Navigating the era of responsible leadership in today’s world

A perspective from leading technology executives
The GSMA represents the interests of mobile operators worldwide, uniting more than 750 operators with almost 400 companies in the broader mobile ecosystem, including handset and device makers, software companies, equipment providers and internet companies, as well as organisations in adjacent industry sectors. The GSMA also produces the industry-leading MWC events held annually in Barcelona, Africa, Los Angeles, and Shanghai, as well as the Thrive Series of regional conferences. The GSMA continues to work with partners that share its commitment to sustainable development and economic growth.

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Contents

Foreword 4

01 What is responsible business leadership? 7
02 How COVID-19 has accelerated digital transformation 13
03 Extend consumer trust for the digital age 17
04 Promise inclusive growth and opportunities for all 24
05 Ensure an environment fit for continued innovation 32

Conclusion 40
Appendix 41
Foreword

#BetterFuture
A message from John Giusti, Chief Regulatory Officer, GSMA

Technology is transforming the world before our eyes, driving innovation across all industries and all aspects of life. As the power of technology grows, so does the importance of ethical and responsible business leadership in this digital transformation, if society is to benefit truly.

The Digital Declaration1 was launched in 2019 at the World Economic Forum in Davos amidst the shared recognition that stakeholders’ trust in technology services is essential for a thriving digital economy. At launch, the declaration was signed by the GSMA Board alongside 40 CEOs across the digital ecosystem, all united behind a shared vision and a set of aspirational principles, building a foundation for responsible business leadership in the digital age.

Today, we are on the edge of a new wave of technological innovation that will see 5G networks delivering new experiences for consumers and industry sectors – entertainment, healthcare, manufacturing, logistics, amongst others. At the same time, our societies and economies are facing diverse challenges as they try to respond to rapidly changing consumer behaviours and expectations, concerns over data and privacy, political and economic volatility, and inconsistent and fragmented government policies.

The mobile industry is at the heart of the digital ecosystem and it is putting responsibility at the core of how it does business. With the Digital Declaration, we want to unite other organisations and industries behind a movement to showcase what responsible business practices look like and how technology can be a driving force in empowering consumers, enterprises and society.

Since its launch, the Digital Declaration has continued to gain traction, with more than 80 CEOs now as signatories. We are witnessing these companies turning their aspirations into concrete actions, and setting a course for a sustainable and ethical future.

The COVID-19 pandemic has made clear, like never before, the importance of digital connectivity and solutions to people’s lives and livelihoods. Yet, it has also highlighted ongoing digital inequalities that make the need for responsible business leadership even more critical going forward.

We hope this report will inspire those embracing ethical business leadership, and serve as a guide for the types of concrete actions companies can start taking today, to make a real difference.

John Giusti
Chief Regulatory Officer, GSMA

The Digital Declaration principles outline a future that...

- **Respectful**
  Handling personal data in line with individuals’ wishes

- **Protective**
  Delivering an experience in a safe environment

- **Secured**
  Ensuring multi-stakeholder cooperation to mitigate cybersecurity threats

- **Inclusive**
  Extending the possibility of connectivity and digital technologies to everyone

- **Open**
  Fostering freedom of expression and access to information

- **Equal**
  Bringing everyone the opportunity to learn, create, transact and communicate

- **Dynamic**
  Stimulating advancements through competition and flexibility

- **Constructive**
  Driving collaboration and dialogue across geographies and stakeholders

- **Sustainable**
  Enabling an environment for business to deliver on policy goals
The opportunities and challenges facing businesses in 2020 have been unprecedented. On the one hand, emerging technologies like 5G and automation are opening up countless game-changing possibilities for industries. While on the other, the unexpected COVID-19 pandemic has thrown organisations, and their business practices, into complete disarray.
These exceptional circumstances have left both businesses and societies vulnerable, and brought the issue of responsible business leadership squarely to the fore. Responsible business leadership is an expectation that businesses “play a greater role in the betterment of society at large,” says Samsung’s President & Head of Mobile Communications Business, TM Roh. In addition, Orange’s Asma Ennaifer, Orange Digital Center Director, describes it as “an explicit expectation driven by customers, employees, regulators, and government, as well as from civil society.”

Whatever the interpretation, responsible business leadership is now fundamental to the way technology solutions and connectivity are deployed. The European Commission has described 5G as one of the critical building blocks of the digital economy and society over the next decade. However, exactly how this next-generation technology is rolled out for maximum benefit, is being intensely debated by industry and government.

Meanwhile the COVID-19 pandemic has accelerated the shift by businesses to digital technologies and created surging demand for digital services, from m-health to mobile money. But it has also brought to light the true extent of digital inequalities and cybersecurity vulnerabilities worldwide, uncovering a pressing need to help those who find themselves at a disadvantage.

And both these major events are unfolding alongside fast-developing global issues, such as climate change, diversity and wealth inequality. “Business stakeholders are levelling up their demand, as awareness increases around climate change, social inequalities, and human rights issues, as well as the desire for a ‘better world,’” says Matthieu Belloir, Group CSR Director at Orange. “Therefore, growth is correlated to a business’s ability to respond to these challenges.”

At this time of great uncertainty and change, both consumers and employees are calling for the businesses they buy from, and work for, to behave more responsibly – be that by running education programmes in their local communities, encouraging digital inclusion through more widespread connectivity or allowing people to enjoy their mobile experience in greater safety.

Ninety two per cent of people surveyed for Edelman’s Trust Barometer Global Report 2020 believe that CEOs should speak out on issues such as ethical use of technology, income inequality and diversity, while almost three quarters (74 per cent) think they should take the lead on change, rather than waiting for government to impose it.

But what qualities and behaviours support the principles of responsible business leadership and what must organisations do to embody them?
Successful businesses will be those that step up to the plate

The consensus among the business leaders interviewed for this report is that to ensure their continued growth, companies should closely align their values to a common set of ethical principles. Businesses that are only focused on exceeding revenue targets, without committing to acting responsibly, will no longer thrive. Successful companies also lead by example, sending strong signals to their stakeholders and to the market at large.

“Customers and future employees are demanding that the businesses they purchase from and work for serve a greater good and give back to the society where they do business. If they don’t, it will probably be difficult for them to succeed,” explains Anna Borgström, CEO at NetClean.

This is borne out in the fact that an overwhelming 90 per cent of those surveyed for the Edelman Trust Barometer’s special report: Brand Trust in 2020* believe businesses must act to protect employees and the local community in the face of the COVID-19 pandemic.

Responsible business leadership, then, doesn’t only mean looking out for your business and your workforce but also operating ethically for the benefit of society at large (see NetClean boxout on p10).

“Principles, not rules or regulations, allow flexibility and innovation in emerging digital technologies, and the orientation of this innovation towards broader social goals and outcomes which is essential for nurturing public trust.”

Andrew W. Wyckoff
Director for Science, Technology and Innovation, OECD

*People surveyed for Edelman Trust Barometer’s special report: Brand Trust in 2020
Responsible leadership calls for transparency and openness

Business leaders consider transparency and openness as crucial components of responsible leadership and trust. This includes not only transparency with customers, when it comes to working practices and data handling, but openness with employees about business strategy and performance, and with partners, in the spirit of true collaboration. Trust was described as essential to the customer relationship and consumers who can make informed decisions about interacting with a business and who understand its practices – especially when it comes to it collecting and processing their data – are far more likely to trust that business. The same goes for employees, partners, governments and the wider technology industry too.

“We communicate openly across the board – that’s the culture we believe in and the one we want to embed,” explains Harmeen Mehta, CIO & Head Cloud and Security Business at Airtel. “To us, being a responsible corporate is about being transparent and honest in all our communications. That’s what we ask of our employees and that’s what we feel a moral responsibility to do for our customers.”

How responsible business leadership can tackle online child sexual abuse material

One in 500 employees use their work computer to handle (download, consume or share) child sexual abuse material. This puts business leaders in a unique position to be able to make a significant impact in the fight against child sexual abuse. Technology company NetClean provides organisations with technical solutions that disrupt the distribution and consumption of online child sex abuse material and protect IT environments from being used for illegal activities. Working across 110 countries and with 1 million active licenses, businesses worldwide are working to protect their IT environments and safeguard children. A detected image can lead to previously unknown material being found and child victims being identified and rescued. Furthermore, disrupting the spread of child sexual abuse material limits revictimisation of child victims. “Most businesses have policies against child sexual abuse consumption on company-owned assets”, says Borgström at NetClean. “We want to support them in living up to those policies.”

5G is now live in more than 35 markets, 5G smartphones have launched and 5G awareness and the intention to upgrade is on the rise. By 2025, 5G will account for 20 per cent of global connections. To support this generational shift, operators are expected to invest around $1.1 trillion worldwide between 2020 and 2025 in mobile Capital Expenditure (CapEx), roughly 80 per cent of which will be in 5G networks. Moreover, 5G technologies are expected to contribute $2.2 trillion to the global economy between 2024 and 2034, with sectors such as manufacturing and utilities, and professional and financial services, benefiting the most from this new technology.

The power and speed at which 5G is set to be embedded into the world will present significant opportunities for society at large, with a myriad of new applications. To give just one example, an innovative joint project among Ericsson, China Mobile Jiangsu branch, and RoboTechnik, in the field of 5G smart manufacturing achieved a 30 per cent increase in production efficiency and a 40 per cent reduction in labour costs. It also helped companies to effectively improve their yield rate and product quality.

With the mobile industry at the forefront of the digital revolution, business leaders are both driving these opportunities within the industry and empowering other industries to follow suit. As Marcus Weldon, CTO at Nokia & President of Nokia Bell Labs puts it: “We need a true partnership between the telecommunications industry and the vast array of physical and digital industries, in order to be able to realise new value that 5G networks can bring for consumers and industries, by augmenting humans to perform any task optimally, from anywhere.”

But the rapid pace of change is also placing considerable obligations on businesses and leaders to innovate responsibly and develop products and services that people trust to benefit everybody. This is also needed to help combat public misinformation around 5G, fuelled by fake news.

To challenge any negative perceptions and build trust in 5G, business leaders point to the need to better educate and inform the public and to demonstrate 5G’s value to business through tangible and industry-specific applications. Shu Dai, Branding Director at ZTE believes that “when it comes to new technologies, it’s common for the public and businesses not to believe the story told to them by vendors, governments, or carriers. We therefore need to demonstrate the big-ticket applications of 5G to illustrate how it can really change society in the future.”

Weldon at Nokia advocates for a show, not tell, approach, so that people can understand intuitively why 5G is different. “The ability to remotely diagnose or treat a patient or situation, or to have drones access and survey the most remote or hazardous locations are examples I find very inspiring,” he explains. “We need to get to ‘5G is for the good of all’, but that doesn’t just mean cheaper connectivity. Digital infrastructure will power our world in a way that allows us to live more effectively, more harmoniously, more knowledgeably and in a more energy-efficient way.”

As Mehta at Airtel adds, bringing all these use cases together will also “allow companies like us to put the right investment into the technology – to build an ecosystem.”

“With 5G on the horizon in many countries, its potential is going to increase exponentially. It is vital that developing and emerging markets, which could benefit the most from 5G, are not left behind as this next wave of innovation sweeps through the world. We must work hard to ensure we don’t further exacerbate inequalities; that more and more people have the chance to join the digital world as full digital citizens, with the access and skills they need to harness ICTs and transform their lives.”

Doreen Bogdan-Martín
Director, ITU Telecommunication Development Bureau

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6 www.gsma.com/futurenetworks/ip_services/understanding-5g/5g-innovation
7 www.gsma.com/greater-china/resources/5g-use-cases-for-verticals-china-2020-3
8 www.gsma.com/mobileeconomy
How business and government co-operate will determine how they are perceived and trusted by consumers. All the business leaders interviewed stressed that while organisations can drive innovation and technological advancement, they benefit hugely from collaborating with governments to create lasting, impactful change and ensure initiatives are tailored to specific market needs.

As Ennaifer at Orange explains: “We co-constructed the Orange Digital Center concept with and for young people. This concept evolves according to the demands of the job market and in consultation with the Ministry of Higher Education and, through it, the universities. We are in constant contact with the entrepreneurial ecosystem of the countries to discuss the existing issues in a region and to determine the way that Orange Digital Centers can provide vital digital skills to young people.”

However, when discussing the roles and responsibilities of business and government, everyone underscored that the onus is on businesses to lead in setting standards, developing best practice and driving change.

“Often, businesses have the ability to move faster than governments, which make them more in tune with the future. Therefore, I think that it’s businesses that need to lead on change,” says Borgström at NetClean.

Meanwhile policymakers can support changes by creating and maintaining an environment in which innovation can flourish – by ensuring a fair environment for competition and investment, for example, and reducing business risk through initiatives, such as regulatory sandboxes and safe testing grounds for business models. The optimum environment is one that promotes sustained investment and where regulatory fragmentation is avoided through clear and consistent guidelines that enable businesses to take policies – from privacy to diversity – on board.

As Doreen Bogdan-Martin, Director at the ITU Telecommunication Development Bureau, explains: “Formulating an effective regulatory approach has never been so critical. While some still plead for unconditionally liberal markets, others call for caution, increased regulation, and a rules-based digital order. Still others are supporting a third way – a new deal that advocates for shared perspectives and common responsibility and that strikes a robust balance between people’s rights and the technology that impacts so much on our everyday lives.”

Government and the private sector: accelerating positive impact together
How COVID-19 has accelerated digital transformation

The continuously evolving COVID-19 pandemic has affected every sector differently. For the technology and mobile industries, it has shone a light on the significant role their products and services play in people’s lives, as well as technology’s post-pandemic potential. But, how have companies stepped up during the pandemic and how can they contribute to the global recovery?
Driving innovation in a time of crisis

As the crisis has unfolded, business leaders have been seizing the opportunity to drive meaningful change through innovation⁹, and many of those interviewed for this report shared responsive campaigns they have introduced. Airtel, for example, launched a Superhero feature on its Airtel Thanks App during lockdown. It encouraged digitally-savvy people in India to do online recharges for other Airtel users in their community who would normally recharge in shops. The main aim was to create a wave of inclusion.

“The ICT sector has so far demonstrated significant flexibility in its response to the COVID-19 crisis, with telco operators undertaking a number of short-term initiatives, mostly on a voluntary basis,” says Bogdan-Martin at ITU. “These measures include additional data allowances, increasing broadband speeds, and facilitating mobile money transactions to support individuals and communities constrained by lockdowns.”

As lockdown eases and economic activity resumes, mobile operators may discontinue these exceptional practices, which have come at a significant cost, but demonstrating agility in this way is a skill that will prove invaluable in the months and years ahead.

“As an industry, our opportunity is to adapt, adjust and accelerate to meet the new and changing market dynamics and demands, while ensuring that our communities and employees remain supported.”

TM Roh, President & Head of Mobile Communications, Samsung

As TM Roh at Samsung explains: “While the world has changed tremendously these past few months, change is something that is constant. As an industry, our opportunity is to adapt, adjust and accelerate to meet the new and changing market dynamics and demands, while ensuring that our communities and employees remain supported. Those who do it right can make positive change in their communities, and help propel the industry, and society, forward.”
The power of collaboration

As unforeseen challenges have arisen, competing businesses have had to join forces to find workable solutions. Airtel described how as lockdown was announced in India, it (along with other telecom operators) brought companies together to make a collective decision to default stream on mobile in standard definition, rather than high definition, to free up network capacity and keep the country running. “In less than 72 hours, every company we approached – YouTube, Netflix, Amazon, HotStar, Zee – agreed to do that. It’s a great example of two different industries coming together, alongside policymakers, to do what was right for the country,” said Mehta at Airtel.

Meanwhile, Samsung worked with Google to build Google Duo video calling into Samsung Galaxy devices, and expanded its long-term collaboration with Microsoft, so Galaxy smartphones and Windows PCs can seamlessly share photos and messages. Using auto-sync functionality and advanced Link to Windows, people can access mobile apps on their PCs.

Maintaining security

With more people spending more time at home and online, companies have reported seeing a spike in cybercrime. As society adjusts to a new reality, businesses must now step up their efforts to safeguard their customers, employees, and the wider community.

“I don’t think the global business community was ready for the amount of remote work that is going on now,” explains Borgström at NetClean. “What businesses need to do to maintain a high standard of safety is make sure that they have protection, detection and reporting mechanisms in place on their assets.”
A need to tackle digital inequalities

However, when it comes to responsible business leadership, companies must now think beyond the current crisis to tackling its unwanted legacies. As Gan Bin, VP Wireless Product Line at Huawei Technologies puts it: “Nothing could have highlighted the critical role of mobile infrastructure and connectivity more starkly than the global COVID-19 pandemic. Yet it has also served to highlight continued inequality of access globally.”

COVID-19 has put the digital divide centre stage, while also making clear that recovery and readiness for the future depends on improving connectivity, digital services and skills worldwide. “Enhanced digital services and better digital inclusion of the population will be a key driver for economic and social recovery in the post-crisis era,” thinks Ennaifer at Orange.

However, supportive policy and regulatory environments are key to enabling the private sector to connect the unconnected. To reduce the coverage gap, we must expand the reach of mobile networks as much as possible. The best way for governments and regulators to help achieve this objective is by creating enabling policy and regulatory environments that reduce barriers to deployment and to incentivise investment in these networks. Governments can also implement measures to stimulate demand for internet services, contributing to lessening the usage gap, for example by reducing mobile-specific taxes and fees that harm the affordability of mobile internet services and devices.

“We need to shift from a highly competitive mindset to a collaborative mindset, where getting the unconnected online can be a win-win for everyone,” explains Bogdan-Martin, at ITU. “A more collaborative paradigm that brings governments, regulators and private companies together as partners, with pro-investment policies that can help bridge the financing gap that is currently keeping networks and devices out of reach of many millions.”
As discussed earlier in the report, the GSMA’s Digital Declaration is a set of aspirational principles that aim to act as a guide to business activity in the digital age. It consists of a set of high-level principles spread across three key pillars, the first of which is centred around fortifying consumer trust by: handling personal data in line with individuals’ wishes; delivering an experience in a safe environment; and ensuring multi-stakeholder cooperation to mitigate cybersecurity threats.
The past two decades have seen a progressive destruction of trust in societal institutions with consumer trust in business remaining low at 55 per cent, according to the Edelman Trust Barometer Global Report 2020. Ethical drivers are now three times more important to company trust than competence and 81 per cent of people are saying right now that to buy from a brand, they must trust that brand to do the right thing, according to Edelman’s Trust Barometer Special Report: Brand, Trust and the Coronavirus Pandemic.

As TM Roh at Samsung explains: “Over the past few years, we’ve heard from consumers that they now have a greater awareness of the risks they face, while major data breaches, scandals and discussions around privacy reforms have driven them to take back control over their data. We know, now more than ever, that to retain their trust we must do everything in our power to ensure they have the ultimate control over their data and keep them safe” (see Samsung spotlight on p23).

If the COVID-19 pandemic has taught society anything, it’s the potential technology has to improve everyday lives. But without trust, consumers will not engage and benefit from the next wave of digital transformation. How can businesses reassure them that their data is being used appropriately, while at the same time striving to unlock the full value of innovation to deliver the best outcomes for society? The research revealed some key insights.

Business leaders agreed that organisations should take a holistic approach to privacy and security in order to be most effective, with company departments working in synergy, under a unified strategy (See IBM spotlight on p21).

IBM values are central to its decision-making, but in a company that operates across 175 countries and through multiple business units, consistency is hard to achieve if decisions are not made in a centralised way. As Christina Montgomery, Vice President & Chief Privacy Officer at IBM explains: “We want to be having multi-stakeholder discussions within our own company about the responsible deployment of technologies, in a way that gives us governance and accountability around that.”

And this holistic approach extends outside of companies too; to mitigate cybersecurity threats, for instance, organisations must come together to share knowledge, set and meet standards. “Cybersecurity is the perfect example of how nobody has all the answers,” adds Montgomery at IBM. “We’re all better if we collaborate, communicate and share. Obviously, you must balance that and make sure that the intelligence you’re sharing has the right protections in place, but if you do that, we strengthen all of our collective defences.”

Another cornerstone of trust is making sure that the privacy and security efforts of businesses meet with industry guidelines and regulation. “Our clients’ trust is our primary asset in the end, so being compliant with data protection regulations, such as GDPR or LGPD in Brazil, are essential for our business and our customers,” say Jose Manuel Castro, VP for Strategic Business Development at Valid (see Valid spotlight on p22).
Accountability is key

Tracking progress in this area is also fundamental to success, as both IBM and Airtel attest to. Having KPIs helps businesses stay accountable for handling data responsibly, while having a robust cybersecurity strategy in place means that any breaches are dealt with immediately.

“How do you measure successful data governance if you don’t have integrated processes to help implement compliance and expand that out throughout the company, and to hold business units accountable for ensuring they are adhering to our policies and global regulation?” says Montgomery at IBM.

“We closely monitor the flow of data within our organisation,” adds Mehta at Airtel. “When it comes to cybersecurity, where I see many companies falter is in how they do the checking, the monitoring – how they ensure that if there is a breach that action is swiftly taken.”

Key actions for extending consumer trust

- **Form partnerships and share knowledge** with other organisations and industry players, and collaborate with governments and policymakers on industry guidelines, to create safer products and processes consumers can trust.

- **Share information and best practice with teams across the business** and be open, transparent and engage with consumers – this will encourage both trust and empathy.

- **Consistently monitor the digital ecosystem and data flows** to stay one step ahead of evolving cybersecurity threats.
“Businesses need to take responsibility to help build trust because we know that in the digital or virtual world, trust is always more important than in the physical world. When you go virtual, things are very ephemeral and you lack some of the trust markers that we benefit from in the physical world – things like a building’s store front that creates a direct relationship between customer and merchant, a known brand or a community connection to the merchant. To promote trust, businesses operating in the digital age should, among other things, strive for security by design. The end user today is not only consumers, but, more and more, business users in B2B relationships. For the OECD, the main security challenge is to ensure that public policies protect data, systems and networks, as well as privacy, without closing the digital world and inhibiting economic and social prosperity.

To avoid that, we promote a risk-based approach where security is tailored to the economic and social risk of using digital technologies. We also promote security and privacy by design and by default, in particular with respect to IoT devices. Privacy is very important, and people rightly feel ownership over their personal data. But data is a lot more than just personal data. We’re about to see this flood of machine data, some of which will have a very small personal element to it, if any, but will be incredibly useful for optimising systems and gaining more productivity. We need a different vocabulary when we talk about data that begins to understand this differentiation, as well as different policy processes.”

Andrew W. Wyckoff
Director for Science, Technology and Innovation, OECD
Spotlight on...

IBM

Christina Montgomery
Vice President &
Chief Privacy Officer

Handling personal data in line with individuals’ wishes

IBM’s appointment of a Chief Privacy Officer was an industry-first. The role is currently held by Christina Montgomery who oversees IBM’s privacy programme and global compliance, directing all aspects of IBM’s privacy policies, including the IBM AI Ethics Board. She explains how the company has created a unified strategy around privacy, data, cyber security and AI ethics, to ensure it handles data respectfully.

Q How is your team set up for a holistic approach to privacy?

A After GDPR was introduced in 2018, there was a lot of discussion about whether privacy should continue to sit within the legal department. We decided to create a team of, primarily, non-lawyers, with science and data analytics skills who became responsible for operationalising our privacy programme and providing tooling to simplify compliance.

My team in the Chief Privacy Office sits as a sister organisation to a group we call Enterprise and Technology Security that undertakes the cyber security mission for IBM. Our Chief Information Security Officer sits within that team because privacy is meaningless if we’re not working hand-in-hand with security. I also sit next to the Chief Data Office because data and understanding the governance around it is critically important for a holistic view.

Q How does your internal structure help you to handle data respectfully?

A Our clients – banks, airlines, retailers – handle some of the world’s most sensitive information and their clients are looking to them to deploy trusted solutions. If they can’t trust the manager of their infrastructure or their Cloud provider to host that data, then they’re not going to be able to live up to their promises to their clients, who are the consumers of the world.

For IBM, responsible stewardship of data and deployment of new technologies into the world are at the heart of our strategy. That’s why we have a broad team of researchers, designers and developers working in close collaboration with the Chief Data Office, security team and the business units (BUs). The BUs also have privacy resources and experts embedded within them, who have an in depth understanding of the tools they’re using and the offerings they’re deploying. With this matrix model, we’re able to create a consistent strategy and a safer overall experience for customers.
Spotlight on...

Valid

Kevin Freiburger
Programme Director

Delivering an experience in a safe environment

Valid provides government agencies with secure tools to implement or build identity management solutions fast, to issue end-user credentials and provide a smooth customer experience, while enhancing security for the issuing organisation. Kevin Freiburger, Programme Director at Valid explains how the company supports public sector agencies to improve the safety and security of the services they offer.

Q: What protective measures are built into Valid’s platform?

A: The Valid identity and access management platform enables public sector agencies to modernise public-facing services and create an ecosystem of applications and services while properly limiting access to sensitive resources. The platform allows agencies to limit access for each user to only the authorised resources. Valid hosts and completely manages the service, so that public sector agencies realise the security and scale from the technology without investment in server infrastructure or additional security staff. The service also supports all the modern, secure authentication and authorisation standards.

Earlier this year, we won the 2020 InfoSec Awards’ ‘Most Promising Identity and Access Management Company’ prize for our commitment to streamlining processes and increasing the safety of public sector identity solutions.

Q: How does Valid help its customers deliver an experience in a safe environment?

A: The identity management services provided by Valid Identity Cloud increase security for agencies that adopt them. Valid hosts the solution with multiple layers of security that include cybersecurity monitoring using machine learning. The monitoring helps to pinpoint potential malicious activity and other anomalies. Valid software automatically initiates the necessary measures to deal with suspicious traffic. The State of Vermont, for example, uses the technology within Valid Identity Cloud to operate its driving license applications, enabling it to upgrade its Department of Motor Vehicles (DMV) infrastructure quickly and increase operational efficiency, while at the same time advancing its security and protecting citizens against fraud.
Ensuring multi-stakeholder cooperation to mitigate cybersecurity threats

Security is at the centre of every decision Samsung makes, from the second they design a new product. User data and information is protected at every level of the device with Samsung Knox allowing users to enjoy mobile experiences securely and safely. It has met security requirements set by governments worldwide, received strong analyst security ratings, and was recently awarded the 2020 Digital Declaration Global Mobile Award ‘Best Mobile Innovation for Building Trust in the Digital Age’. Daniel Ahn, SVP and Head of Mobile Security Team at Samsung explains how the company is protecting user data in a rapidly advancing digital world.

Spotlight on...

SAMSUNG

Daniel Ahn
SVP and Head of Mobile Security Team

Q How are you ensuring a safe and secure mobile experience for users?
A As we enter a new era of personalised experiences, driven by data and powered by AI, 5G and IoT, we must prove that we’re able to protect users’ data every step of the way and ensure they are always in control. The first step for us has been to provide our customers, both enterprise and consumer, with security solutions that guarantee the integrity of their mobile device because there is no such thing as privacy if that is compromised. Our goal with Knox was to create a security platform that allows users to discover new mobile experiences with peace of mind. However, to fully protect them, it’s not enough to just secure Samsung’s products, we must commit as an industry to protecting the privacy of consumers across the entire mobile experience.

Q How can we as a mobile industry mitigate against cybersecurity threats?
A We are entering a new era of mobile connectivity that will unite a variety of devices to make our lives simpler but will also open ourselves up to greater risk. By working closely with government agencies and industry partners to establish guidelines and standards for strong security, we can ensure consumer information stays secure. We are convinced that collaboration is key if we want to create new mobile experiences that consumers can trust. We’ve worked closely with over 1,000 partners, including Google, to establish security standards for all Android devices and continue to define global security standards for all mobile products, services and networks.
Promise inclusive growth and opportunities for all

The second of the GSMA’s Digital Declaration pillars is all about building an inclusive digital economy by: extending the possibility of connectivity and digital technologies to everyone; fostering freedom of expression and access to information; and bringing everyone the opportunity to learn, create, transact and communicate.
Access to the internet and digital ecosystems is a significant driver of economic and social development, but currently this access is not evenly spread. The problem has only been magnified by the COVID-19 pandemic, which has acted as a major catalyst for accelerating digital transformation. Meanwhile, the desire to tackle inequalities more broadly is growing in developed markets, as well as developing ones, with movements like Black Lives Matter spreading across Europe and the US. As Susan Johnson, EVP Connections and Supply Chain, AT&T puts it: “Our society doesn’t work if it doesn’t work equally for all. We know there is much more that must be addressed when it comes to racial inequities across every facet of society – education, health care, economic opportunities and jobs. Given the ever-evolving environment, business leaders need to be more involved in solving global problems like racial injustice and the wealth gap.”

Digital inclusion requires collaboration across industry and between public and private sectors to ensure affordable, sustainable access is available to everyone. It also requires continuous work on skills, economic and cultural issues to close usage gaps and promote opportunities for all.

By the end of 2019, over 4.1 billion people or 53.6 per cent of the global population were using the internet, of which 3.8 billion or 49 per cent were connected to the mobile internet. However, despite the rapid expansion of mobile networks in recent years, there is still a coverage gap of just under 600 million people, or six per cent of the population, who are without access to mobile internet networks and the associated services that this infrastructure provides. In addition, there are still 3.4 billion people who live in an area covered by a mobile broadband network but who are not using the mobile internet – the usage gap. This means the usage gap is now six times larger than the coverage gap.

Despite the widespread availability of mobile networks, billions of people face considerable barriers to adopt mobile internet. As Gan Bin at Huawei explains: “Connectivity is still the bedrock of digital inclusion. However, this is about more than connectivity alone.”

How can businesses redouble efforts to reduce the digital divide and ensure diversity and freedom of expression is baked into businesses to help them thrive? The research revealed some key insights.

“Connectivity is still the bedrock of digital inclusion. However, this is about more than connectivity alone.”

Gan Bin, VP Wireless Product Line, Huawei Technologies

Inclusivity through education works

With technology developing at a rapid pace, education programmes focused on digital skills are essential, to ensure no one is left behind. Business leaders talked of numerous initiatives that try to fulfil that aim, including IBM’s P-Tech, Orange Digital Centers, and SAP’s Learning for Life (See Orange spotlight on p31). Meanwhile, international organisations are working towards that same aim with initiatives such as EQUALS, a global partnership to bridge the digital gender divide founded by ITU, UN Women, the UN University, GSMA and ITC, and the GIGA initiative, whose worthy aim is to connect every school in the world to the internet, and ultimately, every young person to information, opportunity, and choice.

“We do not have engineers who can run deforestation programmes, employees who can drill for water or those able to provide medical assistance – those aren’t our core competencies,” explains Clas Neumann, SVP & Head of Global Labs Network at SAP. “Our core competency is digital skills. We have really good teachers at SAP and can engage our workforce to help tackle the digital divide.”

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20 www.gsma.com/mobileeconomy
21 www.ibm.com/thought-leadership/ptech/index.html
24 www.equals.org/mission-and-vision
25 www.gigaconnect.org
Integration with local communities is a win-win

It’s not just about education - businesses impact the markets where they operate in many ways, touching employees, customers and vendors, all of whom are part of the communities they serve. As Castro at Valid put it: “We consider our business part of the community and, as such, we should contribute to its welfare. The business should, for example, generate employment opportunities equally for all, without taking into consideration social background, gender or colour, and promote social and cultural values. This is very important.”

Better integration and understanding don’t just benefit communities but also provide vital insights for businesses about the people they serve, which they can use to better cater to them. “There’s no longer an amorphous consumer. The power and influence of individual ethnic and gender groups requires us to understand and integrate an appreciation of these consumers into the way we approach building, creating, designing and developing – not just selling,” explains Neptune at Lenovo (see Lenovo spotlight on p30).
Diversity of thought leads to better innovation

Business leaders described how diversity provides them with different perspectives and that this is often the ‘secret sauce’ that leads to successful innovation. For this reason, SAP does not define its Autism at Work programme as a CSR initiative, but points out that those hired through the programme sit on the full head count of their team. “People think differently, they innovate differently, they approach a problem differently. If you merge these ways – perhaps in different cycles or lifecycles of an innovation – you can create much greater solutions,” explains Neumann at SAP. This point is evident in the fact that the winner of the 2019 Hasso Plattner Founders’ Award, the highest employee recognition at SAP, joined the company through its Autism at Work programme.

Weldon at Nokia, meanwhile, describes diversity as no less than fundamental to the innovation process, with the inclusion of diverse perspectives, whether that’s intellectual, gender, cultural or sensibility, the only way to solve a problem completely and correctly. “Otherwise you miss some dimension,” he explains. “We love the juxtaposition of those different perspectives to define and find the right answer. ‘Embrace complexity to find simplicity’ – that’s genius.”

Measurement is essential for progress

However, interviewees stressed the importance of measuring progress when it comes to inclusive growth, setting targets and publishing data openly for employees and the wider public to see. In this way, businesses can track their progress to understand where they are succeeding and where there is still room for improvement. “Committing to transparency around actual performance data and disclosing it publicly, whether the results are good, bad or reflect challenging areas where we have real issues to still resolve, demonstrates both our commitment and our resolve to improving,” says Neptune at Lenovo.

Castro at Valid agrees: “It’s very important that we measure, so that we understand whether all the actions that we take are really in line with our company strategy, industrial trends and community values.”

“We need a holistic approach to digital inclusion. Nearly half the world’s population don’t have access to this fundamental human need, and I don’t think this can be viewed as acceptable anymore. When we talk about digital inclusion, it’s not just about connectivity, but the other pieces needed to be able to interact in the economy – and have a place in society – through digital means.”

Derek O’Halloran, Head of Shaping the Future of the Digital Economy and New Value Creation, WEF

Bottom line: diversity is not only good for society, it’s good for business

The research provides clear evidence from business leaders that diversity is good for business and should be embraced by those looking to succeed and grow. “If you’re able to tell me – and this is consistently validated by data – that a diverse team is more creative, more productive, and therefore more likely to win, then I’m not doing my job as a business leader and bringing that reality to bear if I don’t share that commitment,” says Neptune at Lenovo.

Key actions for inclusive growth

- **Align key stakeholders** behind the reality that investing in diversity is an investment in business growth. But do not let the weight of expectation fall on diverse workforces – give them the space to thrive.

- **Businesses shouldn’t limit themselves to CSR programmes**, but should bake initiatives that promote diversity into their business strategy and organisational culture.

- **Share the digital capabilities, knowledge and skills of the organisation** and its workforce with local communities.

- **Report and measure progress** – this is essential to transparency with external stakeholders and will help to show how far the business has come. Share insights widely and use feedback to make any adjustments.

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“The COVID-19 pandemic and responses highlight the prejudicial impact of the global gender digital divide: girls and women are missing out on technology-enabled measures to mitigate the health, social, and economic impacts of the pandemic. Approximately 3.6 billion people remain offline, and the majority of these are girls and women – 52 per cent of women, compared with 42 per cent of men. Research shows this gap is widening, and at its largest in the Least Developed Countries.28

Similarly, a gender gap in mobile technology ownership and use exists. Women are under-represented in the technology sector globally, while at the same time digital technologies are profoundly reshaping the societies and economies we live in, and the values we live by. It is predicted that the majority of future jobs will require at least basic digital skills, yet women are not getting the digital training they need to succeed. Affordability and lack of digital skills remain some of the key barriers to the uptake and effective use of the internet, especially in poorer nations.

Policymakers need to be more creative in addressing critical issues like affordability of service, cost of devices and lack of digital skills and literacy, to enable more people – and especially women – to participate and flourish in the digital economy.”

Doreen Bogdan-Martin
Director, ITU Telecommunication Development Bureau

Spotlight on...

Extending the possibility of connectivity and digital technology to everyone

Harmeen Mehta
CIO & Head Cloud and Security Business

How does Project Leap support inclusion?

We are helping to digitise large parts of India, going into rural areas, and providing telecommunications. And we are able to bring additional products such as banking and insurance on top of our services to drive financial inclusion in a meaningful way. We have more than 280 million customers, so the opportunity to bring useful, digital services to them is immense. We run one of the most affordable voice and data services in the world and our entire philosophy centres around: where our customers are, that’s where we service them. So, you will find us in rural parts of the country as much as in urban ones. A lot of our focus this year has been on further strengthening our 4G network in parts of rural India, to help those areas of the country get online and be a part of the socio-economic growth story.

As part of Project Leap, we have also opened up our entire mobile network information to our customers through an interactive online interface called Open Network. Anyone can now check if the Airtel mobile network in an area is excellent, good, moderate, or non-existent and customers can contact Airtel to report their network related issues.

What role does collaboration play in extending digital inclusion?

At Airtel, we believe that a positive and enabling digital future can only be built through constructive collaboration and continuous dialogue among key stakeholders. Having a collaborative ecosystem and enabling policies are crucial markers of the health and vibrancy of the industry.

We’re not creating a walled garden where we have to do everything ourselves. In fact, we open up a large part of our distribution ecosystem to other companies. We’re working with a whole host of corporate companies, allowing them to target the right consumers with their products and bring the right solutions to our consumers. That benefits both parties, but most importantly, it also helps build a fair and robust ecosystem.
Fostering freedom of expression and access to information

Lenovo’s employee resource groups (ERGs) bring together employees based on shared interests, backgrounds or life experiences, helping to provide support for both career and personal development. Torod B. Neptune, Lenovo’s Worldwide Group Vice President & Chief Communications Officer, explains how they create an open and positive organisational culture that drives meaningful change.

Q What role do ERGs play in creating an open organisational culture that fosters freedom of expression?

A ERGs create a forum for traditionally under-represented groups, along dimensions like race, gender, sexual orientation, or disabilities. Lenovo currently sponsors eleven ERG programmes, with organised efforts focusing on:

- Gender (WILL; Women in Lenovo Leadership)
- Race and ethnicity (BLAST; Black Leaders Achieving Success in Technology, HOLA; Hispanics of Lenovo Association, LEAD; Lenovo Employees of Asian Descent)
- Sexual orientation (Lenovo Pride and Diversitas)
- Ability (ABLE; A Better Lenovo for Everyone and PwD; People with Disabilities)
- Career lifecycle (REAL; Rising Employees at Lenovo)
- Working parents (NEMO; New and Expectant Mothers Outreach)
- Religious affiliation (Lenovo Interfaith)

Within these ERGs, employees come together to network, volunteer, learn and grow through career development meetings, workshops, and panel discussions.

ERGs play an integral role in increasing cultural awareness among employees, providing authentic, hands-on experiences. Groups like Lenovo Pride and Diversitas engage their communities and participate in annual Pride Month parades, while groups such as ABLE and PwD partner with engineers and designers from our product development teams to dig deeper into our inclusive design process and look at how we factor in accessibility in the research and development phase. The race- and ethnicity-focused organisations, meanwhile, often facilitate sharing of cultural norms and traditions among employees during observed holidays and dates of importance like Black History Month and Hispanic Heritage Month.

Q How do ERGs educate and inform Lenovo’s business?

A Most recently, following a summer of national protest in regard to historical racial tensions in the U.S. and growing momentum of the Black Lives Matter movement, our North American leadership came together with the Diversity and Inclusion office to address employees, acknowledge what’s going on socially within the U.S., and offer support. Lenovo Executive Committee members worked with HR leadership to develop our Show Up, Listen, Act response, which was heavily influenced by feedback from a committee of ERG leaders offering insight and guidance as that ‘pulse’ on the employee perspective.

As a result, we launched internal forums between senior leadership and employees that opened up genuine dialogue around diversity, inclusion, bias and injustice. We also refocused training and resources for education on diversity, and ramped up support for 5:1 employee matching to social justice organisations through our corporate giving platform. ERGs have been key in continuing to foster these forums and the BLAST ERG, in particular, has helped publish resources advising on how employees can best support the African-American community during this time.
Bringing everyone the opportunity to learn, create, transact and communicate

Orange Digital Centers (ODCs) are support and development centres for young people to gain vital digital and entrepreneurial skills. They bring together several strategic programmes, including coding schools, digital manufacturing spaces: FabLabs Solidaires of Orange Foundation, start-up accelerators: Orange Fab, and benefit from the support of Orange investment fund: Orange Ventures Africa. Asma Ennaifer, Orange Digital Center Director, explains how ODCs are promoting digital inclusion, helping to reduce unemployment and provide future generations with high value jobs.

**Q** Why is Orange best placed to help tackle the challenge of digital literacy?

**A** Our aim is not to act as a replacement for academic institutions but to support them with practical training and soft skills. ODCs are positioned between the academic world and the labour market. The ODC network will be established on both continents in Europe and in Africa and the Middle East. While Europe needs a highly skilled workforce of developers and coders, Africa needs business opportunities. Our centers are located in the capitals with subsidiaries in universities in the regions (Orange Digital Center clubs), in partnership with the Ministry of Higher Education.

The ODCs are inclusive places, open to all for free, in particular to young people, women and children with positive discrimination against women. The ODC concept contributes to progress against the following Sustainable Development Goals: Quality Education, Gender Equality, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, and Partnership for the Goals.

The Orange Group has proven expertise in the field of innovation, and through the ODCs we share this know-how with young people by training them in the latest technologies. The young people who benefit from support and training in the ODCs are immediately employable because their profiles meet the demands of the job market. Following the training, we run a speed recruitment day, to which we invite Orange partner companies to come and recruit the cohort.

**Q** What impact do ODCs have on the wider community?

**A** Young people are trained on concrete projects that respond to a societal issue in their country. For example, in response to the problem: how do you empower women in Tunisia through digital technology? The ODC has developed a mobile application to showcase women artisans throughout the country and their products, called ‘Artisan d’Art’, which raises the profile of female creators and their products, especially those in disadvantaged areas. Barely six months after the launch of this application, women artisans have seen their sales increase by more than 60 per cent.

We promote technical training and soft skills, and we work to ensure that young people are responsible citizens and participate in the digital transformation and development of their country. We are convinced that young people, women in particular, will play a leading role in the transformation of their country, our role is to accompany them in this challenge.

Asma Ennaifer
Orange Digital Center Director

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32 www.artisansdart.tn
Ensure an environment fit for continued innovation

The third pillar of the GSMA Digital Declaration encourages the kind of environment businesses need for continuous innovation by: stimulating advancements through competition and flexibility; driving collaboration and dialogue across geographies and stakeholders; and enabling an environment for business to deliver on policy goals.
The Fourth Industrial Revolution – during which emerging technologies such as automation and machine learning are rapidly being integrated into society – is creating a wave of change, the effects of which are being felt everywhere.

At the same time, the COVID-19 pandemic has acted as a major catalyst for innovation, with more than a third (37 per cent) of those surveyed for Edelman’s Trust Barometer Special Report: Brand, Trust and the Coronavirus Pandemic saying they recently started using a new brand because of the innovative way it has responded to the COVID-19 outbreak. And the unfolding crisis hasn’t just changed consumer behaviour, it has shifted mindsets too. Almost three quarters (73 per cent) of employees now say they expect a prospective employer to give them the opportunity to shape the future of society.

How can business leaders maintain an environment that nurtures innovation and stimulates ongoing investment? The research revealed some key insights.

*People surveyed for Edelman’s Trust Barometer Special Report: Brand, Trust and the Coronavirus Pandemic

33 www.weforum.org/focus/fourth-industrial-revolution
34 www.edelman.com/research/covid-19-brand-trust-report
Successful innovation requires both autonomy and collaboration

The business leaders interviewed structure their teams to allow for autonomy, exploration and collaboration, including across geographies (see ZTE spotlight on p38), to help drive innovation. Several organisations, including Samsung, SAP and Valid, referenced bottom up programmes that give employees the scope to drive their own innovations within a competitive environment. These included in-house incubation programmes, discussion platforms, and initiatives that allow for employees who launch unsuccessful start-ups to easily return to work within a five-year window.

TM Roh at Samsung describes the company’s MOSAIC – the Most Open Space for Advice, Intelligence and Creativity – initiative as a discussion platform for employees to connect with global colleagues and solve difficult problems.

Meanwhile SAP encourages bottom up innovation by giving colleagues the time and space to explore their own ideas. Employees are able to form little companies within SAP and ask for resources and funding from the board.
Taking risks and learning from failure is what leads to lasting change – but only when trust is at the core

As businesses from Samsung to Nokia see it, learning from failure is part of the innovation process and creating an environment where employees are trusted to take risks is essential to enabling this. As Weldon at Nokia puts it: “I fundamentally believe that learning about why it didn’t work or didn’t manifest in the market is not a failure – it’s a success. I would say we’re 100 per cent successful as long as we learn.”

Risks may mean financial loss if the market is not ready for the innovation, if consumers don’t understand the potential benefits, or if there aren’t enough partners on board to help develop complementary solutions – but taking on this risk is what leads to real industry change.

Innovation often happens on the fringes

Trialling new technologies and looking at business challenges outside of their usual context can also offer a different perspective, revealing unforeseen opportunities and applications. Nokia has been especially good at capitalising on this, thanks to its industrial research and scientific development division (see Nokia spotlight on p37). “Normally the way you find new spaces and new ideas is on the fringes of normality, off the beaten path,” explains Weldon at Nokia.

Happily, this works both ways too. Once SAP creates a new piece of technology, for example, it looks for ways or means, outside of the usual business setting, in which to use that technology, to maximise the applications of that innovation across different fields. The company has used a similar approach to help its customers to deliver on climate policy goals (see SAP spotlight on p39). Heather Johnson, Vice President, Sustainability and Corporate Responsibility at Ericsson agrees with this approach too: “We are convinced that digitalisation and mobile broadband networks will help tackle many of the global challenges our world faces today, helping industries become more efficient by reducing their energy consumption and climate impacts.”

Key actions for ensuring an environment fit for continued innovation

• **Allow employees the space, time and tools** to experiment with new technologies and ways of working.

• **Collaborate with a wide variety of partners**, from think tanks to academic institutes and industry coalitions to benefit from different points of view and foster new ideas for exploration.

• **Facilitate the delivery on policy goals across the supply chain and business customers**, by sharing knowledge and best practices.

“Competition is a key motivator. There are things we can do on the business side to stimulate competition as well as on the government side, where the ultimate aim is to encourage innovation. We have a tendency to forget that innovation is the engine for productivity, which is important because productivity gains enable gains in the standards of living which in turn allow the tackling of societal problems.”

Andrew W. Wyckoff, Director for Science, Technology and Innovation, OECD
“There’s a great opportunity for innovative partnerships to address what are currently underserved segments of the market, both in developing and developed countries. Out of the 25 least connected countries in the world, 21 are in Africa, so clearly that is a particular need as well as a range of opportunities, for transformational collaborations there. We’ve seen examples of operators with government, local communities, farmers, finance ministries or small and medium-sized businesses – working together to create innovative models. The result is that different segments of the market become viable to sustain in new ways.

This same is also true in developed markets. In the US, for example, banks have been shutting down branches for years, pulling them out of neighbourhoods where it’s not economically viable to sustain them. The result is that today, 70 per cent of black neighbourhoods in the US have no bank. We know that digital banking can empower and include people and drive local communities’ business. So what are the partnerships that telco companies, technology companies, local financial institutions or community associations can build, in order to be able to supply online banking to these communities? By collaborating across different industries, with telecommunications taking a lead, we can create simple and impactful innovations, open up new markets and improve outcomes for individuals.”

Derek O’Halloran
Head of Shaping the Future of the Digital Economy and New Value Creation, WEF
Stimulating advancements through competition and flexibility

Marcus Weldon is both CTO of Nokia and President of Nokia Bell Labs, the world-renowned research and innovation engine. He explains how, with its outside-the-box thinking, wide-reaching expertise and through collaboration with the global innovation community, Nokia Bell Labs wants to shape and transform the future telecommunications and technology landscape.

Marcus Weldon
CTO of Nokia and President of Nokia Bell Labs

Q What is your approach to competition when it comes to innovation?
A A large part of what we do at Nokia Bells Labs is reasonably competitive. We participate in the European Framework Programme and get funding from defence and space agencies for research initiatives. But, by definition, pre-competitive research is open, so we also collaborate with more than 20 top university partners and leverage the large network of people who have come through Bell Labs since it was founded in 1925. Nokia also runs open competitions for people to innovate with us, such as the Open Innovation Challenge35, and we participate in open forums, including the O-RAN Alliance36. Even when we get into the competitive phase of our research, we like to align with others, to bring a collective wisdom into architectures because without that you end up with chaos – different innovations that are all related but don’t work together. Our aim is to get the industry moving together towards new realities as fast as possible.

Q Do all your research projects have a direct business application?
A Nokia Bell Labs’ job is to think 10 years ahead of mainstream reality and then invent whatever is needed to get us there. We try a few different approaches and the best of these innovations end up being commercialised by Nokia. My dual role helps to bring the future needs of the business together with the innovations coming out of Nokia Bell Labs.

Some of our research starts off far removed from the traditional commercial environment, like working with Alex Thomson Racing37, a British yachtsman who is solo sailing around the world in the Vendée Globe race. He’s about as isolated as you can be, which is fascinating from the point of view of developing and testing new, cutting-edge technologies, from augmented intelligence and wearable technologies, through to networks and communications capabilities. But Alex could just as easily be a worker on an oil rig or a remote windfarm – what we’re learning is helping to discover and create the technology of tomorrow that will allow remote access to, and control of, anything.

35 www.nokia.com/innovation/open-innovation-challenge-2019
36 www.o-ran.org
37 www.alexthomsonracing.com/blog/2018/09/26/nokia-partnership
Driving collaboration and dialogue across geographies and stakeholders

Over the past decade, ZTE has launched several hundred industry-university-institute partner projects, making investments and drawing government funding, as well as generating more than 2,000 patents and standard proposals with colleges and universities. Shu Dai, Branding Director at ZTE explains how the company sees multi-stakeholder collaboration as key to facilitating innovation.

**Spotlight on...**

**ZTE**

**Shu Dai**
Branding Director

*Q In what ways does ZTE drive collaboration and dialogue across stakeholders?*

**A** With a vision to “enable connectivity and trust everywhere”, ZTE has prioritised investment in innovation research through R&D collaborations with academic institutions. By continuously advancing university-enterprise cooperation in a holistic way, we see this as one of the main battlegrounds for fostering technological innovation.

In 2019, the Highly-Efficiently Converged Ultra-Large-Capacity Optical Access Technology and Application Project, jointly launched by ZTE and the Beijing University of Posts and Telecommunications, was awarded second prize at the National Science and Technology Progress Awards. The project was a breakthrough in traditional telecommunications core technologies involved in passive optical network development. The system has served hundreds of millions of users globally, boosting the shared development of fibre to anything (FTTx) applications and the industry as a whole.

*Q Where else have you benefited from greater collaboration across geographies to create an environment fit for innovation?*

**A** Our cybersecurity labs – which we have established in Belgium, China and Italy – are one of the measures we’ve taken to increase transparency around the world. They are a collaborative platform for ZTE and institutions, universities and all stakeholders interested in capacity building and knowledge transfer.

These cybersecurity labs provide external security assessment services by opening up product source code and documents. They also serve as a platform for customers, regulators and other stakeholders across geographies to perform independent security assessments of ZTE products and services. In addition, they play an important role in cooperation and communication, making the requirements and the method for mitigating security risks far more transparent.
Enabling an environment for business to deliver on policy goals

SAP is committed to helping customers deliver on their environmental policy goals by creating greater efficiency, transparency and accountability of carbon and emissions across the entire supply chain, innovating new processes and business models and helping companies engage with industry, government and their consumers. In June 2020, the company launched the Climate 21 programme to facilitate this. Clas Neumann, SVP & Head of Global Labs Network at SAP explains the programme’s mission.

Q What drove SAP to launch Climate 21 and how does it work in practice?

A Climate 21 is an initiative to help customers minimise the CO₂ footprint of their products, operations, and supply chains. Given that around 75 per cent of the world’s business transactions touch SAP systems, we are uniquely positioned to use our analytical tools and transactional systems to help customers in all industries and along their full supply chain.

SAP is embedding sustainability metrics as a new dimension of success into analytical and transactional applications, to enable Intelligent Enterprises to minimise CO₂ emissions across entire value chains. This will empower business leaders to act on the insights, ultimately creating transparency and the ability to initiate climate-friendly buying decisions.

The SAP Product Carbon Footprint Analytics has been the first solution to launch. It creates transparency around CO₂ details, so that companies can aggregate information on the carbon dioxide equivalent (CO₂e) footprint of their inputs and products. It also allows them to understand their operations based on benchmarks, transform operations to minimise their CO₂e footprint and improve product portfolios.

Q What can business leaders learn from SAP’s approach to enabling an environment for business to deliver on policy goals?

A Over 200 of the world’s largest companies report almost $1 trillion at risk from climate impacts, with many likely to hit within the next five years. Businesses must gain insights to assemble, assess and act on their CO₂ footprint because often this and best-practice information is either insufficient or unavailable. Businesses should be aware of market and regulatory risks, as increased awareness about climate change prompts consumer behaviour change and new standards and regulations may increase costs and taxation. Increasingly, businesses also need to prove their ability to act on requests for climate action to stay attractive to investors and consumers, and conserve their reputations.
Conclusion

With an ongoing global health crisis, and the economic, political and social fallout set to impact everyone for the foreseeable future, it has never been a more critical time for businesses to take concrete action when it comes to responsible business leadership. It is also time to deploy technology in a way that benefits everyone, including the more vulnerable sections of society.

Hopefully, the companies and initiatives discussed in this report will inspire businesses, showcasing real-life examples of what many forward-thinking organisations are already doing to act more responsibly when it comes to their business practices. The aim is to encourage more businesses to follow in their footsteps, to ensure responsible leadership becomes the dominant leadership of the future.

Businesses need to deliver real value to society and, finally, move into true ethical leadership. Only through making commitments such as those set out in the Digital Declaration, can businesses innovate in the right way, fortify trust, and use technology to drive inclusive growth.

“Those that embrace the principles of the Digital Declaration will strive for business success in ways that seek a better future for their consumers and societies. Those that do not change can expect to suffer increasing scrutiny from shareholders, regulators and consumers.”

Mats Granryd
Director General, GSMA

Please visit the Digital Declaration website for more information
www.digitaldeclaration.com
Methodology
This report was informed by a qualitative study that amalgamated insights from in-depth interviews and desk research. All elements of this study were conducted by the GSMA in partnership with Edelman.

Desk research – a review of key industry and media sources as well as the Edelman Trust Barometer were used to inform our initial thinking, provide insight into the opportunities and challenges businesses face, and identify existing best practice examples.

In-depth interviews – interviewees included Digital Declaration signatories, international organisations, and a senior leader at the GSMA. The interviews explored what being a responsible business leader entails, identified key opportunities and challenges, and gathered best practice examples to inform the report recommendations.

Additional feedback from signatories was also gathered through a short online survey.
# Appendix

## Signatory interviews

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<th>Company</th>
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<tr>
<td>airtel</td>
<td>Harmeen Mehta, CIO &amp; Head Cloud and Security Business</td>
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<td>IBM</td>
<td>Christina Montgomery, Vice President &amp; Chief Privacy Officer</td>
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<td>Lenovo</td>
<td>Torod B. Neptune, Worldwide Group Vice President &amp; Chief Communications Officer</td>
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<td>NetClean</td>
<td>Anna Borgström, CEO</td>
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<td>NOKIA</td>
<td>Marcus Weldon, Corporate CTO Nokia &amp; President of Nokia Bell Labs</td>
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<td>SAMSUNG</td>
<td>Asma Ennaifer, Orange Digital Center Director</td>
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<td>TM Roh, President &amp; Head of the Mobile Communications Business</td>
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<td>Daniel Ahn, SVP and Head of Mobile Security Team</td>
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<td>SAP</td>
<td>Clas Neumann, SVP &amp; Head of Global Labs Network</td>
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<td>VALID</td>
<td>Jose Manuel Castro, VP for Strategic Business Development</td>
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<td>Alfonso Crespo, Operations Director &amp; Social Responsibility Expert</td>
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<td>Kevin Freiburger, Programme Director</td>
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<td>ZTE</td>
<td>Shu Dai, Branding Director</td>
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Appendix

Additional contributors

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Susan Johnson, EVP Connections and Supply Chain

Heather Johnson, Vice President, Sustainability and Corporate Responsibility

Gan Bin, VP Wireless Product Line
Lydia Davidson, Third Party Relations

Matthieu Belloir, Group CSR Director
Thierry Barba, Director Ecosystem Development
Marion Le Calloch, CSR Project Manager

Masaaki Koga, Executive Director

Catherine Bals, Head of Reputation & Sustainability

Giacomo Robustelli, International and European regulatory & Institutional Affairs Vice President
Appendix

International Organisations

Alix Jagueneau, Head of External Affairs & Industry Purpose, Government & Regulatory Affairs

Andrew W. Wyckoff, Director for Science, Technology and Innovation

Doreen Bogdan-Martin, Director of the ITU Telecommunication Development Bureau

Derek O’Halloran, Head of Shaping the Future of Digital Economy and New Value Creation