

corporate social  
responsibility  
complete report

France Telecom  
2008



# contents

message from Didier Lombard.....	1
about this report .....	3
Global Compact correspondence table .....	4
<b>a responsible group.....</b>	<b>5</b>
a bold global strategy .....	6
a shared approach .....	8
thinking global, acting local .....	15
<b>include ... ..</b>	<b>24</b>
promoting digital inclusion for all .....	26
staying in touch with ill or dependent persons .....	31
making the world more accessible with Orange Foundation .....	33
2009 roadmap .....	36
<b>preserve.....</b>	<b>37</b>
implementing our environmental policy .....	40
fighting climate change .....	42
optimizing waste management .....	45
rationalizing our paper consumption .....	48
preserving landscapes and biodiversity .....	50
innovating for environment .....	52
2009 roadmap .....	55
<b>care ... ..</b>	<b>56</b>
deploying our security policy .....	59
meeting customer expectations .....	61
promoting safe and responsible use .....	64
acting as a responsible employer.....	67
responding to concerns about electromagnetic fields .....	74
promoting responsible sourcing .....	77
2009 roadmap .....	79
<b>appendices.....</b>	<b>80</b>
economic data.....	81
social data.....	84
environmental data.....	86
auditors' opinion .....	89
GRI* correspondence table .....	92
glossary .....	99
to learn more .....	101

# message from Didier Lombard

Chairman and Chief Executive Officer



## does the current economic crisis present a challenge to your corporate social responsibility approach?

In the current economic environment practicing, corporate social responsibility is more than ever at the core of our business strategy. In the face of this crisis, it is essential to review our economic models in depth, in order to promote sustainable modes of production and consumption. Information and communication technologies have a key role to play: cutting back on paper printouts, limiting travel and promoting new ways of collaborative working are some of the possibilities offered to our customers to optimize their productivity while reducing their environmental impact and improving the working conditions of their employees.

On the strength of this conviction, we are thus continuing our approach, which is built around our Code of Ethics and the international agreements that we have signed, especially within the framework of the United Nations Global Compact.

## what are your priorities with respect to sustainability?

Our priorities can be summarized in three words: **include, preserve, care.**

- **Include:** we want to offer the benefits of information and communication technologies to the greatest number of people without neglecting anyone. To do that, we are developing alternative technologies for more isolated areas, we are offering special packages for people on modest incomes and we are pursuing a “designed for everyone” strategy aimed at helping seniors and disabled persons gain access to our products and services. Through the actions of the Orange Foundation, we also attempt to foster a greater sense of social purpose and accessibility throughout the world.
- **Preserve:** contributing to the protection of the planet by reducing our environmental footprint

and helping our customers reduce their own impact.

- **Care:** our goal is to use information and communication technologies for the well-being of people. To do that, we will make a constant effort to improve the quality of our services, strengthen our security level and promote the safe and responsible use of our offerings among customers, in particular by protecting minors against the dangers of improper use of the Internet and mobile telephony. We are implementing a policy of responsible sourcing with our suppliers. We are also responding to society’s concerns about the impact of electromagnetic fields, not forgetting the respect we owe our workers, who are the primary guarantors of the success of our approach.

## is this approach compatible with your goals for economic profitability?

Absolutely! Our approach to corporate social responsibility and sustainability greatly contributes to the Group’s overall performance by promoting the creation of long-term value. This enables us to better manage our risks, it pushes us to innovate and allows us to seize the opportunities for growth linked to society’s latest expectations. It also helps to optimize our internal operating methods, making us more efficient. By saving energy, or cutting down on our use of paper, we are not only reducing our environmental impact, we’re also saving money!

### could you describe the main projects you implemented in 2008 in terms of environmental protection?

In 2008, we implemented major projects to make our customers aware of environmental issues. For example we provided the free "Orange CO<sub>2</sub> savings tool" for calculating the CO<sub>2</sub> savings linked to telecommunications solutions, and we published the environmental performance of about thirty telephone handsets sold in France, with the assistance of WWF.

Internally, we set ambitious objectives in all our units. For example, we are committed to reduce our greenhouse gas emissions by 20% between 2006 and 2020. At the end of 2008, we installed more than 220 mobile solar stations in Africa, the Middle East and Asia. We also began a vast program aimed at reducing the energy consumption of our networks and our buildings, using solutions such as the virtualization of servers and optimized ventilation.

### and in terms of social issues?

2008 saw the formalizing of our policy for managing diversity, which will allow us to strengthen and harmonize the practices of our various units to promote equal opportunities and combat discrimination. This is a major focus of our social policy and represents a key factor for the Group's success. With this in mind, we are contributing, for example, to numerous initiatives aimed at

encouraging young girls to pursue careers in science and technology.

We have also enhanced our efforts to prevent psychological and social risks by setting up a training module on stress management.

Naturally, skills development remains our core priority, with the deployment of our act: program.

### what will be the focus of your efforts in 2009?

We have defined an ambitious strategy to become the leading telecommunications operator in terms of corporate social responsibility by 2012. To achieve this, we have asked all our entities to define action plans adapted to their activities. This is a major endeavour for 2009, one that will allow us to strengthen the foundation of our corporate social responsibility approach that is at the core of our various businesses. All the members of the Group's management committee are involved in this approach and are helping to impulse a responsible growth dynamic.

In more tangible terms, one of our priorities for 2009 will be to strengthen our offerings of "responsible" products and services, to help our customers meet sustainability challenges.

In the meantime, I invite you to read this report to learn more about our accomplishments and our goals for the upcoming years!

# about this report

This report aims to provide a fair and balanced view of the overall performance of the France Telecom Orange Group for the 2008 calendar year.

It strives to meet the main expectations that our stakeholders (customers, shareholders, listing agencies, employees, suppliers, public authorities and local communities) have expressed in terms of reporting.

In order to reduce our own environmental impact, we have decided not to print this report. A summary of our expectations appears in our 2008 annual financial and sustainability report, available in printed form and on the Internet at [www.orange.com](http://www.orange.com).

## reporting period and frequency

Every year since 2002, the Group has published an annual report on sustainability and corporate social responsibility.

This report covers the period from January 1 to December 31, 2008. It also includes some qualitative elements dated from the beginning of 2009 (noteworthy accomplishments).


## reporting scope and methodology

The content of this report has been prepared on the basis of indicators chosen so as to take into account the key economic, social and environmental impacts of our activities. The indicators chosen also take into account the recommendations of key international organizations, such as the [Global Reporting Initiative](#) (GRI\*), the United Nations [Global Compact](#)\* and the [OECD guidelines](#)\*.

The indicators have been collected, calculated, and consolidated using dedicated computerized reporting tools. The data presented cover all the main activities and countries of operation, except as duly mentioned.

For environmental data, the scope of reporting covers 98% of the Group's revenues. The entities in Moldova, Austria, Luxembourg, the Netherlands, Botswana, Cameroon, Mali, Guinea-Bissau, Guinea, Equatorial Guinea, Niger, Kenya, the Central African Republic, Vietnam, Vanuatu, Mexico and the multi-country entities, such as FCR, Sofrecom and the international R&D sites, did not upload data due to the newness of some entities, their small size, the lack of reporting procedures, or the impossibility of implementing procedures due to conditions in the host country. The scope of reporting of each environmental indicator is specified in the data table on pp. 86-87. For social data, the total staff and the breakdown of men and women cover the entire Group, except for 25 subsidiaries representing 2% of the staff on open-ended employment contracts and 0.3% of the Group's revenues (see p. 85).

## audit of the report

As in previous years, we have asked one of our external auditors to review a selection of achievements described in our roadmaps (pages 25, 38-39, 57-58) and to audit 11 selected key performance indicators, as well as the application of the AA1000\* APS (2008) principles. The externally audited items are identified by the symbol .

The audit conclusions are on pages 89-91.

## application of the AA1000 principles

The procedure for preparation of our 2008 corporate social responsibility report adheres to the significant aspects of the three principles (inclusivity, materiality, and responsiveness) of the AA1000\* APS (2008) standard, the reference for corporate social responsibility in terms of taking stakeholder expectations into account

([www.accountability21.net](http://www.accountability21.net)).

### inclusivity:

Identifying our stakeholders' expectations is a decisive element in our process of identifying the challenges of sustainability. The list of stakeholders with whom we carry on a structured dialogue is on page 12.

### materiality:

In selecting sustainability challenges that we consider to be the most significant for our activities, we have taken account of our stakeholders' stated expectations as well as our internal prioritization of risks which we review regularly (see pages 6-7).

### responsiveness:

Identifying the sustainability challenges that are significant for our activities helps us prepare action plans, which are reviewed annually and which are described on pages 36, 55 and 79 of this report. Our report is an essential response to our stakeholders' stated expectations. Published annually, it explains our impacts and the progress we have achieved in meeting the commitments made to these stakeholders. We take into account the suggestions for improvement sent by our readers, as well as the conclusions of the audit process in order to improve the quality of our reporting.

## compliance with the GRI\* guidelines

This report was prepared with reference to the guidelines of the [Global Reporting Initiative](#) (GRI\*) version G3.

Following the methodology for evaluation specified in the guide for levels of application of the GRI G3, the self-assessment in this report on the basis of the GRI G3 index leads to the B+ application level.

For further details, see the table corresponding to the GRI guidelines on pages 92-98.

# Global Compact correspondence table

France Telecom joined the United Nations [Global Compact](#) in July 2000. The following pages set out how we are integrating the principles of the Global Compact as we engage in our activities.

Global Compact Principles	Pages
<b>human rights</b>	
principle 1: businesses should use their sphere of influence to support and respect the protection of internationally proclaimed human rights; and	9; 77-78
principle 2: make sure that they are not complicit in human rights abuses	9; 77-78
<b>labor standards</b>	
principle 3: businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	9; 69
principle 4: the elimination of all forms of forced and compulsory labor	9
principle 5: the effective abolition of child labor; and	9
principle 6: the elimination of all forms of discrimination in respect of employment and occupation	9; 70-72
<b>environment</b>	
principle 7: businesses should support a precautionary approach to environmental challenges	37-55
principle 8: undertake initiatives to promote greater environmental responsibility; and	37-55
principle 9: encourage the development and diffusion of environmentally friendly technologies	52-54
<b>anti-corruption</b>	
principle 10: businesses should work against corruption in all its forms, including extortion and bribery	9



# a responsible group

*Our corporate social responsibility approach is an integral part of our Group strategy. We are convinced that information and communication technologies have a key role to play as a response to the challenges of sustainability. Beyond the goal of fair balance between economic competitiveness, social progress and concern for the environment, our goal is to let everyone benefit from our innovation and ensure that our products and services help improve the daily lives of people.*

## a bold global strategy

We firmly believe that corporate social responsibility is a key success factor for the Group. This is why we have defined an ambitious strategy to become the leading company in the telecommunications sector in terms of corporate social responsibility by the year 2012.

We are aware of the progress we need to make to achieve that goal, and we have started implementing action plans in all of our entities and our business lines.

### our vision of corporate social responsibility

At Orange, we define responsibility as our ability to provide consistent and sustainable business responses in line with the expectations of our stakeholders in the economic, societal and environmental areas that are the three pillars of sustainability.

This approach encompasses all the major areas in terms of sustainability performance. First of all, it includes the environment in general and the workplace environment in particular. It also includes our day-to-day response to our customers' expectations. Last but not least, it incorporates the ethical issues of concern to society at large.

### turning risk into opportunity

By adding the challenges of sustainability to our company strategy, we are not merely responding to a "moral" commitment. By creating value, our approach allows us to best manage the risks inherent in our activity. This fosters an innovative approach that seizes the opportunities for growth and differentiation linked to the new expectations of the company. It also guides us in optimizing our processes and internal organization methods, thereby reducing our environmental footprint. It helps to reduce costs through more efficient and productive organization, which in turn improves our overall performance. Internally, it increases our value, and fosters the loyalty and support of our employees. This means we can attract and retain the talented individuals of today.

### our strategy

#### identifying key sustainability issues

Defining our strategy is based on an approach that prioritizes the key sustainability issues linked to our activities, based on two complementary elements:

- analyzing our stakeholders' expectations, identified as part of our regular exchanges and through studies conducted at the Group level in the main countries;

- identifying sustainability risks and opportunities and assessing their potential impact on the Group's growth.

Sustainability risks and opportunities are assessed at least once per year in order to account for the changes in our business environment.

#### top three priorities

For the 2008-2012 period, our analysis of sustainability challenges led us to define three strategic priorities with respect to corporate social responsibility;

- **Include:** promote access for all to the benefits of information and communication technologies by combating the factors of exclusion be they geographical (isolated zones), economic (low-income populations) or physical (age, disabilities), and fostering social solidarity with local communities.
- **Preserve** the future of the planet by reducing our impact on the environment.
- **Care:** make sure that services are delivered and used responsibly and that they help improve the lives of people.



#### A strategy available in all our entities

Our strategy of corporate social responsibility, validated by the Group's Management Committee, is available in all our business lines, operating divisions and subsidiaries. The involvement of the highest levels of the company ensures that the corporate social responsibility objectives will be taken into consideration in all aspects of our activities. Key performance indicators have been defined to track progress, and each entity has defined a plan of action to contribute to the Group's objectives in this domain.



## our key sustainability issues

## dialogue with stakeholders

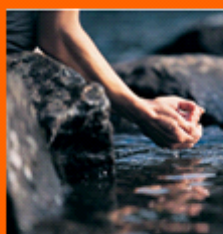
## include



Photo credit: Corbis

▪ <b>Geographic inclusion:</b> provide access in isolated areas	pp. 26-28
▪ <b>Economic inclusion:</b> develop solutions adapted to low incomes ("bottom of the pyramid")	pp. 28
▪ <b>Physical inclusion:</b> become a leader in solutions for seniors and disabled people, as well as in e-health	pp. 29-32
▪ <b>Local involvement:</b> forge solidarity ties with local communities	pp. 33-35

## preserve



▪ <b>Reduce our environmental footprint</b> <ul style="list-style-type: none"> <li>- Reduce our greenhouse gas emissions by 20% by 2020</li> <li>- Optimize our waste management</li> <li>- Reduce the impact of our use of paper</li> <li>- Protect landscapes and biodiversity</li> </ul>	pp. 42-44 pp. 45-47 pp. 48-49 pp. 50-51
▪ <b>Develop innovative solutions for the protection of the environment</b> <ul style="list-style-type: none"> <li>- Improve the environmental performance of products and services</li> <li>- Help our customers face the challenge of sustainability</li> </ul>	pp. 52-54

## care



▪ <b>Provide for the security</b> of information, personal privacy and facilities and protect the confidentiality of personal data	pp. 59-60
▪ <b>Respond to customers' expectations</b>	pp. 61-63
▪ <b>Promote the safe and responsible use of our products and services</b> (protection of children, responsible marketing)	pp. 64-66
▪ <b>Act as a responsible employer</b>	pp. 67-73
▪ <b>Respond to concerns over electromagnetic</b>	pp. 74-76
▪ <b>Promote responsible sourcing principles</b>	pp. 77-78

# a shared approach

## an historical commitment

For several years already, we have confirmed our commitment to sustainability on the international scene. We signed the [ETNO \(European Telecommunications Network Operators' Association\)](#)\* environmental charter in 1996. We were also one of the first companies to join the United Nations [Global Compact](#) in July 2000. We are participants in several initiatives to promote the principles of sustainability in the telecommunications sector, such as the following:

- the [GeSI](#)\* (Global eSustainability Initiative) – initiative of the United Nations Environment Program and the ITU (international union of manufacturers and operators in the telecommunications sector);
- the [MPPI](#)\* (Mobile Phone Partnership Initiative), bringing together, under the auspices of the United Nations Environment Program, the main equipment manufacturers and operators to develop processes for the responsible disposal of used mobile telephones;
- the EE IOCG\* (Energy Efficiency Inter-Operator Collaboration Group), that promotes energy efficiency in the information and communication technologies sector;
- the [European Framework for Safer Mobile Use by Younger Teenagers and Children](#), signed in 2007;
- the [Mobile Alliance Against Child Sexual Abuse](#) on the Internet, launched in 2008.

In addition, France Telecom and the [UNI](#)\* global union alliance (including all the Union Network International member unions represented in the company) concluded an agreement in 2006 in which the Group undertakes to pursue a global social policy that respects fundamental social rights and individual freedoms.

Under the terms of the agreement, France Telecom confirms its commitment to:

- respect fundamental human rights, i.e. to prevent compulsory labor, child exploitation, and all forms of discrimination, to track occupational health and safety, to respect the freedom to join or not to join a union organization.
- implement a dynamic employment policy, i.e. to offer access to training and international mobility, to guarantee gender equality.
- apply ethical principles in relations with suppliers and sub-contractors in keeping with the Group's Code of Ethics.

🔗 **To learn more:** see the UNI\* agreement at [www.orange.com/en\\_EN/responsibility/stakeholders/UNI.jsp](http://www.orange.com/en_EN/responsibility/stakeholders/UNI.jsp)

## main awards received in 2008

The Group's commitment to corporate social responsibility was recognized in 2008 by several awards:

- The [APAJH](#) (association for disabled adults and youth) in France gave us its distinguished "corporate citizen" award for our actions in favor of disabled customers. This prize was awarded for the sole system set up by the Accessibility department of the Group (see page 30).
- In 2008 Orange Business Services received, for the second time, the Green Excellence award in the area of information and communication from Frost & Sullivan, an international corporate strategy consulting firm.
- The Group took fourth place in the [2008 Accountability Rating](#) (see page 13).
- Orange Spain received an award in the European [Energy Trophy +](#) competition (see page 43)
- Our service quality was also recognized by numerous awards in 2008 (see page 62).

## milestones in our commitment to sustainability

1996: France Telecom signs the ETNO Environmental Charter

2003: publication of the Group's Code of Ethics

2006: France Telecom signs global agreement with Union Network International (UNI\*)

2008:  
- Mobile Alliance Against Child Sexual Abuse is launched  
- France Telecom signs [Caring for Climate](#)\*

2000: France Telecom joins the UN Global Compact

2004: France Telecom signs the ETNO Sustainability Charter

2007: France Telecom signs the European Framework for Safer Mobile Use by Younger Teenagers and Children

## a solid foundation: the Group's Code of Ethics

The Group's commitment to responsible growth is rooted in the strong values shared by all employees. Formalized since 2003 in the Group's Code of Ethics, these values guide our individual behaviour and the principles of action with respect to our customers, our shareholders, our employees, our suppliers, our competitors and the environment in all in the countries where we are active.

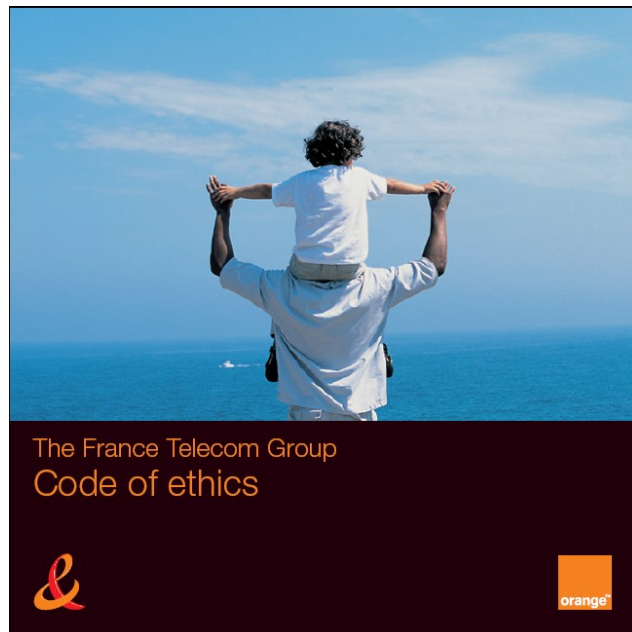
The cornerstone of our approach to corporate social responsibility, the Code of Ethics is based on fundamental values such as the principles set in the [Universal Declaration of Human Rights](#), the International Labor Organization ([ILO](#)\*), the United Nations [Global Compact](#) and the [OECD Guidelines](#) for multinational enterprises.

The Group's ethics committee, composed of four members appointed by the Chairman, oversees the uniform application of the principles of the Code and advises the entities on implementing said principles. It examines the special situations that are submitted to it by the Group's employees or their managers under conditions that guarantee confidentiality. The network of ethical advisors set up in each country or entity helps supervise the approach. It sees to it that specific practices appropriate to the local context and to local businesses are disseminated. The ethical approach is transmitted by intranet to the various sites of the Group.

An e-learning module, available in eight languages, allows each worker to learn the principles of the Code through the application of practical situations. In 2008, it was updated to include new examples of concrete cases drawn from business training sessions.

An awareness program for the prevention of corruption was also launched in 2008 to allow the Group's subsidiaries to learn about the international and national legal framework, and about actions that can help prevent this risk.

🔗 **To learn more:** see the Code of Ethics at [www.orange.com/en\\_EN/responsibility](http://www.orange.com/en_EN/responsibility)



### 2008 achievements

#### the example of France

By the end of 2008, more than 90% of Orange France personnel had received awareness training. More specific training was provided to employees and service providers who work directly with customers. Practical guides with information on requests for advice and reporting problems are provided to personnel. A network of advisors and correspondents is in charge of distributing this information and collecting reports from employees. Alert procedures and controls are used to make certain the rules are properly applied to business practices.

#### the example of Orange Business Services

In addition to creating an Ethics and Fraud & Revenue Insurance Committee in 2008, Orange Business Services has developed several actions aimed at enlisting greater employee involvement:

- telephone conferences for managers conducted by a "Business Leader" and the Legal Department;
- periodic reporting on ethical questions;
- internal campaign for ethics awareness, designed using interactive tools and role play, in order to evaluate employees' knowledge and understanding of ethical issues and more broadly of corporate social responsibility;
- creation and launching of a new e-learning module on fraud and ethics for supervisory staff via Orange Business Management School;
- internal information campaign on ethics commitment for the management team via display posters at the largest sites and placed on line on the intranet sites.

## corporate governance

We adhere to the principles of corporate governance defined in particular by the Financial Security Law in France and by the Sarbanes-Oxley Act in the United States. We are particularly vigilant regarding the responsibility and the integrity of the managers and the directors of the Group, the independence of the members of the Board of Directors, transparency and disclosure of information, respect for the shareholders rights, and the Group's Code of Ethics.

### the Group's governance organization

France Telecom's governance is based on the Board of Directors and the various Committees that govern the Group strategy. Their work nourishes a process of continuous improvement of governance, with respect for the company's various stakeholders, in particular regarding risk management.

### a dynamic for continuous improvement of risk management

The different internal management committees reporting to the General Management Committee (including the Group's risk committee) are responsible for controlling and applying the Group's directives, mainly with a view to achieving its overall economic objectives.

They also manage risks relating to financial commitments, limiting the exposure of the Group as a whole.

### internal control

In addition to ensuring that regulations are properly enforced, internal control serves to promote improvement of the company's performance. The Group estimates that everyone, regardless of their position in the company, should consider themselves responsible for the risks to their environment. As such, each entity creates a map of its major risks (network, information systems, human, financial, environmental, etc.). This process is part of a Group process, guided by the Department of Auditing, Internal Control and Risks.

In 2008, the program to strengthen the internal control culture was undertaken throughout the Group. This work consisted primarily in ensuring the proper hedging of the biggest risks that could affect the internal financial control procedures, in order to satisfy, among other things, the Financial Security Law in France and the Sarbanes-Oxley Act in the U.S.

### a policy for comprehensive security

The Group has defined a policy for comprehensive security, which is implemented by a security management system based on ISO 27001 (see page 59).

## the governance structures of France Telecom Group

### board of directors

**Mission:** to express its opinion on the Group's major strategic, economic, social, financial and technological guidelines. It met 10 times in 2008 with an attendance rate of 92%.

**Composition:** 15 members (as of March 19, 2009)

- 3 representatives of the government appointed by decree
- 3 directors elected by employees
- 1 director elected by the General Shareholders' Meeting on a motion by employee shareholders
- 8 directors elected by the General Shareholders' Meeting, including 6 independent directors according to the criteria of the AFEP-MEDEF Code of October 2003

### general management committee

**Mission :** Group decision-making body. In particular, it implements the Group strategy and transformation programs and steers the monitoring of operational and financial performance.

**Composition** 9 members (since January 2006).

### special committees of the board of directors

#### strategy committee

Comprised of at least three members appointed by the Board of Directors on a motion by its Chairman. 3 meetings in 2008.

#### audit committee

Comprised of at least 3 members appointed by the Board of Directors on a motion by the Compensation, Nominating and Governance Committee. Chaired by an independent director. 12 Meetings in 2008.

#### compensation, nominating and governance committee

Comprised of at least 3 members appointed by the Board of Directors on a motion by its Chairman. Chaired by an independent director. 4 meetings in 2008

📖 **To learn more:** see our annual report or visit the "governance" section on our website [www.orange.com](http://www.orange.com).



## a structured approach

Our approach to corporate social responsibility ensures that the challenges of responsible growth will be taken into account by all employees, working closely with external stakeholders. As a result, products and services are developed that contribute to sustainability. In addition, a program is implemented for the continuing improvement of our economic, social and environmental performance.

### a dedicated organization

Our Corporate Social Responsibility (CSR) approach is guided by a dedicated team, the CSR department, which until the beginning of 2009 was attached to the Group's secretariat. In March 2009, Group Chairman Didier Lombard appointed a new CSR director, who is a member of the Group's management team and is now attached to the Group's Innovation and Marketing department.

The CSR department is backed by a network of CSR managers in our various entities (countries and operating divisions).

A CSR steering committee that includes all business and country representatives reports regularly on the progress of our CSR approach. In 2008, it met three times, which led to more discussions of good practices within the Group. Monthly meetings were convened with the representatives of the main subsidiaries and operating divisions.

Thematic working groups were organized around major challenges such as the environment, occupational health and safety, electromagnetic fields, child protection and data security.

### tools for guidance and management

Several tools are used to guide our approach as it is adopted:

- our Indicia reporting tool measures changes in the performances of our entities using qualitative and quantitative biannual questionnaires;
- an evaluation Group level CSR network and environmental services. Sustainability criteria are incorporated at the time our projects are designed;
- our QREDIC® tool is used to evaluate regularly the overall performance of our suppliers (see page 78);
- environmental management systems based on ISO 14001\* are being deployed in all of the entities (see page 41).

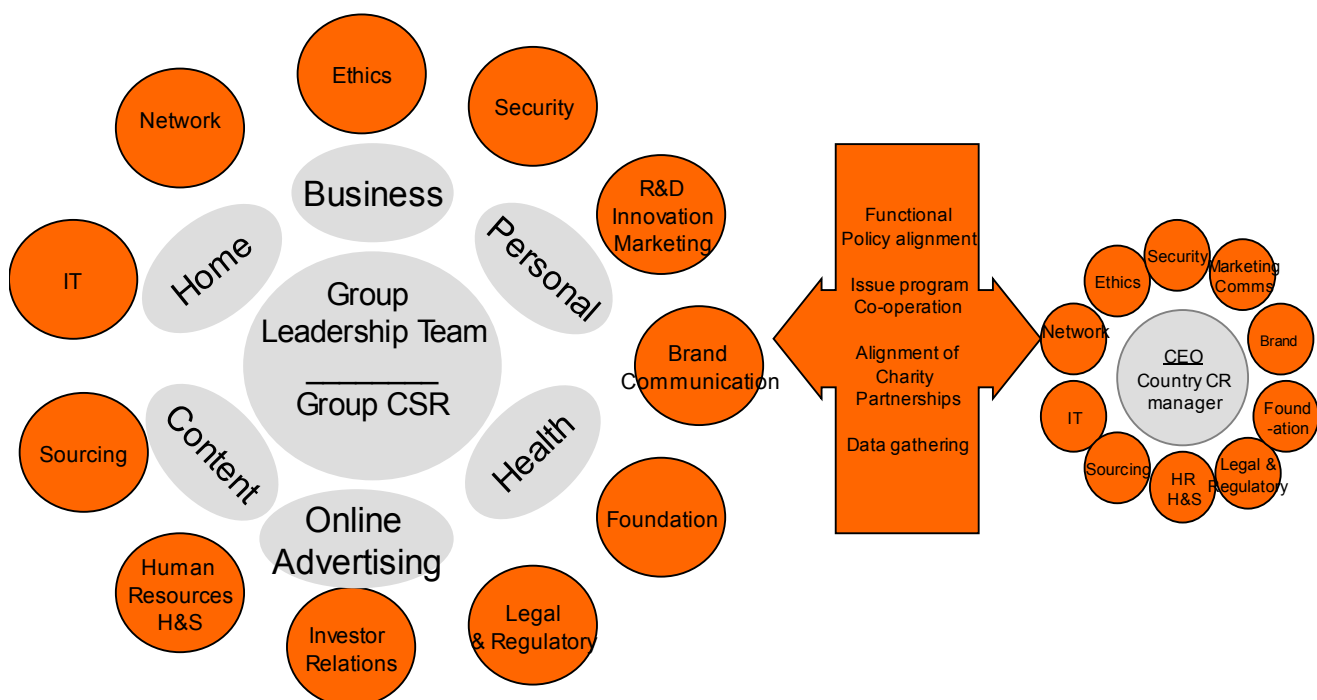
A dedicated extranet site is used for accessing the Group's standards documents and for sharing good practices.

A corporate social responsibility manual was, in addition, created in 2008, to give all members of the CSR network a methodological guide to introduce the approach in their respective entities.

### auditing our approach

To ensure the reliability of indicators and to make certain our commitments are properly applied in the entities, for several years we have had an external audit conducted by a specialized firm. This audit approach helps to improve our reporting system continuously. It also helps us ensure the relevancy of a structured process for identifying the expectations of our stakeholders (see next page).

### The Group's Corporate Social Responsibility Organization (2009)



## stakeholder dialogue

Engaging with our stakeholders is a vital component of our corporate social responsibility approach. To identify the expectations of society, we conduct regular meetings with the following groups:

Stakeholders	Examples of advisory tools used
Customers and consumers groups	Internal and external customer satisfaction surveys. Customer Value Analysis Program: multi-country analysis of general consumer expectations. Measurement of business customer satisfaction via the "Customer Loyalty Index". Regular meetings with the main consumer groups Monthly meetings with the Sustainability Circle of Directors comprising approximately forty large companies
Shareholders and investors	Information gateways dedicated to shareholders and investors. Shareholder relations department that may be reached by telephone or mail. Club France Telecom. Shareholders letter, French webzine "en actions". Shareholders' consulting circle Inter@action Regular meetings with the financial analysts and rating agencies (e.g. Investors Day). Specific dialogue with the main funds and SRI rating agencies.
Employees and employee representatives	Nearly 400 employee representation bodies in the Group. European Works Council. Regular meetings with the UNI* (Union Network International) as part of the group agreement signed in 2006. Tools for information and for dialog with employees: intranet, internal magazines, interactive innovation apparatus.
Suppliers	Dialog on the Group's values and commitments in the bid solicitation phase and in the follow-up of contracts. Corporate Social Responsibility Questionnaire QREDIC® tool: overall performance evaluation system for suppliers. Meetings and working groups on eco-design of products.
Public authorities and local governments	Dialog with European bodies – Group's permanent delegation in Brussels. Permanent dialog with the telecommunications regulators in each country (e.g. <a href="#">Arcep</a> * in France, <a href="#">CMT</a> * in Spain, <a href="#">Ofcom</a> * in the United Kingdom, <a href="#">Uke</a> * in Poland). Consultation with local governments on the location of relay antennas. Dialogue with associations of elected officials (e.g. Association of Mayors in France).
NGOs and associations	Orange Foundation's philanthropy policy, partnerships with <a href="#">UNICEF</a> , <a href="#">Samu Social International</a> , <a href="#">PlaNetFinance</a> . Local partnerships with the main countries (e.g. WWF in France). Specific work on the responsible use of services with associations such as the <a href="#">INSAFE</a> network, <a href="#">European Schoolnet</a> , the <a href="#">Family Online Safety Institute</a> . <a href="#">Business Action for Africa</a> .

with other large groups on sustainability challenges and best practices.

Our subsidiaries in the main countries also conduct local consultations and studies aiming to better understand the expectations of their stakeholders. In 2008, Orange United Kingdom thus conducted studies with a panel of representatives to identify the main sustainability expectations and challenges, and to define the priorities for action. Similar surveys have been conducted in France with the involvement of the various business divisions.

We also participate in various groups dedicated to corporate social responsibility such as [CSR Europe](#), [Business for Social Responsibility](#), [l'IMS-Entreprendre pour la Cité](#) and the Observatoire sur la Responsabilité Sociétale des Entreprises ([ORSE](#)). Our involvement in the major initiatives in the telecommunications sector such as GeSI\*, MPPI\* or the working groups of ETNO\* also allows us to meet

### involvement of our employees

The success of our approach relies on the involvement of our employees.  
To bring awareness of the challenges of sustainability and ensure the application of our

#### France : a strategic partnership between Orange and WWF

In March 2008, Orange and the WWF-France signed a 3-year partnership for the protection of the environment. For Orange, this partnership is part of a procedure for progress and speeds up the implementation of an environmental strategy initiated in 1996. This partnership broadens a cooperative arrangement started in 2005 to promote electronic billing among our customers. It relies on tangible actions, with measurable results, with five guidelines: evaluating the environmental performance of the products sold by Orange, recycling, featuring environmentally friendly design in its shops and products, awareness training of consumers and employees on "green behaviour" and reducing paper use. WWF thus brings Orange its scientific expertise and its ability to mobilize its network. A steering committee meets every six months to review the milestones reached under the partnership.



commitment in their daily activities, we are conducting regular internal communication actions. Following the internal challenge “Take care of the future” conducted last year, in 2008 we conducted “green behaviour” awareness campaigns to encourage our employees to adopt simple practices to help protect the environment (see page 40).



*“Green behaviour” awareness campaign in France, April 2008.*

### raising customer awareness

In addition to our employees, we also encourage our customers to act in favor of sustainability.

Launched in France in December 2007, our media and Internet campaign “Green IT” raised the awareness of our business customers on the benefits of our collaborative solutions for sustainability. Generally available from a dedicated website in French and English, this campaign moreover was supported by statements from our experts on the subject, both in Europe (Germany, Spain, Portugal, Romania, United Kingdom) and in the rest of the world (New-York and Singapore).

For the general public, we launched the Environnement Web channel (<http://environnement.orange.fr>) that distributes up to date information and video reporting on the environment and encourages the distribution of good practices. In our various countries, we also encourage our customers to return their used telephone equipment to one of our collection points in order to promote their recycling through the dedicated channels.

### external evaluation of our approach

Our approach is regularly analyzed by ethical rating agencies, and we are in an ongoing dialogue with financial analysts and socially responsible investors.

France Telecom has been listed in the FTSE4Good index since 2002, as well as in the Aspi Eurozone and Ethibel Sustainability Indices Excellence indices, managed by the VIGEO rating agency. SAM (rating agency of the Dow Jones Sustainability Index) included the Group in the SAM Silver Class of its Sustainability Yearbook in 2008 and 2009.



The Group also ranks fourth in the world “[Accountability Rating 2008](#)” classification. This classification created by [csrnetwork](#) and [AccountAbility](#) evaluates each year the practices and corporate social responsibility of the 100 largest groups (Fortune Global 100). The Group is a corporation that has shown the most rapid progress, rising from 46th place in 2007 to 4th place in 2008. Our corporate social responsibility strategy aims to incorporate sustainability principles at the core of our innovation and product design processes

## innovating for sustainability

Our corporate responsibility strategy aims to incorporate sustainability principles at the core of our innovation and product design processes. A large portion of the Orange Labs budget is thus dedicated to projects aimed at designing products and services accessible for all, reducing the group's environmental impact, monitoring the effect of

electromagnetic fields and developing innovative products that allow our customers to meet their own sustainability challenges.

🔗 **To learn more:** see the innovation area on our website [www.orange.com/en\\_EN/innovation](http://www.orange.com/en_EN/innovation)

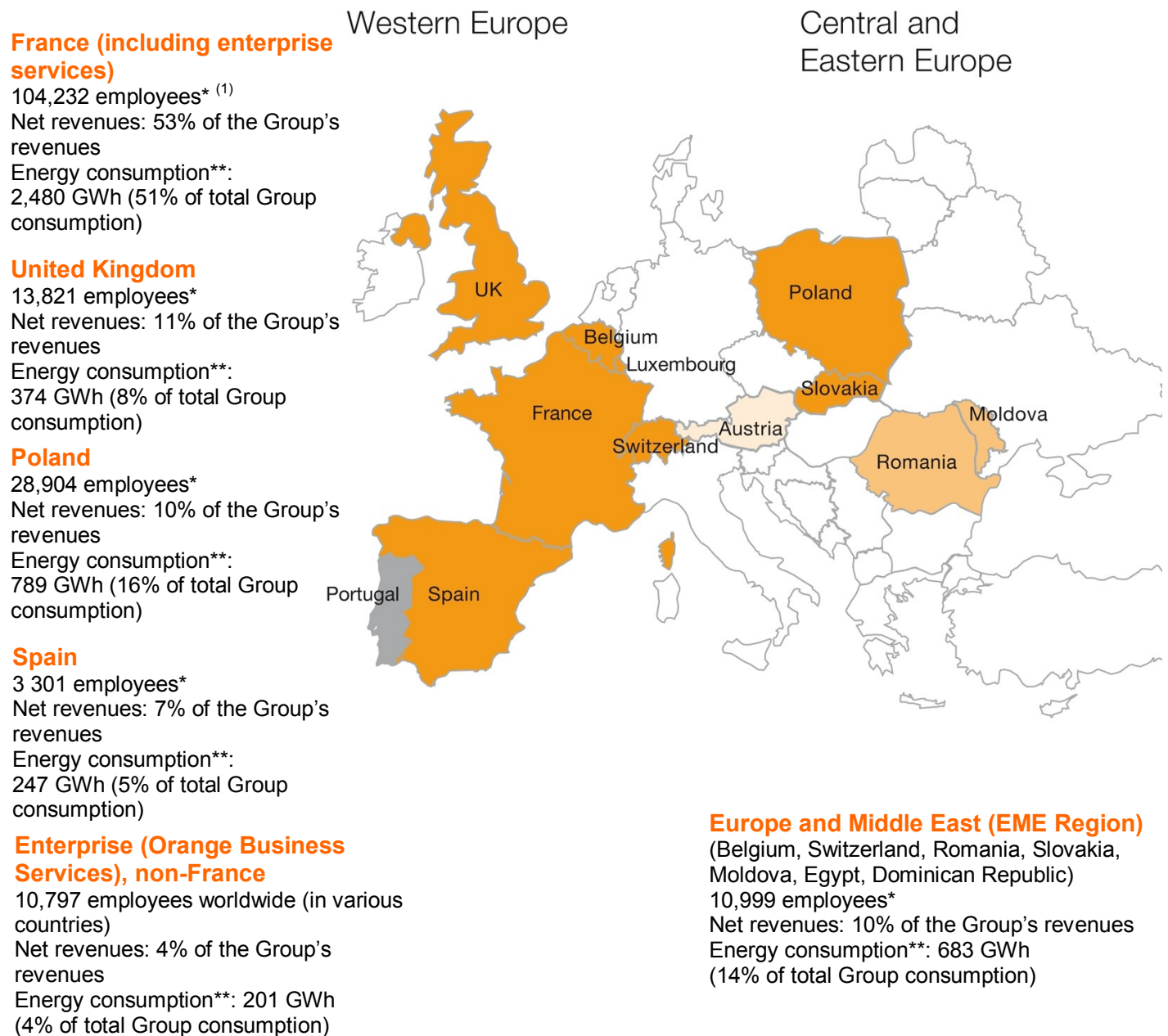
Our major R&D priorities for sustainability		Projects underway or recent innovations
include	Develop alternative technologies for isolated areas	Orange Labs is stakeholder in the <b>Digital World Forum on Accessible and Inclusive ICT</b> (DWF) project, co-financed by the European Commission as part of its Seventh Framework Programme for research. This project aims to promote the development of Information and Communication Technologies in Africa and Latin America.
	Design products suitable for low income people	<b>NetPC:</b> A product that allows people who do not own computers to access the Internet using a simple monitor connected to a central server (see page 28).
	Make our products accessible to seniors and disabled persons	Testing a customer service in French Sign Language and in chatting to present Autonomy Offer to deaf and hearing-impaired persons
	Facilitate home care for dependent persons	<b>Health Mate at Home:</b> This is the first personalized, totally integrated solution, which combines professional and personal services, with a schedule and a common personal logbook, time stamping and solutions for paying service-providers.
preserve	<b>Reduce the Group's environmental impact</b>	A patented system for optimized ventilation that offers a 7-fold reduction in energy use compared to traditional air-conditioning (system awarded a trophy for Economic and Clean Technologies awarded by ADEME in 2007).
	Improve the environmental performance of products and services	Completion of a Livebox prototype that deactivates unused ports and thereby reduces energy use
	Offer our customers innovative solutions that reduce their environmental impact	France-Telecom is a partner in the French project "Astuce et Tic" (anticipation of secure development of territories, rural areas and their environment by means of information and communication technologies) aimed at developing a decision-making support system to provide decision-makers with an environmental evaluation of their land use planning policy. Testing of the "Ville Durable" ("Sustainable City") offering at Cagnes-sur-Mer.
care	Protect the privacy of our customers	R&D is developing specifications and software bricks for security and anonymous operation for services such as auctions, electronic voting, forums or on-line payment. R&D has also broadened its field of action to federated identity management (SSO*), anonymization and other various innovative combinations (RFID*, biometrics, etc.). At the same time, it is now dedicated to addressing the issues related to respect for privacy in the introduction of products and the execution of our projects.
	Protect children against improper uses of the Internet and mobile telephony	Completion of a solution for filtering Internet content on personal computers and mobile phones
	Contribute to research on electromagnetic fields	The Group has developed recognized expertise in the field of dosimetry (measuring electromagnetic fields). It is also involved in several international research projects on electromagnetic fields and health, such as, for example, Multipass (see page 75).

# thinking global, acting local

France Telecom Orange is one of the world's top telecommunications operators. It posted more than 53.5 billion euros of consolidated revenue in 2008 with over 182 million customers on five continents. In Europe it is the third-ranking mobile operator and the leading supplier of ADSL\* broadband Internet. It is a world leader in telecommunication services for business.

Its flagship brand Orange is the sole brand providing Internet, television and mobile telephony in the majority of the countries in which the Group is active. This, now represents 123 million customers, a number that has grown by over 100% in three years.

The Group now counts 186,000 employees, including 45% who work outside of France, primarily in the other European countries and in Africa.

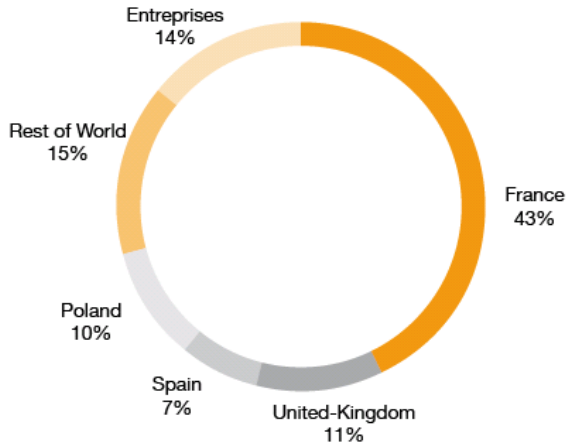


\*Active employees at 12/31/2008, proportional consolidation at the rate of financial contribution of each subsidiary

\*\*excluding transportation

<sup>(1)</sup> including French employees of Orange Business Services (9,941)

## geographic breakdown of revenues



More than **182**  
million customers  
worldwide

**186,000** employees  
worldwide

## Africa, Middle East



**Africa, Middle East and Asia  
(AMEA Region)**

13,995 employees\*

Net revenues: 5% of the Group's revenues

Energy consumption\*\*: 109 GWh  
(2% of total Group consumption)<sup>(2)</sup>

<sup>(2)</sup> Energy consumption measured on a limited scope of 4 countries (Senegal, Côte d'Ivoire, Jordan, Madagascar) corresponding to 3.1% of the Group's revenues

■ fixed/mobile/internet  
■ mobile  
■ minority interest mobile

■ minority interest fixed/mobile  
■ fixed/internet  
■ fixed/mobile/internet licence  
■ mobile licence



## France Operations

The corporate social responsibility program (CSR) of France Operations is supervised by a dedicated team of approximately fifteen people, working closely with the business units.

The organization was strengthened in early 2009 by the implementation of a CSR committee combining all business and operating units. Its role was to validate the direction of the CSR procedures of France Operations and unite the actions conducted within the operating units, providing the operational breakdown of the goals defined at the Group level. It completes the decisions made by the Environment and Ethics committees created in early 2008.

In addition to the daily exchanges among various operating units, Orange conducted two studies in 2008 to gain a greater understanding of stakeholders' expectations:

- a study conducted in collaboration with operating units and a stakeholders' panel;
- a public opinion survey involving 1,022 respondents conducted by a survey agency.

Questions relating to the CSR were thus added to the employees' survey.

Additional CSR risk mapping work was conducted with the assistance of the risk management unit. This work served as the basis for the definition of the 2009-2011 CSR action plans of the various operating units.

### ethics

At the end of 2008, more than 90% of our workers had received ethics awareness training. More specific training focused on ethics awareness for employees and service providers working in customer relations. We provide all our workers with practical guides for requesting advice and reporting problems. We apply alert procedures and controls to make certain business practices rules are properly enforced.

### access for all

At the end of 2008, 98.3% of the French population had access to broadband Internet access offers. The Orange mobile network covers more than 98% of the French population. Alternative offers have been offered to communities to cover the remaining shaded zones (see page 26).

### key facts & figures

activities: fixed-line, mobile, Internet, digital services.

- 2008 revenues: 43% of Group revenues
- 93,715 employees (active at end of period)
- leading mobile operator in France (24.5 million customers)
- leading fixed telephony operator (21.96 million customers)
- leading provider of Internet broadband (8.08 million customers)
- leading VoIP operator (5.36 million customers)
- leading supplier of digital television (1.6 million customers)
- 707 France Telecom shops and 175 Orange Mobistores

We also conducted several concrete projects to make our products accessible to seniors and disabled people (see page 29-30).

### community investment

France is historically very involved in philanthropy via the initiatives of the Orange Foundation (see pages 33-35).

Since January 2009, employees who win "talent" points during challenges or internal operations can give their points to charitable projects. France Operations and the Orange Foundation are committed to converting the talent points donated by employees into monetary gifts.

A similar system ([www.fidelitedavantage.orange.fr](http://www.fidelitedavantage.orange.fr)) allows customers to give their loyalty points to charitable associations:

- [Aide et Action](#) to support education for women and girls in Senegal;
- [L'Institut Pasteur](#) to support research against Usher's disease and early deafness;
- The [Croix-Rouge Française](#) to fight illiteracy.

### environment

2008 was marked by the formalization of the France Operations environmental policy and the signing of a partnership agreement with WWF-France (see page 12). In this partnership, an action plan was launched to promote electronic invoicing among our customers (41% of eligible retail customers had joined by the end of 2008). At the time of this partnership the environmental performance of about thirty products was published on the orange.fr website and displayed in the shops (see page 43).

To reduce our energy use, we also deployed a system of optimized ventilation at 147 additional sites (for a total of 363 sites), and implemented the temperature adjustment rules for 126 technical rooms (see page 40).

A broad internal communications project was implemented to teach "green behaviour" to more than 80,000 employees in (see page 40).

All these actions are now an ongoing part of our environmental management structure.

### responsible use of services

In 2008, we pursued our actions to inform our customers on electromagnetic fields by sending the precautions for use defined with the AFOM, via our website and as part of our "Orange is committed" program. In addition, in 2008 we signed the charter of the Union des Annonceurs ("advertisers union") for responsible communication.

🔗 **To learn more:** visit our website (in French) [www.orange.fr](http://www.orange.fr) / à propos d'Orange / orange responsable

## United Kingdom

A key focus for Orange UK in 2008 consisted of gaining a better understanding of our stakeholders' expectations towards us, as a responsible telecoms business. Thanks to contributions from our employees, customers, investors, suppliers, media, NGOs and government and regulators, we defined top priority areas of work and agreed ambitious targets. One of which is to become best loved telecommunications brand in the UK. We identified 3 issues that we want to develop a leadership position on: our Customers (protection; inclusion; education); the Environment (climate change; waste; sustainability); Our People (community engagement; volunteering).

The actions carried out over 2008 illustrate the continuity of Orange UK's corporate responsibility around its major commitments:

- promote the safe and responsible use of telecoms services;
- reduce the environmental impacts of its activities;
- contribute to the development of communities and community spirit.

### safe & responsible use

In April 2008 Orange launched a new education resource called "Safety Online". This consists of a series of short films about web safety and safe social networking and accompanying teachers' resource of classroom activities. In the first 6 months after launch the resource was taken up by 54% of UK secondary schools. The films are also being used by a number of UK Police Authorities in school e-safety training days. The Safety Online films have won 3 prestigious awards, two at the UK's IVCA Clarion Awards for corporate responsibility communications and the third one for Best Instructional Film in the International category at the New York Film Festival Awards.

Orange also launched a research project called "Internet Years" in March 2008 which set out to show the generational digital divide that exists between parents and children in their knowledge and confidence when using the Internet (see p. 65). In addition, our Orange Ambassadors (employee volunteers) met with more than 4000 children in schools to discuss safe and responsible use of mobile technology and have received an average of 97% positive feedback from teachers and pupils. They have also helped increase distribution of both our film resources. The 2007 film "Incoming Message" about text bullying has now been requested by 63% of UK secondary schools.

### key facts & figures

activities: fixed-line, mobile, Internet:

- 2008 revenues: 11% of Group revenues
- 13,821 employees (active at end of period)
- 3rd leading mobile operator in the country, with 15.8 million customers
- 6th leading fixed-line and broadband operator, with 1.02 million customers
- 357 Orange shops.

Last but not least, respectful of our customers privacy, we opted out of using the controversial behaviour based advertising and targeting technology called Phorm.

### environment

The research conducted with our stakeholders in the first quarter of 2008 led us set up a cross departmental task force focusing on three main areas: reducing our carbon emissions, managing our waste, and behaving in a sustainable way.

Thanks to our green electricity purchases, our plans to save energy and increase efficiency within our activities and, more recently to the actions taken to help our employees reduce their own impact on environment, we are on track to achieve our ambitious target to reduce our carbon footprint by 25% by 2010. In terms of waste management and responsible behaviour, we renewed our employee handset recycling programme and printed nearly 80% of all our internal and external marketing material on recycled material. In 2009 our aim is to improve on this by looking to reduce the volume of paper we use in the first place.

### community investment

2008 was very much about working on a whole new community investment plan so as to make a massive difference to people who sit closer to the towns we live in and the places we work. Our employees will decide on the charities and we will be encouraging them to get involved by introducing a volunteering policy whereby they can apply for one day off a year to volunteer for those charities selected. We will also be helping them to raise funds by giving them the support and tools to get involved. As a business we will be supporting the charities through some cash donations and the giving of products, services and expertise.

Aside from this planning we also continued to support some important charities and started new projects amongst which were :

- In March we texted 3 million customers in a campaign to raise money for UNICEF and the Burma Children's Cyclone appeal. €64,000 was raised and a further €4,000 was given by staff donating at least one hour's salary;
- We donated €62,000 via motorola's Red Phone project to help in the fight against Aids, malaria and tuberculosis in Africa, bringing our total donations to date to over £250k
- Orange RockCorps (ORC) music event enabled 5,000 young people to carry out 20,000 hours of community

🔗 **To learn more,** go to our website

[www.orange.co.uk](http://www.orange.co.uk)



## Poland

Our Polish subsidiary TP is very committed to promoting sustainability and was one of the first Polish companies to sign the United Nations Global Compact.

In 2008, in accordance with the three priority focuses defined at Group level – Include, Care and Preserve – we set as top priorities combating the digital divide, protecting children and respecting the environment.

### access for all

In Poland, the Group led two extensive programs aiming to democratize the use of the Internet nationwide.

The Internet Republic program, supported by the United Nations Development Programme, aims to reduce the digital divide that affects the poorest rural regions in the country. This two-year program, completed in 2008, led to the financing of 170 local development projects based on digital technologies. It also offered free training for more than 60,000 persons in the use of the Internet.

Deployed since 2004, the TP Internet Education program helps equip schools with Internet access at low rates. More than 14,000 schools and 4.5 million students now receive Internet services from TP. The program also includes teacher training and Internet safety awareness training. Thanks to this program, more than 80% of Polish schools now have Internet access.

### cultural inclusion

Among the significant accomplishments of our TP foundation was the launch of the virtual museum on the Warsaw Uprising. This is the outcome of a project that has been underway for two years based on the original idea of one of the Group's employees. Created in 2004 on the sixtieth anniversary of the Warsaw Uprising (August 1 to October 2, 1944), the Uprising museum is noteworthy for the richness and quality of the multimedia content. Since April 2008, this place of history and remembrance has been revived through the virtual museum project that will extend and enrich the project on the Internet, opening its doors to all, especially to young generations. The TP foundation was the project's main contractor and provided all the financing.

### key facts & figures

activities: fixed-line, mobile, Internet, and digital services

- 2008 revenues: 10% of Group revenues
- 28,904 employees (active at end of period)
- leading mobile operator in Poland, with 14.2 million customers
- leading Internet access supplier, with 2.3 million Internet customers and 2.2 million broadband customers
- 8.9 million fixed telephony customers
- leading telephony distribution network with over 1000 shops

### environment

In 2008, we launched a program on office ecology to reduce paper consumption and set up selective sorting of paper waste. A pilot test for the collection of used paper was launched with two bins: one for brochures, newspapers, and other non-confidential papers, and the other for documents containing sensitive data. This pilot initiative was used to test several service providers and select the best for the company headquarters. About sixty bins were set up and 18.5 metric tons of paper was recycled. This procedure was repeated on another site and a total of nearly 30 metric tons of used paper were collected for recycling.

### responsible use of services

To strengthen our actions for the protection of children, the TP foundation has formed a partnership with Nobody's Children Foundation. In 2008, we asked it to conduct a study on children's safety and the Internet. This led to the publication of a parents' awareness brochure and the organization of a major televised communication campaign (see page 65). In 2008, the TP foundation was also involved in several initiatives for safer Internet use by minors, such as:

- the second international conference on child and adolescent safety on the Internet, held in Warsaw in September 2008 as part of a European "Safer Internet Plus" program;
- the creation of the website [www.sieciaki.pl](http://www.sieciaki.pl), providing practical advice to young web users on safe use of the Internet, as well as educational materials for teachers (90,000 registered users);
- the [Helpline.org.pl](http://Helpline.org.pl) project, aimed at improving the protection of children against violence on the Internet;
- the Safer Internet Day, an event organised each year by the European Union to promote the safe and responsible use of the Internet and mobile telephones;
- the educational platform [www.elearning.dzieckowsieci.pl](http://www.elearning.dzieckowsieci.pl) offering courses on the safe use of the Internet for students, parents, and teachers (17,500 registered users at the end of 2008);
- The public relations campaign "A child online" dedicated this year to the fight against cyber bullying.

In addition, in 2008, about a hundred volunteers taught 130 courses on Internet safety to more than 4,000 students.

🔗 **To learn more:** visit our website [www.tp.pl/prt/pl/o\\_nas/edukacja](http://www.tp.pl/prt/pl/o_nas/edukacja) (in Polish)

## Spain

The Orange Spain CSR team is responsible for incorporating sustainability within the organization. This includes conducting regular internal and external communication projects, and engaging with our stakeholders to discuss key sustainability issues. A CSR committee set up in 2007 is in charge of validating the CSR strategy.

In 2008, Orange Spain's new CSR Director Plan 2008-2011 was approved by our CSR committee. It was presented to the media and published on [www.orange.es](http://www.orange.es). To raise awareness among our employees, we published an educational resource on corporate responsibility and sustainability on Orange Spain intranet. We also established a formal dialogue with some stakeholders to get their feedback on our CSR Director Plan.

### access for all

In 2008 we continued working to facilitate access by remote areas to information and communication technologies (ICT). We deployed 5,000 nodes B in 4 years to give 3G coverage to sparsely populated areas. We provided access to mobile assets to any population centre of less than 1,000 inhabitants, covering 2,000 villages. In the Catalonia region, to provide cities of less than 2,000 inhabitants with the cultural benefits of the Internet, we offer the services of a "bibliobus" (a bus that provides an internet connection in remote areas).

We also make continuous efforts to put technologies to the service of seniors and the disabled. In 2008, we worked on developing a catalogue of accessible products and services supporting our website accessible to seniors and the disabled

[www.accesibilidad.orange.es](http://www.accesibilidad.orange.es).

### community investment

In 2008, Fundación Orange celebrated its tenth year of working on communications for people suffering from participation barriers. This anniversary featured two important milestones: the exhibition 'a shared world' and a concert by disabled musicians. We can also point to new museums in the sign-guided project, Accessible Cinema sessions directed to blind or deaf people, Pilates classes for autistic children, etc.

On October 2008, we also launched "solidarity Orange," a program to promote volunteerism by employees. 150 employees participated in more than eight activities. We also sponsored a "solidarity market", which collected funds for social projects.

### key facts & figures

**activities:** fixed-line, mobile, Internet, and digital services

- 2008 revenues: 10% of the Group's revenues
- 28,904 employees (end of period)
- 3rd largest mobile operator with 11,374,000 customers
- 2nd largest ADSL, with a 1,164,000 million customers.
- More than 2,400 sales outlets.

### environment

Several projects helped to improve energy efficiency in all our operations free-cooling system installed at 1,120 technical sites, consolidation and virtualization of our DSI servers (50% mobile servers), presence sensors installed in meeting rooms, air conditioning and lighting timetables changed, etc... In 2008, we were awarded the Energy Trophy+ (European award scheme that promotes energy saving initiatives) for our climate change employee awareness campaign. We promote sites sharing with other operators such as Vodafone to reduce the impact of new generation networks (over 3,600 sites shared).

We promote sustainable paper consumption by raising employee awareness on paper saving and by introducing the electronic invoice option for customers. We also reduced our packaging paper by 8% by reducing the size of user guides to a minimum and by providing complete guides in multimedia supports.

### safe & responsible use

As part of our efforts to improve child protection, in Orange World, a filter system has been implemented for adult services, lottery games, and TV.

A parental control has been added to customers' equipment to reduce access by minors to unauthorized networks. We blocked some WAP pages featuring content not suitable for minors. We have also sent communications to our ADSL clients to inform them about our security Services and parental control options.

To offer our customers information on electromagnetic fields (EMF\*), we now publish the Specific Absorption Rate (SAR) of terminals sold by Orange on our website <http://tiendamovil.orange.es>.

### responsible employment

In order to attract and retain our best employees and meet their professional and personal expectations, we have introduced measures helping to reconcile family and professional lives. For example, we try as much as possible not to call for meetings before 9.00 am or after 6:00 pm. We have also adopted measures to avoid wage inequalities. In 2008, Orange Spain was elected the 5th best company to work with out of 180, in terms of benefits and work quality for employees.

As regards occupational health & safety, we conducted several training and awareness programs and sponsored initiatives to involve employees and suppliers.

As part of our diversity policy, we were involved in initiatives promoting the integration of potentially disadvantaged groups (women, disabled persons, immigrants, etc.) such as the European Professional Women's Network (EPWN). We also urged our call center suppliers to hire disabled persons.

🔗 **To learn more:** visit our site

[http://acercadeorange.orange.es/responsabilidad\\_corporativa/](http://acercadeorange.orange.es/responsabilidad_corporativa/)

## Europe – Middle East (EME)

In 2008 the EME region continued to implement the CSR action plans in various countries, according to the three main areas defined at Group level:

Include/Preserve/Care.

Regular telephone meetings were held with the CSR managers of each subsidiary to discuss the projects implemented. These managers are now supported by the CSR reference manual presented at the Group's May 2008 seminar. To further incorporate CSR priorities in the commercial strategy of the subsidiaries, discussions have been engaged with regard to the mobile phone product line so that marketing can play a greater role. In the area of ethics, the subsidiaries were made aware of the significance of assessing ethical risk.

### access for all

To promote Internet access in isolated areas, certain countries in the zone have introduced original concepts, such as mobile phone shops "Mobinil on wheels" in Egypt, or the travelling Orange bus in Romania to promote the 3G mobile broadband network in isolated areas where there are no sales outlets (see page 28).

In December 2008, Orange Romania launched the Cronos voice service, which allows people with visual impairments to monitor their use of their mobile phone package.

In Egypt, in 2008 Mobinil initiated a project aimed at collecting and refurbishing employees' old computers, and then offering these computers to charitable organizations for distribution to underprivileged children. Approximately a hundred computers are being recycled in this way.

In Belgium, Mobistar has set up a similar facility to offer employees' old computers to the association, [Close the Gap](#), which is redistributing them in Africa.

### community investment

In 2008 the subsidiaries of the zone continued their historical commitment to autism, to people with a visual or hearing impairment, and to the education of underprivileged children, often in conjunction with the Orange Foundation (see pp. 33-35).

The creation of local foundations in countries where none exist was encouraged, and other foundations are expected to be created in 2009.

### key facts & figures

In this report, 7 countries are reported for the EME region (Europe – Middle East): Switzerland, Belgium, Romania, Slovakia, Moldova, Egypt and the Dominican Republic.

Orange is a leader in the region, being either the first or second largest provider in all these markets.

- 2008 revenues: 10% of Group revenues
- 10,999 employees (active at end of period)
- 36.5 million customers

### environment

Among the noteworthy projects, in 2008 Orange Romania strengthened its project to establish an integrated environmental health-safety system following the example of Belgium which aims at obtaining the triple ISO 14001\*, OHSAS 18001\* and ISO 9001\* certification (including quality management).

Orange Slovakia successfully renewed its ISO 14001\* certification in 2008.

Several subsidiaries, including Orange Switzerland and Orange Slovakia, defined a new travel policy to encourage employees to reduce travel or promote more environmentally-friendly means of transportation.

In renewable energy, in 2008 Orange Switzerland tested the use of fuel cell batteries to power relay antennas.

### responsible use of services

The European subsidiaries continued the program started in 2007 to implement the measures recommended by the European reference framework for the safe use of mobile phones by children and adolescents and to initiate the work necessary to implement the commitments of the Alliance against child pornography launched in 2008 as part of the GSMA (see page 64-65). Among the significant initiatives was that of Orange Slovakia, which in 2008 carried out a study on the use of mobile phones and the Internet by children, and conducted a widespread campaign to raise awareness in schools and families (see page 65).

Orange Slovakia has also set up an educational portal, [www.oskole.sk](http://www.oskole.sk), offering teaching aids to promote the safe use of communication technologies in education.

In addition, to facilitate the adoption of the Group's ambitions with respect to electro-magnetic fields (EMF), each subsidiary in the zone appointed an EMF manager in charge of implementing the corresponding action plans (see pages 74-75).

### diversity

Discussions have been launched with EME subsidiaries to present the importance of diversity and invite them to plan actions consistent with their cultural context and local regulations, in particular as regards gender equity, a key priority for the Group. In this context, for each of our subsidiaries, women with significant managerial responsibilities were invited to participate in the [European Professional Women's Network](#) (EPWN), an association dedicated to promoting the rise of women to senior management roles and positions on boards of directors.

## Africa, Middle-East, Asia (AMEA)

In 2008 further emphasis was placed on environmental actions. With regard to social responsibility, discussions have begun to communicate the Group's diversity policy in accordance with the local context. The subsidiaries also maintained their historical involvement in charitable activities, with the help of the Orange Foundation.

### access for all

To democratize the use of information and communication technologies, subsidiaries in the zone are developing tariff packages adapted to low income populations.

In this way, a first top-up offering for Orange customer accounts ("Transfert Pays") was launched in April 2008 in Madagascar and Senegal.

In 2009 this should extend to other African countries.

In the Côte d'Ivoire, at the end of 2008, , in partnership with BNP Paribas, the Group launched the first secure payment and money transfer service via mobile telephone in Western Africa. Called Orange Money, this service aims to make up for the low rate of bank penetration in the Côte d'Ivoire, an indispensable factor for the economic and social development of the country.

In 2008, Mauritius Telecom launched NetPC, an offering for people who do not have computers to use a single screen to connect to a centralized server offering Microsoft Office software and broadband Internet for 30 hours per month for a monthly subscription rate of less than €12.

In terms of infrastructure, the Group is involved in two projects for the construction of undersea cables that will relieve the isolation of the countries in the zone:

- The LION project will provide Madagascar with secure international connectivity at lower cost,
- The ACE project (Africa Coast to Europe) involves the construction of an undersea fibre optic cable approximately 12,000 kilometres long that will allow more than 20 countries in West Africa to connect to the Internet.

### community investment

Orange foundations are in place in Senegal, Mali, Côte d'Ivoire and Jordan. They are conducting local philanthropy projects, often as part of joint actions with the Orange Foundation, with special emphasis on education.

On 2 June 2008, Orange Foundation Mali signed a three-way partnership agreement with UNICEF and the Malian Ministry of Education for the construction of 114 classrooms. As part of this partnership, the Orange Mali Orange Foundation will finance 36 classrooms and 12 warehouse offices for a total cost of 368,500,000 CFA francs (€552,750). These new classes will provide approximately 8,000 students with access to education.

In Niger, in partnership with the NGO "Aid and Action", Orange Foundation and Orange Niger are investing in the "girls in school" project. This aims to contribute to the education of 1,500 primary school pupils, 50% of whom are girls, in 15 rural schools in the Tillabery region, in western Niger.

In Guinea, as part of its action against vision deficiency, the Orange Foundation, working with Orange Guinea, gave support to the Helen Keller International (NGO) campaign to distribute vitamin A to 1.5 million children.

### environment

In 2008, the priority projects of the AMEA subsidiaries focused on energy efficiency, waste management and visual and auditory impacts.

The flagship program featured the deployment of mobile stations entirely powered by solar energy (see page 44). At the end of 2008, 226 solar energy stations were in place in Madagascar, Senegal, Niger and Guinea. The goal is to install 1,000 from now to the end of 2009.

In addition, to encouraging the establishment of environmental management systems in the various subsidiaries in the zone, work has begun with the support of the group's environmental management to provide correspondent countries with a methodology guide. A pilot program is being tested in Madagascar and will later be adapted to other countries in the region.

Among other noteworthy projects in the year, Jordan conducted an employee awareness project for green behaviour and invited its staff to participate in a forest cleanup day as part of the international "Clean Up the World" initiative. Entitled "Together we can save the environment", this program brought together 150 employee volunteers led by the enthusiastic CEO of Jordan Telecom.

### key facts & figures

The AMEA (Africa, Middle East and Asia) zone covers 20 countries for fixed and mobile telephony and the Internet.

Orange is a leader in the majority of these countries.

- 2008 revenues: 5% of Group revenues
- 13,995 employees (active at end of period)
- 20 million customers



## Orange Business Services

Orange Business Services designs and offers communications solutions that help both corporate customers and employees of the Group face the challenge of sustainability..

In 2008, Orange Business Services committed to restructuring and organizing its CSR approach by creating a network of six working groups, led by the Director of Human Resources. By the end of the year, the 6 groups – “Customers and external communications”, “Products and Services”, “Environment”, “Ethics and Diversity”, “Electrical and Electronic Waste” and “Internal Communications” drew up a list of projects conducted and updated a monitoring chart, by area, based on key performance indicators.

### ethics

In 2008, we strengthened our ethics program by creating a common steering committee on “Fraud and Revenue Insurance” and issuing training modules for all managers and part of the employees. Posters displaying the Group’s Code of Ethics were distributed in our largest sites in France, and the code was posted online on our intranet sites.

### community investment

From May to December 2008, we put to use our best practices for involvement in local communities. For example, 150 of our employees in the United States took action to help rebuild a school after the devastation of hurricane Katrina. In Brazil, our employees are involved in helping children in orphanages.

In India, a team of employees is taking an active part as volunteers working side by side with local associations on many schemes, such as blood and organ donation, the collection of clothing and the sale of objects, with the proceeds going to an NGO.

### environment

In 2008, we conducted an awareness campaign to encourage our staff to adopt very simple “green behaviour”, notably with regard to energy, paper, transportation and waste.

Concerning waste management, “tertiary waste” correspondent networks were created in France and internationally. Meetings organized with our key electronic equipment suppliers in France led to the collection and processing of nearly 70% of recyclable WEEE\*. We plan to strengthen this cooperation in

2009 to improve our performance even further, in particular internationally.

### green IT solutions for customers

To help our customers address the challenge of sustainability, we are developing a whole range of products and services that help cut down on travel thanks to collaborative working strategies. They are also used to optimize the remote management of vehicle fleets, to streamline IT systems through the virtualization of servers and workstations. In addition, they save resources through dematerialization, and they make people’s lives easier through solutions such as the “Point Visio Public” (see page 53). In 2008, we finalized the “Orange CO<sub>2</sub> saving tool”, a new tool available on our website [www.orange-business.com](http://www.orange-business.com) that allows our customers to evaluate, free of charge, the CO<sub>2</sub> savings possible through the use of video conferencing or remote collaborative work.

In connection with the rolling out of our “Green IT” policy, in 2008 we participated in several international events, in Romania, Portugal, Barcelona, Berlin, London, New York and Singapore. In France a showcase of Orange Business Services solutions, the “Imagine-Demo Center” in Paris, helps us share our best sustainability ideas.

### diversity

Following the success of diversity week in the United States, we are working to develop a diversity program to focus on five areas:

- gender equality
- organizing networks to promote diversity
- hiring disabled people
- initiatives in favor of employees who are parents
- intercultural enrichment

In 2008, twelve managers in France were involved in the “Cercle Passeport Télécoms” to mentor young students from sensitive neighborhoods to help them achieve educational and professional success. In addition, five female managers volunteered to participate under the “Men/Women management” project, to have girls studying science and technology to shadow them in their daily work. For the integration of people with disabilities, three events were held in France during “Hangagement week” (see page 71).

### key facts and figures

Orange Business Services offers integrated communication solutions (voice, data and mobiles) for enterprises of all sizes, throughout the world.

2008 revenues: 14% of Group revenue

- 20,456 employees worldwide
- 6 million customer enterprises worldwide
- a seamless network covering 220 countries and territories

🔗 **To learn more:** visit our website [www.orange-business.com](http://www.orange-business.com)



Photo credit: Corbis

# include ...

*... fostering access by all to telecommunications services, by fighting against exclusion factors, whether geographic (isolated areas), economic (low-income populations) or physical (age, disability), and making the world more accessible thanks to the actions of our Orange foundation.*



2008 status report			
Objectives disclosed in the 2007 report	Deadline	Status	Key achievements in 2008
<b>fight against the digital divide</b>			
Set up a “digital divide” working group; launch studies to better understand the needs of the populations in question and include these in the development of products and services	2008	●	Continuation of studies on offerings suitable for emerging countries. Launch of the Conquistador offering in Cameroon and of NetPC in Mauritius.
Offer mobile money transfer services and “low cost” telephones in more countries	2008	●	Launch of an initial credit transfer offering in Madagascar and of a mobile banking offering in Côte d'Ivoire.
Cover all of the municipalities of Senegal with CDMA* technology	Late 2008	●	Between January 2006 and July 2008, more than 11,800 villages, i.e. 83% of the locations in Senegal, were provided with Internet access thanks to CDMA* ☑
Deploy the Botika network concept developed in Madagascar in other countries in the Africa, Mideast and Asia region	2008-2009	◐	Franchise model deployed in Botswana, Mali, Côte d'Ivoire and Guinea Bissau
<b>accessibility for seniors and the disabled</b>			
Establish an international network of “Accessibility” correspondents	2008-2009	◐	Correspondents at the European subsidiaries through the Technocentre network. Implementation of dedicated contact persons in charge of deploying the accessibility mechanism in Spain and in Poland.
Continued deployment of Autonomy offerings within the countries	2008-2009	◐	In France, publication of 2 “Autonomy Offerings” catalogues per year and network of 160 labelled stores ☑. Creation of an “Autonomy Offerings” catalogue in Spain.
Audit and make the Group's internal and external websites accessible	2010	◐	All of the Group's European sites (including Spain ☑) have achieved 75% compliance with the AA label requirements of the international website accessibility standards defined by the WAI (Web Accessibility Initiative) with no blockage point.
Make the Group's major fixed-line, mobile and Internet offerings accessible	2008-2009	●	Audit the accessibility of the Group's 2008 spring collection with the implementation of pictograms to identify accessible products depending on disability ☑.
<b>health and dependency</b>			
E-health: continue the development of remote chronic disease management offerings	2008-2009	◐	Launch of Health Monitor: monitoring of chronic diseases – customized remote chronic disease management system enabling patients to remain at home while offering them a sense of safety and aiding the equilibrium of the treatment prescribed. Clinical test of the monitoring of chronic diseases in Spain (Navarre clinic).



objective achieved



project in progress



objective not achieved, project cancelled or postponed

☑ item reviewed by Deloitte

# promoting digital inclusion for all

## our ambitions:

- make our products and services accessible to the largest number of people by fighting against geographical, economic and physical exclusion factors, such as age and disabilities.

Today, only 22% of the world population has Internet access, with strong disparities between developed countries, where the access rate is greater than 60%, and emerging countries, where it is often lower than 20%. Moreover, within one same country, certain population groups, such as low-income people, seniors or the disabled, have more difficulty accessing the benefits of information and communication technologies.

Determined to fight against this “digital divide,” the Group has perfected specific technologies for opening isolated areas up to the outside world, offering tariff plans suited to low incomes, and working from the design stage to make products easier to use for seniors or the disabled.

## solutions for remote areas

To further the digital inclusion of rural areas, the Group is continually extending the coverage of its Internet networks and of its fixed-line and mobile services. It also finances specific projects affording developing countries access to a communications infrastructure.

## Internet

The Group has deployed one of Europe’s largest broadband Internet networks, with over 13 million ADSL\* customers at the end of 2008.

coverage rate for internet access (as a % of population)			
Country	broadband internet	3G+ EDGE	3G+(HSPDA)
France	98%	99%	68%
Poland	97%	99%	35%
UK	59%	93%	71%
Spain	67%	93%	81%

## alternative solutions

For areas that still cannot access broadband service for technical and geographical reasons, France Telecom is offering alternate solutions, such as the Wi-Fi Surf Package, White Area Subscriber Access Nodes (NRA-ZO\*) or satellite.

In France, the “NRA-ZO\*” package, in partnership with local governments that want it, allows for extending broadband Internet access to the most isolated municipalities.

In Senegal, Orange has deployed CDMA\* (Code Division Multiple Access) technology, which affords isolated areas not covered by ADSL\* to access the Internet via the mobile network.

## key figures:

- Only 5% of Africa’s population has Internet access, compared to 48% in Europe and 74% in North America.<sup>1</sup>
- In emerging countries, only 15% of the population has access to fixed-line telephony and 33% has a mobile telephone subscription, compared to 51% and 92%, respectively, in developed countries.<sup>2</sup>
- 62% of the population in developed countries has a computer, compared to 5% in emerging countries and less than 1% in the least developed countries.<sup>2</sup>

<sup>1</sup> source: Internetworldstats.com

<sup>2</sup> source: ITU World Telecommunication/ICT Indicators Database

In some African countries, such as Botswana and Cameroon, the broadband offering is carried by WIMAX (Worldwide Interoperability for Microwave Access) technology, which allows for covering isolated rural areas through Hertzian broadband connections when it is not possible to deploy ADSL\*. This technology is also used in Poland to cover rural areas.

Another solution well suited to isolated areas, Flybox allows residents of regions lacking sufficient fixed ADSL\* coverage to enjoy the advantages of broadband (Internet, telephony, etc.) by using the mobile broadband network. In 2008, it was deployed in Romania, Slovakia, Egypt and Switzerland.



**Claude Pernès,**  
President of the Ile de France  
Mayors' Association

“

*The development of broadband meets a three-fold challenge: social – by making available services that the population has a right to expect –, industrial – productivity gains –, territorial and environmental: the less you travel, the less you use transportation and the less you look for nearby lodging. An interesting challenge in terms of mobility.”*

### infrastructure projects preparing for the future

The Group is engaged in several submarine cable construction projects aimed at increasing the capacity and quality of Internet connections in African countries.

In addition to satellite connections, such infrastructure allows for connecting countries to the main Internet backbones over the long-term perspective.

Two pioneering projects show the Group's involvement in the area:

- The LION project, which will connect Madagascar, Mauritius and Reunion, will strengthen inter-island communication to better develop their economic potential. The cable landing station in Toamasina, the main port of Madagascar, will be a real opportunity for the East region to become a digital hub and to strengthen its economy.
- The ACE (Africa Coast to Europe) project will provide over twenty countries in Africa and Western Europe with an interconnection to the world network through broadband arteries. It will also strengthen connectivity and ensure better security for the traffic in the countries concerned.

Our program of deploying 100% solar mobile stations in the Africa and Mideast region is also helping to open isolated areas without electricity service up to the outside world (see p. 44).

### supporting the growth of usage

Beyond the technical aspects, we support the growth of usage by providing free training on Internet usage, for example in Poland or Romania.

In Jordan, the "Jordan Education Initiative" also helps further student Internet access and develops online teaching tools to enliven Arabic language classes.

“



**René Souchon**

President of the Auvergne Region (France)

*The future of Auvergne is taking shape thanks to information and communication technologies. In ten years, 777 SMEs and micro-businesses have seen the light of day in Auvergne's digital sector, which involves over 8,000 employees. The Region is distinguished by the excellent quality of some one hundred training programs offered in this field. Broadband access for all Auvergne residents, both citizens and companies, is the necessary prerequisite for speeding up this profound change ensuring a sustainable future for our region. As the 1st 100% broadband region in France, Auvergne is taking the lead. I now encourage all citizens, whether or not from Auvergne, to seize the formidable potential offered by the digital age and the use of information and communication technologies to imagine innovative projects that will be the pride of our region tomorrow.”*

### mobile telephony

In all countries, the France Telecom Group makes ongoing efforts to improve mobile network coverage. At the end of 2008, the Orange network thus covered over 98% of the French population, with over 91% on the second generation network and over 74% on the 3G+ (mobile broadband) network. The figures are comparable in the major European countries.

## our 2008 achievements

### broadband Internet for all in Auvergne...

In 2008, the public-private sector partnership between France Telecom and the Auvergne Region made 99.6% of Auvergne's households eligible for ADSL thanks to the deployment of 289 NRA-ZO\* facilities covering 298 isolated communities. For the most isolated households, i.e. 0.4% of the population of Auvergne, where broadband ADSL access remains technically impossible, a satellite solution is offered by the Group, while local governments subsidize the supply and installation of individual satellite dishes. Auvergne has thus become the first region in France where 100% of the population is covered by broadband.

### ... and in Senegal

The Sonatel group celebrated the fifth anniversary of broadband Internet service in Senegal this year with the theme "Internet access everywhere and for everyone."

In five years, the Sonatel group has helped democratize Internet access by multiplying access points everywhere throughout the territory.

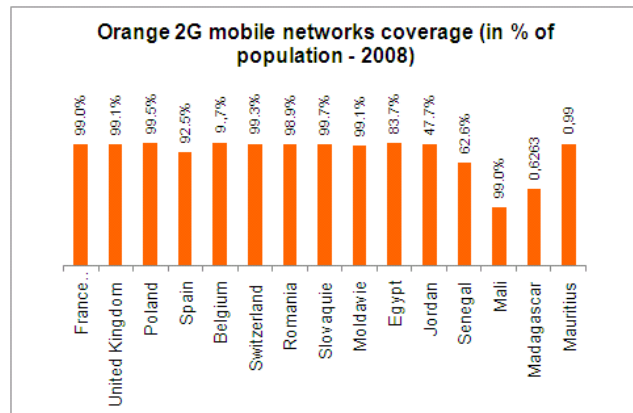
Areas that do not have ADSL are covered today thanks to CDMA technology: with Sonatel, 100% of the population of Senegal now has potentially access to Internet.

Added to this is an increase in connection and file download speed due to regular growth of the Internet pass-band, which has grown nearly six-fold during the five years that ADSL has existed in Senegal. Today, the Sonatel Internet network is the largest in sub-Saharan Africa, after the one in South Africa.

🔊 **To learn more:** view the video "[Internet accessible partout et pour tous](#)" at [www.sonatel.sn](http://www.sonatel.sn).

UMTS900 technology, deployed as of 2009 at sites already equipped for 2G, will lead to more extensive deployment of 3G+ by covering sparsely inhabited areas at controlled costs.

Improving coverage also involves the conclusion of reciprocal agreements with other carriers, such as in Spain or the United Kingdom.



To facilitate access to mobile offerings in isolated areas in emerging countries, we are also deploying original distribution solutions:

- "Mobinil on wheels" mobile stores in Egypt;
- Orange travelling bus in Romania for the discovery of 3G network broadband mobile in isolated areas lacking sales outlets (24 villages visited in 2008);
- Botika network in Madagascar, a concept of indirect distribution of Orange mobile services, opening up the most remote rural areas to the outside world and aiding the country's economic development.

### public telephony

For residents of some isolated areas in emerging countries, public telephones are the main solution for telecommunications access.

Thus in Romania, we are offering greater access by rural areas to information and communication technologies by developing telephone centers offering access to the public telephone network and fax and Internet services. At the end of 2008, 58 Orange telephone centers were in operation, and 37

new centers should open soon.

## an offering suitable for low-income populations

To democratize the use of information and communication technologies, local subsidiaries are developing offerings and solutions to increase access by low-income people, especially in emerging countries.

First, major efforts have been made to decrease the price of mobile handsets and thus overcome the first barrier to entry for communication services. During 2008, Orange put low-end packages on the market offering handsets meeting quality standards set by the Group, for initial prices starting at €15. Lastly, the continued deployment of the "e-recharge" solution in the majority of countries in the zone has led to a reduction in credit recharges for our prepaid customers. It also facilitates access to our services in rural areas.

## innovations furthering economic and social development

The Group has launched a mobile banking project called "Orange money" to allow rural and isolated populations in emerging countries to have access to financial services from their mobile phone. This project, conducted in partnership with PlaNetFinance and which received the support of the Bill & Melinda Gates Foundation in 2008, provides access to microfinance products and services for thousands of micro-entrepreneurs living in isolated places. A first "Orange Money" offering was launched in 2008 in Côte d'Ivoire.

An international Orange customer account recharge offering, "Transfer Pays," was launched in April 2008 in Madagascar and Senegal. This makes it possible to offer communications minutes on the prepaid mobile phones of loved ones remaining in the country through online payment or the purchase of coupons. It will be extended in 2009 to other countries in the zone.

### our 2008 achievements

#### NetPC: low-income computer access

In 2008, Orange Mauritius launched NetPC, an offering enabling those who cannot buy a computer to connect using a simple screen to a centralized server offering Microsoft Office software and broadband Internet access for 30 hours per month for a monthly subscription of less than €12.

#### Republic of Côte d'Ivoire: banking services on Orange mobile phones

Launched in December 2008 in partnership with BNP Paribas, Orange Money is the first secure payment and money transfer service via mobile telephone in West Africa. This offering thus helps to accelerate bank penetration in Republic of Côte d'Ivoire, a factor indispensable to the country's economic and social development.

#### Orange Madagascar launched the first mobile package in Malagasy

Because language can also limit the appropriation of new technologies, in 2008 Orange launched the first Malagasy mobile phone intended for rural populations that do not speak French or the other foreign languages normally used on mobile phones. Over 115,000 Malagasy packages have been sold since its launch in August



## accessibility for seniors or disabled customers

As an international telecommunications carrier covering fixed-line and mobile telephony, as well as Internet services, the Orange Group believes it has a key role to play in providing access by all to communication and to the best technologies, by developing suitable solutions and services regardless of the method of access.

Directed by the Group Accessibility Department, our "Design for All" strategy aims to provide all of our customers, especially seniors and the disabled, with access to our services and products. It has four major missions:

- adapting the Group's products and services (fixed-line, mobile, Internet and convergent offerings) by designing specific products for different types of disability;
- setting up a suitable distribution network;
- including the notion of accessibility in our all procedures;
- maintaining a dialog with institutions, associations and customers to identify needs and develop partnerships.

### dedicated offerings

Making Group offerings accessible begins at the technical centre design stage, especially through specifications sent to industries including accessibility criteria in product launch procedures.

A range of products and services suitable to the disabled and the senior is developed.

A catalogue ("the Autonomy Offerings, a solution for everyone") is published twice a year.

For each type of disability, it identifies the problems encountered and offers suitable solutions. A specific graphic identity shows the appropriate posture (no bar pictographs) describes the type of responses provided for hearing, visual, motor and tactile, speech and cognitive problems.

In 2008, an audio CD presenting all the Autonomy Offerings for visual impairment was also prepared. These solutions are now being deployed in the Group's European entities.



Official opening of the Espace Arc-en-Ciel in Nantes, in the presence (left to right) of M. Wenes, Deputy Chief Executive Director, France, Alain Debeury, President of [ATHA](#), Claude Vidal, President of [APCLD](#) Group Accessibility Director and Jean-René Germain, the Group's Accessibility Manager.



### Alain Debeury

President of the [ATHA](#) (Association of disabled and reclassified workers in the postal service and France Telecom)



*The ATHA was created in 1985. We conduct regular exchanges with the France Telecom – Orange Group's Accessibility Department, with which we maintain very good relations. As an association working on behalf of disabled workers, this allows us to be informed of changes in the products and services offered by Orange and of improvements for the care of any type of disability, in order to make them known to our members. The accessibility process implemented by Orange shows that the Group is really concerned about disabled persons. This is a process that benefits all users, whether disabled or not. We greatly appreciate the exchanges conducted with the Group and wish to continue this cooperation in the future."*

### a suitable distribution network

In France, the dissemination of "Autonomy Offerings" is handled by a suitable distribution network:

- 160 "Autonomy" stores, including four completely dedicated Arc en Ciel agencies
- a service reachable by phone (toll-free number 0800 11 22 33), fax (toll-free number 0800 24 69 96) and email ([offre.autonomie@francetelecom.fr](mailto:offre.autonomie@francetelecom.fr))
- a [dedicated Autonomy website](#) at orange.fr (35.000 visitors on average over the year).

A test of direct online chat in sign language was conducted from November 2007 to May 2008 and will be repeated in 2009.

A broad training program on disabilities and Autonomy Offerings was provided to 4,800 sales representatives, as well as 350 Web masters and technicians.

### always lending an ear to needs

Present at all major workshops and conferences related to seniors and the disabled, the Group conducts an ongoing dialogue with specialized institutions and associations to identify needs and respond to them effectively. In 2008, we participated in over 41 workshops and exhibitions, including the European seminar held in Vienna (Austria) on disabilities or the one in Bled (Slovenia) devoted to seniors.

In 2008, France Telecom also participated in the survey conducted by visually impaired singer Gilbert Montagné, as part of the Visual Disability Plan launched by the French Health Ministry to improve the dignity, autonomy and social integration of the blind and the visually-impaired, by making technological innovations more accessible.



**Claude Vidal**  
President of the [APCLD](#)  
(Association working on behalf of the ill and disabled in the postal service and and France Telecom)

### website accessibility

As part of a quality process, Orange is involved in revising its internal and external websites and in including ergonomic recommendations in order to facilitate access by web surfers, whether disabled or not. This process is based on current international recommendations on website ergonomics and general accessibility, as defined by the [Web Accessibility Initiative](#) (WAI).

At the end of 2008, all the sites of our European subsidiaries were already 75% compliant with the AA label under WAI standards, with no blocking point.

### innovation in the service of disability

As part of the accessibility process led by the Group Accessibility Department, the Research and Development Division explores all the possibilities offered by the new technologies to make its customers' daily lives easier. In partnership with several players (associations, local governments, research centers, universities, hospitals and businesses), it helps to anticipate new services intended more specifically for the disabled.

The R & D accessibility project aims to explore integration mechanisms within different disabled or dependent populations that encounter difficulties in using traditional communication tools. The objective is to design methods of interaction and new types of interfaces based on their sensory and perceptive ability.

Some twenty technical projects, studies and trials are currently in progress.

*Our association works on behalf of ill and disabled persons, in close cooperation with the Orange – France Telecom Group. In 2008, we had the pleasure of attending the opening of the fourth Espace Arc-en-Ciel (“Rainbow Space”) in Nantes. The presentation given by M. Wenes demonstrated the Group’s strong commitment to enhancing and developing communication with employees as well as customers for greater understanding and better accessibility to the specific products adapted for the different types of disability. We were also very pleasantly surprised by the presentation of the products, the design of the space (magnetic loops, accessible signage), the quality of the welcome and the ability of the counselors, trained in disabilities, to listen and offer solutions adapted to all customers with disabilities. The needs in this area are enormous, and we believe that the approach taken by Orange will best meet them.”*

🔗 **To learn more:** see the press backgrounder “the involvement of Orange in the field of disabilities and dependency” (September 2008) at [http://www.orange.com/en\\_EN/press/backgrounders/](http://www.orange.com/en_EN/press/backgrounders/)

## our 2008 achievements

### Orange received the 2008 “corporate citizenship” trophy from the APAJH

The French disabled rights advocacy group [APAJH](#) (Association Pour Adultes et Jeunes Handicapés) rewarded the France Telecom Group for its actions in favor of disabled customers.

The APAJH “Corporate Citizenship” trophy is intended for major companies with over 5,000 employees who follow an overall interdepartmental policy aimed at persons under disability status. This prize rewards the unique mechanism implemented by the Group Accessibility Department.

In June 2008, the Group also won the 2008 Paris Autonomic trophy.

### autonomy offerings in Spain

After France, Spain has had a catalogue since 2008 of offerings dedicated to the elderly or to the visually or hearing impaired. This catalogue is part of the “Accessible Orange” program, which aims to integrate accessibility into all procedures. Thus, an accessibility website ([www.accesibilidad.orange.es](http://www.accesibilidad.orange.es)) was created. Compliant with the AA label under WAI international accessibility standards, it allows for increasing character size and includes video content in sign language identified by a special icon.

### United Kingdom: heightened listening to needs

In 2008, Orange United Kingdom created a stakeholders’ forum known as TACT (The Accessible Communication Team) to better understand the needs of disabled customers.

This group, consisting of disabled customers, specialized associations and Orange employees, meets twice a year to identify product development ideas, discuss regulations and create an accessibility culture within the company.



## staying in touch with ill or dependent persons

**our ambitions:**

- become the e-health leader by 2010
- develop solutions enabling dependent persons or persons suffering from chronic diseases to remain at home

An ageing population and the increase in chronic diseases raise real challenges for society, such as dependent care, increasing hospitalizations, mounting medical costs, etc.

For over ten years, we have been implementing solutions suitable to the new challenges in terms of health and dependency.

Our division dedicated to e-health, Orange Healthcare, meets a two-fold objective - improving the quality of life of frail or dependent persons by enabling them to remain in contact with healthcare providers and their loved ones, and simplifying the work of health professionals by improving the coordination and distribution of information.

## meeting dependency challenges

For frail and dependent persons, enjoying continual care without numerous trips to doctors' offices or hospitals is a source of comfort. This also reduces healthcare costs substantially.

In this regard, Orange has implemented a comprehensive “home care service” intended for the dependent senior, but also addressing their loved ones, healthcare professionals and institutions. Its goal is three-fold:

- to maintain social ties and foster communication,
- to keep seniors safe and reassure their loved ones,
- to provide monitoring of the senior's home caregivers.

## fostering home treatment of chronic diseases

Contemporary societies are increasingly confronted with chronic diseases (diabetes, hypertension, respiratory conditions, etc.). Thus it is estimated that by 2030, 6.8% of the world population will suffer from diabetes, compared to 2.8% today. Patients affected by these pathologies need continual medical monitoring, creating great difficulty in terms of personnel.

Orange Healthcare develops solutions for improving care for these diseases, thus allowing for better stabilizing the patient's state of health and avoiding emergency hospitalizations.

## our 2008 achievements

## Health Mate at Home

In late 2008, Orange launched “Health Mate at Home” on the French market, the first customized, fully integrated solution encouraging dependent persons to be kept at home. It combines professional and personal services, with a calendar and on-board common personnel book, times and dates and payment solutions for caregivers. Communication tools, such as media sharing, electronic messaging, video conferencing, remote assistance and the alarm system provide reassurance, reducing feelings of isolation thanks to the creation of visual contact with others and considerably streamlining communication among the persons concerned. It also helps to reassure family members and care-givers.

**mobile telephone assistance**, developed in partnership with Mondial Assistance, is the first specific wireless care service. It provides access to several convenience services for daily life and immediate assistance. These services are very easy to access. All it takes is to press a mobile phone button for three seconds to be immediately in touch. It offers peace of mind for persons wishing to count on assistance within their reach at all times.



The monitoring guidelines for improved care are now well identified.

On the patient side in all countries, two challenges appear fundamental:

- therapeutic education, which involves teaching the patient to better understand and better manage his disease;
- clinical follow-up, based on regular monitoring of the patient's state of health.

In all cases, the effectiveness of the new communications technologies appears to be undisputed.

Thus, thanks to the Health Monitor chronic disease monitoring system developed by Orange, the patient no longer needs to travel for his medical specialist to monitor his state of health almost daily or to analyse his tests. The patient fills out a questionnaire on a screen, and, based on the results sent in real time, the doctor may decide whether or not to intervene. This service was launched in Spain in November, after a test of several months, with the Navarre University Clinic, for diabetic or obese persons. It is also being tested in Lyon with Calydia, the Centre Associatif Lyonnais de Dialyse.

### staying in touch at the hospital

When hospitalization cannot be avoided, information and communications technologies can help break the patients' isolation by fostering communication with loved ones.

Our Hostonautes® program thus allows children to stay in touch with their school and their family thanks to functions such as video phone, sharing content with teachers, exchanging e-mails, etc. It is set up in seven hospitals in France.

Launched in early 2008, our Connected Hospital services offering thus helps improve the comfort of hospitalized persons, while improving the quality of care. It is a true interactive communications platform, Connected Hospital offers a range of telecommunications functions specifically designed for the hospital environment (PC terminal at the foot of the bed, separate nurse call mechanism, mobile trolley, etc.).

🔗 **To learn more:** check the "health" heading on our website [www.orange.com/fr\\_FR/groupe/activites-chiffres-cles/healthcare](http://www.orange.com/fr_FR/groupe/activites-chiffres-cles/healthcare).

### our 2008 achievements

#### monitoring of the chronically ill via mobile telephone

Launched in cooperation with the Navarre University Clinic, this system allows patients suffering from chronic diseases, such as diabetes, to send the medical results of their daily monitoring directly to the hospital from their mobile phone.

This ongoing information is a precious advantage for monitoring treatment progress for these diseases between two doctors. At the same time, it serves to optimize the treatment in real time and to reduce the risk of complications.



**Connected Hospital At Home** is a solution allowing access in real time from a handset to the records of a patient hospitalized at home. All information concerning the patient (test results, medical prescriptions, etc.) may be consulted in complete confidentiality. Connected Hospital At Home simplifies the work of medical staff, specialists, doctors, and hospital personnel by facilitating their coordination. This solution thus helps to improve the patient's quality of life, with monitoring under the same conditions as at the hospital.

# making the world more accessible with Orange Foundation

## our ambitions:

- breaking the isolation of people affected by communication difficulties
- participating in the fight against illiteracy and aiding the education of girls in developing countries
- supporting the collective pursuit of vocal music
- fostering employee involvement in volunteer work and support for corporate sponsorships

For more than 20 years, the Orange Foundation has carried out corporate philanthropy activities that help to affirm the Group's social responsibility and to express its values, in France and in the countries where it is established.

## a thousand and one ways to communicate

As an extension of the corporate mission, which is to foster communication in all its forms, Orange Foundation provides support to projects in three areas:

- **health and disability**, by helping people with autism, and improving the lives of people with visual or hearing impairments;
- **education**, by supporting projects to teach people basic reading and writing skills, and education for girls in developing countries;
- **culture**, by supporting new professional vocal groups, a universal form of communication.

The Foundation has set up committees of experts for each of its philanthropic axes, in order to select the projects that will receive its aid. These committees meet two to four times a year and are made up of persons chosen for their expertise in the area in question. Each philanthropy project is subject to an agreement, follow-up and a status report.

## an international reach

Beyond its actions in France, Orange Foundation brings together and coordinates all of the Group's philanthropic activities in 30 countries. It thus ensures the consistency of the programs of subsidiaries in Europe, the Middle East, Asia and Africa, while taking into account the specifics and the cultures of each country.

Foundations are already very active in Senegal, Mali, Côte d'Ivoire, Poland, Moldova and Spain, where Fundación Orange has just celebrated its tenth anniversary.

In countries where no foundation exists yet, local initiatives are taken directly by subsidiaries, with the

assistance of Orange Foundation in Paris and in partnership with an NGO intervening on-site, as is the case, for example, with Mobinil in Egypt with the AUEED (Association of Upper Egypt for Education and Development).

## mobilizing and raising awareness

The Foundation has also set itself the mission of involving Group employees and retirees in its corporate philanthropic actions through volunteer work and project support.

In France, 350 volunteers are grouped together in the Orange Solidarité association and give their time to one of the causes defended by the Foundation. Group employees are also encouraged to support projects carried out by associations in which they themselves are involved.

In 2007, at the time of its twentieth anniversary, the Foundation asked seven photographers from the Magnum agency to record the work of the Foundation at partner associations, in France and in Mali. These photographs resulted in an exhibit, "sharing the world," intended to raise public awareness in the areas of health and disability, education and culture. Supplemented by photographs taken by other photographers from Magnum Photos on corporate philanthropic projects in Spain, Poland, Romania and Moldova, this travelling exhibit toured Spain in 2008 and was presented in early 2009 in Warsaw, Poland.



Photo from the exhibit "Sharing the World"  
Magnum Photos – A. Sanguinetti

## 2008 key figures:

- 3,500 applications received
- 357 projects accepted
- An overall corporate philanthropy budget of €16 million worldwide
- 350 employee volunteers mobilized within Orange Solidarité



## our 2008 achievements:

From all the agreements signed and the projects supported in 2008 in all of the areas of action, here are some examples of projects to which Orange Foundation contributed in 2008.

🔗 **To learn more:** visit the Foundation blog [www.orange.com/fondation/blog](http://www.orange.com/fondation/blog).

### volunteer work

In 2008, 28 Orange Solidarité employee volunteers participated in international missions in the countries where the Group is present. For example, in July, three employees participated in the construction of a school in Bossangoa, Central African Republic. This project was brought about by the Coup de Pouce Humanitaire association, in partnership with the Michel Parisel association and with the support of Orange Foundation. It resulted in the construction of two new classrooms intended for 80 new children.



### health and disability

In 2008, the Foundation supported 133 projects concerning autism (creation of care, training and research structures) and the hearing or visually impaired (access to culture, development of autonomy, and support for the creation of suitable tours at cultural sites).

#### Belgium: Participate!

The objective of the "Participate!" association, launched in Belgium in November 2007, is to create a source of reference information on autism.

Ten partners are involved in this project, including two autistic children parents' associations, seven university resource centers, and the Mobistar corporation, a subsidiary of Orange.

In 2008, Participate! organized a conference entitled "Autism day by day". Intended for parents, family members, and friends of an autistic person, as well as for autistic persons themselves and professionals, the conference touched on different topics: diagnosis, genetic aspects, behaviour problems, the implications in daily life, etc. More than 900 parents and 100 specialists attended this initial gathering.

#### France: in tandem for eyesight

The Orange Foundation supported the bicycle race "In tandem for eyesight", a trip of over 1,000 kilometres bringing together 25 tandems comprising one seeing pilot and a visually impaired racer.

Organized by Retina France, this event aimed to raise public awareness, promote the sport as a way of integration for the visually impaired, and raise funds, allocated entirely to research.

This mini "Tour de France" went from Angers to Clermont-Ferrand in June 2008, in 10 daily legs. The racers passed four regional headquarters of France Telecom, which were involved in the different legs.



#### Spain: multimedia guide for the hearing impaired

Enabling the hearing impaired to visit a museum with commentary by a guide is the function of "signo-guide", a project supported by Fundación Orange in Spain. Like an audio guide, the signo-guide offers commentary on the main works in a museum, with a multimedia montage in sign language. According to the Reina Sofia Museum in Madrid, the signo-guide service was inaugurated on May 26, 2008 at the National Roman Art Museum in Mérida. In November 2008, this project received two awards in the "culture" category during the first "Cibermax Awards for the use of new technologies in the service of Corporate Social Responsibility," awarded by the Cibervoluntarios Foundation.

Fundación Orange also finances the "Accessible Cinema" program, which enables the hearing or visually impaired to go to the movies under the best conditions, or to view a DVD, thanks to an audio description and digital subtitles in color.

#### Côte d'Ivoire: a tour to prevent blindness in Abidjan

The Akwaba Lion's Club association has been fighting against blindness for many years in Abidjan, Côte d'Ivoire. From August 25 to October 18, 2008, with the support of Orange Foundation Côte d'Ivoire Télécom, free screenings were held in many districts throughout Abidjan thanks to a mobile ophthalmology unit. Between 6,000 and 7,000 people were able to undergo screening for eye diseases to prevent blindness. People with poor eyesight were also able to receive treatment.

## education

In 2008, Orange Foundation supported 80 projects involving the fight against illiteracy and the education of girls.

### **new corporate philanthropy project in Egypt for the education of young girls in Cairo**

On 26 November, Orange Foundation gave a grant to the "Opération Orange de Soeur Emmanuelle" association to finance the cost of schooling 39 young girls, including 28 university students and 11 high school students, from disadvantaged families in the rag dealer's area in Cairo, Egypt for the 2008-2009 school year. This project is part of the continuation of the actions of Sister Emmanuelle, who died on 20 October 2008.



### **Niger: "Girls to School" project**

In partnership with the Aide et Action NGO, present in Niger since 1988, Orange Foundation and Orange Niger invested in the "Girls to School" project. It aims to contribute to the schooling of 1,500 pupils, 50% of them girls, at 15 rural schools in the Tillabéry region, in the western part of the country. The full program calls for financing the healthcare infrastructure and educational materials and supplies. At the same time, work will be done in the field to raise awareness among residents and provide young girls with the best chances for success.

### **Jordan Telecom renovates four schools in Jordan**

The Jordan Telecom group and Orange Foundation financed the renovation of four schools in the country in 2008 as part of the Madrasati Initiative project, a program of her Majesty the Queen Rania Al-Abdullah of Jordan intended to revitalize 500 public schools in the most disadvantaged regions of the country. The first priority of the Madrasati project ("my school" in Jordanian) is to improve school infrastructure. Approximately 15% of the country's 3,257 public schools are in very poor condition and do not meet safety standards. Once the work is completed, under the Madrasati project projects will be conducted to improve the quality of the educational environment and the teaching tools in keeping with the needs identified at the schools.

### **Vietnam: Two projects in favor of girls' education**

In 2008, at the time of the tenth anniversary of our subsidiary in Vietnam, Orange Foundation demonstrated the Group's civic involvement by supporting the actions of two French associations, together with FCR Vietnam:

- The APER (Association Pour les Enfants des Rizières) built the Maison Sociale de Long Hai, for housing street children, abandoned children, as well as children of families in great hardship in the city of Long Hai, Vietnam, and schooling them or providing them with occupational training.
- the Enfants d'Asie – ASPECA, which leads the "Feminine Promotion" program, the objective of which is to develop the education of girls in the Mekong Delta, a plant located at the southern tip of Vietnam. About one hundred girls, from 7 to 22 years old, from disadvantaged rural families, have received a scholarship to pay their school or university fees.



*The "Feminine Promotion" program in Vietnam*

### **France: scholarship for disadvantaged students**

In keeping with its actions in favor of girls' education in developing countries, the Foundation decided to grant 16 scholarships in France to disadvantaged students with who have done very well secondary studies and demonstrated strong motivation to undertake advanced studies. This financial support comes in addition to the mentoring of each student by young professionals, organized by the Frateli association.

## music

In 2008, Orange Foundation sponsored 89 projects to support the collective pursuit of vocal music (vocal ensembles, choirs and choruses, groups, professional insertion, festivals and opera seasons).

### **reward for a young ensemble sponsored by the Foundation**

Orange Foundation supports young vocal music ensembles until they find their audience. Matheus and Accentus are part of these groups that have benefited from support as they started out. Among the ensembles currently supported is the Pygmalion ensemble. It has been supported by the Foundation since its creation in 2007. Its first record, devoted to short Bach masses, received the Diapason Discovery award for 2008.



## 2009 roadmap












objectives	deadline
<b>geographical inclusion</b>	
<b>Continue the deployment of alternate solutions</b> <ul style="list-style-type: none"> <li>- Deploy the "NRA-ZO*" and the satellite offering in French municipalities not covered by ADSL*</li> <li>- Deploy the Flybox in three new countries</li> <li>- Continue the deployment of 100% solar mobile stations in areas without electricity service</li> </ul>	2009-2010
<b>economic inclusion (bottom of the pyramid)</b>	
Extend the credit transfer mechanism to more African countries	2009
Deploy the "Orange Money" mechanism in Senegal and Mali	2009
Study the opportunities to expand access to information and communication technologies at low prices in emerging countries	2009-2010
<b>accessibility for seniors and the disabled</b>	
Continue to deploy the Accessibility mechanism in the countries (the Autonomy offerings being one component)	2009-2010
Obtain the "Autonomy" label at all the main stores in France (250 going forward) - subject to the accessibility of the premises	2009-2010
Implement systematic training of sales representatives in the French distribution network	2009-2010
Make the online sales network accessible to the hearing impaired and the deaf (continue test conducted from November 2007 to May 2008)	2009-2010
Continue making the Group's internal and external websites throughout Europe accessible (obtain a minimum of 75% of the AA label requirements under international website accessibility standards)	2009-2010
<b>health and dependency</b>	
Develop offerings for remote monitoring of patients equipped with a heart implant	2009
Launch remote medicine offerings in the Africa region	2009
<b>corporate philanthropy</b>	
Continue to set up Orange Foundations in countries where they do not yet exist	2009-2010
Strengthen staff involvement in philanthropy projects	2009-2010






# preserve...

*... the future of the planet by reducing our environmental footprint and by offering our customers innovative products and services to reduce their own impact*

2008 status report			
Objectives disclosed in the 2007 report	Deadline	Status	Key achievements in 2008
<b>environmental management</b>			
Continue deployment of EMS in compliance with the ISO 14001* standard in the four major countries, as well as in Jordan, Egypt, Senegal, Côte d'Ivoire, Madagascar, Cameroon, Slovakia, Belgium, Romania and Mauritius	2008-2011	●	The 14 countries involved in the EMS* process in 2007 continued to deploy it in 2008. These countries account for 83% of the Group's revenues. Our Orange Business Services unit has also launched the process.
Manage the main environmental risks and impacts: 40% of entities in 2008	2008	●	57% of the entities involved in the EMS* process (i.e. 8 out of 14 countries) have performed an assessment of their environmental risks and impacts and defined a plan of related actions at the end of 2008
Making personnel aware of the environmental impacts of their activities: 50% of entities in 2008	2008	●	71% of the entities involved in the EMS* process (10 countries out of 14) performed "green gesture" awareness campaigns.
Evaluate the implementation and performance of the EMS* during managerial reviews: 40% of the entities in 2008	2008	●	43% of the entities involved in the EMS* process (6 countries out of 14) included an evaluation of the EMS during managerial reviews
<b>climate change</b>			
<b>Overall objective: reduce our total greenhouse gas emissions by 20% between 2006 and 2020</b>			
<b>Improve energy consumption and energy efficiency measures at the building, network and transportation level</b>	<b>2006-2020</b>	◐	Deployment of optimized ventilation at 147 new sites in France (i.e. a total of 363 sites) and at 1,126 sites in Spain. Deployment of the "Green Datacenters" program aimed at reducing network energy consumption : 5,500 servers virtualized in France, 600 in Poland
- Obtain all the billing in 2008.	2008	◐	Work in progress with the finance department to obtain the bills
<b>Continue to replace the fleet of vehicles to achieve an average emission level of 130 g CO<sub>2</sub>/km in 2020</b> - Replace 2,000 vehicles in 2008	<b>2006-2020</b> 2008	●	3,250 vehicles replaced in 2008 (including 44% of utility vehicles and 56% of light vehicles) for an average of 144 g CO <sub>2</sub> / km ☑
<b>Deploy solutions utilizing renewable energies and increase their share in overall energy consumption</b>	<b>2006-2020</b>	◐	226 solar sites installed at the end of 2008 in the AMEA region (including more than 80 sites in Senegal ☑).
- Acquire 60,000 metric tons of CO <sub>2</sub> equivalent in 2008 in renewable energy or green certificates	2008	◐	New green energy contract signed in the United Kingdom ☑.
<b>waste management</b>			
<b>Overall objective: implement action plans by country on waste management for the four major countries by 2009 and progressively in the others by 2011 based on the following three areas:</b>			
Complete inventories	2008-2011	●	Inventories done in France, Spain (tertiary waste), Slovakia, and Romania. Inventory of tertiary waste in progress at Orange Business Services ☑. Inventories in progress in the other European countries, inventories started in some countries in the AMEA region.
Continue structuring waste management by signing contracts with local partners and formalizing complete process	2008-2011	●	Contracts in place in France ☑, in the other countries of Western Europe, in Slovakia and in Poland ☑. In Romania (ink cartridges ☑), Jordan and Egypt, new contracts implemented for some categories of waste

2008 status report			
Objectives disclosed in the 2007 report	Deadline	Status	Key achievements in 2008
Trace waste sent to treatment channels outlining the entire process	2008-2011		Map made in France and Slovakia, begun in the United Kingdom <input checked="" type="checkbox"/> and Romania
<b>paper consumption</b>			
<b>Overall objective: preserve forests and reduce amounts of waste due to the use of office paper</b>			
Progressively reach 40% electronic billing in all countries by 2009	2009		3,520,417 fixed and mobile general customers have signed up for electronic billing in France <input checked="" type="checkbox"/> (see p. 49 for other countries).
Develop the use of FSC-certified paper (or equivalent labels)	2008-2009		Criterion included in calls for tenders for Group purchases. In France, over 90% of the paper used for commercial purposes is recycled or FSC or PEFC certified.
Reduce internal paper consumption by making personnel aware of saving paper and configuring printers for double-sided printing	2008-2009		Conducting a “green behaviour” campaign in France, Spain, Poland, Slovakia, and Jordan, i.e. close to 116,000 persons (62% of Group staff). Reduction of 15% in internal paper consumption compared to 2007.
<b>environmental performance of products</b>			
Develop eco-friendly design procedures in partnership with suppliers	2008		Continuation of partnership with Sagem on Livebox.
Evaluate the environmental performance of builder products	2008		Performance of a detailed LCA on Live Box 1.2. Launch at the end of 2008 of the LCA on the Remote Attendance-Video Conference service in cooperation with Consulting Services (Orange Business Services), handsets included.
Display the environmental performance of some thirty products at our branches in France with the WWF	2008		Ecological display in place since October 2008 for general customers on the Group website and at Orange France distribution points
Launch the new mini Live-box on our different markets	2008		Marketing of the mini Livebox in France and the United Kingdom. To be deployed in the other countries during 2009.
Prepare an eco-friendly design guide for technical center product managers	2008		Guide published <input checked="" type="checkbox"/> and distributed to product managers. Making of training modules.
<b>solutions furthering sustainability</b>			
Expand the Green IT process to the international market	2008		Participation at several “green IT” events in Romania, Berlin, Portugal, Barcelona; Participation at conferences organized by The Economist Intelligent unit in New York, London and Singapore. More than 1.2 million of Business Everywhere users throughout the world <input checked="" type="checkbox"/> .
Make a tool available to our customers enabling them to calculate their carbon footprint and evaluate the savings associated with Green IT solutions	2008		CO <sub>2</sub> calculator posted on line on the website <a href="http://www.orange-business.com">www.orange-business.com</a>

-  Objective achieved  
 Project in progress  
 Objective not achieved, project cancelled or postponed
- ☒ item reviewed by Deloitte



# implementing our environmental policy

## our ambitions:

- reduce the environmental impact of our activities, products and services by implementing environmental management systems at our different entities
- maintain a culture of respect for the environment within the company

Preserving the environment is crucial for our business. Many stakeholders, such as the financial community, NGOs, and our customers, have strong expectations in terms of the environment. Our initiatives in this area help reinforce the Group's values and commitments, and also help identify new commercial opportunities to help us to stand out from our competitors.

## a two-fold policy

Although our telecommunications activities have limited environmental impacts compared to those of other industrial sectors, the Group has adopted a proactive approach to managing risks and impacts, helping to preserve the environment and to maintain the trust of our stakeholders.

Begun in 1996 with the signing of the ETNO\* Environmental Charter, our environmental policy is a two-fold one:

- Setting an example by reducing our environmental impact through a process aimed at constantly improving our performance;
- Developing and putting into service for society (businesses, local governments, and private individuals) innovative products and services that contribute to environmental protection, particularly the reduction of greenhouse gas emissions. These products and services include telephone conference tools, telecommuting, long-distance training, technologies allowing for remote medical or technical diagnoses, etc.

Implementing our environmental policy is based on a roadmap updated yearly, which formalizes the Group's environmental action priorities. It is broken down for each country according to local specifics. This environmental roadmap ensures compliance with international standards and with voluntary telecommunications sector initiatives. It also includes observance of the commitments made by the Group under the [UN Global Compact](#)\* and Caring for Climate\* and within international groups, such as the [Global e-sustainability Initiative \(GeSI\)](#), the [European Telecommunications Network Operators association \(ETNO\)](#), and the [Mobile Phone Partnership Initiative \(MPPI\)](#).

To carry out this policy we rely on a network of environmental correspondents working in the different countries where the Group is established, who in turn rely on a network of players within the different functional and operating departments.

At the central level, the Group Environmental Department sees to the coordination and management of the action plan and makes technical and methodological expertise available to the countries on major topics, such as waste, the environmental management system, energy or raising employee awareness of "green behaviour".

## our 2008 achievements

In April 2008, a broad campaign for raising awareness of "green behaviour" was conducted in France to encourage employees to adopt simple steps to contribute to environmental protection. At each site with over 150 employees, a cardboard tree was exhibited summarizing "10 green tips that change everything." This initiative was accompanied by a challenge that led to 1,309 innovative ideas in favor of the environment. The communications media made (pictograms, stickers, and posters) and provided them to the other countries so they could replicate this campaign. "Green gesture" campaigns were also conducted in 2008 by our subsidiaries in Spain, Slovakia, Romania, Switzerland, Jordan, Egypt, and Côte d'Ivoire and by Orange Business Services.

### Orange outside, green inside

some simple changes of habit can save energy and resources at work.  
think green with the 10 environmentally friendly actions you can take



## our environmental management system

In order to achieve the risk and impact reduction objectives set within the framework of our environmental policy, we are implementing an Environmental Management System (EMS\*) in each country where we operate. To do this, we use the international ISO 14001\* standard as a reference.

### a structured process

To facilitate the deployment and evaluation of the EMS\* performance, the Group has defined a frame of reference and provides methodological support to the project managers in charge of its implementation in the subsidiaries.

Available to all on the Group intranet in French and in English, this frame of reference consists of a phased deployment methodology especially devised for conducting this kind of project, Group procedures and tools in key areas, such as Risk and Impact Analysis or Regulatory Compliance Management, guidelines and check-lists are used for a detailed audit of the EMS\* or its key components.

Three monitoring indicators, consistent with the methodology for conducting projects and the essential requirements of the ISO 14001\* reference enable country project managers to effectively conduct their process and to report on it regularly. These indicators concern:

- project management,
- management of key risks and impacts and regulatory compliance,
- key procedures.

The weighted average of these three indicators provides the value of the Group "EMS\* deployment rate" indicator (see below).

This frame of reference and the EMS\* key indicators allow units to compare their performance on an objective basis. This fosters the sharing of experiences.

### deployment on the increase

Since 2005, the deployment of the EMS\* had experienced significant progress: by the end of 2008, fourteen countries, accounting for 83% of the Group's revenues, had introduced an environmental

management process in accordance with the ISO 14001\* standard.

In 2008, we prepared a status report on the results obtained, through which we acquired more detailed information on our impact and could prepare recommendations to prioritize the allocation of resources and speed up the deployment of the EMS\*.



**Liviu SIMION**  
Environmental Manager,  
Orange Romania

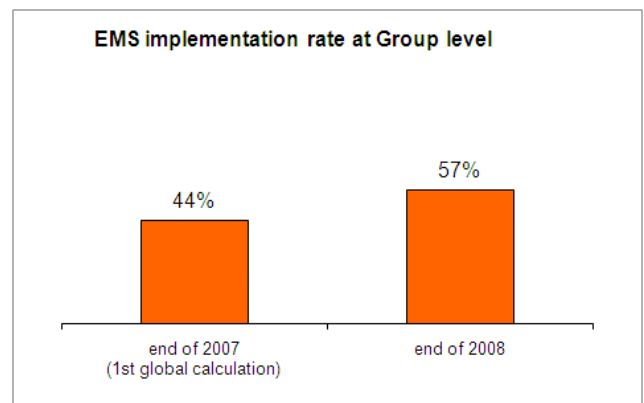
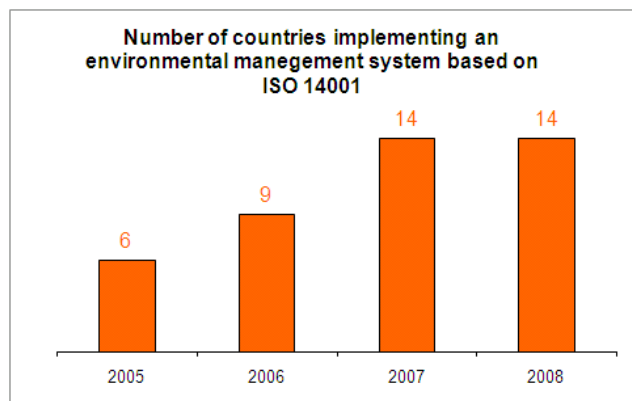
*Orange Romania has been involved since late 2006 in the implementation of an environmental management system (EMS) based on the ISO 14001 standard. The project is progressing nicely, and we foresee completing it by the end of the year.*

*The implementation of the EMS has already provided several benefits, including:*

- *improved identification of our key challenges, allowing us to allocate the necessary resources to them;*
- *improved trust by our stakeholders in the company's ability to control its environmental impacts;*
- *awareness by our employees of energy savings and respect for the environment.*

*This process has enabled us to increase the rate of recycling of products at the end of their life and, in general, to improve our environmental performance. In particular, we have reduced the visual impact of our new base stations. For example, in 2008, we built 14 new integrated sites, compared to only 8 in previous years.*

*We are convinced that this project, once fully completed, will also enable us to strengthen our image among our employees, as well as among our customers."*



# fighting climate change

## our ambitions:

- reduce our CO<sub>2</sub> emissions by 20% between 2006 and 2020.
- install 1,000 100% solar mobile stations in Africa by the end of 2009
- continue to replace our fleet of vehicles to achieve an average emissions rate of 130 g CO<sub>2</sub>/km by 2020
- work with our suppliers to improve the energy efficiency of the products distributed
- offer our customers innovative solutions to reduce greenhouse gas emissions

In view of the global challenges raised by climate change, and out of a desire to act as an exemplary company, the France Telecom Group has defined an ambitious energy policy to reduce the CO<sub>2</sub> emissions of its activities, products and services.

## reducing our carbon footprint

The Group has committed itself to reducing its greenhouse gas emissions by 20% between 2006 and 2020, by means of the following:

- limiting energy consumption by networks and buildings;
- reducing CO<sub>2</sub> emissions related to the fleet of vehicles and job-related travel;
- increasing the percentage of renewable energy in energy supplies.

Action plans have been undertaken at each of our subsidiaries to aid the achievement of the Group objectives. In 2008, our energy consumption nevertheless continued to increase due to the growth of our business. For the coming years, the growth of data traffic due to new usages (mobile broadband, digital television, etc.) should also entail an increase in network energy consumption. Considering the time involved in replacing network equipment and deploying new technologies, we estimate that the benefit of the network-related actions undertaken will not be visible until 7 or 8 years from now.

## networks and datacenters

Network energy consumption, including calculation centers or "datacenters," accounts for more than 60% of total Group consumption.

To reduce it, the Networks, Operations and Information Systems Department has prepared an Energy action plan covering all the components - the proprietary network, datacenters and also terminals. It will be deployed as of 2009 in all the Group's countries and entities.

The datacenters (calculation centers hosting computer servers) account for close to 20% of the Group's total energy consumption.

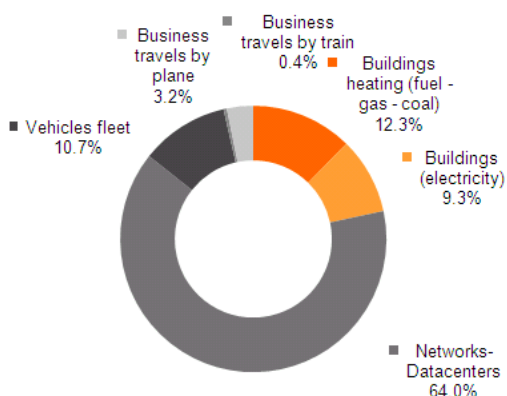
The "Green Datacenters" project aims to reduce datacenter energy consumption through four types of actions:

- improving the technical environment (choice of more efficient air conditioning and electrical supplies);
- replacing older servers with servers offering up to four times greater processing capacity. This means the number of servers can be reduced.;
- streamlining information systems, limiting the number of applications in service as much as possible and measuring the number of watts consumed per user for each of them;
- virtualizing servers, thanks to the Ecocenter program, which aims to replace physical servers with more energy-saving virtual servers.

The switch to high voltage direct current (HVDC), a solution that we recommend be standardized, could further reduce energy consumption by approximately 10%. The advantage of HVDC is the ability to transmit large amounts of power over long distances at a lower cost with fewer losses than alternating current. Furthermore, optimizing temperature settings in technical rooms saves up to 15% on electricity consumption due to air conditioning simply by allowing higher operating temperatures, while respecting the equipment maker's recommendations. This does not affect operations, or service quality. In France, Temperature settings were optimized in 126 technical rooms in 2008.

🔗 To learn more: see "[our networks and information systems go green](#)" online.

Breakdown of CO<sub>2</sub> emissions by source (2008)



## buildings

In 2008, buildings accounted for 22% of the Group's total energy consumption.

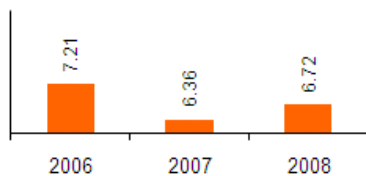
To optimize energy consumption in buildings, we are acting along two fronts:

- optimizing consumption by equipment (energy audits, preventive maintenance, energy-saving lighting, lowering temperature instructions for air conditioning systems, etc.),
- reducing building energy needs by improving insulation, the use of optimized ventilation or heat accumulators.

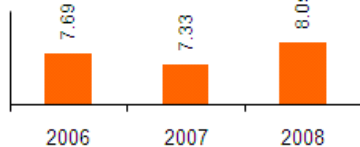
Among these measures, optimized ventilation is a system perfected by Orange Labs, which uses the natural temperature variations and the thermal inertia of buildings. This system can reduce energy consumption by 80% compared to traditional air conditioning, while at the same time eliminating the use of environmentally harmful refrigeration fluids. In 2007, Orange Labs was awarded the Proprietary and Economic Technologies trophy by ADEME and the magazine Industries et Technologies.

Another innovation patented by the Group, variable-speed ventilation, is a computer-controlled system that can operate without a cooling system. The benefits: no use of polluting refrigerant gas and an expected 80% decrease in electricity consumption. In 2008, the optimized ventilation system was deployed at an additional 147 sites in France (i.e. a total of 363 sites at the end of 2008) and at 1,126 sites in Spain.

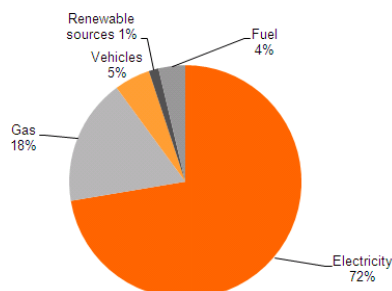
KPI: energy consumption in toe per 1000 customers



KPI: kg of CO<sub>2</sub> (all sources) per customer



Energy consumption by source (2008)



## our 2008 achievements:

### more than 6,000 servers virtualized in France

At the end of 2008, the Ecocenters program has already helped to virtualize more than 6,000 servers in France, i.e. an energy savings of 6.5 GWh. It is in the process of being deployed at our principal European entities. In Poland, TP thus virtualized more than 600 servers in 2008. This project, which has helped to prevent the emission of 700 tons of CO<sub>2</sub> in 2008 in those two countries, will be extended progressively to all the countries starting in 2009.

### launch of the OPERA-Net project

France Telecom is a leader of the European research program OPERA-Net (Optimising Energy Consumption of Mobile Radio Access Network) launched in July 2008 for a period of 3 years. Bringing together different sources of expertise (operators, amplifier builders, and universities), this project aims to optimize mobile network energy consumption by working simultaneously on power amplifiers, the location of base stations, or on standby mode issues in the absence of traffic. The initial deliverables for this project are expected in mid-2009.

The Group is also a founder of the EE IOCG (Energy Efficiency Inter-Operator Collaboration Group) initiative, which aims to improve energy efficiency on broadband networks and to create more energy-efficient equipment.

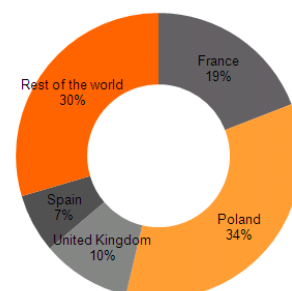
### Orange Spain honored at Energy Trophy+ competition

In Spain, our campaign to promote energy conservation won the "Best Awareness Campaign" award at the Energy Trophy+ competition. Sponsored by the European Union, the competition recognizes corporate initiatives to promote energy conservation through responsible behavior of employees at the workplace.

### energy efficiency of stores

In France, a study was conducted in 2008 to identify ways to conserve energy in Orange shops as part of the partnership with the WWF. The solutions identified in the areas of lighting and air conditioning will be tested in 2009 in a number of pilot stores.

breakdown of CO<sub>2</sub> emissions by country (2008)





## transportation

In order to reduce the CO<sub>2</sub> emissions of our work vehicles, we continued to step up the rate of replacement of our fleet based on three criteria:

- safety and security while in use;
- control of emissions and effluents, beyond CO<sub>2</sub>/km emission thresholds, taking into account the vehicle recyclability rate at the end of the life cycle, particle emissions and inputs;
- reduction of overall usage costs.

The Group's catalogue of "clean vehicles" by now includes electric vehicles, hybrids and also vehicles equipped with the "Stop and Start" system and small cylinders, such as the diesel Smart car, emitting less than 100g of CO<sub>2</sub>/km and offering combined consumption of close to 3 liters per 100 km.

Several entities have taken steps to limit individual vehicle use. Thus, since February 2008, employees at the Orange Village site in Arcueil have been able to use OTOMobile (Occupation des Transports Optimisée), a tool dedicated to occasional or regular car pooling. Corporate Travel Plans (CTP) have already been instituted in some fifteen cities in France.

Our experience in terms of telecommuting solutions (video conferences, telephone conferences, cooperative work tools) also makes it possible to cut down on business travel by our employees.

## renewable energies

Several initiatives for the use of renewable energies are underway at our subsidiaries. The major program involves the Africa and Middle East and has already led to the establishment of 226 solar mobile stations in Madagascar, Niger, Guinea and Senegal. Each solar station can save nearly 13,000 liters of fuel oil per year and can prevent the emission of over 35 metric tons of CO<sub>2</sub> per year. The use of solar energy has also allowed isolated populations without electricity service to access the mobile network. With this innovative mobile engineering program, Orange is increasing mobile coverage in rural areas, while pursuing its objective of decreasing its CO<sub>2</sub> emissions by 20% by 2020. For the AMEA region, this translated into the goal of bringing the solar energy portion of its network electricity supply to 25% by 2015.

Fuel cell battery usage tests are also underway in France and in the United Kingdom.

## the carbon impact of our customers

In addition to the actions carried out internally, the Group makes an effort to improve the energy efficiency of its products and makes innovative solutions available to its customers to enable them to stand up to the challenge of climate change (see p. 54).

## our 2008 achievements:

### more than 3,000 vehicles replaced in 2008

In France, 3,250 vehicles were replaced in 2008, which brings the fleet's average emissions level to 144g of CO<sub>2</sub>/km. Of the 3,250 vehicles replaced, 56% were light vehicles with an average CO<sub>2</sub> coefficient of 122 g of CO<sub>2</sub>/km.

### Mobistar offsets its carbon emissions

Already recognized in 2007 for the innovative and ecological management of its work fleet, Mobistar Belgium has introduced a pollution offsetting system, "CO<sub>2</sub> Logic". With this system, it can offset any CO<sub>2</sub> emissions that it does manage to avoid with the purchase of carbon credits. These credits are used to finance CO<sub>2</sub> emission reduction programs in developing countries.

### promoting eco-friendly conduct

In France, training on eco-friendly conduct has been implemented among employees. This training, tested as a pilot program at several entities, was perceived very positively by participants. They immediately signed the form that allows them to adopt safer and more environmentally friendly behaviour, allowing up to 25% in fuel savings.

### Orange Switzerland encourages "green" commuting

To encourage employees to adopt more ecological means of commuting, Orange Switzerland has defined a three-pronged mobility plan:

- Monthly mobility premium granted to all employees (regardless of the method of transportation chosen;)
- Implementation of a paid contribution for parking spaces;
- Information on the different existing transportation solutions and encouragement to adopt ecological commuting methods.

### 80% renewable energy in the United Kingdom

As part of the action plan aimed at reducing its energy consumption in all its activities, Orange UK signed a new "green" energy contract with its chief supplier. Close to 80% of its electricity purchases come from renewable sources (biogas from waste, small hydroelectric plants and off-shore wind farms, primarily). The remaining 20% involves old contracts that will fall under the "green" contract on their expiration date.

### France: Two new sites supplied by renewable energy

In France, in addition to the different solar sites already deployed, the use of renewable energy is planned in the specific case of isolated sites. In 2008, a new wind-powered antenna relay and a 100% solar-powered repeater were constructed along the East TGV line.

# optimizing waste management

## our ambitions:

- implement collection and treatment systems adapted to each type of waste in all our entities, taking in account regulations and local conditions
- ensure waste traceability up to final treatment
- promote treatment of electronic equipment at the end of the life cycle

The Group has defined waste management guidelines aimed, on the one hand, at managing our own waste as efficiently as possible and, on the other hand, encouraging the reuse or recycling of our customers' used telephone equipment.

## managing our internal waste

Our activities generate two major categories of internal waste:

- network-related waste: cables, poles, fluorescent tubes, waste from electrical and electronic equipment (WEEE\*), other hazardous and non-hazardous waste
- "tertiary" waste from our offices and call centers: computer equipment and other WEEE\*, ink cartridges, paper and cardboard, other general waste.

For each type of waste – hazardous and non-hazardous -, we identify the most suitable treatment entities by favoring solutions offering the best balance between environmental effectiveness and cost control. We also ensure that the providers to which we entrust our waste observe environmental regulations.

## three major management principles

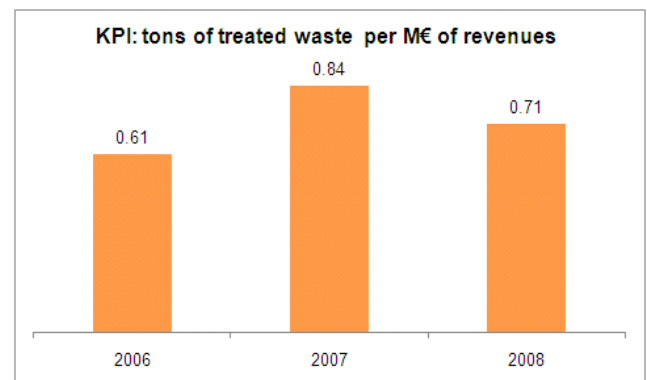
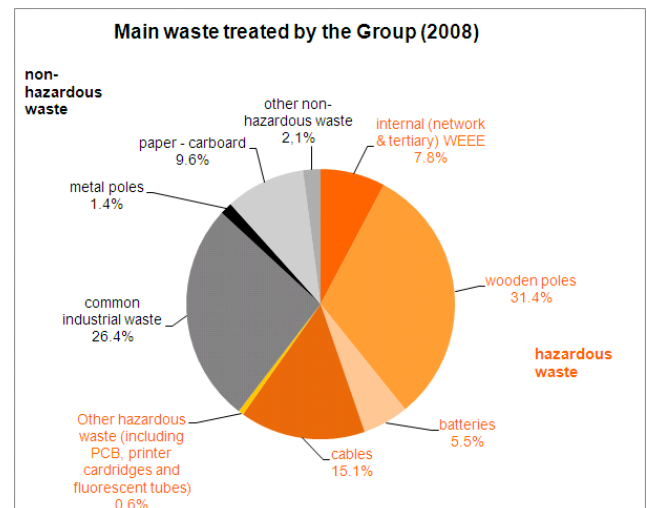
The Group's guidelines ensure the harmonization of waste management practices in the different countries where the group is present.

Three major waste management principles are applied in all the countries:

- **measuring** the amounts of waste generated by our activities, performing inventories at our entities according to the classification defined at the Group level;
- **organizing the processing** of this waste by the appropriate entities taking into account the local context;
- **ensuring the traceability** of this waste in the future, by extending the principle of channel-mapping carried out in France.

A self-assessment questionnaire was sent in 2008 to all subsidiaries to analyze the rate of deployment of the waste guidelines in each country. This rate of deployment is measured taking into account the actions taken in markets in accordance with the three-pronged roadmap. The result obtained for each country is weighted in keeping with the country's contribution to the Group's revenues for the year in

progress. At the end of 2008, the overall rate of deployment at the Group level was 61.8%.



### observance of the European regulations on WEEE\*

The France Telecom group is subject to the European regulations on Waste Electrical and Electronic Equipment (WEEE) both as a “producer,” and as a distributor.

As a producer, each European subsidiary subject to the directive has joined an approved ecological organization, or implemented an individual system.

Entities	Work-related WEEE	Household WEEE
Belgium	Member of <a href="#">Recupel</a>	
Spain	Membership in the <a href="#">Tragamóvil</a> system	
France	Individual system	Membership in the <a href="#">Eco Systèmes</a> ecological organization
Poland	Contract entered into with <a href="#">Biosystem Elektrorecycling</a>	
Slovakia	Individual systems implemented	
Switzerland (outside the scope of the European directive)	Member of the <a href="#">SWICO</a> association	
Romania	Individual systems implemented	
United Kingdom	Individual system	Member of <a href="#">Regeneris</a>
Orange Business Service	Individual system	Not subject

As a distributor, the entities concerned have implemented adequate customer WEEE take-back mechanisms (see next page).

### our 2008 achievements

#### Jordan: an exemplary partnership for the recycling of used batteries

As part of its environmental protection policy, Jordan Telecom – Orange signed an agreement with an industrial firm approved for recycling the electrolytes from spent batteries used at operating sites. At all of its facilities, Jordan Telecom in fact uses electrolyte batteries as an alternate energy source in case of electricity outages. This provider approved for battery recycling by the Jordanian Ministry of the Environment will process these fluids ensuring maximum environmental protection.

#### Egypt: a new life for employee computers

In 2008, the Mobinil computer staff launched an initial campaign for collecting used computers from employees. The computers collected are refurbished and offered to a charity organization working for sick children: “Friends of Children with Cancer”.

The benefits of this action are two-fold: Mobinil thus helps to prolong the usage of electronic equipment, while fighting against the digital divide.

#### recycling ink cartridges in Romania

Orange Romania implemented a mechanism in 2008 for collecting used ink cartridges at all of its buildings and sales outlets. The cartridges are collected by a provider that sees to it that they are recycled in an environmentally responsible manner.. In 2008, 2.6 tons of cartridges were collected.

#### traceability: the UK example

In 2008, Orange United Kingdom undertook a project aimed at bolstering the traceability of the different waste channels for the waste generated by its activities (network waste, tertiary waste, and store waste). For this, the channels used by providers are analyzed and documented, in order to ensure observance of the applicable regulations.

#### the sorting of office waste

In France, 70% of the sites with over 100 people have implemented selective sorting of office paper. The “Green Gestures” campaign serves to remind everyone of the importance of selective sorting of office waste (paper, printer cartridges, batteries, etc.).

## treating customer equipment

The growth in information and communication technology usage is accompanied by an increase in the volume of electronic waste. The United Nations Environment Program thus estimates that between 20 and 50 million metric tons of electronic waste is produced worldwide each year, with an increase of three to five per cent per year.

### encouraging reuse or recycling

In an increasing number of countries, the telephone equipment of our customers and of our employees, as well as the accessories (specifically chargers) are collected, then sent through the appropriate processing channels. Handsets in operating condition are refurbished and reused. Equipment out of order is dismantled and the different components are recycled in the channels appropriate to each material.

In 2008, 1,642 metric tons of electronic waste were thus collected from customers.

Depending on the country, the amounts collected varied, in keeping specifically with:

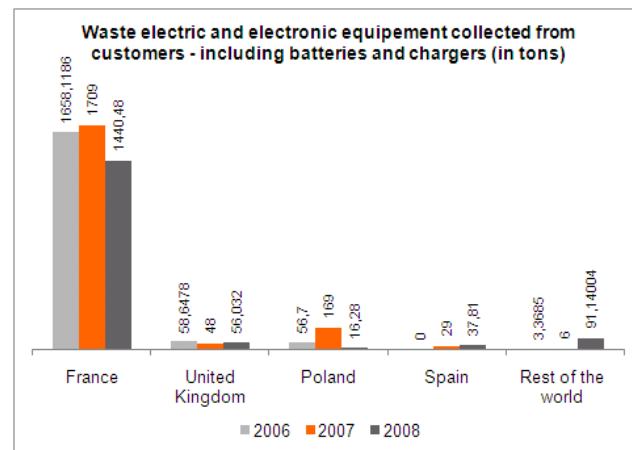
- the age of take back systems in place for electric and electronic equipment (sometimes as in the United Kingdom, prior to the effective date of the European regulations on WEEE\*, or more recently, as in Romania, since 2007);
- the level of customer awareness of the possibility of returning mobile phones.

Collection and processing systems operate differently depending on the country. Thus, in the United Kingdom, customers may enjoy rebates on new equipment, or make a donation to a charitable association. In France, so far all revenues issued from the resale of reusable mobile phones have been distributed to UNICEF and to the WWF. In Spain, since the early 2000's, the collection of used mobile phones and consumer awareness are managed by a foundation grouping together industry players. The Group thus adapts its actions according to the market specificities in which it operates to contribute most effectively to the control of this environmental impact.

### reducing waste at the source

We are also taking steps to reduce the amount of waste "at the source" by working, for example, on eco-friendly product design or on replacing rechargeable batteries with virtual recharging systems. Thus, thanks to the eco-friendly design work performed on the new Livebox 1.2, the weight and packaging volume have been reduced by close to 30% (see p. 52).

The Group is also working with other operators within the GSMA to devise a common universal charger solution for mobile phones. This charger, which customers could keep when changing a mobile handset, would not only help to reduce the amount of electronic waste, it would also limit the size of packages, since new phones would be delivered without a charger (see p.53).



### our 2008 achievements

#### a second life for Livebox 1.1

In 2008, Livebox 1.1 reached the end of its usage in France and the United Kingdom, since these markets had migrated to new products. Rather than destroy them, we made the choice to encourage their reuse on markets where this model was still active. With the partner chosen at the time when the European center for multimedia product reprocessing was set up, we were able to find technical solutions for handset reconfiguration to allow the transfer of the Livebox 1.1 returned in France or the United Kingdom to our subsidiaries in Switzerland, Belgium and soon in Spain and Poland. With this system, we can reduce our purchases, save on resources and cut down on the amount of equipment at the end of life all at the same time.

#### collection of work-related WEEE\*

In connection with the Directive on Waste Electrical and Electronic Equipment (WEEE\*), Orange Business Services collaborated in 2008 with its electric and electronic equipment suppliers to identify the best WEEE management channels and implement a collection system among its customers. In 2008, worldwide, 67% of the routers uninstalled were thus collected and recycled. This cooperation is expected to be strengthened in 2009, in order to further improve performance internationally.



# rationalizing our paper consumption

## our ambitions:

- reduce internal paper consumption by making personnel aware and through simple steps such as setting printers for double-sided printing
- develop electronic billing to progressively reach 40% in all countries
- give preference to sustainable production procedures by developing purchases of recycled or FSC-certified paper

The world's consumption of pulp has doubled over the course of the last 50 years and could increase 40% between now and 2015. Of the commercially operated forests in the world (some of which are based on deforestation)- 42% serves for the manufacture of paper. Now forests, in absorbing CO<sub>2</sub>, play an important role in limiting the greenhouse effect.

As with any tertiary activity, the France Telecom Group consumes significant amounts of paper for its internal use, its external communications media, customer billing, etc.

In order to preserve forests and limit the impact associated with the production, use and disposal of paper (consumption of energy, water and chemical products, polluting discharges, waste production), the Group has defined a program aimed at reducing its consumption and encouraging sustainable production procedures for usage that cannot be avoided.

## simple steps to consume less

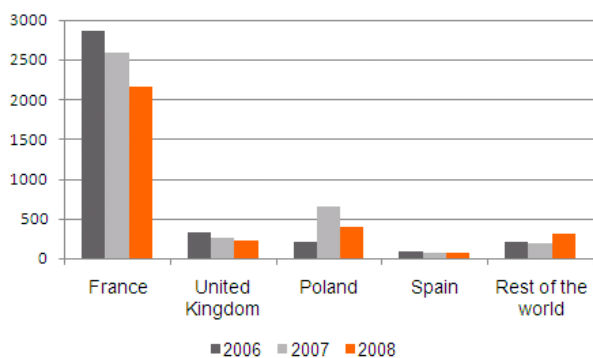
At our different subsidiaries, employees are encouraged to take simple steps helping to limit paper consumption, such as encouraging reading on the screen, filing on the computer or on a CD, or using the double-sided printing setting on printers. Thus, the Green Gestures campaign organized in 2008 in France, Spain, Poland and Slovakia included a specific "I print better and less" flier, providing 10 practical tips for reducing paper consumption. Between 2007 and 2008, the Group's internal paper consumption decreased by 15%.



### I print less and better

- I use all means that encourage reading on the screen in order not to systematically print my documents
- I scan my documents and I give preference to sending them by e-mail
- at meetings, I give preference to projecting on a screen and, if this is not possible, I provide one copy of the presentation for every two people in order to limit printouts
- I avoid printing out my documents to file them : I store them on my computer or on a CD
- I choose the pages to print and I systematically make an "outline before printing"
- On Excel, I choose the part to be printed and adjust the page layout
- I set up 2 slides per sheet on PowerPoint or 2 pages per sheet on Word
- I do not print documents on a shaded or black background
- I make a black and white printout, rather than a color one
- I set my printer on double-sided printing

Paper consumption - internal use (in tons)



## our 2008 achievements

### a 9% reduction in office paper in France

In France, the Green Gestures campaign organized in 2008 helped to reduce the consumption of office paper by 9% between 2007 and 2008

### Spain: reducing the size of notices

As part of its environmental policy, Orange Spain has taken several measures aimed at reducing its paper consumption and limiting the amount of packaging waste. Thus, notices distributed in packages are reduced to a minimum and printed only in Spanish. Complete notices in several languages are provided on a CD. These measures have made it possible to reduce paper consumption for notices by 8% between 2007 and 2008.



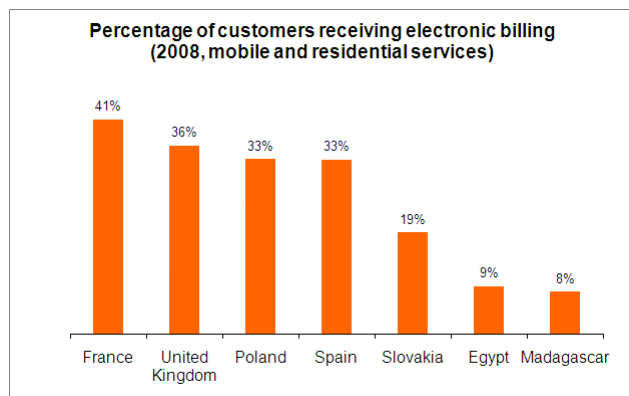
### **promoting paperless exchanges**

Electronic billing helps to reduce the Group's ecological footprint. It reduces the consumption of paper and thus of wood and water, while avoiding the emissions associated with mail delivery.

To promote this ecological solution among our residential and business customers, information campaigns have been conducted regularly at our principal entities.

In France, we continued to encourage the use of the paperless invoice introduced in 2005 with the support of the WWF. At the end of 2008, according to our estimates, 41% of eligible (fixed and mobile) residential customers signed up for electronic billing, i.e. 3.5 million users. This helped to save 455 metric tons of paper in 2008. Since the fall of 2008, stores have also been offering residential customers the chance to sign an electronic contract.

Orange Business Services has also continued to provide Electronic Billing to its business customers. During the last 12 months, this service prevented the mailing of 27,500,000 pages, saving over 67 metric tons of paper.



### **favouring sustainable production schemes**

In addition to our efforts to reduce our paper consumption, we are encouraging our subsidiaries to give preference to purchases of paper that is recycled or certified according to FSC ([Forest Stewardship Council](#)) or PEFC ([Program for the Endorsement of Forest Certification schemes](#)) labels ensuring sustainable management of forests.

In France, at the end of 2008, 91% of the commercial documentation and 13% of internal printouts were made on recycled, FSC or PEFC paper.

In the United Kingdom, over 50% of paper purposes involve recycled paper.



**Frédéric Lallemand**

Information Systems Manager at Metarom

*We wish to reduce our ecological footprint. Offering paperless information exchanges thanks to Business Everywhere has enabled us to eliminate the sending of faxes by our sales staff. This is an estimated savings of over 50,000 pages a year ! If we chose Orange Business Services, it was also due to its commitment to sustainability and to its ability to offer us 'green' solutions."*

**faktúry s prehľadom**  
využite výhody Elektronickej faktúry

**Elektronická faktúra**

Ak chcete šetriť svoj čas aj životné prostredie, aktivujte si Elektronickú faktúru a získajte tak pohodlnejší, bezpečný a neobmedzený prístup k svojim faktúram on-line.

Zákaznícka linka 905  
**0905 905 905**

*Electronic billing awareness campaign conducted by Orange Slovakia.*

# preserving landscapes and biodiversity

## our ambitions:

- limit the visual impact of our technical facilities by furthering the integration of relay antennas with the landscape and the burial of fixed lines
- preserve biodiversity by introducing measures to protect fauna and flora

Aware of the visual impact of our infrastructure, we have been making efforts for several years, working with local stakeholders to integrate our fixed lines and our relay antennas with the local architecture or blend them into the landscape. We also apply landscape integration principles to new sites and to the restructuring of existing sites.

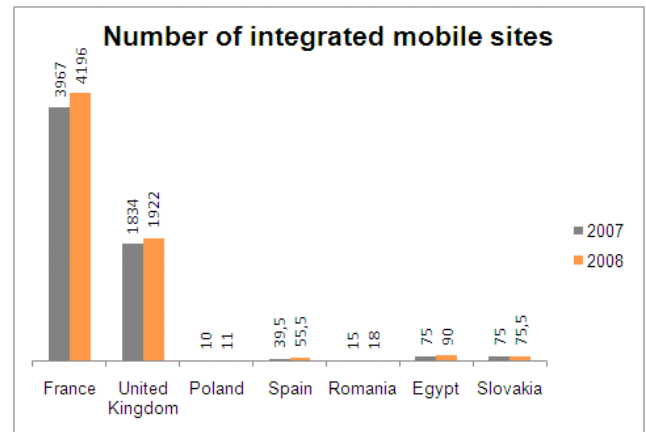
## more discreet antennas

In France, for about a decade, we have turned to landscape architects to make our antennas as discreet as possible. Since 2003, we have participated in the working group of the French Association of Mobile Operators, the [AFOM](#) (Association Française des Opérateurs Mobiles) on the best practices for landscape integration of relay antennas. The objective is for new sites and refit sites to be 100% integrated.

Besides solutions such as sharing a single site with other operators and installing equipment on existing sites (water towers, buildings and high points), we make an effort to implement innovative technical solutions and specific developments designed to make our relay antennas less visible.



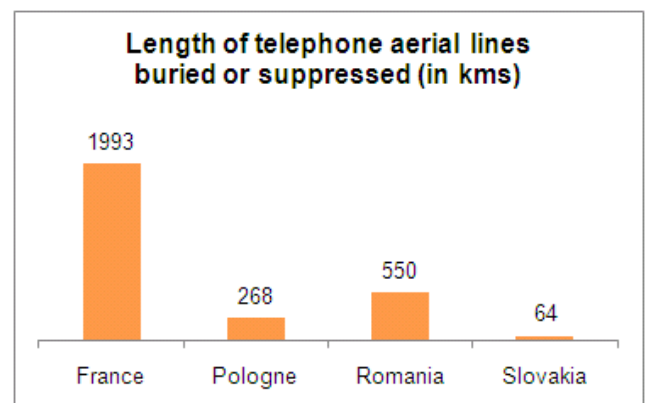
Example of landscape integration of antennas on a town hall roof in the municipality of Le Chesnay (Yvelines, France).



In the field, our staff works in cooperation with State services, mayor's offices and neighbourhood associations. All these players meet every two years at the antennas integration workshop. The objective of the latter, organized by one of our network direction units, is to present the range of available solutions in terms of landscape integration. To stimulate mobile network creativity in favor of improved landscape integration, we organize a challenge every two years entitled "portrait of a relay antenna".

## burying fixed lines

In France, burying our fixed-line infrastructure continues in partnership with the French mayors' association ([Association des Maires de France](#)) and the National Federation of Local Governments and Authorities ([Fédération nationale des collectivités concédantes et régies](#)). Since 2002, more than 11,000 km of lines have been buried in France and more than 200,000 poles removed. Fixed-line burial programs are also being carried out in Poland, Romania and Slovakia.





### preserving wildlife

Hollow metal posts are a hazard for a considerable number of species of birds and small mammals. So-called carnivorous birds (titmice, nuthatches, woodpeckers, and owls) and some small mammals (squirrels and dormice) which generally nest in cavities, can enter a post at the top and fall to the bottom of the tube, where they are trapped.

France Telecom and the League for the Protection of Birds (Ligue pour la Protection des Oiseaux – LPO) entered into a partnership several years ago, based on regional agreements. The purpose of the partnership is to equip the top of our metal posts with seals to protect birds. To date nine regional agreements have been signed with the LPO in Alsace, Auvergne, Aquitaine, Brittany, Champagne-Ardenne- Lorraine, Midi-Pyrénées, Nord-Pas-de-Calais, Pays de la Loire and Centre (department of Loiret).

Three types of birds are especially affected by the phenomenon: titmice, woodpeckers, and pygmy owls. The LPO is very helpful to us since it informs us of the places where there are greater numbers of these birds. Thus, we attempt to intervene first on poles in these areas. We pay special attention to places where pygmy owls nest, since this predator is an endangered species. In 2008, we installed more than 280,000 seals on metal poles as part of this program.



Seals for metal poles



Placing seals

### an exemplary biodiversity preservation project in Romania

The countryside in south-eastern Transylvania is home to very rich flora and fauna, with many species in danger of extinction internationally. Since 2005, Orange Romania has provided financial support to the [ADEPT](#) Foundation to preserve biodiversity in an area of 100,000 hectares. The abandonment of pastures, irrational forestry management or the intensification of agriculture are just some of the threats to biodiversity.

Preservation can be done only with the support of local communities. The project specifically helps farmers maintain traditional agricultural practices, while ensuring additional revenues (agricultural tourism and crafts). It has led to the classification of a 95,000 hectare area as a Natura 2000 zone, which makes it the site of greatest ecological interest in Romania. In 2008, several projects were conducted to make local populations aware of the challenges of preserving the environment and biodiversity. These included publications for schools and the general public, the production of a film on the project, projects at the schools, etc. There are marked walking paths and travel maps to help learn about this special environment. As part of a series of agro-environmental measures, 150 farmers received subsidies from the EU totaling 180,000 euros. They were also given an opportunity to take training courses to improve their production and marketing techniques. Thanks to this program, local products are now included at many gastronomy fairs, such as the Turin Taste Fair or the Slow Food fair in London, where the ADEPT Foundation was the only foreign guest.





# innovating for environment

## our ambitions:

- strengthen awareness of environmental challenges in the design of products and services
- develop eco-friendly design procedures in partnership with builders to improve the environmental performance of the products distributed by Orange throughout their life cycle
- assist our customers in meeting environmental challenges

## improving the environmental performance of our products and services

Although we do not manufacture products directly, we place great importance on the environmental performance of the products and services distributed in the Orange network.

Several procedures are in progress to assess the environmental performance of our products and services, with preference given to the best performing ones.

### criteria included in offerings in the design stage

Since 2004, we developed a methodology for taking into account the economic, social and environmental impacts of our products and services as early as the design stage of R & D projects.

Based on the use of a method for assessing the impact of our solutions, this procedure involves the Group's different departments, especially the strategic marketing department, to include sustainability requirements within the project launch process.

### assessing environmental impact throughout of a product's life cycle

In order to identify the areas needing improvement in terms of the environmental performance of products, we have launched a program aimed at developing life cycle analysis procedures (LCA), a methodology used to assess the environmental impact of a product throughout its life cycle (manufacture, distribution, usage and end of life).

These LCA, which are complex and lengthy, are very useful for inferring general product design rules and setting priority guidelines. Thus, the LCA performed in 2008 by the ADEME ([Agence de l'Environnement et de la Maîtrise de l'Energie](#)) on a mobile phone revealed that most of the consumption came from the manufacturing stage.

On the other hand, the LCA performed on Livebox 1.2 has already helped to focus efforts on reducing the impact of the usage stage. This included low-consumption modes and the design of multifunctional

handsets to reduce energy consumption at the usage stage. In 2008, for instance, our researchers completed a Livebox prototype automatically disabling unused interfaces (Ethernet, Wi-Fi, etc.).

### developing eco-friendly product design

We are working closely with our suppliers to develop eco-friendly design procedures for the products that we distribute.

Thus, a strategic partnership with Sagem Communications was signed in late 2007 to design products with an appreciably reduced impact on the environment. This partnership concerns all the Livebox, TV decoders and fixed-line telephones supplied by Sagem Communications.

Marketed since 2008 in France and the United Kingdom, the Livebox 1.2 or "mini" thus boasts eco-friendly design work conducted in partnership with Sagem Communications. Compared to the 1.1 version, the Livebox 1.2 has a 20% smaller environmental footprint:

- A 35% decrease in size, which translates into savings on materials;
- A 30% decrease in the size of the packaging box;
- Use of a single type of plastic, making dismantling easier at the end of its life cycle and facilitating recycling of the plastic;
- A 25% decrease in energy consumption compared to version 1.1.

## our 2008 achievements

### an eco-friendly design guide for technical center researchers

In order to strengthen awareness of product environmental performance in research and development projects, an eco-friendly design guide was issued in 2008 and distributed to technical center project managers. Some thirty people also took a training module on eco-friendly design.

### analysis of the Livebox 1.2 life cycle

In 2008, our researchers performed a detailed LCA on the Livebox 1.2, and found that 75% of the energy consumption came from the usage stage. Another LCA was launched in late 2008 on the Video Conference remote attendance service. Its results are expected during 2009.

## helping our customers meet environmental challenges

According to a recent study<sup>1</sup> carried out by the Climate Group in partnership with GeSI\*, the telecommunications operators are responsible for only 0.7% of world CO<sub>2</sub> emissions. But the use of ICT could help reduce CO<sub>2</sub> emissions by 15% by 2020, which is tantamount to five times the sector's carbon footprint.

### ecological solutions

Orange Business Services provides customers with the following work tools to help them reduce their own greenhouse gas emissions:

- Remote work tools that limit travel, telephone or video conferences, cooperative Internet-based work tools, etc.).
- Machine-to-machine (M2M\*) applications, such as Fleet Advanced, enabling our customers to improve vehicle fleet management and reduce CO<sub>2</sub> emissions, thanks to better route mapping and to remote maintenance (decrease in distances covered, better tuned and thus less polluting engines);
- Paperless solutions, such as electronic billing, Web EDI, Contact Everyone ;
- Sharing of computer servers and virtual work stations, so companies can reduce their energy consumption and their operating costs;
- Point Visio Public lets people contact administrative services without travelling; in 2008, 800 virtual meetings were held using this solution..

📞 **To learn more:** visit our website [www.orange-business.com](http://www.orange-business.com).

### Plans for a universal charger

The Group is also participating in the work being done in the [GSMA](#) to design a common universal charger for mobile telephones. By 2012, the purpose of the project is to design and market a universal USB port charger. This would increase energy efficiency and meet the goal of reducing energy consumption on standby mode by 50%. This solution would also have ramifications throughout the industry by eliminating up to 51,000 metric tons of electronic waste associated with the accumulation of different chargers. At the same time the project would lead to improvements in customer service.

### our 2008 achievements:

#### Orange CO<sub>2</sub> savings tool: a calculator for customers

In 2008, Orange Business Services completed the "Orange CO<sub>2</sub> savings tool", an online calculator allowing business or residential customers to evaluate the CO<sub>2</sub> emissions that could be avoided thanks to the use of video conferencing or telecommuting. This tool has been available free of charge since June 2008 on the Orange Business Services website.

#### more than 1.2 million users of Business Everywhere worldwide

In 2008, the number of users of our Business Everywhere solution, which allows mobile access to the workplace, regardless of the network available, went from 850,000 to over 1.2 million.

#### launch of a remote metering system for remote monitoring of gas consumption

On October 9, 2008, Primagaz officially launched the first French remote metering system for remote monitoring of consumption by its residential customers who are supplied with network propane gas. It also monitors more than one thousand of its industrial customers. With this new service, designed in partnership with Orange Business Services and the Portuguese firm ISA, Primagaz will have precise data on its customers' consumption without having to travel. This will help to prevent supply interruptions while reducing travel-related CO<sub>2</sub> emissions.



**Massih Niazi**, Primagaz  
Operations Manager

“

*This service of remote metering of the level of gas in the tanks and remote gathering of meter indices has been awaited for many years by all of the staff at Primagaz.*

*We are going to improve our gas distribution, customer billing and inventory management procedures – under economically attractive conditions – by using a comprehensive, reliable and time-tested solution. As a result, this will lead to improved customer satisfaction.*

*Beyond the improvement in the service provided and the financial gain, the decrease in the number of kilometers covered, estimated at 80,000 for 2009, will help reduce our annual CO<sub>2</sub> emissions on the order of 48 metric tons.”*

<sup>1</sup> [SMART 2020: Enabling the Low Carbon Economy in the Information Age](#) –July 2008

### increasing customer awareness

The only way we can reduce the environmental impact associated with the use of our products and services is with the involvement of our customers. That is why we have undertaken several initiatives aimed at making our customers aware of what is at stake in terms of environmental protection. For example, we encourage them to return their electronic equipment at the end of its life cycle (see p. 46) or to adopt electronic billing (see p. 48). In France, the strategic partnership signed between Orange and the WWF includes a specific component focusing on public awareness of this issue. In 2009, we plan to bolster our customers' awareness of environmental challenges, for example, by encouraging them to keep their mobile phones longer.



**Jérôme Dupuis**  
Strategic Partnership Unit  
Manager, WWF France

*The WWF is one of the largest environmental protection organizations in the world. What sets us apart is our willingness to work with all contributors of solutions: the general public, local governments, public authorities, businesses, etc. It is in this spirit that in March 2008 we signed a strategic partnership with Orange in France. In 2008, our efforts led first to the handset environmental display mechanism. As I am fond of saying, great successes come from bold decisions. For a distributor such as Orange, which does not manufacture products directly, this approach did not seem to fit at first. However, we're very glad we made the decision. This solution is highly relevant from an environmental point of view because it displays multiple criteria covering the entire product life cycle. This solution meets a definite need among consumers, who wish to have clear information on the environmental impact of the products they buy. It meets one of the commitments made by the Grenelle de l'Environnement\*, which is to steer consumers toward products with a lower impact on the environment. We have also teamed up with Orange on other projects such as eco-friendly store renovations or making the public aware of usage precautions associated with electromagnetic waves. We hope they will be carried out with the same energy."*

### our 2008 achievements

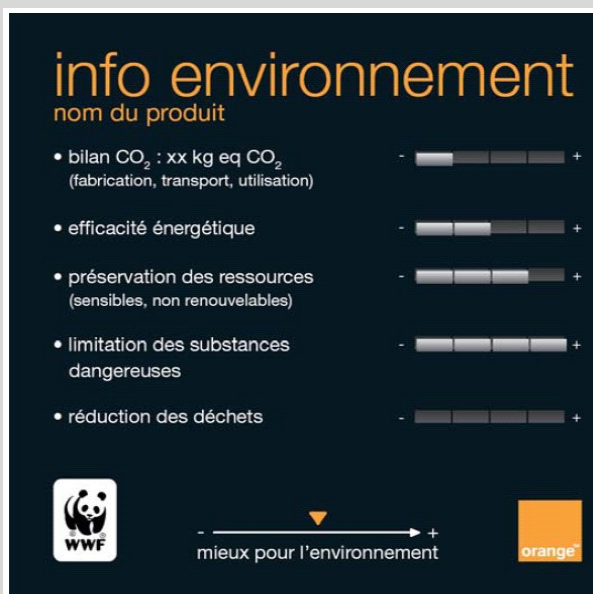
#### France: ecological product labeling

As part of the partnership signed in March 2008, Orange and WWF-France have started a system for assessing products in terms of environmental performance. Since October 2008, consumers have been seeing ecological labels on some fixed and mobile phones throughout the Orange distribution channel. Each product is assessed according to five key indicators representative of their environmental impact throughout their life cycle:

- CO<sub>2</sub> assessment
- Energy efficiency
- Preservation of natural resources
- Limiting hazardous substances
- Waste reduction

Each product's environmental performance is assessed compared to the performance of products in its class; for example, one mobile phone is compared to another mobile phone. Product ecological profiles are available at [www.orange.fr](http://www.orange.fr) and will soon be displayed at stores.

This ecological display, which is a worldwide first in the telecommunications sector, will be extended progressively in 2009 to all the products marketed by Orange in France.



To find out more: see the [press release](#) at [www.orange.com](http://www.orange.com).

# 2009 roadmap

objectives	deadline
<b>environmental management</b>	
<b>Continue SME* deployment in compliance with ISO 14001* throughout the 14 countries involved in the initiative (France, the United Kingdom, Poland, Spain, as well as Belgium, Romania, Slovakia, Egypt, Jordan, Côte d'Ivoire, Senegal, Madagascar, Cameroon, and Mauritius) accounting for 83% of the Group's 2008 revenue.</b> <b>This is assessed using three indicators:</b> <ul style="list-style-type: none"> <li>- Managing the main environmental impacts and risks in 65% of the entities involved</li> <li>- Making employees aware of the environmental impacts connected with their activities: organizing a "green behaviour" campaign in 75% of the entities involved</li> <li>- Evaluating the implementation and performance of the SME* during managerial reviews in 50% of the entities involved</li> </ul>	<b>2009-2011</b>  2009 2009 2009
<b>climate change</b>	
<b>Global objective: Reduce our total greenhouse gas emissions by 20% between 2006 and 2020</b>	
<b>Continue activities aimed at improving energy efficiency in buildings, in the network and in transportation</b> <ul style="list-style-type: none"> <li>- Continue deployment of the server virtualization program to save 20 GWh in 2009</li> </ul>	2009
<b>Continue upgrading the vehicle fleet to achieve an average emission level of 130 g/km in 2020</b> <ul style="list-style-type: none"> <li>- Upgrade 4,000 vehicles in 2009</li> </ul>	2006-2020 2009
<b>Deploy solutions using renewable energy and increase their share of overall energy consumption</b> <ul style="list-style-type: none"> <li>- Acquire 50,000 metric tons of CO<sub>2</sub> equivalent in 2009 in renewable energies or green certificates</li> </ul>	2006-2020 2009
<b>paper consumption</b>	
<b>Global objective: preserve forests and reduce amounts of waste connected with office paper use</b>	
Progressively reach electronic billing of over 40% at all European entities between by the end of 2012	2012
Develop the use of recycled or FSC certified paper (or equivalent labels)	2009
Reduce internal paper consumption by making employees aware of the need to save paper and by configuring printers for double-sided printing	2009
<b>waste management</b>	
<b>Global objective: implement the action plans per country for waste management for the 4 major countries by the end of 2009 and progressively in the others between now and 2011 in accordance with the following three criteria:</b>	
Finalize inventories	2009-2011
Continue to structure waste treatment by signing contracts with local partners and formalizing the entire processes	2009-2011
Tracing waste sent to treatment channels by making a map outlining the entire process	2009-2011
Continue the collection and recycling of our business customers' routers in France and develop this internationally to reach 70% in 2009, 75% in 2010, and 80% in 2011	2009-2011
<b>environmental performance of products and services</b>	
Develop eco-design procedures in partnership with our suppliers for all our products and services	2009-2010
Progressively generalize the life-cycle analysis procedures for products and services	2009-2010
<b>solutions furthering sustainability</b>	
Develop external communications on the benefits of our solutions in terms of sustainability both in France as well as internationally	2009
<b>customer awareness</b>	
<b>Provide eco-labelling for all the mobile handsets most often sold, for all of the European entities</b> <ul style="list-style-type: none"> <li>- In France, generalize the eco-labelling for all products distributed</li> </ul>	<b>2010</b> 2009
<b>Implement communications activities and devices to encourage our customers:</b> <ul style="list-style-type: none"> <li>- To keep their mobile telephones longer</li> <li>- To recycle their mobile telephones</li> </ul>	2009





## care ...

*....for the expectations of our customers, of our employees, and of all of our stakeholders by making sure that our services are provided and used in a responsible way and that they contribute to improving the quality of life.*

2008 status report			
Objectives published in the 2007 report	Deadline	Status	Key achievements in 2008
<b>security and protection of personal data</b>			
Deploy the Security Management System in the major countries and continue Group reporting	2008-2009	●	Security Management System based on ISO 27001 deployed in all Group entities
Cooperate with the main stakeholders involved to develop rules on freedom of speech and confidentiality of personal data	2008	●	Participation in a working group with Business for Social Responsibility Signing in December 2008 of the declaration of CEOs in favor of respecting human rights, launched upon the occasion of the 60th anniversary of the Universal Declaration of Human Rights.
Define the Group guidelines for publicity and social networks	2008	◐	Signing of the Union des Annonceurs de France (French Advertisers' Union) charter.
Improve employee training on personal data protection policies	2008	●	Internal awareness campaign on data security, conducted in 118 countries of the Group in eight languages.
<b>quality of service</b>			
Continue deployment of the Simplicity+ program in the countries by opening new test centers in Spain, Jordan, Egypt, and the United Kingdom	2008	◐	Customer test centers (CTC) opened in Madrid and Egypt, added to the three existing CTCs in Poland and in France.
Continue deployment of the action plans aimed at improving the quality of service	2008	●	An average decline of 10% in rate of customer calls to technical support centers for the 4 major countries (with -3% for fixed telephony, -20% for broadband, and -9% for mobile)
<b>social dialogue</b>			
Finalize implementation of the global Group committee	2008-2009	◐	Continue negotiations with labor and employee representatives to create a global forum for labor dialogue by the end of 2009.
<b>skill development</b>			
Continue deployment of the act: program among all of our entities	2008-2009	●	Implement a uniform skills scale for the Group (available in 4 languages) 14,000 internal transfers to priority skills of the Group (customer relations, innovation, and content) Increase in training efforts with a Group average of 31 hours per employee Implementation of the Group Leadership Model (see p. 68).
Formalize the Group policy on talent management	2008	◐	Actions carried out by each entity depending on the local context
<b>health and safety</b>			
Continue defining the Group frame of reference on health and safety management	2008-2009	●	Group health and safety frame of reference defined with involvement of the various subsidiaries
Implement central reporting for all major and fatal accidents involving our employees, subcontractors, and outside visitors active at our sites	2008	●	The 9 key performance indicators in health and safety defined. Semi-annual reporting launched in 2008. Implemented a procedure for reporting serious accidents to Group headquarters.
<b>diversity</b>			
Formalize the Group policy on managing diversity	2008	●	Policy formalized <input checked="" type="checkbox"/> . Hiring process in France reviewed to ensure lack of implied discrimination <input checked="" type="checkbox"/> .
<b>protection of minors</b>			
Continue to distribute the family guide in all countries	2008	◐	Family guide distributed in all European entities of the Group

Implement, in all of our entities, the measures recommended by the European framework for safer use of mobile telephones by children and young adolescents	2008-2009	●	Deployment undertaken in all European entities (see p. 64-65). A national code of conduct signed at most of the European entities (including the United Kingdom <input checked="" type="checkbox"/> , Spain <input checked="" type="checkbox"/> , Poland <input checked="" type="checkbox"/> , and Romania <input checked="" type="checkbox"/> ).
Implement the GSMA Alliance's recommendations to combat child pornography	2008-2010	◐	Work began in February 2008 to deploy the measures envisioned in the Group entities (see p. 64-65).
Define the plans for deploying Internet filters in all countries	2008	◐	Selection of a filtering technique solution. Implementation of filters and/or parental controls in progress in the various entities (see p. 64-65).
Carry out informational activities on the safe use of the Internet available to teachers in all of our European entities	2008	●	France Telecom is a founding member of the European initiative "Teach Today" that provides teachers with tools for teaching students how to use the new technologies safely.
<b>responsible marketing</b>			
Implement a website devoted to the proper use of the services in all of our European entities	2008	◐	Implementation of dedicated sites in France, the United Kingdom, Poland, and in Slovakia
<b>electromagnetic fields</b>			
Finalize EMF* action plans in all countries	2008	●	Local action plans defined in all countries (including France <input checked="" type="checkbox"/> , the United Kingdom <input checked="" type="checkbox"/> , and Spain <input checked="" type="checkbox"/> ). Network of EMF* correspondents in France, Switzerland, the United Kingdom, Belgium, Dominican Republic, Slovakia, Romania, Poland, Jordan, Egypt, Côte d'Ivoire, Senegal, Spain <input checked="" type="checkbox"/> . Implementation of a procedure to respond to complaints about relay antennas, specifically in France <input checked="" type="checkbox"/> , the United Kingdom <input checked="" type="checkbox"/> and Spain <input checked="" type="checkbox"/> .
Implement a Group EMF* oversight unit to ensure the same level of information is available in all countries	2008	●	International oversight implemented and available to all country correspondents on the intranet
Launch the Group Internet website on EMFs*	2008	●	Site launched in 2008: <a href="http://www.orange.com/en_EN/responsibility/societal_impacts/EMF">http://www.orange.com/en_EN/responsibility/societal_impacts/EMF</a>
<b>responsible sourcing</b>			
Identify a "responsible sourcing" correspondent within each local sourcing team	2008	●	According to the organization of the various subsidiaries, the actions are implemented by the CR manager of the subsidiary and/or the sales manager and/or the correspondent for the zone
Implement a specific and structured approach in Europe and in other countries	2008	◐	QREDIC® evaluation tool covering all Group purchases (that is, 80% of total purchases) and the local contracts in France, Senegal, the United Kingdom, and Slovakia
Continue integrating the environment and ethics clause into local contracts	2008	●	Updating the clause to improve its understanding by suppliers and to list the 5 ILO* conventions on the non-employment of children, non-use of forced labor, and discrimination New clause distributed to all subsidiaries in October 2008 <input checked="" type="checkbox"/>
<b>respect for human rights</b>			
Develop the dialogue with stakeholders concerned about human rights to better understand the risks associated with communications technologies	2008	●	Participation in a working group with Business for Social Responsibility Signing in December 2008 of the declaration of CEOs in favor of respecting human rights.



objective reached

☒ item reviewed by Deloitte

project in progress



objective not reached, project cancelled or delayed

# deploying our security policy

## our ambitions:

- continue to improve the level of security within the Group by relying on our security management system
- ensure the security of our offers and the confidentiality of private data
- provide solutions and practical advice to our customers for protecting their data

## a Global Security Policy

The purpose of the Group's Global Security Policy (GSP) is to improve the level of security in the company in order to reduce the risks and limit the impacts of incidents and crises. It also helps in the fight against fraud. More generally, it helps to comply with the applicable laws and regulations, including the American Sarbanes Oxley Act and the French Financial Security Law.

It includes three interrelated areas:

- information security,
- personal health and safety,
- environmental safety.

It applies to the whole Group, i.e. the parent company, and consolidated subsidiaries.

## a security management system deployed in all entities

A Security Management System (SMS) based on ISO 27001 is used to make certain the security policy is implemented in all of our entities

Its objectives: To evaluate risks, to assist managers in determining the best measures to take in the event of risks, to train employees in the proper behaviour and, and to offer products that meet security requirements.

The SMS covers the three aspects of security and is based in part on the Group Policy in terms of and in part on an industry-wide policy. It focuses on reducing security risks and malfunctions.

There is a series of indicators at the Group level used to monitor this policy as it is carried out in the entities. There is an annual self-evaluation of the SMSs in each entity.

## a dedicated organization

The SMS is backed by a dedicated organization that is responsive to the principles of good governance:

- A Group Security Department attached to the General Secretariat drives and coordinates the security activities within the core of the Group. It guarantees overall consistency in its main missions: determining and explaining security policies, monitoring and reporting, crisis management and prevention, government relations, communications, and business;
- In each division, a member of the management committee ensures that consideration is given to security activities within the entity, supported by one or more operational coordinators.

The operating entities incorporate the various sector-wide policies related to the skills existing within their entities and draft rules adapted to their context in the form of a scale.

Security guidance is provided to each business entity and each operating entity is responsible for it. The Group Security Department ensures compliance with the Global Security Policy using the continuous improvement loop of the SMS.

## our 2008 achievements

### managing country risks

In 2008, security management has defined a Group policy for the physical safety of individuals encountering a "country risk" (crime, terrorism, political or social situation, war, health and natural risks). Drafted by an interdepartmental working group, this policy covers employees in all countries where the Group is present as well as workers in job-related travel or those performing a period of volunteerism in connection with the Orange Foundation or the Solidarité association. Each country is evaluated in an ongoing manner according to a four-level risk scale. An intranet site dedicated to travel safety has also been implemented to give workers information on the risks connected with their destinations.

### quadruple certification for Orange Business Services

The International Organization for Standardization (ISO) has granted Orange Business Services four new certifications, relating to:

- IP VPN network security (ISO 15048) – Orange Business Services is the first operator in the world to obtain this certification for the security of its international network;
- The international processes and the model of governance of Orange Business Services (ISO 2000);
- The quality of management of key accounts and large international projects (ISO 9001);
- The system for managing security at the Cairo service center, one of the three main international customer service centers of the Group (ISO 27001).



## secure services for the customer

Paperless exchanges and internal and external electronic processes require very high levels of security to guarantee the integrity and confidentiality of data as well as the identity of individuals.

### controlling product risks

The time-to-market methodology for launching new multi-country products and services now includes consideration of the various risks as early as the design phase. These risks include regulatory and legal risks as well as fraud and security risks. A similar methodology applies to the development of infrastructures.

Security teams regularly make product marketing managers aware of the various risk factors. They also follow up on security throughout the product development phase. In 2008 all the multi-country solutions devised by the technology center that pose a security risk were monitored specifically. Such security monitoring will also soon be extended to the single-country offers in France and at Orange Business Services.

### our security solutions

Our range of security solutions is enhanced day-by-day so as to facilitate electronic exchanges while protecting them from one end to the other. This means securing work stations (PC) and communications tools (mobile, PDA-type personal assistants), securing network access (Internet, virtual private networks), protecting business resources from hackers attempting to listen in on or destroy data, detecting and anticipating attacks.

### protecting personal data

Our customers clearly expect their personal data to be protected. At each of our subsidiaries we are implementing the measures necessary to ensure the integrity and confidentiality of the data entrusted to us:

- We include data protection in our employment contracts. We make our employees aware of data protection risks and we require that they immediately report any incident;
- We clearly delineate and identify the individuals authorized to access our databases;
- We control user identities using powerful authentication systems;
- We have implemented controls for detecting and preventing harmful computer programs and attacks on our systems and for tracing all connections;
- We have also taken advantage of safeguard systems so that our services will return to operation very rapidly in the event of interruption.

A person in charge of personal data protection has been appointed at the Group level. In the Research and Development Department, a working group has been created that is dedicated to

controlling the risks to the personal data of our customers. It reviews any new risks and determines the appropriate solutions.

Our marketing staff also ensures that personal data are not used for commercial purposes unless the customer consents so. We plan to add these requirements to our contracts with our commercial partners.

The Group is also providing its customers with tools and practical advice for protecting their personal data:

#### - retail Internet customers

Our website dedicated to retail customers [www.orange.fr](http://www.orange.fr) contains a support section (security-prevention (<http://assistance.orange.fr/IHD/>)) designed especially to make them aware of the risks connected with the Internet and to provide them with the assistance necessary in the event their computer or mobile telephone is contaminated (virus, spam, phishing, spyware, etc.).

#### - the Orange Business Services Security blog

Devoted to Information System and Network Security, this blog addresses all security players and is aimed at describing a broad panorama of security issues, virus attacks, and shut-downs. It can also be used by security experts to exchange their experiences and best practices.

🔗 To learn more: <http://blogs.orange-business.com/securite/>.

## our 2008 achievements

### combating spam and viruses

Until mid-2007, France Telecom ranked among the top five operators generating the most outgoing spam (world rating established semi-annually by TrendMicro). So at the end of 2007 France Telecom introduced some technical and organizational measures. It also signed follow-up agreements with our Internet access providers (IAP). This action plan, coupled with the specific plan for the business sector, has enabled France Telecom to completely escape the Top 100 in world ratings of IAP spammers.

### strengthened computer protection

In 2008 Orange launched the PC firewall anti-virus option. Combining anti-virus, firewall, anti-spam, anti-dialler, and anti-spyware, this total protection tool contains in a single piece of software, all of the modules needed to guarantee constant computer protection..

### launch of Secure My Device

In November 2008, Orange Business Services launched Secure My Device on a global scale; it is a security solution for mobile PCs that is simple and flexible, guaranteeing information technology managers the integrity of the PCs on the business network.

# meeting customer expectations

## our ambitions:

- become the benchmark operator in terms of quality of service
- simplify our customers' lives by designing products and services that are easy to use and by offering the appropriate help services

With the evolution of technology new uses have proliferated in a more and more complex digital universe. In this constantly changing environment the customer expects simple, reliable, quality, high-performance services. With that in mind, Orange is adapting its customer services and its support solutions, while making sure that the skills of its teams are enhanced accordingly.

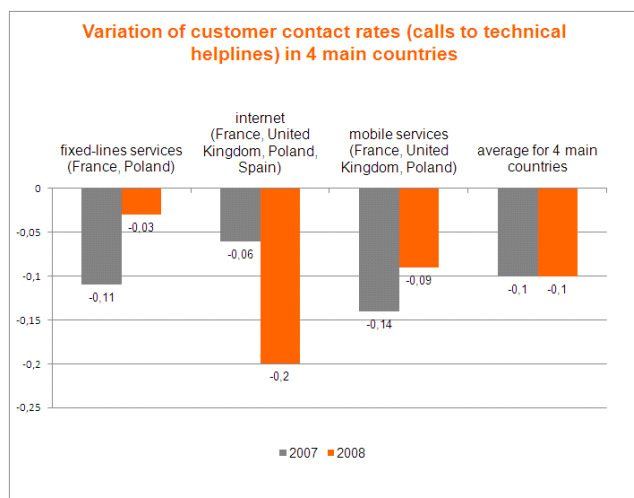
## careful monitoring of the quality of service

The quality of the services offered by the Group to its customers as a whole (retail, professional, or business) is constantly measured in all markets. A survey-based tool comprising specific studies, customer demand analysis, and performance indicators that monitor results in targeted improvement plans.

## satisfaction on the rise

2008 saw a considerable increase in the level of satisfaction with the broadband fixed-line Internet in the Group's major markets: France, United Kingdom, Spain, and Poland, particularly in the big-business segment.

In the four main countries, we received an average 10% reduction in customer calls to our technical assistance centers.



This progress, the result of mobilizing teams with various skills (network, customer service, etc.), is reflected in France, for example, by a VoIP satisfaction rate that is up 15 points.

On the business market, the ambition of Orange Business Services is to offer an exemplary customer experience. Special emphasis is placed on monitoring the satisfaction rate of customers, administrators, and end users. Among the goals set, no customer should remain dissatisfied for two consecutive quarters.

The Group is striving to simplify day-to-day relations with its customers, particularly by means of support services for users and administrators, online support services, and paperless billing.

The quality of service provided by Orange Business Services is regularly recognized by the prizes awarded by independent organizations (see p. 62).

## a responsive tool

Customer complaints and call center activity are given particular attention.

In France, the number of complaints registered directly or through outside organizations has again declined during the year. We have implemented a new process to deal with complaints within 48 hours. At the call centers, we are attempting to reduce response times, particularly by using innovative solutions such as interactive menus or the tool implemented successfully by Orange Switzerland in December. When response is estimated at more than a minute, the customer can ask to be called back in a few minutes so as not to stay on the line.

Furthermore, since June, the Group's support service rates in France have been affordable, i.e. the cost the same as the price of a local call (beyond the wait time, which was already free of charge).

## choosing simplicity

In the face of technological complexity, the Group has decided to focus on reliability and simplicity in its offers and on developing high-performance support services to assist its customers throughout their user experience.

## simplicity +: simplifying the customer experience

The purpose of our Simplicity + program is to build simplicity into the products and services made by the Group prior to launching them on the market. With the customer test centers (CTC) products can be evaluated by means of customer observation. They reproduce the conditions of day-to-day life and put users in a real situation at all stages of the

customer experience, from subscription to delivery. Based on how the customer testers use the product or service and any problems encountered, changes are made in a product before it is placed on the market. This helps to simplify the lives of customers, the public at large, professionals, and businesses. In addition, the criteria connected with the quality and simplicity of service are integrated into our time-to-market process. This covers the product design and development phases. This means, the simplicity of the customer experience is taken into account as early as the product design phase.

### a global support

To simplify the customer's life, we offer appropriate help services upstream of all stages of the customer experience, from product and service design to the act of purchasing. This includes advice in the choice of device or package, home installation, information technology assistance, change of a flat rate by telephone or directly on the Internet, configuring of a mobile device, etc.

This system is also reflected in the organization of customer service departments. This is the case in Senegal where the fixed and mobile teams are merged to offer a single gateway that handles customer relations from end to end.

### close contact

As a favored point of contact with our customers, the dealers and stores contribute to supporting our customers in learning about new uses. More than 200 "service spaces" are thus in place in France. They are also proliferating in Slovakia as part of the CS@POS program (customer service at sales outlet). Service spaces are now undergoing preliminary tests in the United Kingdom. Their mission is to provide customers with technical support with a view to educating them and helping them use the products. At the sales outlet, the presence of genuine sales and service specialists helps to improve customer satisfaction.

In this context, the training and educational expertise of store employees is essential, particularly when products are launched. In France, a professional certification program has been proposed for all sales people (about 6,500 workers). The first graduate was awarded a diploma in 2008.

Finally, the density of sales outlets leads to increased proximity to the customers. For example, in Poland Orange is the operator that has the greatest number of directly owned stores (more than 280 at the end of 2008). In Switzerland, in Spain, and in the United Kingdom the Group is increasing the density of its stores in order to increase the points of human contact and offer a place for finding out about its services and obtaining them.

## our 2008 achievements

### Three new customer test centers

After France and Poland, three new customer test centers (CTC) were opened in 2008 in Spain, Switzerland, and Egypt. In 2008 the two CTCs in France gave customers a chance to evaluate 174 products and packages for simplicity.

### quality of service awards

Like last year, the quality of service of the Group was recognized by several awards:

- In November 2008, Orange Business Services was elected for the third straight year as the best global operator for the World Communication Awards, while Orange obtained the prize of best mobile operator.
- In October 2008, among the seven awards granted by Telemark, Orange Business Services received the World Record Award for the operator that has contributed the most to "raising the level of customer satisfaction."
- In October 2008, Orange Business Services obtained the status of Cisco Global Certified Partner for the second straight year. This worldwide certification demonstrates that Orange Business Services has achieved the strictest standards in terms of network expertise, service and support, and customer satisfaction.
- In France, [IFOP](#) and [Viseo Conseil](#) awarded Orange the "2009 customer service" prize for the quality of its customer relations in mobile telephony.
- Orange received the 2008 Technical Mystery Contact Challenge award given by the [Teleperformance Technical Help group](#), a leader in technical support in Europe. It recognizes the best technical assistance in the mobile operator category.
- Orange also won first prize for Best Customer Relations Manager, awarded to Fabrice Andre by Association Française de la Relation Client.

### innovative online services

Supplementing traditional channels, online assistance is an alternative used more and more often. On the Group portals, assistance modules provide step-by-step guidance to Internet users by guiding them to the answer that matches their question, whether relating to their contract, the advantages of their package, or a request for assistance. These modules are enhanced by telephone contact or "chat" functions, educational videos, and topical forums when a new form of service is being created. In the spirit of web 2.0, the Orange customer community exchanges experiences or helps resolve problems arising among its members.



### **mobilizing to confront emergency situations**

Continuity of service is a strong commitment of the Group. Our crisis management process, formalized in 2006, ensures a rapid and effective response when confronting emergency situations. This tool thus demonstrated its effectiveness when the storm that struck south-western France on January 23 and 24, 2009 caused considerable damage to the Group's network. From the day after the storm, the national crisis plan went into effect. Of the 350,000 households that lost telephone service and Internet access (to a great extent caused by downed electrical lines affecting technical sites), 100,000 lines were restored within 24 hours and 200,000 additional lines within 48 hours. In the days following the storm, close to 4,000 repair technicians were deployed in the field in the three regions involved (Aquitaine, Midi-Pyrenees, and Languedoc-Roussillon) to restore individual lines.

Also, on December 19, 2008 France Telecom found that three major submarine cables linking Europe to the Asia/Middle East zone were broken and were affecting telephone and Internet connections. The break was located in the Mediterranean, on the segments connecting Sicily to Egypt. France Telecom Marine was immediately alerted. It mobilized one of the two cable maintenance ships present in the Mediterranean zone, the Raymond Croze, which responded within 24 hours to do the repair work. In the meantime, the business-to-business traffic between Europe and Asia was rerouted, mainly through the United States.



*France Telecom technicians working in the field after the December 2008 storm*



*Cable maintenance ship, the Raymond Croze*



# promoting safe and responsible use

## our ambitions :

- protect children and young adolescents against the consequences of inappropriate use of the Internet and of mobile telephony
- make our customers aware of the safe and responsible use of telecommunication services
- adopt responsible marketing and communication principles

Today, more than ever, new communications technologies are providing access to a whole variety of information along with the means to share it even faster.

These unprecedented flows of information are also a source of growing concerns – exposure to undesirable images, unsolicited messages, threats to privacy and to sources of income. Since several years, the Group is taking action so that its customers can benefit from the products and services we offer in a safe and responsible way.

## child protection, a priority issue

The Internet and mobile telephony form an integral part of the daily life of the young generations. Protecting them from certain ill-advised uses is a main focus of our business responsibility initiative.

In February 2008, the Group, which had already signed the European Framework for a Safer Use of Mobile by Young Teenagers and Children in 2007, , helped to launch the Mobile Alliance against Child Sexual Abuse Content within the GSMA.

The purpose of initiative is fighting against child pornography on the Internet, with three major objectives:

- making the mobile universe hostile to individuals or organizations that desire to access, distribute, purchase, or sell images of child pornography;
- creating effective barriers against improper use of mobile networks and services for the purposes of accessing, distributing, or trafficking in child pornography;
- helping to stop and reverse the increasing trend towards child pornography on the Internet.

## a corporate policy

Within the context of our policy of protecting children, we are participating, in particular, in initiatives carried out by the telecommunications industry to protect young users from the consequences of improper use of the Internet and of mobile telephony.

## Deployment of measures for protecting minors in our European entities

		France	UK	Spain	Poland	Belgium	Romania	Switzerland	Slovakia	Moldova
awareness raising	Family guide adapted locally	●	●	●	●	●	●	●	●	○
	Awareness raising with schools	◐	●	●	◐	◐	◐	◐	●	○
mobile	Local Code of Conduct compliant with European Framework	●	●	●	●	●	●	○	●	○
	Content Classification for mobile internet access	●	●	◐	●	●	●	○	●	○
	Age verification for mobile internet access	●	●	◐	●	●	◐	●	●	●
	Content filter for mobile internet access/ parental controls	●	●	○	●	●	◐	○	◐	●
	Full internet barring for mobile internet access	●	●	●	○	○	○	●	●	○
other services	Parental controls for internet access via PC	●	●	●	●	●	○	○	○	○
	Age verification for broadband tv	●	na	◐	●	na	na	na	●	na
	Chatroom moderation	●	●	○	●	○	◐	○	○	●

● achieved

◐ started - partially achieved

○ not started

na not applicable

The Group's child protection policy includes the commitments made within the context of the GSMA Alliance and the European Framework. It revolves around six types of measures:

- Responsible marketing principles with the aim that our advertising campaigns and marketing plans not target children less than 10 years old;
- The implementation of tools for controlling access (age verification, filters, parental control),
- The rating of content, enabling the identification of content for adults and illegal content;
- The implementation of procedures enabling customers to report illicit content, and to block such content;
- The protection of personal data to make sure that it is not used for advertising purposes or for localization services without the consent of the customer or of the parents, in the case of a minor;
- Awareness of proper use of the Internet and of mobile telephony in the family and school environments.

### content filtering

Filtering tools are in the process of being implemented at most of our European subsidiaries. They are available as part of our fixed or mobile Internet services as well as for our digital television packages. They can be used to block access by minors to inappropriate content.

We provide moderating for all of our discussion forums and we are implementing tools for age verification for online services not appropriate for minors.

### awareness in the family and school environment

Besides technical measures, we are pursuing a vast program of increasing the awareness of parents, children, and the school environment. In particular, we have drafted guides that give parents simple and effective advice on allowing children to use their mobile telephone or Internet in total safety. These guides are now available in seven languages and can be downloaded free of charge on the sites of all of our European entities. An [animated file](#) on the proper use of mobile telephony by children is also available at our website [www.orange.com](http://www.orange.com).

We are working in partnership with specialized associations such as [European Schoolnet](#) and [Family Online Safety Institute](#) to raise awareness of these issues in families and the school environment. In the United Kingdom, Our "Orange ambassadors," volunteer employees, conduct educational activities on proper uses of the Internet and of mobile telephony in British schools. More than 4,000 students participated in this program in 2008, and their feedback is very positive.

A similar tool is in place in Poland. In 2008 about a hundred volunteers educated 4,000 students in the safe use of the Internet.

## our 2008 achievements

### launching of the Teach Today initiative

France Telecom is one of the founding members of the European initiative [Teach Today](#) that aims to give tools to teachers to help students learn how to use the Internet safely.

### Orange United Kingdom: Safety Online

In the United Kingdom, Orange made five new video clips called Safety Online to help teachers instruct teenagers in the safe and responsible use of the Internet. These clips have been distributed in 54% of the secondary schools in the country. They received two IVCA Clarion Awards in recognition of the best communications activities focused on business social responsibility and sustainability. Orange also launched a study entitled Internet Years aimed at overcoming the digital divide between parents and children.

With more than 40,000 responses, this is the broadest study done in the country on Internet use. The results have been submitted to a panel of stakeholders with key organizations in attendance, such as the [Family Online Safety Institute](#), [Ofcom](#) (Office of Telecommunication), [Department for Children, Schools and Families](#), and the [Child Exploitation and Online Protection Centre](#).

### Poland: helping parents protect their children

Our Polish subsidiary TP did a study on the Internet and child safety in September 2008 with the assistance of the [Nobody's Children Foundation](#). It shows that parents are often left unprotected when using the Internet and that their children know quite a bit more about it than they do. To cure this, TP published the brochure "Media Without Danger", available free of charge at all TP sales outlets. It has distributed more than 2,000 copies to consumer organizations in the country. A vast campaign took place throughout the month of November 2008, with the airing of three television announcements. This campaign was very well received in that country, both by the regulatory authority and by consumer protection associations.

### Slovakia: new campaign to raise awareness

In 2008, Orange Slovakia, with the assistance of a polling organization, did a study on the use of mobile telephones by children. A vast awareness campaign was carried out in the schools with the participation of psychologists trained by Orange. At that time, the brochure "What Parents Have to Know" was updated and widely distributed. An educational website on the proper use of information technologies and communications was put in place at [www.oskole.sk](http://www.oskole.sk).

## fighting cyberbullying

Cyberbullying is harassment by e-mail or intrusive SMS\*. This phenomenon, developing rapidly in schools, may have serious consequences for the victims. Several Group subsidiaries are involved in activities to combat cyberbullying. The safety awareness film *Incoming Message*, made in 2007 by Orange UK, was distributed to 63% of the schools in the United Kingdom. A malicious calls bureau accessible by telephone or e-mail lets victims and their families report abuses and obtain useful guidance. In Poland, the Group has supported the national campaign for raising awareness about cyberbullying.

## responsible use of services

Besides protecting children, we are attentive to promoting the responsible use of our products and services.

Thus, our Internet website [www.orange.com](http://www.orange.com) provides simple and effective advice for protection from the theft of mobile telephones, fighting against unsolicited messages (spam) and viruses, or even reporting illicit content. It also warns against the dangers of using the telephone while driving.

📞 **To learn more:** see the section “responsible use” at our website [www.orange.com](http://www.orange.com).

## responsible marketing guides

France Telecom has developed responsible marketing guides to ensure that its advertising campaigns respect international codes of conduct. Defined in 2006 and validated by the marketing department, these guides:

- prohibit the targeting of children less than 10 years of age,
- specify which practices are authorized and which are prohibited for marketing campaigns,
- are taken into account in the time-to-market process that guides the launching of new offers,
- include the requirements of the child protection policy,
- aim at ensuring that all new products and services apply the best practices in terms of security.

The Group also applies the codes of conduct developed by the industry, such as the one by the [Mobile Marketing Association](#) concerning marketing on mobile telephony.



**Agnieszka Wrzesień**  
Project Coordinator  
SaferInternet.pl  
Nobody's Children  
Foundation



*“Education with Internet TP” program for schools run by TP – Orange Group linked very well with our Internet safety awareness-raising actions. We recognize that ensuring a positive experience of children using new technologies is a shared responsibility between various stakeholders, and TP – Orange Group, as the industry partner, definitely has a vital role to play in this respect.*

*In 2005 we started a long-term collaboration with TP – Orange Group. Over the last couple of years we have launched several successful awareness-raising initiatives, like the “STOP cyberbullying” campaign, e-learning courses on Internet safety and the annual holiday educational campaign “Sieciaki on Holidays”. Thanks to the toll-free phone number provided by TP – Orange Group for Helpline.org.pl project children and parents can receive support in different dangerous situations online. TP-Orange Group has proven a reliable and creative partner and we are very much looking forward to continued successful cooperation with them in the future.*

### Orange Romania, partner in the Safer Internet Plus Program

Orange is partnered with a local NGO to deploy the [Safer Internet Plus](#) program in Romania and initiate activities for raising awareness of child protection. Safer Internet Plus is a program launched by the European Community aimed at promoting safer use of the Internet and of the new online technologies.

### France: Signing of the UDA “Responsible Communications” charter

In December 2008, Orange France signed the Responsible Communications charter of the [Union des Annonceurs](#).

This charter contains five commitments:

- to apply its codes of responsible communications to all of its outside announcements;
- to encourage the target public to act responsibly;
- to use private data on its end customers fairly in its marketing and sales activities;
- to apply an internal process allows communications to be validated before distribution;
- to make environmental impact a part of the criteria for choosing communications media.

# acting as a responsible employer

## our ambitions:

- foster internal dynamics by supporting our staff in the transformation of the Group
- enhance professional value and employability among our staff
- promote diversity within the company
- improve the prevention of professional risks

## a Group on the move

The Group's success relies above all on its staff's skills and involvement as well as their ability to adapt. In a rapidly changing telecommunications sector, it is imperative to be able to adapt our professions to the skills required to conduct our business. Faced with these challenges, the France Telecom Group is taking the appropriate steps to support employees in this transformation, by reaffirming its commitments as a responsible employer.

## act: a challenge achieved while respecting individuals

Our act: (Anticipation and Competencies for Transformation) program meets a two-fold challenge:

- responding to business needs by positioning skills in the right place, at the right time and at the right skills level;
- adapting the cost structure by modifying the Group's organization to improve productivity and reduce overstaffing in certain historic branches.

Confident in its employees' ability to adapt, the Group chose to promote its staff's professional value and employability, and to put dedicated tools at their disposal to support their professional development.

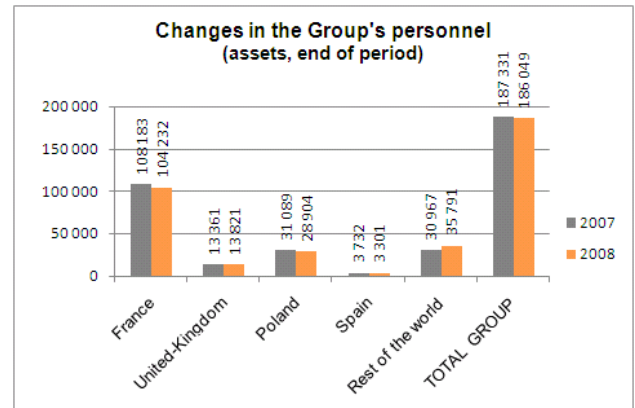
## anticipating changes

Workforce and competencies planning "GPEC" (Gestion Prévisionnelle des Emplois et des Compétences) gives the Group a long-term view of the skills requirements for all its business areas.

## clearly identified opportunities for each job line

As a cornerstone of this strategy, the Group jobs' referential allows all our entities to speak a common language.

The 23 job lines which cover all of the Group's activities have a three-year rolling forecast system for employment and skill needs, both at the Group level and for the major countries (France, Poland, United Kingdom and Spain).



This approach has enabled us to:

- provide forward-looking management of jobs and skills for the operating units;
- develop a recruitment policy for new expertise and skills;
- establish a transfer policy to priority sectors; offer training programs (professional-track courses, career paths) directly connected to the new skills requirements, particularly in France.

The Human Resources intranet site, "careers-opportunities," implemented in France in 2006, gives employees a clear view of the evolving trends in business lines as well as on the professionalisation paths.

Furthermore, deployment of the "Performance" information system makes it possible to assess the skills of each employee based on common criteria. Used in France since 2007, it is currently being deployed internationally and adapted country by country. Supplementary modules of the HR information system "Performance" are currently being rolled out in the areas of training and internal mobility.

## personalized career development tools

We are increasingly putting tools in place to allow each employee to put together his own career plan, consistent with the Group's strategy.

For example, in France and Poland, with "Development Spaces" employees can identify and carry out their career path and benefit from a specific support. At the end of 2008, 11 Development Spaces were in place in France (as well as one dedicated Development Space for managers) and 5 in Poland. In France, 170 career counsellors are currently being certified, and 31,000 people have found support in the Development Spaces during the last 3 years.



### supporting the managers

Managers play a key role in the implementation of the act: program: To help them evolve and obtain the cooperation of their teams, we have put in place 7 management schools in France, the United Kingdom, Poland, Spain, Jordan, Senegal and at Orange Business Services.

The definition of the leadership model provided by the Group's managing team also helps to guide the actions of managers.

We can live up to the standards of the leadership model by being simple, audacious, transparent, dynamic and accessible.

By sharing this same common framework, Orange leaders will build and live the Group's new managerial culture, which is key to achieving our global ambitions.

It consists of 5 action principles:

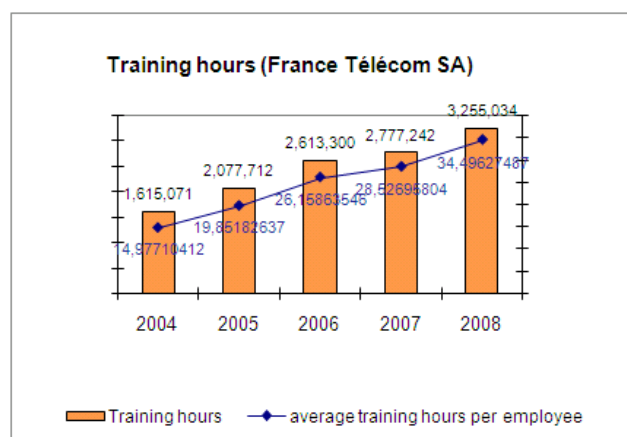
- ensure the customer is always in the room
- just do it
- think out of the box
- make it simple
- act fast

### a vast training effort

The act: program: involves a broad training program.

In 2008, building on actions initiated in previous years, we pursued our training effort in order to support the transformation of our business and the professional development of each employee.

Between 2006 and 2008, the number of training hours offered throughout the Group, and in France in particular, increased considerably.



The Group continued to diversify its approaches in the area of training by developing local trainer networks. More than 1,500 local trainers are in place today.

### our 2008 achievements

#### 4,000 employees in professionalisation paths

45 professionalisation paths, lasting approximately 200 hours on average, allow Orange employees who wish to switch to a priority job line to acquire new skills and professional practices. During the last two years, more than 4,000 employees have been accepted in one of the professionalisation path offered as part of the act: framework. The annual training investment, at 31 hours per employee Group-wide, is up more than 70% for FTSA between 2005 and 2008.

#### professional certification for trainers

As part of the policy for developing the skills of its employees, Orange chose Sciences Po Paris (Institute for Political Sciences) as the certifying body for its trainers. The partnership initially involves trainers from Orange's Sales school, which trains shop salespeople. Launched in 2008 on a pilot program of 10 trainers, certification will be offered within the next 3 years to all of the Group's trainers in France, i.e., approximately 1,000 people. This partnership supplements the collaboration that has existed since 2007 between Orange and Sciences Po to certify Orange buyers.

#### sharing the Group's success with employees

In November 2008, the Group was awarded the employee shareholder prize given out by the French federation of employee shareholder associations (FAS). This prize rewards the wealth of programs put in place to develop our employee shareholding. In 2008, employees' stake in the capital of the Group increased by 26%. The operation that best illustrates this growth is Orange Success, the service reserved for employees following the sale by the government of 5% of France Telecom's capital. Designed to be accessible to all, it was over subscribed by 210%, by more than 65,000 employees in 14 countries.

The Group also offers employees mid and long-term savings plans.

In France, all employees benefit from additional compensation schemes, based on performance criteria or results, each year through company profit-sharing agreements in the Group in France. In 2008, this additional compensation represented approximately one and a half months salary.

To enhance professional training, we are introducing certifications, increasingly based on the use of electronic tools such as e-learning and virtual classes. More generally, we are offering mixed training sessions combining teaching efficiency with cost controls.

We have also significantly increased the training programs leading to a certification. They are established in partnership with schools and universities recognised in their fields. In March, 72 Orange Business Services employees were awarded the Specialized Studies Certificate (CES) issued by Télécom Paris Tech, in 3 specialties:

- Technical/commercial engineer
- Solution design engineer
- Client service manager

These professional certifications offer employees the opportunity to increase their professional value by acquiring new skills and receiving a diploma from a top university recognized in the marketplace.

### ongoing social dialogue

Social dialogue is an essential tool to the Group's development and the integration of our employees. It is led with staff representatives freely designated according to a transparent process, most often by election. In all cases, we strive to respect local laws as well as agreements between social partners, particularly the UNI\* Agreement on fundamental rights of December 2006 (see page 7).

victim to any discrimination and that they can benefit from the same opportunities and the same treatment as the rest of their colleagues.

To foster social dialogue at all pertinent levels, the Group has implemented local, national and international bodies each with their own capacity.

- At the local level, **nearly 400 employee representative bodies** are in place within the Group, particularly in Europe but also in several African subsidiaries.
- In France, two bodies ensure dialogue on the national level: the **France Telecom-Orange Central Committee for Economic and Social Unity (CCUES)**, and the **France Works Council**, the body that encompasses the Group's subsidiaries based in France.
- The **European Works Council** is a place for discussing economic, financial and social issues that are global in nature and that go beyond the scope of one country (industrial strategy and innovation, major investment strategies, acquisitions, employment, etc.). There are 32 employee representatives on this committee, which today includes 20 countries: Sweden, Norway, Finland, Denmark, Germany, Austria, Great Britain, Ireland, France, Spain, Portugal, Italy, Greece, Poland, Luxembourg, The Netherlands, Belgium, Romania, Slovakia and Switzerland.

We thus ensure that the staff representatives are not

### our 2008 achievements

#### In France:

- In 2008, the France Telecom-Orange Central Committee for Economic and Social Unity (CCUES) handled **over 50 topics** primarily regarding projects related to changes in the organization.
- The France Works Council met **three times** in 2008 and exchanged information on business topics, the financial situation, employment and the Group's structure.
- **16 agreements** were signed in 2008, primarily in the area of compensation and benefits with, in particular, a Group-wide collective agreement for allocating a profit-sharing supplement, and in the area of union elections (for further information, see the social section in the 2008 registration document).

#### In Europe and worldwide:

In 2008, the European Works Council physically met three times (once in Paris, once in Cairo and once in Lyon), and four times by teleconference.

Furthermore, in 2008 the Group conducted negotiations to create a body for social dialogue worldwide. The goal of this body will be to:

- Share the Group's global strategy through multiple channels;
- Present and exchange transnational projects beyond Europe with union representatives;
- Develop a basis for social relations in keeping with the goals and values of the Group.

In accordance with the agreement signed in 2006 with the Union Network International (UNI) on fundamental social rights, regular meetings were also held with this organization.

#### engaging employees

For the second year in a row, Group employees were invited to express themselves on their engagement with the company. In France, close to 45% of employees responded to this survey. Each entity will now analyze the feedback from its employees to identify action plans.

## diversity, a strength for the Group

The commitment to equal opportunity is a part of the Group's tradition.

We believe that talent and motivation alone should count as a means to access employment and responsibilities.

We firmly believe that the diversity of our teams constitutes a key factor to success:

It helps to recruit and maintain loyalty among talented people of today and tomorrow by creating an image of a company that welcomes everyone.

It improves employee morale by emphasizing the Group's values and the pride of belonging;

By reflecting the diversity of our customers, it helps us to better understand their needs and to efficiently meet their expectations.

It strengthens our image as a company that is responsible to public authorities, shareholders and other stakeholders.

It strengthens our innovation capability and our agility in reacting to any environmental change effectively.

### a policy built on 4 top priorities

In 2008, to make our actions more consistent, we formalized the Group's diversity policy around four priorities:

- the promotion of professional equality between men and women;
- the integrating and continued employment of disabled persons;
- the inclusion of young people from underprivileged areas in the workplace;
- constant analysis of the Human Resources processes so that they foster diversity at all levels of the company.

These four top priorities are adapted to the challenges and laws of each country in which the Group is present. They may be supplemented by commitments on subjects relating to local issues. Therefore, each entity has been asked to prepare a local diversity policy that includes the four priorities of the Group's policy.

### a dedicated organization

A specific network has been set up to ensure the diversity policy is rolled out in each the countries where the Group is present, with attention paid to the local culture. The goal is to share good practices and sensitize the entire corporation.

In June 2008, an initial meeting was set up for all of the Group's diversity employees to present them with a diversity training module ("How to manage diversity – my survival guide in 10 steps").

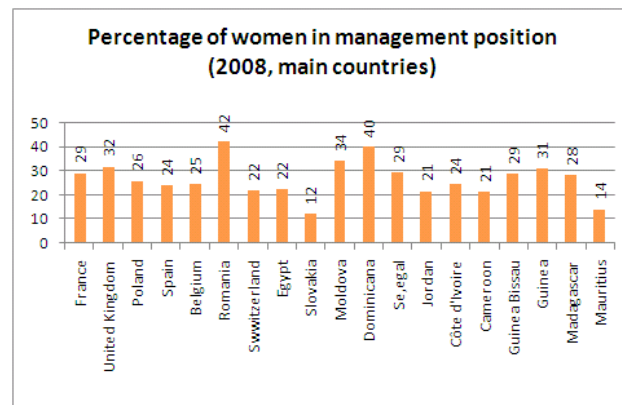
The internal recruiting agency was also made aware of the challenges of diversity.

### a diversity dashboard

In order to steer the Group's rollout of the diversity policy and follow the progress throughout the various entities, a set of numbered and qualitative indicators was set in 2008. These indicators will be

collected every six months for the Group's "diversity, integration and professional equality" indicators.. Implemented in 2009 in the European entities and at Orange Business Services, this reporting will be extended to all of the Group's entities between now and the end of 2009.

## gender equality



The Group has been committed for several years to promoting professional equality between men and women. Therefore we have actively participated in the [Women's Forum for the Economy and Society](#) since its creation in 2005. We are also members of [Cercle InterElles](#), created in 2002 at the initiative of several female executives and company leaders including a former member of the supervisory committee of France Telecom, the goal of this group being to exchange and share the practices of businesses that already have an active network of women in scientific or technological environments. Since 2007, the Group has also been a member of the European Professional Women Network (EPWN), a research organization that exchanges good practices aimed at promoting access by women to positions of responsibility. Several initiatives contributed to the drafting of the agreement on professional equality entered into at the end of 2007 for the period 2008-2010. At the end of 2008, the rate within the Group of women in executive positions reached 22%, an increase of 41% over 5 years.

The Group participates particularly in several projects aimed at encouraging scientific and technological careers for female students, who tend to abandon these fields:

- In France, Orange supports the initiatives of the "Women Engineers" association, which promotes scientific careers among high school girls. A "shadowing" project allows middle school girls to follow a woman engineer during her workday within a company to learn about her daily life and to picture herself in a scientific career. This project will soon be extended throughout Europe in accordance with the commitment made by Orange in connection with its participation in the preparation of a Good Practices Guide to encourage scientific careers

- among women, a guide drafted under the aegis of the European Commission.
- The Orange Academy illustrates the Group's contribution to the "Sci Tech Girls" program at the Women's Forum, which aims to inspire young girls to pursue studies and careers in science and engineering. The Orange Academy thus allows female students from all over the world to participate in a training program in the fields of science and technology, within Orange Labs.
- In 2008, Orange partnered with several major engineering schools in launching the "gender equality management" initiative, which allows a group of students to get together to confront the challenges of professional diversity. It also offers female students a course on the importance of scientific careers, including a philanthropy system and an immersion day with a woman engineer.
- We have also launched a study with the Management School of Lyons to identify the key factors to the success of a woman engineer in the company.

We are also acting at the recruitment level to promote professional equality:

- In France, within technical fields, the company has committed itself to recruiting a percentage of women at least equal to that of the training pipelines involved. For senior positions, all applicant choices not including women are questioned by the human resources departments, and decision makers are required to justify the absence of women and to implement a plan of corrective actions.
- In the United States, at Orange Business Services, the human resources departments analyze the staff "diversity" statistics and in particular the ratio of men and women for each job category by comparing them to market averages. Support is given to managers to help them take measures to prevent any possible imbalance.
- In Spain, Orange implemented a recruitment process trying to keep positions open as long as there is not at least one woman candidate.

### integrating the disabled persons

In France, Mission Insertion Handicap (Mission for the Inclusion of the Disabled) has monitored the Group's commitments since 2004 in the area of the inclusion of disabled persons. Our new 2008-2010 company agreement, entered into with four union organizations and approved by the departmental bureau of labor, employment and professional training (DDTEFP), includes five key points:

- recruiting a minimum of 180 disabled persons in 3 years;
- welcoming disabled young people in apprenticeships or performing on-the-job contracts;
- extending and broadening tailored solutions for positions held by disabled employees;

- maintaining a strong purchasing commitment in the sector of protected workers;
- sensitizing employees and managers to make disabled people feel welcome in order to change the view of the disabled within the company.

### our 2008 achievements:

#### parenthood Charter

In France, on April 11, 2008, the Group signed the [Parenthood Charter](#) along with about 20 other companies. Concretely, Orange is engaged in three areas - growing parenthood- involving relevant stakeholders in the company - creating an environment that is favourable to employee parents and pregnant women while adhering to the principle of non-discrimination in the professional growth of employee parents. This charter will serve as a point of support to launch activities favoring a balance between professional and personal life, as well as the reconciliation of parenthood and professional success throughout all Group entities.

#### Orange United Kingdom: promoting gender equality

As part of its national diversity policy, Orange United Kingdom has implemented a plan aimed at fostering the professional equality of men and women. The Group participates each year in an external benchmark to assess its performance in this area and measure itself against its peers. Internally, The Employee Satisfaction Survey analyzes levels of satisfaction by gender, making it possible to measure the effectiveness of actions taken and to clear the way for progress. Several policies that promote the employment of women exist, such as measures to facilitate flexible work hours. Orange also supports several national initiatives that promote diversity such as [Opportunity Now](#), [Race for Opportunity](#) and [Working Families](#).

#### changing our view of the disabled

A broad internal awareness campaign under the heading "Hangagement Week" (week of commitment to the disabled) was launched in November 2008 for the purpose of broadening the view of the disabled among employees in France. About twenty events were organized including talks, activities and sensitivity workshops, as well as publicity campaigns and the distribution of the booklet "Give each talent the means to express itself – France Telecom and the disabled." The internal portal @noo also distributed films, perception tests and shared accounts. What's more, over 600 people (managers, human resource heads, labor doctors, nurses, company assistants, employees) participated in the sensitivity days called « Démystifions le handicap » ("Let's Demystify the Disabled") organized by Mission Insertion in Paris and the regions (18 sessions in 2008).



The level of recruitments performed in 2008 is in line with this three-year commitment and the anticipated increased costs associated with the program. This recruiting was achieved primarily thanks to partnerships formed with associations and Internet sites, participation in recruiting forums and advertising in specialized journals.

In 2008, more than a million euros was pledged to tailor the positions of disabled employees (purchase of equipment, computer software, software training, sign-language services, digital accessibility, visual interpretation programs for deaf employees, etc.), i.e., double the budget initially planned.

The amount of purchasing allocated to the protected workers sector exceeded 16 million euros for 2008 alone.

In addition, this new agreement served to increase the role of local correspondents for the disabled in Territorial Departments and Business Divisions.

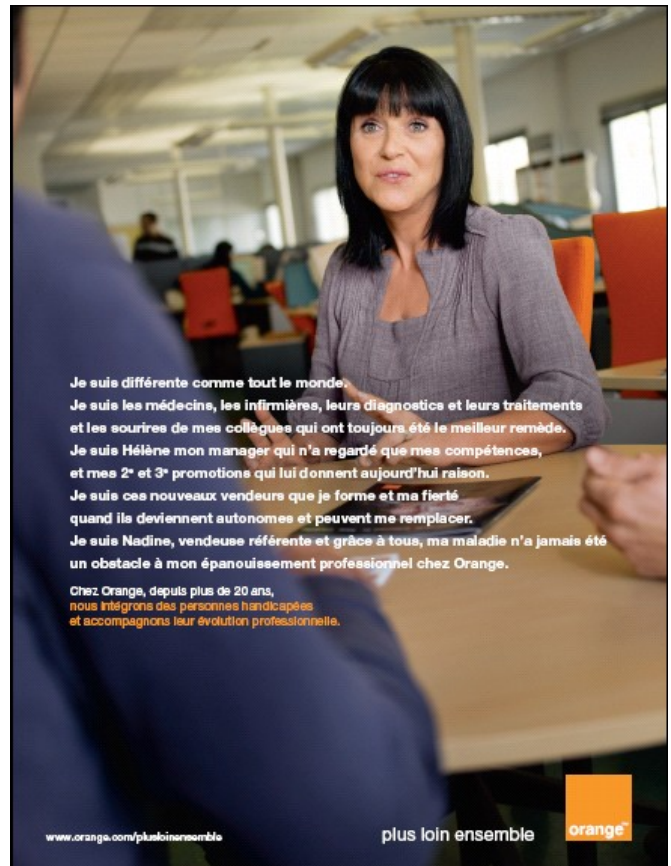
### including young people from underprivileged areas

In France, the Group participates in several initiatives to promote the inclusion of young people from underprivileged areas in the workplace. As part of the "Cercle Passeport Télécoms" association ("Telecom Passport Circle") Orange helps students from disadvantaged neighborhoods to enter top universities.

Orange is also a major partner in the association "Nos quartiers ont du talent" ("Our Talented Communities"), founded by Group employees to help young graduates from disadvantaged neighborhoods find their first job.

In February 2008, the Group deepened its commitments by starting the "Communities of Hope Project."

A number of actions that promote disadvantaged neighborhoods are being led by various Regional Departments in the Group in France, including associations such as FACE ([Fondation Agir contre l'Exclusion](#)) or [l'IMS-Entreprendre pour la Cité](#). Further, to modify its recruiting procedures, the Group participated in 2008 in the [Train pour l'Emploi et l'Egalité des Chances](#) (train for employment and equal opportunities) and will participate again in 2009.



Poster for the "Hangagement" campaign

### our 2008 achievements

#### a commitment rewarded

At the World Communication Awards, Yazid Chir, a pioneer in Orange Business Services virtualization solutions, was awarded the title of "Best initiator of change" for creating the association « [Nos Quartiers ont du Talent](#) » ("Our Talented Communities"), which helps young people from Paris' disadvantaged neighborhoods find a job adapted to their skills by providing them the sponsorship of experienced managers.

#### France Telecom receives award from FACE in Toulouse

On April 29, the deputy mayor of Toulouse assigned to matters of Exclusion, awarded France Telecom the trophy for most involved company in FACE ([Fondation Agir Contre l'Exclusion](#)) activities in the Toulouse region. Since 2005, the South Territorial Department made a commitment to the FACE business club to carry out activities to promote equal opportunities. This trophy rewards the growing and regular involvement of employees from territorial departments in concrete activities, for example activities promoting the professional inclusion of young people in difficulty, or the Chrysalis Action program, which sponsors women from disadvantaged neighbourhoods who start their own business.

## occupational health & safety

For France Telecom, preserving the health of our employees is an absolute priority, as is clearly stated in the Group's health and safety policy.

### a global health & safety framework

The Group's health and safety department is in charge of implementing in all countries a management system for health and safety in the workplace adapted to the local community. In 2008, in an effort to ensure that all the entities adhere to the Group's requirements in this regard, a global framework for managing health and safety in the workplace was developed with the input of the various subsidiaries. The goal of this framework is to strengthen the cohesiveness of actions taken, while ensuring an appropriate level of safety (based on risk assessments) in various communities in the countries. It also helps to reinforce our values as a company that is responsible to its employees. To foster the sharing of good practices, the health and safety correspondents from the various subsidiaries meet at an annual seminar. Bi-monthly telephone conferences also allow them to review the roll-out of various projects.

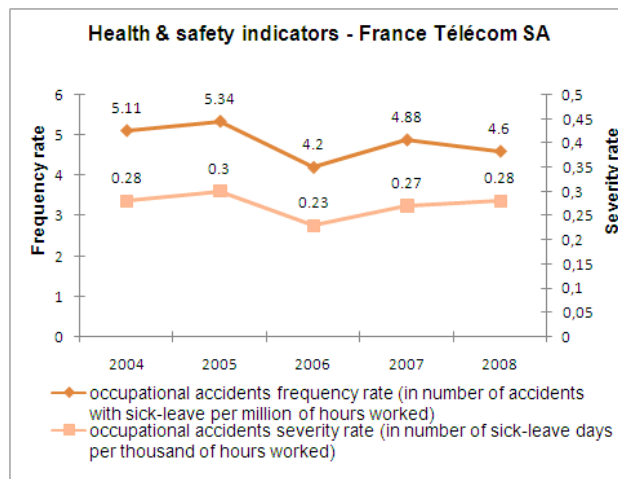
### addressing psycho-social risks

Aware of the increasing seriousness of work-related stress, since 2000, the Group has taken steps to prevent this type of risk. A commission dedicated to preventing stress was formed with staff representatives. Its work has made it possible to offer concrete solutions, and improve the work environment in collaboration with the business units. In 2007, these activities were bolstered by the implementation of "Espaces d'écoute et d'accompagnement" (Listening and Support Spaces), which are teams that try to provide solutions, in consultation, either individually or collectively. In 2008, we implemented stress management training sessions - one "Stress management" module for employees confronted with difficult situations with customers, and one "Management practices and stress situations: guide for action" module designed for managers.

Today we will focus our efforts in three areas:

- improving work processes and conditions;
- providing better support for transformation operations;
- providing additional support to employees in difficult professional situations.

This program was presented to and discussed by employee representative bodies in France as well as the European Works Council, which has formed a working group on stress in the workplace.



### our 2008 achievements

#### implementation of Group Reporting

In order to measure the performance and progress achieved by each entity according to comparable criteria, nine key performance indicators were defined and since 2008 have been reported every half year. Moreover, a new procedure requires all entities to report any major accident involving an employee, a sub-contractor or a visitor to one of the Group's sites.

#### training the "preventers"

In the year 2008, two new training sessions for "preventers" (employees responsible for preventing professional risks) were put in place in France. This training received the approval of the National Commission for Equality in Employment and Professional Training in Telecommunications. This stamp of approval meant the number of those present on juries at the end of training was increased by opening them up to staff and employer representatives at the telecom branch.

#### a guide to good practices for workplace wellbeing

France Telecom assisted in developing a guide to good practices for workplace wellbeing, published by CSR Europe. Two good Group practices are cited as an example:

- Orange Spain (preventative detection of visual and endocrinological problems),
- Orange Slovakia (fulfillment program for employees and their families)

This guide is available at:

[www.csreurope.org/data/files/toolbox/wellbeing\\_guide.pdf](http://www.csreurope.org/data/files/toolbox/wellbeing_guide.pdf).

# responding to concerns about electromagnetic fields

## our ambitions:

- pursue the Group's action plan on electromagnetic fields in all of our entities
- contribute to the research effort on electromagnetic fields and health
- respond with clarity to the concerns of our stakeholders
- promote the proper use of cellular telephones among our customers

The Group continuously monitors all the research conducted on health and electromagnetic fields (EMF\*). It follows the international and national recommendations on exposure limit values, and provides its customers with practical recommendations on the responsible use of mobile phones.

## the Group's EMF policy

The existing policy is geared toward four guiding principles:

- **inform** using the appropriate communication tools and respond to the concerns of various stakeholders about EMF\* and communication technologies;
- **monitor scientific research** on EMF\* conducted throughout the world and help to make it accessible to all;
- **apply local regulations** and, in the absence of specific regulations, apply all international regulations developed by the [ICNIRP](#)\* (International Commission on Non-Ionizing Radiation Protection) and the IEEE (Institute of Electrical and Electronic Engineers);
- **contribute** to research efforts.

A Group action plan sets the requirements that all entities must meet. Specifically it includes:

- monitoring of the compliance of equipment with the national and international standards related to the electromagnetic fields exposure;
- assessing site-sharing opportunities with other operators or existing facilities;
- making hands free kits available in the mobile phone packs or at Orange stores;
- establishing regular dialogue with local authorities and cooperating with local operator associations when they exist;
- implementing the appropriate communication tools on electromagnetic fields;
- sensitizing customers to the responsible use of mobile phones;
- establish a systematic process for the registration and treatment of EMF complaints.

The development of this policy is supported by a network of EMF\* correspondents throughout the main countries in which the Group is present.

## EMF Research

We continuously monitor all scientific research related to EMF\* internationally, and we support programs that match the agenda of the World Health Organization (WHO).

### the state of research

The World Health Organization (WHO) has reviewed the scientific data on the health effects of continued low-level exposure at base station antennas and other wireless networks and has concluded (in their report No. 304 published in May 2006) that no conclusive scientific evidence exists to confirm the possible adverse effects on health of base station antennas and wireless networks below the ICNIRP\* limits. WHO has nonetheless recommended that research be conducted to determine whether more intense exposure to the radiofrequencies of mobile phones may have effects on health.

At the European level, the Scientific Committee on Emerging and Newly Identified Health Risks ([SCENIHR](#)), a group of experts from the European Commission, concluded in a January 2009 report that with regard to cancer risks, based on three sources of results (epidemiological, animal and in vitro studies), an increased risk of cancer due to exposure to radiofrequencies is unlikely in humans. However they recommend continuing research in order to verify whether long-term exposure (well beyond ten years) might include a cancer risk.

In France, health authorities are demanding ongoing vigilance on mobile phones and monitor scientific research work.

## the Group's contribution

We are financially supporting the research set forth in the WHO agenda, and are offering our technological expertise through direct involvement with various projects and task groups.

Our researchers have been working for over 10 years to better understand EMF\* and to measure the impact of existing solutions (antennas, cellular towers, Wi-Fi facilities). Specifically, they have designed a 3D electromagnetic field visualization software, EMF Visual, making it possible to determine the necessary safety range around a relay antenna. They have also designed individual dosimeters that can easily measure the intensity of waves emitted in the environment. The Group actively participates in a number of research programs: the [Radiofrequency Health Foundation](#) and the national agency for dosimetric analysis research in France, the [Foundation of Swiss Research on Cellular Communication](#), [MTHR](#) (Mobile Telecommunications and Health Research) in the United Kingdom. Orange also participates in international communication projects for standardization in the field such as the [European Telecommunications Standards Institute](#) (ETSI), the [International Electrotechnical Commission](#) (IEC), or the [European Committee for Electronic Standards](#) (CENELEC) with the goal to contribute to the reinforce of the transparency and traceability of certification methods and the installation of telecommunication equipment.

## respecting exposure levels

For lack of more restrictive local regulations, all the subsidiaries of the Group must respect to the recommendations of the ICNIRP\* (International Commission on Non-Ionizing Radiation Protection) and the European Council on public exposure threshold values for antenna relays and mobile phones. In accordance with these recommendations, all cellular telephones distributed under the Orange brand have a SAR\* (Specified Absorption Rate) lower than 2W/kg.

## stakeholder information

In connection with the deployment of the Group's policies on EMF\*, our subsidiaries are gradually installing appropriate communication tools to inform stakeholders and clearly respond to concerns about electromagnetic fields and communication technologies. Our website [www.orange.com](http://www.orange.com) includes a section dedicated to electromagnetic fields. The majority of the Group's subsidiaries in Europe, and Mobinil in Egypt, also include on their websites scientific, regulatory, and technical information, and as well as links to reference organizations and associations on the subject. The Group thus diffuses the recommendations of the World Health Organization (WHO) and national health authorities as broadly as possible.

## our 2008 achievements

### international monitoring introduced

An international monitoring team was formed to ensure that all the Group's countries receive the same amount of information. A monthly report on the state of research conducted in Europe and throughout the world is then diffused to all entities.

### assessing exposure to wireless networks

France Telecom, whose researchers' expertise in the dosimetry domain is acknowledged worldwide, coordinates the work on the Multipass project of the National Agency for Research. Its objective: is to evaluate the exposure induced by wireless communication systems (Wi-Fi) characterized by multiple sources and non-periodic signals.

### 15th annual symposium on EMF\*

On December 18th, 2008, the Group organized the fifteenth edition of its international symposium on electromagnetic fields, to which scientists, governmental and industry representatives were invited. A dozen French and foreign experts evaluated the state of knowledge with regard to the impact of electromagnetic fields on human health, among them the ICNIRP\*, which was there to present the latest development in its recommendations on the maximum threshold of radiofrequency emissions.



### recommendations on customer use

In all the countries where it is present, the Group requires its Orange affiliates to:

- Publish the SAR\* of mobile phones on their Internet sites under instructions for usage, or selling points
- Furnish their clients with recommendations on proper usage in order to minimize exposure to electromagnetic fields (such as using the phone in areas where reception is good, using a hands-free device, or monitoring cellular phone use by children);
- Make available to them a hands-free kit in the cellular pack, or in stores, or at local Orange branches.

“



**Mohammed Ta'ani**  
Head of Network  
Operations, Orange  
Jordan

*The boom in mobile telephony has been accompanied by growing concerns over the issue of exposure to electromagnetic waves. While various initiatives have been launched at international level to assess, control and prevent the potential effects of exposure to such waves, the level of regulatory maturity and awareness varies considerably from one country to another. Driven by the France Telecom Group's policy, Orange Jordan has made commitments to ensure the compliance of its facilities with local and international standards, as well as taking voluntary actions to raise public awareness on correct mobile phone use. In this regard, we have participated in a program shown on a national television channel looking at subjects linked to mobile facilities and waves, and almost all of the mobile handsets sold are distributed with hands-free kits.”*

### closer local cooperation

Beyond regulatory obligations, new plans regarding the implementation or antenna relays modifications are carried out in close cooperation with the local authorities and local residents affected. In France, the United Kingdom, Switzerland, and Spain, we are also applying good practice guidelines as developed by the local or national authorities and the cellular phone operator associations, and we carry out free of charge, on request, exposure measurements as taken by independent monitoring agencies. The results of these measurements are made public on the subsidiaries' websites or on the websites of national authorities such as the [National Frequency Association](#) in France, the [Office of Communications](#) (OFCOM\*) in the United Kingdom or the [Ministry of Industry, Tourism and Commerce in Spain](#).

### recommendations on the responsible use of cellular telephones

In 2008, important work was carried out in collaboration with our various subsidiaries to identify common recommendations on the proper usage of cellular telephones for customers who wish to reduce their exposure to electromagnetic fields. These recommendations include the following information:

- All Orange cellular phones comply with international ICNIRP recommendations and have a SAR of less than 2W/kg. Health officials at this time feel that there are no health effects below 2W/kg.
- If users personally wish to reduce their exposure to EMF, the use of a hands-free kit may provide more comfort and reduce exposure to the head area.
- For parents who wish to give a cellular phone to their children, some health authorities recommend moderate use as a precaution.
- The quality of reception can be verified by the number of bars on the cellular phone.
- In certain locations or in certain situations, like a plane or some areas within hospitals, the use of cellular phones is restricted and cellular phone users are requested to respect local regulations and to turn off their phones when asked.
- The laws of certain countries penalize the use of cellular phones while driving but allow responsible hands-free use. It is preferred that you park in a safe place to send or receive calls.

Our main affiliates are prepared to communicate these usage recommendations to their customers, whether on their Internet site or by appropriate communication tools at the selling points.

# promoting responsible sourcing

## our ambitions:

- face the ethical and environmental risks associated with our purchases
- contribute to a better comprehension of sustainability principles among our suppliers and subcontractors
- increase the purchasing of products that are more respectful of the environment

The Group's process of corporate social responsibility also affects its relationships with its suppliers. We pay particular attention to the practices of our suppliers and subcontractors, and we include ethical and environmental criteria in the evaluation and selection process. Aware of our weight internationally, we also seek to exercise a positive influence by inspiring our partners to develop products that are more respectful of the environment.

## a structured sourcing process

The France Telecom Group has a 7-step procurement process that goes from the segmentation of the procurement category to the performance assessment of the suppliers. According to the steps, different structured activities are put into place to execute any purchase plans.

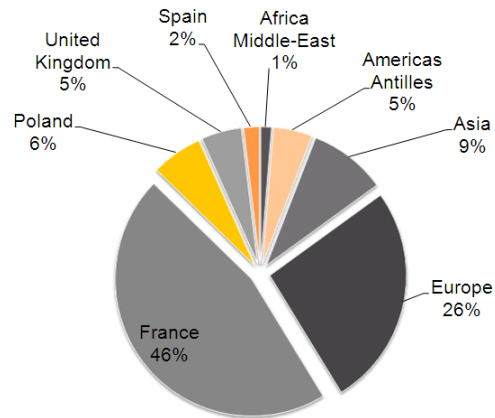
## performance assessment

Besides the quality-delivery-cost triptych, evaluation of the suppliers takes into account notably:

- adherence to applicable laws and regulations;
- respect for confidentiality, loyalty, and subcontracting rules;
- the existence of clearly formalized hiring and action plans;
- use of energy and consumption of natural resources;
- societal and environmental risk control measures.

During the consultation phase, surveys tailored to purchasing categories are proposed. These surveys concern the suppliers' organization and locale, and the processes put in place to determine the environmental and societal risks. By analyzing them, we can produce a score and determine if negotiations are necessary.

Breakdown of purchasing amounts\* in 2008 by geographical zone of contracting supplier



\*Applies to the 350 main suppliers contracted at corporate level

## key 2008 figures

On the basis of 350 QREDIC® monitored suppliers with a Group buying range (i.e. 80% of Group purchasing):

**79%** of suppliers have implemented a an environmental management system or provisions

**70%** have an ISO 14001 or EMAS certified environment system

**25%** have social mechanisms that are certified, approved or authorized (OHSAS 18001\*, SA 8000\* or ILO OSH 2001\*)

## contractual requirements

All of our contracts with Group approved suppliers (i.e., 80% of our total purchases) contain an “Ethical practices – company responsibility clause.”

In order to promote improved environmental performance among the products and services distributed by the Group, we are gradually supplying data on the energy consumption of equipment and CO<sub>2</sub> emissions associated with production, distribution, and usage of the products contained in our calls for bids and contracts with manufacturers.

## monitoring Global Performance

To monitor contracts, QREDIC® software is used since 2004 to measure the overall performance (economic, environmental, and social) of suppliers, including their ethical behaviour. This software is applied for all contracts Group wide, i.e., 80% of our total purchases. Each contract is evaluated once or twice a year, with the support of the entity concerned. The results are provided to suppliers and a progress plan is prepared if necessary. This system is already in place for local contracts in France, Senegal, the United Kingdom and Slovakia. It will be extended gradually to contracts in other countries in 2009.

## sensitizing internal players

If our responsible sourcing policy is to be deployed, all the players involved in the purchasing process (buyers, customers) must be made aware of it. The participation of 52 buyers and Group judges in France at the training module entitled “purchases and sustainable development” allowed for an exchange between on the regulatory problems associated with implementing European directives such as the WEEE\* directive (relating to the Waste of Electrical and Electronic Equipment). Training given to those in management that are principally responsible for sustainable development was also given to buyers in Poland, Slovakia and Romania.

## stronger ties with our key suppliers

We have rolled out a program aimed at strengthening collaboration with our key strategic suppliers to develop, with them and all the players involved in the Group, a medium-term approach that makes it possible to add value through collaboration. This approach also helps us to get to know our suppliers better on the basis of governance, sustainable development and oversight of their subcontractor chain.

## our 2008 achievements

### a stronger clause

In 2008, the “Ethics and environment” clause became the “Ethical practices – company responsibility” clause. To bolster the agreement entered into in 2006 with the UNI (Union Network International) regarding fundamental human rights, this clause will heretofore include the five fundamental conventions of the ILO (International Labour Organization) governing forced labor, child labor, and the fight against discrimination.

### expanding “green” purchases

At the end of 2008, in order to launch the ecological poster program in France in 2008 for about 30 products, we improved cooperation with our equipment suppliers to obtain the necessary information. This joint effort is an initial success that will let the Group promote the purchase of telephone terminals that better respect the environment.

### REACH regulation

The Group has implemented a plan to make sure its activities conform to the European REACH regulations (Registration, Evaluation, Authorization, and Restriction of Chemicals). To make sure our suppliers systematically meet our requirements, we have established a Web survey so we can call on any supplier in the event of a customer question about the presence of a substance included on the list published October 28, 2008 in a concentration above 0.1%.

### sourcing in China: a beefed-up strategy

For over four years, our purchasing department in China, based in Beijing, has gained strong expertise in various areas, and specifically terminals. At the same time, it has furthered its knowledge of the Chinese social and industrial climate while building a direct relationship with the principal suppliers. The China bureau also attempts to keep track of innovation, and to develop awareness among suppliers of the Company’s Social Responsibility (RSE). After cooperating in the pursuit of quality checks at the end of 2007 and in 2008, the China purchasing bureau and the Supplier Performance Development department have decided to select a local provider to conduct these checks starting in the beginning of 2009 on a wide array of products like fixed and mobile terminals, Liveboxes, accessories, electronic cards, antennas, and even promotional items.

## 2009 roadmap

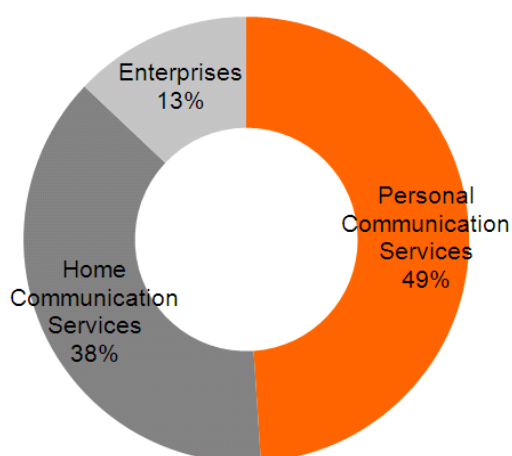
objectives	deadline
<b>security and protection of personal data</b>	
Increase the safety of our products	2009
Ensure risks are better recognized in countries	2009
Make encryption and strong identification obligatory for sensitive data throughout all the entities	2009
<b>quality of service</b>	
Increase performance monitoring with regard to quality of service	2009
Make customer contact rates public (calls to technical support centers) in the four major countries	2009
Roll out the action plans aimed at improving service	2009
Integrate simplicity as far upstream from product design as possible by including ergonomics	2009
<b>social dialogue</b>	
Finalize the implementation of the worldwide Works Council	2009
<b>skills development</b>	
Continue to grow the professionalisation paths	2009
Prepare for the accelerated departure of retirees starting in 2012: - Increase recruiting in strategic positions - Increase the number of apprenticeship contracts in France by 25% (4,500 in 2009)	2009-2012
<b>occupational health and safety</b>	
Implement the Group's reference framework in the area of health and safety in the workplace in the Group's various entities by defining local action plans	2009
Foster the exchange of good practices among the entities in the area of stress management	2009
<b>diversity</b>	
Implement gender equality policy in major countries	2009-2010
By country, identify a second area of focus for diversity with implementation of an action plan	2009-2010
Implement diversity reporting in all of the Group's entities	End 2009
Develop the "shadowing" program Europe-wide to promote scientific and technical careers among women	2009
<b>child protection</b>	
In all entities continue to deploy the measures recommended by the European reference framework with regard to the safer use of cellular phones among children, and by the GSMA to fight child pornography	2009
Put a working group in place to establish recommendations on new uses (social networks, game on line, blogs, etc.)	2009
Inform teachers about safer Internet use in our European entities	2009
<b>responsible communication</b>	
Form a working group in order to create the code of communication of the future Group responsible communication policy	2009
<b>electromagnetic fields</b>	
Deploy the Group's policy on electromagnetic fields in all entities	2009
Publish the SAR* of mobile phones on Orange websites, under instructions for usage or in Orange shops in the main Group entities	2010
Make information available to customers about the responsible use of mobile phones on Orange websites or in Orange shops	2010
<b>responsible sourcing</b>	
Include a section on "energy savings and sustainable development" at meetings with suppliers	2009
Adapt the ethical practices – company responsibility in emerging countries clause (Asia/India) for a better understanding of the Group's commitments	2009
Introduce environmental criteria when choosing cellular terminals distributed by the Group	2009
Deploy the QREDIC® tool, which is a process to measure supplier performance for local agreements in other countries	2009/2010



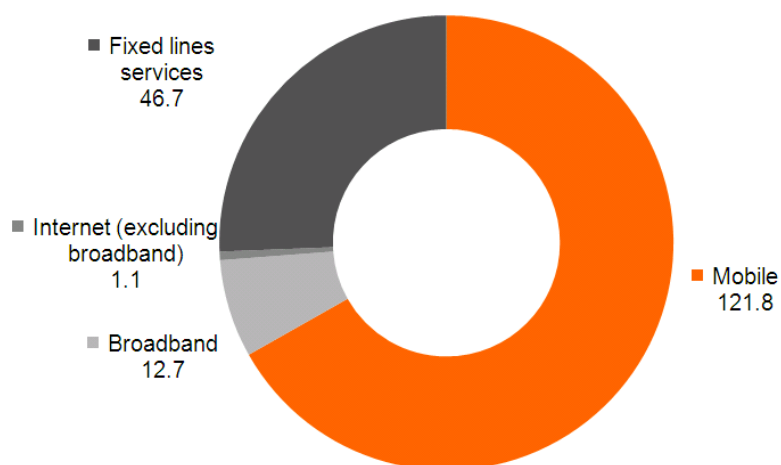
# appendices

## economic data

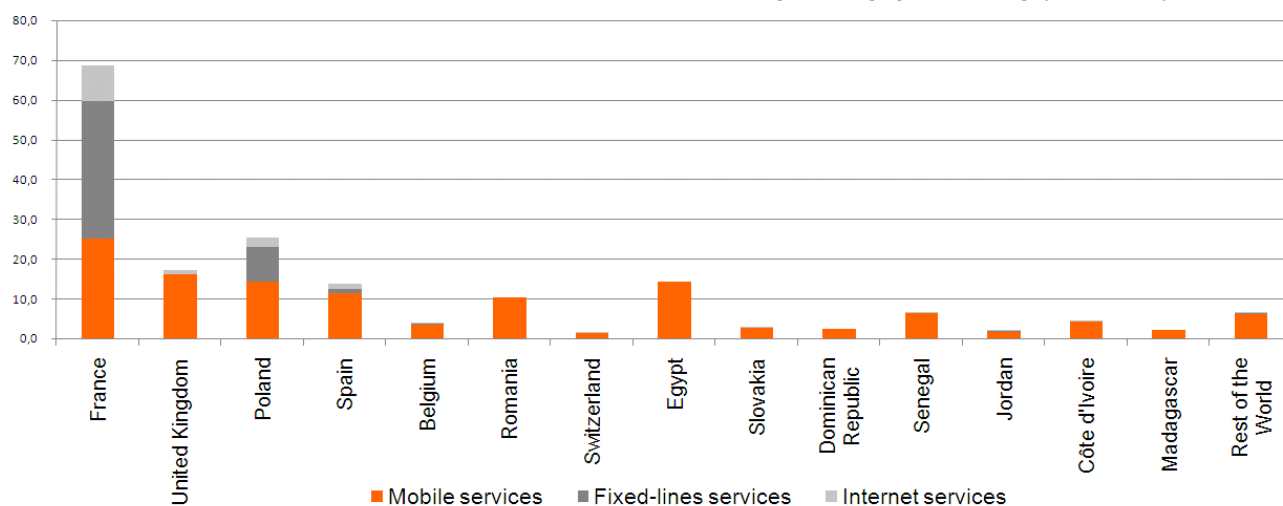
breakdown of revenues in 2008



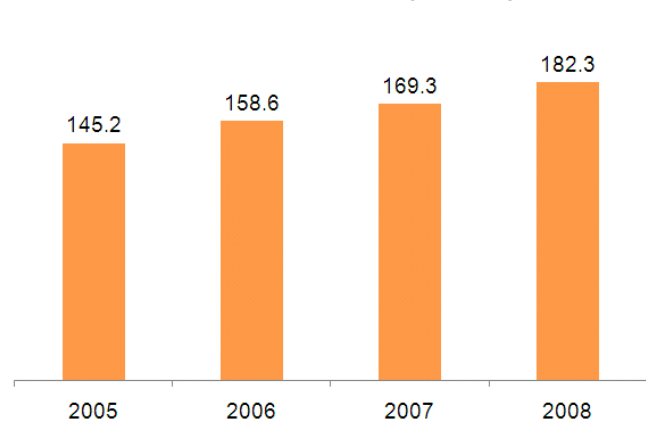
Breakdown of customers by activity, in 2008 (in millions)



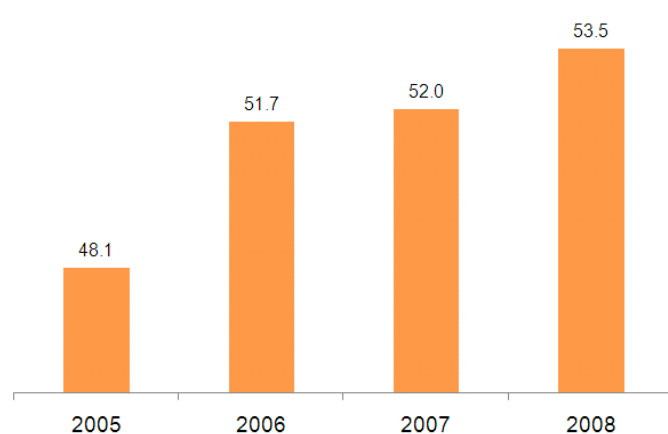
2008 breakdown of customers by activity, per country (in million)



Number of customers (millions)

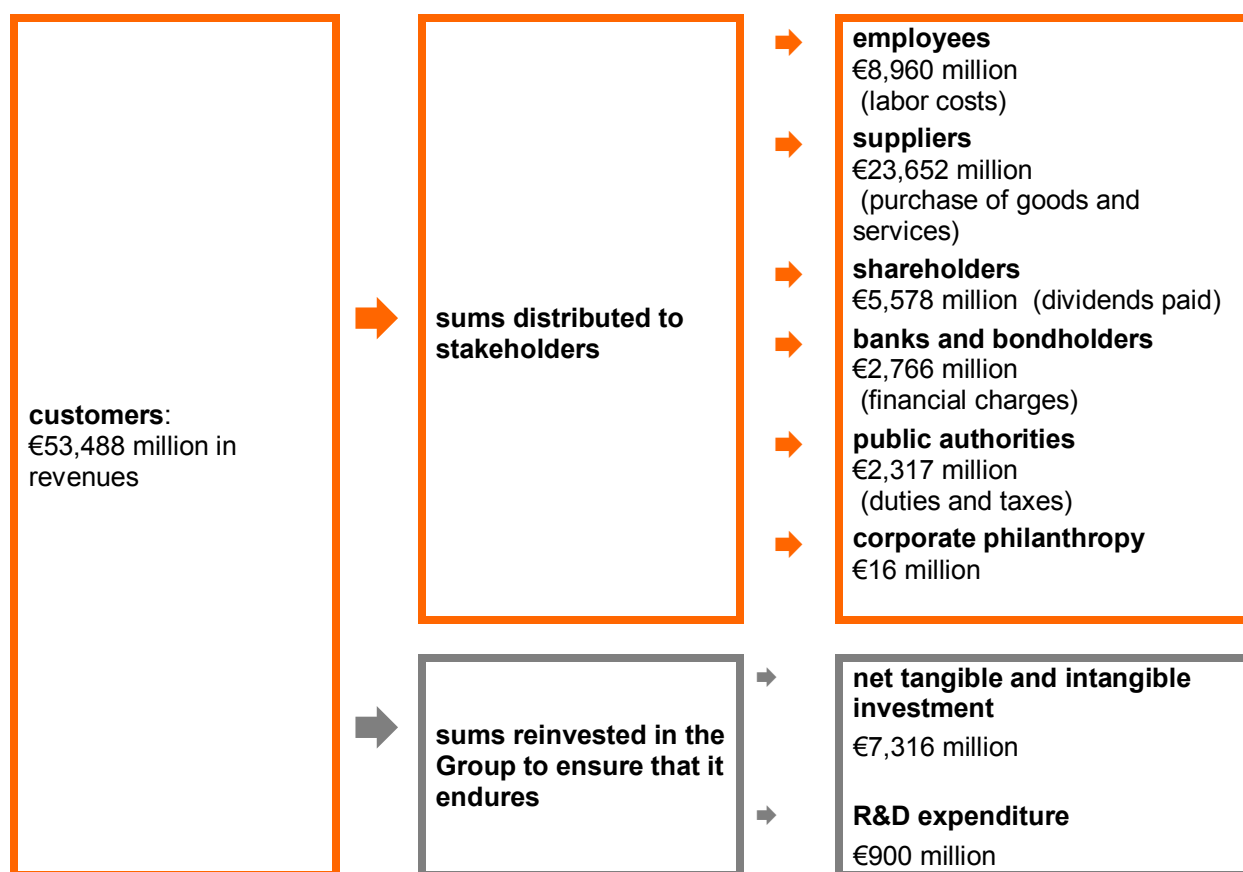


Consolidated revenues (billion of euros)



## creating value for our stakeholders

## distribution of our 2008 revenue



### mobile services customer satisfaction rate (customer's perceived quality)

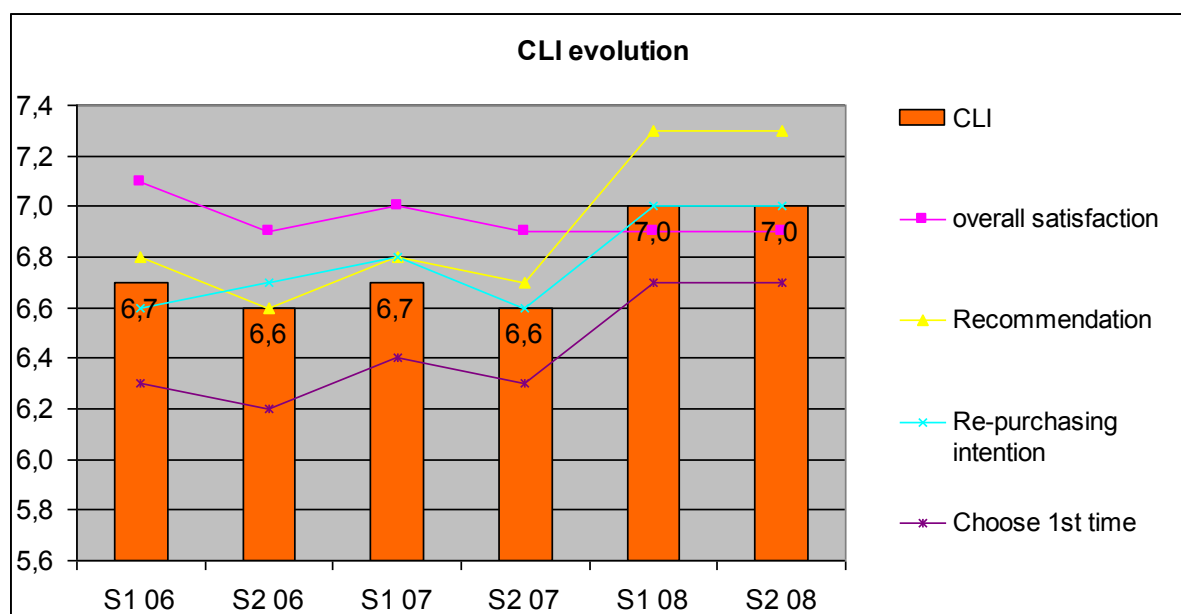
Country	2005*	2006*	2007*	2008**
France	67%	70%	74%	73%
United Kingdom	-	-	75%	79%
Poland	-	75%	71%	75%
Spain	-	61%	61%	63%
Belgium	81%	86%	86%	81%
Switzerland	77%	77%	82%	79%
Romania	91%	92%	91%	88%
Slovakia	79%	75%	77%	77%

Source: CET (Customer Experience Tracker, formerly CVA) whose approach is to measure the customer's perception of the services he is using

### broadband Internet customer satisfaction rate (customer's perceived quality)

Country	2007	2008
France	73%	72%
United Kingdom	69%	67%
Poland	58%	63%
Spain	67%	58%

### enterprises: changes in the Customer Loyalty Index (CLI)





# social data

indicators		GRI* code	scope (in % of the overall Group's headcount)	main countries				EME	
				France	United Kingdom	Poland	Spain	Belgium	Romania
total headcount (permanent & fixed term employees end of year)	total 2008	LA1	100.0%	☑104,232	☑13,821	☑28,904	☑3,301	1,454	3,066
	recall 2007		95.0%	107,971	14,321	31,105	3,411	1,674	2,851
	recall 2006		95.0%	110,946	13,967	33,052	3,429	1,820	2,539
breakdown by gender (permanent employees end of year)	Men	LA13	100.0%	66,371	7,599	16,073	1,960	942	1,413
	women		100.0%	37,861	6,222	12,831	1,341	512	1,653
	% of women 2008		100.0%	☑36.3%	☑45.0%	☑44.4%	☑40.6%	35.2%	53.9%
	% of women 2007		95.0%	36.3%	43.7%	44.7%	41.2%	34.5%	49.8%
	% of women 2006		95.0%	36.9%	44.9%	44.9%	40.8%	34.2%	48.6%
breakdown of management positions by gender (permanent employees end of year)	Men	LA13	100.0%	18,182	1,578	2,430	281	422	362
	women	LA13	100.0%	7,363	726	844	88	137	264
	total 2008	LA1	100.0%	25,545	2,304	3,274	369	559	626
	% of women 2008	LA13	100.0%	28.8%	31.5%	25.8%	23.8%	24.5%	42.2%
	% of women 2007	LA2 ; LA14	95.0%	28.9%	28.8%	25.9%	22.6%	22.0%	38.1%
	% of women 2006	LA2 ; LA15	95.0%	30.6%	28.5%	31.1%	23.2%	22.1%	15.9%
health and safety	existence of anti-stress measures		95.8%	yes	yes	no	yes	yes	no
social dialogue	existence of social dialogue structures	LA7	94.0%	yes	yes	yes	yes	yes	yes
employment	average age of staff	LA13	97.3%	45.3	32.2	36.8	35.8	36.7	28.6
	recall 2007	LA13	95.0%	44.9	32.7	39.4	35.7	36.3	29.4
	number of departures <sup>2</sup>	LA2	97.3%	1,710	3,238	3,255	169	211	294
	% 2008	LA2	97.3%	1.4%	18.1%	4.1%	3.3%	9.6%	9.6%
	recall 2007	LA2	95.0%	6,315	4,036	6,921	328	263	375
	% 2007	LA2	95.0%	5.9%	28.6%	22.9%	9.7%	15.7%	15.4%
	number of external recruitments		97.3%	☑2,075	☑3,998	☑2,017	☑474	156	734
	% 2008		97.3%	2.0%	28.9%	7.0%	14.4%	10.7%	23.9%
	recall 2007		95.0%	1,369	4,507	1,932	271	273	652
	% 2007		95.0%	1.3%	32.0%	6.4%	8.0%	16.3%	26.8%
diversity	existence of a diversity policy		95.0%	yes	yes	no	no	no	no

<sup>2</sup> excluding retirements, early retirements and accidental departures.

- not available

na not applicable

☑ item reviewed by Deloitte

Indicators		EME				AMEA				Rest of the World <sup>3</sup>	Group Total <sup>4</sup>
		Switzerland	Egypt	Slovakia	Dominican Republic	Senegal	Jordan	Côte d'Ivoire	Madagascar		
total headcount (permanent & fixed term employees at end of year)	total 2008	1,116	2,306	1,377	1,122	1,941	2,712	1,934	548	18, 215	186,049
	2007	1,651	4294	1,484	1,008	1,871	2,669	1,990	499	2,378	179,177
	2006	1,613	3,717	1,448	874	1,793	3,048	1,938	414	2,432	183,030
breakdown by gender (permanent employees at end of year)	Men	717	1,583	921	549	1,326	2,076	1,207	266	13,410	116,383
	Women	399	723	456	573	615	636	727	282	4,805	69,666
	% of women 2008	35.8%	31.4%	33.1%	51.1%	31.7%	23.5%	37.6%	51.5%	26.4%	37.4%
	% of women 2007	28.1%	30.3%	32.7%	52.2%	31.6%	18.7%	31.8%	47.9%	29.8%	38.0%
	% of women 2006	27.9%	29.0%	35.9%	52.6%	30.3%	17.4%	31.9%	47.5%	30.2%	38.0%
breakdown of management positions by gender (permanent employees end of year)	Men	377	247	408	21	375	143	137	67	5,062	30,092
	Women	105	71	56	14	155	39	44	26	1,468	11,400
	total 2008	482	318	464	35	530	182	181	93	6,530	41,492
	% of women 2008	21.8%	22.3%	12.1%	40.0%	29.2%	21.4%	24.3%	28.0%	22.5%	27.5%
	% of women 2007	15.4%	28.2%	14.2%	34.1%	30.3%	14.7%	21.7%	10.5%	19.5%	28.0%
	% of women 2006	15.9%	25.0%	14.5%	38.5%	28.0%	15.6%	20.8%	-	17.9%	28.0%
health and safety	Existence of anti-stress measures	no	no	yes	no	no	no	no	no	-	na
social dialogue	Existence of social dialog measures	yes	no	yes	no	yes	no	yes	-	-	na
employment	Average age of staff	33.6	29.8	31.9	28.8	40.7	35.4	38.2	31.2	35.8	40.8
	2007	35.7	28.7	31.7	28.0	40.5	35.9	39.8	31.7	38.1	41.4
	Number of departures	366	300	226	189	16	319	52	42	1,843	12,230
	% 2008	25.4%	11.0%	12.1%	7.9%	0.8%	11.2%	2.4%	7.1%	8.2%	4.5%
	2007	367	609	191	197	81	670	80	32	71	20,536
	% 2007	23.0%	14.2%	13.7%	19.6%	4.3%	25.8%	4.7%	7.5%	2.6%	12.0%
	Number of external recruitments	213	585	171	336	96	241	102	172	3 307	14,677
	% 2008	19.1%	25.4%	12.4%	29.9%	4.9%	8.9%	5.3%	31.4%	18.2%	7.9%
	2007	324	1,419	219	323	152	276	117	100	238	12,172
	% 2007	20.0%	33.0%	15.8%	32.1%	8.1%	10.6%	6.9%	23.4%	11.6%	7.0%
diversity	Existence of a diversity policy	no	no	no	no	no	no	no	no	na	na

<sup>3</sup> For 2006-2007, "Rest of the World" only takes into account Cameroon and Mauritius, which is why the number of total staff is lower than in 2008. In 2008, apart from Cameroon and Mauritius, we are also counting Orange Business Services outside France (10,797 employees), Moldova, Cameroon, Guinea, Equatorial Guinea, Guinea-Bissau, Botswana and Vietnam, and other countries.

<sup>4</sup> For 2006-2007, total staff presented concerned only a maximum of 95% of the Group's revenues. In 2008, the active staff presented and the breakdown of men and women apply to the entire Group. The other indicators cover the entire Group, except for 25 subsidiaries representing 2% of staff on open-ended employment contracts and 0.3% of Group revenues: Corsica Haut Débit, Wirefree Services Belgium, Orange Dominicana Ltd, Atlas Serv. Belgique, Orange Liechtenstein AG, Saint Pierre & Miquelon Telecom, Ten, Cityvox, Orca Interactive, Vanuatu Telecom Limited, Sofrecom Maroc, Sofrecom Services Maroc, Sonatel Business Solutions, Telkom Keny, Groupe Diwan, Silicomp Canada Inc, Silicomp Belgium, Silicomp Benelux, Telecom Systems, Silicomp Asia Pte Ltd, Silicomp Malaysia SDN BHD, Silicomp India, Silicomp China Limited, Silicomp Taiwan, Feima Limited. The data are consolidated taking into account all of the staff of a subsidiary, regardless of the financial stake of France Telecom.

# environmental data

Indicators	GRI*	reporting scope (% of the Group's turnover)	Major Countries				EME			
			France <sup>5</sup>	United Kingdom	Poland	Spain	Belgium	Romania	Switzerland	Egypt
<b>facilities presenting a risk</b>										
fuel tanks		95.6%	2,504	24	1,522	237	12	231	8	1,100
<b>energy consumption</b>										
fuel (all buildings, all uses) – m <sup>3</sup>	EN3	93.7%	18,388	70	3,323	1,642	1,440	69	49	18,133
gas – 1000 m <sup>3</sup>	EN3	96.9%	19,899.4	1,616.1	3,972.9	0	488.2	57.3	0	0
coal – metric tons	EN3	100.0%	na	na	271	na	na	na	na	na
electricity – GWh	EN4	98.3%	2,068	356	708	229	78	98	52	81
of which green energy – GWh	EN6	93.9%	7	66	0	0	0	0	0	0
total energy excluding transport – GWh	EN3	95.8%	☑2,480	☑374	☑789	☑247	99	99	52	282
total emitted CO <sub>2</sub> excluding transport – metric tons	EN16	95.8%	175,781	140,540	483,883	94,588	25,693	38,910	1,487	86,750
gasoline-GPL company vehicles – 1000 liters	EN3	94.4%	☑447.5	☑563.6	☑5,368.4	☑70.3	0	1,034.2	43.2	1,300.0
diesel for company vehicles – 1000 liters	EN3	96.2%	☑32,466.6	☑1,471.5	☑3,997.5	☑334.7	1,786.4	529.4	160.5	0
flight distances for business trips – 1000 km	EN29	100.0%	☑77,266.7	☑7 618.6	☑9,431	☑10,726.5	2,609.4	3,179.9	340.7	52.0
train distances for business trips – 1000 km	EN29	100.0%	☑51,304	☑15,136	☑436	☑1,599	577	2	1 303.8	4.0
total CO <sub>2</sub> due to transport – metric tons	EN16	97.7%	104,726	7,886	25,458	3,100	5,410	4,479	610	3,091
total CO <sub>2</sub> emitted – metric tons	EN16	99.2%	☑280,506	☑148,426	☑509,340	☑97,688	31,103	43,389	2,097	89,841
KPI*: electricity consumption – kWh/customer		95.0%	30.16	20.82	27.94	16.79	19.27	9.46	33.24	5.68
KPI*: CO <sub>2</sub> due to electricity alone – kg/customer		95.0%	1.28	8.02	18.41	6.62	5.16	3.73	0.87	2.66
KPI*: total energy consumption – toe/1000 customers		95.0%	9.83	5.52	8.01	3.87	6.07	2.31	7.55	2.56
KPI*: CO <sub>2</sub> emitted (all energy) – kg/customer		95.0%	4.09	8.67	20.10	7.17	7.69	4.19	1.35	6.27
<b>water consumption – m<sup>3</sup></b>	EN8	97.8%	1,844,600	250,412	887,315	30,427	9,206	17,801	16,200	24,742
<b>paper and cardboard consumption: internal (office) and external use – metric tons</b>	EN1	92.5%	20,769	4 020	1,827	5,321	1,031	1,401	685	80
<b>treated internal waste -metric tons</b>										
common industrial waste	EN22	75.4%	7,466	1,894	0	0	-	447	0	0
internal (network and tertiary) WEEE	EN22	87.8%	2,024	499	269	1	-	52	1	18
metal poles	EN22	91.3%	538	na	0	na	na	9	na	na
wooden poles	EN22	90.4%	11,391	na	477	na	na	na	na	na
cables	EN22	93.5%	5,218	na	478	na	na	2	na	na
batteries	EN22	92.1%	1,367	215	110	9	-	132	2	90
fluorescent tubes	EN22	85.6%	0	3	1	0	-	0	1	2
paper/cardboard	EN22	89.9%	2,131	1,098	123	61	-	32	0	12
printer cartridges	EN22	88.0%	47	2	0	2	-	3	1	-
Other hazardous waste (including PCB)	EN22	82.5%	149	0	5	0	-	0	0	0
other non-hazardous waste	EN22	77.0%	26	0	628	0	-	3	40	26
total internal waste treated	EN22	86.7%	☑30,358	☑3,711	☑2,093	☑73	-	680	44	148
KPI*: internal waste treated – metric tons / M€ of revenues		92.2%	1.073	0.633	0.407	0.018	-	0.531	0.056	0.167
WEEE collected from customers – metric tons	EN22	89.9%	☑1,440	☑56	☑16	☑38	-	0	0	0
KPI* WEEE collected from customers – kg/1000 customers		86.6%	21.007	3.273	0.002	2.776	-	0.006	0.225	0.000
KPI* EMS: importance of ISO 14001 certified sites or business units – %		98.6%	0.0%	0.0%	39.2%	68.1%	0.0%	0.0%	0.0%	95.0%
KPI* EMS: importance of non-certified EMS sites or business units (non certified part) – %		98.6%	72.0%	77.5%	21.8%	40.0%	75.0%	65.0%	0.0%	5.0%

<sup>5</sup> The France scope covers OPF (FTSA+Orange France), the Group's headquarters, FT Marine, FTR&D and the Orange Business Services entities operating on French territory.

- not available

na not applicable

☑ item reviewed by Deloitte

Indicators	EME		AMEA				Orange Business Services International <sup>6</sup>	Misc. <sup>7</sup>	Total Group	
	Slovakia	Dom. Rep.	Senegal	Jordan	Côte d'Ivoire	Madagascar			2008	2007
<b>facilities presenting a risk</b>										
fuel tanks	29	0	0	230	55	124	394	0	<b>6,469</b>	5,625
<b>energy consumption</b>										
fuel (all buildings, all uses) – m <sup>3</sup>	27	5,488	0	6	411	30	455	20	<b>49,550</b>	44,914
gas – 1000 m <sup>3</sup>	310.2	0	na	na	na	na	0	0	<b>26,345.1</b>	25,517.2
coal – metric tons	na	na	na	na	na	na	na	na	<b>271</b>	284
electricity – GWh	59	28	19	24	24	7	196	30	<b>4,057</b>	3,465
of which green energy – GWh	0	0	1	0	0	1	1	0.0	<b>76</b>	12
total energy excluding transport – GWh	63	88	19	24	28	8	201	30	4,883	4,230
total emitted CO <sub>2</sub> excluding transport – metric tons	14,363	30,509	11,571	15,916	13,365	4,319	99,321	19,059	<b>1,256,055</b>	1,113,874
gasoline-GPL company vehicles – 1000 liters	536.1	0	98.4	251.4	416.7	7.3	732.0	136.5	<b>11,005.7</b>	13,787.7
diesel for company vehicles – 1000 liters	223.1	1,076.0	867.3	1,206.6	1,222.1	218.9	1,604.0	633.9	<b>47,798.4</b>	43,259.8
flight distances for business trips – 1000 km	1,043.8	4,760.5	0	0	1,821.6	2,452.9	67,900.0	85,274.3	<b>262,437.5</b>	266,516.1
train distances for business trips – 1000 km	0	0	0	0	0	0	1,582.0	40,488.1	<b>111,419.7</b>	82,306.1
total CO <sub>2</sub> due to transport – metric tons	2,072	3,816	2,618	3,914	4,680	1,061	18,526	21,465	<b>210,643</b>	202,385
total CO <sub>2</sub> emitted – metric tons	16,435	34,324	14,189	19,831	18,045	5,380	117,847	40,524	<b>1,466,698</b>	1,316,258
KPI*: electricity consumption – kWh/customer	20.03	11.47	2.85	10.80	5.33	3.67	na	4.41	<b>22.25</b>	20.38
KPI*: CO <sub>2</sub> due to electricity alone – kg/customer	4.65	6.58	1.75	7.13	2.75	2.10	na	2.83	<b>5.88</b>	5.66
KPI*: total energy consumption – toe/1000 customers	5.59	5.19	0.79	3.09	1.65	0.95	na	1.10	<b>6.72</b>	6.36
KPI*: CO <sub>2</sub> emitted (all energy) – kg/customer	5.58	14.30	2.15	8.89	4.04	2.67	na	6.03	<b>8.04</b>	7.33
<b>water consumption – m<sup>3</sup></b>	11,106	19,528	118,046	43,950	80,080	5,997	60,930	0	<b>3,420,340</b>	2,958,358
<b>paper and cardboard consumption: internal (office) and external use – metric tons</b>	903	43	0	71	0	16	0	92	<b>36,257</b>	33,859
<b>treated internal waste – metric tons</b>										
common industrial waste	112	0	-	-	-	-	0	66	<b>9,985</b>	11,407
internal (network and tertiary) WEEE	42	0	-	-	-	0.2	6	20	<b>2,932</b>	2,885
metal poles	na	na	-	-	na	na	na	na	<b>547</b>	1,625
wooden poles	na	na	-	-	na	na	na	na	<b>11,868</b>	10,861
cables	na	na	-	-	na	na	na	na	<b>5,698</b>	7,106
batteries	26	0	-	26	-	-	100	1	<b>2,078</b>	2,611
fluorescent tubes	0	0	-	-	-	-	0	-	<b>7</b>	18
paper/cardboard	150	0	-	-	-	-	2	8	<b>3,618</b>	2,993
printer cartridges	2	0	-	-	-	-	0	-	<b>56</b>	59
other hazardous waste (including PCB)	19	0	-	-	-	-	0	-	<b>173</b>	235
other non-hazardous waste	69	0	-	-	-	-	0	-	<b>793</b>	937
total internal waste treated	419	0	-	26	-	0.2	108	95	<b>37,756</b>	40,736
KPI*: internal waste treated – metric tons / M€ of revenues	0.512	0.000	-	0.068	-	0.002	0.063	0.080	<b>0.706</b>	0.841
WEEE collected from customers – metric tons	0	0	0	0	0	1.2	53	36	<b>1,642</b>	1,961
KPI* WEEE collected from customers – kg/1000 customers	0.132	0.000	0.000	0.000	0.000	0.610	0.000	5.385	<b>9.005</b>	14.725
KPI* EMS: importance of ISO 14001 certified sites or business units – %	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>13.9%</b>	12.9%
KPI* EMS: importance of non-certified EMS sites or business units (non certified part) – %	0.0%	0.0%	36.0%	75.0%	38.0%	24.0%	0.0%	11.0%	<b>57.4%</b>	43.4%

<sup>6</sup> This scope includes Orange Business Services facilities outside France.

<sup>7</sup> This scope essentially covers the data from Mauritius. It also offers additional air/train distances travelled for the entire Group, managed by Carlson Wagon Lits in cases where they could not be reconstructed by the countries.



## information on reporting methods:

### energy

Part of the consumption of fuel oil, electricity and natural gas is calculated on the basis of the amounts billed in currency, deducting the physical amounts consumed on the basis of an average price. Fuel oil consumption in France, Romania, Spain and the United Kingdom is calculated by approximation to deliveries. Energy consumption for data centers and networks, shared with other operators, is posted in part or in full. Consumption by mixed equipment in France (network and mobile) is fully allocated to the indicator covering network consumption, excluding mobile activity. Energy consumption for premises, especially stores, for which France Telecom does not pay direct invoices, is not reported. The energy consumption deriving from urban heating systems is not posted due to the difficulty of estimating the concomitant CO<sub>2</sub> emissions. The data relative to energy consumption by Orange United Kingdom do not include the Orange United Kingdom stores. Energy consumption in Belgium, which in previous years only concerned tertiary buildings, is estimated this year on the basis of its overall energy billing. Data uploading procedures were implemented in order to cover approximately 80% of the electricity consumption by the tertiary activities of Orange Business Services International, which operates worldwide. The fuel oil consumption of Orange Business Services International only covers network activities.

### transportation

The data for transportation by train and by air are for the most part courtesy of Carlson Wagonlit (CWL), which covers over 80% of the kilometres travelled by employees. In France, the Carlson reporting covers approximately 98% of the expenses for travel by air and 86% of the expenses for travel by train. In Poland on the other hand, the data reported only concern part of the travel, since an undetermined portion thereof is not managed by CWL. The CO<sub>2</sub> emissions factor for "short haul" transportation by air under the GHG Protocol (180g CO<sub>2</sub>/km per passenger) has been used for all flights (short-, medium- and long-haul). The lack of information from some of our entities is offset by the overall Group report provided to us by CWL. The CO<sub>2</sub> emissions factor for transportation by train derives from the "Bilan Carbone<sup>TM</sup>" carbon footprint assessment method when available for the respective country. In other countries, a standard factor of 100g CO<sub>2</sub>/km per passenger is used.

### CO<sub>2</sub> emissions

The total emissions factor derives from the GHG Protocol, with the results (2005) of its latest update (2008), except for the emissions factor for electricity in France deriving from EDF, for the year 2008. The emissions factor for the Orange Business Services International entities covering the whole world corresponds to the "world" factor of the GHG Protocol.

### electrical and electronic equipment waste (e-waste) collected from customers

The WEEE\* collected from "retail customers" corresponds to the WEEE\* reported at the sales outlets. This indicator includes Group employees' mobile telephones. This indicator includes the batteries and accumulators forming part of the equipment when brought in by a customer and the other types of batteries and accumulators collected separately at the different collection points throughout our facilities. In 2008, the 90 metric tons of batteries and accumulators thus collected by the Group were included in the customer e-waste indicator, whereas they were not in 2007. In France, the WEEE\* from "business" customers are not included in these data.

### waste processed

For tertiary and network waste, excluding customer WEEE\*, in France, only the waste handled by providers having signed a framework agreement with the France Telecom Group is included in the reporting, except for FT marine cables and a limited number of FT R&D and FT Marine waste. It is the same in Romania (except for household and similar waste) and in Spain and the United Kingdom for paper and cardboard. For sites under lease agreements in France, the household or similar waste is not reported, since management thereof is provided by the lesser. Mobile relay batteries removed by France Telecom subcontractors are not included in the reporting. The data relative to the internal waste of Orange United Kingdom in 2008 includes the Orange United Kingdom stores owned by it. The data relative to Orange Spain internal waste do not include the waste generated by all the operations carried out on networks.

### environmental management system (EMS\*)

The rate of coverage for a certified EMS\* corresponds to the ratio of the certified EMS\* scope to total activities, which ratio is valued on the basis of the electric energy consumed. The rate of coverage for an uncertified EMS\* reflects the progress of the EMS\* deployment process. It is the result of multiplying two figures: the EMS deployment rate, on the one hand, and the geographical coverage of this EMS\*, on the other hand, it being valued by the portion of electric energy consumed within this scope (except in Spain).

### other information

The significant change in some indicators compared to 2007 is due in part to the improvement of the procedures and the exhaustiveness of the reporting done in 2008. The average Group KPIs\* are calculated excluding Orange Business Services International.

# auditors' opinion



## report of one of the statutory auditors on the Corporate Responsibility reporting process

***(This is a free translation into English of the original report issued in the French language and is provided solely for the convenience of English speaking readers)***

At the request of France Telecom and in our capacity as Statutory Auditors, we conducted control procedures on the following items:

- (1) The description given by France Telecom on page 3 of the 2008 Group Corporate Social Responsibility Report ("the Report") of adherence to AA1000 APS (2008) principles of inclusivity, materiality and responsiveness in the Report's preparation process ("the Principles),
- (2) Achievements on the Corporate Responsibility roadmaps selected by France Telecom and identified by the symbol ☒ among the information published on pages 25, 38-39 and 57-58 of the Report ("the Selected Achievements"),
- (3) A selection of Corporate Responsibility key performance indicators selected by France Telecom for France, Spain, Poland and the United Kingdom and identified by the symbol ☒ among the information published on pages 84 to 87 of the Report ("the Selected Key Performance Indicators"),
- (4) France Telecom's self-assessment of the report based on GRI G3 guidelines as shown on page 3 of the Report ("the GRI Self-Assessment").

These items were prepared under the responsibility of Group management in accordance with the following criteria:

- (1) For the Principles, the AA1000 APS<sup>8</sup> (2008) standard,
- (2) For the Selected Achievements, the Corporate Responsibility policies and guidelines prepared by France Telecom and described in the roadmaps,
- (3) For the Selected Key Performance Indicators, all the procedures relating to the reporting of environmental and social indicators, available for consultation at the Corporate Responsibility and Sustainable Development Office, that are summarized on page 88 of the Report,
- (4) For the GRI Self-Assessment, the GRI G3<sup>9</sup> sustainable development reporting guidelines.

It is our responsibility to express a conclusion on these items based on the work we performed. Our work covers only these items and not the entire Report

### nature and scope of our work

We performed our procedures in accordance with applicable professional guidelines and ISAE 3000 and AA1000 AS<sup>10</sup> (2008) standards.

The Professional Code of Conduct governing the statutory auditor profession, to which we are bound, guarantees our independence with regard to the criteria required by AA1000 AS (2008).

We implemented the following procedures, in order to obtain:

- A reasonable assurance that the description of the Principles (defined above) is fair in all material respects. (1)
- A limited assurance that the description of the Selected Achievements (2), the Selected Key Performance Indicators (3) and the GRI Self-Assessment does not contain any material misstatements (4). A higher level of assurance would have required more extensive work.

<sup>8</sup> <http://www.accountability21.net/aa1000series>

<sup>9</sup> <http://www.globalreporting.org/GRIReports/ApplicationLevels/>; The report can be given a B GRI application level if the company (i) has reported information for all the indicators required by this standard (ii) has explained for each indicator category the managerial approach adopted and (iii) has provided information on a minimum of 20 key performance indicators. It can be given a B+ application level if the existence of this information has been subject to an external verification.

<sup>10</sup> <http://www.accountability21.net/aa1000series>

**(1) work on the description of the Principles:**

- We met the people responsible for Corporate Responsibility at France Telecom headquarters (the Corporate Responsibility and Sustainable Development Office) and in a sample of entities in the following countries: France (FTSA, Orange France), Poland (TP SA and PTK Centertel), United Kingdom (Orange UK), Spain (Orange Spain), Romania (Orange Romania) and Senegal (Sonatel), representing 85% of France Telecom's revenue, in order to assess the implementation of the Report's preparation process as defined by France Telecom and the identification of significant events in 2008.
- We conducted tests at Corporate level and for the above-mentioned entities on the implementation of the procedure relating to:
  - Identification of the stakeholders and their expectations,
  - Identification of material Corporate Responsibility issues,
  - Implementation of Corporate Responsibility policies and guidelines.
- We compared the material issues described by France Telecom in its Report with those presented by the main telecommunications sector companies in their Corporate Responsibility reports and those arising from our press review of the sector in 2008.

**(2) work on the Selected Achievements:**

- We assessed France Telecom's description of the selected achievements by conducting interviews and collecting substantive evidence from the relevant entities.

**(3) Work on the Selected Key Performance Indicators:**

- We assessed each reporting criteria used to elaborate the selected indicators with regard to their relevance, reliability, neutrality, understandability, and completeness.
- We met the people responsible for the application of the reporting criteria at France Telecom headquarters (the Corporate Responsibility and Sustainable Development Office) and in a sample of entities and divisions in the following countries: France (France Telecom SA, Orange France), Spain (Orange Spain), Poland (TP SA and PTK Centertel), United Kingdom (Orange UK), representing 81% of France Telecom headcount and 80% of the energy consumed, 71% of the CO2 emissions, 94% of the waste of electric and electronic equipment and 96% of the internal waste (tertiary and network) published by the Group.
- We performed validation tests on the selected Indicators at Corporate level and for the sample of entities defined above.

**(4) work on the GRI Self-Assessment:**

- Based on the GRI cross-reference table shown on pages 91-97, we checked that for each indicator contributing to the B+ application level, a disclosure was provided in the Report.

In order to assist us in conducting our work, we referred to the specific competencies of our firm's team of environment and sustainable development experts, managed by Eric Dugelay.

**comments**

- In 2008, the Group continued and reinforced the deployment of its Corporate Responsibility approach in all its businesses and entities.
- The Group should continue to formalize the decentralized stakeholders' engagement approaches and identify local issues through its smallest entities.
- The Group should consider setting up specific performance indicators for Society and Human Rights issues.
- The development of subcontracting and co-contracting in the Group's activities should be accompanied by measures to ensure the sharing of the Corporate Responsibility objectives defined by France Telecom and measure performance with regard to Corporate Responsibility for the extended scope covered by the Group's activities.
- The formalization of control procedures for the reporting scope and the data reported by the entities for environmental indicators should be continued.

**conclusion****(1) description of the Principles**

In our opinion, France Telecom's description on page 3 of the Report on compliance with AA1000 APS (2008) principles of inclusion, materiality and responsiveness in the Report's preparation process is fair in all material respects.

**(2) selected Achievements**

Nothing has come to our attention that could question our belief that the description of the achievements on pages 25, 38-39 and 57-58 of the Report and identified with ☒ are fairly stated in all material respects.

**(3) selected Key Performance Indicators**

We noted for the “total internal waste treated” indicator in the United Kingdom that the data collection method does not permit an exhaustive inventory of the total waste treated.

Based on the work we performed, we did not identify any other material anomalies likely to call into question the fact that the environmental and social indicators examined for France, Spain, Poland and the United Kingdom and identified with ☒ were prepared, in all material respects, in accordance with the above-mentioned reporting criteria.

**(4) GRI Self-Assessment**

Based on the work we performed, we did not identify any material anomalies likely to call into question France Telecom’s self-assessment of the report based on the GRI G3 guidelines that contributed to the B+ application level.

Neuilly-sur-Seine, May 14, 2009.

One of the statutory auditors,

Deloitte & Associés

Etienne Jacquemin, Partner



# GRI\* correspondence table

## profile disclosure

required information	location	comments
<b><u>strategy and analysis</u></b>		
1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	pp. 1-2	
1.2 Description of key impacts, risks, and opportunities.	pp. 6-7	See also registration document pp. 12-16 and pp. 26-29.
<b><u>organizational profile</u></b>		
2.1 Name of the organization.	pp. 15-16	
2.2 Primary brands, products, and/or services.	pp. 15-16	
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	pp. 15-16, 84-87	
2.4 Location of organization's headquarters.	Back of the report	
2.5 Number of countries where the organization operates, and names of countries with either major operations or operations that are specifically relevant to the sustainability issues covered in the report.	pp. 15-16	
2.6 Nature of ownership and legal form.	Back of the report	
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	pp. 15-16	
2.8 Scale of the reporting organization, including: • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided.	pp. 15-16 pp. 15-16 pp. 15-16  See registration document (pages 177, 190 and 257) NA	Valued in revenues and number of customers
2.9 Significant changes during the reporting period regarding size, structure, or ownership including:  • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	See registration document, pp. 139-140 and 180 pp. 15-16  See registration document, p. 303	
2.10 Awards received in the reporting period.	p. 7	
<b><u>report profile</u></b>		
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	p. 3	
3.2 Date of most recent previous report (if any).	p. 3	
3.3 Reporting cycle (annual, biennial, etc.)	p. 3	
3.4 Contact point for questions regarding the report or its contents.	p. 101	
<b><u>report scope and boundary</u></b>		
3.5 Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report.	p. 3	
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	pp. 3, 84-85, 86-87	
3.7 State any specific limitations on the scope or boundary of the report.	pp. 3, 84-85, 86-87	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	pp. 3, 84-85, 86-87	
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	pp. 3, 84-85, 87-88	
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	pp. 3, 84-85, 87-88	

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	pp. 3, 84-85, 86-88	
<b>GRI Content Index</b>		
3.12 Table identifying the location of the Standard Disclosures in the report.	pp. 92-98	
<b>assurance</b>		
3.13 Policy and current practice with regard to seeking external assurance for the report.	p. 3	
<b>governance</b>		
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	p. 10	Detailed information available at <a href="http://www.orange.com/en_EN/group/governance">www.orange.com/en_EN/group/governance</a> or in our 2008 registration document, pp. 200-221
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	p. 10	
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	p. 10	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	pp. 200, 405-406 of registration document	
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	pp. 239-240 of registration document	
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	p. 211 of registration document	
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	pp. 200-201 of registration document	
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	pp. 4, 9	
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	pp. 6, 11	
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	p. 211 of registration document	
<b>commitments to external initiatives</b>		
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	pp. 10, 59-60, 64-66 and 74-76	See also registration document pp. 99-102 and p. 216
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	pp. 8-9	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic.	pp. 8, 12	Non-exhaustive information
<b>stakeholder engagement</b>		
4.14 List of stakeholder groups engaged by the organization.	p. 12	
4.15 Basis for identification and selection of stakeholders with whom to engage.	pp. 8, 12	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	p. 12	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	pp. 6-7	

## management approach and performance indicators

required information	location	comments
<b><u>economic</u></b>		
<b>disclosure on management approach</b>	pp. 26-32, 59-63	See also registration document pp. 27-30.
<b>economic Performance</b> - EC1 Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	pp. 81-83	
- EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change. (Core)		Non-financial information elements on risks and opportunities in terms of climate change are provided on p. 42-44 and 53.
- EC3 Coverage of the organization's defined benefit plan obligations. (Core)	See registration document pp. 229 and 316-320.	
- EC4 Significant financial assistance received from government. (Core)	See registration document, page 356	
<b>market presence</b> - EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. (Additional)		
- EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. (Core)		
- EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (Core)		
<b>indirect economic impacts</b> - EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (Core)	pp. 26-28	
- EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts. (Additional)	-	
<b><u>Environmental</u></b>		
<b>disclosure on management approach</b>	pp. 40-41	Additional elements on the Group's environmental policy are available at <a href="http://www.orange.com/en_EN/responsibility/environment">www.orange.com/en_EN/responsibility/environment</a>
<b>materials</b> - EN1 Materials used by weight or volume. (Core)	pp.48-49, 86-87	Since the group does not manufacture products, its principal raw materials consumption concerns paper and cardboard
- EN2 Percentage of materials used that are recycled input materials. (Core)		
<b>energy</b> - EN3 Direct energy consumption by primary energy source. (Core)	pp. 43, 86-87	
- EN4 Indirect energy consumption by primary source. (Core)	pp. 43, 86-87	The breakdown of electricity consumption by primary energy source is unknown
- EN5 Energy saved due to conservation and efficiency improvements. (Additional)	pp. 42-44, 86-87	
- EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	pp. 44, 86-87	
- EN7 Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	pp. 42-44, 86-87	
<b>water</b> - EN8 Total water withdrawal by source. (Core)	pp. 86-87	Does not meet the level of detail required (total water consumption without itemization by source).

- EN9 Water sources significantly affected by withdrawal of water. (Additional)		Water draws for Group activities are limited and do not risk affecting water resources.
- EN10 Percentage and total volume of water recycled and reused. (Additional)		
<b>biodiversity</b>		
- EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)		
- EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (Core)		
- EN13 Habitats protected or restored. (Additional)	pp. 50-51	
- EN14 Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional)	pp. 50-51	
- EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. (Additional)		
<b>emissions, effluents, an waste</b>		
- EN16 Total direct and indirect greenhouse gas emissions by weight. (Core)	pp. 86-87	
- EN17 Other relevant indirect greenhouse gas emissions by weight. (Core)	pp. 86-87	
- EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	pp. 42-44	
- EN19 Emissions of ozone-depleting substances by weight. (Core)		
- EN20 NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight. (Core)		
- EN21 Total water discharge by quality and destination. (Core)		
- EN22 Total weight of waste by type and disposal method. (Core)	pp. 45-47, 86-87	
- EN23 Total number and volume of significant spills. (Core)		
- EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. (Additional)		
- EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff. (Additional)		
<b>products and services</b>		
- EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	pp. 52-54	
- EN27 Percentage of products sold and their packaging materials that are reclaimed by category. (Core)		
<b>compliance</b>		
- EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)		
<b>transport</b>		
- EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (Additional)	pp. 44, 86-87	
<b>overall</b>		
- EN30 Total environmental protection expenditures and investments by type. (Additional)		See registration document, page 102
<b><u>social performance: labor practices &amp; decent work</u></b>	pp. 8, 67-73	
<b>disclosure on management approach</b>		Additional elements on the Group's social policy are available at <a href="http://www.orange.com/en_EN/responsibility/stakeholders/employees">www.orange.com/en_EN/responsibility/stakeholders/employees</a>
<b>employment</b>		
- LA1 Total workforce by employment type, employment contract, and region. (Core)	pp. 15-16, 67, 84-85	No detail by employment contract available.
- LA2 Total number and rate of employee turnover by age group, gender, and region. (Core)	pp. 84-85	Does not meet the level of detail required (no detail by age bracket or sex).
- LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)		



<b>labor/management relations</b>		
- LA4 Percentage of employees covered by collective bargaining agreements. (Core)		
- LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (Core)		
<b>occupational health and safety</b>		
- LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional)		
- LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)	pp. 73, 84-85	
- LA8 Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)		
- LA9 Health and safety topics covered in formal agreements with trade unions. (Additional)		
<b>training and education</b>		
- LA10 Average hours of training per year per employee by employee category. (Core)	p. 68	No details by job classification
- LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	pp. 67-69	
- LA12 Percentage of employees receiving regular performance and career development reviews. (Additional)		Non-numerical information elements are available on p. 67
<b>diversity and equal opportunity</b>		
- LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	pp. 70, 84-85	Additional elements on the composition of the governance bodies are available in the registration document, pp. 200-213
- LA14 Ratio of basic salary of men to women by employee category. (Core)		
<b>social performance: human rights</b>		
<b>disclosure on management approach</b>	pp. 8-9	The Group's Code of Ethics may be downloaded from the website <a href="http://www.orange.com/en_EN/responsability">www.orange.com/en_EN/responsability</a>
<b>investment and procurement practices</b>		
- HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)		
- HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	pp. 77-78	
- HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional)		Information elements are available on p. 9
<b>non-discrimination</b>		
- HR4 Total number of incidents of discrimination and actions taken. (Core)		
<b>freedom of association and collective bargaining</b>		
- HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. (Core)		
<b>child labor</b>		
- HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core)		Information on the measures taken to prohibit child labor is provided on pp. 8-9, 77-78
<b>forced and compulsory labor</b>		
- HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (Core)		Information on the measures taken to prohibit forced or compulsory labor is provided on pp. 8-9, 77-78
<b>security practices</b>		
- HR8 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. (Additional)		
<b>indigenous rights</b>		
-HR9 Total number of incidents involving a violation of the rights of indigenous people and actions taken. (Additional)		

<b>social performance: society</b>		
<b>disclosure on management approach</b>	pp. 24-36	
<b>community</b>		
- SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (Core)		
<b>corruption</b>		
- SO2 Percentage and total number of business units analyzed for risks related to corruption. (Core)		
- SO3 Percentage of employees trained in organization's anti-corruption policies and procedures. (Core)		Unquantified information is available on p. 9
- SO4 Actions taken in response to incidents of corruption. (Core)		
<b>public policy</b>		
- SO5 Public policy positions and participation in public policy development and lobbying. (Core)		
- SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)		
<b>anti-competitive behaviour</b>		
- SO7 Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. (Additional)	See registration document, p. 17 and pp. 340-344	
<b>compliance</b>		
- SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)		
<b>social performance: product responsibility</b>		
<b>disclosure on management approach</b>	pp. 56-79	
<b>consumer health and safety</b>		
- PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (Core)		Non-numerical information is available on pp. 59-60, 64-66, 74-76
- PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. (Additional)		
<b>labelling of products and services</b>		
- PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. (Core)		Information on product environmental labelling is provided on p. 54
- PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes. (Additional)		
- PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)	pp. 61-62, p. 32	
<b>marketing communications</b>		
- PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)		Non-numerical information on our responsible marketing actions is available on p. 66
- PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. (Additional)		
<b>customer privacy</b>		
- PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)		Non-numerical information on personal information protection measures is available on pp. 10, 60, 66
<b>compliance</b>		
- PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core)		

## telecommunication sector specific indicators

required information	location	comments
<b>internal operations</b>		
<b>investment</b>		
IO 1. Amount of investments in telecommunications network infrastructure,	See registration	

by country or region	document, pp. 153-155	
IO 2. Net costs of measures aimed at extending access to isolated regions or low-income populations for service providers under the obligation of Universal Service. Describe the applicable legislative or regulatory measures.		
<b>health and safety</b>		
IO 3. Practices to ensure health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other outside plant. Related health and safety issues include working at heights, electric shock, exposure to electromagnetic and radio frequency fields and to hazardous chemical products.		
IO 4. Compliance with ICNIRP (International Commission on Non-Ionizing Radiation Protection) standards on exposure to radiofrequency (RF) emissions from handsets	pp. 74-76	
IO 5. Compliance with ICNIRP (International Commission on Non-Ionizing Radiation Protection) guidelines on exposure to radiofrequency (RF) emissions from base stations.	pp. 74-75	
IO 6. Policies and practices with respect to Specific Absorption Rate (SAR) of handsets.	pp. 74-76	
<b>infrastructure</b>		
IO 7. Policies and practices on the siting of masts and transmission sites including stakeholder consultation, site sharing, and initiatives to reduce visual impacts.	pp. 76, 50-51	Additional information is available at <a href="http://www.orange.com/en_EN/responsibility/societal_impacts/EMF">www.orange.com/en_EN/responsibility/societal_impacts/EMF</a>
IO 8. Number and percentage of stand-alone sites, shared sites, and sites on existing structures.		
<b>access</b>		
<b>access to telecommunication products and services: bridging the digital divide</b>		
PA 1. Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas.	pp. 26-28	
PA 2. Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age.	pp. 27-30	
PA 3. Policies and practices to ensure availability and reliability of telecommunications products and services and quantify, where possible, for specified time periods and locations of down time.		
PA 4. Quantify the level of availability of telecommunications products and services in areas where the organization operates.	pp. 26,28	
PA 5. Number and types of telecommunication products and services provided to and used by low and no income sectors of the population.	p. 28	Qualitative information only
PA 6. Programs to provide and maintain telecommunication products and services in emergency situations and for disaster relief	p. 63	
<b>access to content</b>		
PA 7. Policies and practices to manage human rights issues relating to access and use of telecommunications products and services.	p. 60, 64-66	Does not meet the level of detail required (data confidentiality and protection of minors only).
<b>customer relations</b>		
PA 8. Policies and practices to publicly communicate on EMF related issues.	p. 75-76	
PA 9. Total amount invested in programs and activities in electromagnetic field research. Include description of programs currently contributed to and funded by the reporting organization.		Non-numerical information is available on p. 40-41.
PA 10. Initiatives to ensure clarity of charges and tariffs.		
PA 11. Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective, and environmentally preferable use.	p. 54	

# glossary

## ■ AA 1000

**Accountability 1000:** series of standards introduced in 1999, designed to improve the responsibility and overall performance of organizations and to facilitate the identification of sustainability challenges by furthering stakeholder involvement ([www.accountability21.net/aa1000series](http://www.accountability21.net/aa1000series)).

## ■ ADSL

**Asymmetric Digital Subscriber Line:** technology for broadband data transmission over the traditional telephone network.

## ■ ARCEP

French Electronic Communications and Postal Service Regulatory Authority (*Autorité de régulation des communications électroniques et des postes*) ([www.art-telcom.fr](http://www.art-telcom.fr)).

## ■ Caring for Climate

Initiative launched jointly in July 2007 by the United Nations Global Compact, the United Nations Environment Programme, and the World Business Council for Sustainable Development (WBCSD). It is a platform for additional voluntary action by all Global Compact participants wishing to achieve their intention to combat climate change. The initiative's signatories agree to reduce the carbon footprint of their products, processes and services.

## ■ CDMA

**Code Division Multiple Access:** multiple access by code division. CDMA technology, and more precisely its next generation, W-CDMA, have served as the basis for the UMTS standard of third generation mobile telephony.

## ■ CMT

**Comisión del Mercado de las Telecomunicaciones:** Spain's national telecommunications regulator ([www.cmt.es](http://www.cmt.es)).

## ■ EE IOCG

**Energy Efficiency Inter-Operator Collaboration Group:** international working group bringing together some twenty telecommunications operators, aimed at promoting energy efficiency in the information and communication technologies sector.

## ■ EMF

**Electromagnetic fields :** hertzian propagation of electric and magnetic energy through the air.

## ■ EMS

**Environmental Management System:** systematic and formalized procedure allowing companies to identify and minimize the environmental impacts of their activities, prevent accidents and set up a plan of action to improve their environmental performance in a continuous approach.

## ■ ETNO

**European Telecommunication Network Operators:** European association of telecommunications operators ([www.etno.be](http://www.etno.be)).

## ■ GeSI

**Global e-Sustainability Initiative:** initiative launched by the International Telecommunications Union (ITU) and the United Nations Environment Programme to promote Sustainable Development \* within the telecommunications sector ([www.gesi.org](http://www.gesi.org)).

## ■ Grenelle de l'Environnement

Environmental forum started in 2007 at the initiative of the President of France, bringing together the State and representatives of civil society (local officials, employee associations, employers' representatives, and environmental NGOs) to define a roadmap for environmental protection, development and sustainability. It resulted in the definition of formal commitments endorsed by the President and restated in the Grenelle 1 and Grenelle 2 laws ([www.legrenelle-environnement.fr](http://www.legrenelle-environnement.fr)).

## ■ HSDPA

**(High Speed Downlink Package Access):** upgrade of the 3<sup>rd</sup> generation (3G) UMTS \* mobile telephony standard, also known as 3.5G or 3G+. Thanks to a software upgrade, it offers a performance ten times better than UMTS \* and supports high speed downlink package access.

## ■ ICNIRP

**International Commission on Non Ionizing Radiation Protection:** international commission associated with the World Health Organization ([www.icnirp.de](http://www.icnirp.de)). It has defined exposure limits to protect individuals against the health effects of EMW \*. These threshold values are included in European recommendation 1999/519/EC of 12 July 1999.

- For relay antennas, the EMW\* exposure thresholds for the public are 41v/m for GSM 900, 58v/m for GSM 1800 and 61v/m for UMTS.

- For mobile phones, the power absorbed by a user's head must not exceed 2W/kg. This is the authorized specific absorption rate (SAR \*).

## ■ ILO OSH 2001

Guiding principles concerning the occupational health and safety systems developed by the ILO \*.

## ■ ISO 9001

The ISO 9001 standard is part of the ISO 9001 series of international standards relative to quality management. It provides the organizational requirements asked for the existence of a quality management system. As a list of requirements, it serves as the basis for an organization's certification of compliance.

## ■ ISO 14001

International standard setting the requirements for the implementation and certification of an environmental management system (EMS \*).



### ■ KPI

**Key Performance Indicator:** key indicator of performance.

### ■ MPPI

**Mobile Phone Partnership Initiative:** launched under the aegis of the United Nations Environment Programme, the MPPI brings together the principal equipment manufacturers and operators that wish to contribute to the development of codes of good conduct for the collection, cross-border movement and refurbishing of used mobile phones ([www.basel.int/industry/mppi](http://www.basel.int/industry/mppi)).

### ■ M2M

**Machine to Machine:** solutions allowing communication among remote equipment via data centralization on a platform and via fixed or mobile networks without human intervention.

### ■ NRA-ZO

**White area subscriber access nodes:** repeater that links “white area” or “blind zone” subscribers to the subscriber connection node, permitting a better signal and thus a high-speed connection.

### ■ OECD

**Organisation for Economic Co-operation and Development** ([www.oecd.org](http://www.oecd.org)): organization created in 1961, bringing together governments adhering to the principles of democracy and the market economy with a view to:

- supporting sustainable economic growth
- job creation
- standard of living
- maintaining financial stability
- helping other countries to develop their economy
- contributing to the growth of world trade

### ■ OFCOM

**Office of Communications:** the telecommunications regulator in the United Kingdom ([www.ofcom.org.uk](http://www.ofcom.org.uk)).

### ■ OHSAS 18001

The OHSAS 18001 specification, published in 1999, is an international specification that applies to all types of organizations (industrial, service and other companies) regardless of their size and their activities. It is used to evaluate and certify the occupational health and safety management system.

### ■ ILO

**International Labor Organization** ([www.ilo.org](http://www.ilo.org)): three-party UN\* agency that brings together governments, employers and workers of its Member States in a common action to promote decent employment throughout the world.

### ■ RFID

**Radio Frequency Identification:** method for storing and retrieving data remotely using markers called “RFID tags” or “RFID transponders.” RFID tags are small objects, such as self-adhesive labels, that can be glued to or embedded into objects or products and even implanted in living organisms.

### ■ SA 8000

The SA 8000 standards is the first standard specifying corporate social responsibility labels on the basis of conventions signed by the ILO \*, the Universal Declaration of Human Rights, and the UN\* Convention on the Rights of the Child.

### ■ SAR

**Specific Absorption Rate:** mobile telephone compliance is determined by evaluating the specific absorption rate (SAR), which is the unit of measurement of the quantity of radiofrequency energy absorbed by the human body. The SAR is determined at the level of power certified as the highest under laboratory conditions. However, the actual SAR level of a telephone in operation can be markedly below this value.

### ■ SMS

**Short Message Service:** service allowing for receiving written messages displayed on a mobile telephone screen.

### ■ SSO

**Single Sign On:** technology that allows a user to access online services (Internet or intranet) identifying himself a single time only.

### ■ Sustainability, Sustainable Development

The most common definition of Sustainable Development is “development that meets the needs of current generations without compromising the ability of future generations to meet theirs” (Brundtland Report, 1987).

### ■ UMTS

**Universal Mobile Telecommunications System:** third-generation mobile telecommunication system capable of providing high-speed multimedia services.

### ■ UN

**United Nations** ([www.un.org](http://www.un.org)): organization founded on October 24, 1945 by 51 countries determined to safeguard peace thanks to international cooperation and collective safety. Today, it includes 192 members, or almost all of the nations of the world.

### ■ UNI

**Union Network International:** worldwide union alliance comprising the largest grouping of individual unions in the world ([www.uniglobalunion.org](http://www.uniglobalunion.org)).

### ■ UKE

**Urząd Komunikacji Elektronicznej:** Poland’s national telecommunications regulator ([www.urtip.gov.pl](http://www.urtip.gov.pl)).

### ■ WEEE

European directive 2002/96/EC of January 27, 2003 regarding Waste: Electrical and Electronic Equipment – WEEE.

# to learn more

## France Telecom Group website

**France Telecom Group**  
[www.orange.com](http://www.orange.com)

### main entities

Orange Business Services  
[www.Orange-business.com](http://www.Orange-business.com)

Orange France  
[www.orange.fr](http://www.orange.fr)

Orange United Kingdom  
[www.orange.co.uk](http://www.orange.co.uk)

Orange Spain  
[www.orange.es](http://www.orange.es)

Orange Poland  
[www.orange.pl](http://www.orange.pl)

### Europe

Orange Austria  
[www.orange.at](http://www.orange.at)

Mobistar (Belgium)  
[www.mobistar.be](http://www.mobistar.be)

Orange Moldova  
[www.orange.md](http://www.orange.md)

Orange Romania  
[www.orange.ro](http://www.orange.ro)

Orange Slovakia  
[www.orange.sk](http://www.orange.sk)

Orange Switzerland  
[www.orange.ch](http://www.orange.ch)

### Africa, Middle-East

Orange Botswana  
[www.orange.co.bw](http://www.orange.co.bw)

Orange Côte d'Ivoire  
[www.orange.ci](http://www.orange.ci)

Orange Cameroon  
[www.orange.cm](http://www.orange.cm)

Mobinil (Egypt)  
[www.mobinil.com](http://www.mobinil.com)

Orange Guinea  
[www.orange-guinee.com](http://www.orange-guinee.com)

Orange Equatorial Guinea  
[www.orange.gq](http://www.orange.gq)

Orange Jordan  
[www.orange.jo](http://www.orange.jo)

Orange Kenya  
[www.orange.co.ke](http://www.orange.co.ke)

Orange Mali  
[www.orangemali.com](http://www.orangemali.com)

Orange Madagascar  
[www.orange.mg](http://www.orange.mg)

Mauritius  
[www.mauritiustelecom.com](http://www.mauritiustelecom.com)  
[www.orange.mu](http://www.orange.mu)

Orange Niger  
[www.orange.ne](http://www.orange.ne)

Orange Reunion  
[www.orange.re](http://www.orange.re)

Orange Central African Republic  
[www.orange.cf](http://www.orange.cf)

Orange Senegal  
[www.orange.sn](http://www.orange.sn)

Orange Uganda  
[www.orange.ug](http://www.orange.ug)

### Caribbean

Orange Caribbean  
[www.orangecaraibe.com](http://www.orangecaraibe.com)

Orange Dominican Republic  
[www.orange.com.do](http://www.orange.com.do)

## other websites

AA 1000  
[www.accountability21.net](http://www.accountability21.net)

AFOM  
[www.afom.fr](http://www.afom.fr)

ANFR  
[www.anfr.fr](http://www.anfr.fr)

Business for Social Responsibility  
[www.bsr.org](http://www.bsr.org)

Caring for Climate  
[www.unglobalcompact.org/Issues/Environment/Climate\\_Change](http://www.unglobalcompact.org/Issues/Environment/Climate_Change)

European Commission  
[www.europa.eu.int](http://www.europa.eu.int)

CSR Europe  
[www.csreurope.org](http://www.csreurope.org)

ETNO  
[www.etno.be](http://www.etno.be)

GeSI  
[www.gesi.org](http://www.gesi.org)

Global Compact  
[www.unglobalcompact.org](http://www.unglobalcompact.org)

GRI (Global Reporting Initiative)  
[www.globalreporting.org](http://www.globalreporting.org)

GSM Association  
[www.gsmworld.com](http://www.gsmworld.com)

GSM Europe  
[www.gsmworld.com/gsm europe](http://www.gsmworld.com/gsm europe)

Mobile Phone Partnership Initiative (MPPI)  
[www.basel.int/industry/mppi](http://www.basel.int/industry/mppi)

OECD  
[www.oecd.org](http://www.oecd.org)

WHO  
[www.who.int/fr](http://www.who.int/fr)

UNEP  
[www.unep.ch](http://www.unep.ch)

### contact information

For questions or comments on this report, please contact:  
France Telecom  
Corporate Responsibility and Sustainable Development Office  
6, place d'Alleray, 75505 Paris Cedex 15  
e-mail: [developpement.durable@orange-ftgroup.com](mailto:developpement.durable@orange-ftgroup.com)

**France Telecom Group**

6, place d'Alleray  
75505 Paris Cedex 15  
Tel.: 33 (0)1 44 44 22 22  
[www.orange.com](http://www.orange.com)