



Premier Lotteries Ireland DAC (PLI)

Gender Pay Gap Report 2025



December 2025

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Introduction



This is the second year that we have published our Gender Pay Gap Report at PLI. While our pay gap is now very similar to the Irish and EU averages, I am disappointed to see that it has increased this year. However, I am delighted with the progress we have made in promoting women internally and hiring more women into senior roles.

At PLI, we benchmark roles and pay against market rates. The gender pay gap is therefore driven by the gender of employees holding individual roles. A number of personnel changes over the past year should help to narrow the gap. In the last year, we promoted 12% of our female employees (compared to 8% of male employees), and both of our new SLT members are female (although we also had one female SLT leaver). Our board continues to be gender-balanced. We will always hire and promote the best candidate; however, it is great to see such a high proportion of our female employees applying for and successfully securing more senior positions.

I hope this progress continues in the coming years.

Cian Murphy

Chief Executive Officer
Premier Lotteries Ireland



About PLI

Premier Lotteries Ireland DAC (PLI) holds the exclusive rights to operate the Irish National Lottery until 2034, under a 20-year license awarded by the Irish Government. We are committed to delivering on our core purpose: operating a responsible, world-class lottery for the people of Ireland, while raising much-needed funds for Good Causes that benefit local communities across the country.

PLI is headquartered at 1GQ, George's Quay, in the heart of Dublin, and is led by an experienced Irish-based management team under the leadership of our CEO, Cian Murphy.

The acquisition of PLI by La Française des Jeux (FDJ) was completed in November 2023. FDJ, regulated in France, is a publicly listed company and the operator of the French National Lottery. It is also the largest gaming operator in France.

Our FDJ UNITED Values

At PLI, our values shape how we work together, make decisions, and create impact. Rooted in our parent company FDJ UNITED's group values, they reflect who we are and what we stand for.

Explore the three core values below - and the everyday behaviours that bring them to life.



PASSION TO SUCCEED	ACCOUNTABILITY	COLLECTIVE SPIRIT
We challenge ourselves by stepping outside our comfort zones	We're clear on roles and responsibilities to work efficiently	We value diverse perspectives and keep an open mind
We actively look for ways to improve	We honour our commitments and keep others informed	We support and trust one another
We stay curious and keep developing our skills	We give and receive constructive feedback to help each other grow	We work together and communicate clearly to stay aligned
We bring energy and enthusiasm to our work every day	We raise issues early to prevent bigger problems later	We take time to recognise and celebrate achievements - individually and as a team

Premier Lotteries Ireland

Gender Pay Gap

The Gender Pay Gap Information Act 2021 (the “Act”) requires employers with 50 or more employees, effective from 2025, to calculate and report their gender pay gap figures. The gender pay gap is the difference in the average (both median and mean) hourly earnings between males and females across a workforce.

The PLI gender pay gap stands at

12.8%



The Irish gender pay gap stands at

11.2%*

in 2023

The EU gender pay gap stands at

12.3%**

in 2023

The Global gender pay gap stands at

20.0%***

in 2023

The publication of our second Gender Pay Gap Report reinforces the importance of maintaining focus and momentum in our efforts to achieve greater gender equity. This year’s data continues to guide us in setting clear, targeted actions that support our long-term ambition of closing the gap entirely. While progress is not always linear, we remain confident in the direction we are taking and committed to the work ahead. Our goal remains unchanged: to build a truly inclusive organisation where everyone has equal opportunity to thrive.

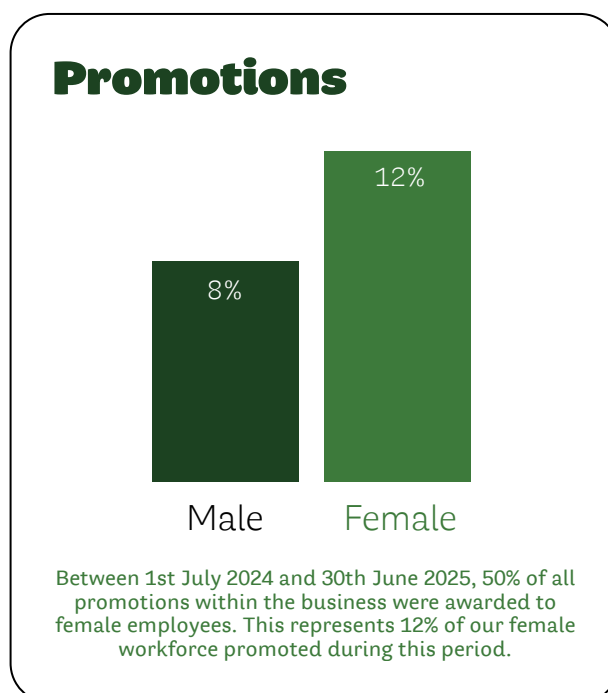
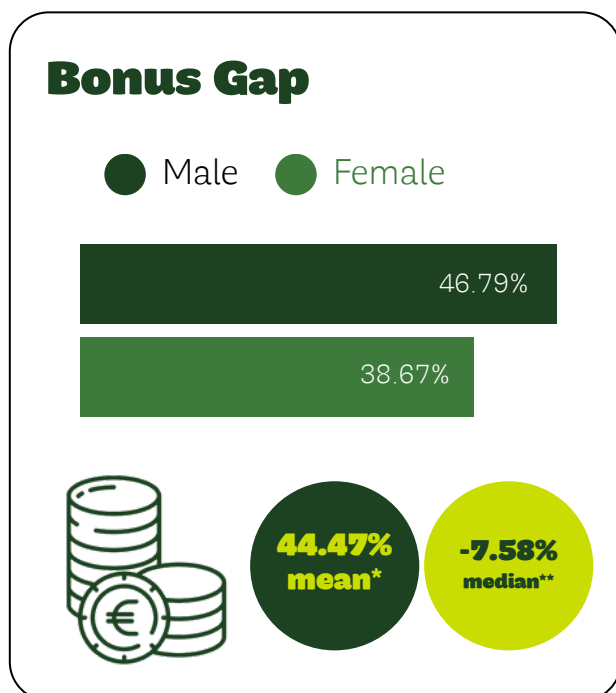
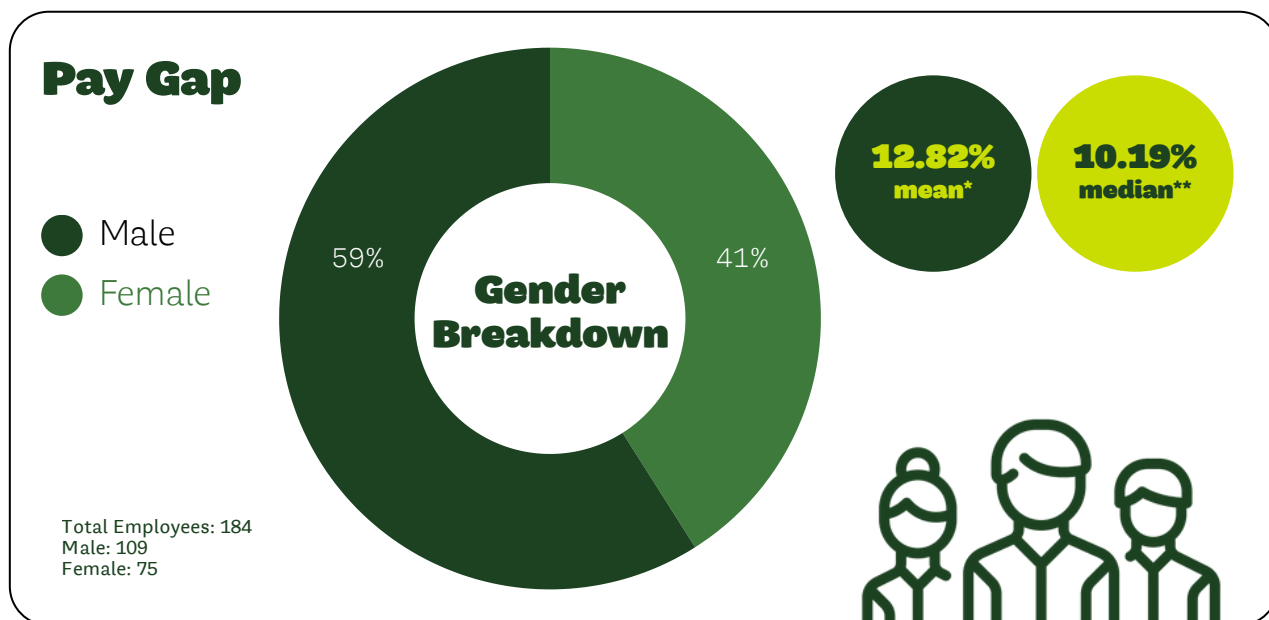
* <https://www.pwc.ie/reports/gender-pay-gap-reporting.html>

**https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics

*** <https://www.weforum.org/publications/global-gender-gap-report-2025/digest>

Our Gender Pay Gap Figures

The data presented in this report is based on a snapshot date of 30th June 2025.



*The difference between the average of men's and women's pay (using hourly rate)

**The difference between the midpoints in the ranges of men's and women's pay (using hourly rate)

Gender Pay Gap Information Act

2021 Reporting Requirements

The data presented in this report is based on a snapshot date of 30th June 2025.

Gender Pay Gap Requirements	Percentage
Mean hourly gender pay gap (All)	12.82%
Mean hourly gender pay gap (Part-Time)	-135.20%
Mean hourly gender pay gap (Temporary contract)	37.03%
Median hourly gender pay gap (All)	10.19%
Median hourly gender pay gap (Part-Time)	-135.20%
Median hourly gender pay gap (Temporary contract)	37.03%
Mean hourly performance related bonus gender pay gap (All)	44.47%
Median hourly performance related bonus gender pay gap (All)	-7.58%
Percentage of employees per gender to receive a performance related bonus remuneration	46.79%(M) 38.67%(F)
Percentage of employees per gender to receive benefit-in kind	22.94%(M) 24.00%(F)
Percentage of employees within lower remuneration quartile	56.52%(M) 43.48%(F)
Percentage of employees within lower middle remuneration quartile	54.35%(M) 45.65%(F)
Percentage of employees within upper middle remuneration quartile	65.22%(M) 34.78%(F)
Percentage of employees within upper remuneration quartile	60.87%(M) 39.13%(F)

*43% of Employees were eligible to receive a bonus through the company's performance related incentive payment scheme.

What is driving our Gender Pay Gap?

PLI's 2025 gender pay gap results reflect a year of significant transformation and organisational change. Factors such as leadership appointments, structural shifts, and the integration of specialised roles have influenced pay dynamics at the snapshot date. In a smaller organisation like ours, changes such as new joiners, leavers, and promotions can significantly affect gender distribution - and therefore the gender pay gap - from month to month. Research from the Central Statistics Office (CSO) notes that larger organisations typically have a lower gender pay gap because their size makes these movements less pronounced. While the statutory snapshot date is useful for cross company comparison, it doesn't fully capture the natural variations in a business of our size. While this year's figures reflect transitional factors, they also mark meaningful progress toward our long-term goal of greater gender balance and equity. We remain committed to transparency, continuous improvement, and fostering an inclusive culture that supports equal opportunities at every level.

The most significant driver of the gender pay gap in PLI is gender representation at the Senior Leadership Team (SLT) as of the snapshot date. The impact of pay at these levels disproportionately influences the overall gender pay gap.

PLI has experienced a period of transformation in 2025, including the appointment of two women to the Senior Leadership Team in March and May. These developments reflect our ongoing commitment to improving gender representation at the highest levels of the organisation. While these changes are significant, their full impact is not yet reflected in this year's gender pay gap data.

As part of the company's transformation, including the acquisition by FDJ UNITED in November 2024, we transitioned IT infrastructure services in-house through a transfer of employees. This change brought a number of highly skilled professionals into the organisation, many of whom were male and positioned at higher salary bands due to the nature of their expertise. We recognise the importance of improving gender representation and equity within our technology function and remain focused on addressing this as part of our broader inclusion strategy.

As with last year's data, the inclusion of overtime and allowances in the statutory gender pay gap calculation continues to influence our results. A number of legacy allowances remain in place for former An Post National Lottery Company employees. Additionally, a unique aspect of PLI's structure is the presence of 'Draw-related overtime and Draw Payments', which apply to a specific cohort of long-serving staff, predominantly male. These factors contribute to the overall pay profile and are important considerations in understanding the context of our gender pay gap.

PLI conducts annual salary benchmarking and evaluations to ensure alignment with market standards, with a commitment to paying median market rates for all roles across the organisation. Due to a range of factors outlined earlier, a significant portion of our workforce currently earns above the median benchmark. These outcomes reflect the specialised nature of certain roles and the evolving structure of our organisation.



Our Commitments

As we publish our second Gender Pay Gap report, our commitment to advancing gender equity across PLI remains steadfast. With a reported gap of 12.8%, we recognise that progress is not always linear and that meaningful change requires consistent focus, transparency, and action. We are continuing to build on our efforts through the following commitments:

- Enhance gender balance in recruitment across all levels of the organisation, with a target of achieving a 53:47 male-to-female ratio, reflecting the broader Irish workforce.
- Review and refine role profiles and job advertisements to ensure inclusive language and eliminate any potential gender bias.
- Strive for balanced shortlists of candidates for each role, wherever feasible.
- Ensure diverse interview panels to support fair and inclusive hiring practices where possible.
- Expand targeted outreach and sourcing strategies to attract female talent, particularly in underrepresented functions.
- Continue our Women in Leadership Programme in partnership with the Irish Management Institute (IMI), supporting the development of future female leaders.
- Strengthen succession planning to identify and support top female talent for leadership opportunities.

These commitments reflect our ongoing dedication to creating a workplace where everyone has equal opportunity to thrive. We know there is more to do, and we are focused on making meaningful, measurable progress.



Our Progress

Recruitment

Improved Gender Representation in New Hires

Increased proportion of female hires across all levels, particularly in senior leadership.

Internal Mobility and Promotion Tracking

Increased internal promotions of female employees, with data showing upward movement into mid and senior-level roles.

Recruitment Panel Diversity (where possible)

Ensured interview panels are gender-diverse to support fair and balanced decision-making

Facilities, Policies & Flexible Working

Review and enhancement of People Policies

- We continue to review all our people policies from a Diversity, Equity & Inclusion (DEI) & Wellbeing lens to ensure they are relevant, fit for purpose and inclusive.
- Following the move to our new offices at 1GQ, our new workspace includes the introduction of free feminine hygiene products in all female restrooms, enhanced changing rooms and shower facilities.
- We improved our flexible working offering by way of the introduction of 15 additional days remote working allowance per year, on top of our existing hybrid policy, and 15 days working from abroad.
- We introduced private health care insurance through Laya Healthcare for all employees during 2025.
- During 2025, we increased our standard annual leave entitlement from 21 days to 23 days for all employees.

Over the past 12 months and beyond, PLI has had a key focus on making progress in the area of gender representation through a number of key initiatives as follows:

- Formation of the PLG (People Leadership Group), of which 45% are female.
- Re-launch of our Performance Management process, in line with the FDJ UNITED group, moving to WorkDay and enhancing our ratings and bonus structure.



Our Progress

Women In Leadership Programme

PLI offers a four-day programme to women who want to increase their leadership impact. Applicants can apply for this opportunity with information about what they hope to gain from the programme and how it aligns to their career goals. The programme includes 1:1 coaching sessions. Applications are anonymous, so selectors cannot see the name of the applicant. To date, three women have successfully completed the programme.



I was delighted to have had the opportunity to attend the Women in Leadership Programme with the IMI. The course had real impact on me and my career. It helped me think and question my work style as a leader, challenged me to step outside of my comfort zone and embrace my full potential. The insights I gained during the course on topics such as emotional intelligence and establishing your presence has not only helped elevate my professional skills but boosted my confidence in my ability to lead with authenticity and impact.



Since the introduction of the People Leadership Group, I've seen a significant positive impact on both my own leadership journey and that of my colleagues. The group has created a safe and collaborative space where leaders can share experiences, exchange ideas, and learn from one another. It has strengthened our ability to lead with confidence and empathy, while also providing practical tools and strategies to navigate complex challenges.

For me personally, the group has been invaluable in fostering a sense of community and support. It has encouraged open dialogue, helped build stronger cross-functional relationships, and reinforced a culture of continuous learning. The insights and best practices shared have not only improved how we manage our teams but also how we contribute to the wider organisation.

I truly believe this initiative has elevated leadership standards across the board and continues to empower us to lead with purpose and impact.

People Leadership Group (PLG)

The People Leadership Group (PLG) is a new initiative bringing together leaders from across the business to strengthen connections between leadership and teams, drive clearer communication on strategy, and provide more support for performance and engagement.

This group consists of 31 leaders (45% Female and 55% Male) across all departments in PLI.

Our Progress

Talent & Development Framework

Over the course of the past 12 months we identified talent and succession, with actions to target emerging talent in the organisation. As a result, we offered upskilling and promotional opportunities for a number of employees across the organisation.



The UCD Project Management Programme was an amazing experience. It gave me a solid grounding in project management principles and practical tools that I could use right away in my job as an Optimisation Manager. The interactive sessions and real-life case studies really boosted my skills in handling complex projects and delivering results confidently.

Completing the Higher Diploma in HR Management with UCD Professional Academy was a significant milestone in my career. The program allowed me to deepen my expertise in HR strategy and gave me practical knowledge and confidence to handle HR challenges while balancing work and family commitments. Achieving this qualification with distinction reflects my commitment to continuous learning and professional growth. It has given me the confidence and skills to take on more complex responsibilities and contribute at a higher level within the National Lottery.



Our Progress



30% Club Mentorship Programme

Every year, one female and one male at management level are selected to participate as mentees, with one female and one male at senior leader level participating as mentors with other organisations.

The IMI Mentoring Programme came at exactly the right time in my career, and I couldn't have asked for a better experience. As I stepped into my first people leader and manager role in the corporate space, I was truly grateful to be paired with a mentor who brought years of expertise to the table. From our very first meeting, it felt like a perfect match—we shared similar backgrounds while bringing diverse experiences to the conversation.

Having a mentor who was both understanding and highly experienced was invaluable, providing me with guidance and support precisely when I needed it most. What I particularly appreciated about the programme is that it empowers participants to take ownership and make the most of the opportunity in their own way. The external perspective offered by my mentor proved to be incredibly insightful, helping me see challenges and opportunities from new angles.

Overall, the programme not only kept my career progression on track but also gave me the development and encouragement I needed during pivotal and challenging moments.

Employee Engagement & Recognition

Our employee recognition programme continues to highlight excellence across the organisation, with 37 nominations received - 21 for men and 16 for women. Four colleagues were celebrated as winners, evenly split between two women and two men. A diverse committee of seven colleagues, comprising three women and four men, reviews and scores all eligible nominations. Each winning nominee receives a €500 One4All voucher as part of this initiative.

Strategic Partnerships

Irish Centre for Diversity

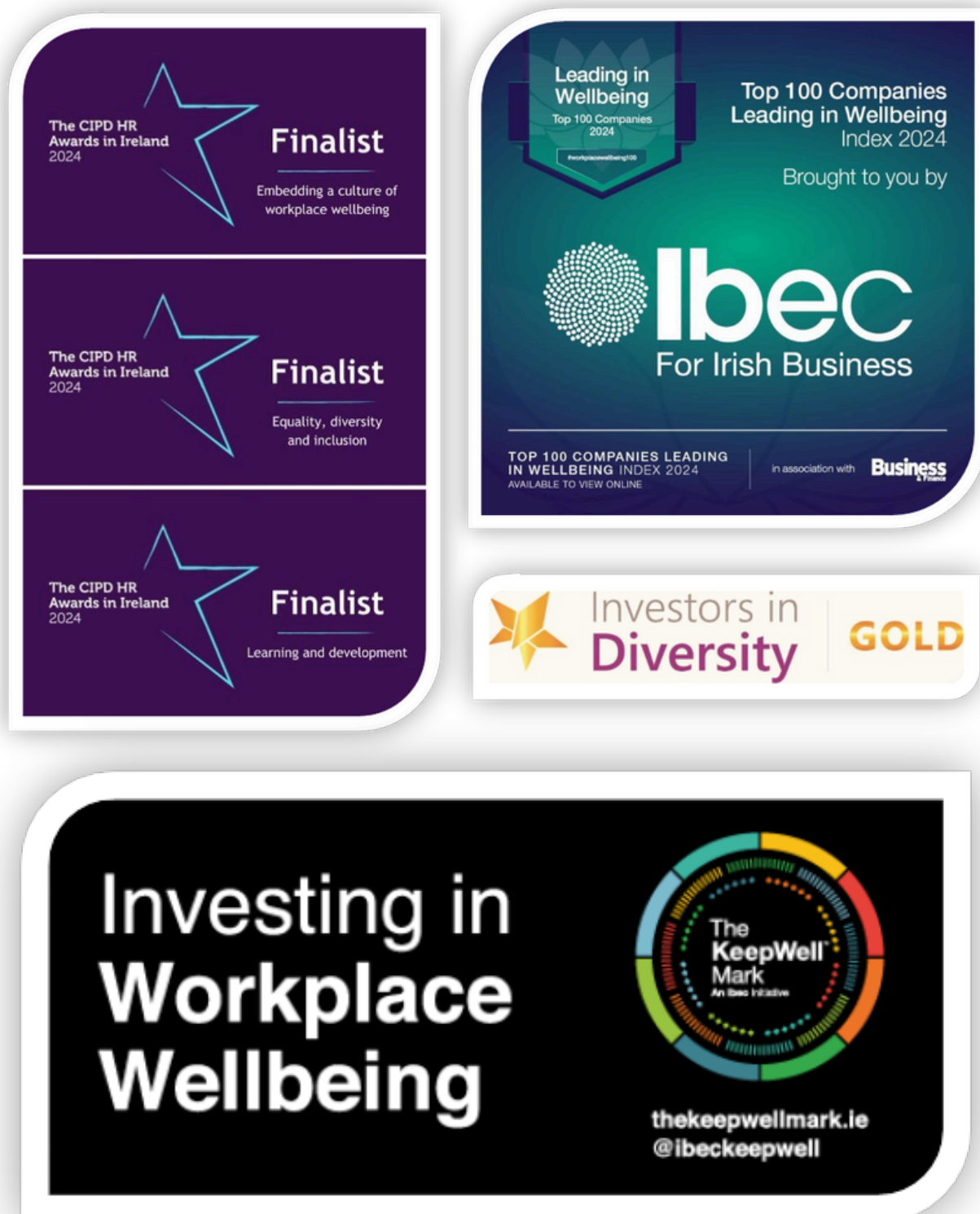
We strengthened our partnership with the Irish Centre for Diversity, sponsoring the Irish Centre for Diversity Awards, and hosting the LGBTQ+ Awards roundtable.

Open Doors

We continue to partner with Open Doors who provides opportunities to some of the marginalised members of our society. Creating pathways to work through training, education, employment and entrepreneurship.

People Achievements

Over the past two years, we have made significant strides in fostering a positive, inclusive and supportive workplace culture for all employees. The below accolades highlight our ongoing commitment to creating a workplace where our everyone has equal opportunity to thrive.





Operator of
the National
Lottery