Diversity and Gender Equality Stakeholders Dialogue

The Essentials - 4 July 2016
As a digital and caring employer, Orange believes that diversity is a key success factor to support the changes affecting our industry.

Convinced that economic performance goes hand in hand with social performance, our diversity policy is part and parcel of our Essentials 2020 plan, to
- support digital transformation issues
- promote employee commitment
- give our customers an unparalleled experience through a unique employee experience

This diversity policy is also at the heart of our corporate social responsibility approach: supporting digital transformation everywhere we operate. It’s a key role and a privilege, with digital technology proving to be a catalyst for progress for society, our customers and each and every one of our employees.

Our diversity policy is organised around a dual approach:

- a global approach based on fostering talent and encouraging the inclusion of all employees, regardless of their differences
- a thematic approach focusing specifically on workplace gender equality, the integration of young people from underprivileged backgrounds, the integration of disabled individuals, and the company’s anti-discrimination measures

We wanted to listen to our stakeholders views on diversity to act accordingly. This document describes the Essentials of this dialogue.
About this dialogue

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Why hold a dialogue about diversity and gender equality at the workplace?

In conjunction with the Essentials 2020 “listening and responding” approach, the Orange group has implemented a structured and ongoing listening approach with its stakeholders. Orange based the dialogue approach on the principles of the AA1000 standard: inclusion (identification of active local stakeholders), materiality (relevance of themes for Orange and for the ecosystem), responsiveness (short and medium term action plans).

We seek input from all ecosystem stakeholders, from public and private sectors and civil society: ministries, donors and investors, NGOs, associations, experts, sociologists, the media, customers from the general public, business customers, suppliers, and of course our employees, and unions, who are at the center of our approach as a digital and caring employer.

We have capitalized on this approach to hold the first international digital dialogue on the theme of diversity and gender equality, linking global stakeholders and an extensive consultation of local employees and actors.

Starting a discussion on the topic of workplace diversity helps not only to improve employee commitment but also to better respond to the needs of residential and business customers and of our citizens.

Overview of the diversity and gender equality dialogue

- **6 countries**
  - Senegal, OBS Russia, France (Lille, Lyon, Toulouse, Rennes, Paris), Jordan, Romania, OBS India
- **Dialogue around 6 key issues of diversity**
- **1 global feedback event on the 4th of July 2016 involving all Group stakeholders**
- **More than 120 external stakeholders and more than 700 employees consulted**
- **Local stakeholders dialogues and 1 action plan for each country adapted to local business and socio-cultural context**
- **1 consultative panel of experts**
- **Co-construction of global and local solutions**
- **Local online consultations (internal and external) closed communities and employee forums (Plazza)**
- **1 international specific chat on gender equality involving employees and Excom members - 8th of March**
Which stakeholders have we consulted?

Workshops
Over 300 employees consulted during workshops: employees with different responsibilities and functions, male and female, various ages, internal networks, trade unions...

Face to face interviews
58 executives (local Excom members)
6 EXCOM members

Digital Café
Over 50 residential customers and users participated in digital cafés on our Dream Orange platform in France and the YAAY platform in Senegal
Over 450 posts

Social networks
Over 300 employees contributed to our internal social network Plazza and the private Orange France employees community on Facebook
Over 400 posts

Employee chat
EXCOM members replied to employees questions from all the group during a chat organized on 8 March 2016
Over 120 questions asked
Which themes have we considered?

6 themes covered and 18 fields of action

1. Gender equality
   - Equal pay
   - Access to positions of responsibility
   - Balance in professions (especially technical)
   - Work life balance

2. Origin
   - Ethnical
   - Social
   - Geographic
   - Nationality
   - Diploma
   - Religion

3. Disability and temporary fragilities
   - Welcome / integration (including physical accessibility)
   - Support of temporary fragilities

4. Age
   - Inclusion of senior people
   - Inclusion of young people
   - Transmission between generations

5. Sexual orientation
   - Orientation and identity

6. Opinion
   - Political opinion
   - Union involvement

Consultation divided into 3 parts

Each issue in your country

- Is it significant?
- Is it sensitive?

1 = barely significant/barely sensitive
2 = quite significant/quite sensitive
3 = significant/highly sensitive
4 = major/taboo

Each field of action for Orange

- Perception of performance?
- Should it be a priority field of action?

1 = no action
2 = one-off actions
3 = satisfactory
4 = leader/very satisfactory
DK = don't know

1 = low priority
2 = moderate
3 = high
4 = major

Key success factors
Open questions (to build on statements obtained during face to face interviews)

We are considered senior at 45 years old, and at the same time we don’t want to recruit young people, what about transmission in all this?

Online surveys

Amongst the following subjects, is there one that you think is difficult to deal with in a company?

- Workplace gender equality
- Background
- Disability and temporary fragilities
- Age
- Sexual orientation
- Opinions
- None
- Other

Requests for responses to contribute to the debate over time

At work, there are people that are disabled, there are people who have stronger family commitments than others, as managers, how do you deal with these situations, where appropriate?

Definitions to start off the dialogue

How would you define diversity?
How have stakeholders received the approach?

Not all themes could be dealt with officially in all countries for cultural or legal reasons. We have ultimately been able to deal with all topics informally, through a voluntary contribution by stakeholders, to everyone’s satisfaction, including the most sceptical.

“It’s a time when you are actually listened to, where you can discuss matters” Employee workshop

“Your approach is really interesting, I have explored other associations and your highly defined approach makes you really stand out” Authority

“A very interesting approach which makes you want to find out more and above all become partners” Civil society

“The approach is great...modern...it shows that you really think about your practices, and that’s really encouraging!” Authority

“I see Orange as a company which is always there when you have a new idea on these topics. An innovative company, active and even proactive, always up for different topics, and this is demonstrated in this dialogue” Expert
The essentials: the main lessons

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Equality for women and men in the workplace, a source of transformation with the potential to unite Page 13

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Increasing the diversity of employee profiles: a performance factor for digital and human employers Page 14

Essential 3
Fostering generational diversity of teams to support the digital transition in all regions Page 15

Essential 4
Detecting weaknesses in order to account for the impact of sensitive social issues Page 16
What does diversity mean for the stakeholders involved?

“It’s a personal topic which is inherently crucial” Authority

“A company is a sample of society and that is diversity, and we benefit by being in this group. It’s the example behind all this.” Regional HR department

Company

Adaptation

Integration

Sensitive

Workplace equality

Customers

Management

Skills

Support

Partnerships

Performance

Transmission

Welcome

Diversity

Obstacles

Society

Listen

Differences

Guidance

Culture

Challenges

“It’s a major issue as it involves the consideration and value given to others” Authority

“You operate all over the world and so you have to deal with all issues relating to people’s backgrounds.” Business Partner

“There is a type of diversity which is still difficult for many to accept, all over the world, and that is our intellectual diversity. We often define intelligence as having logical reasoning, quick thinking, doing well at school, being “well-educated.”. In reality intelligence has various forms, and these different types of intelligence are what help an idea/project to become something exceptional. I think that diversity is about recognising our differences in all their forms, taking advantage of them and above all, promoting them.” Employee (Plazza)

“The company must also welcome each employee with their unique features (disability, sensitivity, level of education, culture, etc.) and provide a working environment and tools allowing their personalities to blossom, to pool skills and assets to move towards a common goal!” France customers digital café
### Overview of results

#### PRIORITIES FOR ORANGE

**Zone 1:** PRIORITY ISSUES WITH GOOD ORANGE PERFORMANCE
- Work-life balance
- Support for temporary fragilities
- The themes around workplace gender equality (with progress on equal pay and some progress on female access to technical positions and managerial roles)
- For integration of senior workers, an average priority with performance also seen as average

**Zone 2:** PRIORITY ISSUES WITH LESS ACTIONS TAKEN by ORANGE
- Transmission between generations
- The integration of Youth
- The inclusion of employees with disabilities
- Opening up recruitment and internal transfers to different types of diploma/levels of education
- Inclusion from different backgrounds and origins (social, ethnic, religious, nationality, geographic)

**Zone 3:** WEAK SIGNALS, ISSUES SEEN AS LOWER PRIORITY WITH FEW ACTIONS TAKEN
- Consideration of political views
- Sexual orientation (LGBT)
- Trade union involvement (above all in France)
Essential 1: Equality for women and men in the workplace, a source of transformation with the potential to unite

MAIN LESSONS

• A strong impact of local culture and society, with perhaps some obstacles relating to the traditional roles of men and women.

• Gender equality: a change in mentalities which occurs in all countries through... the involvement of men.

• Wage equality is generally not a problem. Wages are linked to performance and skills, with the downside being the impact of part-time work often being taken by women (mainly in France)

• Orange is generally ahead of the curve on access to managerial roles, especially in Top Management, however with a feeling that access to managerial positions remains difficult for women, that certain cultural and/or personal obstacles remain, and a need for role models who are not necessarily “wonder women”.

• Female access to technical roles is a challenge experienced across all countries, with a strong willingness by management to get things moving, faced with a lack of candidates in technical and engineering (affected by culture, society, need for joint initiatives with the public/education and the private sector)

• The work-life balance is a common issue for men and women, with problems relating to the “right to disconnect” (France), a balance between family life and work, and a need for time in some countries to develop remote working (high levels of ‘presenteeism’, technical constraints)

WHAT OUR STAKEHOLDERS HAVE SAID

"Not letting half of the population access resources or give opinions is stupid!"  Orange Director

"In Spain there is a study that say for a man the key is his wife and to a woman is the nanny and without it I couldn’t have my career."  Talent sharing workshop

"Male resistance to the topic of workplace gender equality is a concern. Their lack of involvement or even counter-productive efforts must be addressed."  Civil society

"10 years ago I was against quotas, but now I think that it’s the only way to get things moving"  Orange Director

"The issue is key. If we don’t have equality between men and women, humanity cannot function. The person who is smart enough to place this topic at the heart of their political agenda will win the next elections. We need each other. I am certain that if there were more women, we would have more peace and less armed conflict."  Civil society

"Digital technology is seen as a man’s world, whereas digital technology is a new concept. If women aren’t at the forefront, it would be one of the greatest injustices in history. Orange is highly accountable. It is about placing women as actors and not just as beneficiaries of digital technology. The issue goes far beyond that of equality: the people who are going to build tomorrow’s world."  Authority

"We want to represent the world“ and the world is 50% women until we get there, I mean it’s a very ambitious target, we know it is almost impossible for technological companies without making too many compromises. But it is also very much a social and society challenge. Companies can not solve it. If you get the 18% graduate from universities on the technology side, how do you get to 50% of our R&D force?"  Business partner
MAIN LESSONS

• Diversity at Orange must reflect the diverse profiles and expectations of customers (diverse ages, genders, cultures, languages): very high expectations from civil society and authorities that Orange takes the reins and acts as a role model on this topic, as a responsible employer with a strong local social footprint

• Orange is seen as overly “dyed-in-the-wool French”, too elitist, with more of a focus on France than the rest of the world. A need for stronger cultural mixing, at all levels, including the Excom

• Education is still key, above all in France, with the need to diversify recruitment towards perhaps less educated, more original and new profiles to adapt to a “more agile world”, where creativity and taking the initiative are more important

• Orange is seen as a company fighting against discrimination and generally very open, the diversity of profiles is seen as an asset and a unifying factor, which is part of the company’s DNA in the majority of countries

• Integrating people with disabilities is a shared priority across all countries, acting in partnership with the Government and NGOs, capitalizing on the use of new technologies and encouraging initiatives in education to increase the pool of candidates, but obstacles still exist: difference can still create fear, demystification work is required

WHAT OUR STAKEHOLDERS HAVE SAID

“Diversity is important in order to have a company that reflects society.”
Orange Director

“We are too focused on education and not enough on experience. It’s hard to get things moving and it’s hard to find the diversity which exists in society.”
Orange Director

“The role of a company is setting an example and breaking stereotypes. To do this, we need to put people where we wouldn’t expect, to put people first. The company can also set up events, sharing moments, sports challenges which can mix people from different backgrounds, positions, etc.”
Authority

“We are an international company at OBS and the theme of diversity is an operational problem and important to handle in areas where it will grow our business: support and deployment.”
Orange Director

“Disability is part of collective diversity. We need to go further with specific integration initiatives. In the call center, it’s a success with a higher number of disabled people managing a significant number of calls.”
Orange Director

“All roles can be accessed by people with disabilities, the question is whether managers and teams want it as well”
Civil society

“Most documents are in French, that means someone who does not speak French cannot be involved in decision making, so there is less diversity… speaking different languages is a big thing to improve, you should speak English all the time.”
Talent sharing workshop
Essential 3: Fostering generational diversity of teams to support the digital transition in all regions

**MAIN LESSONS**

- Risk of generational divide mentioned in many countries, with a new digitally agile generation with new ways of working, with the risk that senior workers feel like “has-beens” or ignored
- We need to value past AND present skills of senior workers. Very high risk of losing skills and know-how with the departure of oldest workers, particularly in the technical field
- Overly hierarchical structure mentioned by the youngest workers (few responsibilities given to young people, lack of mixing between grades); senior people want to better understand young people and “decrypt” them
- Important to integrate young people as a driver of socio-economic development in all countries. There are great expectations for Orange externally on this topic in all countries
- Opportunity: to encourage the transfer of skills between generations, for example with intergenerational digital coaching

**WHAT OUR STAKEHOLDERS HAVE SAID**

“A real source of wealth, life does not stop at 60.” Authority

“Our focus has to be about young people, they are the future. The fact we don’t have young people, who use the new digital technology is a problem in our strategy. Maybe they are busy with another strategy but in my opinion it’s a big mistake.” Talent sharing workshop

“Understanding younger generations, Y & Z, is important because we don’t work in the same way, mentalities change and to avoid a conflict between generations we need to better understand the 2 generations.” Managers and HR workshop

“Where are the company assets going to be transmitted? It’s a genuine question” Managers

“Older people like having younger people in their teams. Each person has their own way of working but exchanges come about naturally.” Orange Director

“It’s very complicated and I think that transmission between generations is difficult because sometimes large numbers leave at the same time. There are managers who are alone in very unusual situations. This natural transmission is not taking place because senior people are leaving in large numbers and there is dissatisfaction linked to this ambiguous situation” Orange Director

“I think that transmission of company know-how is very important!! When I entered the group, my mentor was a senior worker and without his help I would have been in trouble despite the changes to my job. Now, I am following his excellent example by sharing my know-how with the younger workers who join the Group...” Employee on Facebook

“We do a lot, there is recognition of expertise and of more experienced people. The qualification route for interns is very good.” Orange Director
MAIN LESSONS

• Orange is seen as a pioneering company, embodying secular and equal values beyond diversity. As a result, it raises the key question regarding the role of a private company like Orange in pushing the boundaries/mentalities of society.

• Some themes could not be discussed or were very difficult to discuss (sexual orientation, background) due to local, cultural and legal contexts. We adapted to local cultures but the stakeholders all gave an opinion informally on all topics.

• The theme of religion is very sensitive in France, with a lack of information perceived by managers, who need to share practical examples to meet the needs of employees ...and sometimes customers requests.

• Strong demand for manager training and support to help them to detect and manage people experiencing temporary fragilities.

• Political views respected which remain private in all countries, or discussed during “down time”.

• Feedback in France on trade unions which are not very representative of employees and which have problems in passing on their knowledge to younger generations who are less interested in the topic.

WHAT OUR STAKEHOLDERS HAVE SAID

“Our managers are not comfortable, for example for prayer requests: we need support, sharing, information about labor law” Orange Director

“Human distress is not always obvious on a daily basis, we aren’t supermen or superwomen! We need to listen to their problems” Orange Director

“Sometimes temporary fragilities cause very complicated situations and sometimes we ask too much of our managers: they don’t manage to get these people out of their depression or their situation and they feel like they have failed.” Orange Director

“We need to pay attention to the topic of sexual orientation, but we shouldn’t do anything or talk about it specifically. We just need to make sure that there is no discrimination in relation to this topic. It’s something to keep an eye on” Managers - HR workshop

“There is a real lack of interest amongst young people in relation to trade union involvement: working with OS, representation of young people, union leaders not renewed after leaving” Orange Director

“When looking after people with temporary fragilities: we require our managers to make decisions that they shouldn’t have to make. It’s not temporary. There are people who deal with unmanageable people for years and they aren’t trained for that. And it’s difficult to talk about. I spoke with the occupational doctor who told me: “you are the last link with society for these people”. It’s a burden on the team despite their strong empathy” Orange Director
Lessons by Country

Senegal
Russia
France
Jordan
Romania
India

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MAIN LESSONS

• Specific context for Senegal, a culturally diverse and highly religious country famous for ‘Teranga’ (hospitality), with some strong progress on the role of women in the political and economic fields. Although, gender roles are very determined, men having financial responsibilities and women being responsible for the education of the children and household organization (dual responsibilities for working women).

• Diversity is a new CSR concept, but already on the table at Sonatel, however the existing diversity policy (particularly regarding workplace gender equality) is little or poorly known by external stakeholders.

• Sonatel is making progress on female access to managerial roles, above all in the EXCOM but these responsibilities are seen as difficult to reconcile with family life, we need more testimonials internally and externally and increased female access to middle management roles.

• People with disabilities are excluded from society, Orange can be a positive example, as a direct employer and by encouraging entrepreneurship.

• Respect for senior people deeply rooted in society, in addition to the need to encourage youth employment (main employer in the country)

WHAT OUR STAKEHOLDERS HAVE SAID...

“Young people are under-represented in technical roles as girls are not guided towards technical positions - there are social obstacles to getting a Master’s degree as there is an expectation that you are going to get married” Employee panel

“We have specific problems relating to the family, this should be considered in more detail […] the majority of women with responsibilities have problems at home” Employee panel

“Senegalese society is unaware that you have 40% women in the Codir and you are a rare organization. We need to inform Senegalese people, through television, direct contact with the public. Sonatel is a leading company in this country” Civil society

“Senegalese society was unimaginative and he ran a country which is 95% Muslim” Orange Director

“There is a sharp between the generations, we criticize young people for a lack of commitment. There is a different way of thinking, before we were proud of working late, now we are ashamed of sending emails too late, ‘they have no life!’”

“Seniority is still highly valued in Senegalese society” Orange Director

“Women are under-represented in technical roles as girls are not guided towards technical positions - there are social obstacles to getting a Master’s degree as there is an expectation that you are going to get married” Employee panel

“What we have specific problems relating to the family, this should be considered in more detail […] the majority of women with responsibilities have problems at home” Employee panel

“Orange Director

“Senghor wasn’t Muslim and he ran a country which is 95% Muslim” Orange Director

“There is a shock between the generations, we criticize young people for a lack of commitment. There is a different way of thinking, before we were proud of working late, now we are ashamed of sending emails too late, ‘they have no life!’”

“Seniority is still highly valued in Senegalese society” Orange Director

“What we have specific problems relating to the family, this should be considered in more detail […] the majority of women with responsibilities have problems at home” Employee panel

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“What we have specific problems relating to the family, this should be considered in more detail […] the majority of women with responsibilities have problems at home” Employee panel

PRIORITISATION OF DIVERSITY ISSUES

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3 priorities stressed by stakeholders

• Work-life balance mentioned by all employees, with women having to cope with family responsibilities on top of their work

• Need to open recruitment and promotions depending on skills rather than education

• Youth inclusion is a priority as with other African countries (over 50% of the population is under 18)

• Sexual orientation is taboo
STAKEHOLDER PERCEPTIONS ABOUT DIVERSITY ISSUES

• Orange Business Services is seen as pioneer in terms of diversity and gender equality: mix of nationalities, equal opportunities for men and women. Historically gender equality is not much of an issue: women have always been involved in every part of the society (communist past).

• Positive and friendly atmosphere in Orange perceived by both internal employees and external stakeholders.

• Work life balance issues have to be tackled, especially concerning child care and maternity leaves.

• New challenges to be addressed: taking care of disabilities (differentiator on the market).

• Certain topics could not be openly discuss: sexual orientation (illegal), political opinions stay private.

WHAT THE STAKEHOLDERS TOLD US

- “You have to have a higher education degree to get the job.” - Partenaire business

- “On one hand Russia is a lot behind other European countries in terms of integrating disabled people; on the other hand government and employers support temporary illnesses in a good way.” - External Business Stakeholders

- “Historically in Russia we have pretty high level of gender equality – many strong women who carried male duties and professions.” - Managers workshop

- “Nationality might be taboo, because of the history and soviet union, we are citizen of Russian Federation. This is not brought to the business world. In Russia there are 50 nationalities but is not typed on your passport: you are citizenship of Russian Federation.” - Top management OBS Russia

- “In Russia it’s a problem to find first place for the young people after graduating without relevant experience. For senior people it’s also more problematic because of preference for the younger specialists and lack of job offers. But also senior people in Russia are a little bit passive and not motivated themselves in getting a job.” - External Business Stakeholders

DIVERSITY PRIORITISATION OVERVIEW

ZONE 1

Opportunity to take leadership
- Work life balance
- Support of temporary fragilities
- Integration of disabilities

ZONE 2

Improve performance on
- Transmission between generations

WHAT THE STAKEHOLDERS TOLD US

- “On one hand Russia is a lot behind other European countries in terms of integrating disabled people; on the other hand government and employers support temporary illnesses in a good way.” - External Business Stakeholders
MAIN LESSONS

• Diversity is a recognized and well understood concept internally, unifying and part of Orange’s DNA. Orange is also highly accountable for this topic externally (reputation, leadership perception, but initiatives are often little known, particularly regionally). Diverse profiles and cultures are more common in Ile-de-France than in other regions, but not really seen as an asset internally when considering diverse external customers.

• Strong progress on workplace gender equality, particularly access to managerial roles encouraged by top management and wage equality, but certain obstacles remain regarding the official involvement of fathers in family life, which facilitates the careers of women. Women’s access to technical roles is still a real challenge.

• Age is a critical point, with the need to integrate, to understand young people in a digital world, to value senior people who represent the company’s heritage. A real challenge to transmit and share expertise. Warning expressed by service providers about the loss of technical understanding.

• The expression of religion is an issue identified as sensitive, with a lack of information perceived by managers, who need to share their experience dealing with the issue, practical cases and answers to give to employees ... and sometimes even to fears expressed by customers

• Students Internship highly appreciated and recognized internally by employees, but not well-known externally in France

• Diploma (nature and level of degree) is still key in France, with differences between field positions where it is easier to progress than in corporate positions

• Even if the work-life balance is generally considered to be good, there are expectations regarding standardization of remote working and best practices regarding the right to disconnect (“good conduct” rules shared between managers and employees, flexible and personalized)

• Very strong empathy towards people with disabilities, but operational issues still exist. In the same manner, very strong empathy towards people with temporary fragilities, but managers state that they don’t have the right preventive resources (how can we detect these problems?). Need for support and dedicated moments for sharing

• Need to renew trade union commitment has been strongly expressed regionally, with unions no longer representing the real needs in the field, with few young people or even women

OVERVIEW OF RESULTS IN FRANCE

ZONE 1
Opportunity to strengthen leadership
• workplace gender equality
• disability and support for temporary fragilities

ZONE 2
Improving performance on:
• transmission between generations
• appreciation of different backgrounds
• integration of young and senior people
**RECEIVED GENDER EQUALITY**

"We aren't the emergency services, do we need to receive emails all the time?"  
*Managers workshop*

"After the social crisis the company made an effort regarding union involvement but I think that we still have a way to go."  
*Managers and HR workshop*

"One of our disabled young people was well supported by his tutor and this helped with his success. There was training with genuine follow up at Orange. We take time with the tutors and they are made available. We are there to explain and downplay any issues, we do away with any taboos with the employer."  
*Civil society*

"Education is still key, it’s part of French culture. There is work going on in the background, but it’s something that we need to keep an eye on."  
*Managers workshop*

"There are huge differences between Paris, Lyon and small towns in terms of diversity. There is much more diversity in Paris"  
*Internal association*

"I think that girls have the ability to provide something different and to be more open to things other than technical topics. This is slowly starting to be promoted with Rennes 1, we are working with girls in the medicine faculty to guide them towards digital roles."  
*Orange Director*
DIVERSITY IN... JORDAN

STAKEHOLDER PERCEPTIONS ABOUT DIVERSITY ISSUES

- Jordan is by nature a melting pot and is welcoming different nationalities, including refugees, but the concept of diversity can be still be sometimes sensitive at the workplace, linked to specific cultural context (Bedouins, Palestinians, Christians, Muslims, Syrian, impact of social class ...)
- Gender equality is still rather sensitive and needs to integrate men as change makers, “fairness” rather than “equality” was mentioned, women are highly educated (70% of graduates), but face higher unemployment. Women are expected globally in the society to take care of their family life first before their careers, but Orange is ahead on pushing women access to managerial roles.
- Education is a priority in the country, with the importance of family values and of the integration of youth. It gives an opportunity for Orange to communicate as a “family friendly” employer, focusing on work – life balance for the employees and supporting the education of Youth (for example through employees volunteering giving free private lessons)
- Taking care of disabilities is requested by ALL stakeholders (for customers and employees)

WHAT THE STAKEHOLDERS TOLD US

“Diploma is a must have, even for a driver who thinks he can progress” NGO

« In Jordan disabled people are not receiving the proper services, including education. We need to raise awareness for their rights to live, education, rehabilitation, acceptance » Authority

« The priority in Jordan is to consider women as a whole person and let them take an equal place » Top manager
“Gender equality in Jordan is taboo, women are followers, not decision makers, that’s the way they were raised” Civil society

“Talking about women could be misperceived. Generally speaking, regarding gender equality, the majority will think that there is a hidden agenda behind it.” Civil society
« It is easy for women to find entry level work, but the advancement is not as simple, the higher the position the harder women can get it. Culture, perception of men, lack of support are some of the main reasons to block women from senior positions. » Staff

« Generally in the region, it is an increasingly young population. Their demands need to be addressed. Culturally there is a respect for the elderly, but don’t know how long it will last. » Civil society

« We discuss politics at the cigarette break !” Employees workshop
«Sexual orientation you get a blank book or gigling » NGO
Women have to do double or triple efforts » Top management

DIVERSITY PRIORITISATION OVERVIEW

<table>
<thead>
<tr>
<th>EXCELLENT</th>
<th>OPTIMIZE RESOURCES</th>
<th>KEEP UP THE EFFORT</th>
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<tr>
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ZONE 1

Opportunity to take leadership
• access to responsibility positions for women
• equal pay

ZONE 2

Improve performance on sensitive issues
• work life balance
• disabilities
• transmission between generations

ZONE 3

Monitor emerging concerns
• origins
DIVERSITY IN... ROMANIA

STAKEHOLDER PERCEPTIONS ABOUT DIVERSITY ISSUES

• A positive historical and societal context for women accessing workforce and responsibility positions: no issues were raised on equal pay and access to positions of responsibility (it is not a priority subject, “natural”, linked to communist past)

• The issue of girls in technical fields still needs to be tackled with influencing the education system

• The integration of disabled people is very critical and could be a priority for Orange for a CSR/diversity action plan

• Age might become an issue with loyal Orange Romania employees getting older, and dynamic young workforce still on the market (digital gap?)

• “Well being” program at work very well perceived by the employees as part of a good work-life balance (sports, parenting courses etc.)

• Integration of Roma mentioned by NGOs remains a sensitive topic in the society

WHAT THE STAKEHOLDERS TOLD US

• "Problem with digital skills, nobody teaches seniors." - Civil society

• "The young generation has a problem to be competitive on the market. Some old people at 60 are exceed by the technology and they don’t learn, they refuse to adapt and they keep the jobs occupied." - Civil society

• "Romanians are very open to people coming from the western cultures. If you’re coming from India, China they are more circumspect. Roma are very discriminated. Despite the fact the communism tried to uniform the society, it didn’t help for gypsies. Now there is an awareness campaign on the emigration situation. The mentalities are hard to change." - Authority

• "Romanians are tired about politics, it was a subject before but now there is a lot of corruption and lack of younger generations in politics." - Top management

• "It’s a disaster situation, with the communism time, and the image of the perfect man. All disabled people, or people with problems were isolated, nobody taking care of them!" - Orange Manager

• "We are coming from communism so we can say women are very active in the work force. We have many things to do for access to position of responsibility. The work life balance is an issue in Romania, now we are trying to change the maternity leave low, a higher period for mothers to stay with the child, but other facilities don’t exist (the schedule of the kinder gardens is not appropriate for working moms, men don’t get involved in general)." - Authority

DIVERSITY PRIORITISATION OVERVIEW

ZONE 1
Opportunity to take leadership
• work life balance
• support of temporary fragilities

ZONE 2
Improve performance on
• inclusion of young people
• disabilities

ZONE 2

ZONE 1

EXCELLENT
GOOD
ORANGE
PERFORMANCE
SOME
ACTIONS
NO
ACTION

MONITOR WEAK SIGNALS

OPTIMIZE RESOURCES

KEEP UP THE EFFORT

IMPROVE PERFORMANCE

WEAK MEDIUM PRIORITY FOR ORANGE HIGH CRITICAL

Opportunity to take leadership
• work life balance
• support of temporary fragilities

Zone 2

Zone 1

Excellent

Good

Orange
Performance

Some
Actions

No
Action

Optimize Resources

Keep Up the Effort

Improve Performance

Monitor Weak Signals
STAKEHOLDER PERCEPTIONS ABOUT DIVERSITY ISSUES

- A diverse country by nature, with a very good mix of cultures and backgrounds within OBS in India
- Strong cultural legacy: women are the ones to take care of the home and family, culture is changing ... but slowly, with a strong difference between urban and rural areas
- Improving gender equality is also a tool to find attrition of the employees (women tend to switch less)
- Engagement of the top management on Gender Equality is perceived but concrete actions are expected
- Orange seen as in advance for work life balance, remote work and flexible time to be studied
- An opportunity to integrate people with disabilities linking with CSR actions, as it is done in other private companies
- The question of age needs to be anticipated: understanding the youth, the new millennia, and taking care of the loyal older employees (skills anticipation)

WHAT THE STAKEHOLDERS TOLD US

- Men need support to manage women: I know to handle a female at home, not at work - Workshop managers
- Law of sexual harassment in the workplace can be scary to recruit one woman - Workshop managers
- Origin is a very important topic in India. Every state has its own language, culture (99 languages). We are a multicultural country so in some way it is part of our life. - HR (OBS India)
- We talk everywhere, there is free expression, we talk openly about politics and cricket! - Orange Director
- The cast system is still very prevalent in some part of the country, even if the government and the society are taking steps to ensure that is not the case. These subjects are being discussed in media and government: people are talking about equal rights for people who called the "backward castes" - HR (OBS India)

ZONE 1
Opportunity to take leadership
- inclusion of young people
- transmission between generations
- access of women to positions of responsibility
- work life balance

ZONE 2
Improve performance on
- fair representation of women in all jobs areas
- integration of disabilities
Moving forward

Key success factors

Possible areas for action

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Page 27
Key success factors (*):

- **Top management leadership / commitment**
- **Affirmative actions**
- **Dedicated financial support**
- **Coaching, mentoring and tutoring**
- **Promotion of internal networks**
- **Training / sensitization (stereotypes...)**
- **External partnerships**
- **Internal communication**
- **External communication**
- **Managerial coaching**
- **Flexible working time**
- **Remote working solutions**
- **Men’s involvement in promoting gender...**

1. **Top management involvement seen as a priority externally, by employees and... by top management**
2. **Affirmative actions (recruitment, salaries ...) expected mostly by employees**
3. **Training and sentization expected by all stakeholders**
4. **Partnerships mostly expected externally**
5. **Managerial coaching mostly expected by employees, managers and HR**

(*) represents the total number of people quoting the key success factor in their top 3 answers

(**) Key success factors only discussed during workshops focusing on gender equality

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“**Top management involvement and governance is crucial: if you don’t have that, you can do whatever you want but it won’t work.**” Civil society

“**Sharing best practices between generations on Plazza. It’s a real hotbed for this!**” Managers workshop

“We do lots of things, but employees aren’t always aware. We need to tell them about small initiatives in the field, explain why they’re taking place, etc.” Managers workshop

“Using digital technology to communicate about diversity, discuss with SMEs, use the right technology, share resources” Civil society

“We need to get men involved, workplace equality shouldn’t just be about women” Manager workshop

“I’m both against positive action, because it’s sad to have to resort to it, and supportive because it’s effective and quick. An important topic. It seems easier to take on a non-disabled person, but we need to put systems in place from the start.” Orange Director

“We had a case where a customer asked why the person sent to her house was black or Arab, and she didn’t want them to come to her house. I don’t really know how to manage this type of situation. I suppose that we sent someone else so that the customer was satisfied. I don’t know if Orange would have known that we insist on not sending someone else. We need to look for solutions together for this topic.” Business Partner
Diversity topics considered at a Group level...

- Encouraging gender equality at all levels of the organization and in all roles
- Systematically implementing disability inclusion programs, in line with the ten commitments in the global charter signed with the International Labor Organization in 2015
- Raising awareness of the effect of stereotypes and biased decision-making
- Constantly identifying and analyzing weaknesses thanks to the implementation of new communication channels
- Integrating new generations and maintaining mobilization of older employees by embracing the logic of constantly adapting to societal changes, valuing their career history and expertise.
- Proposing flexibility measures in the working organization to support the work-life balance in each country, based on the digital transformation
- Ensuring equal treatment terms in all HR processes, to avoid any sort of discrimination or side-lining of talent
17 initiatives identified by the dialogue

1. mixed or equal short-lists for managerial roles between men and women
2. systematic female employment targets, particularly for technical roles
3. rethinking talent management to avoid stereotypes and biased decision-making which penalize female careers
4. launching new cross programs between different companies in the digital sector to increase the pool of female candidates
5. increasing support during significant personal events (return from maternity leave, illness...)
6. deployment of initiatives targeting men (e.g. Happy Men) in culturally compatible countries
7. integration of systems in well-being programs which allow a better work-life balance
8. studying further the use of flexitime and remote working
9. deploying training modules in each country on physical appearance and stereotypes
10. analyzing HR processes to ensure that they do not contain any criteria which could lead to unequal treatment/training of people being assessed. Example: women being asked about marriage during job interviews in India
11. signing an agreement with Handicap International to source disabled people and integrate them into the working world
12. boosting Orange’s image as a highly welcoming employer for anyone who potentially experiences discrimination. Example: Orange ramps in all universities for disabled access in Jordan
13. welcoming young people potentially experiencing discrimination to the company to allow them to discover career opportunities in digital technology and receive employee support
14. deploying the « Etableurs » initiative established in France to other countries
15. inter-generational workshops with sharing of best practices and experiences
16. emphasizing more senior profiles, their experience, their career history, their skills in all company communication
17. continuing the dialogue in a Diversity and Inclusion community (Plazza, Orange’s internal social network)
In brief: what we can take away from the diversity dialogue...

- At a Group level, the dialogue did not identify any shortcomings in the themes covered, all topics in the field of diversity are identified even if quite differently in each country because of the local cultures and priorities. In some countries, the dialogue demonstrated how it is impossible to discuss certain topics which are considered sensitive or even provocative (religion, sexual orientation) and the need to indicate the Group’s commitment in a way that is compatible with the country’s culture, which raises the issue of a possible “global” approach to these topics. However, refusal of any discrimination with a focus on skills, motivation and results is shared by all countries.

- Regarding diversity topics, the stakeholders outside the Group indicated that they wanted Orange to set a leading example, as a company which is known for its CSR commitments, and across its entire ecosystem.

- Orange assets in terms of the diversity policy are not well known externally. Once they were presented, the people we asked thought that they were remarkable. They suggested that it could set Orange apart from its competitors (customer image) or other recruiters (employer image) if there was greater awareness of its equal opportunities policy amongst the general public.

- The main expectation indicated externally was to support people who are often isolated into work (women, disabled workers, young people from modest backgrounds and more rarely minorities). The commitment of Orange employees to equal opportunities initiatives is seen as a tangible sign of the genuine commitment of the company, beyond potential financial support.

- Orange’s image as an employer would be particularly improved if these career opportunities for disadvantaged people were made public. There is a particular expectation to emphasize female Orange employees who could be role models due to the responsibilities that they hold.

- The employees that we asked were unanimously proud to work for Orange, they welcome the equal opportunities climate in the company compared to others and, more generally, the Group’s employer offering (well-being and flexibility initiatives for a better work-life balance, particularly due to digital tools).

- The main key success factor of the approach, identified both internally and externally, is the commitment and example set by top management. It is hoped that this commitment is largely shared by all managers beyond the Executive Committee itself.

- It is expected that the dialogue will continue and become regular due to the strong interest shown in it. The strong cooperation shown by all stakeholders convinced the team that held the dialogue in the opportunity to leverage on this « listening and responding » approach.
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Merci

Thank you

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