



# 2021 Diversity Report

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# Introduction



The GSMA is a global organisation unifying the mobile ecosystem to discover, develop and deliver innovation foundational to positive business environments and societal change. Our vision is to unlock the full power of connectivity so that people, industry, and society thrive. Representing mobile operators and organisations across the mobile ecosystem and adjacent industries, the GSMA delivers for its members across three broad pillars: Connectivity for Good, Industry Services and Solutions, and Outreach. This activity includes advancing policy, tackling today's biggest societal challenges, underpinning the technology and interoperability that make mobile work, and providing the world's largest platform to convene the mobile ecosystem at the MWC and M360 series of events.

We invite you to find out more at [gsma.com](https://www.gsma.com)



The GSMA strongly supports the principles of diversity, equity and inclusion (DEI) within employment and believes in respectful and fair treatment of everyone we work with. We aim to create a workplace in which cultural diversity and individual differences are positively valued in an environment free from harassment and discrimination, where individuals are encouraged to develop, maximise their true potential and experience equality of opportunity. We aim to address imbalance where we can and recognise and celebrate the differences of everyone we work with.

This is our first annual Diversity Report, replacing our previous Gender Pay Report. We plan to expand our reporting capacity in future editions



Everyone is Equal. Everyone is Represented. Everyone is Connected.

**OneGSMA** is the GSMA's Diversity, Equity and Inclusion employee-led forum.

The forum is sponsored by the Leadership Team and draws its diverse membership from staff across the organisation. Its role is to foster a truly inclusive culture at the GSMA by being a visibly representative body that anyone will feel able to approach.

Using shared expertise and experience, OneGSMA is committed to:

- Educating colleagues on DEI topics;
- Identifying problems and obstacles to progress;
- Prioritising and proposing relevant actions; and
- Monitoring the progress and effectiveness of those actions.

OneGSMA aims to maintain and promote a work environment that represents the rich diversity of our employees. We achieve this through celebrating diversity globally, helping everyone understand what it means to be inclusive and ensuring that equality is at the heart of everything we do.

We take pride in having a diverse community and work environment. All staff are welcome to join our employee networks which form OneGSMA.

## OneGSMA elected Co-Chairs 2021



**Stephani Britt**  
Finance and Compliance  
Business Partner  
USA



**Luiz Felipe Zoghbi**  
Senior Spectrum Policy  
Manager  
UK



**Radhika Gupta**  
Head of Data Acquisition  
INDIA



Everyone is Equal. Everyone is Represented. Everyone is Connected.

## OneGSMA Inclusion Champions

Our Inclusion Champions are employees from all areas of the GSMA across different locations who are passionate about DEI and ensuring that staff are educated and supported. The Champions actively promote all aspects of DEI within their department and the wider business, ensuring all staff are aware of their responsibilities and are up to date on OneGSMA initiatives.



**Luciana Camargos**  
Acting Head of  
Spectrum  
UK



**Oduntan Gordon**  
Foundation &  
Compliance Business  
Partner  
USA



**Lidia Medina Cano**  
Project Manager MWC  
SPAIN



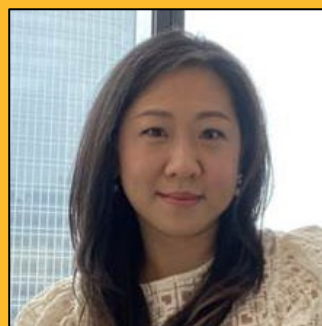
**Lauren Pires**  
Market Engagement  
Manager, Mobile for  
Humanitarian Innovation  
UK



**Duncan Ramsbotham**  
Operations Coordinator  
UK



**David Vilella**  
Senior Manager  
mSchools  
SPAIN



**Annabelle Yeoh**  
Business Operations  
Manager  
HONG KONG



# Creating an Inclusive Culture



*“The world is increasingly connected, and we cannot afford to leave anyone behind. Future global prosperity requires people, regardless of gender, race, ethnicity, disability, sexual orientation, or background, to be at the forefront of the digital revolution, allowing business to benefit from the world’s smartest minds.*

*The GSMA is committed to building a diverse and inclusive community in both our internal operations and in the work we do around the world. For example, through our Connected Women programme which uses mobile technology to help empower women. Internally, our company practices and values help foster an inclusive environment, where diversity is celebrated and recognised as integral to our success in unlocking the full power of connectivity so that people, industry and society thrive.”*

**Mats Granryd, GSMA Director General**

## Pledging our Commitment

We have committed to the [UN’s Women Empowerment Principles](#); [EQUALS](#); [The Valuable 500](#); [The Halo Code](#) and the [Race at Work Charter](#). Some initiatives include:

- The GSMA has joined the Vodafone led [ChangetheFace Leadership Alliance](#) which aims to increase diversity and equality in the tech industry.
- The UN Women’s Empowerment Principles published a [case study](#) on gender pay parity efforts at the GSMA.
- GSMA to be selected as a Commitment Maker to the [Technology and Innovation Action Coalition for Gender Equality](#).
- We co-published a pilot study with EQUALS: [“Perceptions of Power: Championing Female Leadership in Tech”](#). The study provides a roadmap and best practices to help promote and retain women in the mobile and tech industries, where they hold less than a quarter of leadership positions.
- EQUALS launched an [E-Mentoring programme](#) for young women which offers GSMA Tech4Girls participants the opportunity to be matched with mentors who contribute to their professional and personal development.

# Creating an Inclusive Culture



The GSMA is proud to be a member of Inclusive Employers, a leading membership organisation for employers committed to prioritising inclusion and creating truly inclusive workplaces.



*"For so long I didn't think my hair was beautiful. I straightened it because I thought that was appealing to others. Now I embrace being natural, it is me, it is my heritage, and I am in love with my curls! The Halo Code is so important in giving black people a sense of pride, allowing us to be our authentic selves at work."*

**Fiona Onochie, Head of Recruitment and DEI**



The GSMA culture is one of our most critical assets. It's who we are, how we do business, how we conduct ourselves and how we treat others. A strong team and a positive culture, based on a common set of values, will create a better position from which to succeed over the long term. During DEI Awareness Month in October 2021, we launched our DEI value, recognising the importance of everyone's role in creating and maintaining an inclusive culture where all of us can thrive.

## CHAMPION DIVERSITY, EQUITY & INCLUSION

### Examples of behaviour you would expect to see at the GSMA demonstrating commitment to our values

- 1 Recognises the value of diversity, equity and inclusion and promotes internally and externally
- 2 Accepts and treats all as equals, no matter their cultural background, sexuality, race, religion, age, gender, disabilities or social/economic background or circumstances
- 3 Educates themselves on diversity, equity and inclusion matters and uses inclusive language
- 4 Behaves with empathy, supportiveness and cultural awareness to cultivate a sense of belonging and create an environment that is inclusive for all
- 5 Acts as an ally through being an active and consistent advocate for minimising bias, increasing inclusion, and advancing equity
- 6 Calls out inappropriate behaviour or language respectfully

### Examples of behaviour you would NOT expect to see at the GSMA demonstrating commitment to our values

- 1 Fails to adhere to company practices and policies that support diversity and inclusion
- 2 Refuses to acknowledge and step out of the comfort of their own biases for the sake of inclusivity
- 3 Favours particular team members because they are culturally similar to themselves
- 4 Acts as though they have little to learn on diversity subjects or from others' lived experiences
- 5 Does not callout when witnessing inappropriate behaviours and language from others



# Education



**INCLUSIVE**

**LANGUAGE**

**Inclusive language** is a form of communication that avoids using words, expressions or assumptions that would stereotype, demean or exclude people. We've put together an inclusive language guide to educate and empower all GSMA staff to use inclusive language confidently. You can download the guide [here](#).

## Let's Talk Series

The OneGSMA team regularly hold 'Let's Talk' sessions. These education and experience sharing sessions are often enlightening and enable staff with shared experiences to connect and others to learn more about a variety of topics. Some recent sessions cover:



**ANTI-RACISM**



**STRESS**



**PRIDE**



**FAITH**



# Education



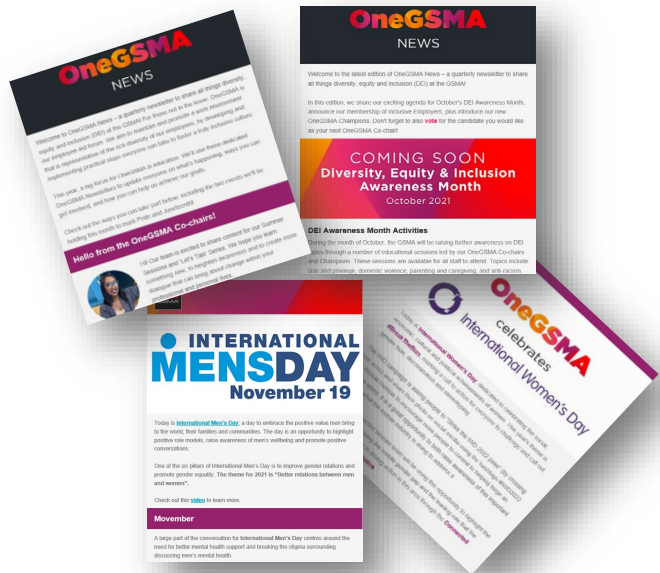
Creating and maintaining an inclusive culture where our staff can thrive and have a sense of belonging is critical to the GSMA's success. Not only do staff have a collective responsibility to become DEI role models for each other, but also for our industry.

During our DEI Awareness Month in October 2021, we launched a mandatory online four-part DEI training programme, one for managers and one for individual contributors.

The training enables staff to increase their knowledge and understanding of DEI subjects, particularly race/ethnicity and disability, with more modules to follow.

Our OneGSMA Co-Chairs publish quarterly newsletters full of information about DEI topics and OneGSMA events.

In addition, regular communications are sent to staff to highlight days to celebrate or respect.



*“Diverse teams make better decisions, are more accurate in their judgements and are more innovative. There are practical steps through the hiring cycle that can ensure diverse talent is added to new and existing teams. We’ve launched an in-house training course ‘Recruiting Inclusively’ that helps hiring managers write inclusive job descriptions, understand their biases, and structure interviews and assessments that are non-discriminatory.”*

**Nicole Schnetz, Acting Recruitment Lead**

# GSMA population

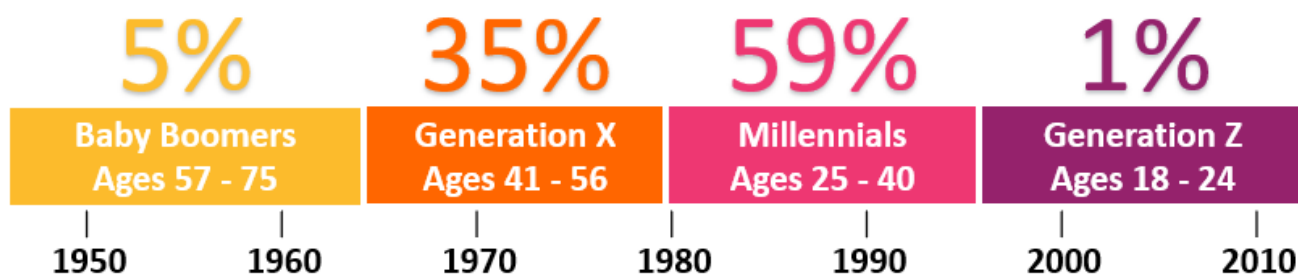


The information we hold from GSMA employees allows us to report aggregate data on gender, generation and nationality. In addition, we have asked all UK based employees to voluntarily share their ethnicity data on a confidential basis with HR so that population and pay data across different ethnicity groups can be measured and progress tracked. In 2022 we will gather ethnicity data in other countries where it's permitted. We also plan to collect gender identity data and pronouns in 2022.

*All figures are for direct employees on 31 December 2021:*

**53%** female **47%** male **0%** non-binary

Of all new starters in 2021 **55%** were women and **45%** men

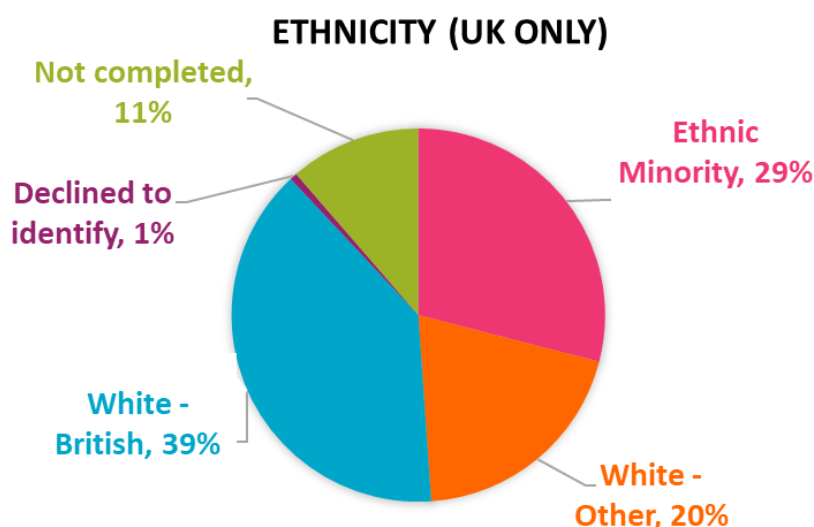


The majority of our workforce are Generation Y (Millennials). We now have three people from Generation Z, born after 1997.

## 38 Nationalities

We represent our global membership base through our employees representing 38 nationalities, 32 of which are represented in the UK.

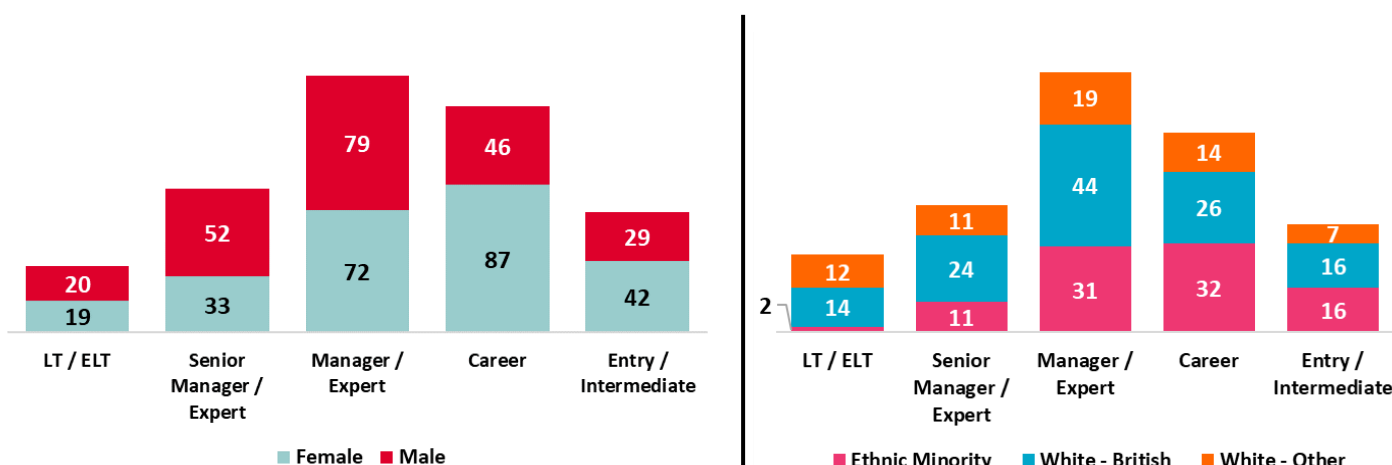
# GSMA population



This chart shows 'ethnic minorities', 'white – British' and 'white – other' which reflects those who identify as white but with a different nationality to British.

29% of our UK staff are ethnic minorities, In the UK 2011 Census, 36.8% of the population in London identified themselves as Ethnic Minorities and in the South East, where many of our staff are from, it's 9.3%.

Of all new starters in the UK in 2021, **44%** were Ethnic Minorities



We've improved our gender split at LT / ELT level, but only 7% of this group are Ethnic Minorities in the UK. There are 43% non-British white employees based in the UK in this group, with 11 Nationalities represented.

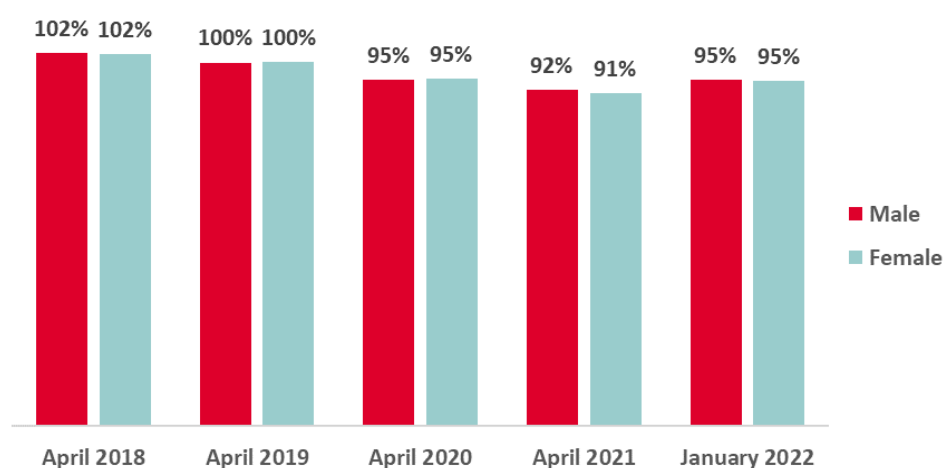
We aim to increase representation from ethnic minority and gender groups at senior levels through our hiring practices and succession planning.



# Equal Pay



We are committed to making sure that staff are paid fairly in comparative roles and have the same opportunity for performance bonuses and other variable pay. We use external data to benchmark all roles globally and audit every individual's position against the benchmark for their role annually to ensure there are no unjustified disparities. We benchmark our pay at the 75<sup>th</sup> percentile / upper quartile to ensure we are competitive above market rates.

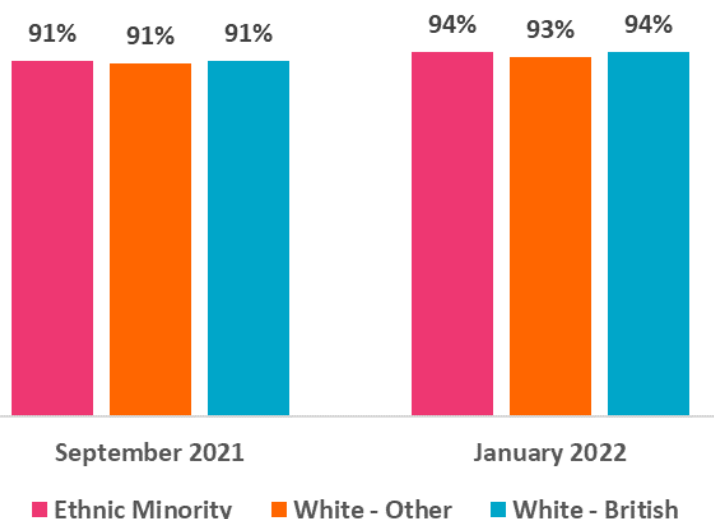


This graph shows the average position against benchmark globally, by gender from April 2018 to January 2022.

The gap in men and women's overall average position against the benchmark (the 'compa-ratio') has remained statistically insignificant since April 2018. There was a reduction in the overall compa-ratio in 2020 and 2021; financial constraints due to Covid-19 meant we were unable to award company-wide pay increases in those years; however the pay increase as of 1 January 2022 sees this change upwards.

This graph shows the average compa-ratio by ethnicity group for UK only, in September 2021 and January 2022.

While in September there was no difference between any ethnicity grouping, following the 2022 pay review, there is a slight difference across the categories however, this is not considered to be statistically significant.



# Wellbeing

The GSMA is committed to supporting the wellbeing of all staff. We aim to encourage a happy and healthy working environment through offering a set of comprehensive benefits, tools and initiatives.



## We have identified six pillars of wellbeing:



***Give Well – Holiday Jumper Day and 'It's in the Bag' charity days***

# Wellbeing



## FEEL WELL

We have Wellbeing Rooms in our Atlanta, Delhi, Brussels, London and Nairobi offices. These spaces are designed to support the emotional, spiritual and physical wellbeing of our staff.

## THINK WELL

The GSMA engages an external wellbeing company to provide a global Employee Assistance Programme (EAP). The EAP is a confidential and impartial advice service available to support all staff whenever and wherever it's needed.

## GIVE WELL

All direct employees are entitled to take four days of paid leave per annum for professional or personal development. Employees can use their development days to volunteer in their local community.

## SAVE WELL

The GSMA offers comprehensive life insurance and health assurance packages globally, to ensure financial security for our employees and their families.

## LEARN WELL

GSMA is committed to supporting the professional development of our employees. Learning and Development activity is designed to support staff in developing skills and in building their careers with the GSMA.

## LIVE WELL

The GSMA are committed to being an inclusive employer and are happy to consider flexible working arrangements at application stage and throughout employment.

We have dedicated members of staff who have qualified as **Mental Health First Aiders** in our London office. Mental Health First Aid is a training programme that teaches members of the public how to aid a person developing a mental health problem, experiencing a worsening of an existing mental health problem, or in a mental health crisis. In 2019, more than 20 employees in London volunteered to become Mental Health First Aiders.



# Engagement

Our annual staff survey asks several diversity and wellbeing related questions to ensure we track the year-on-year progress of key GSMA DEI and Wellbeing behaviours and initiatives. These results are taken from our 2021 Annual Staff Survey, March 2021.

87%

*Feel the GSMA meets their needs with regards to flexible working*

82%

*Feel they can 'be themselves' at work*

90%

*Agree their manager encourages a balance between their personal and work-life*

85%

*Agree the GSMA values diversity in the workforce*

91%

*Feel their manager is sensitive to their culture/background*

79%

*Agree the GSMA is committed to supporting wellbeing*





# **UK Statutory Gender Pay Gap Report**

**6 April 2020 – 5 April 2021**

# Hourly Rate



The data in this section represents staff employed by our UK GSMA entity in the financial year ended 5 April 2021, in line with statutory reporting requirements. At this time, 315 staff were employed by our UK GSMA entity, representing 51% of the global workforce.

## What is the gender pay gap?

The gender pay gap shows the difference in pay between male and female employees in an organisation. It is defined as the difference between total men's and total women's hourly earnings expressed as a percentage of men's earnings.

## What is our gender pay gap?

When we refer to the reportable gender pay gap, the 'Mean' is taking all hourly rates for male staff, and all hourly rates for female staff, calculating the averages for each respectively, then comparing them to show the difference between the two averages. The 'Median' takes the middle point for both men and women and compares them.

HOURLY RATE	2019	2020	2021
Women's <b>Mean</b> (average) hourly pay is lower than men's by:	25.7%	22.7%	23.1%
Women's <b>Median</b> (middle) hourly pay is lower than men's by:	27.3%	24.8%	16.7%

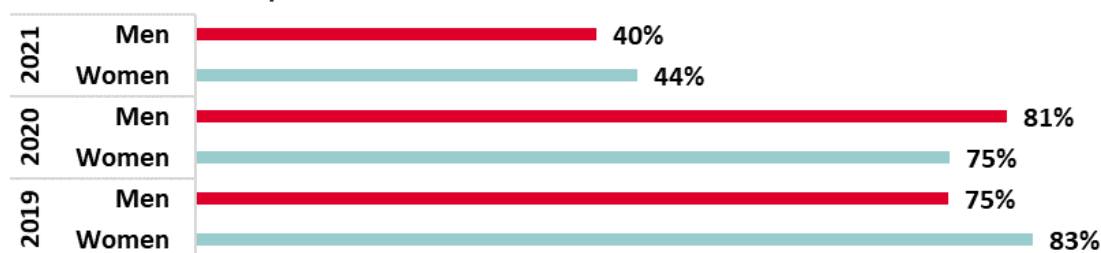
The gap in hourly rate has increased by 0.4 percentage points since 2020; however this change is not statistically significant and remains 2.6 percentage points below the Mean in 2019. The gap exists because we have more men than women in senior positions and more women than men in entry/intermediate level positions.

We continue to make a concerted effort to narrow the gap by balancing gender profiles at different levels within the organisation.



During the GSMA performance period from 1 April 2019 to 31 March 2020, the GSMA Compensation Committee agreed that bonuses for all eligible employees would be paid at 50% of their on-target bonus. Due to the standard bonus scheme rules, the majority of staff received their 50% on-target bonus in October 2019. However, the rules of the Leadership and Extended Leadership Team's bonus schemes meant the balance of their 50% on-target bonus was paid in June 2020. This was also the case for new starters after 1 October 2019.

A similar amount of men and women received a bonus payment in the period. This reflects the split of men and women in the Leadership and Extended Leadership Teams and new starters.



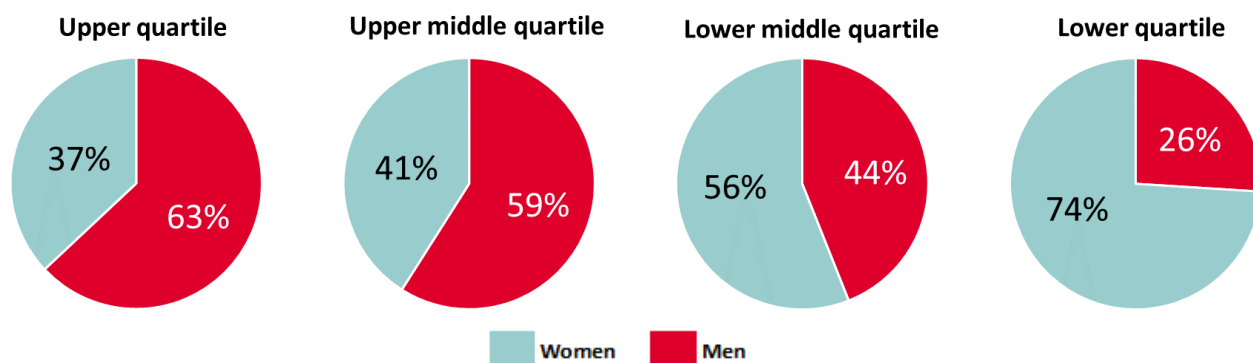
We do, though, see a greater disparity between the Mean and Median of bonus payments made. This is because there were more men in the upper pay brackets than women. In particular, the Director General and two other C-Level staff are male compared to two C-Level staff being female, one of which started in September 2019, so was not eligible for a full year's bonus. Three male and one female C-Level employees also received deferred bonus payments accrued from previous years.

BONUS	2019	2020	2021
Women's <b>Mean</b> (average) bonus pay is lower than men's by:	36.1%	30.5%	76.0%
Women's <b>Median</b> (middle) bonus pay is lower than men's by:	29.1%	31.8%	36.7%

When we remove the Leadership Team from these figures, the Mean differential reduces to 34.2%. The remaining gap is due to there still being more men than women in senior positions and more women than men in entry/intermediate positions for those receiving a bonus.

# Quartiles

We have a higher percentage of male employees in our Upper and Upper Middle quartiles and a higher percentage of female employees in our Lower Middle and Lower quartiles.



QUARTILES HOURLY RATE	Upper	Upper Middle	Lower Middle	Lower
Women's <b>Mean</b> (average) hourly pay is lower than men by:	11.3%	-0.1%	1.3%	0.0%
Women's <b>Median</b> (middle) hourly pay is lower than men by:	-2.9%	0.4%	3.7%	1.1%

When reviewing the Mean and Median pay gap within each quartile, we can see a more even comparison of men's and women's pay. Only the Upper Quartile shows a more significant gap, with women's mean pay being 11.3% lower than men's. This is reflective of the male Director General being included in this quartile.

*I confirm that the information contained in this report is accurate. At the GSMA, we are committed to creating a transparent, diverse, and inclusive culture where everyone, regardless of their background, race, ethnicity, disability or gender, has an equal opportunity to thrive. We want to create an organisation that attracts and retains the best people so we can continue to advance the mobile industry and deliver impact for our members, now and into the future. To learn more about diversity and what it's like to work at the GSMA, please visit our [Careers page](#).*

*Louise Easterbrook.*

Louise Easterbrook  
Chief Financial Officer, GSMA  
4 April 2022



# **UK Ethnicity Pay Gap Report**

**6 April 2020 – 5 April 2021**



# Hourly Rate



There is no statutory requirement yet to report on the ethnicity pay gap. However, for the first time, we have the demographic data for ethnicity to add to the UK Statutory Gender Pay Gap data. We have used the same methodology as in the Gender Pay Gap Report, replacing gender for ethnicity group; comparing 'Ethnic Minority' pay to 'White-British' pay and 'White-Other' pay to 'White-British' pay.

As per that in the Gender Pay Gap Report, the data in this section represents staff employed by our UK GSMA entity in the financial year ended 5 April 2021; however, the group is reduced to only include those who have declared their ethnicity; 212 staff. Our internal [equal pay review](#) against benchmark provides a more accurate assessment of fair pay across all staff globally.

HOURLY RATE	2021
Ethnic Minority's <b>Mean</b> (average) hourly pay is lower than White-British pay by:	<b>23.1%</b>
Ethnic Minority's <b>Median</b> (middle) hourly pay is lower than White-British pay by:	<b>13.9%</b>

The gap in Mean hourly rate for Ethnic Minorities is the same as that for women, and this reflects the fact that we have more White-British employees in senior positions.

HOURLY RATE	2021
White - Other's <b>Mean</b> (average) hourly pay is lower than White-British pay by:	<b>-21.9%</b>
White - Other's <b>Median</b> (middle) hourly pay is lower than White-British pay by:	<b>-4.6%</b>

Conversely, the Mean hourly rate for White-Other employees is a similar amount in reverse. This is reflective of the fact that we have a more equal balance of White-Other and White-British employees on the Leadership and Extended Leadership Teams (LT/ELT), particularly the Director General.

As described in the [Gender Pay Report](#), not all GSMA employees were paid a bonus during the period 6 April 2020 – 5 April 2021. Only Leadership and Extended Leadership Teams (LT/ELT) and new starters after 1 October 2019 received a balance of their 50% on-target bonus due for the performance period 1 April 2019 – 31 March 2020 in June 2020.

The figures by ethnicity group reflect the number of White-British and White-Other employees in the LT/ELT as well as new starters, however, due to the representation of Ethnic Minorities in the LT/ELT, the numbers receiving a bonus for this group reflect the number of new starters in the period identifying as Ethnic Minorities.



Considering amounts of bonus paid, we see large disparities that are not representative of a normal performance year. As most bonuses awarded for the performance year 1 April 2019 to 31 March 2020 were paid in October 2019 they do not feature in this data.

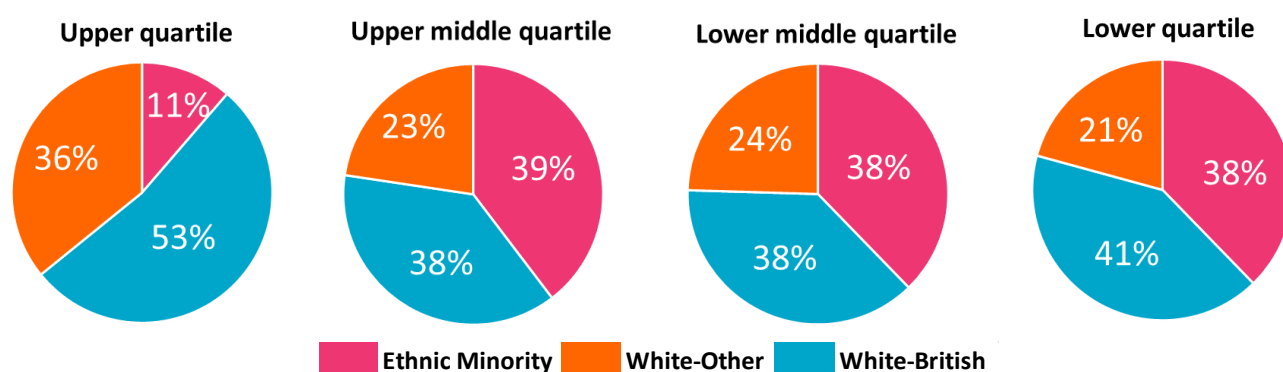
As mentioned above, it is only LT/ELT who received a balance of their 50% of on-target bonus for this performance period in June 2020 (along with deferred bonus payments accrued from previous years), as well as new starters. As the LT/ELT mostly identifies as White-Other and White-British, this impacts the gap in Ethnic Minority's bonus amounts as this group is mostly only represented by new starters between 1 October 2019 and 31 March 2020. New starter's bonuses were pro-rated for their time worked and therefore could have covered as little as a week's worth of bonus accrual.

BONUS	2021
White - Other's Mean (average) Bonus pay is lower than White-British bonus pay by:	-129.4%
White - Other's Median (middle) Bonus pay is lower than White-British bonus pay by:	-27.6%

BONUS	2021
Ethnic Minority's Mean (average) Bonus pay is lower than White-British bonus pay by:	94.1%
Ethnic Minority's Median (middle) Bonus pay is lower than White-British bonus pay by:	75.3%

# Quartiles

The split across the ethnicity categories within each quartile is positive for diversity other than in the Upper Quartile which shows a low proportion of Ethnic Minorities. Although it should be remembered that these figures only represent a third of all GSMA staff, this is an area that we need to concentrate on and ensure that our ethnic minority staff in other quartiles are developed and have fair opportunities for higher level roles when they become available. We can do this through our succession and talent retention plans during 2022.



QUARTILES HOURLY RATE	Upper	Upper Middle	Lower Middle	Lower
Ethnic Minority's <b>Mean</b> (average) hourly pay is lower than White-British pay by:	16.9%	-3.5%	-1.9%	1.5%
Ethnic Minority's <b>Median</b> (middle) hourly pay is lower than White-British pay by:	-5.8%	-5.7%	1.0%	-0.5%

QUARTILES HOURLY RATE	Upper	Upper Middle	Lower Middle	Lower
White - Other's <b>Mean</b> (average) hourly pay is lower than White-British pay by:	-29.1%	-3.3%	-3.1%	6.1%
White - Other's <b>Median</b> (middle) hourly pay is lower than White-British pay by:	-26.5%	-2.0%	-3.9%	10.1%

When reviewing the Mean and Median pay gap within each quartile, the only statistically significant differences are in the Upper Quartile for both Ethnic Minority and White-Other and in the Lower Quartile for White-Other. The Mean difference in the Upper Quartile is reflective of the lower number of Ethnic Minorities in this quartile, and for White-Other, this is reflective of the Director General being in this group. When the Leadership Team are removed from the Mean gap for Ethnic Minorities changes to 7.8% and for White-Other to -0.3%.

The data in the Lower Quartile is showing that those identifying as White-Other are being paid more than White-British. This is because there are more White-Other people in higher-level positions in the lower quartile compared to White-British.

