

OneGSM A

**Diversity & Inclusion Goals
2020 & Beyond**



Mission and Business Case

Building on the mobile industry's commitment to support the achievement of the United Nations Sustainable Development Goals (SDGs) in line with our industry purpose of *'Intelligently Connecting Everyone and Everything to a Better Future'*, it is important we are equipped with a diverse workforce.

Enabling the advancement of underrepresented talent will not only have a positive and profitable impact at the GSMA, but will also directly transform lives and improve economies worldwide.

It is critical we have diverse talent at all levels if we are to represent the worldwide mobile communications industry and tackle the world's most pressing challenges.

The GSMA aims to be a role model for the industry, challenging them to reflect their customer base within their employee base at all levels.



Progress we've made so far

Gender Equality

We are committed to ensuring that women and men are paid fairly in comparative roles and have the same opportunity for performance bonuses. For example, taking an average position against benchmark, by October 2018 we reduced the pay difference between genders in equivalent roles to 0%.^[1]

Internships

We partner with a social mobility charity called the Brokerage to target underrepresented groups for our annual internships.

Employee-led Forum

We launched OneGSMA, our employee-led forum; a platform to share experiences and ideas on how to promote and celebrate diversity and inclusion at the GSMA.

Fair Recruitment

- The recruitment team run our job descriptions through a gender bias decoder to ensure they are free from hidden bias.
- We no longer specify years of experience on job descriptions to avoid age discrimination. We encourage managers to be more descriptive on the skills, knowledge and capabilities required.
- The recruitment team stopped asking candidates for current remuneration packages in 2017. We concentrate on the benchmark of a role and comparator data rather than previous salaries to drive our pay decisions to avoid perpetuating pay disparities.
- In order to improve social mobility, we removed the need for degrees on job descriptions and joined companies like Google, Apple, EY and IBM who no longer require applicants to have a degree.

1. From a pay difference of 5.6% in March 2016



Our Goals

Gender imbalance has been a challenge for companies all over the world and we are committed to ending it at the GSMA.

Teams with a male-female ratio between 40 and 60 percent produce results that are more sustained and predictable than those of unbalanced teams^[1].

- Our **short-term goal** is to have a 40% minimum of either gender at ELT/LT^[2] level.
- Our **long-term goal** is to maintain this and improve to a gender balanced (50/50) ELT and LT by 2025.

Currently^[3], the gender split across the LT and ELT is:

LT: 37.5% female, 62.5% male

ELT: 39.5% female, 60.5% male

Other goals around disability and ethnicity will be defined and agreed once we have better data on our current state.

1. *Michel Landel, McKinsey & Company, 2015*

2. *LT - Leadership Team / ELT - Extended Leadership Team*

3. *October 2020*



Our Action Plan for 2020 and Beyond

We have developed a **four point action plan** – a call to action to reduce inequalities amongst underrepresented talent, choosing to respect and protect human rights through fostering workplace inclusion.

Data – To gather workforce data that enables us to track and report on progress.

Practices and Processes – To work on the structural, historical bias that favours certain people over others.

Inclusive Culture – To educate and not stop educating our workforce.

Accountability – To ensure we are all responsible for advancing real change.



Action on Data

Data Collecting

We will capture ethnicity data as it is important for establishing a baseline and measuring progress.

We commit to collecting and reporting our ethnicity pay gap on a voluntary basis.

We have started with the UK, our long-term goal is to capture demographical data in line with local legislation in all our global locations.

- *Taking a global view means taking into account different legal jurisdictions and what is or is not allowed in terms of gathering and retaining demographic data.*

Data Review

We will review ethnicity data when reviewing salary, promotions and talent programmes as we currently do for gender.

- *We already conduct pay reviews from a gender equality perspective and give special increases where needed to correct historical issues.*

We also intend to collect disability data in the future and introduce disability pay gap reporting, to ensure people with disabilities are paid equally at the GSMA.



Action on Practices and Processes

GSMA Board

We will review the election process to ensure practices consistent with the attraction and retention of a diverse board. The GSMA believes that a gender balanced board is critical to every high performing organisation.

- *Mats Granryd, GSMA Director General, has accepted ownership of this challenge and is working intentionally to improve and advance change so that we increase the number of women on our board.*

Disability

We will commit to increasing representation of people with disabilities on all our teams, as the GSMA believes in the benefit of a diverse workforce beyond gender.

This starts with recruitment practices, facilities and flexible working policies; recognising that varied support sets everyone up for success.

For example, we will advertise roles on jobsites like [Evenbreak](#) (UK job board) and [abilityJOBS](#) (US job board) who specialise in representing candidates with disabilities.



Action on Practices and Processes

Recruitment at the GSMA

We will ensure 40% of shortlists for London based Manager (M1 – M5), Director level (P5), ELT and LT roles will consist of ethnic minority candidates.

- *Guided by the 2011 UK Census, the most ethnically diverse region in England and Wales was London, where 40.2% of residents identified with either the Asian, Black, Mixed or Other ethnic group.*

We will make a conscious effort to include all underrepresented groups.

Fairness and Transparency

We will create and ensure diverse interview panels and broaden the interviewer pool for all management, director level, ELT and LT positions. This includes but not limited to gender, ethnicity, age and cross departments.

- *It is important we show we are assessing people fairly and objectively. All interviewers are to assess candidates using the same interview questions and provide justification using the GSMA's scoring process. Managers will be asked to define the criteria before interviews.*



Action on Inclusive Culture

Diversity Champions

We will have two diversity champions in each department or region, who will also be *advisers* and *reverse mentors* to their ELT/LT member.

Introducing Personal Days in 2021

We will offer two days^[1] to employees who would like a day off to recognise the religious or cultural days important to them.

All employees are currently entitled to up to four days paid leave (on top of annual leave entitlement) for professional development in addition to internal training courses.

It is important to us to be more inclusive of our colleagues with diverse cultural and religious backgrounds.

Disability

We will conduct disability access audits of London HQ and all regional offices to support our efforts of hiring people with disabilities.

Language Guide

We will publish an inclusive language guide to inspire language that is appropriate, respectful and considerate of circumstance, context and culture.

Values and Behaviours

We will add diversity supporting behaviours to our Values and include best practices in our Equality, Diversity and Inclusion Policy.

1. The two personal days will be in exchange of two professional development days



Action on Inclusive Culture – Black Lives Matter

Management

We will increase the racial representation of **managers** in the UK – our goal will be to align the demographic of staff to the UK census at minimum and aim to be more representative of the London labour market.

- *A move into a supervisory/management position is a great start into the development of top talent who wish to become leaders, we aim to transform the low representation of managers and set goals.*
- *With the help of data, we will identify and remove barriers to progression for black employees.*

Juneteenth will now be an annual paid holiday for all employees in the US.

Empowerment Programmes

We will explore mentoring programmes with the aim of increasing internal progression of black staff members.

All Staff Training

- We will design training with the help of OneGSMA members. It is important we normalise conversations about how race and experience impact our work. We will introduce:
 - Anti-racism training for all staff
 - Anti-bias training for ELT and LT
- We will also hold ongoing roundtables with Mats



Action on Accountability

Leadership Team

We will present all LT members with the diversity stats of their departments, in an effort to encourage them to know the make-up of their teams and increase representation where necessary.

Once we have the data, each LT member will set their own action plans and drive actions such as increasing ethnic minority representation and support colleagues from underrepresented racial backgrounds with mentoring and sponsorship.

Tracking Progress

We will set action plans and will publicly report on our progress. We will publish our first diversity report in March 2021 and will do so annually.

Training

We will make Diversity and Inclusion training a part of the GSMA induction process for all staff and new joiners.



Action on Accountability

Pledging our Commitment

We have already committed to the [UN's Women Empowerment Principles](#) and [EQUALS](#).

We will commit and sign up to the following:

- [Race at Work Charter](#)
- [The Valuable 500](#)
- [UN LGBTI Standards to accelerate workplace inclusion globally](#)

The United Nations LGBTI Standards of Conduct establishes the human rights and policy operating model framework for companies. To help business leaders realise LGBTI equality and inclusion for their global workforces, the Partnership for Global LGBTI Equality will operationalise the United Nations LGBTI Standards.



“An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity.”

— *Martin Luther King, Jr.*

We encourage all GSMA staff to care about issues that affect *everyone* and end the cycle of inaction.

