

# Diversity Report 2022



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DREAM BIG  
 BE BOLD OWN IT  
 LOVE WHAT YOU DO  
 SHOW RESPECT  
 WORK AS A TEAM  
 DO THE RIGHT THING  
 CHAMPION DIVERSITY, EQUITY AND INCLUSION  
 We are only as good as our talented people

# Introduction



The GSMA is a global organisation unifying the mobile ecosystem to discover, develop and deliver innovation foundational to positive business environments and societal change. Our vision is to unlock the full power of connectivity so that people, industry, and society thrive. Representing mobile operators and organisations across the mobile ecosystem and adjacent industries, the GSMA delivers for its members across three broad pillars: Connectivity for Good, Industry Services and Solutions, and Outreach.

This activity includes advancing policy, tackling today's biggest societal challenges, underpinning the technology and interoperability that make mobile work, and providing the world's largest platform to convene the mobile ecosystem at the MWC and M360 series of events.

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



## Director General's Foreword

As a global organisation representing an industry that serves almost 70% of the world's population, it is our imperative to work as hard as we can to build a team that is truly diverse and inclusive.

Diversity, equity and inclusion are core to who we are as an organisation, because we know that diversity leads to better discussions, decisions and outcomes for everyone. Diverse workforces are more innovative and creative, and play an important role in making people feel part of a community. At the GSMA, our diverse workforce is also crucial to serving the needs of our diverse membership.

We also recognize our role as leader in the industry. We unite a huge ecosystem of public and private sector players, and tech innovators, serving a customer base of 5.4 billion people.

And so we must make sure we are setting standards, leading by example, and working closely with the wider industry to make commitments and strive for best practice in diversity and inclusion across the world.

For over 30 years, our industry has been at the forefront of innovation, leading the world towards a future in which everyone and everything is connected. As we continue to lead the way, we will make sure that we keep investing in our culture and our people to build a stronger, more inclusive GSMA now, for many more generations to come.

**Mats Granryd**



## Head of Diversity, Equity, and Inclusion's Foreword

The GSMA strongly believes that belonging and inclusion drives our continuous success. Diversity, Equity and Inclusion (DEI) is an essential part of our company culture, and we strive to produce tangible results that bring about long-term sustainable change.

Our goal remains to nurture an empathetic, understanding and embracing working environment as a norm and ensure that our employees feel seen, heard, respected and valued as they are.

We place importance in continuously listening to our employees and their engagement is key to retaining our diverse talent.

This report shares our progress, where we are currently and what we aim for next as we continue our journey towards a more inclusive environment for all GSMA staff.

**Fiona Onochie**



# 2022 Highlights

## Transparency

- We launched GSMA's first Diversity Report with the publication of the 2021 Diversity Report.
- In 2020, we collected Ethnicity data in the UK. Following this, we introduced Ethnicity data collection for US employees in 2022 to understand our regional employee population.
- We introduced Gender Identity data collection for UK and US employees.
- We introduced new pronoun profiles on our people management system for UK and US employees.

## Inclusive Culture

- We reviewed the GSMA Board election process to ensure practices are consistent with the attraction of a diverse board.
- The GSMA Board adopted a diversity statement and incorporated diversity criteria within the Board election process.
- We made accessibility considerations when designing the new London office.
- To achieve our aim to educate employees, OneGSMA delivered 13 company-wide activities in 2022 focusing on different elements of DEI.

## Accountability

- We introduced 'Recruiting Inclusively' training for all managers.
- Our OneGSMA Chairs, Champions and DEI team received bespoke Inclusion and Diversity training with [Inclusive Employers](#).
- We reviewed our interview process and introduced diverse interview panels for all positions.



# Our Principles



# Our Principles

We have developed three principles that apply to all activities across our DEI agendas:

## Transparency

- Strengthen understanding of ‘why’ we are collecting demographical data and how this data will 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.

## Inclusive Culture

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

## Accountability

- 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 our DEI value ‘Champion Diversity, Equity and Inclusion’.
- Ensure that all our employees are responsible for advancing change.
- Work to remove any structural, historical bias that favours certain people over others.

# 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.

## Steering Committee



**Louise Easterbrook**  
Chief Financial Officer

UK



**John Giusti**  
Chief Regulatory Officer

UK



**Lizzie Chilton**  
HR Director

UK

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

## GSMA DEI Team



**Fiona Onochie**  
Head of Recruitment and Diversity, Equity & Inclusion

UK



**Lavinia Zecca**  
Senior HR Business Partner

UK



**Nadia Mastantuono**  
DEI & Wellbeing Advisor

UK

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

## OneGSMA Chairs



**Ankur Vashishtha**  
Facilities Manager

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INDIA



**Radhika Gupta**  
Head of Data  
Acquisition

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INDIA



**Carol Gitobu**  
Market  
Engagement  
Manager

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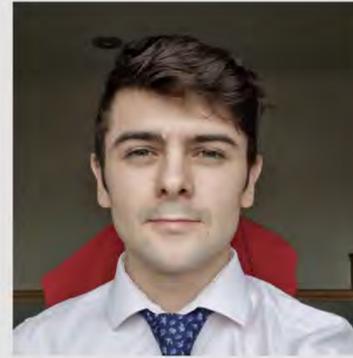
KENYA



Annabelle Yeoh  
Senior Project  
Manager  
HONG KONG



David Vilella  
Senior Manager  
mSchools  
SPAIN



Duncan Ramsbotham  
Assistant Operations  
Manager  
UK



Lidia Medina Cano  
Project  
Manager MWC SPAIN



Luciana Camargos  
Head of Spectrum  
UK



Oduntan Gordon  
Finance and Compliance  
Business Partner  
US



Pippa McDougall  
Senior Advocacy Manager,  
Digital Inclusion  
UK



Bhavisha Shah  
HR Planning and  
Projects Lead  
UK



Luiz Felipe Zoghbi  
Director, Spectrum  
Policy  
UK

# OneGSMA

Meet our Inclusion Champions who are passionate about DEI and actively promote all aspects of DEI within their department and the wider business.

Their support in delivering OneGSMA inclusive culture educational initiatives and activities is critical.

Allies are essential in facilitating our DEI ambitions and creating an inclusive environment. Building an environment where colleagues feel psychological safety is the responsibility of all GSMA employees.



## Radhika Gupta OneGSMA Co-chair

“ Having spent several years at GSMA, I have always respected its employee-centric culture. The Leadership Team at the GSMA strongly advocates and supports the DEI initiatives to ensure the organisation is a safe space for people to bring their authentic selves to work.

Introducing the Halo Code, publishing our first Diversity Report, introducing DEI training to all staff, and publishing our Inclusive Language Guide are examples of initiatives to create a comfortable and equal workplace for all. The OneGSMA team continuously produces content throughout the year to acknowledge the different festivals and cultures globally and educate staff on their importance.

I am glad to be working for GSMA and proud to be part of OneGSMA”

# Our Diverse Population

# Gender - Progress So Far

## 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 current data shows a gender split of 67% male and 33% female employees within our LT (6 employees) and 49% male and 51% female employees within our ELT. Combined this is 51% male and 49% female.

We are really proud of our gender split in our senior management teams.

## Accountability

All our job descriptions are run through a gender bias decoder to ensure they are free from unconscious bias.

Our hiring pay decisions are based on role benchmark and comparator data rather than previous remuneration package - we stopped asking candidates for this information in 2017.

We have committed to the [UN's Women Empowerment Principles](#) and [EQUALS](#). Some initiatives include:

The UN Women's Empowerment Principles published a [case study](#) on gender pay parity efforts at the GSMA.

We co-published a pilot study with EQUALS: "[Perceptions of Power: Championing Female Leadership in Tech](#)". The study provides a roadmap and best practices to help promote and retain women in the mobile and tech industries, where they hold less than a quarter of leadership positions.

EQUALS launched an [E-Mentoring programme](#) for young women which offers GSMA Tech4Girls participants the opportunity to be matched with mentors who contribute to their professional and personal development.

## Inclusive Culture

We conduct pay reviews from a gender equality perspective and have increased base pay where needed to correct historical imbalance. For Example, in 2016 our position against benchmark for female employees was 5.6pp below male employees but since 2018 it has remained less than 1pp.

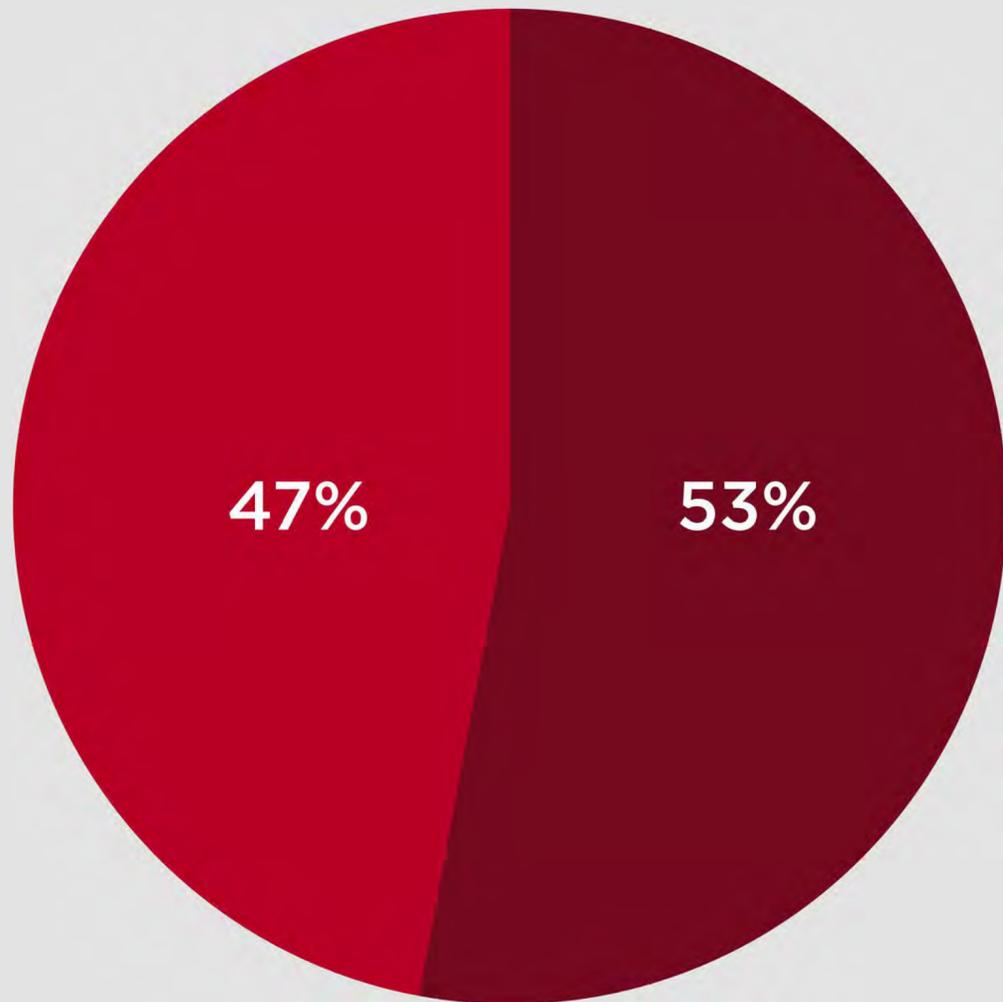
For International Men's Day 2022, we held a webinar to raise awareness of men's wellbeing.



# Gender - Our Data Insights

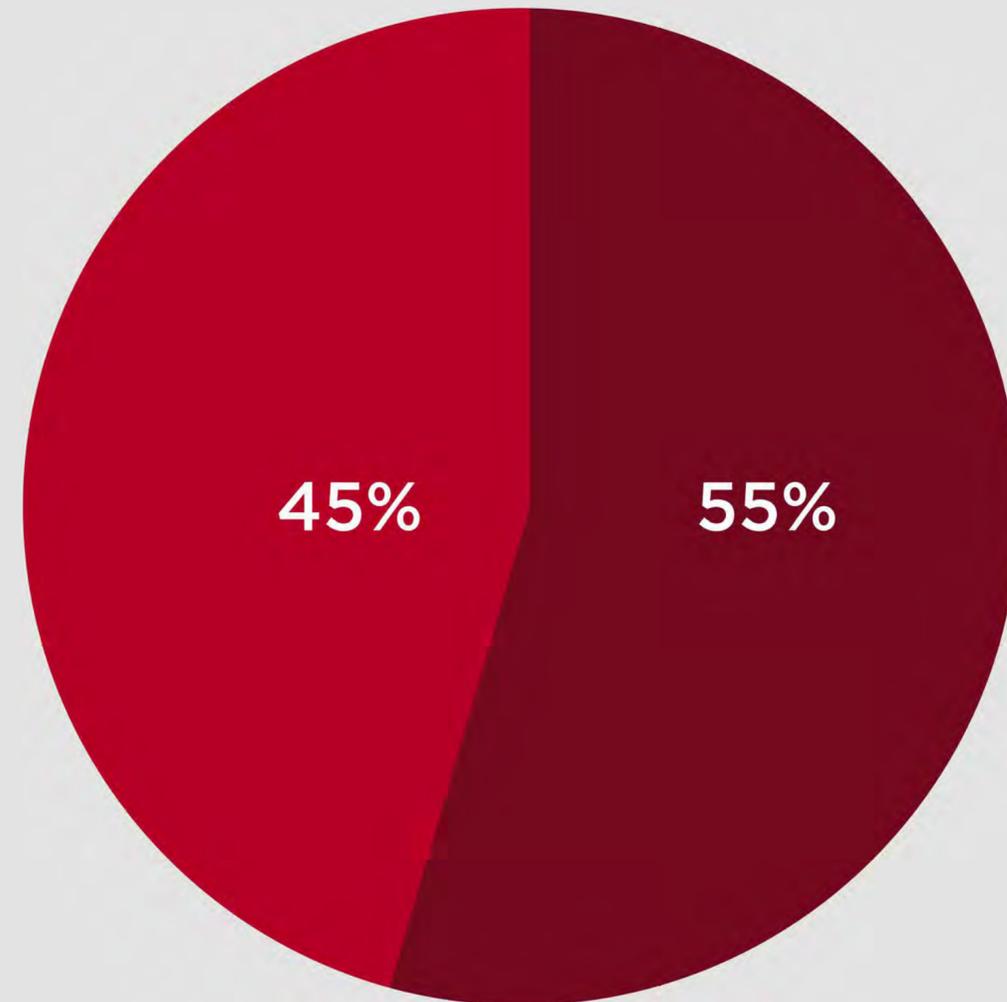
Gender representation for **direct employees** globally 2022

■ Male    ■ Female



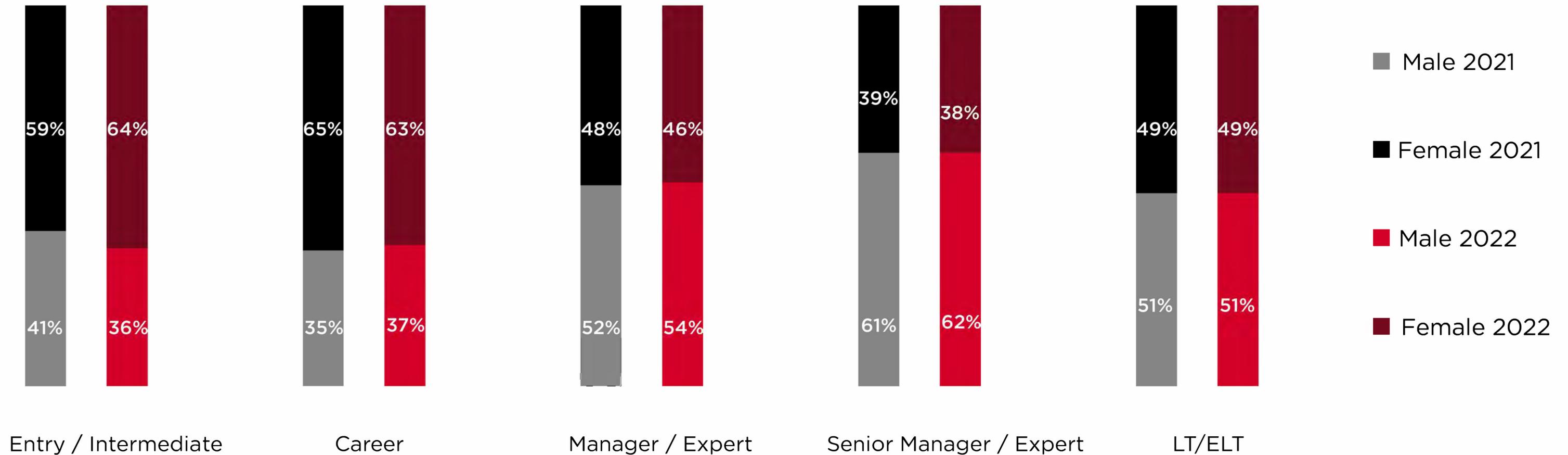
Gender representation of **new starters** globally 2022

■ Male    ■ Female



# Gender - Our Data Insights

## Gender By Career Level



### Progress towards equality

The overall gender split has remained the same across 2021 and 2022. While male and female employees at LT/ELT level have increased similarly for both genders, when comparing the data across 2021 and 2022, the chart shows that more female employees have been hired at junior levels and more male employees have been hired at senior levels.

To reverse the gender pay gap, the female representation at senior levels of the organisation needs to improve. To aid this, we will continue to ensure shortlists are gender diverse and that gender decoders are continued to be applied to all our job descriptions to guard against unconscious bias. We plan to introduce career coaching for employees returning from extended parental leave. Focus is on creating a culture where each employees has a career and developmental plan to ensure they thrive at GSMA and beyond.



**Lizzie Chilton**  
HR Director

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

## Gender — Equal Pay

The graph shows the average position against benchmark globally, by gender from April 2021 to January 2023.

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

There was a reduction in the overall compa-ratio in 2020 and 2021; financial constraints due to Covid-19 meant we were unable to award company-wide pay increases in those years; however, the pay increases of 2022 and 2023 see this change upwards and compa-ratios are now at a healthy position.

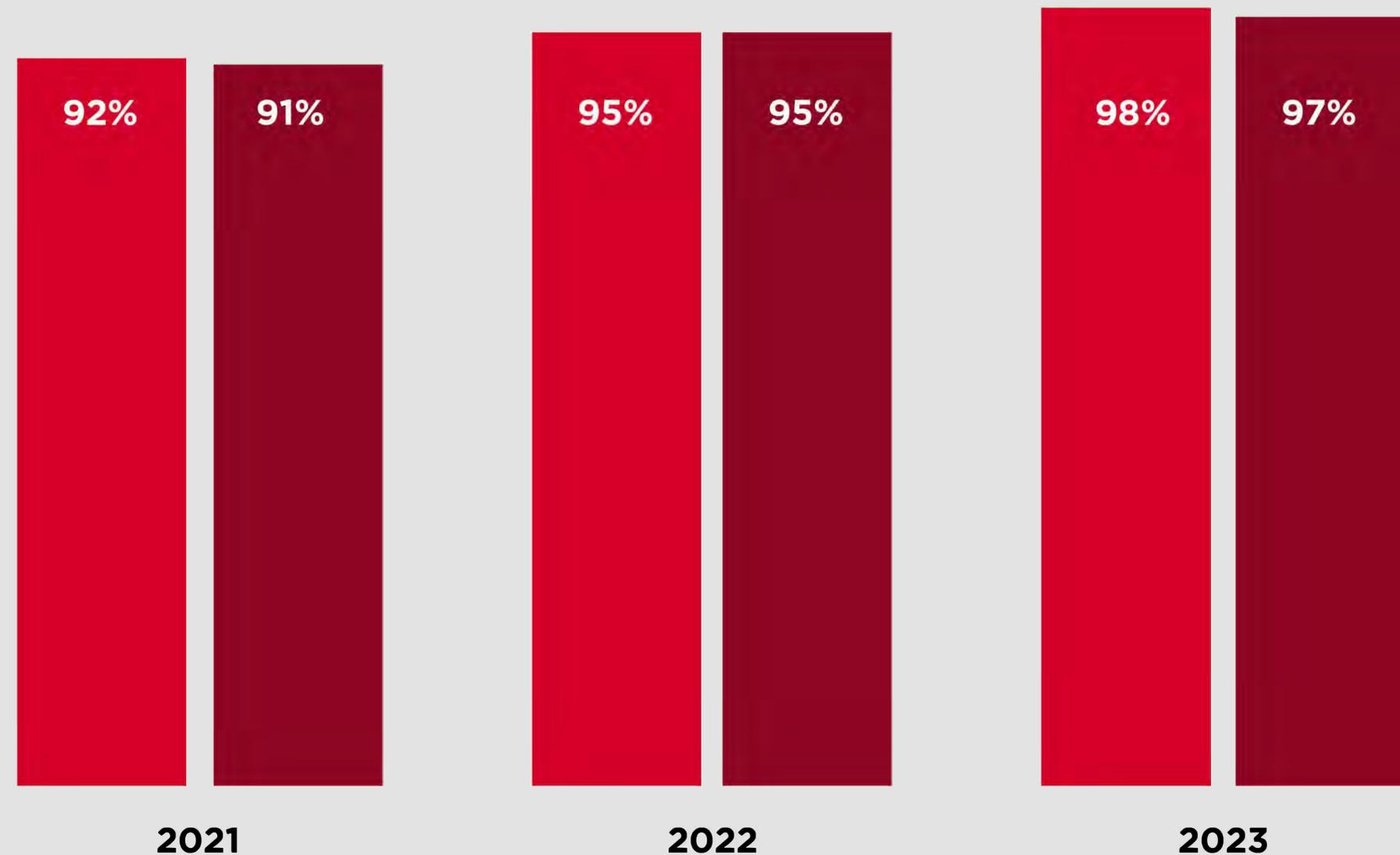
A one percentage point difference is not considered to be statistically significant.

### UK Gender Pay Gap Report

This is our 6th anniversary of publishing the UK Gender Pay Gap report. Full details of the UK Gender Pay Gap Report can be found at [gsma.com](https://gsma.com)

## Compa-ratio by Gender

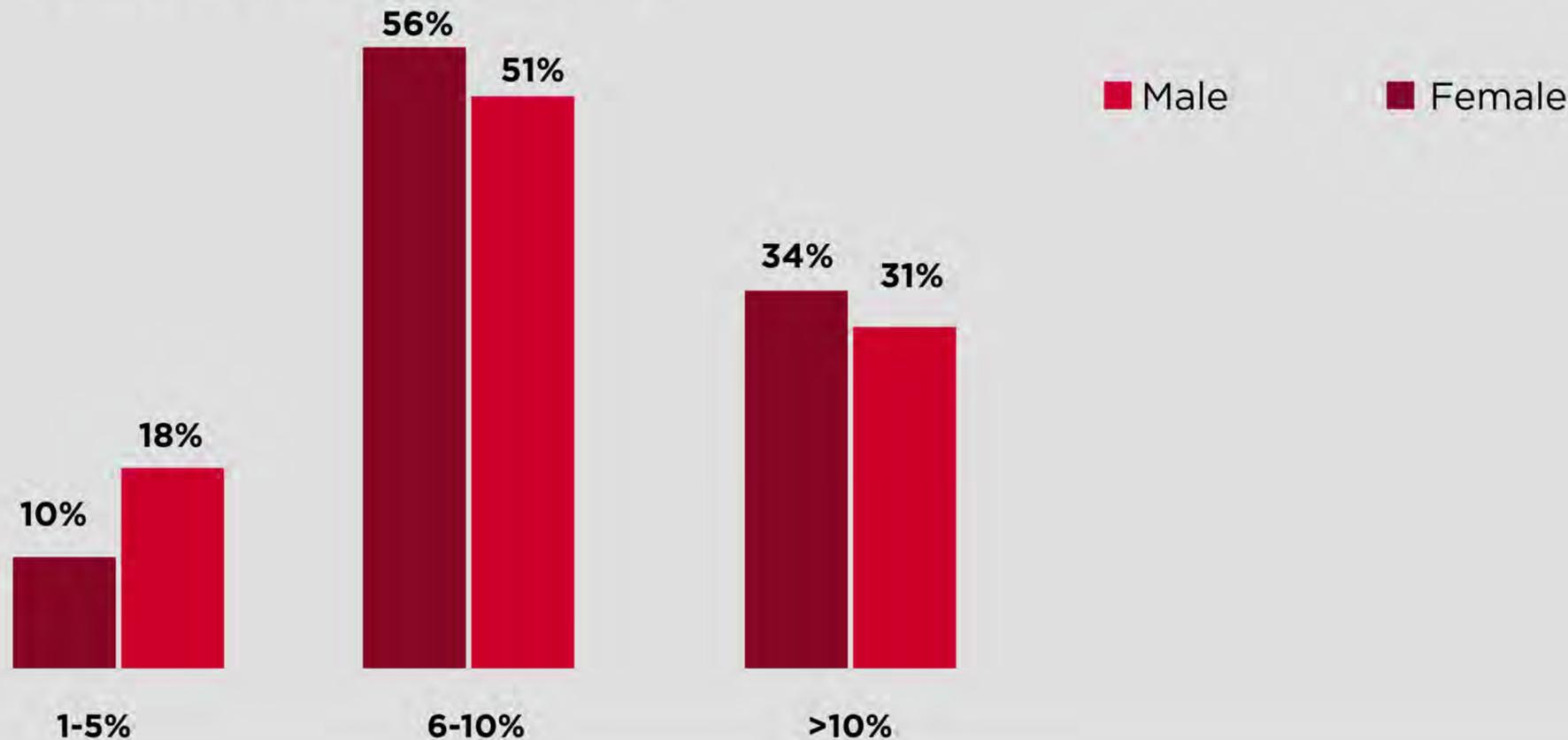
■ Male Employees ■ Female Employees



## Promotions By Gender



## 2023 Pay Increase Percentages



## Gender - Equal Pay

Overall, throughout 2022 and in the end of year promotions, 55% were awarded to female employees and 45% to male employees - this is commensurate with our general population gender split.

8% of female employees and 8% of male employees were promoted as of 1 January 2023, resulting in these newly promoted employees sitting lower on a higher benchmark as they are new to the role.

The graph showing the percentage of male and female employees receiving different levels of pay increases in the 2023 pay\* review show that this was broadly equal between men and women.

Note: Financial constraints due to Covid-19 meant we were unable to award company-wide pay increases in 2020 and 2021; 2023 saw a return to an annual pay increases globally.

# The Mobile Gender Gap Report 2022



## Gender - Industry Activities

### The Mobile Gender Gap Report

The GSMA' 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 2022 highlights how the mobile internet gender gap has remained flat in most regions but widened in South Asia. It explores the key barriers preventing women's equal mobile ownership and access to mobile internet as well as the widening smartphone ownership gender gap.

Full details of The Mobile Gender Gap Report can be found at [GSMA Gender Gap - Mobile for Development](#)



I AM  
THE  
FACE  
OF  
TECH

## Gender — Industry Activities

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

The Alliance has agreed to follow a set of [Guiding Principles](#) that set out its aims for changing the face of technology going forward across four stakeholder groups: Colleagues, Customers, Co-Partners and Community. The Principles address the changes needed to ensure that diversity and inclusion advance in these groups and outline best practice examples to support other organisations in the tech sector that would like to contribute to the [#ChangeTheFace](#) initiative.

# LGBTQIA+ — Progress So Far and the Way Forward

In 2020, we published our [Inclusive Language Guide](#) to encourage language that is appropriate, respectful and considerate of circumstance, context and culture. Our focus in 2022 was to collect data and report on Gender Identity. To promote understanding and discussion, our partner, Inclusive Employers presented a webinar to all employees on Gender Identity.

This was followed by two initiatives:

- Voluntary declaration of Gender Identity on our people management system (for UK and US staff)
- Use of personal pronouns across email signatures, e-profiles, etc.

While use of personal profiles has become widely adopted throughout the organisation, only 26% of UK and US employees have voluntarily declared their Gender Identity. This highlights need for focused communication and further information sessions this year to enable staff to feel secure and comfortable to voluntarily declare this important DEI information.



# Multiculture - Progress So Far and Actions Taken in 2022

## Accountability

We pledged our commitment to [Race at Work Charter](#) to improve race equality, inclusion and diversity in the workplace.

The GSMA has adopted [The Halo Code](#) the UK's first Black hair code. No Black employee should have to change their natural or protective hairstyle in order to thrive at work. We hope that the Halo Code will move us one step closer to a world free from discrimination, where all Black members of our community have their identities fully recognised and celebrated.

## Transparency

In 2021 we started collecting Ethnicity data for UK employees. We later, introduced Ethnicity data collection for US employees in 2022.

We have voluntarily disclosed our ethnicity pay gaps since 2021 and will continue to report on our progress.



## Inclusive Culture

We offer two personal days<sup>[1]</sup> to employees who would like time off to recognise religious or cultural days important to them.

We offer all employees in the US, an annual paid holiday for Juneteenth. Celebrating Juneteenth is a reminder for us that we need to keep making advances towards anti-racism and continue to facilitate conversations around this, even when they may be difficult at times.

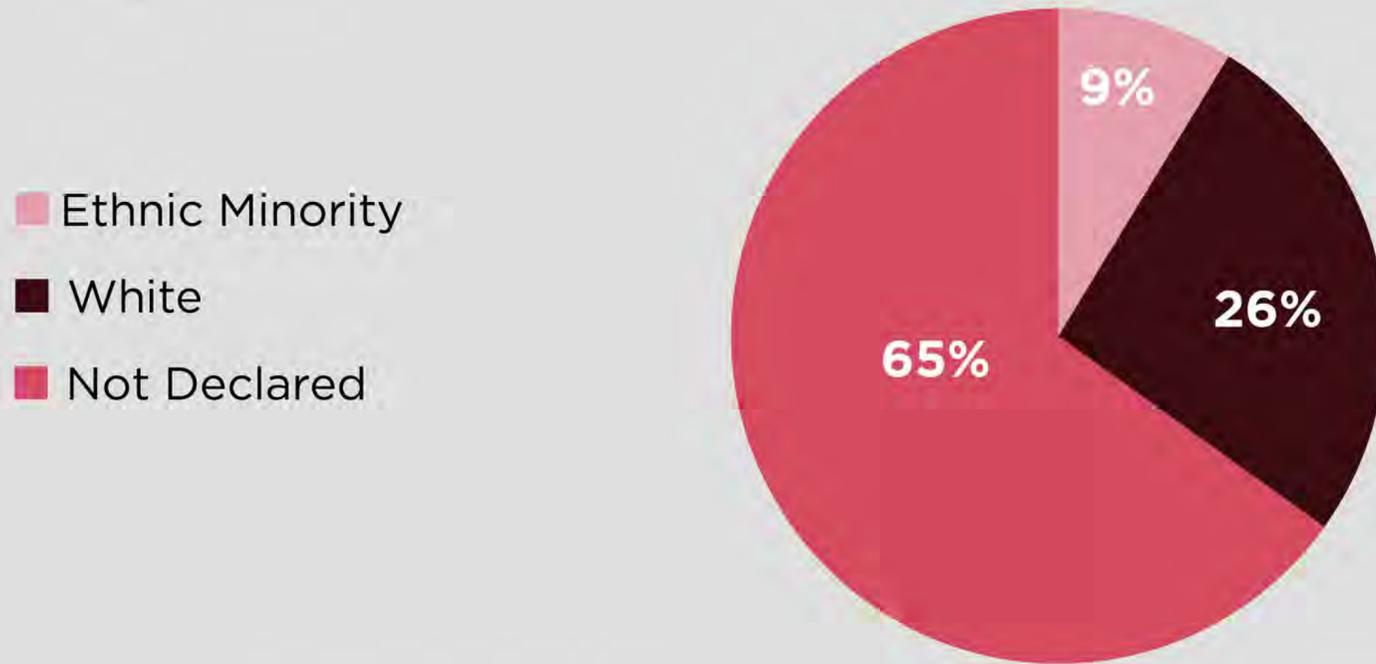
During the year we held webinars focusing on multiculturalism including a webinar on Windrush and its importance, a Diwali celebration, and a 'Let's Talk' session on Faith inclusion.

1. All employees are entitled to up to four professional development days (on top of annual leave entitlement) in addition to internal training courses. Two personal days will be in exchange of two professional development days.

# Multiculture - Our Data Insights

## US Ethnicity Representation 2022

US Ethnicity Completion Rate: 35%



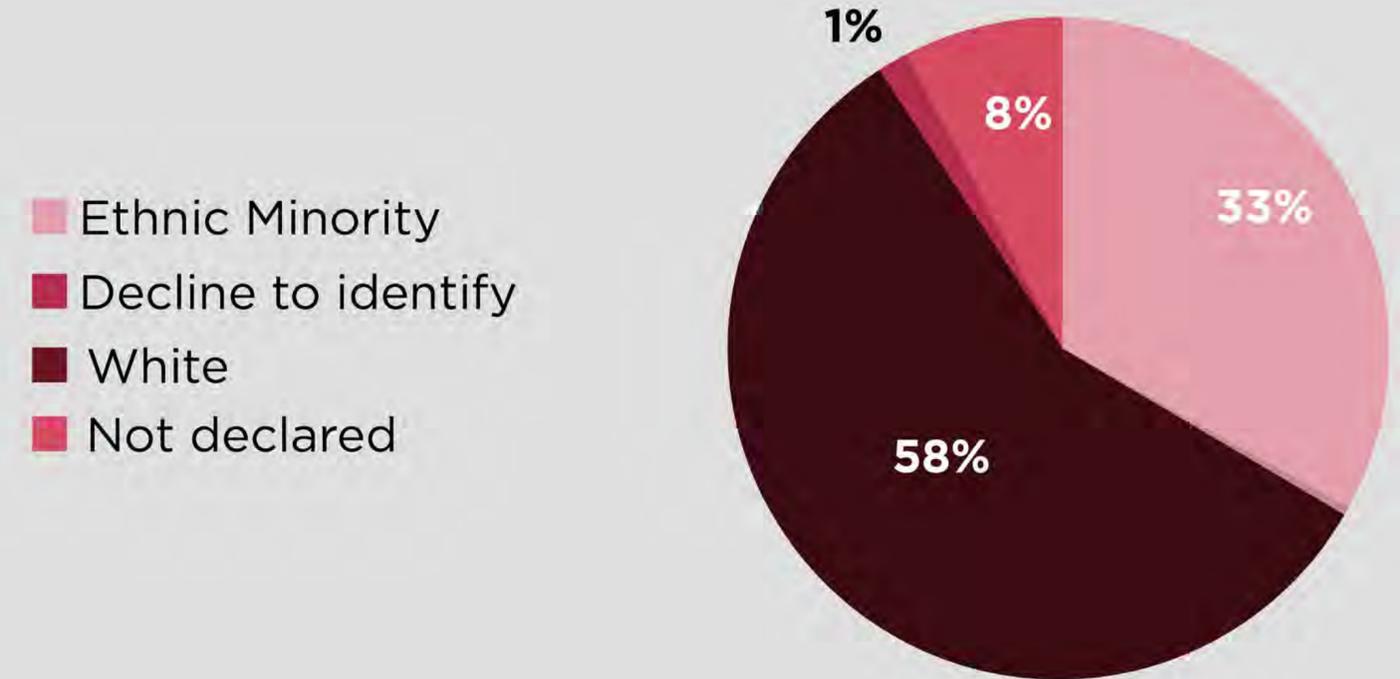
Our US Ethnicity Representation data shows that most of the GSMA US staff are yet to declare their ethnicity. The focus in 2023 will remain on education and awareness building on the purpose of collecting this data so staff feel secure and comfortable in sharing it.

## US New Starter Representation

67% of new starters were from an ethnic minority background while the rest did not declare their ethnicity.

## UK Ethnicity Representation 2022

UK Ethnicity Completion Rate: 92%

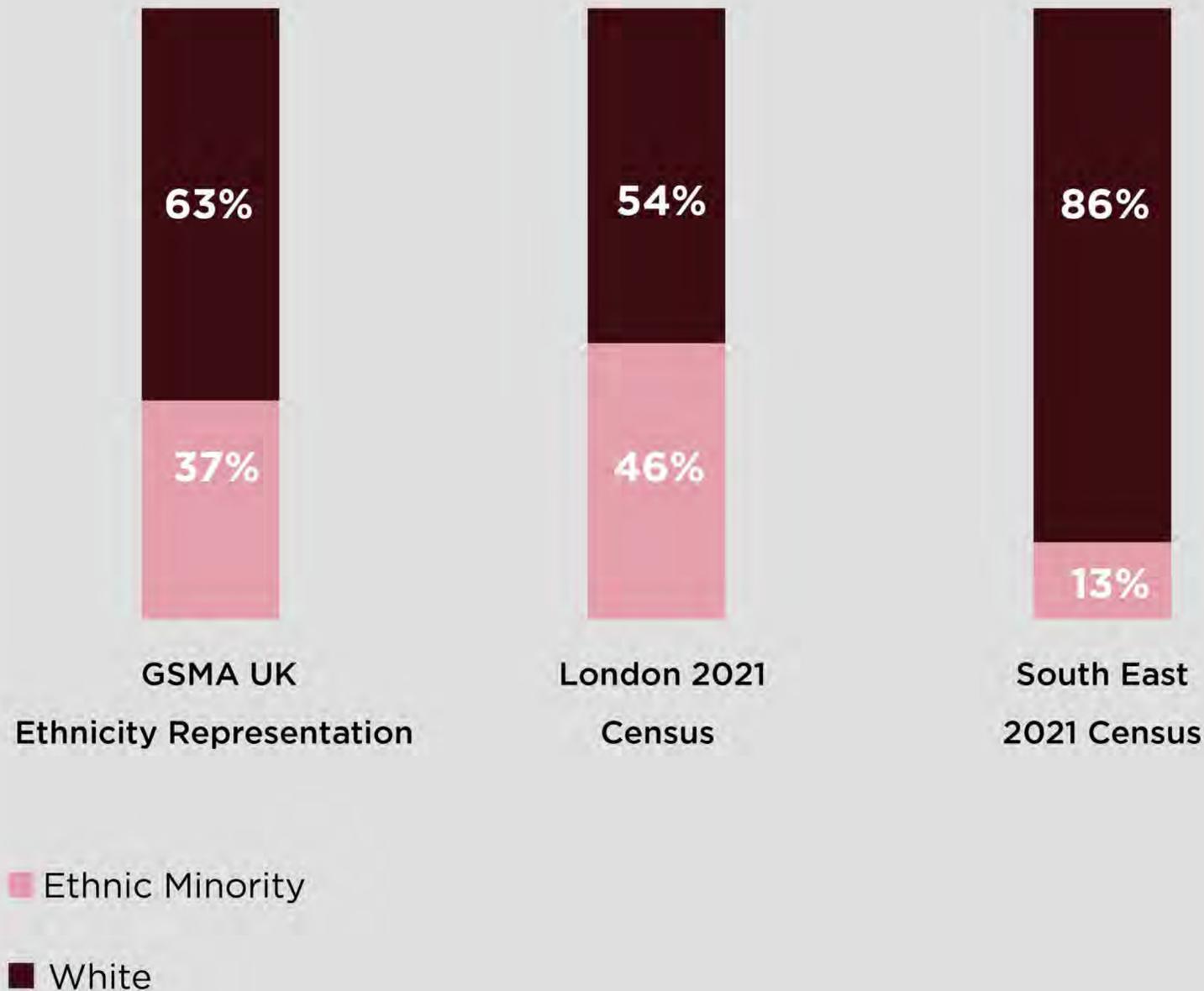


## UK New Starter Representation 2022

Of the 91 new starters 49% of new starters were from an ethnic minority background and 47% were from a white background with the remaining 3% either declining to identify or did not declare their ethnicity.

Ethnic Minority category includes Asian / Asian British - Any other Asian/Asian British background, Asian / Asian British - Bangladeshi, Asian / Asian British - Chinese, Asian / Asian British - Indian, Asian / Asian British - Pakistani, Black African/Caribbean/Black British - African, Black African/Caribbean/Black British - Any other Black African/Caribbean/Black British, Black African/Caribbean/Black British - Caribbean, Black or African American, Mixed / Multiple Ethnic Background, Mixed - White and Asian, Mixed - White and Black Caribbean, Mixed - White and Black African, Other ethnic groups - Any other ethnic group and Other ethnic groups - Arab.

## Ethnicity Representation Benchmark



Not declared and declined to identify have been removed from the data.

As our head office 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 South East England, we have also compared against the South East 2021 Census data.

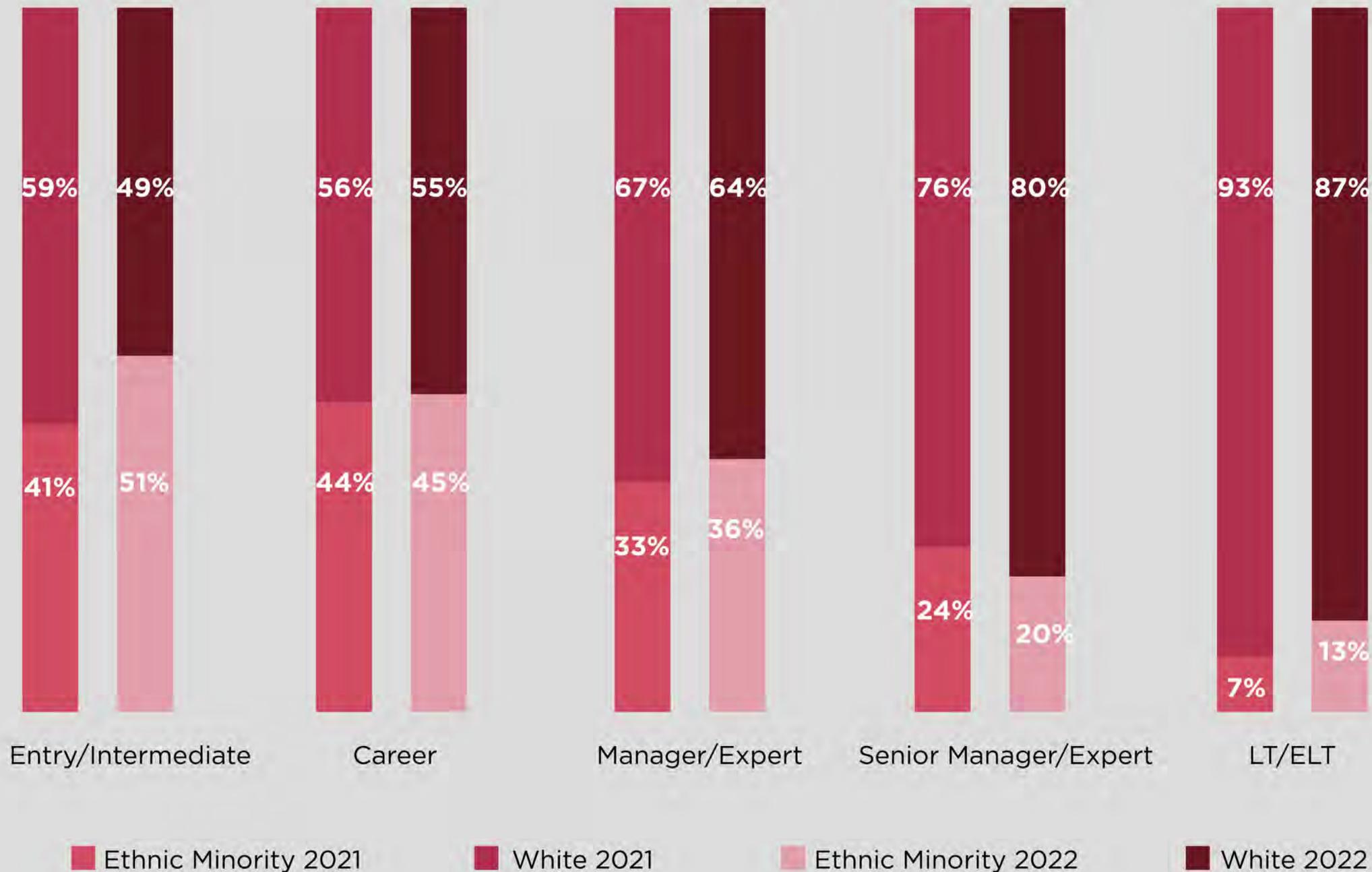
While GSMA Ethnic Minority representation compares better against the South East 2021 census data, there is room for improvement when compared to the London 2021 census data. To support this, we have created a new Talent Sourcer role which will focus on sourcing and attracting diverse candidate pools.

## 49 Nationalities

As a global organisation representing our varied membership base, we have employees from 49 nationalities, 43 of which are represented by employees in the UK.

## Multiculture - Our Data Insights

### UK Ethnicity by Levels



This chart shows the ethnicity representation at all career levels in the UK. Employees from an ethnic minority background congregate at Entry/ Intermediate or Career level positions.

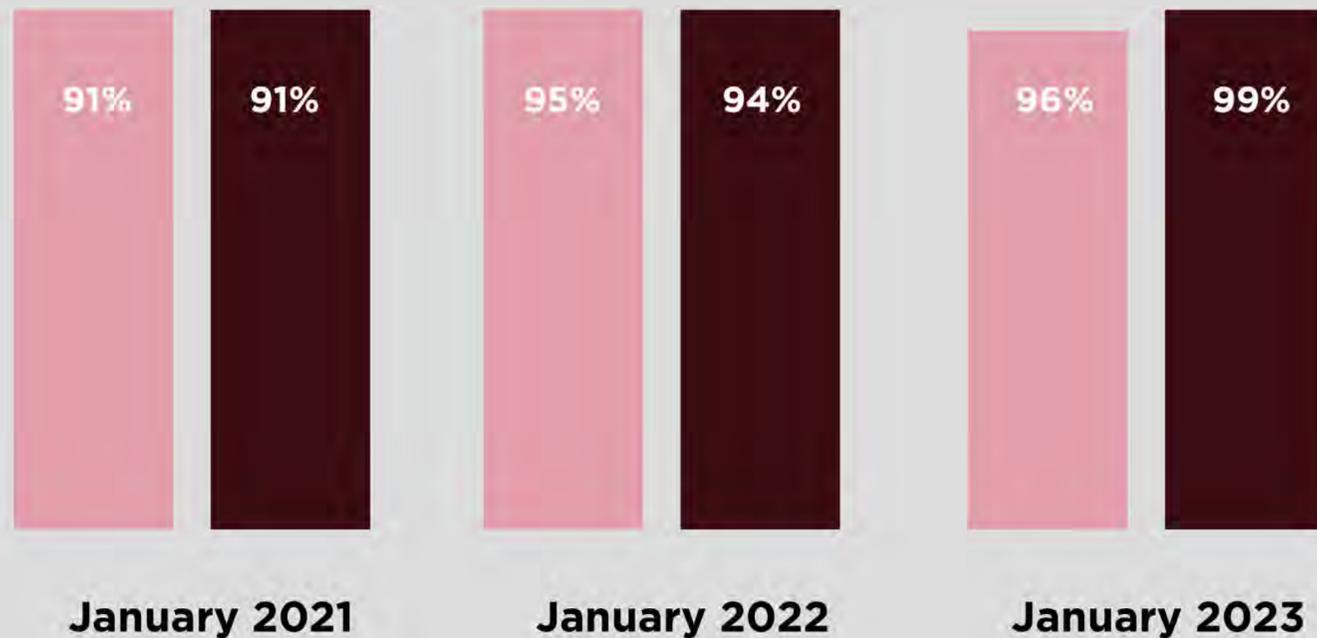
Only 13% of the LT/ELT are from an ethnically diverse background. A diverse population is a crucial driver of innovation as a range of perspectives and experiences enable new ideas to thrive.

To increase number of ethnically diverse senior employees, over the next two years we plan to:

1. Focus on attracting diverse candidates for senior vacancies.
2. Create a culture of allyship across the organisation.
3. Plan and execute empowerment programmes

## Multiculture - Equal Pay

Compa-ratio by UK Ethnicity



■ Ethnic Minority Employees in the UK

■ White Employees in the UK

- This graph shows the average compa-ratio by ethnicity group for the UK only, from September 2021 to January 2023. The data only covers those who declared their ethnicity (currently 8% of 370 employees have either declined to identify or not declare their ethnicity).
- Financial constraints due to Covid-19 meant we were unable to award company-wide pay increases in 2020 and 2021; however, subsequent pay increases see this improve, and compa-ratios are now at a healthy position.
- Data as of 1 January 2023 shows a 3-percentage point difference between position against benchmark for ethnic minority and employees from a white background in the UK.
- This marginal gap can be explained by the number of recent promotions for those identifying as ethnic minorities on the next slide.

### UK Ethnicity Pay Gap Report 2022

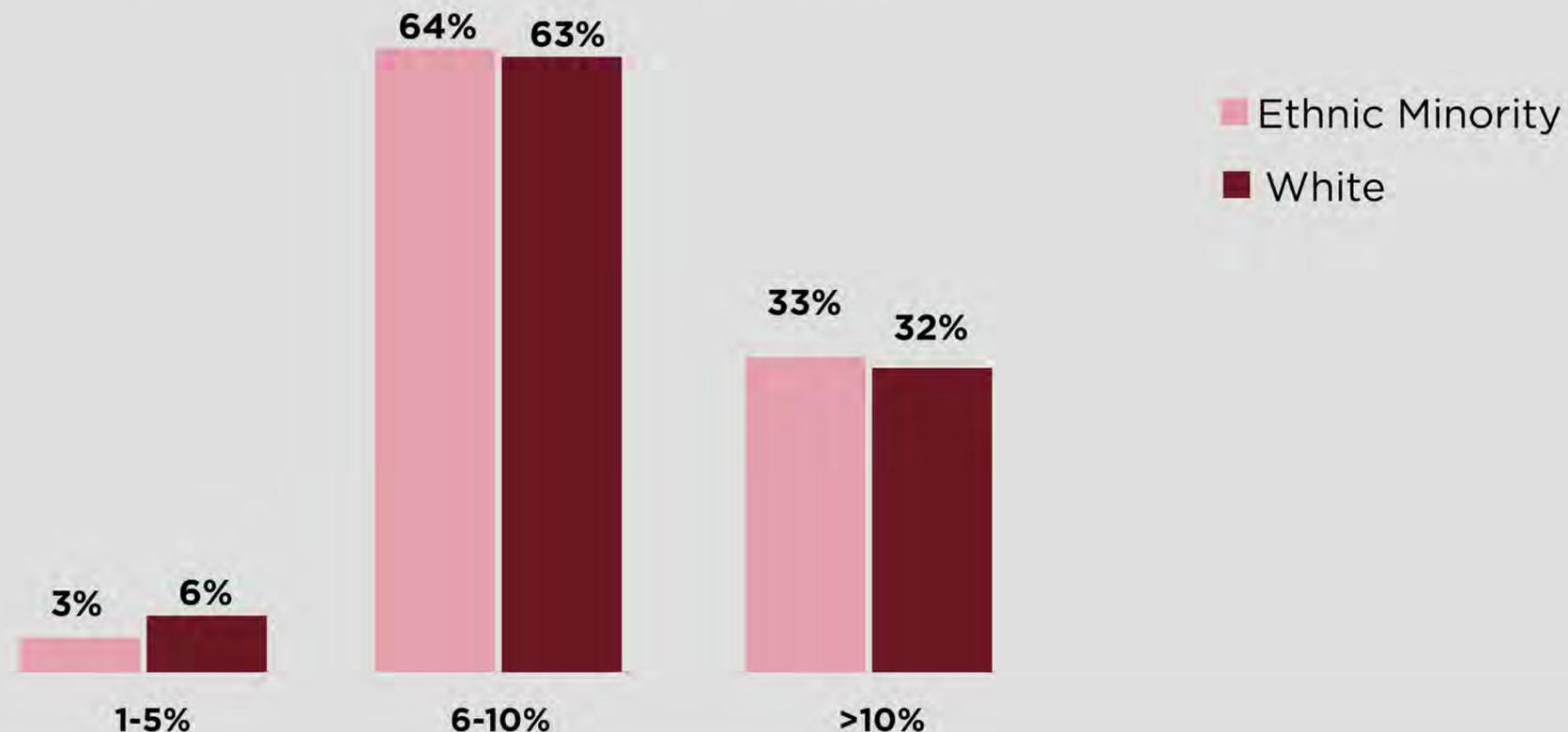
This is our 2nd anniversary of voluntarily publishing the UK Ethnicity Pay Gap Report.

Full details of the UK Ethnicity Pay Gap Report can be found at [gsma.com](https://www.gsma.com).

## Promotions by Ethnicity

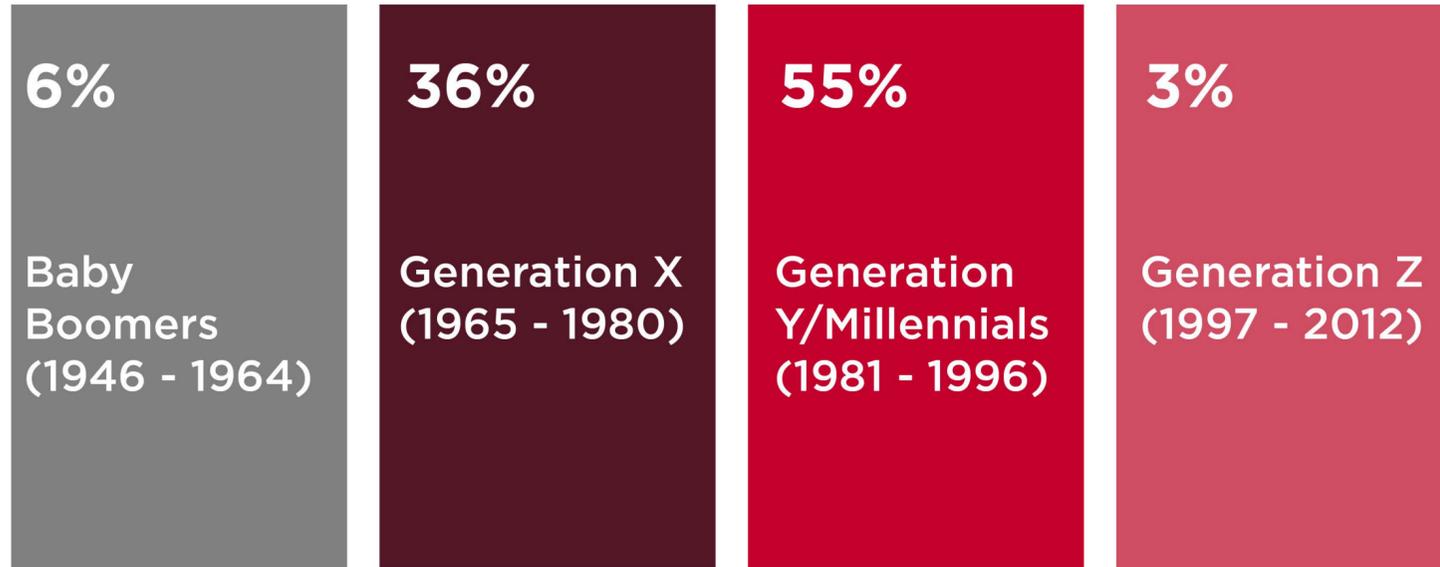


## 2023 Pay Increase Percentages



- 52% of all promotions in 2022 and those in place as of 1 January were awarded to employees from an ethnic minority background. Proportionately this is greater than the percentage of ethnic minority employees (33%) in the UK.
- 11% of ethnically diverse employees and 5% of white employees were promoted as of 1 January 2023, resulting in these newly promoted employees sitting lower on a higher benchmark as they are new to the role.
- The table showing the percentage of ethnic minority and white employees receiving different levels of pay increases show that this was broadly equal between ethnic minorities and white employees.

## Generational Split of Employees 2022



As per the previous year, most of our workforce remains Generation Y (Millennials). We have now increased our Generation Z population by 2% percentage points since 2021.

## Senior Level - Generation Split 2022

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

Our Extended Leadership Team comprises 11% Baby Boomers, 77% Generation X and 11% Generation Y/ Millennials.



## Multigeneration - Our Data Insights

Multigenerational diversity provides benefits in terms of the unique backgrounds and perspectives that each generation brings.

As colleagues reach different stages of their lives, we understand that their priorities will change. Whether they're at the start of their career, a working parent, a carer or contemplating retirement, we aim to empower employees to effectively manage and achieve their career and life goals.

# Multigeneration – Actions Taken in 2022 and the Way Forward

## Balancing Work and Personal Life

We understand that hybrid working is vital to supporting the diverse needs of colleagues across all stages of their lives.

In 2022, we formally introduced hybrid working supported by our Hybrid Working handbook to enable staff to manage their time effectively between home and work responsibilities. Staff are free to choose when they would like to work from the office with the suggested minimum days at the office being set at 2 days.

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

During our Diversity Awareness Month, we held a Supporting Working Parents webinar, giving employees tips and tools for boosting resilience as working parents.

## Recruitment at GSMA

We are committed to building an inclusive and supportive culture to provide equal opportunity for diverse talent at all levels to grow.

We do not specify years of experience in job descriptions to avoid age discrimination, as individuals should be able to fulfil their potential and achieve their personal and professional goals.

Valuing multigenerational diversity enables us to understand diverse perspectives better, strengthens our culture, encourages innovation, and enables us to make better decisions.

## Menopause

In 2023, we plan to focus on menopause and introduce menopause guidance for all employees. It is hoped that education will enable all to be able to understand what menopausal employees experience and empower managers to provide individualised support and empower menopausal staff to be able to request this support without embarrassment or hesitation.

Being informed of menopause is critical to understanding what your partner, family member, friend or colleague might be going through.

## Disability – Actions Taken in 2022

- We held two webinars focusing on neurodiversity during neurodiversity awareness week 2022. This has increased awareness and understanding on neurodiversity and encouraged employees to talk about their personal experiences in a safe space.
- We continue to review the provision of workplace adjustments and accessibility in the workplace. Specifically, during our recent fit-out in London, accessibility requirements were included right from the early stages of design.
- We have made accessibility enhancements for Mobile World Congress Barcelona 2022, including sign language interpretation for all keynotes at the event. This continues in 2023.
- We pledged our commitment to [The Valuable 500](#) to action for disability inclusion. [Find our commitment here.](#)



### Our Plan Going Forward

In 2023, we will focus on disability data collection. We will drive this initiative to understand our employee population, strengthen our practices and processes, ensure our colleagues with disabilities can achieve their full potential and that we can sufficiently address any gaps transparently.

We will ensure that all our offices have had an access audit to ensure our practices are inclusive to persons with disabilities.



### Annabel Yeaman, Global Brand Director

“The GSMA’s reimagined workplace in our new London location, is an environment that celebrates diversity, individuality and what’s possible when people have the space they need to thrive and do their best work.”



## Disability – Industry Activities

Principles for Digital Inclusion of Persons with Disabilities Report

The ‘Principles’ set out a framework for action for the mobile-industry, together with recommended activities, to help address the barriers that currently prevent persons with disabilities from accessing and using mobile-enabled products and services.

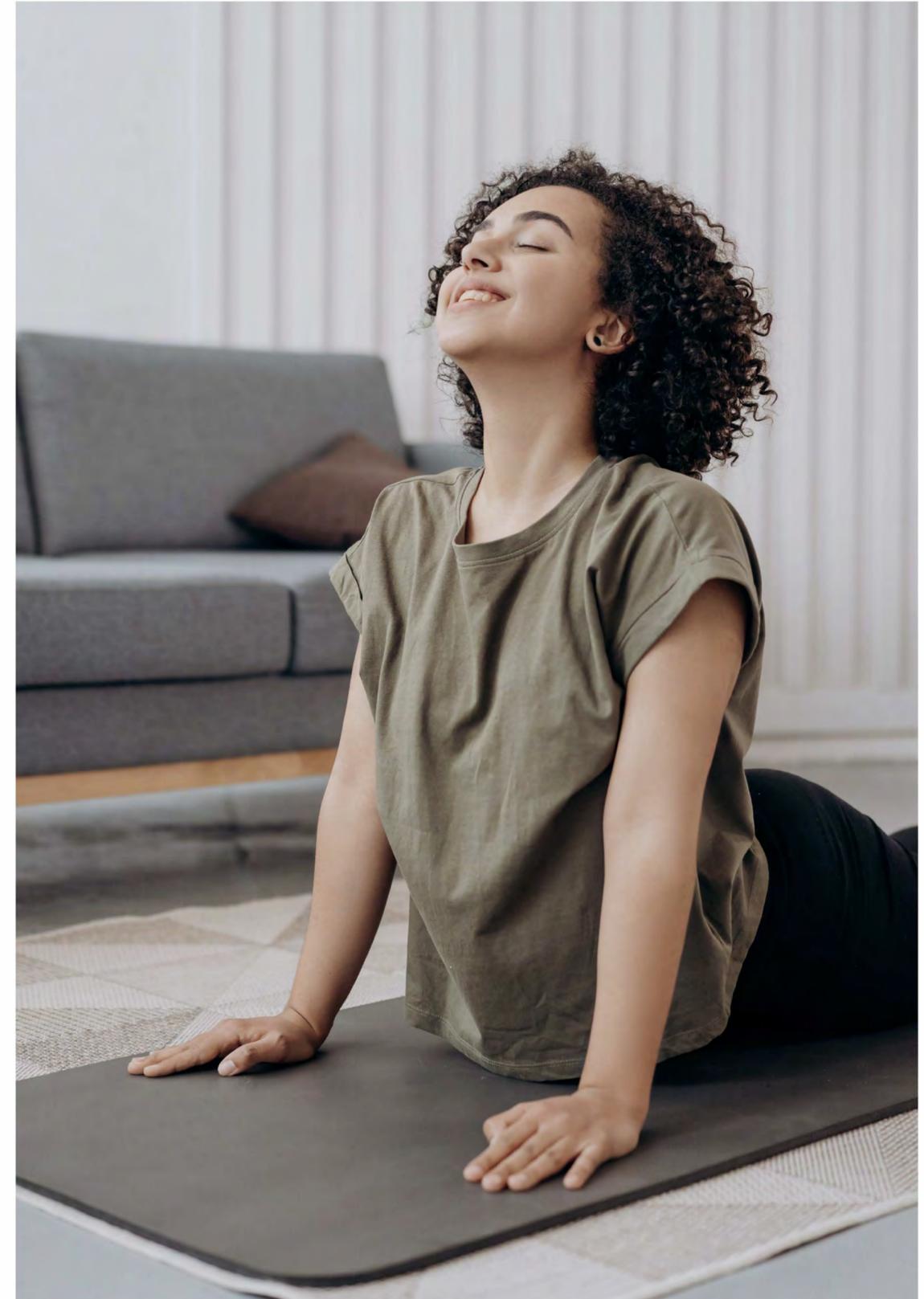
Full details of our Principles for Driving the Digital Inclusion of Persons with Disabilities can be found at [gsma.com](https://www.gsma.com).

# Wellbeing

# Wellbeing

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

- Throughout the year, we executed campaigns to offer practical guidance on looking after physical, financial, social and mental wellbeing.
- We also focused on stress management through ongoing campaigns and the promotion of health and wellbeing workshops.
- We organised various charity events, including a global step challenge. Our goal was to reach 27,000,000 steps (or equivalent exercise) by GSMA's 27th anniversary from when we were formally registered in 1995. Among the 134 participants, we reached 27,068,942 steps in over four weeks.
- We promoted Mental Health First Aider training for employees who would like to volunteer in the UK and the US. We now have 8 Mental Health First Aiders, in 2023, we hope to increase this number globally.
- We updated our Compassionate Leave Guidance. This has increased awareness and understanding of the impacts of bereavement and how employees can aid those in need of support.
- For World Mental Health Day, our Leadership Team shared a recording of their tips on managing mental health during times of high pressure.
- We updated our London Wellbeing & Multi-Faith Room and are updating our wellbeing rooms globally in 2023.



# Wellbeing

We continue to promote our wellbeing offerings, including:

## The Employee Assistance Programme (EAP)

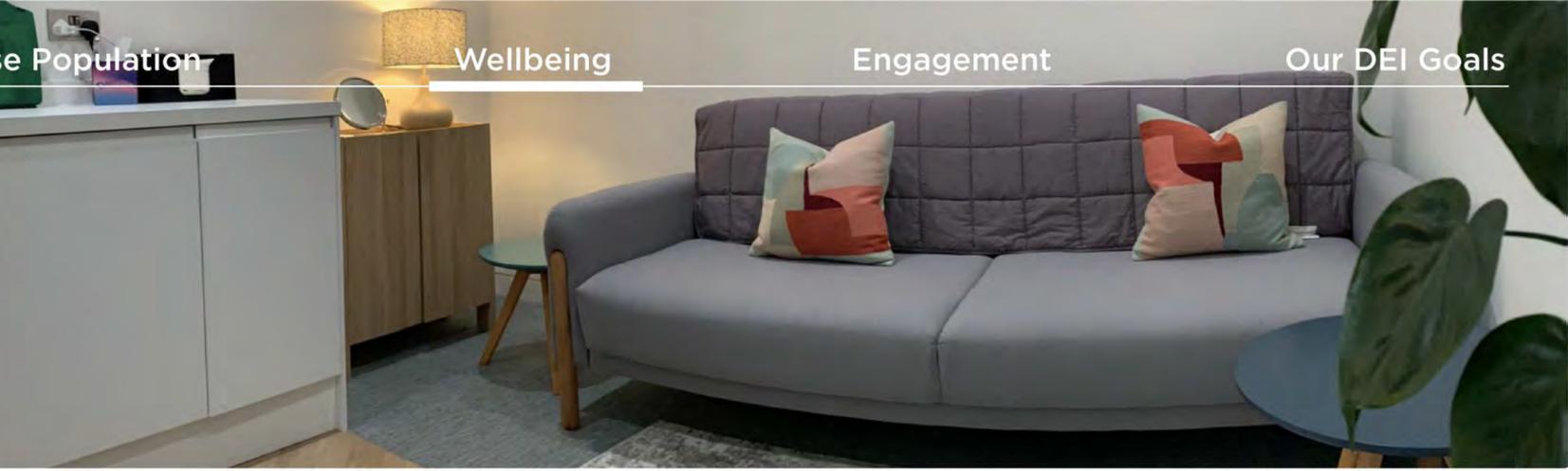
The GSMA engages an external wellbeing company to provide a global Employee Assistance Programme (EAP). The EAP is a confidential and impartial advice service available to support all employees whenever and wherever it's needed.

## Flexible Working Arrangements

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

## Mental Health First Aiders

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



## Personal Days

All employees are entitled to take four days of paid leave per annum to take part in or professional or personal development, celebrate important cultural or religious events, or to volunteer in their local community.

## Wellbeing Rooms

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

## Employee Development

The GSMA is committed to supporting the professional development of our employees. Our learning calendar is driven by employees as they can choose what they would like to focus on each quarter. We offer LinkedIn Learning for all employees and individualised sponsored training.

## Life insurance and Health Insurance

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

# Diversity4Tech - Industry Activities

The GSMA's Diversity4Tech programme builds on the success of Women4Tech, expanding conversations to include the indisputable case for diversity and inclusion in business.

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

Diversity4Tech's initiatives provide multiple layers of inspiration, connections, and solutions that span an individual's entire career, from the classroom to the boardroom. Gender equality, diversity and inclusion are no longer optional agenda items; they are indispensable to the bottom line and the growth of society's well-being overall.





Lara Dewar  
Chief Marketing Officer

“Diversity, equity and inclusion is not just a check box, another item on the list of ‘things to do’.

It really needs to become the beating heart of the organisations that we lead. It is a living, breathing part of who we are, and we need to give it room to evolve and transform, just as we as people do.”

# Engagement

# Engagement

Our annual staff survey asks several diversity and wellbeing related questions to ensure we track the year-on-year progress of key GSMA DEI and wellbeing behaviours and initiatives.

These results are taken from the annual Staff Survey undertaken in March 2022 and will be measured again in March 2023.



## 2022 Staff Survey Results Increase



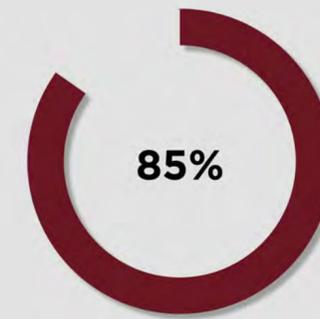
Feel the GSMA meets their needs with regards to flexible working



Feel they can 'be themselves' at work



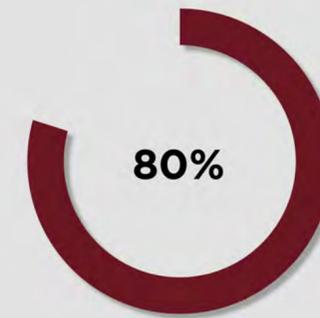
Agree their manager encourages a balance between their personal and work-life



Agree the GSMA values diversity in the workforce



Feel their manager is sensitive to their culture/background



Agree the GSMA is committed to supporting wellbeing



**Stress & Mental Health**



**Faith**



**Gender Identity & Pronouns**



**Neurodiversity**



## Our Popular 'Let's Talk' Series

The OneGSMA team continue to hold educational 'Let's Talk' sessions.

These are well received by participants as they enable a safe environment to comfortably share their personal experiences, connect with others and to learn more about a variety of topics.

# **Our Diversity, Equity, and Inclusion Goals**

# Our Focus for 2023 and 2024

## Year 1: Establishing Foundations

To further assist us in taking data driven actions, in 2023 we will focus on collecting diversity data, ensuring that our communications are clear on how this data will enable us to meet our DEI ambitions so that staff feel reassured and comfortable disclosing the requested data.

We will review our practices and processes to ensure they are inclusive, and we will continue to connect with our employees globally to ensure high regional engagement.

## Year 2: Making DEI Business Critical

During our second year, we will focus on making DEI business critical. We intend to introduce DEI performance objectives for all employees.

With the data we have collected in year one, we will better understand our workforce makeup and tailor our initiatives to support their needs.



**Nadia Mastantuono**  
DEI & Wellbeing Advisor

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

# Thank You

We hope you have enjoyed looking through our Diversity Report 2022. 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.

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