

英国电信：担起那一份责任

□ 本报记者 郭庆婧

一份报告汇聚了亚欧美五国六位重量级学术专家的成果，历时数月，五国学者至报告完成没有面对面交流过，但是他们却每人都拥有了一张团队合影……

这就是近日英国电信连同思科系统共同推出的一份颇不寻常的报告书。这份名为《企业可持续发展之新思维》的报告核心关注点并不是两家公司的商业领域——电信技术、产品或是服务，而是当下在国内外正日渐引发关注的企业社会责任(CSR)问题，尤其是环保方面。

从这份报告出台始末所耗费的大量人力物力来看，企业社会责任正逐渐成为企业的一大关注点。而此次报告独特的技术实现手段更意味着，合理利用现代信息通信技术，将为企业乃至整个社会带来巨大的节约效益。

事实上，英国电信此举并不突兀。该公司自20世纪90年代以来就一直将社会和环境责任视为公司战略重要的组成部分。在全球气候变暖、环保问题日渐严峻的背景下，英国电信的环保做法为国内电信企业提供了良好的借鉴经验。

环保成为企业战略

相比于中国电信企业，国外电信运营商在环保方面起步较早。英国电信、沃达丰、NTT等企业早在十年前就已经有了实质性的举动。

以英国电信为例，该公司迄今在环保方面做的诸多努力已经获得了广泛的认可。从该公司获得的一系列荣誉来看，一个环保先锋的形象日渐清晰：2006年被评为社区和环境保护领域最受尊敬的公司；连续三年被Innovest授予“世界100大最具持续性公司”称号(2005~2007

年)；2005年12月获“低碳排放量领袖大奖”；在《商务周刊》和环境集团共同发布的报告中被评为世界前五位降低碳排放量的公司之一。

名供货商完成了环境调查表。英国电信认为自己对当地社区负有责任，供货商亦应如此。

就在4个月前，英国电信宣布



TelePresence 现场，金周英教授正在发言

自1996年以来，英国电信已经将其在英国本土的碳排放量降低了60%，该公司计划到2016年将排放量降低至1996年水平的20%。

此外，英国电信还是国际CSR及可持续发展网络及论坛的成员。公司首席执行官Ben Verwaayen担任了首届英国工业联盟(CBI)气候变化会议(2007年1月11日召开)的主席，并协助会议产生了丰硕的成果。该次会议旨在确定企业解决气候变化问题的时间表，并于2007年12月发表了《气候变化——每个人的任务》报告，该报告给出了范围广阔的行动建议。

英国电信东北亚区副总裁林永佳在接受记者采访时称，在做到自身坚持环保原则的同时，英国电信还将社会和环境标准引入了采购过程中对设备供应商的考察体系。到目前为止，英国电信已对供货商进行了413项风险评估，1385

将投入巨资建立风力发电站，目标是在2016年前生产25%英国电信所需的能源。这项计划是英国能源界以外最大的风力发电计划。

环保努力带来回馈

在环保方面的投入除了颇具公益性之外，也为英国电信带来了直接的回报。目前，因其内部环保措施开展得颇为有效，英国电信不仅获得了巨大的成本效益，同时该公司的可持续发展能力获得了越来越多的认可。

英国电信借助电话会议的方式，每年可减少大约859784个面对面的会议，加起来每年至少可减少97628吨的碳排放，节省1.35亿英镑的旅行开支，每年增加生产率效益1.03亿英镑。另外，81%的英国电信受访者认为电话会议成为他们改善工作效果的一部分。

此外，通过公司开展的“工作

方式项目”，英国电信使64000多万名员工采取了弹性工作方式。到2005年为止，此工作方式每年为英国电信节省了7.25亿欧元的办公场所费用。在家上班的员工比办公室工作人员的效率平均高21%，这就意味着顾客的问题能够得到更迅速的解决。英国电信的弹性工作计划同时还减少了该公司的碳排放，从而减少了1200万升的燃料使用和54000吨的二氧化碳排放量。此前，超过90%的英国电信弹性工作人员在回答欧盟组织的调查时认为，在家中工作帮助他们提高工作效率，使他们有更多的闲暇时间。采用弹性工作时间的员工的工作效率比一般人高21%，请病假的时间更少。另外，弹性工作还避免了员工上下班可能遭遇的堵车和污染。

参与该次报告撰写的中国社会科学院技术创新与战略管理研究中心的主任金周英教授对此深有感触。该报告历时数月，五国专家无数次讨论，几易其稿，所有的交流工作都是通过思科的TelePresence高清视频会议解决方案实现的（见左上图）。这种技术途径使得该次报告的成本大为降低。

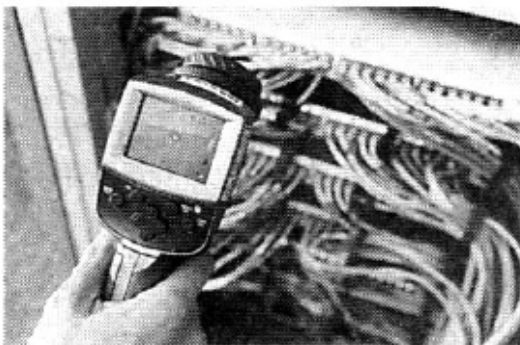
此外，英国电信在环保方面所作的努力也获得了更多客户的认可，为该公司带来了直接的商业回馈。

林永佳表示，公司早已认识到自身是能源消耗产品的供应商，因此计划加快生产能耗低的新产品和服务。英国电信日前专门开发了一种ICT衡量工具，对自己的碳排放量进行评估（见右上图）。同时，其他企业也能采用这种工具来测量碳排放量，形成更具可持续性的商业模式。

此外，英国电信正在开发的“绿色”数据中心将解决能源效率问题。主要的革新包括将重点降低制冷系统的碳排放，使用更为有效的“新鲜空气”方法，而不是人造制冷法；所有的设备使用较低压（从交流变为直流），这可以通过省去交流和直流间的不必要转换，使电消耗量降低30%；使用智能基础设施，将数据和应用程序自动转到同一数据中心的其它备选区域，以使温度降到最低。

正是得益于自身的诸多努力，英国电信此前签订了世界上最大一笔绿色能源协议。该公司与npower和英国煤气公司的合作所降低的碳排放量相当于英国30万家庭的排放量。

迄今，英国电信连续7年列电信公司“道琼斯可持续性指数”第一名；在联合国环境规划署（UNEP）和标准普尔联合开展的“机构可持续性”调查中，英国电信首次成为积极报告公司可持续发



英国电信开发的ICT环保测量工具

展举措的全球领先公司之一；2005和2007年，该公司被世界公司治理协会授予“金孔雀国际大奖”，以奖励其在公司治理和CSR方面的卓越竞争力；此外，英国电信还是目前英国可持续发展女王奖的获得者（2003~2008年）。

BT takes up the responsibility (People's Post & Telecommunications News, 27 Feb 08)

A report that is the result of the efforts of 6 leading academic experts from 5 countries in Asia, Europe and North America has taken several months to be completed. The experts from the 5 countries have never talked with each other face-to-face throughout the development process of the report, but nevertheless each of them has a group photo of them...

This is the unusual report jointly sponsored by BT and Cisco Systems. The focus of the report, entitled "*A New Mindset for Corporate Sustainability*", is not on the business areas of the two companies—telecommunications technologies, products or services, but on Corporate Social Responsibility (CSR), which is receiving increasing attention both at home and abroad, especially in the environmental protection area.

The extensive and intensive manpower and material input in the production of this report indicates that CSR is gradually becoming a major concern of companies. And the unique technology used to produce the report means that reasonably using modern communications technology can provide huge benefits in savings to companies or even the whole society.

In fact, the move of BT is not altogether a surprise. Social and environmental responsibility has been an important part of BT's corporate strategy since early 1990s. In a time when problems such as global warming and environmental degradation become increasingly grim, the environmental protection approach of BT can provide best practice for domestic telecom companies in China.

Environmental protection has become part of corporate strategy

Compared with China's telecom companies, foreign telecom operators started earlier in environmental protection. BT, Vodafone, NTT and others had begun to have substantial moves back in 10 years ago.

Take BT as an example. The efforts of the company in environmental protection have received broad recognition. The awards and CSR ratings of the company can help to build a clear image of pioneer in environmental protection: the community and environmental responsibility category in the 2006 Britain's Most Admired Companies awards; one of the "Global 100 Most Sustainable Corporations in the World" by Innovest for third year running (2005-2007); Low Carbon Leaders Awards in December 2005; and named one of the world's top five carbon cutting companies in a report published by Business Week in association with The Climate Group.

Since 1996, BT has cut its carbon emissions in the UK by 60 per cent. The company plans to cut carbon emissions to 20 per cent of the level in 1996 by 2016.

In addition, BT is a member of a number of CSR and sustainability organizations, networks & forums. Ben Verwaayen, CEO of BT, chaired the first meeting of the Confederation of British Industry's (CBI's) climate change task force (Jan 11th 2007), and helped the meeting to generate rich results. The task force was established to set the agenda on how business tackles climate change and produced a report, *Climate Change - Everyone's Business*, in December 2007 with wide-ranging recommendations for action. Bill Lam, Northeast Asia Vice President of BT, said in an interview that while sticking to environmental

protection principles by itself, BT has also introduced the social and environmental standards into the review system for equipment supplies in the procurement process. To date, BT has carried out 413 risk assessments with the suppliers, and 1385 suppliers have completed the Sourcing with Human Dignity and environmental questionnaires. BT believes that it is responsible for the local communities, and so are the suppliers.

4 months ago, BT announced to develop a wind farm project with a big investment, which is aimed at generating up to 25 per cent of its existing UK electricity requirements by 2016. The wind farm scheme represents UK's biggest corporate wind power project outside of the energy sector.

Great rewards from environmental efforts

In addition to having significant benefit for the public, the investment in environmental protection has also provided direct benefits to BT. Due to the effectiveness of its internal environmental protection measures, to date, the company has not only reaped huge cost reduction benefits, but also received widespread recognition for its sustainability.

Telephone Conferencing is eliminating 859,784 face-to-face meetings a year for BT as a whole saving at least 97,628 tons of carbon emissions per annum, £135 million a year in travel savings and £103 million a year in productivity gains. Furthermore, 81 percent of the respondents from BT state that telephone conferencing has become an essential part of their job.

In addition, BT has enabled more than 64,000 of its own employees to work flexibly through the Workstyle Project. By 2005, this had saved BT over €725 million per annum in terms of its office estate costs. The company's home-workers are on average 21 percent more productive than office-based colleagues, meaning customers' issues are handled more immediately. BT's flexible working program has also reduced its carbon footprint, with 12 million liters less fuel and 54,000 tons less carbon dioxide being produced as a result. More than 90 percent of BT's flexi-workers, who responded to a European Union backed survey, said that working from home had helped increase their productivity and had created more leisure time. Those that work flexibly are 21 percent more productive and take less sick-leave. As well as employee welfare, flexible working eliminates both commuter congestion on the road and pollution.

Professor Zhouying Jin, Director, Center for Technology Innovation and Strategy Studies of the Chinese Academy of Social Sciences, who was involved in the drafting of the report, is deeply impressed by this. In the several months in writing the report, the experts from 5 countries had held numerous discussions and revised the draft several times, and all the communications were done through Cisco TelePresence, the high-definition video-conferencing solution (See the upper left picture). This technology has significantly reduced the cost of the report.

In addition, the environmental protection efforts of BT have also won recognition from more and more clients, bringing direct business benefits to the company.

According to Bill Lam, the company has long realized that it's a supplier of energy using products, and therefore has planned to accelerate the development of new products and services with a low consumption of energy. BT has developed an ICT measuring tool, to

assess its own carbon emissions (See the upper right picture). This can be adopted by other businesses to help them measure their carbon footprint and create a more sustainable business model.

In addition, BT is developing 'green' data centers, which will address concerns about the lack of energy-efficiency within them. Key innovations will include focusing on reducing emissions from cooling by transferring to more efficient 'fresh air' methods rather than artificial cooling; switching all equipment to a lower voltage (from AC to DC power), which could reduce power consumption by 30% by removing unnecessary conversions between AC and DC; and moving towards intelligent infrastructures that will automatically switch data and applications to alternative locations within the same data center in order to keep temperatures to a minimum.

Thanks to the multiple efforts of BT itself, the company has signed one of the largest green energy contracts in the world. Partnering with npower and British Gas, BT will be saving the equivalent amount of carbon that is generated by 300,000 households in the UK.

To date, BT has been World No. 1 Telco in Dow Jones Sustainability Indexes for 7 years running; for the first time, BT was named as the world's leading corporate organization for sustainability reporting in a survey published by Sustainability in association with the United Nations Environment Program (UNEP) and Standard & Poor's; BT was awarded the Golden Peacock Global Award for CSR in 2007 and 2005 by the World Council for Corporate Governance to encourage competitiveness in corporate governance & CSR; in addition, BT currently holds the UK Queens Award for Sustainable Development (2003 - 2008).

Captions: 1. Professor Zhouying Jin is speaking at the conference enabled by Cisco TelePresence

2. The ICT measuring tool developed by BT