

Thierry Breton:

## A Book for Leaders Who Can Save Our Future

Be Europe's Digital Champion



A BOOK FOR LEADERS WHO CAN SAVE OUR FUTURE

Be Europe's Digital Champion

Words by:

**AVAAZ** 

CITIZENS FROM ACROSS THE EUROPEAN UNION

Design by:

**SUPERSIDE** 



This book is for you, Mr Commissioner, and is a call for your leadership to deliver the Digital Services Act (DSA) we need. Within it you'll find... 01

### Personal letters for you from citizens across the EU.

We shared with our millions of members why you, Mr Commissioner Breton, are one of the key figures that can secure a strong DSA and a safe internet. Many felt moved to send you letters a selection of these letters are included throughout this book.

02

A letter from
Avaaz and our
movement of 70
million people –
"How the DSA can
become a Paris
Agreement for the
Internet"

A brief history of the internet and how the DSA could be a key moment that guides us towards a better future.

A public mandate for action -

with survey results showing that the people of Europe are behind you.

### The three foundation stones essential to an effective DSA -

an expert view after four years of research and investigations on the harms created by tech platforms.

















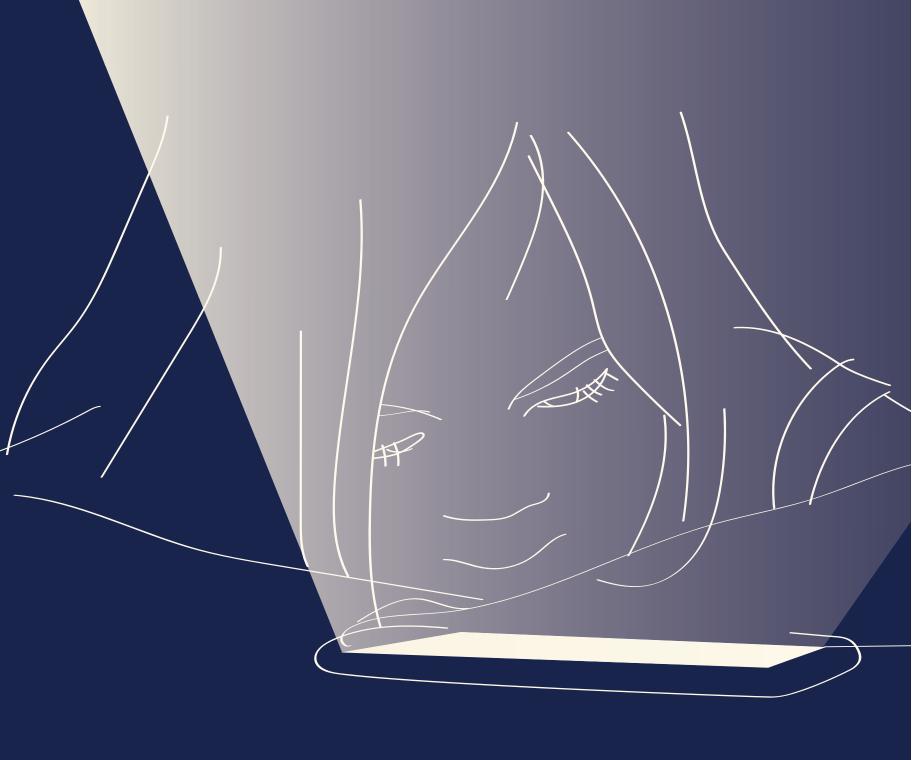








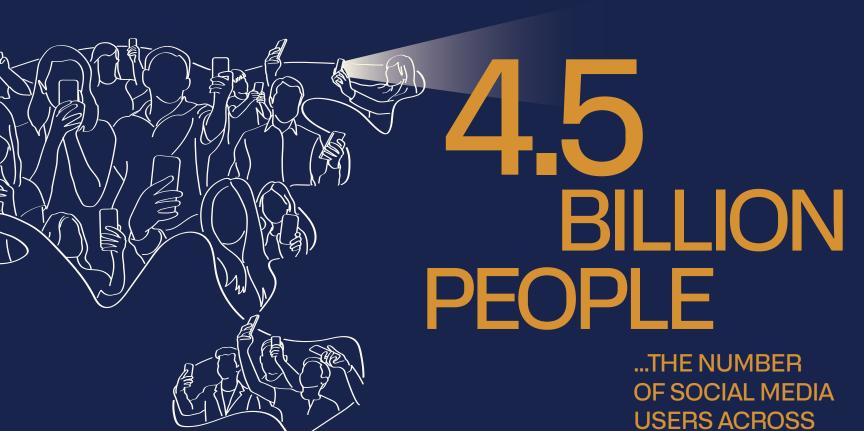




## 2HOURS 55 MINUTES

...THE AVERAGE TIME SPENT ON SOCIAL MEDIA BY GENERATION Z EACH DAY.









## HOW THE DSA CAN BECOME A PARIS AGREEMENT FOR THE INTERNET

Mr Commissioner Breton,

Hate speech, disinformation and harmful content have become the CO2 of our digital spaces.

They pollute our information ecosystem - damaging the pillars of our democracies, including tolerance, science, the protection of minorities and human rights. And we need a Paris-style Agreement to help stop them before it's too late, or we face the collapse of our information environment.

Only the most ambitious version of the Digital Services Act can meet this challenge.

Like climate change, tackling this global problem means we need to know the facts and get the science right. And that means a DSA that opens up the algorithmic black boxes. We need to understand how much Very Large Online Platforms, mainly through their algorithms, and with the simple goal of keeping us glued to their services, are accelerating the spread of harmful content in our societies. That's why we need the strongest risk assessment, with rigorous auditing and multiplication of the eyes that can look into these services, through data access.

With that foundation, we can set clear and proportionate reduction targets for harmful content and keep Big Tech accountable to those targets through clear and specific mitigation measures. This is also where the DSA can become better than the Paris deal, with clear and centralised enforcement mechanisms.

We know this will not be an easy task. Getting the right regulation approved for 27 EU states and nearly 450 million citizens is a gigantic struggle. There may be multiple moments where you might be tempted to just get this regulation over the finish line.





But, with this book, thousands of EU citizens are asking you: please resist that temptation. You have our backing. With so much disillusionment around politics, this regulation has the opportunity of showing Europe at its best and inspiring the rest of the world with a global gold standard of tech regulation.

This is a once-in-a-lifetime opportunity to make history. All it needs now is brave leaders like you to get it done.

Thank you,

Sarah Andrew Legal Director Luca Nicotra Campaign Director at Avaaz

Luca Nicola

Х

• • •

from:

### Brandaan Lub

Dear Mr Breton,

As a father (and hopefully a to-be grandfather) who is worried about the future of my children, I write to you and your team.

As a society we are on the brink of a new era. We do not yet know where that will bring us, but we do know that we have to change the systems we created. For our children and their children, and for generations after them, we are obliged to take action.

Dialoguing intensively about those future systems is our key to success. And as we all know this dialogue more and more takes place in a digital form. The way big tech is facilitating this dearly needed dialogue is counterproductive. It divides, polarises, creates fear and threatens our democracies. As an international legislator you are the key to ending that situation.

By creating a new digital landscape that is not run by the drive for profit but by the drive to protect our fundamental rights and by the responsibility for the wellbeing of future generations, you can facilitate that urgently needed constructive dialogue. The opposing powers will be enormous, but know yourself supported by the vast majority of the European people who crave for a more open, fair, safe and constructive digital landscape.

I wish you and your team wisdom and success with this endeavour!

Warm regards,

Brandaan Lub, The Netherlands X

from

## Adam Mihofçka

Hello Thierry,

The internet and social media are so new that we don't know how to handle some aspects of it, like it being nowadays an addiction and the Al choosing the content for you, acting as a dopamine dealer.

Without regulation, everybody is offered a drug, it's just a few clicks away. And we keep scrolling, for our brain it's just like beating into a slot machine.

We can't really prevent people from overusing social media. But we can at least regulate what content they see. Misinformation has become very popular because it's fascinating, it's giving answers, it powers the human ego, because people are suddenly feeling wise. And unfortunately misinformation is abused by some governments or political powers to polarize the society. Let's stop this.

Let's put the information authority to science. Let's propagate science and scientists. They desire it.

Let's utilize fact check webpages.

Let's restrict the AI behind social media to stop being dopamine dealers and misinformed people concentrators.

Thank you for your work and I wish you all well!

Adam Mihofçka, Slovakia

### THE DSA -HISTORY IN THE **MAKING?**

Since the beginnings of the internet in the 1960s we've witnessed a dramatic revolution in modern life, the rapid rise of Big Tech, and moments that - in hindsight - were turning points in history.

With the Digital Services Act, we could be witnessing history in the making: but only if brave leaders like you ensure the DSA sets rules for the internet that defend citizens against tech harms, protect democracy, and rein in the power of Big Tech.

Get the regulation right, and the DSA will not only be a moment in history – it will also shape history for decades to come



1962: The idea for a global computer network is envisioned by American scientist, J.C.R. Licklider.



The first unsolicited commercial email message is sent out to 600 users - SPAM is born.



1996: · The Telecommunications Act - including the famous Section 230 is passed in the US, giving birth to the social web.



1998: The way in which people find information online is revolutionised by Google!

1973:

Arpanet - forerunner of the internet - connects globally for the first time, by linking with University College : London.



1991: The web spans the world - Tim Berners-Lee's World Wide Web goes live.



1997:

Six Degrees, widely considered to be the first social networking site, is launched.





#### 2005:

YouTube launches, and the first-ever cat video is posted online.



### 2011:

Twitter and Facebook play a large role in the Middle East revolts, helping protesters organise during the "Arab spring".



### 2018:

Facebook acknowledges its role in fomenting division and incite offline violence in Myanmar.

For the first time in history, more people are now online than offline.



### 2020:

The World Health Organisation warns against the damage being caused by the infodemic that spread alongside Covid-19

More than half of the world's total population now uses social media.

### 2022:

The EU passes the Digital Services Act, forcing tech platforms to address the societal harms they created. A new age of humane technology begins?

### 2004:

Facebook launches for college students and the era of modern social networking begins.



### 2008:

The internet surpasses newspapers as the primary way to get news in the USA.



### 2016:

Donald Trump's campaign team hires Cambridge Analytica. It is estimated the data of up to 87 million Facebook users is acquired and harvested by the firm to sell psychological profiles to political campaigns.



### 2019:

Tim Berners-Lee, father of the world wide web, issues a warning: "If we don't act now - and act together - to prevent the web being misused by those who want to exploit, divide and undermine, we are at risk of squandering [its potential for good]."

### 2021:

Facebook whistleblower Frances Haugen disclosed thousands of documents proving the platform's inability to detect and curb hate speech and incitement of violence.



X •••

from

### Fiona

Social media can be a force for good and can help to maintain connection between people who are separated by distance. It can even help to reconnect people who have lost touch.

Nevertheless, there needs to be controls and increasingly I see social media as having no accountability and of causing incredible psychological damage.

I have myself been subject to vindictive and malicious trolling by someone I didn't even know. They created many false accounts and wrote the most awful messages to me. I had no idea who it was or if I would arrive home one night to have acid thrown over me.

Facebook did nothing to stop this person, not even when I found out who was really behind it. They simply did not want to know. I was so frightened by this inexplicable attack on me, albeit virtually that I stopped eating.

This has left a permanent mental scar. Please help to bring them to account and to prevent social media companies from becoming even more powerful than they already are.

Fiona,

Spain

## MR COMMISSIONER BRETON, THE PEOPLE ARE BEHIND YOU

Mr Commissioner Breton, imagine for a moment that you asked an EU citizen a few years ago: "What's an algorithm?" It's highly likely you'd have received a blank stare. Fast forward a few social media scandals, and a new exclusive survey by Avaaz and YouGov at the end of 2021 shows that 83% of people

across the big four European countries don't only know what algorithms are, but are calling for the EU to regulate them. That's quite a shift and a revolution in public understanding that has big implications for the final stages of the Digital Services Act.





So far, in the debate and discussion about the DSA that has taken place, the voice of the public has been sorely absent.

This may have been understandable when the public couldn't tell an algorithm from a logarithm. But it's not now, when tech whistleblowers cover the front pages of news outlets across the world, and so many are more aware of the harms caused by Big Tech.

Now it's crucially important that you leverage this overwhelming public mandate for strong regulation to rein in the power of the tech platforms to get the regulation we need to protect European citizens and societies from tech harms.

×

from

### Jola Boot

Dear Thierry Breton,

Free and fast communication through the Internet meant freedom in the early years.

But this freedom has turned into insecurity and inequality. As a lawyer for the trade union FNV, I litigate in the Netherlands against platform companies that exploit the platform workers, often without the workers noticing it in the beginning. And if they experience the disadvantages firsthand, there are always new, often young workers who would like to take over their work. The judge has now ruled in our favor a number of times, but the platform companies don't care about the law and are hiring new lawyers to appeal again.

As a private person, I also keep looking over my digital shoulder because I don't know if I'm being followed. That can't be the intention! The tech companies must start to behave like decent companies that comply with the law.

I hope you can get this to happen in the EU.

Sincerely,

Jola Boot, Wijk bij Duurstede, The Netherlands

# MR COMMISSIONER BRETON, THE PEOPLE ARE BEHIND YOU

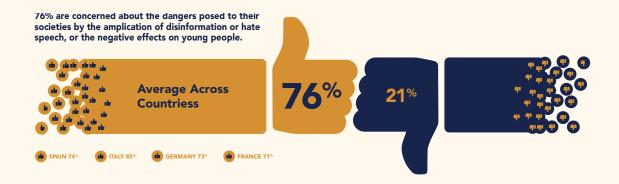


According to the survey mentioned above, a whopping 80% of people across Germany, France, Italy and Spain believe that the EU should regulate social media companies to protect society from online harms including disinformation.



The public don't just want action, however; they are remarkably clear about the solutions. Firstly, they want the EU to have enough power to act. The 83% of people who want algorithms regulated also want the EU to have

the powers to demand changes to an algorithm if it's causing significant harm. Just imagine if the EU had that power during the pandemic – what a difference that could have made.



X

from

### Joe Lahart

Dear Thierry Breton

I hope you and your family are all well.

I love the internet for all the amazing things it has allowed people to do that not so long ago would not have been possible. I am a singer and songwriter and the internet has opened up such a wonderful new era for me.

However at this moment in time it is also being used as a weapon of destruction aimed at our democracy and institutions. These freedoms were hard fought for with many sacrifices being made to achieve and maintain our freedoms. The use of the internet as a tool to deliberately undermine these freedoms and to purposely allow people to lie and manipulate information is a great danger on so many levels. Contrary to what some people may believe, it doesn't as you well know, take much to manipulate people using hatred and propaganda.

I think it is awful that platforms like Facebook and the like should be allowing blatant lies, dis-information and manipulation on the scale that is now just taken for granted. I ask you on behalf of myself and my children and for the future generations who want to grow up in a world which respects diversity and embraces it but which doesn't always have to be looking over its shoulder to see who or what is the next big lie.

I ask you to make sure that the Digital Services Act puts people before platforms and their profits.

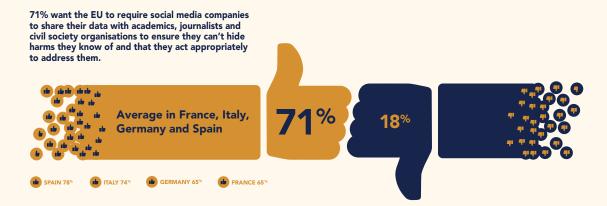
Wishing you the best Papa J

Joe Lahart, Ireland

# MR COMMISSIONER BRETON, THE PEOPLE ARE BEHIND YOU

And secondly, the public wants much more transparency from the tech giants. Frances Haugen has warned that Facebook "intentionally hides vital information from the public, the US government, and from governments around the world". It seems like the public are fed up with this secrecy as well,

as 71% want social media companies to share their data more broadly – not just with governments, but also with vetted academics, journalists and civil society organisations, to ensure platforms can't hide the harms they know of and that they're doing what they can to tackle them.



It's remarkable how informed the public are on these issues and how aligned public opinion is with what Ms Haugen told EU leaders in the last few months.

The task before EU lawmakers is clear: it's time to transform this public support into legislation with teeth. The public are behind you – don't let them down.





THE DIGITAL SERVICES ACT...HAS THE POTENTIAL
TO BE A GLOBAL GOLD STANDARD. IT CAN INSPIRE
OTHER COUNTRIES, INCLUDING MY OWN, TO
PURSUE NEW RULES THAT WOULD SAFEGUARD
OUR DEMOCRACIES.

FRANCES HAUGEN, FACEBOOK WHISTLEBLOWER

X

• •

from:

## David Hosking

Dear Mr. Breton,

I am writing to you as a concerned citizen. For years now we have been hearing about the big technology companies and their willingness to put profits before the welfare of both users of their services and the public in general. I hope that you, as an interested and knowledgeable actor, will be able to find creative and appropriate ways to restrict their ability to do harm. Good luck!

This message was submitted by David Hosking, Spain

## THREE FOUNDATION STONES FOR THE DIGITAL SERVICES ACT



So far, the Digital Services Act has shown Europe at its best: a balanced but ambitious proposal from the EU Commission, a swift approval from Member States who for the first time ever are suggesting a centralised enforcer to fix the issues with past tech regulation, and a EU parliament that has listened and integrated the best proposals from experts, civil society and, fundamentally, citizens.

Now it's up to you to make sure this final negotiation combines the best from these three institutions. Anything else would be a historic missed opportunity.

So, what work still needs to be done? One of the big effects of Frances Haugen's revelations last year was a fundamental change in the public and political perception of what the Digital Services Act is about. Before, it was mostly considered as a tool to regulate how platforms deal with illegal content — now everybody understands that the harm created by very large online platforms (VLOPs) goes far beyond that.

This revelation is not new for us. Avaaz has been at the forefront of the public push to force social media platforms to deal with harmful content for almost four years. Avaaz has been one of the leading organisations in the EU, in the US and around the world, reporting on disinformation and its scale, commissioning polls on its harmful effects, evaluating platforms' efforts to manage it and identifying their failures. We have analysed platforms including Facebook, Youtube and WhatsApp. We are also one of the few NGOs currently co-drafting the new EU Code of Practice on Disinformation.

As a result of our unique knowledge and understanding, we believe that the DSA trilogue needs to deliver on three "Foundation Stones":

- **1. Safer algorithms –** to make sure VLOPs *really* take responsibility for the societal harms their services create.
- **2. Unprecedented transparency –** to allow society to finally understand the real scale of the problem, and the effectiveness of the solutions.
- **3. Effective enforcement –** to be sure we can demand change and make it stick.

Ensuring the DSA has these Foundation Stones at its core could mean it ultimately lays the groundwork for a Paris Agreement of the internet: a global, modern standard to future-proof our fragile but precious democracies.

In the same way that CO2 is threatening our climate, every country, community and person across the planet is threatened by the harmful content accelerated by social media -such as toxic misinformation. Only the very highest ambition will reverse the degeneration we're seeing of our information ecosystem and the rising scale of tech harms. We already know what the solutions are. But much like fossil fuel companies, the platforms seek to hide the scale of harms caused by their services and furthermore lobby hard against real change. They remain focused on maximising their profits, even if that means radicalising our societies, delegitimising science or stoking a rise in teen depression.

We therefore hope you find the following Foundation Stones - which put people and planet before platforms - helpful, as you move through the trilogue process.

X

. . . .

from:

### Szilard

Dear Mr Thierry Breton,

It is Szilard Strenner from Hungary.

I'd be glad if You could take measures to shape regulations for Facebook and other Giant Internet Companies. They shape our world, thinking, and covering the truth with untrue, false news is unethical, incorrect.

We raise 3 young boys, (not yet FB users) and I'd be happier, if the world would be safer and truer - once they open the digital world.

Thank You.

Kindest regards,

Szilard

## FOUNDATION STONE



### Safe Algorithms

WE NEED TO THINK ABOUT SAFETY BY DESIGN FIRST...
FACEBOOK SHOULD HAVE TO DEMONSTRATE THAT THEY HAVE
ASSESSED THE RISKS, [AND] WE NEED TO SPECIFY HOW GOOD
THAT RISK ASSESSMENT IS - BECAUSE FACEBOOK WILL GIVE
YOU A BAD ONE IF THEY CAN.

FRANCES HAUGEN TO THE UK PARLIAMENT IN OCTOBER 2021

For almost two decades, tech platforms have been able to evolve with just one main goal: maximising the time we spend on their services, in order to maximise their profits, mostly generated by advertising. Disinformation weaponised to win elections, the radicalisation of our societies, delegitimation of science and a rise in teen depression have been unfortunate but inevitable externalities.

The Digital Services Act has the potential to completely change this, if the final text delivers:

1 - Safe design: Force VLOPs to assess the risk posed by their algorithms and design decisions even before they are deployed. We can't let them use our societies as their testing pool for new features. This will require very specific changes to articles 26 and 27.

2 - Stronger risk mitigation for all harmful content: Make sure that platforms have to assess their impact on all fundamental values and make sure, for instance, that all kinds of disinformation (health, political, electoral) is included. This is where the EU Parliament has made the most progress and we hope this will be integrated into the final text.

### 3 - Limit profiling of vulnerable users:

while we will probably need a larger discussion on what has been defined as "surveillance advertising", the European Parliament text has introduced sensible limitations to protect children and prevent the use, even when inferred, of our most private information to target us with advertising.

\_

• • •

### from:

### Liz Park

Dear Mr Breton,

The mental health and personal safety of social media users - particularly the young - is being put at risk by people whose only motivation is profit. If you, as our legislators, do not act soon to curb this usurpation of power we will continue to suffer individually and collectively.

Please do not miss this chance to make cyberspace a kinder and safer place for our kids - the world is getting tougher by the minute - they need all the help they can get

Liz Park, Ireland

## FOUNDATION STONE



## Unprecedented transparency

NO ONE OUTSIDE OF FACEBOOK KNOWS WHAT HAPPENS INSIDE FACEBOOK. THE COMPANY INTENTIONALLY HIDES VITAL INFORMATION FROM THE PUBLIC.

FRANCES HAUGEN TO THE US SENATE COMMERCE COMMITTEE IN OCTOBER 2021

One of the biggest impacts that the DSA can have is to help us develop a global body of evidence to understand the scale of the harms caused by tech platforms and the effectiveness of the solutions currently in place.

Democracies just cannot keep relying on the very limited information disclosed by tech platforms, or occasional brave whistleblowers like Frances Haugen. We need instead to permanently open up platforms' black boxes with unprecedented transparency by:

## 1 - Giving access to risk assessment and mitigation data to academics and civic society research organisations alike.

Giving access to academics is fundamental but a lot of the breakthroughs in our understanding of social media platforms have been through civil society organisations. We believe that with a strong vetting process we can enable more eyes to scrutinise platforms. New provisions to also share aggregated data about the reach of moderated content will be fundamental to assess the scale of some of the harms.

### 2 - Trade secrets cannot become platforms' passports to business as usual.

Transparency is not an opponent but an inevitable component of national and international security. Not referencing this exemption's impact on fundamental rights can create an extremely dangerous precedent anyway. As Frances Haugen warned: "If you write a broad exemption from transparency for anything classified as a "trade secret", the companies will say everything is a trade secret."

3 - Expand transparency on moderation efforts and algorithms. Among the other key transparency provisions that we need to keep in the final text are the requirements for tech platforms to have to disclose the number of moderators and moderation systems in place per member state. This would prevent the possibility that some are left behind and would ensure that all tech platforms (and not just very large ones) are forced to give users transparency about the parameters used by their recommender systems.

×

from:

## Katie Verling

It is imperative for the safety of the people of Europe that we have robust legislation to stoutly protect truth, democracy and equality and to outlaw disinformation, lies and propaganda.

I place my trust in you Monsieur Thierry Breton.

Please ensure that your family, neighbours, community, and the people of Europe will be protected from the vagaries of social media companies.

I, like you, see myself as a responsible adult who feels obliged to make the digital space safe for everyone.

This message was submitted by Katie Verling, Ireland

## FOUNDATION STONE



## Effective enforcement

DEMOCRACY MUST STEP IN AND MAKE NEW LAWS. THE LAW (DSA) HAS TO BE STRONG AND ITS ENFORCEMENT FIRM, OTHERWISE WE WILL LOSE THIS ONCE-IN-A-GENERATION OPPORTUNITY TO ALIGN THE FUTURE OF TECHNOLOGY AND DEMOCRACY.

FRANCES HAUGEN TO THE EU PARLIAMENT IN NOVEMBER 2021

The lack of action by VLOPs to tackle the harms they created, even in the face of a global pandemic and recently with their contribution to an armed insurrection in the US, shows that transparency and recommendations alone won't be enough to change their course of action.

Enforcement is also where previous digital regulation has failed. For instance, the Irish Data Protection Commission (DPC) has often failed to take meaningful action against tech platforms that would have forced them to change. Therefore, we'll need the final text to:

1 - Centralise enforcement: Providing the DSA with a EU-level enforcement model for the due diligence obligations to hold VLOPs to account, requires a functionally and politically independent enforcement and monitoring unit that could be part of the European Commission.

2 - Future-proof, with flexible codes of conduct and actual KPIs. While the DSA offers a lasting framework to deal with harmful but legal content, we need flexible tools such as a code of conduct, that can evolve on a constant basis, to keep platforms accountable for tackling problems like the amplification of disinformation.

Even if such a code is voluntary, VLOPs will have significant incentive to join as they will know that compliance will be considered sufficient mitigation of the related risks and will help them to avoid sanctions. Provisions such as the potential loss of membership from the code of conduct in cases of repeated non-compliance can further strengthen the significance of such tools as an authoritative guideline for risk mitigation.

from:

## Caryn Leach-Smith

Big tech = Big headache!

I am a mature teacher and I teach English to students across the globe. I have to say I am constantly amazed by the information they share with me.

What's really noticeable is their strong distrust of media platforms like facebook. They talk candidly about the fake news, the hatred and the disinformation that is spread. They also hate being spied on. They know that they are being targeted with ads, they are annoyed because they have never actually performed a search for the products and yet they are given them.

We are being manipulated in ways we cannot comprehend and this is dangerous because very soon Al will know us better than we know ourselves and when this happens corporations will own and control us.

There are no ethical guidelines for the advancement of Al and big tech and without order, rules and consequences chaos and disorder will rule.

Pretty soon companies and governments will be battling to control our consciousness. The only way to avoid this is to reign in the big tech now.

So I ask you to stand up for us and make a positive difference.

Many thanks

Caryn Leach-Smith, Bulgaria

X

from

## Payal

Dear leaders,

We live in Europe.. but for us it's not about the country and region but the world we are going to leave for our children.

Please don't stay silent

Please don't let money and bad politics rule the world

Please help those who are not in the position but trusted you to safeguard them

Please let your humanity Shine.. because as you shine there are millions with you (with dwindling hopes) but will bloom forth. If you take that step.

Please make this cyberspace safe for our children and future generations.. unfortunately NOW more than ever as our worlds have turned upside down and everything is dependent on technology. It's a space that nobody's monitoring.. unlike all other spaces outside our houses that's public.. we have rules and regulations. It should be treated the same way.. like making public spaces as safe as we can.

Of course, it won't be fool-proof but we can aim to get it in a better position than now.

Request from a lot of mothers and dad's from Hungary! Hope we get heard.

Payal,

Hungary

×

from:

## Anne Fey

I am a teacher, therefore I value curiosity and inquisitiveness in children. It sickens me that whenever we try to use online resources to learn something, we encounter so much dangerous and ridiculous misinformation. Even well-educated people often have trouble filtering out the nonsense.

Please ensure that our children can acquire their knowledge from trustworthy online resources.

Anne Fey, The Netherlands

×

from:

### Priscilla Nokoe

"When you leave your children on the streets, you demand that they be given a certain level of safety. When you let them browse the internet, you similarly want them protected." ... These are your words.

But it's not only children that need to be safe. We all need to be safe and protected on the internet, for what happens on the internet spills into real life.

The misinformation that is allowed, which goes unchecked and leads to hatred and division has to be stopped.

So I implore you to remember your own words, and let it be reflected in your actions.

Priscilla Nokoe, The Netherlands





WE JOIN OUR MEMBERS IN THANKING
YOU AND YOUR TEAM FOR YOUR HEROIC
EFFORTS TO MAKE THE INTERNET
A BETTER PLACE, THE ONE WE AND
FUTURE GENERATIONS DESPERATELY
NEED. YOU ARE NOT JUST AT THE
FOREFRONT OF THE FIGHTS AGAINST
THE EROSION OF DEMOCRACY, YOU
STAND WITH MILLIONS OF HOPEFUL
CHANGEMAKERS IN EUROPE AND
ACROSS THE GLOBE IN THE FIGHT FOR
OUR CLIMATE, OUR EUROPEAN UNION,
OUR PUBLIC HEALTH, OUR YOUTH,
AND HUNDREDS OF OTHER CRUCIAL
CURRENT AND FUTURE FIGHTS.

WE KNOW WE ARE ASKING A LOT OF YOU, BUT WE BELIEVE IN YOU.



### A BOOK FOR LEADERS WHO CAN SAVE OUR FUTURE

Be Europe's Digital Champion