

UK Gender Pay Gap Reporting Statement 2025 April 2026

CSM Sport & Entertainment (CSM) was acquired by THE·TEAM in 2023. Prior to the transaction, CSM met the UK statutory requirement for organisations with 250 or more employees to publish Gender Pay Gap information.

As the CSM and THE·TEAM businesses were integrated in July 2025, subsequent to the relevant snapshot dates for this reporting cycle, this report presents the Gender Pay Gap data for CSM only. The data relates solely to employees who were in scope at the applicable snapshot date and **does not** represent the wider THE·TEAM workforce in the UK.

This report is therefore published under the THE·TEAM brand to reflect the current organisational structure, while ensuring full compliance with the statutory reporting requirements applicable to CSM for this reporting year.

Our Commitment

At THE·TEAM (inclusive of CSM), we believe that building a diverse, inclusive and equitable organisation is fundamental to long-term success. We are committed to creating an environment where people are supported, valued and able to realise their full potential, regardless of gender or background.

Gender Pay Gap reporting plays an important role in driving transparency and accountability. It provides a structured snapshot of gender representation across our workforce and helps identify where sustained focus and action are required. Following the completion of a full reporting cycle after the CSM integration, THE·TEAM will report Gender Pay Gap data on a consolidated basis as a single UK entity in future years.

In addition, we are committed to monitoring gender representation and pay equity internally on an annual global basis. This work is aligned to our Inclusion Taskforce roadmap, which is focused on strengthening infrastructure, governance and operational practices to ensure equity, belonging and inclusion remain embedded at the heart of our business.

Consolidated reporting will provide a more comprehensive view of gender representation and pay across the organisation and will support our ongoing efforts to drive meaningful and sustainable change. We remain committed to reviewing our progress regularly, learning from our data, and taking thoughtful action to build a more inclusive workplace for everyone.

How the Gender Pay Gap Is Calculated

Since 2017, UK legislation has required organisations with 250 or more employees to publish specific calculations showing the difference in average pay between men and women. The Gender Pay Gap measures the difference between the average (mean and median) earnings of men and women across an organisation, regardless of role or seniority.

How We Calculate Pay Quartiles

Employees are ranked from highest to lowest hourly pay and divided into four equal groups. These quartiles show the proportion of men and women in each pay band, helping to illustrate gender representation across different levels of the organisation.

How We Calculate Bonus Gaps

The bonus gap measures the difference between the average bonus payments made to men and women during the 12 months preceding the snapshot date. We also report the proportion of men and women who received a bonus during that period.

Gender Pay Gap vs Equal Pay

The Gender Pay Gap is not the same as equal pay. Equal pay relates to men and women receiving equal pay for equal work or work of equal value. It is unlawful to pay individuals differently based on gender for performing the same or equivalent roles. The Gender Pay Gap, by contrast, reflects the distribution of men and women across different roles and levels within an organisation.

Our Workforce Data – 2024 > 2025.

Metric Result Movement

Median Pay Gap **6%** ↓ from 9%

Mean Pay Gap **16%** Slight increase from 14%

Mean Bonus Gap **62%** ↓ from 69%

Percentage of women in, Lower, Upper Middle and Upper Quartile all increased between 2-4%.

Understanding Our Results

Gender pay gaps are influenced by a range of structural factors, including the representation of men and women across different roles, levels of seniority and functions within an organisation. Workforce composition, progression pathways and industry demographics can all shape the distribution of pay across the organisation at a given point in time. Our 2025 UK data shows continued progress in several areas, while also highlighting structural factors that continue to influence the overall pay gap.

- The **median gender pay gap is 6%**, meaning the midpoint hourly pay for women is 6% lower than that of men. This represents an improvement from **9% in the previous reporting year** and compares favourably to the most recent UK national average of **12.8%**, indicating a relatively balanced distribution of pay at typical earning levels across the organisation.
- The **mean gender pay gap is 16%**, which is slightly higher than last year's figure of 14%. This reflects the higher concentration of men occupying more senior and higher-paid roles within the organisation, which can skew the average pay calculation.
- The **bonus gender pay gap remains significant**, with a mean gap of 62%, although this represents an improvement compared with **69% in the previous year**. While a similar proportion of men and women received bonuses (76% of men and 75% of women), the average value of bonuses is higher for men. This is driven by higher representation of men in senior leadership roles and in revenue-generating roles, where commission-based bonuses form a significant proportion of total remuneration.
- Our pay quartile data provides further context. Men continue to be over-represented in the **upper pay quartile**, where **65% of roles are held by men and 35% by women**. However, this reflects a positive shift from the previous year, where women represented **33% of the upper quartile**, demonstrating gradual improvement in senior representation. Across the wider organisation, gender representation is becoming more balanced across the lower and middle pay quartiles.

Taken together, these results indicate that while pay equity at typical earning levels remains relatively strong, the overall gender pay gap continues to be influenced by representation at more senior levels and in higher-paid roles with more lucrative bonus structures. Addressing these structural factors remains a key area of focus as we continue to support career progression, leadership development and inclusive talent practices across the organisation.

Due to the number of women in the Upper Pay Quartiles, even small changes, like someone moving to a different part of the business, going on leave, or having their role combined with another after an acquisition, can make the snapshot figures look very different. This is due to how the reporting requirements work, and it means the data may not always capture the full organisational context.

While Gender Pay Gap reporting provides a snapshot in time, it offers valuable insight into longer-term workforce trends. We continue to review these results alongside broader workforce data to inform actions that support greater gender balance across all levels of the organisation.

Actions We Are Taking

While our data shows progress in several areas, we recognise that meaningful and sustainable change requires continued commitment and deliberate action. Our priority is to address the structural factors that influence the gender pay gap, with representation at more senior levels of the organisation a key focus.

Our newly mobilised Inclusion Taskforce, a cross-functional group of specialists collaborating across Impact & People divisions, continues to drive action and change the infrastructure of our business through practice, policy and process, ensuring inclusion sits at the heart of all we do. They do so through the following areas:

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- **Strengthening leadership representation** - We are committed to improving gender representation in senior roles through thoughtful succession planning, leadership development and inclusive hiring practices.
- **Supporting career progression pathways** - We continue to invest in development opportunities that support career growth and progression across the organisation, helping to ensure that talented employees have clear pathways to leadership roles.
- **Embedding fair and consistent reward practices** - We regularly review our reward and compensation processes to support fairness, transparency and consistency across roles, levels and functions.
- **Strengthening inclusive hiring and talent development** - We aim to attract diverse talent and ensure inclusive recruitment processes that support balanced candidate pipelines and equitable opportunities.
- **Monitoring progress through data and governance** - We continue to analyse workforce and pay data on a regular basis to identify trends, monitor progress and inform targeted actions where required.
- **Executing intentional training and development programming** - From providing feedback to understanding codeswitching, we provide training opportunities to create more meaningful dialogue about cultural difference and how it impacts our work experience.

These actions form part of our broader commitment to building a workplace where equity, inclusion and belonging are embedded in how we operate and how we grow our business.

Our Commitment to Inclusion and Equity

Inclusion, equity and fairness are central to how we operate as a business. We are focused on strengthening systems, behaviours and leadership accountability to support equal opportunity and enable all employees to succeed. Our approach includes:

- Fostering inclusive leadership and shared accountability via a culture taskforce, spanning across the business
- Supporting fair, transparent and consistent reward and progression practices
- Investing in talent development across all levels of the organisation
- Creating a culture where diverse perspectives are valued and represented
- Enabling and empowering our Employee Resource Groups (ERGs) to build community and belonging
- Establishing inclusion councils across offices to drive inclusion programming, cultural awareness experiences and open forums
- Regular reporting and governance oversight to monitor progress and support early intervention where required

We view Gender Pay Gap reporting as an important tool in this work, supporting transparency, informed decision-making and continuous improvement.