Corporate Social Responsibility

2013
complete report

orange™

contents

benchmarks

165,000 employees

236 millions customers in 30 countries[1]

7,000 sales outlets

more than **1.5 million** used mobiles collected in 2013 in Europe

450,000 km of submarine cables

1,503,945 metric tons of CO_2 emissions by the Group in 2013

(1) Non-Orange Business Services

our presence worlwide

■ **enterprise business**

220 countries and territories

■ **consumer / enterprise business**

30 countries

Armenia	France	Luxembourg	Uganda	UK
Belgium	Guinea-Bissau	Madagascar	Poland	Senegal
Botswana	Guinea-Conakry	Mali	Central African Republic	Slovakia
Cameroon	Equatorial Guinea	Morocco		Tunisia
Côte d'Ivoire	Iraq	Mauritius	Democratic Republic of Congo	
Egypt	Jordan	Moldova		
Spain	Kenya	Niger	Romania	

2013 revenue

€41 **billion**
revenue

9.8% Spain
7.4% Poland
46.8% France
18.1% rest of the world
14.9% Enterprise Business
3%
International Carriers and Shared Services

CO$_2$ emissions by country

20.95% France
5% Spain
44.99% rest of the world
29.06% Poland
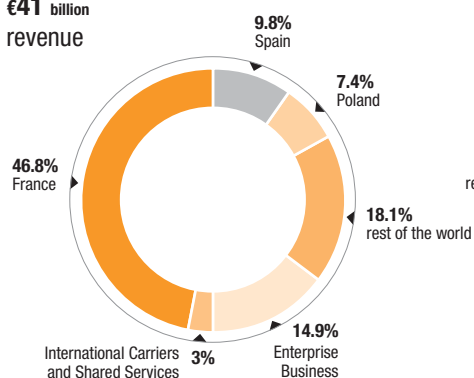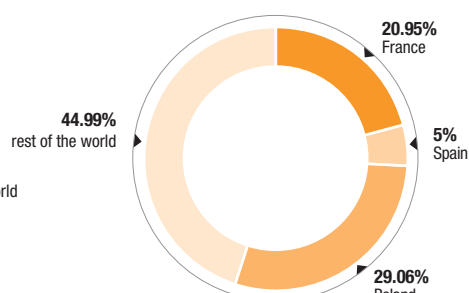
Number of employees by region

7.0% Orange Business Services
1.2% rest of the world
5.4% Europe
9.5% Africa Middle East Asia
12.4% Poland
2.4% Spain
62.1% France
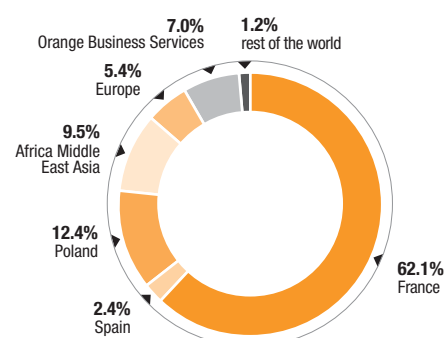
Orange,
a committed operator

by Stéphane Richard

Chairman & Chief Executive Officer of Orange

The digital revolution has totally transformed our lives. It has changed our modes of production and trade; it has changed our approach to work and knowledge, our ways of communicating and our relationships with others.

It naturally raises expectations and hopes, as well as concerns and worries. Even so, I have a strong conviction: that digital technology is a tremendous tool for economic and social development and a real innovation catalyst, which must be available to everyone and put at everyone's service.

For Orange, as an international company, operating in over 30 countries, there is a significant role to play: that of putting digital technology at the service of society. I would like this ambition to become the backbone of our commitment as a socially responsible company.

To start, this commitment requires responsibility and exemplary behaviour in the conduct of all our activities, with respect to all our stakeholders: customers, suppliers, employees and civil society. For our customers, we consider our role to be their guide in the digital world. Orange is the operator which helps them protect their personal data and private lives, which supports families' safe use of digital resources which enables further thoughts on technology impacts within an open discussion platform named Digital Society Forum. We have also adopted an ambitious approach to reduce the impact of our activities on the environment, principally by reducing our energy consumption and our carbon footprint, recycling equipment, in particular mobile phones, and designing eco-friendly products and services. As well, we offer innovative solutions to help customers, companies and territories in their ecological transition.

Our mission as a committed operator – ensuring that the digital revolution benefits everyone – builds on from that requirement. We are waging this battle on three fronts: access to digital tools, the deployment of innovative digital services which are vectors of progress, and support for talents and their projects in the digital field.

So, to reduce the "digital divide", we invest so that everyone can have access to the best possible network, even in the most remote areas: in France, this means 4G for already 50% of the population and the coverage of "dead zones"; in Africa, this means 3G, solar sites and community phones.

In addition to providing access, by definition a means, we develop and deploy appropriate solutions in areas such as health, education, agriculture, and payment services. In Africa and the Middle East, Orange Money currently provides access to banking services for over 9 million users. Likewise, specific applications for agriculture (remote control of irrigation, information on market prices, etc.) and health (detection of fake medicines, online consultations, prevention of epidemics, etc.) are real drivers of economic and social development.

Our commitment is also to support digital talent which primarily relies on the daily involvement of the Group's teams. If we naturally support specialized schools we most importantly offer internships to over 5,000 students, and our employees are involved in tutoring. Similarly, everyone's commitment is what makes our Open Innovation process meaningful. By cultivating the sharing of information and know-how, and by developing strong partnerships with other companies, we contribute to the development of the digital ecosystem. To achieve this, we have set up start-up accelerators, linked directly with our Orange Labs in Paris, San Francisco, Tokyo and Warsaw, as well as Dakar and more recently Niamey.

Lastly, we are convinced that with digital tools, new socially responsible economic models are now emerging, so we support initiatives which help speed up this transformation. For example, in France we have formed a partnership with La Ruche, a business incubator dedicated to social entrepreneurship.

Accelerating the spread of the digital revolution and supporting innovation to promote economic, social and environmental progress – such is my ambition for Orange, a committed, socially responsible operator.

CSR, a driver of progress and innovation

by Muriel Pénicaud

For the past three years, I've been a member of the Board of Directors of Orange, and Chairman of the Governance and Corporate Social Responsibility Committee tasked with informing the Board and assisting it in its decisions. This privileged position enables me to observe the company's long-term approach to corporate social and environmental criteria, as well as verify and reinforce their effective integration in its strategy.

What I see at Orange is very encouraging. CSR is not new to the company. Ingrained in the DNA of Orange, whose prime mission is to create links between people, the operator's corporate social responsibility rests on its commitment to put digital technologies at the service of populations and territories. This position is further supported by the company's history, its human resources and its exceptional network across regions and countries – in France, in other European countries, in Africa and in the Middle East. It is upheld by the everyday commitment of Orange employees and by the numerous initiatives of the Orange Foundation.

However, despite or due to the many initiatives conducted in numerous CSR aspects, Orange has long abstained from publicising its achievements! Yet, highlighting CSR initiatives is essential to enable the largest number of people, both inside and outside the company, to understand their meaning and share their results – a prerequisite to move on to the next step. Indeed, the appropriation, involvement, exchange and pride of stakeholders (employees, customers, suppliers, territories, etc.) is part and parcel of the CSR endeavour. Orange has understood the importance of this matter and has decided to structure its CSR approach in order to better coordinate initiatives, previously seen as diffuse, and thereby greatly amplify their effects.

The other encouraging and promising CSR development at Orange is the growing integration of this approach in the Group's strategy.

While there is still a long way to go, I think that Orange is on the right track. This is confirmed by the Group's approach in all its dialogues with stakeholders and its anticipation of its legal reporting obligations. This commitment is also seen in the way the Group deals with the issue of employee diversity, provides information to customers concerning radio waves and data protection, and puts forward solutions to the various forms of digital divide. Meeting the combined social, industrial, economic and environmental requirements is also part of Orange's daily CSR challenge: supporting the upsurge in network uses and traffic while consuming less energy and emitting less CO_2, and organising the difficult task of collecting end-of-life equipment to establish a value-creation

General Manager of Danone Human Resources and member of the Executive Committee of Danone until end-2013, currently Chairman of the National Economy Education Board and Chairman of the Board of Directors of the Danone Ecosystem Fund, Muriel Pénicaud is an independent director at Orange. In this capacity, she chairs the Governance and Corporate Social Responsibility Committee.

model through recycling or second-hand sale. Tomorrow's social, technological and environmental performance will be inseparable from economic performance.

In all countries where the Group operates – each with its own degree of priorities – clear, coordinated initiatives are undertaken in these areas, which have business implications for the operator, as well as social implications for the countries in which it operates. Orange has understood that these two aspects need to be tackled together and coordinated within the framework of a corporate strategy using CSR as a link between business and society, which enhances the social value of the Orange brand.

As defined by Stéphane Richard with the support of the Board of Directors, Orange's strategy rests on a vision of innovation open to all stakeholders: customers, employees, scientists, major manufacturers, young entrepreneurs, etc. I see this as a good opportunity for the Group, and the means to go even further in terms of CSR. Indeed, Orange's skills, digital expertise and social commitment provide a great opportunity to develop new services to connect distant people, enhance the day-to-day life of disabled and non-mobile persons, transform education and make it available to everyone, reduce energy consumption, promote entrepreneurial creativity, develop innovation on a daily basis, etc. To put it simply, in thousands of areas within its activities and around them, the innovation supported by Orange can be a vector of social progress.

Orange, a committed operator in a changing world

With factors such as population growth, the dwindling of resources, geopolitical shifts, the challenging of traditional powers, new patterns of consumption and interaction, and the emancipation of civil societies, the world is changing under the impetus of information and communication technologies.

Our immersion in the digital world puts us in a privileged position to support these transformations, but also gives us greater responsibility. For Orange, acting as a socially responsible company means supporting these changes, as well as using them to drive progress and development for everyone.

Embedded in the company's strategy and addressing industrial, social and environmental challenges, our CSR (Corporate Social Responsibility) approach is at the heart of the digital transformation. As a committed operator, Orange must find new ways of creating value, in keeping with the expectations of this fast-moving world: for Orange, CSR thus acts as a "trailblazer", to think up and experiment with new models, beyond business as usual. Like for our open innovation endeavour, the idea is to open up the Group to a new way of seeing itself as a socially committed player. Its major focus: making the most of digital technology to accelerate progress for everyone.

A dual ambition

With a solid base that has earned us recognition as a benchmark operator, we want to go even further through an increasingly open and socially committed CSR approach. Our new CSR strategy thus has a dual ambition:

■ making our social responsibility commitment an **accelerator of progress for everyone**, by opening up to **new forms of collaboration and interaction** with all our stakeholders to promote the emergence of novel ideas and innovative economic models driving progress for all (individuals, territories, communities and the environment).

It means fighting against all digital divides by accelerating the deployment of our networks, developing products and services which facilitate use of digital technology by the elderly and disabled, and by removing educational, cultural or economic barriers for vulnerable populations.

This means placing digital technology at the service of economic and social development, for example by developing dynamic local ecosystems based on new technologies to meet the needs of local populations in the fields of health, education or agriculture; it means supporting the emergence of new talents and growth models through innovative services and collaborative working and invention spaces which give digital economy players the possibility of imagining new means of creating and prospering.

It also means addressing the challenge of climate change by investing in new-generation network equipment to reverse the energy consumption trend despite the considerable increase in new digital uses and the growing number of customers. And taking action to offer real solutions for the transition to an ecological, energy-efficient system: through the design of eco-friendly products and services, the launch of offers supporting the development of a green economy, and closer collaboration with our suppliers, industrial partners and public authorities to promote the emergence of new production models, consumer habits, etc.

■ strengthening **our position as a trusted operator**, by accelerating the deployment of the policies adopted over recent years.

This requires exemplary internal practices to prevent corruption and ensure respect for human rights, the greater integration of CSR criteria in our purchasing processes, ongoing adherence to our fundamental commitments as a responsible employer and supporting our employees in the digitisation of our functions. It also means pursuing our ongoing ambition of excellence in terms of customer experience by continuously improving our quality of service. In these times of big data and digital revolution, it also means protecting our customers' personal data through more stringent requirements in terms of network security, the protection of freedom of expression and the right to privacy. On a broader level, it involves clarifying the utilisation of digital technologies by assisting families in their safe and responsible use.

Our CSR strategy also rests on the existing strong ties with our stakeholders, because we know we can't go it alone and that it is indispensable to mobilise all the players concerned: employees, customers, suppliers, economic partners, public authorities, NGOs, as well as competitors. Through ever closer, ongoing dialogue with our stakeholders, and our active involvement in industry forums and initiatives, we will be able to make headway in the integration of sustainable development principles.

a solid base

On the strength of a responsible governance model, the willingness to listen to stakeholders, coordination tools and policies, we have built a solid base which enables us to integrate CSR criteria in all Group functions at all levels.

This CSR approach is structured around four main fields of action:

- **the Group's employees**, at the centre of our development strategy: within the scope of our commitments as a responsible employer, our actions have included the implementation of the social contract in France and the deployment of the Orange People Charter in 23 countries; we set up the social barometer survey and the Composite Indicator of Social Performance taken into consideration in the remuneration of the Group's senior executives; we also improved our occupational risk prevention measures and deployed an innovative policy concerning workplace diversity and gender equality, which earned the company numerous awards and certification under the Gender Equality European Standard;

- **our customers**, in respect of whom we must meet all our commitments to continue to be recognised as a trusted operator: we thus set up a stringent policy concerning service quality, which is monitored on a continuous basis through a dedicated indicator, the Customer Experience Tracker, taken into consideration in the bonus of top managers. We also take account of our customers' growing concerns for the protection of personal data and the protection of children: to that effect, we signed the Orange Charter for the protection of personal data, deployed parental control tools, set up training sessions including courses for parents, and organised numerous awareness raising campaigns on safe and responsible uses of new technologies through partnerships with specialised organisations and by taking part in all industry initiatives to promote safer Internet use;

- **society**, in which and for which we play a major role: to enable the largest possible number to benefit from access to the digital world, we have deployed 3G and 4G networks in Europe and in the AMEA region, invested heavily to fill white areas, helped to breach the digital divide in Africa through the laying of submarine cables and deployment of innovative solutions (including over 2,300 solar stations and 4,350 community phones) to cover remote rural areas, launched several products and services dedicated to elderly and disabled persons and held over 1,000 new-technology workshops within the scope of the Orange Digital Solidarity programme. Our Orange for Development programme has already provided tangible benefits such as the set-up of business incubators in Senegal and Niger, the Orange Social Venture Prize in Africa, the Data for Development challenge and the launch of several innovative mobile services on African markets in the fields of health, agriculture and mobile banking. We also launched the Digital Society Forum to open discussions on the changes brought about by new technologies, and set up a Group information site on radio waves, both for the sake of transparency.

- **the environment**, that we must preserve by reducing our impacts and developing innovative solutions to support the needed transition to ecological, energy-efficient economic models: we have defined and deployed operational energy action plans in 22 countries to attain the objective of a 20% reduction in CO_2 emissions between 2006 and 2020, set up Group guidelines to optimise waste management, launched eco-friendly collection campaigns and offers to buy back mobile phones in several European countries; we also contributed, in partnership with Emmaüs International, to the set-up of electronic waste collection and treatment schemes in African countries. Being the first operator to introduce the green labelling of mobile and fixed-line phones (as early as 2008 in France), we also launched several products and services which contribute to the development of the green economy: electronic billing, video conferencing, sustainable mobility services, smart meters and other innovative Smart City applications.

Learn about all our initiatives in the detailed fact sheets included in this report.

1.1. our action priorities for 2014-2016

For the 2014-2016 period, our CSR goal centers around of eight priorities covering all our fields of action, starting at the very heart of the company - with special attention being paid to employees - and extending to our customers, society and the environment as a whole, with the intention of sharing our social responsibility values with our industry and our stakeholders.

	our action priorities	our main drivers
	continue the deployment of our social responsibility model in the aim of being recognised, by 2015, as one of the preferred employers in the main countries in which we operate.	• monitor and improve the quality of life at work, • support of employees in the Group's digitisation process, • innovative policy concerning workplace diversity and gender equality;
	promote safe and responsible use of our products and services.	• data protection, • assist families in the safe use of digital technology;
	lead the way in terms of service quality and customer experience on all our markets.	• monitor and improve service quality and customer relations, • open partnerships (open innovation) to offer innovative services to customers, • responsible communications;
	use information and communication technologies to promote economic and social development at the local level: create sector-specific offers and support the emergence of fairer development models.	• support entrepreneurship and local innovation (social venture prize and deployment of new business incubators), • action in favour of digital talents, • data for development programme;
	promote digital inclusion by developing offers and solutions for as many people as possible and reduce all forms of digital divide.	• rapid deployment of high-speed and superfast networks in Europe and the AMEA region, • approach addressing the needs of vulnerable populations, • strategy to provide access to elderly and disabled persons, • digital education;
	reduce the Group's carbon footprint: controlling energy consumption and lower its CO_2 emissions by 20% by 2020 (compared with 2006), and optimise the life cycle of our equipment to reduce our impacts on the environment, biodiversity and rare resources.	• deployment of energy action plans for networks, buildings and transport, • participate in the development of a recycling and process chain for end-of-life equipment, • integrate criteria concerning rare resources and biodiversity;
	support the transition to an ecological, energy-efficient system through the design of eco-friendly products and services, the development of "green" offers that enable customers to reduce their environmental impacts and that contribute to a positive economy that generates new production and consumption models.	• deployment of mobile device collection and recycling schemes on the European markets, • partnerships to develop innovative "green" solutions (smart cities, smart grids, sustainable mobility, etc.), using big data, • digital solutions that contribute to the development of new economic models (circular economy, service economy, collaborative economy, etc.);
	propagate CSR principles in the telecommunications sector and within our sphere of influence, and shed light on the digital impacts for a better appropriation by everyone.	• responsible purchasing policy, notably within the framework of the Joint Audit Cooperation, • participation in industry initiatives to promote better integration of CSR criteria (protection of freedom of expression and human rights, protection of children, the environment, accessibility, etc.), • innovative uses of dialogue with stakeholders.

For each of these priorities, detailed action plans have been defined and can be examined in the detailed roadmaps included at the end of the various sections of the report.

1.2. responsible governance

To ensure the implementation of our CSR approach and to be recognised by stakeholders as a trustworthy operator, responsibility at Orange is based on a clear structure and governance principles, with particular vigilance as regards the challenges of preventing corruption and respecting human rights.

1.2.1. a structured, Group-wide approach

Embraced at the highest level of the organisation, Orange's CSR approach is underpinned by a dedicated organisation, involving all employees in every business and country in which the Group operates:

- the **Governance and Corporate Social Responsibility Committee**, formed by the Board of Directors, ratifies strategic CSR approach and procedures;

- the **CSR Department**: headed up by a member of the senior management team, the department ensures that guidelines is deployed throughout the Company's operations by providing technical and methodological support to subsidiaries and reporting on projects to the Group Executive Committee;

- **CSR sponsors** reporting to the highest organisational level have been appointed in each Group function and entity operating across all our markets. They meet in a CSR Sponsors Committee or communicate directly with the Group CSR Department. They ensure implementation of the strategic guidelines defined by the Executive Committee;

- the **network of CSR managers** covers all Group entities and business lines and contributes to the operational deployment of guidelines. The network meets six times a year.

a rigorous and audited process

Orange's CSR approach applies the principles of inclusivity, materiality and responsiveness, as defined in the AA1000 Accountability Principles Standard (2008). This is the international reference for corporate social responsibility and emphasises the need to take stakeholder requirements into account (see appendices for more details on the application of AA1000 APS).

The Group has also adopted the principles defined in the ISO 26000 standard on Corporate Social Responsibility.

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

For several years, Orange has had an external CSR audit carried out by one of its auditors in order to ensure the reliability of indicators and the proper application of the Group's commitments in the entities (see appendices).

focus

main CSR awards received in 2013

- Orange won the TSF prize at the Global Carrier Awards in recognition of its continued efforts to counter fraud and corruption.

- Orange was also ranked by the French Minister of Women's Rights as the top company for increasing the number of women in senior management positions.

- Several of the Group's subsidiaries (Belgium, France, Spain, Romania, Poland, Slovakia and Orange Business Services in the UK) obtained the Top Employer certification, in recognition of their responsible employment policies.

- Orange Poland's 2012 CSR report was commended by the Polish Ministry of Economy for the company's continuing improvement of standards in this area. Praise for the report also included the system for measuring the effectiveness of Orange Poland's social initiatives.

- The Polish subsidiary's safer internet programme for children programme, in partnership with Nobody's Children Foundation, received an award at the 2013 Polish European CSR Awards. The European CSR awards are organised in 30 countries by the European Commission to inspire CSR innovation. Orange Poland's initiative won recognition as the best partnership with an NGO.

recognised performances

In order to gain an external view of its policy, Orange responds to questionnaires from non-financial rating agencies every year and maintains regular dialogue with financial analysts and socially responsible investors.
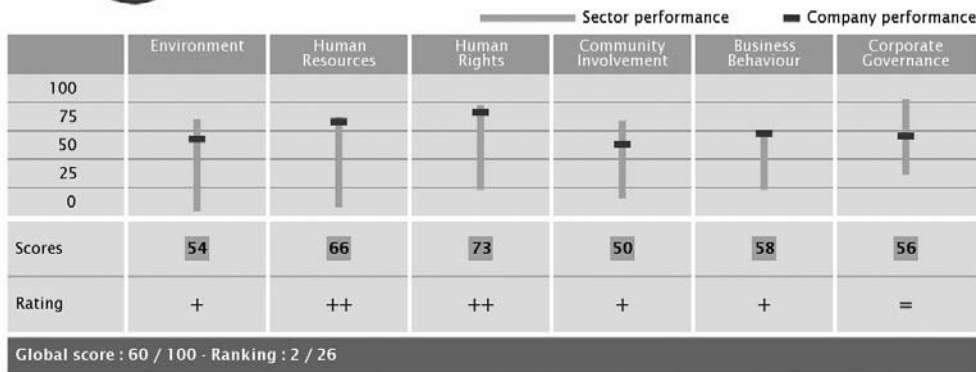
The Group has been included in the FTSE4Good (since 2002), as well as the NYSE Euronext VIGEO World 120, VIGEO Europe 120 and VIGEO France 20 indices. For the past six years, our

Orange Poland affiliate has also figured in the RESPECT index, which is the Warsaw Stock Exchange's index of the best CSR performers.

Orange is also in the SAM rating agency 2014 Sustainability Yearbook.

Orange - October 2013
Sector : Telecommunications
Companies in panel sector : 26

Sector performance ▬ Company performance

	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour	Corporate Governance
Scores	54	66	73	50	58	56
Rating	+	++	++	+	+	=

Global score : 60 / 100 - Ranking : 2 / 26

The **score** is the level of the company's CSR engagement on a 0 to 100 scale. It is based on an analysis of the company's policies and their effectiveness. The **rating** is the positioning of the company's performance compared to its sector.

++ the company is ranked as a leading performer in its sector
+   the company is ranked as an active performer in its sector
=   the company is ranked as an average performer in its sector
-   the company is ranked as a below average performer in its sector
-- the company is ranked as a poor performer in its sector

Environment : incorporation of environmental considerations into the manufacturing and distribution of products, and into their use & disposal
Human Resources : labor relations, working conditions, health and safety, career development and training, remuneration system
Human Rights : fundamental human rights, freedom of association, non-discrimination, forced & child labor.
Community Involvement : impacts, on local communities, contribution to social and economic development, general interest causes
Business Behaviour : relationship with clients, suppliers & sub-contractors, prevention of corruption & antitrust
Corporate Governance : board of directors, audit and internal controls, treatment of shareolders, executive remuneration

www.vigeo.com

focus

Orange organised its first Compliance Day

The first Compliance Day organised by the Group Chief Compliance Officer took place on 2 October 2013. The event took place simultaneously in the majority of the Group's entities in France and around the world with the participation of several members of the Executive Committee, who personally made presentations to large audiences. A number of country directors, such as Poland and Romania, were directly involved in meeting with

employees to explain Compliance and answer questions. 500 or so employees of Mobinil in Egypt attended the three sessions organised in Cairo. Coinciding with these meetings and talks, the Group Intranet highlighted the Group's Compliance achievements during the year and the compliance page received almost 50,000 hits on that day. The success of Compliance Day was such that the event will be organised again in 2014.

1.2.2. CSR, central to Group governance

The Governance and Corporate Social Responsibility Committee reports directly to the Board of Directors and provides Orange with the organisational structure to guarantee that CSR challenges inform policy at the highest decision-making level.

The committee met several times in 2013 to examine the procedures for ensuring integration of CSR data in the management report, the application of CSR approach throughout the Group, and to address specific issues, such as radio waves, and the ethics and prevention of corruption programme.

Furthermore, the CSR Department presents regular updates on

focus

e-RESIST, corruption prevention e-learning programme

2013 saw Orange roll out e-RESIST on-line training, a programme developed by the International Chamber of Commerce (ICC), the United Nations Global Compact, Transparency International and the World Economic Forum. Based on real-life scenarios, RESIST provides practical guidance for employees on how to prevent and/or respond to an inappropriate demand by a client, business partner or public authority.

CSR strategy to the Group Executive Committee.

a founding document: the Group's Code of Ethics

Our Code of Ethics was adopted in 2003 by the Board of Directors and is aligned with the fundamental principles of the Universal Declaration of Human Rights, the International Labour Organization (ILO), the United Nations Global Compact and the guiding principles of the OECD for multinational corporations. Available in eight languages, it was disseminated in all Group countries.

The Group's four-member Ethics Committee, whose members are appointed by the Chairman and Chief Executive Officer, oversees consistent application of the Code of Ethics and monitors ethical practices in the Group.

The network of ethics correspondents helps to roll out awareness-raising and training campaigns in all countries, according to local contexts.

focus

further recognition for Orange's anti-corruption programme

In 2013, Orange won the TSF prize at the Global Carrier Awards for its efforts to counter fraud and corruption.

Orange had been singled out in 2012 for the transparency of its anti-corruption measures and was ranked eighth (and in first place in the telecommunications sector) in the "Transparency in Corporate Reporting" classification, published by Transparency International.

proactive prevention of fraud and corruption

Several years ago, Orange drew up a proactive strategy to prevent the risks of fraud and corruption and reduce any of its possible consequences.

An alert system, compliant with CNIL (French data privacy authority) rules, allows employees to voice their concerns and report any breaches in complete confidentiality.

At the end of 2012, the Group decided to consolidate its anti-corruption strategy by drawing up a formal anti-corruption policy aimed at integrating the principle of zero tolerance into daily practices. This policy is available on www.orange.com in the commitments/responsibility/vision section. Implementation is backed by a dedicated organisation: a Group Chief Compliance Officer guarantees compliance with standards and the deployment of the corresponding programs. A Group compliance function oversees an integrated approach to compliance to guarantee a robust protection against regulatory, financial and reputational risk (see review).

focus

ethics at the heart of customer relations

The Group's annual ethics forum on 3 October 2013 addressed two major issues: "build loyalty by building Orange ethics into service relations" and "ethics and Big Data".

To promote trust with our customers, the Group developed a frame of reference for ethics in service relations based on three priorities: transparency in offers, ethical behaviour in all interactions with customers, and safe and responsible usages. This frame of reference includes self-assessment by countries and has been piloted in Cameroon, France and Romania with country-specific adaptations in line with the local context.

The Orange charter for the protection of personal data published in November 2013 (see section 3.2) fully supports our vision of a responsible operator as far as Big Data is concerned.

CSR approach

increased commitment with respect to human rights

Orange was one of the first companies to sign the United Nations Global Compact in 2000, thus asserting its commitment to respecting and promoting basic human rights in its activities and sphere of influence. This commitment is explicitly included in the Group's Code of Ethics, and in the global agreement with the UNI Global Union on basic social rights within the Group, signed in 2006.

Orange is also a founding member of the Telecommunications Industry Dialogue, which is a union of operators and manufacturers in the telecommunications sector, formed in 2011 to establish a joint dialogue with stakeholders on human rights issues. More specifically, the Industry Dialogue addresses two key issues for the sector, namely freedom of expression and customer privacy. It is primarily based on the international framework of the UN: "Protect, Respect & Remedy". In March 2013, the member companies signed up to abide by joint action principles to establish a shared frame of reference. These principles are available on orange.com or on the Industry Dialogue website (www.telecomindustrydialogue.org).

The Group has also signed a two-year partnership with the Global Network Initiative (www.globalnetworkinitiative.org) for collective reflection and to exchange good practices with regard to the challenges posed by freedom of expression and protection of privacy within the telecommunications sector.

Orange is a very active participant in the various working groups of both the Industry Dialogue and the GNI. In September 2013, Orange was elected as president of the Industry Dialogue for a period of 6 months. The table below details the actions undertaken to implement the principles.

focus

report on transparency of government requests for customer personal data

Orange, like all operators, has contact with governmental services that are in charge of security. These contacts are governed according to strict compliance with the law, under the government's responsibility, and very often, monitored by judges. Orange follows the principles outlined below, particularly in terms of transparency, and will make every effort to regularly publish a maximum of information on government requests, subject to that information being able to be rendered public according to local law.

In France, the *Commission nationale de contrôle des interceptions de sécurité* (CNCIS, French national commission monitoring security-related information collection) issues a report that details these requests, which is available at the following web address: http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/134000156/0000.pdf. This independent, high-level commission is chaired by two elected members of the French parliament (a deputy and a senator) as well as by a high-ranking judge of the French Supreme Court, assisted by two other judges.

reporting on the Industry Dialogue principles

guiding principles of the Industry Dialogue	main Orange Group actions
Create and/or maintain relevant policies, with Board oversight or equivalent, outlining the commitment to prevent, assess, and mitigate to the best of their ability the risks to freedom of expression and privacy associated with designing, selling, and operating telecommunications technology and telecommunications services.	Signature of the Industry Dialogue principles, following a review by the Group Executive Committee and availability in several languages on the orange.com website in March 2013. Publication of the Orange data protection charter in November 2013.
Conduct regular human rights impact assessments and use due diligence processes, as appropriate to the company, to identify, mitigate and manage risks to freedom of expression and privacy – whether in relation to particular technologies, products, services, or countries – in accordance with the Guiding Principles for the Implementation of the UN "Protect, Respect and Remedy" framework.	In 2013, Orange called on the services of a specialist firm to draw up guidelines to prioritise human rights risks in each country in which the Group has or plans to have a presence.
Create and/or maintain operational processes and routines to evaluate and handle government requests that may have an impact on freedom of expression and privacy.	Work jointly with the Group Security Department with responsibility in these areas. Creation of two new human rights indicators in September 2013 (with initial data to be escalated in 2013): ■ number of employees trained in human rights issues; ■ number of cases in which government authorities requested a restriction of human rights, in countries where applicable law allows this, and action taken to manage those requests.
Adopt, where feasible, strategies to anticipate, respond and minimise the potential impact on freedom of expression and privacy in the event that a government demand or request is received that is unlawful or where governments are believed to be misusing products or technology for illegitimate purposes.	Complaint filed by Orange with the courts for illegal surveillance of subscribers on a submarine cable
Always seek to ensure the safety and liberty of company personnel who may be placed at risk.	This general Orange Group principle was applied during recent events, notably during the Arab Spring. In 2013, Orange faced no major events that posed a threat to the freedom of expression of its personnel. During the political upheavals in Egypt, Mali, the Central African Republic and the Democratic Republic of Congo, Orange implemented measures to guarantee the safety of its personnel.
Raise awareness and train relevant employees in related policies and processes.	In 2011, the Group created a CSR e-learning module, including a section on protecting human rights.
Share knowledge and insights, where relevant and appropriate, with all relevant and interested stakeholders to improve understanding of the applicable legal framework and the effectiveness of these principles in practice, and to provide support for the implementation and further development of the principles.	Orange is a very active participant in the various working groups of the Industry Dialogue together with other sector members, especially in the working group on sharing tools and case studies or mechanisms for handling complaints. Participation in a learning forum organized by the Industry Dialogue and the GNI in Brussels on 13 and 14 November 2013.
Report externally on an annual basis, and whenever circumstances make it relevant, on their progress in implementing the principles, and as appropriate on major events occurring in this regard.	The Group's annual CSR report includes a chapter on respect for human rights, which addresses the principles of the Industry Dialogue, with the level of transparency allowed by law.
Help to inform the development of policy and regulations to support freedom of expression and privacy including, alone or in cooperation with other entities, seeking to mitigate potential negative impacts from policies or regulations.	Group-level dialogue in November 2013 in the framework of the Industry Dialogue on freedom of expression and privacy during an Internet governance forum, with considerable participation on the part of NGOs.
Examine, as a group, options for implementing relevant grievance mechanisms, as outlined in Principle 31 of the UN Guiding Principles for Business and Human Rights.	In 2013, Orange was part of the Industry Dialogue working group on sharing tools (see above), formed to address the issue of grievance mechanisms and to examine the various options for issuing precise recommendations. Launch of a joint Orange and CSR Europe working group in 2013.

some key dates

1996

- signing of the ETNO* Environmental Charter.

2000

- signing of the UN Global Compact**.

2003

- adoption of the Group Code of Ethics.

2006

- signing of Group agreement with the UNI Global Union***.

2007

- signing of the European reference framework for safer use of mobile telephones by teenagers and children.

2008

- signing of Caring for Climate.

2009

- signing of the Code of Best Practice for Women in ICTs drawn up under the aegis of the European Commission.

2011

- signing of the ICT Coalition for a Safer Internet for Children and Young People.

2012

- publication of Orange's ten commitments for contributing to the implementation of the Digital Agenda for Europe launched by the European Commission;

- formal statement of the Group's anti-corruption policy and appointment of a Chief Compliance Officer;

- launch of the Industry Dialogue.

2013

- definition of the new strategic priorities for the period 2014-2016;

- publication of the Orange Charter for the protection of personal data;

- signing of the Industry Dialogue action principles.

> **a fair value sharing model**

Orange has put in place a value sharing model that distributes the wealth created between all the stakeholders fairly.

sums reinvested into the Group to ensure its durability	customer support (revenues) €41 billion	sums allocated to stakeholders
€6.2 billion Net capital expenditures on tangible and intangible assets		**€9 billion** employees (labour costs)
€0.8 billion R&D expenditure		**€18 billion** suppliers (purchase of goods and services)
€0.2 billion reduction of the debt and other elements		**€1.6 billion** banks and bondholders (net financial expenses)
		€1.7 billion shareholders
		€5 billion public authorities (duties and taxes)
		€0.1 billion corporate sponsorship and philanthropy

---

*   *European Telecommunications Network Operators*   **   *United Nations*   ***   *Union Network International*

2013 review

objectives	deadline	main achievements in 2013

ethics

	2013	

As part of the programme for the continuous improvement of the Group's ethics programme, each country, entity or area creates its own programme of actions for the areas selected at Group level:
 	
■ raise awareness of the concept of conflicts of interest by reinforcing actions already taken to prevent - detect - declare and handle all kinds of relationships: clients, employees and suppliers, etc.;
■ develop ethical customer service relations with regard to:
  ■ the protection of client data,
  ■ proper conduct towards competitors,
  ■ social networks: attitude to be adopted for professional or personal interactions,
  ■ client relations with regard to marketing, sales and after-sales service.
	2013	■ update to the practical ethics guide and improvements to the ethics e-learning module to include raising awareness about conflicts of interest and to provide new case studies from different countries (already available in French and English, and soon to be translated into Spanish, Polish, Romanian and Arabic);
		
		■ self-assessment guide on the ethics of service relations drawn up and tested in three countries (Cameroon, France and Romania) prior to a planned gradual roll-out in 2014;
		
		■ publication of the Orange data protection charter in November 2013 (see section 3.2).

anti-corruption measures

■ in terms of anti-corruption, roll out Group policy guidelines in each country and implement the compliance section.		■ roll-out of a structured approach across the Group, broken down into six stages. This is based on leadership provided by senior management, the creation *of ad hoc governance structures*, a risk assessment covering the Group as a whole and each entity, the definition of an appropriate policy, communication and training initiatives, as well as checks to measure the programme's effectiveness; ■ creation of a network of 17 *Chief Compliance Officers* and 70 *Compliance Officers* to relay and develop the policy; ■ preparation of a Compliance Guide for the business market; ■ strengthened Orange Foundation anti-corruption procedures to guarantee against conflicts of interest when selecting projects: addition of an anti-corruption clause in the Foundation's governance charter (December 2013).

objectives	deadline	main achievements in 2013

respect for human rights

objectives	deadline	main achievements in 2013
■ bring Group reporting into line with the GRI human rights reporting recommendations,	**2013**	■ presentation of the issues to countries during a seminar held in Paris in June 2013; ■ creation of new human rights indicators in September 2013 (with initial data to be reported in 2014): ■ launch of a human rights impact study at end-2013 with the aim of prioritising impacts in each country in which the Group operates.
■ formalise Orange's principles of action with regard to freedom of expression within the Industry Dialogue, of which Orange is a founding member;	**2013**	■ signature of the Industry Dialogue principles in March 2013 ; ■ spokesperson for the Industry Dialogue: ■ Freedom Online Coalition Tunis 17 June 2013, ■ Learning Forum with GNI in Brussels, 13-14 November 2013.
■ collaborate with the Global Network initiative to benefit from its recognised expertise in this area.	**2013**	■ formal meeting on 9 September 2013 in Paris of the members of the Industry Dialogue and GNI and creation of working groups.

roadmap

objectives	deadline

ethics

objectives	deadline
■ roll out the new ethics e-learning module in all Group entities and countries.	**2014-2015**

anti-corruption measures

objectives	deadline
■ carry out an assessment of corruption risks and continue anti-corruption training through deployment of e-learning.	**2014**

respect for human rights

objectives	deadline
■ roll out the 10 principles of the Industry Dialogue in all countries in which the Group has a presence;	**2014**
■ carry out an assessment of human rights risks for the Group focusing on high-risk countries;	**2014**
■ raise awareness amongst employees on the position papers published by the Industry Dialogue, focusing in particular on surveillance and differences between operators and Internet service providers.	**2014**

1.3. a process fuelled by dialogue

Orange's CSR approach is founded on structured dialogue with stakeholders. Consistently listening to stakeholders ensures that the Group's projects are aligned with stakeholder priorities, keeps us in tune with emerging challenges and needs and allows us to identify opportunities.

1.3.1. a structured methodology at country level

For several years, Orange has developed a method for structured dialogue with its stakeholders based on the three principles of the AA1000 standard:

- inclusivity: identify stakeholders that make up the Company's ecosystem and then survey a large representative sample;

- materiality: adapt the basis for surveys aimed at stakeholders to the local context;

- responsiveness: design and implement action programmes to address stakeholder expectations and concerns.

This approach is implemented both at Group and business line levels, to ensure the coherence of global policies, and at country level, which is the most in touch with local issues and players.

- In France, Spain and Poland, dialogue with stakeholders is well established and thus requires advanced programmes to enrich the analysis of CSR challenges year after year (see review).

- For subsidiaries whose stakeholder dialogue structure does not have the same level of maturity, we have developed a turnkey method, the CSR Dialogue Toolkit. Based on internal reflection workshops and external interviews with stakeholder representatives, this method confronts internal and external opinions on the subsidiary's CSR issues. An action plan is then created which is tailored to the expectations and concerns of local stakeholders and in line with the Group's CSR priorities.

focus

Orange Niger renews stakeholder dialogue

Three years on from its first stakeholder dialogue, Orange Niger set out to renew the campaign, with the objective of assessing its CSR action programme taking local developments into consideration (new challenges, new players and emerging expectations around new technologies) and measuring the perception of the actions undertaken following on from the first dialogue process.

40 or more stakeholders were approached: 31 external stakeholders (representatives of public authorities, civil society, customers and business partners), and seven employees (including two employee representatives). 12 workshops were held with two to four stakeholders belonging to the same category. The two priority expectations of external stakeholders that emerged from the process were innovative products and services for sustainable development, and the contribution to local social and economic development. Concerns around these two issues have intensified significantly between 2010 and 2013. Internally, the two priorities identified relate to the customer experience and innovative products and services for sustainable development. Following this dialogue process, Orange Niger set new priority initiatives and is working on the corresponding action plan.

1.3.2. thematic applications of stakeholder dialogue

Having seen the benefits of the stakeholder dialogue method in the subsidiaries, in 2012 Orange undertook a study to develop this methodology, using it to focus on a specific issue within a country, such as e-agriculture in Africa, or to identify the bases for innovation in a specific area.

Following implementation in Mali in 2012, dialogue on m-agriculture (mobile services for agriculture) turned to three new African countries in 2013, i.e. Madagascar, Senegal and Cameroon. In all, 130 stakeholders were surveyed in six African countries. The discussions led to Orange launching a number of innovative m-Agri offers and to the publication in December 2013 of the Group's first catalogue of m-Agri products in Africa (see chapter on "supporting local development" p. 69).

A specific process of dialogue also took place in January 2013 for the business incubator, CTIC Dakar, to explore the needs and expectations of stakeholders.

Several dialogues in 2013 addressed specific social challenges as part of the Digital Society Forum (see focus), within the Industry Dialogue (see section "responsible governance") or in JAC forums (see "responsible purchasing").

focus

open the debate on societal changes ushered in by the digital revolution

In accordance with the principle of responsiveness enshrined in standard AA 1000, responsible engagement should also facilitate responding to the concerns of stakeholders. The aims of the Digital Society Forum are to open the debate on the impact of new technologies on our daily lives, and give the keys to keeping control of digital technologies. Initiated by Orange in April 2013, in collaboration with *Psychologies Magazine* and the *Fondation Internet Nouvelle Génération* (FING), the collaborative site promotes dialogue on the challenges ushered in. Sociologists, psychologists, researchers and digital operators consider the impact of technology on our everyday lives and share their views with the general public through round-table discussions, collaborative workshops and on-line events. The Digital Society Forum is already a force to be reckoned with: three forums organised in 2013, seven collaborative workshops with 200 participants in various cities, more than 600 subscribers to the website, 100 or more published articles and 60 or more videos on line.

for more information, go to:
http://digital-society-forum.orange.com/en/

some key dates

2006

- completion, with the help of a specialist agency, of a Group study of stakeholders' expectations in mobile telephony and the Internet.

2008

- first structured dialogue processes with stakeholders in France, Spain and Poland.

2009

- preparation by the CSR Department of the "CSR Dialogue Toolkit", a structured methodology for dialogue with stakeholders available to the Group's subsidiaries;
- test in two countries: Madagascar and Côte d'Ivoire.

2010

- deployment of a stakeholder dialogue process in four new African countries.
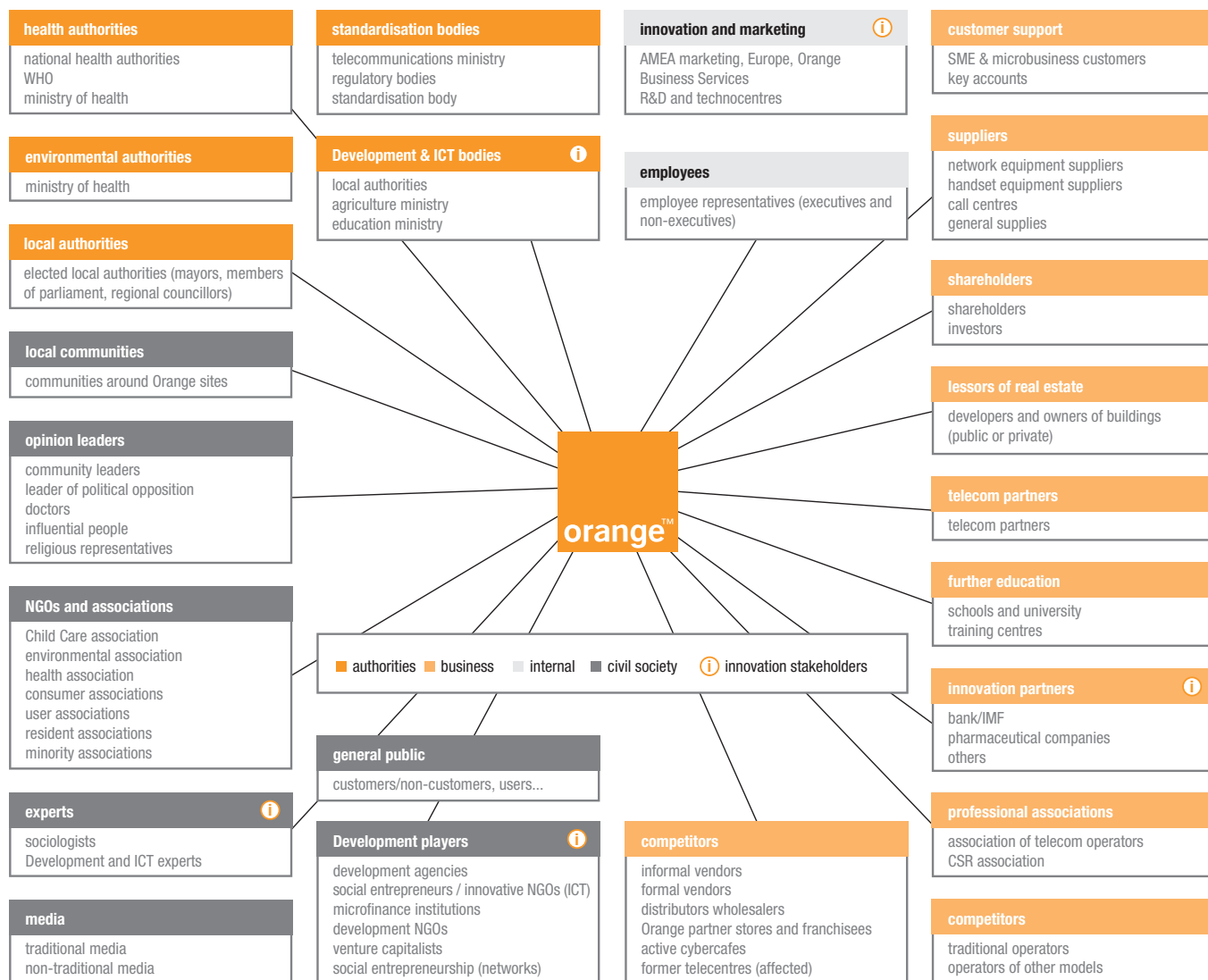
2012

- launch of specific dialogue processes for e-agriculture in Africa and at Orange Business Services.

2013

- dialogue on e-agriculture in Madagascar, Senegal and Cameroon;
- dialogue on the expectations of the Dakar incubator stakeholders;
- launch of Group dialogue on freedom of expression and customer privacy;
- launch of the Digital Society Forum.

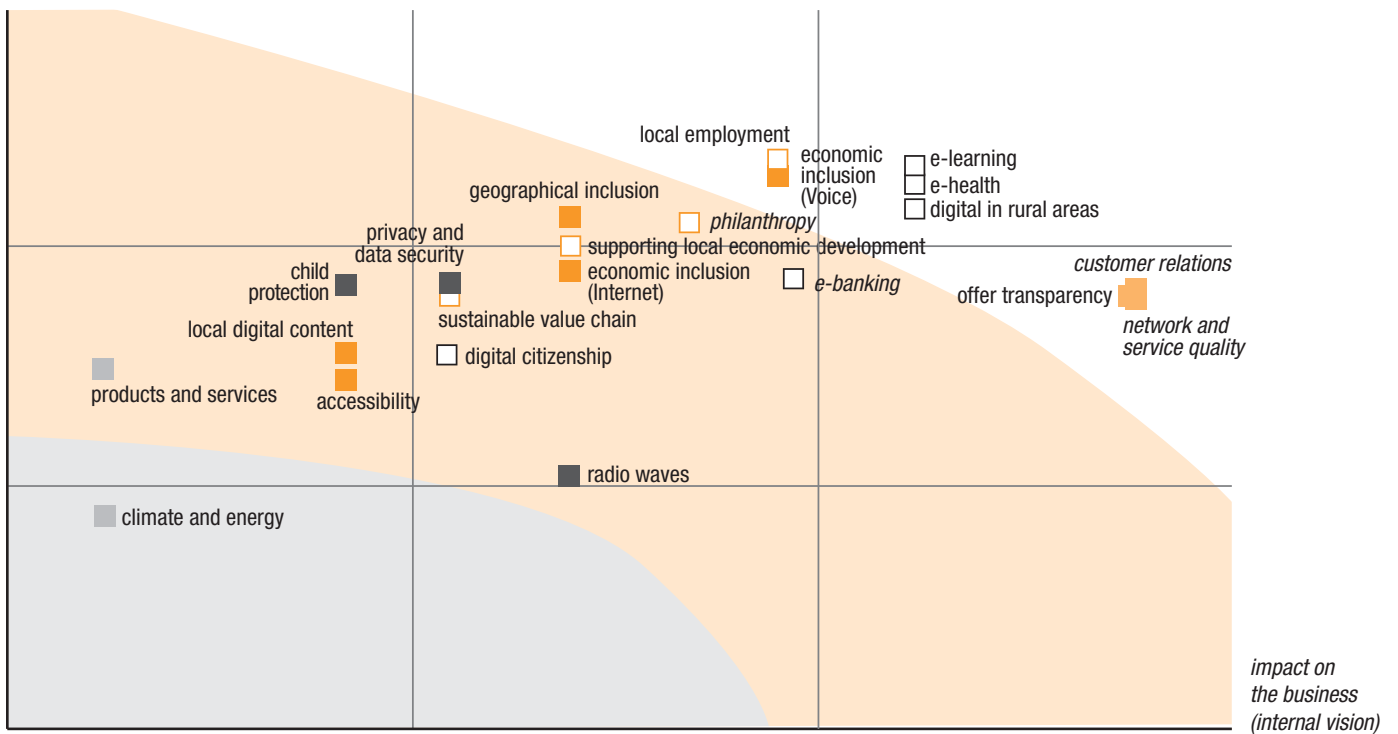❯ **generic mapping of stakeholders of an Orange subsidiary in the AMEA zone**

health authorities

national health authorities
WHO
ministry of health

environmental authorities

ministry of health

local authorities

elected local authorities (mayors, members of parliament, regional councillors)

local communities

communities around Orange sites

opinion leaders

community leaders
leader of political opposition
doctors
influential people
religious representatives

NGOs and associations

Child Care association
environmental association
health association
consumer associations
user associations
resident associations
minority associations

experts ⓘ

sociologists
Development and ICT experts

media

traditional media
non-traditional media

standardisation bodies

telecommunications ministry
regulatory bodies
standardisation body

Development & ICT bodies ⓘ

local authorities
agriculture ministry
education ministry

general public

customers/non-customers, users...

Development players ⓘ

development agencies
social entrepreneurs / innovative NGOs (ICT)
microfinance institutions
development NGOs
venture capitalists
social entrepreneurship (networks)

innovation and marketing ⓘ

AMEA marketing, Europe, Orange
Business Services
R&D and technocentres

employees

employee representatives (executives and non-executives)

competitors

informal vendors
formal vendors
distributors wholesalers
Orange partner stores and franchisees
active cybercafes
former telecentres (affected)

■ authorities ■ business ■ internal ■ civil society ⓘ innovation stakeholders

orange™

customer support

SME & microbusiness customers
key accounts

suppliers

network equipment suppliers
handset equipment suppliers
call centres
general supplies

shareholders

shareholders
investors

lessors of real estate

developers and owners of buildings (public or private)

telecom partners

telecom partners

further education

schools and university
training centres

innovation partners ⓘ

bank/IMF
pharmaceutical companies
others

professional associations

association of telecom operators
CSR association

competitors

traditional operators
operators of other models

CSR approach

❯ prioritisation of CSR challenges identified during the stakeholder dialogue in Niger (materiality matrix)

*importance for stakeholders
(external vision)*

local employment

economic
inclusion
(Voice)

e-learning
e-health
digital in rural areas

geographical inclusion

philanthropy

privacy and
data security

supporting local economic development

child
protection

economic inclusion
(Internet)

e-banking

customer relations

offer transparency

local digital content

sustainable value chain

*network and
service quality*

products and services

digital citizenship

accessibility

radio waves

climate and energy

*impact on
the business
(internal vision)*

2013 review

objectives	deadline	main achievements in 2013
stakeholder dialogue		
1. at country level: ■ organise dialogue in countries where it was not possible in 2010-2012, due to political or organisational reasons: Guinea, Guinea-Bissau, Kenya, Egypt, DR Congo and Slovakia.	**2013**	■ dialogue in 2013: 　■ in Guinea-Bissau, 　■ in Russia (Orange Business Services), 　■ in Guinea Conakry; ■ dialogue in Slovakia postponed to 2014; ■ dialogue postponed in Democratic Republic of Congo and Egypt for security reasons.
■ renew dialogue in countries where this has already taken place, using different methods (individual interviews, panels, surveys) and update the CSR action plans.	**2013-2014**	■ dialogue took place in Niger in November 2013 (panels), followed by an updated CSR and foundation action plan; ■ in France, the findings of national and local stakeholder surveys conducted in 2012 were disseminated to the 11 regional divisions in 2013 and local action plans drawn up as a result; ■ in Poland, following the national campaign of meetings organised by Orange in 2012 to present its CSR action plan and publication of these actions in the 2012 CSR Report, a SWOT analysis of the dialogue structure identified weaknesses in perception and opportunities for improvement in four main areas: promoting safe and responsible uses, accessibility for the elderly or disabled, research on radio waves, and diversity. New participatory dialogue methods developed: exploratory workshops, seminars with experts, on-line surveys, participative seminars, and more provided a catalogue of ideas to evaluate and enrich our CSR action plans; ■ dialogue in Spain has evolved from the initial listening exercise towards jointly structuring a stakeholder dialogue process and targeted partnerships to create value for all.
2. dialogue applied to specific areas or services: ■ use stakeholder dialogue methods to identify the ecosystem and issues relating to a specific topic or area to create specific action plans or projects.	**2013**	■ e-Agriculture dialogue: 　■ in Madagascar in March 2013, 　■ in Senegal in June 2013 (stage 1; stage 2 planned for early 2014), 　■ in Cameroon in September 2013; ■ dialogue on the expectations of the CTIC Dakar incubator stakeholders in January 2013; ■ preparation for dialogue on the business market in France.
3. at Group level: ■ introduce stakeholder dialogue at Orange Group level.	**2013-2015**	■ launch of the Digital Society Forum to promote debate about new technologies; ■ Group-wide dialogue in November 2013 in the framework of the Industry Dialogue on freedom of expression and customer privacy during an Internet governance forum, with a strong presence of NGOs; ■ organisation in October 2013 of a co-creation and prospective workshop with 20 or so bloggers specialised in CSR and green economy, and focusing on the corporate social responsibility challenges for Orange; ■ organisation of the third JAC forum, held in China, with invitees including operators, suppliers, NGOs and others, around the theme of the JAC Supply Chain Sustainability Guidelines (see page 35).

objectives	deadline	main achievements in 2013

Digital Society Forum

■ schedule the sessions of the Orange Society Forum focusing on major social challenges; ■ spotlight the Forum and make sure that the information and recommendations it develops are publicised.		■ launch of the Digital Society Forum website in April 2013, in collaboration with *Psychologies Magazine* and the *Fondation Internet Nouvelle Génération* (FING). Three round-table discussions were held in 2013 (relations 2.0, connected families, and new forms of learning). Seven collaborative workshops on these issues were organised in Paris, Nantes and Rennes, attracting 200 or more participants and 20 experts; ■ the DSF partnered the first *Changer d'Ère Forum* in June 2013 and participated in the 2013 FOSI (Family Online Safety Institute) conference in Washington (US) in November.

2014-2015 roadmap

objectives	deadline

dialogue at country level

■ organise dialogue in countries where this was not possible for political or organisational reasons (Kenya, Egypt and Slovakia);	2014-2015
■ renew dialogue in countries where this has already taken place, using different methods (individual interviews, panels, surveys) and update the CSR action plans (second wave).	2014-2015

dialogue at Group level

■ establish stakeholder dialogue at Group level, involving the Executive Committee	2014-2015

dialogue applied to specific areas or services

■ organise specific dialogue on Group products and services.	2014-2015
Digital Society Forum ■ support the international expansion of the Digital Society Forum; ■ open up to new partners and pass the milestone of 1,500 unique daily visitors to the website.	2014-2015

1.4. responsible purchasing policy

A telecommunications operator like Orange operates networks and infrastructure and sells products, but does not manufacture these resources itself. In this model, purchasing policy and the efficiency of the supply chain not only constitute a major share of the company's CSR challenges, but also have a direct impact on the company's performance overall.

Since our responsibility extends across the supply chain, Orange has a long track record in implementing a responsible purchasing policy to anchor CSR principles in its relations with suppliers and to strengthen management of ethical, social and environmental risks.

The policy was updated in 2013 (available on orange.com) and is structured around two themes:

- act as a **responsible purchaser**, incorporating Corporate Social Responsibility concerns into its governance and internal purchasing and logistics processes and contributing to regional development and local employment;

- **encourage its suppliers and subcontractors to commit to attaining its CSR standards** and to implement them within their own supply chain.

1.4.1. act as a responsible purchaser

In 2013, Orange substantially bolstered CSR governance of purchasing and logistics with the roll-out of a broad action plan to improve buy-in of the company's CSR commitments by all actors in the purchasing chain, as well as application of those actions in business processes.

All of the above principles have also been introduced into the framework for the joint venture created with Deutsche Telekom in 2011, BuyIn, to pool the purchasing activities of the two groups in certain areas (handsets, mobile communication networks, and for a large share of the landline equipment and service platforms) – see Review.
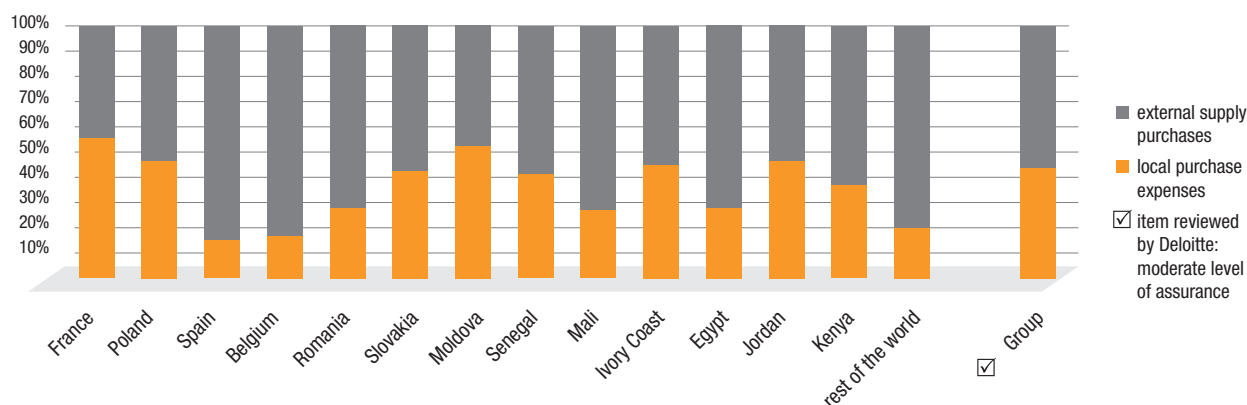
Acting as a responsible purchaser also means being fully aware of the major influence a large corporation like Orange can have on supporting local economic development. This is why Orange pays particular attention to the portion of purchases that are sourced locally (see graph). The Group is firmly committed to

opening up its calls for tender to SMEs and encouraging their development. Orange signed the charter for "publicly funded companies to promote the emergence and development of innovative SMEs" in December 2012.

Orange also actively supports small and medium-sized companies in the sheltered employment sector, demonstrated by its commitment to purchase a minimum of 15 million euros from this sector each year. In September 2013, Orange joined the Board of GESAT (France's national network for the sheltered sector) to take an even more active role in improving professional standards of sheltered workers.

In broader terms, the Group develops tools to provide its suppliers with a long-term view of its needs and developments in its businesses, enabling them to plan ahead according to projected workload.

❯ **share of local purchases as a percentage**

- external supply purchases
- local purchase expenses
- ☑ item reviewed by Deloitte: moderate level of assurance

calculation methods are detailed in the appendices, under "local purchases", page 103.

1.4.2. promote CSR standards with suppliers and throughout the sub-contracting chain

a rigorous selection and evaluation process

Orange selects suppliers using a structured seven-step process, including an evaluation of suppliers at the time of selection or listing, as well as throughout the term of the purchase contract. In addition to assessing quality, lead times and costs, supplier evaluation and selection takes into account:

- strict compliance with the applicable laws and regulations;

- compliance with confidentiality, fair competition and subcontracting rules;

- clearly stated commitments and action principles;

- environmental, social and societal criteria adapted to the purchasing typology.

All contracts with the Group's approved suppliers include a responsible purchasing clause entitled "Ethical practices – corporate social responsibility", specifying Orange's requirements.

focus

Orange awarded "Responsible supplier relations" certification

Orange was awarded the French government's "Responsible supplier relations" certification in April 2013 during a ceremony at the French Ministry of Finance marking the third anniversary of the "Responsible supplier relations charter". Introduced in 2012, the label singles out French companies that have signed on to the charter for achievements in establishing long-term and balanced relations with their suppliers. Awarded for three years, it certifies that the company adheres to the Charter's ten commitments for responsible purchases. The certification rewards the many initiatives undertaken by the Group to roll out its responsible purchasing policy and demonstrates its commitment to establishing sustainable and balanced relations with suppliers.

focus

Orange publishes its white paper on supplier relations in France

The Group published a white paper in March 2013 to report on the Group's responsible purchasing policy and demonstrate its practical commitment to supplier relations in France. With a preface by Stéphane Richard, it is available on orange.com, under "commitments/responsibility/vision/responsible-purchasing".

Overall supplier performance is evaluated based on the dedicated QREDIC® system, in operation by the end of 2013 in 17 countries (see review).

This is supplemented by a document-based supplier evaluation, either using an Orange questionnaire or with help from a company specialising in responsible purchasing.

A monitoring and alert system covering a range of purchasing and procurement risks is also in place for what the Group views as its key or strategically important suppliers, whose failure could potentially trigger significant consequences for the Group's business. A specific mechanism was introduced in 2013 aimed at addressing the challenges inherent in critical materials: measures included updating Group processes to collect and escalate information from suppliers and take steps as needed to encourage them to limit use of rare materials and those originating from conflict areas in the world, substituting them with recycled resources (for more information see the chapter "Preserving biodiversity and rare resources").

focus

JAC: encouraging progress in 2013

There were 38 CSR audits conducted in 2013 within the framework of the Joint Audit Cooperation (JAC). Audits were concentrated in Asia and focused in particular on resolving previously detected non-conformities.

The measures taken since the creation of the JAC are bearing fruit, and the most severe non-conformities (with suppliers ranked as tier 1 are increasingly rare. Instances of forced and child labour are extremely scarce on the ground, and are swiftly resolved once detected.

In some countries, compliance with statutory working hours remains difficult to enforce, although the situation is improving.

The same holds true for occupational health and safety regulations, and we are seeing frames of reference being introduced in regions where such concerns were previously unheard of.
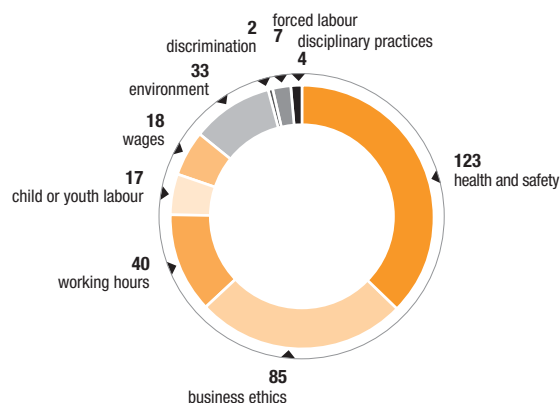
The challenge now facing the Group is the dissemination of CSR principles to tier-2 and following tiers. Orange takes the long view in this area, given the number and diversity of suppliers and subcontractors involved in the supply chain from one level to another.

fostering sector cooperation

To improve the incorporation of CSR aspects by suppliers, Orange is convinced that all companies in the sector should pull together: cooperation between competitors creates the opportunity to more effectively influence supplier behaviour. To further this aim, the Group initiated a cooperation agreement in 2009 (Joint Audit Cooperation – JAC) with Deutsche Telekom and Telecom Italia to combine their CSR audits of suppliers according to a common methodology based on the social responsibility and environmental standards, SA 8000. The JAC was extended in 2011 and 2012 to Belgacom, KPN, Swisscom, Vodafone, Telenor and TeliaSonera and in 2013 to Verizon.

112 audits were conducted in 15 countries on five continents since 2010. 374 corrective actions were completed, out of a total of 638, covering 83 plants and 400,000 or more workers. The findings of the audits conducted in 2013 are encouraging (see focus).

> **breakdown of non-conformities identified during the 2013 JAC audits**

- discrimination **33**
- environment **33**
- wages **18**
- child or youth labour **17**
- working hours **40**
- business ethics **85**
- health and safety **123**
- forced labour **2**
- disciplinary practices **7**
- **4**

focus

shared CSR principles

The members of the JAC drew up guidelines in 2013 to facilitate understanding of shared CSR expectations by suppliers and to support implementation throughout the audit and monitoring process. Based on the findings of audits by JAC members over a number of years, the guidelines were established following dialogue with the stakeholders concerned: the draft text was sent for ratification to a number of specialist external firms (with expertise in environment, work organisation, occupational health and safety, human rights and other specific areas).

A total of 52 opinions and comments on the draft were received during the process.

The third JAC forum on 16 January 2014 in Chengdu (China) was attended by 137 participants, including operators, suppliers, NGOs and audit firms. Discussions were lively and included a very extensive debate on the Guidelines during the plenary session, which were then sent to the participants following the forum.

some key dates:

2004

- introduction of the QREDIC® tool to assess the overall performance of suppliers;

- introduction of an "Ethics and environment" clause in all of the Group's purchasing contracts.

2008

- the "Ethics and environment" clause is changed to "Ethical practices – corporate responsibility" and now includes five of the basic ILO conventions on forced labour, child labour and combating discrimination.

2009

- launch by Deutsche Telekom, Telecom Italia and Orange of Joint Audit Cooperation, a cooperation agreement to combine CSR audits on Asian suppliers.

2010

- launch of a new strategy for supplier CSR evaluations with the help of an external specialist company, EcoVadis;

- publication of the Code of conduct for the Group's suppliers;

- signature of the "responsible supplier relations" charter in France.

2011

- extension of the JAC cooperation agreement to include four new operators;

- launch of BuyIn, a joint purchasing company formed by Orange and Deutsche Telekom.

2012

- extension of the JAC cooperation agreement to include two new operators;

- implementation of CSR governance at BuyIn;

- signature of the charter for publicly funded companies to promote the emergence and development of innovative SMEs.

2013

- extension of the JAC cooperation agreement to a new operator, and introduction of joint guidelines;

- new Group responsible purchasing policy and introduction of stricter CSR governance in the Purchasing and Logistics Department;

- Orange awarded "Responsible supplier relations" certification.

focus

expert and consultancy engagements in the Group's subsidiaries

As part of the audit and consultancy engagements in subsidiaries in Europe and the AMEA region, the Group Purchasing and Logistics Department's Corporate CSR team offered its expertise to subsidiaries in the area of waste management and related topics. Depending on the local context, national laws and best practices in the subsidiary, the team provided support to optimise waste management across the entire chain, including compliance with complex regulations and management of the risks incurred in the event of non-compliance as relevant at each stage. The operational implications of the WEEE regulations and cross-border movement of waste were explained, together with the content of purchasing contracts with suppliers and subcontractors (CSR clause, reporting, concept of producer, etc.).

2013 review

objectives	deadline	main achievements in 2013
favour suppliers who meet ethical, social and environmental requirements:		
■ consolidate local use of QREDIC® in countries already covered.	**2013**	■ deployment of QREDIC® performance evaluation of local suppliers (non-France and non-Corporate) in 17 countries with 855 performance assessments carried out at end-2013.
■ launch its use in Poland and in three new AMEA countries.	**2013**	■ in light of the increasingly intense workload, review of the deployment target to include only countries that request it; ■ roll-out in Poland cancelled; ■ deployment in the AMEA region in Morocco only.
■ reinforce CSR criteria when choosing suppliers and monitor the implementation of contractual clauses in this area;	**2013**	■ decision by the CSR steering committee in May 2013 to systematically incorporate CSR criteria in calls for tender and validation of its operational implementation at all stages of the purchasing process during end-of-year meeting; ■ systematic monitoring of the inclusion and validity of the CSR clause incorporated in the IT system; ■ introduction of an equivalent mechanism for the inclusion of CSR criteria in the purchasing process approved by the BuyIn CSR steering committee.
■ reinforce our knowledge of suppliers particularly regarding the proactive fight against corruption, *via* the due diligence process, risk analyses and the appropriate procedures;	**2013**	■ presentation of the strengthened anti-corruption and due diligence policy in its entirety to the Purchasing Department's executive committee; ■ process to manage partner-related (supplier) fraud risk initiated.
■ encourage buy-in of the Inter-company Relations Charter by major suppliers in France to guarantee respect of CSR principles from end to end of the subcontracting chain.	**2013**	■ since the Group is certified for its "responsible supplier relations", one of the priorities of CSR in France is to encourage our subcontractors to embrace the principles and commitments of the responsible supplier relations charter; ■ of the 424 signatories to the charter at end-November 2013, 66 are direct suppliers, accounting for some 9% of our purchasing volume in France (based on 2012 figures).
■ continue supplier CSR evaluations with the aim of evaluating 500 strategic suppliers or suppliers associated with critical or major risks every three years and reinforce Corrective Action Plans.	**2013**	■ at the end of 2013, 240 suppliers linked to CSR risks had been evaluated (11 rejected), or 48% of the 500 suppliers linked to critical or major CSR risks; 31 are currently being evaluated; ■ the H2 2013 campaign is limited to 34 suppliers due to the 2013 priorization of the numerous projects.

objectives	deadline	main achievements in 2013
■ strengthen the audit process initiated in the framework of the Joint Audit Cooperation (JAC): ■ by increasing the number of suppliers; ■ by extending the number of production sites audited; ■ and working more closely with our suppliers when implementing corrective action plans.	**2013**	■ 38 audits conducted in 2013 as the JAC was extended to new operators, with a very strong focus on resolving the 259 non-conformities detected in prior years; ■ first meeting between the Chief Procurement & Chief CSR Officers of the nine operators that expressed their willingness to extend the scope of the JAC to the upstream section of the purchasing chain and to prepare to change governance procedures to include newcomers; ■ formulation of the "JAC Guidelines" to improve suppliers' knowledge about the CSR requirements of the ten telecoms operators and to facilitate effective and measurable implementation of measures to correct non-conformities.
■ reinforce the visibility and reliability of our forecasts for business subcontracted to our suppliers, while reducing the impact of changes in forecasts on the supplier network, particularly in France.	**2013**	■ 2 priority purchasing areas defined in 2013 in France to increase the reliability of our forecasts for business subcontracted and to provide personalised support to suppliers for changes in volume: work on networks and customer call centres.

promote the concept of the environment and social laws among suppliers:

■ improve the incorporation of all environmental or social criteria in calls for tender.	**2013**	■ approval by the year-end steering committee of the strengthened operational application of CSR at all stages of the purchasing chain, focusing in particular on environment, social, ethics, anti-corruption and supply chain management criteria.
■ optimise the logistics of mobile handset deliveries and the collection of end-of-life network equipment, in order to help achieve our objectives in reducing CO_2 emissions and the optimisation of waste treatment;	**2013-2014**	■ launch of two practical initiatives to measure the CO_2 impacts of logistics (on the final customer delivery process and the Livebox carbon footprint) in France.

objectives	deadline	main achievements in 2013

monitoring the adoption of CSR and ethical priorities by the different players in the purchasing chain

objectives	deadline	main achievements in 2013
■ develop the existing CSR training module to better integrate social and societal commitments: inter-company relations charter, diversity and changes to the Group's environmental policy.	2013	■ production of a comprehensive CSR training program by the Sourcing University, created in 2013, structured on three levels: 1. generic Group modules to raise awareness (CSR, ethics, and more); 2. "responsible supplier relations and responsible purchasing" module to motivate buy-in, 3. new CSR workshops to encourage transposition of CSR principles into the purchasing process; ■ a pilot and two CSR workshop sessions were completed in 2013: ■ "purchasing: managing CSR risk" workshop (training for more than 40 employees); ■ "responsible supplier relations and responsible purchasing" workshop (training for more than 60 employees over seven sessions).
■ reinforce the Ethics - anti-corruption awareness/ training programme using internal communication tools and overhaul the training module.	2013	■ appointment of the Compliance Officer in the Purchasing Department and definition of a number of awareness and training tools (quiz, and e-learning) in process.
■ extend the training and awareness practices for contract users to include a responsible contractual relationship with their subcontractors.	2013	■ "basics of relations with network works companies" module updated to incorporate "Responsible supplier relations and responsible purchasing". Training provided to more than 400 employees in the France Technical Department and throughout the country in three years. This department's supplier base falls into the CSR-risk category.

integrate CSR in BuyIn

objectives	deadline	main achievements in 2013
■ assist BuyIn in implementing: ■ a CSR management system, in line with the governance model defined in 2012, with the appropriate processes; ■ the most powerful tools in terms of risk assessment and evaluating suppliers' CSR performance, based on good practice in the telecoms sector and beyond.	2013	■ eight meetings of BuyIn's CSR operational committee (with members of Orange, Deutsche Telekom, and BuyIn) were held in 2013 to finalise aligning the BuyIn responsible purchasing process with the requirements and practices of both parent companies. Ratification of the process for the inclusion of CSR criteria in the purchasing process by the BuyIn CSR steering committee, so that operational implementation in the three BuyIn purchasing areas could get under way; ■ process based primarily on robust CSR risk and opportunities modelling in the categories managed by BuyIn, tightly correlated with the category-based methodology used by Orange Purchasing to assess CSR risks; ■ BuyIn's dedicated Ecovadis platform up and running as of June 2013, open to all BuyIn purchasing officers. 71 suppliers invited in the second half of 2013, with a detailed CSR evaluation available for 53 of these at end-2013. In addition to Ecovadis, BuyIn developed a central database providing purchasing officers with simple and efficient access to information on suppliers' maturity/performance to be taken into their procurement projects; ■ CSR criteria applied to Supplier Management activities; development of a CSR scorecard for strategic suppliers and scheduling of joint CSR operational meetings with the main suppliers.

2014-2015 roadmap

objectives	deadline
Orange, a responsible purchaser	
■ consolidate CSR in purchasing and logistics governance and processes; ■ strengthen buy-in of CSR guidelines and commitments across the purchasing chain; ■ promote regional development and local employment by opening up calls for tender to companies in the sheltered sector and to innovative SMEs.	**2014-2016**
promotion of CSR standards throughout the subcontracting chain	
■ favour suppliers who meet ethical, social and environmental requirements, by improving the incorporation of all environmental or social criteria in calls for tender and ensuring application of Orange's CSR requirements by suppliers; ■ contribute to the work of the Joint Audit Cooperation (JAC), particularly by developing stakeholder dialogue on the JAC Guidelines to ensure meaningful and improved content; ■ improve the traceability of minerals from conflict regions for the products concerned.	**2014-2016**
strengthened integration of CSR in BuyIn	
■ assist BuyIn to strengthen its CSR management system, risk assessment and management and CSR performance tools aimed at suppliers.	**2014**

2.1. combining social and economic performance

For Orange, it is not possible to achieve sustainable economic performance without social quality. The Group can only achieve recognition as a trusted operator in all its markets by having a team of employees who are motivated and dedicated to providing the best possible service to customers. On the strength of that belief, the Group has adopted a social policy that aims to put people at the heart of the organisation, with a clear ambition: to be acknowledged as one of the preferred employers in the main countries where the Group operates by 2015.

2.1.1. a new Social Contract built around six commitments

Following the introduction of the new Social Contract in France in 2010, since the end of 2011 Orange has implemented the Orange People Charter, rolling it out globally across 23 different countries.

Embodying Orange's wish to be the preferred employer in its main countries of operation, the Charter establishes a new framework for the Group's relationships with its employees, built around six commitments:

- act as a responsible employer;

- offer career and development opportunities;

- provide a work environment for outstanding customer satisfaction;

- empower managers and hold them accountable for progress and success;

- provide a positive quality of life at work;

- recognise and reward employees for their individual and collective contributions to our success.

2.1.2. continual monitoring of social quality

To assist with the implementation of its new social model, three years ago the Group adopted a global approach to the continual observation and analysis of social quality, based on a number of markers:

- a half-yearly social barometer survey in France;

- an annual social barometer survey in most other countries in which it is present;

- a composite social performance index (CSPI) which is taken into account for the remuneration of senior executive staff;

- analysis groups comprising managers, HR, senior executives, personnel representatives, health services and social workers.
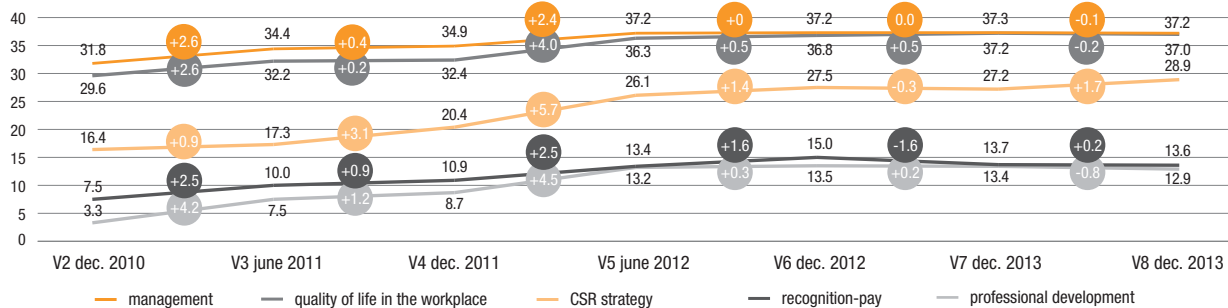
The latest social barometer survey indicators confirm that the social climate within the Group is improving, both in France and internationally (see focus).

focus

further recognition of Orange's social policy

- in March 2013, Orange received the "Top Employers Europe 2013" label in London, bringing to fruition the efforts made in several Group countries and divisions to have their human resources practices and programmes evaluated by comparing them against local best practice. Mobistar in Belgium, Orange in Spain, France and Poland, and Orange Business Services in the UK all contributed to the attainment of this European label. Similarly, Orange Romania and Orange Slovakia obtained their "Top Employer" certification in 2013. BuyIn, the Group's joint venture with Deutsche Telekom in the procurement field, also obtained 2013 certification in France (*Top Employeur France*) and in Germany (*Top Arbeitgeber Deutschland*);

- in August 2013, Orange obtained the Top Employer Africa label thanks to the certification of five of our subsidiaries (Côte d'Ivoire, Mali, Orange Business Services Egypt, Uganda and Senegal);

- in Brazil, Orange Business Services once again obtained the "Great Place To Work" label by ranking in the Top 100 IT sector companies;

- in January 2014, Orange Business Services also received Top Employer certification in India.

> **change in the perception of employees of the France Group in each themed area**
> average score between -100 and +100 calculated based on surveys in each area

	V2 dec. 2010	V3 june 2011	V4 dec. 2011	V5 june 2012	V6 dec. 2012	V7 dec. 2013	V8 dec. 2013
management	31.8	34.4	34.9	37.2	37.2	37.3	37.2
quality of life in the workplace	29.6	32.2	32.4	36.3	36.8	37.2	37.0
CSR strategy	16.4	17.3	20.4	26.1	27.5	27.2	28.9
recognition-pay	7.5	10.0	10.9	13.4	15.0	13.7	13.6
professional development	3.3	7.5	8.7	13.2	13.5	13.4	12.9

Change markers: management +2.6, +0.4, +2.4, +0, 0.0, -0.1; quality of life +2.6, +0.2, +4.0, +0.5, +0.5, -0.2; CSR strategy +0.9, +3.1, +5.7, +1.4, -0.3, +1.7; recognition-pay +2.5, +0.9, +2.5, +1.6, -1.6, +0.2; professional development +4.2, +1.2, +4.5, +0.3, +0.2, -0.8

focus

8th social barometer survey conducted in France

The results of the 8th social barometer survey in France, carried out in December 2013 among 4,000 employees, confirm the continuous improvement of social quality as perceived by Group employees: 92% of employees surveyed think that the quality of life at work with Orange is the same or better than that of other companies (compared against 79% in October 2010). This rate, the best ever obtained since the social barometer survey began, is testament to the dynamic initiated by the Social Contract and indicates that the implementation of a new organisational model in France has had a positive impact. The evolution of responses in the five areas covered in the social barometer survey, in comparison with the previous exercise (June 2013), indicates an improvement in the area of strategy and a slight decline in that of career and development opportunities. The other areas have remained broadly unchanged.

2.1.3. a dynamic social dialogue

To support its international development, the Group has implemented social dialogue bodies covering all activities at all levels:

- at global level: **Global Group Committee**: including 31 members elected for 4 years representing 22 countries with more than 400 employees in each one;

- in Europe: **European Works Council** comprising 28 employee representatives from 19 European countries;

- at national level: employee representation bodies have been set up in 27 of the Group's countries.

For more information on employee representation bodies and the major social agreements signed in 2013, see Section 5.6.1.4 of the 2013 Registration Document on the orange.com website.

In addition to the ongoing dialogue arising from the employee representation bodies, Orange has a number of tools in place to enable all employees to express and share their views, in an informal context, such as the "Orange plazza" corporate social network which now has more than 42,000 members and around 1,800 professional communities.

2.1.4. greater focus on health and safety in the workplace

As part of the implementation of its new Social Contract, in 2012 Orange established a new Group Policy on Occupational Health, Safety and Quality of Life, with specific targets and indicators.

Orange has set up a dedicated structure within the organisation to steer the implementation of this policy in each Group entity:

- a Strategic Health and Safety Committee, chaired by a member of the Executive Committee;

- an Occupational Health, Safety and Quality of Life Department.

Since 2012, significant work has been undertaken in France to strengthen occupational risk prevention. In particular, in 2013 a review was carried out to examine the role of the Prevention Officers, introduced in the company more than ten years ago. The conclusions of that review will feed into an action plan aimed at keeping a high level of cover for different entities, in keeping with the challenges posed by the evolution of health and safety conditions within the company. The Group also strives to promote a multidisciplinary approach to work, through the implementation of a multidisciplinary risk prevention committee

in each entity. Bringing all the players concerned together (occupational physicians, nurses, prevention officers and work environment officers) these committees work to address the "health and safety issues and working conditions" of greatest concern to employees.

At international level, one of the key developments in 2013 was the introduction in all countries of a Group dashboard with four key health and safety indicators concerning occupational accident numbers, which now covers more than 95% of the Group headcount.

Health and safety indicators	2013	2012
Number of occupational accidents with lost time (Group total)	☑ 859	1,013
number of fatal occupational accidents (Group total)	☑ 1	6

☑ Item verified by Deloitte: moderate assurance.

The Group had 1 fatal occupational accident in 2013. This involved a car accident in Poland in which an employee died whilst driving as part of his job.

2.1.5. value sharing model recognising individual and collective contributions

To reward individual and collective contributions to the Group's results, Orange has set up a fair and incentive-based value sharing model with: executives' bonuses based on the attainment of collective and individual targets, incentive, profit-sharing and employee shareholding schemes.

For more information, see Section 5.6.1.2 of the 2013 Registration Document.

(in millions of euros)	2013	2012	2011
Orange SA incentives	212[1]	204	185
Special profit-sharing reserve of the Group in France	173[1]	144	197

(1) Amount funded at 31 December 2013.

2.1.6. encouraging community involvement

The new social model adopted by Orange also takes corporate social responsibility values into account. To promote a spirit of community involvement within the Group, the Orange Foundation (http://fondationorange.com) runs a variety of projects aimed at encouraging and recognising the active participation of Orange employees and retirees in a range of community service initiatives: charitable activities, project sponsorship, group projects for humanitarian causes, skills patronage, etc.

In this respect, since the end of 2010, *Orange Solidarité Numérique* (Orange Digital Solidarity) has enabled more than 2,500 employee volunteers to donate their time and share their skills to train others in the use of digital tools, by organising 1,000 workshops throughout France. Internationally, approximately 2,300 employees give up their free time to work as volunteers supporting a wide range of charitable associations.

some key dates

2004
■ establishment of the European Works Council.

2009
■ inventory of stress and labour conditions in France and launch of conferences on reform.

2010
■ establishment of the Global Group Committee;

■ implementation of the new Social Contract in France;

■ launch of the social barometer survey in France and implementation of the Composite Social Performance Index.

2011
■ launch of *Partageons* (Let's share), the Group's new bonus share plan.

2012
■ implementation of the Orange People Charter in 23 countries.

2013
■ attainment of the "Top Employer Europe 2013" and "Top Employer Africa" labels (see focus on page 41).

2013 review

objectives	deadline	main achievements in 2013
▪ strengthen awareness-raising and communication efforts toward employees regarding CSR-related topics.	2013-2015	▪ launch of the Digital Society Forum Road Shows from September, at the Group's various French sites and in Egypt.
▪ deploy training actions that include these factors within the different business lines.	2013-2015	▪ inclusion of CSR issues in *École des Réseaux* (Network School) business training; ▪ report on other training actions in 2014.
▪ strengthen awareness-raising and communication efforts regarding different CSR-related topics in our school relations.	2013-2015	▪ mobilisation of *Grandes Écoles* students as ambassadors for the Group; ▪ description via Orange's twitter account of the work of the Digital Society Forum and communication, particularly with *grandes écoles* and universities, of discussions held during the 13 February workshops on new teaching methods; ▪ inclusion of a CSR section in the Group's reporting module and on the orange.jobs website; ▪ undertake actions associated with the Group's disability commitments: equal opportunities; specific support for *the raid handi-valide* (DisAbility Awareness Rally) at the UJF University of Grenoble; ▪ 3rd Science Factor competition for French secondary school students, to promote scientific disciplines, particularly among girls; ▪ launch by Orange Tunisia of a CSR Chair at the IHEC school in Carthage; ▪ organisation of a three-year partnership with the "Business as Unusual" Chair of the KEDGE business school, in connection with new economic models.
▪ continue the Group's commitments to social dialogue through locally appropriate means and regular meetings of *ad hoc* committees (the Global Group Committee, European Works Council, etc.).	2013	▪ continue a global social dialogue representing the Group's international dimension: ▪ 1 meeting of the Global Group Committee (GGC) in May 2013 on global strategy and transnational projects + 1 teleconference to review progress on a development project for the AMEA region. The signature on 12 September 2013 of an amendment to the GGC agreement allowing entry to the GGC of representatives from countries that have reached 400 employees during the current term, is worth noting, ▪ 5 meetings of the European Works Council (EWC) (March, April, June, September and November 2013) to provide information and consult with personnel representatives on economic, financial and social matters related to the European region, ▪ 4 meetings of the French Works Council (FWC), which covers the Group's companies within France, ▪ 12 meetings of the Central Committee of the Economic and Social Unit (CCESU), the body representing employees of Orange SA and of subsidiaries recognised as being very closely linked in terms of their organisation, management and business. In 2013, two of the four Economic and Social Unit subsidiaries were merged with Orange SA: Orange France SA on 1 July 2013 and Orange Distribution on 1 October 2013; ▪ local bodies (employee forums, staff representative bodies, etc.) established in almost all countries in which Orange is present. The creation in 2013 of an employee forum in the Orange Business Services subsidiary in Egypt is worth noting.

objectives	deadline	main achievements in 2013

■ continue to analyse social quality through periodic surveys and national/international composite indicators and incorporate these results when calculating the bonuses awarded to the Group's upper management team internationally.	**2013**	■ France: publication of the results of the 7th social barometer survey conducted in June 2013 and of the 8th conducted in January 2014 (see focus);
		■ international: third annual social barometer survey conducted at end 2013 in 23 countries in the AMEA and Europe regions and in the four Orange Business Services regions. The participation rate of 64% (more than 27,000 Group employees) reflects employees' interest in this subject which concerns five thematic areas:
		  ■ strategy and Corporate Social Responsibility,
		  ■ professional development,
		  ■ quality of life at work and the working environment,
		  ■ management,
		  ■ recognition.

■ continue to reinforce the Orange People Charter and to analyse any discrepancies between the actions taken and the employees' perceptions *via* the social barometer survey.	**2013**	■ continued development of the Orange People Charter, internationally, as confirmed by the overall improvement of results obtained from the international social barometer survey.

■ implement the Group's health and safety policy, especially by establishing dedicated steering committees.	**2013**	■ drafting of guiding principles of governance with regard to occupational health and safety:
		  ■ organisation of a group Strategic Health & Safety Committee which had its first meeting on 25 March 2013,
		  ■ organisation of an Operational Health & Safety Committee, steered by the Group Director of Health and Safety and comprising experts from the field, which meets once a month;
		■ rollout of a Group occupational health & safety intranet in October 2013 with the Health & Safety managers of subsidiaries, providing information concerning the Group's H&S policy and the implementation of an occupational health & safety management system and displaying the H&S tools available to subsidiaries.

■ recognise collective performance by highlighting the involvement of staff in the Company's success and associating them in performance sharing.	**2013**	**incentive and profit-sharing scheme agreements**
		  ■ signature of a new profit-sharing agreement with the trade unions in June 2013 in France, replacing the prior agreement signed in 1997. This agreement applies to employees of Orange SA and its French subsidiaries that are more than 50% owned,
		  ■ in 2013, signature of 30 incentive agreements in Group companies in France. The incentive bonus, based on the attainment of targets, is usually set at around 4% of salary,
		  ■ for Orange SA, payment in May 2013 for the 2012 financial year of an incentive bonus corresponding to 4.97% of salary, that is, €2,200 on average. For the 2013 financial year, recognition of a provision at 31 December 2013 rewarding higher-than-targeted Operating Performance and Service Quality results;
		***Partageons* plan – let's share**
		  ■ Observation by the Board of Directors at its meeting of 5 March 2014 of non-attainment of the performance conditions for the *Partageons* (let's share) scheme (bonus share plan reserved for personnel).

employees

roadmap

objectives	deadline
■ strengthen awareness-raising and communication efforts with employees regarding different CSR-related topics, and support the Digital Academy programme; ■ deploy training actions that include these factors within the different business lines; ■ strengthen awareness-raising and communication efforts regarding different CSR-related topics in our school relations; ■ continue the Group's commitments to social dialogue through locally appropriate means and regular meetings of *ad hoc* committees (the Global Group Committee, the European Works Council, etc.); ■ continue to analyse social quality through periodic surveys and national/international composite indicators and incorporate these results when calculating the bonuses awarded to the Group's senior management internationally; ■ continue to develop the health and safety policy while supporting Group countries.	**2014-2015**

2.2. building the Group's future

The IT and communications sector is undergoing constant transformation. Careers in this sector are continually developing and changing. For Orange, the challenges are all the greater since 30,000 people will retire from the Group between 2010 and 2020 in France.

In anticipation of these changes, Orange has established appropriate policies around employment management, training and recruitment to prepare for its future development in a responsible and sustainable way.

2.2.1. build a common managerial culture

Managers play a key role in implementing the new Social Contract and making Orange a first-rate employer. The Group has set up a Management Charter and a common managerial framework to support them in carrying out their duties by giving them the tools and autonomy they need to lead their teams towards success.

Our Orange Campus training initiative plays a key role in the diffusion of this shared managerial culture: by the end of 2013, 82% of Group managers had undertaken one of the 60 Orange Campus managerial development programmes, having completed a total of 296,000 training hours over the year, with particularly strong focus on the "collective challenges" programmes.

2.2.2. anticipating changes to careers within the Group

Identify short- and long-term trends, detect at-risk areas and offer career and development prospects to employees in line with these trends: this is the essence of the Group's Strategic Workforce Planning (GPEC) initiative.

This entails a mutual commitment:

- each employee is responsible for his or her own career development;

- each country adopts a set of solutions and skills with the help of both the Group and national HR teams to support professional development and staff promotion.

A job reference framework shared by all Group companies allows for a forward-looking vision of needs in terms of employment and career and skills development, for all the Group's business areas, both at Group level and, with adaptations, for the main countries or regions: France, Poland, Spain, the rest of Europe and AMEA, and for Orange Business Services.

focus

Orange Expert: developing the Group's strategic expertise

Launched in 2010, the Orange Expert programme aims to strengthen and develop the areas of expertise that are key to the Group's future. It addresses 4 objectives as a priority:

- set up task forces that can be mobilised to work on strategic issues;

- help to identify the best experts, to recognise them and to develop their expertise by encouraging their career development;

- encourage the development, capitalisation and transfer of knowledge and skills;

- identify and protect areas of expertise.

By the end of 2013, 6 expert communities were active: tomorrow's networks (102 experts), security (73 experts), content service solutions (72 experts), energy and the environment (46 experts), network exploitation (23 experts), and the last, launched in September 2013, software.

On 19 March 2013, these experts, who come from all professional fields and countries of the Group, met in France for the first Orange Expert Day organised in Saint-Denis.

training for all

To support professional development and to increase customer satisfaction, the Group is constantly enriching its training programmes for all employees. With 44 professional skills training schools worldwide and managerial training *via* Orange Campus, the Group makes professional training a priority.

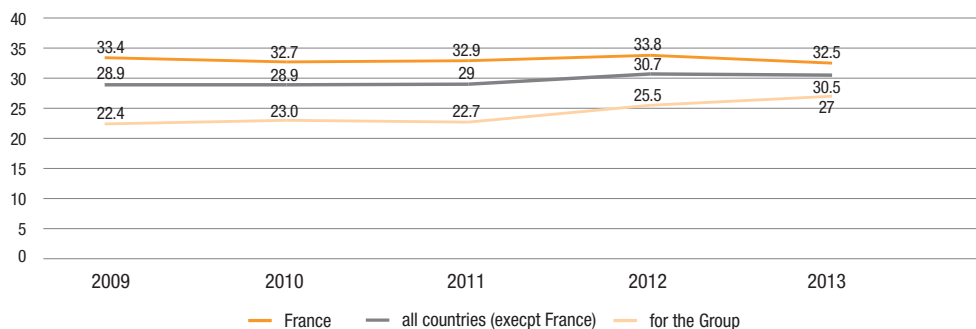The Group also continues with its policy of providing technical, sales and cross-disciplinary training leading to certification: each year, around 2,000 employees obtain recognised credentials in over 50 professional fields. At the start of 2014, Orange had over 10,000 certified employees and is now embarking on the digital field with training courses in sales (digital coach, customer

employees

adviser), technical training (fibre-optics or 4G technician, IP architect.), Information Systems (telecoms security officer) or support jobs (community managers).

Despite a difficult economic environment, characterised by the ongoing crisis and more intense competition in all its markets, the Group has pursued its training efforts, with 141,842 employees trained in 2013 and an average of 30 hours training received per employee. The significant rise in training in the AMEA region is noteworthy, with employees receiving an average 26.5 hours, reflecting an increase of 18.9% in comparison with 2012.

› **Change in number of training hours per employee**

	2009	2010	2011	2012	2013
France	33.4	32.7	32.9	33.8	32.5
all countries (execpt France)	28.9	28.9	29	30.7	30.5
for the Group	22.4	23.0	22.7	25.5	27

a highly dynamic employment policy

Preparing for the future also means predicting needs and hiring people now who will be necessary in the business world of tomorrow. Despite the difficult economic situation, the Group kept its employment-related commitments, especially with respect to the employment of young people:

- in France: with 1,248 permanent employees (CDI) ☑☑ recruited in 2013;

- internationally, 4,725 permanent employees (CDI) ☑ were recruited in 2013, making a total of 5,973 permanent employees recruited for the year in the Group as a whole.

The Group has reaffirmed its commitment to being a responsible employer over the 2013-2015 period by implementing an employment policy with three core components:

- employment management **that respects workers'** livelihoods, as reflected in the absence of any pre-established redundancy plan or voluntary redundancy plan;

- proactive employment management that **strives** for stress-free adaptation of organisations and procedures, such as the partial replacement of staff as they naturally leave the Group, in keeping with the social model, at a rate of one new employee to replace every two retiring (*i.e.* a hiring plan for 2013-2015 set at 4,000 employees);

- CSR-focused employment management: seen in the hiring of 5,000 young apprentice employees per year and a policy of adapting seniors' working conditions to ensure they can remain with the Company in their later years.

focus

France: Orange takes part in the 1st training scheme for engineers in cyber defence with work-based learning programmes and apprenticeships

On 24 September 2013, Orange signed a partnership agreement with the Engineering School of the University of Southern Brittany (ENSIBS) to set up the first national work-based learning programme in cyber security for engineers. The Group has been working for over a year with other major players in the field, such as Alcatel Lucent and the French Ministry of Defence, to set up this training programme which is currently being offered to 28 apprentices. Eight of them have signed a contract of employment with Orange, mostly in Orange Business Services. In this way, Orange contributes to developing young talent in a future-growth area which has strategic importance, not only for the Group but also for France, which lacks cyber security skills. This successful outcome illustrates the Group's forward-looking approach to developing the skills of the future.

attracting young talent

To attract new talents and ensure the ongoing success of the Group, Orange has launched targeted recruitment campaigns or specific partnerships with prestigious schools and universities and has made a range of innovative recruitment tools available such as the Orange Jobs mobile app.

The Orange Graduate Programme is very appealing to talented young people with strong potential who have a unique opportunity to start their career with Orange. Each year, 60 graduates join the Group in this way to take on roles with significant levels of responsibility.

The Group also contributes to skills development and training people from different backgrounds by supporting a variety of educational programmes and scholarships around the world.

focus

a 5th Orange Campus site in Dakar

Following Montrouge and Marseille in France, Madrid in Spain and Serock in Poland, a new Orange Campus site was inaugurated in May 2013 in Senegal.

Located in the heart of the Dakar Technopole, the international site offers professional development programmes, with priority given to 1,000 managers of Group subsidiaries located in West Africa (Mali, Guinea, Guinea-Bissau, Niger, Ivory Coast and Senegal). Managers of other Orange subsidiaries in French-speaking Africa (Central African Republic, Cameroon and Democratic Republic of Congo) may benefit from this resource. With a built area of more than 300 m² and capable of accommodating up to 160 people, the new Orange Campus site was specially designed to be adapted to different teaching methods. In 2013, 300 managers studied one of the 27 managerial development programmes on offer there.

focus

Orange is committed to promoting the employment of young people with the Generation Contract.

On 27 September 2013, Orange France and the trade unions signed an agreement concerning the Generation Contract, in the presence of Michel Sapin, French Minister of Work, Employment, Professional Training and Social Dialogue and Stéphane Richard, Chairman and CEO of the Group.

Under that agreement, Orange confirms its commitment to promote the employment of young people and the transfer of knowledge among and across generations, with new and ambitious objectives:

- 4,000 permanent employees (CDI) to be recruited between now and 2015, of which around 3,000 will be young people;

- an additional, specific plan to take on 1,000 people in work-based learning programmes focused on high capacity broadband, from September 2014, in addition

to reaffirming the Group's commitment to have at least 5,000 young people in work-based learning programmes in the company on an ongoing basis (*i.e.* 5% of the workforce);

- confirmation of the objectives to keep seniors in employment (those over 55 years of age – this age group will represent 35% of the workforce in 2015) and to observe the right of seniors to adjust their working hours (part-time hours will be paid at 75% with pension contributions at the full rate under the so-called "seniors' part-time work" arrangement);

Promotion of knowledge transfer and induction of young people: 4,500 employees, in particular seniors, will be encouraged to take on a tutoring role and an arrangement will be put in place to identify individuals in the later years of their career who have key skills to pass on.

2 employees
building the Group's future

some key dates

2003

- framework agreement for employment and skills planning in France.

2004

- establishment of the Group job reference framework;

- 2005-2008: 45 professional training courses created.

2006

- Orange management schools established in France, the United Kingdom and Poland.

2011

- 10,000 managers trained on Orange Campus;

- new Management Charter drafted;

- Strategic Workforce Planning (GPEC) agreement signed in France.

2012

- *Mon itinéraire* (My career path) tool created to help employees manage their career goals;

- new agreement signed in France on the employment of seniors and measures to enrich the later years of employees' careers.

2013

- "Generation Contract" agreement signed in France;

- opening of a 5th Orange Campus site in Dakar (Senegal).

2013 review

objectives	deadline	main achievements in 2013
▪ establish an Orange Campus in Dakar.	**2013-2015**	▪ launch of the 5th Orange Campus site on 15 May 2013 in the Dakar Technopole, Senegal (see focus).
▪ expand the Group managerial framework to include all upper managers and team managers both in France and internationally.	**2013-2015**	▪ rollout, through Orange Campus, of the "develop each and every manager" training in France and internationally: 422 upper managers trained since the April launch, of which around 1/3rd trained internationally; ▪ all Orange Campus communications posted on the intranet and, for countries with no access to the French sites, delivery directly to the HR department; ▪ distribution of facilitator's kits to team leaders, HR managers and team managers, to lead seminars in their units; ▪ continued training for top managers of the Group and for HR managers, with training received by a total of around 2,000 individuals.
▪ continue to monitor and implement the Strategic Workforce Planning (GPEC) agreement.	**2013**	▪ 2 Monitoring Committee meetings held on 21 January and on 13 May 2013 ▪ presentation of the Strategic Workforce Planning (GPEC) report in the CE, CET CCUES and CGF in June and July 2013.

roadmap

objectives	deadline
▪ accelerate internal digitalisation: raise awareness, train our employees and invigorate the Group with new ways of working;	**2013-2015**
▪ expand the Group managerial framework to include all upper managers and team managers;	**2013-2015**
▪ take part in the national effort to promote the employment of young people in France.	**2014-2015**

2.3. promoting workplace diversity

Orange intends to make equal opportunities a trademark of its social policy from the recruitment stage and throughout its employees' working lives. This commitment to promote diversity and equal opportunities reflects both our values as a responsible operator and our conviction that diversity contributes to performance, to innovation and to the appeal of our Group.

2.3.1. gender equality in the workplace: a top priority

For several years, Orange has had a gender equality policy in place which addresses four main objectives:

- promote gender **parity in all roles within the Group** and especially in technical roles;

- **encourage women's access to positions of responsibility**, with the aim of having, between now and 2015, **35% female representation in its management bodies** (the management network of Group Leaders and Management Committees);

- **ensure equal pay** at levels of both responsibility and seniority, by performing regular checks in each country and by setting up corrective arrangements to address any discrepancies identified;

- strike **a work-life balance**, in particular, by making it clear that parenthood is not a source of discrimination, for women or for men.

Thanks to this commitment, the Group was one of the first French companies to be certified under the **Gender Equality European Standard** for its Group-wide policy and for its actions in France, Spain, Belgium and within Orange Business Services. Certification successfully renewed in 2013! (see focus below).

focus

Orange obtains European equal opportunities certification for the 2nd time.

Two years following its initial award, Orange has successfully renewed certification, with higher scores, of its equal opportunities policy under the Gender Equality European Standard for the Group, France, Orange Spain, Mobistar, Orange Business Services and its subsidiaries in Italy and Germany. The Group as a whole obtained an improved score of two (out of a maximum three) and achieved a three for its equal opportunities policy as it did for its equal pay initiatives. Orange France, which represents more than 60% of the Group's workforce, also obtained a score of three.

focus

new initiatives encouraging work-life balance

- Orange has set up a unique training system, in partnership with the organisation *Companieros*, based on the "Gender Equality manager" label: this programme offers managers the opportunity to re-examine equality in the workplace from the perspective of the gender mix and a management style that encourages everyone, men and women alike, to express their talents and display their skills. In this way, it enables managers to share their experience and to encourage dialogue on issues surrounding gender equality in the workplace. In view of the success of these person-to-person training sessions, a virtual platform has been set up to continue discussions generated by them;

- Orange is also a founding partner of "Happy Men Share More", an innovative programme set up by the Mercredi-c-papa association to encourage men to support gender equality. In particular, the programme aims to create a forum for discussions among men in the company around gender equality.

With 31% female membership in Management Committees by the end of 2013, the Group continues with its progress in this respect, on the strength of the many actions undertaken, both at Group level and in the Group's main countries:

- proactive measures are drawing women into "talent pools" of employees identified as having upper management potential;

- a mentoring arrangement for women who are identified by line management as having potential, provides support for the personal and professional development of employees seeking to take on roles of responsibility: 31 women were paired with a female mentor in 2013, and a second wave of the arrangement was initiated in January 2014 with 32 further pairs. A specific programme called WILD (Women Intercultural Leadership Development) was launched at Orange Business Services to help 15 talented females ascend to international positions of responsibility;

- the introduction of equal opportunities networks continues in several entities: about ten women's networks are now in place; among them the Orange Business Services women's network which, initiated in 2011 and now with more than 400 members, has been emulated in Egypt and in Germany, and the Innov'Elles network sponsored by Delphine Ernotte-Cunci, Deputy CEO of Orange France, which already has more than 1,300 members;

- the Group also participates in national and international initiatives, such as Jump (www.jump.eu.com), Women in Leadership (www.wileurope.org), the European professional women's network (www.europeanpwn.net) and the EVE programme (www.eveprogramme.com), which offer the Group's females networking and personal development opportunities and help raise gender equality awareness among male employees.

For more information: see the gender equality press pack on the orange.com website

focus

a round-the-world guided tour of equality in the workplace

To encourage sharing of best practice in gender equality, in 2013, Orange conducted a survey of initiatives carried out in the Group's different subsidiaries and countries. A short video was made and can be viewed on the Orange Jobs website or *via* the following link: http://www.dailymotion.com/embed/video/x15z13n

Percentage of women - Group	**2013**	2012	2011
% of women employed in the workforce	☑☑ 36.2%	36.5%	36.5%
% of women in management positions	☑☑ 28.6%	28.2%	27.7%
% of women in the leader network	☑☑ 24.4%	23.6%	23.8%

☑☑ item verified by Deloitte: moderate assurance.

focus

Orange France is ranked in first place by the French Ministry of Women's Rights in its league table of companies increasing female representation in their management bodies

On 17 October 2013, in the first league table compiled by the Ministry of Women's Rights on increased female representation in the management bodies of the *Société des Bourses Françaises* (SBF) 120 index companies, Orange was ranked in first place. Compiled using objective and transparent criteria, this league table identifies the SBF 120 companies that have made the most progress in terms of gender equality. It will be updated annually in order to monitor women's progress in these companies.

This 1st place ranking rewards the proactive gender equality policy adopted by Orange, particularly with regard to the representation of women on its Board of Directors (33%) and on its Executive Committee (25%). This commitment was welcomed by Najat Vallaud-Belkacem, the Minister for Women's Rights, who signed a framework agreement on gender equality in the workplace, together with Delphine Ernotte-Cunci, Executive Director of Orange France and Deputy CEO of Orange, on that occasion.

2.3.2. support for those who face barriers to employment

In addition to the Group's commitment to gender equality, different entities of the Group take supplementary measures to foster equal opportunities, according to local needs.

In France, the Group has been helping people with disabilities to find employment for over ten years. On conclusion of negotiations which took place in 2013, a new agreement on the employment and integration of disabled people was signed by all the trade union organisations in January 2014. The agreement, concluded for the period running from 2014-2016, provides for an overall target rate for the employment of disabled persons of 6%, the target rate specified in regulations.

At international level, since 2010, the Group has been involved in the Global Business and Disability Network of the International Labour Organization (ILO). This partnership was strengthened in 2013 to enable subsidiaries of the Group to enhance their actions concerning disability employment issues and receive information on local best practice. Several Group subsidiaries have chosen to develop disability issues in their diversity policy. This is the case in Poland, in particular, where support has been put in place to improve the working conditions of disabled employees, and in Egypt where a training programme to rehabilitate and develop independence for young disabled adults is being implemented in partnership with the Ebtessama Foundation. In addition, on the International Day of Persons

with Disabilities, a round-the-world guided tour of initiatives taken concerning the integration and continued employment of disabled workers in about 15 Group subsidiaries has been posted on the Group's intranet.

Another priority target of the Group's equal opportunities programmes: young people from disadvantaged and rural backgrounds and from problematic neighbourhoods. In France, each year Orange supports numerous initiatives aimed at encouraging the professional integration of young people from disadvantaged neighbourhoods such as "*Nos Quartiers ont du Talent*" (Our Neighbourhoods have Talent), the *Passeport Avenir* (Passport to the Future) careers forum or the "*Passerelles pour un emploi durable*" (Bridge to Sustainable Employment) day organised by the French Association of Diversity Managers (AFMD www.afmd.fr). Other subsidiaries carry out similar actions, particularly Orange Business Services which has set up a mentoring programme for young people from disadvantaged backgrounds to improve their English language skills through regular telephone conversations with English-speaking volunteers from the Group.

focus

combat disability stereotyping

With a long-standing history of commitment to the inclusion of disabled workers in the company, in 2013 Orange sought to be part of an innovative study on stereotypes associated with disabilities, with the involvement of renowned researcher, Patrick Scharnitsky, who has a PhD in social psychology and is affiliated with the *École supérieure de commerce de Paris* (ESCP). This highly innovative study provides an in-depth analysis of how common perceptions and attitudes create positive or negative predispositions towards disabled people. In addition to revealing a somewhat negative image of disability, the study also identifies the levers that can be used to eliminate such stereotyping.

For more information refer to
orange.jobs/site/fr-actualites/handicap-et-stereotypes.htm

some key dates

2003
establishment of Mission Insertion Handicap.

2005
Orange France was the first technology company to obtain the Gender Equality label.

2007
creation of the Group Diversity Division.

2008
signing of the Charter for Parenthood in the Workplace and the *Plan Espoir Banlieues* (plan to bring hope to underprivileged urban suburbs).

2010
participation in the establishment of the Arborus fund for gender equality in the workplace in Europe.

2011
1st award of certification under the Gender Equality European Standard.

2012
Orange named the winner in the Major Corporation Division of the *Trophées de la Diversité* (diversity awards).

2013
renewed certification under the Gender Equality European Standard.

employees

2013 review

objectives	deadline	main achievements in 2013
■ strengthen gender equality 2012-2015 opportunities initiatives at all stages of employees' careers and in all the Group's countries, and set up *ad hoc* monitoring and evaluation systems.	**2013-2015**	■ organisation of a Working Group, within the HR department, and decision taken in 2014 to encourage the establishment of dedicated associations in North Africa and in Romania, in the first instance.
■ increase the proportion of women in management bodies (objective: 35% by 2015).	**2013-2015**	■ attainment, in the first half of 2013, of renewed certification under the Gender Equality European Standard, with higher evaluation results (see focus); ■ continued increase of the proportion of women in management bodies, although these figures remain below targets, with 31% female membership of the Management Committees and 25% female membership of the Executive Committee.
■ increase support to the Group's countries and divisions to help bolster local diversity policies, especially in the area of disability.	**2013-2015**	■ establishment of Group governance at European level; ■ continued action, internationally, to support Group subsidiaries that have chosen to develop disability issues in their diversity policy; ■ country-by-country survey of best practice regarding the inclusion of disabled workers conducted in 2013 and world map posted on the Group intranet providing information and updates on initiatives taken concerning the integration and continued employment of disabled workers in around fifteen Group subsidiaries; ■ creation of an auto-diagnostic tool which will be rolled out specifically to address disability issues; ■ other actions taken with regard to equal opportunities in France: ■ signature in France of *l'Autre Cercle LGBT* (lesbian, gay, bisexual and transgender) Charter on 9 January 2013 and the Businesses and Neighbourhoods Charter on 21 June (adapted in an agreement signed on 12 December with the French Ministry of Urban Affairs), ■ organisation of a conference on the impact of physical appearance on career prospects and development (10 June 2013), ■ participation in the Stereotypes and Origins survey (feedback meeting held 9 October), ■ 2nd social barometer survey on diversity (feedback meeting 12 December), ■ video-CV pilot test performed with Facealemploi.tv., ■ launch of the à *chances égales* community of employee volunteers in February 2013, ■ performance of a quiz on discriminatory remarks in job interviews given to HR and managers, ■ extension of *Capital Filles* programme in 15 academies.

roadmap

objectives	deadline
■ strengthen gender equality initiatives at all stages of employees' careers and in all the Group's countries, and set up *ad hoc* monitoring and evaluation systems;	**2013-2015**
■ increase the proportion of women in management bodies (objective: 35% by 2015);	**2013-2015**
■ increase support to the Group's countries and divisions to help bolster local diversity policies, especially in the area of disability.	**2013-2015**

3.1. becoming the customers' choice

At Orange, we realise that offering the best technology and tariffs is not enough to set us apart: today's customers are increasingly informed and demanding. They expect high performing services and personalised service, and it is only by responding to these needs, in their entirety, that we can set ourselves apart as an operator of choice.

3.1.1. service quality, a priority

Orange has completely transformed its customer service culture to offer customers a quality service both in its stores and in the Group's call centres. New functionalities, easy to use products and services, clear and relevant responses from Orange employees: these are the guarantees that Orange strives to offer to each of its customers.

To achieve the objectives of excellence set in this area, the Group has launched two initiatives to strengthen skills and increase the involvement of employees that come into direct contact with customers:

- the Orange certification programme offers customer services employees a two-level accreditation recognising their professional qualifications;

- the yearly "Orange customer champions" recognises Orange's best salespeople and customer assistants in 23 countries (Armenia, Belgium, Botswana, Cameroon, Côte d'Ivoire, Egypt, Spain, France, Jordan, Kenya, Luxembourg, Madagascar, Mali, Mauritania, Moldova, Morocco, Poland, Portugal, Dominican Republic, Romania, Senegal, Slovakia and Tunisia). More than 40,000 salespeople and customer assistants took part in the 2013 edition.

focus

Business Together as a Service facilitates the development of new working modes within multinational businesses

Named "Best Cloud Service" at the World Communications Awards 2012, the Business Together as a Service solution developed by Orange Business Services is the first unified communications offering on the markets (unified email and instant messaging, availability indicator, audio, web and video conferences, mobility). Since 2013, it is accessible for large companies at global level (40 countries with support in 30 languages). This highly secure cloud service is hosted in three data centres belonging to Orange Business Services' global cloud computing infrastructure. The solution has already been adopted by more than 50 large companies in France and worldwide, and has also been chosen by Orange France to simplify its employees' work.

focus

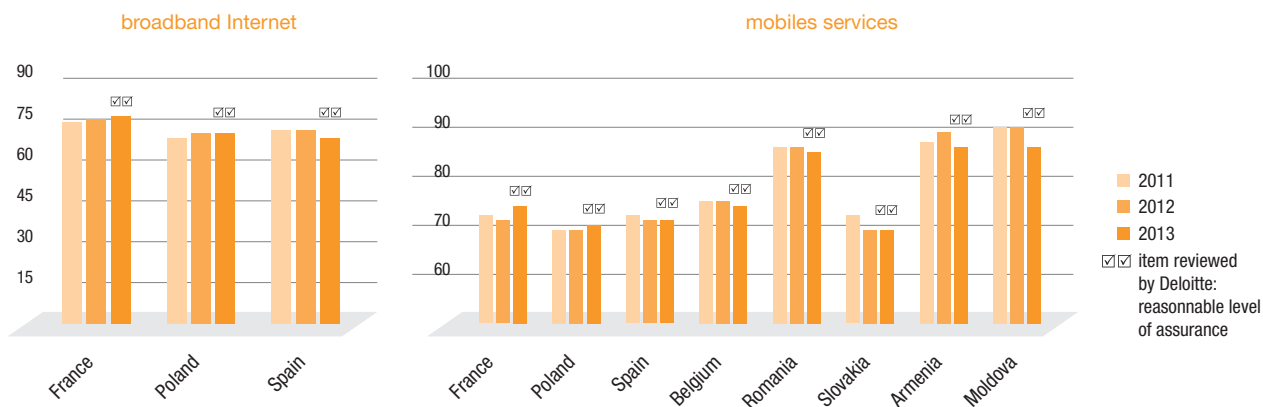### service quality recognised by multiple awards

- industry leadership prize and prize for the best project of the year at the Global Carrier Awards 2013;

- "CRM Excellence Award" awarded by the international firm Gartner and 1to1®Media to Orange Poland for its implementation of the "mission client" programme;

- awarded two prizes by Frost & Sullivan: African Telecommunications Company of the Year Award and Customer Value Leadership Award;

- four prizes awarded to Orange Business Services at the World Communication Awards 2013: "Best Global Operator", "Best Enterprise Service" for Intelligent Apps Enabler, "Best Cloud Service" for Flexible Contact Center and "Best Small Business Service" for Le Cloud Pro;

- Orange Business Services named leading supplier of contact centres in cloud mode in the Asia-Pacific zone in a recent report published by Current Analysis;

- Gartner names Orange as a Magic Quadrant Leader for Managed or Outsourced Communications for multinationals for the fourth consecutive year.

a service quality that is continually monitored

The Customer Experience Tracker (CET) has been in place since 2008 to compare the quality of the experience encountered by customers within Orange versus the competition, regarding all aspects of the customer experience. Focusing on four thematic areas (offers, quality, customer relations and emotions), the CET has also included a CSR component since 2011. Incorporated since 2010 in the bonus calculation for top-level management, the CET is now being used in France, Spain, Poland, Belgium, Romania, Slovakia, the Dominican Republic, Moldova and Armenia. 19 countries in the Africa, Middle East and Asia (AMEA) zone use a similar tool called the "Quality of Service Barometer". Our Business division (Orange Business Services) also has its own specific monitoring indicator.

> **General public satisfaction**
intention to recommend (average score out of 100)

broadband Internet

mobiles services

2011
2012
2013
☑☑ item reviewed
by Deloitte:
reasonnable level
of assurance

## 3.1.2. focus on simplicity

New offerings are released each year in response to changes in customer requirements and the way they use their devices. To ensure our offerings remain clear and transparent, we have been simplifying our catalogues since 2010, with the aim of reducing our offering by 40%. In 2013, more than 1,800 offers were discontinued.

To ensure that our products and services are easy to use, we perform numerous tests each year under real usage conditions in one of our 23 customer testing centres as part of the simplicity+ programme. These testing centres are distributed

throughout 20 countries and allow us to asses our customer's perception of the simplicity of our offerings at each key moment of the customer's journey.

To supplement direct interaction with customers over the phone or in stores, we also offer our customers service apps to make things simpler, such as *Orange et moi*, *Orange Connect* or *Assistance Livebox*. These applications allow customers the option of managing their services and connectivity and of troubleshooting any technical issues on their own, if they so desire.

> **number of simplicity tests per year**

357
541
583
640

2010   2011   2012   2013
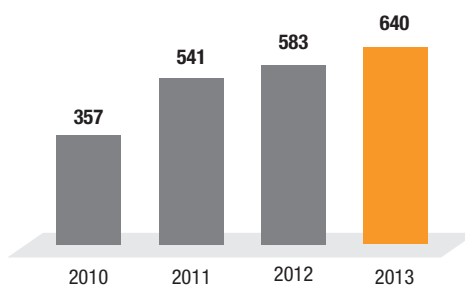
Belgium:
Mobistar launches a new store concept

On 15 November, 2013, Mobistar opened its first concept store right in the centre of Liège. Its name: @Mobistar. Aim: to offer its customers an innovative experience with a focus on experimentation, discovery and service. People can test a multitude of devices and applications, have their smartphone repaired, make appointments for professional advice, find information or ask a customer service employee to solve a problem. Customers can also charge their GSM or smartphone securely. A cafe and free WIFI are also available while they wait. Large digital screens display information on products and services, compare devices, stock in real time and social media flows and weather reports. All the more on offer to make visiting the store a more enjoyable experience. Four times larger than current Mobistar Centres, this new concept store also employs three to four times more employees to provide personalised support to its customers. Specialist employees are available to consumers at each point of sale. A special space is reserved for business customers: B2B Expert Point. Mobistar plans to open four concept stores by 2015.

3.1.3. innovation in customer support

Besides service quality, Orange also strives to set itself apart for its innovation. In order to offer our customers products and services that are increasingly innovative, we rely on a dedicated organisation through the Orange Labs, Technocentre and Orange Silicon Valley network: more than 5,000 researchers, engineers, technicians and marketing staff distributed over 12 countries and four continents. Every day, these individuals use their creativity and talent to make a real difference to our customers' daily lives.

To provide our customers with more innovative offerings, we have opted for open-innovation, for example, by opening up our APIs (Application Programming Interface) to developers through our Orange Partner programme to stimulate the creation of new services. We also support innovative start-ups through our Orange Fab incubator, or our participation in the European Hello Tomorrow Challenge.

For more information on innovation at Orange, see our "open-innovation" press backgrounder on orange.com

3.1.4. a responsible communications policy

Improving our customer experience also involves permanently optimising our communication methods and better integration of corporate social responsibility issues into the Group's communication strategy. In addition to the information presented on orange.com and the annual publication of our CSR report, we use original tools and initiatives to ensure that our CSR commitments are clear and explicit for our customers. In 2013, Orange France decided to launch a web platform to support the use of digital: bienvivreledigital.orange.fr. The platform is accessed from orange.fr and offers Internet users tools and practical tips to help make the most of what the Internet has to

Orange Spain improves its customer experience

In November 2013, after several months of a successful pilot, Orange Spain launched a new customer support service in ten stores in seven regions throughout the country.

The aim? Agents at the call centres are trained to assist sellers onsite in the store and thus improve the customer experience by managing requests (fixed line, mobile, residential or business) from customers that cannot normally be solved through a call to the hotline in person. The services offered include: deactivation/activation of certain services, requests for information or changes to contracts or even the opening and management of certain claims or incidents. Customer feedback is very positive: they are able to obtain a quick response to their problems and consider the in-store service a real added value.

offer in a responsible manner: protection of their personal data, reduction of their environmental footprint, support for disabled users, reduction of exposure to radio waves, etc.

Moreover, we provide training in responsible communications at the Group's communication academy to strengthen our communications teams' CSR capabilities.

We also aim to limit the impact of our event-based communication through our Chorus programme (see focus on page 50).

focus

6 priorities for responsible events

Launched in 2013, the Chorus programme aims to take CSR challenges into account from the design phase of communications events. Created on the basis of existing guidelines (including ISO 20121) by the Group's communication and CSR teams in collaboration with all of the teams concerned (employees, suppliers and partners), this programme is based on six priorities:

1. ensure that our spaces are accessible and secure;

2. create good working conditions that are fair and secure;

3. opt for responsible purchasing and committed suppliers;

4. mobilise local players;

5. make our teams aware of the environmental impact;

6. promote responsible behaviour among our guests.

This programme has already been implemented for 20 events in 2013 and will be gradually rolled out to all Group events.

some key dates

2004

■ simplicity+ programme launched.

2006

■ first three customer testing centres opened in France and Poland.

2008

■ CET (Customer Experience Tracker) launched to assess customer experience across all markets;

■ new customer testing centres opened in Egypt.

2010

■ CET integrated into the formula for calculating the bonuses awarded to top management;

■ Quality Committees established; responsible for analysing and promoting Customer Experience and Quality action plans at country level;

■ new customer testing centres opened in Madagascar, Senegal, Côte d'Ivoire, Romania and Slovakia;

■ Customer Experience Simplification Programme launched.

2012

■ new customer testing centres opened in Belgium, Jordan, Tunisia and Mauritius;

■ 24 countries with over 100 projects under the Customer Experience Simplification Programme.

2013

■ new customer testing centres opened in Kenya and Mali.

2013 review

objectives	deadline	main achievements in 2013
customer experience		
as part of the aim of offering the best customer experience in 2015, strengthen the Group's action plans to: ■ simplify and segment our offerings and provide clearer explanations of the customer benefits associated with each plan, especially with regard to high capacity broadband services (4G and fibre).	2013	■ continuation of the project to simplify the offering under the Group's scope with more than 1,800 offers discontinued in 2013 and expansion of the project to include the general public mobiles market in Poland and Cameroon (fifth country from the AMEA zone to be included).
■ develop loyalty offers.	2013	■ France: introduction of an offer for payments by instalments to purchase a new smartphone; ■ Tunisia: launch of *Orange Fidélité*, which combines all services (fixed-line, mobile, Internet) in one single programme.
■ simplify the customer experience and technical architecture.	2013	■ 53 customer experience projects completed in 20 subsidiaries during 2013; ■ new method for defining target opportunities for the launch of complex projects: six pilot countries (France, Spain, Dominican Republic, Tunisia, Morocco, Côte d'Ivoire); around ten projects were launched using this methodology; ■ continued implementation of the PictO guidelines in France, Belgium and Spain. Two new subsidiaries have joined the programme: Jordan and Egypt; ■ new customer testing centres opened in Kenya (CTC Nairobi) and Mali; ■ roll out of the Time-To-Market (TTM) process in Iraq.
■ mobilise all Group business lines to improve service quality.	2013	■ organisation through Welcome Path of consistent access for customers to services at all of our contact points.

■ facilitate the customer sales and after-sales relationship in all our channels (stores, call centres, online channels and social networks).	2013	■ opening of an online store in Jordan to support the sale of all product lines and services;
		 ■ opening of an online store for the business market in France to simplify mobile renewals for SMEs;
		 ■ implementation of a tool to help sales in Tunisia; based on customer usage to simplify the sales process and improve transparency between Orange and its customers;
		 ■ continuation of work to improve the online customer experience in Spain, the Dominican Republic, Armenia, Jordan, Egypt, Morocco, and France (business market);
		 ■ introduction of a prototype in France offering an overview of customers that is unified, multiproduct and multichannel to help improve customer experience but also to simplify management of customer relations;
		 ■ customer support services:
		   ■ monitoring of data consumption available on smartphones in all European subsidiaries,
		   ■ availability to customers of tools to test their installations online, so that they can diagnose any malfunctions or manage their services themselves (Livebox, *Orange et moi*),
		   ■ implementation of smartphone support services in ten European countries, through "Orange Experts" who all share the same identity.

customer support

3

customer support
becoming the customers' choice

objectives	deadline	main achievements in 2013
responsible communications		
communications academy ■ continue training sessions on responsible communication as part of the communications academy.	2013	■ inclusion of a three-hour responsible communications module in the course.
■ incorporate this training module as a requirement in the training programme followed by new employees.	2013	■ preparation of training in the form of e-learning, which would then be included as a requirement in the course for new employees.
responsible approach to events ■ have the event-based communications teams in France adopt this approach.	2013	**roll out of Chorus, Orange's responsible events policy** ■ operational tools created to support teams (toolkit, best practices kit, leaflet, online reporting tool); ■ training of Brand Managers who train their contacts in the different countries during field visits. The Brand Managers are also points of contact in the event of points of contact for questions relating to responsible communications; ■ creation of our own Chorus certificate to highlight the mobilisation of a project team for the implementation of the six priorities (targets for each of the 12 commitments); ■ optimisation of the reporting site; automatic generation of the certification result; ■ creation of new tools available to teams; Q&A, guide from the Chorus coordinator, Chorus video, cartridge tags, NFC tags and QR code; ■ roll out of the Chorus programme for: 　■ the main corporate events: the Group's General Meeting, Hello Show, Cannes Festival, Roland Garros, Mobile World Congress, Women's forum, MIP TV, 　■ three Orange France events: Orange innovations at *pavillon M*, the seminar for Orange France managers, *Salon de la Copropriété* (co-ownership trade show).

2014 roadmap

objectives	deadline
■ roll out guidelines for the self-assessment of responsible service relations at country level ■ as part of the aim of offering the best customer experience in 2015, strengthen the Group's action plans to: 　■ simplify and segment our offerings; 　■ develop simplified offers; 　■ simplify the customer experience and technical architecture; 　■ mobilise all Group business lines to improve service quality; 　■ facilitate the customer sales and after-sales relationship in all our channels (stores, call centres, online channels and social networks).	**2014-2015** **2013-2015**

3.2. communicating with peace of mind

In just a few years, the digital society has exploded both in terms of the quantity and type of personal data transmitted over telecommunications networks. Processing and recovering this mass of data (Big Data) are now the focus of numerous services and economic models with high growth, particularly in the targeted advertising field or making customers relations more personal. At the same time, technological complexity and a certain lack of transparency in practices has caused public concern regarding the possibilities of breaches of privacy rights by businesses and governments.

3.2.1. clear commitments

Conscious of the responsibilities of its central roles in the digital ecosystem and its privileged links to more than 230 million customers worldwide, Orange aims to set itself apart as a trusted operator and has adopted clear commitments for the protection of private data by publishing its data protection charter in November 2013 (see focus). Contrary to certain Internet services, where the apparent free charge hides the monetisation of this data to third parties, we aim to guarantee our customers that their personal data are not communicated to third parties without controls. Our economic model is still firmly based on the invoicing of services to our customers. In consideration of this invoicing, we assure our customers better data protection.

focus

Données Perso: a Mobile app to manage personal data

During the Hello Show 2013, Orange presented its *Données Perso* app, a simple and effective tool allowing Android users to manage their personal data from their mobile: they can view and manage the information shared with their operator, manage the data used by the apps on their phones, view their usage in an innovative way and also confirm whether they want to share their personal data in order to receive better customer experience!

The app has been trialled in France since October 2013, and the official launch is scheduled for 2014. For more information, see http://hello.orange.com/plus-loin-avec-les-nouveaux-usages/donnees-perso

focus

Orange publishes its Data Protection Charter

Signed in public by Stéphane Richard in November 2013 at the Hello Show, the Orange Data Protection Charter reinforces the commitments already taken by the Group in particular before the European Commission.

The charter includes four clear commitments:

- guarantee the security of its customers' personal data through its reliable processing and secure storage;

- allow customers to control their personal data and how it is used, in particular through a personal dashboard;

- ensure transparent processing of the data in all stages of the relationship;

- support customers to help them protect their privacy and better manage their personal data.

These commitments also apply when all or part of the service is provided by our suppliers and partners.

The charter is available on orange.com, in the responsibility section.

customer support

3.2.2. internal processes guaranteeing data protection

As part of its Global Safety Policy, Orange monitors and controls risks across all stages starting with the offering design phase. It puts tools and processes in place to ensure data security and privacy for its customers.

Spearheaded by the Group Security Department, this policy is regularly reviewed to take any new risks into account.

To anticipate data security threats, we apply a method for assessing major risks (High Level Risk Assessment – HLRA) which gives greater consideration to security and data protection issues right from the offering design phase.

As part of the security management system, in compliance with the ISO 2700x standards, each country has established processes to assess risks and implement any necessary security measures. The Group Audit Department conducts regular security audits to ensure that these measures are implemented.

3.2.3. helping customers to better protect their data

Besides internal measures implemented to protect the security and confidentiality of data, Orange offers its individual and business customers a comprehensive range of security solutions helping to facilitate electronic exchanges whilst providing end-to-end protection. We also work to create simple tools allowing our customers to control, manage and monitor their personal data.

Practical tips are regularly offered to customers to make them aware of the risks and to promote safe and responsible use in order to protect their personal data, in particular in the "data protection" section on bienvivreledigital.orange.fr or, for business customers, on the Orange Business Services Security blog (http://blogs.orange-business.com/securite/).

Belgium: Mobistar launches its first secure storage space on the cloud

Photos, videos, music, contacts, documents… Smartphones or tablets contain so much digital data that users want to keep at all costs. According to a recent survey conducted by the GfK Significant agency, only 12% of users already use cloud type solutions, mainly for sharing large files. However, more than 50% of consumers state that they are interested in protecting their data on the cloud, since it is a much simpler solution, which is more secure and does not need a cable or computer.

It is precisely to meet this demand, which concerns several hundred thousand customers, that Mobistar launched the Mobile Cloud service in November 2013. This service automatically stores the customer's memory on their smartphone or tablet in complete security on a server located in Europe. With Mobile Cloud, Mobistar is the first operator in Belgium to offer its customers a secure storage space without any hidden costs to automatically protect the memory on their mobile devices (photos, contacts, videos, music, etc.). Included in the *Dauphin*, *Panthère* and Internet Everywhere packages, this new service allows you to store all your files in a secure location, while being able to access them at any time and from any location using your smartphone, tablet or a web portal.

focus

data privacy day:
a day to remember the challenges related to the protection of personal data

Since 2008, on the initiative of the European Council, 28 January is International Data Protection Day. Orange is a partner for this event and has made a manual available for its employees online. Designed by the Legal Department and the Group Compliance Department, it summarises the challenges linked to data protection and explains the approach taken by Orange. In order to make data protection the responsibility of each and every employee on a daily basis, a series of educational information extracts were taken from this manual and published on the Group Intranet at the start of 2014.

some key dates

2006-2007

- publication of a Group-wide global security policy and deployment of a security management system throughout the Group in compliance with the ISO 27001 standard;

- appointment of a data protection officer in charge of the protection of personal data.

2008

- publication of the Confidential Code, an internal charter translated into eight languages that sets out rules for the protection of private information.

2012

- establishment of a Governance Committee on personal data.

2013

- publication of the Orange charter for the protection of personal data.

customer support

3 customer support

communicating with peace of mind

2013 review

objectives	deadline	main achievements in 2013
■ update the Group's security standards and use these for 2013 reporting.	**2013**	■ standards updated based on feedback on experience and developments in the context, with the addition of new requirements for the security of personal data.
■ define a set of Group rules based on its security policy for the protection of personal data.	**2013**	■ creation of the Data *Governance Board* (first meeting held in March 2013); ■ validation of the Group's goals for the protection of personal data at the DGB in July 2013.
■ define Group policy for protecting privacy, communicate and apply it.	**2013**	■ publication of the Orange charter on the protection of personal data (signed by S. Richard during the Hello Show 2013); ■ launch of an internal campaign to raise awareness on the protection of personal data (December 2013).
increase the amount of information provided for our customers on the risks and correct use of mobile phones.	**2013**	■ redesign the support site *bien vivre le digital* (http://bienvivreledigital.orange.fr/) to increase the amount of information provided to our customers on the risks and correct use of mobile phones.

■ continue work to:
  ■ offer Orange customers the right to control, monitor and manage the personal information they have supplied on Orange platforms, for all services managed by Orange,
  ■ make available to customers a dashboard of their personal information by 2015.
	2013-2015	■ the *Données Perso* (Personal data) app was presented at the Hello Show in November 2013. This app allows Android users to manage their personal data on their mobile.

roadmap

objectives	deadline
■ roll out the Orange Data Protection charter at country level; ■ offer Orange customers the right to control, monitor and manage the personal information they have supplied on Orange platforms, for all services managed by Orange; ■ make available to customers a dashboard of their personal information by 2015.	**2014-2015**

3.3. supporting families in the safe and responsible use of new technologies

Orange's policy for the "protection of children on the Internet", a major concern for our customers, is based on three complementary principles for action:

- **actively promoting responsible use by** passing on clear messages and information issued by specialised institutions and associations;
- **supporting and training parents and educators** to help them to better understand the tools and to create responsible reflexes in children;
- developing **parental control tools** in line with developments in the digital world.

3.3.1. an international commitment

In partnership with national, European and international organisations, Orange is involved in efforts to establish the basic principles necessary to make the Internet a safer place of children and teenagers.

To this end, the Group is a member of the following initiatives:

- **the Mobile Alliance Against Child Sexual Abuse Content, an initiative** launched **i**n 2008 by the GSM Association, which represents 850 mobile phone carriers throughout 218 countries around the world;

- **the "CEO coalition to make the internet a better place for kids"**, an initiative launched by Neelie Kroes, European Commissioner for the Digital Agenda, which mobilises, at the highest level, all players of the value chain for information and communication technologies;

- **the ICT Coalition,** which brings together 26 companies in the information and communication technologies sector around a set of guidelines to increase online safety for children and teenagers;

- **Privacy Design Guidelines for mobile applications** developed by the GSMA.

focus

France: a new portal to guide parents

In 2013, in response to demands identified through stakeholder dialogue, Orange France established an Internet portal to raise awareness among parents and educators on digital use among young people and to give advice enabling minors to take advantage of new technologies in complete security. The section "*bien vivre le digital*", which was jointly developed with associations, is available on Orange France's new site dedicated to responsible digital coaching. It groups together a large number of resources useful for parents: articles, videos, tips for choosing a contract that is suitable for young users, help configuring parental control, recommendations for the protection of privacy on social networks, etc.

For parents who require more support, the site also proposes a section "parent courses", providing much more detailed training on different topics. The parent courses offer free workshops in Orange stores, three times a year throughout France, as well as educational videos or practical guides for online training. Since these courses were launched in 2012, almost 4,000 customers in 39 cities throughout France have already completed a training session.

For more information, visit the site
http://bienvivreledigital.orange.fr/controle-parental

3

3.3.2. partnerships with specialist associations

The Group has formed partnerships with specialist associations to promote safe and responsible use of new technologies by families and in schools:

- Orange is a partner of the international NGO FOSI, or Family Online Safety Institute, which works to make the Internet safer for children and their families. The Group participates in FOSI's studies to promote a culture of online responsibility and to encourage digital citizenship;

- the Group also has also been lending its support to Safer Internet Day for three years. This event sponsored by the European network Insafe promotes proper Internet use and works to put young people in control of their digital life;

- we are also a member of the IWF (the Internet Watch Foundation).

Several of our European subsidiaries have also formed partnerships at national level:

- Orange France is a partner of Internet *sans crainte* (the French branch of the European Safer Internet programme), e-enfance and Unaf (the French union of family associations);

- in Poland, the Group works with Kidprotect and Nobody's Children Foundation;

- Orange Spain has a long-term partnership with the Protégeles Foundation;

- in Slovakia, Orange works with Unicef and a network of psychologists to conduct awareness programmes in schools;

- Orange Romania works with the NGO "Save the Children Romania" and actively supports "Safer Internet day".

focus

Poland: a secure search engine for young Internet users

According to a recent survey by TNS for Orange Poland, one out of six children aged between ten and 15 have already visited Internet sites forbidden by their parents. 75% of children found these sites by accident and 22% were able to access pornographic content. To prevent this, Orange Poland, in partnership with Nobody's Children Foundation have developed a search engine designed especially for children and teenagers so that they can use the Internet safely. Named BeSt (BezpieczneStrony – Safe Sites), this search engine is completely free and protects minors from viewing unsuitable content. Orange Poland was awarded the "safe Internet" certificate by the regulatory body for electronic communications in recognition of the security of these services and its efforts to educate children on the safe and responsible use of new technologies.

some key dates

2005

- publication by a number of European subsidiaries of guides for parents on the subject of children and cell phones.

2007

- signing of the European Framework for Safer Mobile Use by Young Teenagers and Children.

2008

- contribution within GSMA to the launch of the Mobile Alliance Against Child Sexual Abuse Content.).

2011

- Orange joined the CEO Coalition and ICT Coalition".

2012

- signature of the Privacy Design Guidelines for Mobile Applications from the GSMA.

2013

- Signing of a partnership with Symantec to roll out "Norton Family", a multi-platform security service for families, in several European countries.

focus

Romania: a parental control app on mobiles and tablets

Orange Romania is the first subsidiary of the Group to launch a parental control app that is accessed directly from a smartphone or Android tablet. Orange Control Lock makes it easy for parents to control their children's use by filtering unsuitable sites, deactivating certain functions or configuring the duration of use.

For more information, visit https://www.orange.ro/orangecare/content-lock/.

3

customer support

supporting families in the safe and responsible use of new technologies

2013 review

objectives	deadline	main achievements in 2013
▪ continue to train and help countries to strengthen child protection and support activities in the face of the risks inherent in the digital sphere *via* the resource centre.	**2013**	▪ implementation of the managers' network "Better Internet for Kids" (BIK), with monthly meetings and the exchange of good practices; ▪ organisation of a European seminar in Warsaw in December 2013 on the strategic challenges of the BIK; ▪ with the help of Orange Poland, implementation of a newsletter on child protection published every two months; ▪ proposals for joint actions to roll out in 2014 (communication on digital parenting and e-learning).
▪ launch initial offerings designed for families.	**2013**	▪ launch of a marketing study on children and family offerings in 2013.

▪ implement targeted marketing/ communication actions on the topic of digital parenting.	**2013**	▪ definition of the strategic plan Better Internet for Kids, shared at country level;
		▪ organisation of workshops on digital parenting *via* the Digital Society Forum;
		▪ contribution to the blog *Ma vie numérique* (My digital life) on the magazine website for Psychologies.com: 127 articles written for the Blog;
		▪ at country level, several awareness raising initiatives for Parents and Children:
		  ▪ France: implementation of the *bien vivre le digital* site, resumption of the parents' course tour,
		  ▪ Romania and Slovakia: actions in schools,
		  ▪ Spain and Poland: voluntary employee programme;
		▪ development of services dedicated to safe and responsible uses: invoice control in France, BeST browser in Poland, etc.

▪ apply the guidelines of the CEO Coalition to Make the Internet a Better Place for Kids within Orange.	**2013**	▪ confirmation of Orange's commitment to the Coalition on 3 June during the CEO meeting with N. Kroes; ▪ drafting and preparation of activity reports on Orange's commitments http://www.ictcoalition.eu/commitments; ▪ action plan being deployed in the five areas of action for the Coalition and in particular the selection of the parental control solution (*Norton Family*) for the Group, the definition of a framework agreement with Symantec and the definition of roadmaps for the implementation of parental control with countries in the EME zone.

roadmap

objectives	deadline
▪ apply the actions of the CEO Coalition particularly the implementation of parental control tools;	**2014**
▪ consolidate actions to raise awareness among parents in Europe;	**2014**
▪ support the deployment of marketing offers aimed at families in European countries	**2014-2015**
▪ assess the action taken for child protection and family offers in the AMEA zone;	**2014-2015**
▪ mobilise employees with actions to raise awareness of safe and responsible use of new technologies with the help of actions from the Foundation, CSR Department and the Digital Society Forum.	**2014-2015**

4.1. combating the digital divide

Due to their increasingly important role in economic life and social links across the world, digital services are now almost as essential as access to water and food, accommodation, transport and health services.

However, there still exist multiple sources of inequality in access to digital services both at national level and globally. As a responsible operator, Orange is committed to combating all exclusion factors, whether these be geographic, economic, physical or sociocultural.

4.1.1. serving all territories

In our fight against the geographic digital divide, we are permanently investing to extend the coverage of our fixed and mobile networks, developing innovative technical and commercial solutions so that our services can reach the most isolated populations. For more details on our network, see Chapter 3.2.1 of the 2013 Registration Document on orange.com.

In particular, the Group is heavily involved in ending the digital isolation of the Africa, Middle-East and Asia (AMEA) zone. This involves active participation in large construction projects for submarine cables, the deployment of 3G networks with the aim of covering 80% of populations in the AMEA zone by the end of 2015 – but also implementing innovative solutions such as solar radio stations or community phones to provide collective Internet and mobile telephony access in the most isolated rural zones. At the end of 2013, Orange had already deployed 3G/3G+ in 17 countries in the AMEA zone, installed more than 2,300 solar stations in regions with no electricity and equipped 4,350 villages with community phones in six countries, Mali, Côte d'Ivoire, Madagascar, Niger, Central African Republic and Cameroon.

focus

Niger: "one school, one access"

The "one school, one access" project developed by Orange Niger consists of creating cybercafés within school establishments. Two pilot sites have been selected in the town of Tahoua. The pilot was launched on 23 April 2013 in two classrooms (one at a primary school and the other at a secondary school).

In developed countries, the challenge is to ensure increased bandwidth for all in response to the explosion of new digital uses. We have made ambitious commitments to deploy our high capacity networks (fibre, 4G) in our main European markets. Our investment plans are already bearing fruit: In 2013, 4G offerings have already been deployed in six European countries (Spain, France, Luxembourg, Moldova, Romania and the UK) as well as in Uganda, Mauritius and the Dominican Republic. In line with our commitments, all our European markets will have access to 4G before the end of 2015.

focus

new agreements for sharing networks in Romania and Spain

In March 2013, Orange and Vodafone signed an agreement in Spain to pool the FTTH network with a joint investment of €1 billion. The aim is to reach six million homes in more than 50 Spanish towns by 2017. Launched in August, fibre has already been deployed in 12 towns and already covered 800,000 homes at the end of March 2014.

On 16 September 2013, Orange and Vodafone signed an agreement for the creation of a joint company and to share mobile network infrastructures throughout the Romanian

territory. This agreement establishes the sharing of active network components (transmitters) in rural zones and passive sharing (pylons, masts) in dense zones. This allows both operators to continue investing in the development of mobile telephony infrastructures while at the same time benefiting from substantial savings, thus helping them extend their 4G coverage and provide better coverage in rural zones.

society

help vulnerable populations manage their spending

At the initiative of Orange, an experiment was conducted in a social housing zone in Nanterre (France) to better understand the usage of modest households in terms of telecoms and energy, and thus develop solutions to help these households better manage their budgets.

The *Agence Nouvelle des Solidarités Actives*, Orange's chosen partner, has designed awareness workshops to help these households have a global understanding of these new challenges. A programme of ten workshops were attended by almost 150 residents. These provided the residents with solutions to organise their expenses and better manage their budget, teaching them, for example, about renewable loans, energy efficient actions, access to social energy tariffs and the different mobile telephony offerings and multiplay access.

These workshops are now established in around 50 towns and will be extended in 2014. Turnkey packages have been prepared and will be deployed to players in the social sector who may wish to use them.

4.1.2. ensuring accessibility for the elderly and disabled

In order to combat the digital divide as a result of disability or age, we have deployed "a design strategy for all" for several years now. Led by the Group Accessibility Department, this strategy has the following principal objectives:

- adapting our products and services and designing specific products that combine innovation, simplicity and ergonomics;

- incorporating the notion of accessibility in all the Group's activities, from design through to marketing and making websites accessible, in all its markets;

- establishing a tailored distribution network;

- working with national and international institutions, organisations, and customers to better identify today's needs, develop partnerships and contribute to standardisation in relation to disability.

For more than ten years, the Orange Healthcare division (http://healthcare.orange.com/eng/Orange-Healthcare) has been developing dedicated solutions in response to challenges in the fields of healthcare and dependence, to ensure better coordination of care and improved comfort for the ill, to help keep the elderly in their own homes, regardless of whether they are dependent or not, to develop hospital care at home and remote monitoring of patients with chronic illnesses.

4.1.3. customised offerings for people with low incomes

In order to reduce the economic digital divide, Orange is developing a programme dedicated to customers with low incomes, providing adapted offerings and distribution modes.

In Europe, we are currently working with partners to construct a dedicated offering for vulnerable populations.

Studies conducted in previous years have given us a better understanding of the needs of these populations, which are not fully covered by the low cost or social tariffs currently offered. They require tools that allow them to better control their spending and manage their budget.

In the AMEA zone, the community phone concept offers collective access at a low cost and promotes the development of micro businesses.

The sale of second-hand telephones through European collection programmes also offers populations in the AMEA zone reliable products at a low cost, while favouring a second life for electronic equipment. This solution benefits the environment and customer purchasing power, which Orange is also starting to develop in Europe. Second hand mobile offers have already been launched in France, Spain, Poland, Romania, Slovakia and Belgium.

4.1.4. remove educational and cultural barriers

In order to combat the digital divide linked to education and cultural barriers, Orange finances several education programmes and equipment in partnership with academic institutions in the regions in which it operates, particularly through the Foundation. For example, in France, the *Orange Solidarité Numérique* (Orange Digital Solidarity) programme has organised almost 1,000 workshops on new technologies since 2010, thanks to the participation of 2,500 employees who volunteered to support, outside of working hours, members of the partner associations (*Secours Populaire*, *Force Femmes*, *Fondation Agir contre l'Exclusion*, *Solidarité et Avenir*, etc.).

Another example, this time in Jordan: the Orange Broadband Fund programme has connected 500 schools to the Internet by supplying the necessary equipment (particularly computers).

In 2013, the 11th edition of the Schools for the Future programme in Slovakia supported 109 projects initiated by teachers or NGOs to promote innovative teaching methods in primary and secondary schools in this country.

Our Group also develops products and services that are easy to use, such as the "easy Internet" solution aimed at people who are not familiar with new technologies, in particular the elderly.

focus

facilitate access to digital for seniors

In February 2013, Fujitsu Limited and Orange signed a partnership aimed at offering new mobile telephones and services to the senior market in Europe. First smartphone provided under this partnership: the STYLISTIC S01, an intuitive smartphone equipped with numerous functions to facilitate use by senior citizens, available in France since June 2013.

Orange has also been a partner of *Musiques & Cultures Digitales* (MCD) since 2012; this association produces Hype(r)Olds. These Internet and multimedia workshops, created by the artist Albertine Meunier see digital creation as a vehicle for creating social links. It is aimed at women aged over 77.

In Poland, the Orange Foundation conducted an educational project for seniors in 2013: 12 live interactive meetings aimed at the elderly were organised (online streaming) in libraries throughout Poland. More than 7,000 senior citizens participated in these meetings, and the response was very positive: according to the surveys conducted at the end of each meeting, 98% of participants thought that their confidence in their possibilities had increased and 96% indicated that they wanted to learn how to use a computer and the Internet or increase their skills in this area. In Slovakia, the Orange Foundation is deploying the "Green for Seniors" programme in order to finance innovative projects supporting integration and reinforcement of senior skills. In 2013, 46 projects were supported in this way.

some key dates

2003

- signature in France of the national agreement on the coverage of "White Zones";

- first edition of the *Solutions Handicap* catalogue in France.

2007

- launch of the programme to construct solar base stations to develop access in rural areas of African countries;

- first experiments with customer service accessible to deaf and hard-of-hearing customers through direct contact over the Internet using French sign language or text in real time.

2009

- commissioning of the LION submarine cable (Indian Ocean);

- introduction of the first community phones in Mali.

2010

- launch of the *Orange Solidarité Numérique* (Orange Digital Solidarity) programme;

- Orange received the gold medal at the Geneva 2010 International Exhibition of Inventions for its B-Link project, an application developed by Orange Labs Poland enabling users to control their computer by blinking their eyes.

2011

- launch, in France, of the wholesale fibre offering enabling the pooling of FTTH networks outside very densely populated areas.

2012

- commissioning of the ACE and LION2 submarine cables.

- Orange Uganda's *Internet pour tous* (Internet for all) received the prize for *Meilleure amélioration du réseau* (Best network improvement) at AfricaCom 2012;

- launch of the Melovibe and Colourcall applications in France, Spain, and Poland.

2013

- 4G offers launch in nine of the Group's countries;

- signature of a partnership with Fujitsu to develop mobile phones and services aimed at the seniors market in Europe.

society

> **population coverage rate for the mobile network deployed by Group subsidiaries**

Belgium
89.8%
99.7%

Luxembourg
95%
99.6%

France
98.7%
99.9%

Spain
97.6%
99.35%

Caraïbes
71.8%
95.96%

Poland
90.24%
99.83%

Slovakia
79.2%
99.8%

Moldova
96.86%
98.23%

Romania
98.57%
99.95%

Armenia
98.11%
98.24%

■ 3G
■ 2G

Morocco
51.6%
99%

Niger
12.3%
79%

Mali
20%
85%

Senegal
45%
91.2%

Guinea Bissau
NA
72%

Guinea Conakry
17%
60%

Côte d'Ivoire
50%
97.9%

Cameroon
NA
93.3%

Equatorial Guinea
NA
92%

Congo
18%
55%

Tunisia
86%
95.1%

Jordan
env. 50%
99.8%

Iraq
NA
88.2%

Egypt
94%
99.9%

Central African Republic
20%
38%

Uganda
41%
76%

Kenya
11%
79%

Madagascar
21.7%
68.4%

Vanuatu
24.5%
97.4%

Botswana
27%
95%

Mauritius
84%
99%

Reunion

■ 3G
■ 2G

2013 review

objectives	deadline	main achievements in 2013
geographic digital divide		
▪ continue deploying solar stations according to local conditions; ▪ study the possibility of switching sites powered by fuel engine generators to solar or solar-fuel hybrid; ▪ improve broadband coverage in Africa by leveraging the Group's network of submarine cables and terrestrial backbone network.	**2013-2015**	▪ at the end of 2013, a total of 2,310 solar base stations were in service, a fall from 2012 (2,367) due to the rural electrification of 262 solar base stations in Senegal.
▪ launch initiatives to facilitate access to energy to power mobile phones in Africa.	**2013**	▪ launch of a pilot in Guinea-Bissau to assess usage and benefits. There will be a review at the start of 2014.
high capacity mobile broadband: ▪ deploy 4G/LTE in all European countries in which Orange operates by 2015.	**2015**	▪ launch of 4G offers in 6 European countries (Spain, France, Luxembourg, Moldova, Romania and UK).
▪ deploy 3G in all areas of the Africa-Middle-East zone in which Orange operates by 2015; ▪ offer mobile coverage to 80% of the population.	**2015**	coverage of the population of the AMEA zone: ▪ 2G: 82%; ▪ 3G: 43% – launched in 17 countries; ▪ 4G launched in 2 countries (Uganda and Mauritius) and 15 million active data customers; ▪ 4G launched in the Dominican Republic.

society

objectives	deadline	main achievements in 2013
accessibility for the elderly or disabled		
■ enhance the process for testing and selecting handsets, in order to provide countries with a full line-up of accessible handsets.	**2013**	■ update of the test grid to facilitate qualitative evaluations and better evaluate the services actually provided to customers. Technical tests complemented by customer tests on representative mobiles. Publication in European countries of a catalogue presenting mobile terminals that have been tested and selected for their accessibility features.
■ improve the accessibility of the Livebox and Orange TV decoder.	**2013**	■ deployment of the new Livebox with tactile markings to differentiate between the buttons and ports in France and Poland as well as the Livebox Play decoder in France; ■ diffusion of audio-description flows on our ADSL and fibre networks for all TV channels concerned, both SD and HD.
■ make Orange's main mobile apps available for Android and iOS.	**2013**	■ improved accessibility of data access apps on Orange networks; audits of the main apps and implementation of action plans to improve accessibility *(Orange et moi, Mon Réseau, Mes Boutiques, Mes Messages vocaux, Orange WIFI)*.
■ make the digital world more accessible to the elderly and disabled through new versions of service packages, applications, and adapted software.	**2013**	■ development of two free 100% Orange applications on Android aimed at the deaf or hard of hearing (Melovibe and Colourcall): launched at the end of 2012 in France, Spain and Poland, they were updated in June 2013 to optimise ergonomics following feedback from customer testing; ■ in France, the Paris City Hall chose the easy Internet solution aimed at beginner level Internet users to provide training for senior citizens on the Internet.
■ make it easier for customers to select accessible solutions in Spain and Poland through online catalogues.	**2013**	■ distribution of a selection of mobile terminals adapted to the needs of the disabled and elderly; following the example of France and its autonomy store, implementation in Spain of an online catalogue of accessible solutions, and solutions distributed in Poland *via* the orange.pl site, in the section "without barriers".
■ help the elderly in Poland access the digital world through training and coaching.	**2013**	■ as in France, creation in Poland of a dedicated team for the disabled and elderly, which selects solutions for the Group's portfolio, deploys actions to support customers (communication, training in the use of new technologies, specific programme for senior citizens).
■ launch a major programme for the elderly involving a complete ecosystem (handsets, interfaces, services, and support) and a fully-integrated end-to-end approach. The programme will offer the benefits of data connections *via* smartphones and tablets, and be based on projects anticipating the elderly's future usages.	**2013**	■ launch of a Senior programme, a vast project for the Group to meet the needs of the ageing European population. Several concrete results have already been achieved: ■ signature of a partnership with Fujitsu to develop smartphones aimed at the senior market in Europe and the marketing of STYLISTIC S01 in France, in June 2013, with support services (digital coaching workshops for €1); ■ launch in Poland of a low cost tablet with coaching by the operator to enable seniors to access the digital world.

objectives	deadline	main achievements in 2013
■ identify customers' main navigation paths online and audit the corresponding accessibility;	2013	■ tests conducted in France and Poland with users with reduced mobility or vision to assess the accessibility of the main navigation paths for these customers; first tests for the in-store presentation of products in "discovery workshops";
■ set up an indicator that can track improvements in the accessibility of the main websites in each European country.	2013	■ creation of a quarterly indicator at the start of 2013 to monitor the development of the accessibility of websites for European countries.
increase the amount of sales and advisory support provided to the disabled:	2013	
■ continue implementing local product support strategies and improve efforts by sharing best practices.		■ at the initiative of the Group Accessibility Department, sharing of best practices among the countries for all accessibility components.
■ continue working with Spain and Poland to roll out branded stores.	2013	■ at the end of 2013, 260 branded stores in France: increased accessibility, trained staff, signage for adapted products; ■ opening of 25 branded stores in Spain; ■ in Poland, launch of preparatory work for all components of the branding programme.
■ upgrade the Autonomy section of the website in line with the 2013 e-shop strategy.	2013	■ in France: drafting and integration of accessibility criteria in the product data sheets for the mobile e-shop and integration of the accessible products range; in the mobile terminal selectors (e-shop and fixed), development of the e-shop format of the mobile autonomy page); ■ work on the digitalisation of the accessible customer relationship; overhaul of the *agir au quotidien* section with the launch of the autonomy section on the new site bienvivreledigital.orange.fr in July 2013.
■ in France, as part of the training programme for the 1014 customer centre targeted distribution school, implement proactive training measures for regional representatives and charity correspondents on Autonomy offerings, and present the method to other countries.	2013	■ in France, six accessibility training sessions were held in 2013 in addition to the training provided to sales employees already in place (classroom-based, e-learning training); ■ in Poland, launch of an e-learning training project currently being tested.

society

roadmap

objectives	deadline

geographic digital divide

objectives	deadline
■ continue deploying solar stations according to local conditions, in accordance with the base station outsourcing contracts; ■ improve broadband coverage in Africa by leveraging the Group's network of submarine cables and terrestrial backbone network. ■ launch initiatives to facilitate access to energy to power mobile phones in Africa.	**2013-2015**
high capacity mobile broadband: ■ deploy 4G/LTE in all European countries in which Orange operates by 2015.	**2014-2015**
■ deploy 3G in Orange countries in the Africa-Middle East zone by 2015 and provide mobile coverage for 80% of the population.	**2014-2015**

accessibility for the elderly or disabled

objectives	deadline
products and offerings: ■ continue to develop offerings and products to meet the needs of the disabled and elderly, either directly, or in partnership with start-ups under the open innovation logic; ■ increase the integration of accessibility in the Group's internal activities; ■ develop products and offers that facilitate access to the digital world for seniors on the European markets.	**2014-2015**
access to offerings: ■ continue to develop the accessible distribution network (in stores, remotely); ■ develop access to digital offerings by improving the online catalogues; ■ continue to work on training and coaching actions. **increase dialogue with disabled players**	**2014-2015**

cultural or educational divide

objectives	deadline
■ support the efforts to increase digital literacy in the AMEA zone *via* the Orange Foundation's digital education programme;	**2014-2016**
■ support the Group's MOOCs (Massive online Open Courses) dedicated to mastering digital tools.	**2014-2015**

4.2. supporting local development

Information and communication technologies are a major economic and social lever in developing countries:

- they make businesses more accessible and competitive;

- they stimulate employment markets by helping new activity segments to emerge;

- they improve productivity and the extension of target markets for large, medium and small enterprises;

- they help the sustainable development of territories: access to education, healthcare, administrative services, geographical and social inclusion, etc.

At Orange, we believe that technologies should benefit populations. And therefore, we develop innovative solutions to respond to local requirements and support the emergence of digital ecosystems as sources of social progress and economic development.

4.2.1. a structured approach, based on stakeholder dialogue

Since 2011, we have deployed a structured programme called *Orange pour le Développement* (Orange for development), developed initially for the AMEA zone in response to a triple objective: a strong ambition for growth on these markets; emerging economies requiring support to accelerate their development; and the need to find economic, technical and commercial solutions adapted to local requirements.

This programme has now been rolled out in all our markets and is focused on three main areas:

- **development of infrastructures and connectivity**, accessibility to ICTs for a greater number of people, particularly in rural or isolated zones;

- **launch of value-added services** to meet a range of needs in areas as diverse as health, education, agriculture, financial services and administration;

- **support for innovation in local ecosystems**: incubators, academic partnerships, etc.;

This approach is based on dialogue with our stakeholders, who have helped us to identify **young people and women as two targets for priority actions**:

- in developing countries, where there is a lack of entrepreneurial dynamic and a sufficiently solid SME network, these two increasingly educated populations lack sufficient employment opportunities that are in line with their qualifications and ambitions;

- in developed countries and in Europe in particular, these two groups were the first to feel the impact of the crisis and the transitions caused by globalisation.

As an extension of this programme, the Orange Foundation sponsors local projects to meet the needs of these populations: health, education of women, insertion of vulnerable populations. For more information, go to www.fondationorange.com/?lang=en.

the Data for Development challenge chooses its first prize winners

Launched in June 2012, the Data for Development competition rewards research work on the possible uses for anonymous operating statistics on mobile networks to aid socio-economic development. The aim of this project is to support the development of Côte d'Ivoire; it was launched by Orange, in conjunction with the Belgian University of Louvain and the MIT in Boston. The selection committee met at the MIT in Boston on 1 May 2013 to pick four projects out of the 80 received:

- the project "Exploitation of mobile data to manage epidemics through national information campaigns" was awarded First Prize for the best project;

- the project "Study of social groups for the analysis of mobile network data" received the Best Scientific prize for the project which used innovative analysis methods and showed originality in their scientific approach;

- the "AllAboard project": a system for exploring urban mobility and optimising public transport" received the Best Development prize for the project considered the most useful and likely to be translated into a concrete action;

- the project "Exploration and analysis of mass telephony data: a visual analytical approach" received the Best Visualization prize for the most clear and creative visual representation.

The winning researchers presented their projects to the scientific community during the NetMob 2013 international conference (Analysis of Mobile Phone Datasets and Networks).

This challenge allowed the scientific community to access a database from 2.5 billion scientific data records on the mobile network.

4.2.2. specific applications to meet local requirements

Since the launch of the *Orange For Development* project, several innovative offerings have already been launched on the African markets, most notably in relation to mobile services for agriculture (m-Agri), mobile banking, e-health or education. A few examples:

- Orange's involvement in the development of value added services for farmers stepped up a gear in 2013. Following the success of experiments conducted since 2011 in Niger (Labaroun Kassoua mobile service offering real time access to the prices of agricultural products), Orange launched two new offerings in 2013: Sénékéla in Mali (farming tips and market prices) and SIM Anacarde in Côte d'Ivoire (information and tips on the cashew industry). The Group also organised its first m-Agri Pan-African seminar in Bamako in December 2013, and published a catalogue of m-Agri solutions offered on the African markets based around three axes for development:

  - improving agricultural revenues,

  - increasing agricultural productivity,

  - consolidating the value chain globally.

  The Group also sponsored the ICT4AG seminar, the first large-scale event on New ICTs for agriculture, which took place in Kigali in Rwanda, from 4 to 8 November 2013;

- Our m-banking offering, Orange Money, already has nine million customers across 13 countries and is regularly updated with new services to meet local needs:

  - in Senegal, Total customers can now pay for their fuel and all purchases made at a petrol station using Orange Money on their mobile phone, without having to worry about cash,

  - in Botswana, since August 2013, customers can use Orange Money to withdraw money from all Visa ATMs and pay for purchases in stores or online. Botswana is currently the first country to launch this innovative range of mobile payment services, designed and offered in partnership with Visa,

  - in Egypt, Mobinil launched its Mobi Cash service on 11 November 2013, in partnership with BNP Paribas Egypt, now Emirates NBD, and in agreement with the Central Bank of Egypt. This new service allows the operator's customers to deposit and withdraw money to and from an account linked to their mobile number, and to make transfers from their mobile for amounts ranging from 10 to 3,000 Egyptian pounds. Additional services, similar to those offered by subsidiaries that have launched Orange Money, will soon be proposed, depending on the regulatory context in particular;

big data for territory management

New technologies offer a great opportunity to optimise management of urban territory and improve services for the population. This is particularly the case in Africa, where the majority of countries do not have or have very little infrastructure to produce and store socio-economic data, which is essential for their public policies. Orange has been at the forefront in this field and has conducted an experiment to develop this technology in Abidjan, a town of five million inhabitants with no database to facilitate urban management.

The key idea: provide the authorities in charge of the town with innovative technology, based on the collection and processing of geolocalisation data from mobile telephones. These data will then be modelled to produce a tool to manage mobility in real time and facilitate the planning of urban services. The indicators produced are signalling aggregates which make the individual telephone users completely anonymous. These techniques were validated and approved by the CNIL (French data privacy authority). This major innovation is likely to be of interest to many other towns. This would involve for the first time operationally applying in the south a technology that is still emerging in the north with considerable potential for applications and development.

- Orange is also very involved in mobile health services *via* the Orange Healthcare division. A few examples:

  - in Senegal, the **Voices project**, in partnership with the Mérieux Foundation and the RAES NGO, consists of supplying the national network of laboratories (RNL) with an Android app and mobile terminals allowing healthcare professionals to upload epidemiological information from rural centres to the RNL headquarters in Dakar,

  - in Mali, the **mWomen project**, in partnership with MFS Africa aims to offer pregnant women and their children micro health insurance for around €2 a month, which could potentially be paid remotely by Malian diaspora using Orange Money. This project obtained a grant of $70,000 as part of the GSMA's mWomen call for projects,

  - in Madagascar, a pilot project to monitor malaria epidemiology in rural areas was launched in partnership with the *Institut Pasteur* in Madagascar in September 2013. The project consists of the daily uploading of information on detected or suspected cases of malaria in the villages of the Ankazobe region, 100 km from the capital. Information is collected by 16 local agents who then send the collected data *via* text message from mobile telephones or Tanàna

Madagascar: ICTs serving education

The *Initiative Francophone pour la Formation à Distance des Maîtres* (Francophone initiative for remote teacher training), launched in June 2012 by Orange Madagascar in partnership with the AUF (Francophone university association), aims to improve the quality of education and teaching of French in primary schools, by offering classroom-based and distance training to teachers in the Amoron'i Mania region using new technologies (smartphones, etc.). A total of 500 teachers and tutors have benefited from this service. The IFADEM, which is now a real success was officially brought to a close on 12 December 2013 in Ambositra with the certificates awarded to 22 tutors and 398 teachers.

phone (community phone) in villages where there is no 2G. Currently, 11 hospital centres and 25 benchmark health centres and a further eight health centres have increased the monitoring system in order to cover more towns and villages across the country.

4.2.3. an open innovation policy to promote the transfer of skills

To support local development, Orange favours the path of open innovation to enable it to work with local players to create solutions that are best suited to the requirements of the area. In each country, we build partnerships with local economic players, universities and specialist schools to help train local talent and integrate them into economic life, since these are the future players in the development of their country.

This North-South transfer of skills is accompanied by a South-North transfer of innovation: the innovative digital uses tested in the AMEA zone in recent years help increase the Group's contribution to the economic and social development of the countries in which it operates, with two priority levers:

- promote the **creation of employment in the sectors of the future** through innovation and support for start-ups in the digital world (investment funds, incubators, etc.);

- **support the development of social entrepreneurship**, through initiatives such as the Orange Social Venture Prize in Africa, the Community Awards launched by Orange Uganda since 2011 or the Challenge Data for Development (see focus on page 78).

positive results for the Orange Tunisia's Developers Programme

A key project in Orange Tunisia's social responsibility strategy, the Developers Programme aims to create a virtuous ecosystem based around mobile applications in Tunisia, a sector with high growth potential. Accessible for everyone and completely free, the Orange Tunisia Developers Programme is deployed in more than 15 regions and offers a range of additional services to help young talent to create their own mobile app.

Therefore, three years after its launch, **3,000 people have been trained in coding, 2,800 students were trained at their universities and more than 100 received their training at the Orange Developer Centre**, a unique laboratory in Tunisia which is completely dedicated to mobile development. **The programme has produced 50 apps and more than 100 developers have been recruited.**

some key dates

2009

- launch of Orange Money.

2011

- launch of the "Orange for Development" initiative to contribute to the economic and social development of countries in the Africa, Middle East and Asia zone;

- opening of the ICT incubator in Dakar;

- creation of the Orange Social Venture Prize in Africa.

2012

- launch of a second new ICT incubator project in Niger;

2013

- creation of Challenge Data for Development in Côte d'Ivoire;

- publication of the first m-Agri catalogue in the AMEA zone.

society

2013 review

objectives	deadline	main achievements in 2013
local development		
■ use the results of studies currently under way to improve the provision of telecommunications services to thoose most in need.	**2013**	■ organisation of a partnership with the *Agence Nouvelle des Solidarités Actives* (New agency for active inclusion) and the *Centre Scientifique et Technique du Bâtiment* (French scientific and technical centre for building) a private social housing provider, the Nanterre town hall and CCAS (Community centre for social action) and the Cetelem Foundation: an in-depth sociological study was carried out by the CSTB (*Centre Scientifique et Technique du Bâtiment*), to identify household uses in terms of equipment, energy consumption and telephone and internet use. Eight themed workshops (communication, energy, budget, etc.) were presented, which facilitated the creation of a "kit" of best practices which was distributed to social players who might be able to replicate the project in other territories (these already total 60); ■ observation of emerging economic models, their interactions and effect on the digital economy, to ensure better interaction between the digital economy and these new forms and to provide resources adapted to the players, producers, distributors and consumers though products and services to support the sharing and collaboration processes which characterise these approaches; ■ preparation of an Inclusive Orange proposition for the European countries in which the Group operates.
■ reinforce the Group's positioning in emerging fields through its "Orange for Development" (O4D) reference framework and a cross-functional implementation approach: m-agriculture, e-government, smart cities, and energy supply to rural areas.	**2013**	■ organisation of four internal meetings on O4D governance with all of the Group's entities in 2013; ■ identification of m-Agriculture as a CSR priority for the AMEA zone: 　■ definition and deployment of Stakeholder Dialogue on agriculture in six countries, 　■ three mAgri services marketed (Niger, Mali, Côte d'Ivoire), 　■ creation of local partnerships (SIM B, Mercy Corps, GSMA for development, CIRAD, etc.), 　■ publication of first catalogue for mAgri services in Africa, 　■ first Pan-African mAgri seminar in Bamako in December on the theme of perennial mAgri services; ■ m-Women: launch of an internal Orange programme to reduce gaps in the use of ICTs between women and men in the AMEA (approximately 20%). GSMA grant awarded to Orange Mali for the launch of a micro-health insurance service for women using Orange Money, with a local partner (MFS).
■ leverage the data owned by the Group to further economic and social development (Data for Development).	**2013**	■ launch by Orange of the first "Data for Development" challenge, which allowed the international scientific community to analyse statistics on mobile network traffic in Côte d'Ivoire. The aim of this research work was to: use big data to support development and improve the well-being of the populations. Presentation of the results for which the health, demographic and urban mobility projects gained recognition from the MIT at the international NetMob conference in May 2013; ■ as part of this first D4D challenge, launch of the "Data for Abidjan" project, which aims to provide a modelling tool for the management and improvement of urban services in Côte d'Ivoire's capital.
■ launch the third social venture prize.	**2013**	■ third edition of the Orange Social Venture Prize in Africa launched in May 2013: 455 files received; prizes were awarded during the Africacom conference in November 2013; coaching for the winning projects over six months; Orange filed the main prize winner's patent in the country in which it is deployed; ■ the three prize winners were from the employment, energy and culture sector in Côte d'Ivoire, Tunisia and Cameroon.

objectives	deadline	main achievements in 2013
■ launch a crowdfunding pilot for African SMEs.	**2013**	■ completion of a feasibility study on crowdfunding; ■ launch of an in-depth study with the Group's Financial Department in 2014.
■ launch new incubators in African countries where the Group operates.	**2013**	■ launch of an incubator in Niger in July 2013; ■ postponment of the incubator project in Mali due to political events; ■ in Tunisia the *Développeurs* (Developers) programme was rolled out in 15 regions offering a range of additional services to support young talent and help them create their own mobile app.
■ continue rolling out the "Digital world for all in emerging countries" programme.	**2013**	■ launch of two service pilots in Senegal (audio messaging and contact sharing).

philanthropy

objectives	deadline	main achievements in 2013
■ support local communities by creating new charities to meet citizens' needs.	**2013**	■ deployment of several projects in countries affected by conflict, where foundations are not yet in place: Democratic Republic of Congo and Central African Republic. Given the very fragile situation in both of these countries, the support provided by the Orange Foundation targets the most basic requirements of these populations: access to healthcare, particularly for young girls and women who have been the victims of sexual violence, and professional training to provide communities with the skills required for their own development; ■ partners for two projects in the Central African Republic: the Red Cross and Caritas; ■ partners for projects in the Democratic Republic of Congo: Doctors of the World, MAGNA Children at Risk and OXFAM France.

■ provide responses to growing integration issues (social, professional, cultural, etc.) with innovative digital technology-based solutions in all fields and, insofar as possible, in all countries.	**2013**	■ **in Africa**:
		  ■ 14 association projects supported in 2013 for the education and training of 10,000 people;
		  ■ 150 schools connected;
		  ■ 3,500 computers provided to associations since 2010.
		■ **in France:** :
		  ■ 1,000 digital workshops provided by employees in 2013;
		  ■ 6,500 young people trained (*Fondation d'Auteuil, Écoles de la 2e chance, Missions Locales, etc.*).

■ continue providing aid with a focus on women in Africa and the Orange Villages project.	**2013**	■ in 2013:
		  ■ €1 million benefiting 30,000 women and young girls in the fields of health and education,
		  ■ 9,000 women received professional training,
		  ■ Women for Change prize in partnership with the Women's Forum and Marie-Claire magazine to recognise women's humanitarian projects in Africa,
		  ■ awareness campaign on early marriage in partnership with Plan France;
		■ at the end of 2013, the Foundation's Village programme covered:
		  ■ 29 villages,
		  ■ 200,000 people impacted,
		  ■ €2.5 million invested.

society

4 society
supporting local development

roadmap

objectives	deadline
■ support the deployment of at least two new incubators in the AMEA zone with the aim of developing new forms of entrepreneurship linked to the local and digital economy.	**2014-2016**
■ increase partnerships with players from the social, solidarity and social venture economy.	**2014-2016**
■ launch the fourth edition of the African Social Venture Prize and increase support for the best projects from previous editions.	**2014**
■ increase partnerships with players from the social and solidarity economy to develop solutions for vulnerable populations.	**2014-2016**
■ extend the deployment of training and incubator structures dedicated to social entrepreneurship in France and Europe.	**2014-2016**

4.3. responding to concerns about radio waves

The massive development and use of cell phones and the erection of cell phone antennae sometimes gives rise to some concerns on the possible effects of radio waves on health. The Group strives to provide the clearest answers possible to these legitimate questions. The Group's policy on radio waves aims to ensure responsible deployment of its activities by reconciling several different challenges: the rational development of wireless networks, information of stakeholders and protection of the public and employees from the potential effects of electromagnetic waves.

The radio wave policy is based on five themes:

1. **transparent communication with all parties concerned** by radio wave issues: Orange monitors the results of scientific studies, permanently informs stakeholders *via* the appropriate communication tools and maintains regular dialogue with local authorities, neighbours and consumers concerned by this topic;

2. **contribution to research efforts**: Orange provides indirect financial support to research projects, giving public health authorities complete freedom and independence to allocate the funds to the studies of their choosing. The Group also uses its technological expertise in the fields of dosimetry and metrology to contribute to various European projects such as FP7, Mobikids and LEXNET or to French projects such as the ANR's (the French national research agency's) Fetus project, Mobiexpo and Acte (analysis and characterisation of exposure of very young children to LTE wireless communication systems, a programme led by Orange). As regards the establishment of standards, the Group is involved in various international working groups (Cenelec, ITU, IEC) working to develop transparent methodologies that are viable on a technical level;

3. **compliance with regulations relating to phone antennae and mobile handsets** when there are no national regulations in place, the Group asks its subsidiaries to apply the recommendations and limit values defined by the ICNIRP (International Commission on Non-Ionizing Radiation Protection, WHO international commission (www. icnirp.de)). All mobile phones sold by the Group have a SAR (Specific Absorption Rate) below 2 W/kg. Cell phone antennae are regularly tested by subsidiaries to ensure they adhere to national regulations or, in the absence thereof, to the limits set forth by the ICNIRP. The results are published on the websites of the national regulatory bodies, where applicable;

4. **promote proper use of mobiles**: Orange encourages the appropriate use of mobiles by providing a hands-free kit with each device purchased and by using various channels and materials to educate customers on the proper use of mobile phones (website, brochures, etc.);

focus

a new Group site dedicated to radio waves

With a view to keeping its stakeholders informed, in september 2013 Orange launched an Internet site dedicated to radio waves: http://ondes-radio.orange. com/en/home.

The site is available in four languages (French, English, Spanish and Polish) and offers very complete educational material to respond clearly and transparently to any questions posed: what is a radio wave? how does a mobile network function? how do radio waves and the human body interact? what do the health authorities say? how can I limit my exposure to radio waves?

The site is updated regularly to take into account the latest news and publishes the results of the latest scientific research and opinions from the main health authorities.

Orange Poland, Orange Egypt, Orange Mali and Orange Tunisia have already reviewed their institutional websites so that they are coherent with the Group's dedicated radio wave site. Also, the Internet sites of these subsidiaries provide links to this reference site. In France: the Group's radio wave site is also a good source of reference and can be accessed through the *Bien Vivre le Digital* portal.

Moreover, the Group's dedicated radio wave Internet site is widely published on the Group and on France's Intranet sites so that employees have access to reliable information on this subject. Externally, the site has been well acknowledged by members of the GSMA and at the *Salon des Maires et des Collectivités Locales* (town halls and local authorities expo), which took place in Paris in november 2013.

5. apply a Group policy on **radio waves in the workplace**, which:
   - anticipates the implementation of European Directive 2013/35/EU concerning minimum provisions aimed at promoting an improvement in the level of health and safety protection for workers,

   - sets out the goals to be achieved, the principles to be complied with and the basic values to be adopted so that employees are informed about, and protected from, the potential effects of radio waves.

To supervise the application of its policy, Orange formed a dedicated oversight body – **the Radio Wave Committee** – that works with a network of radio wave officers appointed in each country. A group resource centre allows the sharing of information relating to radio waves in all countries.

some key dates

1994

- development of a dosimetric technique for mobile telephony by the Group's researchers (electromagnetic field measurement method);

- first Group colloquium on radio waves.

2002

- Orange was the first international carrier to include a hands free kit in all packs sold by its French subsidiary.

2007

- appointment of an officer responsible for radio waves at Group level and establishment of a network of radio wave correspondents in all subsidiaries;

- formalisation of the Group's policy on radio waves and creation of communication tools;

- Orange extended the inclusion of a hands-free kit in all its packs to subsidiaries using its mobile catalogue.

2010

- development of a Group policy on radio waves in the workplace.

2012

- creation of a centralised Group resource centre for information on radio wave-related issues.

2013

- creation of the Group online portal for reference information on radio waves (see focus).

Mauritius
Réunion
Vanuatu

Dominican Republic
Caribbean

■ Local legislation that applies ICNIRP recommendations
■ Voluntary application of ICNIRP recommendations
⊡ Other local legislation

4

society
responding to concerns about radio waves
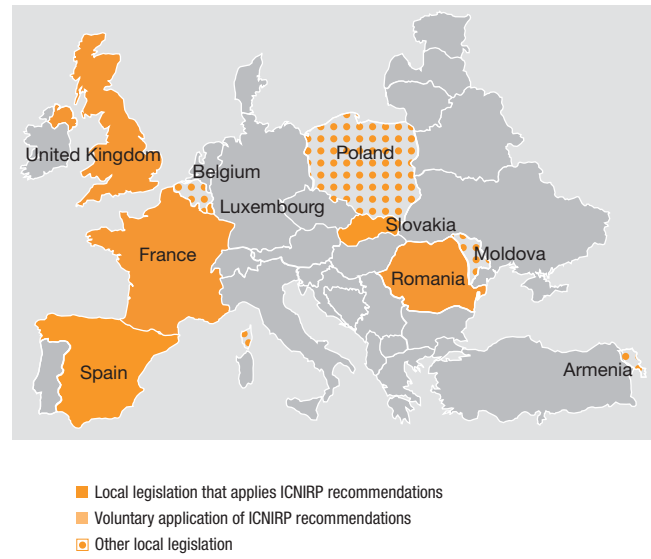
2013 review

reminder of 2013 objectives	deadline	main achievements in 2013
■ expand the common resources centre to share good practice.	**2013**	■ development of the common resource centre – the seminars planned for 2014 will reinforce their visibility and usage at country level.
■ launch a dedicated website.	**2013**	■ launch of the multilingual radio waves site in September 2013 in four languages (French, Spanish, English, Polish), so that countries without a dedicated site can access the information.
■ provide training to countries on health and safety aspects.	**2013**	■ preparation of pictogrammes on good practices with the countries and distribution in the second half of 2013; ■ launch of a project to harmonise Group practices regarding interventions on radio sites with the European subsidiaries; this will be continued with the AMEA subsidiaries in 2014.
■ conduct an audit (with risk assessment) in AMEA countries.	**2013**	■ inventory completed; ■ in terms of risk analysis, audit of 50% of countries.
■ support and educate less-developed countries in this regard.	**2013**	■ deferral to 2014 of three sessions that were planned (North Africa, Sub-Saharan Africa and English-speaking Africa).

roadmap

objectives	deadline
radio waves	
■ deploy training for employees of the AMEA subsidiaries; ■ reinforce this issue within the Group's health and safety policy (at least two countries trained in 2014); ■ audit one country on the application of its 2014 radio wave policy.	**2014-2016** **2014**

5.1. an ambitious environmental policy

In a world with limited natural resources, companies will only be able to ensure their long-term success by controlling their energy consumption and reducing the environmental impact of the life cycle of their products and services. That's why Orange has taken a proactive approach to help preserve the environment and maintain the confidence of its stakeholders – while seizing new opportunities related to the development of green technologies.

5.1.1. an all-encompassing approach covering three complementary priorities

Initiated in 1996 with the signature of the European Telecommunication Network Operators (ETNO) Environmental Charter, the Group's environmental policy has developed in three complementary areas:

■ **reducing the Group's direct environmental impact**, with a particular focus on two key issues: reducing our energy and carbon footprint and optimising waste management;

■ **reducing the impact of the Group's products and services at customer sites** by using eco-design methods and encouraging environmentally responsible usages;

■ **developing innovative products and services** that let everyone – businesses and individuals – lower their environmental impact.

5.1.2. faster deployment of Environmental Management Systems

To achieve its targets for reducing its environmental impacts and risks, the Group is progressively rolling out ISO 14001-compliant Environmental Management Systems (EMSs) at its main entities. Our aim is an ambitious one: **to cover 60% of the Group's scope in 2016**.

Note: due to the reorganisation of EMS management in France, the initial target date (end-2015) has been pushed out by six months. The milestones are: 40% by mid-2014, 50% by mid-2015 and 60% by mid-2016.

❯ **ISO 14001 certified scope at year-end**
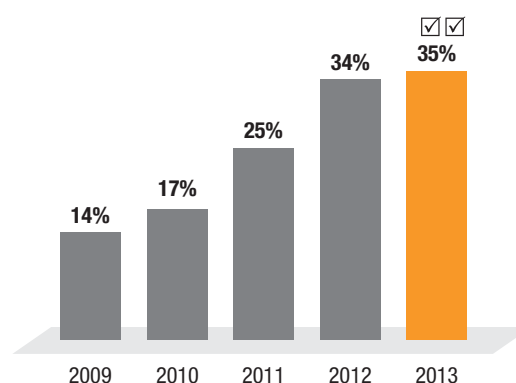
☑☑ item verified by Deloitte: reasonable assurance.

At the end of 2013, the ISO 14001 certification rate for EMS in the Group was 35%, up from 34% in 2012. The Group has tripled its certification rate in the space of five years and has proactive action plans in place to expand the scope of ISO 14001 certification to 60% in 2016.

entities having obtained ISO 14001 certification by the end of 2013

subsidiary	scope
Orange Marine	All facilities and vessels
Orange France	Six key processes and 12 priority sites
Orange Spain	All activities and sites (except the data centre acquired in July 2012)
Orange Poland	Mobile activities
Orange Business Services	Three priority sites
Orange Slovakia	All activities
Orange Moldova	All activities
Orange Romania	All activities. Integrated QSE certification.
Mobinil (Egypt)	All activities
Orange Mali	All activities
Sonatel (Senegal)	All network technical sites, and the site housing the submarine cable linking the west coast of Africa and Europe (ACE), certified since June 2013

5 environment

some key dates

1996
- signing of the ETNO Environmental Charter.

1998
- creation of the Group's Environment Department.

2001
- launch of the Environmental Management System (EMS) based on the ISO 14001 standard.

2008
- signing of a strategic partnership with the WWF.

2010
- ISO 14001 certification of Orange France (four key processes and four priority sites) and of Orange Business Services' Cesson-Sévigné site.

2013
- 35% of the Group's operations certified according to ISO 14001.

2013 review

objectives	deadline	main achievements in 2013
■ continue deploying ISO 14001 EMS in the Group's main countries and entities, to reach a 60% ISO 14001 certification rate by end-2015.	**2013-2015**	■ Successful outcome to all current certification renewal audits. Launch of new ISO 14001 certification plans or extension of existing programmes: 　■ in Senegal, extension of the scope of ISO 14001 certification in June 2013 to the site hosting the submarine cable linking the west coast, 　■ in Tunisia, certification of Orange Tunisia's three main sites obtained in January 2014: headquarters, Kram call centre and Charguia Major Service Centre (MSC), 　■ continuation of progress towards ISO 14001 certification of the Group's new headquarters, expected to be completed in spring 2015; ■ in France, steering of the EMS system has been reorganised to allow more autonomy for operating departments; it has led to year-end audits being postponed by several months.

roadmap

objectives	deadline
■ expand the scope of ISO 14001 certification in Orange to reach 40% at end-2014 and 60% at end-2016.	**2014-2016**

<div style="background:orange">

5.2. combating climate change

</div>

Orange has set ambitious objectives to address climate change: reduce our greenhouse gas emissions by 20% and our energy consumption by 15% between 2006 and 2020. This represents a real challenge given the current growth in uses and the continuing increase in data traffic.

5.2.1. plan of action covering all emissions sources

The Group's action plans to meet these objectives focus on three complementary areas:

- **reducing energy consumption by networks and information systems**, which account for close to 70% of the Group's total energy consumption: the Green ITN action plan rolled out in 22 countries, representing over 95% of the energy consumed by the Group's technical installations, shrank energy usage by in excess of 1,100 GWh since 2010. Over 2,300 solar energy sites have been set up in 19 countries (15 in the AMEA region), saving 28 million litres of fuel oil. A total 600,000 metric tonnes of CO_2 were prevented in the period 2010-2013;

- improving **the energy efficiency of buildings**, drawing on the best construction techniques, high environmental quality processes and smart energy meters for stricter monitoring and control of consumption;

- **reducing transport impacts**, by optimising the vehicle fleet, providing training in ecodriving and promoting new sustainable mobility choices.

The review below presents these action plans in detail.

5.2.2. be an actor in the transition to an ecological, energy-efficient system

In addition to internal measures to reduce environmental impacts, the Group continues to develop eco-design methods to improve the environmental performance of products and services and provide its customers with innovative solutions to reduce their carbon footprint. These are particularly present in the areas of sustainable cities and Smart Homes.

This drive is also materialized by developing new economic models (circular economy, service economy, collaborative economy, etc.).

focus

a new network of energy and environment experts

Launched in 2010, the Orange Expert programme aims to share technical expertise within the Group by creating communities of experts in strategic fields. Employees are invited to submit applications for membership in Orange Expert communities, based on specific skills, a broad understanding of the connections between business areas and a strategic vision. There are currently six communities in the programme, one of which is an "Energy and environment" community with 46 experts from 12 of the Group's countries. Their aim is to share knowledge and improve the Group's expertise and thereby contribute to policy on emerging issues in three key areas:

- energy and the technical environment;

- electromagnetic waves;

- recycling, waste reduction, life-cycle analyses and eco-design.

Work by the expert communities in 2013 revolved around new energy sources and energy storage solutions, inventorying best practices for increasing the energy efficiency of our networks, preparation of a guide to improve broadband service quality in the domestic context impacted by the electromagnetic environment, and research into the potential for the development of software eco-design. The agenda for 2014 will focus on discovering breakthrough solutions to propel the Group towards achieving its environmental targets.

focus

Orange is committed to sustainable mobility

Marking European Mobility Week (16 to 22 September 2013), Orange provided new smart mobility services for its employees in France, allying alternative transport solutions, user comfort and environmental concerns. Orange Car-Sharing launched in December 2013 at eight sites in France (in Paris, Rennes and Provence-Alpes Côte d'Azur), with 100 car-sharing vehicles for business travel and for hire for personal use during evenings and weekends. 25% of vehicles for car-sharing are "clean" electric or hybrid models. The Group aims to increase the car-sharing programme to 2,000 vehicles by 2018.

At end-2013, more than 2,600 Orange drivers had also benefited from the ecodriving training provided by the Group in France and in Poland, designed to enhance safety behind the wheel, cut fuel consumption by 12% on average and lower CO_2 emissions by at least 10%.

Videoconferencing solutions are also increasingly popular in the Group: more than 4,000 videoconferences are organised every month on average, resulting in a 10% reduction in business travel.

This array of smart mobility solutions all help towards achieving the target of lowering Group CO_2 emissions by 20% by 2020.

some key dates

2007

- launch of a project to build solar base stations in Africa.

- Orange obtains the Trophy for clean and economic technologies awarded by ADEME and the magazine Industries et Technologies for its patented Optimised Ventilation solution;

- launch of the EcoCenter server virtualisation programme in France.

2008

- signing of the United Nations Caring for Climate programme;

- launch of green labelling of fixed and mobile handsets in France.

2009

- launch of the first *Bilan Carbone*® carbon inventory in France and Belgium.

2010

- Orange receives a 2010 Global Telecoms Business Award in the Green Power Innovation category for its programme of solar base stations.

2011

- launch of a *Bilan Carbone*® carbon inventory in Spain;

2012

- Orange makes a contribution to the European Commission's ICT Footprint project to assess the environmental impact of new technologies.

2013

- development of an energy consumption and CO_2 emissions simulation tool in 11 countries that together account for 90% of the Group's energy consumption;

- launch of a car-sharing initiative for Orange France employees.

❯ **energy consumption by type**

3.4%
gas

3%
coal

7.6%
vehicles

17%
oil fuel

69%
electricity

❯ **CO$_2$ emissions by country**

21%
France

5%
Spain

45%
rest of the world

29%
Poland
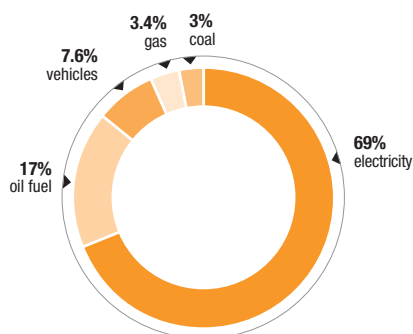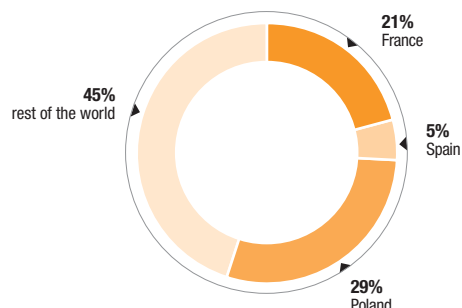
❯ **Group's CO$_2$ emissions (in metric tonnes of CO$_2$ and kg CO$_2$ per customer)**

t CO$_2$ — kg CO$_2$ / customer

	1,600,000		8.4
	1,500,000		8.1
	1,400,000		7.8
	1,300,000		7.5
	1,200,000		7.2
	1,100,000		6.9
	1,000,000		6.6
	900,000		6.3
	800,000		6.0

2006 2007 2008 2009 2010 2011 2012 2013

— Group CO$_2$ emissions (t CO$_2$)   — Kg CO$_2$ / customer
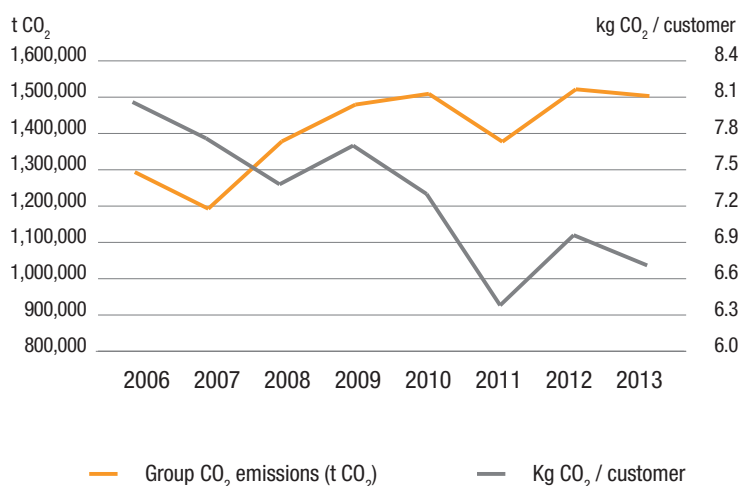
focus

harnessing technology to meet new urban challenges

Against the backdrop of rapid and major changes in our urban landscape, cities must address the need to optimise energy and transport solutions. Orange is there to support cities to address these changes through its strategic, five-point Smart Cities programme:

- improve mobility within cities and contribute to traffic free flow with connected cars;

- encourage use of public transport;

- develop smart grids to help power companies to manage energy more efficiently;

- develop services to improve the day-to-day urban experience for citizens and tourists alike;

- Smart Building: support the development of smart buildings for the city of tomorrow.

Achievements in 2013 included a partnership deal with Streetline to develop smart parking services in France, giving motorists real-time information on parking availability and how to get to them. Orange teamed up with Veolia in 2011 to launch the M2Ocity joint venture, which now operates 700,000 energy-efficient water meters in France, as part of the Group's Smart Grids operation.

environment

5.2.3. progress towards achieving the greenhouse gas emissions reduction target from 2006 to 2012

Orange has committed to reducing its CO_2 emissions by 20%. Progress towards achieving the Group's target, taken as an absolute value by the European Commission and our stakeholders, is monitored by the Executive Committee.

At the same time, Orange also tracks the objective as a ratio per customer.

The scope for monitoring the target includes the 11 main Group countries or entities (namely France, Spain, Poland, Orange Business Services, Belgium, Egypt, Romania, Slovakia, Senegal, Cote d'Ivoire and Jordan). This scope accounts for:

- 96% of the Group's 2012 revenue;

- 87% of customers in 2012; and

- 85% of CO_2 emissions in 2012.

Our reductions target covers all energy sources (electricity, gas and fuel oil) **for Scopes 1 and 2**, *i.e.* all energy consumption and emissions from mobile and fixed networks, data centres, tertiary sector buildings and motor vehicles.

The following are not included in the Group's energy and CO_2 metrics:

- employees' business travel by air or rail; commuting to and from work;

- refrigerants (which are taken into account in country carbon inventories).

- The calculation methodology, scope of the indicators and targets are detailed in the appendix on page 110.

> **changes in the Group's carbon footprint**

		2006	2012	Change in the period 2006-2012
CO_2 emissions	$MtCO_2$	1.18	1.34	+14%
CO_2 emissions per customer (excluding Orange Business Services)	$kgCO_2$ per customer	8.3	7.2	-13%
Customers	Million	133.7	178.8	+34%

		2006	2012	Change in the period 2006-2012
Networks	tCO_2	715,884	1,029,630	+44%
Tertiary	tCO_2	304,515	181,604	-40%
Fleet	tCO_2	151,129	127,523	-16%

Taken as an absolute value, CO_2 emissions rose 14% in the period 2006-2012. The increase was essentially driven by network energy consumption, due primarily to the development of new digital uses and the growing number of customers across all Group countries. However, despite the growth in uses, we note that energy efficiency measures improved our performance when looked at relative to the number of customers (down 13% from 2006 to 2012).

Orange is on track to meet its targets for "tertiary sector buildings" and "vehicles".

- CO_2 emissions from the vehicle fleet fell 16% in the period 2006 to 2012, helped by:

  - fleet rationalisation measures (5,000 fewer vehicles in the period 2006-2012),

  - Installation of 1,198 electronic gearboxes as of end-December 2012,

  - ecodriving training (delivered to more than 6,000 employees since 2010),

  - introduction of hybrid and electric vehicles, as well as car-sharing vehicles for Orange France employees;

- CO_2 emissions from tertiary buildings were 40% lower in the period 2006-2012, helped by:

  - the building energy action plan in France, which delivered 700 MWh in annual savings,

  - French energy saving certificates, saving 47 GWh CUMAC (on aggregate),

  - the installation of energy measurement tools in buildings in Europe,

  - energy monitoring and control of more than 90,000 items of equipment (PCs, printers, screens, and others).

The Group will step up its efforts in networks and IT systems, which are critical for improving energy efficiency performance: in absolute terms, network consumption rose 44% from 2006 to 2012.

The increase is due to two main factors in the main:

- the hike in the number of customers served (up 34% to 178 million at end-2012, from 133 million in 2006 for the scope of the 11 countries included in the target);

- the growth of new digital uses, generating more data traffic in our networks and IT systems, and, as a result, higher power consumption.

The Green ITN 2020 plan has nonetheless proved its mettle: the pooling of network equipment (RAN sharing), RAN renewal, optimised ventilation systems, opening of new-generation data centres and the establishment of 2,300 solar stations in Africa, together with other energy efficiency measures led to total savings of 180,000 metric tonnes of CO_2 in the period 2006-2012. Despite the higher customer numbers and the expansion of services and uses, our plan of action controlled the rise in consumption in absolute terms and drove down emissions per customer, without however inverting the curve.

Hence, Orange will turn to new avenues to achieve reductions with a 2020 target date:

- a plan to gradually replace the network infrastructure and IT systems with less energy-hungry solutions;

- improved collaboration with suppliers to design new-generation equipment delivering significant energy efficiency gains.

environment

2013 review

objectives	deadline	main achievements in 2013
networks and IT systems		
■ continue the work started in 2012 with France, Poland, Spain, Slovakia, Côte d'Ivoire, and Egypt, which account for 86% of the Group's energy consumption, to identify and prioritise ways to cut energy consumption.	**2013**	■ priorities defined by the Group's network department and presented to the Executive Committee early in 2014; ■ Green ITN 2020 aims presented to CEOs in Europe in December 2013, as part of the Sirius transformation programme; ■ energy efficiency measures in France, Poland, Spain, Slovakia, Côte d'Ivoire and Egypt; ■ noteworthy result: in a world first, a partnership agreement was signed in December 2013 between Orange and one of its strategically important network equipment suppliers to provide new equipment that will deliver savings of 50% compared with the current generation, by 2016-2017.
■ continue to progressively introduce systems for measuring the energy consumption of networks and IT systems.	**2013**	■ systems to measure consumption by networks and IT systems were introduced, primarily in Europe and AMEA, with a total of 925 Group sites equipped at end-2013; ■ since a pilot conducted with Orange Slovakia resulted in energy efficiency savings from metering systems, broader roll-out is proposed in Europe; ■ a tool to simulate energy trajectories and the impact of renewable energy was introduced, with the assistance of a specialist firm, to boost reliability and improve the data input to the Group's databases.
■ leverage the results of tests performed in 2012 to further innovate in the field of renewable energy.	**2013**	■ the deployment of solar solutions continued in the AMEA region and was extended to an additional 205 sites, bringing the number of operational solar sites in the Group to over 2,300, including about 250 sites transferred to Tower Companies (licensed service providers) as part of a programme to share passive infrastructure at radio sites in the AMEA region.

objectives	deadline	main achievements in 2013

tertiary sector buildings

■ expand the measures to install energy measurement tools in buildings in France and Belgium to other countries.	**2013**	■ in France, meters were installed in 80 of the largest tertiary sites at end-2013 (representing in excess of 900,000 sq.m.) (versus 60 at the end of 2012). The Group's Real Estate Department continued to apply other energy-efficiency measures (energy efficiency assessments at 94 buildings, automated detection of consumption anomalies at 46 sites, and other actions with a lead time of less than six years for a return on the investment); ■ in Spain, tools were installed to deliver improved consumption management and efficiency in all buildings; ■ following a pilot in 2013 covering IT systems in Slovakia, it was decided to extend the solution to other subsidiaries in Europe: the system will provide detailed energy consumption metrics for IT systems and covers 100,000 items of hardware in offices and data centres.

fleets

(no target published in 2012).	**2013**	■ the vehicle catalogue was optimised to lower CO_2 emissions; 23 electric and 40 hybrid vehicles were introduced; ■ fuel consumption was cut by 1.5 million litres in 2013 vs. 2012; ■ Orange continued to shrink its vehicle fleet in France (21,942 vehicles as of the end of 2013), reducing it by 4.22% from 2012 to 2013, or 970 vehicles. The reduction was achieved by optimisation measures and restricting business travel (videoconferencing, teleconferencing and other solutions); ■ launch of Orange car-sharing at eight sites (100 cars) in December 2013; ■ continued roll-out of ecodriving training (2,672 employees were trained in 2013); ■ installation of 6,671 electronic gearboxes as of end-December 2013.

evaluations and training

■ identify the main conclusions of the *Bilan Carbone*® (carbon inventory) carried out in Poland in 2012 (adapted to the specific conditions in that country).	**2013**	■ review of the findings of the carbon inventory in Poland and resulting action plan implemented in the second half of 2013.

environment

objectives	deadline	main achievements in 2013

environmental performance of products

objectives	deadline	main achievements in 2013
■ reduce the environmental impacts of Home Network handsets.	**2013**	■ a new TV decoder was launched at end-2013 featuring a very low-energy stand-by mode.
■ apply the results of the eco-innovation workshops in the development of the next Orange box.	**2013**	■ results of the eco-innovation workshops held in late-2012 and early-2013 included in the plans for the next Orange boxes; ■ Orange is currently examining adjustments to functions to enhance the energy efficiency of the Livebox (disable unused interfaces) with roll-out in the network planned for 2014-2015.
■ continue work on eco-design of services.	**2013**	■ following a revamp of internal priorities, eco-design of services and software activities were suspended in 2013. Some life-cycle analyses were nonetheless completed or started in 2013: 　■ comparison between paper and electronic billing (finalised), 　■ comparison between local video storage (PVR) and storage in the cloud (finalised), 　■ comparison between network personal data storage (cloud) and storage locally by individuals (launched in 2013); ■ publication of a green paper on eco-design of equipment and services, managed jointly by Orange for Syntec; ■ start of communication and training on software eco-design for Orange developers. ■ publication of a white paper on eco-design at the end of December 2013.
■ carry out a second eco-design/eco-innovation pilot project for the business market.	**2013**	■ the first eco-design/eco-innovation pilot project for the business market continued its work, focusing on Multi Connect Business: quantification of the gains delivered by eco-design from both customers' and Orange's point of view, in terms of the environment, the economy and the customer experience. Launch of a second project postponed to 2014.
■ supplement the eco-design recommendations for network architects.	**2013**	■ training for network architects continued at Paris TECH; ■ training in eco-design is planned for the critical materials project steering group; ■ eco-design training introduced in professional training for service developers.

objectives	deadline	main achievements in 2013

environmental labelling

■ promote standardisation efforts based on pilot projects carried out by the Group.	**2013**	■ in 2013, the GSMA's work on harmonising the environmental display of mobile phones (following on from a working group in which Orange participated) was transferred to an ITU working group, to which Orange contributes, with the aim of publishing an international standard in 2014; ■ in France, collaboration between Orange and SFR in the ADEME (French Environment and Energy Management Agency)/Afnor (French standards authority) platform to publish a French reference guide on mobile phones.

equipment lifetimes

■ substantially increase the usage of electronic billing and extend the useful lives of handsets.	**2013**	■ development of SIM only offers in France and Spain in particular; ■ launch of the Sirius-Refurbished Handsets project to promote the sale of used phones in Europe.

environment

roadmap

objectives	deadline

EMS

■ expand the scope of ISO 14001 certification in Orange to reach 40% at end-2014 and 60% at end-2016.	**2014-2016**

climate change

objectives	deadline
networks and IT systems ■ step up deployment of GREEN ITN 2020 action plans in the countries in which the Group operates; ■ define and implement a network equipment optimisation plan and start work on the eco-design of data centres and the network; ■ roll out the energy consumption measurement and optimisation tool in data centres in Europe.	**2014-2016**
tertiary sector buildings ■ in France, optimise steering of technical installations and reduce energy consumption by continuing actions in progress (smart meters, remote metering, etc.); ■ in other European countries, deploy the energy consumption measurement and optimisation tool for IT equipment (office automation) in all tertiary buildings and examine the possibility of including other sources of energy consumption (such as air conditioning, lighting and more).	**2014-2016**
transport ■ continue to optimise our fleet of vehicles by integrating sustainable mobility tools to improve environmental results (car-sharing, car-pooling, etc.); ■ increase the number of electric vehicles and step up substitution of videoconferencing for business travel.	**2014**
environmental performance of products and services ■ strengthen eco-design of domestic network equipment; ■ start a study of eco-design of services.	**2014**
green offers ■ develop innovative "green" solutions, particularly for the sustainable cities and Smart Homes markets, by pooling resources with partners in the energy, transport and domestic equipment sectors and by exploiting big data; ■ contribute to the development of digital solutions for new economic models (circular economy, functionality, collaborative economy).	**2014-2016**

5.3. optimising equipment life cycle and end-of-life

Extending the life cycle of products and equipment, particularly through re-use, and optimising end-of-life processing is one of the priorities of Orange's environmental policy. Product life-cycle management incorporates three key aspects to:

■ **extend equipment life cycles** by increasing re-use by Orange customers or others;

■ **optimise the management** of waste and end-of-life products generated internally by introducing processing channels suited to each category of waste and ensuring their end-to-end traceability;

■ **collect and process waste electronic equipment with approved external partners or waste management service providers**.

The Group's ambitions go beyond reducing direct and indirect environmental impacts to promoting the emergence of **new circular economy models to increase re-use and efficient management of resources**. Recycling is a natural component of this process, with suitable systems in place in African countries, especially where organised WEEE (waste electronic and electrical equipment) structures have yet to be established. But so also are innovative initiatives, such as **buying back used electronic devices** (mobile devices or business WEEE) and **the sale of used mobile devices**. These alternatives provide avenues for tackling environmental issues (such as reducing waste, managing resources and increasing energy efficiency) and for addressing social issues (by creating purchasing power and providing low-income groups with the opportunity to enjoy the benefits of new technologies, while creating jobs, especially to help people to enter the workforce).

Virtuous circular economy models require the participation of all actors in the chain: customers, employees, suppliers, collection and refurbishing partners, processing providers and local authorities. Orange is committed to actively engaging all stakeholders in this process to contribute to the optimum operation of the recycling sector from the collection of used equipment from customers to processing by accredited companies, while ensuring end-to-end traceability.

focus

improved management of WEEE generated by companies

There are more than 6 million electronic and electrical devices (switches, routers, PABX, telephone handsets, etc.) in operation in France under business packages offered by Orange. This WEEE is highly significant in terms of both volume and customers concern. Under the WEEE Directive, Orange Group is considered to be the Producer of these devices and hence bears responsibility for the recovery, pollution treatment and recycling when they reach end-of-life. Reconditioning is an option for some equipment, when technically feasible, once individuals' sensitive data is secure. Working with all involved in the chain (the CSR community, Logistics, Purchasing, Sales and Marketing, the Technical Department, After-sales and legal affairs), Orange developed tailored systems

to provide services to our business customers and key accounts in France, governed by the same regulations and committed to their own environmental policies. Orange selected Ecologic, a company accredited for handling waste electronic and electrical equipment generated by business, to take responsibility for the collection and treatment of WEEE, providing full traceability.

More than 800 Orange Business Services and Orange France employees received training in 2013 to provide the teams with the skills needed to meet customers' environmental requirements, particularly with respect to handling end-of-life electronic equipment.

optimised processing facilities in Mali and Kenya

Orange Mali carried out a detailed inventory of all the waste generated by its business in 2013. Based on the findings, it produced a waste management guide for employees to raise awareness of the risks associated with waste, provide an overview of best practices, as well as a frame of reference for audit engagements.

Since Mali has no local facilities for the treatment of batteries and WEEE, Orange Mali teamed up with an electronic equipment supplier to collect the waste for subsequent disposal at a specialist processing site in France. In 2013, Orange Mali sent 94.82 tonnes of WEEE and 7.18 tonnes of batteries for treatment for processing. In addition, the Orange Foundation organises the reconditioning and donation of IT equipment.

Viable batteries are given to employees, in return for a commitment to return the end-of-life batteries for collection and treatment. The batteries are used for solar power in homes and rural areas and help to lower employees' energy bills and reduce their carbon footprint. Employees received close to 1,200 batteries in 2013.

Mobile phones covered by warranty and returned to the shop are stored pending return to the manufacturer. This year, 974 phones with minor faults were also distributed to employees.

A similar system is in place in Orange Kenya, covering the recycling of WEEE, metal, wood and paper waste. For PCs, a strategic partnership was formed to recondition used personal computers and donate them to rural schools.

> **main waste treated by the Group**
> **(excluding ordinary waste)**

- 4.8% other-non hazardous waste
- 1.0% other hazardous waste
- 6.0% paper-carboard
- 5.8% batteries
- 37.6% cables
- 30.9% wooden poles
- 2.7% metal poles
- 5.5% WEEE collected from customers
- 5.7% waste electrical and electronic equipment (WEEE)
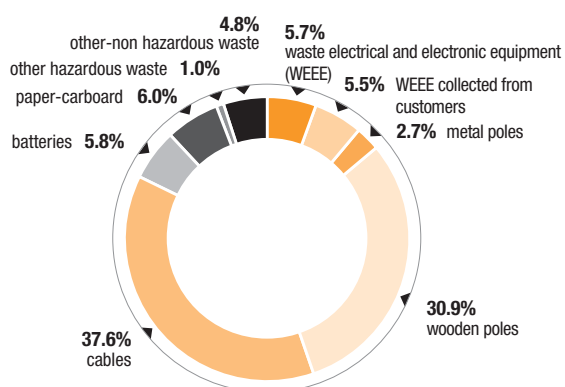
More than 12,000 mobile phones collected in one month in Slovakia

October 2013 saw Orange Slovakia join forces with Samsung in a new eco-initiative to encourage customers to bring in their used mobiles. Customers using the drop-off service are eligible to win one of 40 Samsung SIII mini mobile phones every month. Over 12,000 mobile phones were collected under the scheme. The campaign had a charitable purpose also, with all profits going to "Aid Ladybug", organised by the Socia Foundation to provide support for the elderly.

Similar campaigns were organised by Orange Slovakia previously, with profits going to the Navrat NGO and the Andreas centre on behalf of those suffering from autism. A total of more than 35,000 mobile phones were collected by Orange Slovakia in 2013, and €43,000 donated to community projects.

Orange Reprise: a mobilephone buyback scheme in France

Orange Buyback, run by Orange France from 12 to 14 September 2013, was a major campaign throughout France to encourage customers to bring back their old mobile phones. A minimum 10 euro voucher was offered for each mobile returned (in working order or not).

Customers could go to the dedicated page on bienvivreledigital.orange.fr to assess the value of their mobile before returning it to the shop.

The operation was a resounding success and collected almost 50,000 phones.

The buyback scheme is now permanent. Depending on their condition:

- handsets suitable for resale in the used phone market are bought back in exchange for a voucher, based on a scale set in collaboration with E-Recycling, a firm specialising in the repurchase and resale of mobile equipment. Orange is committed to offering the best buyback prices in the French markets. A valuation committee meets every week to set the prices according to market developments;

- decommissioned or worthless phones are transferred to the green recycling system, introduced in partnership with Ateliers du bocage, a company formed to help people enter the workforce and a member of Emmaüs international.

> **increase in the number of mobiles collected**
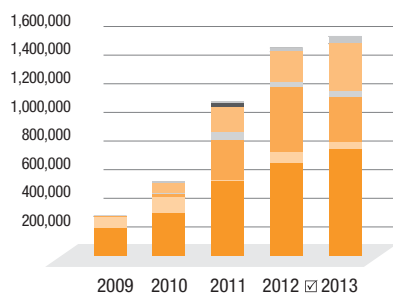
> **evolution of the quantity** (tonnes) **of customer WEEE** (collected and evacuated)
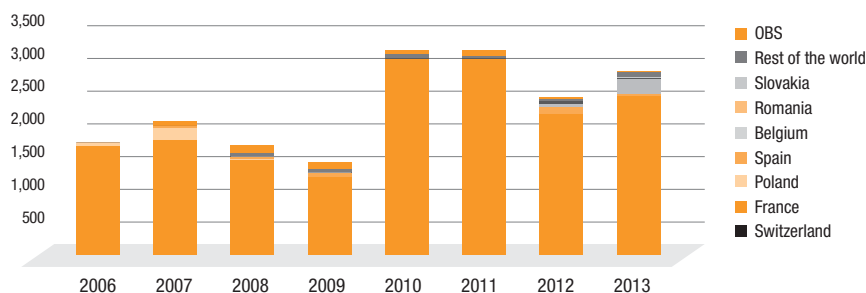
☑ item verified by Deloitte: moderate assurance.

Note: data relates to the tonnes of equipment collected from customers, and not the tonnes produced. The increase in the number of tonnes collected (for mobiles and other WEEE) illustrates the success of the collection services introduced by Orange.

Mobo, recycling star in Mauritius

Mauritius welcomed a very special visitor in October 2013, Mobo, the mobile phone collection robot. Designed by Orange and launched in France during the Hello Demain expo in 2011, Mobo is an original solution for local authorities and companies for the collection of used mobile devices. Orange Mauritius rolled out a large-scale recycling awareness campaign with 230 collection points in its shops, public spaces and other commercial premises. Used for the collection of used batteries in addition to mobile phones, the Mobo slogan *anou gard*

nou pei prop (let's keep our country clean), appears on 100,000 school copybooks, school bags and t-shirts.

Mobo was welcomed by none other than the President of the Republic, Mr Rajkeswur Purryag, before moving on to meet the public, chaperoned by the team of Orange employees and volunteers, 2,500 scouts, government and commercial representatives. Mobo brings new momentum to Orange Mauritius' campaign to recycle used phones and batteries.

environment

5 environment

optimising equipment life cycle and end-of-life

some key dates

2007

■ definition of guidelines on waste applicable to all Group countries.

2009

■ audits of WEEE collection and processing channels in France, the United Kingdom, Spain and Poland showing a good level of compliance with the requirements of the WEEE Directive;

■ launch of Group programme for the collection, recycling and resale of used mobile phones.

2010

■ participation in work undertaken by the United Nations Industrial Development Organisation (UNIDO) to optimise the management of electronic waste;

■ establishment of two mobile phone collection and recycling channels in Burkina Faso and Benin in partnership with Emmaüs International and Ateliers du Bocage.

2011

■ one million mobile phones collected in Europe.

2012

■ creation of a dedicated channel to collect and treat data, fixed-line telephone, and imaging WEEE at business customer sites in France;

■ reference guides for waste management were developed, tailored to the specific conditions in African and Middle Eastern countries.

2013

■ membership of Ecologic, the French eco-body approved for the collection and processing of WEEE generated by companies, and creation of a paid waste electronic and electrical equipment service collection for companies;

■ new waste electronic equipment collection centre opened in Côte d'Ivoire in partnership with Emmaüs International.

2013 review

objectives	deadline	main achievements in 2013
WEEE		
■ roll out new methods for the collection and recycling of WEEE from businesses and gradually broaden them to include other European countries where Orange Business Services operates.	2013	■ in June 2013, signature of a contract with Ecologic, the French eco-body approved for the processing of business WEEE, to provide compliant management of this waste for Orange Business Services customers, in accordance with the regulations, and to improve our response to the needs of customers for the collection and processing of this equipment; ■ launch of a paid collection service for customers to better fit their needs, in addition to membership to the eco-body.
■ train the sales force on end-of-life issues for equipment, so they can help business customers contribute to meeting waste collection and recycling targets.	2013	■ 800 or more Orange Business Services and Orange France employees received training in environmental issues in 12 training sessions (see focus); ■ training for the legal community specialising in environmental law covering the regulatory requirements for waste management.

objectives	deadline	main achievements in 2013
■ actively participate in the implementation of the amended WEEE Directive in the various European countries where the Group operates.	**2013**	■ presentation to the European subsidiaries of developments as a result of the amended WEEE and Restriction of Hazardous Substances (RoHS) Directives in Europe; participation by Orange in the process for the transposition of the new WEEE Directive into French law, as well as in the French Ministry of the Environment's WEEE Pro accreditation committees to prepare for major regulatory changes.
■ implement measures on a European level to help reach the collection targets set forth in the new Directive (for 2016 and 2019 in particular).	**2013**	■ launch of a working group to consider the issue of WEEE generated by the networks to prepare for changes (decline in the switched telephone network, replacement of equipment). Dissemination of the Group's expertise on major regulatory changes to its European subsidiaries (new WEEE, new collection rates), in line with programmes to conserve scarce resources through recycling initiatives; ■ Orange's increased involvement in the work of the ITU-T (SG5 Environment and Climate Change) study group, taking responsibility for a study on best practices to optimise electronic and electrical equipment end-of-life solutions.

collection of mobile phones

■ improve the effectiveness of phone buyback programmes, especially in France and Belgium.	**2013**	■ more than 1.5 million mobile phones were collected by the Group's subsidiaries in Europe in 2013, giving a collection rate of 11.6% (just missing the 15% target), and up 16% from 2012; ■ phone buybacks have increased 9% overall year-on-year as a result of the improvements in the buyback systems in several countries in Europe: ■ in France, signature of a contract with E-Recycling for a competitive buyback offer covering all sales channels: resulting in the collection of 160,000 mobiles in the second half of 2013, four times the number collected in the first half, ■ in Belgium, launch of a new buyback advertising campaign in the second semester 2013, resulting in a collection rate of 13.6% in second semester, over twice the 6.7% achieved in first semester, ■ start of a study to assess the market potential and mechanisms for phone buyback programmes included in rapidly changing marketing offers. Presentation and discussions with countries, with recommendations for optimising offers.
■ introduce a pilot buyback programme in the AMEA region.	**2013**	■ in Egypt, inconclusive buyback and used phone purchase initiative: low market potential and legal restrictions on the import of used mobile phones.
■ expand used mobile phone offers and the range of handsets offered in Europe.	**2013**	■ preparation of roadmaps to roll out used mobile phone offers in the European market. To date, four countries (Poland, Spain, France and Romania) have offers on used mobile phones.

objectives	deadline	main achievements in 2013
■ expand mobile phone collection initiatives across Europe, and develop "structural" initiatives beyond existing environmental measures.	**2013**	■ in Spain, Orange worked out eco-citizen initiatives with UNICEF, and new initiatives in schools and in the business community with Mobo (the used mobile collection robot); ■ in Poland, signature of a contract with Greenfone for eco-citizen collections from schools and libraries; ■ in Slovakia, Orange teamed up with Samsung to offer in-store eco-citizen collection of used mobile phones. The collection rate was 19% in Q4 2013, the best result for the Group's eco-citizen initiatives thus far (see focus); ■ national Mobo collection initiative in Mauritius of batteries and mobiles (see focus).
■ studying the feasibility of large-scale collection and recycling schemes in Africa.	**2013**	■ development of new practical tools to help subsidiaries in African, Middle Eastern and Asian countries to accurately assess the quantities of waste collected, according to the reporting indicators defined by the Group; ■ marked progress achieved in particular in Mali and Kenya (see focus); ■ fifth waste electronic equipment collection centre opened in Côte d'Ivoire, in partnership with Emmaüs International. Since the first collection centre opened in Burkina Faso in March 2010, more than 120 tonnes of waste have been collected and sent to France for recycling to European environmental standards, and 30 jobs have been created in Africa; ■ the Group continued its participation in international bodies actively engaged with the issue (ITU Study Group 5, United Nations Environment Programme - UNEP, and StEP Solving the e-Waste Problem initiative) to come up with local-based WEEE solutions in the AMEA region.

2014 roadmap

objectives	deadline
WEEE	
■ optimise the collection and treatment of WEEE from business customers and extend the reach of the programme to countries where Orange Business Services has a significant presence; ■ continue collaborative initiatives to develop local solutions for WEEE management in the AMEA region, working with our subsidiaries and other external partners; ■ consolidate training programmes in the Group's entities.	**2014**
collection, re-packaging, resale or recycling of mobile phones	
■ expand and reinforce mobile phone collection and buyback initiatives, as well as used phone offers across Europe; ■ assess the feasibility of used mobile phone offers in the AMEA region; ■ raise the rate of collection of mobile phones in distribution channels controlled by Orange by 50% by the end of 2014.	**2014**

5.4. protecting biodiversity and rare resources

Like any other company, Orange depends on ecosystem services. In addition to its commitments as a responsible corporate citizen, the Group is also aware that protecting biodiversity is an essential condition for the long-term sustainability of its business.

5.4.1. assessing impacts on biodiversity

The Group has conducted studies for several years to gain a greater understanding of its interaction with the ecosystems and to develop initiatives to protect biodiversity, working closely with NGOs such as the French bird protection association *(Ligue de Protection des Oiseaux)* and the WWF (World Wildlife Fund). 2013 saw Orange engage the services of a firm specialising in analysing the risks and opportunities created by its activities on the ecosystem (see focus).

responsible management of paper to protect forests

In the interests of responsible stewardship of forests, which are critical for preserving biodiversity, Orange has implemented measures to reduce its paper consumption and to provide digital solutions for customers to encourage them to switch to paperless options. E-billing saved almost 1,500 tonnes of paper in France in 2013.

Within the company, Orange gives priority to using recycled, FSC-certified or PEFC-certified paper to play its role in ensuring responsible forest management.

focus

limited impacts on ecosystems

In 2013, Orange set about gaining a more accurate picture of its impacts on biodiversity and conducted an evaluation of the risks of its main business lines (networks, tertiary sector activities and transport) and the opportunities related to the use of new information and communication technologies.

The study revealed a low level impact in general. The main impact relates to CO_2 emissions, the chief culprit in climate change and damage to biodiversity. Orange also intends to examine the potential impact of electromagnetic waves on the ecosystems.

5.4.2. rare resources, a strategic issue

Orange's policy to take account of the challenges related to the rare resources used in the composition of the Group's products dates back to 2011.

It keeps an up-to-date database on each resource for use in risk assessments and researching alternative resources.

Dialogue with suppliers aims to encourage them to limit the use of these rare resources and substitute recycled resources for them.

Orange remains convinced that tackling the issue extends beyond its own CSR policies, and that it represents a major opportunity to create sustainable employment and protect the environment. Accordingly, the Group is in discussions with companies in a number of different sectors and with government bodies in an effort to develop efficient solutions to exploit the vast deposits of rare resources contained in waste electronic and electrical equipment, a rich source constituting

"urban mines" with potential deposits of up to 40 times the minerals that can be extracted from the earth! Through the intermediary of its Chief Environment Officer, Orange took over the chairmanship of the group tasked with assessing the needs and risks associated with rare resources for French industry within COMES (the French Strategic Metals Committee) in September 2013.

Besides the economic advantages, recycling of rare resources contained in waste electronic equipment could also be a boon for the ecosystem, since rare metal mining can be particularly destructive for biodiversity. The Group's approach also aims to secure supply and to promote a circular economy model seeking to reconcile respect for the environment with the creation of jobs in industry.

For more information: consult the Group's position on rare resources on orange.com

environment

more stringent management of rare metal risks

2013 saw Orange call on the services of a specialist firm to carry out a quantitative analysis of rare and critical metals used in the composition of a selection of mobile handsets distributed by the Group.

The study identified and assessed 13 strategic metals, according to a risk hierarchy. Orange introduced a risk management process and established a dedicated organisation:

- a **risk monitoring committee** to track risks associated with strategic metals, comprising members from all relevant departments (Purchasing, Legal Affairs, Handsets, Networks, Research & Innovation). It meets every month to assess the situation and specify action plans as needed;

- the committee reports to the **Strategy Committee** which meets twice a year to approve the Group's rare resources strategy.

Specific clauses have also been introduced into supplier contracts to encourage them to restrict the use of these rare metals.

> **critical metals for Orange**

13 critical metals identified

Gold	Silver	Rare Earths
Tin	Lithium	Antinomy
Copper	Cobalt	Germanium
	Silicom	Bismuth
	Graphite	Platinoïds

economic importance for Orange

Price and supply risks
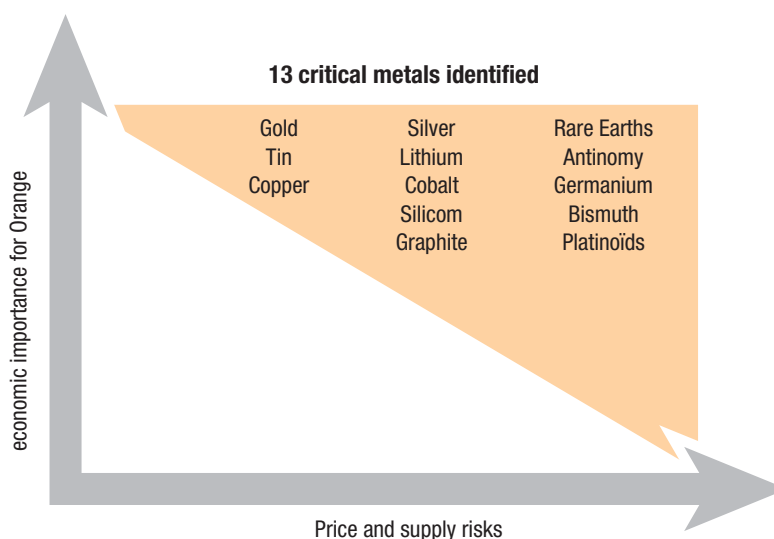
some key dates

2005
- introduction of e-billing and first initiatives in partnership with the WWF to raise awareness amongst customers in France.

2007
- signature of the first regional agreements with the bird protection association, LPO, to cap telephone poles.

2008
- signature of a three-year partnership agreement between Orange France and the WWF.

2010
- signature in France of the voluntary charter on the reuse and removal of wooden telephone poles and beams treated with creosote or chromated copper arsenate (CCA).

2011
- inventory of rare resources used in the composition of the Group's products;

- initial study to assess the Group's impacts on biodiversity;

- launch of the Let it Bee project to install nests at Orange sites.

2012
- mapping of rare resources used in the composition of the Group's electronic products.

2013
- implementation of a rare resources risk management process and organisation;

- evaluation of Orange's impacts on biodiversity broken down by risks and opportunities for its major business lines.

2013 review

objectives	deadline	main achievements in 2013
■ launch a specific impact study on biodiversity for each business line (networks, cables, office buildings, and transport), and outline an action plan to reduce the Group's impact on biodiversity.	**2013-2015**	■ an in-depth impact study on biodiversity for each business line (networks, buildings and transport), using the services of a specialist firm and Orange Consulting. Evaluation of the Group's impact in the form of risk matrices (see focus).
■ expand the use of FSC-certified or recycled office paper, and reduce the Group's overall paper consumption.	**2013-2015**	■ widespread use of FSC-certified paper in France and other countries in Europe; ■ environmental awareness programmes in Spain and Slovakia for example.
■ introduce action plans for each business concerned, so as to incorporate rare resource issues into business processes.	**2013**	■ establishment of a Group-wide decision-making process for rare resources involving all relevant departments: CSR, Purchasing, Networks, Orange Lab, Technocentres, Legal Affairs, Orange Consulting, etc.; as part of this process a steering committee is tasked with examining all aspects of the risks associated with the management of rare resources and the action programmes to be rolled out by each business line, escalation procedures, due diligence, and a Strategy Committee with responsibility for making decisions and ratifying the Group's rare resources strategy.

roadmap

objectives	deadline
biodiversity	
■ continue the impact study launched in 2013 to assess the Group's impact on biodiversity, with an approach structured by business line (networks, cables, tertiary sector buildings and transport), and deploy initiatives to reduce the main impacts in this area; ■ carry out a study of specific actions in one or two countries.	**2014-2016**
rare resources	
■ formally state the Group's position on rare resources regulations; ■ introduce the actions identified by the Rare Resources Steering Committee.	**2014**

environment

about this report

This report is intended to provide a fair and balanced view of the global performance of the Orange Group over the 2013 calendar year. It endeavours to meet the main requirements for information expressed by the Group's stakeholders (customers, shareholders, ratings agencies, employees, suppliers, public authorities and local communities).

period and frequency of report

Every year since 2002, the Group has published an annual report on sustainable development and corporate social responsibility. This report covers the period from 1 January to 31 December 2013. It also includes a number of qualitative items from early 2014 (outstanding achievements).

scope and methodology of report

The content of the report has been produced on the basis of indicators selected in such a way as to give an account of the main economic, social, societal and environmental impact of the Group's activities. The choice of these indicators has been partly determined by the recommendations of international benchmark bodies such as the Global Reporting Initiative (GRI), the UN Global Compact, the guiding principles of the OECD and the ISO 26000 standard on the social responsibility of organisations.

The indicators have been collected, calculated and consolidated with the support of dedicated IT tools. Unless otherwise stated, the data presented covers all the Group's activities and the countries in which it operates.

For environmental data, the scope of the report covers an average of 98% of the Group's sales. The rate of coverage, estimated as a percentage of the sales of the entities included in the reporting scope, is given for each environmental indicator in the table of data on pages 108 to 115.

For social data, the rate of coverage estimated as a percentage of the Group's workforce is given in the table on pages 116 to 119.

verification of the report

As in previous years, Orange requested one of its auditors to review progress on the objectives in the roadmaps given in this report and verify a selection of social, environmental, and human resources indicators and the application of the AA 1000 APS (2008) principles.

The summaries of these indicators that have been verified are identified by the symbols ☑ and ☑☑ according to the level of assurance that applies to the indicator (respectively "moderate assurance" and "reasonable assurance").

The conclusions of this work appear on pages 104 to 107.

application of the principles of the AA1000 standard

In all significant aspects, the process of drawing up the 2013 Corporate Social Responsibility Report adheres to the three principles (completeness, materiality and responsiveness) of the AA 1000 APS (2008) standard, a benchmark in the matter of corporate social responsibility focusing on the recognition of stakeholders' requirements (www.accountability.org).

completeness

The identification of our stakeholders' requirements is a key element in our process of identifying sustainable development issues. The list of the Group's main stakeholders appears on page 21.

materiality

The selection of the most significant sustainable development issues connected with the Group's activities takes account of requirements expressed by stakeholders and an internal prioritisation of risks, which is regularly reassessed.

responsiveness

Action plans covering sustainable development issues significant to the activities of the Orange Group are reassessed annually, and new issues are identified at the same time. These issues and plans are set out in roadmaps at the end of each chapter of this report.

The report is an essential element of the Group's response to the requirements expressed by its stakeholders. Published annually, it enables us to recognise the impact of, and progress with, undertakings made to these stakeholders. Orange takes account of suggestions for improvement transmitted by its readers, as well as conclusions drawn from the verification work undertaken to improve the quality of its reporting.

compliance with international reporting guidelines

GRI (Global Reporting Initiative)

This report was developed in line with the Global Reporting Initiative (GRI) version 3 guidelines. The reporting table can be consulted at: http://www.orange.com/en/commitments/ responsibility/communication/. Based on the method of assessment recommended in the guide to the GRI G3 application levels, the self-assessment of this report has been undertaken using application level A+.

correspondence with the Global Compact

Orange signed up to the United Nations Global Compact in July 2000.

As part of the Compact, Orange is required to issue a Communication on Progress report each year. For the Group's compliance with this requirement, see the reporting standards published on http://www.orange.com/en/commitments/ responsibility/communication/.

correspondence with the ISO 26000 standard

The international ISO 26000 standard provides guidelines on the social responsibility of organisations. The ISO 26000 standard revolves around seven central issues covering various areas of action connected with the social responsibility of organisations.

For the Group's compliance with these reporting guidelines, see the correspondence table for the reporting guidelines published on http://www.orange.com/en/commitments/responsibility/ communication/.

social data

The social reporting in this document is based on HR-Info, an information system that differs from that used for the Annual Report and Registration Document (Magnitude) because only HR-Info allows distinctions to be made by gender and socio-professional category.

male-female management split (permanent contracts at end of period)

The rule for calculating the "management personnel" indicator is based on the active workforce on permanent contracts.

The "management personnel" indicator includes employees in the "executive" category, which corresponds to the consolidation of levels E, F, and G of the French National Telecommunications Collective Agreement *(Convention Collective Nationale des Télécommunications)*.

Group entities outside France use a document describing the levels in the Collective Agreement to assign to each employee the corresponding level of the Collective Agreement.

percentage of women in the "Leaders" network

The "Leaders" network is a manager network that had 1,109 members at end-2013. These members hold positions of very high responsibility in the Orange Group.

number of departures

The number of resignations, number of redundancies/dismissals, and number of departures per gender only include departures of active employees on permanent contracts. Therefore, permanent departures of employees on temporary leave (for example due to a long illness, assignment to non-active service, or unpaid leave) are not included in these indicators.

number of hours of training

The reporting for the number of hours of training is in a standardisation phase internationally. It now covers more than 96% of the Group's employees.

health and safety indicators

The definitions of the Group's health and safety indicators were redefined in 2011. Roll-out of the reporting system was almost complete at end-2013, with a coverage rate of over 96% of staff. Countries report accidents in accordance with domestic regulations. The frequency rate of occupational accidents corresponds to the number of occupational accidents with sick leave per million of theoretical working hours. As for the severity rate of occupational accidents, it corresponds to the number of days of sick leave for occupational accidents per million of theoretical working hours. These theoretical hours worked are calculated based on the annual theoretical number of days worked in each of the countries where the Group operates (Source: ILO).

environmental data

Environmental reporting is based on the Indicia reporting tool. Only those countries consolidated in the Annual Report contributed to CSR reporting. There have been no significant changes to the reporting scope between 2013 and 2012. The environmental data reporting is based on quarterly reporting campaigns. The values for the fourth quarter are theoretically estimated by the countries and corrected the following year. The first quarter of 2013 saw the corrections of 2012. The fourth quarter of 2013 was estimated, excluding three countries where actual data was provided: France, Slovakia and Armenia. The use of the estimation methods for environmental indicators that was implemented for year-end accounting at 31 December generate uncertainties on the consolidated annual data that do not exceed 5% of the value of each indicator.

energy

The energy consumption of premises, particularly shops, for which the Orange Group does not pay an invoice directly, is not reported.

Electricity consumption by the Group's Polish entity is calculated from a statistical sample of invoices received during the financial year. In the same way, the consumptions of electricity of Orange Spain and France networks are based on a part of estimation.

The "fuel oil consumption (all buildings and all uses)" indicator comprises consumption (excluding vehicles) of domestic fuel oil, diesel and petrol, as well as marine heavy fuel oil and diesel for Orange Marine's fleet.

transport

Most of the data for train and air travel are provided by Carlson Wagon Lits, which covers more than 80% of the mileage travelled by the Group's employees. Distances covered during train and air journeys are estimated using the great circle route method (the shortest distance between two points on the Earth's surface). The CO_2 emission factor for short-haul air transport in the GHG Protocol (180 g CO_2/km per passenger) is used for all flights (short-, medium- and long-haul). The CO_2 emission factor for train transport is taken from the *Bilan Carbone™* method when available for the corresponding country.

In the other countries, a standard factor of 100 g CO_2/km per passenger is used.

Local travel agencies, besides Carlson Wagon Lits, that provided reporting data are also taken into consideration, as well as the travel undertaken by families of expatriate employees.

CO_2 emissions

The 2012 version (with the 2009 results, not updated in 2013) of the GHG Protocol was used to calculate CO_2 emissions for electricity, except for France, for which the Group took 60 g CO_2/kWh as the value for the period 2008 to 2013, based on the Ademe's revised estimates. Prior years were therefore corrected. The emissions factor for Orange Business Services International entities throughout the world corresponds with the "world" factor of the GHG Protocol 2005.

The coefficients used for the other kinds of fuel (gas, fuel oil, coal, petrol, diesel and LPG) are also taken from the GHG (2007). Reporting on refrigerant emissions, accounted for in CO_2 emissions for Scope 1, is not yet exhaustive. The Group is working to improve monitoring of these emissions.

Countries or entities included after 2006 are not included in the target monitoring (with the exception of Egypt), and countries that are no longer part of the Group (UK, Switzerland, etc.) are excluded from monitoring.

Target monitoring covers CO_2 emissions linked to the Group's energy consumption:

- scope 1: CO_2 emissions linked to direct energy consumption

    - gas,

    - fuel oil (excluding cable ships),

    - coal,

    - fuel for Orange vehicles;

- scope 2: CO_2 emissions linked to indirect energy consumption

    - electricity (network, buildings),

    - CO_2 emissions linked to heat consumption (heating network to heat buildings) are not included as few of the Group buildings use this type of heating.

electronic waste (e-waste) collected from customers

WEEE collected from "private" customers consists of WEEE (mobile, fixed-line and multimedia handsets) returned to sales outlets, by mail or collected by service providers on behalf of Orange.

This indicator includes the mobile phones of Group employees. It includes batteries and accumulators that are part of equipment when it is returned by a customer, and other types of batteries and accumulators collected separately at various collection points.

In France, WEEE from "business" customers (OBS France) is not included in this indicator but rather in the internal WEEE indicator (network).

evacuated and recovered waste

Reporting on waste incorporates the concept of evacuated waste (*i.e.* waste that is no longer stored in the Group's sites or under its direct control, but which has been disposed of to a service provider or an external body, with or without a related financial transaction), and recovered waste (*i.e.* waste that has been recovered through re-use, material recovery or energy recovery).

Non-hazardous waste is not included since 2012. However, since 2012, fluorescent bulbs, PCB and printer cartridge waste is included under "Other hazardous waste". In the AMEA region, due to work in progress to identify and secure waste collection and treatment channels, the reporting is not exhaustive.

In France, only waste handled by a service provider having signed a framework contract with the Orange Group is listed in the report as office waste and non-customer network WEEE, with the exception of cables and other hazardous waste (including bilge water and sludges) from Orange Marine and a limited quantity of waste from Orange Marine.

Different dedicated service providers are used, depending on the type of waste concerned (copper cables, paper, network equipment, batteries, wooden poles, etc.). Particular attention is paid to wooden poles, in order to prevent their reuse and to ensure they are properly eliminated. For all sites on lease, household and similar waste is not reported, as they are managed by the landlord.

The same definitions and methodical analysis method are used in the other European countries. In non-European countries, given that established channels are often not available to treat certain types of waste, the quantity of recovered waste generally corresponds to all evacuated waste that had been sold.

environmental management system

The "Size of ISO 14001 certified sites or activities" indicator is calculated based on the ratio of energy consumption of the scope covered by the ISO 14001 certification and total electricity consumption, except for France, for which the indicator is calculated based on the ratio of the number of employees covered by the certification to the total number of employees.

CET (Customer Experience Tracker)

The indicator published corresponds to the average score given by Orange customers for the following question: Would you recommend Orange mobile/broadband Internet to your friends and family?

Those questioned awarded a score on a scale of 0 to 10. The scores were averaged out and multiplied by 10 to give a score out of 100.

local purchases

The Group calculates the percentage of orders placed with local suppliers for each country (geographically speaking).

These data come from the consolidate data in the Group's purchasing IT system (Gold) and include for each entity:

- the total amount of orders;

- the total amount of orders from local suppliers.

With the following definitions:

- local suppliers:

    - suppliers that are not subsidiaries of a larger company,

    - suppliers that are subsidiaries of a company operating on a national scale only;

- external suppliers:

    - suppliers that are subsidiaries of an international company

The indicator for a country is not given if complete data are not available.

Orange Business Services International

Monitoring of OBS International reporting is limited to 11 countries out of the 200 where OBS operates. These 11 countries represent 70.1% of staff at the end of 2013. A large part of the reporting, particularly for waste, is centralised, and not local. Because of this, certain data may not represent the actual (exhaustive) values for the country. The countries are Australia, Brazil, Switzerland, Egypt, Germany, India, Mauritius, Russia, Singapore, United States, and United Kingdom.

external opinion

assurance report of one of the Statutory Auditors on the corporate responsibility reporting process

Year ended December 31, 2013

For the attention of Orange SA Group Executive Management

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Pursuant to your request and in our capacity as one of the Statutory Auditors of Orange SA, we have conducted procedures on the following items:

(1) the description given by Orange SA on page 11 of the 2013 Group Corporate Responsibility Report ("the report") on the compliance with AA1000 APS[1] (2008) principles of inclusivity, materiality and responsiveness in the report's preparation process ("the principles");

(2) the description made by Orange SA on pages 17, 18, 23, 24, 29, 30, 31, 36, 37, 42, 46, 51, 52, 56, 60, 65, 66, 67, 72, 73, 78, 80, 86, 87, 88, 89, 94, 95, 96 and 99 of the report on the state of progress of the objectives set in the report's roadmaps and of the validity of their presentation ("main achievements");

(3) the corporate responsibility Information selected by Orange SA and identified by the symbol ☑ or ☑☑ among the information published on pages 25, 35, 40, 44, 48, 79, 109, 111, 113, 115, 116, 117, 118 and 119 of the report ("the selected Information");

(4) Orange SA's self-assessment of the report based on GRI G3 guidelines ("the GRI Self-Assessment"), available at the Group website, www.orange.com.

These items were prepared under the responsibility of the Group's Corporate Social Responsibility Department in accordance with the following reporting criteria:

(1) for the principles, the AA1000 APS (2008);

(2) for the main achievements, the corporate responsibility policies and guidelines prepared by the Orange SA Group and described in the 2013 roadmaps;

(3) for the selected Information, all the procedures relating to the reporting of environmental, social and societal indicators (the "Reporting Criteria"), available for consultation at the Corporate Social Responsibility Department, that are summarized on pages 100 to 103 of the report;

(4) for the GRI Self-Assessment, the GRI G3[2] sustainable development reporting guidelines.

It is our responsibility to express a conclusion on these items based on the work we performed. Our work covers only these items and not the entire report.

We conducted our procedures in accordance with ISAE 3000[3] (International Standard on Assurance Engagements), the AA1000 Assurance Standard (2008) and the NEP (norme d'exercice professionnel) 9090[4] professional guidelines.

---

1 http://www.accountability.org/standards/index.html

2 https://www.globalreporting.org/reporting/reporting-framework-overview/application-level-information/Pages/default.aspx

The report can be given an A GRI application level if the company (i) has reported information for all the indicators required by this standard, (ii) has explained for each indicator category the managerial approach adopted and (iii) has provided information on all of the key indicators required by the standard. It can be given an A+ application level if the existence of this information has given rise to an external verification.

3 ISAE 3000 "Assurance Engagements other than audits or reviews of historical financial information"

4 NEP 9090 – Services relating to business and environmental information that fall within the scope of due diligence directly related to the mission of the Statutory Auditors (Prestations relatives aux informations sociales et environnementales entrant dans le cadre des diligences directement liées à la mission du commissaire aux comptes)

Our procedures satisfy the requirements of a Type 2 verification in accordance with AA1000 Assurance Standard (2008). The Professional Code of Conduct governing the statutory auditor profession, to which we are bound, guarantees our independence with regard to the criteria required by the AA1000 AS (2008).

We have carried out the following procedures, in order to obtain:

- a reasonable assurance that the description of the principles (1) defined above, the description of the main achievements (2), and the selected Information (3) identified by the symbol (☑☑) have been prepared, in all material respects, in accordance with the above-mentioned reporting criteria;

- a limited assurance that the selected Information (3) identified by the symbol (☑) and the GRI Self-Assessment (4) do not contain any material anomalies likely to call into question the fact that they have been prepared, in all material respects, fairly and in accordance with the above-mentioned reporting criteria.

To assist us in conducting our work, we referred to the corporate responsibility experts of our firm.

(1) description of the compliance with AA1000 principles

nature and scope of procedures

We met the people responsible for Corporate Responsibility at the Orange SA headquarters (Executive Committee and Corporate Social Responsibility Department) and a sample of legal entities[5], in order to assess the implementation of the report's preparation process as defined by Orange SA and the identification of significant events in 2013.

We conducted tests at corporate level and for the above-mentioned entities on the implementation of the procedure relating to:

- the identification of stakeholders and their expectations;

- the identification of material Corporate Responsibility issues;

- the implementation of Corporate Responsibility policies and guidelines.

We compared the material issues described by Orange SA in its report with those presented by the main Telecommunications sector companies in their Corporate Responsibility reports and those arising from our review of the sector's press in 2013.

---

5   *Mobistar (Belgium), Orange Armenia, Orange Côte d'Ivoire, Orange Kenya, Orange Mali, Orange Poland, Orange Romania, Orange SA (France).*

conclusion of reasonable assurance

In our opinion, Orange SA's description on page 26 of the report on compliance with the AA1000 APS (2008) principles of inclusivity, materiality and responsiveness in the report's preparation process has been prepared, in all material respects, in accordance with the above-mentioned reporting criteria.

(2) main achievements

nature and scope of procedures

We assessed Orange SA's description of the state of progress of the objectives set in the report's roadmaps and of the validity of the presentation of the main achievements by conducting interviews and collecting substantive evidence Orange' headquarters and from the relevant entities.

conclusion of reasonable assurance

In our opinion, Orange SA's description of the state of progress of the objectives set in the report's guidelines and of the validity of the presentation of the main achievements on pages 17, 18, 23, 24, 29, 30, 31, 36, 37, 42, 46, 51, 52, 56, 60, 65, 66, 67, 72, 73, 78, 80, 86, 87, 88, 89, 94, 95, 96 and 99 of the report has been prepared, in all material respects, in accordance with the above-mentioned reporting criteria.

(3) selected Information

nature and scope of procedures

We assessed the appropriateness of the Reporting Criteria with respect to its relevance, completeness, neutrality, clarity and reliability, by taking into consideration, when relevant, the sector's best practices.

We have verified the set-up within the Group of a process to collect, compile, process and check the selected Information with regard to its completeness and consistency. We have familiarized ourselves with the internal control and risk management procedures relating to the compilation of the Information. We have conducted interviews with individuals responsible for corporate responsibility reporting.

Concerning the selected quantitative Information:

- for the consolidating entity and controlled entities, we have set up analytical procedures and verified, using sampling techniques, the calculations as well as the consolidation of this Information;

- at the sites that we have selected[6], based on their activity, their contribution to consolidated indicators, their location and a risk analysis, we have:

  - conducted interviews to verify the proper application of procedures and obtain information to perform our verifications,

  - conducted substantive tests, using sampling techniques, to verify the calculations performed and reconcile the data with supporting evidence.

conclusion of reasonable assurance

For the Information selected by the Group and identified by the sign (☑☑) in the report, the level of measurement accuracy and the performance of more extensive procedures than those performed on other Information selected by the Group and identified by the sign (☑), in particular regarding the number of tests, enabled us to express reasonable assurance.

In our opinion, the Information selected by Orange SA and identified by the sign (☑☑) has been prepared, in all material aspects, in accordance with the above-mentioned Reporting Criteria.

---

6   Two OBS entities (Equant in Brazil and the UK) and a sampling of legal entities in the following countries: Belgium (Mobistar), Poland (Orange Poland), France (Orange SA and FT Marine), Armenia (Orange Armenia), Kenya (Telkom Kenya), Côte d'Ivoire (Orange Côte d'Ivoire) and Mali (Orange Mali), representing 80% of total employees, and between 54 and 96% of environmental information.

conclusion of limited assurance

Based on our work, we have not identified any material anomaly likely to call into question the fact that the Information selected by the Group and identified by the sign ☑ is presented, in all material aspects, fairly and in accordance with the above-mentioned Reporting Criteria.

Without calling into question the above conclusion, we draw your attention to the fact that, as indicated in the methodological note presented in the section "about this report" on pages 100 to 103:

- concerning calculation of environmental indicators, the application of estimation methodologies for those indicators that were implemented at 31 December 2013 generates uncertainties on the consolidated annual data that account for less than 5% of the value of each indicator.

- concerning calculation of waste indicators, due to the work in progress for identifying and securing its waste collection and treatment channels, reporting is not exhaustive, particularly in the AMEA region.

(4) work on the GRI Self-Assessment

nature and scope of procedures

Based on the GRI cross-reference table shown on the Group's website, www.orange.com, we satisfied ourselves that for each indicator contributing to the A+ application level, a disclosure was provided in the report or in another document referred to in the table and published by the Group.

conclusion of limited assurance

Based on our work, we have not identified any material anomaly likely to call into question the fact that Orange SA's self-assessment of the report based on the GRI G3 guidelines that contributed to the A+ application level is presented, in all material respects, in accordance with the above-mentioned reporting criteria.

Neuilly-sur-Seine, May 5th, 2014.

One of the Statutory Auditors,

Deloitte & Associés

Frédéric Moulin

Partner

appendices

environmental data

nc: Not collected

na: Not applicable

☑: item reviewed by Deloitte: moderate assurance   ☑☑: item reviewed by Deloitte: reasonable assurance

❯ environmental performance (energy)

indicators	units	corres-pondance GRI	reporting scope, as a percentage of the overall Group's turnover	France	Poland	Spain	Belgium	Romania	Slovakia	Moldova	Armenia	Dominican Republic
facilities presenting a risk												
fuel tanks	units			2,391	1,767	195	0	330	58	0	72	917
energy consumption												
Scope 1												
fuel (all buildings, all use)	m^3	EN3	99.8%	13,532	2,649	2,597	286	96	38	111	27	5,575
gas	m^3	EN3	99.6%	15,915,478	3,186,333	0	172,980	0	240,406	nc	0	0
coal	tons	EN3	100.0%	na	86	na	na	na	na	na	na	na
gazoline + GPL for company's vehicles	liters	EN3	99.0%	27,486	206,595	60,033	0	233,567	99,301	nc	110,979	467,523
diesel gazoline for company's vehicles	liters	EN3	99.0%	27,682,945	4,923,833	539,736	1,861,572	988,644	480,879	nc	32,915	192,575
SCOPE 1 TOTAL ENERGY	**GWH**	**EN3**	**99.5%**	**601**	**116**	**36**	**24**	**13**	**9**	**1**	**2**	**71**
CO_2 emissions (fuel-gas-coal)	tons CO_2	EN4	99.8%	69,058	13,464	6,961	1,099	258	567	297	72	14,942
CO_2 emissions (vehicles)	tons CO_2	EN5	99.0%	76,194	14,032	1,627	5,119	3,275	1,559	0	355	1,642
Scope 1 CO_2 emissions (energy only)	tons CO_2	EN3	99.5%	145,252	27,497	8,588	6,219	3,532	2,126	297	426	16,584
CO_2 emissions from green house gas	tons eqCO_2	EN19	19.0%	2,136	9,646	0	0	179	261	0	0	0
Scope 1 CO_2 emissions	tons CO_2	EN16	99.0%	147,388	37,143	8,588	6,219	3,711	2,387	297	426	16,584
Scope 2												
electricity	GWh	EN4	99.6%	2,315	622	276	108	113	59	23	17	29
of which green energy	GWh	EN6	100.0%	0	0	57	108	0	0	0	0	1
Scope 2 CO_2 emissions	tons CO_2	EN16	99.6%	138,901	398,331	65,361	0	47,014	13,159	9,091	1,856	16,827
Scope 1 + Scope 2 CO_2	**tons CO_2**	**EN16**	**99.3%**	**286,289**	**435,474**	**73,948**	**6,219**	**50,725**	**15,546**	**9,389**	**2,282**	**33,411**

				AMEA					Orange Business services International	Group 2013: Validated Values 2013	Group Figure 2012	Figure 2011	Figure 2010	Figure 2009
	Senegal	Mali	Côte d'Ivoire	Egypt	Cameroun	Jordan	Kenya	Other AMEA Countries						
	0	640	0	1,500	585	0	0	0	85	8,540	7,901	5,666	5,992	5,996
	3,277	5,046	2,325	28,857	4,148	171	3,604	15,682	105	88,126	88,841	77,798	71,087	80,750
	0	0	0	0	0	-36	0	0	135,415	19,650,576	22,503,710	21,662,486	23,836,444	23,867,165
	na	na	na	na	na	na	na	na	na	86	100	87	119	197
	30,539	314,881	755,277	455,831	123,057	298,845	217,070	44,247	465,682	3,910,914	5,165,407	5,885,434	6,867,479	9,518,387
	647,359	278,992	957,987	0	848,598	767,214	353,157	307,409	1,152,059	42,015,874	45,217,595	42,733,872	45,091,672	44,358,123
	45	**64**	**43**	**339**	**58**	**12**	**47**	**185**	**18**	☑☑ **1,684**	**1,766**	**1,610**	**1,588**	**1,732**
	8,781	13,524	6,232	77,337	11,116	459	9,659	42,027	542	276,394	284,149	253,491	239,159	264,565
	1,853	1,517	4,432	1,085	2,627	2,821	1,488	951	4,276	124,852	136,642	131,524	140,344	144,637
	10,634	15,040	10,664	78,422	13,743	3,280	11,147	42,978	4,819	401,246	420,791	385,015	379,503	409,203
	0	3,741	0	0	0	0	0	0	817	16,780	24,633	7,536	15,881	14,105
	10,634	18,781	10,664	78,422	13,743	3,280	11,147	42,978	5,636	☑☑ 418,026	445,424	392,551	395,384	423,308
	67	21	49	349	23	56	25	77	84	☑☑ 4,314	4,169	3,984	4,039	3,916
	4	2	1	1	1	0	1	4	0	179	123.70	122.80	8.37	9.74
	39,081	9,456	20,317	162,171	5,361	32,284	9,448	29,456	42,129	☑☑ 1,040,244	1,024,182	930,592	1,060,789	1,016,110
	49,715	**28,238**	**30,980**	**240,593**	**19,104**	**35,564**	**20,594**	**72,434**	**47,765**	☑☑ **1,458,270**	**1,469,605**	**1,323,143**	**1,456,173**	**1,439,418**

appendices

indicators	units	corres-pondance GRI	reporting scope, as a percentage of the overall Group's turnover	EUROP								
				France	Poland	Spain	Belgium	Romania	Slovakia	Moldova	Armenia	Dominican Republic
Scope 3												
flight distances for business trips	km	EN29	99.0%	155,158,114	4,776,631	6,154,019	729,686	4,418,675	1,070,427	1,296,087	812,969	2,795,211
train distances for business trips	km	EN29	99.0%	88,757,316	6,827,822	2,824,699	1,410,642	25,734	0	0	0	0
Scope 3 CO_2 emissions	tons CO_2	EN16	99.0%	28,772	1,543	1,253	200	798	193	233	146	503
total emitted CO_2 (Scope 1+2+3)	tons CO_2	EN16	99.0%	315,061	437,016	75,201	6,418	51,523	15,739	9,622	2,428	33,914
KPI: electricity consumption/ customer	kWh/ customer		99.0%	32.60	26.60	18.75	23.52	10.85	20.50	10.73	27.55	8.57
KPI: CO_2 due to electricity consumption/ customer	kg/ customer		99.0%	1.96	17.03	4.44	0.00	4.50	4.54	4.29	2.97	4.93
KPI: total energy consumption (Scopes "1+2")/ customer	kWh/ customer		99.6%	41.1	31.6	21.2	28.7	12.1	23.5	11.3	30.2	29.3
KPI: CO_2 emitted (all energies = Scopes "1+2+3")/ customer	kg/ customer		99.0%	4.4	18.7	5.1	1.4	4.9	5.4	4.5	3.9	9.9

	AMEA								Orange Business services International	Group 2013: Validated Values	Group			
	Senegal	Mali	Côte d'Ivoire	Egypt	Cameroun	Jordan	Kenya	Other AMEA Countries		2013	Figure 2012	Figure 2011	Figure 2010	Figure 2009
	2,788,629	1,572,201	3,572,313	2,418,534	3,371,908	2,120,128	0	1,333,635	49,065,193	243,454,361	277,542,729	290,385,071	284,772,951	215,613,397
	0	0	0	0	0	0	0	0	1,109,606	100,955,819	112,256,755	113,164,635	105,266,548	86,939,923
	502	283	643	435	607	382	0	240	8,943	☑☑ 45,674	52,076	54,139	53,110	40,063
	50,217	28,521	31,623	241,028	19,711	35,946	20,594	72,674	56,708	☑☑ 1,503,945	1,521,681	1,377,282	1,509,283	1,479,481
	8.66	1.93	6.66	9.93	3.78	14.35	22.30	7.46	na	19.61	19.47	19.03	20.17	21.23
	5.04	0.87	2.77	4.61	0.89	8.32	8.42	2.84	na	4.63	4.67	4.29	5.18	5.24
	14.4	7.8	12.6	19.6	13.3	17.5	64.4	25.3	na	27.3	27.8	26.8	28.2	30.9
	6.5	2.6	4.3	6.9	3.3	9.3	18.4	7.0	na	6.7	6.96	6.38	7.30	7.70

A appendices
environmental data

❯ environmental performance (water - waste - EMS)

indicators	units	corres-pondance GRI	reporting scope, as a percentage of the overall Group's turnover	France	Poland	Spain	Belgium	Romania	Slovakia	Moldova	Armenia	Dominican Republic
consumed water[1]												
paper & carboard, internal (offices) and external	tons	EN1	93.0%	10,371	1,590	3,429	0	612	511	0	0	12
Evacuated internal waste												
internal (network & tertiary) WEEE	tons	EN22	96.5%	982	646	3	598	271	26	0	0	0
■ Percentage of Recovery	%	EN22	96.5%	90%	100%	100%	3%	100%	100%	na	na	na
metal poles	tons	EN22	90.1%	1,318	0	0	0	0	0	0	0	0
■ Percentage of Recovery	%	EN22	90.1%	100%	na	na	na	na	na	na	na	na
wooden poles	tons	EN22	97.5%	15,546	15	0	0	0	0	0	0	0
■ Percentage of Recovery	%	EN22	97.5%	100%	100%	na	na	na	na	na	na	na
cables	tons	EN22	97.0%	18,398	420	0	0	0	0	0	0.5	0
■ Percentage of Recovery	%	EN22	97.0%	78%	100%	na	na	na	na	na	100%	na
batteries	tons	EN22	98.0%	1,341	96	0.2	15	168	19	0	39	0
■ Percentage of Recovery	%	EN22	98.0%	85%	100%	100%	100%	100%	100%	na	100%	na
paper - carboard	tons	EN22	97.0%	2,635	33	166	28	13	70	0	7	0
■ Percentage of Recovery	%	EN22	97.0%	100%	100%	100%	100%	100%	100%	na	100%	na
other hazardous waste (PCB – printer cartridges – Fluorescent tubes included)	tons	EN22	96.0%	462	27	1	1	6	0.03	0	0.4	0
■ Percentage of Recovery	%	EN22	96.0%	22%	100%	100%	100%	100%	100%	na	100%	na
other non-hazardous waste	tons	EN22	85.0%	1,197	592	0	118	0	150	0	0	0
■ Percentage of Recovery	%	EN22	85.0%	67%	100%	na	20%	na	10%	na	na	na
TOTAL EVACUATED INTERNAL WASTE	**TONS**	**EN22**	**94.6%**	**41,878.0**	**1,827.1**	**169.8**	**759.0**	**457.5**	**265.8**	**0.0**	**47.5**	**0.0**
■ Percentage of Recovery	%	EN22	94.6%	88%	100%	100%	11%	100%	49%	na	100%	na

(1) The current reference framework and reporting systems do not provide reliable consolidated data for water use. The Group has launched a study of its impact.

	Senegal	Mali	Côte d'Ivoire	Egypt	Cameroun	Jordan	Kenya	Other AMEA Countries	Orange Business services International	Groupe 2013: valeurs validées 2013	Figure 2012	Figure 2011	Figure 2010	Figure 2009
				AMEA							total Group			
	0	5	0	0	0	0	0	0	29	16,559	20,199	23,215	25,278	23,615
										-	0			
	0	133	4	50	0	0	141	0	6	2,860	3,204	2,273	2,125	2,517
	na	100%	27%	100%	na	na	100%	na	76%	76%	92%	na	na	na
	0	0	2	35	16	0	0	0	0	1,371	1,259	1,153	950	722
	na	na	100%	100%	100%	na	na	na	na	100%	100%	na	na	na
	0	0	17	0	0	40	0	0	0	15,618	14,329	11,903	11,740	9,360
	na	na	100%	na	na	0%	na	na	na	100%	100%	na	na	na
	12	0	35	0	0	92	22	0	0	18,980	16,329	8,968	8,214	5,698
	100%	na	52%	na	na	0%	100%	na	0%	79%	76%	na	na	na
	0	11	20	1,159	0	0	0	41	31	2,939	1,942	2,402	2,664	1,546
	na	0%	0%	100%	na	na	na	0%	50%	91%	87%	na	na	na
	0	0	0	0	0	5	0	1	53	3,011	3,180	3,482	2,957	3,057
	na	na	na	na	na	0%	na	0%	85%	99%	95%	na	na	na
	0	0	0	0	0	0	0.01	0	4	499	654	379	591	660
	na	na	na	na	na	na	100%	na	100%	28%	21%	na	na	na
	0	0	0	0	0	0	0	0	342	2,399	1,007	1,052	644	904
	na	na	na	na	na	na	na	na	2%	60%	58%	na	na	na
	12.2	**143.8**	**78.8**	**1,243.0**	**16.0**	**136.9**	**162.7**	**42.2**	**435.8**	**☑ 47,676**	**41,903**	**31,613**	**29,885**	**24,464**
	100%	92%	49%	100%	100%	0%	100%	0%	17%	☑ 87%	87%	na	na	na

indicators	units	corres-pondance GRI	reporting scope, as a percentage of the overall Group's turnover	EUROP								
				France	Poland	Spain	Belgium	Romania	Slovakia	Moldova	Armenia	Dominican Republic
KPI: tons of internal EVACUATED waste/ MEuros of turnover	tons/ M€ of turnover	EN22	94.6%	1.71	0.60	0.04	0.55	0.51	0.43	-	1.18	-
WEEE collected from customers (including batteries)	tons	EN22	98.2%	2,425	0.1	31	223	29	6	0	0.1	0
■ Percentage of Recovery	%	EN22	98.2%	83%	100%	14%	0%	100%	97%	na	100%	na
KPI: WEEE collected from customers	kg/ 1000 customers	EN22	98.2%	34.15	0.01	2.10	48.43	2.79	1.98	0.00	0.12	0.00
EMS KPI EMS: importance of ISO 14001 certified scope	%		92.5%	19.9%	29.1%	98.3%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%

	AMEA								Orange Business services International	Groupe 2013: valeurs validées	total Group			
	Senegal	Mali	Côte d'Ivoire	Egypt	Cameroun	Jordan	Kenya	Other AMEA Countries		2013	Figure 2012	Figure 2011	Figure 2010	Figure 2009
	0.02	0.54	0.14	1.07	0.06	0.36	2.20	0.07	0.22	1.16	0.96	0.70	0.66	0.53
	0	0	0	0	0	18	0	1	72	2,805	2,416	3,121	1,607	1,357
	na	na	na	na	na	7%	na	100%	45%	75%	78%	na	na	na
	0.00	0.00	0.00	0.00	0.00	4.73	0.00	0.11	na	13.00	11.54	15.35	8.22	7.74
	43.5%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	4.5%	☑☑ 35.0%	33.9%	25.0%	16.8%	14.0%

social data

-: not available   na: not applicable   nc: not collected

☑☑: item reviewed by Deloitte: Reasonable assurance   ☑: item reviewed by Deloitte: Moderate assurance

indicators	GRI code	scope (in % of the overall Group's headcount)	EUROP									
			France	Poland	Spain	Belgium	Romania	Slovakia	Armenia	Moldova	Dominican Republic	Other EME Countries
In the Group (end of the year)												
Number of male employees	LA13	100%	65,488	11,769	1,998	1,089	1,565	880	213	497	728	97
Number of female employees	LA13	100%	37,247	8,770	1,959	572	1,523	371	209	451	713	57
Total number of employees	LA1	100%	102,735	20,539	3,957	1,661	3,088	1,251	422	948	1,441	154
Percentage of women among the employees	LA13	100%	36.3%	42.7%	49.5%	34.4%	49.3%	29.7%	49.5%	47.6%	49.5%	37.0%
Total number of employees CDI (Permanent contracts)	LA1	100%	101,651	19,695	3,762	1,641	2,913	1,175	417	948	1,233	145
Total number of employees CDD (Temporary contracts)	LA1	100%	1,084	844	195	20	175	76	5	-	208	9
Total number of employees (Full Time)	LA1	100%	94,720	20,320	3,784	1,583	2,985	1,250	422	947	1,435	153
Total number of employees of the previous year	LA1	100%	105,731	22,235	3,962	1,787	2,960	1,311	421	969	1,271	149
Number of men (CDI) in management positions	LA13	99.7%	21,105	2,645	311	441	513	489	30	91	31	11
Number of women (CDI) in management positions	LA13	99.7%	9,099	1,000	116	181	337	95	11	42	18	3
Number of employees (CDI) in management positions	LA13	99.7%	30,204	3,645	427	622	850	584	41	133	49	14
Percentage of women (CDI) in management positions	LA13	99.7%	30.1%	27.4%	27.2%	29.1%	39.6%	16.3%	26.8%	31.6%	36.7%	21.4%
% of women in the "leaders" network	LA13	100%	Global figure (concerning 1,109 leaders at the end of 2013), difficult to split between the different countries, because of transverse-corporate activities									
Average age of the workforce	LA1	100%	48.0	40.7	39.5	38.6	32.5	35.8	30.1	31.5	31.2	33.4
Total number of permanent employees (CDI) in 2013	LA1	100%	104,351	21,287	3,815	1,773	2,806	1,207	415	969	1,271	138
Number of redundancies	LA2	100%	☑☑ 88	1,856	98	92	47	51	-	-	181	12
% of redundancies per country (compared to 2013 permanent employees)	LA2	100%	0.1%	8.7%	2.6%	5.2%	1.7%	4.2%	0.0%	0.0%	14.2%	8.7%
Number of external recruitments	LA2	100%	☑☑ 1,267	991	126	84	314	90	55	85	215	34
% of external recruitments (compared to 2012 permanent employees)	LA2	100%	1.2%	4.7%	3.3%	4.7%	11.2%	7.5%	13.3%	8.8%	16.9%	24.6%

(1) OBS International takes into account : Equant (which number of employees throught 200 countries including France, represents 94,7% of the overall number), 10 NRS subsidiaries (2,3%) and 8 Globecast subsidiaries (2,9%)
(3) Corrected 2010 Group Total (taken out of the HR data of Mauritius -1726 employees- and Equatorial Guinea -491 employees-, unconsolidated entities in 2010)

There are small discrepancies between the values presented above and those published in the annual report or Registration Document. These are due to rounding up for the Joint Ventures.

	AMEA								Other countries/ word organisations	Orange Business services International[1]	**Group Total 2013**	Group Total 2012	Group Total 2011	Group Total 2010 [3]
	Senegal	Mali	Côte d'Ivoire	Egypt	Jordan	Cameroun	Kenya	Other AMEA Countries						
	1,240	379	855	3,672	1,617	436	1,319	1,643	1,373	8,642	☑☑ 105,500	108,299	109,175	107,112
	629	117	537	1,162	494	229	418	1,034	621	2,877	☑☑ 59,990	62,232	62,715	61,287
	1,869	496	1,392	4,834	2,111	665	1,737	2,677	1,994	11,519	☑☑ 165,490	170,531	171,890	168,399
	33.7%	23.6%	38.6%	24.0%	23.4%	34.4%	24.1%	38.6%	31.1%	25.0%	☑☑ 36.2%	36.5%	36.5%	36.4%
	1,863	421	1,375	4,834	1,948	605	1,624	2,363	1,877	11,443	161,933	166,944	167,648	164,406
	6	75	17	-	163	60	113	314	117	76	3,557	3,587	4,242	3,993
	1,869	496	1,392	4,834	2,110	665	1,737	2,677	1,982	11,507	156,868	164,023	166,153	163,607
	1,902	444	1,347	4,773	2,316	663	1,663	2,690	1,918	12,019	170,531	171,929	168,356	168,107
	229	34	184	247	136	190	97	148	676	5,131	32,739	33,016	32,557	31,206
	93	6	75	55	40	51	42	51	325	1,462	13,102	12,967	12,498	11,833
	322	40	259	302	176	241	139	199	1,001	6,593	45,841	45,983	45,055	43,039
	28.9%	15.0%	29.0%	18.2%	22.7%	21.2%	30.2%	25.6%	32.5%	22.2%	☑☑ 28.6%	28.2%	27.7%	27.5%
	Global figure (concerning 1,109 leaders at the end of 2013), difficult to split between the different countries, because of transverse-corporate activities										☑☑ 24.43%	23.61%	23.80%	23.15%
	41.4	35.0	39.7	32.0	37.4	38.3	40.9	39.8	36.2	38.7	44.3	43.7	42.6	42.8
	1,902	387	1,337	4,773	2,129	603	1,663	2,385	1,808	11,925	166,944	167,684	164,365	164,372
	2	-	18	37	6	17	7	24	80	379	☑ 2,995	2,359	2,050	3,311
	0.1%	0.0%	1.3%	0.8%	0.3%	2.8%	0.4%	1.0%	4.4%	3.2%	1.8%	1.4%	1.2%	2.0%
	39	43	90	568	45	36	100	369	318	1,105	☑ 5,973	8,203	10,163	10,090
	2.1%	11.1%	6.7%	11.9%	2.1%	6.0%	6.0%	15.5%	17.6%	9.3%	3.6%	4.9%	6.2%	6.1%

appendices

indicators	GRI code	scope (in % of the overall Group's headcount)	EUROP								Dominican Republic	Other EME Countries	
			France	Poland	Spain	Belgium	Romania	Slovakia	Armenia	Moldova			
In the Group (end of the year)													
Number of resignations	LA2	100%	☑☑ 442	621	63	80	207	44	53	78	72	17	
% of volontary departures (compared to 2012 permanent employees)	LA2	100%	0.4%	2.9%	1.7%	4.5%	7.4%	3.6%	12.8%	8.0%	5.7%	12.3%	
Total number of employee departures (male)	LA2	100%	2,640	1,318	73	134	146	55	32	43	123	14	
Total number of employee departures (female)	LA2	100%	1,377	1,332	95	80	122	41	21	35	130	15	
Total number of employee departures < 30 years	LA2	100%	299	608	8	57	134	35	40	57	130	6	
Total number of employee departures 30-50 years	LA2	100%	540	1,485	150	138	132	59	12	20	118	23	
Total number of employee departures >50 years	LA2	100%	3,179	557	10	19	2	2	1	1	5	-	
Number of employees covered by collective bargaining agreements	LA4	100%	102,349	18,496	3,516	-	-	-	-	-	-	-	
Percentage of employees covered by collective bargaining agreements (compared to 2013 employees)	LA4	100%	99.6%	90.1%	88.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total number of trained workers	LA10	96.1%	92,229	18,720	3,936	1,436	2,010	1,361	245	729	1,517	-	
Total number of hours devoted to training	LA10	96.1%	3,330,491	605,039	171,291	36,461	64,827	50,015	5,515	28,294	62,661	-	
Average number of hours of training per year and per employee	LA10	96.1%	32.5	29.0	45.2	21.3	23.0	42.4	13.2	29.6	49.7	-	
% of employees who had a performance appraisal[4] & [5]	LA12		86.16%	97.0%	100.0%		100.0%			87.46%	88.54%		

The 6 indicators below are temporary values on a restricted scope of reporting [2]

indicators	GRI code	scope	France	Poland	Spain	Belgium	Romania	Slovakia	Armenia	Moldova	Dominican Republic	Other EME Countries	
Number of fatal accidents	LA7	96%	-	1	-	-	-	-	-	-	-	-	
Number of related work accidents [2]	LA7	96%	700	53	5	6	-	1	-	-	8	-	
Number of days lost due to non-fatal Work Accidents	LA7	96%	44,558	2,700	77	245	-	2	-	-	185	-	
Total number of days lost due to illness	LA7	90%	1,043,541	154,600	25,728	-	9,783	8,024	1,450	4,150	3,368	1,382	
Frequency rate of work related accidents (TFRAC) 2013: Not final value	LA7	96%	4.3385	1.4343	0.7469	2.1368	0.0000	0.4402	0.0000	0.0000	2.9875	0.0000	
Severity rate of work related accidents (TGRAC) 2013: Not final value	LA7	96%	0.2751	0.0731	0.0115	0.0872	0.0000	0.0009	0.0000	0.0000	0.0691	0.0000	

(1)   OBS International takes into account : Equant (which number of employees throught 200 countries including France, represents 94,7% of the overall number), 10 NRS subsidiaries (2,3%) and 8 Globecast subsidiaries (2,9%)
(2)   The number of accident have been reported, for OBS Intl, on 10 Equant countries: USA, UK, Brazil, India, Singapore, Australia, Germany, Belgium, Egypt and Mauricius), 6 Globecast subsidiaries & 4 NRS subsidiaries.
(3)   Corrected 2010 Group Total (taken out of the HR data of Mauritius -1726 employees- and Equatorial Guinea -491 employees-, unconsolidated entities in 2010)
(4)   the given % refer to the mid year performance employees appraisal campaign. For France & OBS, it concerns performance appraisal of senior managers (level E, F, G); for the other countries, when values are available, it concerns the complete population of employees.
(5)   For Poland, collected reporting on only TP, Centertel & Orange Customer Service Sp.Zoo (OCS) (96% of CDI employees)

	AMEA								Other countries/ word organisations	Orange Business services International[1]	Group Total **2013**	Group Total 2012	Group Total 2011	Group Total 2010 [3]
	Senegal	Mali	Côte d'Ivoire	Egypt	Jordan	Cameroun	Kenya	Other AMEA Countries						
	3	-	21	411	116	9	105	84	248	892	☑ 3,566	3,888	4,582	4,052
	0.2%	0.0%	1.6%	8.6%	5.4%	1.5%	6.3%	3.5%	13.7%	7.5%	2.1%	2.3%	2.8%	2.5%
	49	7	36	357	157	22	102	167	289	1,201	6,965	5,130	6,169	5,718
	15	4	11	132	63	12	36	62	111	381	4,075	2,917	3,162	3,143
	2	-	2	322	63	6	28	60	152	466	2,475	2,640	2,837	2,840
	4	11	41	158	135	26	77	157	233	925	4,443	3,663	4,603	4,107
	58	-	4	9	22	2	33	12	15	191	4,122	1,744	1,891	1,914
	1,869	-	-	-	-	665	-	762	74	1,620	129,351	133,700	132,079	130,393
	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	28.5%	3.7%	14.1%	78.2%	78.4%	76.8%	77.4%
	1,330	309	755	2,391	1,437	457	1,685	1,645	928	8,722	141,842	140,226	139,433	139,139
	70,400	20,048	38,756	75,482	49,718	17,402	21,366	60,973	16,477	233,606	☑ 4,958,820	5,120,114	4,868,034	4,755,346
	37.6	50.4	28.6	21.4	23.9	28.6	12.9	29.6	8.9	20.0	30.5	30.7	29	28.9
						58.59%				91.92%	na	na	na	na
	-	-	-	-	-	-	-	-	-	-	☑ 1	6	4	na
	2	1	16	1	36	-	3	13	5	9	☑ 859	905	852	na
	134	25	320	34	1,197	-	151	136	304	140	☑ 50,208	52,838	53,873	nc
	5,888	567	6,068	13,532	7,021	2,474	1,359	3,428	3,909	5,919	☑ 1,302,191	1,271,011	na	na
	0.5876	1.1583	6.4919	0.1156	9.2395	0.0000	1.2497	2.9019	2.6032	0.3784	☑ 3.2503	na	na	na
	0.0394	0.0290	0.1298	0.0039	0.2910	0.0000	0.0472	0.0304	0.1583	0.0040	☑ 0.1900	na	na	na

There are small discrepancies between the values presented above and those published in the annual report or Registration Document. These are due to rounding up for the Joint Ventures.

for more information on our Group,
go to www.orange.com/en/home

and to find out more about our subsidiaries:
www.orange.com/en/about/Group/global-footprint

contacts

For any questions or comments on this report, please contact: Orange Corporate Social Responsibility Direction

78 Rue Olivier de Serres, 75015 Paris, France
e-mail: contact.csr@orange.com

www.orange.com/csr

notes

orange™

Orange - 78, rue Olivier de Serres - 75015 Paris - Tel: 33(0)1 44 44 22 22
Corporate Social Responsibility Direction
S.A. with a capital of 10,595,541,532 euros - RCS Paris 380 129 866

www.orange.com/csr