

# 2009 roadmap

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