



Diversity Report 2023



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1. Introduction

We are a global organisation that unifies the mobile ecosystem to discover, develop and deliver innovation that is foundational to positive business environments and societal change.



Representing mobile operators and organisations across the mobile ecosystem and adjacent industries, we deliver for our members across three broad pillars:

Connectivity for Good, Industry Services and Solutions, and Outreach.

Connectivity for Good engages our members, governments and civil society, to advance positive policy and spectrum outcomes, facilitate digital innovation to reduce inequalities in our world, and tackle today's biggest societal challenges such as digital inclusion, climate change and sustainability.

Industry Services and Solutions underpins the technology and interoperability that make mobile work. Via our projects, working groups and promotional activities we facilitate the industry's focus on areas such as 5G, Mobile IoT, fraud and security. And our technical services offer tools, data and resources to enable even more efficient and robust mobile experiences for users.

Outreach provides the world's largest platform, convening and informing the mobile ecosystem, at MWC Barcelona, Shanghai, Las Vegas, Kigali and the M360 series, and through Mobile World Live and GSMA Intelligence with breaking news, insights and expert analysis.

GSMA Mobile for Development Foundation brings together mobile operators, innovators, governments, and the international development community to realise the positive social, economic and climate impact of mobile technology, primarily in low- and middle-income countries. With funding from donors and the GSMA, the GSMA Foundation runs programmes that advance digital and financial inclusion – with a strong focus on gender inclusivity, climate action, humanitarian response, and investment in innovative digital solutions. Since 2007, these programmes have impacted the lives of over 220 million people.

We invite you to find out more at gsma.com

Our vision is to unlock the full power of connectivity so that people, industry, and society thrive.

Director General Foreword

2023 was a big year at the GSMA as we continued to build on our culture and invest in our people, working together to create a truly diverse and inclusive workplace.

Through consultation across the organisation, we worked on refining our values, asking ourselves important questions and digging deep to define what truly encompasses who we are as an organisation. The outcome was three core values that best represent us:

- **Passionately Driven:** We approach everything we do with unparalleled passion, tenacity and capability. Knowing that the challenging scale, pace and complexity of our work is what leads to its world-changing impact.
- **Insightful Leaders:** We continually develop and engage our expertise, insight and creativity so that we're always ready to respond to the changing landscape with authority, agility and nuance.
- **Stronger Together:** We lean on each other so the industry can lean on us, embracing our diversity by actively seeking out perspectives and skill sets beyond our own, fuelling each other's successes and constantly asking how we can help.

Underpinning our values is our collective mindset to show up purposefully as good human beings every day, in every situation. When we're at our best – we are collaborative, considerate and compassionate to others, and we create a safe space for one another to thrive by assuming positive intent in our colleagues. And if we aren't at our best and the pressure is on – we feel free to be ourselves and we are brave, always respectful to others, and accountable for the part we play.

I was also proud to see that in 2023 the GSMA achieved its highest engagement score ever, of 81%, in our staff survey. Importantly, 90% of employees agree that the GSMA values diversity in the workforce, and 91% agree that the GSMA is committed to employee wellbeing.

Since 2022, these metrics have increased by 5-percentage points and 11-percentage points respectively, demonstrating our continuous drive towards improving diversity, equity, inclusion and wellbeing at the GSMA.

One of my favourite staff activities this year was the GSMA Steptacular Challenge, where we joined forces and collectively reached 117,502,292 steps, which is almost the same as walking around the earth twice in just 28 days!

Globally we saw staff passionately encouraging each other, organising bike rides, lunch time walks, group gym classes, and sharing their stories, photos and videos along the way. This challenge demonstrated that we are not just a company, we are a community that is stronger together.

At the GSMA, DEI is core to who we are as an organisation and our value Stronger Together reiterates that. This report demonstrates our commitment to working together to incorporate DEI in every aspect of the work we do and ensure that we take a truly inclusive approach to amplify the voices of all our people and communities. We are making progress but also recognise that our work is far from complete.



Mats Granryd

Director General and Board Member, GSMA

Head of Diversity, Equity and Inclusion's Foreword

The GSMA is committed to moving the needle in championing Diversity, Equity, and Inclusion (DEI). Through our internal DEI Programme, we are creating an environment that is not just diverse but truly globally inclusive.

2023 was the first year of our new 2-year action plan and, as such, we worked to establish our foundations through the collection of diversity data, including ethnicity in the UK and USA and disability, sexual orientation and religion in the UK.

The data we hold is critical in providing insight into who our employees are, what they need, and the positive impact our initiatives are having. In 2024, the work continues towards having comprehensive DEI data which enables us to have a global view of our population, ensuring our workforce is seen and we can effectively address any gaps.

Over time, to ensure our leadership population is truly diverse, we remain focused in 2024 on nurturing a diverse pipeline through investment in inclusive succession planning and an early careers programme.

DEI is business critical. We understand that leadership engagement is essential for change to happen, so in 2023, our Leadership Team participated in an Inclusive Leadership workshop with renowned organisational psychologist John Amaechi OBE. John is an incredible individual - he was the first British player in the US NBA and is passionate about working with leaders to create authentic ethical organisational cultures.

The session educated and challenged our Leadership Team on DEI perspectives and supported them with essential tools to continue driving our DEI agenda. In 2024, we aim to implement a similar programme for our wider leadership team.

The GSMA's organisational goals include a measurement on employee engagement which is factored into the leadership's performance bonus.

As role models of the mobile industry, we look to lead the way on our DEI agenda. We will drive this by creating long-term sustainable change through improving engagement, nurturing an environment of psychological safety, empowering our colleagues, and embedding DEI in the organisation to make the GSMA truly globally inclusive.



Fiona Onochie

Head of Diversity,
Equity and Inclusion's Foreword

**As role models of the mobile industry,
we look to lead the way on our DEI agenda.**

2.

Our Principles and 2023 Highlights

We have three overarching principles that universally apply to our DEI agenda: Transparency, Inclusive Culture and Accountability.

PRINCIPLE 1:

TRANSPARENCY



Transparency promotes open communication and builds stakeholder trust. We aim to:

- Strengthen understanding on why we are collecting demographical data and how this data will be used in a positive manner to enable us to meet our ambitions.
- Encourage our employees to share their diversity data.
- Continue to openly report diversity data and progress internally and externally.

Transparency 2023 Highlights

Our declaration rate for US Ethnicity data significantly improved in 2023 because of a dedicated engagement programme, from 35% to 89%.

In the later part of 2023, we initiated the collection of Disability, Religion, and Sexual Orientation data in the UK. So far, we have experienced low completion rates but are committed to trying different influencing methods, providing tangible examples of how each data type will be utilised and outlining the direct benefits for employees for contributing to each initiative.



PRINCIPLE 2:



Inclusive culture ensures diverse perspectives and creates an environment of psychological safety where our employees have a sense of belonging. We aim to:

- Continue to improve initiatives based on data insights.
- Connect with employees regularly, adopting continuous listening through our Let's Talk series and employee surveys.
- Invest in the GSMA culture and resources so inclusion and social wellbeing remain embedded within all our business decisions.
- Continue to create an environment of psychological safety where our employees have a sense of belonging.

Inclusive Culture 2023 Highlights

This year, we were proud to have achieved 81% for our overall staff engagement score in our annual staff survey (90% response rate). More insight around DEI specific engagement scores is shared later in the report.

Our employees highly value the personal connections that the OneGSMA 'Let's Talk' series creates. The 'Let's Talk' sessions are open forums where employees share their lived experience of various DEI or wellbeing journeys.

To create a similar arena for our leaders to increase their presence and share vulnerability, this year, we introduced our 'Inclusivity in Conversations' video interview series. In each episode, a member of our Leadership Team shares their personal journey with DEI.

Through this series, we are promoting an environment of psychological safety and trust, underscoring our commitment to fostering inclusivity within all levels of our organisation.

The first session was well-received and was led by Louise Easterbrook, Chief Finance Officer and Fiona Onochie, Head of Talent and Diversity, Equity and Inclusion, where they discussed all things DEI, sharing what is important to them and their journeys with motherhood, mental health, and much more.

We also introduced a Parental Leave Support Programme and Menopause Policy which are both detailed in the Multigeneration section.



PRINCIPLE 3:

ACCOUNTABILITY

Accountability in the DEI space is crucial for fostering trust, maintaining credibility, and driving meaningful change. We aim to:

- Empower the GSMA’s leaders to drive forward the DEI agenda.
- Continue to ensure DEI training is a part of the onboarding process and staff are educated on various topics.
- Ensure that all our employees are responsible for advancing change.
- Work to remove the structural, historical bias that favours certain people over others.

Accountability 2023 Highlights



Alex Sinclair,
Chief Technology Officer,
shares his reflections on
accountability for
DEI within the GSMA:

“When I reflect on the year, two highlights come to mind in terms of our DEI principle ‘Accountability’: our apprenticeship scheme; and the Inclusive Leadership workshop.

We introduced two new Cyber Security apprentices to the GSMA last year. Both the GSMA and the apprentices greatly benefitted from this initiative: the apprentices having an opportunity to apply technical knowledge through practical experience in our industry while the Industry Security team gained from the different perspectives that the apprentices brought through their topic interest and enthusiasm to apply themselves in an area that is fast-developing and often ambiguous.

We are very keen to continue this scheme and bring on more diverse apprentices to the GSMA. On 1 November 2023, my LT colleagues and I were fortunate enough to have a workshop with John Amaechi. During the workshop we analysed the issues around true diversity and inclusion; what really resonated with me was a different perspective on unconscious bias – that bias is real and tangible and the ‘unconscious’ nature of it can be debatable.

As a result of these insights, on a personal level I understood more of what it actually means to experience very real, tangible bias. I aim to approach every conversation with the mindset of ‘benign ignorance’ rather than discomfort and listen to the experience of others without presumption.”

3. Meet Our Team

Delivering on our actions

Steering Committee

The Steering Committee provides direction in developing the DEI strategy and promotes the DEI agenda within the organisation.



Louise Easterbrook
Chief Financial Officer,
UK

John Giusti
Chief Regulatory Officer,
UK

Lizzie Chilton
People and Culture
Director, UK

GSMA DEI Team

The DEI Team ensure that the GSMA has appropriate tools, resources and support to deliver the DEI strategy and goals to promote a diverse and inclusive working environment.



Fiona Onochie
Head of Talent and DEI,
UK

Nadia Mastantuono
DEI and Wellbeing
Partner, UK

OneGSMA Chairs

OneGSMA is an employee-led forum that engages staff to get involved in developing the DEI strategy and goals. They are key in fostering a truly inclusive culture by understanding where we can improve through grassroots interventions.



Ankur Vashishtha
Workplace Services
Manager, India

Radhika Gupta
Head of Data
Acquisition, India -
term ended
December 2023

Carol Gitobu
M4D Senior Market
Engagement Manager,
Kenya

Oduntan Gordon
Finance and Compliance
Business Partner, US -
term started January 2024

OneGSMA Inclusion Champions

Our Inclusion Champions are passionate about DEI and actively promote all aspects of DEI within their department and the wider business. Their allyship and support in delivering OneGSMA inclusive culture educational initiatives and activities is critical.



Alex Arcia
Finance and Compliance Analyst, Atlanta



Annabelle Yeoh,
Senior Project Manager, Events, Hong Kong



Bhavisha Shah,
People Planning and Project Lead, London



Duncan Ramsbotham,
Assistant Operations Manager, London



Florencia Bianco,
Senior Marketing Communications Manager, Buenos Aires



Jemima Higginbottom,
Social Media Community Manager, London



Larissa Jales,
Policy and Regulatory Manager, Brazil



Lavinia Zecca,
People Communications Lead, London



Luiz Felipe Zoghbi,
Director Spectrum Policy, London



Lydia Cash,
Operations Analyst, Atlanta



Pippa McDougall,
Senior Advocacy Manager, London



Sanya Verma,
Research Analyst, India



Yashika Shankar,
Research Analyst, India

All GSMA employees are responsible for building an environment where colleagues feel psychologically safe.

OneGSMA 2023 Highlights

In today's globalised world, prioritising DEI is crucial. OneGSMA is dedicated to building a forum where diversity is valued, inclusion is an intrinsic principle and equity is the heartbeat of every discourse.

Our DEI initiatives have bolstered our inclusive work culture, enhanced employee engagement in decision-making and created a diverse community of common work goals and a vibrant workforce.

The OneGSMA team continue to hold educational 'Let's Talk' sessions, which are well received by participants as they enable a safe environment to share their personal experiences comfortably, connect with others and learn more about various topics. I valued most the session this year where the GSMA's employees shared their experiences with mental health through an intersectional lens.

During the panel discussion we touched upon topics such as anxiety, post-natal depression and toxic masculinity intersectioned with various protected characteristics. This gave me a much better perspective on how I as a friend, colleague and manager can better support someone going through mental ill-health from their unique personal experience.

Another initiative I am proud of is our launch of the OneGSMA Podcast, UNLIMIT. In the podcast we engage in thought-provoking conversations with special guests who are key drivers and change-makers in the DEI space. In our first episode, Radhika Gupta (Co-chair of the OneGSMA team) spoke with Lara Dewar, our Chief Marketing Officer, and Eugina Jordan, Chief Marketing Officer at TIP and winner of the 2023 GLOMO Diversity4Tech award.

They shared their life stories, career journeys, and how the GSMA and the broader tech and telecoms industry contribute to the global goal of fostering equality and inclusion.

Integrating diversity, equity and inclusion into the employees' day-to-day work experience makes them more valued and empowered to deliver their full potential. I am excited to continue as Chair of OneGSMA and on our journey as an inclusive employer.



Carol Gitobu
OneGSMA Co-chair

Listen to the Podcast [here](#)

4.

Our Diverse Population

In this section we would like to demonstrate our progress both internally within the GSMA and how we support our members and the wider ecosystem in driving the DEI agenda.

We will cover the following:

- Gender
- Multiculture
- LGBTQIA+
- Multigeneration
- Disability

DEI Principles - Gender

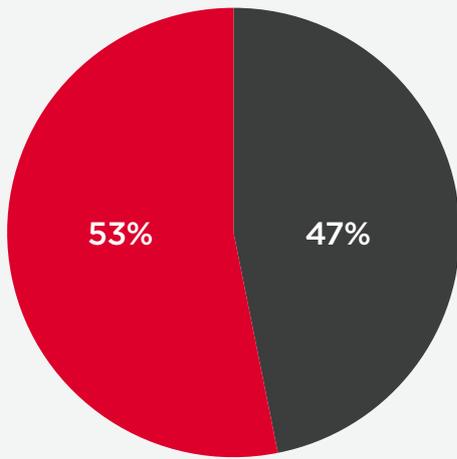
 <p>TRANSPARENCY</p>	<p>We remain committed to improving gender diversity of our Leadership and Extended Leadership Teams.</p> <p>In our previous action plan, Diversity & Inclusion Goals 2020 & Beyond our short-term goal was to have a minimum of 40% of either gender at Leadership Team (LT) or Extended Leadership Team (ELT) level.</p> <p>Last year's data showed a gender split of 67% male and 33% female within</p>	<p>our LT and 49% male and 51% female within our ELT. Our current data shows no change to the LT gender split and 50% male and 50% female within our ELT. We feel proud to have maintained the goal at ELT level and hope to sustain it. While there is more work to be done within our LT - it is harder to achieve as there are only six staff at this level. We have ensured our LT and ELT level have documented and diverse succession plans.</p>
 <p>INCLUSIVE CULTURE</p>	<p>We conduct pay reviews from a gender equality perspective and increase base pay as required to correct any imbalance.</p>	<p>We introduced free environmentally friendly period products in all our offices, ensuring that individuals' needs and preferences are accommodated.</p>
 <p>ACCOUNTABILITY</p>	<p>The recruitment team continue to run our job descriptions through a gender bias decoder to ensure they are free from hidden bias.</p> <p>The team stopped asking candidates for current remuneration packages in 2017.</p> <p>Instead, the team concentrate on the role benchmark and comparator data to avoid perpetuating pay disparities.</p>	<p>We have committed to the UN's Women Empowerment Principles and EQUALS.</p> <p>Within this, the GSMA has also committed to achieving a 50/50 gender balance across its Executive Leadership Team by 2025 in line with its commitments to the B Team Change Who to Change How campaign and the UN Women led Generation Equality process.</p>

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Gender – Our Data Insights

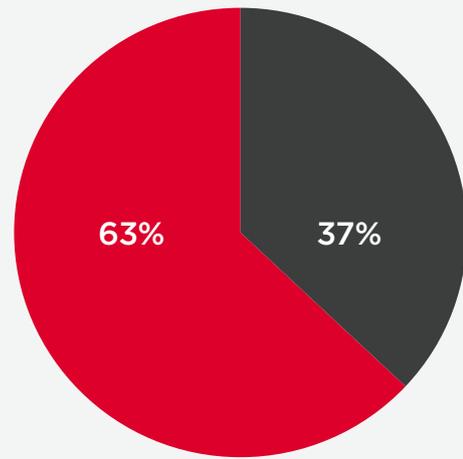
While we have started collecting data on individual gender identity in the UK, below global data insights are based on the assigned gender identity: male or female.

Gender representation for direct employees globally 2023



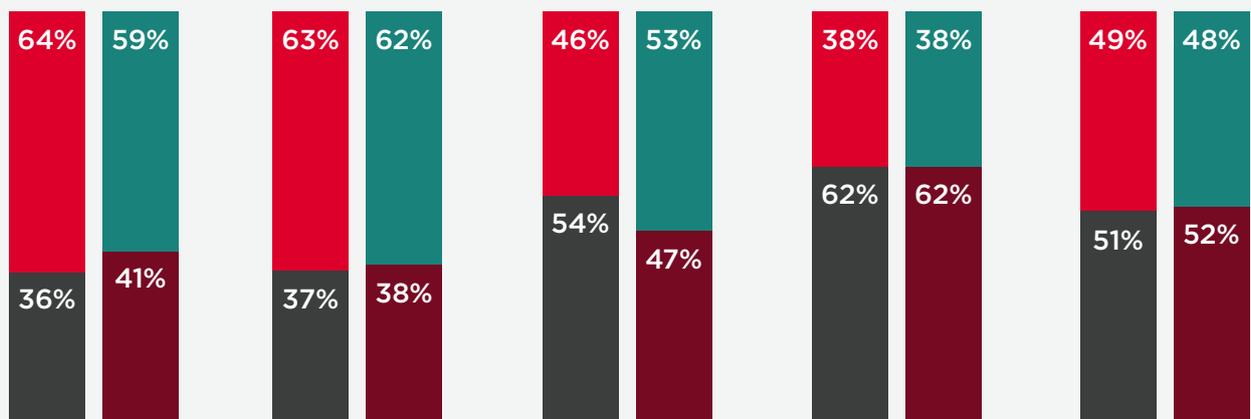
Female Male

Gender representation of new starters globally 2023



Female Male

Gender by Career Level



Female 2022 Male 2022 Male 2023 Female 2023

Notable shifts emerge when comparing the gender across career levels between 2022 and 2023 as seen in the chart. More female employees were recruited at the Manager/Expert level (difference of 7-percent points), while more male employees joined at junior levels compared to 2022 (difference of 5-percentage points in the Entry/Intermediate level).

Enhancing female representation at senior levels is crucial to address the gender pay gap. To achieve this goal, we will continue fostering gender-diverse shortlists and utilising gender decoders in job descriptions to mitigate bias. Additionally, in 2023 we implemented career coaching for employees returning from extended parental leave, aiming to enhance the experience for anyone taking an extended period of leave, before, during and after.

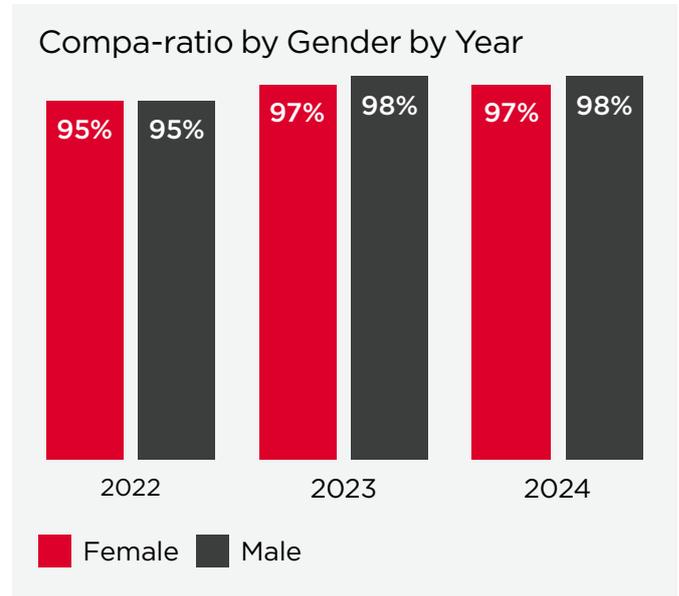
Gender - Pay Equality

“We remain 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 75th percentile / upper quartile to ensure we are competitive above market rates.”



Lizzie Chilton
People & Culture Director

This graph shows the average position against benchmark globally, by gender from January 2022 to January 2024.

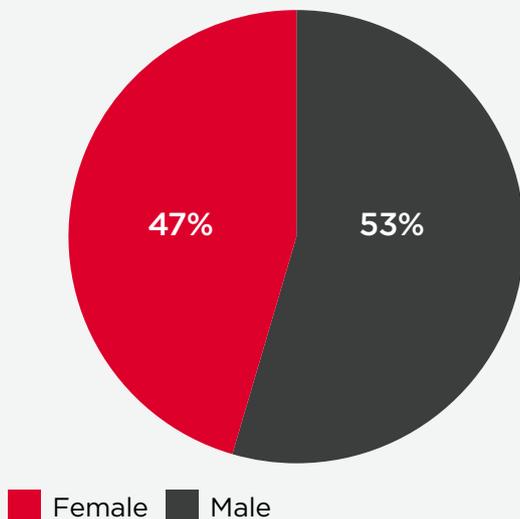


The gap in men and women’s overall average position against the benchmark (the ‘compa-ratio’) has remained statistically insignificant since April 2018.

Enhancing female representation at senior levels is crucial to address the gender pay gap. To achieve this goal, we will continue fostering gender-diverse shortlists and utilising gender decoders in job descriptions to mitigate bias.

Gender representation of new starters globally 2023

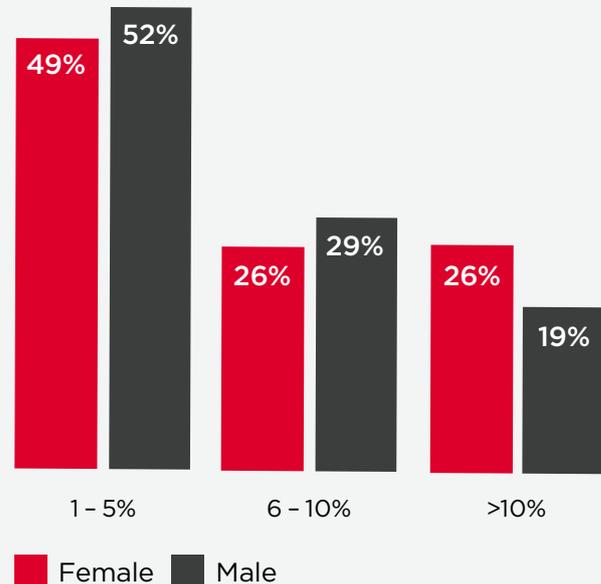
252 Employees 292 Employees



Overall, throughout 2023 and in the end of year promotions, 53% were awarded to female employees and 47% to male employees – this is commensurate with our general population gender split.



2024 Pay Increase Percentages by Gender



The above graph details the percentage of male and female employees receiving different levels of pay increases. It shows this was broadly equal between both genders. GSMA pay review considerations include cost of living, internal and external benchmarking, total reward and talent segmentation in terms of demand and supply and being ahead of the curve. Each pay review aims to:

- Rectify average benchmark shortfall to reach minimum of 90% compa-ratio.
- Provide for promotions and equality increases to ensure career opportunities and equal pay.

Hence higher level pay increases are normally awarded to bring up individual compa-ratios where these sit lower than our minimum tolerance.

UK Gender Pay Gap Report

Our statutory UK Gender Gap Report can be found [here](#)

Gender Industry Activities

The Mobile Gender Gap Report 2023

The GSMA's Mobile for Development (M4D) team drives innovation in digital technology to reduce inequalities in our world.

Singularly positioned at the intersection of the mobile ecosystem and the development sector, we stimulate digital innovation to deliver both sustainable business and large-scale socio-economic impact for the underserved.

Our unique research and insights platform advances digital innovations and implementations that empower underserved populations to build a better future. Our in-market expertise informs partnerships between the mobile industry, tech innovators, governments and the development sector. And our unparalleled convening power motivates conversations and inspires action.

The Mobile Gender Gap Report 2023 is one of M4D's flagship publications that explores the latest data on the mobile gender gap, the key barriers preventing women's equal access to and use of mobile, and what is needed to close the mobile gender gap. It also highlights the socio-economic benefits of addressing these barriers for the mobile industry, the economy and society more broadly, and women themselves.

Full details of The Mobile Gender Gap Report can be found [here](#)

Examples of the actions taken by mobile operators can be found [here](#)

ChangetheFace Alliance

The GSMA continues to partner with the [#ChangetheFace Alliance](#), an informal partnership of like-minded and thought-leading technology companies that are committed to making the tech industry a more inclusive place.

The Alliance has agreed to follow a set of [Guiding Principles](#) that set out its aims for changing the face of technology going forward across four stakeholder groups: Colleagues, Customers, Co-Partners and Community.

The principles address the changes needed to ensure that diversity and inclusion advance in these groups and outline best practice examples to support other organisations in the tech sector that would like to contribute to the #ChangeTheFace initiative.



Women 20

The Women 20 (W20) is an official G20 engagement group established during the Turkish presidency in 2015.

The objective is to ensure that the gender considerations are mainstreamed into G20 discussions and translate into the G20 Leaders Declaration as policies and commitments that foster gender equality and women's economic empowerment.

The GSMA has been actively contributing to G20 gender equality agenda through its active participation as a member of the EU Delegation to W20 since 2020.

In particular, the GSMA has been championing issues such as bridging the digital gender divide and promoting gender-based diversity and inclusivity in STEM as Co-Chair of relevant working groups, most recently during the W20 India Presidency.

EQUALS Global Partnership for Gender Equality in the Digital Age

As a co-founder of the EQUALS Global Partnership for Gender Equality in the Digital Age and as Chair of the EQUALS Skills Coalition, the GSMA celebrated the successful completion of a three-year EU funded project called "[EQUALS EU](#)".

The project saw the mapping of gender-inclusive innovation ecosystems across 22 countries, a series of innovation camps and hackathons including around 450 participants across 25 countries, a six-months incubator programme on gender-inclusive entrepreneurship, an international summer school for future leaders in gender-inclusive innovation and the release of two gender equity tools for digital inclusion.

Check out the latest blog [here](#)

The GSMA has also been leading efforts to increase the talent pipeline of girls and young women in STEM/STEAM leading to employment and/or internship opportunities through its joint [EQUALS Her Digital Skills initiative](#) alongside ITU, EY and Women's WorldWide Web (W4). Funded by Verizon and Qualcomm, alongside other donors, the programme does so through digital skills and career advice workshops, an EQUALS Badge qualification and a soft skills e-mentoring programme connecting established companies from among the tech and mobile industries to young women.

To date the initiative has impacted over 80,000 direct and indirect beneficiaries across 40 countries. As part of this initiative, the GSMA has also championed a first of its kind gender transformative digital skills education framework.

The GSMA has been actively contributing to G20 gender equality agenda through its active participation as a member of the EU Delegation to W20 since 2020.



UN Women: Generation Equality

[Generation Equality](#) is the world's leading initiative to accelerate investment and implementation on gender equality. It brings together organizations from every part of society to catalyse progress, advocate for change and take bold actions together. Convened by UN Women, the initiative aims to ensure that the bold ambitions of the 1995 Beijing Platform for Action on women's rights are finally implemented, and that the Sustainable Development Goals are achieved. Generation Equality also aims to expand public support for gender equality, with a particular focus on catalysing the energy, activism and ideas of young people.

As a member of the Generation Equality Innovation and Technology Action Coalition, the GSMA has made bold commitments to continue to support mobile industry partners and other stakeholders to accelerate digital and financial inclusion for women and girls and it had also committed to achieve a 50/50 gender balance across its Executive Leadership Team by 2025.

Blog: [here](#)

Women Innovators Programme

As a part of the GSMA, 4YFN supports start-ups from the start of and throughout their life cycle by springboarding them onto the radar of the most powerful decision makers in the connectivity ecosystem – such as CEOs from global mobile operators and frontier tech companies at MWC Barcelona. This allows the startups to build networking contact, win investments and gain mentor 'know-how'.

4YFN continues its partnership with the UNDP (United Nations Development Programme), championing female tech entrepreneurs across the Arab region who are leveraging technology to advance the Sustainable Development Goals.

This year, we supported 30 innovators from 13 countries. These innovators received invaluable mentoring from a network of 40 international mentors within the 4YFN community. Together, we're fostering innovation, empowerment, and impact for a brighter future.

We invite you to find out more [here](#)

DEI Principles - LGBTQIA+

 <p>TRANSPARENCY</p>	<p>Our focus this year was to increase the voluntary declaration of gender identity on our people management system (in 2022 only 48% of UK and US employees had voluntarily declared their gender identity).</p> <p>Throughout the year, we focused on communicating clearly why we were collecting this data and other</p>	<p>demographical data and, as a result, our declaration rate has increased by 22% to 70% in 2023.</p> <p>In addition to collecting Gender Identity data, we started collecting Sexual Orientation data in the UK towards the latter half of the year. The completion rates are so far low, highlighting an area for improvement in 2024.</p>
 <p>INCLUSIVE CULTURE</p>	<p>Pride Month, a significant celebration across our organisation, featured events designed to embrace and honour the LGBTQIA+ community. The celebrations were held in all offices, each tailored to reflect our commitment to diversity. The London and Atlanta offices hosted a distinctive event, 'Drag Bingo' as part of our collective acknowledgement and celebration of Pride.</p> <p>As part of our DEI Awareness month, we explored the mobile industry's role in supporting the LGBTQIA+ community during a collaborative</p>	<p>'Let's Talk' session with Stonewall. We sought to integrate their expertise, fostering a more informed and supportive environment. This session emphasised our dedication to understanding and advancing the broader impact our industry can have.</p> <p>To further inclusivity, we introduced inclusive toilet signage in our London office. This measure was implemented to create a physical space that resonates with and accommodates any diverse gender identities within our workforce or visitors to our office.</p>
 <p>ACCOUNTABILITY</p>	<p>Our staff continue to actively refer to our Inclusive Language Guide, published in 2020, to reinforce language that is appropriate, respectful and considerate of circumstance, context and culture.</p> <p>The roll-out of the initiative to adopt the use of personal pronouns across email signatures,</p>	<p>e-profiles, etc, in 2022 has now been successfully implemented throughout the organisation.</p> <p>Language plays a crucial role in shaping workplace culture. As part of our ongoing commitment to gender inclusivity, our policies underwent meticulous revision in 2023 to include only gender-inclusive language.</p>

DEI Principles – Multiculture



TRANSPARENCY

- We are committed to collecting ethnicity data and our disclosure rates this year increased in the UK by 3-percentage points to 95% and in the US by 54-percentage points to 89%. We believe this was a result of focused communications on why we are collecting this data.
- In 2024, we hope to responsibly collect ethnicity data in other locations where this will be beneficial for our employees.



INCLUSIVE CULTURE

- Our staff continue to appreciate the opportunity to take two of their four professional development days (in addition to annual leave) to celebrate any cultural / religious / or other important events in their lives.
- Our global celebrations encapsulated a spectrum of religious and cultural holidays, including Lunar New Year, Holi, Easter, Eid al-Adha, Diwali, and Christmas.
- As UK Black History Month this year was at the same time as DEI Awareness Month, through various events and activities, we focused on better understanding our Black employees' rich heritage, achievements, and stories.
 - Through a global panel, several Black employees shared their lived experiences resulting in staff coming forward with a view to launching the GSMA Multicultural Inclusion Network in 2024.
 - Some colleagues read and delved into the nuanced themes encapsulated within, 'We are not like them' by Christine Pride and Jo Piazza via a global book club. Each office also had a movie evening and watched an educational film sharing Black community current age experiences through varied perspectives.
 - We learnt about and celebrated the diverse Kenyan culture through an interactive lunch and learn where our Kenyan colleagues shared some of their tribal history, culture, traditions and cuisine. Due to the success of this session, we have now introduced a cultural spotlight series.
 - In our London office, we invited Black-owned businesses to exhibit their products and services to support local entrepreneurship, which also provided some of our colleagues an opportunity to showcase their side hustles!

ACCOUNTABILITY

- We remain committed to the [Race at Work Charter](#) to improve race equality, inclusion and diversity in the workplace and [The Halo Code](#), the UK's first Black hair code.
- A goal from our 2022 Diversity Report was to recruit a dedicated Talent Sourcer role which focused

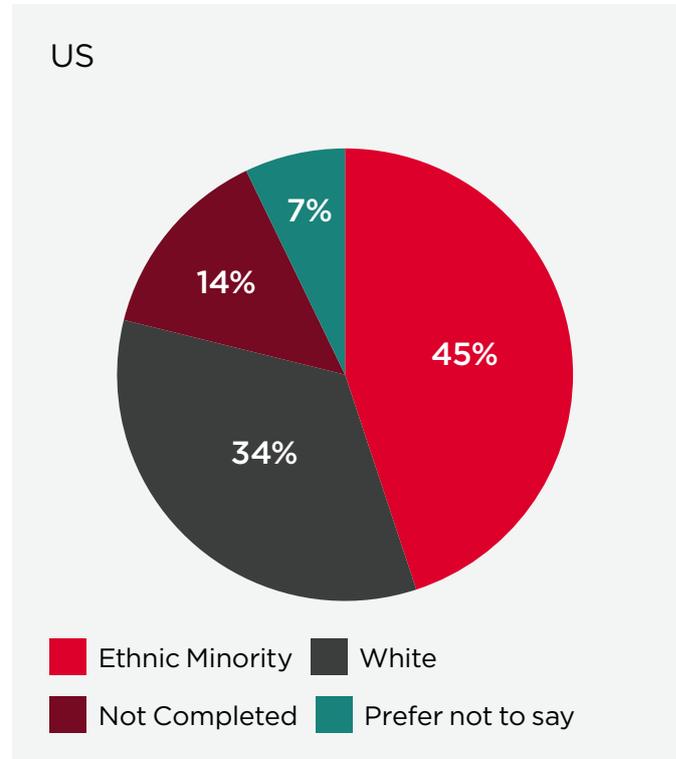
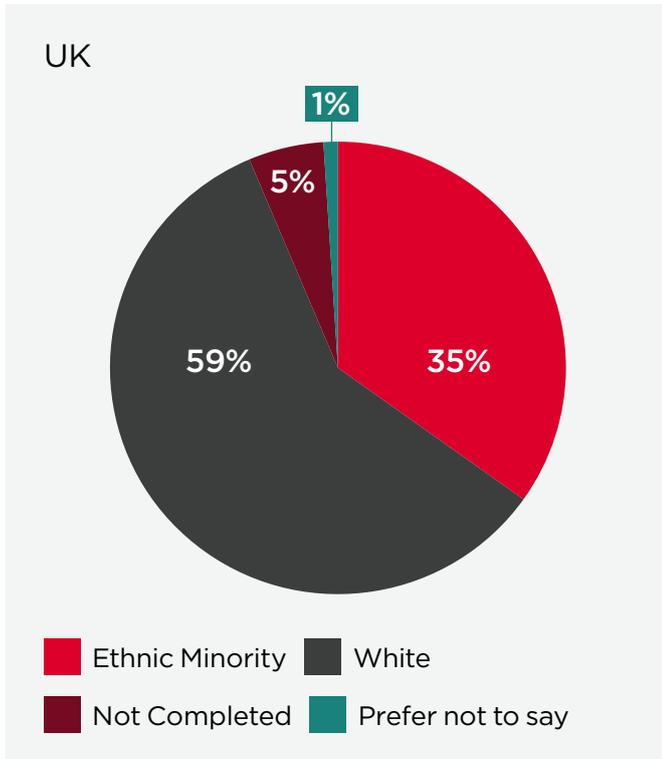
on sourcing and attracting diverse candidate pools which we successfully implemented. As a result, in 2023 we hired 8% more staff with an ethnic minority background compared to 2022 with a slight increase in hires under expert/ manager and senior expert/senior manager levels

Multiculture - Data Insights

Employees in the UK and the US voluntarily provide ethnicity data. The data insights shared in this section only represent UK and US employees. In the UK, 95% of staff provided this data and

86% of staff in the US provided this data. We group all non-white ethnicities together, in an 'ethnic minority'¹ category, in order to maintain anonymity.

Ethnicity Representation

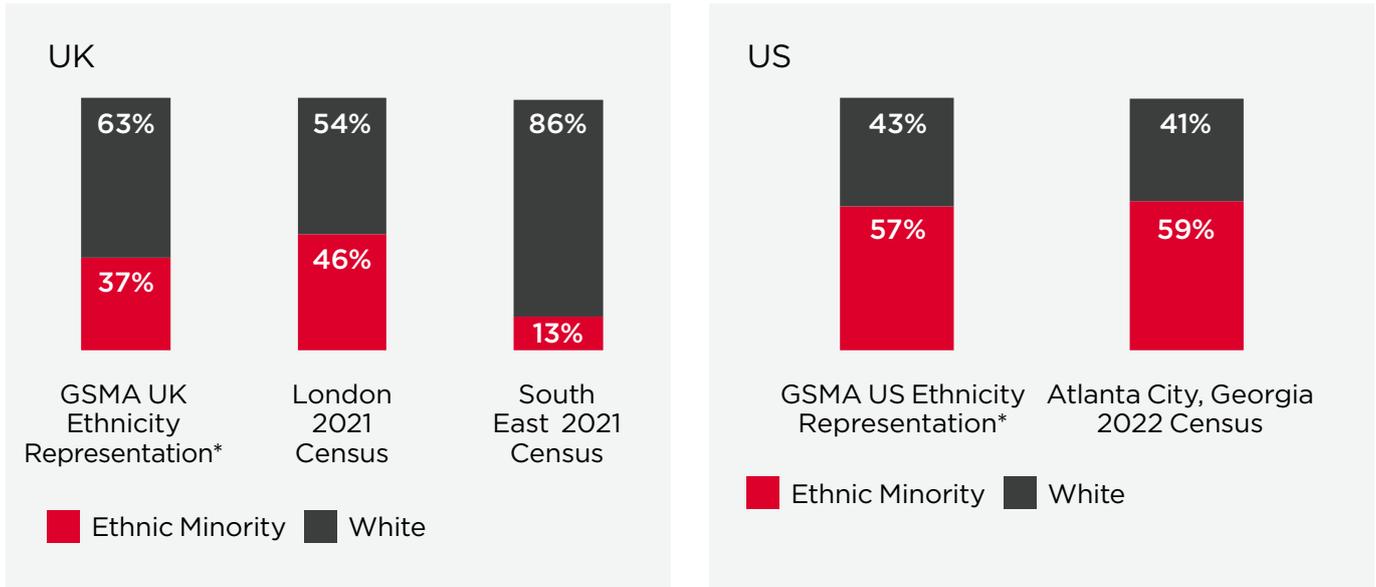


1. Ethnic Minority category includes Asian / Asian British - Any other Asian/Asian British background, Asian / Asian British - Bangladeshi, Asian / Asian British - Chinese, Asian / Asian British - Indian, Asian / Asian British - Pakistani, Black African/Caribbean/Black British - African, Black African/Caribbean/Black British - Any other Black African/Caribbean/Black British, Black African/Caribbean/Black British - Caribbean, Black or African American, Mixed / Multiple Ethnic Background, Mixed - White and Asian, Mixed - White and Black Caribbean, Mixed - White and Black African, Other ethnic groups - Any other ethnic group and Other ethnic groups - Arab. Mixed / Multiple Ethnic Background, Mixed - White and Asian, Mixed - White and Black Caribbean, Mixed - White and Black African, Other ethnic groups - Any other ethnic group and Other ethnic groups - Arab, Asian (United States of America), Black or African American (United States of America), Hispanic or Latino (United States of America), Native Hawaiian or Other Pacific Islander (United States of America), Two or More Races (United States of America), Other (United States of America), American Indian or Alaska Native (United States of America).

In 2023, 43% of the 81 new starters in the UK were from an ethnic minority background and in the US, 62.5% of the eight new starters were from an ethnic minority background. This has contributed to an increase in the overall

representation by ethnic minorities in the UK by 2-percentage points. We are unable to effectively compare year-on-year data for the US as we had a low (35%) response rate in 2022.

Ethnicity Representation Benchmarks



*Not declared and declined to identify have been removed from the data for a more accurate comparison

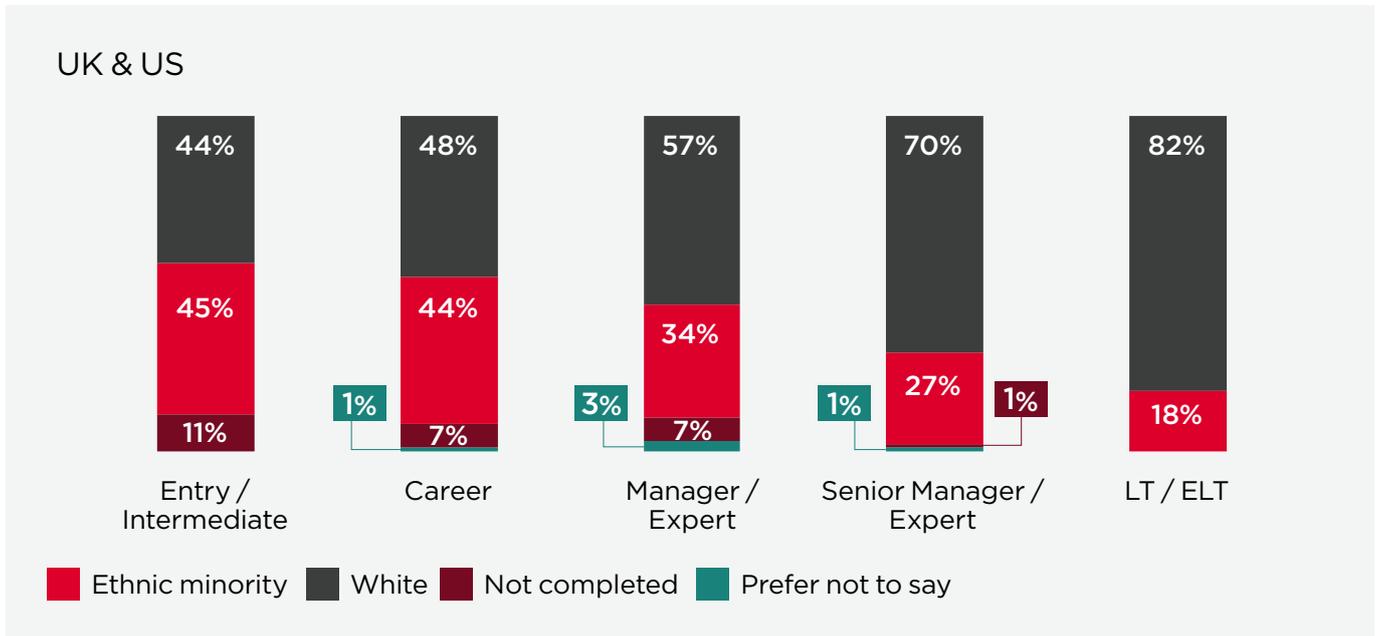
As our HQ is based in London, we have compared our data to the London 2021 census and as a sizeable proportion of our staff live in the Southeast of England, we have also compared against the Southeast 2021 census data. Our US office is based in Atlanta City, Georgia, and is compared with the Atlanta City, Georgia 2022 Census data.

47 Nationalities

As an organisation, representing a global membership base, our employee base includes 47 nationalities – 43 of which are represented in the UK office.



Ethnicity by Career Levels



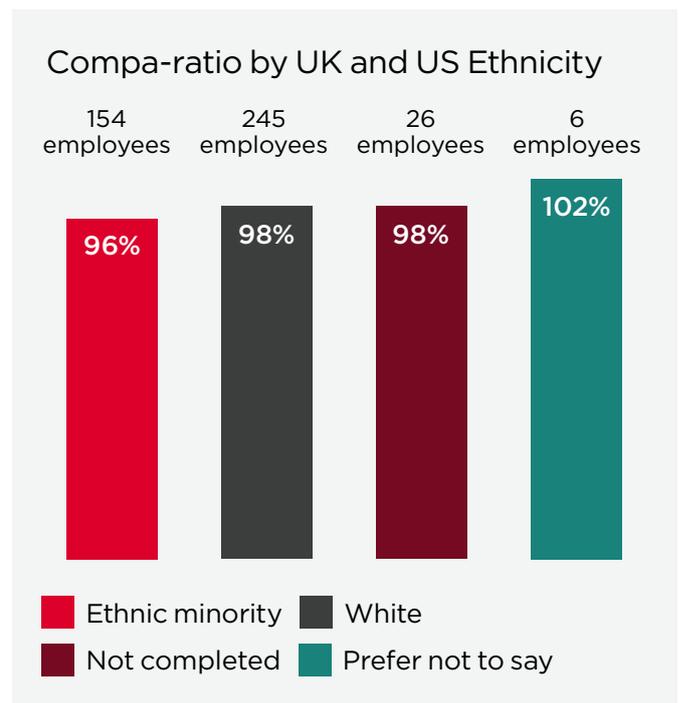
This chart shows the ethnicity representation at all career levels in the UK and US. The number of employees identifying as ethnic minority decreases by seniority. However, in the UK, we have seen some positive movement in 2023, with more employees from an ethnic minority background at career level (3-percentage point increase), senior manager/expert level (6-percentage point increase) and LT/ELT level (3-percentage point increase), other categories remained the same as in 2022.

We remain committed to increasing number of ethnically diverse senior employees via:

- Focus on attracting diverse candidates for senior vacancies.
- Embed a culture of allyship across the organisation.
- Inclusive succession planning.
- Plan and execute empowerment programmes.

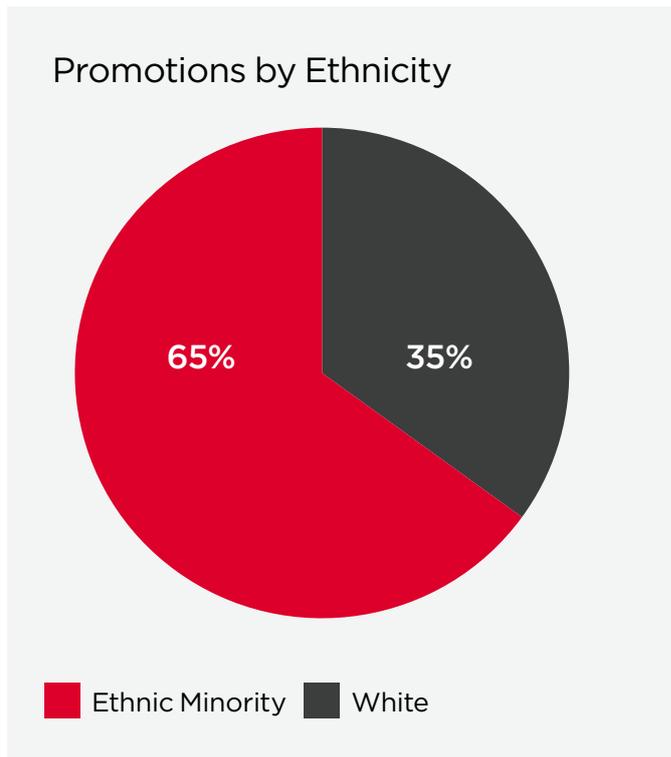
Multiculture – Pay Equality

This graph shows the average compa-ratio by ethnicity group for combined UK and US as of 01 January 2024. It shows a 2-percentage point difference between position against benchmark for employees identifying as ethnic minority and employees identifying white which is statistically insignificant.



Overall, throughout 2023 and in the end of year promotions, 35% were awarded to ethnic minority employees and 65% to white employees - this is commensurate with our UK population ethnicity split. No promotions were awarded to any US based employees during this period.

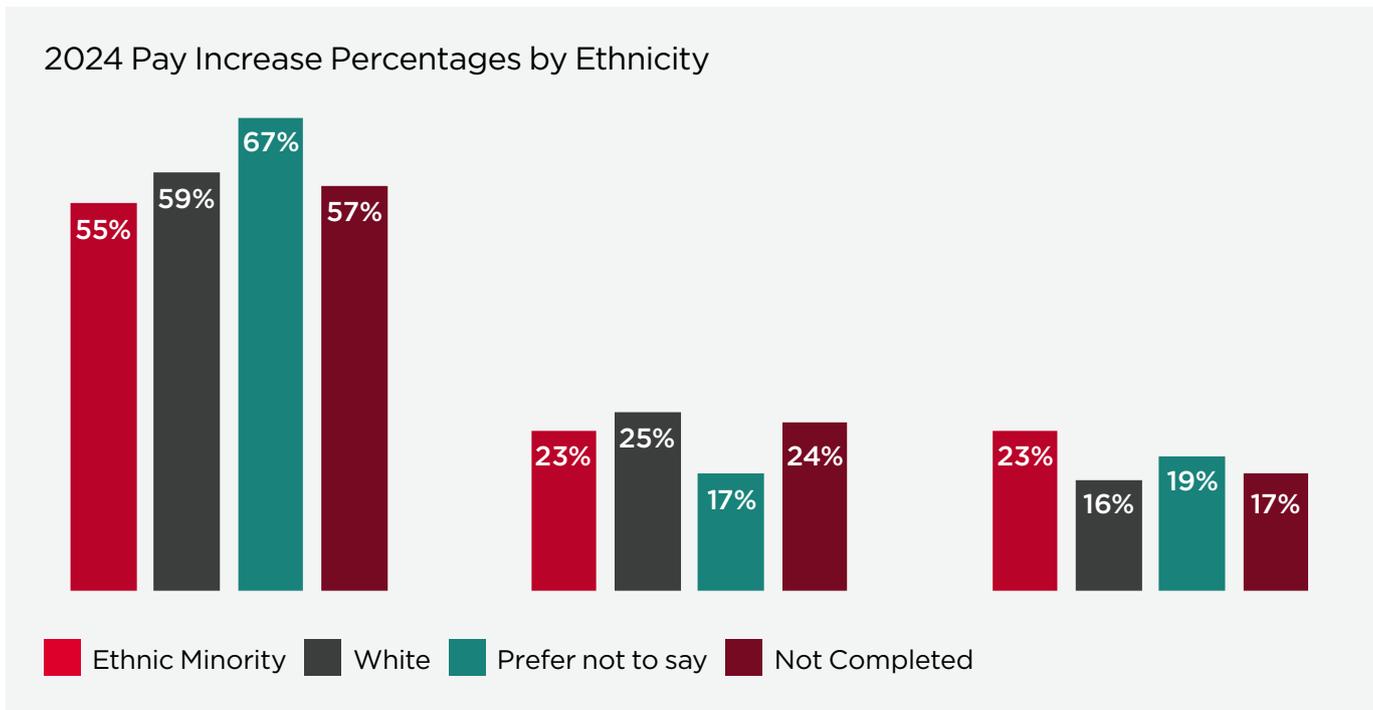
The below graph details the percentage of employees identifying as ethnic minority and white receiving different levels of pay increases. A higher number of employees identifying as ethnic minority received pay increase above 10% (7-percentage point difference). Higher level pay increases are normally awarded to bring up individual compa-ratios where these sit lower than our minimum tolerance.



UK Ethnicity Pay Gap Report 2023

This is our third anniversary of voluntarily publishing the UK Ethnicity Pay Gap Report.

Full details of our UK Ethnicity Pay Gap Report can be found at gsma.com



DEI Principles – Multigeneration

 <p>TRANSPARENCY</p>	<p>Multigenerational diversity provides benefits in terms of the unique backgrounds and perspectives that each generation brings. As colleagues reach different stages of their lives, we understand that their priorities will change. Age data collected supports us</p>	<p>to cater to the needs of our employees whether they're at the start of their career, a working parent, a carer or contemplating retirement. We aim to empower employees to effectively manage and achieve their career and life goals.</p>
 <p>INCLUSIVE CULTURE</p>	<p>Parents and Carers at the GSMA</p> <p>In June 2023, we launched our Parental Leave Support Programme, designed to support and empower new and expecting parents as they navigate the joys and challenges of parenthood. 70% of eligible employees have participated in our Parental Leave Support Programme since launch.</p> <p>Our Parental Leave Support Programme offers dedicated 1-2-1 coaching sessions facilitated by our expert coaches from Educating Matters, who provide emotional support, answer questions, and offer valuable insights to make the transition as seamless as possible. From pre-parental leave planning to adjusting to life after returning to work, the coaching sessions are tailored to the unique needs of each employee.</p>	<p>We recognise that managers play a crucial role in the transition that new parents undertake. Therefore, as part of our Parental Leave Support Programme, we developed specialised training for managers. We aim to foster open communication, empathy, and understanding between managers and employees, ensuring a smooth and positive experience for all.</p> <p>As a result of the programme, some colleagues came together to relaunch the GSMA network for Working Parents and Carers, which aims to create an environment for our parents and carers to chat, ask for advice and compare notes, and in the process feel supported, understood and accepted. The network also invites specialist speakers on various parenting and caregiving-related topics and advocates for parents and carers across the GSMA.</p>

ACCOUNTABILITY

Menopause

On International Women's Day 2023, we hosted a webinar to understand more about the impact on those experiencing the Menopause and to launch our Menopause Support and Guidance. The guidance highlights the support available for employees experiencing menopausal symptoms and the adjustments readily available for employees to comfortably carry out their work responsibilities at home or in the office. In line with our LGBTQIA+ efforts, the guidance incorporates inclusive language and gender-neutral considerations.

As part of the launch, we demonstrated our commitment by signing up to the [Menopause Workplace Pledge](#).

Balancing work and personal life

We understand that hybrid working is vital to supporting the diverse needs of colleagues across all stages of their lives. Through our hybrid working policy, staff are able to work from home for up to three days per week.

All our staff globally can request to work flexibly to maintain a healthy work-life balance.

“It was a proud parent moment walking into the office with my children for the first time, hearing them saying ‘Wow, is this where you work?!’ as we walked along the river and through the doors.

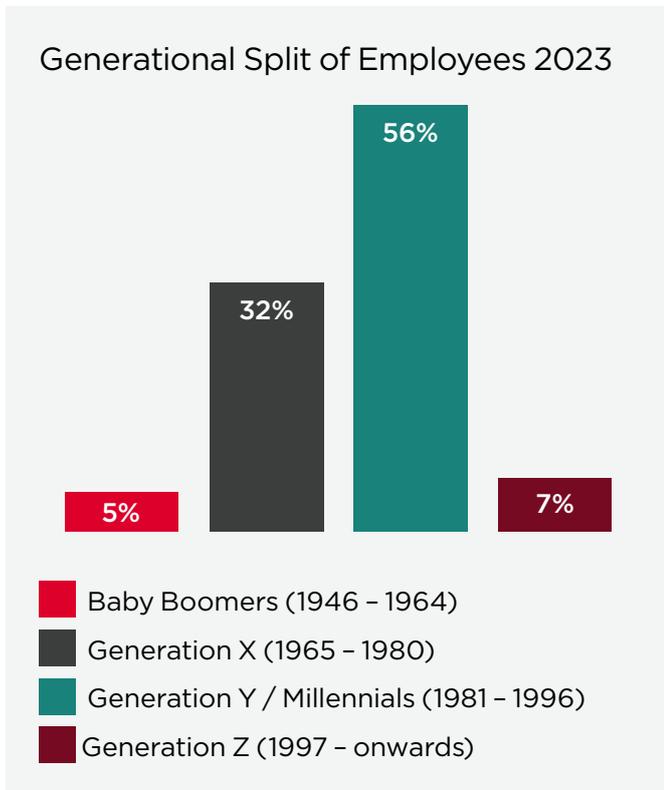
They were so excited to see the other children, the elves, presents, food and of course Father Christmas. I really enjoyed seeing my colleagues in their other roles as parents and felt a little Christmas magic spread through us all. I appreciate the camaraderie that the Working Parents and Carers Network offers and am pleased to have played part in its successful relaunch.”

Jane Crooknorth

Project Manager, Advocacy UK



Multigeneration – Data Insights



Most of our workforce are from Generation Y (Millennials) with our Generation Z population on the increase so it is important that our culture and ways of working are adaptable to the changing needs of Gen Z so we can attract them to the GSMA while retaining other generations.

Senior Level – Generation split

Our Leadership Team comprises **50%** Baby Boomers and **50%** Generation X.

Our Extended Leadership team make-up is 11% Baby Boomers, 71% Generation X and 18% Generation Y/ Millennials.

There is an increase of 6-percentage points in Generation Y/ Millennials balanced by a similar decrease in Generation X when compared to 2022 which is normal in terms of an advancing population.



DEI Principles - Disability

 <p>TRANSPARENCY</p>	<p>In 2023, we focused on disability data collection. We have started collecting disability data in the UK and look to launch in other locations, where possible, in 2024. We will continue to drive this initiative to understand our employee population, strengthen our practices and processes, ensure</p>	<p>our colleagues with disabilities can achieve their full potential, and ensure that we can sufficiently and transparently address any gaps. We continue to review the provision of workplace adjustments and accessibility in all our global offices.</p>
 <p>INCLUSIVE CULTURE</p>	<p>We educate employees through various channels, such as blogs during Disability Pride Month and a webinar on Neurodiversity and Intersectionality for Neurodiversity Celebration Week. Following our Disability Awareness webinar, we shared practical guidance with our employees on disability inclusion, covering inclusive</p>	<p>language considerations, internal communication adjustments, and team communication adaptations to ensure inclusivity.</p> <p>We continue with our pledge through The Valuable 500 to action for disability inclusion. Find our commitment here.</p>
 <p>ACCOUNTABILITY</p>	<p>We have made accessibility enhancements for Mobile World Congress Barcelona, including sign language interpretation for all keynotes at the event.</p> <p>Over the past year, we have focused on enhancing accessibility (a11y) functions and code across our websites, aligning with the Web Content Accessibility Guidelines (WCAG2.2). So far, we have updated event sites such as Mobile World Live (MWL) and 4YFN to meet WCAG2.2 standards, other gsma.com pages will follow.</p>	<p>Continuous monitoring and improvements are ongoing due to the evolving nature of accessibility requirements.</p> <p>Notably, the accessibility improvements to our MWC App led to positive recognition across various news outlets during Mobile World Congress 2023.</p> <p>In 2023 all 10 of our global offices had an access audit to ensure our practices are inclusive to persons with disabilities. Suggestions for improvements from these audits have already been actioned and we will continue this through 2024.</p>

Disability – Industry Activities

Principles for Driving the Digital Inclusion of Persons with Disabilities

Globally, an estimated 1.3 billion people have some form of disability, with around 80% residing in developing countries. By 2050, the need for assistive technology is expected to rise to 3.5 billion people, yet only one in ten currently have access to the necessary tools for independent living. The [Mobile Disability Gap](#) exacerbates this disparity; the lack of mobile phone ownership and mobile internet usage among individuals with disabilities limits their access to vital mobile-enabled services and assistive technologies. As more services become ‘digital by default’, there is an increased risk that people with disabilities may be left behind.

Addressing this issue requires a concerted global effort to reach and digitally include people with disabilities. The GSMA, in collaboration with mobile operators and accessibility experts, has developed the [Principles for Driving the Digital Inclusion of Persons with Disabilities](#). These principles offer a framework for industry action and practical steps for reducing access and usage gaps.

To date, over 15 partners, including mobile operators and other relevant organizations, have committed to or endorsed these principles.

For more resources on digital inclusion for persons with disabilities, visit our [dedicated page](#).

Diversity4Tech – Industry Activities

We would like to end this section with our Diversity4Tech programme. It builds on the success of Women4Tech, expanding conversations to include the indisputable case for diversity and inclusion in business.

Diversity4Tech (D4T) believes we can reduce the gender and overall diversity gap in the tech industry, driving progressive change and helping individuals, businesses and society to thrive.

Diversity4Tech initiatives provide multiple layers of inspiration, connections and solutions that span an individual’s entire career, from the classroom to the boardroom. Gender equality, diversity and inclusion are no longer optional

agenda items. They are indispensable to the bottom line and the growth of society’s wellbeing overall.

Diversity4Tech – Leading change and impact through MWC Barcelona

Diversity4Tech (D4T) at MWC Barcelona, sponsored by EY, showcased the mobile technology ecosystem’s collective commitment to advancing diversity, equity and inclusion (DEI) through various panel discussions, keynotes, and networking opportunities.

Our industry leaders are taking bold, measurable actions to harness the full force of DEI for the betterment of people, industries, and society.



“As connectivity becomes ever more fundamental to our daily lives, it has never been more important to ensure that the technology we are creating, and the businesses we are building, reflect the true diversity of the world we serve.”

Lara Dewar, Chief Marketing Officer

5. Wellbeing - Principles

The GSMA is committed to supporting the wellbeing of all staff. We aim to encourage a happy and healthy working environment by offering comprehensive benefits, tools and initiatives that are inclusive of mental, physical, financial and social wellbeing.

2023 Highlights:

Mental Wellbeing

During the year, 11 Mental Health First Aiders came together in our London office to receive Mental Health First Aid training from St John's Ambulance, reinforcing our commitment to employee mental wellbeing.

Employees came together in active participation for the Mental Health Foundation's 'Wear it Green campaign' during Mental Health Awareness Week, which fostered allyship and destigmatising mental health through personal sharing in 'Let's Talk' sessions.

To ensure we are providing an inviting and calm space for employees to take some time-out, we have now successfully updated all our Wellbeing and Multi-Faith Rooms throughout our office portfolio, a goal from our 2022 Diversity Report.

Financial Wellbeing

We remain committed to ensuring employees receive financial support through webinars and resources shared throughout the year.

In 2023, we organised several webinars focusing on financial wellbeing keeping in mind the diverse needs of our global population- some were applicable to all while others were location specific.

For example, we had a global interactive session on practical financial strategies which will support our employees to plan and achieve a secure financial health at their individual earnings level. In the UK, we had specific educational webinars on pensions and how to plan for retirement and another on importance of having a personal will and what it should include.



Physical Wellbeing

During 2023, we focused on various physical wellbeing activities, including the 'the GSMA Steptacular challenge,' a global step challenge where 452 employees took 117,502,292 collective steps in just 28 days.

Employees submitted pictures of their scenic routes and uploaded their workout content; offices globally participated in collective lunchtime walks and other activities such as bike rides or gym classes throughout the 28 days.

During Stress Awareness Month, where employees joined online yoga and meditation classes, fostering a holistic approach to employee wellness.

We organised voluntary health checks and provided our employees with resources to support their physical wellbeing such as webinars on 'boosting your energy' and 'what the body needs'.

Social Wellbeing

Together with the social events organised by our employee networks, including our successful global Easter bake sale, which generated funds for the International Tree Foundation, we also held employee socials in June and another in December for employees so they can network, celebrate successes and have some fun together.

In recognition of the value, we know in-person activity brings, in 2024 we are introducing 'Stronger Together' activities which are opportunities for staff to come together.





Wellbeing offerings

The Employee Assistance Programme

We engage external wellbeing providers to offer an Employee Assistance Programme (EAP) to all employees globally. The EAP is a confidential and impartial advice service available to support employees whenever and wherever it's needed.

Flexible working arrangements

We are happy to consider flexible working arrangements at application stage and throughout employment.

Mental Health First Aiders

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.

Professional development days

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.

Wellbeing Rooms

We have Wellbeing Rooms in our Atlanta, Delhi, Brussels, London and Nairobi offices. Where we don't have a specific space designed in the office, we have converted a room that is dual purpose to ensure we have a space available to support our employee's emotional, spiritual and physical wellbeing.

Employee Development

The GSMA is committed to supporting the professional development of our employees. We do this primarily through:

- Our quarterly learning schedule driven by business and learning needs
- Bespoke team training
- Coaching and mentoring
- Individual sponsorship for external courses, events or to attain qualifications or certifications
- eLearning, including access to on-demand training through LinkedIn learning for all of our employees

Life insurance and Health insurance

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

Healthy snacks in the office

We offer various complimentary healthy snacks in our offices.

Webinars, activities and resources

We hold a variety of webinars and activities supporting physical, financial, social and mental wellbeing. We have offered a range of health webinars to help employees feel their best. Some webinar examples include 'Boosting your energy' and 'What the Body Needs', 'Anxiety in Children' and 'Supporting my financial wellbeing'.

We include any resources that would be helpful to an employee's wellbeing in dedicated wellbeing communications or OneGSMA newsletters.



6. 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.

The below table compares our results from the Annual Staff Survey undertaken in March 2023 and March 2022.

Statement	2023 Engagement Score	2022 Engagement Score
Feel the GSMA meets their needs with regards to flexible working	95%	90%
Feel they can 'be themselves' at work	86%	83%
Agree their manager encourages a balance between their personal and work-life	90%	90%
Agree the GSMA values diversity in the workforce	90%	85%
Agree the GSMA has a culture that encourages equal opportunities	85%	74%
Feel their manager is sensitive to their culture/background	90%	89%
Agree the GSMA is committed to supporting wellbeing	91%	80%

All our 2023 scores sit on or above the 85% mark. All, bar one score, have improved year on year which demonstrates that we are bringing about positive change in line with employee expectations and our work is not over yet.

Thank you

We hope you have enjoyed reading our Diversity Report 2023.

We are incredibly proud of our achievements and look forward to reviewing our progress next year as we continue our DEI journey towards a more inclusive environment for all.

Diversity Report
2023