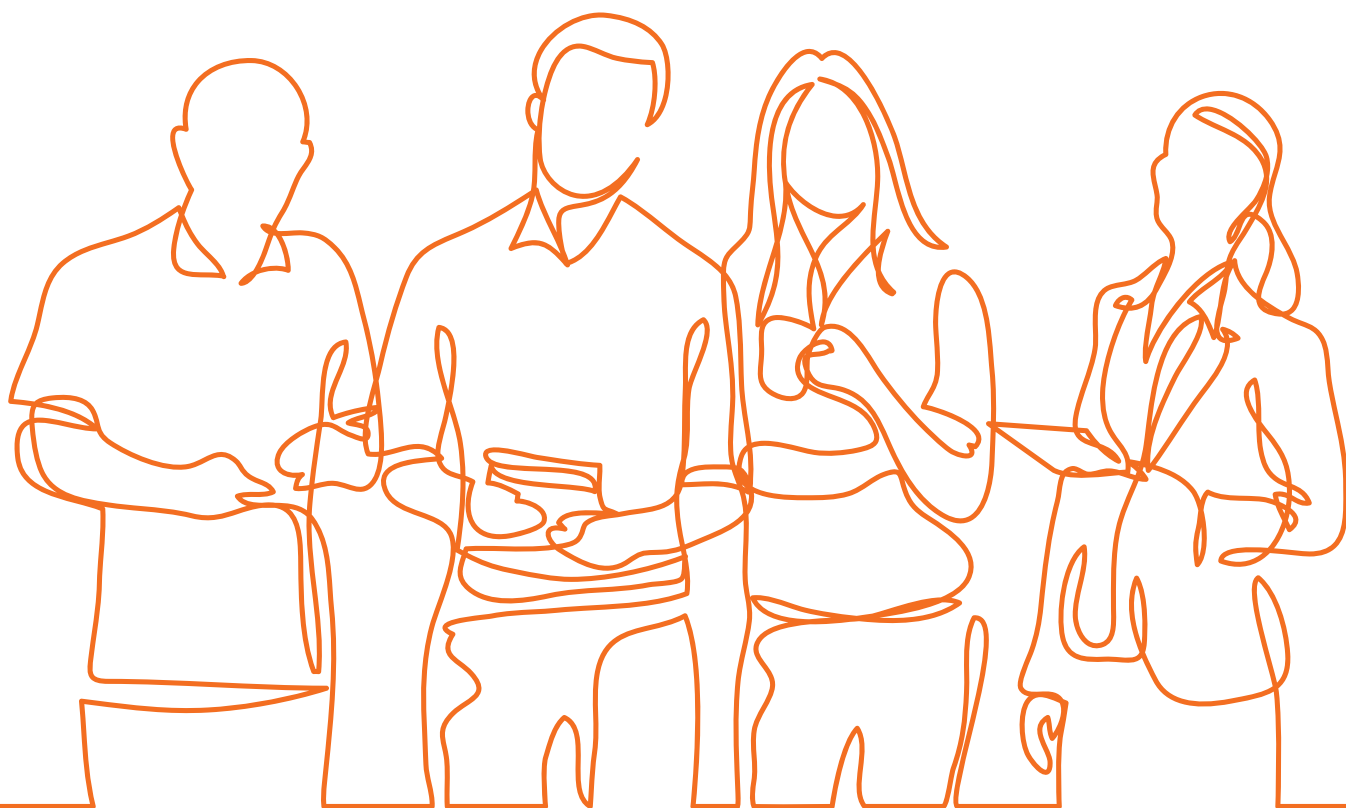


# TOWARD AN INCLUSIVE WORLD

A White Paper on Huawei's Approach to  
Fairness, Equity & Opportunity



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## I. EXECUTIVE SPONSOR INTRODUCTION

At Huawei, as part of our ongoing commitment to ESG (environment, sustainability, and governance), we have long studied the importance of many non-financial, critical success factors, especially as we weigh both the risks and opportunities available in the marketplace. We understand that we live in an increasingly-connected world and that as leaders in our industry, we have a responsibility to consider not just how we can best serve our customers, but how we can simultaneously be a force for positive change in the broader communities in which we live and work.

In these times, we observe across the ecosystem - - by which I mean not just our organization, but our partners and customers, vendors and suppliers, governments and NGOs, and millions of ordinary people in countries around the world - - an increasing focus on fairness, opportunity, and equity. Huawei, like so many companies within the ICT industry, has attempted to grapple with these issues through the development of policies ostensibly aimed at changing the demographic mix of the employee bases to increase representation by marginalized groups, and measuring the achievement of desired outcomes in statistical terms.

While the intent of these efforts, and the sincerity with which both we and our industry has pursued them, is laudable, it is widely understood that significant, tangible results from such programs have been slow to materialize. Accordingly, rather than continuing this same approach, at Huawei we have decided to take a broader view of the question and are determined to blaze a trail and encourage all interested parties to join us in the endeavor.

For us, helping to create a fairer world begins by recognizing that the world is not inherently a very equitable place. Disparities - - whether based on income inequality, gender, nationality, race, or a myriad of other factors - - exist the world over and are deeply entrenched in history, social structures, and prevailing mindsets. These disparities can often become obstacles to individual achievement, to educational and economic opportunity, and even to a happy, meaningful life. The problem is endemic to the human race and has been largely intractable.

Against this gloomy tableau, corporate initiatives that focus merely on achieving some sort of statistical balance - - whether in terms of gender, nationality, or other factor - - among an employee population, or on promoting affinity groups among employees, or on similar internal initiatives, seem to represent only the smallest of incipient steps toward a meaningful solution. After all, even if such statistical goals could be achieved in the short-term, where would that leave the billions of people who do not happen to work in such companies? At Huawei, we believe progress toward fairness requires a more ambitious, innovative mindset, one that aspires to provide a level-playing field not just for our employees but for all.

In pursuit of that ambitious target, we are aided by the fact that information and communication technologies are increasingly able to transform the way we live and the world at large, creating an unprecedented opportunity for positive change. At Huawei, we have a long history of bringing technology to the world, including communities previously cut off from full participation in digital world, especially the rural poor. In scores of countries, these efforts and investments have done more to improve and uplift the lives of millions of ordinary human beings than any amount of internal employee programming could do. By bringing ICT to those previously untouched by technology, Huawei hopes to give each individual a clear path and a fair chance to pursue their dreams and purpose. Ambition, talent, commitment, and drive will and should influence the outcome of the 'race of life', but at Huawei we believe every person deserves to begin from the same starting line.

At Huawei, we have concluded that our time and resources spent on practical, in-market programs that enhance equity are the best and most rapid path to achieving that fairer world. Members of our disparate teams in over 170 countries have taken up the challenge and in ways as divergent, interesting, and inspiring as the individuals themselves. I am so pleased that this report includes an opportunity to spotlight a selection of these impressive colleagues and their efforts to enhance equity and opportunity for those in their own communities, large or small.

The programs and initiatives highlighted in this report are another small part of the story but represent a sample of the many ways in which Huawei is working, day-by-day and community-by-community, to bring equitable opportunity to people everywhere. For example, through "Seeds for the Future 2.0", the umbrella program under which The Huawei Academy and many other education-focused initiatives reside, and Huawei's decision to make its MindSpore AI computing framework open source (which focuses on innovation) may seem quite different initiatives, they share the same objective: create equitable opportunity, reward talent and commitment, advance access to and utility of technology for all.

As our global ecosystem becomes more equitable, Huawei hopes the entire industry will benefit from access to new sources of talent, increased collaboration, heightened learning & development capabilities, and a subsequent surge in breakthrough innovation. While these are attractive outcomes in themselves, the more profound impact of these initiatives will be a fairer world, one in which individuals from every background, community and circumstance have equal access to ICT tools, education and careers.

This white paper is Huawei's latest contribution to the global conversation about equity in its broadest sense, but it also includes our newly adopted Statement on Gender Equality. Though only a subset of our larger ambition, gender equality is such an important building block that achieving it will further fuel our progress toward overall fairness as an industry and as a species. Of course, we must acknowledge that we have much more to do before either our Company or the ecosystem in which we operate is fully fair and equitable, but over my many years at Huawei, I have often been astonished at how much can be achieved by harmonious, effective, and hard-working teams of colleagues. I have routinely seen that commitment, talent and mindset far outweigh background, gender, or other personal characteristics in terms of defining an individual's opportunity to contribute and to succeed.

Though the journey is a long one and not yet fully completed, we can all be proud that Huawei is committed to using the power of technology to bring not just this principle, but tangible opportunity, to every person in every corner of our connected world.

-Executive Sponsor

## ▶ II. PURPOSE OF THE WHITE PAPER

As a global corporate citizen, Huawei embraces its responsibility to contribute to our industry and the broader communities in which we live and work. We do this most visibly by bringing breakthrough technologies not just to the established, affluent world, but to every community, no matter how small, disadvantaged, or remote. We have been doing this, methodically and carefully, since our inception and our bias for action over talk is well-known by customers and competitors alike.

The ongoing, global conversation about fairness, equity, and opportunity for all has gained both volume and urgency. In many countries, both public and private sector entities, governments, and businesses, are being called upon to do their part to build a more equitable society. Given the inherent benefits available to all stakeholders in a "level playing field" environment, Huawei shares the belief that we must all do our utmost best to advance these values both within our own communities as well as in the world at large.

Because the journey is long and will require many steps to complete, many organizations seem to have developed a kind of "analysis paralysis" in which years of conversation about equity have led only to additional rounds of discussion, definition, focus groups, research, data collection, and in some cases even the adoption of internal, HR policies designed to move the statistical needle in terms of employee demographics. While interesting thinking and concepts have resulted from this work, at Huawei we value action as highly as discussion and execution as highly as ideation. We believe it is essential to move beyond an esoteric, philosophical examination of equity in the workplace and the world and instead begin taking concrete steps to bring equity to people where they live.

Fundamentally, Huawei sees equity not as a mere concept but as an intangible asset that ought to be available to every human being. If we want to chart our progress on becoming a more equitable industry, we must focus less on demographics, statistics, and our own employee base alone, and instead find our answers in the individual, human stories of those who have made the most of their own opportunities and gone on to provide them for others. We must ensure that we are equitable with our own employees, of course, but we must set our sights significantly higher and expand our efforts well beyond the walls of our own offices.

This White Paper seeks not only to participate in the global conversation - - indeed, it can be argued that as an industry, and as a business community generally, we have been talking too long already - - but also to inspire a global set of actions, initiatives, programs, and innovations, rising in every country and every corner of our business. The goal of these activities must be to bring people together around shared ambition, to provide an equal start by providing access to tools, technology, and opportunity to all who want them, and to highlight our progress by sharing the stories of those we meet along the way. At Huawei, we have begun the journey, as evidenced in these pages, and welcome all those who choose to join us in the effort.

### ▶ III. THE INDUSTRY LANDSCAPE

For most of the companies in the Information & Communication Technology (ICT) industry, the public focus on equity and related matters began within the last decade. By 2014 in North America, and in Europe the following year, nearly all global ICT companies, amplified by the media, began to speak extensively about “diversity”, “inclusion”, and so on, each employing its own definition of what these terms meant in their own context, and often establishing quite ambitious goals to increase employee representation across a selection of demographic categories, seemingly as an end in itself. Companies expressed their goals to hire and promote more women, for example, and vowed to continue pushing toward this objective until half the global workforce is comprised of women and, as importantly, half the company's leaders are also women.

Many ICT companies embraced some kind of “mission statement” to help channel and explain their focus and investment in this area. Some explained their motivation in terms of commercial considerations, that is, the belief that equity would fundamentally be good for business and enhance the bottom line. Others explained their focus in terms of justice, fairness, or simply, doing the right thing. Whether they invested for commercial or for ethical reasons, such companies mostly acknowledged that they hoped to shape public opinion on how the company was viewed by its constituents, internal and external. Companies who made such investments did so in the hope that what mattered most was to be seen to be saying and doing something.

Especially in the early years, however, the published record reveals a low level of tangible progress toward any of the stated goals. Although companies understandably make a concerted effort to express their information in as positive a manner as possible, the data itself shows that years after beginning to address it, the issues remained: the industry was still overwhelmingly led and managed by men; employee populations had not changed to reflect society's demographics as a whole; and employees, consumers and other constituents would have to be satisfied with intention and effort rather than seeing meaningful progress.

More recently, the industry has begun to mature in its perspectives and to recognize, as we have at Huawei, that equity must be available for all if it is to be meaningful for any. Fortunately, in more recent times, the focus and investment of the ICT industry has begun to shift away from purely internal initiatives and short-term statistical gains toward broader, community-based programs designed to have deep and lasting impact. As an example, ICT companies have begun partnering with academic institutions to promote STEM education for women and girls. They have begun to forge ties with governments and NGOs to encourage scientific education and opportunity for previously underserved communities. Some, like Huawei, have invested in the developing world to bring improved quality of life through technology for those who were previously forgotten or ignored. Given the sheer number of programs being undertaken in so many different places, and given the scale of the challenge, achieving full success will take a long time, but there are already reasons for optimism.

The trend moving forward continues to be for increasing amounts of external spend, partnerships and long-term programming versus the more historic and rudimentary focus on seemingly intractable statistical shifts. Today, the most insightful companies are beginning to embrace more lofty, systemic goals, including the larger aim of creating a more equitable ecosystem - - one that includes employees, consumers/end-users, suppliers/vendors, partners, and governments - - in the belief that, in time, this will lead to a fairer, more harmonious world.

This more mature and thoughtful emphasis on long-term, in-community solutions is most welcome and is aligns well with the approach Huawei is taking around the world. Given the power of technology to connect people, to “level the playing field”, to eliminate barriers and empower individuals, the ICT industry is well positioned to be at the forefront of creating a more equitable, opportunity-filled environment for everyone. This rising tide of opportunity that technology creates will lift all boats, unleashing talent, and individual drive previously unseen. In turn, these talented, committed individuals will become the innovators and developers of the future, doing their part to keep the virtuous circle turning.

## ▶ IV. INVESTMENTS & INITIATIVES

At Huawei, we encourage every member of our team to bring good ideas forward and to demonstrate not just professional competence but personal commitment to making things happen. As a result, good ideas are able to flourish at the Company and numerous, positive initiatives receive the backing of leadership, and significant investment at local, regional, and global levels. This report highlights just a few of the many initiatives Huawei is currently supporting around the world, but they are enough to reflect the incredible ingenuity, creativity, and commitment of our people in every region of the world. Each of these programs links to the equity movement in its own, unique way, but all are making a tangible difference for their participants.

### The Seeds for the Future 2.0 Program

Initially, Seeds for the Future was Huawei's flagship global CSR program focused on young people, but over time has transformed into the "umbrella" program that houses all Huawei's initiatives focused on education, developing young talent, and the industry of the future. Using a variety of methods, including scholarships, academic contests, online training events, and many others, the program aims to develop skilled, local ICT talent and bridge the communication between countries and cultures. By sharing our ICT expertise and experiences in the global business environment with young people from around the world, Huawei enables them to learn about advanced technologies in the ICT industry and accumulate ICT expertise and skills through the program, contributing to the progress of the global ICT industry.

Several of the component initiatives of the Program are highlighted in these pages.

### The Huawei ICT Academy

In 2013 Huawei launched its ICT Academy (now part of the Seeds for the Future 2.0 program), a school-enterprise cooperation project with higher education institutions, helping to build a more robust, talent ecosystem. Huawei has provided quality courses and support services to universities and colleges to help them train teachers, establish and optimize ICT majors, improve curricula, and build standardized labs. Through these efforts, we are helping to enrich the global talent supply chain by improving the entire process of learning, certification, and employment. By deepening the cooperation between universities and companies, we aim to see enhanced industry development.

By the end of 2019, Huawei ICT Academy had been deployed in China, Southeast Asia, the Middle East, Africa, Europe, Latin America, and the South Pacific, covering 72 countries in all. In total, 927 of the most highly rated colleges and universities around the world are involved in training over 45,000 students each year. Huawei holds four annual ICT contests with the number of participants and countries involved increasing every year. In fact, the first competition, held in 2015, saw just 7,775 participants, all from China. Today, the highly prestigious competition has grown to include 70 countries and 150,000 students competing in such technologies as AI, cloud computing, big data and IoT while comprehensively cultivating students' ICT technical capabilities.

In 2020, the ICT Academy embraced a five-year plan to develop 2 million ICT professionals worldwide while continuously updating the school-enterprise cooperation in cutting edge solutions such as 5G and AI. At Huawei, we believe the ICT Academies will bring new students to the digital world, enable more people to enjoy equal access to high-quality education, enhance digital skills and inject fresh perspective into the industry.

## The SmartBus Program

Our SmartBus project provides an engaging, interactive, and fun learning environment for children between ages of 11 and 15, where they develop their understanding of what constitutes online well-being and teaches young people about the benefits and potential dangers of the internet through interactive lessons and games.

The SmartBus is fully accessible, mobile interactive classroom, which travels onsite to schools throughout Europe, delivering an evidence-based educational program focused on online safety, prevention of cyber bullying, and protecting data privacy. Launched in Belgium in 2019, the SmartBus has visited 126 different schools in Belgium, The Netherlands, Spain, and Portugal. As of the end of 2020, the program's two buses have reached over 25,000 students, teachers, and parents.

## DigiTruck

In remote regions in Kenya characterized by a high concentration of family-run farms, many locals have never experienced the Internet, and some have never even heard of it. Although people in these remote communities can benefit from digital skills and connectivity, they tend to be the hardest to reach.

At Huawei, we partnered with Belgian NGO, Close the Gap, to build a mobile, solar-powered classroom with the aim of bringing digital skills to under-served communities. A converted shipping container on wheels, DigiTruck can get to where it is needed most, reaching communities that conventional classrooms cannot. Equipped with 20 laptops, 20 VR headsets and built in Wi-Fi, each DigiTruck serves as a temporary digital school that provides free classes, resources, and materials. With courses running for up to a month, DigiTruck can help close the gap by expanding digital literacy in previously underserved communities.

## The Digital Training Bus

In Bangladesh, women in rural communities do not always experience the same rights and freedoms as men. Although a government-led digital revolution is taking place in the nation of 164 million, many young women in rural areas are being left behind. In 2017, Huawei, the Bangladesh Government (ICT Division) and Robi Axiata jointly launched the Digital Training Bus project. Six buses, each equipped with 23 workstations, were custom built for one main mission: to bring digital skills to women in the heart of rural Bangladesh.

The buses can reach women in remote communities who are unable to travel to training centers in bigger cities, women who otherwise would be left behind. The program aims to transform the lives of 240,000 women from 64 districts and help Bangladesh in its drive towards gender equity and support long-term economic growth.

## The Learn Anytime Education Alliance

In early 2020, the sudden outbreak of COVID-19 caused the closure of schools in China. However, the government announced that learning would continue. Implementing large-scale online education for hundreds of millions of students nationwide was an unprecedented challenge. Together with more than 100 education partners, Huawei launched the Learn Anytime Education Alliance, to help primary and secondary schools as well as higher education and training centers provide online teaching services. The aim was to expand the school beyond the school gates and into homes. The program gave students and teachers access to online classrooms anytime, anywhere.



To meet the needs of distance learning and different institutions, Huawei developed solutions including whole-class streaming, whole-class interactive classrooms and Massive Open Online Courses (MOOCs). The Learn Anytime Education Alliance has supported over 20,000 customers, more than 5,000 schools and companies and provided 240,000 online lessons to over 50 million students.

## The Huawei Women Developers (HWD) Program

HWD is a global program aimed at supporting women developers. The program aims to empower women developers, provide them with comprehensive resource support, and help them acquire greater space for career and technology development. The program aims to empower women developers to create applications and tools that can change the world. Our ultimate goal is to encourage more women to join technological innovation by providing participants with more opportunities and platforms for career development and skills training. The program is open to any female developer anywhere in the world.

## MindSpore

MindSpore is a Huawei-developed AI computing framework for on-demand collaboration in all-device-edge-cloud scenarios. MindSpore leverages a native differentiable programming paradigm and new AI native execution modes to achieve better resource efficiency, security, and trustworthiness. MindSpore also makes full use of the computing power of Ascend AI processors and lowers the entry requirements of industry AI development bringing inclusive AI to reality faster.

In March 2020, Huawei demonstrated its ongoing commitment to building a global community to serve as the backbone for a vibrant AI software and hardware ecosystem by announcing that MindSpore would go fully open source. This single, critical decision has significantly lowered barriers for AI developers to innovate and provided equal opportunity to all. While it may seem unusual to include such a technology-focused program in a white paper about Equity, at Huawei we recognize that in making MindSpore open source, we have opened potential paths for professional growth and development to every developer in every corner of the world. Regardless of their age, gender, nationality or other characteristics, every developer will have access to the same AI computing framework and tools, thereby creating a level playing field and making room for hidden talents to be revealed.

## StorySign

At Huawei, we know that technology can make an incredible difference in the lives of almost anyone. For example, there are 34 million hearing impaired children in the world, many of whom struggle to read. To help open up the world of books and reading to hearing impaired children, Huawei created StorySign, an innovative mobile AI technology that translate popular children's books into sign language. This is critical since hearing impaired children often struggle to match words with sounds. The app scans the words of selected books and instantly translates them into sign language using a friendly, signing avatar named Star.

Developed in partnership with global publisher, Penguin Random House, and the international deaf community, including deaf schools, the European Union of the Deaf, and more than 15 international deaf associations, StorySign is available at no cost worldwide and is already available in more than 15 sign languages.

## V. EQUITY PROGRAMS

Each of these outstanding initiatives is making a significant difference in the communities in which they operate. Another critical element to the success of these initiatives is the energy, commitment and capability of the Huawei employees who oversee the individual programs. Although there are too many special individuals to profile them all here, we are pleased to shine a spotlight on a representative sample of Huawei's extraordinary program leaders, each helping to advance their communities in the direction of greater fairness, equity, and opportunity.

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Hu Xiaoman is based in Beijing, China, and is responsible for overseeing the community management of MindSpore, Huawei's open-source all-scenario AI computing framework. A mathematics prodigy, Xiaoman became a software development engineer after graduation, beginning her technology career with a popular web search engine company. She joined Huawei in the open-source program office in 2020 and was soon appointed to take on the MindSpore project, essentially taking the reins just as the open-source announcement took place. From her own earlier career focus on deep learning, Xiaoman understood how important AI computing frameworks are for developers. "By making our AI framework open source," she says, "Huawei is contributing to a broad, international ecosystem which will evolve much more quickly and positively given how widely it will be used. Rapid development of artificial intelligence technologies can bring great benefits for everyone."

Xiaoman finds the idea of helping to advance AI very motivational. "I work with many different stakeholders," she explains, "both internal and external to Huawei. In both settings, I am a kind of evangelist, spreading the word about MindSpore to data scientists, developers, students, enterprise customers, and colleagues around the world." She and her team drive a formidable communications program and also help to organize and support MindSpore Study Groups – a local community gathering of contributors. "This kind of work brings together people from many different places, Xiaoman says, "and they are quite different in terms of age, gender, nationality and so on. Despite such differences, they are united by their interest in the technology and their determination to be at the forefront of innovation. In this way, technology erases personal differences and creates a forum for cooperation, empowerment, and understanding."

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Based in London, United Kingdom, Pallavi Malhotra leads the ICT Academy program in Western Europe. She was one of the first female telecommunications engineers in the UK, with an impressive tenure in both business and academia. Immediately prior to joining Huawei in 2015, she had been "on the other side of the desk", setting up academy programs with external companies for the academic institutions she served. As such, Pallavi has been able to bring considerable expertise to her position and the Academy, as described elsewhere in this report, is thriving. "My passion is for helping students, and especially girls, to explore the numerous opportunities available in the ICT industry, says Pallavi, "and the Academy allows me to do that. We are planting the seed earlier and earlier and are beginning to see a rise in women and girls choosing technology for their career."

Pallavi understands first-hand why historically few women chose engineering or technology. "It used to be fairly standard that if a woman were interested in science or technology, she would end up choosing medicine without even considering

programming or engineering as an option. I am encouraging the students who attend the Academy to see how many options ICT can offer them. I share with them that this is an industry where intelligence, work ethic and commitment allow you to progress regardless of your gender, age or background." Pallavi's work with the Academy is a tangible example of how focused, sustained effort can bring about a fairer environment and a level playing field.

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Christina Liu is based at Huawei headquarters in Shenzhen, China, and is responsible for Global Employer Branding. Although this responsibility is not focused on enhancing equity per se, Christina believes that fairness, equity, and opportunity are essential elements of the Huawei employer brand. "Huawei has several stable, core values, including staying customer-centric, dedication, persevering, growing by reflection" says Christina, "and these are visible in the way Huawei employees operate with each other and with external stakeholders. For us, a person's particular race, nationality or gender are not essential. What is essential is being honest, communicating good ideas openly, and working hard to deliver with excellence." Christina and her team approach their work with a sense of mission and purpose. Their aim is to present an accurate, positive picture of Huawei to its employees, past, present, and future.

"Huawei has grown so rapidly over the years," observes Christina, "but its culture has remained consistent." Christina shares that she finds her work very motivating as it allows her to interact with many different constituents across Huawei and to pursue her own career development and professional growth in a meritocratic atmosphere that she finds friendly, supportive, and rewarding.

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Lily Miao is a clear proof that it is possible to bring an 'equity mindset' to any role, activity, or function. Overseeing Huawei's space planning & workplace management, Lily is no stranger to complex challenges. With an impressive academic background (PhD in management science, MS in project management, and a civil engineering undergraduate degree) and strong track record of accomplishment in facility management for a major real estate holding company, Lily was recruited to Huawei in 2016 with a clear mandate to drive functional transformation in the department. "Although the situation I entered was very challenging and required a major 'discovery process' before we even knew where to begin," recalls Lily, "I soon realized that we should adopt global principles but leave room for local adjustments in order to meet individual needs." Under her tenure, the space allotted per team member has increased significantly and user survey data suggests that employee satisfaction in this area is at an all-time high. "We focus not just on employee satisfaction," underscores Lily, "but on their health and quality of life as well."

The work can sometimes be daunting, given the sheer number of facilities and internal constituents to manage, but Lily brings visible energy and passion to her work. She has deliberately assembled a team with very divergent backgrounds and competencies, all in the belief that will be more innovative, insightful, and intuitive. "Our approach is to strive for continuous improvement, to keep looking for new opportunities, and to be one step ahead of the needs of our stakeholders. The better we understand them, the better we can tailor our support to their needs."

## ▶ VI. EQUITY IN PRACTICE

Not everyone who contributes to the advancement of a fairer and more equitable world oversees a formal program or initiative to do so. At Huawei, many of our employees have a long-held personal commitment to equity and to treating everyone with respect. Such employees make a point of helping their colleagues, especially those with less experience, to achieve their career goals and to optimize their contributions to the company. A number of female employees, in particular, recall with gratitude the support they had received from mentors along the way, and feel a persistent desire to “pay it forward” by providing counsel and support to more junior members of staff, and especially to other women. We are pleased to celebrate a small sample of these employees in these pages. They are too often “unsung heroes”, since they not only perform with excellence in their formal roles and assignments, but also help to bring enhanced equity to both Huawei and the communities in which they live.

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Based in Sao Paulo, Brazil, Alice Wang oversees a cross-cultural contract negotiation and fulfillment team of approximately fifty professionals. With over five years in the role, Alice has helped to bring significant change and process improvement to the department, but her most significant professional development has been in the area of managing teams. “I have really focused on understanding what motivates each member of the team,” reports Alice, “and this has meant really coming to know them and see them as individuals. Of course, financial rewards are part of the story, but they also needed me to spend time in helping them grow their careers and to build their skills and networks. They needed to see that I would fight for them and that I would invest in them. In time, we built up so much trust, that our differences disappeared.”

This high-trust environment did not come about without effort. On first arriving in Brazil from China 5 years ago, Alice immediately realized that she knew very little about the local market. Rather than let this daunt her, however, she also recognized that she knew more about the global company than any of her new colleagues. “We each saw that we had something to offer the other,” recalls Alice, “and little by little, through consistent, accumulated experience, we built up trust and understanding. As trust grew, the things that made me ‘different’ in Brazil, and any obstacles to being accepted as a member of the team, simply faded away. The trust we have in each other, and the unity that accompanies it, has been at the heart of our success as a team.”

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Caroline Jepkorir is a Cloud Core Network Senior Engineer based in Nairobi, Kenya. Caroline was an over-achiever from an early age and, encouraged by her parents, pursued a STEM education. One of very few girls pursuing a career in technology at the time, Caroline learned early that the best rejoinder to critics and skeptics alike was simply to outperform them. This approach served her well, as she went on to break several barriers for women in technology and has not infrequently been the only female engineer at a given client site. One of a small group of inspirational Kenyan women who have pioneered a career path in ICT, Caroline continues to bring substantial technical capability to her customers while simultaneously working behind the scenes to support other women in tech.

Caroline is quick to acknowledge the support she received from mentors, male and female, as well as close colleagues along the way. "Kenya has a tradition of mentorship - - supported by NGOs, educational institutions, and even the government - - and I was definitely helped by that," Caroline says. "Now I am passing it on by volunteering in a STEM-oriented mentorship program. I want to provide support in the same way that I received support when I needed it." Caroline indicates she is pleased by the progress being made in Kenya toward gender equality and is especially proud that her team at Huawei is now 50% female, with a next generation of STEM-oriented women on the horizon. "We see the environment improving. Change so often begins at a local level and we're glad to be part of that here. At Huawei, the culture is one of constant learning, a huge attitude of helping each other, and of trusting the individual to deliver. This is a place where talented women can thrive."

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Jyoti Joshi has been spent more than 20 years with Huawei, based in Bangalore, India. She recalls that she was one among only a handful of girls to pursue a degree in engineering, but quickly won the respect of her male counterparts through the excellence of her work and her visible self-confidence and calm. She was only five years into her career when her boss at the time left to join Huawei and invited her to join him. Employee No. 108, Jyoti enjoys a broad perspective on the Company, cutting across business development, HR, quality assurance, and now, operations. Her respect and affection for Huawei are evident: "At Huawei, we lean into challenges, and we constantly innovate and adapt. As we seek to advance an equity agenda, we will need not just the right policies, but the right attitudes as well."

Jyoti is especially attuned to the challenges faced by working mothers. Among her own team, she has strived to help subordinates balance the competing demands for their time and attention. "Home-working is an essential tool in this regard," Jyoti points out. "The increasing acceptance of remote working, video-conferencing, and so on, may make balancing professional and personal obligations easier." Although she acknowledges that the goal of a fairer and more equitable world is quite ambitious, Jyoti is optimistic, noting that "At Huawei, change is ongoing and the desire for improvement is continuous. The specific steps we take may seem small, but the progress we make is steady and ultimately will be substantial."

## VII. ONGOING EFFORTS

Embedded in all of the initiatives highlighted in this Paper and epitomized by each of the remarkable women introduced here, Huawei's goal is that everyone will have access to the tools, capabilities, and meaningful work that technology provides. This is not a goal that can be accomplished by policies alone or in a single, dramatic gesture. Rather, as beautifully depicted in these pages, our goal will be accomplished through our consistent support of a myriad of different initiatives, programs, and people. Each of these, whether operating locally, regionally, or globally, whether touching thousands of lives at a time or just a small group, plays an important part in advancing us toward our goals.

Several individuals profiled in this Paper have described the meritocratic system, tempered by an attitude of mutual helpfulness, that is hallmark of our culture at Huawei. We believe our culture is among our most valuable differentiators, especially insofar as it has prized capability and performance over other, extraneous, or personal factors. As we interface with customers, suppliers, regulators, and other external stakeholders, we gladly share this aspect of our culture and how it fuels a healthy ecosystem for all. One such example is our recently-adopted Statement on Gender Equality. This text - - included in full as part of this Paper - - represents the first time Huawei has articulated for the world at large the value it places on women and the significant commercial contribution they make to the enterprise as a whole. When set against the backdrop of the many efforts and the inspirational women highlighted here, this document is clearly far more than mere lip service; rather, it is an inspiring call to action for each of us.

## VIII. STATEMENT ON GENDER EQUALITY

### Tech for Her, Tech by Her, Tech with Her Huawei's Statement on Gender Equality

As advances in modern technology bring us closer and closer to a fully connected, intelligent world, we must overcome the gaps between men and women in terms of Internet access, tech engagement, and tech leadership.

According to the 2021 Global Gender Gap Report from the World Economic Forum, women continue to be severely underrepresented in three quarters of the world's "jobs of tomorrow" – a category which includes Cloud Computing, Data and AI, Engineering, and Product Development.

Huawei is committed to creating opportunities and decisive support for women in order to achieve our goal of building an inclusive society that embraces diversity. This commitment reveals itself in many initiatives the Company has launched around the world in support of gender equality and inclusion – "Tech for Her, Tech by Her, Tech with Her" – as well as the concrete action Huawei has taken to improve women's participation in and contribution to the tech sector and the digital economy at large.

Huawei believes that it can have a positive impact on gender equality around the world by focusing on five key elements:

#### 1. Enhancing diversity and ensuring equality in recruitment

Innovation is one of the basic drivers behind Huawei's vision for a fully connected, intelligent world, and innovation is born of diversity. As such, Huawei understands the value of an inclusive work environment that embraces diversity and provides equal opportunities to men and women. Diversity has long been a key component of our business success, and the first step to building a diverse workforce is gathering diverse talent.

By committing to non-discriminatory recruitment and systems for identifying high-potential individuals, regardless of their gender, Huawei endeavors to build a strong, balanced workplace that rewards the achievements of all employees who dedicate their efforts to advancing technological progress and making digital tools more accessible and affordable for each and every human being.

#### 2. Promoting women leadership at all levels

Huawei has long been proud of the number of women that hold key leadership positions within our own businesses, and we remain committed to providing more opportunities for female employees and offering them platforms on which they can excel.

Huawei has designed specialized tutoring programs, fully inclusive training platforms, and equitable promotion standards to nurture up-and-coming talent. Huawei will continue to cultivate leadership among our talented female employees and continuously work to create a corporate culture that encourages retention and professional growth for women within our organization and across the digital sector.

### **3. Providing career and family care to employees**

Huawei's Employee Care Model is designed to protect and promote the well-being of our people. We will continue innovating to achieve a fully safe and welcoming work environment, and better our employee's lives by continuing to work on improving our policies for flexible work arrangements, childcare, retirement care, and more.

### **4. Nurturing an open, inclusive, and secure corporate culture**

By continuously updating relevant corporate policies on recruitment, promotion, and compensation, we also combat unconscious bias within our own organization. As a global company operating in over 170 countries worldwide, we acknowledge the need to address the unique cultural and social pressures women face both in and out of the workplace.

Internal policies such as "equal pay for equal work" and zero-tolerance policies toward all forms of violence or harassment are longstanding cornerstones of our human resources rulebook. Through strict oversight and enforcement, as well as continuous education and awareness campaigns, we are committed to building an environment in which all of our employees are protected and see the value of their work fairly recognized.

### **5. Providing education, training, and digital opportunities to all**

Huawei's commitment to gender equality extends far beyond our own organization. As a leader in the global ICT industry, we recognize our responsibility to share our knowledge and tools in order to foster social progress. By improving digital skills and access through skills training, vocational training, and ICT training for women around the world, Huawei seeks not only to contribute to the UN Sustainable Development Goals, but also to drive growth in the ICT industry.



Through our global Corporate Social Responsibility campaigns, targeted scholarship and mentorship programs, and other initiatives focused on helping women and girls unleash their full potential (such as WomenInTech, HWD), we are working every day to bridge the digital divide and ensure that everyone, no matter their gender, race, religion, ethnicity or sexual orientation, will share in the benefits of technology as we move into this new digital era.



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