



Games as Methods to enhance Innovation and Entrepreneurship

Co-funded by the  
Erasmus+ Programme  
of the European Union





# Corporate Sustainability Innovation Game

Version 1.1

Developed in cooperation with Deutsche Telekom and by Henning Breuer and Kiril Ivanov (HMKW)

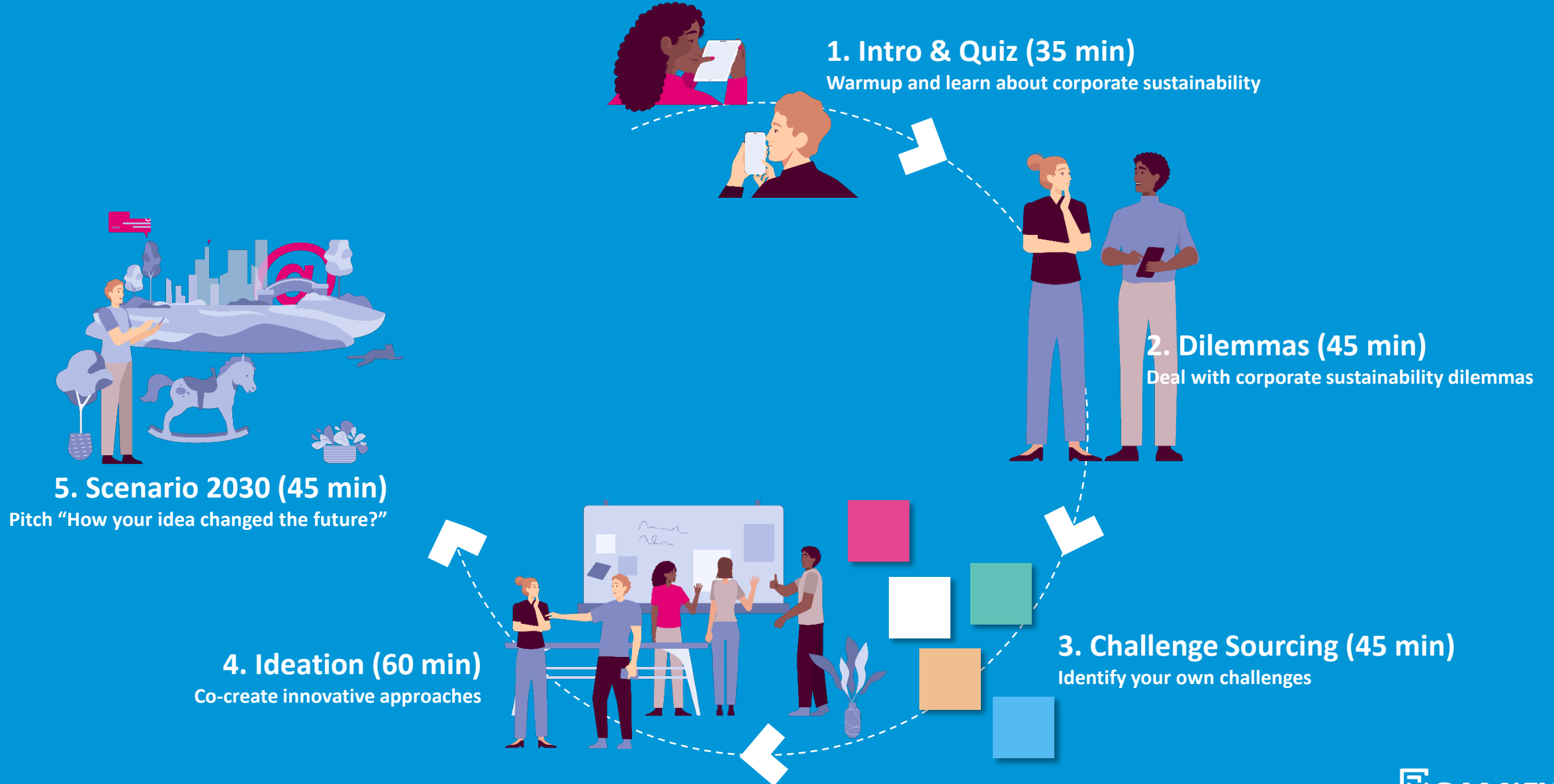


**Lufthansa Systems**

**kamstrup**

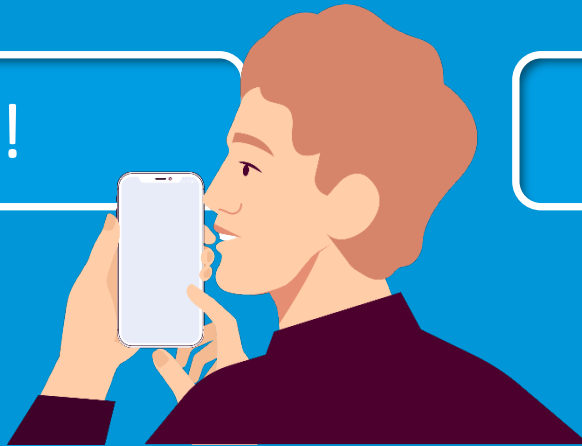


# Turn sustainability challenges at your workplace into seeds for innovation.





Play!



User Guide



# Let's warm-up with a quick round of introductions

- Players, please share a few words about **yourself** and show us the **object** you brought to share your perspective on **corporate sustainability**.
- Please keep this **short**, and use just one or two sentences to introduce the object and its meaning.
- **For example:**
  - My name is Henning Breuer, and I am one of the initiators of the GAMIFY project which brings us together today, and which allowed us to develop this gamified workshop format.
  - This Samsung **phone** (from one of your hardware partners) reminds me that we have to look behind the surface, for instance into the supply chain, to understand and manage our corporate sustainability.



# Definitions of the four domains of sustainability



## Overarching

Issues relating to sustainability concerns, sustainable innovation management and corporate sustainability in an overarching perspective including trade-offs between economic, social and ecological dimensions of sustainability.



## Circular Economy

Issues relating to economic approaches to continuous use of resources and elimination of waste.



## Human & Digital Rights

Issues relating to the freedom from discrimination and inherent rights of all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status, including rights to access, use, create and publish digital media.



## Climate Action

Activities relating to the UN Sustainable Development Goal 13 to combat climate change and its impacts.

# Normative Directives of Deutsche Telekom



## Overarching

Responsible behaviour along the value chain;  
digital **transformation**, digital **participation for all**.



## Circular Economy

**Sustainable** and transparent **supply chain**; eco design principles; **waste reduction** and recycling; environmentally sound and legal compliant disposal of waste; helping customers to conserve resources; promoting the **sharing** economy.



## Human & Digital Rights

**Equal opportunities** for participating in the global information society; sovereign and safe actions in the digital world; strengthen **democracy** through digital media; public spaces for participation, exchange and innovation rather than hatred and agitation; responsible employment; adherence of **human rights in the supply chain**.



## Climate Action

**Low carbon** and environmentally friendly society; 100 percent use of electricity from renewable energy sources; reduction of emissions from the supply chain and customers; efficient network technologies; **national and international cooperation** for climate-friendly society.

Any questions  
before we  
start?





# 1. Warmup Quiz

Use and enrich your knowledge about corporate sustainability



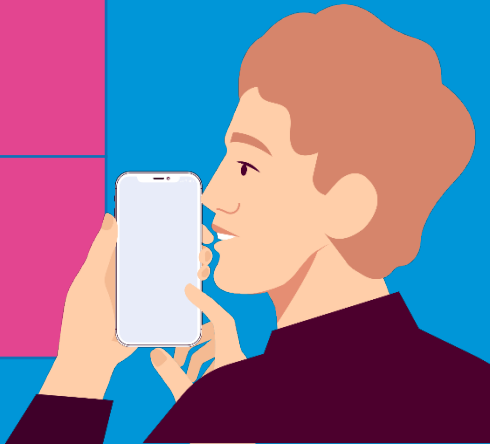
# Warmup Quiz

 15 min



2. Dilemmas

Overarching	Quotes	Circular Economy	Human & Digital Rights	Climate Action
<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>
<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>





Overarching

# What is greenwashing?

10 Points

1. When a company uses exclusively green energy.

2. When a company introduces measures for environmental control in all areas of its business.

3. When a company spends more resources to appear as being green than actually being green.

4. When a company uses environmentally friendly detergents





Overarching

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Overarching

**What is the estimated annually amount that needs to be invested globally, to achieve the UN's 17 Sustainable Development Goals?**

20 Points

1. US\$ 200 to 300 billion

2. US\$ 500 to 700 billion

3. US\$ 1 trillion

4. US\$ 5 to 7 trillion





Overarching

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3. US\$ 1 trillion

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Overarching

# What is the “European Green Deal”?

30 Points

1. A legislation for regulating the proper disposal and recycling of mobile phones and other electronic devices in Europe.
2. The new trade agreement between Europe and the US to reduce trade barriers for food and farming products
3. A proposed law to remove hemp from the list of controlled substances and make it an ordinary agricultural commodity.
4. A set of policy initiatives brought forward by the European Commission with the aim of making Europe climate neutral in 2050.





Overarching

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Overarching

# What is sustainable innovation?

40 Points

1. An approach to innovation whose primary goal is to generate a sustainable source of income for organizational stakeholders.
2. A process that integrates social, environmental and economic criteria into the development of products, services or processes.
3. Practices that enhance the competitiveness of a company while also advancing the economic and social conditions in the communities where it operates.
4. An innovation approach based on continuously upgrading a product or service in response to the customers' demand.





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Overarching

# What is values-based innovation?

50 Points

1. An innovation that addresses a social problem while the profits it realizes are reinvested in the development of further socially-oriented solutions.
2. An approach to innovation that aims at maximising companies' financial value.
3. A framework that investigates and applies notions of the desirable to manage innovation.
4. A type of innovation that contributes to establishing new values in society.





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Quotes

Whose quote  
is that?

10 Points

*"We get that our greatest challenges need global responses too — no country can fight climate change alone or prevent pandemics. Progress now requires coming together not just as cities or nations, but also as a global community."*

1. Greta Thunberg  
(Swedish environmental activist)

2. Angela Merkel  
(Chancellor of Germany)

3. Mark Zuckerberg  
(Founder and CEO of Facebook)

4. Al Gore  
(American politician and environmentalist)





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*"The Internet is new territory for all of us, and of course it also enables enemies and opponents of our basic democratic order to endanger our way of life with completely new possibilities and completely new approaches."*

1. Viktor Orbán  
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2. Angela Merkel  
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4. Julian Assange  
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2. Martin Schulz  
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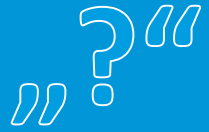
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*"Our world and what we have achieved  
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1. Donald Trump  
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2. Timotheus Höttges  
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Whose quote  
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*"Our generation has inherited an incredibly beautiful world from our parents and they from their parents. It is in our hands whether our children and their children inherit the same world. We must not be the generation responsible for irreversibly damaging the environment."*

1. Greta Thunberg  
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2. Leonardo DiCaprio  
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Circular Economy

**What are the most important components of a circular economy?**

10 Points

1. Eliminating waste and supporting continual use of resources.

2. Using money to earn a higher return by investing in other assets having the same amount of risk.

3. Using exchange of goods rather than money to build a more sustainable economic system.

4. Trading goods in a closed loop of manufacturers, distributors and customers.





Circular Economy

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Circular Economy

**How do many  
electronic items  
harm the  
environment?**

20 Points

1. They degrade over time, releasing cancer-causing chemicals into the air.
2. Lead and mercury in components can cause metabolic changes in users.
3. They leach toxic metals in landfills and into ground water.
4. They create electromagnetic fields that interfere with animal reproduction.





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Circular Economy

**Which of the following is NOT among the**

**“Three R’s” hierarchy of waste management?**

30 Points

1. Recycle

2. Reduce

3. Resell

4. Reuse





Circular Economy

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Circular Economy

## What is a life-cycle analysis?

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1. A method to evaluate the carbon footprint of a person throughout his or her entire life cycle from birth to death.
2. A method to evaluate the impact that a product or system has on the environment in its entire existence.
3. A method to evaluate the impact that a product or system has on the environment while being used.
4. None of the above





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Circular Economy

**How many  
percent of the  
materials  
in a smartphone  
can be recycled?**

50 Points

1. 10 percent

2. 40 percent

3. 70 percent

4. 100 percent





Circular Economy

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Human &  
Digital  
Rights

## What is a “code of conduct”?

10 Points

1. A compulsory manual on workplace safety
2. A set of procedures that help employees to communicate without violating corporate privacy
3. A set of guidelines for how people must behave at work
4. A legal document that can be used to settle disputes between a company and its employees





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Human &  
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**What can be defined as  
"public speech that  
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violence towards a person or  
group based on something such as  
race, religion, sex, or  
sexual orientation"?**

20 Points

1. Heresy

2. Libel

3. Hate speech

4. Intolerance





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Human &  
Digital  
Rights

**What human rights can  
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Technologies (ICTs)?**

30 Points

1. Right to privacy

2. Right to a fair trial

3. Freedom of speech

4. All of the above





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Human &  
Digital  
Rights

The social inequality that occurs due to the access of one group to digital technology and another group's lack of access is known as the...

40 Points

1. Web disparity

2. Internet inequality

3. Technological imbalance

4. Digital divide





Human &  
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Human &  
Digital  
Rights

**Which of the following items is among the strategic objectives of the German's Ministry of Economic Cooperation and Development (BMZ) "Digital Agenda"?**

50 Points

1. Strengthen democratic processes

2. Help people seeking refuge

3. Create jobs that will be sustainable in the future

4. All of the above





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## Climate Action

**Which of the following industries could be negatively affected by climate change?**

10 Points

1. ICT

2. Insurance

3. Wine making

4. All of the above





## Climate Action

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## Climate Action

**Global e-Sustainability Initiative (GeSI) suggests that by 2030 ICT can enable reduction of global carbon emissions by:**

20 Points

1. 5 percent

2. 15 percent

3. 10 percent

4. 20 percent





## Climate Action

**Global e-Sustainability Initiative (GeSI) suggests that by 2030 ICT can enable reduction of global carbon emissions by:**

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1. 5 percent

2. 15 percent

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## Climate Action

**Globally, which of the following economic sectors emits the largest percentage of greenhouse gas emissions?**

30 Points

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2. Industry

3. Buildings

4. Electricity and heat production





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Climate Action

**Which types of information and communication technology has the highest CO2 emission?**

40 Points

1. User devices

2. Data centres and enterprise networks

3. ICT networks

4. Communication satellites





Climate Action

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## Climate Action

**What is “materiality assessment” and how can it help to reduce carbon footprint more effectively?**

50 Points

1. A method that calculates the CO2 footprint of raw materials and helps to optimize the sustainability of their supply
2. A technique that estimates the material wealth of a company and helps it define how much to invest in reducing CO2 emissions
3. A methodology that assess the environmental impact of office equipment and helps to reduce energy consumption
4. A process that analyses the importance of sustainability issues for different stakeholders and helps to prioritize the ones with most severe impact





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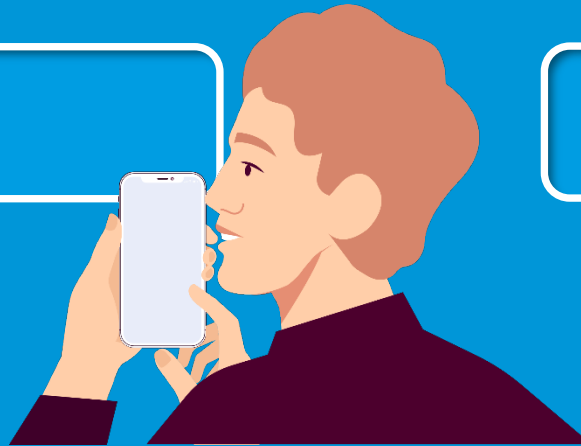


## 2. Dilemmas

Deal with corporate sustainability dilemmas and **judge** how others deal with them.



Play!



Guide



# Deal with dilemmas and judge decisions

- The two winners from the quiz will **take the role of decision-makers** to solve typical corporate sustainability dilemmas.
- Dilemmas are grouped in relation to the four focus domains. You can choose from **closed dilemmas** that offer you **3 alternatives** to choose from or **open dilemmas**, where you need to come up with your **own response**.
- As a **decision maker** you will “pick” one of the dilemma cards and read it out. Take a decision and justify it in front of the other players.
- Solving the dilemmas, please consider the **normative directives** of Deutsche Telekom.



# How to evaluate the decisions

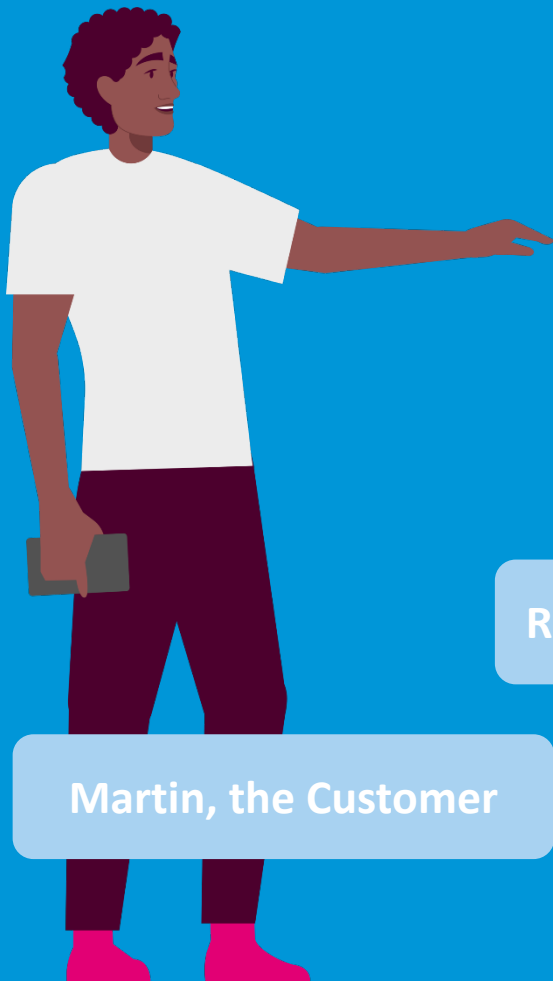
- In order to evaluate the decision maker's answer, the other players take the **perspective of one stakeholder**.
- Use the **evaluation scale** and tell the moderator the amount of **Impact Investment Points** that you award to or deduct from the decision maker. The moderator may ask you to reason about your feedback.
- Following the feedback from the other players the decision maker also **self-evaluates** his/her choice and likewise adds or deducts up to 30 points.
- The decision-maker who wins more points from the dilemmas will become a **leader** of the group and will be **able to use two extra votes** in the voting sessions afterwards.



## + Evaluation Scale

Fully disapprove	Strongly disapprove	Slightly disapprove	Neither support nor disapprove	Slightly support	Strongly support	Fully support
-30	-20	-10	0	10	20	30

# Pick your stakeholder for judging the decisions



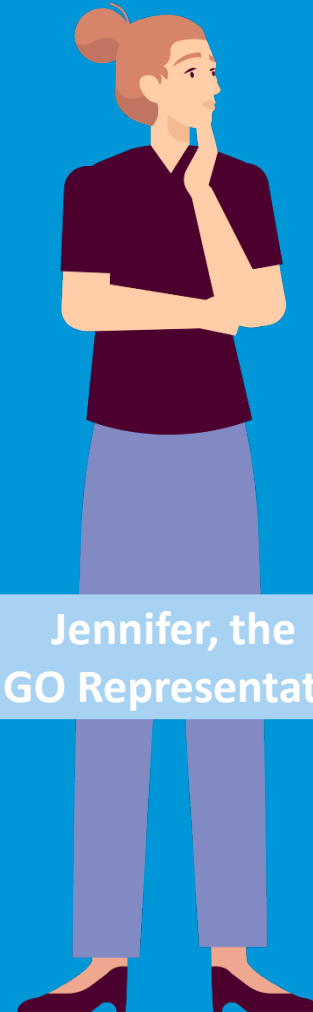
Martin, the Customer



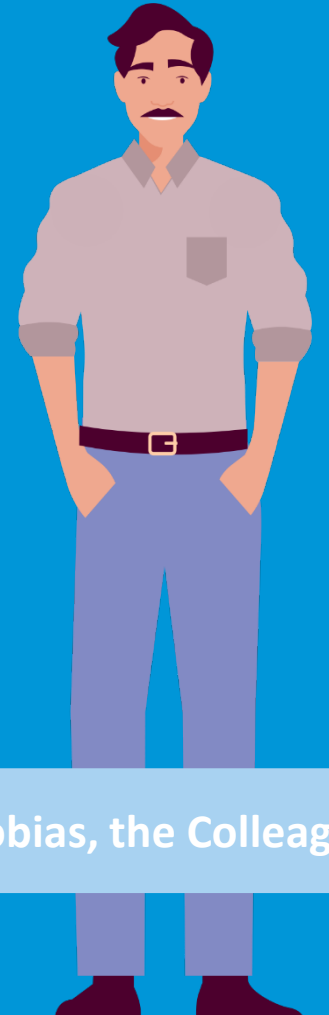
Robert, the Shareholder



Sara, the Journalist



Jennifer, the  
NGO Representative



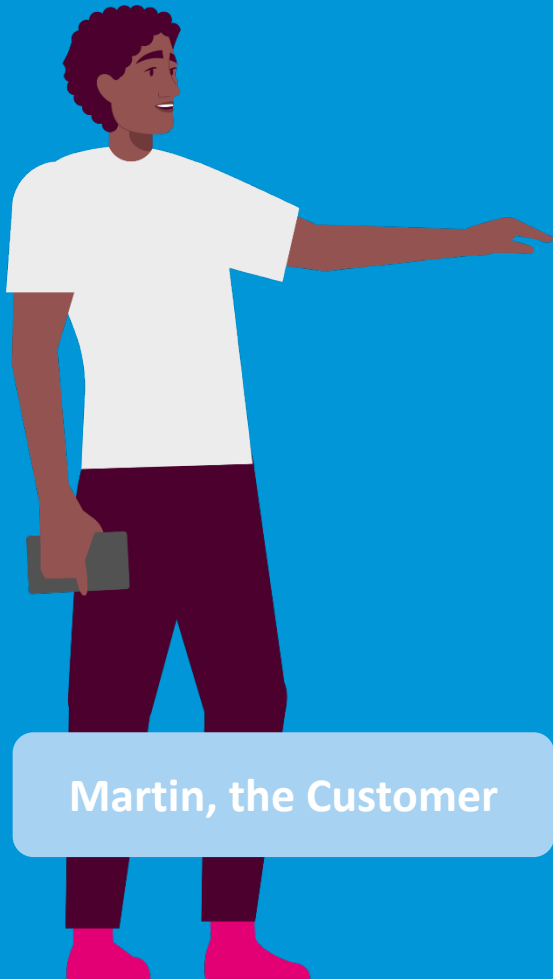
Tobias, the Colleague



# Stakeholder Card

## Persona:

**Martin – the hipster**, 33 years,  
single, sales representative



**Martin, the Customer**

**Customers** include all private or business actors that are buying or may become buyers of Telekom's products or services.

- Prefers popular, affordable offerings.
- Extensively uses his smartphone for work.
- Wants to buy more sustainable products.
- Likes to do sports and spend time in nature.
- Does not like to be lied to and to be criticized by peers.

## Values

Prestige, fairness, public opinion, privacy, sustainability, personalized interactions

## Interests

Affordability, efficient and reliable services, quality of service, transparency in billing

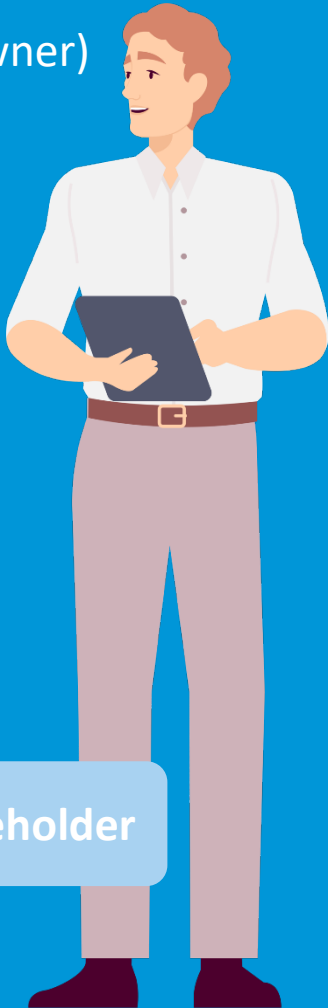
## Pain points

High prices, low performance of products and services, bad reputation, loss of trust

# Stakeholder Card

## Persona:

**Robert – the number cruncher**, 42 years, married, private investor (small business owner)



Robert, the Shareholder

**Shareholders** are Telekom's private investors that have economic benefit from the ownership of their shares.

- Buys and sells shares from different companies every month.
- Follows Bloomberg and social media channels daily.
- Has 4 kids and pays a mortgage.
- Likes to spend time with family.
- Does not like to feel uncertain about the future.

## Values

Profitability, certainty, transparency, public opinion

## Interests

Balance between short-term and long-term gain, strategic influence, transparent communication

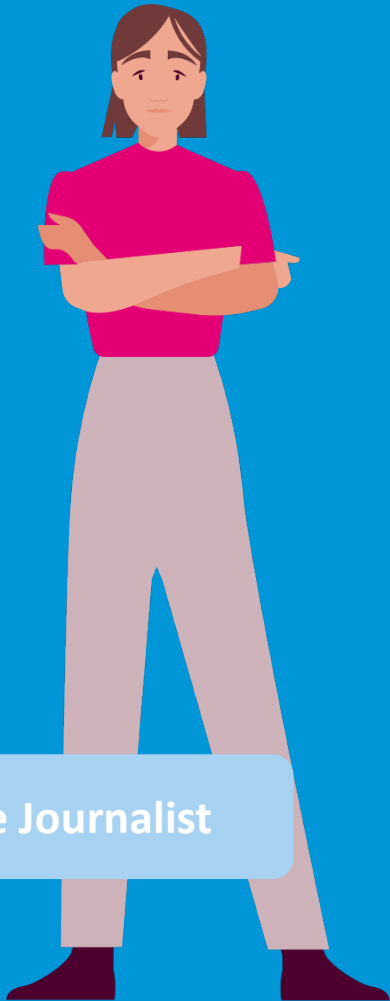
## Pain points

Financial risk, bad reputation, loss of competitive advantage, lack of market expansion and innovations

# Stakeholder Card

## Persona:

**Sara – The investigative critic**, 32 years, single, newspaper journalist



**Sara, the Journalist**

**Journalists** includes media representatives & bloggers report from the corporate world.

- Wants to become a famous investigating journalist.
- Follows political news on social media channels daily.
- Enrages about discrimination, climate change and political issues.
- Likes to party on the countryside.
- Does not like fake news and hate speech.

## Values

Public opinion, transparency, fairness, femocracy, freedom of speech and information, equality, sustainability, ethics

## Interests

Defending interests of the public and the environment, looking for sensations

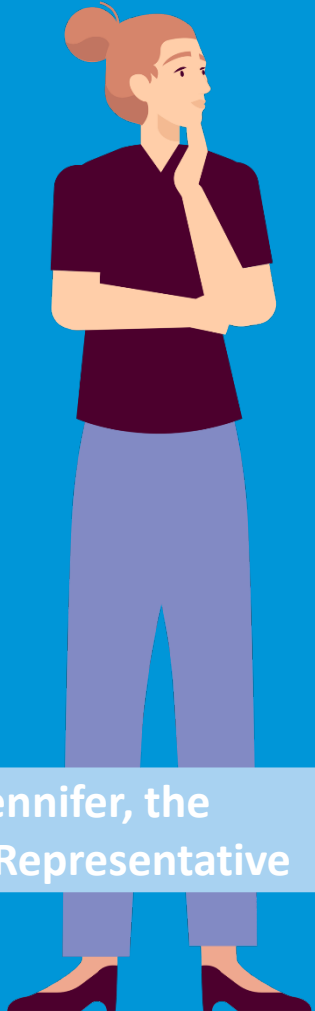
## Pain points

Violation of human rights, violation of laws and ethical standards, lack of environmental responsibility, loss of integrity, hidden information

# Stakeholder Card

## Persona:

**Jennifer – The idealist**, 49 years, married, NGO executive



**Jennifer, the  
NGO Representative**

**Representatives of non-governmental organizations** engaged in environmental protection and human rights.

- Wants her kids to live in a better world.
- Gets upset when companies are hiding information.
- Protests against discrimination and climate change.
- Likes to take care of children, animals and nature.
- Does not like companies that care more about profit than about people or the planet.

## Values

Legality, Cooperation, Transparency, Fairness, Equality, Sustainability, Ethics

## Interests

Defending the interests of the public and the environment, creating relationships with the public and private sectors, Proposing solutions

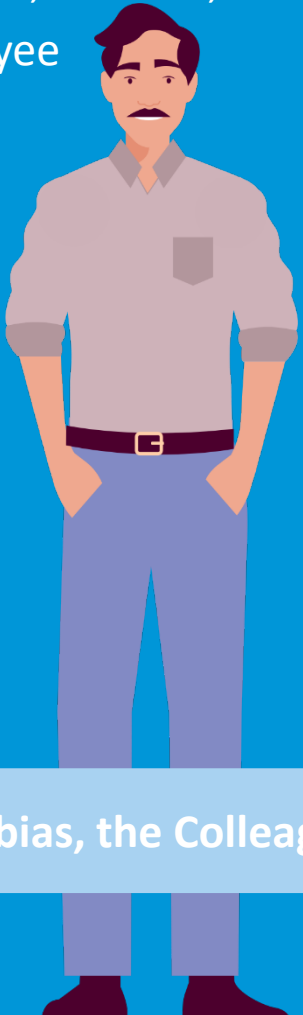
## Pain points

Violation of human rights, Pollution, Violation of laws and ethical standards, Lack of social and environmental responsibility

# Stakeholder Card

## Persona:

**Tobias – The grumpy colleague,**  
36 years, married, Telekom  
employee



Tobias, the Colleague

Direct **Colleagues** on the same level of hierarchy, as the decision-maker in a particular dilemma.

- Made an impressive career in big corporations.
- Does not shy away from conflicts.
- Seeks ways to improve the work environment.
- Likes to speak out whatever comes to his mind.
- Does not like when people are not transparent or do not keep their promises.

## Values

Appreciation, Legality, Reliability, Team work, Transparency, Ethics

## Interests

Compliance with corporate strategic goals and values, adherence to corporate guidelines and code of conduct, cost efficiency, process efficiency

## Pain points

Unmet deadlines, unnecessary expenditures, bad reputation, violation of laws and ethical standards, loss of integrity, lack of willingness to cooperate

# Dilemma cards



## Overarching



## Circular Economy



## Human & Digital Rights



## Climate Action

A1

Budget trade-offs

B1

Losing Sustainability  
or Customers

C1

Corporate versus  
customer privacy

D1

Smartphones

A2

External or internal

B2

Negotiating for  
sustainability

C2

The CEO on  
the political scene

D2

Reducing  
energy costs

A3

short-term /  
long-term goal

B3

An underground  
affair

C3

Evaluate violations  
of human rights

D3

Speak or  
remain silent

A4

Operation and  
innovation

B4

Cooperate  
for the environment

C4

Media literacy of  
citizens

D4

Flying

B5

Share or not

C5

Subcontractor

B6

Feel ready for small  
steps

C6

Gender equality

B7

Not good enough

C7

Hiring process



## A: Overarching

### A1. The budget trade-offs of corporate responsibility

Deutsche Telekom has initiated a large savings project that does not stop at the **corporate responsibility department**, where you are in an executive position. Some budgets in your department cannot be attacked, for example due to underlying legal obligations with respect to reporting, or long-term contracts and partnerships. Ultimately, the question arises as to which activities should be discontinued in order to achieve the savings goals: commitment to the environment and ecology or commitment in the social area?

**What do you do?**





## A: Overarching

**A1.**

**What do you do?**

**A**

You cut down environmental projects arguing that Deutsche Telekom as a telecommunications provider has low emissions compared to other industries. Its main focus should be directed towards the social aspects of sustainability, such as media and democracy literacy. Thus, you terminate a R&D project for developing energy efficiency solutions for the company's data centres.

**B**

You reduce the costs related to social sustainability projects arguing that due to global warming and current environmental crisis this must be a top priority. Thus, you decide to close a teenage social media education platform that is being run by the company.

**C**

You try to balance the reductions in both areas and present arguments in support of each one's importance in order to convince their respective stakeholders. However, for the time put on hold both the teenage social media education platform as well as the energy efficiency R&D project.







### A: Overarching

## A2. Outsourcing or internal advancement

You are in charge for Deutsche Telekom's initiative to improve **customer support**. The plan is to set up a new call centre service with 2,000 newly hired employees. You are on a tight budget. As a result, you can either engage the needed personnel internally but offer them only minimum salary conditions per hour of work. Or, you can outsource the service to a provider in the developing world, which will cost less and you will be able to offer workers a high compensation according to local standards. However, outsourcing the service abroad means that Telekom's employees will have to travel extensively to train the local staff. You also risk an exploitation of the local contractors workforce, since agreed standards are known to be frequently undermined in this country.

**What do you do?**





**A: Overarching**

## **A2. Outsourcing or internal advancement**

**A**

You hire the workers internally. Thus, you make sure that there will be no violations of labour rights and that the employees will work in a modern, energy efficient office environment close to the company's headquarters.

**B**

You outsource the service to a firm in the developing country. You contractually oblige the company to comply with high labour and sustainability standards and perform regular audits.

**C**

You establish a new Telekom call centre in a European country where investment requirements relatively low. You offer good pay and working conditions but will still face the challenge of managing the office at a distance.





#### A: Overarching

### A3. Working short-term for a long-term goal

You work at Telekom's central **innovation unit**, where you lead a team responsible for developing new products for the broad private customer market. Your department is committed to deliver products that contribute to digital responsibility and the company's positive influence on the digital world. However, since your subordinates' contract duration is shorter than the expected achievement of such long-term impacts, members of your team do not feel identified with Telekom's high-level strategic goals and lack motivation to pursue them. Although promising, the ideas and prototypes that they generate are only loosely addressing Telekom's commitments to social responsibility. This leaves some of the targets that you pursue as a team leader unfulfilled.

### What do you do?





**A: Overarching**

### **A3. Working short-term for a long-term goal**

**A**

Nothing, your team is very productive and you do not want to disturb their workflow. Besides, you realize that it will take a lot of effort and time to make them shift their priorities.

**B**

You organize meetings and trainings, through which you try to educate the members of your team about the importance of Telekom's future-oriented commitments to social responsibility.

**C**

You speak to your managers, looking for options to offer contract extensions to your team members as well as bonuses for implementing Telekom's social responsibility goals in the innovations that they develop.





## A: Overarching

### A4. Trading off operations and innovation

As one of Europe's largest providers of critical infrastructure, Deutsche Telekom is focused on running its processes in a very secure and safe manner in order to provide high reliability to end users. Being in charge of one of Telekom's **data centres** you strive to provide an unintermittent service. **Innovation** development would allow you to enhance the energy efficiency and environmental sustainability of the data centre, for example, by introducing new processes for upgrading, refurbishing and recycling of obsolete hardware components or by integrating state-of-the-art smart grid technologies and energy storage facilities. Such innovations can mitigate costs and environmental impact in the long run, but they require substantial investments and compromise the reliability of service provision in the short-term.

**What do you do?**





**A: Overarching**

## **A4. Trading off operations and innovation**

**A**

Nothing, you don't want to risk investments into uncertain and risky projects that can put at stake the reliability of operations and may generate some return only years later.

**B**

You look for support from shareholders and new investors that are willing to support an innovation project for enhancing the environmental performance of the data centre, despite the associated risks. Only after acquiring such support you initiate the project.

**C**

You engage a team of experts to find out which innovations have the highest potential and lowest risks and implement those that are backed with solid evidence.





## B: Circular Economy

### B1. Losing sustainability or losing customers

You manage Telekom's **product portfolio** of smartphones in line with the values of sustainability pursued by the company. Recently a large smartphone manufacturer has received criticism for sourcing precious metals from mines that were involved in major environmental incidents. Pollution from the mines ended up in drinking water and destroyed local habitats. Nevertheless, neither the mines have suspended their operations nor the smartphone manufacturer has stopped working with them. Therefore, you decide to overhaul the product portfolio by removing the offerings of smartphones produced by this company. However, since the removed offerings were among Telekom's top-sellers you realize that are losing customers and revenues.

**What do you do?**





## B: Circular Economy

### B1. Losing sustainability or losing customers

A

Nothing, it is important to establish Telekom as a brand that adheres to its values and contributes to a more sustainable development.

B

You are a big client so you negotiate with the manufacturer to restart offering its products, but only under the condition that it terminates its relationships with the hazardous mines and improves the sustainability of its supply chain.

C

You value the customers' preferences and respond to them by bringing the top-selling models back for sale. That is the only way to stay competitive on the market. However, you negotiate for a larger commission on their sales.







## B: Circular Economy

### B2. Negotiating the price of sustainability

You work as a **procurement manager** at Deutsche Telekom and you are looking for new suppliers of raw materials in a developing country. You need to decide between the two main suppliers of these materials. One has been featured among the most environmentally responsible companies in the country, but sells at higher prices. The other offers low prices but has been accused for disposing industrial waste unsafely. Nevertheless, as there are no strict environmental policies in the country, no laws were broken and there were no legal proceedings against the second supplier.

**What do you do?**





## B: Circular Economy

### B2. Negotiating the price of sustainability

**A**

You negotiate with the cheaper supplier and ask them about the measures they take in order to prevent new incidents. If they can guarantee that they have taken the necessary actions, you purchase from them.

**B**

You are a big customer. You negotiate with the expensive supplier to reduce the price.

**C**

You buy from the expensive but impeccable supplier. Reference to its good reputation can serve to promote the sustainability of Telekom's supply chain.





## B: Circular Economy

### B3. Sustainability cannot be an underground affair

You are working at Telekom's **procurement department** and are responsible for conducting regular audits with the company's high-risk suppliers. During one of your visits to a developing country you ask your partner where he is disposing the factory's hazardous waste. He tells you that he buries it, which he doesn't like, but the local authorities have requested him, as they are unable to collect the hazardous waste from the area.

**What do you do?**





**B: Circular Economy**

**B3. Sustainability  
cannot be an  
underground affair**

**A**

You immediately terminate your partnership with this supplier. Burying hazardous waste is unacceptable and there is no room for discussion.

**B**

You give the supplier a deadline. If they want to keep their contract with Telekom they need to ensure that all hazardous waste is safely disposed.

**C**

You collaborate with the supplier to find a way for secure disposal and look for options to offer him financial support for any additional costs.





## B: Circular Economy

### B4. How to cooperate for the environment?

Due to the excessive incidence of pollution coming from rare metal mines, the government and NGOs have suggested to introduce new environmental labelling for cell phones and other electronic devices. As one of Telekom's **procurement managers** you have been invited to participate in a government working group on the subject and comment on the NGOs proposals. However, you do not have precise data about the environmental impact of your supply chain partners.

**What do you do?**





## B: Circular Economy

### B4. How to cooperate for the environment?

**A**

You refuse to participate until you have carried out a complete and precise analysis of your products' life cycle.

**B**

You agree to take part and encourage the suggestion for labelling. You can use it to put pressure on your partners and competitors for reducing their environmental impact.

**C**

You try to develop your own research projects and proposals with other companies in your industry.





## B: Circular Economy

### B5. To share or not to share?

You are responsible for managing the **manufacturing** process of one of Telekom's products. Your team has recently discovered a new process which significantly reduces the amount of harmful substances in the product. In order to take full advantage of the new process, you must share details about it with one of your suppliers. However, this supplier is also partnering with one of the Telekom's major competitors, which means that there is a risk that the competitor may find out about the process, replicate your invention and develop a similar product.

**What do you do?**





## **B: Circular Economy**

### **B4. How to cooperate for the environment?**

**A**

You do not share the full details about the new process with your supplier and are able to partly implement it and enhance some of components of your product, just enough to take advantage in front of the competition.

**B**

You present your invention to both the supplier and your competitor. This has the most positive impact for the environment.

**C**

You do not share any details about the new process and delay its implementation. No matter what, you do not want to risk helping the competition.







## B: Circular Economy

### B6. Not everyone feels ready for small steps towards ecology

You are managing one of Telekom's large **facilities** and have identified a number of ways through which the employees can reduce their environmental impact on the site. These improvements refer to simple actions such as better recycling, eliminating paper cups and double-sided printing. Although small, these actions can create substantial impacts in the long run. Nevertheless, when you present your ideas are not well received by the local managers. There are many objections and arguments against the changes that you propose and as to how reasonable they might be.

**What do you do?**





## B: Circular Economy

**B6. Not everyone  
feels ready for  
small steps  
towards ecology**

**A**

Nothing, forcing changes will only cause unrest among the employees and managers and disturb their work.

**B**

You discuss the changes with your superiors and get approval to implement them despite the resistance of the employees on site. Thus, all must adhere to the new policy whether they like it or not.

**C**

Some of the managers support your ideas. You try to convince them to implement the changes only for the departments they are working at.





## B: Circular Economy

### B7. Good eco practices are not good enough

Although it is primary associated with the provision of ICT products, services and infrastructure, Telekom also wants to engage in addressing ecological challenges, sharpen its employees' attitudes and serve as a role model in society. Therefore, it enables employees to participate and experience the company's impact on a daily basis, such as “zero plastic” in canteens, “paperless office” and energy conservation. As one of Telekom's managers you naturally encourage the members of your team to actively support these initiatives. However, some of them openly criticize the activities and discourage their colleagues. They label them as “greenwashing” and “not very relevant”, arguing that the company's actual operations have higher overall impact on ecology, for example in the areas of energy saving and climate impact.

### What do you do?





## B: Circular Economy

**B7. Good eco practices are not good enough**

**A**

Nothing, the employees have the right to freely express their opinion and as long as they are not spreading it in the general public outside the company it cannot harm Telekom's reputation.

**B**

You organize a meeting with the members of your team to discuss Telekom's commitment to sustainability and the importance of everyone's small actions.

**C**

You create a communication policy in which you outline what the team members can discuss, where and when.





## C: Human & Digital Rights

### C1. Corporate versus customer privacy

At Telekom's central innovation unit, you develop a new home automation system with artificial intelligence. Your superior turns to you in a private meeting with the request of integrating a special software within the product that will collect the users' preferences, which can then be used for marketing purposes. According to you manager the software is currently being authorized by the company's executives, and it will not violate any law, because customers will be informed in advance that the device collects their personal data. However, he is asking you to treat any information about this software as strictly confidential and to refrain from sharing it even with your colleagues. Because of that you begin to doubt the legality of the software as it seems that it can be used to violate the customers' privacy.

### What do you do?





**C:**  
**Human  
& Digital  
Rights**

## **C1. Corporate versus customer privacy**

**A**

You directly approach your superior and explain your doubts, asking for explanations and an official document that permits the software's development.

**B**

You carry on with the new task despite your doubts and restrict yourself from any hasty reactions, especially since the product is still at an early development stage.

**C**

You immediately use the corporate whistleblower portal to report about a possible violation of the company's code of conduct.





## C: Human & Digital Rights

### C2. The CEO on the political scene

You are a **member of Telekom's executive board** that has a new CEO in charge. The previous CEO has often openly expressed his commitment to socially relevant issues in the context of diversity, openness of society and democracy and did this with a lot of passion and authenticity. The majority of the company's employees were proud and welcomed Telekom's commitment beyond the actual purpose of the company. After stepping into his position, the new CEO also engaged in several public debates. However, he expresses a different political stance: making anti-European comments, showing support for right-wing political parties and even criticizing some of the country's minority groups.

## What do you do?





**C:**  
**Human  
& Digital  
Rights**

## **C2. The CEO on the political scene**

**A**

Nothing, the CEO has the right to express his own political opinions and this has nothing to do with the company's business.

**B**

In the next board meeting you raise the issue that the CEO should have a political stance that corresponds with the company's core values. You declare his behaviour as unacceptable. If he does not apologize about his comments you resign from the board.

**C**

You approach the new CEO privately and advise him that since his personal comments are being associated with the company and negatively impact its public image. Therefore, he should refrain from making further appearances in the media and lead the company's business detached from any political agenda.







**C:**  
**Human  
& Digital  
Rights**

### **C3. The right to evaluate violations of human rights**

As one of Telekom's **procurement managers** you negotiate with a new supplier overseas. The negotiations are going well and your superiors consider the deal as very promising and important for the business. However, you find out that the supplier has been subject to allegations in the media for violating the human rights of factory workers. You performed an audit at the company's production site, but you found nothing to substantiate the allegations. The deadline for closing the deal is approaching fast and you need to decide whether to finalize it on time.

**What do you do?**





**C:**  
**Human  
& Digital  
Rights**

**C3. The right to  
evaluate violations of  
human rights**

**A**

You finalize the deal despite the allegations. Your own reports have found no issues whatsoever.

**B**

You withdraw your offer. The risks are too high for the company's image, even if the accusations in the media are unfounded.

**C**

You speak to the supplier about the allegations. You inform them that before you finalize the deal you need to perform some extra audits. These must ensure that there are no violations of human rights at their premises.





**C:  
Human  
& Digital  
Rights**

**C4. Who should be responsible for the media literacy of citizens?**

You work in a **management position at Telekom's corporate responsibility department**, which has long been responsible for initiating and supporting projects related to media literacy that are founded on basic democratic values. However, recently a growing number of customers, employees and other stakeholders started to support far-right positions, some of them being misled by media manipulation, hate speech and fake news. They disapprove of Telekom's involvement with such topics. They either feel attacked, or do not believe at all that a commercial enterprise should interfere in these issues beyond its core business and should not invest resources that either come at the expense of dividends or market prices. The company's reputation and capital are threatened. Your superiors ask you to discontinue or justify your media literacy projects.

**What do you do?**





**C:**  
**Human  
& Digital  
Rights**

**C4. Who should be  
responsible for the  
media literacy of  
citizens?**

**A**

You agree to discontinue the projects as this will lower the tensions within and towards the company. Such projects do not make a substantial difference and the government is responsible for media and democracy literacy of citizens.

**B**

You try to convince your managers that support for such projects is most needed now. You ask for more resources and argue that Telekom's commitment should be advertised in order to attract more attention to the problem.

**C**

You argue that the media literacy projects are integral part of what both Telekom as a company and you as an employee stand for. You agree to discontinue the projects in order to avoid negative consequences for the company but argue that the same amount of investments should be redirected to similar projects outside Telekom.





## C: Human & Digital Rights

### C5. A subcontractor on the verge

Deutsche Telekom has a complex supply chain with more than 30,000 suppliers and service providers in over 80 countries. In these relationships it insists on compliance with high social and environmental standards and expects that contractors are running their businesses responsibly and transparently. As part of Telekom's **procurement** department, you perform a social audit with a supplier from a developing country. During your visit you find out that the supplier has hired a subcontractor for some of your orders. You then find out that the employees hired by the subcontractor are working overtime hours, without protective clothing and for wages below the country's minimum salary.

## What do you do?





**C:**  
**Human  
& Digital  
Rights**

## **C5. A subcontractor on the verge**

**A**

Nothing, this is beyond your scope of jurisdiction. Where else will your responsibility end?

**B**

You get in touch with the subcontractor to discuss the working conditions they offer and propose to them to comply with Telekom's supplier code of conduct.

**C**

You instruct the supplier to make sure that all subcontractors comply with Telekom's code of conduct and are prepared to go through an audit with you.





**C:**  
**Human  
& Digital  
Rights**

## **C6. The cost of gender equality**

You are responsible for Telekom's **retail network** in a certain German state. Recently you have appointed a woman as the new manager in one of the company's flagship stores. Prior to this change the store has had very good turnover rates but since the new manager took charge sales have been decreasing. You are being told that the employees in that location dislike taking instructions from a woman. The personnel in the shop largely consists of men, apart from a couple of women, who also have been hired recently and don't have much experience with sales. The workers in the shop have approached you and ask you to replace the female manger with a man.

### **What do you do?**





**C:**  
**Human  
& Digital  
Rights**

## **C6. The cost of gender equality**

**A**

Nothing, the new manager has good qualifications and transferring her would be incorrect.

**B**

You are moving her to a different location, this would be the best solution for everybody.

**C**

You organize a training for all retail locations in the region about Telekom's ethical and anti-discrimination standards. In the next few months you will monitor the situation in the shop and see if it improves.







**C:**  
**Human  
& Digital  
Rights**

## **C7. The intricacies of a hiring process**

You have recently started in an entry position at one of Telekom's **Human Resources** teams. Your first task is to recruit employees for a newly opened store. Together with your managers you review the submitted CVs to pick applicants that will be invited for an interview. You notice that your superiors reject all candidates that appear to be with a foreign descent. However, you think that a few of these applicants are suitable for the job and you would like to invite them for an interview.

**What do you do?**





**C:**  
**Human  
& Digital  
Rights**

## **C7. The intricacies of a hiring process**

**A**

Nothing, you are sure that your managers have valid reasons not to invite these candidates.

**B**

You ask your superiors about their reasons for not inviting these applicants to an interview and you question their choice.

**C**

You do not say anything to your superiors but approach their manager to inform him about what happened and let him decide whether and what to undertake.





## D: Climate Action

### D1. Can selling smartphones help the climate?

In the midst of an ongoing environmental crisis Deutsche Telekom has committed to allocate a considerable budget for raising the awareness of its customers and engaging them in the fight against global warming. As one of the company's senior **Public Relations managers** you are assigned the budget to organize a large campaign for Christmas. Your team proposes reinvesting part of Telekom's profits from selling smartphones during the Christmas shopping rush towards tree planting projects. Some of your team's members strongly advocate the idea, arguing that it will attract public attention, increase sells and create positive environmental impact. Others warn that the idea can damage the reputation since it resembles greenwashing and capitalizes on values of consumerism, which are among the main causes of global warming.

### What do you do?





## D: Climate Action

**D1. Can selling smartphones help the climate?**

**A**

You support the proposed idea because you believe that such campaign will attract contributions from a large number of people and lead to many trees planted, which cannot be bad for the company's reputation.

**B**

You do not support the idea because you think that it will prevent customers to see the connection between the product and its use, which can lead to controversial slogans, e.g. "buy more to help the climate".

**C**

You support the idea but suggest to implement it with another kind of product or service, which will provoke fewer negative connotations in the public.





## D: Climate Action

### D2. Reducing energy costs across the company

You are responsible for implementing a large savings project throughout **Telekom's facilities**, with the aim of reducing energy costs. So far, each facility is individually responsible for the purchase of electricity and you recognize that in order to keep their expenditures low, many are using the cheapest possible energy, produced from coal. These company sites are already complying with your project's cost reduction targets.

**What do you do?**





## D: Climate Action

### D2. Reducing energy costs across the company

**A**

You concentrate on the facilities that exceed their budget for electricity and leave the sites that already have their expenses below the limit to continue with their operations undisturbed.

**B**

You suggest that each facility should introduce a CO2 reduction target as well.

**C**

You try to influence all company sites to introduce other forms of energy reduction, e.g. energy efficient lighting and behavior changes, in order to reduce their carbon footprint and achieve their cost reduction targets.





## D: Climate Action

### D3. An employee's right to speak or to remain silent

You work in the **Human Resource department** at one of Telekom's corporate sites. You learn that one of the newly hired employees has written negative comments about the company on Facebook. The employee has claimed that Telekom's commitments to environmental protection are superficial, have no real impact and are used as greenwashing. He is also criticizing the company's managers for spending corporate money to fly around the world, while the company itself has promised to reduce its CO2 footprint.

**What do you do?**





## D: Climate Action

### D3. An employee's right to speak or to remain silent

**A**

Nothing, he has the right to express his opinion.

**B**

You create a communication policy in which you outline what the team members can discuss, where and when.

**C**

You approach the employee personally and try to understand his concerns and why he expressed them online. You explain the company's positive efforts and contributions.







## D: Climate Action

### D4. Flying as an issue

You are an **environmental manager** responsible for reducing the company's environmental impact. Your calculations show that a significant amount of the Telekom's carbon footprint is produced due to employee air travel. Moreover, many of the frequently travelling employees earn free flight miles which they can also use for their private trips. Top managers travel the most.

**What do you do?**





## D: Climate Action

### D4. Flying as an issue

**A**

Nothing, if you try to restrict the manager's air travel you might experience disapproval from their side and you will need their support for other larger initiatives.

**B**

You suggest to curtail air travel throughout the company. You justify your proposal based on cost savings and do not mention the environment. This should attract more support for your idea.

**C**

You introduce a policy for collecting the free flight miles and using them for business trips only. This will limit the employees' motivation to travel excessively.



# 3. Challenge Sourcing

Create your own dilemmas



### 3. Challenge Sourcing



45 min

Follow the link in the chat and go to the visual collaboration platform

**Mural to:** 1) Associate, 2) Note challenges, 3) Vote

1. Identify dilemma with **relevance** for your own work.
2. Note associations to these dilemmas. Share sustainability-related challenges from **your own work experience**.

**Example:** Thinking of what happened to your own ideas you might recall: “I had an idea how to save energy, but it was out of my area of competence”.

3. Consider **values, interests or conflicts** underlying this challenge?

**Example:** “Organisational differentiation versus free spreading of ideas” or “In how far should established competence areas apply to overarching sustainability issues?”

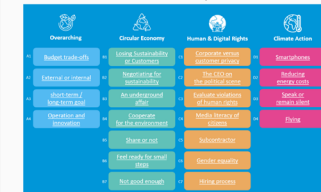
4. Translate challenge into a “**how-might-we**” question.
5. Vote for the challenge to pursue.



#### Challenge Sourcing

Identify sustainability-related challenges based on your own work experience.

■ Let us start with a short warm-up activity. Please take one sticky note from the bar on the left, put your name on it, and place it on one of the dilemmas that is relevant to your own work. 0 5 minutes



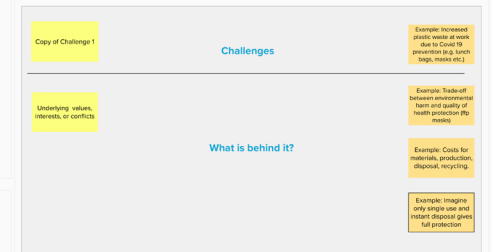
■ Use sticky notes to share sustainability-related challenges from your own work experience. You can start with your associations to one of the dilemmas above. Remember the brainwriting rules. 0 15 minutes

- For additional inspiration, you may think about one of these questions:
- Have you ever experienced something resembling one of the dilemmas you solved?
  - Did you ever have ideas how to improve sustainability performance? What happened?
  - Have you ever argued with colleagues about sustainability issues? What was the occasion?
  - Have you experienced conflicts between departments related to diverging values?
  - Did you ever have to trade-off between short term targets and long term commitments?
  - Have you experienced a trade-off between revenues and contribution to sustainability?
  - Have you encountered any violations of human rights related to your work?
  - Which work related activities might impact the great issues of climate change?

Example: Increased plastic waste at work due to Covid 19 prevention (e.g. lunch bags, masks etc.)

■ Consider what is behind the challenge or dilemma. Elaborate upon these questions: 0 10 minutes

Which more fundamental values, interests or conflicts are underlying this challenge? You may pick up one of your post-its on the bottom left and ask: What makes it challenging? What are driving factors behind it? What could be done to make it more severe? What would your favourite comedian say about it?



■ Discuss different aspects of the challenge and collect ideas to translate your challenge into “how-might-we” questions 0 10 minutes

Remember: A good “how-might-we” (HMW) question allows for a broad set of solutions but is narrow enough to know where to start.  
A good example: The challenge “Few colleagues actively engage with the corporate sustainability strategy” could be translated into “How might we encourage new employee initiatives to take environmental protection measures?”  
Bad examples: How might we increase engagement with the corporate sustainability strategy? (too broad) | How might we award an annual bonus to shop employees for engaging with the sustainability strategy? (too narrow)

■ Vote for the challenge you want to continue with by clicking onto one of the post-its above. Each player receives three voting points. 0 5 minutes

The leader of the group can distribute 2 additional points at the end of the voting session.

[Link to MURAL Canvas](#)

## 4. Ideation

Come up with an innovative approach to address the challenge



## 5. Ideation 60 min

Now you will join a **group** to collaboratively create a new response to the challenge that received the most votes. We will assign you to one of two “**ZOOM breakout rooms**”. In each breakout room follow the link in the chat to a new Mural canvas where you will:

1. Come up with **radical responses** to the challenge.
2. Bring some of the radical responses down to earth and recall related **approaches** for addressing similar challenges
3. Select approaches to build upon.
4. Come up with **solution ideas** building upon these approaches
5. Select the most feasible and impactful idea.
6. **Spell out** your selected idea by using a template

### BRAINWRITING - Ideation

Ideation: Come up with an innovative approach to address your challenge

#### 1 What would a radical (even unrealistic) response to that challenge look like? o 12 minutes

Ambitious vision outruns any real world constraints (e.g. budget, time) here.

Include unconventional and unrealistic responses here. How would you respond in the best possible world you can imagine? Consider for instance reductions to zero or 100 percent targets. You can also think of how each of the personas would recommend to deal with the challenge?

Your "how can we" question should only be recorded

Key rules of brainstorming:

- Write silently for yourself
- Start but self-censoring
- Build on the ideas of others
- Defuse judgement
- Go for volume
- Encourage wild ideas
- Stay on topic

#### 2 How can you bring some of these radical ideas down to earth? Do you recall related approaches that have been used by other companies or by your own company to handle similar sustainability challenges. o 12 minutes

Write down any ideas that come to your mind. Apply the key rules of brainstorming. The moderator may pick ideas from a collection of cases.

Your "how can we" question should only be recorded

#### 3 Distribute 3 votes to select the most relevant approaches. o 3 minutes

#### 4 Generate solution ideas building on selected approaches o 15 minutes

- Your coach three selected approaches to the posts on the top and generate ideas that build upon them. The player indicated in the table below the first approach should respond in ideas that build upon the approach by adding "yes, and we can also." You may discuss your idea with the other players. The next player then continues by adding his/her "yes, and we can also." to the previous idea.

- Keep going until each of you has contributed one idea in each column.

Approach 1	Approach 2	Approach 3	
Yes, and we can also	Yes, and we can also	Yes, and we can also	
Yes, and we can also	Yes, and we can also	Yes, and we can also	
Yes, and we can also	Yes, and we can also	Yes, and we can also	
Yes, and we can also	Yes, and we can also	Yes, and we can also	
Yes, and we can also	Yes, and we can also	Yes, and we can also	

#### 5 Distribute 2 votes to select the most feasible and impactful ideas. o 3 minutes

#### 6 Elaborate upon your solution idea completing the sentences below. o 15 minutes

We started by asking \_\_\_\_\_

Your "how might we" question

We came up with a solution that we called \_\_\_\_\_

A clear sustainability focus and criteria for design gallery

A descriptive name of your idea.

We intend to make sustainability considerations mandatory in all business decisions.

The purpose of your solution idea.

This will be achieved by \_\_\_\_\_

With expertise from GCR & SNCAP team regarding supply chain, sustainable products & packaging + procurement, how your idea could work in practice.

Thanks to that \_\_\_\_\_

Who will benefit from your solution.

Thus, \_\_\_\_\_

How your solution leads to positive impact on sustainability.

Link to MURAL  
Canvas for Group 1

Link to MURAL  
Canvas for Group 2

 GAMIFY

# 5. Scenario 2030

Pitch “How your idea changed the future?”



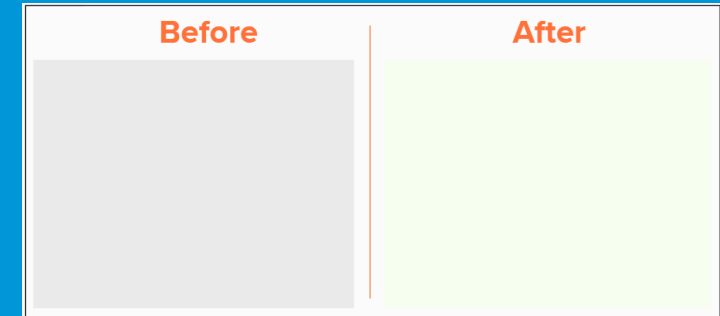
## 5. Scenario 2030



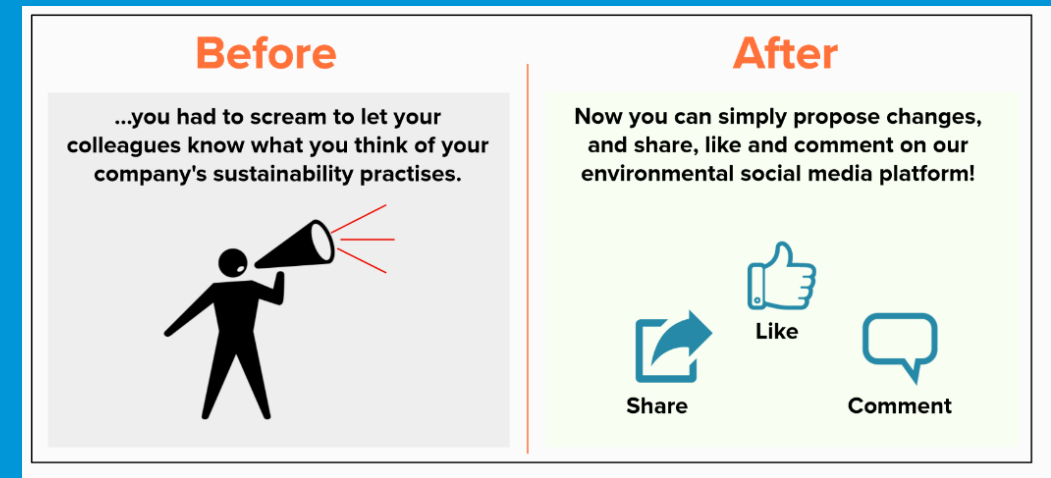
15 min

- Follow a new Mural link to **create a poster** that presents the impact of your solution **as an advertisement from the future**.
- Use the **Before-After** template to show how your solution changed the world **in the year 2030**
- Play around with different design elements adding **text, drawings, icons and images** (searching the MURAL image database of pasting from your computer).

😊 Visuals and fun ideas outrun  
accurate content on this last exercise 😊



**Example:** Environmental Social Media Intranet in the year 2030



[Link to MURAL  
Canvas for Group 1](#)

[Link to MURAL  
Canvas for Group 2](#)





## 5. Scenario 2030 – pitch your solutions

Welcome back!

Now please take up to **4 minutes** to **pitch** the idea of your group to the other players.

First explain:

- what is then **name** your solution,
- what is its **purpose**,
- how it could **work in practice**,
- who will **benefit** from it and
- how it could lead to positive **impact** on corporate sustainability.

Then present your advertisement **poster** which we will share on the screen in ZOOM

Finally, everyone will **give short feedback** on the two ideas **and vote** for deciding which solution to implement.



We started by asking ...	Your "how might we" question.
We came up with a solution that we called ...	A descriptive <b>name</b> of your idea.
We intend to ...	The <b>purpose</b> of your solution idea.
This will be achieved by ...	How your idea could work <b>in practice</b> .
Thanks to that ...	Who will <b>benefit</b> from your solution.
Thus, ...	How your solution leads to positive <b>impact on sustainability</b>

# Feedback

Please share your experiences and thoughts about the game:

- How easy was for you to solve the dilemmas? What **surprised or puzzled** you the most?
- Did you agree with **the evaluations** you received from the different stakeholders? What did you learn from them?
- What did you learn from **the different perspectives you assumed** while solving the dilemmas as an employee and while evaluating them as a stakeholder?
- What did you learn from the process of **identifying challenges in your own work** and then **coming up with ideas** on how to address them?
- What did you learn **throughout the course of the game**, as an individual and from the **perspective of your organization**.

Please take 5 minutes to complete our survey.

[Click here](#)

# Thank you for your attention!

More on: [www.gamify.site](http://www.gamify.site)



GAMIFY is a Knowledge Alliance that brings together academia and industry to advance gamification for innovation and entrepreneurship (InnEn)

**More on: [www.gamify.site](http://www.gamify.site)**



# References

Some contents of the “Corporate Sustainability Innovation Game” were partially drawn from the “The UN Global Compact Dilemma Game”, which can be purchased from

<https://www.globalcompact.de/en/shop/produkte/Global-Compact-Dilemma-Spiel.php>

# Backup Slides





## 4. Challenge Sourcing

M U R A L

### Exercise 1

- 1 Let us start with a short warm-up activity. Please take one sticky note from the bar on the left, put your name on it, and place it on one of dilemmas that is relevant to your own work.

⌚ 5 minutes

 Overarching	 Circular Economy	 Human & Digital Rights	 Climate Action
A1 <u>Budget trade-offs</u>	B1 <u>Losing Sustainability or Customers</u>	C1 <u>Corporate versus customer privacy</u>	D1 <u>Smartphones</u>
A2 <u>External or internal</u>	B2 <u>Negotiating for sustainability</u>	C2 <u>The CEO on the political scene</u>	D2 <u>Reducing energy costs</u>
A3 <u>short-term / long-term goal</u>	B3 <u>An underground affair</u>	C3 <u>Evaluate violations of human rights</u>	D3 <u>Speak or remain silent</u>
A4 <u>Operation and innovation</u>	B4 <u>Cooperate for the environment</u>	C4 <u>Media literacy of citizens</u>	D4 <u>Flying</u>
	B5 <u>Share or not</u>	C5 <u>Subcontractor</u>	
	B6 <u>Feel ready for small steps</u>	C6 <u>Gender equality</u>	
	B7 <u>Not good enough</u>	C7 <u>Hiring process</u>	



## 4. Challenge Sourcing

### M U R A L

#### Exercise 2

- 2 Use sticky notes to share sustainability-related challenges from your own work experience. You can start with your associations to one of the dilemmas above. Remember the brainwriting rules.** ⌚ 15 minutes

For additional inspiration, you may think about one of these questions.

- Have you ever experienced something resembling one of the dilemmas you solved?
- Did you ever have ideas how to improve sustainability performance? What happened?
- Have you ever argued with colleagues about sustainability issues? What was the occasion?
- Have you experienced conflicts between departments related to diverging values?
- Did you ever have to trade-off between short term targets and long term commitments?
- Have you experienced a trade-off between revenues and contribution to sustainability?
- Have you encountered any violations of human rights related to your work?
- Which work related activities might impact the great issues of climate change?

Example: Increased plastic waste at work due to Covid 19 prevention (e.g. lunch bags, masks etc.)

**Key rules of brainwriting:**

- Write silently for yourself
- Short but self-explanatory
- Build on the ideas of others
- Defer judgement
- Go for quantity of ideas
- Go for unconventional ideas
- Stay on topic

## 4. Challenge Sourcing

M U R A L

### Exercise 3

- 3 Consider what is behind the challenge or dilemma. Elaborate upon these questions: ⌚ 10 minutes  
Which more fundamental values, interests or conflicts are underlying this challenge?

You may pick up one of your post-its on the bottom left and ask: What makes it challenging?  
What are driving factors behind it? What could be done to make it more severe? What would your favourite comedian say about it?

Copy of Challenge 1

Challenges

Example: Increased plastic waste at work due to Covid 19 prevention (e.g. lunch bags, masks etc.)

Underlying values, interests, or conflicts

What is behind it?

Example: Trade-off between environmental harm and quality of health protection (ffp masks)

Example: Costs for materials, production, disposal, recycling.

Example: Imagine only single use and instant disposal gives full protection

## 4. Challenge Sourcing

M U R A L

### Exercise 4

- 4 Discuss different aspects of the challenge and collect ideas to translate your challenge into "how-might-we" questions

⌚ 10 minutes

**Remember:** A good "how-might-we" (HMW) question allows for a broad set of solutions but is narrow enough to know where to start.

**A good example:** The challenge "Few colleagues actively engage with the corporate sustainability strategy" could be translated into "How might we encourage new employee initiatives to take environmental protection measures?"

**Bad examples:** How might we increase engagement with the corporate sustainability strategy? (too broad) / How might we award an annual bonus to shop employees for engaging with the sustainability strategy? (too narrow)

- 5 Vote for the challenge you want to continue with by clicking onto one of the post-its above. Each player receives three voting points.

⌚ 5 minutes

# 5. Ideation

M U R A L

## Exercise 1

**1 What would a radical (even unrealistic) response to that challenge look like?** ⌚ 12 minutes  
**Ambitious vision outruns any real world constraints (e.g. budget, time) here.**

Include unconventional and unrealistic responses here: How would you respond in the best possible world you can imagine? Consider for instance reductions to zero or 100 percent targets. You can also think of how each of the personas would recommend to deal with the challenge?

Your "how-migh-we"  
question  
(pasted in by  
the moderator):

**Key rules of brainwriting:**

- Write silently for yourself
- Short but self-explanatory
- Build on the ideas of others
- Defer judgment
- Go for volume
- Encourage wild ideas
- Stay on topic

# 5. Ideation

## M U R A L

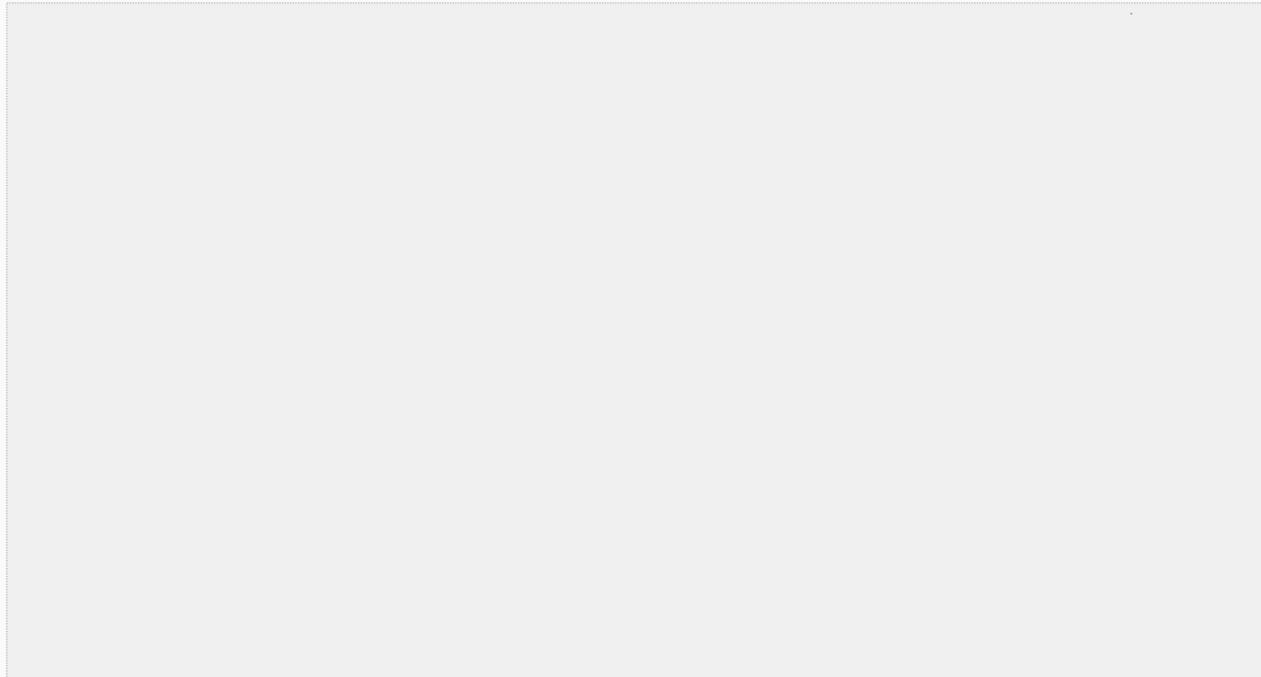
### Exercise 2

- 2 How can you bring some of these radical ideas down to earth? Do you recall related approaches that have been used by other companies or by your own company to handle similar sustainability challenges.**

⌚ 12 minutes

Your "how-migh-we" question  
(pasted in by the moderator):

Write down any ideas that come to your mind. Apply the key rules of brainwriting. The moderator may add ideas from a collection of cases.



- 3 Distribute 3 votes to select the most relevant approaches.**

⌚ 3 minutes

# 5. Ideation

## M U R A L

### Exercise 3

#### 4 Generate solution ideas building on selected approaches

⌚ 15 minutes

- Now copy three selected **approaches to the post-its on the top** and generate ideas that build upon them.
- The player indicated in the post-it below the first approach, should propose an idea that **builds upon the approach by adding “yes, and we can also...”**. You may discuss your idea with the other players.
- The next player then continues by **adding his / her “yes, and we can also...”** to the previous idea.
- **Keep going** until each of you has contributed one idea in each column.

Approach 1	Approach 2	Approach 3	
Yes, and we can also ...	Yes, and we can also ...	Yes, and we can also ...	
Yes, and we can also ...	Yes, and we can also ...	Yes, and we can also ...	
Yes, and we can also ...	Yes, and we can also ...	Yes, and we can also ...	
Yes, and we can also ...	Yes, and we can also ...	Yes, and we can also ...	

#### 5 Distribute 2 votes to select the most feasible and impactful ideas.

⌚ 3 minutes

# 5. Ideation

M U R A L

## Exercise 5

6 Elaborate upon your solution idea completing the sentences below.

Your approach  
(pasted in by  
the moderator):

⌚ 15 minutes

We started by asking

Your "how might we" question.

We came up with a solution that we called ...

A descriptive name of your idea.

We intend to ...

The purpose of your solution idea.

This will be achieved by ...

How your idea could work in practice.

Thanks to that ...

Who will benefit from your solution.

Thus, ...

How your solution leads to positive impact on sustainability

## 6. Scenario 2030

M U R A L

### Exercise 1

#### 1 Create an advertisement from the future, in the year 2030.

🕒 15 minutes

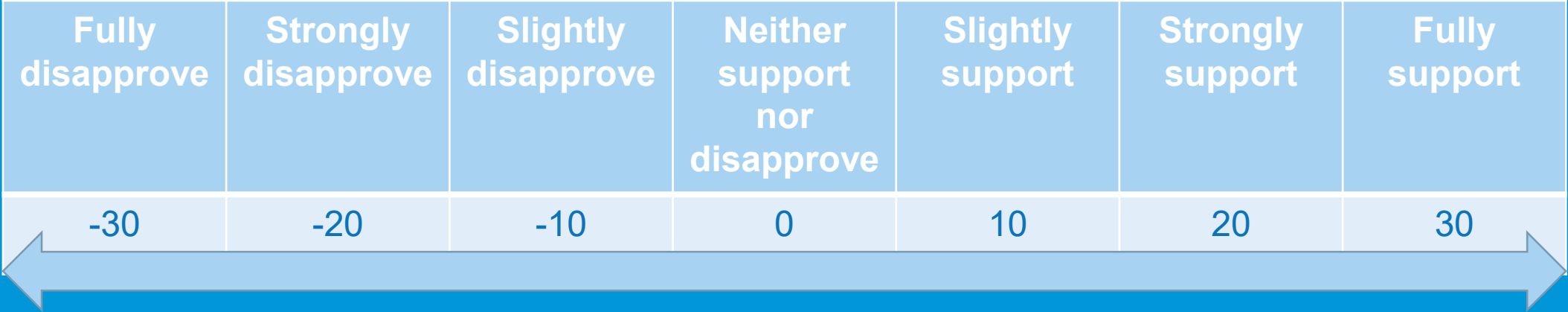
Work below on the "Before-after template". Add the name of your idea on the top. Use the menu to play around with design elements adding text, drawings, icons and your own (pasted) images and create your poster.

#### Environmental heroes app.

Before	After







# Quiz – Overarching 10 Points

Sources: <https://www.highspeedtraining.co.uk/hub/corporate-social-responsibility-quiz/>

- Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. California Management Review, 54(1), 64-87.
- **Explanation:** Greenwashing refers to the act of “combining poor environmental performance with positive communication about environmental performance” (Delmas & Burbano, 2011, 84). A common indication of greenwashing in an organization are spending differences: when significantly more money or time have been invested in advertising "green" performance (i.e. environmental sustainability), than is actually spent on positive environmental practices.



# Quiz – Overarching 20 Points

Explanation: The UN Conference on Trade and Development has estimated a staggering amount of annual investment requirements between US\$ 5 and 7 trillion in all countries to

achieve the SDGs (UNDP, 2018). According to the report there is an annual financing gap of US\$ 2.5 trillion particularly in developing countries. This means that the active engagement of the private sector is critical for the achievement of the goals.



# Quiz – Overarching 30 Points

Explanation: The “European Green Deal” plan includes potential carbon tariffs for countries that don't curtail their greenhouse gas pollution at the same rate, a circular economy action plan and a sustainable and smart mobility strategy. It also suggests increased investments in green technologies, sustainable solutions and new businesses.



# Quiz – Overarching 40 Points

Explanation: Sustainable innovation integrates principles of sustainability, referring to its three interconnected aspects: environmental, economic and social.



# Quiz – Overarching 50 Points

Explanation: The task of values-based innovation management is to identify and systematically use values as source and guide for innovation processes. These values may

be integrated in organisations in a more or less top-down (e.g. diffusing from an authoritative top management directive) and/or in a bottom-up fashion (e.g. from employees' initiatives or in reaction to changing customer or societal values).



# Quiz – Circular Economy 10 Points

**Explanation:** The circular economy aims to keep products, equipment and infrastructure in use for longer, thus improving the productivity of these resources. It can be understood as the opposite to a linear economy, where resources are extracted, manufactured into goods, distributed and sold, and when they reach the end of their useful lifespan they are either disposed in landfills, or are only partially recycled or downcycled.





# Quiz – Circular Economy 20 Points

Explanation: Roughly 50 million metric tons of electronic waste are produced globally each year, with Europe being the second largest generator of e-waste per inhabitant. Toxic materials in electronic items generate air and water pollution when devices are incinerated, put in landfills or melted down. Informal processes of dismantling and disposing of electronic waste in developing countries lead to a number adverse human health and environmental impacts.



# Quiz – Circular Economy 30 Points

Explanation: The waste management hierarchy is a set of priorities that protect the environment alongside resource and energy consumption from most favourable to least favourable actions. By *reducing* the amount of unnecessarily purchased items, *reusing* items more than once and disposing the items that can no longer be used at appropriate *recycling* centres, you can contribute towards a healthier planet.



# Quiz – Circular Economy 40 Points

Explanation: A life-cycle analysis involves a thorough inventory of the energy and materials that are required across the entire value chain of a product, process or service. The assessment of environmental impacts follows from raw material extraction and processing, through manufacturing, distribution and use, to the recycling or final disposal of materials.



# Quiz – Circular Economy 50 Points

Explanation: Around 70 percent of a mobile phone is made up of completely recyclable materials. It is estimated that recycling circuit boards can extract 30 to 40 times more precious metals, such as copper and gold, than mining for ore. However, just as any other type of e-waste, smartphones are often recycled informally in developing countries, exposing residents to serious health and environmental risks.



# Quiz – Human & Digital Rights 10 Points

Explanation: A company code of conduct is a set of rules which protects the business and

informs the employees of the company's expectations. In its code of conduct, the Deutsche Telekom Group asserts that all employees must comply with their legal obligations, thus creating essentials such as trust, credibility and good reputation.



# Quiz – Human & Digital Rights 20 Points

Explanation: Hate speech is a violation of human rights, typically expressed on the Internet or social media but may also appear in workplace environments, such as on the corporate Intranet. It is not protected by freedom of expression and figures as a legal term in most developed countries, where its expressions can be accordingly prosecuted and punished.

Source:

› <https://dictionary.cambridge.org/us/dictionary/english/hate-speech>



# Quiz – Human & Digital Rights 30 Points

Explanation: According to a report by the Institute for Human Rights and Business hackers but also government agencies and companies have used ICTs to intrude personal privacy in the past. Furthermore, surveillance technologies can limit the exchange of information and suppress freedom of speech as well as the right to a fair trial, for example by intruding in privileged communications, such as between a lawyer and client.

Source:

› <https://www.ihrb.org/uploads/reports/IHRB%2C Telecommunications and Human Rights - An Export Credit Perspective%2C Feb 2017.pdf>



# Quiz – Human & Digital Rights 40 Points

Explanation: A digital divide is any uneven distribution in the access to, use of, or impact of ICTs. Because of the high costs associated with ICTs, their adoption and utilization is highly unbalanced across the globe. Further barriers to closing the gap include: physical, cognitive, geographic, demographic, institutional, political and cultural factors.





# Quiz – Human & Digital Rights 50 Points

Explanation: BMZ's "Digital Agenda" emphasises that information and communication technology has comprehensive impacts on all 17 of the UN's Sustainable Development Goals, playing an essential role as a means of accomplishing them.

Source:

<https://www.kfw.de/nachhaltigkeit/KfW-Group/Sustainability/sustainability-report-2017/digitalisierung-foerdert-menschenrechte/>



# Quiz – Climate Action 10 Points

Explanation: ICT infrastructure may be damaged by floods and other disasters while data centres will incur greater costs for cooling and energy. Insurance companies can expect to pay out more in disaster claims. Some vineyard regions will no longer be able to sustain grape harvest.

› Source:

› <https://www.nationalgeographic.com/environment/global-warming/global-warming-quiz/>



# Quiz – Climate Action 20 Points

Explanation: Connectivity through ICT can significantly reduce global greenhouse gas emissions by helping companies and consumers to more intelligently use and save energy. For example, it enables us to operate with data online, use services in the cloud and substitute regular meetings and workshops with videoconferences.

## Source:

- › <https://www.weforum.org/agenda/2015/12/how-the-communications-industry-can-help-tackle-climate-change/>
- › <https://unfccc.int/news/ict-sector-helping-to-tackle-climate-change>



# Quiz – Climate Action 30 Points

Explanation: The electricity and heat production sector emits the largest percentage of global greenhouse gas emissions at 25 percent. ICTs account for 8-10 percent of the European electricity consumption and up to 4 percent of its carbon emissions.

- › Sources:
- › <https://www.epa.gov/ghgemissions/global-greenhouse-gas-emissions-data>
- › <https://www.earthday.org/the-climate-change-quiz/>
- › <https://ictfootprint.eu/en/about/ict-carbon-footprint/ict-carbon-footprint>



# Quiz – Climate Action 40 Points

Explanation: A recent study (Malmody & Lunden, 2018) showed that despite the continuous growth of the ICT sector its carbon footprint is shrinking. One of the reasons is that many large ICT data centres and network operators are users of renewable energy. The study concludes that TVs, PCs and monitors have the largest footprints, but smartphones have also a significant footprint due to their large sales volumes.

Source:

Malmodin, J., & Lundén, D. (2018). The energy and carbon footprint of the global ICT and E&M sectors 2010–2015. *Sustainability*, 10(9), 3027.



# Quiz – Climate Action 50 Points

- Explanation: Materiality assessment is the process of identifying which Environmental, Social and Governance issues have highest priority to be addressed by a business. It evaluates the potential of each issue to positively or negatively influence organizational growth, cost, or trust and how important is each issue to different stakeholder groups. This helps to define a company's strategy, targets and reporting.

## Sources:

- <https://youmatter.world/en/definition/materiality-assessment-definition/>



	Overarching	Circular Economy	Human & Digital Rights	Climate Action
Other Companies	A1. Icarus Initiative	<a href="#">Materials Marketplace</a>	<a href="#">BKMS® Compliance System</a>	<a href="#">co2online</a>
	A2. GDS Latam Group	<a href="#">RePack</a>	<a href="#">Ushahidi</a>	<a href="#">MIT Climate CoLab</a>
	<a href="#">IBM’s ValuesJam</a>	<a href="#">Godsinlösen</a>	<a href="#">Unilever's Framework for Fair Compensation</a>	<a href="#">ParkMe</a>
	<a href="#">Green Hackathon</a>	<a href="#">Turo</a>	<a href="#">JUUPORT</a>	<a href="#">Global Forest Watch</a>
	<a href="#">Facebook’s “Donate Button”</a>		<a href="#">#Hasshilft</a>	<a href="#">Ecosia</a>
	<a href="#">ZERO</a>		<a href="#">Code your Life</a>	<a href="#">BSR’s Corporate Colocation and Cloud Buyers’ Principles</a>
	<a href="#">Ecoinomy</a>		<a href="#">exclamo</a>	
			<a href="#">VielRespektZentrum</a>	
			<a href="#">myPolis</a>	
			<a href="#">auticon</a>	
		<a href="#">The MGCubed Project</a>		
Telecom Industry	A3. Shipment monitoring & Roambee	<a href="#">Fair Phone</a>	<a href="#">Scroller</a>	<a href="#">WattTime</a>
	A4. Telekom’s supplier code of conduct	<a href="#">Apple Certified Refurbished</a>	<a href="#">Grameen Telecom's Village Phone program</a>	<a href="#">KDDI’s TRIBID project</a>
	<a href="#">Telekom’s “we care” label</a>	<a href="#">Vesta Smart Packaging</a>		<a href="#">Drive &amp; Track from T-Systems and Fleet Complete</a>
		<a href="#">T-Systems' Digital Label &amp; Goods Tracking</a>		<a href="#">CropX</a>
		<a href="#">Temboo</a>		<a href="#">Farmer’s Edge</a>
		<a href="#">Closing the Loop</a>		<a href="#">Green Grid</a>
		<a href="#">SWAP</a>		<a href="#">Green AddICT</a>
		<a href="#">EU’s “common external power supply” initiative</a>		<a href="#">BSR’s Corporate Colocation and Cloud Buyers’ Principles</a>
				<a href="#">Microsoft’s Carbon Fee</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>The ICARUS Initiative</b>	Observing the Earth through animals	The ICARUS Initiative develops sensors for tracking and monitoring of animals. The aim of the project is to create a network of measuring stations and warning devices that support wildlife protection as well as the management of disasters and epidemics.	<a href="https://www.icarus.mpg.de/en">https://www.icarus.mpg.de/en</a>





# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>GDS Latam Group</b>	Interactive maps for sustainability	The GDS Latam Group uses Geographic Information Systems (GIS) to support geodesign solutions for the sustainable development of urban and rural areas. It aggregates various data and satellite imagery to create interactive maps that help dealing with challenges such as disaster relief, environmental protection and urban planning.	<a href="http://gdslatam.com/">http://gdslatam.com/</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>IBM's ValuesJam</b>	Engaging staff in the definition of corporate values	IBM's "ValuesJam" initiative invited employees to discuss the company's values on the corporate intranet and redefine IBM's values statements. The newly defined values led to follow up initiatives that inspired innovations in products and services as well as organisation and marketing instruments, such as pricing.	<a href="https://hbr.org/2004/12/leading-change-when-business-is-good">https://hbr.org/2004/12/leading-change-when-business-is-good</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Green Hackathon</b>	Developing software for sustainability	Green Hackathon is an international series of events where programmers and others experts involved in software development get together to create and implement new ideas for a more sustainable future. The hackathons are organized in different locations and by different organizers using the same branding to create a bigger green hacker community.	<a href="http://www.greenhackathon.com/">http://www.greenhackathon.com/</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Facebook's "Donate Button"</b>	Fundraising on social media	As the largest social media platform Facebook is committed "to give people the power to build community and bring the world closer together". The platform's "fundraiser" and "donate button" features allow non-profit organizations to do social good by setting up their own campaign pages and collecting payments without incurring additional fees. Individual users are also able to use the features on behalf of non-profits.	<a href="https://socialgood.fb.com/charitable-giving/">https://socialgood.fb.com/charitable-giving/</a>



## Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Ecoinomy</b>		Ecoinomy provides gamification platforms to engage companies' staff in proposing environmental actions. It allows each employee to have their own account and submit eco-saving opportunities. A utility company used the system to motivate its employees by promising to reinvest the amount of money saved by the proposed actions in the realization of other social projects. Thus, over £8000 was donated to local causes and nearly 5000 actions undertaken.	



## Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>ZERO</b>	Enabling financial services for the inhabitants of isolated areas	ZERO is an e-transaction platform that serves low-income populations in the isolated areas of rural India. It connects its unbanked customers to financial institutions through a mobile phone device and an integrated biometrics authentication system. This enables villagers to access a complete set of financial services as well as to receive efficient, transparent and corruption-free financial support from the government.	<a href="https://www.alittleworld.com/">https://www.alittleworld.com/</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Shipment monitoring &amp; Roambee</b>	Using sensors to ensure timely and safe deliveries	Smart monitoring solution from T-Systems powered by Roambee provides location and status information of shipments. Sensors record temperature, moisture, light, manipulation, vibration, pressure and motion. This enables timely and safe deliveries that lead to less waste and more efficient industrial processes.	<a href="https://iot.telekom.com/en/products/shipment-asset-monitoring-powered-by-roambee">https://iot.telekom.com/en/products/shipment-asset-monitoring-powered-by-roambee</a>



# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Telekom's supplier code of conduct</b>	Establishing contracts, partnerships and networks for a more sustainable supply chain	Deutsche Telekom and Orange have developed a mutual supplier Code of Conduct that sets ethical, social and environmental requirements toward suppliers. To ensure adherence to the Code of Conduct, Telekom conducts regular on-site audits, particularly with strategic or high-risk suppliers and service providers. The effectiveness of audits is also boosted by collaborating with other telecommunication providers in a Joint Audit Cooperation (JAC).	<a href="https://www.telekom.com/en/corporate-responsibility/assume-responsibility/supply-chain-management-355304">https://www.telekom.com/en/corporate-responsibility/assume-responsibility/supply-chain-management-355304</a> <a href="https://www.telekom.com/en/corporate-responsibility/news-corporate-responsibility/supplier-code-of-conduct-498834">https://www.telekom.com/en/corporate-responsibility/news-corporate-responsibility/supplier-code-of-conduct-498834</a>





# Good Practices & Cases of ICT supporting sustainability and corporate responsibility (overarching)

Title	Subtitle	Explanation	Reference / Commentary
<b>Telekom's "we care" label</b>	Informing customers about sustainability benefits	The "we care" label marks sustainable products, services and initiatives and informs customers about their benefits, either to environmental protection or digital participation. Deutsche Telekom employees can make suggestions for the label, which are then reviewed by an expert committee. A brief description beneath the "we care" symbol offers greater transparency to customers and helps them in making a purchasing decision.	<a href="https://wecare.telekom.com/en/label/">https://wecare.telekom.com/en/label/</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Materials Marketplace</b>	Exchanging industrial waste and by-products in the Cloud	Materials Marketplace is an online waste exchange platform that connects businesses around the world to develop and scale new reuse and recycling opportunities. The cloud-based platform facilitates trade of waste and by-product materials among enterprises. The support of technical experts and a facilitated process allow companies using the platform to understand each other's material flows and identify resource matches.	<a href="https://usbcsd.org/materials">https://usbcsd.org/materials</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>RePack</b>	Reusing delivery packages	RePack offers a sustainable packaging service to online retailers and their users. When buying from RePack's affiliates users can pay a small deposit to receive their deliveries in reusable packaging. After they collect their goods, they can mail back the empty package, without postage fee, receiving as a refund a digital voucher for their next purchase. RePack's packages are made of recycled materials and can be reused for at least 20 cycles.	<a href="https://www.originalrepack.com">https://www.originalrepack.com</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Godsinlösen</b>	Generating more profit and less waste from damaged items	The Swedish company Godsinlösen cooperates with insurance providers to reutilize damaged goods returned by policyholders. The retrieved electronic devices are sold at discounted prices in a retail store owned by the company. Further partnerships with logistics businesses allow Godsinlösen to source products that have received aesthetic damage during transportation but can still be sold and reused as fully functioning items.	<a href="https://www.godsinlosen.se/">https://www.godsinlosen.se/</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Turo</b>	Optimizing the use of vehicles	Turo is a peer-to-peer car sharing marketplace where private car owners can rent out their underutilized vehicles online. By matching car owners that seek extra money with drivers that cannot or do not want to own a car, Turo contributes to replacing private vehicle ownership. This can lead to fewer cars being produced and thus lower the strain on natural resources.	<a href="https://turo.com/">https://turo.com/</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Fair Phone</b>	Promoting repair with modular design	Fairphone is selling smartphones designed and produced with minimal environmental impact. The phones are created with different components that can be independently upgraded or replaced. Affordable spare parts and free tutorials are offered to facilitate phone repair. In addition, its source code is provided to extend the lifetime of the software.	<a href="https://www.fairphone.com/en/">https://www.fairphone.com/en/</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Apple Certified Refurbished</b>	Refurbishing pre-owned devices	Apple Certified Refurbished Products are Apple devices that have been restored back to their original condition, after being pre-owned or used as display models. The returned units are disassembled, thoroughly cleaned and all their malfunctioning parts are either replaced or repaired. Customers are easily attracted by the discounted prices and renewed 1-year warranties that are offered with Apple's refurbished models.	<a href="https://www.apple.com/shop/refurbished">https://www.apple.com/shop/refurbished</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Vesta Smart Packaging</b>	Eliminating waste from single-use plastics	Vesta Smart Packaging uses a combination of smart sensors to reduce the use of plastic packaging. The smart sensors are integrated into reusable packages to record their contents, indicate when they are empty and automate deliveries of eco-friendly refill packs as and when required.	<a href="https://www.vestapack.com/">https://www.vestapack.com/</a>





# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>T-Systems' Digital Label &amp; Goods Tracking</b>	Reducing paper waste and optimizing logistics processes	T-Systems' Digital Label & Goods Tracking replaces paper labels with a digital freight paper that integrates energy-saving display, temperature and shock sensors, GPS and a mobile connection to the Cloud of Things. The e-label saves paper and optimizes industrial logistics processes.	<a href="https://iot.telekom.com/en/products/digital-label">https://iot.telekom.com/en/products/digital-label</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Temboo</b>	Preventing food recalls with smart sensors	Temboo offers temperature monitoring and alert systems for commercial freezers. The system sends automatic notifications that help to optimize maintenance and reduce food waste and energy consumption.	<a href="https://blog.temboo.com/sustainability-and-iot/">https://blog.temboo.com/sustainability-and-iot/</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Closing the Loop</b>	Reselling smartphones to properly handle e-waste	The Dutch social enterprise Closing the Loop offers a closed loop service for mobile phones. The company collects used phones from organisations in the Netherlands to resell them in Africa but with the promise that for each phone sold there, a waste phone will be collected for transport to the Netherlands, where it can be recycled responsibly and safely.	<a href="https://www.closingtheloop.eu/">https://www.closingtheloop.eu/</a> <a href="https://norden.diva-portal.org/smash/get/diva2:1153357/FULLTEXT02.pdf">https://norden.diva-portal.org/smash/get/diva2:1153357/FULLTEXT02.pdf</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>SWAP</b>	Upgrading mobile phones affordably and sustainably	Telenor's SWAP service allows clients to get the newest smartphones each year, without making costly, unsustainable purchases. Buyers get a new phone with a 2-year leasing contract, which they can renew after 12 months by swapping their device for an upgrade, under a new 2-year agreement. Any outstanding payments on the old phone are cancelled and the operator regains ownership of it, refurbishes it and resells it anew.	<a href="https://www.telenor.no/privat/mobil/swap/">https://www.telenor.no/privat/mobil/swap/</a> <a href="https://norden.diva-portal.org/smash/get/diva2:1153357/FULLTEXT02.pdf">https://norden.diva-portal.org/smash/get/diva2:1153357/FULLTEXT02.pdf</a>



# Good Practices & Cases for Circular Economy in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>EU's “common external power supply” initiative</b>	Standardizing the production of power supply devices	In the 00s the incompatibility of charges and different models of mobile phones was a growing issue that led to unnecessary e-waste and inconvenience for the customers. This was addressed by the European Commission and its “common external power supply” initiative, which encouraged manufacturers to harmonise chargers for the new models they produce, allowing customers to re-use the same external power supply with different handsets.	<a href="https://ec.europa.eu/growth/sectors/electrical-engineering/red-directive/common-charger_en">https://ec.europa.eu/growth/sectors/electrical-engineering/red-directive/common-charger_en</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>BKMS® Compliance System</b>	Preventing white-collar crime	The BKMS® Compliance System is a web-based whistleblowing platform that enables systematic and confidential submission of reports on unethical practices to internal examiners. The system helps to prevent corruption and bribery cases in organizations.	<a href="https://www.business-keeper.com/en/bkms-compliance-system">https://www.business-keeper.com/en/bkms-compliance-system</a> <a href="https://www.watttime.org/">https://www.watttime.org/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Ushahidi</b>	Aiding human rights reporting	Ushahidi is an online platform whose mission is “to help marginalized people raise their voice and those who serve them to listen and respond better”. It enables local observers to submit reports using their mobile phones or the Internet, while simultaneously creating a temporal and geospatial map of events. The platform is often used to aid reporting on natural catastrophes, armed conflicts, election monitoring and domestic violence.	<a href="https://www.usahidi.com/">https://www.usahidi.com/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Unilever's Framework for Fair Compensation</b>	Using big data to ensure fair wages	Unilever uses a pool of digital data in order to ensure fair compensation for its employees based on comprehensive standards. Data sources include social media feeds, bank transaction histories, local wage databases and a corporate app for employees, among others. Through this program Unilever promotes social and economic equality throughout the locations where it operates.	<a href="https://medium.com/@seyar819/how-can-big-data-be-used-for-corporate-responsibility-initiatives-b528390c3c57">https://medium.com/@seyar819/how-can-big-data-be-used-for-corporate-responsibility-initiatives-b528390c3c57</a>  <a href="https://www.unilever.com/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/">https://www.unilever.com/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/</a>





# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
JUUUPORT	Young people helping young people to deal with risks online	JUUUPORT is a non-profit association that supports young people with problems on the web (e.g. cyberbullying, WhatsApp stress, etc.) and is committed to the respectful use of online communication. The association's young scouts offer anonymous and free advice to affected parties or promote respect, tolerance and compassion on the Internet, through social media campaigns, workshops and webinars.	<a href="https://www.juuuport.de/">https://www.juuuport.de/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
#Hasshilft	Turning hate speech into involuntary donations	Committed to values of freedom and dignity, the ZDK Gesellschaft Demokratische Kultur runs “the first involuntary online donation campaign” - #Hasshilft. The campaign collects funds to turn individual hate speech comments on social media into 1-euro donations that support refugee projects run by the ‘Aktion Deutschland Hilft’ and ‘EXIT-Deutschland’, an initiative against right-wing extremism.	<a href="https://www.hasshilft.de/index_en.html">https://www.hasshilft.de/index_en.html</a>  <a href="https://zentrum-demokratische-kultur.de/initiativen/?c=hasshilft">https://zentrum-demokratische-kultur.de/initiativen/?c=hasshilft</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Code your Life</b>	Engaging children to develop new media	Microsoft's Code your Life initiative promotes media literacy by imparting knowledge about programming and IT to children in an exciting way. Code your Life gives boys and girls between the ages of 8 and 16 the opportunity to not only be recipients of new media, but also to actively help shape new media and technologies, develop apps and program their own animations.	<a href="https://www.code-your-life.org/">https://www.code-your-life.org/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>exclamo</b>	Addressing social problems confidently through an app	exclamo would like to give pupils and staff a voice and help them to talk about their problems such as bullying, discrimination or sexual harassment and to get help. For this purpose, exclamo offers a web app, via which students of a participating school can anonymously contact trusted persons if they themselves are attacked, bullied or insulted.	<a href="https://www.exclamo.org/">https://www.exclamo.org/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>VielRespektZentrum</b>	Offering public spaces to promote diversity and respect	The VielRespektZentrum helps those who are committed to diversity and respect by offering them optimal working conditions in the form of offices, technology, conference, seminar and lecture opportunities. The centre is open to anyone who promotes diversity and respect and is designed in a way that allows everyone to remain free and independent in their work while still being able to cooperate and synergize.	<a href="https://www.vielrespektzentrum.de/">https://www.vielrespektzentrum.de/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>myPolis</b>	Stimulating political participation of citizens	Portugal-based start-up myPolis develops a suite of applications to foster co-operation between citizens and local government. Its aim is to allow citizens to vote on proposed laws and plans made by the local administration. In addition, myPolis integrates gamification elements to incentivise users' active participation in political and socio-economic initiatives.	<a href="https://www.startup-insights.com/innovators-guide/4-top-e-governance-solutions-impacting-smart-cities/">https://www.startup-insights.com/innovators-guide/4-top-e-governance-solutions-impacting-smart-cities/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>auticon</b>	Engaging disabled people as valuable workforce	IT consulting firm auticon hires exclusively autistic people as specialists in software testing and quality management. Although individuals with autism are typically excluded from employment opportunities, their impairment is often linked to exceptional cognitive and technical abilities. Auticon taps into this potential to offer top quality services as well as high-wage, long-term careers for its employees.	<a href="https://auticon.com/">https://auticon.com/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>The MGCubed Project</b>	Providing inclusive education opportunities	The MGCubed Project uses solar-powered and satellite-enabled distance learning infrastructure to deliver interactive learning sessions for students and teachers in isolated communities. The technological solution facilitates safe, supportive and gender-equitable learning environments.	<a href="https://www.varkeyfoundation.org/what-we-do/programmes/making-ghanaian-girls-great">https://www.varkeyfoundation.org/what-we-do/programmes/making-ghanaian-girls-great</a>





# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Scroller</b>	Teaching about media literacy with a magazine	Scroller is a media magazine for children developed by Teachtoday, a Deutsche Telekom initiative for the promotion of safe and competent media use. Scroller teaches children from nine to twelve years about media literacy at an eye level. The magazine is available in an interactive web version and in free print format. The current issue from 04/2020 deals with digital civil courage and questions about cyberbullying.	<a href="https://www.scroller.de/">https://www.scroller.de/</a>



# Good Practices & Cases for Human & Digital Rights in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Grameen Telecom's Village Phone program</b>	Enabling widespread, affordable and profitable access to ICT	In 1997 Grameen Telecom pioneered its Village Phone program, enabling Bangladesh's rural poor to own a cell-phone while being able to profit from it. The program provides villagers with affordable loans to purchase a mobile, which they can then rent out to other members of their community on a per-call basis. Thus, they extend the coverage of affordable access to ICTs while earning additional income to easily pay back their loan.	<a href="http://www.grameentelecom.net.bd/">http://www.grameentelecom.net.bd/</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>co2online</b>	Promoting energy efficiency through online- and monitoring tools	co2online is a non-profit consulting company that runs various campaigns to promote climate protection and energy efficiency. It offers free online- and monitoring tools to help users track and reduce their energy consumption, costs, and CO2 footprint. Based on the data gathered about users' energy consumption, co2online also offers commercial services for B2B clients, such as personalized market studies.	<a href="https://www.co2online.com/">https://www.co2online.com/</a>



# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>MIT Climate CoLab</b>	Crowdsourcing ideas for climate action	The Massachusetts Institute of Technology has developed the Climate CoLab crowdsourcing platform where citizens work with experts and each other to co-create detailed proposals for climate action. The platform collects proposals in a number of areas related to climate change and provides assistance to the best ideas by connecting their contributors to resources, people and organizations that can help them put their ideas into action.	<a href="https://www.climatecolab.org/">https://www.climatecolab.org/</a> <a href="https://www.politesi.polimi.it/bitstream/10589/109610/1/CrowdsourcingSustainability.pdf">https://www.politesi.polimi.it/bitstream/10589/109610/1/CrowdsourcingSustainability.pdf</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>ParkMe</b>	Helping drivers to find unoccupied spaces	ParkMe is a mobile app that allows drivers to see real-time info on available parking spots and street parking. The data is sourced from smart parking sensors. Fewer cars searching for parking equates to less emissions in urban areas and limits the transport industry's environmental impact.	<a href="https://parksmart.gbci.org/smart-parking-sustainable-opportunity">https://parksmart.gbci.org/smart-parking-sustainable-opportunity</a> <a href="https://www.parkme.com/">https://www.parkme.com/</a>



# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Global Forest Watch</b>	Using ICTs to monitor deforestation	The protection of forests has a major role in counteracting climate change. The Global Forest Watch (GFW) is an online platform that offers the latest data, technology and tools that empower people to better protect forests. Through Big Data analytics and satellite imagery, GFW allows anyone to access near real-time information about where and how forests are changing around the world.	<a href="https://www.globalforestwatch.org/">https://www.globalforestwatch.org/</a>



# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>ENVIS</b>	Disseminating environmental information across stakeholders and regions	India's Environmental Information System (ENVIS) provides climate-related information to decision makers, policy planners, scientists, engineers and the general public all over the country. Through the use of various ICTs, ENVIS retrieves and disseminates information within its network to aid the development of strategies and legislations as well as to raise awareness and spur capacity building in local communities.	<a href="http://www.arthapedia.in/index.php?title=Environment_Information_System_(ENVIS)">http://www.arthapedia.in/index.php?title=Environment_Information_System_(ENVIS)</a>  <a href="https://pdfs.semanticscholar.org/2a1d/c5f6b8ca8ad777a6abf0c775207c27b9dcb9.pdf">https://pdfs.semanticscholar.org/2a1d/c5f6b8ca8ad777a6abf0c775207c27b9dcb9.pdf</a>



# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Ecosia</b>	Searching the web to plant trees	Ecosia is a web search engine that supports forest restoration projects around the world. Like most search engines, Ecosia displays ads along with regular search results. When users click on those ads, Ecosia generates income which it reinvests towards tree planting initiatives, thus fighting global warming, restoring water systems and supporting local communities.	<a href="https://www.ecosia.org/">https://www.ecosia.org/</a>





## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>BSR's Corporate Colocation and Cloud Buyers' Principles</b>	Promoting the accountability of data centre service providers	The BSR business network has developed a set of principles that guide users and providers of data centre and cloud services in optimizing their environmental performance. The criteria stipulate requirements for providing renewable energy alternatives to users, delivering data on client energy consumption, disclosing energy sources, supporting renewable energy advocacy and fostering collaboration on renewable energy enhancements.	<a href="https://www.bsr.org/en/our-insights/blog-view/six-principles-to-power-cleaner-data-centers">https://www.bsr.org/en/our-insights/blog-view/six-principles-to-power-cleaner-data-centers</a>



# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>WattTime</b>	Using data to choose clean energy	WattTime continuously monitors and updates power data from grids in order to allow smart devices to automatically switch to the cleanest energy supplier available. This promotes the consumption as well as the production of clean energy.	<a href="https://www.watttime.org/">https://www.watttime.org/</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>KDDI's TRIBID project</b>	Controlling the energy efficiency of mobile base stations	The Japanese telco KDDI runs equips its mobile base stations with tribrid electric power control technology, which achieves power savings and CO2 reductions of up to 80 percent. The system works by automatically switching to the most efficient power source depending on time of day and weather conditions among three alternatives: commercial-use power service, solar panel generation or battery charging with late-night power service.	<a href="https://news.kddi.com/kddi/corporate/english/newsrelease/2018/07/11/3263.html">https://news.kddi.com/kddi/corporate/english/newsrelease/2018/07/11/3263.html</a> <a href="https://www.itu.int/dms_pub/itu-d/opb/stg/D-STG-SG02.24-2014-PDF-E.pdf">https://www.itu.int/dms_pub/itu-d/opb/stg/D-STG-SG02.24-2014-PDF-E.pdf</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Drive &amp; Track from T-Systems and Fleet Complete</b>	Improving fuel efficiency of corporate fleets	Drive & Track improves management of corporate fleets, assets and mobile employees via a cloud-based platform. The solution optimizes the routing, maintenance and fuel efficiency of vehicles, thereby reducing the company's carbon footprint.	<a href="https://iot.telekom.com/en/products/drive-track">https://iot.telekom.com/en/products/drive-track</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>CropX</b>	Optimizing water and energy use in farmlands	Climate change endangers the availability of water for agricultural uses. CropX is a company that offers cloud-based software to help farmers in adapting to these consequences. The software uses in-field sensors to automatically deliver the correct amount of water to each plant instead of watering a whole field at a time. This boosts crop yields and reduces energy and water consumption.	<a href="https://www.cropx.com/">https://www.cropx.com/</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
Farmer's Edge	Optimizing agricultural efficiency	The effects of climate change are expected to cause more frequent and more severe droughts and floods and disturb current patterns of agriculture. The start-up Farmer's Edge uses satellite and data-driven technologies to help growers manage the variability of farmland conditions. This generates actionable insights that help farmers to run efficient operations in response to the growing risks and nourishment needs on our planet.	<a href="https://www.forbes.com/sites/maggiemcgrath/2017/06/28/the-25-most-innovative-ag-tech-startups/#64da898f4883">https://www.forbes.com/sites/maggiemcgrath/2017/06/28/the-25-most-innovative-ag-tech-startups/#64da898f4883</a> <a href="https://www.farmersedge.ca/about-us/">https://www.farmersedge.ca/about-us/</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Green Grid</b>	Collaborating to reduce the power consumption of data centres	Green Grid is an open industry consortium that works to improve IT and data centre energy efficiency and eco-design around the world. Members of the consortium include end-users, policymakers, technology providers, facility architects and utility companies. By facilitating partnerships across the global ICT ecosystem Green Grid promotes the development and adoption of a common resource efficiency measures.	<a href="https://www.thegreengrid.org/">https://www.thegreengrid.org/</a>  <a href="https://www.itu.int/dms_pub/itu-t/oth/23/01/T23010000030002PDFE.pdf">https://www.itu.int/dms_pub/itu-t/oth/23/01/T23010000030002PDFE.pdf</a>



## Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Green AddICT</b>	Sharing expertise and best practices via an online platform	In 2008 the city council of Bristol launched its Green AddICT online platform to help local ICT businesses in sharing expertise and good practices against climate change. The website offered a database of solutions and case studies as well as tools such as carbon calculators to help organisations in sharing experience and designing a personalised action plan.	<a href="https://www.eumayors.eu/IMG/pdf/Bristol_long_final.pdf">https://www.eumayors.eu/IMG/pdf/Bristol_long_final.pdf</a>





# Good Practices & Cases for Climate Action in ICT

Title	Subtitle	Explanation	Reference / Commentary
<b>Microsoft's Carbon Fee</b>	Setting a price on carbon emissions to reduce footprint	Microsoft's Carbon Fee holds the company's business units financially accountable for their CO2 footprint. It acts as an incremental price on emissions associated with operations for data centres, offices, labs, manufacturing and business air travel. The fee sets CO2 reduction targets for each business unit, which are met through e.g. efficiency projects, green power investments or investments in external carbon offset projects.	<a href="https://unfccc.int/mfc2015/microsoft-global-carbon-fee/#">https://unfccc.int/mfc2015/microsoft-global-carbon-fee/#</a> <a href="https://download.microsoft.com/documents/en-us/csr/environment/microsoft_carbon_fee_guide.pdf">https://download.microsoft.com/documents/en-us/csr/environment/microsoft_carbon_fee_guide.pdf</a>