

GSMA

Culture and Inclusion

Report 2025



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Director General Foreword



In a fast moving technological and geopolitical landscape, our values remain essential to how we lead and how we serve our global industry.

They guide how we listen to diverse perspectives, strengthen collaboration, and ensure that every colleague at the GSMA has the opportunity to thrive. Inclusion fuels innovation, and innovation keeps our mission to connect everyone and everything to a better future relevant and impactful.

As a global organisation representing mobile operators and the wider ecosystem, our strength lies in our ability to understand and reflect the diverse viewpoints of the communities we serve.

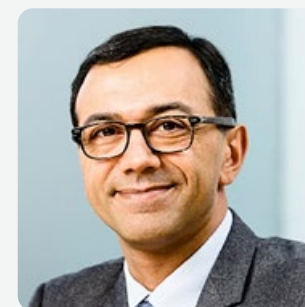
This is central to our industry ambitions; over the past year, I have seen how deeply diversity, equity and inclusion are embedded in our daily work through global learning, strengthened policies, regional celebrations and cross team collaboration.

Our work across the industry including initiatives such as closing the Mobile Usage Gap, the GSMA Voice survey and our partnerships on gender inclusivity through the EQUALS programme also reflects our commitment to driving meaningful, data led progress across the mobile sector. These internal and external efforts continue to build transparency, accountability and trust across our workforce and our industry.

This report highlights the progress we have made together and the ambition that drives our next steps.

In the year ahead, we remain committed to nurturing a culture where every colleague feels a strong sense of belonging, and where inclusive leadership, data driven insights and development opportunities help us deliver meaningful impact for our members and partners worldwide.

I am proud of what we have achieved, and I am energised by the path ahead as we continue building an inclusive and forward looking GSMA."



Vivek Badrinath
Director General

2. Our Culture



The GSMA Values

PASSIONATELY
DRIVEN

INSIGHTFUL
LEADERS

**STRONGER
TOGETHER**



We re-invigorated our culture and introduced our three values in 2024, and in 2025 we focused on bringing them to life through increased leadership visibility, clearer communication of organisational goals and stronger cross functional collaboration. We also refreshed our staff engagement survey to ensure we are measuring feedback on the drivers that matter most to our people.

As we move into 2026, we remain committed to nurturing a culture where all GSMAers feel engaged, connected and empowered to contribute to our shared purpose."



Lizzie Chilton
People Director

Staff Engagement

Our primary measure of staff engagement is our employee Net Promoter Score (eNPS), which also forms one of our Organisational Objectives, approved by the GSMA Board.

We measure our eNPS by asking staff "Would you recommend the GSMA as a place to work?" during our annual staff engagement survey.

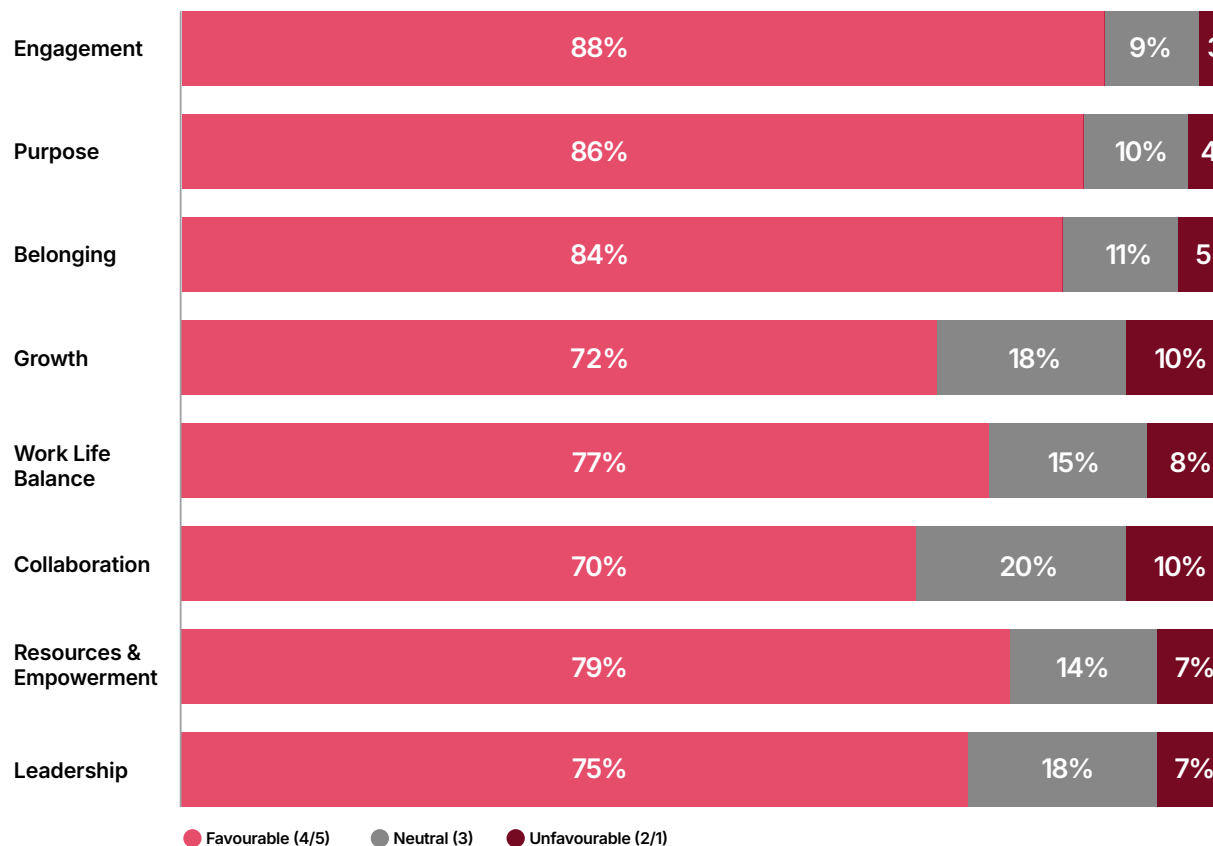
Employee net promoter score is a recognised measure in improving productivity, reducing staff turnover, embedding culture and strengthening the employer brand.

eNPS is calculated by subtracting the percentage of detractors (those scoring 0 to 6 on an 11 point scale) from the percentage of promoters (those scoring 9 or 10 on a 11-point scale) and can range from -100 to 100. eNPS scores between 10 and 30 are considered 'Good,' between 30 and 50 are considered "Very Good" and between 50 and 70 are considered "Excellent".

In 2024 and 2025 our eNPS was 44 ("Very Good"). Our 2026 target is to remain "Very Good", with a stretch target of "Excellent".

*ENPS Benchmarks: Measure And Improve Employee Engagement
Employee Net Promoter Score (eNPS): 2026 Ultimate Guide - AIHR

The 2025 staff engagement survey measures questions over a five-point scale across eight engagement categories:



What GSMAers tell us they especially appreciate about working at the GSMA

BELONGING

I can be myself at work

87%
favourable

2PP higher than the Telco industry benchmark



BELONGING

I feel a sense of belonging at the GSMA

83%
favourable

8PP higher than the Telco industry benchmark



BELONGING

I feel safe to ask questions, highlight problems, share feedback and challenge perspectives within my team

87%
favourable

2PP higher than the Telco industry benchmark




ENGAGEMENT

The GSMA motivates me to contribute more than is normally required to complete my work

82%
favourable

9PP higher than the Telco industry benchmark




LEADERSHIP

I have confidence in the Leadership Team (LT/ELT) to make the right decisions for the GSMA

81%
favourable

12PP higher than the Telco industry benchmark



What GSMAers tell us they especially appreciate about working at the GSMA

PURPOSE

My work at the GSMA gives me a feeling of personal accomplishment

90% favourable

13PP higher than the Telco industry benchmark



COLLABORATION

The people I work with collaborate to get the job done

87% favourable

1PP higher than the Telco industry benchmark



RESOURCES & EMPOWERMENT

I am encouraged to suggest improved or innovative ways of doing things

86% favourable

8PP higher than the Telco industry benchmark

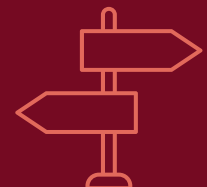


WORK LIFE BALANCE

I have the flexibility I need in my work schedule to meet both work and personal needs

88% favourable

3PP higher than the Telco industry benchmark



Enhancements Achieved in 2025

Through the 2025 staff engagement survey results, we identified areas for focus and improvement and took the following actions:

BELONGING

GSMAers are keen to experience a consistent approach to the application of policies and principles throughout the organisation.

We updated all organisational policies and upgraded our employee intranet, Insider, to enhance global access to policies and benefits information, promoting transparency and reducing ambiguity.

COLLABORATION

GSMAers value when leaders actively enable collaboration across all areas and levels of the organisation by visibly celebrating shared achievements.

We delivered cross-functional initiatives – from company-wide socials and cultural celebrations to external speakers, step challenges and ‘Stronger Together’ events – to strengthen collaboration, wellbeing and organisational culture, and bring global teams together for shared learning and joint successes.

GROWTH

GSMAers value access to information and meaningful discussions with their manager to plan their career development and most importantly have dedicated time for their development.

We developed and rolled out a career planning framework, as well as workshops and tools designed to support managers and employees plan their careers meaningfully. The 2026 goal-setting cycle now also encourages career ambition discussions and professional development plans with manager support.

EMPOWERMENT

GSMAers value greater transparency and clarity in decision-making processes across the organisation.

We launched a decision-making framework and strengthened our change management approach to better support staff and stakeholders through major decisions and change.

Culture Champions

Our GSMA Culture Champions work to cultivate and promote an inclusive and collaborative work environment. They work with colleagues, the People & Culture team and the Leadership Team to build a more connected organisation and strengthen GSMA culture.



As Culture Champions, in 2025, a key area of focus was welcoming new starters, where we developed ideas and plans to support early connection through virtual coffees, in-person touchpoints, and “find-your-feet” support.

This work helped shape a clearer intention around how we can better support new joiners going forward.”

Belen Espada Vioque
Culture Champion



3. Our Diversity, Equity & Inclusion Goals



Head of Talent and Diversity, Equity and Inclusion reflections on progress

 Inclusive Culture

 Transparency

 Accountability

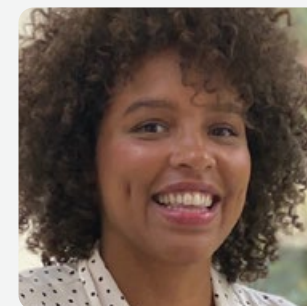


In 2025, we remained focused on our three DEI principles:

Inclusive Culture, Transparency and Accountability. Despite wider geopolitical shifts, we continued to make meaningful progress towards creating an environment where everyone can thrive and feel a sense of belonging.

We prioritised embedding inclusive culture by scaling DEI and talent initiatives, strengthening inclusive recruitment practices and equipping managers to lead diverse teams. In partnership with Talent Spaces, we launched a mandatory Inclusive Hiring e-learning, embedded within our core learning offer.

Data remained central to driving change, with improved diversity data completion rates providing clearer insights into our workforce. We also invested in our employee networks to strengthen connection, engagement and impact across the organisation."



Fiona Onochie
Head of Talent & DEI

Our OneGSMA Forum and Employee Networks

Our employee networks are vibrant communities that amplify under represented voices, build connection, and deepen understanding. Through safe, supportive spaces and our 'Let's Talk' sessions, colleagues share lived experiences on topics central to inclusion and belonging.

OneGSMA is our global, employee led forum driving Diversity, Equity and Inclusion across the organisation. Sponsored by the Leadership Team, it elevates diverse perspectives and enables initiatives that strengthen our inclusive culture and create meaningful change worldwide.

OneGSMA Employee-led Forum



As a new co chair in 2025, was excited to embark on a deliberate reinvigoration of OneGSMA. Over the past year, we've strengthened collaboration, sharpened our DEI focus and launched a six month plan to boost engagement and alignment.

Champion numbers grew by 30%, supported by stronger regional involvement through quarterly calls and targeted initiatives. Our Leadership and Extended Leadership Team members also increased their visibility by sharing lived experiences in our 'Let's Talk' sessions, helping to deepen connection and trust across the organisation.

These advances were powered by the commitment of our champions, networks and regional teams."

Julie Ssali
OneGSMA Co-Chair



Our OneGSMA Chairs

Focus on our networks

Parents and Carers Network



Our Parents and Carers Network connects colleagues with parenting or caregiving responsibilities, offering a supportive space to share experiences, access resources and champion family friendly practices.

In 2025, the network delivered a focused programme of specialist speaker events on topics relevant to parents and carers, providing practical tools that support colleagues in their daily lives.

A highlight was transforming our annual Children's Christmas Party into a multi region celebration, with each office marking a local festival alongside staff and their families bringing joy and connection across the GSMA."

Jane Crooknorth
Parents and Carers Network Lead



Focus on our networks

THRIVE Network



Thrive is an employee led network within OneGSMA that supports multicultural colleagues and allies through community, mentoring, development and shared learning. Building on the legacy of the Multicultural Inclusion Network, Thrive creates space for connection, confidence building and open dialogue.

In 2025, the Thrive Network advanced its goal of creating a safe, welcoming community for multicultural staff and allies to share experiences, build confidence, and be heard. We focused on development by hosting external speakers, encouraging the sharing of lived experiences and connecting members to resources that support growth. We also advanced our mentoring efforts by linking members with career guidance and progressing the early stages of a mentoring pilot.

Alongside learning opportunities, we strengthened community through celebrations that brought regional teams together."

Gemicha West
Thrive Network Lead



4. Our Industry Activities



Our Industry Activities

The Voice Initiative

The GSMA Voice Initiative, led by Chief Marketing Officer Lara Dewar in partnership with Inclusio, aims to map experiences across the mobile sector to improve understanding of representation, inclusion, and workplace culture.

The project gathers input from GSMA members and partners at all levels, building a comprehensive view of industry realities.

Findings from the GSMA Voice Initiative survey were presented at MWC Barcelona 2026 via #ChangeTheFace, where leaders reviewed data and committed to actionable steps for DEI progress.

The EQUALS Gender Inclusivity Index: driving gender-inclusive approaches across the mobile industry

Over the past two years, the GSMA, in partnership with select Mobile Network Operators (MNOs), has prioritised advancing gender inclusivity to drive positive business, employee, and community outcomes. Central to this progress was the development and pilot of the EQUALS Gender Inclusivity Index an assessment tool designed to help organisations measure and enhance gender transformation across their operations.

Far more than a diagnostic, the Index fosters reflection and dialogue and was piloted with MNOs through regional webinars.

Results highlighted both progress and continued challenges in embedding inclusivity in practice, with examples including adopting inclusive language, supporting women’s leadership, investing in STEM education for girls and women, and enabling flexible work options

for caregivers. Case studies showcased the importance of addressing structural barriers and social norms.

The pilot reaffirmed that sustained commitment and accountability are vital for lasting inclusivity. Gender inclusion was shown to deliver social and strategic business value, such as enhanced brand reputation, talent retention, and stronger ESG alignment. The Index, developed as part of the EQUALS Her Digital Skills (HDS) initiative in collaboration with the GSMA, ITU, Ernst & Young (EY), and Women’s WorldWide Web (W4), provides a pathway for MNOs to achieve real transformation.

The Mobile Gender Gap Report 2025

The Mobile Gender Gap Report 2025 is one of M4D’s flagship publications that explores the latest data on the mobile gender gaps, 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](#).

5. Wellbeing at GSMA

Our London GSMAers



Wellbeing at the GSMA

In 2025, the GSMA strengthened its commitment to employee wellbeing with the introduction of four new wellbeing pillars: My Finances, My Health, My Mind and My Connections and Belonging. These pillars, launched alongside the upgraded intranet, ensure that wellbeing resources and activities are more visible and accessible to staff across all locations.

My Finances

Financial wellbeing continued to be a focus, with new sessions led by HSBC designed to help employees manage their money and plan for the future.

In 2026, we are introducing a programme of financial wellbeing webinars, building on feedback from employees seeking ongoing financial education and support.

My Health

GSMA invested in employee health with improved policies and wellbeing initiatives.

We strengthened maternity, paternity and sickness policies through consistent global standards, improving pay and leave across most offices while continuing to reflect generous local benefits. For Stress Awareness Month, colleagues joined educational sessions and

physical activities like running and football. Our annual step challenge became the Steptacular Race, promoting healthy habits and friendly competition, with a 69% participation rate, covering 113,485 km in 30 days.

My Mind

At GSMA, mental wellbeing is central to our workplace culture. We offer global and local initiatives to help colleagues connect and practice self-care.

Recent activities include a 'gratitude wall' for Stress Awareness Month, Spirit Day with a mental health session and padel match in Nairobi, creative terrarium workshops for World Mental Health Day in Brussels and Barcelona, and an International Men's Day webinar on men's wellbeing. These efforts reflect our belief that mental health intersects with physical, social, and cultural aspects of experience at GSMA.

My Connections and Belonging

We prioritise building a workplace where everyone feels welcome.

At the Extended Leadership Team Summit in London, our leaders volunteered supporting projects like community gardening and making cards for children in hospital.

Throughout the year, teams organised social and charitable initiatives - London staff joined Wrap Up London to collect winter coats for vulnerable people, while Atlanta colleagues donated gifts to Toys for Tots through a unique Secret Santa. These efforts help GSMA foster connection, purpose, and an inclusive culture.

5. Our Data



Our Shanghai GSMAers

Diversity Declaration Rates

At GSMA, we use data to make our workplace better for everyone.

We are open about why we collect diversity information and how it helps us improve.

We collect the following diversity data as permissible by local law and culture norms in each location:

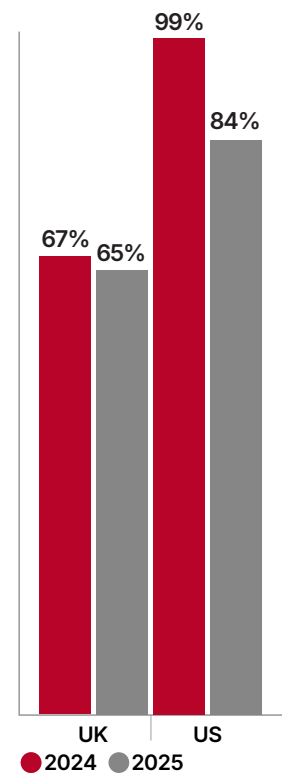
- Gender Identity (UK,US)
- Ethnicity (UK,US)
- Sexual Orientation (UK, US, India)
- Religion/Faith (UK, US, India, Kenya)
- Disability (UK, US, India, Kenya)

Between 2024 and 2025, declaration rates for religion and faith rose noticeably, while overall diversity data declaration saw a modest increase, which likely reflects broader shifts in global DEI priorities.

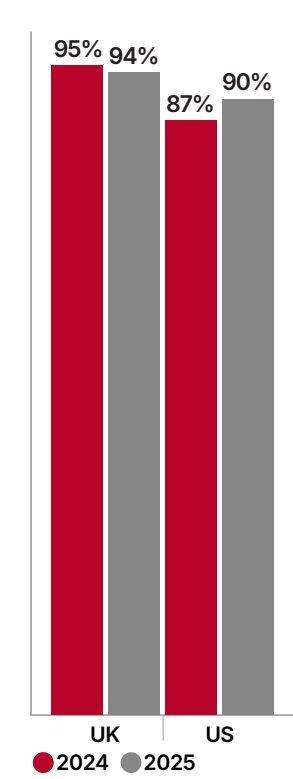
In 2026, we will focus on educating and encouraging new joiners to share their diversity data during onboarding, to boost participation.

Declaration Rates at 01 January 2026

Gender Identity



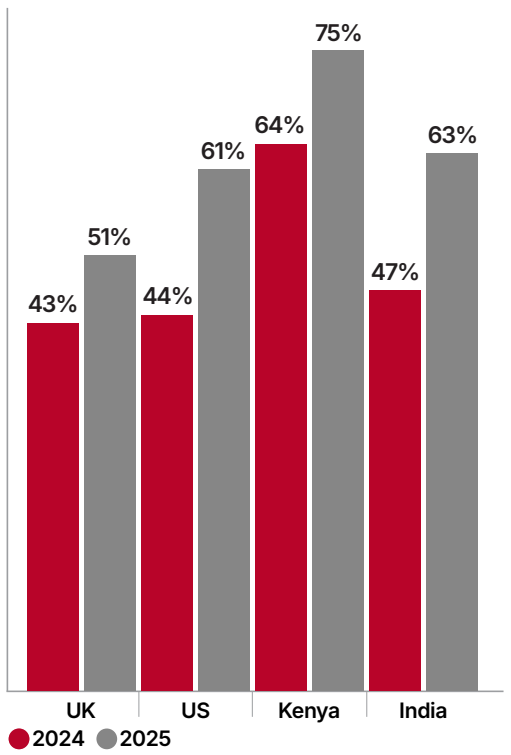
Ethnicity



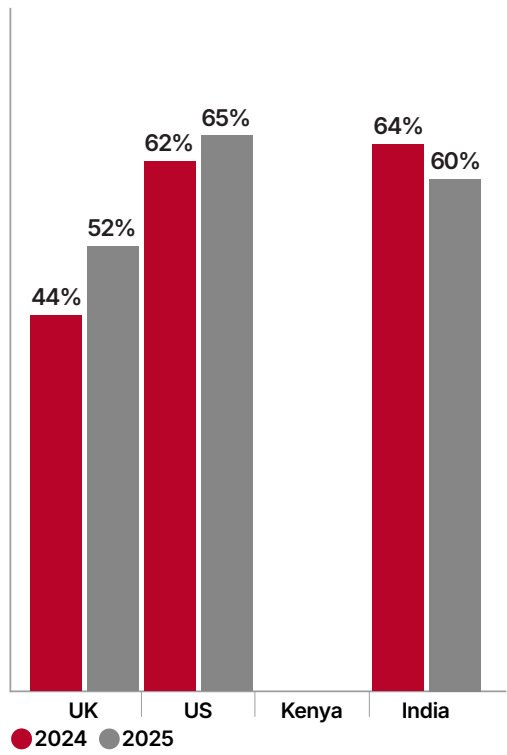
Diversity Declaration Rates

Declaration Rates at 01 January 2026

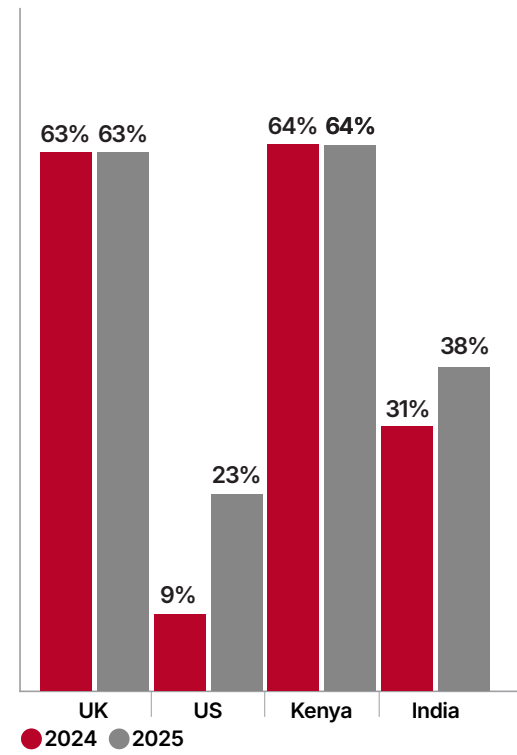
Religion/Faith



Sexual Orientation



Disability



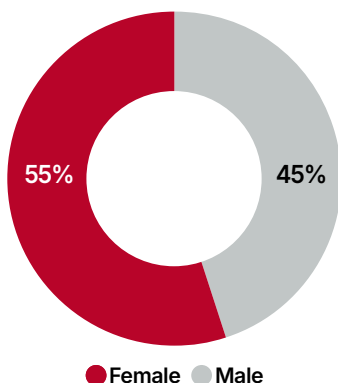
Diversity Population Distribution

The charts below dive deeper into how the GSMA employee population is distributed across gender, ethnicity, disability and generations.

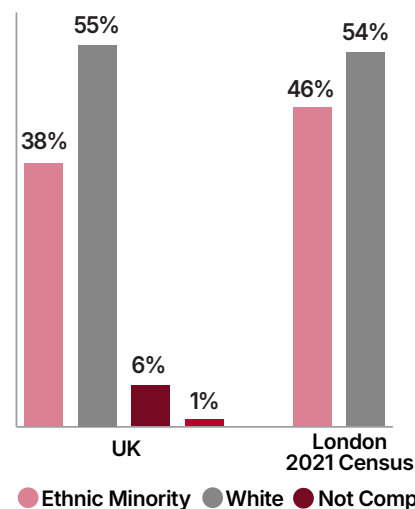
As an organisation that represents a global membership base, our employee base includes 55 nationalities - 46 of which are represented in the UK office.

Distribution Rates at 01 January 2026

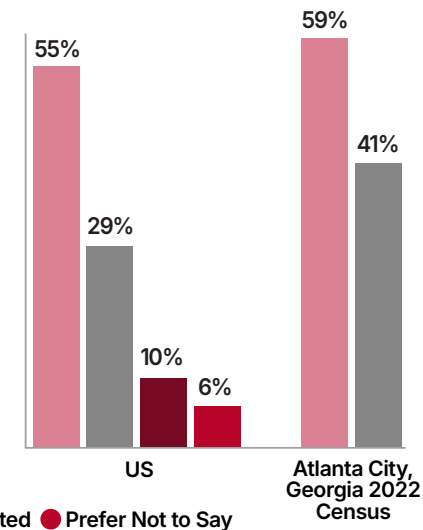
Global Gender Distribution



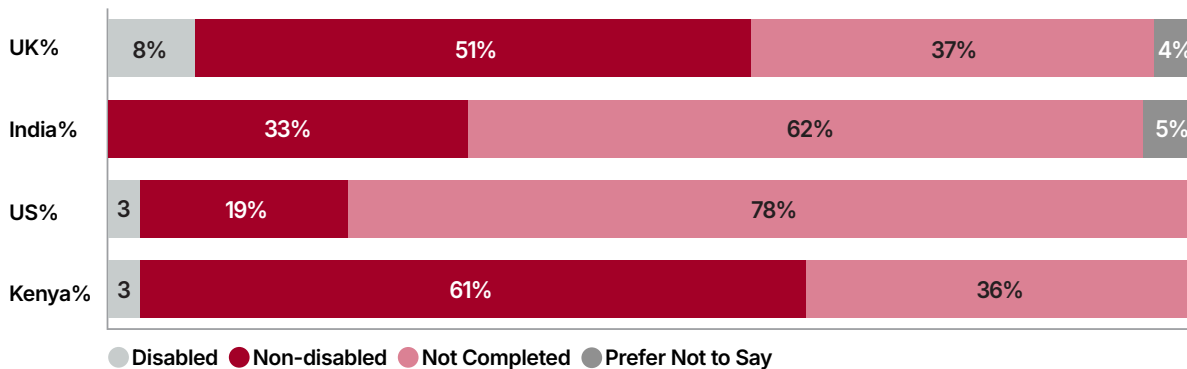
UK Ethnicity Distribution



US Ethnicity Distribution



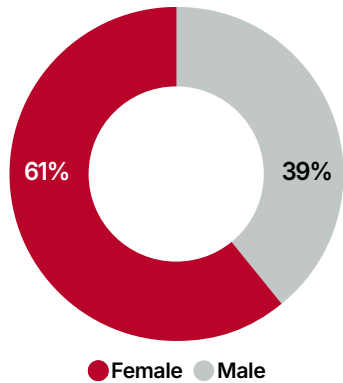
UK US India & Kenya Disability Distribution



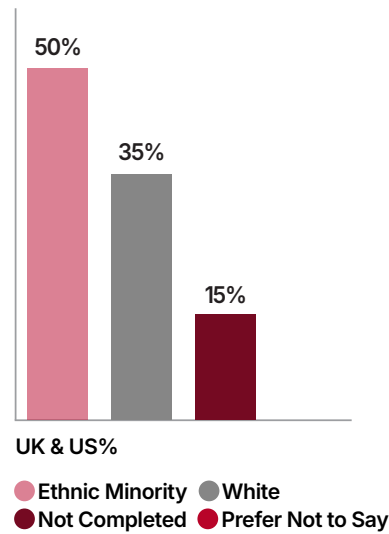
Diversity Population Distribution

Distribution Rates at 01 January 2026

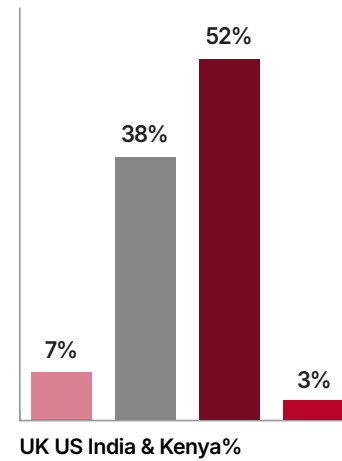
Global New Starters Gender Distribution



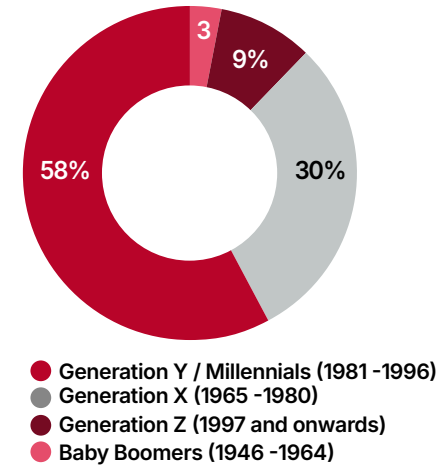
UK & US New Starter Ethnicity Distribution



UK US India & Kenya New Starter Disability Distribution



Global Generation Split



Diversity Population Distribution across Career Levels and Pay Gap Reporting

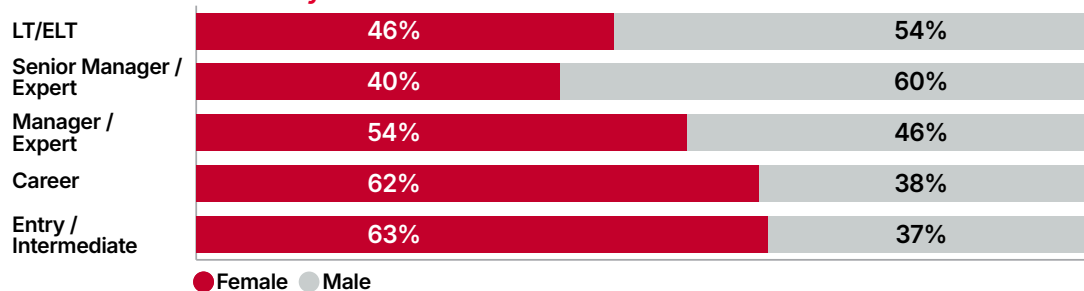
The charts right dive deeper into how the GSMA employee population is distributed across career levels and the average compo-ratio and promotion spread across gender, ethnicity and disability.

The male and white populations are proportionally higher at the executive and senior levels, which explains the pay gaps observed in the Gender and Ethnicity UK pay gap reports.

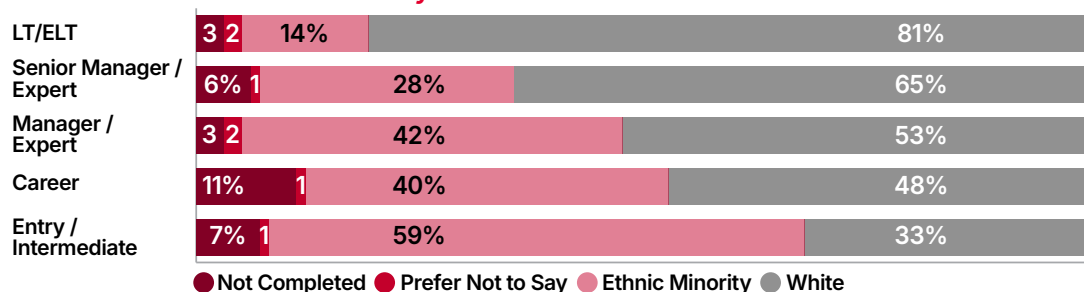
However, with the higher promotion rate in female and ethnic minority populations and increased recruitment of the same at senior levels, it is our ambition that these gaps will negate over time.

Career Levels at 01 January 2026

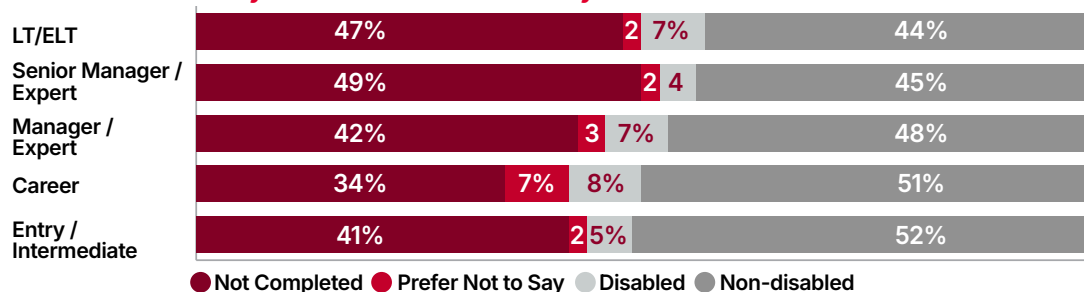
Global Career Levels by Gender Distribution



UK & US Career Levels Ethnicity Distribution



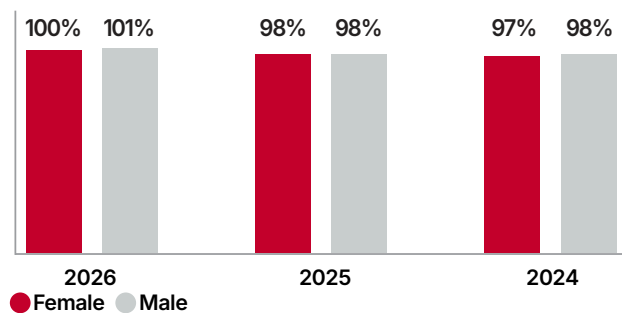
UK US India & Kenya Career Levels Disability Distribution



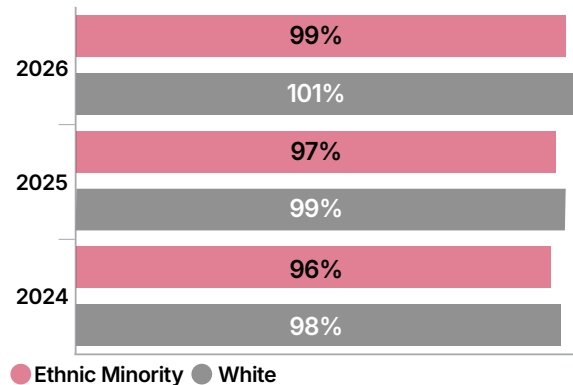
Diversity Population Distribution across Career Levels and Pay Gap Reporting

Compa-ratio at 01 January 2026

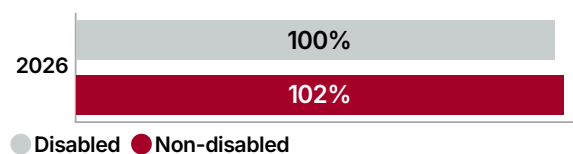
Global Gender Average Compa-ratio



UK & US Ethnicity Compa-ratio

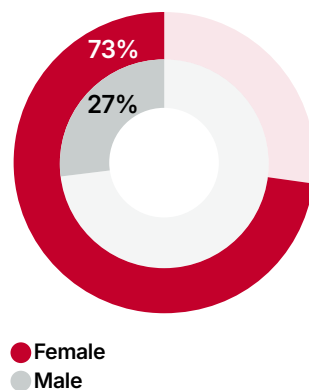


UK US India & Kenya Disability Compa-ratio

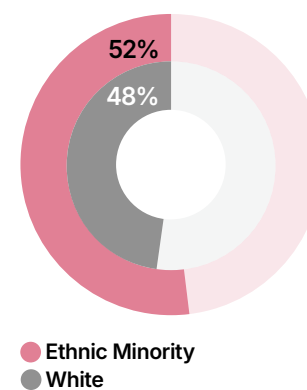


Promotions at 01 January 2026

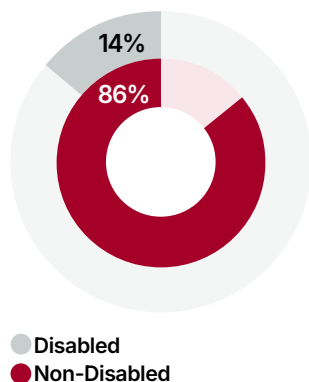
Global Promotions: Gender



Promotions: UK & US Ethnicity



Promotions: UK US India & Kenya Disability



UK Gender & Ethnicity Pay Gap 2025 Reports

Gender Pay Gap Report
April 2025
To be read together with the GSMA Diversity Report 2025

What is the reportable gender pay gap?

The gender pay gap shows the difference in pay between male and female employees in an organisation.

The data in this report aligns with the reporting requirements requested by the UK government for all UK companies with 250 or more employees.

The data covers staff employed by our UK GSMA entity in the financial year ended 5 April 2025, in line with statutory reporting requirements. At this time, **365 staff (202 women and 163 men)** were employed by our UK GSMA entity, representing 50% of the global workforce. No other GSMA entities in the UK meet this requirement.

What's the difference between mean and median figures?
The 'Mean' takes all hourly rates for male employees, and all hourly rates for female employees, calculating the averages for each respectively, then comparing them to show the difference between the two averages. If all the male employees and female employees lined up from lowest to highest paid, the 'Median' takes the middle point for each and compared them.

Average Male hourly earnings - Average Female hourly earnings X 100
Average Male hourly earnings

5 = Mean
3 = Median

Bonus Eligibility

Bonuses for the GSMA performance period from 1 January 2024 to 31 December 2024 were paid in March 2025.

Employees only become eligible for performance bonuses after completing their probationary period. Any employee who joined the GSMA after 1 October 2024 wouldn't have received a bonus in March 2025 as they weren't eligible due to their length of service.

19 men and 14 women who started after 1 October 2024 did not receive a bonus payment in March 2025.

Percentage of employees receiving a bonus in March 2025

Year	Male employees	Female employees
2021	88%	92%
2022	87%	94%
2023	87%	94%
2024	88%	94%
2025	88%	94%

MVC 2020 was cancelled due to the coronavirus pandemic resulting in lower incentive awards in March 2021

Ethnicity Pay Gap Report
April 2025
To be read together with the GSMA Diversity Report 2025

Pay Quartiles

The ethnicity split within each quartile is positive for diversity other than in the Upper Quartile which shows a low proportion of ethnic minorities, however, this figure has increased from 5% in 2022 to 27% in 2025. Although these figures only represent half of all GSMA staff, we work to ensure our Ethnic Minority employees in other quartiles are developed and have fair opportunities for higher level roles when available. Our recruitment practices will continue to create diverse shortlists and interview panels.

When reviewing the Mean and Median ethnicity pay gap within each quartile, there is one significant difference - the Upper Quartile. Again, this is reflective of the lower number of Ethnic Minority employees in this quartile, in particular in senior positions.

Quarterly Hourly Rate

Quartile	Upper	Upper middle	Lower middle	Lower
Ethnic Minority employees' Mean (average) hourly pay is lower than White employees' pay by:	13.7%	13.9%	3.3%	3.3%
Ethnic Minority employees' Median (middle) hourly pay is lower than White employees' pay by:	17.5%	14.4%	0.9%	0.8%

Bonus Amounts

BONUS	2021	2022	2023	2024	2025
Ethnic Minority employees' Mean (average) Bonus pay is lower than White employees' bonus pay by:	96.3%	85.7%	75.3%	69.4%	58.3%
Ethnic Minority employees' Median (middle) Bonus pay is lower than White employees' bonus pay by:	80.7%	30.1%	46.7%	33.2%	20.5%

For bonus payments, we see a greater disparity in the Mean between Ethnic Minority and White employees.

In April 2024, the Leadership Team and Extended Leadership Team consisted of 49 members globally, with only 57% of this group included in the reportable data as they were employed by the UK GSMA entity. All but one in the Leadership Team and all but three of the Extended Leadership Team in this group identify as White employees and therefore this impacts the gap in Ethnic Minority employee's bonus amounts significantly.

When we remove the Leadership and Extended Leadership Team from these figures, the Mean differential reduces to 16.3%. The remaining gap is due to there still being more White employees than Ethnic Minority employees in senior positions and more Ethnic Minority employees in entry/intermediate positions.

Our statutory UK Gender Pay Gap report and voluntarily published UK Ethnicity Pay Gap report can be found [here](#)

7. Looking Ahead

Our Hong Kong GSMAers



Looking Ahead



In 2026, we will continue to build on our progress by strengthening key initiatives, deepening organisational insight and expanding development opportunities across the GSMA.

Our focus is on embedding the structures, behaviours and data foundations that enable a fair, inclusive and connected culture across all regions.



Nadia Mastantuono
Inclusion, Culture and Wellbeing Partner

Key Themes for 2026

Strengthening Development Pathways

- Pilot the Thrive Mentoring Programme to promote cross-cultural learning and career growth with five mentor/mentee pairs.
- Embed career ambition discussions and personal development planning within the 2026 goal setting cycle by promoting the careers framework throughout the year.

Enhancing People Manager Capability

- Strengthen manager capability across the GSMA through targeted training and communications that build confidence in applying policies and benefits consistently.
- Embed the decision-making framework and the change management practices so there is transparency and clarity in how decisions are made at all levels of the organisation and employees are supported through change.

Advancing Data Driven Insight

- Increase the quality and completeness of confidential diversity data by delivering a targeted communication campaign that builds workforce trust and clearly articulates how disclosed data directly informs our inclusion strategy.
- Conduct a Disability Pay Gap analysis to generate actionable insight, address any potential barriers and drive measurable change.

Building Regional Structure and Collaboration

- Conduct a strategic review of the OneGSMA forum structure to clarify and strengthen the roles and responsibilities of our Champions, ensuring they are empowered to drive meaningful inclusion activity, foster colleague engagement, and support the organisation's broader inclusion strategy.

Thank you

We hope you have enjoyed reading our Culture and Inclusion Report 2025.

We are incredibly proud of all our achievements and look forward to reviewing next year's progress as we continue towards a more inclusive environment for all. If you are interested in working at GSMA, please visit our [careers page](#).