

Making waves

The rising tide of data for social good

Views from the Better Future Forum 2014

Moderated by

GLOBESCAN

306

participants

29

countries

2x90

minutes of discussion

843

unique comments

670,000

#betterfutureforum Twitter reach in one day

What we set out to do

BT's Better Future Forum is an online discussion that brings together the world's leading thinkers to share and develop new strategies to help build a more sustainable future for everyone.

On 1 July 2014, hundreds of experts from around the world joined BT and GlobeScan in a Forum to explore the significant challenges in influencing consumer behaviour and the increasing opportunities for digital data and technology to help in tackling big societal issues.

The discussions were framed around two conversations - how digital connectivity can accelerate our journey towards sustainable consumption, and how we can ride the new wave of digital data to deliver good for society and the environment.

Findings from those sessions are summarised in this document, as well as the three key areas of insights that have emerged from across the Forum.

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“We are already seeing massive benefits of real-time big data in low-income settings, in measuring real time morbidity and mortality for example for district health officials. Similar benefits are being seen in soil mapping, agricultural yield improvements, and disaster risk reduction. This is just the start.”

Jeff Sachs, The Earth Institute

Message from BT

At BT, we are committed to using the power of communications to make a better world.

So we were delighted to host this Better Future Forum and impressed with the quality discussions and powerful insights shared by our featured guests and Forum participants. Thank you to everyone who took part.

We believe that digital technology is key enabler to building trust through transparency, making it simple and easy to act on and share your values. There is huge potential for significant and exciting opportunities applying ‘purposeful’ data which delivers shared value and social good at scale. There were real life examples mentioned in the Forum and throughout this report. But let’s be realistic, no-one can do this alone and as Jeff Sachs – one of our featured guests – put it, “This is just the start”.

We believe that reducing inequality of access to the connected society is so fundamental – vital for everyone to realise and share the full benefits of digital technology and data.

We’re committed to driving this conversation forward, and keen to explore our role in leading best practice, establishing platforms for collaboration and the development of standards for using data for social good purposes.

Please join us in striving for a world where everyone can benefit from being part of digital life. Let’s be fearless!



Niall Dunne
Chief Sustainability Officer, BT

Message from GlobeScan

GlobeScan is honoured to be BT’s partner on the second Better Future Forum. This year’s Forum focused on how big data can be used for social good and was a significant success in terms of participation, content and ideation. Data for social good is a topic with both breadth and depth that lends itself to dialogue with a diversity of stakeholders and experts. The richness of the discussion is testimony to this.

GlobeScan believes that organisations need to incorporate stakeholder perspectives into their thinking in order to inform and future proof strategies. BT’s quick and thoughtful response to the input from stakeholders in this Forum is a credit to the team and an example of leading stakeholder engagement.

Finding opportunities for partnerships and collaborations is crucial given the topic at hand and we believe that the Better Future Forum provided a valuable step on this journey, both for BT and for stakeholders globally.

Thank you to everyone who participated. We hope that you enjoy reading this report and look forward to your feedback.



Chris Coulter
co-CEO, GlobeScan

Insights from the Forum

Digital influence

Technology has a crucial role to play in translating data into engaging, relevant content, making it easy and rewarding to shift consumer habits and act on personal values.



- **Leverage technology**
Use digital technology as a lever to offer consumer value that is shared and experienced rather than owned and resource intensive



- **Enhance transparency, build trust**
Increase transparency to foster credibility and trust which can build relationships which can nudge consumer behaviour. But beware, transparency alone is not sufficient for consumer behaviour change



- **Make it easy, aspirational, rewarding**
Shift consumption patterns towards positive social impact by making things simple, “cool” and with incentives



- **Personalise and filter**
Translate data into content that is significant and relevant to individuals, perhaps ditching the language of sustainability and embracing behind the scenes choice editing



- **Invoke peer pressure**
Use social media to encourage behaviour change by amplifying messages and making trends visible, moving the needle from peer pressure to systemic change

Insights from the Forum

Purposeful data

Data is being used around the world to promote social good and applications in healthcare and energy reduction are exciting hotspots of potential.



- **On your marks. Get set**
Recognise that we are at the start of this journey and so far opportunities have not translated into best practice examples extracting the full potential of purposeful data



- **Think outside the box**
Look beyond the usual use cases to see pockets of exciting examples in unexpected places, such as connectivity for rural healthcare in developing countries



- **Focus on people**
Take a human-centric approach to identify unmet needs and new opportunities for purposeful data to create social good



- **Tackle the privacy debate head on**
Don't shy away from the privacy debate but be open and proactive in sharing of policies, practices and progress. If not the tension between personal data privacy and data for social good will paralyze positive progress



- **Explore frameworks**
Develop and share frameworks that lay out best practice and models for open-collaboration

Insights from the Forum

Connect skills with need

Both individuals and society at large need sufficient access and the right skills in order to reap the benefits of big data and hyperconnectivity.



- **Prioritise knowledge**

Education for both young and old is key to equipping people with the knowledge they need to make informed decisions around the use of their data



- **Foster equitable connectivity**

Promote a connected society in both developed and developing countries so everyone can benefit from big data



- **Share expertise**

Connect the big data expertise with the organisations addressing societal and sustainability challenges



- **Open up the data**

Democratising data and opening it up for others to access is an important method for cross-sector collaboration



- **Experiential learning**

In these early days of big data for social good we need to experiment to see how best to analyse the data for maximum insight. Learning lessons on data collected from our environment and operational assets could be an area for early wins as they avoid much of the sensitivities around personal data

Session 1

Digital natives living lightly

Featured guests



Mark Earls
Herdmeister and Founder of
HERD Consulting



Diana Verde Nieto
CEO of PositiveLuxury.com



Keith Weed
Chief Marketing and
Communication Officer
at Unilever



Dame Ellen MacArthur
Founder of the Ellen
MacArthur Foundation and
non-executive Director of
BT Group



Olivier Oullier
Neuroeconomist & Professor
of behavioural and brain
sciences at Aix-Marseille
University



Peter Bakker
CEO at World Business
Council for Sustainable
Development (WBCSD)



Niall Dunne
Chief Sustainability Officer
at BT

What does the latest research tell us about barriers and solutions to influencing consumer behaviour?

The consensus during the first session was that for behaviour change to occur at scale it needs to be both easy and aspirational. The discussion was positive, focusing on opportunities and solutions.

Participants stressed the need to make change as simple and practical as possible. By doing so we can make sustainable behaviour the new normal. Choice editing – where businesses stop selling certain items in preference of more sustainable versions – was highlighted as one method to achieve this, and there was overall agreement that this approach can achieve positive results. The importance of language in behaviour change was recognised – particularly a focus on simple terms and demystifying what “sustainability” means.

Making change aspirational was a related theme. Examples such as Tesla, Nest and wearable technologies were given to illustrate the demand for products and services that appeal to consumers primarily by being “cool” and adding value not necessarily linked to sustainability benefits.

For organisations promoting change, trust and credibility are crucial pre-requisites. By establishing a basis of trust, organisations have the license to promote behaviour change and to make decisions such as choice editing, on behalf of their customers.

Technology was considered as an enabler, with a dual role to play. First, technology is able to create the required transparency to build the trust and credibility necessary for organisations to play in this space. Secondly, technology such as social media and machine-to-machine connectivity mean the channels of consumer influence are changing, creating new potential. Trust in organisations is on the decline and through social media people are looking more to their peers for guidance. The internet of things gives measurable insight into what people actually do, not what they say they do, helping to reveal how behaviour is changed.

How important is visibility of a product’s social and environmental impacts (including in the supply chain) in influencing online consumer purchase decisions?

Forum members were in agreement that greater transparency is driving awareness of social and environmental impacts. This can present potential challenges for organisations, for example across the supply chain when this information is not always in organisations’ direct control.

Another challenge flagged in the Forum was that mainstream consumers are not actively demanding visibility. The key implication was that transparency alone is not sufficient to change consumer behaviour. The challenge for organisations is to curate the information in a way that is meaningful for mainstream consumers. In order for consumers to engage and buy in to change at scale, there needs to be simple, compelling and relevant narratives, that speak to people’s values.

There is an opportunity to engage people by translating sustainability impacts into relevant and digestible information in an accessible and intuitive way, making better use of technology especially apps and smart devices.



“...we crack the mass market by making the better option (the sustainable option) aspirational, accessible, and perhaps I dare to say, a cent cheaper. We don’t need people to change their habits, we need brands to change their habits.”

Diana Verde Nieto, PositiveLuxury.com

“The really interesting thing about the wider adoption of digital tech is that it makes the choices and enthusiasms of others more visible rather than less so...”

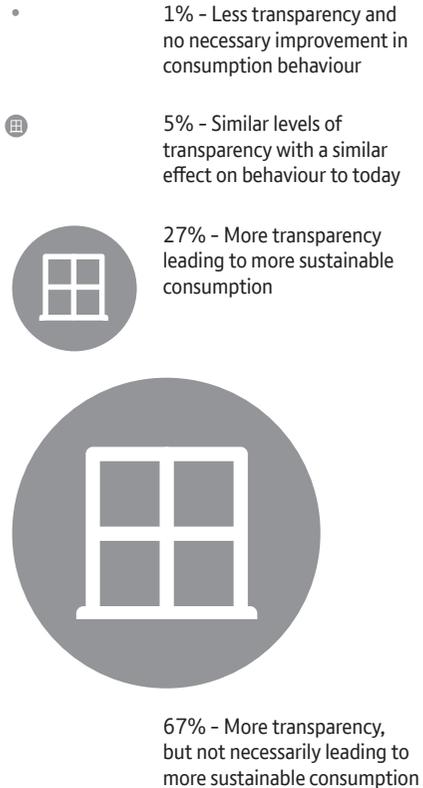
Mark Earls, HERD Consulting

“Transparency needs to be relevant to people’s lives. Most transparency is presented as numbers or figures. We need to present transparency as narratives. Sounds simpler than it is.”

Matthias Stausberg, Virgin Unite

Poll

How do you expect increased hyperconnectivity to affect transparency and consumer behaviour in the future?



What role does hyperconnectivity play in consumer behaviour today and how could this change in the next few years?

The discussion focused on the potential for hyperconnectivity to move the needle on peer pressure, to create scaled-up change in consumers' behaviour. It was noted that influence was best thought of something you take from someone rather than something you do to someone. By connecting people across the world "in a store, farm or factory" in real time, hyperconnectivity amplifies messages and influence, thus accelerating behaviour change.

Linked to this debate was discussion around "personalisation". There was some disagreement among the Forum participants about the potential that personalising data has to change consumer behaviour. On the one hand this trend engages consumers by presenting information in the most relevant way and can redefine traditional marketing. On the other hand it was argued by some that hyperconnectivity actually makes it easier for people to follow and join trends, thereby reducing the role of personalisation in changing behaviour. Much of the debate was theoretical as best practice on influencing consumer behaviour and how best to tease out what people really care versus what is just online chatter, has yet to be established.

It was acknowledged that there is a role for business in providing a platform for consumers to take the lead. Successful examples of hyperconnectivity supporting change, such as AirBnB and Opower, were cited as examples of consumer-led change, facilitated by innovative use of technology.

The role of machine-to-machine hyperconnectivity, to enable more sustainable living, was also highlighted by participants. Using data to anticipate when products will need fixing, and where sustainable materials can easily be sourced from, was identified as a huge opportunity and one that relies less on shifting consumer behaviour.

"I'm not sure just providing more information helps. A lot of the information we at M&S put out isn't seen by our customers - not because they aren't interested... but because we've not provided it in a way that they can engage with... digital has to be a key enabler!"

Adam Elman, Marks & Spencer

"We are still in the infancy of understanding online psychology and behaviours... Peer pressure has always been a very efficient and powerful way to change behaviors. Hyperconnectivity brings this power to unprecedented heights..."

Olivier Oullier, Aix-Marseille University

"While hyperconnectivity is producing the kind of chaos which can sometimes feel overwhelming, it's also providing the platforms we need in order to reinvent marketing"

Keith Weed, Unilever



What examples from the sharing economy have used transparency and hyperconnectivity to promote more sustainable consumer behaviour?

Overall there was agreement during the Forum that examples from the shared economy exemplify the potential for connectivity to encourage behaviour change. Forum participants were keen to share examples of collaborative consumption from the well-known to the lesser known. Peer-to-peer sharing examples, such as impossible.com, Yerdle and Timebank, were cited by numerous contributors. A B2B example came in the form of Brambles, an Australian firm focused on pooling resources. The Forum acknowledged that the benefits of these business models are not primarily environmental but social, cultural and, importantly, convenience for mainstream audiences who may not be solely motivated by sustainability. Participants recognised this as a lesson that well-known sharing economy businesses are not based on sustainability as a direct and explicit driver. They rely on providing a better, more convenient product or service – a lesson for other organisations looking to promote sustainable behaviour change.

Looking ahead to opportunities, there was a focus on the application of sharing economy ideas in developing countries. There was some uncertainty around the extent to which it is feasible for emerging markets to “leapfrog” developed countries and bypass traditional models of consumption, amid concern that they will copy developed countries’ unsustainable approach. Mobile payment systems such as Vodacom’s M-Pesa were cited as good examples of leapfrogging in practice.

The crucial role of technology as an enabler of emerging and scaling models was a theme running throughout this discussion. Without new and innovative methods of connectivity, collaborative consumption models would not have thrived as they have done.



“Aside from environmental benefits, some new sharing economy apps help to break down cultural barriers and get people together/recreate a sense of community: check out Vayable, which uses locals who aren’t full-time tour guides to offer unique experiences in many global cities and destinations.”

Perrine Bouhana, Edelman

“I have always said that the only hope for the world is avoiding the emerging markets from adopting the American Dream.... However in reality owning a car or other material things may well soon be a status symbol people aspire to show their newfound wealth. If on the other hand we can roll out digital sharing solutions fast enough, it will give people in emerging markets access to these products faster”

Peter Bakker, WBCSD

How should we engage the online consumers of tomorrow to really shift their consumption behaviour and what are the enabling roles needed from different organisations and sectors?

Focus on the benefits - this was the key message from the discussion on how to engage online consumers. There needs to be transparency and clear communication of the benefits upfront (in a simple, accessible way), convenience for consumers, and rewards and incentives. There is an enabling role for marketers here, to apply existing expertise in order to sell the benefits of more sustainable consumption.

Understanding online consumers' needs and motivations was identified by participants as another crucial element to encouraging a shift in consumption. Experiences, whether related to products or services, need to be positioned as human-centric, resonating strongly with personal values. By doing so, organisations are better positioned to offer compelling alternatives with real benefits.

It was suggested that the inherent link between personal reputation and consumption revealed that virtual social status as a potential gamechanger for shifting consumption. Discussions focused on future potential, recognising that current examples of harnessing online status and reputation in order to shift consumption are scarce.

Participants also suggested that companies have a role to play in evolving pricing and market dynamics to shift consumption patterns from the supply side. There is an opportunity for companies to take the lead by valuing their impacts, internalising cost and pricing products to better reflect this.

Poll

Which of the following do you think is the most effective way to engage online consumers to shift their consumption behaviour?



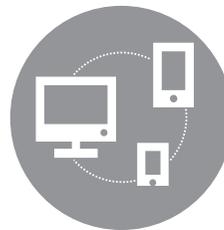
12% - Gamification and the use of apps



16% - Increased transparency around product origin and impacts



36% - Rewarding reduced consumption in some way



36% - 'Smart' connectivity and the internet of things

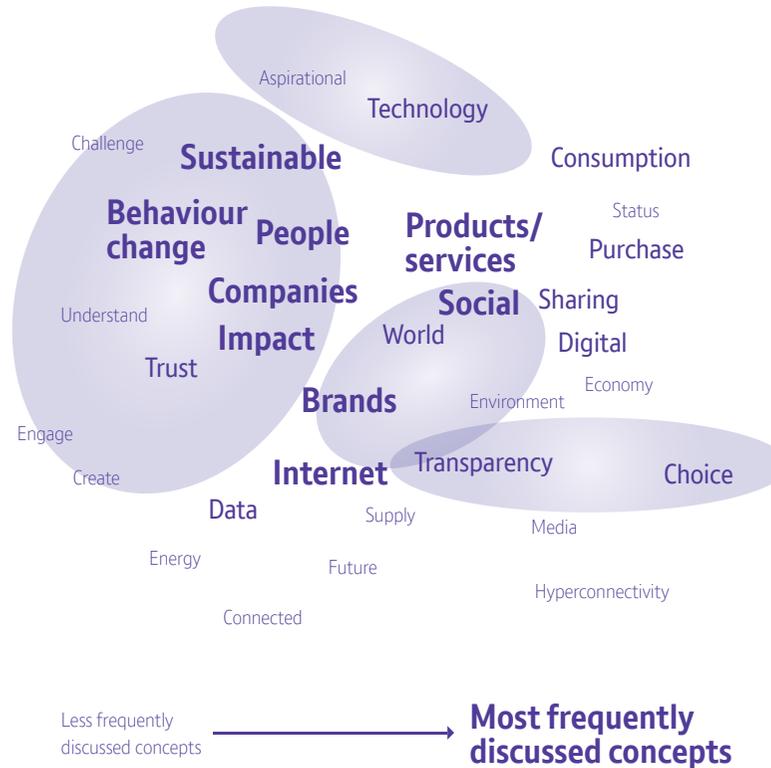
“To me it starts as basic as understanding the underlying need from the consumer. Convincing them to consume less will be hard, offering compelling alternatives is a much better sell and commercially more interesting too.”

Peter Paul Van De Wijs, Van de Wijs & Partners

“There has been some good debate recently about how while there are many opportunities to make impulse purchases, impulse saving is currently almost impossible. In the same way, developing technological solutions that give people immediate feedback on positive consumption behaviour - and an associated emotional ‘buzz’ - are key.”

Sam Mountford, GSK

This visual map of the conversation supports the premise that a big challenge for business is to change the behaviour of consumers, by working and engaging with them to understand their motivations and help build trust. The role of transparency in allowing consumer choice is clear due to the proximity of those ideas. The central role for brands and companies in tackling social and environmental impact as well as the importance of focus on people is emphasised in this debate.



Session 1 summary:

How can digital connectivity accelerate our journey towards sustainable consumption?



- Digital technology can simplify the deluge of data and curate it in a human way which is personalised, aligns with people's values and makes it easy and rewarding to act upon



- By enabling transparency, technology can create a more trusting context for change. Transparency and visibility are necessary but not sufficient conditions for positive behaviour change as they build credibility for organisations, providing the license they need to talk to consumers about these issues



- Transparency through technology such as apps, social media and connected smart devices enable new consumption models and more sustainable habits to thrive. These can deliver value which is shared and experienced rather than owned. The sharing economy – which leverages connectivity – can be a disruptive business model for reducing consumption at scale



- The same platforms of apps and social media can also contribute to amplified peer pressure and provide new ways of influencing consumer behaviour, although leading examples of harnessing these social behaviour levers are elusive

Session 2

Data for social good

Featured guests



David Kirkpatrick
Founder and CEO of
Technomy



Sean Gourley
Co-Founder and Chief
Technology Officer at
Quid.com



Jasmine Whitbread
CEO Save the Children
International and non-
executive Director of BT Group



Doug Cutting
Chief Architect at Cloudera



Bernd Heinrichs
Managing Director, Internet
of Everything at Cisco



Ray Eitel-Porter
Head of Big Data and
Analytics at Accenture
Digital UKI



Jeff Blatt
Chief Data Officer at
DoSomething.org



Simon Thompson
Head of Practice; Big Data
and Customer Experience
at BT



Mark Keddie
Chief Privacy Officer at BT



Jeff Sachs
Director of the Earth
Institute, Columbia
University

Can analysis of big data drive social good and if so, how?

The second session started positively with consensus that there are significant opportunities for big data to be harnessed for social good. Discussion quickly focused on the “how” question and the conditions that need to be met in order to realise big data’s potential.

A central theme was the need to filter data, in order to focus on, and analyse, the most relevant and helpful information amidst huge datasets. Several participants suggested the starting point is to ask the right questions of the data and matching it to real need. Others proposed that big data analytics “discovery platforms” are the solution here, and by using them organisations can determine unanticipated patterns and trends. The challenge of knowledge sharing ran throughout the discussion, as participants considered the need to link up the controllers of social data such as charities with experts in data science and technology, and providing access to the appropriate tools. But big data monopolies are concerning if data which could advance social good is not shared by data controllers.

The reliability of big data was broadly considered to be a medium-term hurdle that participants expect to overcome as we build more understanding of how to utilise data effectively by being prepared to experiment to build skills and experience.

Examples of potential for purposeful data were given from healthcare to energy reduction, and from global development to preventative maintenance. The UN’s Global Pulse was cited as a particularly interesting example of a large scale initiative, seeking to leverage big data for sustainable development and humanitarian action.

The conclusion from the discussion was that while there are pockets of exciting examples of harnessing big data, best practice has not yet been developed and we are at the very start of the journey towards utilising big data for social good.

What are good examples of big data driving social good?

When the conversation turned explicitly to looking at examples of big data driving social good, Forum guests and participants chose to focus much of the discussion on innovative case studies in developing and low-income countries. All of the examples given involve partnership and collaboration.

- RUDI (Rural Distribution Network), a mobile app developed by Vodafone and the World Bank which automates the supply chain process to sell farm produce within local communities, reducing travel time for the women selling by 90 per cent and generating business opportunities
- Telemedicine in Ghana, nearing national scale, as supported by the Novartis Foundation for Sustainable Development



- DataKind, a company using data science to improve health outcomes, map poverty, facilitate microfinance and to open up governmental data by bringing together leading data scientists with high impact social organizations
- Smart management of micro-grid solar power and other distributed renewable energy, for example the Earth Institute work in monitoring electricity use in African villages in real time to maintain systems, learn about energy demands, and develop intra-daily pricing and management systems at the local level
- GSMA Mobile for Development mHealth Programme brings together the mobile industry and healthcare stakeholders to deliver sustainable mHealth solutions that extend the reach and quality of healthcare while reducing costs
- M-KOPA Solar in Kenya, an example of improving access to finance via mobile phone data powered by solar instead of kerosene
- Potential for technologies such as Google Glass to enable surgeons in remote areas to perform operations guided by experts far away
- Monitoring deforestation using satellite imagery or installing devices with alert notifications on trees
- BT LifeScience cloud platform helps researchers gain valuable medical insights from data buried in large datasets
- A fuller list of developing world uses of big data for social good was referenced, from Harvard: www.hsph.harvard.edu/ess/bigdata.html

The debate led to discussion of a highly topical issue: inequality. There was disagreement amongst participants about whether big data, and its inherent reliance on connectivity, was a promoter of equality, or an exacerbator of inequality. Organisations in this space need to be mindful of the importance of democratising access to the benefits of big data, both within and between developed and developing countries.

“I believe there is huge potential for data to be used for social good... at Save the Children each year we collect data on >100 million children in 120 countries. If we did a better job of collecting and mining that data this could make the case for investment in children.”

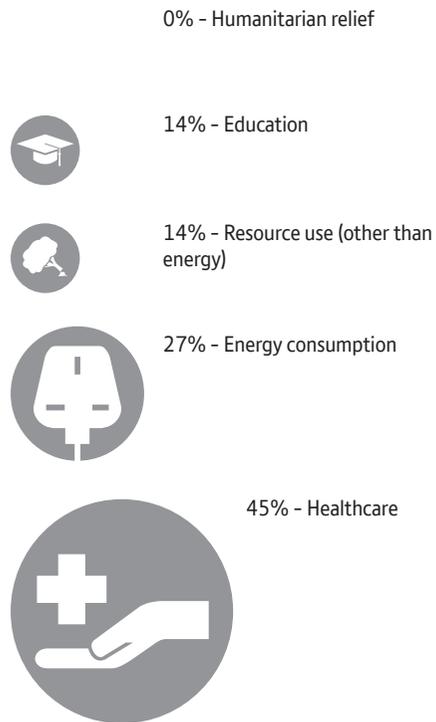
Jasmine Whitbread,
Save the Children International

“We need to experiment with big data analysis to find out its ultimate value.”

Bernd Heinrichs, Cisco

Poll

Where are the biggest opportunities to use big data for social good today?



What are the key challenges that we need to overcome, in order to extract the potential of big data to create social good?

The heat of the discussion on challenges was around privacy of personal data. A tension was identified between using data for social good, which may involve sharing data, and protecting confidentiality and privacy. Associated with the privacy debate is the perceived lack of understanding by consumers around how their personal data is being used.

In terms of solutions, education was a key theme. Educating adults already using technology and children at a young age was felt to be important in enabling people to make informed decisions about the use of their own data. This is especially pertinent when it comes to the use of digital services that are cost-free for consumers to use, but where their data then effectively becomes the product. An example would be Facebook, where revenue comes largely from advertising based on personal data and preferences.

Publishing clear policies on the use and privacy of personal data can help to foster trust to explore using data for social good. However this raises fresh challenges around how to best communicate this in a meaningful way to individual users. There was some disagreement around whether trust is enough or if we need stricter regulation in this area.

Another idea posited was that we should focus on technical and environmental, rather than personal data, to avoid the privacy obstacles. Generally though it was agreed that to extract the most potential we need to leverage a range of data, and apply it in a way that is personal, and as such we still need to look at personal data.

“Getting social value from data while preserving privacy is the tightrope we must walk...[but] it’s much more than just privacy. We need institutions that we trust to use our data. Transparency is a first step. If we don’t know what they’re doing we don’t know whether to raise a ruckus.”

Doug Cutter, Cloudera

“There is no doubt that data and analysis will create opportunities for improvement. But I think the question is whether this will be evenly distributed - the core question we must ask is whether big data will be a force that creates a more equal society or one that creates a more unequal one.”

Sean Gourlay, Quid.com

While privacy and education were the focus, other challenges highlighted by participants included:

- The need for domain experts to have access to big data, in order to apply it for social good
- A lack of skills in analysing big data
- Difficulty in anonymizing personal data
- Insufficient international and national standards governing the use of personal data
- Low awareness of the policies and standards that are already in place
- How to ensure the appropriate level of personal consent
- How to better communicate the benefits of big data to consumers



Poll

What do you think is the most pressing challenge to overcome in order for society to reap the full benefits of big data?



8% - Lack of skills and common standards



8% - Unreliable data and unintended consequences



42% - Transparency in the use of big data



42% - Personal data privacy and security issues

“Trust around data use may determine if certain organisations grow or decline in the future as awareness grows. Transparency is key to individual trust. However, individuals need to exercise greater discipline in how their data is used. There is a lot of education still required in this space.”

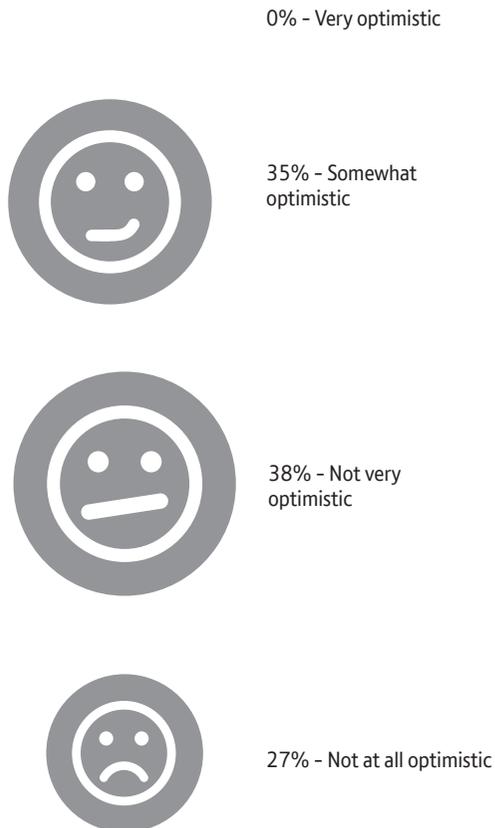
Mark Keddie, BT

“This also extends into educating children about data interpretation. I worry sometimes that with the increasing use of analytics in business many managers are not adequately equipped to interpret it and could make the wrong conclusions.”

Ray Eitel-Porter, Accenture

Poll

Overall, how optimistic do you feel about organisations being able to apply big data for social good within the next three years?



What role should different sectors/ organisations have in using big data to promote sustainable consumption and social good?

Collaboration is the name of the game when it comes to utilising big data for social good.

The role of the ICT industry itself was a focus of the conversation. A sector-by-sector approach was advocated, to address the unique challenges faced and co-create solutions for sectors such as construction, energy, healthcare and transport. There is also a role for the industry to support Sustainable Development Goals by providing the metrics and data necessary for other organisations to move forward. A challenge is making sure that the voices of ICT companies are being heard in debates where they are not traditional players.

Standards were felt to be helpful in guiding collaboration efforts, through standard frameworks on appropriate methods for sharing data, while also balancing privacy concerns. The role of government is important here too in removing barriers and helping to strike a balance between use of personal data and greater social good.

Transparency was again a primary theme in the discussion. In order for collaboration between the ICT industry and others, we need the data in question to be open for others to access. This is the role of data controllers. Tesla was held up as a positive example after it released its patents in order to help further the electric vehicle industry as a whole. It was felt that if we are to make progress on applying big data for social good then we need other organisations to think like this and to put the systemic benefits ahead of potential competitive risk.

“Improved metrics would help so many organisations, and without them, improvements to analysis and collection will only serve to accelerate orgs in the wrong direction.”

Jeffrey Bladt, DoSomething.org

“What may be most interesting... is how central we all seem to believe is this issue of access to corporate data, the necessity for that data to be transparent, and our need to somehow find limits to how companies use their data – either by regulation or codes of conduct.”

David Kirkpatrick, Techonomy

About BT

BT is one of the world's leading communications services companies, serving the needs of customers in the UK and in more than 170 countries worldwide. Our main activities are the provision of fixed-line services, broadband, mobile and TV products and services as well as networked IT services.

We were one of the first companies in the world to grasp the link between being sustainable and succeeding as a business. Now, we're focusing on integrating sustainability into everything we do. Beyond driving sustainability practices in our own operations, we recognise the broader value we can deliver to society.

For more information, visit www.btplc.com

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bt.com/betterfuture

 GLOBESCAN

About GlobeScan

For twenty-five years, GlobeScan has helped clients measure, understand and build valuable relationships with their stakeholders, and to work collaboratively in delivering a sustainable and equitable future.

Uniquely placed at the nexus of reputation, brand and sustainability, GlobeScan partners with clients to build trust, drive engagement and inspire innovation within, around and beyond their organisations.

For more information, visit www.globescan.com