

2012

# Corporate Social Responsibility

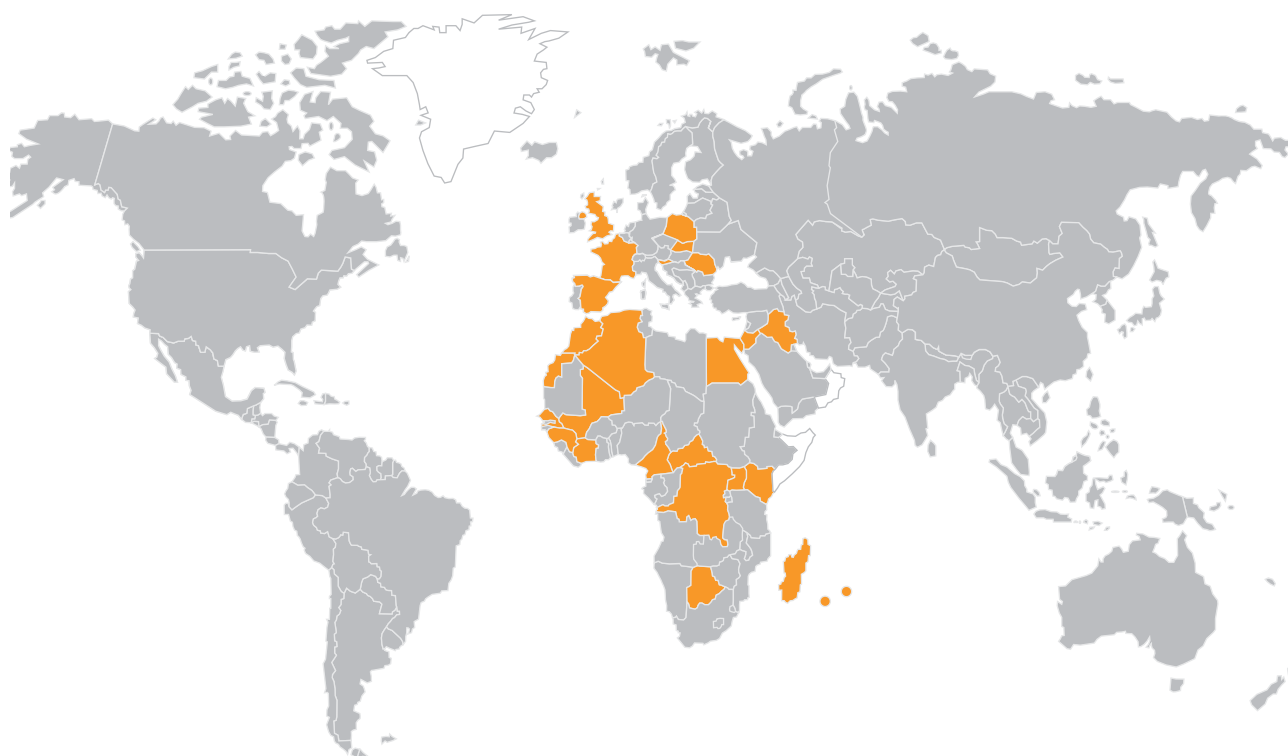
panorama

(extract of the complete report)

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## our presence worldwide



### enterprise business

220 countries and territories

### consumer / enterprise business

32 countries

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



# Stéphane Richard

Chairman and Chief Executive Officer

In a year marked by a deteriorating economic environment and heightened competition in all its markets, France Telecom-Orange maintained its commitments as a socially responsible company and retained its goal unchanged, namely to become the benchmark player in the telecommunications industry for Corporate Social Responsibility. Since signing the United Nations Global Compact in 2000, France Telecom-Orange has not deviated from its pledge. Our mobilisation efforts in 2012 in the area of human rights were illustrated notably by our contribution to defining shared guidelines to address the issues of freedom of expression and privacy rights, as a founding member of the Telecommunications Sector's initiative "Industry Dialogue". In addition, we set out our very practical commitments to protecting children online as part of our participation in the CEO Coalition "to make the Internet a better place for kids", launched by the European Commission.



## "Corporate Social Responsibility contributes to what makes Orange different, more innovative and proactive"

Turning to networks, I am especially proud of our new data centre, which opened in Normandy in 2012. The centre obtained French High Environmental Quality (HQE) certification, with one of the highest energy-efficiency ratios in Europe. It provides the perfect example of the advances achieved in our vast IT and networks infrastructure modernisation project, which is a key element of our strategy to address the challenges of climate change. We were also rewarded for our efforts to mitigate climate change this year through our inclusion in the "Carbon Performance Leadership Index", illustrating the effectiveness of our actions to reduce our carbon footprint.

I am happy to report the most recent findings of our social barometer, providing a measure of the labour relations climate in the Company and confirming the consistent improvement in the past two years. One year after launching our Orange People Charter, several projects are under way globally to further anchor quality employee-employer relations at the heart of our daily operating procedures. We owe this success to the engagement of each and every one of our employees. We will continue our efforts to disseminate a managerial culture based on respect for the men and women in the Group and the goal of collective progress through individual development, thereby ensuring the social cohesion required to face the challenges ahead together.

We will achieve our ambition to become the preferred operator in our markets through motivated teams determined to offer the best service to our customers.

I am firm in my conviction that we have the strengths to succeed: a true culture of customer service, a passion for what we do, high quality networks, and the capacity for innovation that has always been our trademark. Continued innovation is the key to differentiation and the creation of value for the Group and for society as a whole. The participative innovation programmes launched by France Telecom-Orange in Africa show the way forward as regards the role we want to play in the economic and social development of the countries in which we operate. Let's not forget that new technologies are drivers of economic growth, and of social and environmental progress! Ensuring that technologies are for everybody and promoting new greener practices are goals that fit perfectly with our CSR policy.

Now more than ever, corporate social responsibility is fundamental to our corporate strategy and contributes to what makes Orange different, more innovative and proactive, resolutely focused on delivering customer satisfaction and creating value for all stakeholders.

### 2,300 solar energy sites

(+300 in one year) in 20 countries, including 15 in Africa and the Middle East, opening up isolated villages with no electricity supply to telecommunications.



More than **15,500 technical sites** in 15 countries have been equipped with an improved ventilation system, an innovation patented by Orange, which reduces energy consumption by up to 80%.



**2,500**  
isolated  
villages



in six  
African  
countries  
now have a  
community  
phone



**170,000**  
**employees**  
in more  
than 100  
countries



**231**  
million  
customers

**€16.8 million** purchases  
from France's sheltered employment sector in 2012



**10 000**

adults and children attended  
a course run by Orange on  
safe internet use in 2012

**N°1**



or top equal  
on 192 of the 223  
criteria examined

Orange top of its category in the ARCEP  
(French telecoms regulator) voice and  
mobile data service quality report for the  
third consecutive year.

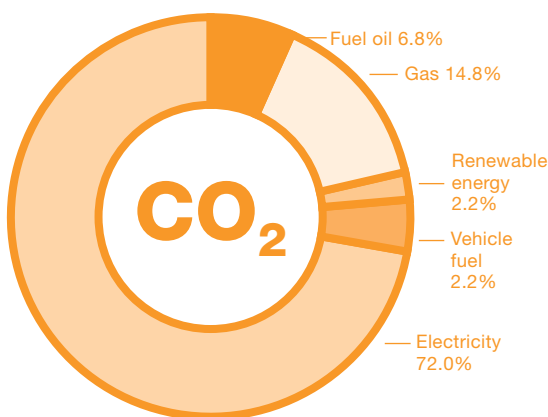
## The four major commitments of the Group's Corporate Social Responsibility policy:

- **recognize** and **support** employees;
- ensure **transparency**, **quality** and **safety** for our customers;
- make the benefits of the digital world **available to as many as possible**;
- **find innovative solutions for a greener world**.

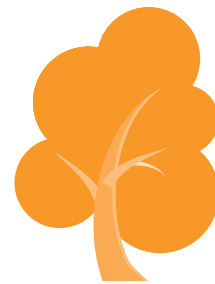


## 5.6 million in 13 countries

this is the number of new customers for Orange Money's mobile financial transactions service. Its roll-out continued in 2012 in Uganda, Jordan, Guinea and Mauritius.



**6,000**  
employees involved in community actions in the Group



**1.47 million**  
metric tons of CO<sub>2</sub> emissions in 2012.

**5,935 GWh**  
energy consumed

in 2012

**€812 million**

invested in research and innovation in 2012.





# to become the leading CSR player

**As a global player and large-scale corporate citizen delivering services used in the daily lives of 230 million customers worldwide, we fully embrace our role and responsibilities to our individual and business customers, and to society as a whole in the communities we serve.**

## our vision of CSR

Corporate Social Responsibility (CSR) is an essential condition for the growth of the Company, driving innovation and providing the opportunity for differentiation in our competitive environment. Firm in this conviction, we have placed CSR at the heart of the Group's strategy, reaffirming our goal, namely to become the benchmark player in the telecommunications sector for Corporate Social Responsibility. Sustainable growth requires innovation and value creation for all stakeholders (employees, customers, suppliers, shareholders, local communities, government bodies, NGOs, and associations, amongst others). For us, this means building with them a secure, safe, green digital world on a human scale, with the broadest possible access.

## a commitment founded on ethical principles

Our Group is founded on a set of core values that guide the principles of its actions with all stakeholders and reflected in a long-standing commitment to sustainable development. In 1996, France Telecom-Orange signed the ETNO (European Telecommunications Network Operators) Environmental Charter, and in 2000, it was one of the first companies to join the United Nations Global Compact. Our Code of Ethics was adopted in 2003 and updated in 2012. Translated into eight languages, it sets out the Group's action principles and the individual behaviours it expects from each of its employees.

We pay particular attention to ensuring respect for human rights. Directly in line with our membership of the Global Compact and with the 2006 Group-wide global agreement on basic social rights, we contribute to creating a shared dialogue on human rights in the framework of the Industry

Dialogue, a group of global telecommunications operators and manufacturers set up to advance freedom of expression and respect for privacy through telecommunications technology, both key challenges for our industry.

We have also introduced specific anti-corruption measures.

## CSR at the centre of our decision-making and operating processes

Embraced at the highest level of the organisation and supported by all our teams, our CSR strategy informs decision-making and operating processes in the Group and constitutes a fundamental pillar of our Conquests 2015 strategic project. Our CSR policy is a collective and motivating approach, shared by all and included as a criterion for the calculation of bonuses for top management. Its progress is regularly monitored by the Board of Director's Governance and Corporate Social Responsibility Committee and regular reports are presented to the Group's Executive Committee.

The Group's CSR policy is managed by a dedicated Corporate Social Responsibility Department within the Quality and Corporate Social Responsibility Division. It reports to the Executive Committee and it is headed up by a member of the management team.

CSR sponsors, reporting to the highest organisational level, have been appointed in each Group function and entity operating across all our markets to monitor implementation of the strategic guidelines decided by the Group's Executive Committee. A network of CSR managers monitors the operational deployment of the CSR policy.



## 2012 highlight

In October 2012, Orange France ran its third consecutive biannual corporate social responsibility survey on a sample of 1,200 people representative of French society. This time the survey scope was changed to include nine mainland France regions and the French overseas territories in order to identify the different expectations of the public from one region to the next. This was followed by the eighth biannual survey of stakeholders in the Orange France business lines, which was also run nationwide in order to identify the different expectations of local players by region.

## an approach informed by stakeholder dialogue

To build a CSR policy aligned with the needs of society, we established a structured process of dialogue with all our stakeholders. This process of listening to stakeholders positions us to anticipate emerging needs and ensures we are more innovative and forward-looking in creating products and services to meet new needs. Dialogue is implemented at Group, business line and country level, where entities are in direct contact with local actors and have immediate knowledge of local challenges.

Four new countries (the Dominican Republic, Uganda, Romania and Belgium) implemented a structured dialogue process in 2012 with their stakeholders, according to a methodology provided by the Group's CSR Department. Similarly, Orange Business Services launched stakeholder dialogue in Russia, together with dialogue focusing on its video-conferencing services. In all, 18 subsidiaries (nine of which are in Africa and the Middle East), accounting for 70% of Group revenue, were engaged in a process of dialogue.

## responsibility extended to the supply chain

Since our responsibility extends beyond the enterprise edge, we have worked closely with our suppliers to introduce a responsible purchasing policy to strengthen management of ethical, social and environmental risks from end to end of the supply chain. Responsible purchasing is based on our sourcing and supply chain Code of Ethics, which sets out the ethical, social and environmental commitments we expect from our suppliers, as well as a structured assessment and monitoring process to better address the challenges of social responsibility along the entire supply chain. Supplier audits conducted in the framework of the Joint Audit Cooperation (JAC) are a key component of the system. France Telecom-Orange, together with Deutsche Telekom and Telecom Italia, is a founding member of this international initiative which now includes nine telecom operators. JAC members share resources for CSR audits of telecommunication suppliers according to a common methodology and objective: to develop long-term CSR implementation across all strata of the ICT supply chain internationally. At the end of November 2012, close to 60 JAC audits had been conducted of suppliers in China, Taiwan, India, Japan, South Korea, Eastern Europe and South America, covering 155,000 workers in total.

## 2012 highlight

In October 2011 we joined forces with Deutsche Telekom to create BuyIn, a Purchasing joint venture for terminals, mobile communications networks and a large portion of the fixed network equipment and service platforms. In 2012 we worked towards a common CSR approach with a view to identifying supplier demands shared by both companies. This collaboration, which involved representatives from the Purchasing, Legal and CSR Departments of both companies, culminated in the publication of BuyIn's CSR Code of Conduct in September 2012 and BuyIn's teams were targeted by a major internal communications initiative. Distribution of the Code to suppliers began in December 2012 and will continue in the first half of 2013.

## a strategy structured around four commitments and eight priorities

Our CSR strategy is embodied in four fundamental commitments, in turn broken down into eight priorities, which are implemented in road maps updated every year as our objectives are achieved.

4 commitments	8 priorities	main achievements in 2012
recognise and support employees	place men and women at the heart of the Company by offering a new social model, supporting employees in their development and meet corporate and societal challenges, particularly in respect of equal opportunities	<ul style="list-style-type: none"> <li>■ social barometer in France: the fifth and sixth half-yearly barometers confirm the improvement in the labour relations climate with better results across all areas since the barometer was launched in 2010;</li> <li>■ globally: completion of the second annual social barometer measurement campaign (initiated in 2011 in the majority of the Group's countries);</li> <li>■ roll-out and promotion of the Orange People Charter to all employees in 23 Group countries, and in countries in which Orange Business Services operates;</li> <li>■ launch of the Group's new health and safety policy in July 2012;</li> <li>■ creation of a new Occupational Health, Safety and Quality of Life Department;</li> <li>■ inauguration of the first Asia Pacific Hub Orange Campus in India in November 2012;</li> <li>■ more than 220,000 training hours were delivered by Orange Campus in 2012 and at end-2012 since it was launched, followed by Campus training for almost 73% of the Group's managers;</li> <li>■ launch of a survey on the perception of gender equality in the workplace policy targeting 13,000 managers in entities certified with the Gender Equality European Standard (namely France, Spain, Belgium and Orange Business Services);</li> <li>■ signature in France of the LGBT (lesbian, gay, bisexual and transgender) Charter, of which Orange is one of the founding members;</li> <li>■ strengthened partnership and involvement as a member of the ILO (International Labour Organization) Global Business and Disability Network;</li> <li>■ signature in France in December 2012 of a new Group agreement on the employment of seniors and measures to improve the later years of employees' careers.</li> </ul>
ensure transparency, quality, security and safety for our customers	<p>lead the way in terms of quality of service in all our markets</p> <p>promote and ensure safe and responsible use of products and services, particularly with regards to protecting children, respecting privacy and data security</p>	<ul style="list-style-type: none"> <li>■ roll-out of the programme to simplify the customer journey in 24 subsidiaries, with 100 or more simplified journeys;</li> <li>■ opening of new customer test centres in Armenia, Belgium, Jordan and Mauritius (giving a total of 25 operational test centres at year-end 2012);</li> <li>■ roll-out of the "Orange and me" app (already in use in France, Spain, the Dominican Republic and Romania) to three new countries: Slovakia, Poland and Belgium.</li> <li>■ signature in January 2012 of the ICT Coalition for a Safer Internet for Children and Young People;</li> <li>■ establishment of a Group-wide "Orange for child protection" Governance Committee;</li> <li>■ review and distribution of the Group's policy for the protection of personal data.</li> </ul>

4 commitments	8 priorities	main achievements in 2012
make the benefits of the digital world available to as many as possible	promote digital inclusion by developing offers and solutions for as many people as possible and reducing all forms of digital divide	<ul style="list-style-type: none"> <li>■ LION2 and ACE high-speed submarine cables went live helping to open up digital services in Africa;</li> <li>■ launch of the dedicated <i>Colourcall</i> and <i>Melovibe</i> applications for the deaf and hearing-impaired in France, Spain and Poland;</li> <li>■ launch of the Maasma3 range in Egypt, offering a selection of handsets and/or price packages for the hearing-impaired, sight-impaired and the elderly.</li> </ul>
	promote the economic and social development of countries in which the Group operates, through its services	<ul style="list-style-type: none"> <li>■ launch of new ICT incubator projects in Niger and Tunisia, following the Dakar ICT incubator;</li> <li>■ second annual Orange African Social Venture Prize, with more than 1,000 project entries assessed in two years;</li> <li>■ launch of Djobi, a pilot mother-and-child project specifically targeting malaria;</li> <li>■ extension of community phone to two new countries, Cameroon and Madagascar, i.e. a total of almost 2,500 villages in six countries;</li> <li>■ roll-out of the "Labaroun Kassoua" offer in Niger, giving farmers in Niger access to price information for agricultural produce and livestock in more than 70 markets in the country;</li> <li>■ launch of "Internet for all" by Orange Uganda to broaden Internet access in rural areas.</li> </ul>
find innovative solutions for a greener world	bring eco-designed products and services to market, and help to reduce customers' environmental footprint through the Group's offerings	<ul style="list-style-type: none"> <li>■ measures to improve the energy efficiency of our Liveboxes and TV decoders to be rolled out with the next software versions;</li> <li>■ a pilot ecodesign project for the business market (VoIP offer);</li> <li>■ eco-labelling launched in Armenia.</li> </ul>
	take a bold stance on collecting and recycling mobile handsets	<ul style="list-style-type: none"> <li>■ the mobile handset collection rate improved 50% to almost 10% at end-2012 (compared with 6.6% at end-2011).</li> </ul>
	manage the Group's energy consumption to reduce its CO <sub>2</sub> emissions by 20% by 2020	<ul style="list-style-type: none"> <li>■ more than 500 technical sites in 16 countries equipped with smart meters to accurately measure energy consumption in real time;</li> <li>■ continued optimisation of our fleet of vehicles with CO<sub>2</sub> criteria lowered further by segment;</li> <li>■ new eco-driving and road-safety training available to all since September 2012 and 100 or so electric vehicles added to the fleet to facilitate car-sharing;</li> <li>■ contribution to the work of the International Telecommunications Union (ITU) on methodologies for measuring energy consumption efficiencies in the ICT sector;</li> <li>■ continuation of the Green ITN 2020 programme in France, Poland, Spain, Romania, Belgium, Moldova and Slovakia. Savings of more than 300 GWh of electricity were achieved in 2012, the equivalent of 110,000 metric tons of CO<sub>2</sub>;</li> <li>■ installation of 300 new solar sites in 2012, bringing the total to over 2,300 (including 1,743 radio sites). Taken together, these solar sites generate 15 GWh of electricity per year, equivalent to saving 28 million litres of fuel and 76,000 metric tons of CO<sub>2</sub>.</li> </ul>

# recognise and support employees

## our goal

30,000 people will retire from France Telecom-Orange between now and 2020, with the figure for France at one-third of the workforce. The Group therefore faces major social challenges, chief among them being how to attract new talent, protect jobs in an increasingly competitive sector, and plan ahead for the skills needed to meet the demands of new customer uses.

This is why we place the Group's men and women at the centre of our growth strategy. We have set the bar high with our goal of being recognised as one of the preferred employers in our main countries of operation.

## our priorities

### 1. establishing bonds between social performance and economic performance

Our primary objective is to anchor the quality of employer-employee relations at the heart of the daily running of the business, which is the aim of our Orange People Charter, launched by Stéphane Richard at the end of 2011. Based on six commitments, it embodies our goal of becoming the preferred employer in the main countries in which we operate. At year-end 2012, the Charter was rolled out in 23 countries in Europe, Africa, the Middle East, Asia and in Orange Business Services. In France, the Charter's intent is expressed through the Social Contract.

Improving the day-to-day quality of life and work organisation are two of the challenges of the Social Contract and involve enhancing the comfort of employees' working environment, simplifying IT tools, ensuring work-life balance, etc.

We are also especially vigilant about preventing occupational risks. The Group's new health and safety policy (adopted in 2012) and the creation of the new Occupational Health, Safety and Quality of Life Department will enhance coordination of our efforts to improve health and safety, prevent occupational illnesses and reduce psychosocial risks.

Our new social model is also founded on renewed dialogue with all our employees. In addition to the informal communication channels open to all in the Group (chats, team meetings, etc.), we are stepping up dialogue with personnel representative bodies through the work of the Global Group Committee and the European Works Council.

Establishing bonds between social performance and economic performance also means recognising and valuing individual contributions to the success of the Group as a whole. In addition to the inclusion of the composite social performance indicator in determining the bonuses paid to the Group's senior management, almost 40% of our added value was redistributed to our employees in 2012 according to our value-sharing model.

Naturally, there is more to be done. Yet the findings of the most recent half-yearly social barometer survey illustrate that we are on the right track. Both 2012 surveys confirm the improvement in the labour relations climate since 2010, with significant progress reported across all areas.

### 2012 highlight

On 31 December 2012 we signed a new agreement governing the employment of seniors and measures in favour of the later years of employee's careers with the main trade unions. The seniors agreement, covering the period 2013 to 2015, reaffirms the company's commitment to maintaining jobs for each of our employees, encouraging the employment of seniors and offering secure career paths.

Sonatel, our Senegalese subsidiary, has introduced a major initiative to meet the health needs of employees and their families. Three free consultation centres have been set up in Dakar and at the different sites. Sonatel has also negotiated a health insurance scheme to finance the care of an employee in a hospital in the Maghreb or on the French mainland if their condition should require them to leave the country.

## 2012 highlight

In Romania we have opened a Sales Academy to train our 2,270 sales personnel. Objectives: to develop Orange's brand image on the market and position ourselves as a benchmark employer. After a combined total of 4,000 training days in 2012, 82% of the workforce has now been trained. Employees who have successfully completed the course receive certification.

In Botswana, as part of an *enjeu collectif* (collective challenge) project, our subsidiary decided to set up a skills reference framework for all its managers. With the help of the Orange Campus teams, it designed a workshop-based customisable training programme. It also introduced a quarterly meeting at which the subsidiary shares its strategy and development challenges. Botswana is the pilot country for this Orange Campus programme in Africa before it is rolled out to other countries in the Africa, Middle East and Asia zone (AMEA).

## 2. address the skills issue through a stronger managerial culture

Managers play a vital role in making Orange the preferred employer. We support managers in their roles and responsibilities by providing them with the resources and independence they need to successfully manage their teams. Orange Campus was established in 2011 to ensure manager buy-in of our corporate managerial culture and sharing of best practices across the Group. Some 73% of our managers (20% of whom were attached to our international subsidiaries) had completed one of the 60 management skills programmes offered by Orange Campus by the end of the 2012 financial year.

Skills management is of particular strategic importance in our sector, where technologies and practices change at a rapid pace. The challenge facing the Group is thrown into even sharper relief when one considers that almost one-third of the workforce in France is due to retire by 2020.

Our Strategic Workforce Planning agreement (*Gestion Prévisionnelle des Emplois et des Compétences* - GPEC) sets out to meet a dual challenge: to identify future skill demands in line with changes in our business, while providing employees with visibility on developments in their jobs and their required skill sets to help them to plan their career path and training requirements.

Our dynamic employment policy also anticipates demographic change: we have committed to recruiting 4,000 new hires on permanent contracts in France over a three-year period, as well as 5,000 people in work-based learning programmes. In addition we are introducing measures to facilitate knowledge and skills transfer and to enable seniors to continue in employment.

## 3. encourage and value diversity

We believe that difference and our wealth of skills and talent make Orange a more attractive and more innovative company with more resources to efficiently serve our customers and identify society's future needs. This conviction lies at the root of our long track record of initiatives in favour of diversity and equal opportunity at all career stages.

Our diversity policy is articulated around a theme common to all Group entities, gender equality in the workplace. The Group has set itself the target of raising the percentage of women in senior management to 35% by 2015. Accordingly, we are implementing proactive programmes in countries where we have a presence: women's networks, shadowing initiatives, providing students with the opportunity to learn about careers in our sector by shadowing female engineers or technicians, identifying and supporting female talent to empower them with positions of responsibility, actions to promote work-life balance, etc. Our commitment to gender equality earned us recognition as one of the first companies to be awarded the European "Gender Equality European Standard" designation for our actions in France, Spain, Belgium and Orange Business Services.

We are also engaged in promoting a route to work for groups encountering particular difficulty in accessing employment, such as young people from disadvantaged areas and the disabled.

## 2012 highlight

To help women assert their skills in a multi-cultural environment, Orange Business Services has developed the Women intercultural leadership development programme: a six-month collective development programme for 15 women from different cultures who work in different areas of the company.

In 2012, Orange Business Services launched a language mentoring programme whereby English-speaking employees help French students from disadvantaged backgrounds practice their English at weekly conversation classes, to give them access to international careers.

# ensure transparency, quality, security and safety for our customers

## our goal

Our objective is to become the benchmark telecommunications operator for customer service in all our markets by 2015. To achieve this, we seek to offer the best telecommunications experience and provide personalised support to customers to help them navigate the digital world. The Group must also provide clear and appropriate solutions to growing concerns in the areas of data privacy, child protection and protecting from radio waves to enable all to access the benefits of the digital world safely.

## our priorities

### 1. to aim for excellence in customer experience

Today's customers expect very high quality services, keen pricing and personalised support to discover the new services and uses ushered in by new information and communication technologies. It is not enough to offer the best technology. At Orange, we believe that the experience we offer our customers each time they interface with our services and our company makes the vital difference. Excellence means promoting the "Orange customer relations culture", training the advisers in our call centres and stores, simplifying customer journeys and incorporating the customer's perspective from the design stage.

We keep a close eye on our progress through the Customer Experience Tracker (CET), the quarterly survey measuring customers' perception of the quality of their experience with Orange and the competition in our different markets. Incorporated in the bonus calculation for top-level management, the CET includes a CSR component since 2011.

### 2012 highlight

Our customer testing centres allow us to evaluate customer experience in real usage situations before we launch a product or service. With four new centres opened in 2012 (Armenia, Belgium, Jordan and Mauritius), we now have 25 test centres in the countries where the Time To Market process has been deployed.

In Poland, the project "MyOrange" aims to move forward employees' communications with customers. 5,000 employees have been trained in the emotional aspect of customer relations and feedback was very positive. 20 processes that could generate customer contact were

reworked to take these emotional aspects into account. All managers and support staff have received the appropriate training. France, Spain, Moldova, Slovakia, Belgium, Côte d'Ivoire and Orange Business Services have committed to a similar initiative.

In Egypt, following a rigorous audit process, our subsidiary Mobinil's 110 and 250 call centres obtained COPC (Customer Operations Performance Center) certification in 2012. This benchmark standard in the call centre sector also recognises Mobinil's commitment to excellent customer service.

### 2. protect personal data

Data privacy is a growing concern for our customers and is an area in which we want our policy to be impeccable. In the framework of its global safety policy, the Group monitors and controls a range of risks that may be increased by the growth

in Internet uses across all stages from the design of offers to the introduction of tools to ensure data security and respect for its customers' privacy.



In 2007, we were one of the very few companies in the sector to appoint a data privacy and freedom of information correspondent responsible for protecting customers' and employees' personal data. Reporting to the Group's Chief Legal Officer, he is the key point of contact for the French data privacy authority, the *Commission Nationale de l'Informatique et des Libertés* (CNIL). Outside of France, the officer works with a network of correspondents throughout the international subsidiaries to help enforce data protection guidelines via Group-wide projects. He participates in events, seminars and work to promote sharing of best practices, and is careful to balance all the challenges inherent in the globalisation of the digital exchange of personal information.

In 2012, our data protection policy was provided to security experts in all countries. We have also upgraded our overall security policy to step up personal data protection requirements.

Besides internal measures implemented to protect the security and confidentiality of data, we offer our individual and business customers a comprehensive range of security solutions to facilitate and enhance the security of electronic exchanges.

### 2012 highlight

In 2012, to ensure the issue of personal data protection is debated in the highest echelons of the company, we set up a governance committee run by members of the Executive Committee. Its role is to steer the Group's key initiatives to ensure the protection of personal data receives the attention and guarantee it merits. The first meeting is due to be held in March 2013.

## 3. support young people to ensure safe and responsible usage

Our process of dialogue with stakeholders shows that the main concern amongst customers and the public in general in the majority of European countries is the protection of children against the risk of unsafe Internet use.

The commitment of France Telecom-Orange to increase online security for children and adolescents was strengthened considerably at end-2011/early-2012 with our participation in two major international initiatives. The Group was a founding member of the "ICT Coalition" alongside 25 other companies in the ICT sector, and it signed up to the "CEO - Coalition to make the Internet a better place for kids", launched in 2011 by Neelie Kroes, Vice-President of the European Commission responsible for the Digital Agenda for Europe.

### 2012 highlight

In Spain we introduced a new family portal called *Navega Seguro* at the end of 2012. Its objective was to provide parents and educational institutions with a reference framework for safe internet use by children and adolescents. We were also involved in the launch of a new mobile application for smartphones and tablets - Protect Children - which is an easy way for customers to notify us anonymously of child pornography websites.

In France, Orange organised courses for parents: practical courses on how to protect children online were offered in the Orange shops in France. More than 130 workshops were run in 19 French towns and cities to teach parents how to configure the parental control software and how to support their children's use of social network sites.

We continued to roll out action plans in all our European subsidiaries based on three key priorities:

- actively and transparently promote responsible use by passing on clear messages and information issued by approved associations and recognised experts;
- train and support parents and educators to promote a cautious and responsible attitude to safe Internet use;
- heighten the visibility and effectiveness of parental controls.

## 4. answer questions about radio waves

We are determined to deal transparently with questions on the potential effects of radio waves emitted by cell phones and new communication technologies. Our subsidiaries provide customers and the general public with the appropriate information tools, by relaying recommendations issued by government bodies and the competent authorities on safe usage to limit exposure to radio waves. We are active participants in research on the subject by developing tools to measure and visualise the intensity of radio waves and conducting research on dosimetry and metrology. In the absence of local regulations, all our subsidiaries apply ICNIRP\* standards relating to cell phone antennae and all our mobile phones have an SAR (Specific Absorption Rate, indicating the maximum level of radio waves to which users can be exposed) of less than 2 W/kg. We have also put measures in place to reinforce employee protection in the context of our policy on radio waves at work.

\* International Commission on Non-Ionizing Radiation Protection, WHO international commission ([www.icnirp.de](http://www.icnirp.de))



# make the benefits of the digital world available to as many as possible

## our goal

One of our primary missions and major responsibilities is to make the benefits of information and communication technologies available to as many as possible. We are firmly committed to tackling the digital divide in all its forms and to placing our technologies at the service of economic and social development, especially in emerging economies where ICTs play a major role in employment creation, and the provision of innovative solutions to the needs of the local populations in essential areas, including health, education and access to banking services.

## our priorities

### 1. continue to develop the networks

Combating all forms of digital exclusion naturally means reducing the geographical divide to broaden access to the benefits of the digital world to include even the most isolated areas. The first step is investment in technology and high-quality networks in both mature and emerging countries.

Network development is one of the priorities of our Conquests 2015 strategic project. This priority was reaffirmed to the European Commission in March 2012 in the presentation of our ten commitments in response to the challenges of the digital agenda in Europe, three of which relate specifically to digital inclusion:

- deploy 4G/LTE in all European countries in which Orange operates by 2015;
- offer FTTH (Fiber to the Home) to 15 million French homes and 80% of companies by 2020 and participate in rolling out high-capacity broadband in our European markets;
- deploy 3G in Orange countries in the Africa-Middle East zone by 2015 and provide mobile coverage for 80% of the population.

## 2012 highlight

### Europe:

In France, Orange 4G is now available in Marseille, Lyon, Lille, Nantes and, since early 2013, in the Opéra neighbourhood in Paris. 15 more cities will be covered by April 2013.

In Moldova, we launched its first commercial 4G mobile services in the capital city of Chişinău on 20 November 2012.

In Romania, a first 4G specially for tablets was launched in Bucharest on 12 December 2012.

In Luxembourg, 4G applications for professionals have been available in the country's capital since November 2012.

In the Dominican Republic, 4G service has been available in the capital, Santo Domingo, since December 2012.

4G was also deployed on a technical level in Belgium and Spain in 2012.

In terms of very high speed fixed fiber optic broadband, we continued to roll this out in France in 2012 with almost 60 new urban agglomerations covered in 2012, i.e. a total of more than 200 communities, equating to almost five million households receiving the service by the end of 2012. In Spain in June 2012, we announced a €300 million investment plan for the next four years to bring fiber optic broadband to 1.5 million households in major cities.

**2012 highlight****Africa:**

In April 2012, LION2 cable broadband brought cable broadband to Mayotte for the very first time, while improving connectivity in Kenya.

In December 2012, ACE (*Africa Coast to Europe*) cable broadband came into service in the first 13 countries (France, Portugal, Mauritania, Senegal, Gambia, Guinea, Sierra Leone, Liberia, Côte d'Ivoire, Ghana, Equatorial Guinea, Gabon and Sao Tomé & Príncipe). Mali and Niger, two landlocked countries, will receive the service via a land-based extension. Nigeria will also be connected to this cable in 2013.

In 2012, 300 new solar power sites were also commissioned, bringing the total to over 2,300 in 20 Group countries, 15 of these in Africa and the Middle East,

meaning remote villages with no electricity had access to telecommunications for the very first time.

2,500 remote villages have now been equipped with our communal telecommunications solution, community phone.

Our Orange Money service, which offers secure banking services from a mobile phone, achieved the 5.6 million customer mark in December 2012, testimony to its commercial success. With its launch in four new countries (Morocco, Jordan, Mauritius and Guinea) in 2012, Orange Money is now available in 11 countries in the Africa and Middle East region.

## 2. support economic and social development in emerging countries

With a reach extending to 21 countries in Africa and the Middle East, we have clear development goals in these markets. Aware of the major role new information and communication technologies could play in the economic and social development of these countries, the Group launched the "Orange for development" initiative in 2011 to boost economic and social innovation, focusing on three priorities:

1. develop infrastructures and connectivity by improving network coverage and extending access to all, especially those living in rural areas;
2. deliver value-added services to meet a range of needs in areas as diverse as health, education, agriculture, financial services and administration;
3. promote the ecosystems and initiatives to develop local markets for new technologies, with business incubation and start-up funding projects, open innovation platforms and research cooperation with universities or local technical institutes.

## 3. ensure accessibility by elderly and disabled people

To broaden access to technology for all, including people made vulnerable by age, disability or illness, Orange has adopted a "design for all" strategy to ensure that difficulties with access are taken into account for our products and services at every stage from design to after-sales service. Special fixed-line telephone handsets, applications facilitating use of mobile phones by the deaf, hearing-impaired and visually-impaired, sign-language customer service and accessible websites are some of the products and services we have developed to ensure easier access to new technologies by the elderly and disabled. Our "autonomy offerings" range in France includes 60 products and services, providing an appropriate response to all types of impairment.

**2012 highlight**

To help the deaf and hard of hearing, we have developed two alternatives to the traditional ringtone to help them identify callers and senders of incoming texts: *Melovibe*, which they can use to link their contacts to a preset vibrating tune or to create their own vibrating tune using three notes, and *Colourcall* which allows users to select a colour they wish to be displayed on the screen and/or a flashing light when they receive a call or text message. These products were launched in France, Spain and Poland in November 2012.

# find innovative solutions for a greener world

## our goal

In a world of limited natural resources, we believe that reducing our environmental impacts across the entire life cycle of our products and services is essential for the long-term success and competitiveness of the Company.

This is why we have made ambitious commitments to reduce the footprint of our activities, improve the environmental performance of our products and services, and offer our customers innovative solutions that help them to reduce their own environmental impact. Only by acting on all three fronts simultaneously can we effectively contribute to addressing the major challenges of our industry, *i.e.* climate change and recycling of end-of-life electronic equipment.

## our priorities

### 1. contribute to combating climate change

As a telecom operator, we have a special responsibility to address the climate change issue. While the digital revolution is an undeniable vehicle for social and environmental progress, it results in ever-increasing volumes of data traffic and the need for increasingly powerful and energy-hungry infrastructures. Addressing the explosion in uses without increasing our networks' energy consumption is demanding indeed. However, we have adopted goals to meet the challenge: France Telecom-Orange has committed to reducing greenhouse gas emissions by 20% and energy consumption by 15% by 2020 (compared with 2006 levels).

These objectives are an integral component of the Conquests 2015 business plan and are monitored quarterly by the Group's Executive Committee, on the basis of specific indicators.

To reduce our energy and carbon footprint, we are continuing to roll out action plans in three areas: networks, buildings and transport.

We are also deploying solutions using renewable energy sources, and have set the target of 25% of energy from solar power by 2015 for new mobile sites suitable for solar power in Africa, the Middle East and Asia. At year-end 2012, we have deployed more than 2,300 solar sites, representing 15 GWh of carbon-free energy, equivalent to annual savings of 28 million litres of fuel and 76,000 metric tons of CO<sub>2</sub>.

Above and beyond reducing our internal impacts, we must also offer more energy-efficient products to our customers. Our teams at Orange Labs are developing ecodesign methodologies to reduce the environmental impact of our products and services throughout their life cycle. 2012 also saw us work on improving the energy efficiency of the upcoming Livebox and TV decoder versions, some of which will be available in 2013.

We also provide individuals and businesses alike with a range of innovative solutions to meet the challenges of climate change and encourage a greener lifestyle, including electronic billing, video conferencing, virtualisation of IT infrastructures, remote monitoring solutions, etc.

## 2012 highlight

By the end of 2012, 34% of the Group's environmental systems had achieved ISO 14001 certification, exceeding its target. The Group's ISO 14001 certification rate has doubled in two years.

Our Green ITN 2020 programme aims to reduce the energy consumption of our networks and IT systems. Deployed in 22 countries, mostly in Europe (France, Poland, Spain, Romania, Belgium, Moldova and Slovakia), it achieved savings of more than 300 GWh of electricity and 28 million litres of fuel, mainly in the AMEA zone, in 2012.

In July 2012 we launched the new Normandy data centre in France: a new generation, French High Environmental Quality certified, data centre that is much more energy efficient thanks to its innovative design and the use, wherever possible, of natural air conditioning (cooled directly by the external air). The energy savings equate to the total annual electricity consumption of a city of 15,000 inhabitants.

To help us control our energy consumption, we also require accurate, reliable metering. To this end, we have launched a programme which aims to gradually equip our technical sites with networked meters. By the end of 2012, over 500 additional sites in 16 countries in Europe and the AMEA zone were equipped with these meters which allow us to monitor their consumption closely in real time.

The third Orange Green Fleet Forum took place in September 2012. This is an annual event dedicated to innovation in the field of sustainable mobility which provides the perfect opportunity for the group to present new market trends and its own sustainable mobility developments. Orange was the first company to take delivery of Renault Twizys in April 2012 and around 100 orders for this new electrical two-seater vehicle were placed in 2012.

## 2. encourage recycling of end-of-life electronic equipment

Waste electronic and electrical equipment (WEEE) is a fast growing waste stream that is increasing in line with new telecommunications uses. Promoting re-use of electronic equipment meets a triple environmental, economic and social objective:

- increase recovery of the rare or dwindling resources in these handsets (copper, nickel, tin, gold and silver);
- make sure sensitive materials are processed correctly (lead, palladium, lithium in batteries, amongst others);
- broaden access to mobile telephony for people with limited resources, especially in emerging countries, by offering low-cost reconditioned handsets.

We are working on several fronts in this respect:

- we prolong the life cycle of equipment by encouraging customers to keep their mobile phones for longer, or by developing second-hand mobile phone offers;
- we organise advertising campaigns to encourage our customers to drop off their used mobiles and other electronic equipment for recycling;

- working in partnership with the international solidarity movement, Emmaüs International, we support the collection of waste electronic equipment in Africa for processing in approved centres in Europe.

## 2012 highlight

In 2012, our European companies collected near on 1.5 million used mobile phones from their customers, i.e. around 10% of the mobiles distributed on these markets. The collection rate was up 50% on 2011, which is in line with our objectives. We achieved this result thanks to the eco-citizen collection campaigns run by our subsidiaries in Spain, Poland, Slovakia and Moldova and in France, where we also tested a prototype of a smart used mobile collection system, Mobo.

On 26 June 2012, we signed a new strategic partnership with the WWF in Armenia aimed at raising awareness of environmental issues in this country where ecological awareness is fairly limited. We also saw the first concrete result of this partnership: the launch of ecological labelling for mobile phones. After France, Spain and Romania, Armenia is the fourth country to introduce this initiative which informs customers about the ecological performance of the different mobile and landline phones on sale in our shops and online.

# next in 2013

Please see our detailed road maps in the 2012 CSR Report or on [www.orange.com](http://www.orange.com) for information on all our objectives.

## our cross-sector challenges

### respect for human rights

- bring Group reporting in line with the GRI human rights reporting recommendations;
- formally set out Orange's action to advance respect for freedom of expression as part of the Industry Dialogue;
- collaborate with the Global Network Initiative to leverage its recognised expertise in this area.

### ethics

- increase employees' awareness of conflicts of interest;
- develop ethical behaviour in service relations;
- set out the Group's corruption-prevention methodologies by country and implement the compliance aspect.

### stakeholder dialogue

- organise dialogue in Guinea, Guinea-Bissau, Kenya, Egypt, Democratic Republic of Congo and Slovakia;
- implement stakeholder dialogue at Orange Group level.

### responsible purchasing

- apply the QREDIC performance improvement programme for Group suppliers in Poland and the three new AMEA countries;
- 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;
- strengthen the audit process initiated in the framework of the Joint Audit Cooperation.

## a responsible employer

### social performance

- continue the Group's commitments to social dialogue through locally appropriate means and regular meetings of *ad hoc* committees (the Global Group Committee and the European Works Council, etc.);
- continue to analyse the quality of social relations by periodically escalating the findings of barometers and composite national/international indicators and by incorporating these criteria in determining the bonuses paid to the Group's 1,200 top managers.

### occupational health and safety

- implement the Group's health and safety policy, especially by establishing dedicated steering committees.

### managerial culture and skills development

- establish an Orange Campus in Dakar;
- extend the Group's managerial reference system to all managers and team leaders, in France and worldwide;
- continue to monitor the strategic skills management agreement (GPEC) in France.

### diversity

- 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;
- increase the proportion of women in management bodies (objective: 35% by 2015);
- increase support to the Group's countries and divisions to help bolster local diversity policies, especially in the area of disability.

## a world lived in trust

### service quality

- boost the Group's action plans aimed at improving the customer experience.

### data protection

- define a set of Group rules based on its security policy for the protection of personal data;
- define Group policy for protecting privacy, communicate and apply it;
- increase the amount of information provided for our customers on mobile phone risks and correct use.

### child protection

- continue training and aid to countries to strengthen their child protection and support activities in view of digital risks;
- roll out the components of the CEO - Coalition for making the Internet a better place for kids at Orange.

### radio waves

- launch a dedicated Group website;
- conduct an audit (with risk assessment) in AMEA countries.

## an accessible world

### geographical coverage

- continue to extend solar power according to local contexts;
- launch initiatives to facilitate access to energy to power mobile phones in Africa.

### local development

- launch the third social venture prize;
- launch a crowdfunding pilot for African SMEs;
- launch new incubators in African countries where the Group has a presence.

### accessibility for the elderly or disabled

- make Orange's main mobile apps available for Android and iOS;
- create a Web catalogue of accessible solutions in Spain and Poland;
- start a large-scale programme aimed at providing access for seniors to smartphone or tablet data connectivity and including forecast future use patterns by seniors;
- continue dialogue on Orange branded stores in Spain and Poland.

## a greener world

### environmental management system

- with the aim of raising the rate of ISO 14001 certification to 60% by the end of 2015, continue implementing the action programmes undertaken in 2012 in the period 2013-2015.

### reducing our energy and carbon footprint

- continue introducing systems for measuring the energy consumption of networks and ISs;
- expand the installation of tools to measure energy consumption in buildings from France and Belgium to other countries;
- draw lessons from the 2012 carbon audit (Bilan Carbone®) adapted for Poland and monitor the action plans arising from the carbon audits conducted in France and Spain.

### recycling of end-of-life electronic equipment

- broaden the expert assignments on the processing of waste to other countries in the AMEA zone (Mali, Jordan and Côte d'Ivoire);
- continue the Group's active participation in working groups (ILO, UN, STEP) dedicated to the problem of waste electronic equipment to support local African initiatives for collection and recycling;
- 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;
- raise the collection rate of mobiles distributed through our controlled distribution channels to 15%, i.e. an increase of 50% versus 2012.

# for more information

## France Telecom-Orange Group websites

### France Telecom-Orange Group

[www.orange.com](http://www.orange.com)

### main entities

Orange Business Services  
[www.orange-business.com](http://www.orange-business.com)

Orange France  
[www.orange.fr](http://www.orange.fr)

Orange United Kingdom  
[www.orange.co.uk](http://www.orange.co.uk)

Orange Spain  
[www.orange.es](http://www.orange.es)

Orange Poland  
[www.orange.pl](http://www.orange.pl)

### Europe

Mobistar (Belgium)  
[www.mobistar.be](http://www.mobistar.be)

Orange Moldova  
[www.orange.md](http://www.orange.md)

Orange Romania  
[www.orange.ro](http://www.orange.ro)

Orange Slovakia  
[www.orange.sk](http://www.orange.sk)

### Africa and Middle East

Orange Armenia  
[www.orangearmenia.am](http://www.orangearmenia.am)

Orange Botswana  
[www.orange.co.bw](http://www.orange.co.bw)

Orange Côte d'Ivoire  
[www.orange.ci](http://www.orange.ci)

Orange Cameroon  
[www.orange.cm](http://www.orange.cm)

Mobinil (Egypt)  
[www.mobinil.com](http://www.mobinil.com)

Orange Guinea  
[www.orange-guinee.com](http://www.orange-guinee.com)

Orange Equatorial Guinea  
[www.orange.gq](http://www.orange.gq)

Orange Jordan  
[www.orange.jo](http://www.orange.jo)

Orange Kenya  
[www.orange.co.ke](http://www.orange.co.ke)

Orange Mali  
[www.orangemali.com](http://www.orangemali.com)

Orange Madagascar  
[www.orange.mg](http://www.orange.mg)

Mauritius  
[www.mauritiustelecom.com](http://www.mauritiustelecom.com)  
[www.orange.mu](http://www.orange.mu)

Orange Niger  
[www.orange.ne](http://www.orange.ne)

Orange Reunion  
[www.orange.re](http://www.orange.re)

Orange Central African Republic  
[www.orange.cf](http://www.orange.cf)

Orange Democratic Republic of Congo  
<http://www.orange-rdc.com/>

Orange Senegal  
[www.orange.sn](http://www.orange.sn)

Orange Uganda  
[www.orange.ug](http://www.orange.ug)

### Caribbean

Orange Caribbean  
[www.orangecaraibe.com](http://www.orangecaraibe.com)

Orange Dominican Republic  
[www.orange.com.do](http://www.orange.com.do)



#### other websites

AA1000  
[www.accountability21.net](http://www.accountability21.net)

Afom  
[www.afom.fr](http://www.afom.fr)

ANFR  
[www.anfr.fr](http://www.anfr.fr)

Business for Social Responsibility  
[www.bsr.org](http://www.bsr.org)

Caring for Climate  
[www.unglobalcompact.org/Issues/Environment/](http://www.unglobalcompact.org/Issues/Environment/)

Climate\_Change  
European Commission  
[www.europa.eu.int](http://www.europa.eu.int)

CSR Europe  
[www.csreurope.org](http://www.csreurope.org)

ETNO  
[www.etno.be](http://www.etno.be)

GeSI  
[www.gesi.org](http://www.gesi.org)

Global Compact  
[www.unglobalcompact.org](http://www.unglobalcompact.org)

GRI (Global Reporting Initiative)  
[www.globalreporting.org](http://www.globalreporting.org)

GSM Association  
[www.gsmworld.com](http://www.gsmworld.com)

GSM Europe  
[www.gsmworld.com/gsm europe](http://www.gsmworld.com/gsm europe)

Mobile Phone Partnership Initiative (MPPI)  
[www.basel.int/industry/mppi](http://www.basel.int/industry/mppi)

OCDE  
[www.oecd.org](http://www.oecd.org)

WHO  
[www.who.int/fr](http://www.who.int/fr)

UNEP  
[www.unep.ch](http://www.unep.ch)

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