



ORANGE

CORPORATE SOCIAL RESPONSIBILITY

2014 REVIEW

**Within its approach on corporate social responsibility, Orange has set precise objectives for several years.**

**Here is the review of the 2014 achievements**



## Contents

<b>APPROACH .....</b>	<b>3</b>
<i>ETHICS</i> .....	3
<i>COMBATING CORRUPTION</i> .....	3
<i>STAKEHOLDER DIALOGUE</i> .....	3
Dialogue in countries .....	3
Group level dialogue.....	4
Dialogue applied to specific issues or services .....	4
Digital Society Forum.....	5
<b>A TRUSTED SUPPORT FOR ALL THROUGHOUT THE DIGITAL WORLD .....</b>	<b>6</b>
<i>OUR CUSTOMERS</i> .....	6
Earning customer preference .....	6
Communicating with confidence .....	6
Accompanying families for the safe and responsible use of new technologies.....	7
Answering concerns on radio waves .....	8
<i>OUR EMPLOYEES</i> .....	9
Reconciling social and economic performance.....	9
Preparing the Group's future .....	11
Promoting diversity in the workplace .....	13
<i>OUR SUPPLIERS AND SUBCONTRACTORS</i> .....	15
Orange, a responsible purchaser.....	15
Promoting CSR standards in the supply chain .....	16
On-going integration of CSR within BuyIn.....	18
<i>RESPECT FOR HUMAN RIGHTS</i> .....	19
<b>ACCELERATING SOCIO-ECONOMIC DEVELOPMENT .....</b>	<b>20</b>
<i>FIGHTING THE DIGITAL DIVIDE</i> .....	20
Fighting the geographical digital divide .....	20
Fighting the physical digital divide.....	20
Contributing to cultural development .....	22
<i>DEVELOPING ESSENTIAL INNOVATIVE SERVICES</i> .....	23
<i>SUPPORTING ENTREPRENEURSHIP</i> .....	23
<b>FACILITATING ENERGY AND ENVIRONMENTAL TRANSITION .....</b>	<b>26</b>
<i>AN AMBITIOUS ENVIRONMENTAL POLICY</i> .....	26
<i>FIGHTING CLIMATE CHANGE</i> .....	26
Controlling our impact .....	26
Helping our customers reduce their impact .....	28
<i>OPTIMISING THE LIFETIME AND END-OF-LIFE OF EQUIPMENT</i> .....	28
Waste of electrical and electronic equipment (WEEE) .....	28
Collecting, reconditioning, reselling and recycling mobile sets .....	29
<i>PRESERVING BIODIVERSITY AND SCARCE RESOURCES</i> .....	31
Biodiversity.....	31
scarce resources .....	31

## APPROACH

Objectives	Deadline	Progress Status
<b>ETHICS</b>		
deploy the new e-learning ethics within the Group's countries and entities	<b>2014-2015</b>	<p>The e-learning ethics module has been translated into English, Spanish, Polish, Slovak, Romanian and Arabic. It was mainly deployed in 2014 by entities using the French module.</p> <p>During the year 2014, translations into Arabic, Spanish, Polish and Romanian were completed. The deployment in these languages by the entities and countries will be launched in early 2015.</p> <p>Technical accessibility tests for French-speaking African countries were carried out for deployment in 2015.</p>
<b>COMBATING CORRUPTION</b>		
conduct an assessment of the risks of corruption and pursue training actions with the deployment of anti-corruption e-learning	<b>2014</b>	<ul style="list-style-type: none"> <li>• The corruption risk analysis methodology defined at the Group level was deployed in the subsidiaries.</li> <li>• The French version of the anti-corruption e-learning was finalised in May 2014 and released within Orange France according to the principle of managerial deployment. 7,000 people have been identified and trained in this first phase.</li> <li>• The English version is being rolled out in the rest of the Group. Translations into Polish and Flemish were launched to meet the specific needs of our subsidiaries in Belgium and Poland. Its adaptation in Slovak and Spanish is underway.</li> </ul>

## STAKEHOLDER DIALOGUE

Objectives	Deadline	Progress Status
<b><i>DIALOGUE IN COUNTRIES</i></b>		
organise a dialogue in countries where this has not been undertaken for political or organisational reasons (Kenya, Egypt, Slovakia)	<b>2014-2015</b>	<p>In Kenya, the Central African Republic and the Republic of Congo, dialogue could not be achieved due to the volatile political situation.</p> <p>Postponed to 2015 for Egypt.</p> <p>Slovakia has not conducted organised dialogue as such, but has involved thematic stakeholder panels as part of the overhaul of its corporate philanthropy and CSR.</p> <p>At least one dialogue was conducted in all other European countries</p>
renew dialogue in countries where it has already been	<b>2014-2015</b>	<p>Botswana: a new dialogue was conducted in October with a new proposal for priority action plans focusing on issues</p>

## Approach

<p>undertaken, using different methods (individual interviews, panels, surveys), and update CSR action plans (2<sup>nd</sup> wave).</p>		<p>of customer experience, the prioritisation of the foundation's actions, accessibility and support for entrepreneurship. Twenty stakeholders met face to face.</p> <p>Renewed dialogue in Jordan in March and September: an initial phase with internal diagnostics and a dozen or so external face-to-face interviews were conducted. The finalisation is planned for March 2015.</p> <p>France: dialogue conducted in November with 3 consumer panels, 2,000 online interviews with a representative sample of the general public, 700 telephone interviews with partners and stakeholders from civil society. Results available in early 2015 for the prioritisation of action plans, with the dissemination of results by each Orange regional management office.</p>
<b>GROUP LEVEL DIALOGUE</b>		
<p>set up a stakeholder dialogue at the Group level with the involvement of the Executive Committee</p>	<p>2014-2015</p>	<p>The main principles have been defined; presentations to the Executive Committee and Board of Directors are planned in 2015.</p>
<b>DIALOGUE APPLIED TO SPECIFIC ISSUES OR SERVICES</b>		
<p>implement a thematic dialogue on the Group's products and services</p>	<p>2014-2015</p>	<ul style="list-style-type: none"> <li>• Dialogues conducted on the theme of <b>Connected Diasporas</b>, with a focus on the Malian diaspora - some thirty interviews in the Paris region followed by twenty in Bamako. These dialogues have highlighted high expectations in terms of international money transfers, specific communication offerings (blocked packages), of interest for remotely managed mAgri services.</li> <li>• Senegal: establishment of a <b>mAgri</b> dialogue in rural areas in April 2014. The mAgri dialogue aims to identify products and services that contribute to the development of rural areas and agriculture in Africa.</li> <li>• Dialogue conducted in France on the responsibility of the <b>Business Division</b>, dealing with aspects of customer relations, sourcing, the environment, impact on employment, etc. A handover took place in May with internal and external stakeholders (50 stakeholders met face to face)</li> <li>• Dialogue conducted in December in Niger, as a pilot, on the issue of <b>women and new technologies</b>, "mWomen," with the aim of better understanding of the socio-economic challenges women face, identifying telecommunications solutions that best meet their expressed needs, discerning the major factors allowing for the removal of obstacles to the</li> </ul>

Approach

		<p>adoption of new technologies. To this end, around sixty interviews were held in panels or face to face with populations (women and men of all ages and socio-professional backgrounds) and institutions in rural and urban areas (Niamey, Tahoua, Maradi).</p> <ul style="list-style-type: none"> <li>• Organisation of 2 dialogue sessions in the form of e-learning forums, with stakeholders concerned with notions of freedom of expression and protection of privacy. These sessions, which were held in Washington (USA) and Geneva (Switzerland), brought together representatives of governments, NGOs, telecommunications operators (Industry Dialogue) and academics.</li> </ul>
<p><b>DIGITAL SOCIETY FORUM</b></p>		
<p>support the international expansion of the Digital Society Forum</p> <p>open up to new partners and exceed 1,500 unique visitors/day on the website.</p>	<p>2014-2015</p>	<ul style="list-style-type: none"> <li>• Two Digital Society Forum (DSF) workshops were held outside of France: one in Cairo ("child empowerment"), and the other in Bamako ("connected migrants").</li> <li>• In France, 14 workshops were also held throughout the year, covering 7 regions. Discussions focused on the following topics: connected migrants, collaborative consumption, reinventing management, and new forms of learning.</li> <li>• New academic partners (ESSEC, Management School Grenoble, Dauphine) joined the DSF.</li> <li>• As of December 2014, DSF website usage statistics were as follows: nearly 67,000 unique visitors/month (including a trend of 1,000 for the last quarter), over 290,000 page views, 2,000 contributors, and 1,375 followers of the site's twitter account.</li> <li>• Orange is a gold sponsor of the 2014 edition of Ouishare Fest, an international event bringing together all stakeholders within the collaborative economy. Orange hosted a breakfast on the issue as part of the DFS.</li> </ul>

## A TRUSTED SUPPORT FOR ALL THROUGHOUT THE DIGITAL WORLD

### OUR CUSTOMERS

<i><b>EARNING CUSTOMER PREFERENCE</b></i>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
deploy the self-assessment document for service management relations in countries	2014-2015	The self-assessment framework is a tool for internal use. It was distributed in subsidiaries for use and implementation.
<p>as part of the goal of offering the best customer experience in 2015, strengthen the Group's action plans for:</p> <ul style="list-style-type: none"> <li>• the simplification and segmentation of our offers;</li> <li>• the development of simplified offers;</li> <li>• the simplification of customer experience and technical frameworks;</li> <li>• mobilisation of all Group businesses for the achievement of service quality;</li> <li>• facilitation of sales and after-sales customer relationship in all of our channels (shops, call centres, online channels and social networks).</li> </ul>	2013-2015	<p>Strengthening the simplification programme into a major focus point for the coming years.</p> <p>The simplification programme for offers continued in two respects; simplifying the catalogue of offers ("pruning") and simplifying customer experience.</p> <p>In our various subsidiaries, some fifty processes on priority offers were reviewed with the aim of simplifying processes. Concerning the quality of service, we are implementing tools to monitor the quality of personalised service provided to our customers. Thus, after a trial in the first half of 2014, the customised management tool for service quality was deployed in 2015 in about ten subsidiaries.</p> <p>The emphasis was placed on customer relations, in an effort to have our call centres fall within a so-called "COPC" process of continuous improvement and advancement of service quality indicators provided to customers.</p> <p>Regarding multi-channel elements, our actions have focused on the development of trans-channelling (shops, Internet, mobile, etc.) by focusing on priority actions on mobile terminals (e.g. development of orange and me by subsidiaries, followed by network service quality, etc.).</p>

<i><b>COMMUNICATING WITH CONFIDENCE</b></i>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
adapt the Orange Charter for the protection of personal data in countries	2014-2015	Action plan validated by the Group's data governance board Implementation in the subsidiaries in 2015
provide Orange customers with the right to control, monitor and manage the personal information they provide on Orange platforms, for all services managed by Orange;	2014-2015	<p>MesInfos Project: participation in test programme led by the think tank La Fing and other businesses focusing on the sharing and reuse of personal data, exploring the issues of "Self Data" (production, operation and sharing of personal data by individuals under their control and for their own purposes)</p> <p><a href="http://reseau.fing.org/groups/profile/79250/mesinfos">http://reseau.fing.org/groups/profile/79250/mesinfos</a>  <a href="http://pro.01net.com/editorial/597901/le-projet-mesinfos-rend-a-linternaute-le-contrrole-de-ses-donnees/">http://pro.01net.com/editorial/597901/le-projet-mesinfos-rend-a-linternaute-le-contrrole-de-ses-donnees/</a></p>

make available a status report of their personal data by 2015	2014-2015	Project underway
---	-----------	------------------

<b>ACCOMPANYING FAMILIES FOR THE SAFE AND RESPONSIBLE USE OF NEW TECHNOLOGIES</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
deploy actions set by the <i>CEO coalition</i> including the implementation of parental control tools;	2014	<p>CEO Coalition actions were implemented for the most part, notably in relation to the parental control tools that are now available to our customers throughout the European region. The implementation of the GSMA guidelines on respect for privacy is currently being deployed and will be finalised in 2015.</p> <p>An independent evaluation report on the implementation of these commitments by members of the ICT Coalition, of which Orange is a part, is available online:  <a href="http://www.ictcoalition.eu/gallery/75/ICT_REPORT_Final.pdf">http://www.ictcoalition.eu/gallery/75/ICT_REPORT_Final.pdf</a></p>
strengthen parental awareness actions in Europe;	2014	<p>In each of the countries in the European area, actions to raise awareness among parents were continued and strengthened. Some examples:</p> <ul style="list-style-type: none"> <li>• Armenia: since 2012, during Safe Internet month, meetings with children, teachers and parents, with the help of employees. Each year more than 2,000 children and 200 parents participate.</li> <li>• Belgium: creation of a dedicated mini-site (<a href="http://www.mobistar.be/fr/offre/options-et-services/internet/safer-internet-kids">http://www.mobistar.be/fr/offre/options-et-services/internet/safer-internet-kids</a>)</li> <li>• France: Courses for parents, on the website "bien vivre le digital" (<a href="http://bienvivreledigital.orange.fr/">http://bienvivreledigital.orange.fr/</a>)</li> <li>• Poland: the Safe Starter parental control offer, launched in September 2014, is accompanied by advice pages dedicated to parents (<a href="http://www.bezpiecznystarter.com">www.bezpiecznystarter.com</a>)</li> <li>• Romania: distribution of a guide for parents and teachers</li> <li>• Slovakia: relaunch of the website</li> </ul> <p>In addition to raising awareness on safe and responsible usage, Orange sought to highlight the opportunities the Internet offers to young people. As part of EU CodeWeek, initiated by the European Commission, Orange offered 9 fun and educational workshops #SuperCoders to youth aged 10 to 13 simultaneously in four countries (France, Spain, Poland and Romania). Roughly 200 young people were able to learn to code and share their experiences live among themselves and through a video link-up.</p>
support the deployment of marketing offers for families in European countries	2014-2015	<p>CSR was involved with the Group and Country marketing teams in a series of discussion workshops on the needs and expectations of parents, in order to develop and enrich more appropriate family offers in each country.</p> <p>A global reflection on better integration of messages for awareness-raising in customer journeys and marketing offers</p>

## Trust

		is also underway with the marketing and branding divisions. The goal is to provide Orange marketing and brand divisions with country-specific solutions in 2015.
evaluate expectations for the protection of children and family offers in the AMEA area;	<b>2014-2015</b>	Initiatives were hampered by economic and political instability in the concerned countries. These initiatives will continue into 2015/2016 to mobilise the country teams and identify expectations, both in terms of opportunities and the safe and responsible use of the Internet by young people.
motivate employees in awareness-raising actions for the safe and responsible use of new technologies based on the actions of the Foundation, CSR management and the <i>Digital Society Forum</i> .	<b>2014-2015</b>	<ul style="list-style-type: none"> <li>• Poland: as part of Orange Studios deployed in 50 small towns (premises equipped with computers with free Internet connection), the Orange Foundation set up a training programme for the development of digital skills</li> <li>• Spain: awareness in schools through voluntary employees</li> <li>• Orange has launched several MOOCs geared for its employees and the general public; such as "Digital, experiencing it together" and "Decoding coding" (see section "Fighting the digital divide")</li> <li>• Digital Society Forum: numerous Orange employees have contributed to the organisation of DSF workshops</li> </ul>

### ANSWERING CONCERNS ON RADIO WAVES

Objectives	Deadline	Progress Status
deploy training sessions for employees involved in AMEA subsidiaries;		<ul style="list-style-type: none"> <li>• Training was provided for Orange Tunisia legal experts, networks and services staff, communicators and marketers. These training courses helped fuel the strategic discussions of the Executive Committee on improving antenna installation processes, managing litigation related to waves, and discussing advance lines with external experts.</li> <li>• In Morocco (Meditel), the training session was attended by the networks and services staff.</li> </ul>
strengthen this issue in the Group's health and safety policy (at least 2 countries trained in 2014);	<b>2014-2016</b>	<ul style="list-style-type: none"> <li>• Presentation of the health and safety policy on radio waves, and dedicated workshop at the Group's environmental seminar in December 2014</li> <li>• Strengthening the health and safety policy at the seminar at Orange Tunis, and with Meditel, the Moroccan subsidiary.</li> </ul>
audit one country on the implementation of its 2014 radio waves policy	<b>2014</b>	No country audited in 2014 due to the political context



## OUR EMPLOYEES

<i>RECONCILING SOCIAL AND ECONOMIC PERFORMANCE</i>		
Objectives	Deadline	Progress Status
strengthen awareness and communication among employees on different topics related to CSR, and accompany the Digital Academy programme	2014-2015	<ul style="list-style-type: none"> <li>Awareness on CSR issues: many issues are regularly communicated to employees via Group intranet, on all themes covered by CSR: global issues, customer experience (excellence in relationships, protection of personal data, etc.), involvement in economic and local development, through specific offers, innovation or philanthropy, environmental issues (recycling, rare and critical materials, the circular economy, etc.), HR (women, fight against homophobia, commitments regarding disabilities, etc.).</li> <li>The Digital Academy was deployed in 8 countries. 75,000 passports were issued, including 16,000 abroad (see details of the Digital Academy programme below)</li> </ul>
deploy training activities integrating these issues within the business	2014-2015	<p>Continued CSR certifications with Kedge Business School:</p> <ul style="list-style-type: none"> <li>in the AMEA area: 3 French sessions (Dakar and Abidjan) and 1 English session (Amman) led 30 Orange employees from 13 AMEA countries to be certified.</li> <li>in the Europe area: changing training materials to suit the Europe area and first session in Madrid in December with 10 employees certified.</li> </ul> <p>Interaction with business schools to introduce CSR concepts into existing courses:</p> <ul style="list-style-type: none"> <li>presentation in the network business school, and to the training designers;</li> <li>first discussions with the Distribution and Marketing schools</li> </ul>
strengthen awareness and communication on various topics related to CSR in our school relations	2014-2015	<p>Activities are regularly scheduled in AMEA with schools and universities, and in France via webinars for international students (e.g. the Webinar "<b>Orange commitment to social entrepreneurship in Africa</b>", jointly organised by the organisation RSE-et-PED and Orange in November 2014, or launching conference of the UNESCO Chair on "Mobile terminals and digital environments in the Francophone world").</p>
continue the Group's commitments in terms of social dialogue via means adapted to local contexts and regular meetings of ad hoc committees (World Group - European Committee, etc.)	2014-2015	<p>The European Works Council includes 28 employee representatives (19 countries). In 2014, it physically met six times, including three exceptional meetings to provide information and consultation on evolution and acquisition projects in the European and OBS regions.</p> <p>The World Group Committee brings together 31 members, representing 22 countries throughout the world, with more than 400 employees apiece. It meets once a year at the</p>

Trust

		<p>initiative of the Group's CEO. The World Group Committee meeting was held over three days in April 2014. In addition, a conference call was held in October 2014 to clarify and answer questions from elected forums on a major development project in AMEA.</p> <p>At a local level, employee representatives are both representatives of trade unions, representatives designated by the elected forums of employees and employee representatives appointed by a democratic process based on locally defined rules.</p>
<p>continue analysing social quality through a periodic raising of barometers and national/international composite indicators, integrating results in the variable component of the Group's top managers internationally;</p>	<p>2014-2015</p>	<ul style="list-style-type: none"> <li>▪ France: publication of the results of the 9<sup>th</sup> edition of the employee survey in June 2014, and the 10<sup>th</sup> edition in January 2015</li> <li>▪ Other countries: fourth annual measurement campaign in late 2014 in 21 countries in AMEA and Europe, and in the four Orange Business Services areas. The participation rate of 66%, a 2% increase over 2013, reflects the interest of employees on this issue, which focuses on five themes: <ul style="list-style-type: none"> <li>✓ strategy and Corporate Social Responsibility</li> <li>✓ professional development</li> <li>✓ quality of work life and working environment</li> <li>✓ management</li> <li>✓ recognition</li> </ul> </li> </ul>
<p>continue the deployment of the health and safety policy by supporting the countries within the group</p>	<p>2014-2015</p>	<p>Health and safety ambitions are common to all, but the implementation of a management system must be adapted to each situation. It was therefore decided to allow each entity to develop at its own pace, while accompanying this development</p> <p>A health and safety <b>management framework</b> for the Group has been prepared by a working group including representatives from different countries, based on the international standard OHSAS18001. Every country has the choice of using this framework or using the OHSAS18001 standard.</p> <p>To launch this action, a <b>self-assessment questionnaire</b> allows countries to assess the gap between what is currently being done and what is expected. Personalised support for self-diagnostics is provided by the Group's health and safety management for entities at risk or with over 1,000 employees. The attached table shows the status of the process.</p> <p>In parallel, a health and safety network has been implemented to promote a coherent global approach with health and safety players, communicating information and assisting countries in the implementation of the new health and safety policy, and sharing best practices.</p>

Trust

		<p>In addition, on 21 November, 2014, a Group Health and Safety agreement was signed with UNI Global Union, the World Trade Union Alliance UNI-Orange (which includes all member unions in UNI Global within the company) and representatives of three French trade unions affiliated to UNI (CFDT, CGT and FO).</p> <p>This agreement concerns all of our 160,000 employees within the Group. It is an extension of the one on human rights signed in 2006 with the world United Trade Union alliance.</p>
--	--	---

<i>PREPARING THE GROUP'S FUTURE</i>		
Objectives	Deadline	Progress Status
<p>accelerating internal digitalisation: awareness, staff training, promoting new operating procedures within the group</p>	<p>2013-2015</p>	<p>Deployment of the programme “<b>Orange Digital leadership Inside</b>”, a programme launched in late 2013 and structured around three complementary approaches (raising awareness, training, equipping) with deliverable elements spaced out in time.</p> <p>The Digital Academy was one of the actions launched as part of the "training" activities, allowing for the acquisition of a common digital knowledge base for every Group employee. It allows everyone to achieve their own "digital for all" progress at their own pace, alongside the training activities at trade schools and the Orange Campus for managers. More than 75,000 passports were obtained, including 16,000 internationally.</p> <p>In addition, 2 MOOCs were established in 2014 (“Become a web-advisor” and “Decoding code”), launched in late 2014, aimed at employees and the general public, allowing Orange to carry out one of its strong employer commitments: access to training devices and innovative professional development at the service of digital careers.</p> <p>Furthermore, the content of the Digital Society Forum was enhanced as part of a dedicated MOOC, "Bien vivre le digital." A DSF workshop was held within the Innovation, Marketing and Technology (IMT) management department on the issue of "Connected migrants." The Orange France Executive Committee also attended a Simplon.co session. (see Chapter 4-2).</p> <p>In parallel, several pilot projects have been implemented to take into account the impact of the digital world on the organisation of work.</p> <p>They include:</p> <ul style="list-style-type: none"> <li>• <b>Support for the development of remote work and work mobility</b>, while taking into account impacts on the organisation, management, handling of remote</li> </ul>

		<p>resources, monitoring business activities, SI and the installation of a workspace</p> <ul style="list-style-type: none"> <li>• <b>Rethinking the contact centre of tomorrow:</b> supporting the creation of the contact centre of tomorrow via reflection on operating procedures, the organisation of workspace, and the use of collaborative tools. New, innovative working arrangements were tested</li> <li>▪ <b>Launch of the "Villa Bonne Nouvelle",</b> a coworking space in the "Silicon district" in Paris, housing Orange teams in project mode with external partners to allow exchanges of experiences and training similar to incubator coaching. The main objective is to create optimal operating modes within a digital culture, and understanding how this framework promotes the development of social quality and economic performance.</li> <li>▪ <b>The "étaiseurs":</b> a test operation that aims to include digital technology in a traditional environment, observing how operating modes are decompartmentalised. Fifteen employees of the site are transformed into digital coaches for half a day per week: individual support for employees, group workshops and assistance in improving ways of working thanks to digital technologies</li> </ul>
continue the deployment of the Group's managerial document to all managers of managers and team managers;	2013-2015	<p>Sessions conducted in 22 countries; realisation of 7,500 self-assessment quizzes</p> <ul style="list-style-type: none"> <li>• Managers trained: 76 sessions, including 20 international sessions: 1,100 leaders trained (including 300 outside of France), 450 managers of managers</li> <li>• HR trained: 68 sessions, including 14 international sessions: 800 people trained (including 160 in international sessions)</li> </ul>
participate in the national effort to integrate young people in the working world in France.	2014-2015	<p>The Orange Group continued its proactive policy of supporting youth during their initial training or in complement to this. This commitment was reaffirmed in the context of two additional agreements with social partners: the intergenerational agreement of 27 September, 2013, and the alternation and internship agreement of 25 February, 2014.</p> <p>In particular, these agreements provide to include at least 5,000 young apprentices each year within the Group in France, and an additional 1,000 in 2014, for the high-speed broadband plan. Within these agreements, the Group also commits to hosting at least 2,500 interns each year. The plan is to promote the integration of these young people in the fields vital to the Group, by recruiting at least 1,500 of the students via permanent contracts at the end of their training, over the three-year period of 2013 to 2015.</p> <p>With around 6,100 current apprentice contracts as of 31 December, 2014 (training and professionalisation contracts), i.e. 6.1% of the total staff (limit of the Group's agreement in</p>

Trust

	<p>France), the Group fully meets its objectives. In 2014, approximately 350 former apprentices were recruited on permanent contracts, and about 600 over the last 2 years of the three-year commitment. Furthermore, the Group completed its action promoting the professional integration of young people, by continuing to welcome a large number of interns every year (2,735 in 2014 versus 2,873 in 2013).</p>
--	--

<b>PROMOTING DIVERSITY IN THE WORKPLACE</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
<p>strengthen initiatives for professional equality between men and women, at all stages of working life in all the Group's countries, and implementation of ad hoc assessment and monitoring devices;</p>	<p><b>2013-2015</b></p>	<p>The Group's policy has a four-fold foundation:</p> <ol style="list-style-type: none"> <li>1- Equal pay: tracking is done for the whole group. Specifically for France, a study aimed at identifying the "unexplainable wage gap" has demonstrated that it is 0.63%, an extremely low gap compared to a market rate that is 10 times higher (6.3%)"</li> <li>2- Women's access to positions of responsibility: follow up of "talent pools" for Leader networks and "Executives," succession plans for key positions, and the mentoring of women to achieve their full potential, deployed in Europe; participation of women in internal networks (InnovElles, the Group's network of women executives, all local networks and divisions in France, Niger, Mali, and some OBS countries - Egypt, UK, Germany, USA, etc.), and external networks to develop their leadership skills (WIL, PWN, InterElles), master self-censorship and provide them with keys to success.</li> <li>3- Feminisation of technical skills: launch of Capital Filles in Romania, and extension of the programme in France, strengthening "shadowing" actions with "Elles Bougent"</li> <li>4- work-life balance: the Strategic Committee which steers the deployment of the Group's Professional Equality policy has decided to widely implement the Charter for balancing private and professional life, produced by the French Ministry of Women's Rights, across the Orange group, with the required local adaptations. It has also decided to test the acceptability of the concept of "Happy Men" outside France, in order to involve men in professional equality.</li> </ol> <p>The Group's policy as a whole is subject to an assessment under the Gender Equality European and International Standard; all European countries will be audited, and an expansion plan for some AMEA countries is scheduled in 2015.</p>

Trust

<p>increase the proportion of women in managerial positions (2015 goal: 35%)</p>	<p><b>2013-2015</b></p>	<p>The goal of achieving 35% of women in the network of leaders was postponed to 2020 at the Strategic Committee meeting held in October 2014, taking into account the low renewal of this population base. At year's end 2014, the figure stood at 32%.</p> <p>The following actions have been implemented to achieve this goal:</p> <ul style="list-style-type: none"> <li>• the Group's talent reviews systematically present the proportion of women in management network positions and in the associated pools in which we are aiming for equality, and, as appropriate, an action implemented contributing to the achievement of this goal</li> <li>• A long-term action to achieve the 35% goal is the equal recruitment of very young potential talents through the "Orange graduate programme."</li> </ul>
<p>develop support for countries and divisions within the Group to help strengthen local policies on diversity, particularly relating to the issue of disabilities</p>	<p><b>2013-2015</b></p>	<p>The partnership with the International Labour Organisation on disabilities has been strengthened. Orange participated in the annual conference in October 2014 in Geneva, with representation from Europe and AMEA. Pilot equal opportunity initiatives are being launched in Romania for Capital Filles and in Morocco for Passeport Avenir. A "Diversity" network is being created within AMEA with a "diversity champion".</p>

## OUR SUPPLIERS AND SUBCONTRACTORS

Objectives	Deadline	Progress Status
<b>ORANGE, A RESPONSIBLE PURCHASER</b>		
continue to strengthen CSR in governance, purchasing and logistics processes and logistics;	2014-2016	<ul style="list-style-type: none"> <li>▪ validation of the Responsible Purchasing Policy, available online (<a href="http://www.orange.com/fr/engagements/responsabilite/vision/achats-responsables">http://www.orange.com/fr/engagements/responsabilite/vision/achats-responsables</a>). This policy structures the development of CSR in all purchasing and logistics processes</li> <li>▪ in France, strengthening of the CSR clause and awareness-raising for all buyers and legal staff</li> <li>▪ ongoing deployment of the new CSR clause in all countries in Europe and AMEA</li> <li>▪ launch of the CSR purchases network of coordinators in each country in Europe and AMEA: 18 coordinators are appointed (including 11 for AMEA), with initial local meetings held to share best CSR practices</li> <li>▪ launch of the CSR / Logistics Corporate and Europe network of coordinators (France, Belgium, Romania, Moldova, Romania and Slovakia); awareness-raising campaign for Reverse Managers for countries on WEEE processes and regulations in place</li> <li>▪ strengthening of the supplier risk committee, integrating CSR elements, ethics and data security</li> <li>▪ contribution to the waste management policy:               <ul style="list-style-type: none"> <li>○ finalisation of the Sirius Refurbished Handsets project aimed at professionalising and maximising the collection of used mobile sets in Europe; implementation in Romania and Moldova; ongoing study for Poland, Armenia and Moldova</li> <li>○ reconditioning of used Live Box 2 devices for AMEA (Côte d'Ivoire and Senegal initially)</li> <li>○ Revision of after-sales specifications in order to produce spare parts made of recycled plastic recovered from our Live Box and Set-top box casings</li> </ul> </li> </ul>
strengthen the use of CSR behaviours and commitments among purchasing players	2014-2016	<ul style="list-style-type: none"> <li>• In France, training provided for 51 buyers in 5 "CSR risks &amp; opportunities" workshops, aimed at enhancing their knowledge base, the understanding of CSR risks and opportunities and regulatory measures, and training 104 buyers for CSR assessments of suppliers in order to allow them to help stimulate and support the continuous improvement of our suppliers</li> <li>• 174 buyers and employees of the Purchasing Management and Administration Division attended the module "Orange: Responsible Supplier Relations" in 2014</li> <li>• training for 8 "Reverse Logistics" correspondents in European countries at a CSR workshop aimed at</li> </ul>

		<p>strengthening their awareness of CSR</p> <ul style="list-style-type: none"> <li>• For BuyIn, 70 people trained (buyers and support functions) in 3-hour sessions, i.e. nearly 40% of the target population; 55% of BuyIn employees have completed the new CSR e-learning module.</li> <li>• Designing of the training module for CSR purchasing coordinators in Europe and AMEA countries, to be deployed in 2015</li> <li>• Strengthening the Ethics and anti-corruption awareness-raising and training programme <ul style="list-style-type: none"> <li>○ Anti-corruption eLearning distributed to all employees</li> <li>○ specific communications on Compliance Day: pushmails to managers and employees, editorials posted online on the GSSC intranet with links to Ethics and Anti-Corruption e-learning programmes, and to the ethics pages; GSSC compliance and fighting fraud</li> <li>○ General ethics/fraud/compliance/security push email with links to quizzes and ethics and anti-corruption e-learning programmes, as well as to ethics pages, compliance, security and GSSC fight against fraud</li> </ul> </li> </ul>
contribute to regional development and local employment by promoting access to our calls to tender for suppliers in adapted and protected sectors and innovative SMBs	2014-2016	<ul style="list-style-type: none"> <li>• active support for the development of French businesses in protected sectors, with a renewed commitment of at least €15m euros in purchases annually in the sector. Currently, over 450 companies in this sector are working with Orange, for total invoicing of over €15.4m at year's end 2014.</li> <li>• As part of the corporate public holdings charter promoting the emergence and development of innovative SMEs, signed in 2012, in France, Orange currently supports more than 200 innovative SMEs in their economic development, through direct purchases with over €100m per year for the Group, and through an Open Innovation programme.</li> <li>• Similarly, thanks to expertise in the Chinese market through subsidiary OSC, since mid-2014, Orange has developed a support offer for innovative SMBs, helping them in their global development, identifying and selecting Chinese manufacturers with a sufficient level of maturity to meet international requirements in terms of costs/quality/time/protection of intellectual property/CSR compliance. Two French start-ups benefitted from this privileged support in December 2014.</li> </ul>
<b>PROMOTING CSR STANDARDS IN THE SUPPLY CHAIN</b>		
favour suppliers who meet ethical, social and environmental requirements,	2014-2016	<ul style="list-style-type: none"> <li>• Evaluation of 212 suppliers by the specialised firm EcoVadis in 2014, on behalf of Orange, including 85 in the BuyIn scope</li> </ul>



improving the consideration of all environmental and social criteria in calls to tender, and ensuring the implementation of Orange CSR requirements by suppliers		<ul style="list-style-type: none"> <li>• strengthening of CSR in the selection of our suppliers: test conducted on 6 pilot calls to tender. 10 recommendations developed and recorded by the CSR Steering Committee</li> <li>• strengthening information about suppliers, notably including the active fight against corruption and the integration of "due diligence" in the Supplier Risk Management process (risk analysis and appropriate procedures): <ul style="list-style-type: none"> <li>○ identification of purchasing categories at risk of fraud or corruption</li> <li>○ definition of an integrated Due Diligence questionnaire including financial information, business ethics and self-declarations of compliance</li> <li>○ distribution of guidelines for validating the selection of third parties</li> </ul> </li> <li>• For Orange France, certified for "responsible supplier relations", the adherence of subcontractors to the principles and commitments defined under the "responsible supplier relations" charter is one of the focal points of CSR implementation. Of the 500 signatories of the Charter at the end of September 2014, 97 are our direct suppliers, corresponding to approximately 16.5% of our purchasing volumes in France.</li> <li>• Use of QREDIC, the performance evaluation methodology for Orange suppliers to evaluate the performance of local suppliers in Europe (Spain, Belgium, Slovakia, Romania) and Africa (Tunisia, Côte d'Ivoire, Egypt).</li> </ul>
contribute to the deployment of the Joint Audit Cooperation (JAC), which includes the development of multi-stakeholder dialogue on JAC Guiding Principles aimed at improving meaning and content	2014-2016	<ul style="list-style-type: none"> <li>• 37 audits conducted in 2014; a total of 148 since 2010.</li> <li>• In 2014, 58% of audits covered second-tier subcontractor sites.</li> <li>• Multi-stakeholder dialogue: the 4<sup>th</sup> forum was held on 22 January, 2015 in China, on the theme of "Transparency in the outsourcing chain". 150 people participated</li> <li>• Publication of the Guidelines and associated KPIs (working hours and fair wages)</li> <li>• Implementation of a CSR "pre-audit" survey to better target sites to be audited</li> </ul>
develop traceability of conflict minerals for the products concerned.	2014-2016	<ul style="list-style-type: none"> <li>▪ Integration of a clause into purchasing contracts of all equipment and products by Orange and BuyIn, concerning minerals from conflict zones as defined in Section 1502 of the Dodd Frank Act (tin, tantalum, tungsten and gold). Requirement for suppliers to indicate whether any of these minerals are used in the</li> </ul>

		<p>equipment. If so, the supplier must promote the traceability of the source of the minerals and transparency in its own supply chain.</p> <ul style="list-style-type: none"> <li>▪ Integration in on-site audits carried out within the JAC framework, of questions on resources used in order to promote the traceability of the source of minerals and transparency in the vendor supply chain.</li> <li>▪ Major involvement of purchasing in the Resources Committee chaired by Orange Environment Management.</li> </ul>
<b><i>ON-GOING INTEGRATION OF CSR WITHIN BUYIN</i></b>		
support BuyIn in strengthening the CSR management system and assessment tools, together with CSR risk management and supplier performance	<b>2014</b>	<ul style="list-style-type: none"> <li>▪ Extending coverage for the responsible purchasing process within BuyIn, particularly in "due diligence" operations (Ecovadis assessment, audits) for active suppliers</li> <li>▪ CSR pre-qualification (via external evaluations or an internal questionnaire) carried out on most calls to tender launched by BuyIn</li> <li>▪ Implementation and monitoring of CSR improvement plans for low maturity suppliers</li> <li>▪ Launching of a joint working programme between Orange, Deutsche Telekom and BuyIn to harmonise reference documents for the 3 entities (CSR clause, Supplier Code of Conduct)</li> <li>▪ Coordination of escalation steps to deal with suppliers in the event of problems</li> </ul>

## RESPECT FOR HUMAN RIGHTS

Objectives	Deadline	Progress Status
deploy the 10 <i>Industry Dialogue</i> principles in all countries where the Group operates	2014	<ul style="list-style-type: none"> <li>• Presentation of the principles to the entire network of CSR correspondents at two meetings; one over the phone, and the other at the Group's CSR seminar.</li> <li>• Working with legal departments and countries to build a transparency report on government requests for wiretaps and requisitions</li> </ul>
perform a Group risk assessment on human rights with a focus on countries with the highest risk	2014	<ul style="list-style-type: none"> <li>• Continuation in 2014 of the assessment carried out in December 2013 on Orange Group countries, especially those with high negative impacts. In-depth study on countries most at risk, identified by an assessment of the Group's countries, currently underway with a focus on the analysis method</li> </ul>
communicate and educate employees on <i>position papers</i> published by the <i>Industry Dialogue</i> , including monitoring and differences between operators and internet providers.	2014	<ul style="list-style-type: none"> <li>• Communication to the Group's subsidiaries of Industry Dialogue positions at the two aforementioned meetings</li> <li>• Posting of these principles on orange.com, with a link to the dedicated Industry Dialogue website <ul style="list-style-type: none"> <li>• Implementation of training sessions in 2014. in collaboration with EDH ("Entreprises pour les droits humains - Human Rights Enterprises).</li> </ul> </li> <li>• Preparation of e-learning for employees, to be dispensed in 2015</li> </ul>

## ACCELERATING SOCIO-ECONOMIC DEVELOPMENT

### FIGHTING THE DIGITAL DIVIDE

<i>FIGHTING THE GEOGRAPHICAL DIGITAL DIVIDE</i>		
Objectives	Deadline	Progress Status
pursue solar deployments according to local contexts laid out in outsourcing contracts for base stations	2013-2015	Solar deployments continued with an additional 232 sites installed in 2014. Taking into account the sale of Orange Dominicana, the Group's total solar sites was maintained at approximately 2,400 sites, of which 269 are under outsourcing contracts.
relying on our submarine cable network and terrestrial backbone, improve broadband access to African countries		Within the context of 3G deployments, each AMEA country was connected to our submarine cable and/or terrestrial backbones (completed by satellite links for some countries)
launch initiatives to facilitate energy access for powering mobile phones in Africa		After two tests conducted in 2013 in Niger and Guinea Bissau, a collective solar charging solution for mobile devices was selected and proposed to the countries. In 2014, as part of its coverage extension programme, Orange Madagascar chose this solution to equip Orange sales locations created in these new areas. This year, 100 systems have been deployed in the field.
Mobile broadband: <ul style="list-style-type: none"> <li>• deploy 4G/LTE networks in European countries where Orange is present by 2015</li> </ul>	2014-2015	4G is deployed in all European countries, with the exception of Armenia
<ul style="list-style-type: none"> <li>• deploy 3G in Orange countries in Africa - Middle East by 2015; provide mobile coverage to 80% of the population.</li> </ul>	2014-2015	3G is deployed in all AMEA countries. However, 4 countries have not yet commercially launched their service because they are still waiting for their licence (Guinea Bissau, Equatorial Guinea, Cameroon and Iraq) All AMEA countries benefit from a higher 2G coverage for 80% of the population

<i>FIGHTING THE PHYSICAL DIGITAL DIVIDE</i>		
Objectives	Deadline	Progress Status
<p><b>products and offers:</b></p> <p>continue to develop offers and products to meet the needs of disabled and elderly persons, either directly or in partnership with start-ups, within a logic of open innovation</p>	2014-2015	<ul style="list-style-type: none"> <li>• contractual partnership with Telorion to offer our customers an easy and intuitive smartphone solution for our visually impaired and blind customers at the best possible rate, enriched with useful features for specific customers (OCR, colour recognition, etc.)</li> <li>• development of solutions aimed at improving access for visually impaired, blind customers and senior citizens to many products and services (Livebox, Cloud, Orange</li> </ul>

## Development

<p>strengthen the integration of accessibility in the Group's internal operations</p> <p>develop products and offers to facilitate access to the digital world for senior citizens in European markets</p>		<p>Radio, directory, etc.)</p> <ul style="list-style-type: none"> <li>• experimentation during the 1<sup>st</sup> half of 2015 in France with a home care solution with sensors and analysis of appropriate data, allowing caregivers to provide care for the elderly at a distance and promote home support.</li> <li>• development of the Easy smartphone solution for senior citizens, facilitating the use of touch interfaces and major android smartphone features for senior citizens; this application will be launched in Romania in Q12015.</li> <li>• Signing in September 2014 of a technology partnership agreement with Otosense, which has developed an app that allows deaf people to identify everyday sounds. The app identifies a sound and warns the user with flashes, vibrations, text messages, etc.</li> </ul>
<p><b>access to offers:</b></p> <p>further develop the accessible distribution network (in shops, remotely)</p> <p>develop access to offers digitally with improvements in web catalogues</p> <p>continue training and coaching actions</p>	<p><b>2014-2015</b></p>	<p>Distribution network</p> <ul style="list-style-type: none"> <li>▪ 95% of the Orange France network of shops is accessible to people with disabilities, and 100% of the 280 stores labelled Autonomy</li> </ul> <p>access to offers:</p> <ul style="list-style-type: none"> <li>▪ testing of a linking system for the deaf and hearing impaired, via a tablet, with a remote sales advisor in two Arc-en-ciel areas.</li> <li>▪ catalogue of autonomy offers available online, in addition to the paper &amp; CD audio versions.</li> </ul> <p>Training and coaching</p> <ul style="list-style-type: none"> <li>▪ In 2015, on-going training programmes with an additional focus on telephone reception for the elderly.</li> <li>▪ The site "bien vivre le digital" (<a href="http://bienvivreledigital.orange.fr/autonomie">http://bienvivreledigital.orange.fr/autonomie</a>), which provides information on Orange accessibility actions, has seen visits increase since its creation in July 2013</li> <li>▪ Orange Digital Solidarity: partnerships with dozens of associations. 2,500 Orange Group volunteers have already worked in training sessions. Over 1,000 workshops in 2014 throughout France.</li> </ul>
<p>strengthen dialogue with disability stakeholders</p>		<ul style="list-style-type: none"> <li>• Participation in numerous working groups, fairs and conventions.</li> <li>• Contribution to national and international projects (M-enabling Summit, European standardisation meetings on the Silver Economy, standardisation projects on accessibility, etc.).</li> </ul>

<b>CONTRIBUTING TO CULTURAL DEVELOPMENT</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
support for cultural integration efforts to the digital world in AMEA via the Orange Foundation's digital education programme	2014-2016	<p>Launching of the "digital schools" programme, which aims to provide free educational content in digital form for primary and secondary students in five African countries (2014: Madagascar, Senegal, Niger; starting in 2015: Cameroon and Tunisia). The programme is based on three pillars: a kit distributed to schools, content provided and support for teachers. The kit consists of two servers with pre-loaded content and 50 Wi-Fi tablets. The contents include at a minimum the Wikipedia encyclopaedia, the Wiktionnaire dictionary, Khan Academy mathematics courses, and digital books from the Gutenberg library (excluding school books). They are supplemented by local content selected by the Ministry of Education in each country. Orange volunteers sponsor schools in their area, providing training and technical follow-up with teachers and students. Over 20,000 children will benefit.</p> <p>Within this context, the Orange Foundation has contributed to the translation into French of math lessons for primary and middle school students of the Khan Academy, a personalised learning platform that allows remote access to free knowledge.</p>
support for the Group's MOOC (Massive Open Online Courses - online courses accessible to everyone) dedicated to digital empowerment	2014-2015	<p>early 2014, Orange launched Solerni - the MOOC platform. Several programmes have already been launched, aimed at Orange employees and the general public:</p> <ul style="list-style-type: none"> <li>• In March, opening of the 1<sup>st</sup> MOOC, "<a href="#">Le digital, vivons-le ensemble</a>", an unprecedented initiative that reflects Orange's goal of supporting its employees and the general public in the exploration of the digital world, through a collaborative process promoting mutual learning.</li> <li>• "<a href="#">Décoder le code</a>" is an entertaining and collaborative 4-week course offered by Orange to discover and understand programming and code, and its many applications in everyday life.</li> <li>• With "<a href="#">Devenir Web Conseiller</a>", in a practical community spirit, Orange proposes a discovery and mastery of the basics of the Web consulting business. Orange professional Web consultants supported learners in their progress during the online training course.</li> <li>• More than 20,000 people have registered for the last two MOOCs, which opened in November</li> <li>• the MOOC "<a href="#">L'Impressionnisme : du scandale à la consécration</a>" opened in October, offering 8 course sequences to rediscover the masterpieces of Impressionism. It has recorded more than 15,400 subscriptions.</li> </ul>

DEVELOPING ESSENTIAL INNOVATIVE SERVICES		
Objectives	Deadline	Progress Status
Develop solutions to meet specific needs	2014-2016	<p>In AMEA, launching of several services</p> <ul style="list-style-type: none"> <li>• <b>New mAgri services in 2014</b> <ul style="list-style-type: none"> <li>○ Commercial launch of Bazar Mada with the Chamber of Commerce and Industry of Antananarivo (Madagascar)</li> <li>○ commercial launch of Sénékéla (Mali)</li> <li>○ commercial launch of Sim Anacarde (Côte d'Ivoire)</li> <li>○ Launch of two pilot projects for mAgri B2B services in Madagascar with Symrise and Faly Export (two agriculture exporters)</li> </ul> </li> <li>• <b>New mHealth services in 2014:</b> <ul style="list-style-type: none"> <li>○ commercial launch of "my health line" in Cameroon</li> <li>○ implementation of a pilot vaccination recall tool in Egypt</li> </ul> </li> <li>• The <b>mWomen</b> axis is now defined as a priority for AMEA CSR actions, complementing the mAgri and mHealth services and those providing entrepreneurship support already identified in years past</li> </ul>

SUPPORTING ENTREPRENEURSHIP		
Objectives	Deadline	Progress Status
support the deployment of at least two new incubators in the AMEA area in view of developing new forms of entrepreneurship in line with the local and digital economy	2014-2016	<ul style="list-style-type: none"> <li>• Launching in 2014 of Niamey CIPMEN, the 1<sup>st</sup> incubator in Niger. Orange provided its technical expertise for the creation of this new innovation centre.</li> <li>• Pre-launch of the incubator ESPRIT in Tunisia in September 2014, providing continuity with the Developer programme</li> </ul>
expand partnerships with players in the social economy and social entrepreneurship	2014-2016	<p>Orange is a partner in the TechAFrique project (<a href="http://techafrique.startupbrics.com">http://techafrique.startupbrics.com</a>), an entrepreneurial initiative designed to highlight the players in digital Africa - startups, incubators, accelerators, etc. - and initiate synergies with the digital players of #FrenchTech (Simplon.co, startups identified and already connected by French digital players, etc.). See the file: "l'Afrique numérique, c'est de la dynamique !" (<a href="http://www.orange.com/fr/a-propos/Groupe/nos-dossiers/2014/l-Afrique-numerique-c-est-de-la-dynamique">http://www.orange.com/fr/a-propos/Groupe/nos-dossiers/2014/l-Afrique-numerique-c-est-de-la-dynamique</a>)</p>
launch the 4 <sup>th</sup> edition of the Orange Social	2014	<ul style="list-style-type: none"> <li>• The results of the 4<sup>th</sup> edition of the Orange Social Entrepreneurship Prize in Africa were announced in</li> </ul>

<p>Entrepreneurship Prize in Africa and strengthen support for the best projects from the previous editions</p>		<p>November. Out of 450 projects, the jury selected 3 winners, and the winner of the special API Orange Partner prize (see below). Users of the StarAfrica portal, meanwhile, chose their favorite "coup de cœur" project. (<a href="http://www.orange.com/fr/a-propos/Groupe/nos-dossiers/2014/l-Afrique-numerique-c-est-de-la-dynamique/Folder/le-Prix-Orange-de-l-Entrepreneur-Social-en-Afrique-les-vainqueurs-2014">http://www.orange.com/fr/a-propos/Groupe/nos-dossiers/2014/l-Afrique-numerique-c-est-de-la-dynamique/Folder/le-Prix-Orange-de-l-Entrepreneur-Social-en-Afrique-les-vainqueurs-2014</a>)</p> <p>In addition to financial grants of up to €25,000 and a patent in the 1<sup>st</sup> prize winner's country of deployment, Orange offers the winners as well as the 10 finalists of the Orange Social Entrepreneurship Prize in Africa an online coaching programme on the VC platform VC4Africa.</p> <ul style="list-style-type: none"> <li>• Other initiatives were conducted in the AMEA area             <ul style="list-style-type: none"> <li>○ new APIs challenges in Côte d'Ivoire, Senegal, Cameroon and Mali, which allowed some thirty companies to compete to win various prizes, including a grand prize with a partnership with Orange to distribute and promote services in a number of AMEA countries where Orange is present</li> <li>○ launch of the 2<sup>nd</sup> D4D (Data for Development) challenge in Senegal (after Côte d'Ivoire in 2013), covering five priority areas: health, agriculture, transportation/urban planning, energy and national statistics. The selection of the best projects will take place in April 2015</li> <li>○ for the 2<sup>nd</sup> time, Orange sponsorship of the m-health competition in Botswana, which aims to create conditions for the connected health system of tomorrow. <a href="http://www.biztechafrika.com/article/2014-youth-mhealth-innovation-competition-launched/8109/#.VJGFyhAY6M4">http://www.biztechafrika.com/article/2014-youth-mhealth-innovation-competition-launched/8109/#.VJGFyhAY6M4</a></li> </ul> </li> </ul>
<p>broaden the partnership with social economy stakeholders in order to develop solutions for fragile populations, or those with special needs</p>	<p>2014-2016</p>	<p>As part of the partnership conducted in France with ANSA (New Agency for Active Solidarity) since 2013, a budget awareness workshop kit was created for social action players so that they can conduct workshops themselves with their public and in their territory. The dissemination of kits for these workshops was conducted by ANSA as part of a multi-partner project that Orange initiated, thereby allowing many local structures to get a hold of kits and conduct these workshops for low-income households, contributing to better information and management of their overall budget.</p>
<p>extend the deployment of training structures and incubators dedicated to social</p>	<p>2014-2016</p>	<p>In line with its commitment to contribute to digital education for as many people as possible, and open up employment opportunities in the digital world, Orange has</p>



<p>entrepreneurship in France and Europe</p>	<p>partnered with <b>Simplon.co/Les Companions Dev</b>. The latter is a socially responsible company that is entirely focused on disadvantaged populations (from lower-class areas and backgrounds) or under-represented areas in the computer programming industry (young women, senior citizens, individuals with disabilities). In one place (Montreuil), it brings together an accelerated computer programming training centre and the creation of digital startups. Orange especially supports the women developers of each Simplon class by funding their training: two classes were trained in 2014, with some twenty women participating.</p> <ul style="list-style-type: none"> <li>• As part of this partnership with Simplon.co, Orange has contributed to the opening of several training centres: three centres <b>in France</b>: Montreuil and l'Archipel in the Paris region, and La Loupe near Bordeaux; one centre in <b>Romania</b> in Cluj.</li> <li>• Orange also partnered with Simplon.co <b>in creating the operation #SuperCodeurs</b>. Orange, part of the European Commission initiative "<u>EU Code Week</u>", which promotes the learning of computer code, from 11 to 17 October, 2014 in Europe. With the support of local community organisations, they organised 9 workshops for youth in France, Spain, Poland and Romania.</li> </ul> <p>In March 2014, Orange signed a <b>partnership agreement with La Ruche</b>, a collaborative workspace dedicated to social innovation, providing social entrepreneurs with a 600m<sup>2</sup> of eco-designed space in which to work, meet, share and promote their solutions. This partnership should enable:</p> <ul style="list-style-type: none"> <li>• the opening of new regional La Ruche sites</li> <li>• sharing and bringing Orange technology to La Ruche entrepreneurs</li> <li>• offering entrepreneurs the experience of Orange's women and men</li> <li>• allowing Orange to qualify and reference the social and technological innovations implemented at La Ruche</li> </ul> <p>Within this context, Orange is in contact with more than ten start-ups, including two on co-business plans:</p> <ul style="list-style-type: none"> <li>• Otosense: technology-sharing agreement (the "shazam" of the hearing impaired);</li> <li>• Télorion: distribution agreement on smartphones for the visually impaired.</li> </ul>
--	---

**FACILITATING ENERGY AND ENVIRONMENTAL TRANSITION**

<b>AN AMBITIOUS ENVIRONMENTAL POLICY</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
broaden the scope of ISO 14001 certification at the Orange Group level to attain 40% in late 2014 and 60% by the end of 2016	<b>2014-2016</b>	At the end of 2014, the ISO 14001 certification scope at the Orange Group level increased to 41%

<b>FIGHTING CLIMATE CHANGE</b>		
<b>CONTROLLING OUR IMPACT</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
<b>NETWORKS AND SI</b>		
accelerate the deployment of 2020 GREEN ITN energy action plans in the Group's countries	<b>2014-2016</b>	<ul style="list-style-type: none"> <li>• Three priority levers were launched in Europe (Energy metering, RAN Energy Savings Features, extension of climatic parameters) with a significant deployment in Poland, Slovakia and Romania</li> <li>• Seven initiatives were deployed in the AMEA area (elimination of strictly-oil sources for sites, connection to the power grid, distributed architecture of radio racks, free cooling, energy metering, RAN Renewal and low consumption functions)</li> <li>• An Energy manager was appointed in early 2014, and a dedicated organisation has been set up in France. Work in close collaboration with the programme Groupe Green ITN 2020 has allowed for a near stabilisation of energy consumption.</li> </ul>
define and implement a plan to optimise network equipment and undertake work on eco-design data centres and the network	<b>2014-2016</b>	<ul style="list-style-type: none"> <li>• Partnerships with leading network equipment providers to develop much more eco-efficient solutions are under study; first field tests in Romania</li> <li>• Studies are underway at Orange Labs for the optimisation of building infrastructures and technical environments for data centres, with the aim of launching a pilot in 2015 in a Group country.</li> <li>• Following the implementation of the Normandy Data Centre (Val de Reuil), a plan has been set up to close data centres that cannot be optimised from an energy standpoint: 3 closures are scheduled in France (60% progress by end of 2014)</li> <li>• The virtualisation of IT servers in AMEA was accelerated: deployment of Orange Infra (IT hosting offer, virtualised and standardised) in 14 African</li> </ul>

## Environment

		countries (Senegal / Guinea Bissau / Mali /Niger / Jordan / Botswana / Côte d'Ivoire / GOS (Group Orange Services ) / Guinea Conakry / Cameroon / Central African Republic / Madagascar / Democratic Republic of Congo / Uganda)
deploy an energy consumption measurement and optimisation tool for equipment in data centres in the Europe area	<b>2014-2016</b>	The deployment of a tool for measuring and optimising energy consumption for equipment in data centres is underway in the area of Europe. This represents about 6,000 servers in five countries (Poland, Romania, Slovakia, Moldova and Armenia). The aim is to finalise the deployment by end of 2015.

### ADMINISTRATIVE AND COMMERCIAL BUILDINGS

Objectives	Deadline	Progress Status
in France, optimise the management of technical facilities and reduce consumption, by pursuing the actions undertaken (smart meters, remote readings, etc.)	<b>2014-2016</b>	In 2014 in France, in keeping with its environmental policy formalised in 2014, the Real Estate Division has: <ul style="list-style-type: none"> <li>• continued <b>the measuring of electricity consumption</b> in buildings to cover 100 of the largest tertiary sites, for over 1,000,000m2</li> <li>• automated the detection of consumption faults and the monitoring of their corrections at 66 sites</li> <li>• deployed performance analysis for existing facilities in 161 buildings (562,000m2): visits by an energy consultant after analysing bills; fluids for the optimisation of various operating principles (regulations, intermittences, etc.) at technical installations.</li> </ul>
in other European countries, deploy the energy consumption measurement and optimisation tool for IT equipment (offices) in all commercial buildings, and assess the possibility of integrating other consumption factors (air conditioning, lighting, etc.)	<b>2014-2016</b>	The energy consumption measuring tool for IT equipment (offices) was deployed in all countries in 2014. It covers around 76,000 devices (desktops, laptops, monitors, printers and IP phones) in the seven countries accounted for (Poland, Spain, Romania, Slovakia, Belgium, Moldova and Armenia).

### TRANSPORTATION AND TRAVEL

Objectives	Deadline	Progress Status
continue optimising the fleet of cars by integrating sustainable mobility tools to increase earnings (carpooling, car-sharing, etc.) ; increase the electric fleet	<b>2014-2018</b>	<ul style="list-style-type: none"> <li>▪ Orange Auto-Partage: providing car-sharing vehicles for employees, for business trips as well as personal use, for evening and weekend rentals. The goal is to reach 2,000 car-sharing vehicles by 2018. Launched in 2013 with around 100 vehicles, the fleet numbered 300 shared vehicles by the end of 2014. Orange has the largest car-sharing fleet in France</li> </ul>

## Environment

extend the replacement of transportation through the use of videoconferencing rooms.		<ul style="list-style-type: none"> <li>▪ Commitment to order 200 electric vehicles by the end of 2015, from the Renault Nissan Alliance.</li> <li>▪ Videoconferencing: numerous videoconferences are organised every month, aiming to cut down on transportation and travel</li> </ul>
--	--	--

### HELPING OUR CUSTOMERS REDUCE THEIR IMPACT

Objectives	Deadline	Progress Status
<b>green offers</b> develop innovative "green" solutions, particularly in the areas of sustainable cities and smart homes, by regrouping partners in the energy, transport and domestic equipment sectors, and relying on our big data	<b>2014-2016</b>	By joining the collaborative research programme on smart Cities supported by Idate, hand in hand with Orange Business Services, the group's CSR conducted a dynamic action for developing "living labs" solutions (open research laboratories where businesses, institutions and civic associations cooperate)

### OPTIMISING THE LIFETIME AND END-OF-LIFE OF EQUIPMENT

#### WASTE OF ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

Objectives	Deadline	Progress Status
optimise collection and processing from business customers and expand internationally in countries where Orange Business Services has a significant presence	<b>2014</b>	OBS has significantly improved its equipment collection process and has moved towards a flexible solution based on the customer's choice, with the aim of promoting the re-use of equipment or spare parts and ensuring environmentally-friendly waste processing.
continue work regarding local waste treatment in AMEA, in collaboration with subsidiaries and other external stakeholders	<b>2014</b>	Various actions have been implemented, depending on the local context: <ul style="list-style-type: none"> <li>• <b>MobiNil:</b> <ul style="list-style-type: none"> <li>✓ involvement in the national campaign for the proper treatment of e-waste, under the Ministry of the Environment and Ministry of Information and Communication Technologies</li> <li>✓ collection actions conducted by Mobinil in Egypt (around 1,000 mobile sets collected)</li> </ul> </li> <li>• <b>Orange Côte d'Ivoire:</b> <ul style="list-style-type: none"> <li>✓ collaboration with CIAPOL (Ivoirian Anti-Pollution Centre) for the selection of approved service providers for the collection and treatment of some network equipment, ensuring compliance with environmental standards in the treatment of such equipment</li> <li>✓ launch of a mobile collection workshop in</li> </ul> </li> </ul>

		<p>Côte d'Ivoire in July 2014 (10T sent)</p> <ul style="list-style-type: none"> <li>• Orange Mauritius: shipment of WEEE stored internal networks to a local company that has developed a treatment system with a European partner</li> <li>• Orange Kenya: <ul style="list-style-type: none"> <li>✓ selection of providers for the reuse or recycling of WEEE that were centrally stored</li> <li>✓ reconditioning of staff computers to hand them over to disadvantaged schools rather than keep them in storage</li> </ul> </li> <li>• Orange Cameroon: work undertaken to ensure proper treatment of WEEE in accordance with national regulations, and develop the collection of WEEE.</li> </ul>
continue training actions for Group entities	2014	<p>Training regarding the implications of the European WEEE Directive in equipment suppliers relations</p> <p>Contribution to running a network of CSR coaches for Orange Business Services and contact persons for sales teams on collection and treatment services established in France for business customers.</p>
<b>COLLECTING, RECONDITIONING, RESELLING AND RECYCLING MOBILE SETS</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
develop and strengthen the eco-citizen collection and used mobile purchasing initiatives, including offers on used mobile sets in Europe	2014	<p><b>Eco-citizen collections</b> (free retrieval of mobile sets)  New initiatives have been successfully deployed, in Poland in particular, for collections in primary and secondary schools, and in Slovakia in Orange shops, where consumers are encouraged to donate their used mobile sets to support the social actions of NGO partners and win a new mobile set in a lottery. These "best practices" are being considered in other Orange countries.  In France, Orange is an industry leader in eco-citizen collections, continuing its collection operations with Ateliers du Bocage (a social economy player), in shops with consumers, and through local communities and businesses.  In addition, Orange continues to support mobile waste collection in Africa with collection and sorting workshops in 5 countries; Burkina Faso, Benin, Madagascar, Niger and Côte d'Ivoire. In 2014, nearly 47 tons of waste were thus collected and sent to France to be upgraded.</p> <p><b>"BuyBacks"</b> on mobile sets</p> <ul style="list-style-type: none"> <li>• Initial buyback offers were implemented in France, where the collection rate has increased by 50% since 2013</li> <li>• In Romania a record collection rate of over 30%</li> </ul>

## Environment

		<p>was achieved</p> <ul style="list-style-type: none"> <li>• In Poland two mobile buyback offer pilots have been implemented in several shops</li> <li>• In Spain, after difficulties associated with market developments, a new buyback offer was set up with a new partner in mid-year. This offer multiplied the number of mobile sets collected during the 4<sup>th</sup> quarter by three, compared to the average of the previous quarters</li> <li>• In Belgium the new "my swap" marketing offer was launched. This offer guarantees customers a redemption price on their mobile set after 12 or 24 months, and will significantly increase collection rates.</li> </ul> <p>In Europe, second-hand mobile sales offers are now available in France, Romania and Poland.</p>
assess the feasibility of used mobile set offers in AMEA	<b>2014</b>	Regulatory constraints, collection and conditioning costs, as well as very strong competition from the local second-hand market still render the economic viability of used mobile offers difficult for Orange
grow mobile collection rates in our controlled distribution channels by 50% by the end of 2014	<b>2014</b>	<p>While some markets have witnessed a strong growth in collection rates, the Group's objective to increase the collection by 50% was not achieved. In 2014, 1.6 million phones were collected, representing an increase of 7.4% in the collection rate compared to 2013.</p> <p>The difficulties are mainly due to the following reasons:</p> <ul style="list-style-type: none"> <li>• in Spain, the development of marketing offers with staggered payments on sets makes mobile buyback deals less attractive</li> <li>• in Poland no buyback offers are deployed at a nationwide level</li> <li>• in France, eco-citizen collections have stagnated, especially due to the development of buyback offers and competition by collection players</li> </ul>
contribute through digital solutions to the development of new business models (circular economy, functionality economy, collaborative economy, etc.)	<b>2014-2016</b>	Through its participation in the Circular Economy Institute, CSR has deepened its knowledge of approaches put forward by other major companies. Through its participation in "Business as unusual" at the Kedge Business School, CSR has begun analysing new business models, including the re-use economy and the ultimate recycling of mobile sets

<b>PRESERVING BIODIVERSITY AND SCARCE RESOURCES</b>		
<b>Objectives</b>	<b>Deadline</b>	<b>Progress Status</b>
<b><i>BIODIVERSITY</i></b>		
<ul style="list-style-type: none"> <li>continue the impact study on biodiversity launched in 2013 with a business sector approach (networks, cables, commercial buildings and transportation), deploying actions to reduce the Group's main impacts in this area</li> <li>implement a study in one or two countries for specific actions</li> </ul>	<b>2014-2016</b>	<ul style="list-style-type: none"> <li>The impact study was continued as part of a study on the circular economy, which showed that the main impact is related to energy consumption and waste treatment.</li> <li>Orange Marine has applied the impact study by adapting its submarine cable installation process to avoid damaging the ocean floor, conducting a study that shows that the cables do not disturb marine species.</li> <li>Since July 2014, Orange France has printed customer invoices on 100% FSC certified recycled paper, limiting the service's impact on biodiversity in France.</li> <li>Consolidation and finalisation of the "Green Map" tool: an intranet application that allows for the crossing of environmental data (Natura 2000 areas, Ramsar sites, Regional Parks, Biotope Protection Orders) with data related to our antennae and ICPE sites, with the following goals:               <ul style="list-style-type: none"> <li>improve regulatory oversight on the environment and biodiversity;</li> <li>get to know better the biological sensitivity of the environment in which Orange operates.</li> </ul> </li> <li>Orange has formed a three-year partnership with CREA (Research Centre on Ecosystems in Altitude) around the Atlas Mont Blanc project. Orange will provide technological support (installation of sensors on Orange antennas; development of web tools; data analysis, etc.) and human support (voluntary participation of Orange employees conducting field surveys) in order to help monitor climate change in mountain areas and analyse its impact on the natural environment. This project is launched on the DO Centre Est in France.</li> <li>Launching of a feasibility study for a technology and logistical support mission for anti-poaching actions in Africa.</li> </ul>
<b><i>SCARCE RESOURCES</i></b>		
<ul style="list-style-type: none"> <li>formalise the Group's position on regulations concerning scarce resources</li> </ul>	<b>2014</b>	<p>The Group has set up an organisation that allows it to pre-empt and meet regulatory measures. The Group's position was published online: <a href="http://www.orange.com/fr/actualites/2013/novembre">http://www.orange.com/fr/actualites/2013/novembre</a></p>

## Environment

<ul style="list-style-type: none"><li>• deploy business actions identified by the Steering Committee on scarce resources</li></ul>		<p><a href="#">/Orange-s-engage-sur-les-ressources-rares-et-les-materiaux-critiques)</a></p> <p>The Group's scarce resources committee meets every month with all stakeholders (sourcing, legal, operational divisions, research, etc.) to analyse strategic sourcing and study the impact of current and future regulations. If necessary, decisions are then referred to the Group's Strategic Committee.</p> <p>A tracking table has been implemented for strategic sourcing, identifying scarce resources.</p>
--	--	--