

Gender Pay Gap Report

April 2025

*To be read together with the
GSMA Culture and Inclusion 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.

$$\frac{\text{Average Male hourly earnings} - \text{Average Female hourly earnings}}{\text{Average Male hourly earnings}} \times 100$$



$$/ 5 = \text{Mean}$$



$$= \text{Median}$$

Hourly Pay Rate

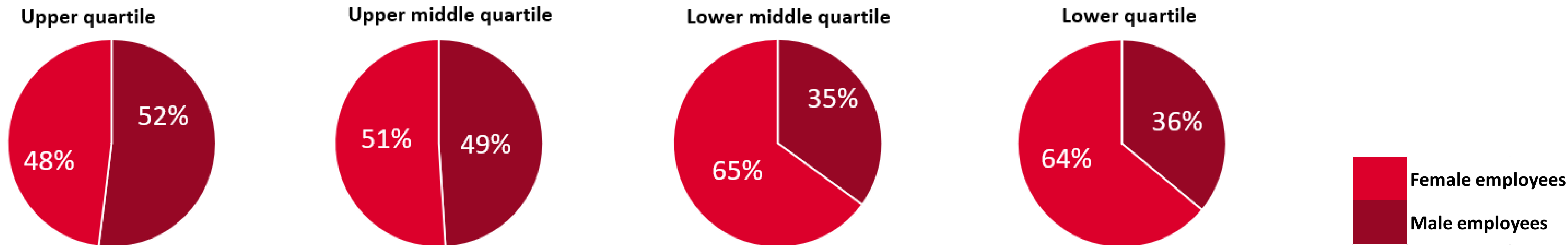
HOURLY RATE	2020	2021	2022	2023	2024	2025
Women's Mean (average) hourly pay is lower than men's by:	22.7%	23.1%	22.7%	17.4%	18.2%	15.6%
Women's Median (middle) hourly pay is lower than men's by:	24.8%	16.7%	21.5%	16.7%	15.9%	15.7%

The gap in hourly rate has decreased 2.6 percentage points since 2024 and is now 7.1 percentage points below the Mean in 2020. The gap exists because we have more men than women in senior positions and more women than men in entry/intermediate level positions in our UK GSMA entity.

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

Pay Quartiles

We have a higher percentage of male employees in our Upper quartile and a higher percentage of female employees in our Lower Middle and Lower quartiles. Our Upper Middle quartile is broadly equal.



QUARTILES HOURLY RATE	Upper	Upper Middle	Lower Middle	Lower
Female employee's Mean (average) hourly pay is lower than male employee's by:	15.0%	8.9%	4.3%	(1.7)%
Female employee's Median (middle) hourly pay is lower than male employee's by:	(8.8)%	3.0%	3.7%	9.0%

We can see a more even comparison of male and female employees' pay when separating staff into quartiles. The Upper quartile shows a more significant gap which is reflective of the male Director General being included in this quartile.

The mean hourly rate is sensitive to the outer ranges of salaries, even if there are a small number of high-paid men this will impact the average and lead to a larger mean pay gap. On the other hand, as the median pay gap represents the middle point of the data, it is less affected by outliers, and can therefore be significantly different to the mean, as can be seen for the upper quartile.

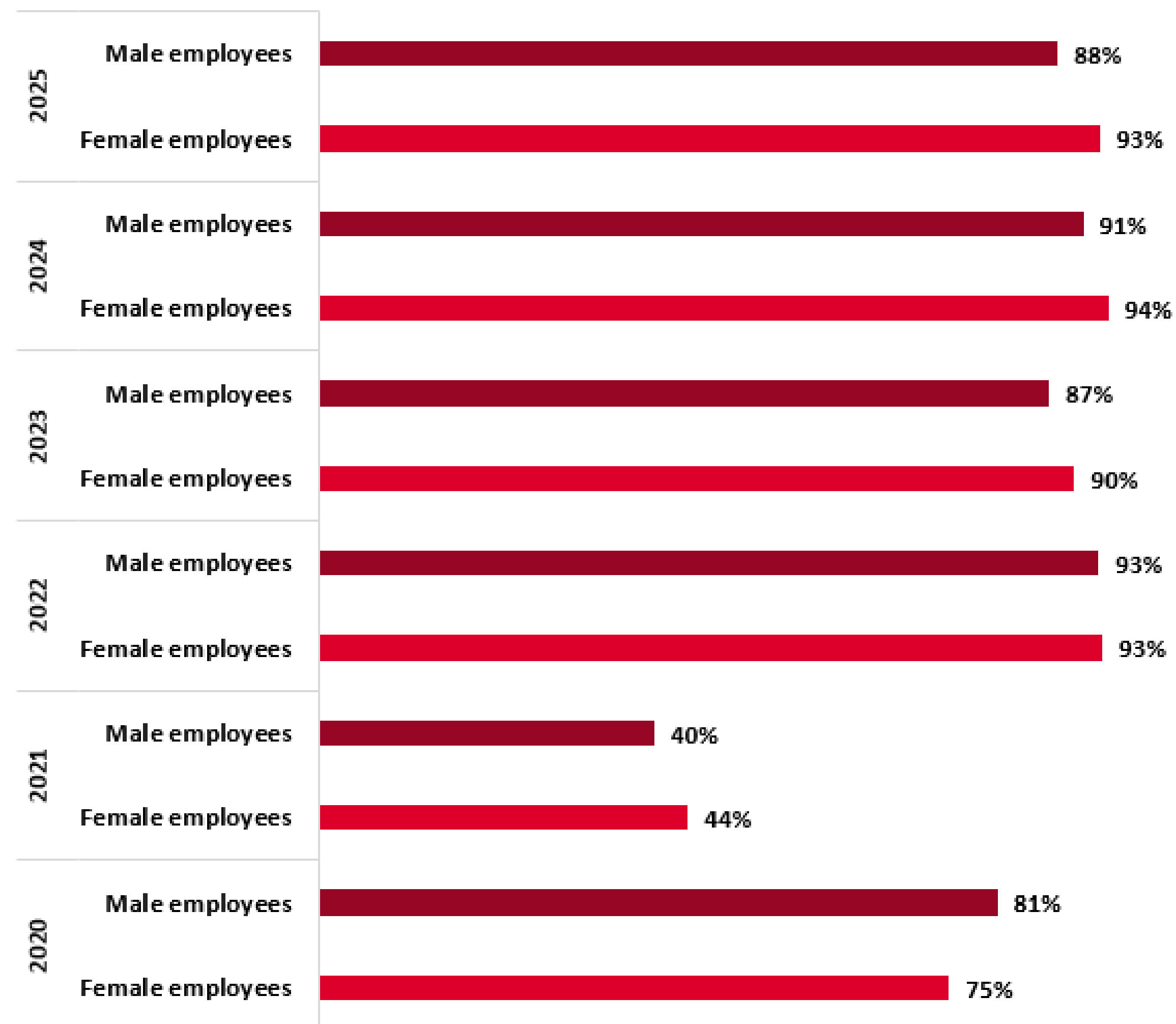
Bonus Eligibility

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



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

Bonus Amounts

BONUS	2020	2021	2022	2023	2024	2025
Female employee's Mean (average) bonus pay is lower than male employee's by:	30.5%	76.0%	53.5%	60.9%	46.2%	19.0%
Female employee's Median (middle) bonus pay is lower than male employee's by:	31.8%	36.7%	22.7%	42.0%	25.0%	20.0%

In terms of bonus payments (which include performance bonuses, commission, referral and recognition awards), we see less of a disparity in both the Mean and Median between male and female employees compared to 2024.

The decrease in the gap compared with 2024 is primarily due to the transition between Director Generals during the reporting year. The outgoing Director General left on 31 March 2025 and is therefore not included in the reporting period, and the incoming Director General started on 1 January 2025 was therefore not eligible for variable compensation during this reporting period.

When we remove the Leadership Team from these figures, the Mean differential reduces to 7.5% instead of 19%. The remaining gap is due to there being more men than women in senior positions and more women than men in entry/intermediate positions for those receiving a bonus.

Actions we are taking to close our Gender Pay Gap

Our goal is to reduce our gender pay gap by ensuring a more equal gender representation across all job role levels through:

- Promoting a hybrid working model and supporting flexible working requests where possible.
- Coaching programme for those returning from parental leave
- Investing in employees' development to create an internal talent pipeline for more senior roles and encouraging all employees to have career development plans agreed with their managers.
- Our menopause support and guidance for employees and managers.
- Ensuring our succession plans are created with diversity in mind.
- Running our job descriptions through a gender bias decoder to ensure they are free from hidden bias.
- Continuing to improve our recruitment practices to create diverse shortlists and interview panels.
- Ensuring our reward strategies are competitive and free from bias.

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



Louise Easterbrook
Chief Financial Officer, GSMA
4 April 2025

Ethnicity Pay Gap Report

April 2025

*To be read together with the
Culture and Inclusion Report 2025*

Hourly Pay Rate

There is no statutory requirement yet to report on the ethnicity pay gap. However, for the third time, we have used the same methodology as in the Gender Pay Gap Report, replacing gender for ethnicity group; comparing 'Ethnic Minority' employee's pay to 'White' employee's pay.

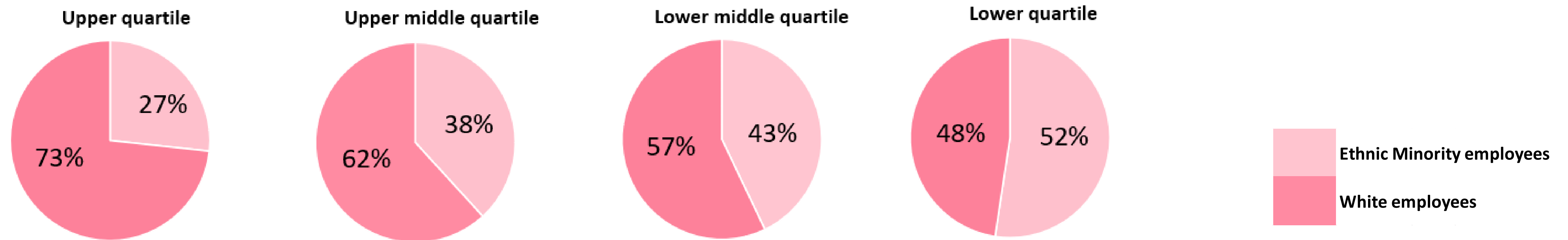
As per that in the Gender Pay Gap Report, the data in this section represents staff employed by our UK GSMA entity in the financial **year ended 5 April 2025**; however, the group is reduced to only include those who have declared their ethnicity; **343 staff (137 Ethnic Minority and 206 White)**, representing 94% of those included in the Gender Pay Gap Report and 49% of the global workforce.

HOURLY RATE	2021	2022	2023	2024	2025
Ethnic Minority employee's Mean (average) hourly pay is lower than White employee's pay by:	29.0%	34.8%	27.7%	25.0%	19.6%
Ethnic Minority employee's Median (middle) hourly pay is lower than White employee's pay by:	11.2%	12.2%	11.6%	16.9%	12.7%

The gap in hourly rate has decreased by 5.4 percentage points since 2024. The remaining gap in Mean hourly rate for Ethnic Minorities reflects the fact that we have more White employees in senior positions.

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.



QUARTILES HOURLY RATE	Upper	Upper Middle	Lower Middle	Lower
Ethnic Minority employees's Mean (average) hourly pay is lower than White employee's pay by:	11.7%	(1.9)%	1.3%	1.3%
Ethnic Minority employee's Median (middle) hourly pay is lower than White employee's pay by:	17.5%	(4.4)%	(0.3)%	6.8%

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.

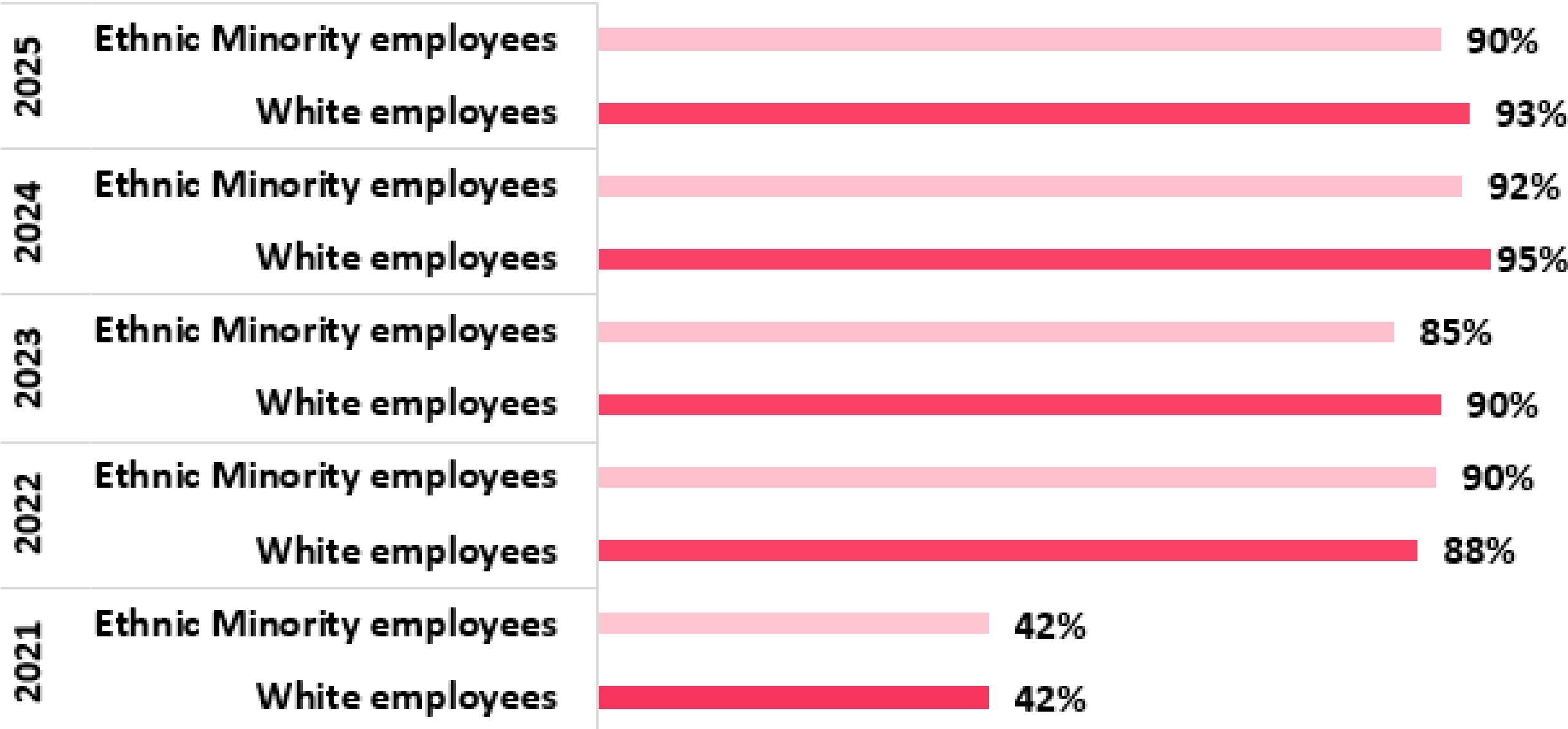
Bonus Eligibility

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.

14 Ethnic Minority employees and 14 White employees who started after 1 October 2024 did not receive a bonus payment in March 2025.

Percentage of Employees receiving a bonus in March 2025



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

Bonus Amounts

BONUS	2021	2022	2023	2024	2025
Ethnic Minority employees's Mean (average) Bonus pay is lower than White employee's bonus pay by:	96.3%	83.7%	75.3%	69.4%	58.3%
Ethnic Minority employee's Median (middle) Bonus pay is lower than White employee's 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.

Actions we are taking to close our Ethnicity Pay Gap

Our goal is to reduce our ethnicity pay gap by ensuring a more balanced representation across all job role levels through:

- Investing in employees' development to create an internal talent pipeline for senior roles and encouraging all employees to have career development plans agreed with their managers.
- Ensuring our succession plans are created with diversity in mind.
- Continuing to improve our recruitment practices and processes to create diverse shortlists and interview panels.
- We remain committed to the Race at Work Charter to improve race equality, inclusion and diversity in the workplace and to The Halo Code, the UK's first Black hair code.
- Ensuring our reward strategies are competitive and free from bias.
- Enhancing the inclusivity of recruitment practices in collaboration with the talent team to attract diverse talent and ensure hiring processes are free from bias.
- Through OneGSMA, our employee-led forum, we foster people driven initiatives like our multicultural inclusion network which shares experiences, resources and insights to enable our staff to thrive in the workplace.

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



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