



Diversity Report 2024



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1. Foreword

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.

Director General Foreword

With over 700 employees collaborating across 10 offices worldwide, the GSMA is a truly global organisation which, to me, is what makes it such a special place to work.

The diversity of our team is one of our core strengths and a competitive business advantage – making us more resilient and creative, and allowing us to serve the needs of our members around the world.

Transparency is at the heart of our approach to supporting diversity in the workplace. Our latest staff survey shows that 87% of our employees feel they can be themselves at work, which is hugely encouraging and a testament to our ongoing efforts to create an environment where everyone is valued and respected. Our continuous drive to collect and analyse DEI data has shown year-on-year improvements, reinforcing our dedication to progress.

Fostering an inclusive culture is equally vital. This year our OneGSMA employee-led forum continued its work to drive inclusion across the organisation and our ‘Let’s Talk’ sessions provided important spaces for open dialogue, understanding, and celebration of our differences.

We also continued our commitment to initiatives like the EQUALS Global Partnership, which champions digital gender equality. And through our commitments to the Race at Work Charter, Valuable500 and The Halo Code, we are actively working to create a more equitable future, ensure we focus on disability inclusion, and recognise and celebrate our Black employees.

A personal highlight for me was taking part in a panel on the crucial link between physical activity and positive mental health, which go hand in hand to reduce stress and boost our overall wellbeing. This connection was vividly demonstrated through initiatives like the ‘GSMA Steptacular Challenge’, where 537 employees engaged in daily walks, bike rides, team sports, and other activities, to collectively cover 111,228km – equivalent to walking around the world almost three times!

As I step down from my role at GSMA, I am proud of the progress we have made in embedding diversity, equity, and inclusion into our culture. Together, we have built a strong foundation for lasting change – one that ensures DEI remains a shared responsibility across our organisation and the wider mobile ecosystem. As this report shows, our commitment is not just aspirational but action-driven – we have taken concrete, measurable steps to make our industry more inclusive and reflective of the world it serves.

Looking ahead, I know the GSMA will continue to expand data-driven insights, strengthen leadership accountability, and break down structural barriers. While there is still much to be done, with the dedication of our people, I am confident that progress will continue.



Mats Granryd
Director General and
Board Member, GSMA

Head of Diversity, Equity and Inclusion's Foreword

It is with great pride that I reflect upon our journey and achievements over the past two years. Our 2023-2024 action plan has been a testament to our unwavering commitment to fostering a truly inclusive and diverse workplace. As role models within the mobile industry, we have indeed led the way on our DEI agenda.

Early in the year I was invited to moderate a session during the Diversity 4 Tech (D4T) summit at Mobile World Congress Barcelona 2024. It was a fantastic experience, engaging with industry leaders about the positive impact they have made with DEI data collection. During the session, we reiterated the importance of data collection for organisations, paving the way for our own data collection journey as we continue to lead by example in promoting DEI within the industry.

Data collection remains a significant challenge, particularly due to a complex country specific data privacy laws and cultural landscape. As a result of diligent data collection effort, we now have a minimum 40% declaration rate across the four new categories (gender identity, religion, sexual orientation, and disability) and we have maintained an average declaration of 95% for ethnicity.

In 2024, we shifted our focus towards making DEI business-critical while maintaining our structured approach based on our DEI principles of accountability, transparency and inclusive culture. This approach ensured that DEI considerations were woven into the fabric of major change initiatives such as GSMA culture reinvigoration, GSMA intranet, and a refreshed onboarding process. We had a focused learning session on DEI during our annual global Extended Leadership Team (ELT) Summit, with each ELT member making a tangible commitment to create a more inclusive and equitable environment while also being transparent with their teams.

In 2025 we will continue to drive our DEI agenda by improving engagement, nurturing an environment of trust, empowering our colleagues and embedding the DEI principles throughout the organisation.

With this in mind, we have updated our two-year plan to build upon our successes and address areas that require further attention. To ensure sustainable change and address any systematic barriers we will continue to review the experiences of our employees throughout the entire employee lifecycle. This plan will guide us as we strive to make GSMA truly globally inclusive, setting new benchmarks for diversity, equity and inclusion in the mobile industry.

As we look ahead, our goals are ambitious yet achievable. We aim to:

- Improve our data completion rates, with a target of achieving 80% across all demographics.
- Complete disability pay gap analysis, providing crucial insights into our compensation practices and helping us address any disparities.
- In collaboration with our talent team we aim to enhance the inclusivity of our recruitment practices. We will work closely with them to implement strategies that attract diverse talent and ensure our hiring processes are free from bias.
- We will prioritise training for our managers, equipping them with the necessary skills to effectively manage DEI and welfare conversations. This will foster a more inclusive and supportive work environment for all our employees.



Fiona Onochie
Head of Talent & DEI

2.

About GSMA

Connectivity for Good.
Industry Services and Solutions.
Outreach.



Our London GSMAers

About GSMA

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.

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.

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

3.

2024 Highlights

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

Transparency promotes open communication and builds stakeholder trust, while an **inclusive culture** ensures diverse perspectives and creates an environment of psychological safety where our employees have a sense of belonging.

Accountability in the DEI space is crucial for fostering trust, maintaining credibility, and driving meaningful change. These principles fortify the effectiveness and impact of our DEI initiatives.



Under Transparency, we aim to:

- Strengthen employees 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

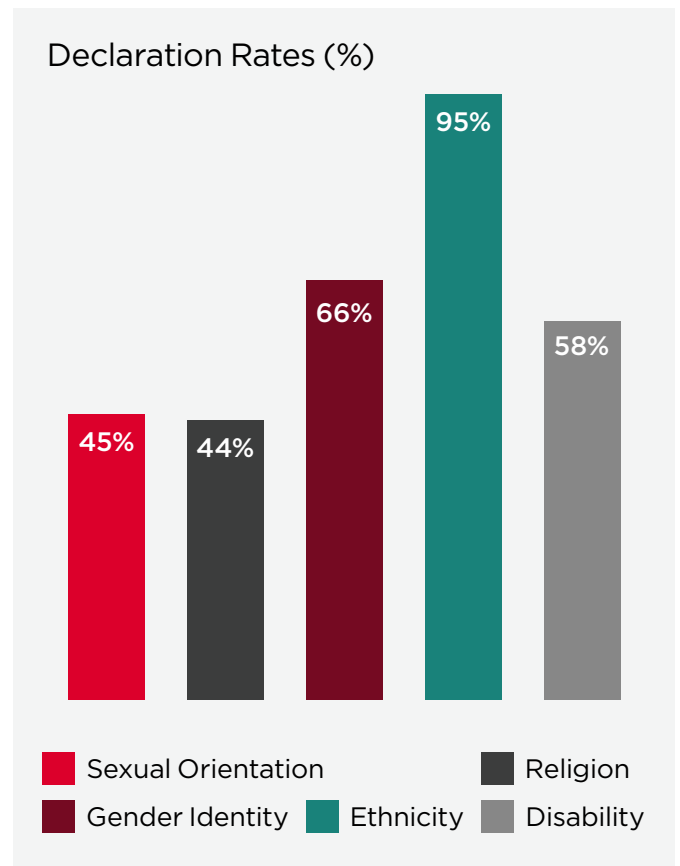
Transparency 2024 Highlights

In 2024, one of our goals was to ensure that we have an accurate and accessible DEI data dashboard within our HR system to enable our DEI team can review our completion rates, global population data, and track progress throughout the year.

We have been collecting Gender Identity data in the UK and US since 2022. In 2023, we initiated the collection of Disability, Religion, and Sexual Orientation data in the UK; In 2024 we also started collecting this demographic data in Kenya (apart from Sexual Orientation), US and India.

We have been collecting Gender Identity data in the UK and US since 2022.

The table below shows the current declaration rates for those eligible to submit their data:



Transparency promotes open communication and builds stakeholder trust

PRINCIPLE 2:

Under the principle of creating an Inclusive Culture, 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 2024 Highlights

This year, our OneGSMA Chairs implemented a focused strategy to enhance engagement across our workforce, particularly within the regions, recognising the unique cultural contexts of each area.

The primary goal was to strengthen regional connections and create a more integrated global team.

Carol Gitobu, OneGSMA Co-chair shares how they achieved this in the OneGSMA Highlights section.

Our Atlanta GSMAers





PRINCIPLE 3:

ACCOUNTABILITY



Under the principle of ensuring accountability, we aim to:

- Empower GSMA 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 2024 Highlights



Oonagh Stein,
GSMA Finance Director

Oonagh Stein, GSMA Finance Director, shares her reflections on the impactful Inclusive Leadership session during the ELT Summit:

“During our Extended Leadership Team summit this year, GSMA held an Inclusive Leadership workshop facilitated by John Amaechi, founder of APS Intelligence. Guided by John’s expertise, we delved into

what it means to be truly inclusive, going beyond surface-level diversity initiatives to create spaces where all team members feel valued and heard.

One key takeaway, which particularly resonated with me, was the importance of recognising and addressing our own biases. John shared his perspective that there is no such thing as unconscious bias, but rather a tangible, real phenomenon for which we are all individually accountable.

The session highlighted the critical role of leadership in driving meaningful change and equipped us with tools to practice inclusive leadership. Following the workshop with John, my senior team and I incorporated a “privilege walk” exercise at our leadership offsite meeting. It was a fascinating exercise which helped us to identify the many ways in which we have been individually advantaged or disadvantaged. It also served to remind us that we all carry preconceptions and biases about others and that it’s much better to learn from each other’s lived experience than to assume to understand without asking.

Working with respected experts, GSMA is intentional about ensuring that we are taking concrete steps towards embedding DEI principles throughout GSMA. For us, DEI isn’t just a top-down directive, but a shared responsibility and these tools enable each of us to act with greater awareness and intention”.

4. 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,
London

John Giusti
Chief Regulatory Officer,
London

Lizzie Chilton
People and Culture
Director, London

GSMA DEI Team

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

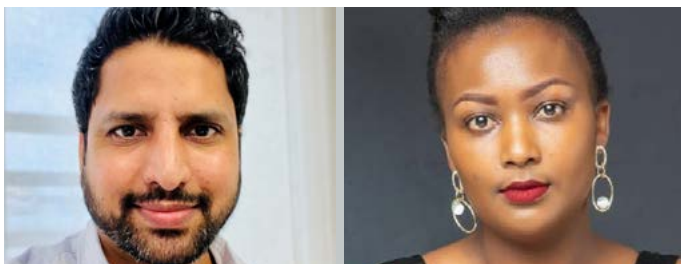


Fiona Onochie
Head of Talent and DEI,
London

Nadia Mastantuono
DEI and Wellbeing
Partner, London

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 people driven interventions.



Ankur Vashishtha
Facilities Manager
New Delhi term ended
December 2024

Carol Gitobu
M4D Market Engagement
Manager Nairobi

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.



- 1 Alex Arcia**
Finance and Compliance Analyst Atlanta
- 2 Ankur Vashishtha**
Workplace Services Manager New Delhi
- 3 Annabelle Yeoh**
Senior Project Manager, Events Hong Kong
- 4 Belen Espada Vioque**
Workplace Services Coordinator Barcelona
- 5 Bhavisha Shah**
People Planning and Project Lead London
- 6 Florencia Bianco**
Senior Marketing Communications Manager Buenos Aires
- 7 Gehena Singh**
Research Analyst New Delhi
- 8 Henry Bowes**
Senior Operations Manager M4D London
- 9 Jay Jackson**
Sales Director MWCLV Atlanta
- 10 Jemima Higginbottom**
Social Media Community Manager London
- 11 Kayleigh Ramsay**
Membership Manager London
- 12 Larissa Gontijo Jales**
Policy and Regulatory Manager Brazil
- 13 Lavinia Zecca**
People Communications Lead London
- 14 Lois Owusu-Asabere**
Talent Administrator London
- 15 Luiz Felipe Zoghbi**
Director Spectrum Policy London
- 16 Lydia Cash**
Operations Analyst Atlanta
- 17 Rishi Chauhan**
Research Analyst New Delhi
- 18 Yashika Shankar**
Research Analyst New Delhi
- 19 Elaine Lee**
Head of Corporate Support Shanghai

All GSMA employees are responsible for building an environment where colleagues feel comfortable to be themselves.

OneGSMA 2024 Highlights

As I reflect on my time as OneGSMA Chair, I'm filled with immense pride and excitement about the change we have enabled.

In line with our culture reinvigoration, one of our goals for 2024 was to encourage regional employee engagement at our DEI focused events to make GSMA truly Stronger Together, one of our company values.

The Chairs also focused on building relations with our Leadership Team and attending their townhalls to amplify OneGSMA's purpose and entice attendance to our activities. As a result of this, we gained five more dedicated OneGSMA Champions!

OneGSMA delivers against the Inclusive Culture principle by hosting webinars and Let's Talk sessions that enable us to recognise, understand and appreciate the diversity of individual experiences. This lends to better collaboration and jointly delivered outcomes making us Stronger Together.

This year, we conducted 15 sessions on various topics, including disability awareness, religious events such as Eid al-Fitr, and a focus on intersectional experiences, among others.

OneGSMA also hosted an emotional Let's Talk session 'My Journey migrating to USA/UK' where some of our colleagues shared heartfelt stories about their challenges and successes leaving their home countries and moving to the United States and United Kingdom. The shared stories allowed us to connect at a more personal level and enabled us to understand just how hard it

is for a person to relocate especially when the decision was not by choice. This session helped us empathise with the personal losses experienced through migration.

Following training with the DEI team, we set our goals for 2025 which are closely linked with our DEI strategy and principles:

- Survey employees to garner their views on current DEI measures to understand what we do well and where we need to improve
- Get a base level measure for activity attendance and GSMA Insider (GSMA's Intranet) views for OneGSMA news.
- Encourage OneGSMA champions to set one DEI related performance goal for themselves

I'm very proud of everything we have achieved in 2024, and I have enjoyed working with our passionate OneGSMA champions and allies, who make our agenda a success.

I truly cannot wait for 2025 as we build on our successes to create a more inclusive workplace for all.



Carol Gitobu
M4D Market Engagement
Manager Nairobi

5.

Our Diverse Population

In this section we demonstrate our progress internally and show 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



TRANSPARENCY

We remain committed to improving gender diversity of our Leadership and Extended Leadership Teams.

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.

Our commitment to gender diversity at the highest levels of leadership

remains steadfast. As our LT is small in size (only six member), it is harder to impact the ratio, hence it remains as 67% male and 33% female. Our ELT remains well balanced with a 52% male and 48% female split. We continue implementing robust, diverse succession plans for our LT and ELT, ensuring a pipeline of talented individuals that reflects our commitment to gender parity and overall diversity in leadership.



INCLUSIVE CULTURE

We continue to conduct pay reviews from a gender equality perspective and increase base pay as required to correct any imbalance.

To celebrate International Women's Day (IWD), we shared our second episode of our 'Inclusivity in Conversations', a DEI video series dedicated hosted by Fiona Onochie, Head of Talent and Diversity, Equity & Inclusion; this episode featured a thought-provoking discussion with John Hoffman, CEO of GSMA Ltd.

Together, they explored the IWD theme of 'Inspire Inclusion', sharing personal anecdotes about the

inspirational women in their lives and delving into the significance of being an ally in promoting inclusivity.

This engaging conversation underscored the importance of creating a supportive environment where everyone can thrive.



John Hoffman
CEO GSMA

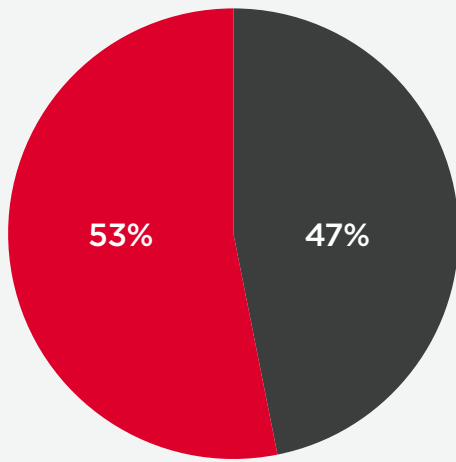


ACCOUNTABILITY

Gender - Data Insights

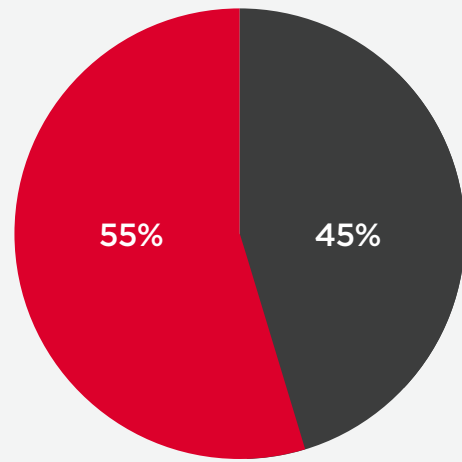
While we are collecting data on gender identity in the UK, for the global gender data insights in this section, we are using assigned gender identity data as stated in national IDs: male or female.

Gender representation for direct employees globally 2024



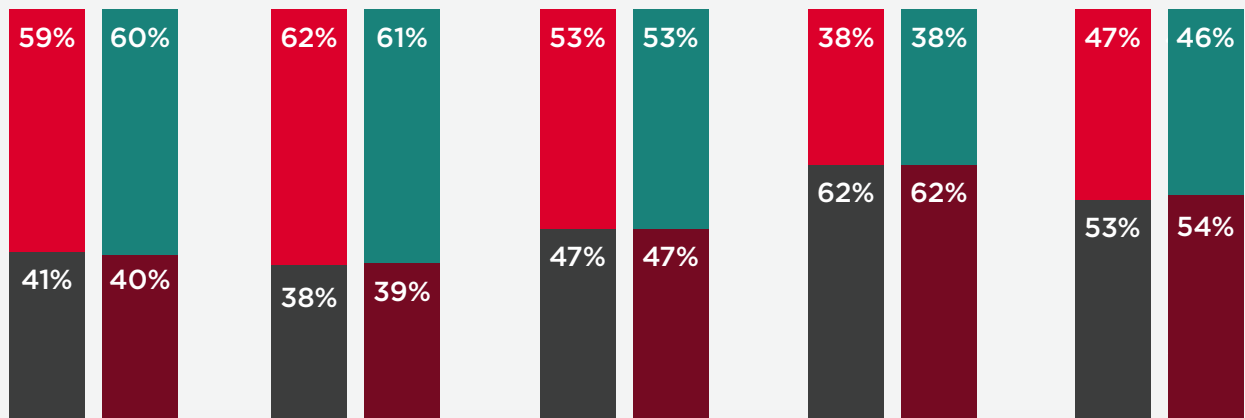
Female Male

Gender representation of new starters globally 2024



Female Male

Gender by Career Level



Female 2023 Male 2023 Male 2024 Female 2024

When comparing gender across career levels between 2023 and 2024, overall the data shows that there's higher percentage of females within junior levels and higher male representation within the Manager/Expert level and Senior Manager/Expert level.

Enhancing female representation in senior positions is crucial for addressing the gender pay gap. To support this objective, we are evaluating our recruitment process to identify and eliminate potential biases, promote inclusive practices, and engage our hiring managers in discussions about inclusive hiring.

Through our parental leave transition programme, we continue to coach our employees returning from extended parental leave, aiming to enhance the experience for anyone taking an extended period of leave, before, during and after.

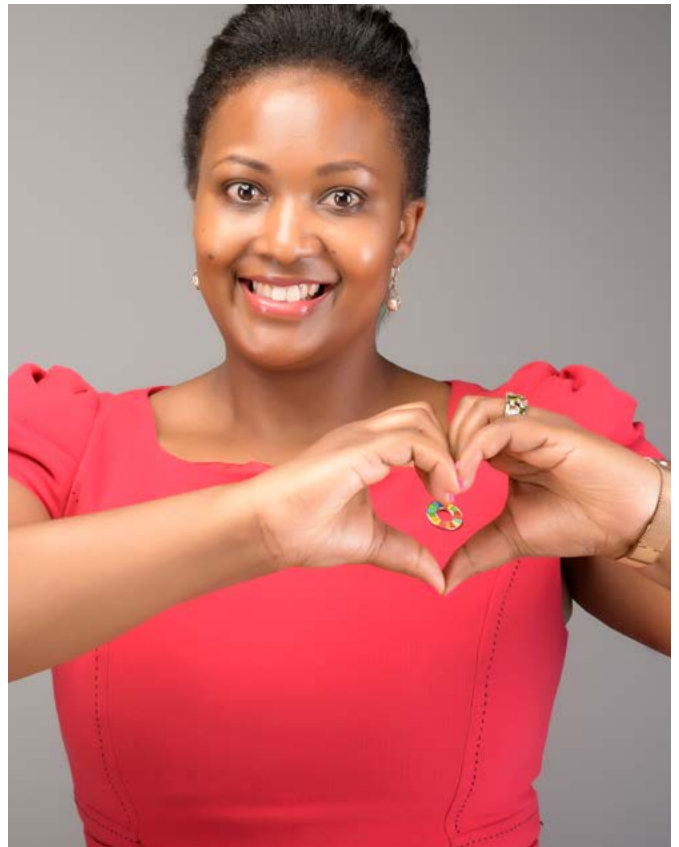
In 2025, we are reviewing our maternity and paternity leave and pay policy globally.

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.”



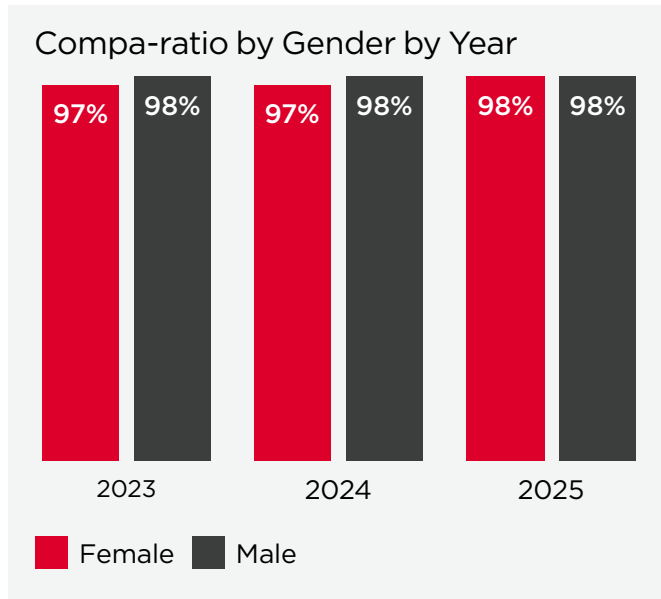
Lizzie Chilton
People & Culture Director



UK Gender Pay Gap Report

Our statutory UK Gender Pay Gap report can be found [here](#).

In 2024, including end-of-year promotions, 66% were given to female employees and 34% to male employees.



2025 Pay Increase Percentages by Gender

The GSMA's pay review takes into account factors such as cost of living, internal and external benchmarking, total reward, and talent segmentation in terms of demand and supply, with a goal of staying in-line with market trends.

The distribution of pay increases effective from 01 January 2025 is overall comparable between genders.

From the above graph we see that the compa-ratio by gender remains balanced between males and females.

Our Nairobi GSMAers



Gender Industry Activities

The Mobile Gender Gap Report 2024

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 2024 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 internet, 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](#).

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 Brazil Presidency.

This year GSMA was also the Head of the EU Delegation to W20 Brazil. We invite to find our more about W20 Brazil's outcomes [here](#).





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 Co-Chair of the EQUALS Skills Coalition, the GSMA co-published the first of its kind gender transformative digital skills education framework which was presented at [a high level event hosted on the fringes of 2024 UN Commission on the Status of Women](#). The framework titled [“Her Digital Skills: Towards a Gender Transformative Approach”](#) recommends gender-transformative approaches to the design of digital skills education programmes. The report also recommends how different stakeholders can intervene in the wider ecosystem to bridge the gender digital divide. The GSMA developed the report in collaboration with the **International Telecommunication Union (ITU)**, **Ernst and Young (EY)**, **Women’s WorldWide Web (W4)**, the **World Bank**, **UNDP**, **UNICEF**, **Plan International**, **GiZ**, and the **AIDS Healthcare Foundation**.

EQUALS Gender Inclusivity Index

Following on from this work the GSMA also launched a focus group for MNOs looking to pilot gender intentional approaches and share best practices and lessons learnt when it comes to reaching

women (or where relevant girls) in their external community engagement efforts. The focus group attracted member operators from across regions and piloted a unique gender inclusivity Index aimed at self-assessing such efforts and addressing key areas for improvement.

EQUALS Co-Founders Principals Meeting

The GSMA Director General Mats Granryd hosted the Secretary General of the ITU, Doreen Bogdan Martin, the Executive Director of the International Trade Centre, Pamela Coke-Hamilton, and the Senior Vice Rector of United Nations University Dr Sawako Shirahase for a full day strategy meeting of the EQUALS Co-Founders on 16 July 2024 at the GSMA Headquarters in London, UK.

GSMA WomeninSTEM Circle

The GSMA Director General Mats Granryd and Chief Marketing Officer Lara Dewar hosted the inaugural GSMA WomeninSTEM Circle which brought together thought leaders from across the public and private sectors in an effort to develop an action oriented roadmap for the global mobile industry aimed at levelling the playing field for women and girls in STEM and closing the gender gap in the talent pipeline.

DEI Principles - LGBTQIA+



TRANSPARENCY

Gender Identity

We were successful in achieving a higher declaration rate for Gender Identity in the UK and US in 2024 compared to 2023.

- US: 76% → 99%
- UK: 47% → 67%

Sexual Orientation Declaration Rates

We have been equally successful in driving sexual orientation declaration rates in 2024 compared to 2023.

- US: 27% → 62%
- UK: 27% → 44%
- India: 1% → 64%



INCLUSIVE CULTURE

Each office celebrated Pride through social team activities during local Pride celebrations. These events helped to create a sense of unity and support for LGBTQIA+ employees across different cultural contexts. In London, staff enjoyed a drag comedy evening to raise money for Switchboard, a UK-based LGBTQ+ helpline that has been providing confidential support, information, and a listening ear to the LGBTQ+ community since 1974.

OneGSMA champions organised a webinar in partnership with ILGA-Europe, a prominent LGBTQIA+ rights in Europe. This informative session provided employees with valuable insights into the current state of LGBTQIA+ rights across European countries, highlighting both progress and ongoing challenges faced by the community.

Our Hong Kong GSMAers



DEI Principles – Multiculture



TRANSPARENCY

- Our Ethnicity disclosure rates in the US and UK remained consistent between 2023 and 2024.
 - We have seen some positive shifts in religion disclosure rates. In 2023, we were only collecting religion declarations in the UK, but we expanded to the US, Kenya and India in 2024.
- US: 44%
 - India: 47%
 - UK: 25% → 43%
 - Kenya: 64%
- In 2024, we aimed to expand our ethnicity reporting to include additional locations. However, due to legislative restrictions, we are unable to collect data in other countries.



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 and religious events in their lives.
- Throughout the year, in our offices, we celebrated various global holidays such as Lunar New Year, Eid Al Fitr, Dragon Boat Festival, St Jordi’s Day, Black History Month, Juneteenth, Diwali, and Christmas. These events highlighted our diverse backgrounds. In 2025, we plan to collectively celebrate more regional events.

2024. First, through a ‘Let’s Talk session, employees worldwide shared their Eid traditions. Colleagues from Nigeria, Pakistan, and Egypt described their customs, helping everyone understand different cultures. The session included a quiz and information about Ramadan. Afterward, there was an in-person festive celebration at our UK office.

“Attending our Eid event was not just nice it was essential. In the midst of email and meetings, it reminded us of the vibrant community we are a part of, fostering connection and understanding. The authentic food was delicious! I loved hearing about the traditions and receiving gifts, it really brought everyone in the office together.”

Alex Clarke
Conference Content Manager

Eid al-Fitr Celebrations

To promote understanding of different cultures, OneGSMA hosted a global Eid al-Fitr celebration in

Our London GSMAers





INCLUSIVE CULTURE

Sant Jordi Festival

- For Sant Jordi Festival our Barcelona office embraced the spirit of St. Jordi with engaging activities like creating

DIY bookmarks and book exchanges. The event was met with enthusiasm and thoroughly enjoyed by all.

“Traditions like Sant Jordi play a huge role in preserving cultural heritage and fostering community spirit. They connect us to our history and provide a sense of continuity and belonging. Embracing cultural events such as Sant Jordi in the workplace is an opportunity for creative expression and for people to share stories and personal experiences related to the tradition!”

Enrique Calvo
Technology Project Manager

“On a special day like St. Jordi - the day of the rose and the book - it was wonderful sharing it with the team in the office. From crafting bookmarks to exchanging books, it was an extraordinary experience.

We all left with new stories to read and beautiful bookmarks to accompany us.”

Belen Espada Vioque
Workplace Services Coordinator



ACCOUNTABILITY

- In 2024, four employees took part in an external leadership training programme for Women of Colour. The programme aimed to improve their leadership skills and career growth. It focused on building self-awareness, emotional intelligence, authenticity, and agility.

Participants learned how to handle personal, organisational, and political challenges that may arise for women of colour in the workplace. The session was dedicated to enabling women of colour to thrive in their

careers while maintaining their individuality and cultural identity, boost self-confidence, and lead authentically.

They shared these insights with their colleagues, which helped raise awareness and promote inclusivity in the workplace.

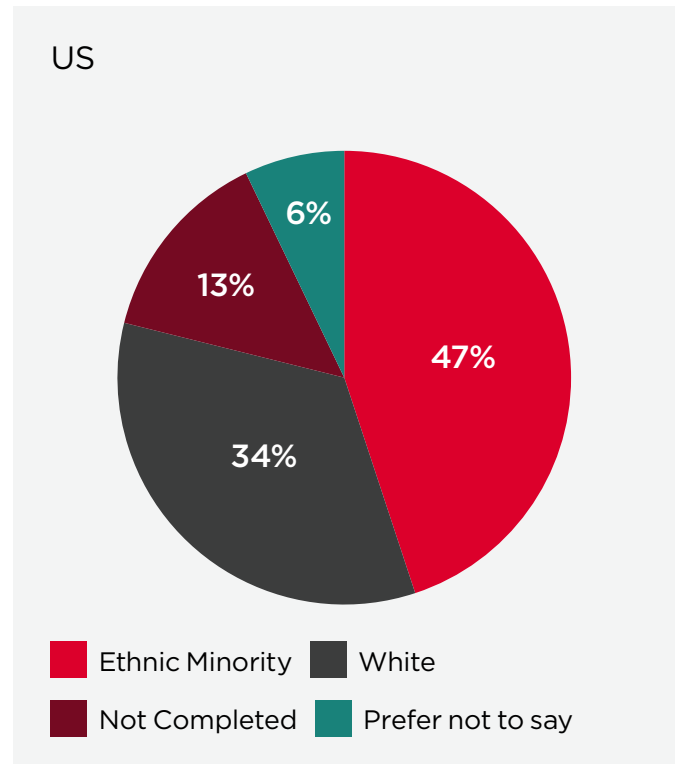
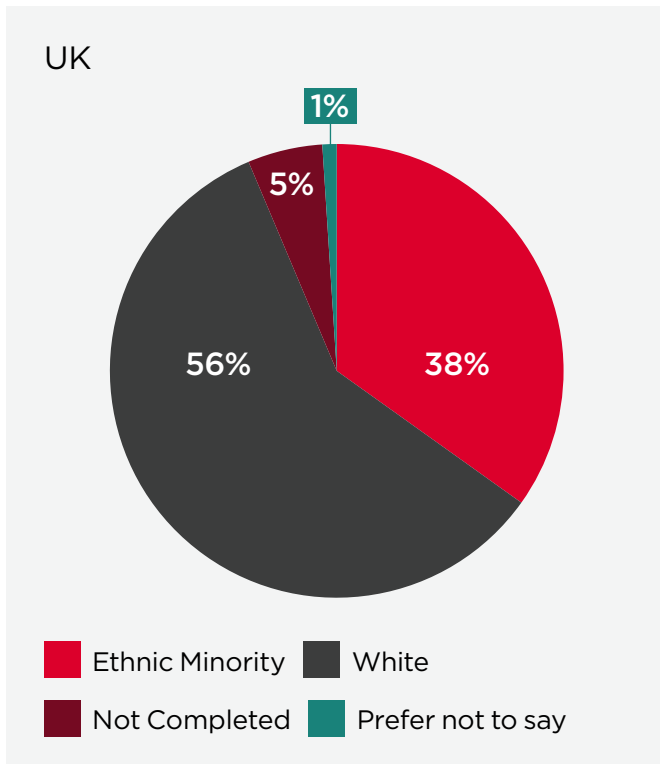
- We remain committed to the [Race at Work Charter](#) to improve race equality, inclusion and diversity in the workplace and [The Halo Code](#), the UK’s first Black hair code.

Multiculture - Data Insights

The data insights shared in this section represent UK and US employees only. We group all non-white ethnicities together, in an 'ethnic minority' category, in order

to maintain anonymity. In the UK, 94% of staff in the UK and 87% of staff in the US provided this data.

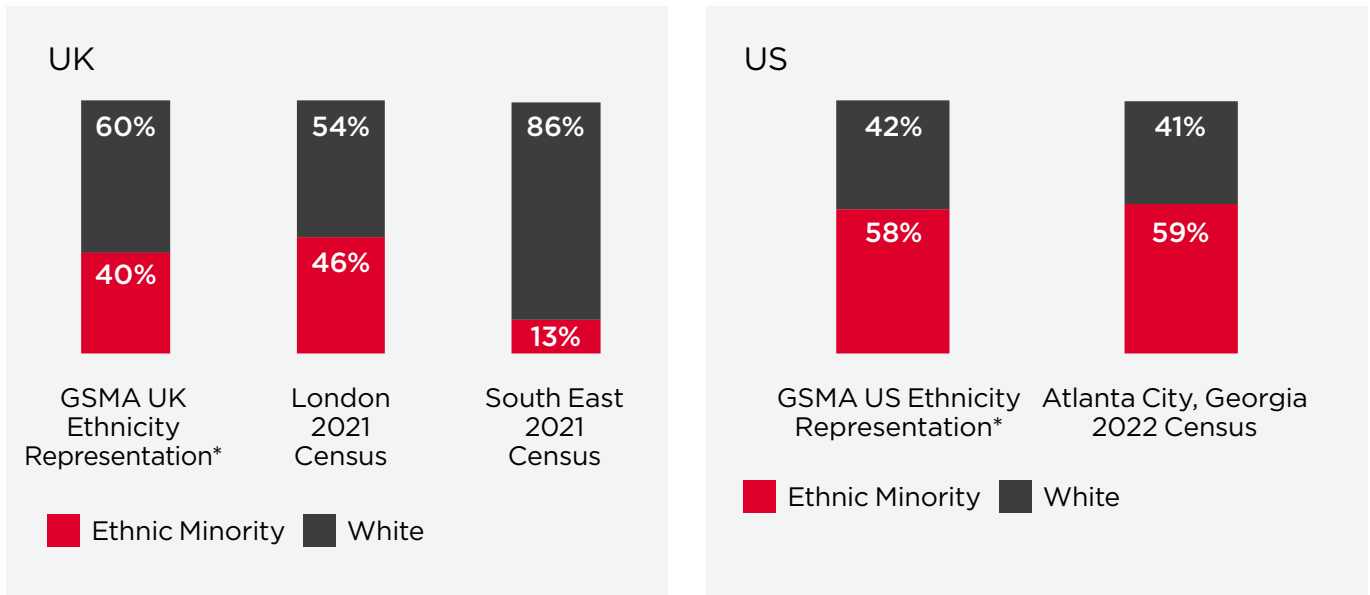
Ethnicity Representation



In 2024, we experienced lower ethnicity declarations from new starters which may explain a drop of 4% in new starters from an ethnic minority background in 2024 (39%) when compared to 2023 (43%).

¹Ethnic 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.

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.

Compared to last year’s data we have improved by 3-percentage points which aligns closely with the London 2021 Census.

Our US office is located in Atlanta, Georgia where our staff population compares well against the 2022 Census data for Atlanta.

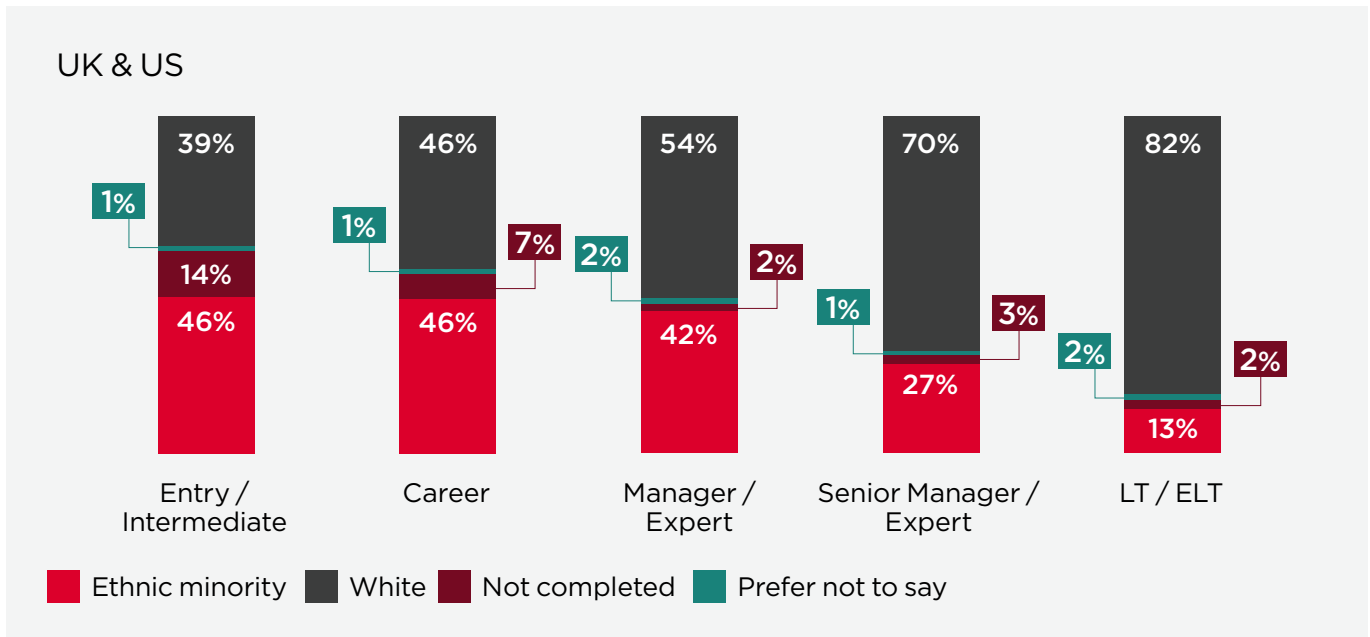
51 Nationalities

As an organisation, representing a global membership base, our employee base includes 51 nationalities - 47 of which are represented in the UK office which has increased from 41 last year.



Our Nairobi GSMAers

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.

In the UK, ethnic minority employees increased by 2-percentage-points at career level and 8-percentage -points at manager/expert level in 2024.

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

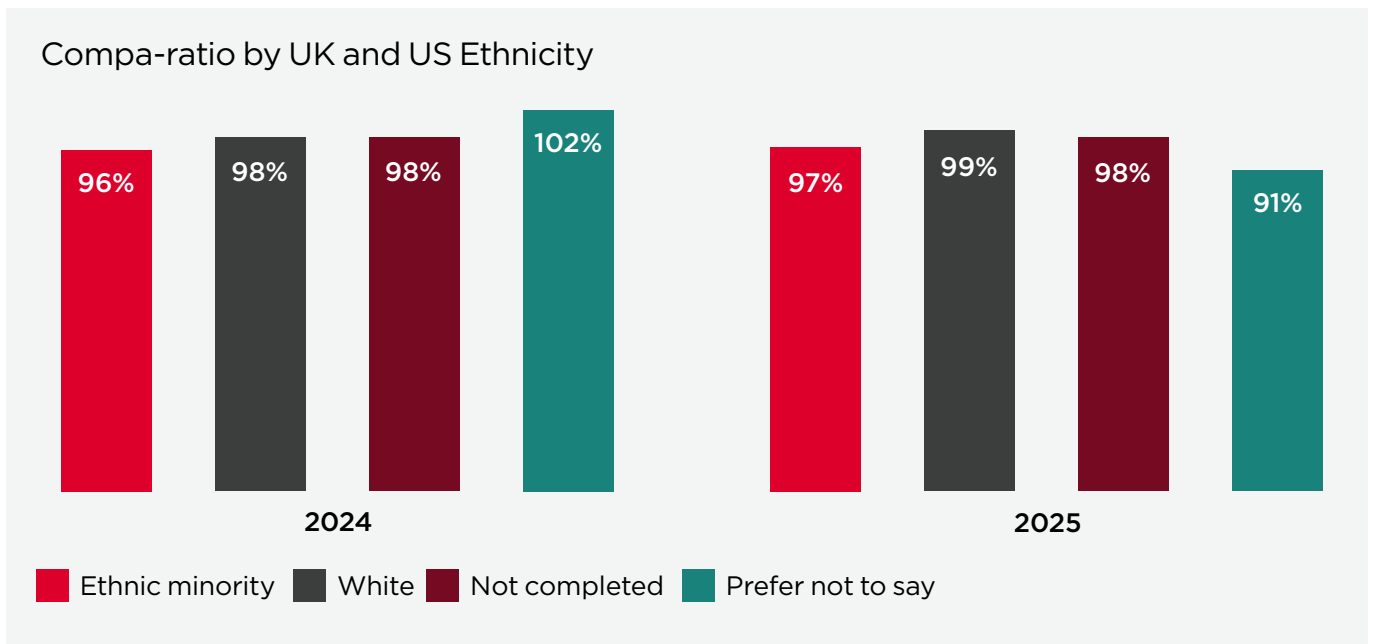
- Ensuring our hiring processes include inclusivity at every stage, from job postings to final selection, attracting and welcoming diverse top talent.
- Engage with our OneGSMA Network to foster an inclusive organisational culture. Amplifying its impact to cultivate widespread allyship, creating an environment where every employee feels valued and empowered and sharing the success of this internally and externally.
- Continuing to collect, monitor and report diversity data through an employee’s lifecycle. By analysing the entire employee lifecycle, we gain actionable insights to support equitable career progression at all levels.



Multiculture – Pay Equality

This graph presents the average compa-ratio by ethnicity group for the combined UK and US as of 01 January, 2025 compared with last year’s data. The 2025 data indicates a 2-percentage

point difference between employees identifying as ethnic minority and those identifying as white in their position against the benchmark, which is statistically insignificant.



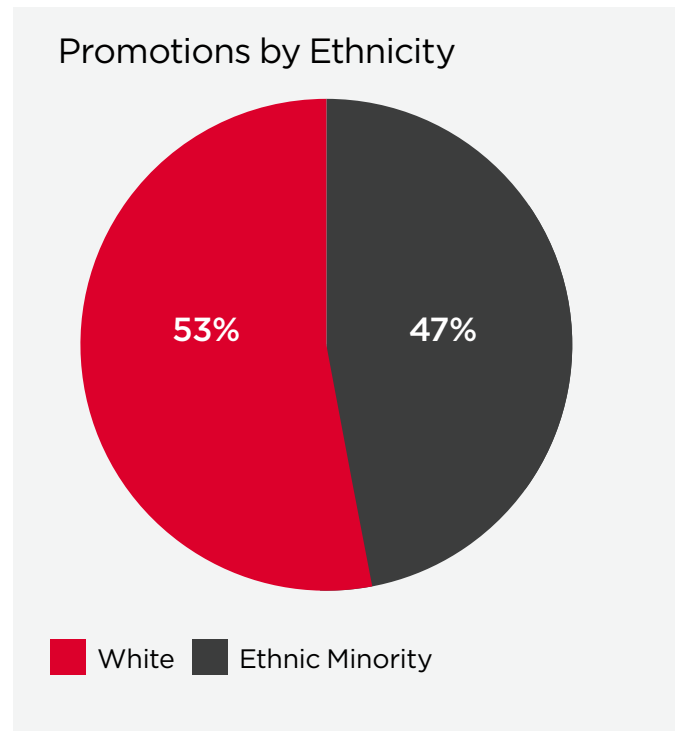
UK Ethnicity Pay Gap Report 2024

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

Full details of our UK Ethnicity Pay Gap Report can be found [here](#).

The promotion rate for ethnic minority employees was 8.2%, with 15 individuals out of the total ethnic minority employee population receiving promotions. In contrast, the promotion rate for white employees was 6.5%, with 17 individuals out of the total white employee population being promoted.




This data indicates that ethnic minority employees received marginally more promotions than their white colleagues in proportion to their representation in the workforce. When an employee is promoted, they normally start at the lower end of the benchmark and this will impact the average compa-ratio. This may also explain the slight difference in compa-ratio between ethnic minority and white staff as detailed on the previous page.



The GSMA’s pay review takes into account factors such as cost of living, internal and external benchmarking, total reward, and talent segmentation in terms of demand and supply, with a goal of staying in-line with market trends.

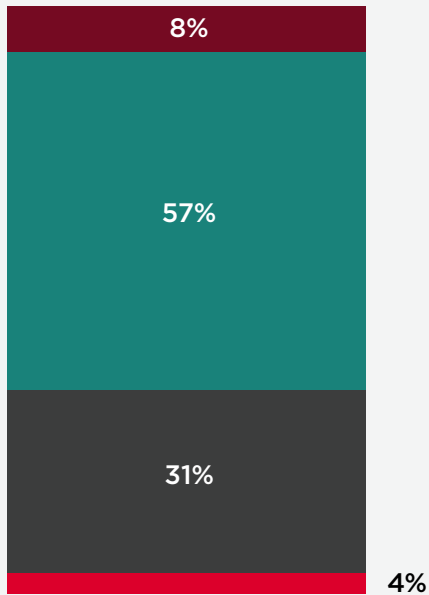
The pay increase distribution by ethnicity, effective from 01 January 2025, is generally comparable between the groups.

DEI Principles – Multigeneration

 <p>TRANSPARENCY</p>	<p>Multigenerational diversity brings immense advantages through the variety of backgrounds and viewpoints each generation offers. We recognise that as employees progress through different phases of life, their priorities evolve. By collecting generational data, we can better address the needs</p>	<p>of our workforce, whether they are just starting their careers, managing family responsibilities, caregiving, or approaching retirement. Our goal is to empower employees to balance and achieve their career and personal aspirations effectively.</p>
 <p>INCLUSIVE CULTURE</p>	<p>GSMA had the pleasure of participating in a two-day immersive experience with Nomura, led by Mastercard, aimed at supporting young students aged 17-20. The goal was to provide students with valuable skills and guidance for their future career aspirations and networking opportunities in the tech and corporate sectors. This initiative highlighted the importance of community engagement and the role we can play in shaping the future workforce.</p> <p>We've continued with our Parental Leave Support Programme, introduced in 2023, to support new and expecting parents with the responsibilities of parenthood. The programme includes personalised one-on-one coaching sessions facilitated by expert coaches from Educating Matters. These sessions offer emotional support, answer questions, and provide valuable insights to ensure a smooth transition from pre-leave planning to post-return adjustments, tailored to</p>	<p>each employee's unique needs. We also introduced specialised training for managers to provide them with the tools and knowledge to support their employees returning from parental leave effectively.</p> <p>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 in the process feel supported, understood and accepted, invited specialist speakers to uncover various parenting and caregiving-related topics to support and create an open dialog amongst employees.</p> <p>The network hosted another Children's Christmas Party at the London office. For 2025, we aim to ensure that each region organise their own children's party to commemorate a cultural event of their choosing during the year.</p>
 <p>ACCOUNTABILITY</p>	<p>We continue to demonstrate our commitment as an inclusive employer by signing up to the Menopause Workplace Pledge.</p> <p>Alongside this commitment, we ensure our internal menopause policy is readily available for those who require support.</p>	<p>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 3 days per week. We continue to offer employees flexible working upon request, to maintain a healthy work-life balance.</p>

Multigeneration – Data Insights

Generational Split of Employees 2024



- Generation Z (1997 - onwards)
- Generation Y / Millennials (1981 - 1996)
- Generation X (1965 - 1980)
- Baby Boomers (1946 - 1964)

Our generation data remains the same as the previous year. With a growing number of Generation Z employees and a workforce mostly comprising Millennials, it is vital that our culture and work practices adapt to meet Gen Z's needs while retaining other generations. We must also start preparing for Gen Alpha entering the workforce in the late 2020s.

Senior Level – Generation split

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

Our Extended Leadership Team is comprised of 10% Baby Boomers, 64% Generation X, and 26% Generation Y/Millennials.

Compared to 2023, there has been an 8-percentage point increase in Generation Y/Millennials and a 7-percentage point decrease in Generation X, which is consistent with demographic trends.

Our Shanghai GSMAers



DEI Principles - Disability

 <p>TRANSPARENCY</p>	<p>We are proactively responding to the UK Labour government’s emerging focus on disability pay gap reporting by implementing a comprehensive data collection strategy. We aim to achieve an 80% completion rate in the UK by the end of 2025 and other locations by 2026. Our goal is to understand our employee population better, strengthen our practices and processes, and ensure colleagues with disabilities can achieve their full potential. By transparently addressing potential pay gaps, we are committed to creating an inclusive workplace that provides equal opportunities for all employees, regardless of disability status.</p> <p>In 2024, GSMA launched a strategic disability data collection programme across the UK, Kenya, the US, and India, aimed at enhancing workplace inclusivity and understanding employee needs.</p>	<p>Declaration rates:</p> <ul style="list-style-type: none"> • US: 9% • UK: 63% • India: 31% • Kenya: 64% <p>To achieve our 80% completion rate target, we will implement a multi-faceted approach. This will include transparent communication about data collection purposes, engaging senior leaders as champions, utilising multiple communication channels, and ensuring robust data privacy measures. We will focus on explaining the tangible benefits of sharing disability data, emphasising how it contributes to creating a more supportive and inclusive workplace.</p> <p>We continue to review the provision of workplace adjustments and accessibility in all our global offices.</p>
 <p>INCLUSIVE CULTURE</p>	<p>In 2024, OneGSMA hosted webinars exploring the intersectionality of neurodivergent experiences, covering topics like “Neurodiversity and Mental Health” and “Neurodiversity and LGBTQIA+”. These sessions aimed to educate employees, offering nuanced understanding of strengths</p>	<p>neurodivergent colleagues offer and the challenges they experience, promoting empathy and support in the workplace.</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>GSMA’s People and Culture team held a disability inclusion workshop to strengthen workplace accessibility. The session covered visible and non-visible disabilities, mental health, neurodiversity, and legal frameworks like the UK’s Equality Act 2010. Key discussions centred on inclusive recruitment practices, reasonable adjustments, and the social model of</p>	<p>disability, which frames disability as shaped by societal barriers rather than individual limitations. The workshop also highlighted the importance of inclusive language and strategies to support employees throughout their career lifecycle, reinforcing GSMA’s commitment to an accessible workplace.</p>



ACCOUNTABILITY

A key focus was placed on the importance of using inclusive language, with an emphasis on the social model of disability, which views disability as a result of societal barriers rather than individual impairments. The team gained valuable insights into supporting disability inclusion throughout the employee lifecycle, from recruitment to retention, ensuring GSMA continues to create an accessible and supportive environment for all employees.

At Mobile World Congress Barcelona 2024, our DEI team joined an exclusive EY roundtable exploring neurodiversity's potential at the intersection of Generative AI, Sustainable Value Creation, and Trust. The session challenged us to reimagine how we can

leverage neurodiverse talent across our customers, colleagues, and communities. By aligning innovative strategies with emerging technologies, we're committed to creating a more inclusive and innovative digital ecosystem.

We continue to make accessibility enhancements for Mobile World Congress Barcelona, including sign language interpretation for all keynotes at the event.

In 2024, we completed the accessibility audits for all our offices and we continue to evaluate our global offices for improvements conducting accessibility audits to ensure our practices are inclusive of individuals with disabilities.

Advancing Digital Accessibility – GSMA Web Team

The Web Team at GSMA is committed to creating inclusive digital platforms that cater to the diverse needs of all users, including those with disabilities and neurodivergent individuals. In 2024, we have simplified the navigation across our sites by improving readability and language processing with accessible fonts and adjustable text sizes and offering sensory controls to ensure our websites are user-friendly for everyone.

Additionally, we prioritise clear communication through explicit error messages and provide alternative contact methods like email and chatbots for those requiring other interactions. Personalisation options such as dark mode, adjustable spacing, and multiple content formats enhance accessibility.

These efforts align with GSMA's broader mission to drive digital.

Accessible websites are essential not only for compliance with regulations such as WCAG, ADA, or the UK's Equality Act 2010 but also for promoting inclusivity.

A website designed to be neurodiverse-friendly enhances the user experience (UX) for all users, not just those with specific needs.

Implementing these principles creates a more welcoming, efficient, and accessible digital environment, allowing neurodivergent individuals to fully engage with our content, products, and services.

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 organisations, 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. The GSMA represent the best interests of mobile operators worldwide. Our vision is to unlock the full power of connectivity so that people, industry and society thrive. A diverse industry will unlock the power of connectivity between people, giving our industry a competitive edge and ensuring we thrive. Through our Diversity4Tech programme, we help our industry become an exemplar of diversity by being a leading voice and demonstrating the value that diversity brings, to business performance and the bottom line. Our goal is to effect change on a meaningful scale and allow the tech industry, which is ubiquitous across industries and society to realise diversity’s benefits.

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.

At the 2025 edition of MWC Barcelona, we launched the GSMA Voice Initiative – a global survey to capture the voices and experiences of people working in the mobile industry which will help guide our D4T action plan, enabling us to foster an environment where innovation thrives, and diverse talents are nurtured.



“Inclusive business is not simply a moral imperative, it’s a business imperative, with meaningful benefits to the bottom line.”

Lara Dewar
Chief Marketing Officer

6. Wellbeing - Principles

The GSMA supports our employees' wellbeing by promoting a happy and healthy work environment with comprehensive benefits, tools, and initiatives to support their mental, physical, financial, and social health.

2024 Highlights:

Mental Wellbeing

During Mental Health Awareness Week, employees showed their support by participating in the Mental Health Foundation's 'Wear it Green Day'. They also engaged in a book club discussion of Gabor Maté's "The Myth of Normal", exploring how modern culture impacts chronic illness and wellbeing. These activities facilitated meaningful discussions and reinforced the company's commitment to mental health awareness. Additionally, employees engaged in a book club discussion of Gabor Maté's "The Myth of Normal," exploring how modern culture's toxicity impacts chronic illness and well-being.

This combination of activities fostered thought-provoking conversations and demonstrated the company's commitment to mental health awareness.

For World Mental Health Day our team in Barcelona attended an Art Class to support their mental and social wellbeing.

"The session involved painting which created a relaxed and fun atmosphere. It was a great chance for us to unwind, express our creativity, and connect with each other outside the usual work environment.

The experience was not only enjoyable but also therapeutic. It allowed us to de-stress, recharge, and strengthen our sense of teamwork.

Each person added their own touch to the painting, resulting in a piece that reflected our collective effort.

This activity reminded us of the importance of taking time to connect and support one another, which is essential for both our wellbeing and building a positive work culture."

Sonia Torras

4YFN Strategy Coordinator



Physical Wellbeing

In 2024, GSMA continued to prioritise employee wellbeing through a diverse range of physical health initiatives. We launched our first-ever employee-led running club in London, allowing staff to explore the city's iconic sights while promoting fitness and camaraderie.

Our Leadership Team demonstrated their commitment to holistic wellness by conducting an impactful session on mental health through physical activity, sharing valuable insights and strategies.

The highlight of our wellness calendar was the annual 'GSMA Steptacular Challenge', reimagined as 'The Great GSMA Race,' which saw an impressive 537 employees collectively covering 111,228 kilometres in just 31 days.

This engaging event not only promoted physical wellness but also fostered teamwork and cross-departmental collaboration, aligning with our core principles of inclusive culture and continuous improvement.

In keeping with OneGSMA's commitment to regional engagement, we organised a variety of collective activities across our global offices, including fishing, bowling, paddle sports, yoga, kung fu, and group walks.





Our Shanghai GSMAers

Financial Wellbeing

In 2024, GSMA reinforced its commitment to employee financial wellness through targeted webinars which focused on critical financial domains, including pension planning, tax optimisation, and holistic financial health management.

By providing these educational resources, we hope to empower employees with essential knowledge to make informed financial decisions, reduce financial stress, and build long-term financial resilience.

Social Wellbeing

In 2024, GSMA embraced a holistic approach to social wellbeing, recognising the critical importance of connection and community within our organisation.

Our social initiatives embodied our core value of 'Stronger Together' by providing meaningful platforms for employees to connect, celebrate collective achievements and foster a sense of belonging.

For detailed information about our benefits offerings, please visit our GSMA website.

7. 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 2024 and March 2023.

<p>Feel the GSMA meets their needs with regards to flexible working</p> <p>2024 94% 2023 95%</p>		<p>Agree the GSMA has a culture that encourages equal opportunities</p> <p>2024 84% 2023 85%</p>	
<p>Agree the GSMA is committed to supporting wellbeing</p> <p>2024 87%</p> <hr/> <p>2023 91%</p>	<p>Feel they can 'be themselves' at work</p> <p>2024 87% 2023 86%</p>		<p>Agree their manager encourages a balance between their personal and work-life</p> <p>2024 87%</p> <hr/> <p>2023 90%</p>
<p>Agree the GSMA values diversity in the workforce</p> <p>2024 92% 2023 90%</p>		<p>Feel their manager is sensitive to their culture/background</p> <p>2024 91% 2023 90%</p>	

Thank you

We hope you have enjoyed reading our Diversity Report 2024.

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
2024