corporate
social
responsibility

complete
report

France Telecom
Orange 2010

orange™

contents

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Stéphane Richard,
Chairman and Chief Executive Officer

For France Telecom-Orange, being a responsible corporate citizen means first and foremost building a more supportive, more caring, more human enterprise that is attentive to its employees. In 2010, a new social contract was drawn up and circulated to every employee in France. It lays the foundation for a new labour relations framework within the Group, notably by making the quality of the social climate one of the factors that determine senior management's performance-related compensation. That responsibility also means developing equal opportunities and diversity at every level of the company. Indeed, I am convinced that strong social performance is an essential precondition for sustainable economic performance.

Being a responsible company also means bringing the benefits of the digital world to the greatest number, and striving to avert a digital divide. It means opening up new perspectives in fields such as education, culture, and healthcare.

Being a responsible company means ensuring that telecommunications usage is constantly made easier and safer, and providing top-quality services by helping our customers protect themselves against the potential risks that new technologies can bring.

Being a responsible corporate citizen also means tackling environmental challenges head-on. It means innovating to better control our energy consumption, despite rocketing data volumes, through initiatives such as the optimisation of our data centres and the deployment of solar-powered base stations in Africa. It means increasing off-site maintenance in order to cut down on travel and focusing strongly on collecting and recycling used mobile handsets.

Being a responsible company also means ensuring exemplary corporate governance day by day. Our own was strengthened in 2010 when we set up a committee within the Board of Directors explicitly tasked with overseeing these issues and with improving the quality of our reporting, which has been verified by an external auditor for the past several years.

Being responsible underpins everything we do at France Telecom-Orange. It is the inspiration that drives us each and every day, and it makes us an integral part of the global economy and of society at large.

an international group

France (including enterprises services)
102,552 employees*(1)
Net revenues: 61.5% of Group TO
Energy consumption**: 2,508 GWh
(49% of total Group consumption)

Spain
3,181 employees*
Net revenues: 8.3% of Group TO
Energy consumption**: 315 GWh
(6.2% of total Group consumption)

Poland
25,080 employees*
Net revenues: 8.6% of Group TO
Energy consumption**: 697 GWh
(13.6% of total Group consumption)

Europe and Middle East (EME Region)
(Armenia, Belgium, Dominican Republic,
Moldova, Romania, Slovakia, Switzerland)
9,523 employees*
Net revenues: 10.6% of Group TO
Energy consumption**: 430 GWh
(8.4% of total Group consumption)

**Africa, Middle East and Asia
(AMEA Region)**
(CSR*** reporting countries: Botswana,
Cameroon, Central African Republic, Republic
of Côte d'Ivoire, Egypt, Equatorial Guinea,
Guinea, Guinea-Bissau, Jordan, Kenya, Mada-
gascar, Mali, Mauritius, Niger, Senegal,
Uganda)
18,337 employees*
Net revenues: 6,8% of Group TO
Energy consumption**: 1,066 GWh
(20,8% of total Group consumption)

**Enterprises (Orange Business services),
excluding France**
11,943 employees*
Net revenues: 4.3% of the Group's turnover
Energy consumption**: 99 GWh
(1.9% of total Group consumption)

* Active Employees on 12 December 2010.
** Excluding transportation.
*** HR reporting is complete on 100% of the
Group.
(1) Including French employees of Orange Business
Services (8,972).

San Francisco

Petropolis/
Rio de Janeiro

> business activities ▢

220 countries
and territories

> customers/business activities ▢

Armenia	Cameroon	France
Austria	Republic of	Guinea
Bahrain	Côte d'Ivoire	Guinea-Bissau
Belgium	Egypt	Equatorial
Botswana	Spain	Guinea

London
Warsaw
8 in France
Madrid
Cairo ○
● Amman
New Delhi ○
● Beijing
Tokyo
○ Mauritius

● Orange Labs
○ Main enterprises customers service centers

Jordan
Kenya
Liechtenstein
Luxembourg
Madagascar

Mali
Morocco
Mauritius
Moldova
Niger

Uganda
Poland
Portugal
Central African
Republic

Dominican
Republic
United
Kingdom
Romania

Senegal
Slovakia
Switzerland
Tunisia
Vanuatu

CSR, at the very heart of the Group's strategy

Corporate social responsibility is vital to the success and ongoing viability of France Telecom-Orange, and one of the core elements of its strategy. Becoming the preferred operator whilst maintaining balanced growth and creating value for everyone involves committing to simultaneously serving the Group's employees and customers, and society in the broad sense. This aim, which is manifested at the highest levels of the Group, translates into concrete undertakings in four priority areas:

- recognizing and supporting employees;

- ensuring transparency, quality, security and safety for our customers;

- making the benefits of the digital world accessible to as many as possible;

- finding innovative solutions for a new and greener world.

To implement these undertakings, Orange uses a structured long-term process, supported by responsible governance and fuelled by dialogue with stakeholders.

a long-term ambition

the Group's approach

France Telecom-Orange believes that progress is worth nothing unless it is shared by all.
Corporate social responsibility is a key factor in the Group's future success, and a source of value creation for all its stakeholders. Based on this conviction, Orange has defined an ambitious strategy to enable it to become the benchmark for corporate social responsibility in the telecommunications sector.
This strategy, which is core to the company's "Conquests 2015" project, is translated in practical action plans revolving around four basic commitments that embrace every entity in the Group:
• recognize and support employees, who are on the ground level in social links;
• ensure transparency, quality, security and safety for our customers;
• make the benefits of the digital world accessible to as many as possible;
• find innovative solutions for a greener world.

Implementing the strategy requires a structured approach, based on a dedicated organization and tools, and a reliable, verified reporting process.

a historic commitment

Corporate social responsibility is deeply rooted in the history of the France Telecom-Orange Group. The Group is founded on a set of core values that guide the principles of its activities vis-à-vis its stakeholders, and translate into a long-standing commitment to sustainable development.
France Telecom-Orange signed the ETNO (European Telecommunications Network Operators) Environmental Charter in 1996, and in 2000 was also one of the first companies to sign up to the United Nations Global Compact.
The Group is also involved in a wide range of organizations and initiatives focused on corporate social responsibility and sustainable development such as:

• The ORSE (Observatoire de la Responsabilité Sociétale des Entreprises – corporate social responsibility research institute), which brings together companies and their financial partners with a concern for CSR;
• CSR Europe (European network for corporate social responsibility, whose members include over 60 Europe-based multinationals);
• The Global e-Sustainability Initiative (GeSI), which includes telecommunications manufacturers and operators from around the world and whose aim is to promote sustainable development in the sector;
• The Energy Efficiency Inter-Operator Collaboration Group (EE IOCG), which brings major global operators together to promote energy efficiency in the ICT sector;
• The Mobile Alliance Against Child Sexual Abuse Content – an alliance of mobile telephone operators to combat the sexual abuse of children on the Internet, launched in 2008.

a strengthened dynamic

In 2009, Orange gave new momentum to its historic commitment by setting itself an ambitious goal: to become the "CSR leader" in the telecommunications sector. This ambition responds to the Group's deep conviction that corporate social responsibility is a lever for creating value for both the Group and its stakeholders.
The company's new "Conquests 2015" project, unveiled in July 2010, confirms the central position of CSR at the very heart of the Group's new strategy.

four major commitments
France Telecom-Orange's approach to CSR is shaped by four fundamental commitments:

- recognize and support employees, the first to develop bonds with society;
- ensure transparency, quality, security and safety for our customers;
- make the benefits of the digital world accessible to as many as possible;
- Find innovative solutions for a greener world.

eight strategic priorities

The definition of Orange's strategic CSR priorities is based on two complementary elements:

- analyzing the requirements of stakeholders, which are identified through regular discussion and research carried at Group level and in the main countries (see p. 11-13);
- identifying risks and opportunities relating to sustainable development and assessing their impact on the company's growth.

Priorities in this respect are updated at least once a year to keep account of changes in the context.

Eight strategic priorities have been defined for the period 2010-2012. Each of these priorities is broken up into precise objectives accompanied by key performance indicators (see opposite).

a structured approach

To implement its corporate social responsibility strategy, France Telecom-Orange deploys resources to support its ambitions, helping to make CSR a genuine vector for transformation in the Group.

strengthened organization

The Group's corporate social responsibility is managed by a dedicated organization: the CSR Department. Reporting to one of the Group's Assistant General Managers, the CSR Department answerable to the Executive Committee and its Manager is a member of the management team.

In order to achieve optimum management of the actions undertaken in each entity, CSR sponsors reporting to the highest organizational level have been appointed in each Group function and entity operating in all the markets in which the Group is active. Meeting six times a year within the CSR Sponsors Committee, they ensure the implementation of the strategic orientations decided upon by the Group's Executive Committee.

A network of CSR Managers helps with the operational deployment of the CSR policy. In 2010, to help incorporate CSR issues into the decision-making processes of subsidiaries, CSR committees were established in a number of countries (Senegal, Poland, Spain, Romania). Their introduction will be extended to most countries during 2011, with each subsidiary adopting the methods it considers most suitable. The purpose of these committees is to approve and manage the progress of the CSR projects presented to them (through milestones, deliverables, resources, etc.).

a rigorous and verified process

France Telecom Orange's CSR policy implements the principles of inclusivity, materiality and responsiveness as defined in the AA1000 APS (2008) standard, the international reference for corporate social responsibility that focuses on taking stakeholder requirements into account (see page appendices for more details on the application of the AA1000 standard). The Group has also adopted the principles defined in the new ISO 26000 standard relating to Social Responsibility, published in November 2010 (see appendices).

main awards won by Orange in 2010

> France Telecom-Orange ranks 25th among the world's greenest companies according to Newsweek's 2010 Green Ranking.

> France Telecom-Orange was selected in the Top 5 of the Capitalcom 2011 Barometer for CSR, an annual barometer assessing the corporate and environmental responsibility of large French companies included in the CAC 40.

> For the second consecutive year, Orange Business Services was recognized as a global leader in the Verdantix Green Quadrant report for its solutions to promote sustainable development.

> The Green Power Innovation Award was presented to Orange at the Global Telecoms Business Innovation 2010 Conference for its solar base station deployment programme.

> Prize for the "Best technological advance in mobile telephony" awarded to Orange at the Mobile World Congress 2010 for its innovation in respect of high definition (HD) voice for mobiles.

> Three Orange services nominated for the GSMA Global Mobile Awards: "Best Mobile TV or Video" for Orange Mobile TV, "Best Mobile Technology Breakthrough" for HD voice on mobile, "Green Network Award" for the solar base station programme.

> Orange won two awards at the AfricaCom Awards 2010 – "Best new entrant of the year" for Orange Tunisia and "Best solution for rural services" for the community phone concept developed by the Group in Mali.

> Two prestigious awards for Orange Business Services at the World Communication Awards 2010: "Best Managed Service" for its leading position in the MPLS IP-VPN managed services market and "Best Project Management" for the Hermes II project implemented for the Belgian Ministry of Foreign Affairs (a full set of secure, added value services deployed in 100 countries).

> IdClick, Orange's internal participative innovation website, won an award in the "Business and social networks" category at the itNIGHTpremiere in Paris on 31 May 2010.

CSR is managed through a dedicated reporting tool, "Indicia", which measures changes in the performance of each entity through qualitative and quantitative questionnaires. The definitions and methodologies for reporting each indicator have been clearly formalized in line with the relevant international guidelines, particularly those of the Global Reporting Initiative (GRI – appendices).

To ensure the reliability of indicators and manage the proper application of the Group's commitments in the entities, for a number of years Orange has had a selection of published non-financial information audited by one of its auditors (see appendices). In 2010, the scope of these audits was extended both in terms of geographic coverage and the nature of the work undertaken:

- Nine entities audited, including in the three main countries (France, Spain, Poland), Orange Business Services, Orange Switzerland, Orange Romania, Orange Slovakia, Orange Senegal and Mobinil (Egypt);
- 19 audited indicators (11 environmental, 6 social, 1 customer relationship and 1 purchasing policy) including the consolidation of data at Group level;
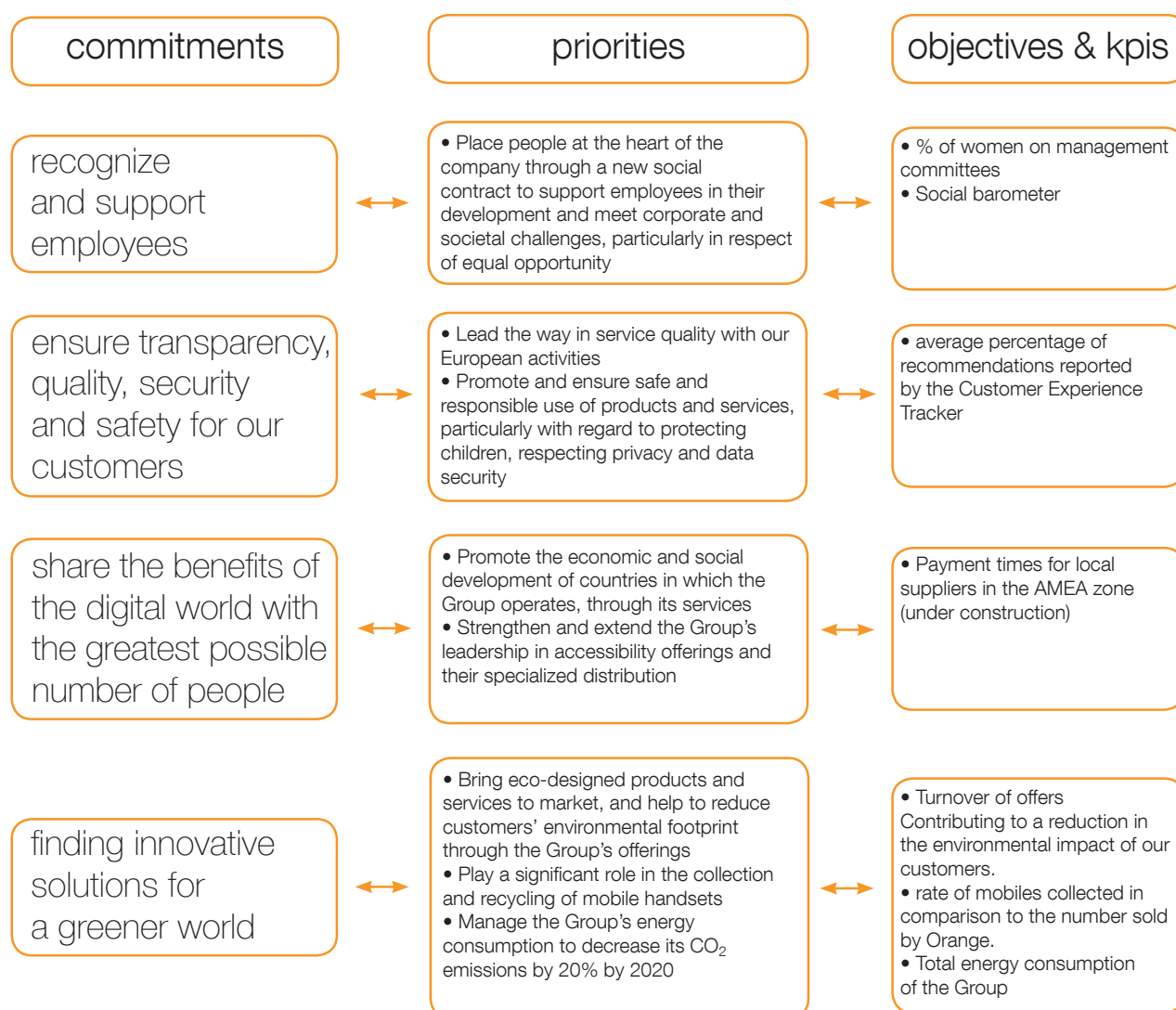- 20 projects verified (see table in appendices).

recognized performances

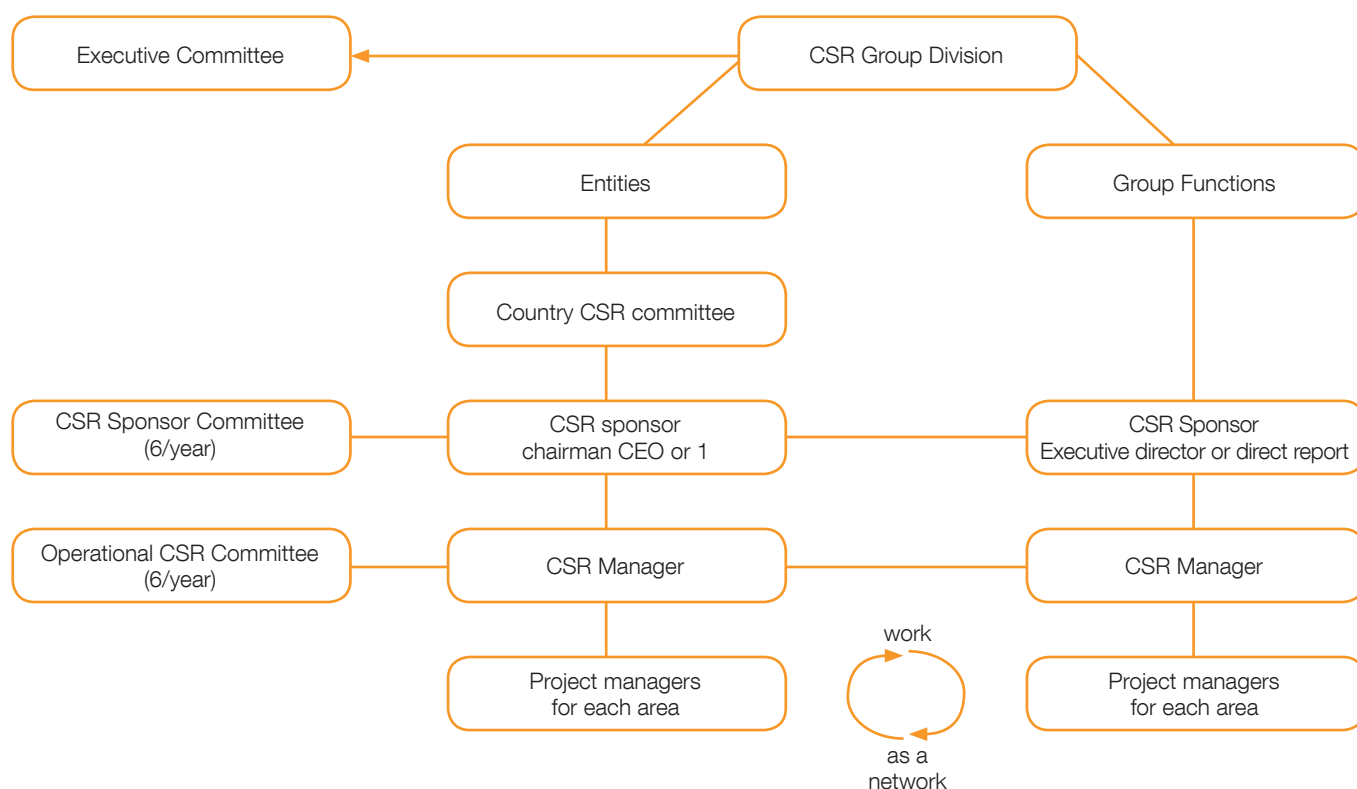In order to gain an external view of its policy, France Telecom-Orange responds to questionnaires from non-financial ratings agencies every year and maintains a regular dialogue with financial analysts and socially responsible investors.

The Group has been included in the FTSE-4Good index since 2002, as well as in the Aspi Eurozone® index managed by ratings agency VIGEO.

The Group also ranks fourth in the global "Tomorrow's Value Ratings" for the information and communication technologies sector, and second for telecommunications operators. This classification, which is the successor to the Accountability Rating scheme, compares the environmental, corporate and community-related performance of the world's largest groups.

commitments	priorities	objectives & kpis
recognize and support employees	• Place people at the heart of the company through a new social contract to support employees in their development and meet corporate and societal challenges, particularly in respect of equal opportunity	• % of women on management committees • Social barometer
ensure transparency, quality, security and safety for our customers	• Lead the way in service quality with our European activities • Promote and ensure safe and responsible use of products and services, particularly with regard to protecting children, respecting privacy and data security	• average percentage of recommendations reported by the Customer Experience Tracker
share the benefits of the digital world with the greatest possible number of people	• Promote the economic and social development of countries in which the Group operates, through its services • Strengthen and extend the Group's leadership in accessibility offerings and their specialized distribution	• Payment times for local suppliers in the AMEA zone (under construction)
finding innovative solutions for a greener world	• Bring eco-designed products and services to market, and help to reduce customers' environmental footprint through the Group's offerings • Play a significant role in the collection and recycling of mobile handsets • Manage the Group's energy consumption to decrease its CO_2 emissions by 20% by 2020	• Turnover of offers Contributing to a reduction in the environmental impact of our customers. • rate of mobiles collected in comparison to the number sold by Orange. • Total energy consumption of the Group

CSR organization within France Telecom-Orange


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Executive Committee  ←————————————  CSR Group Division
                                      /              \
                              Entities            Group Functions
                                 |                      |
                        Country CSR committee           |
                                 |                      |
CSR Sponsor Committee  —  CSR sponsor          —  CSR Sponsor
(6/year)                  chairman CEO or 1        Executive director or direct report
                                 |                      |
Operational CSR Committee  —  CSR Manager       —  CSR Manager
(6/year)                         |                      |
                        Project managers          Project managers
                        for each area             for each area

                              work
                               ⟳
                             as a
                            network
```

key dates relating to the Group's commitment to sustainable development

1996
> Signing of the ETNO Environmental Charter.

2000
> Signing of the UN Global Compact.

2003
> Formalization of the Group's Code of Ethics.

2004
> Signing of the ETNO Sustainability Charter.

2006
> Signing of the Group agreement with UNI Global Union.

2007
> Signing of the European Framework for Safer Mobile Use t by Younger teenagers and Children.

2008
> Signing of Caring for Climate under the aegis of the United Nations Global Compact.

2009
> Signing of the Code of Best Practice for Women in ICT drawn up under the aegis of the European Commission.

2010
> Launch of the company's "Conquests 2015" project.

responsible governance

a fundamental document: the Group's Code of Ethics

In 2003, the Board of France Telecom adopted a Group Code of Ethics.
The Code, available on the www.orange.com/en_EN/responsibility/our_approach/ethics/, sets out the Group's values and principles of action with regard to its customers, shareholders, employees, suppliers and competitors, and also with regard to the environment and countries in which the Group operates. It also sets out a certain number of principles relating to individual behaviour with which each employee, manager and director is expected to comply.
This Code of Ethics – the cornerstone of the Group's ethics policy – is one of the basic sets of principles governing the Group's operation, along those of the Universal Declaration of Human Rights, the International Labour Organization (ILO), the United Nations Global Compact and the guiding principles of the OECD for multinational corporations.

a network of advisers on ethics
The Group has established a dedicated organization to ensure the implementation of the principles set out in the Code:
• The Group Ethics Committee, consisting of four members appointed by the Chairman, ensures the consistent application of the principles of the Code and advises entities on their implementation.
• In each country or entity, a network of advisers on ethics helps to coordinate the policy and ensures that its principles are applied in a manner appropriate to local contexts and disciplines.

employee awareness
The Code of Ethics has been communicated to all employees worldwide.
An online e-learning module available in eight languages enables each employee to take on board the principles of the Code through practical simulations inspired by actual cases. The questions are updated regularly and tailored to countries and business lines to be as close as possible to the everyday experiences of employees.
All countries use in-house communications every year to bring the Code to life among employees by adapting it to the local context.
In France, a dedicated intranet page contains 12 quizzes and ethics guides for 13 business lines. These allow employees to test their knowledge of the rules of conduct specific to their business lines.
A procedure for dealing with conflicts of interest has also been provided for managers.

a concept extended to service providers
In 2010, Orange France initiated a process to raise awareness among some service providers, by drawing up a specific quiz for outside call centres. A similar process is under way for employment agency networks and home-help services. Moreover, as part of the Group's responsible purchasing policy, all contracts with suppliers listed at Group level and a growing proportion of local purchasing contracts include a clause on "Ethical practices – corporate responsibility" that sets out France Telecom-Orange's demands in this area (see p. 43-47).

a firm commitment to human rights

France Telecom-Orange was one of the first companies to sign the United Nations Global Compact in 2000, thus asserting its commitment to respect and promote basic human rights in its activities and sphere of influence. Respecting the basic principles set out in the Universal Declaration of Human Rights and the International Labour Organization figures explicitly in the Group's Code of Ethics, published in 2003.

In 2006, France Telecom pushed its commitment to new heights by signing a global agreement with UNI Global Union on basic social rights within the Group. Through this agreement, France Telecom strongly reaffirmed its desire to respect basic human rights, both internally and in its relations with its suppliers and subcontractors (see p. 43 to 47).
Implementing these commitments is a complex process, rolled out progressively in different countries according to the local context and respecting national sovereignty.
In order to continue to make progress, France Telecom-Orange depends on its policy of dialogue with stakeholders to identify priority issues in each country and put the appropriate actions in place. The Group has undertaken to provide a transparent account of its actions, and for this, uses indicators of respect for human rights defined by the Global Reporting Initiative (GRI – see table of correspondence in appendices).

clear structures and governance rules

clear structures and governance rules France Telecom-Orange complies with the principles of corporate governance defined specifically by the Loi de sécurité financière (financial security act) in France and the Sarbanes-Oxley Act in the United States. The Group is particularly vigilant regarding the responsibility and integrity of its managers and directors, the independence of Board members, the transparency and divulgence of information, the respect of shareholders' rights and the Group's Code of Ethics.

The governance of France Telecom is structured around the Board of Directors and its specialized committees:
• Audit Committee;
• Governance and Corporate Social Responsibility Committee;
• Strategic Committee.

In 2010, the company's Governance and Corporate Social Responsibility Committee met seven times. Its remit was extended at the beginning of 2010 to include examining the main risks and opportunities relating to the environment, the Group's social policies, all the information published by the Group on community and environmental matters and the main orientations of the Corporate Social Responsibility policy.

For more information: see the 2010 France Telecom-Orange reference document, Chapter 14.

rigorous risk management

The dynamic of ongoing improvement of internal control within the Group is based on organization, procedures and controls implemented by General Management and all personnel under the responsibility of the Board of Directors, and is intended to give reasonable assurance as to the realization of operational objectives, compliance with the laws and regulations in force and the reliability of financial information. The Group's system of internal control is managed by the Group's Internal Control Department. The Group Audit and Risk Control Department and the Group Fraud and Revenue Assurance Department help to assess this system.

For more information on internal control: see the 2010 reference document, p. 161 to 169.

a global security policy
The purpose of the Group's Global Security Policy is to heighten the level of security within the company in order to reduce risks and limit the consequences of claims and crises as well as the safety of products and services offered to customers.

It is also an instrument in the fight against fraud and more generally compliance with the relevant laws and regulations including the US Sarbanes-Oxley Act and the Loi de sécurité financière (financial security act) in France. The Global Security Policy includes and coordinates three domains:
• information security,
• the health and safety of individuals,
• environmental safety.

It applies to the entire Group, the parent company and consolidated subsidiaries.

A Security Management System based on ISO 27001 ensures the application of the Security Policy in all entities. Its objectives: to assess risks, help managers define priority measures for risks accepted, train and raise awareness among employees to improve behaviours, and provide offerings that are suited to security requirements.

identification of major risks
At least once a year, each of the Group's operational entities identifies the major risks within its scope of operation (including environmental, company- and community-related). This identification, completed by the description of the action plans intended to cover these risks, constitutes the risk map of each of these Departments. Changes in the list of these risks and the implementation of action plans are checked during internal control reviews and also, once a year, by the Risks Committee.

pro-active management of fraud and corruption risks
In addition to the principles set out in the Group's Code of Ethics, France Telecom-Orange has defined a strategy to prevent and mitigate the risks of fraud. This programme has been rolled out across the entire Group since 2006. This approach is led by Group Fraud and Revenue Assurance, which is responsible for the implementation and awareness of the strategy throughout the Group.

Included in this strategy is the Group's approach to anti-corruption.

The anti-fraud policy, which has been updated during 2010, is accessible to all employees via the intranet and is available in French and English. Each entity has its own localised anti-fraud policy based on the principles of the Group policy. Several anti-fraud modules have been published, including one specifically targeting the prevention and detection of the risks of corruption. The anti-corruption module was rolled-out to the major entities in the Group which together represent more than 97% of Group turnover. Anti-corruption awareness and e-learning was rolled out on a Group-wide basis in 2005. A module designed to prevent the risks of fraud at a management level was also implemented in these same entities. Both modules were the subject of internal and external audits in 2009 and 2010 as part of the controls required under the Sarbanes-Oxley Act.

All employees receive regular training on the risks of fraud and corruption. Further information and training tools are accessible via the Group intranet, including a library of practical case studies, an anti-fraud guide for use by managers and e-learning modules.

As part of the implementation of the Fraud strategy, Fraud and Revenue Assurance Managers visit the entities on a regular basis. In 2010 they visited 34 countries to train senior local staff on the major fraud and corruption risks.

We actively encourage staff and suppliers to help with the detection of fraud and the whistle-blowing mechanism, as defined in the Code of Ethics, enables anyone to flag-up, using a dedicated e-mail address, any facts which may constitute breaches or frauds in the areas of finance, accounting, treasury and anti-corruption. This procedure makes it possible to guarantee confidential treatment of these mails in an independent manner whilst guaranteeing the protection of the employees.

a process fuelled
by dialogue

the Group's approach

Listening to and incorporating stakeholders engagement form the basis of France Telecom-Orange's CSR policy, in accordance with the principles of inclusivity, materiality and responsiveness defined in the AA1000 standard.

For Orange, a structured, regular dialogue with those concerned in the company's operation – employees, customers, suppliers, shareholders, public authorities, civil society, etc. – meets three objectives:
• ensuring that the Group's CSR projects are consistent with the priorities of the stakeholders;
• mapping risks and opportunities linked to community issues and the needs of countries in which Orange operates;
• identifying opportunities for innovation opening up new prospects of growth for Orange whilst supporting the social and economic development of the countries concerned.

This dialogue provides an opportunity for stakeholders to put forward their most pressing requirements and perpetuate these exchanges in the long term.

a multi-level dialogue

As a company established in multiple locations, France Telecom-Orange is involved in dialogue with its stakeholders on several levels:
• at Group and business line level, which ensures consistency throughout the company;
• at country level, which is the most in touch with local issues and players.

In addition to exchanges carried out at Group level, each country draws up and implements its own system of dialogue with its local stakeholders, using a number of tools (surveys, individual meetings, panels of stakeholders, etc.).

structured processes in the main European entities

The three main countries (France, Spain and Poland) have created their own systems for dialogue with stakeholders, in line with the priorities of the Group's CSR policy. In 2010,

focus

In 2010, TP Group, the Polish subsidiary of France Telecom-Orange, developed a structured process for dialogue with stakeholders intended to enrich its CSR strategy in 2010-2012.

The new, improved dialogue process, which has been established in accordance with the principles of the AA1000 standard, meets a number of objectives:
• ensuring the completeness (inclusion) and relevance (materiality) of the Group's CSR process;
• implementing responses suited to the issues and requirements identified (responsiveness);
• having a consolidated, centrally managed approach;
• enriching the existing CSR strategy and enhancing its external value.

Having formalized the stakeholders mapping and drawn up an inventory of existing dialogue tools, TP carried out three types of survey among its stakeholders:
• meetings with 18 local players;
• a national poll carried out by an independent body to identify the expectations of the general public in relation to CSR, with a focus on the issues of the information and communication technologies sector;
• a second poll to measure the awareness of ICT sector employees of CSR – this included employees of TP and its subsidiary PKT Centertel.

These surveys are currently under way and the project will continue in 2011 to identify avenues for progress and create action plans that will fuel TP's CSR strategy.

Orange France also revived its biannual stakeholder survey, and the TP Group in Poland introduced a strengthened dialogue process (see inset). A similar process is in preparation in Spain, with deployment scheduled for 2011.

a methodological kit for subsidiaries
Since 2009, Orange's CSR management has developed a methodological tool to help countries that do not yet have a structured process for dialogue with stakeholders: the CSR Dialog Toolkit.

The CSR Dialog Toolkit helps to enhance the value of CSR initiatives already embarked upon by subsidiaries and to increase their impact by integrating the perceptions and requirements of the leading local stakeholders. In this way it contributes to the deployment of the Group's CSR strategy by providing a common framework ensuring the consistency of the actions carried out in the different countries. Based on internal "blue sky" workshops and external meetings with stakeholder representatives, the toolkit enables subsidiaries to gain an understanding of internal and external views of CSR issues and gives rise to the creation of a matrix of materiality and a plan of CSR actions suited to local issues and consistent with the Group's CSR priorities. The methodology is simple to implement and has been designed to be easily adapted to all Group entities, whatever are their resources. Tested in 2009 in two pilot countries (Madagascar and Republic of Côte d'Ivoire), the method was then deployed in 2010 in four new countries in the Africa-Middle East zone: Niger, Botswana, Jordan and Mali, and in Cameroon at the beginning of 2011.
Several Eastern European entities are also planning to deploy the method in 2011, with an analytical approach suited to European issues. Moldova and Armenia were the first two countries to deploy the stakeholder dialogue at the beginning of 2011.
The matrix of materiality drawn up at the end of the process makes it possible to view and prioritize the CSR issues identified with the stakeholders.
By way of illustration, here are two matrices of materiality, one resulting from dialogue in the Africa zone and the other in the Europe zone. These diagrams clearly show the diversity of stakeholder requirements in different countries and large regions, and enable the Group to tailor its CSR policy as near to local needs as possible.

stakeholders mapping
360° vision of stakeholders to be identified

Sanitary authorities
Regulation authorities
Customers
Environmental authorities
ICT and development authorities
Employees
Suppliers
Local authorities
Shareholders
Local communities
orange™
Real estate landlords
Opinion leaders
Telecom partners
NGO and associations
Universities/academies
Experts
General public
Distributors
Professional organisations
Media
Actors of the development
Competitors

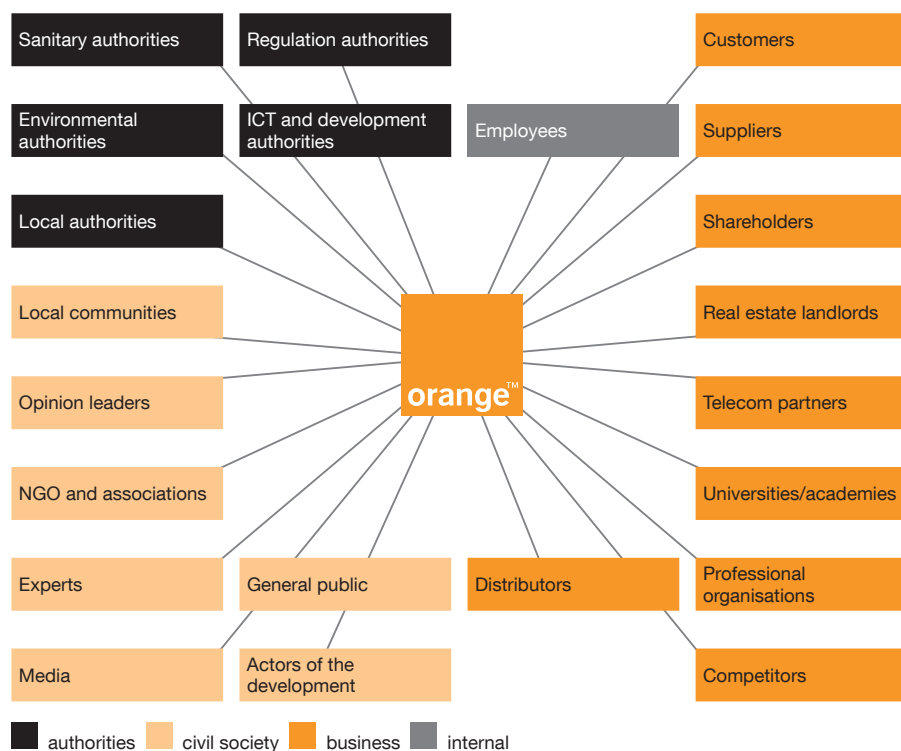authorities   civil society   business   internal

illustration of the method

INTERNAL VISION
A workshop using a precise methodology to federate a common vision of community-related risks and opportunities and to identify the subsidiary's priority stakeholders.
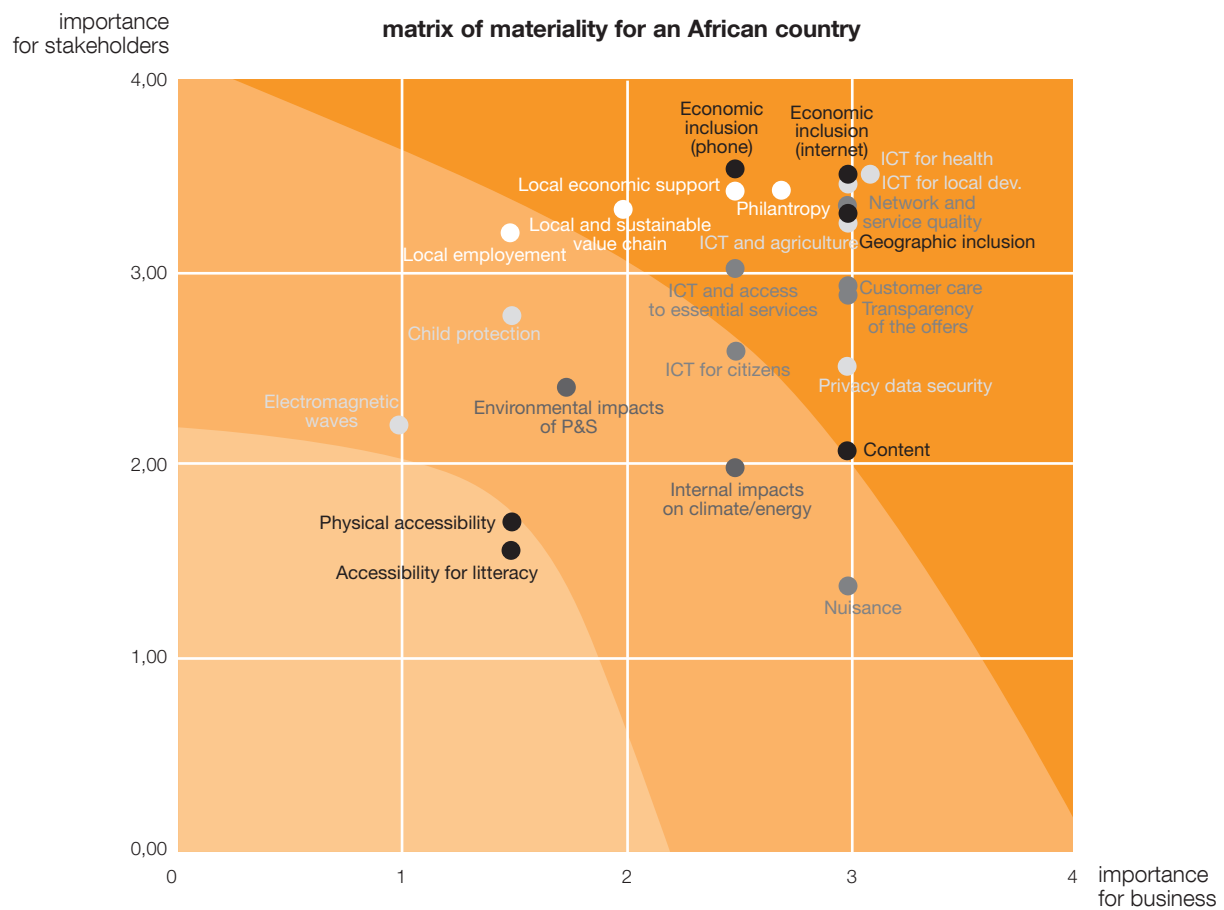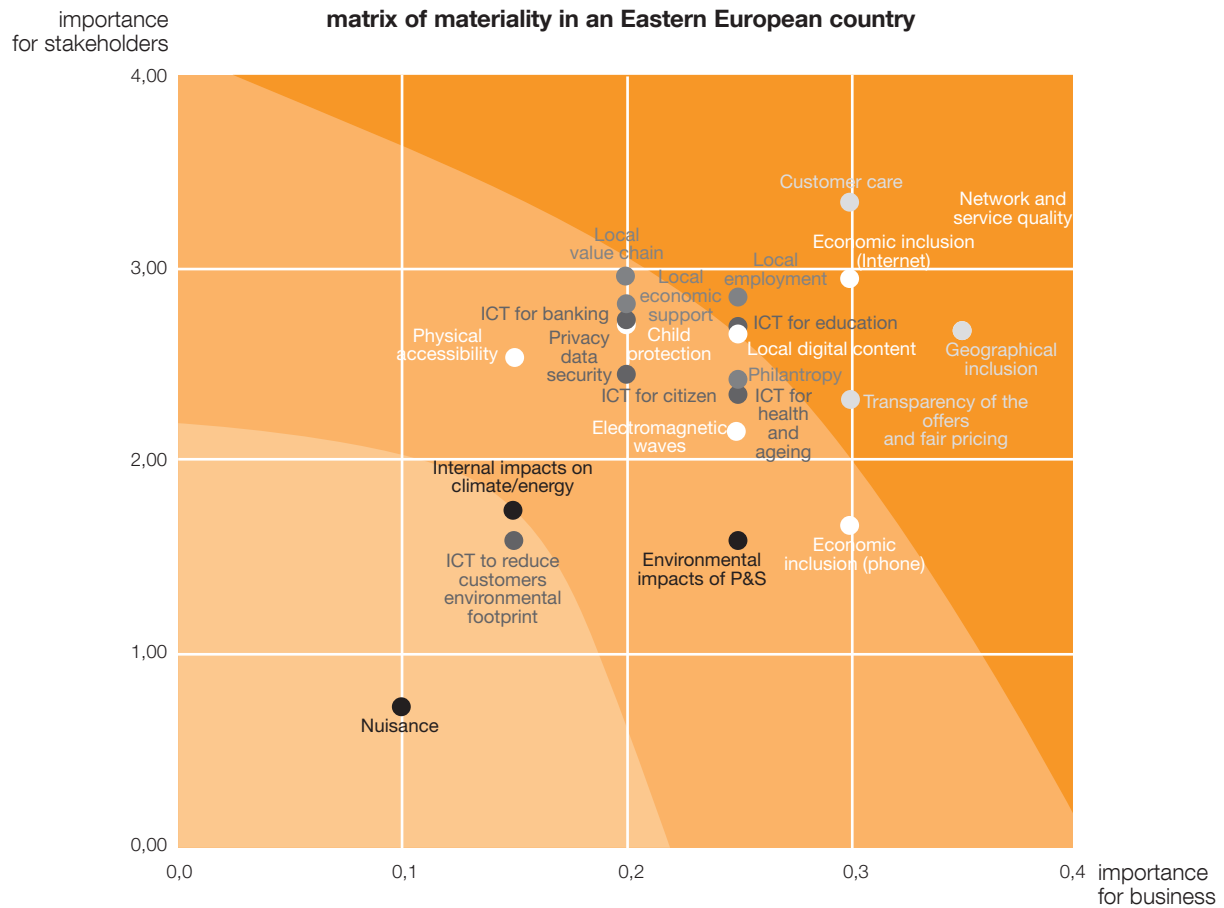
EXTERNAL VISION
Consultation with about twenty key stakeholders for the subsidiary to ensure that their views and expectations of Orange are taken into account.

ACTION PLAN
Feed into the CSR/project action plans by comparing the internal vision (workshops) with the external vision (stakeholders).

FOLLOW UP
Sharing the action pan with external stakeholders. Executing the action plan. Measuring the results.

matrix of materiality in an Eastern European country

importance for stakeholders

- Customer care
- Network and service quality
- Local value chain
- Economic inclusion (Internet)
- Local economic support
- Local employment
- ICT for banking
- Child protection
- ICT for education
- Physical accessibility
- Privacy data security
- Local digital content
- Geographical inclusion
- ICT for citizen
- Philantropy
- ICT for health and ageing
- Transparency of the offers and fair pricing
- Electromagnetic waves
- Internal impacts on climate/energy
- ICT to reduce customers environmental footprint
- Environmental impacts of P&S
- Economic inclusion (phone)
- Nuisance

importance for business

matrix of materiality for an African country

importance for stakeholders

- Economic inclusion (phone)
- Economic inclusion (internet)
- ICT for health
- ICT for local dev.
- Local economic support
- Philantropy
- Network and service quality
- Local and sustainable value chain
- Local employement
- ICT and agriculture
- Geographic inclusion
- ICT and access to essential services
- Customer care
- Transparency of the offers
- Child protection
- ICT for citizens
- Privacy data security
- Electromagnetic waves
- Environmental impacts of P&S
- Content
- Physical accessibility
- Internal impacts on climate/energy
- Accessibility for litteracy
- Nuisance

importance for business

a responsible employer

For France Telecom-Orange, being a responsible company is above all a case of recognizing and supporting its employees, who are on the ground level in social links.

This commitment to being a responsible employer has been strongly reasserted in the new company project, "Conquests 2015", which places the men and women of France Telecom-Orange firmly at the heart of the Group's thinking. With one goal: to be recognised by 2015 as one of the favourite employers in the main countries in which the Group operates.

To achieve this, Orange undertakes to be a group that is good to work for, by rethinking its view of human resources, adopting a new style of management and reasserting common values.

In France, the new "Social contract" lays the foundations for a new corporate model and reaffirms the Group's commitments as a responsible employer.

As an international group, a leader in numerous markets, France Telecom-Orange has a duty to set an example by promoting equal opportunity and combating all forms of discrimination in access to employment, career development and recognition.

implementing
a new social model

the Group's approach

At the end of 2009, France Telecom-Orange undertook a radical reform of its social policy in order to reestablish its people at the heart of the company.
The new social contract proposed in France, the result of an unprecedented process of listening and dialogue, lays the foundations for a new social model and reaffirms the Group's primary commitments as a responsible employer:
• an active, motivating and caring employment policy;
• an organisation that places more value on the work of each employee;
• improved quality of life at work;
• managers who are empowered and recognised;
• fair remuneration for the commitment of each and every employee;
• an HR department that is closer to employees.

strengthened social dialogue

The Group's financial success cannot be achieved without social success. To help reconcile these two dimensions, France Telecom Orange must listen more to all its employees and establish a constructive dialogue between unions and management.

social reform in France

In view of the social crisis encountered in France in 2009, France Telecom Orange embarked on an initiative to strengthen dialogue with its employees to help it understand the reasons for the discontent and remotivate all its teams in support of a new company plan.

Specifically, this initiative has given rise to:
• an inventory on stress and labour conditions carried out by an independent firm of consultants that specializes in these issues and was selected by the trade unions;
• meetings on the restructuring of the Group, or "reform conferences", a participative scheme accenting the primordial role of management in the creation of a new dynamic of expression, which took the form

of 2,700 meetings held in the field;
• the start of a number of negotiations between unions and management.
Negotiations began in September 2009, and led to the conclusion of five social agreements:
• prospects – jobs and skills – career development – training – mobility;
• work-life balance;
• operation of employee representative bodies (IRP);
• assessment and prevention of psychosocial risks;
• work organization.
Structural agreements relating to social reform were also signed at the end of 2009 and in 2010:
• agreement on the employment of seniors and measures to enrich the later years of employees' careers;
• FTSA 2010 salary agreement;
• Group agreement on the payment of a profit-sharing bonus based on the 2009 results.
In September 2010, Stéphane Richard, then Chief Executive Officer of France Telecom-Orange, sent each of the 102,000 employees in France a document entitled "for a new social contract".
This new "Social contract", fuelled by listening

to employees, by agreements and collective reflections undertaken early in 2010, is both the expression of this new social ambition and a response to the human issues that have arisen. as an integral part of the development strategy, it forms a framework for a new relationship between the Group and its employees. They will be invested in recruitment, IT, improving the working environment, setting up relaxation areas…
€900 million will be invested between 2010 and 2012 to give substance to the new "Social contract" and establish it solidly in the day-to-day lives of employees. They will be invested in recruitment, IT, improving the working environment, setting up relaxation areas…

The "Social contract" has three main objectives:
• to indicate the Group's determination to keep its commitments by reconciling economic performance, corporate social performance and customer service quality;
• to define and optimize the operating principles of the company by allowing everyone to take the initiative and assume responsibility;
• to confer on every employee resources to enable them to know and understand the nature of actions being undertaken, and to provide them with direction.

The originality of the "Social contract" lies not only in the concept of consulting employees on its content, but also the scope of the contract.

It touches on all areas of the company: the employment policy, work organization, role of managers, quality of life at work, remuneration of employees and the Human Resources function. Many actions have already been undertaken and pragmatic results achieved.

dialogue bodies at all levels

To support social dialogue at all levels of the company, France Telecom Orange is encouraging the establishment of local employee representative bodies (as close as possible everyday reality) and national and supranational bodies, enabling major issues to be dealt with from a Group viewpoint.

Exchanges between unions and management are taking place as part of a very comprehensive programme:

- almost 400 local employee representative bodies in Europe and in a number of African subsidiaries;
- a Central Committee of the economic and social unit in France;
- a French Group Committee;
- a European Group Committee, where employees from 20 countries are represented;
- a new Global Works Council, established in 2010 (see opposite).

In May 2010, a new Group agreement on the operation of employee representative bodies was signed in France to improve the operation of employee representative bodies and make it easier for trade unions to operate within the Group. The agreement reasserts that the trade unions and employee representative bodies are and continue to be – the preferred contacts of the employer in the corporate life of the company.

The significant number of social agreements signed in 2010 (62 in France) attests to the new dynamic of social dialogue embarked upon by the Group and its social partners.

an active, motivating and caring employment policy

To support the Group's development and growth, it is vital to anticipate the skills of tomorrow and offset demographic shocks. As a world-ranking telecommunications operator, France Telecom-Orange must do so in a responsible, sustainable manner.

With this in mind, the Group has made strong undertakings to:

- increase external recruitment, with 10,000 recruitments planned in France for permanent contract positions in 2010-2012.
- assist young people into employment: partnerships with schools, taking on 5,300 apprentices and 2,500 interns per year, training of more than 1,300 learning supervisors to take care of those apprentices, 150 PhD's, etc.
- support every employee in the long term:
– 250 dedicated people in "Orange futures" areas to advise employees on their career path.
– Older employees receive specific support: possibility of opting for senior part-time hours, "cap seniors" interviews for over 55s to take a bearing on their intended career path.
- enable everyone to develop recognized experience and skills: over three million hours' training per year, 17 trade schools, increased

training hours per employee, in France, at France Telecom SA, concerning 80,308 trained employees
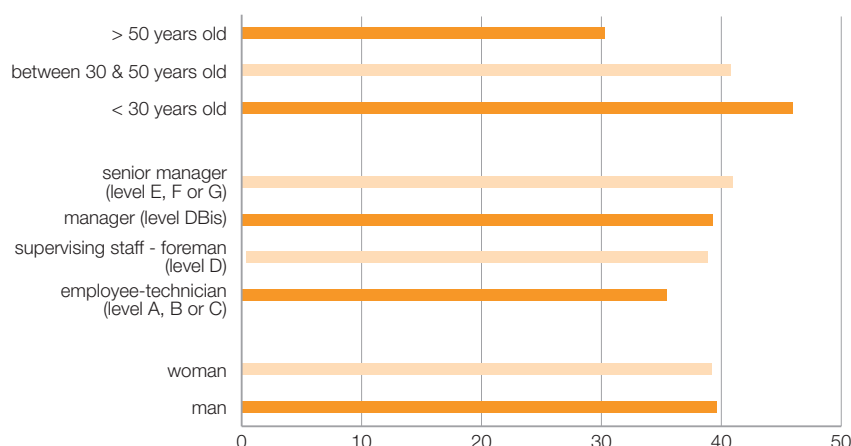
focus

▶ **France: 10,000 DIF (individual right to training) courses in 2010**

10,000: the number of training courses followed in 2010 by French employees under the individual right to training (Droit Individuel à la Formation or DIF) This represents 208,000 hours, three times more than in 2009!

This acceleration is explained both by the diversification of Orange's offering in the areas of professional and personal development and by the opportunity offered to each employee of being involved in developing their own skills.

focus

accreditation of prior experiential learning (APEL), monitoring employees aged over 45 who have not completed a training course for several years, etc.
• Foster diversity and particularly gender equality, with an objective of 35% of women in the "leaders" network 2015.

Because training is a vector for the fulfilment and employability of staff, the Group is adopting an ambitious policy, as witnessed by the 9,000 online training modules available to employees. In 2010, every employee received an average of 32 hours of training (29 hours for the Group and as much as 55 hours in Spain); this places France Telecom-Orange in the two leading companies in France in terms of training for employees.
The Group also intends to play a key role in the employment market by integrating new talents. Objectives: to support the teams in place and provide better service to customers.
As a result, the Group recruited 3,800 new employees in France in 2010 out of a total of 10,000 planned between 2010 and 2012. France Telecom-Orange is also committed to employing seniors and young people. Two major decisions were taken in this context in 2010 with:

• the implementation of a Seniors agreement to promote the maintenance of, and access to, jobs for seniors, to enhance the transfer of experience and knowledge, and support the retirement phase;
• the integration of over 5,300 young apprentices into teams in France in 2010.

creating the conditions for fulfilment

Improving the day-to-day quality of life and work organization: this is one of the main challenges of the "Social contract". The Group aims to achieve this by simplifying IT tools, creating closer relationships and increasing cooperation, allowing free and frank expression, setting fewer, more appropriate individual objectives and optimizing working conditions. The ultimate goal? To provide everyone with a motivating work environment that enables them to do their work with confidence, for their comfort and the satisfaction of their customers.
Practically, this commitment has been given expression by:

• the signature of a "Work-life balance" agreement in France in March 2010 (see p. 22-23);
• the signing in September 2010 of an agreement on work organization in France to prevent psychosocial risks, give employees more autonomy and strengthen links between colleagues;
• the launch of Plazza: the internal social network already uniting after barely three months 19,000 employees in France, and 700 communities, which will shortly be expanding to other countries;
• actions and investment to improve the working environment: €50 million invested to make information systems more user-friendly and €10 million in 800 sites.

Improved prevention of psychosocial risks
The Group's "Assessment and prevention of psychosocial risks" agreement signed on 6 May 2010 with the main trade unions reinforces the actions embarked upon since 2009 in respect of negotiations on stress management. This agreement provides for:
• the undertaking at least every three years by an independent expert of an employee satisfaction survey (see p. 18);
• the establishment of a National Stress Prevention Committee (CNPS) to include representatives of trade unions and management, and stress prevention advisers;
• a systematic analysis of the psychosocial risks associating those involved in health in the workplace and Committees for Hygiene, Safety and Working Conditions in organizational change projects;
• training and action to heighten awareness among all those involved in this field (managers, HR, employee representatives, etc.);
• the establishment of psychosocial risk prevention commissions in Local Works Committees;
• the organization of discussion meetings to encourage collective expression by employees;
• taking into account demands related to health and safety in the selection and assessment of service providers.

To support employees in difficulty, the Group has launched a free phone dialogue line, created 11 listening and support areas, trained 7,000 managers in the management of sensitive situations and recruited additional company doctors with the aim of having an average of one doctor per 1,500 employees.

To further improve the monitoring of people in difficult situations, the Group set up a national support and mediation mission at the beginning of 2011. This structure, composed of 10 human resources professionals, will help to improve the prevention of psychosocial risks and the identification of delicate situations, and thereby improve social cohesion within the company.

Ongoing improvement of health and safety conditions in the workplace

Since 2006, company entities have been continuing to deploy their health and safety management system in the workplace. Besides actions undertaken in the areas of stress management and the prevention of psychosocial risks, efforts in 2010 centred on training the preventer network and the deployment of the health and safety audit programme in all Group entities.

Two new training courses for preventers were introduced in 2010. The coordination of the preventer network across business lines has continued: a day of discussions was held on psychosocial risks, a film on the role of preventer was posted on the Group intranet, and the training course on stress, psychosocial factors and risk prevention continued, together with a course on the function of the "Auditor of the system for the management of health and safety in the workplace".

Deployment of the Group's policy on health and safety in the workplace is monitored through a three-yearly audit system. 2010 saw the concept of ongoing improvement affirmed with the publication of new thresholds triggering audits managed at national level. Audit frequency is now determined according to the level of deployment:

From 1 September to 31 December 2010, 60 audits were carried out and 49 are programmed for 2011, mainly in the first quarter.

fair remuneration for the commitment of each and every employee

To be motivated, employees need a system of fair remuneration, and the recognition and valuing of each person's commitment and collective successes:
- preferred methods of linking employees with the company's results (profit-sharing plans, employee share ownership);
- protection schemes for the future: Group Savings Plan, Collective Pension Savings Plan (PERCO);

- a motivating increase system: in France, the salary agreement of 26 April 2010 specifically allows for an average increase of 3% with a guaranteed €500 for all.

a barometer of the quality of life at work

The Group has also undertaken actions and surveys among employees to find out their perception of their quality of life at work.

In France, a social barometer was introduced in 2010 in the form of a regular survey intended to assess employee satisfaction within the Group. It is based on a set of very practical criteria, making it possible to ascertain employee satisfaction as objectively as possible. The first version of this barometer was produced in June 2010, followed by a second survey in 2010 of 4,000 employees of all categories, age groups and geographic locations.

This barometer is also included in the basis for calculating the variable portion of the Group's 800 top managers in France (see insert p. 19).
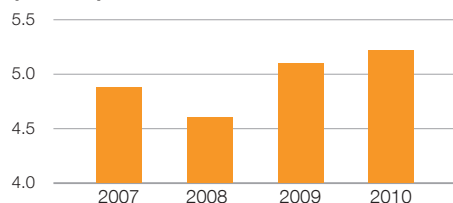
managers who are empowered and recognised

Key players in the implementation of the new Social contract, managers will play a decisive role in the new era opening up between the company and each of its employees. Managers embody the company's values, its operation and its objectives. To succeed in their mission, they must share a common framework, be supported and have the resources to take action. This is vital to strengthen close, trusting relationships and to encourage employees to take the initiative.
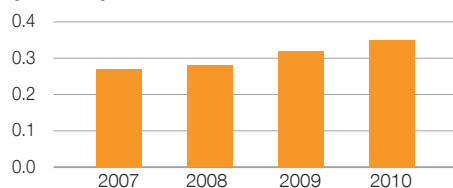
In 2010, it was manifested specifically by:
- the launch of Orange Campus, a key "Conquests 2015" programme dedicated to developing managers' skills throughout the world – between June and December 2010, over 10,000 managers participated in "Orange Campus Meetings" held throughout France;

frequency rate of work related accidents (TFRAC) – France Telecom SA

Definition of TFRAC: the level of frequency for work accidents (TFRAC) corresponds to the declared number of work accidents on the way to work, by million of theoretical working hours.
Precision: this level is expressed by the number of work accidents with sick leave per million of theoretical working hours by the following calculation formula:
number of work accidents x 1 million (amount by equivalent full time activity x number of 210 days worked x 7,6 hours).

severity rate of work related accidents (TGRAC) – France Telecom SA

Definition of TGRAC: the rate of seriousness of work accidents corresponding to the number of days of sick leave following a work accident, by thousands of theoretical hours worked.
Precision: this rate is expressed by the number of days of sick leave for a work accident, by thousands of hours worked by the following calculation formula:
number of days of sick leave for work accidents x 1,000/ (amount by equivalent full-time activity x 210 number of days worked x 7,6 hours)

- the introduction and dissemination of a New Management Charter to unite the community of managers in the same vision;
- strengthening dialogue with the teams by heightening awareness among managers of the importance of annual appraisals, the application of best working practice and a regular exchange with employee representatives;
- the introduction of a corporate social performance indicator in the variable remuneration of the principal executives.

The Talent Sharing exchange programme also helps to disseminate an international managerial culture. Introduced in 2004, this programme enables employees to spend three to 18 months in another Group entity before rejoining their original entity. Over 20 Group countries participate in this scheme. 330 employees have benefited from this programme since 2004, including 33 in 2010.

becoming closer to employees

Becoming closer to employees, taking better account of human factors in decisions, developing a high quality social dialogue, supporting managers and monitoring the company's corporate social performance: these are the priorities of the Human Resources function. The common theme is the desire to be of more support to employees and ensure their well-being at work.

In 2010, this was manifested by:
- the creation of 180 local human resources management functions;
- the participation of HR managers in management committees to measure the human impact of operational decisions;
- the signing of major agreements between unions and management on issues impacting the lives of employees such as the first agreement on the work-life balance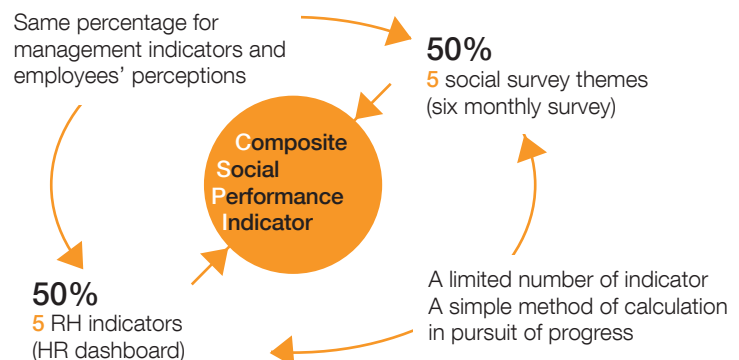 and that on employment, skills, professional development and mobility. This latter agreement is a real breakthrough, particularly in respect of mobility, retirement and site closures;
- improved monitoring of the company's social performance: a social barometer, an indicator of corporate social performance with an impact on the remuneration of executives, six-monthly survey.

focus

▶ **improved management of corporate social performance**
France Telecom Orange is one of the first companies in France to introduce a composite corporate social performance indicator, which will be taken into account in calculating the variable portion of remuneration of the 800 top managers in France, members of the leaders' network. This indicator combines management indicators (such as the rate of absenteeism) in equal parts with indicators drawn from the results of the social barometer carried out twice yearly. The Group's intention is to pursue social solidarity and progress. Therefore, it is the progression in the results that is used and not the absolute values. The results affect all Group managers in the same way: managers are jointly responsible for the quality of social relations in the Group, whatever division they belong to, which ensures greater solidarity, common interests and motivates them to work together and support each other so that more humane and socially binding types of structures can emerge.

Same percentage for management indicators and employees' perceptions

Composite Social Performance Indicator

50%
5 social survey themes (six monthly survey)

50%
5 RH indicators (HR dashboard)

A limited number of indicator
A simple method of calculation
in pursuit of progress

focus

▶ **training in Africa**

In Dakar, Senegal, a sales school for trainers from French-language subsidiaries of Orange Africa was inaugurated in October 2010.

Its aim: to increase the skills of trainers through a course adapted to suit local conditions. After the two-year course, trainers may – if they so wish – apply for "animateur-formateur" (leader/trainer) certification, which is open to Group trainers and delivered by Sciences Po Paris in partnership with France Telecom.

Three classes are already subscribed in Dakar, a total of over 30 people. A second training centre will open its doors in early 2011 in Nairobi for trainers from English-language subsidiaries in the AMEA (Africa-Middle East-Asia) zone.

A business selling school project is currently being established in Africa. This operationally-focused training scheme is intended for managers, marketeers, salespeople and maintenance engineers in the Business market. This pan-African school started up in Republic of Côte d'Ivoire in July 2010 before being rolled out to other African countries.

key dates relating to the Group's social policy

2002
> Launch of the "Telecom Talents" programme to recruit, support and generate loyalty among young people with high potential.

2003:
> Framework agreement for forward planning of employment and skills in France.
> Establishment of the Group's Redeployment Committee to examine reorganization projects and manage external recruitment.

2004
> Establishment of the European Group Committee.
> Launch of the international "Talent Sharing" programme to encourage and foster the sharing of experience within the Group.
> Formalization of the policy relating to health and safety in the workplace and establishment of a Health and Safety Department.
> Production of guidelines on Group Business Lines.

2005
> Establishment of new employee representation bodies (IRP) in France according to the methods defined in the Act of 31 December 2003.
> Launch of the ACT programme: "planning and skills for the transformation of the Group", to encourage career development within the company.

2006
> Signing of the Group agreement on basic social rights with UNI Global Union.
> Establishment of the first Development Areas in France and Poland.
> Production of a map of business lines in France.
> Establishment of Orange management schools in France, the United Kingdom and Poland.

2007
> Launch of Orange Passion to support the passions of Group employees in the fields of sport, cinema and music.
> In the context of the ACT programme, increase training effort.

2008
> Associating employees with the Group's success.
> NExT Reward based on annual results: free allocation of shares in 2009.

2009
> Inventory of stress and labour conditions and launch of open discussions on reform.
> Creation of 160 local human resources management positions.
> Signing of an agreement on the employment of seniors and measures to enrich the later years of employees' careers.

2010
> Establishment of the Global Works Council.
> Signing of 6 social agreements.
> Introduction of the new social contract and the social barometer.
> Introduction of a composite corporate social performance indicator to be included when calculating the variable portion of remuneration of the 800 top managers in France, members of the leader network.

promoting diversity and equal opportunity

the Group's approach

France Telecom-Orange intends making equal opportunity a trademark of its human resources policy, right from the point of recruitment throughout its employees' working lives.
This commitment to promote diversity and equal opportunity not only reflects the Group's values, but also its conviction that diversity contributes to the company's performance, innovation capacity and attractiveness. Diversity also enables customers to see themselves in the image projected by the Group through its employees, its points of sale, its offers and products.

The Group's diversity policy is based on one flagship theme: gender equality in the workplace, and other themes on the basis of which each country builds its own policy as a function of local issues; helping disabled people to find employment and develop in the workplace, combating any and all forms of discrimination within the company.

gender equality: a Group priority

France Telecom Orange has made gender equality a priority in its equal opportunity policy. With the ambitious objective of having 35% of women in the leaders network by 2015, in line with the average percentage of women in its workforce, and of attracting more women in scientific and technical careers.

To achieve this objective, the Group is deploying action plans in each country with three complementary focus areas:
- promoting access by women to positions of responsibility (through measures such as mentoring, analysing gender mix in applicant lists and succession plans);
- encouraging gender mix, particularly in technical functions;
- introducing measures to improve the work-life balance.

A mixed and international Strategic Committee for gender equality was formed in 2010 at the request of Stéphane Richard, the Group's Chief Executive Officer, and is led by Delphine Ernotte, Executive Director of Orange France. Its aim is to define and validate the broad outlines of the Group's gender equality policy.

an active presence in think-tanks
France Telecom-Orange participates in various think-tanks on gender equality such as:
- the Women's Forum for the Economy and Society, which brings together companies strongly committed to the issue of diversity;
- Women In leadership (WIL), a Europe wide NGO founded in 2010 at the request of top representatives from industry, government, academic institutions and NGO's, who were convinced of the need to improve women's standing in the socio-professional sphere. The objective: to build a network of influential women interested in broadening their professional horizons in order to promote equality in the workplace;
- The European Professional Women's Net-

work (EPWN) of which the Group is a platinum member with 120 female employees actively involved;
- the network is, among other things, a 'think tank', which aims to increase the number of women in senior positions;
- the equality laboratory, created at the start of this year, brings together associations, unions, networks and institutes which work for equality at all levels of society.
- the "Cercle InterElles", created in 2002 at the initiative of a number of female managers and business leaders including an ex-member of the France Telecom Orange Management Committee, to debate and share the practices of companies that already have a network of women active in scientific or technological fields. In 2010 the Group took part in two workshops ("Women and scientific and technical professions" and "Guilt") and in preparing for Women's Day.

France Telecom-Orange has also contributed to a number of intercompany projects on the same topic, such as compiling the Code of Best Practices for women in information and

communication technologies, developed under the aegis of the European Commission and the guide to parenting and the guide to diversity published by the ORSE (www.orse.org). Since 2009 in France Orange has sponsored the Mutationnelle study, an annual survey of women engineers and scientists. The 2010 edition, compared to 2009, shows a decrease in the numbers of women engineers and technicians, particularly in the information and communication technologies sector, which justifies the Group's commitment to the promotion of scientific careers for young women.

The Group is also a sponsor of the TerraFemina association (www.terrafemina.com).

Fifteen videos with testimonials from male and female employees in the Group talking about the work-life balance and the advantages of managing a mixed team, along with job descriptions have been placed online on the TerraFemina site. The Group has also contributed to creating an observatory of women and the digital world and produces a quiz on equality in the workplace.

promoting scientific and technological careers for women

Since 2009, Orange has been developing shadowing actions enabling female students from the scientific or technical sectors to find out about the day-to-day life of the Group's women engineers. In France, these actions are carried out in partnership with the Association des Femmes Ingénieurs (association of female engineers) and allowed French female students to each spend a day in the workplace with one of the Group's women engineers. Similar actions have taken place in a number of subsidiaries. In 2010, Orange Business Services also hosted a total of 50 young women from Egypt, Singapore, Germany, Italy, Brazil and Canada.

fostering the work-life balance

In France, an agreement on the work-life balance aimed at better reconciling personal life and work organization (in the tradition of the parenthood charter signed in 2008) was signed in March 2010.

This agreement is a first stage in negotiations on this theme being undertaken between unions and management. It anticipates several concrete measures to provide each employee with a satisfactory work-life balance, to give them the time required to deal with major events in their life, and to take account of their personal constraints in the organization of their work, whilst at the same time respecting the company's requirements.
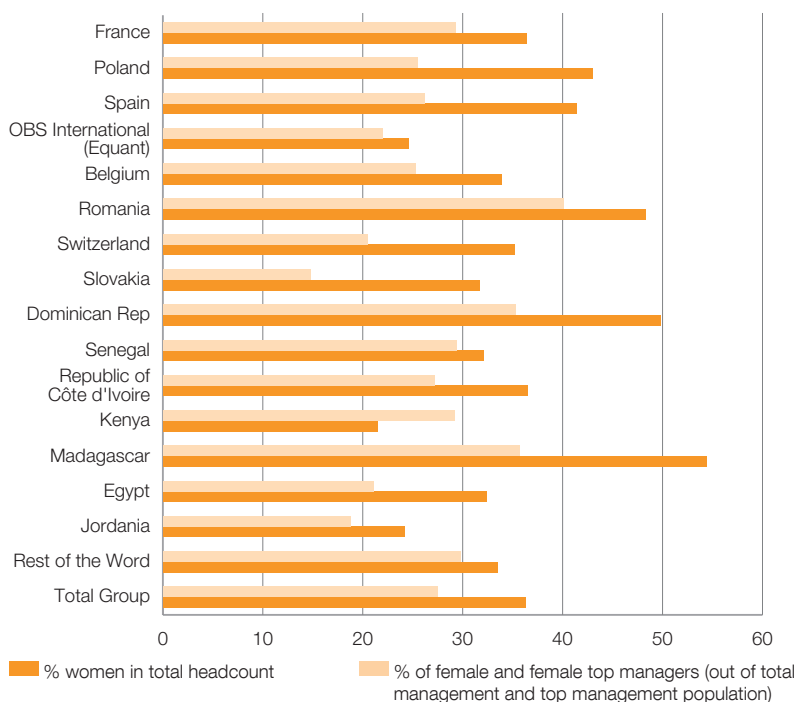
focus

▶ **Orange, a founder member of the Arborus fund**

Alongside other large groups recognized for their commitment to gender equality, Orange participated as a founder member in the establishment of Arborus: Europe's first subsidies fund for equal opportunity in the workplace, launched in April 2010 under the patronage of the European Economic and Social Council. Arborus's first concrete achievement was the launch of the European Gender European Standard.

By becoming a partner in this European initiative, Orange is looking to encourage the promotion of a common European culture in the matter of equal opportunity in the workplace and benefit from innovative ideas to establish this ambition in all its European subsidiaries.

percentage of females in the group

- % women in total headcount
- % of female and female top managers (out of total management and top management population)

giving an opportunity to people experiencing difficulty entering the workplace

As part of its corporate social responsibility approach, France Telecom-Orange supports company projects aimed at giving an opportunity to those who might otherwise encounter difficulty accessing employment.

a historic commitment in favour of disabled workers

In France, the Group's Mission Insertion Handicap (Mission for the Inclusion of the Disabled) has been active for nearly ten years in assisting disabled workers to find jobs.

Every year, to help change the view of disability in the company, Orange France organizes a week of "Hangagement" (a play on the French words handicap = disability and engagement = commitment), a major campaign to raise awareness and help to involve managers, who play a key role in the integration and well-being at work of disabled employees, and also to combat preconceived ideas and lift the psychological barriers, particularly those that prevent some employees from requesting recognition as a Disabled Worker.

This policy is also expressed in the external recruitment of disabled people whose profiles correspond with the Group's requirements. In 2010, a major external communications campaign was undertaken in France, and resulted in the recruitment of 114 people with disabilities (68 permanent employment contract and 46 apprentices in alternation/trainees).

It is now also easier to insert and retain disabled staff in the Group, thanks to the latest innovations relating to the planning of workstations and positions by the Accessibility Centre of Excellence and Orange Labs.

In 2010, Orange's Mission Insertion Handicap incorporated the new network of Global Business and Disability correspondents established by the International Labour Organization (ILO).

supporting the employment of young people from disadvantaged neighbourhoods

To encourage the employment of young people, France Telecom-Orange has adopted a proactive policy in respect of school courses combined with work experience, and relationships with universities. In France, the Group has built up numerous partnerships with schools, has trained 400 learning supervisors in dealing with young people on work experience, supports 150 young PhD students and takes on 4,500 apprentices and 2,500 interns every year.

A dynamic policy of integrating young people from sensitive areas has been initiated through commitments to various organizations.

In February 2008, the Group was one of the first companies in France to sign up to the Plan Espoir Banlieues (Hope for the Suburbs). Orange more than achieved its three year targets: 335 compared to a target of 250 in 2010. 13% of part-time contracts in 2010 are for young people eligible for the Plan Espoir Banlieues. This result is a clear illustration of the Group's pro-active approach to equal opportunity and non-discrimination during recruitment. As part of its support of this governmental programme, Orange supports a number of national initiatives in favour of equal opportunity, such as:

- Nos quartiers ont des talents (there's talent in every community), a project that aims to support young graduates from working class backgrounds in employment, and discover new talents lacking on the traditional recruitment circuits – 160 Orange mentors participated in this initiative in 2010 and many employees joined in the first national Nos quartiers ont des talents meetings to introduce their disciplines to students at partner Paris universities, to help them analyse job offers, build a career path and improve their image on the Internet.
- the Train pour l'emploi et l'égalité des chances (jobs and equal opportunity train), a national initiative in which the Group participated for the third consecutive time in 2010, interviewing 2,090 candidates from all over France, over 460 of whom were selected to pursue the recruitment process into the Group.
- Passeport Avenir (passport to the future), an inter-company organization that supports over 700 young people from modest backgrounds through their preparation for the competitive entrance exams to the prestigious Grandes Écoles and thereafter until they graduate – with impressive results: 92% of the students in the programme in 2010 were accepted into a Grande École. Orange

focus

Orange Dominicana moves into action to help integrate disabled workers

In 2010, Orange Dominicana (the Group subsidiary in the Dominican Republic) launched a programme to help integrate disabled people in partnership with a national institution working for deaf and dumb people (Instituto de Sordos Mudos de Santa Rosa). Six disabled workers currently occupy positions within the subsidiary's customer service and administration department. In addition, the Orange Foundation helped to set up digital equipment in a number of organizations working for disabled people, such as the Dominican Republic's national organization for the blind (Organización Dominicana de Ciegos), the Hermanas Misioneras del Corazón de Jesús, the Santa Maria home and the Jose Ignacio Morales Foundation.

supplies over 40% of the learning supervisors in the organization thanks to its highly committed training personnel.

- the entretiens de l'excellence (talks on excellence), a project run in partnership with the Institut d'études politiques de Paris, whose aim is to inform and advise schoolchildren, secondary school pupils and students from modest backgrounds about the existence and operation of courses "of excellence". 10 Group employees took part in 2010 to talk about their training and discipline. France Telecom-Orange was also a partner in the event held in Pointe-à-Pitre, Guadeloupe on 24 April, which was attended by over 700 young people.

In France, regional branches of the Group also run numerous events to promote equal opportunities alongside organizations such as FACE (Fondation Agir contre l'Exclusion, foundation acting against exclusion) and IMS-Entreprendre pour la Cité (IMS – undertake for the city).

To encourage discussion and break down prejudice, the Group Diversity Department organized four "diversity talks" in 2010: filmed debates with internal and external experts that are available to all on the Group intranet and website. These meetings had four themes corresponding to major issues of diversity:

- the generation gap;
- the religious issue;
- sexual orientation;
- women in technical disciplines.

The debates in these videos were based on studies carried out with Orange's participation. The aim of these videos is to raise awareness among employees of the issues and benefits of diversity and help them to deal with these issues from day to day.

For more information: view the videos on www. orange.com/fr_FR/recrutement/diversite.

Orange Business Services organizes a worldwide campaign to raise awareness every year. Diversity debates are held every four months at the Saint-Denis Head Office in France. In 2010, international webinars were launched to raise awareness among employees of topics such as cultural diversity and intercultural communications.
In 2010, France Telecom Orange also launched a training programme about discrimination specifically for the HR function and created a fun e-learning program that helps to share the issues of diversity with all employees.
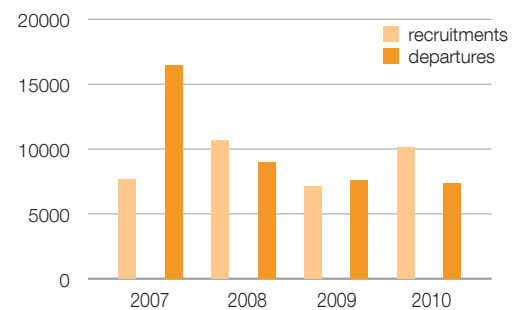New training courses have been added to the Group's catalogue:

- the aim of the "be a responsible communicator" course is to raise awareness among people in charge of internal and external communications to gender stereotypes in order to move gender equality forward and, more globally, encourage responsible Orange communications;
- The aim of the Orange Campus managers' course on diversity for managers is to overcome decisional bias and stereotypes.
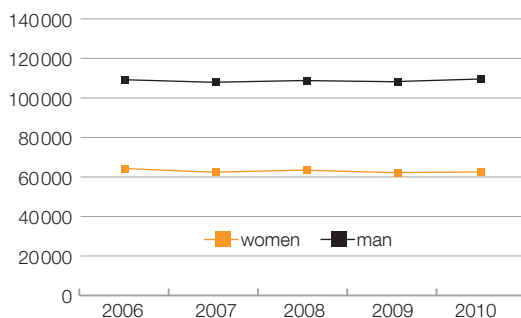
raise awareness to remove prejudice

Any and all forms of discrimination within the company are combated by regularly raising the awareness of employees to the issues of diversity.
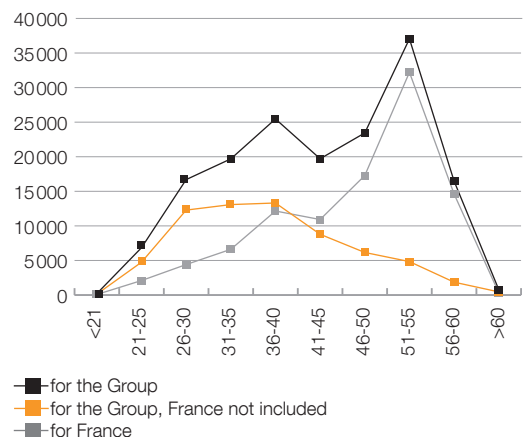
recruitments – departures

number of employees
(Group without UK)

of the different population of open ended employees contracts

focus

▶ **Orange Business Services: a diversity policy representative of the Group's commitments**
Since 2009, Orange Business Services has been deploying a highly dynamic diversity policy, both in France and abroad. In 2010, the policy was applied through the introduction of a diversity scorecard for the Orange Business Services Executive Committee, together with a number of regularly monitored indicators, including the number of women on management bodies. It was also illustrated by very strong commitment on the part of Orange Business Services employees: in 2010, over 200 employees became involved in diversity and equal opportunities programmes. Thanks to this commitment, projects like the Sunshine Project have come into being and the shadowing programme has been rolled out across all regions, with more than 50 young girls receiving assistance in Singapore, Egypt, Brazil, Canada, Germany and Italy. In parallel, these actions have been accompanied by internal communications suited to the local context in each zone, such as the "Join the conversation" campaign and diversity webinars in the Americas zone, which attracted over 100 participants for each session. Lastly, two diversity networks, whose members act as diversity ambassadors in their entity, were launched this year in France and the Americas zone.

key dates relating the Group's diversity and equal opportunity policy

2001
> Participation in the establishment of the Cercle InterElles to promote gender mix in the world of work.

2003
> Agreement between FT SA management and unions on the employment and integration of disabled workers.
> Establishment of Mission Insertion Handicap (Mission for the Inclusion of the Disabled).

2004
> Signing of the Diversity Charter within the company.
> Collective agreement to promote gender equality.

2005
> Orange France is the first technology company to obtain the Gender Equality label awarded by AFNOR.

2007
> Group agreement on gender equality (2008-2010).
> New company agreement in favour of employing disabled people.
> Creation of the Group Diversity Department.

2008
> Signing of the Charte de la parentalité en entreprise (charter for parenthood and work).
> Signing of the Plan Espoir Banlieues (governmental plan to bring hope to underprivileged inner city suburbs).

2009
> Signing of the Code of Best Practice for Women in ICT and launch of shadowing actions.
> Signing of a Group agreement on the employment of seniors and measures to enrich the later years of employees' careers.

2010
> Establishment of a Strategic Committee on Gender Equality.
> Signing of the first Group agreement on work-life balance.
> Participation in the establishment of the Arborus fund for gender equality in the workplace in Europe.

2010 review

objectives	deadline	status	main achievements in 2010
Social commitments			
Extend employee dialogue in all countries in which the Group is present using methods suited to the local circumstances (employee representation bodies, commitment surveys, forums, etc.).	2010-2012		Negotiation and signing of major agreements in France. Establishment of employee forums in Romania, Dominican Republic and Switzerland.
Define a social performance indicator, a reflection of employee satisfaction, which will be incorporated in the variable share of Group executives.	2010-2011		Introduction of composite social performance indicator. Indicator incorporated in H2 2010 bonus for top executives in France.
Define "employee commitment principles" at Group level and tailor these principles to all Country entities, whilst factoring in specific local requirements.	2010-2011		In France, production and distribution to all employees of the document entitled "for a new social contract". As part of the "Conquests 2015" plan, each Country commits to the first section on "men and women".
Finalize the establishment of the Worldwide Group Committee.	2010	*(achieved)*	Signing of the agreement on 22 June 2010.
Skills development			
Continue to develop professional courses and increase the number of certified courses.	2010-2011		Courses expanded internationally as in Senegal, which now has certified "technician" and "customer" courses. Launch of "orange expert". Number of employees concerned: 1389 (SEU perimeter).
Voluntary work			
In conjunction with the Foundation, launch a skills patronage programme in France and assess conditions for its extension to other territories in which the Group is present, depending on local legislative frameworks.	2010-2012		Skills patronage is incorporated in agreements relating to the employment of seniors and the work-life balance signed in 2010. A dedicated extranet site and helpline number have been set up to publicize the offering.
Diversity policy			
Strengthen the gender equality policy in all Group countries through the use of tools and schemes specifically created to help implement this policy (training courses, mentoring, shadowing, etc.).	2010-2011		Launch of a Group strategic committee for equality. A large number of initiatives launched by various Group entities, eg. OBS, which introduced: – "shadowing days" (to promote technical disciplines among girls) in France, Egypt, Germany, Brazil, Canada, etc. 50 participants in 2010; – update meetings for women returning to the company from maternity leave or after a long absence.
Introduce monitoring of gender mix indicators within the Group (number of women in technical disciplines and women in management positions, percentage of women in management bodies).	2010-2011	*(achieved)*	Definition, implementation and monitoring of a gender mix indicator in networks of "leaders" (approx. 1,000 executives) Percentage as at December 2010: 23.15%

■ objective achieved   ■ objective not achieved (project cancelled or deferred)

objectives	deadline	status	main achievements in 2010
Continue programmes to address other areas of diversity identified within Group countries in line with local issues and set up a system to monitor action plans and related results.	2010-2011		Actions stepped up across all entities. For example: – Disability policy (Romania): Two new disabled people hired by the Consumer Service department; – Social exclusion (Orange Business Services): introduction of dedicated programmes ("Passeport Avenir" (passport to the future) – 40 volunteers, Nos quartiers ont des talents (there's talent in every community)) in partnership with Actenses. In India, launch of the "Sunshine Project" programme to increase the skills of 70 young girls from poor villages, etc.
Human rights			
Define a Group policy on the basis of the UNI agreement and identify the relevant indicators.	2010		Policy defined on the basis of the Group's historic commitments using GRI indicators, and distributed to all CSR correspondents within the Group.

2011 roadmap

new objectives	deadline
Social commitments	
Extend employee dialogue in all countries in which the Group is present using methods suited to the local circumstances (employee representation bodies, commitment surveys, forums, etc.). The progressive international roll-out of the principle of the social barometer.	2011-2012
Deploy the composite social performance indicator on a six-monthly basis in France and roll it out internationally in an adapted form.	2011-2012
Extend the principles underlying the "social contract" in France by the deployment of a Group "employee charter", which will help to entrench employee commitments at local level.	2011
The development of internal tools and services specifically to strengthen social links within the company.	2011
Put in function the Global works council.	2011-2012
Recognize the performance collectively by valuing the implication of the employees in the successes of the company and by associating them with the sharing of the performance.	2011-2012
Skills development	
Continue to develop professional courses and increase the number of certified courses.	2011
Diversity policy	
Strengthen the gender equality policy in all Group countries through the use of tools and schemes specifically created to help implement this policy (training courses, mentoring, shadowing, etc.).	2011
Continue to monitor gender mix indicators within the Group.	2011
Continue actions to address other areas of diversity identified within Group countries in line with local issues and strengthen the monitoring of action plans and related results.	2011

a world lived
in trust

The digital world opens up many opportunities for interaction but is also a vector for complexity, even risks: new tools, new pitfalls. Orange's ambition is to be the operator that provides the best customer experience by supporting its customers and making their digital life easier at each stage of the relationship.

Apart from the basic demands of service quality, the Group also endeavours to set an example in ensuring the security of data and respecting privacy, supporting teachers, parents and children towards safe, responsible use of technologies, answering questions on radio waves, and promoting responsible purchasing principles.

building customers' loyalty

the Group's approach

Winning new customers is important, winning their loyalty is vital. The Group undertakes to be a digital partner to each and every one by supporting them as and when they need it. To achieve this objective, the Group is implementing a programme of ongoing improvement in service quality and customer relations, making offers easier to understand and providing service more closely matching customers' needs. The programme is based on:
• a system of service quality measurements across all markets;
• targeted improvement plans to optimize services all along the customer journey;
• trained, committed teams to meet the requirements of customers in different types of market;
• incorporation of customer perception prior to launch and at all stages in the lives of offerings.

Orange also endeavours to establish a relationship of trust with its customers by implementing a responsible marketing and communications policy.

a firm ambition in respect of service quality

In a world where customers are increasingly well equipped and some may be lost due to the wealth of technology, the quality of customer support and service become major elements in generating loyalty and differentiating between competitors. As part of its Conquests 2015 plan, France Telecom-Orange has set itself the goal of becoming the benchmark telecommunications operator for service quality in all markets by 2015.

service quality that is continually monitored

The quality of service offered by the Group to its customers as a whole (retail, professional or business), is continually measured in all markets.
A survey-based tool comprising specific studies, an analysis of customer requests and the monitoring of performance indicators results in improvement plans with five target areas:

• quality of the customer relationship;
• simplicity of offers and the customer journey;
• team involvement and training, core to the customer relations system;
• the end-to-end reliability of offerings;
• quality management.

Among these various monitoring indicators, the Customer Experience Tracker (CET) helps to manage strategy relating to the Customer Experience. This indicator makes it possible to compare the quality of the customer's experience with both Orange and the competition, throughout the customer journey.

focus

a club for European customer services managers
To support customer service managers in the drive to improve the performance of European call centres, Orange has established the CCSO (Chief Customer Service Officers) Club. Here its members can discuss best practice and the challenges facing them in an atmosphere of mutual assistance and sharing. The first meeting of the Club took place on 28 and 29 September in southern France, with the participation of 10 countries (Armenia, Austria, Belgium, Spain, Moldova, Poland, Dominican Republic, Romania, Switzerland, Slovakia). The meeting agreed joint priority focus areas for improving customer satisfaction, and the countries concerned have undertaken to implement transformation plans in these areas.

Since the second half of 2010, the bonus calculation for the Group's 1,000 top managers has included a goal relating to improving the customer experience measured via the CET.

analysis tools available to countries

To analyse end-to-end service quality, the Group has developed a methodology to analyse the customers' perception of the quality of the networks, throughout the customer journey. This analysis is not limited to technical aspects, but also encompasses areas such as local competition, communications on offerings, customer services, etc.

The methodology was first applied by Mobinil in Egypt, in close collaboration with the Group Quality Department. Their work gave rise to a working seminar that involved all the Mobinil teams playing a role in the customer experience. It ended with the proposal of a vast action plan focusing on eight key areas to improve perception of the mobile network.

In 2011, this methodology will be extended to other countries in line with their priorities in respect of the customer experience. Another specific tool has been developed for customer relations departments: the service forecast.

This tool enables customer service to view problems on the mobile network (coverage problems or faulty cells) on Google maps. This product is a diagnostic aid provided to customer services that enables them to pass information about problems on to customers. Already in use in France and Tunisia, it will shortly be introduced in Spain and Poland.

a policy of excellence for business markets

To meet the requirements of business customers, Orange Business has for several years now used a transformation programme named "Customer Excellence" which is subject to specific monitoring using dedicated indicators.

An in-depth knowledge of customers gained through surveys and interviews enables the case-by-case implementation of customer improvement plans, makes it possible to learn global lessons from them and install quality loops.

As part of the Conquests 2015 plan, new actions have been launched to improve customer satisfaction and increase customer loyalty. New governance has been introduced to promote co-construction and mutual support between the Group and operational entities in the countries, based on the shared aim of improving the customer experience.

skilled and motivated teams

Orange customer services teams are the first point of responsibility for the quality of the service delivered to customers. To achieve the objectives of excellence set in this area, the Group has launched two initiatives to strengthen skills and increase the involvement of employees that come into direct contact with customers:

- the Orange certification programme offers customer services employees a two-level accreditation recognising their professional qualifications;
- the "Orange customer champions", a new international initiative launched in 2010 to reward the best customer services employees. The largest internal competition ever launched by the Group, these awards reflect the Group's ambitions in relation to service quality. The first year saw 220 champions from all the countries in which the Group operates receive their awards at a ceremony in Dubai.

reacting effectively in emergency situations

France Telecom-Orange is strongly committed to providing continuity of service. A crisis management process ensures a rapid, effective response in emergency situations. This system showed its effectiveness during Atlantic storm Xynthia, which hit the west of France at the end of February 2010, causing considerable damage in the Centre, Poitou-Charentes and Pays de la Loire regions: 170,000 customers without access to landlines or the Internet, 100,000 phone lines down, etc. Over 2,000 technicians and network specialists were mobilized to reestablish communications as quickly as possible. Mobilizing Orange's technical teams and subcontracting partners meant that the network was back to normal in less than ten days.

focus

▶ **quality committees to reinforce the dynamic of change**
The Group established Quality Committees in 2010 to achieve its ambitions in respect of customer experience. Their objective: to move action plans forward rapidly in respect of quality and the customer experience.
These quality committees meet every fortnight, and are also attended by a number of members of the Group's Executive Committee. The committees enable customer experience managers and sponsors from subsidiaries to put forward their action plans and request assistance from the Group on the occasional strategic points that need in-depth analysis based on Customer Journey surveys.
The members of the Executive Committee undertake to provide their support and follow-up plans for the actions are put in place.
In 2010, nine Quality Committees met in Poland, France, Romania, Spain, Senegal, Egypt, Switzerland, Jordan and at Orange Business Services. The committees helped to start or accelerate the change dynamics to improve the customer experience in the countries.
They also gave rise to a number of joint actions in areas such as the customer journey, end-to-end reliability, the improvement in customers' perception of the network, network quality, the offering launch process, the handling of customer incidents and the marketing of offerings.

focus

▶ **quality recognized through numerous awards**

In 2010, the Group's commitment to service quality was recognized once again through numerous awards, among them:

- the prize for the "Best technological advance in mobile telephony" awarded to Orange at the 15th Global Mobile Awards for its innovation in respect of high definition (HD) voice for mobiles;
- the "Best managed service" and "Best project management" awards presented to Orange Business Services at the 2010 World Communication Awards;
- the "Best IP Network" award at Financial-i.com's 2010 Leaders in Innovation Awards;
- world's leading business Ethernet operator according to the Vertical Systems Group's "Mid-2010 Global Provider Leaderboard";
- two prizes awarded to Orange at the AfricaCom Awards: "Prize for the year's best new entrant" for the successful launch of Orange Tunisia in May 2010 and "Best solution for rural services" for the community phone concept developed by the Group in Mali;
- prize for the best mobile network in Metropolitan France according to ARCEP's 2010 report: the reliability of the Orange network makes it the leader in both mobile data services (WAP, SMS, MMS, "Visio") and key 3G+ services across all the towns assessed. As well as providing the best service quality, Orange is currently the only operator to cover more than 99% of the population with GSM/EDGE and 92% of the population with 3G/3G+ (95% at end 2010).

key dates relating to the Group's ongoing policy of improving the customer experience

2004
> Launch of the simplicity + programme.

2006
> Publication of responsible marketing guides.

2008
> Signing in France of the responsible communications charter of the Union des Annonceurs (advertisers' union – UDA).

2009
> Publication of the responsible communications code.
> Launch of Orange Care services.

2010
> Incorporation of CET (Customer Experience Tracker) in the bonuses of 1,000 leaders.
> Establishment of Quality Committees.
> Launch of professional certification programme for customer services employees and of the internal competition "Orange customer champions".

focus

▶ **new certifications for Orange Business Services**
For the third consecutive year, Orange Business Services has received three renewals of major ISO certifications for its international management systems:

- ISO 27000, Security Management: certification renewed for the main international Customer Service Centres in Egypt and India, as well as for the IT Services activities (Messaging/Hosting/Security) in Rennes in France, and extended to the Global Network Management Centre in New Delhi;
- ISO 20000, Services Management: certification extended to the "Business Together" telephone service. Renewals were granted for existing services, as well as for the main Customer Service Centres in France, Egypt, India and Switzerland;
- ISO 9001, Quality Management: renewals were granted to the main Customer Service Centres in France, Egypt, India and Switzerland.

Orange Business Services also received Cisco's "Unified Contact Center Enterprise" (UCCE) certification, enabling it to meet the requirements of complex contact centres of global customers.

simplifying the telecommunications experience

Simplicity is a fundamental customer require-ment and an essential criteria for a totally fulfilling experience of new technologies. Rather than technological complexity, the Group decided to focus instead on reliability and the simplicity of its offerings, and develop efficient support services to accompany its customers throughout their user journey.

a criterion incorporated in the offering design phase
To improve the simplicity of the customer jour-ney from end to end – from information to installation, usage and after sales service – Orange factored the criterion of simplicity into its "Time to Market" (TTM) launch process for new offerings.

consumer customer satisfaction
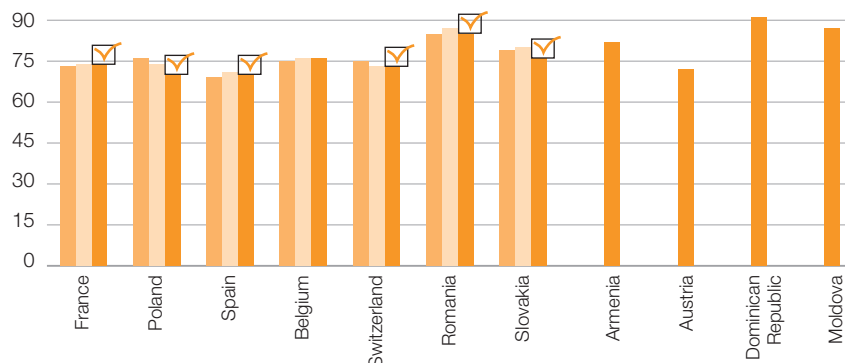Intention to recommend – Customer Experience Tracker (average score out of 100)
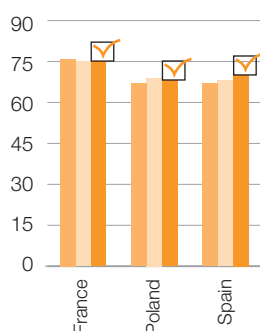
Broadband Internet   Mobile Services

■ 2008   ■ 2009   ■ 2010

☑ element verified by Deloitte, moderate assurance

notable changes in 2010

> France has put plans in place to improve the customer experience and simplify its offers whether for mobile or multi-play, OPEN being on e of the best examples, and to guarantee the customer the best possible speed for the offer he subscribes to. The coverage offered by the mobile network remains much appreciated by the customers.

> Poland has completely overhauled its fixed line high speed offer; the aim is to greatly simplify the portfolio and to be more competitive in terms of speed and pricing.

> Spain has launched a very ambitious plan to transform the customer experience in a highly competitive environment; simplification of its offers, quality of customer service and teams motivated to achieve it.

> In all other European countries, the teams are highly committed to making Orange the best in terms of customer experience by 2015. Orange Romania, for example, has placed a particular emphasis on the customer journey for pre-paid customers.

> All the countries are making an equally impressive effort in terms of the customer experience and customer loyalty in the area of mobile internet.

Simplicity is thus taken into account when designing offerings, and is monitored after they are launched.

For each TTM project, someone is nominated to ensure customer satisfaction. This "customer champion" ensures that the customer's viewpoint is recognized throughout the project by organizing:

- customer presentation meetings during the offering design phase;
- customer tests of the offering before its launch;
- a customer survey immediately after launch (peK survey – product experience KPI).

In the countries, all this is the responsibility of the Country TTM Manager and "customer voice" experts, assisted by the Group Quality Department.

The system, launched at the beginning of 2010 and deployed in 16 countries by the end of that year, will be strengthened still further in 2011 to:

- systematize the integration of the customer perception upstream of any offering launch, according to the principle of co-design;
- roll out the peK survey in all countries to assess the quality of the customer journey as actually perceived by customers downstream of offering launches

Simplicity+: a network of test centres to observe customers and identify problems

The aim of the Simplicity+ programme launched in 2004 was to amplify this search for quality and simplicity by incorporating the customer's viewpoint at the very heart of the launch process, and keeping it there throughout the life of an offering.

The programme depends on a network of customer test centres, which forms a central unit in each country striving to improve the customer experience by assessing customers' perception of the level of simplicity at each stage:

- understanding of the offering by prospective customers;
- experience of users under day-to-day conditions (installation and uses);
- experience of customer journey when making contact (shops, customer service).

These assessments may then give rise to recommendations to enable offerings to be changed before their launch.

The Simplicity+ network achieved full maturity in 2010. It now has:

- 15 customer test centres (three in France,

two in Poland, two in Spain, and one in each of Switzerland, Romania, Slovakia, the Dominican Republic, Egypt, Madagascar, Republic of Côte d'Ivoire and Senegal) staffed by over 150 people;
- Two centres devoted to employee tests (France and Poland).

Six other customer test centres are due to open in 2011 (Morocco, business customers in Spain, Moldova, Belgium, Tunisia, Jordan).

This wide geographic coverage helps to appreciate the cultural parameters that can influence local perception of the complexity of a product or service, and enables a corrective action plan to be launched.

The Simplicity+ programme is being rolled out progressively in all countries according to a decentralized approach built up using a common methodology around a network that
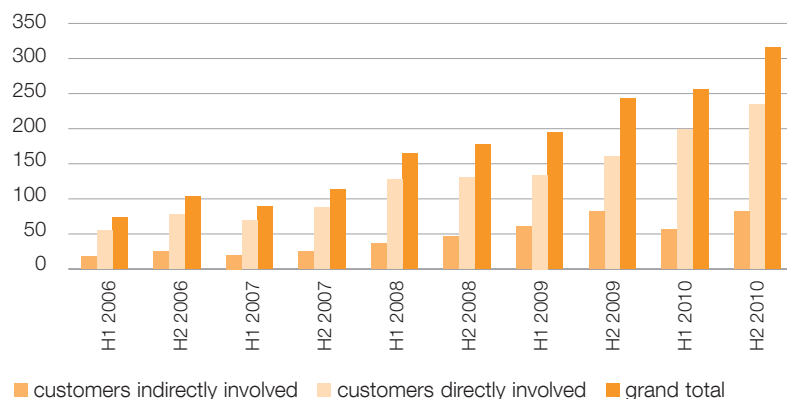
encourages the capitalization, sharing and particularly cross-fertilization of skills between countries.

In 2010, based on a very similar methodology, Simplicity+ launched the "TO BEE" project, whose aim is to place the employee at the heart of the observations and improve their "employee experience" (their working position in the broad sense including the applications used, their workstation, processes, applications, understanding of the meaning of the business, organization, etc.).

In 2010, Orange carried out over 300 customer tests aggregating the three experiences, including:

- 133 tests on the understanding of offerings by "prospects";
- 369 tests on the usage experience;
- 184 tests on the customer contact experience.

number of customer tests carried out by the Simplicity+ network

customers indirectly involved   customers directly involved   grand total

focus

▶ new Orange megastores in Lille and Lyon: a first in Europe
In December 2010, Lille and Lyon saw Orange open the two largest stores of any telecoms operator in Europe, with over 400 m² dedicated to customer service and the customer experience. These new areas enable Orange's employees and visitors to share a common experience of, and discuss, Orange products and services. Using the principle of digital coaching, Orange's "expert advisers" – who receive solid ongoing technical training – are on hand to answer customers' questions and teach them to use the technology in their day to day life. With an innovative design focused on comfort, these megastores also comply with the ecodesign charter signed with the WWF.

optimized customer journeys

In order to improve the customer experience, the Group has introduced a methodological approach in countries that helps not only to improve communications with customers (shops, web, customer service) but also to optimize organizational and operational processes.

This "customer journey" approach has enabled the launch of a set of constantly changing and corrective projects affecting customers directly in their interaction with Orange.

In 2010, nearly 50 customer journeys were optimized in this way in eight countries (France, Spain, Slovakia, Romania, Belgium, Switzerland, Republic of Côte d'Ivoire, the Dominican Republic). They resulted in the launch of more than 200 corrective actions.

In 2011, this approach of optimizing customer journeys will be extended to other countries in the Africa-Middle East-Asia zone.

simplified catalogues

Technological innovations mean that new offerings are launched every year. This profusion of offerings sometimes leads to difficulties: a lack of legibility for customers, misunderstanding of offers by advisers, complexity of the invoicing processes, etc. In order to change the customer experience to one of simplicity,

Orange has undertaken a programme to simplify its catalogues. Beneficial to customers, this wide scale simplification will enable advisers to get to know the Group's offerings better, and therefore guide customers more effectively. In Belgium, Mobistar has eliminated 40% of its offers through this programme.

promoting a responsible relationship with our customers

To have a sustainable relationship with customers, France Telecom-Orange has defined responsible marketing and communication principles directly in line with the values and principles of conduct expressed in the Group's Code of Ethics.

• The responsible marketing guides produced in 2006 help to ensure that Orange's advertising campaigns comply with international codes of conduct and the Group's undertakings with regard to corporate social responsibility. These guides, which are factored into the Time to Market process governing the launch of new offerings, include requirements relating to security, the confidentiality of private data and the protection of children. France Telecom-Orange also applies codes of conduct developed by the sector, such as that of the Mobile Marketing Association relating to marketing on mobile phones.

• The Group's Code of Responsible Communications, published in 2009, has five main principles:
– respect individuals;
– be reliable and transparent;
– behave responsibly;
– take conservation of the environment into consideration;
– encourage our partners to respect these principles.

In 2010, a survey of internal and external stakeholders was undertaken with the intention of rolling out the Code of Responsible Communication at Group level and in six countries (France, Spain, Poland, Jordan, Slovakia, Kenya).

A programme to raise awareness and train communications teams has been launched in France; Group training will take place in 2011 in a number of languages.

promoting safe and responsible uses

Besides information efforts made specifically in the area of child protection (see p. 37 to 39) and radio waves (see p. 40 to 42) Orange is scrupulous in promoting the responsible use of products and services among all its customers. With one basic principle: providing transparent information on the risks involved and the means of protecting against them.

In most countries, Orange portals provide a wide range of simple and pragmatic advice on how to protect one's own privacy and that of others, manage one's mobile phone budget, report illicit content, protect against mobile phone theft, extend the lifetime of equipment, together with reminders not to phone whilst driving and to avoid taking calls in a public place… so that use of the new technologies remains a pleasure for all.

focus

▶ **a new service to enrich the Orange Care range: Expert Assistance**
Launched at the end of 2009, Orange Care is a comprehensive range of innovative services to support customers in their experience of new technologies. In June 2010, Orange launched "Expert Assistance", a new pay service giving smartphone users access to advice and a technical helpline that goes beyond classic Internet and telephone support. In the six months following its launch in June, 100,000 customers used the telephone support service, and the volume of calls increased by 10% each month. By mid-2011, 3,000 specialist experts will be providing personalized assistance to smartphone users in 1,300 shops in 13 countries.

communicating with peace of mind

the Group's approach

Spam, phishing, computer viruses: the growth of the Internet uses goes hand in hand with new risks, and it is important to warn users against them effectively.

For over 10 years, France Telecom-Orange has been carrying out a technology watch on network security, enabling it to monitor the development of threats and design appropriate responses.

As part of its Global Security Policy, the Group deals with different risks from the beginning of the offering design phase, and puts tools in place to ensure data security and privacy for its customers.

a global security policy

The Group's security activities are coordinated and run by the Group Security Department, which reports to the General Secretariat. This department is responsible for implementing the Global Security Policy, which has three focus areas, including information security (see p. 10).

The policy is reviewed every three years to take account of the emergence of new risks. The last update was in 2007, so the next will take place in 2011.

managing security risks

The Group applies a method for assessing major risks (High Level Risk Assessment – HLRA) to anticipate threats relating to security and data confidentiality and to factor them in from the design phase of new products and services.

Security teams regularly raise awareness among product marketing managers of the different risk factors, and provide security monitoring throughout development. All products and services that emerged from the technocentres in 2010 were therefore put through a variety of checks, from design phase to audits following the implementation of the products. The management of security risks relates more particularly to offerings specific to the banking sector, such as "Orange

Money", which is deployed in a number of African countries with few banking facilities and demands a very high level of security (see p. 59).

Half-yearly reporting is now in place in all Group entities as part of the Security Management System, in compliance with the guidelines for the ISO 27001 standards (see p. 10). Each country is therefore required to assess its risks, report all incidents and/or non-compliance, and implement the necessary security measures.

Internal audits are commissioned by the Group Security Department to verify the application of the policy.

ensuring the confidentiality of personal data

Respect for privacy is an integral part of France Telecom-Orange's Global Security Policy. Specifically, the Group complies with European Directive 95/46/CE on the protection of personal data.

Rigorous measures are implemented in all countries:

• data protection requirements are incorporated in all employment contracts. A charter named the "Confidential Code", translated into eight languages, sets out the information security rules that must be applied by each and every employee. For more information, employees

focus

▶ **a day of discussion devoted to the protection of privacy**
On 16 June 2010, Orange organized the first "Privacy Day" to galvanize its teams into action on the issue of protecting personal data. A large number of people from the CSR Department, marketing services, Orange Labs and support functions (legal, security), together with representatives from three countries (France, Belgium, Switzerland) met together to share their reflections on the issues involved, regulatory developments and customer requirements.

may consult the dedicated intranet site, "Security online", or contact a global security coordinator in a Group entity;

- the Group has introduced a restricted and clearly identified list of people authorized to access databases containing customers' personal data;
- user identities are checked using very strict authentication methods;
- the Group's responsible marketing guides ensure that personal data is never used for commercial purposes unless the customer has given their consent;
- all contracts with suppliers and partners include a specific clause on the protection of personal data.

In 2010, an initiative was launched to improve recognition of the risks relating to the protection of personal data in all countries. A Group policy relating to the protection of privacy is in preparation; the complexity of the subject and the difficulty in converging the approaches of different countries have delayed its publication, initially scheduled for 2010 but now due to take place in 2011. Orange France published a code on the protection of personal data and privacy in 2010.

solutions for customers

Besides internal measures implemented to protect the security and confidentiality of data, Orange offers its customers a comprehensive range of security solutions helping to facilitate electronic exchanges whilst providing end-to-end protection:

- securing workstations (PCs) and communication tools (mobiles, PDA-type personal assistants), secure management of fleets of mobiles;
- securing network access (Internet, virtual private networks);
- protection of company resources from attempts to listen in or destroy information;
- detection and anticipation of attacks.

Practical advice is regularly dispensed to customers to heighten their awareness of risks and promote safe, responsible uses that will help to protect their personal data:

- private individuals and business people may also consult the "Protecting yourself" section on the Orange Assistance website (http://assistance.orange.fr/IHD/);
- for businesses, the Orange Business Services Security blog (http://blogs.orange-business.com/securite/) provides very comprehensive information on security issues and allows experts to discuss their experiences and best practice. A number of articles and videos have been posted too, to raise awareness among Internet users of safe use of social network sites.

focus

▶ **stepping up the fight against spam**

In 2010, Orange France mounted a new campaign to raise awareness of risks connected with fraudulent or unsolicited messages (spam), by encouraging Internet users to use dedicated websites to report them:

- 33700 (http://www.33700-spam-sms.fr/) for spam received via SMS on a mobile phone;
- signal Spam (https://www.signal-spam.fr/) to transfer any unsolicited message received via fixed/Internet messaging.

A similar campaign was undertaken in Spain.

key dates relating to the implementation of the security and private data protection policy

2007
> Publication of the Group's global security policy.
> Appointment of a private data protection manager.
> Establishment of a working group to assess risks relating to customers' personal data.
> Deployment of a security management system throughout the Group in compliance with the ISO 27001 standard.

2008
> Publication of the "Confidential Code", an internal charter on the protection of private data translated into eight languages, and the launch of a campaign to raise awareness among employees in 118 countries.

2009
> Introduction of security monitoring for all multi-country offerings developed by the Orange Technocentre.

2010
> Extension of security monitoring to mono-country offerings and certain Orange Business Services offerings.
> A global initiative to improve recognition of risks relating to the protection of customers' personal data.
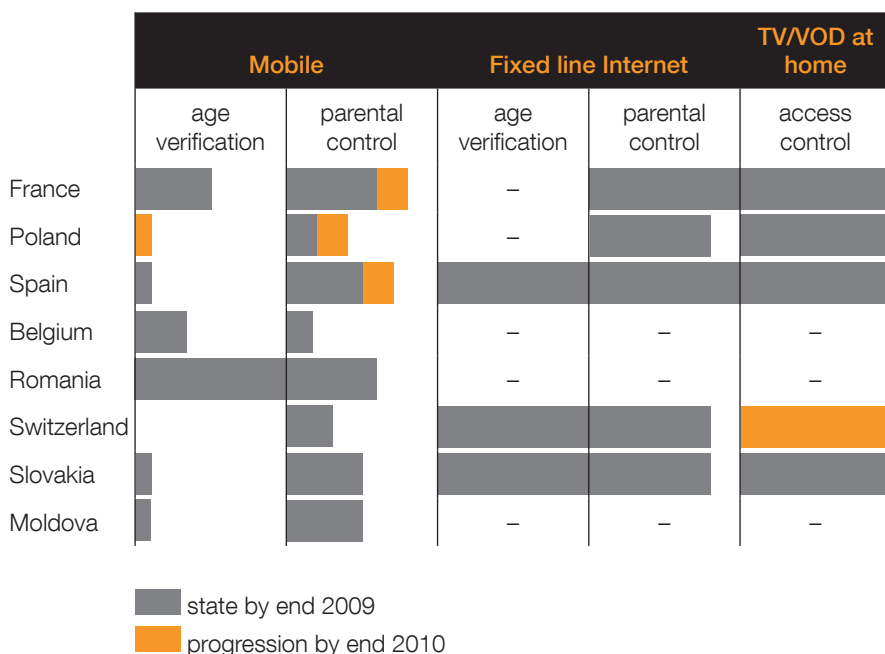
promoting safe and responsible uses

the Group's approach

the Group's approach
Internet and mobile telephony are an integral part of the daily life of the younger generations. These new services give rise to new uses that require Internet users to learn about them in order to exploit all their opportunities to the full without exposing themselves to new risks, particularly for minors. Given the use of blogs and social networks in particular, parents often feel disempowered. To help them support their children towards the safe and responsible use of new technologies, Orange uses two key principles:
• developing technical and fun tools to help youngsters and those supporting them to master the uses of new technologies;
• heightening awareness in families and schools of the positive effects and points for vigilance connected with inappropriate use of the Internet and mobiles by relaying information about legitimate organizations and contacts in the field.

level of deployment of child protection tools

	Mobile		Fixed line Internet		TV/VOD at home
	age verification	parental control	age verification	parental control	access control
France	▬	▬▬▮	–	▬	▬
Poland	▮	▬▮	–	▬	▬
Spain	▮	▬▮	▬	▬	▬
Belgium	▬	▮	–	–	–
Romania	▬▬	▬	–	–	–
Switzerland		▬	▬	▬	▮
Slovakia	▮	▬	▬	▬	▬
Moldova	▮	▬	–	–	–

▬ state by end 2009
▮ progression by end 2010

appropriate tools

As a content provider, Orange ensures appropriate protection across its own range of services and establishes mechanisms for classifying content, checking age, and filtering. Orange also moderates its discussion forums.

As an access provider, Orange has introduced a parental control option in most European countries, enabling parents to block access by minors to inappropriate content from computers, mobile phones and digital television.

focus

▶ **a new action to raise awareness in Slovakian schools**
In 2010, Orange Slovakia collaborated with the Nadacia pre deti Slovenska ("The children of Slovakia") Foundation in a project called "Media Education and Child Protection Against Inappropriate Content", which had several aims:
- to prepare and implement an innovative methodology for educating teachers in primary and schools on the challenges of protecting children against inappropriate content and promoting proper use of information and communication technologies;
- to help children develop the ability to discriminate by evaluating and checking information and seeking other ways of spending their free time;
- to encourage cooperation between parents and teachers so as to improve the protection of children from inappropriate content on the Internet, in the media and on social networks.

By the end of 2010, 50 teachers, 1,000 parents and 4,500 children had received training.

focus

▶ **Orange France raises awareness of child protection among its teams and customers**
In response to requests from its employees for information on child protection, Orange France held several awareness-raising workshops between 15 October 2010 and 31 January 2011 covering uses connected with the Internet, mobile phone and television. Nearly 600 employees participated in one of the workshops, which was held at a total of 49 sites in all regions. In addition, Orange organized a conference with the organization e-Enfance for its Orange Village employees, which helped them to gain an outside view.
Orange also stepped up communications to its customers in 2010:
- inclusion of information on the worlds of the internet, mobile and TV in the catalogue of offerings;
- enrichment of the dedicated section on orange.fr (tools available, usage recommendations);
- development of usage recommendations for mobiles and dedicated offerings on the parents' page of the online shop;
- participation within the AFOM (French association of mobile operators) in the publication of a new brochure for parents, "Your teenager and the mobile phone";
- provision in all Orange shops of the e-Enfance information leaflet that promotes the European "net ecoute" programme, a national helpline for parents who are concerned about their children's use of the Internet, mobile and/or video games (0820 200 000 – www.netecoute.fr).

raising awareness in families and schools

To educate children, as well as their parents and educators, who are sometimes less at ease than their children in the use of new information technologies, Orange is progressively introducing a policy of raising awareness, embodied by:
- guidelines for parents providing simple, effective advice to enable children to use their mobile phone or the Internet in complete safety. These guides are available in seven languages and may be downloaded free of charge from the Group's European websites;
- websites dedicated to the correct use of services, in place in a number of European countries (France, Spain, Slovakia, Poland);
- the dissemination of recommendations by organizations dedicated to the issues of childhood and to protecting them via various media, for example by relaying messages from the "e-Enfance" organization in Orange shops in France.

To heighten awareness in schools, the Group works in partnership with specialist organizations such as the Family Online Safety Institute, Kidprotect in Poland, the Protégeles! Foundation in Spain and e-Enfance in France. In Slovakia, Orange has joined forces with specially trained psychologists working in schools to educate pupils in the correct use of new technologies.

an international commitment
As part of its child protection policy, France Telecom-Orange supports the implementation of:
- the European Framework for a Safer Use of Mobiles by Young Teenagers and Children;
- the Mobile Alliance Against Child Sexual Abuse Content, which fights child pornography on the Internet.

a strengthened Group policy

In 2010, an in-depth study on protecting children was carried out:
- inventory of actions undertaken by all subsidiaries;
- inventory of national and European studies on the topic;
- benchmark of actions implemented in the information and communication technologies sector;
- organization of meetings with experts (sociologists, child-psychiatrists, organizations for the protection of childhood, etc.).

This work contributed to a deeper and more exhaustive reflection on the definition of a new Group policy on the protection of children. Initially planned for 2010, the policy will be deployed in 2011 to take account of the new issues raised by the study and the work associated with it. The objective of the policy is to heighten awareness in families, schools and those supporting them in their use of the positive effects and points for vigilance connected with inappropriate use of the three screens (Internet, mobiles and TV) by relaying information about legitimate organizations and contacts in the field, whilst at the same time providing tools to manage uses (technical and educational tools).

focus

Spain: a thorough investigation of youngsters' uses
Orange Spain contributed to a study on the safety and protection of privacy of young users of mobile services published in April 2010 in partnership with INTECO, Spain's national institute of communication technologies. 322 Spanish households were questioned in two interviews apiece, one with a minor and one with one of its parents. The survey was rounded out by contributions from 55 multi-discipline experts. The study report presented a precise and informative inventory of mobile uses among Spanish children and teenagers, and the associated risks, seen from the dual perspective of minors and their parents. Carrying out this study also enabled recommendations to be made to the Government to improve the protection of children with regard to mobile use.

key dates relating to the Group's policy on the protection of children

2005
> Publication by a number of European subsidiaries of guidelines for parents on the subject of children and mobile phones.

2006
> Production of responsible marketing guides to ensure that the Group's advertising campaigns incorporate its commitments in respect of the protection of children.
> Signing in France with the Ministry of the Family of the charter on mobile multimedia to ensure the protection of children.

2007
> Signing of the European Framework for a Safer Use of Mobiles by Young Teenagers and Children.
> Study by Orange Slovakia on the use of mobiles and the Internet by children, and the launch of a campaign to raise awareness in schools with the help of specialist psychologists.

2008
> Contribution within GSMA to the launch of the Mobile Alliance against Child Sexual Abuse Content.
> Study on the Internet and child safety by the TP Group (Polish subsidiary of France Telecom-Orange) in partnership with Nobody's Children Foundation.

2009
> Signature in Poland, on the initiative of the TP Group, of a national agreement on the safety of children on the Internet.
> Signature of a partnership between Orange Spain and the Protégeles! organization to carry out joint actions to protect children and combat illicit content.

2010
> Inventory of child protection actions in all Group subsidiaries and preparation of a Group policy.
> Publication of the Orange Charter on Child Protection in France.

answering questions about radio waves

the Group's approach

Faced with questions about the potential effects of radio waves emitted by mobile phone systems and new communication technologies, France Telecom-Orange has established a policy based on five main principles:
- total transparency in its communications with its various stakeholders regarding radio waves and communication technologies, using appropriate information materials and discussion channels;
- contributing to research into radio waves;
- ensuring compliance with local regulations (whenever such regulations exist) or international recommendations issued by the ICNIRP and the IEEE on exposure thresholds;
- promote proper mobile use, as set out by public and other relevant authorities, in order to limit exposure to radio waves;
- implement a Group policy on radio waves in the workplace.

This policy is deployed via a network of radio waves correspondents within the Group and its subsidiaries.

total transparency in communications

Accordingly, the Group undertakes to:
- monitor the results of scientific studies around the world relating to radio waves;
- provide stakeholders with information concerning radio waves and answer their questions using appropriate means of communication (internet, extranet, seminars, leaflets, etc.);
- enter into open discussions with all stakeholders, local residents, consumer associations and local authorities on the topics of radio waves and communication technologies.

Not least, and independently of compliance with regulations, plans for new installations or upgrading relay antennae are being drawn up in consultation with the local authorities.

For example, the Group's subsidiaries in France, Switzerland and Spain have drawn up best practice guides with local and national authorities, some of them in partnership with mobile operator associations.

contribute to research efforts

For over ten years now, Orange researchers have played an active role in technological research, developing methods and tools to measure and display radio wave intensity, and carrying out dosimetry and metrology studies. In 2010, France Telecom-Orange devoted € 715,000 to research on radio waves.

The Group contributes its knowledge of mobile telephone networks and its expertise in dosimetry. It takes part in numerous national and international research programmes, contributing in particular to:
- dosimetry research carried out by the Agence Nationale de la Recherche (ANR – French national research agency) and the WHIST laboratory, in cojunction with the Institut Telecom;
- groups working on international standardisation (CENELEC, ITO, ETSI, etc.);
- funding public and private epidemiological

and biological research programmes as part of programmes set up by the World Health Organisation (WHO) and the Scientific Committee on Emerging and Newly Identified Health Risks (SCENIRH).

ensuring compliance with regulations

for relay antennae

In the absence of local regulations, all the Group's subsidiaries must comply with recommendations regarding public exposure thresholds issued by the ICNIRP and the IEEE relating to relay antennae.

Subsidiaries carry out field measurements to check the compliance of installations. The results are made public on the national authority's website, whenever there is one. In 2010, the Group performed over 15,000 measurements on its base stations.

The measurements carried out around the Group's relay antennae reveal exposure levels for local residents which are well below ICNIRP threshold values.

for mobile phones

All mobile phones marketed by Orange comply with ICNIRP standards and have an SAR (Specific Absorption Rate, indicating the maximum level of radio waves to which users can be exposed) of less than 2 W/kg.

In many countries, the SAR of mobiles is communicated in various ways. In France, for example, the SAR of all mobile phones sold is communicated in and on various media such as web sites, sales brochures, points of sale, Orange Guides, etc.

promoting the correct use of mobile phones

To encourage its customers to adopt responsible use of their mobile phones, the Group:
- systematically proposes a headset with its mobile phone packs either when buying or in the store;
- provides information to customers through appropriate channels on the correct use of mobile phones, as set out by public or other relevant authorities, in order to reduce their exposure to radio waves (use of a headset, phoning when reception is good, etc.).

To help increase the use of headsets, Orange launched an international design competition in October 2010 aimed at designing the headset of the future – a fashionable, comfortable and ergonomic item that makes you want to use it.

For more information: see the mini-site dedicated specifically to the competition, "Orange lends an ear" (http://www.orange-vous-souffle-a-loreille.com).

focus

▶ **Spain: more information for local authorities**
In 2010, the Spanish telephony operators' association (REDTEL), of which Orange Spain is an active member, signed an agreement with the federation of Spanish municipalities (FEMP). A specific service (SATI) has been set up to inform and provide support and advice to municipalities regarding the deployment of the mobile network. SATI organises one-day training modules on mobile telephone services for municipal technicians. The seminars include information on technical and health-related topics, as well as recommendations on how to handle issues pertaining to social acceptance.

▶ **Egypt: an extensive information programme**
In Egypt, Mobinil has, for some years now, been running an extensive programme designed to inform the public about radio waves: 35 information and external communication meetings and 12 internal sessions were organised in 2010, raising awareness among some 6,400 participants. Information is available on the Mobinil website and in three brochures concerning responsible mobile phone use, how the networks work and their impact on health and the environment. In 2010, Mobinil also helped the GSMA – the mobile industry's worldwide association – to produce its first information brochure in Arabic concerning mobile networks and radio waves.

a Group policy on radiowaves in the workplace

In 2010, the Group established and presented to its subsidiaries a policy concerning radio waves in the workplace.

This policy anticipates the implementation of European Council Directive 2004-40 concerning minimum provisions aimed at promoting an improvement in the level of health and safety protection for workers.

In accordance with these regulations, the policy sets out the goals to be achieved, the principles to be complied with and the basic values to be adopted in order to enable subsidiaries to consistently implement the required provisions.

all the subsidiaries follow the ICNIRP recommandations

■ legislation applies european recommandations
■ Orange follows the european recommandations
■ other local legislations followed by Orange

United Kingdom
Belgium
Luxembourg
Poland
Slovakia
Austria
Switzerland
Moldova
France
Romania
Spain
Portugal
Armenia

Tunisia
Jordan
Egypt
Senegal
Mali
Niger
Guinea-Bissau
Guinea
Central Africa Republic
Cameroon
Republic of Côte d'Ivoire
Equatorial Guinea
Uganda
Kenya
● Dominican Republic
● Caribbean
Madagascar
● Mauritius
La Réunion
Botswana
● Vanuatu
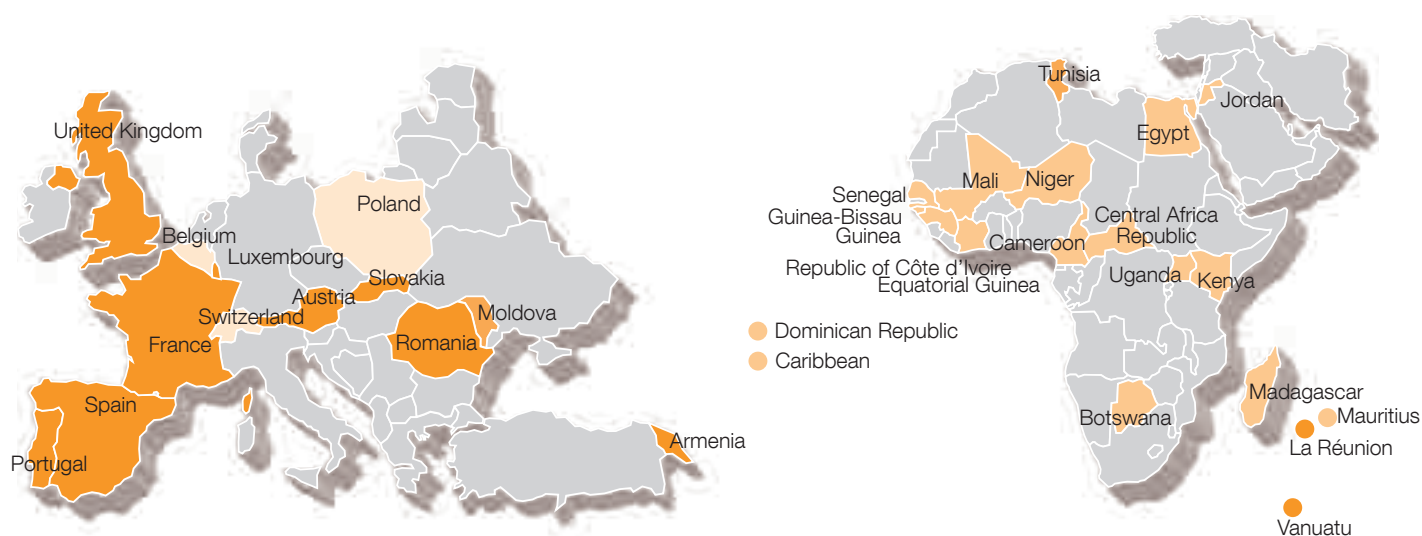
key dates relating to the Group's action in respect of radio waves

1994
> Development of a dosimetric technique for mobile telephony by France Telecom researchers (electromagnetic field measurement method).
> First Group colloquium on radio waves.

1998
> The ICNIRP, a body recognized by the WHO, issues recommendations concerning protective thresholds relating to exposure to electromagnetic fields. France Telecom-Orange thinks ahead by applying these limits to its relay antenna installations in France before they are adopted in French regulations.

2002
> Orange France provides a hands free kit for customers with all its mobile packs.

2005
> Orange France adopts AFSSET recommendations and publishes a guide advising parents to encourage their children to moderate their use of mobile phones.

2006
> A Group strategy is launched to strengthen and harmonise communications on the impact of radio waves in all its subsidiaries.

2007
> Orange extends the inclusion of a hands free kit in all its packs to subsidiaries using its mobile catalogue.
> Appointment of an officer responsible for radio waves at Group level and establishment of a network of radio waves correspondents in all entities.
> Formalization of the Group's policy on radio waves.

2008
> An international watch unit is set up to monitor progress in research on radio waves and ensure the same level of information in all the Group's countries.

2009
> The Group takes part in the "Radio frequencies, health and environment" round table organised by the French public authorities in May 2009, and in the Operational Committee responsible for exposure modelling and experimentation, as well as the consultations set up after the round table.

2010
> Publication of a Group policy on radio waves in the workplace.

promoting the principles of responsible purchasing

the Group's approach

The corporate social responsibility policy of France Telecom-Orange is also applied to its relations with suppliers.

The Group's purchasing policy is a vital pillar in its management of social and environmental risks:

• he assessment and selection of suppliers takes account of environmental, social and ethical criteria suited to the different categories of purchase;

• all the Group's purchasing contracts and a growing proportion of local contracts include a clause on "Ethical practices – corporate responsibility" that sets out France Telecom-Orange's demands in these areas;

• the overall performance of the Group's suppliers is regularly assessed using a dedicated tool, QREDIC®, which is progressively being deployed for local contracts of the main European entities;

• a monitoring and control system is applied to the management of risks relating to purchasing and supplies, and uses several complementary tools (document-based assessments and on-site audits).

Orange also endeavours to form long term partnership relationships with its suppliers and subcontractors, helping to implement the Group's corporate social responsibility strategy.

a structured assessment and monitoring process

The France Telecom Group selects its suppliers using a structured seven-step process, including an assessment of suppliers at the moment of their selection or listing and over the lifetime of the purchase contract.

As well as the three part assessment (quality-timeframe-cost), the assessment and selection of a supplier takes account of:

• compliance with the relevant laws and regulations;

• adherence to the rules of confidentiality, loyalty and subcontracting;

• the existence of clearly formalized commitments and action principles;

and for the purchasing category:

• the consumption of energy and natural resources;

• actions to manage environmental, ethical and social risks.

demanding contractual requirements with regard to human rights and respect for the environment

All contracts with suppliers listed at Group level contain a responsible purchasing clause entitled "Ethical practices – corporate responsibility".

This clause has been strengthened since the Group's signature with UNI Global Union in 2006 of the global agreement on basic social rights, which contains a section on suppliers and subcontractors.

This document ensures that all suppliers and service providers to France Telecom commit to:

• combat any and all forms of compulsory or forced labour;

• prohibit child labour;

• non-discrimination.

This clause is progressively being deployed in local country contracts, which also take account of the local regulatory context. A survey carried out in 2009 of some European subsidiaries showed that 80-100% of local contracts include this clause. Figures for the Africa-Middle East zone vary depending on the maturity of the subsidiary.

Specific environmental demands are also incorporated in calls for tender and contracts for some types of purchase to support the Group's aim of reducing its impact and/or improving the environmental performance of the products and services it sells.

In order to better explain the Group's CSR commitments and requirements to its suppliers and enable them to transmit same to their own subcontractors, France Telecom-Orange drew up a Code of Supplier Conduct in 2010 that will be deployed in 2011.

a system to monitor overall performance

Since 2004, the QREDIC® tool developed by the Group has enabled it to measure the overall performance (economic, environmental, social and ethical) of its suppliers. This tool is used for all contracts listed at Group level.

Each contract is assessed once or twice a year or on request, with the support of the entities concerned. The results are presented

to the suppliers and if necessary, lead to the definition of progress plans.

Beside Group contracts, this system has been deployed for local purchasing contracts in six countries (France, Spain, Switzerland, Romania, Moldova and certain purchasing categories in Poland).

In 2010, QREDIC was used for 59% of all Group purchases (consolidated data taking into account a reduction in purchases).

raising awareness among purchasing personnel

Internally, rules have been defined to supplement the Code of Ethics.

In addition, awareness-heightening actions are regularly undertaken among all those involved in the purchasing process to ensure that the Group's responsible purchasing policy is properly applied.

A dedicated training course on responsible purchasing was introduced in 2007. It incorporates issues relating to human rights and particularly the prohibition of child labour. This course originated in France and is now in the process of being redesigned for international use.

improved management of supplier risks

A system to monitor and issue alerts to different types of risks relating to purchasing and supplies has been introduced for suppliers considered to be key or strategic to the company, whose bankruptcy could have major consequences on the Group's business.

These suppliers are regularly assessed:
- for CSR and performance (quality, timeframe, innovation) by the Supplier Performance Development Department;
- for financial matters, by a dedicated team;
- for production and supplies by the Orange purchasing office in China.

a new CSR assessment strategy for Group suppliers

In addition to the CSR assessments carried out by Group experts, France Telecom-Orange chose, in 2010, to entrust the assessments to a company specializing in responsible purchasing.

Suppliers were asked to complete an online questionnaire. These assessments were undertaken as part of a joint initiative undertaken with the French Telecommunications Federation.
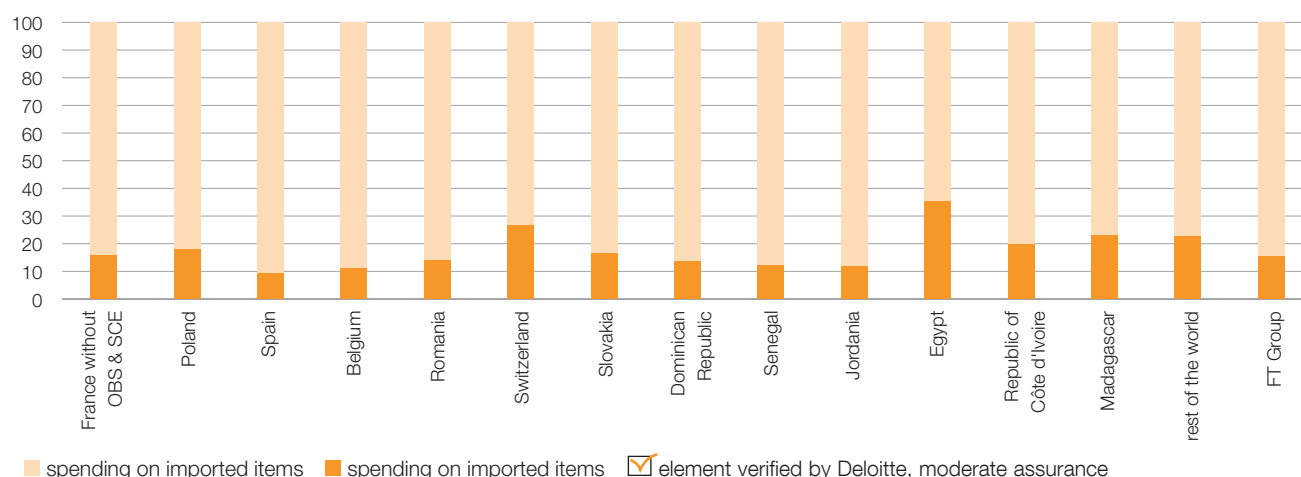
on-site audits

In parallel, audits on the production sites of suppliers considered to be strategic or presenting a risk in terms of CSR are performed:

- in Asia: since 2007, France Telecom-Orange has been carrying out audits and checks of its Asian suppliers, particularly in China. These audits have been performed since 2009 by an external specialist company and include a corporate section based on the international SA 8000 standard to ensure that suppliers and their subcontractors comply with the Group's undertakings in terms of decent working conditions,

indicators	2007	2008	2009	2010
% of purchases subject to the QREDIC® system	82% of Group purchases	350 Group contracts = 80% of Group purchases	83% of strategic suppliers	100% of key and strategic suppliers
Use of QREDIC® (in % of total amount of purchases)			59%	59% over fewer purchases 59% taking into account a reduction in purchases

proportion of spending on locally-based suppliers: the percentage of the local purchases of the Group is 15.4% ☑

■ spending on imported items   ■ spending on imported items   ☑ element verified by Deloitte, moderate assurance
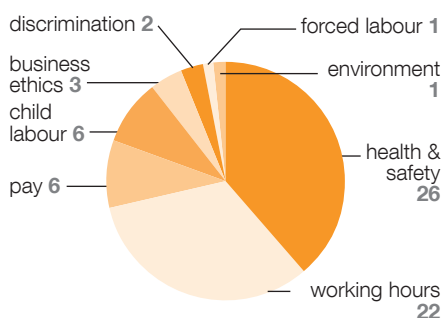
and not using forced or child labour. A joint audit cooperation agreement (JAC) was signed in December 2009 with Deutsche Telekom and Telecom Italia to optimize these audits. The aim is to undertake joint CSR audits of Asian suppliers using a common methodology. By optimizing the assessment process for both suppliers and operators, this initiative strengthens the recognition of the principles of corporate responsibility in the supply chain (see insert);
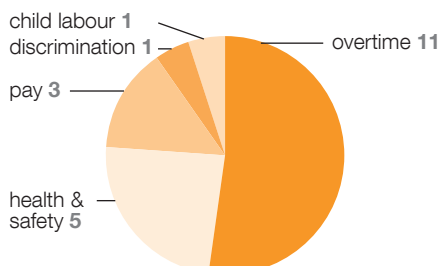
• in Europe: in 2010, the Group Supplier Performance Development Department carried out a CSR assessment on the production site of a supplier of SIM cards and M2M solutions. The discussions carried out on this occasion gave the supplier a better understanding of the Group's requirements and enabled the identification of new areas of progress. As an extension to this action, supplier audits will be performed in 2011 in other European countries.

results of the JAC audits held in 2010
67 non-conformities

discrimination **2**
business ethics **3**
child labour **6**
pay **6**
forced labour **1**
environment **1**
health & safety **26**
working hours **22**

… 21 are critical

child labour **1**
discrimination **1**
pay **3**
health & safety **5**
overtime **11**

focus

JAC: an international cooperation initiative in favour of CSR

The geographical distribution of the telecommunication equipments production makes necessary a preventive control of the supplied products and check of the working conditions, on the very scene of the manufacturing. In this context, the joint CSR audit cooperation initiative launched at the beginning of 2010 by France Telecom, Telecom Italia and Deutsche Telekom assumes capital importance. Formalized by a memorandum of agreement, it enables the performance of joint audits relating to the social and environmental responsibility of their common suppliers established in Asia.

The three operators identified common suppliers and subcontractors to be audited, and allocated to them an "overseer" operator, which will be responsible for the audit and its costs. The audits are carried out by international bodies specializing in CSR and speaking the same language as the supplier to be audited, on the basis of a checklist defined upstream by the members of the JAC. In accordance with the SA 8000 standard, the audit checklist is structured around 10 themes:

• child labour;
• forced labour;
• health and safety;
• freedom of association and the right to collective negotiation;
• discriminatory practices;
• disciplinary practices;
• working hours;
• remuneration;
• environment management system;
• ethics.

The checklist itemizes over 110 parameters, 19 of which are of a critical nature, in other words they determine the end result of the audit, in the event of a negative assessment.

The JAC audits began in July 2010: 19 audits were undertaken of suppliers with factories in China, Taiwan, India, Japan and Korea. Out of a total of 1,500 items verified, less than 5% instances of non-compliance were recorded, the most common relate to working hours, health and safety and wages. Very few cases of discrimination or child labour were established.

A report based on the results of the audit is sent to the supplier. It describes any instances of non-compliance that have been brought to light and proposes an ad hoc corrective action plan. In the event of severe non-compliance, a new inspection is planned very quickly, and the corrective action plan is examined very closely by the "overseer" operator, who keeps the other two operators informed.

stronger links with suppliers and subcontractors

In addition to its programme for assessing and managing purchasing risks, France Telecom changed its approach to the supplier relationship in 2010, to one of partnership.

creating a common vision

It is vital to give suppliers a clear vision of the Group's new objectives and changes in its activity in order to link them more closely to the Group's strategy.

In France, in the area of the network, where cooperation with suppliers and subcontractors is particularly important, two key projects were initiated in 2010:

- the ETR Excellence programme consists of strengthening the partnership between Orange and its subcontractors in the area of support/maintenance (on networks or in customers' homes), which is subject to strong fluctuations in activity. The aim of this project is to handle problems at the interface in order to facilitate the work of the various people involved and ultimately increase customer satisfaction. Five support/maintenance units and seven subcontractors took part in the pilots and the pre-roll-out phase, which resulted in the development (and subsequent testing) of corrective action plans, before the general roll-out. This project should give subcontractors a better overview of business forecasts, help to smooth out their work plan, provide joint reflection on skills management, help them implement improvements, improve the performance of interfaces, etc. Extension to all Orange support/maintenance units and their subcontractors is scheduled for mid-2011;

- the second project relates to the development of "network" skills, and aims to upgrade existing skills and ensure their continuity through the recruitment of young people. It is currently planned to recruit approximately 170 local loop network technicians per year from outside the company. To overcome the lack of skills in the market, Orange has established training courses combining school and work experience in partnership with AUXO and Pôle Emploi. Successful completion of these courses results in a "BAC professionnel"-level qualification recognized in the market. These training courses are offered to subcontracting companies and some have become involved in the programme. At least 250 future technicians per year will be trained in this way over the next five years, and will then be able to join Orange or its subcontractors.

contributing to local economic growth and sustainable development

The quality of our networks and services involves a centralized purchasing policy for technical equipment. Complying with this policy does not exclude supporting one of the CSR priorities: contributing to the economic growth of the countries in which the Group is established. In 2010, a new indicator was introduced to monitor the proportion of local purchases in each country. This will help to set the direction according to the issues specific to each geographic zone.

In France on 28 June 2010, the Chairman, Stéphane Richard, signed the Credit Mediation and CDAF (the association of French buyers) Charter that regulates the relationship between major customers and SME's. The Charter commits France Telecom Orange to 10 major points including its responsibility for the development of SME's in France.

The Charter reinforces the voluntary approach taken by the Group since 2003 to outsource a minimum of €10 million of purchases per annum to companies in the 'protected and adapted' sector (specialised in the employment of disabled people). In 2010, France Telecom Orange spent €16 million with these companies.

In addition, the promotion of diversity being one of the important initiatives included in the Group's strategic plan, tenders in France now include criteria that enable suppliers to be assessed according to their commitment to four main issues: gender equality, the employment and retention of disabled people, equal opportunity and the fight against all forms of discrimination.

key dates relating to the Group's responsible purchasing policy

2004
> Introduction of the QREDIC® tool to assess the overall performance of suppliers.
> Incorporation of an "Ethical and environmental" clause in all Group purchasing contracts.

2005
> Launch of a programme to develop cooperation with key strategic suppliers.

2006
> Definition of a purchasing risk map.
> Incorporation of an "Ethical and environmental" clause in all local France contracts.

2007
> Communication to suppliers on undertakings made as part of the agreement between the Group and UNI on basic social rights.
> Introduction of a dedicated training course on responsible purchasing (including human rights).

2008
> The "Ethics and environment" clause becomes the "Ethical practices – corporate responsibility" clause and now includes five of the basic ILO conventions on forced labour, child labour and combating discrimination.
> Distribution of a questionnaire to all suppliers of customer equipment to whom the REACH regulation applies.
> Strengthening of the programme to cooperate with key strategic suppliers, which becomes the Supplier Relationship Management process.

2009
> Development and implementation of a system to monitor and report on any supplier risks.
> Launch of first social audits of Chinese suppliers, performed according to the SA 8000 standard by an independent specialist firm.
> Signing of a cooperation agreement between Deutsche Telekom, Telecom Italia and France Telecom-Orange to undertake joint CSR audits of Asian suppliers.
> Organisation of a seminar on eco-rating to familiarize and link suppliers of mobile and fixed terminals with the environmental labelling programme.

2010
> Launch of 20 CSR audits of Asian suppliers under the cooperation agreement between Deutsche Telekom, Telecom Italia and France Telecom-Orange.
> Launch of a new CSR assessment strategy with the support of an external specialist company.
> Drawing up of a Code of Conduct for Group suppliers.
> With the Supplier Relationship Management process implementation of structured dialogue with the Group's key strategic suppliers.

2010 review

objectives	deadline	status	main achievements in 2010
Customer relations			
Introduce action plans to improve the customer experience in the eight main European countries.	2010	🟧	General roll-out of the CET (Customer Experience Tracker) in all European countries to measure customer satisfaction Improvement of pre-launch tests to enhance the customer journey. Deployment of new tools to monitor the service quality of different networks and services. Specific action plans in the most critical fields.
Responsible communications			
Extend the responsible communications code introduced in France to our European activities.	2010	⬜	Training of communications teams in France. Launch of a programme to enable internal teams and external stakeholders in six countries to take ownership of the code.
Safe and responsible use of our products and services			
Governance Establish a committee for safe and responsible usage.	2010	⬜	Identification of the structure to be put in place, its role and governance.
Child Protection Define a policy for the Group and draw up a action plan for the local implementation of the charter in every European country.	2010	⬜	Preparation of a Group policy that will be finalized and disseminated in 2011.
Systematically introduce parental control for all content offerings.	2010-2011	🟧	Parental control is available for mobile offerings, TV on ADSL and Internet access.
Launch communication and awareness-raising campaigns among users.	2010-2011	🟧	Organization of awareness-raising campaigns in France, Spain, Slovakia, Poland and Egypt.
Data security			
Continue to raise awareness among employees on the necessity to ensure security of information, particularly when travelling.	2010	⬜	Addition to internal "confidential code" charter, effective delivery Q1 2011.
Strengthen IT and network security surveillance and continue development of secure services for PCs and PDAs.	2010	⬜	Conclusions delivered end 2010, for implementation during 2011.
Continue to factor security into the development of offerings by appointing dedicated security correspondents for offerings in the main business entities.	2010	⬜	Appointment of a Security Manager for Orange France products and services, roadmap for 2011.
Continue to implement improvements in the security management system (SMS) in entities, with an accent on managing security-related events and business continuity.	2010	⬜	Increase in global maturity – recurring operation.

🟧 objective achieved　　⬜ objective not achieved (project cancelled or deferred)

objectives	deadline	status	main achievements in 2010
Protection of privacy Define a policy for the Group and draw up an action plan for local implementation of the charter in every European country.	2010		Publication by Orange France of a charter on the protection of personal data and privacy, a precursor to the Group's policy to be published in 2011.
Define a maximum period for the retention of data by each of the Group's search engines.	2010-2011		All the Group's search engines comply with the legal timeframes in each country, including when they are subcontracted out.
Develop and deploy tools to enable all customers to improve the management of their data posted to Orange services.	2010		Provision of an interface (openid.orange.fr) enabling customers to manage and share their personal data on third party websites.
Provide information for our customers on the risks and correct use of mobile phones.	2010		In France, making educational videos on correct usage available online: for example, erasing one's browsing history. In Spain and Poland, raising awareness about advertising and cookies.
Institute a Privacy Day, an internal event to get people on board.	2010	[orange]	The first Privacy Day was held on 16 June 2010: three countries and all corporate functions participated.
Radio waves			
Define a policy governing exposure of personnel in the workplace.	2010	[orange]	Group policy on radio waves in the workplace drawn up and disseminated in countries.
Extend antenna compliance audits (2010-2012).	2010		Compliance audit of Mobistar (Belgium).
Responsible purchasing			
Review the responsible purchasing clause to make it easier for our stakeholders to comply with it.	2010	[orange]	A code of conduct was drawn up and distributed to suppliers to heighten their awareness (and that of their subcontractors) to the social, ethical and environmental commitments they are required to satisfy when working with the Group.
Implement a shared system for assessing social and environmental supplier risks.	2010	[orange]	Introduction of a shared process within the French Telecommunications Federation to assess suppliers' levels of maturity in respect of corporate social responsibility and sustainable development. 49 suppliers assessed.
Continue to carry out social audits of our suppliers and subcontractors in China.	2010-2011	[orange]	30 CSR audits performed on suppliers' production sites located in Asia, 15 of which were carried out in cooperation with Telecom Italia and Deutsche Telekom as part of the audit cooperation agreement.
Deployment of our tool QREDIC® for local contracts in Poland and Slovakia.	2009-2010		Use of QREDIC® consolidated in Spain (18 QREDIC® assessments on a total of 43 suppliers) and in Romania. Launch of the programme in Moldova (7 QREDIC® assessments launched by end of year for 18 suppliers). Switzerland approached us in 2010 to carry out 7 QREDIC® assessments on 24 suppliers. Used for purchases of IT, services and consulting in Poland. Scheduled for introduction in Slovakia and Belgium in 2011.

2011 roadmap

new objectives	deadline
Customer relations	
Intensify action plans to improve the customer experience in the seven main European countries. Extension of the field of application of the CET (12 countries). CSR dimension factored into the CET.	2011
Responsible communications	
Extend the responsible communications code introduced in France to other European countries. Deploy training for communication teams.	2011
Safe and responsible use of our products and services	
Governance Establish a structure linking the worlds of science and medicine to promote safe and responsible usage.	2010
Child Protection Disseminate and roll out the Group policy in all European countries. Continue the extension of the parental control functionality to all countries. Continue targeted communication and awareness-raising campaigns (employees, customers, society in general).	2011
Data security New awareness-raising campaign (paper, intranet and/or e-mail) targeting Group managers, relating to protecting information whilst travelling: to be rolled out across activities in France. Summary of decisions on measures aimed at Group employees with a view to ensuring the security of company data on personal mobile handsets used in a business context. Implementation of encryption measures for IT resources of Group entities in France that have expressed a need for same. Publication of a best practice policy and guide to the responsible use of social networks by Group employees with a view to a pilot awareness-raising campaign in the future. Drawing up and implementation by those responsible for marketing in at least one of the Group's Country divisions of a questionnaire to assess the processing of private data in new product and service concepts.	2011
Protection of privacy Finalize the Group policy and draw up an action plan for its local implementation in every European country. Develop and deploy tools to enable all customers to improve the management of their data posted to Orange services. Increase the amount of information provided for our customers on the risks and correct use of mobile phones, through the use of partners.	2011 2011 2011-2012

new objectives	deadline
Radio waves	
Extend antenna compliance audits.	2011-2012
Deploy an active communications policy on electromagnetic waves	2011
Responsible purchasing	
Implement the Code of Conduct in the various subsidiaries and finalize the implementation of the "corporate responsibility" clause in all countries in the AMEA zone.	2011
Continue with the deployment of QREDIC® in 15 countries.	2011
Carry out CSR assessments of suppliers – the aim is to assess 500 suppliers (either strategic or at risk from the point of view of CSR) in a three-year cycle.	2011-2013
Implement action plans with suppliers that have poor CSR assessments.	2011
Carry out social audits of suppliers and subcontractors at risk, and monitor action plans.	2011

a world accessible

Making information and communications technologies accessible to as many as possible is core to the Group's commitment and in perfect alignment with the way in which France Telecom-Orange sees its business. To achieve this, the Group acts on all causes of digital divides:

• geographic – by developing networks and deploying alternative solutions for isolated areas;

• economic – by developing offerings suited to low incomes and creating conditions favourable to local economic development;

• physical – by taking account of the needs of elderly and disabled people from the design phase of products and services;

• cognitive – by breaking down cultural or educational barriers that could hamper the use of new technologies.

Apart from developing access, the Group endeavours to facilitate the adoption of digital uses and open up new perspectives in essential fields such as health, education and culture.

In an extension of the company's mission, the Orange Foundation and Group employees are mobilizing to make the world more accessible by all.

combating the geographic digital divide

the Group's approach

As part of its strategic "Conquests 2015" plan, France Telecom-Orange has embarked on an ambitious plan of action to improve network coverage and increase bandwidth for all in order to anticipate the explosion of uses.

This plan of action is based specifically on:
- developing infrastructures to extend the coverage of fixed and mobile networks;
- deploying alternative innovative solutions for isolated areas;
- expanding the network of broadband optical fiber submarine cables to improve Internet connectivity in countries in Africa, the Middle East and the Indian sub-continent;
- an in-depth renovation of the networks and their equipment, and the deployment of new technologies meeting requirements for increased bandwidth.

extending network coverage

Covering populations with fixed and mobile broadband and delivering a high quality offering are the main issues guiding the Group's development/growth, and differ according to the nature of the markets.

In mature countries, the levels of coverage achieved are already high in both fixed and mobile broadband. In these countries, coverage is improved by concluding pooling agreements with other operators and introducing alternative solutions for isolated areas, in partnership with the local authorities.

In emerging countries, the challenge is to establish – rapidly and at a controlled cost – coverage enabling the greatest possible number of potential customers to access the services available. In these countries, Internet access increases mainly through the deployment of mobile 3G networks, which help to compensate for the low deployment of copper networks.

innovative solutions for isolated areas

To help open up isolated areas, where ADSL technology cannot be deployed for technical or economic reasons, the Group deploys alternative innovative solutions.

In France, the Nœud de Raccordement d'Abonnés Zone d'Ombre (NRA-ZO – hub for grey zone subscribers) makes it possible to extend access to broadband Internet to the most isolated communities, in partnership with the local authorities. By the end of 2010, 1,259 NRA-ZOs had been deployed. This new equipment makes an additional 100,000 customers in Metropolitan France eligible for ADSL offerings.

The satellite Internet offering developed in partnership with Nordnet in Metropolitan France provides 100% broadband coverage of the country up to 4Mbit/s. In 2010, this solution received the French Ministry of the Economy's "Broadband for all" label WiMax (Worldwide Interoperability for Microwave Access) technology enables broadband connections to be made by radio link. This has been deployed in Botswana, Cameroon and Mali.

The CDMA technology deployed by Orange in Senegal enables isolated areas not covered by ADSL to access the Internet using wireless technology. 100% of Senegalese villages with over 500 inhabitants now have access to the Internet thanks to this technology.

The Flybox enables inhabitants of regions without fixed ADSL coverage to gain WiFi or landline access to the Internet via a mobile broadband network. By the end of 2010, the Flybox had been deployed in eight countries (Romania, Slovakia, Egypt, Switzerland, Moldova, Armenia, Botswana and Tunisia).

In Africa, Orange deploys an original solution enabling collective access to be brought to isolated villages: "community phones" (see insert). Nearly 200 villages have been equipped with community phones in Mali and a pilot has been launched in Republic of Côte d'Ivoire.

The deployment of solar stations also helps to develop access to communications in rural areas without electricity, whilst at the same time preserving the environment. By the end of 2010, a total of 1,554 solar stations had been installed, including 922 stations for mobile communications, in 14 African and Middle Eastern countries, together with the Dominican Republic and Armenia (see p. 85).

cables to connect Africa

France Telecom-Orange is investing in a number of projects to lay broadband optical fiber submarine cables to improve the capacity and quality of Internet connectivity in countries in Africa, the Middle East and the Indian sub-continent:

- EASSy (Eastern Africa Submarine System): commissioned in July 2010, this cable supplies 10 countries in East Africa with access to global Internet highways and provides genuine regional connectivity;
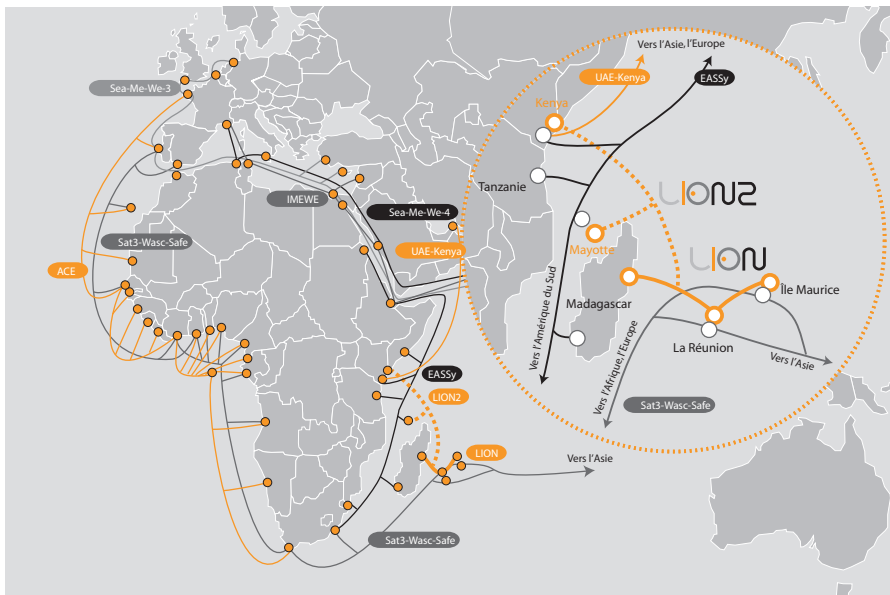- IMEWE: commissioned on 10 December 2010, this cable of over 13,000 km serves eight countries: India, Pakistan, the United Arab Emirates, Saudi Arabia, Egypt, Lebanon, Italy and France. The cable supports the strong growth of traffic in the Indian sub-continent, and also provides the Middle Eastern countries with a new connection to international broadband networks. In addition, IMEWE comprises an alternative route that secures broadband telecommunications traffic transmitted over Sea-Me-We 4, also held in co-ownership by the Group, which links South East Asia to Western Europe;
- LION2: the construction agreement for the LION2 cable, signed in September 2010 by France Telecom-Orange and the other members of the consortium, will enable the extension of the LION cable – which has linked Madagascar, Reunion and Mauritius since 2009 – to provide broadband Internet access to Kenya via the island of Mayotte. It is scheduled to be commissioned in the first half of 2012;
- ACE (Africa Coast to Europe): in June 2010, France Telecom-Orange signed the construction agreement for the ACE cable. The 17,000 km cable will extend from France to South Africa and will be operational in 2012. It will connect 23 countries, either directly (coastal countries) or via terrestrial links (landlocked countries such as Mali and Niger).

These major investments by France Telecom-Orange are a concrete expression of two sections of its strategy: making Internet access more widely available (narrowband and broadband) in Africa where the new technologies are a vital driver of economic and social development, and helping to develop the quality of its global network to meet the requirements of its customers.

network of optical fiber submarine cables

increased bandwidth for all

The new "digital ecosystem" is marked by a tremendous growth in the volume of data being exchanged. The Group's increasingly efficient international super-fast broadband network is fully capable of coping with this increased traffic.

increased bandwidth of mobile networks

The Group is pursuing the deployment of third generation mobile networks (3G/3G+) in all its countries that support broadband data services.

In most European countries, the entire 3G network is now 3G+. 3G+ enables a considerably higher bandwidth and capacity than previous generations, and is comparable to the leap represented by ADSL over the fixed network.

3G is also being deployed in a number of emerging countries. Orange has already deployed 3G in eight African countries (Botswana, Egypt, Jordan, Madagascar, Mali, Mauritius, Uganda and Tunisia). In Egypt and Senegal, deployment in high traffic zones in

focus

€500 million invested in Tunisia

Launched in May 2010, Orange Tunisia is the country's first alternative convergent operator. Orange invested €500 million to launch its operations and install the first 3G network in the country. Only a few months after its launch, the new network covers over 50% of the population. This successful launch won Orange Tunisia the "Best new entrant of the year" award at the 2010 AfricaCom Awards.

major cities has leapfrogged directly to 3G+. In France, where the Group already leads mobile coverage, Orange is developing its 3G+ network by doubling the speed of its network, moving up from the HSDPA 7.2 Mbit/s standard to HSDPA 14.4 Megabits/s. Already deployed in the 12 largest conurbations, over half the population was covered by 3G+ by the end of 2010.

France Telecom-Orange is also anticipating the arrival of the fourth generation of mobile networks: the LTE (Long Term Evolution), sometimes called 4G. This new technology is designed to provide the best performance, greater capacities and lower costs in an environment where data exchange and creation is growing strongly. Orange has carried out a series of tests on an experimental network in France in order to gain an in-depth and detailed understanding of this new technology and to ensure it has fully mastered it before any commercial launch.

super-fast broadband over optical fiber

In France the "La Fibre" programme is continuing with its ambitious objectives: investment of €2 billion to ensure coverage of 40% of households in all regions by 2012 and all *départements* by 2015 (including three overseas *départements*).
The deployment of super-fast broadband access over optical fiber is also continuing in Slovakia.
Pilot networks have been launched in Spain and Poland.

a high quality global network

Through its investments, Orange is contributing to the development of a high quality global network consisting of three sub-networks:
- the European Backbone Network (EBN), an optical fiber network still present mainly in Germany, Spain and Switzerland and interlinking the networks of France Telecom's subsidiaries and partners;
- France Telecom's Réseau Express Européen (REE – European express network), which links 23 of the largest cities in Europe, including seven in France, by interconnecting with the networks of France Telecom's subsidiaries and partners. The REE has replaced the EBN network in its most dynamic areas (characterized by particularly broad bandwidths, substantial

growth in traffic and requiring good responsiveness) and most particularly towards Germany, Poland, Spain and Great Britain. The REE is based on a technology that makes it possible to move up to a bandwidth of up to 100 Gbit/s per wavelength;
- the submarine cables act as broadband arteries, enabling France Telecom-Orange to have the broadband capacity necessary to satisfy the growing demands of its customers. Besides its projects to connect the African continent, 2010 saw the Group quadruple the transmission capacity it holds in the Americas 2 cable, which links Brazil with the United States and serves Guiana, Surinam, Guyana, Trinidad and Tobago, Venezuela, Curaçao, Martinique, Sainte-Croix and Puerto Rico.

focus

▶ **Community Phone honoured in the AfricaCom Awards**
Every year, the AfricaCom Awards recognize the most striking innovations and performances in the communications industry on the African continent.
In 2010, France Telecom-Orange won the "Best solution for rural services" award for its community phone concept. Orange provides comprehensive kits for micro-entrepreneurs, enabling them to become telephony operators for their communities by reselling communication time. The aerial supplied enables the GSM signal to be relayed into areas that are not otherwise covered (up to 35 km from the nearest base station). This technology is opening the way to communication for remote communities and improving their daily lives by stimulating the local economy. This solution, launched in October 2010 in Mali under the name of Djamaa Phone, now enables 200 previously isolated villages to communicate with the entire world.

focus

▶ **Spain: more than 3,800 shared stations**
In Spain, Orange and Vodafone have been pursuing an agreement to share their 3G networks since 2007, with the aim of strengthening UMTS coverage for towns of under 25,000 inhabitants. By the end of 2010, over 3,800 base stations were being shared by the two operators.
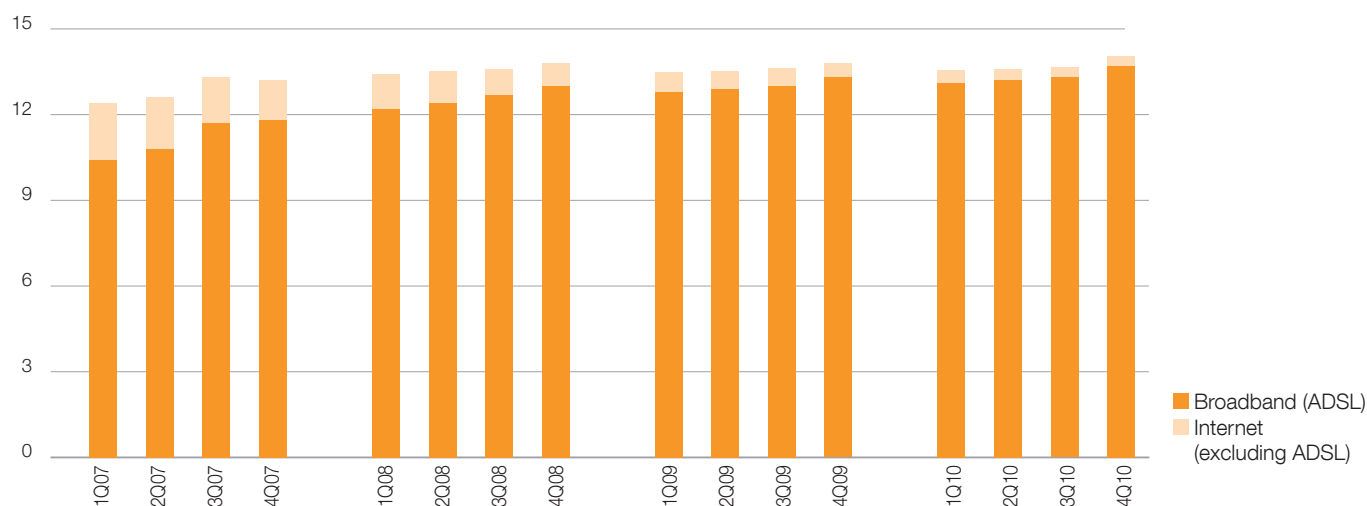
focus

▶ **Orange Armenia increases its mobile coverage**
Orange made significant efforts in 2010 to increase the coverage of the
mobile network in Armenia. In under two years – by the end of 2010 –
the network reached 94% of the population (vs 83% at the end of 2009).
Its capacity had also been increased to support strong growth
in data traffic.

growing proportion of broadband (ADSL) customers in the Group
in million – France Telecom-Orange source)

Legend:
- Broadband (ADSL)
- Internet (excluding ADSL)

key dates relating to the Group's geographic accessibility policy

2003
> Signature in France of the national agreement on the coverage of "white zones" (zones blanches).

2005
> Launch of Phase 2 of the "white zones" programme, fully financed by the operators.

2007
> Launch of the programme to construct solar base stations to develop access in rural areas of African countries (35 solar stations in Senegal).
> Signing in Spain of a 3G infrastructure sharing agreement with Vodafone.
> Launch in France of the "NRA-Zones d'Ombres" technology providing broadband access in areas not covered by ADSL.
> Launch of fiber in France and Slovakia.
> Launch of the "Internet Republic" project in Poland to increase Internet usage in rural areas.
> Launch of the Flybox in Romania.
> Launch of the "botikas" network in Madagascar: franchized shops distributing Orange solutions in isolated areas.

2008
> Deployment of the Flybox in Slovakia, Egypt and Switzerland.
> Launch in France of a satellite Internet access solution in partnership with Nordnet.

2009
> Commissioning of the LION submarine cable (Indian Ocean).
> Introduction of the first "community phones" in Mali.
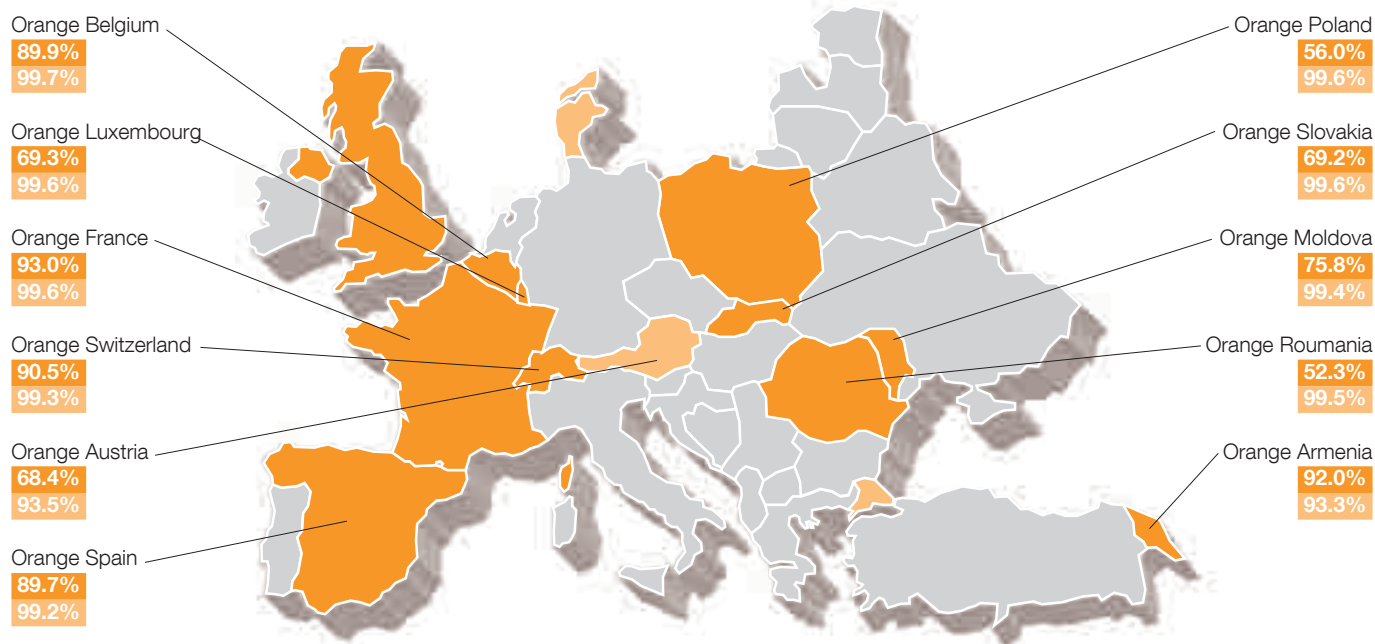
2010
> Commissioning of the EASSy (Eastern Africa) and IMEWE (India and Middle East) submarine cables.
> Signing of the construction agreement for the new ACE (Africa Coast to Europe) cable and the construction agreement for the LION2 (Indian Ocean) cable.

3G population – 2G population
Europe
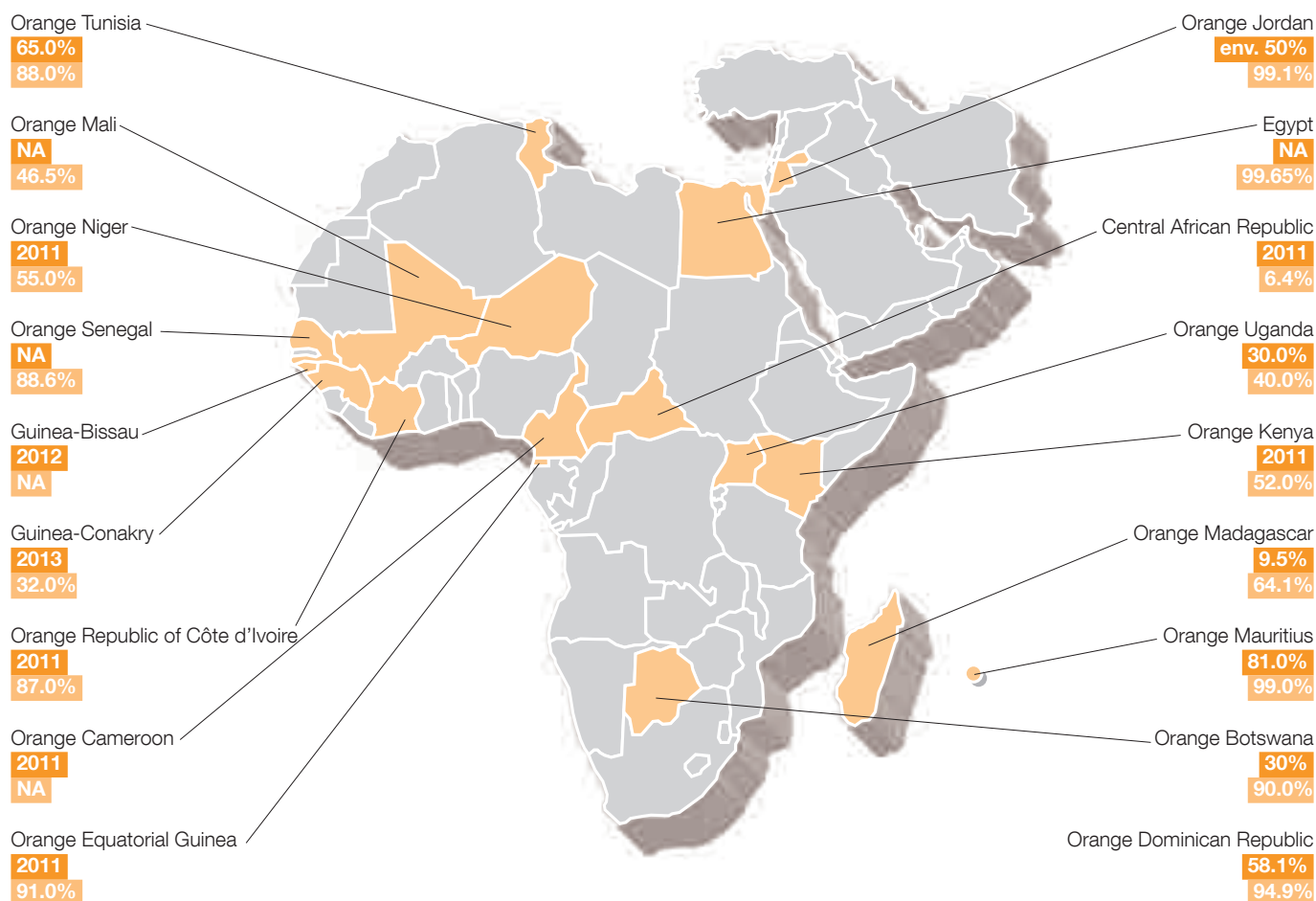
Orange Belgium
89.9%
99.7%

Orange Luxembourg
69.3%
99.6%

Orange France
93.0%
99.6%

Orange Switzerland
90.5%
99.3%

Orange Austria
68.4%
93.5%

Orange Spain
89.7%
99.2%

Orange Poland
56.0%
99.6%

Orange Slovakia
69.2%
99.6%

Orange Moldova
75.8%
99.4%

Orange Roumania
52.3%
99.5%

Orange Armenia
92.0%
93.3%

3G population – 2G population
Africa

Orange Tunisia
65.0%
88.0%

Orange Mali
NA
46.5%

Orange Niger
2011
55.0%

Orange Senegal
NA
88.6%

Guinea-Bissau
2012
NA

Guinea-Conakry
2013
32.0%

Orange Republic of Côte d'Ivoire
2011
87.0%

Orange Cameroon
2011
NA

Orange Equatorial Guinea
2011
91.0%

Orange Jordan
env. 50%
99.1%

Egypt
NA
99.65%

Central African Republic
2011
6.4%

Orange Uganda
30.0%
40.0%

Orange Kenya
2011
52.0%

Orange Madagascar
9.5%
64.1%

Orange Mauritius
81.0%
99.0%

Orange Botswana
30%
90.0%

Orange Dominican Republic
58.1%
94.9%

supporting local development

the Group's approach

As a major economic player in most of the countries in which it operates, France Telecom-Orange has a particular responsibility with regard to local populations and economic players. Besides developing telecommunications infrastructures, the Group endeavours to support the social and economic development of countries through the use of two levers:
- Increasing access to information and communication technologies, by providing offerings suitable for people with low incomes in emerging countries and mature markets alike;
- Developing innovative solutions suited to the economic and social context of each country in which it is established, according to the principle of co-construction with local players.

increasing access to information and communication technologies

Orange is committed to encouraging access to the new technologies by the largest possible number of people in all countries, and as a result, has created specific offerings for people with low incomes.

social offerings in developed countries

In Metropolitan France since May 2009, all recipients of income support (Revenu de Solidarité Active or RSA) may subscribe to the special RSA prepay package available for €10 per month. Similar offerings exist in other European countries such as Belgium.
In Slovakia, Orange offers special discounts – of up to 99% of the monthly bill – for disadvantaged people or those suffering from long-term ailments.

Secondhand phones: an economical and eco-friendly solution!

Since June 2009, secondhand mobile phones have been available from Orange shops in Metropolitan France. A wide range of simple and up-market mobiles consisting of three catego-

ries of handsets, is on sale at attractive prices for pay-as-you-go offerings or to accompany Orange's special RSA prepay package.
All these reconditioned handsets are delivered with a charger, battery and hands-free kit, and carry a six-month guarantee. In 2010, Orange France continued this initiative by offering a range of secondhand smartphones in its online shop, which met with great success (see insert).

innovative concepts in developing countries

The first focus area for innovation in Africa and the Middle East is facilitating access to all essential telephone services (Voice & SMS) by finding solutions to overcome the barriers of poverty, illiteracy and exclusion.
- For people with low incomes, Orange has launched a range of very low-priced handsets together with services that allow reverse charge calls (Call Me Back, Pay For Me),

focus

Emerginov: the toolbox for content creators

To stimulate innovation in emerging countries, Orange is providing its local partners with the Emerginov incubator: a multimedia IP platform enabling the development and testing in the field of micro-services connected with information and communication technologies, on the principle of co-innovation. Already available for universities and soon for SMEs, Emerginov provides service creators with the resources to innovate at a reduced technical cost. Services developed locally by locals, for locals!
This solution was introduced in Mauritius in March 2010, then in Senegal (December 2010), with a view to regional co-innovation in WestAfrica via the addition of gateways distributed in the other countries that are candidates for the process.

or offers attractive prices depending on the level of traffic on the network (Bonus Zone). The Group is developing community solutions such as the "community phones" (see p. 55) and "Femmes Actives" (Active Women) offering launched in Republic of Côte d'Ivoire in 2009, which offers a highly attractive "fleet"-type tariff. Orange also offers an e-top-up system whereby a pre-pay account can be topped up electronically from a mobile. A less expensive, more secure and more eco-friendly solution than scratchcards, already available in 16 African countries (Botswana, Cameroon, Republic of Côte d'Ivoire, Egypt, Guinea-Bissau, Guinea Conakry, Jordan, Kenya, Madagascar, Mali, Mauritius, Niger, Uganda, Central African Republic, Senegal and Tunisia).

For illiterate people, Orange has launched Voice SMS, which allows users to leave a short voice message for the price of an SMS (see focus).

To increase access to Internet content, Orange has developed Magic Portal and Voice Portal, which allow users to access basic information from any mobile connected to a standard GSM network. In the same way, the Popmail solution enables users to receive and send emails from any type of mobile phone without being connected to the Internet.

For further information on offerings suited to emerging countries: consult the "Africa and Middle East, lands of innovation for Orange" folder on orange.com.

creating conditions favourable to economic development

To support local development. France Telecom-Orange favours the path of open innovation to enable it to work with local players to create solutions that are best suited to the requirements of the area.

In this regard, the Group is particularly dependent on its 15 Orange Labs, which make up the Group's global innovation network, with 3,500 employees (researchers, developers, marketeers, ergonomists, designers, sociologists, etc.) spread across four continents.

focus

▶ **Voice SMS: an economic and user-friendly solution accessible to illiterate people**
Simple for anyone to use, even without knowing how to read or write, Voice SMS provides a solution for a short, practical communications. With Voice SMS, the recipient can listen to a highly economical voice message of a few seconds long, free of charge. In Cameroon for example, a 10-second "Voice Flash" costs only FA15 (€0.02). By the end of 2010, this service had been deployed in Botswana, Cameroon, Republic of Côte d'Ivoire, Egypt, Jordan and Madagascar.

encouraging entrepreneurship
For the past 10 years, Orange has been supporting the "Banespyme" project (www.banespyme-orange.org) in Spain, the aim of which is to encourage the creation of innovative enterprises based on new technologies through an annual competition. Since it began, this programme has helped to support the creation of over 70 technological enterprises that have received over €6 million in finance. More than 160 teams of entrepreneurs have received training, with particular attention being paid to drawing up and implementing business projects, and their growth.

In France, Orange – in partnership with Alcatel-Lucent – is contributing to the development of the Arc Bretagne Atlantique, an ambitious open innovation initiative. The Group makes know-how from its regional R&D centres available to provide the local economic fabric with services to support and develop new innovative communication services and new-generation content.

In Egypt, Mobinil signed an agreement in 2008 with the Fond Social de Développement to help young entrepreneurs create small service centres allowing local people to buy top-ups or change their SIM card. The goal is to create 333 centres throughout the country. A similar project is being undertaken in conjunction with the Cairo Chamber of Commerce.

In Dakar, Senegal, Orange supported the establishment of a business incubator for the new technologies sector. Its aim: to contribute to the development of the new information and communication technologies industry by supporting small and medium enterprises in promoting local content. This programme, supported by the World Bank, consists initially

of supporting 30 companies for three years, in collaboration with the public authorities. Sonatel will supply the servers and Internet connection, and will also contribute to a skills transfer.

The France Telecom Group has also been supporting the creation of young innovative enterprises in the field of information and communication technologies in Europe and North America since 1988 through its venture capital company, Innovacom.

fostering the growth of mobile banking services in Africa
In Africa, about 50% of the population own a mobile phone but only 10% of the population hold a bank account. For this reason, the Group launched Orange Money in 2008: a simple, secure solution enabling users to open a payment account linked to a mobile number.

With Orange Money, a whole set of services becomes available to populations without access to traditional banking functions: opening an account, transferring money to family members or paying bills becomes easy and accessible.

Also, Orange Money is a means for companies or small businesses to simplify payment for trade services and even wages.

This service, offered in partnership with a major bank, has a high level of security to avoid the risk of theft or fraud. By the end of 2010, it was already available in Republic of Côte d'Ivoire, Senegal, Mali, Niger, Madagascar and Kenya, and will be rolled out in the other countries of the Africa Middle East zone during 2011.

supporting farming industries in emerging countries

New technologies can also play a key role in the rural and agricultural development of emerging countries. In 2010, Orange launched two innovative projects:

- in Niger, in partnership with the network of Chambers of Agriculture, Orange developed a system enabling market prices of agricultural products to be transmitted by SMS so that farmers can sell their harvest to the highest bidder. The second phase of the project will consist of supplying meteorological data and personalized advice to subscribers;
- In Republic of Côte d'Ivoire, a project aimed at supporting the cashew nut industry was launched in July 2010 in collaboration with Rongead and Inadès Formation. Orange supplies dedicated widgets to follow the market rate for cashew nuts, and also facilitates exchanges and communications between producers. A dedicated handset has been developed in collaboration with Alcatel. After an initial pilot phase, this project will be rolled out more widely in 2011.

increasing the appeal of the territories

Broadband coverage also contributes to the growth of innovative uses in all domains of local public activity, to the benefit of all. Besides increasing access, Orange offers services helping to make the territories more attractive and support local development whilst at the same time making the lives of citizens easier.

The Public Visio Point is a video conferencing solution that brings public services closer to citizens and helps them to carry out administrative procedures remotely and interactively. The service takes the form of an audiovisual terminal (a large plasma screen and desk) with communication and work functions to enable the exchange of documents. A particularly useful tool for people starting up a business, who can undertake their administrative procedures remotely and easily contact specialists for their projects without changing location.

For more information on innovative uses in the community: visit the "Paroles d'élus" TV channel on www.orange.com/fr_FR/collectivites/tv/.

key dates relating to the Group's economic inclusion policy

2003
> Launch of the Banespymes project in Spain to support the creation of innovative SMEs based on new technologies.

2004
> Launch of Plan ZAE to bring broadband to 2,000 areas of economic activity in France.

2005
> Launch of "Plan 3 x 10" in France to provide innovative solutions for communities.
> Establishment of the first Visio Points in France.

2006
> Launch in Poland of the "Internet Republic" project under the aegis of the United Nations Development Programme, with strong involvement by the TP Group.

2008
> Launch of "Call Me Back" in Cameroon.
> Launch of Orange Money pilot in Republic of Côte d'Ivoire.
> Launch of the "NetPC" offering by Orange Mauritius.

2009
> Launch in France of the RSA mobile offering for recipients of income support.
> Launch of a range of secondhand mobiles in Orange France shops.
> Launch of "Pay For Me" in Cameroon (reverse charges mobile offering).
> Launch of OFA offering in Republic of Côte d'Ivoire (community offering).
> Launch of "Bonus Zone" in Botswana.
> Launch of Orange Money.

2010
> Launch of the "Djamaa Phone" community phone programme in Mali (200 villages equipped).
> Deployment of Orange Money in five new countries in Africa.
> New range of secondhand smartphones available from the orange.fr online shop.

ensuring accessibility by elderly and disabled people

the Group's approach

Developments in communication technology are opening up new horizons for everyone, but most particularly for elderly and disabled people. This is why Orange has for many years been committed to breaking down the physical and cognitive barriers that can restrict access to the benefits of the new technologies. The Group's Accessibility Department ensures that accessibility is factored in from the design phase of Orange products and services right the way through to after sales service, and focuses on four areas:

• adapting all products and services offered by the Group and designing specific products, the Autonomy offerings;

• establishing a tailored distribution network;

• incorporating the notion of accessibility in all processes, from design through to marketing, in all markets;

• interacting with national and international institutions, organizations and customers to better identify their requirements and develop partnerships.

focus

simplified telephones for use by the elderly

Following France and Slovakia, three of the Group's European subsidiaries launched mobile handsets in 2010 specially designed to meet the needs of the elderly. All these phones have simplified ergonomics with large buttons, magnified characters, a list of pre-recorded numbers, higher volume and an easily accessible "SOS" button enabling an emergency number to be recorded, to which a call or SMS can be sent by merely pressing the button.

In May 2010, Orange Romania launched the ZTE S302, accessible from €1.00 per month as part of a senior package. A senior tariff reserved for pensioners, consisting of 500 minutes of free calls on the Orange network and all the fixed national networks is also available from €6.00 per month.

In September 2010 Orange was the first mobile telephone operator in Switzerland to launch the new Doro PhoneEasy® 410 gsm phone. Orange Spain launched "Esencial de Orange", a handset developed by ZTE for seniors, distributed exclusively in pharmacies. A first in the Spanish market.

a design strategy for all

To enable everyone – and particularly disabled or elderly people with some type of impairment – to access communications and the best technologies, Orange has adopted a "design for all" strategy.

Managed by the Group's Accessibility Department, this strategy ensures that specific features relating to disabilities are factored in way before the launch of any offering, thus enabling innovation, simplicity and ergonomics to be combined to cater for any type of disability (hearing, vision, mobility, grip, speaking, cognition). This strategy is based on usage feedback from impaired elderly and disabled customers.

R&D "accessibility" projects explore mechanisms for integrating disabled or depend-

ent people with difficulties using traditional communication tools into various population groups. The goal is to design methods of interaction and new interfaces that use their sensory and perceptional skills. 20 technical projects, studies and experiments are currently under way.

offerings adapted to every need

An accessible range, "autonomy offerings, a solution for everyone", provides a response to every type of impairment (hearing, vision, speaking, mobility, grip and cognition).

These fixed and mobile, internet convergent telephone offerings are presented twice a year in a catalogue available in a paper version, electronic version and audio CD (for the sight-impaired).

These offerings are currently being deployed in the main European countries. In 2010, strategic meetings and workshops were held in the eight main European countries with Marketing Directors, with the aim of adapting existing products and preparing the next set of catalogues. Orange Spain already has a catalogue for Autonomy offerings on its website, accesibilidad.orange.es. Poland's is in the process of being finalized.

a dedicated distribution network

In France, Autonomy offerings are distributed through a specifically tailored distribution network:

• over 5,000 salespeople and 360 qualified advisers, all trained in the Autonomy offerings and in dealing with disabled people;
• 214 approved "Autonomy" shops and four dedicated Rainbow areas;
• a remote sales service available by phone (freefone number 0 800 11 22 33), email (offres.autonomie@orange-ftgroup.com) or fax (0 800 24 69 96). This service has been accessible to the deaf and hard-of-hearing every Tuesday since November 2009: it enables customers to interact directly with a specially trained adviser, either in French sign language (videoconference via a webcam with the possibility of subtitles) or in text mode in real time.

In the shop, on the website or in the catalogue, specific signage system using pictograms helps to identify the best solutions for each disability.

en to every idea

To constantly improve its offerings and respond to the new requirements of disabled people,

France Telecom-Orange applies an active policy of meetings and partnerships with specialist professionals, institutions and organizations. Specifically, the Group participates in:

• the work of AFOM (Association Française des Opérateurs Mobiles – French mobile operators' association) and the yearly overview of the AFOM Charter signed by operators to promote access by disabled people to mobile telephony;
• the work of the Club Accessibilité des Grandes Entreprises (large corporations' accessibility club);
• international working groups on accessibility within the European Commission, the UIT and AFNOR, particularly the e-Accessibility Standardization Commission and the ISO SC35 Group;
• meetings of the Comité Interministériel du Handicap (interdepartmental disability committee) and other players (Arcep, meetings of the Fédération Française des Telecommunications – the French telecommunications federeation – and the Observatoire de l'Accessibilité – accessibility research institute) in the context of the publication of European Directive 2009/136/CE of 25 November 2009 and the launch of Project Reach 112 (emergency calls for deaf people);
• all the major exhibitions and conferences relating to disability and dependency such as Autonomic, the Serenite Show, the European e-Accessibility Forum and actions such as the Institut de la Vision in Paris and other events run by associations to gather user feedback on products and services during demonstrations, and stay in tune with customers.

involving employees

In France, nine regional accessibility representatives – regional relays for the Group's Accessibility Department – coordinate the local fabric, support approved "Autonomy" shops, feed back needs expressed by disabled customers, manage communications and lobby prescribers (organizations, regional authorities and business people from the sector). Presentations on accessibility are regularly delivered to Group teams.

In 2010, signage with pictograms featured in a wide communications campaign in the main European countries.

focus

▶ **Orange partners the "JustBip" project**
Winner of the "Proxima Mobile" call for projects, JustBip is an entirely free mobile service enabling people with reduced mobility to regain their autonomy by improving accessibility to the city.
JustBip operates on almost all mobile phones and is compatible with all operators, offering a collaborative search engine for places in France with disabled access, and enabling communication with traders, administrations and public establishments that have signed up to the service. It also informs motorists of free disabled parking spaces in their current location. This service, developed by the JustBip SAS in partnership with Orange, has been available in France since June 2010.

Training is one of the priorities of Orange's accessibility system:
two e-learning modules have been developed to train salesforces (over 5,000 salespeople trained), and marketing and Technocentre teams (new module deployed in 2011).

ensuring website accessibility

Since 2005, the Group has been involved in a vast project to make its internal and external websites accessible, in line with the international Web Accessibility Initiative (WAI) standards.
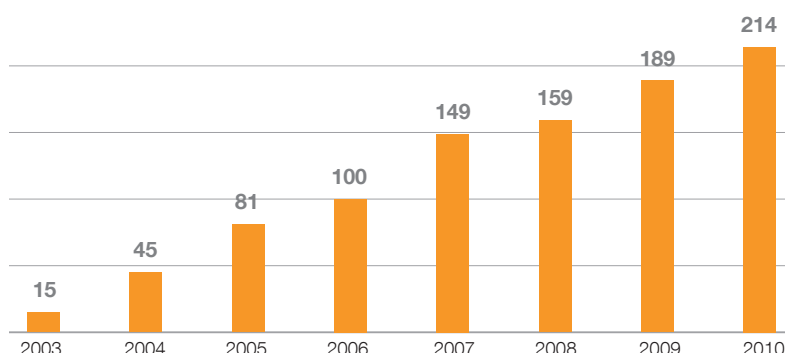By the end of 2010, 460 webmasters had received training and on average, the Group's main websites met 70% of the requirements for WAI AA classification, but had no critical issues.
Several accessibility functions are already available, particularly on the homepages of orange.fr, orange.com, the Orange Foundation blog, the customer space on orange.fr and the narrowband version of the customer space.
Also, in partnership with Urbilog, France Telecom-Orange has developed Ocawa: a tool that automatically assesses the degree of accessibility of websites and checks various levels of rules, such as the international WCAG (Web Content Accessibility Guidelines) and French RGAA (Référentiel Général d'Accessibilité pour les Administrations – general guidelines on accessibility for administrations). A free restricted version has been made available on the Internet: www.ocawa.com.
Since 2010, Orange and Urbilog have been carrying out accessibility audits of websites of some of the Group's customers and partners. 90 external and 23 internal sites were audited in 2010, including the websites of disabled employee associations ATHA (Association des Travailleurs Handicapés ou reclassés de La Poste et France Telecom – the association for Post Office and France Telecom employees who are disabled or in the process of rehabilitation) and APCLD (Association au service des personnes malades et handicapées de la Poste et de France Telecom – the association for Post Office and France Telecom employees suffering from illness or disabilities).

number of orange stores labelised "autonomy solutions" (France)

Year	Value
2003	15
2004	45
2005	81
2006	100
2007	149
2008	159
2009	189
2010	214

focus

an international conference on e-Accessibility in Warsaw
In November 2010, the Accessibility Department of France Telecom-Orange and TP, the Group's Polish subsidiary, helped the University of Warsaw to organize an international conference on the opportunities provided by new technologies in respect of accessibility by disabled people to information and education. The conference provided an opportunity to present the Group's accessibility policy and the B-Link program developed by TP, which enables browsing on websites and the use of applications such as Word Pad, MS Word and MS Outlook through a mouse or keyboard, both controlled by blinking the eyes. This application – available in French, English and Polish – was awarded a Gold Medal at the Geneva 2010 International Inventions Exhibition.

key dates relating to the Group's accessibility policy

1993
> Opening in Paris of the first "rainbow area" specially organized to accommodate customers with disabilities.

2002
> First edition of the "Solutions Handicap" catalogue.

2003
> Establishment of the "Mission pour les Clients Handicapés du Groupe" (service for the Group's disabled customers).

2004
> Launch of a solution to make access to mobile telephony easier for blind and partially-sighted people;
> Establishment of a customer service dedicated to solutions for disabled people that can be reached by phone (freefone number 0 800 11 22 33) or email (agence.vad@francetelecom.com).

2005
> In partnership with Urbilog, Orange Lab launched OCAWA (a tool to assess the accessibility of websites).

2006
> The "Mission pour les Clients Handicapés du Groupe" becomes the Group Accessibility Department.
> Launch of e-billing for partially-sighted people.
> Launch of the Voice Assistant, a pre-installed program that vocalizes the functions of a mobile phone and enables the customization of commands and texts displayed on mobiles.

2007
> First experiments with customer service accessible to deaf and hard-of-hearing customers through direct contact over the Internet using French sign language or text in real time.
> Establishment of the AFNOR "Accessibilité aux TIC – Accessibility to ICT" standardization commission chaired by Orange.

2008
> Launch of an "Autonomy Solutions" catalogue in Spain.
> The Group received the APAJH "Citizen Company" trophy awarded to companies with over 5,000 employees who practise a global, company-wide policy in favour of people with disabilities.

2009
> General roll-out of customer service accessible over the Internet every Tuesday in French sign language or text in real time.

2010
> The Group received the Gold Medal at the Geneva 2010 International Inventions Show for its B-Link project, an application developed by Orange Labs Poland enabling users to control their computer by blinking their eyes.
> The Group received the "Sérénité Trophy" (Lyon).

meeting the challenges of health and dependency

the Group's approach

France Telecom-Orange is developing dedicated solutions to meet challenges in the areas of health and dependency:
• solutions enabling better coordinated care and improved comfort for the ill;
• offerings helping elderly, handicapped and dependent persons to continue to live at home;
• solutions facilitating the development of hospital treatment in the home and the remote monitoring of patients suffering from chronic illnesses;
• offerings meeting the specific needs of emerging countries in the area of health by focusing on developing services for mobiles and remote access;
• services enabling every individual to play a role in their own healthcare by focusing on personalized services relating to health, safety and well-being.

Since 2007, these offerings have been deployed by a dedicated e-Health division: Orange Healthcare.

creating a connected healthcare system

Communication solutions are a genuine opportunity for the world of healthcare. They help to meet the challenges facing our society: an ageing population, a shortage of medical resources and the need to cut costs. Communication solutions place patients at the heart of the healthcare system by giving them an innovative solution at each stage of their treatment.

better coordinated care, increased comfort for patients

One of Orange's main objectives is to ensure that healthcare professionals have simple, secure methods of collaborating and exchanging information, even in rural or isolated practices. The remote consultation solutions developed specifically for nursing homes are directly aligned with this objective.
The Connected Hospital solution is an excellent example of the way in which Orange proposes improving both the comfort of patients and the quality of care. Using the interactive handsets provided, patients can access entertainment services and medical personnel through a secure system for the exchanging and consultation of medical data. This interactive solution is being adopted in an increasing number of hospitals in France and is also under development in Poland and Mauritius.

helping elderly and dependent persons to continue to live at home

The ageing population is both a social issue – increasing numbers of elderly people, the desire to live independently at home for as long as possible – and an economic one – lack of places in specialist institutions, cost of living in an institution.

focus

Orange receives the 2010 Frost & Sullivan Product Differentiation Excellence Award
In December 2010, Orange Healthcare was honoured for the quality of its work in the field of e-Health in Western Europe when Frost & Sullivan awarded it the 2010 Product Differentiation Excellence Award. This award is one of the highest distinctions awarded in the field of e-Health in Western Europe. It recognizes the leadership of Orange Healthcare, the first telecommunications operator approved to host personal health data by the French Ministry of Health and Sport.

In the face of these issues, Orange Healthcare has launched a global offering of home help services aimed at the dependent elderly, but also targeting their carers and loved ones, home care professionals and institutions. The offering has three aims:

- to maintain social links and encourage communication;
- to make elderly people feel safe and reassure their loved ones;
- to monitor those entering an elderly person's home.

"Teleassistance mobile" is the first offering to couple remote assistance and personal services accessible through a mobile, provided as an option to a subscription. Developed in partnership with Mondial Assistance, it operates with the Doro PhoneEasy mobile, an ergonomic mobile phone that is particularly easy to use and has an easily accessible "remote assistance" button on the back of the handset.

"solution residence seniors" is a good example of the way in which the new technologies can make day-to-day life more comfortable for elderly people in retirement homes: This solution consists of a series of organizational tools, such as a mobile station to call a nurse, monitoring bracelets and systems to alert carers if a patient with cognitive problems wanders off or a fragile or dependent person falls.

Supporting development of hospital treatment in the home

Hospital treatment in the home meets two needs:

- greater comfort for patients who can then live more peacefully with a chronic illness, and the possibility of taking care of disabled, vulnerable or elderly people in their own homes rather than in medical establishments;
- decreasing the length of time these patients remain in hospital, which helps to reduce costs for health establishments and others involved.

The Remote Health Management solution is a good example of the way in which new technologies can improve the day-to-day life of people who are ill. This solution provides patients at home with a simple tool enabling them to:

- monitor the progress of their health;
- be reminded of when to take their medication or of appointment times;
- simplify communications with their carers;
- detect possible health problems at an early stage so as to remedy them more quickly and avoid visits to emergency departments and/or costly and harrowing hospitalizations.

Orange has also developed innovative solutions to remotely monitor patients suffering from chronic illnesses (cardio-vascular disease, diabetes, kidney failure, etc.):

- for people suffering from heart rhythm problems and carriers of heart defibrillators, a remote monitoring offering has been developed in partnership with Sorin Group, the leader in the treatment of cardio-vascular disease;
- for diabetics or people with obesity, the GREC solution introduced in Spain, in partnership with the University Clinic of Navarre, enables doctors to monitor the blood sugar levels of their diabetic patients directly through their mobiles;
- for people suffering from kidney failure, a remote monitoring offering has been introduced in partnership with CALYDIAL (Centre Associatif Lyonnais de Dialyse – the Lyon dialysis centre) and Grenoble University Hospital. It uses a touch terminal to transmit the clinical signs of a patient quickly and simply to the care team.

For further information: consult the e-Health brochure on orange.com.

contributing to the development and growth of remote medicine in emerging countries

Remote medicine solutions cater specifically for the issues faced in emerging countries, in which the hospital infrastructure and healthcare offering are often sadly lacking.

focus

Orange Healthcare joins the m-Health Alliance to deploy mobile healthcare solutions in West Africa

In 2010, Orange Healthcare joined the "m-Health Alliance", a joint initiative launched in 2009 to use rapid technological progress in the area of mobile telephony to improve public healthcare, healthcare systems and the treatment given to patients in developing countries. This partnership will help to boost the innovative actions already undertaken by Orange in terms of healthcare services delivered by mobile telephony in emerging countries. New projects currently on trial in Kenya, Senegal and Mali will be rolled out in partnership with m-Health Alliance.

Orange Healthcare has launched experiments in a number of African countries using information and communication technologies to improve prevention efforts, the care provided to patients, medical assistance and the collection of medical data:

In Madagascar, Orange is collaborating with the Akbaraly Foundation on a remote oncology project supported by the Ministry for Public Health to increase prevention and improve the accessibility and quality of treatment of gynaecological cancers. The project plans to establish three cancer screening centres. Remote medicine will be used to both train doctors and treat patients. Orange Madagascar is providing technical and financial support and supplying all the equipment to connect the three centres and enable them to establish contact with international institutes in France and Italy. In 2010, Orange Madagascar also signed a partnership with AMADIA (l'Association Malgache contre le Diabète – the Madagascan diabetes association) to facilitate the work of doctors through remote diagnosis (see insert).

In Mali, Orange provides a service monitoring the health of 200 children in Bamako Coura in real time, in partnership with the Pesinet organization. A new remote medicine project is to be launched in Mali early in 2011 in conjunction with the Agence nationale de Télémédecine. Initially, this will entail providing a dedicated fleet to link the country's main hospitals.

In Egypt, Mobinil is contributing to a remote dermatology project undertaken in collaboration with Click Diagnostics, a pioneer company in the field of mobile health (m-Health). This project aims to improve access for Egyptians to dermatological care through an application available for mobile phones, which enables the collection of patient data, the transmission of photos to experienced dermatologists and the receipt in return of a diagnosis and personalized treatment care plan via a dedicated website. A similar project is being undertaken in Botswana.

working towards a better life

There are many studies showing that proactive health management, which consists of empowering individuals, helps to prevent the occurrence of medical problems. To support this transition to preventing illness, Orange Healthcare is developing services, tools and specialist Web and mobile portals to help people find out about, and take, better care of their health and energy levels.
In France, Orange Healthcare and *Sante Magazine* have joined forces to establish "Tendance Santé": a public portal dedicated to health and well-being, launched in July 2009. With a scientific and medical committee composed of eminent figures to ensure the reliability and independence of its information, Tendance Santé offers free and pay e-Services – including moderated and enriched community spaces – to support Internet users from day to day. Since its launch, the Tendance Santé portal has received a average of nearly 300,000 unique visitors per month.
In 2010, Orange launched Coach forme: a new personalized e-service offered on the tendance.sante.fr portal to enable women to take up sport, take care of their health and improve their day-to-day well-being. Orange has also launched an electronic inoculation record service that helps parents to keep their children's inoculations up to date and enables travellers to find out about the inoculations they require for the countries they are visiting.

For more information:
www.tendance-sante.fr/.

focus

▶ **Madagascar: videoconferences to improve healthcare**
In 2010, Orange Madagascar signed a three-year partnership with AMADIA (Association Malgache contre le Diabète – the Madagascan diabetes association) to facilitate the work of doctors through remote diagnosis. In October 2010, Orange Madagascar hosted the first videoconference between Antananarivo and Paris at its premises: Swiss and French medical specialists were able to share their experiences with doctors from AMADIA. Thanks to this partnership, Madagascan patients are benefiting from increased exchanges between foreign and local medical teams.
The partnership is also planning to:
• link up four more hospitals (Tana, Fianarantsoa, Tamatave, Diego) to the AMADIA centre within the next two years;
• hold three-monthly videoconferences;
• set up a blog to improve communications between specialists and doctors;
• provide information for the general public on the Orange Madagascar website;
• hold a yearly celebration of World Diabetes Day every November.

focus

▶ **Mobile et Badge, the technological partner of those working to help people continue to live at home**

In 2010, Orange developed a new mobile service, supplied as an option with business call subscriptions: the "Mobile et Badge" offering. This business application enables the tracking of work carried out in the homes of elderly people and provides invoicing and management services. Thanks to this service and its information system, personal service providers can provide their field agents with a light, practical, easy-to-use tool to communicate with the company and improve the trackability of their work. In 2010, this service received the Convergency Award in the Technological Innovation category from the Journal des Telecoms

key dates relating to the Group's action in respect of healthcare and dependency

2005
> Launch of the Hostonautes project enabling children in hospital to remain in contact with their schools and families.

2006
> Launch of the Columba bracelet enabling better monitoring of patients suffering from Alzheimer's.

2007
> Establishment of Orange Healthcare, the Group's healthcare division.
> Launch of Connected Hospital and Connected Emergency.
> Launch of the electronic inoculation record.

2008
> Launch of Teleassistance Mobile in partnership with Mondial Assistance.
> Experiments with the University Clinic of Navarre on the use of mobiles to monitor people with chronic illnesses.

2009
> The service to help people remain in their homes – designed by Orange and tested in the Cantal region – received the "Territoria d'Or" award from the Observatoire National de l'Innovation Publique (France's public innovation research institute) in the "service to people" category.
> Signing of a collaboration agreement with Sorin Group to develop a remote monitoring solution for patients with artificial hearts.
> Launch of the third party payment service.
> Establishment of the tendance-sante.fr portal in collaboration with *Santé Magazine.*

2010
> Orange Healthcare joins the m-Health Alliance.
> Signing of a partnership with AMADIA (Association Malgache contre le Diabète – the Madagascan diabetes association) to facilitate the work of doctors through remote diagnosis.
> Orange Healthcare and Sopra preside over the Syntec white paper on the digital hospital as the market opens up.
> Orange Healthcare launches the Mobile et Badge offering, a mobile reporting service for agents of personal service organizations.
> Orange Healthcare receives the Frost & Sullivan Product Differentiation Excellence Award.
> Orange is certified to host health data, which gives it the right to store, host and archive personal health data.
> Launch of the flexible health computing offering: health data hosting offering.
> Launch of shared medical imaging offering.

inventing new ways of accessing education and culture

the Group's approach

The new technologies are revolutionizing ways of accessing knowledge. With the Internet, everyone has access to almost-unlimited resources for learning, information or accessing culture. To enable the greatest number possible to access these new opportunities, France Telecom-Orange is endeavouring to:
• help educational and cultural institutions to acquire digital equipment through preferential offers;
• develop innovative solutions opening up new uses in the fields of education and culture;
• encourage the adoption of digital technology by fostering the discovery of new uses, particularly by people with learning difficulties.

The Group's involvement in these areas is also illustrated in a philanthropic sense by actions undertaken by the Orange Foundation to promote the education of girls in developing countries and combat illiteracy (see p. 72-75).

innovative tools at the service of education

The use of information and communication technologies in education is today seen as a necessity and an opportunity, for two main reasons:
• the new technologies help to make education more accessible and more motivating;
• they play a key role in improving communications between the spheres of family and school.

A great number of applications have already been absorbed into the daily lives of parents, pupils and the educational community.
A set of services that simplifies not only the parent-teacher relationship but also the educational monitoring of children and the sharing and dissemination of knowledge.

As well as developing access and technical solutions, Orange endeavours to help schools to find out about new uses available to them by raising awareness of safe and responsible uses among teachers, pupils and their families (see p. 37-39).

A few examples of projects undertaken by the Group:
• in France, Orange has been helping since 2003 to deploy Espaces Numériques de Travail (ENT – digital workspaces), a platform of online services facilitating commu-

focus

▶ **Catedra Orange: a chair of research in network science**
Orange Spain and the Telecommunications Engineering School of the Technical University of Madrid (UPM ETSIS) have concluded a partnership aimed at integrating network science and analysis techniques based on social networks into university teaching and the development of innovative projects through the "Catédra Orange". The Orange Spain Chair will help to raise the profile of the Group's expertise in a wide range of disciplines and high potential projects in the School of Telecommunications, which is renowned for its pioneering approach.

nications between teachers, administrative staff, school heads, parents and pupils. In 2009, the Group also launched a specific "rural digital schools" offering to support the government's programme to provide 5,000 rural schools with digital equipment. As well as technical equipment (secure storage units, portable micro-computers for pupils and teachers, a work supervision program, a wireless network solution, an interactive whiteboard and a network printing solution), the solution offered by Orange includes high added-value solutions:
– training suited to teachers' requirements – both e-learning and "live", with a trainer in the classroom,
– close support provided by the Group's local support and maintenance units,
– easy-to-use digital tools,
– high performance, secure digital equipment suited to the existing network;
• in Poland, the "Education with TP Internet" programme deployed since 2004 continues to provide schools with Internet access at preferential rates. Over 14,500 schools and 4.5 million pupils have Internet access at special rates through this programme. TP has also provided Internet access to 2,600 municipal libraries;
• in Spain, Orange and the University of Catalonia have launched a remote e-learning experiment based on the use of digital tablets. For this project – tested by 45 students over a period of four months – Orange developed an application for accessing a virtual campus that improves on the "classic" Internet experience from a PC. The participating students and teachers will provide feedback when the trial ends.
• In Slovakia, Orange created an educational portal devoted to the school environment (www.oskole.sk) with the intention of supporting the development and growth of digital uses in teaching. Orange has also undertaken a number of operations in schools with the assistance of specialist psychologists (see p. 38).
• In Jordan, Orange has for several years been supporting the Jordan Education Initiative. The aim of this programme, launched in 2003 under the aegis of the World Economic Forum, is to introduce digital technologies widely in core primary and secondary school subjects. Jordan Telecom has been involved in the programme since 2004, mainly through financing and coordinating the development of courses in Arabic. In 2010, an Internet competition was held in several schools on International Telecommunications Day with the aim of raising awareness and promoting Internet use among pupils. The Orange Internet Broadband Fund project will also enable 24,000 teachers to be trained in the use of ICT and 500 public schools to be equipped with a low-cost broadband connection;
• In Madagascar, Orange has signed a partnership with the World Bank to increase the ability of secondary school teachers to understand the issues related to sustainable development and to enable them to access two websites set up by the World Bank as sources of information for young people, and which include a section on teaching new technologies;

• Orange Guinea launched its "Wontanara" programme on 16 June 2010. This entailed providing the Gamal Abdel Nasser University in Conakry with a fully equipped IT room and a broadband Internet connection. The subsidiary has undertaken to contribute to the country's socio-economic development, particularly by supporting the culture of excellence within teaching institutions.

facilitating the assimilation of digital uses

These days, it is vital to know how to operate the digital tools that have become essential to both social and business life, in the same way as it is vital to be able to read, write, or drive.

For some people, the use of new technologies is nevertheless hampered by cultural or cognitive barriers: illiteracy, reticence about using IT tools, etc. For this reason, Orange is endeavouring to develop simple offerings, accessible to the greatest possible number, such as Voice SMS: an easy-to-use solution that enables the sending of a voice message that is only a couple of minutes long, even if the sender cannot read or write.

Besides tools, the Group works with groups experiencing learning or inclusion difficulties to help them take advantage of the opportunities offered by the new technologies.

A good example of this is the Orange Solidarité Numérique (Orange digital solidarity) project launched by the Orange Foundation towards the end of 2010 (see p. 75). This project enables Orange employee volunteers to help organizations that are partner members of the Orange Foundation to enter the digital world. In 2010, two organizations based in Lille inaugurated the scheme. In other regions, at least one trial of the Orange Solidarité Numérique scheme will be launched at the beginning of 2011.

Another example: in India, Orange Business Services and the Orange Foundation have been supporting the "Sunshine Ray of Hope" project since 2009. This project provides 70 young girls from poor villages with lessons in English and the use of IT tools, with strong involvement from the volunteer employees.

focus

▶ **Orange Academy: promoting modern methods for educating young people about culture**
Launched at the end of 2009 by the Orange Foundation in Poland, Orange Academy is a programme aimed at supporting educational and cultural projects for young people, based on the use of new technologies. A committee of experts from the fields of education, culture, the media and new technologies is responsible for evaluating and selecting projects submitted to the Orange Academy. The first phase of the programme led to finance being granted to 38 innovative projects selected from the 621 that were submitted. Projects were entered by 78 organizations and involved 4,000 children and teenagers throughout the country. The second phase, launched in September 2010, selected 42 projects, which will be carried out during the first half of 2011.
For more information: visit the dedicated website www.akademiaorange.pl (in Polish) or the Orange Foundation website.

new ways of accessing culture

Digital technology can also contribute a great deal to public mediation and social links. France Telecom-Orange has formed a number of partnerships with prestigious institutions to develop joint projects such as "VersaillesLab", the "Communauté Louvre" (a collaborative web platform based on the riches of the Louvre) and the Louvre's "Galerie Tactile". In 2009, the Group also signed a new six-year partnership with the Louvre-Lens, whose opening is scheduled for the end of 2012. Orange will help to integrate new technologies into the Louvre-Lens in order to enrich access to, and discovery of, the museum by visitors.

In Poland, the concept of the "virtual museum" as envisaged by the Orange Foundation has brought together a number of specialists, historians and IT engineers with one aim: to create a virtual exhibition for Internet visitors across the planet, devoted to the Warsaw Uprising.

An initiative aimed particularly at children, the "virtual museum" is an excellent educational tool for teaching yesterday's history using modern methods. The Orange Foundation is also behind the "Orange Academy" programme, which aims to promote innovative activities to provide education in culture for children and teenagers (see insert).

focus

▶ an interactive visit to the gardens of the Château de Versailles

The Chateau of Versailles and Orange have been implementing projects at the crossroads of culture and innovation for some years under the VersaillesLab label. Since the end of 2009, Orange and the Chateau of Versailles have offered a new visitor experience to the gardens of Versailles thanks to the mobile multimedia application "Jardins de Versailles®".

After being tested late in 2009 by more than 200 visitors, the application (now the definitive version) offers a wide range of specific audio and video content about the gardens. Leading specialists on Versailles (museum curators, architects, gardeners and hydraulic engineers) provide visitors with facts of historic interest, point out decorative details, uncover interesting angles and reveal hidden aspects of life on the estate… This enriched visit enables visitors to find out about the gardens of Versailles in real life or from a distance.

The on-site visit includes two innovative modules, geolocation and enhanced reality, which are activated as soon as a visitor arrives in the gardens.

Orange and the Chateau of Versailles have also developed a virtual visit for those who prefer to prepare their visit beforehand or cannot physically get to the gardens of Versailles.

key dates relating to the Group's action to integrate ICTs into education and culture

2003
> Launch of the Jordan Education Initiative.

2004
> Launch in Poland of the "Education with TP Internet" programme to increase the use of ICTs in primary and secondary schools and colleges.

2007
> Introduction of virtual visits to certain parts of the Chateau of Versailles that are closed to the public, using a robot with a camera that can be remotely controlled by Internet users.

2008
> Inauguration of the virtual museum on the Warsaw Uprising.
> Introduction of webcams to enable virtual visits to the gardens of Versailles and the Chapelle Royale.

2009
> Launch in France of the "rural digital schools" offering.
> Signing of a partnership with the Louvre-Lens.
> Launch of the "VersaillesLab" project to enable an interactive visit to the gardens of Versailles.

2010
> Launch of the Orange Academy in Poland.
> Launch of the "Wontanara" programme in Guinea.
> Launch of the Louvre Community.

making the world more accessible to all

the Group's approach

The Orange Foundation is the central component of the France Telecom Group's sponsorship policy. As such, it is an extension of the Group's corporate social responsibility. Since its first steps in 1978, it has been proactively involved in a natural extension of the company's mission: enabling everyone to communicate better.

The purpose of the Orange Foundation is to create links between individuals, in particular to facilitate communications for those who are otherwise excluded for health, disability or economic reasons.

In combating sensory isolation, by fostering improved autonomy in day-to-day and work life, and by encouraging cultural and social opening up, the Orange Foundation is acting to make the world more accessible.

This commitment is manifested internationally through projects being undertaken in 30 countries.

transparent operation

Conscious of the need to set an example and ensure that its decisions are fully transparent, the Foundation in France has set up expert committees for each of its focus areas. These committees meet two to four times a year to assess the projects submitted. The committees consist of individuals selected for their skills in the field concerned. A total of over 25 people work alongside the Foundation's team. All projects selected for sponsorship are subject to an agreement, monitoring and an appraisal.
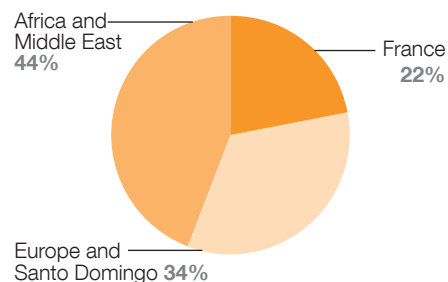
Equivalent structures exist on the international front – the operator either chooses to undertake local sponsorship actions or sets up a local foundation.

sponsorship by a global operator
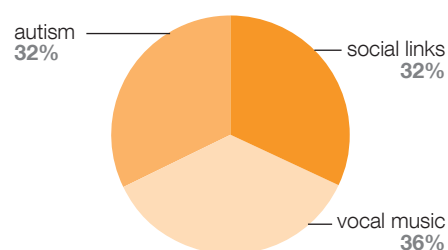
Since 2005, the Orange Foundation has been providing sponsorship in Africa, Europe, the Middle East and Asia. It supports projects in 30 countries in which the France Telecom-Orange Group is present.

- In Africa, the Middle East and Asia, the main areas of action are healthcare and education, more specifically providing schools and helping girls to remain at school.
- In Europe, the Foundation works to improve life for people suffering from autism and people with sensory disabilities. The Foundation also works to foster social inclusion through projects in healthcare, education and access to culture, particularly collective vocal music.

breakdown of sponsorship expenditure
throughout the world

Africa and Middle East **44%**
France **22%**
Europe and Santo Domingo **34%**

breakdown of sponsorship expenditure
in France by area of operation

autism **32%**
social links **32%**
vocal music **36%**

The Orange Foundation also participates in solidarity projects in emergency situations. In 2010 for example, during the food crisis in Niger, the Foundation contributed to the purchase of 500 tons of cereal for distribution to the groups affected.

To ensure a successful outcome to projects, the Orange Foundation works in close collaboration with the Group's subsidiaries in each country, and in partnership with non-governmental and other organisations.

To date, nine subsidiaries have established local foundations that manage sponsorship activities in conjunction with the Group (Spain, Senegal, Mali, Republic of Côte d'Ivoire, Cameroon, Slovakia, Poland, Republic of Moldova, Dominican Republic).

healthcare projects

In 2010, 132 projects were supported in the field of healthcare and disability, 65 for autism, 25 for visual impairment, 33 for hearing impairment and nine international projects.

historic support for autism

The Orange Foundation has been working with parent associations since 1991 to put different players in touch with one another, encourage the recognition of this disability by the public authorities, and raise awareness among the general public. In 20 years, the Foundation has contributed financially to 1,700 projects helping to improve the lives of autistic people and their families.

The Orange Foundation also extends its involvement to the development of digital resources for autistic families, for example the "Participate!" information and communication platform for families in Belgium, and educational IT tools in Spain.

The Foundation is also stepping up its recruitment of volunteers to provide personalized back-up support to families through the organization Volontaires pour les personnes avec Autisme (volunteers for people with autism). Established in 1992 as part of a sponsorship drive by France Telecom and the Founda-

tion to support people with autism and their families, this organization now has over 80 volunteers.

For more information: see the Orange Foundation blog (www.blogfondation.orange. com).

healthcare programme in Africa

In many countries in Africa, the Orange Foundation is involved in programmes to improve access to healthcare for local populations and improve mother and child healthcare. For example, 26 maternity hospitals or health centres in Republic of Côte d'Ivoire have been renovated and equipped in the past four years: 35,000 people have received ophthalmic and auditory screening.

In Senegal, Mali and Guinea, thousands of impregnated mosquito nets and coupons for anti-malarial drugs are distributed every year in the most vulnerable areas.

The Orange Foundation in Mali became involved in the fight to eradicate obstetric fistula two years ago, and financed 50 surgical kits in 2010.

In Senegal, Mali and Republic of Côte d'Ivoire, substantial effort is being made to modernize healthcare equipment by providing scanners, ultra-sound scanners and ambulances.

projects encouraging social integration

Enabling everyone to communicate better is enabling access to everything that integrates people into society. It also involves understanding the issues involved and helping to change them. The Orange Foundation sees access to education, culture and the digital world as priorities in terms of social integration.

education for girls in developing countries

More than 77 million children around the world are deprived of the right to education. In developing countries particularly, for economic and cultural reasons, girls usually have to overcome greater obstacles than boys to go to school and complete their education.

The Foundation actively contributes to educating girls from the very beginning of their school careers and helping them to stay at school beyond Year 4 through long-term projects run by various organizations.

A few examples:
- in Niger, a three-year programme aims to encourage education for girls in 50 rural schools in the Dosso and Tilaberi region, where education levels are particularly low;

focus

project Azahar: digital resources for autistic people
Since the end of 2009, a team of Spanish researchers from the University of Valencia has been developing a series of applications for telephone or PC that are suited to autistic people. An unprecedented project in Europe, named Azahar and supported by the Orange Foundation. Its aim: to ease life for autistic people by reducing their fears through new digital tools. Five applications based on the use of pictograms and customizable sounds and images were developed in 2010 and can be downloaded free of charge on the Project Azahar website: http://www.proyectoazahar.org.

- in Vietnam, study bursaries have been awarded to 23 underprivileged girls in the Mekong Delta and Ho Chi Minh-City;
- in Madagascar, a centre in Tamatave that trains 30 girls a year in sewing and cooking, has been renovated and re-equipped;
- in the Central African Republic, a daycare centre and boarding school are to be created in Bangui so that particularly vulnerable girls can have a safe place to be cared for and educated, or receive training to enable them to earn a living;
- in Guinea Conakry, the École Amie des Filles (school, a friend for girls) project has been launched in 50 rural schools and will run for three years.

access to culture

A world accessible to all, also means access to culture by people who are excluded from it. With nearly 600 projects supported from 2005 to 2010, the Foundation gives priority to the creation of sensory routes in museums and historic monuments, the production of works suited to a hearing- or visually-impaired audience, the audio-description of cinematographic works and equipping theatres or opera houses with audio-description equipment.

A few examples:
- in France, collaboration with the Centre of National Monuments has enabled the publication of adapted works for visually- and hearing-impaired people: the "Sensitinéraires" Collection;
- in 2010, a new tactile route was set up in the Children's Gallery in the Evolution Gallery of the French Natural History Museum;
- the Foundation has encouraged the installation of audio-description equipment in a number of venues providing various types of entertainment – the Opera Houses in Lille and Bordeaux, the Opéra-Comique in Paris, and the Nîmes and Strasbourg Theatres;
- the Foundation also endeavours to make the cinema accessible to visually- and hearing-impaired people: in France, the Foundation collaborates with the Valentin Hauy Association to develop audio-description for films and its partnership with the organization "Cinéma Difference" has enabled adapted showings in a number of towns. The Cinéma pour Tous (cinema for all) programme is aimed at disadvantaged population groups. In Spain, the Orange Foundation's "Ciné Accesible" project helps make access to the cinema possible for people who are hearing- or visually-impaired;

- since the beginning of 2010, visually-impaired people in Poland have been given an opportunity to discover the pictures in the sumptuous collection of the Silesian Museum in Katowice. As a result of the "Orange Academy" programme (a new call for projects by the Orange Foundation in Poland), the museum has launched a programme of visits entitled "What is a picture?" intended for visually-impaired youngsters.

The Orange Foundation has been committed to vocal music since 1987. It has enabled the emergence of numerous vocal ensembles that make up the current baroque vocal scene. It is continuing this support whilst at the same time opening up to other genres of music (classic, contemporary, jazz, world music, etc.) and other audiences. In 2010, the Foundation supported the following projects:
- the Night of the Voice associated the Polish Orange Foundation with a joint project on the occasion of Chopin Year, a high profile illustration of the Group's international presence (Opéra-Comique – September 2010);
- 20 festivals were supported in 2010 throughout France (Festival Beaune, la Chaise Dieu, Perigord Noir, Les Orientales de Saint-Florent-le-Viel, Académie Bach, Froville, etc.);
- the Orange Foundation supports musical initiatives aimed at audiences who otherwise have little or no access to music, for example the Festival de Clairvaux (writing workshops and musical creation with offenders), Music'O senior (concerts for elderly people in retirement homes) and Concerts de Poche (concerts in difficult-to-access suburbs and rural areas);
- in order to communicate better internally on the Foundation's activities relating to vocal music, and create solidarity with the cause of autism, the Foundation launched the "Orange Chante" project, which offers employees the opportunity to take part in a corporate choral society in the workplace. Over 1,300 employees participate in the 28 Orange choirs created in this way. A concert will be held in 2011 in aid of autism (also celebrating the Foundation's 20th year of commitment).

focus

▶ **Moldova: 80 study bursaries for professional training for underprivileged girls**

In October 2010, the Orange Foundation Moldova launched a new programme of study bursaries for highly motivated female secondary school students to enable them to continue their studies to learn a trade or enter the world of work. The Orange Foundation Moldova is financing this programme for the 2011-2012 academic year in partnership with the "Educational Advising Center", an organization that comes under the Moldovan Ministry of Education, Labour, Social Protection and the Family. 80 bursaries of US$1,000 will be granted to help the girls pay for their education.

involved employees

Employees of the France Telecom-Orange Group are core to the company's sponsorship effort, undertaking voluntary work, sponsoring projects and joint activities for humanitarian causes, and carrying out skills mentoring.

active voluntary work

More than 1,000 volunteer employees are involved in a variety of sponsorship projects.

A few examples:
- during the Monuments pour tous (monuments for all) operation, 200 volunteers spent a week accompanying and guiding disabled people at 50 French heritage sites that are part of the Centre of Historical Monuments;
- during the year, some employees spend solidarity leave in countries where the Group operates to help local populations with training and multimedia. For international volunteer missions, the Orange Foundation works in partnership with two organizations: Planète Urgence and Coup de Pouce Humanitaire;
- technical and commercial operational units assist in joint actions initiated by employees and supported by local management to raise awareness and collect funds: for example, the Paris technical support and maintenance unit has financed the building of a school in Niger, the Marseilles customer centre provided electrical fittings for a local hospital in Madagascar, the submarine cable unit collected school supplies for a girls' school in the Congo, etc.;
- employees swung into action to raise money following the Haiti earthquake – €2 million was collected in France, but also in Spain, Poland and Romania.

sponsorship and calls for internal solidarity-type projects

Since 2005, employees have been able to link their personal commitment with that of the company by proposing to the Foundation projects run by an organization in which they are involved on a voluntary basis.

As an extension to this sponsorship scheme, the Orange Foundation launched its first exclusively internal call for solidarity-type projects in September 2010. More than 200 projects were entered, 150 of which met the criteria required: enabling everyone to communicate better, creating social links and fostering access to culture and education. 79 projects received financing from the Foundation. Two other calls for internal projects will be launched in 2011.

skills sponsorship

A long-term skills sponsorship policy has been set up as part of the seniors plan proposed in France. Employees of the company are made available to organizations to which they contribute skills acquired during their career.

To date, more than 50 French employees with a wide variety of profiles have carried out long missions (from one to three years) for organizations they have chosen. The Red Cross, the Valentin Hauy Association, Secours Populaire (help the poor), FACE (Fondation Agir contre l'exclusion – the foundation for action against exclusion), and other more local organizations have all benefited from this scheme.

focus

▶ **Orange digital solidarity**

These days, it is vital to know how to operate digital tools, for both our social and business lives, in the same way as it is vital to be able to read, write, or drive. A logical consequence to the Orange Foundation's assistance in combating illiteracy, the Orange digital solidarity programme launched at the end of 2010 helps organizations to immerse their members in the digital world so that they can master the use of the multimedia and the Internet. The Group provides training rooms that are fully equipped and connected to the Internet throughout France. 10 cities are already involved. Volunteer employees with various skills initiate and support beneficiaries recruited by partner organizations: Secours Populaire, Force Femmes, Fondation Agir contre l'Exclusion, Solidarité et Avenir, etc.

The Orange Foundation also helps these organizations to acquire IT resources, particularly recycled computers from the company, to benefit their most needy members.

key dates relating to the Group's sponsorship policy

1987

> Establishment of the France Telecom Foundation with two focus areas: vocal music and gymnastics.

1990

> Sponsorship "Oscar" (Admical).
> First "Night of the Voice" at the Théâtre des Champs-Élysées, attended by 1,200 people.

1991

> Commitment to helping people suffering from autism and their families.
> Creation of the organization Volontaires pour les personnes avec Autisme (volunteers for people with autism), made up of volunteer employees from the Group.

1995

> Community "Oscar" (Admical).

2001

> First Autism Days organized in partnership with parent associations.

2002

> Phoenix Award from the UDA (French advertisers' association).

2005

> Four new areas of commitment: healthcare, visual and hearing impairment, education, combating illiteracy and education for girls in developing countries.
> Growth in international sponsorship.

2007

> 20 years of commitment… The France Telecom Foundation becomes the Orange Foundation.

2010

> Launch of the Orange Solidarité Numérique (Orange digital solidarity) programme.

2010 review

objectives	deadline	status	main achievements in 2010
Reducing the geographic digital divide			
Continue the deployment in Africa of mobile relay stations that are fully powered by solar energy, thereby enabling services to be provided in even the most isolated regions with no electricity supply	2010	■	922 solar radio sites were in service by end 2010. Annual production of solar energy is estimated to be 6.7 GWh, corresponding to the equivalent of 30,151 tons of CO_2 emissions and 11.3 million litres of fuel being saved.
Extend the deployment of the "Community Phone" to connect remote villages using a shared telephony solution.	2010	■	Over 200 villages equipped in Mali and a number of pilot schemes coming to an end in Republic of Côte d'Ivoire. Africa Com Awards 2010 – prize for best service in rural areas.
Continue to improve international connectivity in Africa through new submarine cables: EASSy in 2010, ACE and LION2.		■	5 June 2010: signing of the ACE (Africa Coast to Europe) agreement.. 30 July 2010: commissioning of the EASSY cable, which interconnects with the SEA-ME-WE cable. 23 September 2010: signing of the construction agreement for the LION2 cable. 10 December 2010: commissioning of the IMEWE (India-Europe) cable.
Combating the geographic digital divide			
Social offerings in Europe Provide low-priced offerings (fixed and mobile) for the most needy user categories in the main European countries.	2010	■	The number of subscribers to the prepay mobile package for recipients of income support in France reached 4,365 in December and is serving as a model for the institutional labelling system formalized by the French Government and the French Telecoms Federation; payment default insurance and Orange Smart package (no commitment, no subscription) in Slovakia; Oferta Senior for pensioners launched in May 2010 in Romania.
Offerings for low-income users in developing countries Innovate to develop offerings for the poorest sectors of the population (eg. Pay For Me). Drop minimum offering and prepay top-up levels/ expand very low price top-up offerings: e-Top up. Extend "Country Transfer" coverage.	2010	■	Deployment of Pay For Me in Egypt and Kenya. e-Top up available in countries in the Africa-Middle East-Asia zone. Deployment of Country Transfer in three new countries (Niger, Republic of Côte d'Ivoire, Tunisia).

■ objective achieved   ■ objective not achieved (project cancelled or deferred)

2010 review

objectives	deadline	status	main achievements in 2010
Socio-economic development of territories in emerging markets			
Contribute to the socio-economic development of the countries in which we operate, particularly the emerging markets Develop offerings for sectors that are key to development (agriculture, healthcare, education, etc.).	2010-2012	🟧	Launch in Niger of a system enabling market prices of agricultural products to be transmitted by SMS. Introduction of remote diagnostic services in Madagascar, Egypt and Botswana.
Support entrepreneurship and local innovation by setting up incubators in African countries together with an investment fund. Specifically, finalize the establishment of the first enterprise incubator in Senegal and set up an incubator in a second country.	2010	⬜	Creation of an incubator in Dakar (Senegal), operational since end 2010.
Launch of an investment fund to support social entrepreneurship.	2010-2012	⬜	Discussions under way to determine the best support initiatives.
Continue the deployment of Orange Money.	2010	🟧	Deployment of Orange Money in five new countries (Senegal, Niger, Mali, Madagascar and Kenya). 1 million customers by end 2010.
Continue the deployment of "Voice SMS", an SMS service for illiterate people.	2010	⬜	New voice-to-text and text-to-voice solutions are under development, which will be more user-friendly.
Accelerate the deployment of "Mail by SMS" to extend the use of email to all users of mobile phones, and in this way help to combat the digital divide.	2010	🟧	Launch in Madagascar, Senegal, Niger, Mali, Guinea, Guinea-Bissau, Central African Republic and Republic of Côte d'Ivoire.
Accessibility by elderly and disabled people			
Continue the deployment of a range of adapted or dedicated offerings and tools for commercial communications in the eight main European countries and at least two developing countries.	2010-2012	⬜	Holding of strategic meetings and workshops with marketing directors in each of the eight main countries with the aim of bringing out new products and preparing future catalogues.
Launch a policy to make websites accessible in these countries.	2010-2012	⬜	By the end of 2010, the Group's main websites met an average of 70% of the requirements for WAI AA classification, but had no critical issues.
Establish suitable physical or remote distribution channels in these countries.	2010-2012	⬜	Under process.
Combating cultural barriers			
Develop offerings, incorporate simplified interfaces and launch awareness-raising actions to remove psychological or cultural barriers to the use of the Internet.	2010-2011	🟧	Deployment of Voice SMS, enabling illiterate people to send short voice messages. Launch of an employee volunteer programme to assist organizations working to support digital usage.

🟧 objective achieved   ⬜ objective not achieved (project cancelled or deferred)

2011 roadmap

new objectives	deadline
Reducing the geographic digital divide	
Continue the deployment in Africa of mobile relay stations that are fully powered by solar energy, thereby enabling services to be provided in even the most isolated regions with no electricity supply.	2011-2012
Extend the deployment of "Community Phone" in Africa. Commitment on country numbers (4 in 2011, 6 in 2012 to be validated by AMEA).	2011-2012
Continue to improve international connectivity in Africa through new submarine cables.	2011-2012
Combating the geographic digital divide	
Social offerings in Europe Develop mobile offerings for the lowest income groups. Develop second-hand mobile offerings. Develop offerings for the poorest sectors of the population (fixed, voicemail, virtual safe deposit box).	2011-2012
Offerings for low-income users in developing countries Continue the deployment of Pay for Me, e-Top up and Country Transfer.	2011-2012
Socio-economic development of territories in emerging markets	
Create a framework to encourage innovation in the AMEA zone. Launch an award for social entrepreneurship in AMEA. Create and institute an innovation laboratory centred around the concept of a village phone. Support social entrepreneurship and local innovation by setting up incubators in African countries together with an investment fund. **Continue to develop offerings** Provide solutions contributing to rural development and particularly agriculture. Continue the deployment of Orange Money.	2011-2012
Accessibility by elderly and disabled people	
Continue the deployment of a range of adapted or dedicated offerings and tools for commercial communications (catalogue, leaflet) in the seven main European countries (and at least two countries in the AMEA zone), and pursue a policy to increase website accessibility.	2011-2012
Continue to establish suitable physical or remote distribution channels in these countries.	2011-2012
Combating the cognitive digital divide	
Develop offerings enabling internet access by people who hesitate to use computers. Develop offerings suited to illiteracy and multilingualism (Voice SMS). Launch of the voice portal.	2011-2012

moving towards a greener world

Eco-citizenship is a core value in France Telecom-Orange's CSR strategy.

Initiated in 1996 with the signing of the ETNO Environmental Charter, the Group's eco-citizen commitment focuses on three complementary areas:

• setting an example as a company by reducing the environmental impact of the company's activities through an ongoing process of improving the performance of its various entities, focusing first and foremost on combating climate change and optimizing waste management;

• reducing the impact of products on customers by developing eco-design procedures and encouraging and supporting customers to move towards eco-responsible uses;

• developing innovative products and services that contribute to the protection of the environment (and especially to the reduction of greenhouse gas emissions) and placing them at the service of society.

an ambitious environmental policy

the Group's approach

France Telecom-Orange has adopted a proactive approach to managing risks and their potential impact, helping to preserve the environment and maintaining the trust of its stakeholders.

For the period 2006-2020, the Group has set ambitious objectives:
• reducing CO_2 emissions by 20% by 2020 (vs. 2006);
• reducing energy consumption by 15% by 2020 (vs. 2006);
• providing 25% of energy from solar sources for new mobile stations in the Africa-Middle East-Asia zone by 2015;
• raising the awareness of all employees of environmental issues by carrying out "green gesture" campaigns in the different countries;
• ensuring the compliance of the whole Group by 2015 with the most stringent regulations relating to substances of concern[1] (European ROHS Directive).

a structured approach

An environmental roadmap updated annually formalizes action plans to be carried out by each country to achieve the Group's environmental objectives.
This roadmap ensures compliance with international standards and voluntary telecommunications sector initiatives. It also includes adherence to the commitments made by the Group as part of:
• the UN Global Compact and Caring for Climate;
• international groups such as the Global e-Sustainability Initiative (GeSI) and the European Telecommunications Network Operators Association (ETNO).

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

The environmental policy is managed by a dedicated organization:
• the Group Environment Department, reporting to the Group CSR Department, which coordinates and manages the action programme and provides technical and methodological expertise to countries in respect of important issues such as waste, EMS (Environmental Management System), energy and raising employee awareness with the "green gestures" scheme;
• a network of environment correspondents in the countries in which the Group is established;
• relays in the various functional and operating departments.

an environmental management system

In order to reduce environmental risks and impact, the Group is progressively introducing Environment Management Systems (EMS[1]) in its main countries in accordance with the ISO 14001 standard document. This internationally recognized standard describes the manner in which companies must be organized to manage the impact of their activities on the environment.

a Group reference framework
To facilitate the deployment of the EMS and assess its performance, the Group has developed a reference framework and provides methodological support to the project managers responsible for its implementation in each country. This reference framework consists of:
• a phased implementation methodology specifically designed to manage this type of project;
• Group processes and tools for key areas such as risk and impact assessment or the management of regulatory compliance;
• guides and checklists that enable detailed auditing of the EMS or its key components.

14 Group entities (see list on p. 98) accounting for 92.9% of the Group's turnover

(1) Including in non-European Union countries that are not concerned by these Directives.

have begun to establish an EMS aligned with the ISO 14001 standard.

Objectives are set every year to ensure that the subsidiaries progressively factor in more key requirements of the ISO 14001 standard (see roadmap p. 102-103).
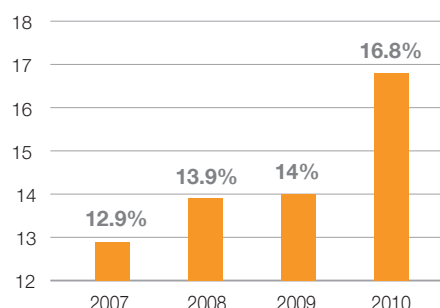
16.8% of the Group's operation is ISO 14001-certified

A key performance indicator, "proportion of EMS with ISO 14001 certification", indicates the relative size of the certified scope compared with the Group total.

In addition to the entities appearing in the table, Romania and Senegal have set ISO 14001 certification objectives for their primary activities (see roadmap p. 102-103).

Operations France and Orange Business Services obtained ISO 14001 certification for a first selection of priority in December 2010.

ISO 14001 certified perimeter
(end of the year)

focus

ISO 14001 certification for Orange France and Orange Business Services

Orange France obtained its first ISO 14001 certification in January 2011 following an audit performed by Afnor in October 2010. This ISO 14001 certificate covers Orange France's environment management system as applied to the following processes, disciplines and activities:
- management of office supplies;
- deployment of the mobile access network;
- adaptation of the core network and services infrastructure;
- sub-contracted support and maintenance (scope: national coordination and Eastern Île-de-France support and maintenance unit);
- operation and maintenance of four priority sites (due to the nature of their environmental impact): Orange Village, Lille Flers, Bordeaux-Château-d'Eau, Rennes, Cesson-Sévigné.

Orange Business Services also received an ISO 14001 certificate for its main site at Cesson-Sévigné, which combines network, data centre and services activities.

The Group has decided to widen the scope of this certification in France by 2015.

Subsidiary	Scope
Orange Poland	Mobile activities
Orange Spain	All mobile and real estate activities
Orange Slovakia	All activities
Mobinil (Egypt)	All activities
FT Marine	All installations
Orange France	Four key processes and four priority sites (see focus)
Orange Business Services	Cesson-Sévigné site

focus

France Telecom recognized for its responsible paper policy

In 2010, France Telecom was ranked fifth in the PAP50 study undertaken by the WWF and three other environmental organizations to assess the paper policies of 50 major French companies. This recognition honours the efforts made by the Group for several years now in terms of a voluntary environmental policy to encourage the purchase of recycled or FSC- or PEFC-certified paper and raise awareness among all employees of saving and sorting paper via "Green gestures" campaigns. In 2010, a "paper meter" was even introduced to enable all Orange France employees to monitor their consumption.
In Spain, 67% of all paper and cardboard used is also FSC-certified.

key dates relating to the Group's environmental policy

1993
> Creation of an Environment Committee.
> Agreement between the Minister for Posts and Telecommunications and the Minister for the Environment in respect of a concerted policy on burying telephone lines (France).

1996
> Signing of the ETNO Environmental Charter.

1998
> Establishment of the Group's Environment Office.

1999
> Signing in France of the Mobile Telephony Charter to manage the deployment of mobile telephony networks so as to cause minimal disruption to lifestyle and heritage.
> Environmental commitment approved by the Group's Executive Committee.

2000
> Signing of the United Nations Global Compact.

2001
> Launch of the EMS (environment management system) deployment programme based on the ISO 14001 standard within the operating entities of France Telecom.
> First ISO 14001 certifications for FT Marine and Mobinil (Egypt).

2002
> Signing of a framework agreement with Ademe (French national agency for environment and energy).
> Establishment of a reporting tool on environmental factors.
> Publication of the Group's first Environment Report.

2006
> First campaign to raise awareness among employees of "green gestures" in France, followed in 2008 by deployment in eight countries (France, Spain, Slovakia, Romania, Switzerland, Jordan, Egypt, Republic of Côte d'Ivoire) and in Orange Business Services.

2009
> Launch of the first Bilan Carbone® (carbon footprint assessment) in France.
> Installation of energy meters on large technical sites in France, Spain and Poland.

2010
> Carbon inventories carried out in France and Belgium.
> Orange receives a 2010 Global Telecoms Business Award in the "Green Power Innovation" category for its programme of solar base stations.

reducing the Group's carbon footprint

the Group's approach

Faced with the issue of climate change, France Telecom-Orange has made a proactive commitment: to reduce its greenhouse gas emissions by 20% and its energy consumption by 15% against 2006 levels, both by 2020: a real challenge given the current growth in uses and the continuing increase in data traffic,
To meet this challenge, the Group is implementing "energy" actions in every entity, focused on three complementary levers:
• reducing the energy consumption of networks and buildings;
• deploying solutions using sources of renewable energy to achieve its target of 25% solar-generated energy for the new technical base stations in the AMEA zone by 2015;
• reducing emissions caused by vehicles and employees' business trips.

The Group is also developing innovative solutions to enable its customers to measure and reduce their own carbon footprint (see p. 94 and 95).

lower energy consumption by networks

The networks and information systems, including data processing centres, account for over 66% of the Group's total energy consumption.
At the beginning of 2009, France Telecom-Orange committed to a vast energy action plan prioritizing:
• optimizing air-conditioning;
• optimizing data processing centres;
• increasing the use of renewable energy;
• improving monitoring of energy consumption.

France Telecom made its commitment official by the signing in 2010 of two codes of conduct to reduce its energy consumption in Data Centres and for Broadband.
In 2010, the plan was deployed in 11 new countries (Egypt, Jordan, Central African Republic, Austria, Madagascar, Kenya, Dominican Republic, Mali, Republic of Côte d'Ivoire, Niger and Armenia), in addition to the 10 countries that adopted the plan in 2009 (France, United Kingdom, Poland, Spain, Slovakia, Romania, Switzerland, Belgium, Senegal and Guinea). The Group hopes to save 170 GWh by 2012 as a result of this project. To date, an estimate covering seven countries (including France, Spain and Poland, which account for 86% of the savings reported) shows that over 145 GWh have already been saved.

optimized ventilation on over 9,700 sites
Optimizing air-conditioning is the most effective lever for reducing energy consumption by networks. For example, optimized ventilation helps to reduce the energy consumption of the air-conditioning system by up to 80% compared with a classic system whilst at the same time eliminating refrigerants, which are harmful to the environment. This system received the Trophy for clean and economic technologies awarded by Ademe and the magazine *Industries et Technologies* in 2007.

focus

outstanding savings in Spain
Orange Spain saved 53 GWh of energy across its network in 2010 through its energy action plan and particularly the deployment of optimized ventilation, which accounted for 49% of the savings achieved. Other measures included replacing the oldest network equipment (11% of savings) and sharing active infrastructure with other operators (39% of savings).

more efficient data centres

Data centres (computer centres housing IT servers) account for 20% of the total energy consumption of the Group's networks and information system.

The "Green data centres" project in progress since 2007 helps to reduce the energy consumption of data centres by four types of action:

- improving the technical environment (choice of more efficient air-conditioning and electricity supplies, optimization of air circulation);
- replacing the oldest servers with servers that have up to four times the processing capacity, which will enable us to reduce their number;
- rationalizing information systems by limiting the number of applications in use to a minimum and measuring the power consumed for each of them by each user;
- consolidating and virtualizing servers, carried out as part of the Ecocenter programme, enables several applications to be concentrated on one physical server.

By 2010, over 15,000 virtualized servers were deployed in the Group, more than 13,000 of which were in France. This means that the number of physical servers had been reduced by 90% since 2007 and nearly 60 GWh of electricity had been saved, thereby avoiding almost 2,500 tons of CO_2 emissions. By the end of 2010, the Ecocenter virtualization programme had been deployed in a number of countries including France, Poland, Spain, Belgium, Romania, Switzerland and Slovakia.

over 1,500 solar stations installed

For over 30 years, France Telecom-Orange has been involved in research into the use of renewable energies in its business. The first photovoltaic facility was set up in New Caledonia in 1975.

Today, the Group is focusing particularly on powering base stations (antenna repeaters) with solar energy in Africa and southern European countries.

By the end of 2010, 1,554 solar stations had been installed, including 922 radio stations (BTS) in 14 African and Middle Eastern countries, together with the Dominican Republic and Armenia. 922 solar radio sites were in service by end 2010. Annual production of solar energy of all sites is estimated to be 8.6 GWh, corresponding to the equivalent of 45,000 tons of CO_2 emissions and 16.8 million litres of fuel being saved.

An indicator will be introduced in 2011 to monitor the deployment of the renewable energy programme in Africa-Middle East-Asia zone networks (now based mainly on solar energy) and all the technical base stations.

focus

precise monitoring of energy consumption

In order to manage its energy action plans effectively, the Group has defined 12 key energy performance indicators that are checked quarterly throughout the Group.

In 2009, meters were installed on some large technical sites in France, Spain and Poland to improve the precision of energy consumption measurements.

In 2010, two studies were carried out to model changes in consumption:

- a study on changes in energy consumption in the French mobile network up to 2020;
- the development of a simulation tool to assess the effects of the energy action plan on electricity consumption in the light of the estimated changes in consumption up to 2015, and according to different scenarios.

An assessment of the Group's carbon footprint was undertaken using the Bilan Carbone® method (see focus p. 86).

Additional monitoring of goals per customer will be introduced in 2011.

improving the energy efficiency of buildings

In 2010, buildings accounted for 29% of the total energy consumption of France Telecom-Orange.

In France, an action plan has been drawn up for energy savings in commercial buildings. This plan incorporates the recommendations of the Ministry for Ecology and Sustainable Development, Ademe and the new thermal regulations for existing buildings.

A five-year renovation plan has been launched. Initially, the plan will concentrate on buildings identified as offering potential for good energy performance with a good return on investment. The lessons learned will help to improve actions in future, and assist their deployment on a wider scale.

Since 2009, maintenance contracts for commercial buildings of over 2,000 m² with more than 200 people have incorporated energy performance objectives operating in conjunction with a "bonus/malus" system to provide an incentive for service providers to save energy. Energy savings – reflected in the energy bill – are shared, with one third being allocated to the service provider, one third to the Group and one third being reinvested in the performance of the building.

meters in buildings

In France, five typical pilot sites were equipped with meters in 2010 enabling close monitoring of consumption per type of use (heating, electricity, air-conditioning, etc.). Rapid and effective energy optimization by these pilot schemes has helped to define energy models that will serve as benchmarks for the Group's commercial or mixed buildings. This approach will be deployed in 2011 in buildings with over 400 people.

These tools will also be available to service providers to enable them to manage the ambient temperature at strategic points in the building and achieve savings year on year. Best practice identified on the sites equipped with meters will serve as a basis for improvement actions across the Group's buildings.

buildings of high environmental quality

For its new buildings, the Group is focusing on "high environmental quality"-type programmes. A number of building projects have been launched in France, Belgium, Egypt and Senegal that comply with HQE (French = HEQ) or LEED (American) standards.

The Group is also experimenting with the use of the HQE® Exploitation guidelines in rented buildings. Three projects are in progress. This new certification relates both to the environmental quality of a building, its operation (maintenance of equipment, upkeep of the premises, monitoring consumption) and practices (of occupants, operator, service providers, etc.). It helps to ensure that environmental concerns are factored in throughout the operational life of the building.

focus

▶ **Carbon inventories carried out in France and Belgium**

In 2010, France Telecom-Orange embarked on a Bilan Carbone® scheme according to the method developed by Ademe (Agence de l'Environnement et de la Maitrise de l'Energie – environment and energy management agency). This method, compatible with the international ISO 14064-1 standard and the GHG Protocol, makes it possible to take into account both direct and indirect greenhouse gas emissions resulting from the activities of an organization throughout its lifecycle. The programme launched by France Telecom approaches the issue from four angles:

- **identifying the main sources of greenhouse gas emissions in the activity in the broad sense (in Group operations but also upstream from suppliers and downstream from customers). An initial inventory was carried out for France from 2009 data and will serve as a benchmark to measure the impact of future actions. Another carbon inventory was carried out at Mobistar, a Belgian subsidiary of the Group. These two actions helped to analyse the activities' carbon dependency segment by segment, and to prepare for the introduction of reduction actions;**
- **carrying out the Bilan Carbone® of a process – more specifically the virtual bill – to assess its carbon footprint and detect operational means of action;**
- **undertaking a carbon and economic analysis of an investment in the mobile network in the long term, to encourage carbon constraints to be factored into investment decisions;**
- **studying how to help customers become less dependent on carbon by implementing remote working solutions.**

This process will continue in 2011 to cover more countries and analyse other investments or processes.

reducing the impact of transport

France Telecom-Orange's fleet of vehicles and its employees' business trips account for about 6% of the Group's total energy consumption, and nearly 15% of its total greenhouse gas emissions.

a more eco-friendly fleet of vehicles

The Group has a fleet of over 31,000 company vehicles worldwide, which produce nearly 10% of the Group's CO_2 emissions.

There are two levers that can help to reduce the CO_2 emissions of the company's fleet of vehicles:

- more rapid fleet replacement (100% managed under long-term lease contracts) by more recent vehicles, which will therefore be both safer and more eco-friendly;
- the progressive reduction of the number of vehicles: since 2006, the fleet of vehicles has been reduced by over 8% (over 16% for the fleet in France).

Since 2007, the CO_2 emission level is one of the criteria for selecting vehicles, with the maximum threshold being progressively decreased. The overall objective is to move towards average emissions of 130 g of CO_2 per km. In France, the new vehicles brought into service in 2010 have average emissions of 126 g of CO_2 per km.

The Group's "clean vehicles" list includes electric and hybrid vehicles, vehicles equipped with a stop-start system and small-engined cars emitting less than 100 g of CO_2 per km and delivering a combined consumption of almost 3 litres per 100 km. Orders for new hybrid vehicles were placed in 2010 and the first units of a new micro-hybrid model with a stop-start system are scheduled for delivery in 2011.

In France, the Group is a member of a bulk-buying organization for electric vehicles established following the Grenelle de l'Environnement to encourage growth in this sector.

The Group is also experimenting with using new technologies to optimize travel. In Marseilles, a pilot project for geolocating nacelles has proved effective in optimizing fleet management and reducing the number of subsequent re-interventions.

raising awareness among employees

Since 2008, the Group's travel policy has encouraged employees:

- to choose the least polluting modes of transport;
- to use videoconferencing or teleconferencing as much as possible to reduce their travel.

A number of entities have introduced schemes to limit the use of individual cars. Since 2008 for example, employees at the Orange Village site in Arcueil have been able to use OTOmobile (optimized transport occupation), a dedicated resource to enable occasional or regular car-pooling. Since 2010, a car-pooling service has also been offered to customers through the Orange mobile portal.

Company travel plans have been deployed in 15 cities in France. In Belgium, Mobistar has introduced a very comprehensive system with a car-pooling site, cycle parks, showers and cloakrooms for employees who ride to work, and there is a voluntary CO_2 offset scheme for travel that cannot be reduced.

Also, two training modules on eco-behaviour were incorporated into the Group's catalogue of training courses in 2010 (one theoretical e-Learning module and one practical course).

France Telecom-Orange also uses its expertise in remote working to limit travelling by its employees. In 2010, 20 new telepresence rooms were installed, bringing their total number to 33 in 14 countries.

Carbon calculators are available for use by employees to assess the CO_2 emissions of various modes of transport and savings achieved through remote working solutions.

focus

Orange and the WWF sign a charter on the eco-renovation of shops
In June 2010, Orange France and the WWF signed a progress charter relating to environmental quality in the renovation of shops. Specifically, Orange undertook to incorporate energy efficiency criteria in its renovation projects, to use eco-friendly materials whenever possible and to adopt "green site" principles to restrict environmental pollution. A new stage in the partnership between Orange and the WWF initiative in 2008, illustrated particularly by the promotion of e-billing and the eco-friendly mobile phone displays .

key dates relating to the Group's fight against climate change

2007
> Launch of a project to build solar base stations in Africa.
> Launch of the server virtualization programme.
> Orange obtained the Trophy for clean and economic technologies awarded by Ademe and the magazine *Industries et Technologies* for its patented Optimized Ventilation solution.
> Mobistar nominated in the Europe Fleet Awards "Best technological innovation" category.

2008
> Signing of the United Nations Caring for Climate programme.
> Definition of the energy action plan for networks.
> Launch of the European OPERA-Net (Optimizing Energy Consumption of Mobile Radio Access Network) research programme under the leadership of France Telecom-Orange.
> Launch of the EE IOCG (Energy Efficiency Inter-Operator Collaboration Group) initiative, of which France Telecom-Orange is a founder member.
> Orange Spain receives the "Best awareness-raising campaign" award in the European Energy Trophy+ competition.
> Introduction of eco-behaviour courses.

2009
> Launch of the first Bilan Carbone® (carbon inventory) in France.
> Installation of energy meters on the large technical sites in France, Spain and Poland.

2010
> Carbon inventories carried out in France and Belgium.
> Orange receives a 2010 Global Telecoms Business Award in the "Green Power Innovation" category for its programme of solar base stations.
> Signing in Brussels in the presence of the European Commission of two Codes Of Conduct covering the voluntary commitment to reduce its energy consumption at Data Centres and for Broadband.

a new lease of life for waste

the Group's approach

Optimizing waste management is an environmental priority for France Telecom-Orange.
The key issues and objectives are directing the Group's focus towards two major priorities:
• optimizing the management of waste generated internally;
• helping to manage waste generated by products and services sold, with particular attention being paid to the collection and recycling of mobile handsets.

Behavioural guidelines defined in 2007 structure the introduction in each country of industries suited to the various types of waste according to three main principles:
• measuring the quantity of waste generated by our activities by carrying out inventories in each country according to the classification decided at Group level;
• organizing the processing of this waste in the appropriate sectors whilst at the same time taking the local context into account;
• assuring traceability of this waste in the future by producing maps of the processing channels in each country.

increasing collection and recycling of mobile phones

In 2010, nearly 1.6 billion mobile phones were sold worldwide. These devices are replaced on average every 18 to 24 months in developed countries. The number of old, unused mobile handsets continues to grow… Today, for example, it is estimated that over 60 million old mobile handsets are stored in French households, i.e. nearly three times the number of mobile phones sold in one year by all operators. 20% to 30% of the handsets currently stored by users are operational and would facilitate access to mobile telephony by people in emerging countries. Terminals also contain valuable minerals, reserves of which are diminishing drastically (gold, silver) but which can be recovered, and also substances of concern that must be processed to make them safe (lead, mercury, cadmium, compounds containing bromium, etc.).

focus

▶ **Orange, Emmaüs and Les Ateliers du Bocage develop mobile recycling in Africa**
Since 2009, Orange France has been sending mobiles collected from its customers and employees to Les Ateliers du Bocage, a member organization of Emmaüs International working to help disadvantaged people enter the workplace that specializes in the recycling and recovery of waste. About 80% of the mobiles are recycled and reprocessed, 20% are sold as secondhand. In 2010, this partnership expanded to Africa, where there was no structured channel as yet. In March, a pilot mobile phone reprocessing centre managed by Les Ateliers du Bocage opened in Burkina Faso. Mobiles collected door-to-door from mobile phone repairers and resellers are dismantled. The elements that can be recovered through existing channels are processed locally. The rest is shipped to Europe to be processed in a specialized plant.
Nearly 1.2 tons of old equipment is collected in this way every month. The project has created five jobs for collectors, sorters and workshop managers. Orange has undertaken to support the development of this project, named "Projet Afrique", (Africa project), for five years. A second workshop opened in Benin in 2010. Two new workshops will be established in Madagascar and Mali in 2011.

Given these issues, there are two possible routes to take: give these telephones a new lease of life or dismantle and recycle them to protect the environment.

In Europe, in accordance with the demands of the European WEEE Directive on waste electric and electronic equipment, schemes to take mobile phones and other electronic equipment back from customers have been in place for a number of years. The equipment collected is then passed on to eco-organizations or specialist partners who recondition the equipment to return it to working condition or recycle the components through the approved channels. Besides its obligations under the WEEE Directive, France Telecom is committed to a proactive policy to increase the rate of collection of mobile phones: regular campaigns to raise customer awareness, and financial incentive schemes tested in several of the Group's European entities (France, Switzerland, Romania, Slovakia, Spain).

In emerging countries, the Group is helping to set up structured processing channels for telephone equipment that has come to the end of its life. In 2010, the France Telecom Group participated in work undertaken by international organizations (the United Nations Industrial Development Organization – UNIDO – and the United Nations Environment Programme – UNEP) to optimize the management of electronic waste in Africa.

increased vigilance in respect of chemical substances

Compliance with environmental regulations is a fundamental requirement of France Telecom-Orange's waste management policy. The Group is particularly careful to comply with two European directives relating to the regulation and restriction of chemical substances:

- the RoHS (Restriction of Hazardous Substances) Directive. All products brought to market in Europe must comply with the RoHS Directive. A plan of action has been defined to extend Group compliance with RoHS to 2016, including outside the European Union. In 2010, the Group contributed to the process to revise this regulation that was instigated by the European Commission to increase its effectiveness.

focus

▶ **Mobinil supports the first educational centre dealing with the recycling of electronic waste in Egypt**
In 2009, a new type of school – a "recycling school" – was set up through the collaboration of CID Consulting, Spirit of Youth – a local NGO involved in the collection of waste – and Mobinil. Its aim: to provide disadvantaged young people from Cario's Zebeleen district with the opportunity to learn about and save money through recycling plastic and electronic waste. After only two years in existence, the first results are very promising: 50 jobs have been created, providing a new source of revenue for the most needy.
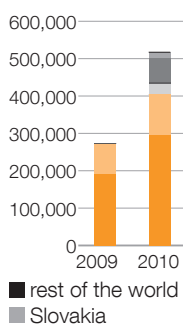
main waste categories recovered by the Group
by type

other non-hazardous waste **3%**
paper-carboard **8%**
batteries **7%**
cables **21%**
wooden poles **30%**
general industrial waste **19%**
Waste Electrical and Electronic Equipment (WEEE) **5,5%**
WEEE collected from customers **4%**
metal poles **2,5%**
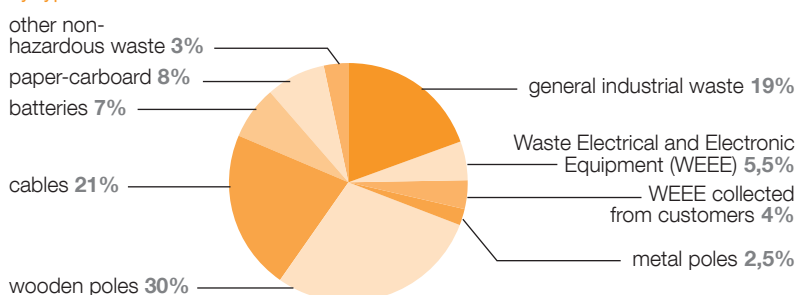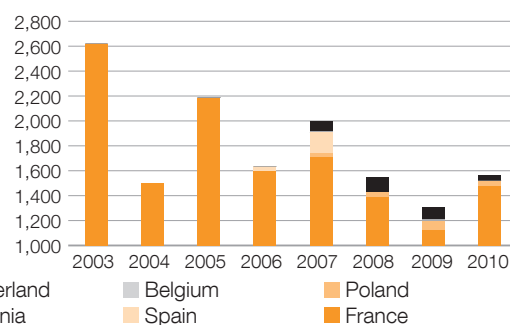
evolution of the number of collected cell phones

evolution of the quantity (tons) of Customers' WEEE

■ rest of the world　■ Switzerland　■ Belgium　■ Poland
■ Slovakia　■ Romania　■ Spain　■ France

focus

▶ **Orange Spain: money-off coupons to encourage customers to return their old phones**
In 2010, Orange launched an offer to buy back old mobile phones in Spain. The programme, named "Estrana y Recicla", enabled customers to bring back their old phones (whether they were working or not) and exchange them for a money-off coupon valued at €4 to €140 per handset, depending on the model. The phones collected were then passed on to MobilePoint, which recycles and reconditions phones. A project that helps to protect the environment and fosters access to the new communication technologies.
Orange Spain collected over 100,000 old mobile phones in 2010.

- The European REACH (Registration, Evaluation, Authorization and restriction of Chemicals) Regulation. The Group is putting the relevant processes in place to provide information to its customers on the compliance of its products and services across Europe. A structured process was launched in 2009 and is continuing among the handset and network equipment suppliers concerned to enable the Group to inform its customers whether or not the products it markets contain one of the 15 substances defined as being "of concern" in a concentration of over 0.1%.

focus

> **a charter of commitment on the processing of wooden poles at the end of their life**

In 2010, France Telecom signed a voluntary charter of commitment with France's Ministry for Ecology on the reuse and elimination of wooden poles and crosspieces treated with creosote or copper-chrome-arsenic (CCA) salts.

These chemical substances, traditionally used to prolong the usage life of wood, are highly toxic to the environment and harmful to human health, and consequently poles require to be processed by the appropriate channels at the end of their life. By signing this agreement, the Group undertakes to maintain its policy of sending all its treated wood to thermal processing plants providing all the necessary guarantees for health and the environment.

key dates relating to the Group's waste management policy

2002
> Introduction of "Foneback", a system to collect customers' mobile phones in the United Kingdom, and first pilot operations in France.

2006
> Mapping of waste processing channels in France.

2007
> Definition of guidelines on waste applicable to all Group countries.

2008
> Introduction of a system to collect business WEEE (routers) from Orange Business Services customers.

2009
> Audits of WEEE collection and processing channels in France, the United Kingdom, Spain and Poland showing a good level of compliance with the requirements of the WEEE Directive.
> Questionnaire on the implementation of the REACH Directive distributed to all handset and network equipment suppliers concerned.
> Launch of buy-back schemes for old mobile phones in France, the United Kingdom, Switzerland and Romania.
> Introduction of a new processing channel for old phone sets, cables and batteries in Senegal, with the waste being sent to a processing centre in Europe.

2010
> Participation in work undertaken by the United Nations Industrial Development Organization (UNIDO) to optimize the management of electronic waste.
> Establishment of two mobile phone collection and recycling channels in Burkina Faso and Benin in partnership with Emmaüs International and Les Ateliers du Bocage.
> Launch of buy-back schemes for mobile phones in a further two countries (Slovakia and Spain).
> Signing of a voluntary charter of commitment on the reuse and elimination of wooden poles treated with creosote or copper-chrome-arsenic (CCA) salts.

reducing the impact of products and services

the Group's approach

Besides limiting its direct impact, France Telecom-Orange endeavours to reduce the environmental impact of the products and services offered to its customers throughout their lifecycle.

To do this, the Group focuses on two areas:
- the continuous improvement of the environmental performance of its products and services through eco-design processes;
- supporting its customers in eco-responsible uses through a pioneering environmental labelling programme for its products, the provision of carbon calculators and the organization of awareness-raising campaigns.

developing eco-design processes

As early as 2007, as part of a strategic partnership with Sagem, Orange embarked on an eco-design process for Liveboxes distributed under its own brand.

The lifecycle analyses performed orientated the work on reducing environmental impact towards specific areas: energy consumption, use of recycled materials, repairability and recyclability, and packaging.

The Livebox 2 launched on the French and Spanish markets at the end of 2009 benefited from the results of these lifecycle analyses, which showed the predominance of electricity consumption in the usage phase in the global environmental assessment. This new version was therefore equipped with a WiFi switch so that users could switch the WiFi signal on and off at their convenience, whilst still enjoying the other Livebox services. This WiFi button and the stop/go switch can decrease electricity consumption by up to 30%.

On the basis of these initial successes, Orange rolled out this process in 2009 by:
- incorporating eco-design in its product development process;
- creating a team of eco-design experts and progressively providing training in eco-design for all those involved in the product innovation chain;
- launching a research project on the eco-design of services and software applications.

In 2010, the France Telecom Group carried out a number of new lifecycle analyses, amongst them a videoconferencing service and an e-Music service. The Group continues to study the lifecycle analyses carried out in the information technologies sector and actively contributes to standardization in this field.

Specific tools have been created to support the process:
- The eco-design guide: a manual to popularize and raise awareness of eco-design, distributed to Technocentre Project Managers;
- A lifecycle analysis library that is continually being enriched, helping to assess the environmental impact of products and identify avenues for improvement from the design phase onwards;

- An eco-design training module for Product Managers, introduced in France in 2010 and shortly to be translated and disseminated in other countries.

The Group is also participating in work undertaken within the GSMA and UIT to design a common universal charger for mobile phones, that will prevent the need to change chargers with each change of mobile and may lead to the separate distribution of handsets and chargers. This solution will make it possible for the entire sector to eliminate up to 51,000 tons of electronic waste resulting from the accumulation of different chargers, whilst also improving the service delivered to the customer.

promoting eco-responsible uses

In addition to eco-designing products and services, Orange encourages its customers to help preserve the environment in both their personal and business usage. To do this, the Group has produced clear information resources about the environmental performance of the products and services it offers.

a pioneering environmental labelling programme

In France, in 2008, Orange was the first European operator to introduce an assessment of, and publicly display, the environmental performance of the telephone handsets it distributes.

This innovative initiative, developed in partnership with an expert lifecycle analysis firm and the WWF, meets a twofold objective:

- to raise the customer's awareness of the environmental impact of the handset they wish to buy and, orientate their choice – if they so wish – towards the greenest handset in the desired category;
- to encourage manufacturers to produce more eco-friendly handsets.

The environmental labelling system developed by Orange analyses environmental impact according to five criteria graded from 1 to 5:

- CO_2 produced (quantity of greenhouse gases emitted during the main stages of a product's life: manufacture, transport and use);
- energy efficiency (energy consumption during use of the product and devices enabling it to be reduced);
- the preservation of natural resources reflects efforts made to limit the proportion of materials that are non-renewable or sensitive from an environmental, economic or societal point of view;
- recyclability (contribution of handset, its packaging and its documentation to limiting production of waste);
- eco-responsible design (effort made by a supplier to design its product to limit the use of potentially dangerous substances, ensure good traceability of metals and optimize the device's electricity consumption).

Almost all of Orange's suppliers of mobile and fixed handsets have now signed up to this initiative, which has been deployed in France, Spain and Romania and will be extended to all European countries by the end of 2010.
Most of Orange's suppliers have now signed up to this initiative, which is being progressively extended across the Group, with the aim of covering all European countries by the end of 2011.
In France, 92% of mobile handsets and 100% of DECT telephones distributed by Orange, together with over 80% of business handsets, have the eco-label.
In Spain, all telephones distributed by Orange with the exception of iPhones have eco-labels that may be consulted on the website.
Eco-labelling of mobile phones was launched in Romania in December 2010 (see focus).
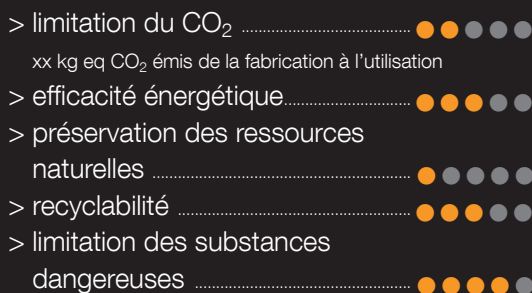
Orange is also working with other operators interested in this eco-labelling system to define a common approach based on key parameters such as the CO_2 analysis.

focus

Orange Romania and the WWF launch eco-labelling for mobiles
After France and Spain, Orange and the WWF launched the eco-labelling system for mobile phones in Romania in December 2010. A first in the Romanian telecommunications market. In this way, Orange gives customers wishing to buy a new phone the opportunity to choose an eco-responsible model. Eco-labelling is available in the Orange online shop, in the detailed version. In Orange shops and those of their partners, customers will now see labels on mobile phones that indicate environmental performance by summarizing the marks scored by the phone(s) for the five criteria assessed.

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performance environnementale : x/5
mon mobile

> limitation du CO_2 .... ● ● ○ ○ ○
   xx kg eq CO_2 émis de la fabrication à l'utilisation

> efficacité énergétique............................. ● ● ● ○ ○

> préservation des ressources
   naturelles .... ● ○ ○ ○ ○

> recyclabilité .... ● ● ● ○ ○

> limitation des substances
   dangereuses .... ● ● ● ● ○

en partenariat avec le WWF

exposition aux ondes (DAS) : x W/kg
(maximum autorisé : 2 W/kg)

carbon calculators for business

Orange Business Services is developing very specific calculation tools to assess the potential greenhouse gas savings linked to remote working solutions and to enable companies to incorporate the carbon impact more easily in their investment decisions.

Lifecycle analyses are carried out by Orange Labs teams with the assistance of a specialist Swiss research company to measure the actual impact of solutions. They have already delivered very precise results on the Business Everywhere, Telepresence, Forfait Informatique, Flexible Computing and Business VPN solutions. This initiative is to be extended progressively to all "Green IT" solutions.

In 2010, on the basis of analyses performed, two new CO_2 savings calculators were made available to Business customers:

• for the Telepresence solution: http://www.orange-business.com/content/co2/Telepresence/fr/Orange_TelePresence_vertical/Orange_TelePresence_vertical.html;
• for the Business Everywhere solution: http://www.orange-business.com/content/co2/Teleworking/fr/Orange_Teleworking_vertical/Orange_Teleworking_vertical.html.

A tool for the Flexible Computing offering will come online in 2011.

an ongoing programme to raise customer awareness

Most countries regularly organize awareness-raising campaigns to encourage customers to adopt eco-citizen behaviour: opting for an e-bill, switching devices off when not in use, returning old equipment for recycling or keeping it for longer – these are all simple ways of helping to preserve the environment.

In France, Orange has set up a dedicated information website to encourage its customers to adopt six green habits: www.agir-reflexesverts.orange.fr. The Orange environment channel (http://actu.orange.fr/environnement/) also broadcasts environmental news with practical information so that viewers can take action on a daily basis.

In a number of European countries, specific schemes are also deployed to encourage customers to return their old mobile phones (see p. 88-89).

key dates relating to the Group's eco-design and environmental labelling initiatives

2004
> Development of a method to assess the environmental impact of solutions, enabling the incorporation of environmental performance in products and services during the design phase.

2007
> Signing of a strategic partnership with Sagem to develop eco-design for Liveboxes.

2008
> Launch of the first eco-labelling programme for mobile phones in partnership with the WWF.
> Launch of the Livebox 1.2 with a weight reduction of over 35%, consumption in use decreased by 26% and CO_2 emissions reduced by 19% across its entire lifecycle.
> Production of an eco-design guide for Technocentre Product Managers.
> Launch of Orange CO_2 saving tool, the first carbon calculator available to customers.

2009
> Launch on the French market of the eco-designed, low consumption Livebox 2 with automatic deactivation of interfaces not in use (Ethernet, WiFi, etc.).
> Deployment of eco-labelling on Orange France's mobile and fixed handsets, handsets in the France Business range and Orange Spain's mobile handsets.
> Lifecycle analyses carried out on DSL, FTTH and 3G networks, as well as three services marketed by Orange Business Services: Telepresence, Business Everywhere and Forfait Informatique.

2010
> Launch of eco-labelling in Romania.
> Two new carbon calculators available online to assess potential savings linked to the introduction of Telepresence and Business Everywhere solutions.
> New lifecycle analyses of services (videoconferencing, e-Music).

contributing to eco-citizen progress

the Group's approach

In the face of environmental challenges, information and communication technologies offer unique potential for progress.

This is why France Telecom-Orange is continually innovating to develop technological solutions giving everyone the means to live and act as an eco-citizen:
• new ways of working in companies (teleworking, collaborative work, virtual processes, etc.);
• new mobility (vehicle pooling, geolocation, etc.);
• new ways of looking at towns and housing (home automation, digital communities, etc.).

virtualization of exchanges

Virtualization is a well-known lever for reducing greenhouse gas emissions. The study entitled "Smart 2020: Enabling the low carbon economy in the information age" estimates that 70 million tons of CO_2 could be saved across the world by 2020 by rationalizing printing and turning to electronic communications.

France Telecom-Orange provides its customers with a variety of electronic solutions: e-Billing, HubEDI, WebEDI or Contact Everyone, Public Video Points, etc.
The environmental and economic savings are many:
• savings on ink and paper;
• energy savings;
• waste reduction;
• preservation of forests that play an important role as carbon sinks;
• reduction in greenhouse gas emissions due to travel avoided.

By the end of 2010 1,813 tons of paper had been saved thanks to e-billing for private customers (fixed and mobile) vs 1,193 tons of paper in 2009. Orange Business Services also offers its business customers the opportunity to receive some or all of their bill in electronic format, rather than paper.

In 2010, Orange Business Services solutions helped to virtualize over 47 million pages of business customer bills in France, a saving of over 2 kilometres of paper.

focus

▶ **Orange selected for the second time in Verdantix's "Leaders' Quadrant"**
Orange Business Services has confirmed its progress in the sustainable telecommunications market, according to the 2010 report published by Verdantix, an independent survey company providing commercial analyses on climate change, sustainable development and energy issues.
Verdantix compared 17 telecommunications operators with substantial activity in Europe on the basis of 31 criteria using its patented Green Quadrant® methodology. According to the study, Orange remains the overall leader thanks to its range of sustainable development solutions for its customers, and to having contributed to the dynamism of the market. Orange had already been recognized as the leading operator in the market in the 2009 report by Verdantix.
For more information: http://www.orange-business.com/en/mnc2/news/market-recognition/form-verdantix-green-quadrant.jsp

optimizing IT infrastructure

With their growing capacity, information systems are consuming more and more energy. To optimize the energy efficiency of IT infrastructures, the Group has developed real expertise in the field of virtualization:

The virtualization of servers consists of making all the applications that generally require a specific server work on a single server. These solutions help to significantly reduce the number of servers required and to maximize the usage levels of existing machines. Solutions installed for some customers have enabled them to reduce their number of servers by over 80%, their energy consumption by over 90% and the total cost of ownership by over 50%.

The virtualization of workstations consists of installing the user environment on a server rather than on each workstation. This means that no data or applications are to be found on the workstation. Data and applications are operated remotely and do not at any time leave the secure environment of the data centre. Here too, significant environmental gains are achieved. A virtualized workstation:
- lasts longer than an ordinary PC (five years instead of three);
- consumes approximately 10 times less current whilst in use;
- can very easily be shared by several users;
- uses fewer electronic components and is therefore easier to recycle.

meeting the challenges of sustainable mobility

Information and communication technologies play a key role in limiting travel, making public transport more attractive, optimizing journeys through geolocation solutions and contributing to improved user safety.

limiting travel
Orange Business Services offers companies and business people a number of solutions for remote collaborative work, thereby helping to reduce greenhouse gas emissions and transport costs whilst increasing individual and collective productivity:

- Business Everywhere enables users to access their work environment whilst on the move via any available network. More than 1.2 million people already use this solution worldwide;
- mobile e-mail solutions to reduce travel by dealing with e-mails directly from a mobile;
- business Together combines the best of web, voice and videoconferencing technologies to facilitate collaborative work;
- telepresence solutions that make it possible to hold meetings with a natural ambiance.

Besides business solutions, the Group also has solutions such as the Public Visio Point that enable people to contact administrative services without having to move away from their usual environment.

optimizing vehicle fleet management
The Fleet Performance solution developed by Orange Business Services enables professionals from the worlds of transport, building, public works, support and maintenance services (after-sales, breakdowns, etc.) to optimize the travel of thousands of vehicles in real time and improve their preventive maintenance. Distance covered is reduced, and better-maintained engines are less polluting. A win-win solution: increased productivity and decreased CO_2 emissions.

Fleet Performance has for example enabled Eurofeu – a company specializing in training courses in, and the production and maintenance of, security equipment – to rationalize the rounds of their support and maintenance

technicians through geolocation, with a 10% drop in fuel consumption as well.

developing remote monitoring services
Orange has developed innovative remote monitoring services based on M2M connectivity, making it possible to carry out various types of operation remotely:

- remote meter reading (gas, water, etc.);
- remote stock management;
- supply chain automation;
- remote management and maintenance of manufacturing equipment;
- remote management of public infrastructure (lighting).

All these solutions help to optimize the management of risks and energy, and to reduce logistics and maintenance costs (journeys by technicians) whilst at the same time limiting CO_2 emissions and making peoples' lives easier.

In 2010, Orange Business Services used its technical expertise to help Schneider Electric develop a new product for varying and regulating public lighting destined to replace current products and/or equip new networks. This solution will enable local authorities to reduce the amount of electricity consumed for public lighting and offers increased safety through a managed lighting system that limits the risk of accidents.

In Spain, pilot schemes have also been undertaken with Aguas de Valencia and Union Fenosa.

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focus

▶ **Orange Business Services and Valeo present an innovative car pooling concept**
Born out of a partnership between Orange Business Services and Valeo, the Valeo NFC Access System concept enables vehicles to be shared by several drivers easily and in total safety. This solution is based on NFC (Near Field Communication*) contactless technology and on a web and mobile community application that enables the temporary transfer of an ignition key via a mobile phone, and also allows a vehicle to be opened and started using a phone. A concept that is perfectly suited to new car-pooling usage by individuals and/or companies for managing their vehicle fleet.

* NFC technology makes it possible to collect and exchange data at a distance of several centimetres by radio frequency. It also enables simple contactless interaction between objects.

making public transport more attractive

The Dynamic Information for Travellers solution developed by Orange Business Services offers new services for travellers: information on timetables, traffic, Internet access, games and video… all in public transport. For transport operators, this real time solution means they can:

• stick more closely to timetables by geolocating vehicles at any time and reacting in real time to any disruptions;

• ensure the safety and security of the transport network with video and audio alerts being received in real time from cameras and recorders installed both on board vehicles and on the ground;

• manage servicing costs as a result of being able to resolve problems remotely in real time.

In 2010, the Group launched two new offerings:

• Fleet Voyagers, a geolocation solution to improve both the efficiency of transport networks and customer satisfaction, and optimize operating costs;

• Voyagers' Connection, an onboard connectivity solution to provide ongoing connectivity in transportation in order to meet the demands pertaining to this sector.

creating the "sustainable town" of the future

Projects for "sustainable towns" and "zero CO_2 districts" depend largely on information and communication technologies.
The concept of the intelligent sustainable town developed by Orange Labs in partnership with local authorities is a multi-network solution (radio, GPRS, Internet) that enables municipalities to access a wide range of information contributing to optimal town management: environmental monitoring, management of public lighting, waste containers, municipal watering, motor traffic, etc.

This concept has been trialled in the town of Cagnes-sur-Mer, in southern France, since 2007.

In October 2010, a new partnership was concluded between the Urban Community of Nice Cote d'Azur and Orange to develop the concept of the intelligent sustainable town. This will enable of a set of solutions derived from information and communication technologies to be deployed on an experimental basis in the Urban Community of Nice to measure environmental parameters and optimize the use of resources whilst at the same time making life easier for local inhabitants.

France Telecom-Orange is also a founder member of the "Green and Connected Cities" cluster, a group of major corporations, large regional centres and academic institutions carrying out research into themes vital to the sustainable town, before they are actually put into practice. In 2010, the cluster concentrated its work on telecentres, eco-centres and e-activity centres for the new generation.

developing the applications of the future

The intelligent management of electricity networks ("smart grids"), vehicles, buildings and individual homes… Orange is already working on developing applications that will, in the near future, help to optimize energy management, programme the recharging of electric vehicles in slack periods and facilitate the development of multi-modal transport. All of which are solutions that will help to combat climate change.
In 2010, the Group participated within GeSI in drawing up a methodology to measure the potential of these new applications to reduce greenhouse gas emissions.
For more information: consult the study entitled "Evaluating the Carbon-Reducing Impacts of ICT" on the www.GeSI.org website.

focus

▶ **Orange partners the SmartImmo project**
The aim of the SmartImmo project – currently in progress at Orange Labs at Sophia Antipolis in France – is to provide tools that will help to decrease the operating costs and energy consumption of commercial buildings and more globally, to develop the services market for buildings. The project was selected by the Directorate-General for Competitiveness, Industry and Services (DGCIS) during its most recent call for collaborative research and development projects from centres of competitiveness. The project involves a total amount of nearly €6 million and 10 partners with recognized expertise in the fields of construction and ITC.

focus

▶ **an innovative waste management solution in Spain**

In 2010, Orange developed Recicla-T, an innovative solution for managing municipal waste. Introduced in the Cubas de la Sagra district (near Madrid) in collaboration with the company Everis, this solution, based on NFC contactless technology, provides collectors of municipal waste with real time information on the status of their trucks. This solution helps to optimize routes according to the requirements for the various collection points, with economic and environmental savings, whilst at the same time helping citizens to optimize the sorting and recycling of waste.

key dates relating to the Group's innovation policy

1999
> Launch of the Coop'Net tool enabling conferences to be held over the Internet.

2004
> Launch of e-billing.
> Launch of Business Everywhere.

2005
> Orange is the first European operator to launch a global offering of Machine-to-Machine (M2M) solutions.

2007
> Launch of the "sustainable town" experiment in Cagnes-sur-Mer.
> Communications campaign in France to raise the profile of "Green IT" solutions among customers.

2008
> Launch with GDF of a telemetry system to monitor gas consumption remotely.

2009
> Verdantix rates Orange as the leader in Europe for its environmental policy, products and technological innovations in the field of sustainable development.
> In Poland, TP beat off competition from 80 Polish companies to receive the "2009 Green IT Leader" award from the magazine *Computer World.*

2010
> Launch of Fleet Voyagers and Voyagers' Connection.
> Orange is recognized for the second time by Verdantix as leader of the "Green" sector.

2010 review

objectives	deadline	status	main achievements in 2010
Environmental management			
Continue to deploy EMSs in compliance with the ISO 14001 standard across the 14 countries committed to the programme (France/France Operations and Orange Business Services, the United Kingdom, Poland, Spain, Belgium, Romania, Slovakia, Egypt, Jordan, Republic of Côte d'Ivoire, Senegal, Cameroon and Mauritius), which accounted for 90% of the Group's turnover in 2009. – manage the main environmental risks and impact in 85% of the entities involved; – raise employee awareness of the environmental impact of their activities: organize "green gestures" campaigns in 85% of the entities involved; – assess the implementation and performance of the EMS through managerial reviews in 65% of the entities involved (growth anticipated in Eastern European countries and the Africa-Middle East-Asia zone).	2010		Deployment of EMS continued in 2010 in the 14 main organizations of our Group that are involved in the EMS programme: – 11 countries (79% of entities) managed their main environmental risks and impact; – 13 countries (93% of entities) raised employee awareness of the environmental impact of their activities by organizing "Green gestures" campaigns; – 9 countries (64% of entities) carried out managerial reviews to assess the performance of the EMS. Senegal and Romania are seeking to give concrete expression to their progress in deploying the EMS by applying for ISO 14001 certification in February and March 2011 respectively.
Increase the level of ISO 14001 certification on sites with significant environmental impact.	2010-2012		In 2010, we obtained new ISO 14001 certification: – in Orange France for four key processes and four priority sites; – in Orange Business Services for the Cesson-Sévigné site. The organizations that already had ISO 14001 certification all passed their follow-up audits.
Climate change Global objective: to reduce the Group's total greenhouse gas emissions by 20% between 2006 and 2020			
Continue actions to improve the energy efficiency of buildings, the network and transport: Deploy the Energy-network action plan in other countries (Slovakia, Egypt, Moldova, Senegal, Mali, Niger).	2010		Deployment of the Energy Action Plan (EAP) for network equipment and information systems at the end of 2010 in 21 countries, which account for over 95% of the energy consumed by technology within the Group. In 2010, the plan was deployed in Egypt, Jordan, Central African Republic, Austria, Slovakia, Senegal, Madagascar, Kenya, Dominican Republic, Mali, Republic of Côte d'Ivoire, Niger and Armenia. Installation of ventilation to replace or supplement air conditioning at the following numbers of technical sites by the end of 2010, more than 9,700 sites equiped in optimized ventilation in 14 countries of the Group.
In 2010, define mechanisms to reduce consumption between 2010 and 2012.	2009		A study is under way (and will continue until 2020) on changes in energy consumption in the French mobile network. Development of a simulation tool to assess the effects of the Energy Action Plan on electricity consumption.
Deploy tools to measure the energy consumption of buildings in real time.	2010		Install energy meters in five pilot buildings and define principles to optimize energy consumption on tertiary and mixed sites.
Carry out a Bilan Carbone® (carbon inventory) of activities in France and a Bilan Carbone® of the mobile network investment process	2010		Bilan Carbone® carried out on activities in France and Belgium e-billing the mobile network investment process

■ objective achieved ■ objective not achieved (project cancelled or deferred)

objectives	deadline	status	main achievements in 2010
Replace 5,000 vehicles, reduce the Group fleet to 30,000 vehicles and increase the use of electric vehicles.	2010		The Group fleet was reduced to 30,000, including the replacement in France of 4,209 vehicles by others emitting less CO_2. Participation in a bulk-buying organization for electric vehicles established by the French authorities and the purchase and testing of 12 hybrid vehicles.
Introduce solutions that use renewable energy and increase their share in overall energy consumption. 25% of energy for the new technical base stations in the Africa zone to be solar-generated by 2015 (2010). Continue to develop solutions using renewable energy, depending on local circumstances in the countries. Deploy an additional 500 solar stations in emerging countries.	2010		By the end of 2010, over 1,500 solar stations had been installed (including 922 on radio stations already in service) in 14 African and Middle Eastern countries, together with the Dominican Republic and Armenia.
Waste management			
Continue to develop new waste processing channels in African countries using reliable, well-managed processes.	2006-2020		Participation in the UNIDO/UNEP working group on electronic waste in emerging countries. Launch of a programme by OBS and Group Purchasing to optimize internal tertiary waste management in Egypt.
WEEE Directive Carry out internal audits along the lines of the four large country audits performed in 2009 on the implementation of, and compliance with, this Directive in the other European countries (Belgium, Romania, Slovakia, Switzerland). Extend mapping of WEEE inventories and processing channels to other countries outside Europe. Deploy best practice implemented in our European subsidiaries in other Group countries. Launch communication and awareness-raising initiatives for consumer and business customers on the possibilities of recycling their electric and electronic equipment.	2010-2011		Initiatives launched at the end of 2010 to be pursued in 2011: – assessment of the mapping of WEEE processing channels (household, business) in a targeted group of European subsidiaries (Slovakia, Romania, Spain, Poland); – sharing the first results obtained in Europe with Orange subsidiaries in Africa; – raising awareness among business customers of the collection and recycling of their network equipment (particularly routers and PABX).
REACH regulations on chemical substances: Extending the scope of suppliers audited for compliance with the REACH regulation to include suppliers of IT and network equipment, in collaboration with Group Purchasing. Defining and deploying procedures in our European subsidiaries to provide adequate information for our customers (particularly businesses) in order to satisfy our obligations in this area.	2010-2011		Drawing up a questionnaire for our main suppliers with the support of the FFT. Launch of an information programme to fulfil our obligations in respect of our customers (programme approved in France by the French Ministry for Ecology).
Business waste Sign new contracts with partners for the processing of tertiary waste in the countries in which Orange Business Services is present. This programme will be initiated in two countries in 2010 and extended to others subsequently.	2010-2011		Establishment in Egypt, with OBS and Group Purchasing, of processes to set up tertiary waste management channels, applicable in other countries in 2011.

2010 review

objectives	deadline	status	main achievements in 2010
Collection and recycling of mobile phones			
Progressively increase the proportion of mobile handsets collected and recycled by promoting their reuse or dismantling in collaboration with reliable specialist partners to ensure the traceability of waste throughout the channel: – increase the number of handsets collected in 2010 by 50% (as against 2009); – launch communication plans to provide better information for customers on the recycling possibilities offered by Orange throughout Europe	2010-2012		With nearly 600,000 mobiles collected in 2010 across Europe, the rate of collection increased by 58% in 2010 compared with that of 2009. The objective was therefore achieved, primarily through the deployment of buyback initiatives in all Group entities An ambitious far-sighted project was initiated in 2010 in the European entities (France, Spain, Slovakia, Switzerland, Romania, Belgium) to increase the rate of collection and recycling of mobile handsets. Various pilots, particularly in Spain, Romania and France, demonstrated the viability of the buyback collection model and have been extended over a wider scope. In France, the sale of subscriptions with reconditioned mobiles has helped to maximize the benefits of collecting used mobiles and extend their useful life. 2010 was also the year in which entities became involved in a more ambitious eco-citizen collection scheme, which led to action plans that extend beyond merely accepting mobiles back within the framework of the WEEE. In France, the first recycling days saw 40,000 mobiles collected in three days; the benefits of eco-citizen collection in partnership with those involved in the social economy helped to finance the collection and sorting of mobile waste in Africa, at the same time creating jobs.
Environmental performance of products and services			
Incorporate eco-design into the product development process and set up the requisite training programme.	2010		Use of eco-design when developing products designed in conjunction with partners. Introduction of an eco-design training course for product and project managers (30 people trained in 2010). Publication of a new version of the eco-design manual.
Compliance with reference texts in respect of energy consumption (Code of Conduct and voluntary agreement).	2010		Signing of the European Code of Conduct relating to broadband equipment. Declaration of intent to sign the voluntary agreement relating to complex TV decoders. Signing in France of the voluntary charter of commitment to sustainable development, the Telecoms sector being represented by the French Telecommunications Federation.
Develop a home network architecture and provide handsets with optimal energy efficiency.	2010-2012		Definition of a technical architecture reducing the time taken for TV decoders to exit sleep mode.
Define policies and methods for deploying the universal charger as soon as it becomes available.	2010-2012		Continue to work within the GSMA and ITU.

■ objective achieved   ■ objective not achieved (project cancelled or deferred)

objectives	deadline	status	main achievements in 2010
Environmental labelling			
Deploy environmental labelling of handsets in the eight main European countries.	2010		Deployment of environmental labelling in shops and or online in France, Romania and Spain. The method for calculating the labelling classification has changed and these changes have been applied in France. Some suppliers have been audited on the information they have communicated to France Telecom for the calculation of the environmental labelling classification.
Promoting eco-usage			
In Europe, reinforce and extend systems to encourage customers to retain their mobiles for longer.	2010		Introduction of schemes to take back mobiles so as to increase the number of second-hand phones being remarketed (the main vector for extending their lifetime). Launch of an online sales offering of second-hand smartphones in France.
Continue programmes to deploy e-billing in Europe so as to achieve penetration rates of 80% for the internet, 50% for mobiles and 30% for fixed lines by 2012.	2012		In 2010: 3,611,886 e-bills were sent out to mobile customers.
Reducing customers' environmental impact			
Based on lifecycle analyses, promote the contribution of ICTs to reducing the environmental impact of other sectors of the economy.	2010-2012		Signing of an agreement of objectives by the French Telecoms Federation and the Ministry for Ecology and Sustainable Development, which will help to develop green industries. Contribution to the GeSI study "Evaluating the Carbon-Reducing Impacts of ICT" published in September 2010.
Continue the development and promotion of virtualization offerings (remote collaborative work and teleworking, vehicle fleet management, etc.).	2010		2,000 tons of paper saved. 1.5 million users of Business Everywhere across the world, an offer which enables teleworking and limits travel and CO_2 emissions. Launch of a new vehicle fleet management offer, "Fleet Performance": in 2010, 12,500 vehicles were equipped with this solution, which helps to organize travel more effectively and reduces fuel consumption by 5% to 10%. Launch of the "Flexible health computing" offer, which makes it possible to share X-rays between health centres.
Develop offerings to support the economic sectors that are the most important in the fight against climate change (energy, transport, buildings, towns, etc.).	2010		Launch of Fleet Voyagers and Voyagers' Connection (public transport). Signing of a partnership with the Urban Community of Nice for the application of the "sustainable intelligent city" concept Launch of the R&D SmartImmo (intelligent building) project.

2011 roadmap

new objectives	deadline
Environmental management	
Continue the deployment of ISO 14000 EMS in the main countries and organizations of the Group (Orange France, Orange Business Services, Spain, Poland, Slovakia, Romania, Egypt, Belgium, Senegal, Republic of Côte d'Ivoire, Cameroon, Jordan, Mauritius, FT Marine). Develop the EMS performance assessment: organize managerial reviews to assess performance (reviews of departments as per ISO 14001) in at least 2/3 of the organizations mentioned above. Note: The United Kingdom left our organization at the end of 2009; it is replaced by FT Marine in our 2011 commitments.	2011
Continue the deployment of ISO 14001 certification on sites with significant environmental impact Maintain existing certifications in Spain, Poland, Slovakia and Egypt, and for FT Marine. Extend certification in France (Orange France and Orange Business Services). Obtain ISO 14001 certification for three other major Orange Business Services websites (one in France, two outside France). Obtain initial ISO 14001 certification in new countries Romania (March 2012) and Senegal (February 2012).	2011-2012
Climate change global objective: to reduce the Group's total greenhouse gas emissions by 20% between 2006 and 2020	
Roll out the deployment of the Energy Action Plan in all 25 countries Improve methodologies for measuring and monitoring trends. Develop consumption simulation and modelling tools to suit different scenarios (traffic, customer base, replacement of equipment, energy price, proportion of renewable energy in the AMEA zone). Launch new initiatives to reduce unit consumption.	2011
Apply the results of the building consumption measurement tool to all buildings in France.	2011-2012
Continue to undertake carbon inventories of activities within the Group to reduce its carbon footprint and optimize its strategic choices Deploy the programme in at least two new countries. Increase internal expertise in carbon inventories by creating and using a training course.	2011
Continue action to promote sustainable mobility Continue to improve fleet performance by replacing 6,000 vehicles. Change the fleet management information system to optimize the management and monitoring of consumption and CO_2 emissions. Launch an electric mobility experiment in an operational situation in a core business activity. Establish a sustainable mobility department. Promote eco-driving skills among Group employees.	2011
Waste management	
Develop new processing channels in African countries Deploy new WEEE collection and processing initiatives in the AMEA zone in partnership with local economic and industrial players and specialist international organizations (UNIDO, UNEP, Step) Target countries: Republic of Côte d'Ivoire, Senegal, Egypt. Increase participation in working groups from these organizations dealing with waste processing in emerging countries.	2011
European Directive on Waste Electric and Electronic Equipment – WEEE Strengthen initiatives to collect and process commercial WEEE (routers, PABX, LAN equipment) from our Business customers in France, by incorporating approval from one or more eco-organizations focusing on commercial WEEE. Promote the reuse of the equipment collected whenever possible. Step up joint multi-operator actions in respect of audits for common suppliers outside Europe to ensure an equivalent level of environmental performance. Assess WEEE processing channels (household, business, internal and networks) in our European subsidiaries (particularly Slovakia, Romania, Spain and Poland) in order to ensure a high level of transparency and traceability.	2011
Tertiary waste Extend the programme to improve tertiary waste management initiated by OBS in Egypt in 2010 to other emerging countries by signing contracts with partners.	2011
REACH regulations on chemical substances Implement procedures across Europe to provide adequate information for our customers (particularly businesses) in collaboration with our suppliers, in order to satisfy our obligations in terms of REACH.	2011

new objectives	deadline
Collection and recycling of mobile phones	
Increase the rate of collection and recycling of mobile handsets Achieve a collection rate of 10% in the second half of 2011. Extend commercial buyback offerings in the seven main European countries. Together with our partners, deploy an intelligent collection system for used mobiles and ambitious eco-citizen collection actions in a number of European countries (France, Spain, Austria, Slovakia, etc.). Deploy collection offerings for the Business market. Develop the second-hand mobile market in AMEA and Europe. Develop collection and recycling programmes in Africa.	2011
Paper consumption Global objective: to preserve forests and reduce the quantity of waste linked to the use of paper in offices	
Increase the use of recycled or FSC-certified paper (or equivalent labels). Ensure that all sales documentation is printed on recycled, FSC- or PEFC-certified paper in the main Group countries.	2011
Reduce internal paper consumption by raising employee awareness of paper saving and configuring printers to print on both sides of the paper. Objectives for France: – paper consumed for sales documentation: –8%; – commercial billing consumption: –18%; – tertiary (internal) paper consumption: –9%. Objectives for Spain: – internal paper consumption: –10%; – 2010 actual vs. 2009: –5%.	2011
Environmental performance of products and services	
Continue the deployment of eco-design programmes. Eco-design products for the home network. Incorporate eco-design in services. Continue to build up a lifecycle analysis library. Make the marketing sector training course widely available.	2011-2012
Define policies and methods for deploying the universal charger as soon as it becomes available.	2011-2012
Environmental labelling	
Deploy environmental labelling in new European countries: Poland; Slovakia, Switzerland, Belgium and Armenia. Promote environmental labelling in international bodies.	
Promoting eco-usage	
Continue programmes to deploy e-billing in Europe so as to achieve penetration rates of 80% for the Internet, 50% for mobiles and 30% for fixed lines by 2012.	2011-2012
Reducing customers' environmental impact	
Based on lifecycle analyses and carbon inventories, promote the contribution of ICTs to reducing the environmental impact of her sectors of the economy.	2011
Develop a "green" value proposition for the business and consumer markets.	2011
Develop solutions for teleworking, telecentres, sustainable mobility, intelligent electricity networks, and domestic and industrial energy efficiency.	2011

appendices

about this report

This report aims to provide a fair, balanced view of the overall performance of the France Telecom Orange Group during the 2010 calendar year.

It endeavours to meet the main information requirements expressed by the Group's stakeholders (customers, shareholders, rankings agencies, employees, suppliers, public authorities and local communities).

reporting period and frequency

The Group has published an annual report on sustainable development and corporate social responsibility every year since 2002.

This report covers the period from 1 January to 31 December 2010. It also includes certain qualitative items dating from the beginning of 2011 (significant achievements).

scope and methodology of report

The content of the report has been drawn up on the basis of indicators selected so as to provide an account of the main economic, corporate, social and environmental impact of the Group's activities. The choice of these indicators took account of the recommendations of international benchmark organizations such as the Global Reporting Initiative (GRI*),

the UN* Global Compact, the OECD* guidelines and the new ISO 26000 standard on corporate social responsibility.

The indicators were collected, calculated and consolidated using dedicated IT tools. The data presented covers all the activities and countries in which the Group operates, unless otherwise stipulated.

For environmental data, the scope of reporting covers 98% of the Group's turnover on average. The level of coverage, estimated in % of turnover of the entities included in the scope of reporting, is given for each environmental indicator in the table of data on p. 118 to 120. For corporate data, the level of coverage of the Group's workforces estimated in % is given in the table on p. 114 to 116.

verification of the report

As in previous years, France Telecom Orange requested one of its auditors to review a selection of achievements described in tables in the 2010 report and verify a selection of 19 key performance indicators and the application of the AA 1000* APS (2008) principles. The items summarized for these 19 indicators and the 20 assertions that have been externally verified are identified by the symbol ☑.

The conclusions of this verification work are given on p. 108-109.

application of the principles of the AA1000 standard

Our 2010 corporate social responsibility report has been drawn up based mainly on the three principles of the AA1000* APS (2008) standard (inclusivity, materiality, and responsiveness), the reference for corporate social responsibility in terms of taking stakeholder requirements into account (www.accountability21.net)

inclusivity
Identifying our stakeholders' expectations is a decisive element in our process of identifying the challenges of sustainability. The list of the Group's main stakeholders appears on p. 12.

materiality
The selection of the most significant sustainable development issues in terms of the Group's activities takes into consideration requirements expressed by the stakeholders and an internal prioritization of the risks that is regularly reassessed (see p. 12-13).

responsiveness
Identifying the sustainable development issues that are significant to the activities of France Telecom Orange gives rise to the drawing up of annually reassessed action plans, presented on p. 26-27, 48-49, 77-78 and 98 to 101 of the report.

This report constitutes an essential element of response to requirements expressed by stakeholders of the Group. Published annually, it provides an account of the impact of,

and progress made in, undertakings made to these stakeholders. To improve the quality of its reporting, France Telecom Orange takes into account suggestions for improvement submitted by its readers together with the conclusions from the verification work.

compliance with GRI guidelines

This report has been drawn up with reference to the Global Reporting Initiative (GRI) guidelines, version G3. According to the assessment methodology recommended in guide to levels of compliance with GRI G3, self-assessment of this report on the basis of the GRI G3 index results in a level of compliance of A+. For more details, consult the GRI – Global Compact correspondence table available on p. 126 to 127.

correspondence with the Global Compact

France Telecom Orange signed the United Nations Global Compact in July 2000.
The manner in which the Group incorporates the principles of the Global Compact in the exercise of its activities is set out on the pages given below.

correspondence with the ISO 26000 standard

The international ISO 26000 standard, published in November 2010, provides guidelines on corporate social responsibility.
The standard was drawn up using a multi-stakeholder approach and with the participation of experts from over 90 countries and 40 international or large regional organizations covering different aspects of social responsibility. France Telecom Orange was consulted as an expert in the preliminary work carried out by the French ISO 26000 Commission.
The ISO 26000 standard is built up around seven central issues relating to various areas of activity relevant to corporate social relations. (see GRI correspondence table – ISO 26000 p. 124 to 135).

principles of the Global Compact   pages

human rights

> principle 1: businesses must respect and promote the protection of internationally proclaimed human rights through their sphere of influence	5, 6, 9, 15 to 27 and 43 to 45
> principle 2: businesses must ensure that their company is not complicit in human rights abuses	5, 6, 9, 15 to 27 and 43 to 45

labour

> principle 3: businesses must uphold the freedom of association and recognize the right to collective bargaining	9, 15 to 20 and 43 to 45
> principle 4: businesses must eliminate all forms of forced and compulsory labour	9, 15 to 20 and 43 to 45
> principle 5: businesses must abolish child labour	9, 15 to 20 and 43 to 45
> principle 6: businesses must eliminate all forms of discrimination	9, 15 to 20 and 43 to 45

environment

> principle 7: businesses must adopt a precautionary approach to environmental challenges	80 to 103
> principle 8: businesses must undertake initiatives to promote greater environmental responsibility	80 to 103
> principle 9: businesses must encourage the development and diffusion of environmentally friendly technologies	80 to 103

anti-corruption

> principle 10: businesses must work against corruption in all its forms	10

external opinion

report by one of the statutory auditors on the Corporate Social Responsibility 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)

For the attention of the general management of France Telecom,

Following your request and in our capacity as one of the auditing firms working for France Telecom, we have audited the following:

(1) the description given by the Group on page 11 and 12 of the Group Corporate Social Responsibility report 2010 ("the Report") concerning respect for the principles of inclusion, materiality and reactivity as described in the AA1000 APS (2008) Standard in the compilation of the Report ("the Principles");

(2) the achievements in terms of Corporate Social Responsibility selected by France Telecom and identified by the symbol ☑☑ published in the results on page 111 of the Report ("the Selected Achievements"),

(3) the Corporate Social Responsibility performance indicators selected by France Telecom for: France, Egypt, Spain, Poland, Romania, Senegal, Slovakia, Switzerland and OBS and identified by the symbol ☑ or ☑☑ among the information published on pages 32, 44, 114, 115 and 120 of the Report ("the Selected Performance Indicators");

(4) the self-assessment in the Report carried out by France Telecom based on the GRI G3 guidelines figuring on page 106 of the Report ("the GRI Self-assessment").

These items were prepared under the responsibility of Group Management in compliance with the following reference documents:

(1) for the Principles, the AA1000 APS[1] (2008) Standard;

(2) for the Selected Achievements, the policies and guidelines governing Corporate Social Responsibility as established by the Group and described in the 2010 results;

(3) for the Performance Indicators, all the procedures related to reporting on environmental and social indicators available for consultation at the Corporate Social Responsibility department, a summary of which appears on pages 109 and 110 of the Report;

(4) for the GRI Self-assessment, the GRI G3[2] guidelines for reporting on sustainable development.

Our responsibility is to express an opinion on these items on the basis of our audit. Our audit concerns only these items and not the whole of the Report.

nature and scope of our work

We have conducted our audit according to the applicable professional methodology and the ISAE 3000 and AA1000 AS (2008) Standards. Our audit meets the requirements of a Type 2 audit as defined by the AA1000 AS (2008) Standard.

The Code of Ethics of the auditing profession, to which we are subject, guarantees our impartiality with regard to the criteria stipulated by the AA1000 AS (2008) Standard.

We took the following measures with a view to obtaining:

- reasonable assurance of the fact that the description of the Principles (1), (as defined above), the description of the Selected Achievements (2), the Selected Performance Indicators (3), identified by the symbol ☑☑ are truthful in all significant matters;

- moderate assurance of the fact that the Selected Performance Indicators (3), identified by the symbol ☑ and the GRI Self-assessment contain no significant anomalies (4). Assurance of a higher level would have required extending the scope of work.

(1) Verification of the description of the Principles

- We met with the people responsible for Corporate Social Responsibility at the France Telecom head office (Quality and Corporate Social Responsibility and Human Resources departments), at OBS (Equant) and a sample of legal entities in the following countries: France (FTSA, Orange France SA), Poland (TP SA and PTK Centertel), Egypt (ECMS), Spain (France Telecom Espana), Romania (Orange Romania), Senegal (Sonatel), Switzerland (OCH), Slovakia (Orange Slovensko), representing 87% of turnover, in order to evaluate the implementation of the process for compiling the Report as defined by the Group and the selection of highlights from the 2010 financial year.

- We conducted tests at head office level and within the entities, details of which are given below, on the implementation of the procedures concerning:
  – the identification of stakeholders and their expectations;
  – the identification of the principal challenges for Corporate Social Responsibility;
  – the implementation of policies and guidelines in terms of Corporate Social Responsibility.

- We compared the material challenges described by the Group in its Report with those presented by the principal companies in the telecommunications sector in their Corporate Social Responsibility reports and those that emerged from the press review of the sector that we undertook in the 2010 financial year.

(2) Verification of the Selected Achievements

- We evaluated the description given by the Group of the Selected Achievements by conducting interviews and by collecting evidence from the entities in question.

(3) Verification of the Selected Performance Indicators

Moderate assurance

- For the indicators identified by the symbol ☑, we evaluated the reference documents used to develop the selected indicators with regard to their relevance, their reliability, their objectivity, ease of understanding and their exhaustiveness.
- We met with the people responsible for the application of the reference documents for reporting at the France Telecom Group head office (Quality and Corporate Social Responsibility and Human Resources departments), at OBS (Equant) and a sample of legal entities in the following countries: France (FTSA, Orange France SA), Poland (TP SA and PTK Centertel), Egypt (ECMS), Spain (France Telecom Espana), Romania (Orange Romania), Senegal (Sonatel), Switzerland (OCH), Slovakia (Orange Slovensko), representing 84% of headcount and 91% of the energy consumed (excluding transportation), 88% of CO_2 emissions and 99% of internal waste (tertiary and network) published by the Group.
- We carried out tests to validate the Selected Performance Indicators at head office level and within the sample of entities listed above.

Reasonable assurance

- For the indicators identified by the symbol ☑☑, the degree of precision of the measures taken and the carrying out of verifications of the same type, but more in-depth, as those described above, particularly concerning the numbers of enquiries, allows us to express reasonable assurance.

(4) Verification of the GRI Self-assessment

- On the basis of the GRI conformity table presented in an appendix to the Report on the Group Corporate Social Responsibility website, we are confident that, for all indicators contributing to the A+ rating, information was indeed presented in the Report or in another document referred to in the grid and published by the Group.

To assist us in these verifications we called upon the special competencies of the team of environmental and sustainable development experts in our firm, directed by Éric Dugelay.

comments

- In 2010, the Group continued to roll out and reinforce the governance and management of its approach to Corporate Social Responsibility in all its lines of business and entities.
- The Group must continue to provide support to its entities in the AMEA region to raise awareness of Corporate Social Responsibility challenges and to implement the inclusive approach to encourage stakeholders to participate.
- The Group must continue to roll out specific performance indicators to measure accidents in the workplace outside France and develop specific indicators concerning respect for human rights.
- The reinforcement of control procedures must be pursued for the waste recycling indicators in all entities, for the energy consumption indicators reported on by the OBS entities (Equant) and for the numbers of employees and external recruitment indicators in Egypt (MCNS), Switzerland (OCH) and Senegal (Sonatel).

conclusion

Reasonable assurance

(1) Description of the Principles

In our opinion, the description given by the Group on pages 11 and 12 of the Report concerning respect for the Principles of inclusion, materiality and reactivity as described in the AA1000 APS (2008) Standard for the process of compiling the Report is truthful in all significant matters.

(2) Selected Achievements

In our opinion, the description of the Achievements given on page 111 of the Report and identified by the symbol ☑☑ is truthful in all significant matters.

(3) Selected Performance Indicators ☑☑

In our opinion, the data identified by the symbol ☑☑ have been established, in all significant matters, in conformity with the reference document referred to.

Moderate assurance

(3) Selected Performance Indicators ☑

On the basis of our verifications, we have come across no anomalies that might provide grounds to challenge the fact that the data identified by the symbol ☑ have been, in all significant matters, established in conformity with the reference document referred to.

(4) GRI Self-assessment

On the basis of our verifications, we have come across no significant anomalies that might provide grounds to challenge the Self-assessment in the Report compiled by France Telecom on the basis of the GRI G3 guidelines and giving rise to a rating of A+.

Neuilly-sur-Seine, 15 April 2011.

One of the Auditors,
Deloitte & Associés
Frédéric Moulin

(1) http://www.accountability21.net/aa1000series.
(2) http://www.globalreporting.org/GRIReports/ApplicationLevels/; the report may be considered as GRI Level A if the company (i) has provided, for all indicators required by the standard, sufficient information, (ii) has explained, for each category of indicator, the chosen management approach and (iii) has reported against each of the basic indicators of the Standard. It may be considered A+ if the existence of this information has been subjected to a third party audit.
(3) http://www.accountability21.net/aa1000series.

methodological note

background

All data prior to 2010 has been recalculated to take into account the exit from the Group of the Orange subsidiary in the United Kingdom.

social data

The social reporting in this document is based on an information system (HR-Info) that differs from that used for the annual report and the reference document (Magnitude) because only HR-Info distinguishes between gender and grade (senior management, management and non-management).

The rules of consolidation changed for the 2010 financial year and some subsidiaries were fully accounted for using Magnitude. With the exception of Orange UK, historically consolidated subsidiaries continue to report their data using HR-Info. Only new companies of which the France Telecom Group became a majority shareholder in 2010 must report their data in HR-Info.

male-female management split (permanent contract staff at end of period)

The rule for calculating the "management personnel" indicator is based on the active workforce on permanent contracts.

The "management personnel" indicator corresponds to senior management.

Entities outside France use a table of correspondence to determine which employees need to be classified as "management personnel".

Percentage of women in the "leaders" network

The "leaders" network is a management network comprising 1119 managers at the end of 2010. These managers occupy positions that carry a very high level of responsibility for issues important to the France Telecom Group.

number of work accidents

The number of work accidents published for each country corresponds to the information communicated to the competent local authorities. There are certain differences in definition. The main variations relate to the reporting of accidents with/without stoppages and whether or not travel accidents are included in work accidents. The indicator cannot therefore be consolidated at Group level. In France, the indicator published corresponds to the number of work accidents with stoppages across FTSA and Orange France SA, i.e. 94.6% of ACTIVE employees at the end of 2010 (94,253 FTSA employees and 2,778 in Orange France),

environmental data

Environmental reporting in this document is based on the Indicia information system. Five new countries were included in the scope of environmental reporting in 2010: Armenia, Kenya, Moldova, Mali and Niger.

energy

The energy consumption of premises and shops for which the France Telecom Group does not pay directly, is not reported.

The "fuel oil consumption (all buildings, all uses)" indicator groups together all consumption (excl. vehicles) of domestic fuel oil, diesel and petrol as well as consumption of heavy fuel oil and diesel by FT Marine vessels.

Country electricity consumption is generally based on billing data. Poland's electricity consumption is calculated using statistical sampling of bills received during the financial year: these sampling factors in a maximum uncertainty level of 4% on the final consolidated data.

transport

Distances covered by train and aeroplane mostly originate from Carlson Wagon Lits, which covers over 80% of the mileage travelled by Group employees. These distances are estimated using the great circle route method (the shortest distance between two points on the earth's surface). To these distances are added those fed back by local travel agencies in the countries in which CWL does not operate. Many countries, particularly those in the AMEA, do not use trains for business travel. For air travel, the "short-haul" CO_2 emission factor of the GHG Protocol (180 g CO_2/km passenger) has been used for all flights (short-, medium- and long-haul).

The CO_2 emission factor of train transport is taken from the Bilan Carbone® method when this is available for the corresponding country. In other countries, a standard factor of 100 g CO_2/km passenger is used.

CO_2 emissions

Electricity emission factors are taken from the GHG Protocol, with the results (2006) of its most recent update (2010), with the exception of the electricity emission factor in France, which information is provided by EDF for the year 2010. The electricity emission factor for Orange Business Services International entities throughout the world corresponds to the "world" factor of the 2005 GHG Protocol.

The fuel emission factors (gas, fuel oil, coal, petrol, diesel and LPG) derived from the GHG Protocol in 2007 have been retained.

For FT Marine fuel, the emission factor is calculated pro rata to the diesel consumption (62%) and heavy fuel consumption (38%) used for the four cable-layers.

electronic waste (e-Waste) collected from customers

The "WEEE customer waste collected" indicator groups together mobile, fixed and multimedia handsets brought into sales outlets, received by mail or collected by service providers for the account of Orange. This indicator also includes mobile phones of Group employees and batteries and chargers collected.

Subsidiaries for which there is no suitable collection and processing channel, do not report quantities in the "WEEE customer waste collected" indicator.

In France, WEEE from "business" customers (OBS France) is included in the "WEEE customer waste collected" indicator.

waste recovered

In France, reporting only covers waste dealt with by service providers who have signed a framework contract with the France Telecom Group. It also includes cables and other hazardous waste (including sludges and oily water) from FT Marine.

The published "cables" indicator groups together copper, lead and optical fiber cables. In Spain, the network is operated by a service provider who is contractually responsible for waste management. Some waste is therefore not reported in the "waste recovered" indicator.

For rented premises, household waste (including in the general industrial waste indicator) is not reported, as the waste is managed by the landlord.

Subsidiaries for which there is no suitable collection and processing channel do not report quantities in the "internal WEEE waste recovered" indicators.

By "waste recovered", we mean any product that has by our standards become obsolete but which finds a "second life" in the second-hand market through monitored and approved channels, or through service providers authorized to recycle and recover the raw materials used in it.

environment management system

The "Proportion of ISO 14001-certified sites or activities" indicator is calculated according to the amount of electricity consumed by the area certified under ISO 14001 vs. total electricity consumption.

CET (Customer Experience Tracker)

The published indicator corresponds to the average score given by the Orange customers consulted for the following question: "… Would you recommend Orange mobile/broadband to your friends and family?"

Those questioned give a score on a scale of 1 to 10. The scores are averaged out and multiplied by 10 to give a score out of 100.

local purchasing

For each country, the percentage of local purchases corresponds to the relationship between CAPEX and OPEX spent with local suppliers and the total amount of CAPEX and OPEX. "CAPEX and OPEX spent with local suppliers" refers to the sum (total or partial) of amounts of a certain number of CAPEX and OPEX categories considered to be local purchases. These percentages are common to all countries. The percentages used are as follows:

CAPEX:
- civil engineering works;
- set-up fees, access to the local loop;
- land, buildings & improvements: network;
- land, buildings & improvements: shops;
- other land, buildings & improvements: non-network.

OPEX:
- network: Subcontracting on site maintenance intervention;
- network: energy;
- property: shop rentals;
- property: rentals and other;
- property: fees for rights of way;
- property: operating and maintenance;

- vehicles: operating and maintenance;
- advertising: media purchasing;
- marketing / Communications, direct marketing;
- distribution – points of sale and marketing;
- sponsorship;
- patronage;
- press relations;
- travel and living;
- temporary staff;
- postage and couriers.

Orange Business Services International

The OBS International report for the environment is based on 122 sites in 11 countries in which OBS operates. These countries represent 80.6% of the workforce and 63.9% of the area of buildings occupied (m^2). The countries are Australia, Brazil, Switzerland, Egypt, Germany, India, Mauritius, Russia, Singapore, the USA and the United Kingdom.

For social data, reporting covers OBS International in its entirety.

verified 2010 assertions ☑
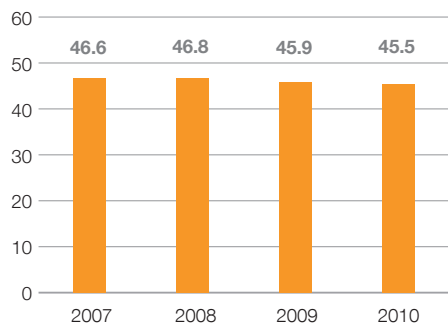
subject	achievement	See report on page
CSR policy Stakeholder dialogue	Implementation of a dialogue with stakeholders using either a policy specific to the country or a Group methodology.	11-12
CSR priorities	Launch of an initiative to separate out value elements derived from the Group's eight CSR priorities in the form of KPIs.	7
Social dialogue	Establishment of a Worldwide Works Council (a new Group-wide social body).	26
HR Governance	Introduction of a social performance indicator impacting the variable share of top management in France, with the intent to extend it throughout the entire Group.	26
Social dialogue	Implementation throughout the Group of employee dialogue using methods and resources suited to the local context (employee representation bodies, commitment surveys, forums etc.).	26
Diversity	Introduction of a gender mix indicator: percentage of women in the networks of "leaders".	26
Foundation	Launch of skills patronage in France.	26
Radio waves	Definition of a Group policy for support/maintenance by staff on sites emitting electromagnetic waves.	49
Environment / Energy consumption	Deployment of the Energy Action Plan (EAP) for network equipment and information systems at the end of 2010 in 21 countries, which account for over 95% of the energy consumed by technology within the Group.	98
Environment / Energy consumption	922 solar radio sites (BTS) had been installed by the end of 2010. At the end of 2010, annual energy production was estimated at 6.7 GWh, which corresponds to 30,151 tons CO_2 equivalent not emitted and 11.3 million litres of fuel saved.	99
Environment / Energy consumption	Installation of ventilation at our technical sites to replace or supplement air conditioning, with 7,844 sites by the end of 2010: 2,435 in France, 3,499 in Spain, 1,095 in Poland, 642 in Senegal, 134 in Romania, 70 in Slovakia and 9 in Switzerland.	98
Environmental labelling	Deployment of environmental labelling in shops and or online in France, Romania and Spain. The method for calculating the labelling classification has changed and these changes have been applied in France. Some suppliers have been audited on the information they have communicated to France Telecom for the calculation of the environmental labelling classification.	101
Eco-design	Use of eco-design when developing products designed in conjunction with partners and establishment of the requisite training programme.	100
Environment / Energy consumption	Signing in Brussels in the presence of the European Commission of two Codes of Conduct relating to a voluntary commitment to reduce energy consumption by data centers and broadband technology.	100
Recycling of mobiles	Launch of mobile collection programme within the Group. Introduction of programmes to collect and measure the rate of collection of mobiles in France, Spain, Slovakia and Romania.	100
Combating the digital divide	Improvement of international connectivity with the laying of the EASSY and IMeWE submarine cables (maximum capacity of 1.36 Tbps and 15.36 Tbps) and the signing of agreements for the ACE and LION2 cables.	77
Socio-economic development	Deployment of Orange Money among over one million customers in six countries in the AMEA zone: Republic of Côte d'Ivoire, Senegal, Mali, Kenya, Niger and Madagascar.	78
Socio-economic development	France Telecom and Sonatel are partners in an incubator for young companies in the ICT sector in Senegal.	78
Socio-economic development	Deployment of email by SMS in three countries in the AMEA zone (Republic of Côte d'Ivoire, Madagascar and Niger).	78
Responsible purchasing	Performance of social audits according to the SA 8000 standard on Asian suppliers, in partnership with Deutsche Telekom and Telecom Italia (19 audits carried out in 2010).	49

economic data

(without United Kingdom Orange)
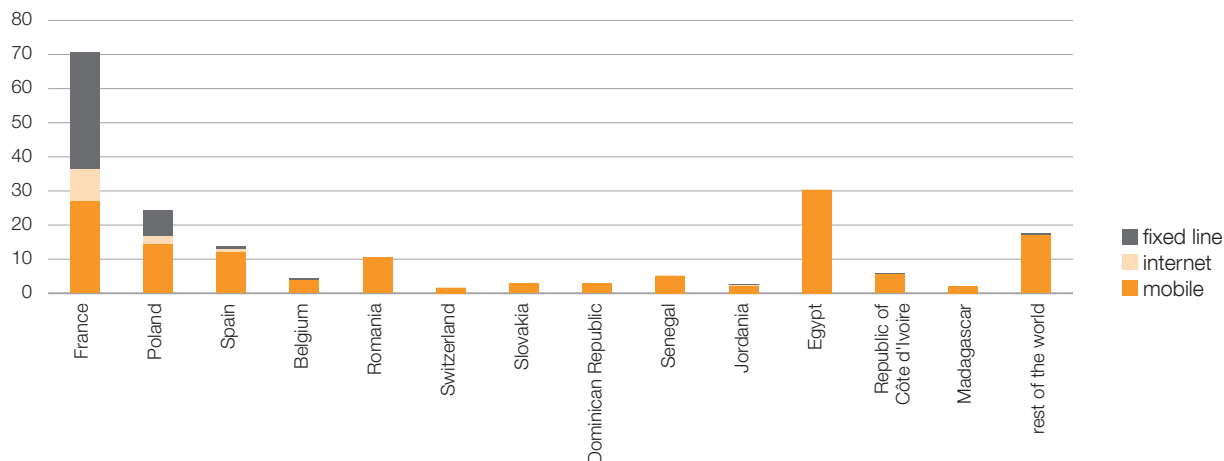
evolution of turnover
in billion of euros

Year	Value
2007	46.6
2008	46.8
2009	45.9
2010	45.5
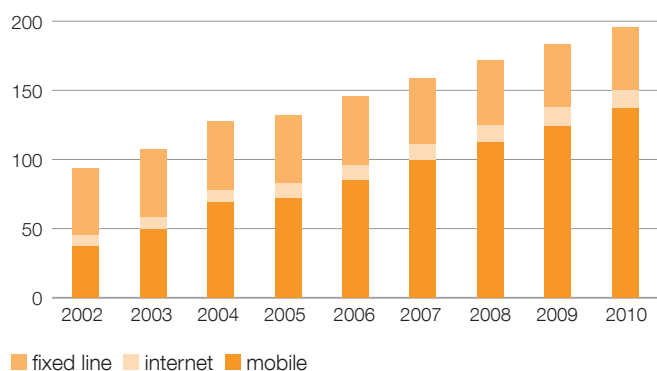
breakdown of number of customers
in million

Legend: fixed line, internet, mobile

Countries: France, Poland, Spain, Belgium, Romania, Switzerland, Slovakia, Dominican Republic, Senegal, Jordania, Egypt, Republic of Côte d'Ivoire, Madagascar, rest of the world
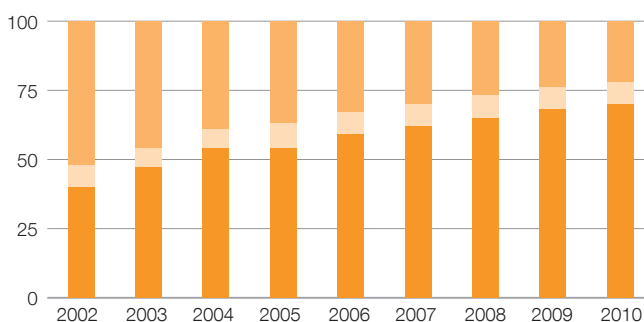
evolution of number of customers
in million

fixed line, internet, mobile

2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010
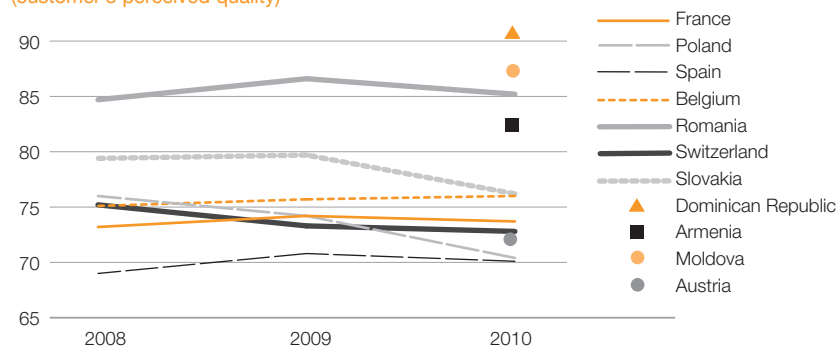
evolution of the percentage of customers

2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010
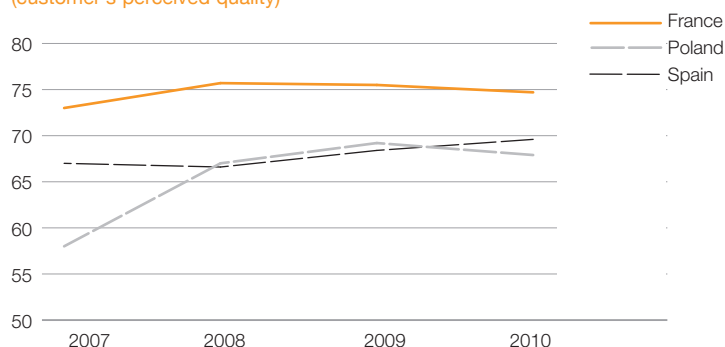
mobile services customer satisfaction rate
(customer's perceived quality)

France
Poland
Spain
Belgium
Romania
Switzerland
Slovakia
▲ Dominican Republic
■ Armenia
● Moldova
● Austria
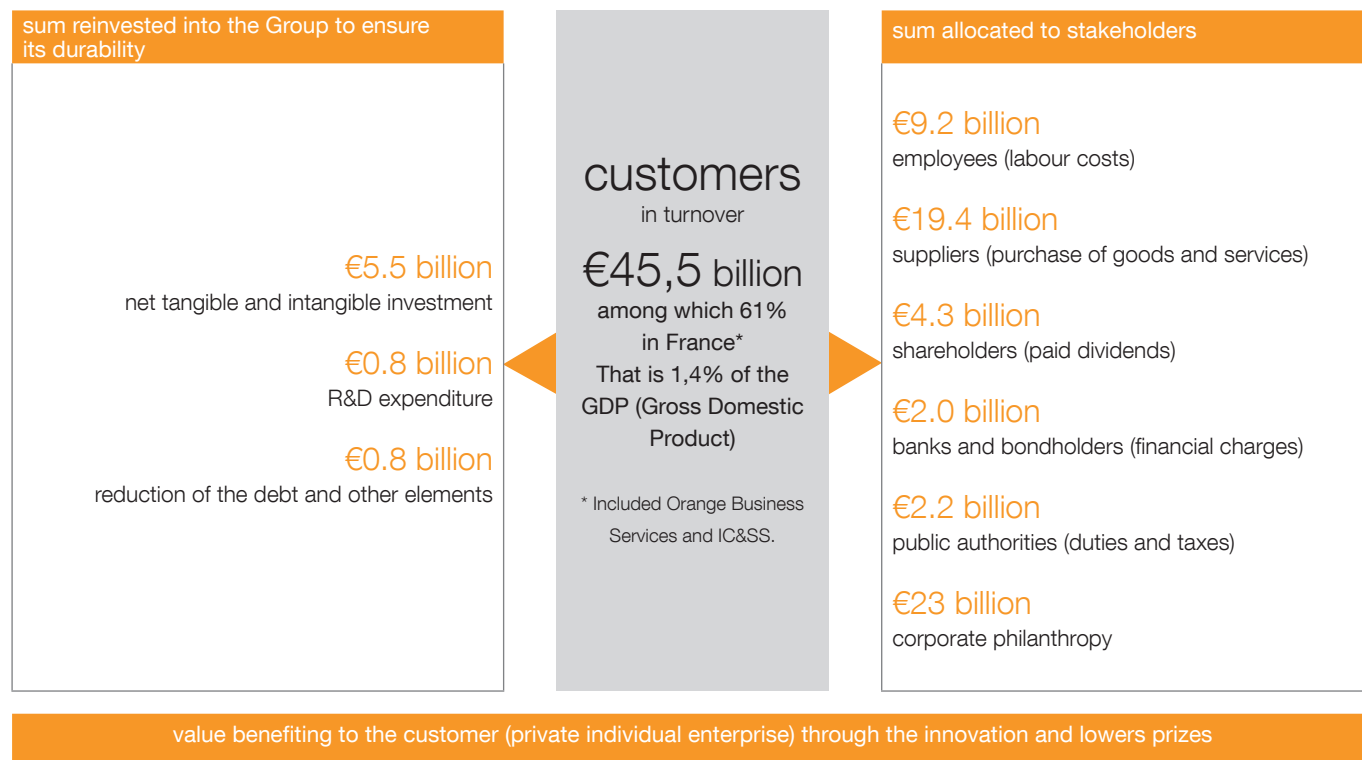
broadband Internet customer satisfaction rate
(customer's perceived quality)

France
Poland
Spain

rewards distributed to all stakeholders

sum reinvested into the Group to ensure its durability		sum allocated to stakeholders
	customers in turnover	**€9.2 billion** employees (labour costs)
	€45,5 billion	**€19.4 billion** suppliers (purchase of goods and services)
€5.5 billion net tangible and intangible investment	among which 61% in France* That is 1,4% of the GDP (Gross Domestic Product)	**€4.3 billion** shareholders (paid dividends)
€0.8 billion R&D expenditure		**€2.0 billion** banks and bondholders (financial charges)
€0.8 billion reduction of the debt and other elements	* Included Orange Business Services and IC&SS.	**€2.2 billion** public authorities (duties and taxes)
		€23 billion corporate philanthropy

value benefiting to the customer (private individual enterprise) through the innovation and lowers prizes

social data

indicators	GRI	scope (in % of the overall Group's headcount)	main countries			EME Central and Eastern Europe		
			France[1]	Poland	Spain	Belgium	Romania	Switzerland
in the Group (end of the year)								
Number of male employees	LA13	100%	65,239	14,288	1,865	1,081	1,401	790
Number of female employees	LA13	100%	37,313	10,792	1,316	554	1,307	429
Total number of employees	LA1	100%	102,552	25,080	3,181	1,635	2,708	1,219
Percentage of women among the employees	LA13	100%	36.4%	43.0%	41.4%	33.9%	48.3%	35.2%
Total number of employees under permanent contracts	LA1	100%	100,726	24,136	3,172	1,628	2,562	1,143
Total number of employees on temporary contracts	LA1	100%	1,826	944	9	7	146	76
Total number of employees (full time)	LA1	100%	98,196	24,913	3,098	1,585	2,653	1,161
Total number of employees 2009	LA1	100%	100,827	27,231	3,203	1,426	2,782	1,256
Number of men (CDI) in management positions	LA13	100%	18,699	2,782	299	441	416	381
Number of women (CDI) in management positions	LA13	100%	7,736	950	106	149	278	98
Number of employees (CDI) in management positions	LA13	100%	26,435	3,732	405	590	694	479
Percentage of women (CDI) in management positions	LA13	100%	29.3%	25.5%	26.2%	25.3%	40.1%	20.5%
Percentage of women in the "leaders" network	LA13	100%	Global figure (concerning 1,119 leaders),					
Average age of the workforce	LA1	100%	46.5	39.4	37.4	37.1	30.7	33.8
Total number of permanent employees in 2009	LA1	100%	99,017	26,278	3,202	1,418	2,711	1,201
number of redundancies	LA2	100%	82	2,199	102	70	0	72
% of redundancies per country (compared to 2009 permanent employees)	LA2	100%	0.1%	8.4%	3.2%	4.9%	0%	6.0%
Number of external recruitments	LA2	100%	3,966	1,429	152	213	224	145
% of redundancies per country (compared to 2009 permanent employees)	LA2	100%	4.0%	5.4%	4.7%	15.0%	8.3%	12.1%
number of voluntary departures	LA2	100%	615	761	30	54	206	123
% of voluntary departures (compared to 2009 permanent employees)	LA2	100%	0.6%	2.9%	0.9%	3.8%	7.6%	10.2%
Total number of employee departures (male)	LA2	100%	1,242	1,637	97	81	107	116
Total number of employee departures (female)	LA2	100%	506	1,401	39	43	99	83
Total number of employee departures < 30 years	LA2	100%	500	563	16	37	136	79
Total number of employee departures 30-50 years	LA2	100%	367	1,666	119	83	68	113
Total number of employee departures >50 years	LA2	100%	881	809	1	4	2	7
Number of employees covered by collective bargaining agreements	LA4	85%	102,186	19,670	2,756	0	0	0
Percentage of employees covered by collective bargaining agreements (compared to 2009 permanent employees)	LA4	85%	99.6%	78.4%	86.6%	0.0%	0.0%	0.0%
Total number of trained workers	LA10	92%	85,608	25,056	3,026	1,369	1,481	1,141
Total number of hours devoted to training	LA10	92%	3,289,023	539,130	174,741	40,849	69,839	20,955
average number of hours of training per year and per employee	LA10	92%	32	21	55	25	26	17
% of employees benefiting from a career review (for France, FTSA only)	LA12	100%	86.2%	99.4%	98.8%		78.6%	
Number of related work accidents[3] [4] [5]	LA7	88%	☑ 793	☑ 94	☑ 12	7	☑ 1	☑ 8

(1) OBS International takes into account: Equant (which number of employees through 160 countries, including France, represents 92,9% of the overall number),
10 Etrali subsidiaries (1,8%), 7 Globecast subsidiaries (3,2%), 7 Silicomp subsidiaries (1,6%) and 3 other entities (0,5%)
(2) The given figure for France concerns only the FTSA employees

– : not avaible   na: not applicable   nc: not collected
☑☑ item reviewed by Deloitte: reasonable level of assurance   ☑ item reviewed by Deloitte: moderate level of assurance

EME Central and Eastern Europe		AMEA Africa, Middle-East						Orange Business Services International (2)	Other countries	total Group	total Group
Slovakia	Dominican Republic	Senegal	Republic of Côte d'Ivoire	Kenya	Madagascar	Egypt	Jordania			2010	2009
909	630	1,259	1,006	1,629	299	2,441	1,891	9,006	5,014	**108,748**	**108,212**
422	626	595	579	446	357	1,062	603	2,937	2,530	**61,868**	**62,195**
1,331	1,256	1,854	1,585	2,075	656	3,503	2,494	11,943	7,544	☑☑ **170,616**	**170,407**
31.7%	49.8%	32.1%	36.5%	21.5%	54.4%	30.3%	24.2%	24.6%	33.5%	☑☑ **36.3%**	**36.5%**
1,252	1,256	1,854	1,539	2,074	635	3,503	2,201	11,888	6,822	**166,391**	**166,439**
79	–	–	46	1	21	–	293	55	722	**4,225**	**3,968**
1,330	1,253	1,854	1,585	2,075	656	3,503	2,494	11,938	7,530	**165,824**	**167,057**
1,345	1,093	1,841	1,651	2,321	523	3,428	2.583	11,922	6,975	**170,407**	**171,811**
453	33	317	126	143	9	304	151	5,586	1,162	**31,302**	**29,484**
79	18	132	47	59	5	92	35	1,572	494	**11,850**	**11,084**
532	51	449	173	202	14	396	186	7,158	1,656	**43,152**	**40,568**
14.8%	35.3%	29.4%	27.2%	29.2%	35.7%	23.2%	18.8%	22.0%	29.8%	☑ **27.5%**	**27.3%**
difficult to split between the different countries, because of transverse-corporate activities										☑ **23.15%**	**na**
33.3	29.8	41.1	39.2	40.8	31.4	31.0	34.6	37.6	35.6	**42.8**	**42.4**
1,277	1,093	1,841	1,560	2,313	521	3,428	2,262	11,860	6,457	**166,439**	**166,882**
28	112	1	1	121	10	48	6	318	149	**3,319**	**3,770**
2.2%	10.2%	0.1%	0.1%	5.2%	1.9%	1.4%	0.3%	2.7%	2.3%	**2.0%**	**2,3%**
90	323	69	64	110	199	321	197	1.614	992	☑ **10,108**	**7,168**
7.0%	29.6%	3.7%	4.1%	4.8%	38.2%	9.4%	8.7%	13.6%	15.4%	**6.1%**	**4.3%**
53	47	7	15	82	71	195	221	1.199	391	**4,070**	**3,845**
4.2%	4.3%	0.4%	1.0%	3.5%	13.6%	5.7%	9.8%	10.1%	6.1%	**2.4%**	**2.3%**
54	84	36	43	165	38	150	177	1,248	498	**5,773**	**6,150**
29	76	17	12	82	45	95	71	343	215	**3,156**	**3,529**
52	90	7	3	72	49	165	97	711	263	**2,840**	**2,738**
30	69	30	20	165	34	75	133	774	388	**4,134**	**4,630**
1	1	16	32	10	0	5	18	106	62	**1,955**	**2,311**
0	0	1,854	1,009	0	656	0	0	1,579	2,409	**132,119**	**131,372**
0.0%	0.0%	100.0%	63.7%	0.0%	100.0%	0.0%	0.0%	13.2%	31.9%	**77.4%**	**77.1%**
1,361	1,115	614	804	0	608	4,692	2,320	7,932	3,855	**140,982**	**137,337**
54,105	67,188	35,556	45,889	0	18,162	110,259	55,882	162,710	112,902	**4,797,189**	**4,818,308**
41	53	19	29	0	28	31	22	14	15	**28**	**35**
	86.4%							75.0%		**na**	**na**
☑ 1	6	☑ 12				☑ 1		☑ 23(5)		**na**	**nc**

(3) Number of work accidents: the definition depends of the legislation of each country. These different legislations definitions have been used for this reporting. The given numbers are as declared to local authorities (as per requirements under applicable local regulations). Because of it, the global number (Group level) of accident is meaningless.

(4) For France, collected reporting on only FTSA (777 accidents) and Orange France (16 accidents)

(5) The number of accident have been reported on 9 countries: USA, Brazil, India, Singapore, Australia, Germany, Belgium, Egypt, Mauritius; missing reporting countries: Russia and United Kingdom
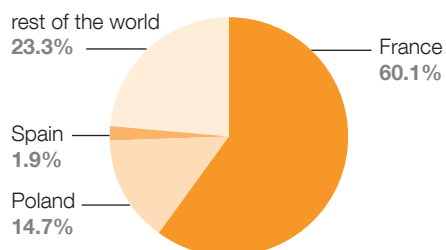
social data

Zoom in France, FTSA only (information concerning over 100% of FTSA employees)	GRI Correspondence	Scope (in % of the staff of the Group)	Value
Number of fatal accidents	LA7	55%	2
Total number of days lost due to illness	LA7	55%	1,582,386
Frequency rate of work related accidents (TFRAC)	LA7	55%	5.22
Severity rate of work related accidents (TGRAC)	LA7	55%	0.35
Total number of male trained workers	LA10	55%	50,404
Total number of female trained workers	LA10	55%	29,904
Total number of hours devoted to training male employees	LA10	55%	1,985,831.14
Total number of hours devoted to training female employees	LA10	55%	1,169,019.09
Total number of trained staff / technicians (level A B or C)	LA10	55%	35,112
Total number of hours devoted to training staff / technicians (level A B or C)	LA10	55%	1,263,054,96
Total number of trained supervising staff / foremen (level D)	LA10	55%	18,035
Total number of hours devoted to training supervising staff / foremen (level D)	LA10	55%	703,782,87
Total number of trained managers (level DBis)	LA10	55%	12,303
Total number of hours devoted to training managers (level DBis)	LA10	55%	483,412,58
Total number of trained senior managers (level E F or G)	LA10	55%	16,704
Total number of hours devoted to training senior managers (level E F or G)	LA10	55%	693,226.15
Total number of trained workers < 30 years	LA11	55%	9,496
Total number of hours devoted to training < 30 years	LA11	55%	435,826,98
Total number of trained workers 30-50 years	LA11	55%	35,727
Total number of hours devoted to training 30-50 years	LA11	55%	1,475,529.39
Total number of trained workers > 50 years	LA11	55%	41,142
Total number of hours devoted to training > 50 years	LA11	55%	1,243,493.86
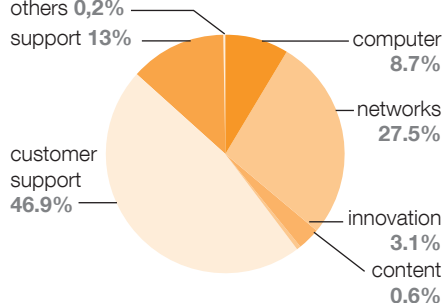
Slight differences exist between the values published above and those in the annual report or reference document. These differences are explained mainly by the continued social monitoring of companies that are no longer consolidated in the financial documents (in Mauritius and Equatorial Guinea, along with Globecast Australia) and the unavailability of detailed information on some indicators for a small number of entities, mostly newly acquired.

breakdown of Group workforce

by geography

rest of the world **23.3%**

France **60.1%**

Spain **1.9%**

Poland **14.7%**

by business

others **0,2%**

support **13%**

computer **8.7%**

networks **27.5%**

customer support **46.9%**

innovation **3.1%**

content **0.6%**

2010 breakdown of women – men by age (by step of 5 years),
or the 166,391 Group open-ended employees contracts

- women
- men

recruitments and departures

- France
- Poland
- Spain
- rest of the world

environmental data

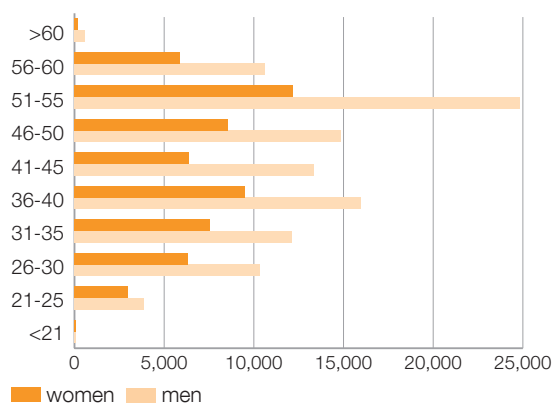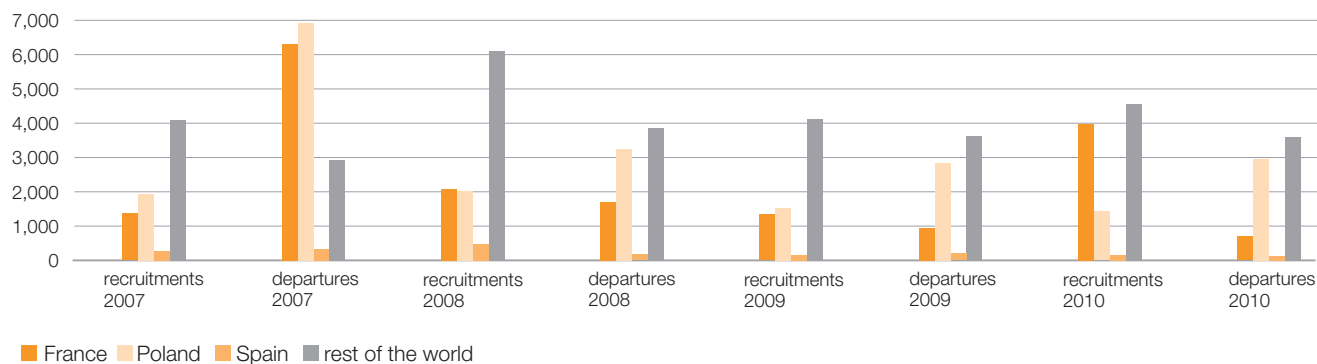| indicators	units	GRI	reporting scope, as a percentage of the overall Group's turnover	main countries			EME		
				France[1]	Poland	Spain	Belgium	Romania	Switzerland
facilities presenting a risk									
fuel tanks	units		98.2%	2,020	1,712	299	0	263	0
energy consumption									
fuel (all buildings, all use)	m^3	EN3	98.7%	17,521	3,448	2,779	414	104	182
gas	m^3	EN3	99.4%	19,291,688	3,443,462	0	229,206	0	69,376
coal	tons	EN3	100.0%	na	119	na	na	na	na
electricity	GWh	EN4	99.2%	2,102	619	283	83	85	67
of which green energy	GWh	EN6	100.0%	0	0	0	0	0	0
total energy excluding transport	GWh	EN3	99.0%	2,508	697	315	90	86	69
total emitted CO_2 excluding transport	tons	EN16	99.0%	177,737	423,807	106,067	23,182	36,630	2,352
petrol + GPL for company's vehicles	liters	EN3	98.2%	89,769	2,072,486	98,005	0	515,221	28,933
diesel gazoline for company's vehicles	liters	EN3	98.2%	30,794,176	4,874,801	575,991	1,818,498	821,948	159,420
flight distances for business trips	km	EN29	100.0%	166,879,363	7,084,223	8,209,347	1,179,835	2,455,726	1,052,668
train distances for business trips	km	EN29	100.0%	93,391,868	6,822,111	1,809,781	278,886	9,194	1,241,328
total emitted CO_2 due to transport	tons	EN16	99.0%	115,823	20,296	3,388	5,227	3,930	701
total emitted CO_2	tons	EN16	99.0%	293,560	444,103	109,455	28,408	40,560	3,053
KPI: lone electricity consumption / customer	kWh/ customer		99.0%	29.70	25.33	20.59	18.94	8.10	42.09
KPI: CO_2 due to electricity consumption / customer	kWh/ customer		99.0%	1.29	16.67	7.19	4.92	3.47	1.09
KPI: total energy consumption / 1,000 customers	toe/1,000 customers		99.0%	9.4	7.21	4.82	5.16	1.94	9.94
KPI: CO_2 emitted (all energies) / customer	kg/ customer		99.0%	4.1	18.16	7.98	6.47	3.87	1.93
consumed water	m^3	EN8	97.1%	1,393,936	823,138	28,701	7,338	31,878	7,810
paper and cardboard, internal (offices) and external (marketing, invoicing, directories, packaging…)	tons	EN1	97.1%	14,924	2,497	4,880	826	696	17
treated internal waste									
common industrial waste (general waste)	tons	EN22	98.2%	6,635.6	289.10	0.00	85.70	0.00	112.96
internal (network & tertiary) WEEE	tons	EN22	98.2%	1,546	255.01	25.32	0.00	97.46	20.30
metal poles	tons	EN22	98.2%	922.9	0.0	na	na	0.0	na
wooden poles	tons	EN22	98.2%	11,697.0	43.3	na	na	na	na
cables	tons	EN22	98.2%	7,634.8	374.3	na	na	0.0	na
batteries	tons	EN22	98.2%	1,962.8	83.60	3.07	0.00	56.62	38.28
fluorescent tubes	tons	EN22	98.2%	4.7	0.00	0.70	0.00	0.00	0.08
paper – cardboard	tons	EN22	98.2%	2,227.3	122.42	246.79	23.27	23.39	104.08
printer cartridges	tons	EN22	98.2%	33.8	0.28	5.93	0.00	2.07	0.50
other hazardous waste (PCB included)	tons	EN22	98.2%	463	2.58	0.00	0.00	0.00	0.00
other non-hazardous waste	tons	EN22	98.2%	0.0	505.57	0.00	0.00	0.00	57.50
total recovered internal waste	tons	EN22	98.2%	33,128,3	1,676.14	281.81	108.97	179.54	333.70
KPI: tons of waste treated / M€ of turnover	tons/M€ of turnover		98.2%	1.2	0.43	0.07	0.07	0.19	0.37
WEEE collected from customers	tons	EN22	98.2%	1,516	0.30	40.10	0.00	3.61	1.94
KPI: WEEE collected from customers	kg/1,000 customers		98.2%	21.42	0.01	2.92	–	0.34	1.23
KPI EMS: ISO 14001 certified scope	%		100.0%	0.1%	27.3%	91.5%	0.0%	0.0%	0.0%

– : not available   na: not applicable
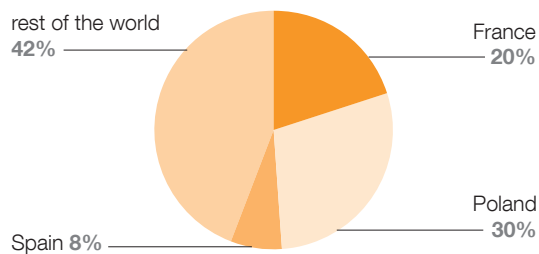
EME		AMEA						Orange Business Services international (2)	miscellaneous (other countries – additional information) (3)
Slovakia	Dominican Republic	Senegal	Jordania	Egypt	Republic of Côte d'Ivoire	Kenya	Madagascar		
17	866	0	242	198	280	nc	nc	97	0
36	5,064	2,960	487	17,726	8,910	3,720	nc	44	7,693
398,499	0	0	0	0	0	0	0	396,560	7,653
na	na	na	na	na	na	na	na	na	na
68	20	56	50	324	38	31	10	94	109
0	0.32	2.29	0.03	0.64	0.99	0.64	0.61	0	2.85
72	79	90	55	529	142	74	10	99	198
15,959	25,918	46,586	31,154	199,160	40,223	19,725	4,650	48,259	63,608
344,473	766,628	38,929	266,800	492,700	626,524	116,567	13,735	634,682	762,027
295,042	80,174	856,368	1,010,290	0	1,178,584	243,654	152,094	1,344,717	885,915
1,113,319	4,574,539	3,027,448	1,686,195	3,126,967	731,477	4,000,000	nc	69,495,862	10,155,982
2,670	0	0	0	0	0	0	0	1,581,773	128,937
1,832	2,868	2,993	3,717	1,735	4,864	1,667	451	17,874	6,089
17,791	28,786	49,578	34,871	200,896	45,087	21,393	5,101	66,132	69,698
23.20	6.98	10.18	17.65	10.64	6.56	21.73	4.70	na	6.73
5.17	4.28	7.09	10.62	4.98	2.79	6.77	2.16	na	2.65
6.51	3.53	2.95	4.56	2.93	3.23	7.54	1.13	na	2.06
6.10	9.98	9.09	12.41	6.60	7.69	14.84	2.37	na	4.30
19,768	nc	92,365	47,261	1,215,760	62,981	nc	12,070	47,346	44,723
626	24	80	61	nc	439	nc	6	45	155
127.30	0.00	0.00	0.00	52.63	0.00	0.00	0.00	96	7.10
66.16	65.14	9.78	0.00	35.86	0.00	0.00	0.00	4	0.00
na	na	0.0	0.0	27.00	0.0	0.0	na	na	0.1
na	na	0.0	0.0	na	0.0	0.0	na	na	0.0
na	na	54.5	0.0	150.00	0.0	0.0	na	na	0.0
0.70	56.62	6.50	9.01	401.10	0.00	0.00	0.00	22	24.30
0.02	0.00	0.00	0.00	3.70	0.00	0.00	0.00	1	0.00
141.15	0.00	0.00	0.00	37.28	0.00	0.00	0.00	31	0.00
1.17	0.00	0.00	0.00	0.03	0.00	0.00	0.00	1	3.12
11.18	0.00	0.00	0.00	44.60	0.00	0.00	0.00	0	11.00
39.38	0.36	0.00	0.00	39.59	0.00	0.00	0.00	2	0.00
387.05	122.12	70.81	9.01	791.79	0.00	0.00	0.00	156	45.62
0.52	0.28	0.12	0.02	1.10	0.00	0.00	0.00	0	0.05
0.89	0.00	6.10	0.00	0.00	0.00	0.00	0.00	38	0.00
0.31	–	1.12	–	–	–	–	0.00	na	0.00
100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%

environmental data

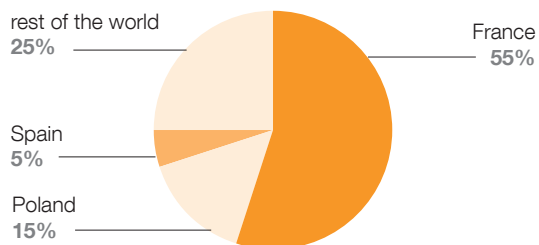| indicators	Group 2010: validated values	Estimated non reported information	Group 2010: Total	total Group (updated without United Kingdom, for years 2006 to 2009)			
				2009	Recall 2008	Recall 2007	Recall 2006
facilities presenting a risk							
fuel tanks	5,992	nc	5,992	5,996	6,445	5,601	3,916
energy consumption			0				
fuel (all buildings, all use)	71,087	7,232	78,319	80,750	49,480	44,872	51,117
gas	23,836,444	79,312	23,915,756	23,867,165	24,729,068	25,285,598	27,988,080
coal	119	na	119	197	271	284	213
electricity	4,039	63	4,103	3,916	3,700	3,123	3,346
of which green energy	8.37	0	8.37	9.74	9.77	12	77
total energy excluding transport	☑☑ 5,114	148	5,263	5,118	4,509	3,864	4,172
total emitted CO_2 excluding transport	☑☑ 1,265,018	51,268	1,316,286	1,244,768	1,115,515	949,844	1,126,748
petrol + GPL for company's vehicles	☑ 6,867,479	806,456	7,673,935	9,518,387	10,442,078	13,513,958	12,953,725
diesel gazoline for company's vehicles	☑ 45,091,672	1,745,776	46,837,448	44,358,123	46,326,910	42,299,296	41,795,231
flight distances for business trips	☑ 284,772,951	10,000,000	294,772,951	215,613,397	254,818,910	242,680,598	184,211,947
train distances for business trips	☑ 105,266,548	0	105,266,548	86,939,923	96,283,916	62,030,773	59,901,669
total emitted CO_2 due to transport	☑ 193,454	8,520	201,975	184,701	202,757	193,212	182,519
total emitted CO_2	☑ 1,458,472	59,788	1,518,261	1,429,469	1,318,272	1,143,056	1,309,267
KPI: lone electricity consumption / customer	20.17	na	20.40	21.23	21.21	20.57	21.97
KPI: CO_2 due to electricity consumption / customer	5.00	na	5.12	5.03	5.06	5.21	4.49
KPI: total energy consumption / 1,000 customers	6.16	na	6.28	6.55	6.57	6.50	6.83
KPI: CO_2 emitted (all energies) / customer	7.06	na	7.37	7.49	7.27	7.54	8.13
consumed water	3,835,075	0	3,835,075	3,267,350	3,180,810	2,858,518	3,921,562
paper and cardboard, internal (offices) and external (marketing, invoicing, directories, packaging…)	25,278	nc	25,278	23,615	32,238	25,890	34,733
treated internal waste							
common industrial waste (general waste)	7,406.29	0	7,406.29	11,243	8,091	9,146	4,811
internal (network & tertiary) WEEE	2,124.90	0	2,124.90	2,517	2,433	1,787	1,990
metal poles	950	0	950	722	547	1,625	415
wooden poles	11,740	0	11,740	9,360	11,868	10,861	11,830
cables	8,214	0	8,214	5,698	5,698	7,106	4,663
batteries	2,664.07	0	2,664.07	1,546	1,863	2,455	2,188
fluorescent tubes	10.40	0	10.40	12	4	17	0
paper – cardboard	2,957.07	0	2,957.07	3,057	2,520	2,216	746
printer cartridges	47.95	0	47.95	55	54	57	262
other hazardous waste (PCB included)	532.76	0	532.76	593	173	235	8
other non-hazardous waste	☑ 643.95	0	643.95	904	793	937	2,376
total recovered internal waste	37,291.31	0	37,291.31	35,707	34,045	36,441	29,289
KPI: tons of waste treated / M€ of turnover	☑ 0.82	na	0.82	0.78	0.71	0.78	0.58
WEEE collected from customers	1,607.37	0	1,607.37	1,357	1,586	1,913	1,632
KPI: WEEE collected from customers	☑ 8.219	na	8.219	8	10	13	12
KPI EMS: ISO 14001 certified scope	16.8%	0.0%	16.8%	14.0%	13.9%	12.9%	na

☑☑ item reviewed by Deloitte: reasonable level of assurance   ☑ item reviewed by Deloitte: moderate level of assurance
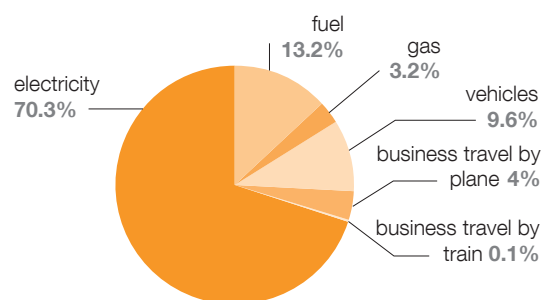
distribution by country
CO$_2$ emission – 1.5 million tons of CO$_2$

rest of the world **42%**
France **20%**
Poland **30%**
Spain **8%**
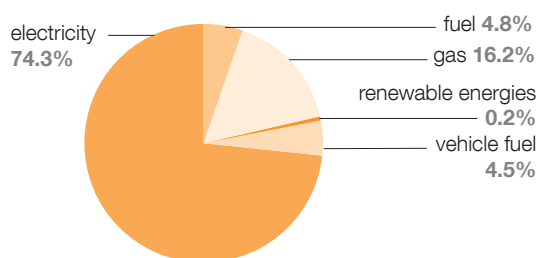
energy consumption –
1.2 million of toe
(tons oil equivalent)

rest of the world **25%**
France **55%**
Spain **5%**
Poland **15%**
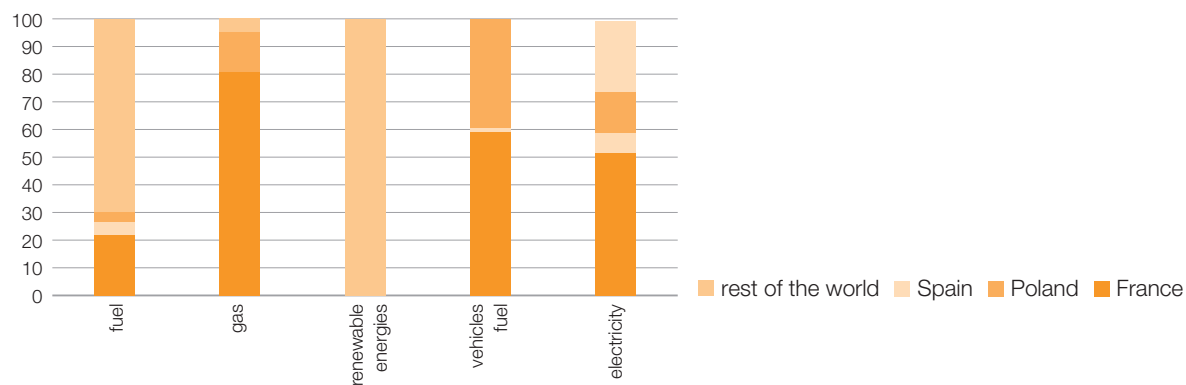
distribution by type
CO$_2$ emission – 1.46 million tons of CO$_2$

fuel **13.2%**
gas **3.2%**
electricity **70.3%**
vehicles **9.6%**
business travel by plane **4%**
business travel by train **0.1%**

energy consumption
by type of energy

electricity **74.3%**
fuel **4.8%**
gas **16.2%**
renewable energies **0.2%**
vehicle fuel **4.5%**
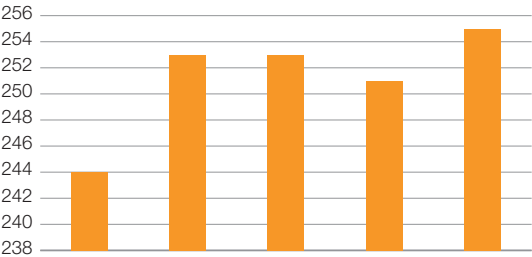
energy consumption by country, by energy type

rest of the world   Spain   Poland   France

fuel · gas · renewable energies · vehicles fuel · electricity
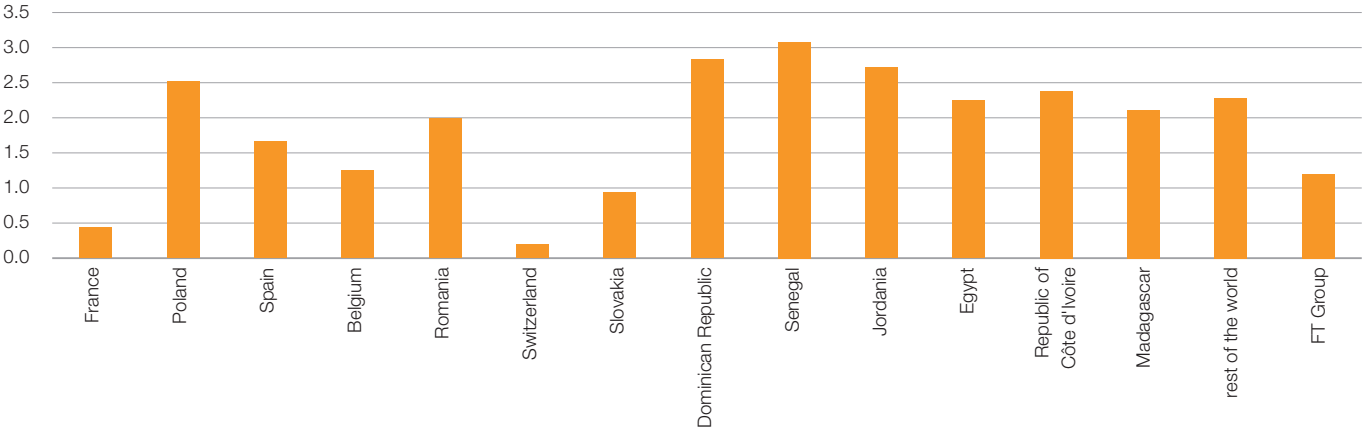
environmental data
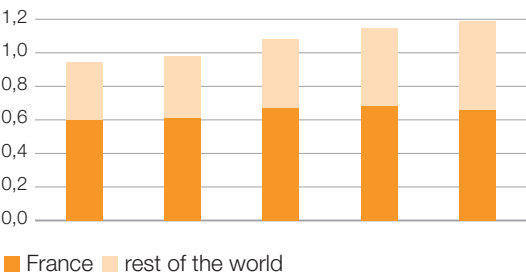
time variation of mean t CO_2/GWh ratio for electricity
(green energy and United Kingdom not included)
(based on the emitted quantity of CO_2 and the consummed electricity of the Group)
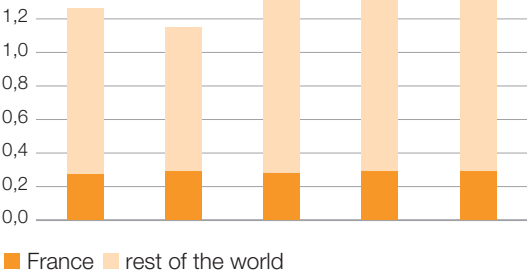
tons of CO_2 by toe and by country in 2010

energy consumption of the Group
in million toe

■ France ■ rest of the world
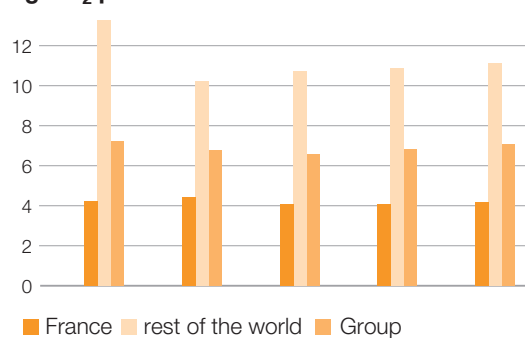
CO_2 emissions of the Group
in million of tons

■ France ■ rest of the world
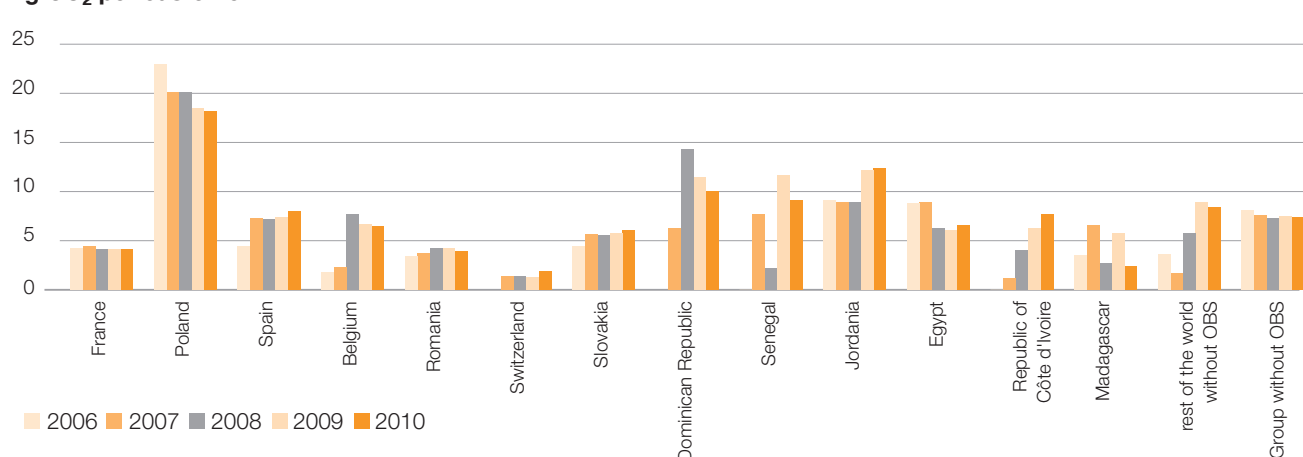
Group CO$_2$ emission

kg CO$_2$ per customer

France | rest of the world | Group

kg CO$_2$ per customer

2006 | 2007 | 2008 | 2009 | 2010
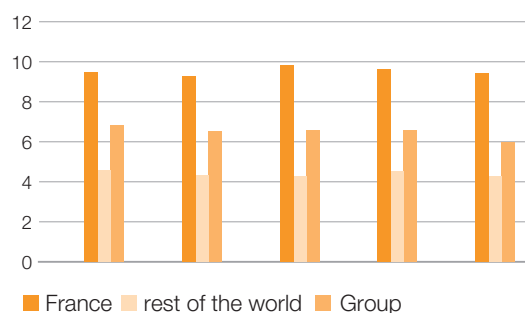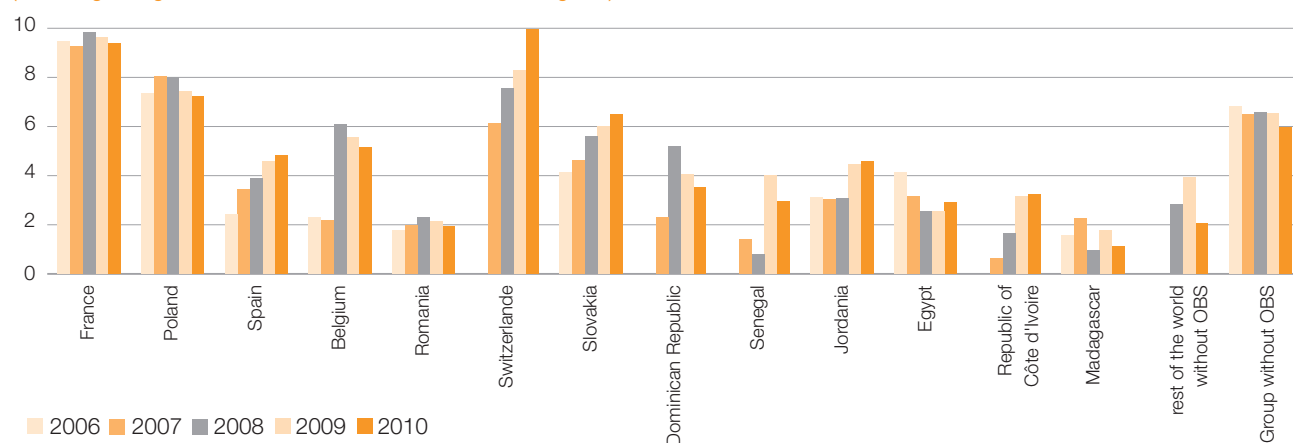
Group energy consumption: toe/1,000 customers

France | rest of the world | Group

Group: toe/1,000 customers

2006 | 2007 | 2008 | 2009 | 2010

GRI correspondence table – ISO 26000

ISO 26000		GRI			
		No.	profile	reference	scope

PROFIL

			Strategy and analysis		
6.6.6		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.	CSR p. 1	Group
6.2		1.2	Description of key impacts, risks, and opportunities.	CSR p. 2 to 10 RD p. 15 to 26	Group
			Organizational Profile		Group
		2.1	Name of the organization.	CSR p. 1 RD p. 1 and 27	Group
		2.2	Primary products, and/or services and corresponding brands	http://www.orange.com/en_EN/products/index.jsp http://www.orange.com/en_EN/group/activities_key/index.jsp Brand: Since, Orange has been the one brand of the France Telecom Group for Internet, television and mobile activities in France and in the majority of countries where the Group is present. Orange Business Services is the brand for services offered to businesses around the world	Group
		2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	RD p. 171 (subsidiaries) CSR p. 2 and 3 (map) http://www.orange.com/en_EN/group/global_footprint/index.jsp	Group
		2.4	Location of organization's headquarters.	RD p. 1 and 27	Group
		2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	RD p. 171 (subsidiaries) CSR chapter "Methodological note" p. 2 and 3 (map) http://www.orange.com/en_EN/group/global_footprint/index.jsp	Group
		2.6	Nature of ownership and legal form.	RD p. 27	Group
		2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	RD p. 35 to 38; 171 and 174 CSR p. 57 p. 2 and 3 (map) and 112 and 113 http://www.orange.com/en_EN/finance/market-figures/index.jsp	Group
		2.8	Scale of the reporting organization, including:		Group
			• number of employees;	RD p. 336	Group
			• net sales (for private sector organizations) or net revenues (for public sector organizations);	RD p. 13 and 195	Group
			• total capitalization broken down in terms of debt and equity (for private sector organizations);	RD: p. 193 and 260	Group
			• and the quantity of products or services provided.	RD p. 276 to 277 http://www.orange.com/fr_FR/groupe/activites-chiffres-cles/chiffres-cles/	Group

ISO 26000		GRI			
		No.	profile	reference	scope
		2.9	Significant changes during the reporting period regarding size, structure, or ownership including:	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
			• the location of, or changes in operations, including facility openings, closings, and expansions;	RD p. 35 http://www.orange.com/en_EN/group/global_footprint/index.jsp	Group
			• changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	RD p. 402 to 406	Group
		2.10	Awards received in the reporting period.	CSR chapter "recognized performances" p. 6 and 31	Group

PARAMETERS OF THE REPORT

Report Profile

ISO 26000		GRI			
		3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		3.2	Date of most recent previous report (if any).	CSR chapter "About the report" p. 105 and 106 http://www.orange.com/en_EN/responsibility/our_approach/documentation/index.jsp	Group
		3.3	Reporting cycle (annual, biennial, etc.)	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		3.4	Contact point for questions regarding the report or its contents.	contact.csr@orange-ftgroup.com	Group

Report Scope and Boundary

ISO 26000		GRI			
		3.5	Process for defining report content, including:		Group
			• determining materiality;	CSR p. 5 to 12	Group
			• prioritizing topics within the report;	CSR p. 5 to 12	Group
			• and identifying stakeholders the organization expects to use the report.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		3.6	Perimeter of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		3.7	State any specific limitations on the scope or boundary of the report.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		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.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 to 111	Group
		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.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110 There wasn't reformulation of information in previous reports	Group
		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).	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110	Group
		3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	CSR chapter "About the report" p. 105 and 106 chapter "Methodological note" p. 109 and 110 chapter "A structured and verified approach" p. 6-7	Group

ISO 26000		GRI			
		No.	profile	reference	scope
			GRI Content Index		
		3.12	Table identifying the location of the Standard Disclosures in the report.	CSR p. 124 and 125	Group
			GRI Content Index		
7.5.3		**3.13**	Policy and current practice with regard to seeking external assurance for the report.	CSR External advice p. 108	Group

GOVERNANCE

ISO 26000		GRI			
			Governance		
		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.	RD p. 294 and 313	Group
		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).	RD p. 294 and 310	Group
		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.	RD paragraph 14.1.2.3	Group
		4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	For GA in 2011: For shareholders: http://www.orange.com/en_EN/ finance/gm/110607gm/index.jsp Employees submit their questions through their representatives "Employee owners" CSR "Approach nurtured through dialogue", p. 11	Group
		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).	RD p. 324 to 331	Group
		4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	RD p. 305 and 309 http://www.orange.com/fr_FR/groupe/ gouvernance/att00005937/20100324_ RglementintrieurduCA.pdf	Group
		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.	RD p. 295 to 309	Group
		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.	DR p. 304; 308 and 309 CSR "A founding document: the Charter of Ethics Panel" p. 9 CSR "Structures and clear governance principles", p. 9-10 add http://www.orange.com/en_EN/group/ governance/att00008709/20100324_ RglementintrieurduCA(va).pdf	Group

ISO 26000		GRI			
		No.	profile	reference	scope
		4.9	Procedures defined by the board of directors to oversee the way the organization identifies and manages his economic, environmental and social performance, in particular the risks, the opportunities, as well as the respect for the international standards, the codes of manners and the principles. Indicate the frequency at which the board of directors (or likened) estimates the performance of sustainable development.	CSR p. 9 to 10 RD p. 306 to 308	Group
		4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	RD p. 309	Group
		External commitments			
		4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	RD p. 17 to 25	Group
		4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	CSR p. 5 to 10 and 111	Group
		4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:	CSR p. 5-7 ETNO (European Telecommunications Network Operators) – Pacte mondial des Nations unies – ORSE (Observatoire de la Responsabilité Sociétale des Entreprises) – CSR Europe (réseau européen sur la responsabilité sociale/sociétale d'entreprise) – IMS Entreprises – Le GeSI (Global eSustainability Initiative) – Le EE IOCG (Energy Efficiency Inter-Operator Collaboration Group) – La Mobile Alliance Against Child Sexual Abuse Content GSMA http://www.orange.com/fr_FR/responsabilite/ notre_approche/engagements/	Group
			• has positions in governance bodies;		Group
			• participates in projects or committees;		Group
			• provides substantive funding beyond routine membership dues;		Group
			• or views membership as strategic.		Group
		Stakeholder Dialogue			
		4.14	List of stakeholder groups engaged by the organization.	CSR chapter "Mapping stakeholder" p. 12	Group
		4.15	Basis for identification and selection of stakeholders with whom to engage.	CSR chapter "An approach fuelled by dialogue" p. 11 to 13	Group
		4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	CSR chapter "An approach nurtured through dialogue" p. 11 to 13	Group
		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.	CSR chapter "An approach nurtured through dialogue" p. 11 to 13	Group

ECONOMIC

ISO 26000		GRI			
		Economic Performance			
6,8 6.8.3 6.8.7 6.8.9	BASE	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.	CSR Table "Creating value for our stakeholders" p. 115 *dito* CSR Report 2009 p. 102	Group

ISO 26000		No.	profile	reference	scope
			GRI		
6.5.5	BASE	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	CSR chapter "An ambitious environmental policy" p. 81-97 CSR chapter "Reduce the impacts associated with products and services" p. 91-93 CSR chapter "Contribute to the advancement citizen" p. 94-97	Group
	BASE	EC3	Coverage of the organization's defined benefit plan obligations.	RD p. 448 to 450	Group
	BASE	EC4	Significant financial assistance received.	RD p. 48	Group
			Market Presence		
6.4.4 6.8	SUP	EC5	Range of ratios of standard entry level wage compared to local minimum wage at main operational sites.	In France, minimum wages are fixed by collective agreement (http://www.unetel-rst.com/nos-textes-conventionnels/convention-collective/). The average compensation per statute contained in sections 211 bis of the social report	France
6.6.6 6,8 6.8.5 6.8.7	BASE	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	CSR p. 43 to 47; Annex table "Create value for our stakeholders" p. 117 RD p. 168	Group
6,86.8.5 6.8.7	BASE	EC7	Procedures for local hiring and proportion of senior management hired from the local community at main operating sites.	The recruits are primarily local. For the 3 main countries (France, Spain, Poland) which represent 77% of the workforce and 78% of sales, the percentage of members on the executive committee of more than 70% of local origin for each of them	Group
			Indirect Economic Impacts		
6.3.9 6,8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9	BASE	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	CSR chapter "A world accessible to as many as possible" p. 52 to 57 RD p. 174 to 191	Group

ENVIRONMENT

ISO 26000		No.	profile	reference	scope
			Materials		
6.5 6.5.4	BASE	EN1	Consumption of materials in weight or by volume.	Not applicable	Group
	BASE	EN2	Percentage of materials used that are recycled input materials.	Not applicable	Group
			Energy		
	BASE	EN3	Direct energy consumption by primary energy source.	CSR chapter "Environmental data" (appendices)	Group
	BASE	EN4	Indirect energy consumption by primary source.	CSR chapter "Environmental data" (appendices)	Group
	SUP	EN5	Energy saved due to conservation and efficiency improvements.	CSR p. 84 to 93	Group
	SUP	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	CSR p. 84 to 93	Group
	SUP	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	CSR p. 91 to 97	Group
			Water		
	BASE	EN8	Total water withdrawal by source.	CSR (appendices)	Group

ISO 26000		No.	profile	reference	scope
	SUP	EN9	Water sources significantly affected by withdrawal of water	Not applicable	Group
	SUP	EN10	Percentage and total volume of water recycled and reused.	Not applicable	Group
			Biodiversity		
6.5 6.5.6	BASE	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not applicable – Our only impact concerns the installation of antennas, rarely situated in this protected zones. In any case, the installation of our equipments is made in agreement with the local authorities. It's the same for our fixed infrastructures (cables, fibers, cables submarine…)	Group
	BASE	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not applicable – Our only impact concerns the installation of antennas, rarely situated in this protected zones. In any case, the installation of our equipments is made in agreement with the local authorities. It's the same for our fixed infrastructures (cables, fibers, cables submarine…)	Group
	SUP	EN13	Habitats protected or restored.	Not applicable – Our only impact concerns the installation of antennas, rarely situated in this protected zones. In any case, the installation of our equipments is made in agreement with the local authorities. It's the same for our fixed infrastructures (cables, fibers, cables submarine…)	Group
	SUP	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	CSR p. 96 (Sustainable City) Partnership between WWF and France Orange since 2008: http://orange-en-france.orange.fr/Partenariats/wwf.html?p=5.1	France
	SUP	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	CSR p. 96 (Sustainable City) Partnership between WWF and France Orange since 2008: http://orange-en-france.orange.fr/Partenariats/wwf.html?p=5.2	Group
			Emissions, Effluents, and Waste		
6.5 6.5.5	BASE	EN16	Total direct and indirect greenhouse gas emissions by weight (t. eq. CO_2).	CSR (appendices)	Group
	BASE	EN17	Other relevant indirect greenhouse gas emissions by weight. (t. eq. CO_2).	CSR (appendices)	Group
	SUP	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	CSR p. 84 to 87	Group
6.5 6.5.3	BASE	EN19	Emissions of ozone-depleting substances by weight.	It is about substances (HCFC) used in cooling systems and released in the atmosphere. We replace the HCFC by the HFC when it's possible and we set up systems of optimization of the air conditioning allowing to reduce the use of air conditioners, as the optimized ventilation, and the natural ventilation (free-cooling). See also DR p. 160.	Group
	BASE	EN20	NOx, SOx, and other significant air emissions by type and weight.	Not significant: our emissions of SOx and NOx limit themself essentially to the emissions of our vehicles and the ship of FT MARINE.	Group
	BASE	EN21	Total water discharge by quality and destination.	Our only water consumptions concern our tertiary activities.	Group
	BASE	EN22	Total weight of waste by type and disposal method.	CSR (appendices).	Group
	BASE	EN23	Total number and volume of significant spills.	Not applicable. In our knowledge, no incident to be indicated.	Group

ISO 26000		No.	profile	reference	scope
	SUP	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.	Not applicable.	Group
6.5 6.5.4 6.5.6	SUP	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.	Not applicable.	Group

Products and Services

ISO 26000		No.	profile	reference	scope
6.5 6.5.4 6.6.6 6.7.5	BASE	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	CSR p. 91 to 97	Group
6.5 6.5.4 6.7.5	BASE	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	The environment is integrated in marketing on the packagings of products into brand. A lot of analyses of life cycle allowing to estimate the environmental impact of products and to identify axes of improvement from the phase of conception are made for several years (CSR p. 91-92) and our purchase contracts include specific clauses on the environmental performance of the suppliers (CSR p. 44-45), We also intensified the collection of worn mobiles with the aim of their re-use or recycling (CSR p. 88)	Group

Compliance

ISO 26000		No.	profile	reference	scope
6,5	BASE	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Not Significant The judicial or administrative procedures are listed in the DR p. 20. They include no action relative to the environment.	Group

Transport

ISO 26000		No.	profile	reference	scope
6.5 6.5.4 6.6.6	SUP	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	CSR p. 85 to 87	Group

Overall

ISO 26000		No.	profile	reference	scope
6.5	SUP	EN30	Total environmental protection expenditures and investments by type.	Investment expenditure connected to our efforts of environmental protection are not identified today as some but are integrated in the whole of the spending	Group

SOCIAL PERFORMANCE: LABOR PRACTICES & DECENT WORK

Employment

ISO 26000		No.	profile	reference	scope
6.4 6.4.3	BASE	LA1	Total workforce by employment type, employment contract, and region.	CSR p. 25 (by geographical zone and job) DDR p. 336 (By type of contract) – p. 337 (by type of employment for France)	Group
	BASE	LA2	Total number and rate of employee turnover by age group, gender, and region.	CSR (appendices) RD p. 338	Group
6.4					
6.4.3 6.4.4	SUP	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	The employees under limited-term contract, or to the part-time employees, benefit from the same advantages as the full-time employees	Group

Labour/Management Relations

ISO 26000		No.	profile	reference	scope
6.4 6.4.3 6.4.4 6.4.5 6.3.10	BASE	LA4	Percentage of employees covered by collective bargaining agreements.	CSR p. 16 + appendices RD p. 347	Group

ISO 26000		No.	profile	reference	scope
6.4 6.4.3 6.4.4 6.4.5	BASE	LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	France: 4 weeks minimum (legal)	France

Occupational Health and Safety

ISO 26000		No.	profile	reference	scope
6.4 6.4.6	SUP	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.	See LA4: the authorities include CHSCT or equivalents	France
	BASE	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Social audit RD p. 341	France
6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	BASE	LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	CSR p. 16 to 18 RD p. 347 to 348	France
6.4 6.4.6	SUP	LA9	Health and safety topics covered in formal agreements with trade unions.	CSR p. 16 to 19	France

Training and Education

ISO 26000		No.	profile	reference	scope
6.4 6.4.7	BASE	LA10	Average hours of training per year per employee by employee category.	CSR (appendices) RD p. 348 Social audit	Group
6.4 6.4.7 6.8.5	SUP	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	CSR p. 16-17, appendices	Group
6.4 6.4.7	SUP	LA12	Percentage of employees receiving regular performance and career development reviews.	CSR (Board of appendices)	Group

Variety and equality of opportunity

ISO 26000		No.	profile	reference	scope
6.3.7 6.3.10 6.4 6.4.3	BASE	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	CSR (appendices) RD p. 349 (Handicaped – France) RD p. 295 and 310 (Organ of governance)	Group
6.3.7 6.3.10 6.4 6.4.3 6.4.4	BASE	LA14	Ratio of basic salary of men to women by employee category.	RD p. 341-342 Social audit, section 211bis (distribution by level of the collective agreement)	France

SOCIAL PERFORMANCE: HUMAN RIGHTS

Investment and Procurement Practices

ISO 26000		No.	profile	reference	scope
6.3 6.3.3 6.3.5 6.6.6	BASE	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	CSR p. 43 to 44 Uni agreement	Group
6.3 6.3.3 6.3.5 6.4.3 6.6.6	BASE	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	CSR p. 44 to 45	Group
6.3 6.3.5	SUP	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.	See LA10 – The ethics trainings (and their declensions by jobs) and in right of the employees, include a shutter on the Human rights	Group

ISO 26000		N°	profile	reference	scope
			GRI		

Non discrimination

ISO 26000		N°	profile	reference	scope
6.3 6.3.6 6.3.7 6.3.10 6.4.3	BASE	HR4	Total number of incidents of discrimination and actions taken.	In France, France Telecom has worked in close collaboration with La Halde since September 2009. In 2010, 10 new cases were submitted by La Halde: 1 resulted in mediation, 6 are pending and 3 have been shelved. Furthermore the Group put an external discrimination alert system, AlloDiscrim, in place in September 2010, which enables employees or applicants to record discrimination they are aware of, with total anonymity. From September to December 2010, 43 claims were recorded, 26 were closed since they did not constitute discrimination, 14 were being processed on 31/12 and 3 were dropped by the employee. France Telecom also launched an internal survey with 10,000 representative employees on their perception of internal discrimination: 73% of participants felt that incidents of discrimination in the Group were rare and that they had not personally encountered any.	France

Freedom of Association and Collective Bargaining

ISO 26000		N°	profile	reference	scope
6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5	BASE	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.	UNI agreement (group perimeter): freedom of association, representation and adhesion to a trade union according to the principles fixed by the ILO no. 87 of 1948 on the trade union freedom and the protection of the union law: http://www. orange.com/en_EN/responsibility/ our_approach/commitments/att00013702/ AccordUNIUK.pdf Existence of a group committee covering 20 countries (RD p. 331 no. 17-4).	Group

Child Labour

ISO 26000		N°	profile	reference	scope
6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10	BASE	HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	"Ethics" clause included in all group contracts and in 80% of local contracts (CSR p. 43).	Group

Forced and Compulsory Labour

ISO 26000		N°	profile	reference	scope
	BASE	HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	"Ethics" clause included in all group contracts and in 80% of local contracts (CSR p. 43).	Group

Security Practices

ISO 26000		N°	profile	reference	scope
6.3 6.3.5 6.4.3 6.6.6	SUP	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not applicable.	Group

Indigenous Rights

ISO 26000		N°	profile	reference	scope
6.3 6.3.6 6.3.7 6.3.8 6.6.7	SUP	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not applicable. No reported incident.	Group

SOCIAL PERFORMANCE: SOCIETY

Community

ISO 26000		N°	profile	reference	scope
6.3.9 6.8 6.8.5 6.8.7* 6.6.7	BASE	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.	CSR chapters "Dialogue stakeholders" p. 11 to 13 "Waves radio" p. 40 to 41 "Digital divide" p. 52 to 57 "Local Development" p. 60	

ISO 26000		N°	profile	reference	scope
			GRI		
			Corruption		
6.6 6.6.3	BASE	SO2	Percentage and total number of business units analyzed for risks related to corruption.	Entities representing 95% of the figure of business of the group (CSR p. 10)	Group
	BASE	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	More than 90%: the Charter of business ethics, includes a module anti-corruption, was broadcasted to more than 90% of the co-workers in the world (CSR p. 9)	Group
	BASE	SO4	Actions taken in response to incidents of corruption.	CSR p. 10	Group
			Public Policy		
6.6 6.6.4 6.8.3	BASE	SO5	Public policy positions and participation in public policy development and lobbying.	Code of Ethics p. 9: "In no circumstances do we finance political parties or organisations whose purpose is primarily political. The France Telecom Group does not tolerate corruption." http://www.orange.com/en_EN/responsibility/ our_approach/ethics/att00013865/0705470_ ORANG_ethics_gb.pdf	Group
	SUP	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		Group
			Anti-competitive behavior		
6.6 6.6.5 6.6.7	SUP	SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	RD p. 550; note 31 and 33 of the appendices in the strengthened accounts	Group
			Compliance with laws and regulations		
6.6 6.6.7 6.8.7*	BASE	SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	RD p. 550; note 31 and 33 of the appendices in the strengthened accounts	Group

SOCIAL PERFORMANCE: PRODUCT RESPONSIBILITY

ISO 26000		N°	profile	reference	scope
			Customer Health and Safety		
6.3.9 6.6.6 6.7 6.7.4 6.7.5	BASE	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.	CSR chapters "Ecolabeling" p. 91-92 "Answering questions about radio waves" p. 40-41 "A second life for the waste" p. 88-90 (chemical substances) "Communicating with peace of mind" p. 35 (managing security risks) "Promoting safe and responsible uses" p. 37-38 (protection of the children)	Group
	SUP	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.	Nobody in our knowledge.	France
			Products and Service Labelling		
6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9	BASE	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	CSR chapter "Reducing the impact of products and services" p. 91-92 (ecolabeling)	France Spain Romania

ISO 26000			GRI		
		N°	profile	reference	scope
	SUP	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	The Controls mandatories made in France have not request the end of range of products in shop.	France
6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9	SUP	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	RSE chapter p. 29 to 34	Group
			Marketing Communications		
6.7 6.7.3 6.7.6 6.7.9	BASE	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	RSE chapter p. 34	Group
	SUP	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.	The compulsory controls made in France have not request of stop of range of products in shop	France
			Customer Privacy		
6.7 6.7.7	SUP	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	RAS (see RD note 31 p. 480 to 486)	Group
			Compliance		
6.7 6.7.6	BASE	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	RAS (see RD note 31 p. 480 to 486)	Group

Telecommunication Sector Specific Indicators

INTERNAL OPERATIONS

			Investment		
		IO1	Capital investment in telecommunication network infrastructure broken down by country/region.	RD p. 219 to 224	Group
		IO2	Net costs for service providers under the Universal Service Obligation when extending service to geographic locations and low-income groups, which are not profitable. Describe relevant legislative and regulatory mechanisms.	CSR chapter "Digital divide" p. 52 to 57 DR: p. 409 (France p. 45; Poland p. 62; Spain p. 79; Romania p. 96; Slovakia p. 102)	Group
			Health and Safety		
		IO3	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 shocks.	CSR chapter "Answering questions about radio waves" p. 40 to 42	France
		IO4	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) standards on exposure to radiofrequency (RF) emissions from handsets.	CSR chapter "Answering questions about radio waves" p. 40 to 42 http://www.orange.com/fr_FR/responsabilite/etre_attentif/usages/	Group
		IO5	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) guidelines on exposure to radiofrequency (RF) emissions from base stations.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group
		IO6	Policies and practices with respect to Specific Absorption Rate (SAR) of handsets.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group

ISO 26000		GRI			
		N°	profile	reference	scope
			Infrastructure		
		IO7	Policies and practices on the siting of masts and transmission sites including stakeholder consultation, site sharing, and initiatives to reduce visual impacts.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group
		IO8	Number and percentage of stand-alone sites, shared sites, and sites on existing structures.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group

PROVIDING ACCESS

ISO 26000		GRI			
			Access to Telecommunication Products and Services: Bridging the Digital Divide		
		PA1	Polices and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas.	CSR chapter "A world accessible to as many as possible" p. 52	Group
		PA2	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.	CSR chapter "A world accessible to as many as possible" p. 52 to 57; p. 61 to 75	Group
		PA3	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.	CSR chapter "A world lived in trust" p. 28 to 34	Group
		PA4	Quantify the level of availability of telecommunications products and services in areas where the organization operates.	CSR chapter "Combating the geographic digital divide" p. 52 to 57 RD (cover of the network) p. 36 and 156	Group
		PA5	Number and types of telecommunication products and services provided to and used by low and no income sectors of the population.	CSR chapter "Combating the geographic digital divide" p. 52 to 57	Group
		PA6	Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief.	CSR chapter "A world lived in trust" p. 29 and 75	Group
			Access to Content		
		PA7	Polices and practices to manage human rights issues relating to access and use of telecommunications products and services.	CSR chapter "Communicating with peace of mind" p. 35 to 39	Group
			Customer Relations		
		PA8	Policies and practices to publicly communicate on EMF related issues.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group
		PA9	Total amount invested in programmes and activities in electromagnetic field research. Include description of programmes currently contributed to and funded by the reporting organization.	CSR chapter "Answering questions about radio waves" p. 40 to 42	Group
		PA10	Initiatives to ensure clarity of charges and tariffs.	CSR chapter "Gaining customer loyalty" p. 29 to 34	Group
		PA11	Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective, and environmentally preferable use.	CSR chapter "Gaining customer loyalty" p. 29 to 34 chapter "Reducing the impact of your products" p. 84 to 87 web: http://orange-en-france.orange.fr/Developpement_durable/favoriser_le_recyclage.html?p=4.3.2	Group

glossary

AA 1000

Accountability 1000: a series of standards launched in 1999, designed to improve the overall responsibility and performance of organizations and facilitate the identification of sustainable development issues whilst encouraging the commitment of stakeholders (www.accountability21.net/aa1000series).

ADSL

Asymmetric Digital Subscriber Line: technology that enables data to be transmitted by broadband on a traditional telephone line.

Bilan Carbone®

Method of accounting for greenhouse gas emissions developed by Ademe (Agence de l'Environnement et de la Maîtrise de l'Énergie – French environment and energy management agency) and compatible with the ISO 14064 standard, the GHG Protocol initiative and the terms of "permit" Directive No. 2003/87/CE relating to the system of CO_2 quota exchanges. It uses readily available data to arrive at a valid assessment of emissions, either direct or resulting from a business or region.
This assessment is the first vital stage in carrying out a "greenhouse gas" analysis of a business. By listing the areas producing emissions in order of importance, the Bilan Carbone® enables the prioritization of the most effective emission reduction actions.

Caring for Climate

An initiative launched jointly in July 2007 by the United Nations Global Compact, the United Nations Programme for the Environment and the World Business Council for Sustainable Development (WBCSD). It is a platform for proactive and complementary action by all participants in the Global Compact who wish to conquer global warming. Signatories of the initiative undertake to reduce the carbon impact of their products, processes and services.

CDMA

Code Division Multiple Access: multiple access through code division. The CDMA technology, and more precisely its W-CDMA evolution, served as the basis for the third generation UMTS mobile telephony standard.

DSL

Digital Subscriber Line: DSL or xDSL refers to all the technologies used to digitally transmit information over a telephonic line.

EMS

Environment Management System: systematic and formalized processes enabling companies to inventory and minimize the impact of their activities on the environment, to prevent incidents and establish an action plan to improve their environmental performance on an ongoing basis.

ETNO

European Telecommunication Network Operators: www.etno.be.

FTTH

Fiber To The Home: a Fiber To The Home – or FTTH – network is a telecommunications network whose terminal section (which reaches the subscriber) consists of optical fibers. This network succeeds the network based on the local loop, on which ADSL modems are dependent, and which is made up of telephone cables.

GeSI

Global e-Sustainability Initiative: the initiative launched by the International Union of Telecommunications (IUT) and the United Nations Environment Programme to promote sustainable development* in the telecommunications sector (www.gesi.org).

Grenelle de l'Environnement round table

A platform launched in 2007 on the initiative of the President of the French Republic, bringing together the State and representatives of civil society (elected officials, trade unions, representatives of employers, environmental NGOs) to define a roadmap for ecology and sustainable development. This gave rise to the definition of formal commitments endorsed by the President and enshrined in the Grenelle 1 and Grenelle 2 Acts (www.legrenelle-environnement.fr).

ICNIRP

International Commission on Non-Ionizing Radiation Protection: international commission linked to the World Health Organisation (www.icnirp.de). This commission has defined exposure thresholds in order to protect individuals against the effects of radio waves on health. These threshold values are taken from European Recommendation 1999/519/CE of 19 July 1999.
- For relay antennae, the thresholds for exposure of the public to electromagnetic waves* are 41 v/m for GSM 900, 58 v/m for GSM 1800 and 61 v/m for UMTS.
- For mobiles, the power absorbed by the head of a user must not exceed 2 W/kg. This is the authorized specific absorption rate (SAR)*.

ICT

Information and Communication Technologies: a set of technologies used to process and transmit information, mainly using computers, the Internet and telecommunications. By extension, this term also refers to their sector of economic activity.

ILO

International Labour Organization (www.ilo.org): tripartite UN* agency that brings together the governments, employers and workers of its member States in joint action to promote decent working conditions throughout the world.

ISO 14001

The international standard prescribing the requirements for the establishment and certification of an environment management system (EMS*).

ISO 26000

The international standard providing guidelines on corporate social responsibility.

KPI

Key Performance Indicator

M2M

Machine to Machine: solutions enabling remote equipment to communicate through the centralization of data on a platform and via fixed or mobile networks, without human intervention.

NRA-ZO

Nœud de Raccordement d'Abonnés Zone d'Ombre (hub for grey zone subscribers): a cross-connection point that links subscribers in grey zone to the subscriber hub, enabling a better signal and therefore a broadband connection.

OECD

Organisation for Economic Co-operation and Development (www.oecd.org): an organization established in 1961, bringing together governments committed to the principles of democracy and the market economy with a view to:
- supporting sustainable economic growth;
- increasing employment;
- raising the standard of living;
- maintaining financial stability;
- helping other countries to develop their economy;
- contribute to the growth of global commerce.

phishing

Phishing is a technique used by fraudsters to obtain personal information with the aim of committing identity theft. The technique consists of making the victim believe that they are communicating with a trusted third party – bank, administration, etc. – in order to extract personal information from them: password, credit card number, date of birth etc.

radio (or electromagnetic) waves: Hertzian propagation of electrical and magnetic energy through the air.

SA 8000

The SA 8000 standard is the first to give a seal of approval for corporate social responsibility, on the basis of agreements signed by the ILO*, the Universal Declaration of Human Rights and the UN* Convention on the Rights of the Child.

SAR

Specific absorption rate: the compliance of mobile telephones is determined by the assessment of their specific absorption rate (SAR), which is the unit of measurement of the quantity of RF energy absorbed by the human body. The SAR is determined at the level of power certified to be the highest under laboratory conditions. However, the actual SAR level of the telephone in operation may be well below this value,

SMS

Short Message Service: service enabling written messages to be received and displayed on the screen of a mobile phone.

Spam

Spam is an unsolicited electronic communication, initially sent by email. It generally entails large quantities of emails sent for advertising purposes.

Sustainable Development

The most common definition of sustainable development is "development that meets themeets the needs of present generations without compromising the ability of future generations to meet their own needs." (Brundtland Report, 1987).

UMTS or 3G

Universal Mobile Telecommunications System: third generation mobile telecommunications system able to provide broadband multimedia services.

UN

United Nations (www.un.org): an organization founded on 24 October 1945 by 51 countries determined to preserve peace through international cooperation and collective security. It currently has 192 Members, i.e. nearly all the nations in the world.

UNI

Union Network International: a global trade union alliance comprising the largest group of individual trade unions in the world (www.uniglobalunion.org)

WEEE

European Directive of 27 January 2003 2002/96/CE, relating to Waste Electric and Electronic Equipment – WEEE.

Words in this glossary are printed in orange the first time they are used in the report.

for more information

France Telecom Group websites

France Telecom Group
www.orange.com

main entities
Orange Business Services
www.orange-business.com

Orange France
www.orange.fr

Orange United Kingdom
www.orange.co.uk

Orange Spain
www.orange.es

Orange Poland
www.orange.pl

Europe
Orange Austria
www.orange.at

Mobistar (Belgium)
www.mobistar.be

Orange Moldova
www.orange.md

Orange Romania
www.orange.ro

Orange Slovakia
www.orange.sk

Orange Switzerland
www.orange.ch

Africa, Middle East
Orange Armenia
www.orangearmenia.am

Orange Botswana
www.orange.co.bw

Orange Republic of Côte d'Ivoire
www.orange.ci

Orange Cameroon
www.orange.cm

Mobinil (Egypt)
www.mobinil.com

Orange Guinea
www.orange-guinee.com

Orange Equatorial Guinea
www.orange.gq

Orange Jordan
www.orange.jo

Orange Kenya
www.orange.co.ke

Orange Mali
www.orangemali.com

other websites

Orange Madagascar
www.orange.mg

Mauritius
www.mauritiustelecom.com
www.orange.mu

Orange Niger
www.orange.ne

Orange Reunion
www.orange.re

Orange Central African Republic
www.orange.cf

Orange Senegal
www.orange.sn

Orange Uganda
www.orange.ug

Caribbean
Orange Caribbean
www.orangecaraibe.com

Orange Dominican Republic
www.orange.com.do

AA 1000
www.accountability21.net

Afom
www.afom.fr

ANFR
www.anfr.fr

Business for Social Responsibility
www.bsr.org

Caring for Climate
www.unglobalcompact.org/Issues/Environment/Climate_Change

European Commission
www.europa.eu.int

CSR Europe
www.csreurope.org

ETNO
www.etno.be

GeSI
www.gesi.org

Global Compact
www.unglobalcompact.org

GRI (Global Reporting Initiative)
www.globalreporting.org

GSM Association
www.gsmworld.com

GSM Europe
www.gsmworld.com/gsmeurope

Mobile Phone Partnership Initiative (MPPI)
www.basel.int/industry/mppi

OCDE
www.oecd.org

WHO
www.who.int/fr

UNEP
www.unep.ch

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