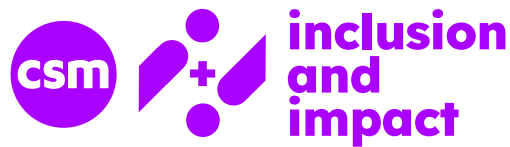


Global & UK Gender Pay Report 2022 & 2023



**inclusion
and
impact**



We believe in the power of sport and entertainment to challenge convention, think differently, and create impact. A key part of the winning formula is the important role that diversity, equity and inclusion plays. We are focused on creating inclusion and impact and this extends to the work we do with our clients and suppliers.

Our impact and inclusion ambition is to create a world class people culture where extraordinary people thrive, where we exceed responsible business requirements and are recognised as a leading agency of choice, built on credibility.

This report sets not only the legal gender pay gap reporting requirements but also covers the progress we have made over the last two years and our actions for the future, to help us achieve our goals.



“ We recognise that to be an agency of the future, increasing the diversity of our team and the inclusivity of our culture is intrinsically linked to the health of our people, clients, and business. This is why DEI is an ongoing priority to reflect and represent the next generation of fans, brands, and consumers. Our focus on Gender is a critical thread of our newly launched Inclusion and Impact strategy and we have significantly invested in this work with accelerated progress planned. ”

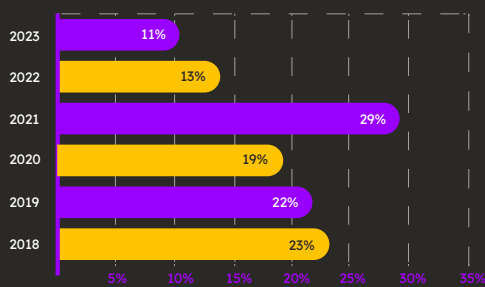
Matt Vandrau
Group CEO

Our Gender Pay Gap Results 2022 & 2023

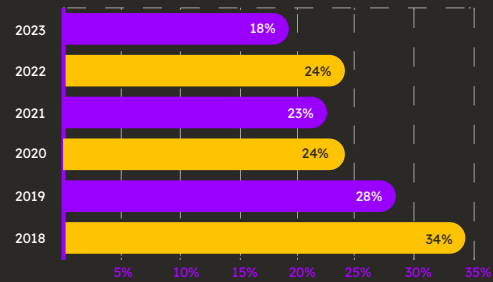
This Gender Pay Gap report relates to the financial years of April 2022 and 2023. We continue to go above and beyond the statutory reporting requirements for UK reporting and conduct detailed pay gap analysis across our global business.

In 2023 the UK mean gender pay gap dropped to 18% and continues its downward trend from 34% since 2017, which is a 16% point decrease in six years.

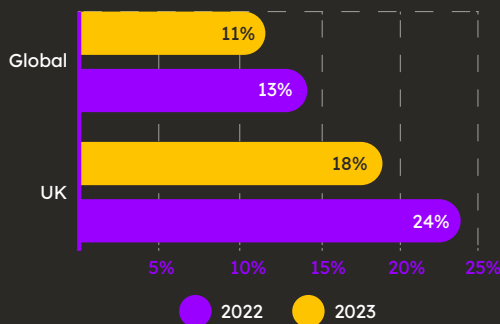
Global Mean Ordinary Pay



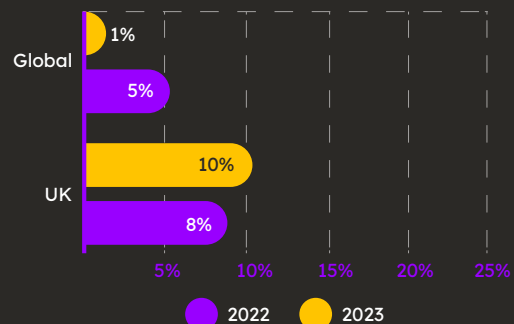
UK Mean Ordinary Pay



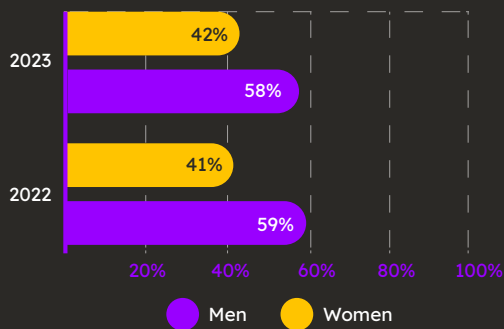
Global & UK Mean Ordinary Pay



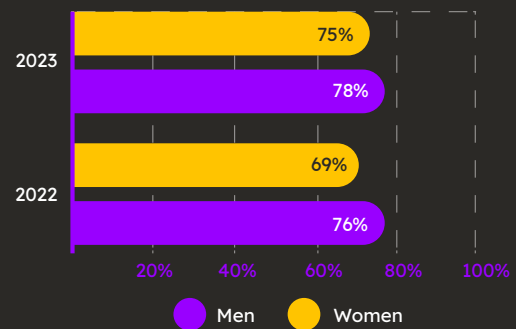
Global & UK Median Ordinary Pay



Gender Split Globally



Proportion of Gender Receiving bonus

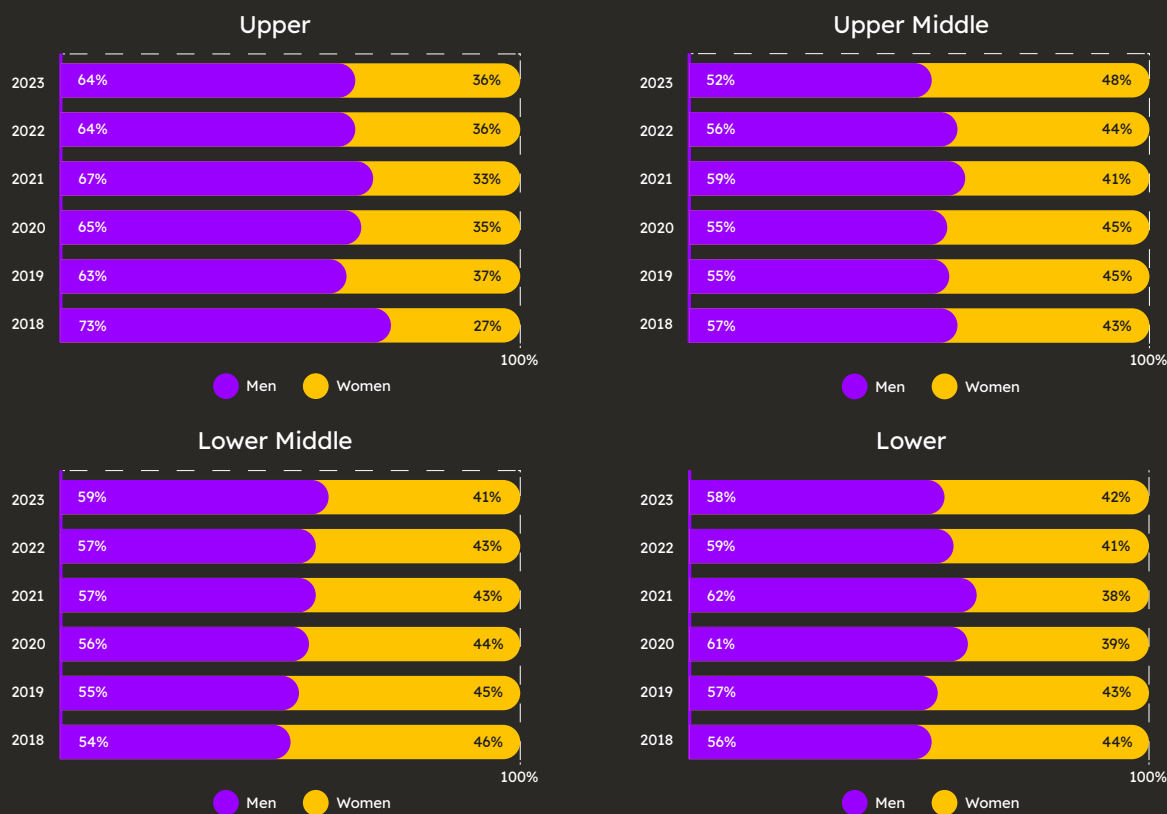


We are thrilled to see our global gap has also decreased significantly to **11% in 2023** which is a 12% point decrease across our global gender pay gap in the six years of reporting.

We have been pleased with our progress since 2017 across the UK and globally with the percentage gap continuing an overall downward trend.

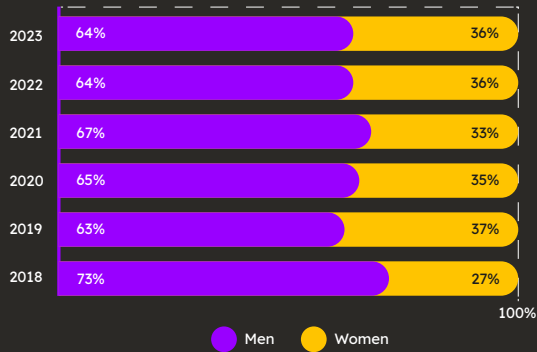
We have seen our women’s demographic has improved by 4% points in the Upper Middle Quartile from 2022 to 2023 which reflects the start of our leadership cohort. This is the highest improvement variance out of all the quartiles that is a result of several promotions and a reduction in turnover in this population.

Global Quartile Employees

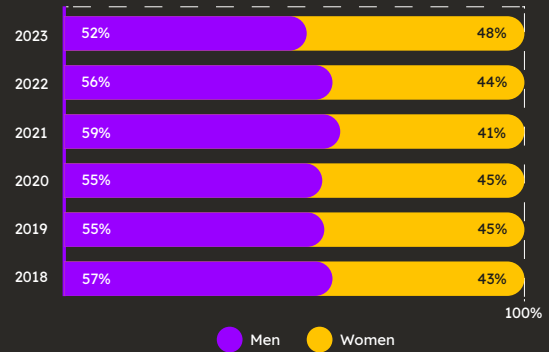


UK Quartile Employees

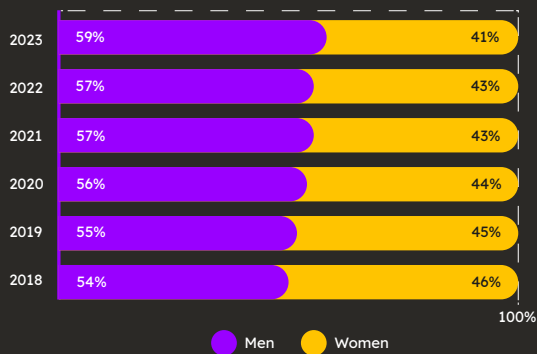
Upper



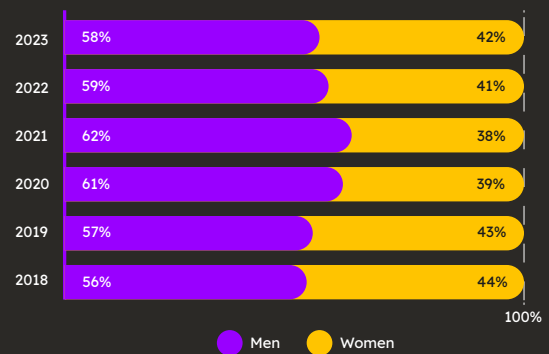
Upper Middle



Lower Middle



Lower



“ I am proud of our commitment to reducing the pay gap both in the UK and globally with specific and intentional work undertaken since 2017. CSM is laser focused on building upon our great progress so far to start to live our ambitions of being an agency of the future, reflective our society and leading our industry through equitable, inclusive, and fair practices.

We understand that increasing the gender diversity of our team and the inclusivity of our culture is intrinsically linked to the health of our people, clients, and business. This is why DEI is an ongoing priority, and why we are delighted to have created a new and important role of Director of Inclusion & Impact to continue our focus on equity. ”

Charlotte Macartney
Chief People Officer

How the Gender pay gap is calculated

Since 2017, it has been a legal requirement for all UK companies with 250 or more employees to measure and report the difference in average pay between men and women.

How we calculate proportion of men & women in each pay band quartile

We rank our employee population from highest to lowest salary. This is then divided into four equal parts to understand the gender composition of each segment.

How we calculate the proportion of men and women receiving a bonus

This is defined by the percentage of all men and women that received a bonus payment in the 12 months to April 2022 and 2023.

What's the difference between Gender pay gap and equal pay?

The Gender pay gap is not the same as Equal pay. Equal pay means 'equal pay for equal work'. It is against the law to differentiate pay based on gender.

How we calculate the:

Mean pay gap



Total hourly pay

Number of women



Total hourly pay

Number of men

Mean bonus pay gap



Total bonus pay

Number of women



Total bonus pay

Number of men

How we calculate the:

Median pay gap



Lowest hourly rate



Highest hourly rate

Middle

Median bonus pay gap



Lowest bonus rate



Highest bonus rate

Middle

Progress made in 2022

In 2022, we invested in several key initiatives through the course of the year to build a sense of belonging across the business. We also engaged an external Diversity Consultancy to offer guidance and steer while we searched for a permanent specialist resource to join the team. Key highlights from 2022 included:

- Women's representation project to understand how we can actively increase the number of women leaders globally
- Continued empowerment and support of Regional DEI Councils
- Delivered seven Global webinars linked to DEI topics
- Delivery of six DEI leadership workshops and four inclusive interviewing workshops
- Implementation of software to ensure inclusive language across all job roles and advertisements

Progress made in 2023

In February 2023, we appointed Karima Green, to be our first Global Director of Inclusion and Impact to develop and deliver our existing global DEI strategy, working closely with senior leaders across the business to ensure continued alignment with business goals and provide guidance and counsel to the Regional and Global I&I Councils.

Since her appointment, there has been a new Inclusion and Impact strategy developed spanning over several threads of the employee experience including DEI, employee engagement, social impact and mental wellbeing. Key highlights from 2023 so far:

- Rebrand of DEI to Inclusion and Impact
- Focus on driving cultural awareness and belonging through three resource packs on different events such as Ramadan, Passover and Pride
- Leadership session held to define I&I strategy focus areas of Gender, Race, Ethnicity and Culture, Differing Abilities, Socio Mobility and Access, and Community Partnerships
- Regular updates on progress against strategy delivered to the business
- Remobilised and energised I&I councils
- Build of 2024 focus from outcomes of women's representation project conducted in 2022

Focus for 2024 & beyond for Gender specific actions

- Established Gender ambitions alongside other group focus areas over the next 3 years including KPIs against reduction in turnover for women and parity at leadership
- Specific gender plan addressing operational and transformational change across practice, process and policy through a woman's career lifecycle at CSM
- Launch of global women's network and calendar of virtual networking events
- Launch of women's leadership development programme



“ At CSM, we recognise that equity is an outcome that is achieved when we acknowledge that we don't all start from the same point, and then making sustainable and meaningful change to remove the imbalance. In 2023, we continue the impressive work undertaken so far at CSM through creating a long-term commitment to systemic change, with continued dedication to addressing gender challenges as one of our key areas of focus over the next 3 years.

With measurable ambitions, a clear action plan, continued support and sponsorship from our Leadership team, I&I council members and employees; I truly believe CSM will lead our industry by challenging convention, thinking differently, and creating impact that we can be proud of. ”

Karima Green
Global Director of Inclusion & Impact

