

HUAWEI PEOPLE

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HUAWEI PEOPLE

Issue 313

April 1, 2020

Editor-in-Chief

Catherine Cao (caoyi@huawei.com)

Executive Editor

Sophie Deng (dengjingjing@huawei.com)

Huawei Technologies
Huawei Industrial Base,
Bantian, Longgang,
Shenzhen 518129, P.R.C.
Email: hwpeople@huawei.com

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Ren Zhengfei's Interview with the Los Angeles Times

November 18, 2019

Shenzhen, China

01

Norman Pearlstine, Executive Editor, Los Angeles Times: It is energizing to be able to speak with you again. I can't think of anything more important right now than what I hope we can talk about. And if you don't mind, I'd like to just say that I have thought about our previous meeting a number of times, and my thoughts have also been with your family and your business. I've also thought a lot about what has changed since then. I'm told, Huawei has already hosted 3,000 media visitors from both China and abroad this year. And I thought if you were willing, perhaps you could just tell us about how you're feeling and about how life has changed. Do you feel that this has been a good use of your time and could you talk about what it has meant for both you and your company?

Ren: The year started off with dark clouds of public opinion forming over us. US sanctions have dragged Huawei into a crisis, where we are fighting for survival. The majority of the public held a negative opinion of us. Even those who wished us well didn't believe that Huawei would survive. The West had very little understanding of Huawei in years past, and we had not refuted the misrepresentations made by some biased politicians, so some people actually had even more misunderstandings about us than before.

In the past, we always believed that we should win customers' trust, create true value for them, and let them know they need Huawei. Then the misunderstandings held by the

media and public would gradually disappear. That's why we would never spend any time fighting against politicians. It was OK if some media outlets didn't understand us.

Over the past few months, especially after the US added Huawei to the Entity List, we have been the center of a major dispute. Therefore, we felt it necessary to tell the world who we really are. I think these clarifications are meaningful. For some people and some areas, Huawei's image has somehow improved. We have gotten to welcome so many journalists from around the world recently, and they have given us many opportunities to explain ourselves. We should be grateful for that. Their visits here will help them see what a company we truly are and deepen communications and understanding from both sides. To us, these visits won't address any problems, but they're an opportunity to build mutual understanding and increase transparency.

02

Norman Pearlstine: How has it affected the company itself in terms of both morale and feelings about working at Huawei? And even more importantly, how has it affected Huawei in terms of how it has changed business practices or business focus, perhaps in different areas than before?

Ren: The US adding us to the Entity List did us a favor because it created a crisis for our employees. There is a fable called *The Boy Who Cried Wolf* where a shepherd boy cries wolf to trick the other villagers. When a wolf did come, the villagers thought

his cry was another false alarm. Complacency was bred in the process. The same is true for Huawei. With what's going on now, our people feel a fire under them because they realize they'll go down with Huawei if they don't work hard. This great effort by all our employees has driven up our business results. That's a big change we are seeing right now.

Norman Pearlstine: We have the same saying in the United States where we talk about when someone is always predicting a big threat or something, we say, "They are crying wolf." So I think that is something that is well understood.

03

Norman Pearlstine: I have been reading a number of the interviews that you've given recently, and I was thinking back to our meeting in March when you said that you were worried that Huawei people may have gotten too rich or become too self-satisfied or materialistic, and that you thought if, in fact, things got harder, it would make people go back to sort of the way they were in the early days of Huawei. I've subsequently heard you say, "Yes, business has gone quite well compared to what people were worried about," but I've also heard you say that 2020 is a year when your destiny will be determined and when there is your greatest risk. And I wonder if you could talk a little bit about how you've done better this year, but that you are still so worried about

next year. And what is it about next year that has you so concerned?

Ren: There's nothing to worry about when it comes to how we will perform in 2020. In fact, we believe we will keep growing. We will be subject to US sanctions throughout the year, but still be showing the world that Huawei can survive and thrive regardless of the pressure from the US.

We welcome media representatives to come and check up on us again next year to see if we are still surviving. According to our forecasts, we will continue to grow in 2020, but the growth rate will not be significant. Our growth for this October slowed to 17%, and we expect the growth to be around 10% in 2020. That's the slowest growth rate we could expect. The actual growth might be higher.

In my opinion, we will start to scale our growth in 2021, but others on our senior management team do not think our scaled growth will resume until 2022. As you can see, their views differ from mine. But their forecasts are probably more prudent, so I recently signed a document that used their estimates.

04

Norman Pearlstine: Has there been a significant change in the sources of your business? And are there ways in which by 2022 Huawei will be a materially different company from what it was, say, last year? For example, will the focus be much more on domestic growth or will the growth

come from Huawei being even less dependent on any kind of supplies from the US that are now, you know, not for sale and so forth? I'm just trying to understand what will cause the bounce-back, and will it be the same Huawei or a somewhat different version?

Ren: The estimation I just said is based on the assumption that Huawei will remain on the Entity List. We are prepared to remain on this List indefinitely. With this, our growth will be built on a more solid foundation.

Actually we have never planned to grow this fast, but the US sanctions have forced us to fight back and prove ourselves. Before the Entity List incident, our strong business performance had made many employees just want to kick back, buy a house, and live comfortable lives. This sort of thinking was gaining momentum at Huawei. We had been trying to suppress it, but were losing that particular battle. However, the US adding Huawei to the Entity List has inspired passion across our entire organization and motivated our employees to work harder, because they are keenly aware that if they don't work hard, Huawei will collapse.

In the past, Huawei's annual R&D budget was about 15 to 20 billion US dollars, which was too big to be prepared by just our headquarters. It was done on multiple levels. Our middle-level teams and teams on the ground tended to be speculative when coming up with the budget, and they snuck in some smaller products that were outside our strategic focus.

They claimed they were already leading the world in their field, yet

in reality these small products did not sell well and did not create much value. In addition, a significant portion of our company's headcount was assigned to work on these products.

However, if we took a more centralized approach, where HQ directly allocated our R&D budget, it would have been a bureaucratic nightmare, and would have hurt the company more than if we delegated authority to lower levels.

So this was a huge internal challenge we faced and were not able to resolve over the years. If we tightened control, we couldn't grow, but if we loosened up too much, the company would have devolved into chaos. Trump's attack on us was a wake-up call for the whole company. We have managed to cut the number of R&D departments by 48%, and stopped 46% of the research work that we deemed unnecessary.

Norman Pearlstine: What does that mean? A flatter management structure or peeling off non-productive operations? Forgive me for the interruption, but I am trying to understand the 48%.

Ren: The number of R&D departments is down 48% and the number of unnecessary product development projects is down 46% as a result of organizational restructuring. We have assigned engineers that were made redundant to work on products that are within the scope of our strategic focus. This improves our R&D capabilities in relation to these products, making them more competitive, globally. As our organization gets leaner, red tape is less of a problem.

05

Norman Pearlstine: Does Huawei remain a global multinational company? You now are in, I think, 177 or 180 countries and regions. Or does this action by the US make Huawei more focused on domestic opportunities?

Ren: Trump's attack on us has made the company famous worldwide. As a result, many more people around the world are now actively buying products from us. We will always be a globalized company and will always be able to compete around the world. We will never give up on globalization.

We firmly embrace globalization in terms of the supply chain. If US companies are willing to sell their components to us, we will do our best to use them in our systems. If we don't use them, it will not help the world form a globalized resource allocation system. We will not be so narrow-minded as to pursue self-reliance and independent innovation, and we will not retreat to the domestic market like cowards.

06

Norman Pearlstine: I know, for instance, our secretary of state and our... I guess I can call him, our secretary of commerce, have quite frequently gone around the world, trying to pressure Japan, Australia, New Zealand, and even Britain. How do you feel about that? That effort has been effective? Has it curtailed your opportunities?

Or do you think that people are coming to understand that this President and this administration are, in many ways, not doing things in the interests of other countries except their own?

Ren: The US secretary of state is very busy. He has made banning Huawei one of his diplomatic priorities and has been helping us promote our products all over the world. 5G may not be that useful, but as the US seems to be so afraid of it, others might think it must be very useful indeed. This will surely make people more actively buy 5G products.

Huawei is just a small company. Are our products really worth the attention of a secretary of state from such a superpower as the US? What matters most is that the pressure the secretary of state has put on other countries hasn't created any impact. Is the US focusing its diplomatic efforts on Huawei? The secretary of state must be very tired.

Norman Pearlstine: So in some small way, I know you're not thanking President Trump for his decisions, but you do see ways in which it makes you stronger?

Ren: Yes, objectively speaking, he has helped drive our transformation across the entire company. Those who have been negatively impacted by this transformation may dislike Trump.

07

Norman Pearlstine: Some of the industry analysts in the United States who write for much narrower publications specializing in business intelligence, have suggested that the most difficult areas for Huawei to respond to the restrictions are around specialized chips that are difficult to manufacture, and around building a world-class group of app developers who are willing to take on a new operating system beyond the Android system that in some parts has been denied to Huawei.

Is that a fair analysis? Are those the two things that you most need to overcome? Or are there other product implications that are also a challenge for you?

Ren: I think the analysis is rather fair and accurate. These are the challenges we need to address. No problem cannot be solved. Tens of thousands of years ago, our ancestors were still living in the wilderness. They could not even walk upright back then and might have had tails. Humans today, however, have no tails and dress in suits. Nature and history tell us that nothing remains immutable. The world will surely move towards collaboration so we can share success. Without collaboration, people will be forced to find alternatives, which ultimately will harm those who refuse collaboration.

08

Norman Pearlstine: Have you had a chance to look at or listen to any of the Democratic candidates who are trying to run against President Trump? And do you have concerns that, in some respects, President Trump has made the whole country seem more nationalist and more anti-Chinese? When I listen to Elizabeth Warren, Bernie Sanders, or even Joe Biden, so much of the conversation is about kind of nationalist ideas and kind of rejection of the globalization that has been a factor in global growth for the last 70 years.

Ren: The US has made remarkable progress since the 1980s. This progress can be attributed to globalization. China has also benefited greatly from globalization. However, many of the benefits brought to China by globalization might be bubbles. China needs to spend a lot of time and energy easing these bubbles, in order to develop at a steadier pace.

For the past 40 years, the US economy has shifted from the real economy to financial innovation. The value created by this financial innovation has greatly outweighed the value created by the real economy. However, the world is facing a supply surplus and a demand deficiency. How can the US financial sector create value in this case? The US and China need to collaborate to complement each other's shortcomings. A US-China decoupling will harm both the US and China's interests.

09

Norman Pearlstine: Just to come back to this question about Trump's opponents. It's hard enough for those of us working and living in the US to make predictions, but do you see any real differences between the two political parties? Or is it really just a difference of style? Is this a nationalist trend that may continue no matter who the President is? And will it expand to other countries?

Ren: Which of the two parties wins the presidential election might matter to Americans, but it won't change anything regarding China or Huawei. I've noticed that the US Congress has unanimously agreed on a bill to contain China. Therefore, we must discard any fantasies. Whoever becomes the next US president won't change anything on our part. I don't really care much about the US election.

10

Norman Pearlstine: Now that you have had the benefit of some more time, say, since we spoke in March or even since a few years before that, do you have any further evidence or beliefs about what is behind the efforts to hurt Huawei, to demonize Huawei, to attack Huawei? In some respects, America has always had rivals that it would try to unite people against: Toshiba, Hitachi, Samsung, and so forth. But I have never seen anything as orchestrated or as critical as the attitudes toward Huawei. And I

wonder if you feel that you are kind of a symbol or a scapegoat for fear of China itself or whether there is some other force at work here that we have not identified?

Ren: In the face of US sanctions, we don't have that much time to analyze the US's motives or their continued campaign against us. We have spent most of our time thinking about how to do what we should be doing well given the current situation. We can't change the way the world works and we can't change the external environment. But we can change the mechanisms we adopt to help us achieve success within the current external environment. We will focus on achieving success on our side. It's extremely difficult to change established institutions or the external environment.

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Norman Pearlstine: How significant is 5G and the realization in the US that this is the first example, in a very long time, of a technology of true significance where the leadership has passed from the United States to China? I'm sure there have been other examples, but I'm hard-pressed to think of one in the last few decades. This makes me wonder if that's true, whether it is a fear of that loss of leadership or something specific about what it means to be in such a leadership position. I ask that with the understanding that the follow-up question would be about your remarkable offer in September to license 5G to any US company that might want to acquire it.

Ren: In fact, 5G is not as important as some have imagined. Politicians have exaggerated its role, and as a result of all their publicity, 5G was adopted earlier than expected. Our initial estimation was that 5G would attract attention and be put into trial use in 2020. It's now 2019, and 5G has already been widely adopted across the world.

When it comes to other technologies, the US will continue to lead for a long time to come. This will not change. The US Secretary of Commerce Wilbur Ross said in India that the US would catch up and overtake Huawei in two or three years. I have full confidence in what he said. The relevant export control regulations don't apply to US companies. They can fully utilize the technological innovations of the US. They are also exposed to the US's climate of theoretical innovation. They can even gain inspiration from what they hear others saying when having a cup of coffee. This is because talent is everywhere in the US. We don't have such a climate. US companies don't have to worry about the possible cut-off of supplies by the US government. And they don't need to invest a lot of resources and manpower into a backup plan. They can just focus on their core business areas. So, I think it is totally possible for US companies to catch up quickly.

For Huawei, however, things are quite different. We have to follow all applicable export control regulations, and observe the restrictions on the use of sensitive components. Now we even face restrictions on the use of low-end components and software, forcing us to produce them on our own. So, how could Huawei possibly

win this battle against the US as a nation?

So my concern is not around whether Huawei will survive under the current US campaigns, but rather if we will be able to maintain our leadership position in three to five years. If we still want to stay in the lead, you can just imagine how difficult it is going to be. We might not even have time for a cup of coffee.

12

Norman Pearlstine: I think sitting in the US, the fear is, in fact, that these companies cannot catch up, that there is no national policy that is pushing for innovation. It does raise the question of whether, in fact, it is the fear of Huawei that has led to these restrictions, or whether it is a bigger fear of China. So when our President suggests, for example, that if he could get the trade deal he wants, he might include in that dropping, say, the extradition efforts against your daughter, it makes me question the US government's motives.

Ren: These statements show that Meng Wanzhou's case is not based on any crime. It has become more like something to be traded. If the US government threw its weight into supporting R&D, it would be practicing a form of state capitalism rather than laissez-faire capitalism, which doesn't match the US's standard political rhetoric. The US has clung hard to laissez-faire capitalism throughout its development. Why would it turn to another ideology? Let's not turn technological competition into a

competition between development paths or ideologies, because science and technology has nothing to do with development paths or ideologies.

KPMG's audits on Huawei's finances over the past 10-plus years clearly show we have not received any funding from the Chinese government. In fact, our tax burden is even heavier than that placed on US companies. So this is not a competition between social systems. The most important factor in our success has always been the amount of effort we have put into our work.

Norman Pearlstine: And maybe you got to where you are by being a capitalist yourself?

Ren: We live in a socialist society, but inside the company, we have adopted what I call "employee capitalism". This way, we can leverage the driving force provided by capitalism within the company while also benefiting from a balanced socialist environment outside. We comply with and adapt ourselves to the laws and regulations in all countries and regions where we operate. By doing this, we are able to succeed.

13

David Pierson, Southeast Asia Correspondent, Los Angeles Times: Mr. Ren, how much would you say Huawei being placed on the Entity List has accelerated the timeline to fully develop your own semiconductors and software ecosystem for your mobile platform?

Ren: It has facilitated our independent development of these things, but we are not sure to what extent.

David Pierson: Can you talk about your strategy with the chips? I mean, it's been said you've been hoarding chips in order to deliver handsets. Can you talk about your current supply for chips and how you plan to continue delivering growth regarding handsets?

Ren: Can people work on chipsets also work on software? I've never heard of this. We have never halted our chip development, nor have we changed our path. We are always moving forward in measured steps. Phone operating systems and ecosystems are all about software. However, when we improve our software capabilities, we don't say that we will reduce our capacity for hardware.

David Pierson: My question was more about whether you were actually hoarding chips from your suppliers before the Entity List. With the difficulty of being put on the List, were you able to secure enough supply of semiconductors to

last you some time?

Ren: Huawei has generated huge sales revenue this year. So hoarding chips to ensure our supply would require tens of billions of dollars. Does Huawei have that much money to hoard chips? I don't think so. Also, suppliers won't sell that many chips to us. Therefore, we don't hoard chips to fuel our development. That's not our approach.

The problem we face today is that our supplies are insufficient to meet market demands. That's why our customers are rushing to buy our products. Apart from that, the supply of chips to us is also insufficient. Particularly, TSMC doesn't have sufficient production capacity to meet huge demands. Therefore, it is impossible for us to hoard chips. Even if we could hoard chips, what happens when the chips we hoard become outdated? Hoarding goods is still a traditional way of thinking.

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Norman Pearlstine: Do you see Harmony becoming a global alternative to Android or to Apple?

Ren: The HarmonyOS was originally designed for the Internet of Things. What matters most for IoT are high bandwidth and low latency. Both autonomous driving and automated production require low latency. At this point in time, we are still not sure whether we will be able to turn the HarmonyOS into a mobile operating system or make it open source, when we cannot source from our partners.

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Norman Pearlstine: You've had, over the years, very long and often very fruitful relationships with different US companies. You have previously spoken of your admiration of IBM. I know you've had long relationships with Qualcomm and that, even within Google, there are many people who have had close relationships with you over the years. And I'm wondering whether you hear from any of these friends in the business with any advice as to how to deal with our government or any explanation that helps you better understand the dynamics behind this unprecedented attack on such a large, successful company?

Ren: It might be very difficult for Huawei to sort out its relationship with the US. We don't know to whom we could approach to even start addressing this issue. We don't know whether that specific individual would be available to come and see us. We would particularly like to welcome people like Mr. Marco Rubio and other Congressmen who seem to oppose Huawei to visit the company.

Mutual understanding is the foundation for sorting out the issue. US politicians don't have a very deep understanding of Huawei, and I hope the media can play a role in this regard.

Norman Pearlstine: As you know, these days the media comes under almost as much attack as Huawei, and we find

that many politicians have trouble understanding us as well.

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David Pierson: Has anyone taken you up on your offer for 5G licensing yet?

Ren: We are sincere when we offer to license our 5G technologies, but no company has contacted us to discuss this yet. This is actually a huge project, and we are also thinking about how a US company could take us up on our offer. One of our corporate executives said that unless Huawei could send a large number of employees to work with such a company, they wouldn't realistically be able to accept this offer. But it is now very difficult to mobilize our employees to work with a US company. The situation has changed drastically compared with what it was many years ago. Back then, all our employees were very willing to work with US companies but now they are reluctant to go to the US even for business trips. Therefore, it will be very difficult for us to mobilize a large number of employees to work with a US company. The specific US company also needs to consider whether they can possibly take us up on our offer for 5G licensing. I think they are considering this carefully, so we are waiting for their decision.

Norman Pearlstine: We just learned at lunch that a European company just got a big 5G contract in China. Was it Nokia? Does that suggest that maybe it's not a US

company, but maybe a European or a North Asian company that might be the first one to take you up on this offer?

Ren: European companies have their own 5G technologies, and we have cross-licensing agreements with them, so they don't need additional licenses. As far as North Asian companies are concerned, since their market sizes are relatively small, they don't have a strong base to make profits, and may face many challenges to ensure long-term survival. Therefore, after analysis, we believe that only the US has this demand.

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Norman Pearlstine: You've been very generous with your time. So, if I could just move onto one last area, it seems that over the last year or so, you've had to become an expert in many different parts of the US legal system, from the law of extradition to the law of contracts, to the ways in which different courts behave differently. And similarly, some of us have had to learn much more about Chinese laws with regard to the obligations of a Chinese company to the state. You have, in the past, talked about your reverence for the rule of law as you had understood it prior to these difficulties. And I wonder if your thoughts about both the US and Chinese legal systems have changed as a result of these last couple of years?

Ren: Former President of the UN Security Council Kishore

Mahbubani once gave a speech on China's legal system. He looked at how China's legal system has changed over time and thinks that China has made huge progress. We can send you the video if you are interested.

In the past, China's legal system was problematic, and there were many restrictions on personal freedoms. But a lot has changed over the past few decades, and China's legal system has progressed in leaps and bounds.

If you compare the US's and China's legal systems, then ours still needs some work. But Chinese people today feel that the country's legal system is making progress. The Chinese government has publicized its commitment to upholding the rule of law as well as market-oriented approaches. Our country has been opening itself up little by little and gradually changing. In China, we are happy with the progress that has already been made.

The US has been improving its legal system for centuries. If we compare the two countries' systems, there are still many things that may be considered unsatisfactory in our system. These are differences between the views of the two sides though.

Norman Pearlstine: Do you feel the US legal system is less fair and worse than you once thought? Or has it gotten worse as China has gotten better?

Ren: Overall, I'd say the US has a strong legal system. For example, their emphasis on protecting intellectual property has laid the foundation for explosive growth in innovation. What matters most about a law is not its text, but its enforcement.

We believe the US has a strong legal system, and that is why we had the courage to file lawsuits in the US. If their legal system was unfair and ineffective, we would be losing many court battles.

Norman Pearlstine: I cannot help but finish by asking if you hear from your daughter. How is she doing? Are you able to speak to her? And do you think there will be a resolution of her issues in Canada anytime soon?

Ren: Her mother and her husband are now with her in Canada, and she is doing well right now, emotionally. She knows the difficulty of the case ahead of her, but she also trusts in the fairness, justice, and transparency of the legal system of Canada.

Norman Pearlstine: You've been very generous with your time. Again, we're grateful for the opportunity to see you. We hope that the coming months and years will allow us to resolve so many of these difficult issues that you're living with, we're living with, and which we continue to try to understand. I wish you a prosperous 2020. It will be an eventful year, I think, for much of the world.

Ren: I'd like to invite you back for a visit this time next year, or whenever you have time.

Fighting COVID-19 Together

Stories from the Hubei Rep Office amid the COVID-19 outbreak

By Wang Bo/Hubei Rep Office



At the beginning of 2020, Wuhan was hit hard by the sudden outbreak of COVID-19. People from all walks of life did their part to fight the epidemic.

A group of Huawei employees battled on the frontlines to ensure robust operations of communications networks during this crisis. They stood by our customers and fought hard to fulfill their mission as communications engineers.

Communications Assurance for Huoshenshan Hospital

Rapid Launch of 5G Networks

"Deploy 5G networks for Huoshenshan Hospital!" After receiving this notice from the Wuhan COVID-19 Prevention and Control Command Center on January 23, many organizations, including China Mobile Wuhan, China Unicom Wuhan, Huawei, and the design academy rushed to the hospital's aid.

To help deploy 5G networks, Huawei established an emergency project team. This team discussed the network deployment plan overnight, appointed engineers for onsite network deployment, and coordinated 5G base stations, SPN transmission devices, and other network construction resources.

On Chinese New Year's Eve, January 24, Huawei and cooperating partners sent over 50 engineers to the hospital. The engineers were divided into several groups, responsible for conducting site surveys, verifying network construction plans, and shipping the required materials to the hospital. The next day, 13 engineers went to the frontline. They successfully launched and commissioned the 5G base stations in a single day with the support of many engineers at the back office. In addition to deploying a 5G network, the team also helped expand the customer's 4G networks and optimize their 3G networks. This left the

networks boasting more capacity than ever, and they were able to meet the hospital's communications requirements onsite.

On January 27, an engineer named Li Shun received a call from his manager. The manager said, "We need to optimize the network as soon as it's been set up. Get all the engineers together to finish optimizing the hospital tomorrow."

The number of confirmed infection cases in Wuhan was always increasing. There was massive media coverage on COVID-19, people were reminded not to go outdoors or have get-togethers. Nonetheless, thousands worked around the clock aiming to get the hospital up and running in just ten days. The sooner we finished optimizing the networks, the sooner the hospital would have robust networks. This was the mission of the communications network engineers.

To comfort the families who were worried about him, Li said, "The doctors and construction workers onsite are not scared, and neither am I. As long as I protect myself, I won't get the coronavirus." Then he immediately contacted his colleagues who were back in Wuhan – Tang, Chen, He, and the driver – telling them the work arrangements for the next day.

On January 28, they went to the construction site of Huoshenshan Hospital. Zhiyin Lake Avenue in front of the hospital was crowded

with many vehicles carrying various medical supplies, and the roads were muddy following several days of rain, which only made things worse. It took the engineers 20 minutes to get to the base stations on top of the sanitarium. The CEO and deputy CEO of the Hubei Rep Office came as well. They brought masks, hand sanitizer, and other personal protective equipment for the engineers, reminding them to take care of themselves.

The engineers soon threw themselves into their work. They surveyed the construction site and the nearby roads. To have the network completely cover the hospital, they found a group of workers to optimize the network on the communications tower with the help of the customer. It normally only takes half an hour to complete network optimization, but because of construction, it took them four.

Li Shun got home at midnight, without resting the whole day. WeChat showed that he had done 23,464 steps. After getting in, his phone suddenly rang, and when he picked up he found he was talking to an old friend.

"Hey, are you OK?"

"I just came back from Huoshenshan Hospital and finished optimizing its network."

"Well take care of yourself."

"Thank you, I will!"

Onsite Delivery of Campus Networks and Video Systems

5G network optimization was only part of Huawei's work. Both the base stations and the equipment were indispensable for the network. While one group of engineers was provisioning base stations, another group of Huawei employees was working on onsite equipment delivery.

On the first day of the Chinese New Year, Jia, director of the local Enterprise Delivery Dept had an emergency conference call with Ruan, Ji, and Gao. He said, "The company is going to donate equipment as part of our efforts to support Huoshenshan Hospital. The equipment will be ready in two days, and then we will start delivering it to the hospital. Now we need a project manager. Who wants to assume the role?"

After a few seconds of silence, Ruan said, "I'm the leader of the assurance team for the Spring Festival period. I would like to be the project manager." Ruan had been a project director for two B-level projects, and given his project management experience, the others agreed to pick him. Then they discussed the delivery plan and clarified their responsibilities so that the equipment would be delivered onsite successfully.

The project team's task was to deliver network products. However, only two network engineers stayed in Wuhan during the Spring Festival. The first difficulty they faced was finding software commissioning engineers. Jia came up with a solution. He asked R&D colleagues and Luo, the data communications technical director for the education and healthcare business sector, to provide online support. He then turned to local partners for help. Twenty minutes later, they replied,

"Eight authorized service partners (ASPs) have agreed to participate in the delivery of the equipment." More and more partners offered to help, and eventually a total of 13 ASPs became engaged in the onsite delivery.

Another issue the project team encountered was finding hardware installation personnel. Most of them had returned to their hometowns, and the ones who were still in Wuhan were working on other projects. The project team turned to Wang, a CEG buyer, and they managed to find nearly a dozen hardware installation personnel.

On January 26, Ruan, the team members and R&D colleagues at back offices, and the team's technical director conducted an online review of the products and solutions that were to be delivered in order to fix issues. At this time, Jia, who had aborted his holiday and returned to Wuhan from his hometown, was working alongside the others. They immediately gathered an inventory of over 2,000 pieces of equipment to be donated, and transferred the property rights of the equipment twice.

The hospital equipment room was expected to be finished on February 1, and the hospital would start receiving patients on February 4. To ensure on time delivery, Ruan and other team members decided to commission the equipment in advance before directly installing it and putting it through a joint commissioning test in the equipment room. The project team then stayed in a crowded and noisy warehouse for three days and finished commissioning the network, video surveillance equipment, and video conference equipment.

On January 31, the project team went to install the equipment at Huoshenshan Hospital, which was somewhat out of the way. All the nearby hotels were either closed or



Commissioning the network

fully booked, so the team members had no choice but to commute to the hospital every day. The team had to have their family pick them up or get a ride from other colleagues. Traffic control made cars stop at least two kilometers from the hospital, so they had to walk that distance. They also had to shuttle back and forth from one equipment room to another to commission devices. So most of them had to walk over 10 kilometers a day.

The road around the equipment rooms was covered in mud, and there were a lot of construction vehicles and personnel at the site. Every night when they came back home, their pants were covered in mud and shoes soaked.

Though the conditions were tough, the team became more proactive, united, and optimistic than ever. When they got tired, they would go outside for a short break, and encouraging each other. A younger team member joked, "I won't get infected. I haven't had a girlfriend yet." Another team member said, "We had a special Spring Festival. We must have a big party once the epidemic is over." "Yeah, let's get hammered!" the others said.

On February 3, the project team finally delivered the video conference

system, video surveillance system, and network for the hospital. They had successfully supported the hospital's remote consultation and surveillance services.

Huoshenshan Hospital's Internal Network Optimization

Just as everyone thought they could relax, the rep office received a new task on February 5 – Huoshenshan Hospital had an urgent request for internal network optimization. The hospital had received the first batch of patients, and people arriving would face huge risks of getting infected. However, the data communications engineers Shi and Chen still went to the hospital anyway. They wanted to optimize the hospital's internal network and bring

the required systems online as soon as possible so that the hospital could receive patients with the support of a robust internal network.

Since the hospital already had infected patients, the team members' families worried a lot. Shi and Chen patiently communicated with them and said that the rep office had taken the best protection measures against the virus and prepared masks, protective suits, goggles, hand sanitizer, and gloves. Besides, the hospital needed a robust network during this crisis so that the doctors could better treat patients and transfer treatment information more quickly. This was not only a race against time – it was a fight for lives. Therefore, as communications engineers, they had to march on.

With the understanding and support of their families, Shi and

Chen worked overtime until midnight every day for the next few days. Finally, they finished optimizing the hospital's internal network, and got the reception telephone system and video surveillance system online.



Optimizing the network for Huoshenshan Hospital

ICU Video Connections at Jinyintan Hospital



Suiting up for the hospital

February 8 was the Lantern Festival and the moon was bright. However, the city did not have the atmosphere of a festival celebration. When his parents and children went asleep, Li Shun's phone binged.

He had received a message from his manager Jin. "We got an urgent request to run video connection assurance tests between Beijing and Wuhan, involving the connections to some hospitals. Tan will be responsible for preparing protective equipment." A video showing how to correctly put on and take off the protection suit was also shared in the chat group. Li felt an air of tension

when reading the messages.

At 11:00 pm Jin called him, saying, "I want to assign you to work in the hospitals. I know this is a delicate situation, so I understand if you don't want to accept this task. Are you going to be ok with this?"

After a brief discussion about the task, Li barely hesitated before replying, "Accepted!"

He talked with his wife as he hung up the phone. "You know...It's my work." He couldn't remember how many times he had said this to his wife in the past.

Li was going to be responsible for the video connection assurance

tests in Jinyintan Hospital which was near his office. Jinyintan Hospital was one of the city's designated infectious disease hospitals, so all of the current patients had confirmed cases of COVID-19.

He immediately left home with an enterprise network engineer, Peng. On their way to the hospital, their contact told them that the equipment they needed to install was for the ICU nurse station on the 7th floor. Li's blood froze in his veins.

Shortly after midnight on February 9, Li and Peng arrived at their office in downtown Wuhan and began suiting up for the hospital. Their new uniform included goggles, a protective jumpsuit, gloves, and shoe covers. They had never had to use this equipment before, so figuring

out the correct procedure took some time. By the time it's done, they were all sweaty, but well prepared. They also received additional gloves and masks. Every colleague in their office checked in on them as they were dressing, some to help, and others just to give encouragement. Before they left, the team posed for a picture to document this special task.

Jinyintan Hospital was brightly lit, even at 2:00 am. It was impossible to tell what time it was on the inside and the air smelled of disinfectant. After wrestling a 65-inch Huawei Smart Screen, cameras, CPE, and the rest of their equipment into the elevator, they pressed the button for floor 7.

The first thing they saw once the elevator doors opened was the word

"Clean Zone" plastered on the floor. Just past that doorway was their task for the day.

The on-duty nurse suggested that Li and Peng install and commission the equipment from inside the clean zone, and by 4:40 am, they were ready to start commissioning tests with colleagues at other locations.

The commissioning tests went off without a hitch, and were finished by 7:00 am. Li and Peng had not been out of their protective equipment since they left the downtown office, and by this point, their clothes were soaked with sweat. Their heads were heavy with exhaustion but they still had a second set of commissioning tests to run with colleagues in Beijing, scheduled for 8:00 am. They needed to install all of the equipment for that test at the nurse station before then. With the help of the head nurse, they changed their masks and gloves and then gathered a team of doctors and nurses to help them move the equipment to the ICU nurse station. It was time to leave the clean zone and enter the isolation area. Afterwards, Li said he had been afraid, but at that moment all they could do was finish the job as fast as possible.

Li and Peng were not the only technicians sent out that night to run these emergency tests. Their fellow technicians Zheng, Zhang, and Tan had also been sent to other hospitals. Zheng Limian, their team head, oversaw the emergency tests. The key account director Zhao coordinated resources and ensured everyone knew how to use their protective gear. The BU director Jin, NPO Li, Liu, and many others also contributed. We wish all healthcare fighters will stay safe and healthy. We knew that we could win this battle!



The door to "Clean Zone"

Always Heading Forward

In addition to serving on the frontlines at locations such as Huoshenshan Hospital and Jinyintan Hospital, Huawei played a role on many other "battlefields" to secure communications services during the outbreak.

72-hour Roll-out of Broadcast Network for Hubei Broadcasting

At 6:40 pm on January 29, the Rep Office received an urgent request from Hubei Broadcasting to deploy a series of 5G base stations. Such a project would require working closely with Hubei Broadcasting and partners to form a joint rollout team, develop a technical solution, and coordinate resources.

On the morning of January 30, the newly assembled team arrived at the Hubei press conference hall and Leishenshan Hospital. By the end of the day, they had completed the site survey, sorted out what resources would be required, and completed the data planning and script writing.

By the evening of January 31, all the required equipment had arrived from Beijing, and the team began installation immediately.

On February 1, they finished the joint commissioning tests between the base stations and the core network in Beijing and the overall network tests. This network was ready for live 5G broadcasts.

On February 2, the 5G base station for press conference began services with its first, clear and smooth live broadcast.

On February 3, the

commissioning tests for the 5G base station at Leishenshan Hospital were completed.

On February 4, the base station was providing free Wi-Fi services for healthcare workers and patients at the hospital.

Urgent Cloud Video Conferencing System Deployment

On the morning of January 30, the Rep Office received another urgent request for help, this time from China Mobile. They needed to deploy a cloud video conferencing platform for the Wuhan Joint Logistic Support Base by February 3. This platform needed to connect the logistics base with Huoshenshan Hospital for resource distribution and coordination.

To build the new platform, they needed to check every detail from equipment room locations to which devices, software, and human resources would be required. Needless to say, the schedule was very tight. So the team got underway by tackling one problem at a time. You, Li, Fu, and Yan were backbone employees for Delivery and Services, so they played key roles in the project, communicating with personnel at China Mobile and the logistics base to pin down their specific requirements and develop a technical solution.

On January 31, the project team delivered the necessary devices and hardware to the logistics base, but the customer said the system needed to be deployed and put in service by the end of the day. They would run the performance check the next morning.

This meant there was no going home that night. The team, along with their remote R&D support, ended up working until 4:30 am to fix network disconnections, errors that occurred during installation, and dropped lines. Finally, the system was successfully deployed, and video images and audio were normal.

The customer was shocked that the project was finished two days ahead of the deadline.

After the project, some people asked the team whether they were afraid of exposure to the virus, and the reply was Yes. The suspected point of origin for the outbreak was located directly between China Mobile Wuhan and the logistics base. The project team, like many others, had been reluctant to go near the place, so they had planned to take a long detour when traveling between the sites. But by the time they started working, they forgot again and again and repeatedly took the shortest route to save time.

Eight Hours on the Airport Tarmac

On February 4, 2020, the temperature in Wuhan was 5°C. It was a chilly day.

At about 11:00 am, Wang, a data communications engineer, received a phone call from Hu, the manager responsible for a project with China Telecom Wuhan. He sounded panicked over the phone, saying, "A customer needs us to connect the Wuhan Tianhe International Airport's flight lane to a 5G network for a live broadcast. Please get someone ready to come on site immediately!"



Hearing the urgency, Wang said, "Ok, give me a few minutes," before hanging up.

Wang called Qin and asked him to meet Hu at the airport. "It will be cold and windy on the tarmac. Make sure you are bundled up and have some snacks. This is going to take a while." He and Wang Wei from R&D also came along to provide remote support.

The normally busy airport was almost empty because of the city-wide lockdown. Only a few airport personnel were there to make sure a small number of emergency cargo shipments got in safely. Hu, Qin, and the rest of their small team arrived. They were taken onto the tarmac and the wind was howling, almost overwhelming the noise of the airplanes. They needed some Huawei equipment to connect the cameras in the airport to the nearest 5G base station for a live online broadcast.

The commissioning tests needed to align multiple platforms and they were finally able to update the equipment version. However, the roar of airplane engines and gusting winds interfered with sound transmission, and there was also significant lag. After several rounds of discussion with the customer, the team decided to reduce the amount of data transferred per second and close audio transmissions. By 8:00 pm, they had managed to solve all the problems,

and the online feed went live.

For the entire eight hours spent running the commissioning tests, Qin had been squatting or sitting on the ground, because there were no tables or chairs available. When the project was finally finished, he closed the computer and slowly started standing up, but after hours and hours of squatting, his legs had gone numb. He had to spend many minutes jumping around and looking a bit silly just to get some feeling back in his legs.

By that time, the wind was stronger than ever, and the temperature continued to drop. However, Qin was warmed by the sight of the broadcast going live, showing planes full of goods and volunteer healthcare workers arrive in Wuhan to people across the entire nation. He said, "We are also contributing to the control of the epidemic."

The wind was strong during the commissioning tests

The above stories are just a few that have come from our employees during the outbreak. Between January 23, the first day of the Wuhan lockdown, and February 14, Huawei directly assisted the epidemic control efforts by ensuring communications services stayed live. During that time, Huawei Hubei Rep Office completed 41 urgent tasks, solved 445 online requests, and delivered 181 spare parts. In addition, Huawei employees put in almost 463 man-days on site. Huawei's communications technology engineers played their roles perfectly during this battle and did everything within their power to secure communications services.

After every winter comes spring, and so Huawei will always stand ready to greet the dawn after a long night.

Smart Working in Spain

By JUAN BRU/Spain

Due to COVID19 crisis in Spain and in order to protect employees' life and health, block the spread of the pandemic, reduce the concentration of people, and minimize the impact of the epidemic on business operations, Huawei Spain Rep. Office allows some of its staff to “Work from Home”, also called the Smart Working.

Today we have changed our place of work but the same commitment and motivation is always maintained. In the midst of the digital age we have the opportunity to implement the "smart" trend in some fields of work by applying state-of-the-art technology and make our work smarter and more effective. We will persevere in our dedication to continue being customer centric in order to keep bringing digitalization to every person, home and organization.

Guide for smart working

- Maintain a professional attitude, follow the normal working hours, align the daily work list with your managers and communicate the progress in real time, and make sure that you enter the working state effectively;
- While working at home it is more important to pay attention to information

security. Do not use external social media for work discussions, and do not transfer the company's confidential documents to any storage space outside the company;

- Pertinent managers at all levels shall strengthen communication with employees, and ensure business development through daily meetings, task lists, reports, and multi-channel communication using WeLink.

- During the “Work from Home” period, employees are not allowed to enter into the office building to any work area or canteen of the company, unless special approval is obtained.



My Journey at Huawei

By Jaime Gonzalo/Finland

Chapter 1: Before Huawei...

Summer 2016, I was looking at the beach of Spain outside my window, thinking about one of the most difficult decisions I made in my professional life: leaving a Senior Management Regional role at my previous company G.

There was nothing particularly wrong at G. I simply didn't find the level of ambition in my team that I anticipated. I guess that my 12 previous years in the Mobile Games industry made "a man of action" out of me, and company G was already perfect enough to work well without my help.

"Huawei is building up their whole new Mobile Services team in Europe" – the Recruiter agent said. I remember thinking: "Oh boy, this will be big".

Qualitatively speaking, my thought was correct. Quantitatively speaking, I had no idea of HOW BIG



Experiencing the Scandinavian winter

this adventure would become.

Chapter 2: Joining Huawei...

Working in Western companies has a big issue: We know very little of Asian companies, and more specifically Chinese companies. We often believe the stereotypes we hear because we don't have other

information to contrast them.

That's why joining Huawei was a considerable "Leap of Faith" for me: I admit I joined Huawei with more doubts than certainties.

2 months later, there I was, 35°C colder and 4,000 km away from my home town, ready to engage whatever project Huawei threw at me, and in parallel the Scandinavian winter, and learning Chinese and Finnish at the same time.

It didn't take long before I discovered that, back then, other Huawei teams were busy enough to care too much about a small team called "Mobile Services" that just started in the far North.

And then Trump happened.

I wanted challenge? I found it.

Chapter 3: Today...

Today, almost 4 years after that, I only feel grateful.

- I have to thank Huawei for empowering me to develop my skills in such multi-dimensional scope.

- I have to thank my colleagues for crafting my Chinese name: Haimen (海门, “The door of the Ocean”).

Huawei has proven to be the company where “Results talk, and ideas walk”. Where hard work opens doors but you still need to cross those doors. Where people shine because of what they can do, not because of how well they write emails.

The company that maybe has still a lot to learn, but that never stops learning. Where everyone in the team puts the bricks in the bridge that builds our future. Where the sky is the limit, and where no useful skill gets asleep: In Huawei, if you are good at something, you will do it. You will not just use 10% of your potential.

Huawei will see in you as much as you are ready to be.

In Huawei, you define who you are, and who you want to become.

Chapter 4: Achievement...

When I joined Huawei, I was “the guy who came from Google”, not many people listened to my ideas back then. Because I didn’t have any results delivered. Until I had...

...and everything changed.

For example, I remember shortly after joining Huawei, finding some business practices very successful in China, which had to be applied differently in Europe. I remember that I decided to challenge the status-quo, to propose important changes that required many long discussions and reports to HQ.

My ideas were rejected many times of course, because I still had to learn how to present such ideas. The easy thing to do would have been to give up and accept the HQ



My colleagues call me Haimen

decision. But I didn’t. Thanks to that perseverance, for example:

- Now there is a Regional + Local team structure in Europe, instead of being all centralized in 1 location.

- Our Services are a “Connected Ecosystem”, instead of separate Services, enabling Europe to help securing critical partnerships.

- Top Mobile Games, including US ones, can onboard our AppGallery very easily, thanks to the Unity plugin and the Games Wrapper.

- Graphic Designer skills inside the team allow us to boost our User Acquisition and Retention.

All of these were (and most still are) done differently in China.

My perseverance in delivering my ideas provided results, and my results created my “personal brand” inside Huawei. Everyone can (and should) try to build their personal brand inside Huawei.

If you are still in your early years at Huawei: Keep awake, pay attention, learn, and then one day a

great idea will come. And then you will be able to apply the effort to execute that idea, and provide the results to start building your brand.

Chapter 5: Tomorrow...

This is a time for Historic change at Huawei. We all know this.

Luckily, years of professional problem-solving have allowed me to learn great lessons from people much more intelligent than me:

1. There is no perfect company, and there is no perfect employee: Enjoy the “pros” and help to solve the “cons” of the company, and at the same time keep improving yourself. Don’t try to hide your weakness, seek help from your manager and colleagues, to help you use this opportunity to become your better self.

2. You learn much more through challenge. If you never face challenge, you get stuck. If you never learn anything new, do something else. Before, I avoided difficult tasks,

because I was afraid of failure, until I realized that failure made me stronger.

3. If you keep open and positive mind, problems will be much easier to solve. Don't let despair eat your energy, there is always hope. If you worry ahead of time, maybe you worry for things that will never happen.

4. Complaining about problems is not the best way to solve them. Proposing actionable solutions is.

5. Don't be afraid of change. Even if success looks different than expected, you will learn SO MUCH that you will be in a much better situation as professionals and as a team. Maybe you discover dimensions of success that you never imagined, as it happened to me many times.

6. Help your potential develop. Challenge yourself, dare to try new things, to ask questions, to have hunger to learn. Level up and evolve.

And finally, believe in the Huawei vision, in our dream.

Become part of a great future we are building, and others try to block because they don't understand or because they are afraid of change.

We are a force of good, and we have nothing to hide, nothing to be ashamed of. We always try our best, and our quality and skills grow every day. Be proud to be part of this.

Bonus Track: For the skeptical...

Despite all of the above, some of you might still have doubts, concerns, fears.

So for those of you, here's a more down-to-earth message.

• Only Science (Maths, Physics...) has limits and rules that human can't bypass. But in the Digital

field, as in every Human-Made area, EVERYTHING can be improved. Companies who can't keep the pace of innovation will be replaced, and no company in the World has currently a higher QUANTITY and DEDICATION QUALITY of engineers than Huawei.

• No matter if this or that company has a good idea. Good ideas take a very long time to produce and break-through, they are very rare. Huawei will learn and improve whichever idea very fast. If the survival of our competitors depends on how many break-through ideas they have, but they can't compete in terms of workforce and dedication (man/hours)...

...those companies won't be able to compete with us.

• Most issues of companies, governments and individuals with Huawei are about lack of knowledge. Because they don't know us well. But we are changing fast, we are increasingly transparent, we are more and more vocal, we are learning how to have our voice. We will show the World that their concern is wrong.

You are part of a great team, you have a unique "seat" in one of the most decisive moments in the History of Digital technology so far.

Focus on doing your best every day like everyone around you, and enjoy the show.



Spending family time together

Going Further in EHS with Huawei

By Mehmet Serdar Sungur/Turkey



Lecture in customer EHS event (EHS, environment, health and safety)

I am working as a safety professional for more than 15 years in Turkey. Within those years, I experienced lots of hazards, risks and preventive actions in various business types, like construction, energy, mining, shipyard etc. and found the chance to meet people from all around the world. From all of them I tried to enrich my knowledge about safety implementations.

On the early stages of my safety career, I realized that as a safety professional I must be involved within all activities which will be performed by the site implementation teams. If you are out of plans, you are out of the business, so I pushed myself to learn what is going on during the implementations, spent my time to understand the business requirements by developing relations with my colleagues, site teams, managers from all departments of my employer.

I have been involved in Huawei's projects in many parts of Turkey from 2012. Since I had worked in other vendors and GSM operators before joining Huawei family, I have become a part of Huawei in the awareness of the difference and creativity that Huawei has created in the field of health and



Site visit with PMO Director and customer EHS managers

safety.

The main difference I observed was that, Huawei wanted us to make sure that it was not enough only to wear personal protective equipment, the critical part is to let all employees enhance and share health and safety responsibilities. I have to say this had been an approach that I had wanted to take but failed to at previous companies, because of this or that reasons. Now everyone from the project director to the field workers takes responsibility for their coworkers, and shows them to ensure a safe working environment.

This is possible because we use various tools and regulations to spread the responsibility of work safety to all areas of our work scope. To give an example, the project directors must conduct regular audits on field work safety. In order to understand the risks that our teams are facing, managers from all levels must receive

EHS training. Apart from EHS professionals, such a practice ensures that the EHS connection is set up between project managers and field employees, and the field workers in the highest risk group reaffirm how important the EHS culture is at every level of the firm.

Not only the project managers, but also the regulations contributed to the sharing of this responsibility with the team leaders on the field. Before each work, team leaders recalled the importance of workforce by gathering their teammates and making brief discussions about work safety in accordance with conditions on the day of the field or agenda of central EHS Team.

The digital tools that complement these are also very important as complementary factors in the establishment of the EHS culture. For example, the checklists made by both EHS professionals and

employees through ISDP (Integrated Service Delivery Platform) help reduce the workload, while helping workers to remind each other about the importance of health and safety at all steps of work. Robotic processes applied to daily activity reporting, powerful report generating tools made EHS management more visible to senior managers by providing important data on a timely and effective manner.

Thanks to Huawei I am now aware of digital technology adaptation to EHS management. This took us one step ahead of all our competitors and we gained advantage by providing effective and immediate data for our customer during the contract negotiations. We also became an authority in EHS management and have been invited to EHS events to take place in award presentations and grand jury.

Senegal FSC: Success Comes from Team Work

By Diawoye NDIAYE/Senegal

In 2018, we built Senegal FSC (Field Service Center) with a strategy of Digitization + Centralization + Real-time monitoring of projects.

Senegal FSC is an operation center very active in the project from beginning to end, including IT tools configuration, material outbound, subcontractor PO control, Quality and EHS monitoring, team efficiency monitoring.

In the past two years Senegal FSC has well performed: FSC maturity is Level 4 and FSC has great contribution on project delivery, supporting all delivery projects to achieve their revenue and Quality target.

This result comes from team work, team dedication and good working environment.

In Senegal FSC, people are working as one team, cooperating together and supporting each other. Experienced people train the new comers, if one RQC (remote quality control) has some difficulties, he could ask others for support first before escalating to FSC leader. During break time, out of work, people are behaving as one family, enjoying together, celebrating birthday, enjoying sports games and sharing food together...

Everyone in this team, whether he or she is Huawei staff, outsourcing staff or partner, is working towards targets. Our partners RQC are also contributing a lot through good real-time monitoring, sharing daily/ weekly/ monthly report, and participating in FSC weekly meetings.

We have interviewed 3 main partners' RQCs about their work in Senegal FSC, their feeling, the source of their motivation.

- **Rayana Alou**, Master in QHSE, 3 years' experience, RQC TADEx

- **Abou Taminou Ndiaye**, Master in Transmission and security data, 7 years' experience, RQC HAMMER

- **Djadjji Diop**, Bachelor in Telecommunication and industrial electricity, 3 years' experience, RQC MULTELEC

1 What do you think about working environment & Team cooperation?

Rayana Alou: The environment is serene and pleasant, which allows me to concentrate on my activities during working hours. Good cooperation is noticed by sharing of information and knowledge to reach the common objectives.

Djadjji Diop: The working environment is good and for cooperation I get along very well with my colleagues.

Abou Taminou Ndiaye: In Senegal FSC, we found first one Team with one Goal: continuous improvement. And this one is possible because of the strong coordination.

2 What motivate you more as RQC?

Rayana Alou: The challenge is perpetual.

Djadji Diop: As RQC we control all projects which allow us to discover many new things in Project management and better manage the work pressure because we are interacting with several people at the same time.

About Taminou Ndiaye: Innovation and target.

3 What contribution do you think you have made to the success of Senegal FSC?

Rayana Alou: We are a team and each of us has a specific role through which he contributes to the success of Senegal FSC by making quality reports of what is happening on the ground. This allows Senegal FSC to quickly detect anomalies and provide effective solutions with increasingly improved tools.

Djadji Diop: Mastery of the working tool which is the ISDP. I contributed to the improvement of KPIs and to the training of Field teams.

About Taminou Ndiaye: With my seven years experiences in safety I have some skills to share. Also FSC Senegal organized a lot of workshops for improvement that each RQC can contribute.

4 What is your impression on Senegal FSC?

Rayana Alou: Efficiency - Teamwork - Continuous improvement.

Djadji Diop: My impression for FSC was the way people work but the ability to overcome obstacles during difficult times.

About Taminou Ndiaye: Aggressive: Pushing hard to achieve targets; Professional: Strong power of coordination; Reasonable: Supporting the Subcontractors to align with Huawei regulations.

How to overcome difficulties?

In case of some issues or difficulties we must give more efforts, spend more energy on the work: This is the culture of all Senegal FSC team.

Normal working time is 8:30am to 17:30pm, but it is usual to see FSC team members stay at office until late. It is also usual to see all FSC team meet together at office on weekends. We all behave in the same way: "In normal situation we leave office on time; in special cases let us stay and solve the issues even if it is late in the night".

During the internal meeting, the requirement is clear: Each one in FSC team makes a Topic presentation the TL would summarize and share the improvement plan. We use the same logic during weekly meetings and all our special meetings, and the purpose is to let each team member to contribute and share his experience.

The case below is related to such a workshop:

We can see that all Senegal FSC team are motivated and have really the willingness to contribute on target achievement. 2 years cooperation is enough to see all benefits to work with this valuable team. This is the reason of good performance of the team and continuous improvement.



We are willing to contribute on target achievement

The 100 Yard Dash

By Mohammed Ahmed Oraby/Egypt

What are the chances that you're ready when the opportunity comes?



“If I always do what I’ve always done, I’ll always be where I’ve always been.”

On the first day of 2019, I wrote that on the wall of my room so that I could see it every time I got back home.

It was my senior year loaded with exams, graduation project and tasks while I was grinding to meet the deadlines, I heard about the ICT competition. It’s Huawei! Who doesn’t want to anyway?

Having no one I had known applying for the competition project made me unaccompanied going through that journey. I had to balance the time between my studies and the

projects I was handling, it was crucial not to neglect any in the favor of the other.

2 weeks later, I got a call telling me congrats and I earned a GOLD medal.

Earning a gold medal gave me a chance to be an intern as soon as I finished my last college exam.

I joined Huawei Remote Service Center Northern Africa on the first day of July 2019 as a Network Datacom Engineer, along with 3 other interns who became close friends of mine till this day.

Going from an environment to a completely different one with literally

zero time in-between to adapt can make someone feel that he doesn’t belong there.

I saw it as another phase of the competition, much harder one this time that required much work and dedication as I had to compete with myself before competing with anyone else.

If you run the 100 yard dash with people who can’t run as fast as you, you will win; but if you run with people much faster than you, you might come in last, but your time will be better.

All of a sudden I have a mentor who has an experience in networking for over 12 years. Now I’m sitting next to colleges of the same level

with him, and I'm that type of person who won't accept to be outworked. So I always showed up ready for each assessment, asking for information to gain knowledge, getting involved in projects, meeting the expectations and the results needed, and never settling myself. I was willing and fighting to reach that speed all these people were running at.

I spent 6 months up there, surrounded by very helpful and encouraging people, mentoring my perspective and guiding my vision besides technical assists. I gained a lot in a short time period, and my social interpersonal skills became more solid. I had to be up to that trust, time and effort they put in for me.

Making sure I'm sticking to "not to be outworked", I went for that extra simulation to make, extra troubleshooting scenario to try out, extra task to handle, and always something extra.

I got certified as HCIA R&S

in my first month, while maintaining the tasks and work assigned to me. During the time I realized if I got comfortable knowing I have more months to spend here I won't gain interviews experience so I started to enroll myself into bunch of them and with confidences and calmness, I went through one after another picking a thing from each.

Last couple of days were quite big pressure, you have to finish it strong and be satisfied in front of yourself knowing you did what you had to do regardless of the outcome.

"Wins and losses come a dime a dozen. But effort? Nobody can judge effort. Effort is between you and you."

At the beginning of 2020 I joined Enterprise TAC as a leased staff, becoming a part in Huawei's big family. I earned the internship Excellency and presented Huawei

ICT competition in a meeting where important people attended including our minister of telecommunications.

In this supportive atmosphere with a great team of spirit it did not take me much time to pass the HCIP R&S, and got involved directly into work... handling tickets, solving problems.

Huawei is more than a multinational pioneering tech-giant, it's a family, a home where you feel you belong to. I'm very blessed and proud that I've started my journey in Huawei after hard work and dedication to achieve that.

I have a long way ahead of me, one after another 100 yard dashes to run, bold decisions to make. But what I'm certain about is that I'm not done yet, I'm just getting started.

"Without commitment, you'll never start; without consistency, you'll never finish."



Annual ceremony for ICT competition (the author is second from left)

Strive for Future of Digitalization With GSC India Digital Factory

By Deepak Patel/India

“Those who follow the crowd usually get lost in it”

---Rick Warren

This famous quote is always pushing me to be different, to be unique and making something remarkable in my field. So it was not much surprising for me when I was selected as delivery star representing the Digital Factory. One truly remarkable thing was the Digital Factory, which helped me stand out at this place.

As a member of GSC (Global Service Center) India, I have been changing from traditional delivery mindset to digitalized delivery, along with the transformation of GSC India’s Digital Factory.

Before Digital Factory

I joined GSC India 2.5 years ago, as a product engineer. I had taken part in VHA Australia & Philippines project delivery, comparing with current digital factory delivery, it was really “Old life” before.

During traditional delivery process, information of all tasks was

in everyone’s mailbox, we didn’t have a clear map of either the quantity or the status of all tasks, some tasks may delay because of resource bottleneck while some resources were kept idle in some other points.

It was also a nightmare for me, as a team lead of one major project on remote delivery, every day I must update all requests and task status to make our customer see our progress and have confidence on us. I had to spend so many hours a day to synchronize data sent from all my team members, not to mention that some customer would demand for historical data from time to time.

I totally understand the requirement from our customer, customers’ needs is the direction of ours. However, can we make a “Future Model” to allow the customer oversee the work progress, while saving ourselves from the various time consuming reports?

I had imagined that all tasks could update themselves, and all incoming requests assigned to available team members automatically; after completion, the status would be updated and a record always kept for that. We can check the

updated status of each request at any point of time.

And it had actually been realized in other industries already, like food delivery business, one just orders food of his or her choice, and waits for the arriving of the food within guaranteed SLA. You can check the request status with real time update, you can even see the location of the delivery person, which is updated instantly on digital map.

Data management is a powerful weapon in digital world. Efficient data management can open up lots of opportunities with less investment.

Implementation of Digital Factory in GSC India is a pioneer and it can change the overall picture in a magical way.

GSC India Digital Factory

GSC India Digital Factory concept came in picture in H2 2019. And its first look was released in October 2019.

With the introduction of Digital Factory in GSC India, now everyday pending requests and their status are organized and displayed properly, each of my team member has a to do



Delivery Star Award Ceremony

list. At any point of time, I can get real time update of all requests. The system will give notification if any task is going beyond the specified SLA. All this tiny changes helped increase efficiency and productivity.

For our customers, their demands are displayed as project wise task orders, we can easily see the progress as well as the feedback from customers. Each team member can see the respective tasks assigned to them and work accordingly, and request fulfillment in predefined SLA is beneficial both to the team members and the customers. For me, team management & workload sharing is no longer difficult as before. We can utilize the time freed in other creative activities/tasks.

In the end of day, there is no need to prepare work tracker manually, because data can be downloaded from the system. Now my team is no longer needed to sit in the office till late at night. Everyone can have time for recreation and improvement. With refreshment, our team is even more

productive.

Finally, with all kind of bots and automation tools, the old days of traditional excel, worksheets and manually-written charts are gone. My team, as well as 5 other teams entered the digital era.

Strive for Digitalized Future

In the end of December 2019, based on the delivery result of the Digital Factory product line our first Digital Factory Delivery Stars were elected. I was among the first 6 lucky delivery stars. A large group of employees came to know the importance of Digital Factory. It was amazing!

The result was not just based on delivered tasks, rather it was based on consistent base line achieving, SLA fulfillment and productivity. The real introduction of Digital Factory was done on the same day. Everyone started showing interest in Digital Factory and the first milestone was crossed successfully. Now the old

scenarios are changed drastically.

Thanks to Digital Factory, the team members' work as well as team management became more transparent and clear, and our work became simple and easy, with more focus on closing task orders in a more efficient way. All the obstacles of traditional working are eliminated and now I can focus more on new targets and achievements. With the help of it I received the first Delivery Star Award.

Last but not the end

Plants take time to become a tree. GSC Digital Factory is like a young and robust plant.

And as Huawei people, we are still hungry and foolish. We cannot be satisfied with that, and why should we be satisfied with little if it has the potential and caliber for being big.

My team and I, under GSC India Digital Factory, are always ready to strive to bring digital to every person, home and organization for a fully connected, intelligent world.



Huawei Opens Its First **F**lagship Store in France

Contributed by France Device Business Dept.

On Friday March 6, Huawei announces the opening of its very first store at 9 Boulevard des Capucines, in the Opera district in Paris. This opening is part of a process to accelerate

Huawei's business development in France.

The Flagship store will offer customers the opportunity to discover the whole ecosystem of products and Huawei services. This new Huawei space will welcome fans at events dedicated for example to photography

or to the demonstration of smartphones even before their marketing, such as the HUAWEI Mate Xs 5G foldable smartphone or the HUAWEI Sound X speaker designed by the French audio specialist Devialet!

"We were eager to open our first space dedicated to the entire



The opening of this space of over 850m² marks an important step in the development of Huawei's distribution network in France. Paris will be the fifth European city to welcome its own store, after the opening of the Experience Stores in Milan and Warsaw in 2018, Madrid in July 2019 and Barcelona in February 2020.

● **The meeting of "Made in France" and "Made in Huawei"**

Ideally located in the historic and iconic Opera district, the Flagship Store is housed in a Haussmann style building with typically Parisian charm, combining high ceilings and noble and natural materials. Resolutely inspired by the "French Touch", the idea and design of the place were entrusted to the Aesthetics Research Center, one of Huawei's five Research & Development centers in France, also located in Paris.

To successfully integrate Huawei's innovative technologies into French aesthetic codes, the teams, under the direction of François Duris - Director of Design at the Aesthetics Research Center - set out to design spacious and bright spaces to showcase the entire Huawei ecosystem on the store's two levels.

"We decided to work mainly with noble and natural materials such as oak, marble or glass to dress the whole place. It was essential that this first Parisian Huawei store reflect a fully French, even Parisian, aesthetic.



Discover the whole ecosystem of Huawei products and services

ecosystem of the brand. For the first time, the French public will be able to discover the whole Huawei universe in a space that mixes French architecture and modernity thanks to numerous digital works. We want to give visitors an unprecedented experience, whether by trying out our latest technologies in AI or Virtual Reality, or by discovering a photo

exhibition. This Flagship Store is a concrete illustration for consumers of our ecosystem strategy in which the smartphone is the entry point into a world of everyday products, from the PC to the connected watch and from the tablet to the various connected objects of the House." Said Alex Huang, Managing Director of France, Huawei Consumer Business Group.

Take great pictures with a Huawei smartphone



directly buy from the seller. No need to go to the checkout after making your choice!

Visitors will be able to familiarize themselves with smartphones, tablets, PCs and connected objects, which are distributed in different spaces for different usage scenarios including:

- *"Working with Huawei":*

dedicated to productivity, this space will allow you to discover all the advantages of working with Huawei devices thanks to the synergies and interconnectivity between smartphones, PCs and other tablets of the brand, with in particular the demonstration of OneHop technology - Huawei Share 3.0.

- *"The Huawei home":*

the experience dedicated to the connected home will highlight the different possible interactions between Huawei smartphones, tablets and PCs with all Huawei connected objects, such as the very first 5G router in the world, the smart speaker HUAWEI AI Cube or the HUAWEI Smart Scale.

Digital is very present and comes to serve the visual identity of the place by changing the aesthetics of the exterior facade from inside the store". Says François Duris.

This "French Touch" bias will also be translated into a special nod to art with the creation of a permanent "Photo Gallery" within the store. This gallery will exhibit photographic works that have won awards in previous editions of the HUAWEI NEXT-IMAGE Trophies, an international competition dedicated to photography by Huawei smartphones.

● **A place open to all, combining experience and digital**

With the arrival of 5G in France, the Flagship Store offers visitors to discover Huawei's technological universe in an original immersive setting:

- *Staging of interconnectivity scenarios of different devices*
- *Branded content broadcast on giant digital arches*
- *Independent seller: for a personalized shopping experience, the customer, after being advised, can*

News & Events

Huawei Launches Brand-New 100 kW High Power Density UPS Power Module, A Game-Changer for Data Centers

[Shenzhen, China, February 28, 2020] During the Huawei Industrial Digital Transformation Conference 2020, Huawei officially launched its all-new UPS (Uninterruptible Power Supply) power module globally. The product enables the power density of a single module to reach 100 kW/3 U, twice that of industry standards¹. Huawei's FusionPower2.0 data center power supply and distribution solution is based on the 100 kW module, and achieves the "1MW, 1 Rack" (1 standard rack can support 1MW power) principle with a footprint that is more than halved, facilitating improved data center utilization and increased revenue.

With the development of AI, big data, cloud computing, and Internet of Things (IoT), data centers have become larger and more complex. With the continual evolution of IT computing capabilities and corresponding improvements to CPU and server power, high-density solutions will gain favor. Power supply and distribution



SanJay Kumar Sainani, SVP & CTO of Huawei Global Data Center Facility Business

systems in traditional large data centers face a myriad of issues, including low reliability, high power consumption, large footprint, and difficult O&M.

Huawei Enable AI and Hybrid Cloud Implementing Multi-Tenant Data Center Architecture Transformation



Deng Jiang, GM, ISP Global Business, Huawei

Data centers have gradually become the core of the ecosystem construction in the Internet service industry. As more and more customers choose the hybrid cloud strategy and raise higher expectations on deployment and O&M, the multi-tenant data center architecture transformation becomes the only way to ensure the agility of services in the Internet service industry and meet the SLA of customers in the digital era.

[Shenzhen, China, February 28, 2020] Huawei held its global Industrial Digital Transformation Conference. It was held via live streaming connecting guests from across the world including UK, Switzerland, USA, Germany and Italy with the theme "Hi, Intelligent World". On July 27, the MTDC forum was broadcast online.

Zain and Huawei to Build Middle East's First SRv6-Based Intelligent IP Network

[UK, London, March 23, 2020] At a recent launch event themed "5G, Bring New Value", which was hosted by Huawei in London, Zain Group announced its cooperation with Huawei to build a 5G and cloud-oriented, intelligent SRv6-based IP transport network, which is the first of its kind in the Middle East. It features ultra-broadband, committed SLA, and autonomous driving function.

Zain Group is a leading multinational mobile operator in the Middle East and Africa, serving 49.5 million users. Processing an average of 10,500 TB data per day across its footprint that is ever-growing, reliable connectivity through 5G services is vital for Zain in ensuring a great mobile experience for its users. Therefore, it is vital for the transport network to support 5G services in three major scenarios, namely, enhanced Mobile Broadband (eMBB), ultra-reliable low-latency communication (URLLC), and Massive Machine-Type Communications (mMTC).

Celebrating Our **Superwomen** at Huawei Is Not a Matter of a Day

By El Mehdi Iraqi, Walaa Hussein and Aissatou Oury Barry/Northern Africa Region



Truly, our ladies at Huawei are exceptional managers, outstanding, dedicated and professional leaders, and ambitious young talents all aspiring for a better connected world.

Recognizing them has never been a matter of a day, as recognition is one of Huawei's core engines.

Inside the office, or on site, our Huawei superwomen continuously prove that effectiveness and professionalism are never to be a gender issue. Equality is served all day and every day.

Yet, celebrating International Women's Day is always thrilling to bestow all the respect and honor to our great inspiring ladies all over the world.

Celebrations are still on at all our offices around Northern Africa region; let's have a close look at the beautiful surprises most of our offices held these past few days.

@Egypt

She is a believer, she is a doer, she is an achiever, she is a woman, she is “you”.

We all know that women play a vital role in the global modern society, and it is crucial to keep emphasizing on the importance of gender equality in workplace. Therefore Huawei continues to celebrate women’s day, especially in this male-dominant ICT industry. It is a fact that Huawei is one of the global drivers of the digital transformation in the world and this transformation will create opportunities for everyone regardless of the gender.

In this occasion, Huawei Egypt decided to celebrate Women’s Day by creating a video for all female employees in Huawei Egypt’s office and embrace their efforts and value. The video recorded several ladies from different departments and levels, including interns. The video was also played at Huawei office reception in appreciation of the significant contribution made by the entire female staff to Huawei Egypt.

Huawei Egypt organized a



You’re the super woman

women focused activation day to celebrate with them on this special day. The activation was full of fun as Huawei Egypt provided customized gifts for each female employee with their photos and customized cards provided by their managers to express their appreciation to her in the occasion of “International Women’s Day”. In the reception of Huawei Egypt office, a violinist was invited to play for all female employees, adding

a sweet memory to them of the special day.

Huawei Egypt’s CEO, Mr. Vincent Sun, attended the activation and gave a speech to highlight the importance of Women’s Day to Huawei. “I am quite confident that every one of you will be very successful in Huawei, and I encourage you to always share your successful stories in Huawei to others.”

This celebration came along with Huawei’s continuous efforts to empower women employees with trainings and opportunities to guarantee gender balance. The celebration objective was to raise awareness on the importance of the gender equality in the ICT industry.

The HR Director Mr. Wei Zhaowang attended the celebration and expressed “Happy International Women’s Day” to all female employees.

We draw happiness in the faces of our female employees as our gift was unexpected. We have the chance to capture this happy moment. We received many thanks mail from our colleagues to express that they had enjoyed the celebration.

- Thanks for bringing joy to our hearts and putting smiles to our faces by celebrating the women in the company on the international women’s day.

- A lovely and thoughtful gift. I love it very much. Wish all of the lively girls in Huawei, Happy Women’s Day.



Happy Women’s Day

@ Senegal

International Women's Day is celebrated in many countries around the world. It is a day when women are recognized for their achievements, and an opportunity to take stock of past struggles and achievements, and above all, to prepare for the future and the opportunities that await future generations of women.

It is expected to show appreciation or offer gifts on the occasion of women's day, whether it is for your clients, employees, collaborators, partners, managers, suppliers, or any other woman gravitating within or around your company, a gesture in the form of a gift is always appreciated, the gift can be flowers, chocolates including special gift boxes or fabrics as it is usual here in Senegal. The reason why this year staff relationship HR coordinate to buy fabrics and coordinate the activity under the colors of Red and Blue because March 8 is not an ordinary day.

The theme of the 2020 is "Women's wellness Day", as usual HR with the support of OEC work closely to make it happen.

This year we commemorate the day through specific activities. The Event started with HRD warmth speech, wishing a wonderful celebration to all, he gave appreciation and recognize the work of each woman in the company.

Then each of the women employees



A warm speech by HRD



Unforgettable Women's Day

shared a quote that inspired her most, then a solemn ceremony, and finally we had Quiz to work on our general culture, questions were related to the company, and to those women who have played an extraordinary role in the history of Senegal.

At the end of the activity we had food and beverage sharing, the event was organized with the assistance of a



Sweet lunch together

well-known local chef who prepared a wonderful buffet for all participants.

The event was a moment of sharing, and a breath of fresh air in a busy professional life. The action was appreciated by employees, once again they felt the care and recognition of the company. At the event they gave excellent feedbacks about the activity done and mentioned their motivations to continue the hard work for the success of the business in Huawei Senegal.

- "Thank you for those wonderful moments of sharing";
- "Once again Senegal Representative Office did the best to make women's day unforgettable".



HUAWEI P40 Series | 5G

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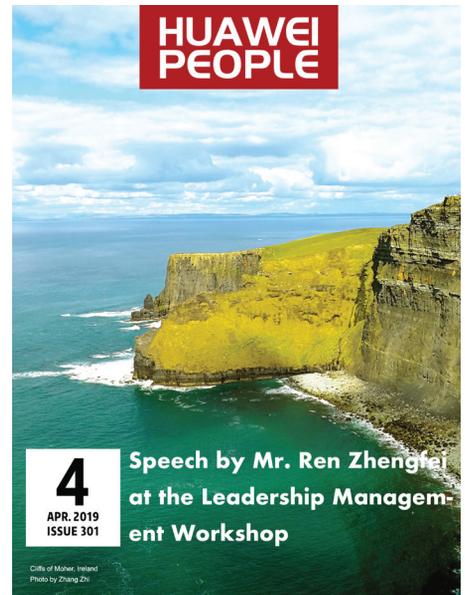
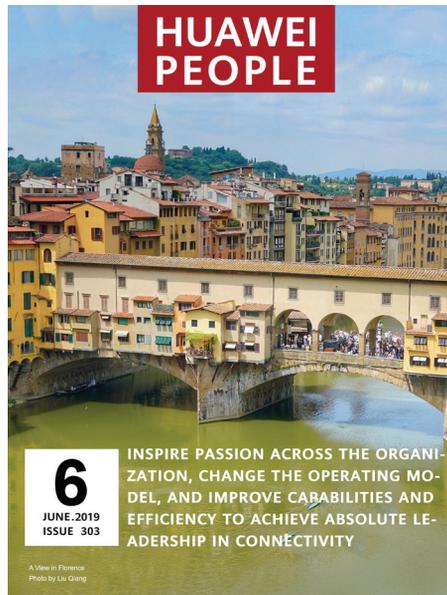
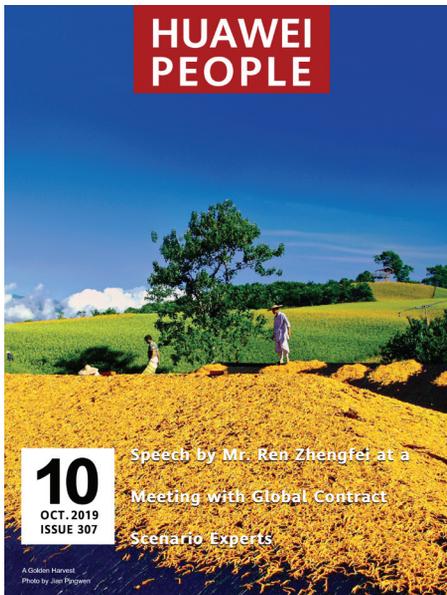
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We Want Your Amazing Photos!

We are looking for some good photos to use for the cover of Huawei People. From the east of the Pacific to the west of the Atlantic, from the north of the Arctic Ocean to the Southern point of South America, from the high plateaus of Bolivia to the low lands of the Dead Sea... Photos of famous landscapes and typical landmarks from the countries and regions where Huawei operates are most welcomed.

Get your photo printed in the cover page of Huawei People magazine and receive a good payment. Take a shoot and share your masterpiece with us!

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