2] to 1.5M cumulative, and we reached 100% renewable energy coverage in Scope 2 as well as submitting our 2035 net zero target to SBTi. Our progress in 2023 is testament to our ambition and commitment to lead our sector in sustainability.

POSITIVE IMPACT PLAN

Play Well: Goal

75%
of customers using a Play Well tool by end of 2030

2023 progress:

44.9%
tool usage globally

10.6%
increase in tool use in 2023

$101M
33.75% increase in investment in 2023[3]

Work Better: Goal

40%
leadership roles held by women end of 2026

2023 progress:

35.7%
women in leadership

2.8%
Increase in 2023

Do More: Goal

Improve the lives of
10M
people by the end of 2030

2023 progress:

1.5M
lives improved (since 2022)

1.1M
lives improved in 2023

$10.3M
Donated in 2023[3]

Go Zero: Goal

NET ZERO
by end of 2035

2023 progress:

100%
renewable energy coverage for Scope 2

NET ZERO TARGET
approved by SBTi

Business ethics & integrity	Anti-corruption & Anti-money laundering	Data protection & management	Economic contribution (tax levies)

1 Based on a hierarchy definition of women in leadership (N to N-4). Executive and Personal Assistants who sit at this layer in the hierarchy are excluded, with the exception of C-Suite Executive Assistants.

2 Lives improved includes 40% direct and 60% indirect lives improved as reported by community partners. Where no data is available from Partners (25% of direct lives) we apply an average cost per head based on B4Si guidelines to estimate lives improved.

3 Investment figures as per disclosure in Flutter Annual Report and Accounts converted at average GBP:USD 2023 FX rate of 1.244.

LEADERSHIP INSIGHTS

Flutter is committed to leading the industry in sustainability, innovating to deliver maximum positive impact and shift public perceptions.

Peter Jackson
Chief Executive Officer

Q What do you see as our key achievements in sustainability from 2023?

PJ For me it is the way in which the entire Flutter family has embraced the Positive Impact Plan, and how important it is for the future prosperity of our business. That understanding is so clearly demonstrated by the way colleagues across the Group have contributed to the delivery of progress against our goals, where we've secured meaningful improvement in every metric.

PÒR I'm delighted with the progress made across all aspects of our Positive Impact Plan in 2023, so it's hard to single anything out. I'm probably most pleased to see our focus on responsible gambling and tool use really start to bear fruit. I'm proud of our investment in communities, where a renewed focus has seen us help 1.1 million people – nearly three times more than in 2022. And I'm delighted to see the impact our DE&I focus is having internally.

SA I'm really proud of the progress we've made in 2023, which has been testament to a dedicated team of people and the passion and commitment of colleagues across the globe. To me, the Positive Impact Plan is a brilliant example of our Flutter Edge in operation. We've leveraged our global knowledge and experience, and collaborated to explore opportunities. Tool usage is being more widely adopted by our customers; our community investments are starting to have impact on people's lives; we have established an ambitious net zero target, and we are well on our way to reaching our women in leadership goal. We have a lot more to do, but we are firmly on the right track.

Q How significant is Play Well to Flutter's business strategy?

PJ The Positive Impact Plan underpins our business strategy, and Play Well is its cornerstone. It is pivotal to both the future success of our Company and our whole industry, and for that reason it is front and centre of our strategic non-financial KPIs while also being linked to both executive pay, and our Company-wide annual bonus scheme.

PÒR They say performance is the only valid test, and for Play Well we can really see that coming true across our brands. We are investing in people, product, marketing, and research to continually drive progress in this critical area, both within Flutter and beyond. In 2023, we increased our investment by 25% contributing to a 10.6% increase in tool usage globally, ending the year just shy of 45% global tool usage. We will continue to push ourselves to ensure we deliver our 2030 goal, as well as evolving other performance measures to ensure we stay ahead of the game in this critical and continually evolving area.

SA Our customers are at the heart of everything we do and Play Well is our commitment to their wellbeing. Achieving this is complex, particularly when you factor in the diverse individual, cultural and societal tapestry of our worldwide customer base. But that's what gets us out of bed in the morning - we believe in what we're doing. I'm privileged to be able to work with a fantastic team of people globally who are committed to ensuring everyone who engages with our products and brands has an entertaining and positive experience. Play Well is absolutely core to our business strategy.

Q What are the main opportunities for the Positive Impact Plan in 2024?

PJ 2024 has already been a pivotal year for Flutter, with our listing on the New York Stock Exchange ("NYSE") in January. The Positive Impact Plan is key to our long-term strategy and I am confident we will see the momentum behind it continue to grow during 2024. We've already had a strong start - I was delighted to attend our first global RISE event in March, where we brought together our top 100 female leaders for the first time; and we've also had our net zero target validated by SBTi. As we grow as a business, our responsibility and appetite to lead sustainability in our sector grows with it. We've had an inspiring start to the year, and I'm looking forward to seeing what else we can achieve.

PÒR I have two main ambitions for 2024. Firstly, that we continue to show leadership through tangible progress against our goals, but secondly that we are able to influence others to join our journey. Whether that's through some of our work with partners on Scope 3 emissions; scaling up our volunteering capabilities or leading the Play Well agenda through initiatives like the launch of the Responsible Online Gaming Association in the US earlier this year. We have the scale to lead and we are committed to doing so.

SA The past two years have been foundational years for our Positive Impact Plan. In 2024, I expect to see the flywheel really start to turn. Where the hard work establishing goals, investing in people, technology and thought leadership begins to create its own momentum within our business, and beyond. We've already kicked off several exciting projects to drive this momentum, and I look forward to reporting back on even greater progress next year.

Key
- PJ Peter Jackson, Chief Executive Officer
- SA Sue Albion, Director of Sustainability and Regulatory Affairs
- PÒR Pádraig Ó Ríordáin, Group Chief Legal Officer

GOVERNANCE AND ACCOUNTABILITY

The Board, through the Risk and Sustainability Committee and the Safer Gambling Sub-Committee has maintained oversight of the four pillars of the Positive Impact Plan, receiving regular updates of progress against goals throughout 2023. The Risk and Sustainability Committee also maintains oversight of our evolving strategy, our response to regulatory and public policy change in respect of safer gambling, social responsibility, changing climate-related disclosure requirements, and our workplace, including our Diversity, Equity and Inclusion ("DE&I") strategy.

The Risk and Sustainability Committee is supported by the Safer Gambling Sub-Committee, which provides dedicated support and focus to our Play Well strategy. The Safer Gambling Sub-Committee met four times during 2023 and reported on progress to the Risk and Sustainability Committee.

The Risk and Sustainability Committee continued to work closely with the Audit Committee, holding two joint meetings in 2023, for the purposes of overseeing the internal governance processes that support our sustainability ambitions and regulatory obligations.

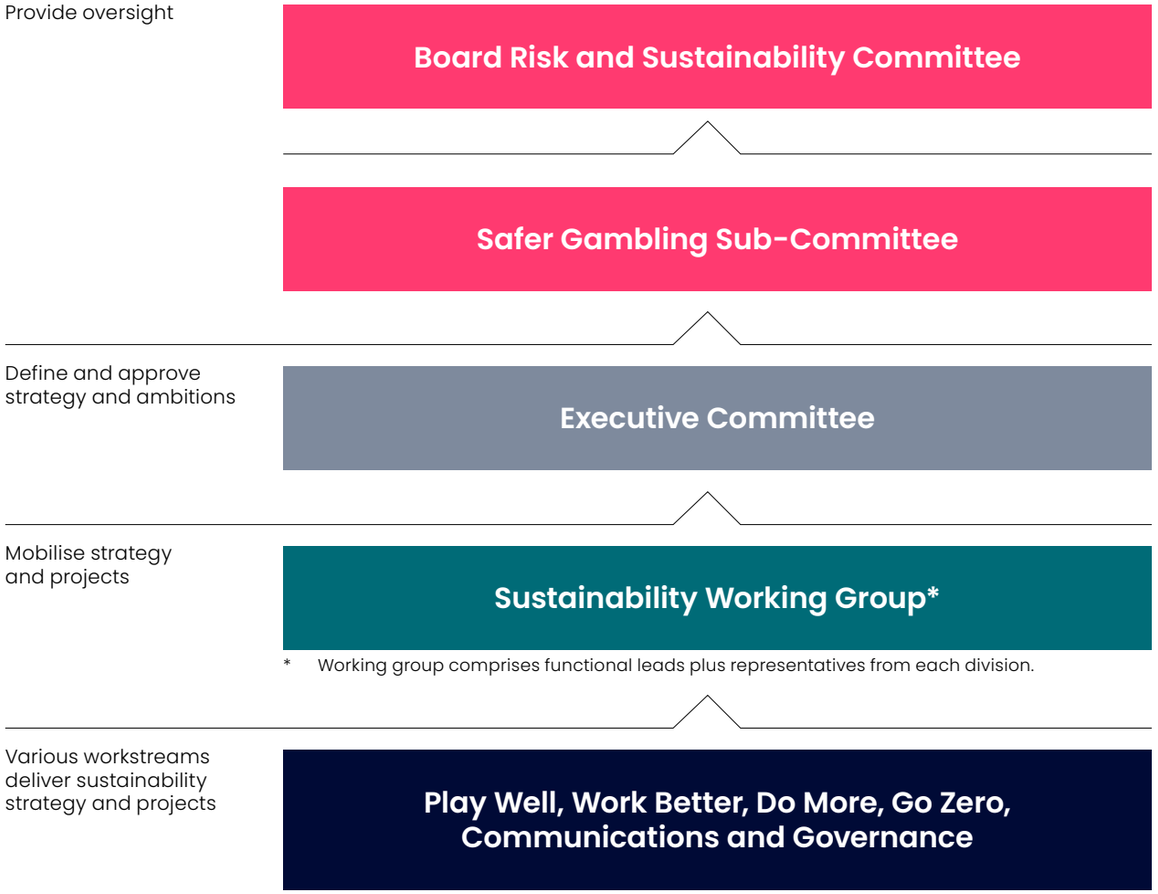
The Risk and Sustainability Committee received six updates on the Positive Impact Plan in 2023. For a list of Risk and Sustainability Committee members and the Committee Charter see: www.flutter.com/about-us/corporate-governance/board-committees/.

The Executive Committee defines the strategy and ambition for our Positive Impact Plan, with quarterly management reporting having been developed further during 2023. Key strategic initiatives are brought to the Executive Committee for review and overall approval. There is strong engagement from the Executive Committee, with the Group CEO and each divisional CEO holding dedicated meetings with the Group Director of Sustainability and Regulatory Affairs additionally on at least a quarterly basis to review progress and identify any areas where additional support may be required or new opportunities can be developed.

At an operational level, we have a Sustainability Working Group which is responsible for mobilising strategy and ensuring appropriate engagement and progress across the Group, with representatives from key functions and each division participating in this working group. In 2023, we continued our focus on building solid foundations and key enablers such as investing in appropriate technology solutions to help us better capture, verify, assure, and improve our data capabilities across each Positive Impact Plan pillar. We expect to see the results of these investments in 2024 as we roll out and integrate our solutions.

We have also developed global working groups dedicated to our various pillars. These groups bring together experts from across each division to share knowledge and continue to develop strategy and drive progress. This is a great example of our Flutter Edge in operation. We have continued to invest in central resources and expertise including appointing a new Group Head of Communities; a Group Head of Sustainability Strategy and Engagement; a Sustainability Project Manager; and Environmental Analyst. We are pleased with progress in 2023 and look forward to continuing to drive momentum in 2024.

Sustainability reporting and governance



Sustainability at Flutter

MATERIALITY

Our Positive Impact Plan is built upon the sustainability issues that are most material to our business: creating our four key pillars focused on customers, colleagues, community and the planet.

These pillars are underpinned by our continued focus on essential foundations including ethics and compliance, anticorruption, AML, data protection, and regulatory affairs. We completed our first materiality assessment in 2021, and our material impacts have not changed in 2023, but following the foundational work we have done on climate we now have Environment as a fourth material pillar.

We are committed to lead our sector on sustainability. To drive that ambition we commenced our first Double Materiality Assessment in 2023. We are in the process of validating our results as part of our preparation to report against the EU Corporate Sustainability Reporting Directive ("CSRD") which we will comply with in 2026. Double materiality considers financial materiality as well as impact materiality, and we will share our updated Double Materiality framework in our 2024 reporting cycle.

Mapping most material issues

Materiality analysis of top 15 issues
We used our materiality analysis to determine the four strategic pillars of our Positive Impact Plan sustainability strategy.

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

Combined Score (Internal Survey Results, Quantitative Analysis and mapping to standards (GRI, SASB, IBC, Arabesque)).

ENGAGING WITH OUR STAKEHOLDERS

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

In 2023, we reviewed interactions with five of our core stakeholder groups to better understand how sustainability is perceived. We looked at gaps in messaging and communications channels and we have delivered engagement activities internally and externally, demonstrating how stakeholders could get involved. In addition, we regularly engaged with regulators across our markets, in particular consulting with them on key aspects of our Play Well strategy.

Our Board members have met colleagues in a number of site visits this year, holding immersion days and listening groups throughout the year. We have taken steps to enrich internal feedback from colleagues through our internal survey and feedback tool and continued our Playing With a Positive Future series of internal educational and informative events.

Customers

How we engaged

- We use regular communication and advertising to engage customers on various topics, notably responsible and safer gambling. We continually educate our customers about supportive Play Well tools across brands, and we interact where we see signs of unsafe play.
- Our brands engage with our customers through our online betting and gaming platforms, our marketing communications, our retail stores and our customer service channels.
- We're always seeking to understand our customer needs and engage with them through feedback channels and research and by obtaining insights into customers' views and experiences.

Outcomes

- In 2023, we made good progress against our goal of 75% of customers using a Play Well tool by 2030, with tool usage globally increasing to 44.9% of customers.
- We continued to invest in innovative solutions that protect customers. For example, Sportsbet delivered an innovative "Real Time Intervention" tool which uses machine learning and AI technology to intervene before a customer makes a deposit outside of their usual range. You can read more about this in our Play Well case studies on pages 17 to 21.
- In the UKI division we improved how we identify customer risk through their time spent on site. The proportion of customers using responsible gambling tools in 2023 increased in UKI to 52.4% of our customer base across the division.
- In the US, we executed the second Play Well dedicated TV campaign showcasing how customers should use our responsible gaming tools for betting on FanDuel.

Colleagues

How we engaged

- To maintain a strong connection and engage our colleagues across the Group, we organised regular town hall meetings and globally live-streamed events led by our Executive Committee, focusing on performance, strategy, and the Positive Impact Plan.
- Our internal communications emphasised wellbeing, diversity, and inclusion, alongside feedback collection from across the Group through internal HR tools, to capture colleagues' opinions. Read more on page 24.
- The Global Advocacy Programme continued under our Executive Committee's leadership, promoting diversity, and supporting female talent development through mentoring and career management programs, including FanDuel's Women's Leadership Development Programme. Read more on page 24.

Outcomes

- Our efforts to enhance internal systems and communications have facilitated easier access to Flutter news and the Positive Impact Plan, positively impacting colleague engagement.
- Voluntary disclosure rates on protected characteristics, such as sexual orientation, race, and disability, increased in 2023, improving our understanding of our workforce's experiences. Read more on page 24.
- Over 30% of our colleagues engaged with our culturally immersive initiatives through Every Voice, demonstrating strong engagement globally. Read more on page 24.
- Additionally, in 2023, we received several awards, recognising our efforts in diversity and inclusion, employer excellence, and engagement in corporate social responsibility, including: Women in Gaming D&I Wellness Initiative Award; SBC's Employer of the Year Award; EGR's Award for Diversity & Inclusion Model of the Year; and the UK Corporate Engagement Award for Best Engagement of an Internal Audience in a CSR Programme.

Communities

How we engaged

- We announced our headline support for The Tour 21, a challenge that sees a team of international amateur cyclists take on the Tour de France route and raise £1 million for trials and treatments for cures for blood cancer. Read more on page 36.
- We piloted our first Global Tech4Good Award to raise awareness and support for social purpose tech start-ups. Read more about the innovative winners on page 38.
- We partnered with OnHand to make it easier for our colleagues to give back to their communities in the way that means most to them. Read more on page 39.

Outcomes

- In 2023, we contributed £8.3m to causes worldwide, and we estimate that we improved the lives of 1.1m people.
- FanDuel made a US$1m donation to support Operation Hope, a non-profit focused on making free enterprise and capitalism work for the underserved by disrupting poverty.
- In Brazil, Flutter International launched Esporte Futuro to provide £100,000 for sports organisations to have a positive impact in local Sao Paulo and Rio communities.
- In Australia, Sportsbet CEO Barni Evans and CLRO Peter Harman raised over AU$100,000 for the St Vincent de Paul Trust, providing support for the homeless.
- In UKI, Paddy Power donated £1m to Prostate Cancer UK, Sky Betting & Gaming committed £6m over six years to English Football League ("EFL") club community projects and Betfair announced a £250,000 commitment to the Injured Jockey's Fund. Plus, Cash4Clubs distributed £400,000 to 200 local community sports clubs. Read more on page 33.

ENGAGING WITH OUR STAKEHOLDERS CONTINUED

Shareholders and investors

How we engaged

- The Annual General Meeting ("AGM") was held on 27 April 2023 at our headquarters in Dublin, Ireland. Shareholders attended in person or participated in the meeting virtually and submitted questions to the Chair.
- The Chair held meetings with our largest investors on corporate governance topics, including the additional US listing, sustainability, talent retention, risk management and succession planning at both Board and Executive Committee levels. These meetings also focused on safer gambling, growth of the US market, and performance and growth of the whole Group.
- You can read more about our wider shareholder engagement activities in the **Flutter Annual Report 2023.**

Outcomes

- Through the engagement programme in 2023 there were around 200 investor interactions per quarter and expanded sell-side coverage.
- Investors welcomed our communications programme to keep them updated on our performance, financial position, business perspectives and risk.
- We have built connections with the sustainability teams of major investors to share our sustainability strategy.

Government and regulators

How we engaged

- FanDuel worked effectively with state regulators and continued to lead on responsible gaming standards through working closely with our Responsible Gaming Ambassadors, the professional leagues, and our team partners.
- In the UK, we engaged constructively with the Government, the UK Gambling Commission, and wider stakeholders following the publication of the UK White Paper.
- In Ireland, we engaged with the Department of Justice in relation to the proposed Gambling Regulation Bill.
- In Australia, Sportsbet proactively engaged with federal and state jurisdictions on online gambling and responsible gaming regulation. You can read more on page 16.
- Flutter International was involved in ongoing regulatory developments in multiple markets, both directly and through industry associations. You can read more on page 16.

Outcomes

- In the UK, we welcomed the White Paper as a significant opportunity to raise standards in the gambling sector, update the regulatory framework and support the Government's aim of getting the balance right across consumer freedoms, choice and protection from harm.
- In Ireland, we welcomed the establishment of the Gambling Regulatory Authority of Ireland.
- In Australia, significant regulatory changes included the introduction of several measures for which Sportsbet has strongly advocated, including: the National Self-Exclusion Register; a ban on the use of credit cards for online wagering; moving to zero-day or pre-verification of customers before wagering occurs; and the inclusion of data-led intervention tools (led by Sportsbet's Real Time Intervention) as core tools in future consumer protection frameworks.

Suppliers

How we engaged

- We engaged with regulatory authorities on our activity with suppliers, to meet requirements regarding operating licences in the US and elsewhere.
- We engaged with global sporting integrity bodies, leagues, teams and media partners to protect sports, promote safer gambling messages and enhance the overall customer experience.
- We also engaged with stakeholders globally, to develop a clear vision, and set of agreed key deliverables to transform our supplier risk, performance, and relationship management in line with the growing scale of our business and ensure that we are building sustainability into our plans going forward.

Outcomes

- The global procurement and Supplier Risk and Performance Management ("SRPM") policy has standardised the rules we need to follow globally when using suppliers. We agreed on maturity levels for all divisions' ways of working against the new policy, with mitigation plans agreed to close gaps. In line with our transformation plans we have:
  - invested in tools to provide visibility on our suppliers' performance on ESG matters, supporting our ability to deliver on the Positive Impact Plan goals and furthering our plan to achieve net zero by 2035;
  - we have calculated our Scope 3 carbon footprint and started to leverage the data to understand the key suppliers we need to partner with on emission reduction;
  - built mutually beneficial relationships with chosen key strategic partners, to leverage our supplier relationships to fuel growth; and
  - supported the discovery, design and now build phase of the new shared service centre in India.

PARTNERING FOR IMPACT

Partnerships with external organisations are critical to the success of our Positive Impact Plan. We work with not-for-profits; NGOs; Academic Institutions and other third-party institutions to further bring outside perspectives in to our business, and to help us take credible steps and amplify our impact. You can read about our partnerships within our strategic pillar deep dives from page 13 but some of our 2023 highlights are below.

Attendees at WiHTL's Women's Non-Executive Director Programme.

Work Better

For colleagues, we enhanced our Work Better ambitions through global partnerships, providing targeted advice and development opportunities. We began collaborating with Women in Hospitality, Travel and Leisure ("WiHTL"), the community devoted to increasing diversity and inclusion in these industries. In 2023, Flutter sponsored WiHTL's Women Non-Executive Director Programme, and our CFO, Paul Edgecliffe-Johnson, became a founding member of WiHTL's CFO Committee. We also partnered with Stonewall, giving us access to learning and support with reviewing our policies to ensure LGBTQIA+ inclusivity.

Do More

In 2023, we joined B4SI (Business for Societal Impact) to increase the transparency and efficacy of our community contributions. Concurrently, our UKI division is forging a partnership with Corporate Citizenship, part of SLR Consulting to spearhead their first community strategy, underscoring our commitment to catalysing positive societal change. Sportsbet have also been working with Seedling Giving to support on their Community Partnerships strategy.

Play Well

In 2023, we launched our first external Play Well Challenge in collaboration with Alpha Hub, our start-up partnership programme, and the Responsible Gambling Council ("RGC"). The Challenge offers seed funding and expertise to tech start-ups supporting innovation in responsible gambling and driving up industry standards with a focus on player wellbeing. In the US, FanDuel announced a new partnership with Front Office Sports to launch a first-of-its-kind, free educational course for sports professionals. This aims to raise awareness of responsible gaming and promotes tools like deposit and time limits. They also joined the Responsible Online Gaming Association ("ROGA") as one of its initial members with seven of the largest US legal mobile gaming companies, with the main aim of driving the most meaningful impact towards responsible gaming education.

Go Zero

In 2023, we continued our partnership with South Pole as we continued to evolve our investments in climate action projects which help drive finance towards sustainable practices. This partnership is important because whilst we're focused on reducing our own impact, we know it's equally important for us to drive meaningful and necessary actions outside of our value chain, by supporting certified projects that help accelerate the global transition to net zero.

South Pole is the largest developer of emission reduction, avoidance and removal projects globally and we work with them to select high-quality Renewable Energy Certificates ("EACS") and Carbon Action Credits ("CACS"). In 2023, the carbon offset projects we selected had the Verified Carbon Standard and were a mixture of both carbon removal and carbon reduction projects, including an afforestation project in Mexico and a solar power farm in India.

Progress in 2023

POSITIVE IMPACT PLAN

HELPING CUSTOMERS PLAY WELL

Introduction to Play Well

We're changing the game for good by providing education, tools and support to help everyone Play Well. Our customers are at the heart of everything we do, and we want them to have an entertaining, positive experience with us. Our goal is to have 75% of active online customers using one or more Play Well tools by the end of 2030.

Our Play Well tools are part of our commitment to player wellbeing. The tools are designed to empower players to maintain control and make informed decisions, and foster a healthier, more responsible approach to betting and gaming. Because every customer is unique, we offer a range of tools tailored to local markets, products and individuals, supporting positive play and enabling intervention where markers of harm may be detected. Tools include deposit limits, activity statements, time out facilities, tailored pop-up messaging and budgeting support.

We continue to explore new opportunities to develop tools that will best support our customers, and ensure play remains fun, safe and sustainable.

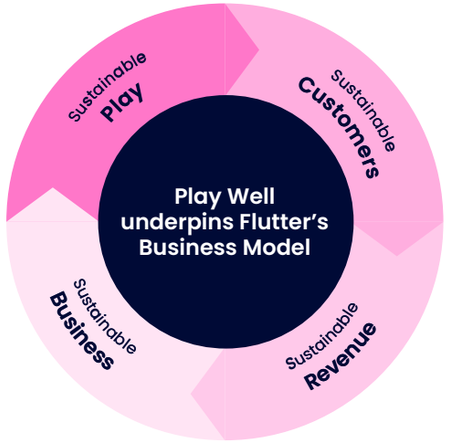
Positive Impact Plan

PLAY WELL - 2023 PROGRESS OVERVIEW

44.9%
tool usage globally

10.6%
increase in tool use in 2023

$101M
in investment in 2023



Play Well is rooted in four key principles:

Lead Progress

We're committed to investing in research, innovation and collaboration. We listen to our customers, colleagues, industry experts and critics to develop new ideas. We want to define what a positive play experience looks like and lead the way in providing it.

Promote Positive Play

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

Effective Interaction

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

Support and Protect

We want to support our customers in every possible way we can. We recognise some need targeted support or intervention to stop falling into negative play habits. We support customers through robust internal infrastructures, partnerships and funding new initiatives.

Continued focus on player wellbeing

We aim to lead the way on responsible play and made further progress in 2023 with continued focus on player wellbeing. We increased our investment to £81m, spending on frontline safer gambling specialists, technology, tools and other measures along with marketing Play Well to our customers (2022: £60m). We achieved a 10.6% increase (or 4 percentage points) globally in the proportion of active online players engaging with at least one Play Well tool, ending the year at 44.9%.

We leveraged our scale turning data insights from divisions in to collective action through our new Global Analytics Working Group and Play Well specialists across the business came together in October for a global offsite to collaborate on emerging challenges and opportunities.

We bolstered our reporting cadence, introducing a comprehensive quarterly overview of initiatives, fostering transparency and ensuring accountability across the Group. We continued to link remuneration to our Play Well strategy. As responsible play is at the core of our sustainability objectives, it remains the focus of our sustainability-related remuneration as well as a demonstration of our commitment to positive play for all our customers. All Group annual bonuses contained a Play Well metric.

Externally, we launched our first Play Well Challenge in collaboration with Alpha Hub, our start-up partnership programme, and the Responsible Gambling Council ("RGC"). The Challenge offers seed funding and expertise to tech start-ups supporting innovation in responsible play and driving up industry standards with a focus on player wellbeing.

Looking ahead

In 2024, we continue to prioritise player wellbeing, analytics and evolving our programmes with robust measurement. We continue to focus on innovation, testing and improving our approach, whilst we raise awareness of Play Well with industry colleagues and other stakeholders, joining public conversations to help deliver positive change.

We received 48 applications from all over the world, with 3 finalists each receiving £10K, and ongoing support from our Flutter teams on an advisory basis to help their growth. Our finalists were:

- The Digital Wellness Cente–Our ultimate winner
  Scientific-backed mini-games that help balance customers dopamine levels and monitor moods.
- Wayfarer Solutions
  Focus on gamification techniques to influence and drive the desired customer behaviour.
- idPair
  Utilises technology to anonymously analyse cross-operator data for markers of harm to better protect customers.

The Digital Wellness Center went on to showcase their MyStride solution at the RGC Discovery conference in March 24 with the support of Flutter. We will continue to work with them in 2024 to help us strengthen our customer offering.

We also launched our first global Play Well campaign in November (during the UKI and EU Safer Gambling Week) showcasing an array of initiatives from across our global Group.

PLAY WELL - REGIONAL OVERVIEW

Our brands operate in a variety of local markets, each with their own cultural norms, customer preferences and regulatory environments. Guided by our four Play Well principles, divisions and brands tailor their approach with the local customer and context in mind.

US

In 2023, FanDuel made important Play Well progress particularly with our Play Well tool usage which has increased from 8.6% to 16.6%. To drive greater focus internally, we moved the Sustainability and Responsible Gaming team to report to FanDuel's Company President. We also recruited a new Vice President with more than 25 years' senior government and private sector experience to lead the Responsible Gaming team.

Using our marketing capabilities to promote tools such as deposit and wager limits, we launched the latest version of our bespoke TV creative, The System, backed by significant media investment and aired throughout the football season. We also joined forces with the NBA, other leagues and operators, to launch a new responsible gaming campaign with a focus on young bettors.

To further build our responsible gaming culture, FanDuel held its second annual Play Well Day for colleagues, educating and engaging them to deliver the strategy and recognising those serving as Responsible Gaming Champions.

Our support for non-profit partners continued, including a $100,000 donation to the National Council on Problem Gambling's ("NCPG") Agility Grants programme, helping to fund initiatives including problem gambling prevention for deaf and hard of hearing individuals. We also expanded support for research into gambling behaviour at the International Center for Responsible Gaming ("ICRG"). With this research, ICRG and FanDuel aim to enhance the industry's tools to identify potential harm, mitigate risk and improve responsible gambling programs.

We announced a new partnership with Front Office Sports to launch a first-of-its-kind, free educational course for sports professionals. This aims to raise awareness of responsible gaming and promotes tools like deposit and time limits. In September, we began promoting player activity statements to customers through monthly in-app prompts to encourage awareness and reflection on one's betting activity, including deposits, bets, withdrawals, and bonuses.

In 2024, we are doing more to promote responsible play, leveraging our cross-functional team again to further develop, test and launch new Play Well tools. We are activating new creative campaigns to promote tool use, expanding our work with league and team partners, and will hold our third Play Well Day for colleagues.

UKI

We continued to place player wellbeing at the heart of our strategy, creating the Customer Safety Tribe in 2023, aligning nearly 300 colleagues focused on Play Well to support the UKI roadmap. We increased our tech development squads from three to five; created a new team dedicated to identification and intervention for customers showing potential signs of risky behaviour; and increased our contribution to research, education and treatment to approximately £22m – up by c.£5m on 2022.

With regulatory change ahead, we responded to several consultations, and further developed our technical platform to allow us to move at pace in the area of financial vulnerability. Overall, we saw customer use of Play Well tools increase to 52.4% across UKI – up 4.5 percentage points or 9.4% on 2022.

We responded to research highlighting the challenges customers face when trying to set limits on their accounts by providing clearer net limits and resetting them on a calendar basis. This makes it easier for players to track and manage their spending.

We also introduced a new feature to make it easier for Betfair, Paddy Power and Sky Betting & Gaming customers to close their accounts. UK Gambling Commission research found that one in three customers using self-exclusion tools were actually doing so to shut their accounts – not for the intended purpose of managing gambling concerns. By making it simpler for players to close their accounts, we are improving the quality of our self-exclusion data, and initial results showed a 50% reduction in customer contact about account closures. In December 2023 we launched our Profit and Loss tool through our Betfair and Paddy Power brands providing customers with an easy way to track their spend. Since launch, over 400k customers have viewed their personalised Profit and Loss page.

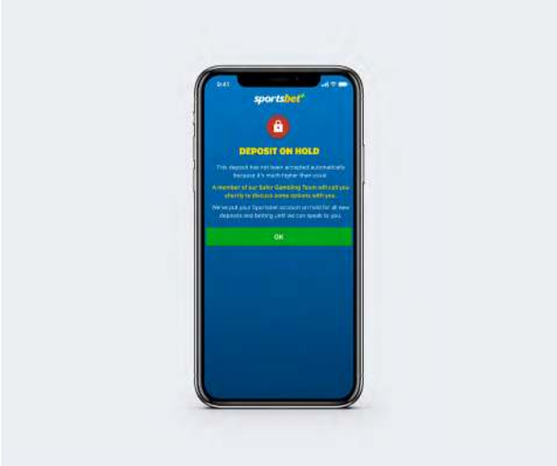
In 2024, we will continue our focus on player wellbeing, responding to regulatory change and enhancing our risk models. We will also continue to launch new tools to empower more customers to Play Well.

PLAY WELL - REGIONAL OVERVIEW CONTINUED

Australia

After an extended period of advocacy seeking to elevate and create consistent standards in consumer protection across the Australian wagering industry, Sportsbet implemented the final three measures of the National Consumer Protection Framework including enhanced staff training, consistent gambling messaging, and BetStop, the Australian National Self-Exclusion Register.

BetStop enables customers to exclude themselves from all online and phone betting operators simultaneously for periods from three months through to permanent exclusion. In addition, Sportsbet has partnered alongside industry peers, through its industry body, Responsible Wagering Australia, to advocate for and achieve regulatory reform which will ban the use of credit cards, delivering new levels of protection to Australians. Credit card bans will be implemented in June 2024.



Example of RTI in action: deposit placed on hold prior to customer contact.

We continue to go above and beyond our regulatory obligations with the aim of ensuring our customers Play Well. Sportsbet has invested in a Real Time Intervention ("RTI") tool – an innovative product that predicts with high accuracy the upper limit of a unique customer's next daily deposit (see page 20 for more).

Sportsbet also launched a research programme in partnership with The University of Sydney to engage and understand customer attitudes to different tool use including the barriers against and motivations to adopt deposit limits in Australia.

In 2024 we will continue to focus on progressing our data-led personalised approach, focusing primarily on advancing our RTI capability. We believe this innovation has the ability to transform how we ensure our customers Play Well.

International

Our International brands collectively increased use of Play Well tools to 65.1% in 2023 – up 4.0 percentage points, or 6.6% on 2022. As our most geographically diverse division, local approaches are essential in this division. We continued to optimise and improve the range of tools available to customers, including for self-reporting and identifying risk.

Our international brands were a voice for change in highly regulated markets where we work closely with the authorities on incoming regulations, such as centralising self-exclusion arrangements in Ontario and cross-operator limits in Spain. In Italy, Sisal established the FAIR Foundation, the country's first non-profit hub promoting responsible gaming and positive tool use to safeguard players cross-sector.

Sisal also began exploring a risk identification model for online customers. This included the introduction of an anti-dependence algorithm ("ADA") which received a patent from the Ministero delle Impreses for industrial invention. Similarly, PokerStars began exploring AI solution pilots with third parties to support our learning.

PokerStars also began work on a programme to implement a Positive Play Scale ("PPS") survey, collaborating with psychologist Dr Richard Woods, from GamRes, who specialises in gaming behaviour. The PPS was developed in 2017 and is the first standardised scale to measure players' responsible gambling-related beliefs and actions.

By identifying factors including gambling literacy, honesty, control and pre-commitment, survey results will provide us with a better understanding of our players, levels of responsible play, strengths and weaknesses. The programme will initially focus on particular markets, with potential for earnings applied more broadly, meaning it could be extended to other licences and brands.

FONDAZIONE FAIR

Positive Impact Plan

PLAY WELL - CASE STUDIES

We entertain and engage millions of people around the world and our customers are at the heart of everything we do. As the global leader in our sector, we have a responsibility to lead progress in customer wellbeing. Our scale enables us to share insights from around the world and find new tools to support the way people play. Our challenger mindset empowers us to disrupt the sector and innovate with the latest tech to drive positive change across the local markets in which we operate.

In the following pages you can read about our forward progress from product innovation that improves customer experiences to our Play Well teams making change possible on the ground.

LEADING PROGRESS

We're committed to investing in research, innovation and collaboration. We listen to our customers, colleagues, industry experts and critics to develop new ideas. We want to define what a positive play experience looks like and lead the way in providing it.

BET STOP
THE NATIONAL SELF-EXCLUSION REGISTER™

Sportsbet Support National Self Exclusion Register

Having pioneered the Take a Break product in 2015, Sportsbet has long advocated for a simple solution that allows customers to take breaks and exclude themselves from all wagering accounts in one step. In August 2023, the Australian government launched BetStop, the National Self Exclusion Register, enabling players to exclude themselves from all online and phone wagering operators simultaneously. There was strong early take up of the register with over 10,000 registrations between August and October 2023.

Positive Impact Plan

PLAY WELL - CASE STUDIES CONTINUED

LEADING PROGRESS CONTINUED

FanDuel Partnership with Front Sports Office

As part of a series of new initiatives during Responsible Gaming Education Month in September, FanDuel announced a new partnership with Front Office Sports to launch a first-of-its-kind, free responsible gaming educational course. Aimed at professionals across the sports industry, it intends to raise awareness of the importance of responsible gaming and encourage use of tools like deposit and time limits. Hosted on Front Office Sports' learning platform, it covers the fundamentals of responsible play and features content from FanDuel Executives, our Responsible Gaming Ambassador Craig Carton, and representatives from the National Council on Problem Gambling and the NBA. People who complete the course can add a badge to their LinkedIn profile and include the certification on their resumes. The three-module course launched in January 2024, ahead of the NFL playoffs. Since launch, the course has been promoted across social media channels with more than 116,000 impressions to date. Among those who have completed the course, 99% feel that they better understand what Responsible Gaming means and how FanDuel is leading the charge in responsible gambling education.

FanDuel Joins Independent Trade Association in US

In March 2024, Fanduel was announced as one of the initial members of The Responsible Online Gaming Association ("ROGA"), an independent trade association launched by seven of the largest US legal mobile gaming companies. ROGA will actively promote a new industry-wide best practices charter, overseen by Dr. Jennifer Shatley, one of the world's foremost experts in the field of responsible gaming with more than 25 years of experience in the industry.

ROGA will operate with specific purpose, with an aim towards driving the most meaningful impact toward responsible gaming education. It's work will be centered around key pillars of focus; research, promoting best practice, education and awareness, and data.

Initial member companies – who together represent more than 85 percent of the legalized online sports betting and iGaming industry in the US – have pledged more than $20 million in support of ROGA's mission in year one.

UKI Join Groundbreaking GamProtect Pilot

Betfair and Paddy Power continued to lead progress, joining a groundbreaking pilot with other big operators. GamProtect safeguards vulnerable customers through a new UK data-sharing service. When a player makes us aware they're at risk of problem gambling, we continue to apply appropriate self-exclusion but now also share their details to the GamProtect register. Operators in the pilot query the register daily and can identify whether the same customer has an account with their brand, allowing them to close it and further reduce potential for harm. Since launch, over 4,200 customers have received enhanced protection.

PLAY WELL - CASE STUDIES CONTINUED

PROMOTE POSITIVE PLAY

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

positiveplay

International Implement Positive Play Scale Survey

In 2023, PokerStars began a programme to implement a Positive Play Scale ("PPS") survey, working with Doctor Richard Wood, a psychologist specialising in the study of gaming behaviour at GamRes, which provides research and consultancy to design, implement and evaluate responsible gambling strategy. The PPS was developed in 2017 and is the first ever standardised scale to measure responsible gambling-related beliefs and behaviours amongst players. By identifying customers' levels of personal responsibility, gambling literacy, honesty, control and pre-commitment, the survey results will provide us with a better understanding of our players so that we can offer more tailored engagement strategies.

FanDuel Expand Responsible Gaming Ambassador Program

In 2023, FanDuel expanded its Responsible Gaming Ambassador Program to include global soccer icon Carli Lloyd and PGA TOUR rising star Tom Kim. They are partnering with us to raise awareness of responsible play and the tools we provide to fans, including deposit, wager and time limits.

The Ambassador program was developed to build a team of external advocates, using unique voices and reducing stigma. In 2021, acclaimed sports radio and TV personality Craig Carton became our first ambassador, and this year we paired Carton with NFL legend Rob Gronkowski and FanDuel TV host Kay Adams. They took part in a candid podcast-style discussion about problem gambling and in FanDuel FanDial, surprising fans with video calls and talking to them about our self-service responsible gaming tools.

PLAY WELL - CASE STUDIES CONTINUED

EFFECTIVE INTERACTION

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

Sportsbet Develop Innovative Real Time Intervention Product

Sportsbet has developed an innovative Real Time Intervention ("RTI") product which aims to prevent harm rather than simply minimise it after its commencement. RTI uses sophisticated artificial intelligence technology to predict the upper limit of a unique customer's next daily deposit. When a customer exhibits depositing behaviour that exceeds their personal predicted upper limit, a real time intervention is triggered. The intervention is proactive and is based on three categories of risk, with the level of intervention matched to the risk category. We currently have a cohort of our customer base enrolled in RTI, with the goal of achieving 100% of enrolled customers minus a control group by the end of 2024. We are tracking early positive signs that the tool is driving behaviour change, including increased adoption of deposit limits.

International Use Scale to Strengthen Capabilities

In 2023, Sisal began exploring a risk identification model for online customers, including the introduction of an anti-dependence algorithm ("ADA") which received a patent certificate from the Ministero delle Imprese for industrial invention. PokerStars also started to explore pilot initiatives with third parties specialising in AI solutions. In addition, changes to enhance customer interaction in the UK and Spain have been applied as best practices in line with new mandated requirements.

Given the scale and diversity of Flutter International, we will use the results and learning from all the work outlined above to further strengthen our capabilities and responsible gambling programmes across the division.

Positive Impact Plan

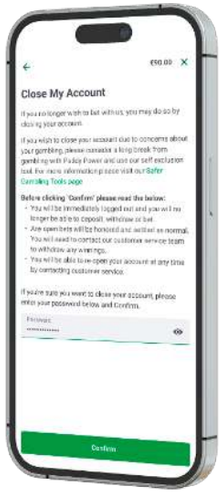
PLAY WELL - CASE STUDIES CONTINUED

SUPPORT AND PROTECT

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

International Fund Research with Responsible Gambling Council

In 2023, Flutter funded the Responsible Gambling Council to carry out a cross-operator/jurisdictional research project on gambling marketing and advertising within Ontario and New Jersey markets. The first and second phases of this research have been completed and provide incremental findings towards the third phase of the project which seeks to address regulatory and operational knowledge gaps through consolidating existing evidence and emerging leading practices into: 1) an operator roadmap; 2) an approach for global regulatory benchmarking; and 3) policy recommendations for multi-layered operating environments. The Responsible Gambling Council is a respected, independent non-profit organisation and has been a leader in the prevention of problem gambling in Canada and globally for 40 years. Its team of responsible gambling experts provides guidance with the operational knowledge required to support players.



UKI Introduce New Account Features

We introduced a Close My Account feature, making it easier for Betfair, Paddy Power and Sky Betting & Gaming customers to close their accounts online. UK Gambling Commission research found that around 37% of people using self-exclusions tools were actually doing so to shut their accounts and stop receiving marketing materials – not for the intended purpose of managing gambling concerns. Before we launched the new feature, players needed to contact our Customer Service team, but now it's simpler and easier for them to close their account themselves. The improvement removes unnecessary friction for customers and has reduced the number of inbound contacts about account closures by more than half. More importantly, this initiative minimises the number of people using the self exclusion tool when it is not required in their situation, giving us higher-quality self exclusion data to train and improve our models.

FanDuel Support Non-Profit Organizations

In 2023, FanDuel continued to support the important work of non-profit organisations focused on preventing problem gambling. In March, we announced a donation to the National Council on Problem Gambling ("NCPG") for their Agility Grants program, in partnership with the NFL Foundation. It offers funding to non-profits across the country for problem gambling prevention initiatives and aims to fill gaps in areas that have no such services, as well as bolster promising efforts in existing projects.

Schemes funded in 2023 include an initiative to prevent problem gambling among people who are deaf and hard of hearing; a graphic novel about youth gambling prevention; and a responsible gambling program for college athletes.

FanDuel also expanded support of the International Center for Responsible Gaming ("ICRG") to fund ground-breaking research into gambling behaviour in the US. With this research, ICRG and FanDuel aim to enhance the industry's tools to identify potential harm, mitigate risk, and improve responsible gambling programs.

EMPOWERING COLLEAGUES TO WORK BETTER

Introduction to Work Better

Work Better reflects our core values, and is a vital part of our business strategy. We want to retain our talent through our inclusive, innovative culture and attract new people to join us, so we maintain our Flutter Edge in the global market.

Work Better aims to build a more diverse, equitable and inclusive workforce that is representative of where we live and work, by the end of 2030. Our message to colleagues and stakeholders is clear: everyone is welcome and every voice matters. Our success depends on our people, and we strive to create a safe, supportive culture so everyone can thrive.

In 2022, we set out three diversity, equity and inclusion ("DE&I") goals which continue to be our focus:

- Diversity: 40% of leadership roles below Board level to be held by women by the end of 2026.
- Equity: Measure and report on pay performance, progression and retention across different demographics by the end of 2023.
- Inclusion: Use our internal feedback HR tool to measure colleague sentiment across different employee demographics.

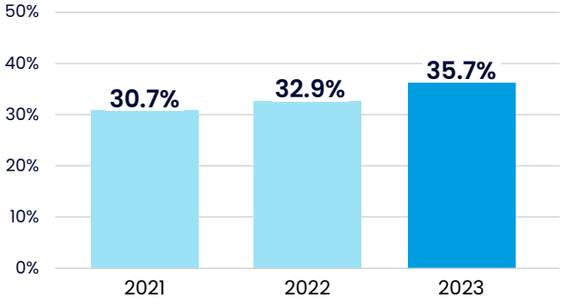
Positive Impact Plan

WORK BETTER - 2023 PROGRESS OVERVIEW

35.7%
women in leadership

2.8%
increase in 2023

Progress overview
Leadership roles held by women across the Group[1]



1 Based on a hierarchy definition of women in leadership (N to N-4). Executive and Personal Assistants who sit at this layer in the hierarchy are excluded, with the exception of C-Suite Executive Assistants.

Progress on our Diversity Goal

We have made positive progress towards our goal of having 40% of leadership roles filled by women, by the end of 2026. As of the end of December 2023, the figure was 35.7%, which is a 2.8% point increase since 2022, and a 5.0% point increase from our baseline in December 2021 of 30.7%.

In addition to focusing on our goal, we have adopted a range of tools and methods to better understand the real experiences of women in our business through regular Pulse engagement surveys. These have identified areas of focus beyond our target, including: freedom of opinion, recognition and organisational support. We believe a focus on these areas will lead to improved retention rates among women as we work towards our end of 2026 target.

Progress on our Equity Goal

In 2023 we implemented new reporting enabling us to track the gender mix for starters, leavers and promotions into senior roles which enables us to monitor trends and act accordingly.

In some areas we have been able to disclose beyond mandatory requirements including publishing our second Irish Gender Pay Gap report alongside our 2023 UK Gender Pay Gap Report.

Progress on our Inclusion Goal

We have introduced more robust systems for measuring and embedding DE&I data, making it possible for us to better understand our colleagues. In 2023, we focused on belonging and inclusion via feedback from our confidential Peakon HR platform. So far, we have onboarded 87% of our brands onto Peakon and continue to work on future onboarding of remaining brands to enhance engagement and inclusion.

Data Enhanced Insights

As brands continue to be onboarded onto Flutter Be/Workday, this enables colleagues to further share their DE&I information across all demographics, in countries they are legally entitled to do so.

In 2023, our Reasons to Disclose and Every Voice Matters campaigns built trust and encouraged colleagues to share their DE&I information. We have seen positive results, including a strong increase in disclosure rates of diversity data in LGBTQIA+, Multicultural and Accessibility[2]:

+18.1%
LGBTQIA+

+13.0%
multicultural

+8.4%
accessibility

2 The above numbers provide the percentage increase of disclosure rates across LGBTIQA+, Multicultural and Accessibility for reporting period December 2022 to December 2023.

WORK BETTER - 2023 PROGRESS OVERVIEW CONTINUED

The Global Advocacy Programme ("GAP")

Our Global Advocacy Programme which was launched in September 2022, remains central to achieving our mission of understanding the lived experiences of colleagues across Flutter, with continued support from Executive Committee ("ExCo") Advocates:

Gender
Amy Howe
CEO, FanDuel

Multicultural
Pádraig Ó Ríordáin
Group Chief Legal Officer

LGBTQIA+
Barni Evans
CEO, Sportsbet

Accessibility
Conor Lynch
Group Chief Information Officer

Through employee listening sessions, we began to better understand the lived experiences and needs of our people in 2023, as we focused on 20 actions to meet commitments that ensure:

- colleagues can freely, easily and safely express their needs at work, and can experience and do anything that is open to employees across the Group;
- people managers can understand their team's individual needs and address them with ease; and
- candidates understand and experience our DE&I initiatives and how they contribute to our four focus areas.

Supporting and enabling colleagues – Every Voice Matters

Every Voice Matters ("EVM") is our internal campaign which communicates our Diversity, Equity and Inclusion Strategy, championing Global Advocacy and supporting many of our global initiatives including the Work Better pillar of our Positive Impact Plan.

At the end of 2022, we launched our Every Voice Slack channel to tell the stories of GAP ExCo Advocates, and from 2023 employees across Flutter shared their experiences.

In this channel, which amassed over 20,500 members by the end of 2023, individuals from many different backgrounds engage with each post, resulting in almost a third of our people actively engaging with the channel.

The channel is also used to regularly communicate initiatives relating to our DE&I strategy with global appeal, most recently we've heard employees' voices on Diwali, (UKI and US) Black History Month and Trans Awareness Week. From the success of the Every Voice Matters campaign, we have created two further campaigns, which sit under the EVM umbrella brand; Every Culture Matters and Fluttering With Pride 365.

Measuring and Embedding DE&I Data

Two crucial elements of Diversity, Equity, and Inclusion ("DE&I") are measuring both the sentiment from all colleagues around a) Belonging and b) Inclusion. From there, it is important to understand the perspective from the lived experience of diverse populations. All of which, enables us to take data-led decisions to support our goals and ambitions.

The technology that we have implemented and continue to roll out Globally is supporting us to achieve this aim. Examples include:

- Flutter Be/Workday which launched in the business in November 2022 as our new HR Ecosystem. Since April 2023, almost half of Flutter employees are on Flutter Be, and we continue to roll this out further. This enables colleagues to have the option to share their diversity information with us and we continue to see improved rates of disclosure as the system embeds.
- Since the launch of Peakon, it remains our primary engagement survey tool Globally. This enables us to collect colleagues' feedback and sentiment across all aspects of the colleague experience, specifically for Diversity, Inclusion, Equity and Belonging.

As these technologies embed, we are gaining greater insights into key themes including, for example, Pay, Performance, & Progression and Attrition. This enables us to understand the impact of our decisions on different diverse groups and allows us to ensure DE&I remains at the heart of business decisions. We remain committed to ensuring all leaders can access the information they need to listen, learn, advocate and act for their people.

Looking ahead

In 2024, we will continue to focus on improving employee experience and further building a culture that values and benefits from our diverse people.

We will continue to work towards building teams that represent the locations in which we live and work by the end of 2030, our 40% women in leadership goal by the end of 2026, and assess opportunities to set additional goals.

We aim to increase reporting, including implementing new reporting for Flutter Be populations showing starters, leavers and promotions overall volumes for disability, sexual orientation, and ethnicity. We will use these data insights to drive decision making and continue to deliver GAP to advance DE&I at Flutter.

"At Flutter Entertainment, our Work Better initiative is central to our Positive Impact Plan, promoting an inclusive workplace that views diversity as a key strength and strategic asset. As a leader in sports betting and gaming, we leverage our global reach to positively impact our employees and communities. We aim to create an environment where everyone feels valued and empowered, supported by our Diversity, Equity, and Inclusion ("DE&I") strategies. Our Global Advocacy Programme, led by our Executive Committee, aims to amplify diverse voices and advance our DE&I goals. Work Better is not merely a policy; it embodies our core values and is vital to our business strategy, enhancing our culture and industry leadership. Our commitment to fostering an inclusive, dynamic workplace helps attract and retain top talent and drives innovation.

Kat McGurk
Group DE&I Director

WORK BETTER - REGIONAL PROGRESS

UKI:

Fair Game Employee Networks

During 2023, UKI worked closely with colleagues and other DE&I teams globally on the development of co-divisional, co-located employee networks, under the umbrella of "Fair Game". These networks are intended to offer safe spaces where our people can come together to share stories, make meaningful connections, and advance allyship, ensuring Flutter is a place where they feel they belong. We also created a bespoke training and coaching journey for our Network Chairs to grow their confidence, develop their inclusive leadership, and mentoring skills, helping prepare them to lead their networks in 2024. Active networks include the Accessibility Network, Flutter Families, the Multicultural Network and the Pride Network.

US:

Black and Asian Leadership Academies and Bet on Black Summit

Based on the success of FanDuel's partnership with McKinsey & Company with the Black Leadership Academy, FanDuel has extended the partnership to include the Asian Leadership and Hispanic Leadership academies. These three-month programmes provide more than 90 FanDuel employees, from both Manager and senior Manager level, with 30-plus hours of professional/leadership development.

FanDuel's DE&I and Talent Acquisition teams curated its first Bet on Black Summit in June 2023, to attract and hire Black technologists. Planning for the second Bet on Black Summit is underway for June 2024. FanDuel has partnered with two new organisations – Women In Sports and Events and Global Gaming Women, to provide additional support, networking and developmental opportunities for our female colleagues.

Women's Leadership Development Programme

Recognising that hiring talent isn't where the work ends, FanDuel aims to cultivate and develop existing talent as we further strengthen our commitment to professional development. In 2023, FanDuel successfully curated the Women's Leadership Development Program ("WLDP"), with two cohorts – Emerging Leaders and Senior Leaders. Due to the overwhelming success and impact the program yielded, FanDuel recently launched its second Emerging Leaders programme, encompassing four different cohorts (with over 48 women), to further develop the female talent within the Company and prepare them for career advancement.

Global:

DE&I Summit

Our first Global DE&I summit was held in December 2023 in Flutter's Global HQ in Dublin. The aim was to come together, to work as a team and define our priorities for 2024. This summit was dedicated to crafting actionable strategies, fostering collaborative partnerships, and expanding our professional network. Our collective mission is to solidify and enhance our global DE&I initiatives across 2024 and beyond.

Dublin Office Accessibility Audit

Our Corporate Real Estate ("CRE") team commissioned external auditor to review our Dublin offices for Accessibility. The report concluded that our Dublin offices are legally compliant, and included recommendations to increase inclusivity further. We have subsequently included voice announcements to support people with visual impairment in one of our elevators, with the remaining elevators to be updated when they are next serviced. We have also introduced new quiet zones on three floors. Our Leeds offices will be audited in Q1 2024 and the CRE team will seek to set out a common standard for policies across all our 67 offices worldwide.

New London Office Location

In Q4 2024, our London office will relocate and will be the first "club office" within the portfolio; a new concept of office with a focus on collaboration in a more central location to act as a hub for colleagues based in London to come together.

The office will be audited for accessibility in the design phase, and will have nursing and wellness rooms within the Flutter spaces and the building has wellness amenities to allow for quiet spaces during any points of the day. A commute impact analysis was conducted as part of the relocation project and most colleagues saw an improvement to their commute. Blackfriars, the closest station to the new office, has step-free access from both London Underground and National Rail lines, meaning colleagues and visitors will be more likely to be able to plan a step-free route into work.

WORK BETTER - REGIONAL PROGRESS CONTINUED

Australia:

Gender Affirmation Policy

The Queer Squad – Sportsbet's Pride network – not only introduce themselves to all new starters at Culture Camps, in 2023 they launched one of the most progressive gender affirmation policies in Australia, to send the message that everyone is welcome at Flutter. Sportsbet is committed to supporting all team members who would like to affirm their gender. All team members (full-time and part-time) who have had 12 months of continuous service at Sportsbet can access additional leave and a financial reimbursement for the purpose of affirming their gender. Sportsbet also offers additional carer's leave of up to 10 days to care for a family member or someone in your household who is going through a gender affirmation process.

Reflect Reconciliation Action Plan

We are proud to have launched our very first Reflect Reconciliation Action Plan ("RAP") for Sportsbet. Based around the core pillars of relationships, respect and opportunities, RAPs provides tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination. We will continue to have meaningful conversations and find ways to embed internal and external Aboriginal and Torres Strait Islander voices in our Reconciliation journey.

International:

Career Management for Women and Inclusive Leadership

To achieve increased representation of women, we committed to doing more to support the career aspirations through increased career management support. We listened and heard that we could do more to help women in our business grow their careers. Our career management programme was created as a solution to specific challenges women faced to career progression. Through masterclasses, 360 feedback, executive coaching and networking, women graduate from the programme with a roadmap of their next steps. To date 52 women have gone through the programme.

To support our leaders with embedding our DE&I strategy, we partnered with an external provider to create our first Flutter International Inclusive Leadership Programme. Delivered in person and virtually, this programme consisted of personalised training based on different user groups. The training provided the opportunity for leaders to learn how they can advocate and challenge the status quo, as well as address barriers to inclusion for colleagues. In 2023, our senior leaders, support partners and inclusion champions were prioritised as a means of ensuring inclusion is leader led. To date 97 colleagues have taken part in the programme and made commitments to drive DE&I and maintain momentum.

Sisal: Against Women Violence

In 2023, Sisal launched its "Against Women Violence" initiative as part of our broader program on the theme "Culture of Respectful Behaviour". The topic of gender-based violence came into sharp focus in Italy in 2023 when a series of high-profile femicide cases provoked public and political debate across the nation. This wider societal reflection strongly resonated with our staff and created space within our workplace to face this challenging issue. Sisal formed an "Affinity Team" of 29 passionate colleagues who came together on a voluntary basis, partnering with a local association to help guide our journey. Collectively, the team has defined a concrete action plan to deploy throughout 2024.

WORK BETTER - CASE STUDIES

Work Better empowers everyone to come together to achieve more. Our scale gives us the opportunity to share insights from across brands and locations, drawing strength from our differences. Here is how we are ensuring Every Voice Matters across Flutter:

LGBTQIA+

LGBTQIA+ rights in the workplace are improving but face global variability in acceptance. At Flutter, we are focusing on playing a proactive role to remove barriers and demonstrate explicit commitment, creating better experiences at work and a safe environment where people feel empowered to express themselves.

Global

Fluttering with Pride 365

We launched Fluttering with Pride 365 globally to ensure the LGBTQIA+ community feels welcome, every day of the year. From June to October 2023, we ran our largest Pride celebration yet, with educational events across offices and employees attending Pride marches around the globe.

Sportsbet

Gender Affirmation Policy

Sportsbet's Pride Network, The Queer Squad, not only welcome new employees to the business, but also launched one of Australia's most progressive gender affirmation policies in 2023, highlighting Flutter's commitment to inclusivity for all.

WORK BETTER - CASE STUDIES CONTINUED

GENDER

At Flutter, we recognise there is still a lot to do to remove the barriers that prevent women from rising to the top within the business and we want to play our part in creating fair opportunities for all, while building an inclusive culture for all genders.

Global

Career Management for Women and Inclusive Leadership

We focused on senior leaders and support partners, expanding our career management programme and providing over 50 women with tools to develop their careers. We partnered with an external provider to create our first Flutter International Inclusive Leadership Programme, aimed at driving inclusive behaviours.

Global

RISE

Building on the momentum of a successful pilot in FanDuel in 2023, RISE was held from 19 to 21 March 2024 in London, UK. Under the leadership of Amy Howe, CEO of FanDuel and ExCo advocate for Gender, and a dedicated team, RISE convened as a landmark Women's Leadership Summit.

This event brought together 100 senior female leaders from across the Flutter organisation, offering development and networking opportunities.

WORK BETTER - CASE STUDIES CONTINUED

MULTICULTURAL

We believe diversity is power, offering fresh perspectives that challenge racism, microaggressions, and stereotypes. At Flutter, we are committed to building an inclusive workplace and broadening knowledge and understanding of different cultures and backgrounds, that respects all our colleagues, regardless of their nationality, faith, religion, ethnicity, and race.

Global

Every Culture Matters

In 2023, we launched Every Culture Matters, with a focus on multicultural initiatives and events, covering race, ethnicity, nationality and faith. In 2023, we focused on cultural immersive experiences such as Diwali and held a webinar and video series on UKI Black History Month in October.

FanDuel

Black and Asian Leadership Academies and Bet on Black Summit

We partnered with McKinsey & Company to access its Black Leadership and Asian Leadership Academies for FanDuel employees. Both programmes will provide more than 70 associates and managers with 30-plus hours of professional development. FanDuel also curated its first Bet on Black Summit – to attract and develop Black technologists – and hosted its first Historically Black College Community Connection Event, to identify potential early talent.

WORK BETTER - CASE STUDIES CONTINUED

ACCESSIBILITY

At Flutter, we are focusing on removing barriers and addressing misconceptions about disability, so everyone has the same experience at work, the same access to opportunities and all our colleagues feel this is a place where they belong.

UKI

Wellbeing Champions

In 2023, 60 Wellbeing Champions were trained as Mental Health First Aiders in UKI. They offer confidential and empathetic support to colleagues, strive to break down the stigma surrounding mental health and drive wellbeing initiatives.

Cluj Mark International Day of Persons with Disabilities

Our Cluj Tech Hub invited the Founder of WeAreExtra32, and the President of Dog Assist to share their insights about disability, neurodiversity, and accessibility at our Cluj office to mark International Day of Persons with Disabilities. We also underwent a specialist accessibility and mobility review of our office space with a view to implementing positive changes in the future.

WORK BETTER

Global

Recognition for Work

Our DE&I initiatives were recognised externally, with 2023 wins including: Women in Gaming Awards – DE&I Wellness Initiative; SBC Awards – Employer of the Year; and EGR Operator Awards – Diversity and Inclusion Model of the Year.

WORKING WITH COMMUNITIES TO DO MORE

Introduction to Do More

Do More is our global commitment to give back to communities and causes where we live, work and play.

We primarily focus in three areas: Sport & Play, Tech4Good and Health & Wellbeing, and are aiming to improve the lives of 10 million people by 2030.

Through the collective passion of our people, scale of our business, and expert non-profit partners, we are making a difference in our communities around the world.

In 2023, we continued to lay the foundations to Do More for our communities, make real progress against our targets. Keep reading to find out more.

Positive Impact Plan

DO MORE - 2023 PROGRESS OVERVIEW

1.5M
lives improved (since 2022)*

1.1M
lives improved in 2023

$10.3M
donated in 2023

* Lives improved includes 40% direct and 60% indirect lives improved as reported by community partners. Where no data is available from Partners (25% of direct lives) we apply an average cost per head based on B4Si guidelines to estimate lives improved.

At a global level, we launched two new community partnerships with The Tour 21 – Cure Leukaemia (see page 36) and International Mixed Ability Sports. In addition, we launched our first Tech4Good Awards, dedicated to helping start-ups that are using innovative technology to address pressing social or environmental issues.

Please see page 38 for more information.

To support our global commitment to enabling all colleagues to volunteer at least two days per year, we introduced "OnHand", the social and d app, to make it easier for them to give back to local communities.

Improving our reporting processes, data quality and governance is also key to us Doing More. We joined Business for Societal Impact ("B4SI") and are using its framework to report our contributions and impacts in the community. We also established our first Do More Global Working Group, improving accountability and collaboration as we continue growing our programmes worldwide.

Supporting our colleagues to Do More

In addition to our community partnership work, we are supporting our colleagues to Do More. In 2023, almost 2,000 colleagues volunteered for a wide range of team and individual activities in 2023, making a positive difference to people all over the world. Through our charity committees, our volunteer members distributed over £200,000 in small grants to local causes, rooting us firmly in the communities in which we operate.

Flutter UKI and colleagues collectively raised over £600,000 for the UK's Children's Heart Surgery Fund and Ireland's Bumbleance, including E270,000 raised in one night at our inaugural charity ball in Dublin. The Sportsbet team completed a 24-hour charity bike ride in Melbourne in support of two local charities – Hampas Youth Foundation and Pets for the Homeless, raising AU$3,800. Betfair Romania completed its ninth annual Walking Month, with a record 3,000+ participants from over 50 companies completing a billion steps in aid of Cluj's first inclusive playground. Sisal organised multiple events during its Sustainability Month, with more than 200 colleagues volunteering 524 hours to help others.

Looking ahead

In 2024, we are focusing on embedding and further developing our partnerships, and raising awareness of our commitments, progress and impact among stakeholders. We want to engage more colleagues with Do More, support more of them to give back, improve our systems and expand OnHand.

DO MORE - REGIONAL PROGRESS

Across all our brands and divisions, we have continued to build on our long history of giving back to communities with many local schemes, just a few of which we have highlighted here.

US

In the US, FanDuel continued its pledge to introduce a significant community partnership with every new state licence. To mark new state launches in 2023, it announced a $1 million donation to non-profit Operation Hope to promote financial literacy in Massachusetts, as well as a third $1 million donation to the United Negro College Fund ("UNCF"), working with universities to support students in financial need in Ohio.

UKI

In UKI, we stepped up our support with new initiatives including Paddy Power's £1 million partnership with Prostate Cancer UK and Sky Betting & Gaming's Building Foundations Fund, committing £6 million over six years to English Football League ("EFL") club community projects. We relaunched our flagship Cash4Clubs programme, providing 200 local sports clubs with a £2,000 grant (£400,000 in total), and Betfair announced a £250,000 collaboration with Rachael Blackmore to support the Injured Jockeys Fund through the Serial Winners Challenge.

Australia

Sportsbet continued to focus on homelessness with increased support for Vinnie's CEO Sleepout. It also continued support for the Million Dollar Fish in aid of Australia's Northern Territory communities.

International

Flutter International continued its long-standing relationship with Right to Play with donations in excess of £300,000. Additionally, it launched two new partnerships with the homelessness charity BillyChip and a grants programme for local sports organisations in Brazil. It also continued providing emergency relief, donating over £500,000 in aid following earthquakes in Turkey/Syria and Morocco.

Positive Impact Plan

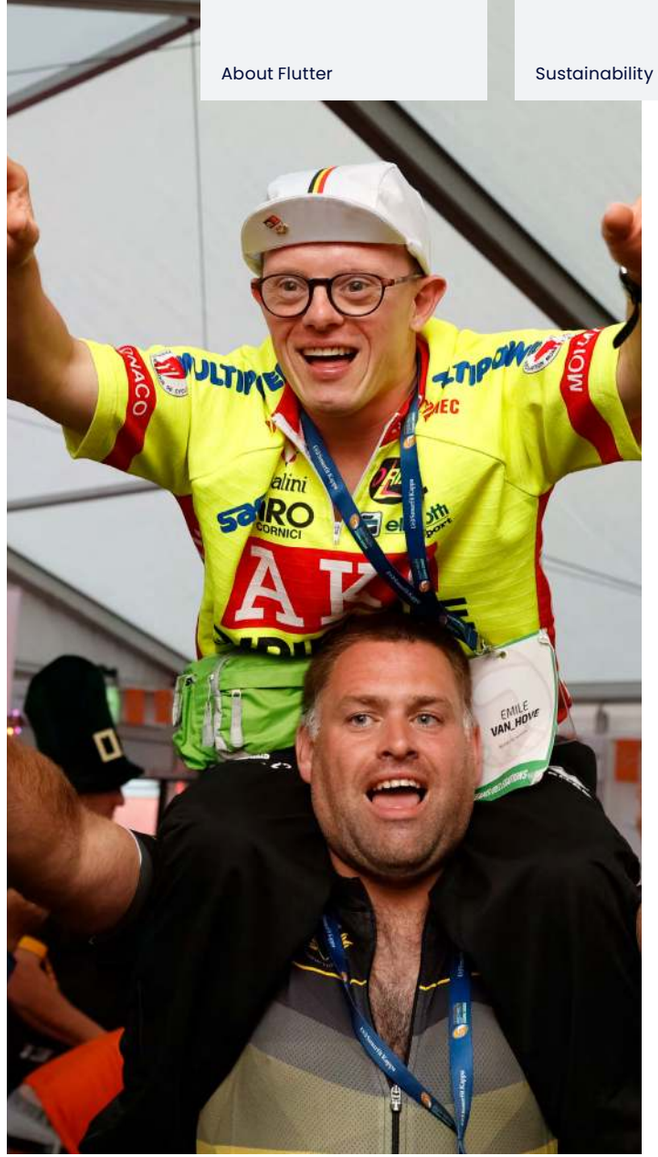
DO MORE - CASE STUDIES

Through our global scale and collective energy, we're helping those who need it most. Doing more empowers us all to go further, to work together to make a difference, and to step forward where change is needed. Whether it's driving positive social change through the power of Sport & Play, shining a spotlight on how we can use Tech4Good, or championing the Health & Wellbeing of our people and communities; we're committed to making a long-lasting impact and here's how we're doing it across Flutter:

1

SPORT & PLAY

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



1

Flutter partners with International Mixed Ability Sports

In November 2023, Flutter announced a three-year partnership worth c.£500,000 with International Mixed Ability Sports ("IMAS") – the champion of Mixed Ability sports and the creator of the International Mixed Ability Rugby Tournament ("IMART") – to help accelerate its scale and impact around the world.

IMAS is a UK-based, not-for-profit organisation which has developed and champions the Mixed Ability model, pioneering social inclusion through sport and education. Mixed Ability encourages those facing obstacles to participation – including people with physical and learning disabilities – to take part in community sports as equals alongside non-disabled participants, without being separated or labelled.

Over the course of the partnership, Flutter's contribution will go toward achieving IMAS' strategic targets, which involve growing their presence to within 30 countries worldwide; positively impacting 275,000 Mixed Ability participants; and increasing the amount of Mixed Ability clubs to 225.

Positive Impact Plan

DO MORE - CASE STUDIES CONTINUED

SPORT & PLAY CONTINUED

1

PokerStars & Right to Play

Right To Play have been PokerStars global partner since 2014 and during that time over £3.5M has been donated via corporate, staff and customer donations. Right To Play work with some of the worlds most vulnerable children and help to protect, educate and empower them to rise above adversity. In 2023 we continued to sponsor their annual Sports Quiz in London which we have supported since it began in 2015 and we were also one of the sponsors at their Heroes Gala in Toronto. We also launched our "Thanks a Million" campaign via our play money poker product on PokerStars – with the aim of raising $1M over the next three years through special charity events once a month.

1

Betfair International Launch Esporte Futuro

In 2023 Betfair International launched Esporte Futuro, a new programme to support small sports clubs in Brazil. Run in association with Global Giving, we distributed £100,000 in grants, supporting a range of programmes, from funding female football coaches to nurturing education through sport.

DO MORE - CASE STUDIES CONTINUED

HEALTH & WELLBEING

Laying the foundations for long-term sustainable success across all aspects of life.

Flutter Sponsors The Tour 21

In 2023, we announced a three-year relationship with Cure Leukaemia as headline supporter of The Tour 21. Up to 25 amateur cyclists from across the world completed all stages of the Tour de France, one week ahead of the professionals, and collectively raised £1M.

The team – including two Flutter colleagues who took part in two stages – completed all 3,400km and were pushed to their limits. The money raised is being used to fund global trials aimed at finding cures for leukaemia, which is diagnosed somewhere in the world every 27 seconds.

Sportsbet Supports Annual "Vinnie's CEO Sleepout"

Sportsbet's CEO, Barni Evans, once again spent a night sleeping rough as part of the annual Vinnie's CEO Sleepout to raise funds and awareness about the realities of homelessness. He was joined by Peter Harman, Sportsbet's Chief Legal and Risk Officer, and other leading Australian CEOs, business owners and community and government leaders. Every night, more than 122,000 people experience homelessness in Australia. The CEO Sleepout is run by St Vincent de Paul, and the money raised helps fund critical services for the homeless including night patrols, Street to Home programmes and youth support services.

DO MORE - CASE STUDIES CONTINUED

HEALTH & WELLBEING CONTINUED

Sportsbet Partner with Orange Sky

Sportsbet has been helping Orange Sky to positively connect communities across Australia by providing people doing it tough with a warm shower, clean fresh laundry, and an opportunity to connect to others.

Fanduel Partner Operation Hope

FanDuel announced a new $1M partnership with Operation HOPE, the USA's leading non-profit dedicated to financial literacy, focused on promoting financial empowerment and offering free financial counselling to residents of the Commonwealth of Massachusetts. The partnership marks an important evolution of FanDuel's commitment to both its communities and to responsible gaming practices by improving access to personal financial literacy education. Through the partnership, the people of Massachusetts will have access to Financial Wellbeing Coaches who will provide them with financial knowledge and tools to create a secure future, including helping with strategies to build savings, improve FICO (credit) scores, and decrease debt.

DO MORE - CASE STUDIES CONTINUED

TECH4GOOD

Showcasing and supporting technology that can transform lives by creating connections, developing new skills and solving social issues.

Global Grants Through Alpha Hub

Our global Tech4Good Award highlights how technology can address pressing social issues. Launched in 2023, we invited early-stage companies around the world to apply for a £10,000 grant and ongoing support through Alpha Hub's global community of start-ups, academics, investors and corporate partners. More than 110 applications were assessed by a cross-brand panel of judges, with three winners: Accessercise, the first ever comprehensive fitness app for people with disabilities; Signapse, building AI solutions for clients which need sign language translation and interpretation; and Inclutech, designing tech products and services for public safety and digital inclusion.

Toronto Partner with Hackergal

The committee of dedicated volunteers in Toronto partnered with Hackergal, an organisation that inspires girls across Canada to explore opportunities in coding and computer science. The partnership involved "Coding Webinars with Women in STEAM" sessions to showcase exciting career opportunities in Canada's technology industry and break down gender stereotypes as well as the Hackergal Hackathon, a nationwide event reaching over 26,000 girls which challenges them to code a visual story or interactive game connected to a surprise social impact mission.

"I'm proud that we have been able to partner with Hackergal. Helping to inspire the next generation and drive more diversity into technology is an incredible mission to support."

Jeremy Roach
Country Lead – Canada, Pokerstars

Positive Impact Plan

DO MORE - CASE STUDIES CONTINUED

EMPLOYEE ENGAGEMENT

UKI Charity of the Year

In 2023, our annual Charity of the Year went big. Hundreds of colleagues voted for their charity of choice in Ireland and in the UK and dedicated the year to fundraising for two amazing causes. Ireland's Bumbleance got the hearts and minds of our colleagues in Ireland and money was raised through events such as Race to the Races, a 200 km cycle ride from Westport Co. Mayo to Galway Races, and our inaugural Charity Ball held at Dublin's Mansion House, hosted by Deidre O'Kane and Paddy Power, which saw over 400 attendees raise 270,000 euro in one night! In the UK, our colleagues selected the Children's Heart Surgery Fund, a charity that provides vital medical equipment, resources, staff training, research and parent support at Leeds Congenital Heart Unit. From Cricket to Football, the Yorkshire Three Peaks, Pet photo shoots and more, colleagues across the UK dedicated time, energy and money to support the Charity. Across the year, Flutter UKI collectively with colleagues donated over £600,000 to the two charities.

Malta Support Refugees & Asylum Seekers Through SPARK15

For the past three years, colleagues in Malta have been collaborating with SPARK15 to promote social justice and equality and to create a more inclusive and welcoming society for refugees. They have been involved in the SPARK15 Festival, a large-scale event that celebrates diversity and raises awareness of refugee issues. Featuring live music, inspiring speeches, cultural cuisine, and more, over 500 people attended the 2023 festival, including 50 volunteers from Flutter who helped with the organisation and running of the event.

DO MORE

Award-Winning Community Programme

In February 2024, Flutter took first place for our Positive Impact Plan's Do More pillar at the International Gaming Awards 2024. The prestigious Charitable Community Award is open to companies that have made a significant positive impact on their local or larger community. Judges look for companies that have clear objectives through their community activities with an innovative approach to the way they put community interests at their core. Judges recognised the impact of our flagship Group partnerships including The Tour 21 and the Tech4Good Award, our commitment to engaging colleagues through OnHand and volunteering, and the impact of our divisions through Cash4Clubs, Vinnie's CEO Sleepout, UNCF and Esporte Futuro.

ENVIRONMENT
GO ZERO

Introduction to Go Zero

Go Zero is our plan to act on climate and reduce our environmental impact. We have set ourselves an ambitious goal – to reach net zero carbon emissions by 2035.

We want to play our part in moving towards environmental sustainability for the health of our planet, as well as the future success of our business. This is why our brands around the world are taking steps to track their carbon footprint and reduce their emissions. We also know that we cannot do it alone, so as we reduce our own operational emissions, we are also committed to leading change across our sector; working with our suppliers, business partners, and peers to encourage them to do the same.

Positive Impact Plan

GO ZERO - 2023 PROGRESS OVERVIEW

100%

renewable energy coverage for Scope 2

Net zero target

approved by SBTi

Colleagues from Retail, Corporate Real Estate and Procurement discuss their plans for Go Zero at our annual Playing for a Positive Future event.

Progress in 2023

In 2023 we made significant progress turning our strategy into action including following up on our commitment to set near-and long-term Company-wide emission reductions in line with climate science with the Science Based Targets initiative ("SBTi"), and reaching 100% renewable energy for our Scope 2 (market-based).

We continued to build the foundations for our reporting as we quantified our Scope 1, 2 and 3 emissions. We planned our science-based net zero targets and transition path, and we recognised the need to invest in technology to support our efforts. As a result, we began onboarding Salesforce Net Zero Cloud to streamline management of environmental data, reporting and reduction activity tracking.

We completed preparations to roll out the EcoVadis platform to help us scale our supplier engagement and begin to capture their emissions data and understand their ESG performance.

We integrated Sisal - acquired in 2022 - in to our baseline, and improved procedural documentation to address findings from our third-party greenhouse gas ("GHG") data assurance providers. We recalculated our baseline due to the significant size of the Sisal acquisition and, reset Flutter's carbon footprint baseline to 2022 accordingly to ensure we have the right foundation for carbon reduction going forwards.

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS AMBITION FOR 1.5°C

Where are we now - our "2035" net zero target

In 2021, we joined the Business Ambition for 1.5°C campaign, thereby committing to set science-based targets ("SBTs") across all scopes, in line with 1.5°C emissions scenarios and the criteria of the SBTi - a corporate climate action organisation that enables companies and financial institutions worldwide to play their part in combating the climate crisis. The SBTi develop standards, tools and guidance which allow companies to set greenhouse gas ("GHG") emissions reductions targets in line with what is needed to keep global heating below catastrophic levels and reach net zero by 2050 at latest.

During 2023, we were able to formally submit our targets, which have now been validated to conform with the SBTi Criteria and Recommendations and Corporate Net Zero Standard.

For more information please visit the SBTi website **here.**

Our approved targets are:

Overall net zero target: We commit to reach net zero greenhouse gas emissions across the value chain by 2035.

Near-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 45% by 2030 from a 2022 base year. We also commit to reduce absolute Scope 3 GHG emissions 45% within the same timeframe.

Long-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 90% by 2035 from a 2022 base year. We also commit to reduce absolute Scope 3 GHG emissions 90% within the same timeframe.

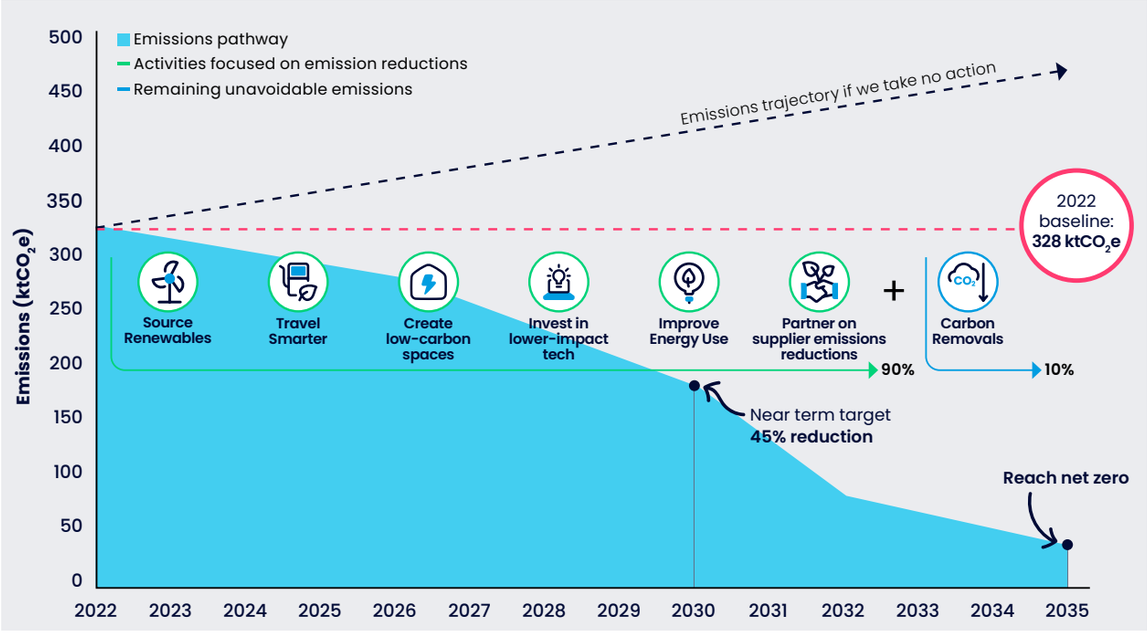
GO ZERO - 2023 PROGRESS OVERVIEW CONTINUED

Our path to net zero

We plan to reach net zero emissions by prioritising the reduction our own (direct) emissions, uniting our colleagues, and equipping them with the tools, knowledge, and resources to drive action as fast as possible. Of course, protecting the planet goes beyond our doors, with a significant portion of our carbon footprint coming from our value chain. In fact, 99% of our total reported emissions relate to our indirect operations. As these are beyond our direct control, we need to work in partnership with our suppliers, utilising our scale to influence others to change the game for good.

To bring this approach together, our Go Zero Plan outlines six action areas that prioritise and direct our efforts on those activities where we can make the biggest difference and have the greatest impact on our emissions reduction. Where we can't eliminate emissions, as a last resort, we will invest in high quality carbon removal projects to neutralise all residual emissions in line with SBTi criteria. Together, they form our Roadmap to achieve net zero.

Flutter's road to net zero



Progress on emissions

In 2023, our GHG emissions totalled approximately 487,220 metric tonnes of carbon dioxide equivalent (tCO_2e), across our Scope 1, 2 (market-based) and Scope 3 emissions. We made great progress reducing our Scope 2 impacts this year, allowing us to report zero emissions (market based) due to our efforts in sourcing renewable energy. However, we observed a ~50% increase in our Scope 3 emissions from our 2022 (baseline year) - attributed to increased expenditure - which impacted our spend-based methodology for emissions accounting and the publication of higher emissions factors compared to those leveraged to 2022.

For more detail on our emissions reporting boundary and methodology, see page 45.

Three-year history of GHG emissions (Scope 1, 2 and 3)

		Reporting year		
Metric	Unit	2023	2022	2021
Scope 1	tCO_2e	4,518	4,673	854
Scope 2 (location-based)	tCO_2e	13,824	15,018	10,288
Scope 2 (market-based)	tCO_2e	0	4,148	—
Scope 3	tCO_2e	482,702	318,936	3,853
Total emissions**	tCO_2e	487,220	327,756	14,995
Revenue	$m	11,790	9,463	8,308
Revenue intensity	tCO_2e/$m	41.32	34.64	1.80

* 2022 emissions have been updated to include Sisal acquisition, and enhanced estimation methodology utilised, see page 122 of our 2023 Annual Report for more detail.

** Total emissions for 2023 and 2022 calculated using market-based method.

Note: Dash refers to unreported data.

See our GHG emissions methodology on page 45.

For a comprehensive breakdown of greenhouse gas ("GHG") emissions inventory and assured metrics, please refer to the "GHG Category breakdown" table, found on page 40 of the 2023 Annual Report.

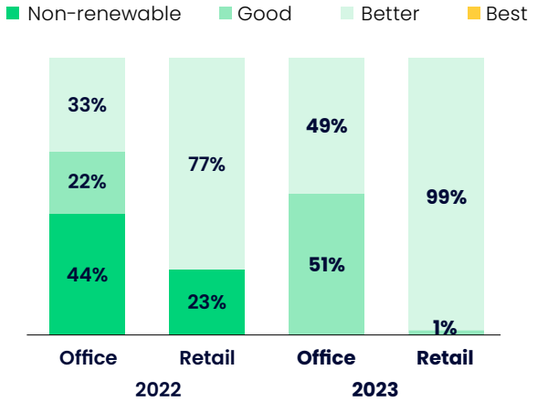
You can also find our Limited Assurance Statement on page 120 of our 2023 Annual Report.

GO ZERO - 2023 PROGRESS OVERVIEW CONTINUED

Progress on Renewable Energy

To support our commitment to sourcing renewable energy, we reviewed the progress of our transition across our global retail and office portfolio. We improved our internal validation process to give us confidence in our process of green tariff validation – these efforts have paid off allowing us to make progress and thereby report our renewable energy use for all green tariffs. In 2023, our total energy consumed was 49,706 MWh, not all of which could be sourced from renewable energy tariffs. To close gaps on locations where transitioning our energy tariffs to renewables is not currently possible, we purchased Energy Attribute Certificates ("EACs") equating to 9,200 MWh of renewable energy. Through our investment in these EACs and our existing renewable energy tariffs, we are pleased to report that we reached 100% renewable electricity via the grid through green tariffs or EACs, for our retail sites and offices in 2023, thereby reducing our market-based Scope 2 emissions to zero.

Office & Retail Energy Profile | 2022 vs 2023



Our Renewable Energy Definitions

To help us track and report our renewable energy progress, we've devised a simple reporting framework. Whilst very few of our sites will be able to reach the "best" category, due to physical restrictions we still believe its important to differentiate on-site renewables, to ensure we hold a high bar and to remind us to continually seek those opportunities.

- Good: Unbundled EACs, a tracking tool to certify that the energy was generated in a specific renewable energy facility, purchased separately from the electricity used.
- Better: Green tariffs, where electricity purchased from the supplier is combined with renewable energy, essentially a tariff bundling electricity with EACs.
- Best: Renewable energy sourced onsite, involving the installation of renewable solutions on rooftops or adjacent land for direct consumption. Alternatively, energy sourced via power purchase agreements ("PPAs"), where the contract for electricity is purchased from a specific renewable installation.

Looking ahead in 2024

Given the importance of data and insights to driving progress, in 2024 we will continue to enhance the quality of our data by implementing Salesforce Net Zero Cloud to future-proof our environmental reporting and disclosures. We will also develop and implement Net Zero Action Plans across offices, retail, travel and procurement, and outline key areas for investment, factoring in our climate risks and opportunities as we ramp our engagement of Go Zero with colleagues and suppliers, and step-up efforts to reach our targets together.

To support our efforts, we have increased our resourcing at Group and divisional levels, and have begun developing a Go Zero playbook, which builds on our six areas for action. We are also developing an e-learning course to help colleagues understand our environmental impact and goals, as well as the actions they can take to help drive our Go Zero strategy. We aim to launch this course in 2024.

We have engaged an independent third-party consultant to help us work towards ISO 50001 Energy Management accreditation for six office locations throughout 2024, with a view to learning from our work and expanding accreditation in the future. Moreover, this work is helping us to make more informed decisions about any new future offices, where environmental credentials are now part of our assessment process. Our New London office is within the UK's first fossil-fuel-free major mixed-use development and certified BREEAM Excellent.

Positive Impact Plan

GO ZERO - CASE STUDIES

Taking bold steps towards environmental sustainability is the right thing to do for the health of our planet. It matters to everyone. Climate action at scale requires a global effort, so we're playing our part. Our brands around the world are starting to take action to reduce their impact and track their footprint. And we're committed to leading change in our sector, which means not just reducing our own impact but inspiring others, including our suppliers and our competitors, to do more.

Progress on Climate Disclosure

In 2023, we made progress aligning with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), including strengthening our internal processes and conducting a more granular risk assessment of our climate-related risks and opportunities. We conducted climate scenario analysis ("CSA") across short, medium and long-term time horizons for both risks and opportunities. This process has helped us engage relevant stakeholders internally as we progress towards integrating climate risk considerations in to our risk management and financial planning processes in 2024 and beyond. This work is described in detail in our Annual Report on pages 32-40.

Click here to view the 2023 Annual Report.

Global Office Efficiencies

In 2023 we reviewed 34 different offices across our global estate, with a view to understand how our offices use electricity, fuel, water and paper, as well as how we manage our waste. With our commitment to reducing our impact from our offices, we wanted to learn directly from those working in those offices, to find out how we can make improvements and efficiencies. We identified areas where efficiency measures and engagement initiatives are already working well, and we plan to share these examples across the group. Overall the project has helped us to engage with our site managers on positive change and understand the areas of change within our control and thus where we can focus our efforts.

Sisal Innovates to Reduce Waste

Sisal has taken part in various innovative solutions aimed at reducing waste in our business.

Through collaboration with ReLearn - a start-up that had participated in GoBeyond, we installed their Nando product, a plug-and-play sensor installed on standard waste bins, ReLearn collects data to analyse waste production and sorting quality rates. We installed the sensors at our most populated office locations: our HQ in Milan, and the ground floor of our Rome office, Viale Sacco e Vanzetti. After two months of installation, the people score (a metric describing recycling quality and community behaviour) increased by +22%. After five months, the people score reached +45%.

We also joined the "No Plastic More Fun" collective project promoted by #Worldrise by obtaining the Certification for the Sisal Wincity point of sale in Milan. The point of sale has joined a network of premises committed to not using single-use plastic in favour of more sustainable solutions, including reusable materials and compostable tableware.

In addition, we are piloting solutions reconditioning and reuse solutions for our electrical and electronic equipment. Where possible, reconditioning and donating equipment to other organisations who can still use what we cannot.

METHODOLOGIES

Play Well metric

The global Play Well tool metric is the percentage of average monthly players ("AMPs") using one of our safer gambling tools on a monthly rolling average basis. See page 29 of our Flutter 2023 Annual Report for more details.

Work Better diversity metric

Our diversity metric is the percentage of women in leadership roles (N to N-4). Executive and Personal Assistants who sit at this layer in the hierarchy are excluded, with the exception of C-Suite Executive Assistants.

Do More metric

Lives improved includes 40% direct and 60% indirect lives improved as reported by community partners. Where no data is available from Partners (25% of direct lives) we apply an average cost per head based on B4Si guidelines to estimate lives improved.

Go Zero

GHG Emissions: Reporting Boundary and Methodologies

Reporting Boundary

Flutter's environmental impact is quantified in tonnes of carbon dioxide equivalent units (tCO_2e), aligning with the reporting standards set forth by the Greenhouse Gas Protocol ("GHG Protocol") for Corporate Accounting and Reporting and adhering to the UK Government's Streamlined Energy and Reporting ("SECR") Guidelines. In this report, the terms "carbon emissions" or "emissions" specifically denote GHG emissions as mandated for a comprehensive GHG inventory.

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

- **Scope 1:** Encompassing direct emissions emanating from fuel combustion within sources controlled or owned by Flutter. This includes gas for heating, petrol and diesel consumption for our leased vehicles engaged in mobile combustion, and the loss of refrigerant gas.
- **Scope 2:** Covering indirect emissions resulting from energy procurement and utilisation in buildings (office and retail shops) under Flutter's operational control.
- **Scope 3:** Encompassing other indirect emissions within the value chain where Flutter lacks operational control. This category includes emissions from purchased goods and services (e.g. data centres), capital goods, fuel and energy-related activities not covered in Scope 1 or 2 (e.g. US retail), upstream leased assets, waste generated in operations, business travel, employee commuting, and the end-of-life phase for sold products.

In alignment with the GHG Protocol's guidelines, Flutter has adopted an operational control boundary encompassing 100% of our business activities, with a materiality reporting threshold set at 95%.

Our comprehensive collection and verification procedures have determined that Flutter does not have operational control for emissions originating from the following sources based on the GHG protocol operational control criteria:

- US retail;
- Sisal indirect point of sales;
- coworking office spaces;
- subleased office spaces; and
- data centres.

As a result, these emissions are classified under Scope 3 for the FY2023. The majority of Flutter's Scope 3 emissions are calculated using a spend-based approach, however, where actual data is available then we utilise this for applicable categories.

Emission Factors

Emission factors utilised in our reporting were sourced from reputable entities, including but not limited to:

- Association of Issuing Bodies ("AIB");
- Department for Environment, Food & Rural Affairs ("DEFRA");
- Environmental Protection Agency ("EPA"); and
- Greenhouse Gas Protocol ("GHG Protocol").

Estimation Methodologies

We are committed to making all reasonable efforts to minimise the necessity for data estimation. However, due to the constraints of reporting timelines and deadlines, occasional gaps in our dataset may arise. A substantial portion of our environmental data is systematically acquired and precisely calculated through invoiced reports, forming a factual foundation that plays a pivotal role in informing our internal estimation models to address identified data gaps.

The primary estimation model developed in 2023 employs linear regression analysis to project values for unknown variables. For instance, in our real-estate portfolio, the site size is systematically correlated with utility usage, establishing a formulaic relationship between the two. Additional details about various estimation models used are thoroughly documented and accessible upon request.

Recalculation Policy

To align with Flutter's commitment to SBTi, our carbon footprint baseline year is set at 2022. Should significant changes arise that could materially decrease or increase our emissions by 5%, we will adjust our emissions inventory, including the base year and subsequent years post-baseline, to ensure accurate monitoring of our emissions reduction progress. Material changes may relate to but not limited to:

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

2022 Recalculation

In line with the recommendations of the GHG Protocol and Flutter's internal recalculation policy, we have updated our baseline emissions for 2022. This decision was motivated by two factors: firstly, the inclusion of Sisal within our emissions inventory for the full year of 2022, following its acquisition in August 2022. In the previous Annual Report and Accounts, Sisal was excluded due to time constraints. Secondly, we have refined our calculation methodology to incorporate the substitution of secondary data with primary data for Scope 3, category 6 (business travel), as well as the utilisation of improved emission factors for Scope 1 and 2.

GHG Assurance

To see our full 2023 Independent GHG Assurance Statement, please see page 120 of our 2023 Annual Report.

Disclaimer

This report addresses a multitude of topics to meet the requests and interests of the Company's wide range of stakeholders. Due to the varied interests of these groups, this report contains voluntary disclosures and includes certain information that Company believes is not material to the Company as such term is defined under applicable securities laws. Accordingly, the inclusion of information in this report should not be construed as a characterization regarding its materiality or significance for any other purpose, including for purposes of applicable securities laws or any other laws of the United States or any other jurisdiction, or as that concept is used in the context of financial statements and financial reporting. This report covers the fiscal year 2023 unless otherwise noted and contains information that is forward-looking, including within the meaning of Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended, and which reflects the Company's current views with respect to, among other things, its operations, its financial performance, trends, events and uncertainties. Forward-looking statements include all statements that are not historical facts. In some cases, you can identify these forward-looking statements by the use of words such as "outlook", "believe(s)", "expect(s)", "potential", "continue(s)", "may", "will", "should", "could", "would", "seek(s)", "predict(s)", "intend(s)", "trends", "plan(s)", "estimate(s)", "anticipates", "projection", "goal", "target", "aspire", "will likely result", and or the negative version of these words or other comparable words of a future or forward-looking nature.

You should not place undue reliance on forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance or results, and are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. Factors that could cause the Company's results to differ materially from those described in the forward-looking statements can be found under the section entitled "Risk Factors" of the Company's Annual Report on Form 10-K for the year ended December 31, 2023 filed with the U.S. Securities and Exchange Commission (the "SEC") on March 26, 2024 and other periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in the Company's filings with the SEC. The Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

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