Remember to refer to CompanyC as a Global Manufacturing Company

00:00:28 Interviewer

I am really happy to have this interview with you. So to get a little bit of background, can you describe some of the AI tools which you are using within your organisation?

00:00:51 Interviewee from CompanyC

So we we have AI absolutely everywhere, it's ubiquitous with inside the company. So it's used in every in every single business function. I mean, if we think about actually if we we have to separate specific AI tools versus AI embedded in other technology.

00:01:11 Interviewee from CompanyC

Because actually AI is is pretty much every tech vendor now in the world uses AI we it's behind what we're doing today so so that's why we have to we take two sort of categories and obviously every single.

00:01:28 Interviewee from CompanyC

Tech vendor and we use big tech providers here. No secret things like SAP firm for our ERP systems. We use work day for our HR systems. They've they've Google for our daily workspace. They're all full of AI. So there there we see.

00:01:47 Interviewee from CompanyC

That there's one element there and you know some of them have specific features around your AI modelling, B building, etcetera inside embedded inside those.

00:01:57 Interviewer

OK.

00:01:58 Interviewee from CompanyC

So then we have others where we build more so. So here is where I would say we're more like in the sense we deploy our of AI, we deploy AI inside CompanyC. So there's there's one element there. Then we also build AI.

00:02:15 Interviewee from CompanyC

As well so.

00:02:16 Interviewee from CompanyC

We.

00:02:16 Interviewee from CompanyC

Build the AI either for our internal processes, so maybe where a tech vendor doesn't offer something, or because it's very specific use case to CompanyC. So here we build.

00:02:29 Interviewee from CompanyC

Build our own things and those can be in any pro business function. So whether that be for the engineering teams to support their design efforts, maybe it's the procurement teams to identify needs for future for future parts, because obviously you if you're thinking in the future.

00:02:34 Interviewer

Yeah.

00:02:50 Interviewee from CompanyC

What do you need in terms of parts? Then you know what raw material you need to.

00:02:55 Interviewee from CompanyC

So, so the things there we also have customer facing. So things that we do with our airline sciences and our Sky wise platform where we can provide data and data services to our end customers. And this is all on the commercial aircraft side.

00:03:12 Interviewee from CompanyC

And then we have things like we've built your chat bots that are used, for example, to ask, ask and answer HR questions or service. Yeah, service desk and so on. And and these and help users of different tools. Then we also so here and then we also have we.

00:03:30 Interviewee from CompanyC

AI as a product or part of our product. So for example, linked to autonomous flight working towards that or or semi autonomous flight should we say won't won't be full, it'd be supporting pilots, but also things like computer vision to to help with the the.

00:03:49 Interviewee from CompanyC

The improved landing, for example, or or taxiing, etcetera. So we have the the product related then of course you know we do a lot with the same very similar concepts inside helicopters because it's the same sort of business there or as the the the, the, the military aircraft a lot of the use cases.

00:04:07 Interviewee from CompanyC

The same, but then it was called also. In addition, we built AI around satellite imagery to be able to identify particular topics or particular things on satellite imagery. So for example, yeah, we've used AI to support conservation efforts with through the CompanyC.

00:04:27 Interviewee from CompanyC

Foundation to identify animals from science, from satellite imagery.

00:04:34 Interviewer

Oh, OK, OK.

00:04:35 Interviewee from CompanyC

So we yeah, we we cover a wide range and there's therefore reflects all the disciplines of AI. So whether that your computer vision could be one natural language processing normally detection time series, generative AI, all we cover.

00:04:38 Interviewer

Very worried.

00:04:54 Interviewee from CompanyC

All disciplines to the to all, all of our various different platforms.

00:04:55 Interviewer

OK.

00:04:59 Interviewer

I did see a lot of information about the AI tools which are using. You had actually disclosed it on the website.

00:05:07 Interviewer

Which was actually really nice to see. Yeah, I mean, I I think we had a discussion before and you mentioned that not all the tools I mentioned, but then some of the popular ones I mentioned on the website.

00:05:18 Interviewee from CompanyC

Yeah. I was just saying, there's there's a lot. There's a lot that we can't, you know that a business confidential or customer confidential. So yes, there are some we can share, but there's obviously a lot of the projects that we, you know given our industry that we can't share. Our customers don't want us to share as well because it's aiding them.

00:05:25 Interviewer

OK.

00:05:38 Interviewer

OK, so do you have any specific process for documenting this? These AI too?

00:05:47 Interviewer

Of course, you have publicly disclosed them, but maybe going forward will you be following a particular process for documenting and publicly disclosing them?

00:05:59 Interviewee from CompanyC

Publicly disclosing from maybe not all because obviously there's and I guess the same with all companies, there's a part which is our intellectual property. So we're not going to necessarily disclose our you know disclose everything.

00:06:13 Interviewee from CompanyC

Now, but I mean at the end of the day, we disclosed it to our customers and to our users, yes, but are we going to publish it in the world? No. But some of them are available. You can, you could really go and research because we pattern them. So you could go and find it. But are we going to publish it? No, because it's you're providing to customers. We have to be aware of.

00:06:27 Interviewer

OK.

00:06:32 Interviewee from CompanyC

Petition. So Nope, not everything will be thing, but if you're a user, you'll know what you'll know about it. Should we say so? It's there. I think some will come as well. Yeah, we will. You know, some will become more published. So within within CompanyC, we already have.

00:06:42 Interviewer

OK.

00:06:52 Interviewee from CompanyC

As you can imagine, in our industry it's a highly, highly regulated. So we already have a lot of documentation called system documentation that we have to provide so.

00:07:06 Interviewee from CompanyC

We already have to provide lots of information, some of it around AI, but also the other regulations as well around. We already have regulations that apply to AIG GDPR as an example, or we have a lot. And as you mentioned in our industry around cybersecurity threats.

00:07:26 Interviewee from CompanyC

Risk. So we have a lot of compliance systems or documentation inventories of all the systems.

00:07:36 Interviewee from CompanyC

So we already have lists of a list for want of a better word of all the the system those lists need to be updated to take into account the regulations coming from specifically for AI. So it will be more we're not starting from scratch, we're going to update.

00:07:36

OK.

00:07:55 Interviewee from CompanyC

Or existing.

00:07:56 Interviewee from CompanyC

Processes, approaches, cheques, compliance, etc. To incorporate the new requirements, but we don't have to start from scratch and you remember as well, yeah. If in our industry every single thing that we touch has to be documented because.

00:08:17 Interviewee from CompanyC

We're governed by regulations, not just legal regulations, but certification for our products, which means everybody, anybody who's touched a product has to be has to be documented so that it's really open, so that if.

00:08:35 Interviewee from CompanyC

Something happens. You can go and you have a a log and a check of who's touched what. And that's for every small component for everything.

00:08:46 Interviewee from CompanyC

So, so it should. That's where we need to. Really. Yeah. We look at it say, OK, we we have all of this in place. We have the tools where you before you can use a tool developed tool, deploy a tool, you have a process to follow. So we just need we just updating that that approach.

00:09:04 Interviewer

OK, so this particular confidentiality aspect which you mentioned about the AI tools, is this also for the tools which you will develop for your internal usage like for your business operations?

00:09:17 Interviewee from CompanyC

Some some will be will be relatively confidential because again, they're they're they're our intellectual property, they're our efficiency gains are that you know that if our if if our competitors know replicate.

00:09:36 Interviewee from CompanyC

Then is you lose a competitive advantage. What I would say is in our industry, a lot of the anyway, a lot of the, it's a lot of the things that these done by there's a lot of subcontractors, a whole ecosystem suppliers and supply chain who work across the different different companies. They don't just work for CompanyC.

00:09:39 Interviewer

OK.

00:09:57 Interviewee from CompanyC

So whilst I would say, you know, there will be a level of some level of confidentiality, it's not you're so confident it's all you know it isn't super secret, but it's not, you know, widely publicised in it and it comes as maturity and so on.

00:10:15 Interviewee from CompanyC

But also we know that we will have to disclose to all four relevant authorities some of our the things because and we don't we don't quite know how for AI that will play the the ongoing discussions with the authorities to see how do how will they.

00:10:35 Interviewee from CompanyC

Check and audit and control the regulations. Will it be more like GDPR whereby we have to, you know we we we ourselves make sure we're OK and we say to the authorities we're OK and then they can come and audit on a on a on.

00:10:51 Interviewee from CompanyC

On a one off, you just suddenly surprise, audit or or only or in case a complaint. Or will there be a regular we'll have to supply. Certainly when we come to the the sea, you know the AI. There's the talk around the CE stamp which we would apply. But again, what level of information?

00:11:12 Interviewee from CompanyC

Deploy. We don't know. We also have a challenge inside CompanyC that some of our technology is dual use. So it can be used. But if I take the example of the the the military, the, the military.

00:11:26 Interviewee from CompanyC

Tankers. They're based on the A330 plane, so to work on some of those topics, you need to have a security clearance.

00:11:35 Interviewer

OK.

00:11:36 Interviewee from CompanyC

Now, how do we make sure that the authority?

00:11:39 Interviewee from CompanyC

Who's coming to it? Has the military security clearance to be able to see it. So because the the AI regulations will so talk about and say if it's pure military use, it's out of the scope.

00:11:50 Interviewee from CompanyC

But obviously dual use comes in scope and it's the same. You know it's.

00:11:52 Interviewee from CompanyC

The same with.

00:11:53 Interviewee from CompanyC

Satellite imagery the the and and it's well known. You know the. Yeah, things like if you take GPS global, you know the GPS, GNSS, the global positioning that came from military and is now used in civilian. So if you work on that you have to have.

00:12:09 Interviewee from CompanyC

Security clearance, which means to be able to see it. You have to have security clearance as well.

00:12:15 Interviewer

OK.

00:12:16 Interviewer

That's a lot of files you have to pass through, which is actually nice to know about.

00:12:23

Yeah.

00:12:25 Interviewee from CompanyC

Yeah, especially, I mean our industry as you can, you can you, you can imagine. We yeah we we're very safety focused very conscious on on the.

00:12:36 Interviewee from CompanyC

Safety safety. You know, safety side of things.

00:12:40 Interviewer

Yeah, that's totally understandable. So. So you talked a lot about the AI tools, but for this one question, I would like you to focus on some of your favourite ones, perhaps one or two tools.

00:12:55 Interviewer

You can just let in your mind. So I would like to know a little bit more about the specifics of these tools.

00:13:03 Interviewer

Like what kind of algorithms you're using, how is how you're ensuring data privacy, and if there are any inclusion or accessibility considerations which you've made to put in this AI too.

00:13:18 Interviewee from CompanyC

OK, so we can let I think the good one to talk about is the is our model OPS platform because there we have we have a platform that allows us to build all sorts of algorithms in a secure safe environment, so.

00:13:38 Interviewee from CompanyC

So if I take that as.

00:13:39 Interviewee from CompanyC

An.

00:13:39 Interviewee from CompanyC

Example because it's so.

00:13:44 Interviewee from CompanyC

In terms of data, we have cheques that you go before you can even access the tool you have to we hear so on on data. So we have a data governance network that basically are responsible for and ensuring that the right data is allowed to be used. So we have a data classification system.

00:14:04 Interviewee from CompanyC

So that if you have and depending on the sensitivity of the data, your personal data sensitive personal data, some of that are not even allowed on the model platform. So you just are not allowed to do it. So there's some elements we just say, Nope.

00:14:15 Interviewer

OK.

00:14:23 Interviewee from CompanyC

So all the others are there, so you have that data classification. So when you come to be on boarded and want to build something on the model UPS platform, the first thing that's checked is do you have a stamp from your data governance focal point to allow you to do this. So data privacy is sort of a.

00:14:42 Interviewee from CompanyC

It's a hot topic, obviously, in a the industry that we work in.

00:14:48 Interviewee from CompanyC

But also you know the fact that, yeah, we're a Europe European company if we want to use you want to if you want to use a tool you you have to to get it passed by the social partners in, in in Germany which means that.

00:15:08 Interviewee from CompanyC

For example, they want to they will double check or triple check data privacy as well and respected.

00:15:16 Interviewee from CompanyC

We also have a whole assessment as well that you go through. So this is just to even access the platform you have to go through cheques and get the green light if you.

00:15:25 Interviewee from CompanyC

Actually then want.

00:15:26 Interviewee from CompanyC

To who? Who? You do something you have to. Then declare it in our data privacy tool. Which means you have to go.

00:15:32 Interviewee from CompanyC

Through a whole.

00:15:33 Interviewee from CompanyC

The whole questionnaire.

00:15:35 Interviewee from CompanyC

To to check and could prove that yes, it's respecting the data privacy regulations. So so you have another check to go through so it's.

00:15:48 Interviewee from CompanyC

You could. Yeah, some people. You could. You could argue that. Yeah. Some people argue that it's maybe too strenuous, but that's.

00:15:59 Interviewee from CompanyC

That's that's, that's the it's better because it does then provide the, you know, the protection that that our employees and end users want to have.

00:16:11 Interviewer

OK.

00:16:11 Interviewee from CompanyC

So. So yeah, so that that's, that's where we we have some really strong you know strong data governance in in place.

00:16:22 Interviewee from CompanyC

So that's more on the data privacy accessibility. I mean, as a minimum, we ensure we ensure W3C standards as a minimum, but we you know we we look to go to actually go further and we we even have teams accessibility.

00:16:42 Interviewee from CompanyC

Teams inside digital, but also inside the different functions who also make sure that it's adjustable etc.

00:16:51 Interviewer

OK.

00:16:52 Interviewee from CompanyC

And so on. If we then take more. So this is more for accessibility for users, but also we have for example you can actually request as well through the the different internal channels as well if you want to find out as an end user what's been what's been going on, you can request the.

00:17:12 Interviewee from CompanyC

Your access to your data and it's not just AI, it's just you can.

00:17:16 Interviewee from CompanyC

Request it.

00:17:17 Interviewee from CompanyC

General privacy or data requests you can access it, but we also have things like performance. You know we log, we have performance logs already records, etcetera and so on.

00:17:29 Interviewee from CompanyC

So that if anybody really wants, if anybody want to do, they could get access and be given access to the performance logs of the the models, et cetera. Though that you know it's great, but you have to be quite technical to understand it and and this is obviously one of the requirements that we now have to to address in the.

00:17:49 Interviewee from CompanyC

Through the AI regulations, as well as to make those more explainable, shall we say.

00:17:55 Interviewee from CompanyC

To to to end users who are not technical and we've already started, we having you know we already have things like model cards etcetera, but we're all you know it's but it it's you know it's it's it's done should we say you're more as well separated should we say from the tool in like the user guides.

00:18:15 Interviewee from CompanyC

Etcetera and so on to explain to end users what the system is doing, what's going on.

00:18:21 Interviewee from CompanyC

Etcetera.

00:18:22 Interviewer

OK.

00:18:23 Interviewee from CompanyC

So the the this will increase more but here so we already have things but we need to make sure the game. Like I said, they're they're up to date and we'll fit the the regulatory requirements.

00:18:33 Interviewer

OK.

00:18:33 Interviewer

And the just to clarify, the end users are just the employees at apples, right?

00:18:39 Interviewee from CompanyC

If there are things we sell to customers, yes, we have to do it for customers as well because the the, the customer could be the end an end user. So we have to provide information to the customers as well. But we provide the information and then they have to make sure that they're.

00:18:43 Interviewer

OK.

00:18:57 Interviewee from CompanyC

Users know what it is about as well.

00:19:00 Interviewer

OK. OK. That makes sense. This is a really good example. Thank you for this one. So next we move a little bit towards sustainability. Apps has a really comprehensive sustainability page as well. You have explicitly stated goals and such.

00:19:19 Interviewer

So I would like to know a little bit more from you, like if you are any personally involved in any of these goals, which is related to CSR or sustainability?

00:19:31 Interviewee from CompanyC

So yes, because actually when we start and again we have to and I always think we have to be very careful when we're talking about sustainability. What you know, what do we mean with sustainability because it's a term that is.

00:19:45 Interviewee from CompanyC

Thrown around and covers everything but nothing if that makes sense. You know, some people use sustainability just towards talking about environmental impact. Well, it's more than that, so.

00:19:57 Interviewee from CompanyC

So I think you know if we take good you know some good examples around with our link to artificial intelligence, yeah, if we start thinking about human rights etcetera inclusion, I mean it, even if we weren't doing it, the the regulations come from that.

00:20:16 Interviewee from CompanyC

In Europe come from that. So they sort of actually link together nicely. It's, you know, our company approach and we've already had you know we've always had ethnic digital.

00:20:25 Interviewee from CompanyC

Ethics around the respective technology there's more being technology, you know, in line with your respecting those human rights. So we already have a statement. It needs to be made more explicit towards artificial intelligence, not digital. But then we say.

00:20:45 Interviewee from CompanyC

The you know the EU AI regulations comes from protecting.

00:20:50 Interviewee from CompanyC

Citizens for citizens, fundamental rights, so it links together nicely by being compliant with the EU Act, you're contributing to your sustainable goal. But we've already started that journey with responsible AI anyway, so this is where we see, for example, you know that if we think about, you know, the topic of inclusion, you know the, you know.

00:21:10 Interviewee from CompanyC

Making sure you don't have any unwanted unfair bias.

00:21:14 Interviewee from CompanyC

You know it's.

00:21:15 Interviewee from CompanyC

Funding mental brick of trustworthy AI, responsible AI it's linked to sustainability.

00:21:21 Interviewee from CompanyC

So they do go hand in hand and we work very closely with our human rights team to define on our our ethical values and so on to make sure that they are they are aligned, or at least that you can, you know, it's understandable. You know, when you get into ethical AI, you can go very technical. So we need to make sure that it's.

00:21:42 Interviewee from CompanyC

It's understandable.

00:21:44 Interviewee from CompanyC

So we have that, I mean I think you know we can look at you know the the the way we procure as well IT systems it technologies very much as there are expectations on suppliers around their human rights records and and and that's you know it's so.

00:22:03 Interviewee from CompanyC

So these are things and we we see our vendors as well are on that same journey as well. If we then talk about more of the environmental impact, this is more of a challenge for AI at the moment because it's a really new field. We're able to measure some of the environmental impact of AI, but not everything.

00:22:23 Interviewee from CompanyC

And this is a bit of a challenge today, and this isn't just unique to CompanyC, this is unique to this is for all companies to measure the end to end environmental impact is very, very hot this year and we we have a sustainable IT team that is working actively on both.

00:22:43 Interviewee from CompanyC

How do you measure the impact and then how you put in measures to reduce the the environmental impact as we?

00:22:50 Interviewee from CompanyC

So, so and and here we see the things around through frugal AI for example. And we're already, you know, a lot of our AI experts are already very concerned around the environmental impact and already, you know subconsciously already preventing frugal AI and then.

00:23:09 Interviewee from CompanyC

This was the year that we we had some discussion because of the the AI regulations in Europe already had an element or they wanted to introduce an element around environmental impact of AI as a regulatory require.

00:23:23 Interviewee from CompanyC

But they reduced it more because because actually we worked with our sustainable IT team and when we started trying to unpack how to how to look at our Type 123 emissions etcetera, we realised there's a big there's a black box coming from, you know from tech, the big tech vendors that our platforms are based on.

00:23:43 Interviewee from CompanyC

There are things we think so.

00:23:45 Interviewee from CompanyC

We need to get that clear, so we're starting to go as well. We're looking working with some of the university research partners, et cetera, on how to really be able to measure that impact concretely. And this is then reflected with the EU as well, saying that they're going to fund and invest in that, that approach as well.

00:24:05 Interviewee from CompanyC

Because they realise you can't regulate today, it's too complicated. It's there's too many unknowns to put a regulation in place, so it's good. The EU is also saying, you know, and they they said that they will come back in a couple of years to probably add something into the regulations.

00:24:19 Interviewee from CompanyC

Around sustained environmental impact of AI in the regulations, but it's just not mature enough yet.

00:24:26 Interviewee from CompanyC

To do it.

00:24:27 Interviewer

OK.

00:24:28 Interviewee from CompanyC

And of course, if we take the other side, we can also if we think about our use of AI, yeah, if we're able to, for example, and you know, if we can help our our airlines and our customers optimise their fly.

00:24:41 Interviewee from CompanyC

Parts you use less fuel, which means you reduce the environmental impact. As an example, if we think about even just very simple and then if you by by when you have to put down the landing gear, if you're flying in it, you're coming into land the landing.

00:25:02 Interviewee from CompanyC

By having the landing clear deployed, you use more fuel, so if you can get it at the right optimum moment to come down not too early means you reduce the fuel which means you you.

00:25:13 Interviewee from CompanyC

Positively have an impact on on fuel consumption, positive impact on the environment. So this is where we can see AI can we has the potential as well to really support global sustainability amongst our company and like I mentioned in the earlier one as well, we're also even using AI with.

00:25:25 Interviewer

OK.

00:25:33 Interviewee from CompanyC

Via satellite satellite imagery.

00:25:36 Interviewee from CompanyC

To help in terms of environmental impact, so you know things like, yes, conservation efforts that I mentioned earlier, but also you know if we can, you know, helping our farmers to to produce crops and food more, you know, food more efficiently. So these things all.

00:25:56 Interviewee from CompanyC

Can contribute to towards it.

00:25:58 Interviewee from CompanyC

And as well, I mean we're we're using AI to, you know, to support and help our help our engineers develop the 0 E programme and and with and, you know, think wishing, you know, involves a move towards both sustainable aviation fuel but also as well hydrogen fuel in the future as AI is playing a key role in helping.

00:26:19 Interviewee from CompanyC

To speed up the design process, which therefore will have an indirect impact again on the environment. So the the we see then therefore as well AI being you know a potential key enabler for a lot of things that can help towards it.

00:26:35 Interviewee from CompanyC

As long as we do it right, that's the the key thing because obviously we need to make sure that and this isn't just a, you know, this isn't just CompanyC, but all companies you have to make sure that of course you're not not having a you consuming more, but with the AI then you are saving.

00:26:53 Interviewer

OK, this is really nice. And do you have any specific targets or deadlines for these particular aspects, the ones which AI is solving?

00:27:11 Interviewee from CompanyC

Yes and no. I mean there are there, there are product, you know product things. I mean if we think yeah that yeah we we we we're we're 00 E we want to to to you know to to get things moving within the next few years so you start seeing yes there there's there's.

00:27:30 Interviewee from CompanyC

An overall company, your goal towards that to have that first hydrogen commercial aircraft by 20.

00:27:39 Interviewee from CompanyC

2035 so, so, you know, then we when we start looking at that that there's you know there there there are some deadlines there as well that we you know we we have our place because remember designing developing an aircraft is not a.

00:27:54 Interviewee from CompanyC

Not a simple.

00:27:55 Interviewee from CompanyC

Simple thing, there's a lot, a lot of.

00:28:00 Interviewee from CompanyC

What a lot of cheques and so on in place that you have to.

00:28:04 Interviewee from CompanyC

1st and and you have to build the infrastructure around it as well and by that I mean things like you know today airports are all used to you. If you think when you fly you see the tankers, I mean sustainable aviation fuel can go into a tanker and they can tank it in normal in a sort of normal way.

00:28:24 Interviewee from CompanyC

If you're talking about hydrogen, that means you need to have storage at the airports. You need to think about how. Yeah, the logistics on how you get there and how you get it from into the plane so you know it's it's a wide. I think when we're working with airports. So, yeah, that's one example.

00:28:41 Interviewee from CompanyC

We're working again. We will see with the EU, with with the the environmental impact. I think they they've said it's a cut within a couple of years, they should be able to be mature. So. So we should be looking in you know within the next couple of years to be able to really measure that impact. But some of it is still very unknown because it's really early.

00:29:00 Interviewee from CompanyC

Very early in the life of AI to be able to really put their measures, so it's hard to commit, but I think even EU the some of the EU and saying saying actually yes we need to, we need to see but their their goal is in the next couple of years.

00:29:19

Yes.

00:29:20 Interviewer

OK.

00:29:21 Interviewee from CompanyC

And of course, you know, we need to make sure that we can, but we also want to work with the, you know, we're starting, you know, with some of the partners, some of the companies here there with the that are are working with the EU to say, OK, how how can we do this? We can bring you your, you know, how can we help with the research into this into this into this world.

00:29:40 Interviewer

And.

00:29:41 Interviewee from CompanyC

And of course, we have the, you know, some of the CSR response reporting responsibilities that are coming in the next, the coming, coming very soon. So we have we have, we also have driven by that as well.

00:29:42 Interviewer

OK.

00:29:57 Interviewer

OK, so actually this actually brings me to my next question about public reporting of sustainability and CSR, which CompanyC is doing and.

00:30:07 Interviewer

Previously you had mentioned that you have started preparing for csid. Many years ago you have been prepared and you will be starting this year to.

00:30:15 Interviewee from CompanyC

Yes.

00:30:20 Interviewee from CompanyC

Yeah, we've been report. We've been report. We've been reporting I think I mean we were actually one of the I think in in our industry we were one of the first to report so so we we you know we really took that that that lead. So even if we didn't have to we did it so we we were one of the first in our industry.

00:30:40 Interviewee from CompanyC

And the very first in, even in manufacturing is globally. So you know, yes, we were very you know we were.

00:30:47 Interviewee from CompanyC

Ahead of the game, but obviously it's so yes, we've already had that mindset and approach to reporting, but obviously now when you start coming, you know, now that there is legislation around it, you have to make sure that what you report is exactly gonna fit what's required of you so.

00:31:04 Interviewer

OK.

00:31:07 Interviewee from CompanyC

So whilst so we again not, I wouldn't say we're starting from from scratch we yeah we have things in place but we just have to make sure that what we report is is also in line with the the the legal requirements.

00:31:23 Interviewee from CompanyC

That will be put on on to us.

00:31:26 Interviewer

OK so.

00:31:27 Interviewee from CompanyC

So to to make sure that that that we will be compliant.

00:31:33 Interviewer

OK. So previously were you using any standards like the GR I, SSB?

00:31:39 Interviewee from CompanyC

I don't couldn't say which standards I'm not that involved in the topic, I'm afraid.

00:31:42 Interviewer

OK.

00:31:45 Interviewer

OK, that's fine. But then you did mention you have a a lot of reporting which is already being done and you have you are prepared for CSRD.

00:31:54 Interviewee from CompanyC

Yeah, yeah. I mean, we have a project team at, you know, set up to actually grab all the all the data that's that's going to be needed. So yes, we've already got report, then we need to make sure, yes, we've got the all the data that's needed.

00:32:08 Interviewer

OK.

00:32:15 Interviewee from CompanyC

Put it into the right.

00:32:17 Interviewee from CompanyC

Format or want of a better word to make sure that it's all compliant. So there's a project team now working, working on that and you know, we shouldn't underestimate, there's

a the reporting is, is significant, which is great. Don't get me wrong as a citizen especially that's a.

Thing. But if I take formality, the the you know, there's hundreds of pages of documentation that need to to be to be completed. So so it's there's a lot and a lot. Yeah. There. Yeah. If if yeah. If you look at our website, yes. I mean you can see we.

00:32:40 Interviewer

It's a lot of work.

00:32:47 Interviewer

OK, that is.

00:32:55 Interviewee from CompanyC

Already have a sustainable?

00:32:57 Interviewee from CompanyC

Sustainability page.

00:33:00 Interviewee from CompanyC

But yeah, there there's, it's that. But that's more, you know, what are people interested in? I have to say because there wasn't a legal requirement before. So it's more, you know, what, what would a potential, you know, what would our customers be interested in? They have, you know, future employees. You know, you want to talk about the the those topics.

00:33:21 Interviewee from CompanyC

So there's other data that we have that we use internal reporting as well. So again, we have the data, it's now just collecting it and pulling it into an efficient way to.

00:33:31 Interviewee from CompanyC

To generate the report and I could see a use case for AI around that. But.

00:33:33 Interviewer

OK, that's good. That's great.

00:33:36 Interviewer

OK.

00:33:39 Interviewer

Actually, yeah, this is something which I heard as insights from other companies as well. The same one which you had mentioned they would want.

00:33:45 Interviewee from CompanyC

Yeah, yeah, I see. I see something. Something there. And in fact, I know. I know there's something there because I was I afraid I know somebody working on it. And they were like, yeah, there was definitely something here to be to be done because.

00:33:47 Interviewer

To be involved and it's.

00:34:00 Interviewee from CompanyC

Yeah, it is. It's a big piece of work to produce it. Yeah. And for all companies, you know, just the, the, the amount of requirements. So yeah. And yeah, I think, yeah, I feel yeah. If. And I feel sorry for those that haven't started or haven't been doing it because they will have to really start from zero.

00:34:06 Interviewer

Yes, you're right, yes.

00:34:21 Interviewee from CompanyC

Whilst we at least don't have to start from zero. Yeah, remember we? Yeah, we we have to know we we have to know a lot about.

00:34:24 Interviewer

That is correct.

00:34:30 Interviewee from CompanyC

Things like on the environmental side of the the consumption, etc. Is especially if you think about products that you know, system electronic systems are down our plane. We need to know how much power they're gonna consume. So so we really know all of this stuff already. So and we you know, we've been tracking all our emissions for a long time.

00:34:49 Interviewee from CompanyC

And and you know, we have programmes in place to reduce them, you know, direct, indirect, etc.

00:34:52 Interviewer

OK.

00:34:55 Interviewer

OK.

00:34:56 Interviewer

Great. And moving on, you had already mentioned some of the AI tools being used and you have connected them with sustainability. So is there any particular example of where you have observed AI tools directly contributing to specific sustainability targets?

00:35:16 Interviewer

Is there a specific instance which comes to mind?

00:35:25 Interviewee from CompanyC

I'm just thinking about this, that that reached targets. I mean certainly I think you know some of the things we do with airline science. Yeah, the airline sciences and the sky wise, I don't really contributing. I wouldn't like say which targets, but they they contribute to our customer. So they contribute to the industry.

00:35:42 Interviewee from CompanyC

Target reduction. So yeah, I think all the stuff we do around fuel efficiency, for example, contributes to the industry. Is it an CompanyC target? You could, yes or no, you could argue it's an industry target, you know. So there I think you know they those are ones that I would say are really, really helping you.

00:35:54 Interviewer

OK.

00:36:02 Interviewee from CompanyC

Directly. So I think you're a lot doing that. There will support the you know the the industry are are the ones that are the the the best examples.

00:36:15 Interviewee from CompanyC

But I mean at the end of the day, if I give an exact, you know, if I think about you know the we, we we we have a problem that's looking at the future part needs for for the for aircraft manufacture or for support of the aircraft when it's in in life as well because of course.

00:36:35 Interviewee from CompanyC

An aircraft can fly for 30-40, probably even longer in the future, so you have to have parts available to support it throughout its life. So yeah, we're using AI to forecast what the part needs will be over the life of.

00:36:50 Interviewee from CompanyC

Aircraft, which means we can then, you know, forecast what the material need that the raw material need will be. So by accurately doing that we can make sure that we.

00:37:01 Interviewee from CompanyC

Use raw materials just in time, shall we say, as we wouldn't over order, which means therefore you, you you need less. You need. Don't you know you produce just what you need, which therefore also has then an impact on on.

00:37:05 Interviewer

OK.

00:37:18 Interviewee from CompanyC

On the on the environmental targets that we may have in, in manufacturing or again our ecosystem as well because that's where you can see as well, it's like manufacturing, the parts are done by our ecosystem. We don't, we don't manufacture every part on the plane. So but this is a game.

00:37:38 Interviewee from CompanyC

Would help the industry hit, you know, get towards its targets so that that's where I see that we can see the these those indirect ones.

00:37:43 Interviewer

OK.

00:37:49 Interviewee from CompanyC

And you know, and I think you know there as well where we speak, you know, see the you know the use of AI embedded in the technologies etcetera and so on as well. This this you know by speeding up processes, efficiency etcetera you have that that that potential.

00:38:08 Interviewee from CompanyC

Impact as well.

00:38:10 Interviewer

OK, this is actually interesting because one of my research projects was about this one European project called the Penelope Project, and it sort of resembles what you have mentioned here. It was a, it was about closed perzoloop digital pipeline actually and it involved a lot of forecasting as well. So it was really nice for me to connect all of them together.

00:38:23

Yeah.

Yeah. OK. So moving on, have you identified any negative impacts of AI tools in your sustainability efforts mainly?

00:38:41 Interviewer

It can be actual, it can be something which you have anticipated or it can be based off of your theoretical considerations as well, yeah.

00:38:49 Interviewee from CompanyC

So I think.

00:38:52 Interviewee from CompanyC

We've identified potential risks that, if not mitigated, would impact sustainability. So let's take the simple one very obvious one. If we don't use AI responsibly, ethically, compliantly, etcetera, you're impacting human rights.

00:38:58 Interviewer

OK.

00:39:11 Interviewee from CompanyC

So there's a risk, yes, we're mitigating the risk, but there's a risk. So yeah, that that's yeah, for me there, there's, I can see risks. My, my can or concern risk in the future is more.

00:39:29 Interviewee from CompanyC

What happens as and? I don't think I'm CompanyC is alone in this. I think we're all of the whole world is thinking about this as we use more and more AI consumption. You know consumption goes up, which impacts you because to.

00:39:45 Interviewee from CompanyC

So today it's it's relatively because it's the start of the journey for for everybody. What happens in that future and how is is it going to work? These are risks that we see potential impact on the environmental impact when the the whole world moves and becomes.

00:40:05 Interviewee from CompanyC

Uses AI more and more. How do we make sure that?

00:40:08 Interviewee from CompanyC

It's done right and we've been very open when people come and talk about, you know, the use of AI, especially generative AI, we we, you know, we're being very open with them and saying there is a environmental cost to this. You have to think you know factor this into your thing which is linked to responsible AI at the end the the two will get linked.

00:40:29

Yes.

00:40:29 Interviewee from CompanyC

So to say, you know, yes, you know, are we you. You do it? Yeah. Because there is a a cost and it's not a financial cost but a cost.

00:40:39 Interviewee from CompanyC

Involved. So we're very much as part of our responsible AI approach as well. Talking about this, making sure that there is really that that value are or trade off in you know the trade off is right to do it. So so the the this is where I see I I cross between responsible AI and environmental impact as well so.

00:40:59 Interviewee from CompanyC

These these are some of the risks that we see if we don't act. And that's not just not just CompanyC, but that's a societal risk if we don't act.

00:41:08 Interviewee from CompanyC

And yeah, and I started looking at.

00:41:11 Interviewee from CompanyC

And you know.

00:41:12 Interviewee from CompanyC

When we start thinking about, you know, just technology you, you look at things like blockchain, you know which a couple of years ago was the big thing. Then people started realising what that environmental cost was and it's put it on the back burner until there's a way to make and it and it's improving.

00:41:32 Interviewee from CompanyC

All the time, but until there's a way to make sure that it's the environmental impact is is reduced dramatically, it's so yeah, that's where, you know, you see that as an.

00:41:46 Interviewee from CompanyC

That's that's and that was a societal yeah, that was people all over are looking at it saying that the environmental impact of this is it's a lot. Yeah. Let's calm down on that until it gets more efficient. So I I think you know there we you know that we have to make sure that.

00:42:06 Interviewee from CompanyC

AI that it it's the same that our that you we we we we we monitor and look at it yeah the way as it is.

00:42:13 Interviewee from CompanyC

Plans how we make sure that our we do but that that's that's a joint industry effort not not just manufacturing industry but our global tech industry effort to make sure that AI is developed runs in the most optimised way to avoid environmental impact. And when I look at some of the big tech this is a big thing on their radar.

00:42:35 Interviewee from CompanyC

So they're investing in really investing in.

00:42:37 Interviewee from CompanyC

This as well.

00:42:38 Interviewer

OK, OK. So I think you've answered one of my other questions as well. So I will skip that, so.

00:42:49 Interviewer

So next is about measuring AIDS impact on system ability. So of course we know that AI impacts sustainability, but there is always a gap in how we measure it. So in CompanyC, are you measuring it in some way like is there?

00:43:08 Interviewer

Even if you have a quantification of this measure.

00:43:13 Interviewee from CompanyC

We we measure what we can because obviously a lot of it we we're we're reliant on our tech providers providing us information because as you can imagine everything is built on our yeah, it's mbai system is built on a backbone or from a big tech provider. So so.

00:43:32 Interviewee from CompanyC

We can measure what we can, so yes, we are looking here. We measure type 123 emissions we so we we started we are measuring what we can measure and what information we can get. We still have gaps in the data.

00:43:46 Interviewee from CompanyC

And that's understandable because it yeah, it's it's still it's a very you know unique thing. So yes we know we know what the the cost of consumer you know a cost of consumption is on some of our on.

00:43:57 Interviewee from CompanyC

Our tech platforms.

00:43:59 Interviewee from CompanyC

But that's not the end to end impact. So we have already we're measuring what we can measure, what we need then really and this is where.

00:44:08 Interviewee from CompanyC

We keep the work. Yeah. Thing. And it's, you know, we need big tech to really provide us a lot more of the the end to end, especially when we look at generative AI, I think more classical AI is certainly easier to understand.

00:44:22 Interviewee from CompanyC

Consumption and you know the environmental impact on it, but with you know, if we look at generative AI, I'm not so sure you know anybody any big deck has the you know the the the end to end view of the environmental consumption or impact that it requires to train their looms.

00:44:43 Interviewee from CompanyC

Uh.

00:44:44 Interviewee from CompanyC

Which obviously are the the the backbone of any company and it it doesn't matter which tech provider, they're all in that same boat. So I think they're this is where we we are on the the right path. We measure what we can, but we need we need their support from our vendors to to really be able to manage the rest of it.

00:45:05 Interviewee from CompanyC

And some of it because and some of it because it's so new. Yeah. And and this, this this will also take you know time to be able to really get the true impact if I take, you know Co pilots or Gemini for Workspace or any of these.

00:45:08

Hmm.

00:45:19 Interviewee from CompanyC

Things can can you prove for example, you it's suppression that you know by spending less time. Do you spend by spending less time writing a, you know a document or only e-mail. Do you therefore environment you have an environmental impact saving by using a model.

00:45:40 Interviewee from CompanyC

Because actually you use less time, that's certainly what the tech providers are starting to think. But OK, proving that showing it, it's so early, I don't think anybody can.

00:45:50 Interviewee from CompanyC

Is asking ChatGPT and all for a question getting an answer more efficient than writing a Google search, doing a Google search in terms of environmental impact? I'm talking so.

00:46:03 Interviewee from CompanyC

That these are things that I I don't think anyone today really has a handle on, but I could argue, you know, yes, if you you know, if you get your answer first time correct.

00:46:15 Interviewee from CompanyC

Then that's better than writing. Adapting search after search after search. So I could I could I could. You know, I could see where the gum, but then they need.

00:46:27 Interviewee from CompanyC

To prove it.

00:46:29 Interviewee from CompanyC

And they're working on doing that.

00:46:30 Interviewer

OK working.

00:46:32 Interviewer

OK, this is actually really nice to hear. So we have come to the final part of our discussion. Now. I just want to discuss about the future. So looking forward, what opportunities do you see for enhancing these AI tools?

00:46:49 Interviewer

When it comes to sense stability to better support your stability objectives, is there a specific area where you believe AI could play a more significant role?

00:47:00 Interviewee from CompanyC

So I think, I mean, I think AI, when it's used correctly will drive efficiency and every time you drive an efficiency. So here we talk the environmental impact of course.

00:47:10 Interviewee from CompanyC

When you drive efficiency, you drive you, you, you, you by default you improve the environmental or you reduce the environmental impact because you're being more efficient you.

00:47:23 Interviewee from CompanyC

Your thing. So we have to make sure the trade off is correct. I think as well for me the the thing where I get more around where I can really help with it is your accessibility and inclusion for technology for society. Now there are risks and it has to be.

00:47:43 Interviewee from CompanyC

Managed properly and governed properly and.

00:47:45 Interviewee from CompanyC

So.

00:47:45 Interviewee from CompanyC

On, but I think you know they're getting accessibility to information, which is you can really support. So there's my, you know, when I look from a positive perspective, yeah, I think you know the the power to.

00:48:00 Interviewee from CompanyC

To to be able to, you know, spread technology information far wider is a lot more. And when we start seeing, yeah, the yeah. Yeah. The the rise of like change GPT, you know. And it's not just used by tech savvy people anymore. It's used everywhere by, you know.

00:48:20 Interviewee from CompanyC

By old age pension you old people, you, you know, you you you can see that power. But that comes with.

00:48:26 Interviewee from CompanyC

Great risk. And I that's more I see the benefits, but I see real risks as a society as well. You know the spread of fake information fake, you know, fake news, fake images, advanced cyber attacks. You know there there are a lot of concerns for me where we are.

00:48:47 Interviewee from CompanyC

Where we're going without.

00:48:49 Interviewee from CompanyC

Ensuring a level of regulation and responsible responsibility, but unfortunately we know that there are bad actors in the world who will will will use these technical advances for their for their, for their their needs and their reasons. So.

00:48:59 Interviewer

That's good.

00:49:09 Interviewee from CompanyC

We have to be.

00:49:10 Interviewee from CompanyC

Conscious of the risk.

00:49:12 Interviewee from CompanyC

So that's where I CEO AI has a great potential for society. It has a great driving efficiency if it's done correctly, our inclusivity, providing access to the information that nobody's ever had before are all good. You're really great to help. And I say, yeah, the more, yeah, more efficiency, whether it's in manufacturing.

00:49:32 Interviewee from CompanyC

You know production for our product.

00:49:35 Interviewee from CompanyC

Etc. All you can really see that this is really going to help, but let's balance the risks if it's not done right. There's there are lots of risks associated to it.

00:49:47 Interviewer

OK, So what you have provided is a more broader end general outlook of AI being used in the society. Is this something which you would say is applicable for within the organisation as well?

00:49:59 Interviewee from CompanyC

Yeah. It's any company. It's the same. Yeah. OK, maybe maybe fake. Fake images. Fake, I think is less inside inside, you know, inside the company. But you, you have the risk because actually if we think, you know, cyber attacks.

00:50:20 Interviewee from CompanyC

Phishing emails. Today you can sort of.

00:50:24 Interviewee from CompanyC

You can you can spot. You can spot relatively easy a a fake fake fake. Yeah, fake e-mail and so on. Yeah. OK, people do get suckered. But you can you can spot it whilst.

00:50:45 Interviewee from CompanyC

The the.

00:50:48 Interviewee from CompanyC

The the the next generation where people start using generative AI, it's very hard, which provides those risks. So there is a risk, you know, for people to do.

00:50:59 Interviewee from CompanyC

Evil against companies?

00:51:01 Interviewee from CompanyC

So it it applies, there's some of the same, you know, same risks you have to do it, but it's easier to mitigate risks.

00:51:08 Interviewee from CompanyC

Inside a company we can, you know, we as a company or any company can say we you know can put in place responsible AI governance structures, policies, rules, etcetera, etcetera, you know, so any company.

00:51:21 Interviewee from CompanyC

Do that so you can. You can control what goes, controls the wrong word, but you can influence what goes on inside a company. You can't influence the world. So for me, that's where we have. It's a bit easier to put in place than do the right things.

00:51:22 Interviewer

OK.

00:51:38 Interviewer

Inside the company, so a responsible use of AI is one of the opportunities which you identify.

00:51:43 Interviewer

For improving the AI tools within your organisation as well, am I correct?

00:51:47 Interviewee from CompanyC

Yes, yes, because all all should improve the improve the tools. It depends what you mean by improve the tools, but it improve adoption and use of the tools, yes.

00:51:56 Interviewer

You can.

00:51:58 Interviewee from CompanyC

Yeah, because and for the right things, I mean it's so we have to be, you know what I would say yes. By having, yeah, more more requirements to you know have audibility, explain ability etcetera. It improves the user experience of the tool.

00:52:17 Interviewee from CompanyC

Does it improve the tool itself? You could argue yes or no at all. I mean yes, it you know, in some respects, you know, then it hopefully would improve, you know, making sure that the, you know, the models will be even more accurate.

00:52:31 Interviewee from CompanyC

So but if you, I mean, we're already doing that. So, so maybe you know for some that aren't it's we'll we'll do. I think they're you know so there are some you know benefits to to definitely to say yes it's improved you know it's the but it for me it drives the you'd be the user adoption to make sure it's.

00:52:52 Interviewee from CompanyC

You have end users. It's the better, the better experience, the better knowledge, etc.

00:52:57 Interviewee from CompanyC

And and and you know the the the outputs of the tools should be improved.

00:53:02 Interviewer

OK, OK, that is great. So I think we've come to the end. So what is your reflection of this discussion right now, which we've had? Is there something which we have missed or something which is not in the interview itself?

00:53:18 Interviewee from CompanyC

No, I think that.

00:53:22 Interviewee from CompanyC

It's all covered. A lot of topics. I think for me it's always very careful here when we talk about sustainability is to talk wider. You know like that I think to you know so many people talk about sustainability and they are they they talk about you know just think about environmental impact and it's far wider.

00:53:41 Interviewee from CompanyC

Topic and environmental impact and that's where we you know it's always we have to be super careful not to do. Yeah. And you know it's using the right.

00:53:48

That's correct.

00:53:52 Interviewee from CompanyC

Yeah, I know. It's a yeah. You know, it's there are separate topics within sustainability. So you always have to make sure I refer to environmental impact, not just use the word sustainability because you're not. You're not you when you're talking, you've got to address the right things. And whilst they're all in.

00:54:10 Interviewer

That's true.

00:54:11 Interviewee from CompanyC

Interlinked. You have to make sure when talking about the specific topics. Yes, this is about the environmental impact or this is about the human you know, respecting, respecting human rights or so on and so on. So to you, break it down into into its component parts.

Coding

1. Governance and Compliance

- **Regulatory and Confidentiality Issues**
  - Documentation and disclosure
  - Intellectual Property and Confidentiality
  - Compliance with AI and GDPR regulations
  - Future regulations on environmental impacts of AI
- **Process and Documentation**
  - Data privacy tools and classification
  - Documentation for compliance
  - Certification and regulatory compliance

2. AI Integration and Operations

- **AI Integration in Business Functions**
  - Ubiquity of AI
  - AI in technology providers (e.g., SAP, Workday, Google)
  - AI for internal processes
- **Specific AI Applications**
  - Engineering support
  - Procurement and logistics
  - Customer engagement (e.g., Skywise) - perhaps do not mention this
  - HR and service operations (e.g., AI chatbots)

3. AI Innovation and Product Development

- **AI Products and Innovation**
  - Autonomous flight technology
  - Safety and operation enhancements
  - AI in military and helicopters

- **Technological Advancements**
  - Innovative uses of AI in various aerospace applications

4. Sustainability and Ethical AI

- **AI for Sustainability and CSR**
  - Conservation efforts (e.g., using AI in satellite imagery for wildlife)
  - AI-driven analytics for CSR
- **AI in Environmental Sustainability**
  - Frugal AI and environmental impact
  - AI in operational efficiency (e.g., fuel consumption optimization)
- **Ethical AI and Inclusion**
  - Ethical AI standards
  - Bias and inclusion in AI
  - Supplier expectations and human rights

5. Risks and Challenges

- **Risks of AI in Sustainability Efforts**
  - Ethical and Responsible Use of AI
  - Environmental Costs of AI Technology
- **Challenges in Measuring AI's Impact**
  - Dependency on Tech Providers for Data
  - Emissions and Energy Consumption
  - Generative AI's Environmental Impact

6. Future Opportunities and Broader Impact

- **Future Opportunities with AI**
  - Efficiency and Environmental Impact
  - Accessibility and Inclusion
- **Risks and Governance of AI**
  - Potential Misuse and Cybersecurity
  - Responsible AI Governance
- **Broader Interpretations of Sustainability**
  - Comprehensive Understanding of Sustainability is needed by all.

Themes Identified

AI-Driven Transformation in Aerospace

- AI Integration and Operations: Covers how AI is embedded in every aspect of Airbus's operations, enhancing efficiency and innovation.

- AI Innovation and Product Development: Discusses advancements in AI that drive new product developments like autonomous flight and safety technologies.

Sustainable and Ethical Deployment of AI

- Sustainability and Ethical AI: Focuses on AI's role in promoting sustainability goals, including environmental conservation efforts and reducing operational footprints.
- Governance and Compliance: Encompasses the regulatory frameworks, compliance with global standards, and the internal documentation processes that ensure AI's responsible use.

Navigating Risks and Challenges in AI Utilization

- Risks and Challenges: Addresses potential negative impacts of AI, such as ethical concerns, misuse of technology, and the environmental costs of increasing AI deployment.
- Challenges in Measuring AI's Impact: Discusses the difficulties in quantifying AI's full environmental and operational impacts, highlighting dependencies on technology providers.

Future Prospects and Strategic Directions for AI

- Future Opportunities and Broader Impact: Explores the potential of AI to further enhance operational efficiency, improve accessibility and inclusivity, and support broader societal benefits.
- Strategic Implications: Reflects on how AI could shape the future strategies of Airbus, considering both the opportunities and the risks.

Transcript

00:00:38 Interviewer

So I would like to start off with a question about CompanyB and can you describe a a particular tool or like maybe a few tools, few AI tools which is currently being used within COMPANYB and maybe later on you can also tell me where it is?

00:00:58 Interviewee from CompanyB

Being used and what their prime functionalities are. So yeah, maybe I don't have the view of whole COMPANYB because of course we are more sustainability function, so we are more like looking there and then.

00:01:17 Interviewee from CompanyB

In CompanyB, like we have been in general, using AI for a really long time before, like all of the generative AI and this text to speech, AI, all of these kind of things came along. Of course we are using most of these things for optimization of the networks and you know like energy.

00:01:36 Interviewee from CompanyB

Efficiency and all of those talking from a very general terms because I don't know like in business how.

00:01:42 Interviewee from CompanyB

They are using.

00:01:43 Interviewee from CompanyB

So quite widely used for mostly like for efficiency and optimization and so forth. But like now with this you know like more generalisation of AI in a way that both consumers and also you know like retail like.

00:01:50

OK.

00:02:04 Interviewee from CompanyB

Customers, but also like for example, all of the support functions which we call ourselves are able to now or using AI for for example, let's say reporting purposes like. So how do you make?

00:02:18 Interviewer

Thank you.

00:02:19 Interviewee from CompanyB

Report more sort of like, you know, automated in a sense. So, so. So that's. That's about it. So in a general way like for efficiency optimization automation, I think in more so like in the recent times more like this kind of general AI has been used for.

00:02:32 Interviewer

OK.

00:02:39 Interviewee from CompanyB

Like automating sorting process procedure.

00:02:44 Interviewee from CompanyB

Different part of like for example reporting data collections and and you know like maybe mapping of data and and so forth.

00:02:53 Interviewer

Later. OK. So anything in particular? So I was reading a annual report from CompanyB where it mentioned CompanyB Pallister.

00:03:06 Interviewer

Which was actually a little bit interesting. It's about autonomous network operations. So that was a bit interesting to me. So are you familiar with?

00:03:21 Interviewee from CompanyB

In in like maybe in the same level as as you are in a sense that that like because we are not so much into like in a very detailed level understanding like what it does. But exactly what you said in Ellis, Apollo star, it is like used for this kind of like optimization automation in the net in the infrastructure and then the network.

00:03:25 Interviewer

Yeah.

00:03:41 Interviewee from CompanyB

And so forth. So yeah, maybe I I am not, maybe the right person to say like, more from a business.

00:03:46 Interviewee from CompanyB

Point of view.

00:03:47 Interviewer

OK.

00:03:49 Interviewer

OK. So that is for that. So moving forward, do you have a particular process for documenting or publicly disclosing the use of AI tools in the organisation?

00:04:05 Interviewee from CompanyB

So now here again I need I want to refer it to the generative AI and not like AI in general because AI has we have been using AI like for a really long time. But we have now with this all of this more like.

00:04:20 Interviewee from CompanyB

You know, AI being very mega trend currently and being optimised everywhere. Yeah, we are in the process currently to make like a principles policy and maybe general guidelines on how to use AI for the for the employees for example.

00:04:40 Interviewee from CompanyB

What to use? Where to use? What cannot be used for example, and so forth. So we are currently like developing.

00:04:48 Interviewee from CompanyB

I think it was from last year we we kind of set up this kind of what do you call like the group working groups from different functions different like legal like business functions and to kind of like to develop these guidelines to and then I think it will be also public at some point end of this year.

00:05:08 Interviewee from CompanyB

Kind of show like what we do and like for example, but also for example I think ethical data and AI.

00:05:12 Interviewee from CompanyB

I like from more from like, not from the generative AI point of view, but this from the data and from a business point of view, I think we also have some kind of principles, if I recall right, you know Web page in the kind of telling like what kind of practises we have and what kind of principles we follow on that records so.

00:05:31 Interviewer

OK.

00:05:33 Interviewee from CompanyB

And we have like specific specific working groups and experts kind of from from different part of organisation already working for that for ethical data and AI. But then

the generative AI is something like it's a little bit something new. OK. So there has definitely been some some work on it.

00:05:42

The.

00:05:53 Interviewer

OK. And to clarify by AI, I don't necessarily mean just generate your AI, I can be machine learning models, you can even include chat bots and natural language processing and such. So currently from what you mentioned you are you mentioned.

00:06:12 Interviewer

A lot about how you're raising awareness about AI within the company right now and moving forward. You will be having a proper documentation procedure for the AI tools which you'll be using within the organisation. Am I correct?

00:06:26 Interviewee from CompanyB

Yeah, yeah. And then this is again like just reference to the generative AI, not an AI as a whole, because AI as a whole is not kind of used by all of the employees. Only like for specific. It's kind of used for by special expert expertise, organisation or business functions and so forth. So they should have something there already which for example.

00:06:47 Interviewee from CompanyB

Not everybody, not every employee needs to know, because of course we do not work with other forms of AI in a day-to-day basis. This generative AI, something which is like first of all is easily accessible. Anyone can have an access to it. So like in it is more kind of from a point a point of view.

00:06:55 Interviewer

OK.

00:07:04 Interviewee from CompanyB

That, first of all, you're not sharing any confidential information, but also that you whatever you are taking from that tools and that that kind of web pages, you know it's kind of like it just meets like certain criteria standards and so forth and you're not just putting.

00:07:20 Interviewee from CompanyB

That.

00:07:21 Interviewee from CompanyB

In different forms of like internal external, you know like.

Communications and so forth so.

Yeah. At least like I know that we there, there are like this kind of expert group who are looking this regulation that is coming regarding AI. And I'm sure like because there is legal and.

Everybody, of course.

Having a very close look at it, so it's definitely there is some kind of action plans to whatever is, I don't know. I don't know what what is, what does the regulation require in specific, but I know that there are like people kind of looking into it and then they're maybe developing action plans or whatever required from the regulation.

OK, OK, now that is good to know actually.

So for the next one, I actually would like a bit more details about the AI itself, because the I would like to know more about specific types of AI algorithms used, how privacy is ensured and if there are any inclusion and accessibility.

Considerations which you have.

Would you be able to give any information about that?

Yeah, I'm just kind of starting to feel that maybe I'm not the right person for this interview.

No. So for the there are two two parts.

Yeah, because The thing is like how how we are looking at the AI is we have a sustainability team which kind of looks into like general sustainability topics. Of course, AI is also part of it. So from like more like understanding of what are the.

00:09:27 Interviewee from CompanyB

Parts of that what are the risks? We are kind of aware of it, but then like, how do we implement any actions plan for especially because AI is kind of like new but also not new for Alice in a sense because as I said that we have been using AI, maybe it wasn't term as AI before, but we have been using that.

00:09:47 Interviewee from CompanyB

There was already processing and privacy certain topics like a it's a very material topic really, so we cannot in any form in any sense we we sort of like ensure.

00:09:57 Interviewee from CompanyB

That, you know, like privacy is maintained like the data are protected according to all the required regulations and so forth. But then as such like in in detail, I'm not maybe able to say how how it's done, how do we ensure it because maybe from a general form I can say that we have functions we look into we have the specific.

00:10:18 Interviewee from CompanyB

Kind of like privacy team who, who kind of reviews that on top of that, we have also business specific privacy security experts who are then looking into the business relevant risks and so forth.

00:10:19 Interviewer

OK.

00:10:31 Interviewer

OK.

00:10:33 Interviewer

OK, so please don't be scared, because the first fact is for my research questions in my thesis, I do have a little bit about AI itself before going into sustainability. So. So it's just to make the connect, it's fine. So for the next one.

00:10:48 Interviewee from CompanyB

Yeah.

00:10:54 Interviewer

Although I did go through the website and I did find some relevant information about this, I would like to hear from you what is eliseo's sustainability and CSR goals which are explicitly stated.

00:11:10 Interviewee from CompanyB

So at least like what we have like, let's call it like just the objectives on target. So in CompanyB, sustainability is looked at from four different lenses. So we have the as usual. So environment and social, but then we have like a digital because.

00:11:30 Interviewee from CompanyB

Of course we.

00:11:30

And.

00:11:31 Interviewee from CompanyB

Are working. We are this kind of organisation, ICT, telecommunication. So digital stability is also very, very important.

00:11:37 Interviewee from CompanyB

For us, I think for most of those companies, it falls usually actually in the social part of the digital part as well. But we have distinguished that. And then of course economically is also maybe something quite general.

00:11:49 Interviewee from CompanyB

If we look from the environment part and I think you have already seen that we have set the net net 0 go and also 2030 targets. So it's it's mainly about.

00:12:00 Interviewee from CompanyB

Making our own operations sustainable first, so kind of like optimising and modernising our networks because we of course all of those are very old technology. So kind of like, you know, modernising and making it more energy efficiency as possible. So kind of like moving to 5G and more efficient and so forth and then.

00:12:20 Interviewee from CompanyB

Reducing the emissions from a supply chain, so working together with supply chains to address this this.

00:12:25 Interviewee from CompanyB

Issues how we can and we do not. We have this kind of like let's say way that we do not want to punish anyone. We don't want to like you know shame or blame. But then we

want to work together with supplier collaborate to to really like you know find opportunities where we can work together to reduce emissions.

00:12:46 Interviewee from CompanyB

Or like find new new opportunities and and so forth. So that's like from the environment part. And also one thing that we have been following for really, really long time is the energy intensity because and of course it's linked to the to the one of the kind of goals because of course.

00:13:02 Interviewee from CompanyB

The efficient, the more efficient your your networks are, the more less energy it consumes. And so forth.

00:13:09 Interviewee from CompanyB

So that's the one from the investor, from the environment point of view and also another from the environment point of view is like we want to increase our.

00:13:18 Interviewee from CompanyB

Customer handprint, which is like I don't know if if if you if I need to explain what is handprint, but you know it's just like, yeah, you I think I'm sure you know it. So like one of the target for us has to also is to increase our hand as possible so that the customer can benefit from it as well. So that's also.

00:13:38 Interviewee from CompanyB

So that is one of the also.

00:13:40 Interviewee from CompanyB

You know, maybe in a similar way.

00:13:41 Interviewee from CompanyB

Like we're trying to develop working together with different types of, maybe even with the suppliers, because of course they're also we see an opportunities and also customers as well because customer is asking more and more information regarding like how do can we help them to be sustainable. So that's kind of very relevant. So that's like in the environment.

00:14:01 Interviewee from CompanyB

Point of view from the social part of your social one topic is to maybe increase.

00:14:08 Interviewee from CompanyB

Like this kind of discrimination, gender equality is one of our kind of, let's say, important topic. So we call it like DEI, so that inclusion and in regards to that and we want to actually have that throughout our own operation, but also the society, because of course being the communication company.

00:14:28 Interviewee from CompanyB

We see that we have we we can give a lot. We can also prove a lot of social impact, positive social impact to the society. OK, yes. So one of the topics is of course, as I think you have already seen, to improve the OR increase the women.

00:14:43 Interviewee from CompanyB

Supervisor in our company, there's certain targets that we follow. Then the other one from the society point of view is that we want to increase this network coverage of 5G so that everyone, so everyone has the same sort of like possibility, the same kind of fast Internet. So they are you know, it's kind of everybody's included. So it's kind of digital.

00:15:02 Interviewee from CompanyB

Close.

00:15:03 Interviewee from CompanyB

Sort of. So that's kind of like the, I think environment, the social. And then from the digital part, it's all about cyber security and and and also it's about the society in a in a way that first of all, how do we make our employees competent in understanding different cyber threats but then also how do we ensure the customer also understand this kind of cyber.

00:15:23 Interviewee from CompanyB

Threats and so forth.

00:15:24 Interviewee from CompanyB

So we have this kind of exercise that we do with our different kind of customers, kind of government organisations and whatnot. And then inside the at least, we have trainings regarding the cyber securities, different types of like the threat detection, different types of, you know, all of those. So that's kind of like the basic like.

00:15:46 Interviewee from CompanyB

Maybe the sustainability goals that you know that we we we do and that I think on top of that like whatever we do, we always want to have human rights as a like a you know a code of conduct and human rights as a, as a basis of it. So that like we are not you know we are not kind of.

00:16:05 Interviewee from CompanyB

Enabling any like illegal or bad kind of practises overall and also not impacting negatively to anyone in the society employees, our our value chain and so.

00:16:19 Interviewer

OK, that is great. That is very comprehensive and it's really nice to know that you are having a really multifaceted approach to this and not just about the environmental part, because I feel a lot of companies focus a lot on environment.

00:16:38 Interviewer

But really, lack in terms of inclusion and such, especially inclusion. So for the goals which you have stated and the initiatives that you have mentioned, do you have a specific time frame in which you want to achieve it? Like do you have a specific goal?

00:16:57 Interviewee from CompanyB

I think like as I said for the environment, we actually the for example this this SPDI set targets there actually 30 like short term targets that there's 2040 like a long term target. But then on general like our own specific targets are like these kind of short term. So it's under 2025.

00:17:07 Interviewer

OK.

00:17:17 Interviewee from CompanyB

So like.

00:17:19 Interviewee from CompanyB

Next year, for example, we, we already set it in 2021, I think. So it it's it's for 325 of course, but then we review it and maybe like update it as per what is required if certain certain things needs for that attention further you know like actions that that's get maybe.

00:17:39 Interviewee from CompanyB

Related, but yeah, at least for now, we have done 25 target for those and if we follow it like on a quarterly basis, some of them, some of the monthly basis.

00:17:42 Interviewer

OK.

00:17:48 Interviewee from CompanyB

So forth.

00:17:49 Interviewer

OK, so these targets are specifically for the environmental part, is it?

00:17:54 Interviewee from CompanyB

So this spti this net zero target is for environment. So that's like what I said 330 and 40. But then other you know this sustainability objectives that we have this I think eight of those we have on on four different topics it's on the 2025 most of them.

00:18:12 Interviewer

OK.

00:18:13 Interviewer

Must have been 2025. Wow. OK.

00:18:16 Interviewer

So would you, would you say you're closer to achieving them?

00:18:21 Interviewee from CompanyB

Some of them, I think we have already achieved it already. Yeah. So, but then yeah, we are like driving the actions driving the initiatives in that organisation. So yeah, like, let's see how it kind of comes.

00:18:24

That's great.

00:18:36 Interviewee from CompanyB

But we are keeping a positive attitude and just like working towards it, so hopefully we will be able to do it.

00:18:43 Interviewer

OK, that's great. That's great enough. OK. So moving forward, do you engage in public reporting of your sustainability or CSR efforts? I do see that you have a dedicated sustainability page, which is a really good way to start off, but I would like to know further, do you use a particular reporting standard?

00:19:06 Interviewer

And like for example GRI sasb.

00:19:11 Interviewer

Can you tell me more details about this?

00:19:14 Interviewee from CompanyB

Yeah. So until like when the before the CRV come across, we have been reporting with the GIS BSB at DCFD. What else? Also CDP we are reporting on that and also different types of bodies.

00:19:34 Interviewee from CompanyB

As well, we are reporting there.

00:19:37 Interviewee from CompanyB

I'm thinking like, what else if I miss something, I think those are about it. And then of course, we also respond to different types of indices. So, you know, the sustainalytics MSCI, there are these investor LED indices. I don't know where. So.

00:19:57 Interviewee from CompanyB

We also respond to that. So it's and then actually also you taxonomy is one thing that we also report with.

00:20:05 Interviewer

OK.

00:20:06 Interviewee from CompanyB

Yeah, I think those are about it.

00:20:09 Interviewer

Can you tell me the name of the investor LED framework which you mentioned?

00:20:13 Interviewee from CompanyB

This is they are called MCI.

00:20:16 Interviewer

Ohh, OK OK. I I think I read that in your web web page actually. So when will you have to report under CSR? Is it towards the end of this year?

00:20:22 Interviewee from CompanyB

Yeah.

00:20:28 Interviewee from CompanyB

Yes. OK. So first first, under the first wave.

00:20:32 Interviewer

Hmm. OK. And I I feel you are actually already prepared because you have been.

00:20:38 Interviewer

Doing this report even before CSRD I came into place, so I think you will be in a really good position. OK. So you you did mention that without delving into the very specifics of AI, you did mention that you are using AI and it is being used for.

Our optimization purposes, so I want to know if in what ways have these AI tools contributed towards sustainability? Is there any particular link which you have?

00:21:11 Interviewee from CompanyB

So we haven't been using AI that extensively. Let's maybe start from there. Actually, I remember now that what we this from this year's report, I don't know if you know Web page, it's available, but we use AI to generate our sustainable. There is a strong form of AI and actually we use that to generate.

00:21:31 Interviewee from CompanyB

Different languages as well. So in English, So what we So what we told a is that we get the report. So this is the report. Try to summarise it in a way that like 10 years for example. So there is something that we try to experiment.

00:21:47 Interviewee from CompanyB

As well and we are trying different types of AI2, for example, but we haven't yet implemented it fully in our operation for sustainability. But like last year, for example, this year also we are working with this kind of smaller companies or small projects where we want to.

00:22:07 Interviewee from CompanyB

Like take invoice data.

00:22:10 Interviewee from CompanyB

And from there try to identify like or let's say take the invoice data to calculate the scope 3 emissions so that you know like there is the the AI scans the invoice.

00:22:23 Interviewee from CompanyB

And then it will take like let's say, what is the product, what is the euro of product, if there I have the units, it will take it and then use certain emission factors and then calculate that sort of like the emissions, the idea we it didn't succeed as we had imagined it to be.

00:22:43 Interviewee from CompanyB

But the idea was that once we will have once the AI is kind of, it's populated with all of the kind of information it kind of gets kind of like optimised in a way that it kind of can predict.

00:22:55 Interviewee from CompanyB

How the mission might look like for us and and so forth.

00:22:59 Interviewer

OK. So is it more like your you were trying to use AI to build a trajectory of, yes, OK.

00:23:05 Interviewee from CompanyB

Yes. Yeah, to kind of like also know because what our goal is that we want to kind of calculate real time emissions, for example. So as it comes and how it is it is is like of course it is like the as the invoices comes it means like it's reported under our you know.

00:23:25 Interviewee from CompanyB

Financial accounting. So as it kind of reloads if the manager.

00:23:29 Interviewee from CompanyB

Something than we will also get like the emission accounting you know at the same time. So the idea is that we will have real commissions, development trajectory, real time emissions, but also trajectories. So this is the two different things. But yeah, it's it's it was very let's say maybe the tool was not.

00:23:52 Interviewee from CompanyB

Maybe ready in a sense that it was quite new and stuff like that, but but we are always trying to see and and look if there is something like you know for example we've been also thinking what we haven't done is that there would there be like for example a chatbot where which our sales or other employees.

00:24:11 Interviewee from CompanyB

Can use to find sustainable information.

00:24:15 Interviewee from CompanyB

Internally, you know like, OK, if some there is a customer asking for information, the chat bot would, they would ask the chat bot and the chat bot would kind of find them all the information is this and that, you know, like in, in a sentence or paragraph or whatever, or even like maybe send a link to a certain SharePoint.

00:24:34 Interviewee from CompanyB

Documentation platform. That's all it has been our thinking, but yeah, at the time, resource constraint always has an help to get it forward yet, but maybe in the future. But yeah, not yet.

00:24:48 Interviewer

OK, so you do have a lot of AI tools which are sort of proof of concepts right now, but you haven't implemented IT company wide.

00:24:58 Interviewee from CompanyB

No, no, I mean like now. Now I'm saying more from just a starting point of view we have we have like we don't even have like a proof of concept that we are not developing those AI tools.

00:25:09 Interviewee from CompanyB

We are looking for like we can collaborate with or work with so that their capability we can use their capability to develop our system and so forth. In CompanyB itself, we do have a lot of AI tools that is used.

00:25:25 Interviewee from CompanyB

I haven't used maybe any of them yet because it it doesn't fall on from my work. But yeah, but at least from the starting point of view, we have been like talking with some vendors, some suppliers or partners who does have those kind of capabilities and see like, OK, how can we utilise it? Can we even can we utilise it? Does it make sense?

00:25:46 Interviewee from CompanyB

And so forth.

00:25:47 Interviewer

OK.

00:26:19 Interviewer

And that the KPI's regarding this will also be asked to be reported in the future. So this this question was just to know if already you have this alignment sort of figured out. OK so we can move to the next one.

00:26:39 Interviewer

So.

00:26:40 Interviewer

This is this is also something which you don't really have to go very deep into AI, but I would like to know if you have identified any potential negative impacts of the AI tools

which are being used, especially in terms of sustainability. This can be either something which is actually.

00:27:00 Interviewer

Happening right now or you anticipate might happen based off of your own considerations like in short term, medium term or long term horizons.

00:27:12 Interviewee from CompanyB

At least how we have been discussing in our team is that at least with the current capability, we don't see that AI will replace like you know entirety of the work that we need to do like maybe like, you know develop excessive state report text and so forth.

00:27:31 Interviewee from CompanyB

But uh.

00:27:38 Interviewee from CompanyB

I don't think that we have been already seeing or like you know or like at least in that's it's there is the discrimination and and biasness in the text for example, especially now talking about the text part that it's not it's not reliable.

00:27:56 Interviewee from CompanyB

In a sense, it needs human intervention, so kind of like.

00:28:02 Interviewee from CompanyB

There is a question that does it at this short term that has will it or or has it even made the work kind of efficient because then you have to intervene. You have to review that the like whatever we do are correct and so forth. But in the long term, because of course AI is.

00:28:22 Interviewee from CompanyB

Search the tool that kind of like learns by doing.

00:28:25 Interviewee from CompanyB

Sense. So as there are more prompts as there is more intervention, maybe in the future it does help to automate make things faster, easier and like kind of you know the resources might be used for something, some other development and so forth.

00:28:47 Interviewee from CompanyB

But yes, it's hard to say because we haven't used it that much, at least with what I said. The project that that we did it, it kind of came to this season that that tool was or that AI platform was not ready and and we couldn't trust it because like you know.

00:29:08 Interviewee from CompanyB

If you you can imagine we have 5000 plus vendors then it means like there's like thousands and thousands of invoices. So if you have to kind of review each line of invoice to ensure that.

00:29:21 Interviewee from CompanyB

Kind of is reading it properly, for example. So in a way that the question is that first of all is the bias and discrimination part of you like how how like on what is the commands based on it depends on that and the second of all is the question of currently it.

00:29:41 Interviewee from CompanyB

Hasn't, at least for us, optimised or made things a bit easier? It doesn't require human intervention, but then will that turn out in the future that you know it will be for good? You know, like that? Yeah, but that's that's that's at least the the thinking.

00:30:00 Interviewer

OK, so currently in the short term, you don't really see as many negative impacts as such?

00:30:09 Interviewee from CompanyB

Currently I would say in in short term like there are some impacts as I said like business and then also maybe like not making things easier as it should. So you cannot rely.

00:30:13 Interviewer

Devices.

00:30:20 Interviewee from CompanyB

Reliability is maybe like they say also like a problem in the short term. But then in the long term, maybe these things will change because of course like there is a regulation coming that means like all of those kind of companies who develop.

00:30:36 Interviewee from CompanyB

On the AI or in general how we are using AI, there would be some guidelines and you know like specific things that you have to follow. So maybe that will change if we're positive, but it's yet to see. But at least in the short term I could say that there are still some kind of like unknowns and you cannot trust that 100% at least in our.

00:30:56 Interviewee from CompanyB

Work that we have been doing.

00:30:58 Interviewer

OK. So just to know a little bit more, you mentioned biases. What kind of biases especially and in what is domain do these biases?

00:31:09 Interviewee from CompanyB

So it's kind of like, how would I say now?

00:31:14 Interviewee from CompanyB

More like in different geopolitical contexts. Maybe there might be a biases. Maybe in equality point of view, you know, like I don't know, generic quality point of view. There might be a biases.

00:31:31 Interviewee from CompanyB

And maybe not not. It's not like you. You cannot use AI in all of the different languages. English might be very good, but that like maybe not for not for all of the languages. It's kind of made yet.

00:31:44 Interviewer

OK.

00:31:45 Interviewee from CompanyB

That's kind of also I was in our term, we would say it's not inclusive enough you know because of course in COMPANYB we try to be digital inclusion. So like everybody has the same type of access to everything.

00:31:58 Interviewee from CompanyB

So. So in that way, I would say, yeah. But I would say like, like AI has a lot of capabilities actually in, in general like you know to it's from the environment point of view to even like social society point of view there, there might be a lot of things, but at least the things that I have been hearing or listening in general.

00:32:18 Interviewee from CompanyB

Regarding AI, the focus of of utilisation of AI has been in.

00:32:23 Interviewee from CompanyB

Maybe like a bit different type of this, maybe more like capitalist type of thinking or like basis based on like more consumerism and these kind of things whether it could be used for something that could be impactful towards the betterment of society or environment and and you know like.

00:32:43 Interviewee from CompanyB

General population. So that's my concern actually, because recently I've been listening and hearing like, you know what?

00:32:51 Interviewee from CompanyB

How is AI used correctly, you know, and a lot of the things.

00:32:55 Interviewee from CompanyB

Are used in.

00:32:55 Interviewee from CompanyB

The games gaming industry and and and like and I'm I'm a little bit apprehensive thinking that OK, is that a better of course as things changes.

00:33:08 Interviewee from CompanyB

All of the things are utilising different aspects, but at least from maybe I'm a bit biassed, thinking from sustainability all the time, because for me it's important like what we do for this planet and also for the people society in general. So I think that, you know, I would have thought that I would be in a better.

00:33:26 Interviewee from CompanyB

Use and or better discussed for medical purposes or in what it is being used. But.

00:33:33 Interviewee from CompanyB

You know, maybe the focus could be there and and you know other.

00:33:38 Interviewee from CompanyB

Things and connecting people more so and maybe like in generally like in the worldwide maybe having equality for everyone in the same way you know and and maybe so forth.

00:33:52 Interviewee from CompanyB

But yeah, maybe that's maybe I went a little bit overboard with my emotions. That's, but that's what I think. And maybe like, yeah, people have to make better decisions. Company has to make a better decisions on maybe thinking like what? What would be more impactful in a way to use air? Because I think it is a very powerful.

00:33:56 Interviewer

No, not about it.

00:34:13

School.

00:34:14 Interviewee from CompanyB

If used in a better way can be.

00:34:17 Interviewee from CompanyB

Very impactful. If not, then maybe it's just one waste of resources.

00:34:23 Interviewer

That is very true. It really needs to be used more responsible, and perhaps in a way where it has more impact than very trivial things. Yeah, but I guess everyone use it for fun as well. So anyway.

00:34:42 Interviewer

So apart from the.

00:34:48 Interviewer

Sustainability goals, which you already have and how we have talked about AI. This is something which you can be a little bit more creative. Have you ever considered that the AI tools which are being used in COMPANYB?

00:35:07 Interviewer

Might affect other stakeholders positively or negatively, like these stakeholders can be local communities, employees or even the broader ecosystem as well.

00:35:19 Interviewee from CompanyB

I don't think that because as I said, we have a like though like a first of all approval system and then review process and also governance is quite strong in that area as I said like because AI has been in Alaska for a really long time and that's already.

00:35:39 Interviewee from CompanyB

Order, for example, privacy team, cybersecurity and data data team. So there is a proper governance, nothing just it can. It cannot just go just about it. So. So I don't think that we do something.

00:35:50 Interviewee from CompanyB

Because.

00:35:51 Interviewee from CompanyB

We also have authority who we need to sort of like respond to in Finland, for example, so at least I I I think there is not anything that would impact but like anything like with the Internet social media like you know this digitalization, there is always some negative impact.

00:36:11 Interviewee from CompanyB

Is not used in a, you know, like a proper way, because of course one can say that because we are the sort of like enabler or contributor for the digitalization world, you know like we have impacts for example on children, you know.

00:36:29 Interviewee from CompanyB

So in a similar way, it can be maybe translated to that, but as such I would. I don't think that we can. We have like currently or in the future will have anything that would directly impact in a way at least we do not try to contribute to it directly. But then as an indirect way of course like because of the nature of the business.

00:36:29 Interviewer

OK.

00:36:50 Interviewee from CompanyB

There could be something, but yeah, I don't. I don't think there is currently anything that kind of would go beyond like all of this thing because there is as I said, lot of cheques and balances that goes in whatever we are developing and so forth, so.

00:37:05 Interviewer

OK.

00:37:06 Interviewer

Hmm. So I guess I do have the answer for the next question answer. So my next question was if COMPANYB has a proper methodology for measuring the impact of AI tools on sustainability and if there is a specific way where you're how you're tracking this and quantifying this effects. But from the conversation?

00:37:27 Interviewer

I actually understand that although you do acknowledge the positive and negative impacts, currently the impacts aren't quantify.

00:37:39 Interviewee from CompanyB

Yes, yes. Yeah, yeah.

00:37:41 Interviewer

So most of them are.

00:37:44 Interviewee from CompanyB

Significant point of view that we haven't quantified, what is the impact for us, but that definitely from a from a business point of view, we do see that there is an impact in a

way that it is a, it could be a future opportunity for us, but also something that we have to maybe like utilise very carefully in a sense. But at least for sustaining point of view.

00:38:03 Interviewee from CompanyB

We haven't quantified what it would be or what it could be, or we don't see it like maybe.

00:38:09 Interviewee from CompanyB

Implemented in full blown scale and sustainability at least.

00:38:13 Interviewee from CompanyB

In our work.

00:38:14 Interviewer

OK, so currently no quantification, but you can speculate based off of theory and observation as to OK, this can be the impact. OK, OK, currently, OK, so.

00:38:29 Interviewer

So looking forward, do you, what opportunities do you see for enhancing current AI tools or even for new ones to better support your sustainability objectives? You can also say if there are any specific areas where you believe AI could play a very crucial role.

00:38:50 Interviewer

A much more significant role.

00:38:53 Interviewee from CompanyB

Yeah, maybe like at least how? Because what we have done, as I said is mostly from environment point of view to understand the impact. So maybe like in that area like developing more sort of like a maybe tools or or ways of working in a sense maybe like an engagement tool with suppliers.

00:39:13 Interviewee from CompanyB

And and and creating more transparency to the different tiers of suppliers because of course.

00:39:19 Interviewee from CompanyB

We know who we work with, but we do not do not know the all of the layers of suppliers that are underneath that. So maybe kind of maybe creating more transparency, maybe engaging with different types of our value chain workers even and maybe like also identifying risks from an environment point of view.

00:39:40 Interviewee from CompanyB

From, like human rights point of view, like, you know, maybe that kind of direction could be, but also like I don't see it happening, but maybe like something.

00:39:52 Interviewee from CompanyB

Something could be is to go also provide this like how can we reduce emission? What are the ways? What are the opportunities so kind of this kind of interactive sort of like a platform would be maybe helpful. I know there are already some of it. We have been looking already in the market.

00:40:12 Interviewee from CompanyB

That that kind of enables already, but.

00:40:15 Interviewee from CompanyB

It's quite generic, it's it's not like your business specific or your because.

00:40:22 Interviewee from CompanyB

You know, even though like as you know, like environmental emissions, it's kind of like very like term that can be very easily interpreted like across the geography, different industry but also like actions needs to be done individually by each companies are be separated from each other. So there are these specific actions for let's say telecom.

00:40:43 Interviewee from CompanyB

Telecommunication industry that that is headquarter in Finland for example versus what it would be for example.

00:40:50 Interviewee from CompanyB

Because the impacts in Netherlands with with this same investment be a little bit different than for.

00:40:55 Interviewee from CompanyB

Example what we.

00:40:56 Interviewee from CompanyB

Would have.

00:40:58 Interviewee from CompanyB

So more sort of this kind of like customised and more these kind of tools would be maybe very helpful because.

00:41:06 Interviewee from CompanyB

Everybody is setting as you know, net 0 go and and so forth. So we would need and then as as as you have maybe heard anyways that all the company has limited resources, limited people. So maybe something to make it more resourceful. So how we utilise you know like.

00:41:27 Interviewee from CompanyB

AI to me.

00:41:28 Interviewee from CompanyB

We.

00:41:30 Interviewee from CompanyB

Automate our process. Automate the findings. Finding opportunities, engaging with stakeholders, finding the risks, finding the opportunities, and they're mitigating the overall like negative impacts. I think that's might be something that's a big is a big, big hole that is currently for more than the company in general.

00:41:51 Interviewee from CompanyB

So maybe that's the thing.

00:41:53 Interviewer

OK so.

00:41:56 Interviewee from CompanyB

One second, I have one call, I will just.

00:41:57 Interviewer

OK, sure.

00:43:34 Interviewee from CompanyB

Sorry, yeah.

00:43:36 Interviewer

No worries, no worries. So have you. Also, so you mentioned AI being used for planning some of these sustainability initiatives also, am I correct from what I understood. OK.

00:43:50 Interviewee from CompanyB

Yeah.

00:43:52 Interviewer

And this is actually something interesting because a few of the other companies also mentioned the same thing about how AI can be used to how they would want AI to be used for even planning out sustainability initiatives for.

00:44:05 Interviewer

Having a trajectory based off of real time data, so that is actually a really nice to know that this is something which is not just a one off thing. This is something which many people do want. So apart from just CompanyB, is there particular?

00:44:09 Interviewee from CompanyB

Yeah.

00:44:24 Interviewer

Role which AI like according to you. This is also something where you can be very creative. You can be very theoretical or even futuristic. That is fine. So AI's role in sustainability which you think is important in this particular sector of business, not just COMPANYB.

00:44:32 Interviewee from CompanyB

Yeah.

00:44:42 Interviewer

Company you can talk about like because Eliza is involved in a lot of digitalization, telecommunication entertainment. Also you can talk about that sphere in general.

00:44:55 Interviewee from CompanyB

Yeah, I think maybe like I have already talked about now like the supply chain point of view, but maybe the customer as well. So can be used for because as you know, like COMPANYB has also another arms which is like international.

00:45:04 Interviewee from CompanyB

Business so like which is like software, you know it kind of companies where we have like our daughter companies and there we have actually already working in a way that would have customer and sustainability like journey. So for example optimising their like production line or like you know.

00:45:25 Interviewee from CompanyB

Utilising like how to reduce the waste or how to like.

00:45:33 Interviewee from CompanyB

Just a second.

00:45:36 Interviewee from CompanyB

Yeah, I'm.

00:45:37 Interviewee from CompanyB

Sorry.

00:45:38 Interviewee from CompanyB

So like we have already worked that. So maybe I would think that one of the area is also like not only look into your own operation but also how how can?

00:45:47 Interviewee from CompanyB

These kind of companies IIT companies in general, software companies in general could enable customers to maybe identify opportunities where they they can like do better in sustainability. It could be like environment point of view, their operational point of view.

00:46:04 Interviewee from CompanyB

To yeah, maybe in in that. And also like we also have like one company which works for example on this kind of like risk management this this. So maybe there as well like already predictive.

00:46:19 Interviewee from CompanyB

Sort of like giving this predictive. What is it analysis of and then maybe how can you you maybe kind of mitigate or avoid any kind of you know missed mishaps or anything like that. So maybe in that area it would be also beneficial?

00:46:40 Interviewee from CompanyB

Yeah, I think like and of course I already talked about like you know our own operations and supply chain and so forth, but.

00:46:47 Interviewer

How do you feel about AI being used for? Think about scope 3 emissions because scope 3 is something which is probably one of the most difficult to calculate and even quantify.

00:46:58 Interviewee from CompanyB

Sweet.

00:47:00 Interviewee from CompanyB

Yeah, but that's what I was saying about like, supply chain. So first of all that what I said, we have already worked with that.

00:47:07 Interviewee from CompanyB

So for first of all from invoicing point.

00:47:09 Interviewee from CompanyB

Of view, OK, you.

00:47:10 Interviewee from CompanyB

Did I will say that to calculate the scope 3.

00:47:14 Interviewee from CompanyB

And yeah, that's the the exercise that we have done last year, for example. So kind of going to the same direction having this more capable capable tool where human intervention are not required, but you can trust the data that you can trust, trust the system. Because I know in for something financial.

00:47:33 Interviewee from CompanyB

Accounting and finance.

00:47:34 Interviewee from CompanyB

So departments AI is already used for this kind of capability in a way, but then in sustainable sustainability like lack of work I have. I know that there are companies doing that. So from scope point of view reducing emission point of view, forecasting your emissions.

00:47:55 Interviewee from CompanyB

Everything like that, but I have I am yet to trust anything.

00:47:59 Interviewee from CompanyB

You know like that and also like as the requirement of sustainability reporting or sustainability, your information is kind of extending because it's it takes a lot of people and time to sort of respond to, for example, different types of this.

00:48:18 Interviewee from CompanyB

What do I say like that? This is standard. So Gerard is a report create because CSR is already a lot.

00:48:25 Interviewee from CompanyB

Of.

00:48:25 Interviewee from CompanyB

Work and then on top of that, if you think that you have to do like Jerry reporting CDP reporting, there's some kind of tool that would map already your.

00:48:34 Interviewer

OK.

00:48:35 Interviewee from CompanyB

And sort of like formats, because of course you prepare one thing, but then you have to because it's the same information, but then maybe different ways. We have responded a little bit differently. So you know, so maybe that would be also very useful. This what I said about the indices.

00:48:43 Interviewer

And.

00:48:53 Interviewee from CompanyB

According to the indexes, is also very, very like time consuming because again, it's the same information but then ask in different way from different indices point of view. So some kind of tool to that will interpolate or map your response from 1 standard to different standards different.

00:49:10 Interviewee from CompanyB

You know, and then may be able to pull the data from your internal system. Something would be useful.

00:49:17 Interviewer

This is actually a really nice idea.

Transcript

Interviewer

So the first question will be. I want to ask you if you can describe the AI tools which is being current. Used in your organisation and a bit more details about where it is being used and their primary functionalities. So for example these tools can be like AI tools which you are using for predictive maintenance for customer service enhancements or supply chain optimizations and such.

Interviewee from CompanyA

Yeah. So it's not regarding ESG, no, it can be in any other department.

Interviewer

Yes, of course you're right.

Interviewee from CompanyA

Yeah. So we're using it for the pricing. So in order to analyse the the pricing of the products and to be able to to adapt our pricing to the current state of the market.

Interviewer

OK.

Interviewee from CompanyA

We also use like chatboard or yeah, this kind of interactive tools with a custom.

Interviewer

OK.

Interviewee from CompanyA

In order to so, for example, everything related to the customer. So I don't know the customer questions or when there is something in the web. So we are using this. Database to answer its questions regarding our products, the price, the the comments of our other customers. So we are using it too and also. We have but. I'm not sure if it's still working, but in internal chat bot. In the IT department, in order to answer all all the questions regarding it. Problems. So when someone had an IT problem, usually we write to the department, but then they put in place in place and this chat bot so they can. They can have the best answers like QA, QA questions.

Interviewer

OK.

Interviewee from CompanyA

Regarding human resources, I don't think we are using it for the moment. No. I don't think so. And then in all, so in the logistics also. So for the automation, automation, automation of the. Of the roots. I don't know the name the of the. So all the logistics detached. The parents? Yeah. The road. Yes. And the.

Interviewer

Is it like a root canal? OK.

Interviewee from CompanyA

But this is external external. It's not our company that make it, but we are working with logistics supporter external and so they're working with it.

Interviewer

OK.

Interviewee from CompanyA

And then regarding sustainability, we don't have anything for the moment. We have a carbon footprint.

Speaker

Cool.

Interviewee from CompanyA

But for the moment, we are not using artificial intelligence, it's more like we are collecting data and then we we can do some trajectories so know which we our targets and objectives in the in next years regarding.

Speaker

Hmm.

Interviewee from CompanyA

Our actions, so regarding our sales or our energy consumption or whatever. But for the moment, this is not using artificial intelligence, but now we are looking for a tool. So we are doing a benchmark.

Interviewer

OK.

Interviewee from CompanyA

For the corporate sustainability reporting, and I know that most of the tools use already artificial intelligence for this for the trajectories and the for all the data simulation and so on. But we don't have it for the moment.

Interviewer

MHM.

Interviewee from CompanyA

But the idea is to have it next year, so we want to to start the project in September, October this year and to implement the tool from last from next year.

Speaker

Thanks.

Interviewer

OK, this is great. And and you also have under your business activities one umbrella called new mobility and especially via ID. So is that something which you acquire startups and? UM is is there any AI which is which you're using over there?

Interviewee from CompanyA

In business intelligence, you said are.

Interviewer

Yes.

Interviewee from CompanyA

We have an Intel, so it's we are working with a company that it's called Tableau. It's a French company.

Interviewer

OK.

Speaker

M.

Interviewee from CompanyA

Tableau. Yes, for all the business intelligence regarding the the offer. So it's more related to the. It's not only the offer, because yes, we are. So we are, we have lots of data regarding the product, the offer etcetera, but also about the sales that turnover. So we are using Tableau for the collect and visualisation of all the sales in the company and also now we have developed an area that it's regarding to we call it positive so positive. Impact turnover. So it's what we call our or we can call it responsible turnover. So we have like all the products that have a better impact on the environment. And and so this is also in Tableau.

Interviewer

OK.

Interviewee from CompanyA

So yes, this this tool it it use also. IE. In. Yeah, to do them above all to to calculate all the. All the trajectories and and the data regarding the the sales and the turnover.

Interviewer

OK, that's great. So moving on, so does mobilia have a formal process for documenting or to publicly share the information about the use of AI tools, the tools which you have described right? No. So for example like do you include mentions of a applications in your annual reports or in sustainability disclosures? I did go through the non financial reports for the past two years and I in in those reports particularly I. I don't think I have. I saw mention of AI.

Interviewee from CompanyA

No, I think there is nothing effective maybe. I I should check. But I don't think there's nothing formal or like document or database where we take into account this process and so in our in our annual report, it's not. There for sure, but then neither. Internally, I think we have something. Because we, we we. Have like an IT department, so it's a intern. National IT department that centralised all the information and then in in in each country or business unit we have also IT IT departments but the the, the local IT departments are more specialist in support.

Speaker

OK.

Interviewee from CompanyA

More than software developing development or whatever, but they can also have some some local project because for example I need. I know in Spain we had a an artificial intelligence project regarding the chatbot. It was in Spain. But I'm not sure if they have centralised all the informations or the international but also the local and that they have documented all this stuff. I don't think so but I can check because I don't have this information. I have never seen it so I think we don't have.

Interviewer

OK.

Interviewee from CompanyA

Anything but I can.

Interviewer

OK, you can maybe you can check this later. I will also send a link which is more about the registers which I'm talking about. So this is an example of. How Amsterdam, the city of Amsterdam over here is using AI and publicly disclosing it. This this might be a bit the part where the citizens also have a say in how the air works is might be a little bit far fetched for a business, but then the disclosure and the transparency part, you can actually read about it from here. So this is particularly important because a few days ago there was another law which was passed which said that there is a necessity for harmony standards when it comes to AI implementation and these registers will probably be. Or also mandated like how the CSRD has come into place this year.

Interviewee from CompanyA

What is the algorithm register? What information can I find? Into another view. By the city of of Amsterdam we have.

Interviewer

Yeah, so that example is from.

Speaker

OK.

Interviewee from CompanyA

OK, OK.

Interviewer

OK, so this we can get.

Interviewee from CompanyA

But what what? Did you say that it's going to be compulsory regarding the CSD?

Interviewer

Yeah. So similar to CSRD right now there is there was there are a few laws which were passed a few days ago, the UAI Act. So in in this particular act, they are requesting that companies maintain a a harmonised standard when it comes to being transparent about their AI usage.

Interviewee from CompanyA

OK.

Interviewer

So this might.

Interviewee from CompanyA

But this is you mean? Yes, I understand. So this is more related to ethics.

Interviewer

Ah, yes, yes. Being transparent about the AI usage like, yeah, ethics, data privacy and such.

Interviewee from CompanyA

OK, OK, I understand.

Interviewer

OK. So maybe we move on to the next one.

Interviewee from CompanyA

And for example, yes you are right, because in the this we could for example in our annual reporting, we don't have anything regarding this, but it can take part of our risks.

Speaker

So are you.

Interviewee from CompanyA

So yes, it can be something to take into account, OK.

Interviewer

OK, so for the next one you described a few of the AI tools in in the first question. So for one or two of the tools which you had mentioned, can you maybe delve into the specifics like what kind of AI this is or if if you are familiar with the? Algorithms which they are using and how data privacy is ensured like any inclusion and accessibility considerations.

Interviewee from CompanyA

Inclusion and accessibility in the sense of. Diversity or?

Interviewer

It can even be in the sense of yes, diversity, yes. So but, but mainly with regards to how it ensures privacy also.

Interviewee from CompanyA

I don't know the detail exactly, maybe I don't know how it's working exactly. And regarding the the data protection for example. So I don't think we take like any sensible data. Because it's more regarding the product and the turnover and the pricing and for example regarding the the customers like we have a very. Am exclusion GPD protocol? I don't know how it's close or data protection protocol.

Interviewer

GPR. Is GDPR the one you're talking about or is there OK?

Interviewee from CompanyA

Yes, yes, yes, terrible. Yes. And so this this protocol we we have from many years and we have some audits regarding this so usually. It's taken into account also in the artificial intelligence project.

Interviewer

OK.

Interviewee from CompanyA

Then so I cannot tell you specifically what kind of data or what kind of processes, because I I don't know it in detail, but I'm. Sure. That all the data protection protection is taken into account then, so it can. We can have some risks because, for example, we had a cyber attack.

Interviewer

OK.

Interviewee from CompanyA

Last year and so there, but this is not related to artificial intelligence. So this is another kind of risk.

Interviewer

OK, OK.

Interviewee from CompanyA

But yes, this is taken into account in in all the projects and processes, so also the.

Interviewer

OK. And as part of the risk management practise you mentioned you have you conduct regular audits, am I correct?

Interviewee from CompanyA

MHM. Yeah. So I I know that there is like an internal internal audit. So we have a response. So we have an international cyber risks department. We have an international risks department and we have two people specialised.

Interviewer

OK.

Interviewee from CompanyA

In in cyber IT etcetera and so they do all the internal internal control environment and they and they make the risk analyse and so on. And then also we have external. Got it. So I. Think. I don't remember exactly because it depends on the country, but in Spain we did it like every two or three years. And in the international?

Speaker

Yeah.

Interviewee from CompanyA

I'm not sure, but I think it's every we 2, two or three years. We have also external audits.

Interviewer

OK. And you, I'm guessing you also get feedback from these audits as to how you can after this, OK.

Interviewee from CompanyA

Yes, exactly. OK, yes. So we we they ask as many points and then what is what is going fine, it's OK. But then there are like many tips or actions plan action plans that we have to put in place. And so we have to define. Responsible and and and and and then date and yeah. So we have to manage it.

Interviewer

OK. So actually I was looking for a bit more specific information about some of the tools which I had mentioned, but I guess it's it's fine for now. We can move to the next one and the next question is about the more previous explicitly stated.

Interviewee from CompanyA

Yes.

Interviewer

Sustainability, or CSR goals. And if I'm not wrong, most of them are described in this link, right?

Speaker

Hmm.

Interviewer

Is there anything uh which is missing here or which has not been stated in this? Particular web page.

Interviewee from CompanyA

So climate change? Making mobility more excessive like. So this year, I think this is not actualized maybe.

Interviewer

Oh, OK.

Interviewee from CompanyA

Yes, yes, yes. So the circular economy? Yes, because our priority this year is circular economy.

Interviewer

OK.

Interviewee from CompanyA

And we are going to start working also in so in climate change we have been working in mitigation, but we have we are going to start working in adaptation this year. And also we are going to start working in biodiversity.

Interviewer

OK.

Interviewee from CompanyA

That it's not there, I think so. Adaptation biodiversity and circular economy are like the three main subject. For this year. And also yes, like sustainable mobility, I don't know if. It's there. But you know so all related with bicycles or electric car or so all the sustainable mobility that is changing in the market.

Interviewer

So the main focus, apart from the other information which is given on this web page, you are emphasising the circular economy part, right?

Interviewee from CompanyA

Yes. Yes. So the main subject for this year is circular. And then adaptation and some some some products via diversity because it's we are we don't have a lot of impact, but we have to to measure and manage it.

Interviewer

OK. OK, the actually the circular economy is pretty great, especially when it comes to auto parts and servicing.

Interviewee from CompanyA

Hmm.

Interviewer

So apart from these goals, like can you discuss any specific targets or deadlines that the company has set? Like for example carbon neutrality? By player.

Interviewee from CompanyA

Yes.

Interviewer

I'm not wrong, I'm a 55% reduction in carbon footprint by 2030, right?

Interviewee from CompanyA

Yes. Yes, the feet and so. So we have like 5% reduction of our carbon footprint every year.

Interviewer

Hmm.

Interviewee from CompanyA

So I'm I'm looking for the document. Yes. So yeah, it's a 5% carbon footprint, 5% of energy consumption also.

Interviewer

OK.

Interviewee from CompanyA

We are starting to measure, so I don't know how to say this in English. The carbon intensity of the. Carbon, yeah, carbon intensity of Net margin. So we are trying here. We are trying to measure the impact of our offer relating to the pricing.

Speaker

Work.

Interviewer

OK.

Interviewee from CompanyA

So we calculate the the intensity, then uh. Kilogrammes of CO_2. By. EUR of the margin Net margin, you know.

Interviewer

Net profit margin or OK?

Interviewee from CompanyA

Yes, yes. Next traffic pattern. So here we can measure, we can take into account criteria like the pricing. So if we have to put a higher price in the more the the more. The products that are polluting more or you know like we can play, we can manage the pricing regarding the more sustainable or more impact products. So we're starting, yeah.

Interviewer

OK.

Interviewee from CompanyA

So for example, if a product has a better impact on the environment, it should have a better pricing, but it doesn't have to impact our margin because we don't have to. To to lose money so. OK, OK. But for the customer, it has to be. A good option? Also regarding the pricing.

Interviewer

Ohh OK. Mm-hmm. That's understandable. In the supermarkets also, they actually share how much carbon dioxide is produced in the production of lip product, but then the problem is the ones which have less carbon dioxide emitted actually price more so.

Interviewee from CompanyA

Yes. Yes, usually it's like this. So we we have to manage it and see how can we. The benefit for the customer so they can choose better products.

Interviewer

Yeah, this is actually really nice. OK.

Interviewee from CompanyA

Yeah. And also we have another target that it's the what I told you before, the positive impact turnover or it's possible to know, I don't know. So we have like for example clean mobility, so everything related to bicycles because we sell bicycles. We repair them, so this should be considered a positive turnover. Or for example, we have some services that are cleaning.

Speaker

Your.

Interviewee from CompanyA

Car motor and then you are going to emit less emission and less pollution. And so this kind of products and services and we have defined them as positive impact turnover. So we have also goals related to this.

Interviewer

OK, OK, this is good. OK.

Interviewee from CompanyA

So for example, this year is 13% of our turnover is made by yes.

Interviewer

Oh, OK. Ohh 13 percent is quite good.

Interviewee from CompanyA

MHM.

Interviewer

OK, so moving on, do you engage in public reporting of your sustainability or CSR efforts and if if you do so, do you follow any established reporting standards like for example GRI says?

Interviewee from CompanyA

Yes, yes. Exactly. So now or until now, we are following the GI Global reporting and from this year we are starting to be aligned with corporate sustainability reporting. And so for for us, we will be impact for this directive.

Interviewer

Oh, OK.

Interviewee from CompanyA

No 26 because our our report it's from October until September. So our fiscal year, it's not the natural year. So as yeah as a directive impacts us in 2025.

Interviewer

Oh, OK. Ohh OK.

Interviewee from CompanyA

We start our fiscal year in. In October, so we don't have to report in the CC-30 way until 2026. So we have still two years of normal report, let's say so, but we want to align in these two.

Interviewer

So the.

Interviewee from CompanyA

Is we want to be uh, the more aligned as possible with the corporate sustainability reporting. So now we are doing our gap analysis to see.

Speaker

OK.

Interviewee from CompanyA

What we are missing and the idea is that this year we will be aligned like in 30% or something like this next year like 660 and then in three years we should be compliance. So yes, we have like a transition plan to be more aligned this year. So now we are using.

Interviewer

Oh, OK.

Interviewee from CompanyA

Corporate sustainability. Until now, it was the Global reporting initiative. Then for the moment, we don't use the same based target, for example, but we use the the. Sustainable development goals and this is not, and I don't know if you know, but we are also using ECHO bodies. So like what is it? It's a level.

Interviewer

Alright, alright, it's OK.

Interviewee from CompanyA

And we are using it also to.

Interviewer

Ohh OK, so currently you're using inquiries.

Interviewee from CompanyA

Yeah.

Interviewer

OK. And it if I'm not wrong, it comes with its own reporting standard, also like a formatting how you should report.

Interviewee from CompanyA

And what I didn't understand there.

Interviewer

So for this reporting under Echovirus, is there a particular standard? Like is there a particular format which you follow for this? Mm-hmm. Although I've heard of providers, I haven't really delved into into the details, so.

Interviewee from CompanyA

I I'm not sure. In fact, if they are based in another, I'm looking for a document that I have here, so we are using them. CDP CDP protocol. Response. We're using the global reporting the equivalencies. Sustainable development goals and the GHG for the carbon footprint.

Interviewer

OK.

Interviewee from CompanyA

20 yes. And in the future, we will be using also, so the corporate sustainability reporting and also the sustainable financial discussion report. Is there?

Interviewer

OK, Satya.

Interviewee from CompanyA

Yeah. And in the future, we will use also CDP, but I'm not sure what is the CDP. So we have noted the here. It would be. I don't know. I have to answer what? See. Sorry.

Interviewer

Ohh no worries.

Interviewee from CompanyA

I had it called and I. Didn't know who was. It at OK. Yes. So I don't know, I have written here see the P, But I'm not sure where you sit. So yeah, but so it will be and the global reporting, we don't use any.

Interviewer

OK. OK. That's great. And you, you are really doing well for uh reporting these? So actually in the free meeting, I still have only 7 minutes left. So if required maybe you can send me another invite because I guess I can send another one only after 10 minutes or so. But anyway, let's move on to the next one. So my next question is about how. AI has contributed to sustainability, so my question will

be like how have? AI contributed towards achieving your sustainability goals, and if we have any specific instances, that would also be very helpful for me.

Interviewee from CompanyA

So can you repeat the question? So what is our organisation or instance?

Interviewer

No, no, no. How have the AI tools, like any of the tools which you have described contributed towards achieving your sustainability goals?

Interviewee from CompanyA

OK, OK. Yes. For example, everything related to them, positive turnover. So the idea is to transform our offer. And so we want to sell more of this services and products. So it helps us to have a vision. Of what is happening regarding these subjects and to make some some decisions regarding our an offer regarding the pricing, what I told you before the margin, so that our offer can be affordable and more sustainable. We are as I forgot. But I'm I'm not sure I'm quite sure, but it's external. So so now we have started the project regarding the life cycle analysis.

Interviewer

OK.

Interviewee from CompanyA

Of our products, so we do it externally, but I'm quite sure that they are using also I. I am and so this is very, very useful. Also to be able because in the most difficult stuff the most difficult subject. Regarding sustainability is to have the data, we don't know the data of our products. So we have to. Start. Asking on our for our providers and so thanks to artificial intelligence, we could do also some extrapolations because we can have like. Some information, but not regarding all of our products, but then we can have some do some. Extrapolations through other products regarding the waste or another criteria, and so here it's very useful too. So in the offer we have two things we have, OK, we have to transform the offer regarding the pricing and the margin etcetera. So the economical part. But also regarding the composition and life cycle of the products. So here artificial intelligence, I think it's it's very, very important also it's very useful in the carbon footprint because we have to make some scenarios and trajectory. This, which is not very obvious and it's quite difficult. So so thanks to artificial intelligence, we we could introduce many data and variables that can make us an idea of the trajectories, because we have to do like medium and long term.

Interviewer

OK.

Interviewee from CompanyA

Trajectory. So until 2013 or 2015, so here it's a very useful tool and not only with. So emissions data, data, but also financial data, because now in the corporate sustainability reporting, we have to calculate, estimate and report a lot of financial data that for the moment we don't do. So this could be also very useful there.

Interviewer

OK. OK, so uh, I guess. Uh, there is also a lot of potential like in the future. Like uh for AI applications or tools to contribute for these goals. Uh, am I right?

Interviewee from CompanyA

Yes, yes, yes.

Interviewer

OK, that's great. So apart from the positive impacts which AI has, it also has a few pitfalls. So have you identified any potential negative impacts of these tools like on your system ability efforts, so it can either be something which is actually happening right now or something which you anticipate like from based on any theoretical consideration it can be across? Short, medium or long term horizon.

Interviewee from CompanyA

I don't know. I think there is a a great, very big subject relates in ethics. What we were saying about so. Data protection and but I don't know if we in our our sector. It's so material, but for example. Now you know with. AI we have like many you can use, they can use your voice, your image, your whatever to to create a new video. But in our sector I don't know but well subject relating ethics and the use of this technology. And the data protection, that's it, that's that is for sure. But relating our sector, any risks? So I don't know now. Because for the moment we use it more like so for for data, data analyse and so for.

Interviewer

OK.

Interviewee from CompanyA

Related to. The eye and. I'm thinking also about the chatbot, but I don't see the point where the risk could be the risk is I don't know if for example.

Interviewer

M.

Interviewee from CompanyA

The customer experience we can have risk because sometimes this this technology doesn't have all the information they can they can give. That answers or they cannot be. Adequate.

Interviewer

OK.

Interviewee from CompanyA

And so I see a risk there and maybe in customer. Ohh not regarding data.

Yes, of course we do so.

Interviewer

Any risk?

Interviewee from CompanyA

We've got to do this. OK, so no actual ones. And. The ones which you have described here are. You are more applicable to the whole domain rather than just mobilia. Am I correct?

Interviewer

Yes, yes. Yeah, but global.

Interviewee from CompanyA

OK, OK. So that's it's nice that we don't have any negative ones right now.

Interviewer

Yeah, I don't.

Interviewee from CompanyA

But yes, like. In in our studies, we do have we do calculate the negative impacts and especially data privacy comes to mind. But yes, we will get to that later, OK. So the. No. Next one. It's about the positive and negative impacts on stakeholders. So beyond your direct sustainability goals, have you considered how AI tools might affect other stakeholders? It can be positive or negative. For example, it can be on the local community, the employees in Mobilia or in the in any of their like companies or even in the broader ecosystem.

Interviewer

But how so? How artificial intelligence could impact our sustainable goals related to our?

Interviewee from CompanyA

Yes, stakeholders. Yes, you're right.

Interviewer

This is a question. OK so. But so regarding the customers, it would be what we were talking about regarding having a good price, having accessibility to soft mobility, less emissive mobility and so on. So regarding. Our providers. So I think it could help in all the negotiations. So the, the pricing, the margins stocks, all them, it can help in all the. Yeah. The the pricing policies and so on maybe. Regarding the employees, but. This like. It can help to to improve the employee branding, so I don't know to have a good communication, a personal personalised communication and then also we can we could use it for the salaries so. I don't know to to to try to have like. Fair, fair salaries everywhere. And regarding diversity or gender equality and so on. So regarding, yes, regarding salaries. Communication, yeah. And regarding local communities, So what we try to do is, for example working with with people that have problems to integrate them. To have a job, let's say, and so. We try to have there are there are some jobs in auto that you don't need to have. A CBA curriculum or an experience or a or a. Or a degree, you know. And so we we try to integrate these kind of people, we train them internally and we develop their career. But I don't know exactly how artificial intelligence could help us there maybe.

Interviewee from CompanyA

OK.

Interviewer

I don't know. We could, like, do some benchmark with the artificial intelligence to know in which cities we have.

Speaker

Right.

Interviewer

In this problem, or in which areas we should work more regarding this subject, so maybe yeah. It it could. Help us to have an analysis of the of this situation. A benchmark of the different. Do you understand what I mean?

Interviewee from CompanyA

Or yeah, the benchmark actually is a good idea.

Interviewer

But. Yes.

Speaker

Hmm.

Interviewer

So we could use it for days. I know there are, but we are not using it, but I know there are some some tools that are really doing this so they do like they collect many sustainable reporting and they they they can they they do exactly. So it's also a benchmark or. It's a repository of many reports, and then you can see what the others do and what's the information and.

Interviewee from CompanyA

Thanks.

Interviewer

Uh, what is the reporting they do and you can take some ideas and. So it can be used also as benchmark for stability, reporting, reporting.

Interviewee from CompanyA

OK. So it's more of a collaborative effort.

Interviewer

Collaborator.

Interviewee from CompanyA

Once the companies and the communities.

Interviewer

Yes.

Interviewee from CompanyA

And AI helping with benchmarks is definitely A use case.

Speaker

M.

Interviewee from CompanyA

That's nice. OK. So we move on to the next one. Does your organisation have a methodology for measuring the impact of AI tools on sustainability goals? Is, is, is, do you do something to quantify these effects?

Interviewer

No. Definitely. If not, I'm going to note this because it can be a good idea, but for the moment we don't do. It at all.

Interviewee from CompanyA

Yes, quantifying is definitely a good idea, especially when the transparency regulations are going to be enforced. But even right now, both among the research community as well as the industry, there is a little bit of. Say, how do you say a confusion as to how these can be quantified? Because in most cases these might be a bit more subjective. Especially when it comes to AI tools and how they work, the intricacies are not very well understood I feel. So even though it is a very good idea, the measurement might be a little bit tricky when it comes to the real world applications especially.

Interviewer

Hmm.

Interviewee from CompanyA

But yes, from what I can see from the research which I have done so far, there is definitely a momentum towards quantifying this so that the impact can be understood. There.

Interviewer

Yes, I think about that, as we said at the beginning. So we don't have any global vision or we don't have all the information centralised. So we cannot measure what is the impact in the consecution of the objectives because we don't know exactly. Uh. Which tools we are using were so I have an approximate approximative idea because I have. I have worked in the IT department, but I think the people in the sustainable department. Doesn't have any idea of this. And we have also my colleague, it's responsible of the sustainable performance, let's say. And so she is measuring a lot of data. But for the moment it is very manual with Excel and so on. And so we are not using a lot of.

Interviewee from CompanyA

OK.

Interviewer

Actors and also we are not measuring how they can impact.

Interviewee from CompanyA

OK, OK. But it's nice that initiatives are being taken already.

Interviewer

Yes, we have some things, but. It's not very standardised or. Documented.

Interviewee from CompanyA

OK, that's great. So the next one is we are going to look for opportunities right now. So looking forward, what kind of opportunities do you see for enhancing the already existing AI tools or the tools which we have discussed? So far, to better support your sustainability objectives, is there any specific area which you believe AI could be playing a much more significant role than it is like right now?

Interviewer

Yes, I think about above all for us, the main subject is the carbon footprint.

Speaker

Hmm.

Interviewer

So I think it will help us a lot there to imagine the trajectories and to try to identify what are the main levers to. To apply and so this can be a very good tool tool and also and everything related with our offer. So what we said before regarding the analysis of the life cycle and so which materials we should use so.

Speaker

OK.

Interviewer

Regarding also the repairability of the product, so everything related with the life cycle, I think this would be the two main. Objects and that would be a very, very useful for us because these are like the most ambitious goals and more difficult.

Interviewee from CompanyA

OK.

Interviewer

And so. So it it could, it could mix like so all our data analyse but also mix like all the data of the benchmark benchmark of the market.

Speaker

MHM.

Interviewer

So what do other suppliers or other and market actors do? And so we can have the the information, the ideas, so we say, OK, so now we are doing like this, but to achieve our goals, we should do this. And so you know they can it's like. Some tools to to help you to make this two decision making.

Interviewee from CompanyA

Yeah, actually I can understand this one and especially because maybe we are, it also depends quite heavily on the supply chain. Any AI tool which can help efficiency of this to make it more sustainable will definitely be a huge. Area where it can shine. Hmm. OK, I will take them just on account. Is there A is there something which you are developing which which is focused on supply chain currently or is do you envision something which will be in the near future?

Interviewer

What's the question?

Interviewee from CompanyA

And this is actually just a self reflection question. Is there a? Is there something which you are doing with regards to supply chain? Any any particular thing which you're doing so that it will be much more sustainable?

Interviewer

I know, but it's not related with the AI. But yeah, they're working a lot in the field. They're trying to centralised the offer here and in Europe, so not to to buy.

Interviewee from CompanyA

OK.

Interviewer

That much in China, for example, but relating. I I don't know. I suppose, but this only is a position and they they use it to optimise them the roads. But like everyone, they come at all or whatever every actor in the market in the supply market. So it's about optimising them the roads and so the fuel. And so the energy. And optimise also the charge of the tracks.

Interviewee from CompanyA

OK.

Interviewer

So it's like optimization of resources above all.

Interviewee from CompanyA

OK.

Interviewer

So less resources, less emissions, because there are lots and lots of stuff regarding to the packaging, the plastics, the the tracks, the tracks, chart, chart and and the routes, yes.

Interviewee from CompanyA

OK. OK. That's great. And with regards to the tools which you are using for the positive impact turnover is, have you identified any opportunity to improve these tools?

Interviewer

I'm not sure. We we have. We have not identified, I think so for the moment. We are working with Tableau as I said and so but this is more like a business intelligence tool. And so it's just collecting data and. And then you have some you can visualise the boards and information.

Speaker

OK.

Interviewer

But. Regarding artificial intelligence, we haven't. Identify the any option I think.

Interviewee from CompanyA

OK. So is is that the same word?

Interviewer

Because I think I don't. I'm but I just. I don't know. Because they are not doing it for sure, but it could be useful. Useful. AI to exactly so to tell us. Because we as as I told you, we have to play. Let's say we have to manage the the margin, the prices and it's not so obvious. So I could help us to to do so. To choose which are the best products to manage and which pricing, which margin. This could be very very useful, but for the moment we don't do anything I think related to it.

Interviewee from CompanyA

Yes, that's great. My my question was more about the opportunities which you envision like not. But it will.

Interviewer

This is an opportunity.

Interviewee from CompanyA

OK. And I'm guessing pretty much the same with the AI which you use for the pricing, right, the adaptive pricing which you mentioned?

Interviewer

Yes.

Interviewee from CompanyA

OK. OK, that's great. So we are actually at the last question right now it's it's not exactly a question. So this one, I just wanted to add because I wanted you to reflect on the discussion which we had right now. And is there any aspect of AI AI's role in sustainability that you think is important for us to consider in your particular business sector? It can be anything like uh, anything which you reflect any any of your thoughts regarding the positives or negatives of AI and it's role, particularly when it comes to sustainability and in the sector of mobility.

Interviewer

Yes. Yes. So for us, our sector is mobility. So for us it would be very useful to have a vision of the trajectory of the market and to have the most data as possible regarding. How the market is going to get electrified?

Interviewee from CompanyA

Yes.

Interviewer

Or there is there is a very there is a huge subject regarding electronics because now all the cars have. Electronic stuff. Now there are like more electronic than electric or mechanics maybe. And so all our now we have like in our workshops, we have mechanics technicians, but we we we we are going to need like software developers and so on. So there is a huge, huge subject regarding the connectivity of the cars.

Interviewee from CompanyA

OK.

Interviewer

Then the all the sensors that they have to measure everything. And so I think.

Speaker

Think.

Interviewer

There's a big, big subject there in relation to AI. So in one hand it's like OK to to have a vision of the of the the market in general. So the electrification and also the and other kind of fuel of your fuel, whatever. So what is going to be the trajectory of the market. Also, so with cars, vehicles etcetera, but also with the soft mobility market, what what will be in the future and in the other hand it's it's related on the product. So the vehicle now the vehicle is connected object with a lot of software, a lot of. Electronic composer item. And so I think it is a very big subject there. I I'm not able to tell you exactly why what but you know to related to safety and security and relating to the comfort of the of the driver and the there is a. I have never thought about it. It's the first. Time. So it's a good thing.

Interviewee from CompanyA

Ohh no, it's your thoughts are all I want.

Interviewer

But do you not? Yeah, but there is. There is a very big challenge. I think there and we can have lots of opportunities, but we can have also risks because everything related to the car, there is a very there's a high risk on security. So I've brought security and so on, so everything has to be very secured. And so we we cannot have any cyber attack in the car relating. So I think there is a very, very big challenge there.

Interviewee from CompanyA

That's true. OK. Yes. This is actually really nice insight. The perspective of mobility.

Interviewer

Yes, yes, in fact.

Interviewee from CompanyA

And I yes, and I feel with regards to market intelligence and the trajectory like planning a vision using AI might possibly be. Easy with regards to. Security might be a bit more far fetched, I mean. In the sense to implement those. But we will, I I guess we will see because AI as a field is quite burgeoning right now and we are we're witnessing a lot of this in just the span of few months, not just because with with regards to generative AI, although that is probably the most popular at this point.

Speaker

Hmm.

Interviewee from CompanyA

But even very specific ones like how you had mentioned. These Rd maps, which AI can create.