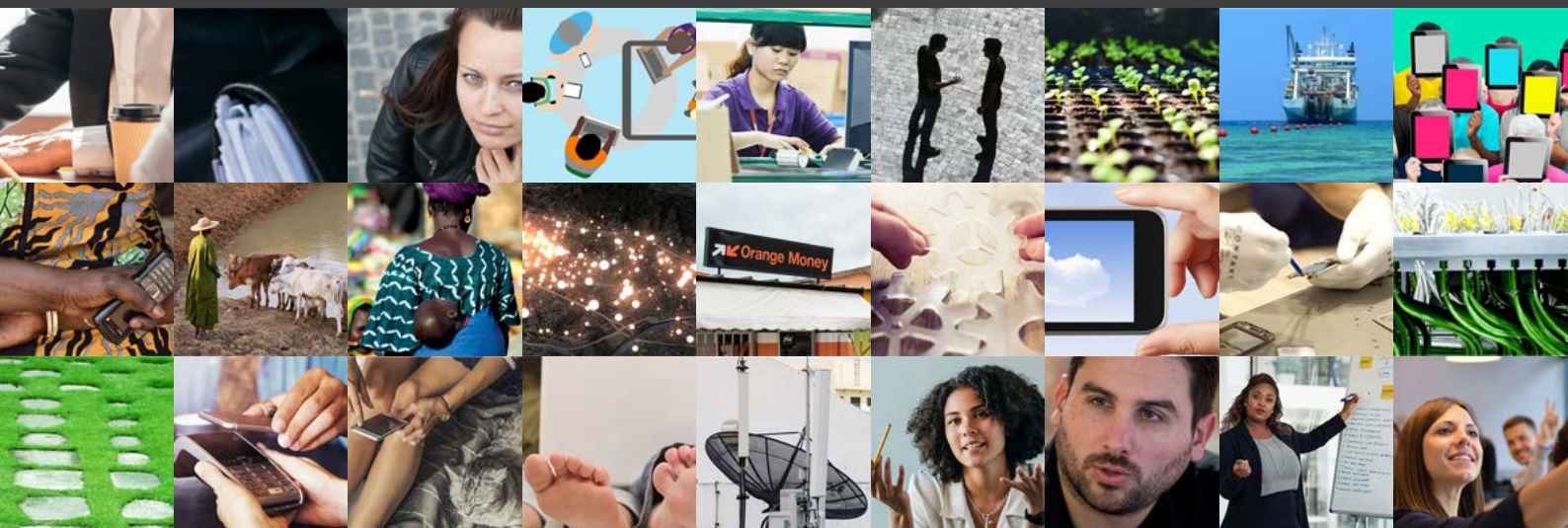


CSR report 2018



Corporate Social Responsibility

Orange Group – May 2019



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CSR governance and sharing challenges

Challenges / vision / beliefs

Orange governance is based on four principles:

- the responsibility and integrity of its executives and directors;
- the independence of the members of its Board of Directors;
- the transparency of information;
- the respect of shareholders' rights.

In the framework of its governance, Orange respects two key principles:

- The application of a corporate governance code:
 - Orange chose the AFEF-MEDEF corporate governance code for publicly traded companies, in its June 2018 version.
- The application of the principle of equal representation of women and men:
 - Currently, 3 of the 7 independent directors on the Board of Directors are women.

7 independent directors

Alexandre Bompard, Charles-Henri Filippi, Christel Heydermann, Helle Kristoffersen, Bernard Ramanantsoa, Anne-Gabrielle Heilbronner and Jean-Michel Severino have been designated as independent directors by the Board of Directors.

Every year, on a proposal from the Governance and Corporate Social and Environmental Responsibility Committee, the Board of Directors examines the directors' independence.

Stéphane Richard is considered as a non-independent director due to his executive functions within the Group.

Senior Director

Charles-Henri Filippi was appointed Senior Director by the Board of Directors on 7 December 2016. His powers and tasks are specified in article 10 of the Board Charter.

The Board of Directors and the shareholders are the two pillars of Group governance.

Stéphane Richard has held the position of Chairman and CEO since 1 March 2011. His term was renewed for 4 years after the Shareholders' General Meeting of 4 May 2018.

The organisation dedicated to the CSR approach:

The Governance and CSR Committee	The CSR Division	CSR sponsors	The network of CSR managers
approves the strategic direction of the CSR strategy and ensures that the Code of Ethics is properly applied	is responsible for the operational deployment of the CSR strategy and provides technical and methodological support to subsidiaries	is responsible for the implementation of strategic CSR directives	covers all the Group entities and business areas and contributes to the operational deployment of the strategy.

Roadmap

An integral part of the Group's strategy, CSR involves all subsidiaries around three enablers of sustainable performance: trusted support of customers, local support for the economic and social development of each country, and a controlled environmental balance.

Based on constructive listening with Group stakeholders, and an internal culture which promotes innovation, our corporate citizenship commitment ensures that all activities have the same focus: making digital technology a catalyst for progress for society and individuals alike.

– **Orange, a guide through the digital world:** the Orange Group ensures it offers all its clients the best experience of new technologies. It supports and protects them in their digital lives. Orange is also aware that its performance depends on how it treats its employees, how it manages its supply chain, and the dialogue it maintains with stakeholders.

– **Orange, an operator committed to economic and social progress:** Orange works to overcome digital divisions, whether these are geographical, economic or physical. With its products and services, the Group attempts to satisfy the essential needs of each individual and places its technology at the service of the development of the countries in which it operates. Orange supports digital initiatives and local ecosystems to encourage the emergence of more open, collaborative and community-oriented business models.

– **Orange, playing its part in the environmental transition:** a rapid growth in uses means the Group must be conscious of its environmental impact. Orange actively works to reduce this impact, and that of its clients. However, the Group is also working towards making digital innovation a catalyst for ecological and energy transition in our society.

To ensure the reliability of indicators and manage the proper application of the Group's commitments in the entities, Orange has in recent years had an external CSR audit carried out by one of its auditors, which has again concluded that it can give an unreserved reasonable assurance with regard to Orange's CSR approach and achievements as they appear in the Consolidated Non-Financial Statement

In 2018, Orange is implementing its Vigilance Plan, which encompasses its measures designed to identify risks and prevent serious harm to human rights and fundamental freedoms, the health and safety of people, and the environment, as a result of its activities and those of its subcontractors or suppliers. This plan includes mapping risks, implementing procedures for assessing the situation of subsidiaries, sub-contractors and suppliers, and taking appropriate action to reduce risks and prevent serious violations, a whistle-blowing reporting and processing system, and procedures for monitoring measures which have been taken.

Going further

- [Orange governance](#)
- [Orange Vigilance Plan](#)

Ethics and the fight against corruption

Challenges / vision / beliefs

- Orange is committed to conducting its affairs within an ethical business environment.
- The ambitions of the Essentials2020 plan, especially in terms of international growth, launching mobile financial services and developing the Internet of Things, make Orange's requirements in terms of ethics, the fight against corruption and compliance, combined with responsible and transparent governance, all the more urgent.
- Orange's ambition is to boost the trust of all of its stakeholders, first and foremost its employees, customers, suppliers, partners and shareholders.
- When the “Sapin II” Act was passed in December 2016, it offered an opportunity to review our ethics and corruption programme in 2017 to make sure we were compliant.

Roadmap

Adopted in 2003 and updated in 2012, the Code of Ethics sets out principles for how the Group should behave (respect, integrity, team spirit, quality of services and protection of the environment) with strong values: fighting corruption and promoting human rights and freedom of expression. It is supplemented by a brochure describing the Group's anti-corruption policy, which was revised in 2017. The Group's approach to corruption is approved by the Group Ethics Committee: it is available at Orange.com, in the Group/Governance section. It is also available to Group staff on the Orange intranet.

The Orange Group anti-corruption policy serves as a “code of conduct” within the meaning of article 17 of the law on transparency, the fight against corruption the modernisation of economic life (the “*Sapin II*” Act); the new 2017 version is gradually being integrated into the various company rules and regulations after consultation of the representative bodies concerned, making it binding upon employees and enabling the company to punish any breaches.

It was released internally and externally at the 5th annual Group Ethics and Compliance Day in November 2017.

The prevention programme put in place at Group level has a number of strands:

- corruption risk analyses are carried out to improve targeting of the actions to be taken.
- a customer, partner and intermediary “fraud and compliance” due diligence methodology has been drawn up and is gradually being rolled out Group-wide;
- a “compliance clause” concerning observance of anti-corruption laws and international sanctions/embargo programmes is gradually being incorporated into all contracts with suppliers and partners;
- management must approve any gifts and invitations which exceed set limits, which employees must declare. Dedicated applications are gradually being rolled out to track these declarations and approvals;
- the corruption prevention training programme and associated materials (e-learning and classroom) have been expanded and reviewed;
- an internal Group whistleblowing system was implemented in the early 2000s. It sets out how company whistleblowers will be protected against any sanction or punitive measure and stipulates the confidentiality of information sent, including the identity of the whistleblower;
- An annual self-assessment questionnaire, compliance reviews to approve entities' self-assessments, accounting checks and an audit programme make up the checks and balances in the Group's corruption prevention programme.

Fiscal transparency: our ambition is to carry out our activities in compliance with the laws of the countries where the Group operates and with the OECD's Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations.

- Our fiscal practices are regularly assessed and audited.
- The Group's fiscal ethics charter states that tax specialists may propose the tax options that are the most favourable, in the knowledge that these proposals must be based on an honest, professional, and objective analysis that is in full compliance with the law.
- We publish a statement of taxes paid in the countries where we operate.

A commitment backed by top management

Orange's Board of Directors makes decisions on the Group's major strategic, economic, social, financial and technological positioning, monitoring their implementation by management through the Audit Committee, the Innovation and Technology Committee and the Governance and Corporate Social and Environmental Responsibility Committee (CGRSE). Once a year, the CGRSE examines the Ethics Committee's report (the Group's ethics approach and conformity programmes).

News / achievements in 2018

- Review of the ethics programme to check compliance with the Sabanes-Oxley Law:
 - Existence of a code of ethics Orange Group anti-corruption policy and its access by the employees
 - The formal adoption of the “reporting process” as part of the Group whistleblowing policy, and its communication to the entire Group;
 - Continuing training in these risks, assessment procedures and checks;
 - Formalization of the procedure for collecting alerts from the alarm system of the Group extended to the Human Rights stakes and the fundamental freedoms, social and environmental issues (whistleblowing) and to the communication inside the Group;
- The ethics committee of the Group reunited 3 times during the year. The annual review of the alarms received through the system of the Group was presented to the committee and validated the update “Guiding principles of the anti-corruption policy”. The Committee of risks has held a meeting focused on the risk of Compliance in presence of the referent administrator the first trimester of 2018.
- The fight against corruption:
 - drafting of a corruption risk map and a document to help analyse corruption risks with a view to supporting relevant countries and entities to better identify risks and implement action plans to manage these risks;
 - New version of our anti-corruption policy gradually integrated into the various rules and regulations of Group entities.
 - “compliance cause” relating to the respect of the legislations anti-corruption and the programs of economics sanctions progressively integrated in the contracts with the suppliers and the partners
 - Continued deployment of the managers' tools for declaring and approving any excesses regarding invitation, meal, and gift thresholds.
 - Reinforcement of the audit programme for the prevention of corruption, update and deployment of the self-assessment questionnaire for the entities. Continuation of the “compliance reviews” to validate the self-assessments and pursue the related audits programme.

- highlight: the 6th “Ethics and Compliance Day” which was held for the whole Group in November 2018 with the theme: “ Be an actor of the prevention of corruption”
- The e-learning Visa Anticorruption of The UN-Orange has been followed by 5000 employees of the Group at the end of 2018.

Going further

- [Code of ethics](#)
- [Tax transparency report - 2018 data](#)
- [Anti-corruption policy](#)

Adjusting our CSR policies to meet stakeholder expectations

Challenges / vision / beliefs

Guided by the pursuit of shared value between Orange and society, the Group builds its CSR approach on a repeated and structured dialogue with all of its stakeholders. Based on the principles of the AA1000 standard (inclusion - materiality - reactivity), this active listening approach:

- ensures that the Group's CSR projects are consistent with the priorities of the stakeholders;
- helps identify and prioritise the risks related to the social and environmental issues of the countries within Orange's footprint, with particular emphasis on detecting "weak signals";
- identifies opportunities for innovation, opening up new prospects of growth for Orange while supporting the social and economic development of the countries concerned.

Roadmap

During the CSR Awards competition in December 2017, Orange won a prize for the quality of its social dialogue.

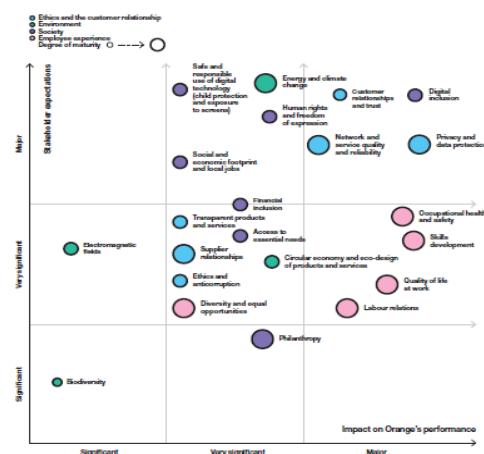
The success of this initiative, which is already fairly mature, also resides in its ability to reinvent itself:

- **by country:** while almost all countries have already completed dialogues, some countries, especially those in which Orange invested recently, still need to organise their first sessions. Holding sessions at regular intervals helps adjust the policies to newly identified risks or opportunities;
- **by theme:** thematic dialogues have been held (women and ICTs, e-health, children and technology, m-agri). Some need to be discussed in further detail. Other major challenges for Orange are regularly identified and dealt with in the same way;
- **at Group level:** certain cross-cutting challenges in which the Group is particularly interested are addressed with a global and multi-local approach. The dialogue on "Social vulnerability and digitalization" permitted to identify 5 scenarios to fight against digital exclusion in France in 2018.

The stakeholder dialogue sets out a consolidated matrix of materiality for the Group.

The measurement of impacts (4th point of the AA1000 norm) introduced in the dialogues permitted to identify: most important theme is customer experience. Followed by 4 other major themes:

- Direct and indirect environmental impacts in the Orange Bank dialogue (responsible investment, ISR funds);
- Reputation impact on the Orange Brand (Orange Bank, Social vulnerability and digitalization, Orange Tunisia);
- Social impacts in the dialogue Social vulnerability and digitalization in France
- Weak signals on work organization of employees at Orange Tunisia during the dialogue on the professional equality between men and women (considering all employees)



Good to know

Orange takes part in sectoral and specialised dialogue platforms, on:

- human rights within the GNI;
- purchasing via the Joint Audit Cooperation (JAC).

News / achievements 2018

- Dialogues by theme:
 - A diversity dialogue in Spain allowed to exchange on the 6 classic pillars of diversity
 - A dialogue on professional gender parity in Tunisia was conducted as part of the GEEIS certification. It allowed to deepen the knowledge on professional equality between women and men for Orange Tunisia and propose a reflexion at the scale of the Tunisian society.
 - Orange Bank launched in October 2018 a dialogue with its stakeholders to work on their CSR policy which forms part of its strategic plan.
- Group Dialogue:
 - A new dialogue on “Social vulnerability and digitalization” started in October 2017, with initiatives including in-person interviews, beneficiary focus groups and creative workshops. Over 150 stakeholders were involved (charities, Orange employees, beneficiaries, etc.), with the support of an experts’ Group made up of Emmaüs Connect (Wetechcare), ANSA, and Orange and Renault CSR officers. The results and analysis of the dialogue have enabled Orange to develop scenarii for potential solutions to meet the identified needs. The report on the “Social vulnerability and digitalization” dialogue has been published in June 2018 and led to the identification of five scenarii to fight for digital inclusion in France. A first scenario resulted in a product called “A Little Boost” devised in 2019 by the French marketing staff, a digital package offered to young people enrolled in a local jobs program.
 - The next Group dialogue “Young people and the Company” regarding generational renewal at Orange, with a broader discussion on the hopes, fears and preferences of young people in terms of the Company, was introduced in late 2018 and will be held in 2019.
- Digital Society Forum

Through various types of events (round tables, collaborative workshops) this collaborative open space brings together and helps develop pluralistic viewpoints among academia, institutions, practitioners, economic agents and citizens.

(See the dedicated data sheet “The DSF: a collaborative platform for dialogue about digital”)

Going further

- [Stakeholder map](#)
- [Overview of dialogues carried out in Europe and OMEA](#)
- [Identifying and prioritising our challenges: materiality](#)
- [The Digital Society Forum: a collaborative platform for dialogue about digital](#)

Digital Society Forum: assessing the impact of digital technology in our lives

Challenges / vision / beliefs

Digital technology is changing the way we live, communicate and perceive the world. To ensure that these changes are always synonymous with progress, we want to give everyone the means to better understand the changes that digital technology entails, and to make it a contributor to positive transformation.

With this in mind, we run a collaborative and open platform, the Digital Society Forum (DSF), with many partners, scientists and players in civil society.

Its ambition? To examine current changes and share the keys to understanding them as widely as possible and to give the possibility to each person to act in conscience.

The Digital Society Forum brings together sociologists, academics and civil society actors around the major themes of daily life. This peer vision is then shared at public participatory workshops, in French regions and abroad, to propose potential actions to all and for all.

The Digital Society Forum operates based on a collaborative and participatory approach and involves different events:

- round tables with experts and the regular presence of Stéphane Richard
- meetings and workshops open to all
- communications at events, in media...
- interventions in think tank like the French Think Tank Institut Esprit Service (MEDEF)
- engagements in collectives such as the Impact AI (a collective regrouping big corporations on the subject of Responsible Artificial Intelligence).

The topics addressed within the framework of these events are defined with sociologists from the Orange SENSE (Sociology and Economics of Networks and Services) Laboratory.

They correspond to the major themes of life in society (home life, work life, education, leisure, citizenship, consumption, health, etc.) and are looked at from the angle of digital technology's impact on behaviour.

All the topics are addressed in articles available on this site. The articles systematically refer to scientific sources, such as studies and publications, which are also online on the site.

Roadmap 2019

- Continuing work and identifying new themes
- Workshop in France at the end of the 2nd semester
- Development and internationalisation (Morocco at the end of April 2019, Cote d'Ivoire and Mali in the second semester, preparing Tunisia and Spain)

Indicators / Key figures at end-2018

16 themes covered since the creation of DSF in May 2013	81 workshops since 2013 4 international workshops (Mali - 2014, Morocco - 2015, Senegal - 2016, 2017, Ivory Coast -2018)	over 3,500 participants since the beginning (round tables, workshops, communications, partner events)	to date, over 900 proposals developed collectively over 1500 articles published on the website
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News / achievements 2018

- Launch in 2018 the theme « The Digital, inclusion or exclusion? » Publication of articles on artificial intelligence and the digital environment.
- Participation in Group events in a side-event format
- The deployment of DSF in Ivory Coast on the theme of Health (2018) following the themes tackled in Senegal “digital technology and employment” (2016) and “digital technology and health” (2017). Further workshops follow all over the country.
- New redaction team and the renewal of the editorial line.
- Reinforcement of the partnerships (Institut Esprit Service, Impact AI, The Conversation...)

The themes covered since the launch of the Digital Society Forum are as follows:

- The Society in the face of Artificial Intelligence (2018)
- Green and digital (2018)
- Inclusion / Exclusion (2018)
- The new 2.0 relationships
- The connected family
- New forms of learning
- Connected diasporas
- Work in the digital age
- Collaborative consumption
- Privacy and personal data
- Big data
- Attention and information overload
- Digital technology and employment
- Creators, one and all?
- New forms of citizenship in the digital age
- Health and digital technology

Going further

- [The Digital Society Forum website](#)
- [Follow the Digital Society Forum on Facebook](#)
- [The DSF on Twitter](#)

Promoting our responsible purchasing policy

Challenges / vision / beliefs

For Orange, sustainable cooperation between a company and its suppliers is a shared enabler of performance. An exemplary relationship like this requires mutual trust:

- compliance with the principles and rights expected by their customer;
- helping suppliers and sub-contractors to define and implement responsible best practices.

To achieve this, Orange assesses and monitors its suppliers' and sub-contractors' CSR commitments, by verifying compliance with its requirements in the field:

- a Supplier Code of Conduct;
- contractual CSR clauses in framework agreements and local contracts;
- evaluations, audits and the implementation of corrective action plans.

Orange published in 2017 a first vigilance plan, updated in 2018, in accordance with the law on Duty of Vigilance, describing in more detail its relationships with its suppliers and sub-contractors.

The Group's impact on local economies is at the heart of Orange's purchasing policy, in particular helping its SME partners develop in the best possible conditions.

Roadmap

- As a responsible purchaser:
 - continue to develop CSR in purchase and logistics processes; adoption of CSR principles and commitments by the purchasing function;
 - contribute to local development and employment by encouraging participation in our tenders for innovative SMEs and companies in the adapted and protected work sector.
- As a promoter of CSR standards in the subcontractor chain:
 - strengthen the importance of environmental and social requirements in tenders and ensure that suppliers implement Orange's CSR requirements;
 - contribute to the deployment of these standards, particularly via the expansion of the Joint Audit Cooperation (JAC) and its guiding principles.

Orange accredited for its "Responsible Supplier Relations"

Over the period 2016-2018, Orange is one of 39 companies accredited for its "Responsible Supplier Relations" out of over 1,800 signatories of the Responsible Supplier Relations charter in France. Since 2013, this accreditation, awarded by the public authorities, has distinguished Orange as one of the French companies to have demonstrated enduring, balanced relations with their suppliers.

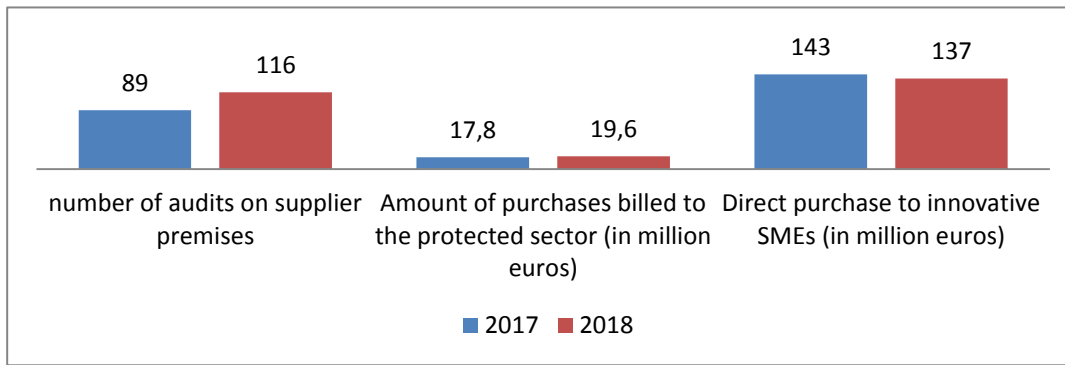
About the Joint Audit Cooperation (JAC)

The JAC is an association of operators co-founded in 2009 by Orange, Deutsche Telekom and Telecom Italia to monitor, assess and develop the implementation of CSR principles by global suppliers in the ICT sector; it had 16 members in April 2018.

Indicators / Key figures

Sum of external purchases of the Group: 18 563 million euros in 31/12/2018

Number of suppliers: approx. 74,000, the first 10 representing 40% of global purchases



News / achievements 2018

- Since 2011, Orange purchases for technical equipment for mobile and fixed networks, service platforms and IT, mobile handsets are shared with Deutsche Telekom in a joint subsidiary BuyIn. These represent 70% of our external purchases. The remaining 30% are either managed at the Orange group level or at the local level.
- The supplier assessment process relies on the provision of documents, based on a risk assessment by category of purchase, either via a questionnaire drawn up by Orange, or via a company specialising in responsible purchasing (EcoVadis, which offers a tool to self-assess, according to the requirements of the ISO 26000 standard on suppliers' CSR commitments). In 2018, Orange has thus evaluated 1/3 of its global purchases. Orange is assessed as a supplier by this organisation, for which its good performances have earned it the rating "gold member" again this year.
- It is supplemented by a coordinated programme of CSR audits on sites based on the verification, evaluation and development of a common methodology, performed by the JAC (Joint Audit Cooperation). The JAC carried out 116 audits in 2018 (+30% vs 2017) on sites directly or through the JAC Academy – an emanation from the JAC to allow replication of the audits carried out by the operators by the suppliers themselves. More than ¾ of these audits focused on tier 2, 3 and 4 suppliers. The JAC Forum, which is held in China each year, allows the exchange of good practices. 768 correctives action plans were implemented thanks to the JAC, out of which 47% focused on occupational health and safety, 27% to other type of working condition, 14% on ethics and 12% on the environment; around 264,000 employees were impacted.
- Orange has committed to smooth SMEs' access to its tenders and to support their growth. At end-2018, Orange was supporting more than 260 innovative start-ups and SMEs, with a combined purchasing volume of €137m (of which €113m is accounted for by France-based companies alone). In France, Orange is a signatory of the part-government-owned companies charter for the emergence and development of innovative SMEs, and makes an active contribution to France Tech, or the Alliance for Open Innovation.
- The Group also actively supports the development of companies in the adapted and sheltered sector; its commitment to place at least €15m of contracts annually with this sector was exceeded in 2018.

Going further

- [Orange Vigilance Plan](#)
- [Supplier code of conduct](#)
- [White paper on relations between Orange and its suppliers in France](#) (in French)
- [Orange Modern Slavery Act Declaration](#)
- [Orange Portal on Responsible Purchasing and Supplier Relations](#)
- [JAC website](#) including the [Guidelines issued by JAC](#)

Respecting human rights

Challenges / vision / beliefs

- In line with the commitment made by signing the United Nations Global Compact in July 2000, Orange wants to comply with and ensure compliance with human rights. This applies to our relationship with our employees in particular, as well as the relationship with our suppliers and sub-contractors. Compliance with the fundamental principles set out in the Universal Declaration of Human Rights and by the International Labour Organization figures explicitly in the Group's Code of Ethics.
- Companies in the telecommunications and internet sector face particular challenges when it comes to protecting freedom of expression and privacy. Orange is a member of the GNI (Global Network Initiative), which strives to improve cooperation and the sharing of best practice with other telecommunications operators, internet providers and representatives of civil society to advance citizens' freedom of expression and privacy.
- Orange is also helping its employees develop a better understanding of the issues related to human rights, in particular by introducing appropriate learning resources.

Roadmap

- Promoting human rights in the ICT sector:
 - In 2017, Orange joined the "Global Network Initiative" (GNI), a multi-stakeholder platform including internet operators, NGOs, academics and socially responsible investors, in order to share best practices regarding the protection of freedom of expression and privacy, and more particularly potential conflicts of interest between the desires and duties of sovereign governments and the responsibilities of telecommunications companies regarding respect for human rights (network shutdowns, illicit online content, etc.).
 - The principles of the GNI constitute a shared Group-level framework for the development of policies and processes relating to freedom of expression and the right to privacy in the ICT sector. Every year, Orange reports on its website on the way the Group applies these 11 guiding principles.
- Customer data and transparency of governmental demands
 - Given the upsurge in service shutdown requests, Orange checks that an official, written request from the competent authorities has indeed been received. In June 2017, Orange published a report collating the wiretapping and requisition requests made by governments.

News / achievements 2018

- Human rights in the ICT sector:
 - Orange is heavily involved in the promotion of freedom of expression and respect for privacy in the ICT sector, including as part of the Telecommunication Industry Dialogue (TID) organisation, of which the Group is a founding member et who merge in march 2017 with the network Global Network Initiative (GNI). It is through this platform that Orange participates actively in the different working groups on the notions of extremist content on Internet, on the problems linked to the needs of the governments to cut the networks (Internet, fixedline, mobile, SMS)
 - Orange renewed its signature of the United Nations Global Compact in 2018, to respect the fundamental principles set forth in the Universal Declaration of Human Rights and by the International Labour Organization, and publicly defends its values. Specifically:
 - at UNESCO in February 2018 Orange took part in a seminar involving businesses, NGOs and governmental agencies about "improving the communications and Information ecosystem to protect the integrity of elections". Orange defended its principles derived from its observance of the GNI to support the security, availability and integrity of networks in the light of government requests in election periods;

- at the UN Business and Human Rights Forum in Geneva in November 2018, Orange presented the way it is implementing its Plan of Vigilance;
- at the annual forum of the Freedom Online Coalition (FOC) in November 2018 in Berlin, attended by 30 governments (including France) that have made a commitment to freedom of expression on the Internet, Orange spoke about the risks to human rights created by the use of 5G, pointing out the potential sources of data hijacking in the core network equipment, as well as the insecure network access that could arise from using connected devices.
- In 2017 Orange published its first report dedicated to human rights, drafted according to a reporting framework that complies with United Nations Guidelines on companies and human rights, as well as with its first Declaration on combating modern slavery.
- Based on its 2018 impact study on human rights, which was nourished by the multi-criteria analysis of Verisk Maplecroft on all entities where Orange is acting as an operator and by major political events (tensions during the electoral process), Orange paid special attention to the following geographic areas: the Democratic Republic of Congo, the Central African Republic, Guinea, Egypt, Cameroon, Niger and Mali. Orange operates in observance of the GNI principles
- Employee awareness
 - Drawing on its participation in EDH (Entreprises pour les Droits de l'Homme), an organisation that brings together 16 of the largest French companies, Orange has rolled out an e-learning course available in more than 90% of Group countries to make its employees aware of its guiding principles.
 - Orange also makes sure that the Group's suppliers and providers commit to take account of the fight against any form of compulsory or forced labour, to ban child labour, and not to discriminate. These commitments are implemented in the different countries according to the local context and respecting national sovereignty.

Going further

- [The Global Network Initiative website](#)
- [The guiding principles defined by the GNI](#)
- [2018 Orange Transparency Report on governmental requests for customer data](#)
- [2018 Orange statement on modern slavery and forced labour](#)

Assessment of our socio-economic impacts

Challenges / vision / beliefs

To measure our contribution to the development of the countries in which we operate, Orange has developed studies to assess the economic and social value created by its activities. Following on from France and Niger in 2017, this approach was extended to five African countries: Cameroon, Côte d'Ivoire, Guinea, the Democratic Republic of the Congo and Senegal. Orange's economic footprint can be assessed on several levels: direct, indirect and induced; the social footprint illustrates the value derived from its corporate social responsibility programmes and the additional purchasing power or productivity gains achieved by using its products and services.

Scope of the analysis

The concept of an economic footprint is based on the notion that a company's impact on its territory is not just limited to its business sector. By analysing the main injected financial flows and their distribution across an economy's sectors, it is possible to measure the direct, indirect and induced economic benefits. The benchmark tool is based on the work by Wassily Leontief (Nobel Prize in Economic Sciences) and uses the sectoral input-output matrices for national added value. The economic footprint aims to report on the value of all these benefits. It is presented without the negative externalities the company may generate.

We consider 3 types of financial flow injected into a local economy: spending in terms of purchases (intermediate consumption), salaries paid to employees and taxes and duties paid to the public authorities, and 3 types of impact:

- **direct impacts**, which correspond to the added value of the company and direct employment;
- **indirect impacts**, created by intermediate consumption required for production, evaluated in monetary or employment terms (this is the suppliers' economic activity);
- **induced impacts**, which are the consequences of the direct and indirect impacts, along with taxes and duties.

Results

Orange's economic footprint is double, or even triple its local added value alone, owing to the propagation of financial flows induced by its activity in the various countries assessed. The results expressed in terms of induced jobs are also very significant and are even more varied between the countries (x180 in Guinea, x80 in Cameroon). These variations mainly reflect the disparities and wage gaps between the countries.

The findings, notably those on the economic footprints for two countries of very different sizes (Niger, Senegal), were set out in a reasonable assurance report by KPMG (*Indirect impacts and Induced impacts for Niger and Senegal, expressed in € and job equivalent*).

The assurance report and the underlying methodological note by the Goodwill management firm, which helped Orange with these analyses, can be read on the site orange.com, via the links at the bottom of this page.

Orange performed additional analyses to measure the impact of its social actions, i.e. on the one hand, the value derived from its corporate social responsibility programmes (waste collection, Orange Foundation's actions, creation of Orange villages, etc.) and, on the other, the additional purchasing power and productivity

gains achieved through individuals and companies using its products and services. This is **Orange's social footprint**.

The **total footprint** (the sum of the economic and social footprints) is expressed as added value as a percentage of GDP for each country. In total, Orange's contribution to the national economies is equal to 8% of the GDP in Cameroon and Guinea and reaches 11% in Côte d'Ivoire.

Orange's economic and social footprints in 6 countries in the MEA zone

	Direct footprint Orange only (in value or jobs)		Economic footprint Impact of purchases, salaries, taxes and duties (in value or jobs)		Total footprint economic + social footprint (in value or jobs or % of GDP)		
	Added value (M€)	Direct jobs	Added value (M€)	Job equivalent	Added value (M€)	Job equivalent	% of the country's GDP
Cameroon	107	601	321	4,800	2171	228,853	7.8 %
Côte d'Ivoire	530	1,965	1,105	90,970	3850	387,180	11 %
Guinea	112	350	200	63,301	623	299,884	8 %
Niger	37*	531*	67*	31,461*	179	52,241	2.8 %
DRC	49	580	174	87,792	483	212,738	1.5 %
Senegal	387*	1,789*	919*	71,196*	1451	102,708	11 %

* results revised by KPMG to a reasonable level of assurance

Going further

- [The methodology note](#)
- [Assurance report](#)

Combating geographic digital divides

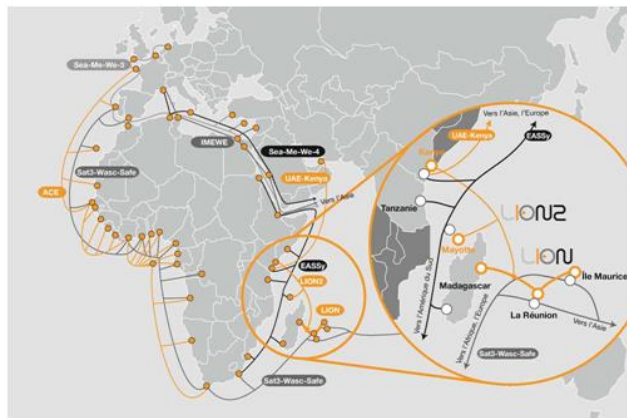
Challenges / vision / beliefs

Orange is committed, through its investments and innovative solutions, to combat factors which exclude people from ICT, so that as many people as possible can gain easy access to services that have become essential. To combat geographic and digital divides, Orange has long been investing in extending fixed and mobile network coverage:

- accelerating deployment of fibre and 4G in Europe, Africa and the Middle East, where our customers need it most;
- Eliminating "Dead Zones".

Roadmap

- To meet the needs of the growing number of smartphone users, Orange is continuing to roll out 4G and 4G+ in Europe, Africa and the Middle-East, and testing 5G.
 - The Group is also deploying very high speed fibre optic networks with FTTH (Fibre to the home).
 - Orange is also committed to the digital enfranchisement of the Africa and Middle-East (MEA) region, by deploying innovative solutions designed to meet local needs, such as solar-powered radio towers and community telephones in the most isolated rural areas.
 - As part of this approach the Group has linked up with the GSM Association and seven major operators to facilitate access to mobile and internet networks in Africa and the Middle-East to better serve rural communities.
 - By sharing infrastructure, the operators involved in the project will be able to reduce costs for all the inhabitants of these regions.
 - With major investments in submarine cable networks, Orange highlights its commitment to increasing access to the internet in nearly twenty African countries where the Group operates, and worldwide , with a network of 450 000 kilometres of submarine cables, while continuing to improve the quality of its network:
 - Reinforcement of the connectivity of the West African Coast thanks to an investment in the submarine cable MainOne (2018) and the Martinique and the American Continent with the submarine cable Kanawa (2019)
 - deployment of the submarine cable PEACE (Pakistan & East Africa Connecting Europe) in progress, for an opening in 2020
-
- The map illustrates Orange's extensive submarine cable network. It shows several key cables connecting different regions:
 - MainOne:** Connects West Africa (Senegal, Mauritania, Mali, Niger, Chad, Nigeria, Benin, Togo, Ghana, Ivory Coast, Liberia, Sierra Leone, Guinea-Bissau, Guinea, Senegal) to Europe (Spain, Portugal, France, UK, Ireland, Germany, Netherlands, Belgium, Luxembourg, Denmark, Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, Austria, Hungary, Italy, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta).
 - Kanawa:** Connects Martinique to the Americas (Brazil, Argentina, Chile, Peru, Colombia, Venezuela, Caribbean Sea).
 - PEACE:** Connects Pakistan to East Africa (Seychelles, Madagascar, La Réunion, Ile Maurice) and Europe (France, UK, Ireland, Germany, Netherlands, Belgium, Luxembourg, Denmark, Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, Austria, Hungary, Italy, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta).
 - Sat3-West-Safe:** Connects West Africa (Senegal, Mauritania, Mali, Niger, Chad, Nigeria, Benin, Togo, Ghana, Ivory Coast, Liberia, Sierra Leone, Guinea-Bissau, Guinea, Senegal) to Europe (Spain, Portugal, France, UK, Ireland, Germany, Netherlands, Belgium, Luxembourg, Denmark, Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, Austria, Hungary, Italy, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta).
 - Sat3-Mo-Wi-4:** Connects West Africa (Senegal, Mauritania, Mali, Niger, Chad, Nigeria, Benin, Togo, Ghana, Ivory Coast, Liberia, Sierra Leone, Guinea-Bissau, Guinea, Senegal) to Europe (Spain, Portugal, France, UK, Ireland, Germany, Netherlands, Belgium, Luxembourg, Denmark, Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, Austria, Hungary, Italy, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta).
 - Sat3-Mo-Wi-4:** Connects West Africa (Senegal, Mauritania, Mali, Niger, Chad, Nigeria, Benin, Togo, Ghana, Ivory Coast, Liberia, Sierra Leone, Guinea-Bissau, Guinea, Senegal) to Europe (Spain, Portugal, France, UK, Ireland, Germany, Netherlands, Belgium, Luxembourg, Denmark, Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, Austria, Hungary, Italy, Greece, Turkey, Cyprus, Malta, Bulgaria, Romania, Bulgaria, Greece, Turkey, Cyprus, Malta).



Indicators / Key figures

4G
in 22 countries
(end 2018)

**56.2 million
4G customers**

**6.3 million very
fast broadband*
customers**

* ≥ 100 Mbit/s

**No 1
FTTH in Europe
32.5 million
households connectable
to Fibre**

**5G network
deployed in 17 cities
across Europe in
2019**

News / achievements 2018

- Deployment of 4G/4G+ networks:
 - In European countries to increase coverage and speeds. Rate of 4G coverage: > 99% in Belgium and Poland, ≥ 98% in France, Moldova, , > 96% in Romania, Luxembourg, Spain and ≥ 94% in Slovakia;
 - In the MEA region: 12 countries covered with 4G (Botswana, Cameroon, Cote d'Ivoire, Egypt, Guinea Bissau, Jordan, Liberia, Madagascar, Mali, Morocco, Senegal and DRC) and 2 countries are put in equivalence (Mauritius, Tunisia)
- Fibre Network:
 - Further deployment with 32.5 million of households' connected with very high debit, with 13.8 million in Spain, 11.8 million in France and 6.4 million in other European countries.
 - in France, Orange has committed to open up 100% of the homes and business-use premises within its FTTH deployment perimeter in the AMII region to FTTH sales from the end of 2020 Actions to improve the fixed network speed in rural areas continued, with fiber deployment in town centers (subscriber connection node opticalization, fiber to sub-distribution frames), and participation in FTTH Public Initiative Networks (PIN) of local and regional authorities. Six new agreements relating to the operation of the fiber optic networks of local authorities (Bourgogne - Franche-Comté, Gironde, Vienne - Deux-Sèvres, Orne and Var, as well as a submarine cable in Guadeloupe) were signed in 2018.
- Mobile new deal in France: agreements were signed in 2018 between the French State and operators to ensure better mobile coverage in the regions, especially in rural areas. The aim is to roll out 4G reception to the whole country, which entails providing it to more than 1 million French people living in 10,000 rural municipalities (by 2020 for owned sites and 2022 for sites in the town centre dead zone programme).
- KONNECT VHTS: Orange has entered into a commercial agreement with Eutelsat to deliver, from 2021, very fast broadband connectivity by satellite system in rural areas of European countries in which the Group operates in the mass market.
-

Going further

- Submarine cables [Main One](#) / [Kanawa](#) / [Peace](#)
- [Orange Wholesale & International Networks \(WIN\)](#)
- [New European fixed VFB satellite system](#)
- [5G, the mobile connectivity of the future](#)
- [L'aménagement numérique du territoire français](#) (in french)
- [The modernization of networks](#)

Combating economic, physical and cultural digital divides

Challenges / vision / beliefs

Orange is committed to fighting against factors which cause exclusion through its innovative solutions and investments. Orange therefore works to ensure that everyone can access services which have become essential in good conditions.

Roadmap

- Orange has deployed a "design for all" strategy to fight the digital divide related to disability and age; the objective is to adapt our products and services to the needs of these populations, and to design specific products combining innovation, simplicity and ergonomics.
- To combat the economic divide, Orange is seeking to address the economic problems of specific populations by creating supportive programmes or adapted offers, often with partners, to help improve general local or sectoral vitality using digital technology.
- To fight against factors for exclusion linked to education or cultural or social issues, Orange offers awareness and equipment programmes, particularly through the Orange Foundation.

Indicators / Key figures 2018

259 stores labelled "Autonomie" in France	88 Solidarity Fab labs in 16 countries,	820 Digital Schools in 16	250 Digital Centres in 20 countries	75 Orange Villages in 11 countries, with 350,000 beneficiaries
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News / achievements - Closing the age and disability digital divide

In 2017, Orange signed a sixth agreement for the employment and integration of people with disabilities to cover the period 2017-2019. This agreement has a target of achieving a total employment rate for people with disabilities of 6% (7.1% insertion rate in 2018). The idea of compensation for disability is built in and clearly defined: as well as material remuneration, employees can be rewarded with training or work organisation arrangements.

Continued development of offers and products either directly or in partnership with start-ups:

- Mobile application assisting the deaf and hard of hearing with communication (Roger Voicehome-care solution.or Kapsys, offering telecommunication solutions for the visually impaired (voice commands or adapted keyboards) ..; home care solution enabling family carers to monitor the elderly remotely.
-
- Orange implemented a common marketing framework in Europe to address the seniors' specific needs and publishes 2 times per year a catalogue valorising the autonomy range which includes mobile solutions, internet, landlines, IOT, accessories and TV adapted to a customer target base. Continuing training and coaching activities for customer advisers, with a focus on answering calls from the elderly. For example, in Poland, people over 65 can be identified by their phone number and are automatically connected with a specialist adviser.
- Learning programmes dedicated to people with autism: educational applications developed with the Orange Foundation, tablets provided to autism facilities, support for research.
- Launch of the Ellomi app designed to introduce people to various types of invisible disability, including using augmented reality, and to raise awareness of the issues relating to disability at work.

News / achievements - Against exclusion linked to educational and cultural factors

- **E-education:** The Orange Foundation aims to give women and young people in major difficulty (taken out of school, destitute, without qualifications, vulnerable, etc.) the keys to the digital world through 4 major digital education programmes: the Solidarity FabLabs, Together for youth integration, Digital Centres and Digital Schools. In 2018, 30,000 young people benefited from a digital education and training programme entitled "Working together to help young people integrate", in partnership with local community projects throughout France.
- **Fighting discrimination: Orange has strengthened or implemented partnerships to:**
 - Support young people from underprivileged backgrounds in accessing the world of business: Capital Filles, Passeport Avenir (enabling young high school graduates from underprivileged backgrounds to access centres of excellence), Nos Quartiers ont des Talents, Energie Jeunes, etc.)
 - Encourage access for women to technical professions,
 - Generally support the fight against discrimination: Orange is a partner of the new web platform "Egalité contre le racisme" (Equality against racism), in collaboration with the "Défenseur Des Droits" civil and human rights agency.

- **Healthcare and education infrastructure**

The Orange Villages, created by the Orange Foundation, provide healthcare and educational infrastructure (a water supply, a healthcare centre, a school).

- **Access to culture**

- Virtual visit concept for museums (with a tablet and smartphone)
- Cultural MOOCs (Orange is a pioneer): 11 cultural MOOCs, with over 110,000 people signed up (April 2018)

- **Skilled-based sponsorship**

Orange allows employees who benefit from its Seniors Part Time scheme (Temps Partiel Sénior) to carry out their activity in sponsorship of skills in an association of general interest, in one of the areas supported by the Foundation: 2,000 employees concerned since 2010 (693 active during of the year 2018).

Going further

- [Making the most of the digital world](#)
- [Digital solidarity](#)
- [FabLabs solidaires](#)
- [Précarité et numérique](#) (in french)
- [Orange Foundation](#)

Developing innovative essential services: m-Women

Challenges/vision/convictions

As part of its global 'Orange for development' approach, the Group works with partners to design appropriate products and services that best drive growth, particularly in the Africa and Middle-East region. Several axes transformation focuses have been identified, including:

- financial services and access to energy, agriculture and health >> see dedicated documents
- **M-Women: a tool to promote women's empowerment through digital solutions and essential services that meet their needs. The aim of including women in the digital world is designed to help boost their contribution to sustainable socio-economic development.**

Roadmap

With m-Women in place in several African countries, Orange is targeting a number of goals:

- Expanding digital access to as many women as possible, as women remain less connected than men
- Rolling out essential services that meet their specific needs, supporting their motherhood and their family's health, avoiding unnecessary journeys, and above all, bringing them greater security through Orange Money,
- Supporting female social innovation and entrepreneurship in light of the fact that women reinvest 90% of their income in their community.

Indicators/Key figures

1. Women account for up to 80% of the food production in many countries with low income.
2. According to UNDP figures, the inequality that limits women's economic activity in sub-Saharan Africa costs countries in the region \$95 billion every year.
3. **Women account for 50 to 60% of the informal economy in Africa***
4. **5.3 million women could escape illiteracy by 2020 thanks to mobile technology****

* New African Woman Forum 2017 ** UNESCO - New African Woman Forum 2017

News/ achievements 2018

- Several measures aimed at women fall within the field of health in cooperation with local health authorities:
 - In the DRC, the development of 'Cycle M', a notification service launched in 2016 to help women track their menstrual cycles via their mobile as part of family planning efforts from the Ministry of Public Health;
 - In Cameroon, the launch of 'Gifted Mom', an SMS and voicemail platform that provides personalised information to pregnant women and young mothers, as well as internet access to find out about nearby hospitals;
 - In Côte d'Ivoire, the launch of M-Vaccin by Orange and Gavi, the Vaccine Alliance, in partnership with the Ministry of Health to boost vaccination rates in regions and districts with lower vaccine coverage. The M-Vaccin programme is set to reach over 800,000 children in 5 years and may be expanded to other West African countries following an impact assessment.
- Other measures are aimed at women's empowerment:
 - After the launch of 'Private Recharge' in Egypt in 2016, 'Smart Recharge' in Morocco allows users to top up their prepaid account without giving their name and number;
 - In the Central African Republic, the launch of the 'Wali' project, an assistance project in response to requests from vulnerable women who have suffered from recurring conflict. The project helps to empower them through Income-Generating Activities (IGAs), such as selling Orange products.

- Sini Tonon is a savings account that operates alongside Orange Money. The account is free of charge and gives rights to insurance cover (10,000 subscribers in Mali at the end of 2017).

To learn more

- [M-Women: improving the social and economic outlook for women](#)
- [Using ICT to empower women in Africa and the Middle East](#)
- [Economy meets progress: women's place in the world](#)
- [Better understand digital life of women in Senegal](#) (video)
- [How mobile phones empower women in Africa and Middle East](#) (infographic)
- [M-Women: connected women in Africa and the Middle East](#) (booklet)

Developing innovative essential services: agriculture and health

Challenges/vision/convictions

As part of its global 'Orange for development' approach, the Group works with partners to design appropriate products and services that best drive growth, particularly in the Africa and Middle-East region. Several transformation focuses have been identified, including:

- financial services and access to energy, women's empowerment >> see dedicated documents;
- agriculture, in order to improve farmers' income, increase agricultural productivity, and strengthen the overall value chain;
- Health, in order to offer simple, reliable and effective solutions in both medical services and personal services, as well as to enable patients to better manage their health and their illnesses.

Indicators/Key figures

Agriculture: around 60% of employment for Sub Sahara Africa's working population and 16% of Sub Sahara Africa's DGP¹.

Orange's range of m-Agri services: Orange has launched **12 services aimed at African farmers in 6 different countries**, which are **now used by 800,000 people** (as at the end of 2018).

Health: 71% of people infected by communicable diseases live in Africa... The average person lives 8 km from a medical centre... Less than 2% of people in sub-Saharan Africa have medical coverage... In Africa, there are just 2.3 doctors per 10,000 inhabitants...

Agriculture: m-Agri

Roadmap

Six years after the launch of Orange's first m-Agri service, the Group has now positioned itself as a partner of the digital transformation in Africa and the Middle East, using this service as a growth driver.

News/achievements 2018

At the end of 2017, the Group had a total of 12 m-Agri services, with 800,000 users across six countries: Guinea, Mali, Madagascar, Côte d'Ivoire, Botswana, and Burkina Faso.

- Virtual marketplace services and market price information services;
- Call centres offering agricultural advice;
- SMS services providing weather information;
- Data collection services;
- Subsidy tracking and payment services;
- Farmer payment service via Orange Money;
- Crop-growing technique information services.

For example, Sènekela is a service that provides real-time information on the price of agricultural products, offers advice on crop-growing techniques, and collects and distributes weather data. It operates 7 days a week with specialist agronomists. Sandji is a decision-making tool that helps small farmers to schedule their farming activities. Every morning at 7am, farmers receive an SMS in French or Bambara giving them a 48-hour forecast of the rainfall expected in their area, how heavy it will be and the probability of rainfall hour-by-hour. They also receive seasonal and monthly forecasts.

¹ <https://donnees.banquemondiale.org/indicateur/sl.agr.empl.zs>

Every week, 400,000 people use the Sènèkela and Sandji apps.

Health: e-health

Roadmap

In the field of health, Orange has all the technological and operational expertise needed to offer simple, reliable and effective solutions in both medical services and personal services. These solutions enable patients to better manage their health and their illnesses.

News/achievements 2018

- mobile information services or hotlines to answer health questions (sexuality/contraception, AIDS, STDs, malaria, etc.), immunisation schedule reminder services (service via USSD launched as part of the Expanded Programme on Immunization (EPI) on the recommendation of the WHO), and a family planning service via SMS and USSD in partnership with the start-up Cycle M;
- Orange is involved in collecting health, epidemiological and patient follow-up data.

To learn more...

- [Technology: the benefits for agriculture](#)
- [Les services d'Orange pour l'agriculture en Afrique](#) (in french)
- [Digital technology and healthcare : a winning combination](#)
- [Orange Foundation and healthcare](#)
- [Orange for development](#)

Developing innovative essential services: access to energy

Challenges/vision/convictions

As part of its global 'Orange for development' approach, the Group works with partners to design appropriate products and services that best drive growth, particularly in the Africa and Middle-East region. Several transformation focuses have been identified, including:

- agriculture, health, women's empowerment, financial services >> see dedicated documents
- access to energy

Indicators/Key figures

Africa has a population of 1.2 billion people.

600 million Africans don't have access to electricity (source from the Africa Progress Panel 2017). In Sub-Saharan Africa particular, 70% of the population don't have access to the electricity network and power failure, even in big cities are frequent. In the rural zones, far away from the electricity network, it goes to 82% of the population.

The electrification of those zones is fundamental.

Roadmap

Orange's aim is to become a key player in bringing energy transition to people and public operators in Africa through innovative solutions:

1. Expanding electrification for rural populations through individual solar kits paid for via pay-as-you-go with Orange Money.
2. helping to bring lighting to communities by expanding the capacity of its solar farms designed to provide electricity to its own telecoms operator infrastructure to cover nearby villages (minigrid);
3. Offering remote reading and smart metering to energy suppliers to facilitate grid monitoring, improving how they manage their infrastructure and enabling them to expand their services.

News/achievements 2018

1. In the Democratic Republic of the Congo, Madagascar, Burkina Faso, Senegal, Mali, Guinea and Cote d'Ivoire, Orange has launched its solar energy access service via individual kits for people living in rural areas.

The kit includes a solar panel, a battery and accessories (LED bulbs, a kit to recharge several phones, a radio and/or a television), provided by partners chosen by Orange for the quality of their products and their ability to meet mass demand. Users benefit from the Orange warranty, and the company also installs, maintains and repairs the kits, working with technical partners. Payment via Orange Money allows the service to be automatically enabled or re-established remotely for the desired duration.

2. Orange is also working with its partners to test minigrids based around telecoms towers by expanding the capacity of the solar panels required to supply the towers, providing the surrounding villages with energy. Essentially, via its ESCO (Energy Service Company) contracts, Orange is outsourcing the production, operation and maintenance of the solar farms linked to the facilities to reduce the cost of accessing energy, ensure a reliable supply and

provide community access to energy. Orange plans to expand this type of contract to ensure a 100% renewable energy supply by 2030 in the OMEA area while also becoming a multi-service stakeholder that offers essential commodities to local people.

3. In collaboration with its technical partners, Orange also offers a service platform designed for electricity transmission and distribution grid operators that allow them to monitor their grid to improve productivity, develop smart meter and remote reading solutions, and use payment via Orange Money to increase their recovery rate. Orange currently offers this service in Tunisia and Burkina Faso. By enabling improvements to be made to their infrastructure, Orange allows electricity transmission and distribution grid operators to reduce load shedding and improve the overall service that people receive.

To learn more

- [Promoting access to electricity for all](#)
- [Orange aims to become a key player in energy transition in Africa](#)
- [Orange Smart Metering: IoT to serve energy](#)

Developing innovative essential services: financial services

Challenges/vision/convictions

As part of its global 'Orange for development' approach, the Group works with partners to design appropriate products and services that best drive growth, particularly in the Africa and Middle-East region. Several transformation focuses have been identified, including:

- agriculture, health, women's empowerment, access to energy >> see dedicated documents
- financial services to facilitate access to banking services via mobile, breaking free from the constraints of traditional banking networks with their limited distribution

Indicators/Key figures

Bank account ownership rates in sub-Saharan Africa: 35% of the population (source: GSMA, 02/18)

54% of the population actively use mobile money in Ghana, Cote d'Ivoire, Benin and Senegal (source: GSMA, 02/19)

398 million mobile money accounts in sub-Saharan Africa, an increase of 14% between 2017 and 2018(source: GSMA, 02/18)

Orange Money: 37 million customers, with 12 million monthly users and more than 33,000 points of sale in Africa (at the end of 2017) – 40 million customers in mid-2018.

Orange Money is a mobile banking solution that allows users to withdraw money in cash, pay bills, make payments in partner retailers, transfer money to friends and family, buy mobile phone credit, transfer money from their bank account to their Orange Money account and vice versa...

40 million clients across 17 countries of the Group make more than 2 billion euros of transactions per month, with an Orange Money's distribution network of 180 000 points of sell.

Orange Money is celebrating its 10th anniversary in 2018 and the service is now available in **17 African and Middle-Eastern countries**: Botswana, Burkina Faso, Cameroon, the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Egypt, Guinea, Guinea-Bissau, Liberia, Madagascar, Mali, Mauritius, Niger, Senegal, Sierra Leone, and Tunisia. In 7 countries, Orange Money has been given Electronic Money Institution status. In order to control its activities and ensure full compliance, Orange created the CECOM (Centre d'Expertise en Conformité Orange Money) in September 2016 in Abidjan.

Roadmap

- Improve interoperability to allow customers with bank accounts to transfer money from or to their bank accounts or e-wallets held with other telecoms operators
- Expand BtoB activities, such as paying employees or suppliers
- Offer innovative services using Orange Money as a payment method
- Offer loan and savings services in partnership with credit institutions (pico-loans and savings services).
- Develop insurance services

News/achievements 2018

- In November 2018, Orange and MTN have launched the joint company called Mowali (Mobile Wallet interoperability to put at the disposal of the mobile money's operators an interoperable platform of payment, like the ones from Visa/MasterCard in the bank cards universe. The objective is to permit

the free circulation of the mobile money flux between accounts, regardless of the country and the operator.

- In 2018, Orange Cote d'Ivoire was the first operation of the Group and West and Central Africa to get the GSMA certification for its Orange Money service, rewarding the quality of its services, the equitable treatment of its clients and the security of its networks and its distribution channels.
- In 2016, Madagascar became the first country to launch interoperability between three operators, and Cameroon launched a Visa card linked to an Orange Money account.
- Development of services such as mobile payment of taxes in Burkina Faso, payment of school fees in Côte d'Ivoire, and payment of car taxes in Cameroon, the payment of the insurance voluntary subscriptions through Orange Money in Mali, the insurance service in Cote d'Ivoire , etc.
- Orange is working in partnership with the Première Agency of Microfinance (PAMF) to provide access to an innovative savings and loan service, available via Orange Money accounts in Madagascar.
- Since November 2018, Orange Money is available in France to send money to 4 countries: Cote d'Ivoire, Guinea, Mali and Madagascar

To learn more

- [Financial services by Orange](#)
- [Essential financial services on your mobile](#)
- [Orange Money](#) (in french)
- [Orange pour le développement](#)

Supporting entrepreneurship

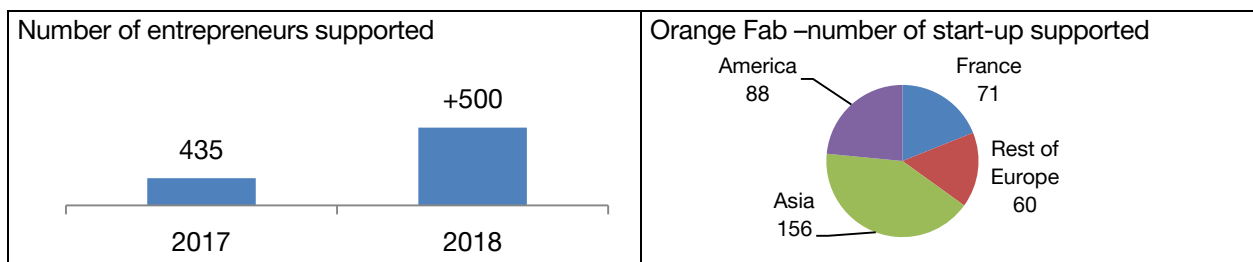
Challenges / vision / beliefs

Orange is convinced a collaborative approach between the various innovation stakeholders (start-ups, major groups, investors, academics, students, public authorities, NGOs, etc.) will lead to greater creativity, efficiency, and economic impact, Orange is fostering synergies between players by creating support and exchange ecosystems and sharing knowledge, as part of an open innovation approach. Orange is committed to implementing systems to spot, support and promote a digital inclusive innovation, accessible to the greater number and respectful to the environment.

Roadmap

Orange is working to build a powerful and open ecosystem in France, Europe, the United States and Africa. Orange also wants to contribute to the social and economic development of the countries in which it operates.

Indicators / Key figures



News / achievements 2018

For more than 10 years, Orange works with the entrepreneurial and innovation ecosystem and is expanding its field of actions. The support to start up is one of the main components but we can also mention:

- the creation of coding schools to train to coding an audience distant of the traditional training path; For example, Orange is a partner of the “Grande Ecole du Numerique” in France, Sonatel in Senegal created the Sonatel Academy...
- Orange Foundation supports the creation of digital houses or solidarity fab labs to help future entrepreneurs to transform their idea into a project.

The support to the ecosystem is made following 3 axes: identify, support, promote.

1. Identify:

Identify, it is firstly to anticipate and identify the changes in digital usages to come, select and integrate in our ecosystem the start-up most likely to lead them. Few significant examples of the approach of Orange.

- The **16 accelerators Orange Fab**: in 2013 in the Silicon Valley, Orange launched its worldwide network of start-up accelerator, Orange Fabs. There are now present in 17 countries in 4 continents.
- Incubators** supported by Orange in 4 African countries: CTIC Senegal, CIPMEN Niger, CREATEAM Mali and SABOUTECH Guinea. There are governed in inclusive governance, combining the public, private and the civil society. It's in this co-creation that the originality of the model is based and has for vocation the emergence and development of VSE/SME and start-up

- The **POESAM** (Orange Price of Social entrepreneur in Africa and Middle-East) :the competition rewards the best innovating and responsible start-up projects in Africa and Middle-East (8th edition of the contest).
- **La Ruche**, incubator dedicated to social entrepreneurship in France: partner in 2013, Orange first supported the deployment of La Ruche in province, which allows it to be present in 8 cities in France. Since 2017, Orange is a partner of the incubation program dedicated to women called “Les Ambitieuses Tech For Good”.
- The **local presence of Orange** in France. With the program: **#Women Entrepreneurs** in which more than a hundred start-ups are supported in ten provinces. This program was launched in 2018.

2. Support:

Support, it's allowing selected start-ups to develop and establish themselves durably, by giving them access to experts providing, human, material and financial assistance. The principals' structures dedicated to help start-ups in Orange are:

- **Orange Digital Investment**; put in place in 2015, manage the investments of the Group in the digital sector and regroup the investments activities of Orange in start-up
 - With their activities in external funds like Iris Capital, Raise or Positive. In Africa, Sonatel and Orange Cote d'Ivoire are stakeholders in impact funds such as Téranga Capital (Senegal) and Comoé Capital (Cote d'Ivoire);
 - With **Orange Digital Ventures**, a technologic investment fund at its early stage, with 150 million euros and with an international focus. The program **Orange Digital Ventures Africa**, based in Dakar and dedicated to digital innovation in Africa has more than 50 million euros of fund;
- **Orange Fabs** have supported more than start-up since 2013: a mentoring and a 3 months renewables support aim for a commercial transformation with Orange business Units or of Orange partners.
- **The creation of ecosystems** and the provision of development tools to facilitate and accelerate the creation of complementary services.
- **Orange Developer** is a platform dedicated to help developers to construct their services and to co-innovate with Orange. They can find more than technical resources (APIs, SDK, kits...)which are used in more than 3000 companies in Europe, Africa and Middle-East.
- The **Entrepreneur Club** website proposes since 2016 an information space in French and English dedicated to business creators in Africa and the Middle East.
- IOT solutions (Internet of Things) for start-ups developing connected objects. Orange is attractive for start-ups, by displaying the best IOT connectivity in Europe. IOT start-ups innovating with Orange beneficiate of many technical resources. Orange can also offers an operational support in conception, security, certification and an access to industrial partners. Finally, Orange proposes a **Datavenue ready label** which permits to answer to those needs and give to start-up visibility on our platforms.
- **Cloud Starter** is a program which gives the start-ups the agility and the calculus power they need to host innovating solutions. (Artificial Intelligence, deep learning, IOT, 3D modelization, augmented reality, blockchain...). The program is composed of credits to use for free the resources of the Cloud, the development platforms and the Could Coach support of Orange.
- **La Villa Bonne Nouvelle** is the corpoworking – a mix between “corporation” and “co-working” of Orange conceived to support the transformation of our environment and our working methods. Since 2014, more than 60 internal and external participants (Orange teams, start-up and free-lance) to gather together to experiment new managerial practices and collaborative practices.
- Employee's entrepreneurship is supported through different mechanism:

- **Spin-off** with the program **Become an Entrepreneur** which permit to create 56 companies since 2014
- **Intrapreneurs Studio** is the incubator that permits the stakeholders to value their project in start-up mode within Orange. 13 start-ups have been supported.

3. Promote:

Promote, it is to offer to start-ups a privileged access to the market and give them more visibility towards their segment market on an international scale. Few recent initiatives:

- **The French Tech.** Orange is associated to a public national and regional initiative to assist the start-up ecosystem of French technologies, the development of their economic value and the employment in France.
- **Start-up Days** is a program launched in 2018 which aims to allow everyone to better understand local innovation in France. It will be deployed in more than 30 stores in 2019 in order to introduce to the public the best start-up in provinces.
- **Start-up Stories** on M6. Orange sponsor this short program which gives the floor to men and women who created their start-up in France and in the world, with the will to change the world around.
- The **documentary series' Panorama** in France which make discover French provinces through iconic start-up. In 2019, a new season will put forward five new provinces around the theme of Tech for Good.

Going further

- [Orange Start-up](#)
- [Orange Fab, present on 4 continents](#)
- [Orange Entrepreneur Club](#)
- [Co-innovation with Orange](#)
- [Imagine with Orange, la plateforme de crowd sourcing pour les start-up](#) (in french)
- [Cloud Starter, l'offre cloud de Orange Business services pour les start-up](#) (in french)
- [StartOn, la plateforme communautaire des start-up marocaines](#) (in french)
- [The 2018 winners of the Orange Venture Social Prize in Africa and the Middle EAST \(POESAM\)](#)
- [The news of Orange and the start-ups](#)
- [The start-ups supported by Orange](#)

Reducing our carbon footprint

Challenges / vision / beliefs

By transforming the world of industry, digital technology is part of the solution for reducing environmental impacts. Digital uses are central to this revolution and their uses are multiplying.

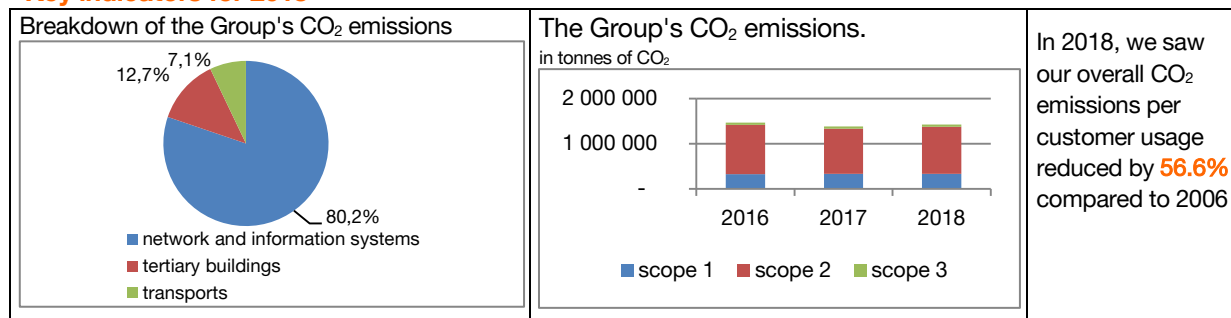
Orange is taking action to reduce its own environmental footprint and those of its customers, and is helping other sectors to do the same. During the COP21, held in Paris in December 2015, Orange set itself the objective of halving its CO₂ emissions per customer usage by 2020 (compared to a 2006 base).

Orange is a signatory of the French Business Climate Pledge, made in December 2017, to introduce solutions and innovations by 2020 with the aim of transitioning to a decarbonized society.

Roadmap

- Reduce Orange's energy consumption, especially that due to networks and information systems.
 - Launch of a wide-ranging energy action plan: "Green ITN 2020" in 2008.
 - Keep closer control of the energy consumed, including by carrying out carbon assessments of its activities and rolling out smart meters
 - Taking action to limit the impact of transport, by using videoconferencing, cutting the fleet, developing car sharing and using electric and hybrid vehicles
- Develop renewable energy
 - switch to 100% renewable energy for Africa – Middle East zone subsidiaries when legislation permits;
 - deploy ESCO (Energy Service Company) projects in the whole MEA zone
- Within the International Telecommunication Union, help to develop a methodology whereby ICTs can contribute to achieving the objective, set at the COP21, of keeping the temperature rise below 2 degrees compared with the pre-industrial era.
- Orange endorses the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) on climate reporting (evaluation of the financial risk in its strategy in relation to climate change).

Key indicators for 2018



Actions / achievements in 2018

- Orange estimates that the Green ITN 2020 plan prevented the emission of 2.7 million tonnes of CO₂ between 2010 and 2018:
 - The growing cooperation between Orange Labs and equipment suppliers' research centres permits the development of highly energy-efficient telecoms equipment: liquid cooling systems, high voltage supply systems, radio equipment energy efficiency...; Orange pursued its efforts in 2018 to reduce significantly its energy's consumption of cooling systems. Indeed, efforts have been made on liquid cooling systems, which allow to recover lost calories dissipated by telecommunication equipment and the servers by collecting them as close as possible to the components without the need to cool the liquid with air condition. This process makes it possible to retrieve heat for office heating. At the initiative of Orange, a European norm has been created to accelerate the deployment of this technology. Furthermore, the deployment of network equipment

cool down with water at the scale of the bay has been made with extremely positive results. This initiative will be extended to all the servers.

- On the networks, Orange France has put in place for many years, a large program of improvement for energetic performance which contribute to the Green ITN 2020 program of the group. The group also obtained the ISO 50001 certification of its management system of energy on the activities of development and exploitation of the networks and the information's system. Since 2015, the consumption of electricity off antennas has been reduced by 10%, partially thanks to the development of new "eco-efficient" data centres, the evolution to IP technologies and the optimization of technical installations.
- Following the 400 VDC energy supply pilot project launched in 2017, Orange France has decided to implement this solution for new facilities or for upgrading existing ones.
- Other energy costs
 - In France, the Energy Action's plan has been implemented in all the technical fields of the building technology: heating, ventilation, air conditioning, lighting... The deployment of meters that measures multi-fluid use continued to expand, and now covers 140 tertiary and mixed sites. Audits and inspections of contractors have been pursued in order to identify opportunities of optimization for the energetic management of a building. Those efforts permit Orange to reach the 1st place in the IFPEB's CUBE2020 contest (French Institute for Building Efficiency). In all European countries, the deployment of measuring devices for energy consumption for office and computer equipment has been completed. Since 2015, the policies of optimization have permitted to cut by 30 to 50% the consumption of the equipment, partly thanks to better monitoring of them outside business hours.
 - The Group has a large fleet of company vehicles, but it is steadily falling in size (-4% per year for the last 4 years) and fell below 18,000 vehicles in 2018. Orange has the biggest fleet of shared cars in France and Europe with more than 2550 cars at the end of 2018 (1700 at the end of 2017), more than 380 electric vehicles (+16% vs 2017) and more than 343 hybrid vehicles (+13% vs 2017). More than 900 charging points were provided (+80% vs 2016). The staff has access to many solutions that permits to reduce business travels (videoconferencing, conference calls, remote collaborative working tools, car sharing...).
- Roll-out of renewable energy
 - in Africa and the Middle East, there is a continued deployment of solar energy on radio sites in the zone with over 2,800 sites operational in 2018; solar farm projects are under way in Jordan and Senegal; the objective is to switch to 100% renewable energy for all the subsidiaries.
 - Orange has deployed ESCO's projects (Energy Services Company) in Africa and Middle East. The purpose is to externalize the investment, the installation, the modernization and the operational management of power generation infrastructures in order to optimize the consumption of electricity, the reliability of the supply chain, its environmental impact and the expenses related to the energy. In 2018, five contracts have been activated with three different partners who are major actors in the energy's sector in Burkina Faso, Democratic Republic of Congo, Niger and Cote d'Ivoire. Their purpose is to help the subsidiaries in these countries accelerate the change of energy sources for their telecommunications masts.

Going further

- [Orange reduce its carbon footprint](#) (infographic)
- [Transformation numérique et transition écologique ne sont pas antinomiques](#)
- [Comment Orange réduit son empreinte environnementale](#)
- [Data centers : des milliards de données dans le vert](#)
- [L'avenir des serveurs sera virtuel](#)
- [LoRa, le réseau économe qui va connecter les objets](#)

Deployment of the circular economy

Challenges / vision / beliefs

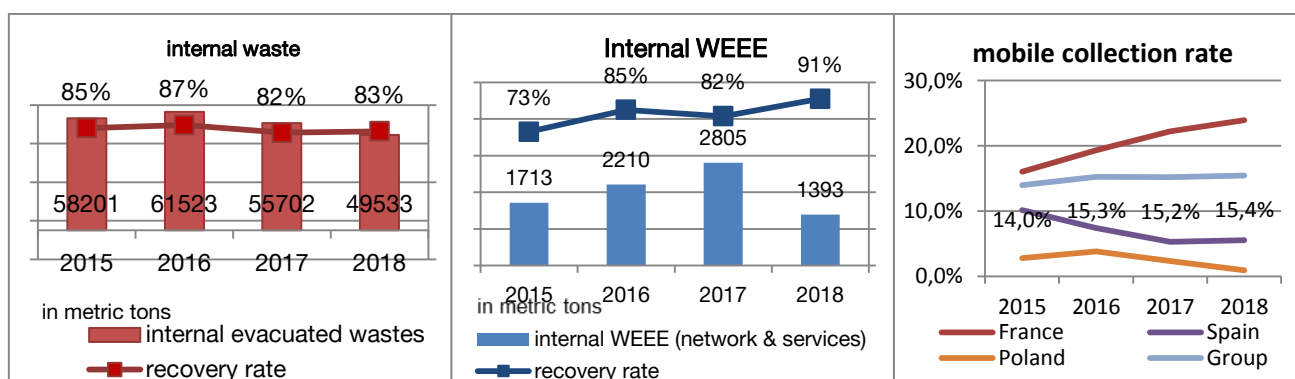
Deploying circular economy is for Orange a strategic issue: Orange has been working for many years on reducing its activity's impact on resources and raw materials, internally by optimizing its process and working with its suppliers, as well as by helping its customers to reduce their own footprint. This is why Orange is resolutely committed to introducing a circular economy, in line with its commitment made at the COP21 in Paris, in December 2015.

. From analysing scarce resources to recycling and reusing equipment, we are slowly but surely changing our economic models, in partnership with our whole ecosystem, especially with our suppliers. This approach also contributes to our objective of reducing our CO₂ emissions.

Roadmap

- Roll out the circular economy for all our processes by 2020:
 - set up an internal strategic steering committee for the circular economy;
 - create a roll-out plan, including nomination of leaders in Group subsidiaries.
- Eco-design: reducing impacts at source
 - work with our suppliers to reduce our dependence on critical materials;
 - work with the public authorities to exploit the resources contained in WEEE.
- Optimise electronic and electric devices' service life:
 - extend the lifespan of devices;
 - collect and process our and customers' used electronic equipment, using approved external partners or collective channels;
 - set up processing systems adapted to each waste category;
 - give a second life to mobiles, with a target of 30% of used mobiles collected in Europe by 2020, and by developing the sale of second-hand or re-conditioned devices.
- Transform our customer relations
 - encourage customers to limit their environmental impact, by allowing them to choose more environmentally-friendly devices via environmental labels;
 - design new services based on usage rather than possessing equipment.

Indicators / Key figures



News / achievements in 2018

- Roll out the circular economy for all processes
 - The internal strategic steering committee for the circular economy focuses its work on a number of key existing projects: eco-design, limiting the Group's use of critical resources, optimising waste management, and giving a second life to electronic and electrical waste. A new impact study on the use of scarce resources began in the first half of 2018.
 - As a member of the Ellen MacArthur Foundation, Orange is a member of the “100 companies in the circular economy” programme, and in 2017 steered the result of the report on the potential benefits of introducing modularity in technical and network equipment, in particular in residential gateways.
- Eco-design of products and services
 - A regularly updated database, with records on each material, is used for risk analyses and to search for replacement resources. A dialogue is maintained with suppliers to encourage them to limit the use of these resources, and to favour substitution and the use of recycled resources.
 - Orange has entered into discussions with manufacturers in a range of sectors and the authorities in order to support the development of high-performance processing systems to tap into the huge quantities of scarce resources contained in WEEE, which amount to rich “urban seams” and might provide up to 40 times more extractable minerals than the Earth’s subsurface.
 - Orange has applied this principle to the new Livebox 4: a more compact design, cardboard packaging from sustainably managed forests, which weighs no more than one-third of the product's weight, to limit packaging materials and cut transport-related impacts, and plant-based inks. This project earned recognition for Orange at the Mariannes d'Or for sustainable development.
- Optimise the useful life and recycling of equipment

The Group acts through several complementary channels:

 - optimise the management of internally-generated waste and items of equipment at the end of their useful lives, by setting up processing systems suited to each category of waste and ensuring they are traceable; a shared stock marketplace has been created and launched for the reuse of used network devices in all Group operations. This initiative is monitored regularly on a country-by-country basis.
 - collecting and processing customers' used electronic equipment, using approved external partners or collective channels (where they exist).

European countries have already made a good start on setting up such channels, but the emergence of new, circular business models means developing recycling still further, with suitably adapted schemes in countries where formal structures for treating waste do not yet exist. Since 2010, Orange has partnered with Emmaüs International and Ateliers du bocage, a social and solidarity-based employer, to open mobile waste collection workshops in Africa. In the absence of quality local recycling systems, the collected waste is shipped in bulk to France to be recycled in accordance with European environmental standards. These workshops, opened in five countries (Burkina Faso, Benin, Niger, Cameroon and Côte d'Ivoire), have collected and enabled the recycling of more than 2 million mobiles. In the absence of efficient local recycling channels, the collected waste is massively collected and then sent back to France for recycling in accordance with European environmental standards. - give a second life to used equipment or ensure its dismantling and recycling in compliance with current environmental standards. Since 2017, Orange exclusively distributed the *Fairphone2* mobile handset on the French market; it is designed to be modular and therefore easier to repair in order to extend its useful life.

- Orange has also committed to collecting 30% of its customers' used mobile devices in Europe by 2020. In France, since 2013 the “Orange reprise” (buyback) programme has allowed users to trade their old mobile in after being given a quote. In 2018, the collection rate was 15.4%, barely up compared to 2017 (collection rate was at 15.2%). The steady progress in France, which achieved a

collection rate of 23.9% in 2018 (vs 22.2% in 2017) and represent more than one million mobiles collected, did not offset the fall in the collection rate in Poland or Romania, countries where resellers/collectors animated the market. 1,600, 000 million mobiles were collected in 2018, for a total of 13.3 million since 2010.

Going further

- [Protect biodiversity and adopt the circular economy](#)
- [At Orange the circular economy moves forward in co-construction mode](#)
- [Scarce resources and critical materials](#)
- [Ecodesign, a solution to protect the environment](#)
- [When Orange Business Services reverses its supply chain flow](#)
- [Recycling used mobiles with Ateliers du Bocage](#)
- [Recycling mobile phones](#) (in french)

Making digital technology a driver in the energy and environmental transition

Challenges / vision / beliefs

To address the limited nature of natural resources and climate change, Orange believes that digital technology makes a positive contribution to the ecological and energy transition.

Orange designs and develops services and solutions to encourage sustainable alternatives, in areas such as smart cities, M2M, IoT, energy optimisation, carbon footprint reduction, and eco-friendly transport.

- Digital technologies contribute to reducing the carbon footprint by encouraging more efficient usages. A wide range of solutions (smart grid, smart metering, etc.) already exists for corporate clients, which improve their operational performance as well as their environmental balance.
- Orange also designs solutions in response to the challenges of smart cities.
- With Big Data, Orange aims to support organisations, public bodies, local authorities, etc. which could benefit from powerful tools to better manage rapid urbanisation and address certain environmental issues.

Roadmap

- Helping our customers reduce their footprint
 - Reducing impacts related to our customers' use of our products and services by developing eco-design, environment labelling and collection of used devices - See the "Limiting our impact on natural resources" data sheet.
 - Supporting our business customers to simultaneously improve their operational performance and reduce their carbon footprint by encouraging more cost-effective uses: remote working, paperless procedures and smart building, network and city management.
Orange is also developing vehicle fleet management tools, videoconferencing services, and new workspace concepts such as "stop & work".
Orange is helping to reduce the amount of energy used by information systems using cloud computing solutions, which pool infrastructures and optimise power consumption.
 - Creating solutions designed to address the challenges of smart cities through the Smart Cities & Territories programme with tools for modelling mobility in real time.
- Protecting biodiversity
 - Evaluating and controlling the impacts of the activities of Orange Marine, our ISO 14001-certified subsidiary tasked with installing undersea cables, on the environment and biodiversity (launch of a partnership with the ARGO Company to monitor the impact of climate change on marine biodiversity in the oceans).
 - Partnerships with NGOs and organisations like the Research Centre for Alpine Ecosystems (CREA) by collecting, processing and using data to model the evolution of exceptional ecosystems.

Actions / achievements 2018

- The C-Life Innovation collective was set up following COP21. In a spirit of collaboration, the innovative idea to collectively generate digital solutions to issues connected to climate change was suggested. These solutions would target the everyday lives of people in different contexts - at home, at work, travelling, etc. Alongside Orange, the original founders were EDF, Météo France, BRGM, IGN and ENEDIS. In 2017, this collective organized a first barcamp, then "design thinking" brainstorming sessions that led to the emergence of four new digital services fields, some of which are available today:
 - an early warning system on a national level, in the shape of the C-Life GUARD project to support local authorities and local populations. This anticipation project contributes to the construction of a national platform for environmental risks and alerting the population. A BODYGUARD application and connected objects allow the population to launch also ascending alerts. This application is available since 2018 and is the subject of an experimental agreement with the city of Val de Reuil; :
 - assessing the potential of local resources and putting them to use, as illustrated by the C-Life HOME project, the objective of which is to provide individuals with a means of assessing and using the natural resources to which they have access in their environment/habitat;
 - the circular economy with the TangoB or C-Cycle project, which promotes re-use before recycling equipment when moving to large companies; this project has already been used for several large-scale moves within EDF and Orange. Furniture and other equipment are donated to associations;
 - quantifying risks and uncertainties in economic terms: the VALORISK project, which involves helping companies and local authorities to better assess and quantify impacts related to climate risks and to define appropriate
 - Orange is one of the initiators of the "Data For Climate Action" open innovation challenge led by the United Nations since 2017.

Going further

- [Orange Business Services and the services dedicated to companies](#)
- [Digital technologies for climate](#) (in french)
- [Come and visit Smart Cities](#)
- [Smart Cities & Smart Territories](#) (in french)
- [Nice adopts Environmental Urban Monitoring with Orange](#)
- [Les Big Data : un outil au service du développement et de l'environnement](#)

A systemic environmental approach

Challenges / vision / beliefs

Digital technology is radically changing society and helping to reduce the environmental impacts of human activity. As a driver of this revolution, Orange is at the forefront of efforts to reduce its environmental footprint, while also influencing the footprints of the actors in its ecosystem.

- In its main countries, Orange is gradually rolling out Environmental Management Systems (EMS) that meet the ISO 14001 standard. This internationally recognised standard describes the manner in which companies must be organised to manage the impact of their activities on the environment. The 2015 version comprises new requirements, which the Group is integrating gradually into its systems.
- To strengthen the commitments and actions aiming to reduce its environmental footprint, at COP21 Orange committed to fostering the integration of **circular economy** principles into its organisation and processes by introducing special organisational procedures – see the data sheet entitled “Limiting our impact on natural resources”).

Roadmap

- Managing the environmental footprint, evaluated by ISO 14001 certification: the Group’s aim is to ensure that 2/3 of its business activities are certified.

Did you know?

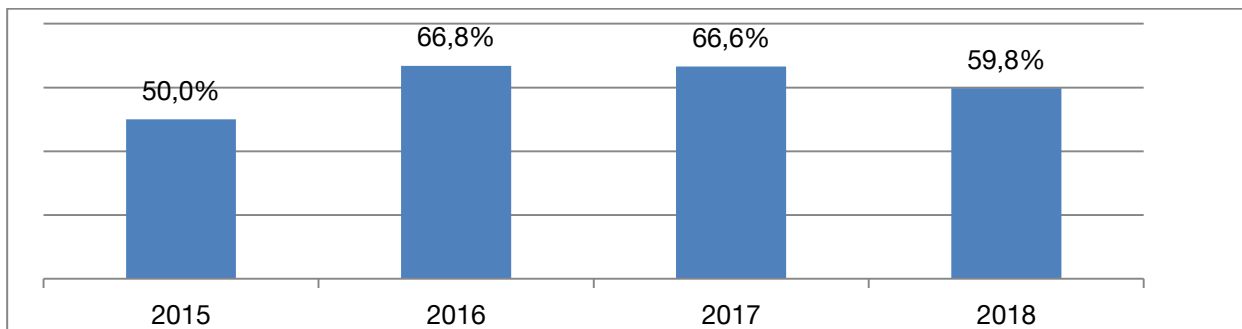
An “Environmental Management System” (EMS) sets the framework necessary for best organising all the human and technical resources that a company needs to deploy to reduce their environmental impacts. The joint framework meets the requirements of the ISO 14001 standard.

The ISO 14001:2015 standard now includes the following requirements:

- The increased importance of environmental management in the strategic management of the organisation.
- The implementation of proactive initiatives to protect the environment from any harm or deterioration, such as the use of sustainable resources and the mitigation of the effects of climate change.
- The adoption of a lifecycle perspective to ensure that all environmental aspects are addressed from design through to end of life.
- The obligation to strive to exert an influence over outsourced activities
- The need to maintain a special stakeholder dialogue
- The need for proactive external communication of the results obtained

Indicators / Key figures

Scope of the Orange Group that is ISO 14001-certified



This information was audited by an independent auditor (KPMG) who gave a reasonable assurance.

Actions / achievements 2018

ISO 14001 certification

- At end 2018, the certified scope according to the standard updated in 2015 encompasses two-thirds of Orange's activities. Orange France joins the list of 100% certified subsidiaries. In 2018, all ISO 14001-certified Group organisations successfully passed their renewal or monitoring audits. The indicator measuring the extent of the certified scope with reference to all our activities decreased compared to 2017 following the decision of Orange Poland to stop the certification of their mobile activities.
- 100% certified subsidiaries: Orange in Spain, Orange France, Orange Romania, Orange Slovakia, Orange Egypt, Orange Mali, Orange Marine and the Group's French head office.

In Senegal, 45% of the perimeter is certified, in Moldavia, , all mobile activities off network are certified (17% of the perimeter) , Orange Business Services have certified many of its sites, including its main site of Orange Stadium.

ISO 50001 certification

- In July 2018, Orange France obtained ISO 50001 certification for its energy management system for network and IT system development and operations. Orange is one of the first French companies to obtain this certification on a very large scale. Indeed, the certification covers 30,000 technical sites and a fleet of 15,000 vehicles.
- Furthermore, since 2015, the consumption of electricity off antennas has been reduced by 10% thanks to the development of new data centres "eco-efficient", evolution to IP technologies and the optimization of technical environment installations.

Going further

- [ISO 14001 standard – Environmental Management](#)
- [ISO 50001 standard – Energy Management](#)
- [ISO 140001: Orange, an eco-managed company](#)
- [ISO 50001 : Orange France certification](#)
- [The inventory of greenhouse gas emissions](#)
- [Orange Group's environmental policy](#)

Protecting personal data

Challenges / vision / beliefs

Orange aims to create a secure and reassuring digital landscape for all its residential and business users:

- Orange published its data protection and privacy policy as early as 2010 (updated in 2014).
- The Data Strategy Governance Board, which reports to the Group Executive Committee, is the guarantor of the fundamental principle that the personal data that customers entrust to Orange must be used legitimately and responsibly; it is backed up by Data Protection Officers, appointed in all subsidiaries in Europe, and data protection correspondents identified for all other subsidiaries.

For more information

A European reform of the rules for protecting personal data came into effect on 25 May 2018; it aims to harmonise the management and protection of personal data in Europe, across all sectors, and to strengthen consumer rights, especially in terms of transparency.

Roadmap

- Controlling risks throughout the life cycle of offers;
- Developing tools to provide our customers with the means to manage the personal data they provide on Orange platforms, for all services managed by Orange;
- Reinforcing Group governance regarding personal data protection and privacy.

News / achievements 2018

- Controlling risks throughout the life cycle of offers
 - From the design stage onwards, Orange products and services are risk-assessed using the **High Level Risk Assessment** (HLRA) method; in 2018, Orange strengthened its methodology for analysing impacts on protection across all Group areas, in particular in innovation processes and the development and launch of offerings, in order to guarantee customers that their data are secure and to offer transparency at every step of the customer relationship. This new methodology hands over control to clients, via easy-to-use applications, to manage the data they share with Orange.
 - When they are used by Orange customers, a full range of security solutions is made available to protect their devices and prevent attacks, such as the “Trusted Badges”.
 - On Orange networks, the global security policy is compliant with the ISO 27001 standard on information security management systems, associated with regular internal security audits carried out by a dedicated division.
- Enabling Orange customers to use the internet with peace of mind
 - Transparency and an understanding of what is at stake in the protection of personal data have been improved thanks to the “My Data My Identity” section of the Orange France BienVivreLeDigital site (<https://bienvivreledigital.orange.fr/mes-donnees-mon-identite>); this site features four sections: making the most of the internet while staying secure, protecting your privacy, better control of advertising, and peace of mind for online purchases. The “My Data My Identity” section was re-designed in July 2017:
 - In May 2018, Orange combined its cyber activities within the Group’s Strategy and Cyber-Security Department (DSCS) in order to strengthen the security of the Group’s systems and networks. This was both to ensure a high level of internal cyber defence and to develop Orange’s commercial

activities in this strategic area. With 26 detection centres located in 13 countries, Orange Cyberdefence analyses over 50 billion events per day and discovers and closes down over 200 malicious sites per day. Its know-how was officially recognized by the French information systems security agency (the Agence Française de Sécurité des Systèmes d'Information or ANSSI), which in late 2018 awarded Orange Cyberdefence the French security-incident detection service certification.

- Orange Cyberdefence brings together the traditional expertise and security infrastructures of Orange Business Services (OBS), to which are added those of Atheos, a company acquired in 2014, of Lexsi acquired in 2016 and of SecureData in January 2019.
- The Company has at its disposal multiple OBS locations around the world and puts to good use the 30 years of Orange's experience in making at-risk infrastructures secure, whether for SMEs or for multinational corporations. The Company has the advantage of the security expertise of 1,300 employees working in France and abroad. In 2018, it achieved revenue of 300 million euros from 720 customers.
- Orange Cyberdefence was recognized in 2018 as the leading cyber security company in France. It was:
 - rated a "Strong Performer" in the latest Forrester Wave™ Managed Security Services Providers (MSSPs) report, and the number one European company in December 2018;
 - moved from a ranking of "Strong" in 2017 to "Very Strong" in the 2018 GlobalData Product Assessment Report - Global Managed Security Services for the quality and availability of its cyber security services worldwide;
 - Remained in first place among IT service providers in France in 2018 for the eighth year in a row, according to estimates by Pierre Audoin Consultants (PAC).

Going further

- [Customers and use of their data: an ethical alliance](#)
- [Les engagements d'Orange pour la protection des données personnelles et le respect de la vie privée](#)
- [What Orange does with the data](#)
- [Orange Business security offerings](#)
- [Orange Cyberdefense](#)

Providing an unrivalled customer experience

Challenges / vision / beliefs

To provide its customers with an unrivalled experience, Orange is deploying an internal transformation programme organised around three main areas for action:

- enhancing the network and services;
- digitisation, which helps facilitate the customer relationship and personalise it;
- simplification, a source of peace of mind for the customer and improved internal efficiency

The programme is based on three drivers:

- individual knowledge of the customer through digital customer recognition tools (360° vision), which enable us to personalise our customer relations, our product and service offerings, and monitor the quality of the network provided;
- the invitation to experiment and to discover, and the proximity with the Orange teams in its smart stores;
- a human and cultural driver thanks to the culture of continuous improvement based on listening to the opinions of employees and customers.

Roadmap

- become the number 1 by Net Promoter Score for 3 out of 4 customers by 2018
- Regarding customer support, the Group's ambition is that 20% of stores in France and Europe adopt the smart store concept in 2018.
- For improved customer knowledge, Orange's aim is to recognise 100% of its customers at each and every one of its contact points in 2018.

News / achievements

- **Promoting the Orange brand**
 - Orange has a strong brand, ranked 5th in the TOP 100 international brands by Brand Finance "Global 500 2018".
 - After rebranding as Orange in Egypt, Belgium and Morocco in 2016, in 2017 it was the turn of the Group's entities in Burkina Faso, Liberia and Sierra Leone (7.5 million, 1.7 million and 1.4 million mobile customers respectively at 31 December 2017)
 - In 2017, Orange was the leader by Net Promoter Score in 5 European countries out of 8: the NPS is the satisfaction measurement tool that best reflects the perception of a brand and loyalty of its customers. It is based on asking the customer whether they would recommend the service or company to their friends and family. The Group's CSR initiatives make a positive contribution to enhancing the brand.
At Group level in 2017, 68% of customers rated Orange number 1 by NPS.
- **Supporting its customers**
 - Digital technology can meet customers' growing demands for independence and immediacy. 45% of interactions are carried out using online tools at Group level.
 - Orange is increasingly harnessing its renowned artificial intelligence expertise. In 2017, it launched chatbots in several countries (France, Spain, Jordan) which it will be making

available to its B2B clients. In 2018, thanks to Djingo, the virtual personal assistant (presented at the Hello Show in April 2017), Orange customers will be able to interact with content and services in its ecosystem, using voice or keyboard commands. Djingo is intended to become Orange's keystone technical architecture in its services ecosystem.

- In France, Orange et Moi, Orange's contract management mobile app, attracted 5.3 million unique visitors in December 2017, year-on-year growth of nearly 20%.
- To trial its products with its teams, Orange rolled out a network of 327 smart stores in 15 countries worldwide at the end of 2017.

- **Customer knowledge**

- Orange Digital Assisted involves reinforcing support for customers using digital tools to contact Orange (social networks, support communities, chat).

Supporting families towards safe, creative and responsible behaviour

Challenges/vision/convictions

Orange is a founder member of the ICT coalition (<http://www.ictcoalition.eu/>), and as such has made six commitments: content that is appropriate for children (certification, acceptable use, labelling, etc.), parental controls, combating inappropriate behaviour and content, combating illegal content, protecting privacy, and raising awareness of good digital practices.

Orange is also a member of the Alliance to Better Protect Minors Online, a European initiative launched by the European Commission in February 2017, following on from the Better Internet for Kids programme, which is designed to foster safe, responsible and creative digital habits.

Our responsibility to children has three focuses:

1. **Accessibility**, by giving internet access to as many children as possible and offering solutions that meet parents' needs;
2. **Protection**, by helping parents and children to adopt safe digital behaviour as part of a charter of 'responsible marketing' to children;
3. **Involvement**, by encouraging the development of behaviours that foster creativity, entrepreneurial spirit, education and citizenship in children in the digital sphere.

Roadmap

- Give parents the resources to support their children's digital lives:
 - information and awareness-raising initiatives to help their children make the most of digital technology without excess or danger.
 - parental control software, filters and PIN codes to restrict access to inappropriate content, etc.
- Share recommendations made by institutions, charities and experts that are renowned in the field of safe and responsible digital behaviour, supporting the implementation of appropriate protective tools, and strengthening measures to remove child sexual abuse content.
- Define and implement a marketing framework for products and services that may be used by children. Follow the precautionary recommendations made by the educational community in each country regarding age-appropriate use of technology and exposure to electromagnetic waves.
- Roll out and expand the #SuperCoders programme in Orange countries. Expand the programme with 'Code for the Planet' challenges.

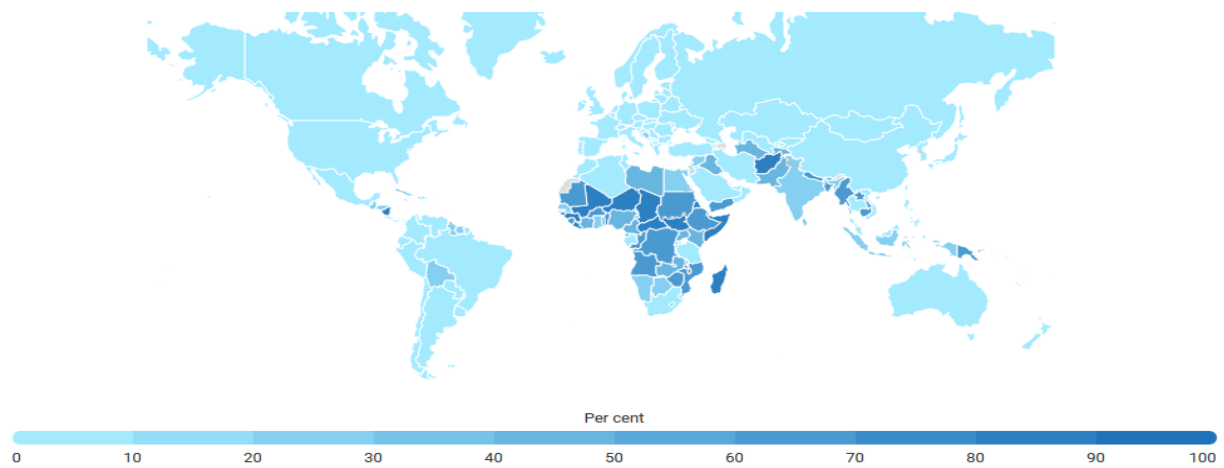
About #SuperCoders

Every year since 2014, Orange has repeated and expanded its #SuperCoders(3) programme aimed at young people aged 9-13, which is designed to raise their awareness of digital culture and develop their creativity and entrepreneurial spirit through a simple and fun introduction to computer coding. In 2017, 17 countries took part in the #SuperCoders programme. Since it was founded in 2014, over 20,000 children (9,000 in 2017) have attended #SuperCoders workshops held via the Scratch platform thanks to the support of 1,500 Orange volunteers trained in programming.

In December 2016, #SuperCoders won 1st prize in the Digital Skills for All Citizens category of the European Commission's European Digital Skills Awards, a prize that recognises the Group's work on digital education via an international project carried out by volunteer Orange employees.

Indicators/Key figures

Proportion of children not connected to the internet – UNICEF 2017



Latest news/achievements

Digital inclusion

Measures put in place in terms of digital inclusion comprise physical access to the internet, access to digital content, and access to services along with appropriate marketing.

For example, in March 2017, Orange Poland signed a voluntary agreement with the government to fund and connect 4,500 schools; in Spain, in 2017, Orange launched Gigas Solidarios (<http://gigassolidarios.orange.es/>), an initiative designed to offer socio-economically vulnerable families a year's free internet connection. In around a dozen African countries, 500 schools now benefit from the digital schools programme, which provides access to a library of digital content.

Protection

Orange continues to implement initiatives to help parents and children to adopt safe digital behaviour, including parental control tools, practical guides, discussion forums, and more.

In France, the site espacedesparents.fr is a forum that gives parents a space to talk about educational issues in the digital world. A similar approach is in place in Spain, where a dedicated site is targeted at the whole family and includes content designed to raise awareness of issues linked to digital behaviour:

<https://usolovedelatecnologia.com>.

New parental control tools are now available in France following the launch of the 'Xooloo Digital Coach' option, which allows users to monitor and manage all screens in the home (computers and tablets) as well as mobiles. In Slovakia, Orange offers the 'Family Security Pack' solution, while Poland offers a 'Chroń Dzieci w Sieci' solution.

In 2016, Orange published a framework aimed at its marketers, which is designed to take children's safe and responsible use of its products and services into account from the very beginning of the design process. This framework was supplemented in 2017 to incorporate changes to these products and services, particularly those that include virtual reality features (not to be used by under-15s), and a series of 40 webinars was also held.

Involvement

Orange is developing coding workshops, challenges and projects focused on social issues, allowing children to use digital technology as a source of personal enrichment.

#SuperCoders, a programme designed to introduce children to coding, has now spread to around 20 countries in Africa and Europe, particularly in France, where Orange has rolled out job shadowing placements and coding workshops for 14-15-year-olds from high-priority educational networks. During the October 2017 Codeweek, 53 #SuperCoders workshops were delivered to 5,000 9-13-year-olds with the support of 1,200 volunteer employee coaches. In Poland, 270 teachers and 3,000 students from 135 schools across the country took part in the #SuperCoders programme. In Moldova, Orange organised #SuperCoders workshops in all of the country's 11 regions. In Romania, #SuperCoders workshops took place in a dozen cities, and over a thousand students took part in a challenge focused on environmental issues. The 50 winners of the challenge joined the #SuperCoders academy, an online platform where users learn to code.

Orange showed its support for the 12 million-strong community of users of Scratch, the open-source coding platform used for the #SuperCoders workshops, by sponsoring and co-organising the 2017 International Scratch Conference in Bordeaux.

Orange wants to ensure that digital tools allow children to take part in meaningful projects. With this in mind, Orange has developed 'Code for the Planet', a challenge that invites children to put forward their solutions to support the United Nations' Sustainable Development Goals (SDGs). In 2017, several challenges were held in countries including Morocco, France, Tunisia and Moldova.

In 2017, Orange also launched the WikiChallenge, a project aimed at African schools that allows children to contribute to Wikipedia in a fun and engaging way by publishing articles about their culture.

To learn more...

- [#SuperCoders](#)
- ['Better Protect Minors Online'](#) programme
- [Thanks coach no. 17: Charlie teaches you and your family how to surf safely](#) (in French)
- [UNICEF: Growing up in a digital world](#) (in French)
- [Standing by parents and kids in the digital world](#) (topic document)
- [Orange France's 'Bien vivre le digital' website](#)

Answering questions about radio waves

Challenges / vision / beliefs

Exposure to radio waves, particularly antennas, raises concerns regarding possible health effects. On a sanitary point of view, the radio waves have been scientifically studied for the last 25 years. Health protective thresholds have been defined by the International Commission of Non-Ionizing Radiation Protection (ICNIRP). International public agencies, including the WHO, in charge of evaluating scientific knowledge, all agree on the safety of radio waves below these thresholds.

However, whilst waiting for confirmation from ongoing additional studies, particularly regarding children and long-term usage, some health authorities have issued precaution on usage in order to reduce exposure to radio waves from mobile telephones.

In respect of exposition thresholds recommended by international authorities and local regulation, Orange is keen to pursue its role in informing and supporting the parties involved in a proactive manner. The Group also provides internal training on specific safety rules for staff working on or near radio antennae.

Roadmap

For 20 years, Orange has proactively participated in the debate about radio waves by passing on information and recommendations for usage to its stakeholders. These measures are structured into 5 areas:

- ensuring total transparency in our communications with the various stakeholders regarding radio waves and communication technologies using appropriate information materials and discussion channels;
- contributing to the research effort via the Orange research laboratory (Orange Labs) into exposure levels as part of domestic or international programmes concerning wireless communications;
- ensuring compliance with local regulations (wherever such regulations exist) or applying international recommendations as appropriate;
- promoting proper mobile use as defined by the authorities;
- increasing awareness of safety rules for staff working near or on radio antennae.

News / achievements 2018

- Continued deployment of training programmes for employees
 - In France, the “workers' instructions on electromagnetic fields for on-site interventions” has been updated to take into account the new antennas and services. This document defined the rules of security applicable during on-site interventions on emission's sites of the Orange mobile network to protect the workers against the risks linked to electromagnetic radiations. It is applicable to the Orange's workers working on sites and the suppliers of Orange duly mandated to assure the production and the maintenance of emission system or infrastructures supporting them.

Orange also provides radio and policy training to teams in the Africa - Middle East zone, in particular to Orange Tunisia's technicians' teams.

- Raising awareness about best practice and other health-related topics
 - After the European Directive on placing radio equipment on the market came into effect in June 2017 (European directive 2014/53/EU, known as 'RED'), awareness-raising actions within the relevant job lines (purchases and marketing mainly) were implemented on a European level. These actions focus, in particular, on Specific Absorption Rates.

- The Radio Waves Charter is available on the France CSR site www.bienvivreledigital.orange.fr.
- Orange Egypt is continuing its programme to raise awareness and consult with communities, which started over 15 years ago and has reached a wide audience throughout the entire country. The principle underlying the programme is to provide correct, honest, exact and impartial information about mobile technologies, and the impact of radio waves on humans and related topics.
- Participation to the sectorial research:
 - Orange participates in the dialogue comity of the ANSES (French Agency National Agency for Food, Environmental and Occupational Health and Safety) which includes all the stakeholders. The ANSES present to the comity its orientations of research on radio-frequencies. The ANSES launch a call for research projects for 2019 on the theme of “Radiofrequencies and health” financed by the minister of the environmental and social transition through ANSES. This call for research projects aims at creating new knowledges, specifically to fill in the gaps or erase the doubts enlighten in the previous reports.
 - Orange is involved in scientific research through the Mines-Telecom Foundation who wish to support the C2M Chair (Characterisation – Modelling – exposition to electromagnetic waves) with the National Agency of frequencies (ANFr in French). Furthermore, Orange is a huge contributor in the international normalization groups like the International Electrotechnical Commission (IEC).
- Integration of 5G into the radio waves and health CSR policy

In 2018, Orange launched in France its first 5G pilots and work with ANFr to:

- develop control tools and enable consultation on the exposition to waves with all the stakeholders to characterize the 5G networks on one hand;
- support demanding public communities to provide information related to the impact of 5G on the exposure to waves.

Orange has hold the chair of the working group on radio waves and health at the GSMA since 2017 and participates to the different GSMA's tools, aiming at harmonization of emission thresholds and the process of deployment for 5G in Europe. Orange participates also in the working group of the ITU on 5G.

Orange Lab participates in the normalization works of the IEC (International Electronical Commission) on the calculus methods and the measurement of exposition to electromagnetic waves around the antennas, including the new intelligent 5G antennas and experiment also these methods to make internal recommendations.

The Group realized 5G memos and two videos that are available on the website Orange.com in French, English, Polish, Romanian and Slovak, for a public sharing of the information.

Did you know?

The ICNIRP is a worldwide, independent scientific commission, established to provide scientific opinions and recommendations regarding exposure to radio waves. In countries where radio waves are not covered by legislation, Orange voluntarily applies the ICNIRP's recommendations.

Going further

- [Orange Group website answering all your questions about radio waves](#)
- [World Health Organisation: electromagnetic waves](#)
- [French Agency for Food, Environmental and Occupational Health & Safety \(ANSES\)](#)
- [Orange France web site : Uses and health](#) (in french)

Supporting diversity and workplace equality

Challenges / vision / beliefs

Creating a digital and caring employer model is one of the five drivers of the Essentials2020 plan. Orange makes diversity and equality during recruitment and the professional career an asset for innovation and attractiveness.

Our diversity policy is organised around a dual approach:

- an overall approach based on fostering talent and encouraging the inclusion of all employees, regardless of their differences,
- a thematic approach focusing specifically on workplace gender equality, the integration of young people from underprivileged backgrounds, the integration of people with disabilities, and the company's anti-discrimination measures. All while identifying the "weak signals" of other diversity issues.

Roadmap

- Workplace gender equality has been identified as a driver of transformation with the potential to unite, shared by all Group entities. This involves in particular:
 - Equal pay: the Group conducts regular assessments country by country, which result in customized action plans. A common statistical framework was used in 2018 to measure pay gaps uniformly across the Group. In France, maintaining special budget accounts in the yearly pay increase exercises has continued to reduce the pay gaps between men and women;
 - Equal access by women to positions of responsibility: the Group has set a target of 35% for the entire managerial population and for management networks. The increased presence of women on Orange's executive management bodies was demonstrated in 2018. The Group's Executive Committee is still 33.3% female. Mentoring programs (including by the Group's senior management) or career development programs are offered to high-potential female employees in several countries. In application of the provisions of Article L. 225-37-4 6° of the *Code de commerce*, the results in terms of gender diversity in the 10% of positions with greater responsibility within the Group are in steady progression: the rate of feminization in the networks of management, which includes 1213 executives and leaders, has passed from 27.3% in 2016 to 29.8% in 2018;
 - Gender balance in all of the Group's occupations, particularly the technical ones: 2018 saw continued efforts to overturn the educational stereotyping of girls and to awaken in them an interest in scientific and technical studies. *Shadowing days* and a "Girls' day" in several countries, and the "*Capital Filles*" program in France and Romania. In France, through the "Classes for Female Technicians" program, 427 women looking for jobs were trained in technical occupations between 2012 and 2018, and nearly three quarters of them were hired as permanent employees. This program was supplemented by "Classes for Female Engineers" and "Classes for Female Sales Managers" programs. Finally, in 2018 Orange launched "Women Start", a new program dedicated to female entrepreneurship throughout the world;
 - the balance between private life and work life: in France, the fifth agreement on workplace gender equality and work-life balance for 2018-2020 was signed on January 29, 2018. It includes new measures such as the broadening of the vacation day donation scheme and the setting up of a digital support platform to help with the administrative procedures for arranging care for employees' family members.
- The integration of people with disabilities is one of Orange's long-standing concerns.

- In France the 6th agreement for the employment and integration of people with disabilities was signed in 2017 to cover the period 2017-2019 with a target of achieving a total employment rate of 6%. As well as material remuneration, employees can be rewarded with training or work organisation arrangements.
- To combat these types of discrimination, Orange forges partnerships with organisations in which over 750 employees are involved.
- Supporting young people from underprivileged backgrounds, individually or collectively, in accessing the world of business (Capital Filles, Passeport Avenir, Nos Quartiers ont des Talents, etc.).
- Fighting prejudice associated with sexual orientation:
Orange supports the Group's LGBT employee association, Mobilisnoo, including through awareness-raising campaigns; in France, Orange is a signatory of the Autre Cercle charter and in 2017 backed the UN's *Corporate Standards of Conduct on Tackling Discrimination against LGBTI People*.

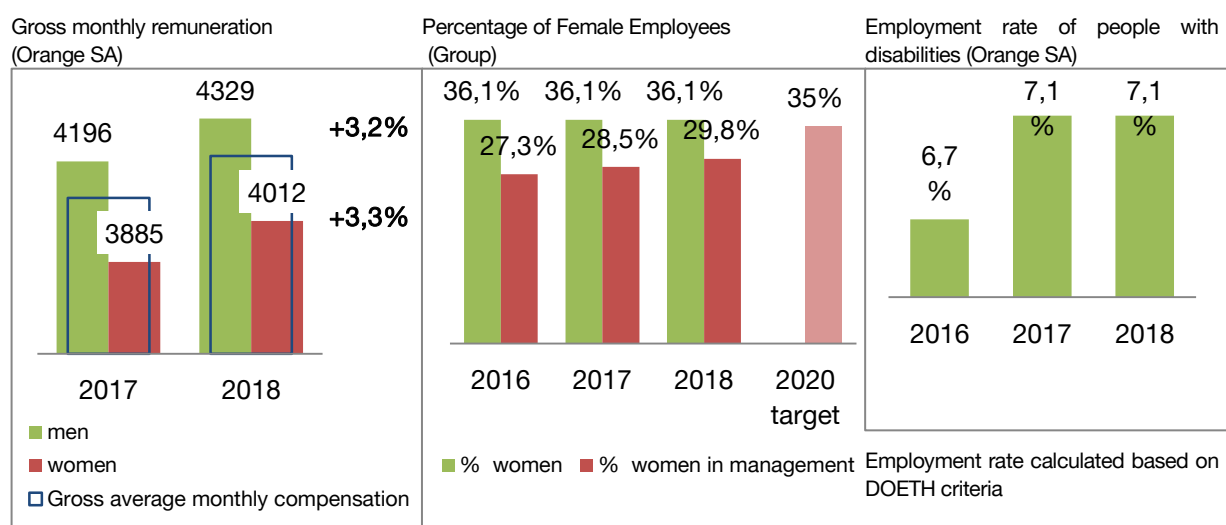
Stakeholder Dialogue on workplace gender equality and diversity

In 2017 Orange won the Défis RSE (CSR Challenges) award for its on-the-ground listening process on the topic of workplace equality, conducted in 7 (France, India, Jordan, Poland, Romania, Russia and Senegal), between 2015 and 2017, the stakeholders dialogue has been extended to 2 new countries: Spain (on the 6 themes if Diversity) and Tunisia (Professional Gender Equality)

Gender Equality & Diversity for European & International Standard (GEEIS) Certification

Since 2011, this label has been obtained in the Group by 18 Orange entities in 17 countries, in Europe (Germany, Belgium, Spain, France, Italy, Luxemburg, Moldavia, Poland, Romania, Slovakia), in MEA (Egypt, Mauritius, Tunisia), in South America (Brazil). In 2018, 5 entities have been labelled in 4 countries, including 3 new ones: India, Jordan and Russia.

Indicators / Key figures



News / achievements 2018

- In 2018, 33% of members of the Group's Executive Committee were women. Special attention is paid to identifying talented women: the Group's talent pool is now at gender parity. The level of feminization in the management networks that include 1213 managers and leaders is constantly growing. Mentoring or development programmes are offered to employees with potential, in several countries. Orange also promotes the in-house development of networks contributing to workplace gender equality and has more than 20 diversity networks, with over 6,200 male and female members.
- Strengthening of local policies in particular those related to disability.

- In France, the employment rate for people with disabilities is 7.1%, and has been increasing steadily since 2014. The number of employees with disabilities declared² in 2018 by Orange SA was 5,432 people (same as 2017), and the value of contracts invoiced to the sheltered sector was €19.6 million in 2018 (+10% compared 2017).
- Many operations were led internally to raise employees' awareness about these situations: a week of "Hangagement" (a play on the French words handicap = disability and engagement = commitment); internal communications via various sources, including the "handicap" site, the Piazza community (the Orange corporate social network), training in recruiting and supporting people with disabilities...

Going further

- [Orange signs the UN's principles on women's rights](#)
- [Orange a partner of the Women's Forum 2017](#)
- [Stakeholder Dialogue on workplace gender equality and diversity](#)

² Mandatory Declaration of the Employment of Disabled Workers

Encouraging employee engagement

Challenges / vision / beliefs

Orange has made the same commitment to its employees as it has to its customers, with the goal of creating conditions that enable each employee to become a committed and enthusiastic player in the company. To do this, Orange:

- encourages each individual to express themselves, and gives each employee the means to implement their ideas for improvements and innovations, through team work
- recognises every person's contribution to customer satisfaction with a balance between the individual and the collective, by making customer satisfaction central
- leverages ethical, responsible and diversity-friendly behaviour for social performance and social contribution. This applies in particular to digital support, the integration of young adults, equal opportunities and the environment.

One of the focuses is on workplace equality and diversity, a topic covered in more depth in a separate data sheet.

Orange certified as a “Top Employer Global 2019”



The Top Employers Institute is an organisation that audits and certifies excellent work conditions offered by employers to their employees; it covers all HR policies, including talent management, planning, integration, training and skill development, performance management, leadership, careers and successions, pay and benefits, and culture. For the fourth consecutive year Orange was awarded the “Top Employer Global 2019” certification, which recognises the best human resources policies and practices. Orange is the only telecoms operator among the 13 top global employers.

Group social survey

This survey focuses on measuring the quality of life in the workplace. It includes new aspects such as perception of the employee experience, the company's transformation, and the fulfilment of Orange's pledge to be a digital and caring employer.

- 88% of Group employees say that they are proud to work for Orange,
- 81% recommend Orange as a good place to work.

News / achievements 2018

- Continue the Group's commitments in terms of social dialogue by means that suit the local context and regular meetings with ad hoc committees (Global Works Council - European Works Council...)
 - The Global Works Council aims to develop social dialogue with all employees by giving them representation and allowing them to share a common base of information Group-wide, including the global strategy and transnational projects beyond Europe. It is made up of 31 members, representing 22 countries worldwide, each with over 400 employees. It meets once a year.
 - The European Works Council is a place to discuss economic, financial and social issues of a global nature transcending the country framework (manufacturing and innovation strategy, main investment options, acquisitions, employment, etc.) It is made up of 28 members' representatives from 19 countries. In 2018, the Committee met three times.
 - At a local level, discussions were held with employee representatives, i.e. representatives from unions, representatives appointed by elected employee forums and also representatives democratically elected directly by employees according to locally defined rules.

- Continue deployment of the health and safety policy and provide support for Group countries.
 - This policy is based on the worldwide health and safety agreement of 2014, and the applicable laws and regulations in each country. This agreement also applies to our partners and subcontractors.
 - It is supplemented by the Vigilance Plan, drawn up under the Act of 27 March 2017.
 - The social dialogue in health and security at work is held in legal or conventional authorities and takes the form of agreements between social partners.
 - In France, around 250 security and hygiene working conditions committees (CHSCT in French) exchange constantly with conventional authorities such as CNSHSCT (National health committee of hygiene and security at work in English) and the CNPS (National committee of stress prevention). Many agreements help the deployment of policies of quality of life at work and the active prevention of risks that can impact health and security of the employees.
 - In the World, each subsidiary has a CHSCT or a CSS (security health committee). In MEA, specific training of members of the CSS is deployed since the signature of the World Health and security Agreement.

- The Group remuneration policy aims to recognise the collective or individual contributions which help to satisfy customers and to share value in all countries.

- As well as the basic salary and the variable component, which rewards individual and collective performance if quantitative and qualitative targets for lasting customer satisfaction are met, collective remuneration initiatives, such as profit sharing in France, reward collective success, and help to share the value created by the company with its employees: under the terms of the 2018/2020 profit sharing agreement at Orange SA, the amounts paid out depend on the achievement of economic performance indicators (65%), and customer service quality indicators (30%), of a CSR indicator related to the electric consumption control (5%). For 2017, a profit share equivalent to 4.77% of salaries was paid out in May 2018. To promote and develop employees' entrepreneurial spirit and engagement, in 2017 Orange launched the Oz programme. The first step is the employee innovation initiative. Employees can promote and implement their ideas through four schemes:
 - implementing continuous improvement
 - sharing your ideas and proposals on an ideas wall
 - taking part in challenges spanning entities or business lines
 - developing an innovation project with and for Orange.

90% of the employees of the group in 14 countries at Orange Business Services can access it, 35,000 employees contributed to one of the 4 schemes.

Guaranteeing useful skills for tomorrow

Challenges / vision / beliefs

The technological revolution is accelerating, forcing us to continuously adapt to new challenges and new business areas: the growth of ultra-fast broadband, the development of digital technology which creates new needs in our customers and new business areas related to big data, digital marketing, the cloud, cyber-defence, network virtualisation, and new business opportunities such as banking.

For the Group to dispose permanently of competencies necessary to its activity, Orange wishes to become a “Human and Digital employer”:

- by putting forward its innovation culture and its digital expertise at the service of its teams;
- by rethinking working methods and developing autonomy;
- by favoring corporation and mutual support in a quality working environment
- by allowing each person to be an actor of its own development

Roadmap

Orange signed in February 2017 an agreement on the recognition of competencies and qualifications of its social partners; the Group is developing in depth its policies Employment and Competencies with the identification of expertise's and key competencies and their strategic management.

The construction of a new referential “work and competencies” planned for 2020 at a Group level is deployed firstly on the Orange SA perimeter. The campaign of interview's evaluations of the employees, which ended beginning of 2019, allows everyone to be positioned on a profession of the new referential and to make an initial cartography of competencies. The comparative with the activity's forecasted skill requirements allows identifying future gaps, and depending of their nature, to determine the best solution to fill the gaps: the transformation of existing competencies through Orange Academy, external recruitment, outsourcing...

Development of competencies: Orange offers to all its stakeholders and personalized learning experience, flexible and adapted to the context and their needs, especially thanks to Orange Learning. This tool, currently deployed in the Group, is a personalized learning space that allows everyone to access easily their development plan, and the formations in an unique catalogue: digital content accessible constantly, multimode formations combining digital and face-to-face, apprenticeship and sharing communities...

An intergenerational agreement at Orange France

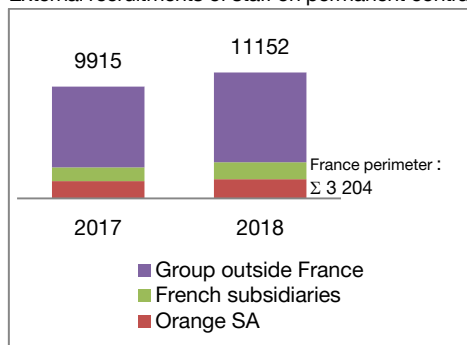
In France, December 12th 2018, was signed a new intergenerational agreement for the period 2019 to 2021, in pursuit of three aims: sustainable integration of young people (welcoming in average on this period of the agreement 4000 apprentices and a minimum of 2400 interns each year with the recruitment in long-term employment of 2000 apprentices and interns who wish to pursue their career at Orange); the end-of-career adjustments (renewal of the Senior Partial-Time system); the transmission of knowledge and experience sharing; of parenthood

Chose my company Label / Trainees 2018:

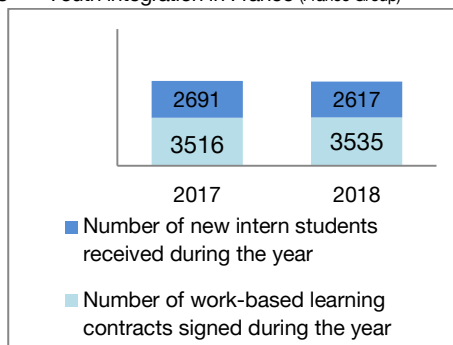
1700 interns answered to a survey and recommends Orange at 92% for an internship or an apprenticeship. This label (previously called “Happy Trainees”) is the first employer participating label that rewards excellency in the management and motivation of its employees.

Indicators / Key figures

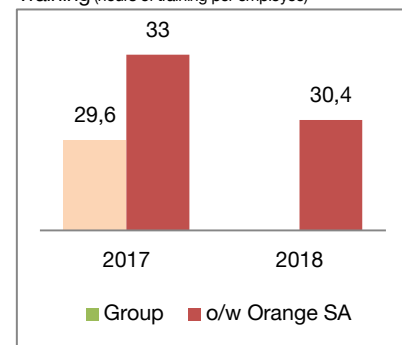
External recruitments of staff on permanent contracts



Youth integration in France (France Group)



Training (hours of training per employee)



News / achievements 2018

- Recognising and developing in-house skills, with a made-to-measure training offer:
 - Accessible to all the employees of the Group, Orange Campus is opening progressively to the outside, particularly to young people, students and professionals, by enabling them to be trained to new professions and to get a certification, even a diploma. The Group develops also innovating apprenticeship experiences with the support of an ecosystem composing of leading partners (schools, universities, corporations, start-ups, associations and institutions).
 - The training offer is structured around 4 axes: key competencies for the future, data and artificial intelligence, Cybersecurity and Management.
- Guaranteeing useful skills for tomorrow for Youth integration in France.
 - Objective: take on a number of work/study placement employees over the period 2019-2021 equating to at least 4,000 work-based learning contracts, 2,400 interns each year, with recruitment of 2,000 employees under permanent contract among them willing to follow their career at Orange;
 - Objective achieved with a rate of employees on work/study contracts of 5.4% for the Group in France and 4,887 work/study trainees present at end 2018.
 - Nearly 2,600 interns were also hosted during the year
 - Since 2016, nearly 3,000 of the staff recruited by the Group in France on permanent contracts came from this population of employees on work/study contracts and trainees, including some 900 in 2018.

Going further

- [Orange Jobs](#)

Becoming more collectively agile

Challenges / vision / beliefs

Collective agility is essential to be more responsive to our customers' expectations and market trends. In a Group with over 150,000 employees, this is crucial in order to combine adaptability, attractiveness and performance. Our agility depends on our ability to generate, foster, develop, and advance local organisational and social innovations.

Roadmap

Developing new agile ways of working and thinking transversally in our organisation and operating methods, focusing on digitisation and simplification and promoting innovation, initiative, and experimentation.

Multi-format, the programs of transformation of the Group are based on a common base, based on agility, to deliver solutions produced in short circuit with their client to mobilize collective intelligence, open the silos and lower the decision making barycentre. They rely on co-construction, a “Test and Learn” approach and by focusing on the client and the engaged transformation.

The notion of agility is embedded in the practices:

- The acquisition of working operational methods, based on the agile project management (operational agility)
- The constant improvement of our process and of our operating modes to develop transversal collaborations, reduce silos, stimulate innovation in a simplification approach (organisational agility)
- The individual positions and our modes of management to reinforce capacity to innovate, be customer centric, and cooperation between stakeholders (behavioral agility)
- The construction and the sharing of the Group strategic vision based on the adaptability of market's movements and internal operational needs, so as to create a sense of purpose and facilitate its application within the Group (agility strategy)

eCAC40 2018

The 2018 eCAC40 ranking, put together by French business newspaper Les Échos and Gilles Babinet, digital expert, puts Orange in 5th place among companies that have best handled the arrival of digital technology.

News / achievements 2018

Certain entities chose to put in place transversal think tanks allowing managers and employees to elaborate strategic canvas or thematic working group. These practices stimulate initiatives within teams, based on collective intelligence to deal with emergencies in the concerned entity.

Working environments adapt gradually to become spaces promoting gender diversity, the transversal and multidisciplinary collaboration as well as a more fluid and informal communication, conducive to a certain serendipity (project platforms, collaborative working environment and coworking). Orange under-construction headquarters was conceived with this spirit.

Dedicated places are opening, such as “La Villa Bonne Nouvelle”, a place allowing Orange project teams to gather and work 1 to 5 days a week with start-ups for one year. It offers a new working environment, promoting autonomy and responsibility, where collaboration, initiatives and openness have been encouraged.

Plazza

- The collective Agility needs deployment of common tools group wide: the internal social media “Plazza” is a tool to make Orange transformation easier, so as to facilitate exchanges between employees and develop transversal collaborations in project-based working mode, for more agility, more creativity and innovation. Plazza is a secured network certified ISO 27001, deployed in 21 Orange countries.
- It contains more than 1.6 million documents, 10,000 active communities in all Orange job lines, has advanced functionalities, like automatic translation and is available in 6 languages (French, English, Spanish, Polish, Slovak and Dutch).
- 73,000 employees of the Group are using it in an active manner, that is more than 50% of the employees. The Group objective to have more than 50% of users at the end of 2018 has therefore been reached.

Oz

- “Oz” is a participative innovation program of Orange for the employees, launched at the beginning of 2018. It is made of 4 programs, with the following review:
 - The constant improvement for the resolution of daily problems for all. During the 1st year, more than 5000 employees have been impacted (e-learning or collective workshop)
 - The wall of ideas, for shared spontaneous ideas and to inspire the company; more than 1700 ideas have been posted on the different walls, and 45,000 contributions (votes, commentaries);
 - The innovation challenges, for contribution calls; examples of challenging themes; development of new offers, process transformation ...
 - Intrapreneurs Studio, to favour initiative by giving means for an employee to implement his idea of innovation oriented to digital innovation, through a process of immersive incubation, associating support and validation; more than 300 candidacies’ and 7 projects incubated.
- Oz is today at the disposal of 9 employees out of 10 in the Group, in 14 countries and Orange Business Services. 35,000 employees contributed to the program the first year.



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