

corporate social responsibility – complete report

France Telecom - Orange 2011



our 2011 achievements
our 2012 roadmaps



being attentive to our employees

Our goal is above all a human goal with an inspiring challenge: to transform a technological challenge into a human adventure, which espouses economic performance and social quality. Our Group is committed to placing men and women at the heart of its development strategy and this is accompanied by strongly-formulated social goals, e.g. by 2015 to be among the preferred employees in the main countries where we work.

establishing bonds between economic performance and social performance, recognising individual and collective contributions

2011 review	deadline	achievements
social commitment		
Generalise dialogue with staff in all countries where we operate using means adapted to local contexts (staff representative bodies, engagement surveys, staff forums). Particularly, the aggressive internationalisation of the principle of social barometer.	2011-2012	<ul style="list-style-type: none"> ■ Reaffirmation of the Group's commitments to social dialogue at the first meeting of the Global Group Committee to the 22 countries represented in May 2011. ■ Professional elections held in France: high participation rate in relation to the French average of 74% of 104,000 voters.
Start the Global Group Committee.	2011-2012	<ul style="list-style-type: none"> ■ First meeting of the Global Group Committee on 12 May 2011. ■ 31 members elected for four years representing the 22 countries with more than 400 staff each across the world. ■ Meeting once a year on the initiative of the Managing Director of the Group.
Deploy the composite social performance indicator on a half-yearly basis in France and apply it in a format adapted to international contexts.	2011-2012	<ul style="list-style-type: none"> ■ Regular progression of the social barometer, carried out half yearly in France. An improvement in the index at 6.9 compared to 6.8 in the previous wave was noted in response to the general question about staff's individual perception of the quality of life at work. ■ Adaptation of the social barometer to the international context with annual online surveys available in nine languages and deployed in almost all of our country entities.
Spread the principles underlining the creation of the people charter in France through the deployment of a Group staff charter used as a basis to implement staff commitments on a local level.	2011	<ul style="list-style-type: none"> ■ Validation and signature by all the Executive Committee of the People Charter. ■ Distributed in to Group entities in December 2011.
Develop internal tools and services dedicated to strengthening the social link within the company.	2011	<ul style="list-style-type: none"> ■ Launch of Piazza, the company's social network, available in French, English, Spanish and Polish (more than 30,000 users and 1,000 communities). ■ Launch of a community of staff skills volunteers in France (Orange digital solidarity operation).
Recognise performance collectively by highlighting the involvement of staff in the company's success and associating them in performance sharing.	2011-2012	<ul style="list-style-type: none"> ■ Launch of a new free share scheme "Partageons", involving more than 80% of Group staff in 92 countries.

2012 roadmap	deadline
<ul style="list-style-type: none"> ■ Generalise dialogue with staff in all countries where we work using means adapted to local contexts (staff representative bodies, engagement surveys, employee forums). 	2012
<ul style="list-style-type: none"> ■ Meet with the Global Group Committee on a regular basis and discuss the major international questions. 	
<ul style="list-style-type: none"> ■ Continue to monitor the composite social performance indicator on a half-yearly basis in France and apply it in a format adapted to international contexts. 	2012
<ul style="list-style-type: none"> ■ Progressively deploy the Orange People Charter internationally. 	2012
<ul style="list-style-type: none"> ■ Update and reinforce the Group health and safety policy. 	2012
<ul style="list-style-type: none"> ■ Recognise collective performance by highlighting the involvement of staff in the company's success and associating them in performance sharing. 	2012

building a common and shared management culture and addressing the skills challenge

2011 review	deadline	achievements
skills development Continued development of professional training courses and training courses leading to qualifications.	2011	<ul style="list-style-type: none"> ■ 2,000 of the 10,000 managers who have been trained are from outside France, (25 different countries). ■ All levels of management are concerned: team managers (72%), managers of managers (22%) and talents, leaders and executives (6%). ■ 1,800 professional training courses were certified in 2011.
diversity policy Strengthen the policy for equal opportunities for men and women in all the Group countries by implementing policy performance tools and initiatives (training, mentoring, shadowing, etc.).	2011	<ul style="list-style-type: none"> ■ Strengthening international mentoring initiatives. ■ Developing inter-company mentoring. ■ European Gender Equality label awarded to the Group on 29 June 2011. ■ Opening an EPWN chapter in Warsaw. ■ Prize in the "tutoring" category awarded in France to Orange for its Capital Filles programme.
Continue to monitor diversity indicators in the Group.	2011	<ul style="list-style-type: none"> ■ Launch of the Group Strategic Committee on Gender Equality. ■ Designing a system to monitor diversity indicators in France: integration of the indicator showing the percentage of women in the management networks in the composite corporate social performance indicator.
Continue to deploy actions in the second identified diversity pillar in Group countries in relation to local challenges, and strengthen the monitoring of action plans and results.	2011-2012	<ul style="list-style-type: none"> ■ Launching Orange Campus training sessions on the issue of managers' decision-making biases. ■ Strengthening the disability policy in France with the signing of a new agreement. ■ Implementing specific operations in certain countries to address local diversity challenges.

2012 roadmap	deadline
<ul style="list-style-type: none"> ■ After France, Poland and Spain set up an Orange Campus in the AMEA zone. ■ Deploy training actions to improve management quality. ■ Strengthen professional training and recognition of prior and experiential learning. ■ Monitor the GPEC France (forward planning employment and skills scheme) agreement signed in March 2011. 	2012-2013
<ul style="list-style-type: none"> ■ Strengthen gender equality opportunities 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). 	2012-2015
<ul style="list-style-type: none"> ■ Continue to implement diversity policies in Group countries in relation to local challenges, and strengthening the monitoring of action plans and results. 	2012

deserving our custo- mer's trust

One of the objectives of the conquests 2015 project is to become the preferred operator in all our markets by 2015. How? By offering the best telecommunications experience and by providing personalised support to customers to help them navigate the digital world.

promoting responsible purchasing principles

2011 review	deadline	achievements
responsible purchasing		
Implement a code of conduct in the various subsidiaries and finalising the implementation of the "Ethical corporate responsibility" clause in all the AMEA countries.	2011	<ul style="list-style-type: none"> ■ Launch of the Suppliers' Code of conduct. ■ Implementation of the CSR clause in the local purchasing contracts in 12 out of 16 countries in the AMEA zone.
Extend the reach of QREDIC® to cover 15 countries.	2011	<ul style="list-style-type: none"> ■ Deployment of QREDIC® in 14 of the 15 countries.
Carry out CSR assessments with suppliers with the aim of evaluating 500 CSR strategic or at risk suppliers over a three-year cycle.	2011-2013	<ul style="list-style-type: none"> ■ At the end of 2011, 140 suppliers evaluated (out of an interim objective of 150). ■ Based on a sample of contracts, there has been an increase of more than 90% of the proportion with a CSR-type clause.
Implement action plans with suppliers whose CSR evaluation was low.	2011	<ul style="list-style-type: none"> ■ Identifying areas for improvement in terms of CSR risks for 80% of evaluated suppliers.
Conduct social audits with at risk suppliers or sub-contractors and ensuring follow-up with action plans.	2011	<ul style="list-style-type: none"> ■ Carrying out joint audits in the framework of the Joint Audit Corporation (JAC – founded by France Telecom, Deutsche Telekom, and Telecom Italia). ■ 2011: extending the JAC to KPN, Vodafone, Swisscom and Belgacom. ■ Conducting 33 audits covering 37 plants between 2010 and 2011 (mainly in China). ■ Monitoring corrective actions mainly in terms of health and safety, working hours, and the employment conditions of young people and workers. ■ Outside JAC, conducting four audits in the context of purchasing and focusing on the environment and occupational health and safety.

2012 roadmap	deadline
<ul style="list-style-type: none"> ■ Extend BuyIn (joint venture with Deutsche Telekom to make common purchases), a responsible purchasing policy (code of conduct, CSR clause, etc.) in line with the Orange's policy. 	2012
<ul style="list-style-type: none"> ■ Consolidate the use of QREDIC® in countries and extending it to four new countries. 	2012
<ul style="list-style-type: none"> ■ Continue supplier CSR evaluations with the aim of evaluating 500 strategic or non-compliant CSR suppliers every three years. 	2012
<ul style="list-style-type: none"> ■ Continue to identify areas of improvement for evaluated suppliers and verifying the implementation of any action plans. ■ Strengthen the auditing process with the Joint Audit Corporation by increasing the number of audits, extending the scope and working more closely with suppliers. 	2012-2013
<ul style="list-style-type: none"> ■ Conduct social and environmental audits in addition to the JAC initiative. ■ Strengthen the reporting of countries on human rights on the basis of the commitments taken in 2011. 	2012

becoming the customers' choice

2011 review	deadline	achievements
customer relations <p>Intensification of action plans to improve the customer experience in the seven main European countries; extension of the field of application of the CET (12 countries); deployment of the CSR dimension in the CET.</p>	2011	<ul style="list-style-type: none"> ■ Launch of new action plans to improve the customer experience, translated in an improvement in the CET in a number of countries such as Spain, Romania and Poland. Improvement of CET in several countries such as Poland. ■ Introduction of the CSR dimension into the questionnaires of the main tool used to measure customer experience (CET) deployed in 12 countries.
responsible communications <p>Extension of the Responsible Communications Code introduced in France to other European countries. Deployment of training for communication teams.</p>	2011	<ul style="list-style-type: none"> ■ Raising awareness among internal and external communication teams (both corporate and country) at the highest level. ■ Finalisation of training modules with a length of almost four hours in French and English. Four training sessions in 2011: 120 people trained (corporate, country ambassadors and representatives of partner agencies). ■ Publication of the Responsible Communications Code on orange.com ■ Formalisation and first application of a responsible approach to events.

2012 roadmap	deadline
customer relations <ul style="list-style-type: none"> ■ As part of the aim of offering the best customer experience in 2015, strengthen the Group's action plans to: <ul style="list-style-type: none"> – mobilise all Group business lines to improve service quality; – simplify and segment our offerings; – facilitate the customer sales and after-sales relationship in all our channels; – provide the correct support for customers throughout their journey with Orange, together with a fair reward for their loyalty. ■ Analyse CET results with the new CSR components to identify any correlations between the CSR and customer satisfaction. ■ Define action plans for each country on the basis of the main points of progress identified. 	2012
responsible communications <ul style="list-style-type: none"> ■ Roll out responsible communications practices by holding training courses and appointing an “ambassador” in each country in which the Group is present. ■ Extend the “responsible approach to events” to all major internal and external events initiated by the Group's communications teams. 	2012

communicating with peace of mind

2011 review	deadline	achievements
data security		
New awareness-raising campaign (paper, intranet and/or e-mail) targeting Group managers and relating to protecting information whilst travelling: to be rolled out across activities in France, and resources to be provided for the other countries.	2011	■ France: mounting of an awareness-raising campaign.
Define measures aimed at Group employees with a view to ensuring the security of company data on personal mobile handsets used in a business context.	2011	■ Creating sites that are essential to ensure the security of the company's data.
Implement encryption measures for IT resources of Group entities in France that have expressed a need for same.	2011	■ Continuing to deploy encryption solutions for IT resources within Group entities.
Publish a best practice policy and guide to the responsible use of social networks by Group employees with a view to a pilot awareness-raising campaign in the future.	2011	■ Defining the policy on the responsible use of social networks and releasing a best practice guide online.
protection of privacy		
Finalise the Group policy and draw up an action plan for its local implementation in every European country.	2011	■ Defining guidelines, action principles and governance.
Develop and deploy tools to enable all customers to improve the management of their data posted on Orange services.	2011	■ Developing a dashboard enabling customers to view data relating to them held by the operator. ■ Collaborating with Evernote in launching a data-storing solution for the PC, mobile and tablet.
Increase the amount of information provided for our customers on the risks and correct use of mobile phones, in conjunction with partners.	2011-2012	■ Introduced in 2012.
For marketing project ownerships in at least one of the Group's country divisions, drawing up and issue of a questionnaire to assess the processing of private data in new product and service concepts.	2011	■ Releasing an online e-learning programme on the processing of private data in products and services.

2012 roadmap	deadline
security standards	
■ Definition of a set of standard rules to be applied by each Group entity: organisation that mirrors corporate, rules of governance, suite of security policies.	2012
data security	
■ Publish and deploy a more robust data protection policy.	2012
■ Accelerate the deployment of authentication and encryption techniques within the Group.	2012
protection of privacy	
■ Roll out, communicate on and deploy the Group policy relating to the protection of privacy.	2012
■ Increase the amount of information provided for our customers on the risks and correct use of mobile phones.	2012
■ In addition to the personal Cloud, provide companies throughout the EU with secure access to high quality services from eco-designed data centres located in Europe; guarantee at all times to our customers the full ownership and easy, secure retrieval of their data (reversibility).	
■ Provide Orange customers with the right to control, check and manage the personal information they provide on Orange platforms, for all services managed by Orange; provide them with a dashboard of their personal data by 2015.	2012-2015

supporting young people towards safe and responsible usage

2011 review	deadline	achievements
safe and responsible use of our products and services Establishment of a structure linking the worlds of science and medicine in order to promote safe and responsible usage.	2011	<ul style="list-style-type: none"> ■ Operation deferred to 2012.
child protection Dissemination and roll-out of Group policy throughout Europe. Continuation of the extension of the parental control functionality to all countries. Continuation of targeted communication and awareness-raising campaigns (employees, customers, society in general).	2011	<ul style="list-style-type: none"> ■ Dissemination of the Group policy to country correspondents (November 2011) supported by an international communication campaign. ■ Fixed line and/or mobile parental control available in most European countries. ■ Active participation in leading the ICT Coalition, uniting members of the sector around issues connected with the protection of childhood, under the aegis of EC Digital Europe, GSMAe and ETNO. ■ November 2011, signed up to the CEO Coalition initiative to make the Internet a better place for kids, supported by the European Commission. ■ France: launch of the “digital parenting” concept within the Orange solidarité numérique (Orange digital solidarity) programme, whereby employees voluntarily make their skills available to interested organisations. ■ Creation of a dedicated child protection toolkit and its specific use on a number of sites in France during Orange Mômes (“Orange kids”) days.

2012 roadmap	deadline
safe and responsible usages <ul style="list-style-type: none"> ■ Establish an international forum involving scientists and practitioners from various disciplines to monitor the impact of digital immersion on individual and collective behaviour. 	2012
child protection <ul style="list-style-type: none"> ■ Create a resource centre to train and help countries to strengthen their child protection and support activities in the face of the risks inherent in the digital sphere. ■ Contribute actively to the CEO Coalition to make the Internet a better place for kids. ■ Promote the use of offerings meeting parents’ requirements. 	2012-2013

answering questions about radio waves

2011 review	deadline	achievements
radio waves Extend compliance audits to antennae.	2011-2012	<ul style="list-style-type: none"> ■ Senegal and Tunisia: compliance audits undertaken.
Deploy an active communications policy on electromagnetic waves.	2011	<ul style="list-style-type: none"> ■ Deploying an active communications policy on electromagnetic waves. ■ Strengthening of internal communication actions for all employees. ■ Launch in France of “Homo Mobilus”, an awareness-raising operation in the form of an exhibition having for object “ the place of the mobile networks in our life”, a part of the exhibition concerning mobile services and electromagnetic waves.

2012 roadmap	deadline
<ul style="list-style-type: none"> ■ Create a common resources centre to share good practices. 	2012
<ul style="list-style-type: none"> ■ Realise a seminar on the radio waves in the AMEA zone. 	2012

providing digital access to all

Today, Internet and the mobile telephony are indispensable, in our professional life as in our daily exchanges. At Orange, we think that one of our first missions is to make information and communications technologies accessible, every day, to as many as possible.

combating the geographic digital divide

2011 review	deadline	achievements
reducing the geographic digital divide		
Continued deployment in Africa of mobile relay stations that are fully powered by solar energy, thereby enabling services to be provided in even the most isolated regions with no electricity supply.	2011-2012	<ul style="list-style-type: none"> Continued deployment of ORYX stations: more than 1,400 solar stations by the end of the 2011 financial year.
Continued improvement in international connectivity in Africa through new submarine cables.	2011-2012	<ul style="list-style-type: none"> The new ACE submarine cable – which will link France with South Africa and serve 23 countries – will be brought ashore at Penmarc'h (Finistère, France). Continuation of operations to extend LION1 to Mayotte and Mombasa.

2012 roadmap	deadline
<ul style="list-style-type: none"> Continue the sustained deployment in Africa of mobile relay stations that are fully powered by renewable energy, thereby enabling services to be provided in even the most isolated regions with no electricity supply. 	2012-2015
<ul style="list-style-type: none"> Bring into service the LION2 cable, which has a potential of 1.28 Tbit/s. Bring the ACE cable into service by the end of 2012. Use these submarine cables to open up landlocked areas and countries. 	2012
<ul style="list-style-type: none"> Launch initiatives to facilitate access to energy to power mobile phones in Africa. 	2012-2013
<ul style="list-style-type: none"> Superfast mobile broadband: deploy 4G/LTE in European countries where Orange operates by 2015. 	2015
<ul style="list-style-type: none"> Deploy 3G in Orange countries in the Africa-Middle East zone by 2015 and provide mobile coverage for 80% of the population. 	2015

supporting local development

2011 review	deadline	achievements
<p>combating the geographic digital divide</p> <p>social offerings in Europe Development of mobile offerings for the lowest income groups. Development of second-hand mobile offerings. Development of offerings for the poorest sectors of the population (fixed, voicemail, virtual safe deposit box).</p>	2011-2012	<ul style="list-style-type: none"> ■ In France, given the stagnation of social subscriptions to classic telephony, consideration is currently being given, and an agreement being signed, to meet new demands in respect of social offerings, coupling unlimited telephony and Internet.
<p>socio-economic development of territories in emerging markets</p> <p>establishment of a framework to encourage innovation in the AMEA zone Launching of an award for social entrepreneurship in AMEA. Creation and institution of an innovation laboratory for rural development. Support for social entrepreneurship and local innovation through the setting-up of incubators and an investment fund (African countries).</p>	2011-2012	<ul style="list-style-type: none"> ■ Organising the first African Social Venture Prize (over 600 applications received) and the awards ceremony. ■ Launch of a scoping study project carried out in the field in Mali with the Grameen Foundation, to prepare for the creation of a rural innovation initiative (rural labs). ■ Inauguration of an incubator in Dakar in March 2011. ■ Production and publication, in partnership with a components manufacturer, a financing agency and an NGO, of a benchmark study on economic models for the development of BoP (base of pyramid) offerings.
<p>continue to develop offering Provide solutions contributing to rural development through offerings in the fields of agriculture, health and education. Continuation of the deployment of Orange Money.</p>	2011-2012	<ul style="list-style-type: none"> ■ Launch in Kenya of the service to check the authenticity of medication via mobile, Pedigree. ■ Roll-out of Orange Money in eight countries (over 3 million customers).
<p>combating the digital divide in emerging countries</p> <p>Extension of the deployment of "Community Phones" in Africa. Commitment on country numbers (four in 2011, six in 2012).</p>	2011-2012	<ul style="list-style-type: none"> ■ Continued deployment of Village Phone: end 2011, more than 1000 villages equipped in Mali, 200 in Côte d'Ivoire, 150 in Niger, 30 in the Central African Republic.
<p>Development of offerings enabling Internet access by people who are hesitant about using computers. Development of offerings suited to illiteracy and multilingualism (voice SMS). Launch of Voice Portal.</p>	2011-2012	<ul style="list-style-type: none"> ■ Launch of Flash Voice (Voice SMS) service in Niger in June. ■ Launch of Voice Portal (vocally-commanded browser) in Senegal and Mali.

2012 roadmap	deadline
<ul style="list-style-type: none"> ■ Continue the deployment of Village Phone in at least two new countries. ■ Launch the pilot “Internet for all” project (village Internet) in Uganda. 	2012
<ul style="list-style-type: none"> ■ Develop mobile Internet offerings for the most disadvantaged, improve classification of requirements of low revenue customers and carry out experiments to meet their requirements under optimum conditions. 	2012
<ul style="list-style-type: none"> ■ Structure the Group’s actions in respect of contributing to economic and social development by establishing a reference framework (Orange for Development) and the relevant governance. ■ Promote local entrepreneurship through the use of incubators, and hold the African Social Venture Prize for the second consecutive year. ■ Contribute to the financing of young businesses in Africa through contributions to investment funds. ■ Establish external partnerships with the aim of better meeting country needs and requirements in respect of rural, healthcare and education development. ■ Launch a project to develop and distribute services for rural people using a network of local agents. 	2012
<ul style="list-style-type: none"> ■ Provide solutions contributing to rural development through offerings in the fields of agriculture, healthcare and/or education that take account of the magnitude of the social and economic benefits. ■ Continue to roll out Orange Money in four new countries. 	2012
<ul style="list-style-type: none"> ■ Establish the “Digital world for all in emerging countries” programme. 	2012

ensuring accessibility by elderly and disabled people

2011 review	deadline	achievements
accessibility for the elderly or disabled In the eight main European countries and at least in two developing countries, continue the deployment of a range of offers suited and dedicated to commercial communication tools.	2010-2012	<ul style="list-style-type: none"> ■ Orange France: a range of "Autonomy offerings" (two catalogues per year landline, mobile, Internet; paper and electronic version, audio CD and voice accessible version for vision solutions with renewal and extension of the range of products (for example, the Doro 610 handset in the mobile range) and launch of the easy Internet option on PC, new version of the Voice Assistant, the Mélovibe application and two new Motamo/Motamo Max Price offerings for hearing deficient people. Deployment of a new accessibility test process in the selection of handsets, training (6,000 people trained and the development of new accessibility training tools (e-learning). Communication campaigns (conferences/ local or national exhibitions such as Autonomic Rennes, Nice, Handicalyon, information on sites, relationships with associations and creation of multiple supports) . ■ Orange Reunion and Orange Caraibes: Voice Assistant launched. ■ Orange Romania: ZTE mobile handset launched with a price plan for seniors. ■ Orange Spain: a catalogue of accessible solutions launched. ■ Orange Poland: various events such as the Accessibility Day, university conferences, standardisation workshop.
Launch a Web accessibility policy in these countries.	2010-2012	<ul style="list-style-type: none"> ■ Vast audit programme of site accessibility (50 audits carried out in a number of countries); in the eight countries (FR+EME): portal, e-care, online store; for each site, a sample page test concerning compliance with WCAG 1.0 rule specifications; training in the different countries with the support of the Group Accessibility and Ergonomy centre of expertise to develop Web accessibility skills on the Group's footprint. <p>At the end of 2011, the Group's main websites met on average 70% of the requirements of the WAI AA label with no blocking points.</p>
Put in place suitable physical and remote distribution channels in these countries.	2010-2012	<ul style="list-style-type: none"> ■ Orange France: 231 branded stores, a dedicated orange.fr website and autonomy page, a freephone number accessible to the deaf, hearing impaired and those with speaking difficulties via the Internet in real time (T140; choice of written dialogue mode, video, sign language). ■ Egypt (Mobinil): specific pricing for the deaf and the hearing impaired for commercialisation. ■ Orange Spain: commercialisation in 18 stores in the own network of the first catalogue. These offers will be available on its site. ■ In other countries, channels are being put in place in relation to the emergence of offers and are being adapted according to the social and regulatory context and strategic maintenance decisions to withdraw or develop the Group's presence in these countries.

2012 roadmap	deadline
Continue, in the eight main European countries and at least in two developing countries, the deployment of a range of offers suited and dedicated to commercial communication tools: <ul style="list-style-type: none"> ■ continue to select a range of handsets and expand the range (50 suitable products that changed twice a year and tests by the CDC for selection (France); ■ offers for the elderly or disabled in Egypt; ■ at least four senior or disabled-approved mobile handsets in the range for each country in Europe; ■ paper catalogue offers (Spain), conferences/exhibitions (Poland), transfer of commercial and autonomy merchandising communication tools; ■ continue the process of integrating accessibility into offers being developed for the Group and the development of new products that respond to the needs of senior users such as assistance solutions for multi-device users using interfaces adapted to seniors with a view to easy Internet personalised support and suitable applications as well as interfaces simplified for seniors. 	2012
Launch a Web accessibility policy in these countries: <ul style="list-style-type: none"> ■ continued improvement in website accessibility with one audit per year of the main websites in Europe with recommendations and support for local teams. 	2012
Put in place suitable physical and remote distribution channels in these countries: <ul style="list-style-type: none"> ■ in France, develop a suitable distribution network (branded stores, freephone number and an autonomy page on the orange.fr website. Supplement the system by developing a 1014 customer relay for seniors particularly and support for the easy Internet; ■ develop access to offers in European countries through channels coupled to offers related to these countries. 	2012

a better control of our impacts

In a world with limited natural resources, companies will only be able to ensure their long-term success by controlling their energy consumption and reducing the environmental impact of the life cycle of their products and services.

For Orange, it is obvious – long-term success is only possible if we better control our impact on the environment.

an ambitious environmental policy

2011 review	deadline	achievements
<p>REACH regulations on chemical substances</p> <p>Implement procedures across Europe to provide adequate information for our customers (particularly businesses) in collaboration with our suppliers, in order to satisfy our obligations in terms of REACH.</p>	2011	<p>■ In 2011, the Group piloted an initiative by the French telecoms federation to request suppliers of equipment marketed by operators to provide clear and accessible information on the presence of any substances “of concern” in terms of the REACH Directive.</p>
<p>environmental management</p> <p>Continued deployment of ISO 14000 EMS in the main countries and organisations of the Group (Orange France, Orange Business Services, Spain, Poland, Slovakia, Romania, Egypt, Belgium, Senegal, Côte d'Ivoire, Cameroon, Jordan, Mauritius, FT Marine)⁽¹⁾.</p> <p>Development of the EMS performance assessment: organisation of managerial reviews to assess performance (reviews of departments as per ISO 14001) in at least two-third of the organisations mentioned above.</p> <p>Organisational: in our 2011 commitments, this has been replaced by FT Marine.</p>	2011	<p>■ Extension of the ISO 14001 process to two new countries (Mali and Moldova) in 2011. The countries that have, or are working towards, ISO 14001 certification account for 93% of the Group's turnover.</p> <p>■ Realisation of environmental management reviews to assess the effectiveness of the EMS in 11 of the 16 organisations involved in the process (Orange France, FT Marine, Orange Business Services, Spain, Poland for its mobile activities, Slovakia, Egypt, Senegal, Mauritius, Moldova and Mali).</p>
<p>Continue the deployment of ISO 14001 certification on sites with significant environmental impact. Maintain existing certification in Spain, Poland, Slovakia and Egypt, and for FT Marine. Extend certification in France (Orange France and Orange Business Services). Obtain ISO 14001 certification for three other major Orange Business Services websites (one in France, two outside France). Obtain initial ISO 14001 certification in new countries: Romania (March 2012) and Senegal (February 2012).</p>	2011-2012	<p>■ A rise from 17% to 25% in the main indicator “Extent of operations with ISO 14001 certification”.</p> <p>■ Renewal of ISO 14001 certification for Orange Business Services, Orange Spain, Centertel (mobile activities in Poland), Mobinil (Egypt), Orange Slovakia and FT Marine.</p> <p>Orange France: certification of two new sites and one new core business process (production of environmental equipment), bringing the number of sites with certification to six, and the number of key processes to five.</p> <p>■ Orange Mali: obtaining of ISO 14001 certification for its head office, its technical sites and all its shops.</p> <p>■ ISO 14001 certification for Orange Moldova for all its activities.</p>
(1) The United Kingdom left our organisation at the end of 2009.		

2012 roadmap	deadline
<p>continued deployment of ISO 14000 EMS in the main countries and organisations of the Group</p> <p>■ Present new countries involved in the EMS process for ISO 14001 certification and extend the scope of the countries that are already certified.</p> <p>■ Initiate an ISO 14001 process for the new building that will accommodate the Group's head office in 2012.</p>	2012-2013
<p>continue the deployment of ISO 14001 certification on sites with significant environmental impact</p> <p>■ Drive action plans in the period 2012-2015 to increase the rate of ISO 14001 certification to meet the following milestones: end 2012: 30%; end 2013: 40%; end 2014: 50%; end 2015: 60%.</p> <p>■ In 2012, undertake the following actions:</p> <ul style="list-style-type: none"> – continue to extend certification of Orange France sites to cover new processes and major sites; – present Orange Business Service's main Paris site and its Egyptian site in Cairo for ISO 14001 certification; – roll out Orange Spain's ISO 14001 certification to fixed line activities to achieve total certification by the end of 2012; – present Orange Senegal's technical function for certification in spring 2012; – present the Orange Romania's technical function for certification in autumn 2012. 	2012-2015

reducing the Group's carbon footprint

2011 review	deadline	achievements
<p>roll-out the deployment of the energy action plan in all 25 countries</p> <p>Improve methodologies for measuring and monitoring trends. Develop consumption simulation and modelling tools to suit different scenarios (traffic, customer base, replacement of equipment, energy price, proportion of renewable energy in the AMEA zone). Launch new initiatives to reduce unit consumption.</p>	2011	<ul style="list-style-type: none"> ■ Deployment in late 2011 of the EAP for network equipment and information systems in 24 countries, which account for over 95% of the energy consumed by technology within the Group (introduction of Moldova, Uganda and Morocco). ■ Implementation of the following actions: <ul style="list-style-type: none"> – installation of ventilation on our technical sites, replacing or supplementing air conditioning: nearly 3,000 sites equipped, representing a total of over 14,500 sites ventilated in 18 Group countries; – 425 mobile sites shared with another operator in 2011 to reduce energy consumption; – replacement of about 10,000 items of mobile network equipment with more energy-efficient equipment; – continued widening of climate range in 158 new technical rooms in France; – by the end of 2011, over 2,000 solar stations were in service (including 1,416 on mobile radio stations) in 14 African and Middle Eastern countries, together with the Dominican Republic, Vanuatu, France and Armenia. ■ In 2011, extension of the EAP initiative to office buildings (about 29% of the Group's energy consumption) in five pilot countries (France, Poland, Spain, Egypt and Belgium) that account for 84% of the Group's energy consumption.
<p>Apply the results of the building consumption measurement tool to all buildings in France.</p> <p>continue to undertake Bilans Carbone® (carbon inventories) of activities within the Group to reduce its carbon footprint and optimise its strategic choices</p>	2011-2012	<ul style="list-style-type: none"> ■ France: increase from four sites equipped at the end of 2010 to 41 sites equipped by the end of 2011. ■ Launch of a call for tenders for wide-scale deployment over three to five years.
<p>Deploy the programme in at least two new countries. Increase internal expertise in Bilans Carbone® by creating and using a training course.</p> <p>continue action to promote sustainable mobility</p>	2011	<ul style="list-style-type: none"> ■ Spain: Bilan Carbone® undertaken in 2011. ■ Preparatory work in Poland for an inventory in 2012. ■ Inclusion of a carbon inventory module in the Bilan Carbone® training course for the Group's network architects.
<p>Continue to improve fleet performance by replacing 6,000 vehicles. Enhance the fleet management information system to optimise the management and monitoring of consumption and CO₂ emissions. Launch an electric mobility experiment in an operational situation in a core business activity. Establish a sustainable mobility department. Promote eco-driving skills among Group employees.</p>	2011	<ul style="list-style-type: none"> ■ Continuation of the renewal of the fleet in 2011 with 6,675 new vehicles ordered and 3,267 old vehicles withdrawn. ■ Coordinate with the fleet managers to upgrade the fleet management systems ; to optimise the management and monitoring of consumption and CO₂ emissions. ■ Full-scale experiment on the use of electric vehicles by our employees in the Seine Aval region (project SAVE undertaken in partnership). ■ Reinforcement in France, and progressive extension internationally, of a vehicle purchasing policy oriented towards environmental performance, with: <ul style="list-style-type: none"> – selection based on CO₂ emissions; – introduction to the catalogue of hybrid and electric vehicles including the Renault Kangoo; – experiments with innovative electric vehicles such as the Renault Twizy. ■ Establishment of a Sustainable Mobility investment fund with the SNCF, Peugeot Citroen and Total. ■ Creation of a specific Group Business Travel function, which will contribute to the aim of reducing consumption by regrouping employee transport and vehicle fleets, and using videoconferencing. ■ Eco-driving: 6,000 people in France and Poland received eco-driving training. Launch of a competition open to all employees of Orange Poland with prizes being awarded in 2012.

2012 roadmap

deadline

- Lead in-depth targeted work with France, Poland, Spain, Slovakia, Côte d'Ivoire and Egypt – which account for 86% of the Group's energy consumption – to select and prioritise methods of reducing energy consumption.
 - Progressively introduce systems for measuring the energy consumption of networks and ISs.
 - Continue to innovate in the fields of renewable energy, effectiveness of technical buildings, etc.
 - Model energy paths for 2012-2015.
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- Continue the installation of energy measurement tools in buildings in France.
 - Consolidate the policy of reducing consumption within the main European countries.
 - Finalise the Bilan Carbone® in Spain.
 - Undertake a carbon inventory relevant to the climate in Poland.
 - Draw lessons from the Bilan Carbone® in France and Spain. Use them as the basis for action plans and introduce this issue into the strategic thinking of the Group.
 - Continue training courses for network architects and introduce an eco-design course.

2012-2015

2012

2012

preserving biodiversity

2011 review	deadline	achievements
<p>paper consumption</p> <p>overall objective: to preserve forests and reduce the quantity of waste connected with the use of paper in the office</p> <p>Increase the use of recycled or FSC-certified (or equivalent) paper. Have 100% of sales documentation on recycled or FSC- or PEFC-certified paper in the Group's main countries.</p> <p>Reduce internal paper consumption by raising awareness among staff in respect of saving paper and by configuring printers to print on both sides of the paper.</p> <p>objectives for France:</p> <p>Paper consumption for sales documentation: -8%. Consumption for sales billing: -18%. Consumption of office paper (internal): -9 %.</p> <p>objective for Spain:</p> <p>Internal paper consumption: -10% (achieved in 2010 as against 2009: -5%).</p>	<p>2011</p> <p>2011</p> <p>2011-2012</p>	<p>■ Print 93.8% of Orange France's sales documentation on FSC- or PEFC-certified paper.</p> <p>■ Awareness-raising campaign carried out among employees.</p> <p>■ 11% drop in paper consumption for Orange France sales documentation in 2011 (above the objective of 8%). ■ 7% drop in paper consumption for sales billing (below the objective of 8%). ■ Large drop in consumption of office paper (internal use) in Orange France; -22% as against the objective of 9%.</p> <p>Printing of sales documentation for external customers on recycled or FSC- or PEFC-certified paper: ■ achieved 2011: almost 100%. Printing of marketing documentation on recycled or certified paper (greatest weight): ■ achieved 2011: 80%. Internal printing on recycled or FSC- or PEFC-certified paper: ■ achieved 2011: 90%. For 2011 as a whole: 94.5% of paper consume is certified.</p>
<p>2012 roadmap</p> <p>paper consumption</p> <p>overall objective: to preserve forests and reduce the quantity of waste connected with the use of paper in the office</p> <p>■ Increase the use of recycled and certified paper with the aim of Orange France's achieving 100% of sales documentation printed on recycled or certified paper. ■ Increase the use of FSC-certified or recycled paper in the office (internal). For Orange Spain: use 100% of certified or recycled paper by 2015 for both internal consumption and customer or sales documentation. ■ Reduce the Group's overall paper consumption through various measures, raising awareness internally, e-billing, etc.</p> <p>rare resources</p> <p>■ Map the Group's dependence on rare resources.</p>	<p>2012-2013</p> <p>2012</p>	<p>deadline</p>

optimising waste management

2011 review	deadline	achievements
<p>waste management</p> <p>development of new processing channels in African countries</p> <p>Deployment of new WEEE collection and processing initiatives in the AMEA zone in partnership with local commercial and industrial enterprises and specialist international organizations (UNIDO, UNEP, STEP). Target countries: Côte d'Ivoire, Senegal, Egypt. Increased participation in working groups from these organisations dealing with waste processing in emerging countries.</p>	2011	<ul style="list-style-type: none"> ■ Active participation in the working group coordinated by the GeSI (Global e-Sustainability Initiative) and the United Nations Environment Programme (UNEP) to develop collaborative local solutions for the processing of electronic waste in emerging countries. ■ Launch of a number of initiatives in various Orange countries in Africa: <ul style="list-style-type: none"> – launch by Orange Tunisia of its environmental initiative; – launch by Mobinil (Egypt) of an initiative for collecting mobiles among employees. ■ Continuation of the partnership between Orange and Emmaüs International to establish workshops in various African countries to process electronic waste (mobiles, PCs): project under consideration in Côte d'Ivoire in cooperation with the local subsidiary.
<p>WEEE Directive</p> <p>Strengthen initiatives to collect and process commercial WEEE (routers, PABX, LAN equipment) from our business customers in France, by incorporating approval from one or more eco-organisations focusing on commercial WEEE. Promote the reuse of the equipment collected whenever possible.</p> <p>Step up joint multi-operator actions in respect of audits for common suppliers outside Europe to ensure an equivalent level of environmental performance.</p> <p>Assess WEEE processing channels (household, business, internal and networks) in our European subsidiaries (particularly Slovakia, Romania, Spain and Poland) in order to ensure a high level of transparency and traceability.</p>	2011	<ul style="list-style-type: none"> ■ In response to new regulatory requirements on the processing of business WEEE in France, the Group launched a process to study optimising the collection, reuse and elimination of equipment sold, rented or provided by Orange. ■ Two experts carried out assignments in 2011 in Slovakia and Spain 2011 on electronic and other hazardous waste in order to: <ul style="list-style-type: none"> – increase the Group's expertise in waste management; – ensure a high level of compliance by subsidiaries with regulatory requirements; – deploy innovative solutions for collection and processing.
<p>tertiary waste</p> <p>Extend the programme to improve tertiary waste management initiated by OBS in Egypt in 2010 to other emerging countries by signing contracts with partners.</p>	2011	<ul style="list-style-type: none"> ■ Support to subsidiaries in emerging countries in establishing their waste management process (Côte d'Ivoire, Mali, etc.).
<p>collection and recycling of mobile phones</p> <p>Increase collection and recycling of mobile handsets. Achieve a collection rate of 10% in the second half of 2011.</p> <p>Extend commercial buyback offerings in the seven main European countries.</p> <p>Together with our partners, deploy an intelligent collection system for used mobiles and ambitious eco-citizen collection actions in a number of European countries (France, Spain, Austria, Slovakia, etc.).</p> <p>Deploy collection offerings for the business market.</p> <p>Develop the second-hand mobile market in AMEA and Europe.</p> <p>Develop collection and recycling programmes in Africa.</p>	2011	<ul style="list-style-type: none"> ■ In 2011, one million mobile phones were collected across Europe, an increase of 100% in one year corresponding to an overall rate of 6.4%. ■ Deployment of commercial buy-back offerings in the seven main European countries, with significant results in some countries (a collection rate of 14% in Romania). ■ Deployment in pilot phase, in France and Slovakia, of Mobo, the intelligent collector (unveiled at the "hello demain" show in June 2011). ■ Incorporation of collection offers in tenders for key accounts in the business market. ■ Continuation of the sale of second-hand mobiles in France, particularly on the orange.fr website. ■ Studies on the sale of second-hand mobiles in other European countries and several countries in the AMEA zone. ■ Continuation of the first pilot collection operations in three African countries.

2012 roadmap

deadline

waste management

development of new processing channels in African countries

- Play a pioneering role in developing subsidiaries and solutions enabling African countries to collect and recycle their waste efficiently and effectively.
- Contribute to the various reflections launched on this topic (e-waste academy, etc.).
- Mobilise Orange subsidiaries in these countries and support local initiatives with all the players concerned, particularly in Egypt, Tunisia and Côte d'Ivoire.

2012-2015

WEEE Directive

- Launch new initiatives for business WEEE and institute improved channels to collect, process and reuse this equipment, satisfy changes in regulations and improve our response to customers' demands.
- Continue Group initiatives to enable European subsidiaries to increase the collection of WEEE and other waste, and optimise the processing of this waste whilst taking into account the latest changes in the WEEE Directive.

2012

collection and recycling of mobile phones

give a new dimension to the mobile recycling policy to continue to increase the rate of collection by over 50% per year

- Deploy Mobo (the smart collector) and its ecosystem in pilot phase in France and other European countries.
- Launch second-hand mobile offerings in a number of European countries.
- Extend the collection of mobiles to the business market as part of the replacement of fleets of handsets.
- Launch civic collection actions in European countries.
- Study the feasibility of large-scale collection and recycling schemes in Africa.

2012

reducing impacts linked to products and services

2011 review	deadline	achievements
environmental performance of products and services <p>Continue with the roll-out of eco-design initiatives. Eco-design products for the domestic network. Implement service eco-design. Pursue creation of an LCA library. Generalise training for the marketing division.</p> <p>Define policies and methods for rolling out the universal charger as soon as it is available.</p>	2011-2012	<ul style="list-style-type: none"> ■ Eco-design for new Liveboxes (out in 2012) at the Technocentre. ■ Finalising the new “eco-design” action plan, gradually integrating eco-design for services. ■ Continuing with training (seven sessions in 2011 in France and the UK).
environmental labelling <p>Roll-out eco-labelling in more European countries: Poland, Slovakia, Switzerland, Belgium, Armenia. Promote eco-labelling with international bodies.</p>	2011-2012	<ul style="list-style-type: none"> ■ General application of the micro-USB interface for the majority of smartphones acquired by Orange. ■ Roll out in France, Spain and Romania, as well as in the business market. ■ Orange selected to lead the national eco-labelling experiment launched by the French state.
promoting eco-behaviours <p>Pursue roll-out programmes for e-billing in Europe, with a 2012 target of 80% penetration for the Internet, 50% for mobile telephony and 30% for fixed telephony. Promote longer technical and commercial life and usage of mobile terminals.</p>	2011-2012	<ul style="list-style-type: none"> ■ Electronic billing: see figures p. 141. ■ Launch of “SIM-only” offerings in France (Sosh). ■ Ongoing sale of discounted mobile terminals in France. ■ Ongoing sale of mobile phones to wholesalers with a view to remarketing reusable returned terminals.

2012 roadmap	deadline
environmental performance of products and services <ul style="list-style-type: none"> ■ Regain the lead in eco-design for the domestic network with the launch of new Liveboxes and set top boxes. ■ Develop eco-design for services. ■ Introduce eco-design tools and methods across the board for training and processes around innovation and product launch. <p>■ Prepare to market mobile terminals and chargers separately, to derive all possible benefit from the recent introduction of a standard for a universal charger.</p>	2012
environmental labelling <p>■ Continue with the international roll-out of eco-labelling for mobile terminals and contributions to setting an international standard (GSMA, European Union).</p>	2012
promote eco-behaviours <ul style="list-style-type: none"> ■ Pursue roll-out programmes for e-billing in Europe, with a 2012 target of 80% penetration for the internet, 50% for mobile telephony and 30% for fixed telephony. ■ Promote longer technical and commercial life and usage of mobile terminals. 	2012

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