Corporate Social Responsibility

2015 Review

Making digital technology a driver of progress for all

At Orange we move forward with the belief that digital technology is a powerful tool for economic and social development. The incredible source of innovation provided by digital technology must be made available to the greatest number of people.

The Orange CSR approach is built around this value of shared progress. Encouraging the development of more inclusive, sustainable and collaborative solutions, our approach introduces new opportunities for creating value for society as a whole, as well as for Orange.
An integral part of the Group's strategy, the CSR approach involves all subsidiaries around three enablers of sustainable performance: trusted support of our customers, local support for the economic and social development of each country, and a controlled environmental balance. Based on constructive listening with our stakeholders, and an internal culture which promotes innovation, our corporate citizenship commitment ensures that all of our activities have the same focus: making digital technology a driver of progress for society and all.

The table below shows the progress made on the Orange Group objectives set for 2015.

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APPROACH

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Trust, the environment, economic and social development are major areas of our corporate responsibility. This only makes sense if it meets the requirements of the company and individuals. This is why we build our CSR policy based on a structured and active dialogue with all our stakeholders.

Our responsible policy is also supported by clear governance principles which are asserted at the highest levels of the company. This approach was further reinforced this year with the publication of a transparency report on government requests for customer data, and another one on tax payment.

Ethics and the fight against corruption

Objectives	Deadline	Progress
ETHICS		
To meet our ambition to "bring the best of digital technology to the largest number of people and increase preference for Orange", our Group is supported by an ethical approach, focused on a collection of action and behaviour principles which guide its behaviour in order to increase the trust of our employees and customers, its suppliers and shareholders, as well as all of its stakeholders. View the Code of Conduct		
Review and update procedures concerning our activities, areas of business and functions to take into account cultural and regulatory changes and integrate best practices	2015	In 2015, the cross-cutting areas under consideration by the Group for actions relating to the ethical approach mainly included: - taking aspects of the service relationship policy into account when developing offers and services This helps include the ethical aspect in its current form in marketing projects. This self-evaluation reference is a internal tool, built around three principles: transparent offers, ethical customer interactions, and the implementation of safe and responsible use. It was distributed to subsidiaries in 2014 for adoption and implementation; - the prevention of situations involving conflicts of interest has been examined with reference to the declaration procedures under the regulations of various countries.
FIGHT AGAINST CORRUPTION		
In 2015, Orange reaffirmed its zero tolerance commitment against corruption in a document signed by Stéphane Richard and the entire Executive Committee. This commitment underlines that this prevention is a collective responsibility and each person must take an active role to promote a culture where corruption has no place.		
- Consolidate, at Group level, local assessments of the risk of corruption - Pursue the roll-out of anti-corruption e-	2015	- Integration in 2015 of the risk of corruption in major risks facing the Group Analysis of the risk of corruption conducted at division / country level and consolidated at Group level - Continued deployment of e-learning in France

learning in French and kick off deployment in English		versions in English and Spanish have been deployed; the translations in Flemish, Slovak and Polish are in progress

Stakeholder Dialogue

The stakeholder dialogue is the basis of our CSR strategy, which is itself based on a structured and ongoing process of listening. This exchange helps the Group implement projects which are better adapted to the requirements of stakeholders, whilst identifying emerging requirements, weak signals and opportunities for partnerships and co-development. Orange bases its dialogue approach on the principles of the AA1000 standard :
- inclusion: identifying stakeholders in the countries in which we are active and gathering their expectations using a broad and representative sample;
- materiality: identifying the most tangible/relevant themes both for the company and its ecosystem on a country by country basis;
- responsiveness: drafting and implementing appropriate action plans, with short, medium and long-term projects, to meet the needs and concerns of stakeholders.

This approach is implemented at a Group level to ensure overall consistency between policies, and at a country level which are as close as possible to local players and issues.

Objective	Deadline	Progress
GROUP DIALOGUE		
Setting up dialogue between stakeholders at Group level, involving the Executive Committee	2015	The first group dialogue was put into place in November 2015 on the theme of diversity and equality in the workplace; this dialogue takes several forms: • local in-person and digital dialogues in seven countries. The first took place in France and Senegal. Other dialogues will take place in 2016 in other countries, particularly in Jordan, Romania, Spain, OBS Russia, OBS India; • at a group level: interviews and panels with internal and external "corporate" stakeholders An interactive dialogue with Group employees will take place on 8 March 2016 on the theme of gender equality in the workplace. The final presentation of the results will take place in June 2016
DIALOGUES BY COUNTRY		
Organise a dialogue in countries where they have not yet taken place (Egypt, Morocco, Tunisia);	2015	Dialogues postponed until 2016.
Renew the dialogue in countries where it has already taken place, and update CSR action plans (Jordan, Spain, Moldova).	2015	• Jordan: dialogue conducted in March 2015, the identified priorities being education and entrepreneurship support. • Moldova: postponed, due to electoral context • Spain: postponed

		• Romania: dialogue conducted in June 2015 in partnership with an NGO: 32 face-to-face interviews (21 external, 11 internal)

THEMATIC DIALOGUES

Women dialogue:
 	
• follow-up to the women and ICT dialogue conducted in Niger in December 2014
 	
• Orange Women dialogue in Senegal;
	2015	• Women and ICT Dialogue: following the dialogue held in 2014 and 2015, an action plan was defined with a focus on mother and child health; it will be integrated into the 2016 marketing plan;
		
		• m-Women Dialogue in Senegal: conducted in March 2015, in Dakar and Saint-Louis, it led to an action plan approved by the Executive Committee and the launch of two projects identified as a priority :
		   o Women's Digital Entrepreneurship prize (PENF) in November 2015
		   o contract with Sooretul, platform to connect female farmers and end clients (processing of local products) signed in December 2015.

Healthcare Dialogue in Côte d'Ivoire	2015	Dialogue conducted in Côte d'Ivoire: February 2015 in Abidjan and Bouaké, including healthcare professionals, institutions and patients. An action plan was developed, including projects focused on both professionals and the general public (information, prevention, establishing relationships).
Internet and Children Dialogue		Internet and Children Dialogue conducted in Senegal in November 2015, including parents, pupils and institutions. Identification of major requirements in terms of parental support in the digital world, with parental controls and dedicated courses, in partnership with schools (see § "Helping families use new technologies safely and responsibly").
Dialogue on the silver economy in a European country	2015	To be conducted in 2016
Dialogue on human rights	2015	Active participation in dialogues on human rights, particularly during the following sessions: • UNESCO (March 2015): international multi-party conference to examine the first detailed UNESCO case study on issues relating to the internet • Round table organised by the Global Network Initiative (GNI) and the Centre for Democracy and Technology (CDT) on the regulation of extremist content online (16 October in London) • UN (OHCHR): Forum on human rights and companies (16-18 November 2015 in Geneva)
Supplier Dialogue		2 dialogues were held with suppliers, one within the JAC (Joint Audit Cooperation), the other with Orange's main suppliers. See chapter "Promoting CSR standards in the chain of subcontractors" (page 26)
Digital Society Forum: supporting the development of the Digital Society Forum	2015	3 new topics uploaded to the DSF website, with an English translation : • privacy and personal data

and its expansion worldwide:		• attention and information abundance • digital technology and employment
• organisation of 3 new themes • coordination of new workshops (including 2 outside of France)		This involved the publication of 687 articles and 121 videos (see DSF website) Coordination of new workshops: • 15 new workshops in France, with more than 500 participants in attendance • 1 workshop in Morocco (Casablanca) with ESCA, the Casablanca Business School • Development of remote participation: 4 connected workshops with over 300 participants in 2015 • 30 major speakers at workshops Increased visibility • Facebook account (opened in April 2015): 600 fans and 243 publications; Twitter account: 2,628 followers as of late 2015 • 300 proposals made by participants during 2015 workshops to improve the impact of new technologies on our life

Raising awareness of CSR among employees

Objectives	Deadline	Progress

Further reinforce activities to raise awareness of CSR among employees (courses leading to formal CSR qualifications. Ensure that CSR is an integral part of all functional training...)	2015	• Launch of training programmes for our functional schools:
		  o network functions school, with joint presentations with CSR and the Technocentre
		  o Presentations at the marketing functions school
		
		• Adaptation to the European educational environment launched in 2014 with the assistance of the KEDGE Business School in several AMEA countries
		
		• Launch of a partnership for the development of a "Sustainability Literacy Test" (Sulitest), a test intended to assess the sustainable development skills of students and businesses. This international test, comparable to a language proficiency certificate, was developed following RIO+20 with the support of the UN in 2012.
		In 2015, we tested the current version which proved to be poorly adapted for use in a company. A new version adapted to Orange will be put into place in 2016
		• Throughout the year, and with a special focus at the time of the COP 21, publication of numerous CSR articles on the Group's intranets.

ORANGE, A TRUSTED OPERATOR

Our daily lives have become more efficient, quicker and enriched due to the effect of digital technology. However it's not so easy for some people. As we aren't all experts, it can sometimes be difficult to maintain control of our usage amid incessant digital innovation. Development of positive skills and control of digital technology is vital, however, so that technology can meet the individual or collective needs of its users.

Improving this control of digital technology for the largest possible number of people involves helping our customers to protect their personal data and privacy, helping families use new technologies safely and responsibly, respecting the personal data that is entrusted to us, promoting freedom of expression, but also supporting our employees and customers in the development of new skills, or, with our suppliers, constantly improving the supply chain for these technologies... This is why we are working to be a trusted operator in a changing world.

Providing an unmatched customer experience

REINVENT THE CUSTOMER RELATIONSHIP

As part of Essentials 2020, Orange has given itself the objective providing each person with an unrivalled customer experience by designing digital services that enable them to enjoy and have complete trust in what is essential to them.

Our customers are increasingly demanding regarding the quality of services that we are offering them. We are committed to satisfying them, and therefore gaining their loyalty. We are simplifying our offers, limiting the number of contacts and personalising all interactions, whether digital or physical. We constantly improve our customer understanding and provide responses which are as close as possible to their requirements.

To do this, we are rolling out an internal transformation programme structured around three priority areas for action and two enablers:
- three priority areas for action: **evaluating the network and services**, **digitalisation** which helps facilitate the customer relationship and personalise it, **simplification**, a source of peace of mind for the customer and improved internal efficiency.
- **a technological enabler: individual understanding** of the customer thanks to the deployment of digital customer understanding tools which help personalise the relationship that we have with our customers, the product offers and the services, as well as monitoring the quality of the network provided by Orange.
- **a human and cultural enabler** thanks to the " Essential Voices " programme which aims to deploy a culture of continuous improvement based on listening to the **voice of employees and customers.** This programme involves all business lines, markets and Orange countries, 156,000 employees and 70,000 subcontractors and service providers.

Objectives	Deadline	Progress
Strategy based on information with • operational deployment of	2015	Our goal: to base all our processes on customer data which gives an individual overview of contact and usage history for each of our customers. • Deployment of Customer Experience Management

Customer Experience Management (launched in at least 4 European countries in 2015) • deployment of Customer Interactions Management in 3 countries to provide a complete, integrated view of interactions with customers		(CEM) in 4 countries: France, Spain, Cameroon, Mali: 6 deployments in progress in Poland, Slovakia, Guinea Conakry, Jordan, Tunisia and Senegal: . CEM helps measure the network quality of service for each user. • Deployment of Customer Interaction Management, renamed "360° overview" in 2 countries: in France (Business Branches, aimed at professional customers) and Morocco (use in April 2016); several projects are in progress, including the most advanced in Cameroon, Niger and France (general public). CIM provides a comprehensive integrated overview (360° overview) of interactions with customers, regardless of the points of contact.
Digitalisation • Opening of the first "Smart Stores" in France, Romania and Europe • Further development of chat and social media tools ensuring a decrease of 4 million call to call centres in Europe (excluding France) thanks to these initiatives	2015	Our goal: through digitalisation, improving customer satisfaction by providing more flexibility, speed and personalisation in the customer relationship. The Smart Store programme places human beings at the heart of the customer relationship by providing the best of digital technology. The Smart Store: a new store concept offering advice, demonstrations and services, a store focused on usages, organised by department, teams are multi-purpose, dedicated to advice and support. • Opening of 23 Smart Stores by the end of 2015: 5 in Romania, 8 in France, 8 in Poland, 1 in Moldova and 1 in Jordan An improvement of Orange's web portals also took place in Europe and AMEA in order to integrate the store location to an e-commerce platform The "Digital Assisted" programme aims to support customers in the use of digital tools by using social networks, mutual assistance communities and chat and click-to-call tools, underlining our desire to promote human digital technology in an increasingly digital world. Several mutual assistance communities and forums are already in place, specifically in France, Spain, Morocco and Tunisia. This has led to a reduction in customer calls: • decrease of 5 million calls to call centres in the European Region (excluding France) including 10% related to chat and social media. This figure rises to 14 million calls when including France, of which 3 million related to chat and social media.
Listening to the customer and our employees • Gradual roll-out of continuous improvement methods and coordination of a community of ambassadors in the subsidiaries	2015	With the "Essential Voices" programme, our ambition is to encourage each person to listen to the customer and employee's opinions in order to develop the basics of a customer relationship and more relevant and effective marketing, contributing to gaining the loyalty of our customers and improving our internal efficiency. • Implementation of a continuous improvement experts network (Lean, 6 Sigma, etc.) to support transformation in countries and divisions: 500 people certified in 2015 in France, Europe, AMEA, OBS and central offices.

		• Coordination of a community of continuous improvement ambassadors with a meeting bringing together representatives from all the regions and the creation of a community on the internal social media, Plazza.

Simplification of the customer experience
• Implementation of product offer simplification plans in all countries
• Development of end-to-end management of the major process areas
	2015	Simplification of the customer experience.
		Our goals: to improve customer interactions with Orange at all levels: perception and understanding of our offers, use of products and tools, all stages linked to different customer journeys.
		
		In 2015:
		• definition of the golden rules of simplicity for all new offers by the Group marketing department
		• acceleration of the "pruning" programme (reduction of offer portfolios), for example, -61% in Spain, -33% in Romania;
		• extension of the role of customer test centres in designing offers in France, Romania, Poland and Spain, as part of an agile approach focused on customers;
		• deployment of end-to-end management of the customer journey for major processes (Processes and Governance):
		  o Fibre and convergence in France, Poland and Spain
		  o TV, complaints, retention and payment in Romania, Morocco and Jordan
		  o Orange Money, Flybox and SIM Swap in the AMEA Region

COMMUNICATING WITH PEACE OF MIND

The rise of ICT and associated uses has diversified the issue of their security. This issue has various forms, and has a major effect on the confidence of users in digital tools. Exponential amounts of data are transmitted every day via operator networks, and users are asking more questions on the integrity and confidentiality of the digital information that they are sharing.

We manage the communications and data of 263 million customers right around the world on a daily basis. Our commitments to the protection and confidentiality of private data are transparent and have been enshrined in the Orange Charter on personal data protection published in November 2013.

2014 objectives	Deadline	Progress

Implement the Orange Charter for personal data protection in the countries;	2014-2016	• As part of the "Global reinforcement plan involving the protection of customer data and sensitive Orange data", implementation of various measures, including:
		  o Encryption of leader PCs, implementation of secure messaging (encryption, signature),
		  o Implementation of a specific organisation for personal data protection (see information on the internal guide below),
		  o Inventory of processes including private data and setting of protection rules

		o Effective implementation of all technical measures • Internal publication of the guide, "Deployment of the private data protection plan". This document is an operational "guiding light" written to provide points of reference for implementing the various phases of securing personal data and achieving legal compliance. • Internal publication in January 2016 of the Response Procedure to a security event / incident involving private data. This document lists additional reference points, specific to personal data, to integrate into the existing security event management process. • Distribution of the Charter amongst subsidiaries, particularly during CSR meetings or seminars. • Implementation, within the Purchasing Division, of a programme to ensure correct consideration of security requirements by suppliers and subcontractors (including their possible subcontractors) associated with the sensitivity of our customers' and employees' data. After having assessed the criticality of all of these contracts, the objective is to verify the level of supplier maturity in order to carry out additional evaluation audits if needed, to implement corrective actions or even to terminate contracts if suppliers are not at the expected level. For the second consecutive year, 2,500 France and Group Services contracts were re-evaluated. Over 95% of them had a low or moderate criticality, and around fifteen suppliers audits were carried out by Orange Cyberdefense experts.
Offer Orange customers the right to control, verify and manage the personal data they give to Orange platforms, and for all services managed by Orange, in the form of a dashboard	2014-2016	In order to give users the possibility to control, verify and manage the personal data that they supply to Orange platforms, Orange has developed 2 tools: • The badge of confidence, an application which allows a customer using the mobile application on a smartphone to understand which data is used by these applications and to control usage where allowed by the application. The badge of confidence is currently being beta tested and will be launched as a priority on Orange applications (Orange and me...). It is also available for free as open source: all application publishers are able to integrate it and will be encouraged to do so. • DataShare, the equivalent to the badge of confidence for the internet of things, gives the user transparency and control over data collected and shared between their connected devices and the Datavenue platform. The customer can therefore choose which data they wish to share. The launch of DataShare is planned between now and summer 2016

HELPING FAMILIES USE NEW TECHNOLOGIES SAFELY AND RESPONSIBLY

Younger generations are heavy users of the internet and social networks due to the communication and entertainment opportunities that they offer. Whilst the web is a source of opportunities and creativity for young people, parents are concerned about the potential risks and dangers which could arise from increasing exposure to digital content.

For operators which allow the distribution of this content, the challenge is to provide parents with adapted protection tools, and to provide children with the resources to benefit from a "better internet".

Orange has made it a priority to support children and teenagers on the internet, and also helps support parents, as awareness and promotion of a safer internet must involve the whole family as educators.

This concern led to the creation of the "Better Internet for Kids" (BIK) programme, a collection of tools, offers and support measures which aim to give parents the power to act and offer the best of digital technology to their children.

Objectives	Deadline	Progress
Reinforce the implementation of parental control systems;	2015	Parental control solutions are offered to our customers for our entire European area. Uptake has been quite low despite parent awareness campaigns, for example in France with promotion of the new application in sales areas (catalogue, Orange portal, stores).

Strengthen parent awareness initiatives in Europe;	2015	Various initiatives have taken place over the past few years and continue to operate. Some examples in 2015:
		• Poland: launch of a specific online manual for parents about the importance of protecting young people.
		• France: continued development of the "Living with Digital" site and the "parental manual" project
		• Slovakia:
		  - reworking of the site to make it more attractive to young people;
		  - continuation of free training offered in schools in cooperation with a group of psychologists
		  - financing a parental manual

Support the roll-out of marketing offers designed for families in Europe	2014-2015	Support for family offers to raise awareness among parents and young people about best practice, for example • France: reinforcement of the family nature of the Orange Open offer with solutions that bring families together to enjoy secure and entertaining digital experiences thanks to the Family Place application, parental control and the support provided for certain uses • Spain: showing of videos on the Orange "Navega Seguro" site; participation in a conference held by the Ministry of Telecommunications to present the "Privial" application intended to demonstrate to young people how to protect their privacy (See also the objective "Strengthening parent awareness initiatives in Europe" - above)

Develop #SuperCoders workshops in Europe and AMEA for the long term.	2015	#SuperCoders allows young people to discover the ins and outs of digital technology for themselves with a fun introduction to computer programming. This places young people in the position of a stakeholder. After the success of the 1st edition in October 2014, the #SuperCoders operation has been expanded in 2015 with the creation of the #SuperCoders Festival, linking 5 countries in Africa (Côte d'Ivoire, Egypt, Mali, Senegal and Tunisia) to 4 countries in Europe which were already active in 2014 (Spain, France, Poland, Romania) - workshops launched in these 9 countries with a common theme for all workshops: "code for the planet"; 1,400 children aged between 9 and 14 years old in 60 workshops, male-female equality in all workshops; 390 employees volunteered to host the workshops (mainly in France, but also in Egypt, Mali, Côte d'Ivoire and Senegal) - an online training programme for more than 600 volunteers; - A #SuperCoders website with presentation of country initiatives, appreciation of employee commitment and educational resources
Develop and stimulate children's involvement in Better Internet for Kids (BIK)		As part of COP21, organisation of a challenge open to boys and girls of any age, to illustrate environmental issues in a fun way (responsible consumption, recycling, biodiversity, climate change...); Publication of projects on the dedicated Scratch platform: 47 projects shared by children from France, Spain, Poland, Romania, Egypt and Mali, who made the most of the Scratch kit provided by Orange to express their creativity and their environmental awareness (http://supercoders.orange.com/en/The-results) On 2 December, presentation of the best projects at an event held at PlacetoB in Paris, an alternative site dedicated to sharing about the challenge of climate change in support of the COP 21 international conference. In addition in Romania, "Scoala Altfel", a working session organised in April for children between 10 and 13 years old to learn to make responsible use of the internet and ICTs
Assess expectations in terms of the protection of children and family offers in the AMEA Region;	2014-2015	Organisation of a consultation on a better internet for children conducted in Senegal (Dakar) to understand the requirements of the Stakeholders and to identify appropriate solutions. Consultation organised around 7 themes covering the risks and opportunities of the internet for children (accessibility, safe environment, skills, time spent online, links with friends and family, content and services, personal development). The conclusions of these consultations will be used to shape the strategy of Sonatel, a Group subsidiary.

ANSWERING QUESTIONS ABOUT RADIOWAVES

The wireless telecommunications equipment that Orange uses and sells, such as mobile telephones, tablets and other connected devices, emit radiowaves, which they need to function properly.

Exposure to radiowaves, particularly antennas, raises concerns regarding possible health effects. The scientific community has been working on this topic for over 20 years. To date, no health effect has been discovered. However, whilst waiting for confirmation from ongoing additional studies, particularly regarding children and long-term usage, some health authorities have issued warnings about usage in order to reduce exposure to radiowaves from mobile telephones.

Orange proactively participates in the debate about radiowaves and passes on information and recommendations for usage to its stakeholders. These measures revolve around 5 areas:

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

Objectives	Deadline	Progress
Roll out training for employees in the AMEA subsidiaries (translation of the site about radiowaves into Arabic, creation of a training kit for the personnel who work on or near relay antennas).	2015 - 2016	• Creation of a training kit ("radiowaves for people working on antennas and the security perimeter around antennas") with the "Ecole des métiers techniques", aimed at technical teams in the subsidiaries. • Creation of an Orange guide regarding the security perimeters around antennas for Europe and AMEA technical teams; presentation of the guide in Spain and Côte d'Ivoire. • Training for technical teams in Côte d'Ivoire on radiowaves and security perimeters started in 2015; training will be continued into 2016 • Information days for Orange France occupational doctors on electro-sensitive individuals • Participation in GSMA meetings on the creation of a guide regarding security perimeters, scientific and regulatory monitoring and consideration of possible scenarios of a new regulatory landscape for radiowaves in Europe. • Translation of the radiowaves site into Arabic complete, integration of the Arabic version planned for 2016
Audit subsidiaries on the application of their radiowaves policy (one country in 2015)	2015	audit in Egypt postponed in 2016

Setting the example with our employees

Building a digital and human employer model is one of the five areas on which the Orange Essentials2020 strategic plan is based, and one of the main challenges, or even the top challenge for Human Resources in the years to come.

This goal is based on a high-quality employee experience, the basis of a successful Orange customer experience: giving employees the resources to transform the customer experience.

As part of adaptations and changes to the company, the position of the human is vital and the goal of HR is to reconcile financial performance and social quality, which involves adapting organisations, digital transformation and also the internal workplace environment.

Orange bases its Human Resources approach on the deployment of a socially responsible model, aiming to become a preferred employer in the countries where it operates. There are three policies which coordinate the policies on this topic: ongoing improvement of social quality, anticipation and support of business transformation and the promotion of diversity in all its forms.

RECONCILING BUSINESS AND SOCIAL PERFORMANCE

The Group's social model is based around a series of commitments to employees, enshrined within a social contract in France and the Orange People Charter, the version distributed in 23 countries worldwide.

The relationship between the Group and its employees is focused on 6 commitments:

- acting as a responsible employer
- providing a diverse range of career paths
- promoting methods of work which focus on customer satisfaction
- giving managers the freedom they need to lead their teams to success
- providing a high-quality working environment
- rewarding teams for their individual and collective contributions to Group success

Listening to employee opinions on the quality of their working environment and in-depth monitoring of these opinions helps Orange to constantly adapt the guidelines of its social policy.

Award	2015	Orange certified as a "Top Employer Global 2016": Orange received "Top Employer Global 2016" certification for the first time on 22 February 2016. This certification recognises the best human resources policies and programmes. 29 Orange countries and territories on 5 continents were involved in the process and made it a success.
Objectives	**Deadline**	**Progress**
Continue the Group's commitments in terms of social dialogue by means that suit the local context and regular meetings with ad hoc committees (Worldwide Works Council	2015	To support its development, the Group has implemented social dialogue meetings covering its whole perimeter at different levels: • The European Works Council: it includes 28 employee representatives from 19 countries. In 2015, it met 3 times(physical meetings), successively in Marseille, Paris and Rome, in order to provide information and

- European Works Council…)		consultation on development and acquisition projects in Europe and OBS zones. The Group's strategic 2020 plan (Essentials 2020) and its international version were the subject of a detailed presentation. • The Worldwide Works Council: it has 31 members, representing 21 countries (subsidiaries with over 400 employees). It meets once a year on the initiative of the Group Director General. The Worldwide Works Council meeting was held in June 2015. Information focused on the strategic plan, operations and projects in the AMEA region, and the implementation of the worldwide health and safety agreement which was signed on 21 November 2014. • At a local level, employee representatives include representatives from unions, representatives appointed by elected employee forums and also representatives democratically elected directly by employees according to rules defined locally.

Pursue the tracking of quality of life in the workplace through the periodic reporting of surveys and combined national / international indicators and inclusion of the results as part of the bonus scheme for top international managers in the Group	2015	The 5th annual international employee survey and the 12th France biannual employee survey took place at the end of 2015. These surveys help assess social quality and the implementation of the Orange People Charter at a Group level as well as its French version, the social contract. These surveys were carried out by the CSA Institute.
		• France: publication of the results of the 11th employee survey in June 2015 and the 12th in January 2016 93% of employees are proud to work for Orange (+1%) and 87% would recommend Orange as a good place to work (+1%); 88% are confident that the company will successfully achieve the Essentials2020 goals.
		• Other countries: fifth annual employee survey at the end of 2015 in 21 AMEA and Europe countries, and in four Orange Business Services zones. The participation rate of 69%, a 3% increase on 2014, reflects the interest shown by employees in this topic, which is based around five themes:
		  o strategy and Corporate Social Responsibility
		  o professional development
		  o quality of life at work and working environment
		  o management
		  o recognition

Continue deployment of the health and safety policy and provide support for Group countries	2015	Health and safety is a strong aspect of the Group's Human Resources policy, as demonstrated by the Group's health and safety agreement signed on 21 November 2014. This agreement covers all Group employees. It is an extension of the agreement signed in 2006, as well as all other projects already in place. The health and safety goals are the same for all but the implementation of a management system (already under way before the signature of the Group agreement) must be adapted to each situation. It has therefore been decided to allow each entity to develop it at its own pace, whilst supporting this development. A Group health and safety management reference standard

		has been developed based on the international OHSAS18001 standard. Every country has the choice of either using the Group policy or the OHSAS18001 Standard. To launch this approach, a self-diagnosis questionnaire allows countries to assess the discrepancy between current and expected behaviour. Personalised support for self-assessment is provided by Group Health & Safety for entities of either more than 1,000 employees or that are at risk. In addition, a health and safety network has been put into place to encourage a coherent global approach with health and safety players, distribute information and support countries to adapt the new health and safety policy and to share best practices.

PREPARING THE GROUP'S FUTURE

The new technologies market is continuing to develop, its functions are changing and its players must adapt their employment, training and recruitment management policies in a dynamic and ongoing manner.

This is why the Group is supporting the professional development of its employees, by providing them with a full range of training. In order to speed up the Group's digital transformation, a dedicated programme "Orange Digital Leadership Inside" was launched at the end of 2013 to raise awareness and train our employees whilst providing the Group within new ways of working adapted to the challenges of digitalisation.
In addition, Orange is committed to France's national effort to help young people find work.

Awards	**2015**	Orange won the 7th edition of the Human Capital trophy (prize created by Michael Page and Le Monde seven years ago, which recognises the initiatives and achievements of large Groups in their human resources policies). This prize recognises the consistency of our initiatives to appreciate human capital, as well as the involvement of management in this field, and winning this employee digital transformation prize has proven the effectiveness of our Orange Digital Leadership Inside approach. On 16 October, in Paris, our Digital Academy won the "Digital HR" prize at the "Digital Industries Awards" presented by the magazine "L'Usine Nouvelle". This prize recognises Orange's desire to develop the digital culture of 160,000 employees.
Objectives	**Deadline**	**Progress**
Accelerate internal digitalisation: raising awareness, training employees and permeating the Group with new ways of working	2015-2020	• Training has always been very important to the Group. The number of training hours per employee is 31.5 hours. • Orange training is organised by Orange Campus, dedicated to management of all Group managers, business schools, including 17 schools in France, in the fields of sales, technical, marketing, services,

		support functions, 7 in Poland, in the fields of sales, technical, networks and project management, and 4 in Spain in the fields of sales, IS and networks.
		• 2015 was marked by the deployment of the "**Orange Digital Leadership Inside**" programme, a Group programme launched at the end of 2013 in order to boost and support the Group's internal digital transformation. It is based around 3 complementary areas (raising awareness, training, equipping), with staggered deliverables over time. The **Digital Academy** has been launched as part of the training programme. It is a common platform for digital knowledge intended for all Group employees. It allows each person to complete the "digital for all" course at their own pace, in addition to training initiatives provided by business schools and the Orange Campus for managers. The Digital Academy has been deployed in 18 countries, in 5 languages (French, English, Arabic, Spanish and Polish). Nearly 100,000 passports and visas have been obtained by over 63% of employees.

		• As part of the Digital Academy, several types of training have been launched, specifically:
		  ○ two MOOCs at the end of 2014: "Becoming a web adviser" (13,400 registrations - "finisher" rate (people who completed the course); 16%) and "Decoding code" (15,000 registrations - "finisher" rate: 12%),
		  ○ A "Digital usage" COOC ("*Corporate online open course")* aimed at employees, on the usage of digital tools for more simplicity and effectiveness on a daily basis
		  ○ A "Big Data" course (13,300 visitors - 6,200 visas)
		  ○ and other sorts of more targeted training, for a specific audience

		• In addition, the content of the Digital Society Forum was promoted through a special MOOC called "living with digital". A DSF workshop was held within the Innovation, Marketing and Technologies Department (IMT) on the issue of "connected migrants". The Orange France Executive Committee has followed a beginner's session in computer programming applied to connected devices, within Simplon.co.

		• At the same time, a number of pilot programmes were put in place in order to assess the impact of digital technologies on ways of working. For example:
		  ○ Supporting the development of working from home and working on the move whilst taking into account the impacts on the organisation, management, coordination of remote resources, activity steering, IS and the layout of a working space
		  ○ Rethinking the contact centre of tomorrow:

		supporting the creation of the contact centre of tomorrow by considering ways of working, organisation of the working space, and use of collaborative tools. New innovative ways of working have been tested
		  o Launch of the "Villa Bonne Nouvelle**",** a co-working space within the "Silicon Sentier" in Paris, hosting Orange teams working on a project with external partners, allowing an exchange of experiences and a similar environment to an incubator. The main goal is to create optimally functioning methods in a digital culture and to understand how this framework enhances social quality and economic performance.
		  o "Les étableurs" or digital innovation experts: an operation to test the integration of digital technologies into a classic environment in order to observe the ways in which people work start to merge and overlap 15 employees at a Paris site are transformed into digital coaches for one half-day per week: individual support of employees, group workshops and assistance in improving ways of working by using digital technology

Pursue the roll-out of Group management guidelines to all managers of managers and teams	2013-2015	• Sessions held in 22 countries: 7,500 self-assessment quizzes completed • Managers trained: 76 sessions, including 20 international: 1,100 leaders trained (including 300 outside of France), 450 manager managers; • HR trained: 68 sessions, including 14 international: 800 people trained (including 160 international) After a wide-scale deployment stage in 2013/2014, awareness and training in the use of the Orange Managerial Reference Materials was integrated into initial training in 2015 ("Becoming a manager", taking up an HR role involving career development), in fundamental modules used outside of France for all management levels whether together or apart, and in other modules such as "Developing all of my employees".

Committing to France's national effort to help young people find work	2014-2018	Signature in December 2015 of a new inter-generation agreement for the 2016-2018 period
		This agreement is a merger of three previous agreements on work experience and internships, older workers and the previous 2013 inter-generation agreement.
		The generation contract has 3 aims:
		  o helping the sustainable integration of young people into permanent employment
		  o keeping older workers in employment
		  o encouraging the passing on of knowledge and skills
		For this purpose, the agreement sets forth or underlines specific, ambitious measures around five areas:
		• recruitment of 6,000 permanent workers between now and 2018 in a difficult context in terms of money and competition.
		• welcoming young people in training: 4,300 work experience candidates working at the company on

		average over three years, recruitment between now and 2018 of 1,800 of these young people amongst 6,000 new permanent contracts in our company, and welcoming at least 2,500 interns each year. • keeping older workers in employment and preparing the end of the career (renewal of existing systems) • passing on knowledge, which is a particular challenge for our company where 30% of employees will retire between now and 2020. • specific measures for parental leave, taking into consideration people who are temporarily away from work to raise a child As part of previous agreements (the 2013 inter-generation agreement and the 2014 work experience and internship agreement), the Group has already met the commitments that it set: • with more than 5,650 current work experience contracts as at 31 December 2015 (initial and further vocational training contracts), equivalent to 5.8% of the total headcount (within the scope of the Group agreement in France) • around 1,160 ex-work experience candidates recruited into permanent jobs in 2015, including 400 as part of the ultra-broadband plan, bringing the total number of permanent employees recruited from among this group in the period 2013-2015 to nearly 1,900, in line with the 3 year target; • furthermore, the Group adds to its initiative to get young people into work by continuing to welcome a significant number of interns each year (2,400 in 2015).

PROMOTING DIVERSITY IN THE WORKPLACE		

Orange makes diversity and equality during recruitment and the professional career an asset for innovation and attractiveness. In every Orange country, initiatives in support of diversity and workplace equality, adapted to the specific local challenges, are put into place with ad hoc monitoring and assessment systems. Workplace equality between men and women is a cross-cutting priority for all Group entities.

Certification	**2015**	The GEEIS certification (Gender Equality European International Standard) which deals with the Group's workplace equality policy has been renewed. Certification since 2011 of the Orange Group, Orange France, Orange Business Services, Orange Spain, Mobistar Belgium and Orange Business Services in Germany and Italy. In 2015, the newly certified entities are Orange Poland, Orange Luxembourg and Orange Romania. Orange Slovakia and Orange Moldova are currently being assessed.
Objectives	**Deadline**	**Progress**
Strengthen workplace gender equality in all aspects of working life in	2013-2020	The Group policy has 4 pillars: • Wage equality: monitoring by the entire Group. Specifically for France, a study aiming to identify the

all Group countries and the setting up of assessment tools and ad hoc monitoring		"unexplained" wage gap has demonstrated that it is 0.63%, a very small gap in comparison to a market which is 10 times higher (6.3%)

		• Access for women to positions of responsibility:
		  o monitoring of talent pools for Leader and Executive networks, succession plans for key positions and mentoring of high-potential women which is being deployed in Europe;
		  o participation of women in internal networks (InnovElles, the Group's female manager network, all local networks and divisions in France, Niger, Mali and some OBS countries - Egypt, UK, Germany, USA, etc.) and external networks to develop their leadership (WIL, PWN, InterElles), controlling their self-censorship and giving them the keys for success.
		
		• Feminisation of technical roles: launch of "*Capital Filles*" in Romania and extension of the programme in France, strengthening of "shadowing" initiatives with "*Elles Bougent"*
		
		• Work-life balance: the Workplace Equality Strategic Committee, which controls the deployment of the Group's Workplace Equality policy, decided to deploy the Work-Life Balance Charter produced by the French Ministry for Women's Rights across the entire Orange group, with the local required adaptations. It has also decided to test the possibility of the "Happy Men" concept outside of France in order to engage men in terms of workplace equality.
		In various subsidiaries overseas, measures linked to parental leave are more favourable than required by local regulations (implementation of paternity leave in Botswana, full salary for maternity and paternity leave in Romania and Tunisia, additional leave when children are unwell in France and Luxembourg, for example.)
		
		As the entire Group policy is subject to evaluation against the Gender Equality European and International Standard, the Group and all the European countries were audited in 2015. All the countries were certified and a roll-out to some of the AMEA countries was carried out in 2015.
		
		A Global Stakeholder Dialogue on diversity and workplace equality was kicked off in 2015 in order to identify any necessary changes in the view of the many Group stakeholders. The pilot took place in Senegal in November. (see paragraph "Group Dialogue" - page 4)

Increase the proportion of women in management bodies (2015 objective: 35%) ;	2013-2020	The objective of reaching 35% of women in the Leaders Network was postponed to 2020 to take into account the low rate of renewal in this group of people. At end 2015, the figure stood at 25%. In order to achieve this goal, the following initiatives were

		put into place: • During the Group's talent reviews, the proportion of women in management roles and associated pools are presented and we look at the equality and, where appropriate, an initiative contributing to achieving the objective. • A long-term initiative to achieve 35% is the equal recruitment of very young potential talent through the Orange Graduate Program.
Increase support for Group countries and divisions to help them strengthen local policies in terms of diversity and particularly for the disabled	2013-2015	• Signature of the OIT commitment charter in October 2015. Through this charter, Orange commits to fighting against discrimination and stereotypes, including disabled people in the workplace. French equal opportunity initiatives have been deployed in Romania with "*Capital Filles*" and in Morocco with "*Passeport Avenir*". A "Diversity" network was created within AMEA with a "diversity champion". • in 2015, in France, the employment rate of disabled employees was 5.9%. • Various initiatives have been deployed across the Group, for example the layout of workstations and the information system, employee awareness and coaching meetings, participation in disabled worker recruitment forums.

Setting the example with our suppliers

ORANGE, A RESPONSIBLE PURCHASER		
Sustainable relationship between a company and its suppliers is a real enabler of performance for all. At the heart of this relationship: trust. This is mainly based on compliance, by suppliers and subcontractors, with the principles and rights expected by their customer who should support them in the definition and implementation of the best responsible practices. Acting as a responsible purchaser, for Orange, also involves ensuring that our partners, particularly SMEs, are developing in the best conditions. The major influence that our Group can have on the development of the local financial network is at the centre of our Purchasing policy.		
Prize	**2015**	In June 2015, Orange received the "payment terms" prize issued by the "*Observatoire des Délais de Paiemen*"t in the "Large companies" section, for its initiatives in support of suppliers in France.
Objectives	**Deadline**	**Progress**

Continue to reinforce CSR in terms of governance and the purchasing and supply chain processes	2014-2016	• CSR has been largely deployed within the Group's purchasing process, as well as Orange France and BuyIn.
		• for purchases for all Europe and AMEA subsidiaries, implementation of the CSR reinforcement project. This project has 3 stages; in 2015, the first stage (updating of the CSR clause and raising awareness about CSR amongst all purchasers) has taken place.
		• Contribution to goals to reduce environmental impacts:
		  o increased consideration of CSR in major Orange projects, such as the selection of the business WEEE sector in France
		  o Refurbishing of Livebox 2 returned to Orange so that they can be used in AMEA: 30,000 Livebox 2 sent to Côte d'Ivoire and Senegal
		  o finalisation in progress with Sagem of the spare parts production project which uses recycled plastic from Livebox cases and digital decoders.
		• Payment terms:
		  o implementation by Orange in France of a reverse factoring programme offering suppliers advantageous payment terms on their invoices with deadlines reduced to a few days.
		• Supplier understanding: reinforcement of processes allowing improved supplier understanding, particularly in terms of the active fight against corruption and employee health and safety
		• Supplier assessment: provision of a web platform to subsidiaries in AMEA and Europe to allow them to assess the performance of their local suppliers with the use of QREDIC (Orange methodology used to assess supplier performance, already largely used for "Group" purchases and purchases in France). In

		2015, measures were taken in Guinea Conakry, Côte d'Ivoire, Spain, Slovakia, Moldova, Tunisia, Belgium and Romania.
Strengthening of buy-in and commitment to CSR by the purchasing function;	2014-2016	• In France o Continuation of CSR workshops started in 2014 to allow purchasers in France to better apply CSR principles in their respective purchasing categories: in 2015, 3 workshops helped train 19 people o 8 web conferences organised in France to encourage uptake of CSR commitments by purchasing teams within the purchasing process on themes such as risk management, waste mapping and personal data security. Over 50 participants attended each conference. • Subsidiaries in Europe and AMEA zones: awareness about CSR amongst o all purchasing CSR contacts (1 per subsidiary) o all purchasers in 4 countries (Egypt, Jordan, Cameroon, Madagascar) i.e. a total of 10 people trained in Europe and 60 in AMEA • Organisation of a training session for logistics teams regarding the regulations of cross-border transport and starting e-learning to raise awareness about CSR amongst all staff • For BuyIn, training of 70 people in CSR during 12 sessions, including "support" functions (legal, regulatory)
Contribute to local development and employment by encouraging participation in our tenders for companies in the disabled sector and innovative SMEs.	**2014-2016**	• adapted and protected sector (France): renewal of the commitment to spend at least €15 million in purchases per year to this sector. Currently over 440 companies in this sector work with Orange for €16.4 million invoiced at the end of 2015. • As part of the "Public undertakings charter in support of the emergence and development of innovative SMEs" signed in 2012, support for over 200 innovative SMEs, through direct purchases for more than €100 million per year in the group (including 66% in France), and through open innovation programmes and various commitments such as our active contribution to French Tech, or the "*Alliance pour l'Innovation Ouverte"*. • Thanks to its expertise in the Chinese market through its OSC subsidiary, Orange has developed a support offer since mid-2014 aimed at innovative SMEs in order to help them in their international development to identify and select Chinese manufacturers which are mature enough to respond to international requirements in terms of costs/quality/deadlines/intellectual property protection/CSR compliance.

PROMOTING CSR STANDARDS IN THE CHAIN OF SUBCONTRACTORS

The Group attaches particular importance to ensuring commitment and development of CSR amongst its suppliers and subcontractors, both through the incorporation of CSR criteria in the selection and ranking processes, as well as monitoring of operational practices as part of continuous improvement.

Suppliers are therefore regularly assessed on ethical, social and environmental issues. These assessments can be led by the Group, with the assistance of specialised partners as part of collaborative and sector-based organisations.

Labels	2015	In France, Orange has received the "responsible supplier relations" label again for the 2016-2018 period. Created in 2012, this State-awarded label distinguishes French companies which have signed the "Responsible supplier relations charter" which proves that they have sustainable and balanced relations with their suppliers.
Objectives	**Deadline**	**Progress**

Prefer suppliers that meet the ethical, social and environmental requirements of tenders by improving consideration of environmental and social criteria and ensure that suppliers implement Orange's own CSR requirements	2014-2016	• Systematic integration of a standard CSR clause, regularly updated, in any new contract in France. It has been deployed in over 50% of subsidiaries in Europe and AMEA and is currently being deployed in other subsidiaries.
		
		• Strengthening of CSR in the supplier selection process in areas at risk such as projects involving the treatment of waste and the reconditioning of second hand products Initiatives are also in progress to take into consideration the energy costs of the products that we purchase in more detail as part of our purchase cost analyses.
		
		• Encouragement by Orange of its subcontractors to adhere to principles and commitments defined in the "responsible supplier relations" charter which contributes to the implementation of CSR in France. Amongst 1,600 signatories at end 2015, 86 are direct suppliers in France; they represent nearly 21% of our purchases.
		
		• Continuation of supplier CSR practices assessment:
		  o 456 suppliers evaluated by the specialised company EcoVadis on behalf of Orange by end 2015
		  o JAC (Joint Audit Cooperation - a telecommunications operator association, working together to control, assess and develop the implementation of CSR principles by their suppliers in the ICT sector) 2015 audit campaign:
		    - 61 audits carried out in 2015 (nearly twice as many audits as 2014), i.e. a total of 209 since 2010.
		    - In 2015, 56% of audits cover rank 2 subcontractors, 28% rank 3 and 16% cover the supplier production site (rank 1).

		- In 2015, we saw a 10% increase in the number of closed CSR issues and the proportion of production sites without CSR problems increased from 39% to 46%. • First edition of the Suppliers CSR Forum held in June on the theme: "Let's share our CSR commitments together to develop a responsible Supply Chain". This event welcomed the main suppliers of Orange and BuyIn, as well as other JAC operators. In order to develop this approach further, a webinar was held in December with around twenty suppliers to identify the major problems found during audits and to exchange best practices to solve them. • Implementation of discussions with key suppliers to be aware of their 10 main production sites in order to reinforce transparency in relations. These discussions were followed by corrective action plans, including audits for certain sites.
Contribute to the roll-out of Joint Audit Cooperation (JAC), particularly by developing multi-stakeholder dialogue on the JAC Guidelines in order to improve their meaning and content	2014-2016	Multi-stakeholder dialogue: 5th forum held on 14 January 2016 in Nanjing (China): discussion with industry players (suppliers and subcontractors), NGOs (IPE, ICO), Institutions (University of Nanjing, Global Compact), and other Telecoms Operators on the financial benefits of CSR and its essential role for sustainable and responsible economic growth. The debates between stakeholders have helped identify areas of entry for initiatives to be developed for more effective deployment of CSR in the production chain.
Improve the traceability of minerals originating in war zones for the products concerned	2014-2016	• Inclusion in purchasing contracts (Orange and BuyIn) for all equipment and products of a clause concerning minerals originating in zones of conflict as defined in section 1502 of the Dodd-Frank Act (tin, tantalum, tungsten and gold). Obligation for suppliers to indicate if one of these minerals is used in their products. If this is the case, the supplier must improve traceability of the source of the minerals and transparency amongst its own supply chain; • Integration of questions on resources used into on-site audits as part of the Joint Audit Cooperation (JAC), improving traceability of the source of minerals and transparency within the supplier's supply chain.

Promoting human rights and freedom of expression

Respect for human rights is applied at all levels within the company, with employees, suppliers and subcontractors. However companies in the telecommunications and internet sector are faced with new challenges, particularly freedom of expression and the protection of personal data.

Orange ensures that these human rights are respected, particularly when using ICT. This is why we are involved within the sector dialogue group "Telecom Industry Dialogue" (TID), of which we are a founding member and co-writer of 10 main principles relating to freedom of expression and privacy in the ICT sector. These constitute a reference diagram for the development and implementation, within the Group, of policies and processes relating to freedom of expression and respect of privacy in the ICT sector.

In line with these principles and in order to ensure transparency regarding follow-ups to government requests for customer data, Orange is committed to regularly publishing information on the number of government requests where allowed by local legislation.

Objectives	Deadline	

Strengthening the notion of respect for human rights within the Group and encouraging buy-in:
• continue to apply the 10 principles of Industry Dialogue in all countries where the Group operates
• continue to evaluate Group human rights related risk with a focus on high risk countries.
• providing awareness training to Orange employees potentially facing negative impacts in collaboration with the EDH association
	2015 - 2018	• Deployment of the Industry Dialogue principles within all Group countries, in several forms
		  o Ad hoc presentations during CSR contact meetings within Group divisions or subsidiaries
		  o Greater interaction to help finalise the Group Transparency Report (discussions with internal departments involved in obtaining the necessary information, and implementing the definition of indicators and reporting methods)
		  o involvement of Group teams at all subsidiaries, if government requests deviate outside of the law.
		  o active support of Group teams at subsidiaries to help them modify their processes if changes are made to legislation (state of emergency, etc.)
		
		• Impact studies
		Updating of the study carried out in 2014 to measure the impact of human rights in different countries by an external firm, Verisk Maplecroft, including new 2015 parameters relating to the number of Orange customers, staff employed and the Orange geographic scope.
		
		Orange also participated in the specific assessment carried out by the organisation Ranking Digital Rights on protection of privacy and freedom of expression by telecommunications and content operators. The score we obtained places us amongst the best telecommunications operators.
		
		• Employee awareness
		Participation, within EDH (Companies for Human Rights, an organisation made up of 12 major French companies) in the preparation of specialised e-learning: this e-learning was tested in 2015 and will be deployed in 2016.

Pursuing and further	2015 - 2018	• Transparency report

| developing activities and partnerships to promote best practices in this field
 • Improve transparency in the majority of Group countries wherever local law allows and governments do not publish information
 • Improve the sharing of information and best practices in this field, particularly by way of the Telecom Industry Dialogue (ID)
 • Examine the possibility of bringing the Telecom Industry Dialogue and internet players closer together via the Global Network Initiative | | For 2015, for the 2nd time, Orange published a report which summarises requests made by governments in terms of wire-tapping and requisition (included in the CSR report available at Orange.com)

 • Participation in ID
 Orange is a member of the Board of Industry Dialogue that meets every 3 months to discuss best practice and deploy the 10 ID principles for the respect of human rights. The year was devoted to a rapprochement with the Global Network Initiative (GNI), a multi-stakeholder platform that includes internet operators, NGOs, academics and socially responsible investors.
 In 2015 <br> o Weekly telephone conferences <br> o Bimonthly participation in a working group on the sharing of best practices amongst telecommunications operators <br> o In-person meetings with the participation of stakeholders (London, Stockholm, Boulogne)
 o Interaction with David Kaye, United Nations Special Rapporteur on freedom of opinion and expression to define the roles of business and government

 Our participation in these events and discussions helps provide us with the international means to resist the non-compliant demands made by certain governments

 • Promotion of best practices during other events: in France, the active participation of Orange, as co-rapporteur, in the CSR Platform (dependent on the Prime Minister), to develop a national French action plan to apply the United Nations' guiding principles. |

ORANGE IN SUPPORT OF SOCIAL AND ECONOMIC DEVELOPMENT

Digital technologies are changing the world and contribute to societal development. They are so important that they can be considered a fundamental right. Experience shows how much digital technology, particularly in Africa, can speed up socio-economic and cultural development in a country. However at a global and local level, there are various sources of digital divides.

Our role is to support digital talents and to develop local ecosystems by taking advantage of our local position. We would like to create shared value thanks to the source of innovation and employability that digital technology offers. Providing access to the largest number of people, deploying essential digital services adapted to each person's needs, supporting entrepreneurship and open innovation, particularly as an enabler of social innovation: these are the three areas of our local development initiative.

Combating digital divides

Even now, there is inequality with digital technologies. Whether geographic, economic, physical or cultural, obstacles exist.

As a responsible operator, Orange is committed to fighting against factors which cause exclusion through innovative solutions and investments. We work to ensure that the largest number of people can access services which are now essential in good conditions.

COMBATING THE GEOGRAPHIC DIGITAL DIVIDE

To combat the geographic digital divide, Orange has invested in extending fixed and mobile network coverage for many years. This commitment was underlined as part of the Essentials2020 strategic plan presented in March 2015, within which Orange committed to deploying 4G networks (mobile broadband) across 95% of its European perimeter and in the majority of AMEA countries, between now and 2018, whilst preparing for 5G.

Objectives	Deadline	Progress
• Continue to roll out solar depending on the local situation, in the context of agreements for outsourcing base stations • Improve broadband coverage in Africa by leveraging the Group's network of submarine cables and terrestrial backbone	2013-2015	Contribute to the electrical supply for remote areas, allowing them to access digital technologies and reducing the digital divide. Various projects have been launched: • Group solar sites: the total number is now more than 2,600 sites (2,400 in 2014). These sites help extend the coverage of the mobile network at sites without an electrical supply which are difficult to access, but in a more environmentally-friendly manner: these sites represent an annual production of over 19GWh of solar energy, allowing annual savings of nearly 34 million litres of fuel and avoiding around 92,000 tonnes of CO_2 emissions. • Launch of the UNI-VERTs Forum with the incubator CIPMEN in NIGER. CIPMEN, in collaboration with GiMafoR Engineering and the Energies pour le Monde foundation, wishes to create a framework for reflection

network;		and discussion called UNI-Verts, the main aim of which is to create a sustainable ecosystem which supports the renewable energies sector in Niger. • In November 2015, Orange and ENGIE signed a deal to expand rural electricity grid and optimise power supply to telecoms infrastructure in Africa. These solutions could, for instance, include individual solar kits and small-scale, local electricity networks. The service could then be billed via mobile using Orange Money. The trials will allow the companies to validate the technical solutions, the sales and distribution models, and the economic feasibility of the service before making it available on a larger scale. • Project to build solar farms conducted in Jordan which will help cover all electricity needs of Orange Jordan over time, reducing CO_2 emissions and controlling energy costs. The first farms will be built in 2016. Broadband service in Africa countries Through major investments in **submarine cable** networks, Orange underlines its commitment to increase access to the internet in nearly twenty countries where it operates in Africa, whilst continuing to improve the network quality: • commissioning of ACE cable in Benin and the Canary Islands in July 2015; launch of construction of the 2nd phase between Sao Tomé & Principe and Cape Town. At the end of 2015, nearly 12,000km of optical cable had already been deployed and helps link 18 countries: France, Portugal, the Canary Islands (Spain), Mauritania, Senegal, Gambia, Guinea, Sierra Leone, Liberia, Côte d'Ivoire, Ghana, Nigeria, Equatorial Guinea, Gabon and Sao Tomé & Principe. Two countries without a coastal border, Mali and Niger, are connected with a land extension. Once phase II is complete, ACE will cover a total distance of 17,000km and will allow 25 countries to access broadband internet. • deployment of the SEA-ME-WE 5 (South East Asia-Middle East-Western Europe 5) submarine cable, commissioning is planned in the second half of 2016. 20,000km long, the SEA-ME-WE 5 cable will reinforce the Europe-Asia link by offering additional capabilities. It will link France to Singapore, serving 17 countries: Saudi Arabia, Bangladesh, Burma, Djibouti, Egypt, United Arab Emirates, France, Indonesia, Italy, Malaysia, Oman, Pakistan, Qatar, Singapore, Sri Lanka, Turkey and Yemen.

Deploy 4G in Europe:
• France: 100% 3G and 4G coverage on high speed train lines and the majority of motorways
• outside France: deploy 4G
	2015-2020	• In Europe:
		   o fixed high-speed networks (in fibre optic with FTTH) are deployed in Spain, France, Slovakia and Poland. At the end of 2015, fibre has 1,882 million customers.
		
		   o 4G networks are deployed in 8 European countries: France, Poland, Spain, Belgium, Luxembourg, Moldova, Romania, Slovakia. At the end of 2015, 4G has nearly 18 million customers in Europe.

networks across 95% of the territory		• In France:
		  ○ deployment of 4G coverage on the Paris-Lyon high-speed TGV rail line; Orange continues to deploy 4G on other links, including the Paris-Lille high-speed TGV rail line planned for the start of July 2016.
		  ○ coverage of 11 motorways in 3G+/4G (at 98% for some)
		  ○ ARCEP, the French telecoms regulatory authority, ranks Orange as the best mobile network in France with 153 criteria out of 210 better than average.
		
		• Preparation for deploying 5G as part of French and European research projects and standardization bodies.

Deploy 4G in 13 Orange countries in the AMEA region	2015-2020	• 4G network deployed in 4 AMEA countries (Mauritius, Botswana, Jordan and Morocco). • 3G/3G+ networks deployed in 19 African and Middle Eastern countries

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COMBATING THE PHYSICAL DIGITAL DIVIDE In the fight against the digital divide linked to disability or age, we have deployed a "design for all" strategy for many years. It specifically has the aim of adapting our products and services to the needs of these populations, and to design specific products combining innovation, simplicity and ergonomics.	

Objectives	Deadline	Progress
Continue to develop offers and products to meet the needs of disabled and elderly people, either directly or in partnership with start-ups as part of open innovation Continue with training and digital technology initiatives Developing access to offers via digital technology with improvements to web catalogues and improved website access Reinforce dialogue with disabled players	2014-2015	Products and offers • Marketing of the Claria Vox vocalisation solution, and continuing to collaborate with the company Claria to provide our blind and partially sighted customers with an accessible, simple and intuitive smartphone solution at the best price, enriched with specific functionalities (OCCR, colour recognition, etc.) • Development of an "Easy Smartphone for Seniors" solution which encourage use of tactile interfaces and major functionalities for Android smartphones for older people, this application will be tested in Romania at the start of 2016. • Catalogue of specific products (2 editions/year) available in France and Spain with 3 e-accessible formats, in addition to hard copy and CD audio version for vision solutions. • Ongoing test for a tablet based home automation control solution using head movement recognition and voice control for quadriplegics • Experimentation in 2015/2016 in France of a home care solution with adapted sensors and data analysis which helps family carers to check on older people remotely and to help with their home care.

Training and coaching
- In 2015 and 2016, continuation of training activities with an additional strand for calls from the elderly.
- The site "living well with digital" provides information on Orange initiatives which support accessibility; visits to the site have increased since its creation in July 2013

Distribution network
- At the end of 2015: 280 "Independence" stores (with expert advisers trained in advising disabled people, adapted furniture, guiding audio terminal, audio induction loop...).
- Commercial adapted smartphone promotions for older people.
- 95% of the Orange France own network store network is accessible to disabled people; work is planned to make the entire own network accessible.

Dialogue with disabled and senior players:
participation in major disability exhibitions to present independence and innovation offers, dialogue with associations and contribution to the work of the European Commission and standardization bodies.

IMPROVING EQUAL OPPORTUNITIES FOR ACCESS TO EDUCATION, HEALTHCARE AND CULTURE

To fight against factors for exclusion linked to education or culture, we offer awareness and equipment programmes in collaboration with local academic institutions, particularly through the Orange Foundation

Objectives	Deadline	Progress
Give young people and women the keys to the digital world through 4 major digital education programmes: the Solidarity FabLabs, Together for youth integration, Digital Centres, Digital Schools;	2014-2016	Education is a strong point for all Orange areas of operation (internal, business, sponsorship). The Orange Foundation has been supporting projects that encourage learning in all the countries where we are present for many years. And of course we do this through our own expertise: digital! 32 Solidarity FabLabs in 2015, in 9 countries (France, Spain, Poland, Slovakia, Tunisia, Egypt, Senegal, Madagascar, Mauritius); these FabLabs are innovative and free learning organisations to train and motivate young people in difficult situations or who have problems at school, preparing them for the roles of tomorrow. 8,000 young people trained in digital technology in France with Solidarity FabLabs and Together for the integration of young people programmes, in particular. 300 Digital Schools in 2015, in 8 countries, to offer

		children in small skills which do not have books or internet access with access to educational content; 40,000 students welcomed at end 2015. • 8,000 women trained on digital technology in the *'Maisons Digitales'* in France and Africa These Digital Centres aim to give independence back to women though digital training See the programmes and achievements of the Orange Foundation: http://www.fondationorange.com/nos-programmes
Continue the "Orange villages" project: providing healthcare and education infrastructures (water source, healthcare centre, school) where essentials are lacking to allow young boys and girls to have a social life and a future	2014-2016	Since 2012, the Villages programme links two areas for action of the Orange Foundation: education and healthcare. Now there are 50 villages, across 9 different countries, from Tunisia to Madagascar, plus Cameroon. In total, nearly 250,000 people benefit from this programme. The Village programme aims to improve the daily life of its inhabitants. Each project helps construct infrastructures required to improve daily life: a healthcare centre, a water source and a school.
Helping people with autism to progress with digital, supporting research.	2014-2016	Different initiatives: • Equipment of welcome spaces: the Orange Foundation has equipped and supported over 300 structures in the use of digital tools • Partnership with CRA (autism resource centre) • creation of one professional exchange network for digital technology use: Digital Autism Network. • Launch of the 1st learning game aimed at carers of people with autism: virtual reality videos presenting real-life situations which can be problematic for people with autism and the people caring for them, and which provides answers.
Support access to culture in all its forms	2014-2016	• Launch of two new on-line training programmes on Picasso and Louis XIV. Hosted on the Solerni social learning platform, these MOOCs are self-learning journeys with seven stages that are free and open to all. • The Orange Foundation is the 1st sponsor to show operas directly in cinemas.

Developing essential and innovative services

ICTs can provide solutions in all areas, as long as users are provided with offers adapted to their situation. As part of its global development approach, Orange designs products and services which, in each field, are the best enabler of progress. We have identified several areas for commitment: women, agriculture, healthcare, education, financial services. .

Objectives	Deadline	
Developing solutions that meet specific needs • continue to expand	2014-2016	**Agriculture in Africa:** m-Agri services meet 3 goals: • improve the revenue of farmers (accessing updated

and increase the density of m-Agri services • roll out e-health services • m-Women: deploy at least 1 service pilot in 2015		prices for crop markets by SMS, USSD or voice (Interactive Voice Server or call centre), saving and paying safely via Orange Money,...), • increase agricultural productivity (weather alerts, professional directories, etc.). • reinforce the value chain (collecting and processing field data for statistical purposes, logistical monitoring of vehicles...). In 2015, m-Agri was deployed in 2 new countries: in Senegal, the mLouma service, and in Egypt, 2 experiments led with the Government. In total, there are 11 services in 6 countries (Niger, Mali, Madagascar, Cote d'Ivoire, Senegal, Egypt) support by the NGO Agrisud to create a guide to provide small family agricultural producers in Africa with the resources and tools to professionalise the family agricultural business, in order to allow the farmer to make the right decisions at the right time, and thanks to adapted and relevant advice and use of ICT. This guide provides the tools required for those who wish to hold the role of adviser: project teams in the field, in Northern and Southern organisations, technical departments and producer organisations. **e-Health**, i.e. the use of mobile technologies (telephones, laptops, tablets, PDA...) to offer healthcare solutions, either for prevention, medical information or monitoring chronic illnesses. In AMEA, various initiatives have been launched, for example: • the "myhealthline" service: medical advice hotline which answers questions asked by SMS 24 hours a day, completely anonymously, which is very often used for questions about contraception • "myhealthline" is deployed in one country, Cameroon, and is currently being studied for deployment in Côte d'Ivoire and Guinea; • Côte d'Ivoire: partnership signed in December 2015 with UN AIDS to lead a project to fight against HIV **Women** The m-Women project covers several goals: • increasing access to digital technology to the largest possible number of women, who are currently less connected than men • deploying essential services for their specific needs, for their pregnancy, the health of their children, to avoid unnecessary travel and above all providing them with more security with Orange Money, • and supporting social innovation and female entrepreneurship, knowing that women reinvest 90% of their income into their community. Several services have been launched, for example: • Mali: commercialisation of the Sini Tonon offer, an offer including a savings system giving access to

		• health insurance for expectant mothers (6,000 policies for rural users) • Senegal: agreement protocol signed with Sooretul (an e-commerce platform to link female producers and customers) • The Women's Digital Entrepreneurship Prize, created in 2015 in Senegal
Developing solutions for vulnerable people: in France, test offers targeting people with low income in 9 towns in the Seine Saint Denis Department	2014-2016	Launch in France of an offer co-construction approach with players in the field (Action Tank *Entreprises & Pauvreté,* a social landlord in Seine St Denis, Institut Miir, an insurance expert) to better address the needs of small populations and to make it easier for them to access adapted services by using digital enablers. The potential offer is based on "agile" home insurance which can be extended to other offers to help people to better manage their budget constraints.

Supporting entrepreneurship

The hyper-connected world allows expansion and collaboration with talents from all areas to be more inventive, effective and therefore more competitive. This dynamic has a name: Open Innovation. Orange uses it on a daily basis with leaders in the digital world, other operators, researchers, entrepreneurs, associations, NGOs, students, start-ups, etc. Thanks to these rich interactions with players in different fields, the ability to innovate can be increased, thus benefiting the largest number of people.

This is why Orange is committed to identifying, supporting and promoting digital talents which will change the way that customers live their lives on a daily basis.

Our aim is not just to connect our customers to what is essential to them, but also to contribute to the development of a new economy, to make it an enabler of local financial development and to encourage new ways of thinking about industry, agriculture, education, environmental protection...

Objectives	Deadline	Progress
Develop partnerships with players in the third sector economy and social entrepreneurship and support the development of new forms of entrepreneurship • Launch an incubator and a Simplon school in AMEA • Reinforce the partnership with *La Ruche* (third sector produce distributor) and support the businesses it hosts	2014-2016	Orange endeavours to encourage synergies between players, by creating support and exchange ecosystems by distributing knowledge as part of open innovation. Orange has therefore implemented several organisations, including: • Orange Fab, an international network of start-up accelerators: selected start-ups are offered a mentor and support over 3 months (e.g. provision of co-working spaces, training, expert advice, etc.) In some countries, they can even benefit from a financial grant of up to €15,000. • Orange Partner and Orange Developer, where Orange allows developers across the world to access their networks and key services, providing 20 program interfaces (API) for free, associated to a support programme personalised to developers. • Incubators, created on a model of co-creation, linking the public sector, the private sector and the community, aiming to create and develop SMEs and

		start-ups. After the launch of 3 incubators in Senegal, Mauritius and Niger, 2 new incubators have been launched: • Legal constitution of the CREATEAM incubator in Mali for an official opening in Q1 2016 • Legal constitution of the SABOUTECH incubator in Guinea for an official opening in Q1 2016 However the Simplon school project in Mali has been abandoned. In order to continue to expand the horizons of start-ups, Orange created an international alliance in September 2015, Go Ignite, along with Deutsche Telekom, Singtel and Telefonica. Start-ups with international ambitions can therefore access the resources and markets of these partners, representing a potential of over one billion customers, in addition to the local presence. Orange has also reinforced its partnership with *La Ruche*, created in 2008 and which was the first co-working space in Paris: after Paris and Bordeaux, launches of La Ruche Marseille and La Ruche Montreuil Orange also supports several companies hosted by *La Ruche* • HelloAsso: born in *La Ruche*, it continued to grow, then forged close links with Orange as part of a partnership to launch "Orange Collecte", the first West Africa crowdfunding website with joint branding. • Partnership with the start-up Claria and HandiCaPZero. By using its expertise, Claria has created a solution to make it easier for people with visual difficulties to use technology. The association HandiCaPZero manages technical support to help the customer use Claria Vox. Orange has coordinated everything: the solution is now available in some "Independence" stores (for disabled people). • "*Double Sens*": listed by Orange group Works Councils for their community travel offers for Group employees • Otosense: a technological and social company which has developed a telephone application for the hard-of-hearing which issues sound alerts during emergencies. Also hosted at La Ruche, Otosense is now incubated at Cambridge and has just entered the prestigious Red Herring Top 100 list which celebrates the 100 best start-ups during the year. A technical and partnership collaboration is in place with Orange teams to integrate Otosense technology into Liveboxes to offer audio surveillance offers to Orange customers.
Promote entrepreneurship through awards and competitions, support the best projects	2015	A major Orange goal is to select and integrate start-ups into its ecosystem which are most likely to develop new services and products which simplify and enrich our daily lives.

• Launch the 2015 edition of the Orange Prize for Social Entrepreneurship in Africa • Launch the 2015 edition of the Prize for Social Entrepreneurship in France		This is why Orange has hosted the Orange Social Entrepreneurship Prize in Africa since 2011. In 2015, the prize experienced growing success: 17 participating countries, 608 applications received (452 in 2014), 117,855 votes as part of the "*coup de cœur*" prize and 22,430 for the 2015 "*coup de cœur*" project. Since 2011, 21 projects have benefited from Orange's financial support and expertise, 15 out of 16 winners selected by a jury of experts are still operating and continuing to develop their business. The major winners this year were the start-ups Bassita (Egypt), upOwa (Cameroon) and MyAgro (Mali), the "*coup de cœur*" prize going to Kezakoo (Morocco). Orange also launched the Social Entrepreneurship Academy contest in France in partnership with *La Ruche* and the INSEEC research and higher education group. The aim is to support the emergence of local solutions which encourage societal progress. The 8 projects selected from more than one hundred applications benefit from 9 months of support to test and launch their business. Beyond these initiatives, Orange is committed to supporting start-ups as part of structures put into place, like Orange Labs, Orange Fab, incubators, to allow them to develop and implement themselves sustainably. This includes Orange Digital Investment. This structure, created in 2016, combines all of Orange's investment activity, for a sum of around €300 million: • Fund of funds such as Iris • Orange Digital Ventures, created at the start of 2015, which has a scope of €100M between now and 2020 to finance start-ups in any country with the most ground-breaking digital innovations, able to transform the customer experience thanks to innovative solutions, new technologies or new economic models (maximum amount invested per start-up is €3M). Since its creation, Orange Digital Ventures has already financed seven start-ups. • Corporate development, for example with the investment of €75M in Africa Internet Group In total, 151 start-ups have been supported by different Orange open innovation programmes. Furthermore, Sonatel, Orange's Senegal subsidiary, participates in the Teranga Capital fund, the first venture capital fund in Senegal. The aim of Teranga Capital is to provide an innovative solution to respond to SME finance requirements, from €75,000 to €300,000. Teranga Capital has been incorporated and will start operations at the start of 2016.

ORANGE, A PLAYER IN ECOLOGICAL TRANSITION

Digital technology, an enabler of transformation in all business sectors, also leads to increased use. In this context, Orange endeavours to reduce its own environmental footprint and to help other sectors to reduce theirs.

In addition to the implementation of an Environmental Management System covering its entire geographic perimeter, Orange deploys ambitious solutions and action plans to support ecological and environmental transition in the fields of climate change, resource and waste management and the protection of biodiversity. This is why various company business lines are working to reduce our energy consumption and CO_2 emissions, to improve the disposal of our equipment and promote their recycling, and to research more eco-responsible solutions for our customers.

An ambitious environmental policy

Orange is voluntarily committed to reducing its environmental impacts by setting quantified objectives. To achieve them, it is necessary to organise all human and technical measures needed to implement appropriate action plans; this is called an "Environmental Management System" (EMS) which is in place and assessed with the assistance of ISO 14001. Since 2007 we have committed to expanding ISO 14001 certification whilst ensuring that we are transparent about the reality of our progress.

Objectives	Deadline	Progress
Enlarge the ISO 14001 certified scope across the Orange Group from 50% at end 2015 to 60% at end 2016.	2014-2016	Result at end of 2015: 50.47% In 2015, all ISO 14001 certified Group organisations successfully underwent renewal or follow-up audits. Orange France has significantly extended its certified scope, which now covers 63% of its scope. The Olivier de Serres site which hosts the Group headquarters obtained its ISO 14001 certification in July 2015. The KPI measuring the size of the certified scope compared to all our activities increased by nearly 10% compared to 2014.

Controlling our own impacts

In a context where usage is developing rapidly, and data traffic is continuing to increase, reducing electrical consumption is a real challenge for a telephone operator. This is why Orange has committed to do this for several years. Our action plan also affects our technical infrastructure, our buildings and our ways of travelling and ways of working. And we are going further, by making ourselves a player in energy transition.
Voluntary and innovative action plans have been launched, and continue to be launched to reduce all sources of direct emissions: networks and information systems, buildings, vehicle fleet and business travel.

In order to achieve this objective, Orange enshrined it during COP21: reducing its CO2 emissions by customer use by 50% by 2020 (compared with 2006).

As a reminder, Orange set the target in 2008 of reducing its greenhouse gas emissions by 20% between 2006 and 2020, as an absolute figure. In order to better understand the consequences of a strong increase in the number of customers and the boom in ICT, the scope of which was not expected in 2006, Orange has implemented an indicator to monitor CO2 emissions per customer.

Between 2006 and 2015, Orange reduced its CO² emissions by customer by 25%.

Total emissions from scopes 1, 2 and 3 in 2015 was 1,461,742 tonnes of CO²

Objectives	Deadline	Progress
NETWORKS AND IT SYSTEMS		
Networks and IT systems represent nearly 74% of the Group's CO2 emissions, and 72% of its consumption. A major energy action plan was launched in 2008 to reduce energy consumption linked to their use: Green ITN 2020		
Green ITN 2020 Programme • Continue to deploy enablers for energy savings (Energy metering, low consumption functionalities for devices, etc.) • Carry out studies into and develop new enablers of innovative energy savings and support the Group subsidiaries with their implementation.	2014-2016	• France: energy audits were carried out across 13 major technical sites; areas for improvement were listed mainly for 55 air conditioning installations. • AMEA: continuing to deploy solar energy with over 2,600 sites (2,400 in 2014). A project to build solar farms has also taken place in Jordan which will help cover all electricity needs of Orange Jordan over time, reducing CO² emissions and controlling energy costs. The first farms will be built in 2016. • AMEA: the proportion of sites shared with other operators reached 30% at end 2015. o Increased cooperation with equipment suppliers in order to develop and sell high-energy efficiency telecoms equipment by 2020: announced during COP21, increased joint developments between Orange and Huawei • Continuing to replace previous generation equipment with equipment that is more energy efficient. Low consumption functionalities are being progressively introduced for network equipment. The deployment of

		smart meters at technical sites has also been pursued with 2,500 new sites equipped in 2015, i.e. a total of 4,600 sites which will allow Orange to optimise its energy consumption. • Continuation of the very significant commitment within international standardisation bodies (ITU, ETSI and CENELEC) to establish standards supporting the energy transformation of telecoms and IT systems infrastructures: assessment of the energy efficiency of mobile networks (ETSI ES 203 228), 400VDC (ETSI EN 300132-3-1 & ITU-T L.1200), control and monitoring interface for equipment (ETSI EE ES 202 336)
Data Centres: deploy the energy consumption measurement / optimisation systems for equipment across Europe	2014-2016	Continued deployment of measuring devices in the Data Centres (servers and other equipment)

TERTIARY BUILDINGS

Buildings represent nearly 19% of the Group's CO_2 emissions, and 21.5% of its consumption. To reduce this energy consumption, it must be measured. Analysis and use of measurement data helps speed up transformation of uses and processes, as well as a reduction in consumption

Objectives	Deadline	Progress
in France, • optimise the testing of technical installations and reduce energy consumption while continuing with other measures (smart meters, remote meter reading…) • put in place systems and methods to audit and monitor our maintenance and works service providers	2014-2017	• Continued measuring of the consumption of multiple fluids in buildings to cover 110 of the biggest mixed and tertiary sites (100 sites at end 2014) • Automated detection and correction of defects at 97 sites (66 sites at end 2014) • Implementation of recommendations arising from performance analysis by Diag Flah (approach helping identify opportunities to improve energy management in a building) carried out on 161 buildings (representing 562,000m²)
In other European countries, deploying energy consumption measurement and optimisation tools for IT equipment (office equipment) in all tertiary buildings, and studying	2014-2016	For all other countries in the Europe zone, finalising the deployment of energy consumption measurement tools for office and IT equipment. In 2015, the setting up of optimisation programmes enabled a number of countries to reduce the consumption of this equipment by 30 to 50%. These savings were generated thanks to better control over equipment outside of working hours (on average, 40% of these equipment were left switched on in the evenings and on the

the possibility of integrating other sources of consumption (air conditioning, lighting, etc.).		weekends, this average has now been reduced to 25%).

TRANSPORT AND TRAVEL

Travel represents nearly 7% of the Group's CO2 emissions. Electric vehicles, limiting business travel, promoting collaborative and solidarity transport methods: Orange is exploring innovative technological and human solutions to reduce its emissions.

Objectives	Deadline	Progress

• Continue to optimise the fleet of company cars by introducing sustainable travel systems (1,700 pooled vehicles by 2017)
• Increase the fleet of electric vehicles (200 by end 2015, around 600 electric or hybrid vehicles by 2017)
• Further encourage replacing the use of transport by using video-conference facilities instead.
	2014-2020	• Fleet optimisation
		  o in 2015: increasing reliability of the car-sharing software before deployment; 300 vehicles equipped (100 at end 2014)
		
		• Electric fleet
		  o Around only one hundred vehicles ordered due to the difficulty and cost of deploying recharging equipment.
		  o Deployment of electric vehicle recharging equipment in Orange buildings.
		  105 sockets installed and operational at end 2015
		
		• Several entities have taken measures to limit the use of individual cars (company transport, carpooling, car sharing, eco-driving training etc.).
		
		Several solutions are available to staff in order to reduce business travel (such as video-conference, conference calls, remote collaborative portals). Various telepresence rooms are available to employees in several countries.

Helping our customers reduce their footprint

Information and communication technologies (ICT) can play a key role in the fight against climate change with solutions to encourage remote working, paperless procedures and smart building, network and city management.

objectives	deadline	Progress
• Developing innovative "green" solutions, particularly in the fields of the sustainable city and Smart Home, by bringing partners	2014-2018	**Innovative solutions** Since 2011, Orange works to develop solutions adapted to challenges of the smart city through its *Smart Cities & Territories* programme. Its participation developments have various forms, from a partnership with a regional start-up to develop environmental sensors, to the evaluation of collected urban data. http://www.orange.com/fr/actualites/2015/Smartcities/Carte-

together; • Continue in-house developments for eco-designed services		interactive A few examples • Flux Vision: observing flows of movements in real time - every minute, the Flux Vision solution converts 4 million pieces of mobile data. Performance which offers real-time statistics on how often a geographic area is visited and the travel within it. The data that is collected is anonymised and aggregated, in order to help communities to better understand their habits and fellow citizens, and therefore to better assess the needs of inhabitants in terms of services and infrastructures. • "*Ma ville dans ma poche*", a mobile application to facilitate the daily life of urban residents. Using 3G/4G networks it offers the user information about the infrastructure in his or her town In just a few seconds, it is possible to find out transport timetables in real time, to locate yourself on a map and to be guided to a point of interest, or to obtain visit advice depending on your profile • Streetline: in order to make it easier to manage available parking spots, Orange Business Services has joined up with the American company Streetline to offer a smart parking solution. By linking a mobile app with sensors which detect the presence of a car in a parking space, it is possible to guide drivers to the nearest free space. On top of this, it reduces the number of cars driving about and reduces CO2 emissions. **Eco-design of services** Eco-design for software: Launch at end 2015 of a Group IT Excellence programme to improve the efficiency of IT developments and their operation. Among the routes investigated was the eco-design of software with the objective of rolling out the theme across the Group in 2016/2017.

Optimise the useful life and recycling of equipment

Telephones, boxes, cables, employee computers, networks... Various equipment is part of the activity of an operator like Orange. We optimise the use of this equipment in advance, during and after their use, in order to exploit all possibilities and to reduce the impact on our environment. This starts with eco-design, to think about and create sustainable equipment. This is followed by WEEE management, waste electrical and electronic equipment: recycling equipment which can still be used, such as mobile telephones, upgrading materials...

Orange makes collection and recycling a key priority, at the heart of its strategy, in order to better take into account and process waste generated by the equipment that the Group designs, markets and operates in an optimal manner.

WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

The issue of recycling WEEE is not just important from an environmental point of view - they also contain raw materials which are sometimes rare: gold, gallium, germanium, etc.

For Orange, the implementation of recycling approaches is both a regulatory obligation and voluntary approach. All Group subsidiaries are working on the topic, including in Africa and the Middle East, where recycling is less common. These efforts are part of a continuous improvement approach.

Objectives	Deadline	Progress
Optimise collection and treatment for corporate customers by improving collection processes in all regions where Orange Business Services has a significant presence	2015	France: extension of the working relationship with the eco-body Ecologic. Obiane and EGT now also use this collective arrangement. In total, 310 tonnes have been collected from our corporate customers. Internationally, continuing to deploy a collection service with prepaid packaging for equipment for customers, in Europe and North America.
Continue with work to improve waste management in AMEA in collaboration with subsidiaries and other external players.	2015-2017	The emergence of new, circular business models means developing recycling, with suitably adapted schemes in countries where formal structures for treating waste do not yet exist. The Group has launched several projects in AMEA, in collaboration with external players: • Jordan: signature of a partnership with the Ministry of the Environment in early 2015 • Senegal: setting up of e-waste collection at internal sites and points of sale • Niger: reinforcement of cooperation between Orange Niger and ONEN, workshop on the collection of waste from mobiles • Mali: contract put in place to manage network batteries • Madagascar: launch of a management project for obsolete materials and waste with a local specialised partner

MOBILE COLLECTION, UPGRADING, RESALE AND RECYCLING		
Objectives	**Deadline**	**Progress**

• Develop and enhance local eco-friendly mobile collection or buy-back programmes in Europe;
• Develop offers for second hand mobiles in Europe
	2015-2020	• Development and promotion of eco-friendly buy-back and collection offers in all Europe zone countries.
		  A few examples
		  o Romania: the buy-back offer has reached 31%, a collection record for the Europe zone.
		  o In Slovakia, the eco-friendly collection has reached a record rate of 17%.
		• Second-hand mobile offers are developing in France, Poland and Romania.

Improve the rate of collection of mobiles in the distribution channels that we control to an average of 30% by 2020 in Europe		In 2015, the collection rate was 14%, i.e. 1.7 million mobiles collected. This is a 12% increase over 2014. Total number of mobiles collected since 2010: over 8 million.
Stimulate new collection initiatives in AMEA.	2014-2020	Mobile buy-back offers have been put into place in Jordan and Mauritius.

Preserving biodiversity and rare resources

Because obtaining supplies of rare or critical resources is essential for the components of electronic devices, including those needed to develop communications technologies, Orange actively participates in improving the collective management of the planet's resources and is committed to those who work to protect biodiversity.

objectives	deadline	Progress
BIODIVERSITY		

• Continue the biodiversity impact study started in 2013 particularly as part of the circular economy programme run by the MacArthur Foundation and conduct activities to diminish the Group's main impacts in this area;
 	
• Roll out the biodiversity protection programme in partnership with CREA on Mont Blanc
 	
• Carry out a study in one or two countries for specific initiatives: study of the nature reserve crossing project between Senegal and Niger with a fibre cable.
	2014-2017	Impact studies on biodiversity have been carried out. They have focused on the deployment of eco-design to reduce the use of resources in the processes.
		
		Partnership with CREA
		• Signature of a 3-year partnership at the start of 2015 with the *Centre de Recherches sur les Écosystèmes d'Altitude de Chamonix* (CREA - Chamonix High Altitude Ecosystems Research Centre). This partnership covers 3 areas:
		  o A technological partnership: Orange is making its high altitude antennas available to the CREA along with useful data gathering sensors (temperature, etc.). This will help the CREA optimise the extent of its observation network.
		  o A technical partnership: Orange provides the CREA with technical solutions enabling the implementation of new protocols for observing, collecting and popularising scientific data.
		  o A human partnership: The men and women of Orange's technical teams maintain the copper, fibre, 3G and 4G networks in the Alps on a daily basis. Orange employee volunteers will contribute in the field to the maintenance of the CREA's 60 climate stations. At the same time other employees will be involved in the participatory science programme by collecting data on flora (from locals for instance).
		
		Senegal / Niger: the study of the nature reserve crossing was carried out but there were no specific or adaptable results. The Group is focused on a project to raise awareness of climate change amongst the public, as part of objectives set during COP 21.

RARE RESOURCES		
• Carry out the business activities	2014-2017	Within the "rare resources committee" implemented by Orange in 2014, the representatives of different Group business lines have participated in the study of metal criticality in the

identified by the Group		composition of main products. Recommendations have been made for the selection of WEEE processing service providers.
• Continue to remain actively involved in research and regulatory bodies in this field		Different Orange laboratories, particularly the one in Grenoble, work on product parts lists, life cycle analyses and the possibility of substituting one material with another. Orange actively participates in the work of the ITU (International Telecommunication Union - an specialised United Nations institution for information and communication technologies) to develop standards for this field.

Orange - 78, rue Olivier de Serres - 75015 Paris - 33(0)1 44 44 22 22
Corporate Social Responsibility Department
Public Limited Company (SA) with capital of €10,595,541,532 - RCS Paris 380 129 866

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