



Trust

Benchmark employer / Customer experience / Personal data / Support for families /
Radio waves / Responsible purchasing

Guaranteeing useful skills for tomorrow

Challenges / vision / beliefs

The technological revolution is accelerating, forcing us to continuously adapt to new challenges and new business areas: the growth of ultra-fast broadband, the development of digital technology which creates new needs in our customers and new business areas related to big data, digital marketing, the cloud, cyber-defence, network virtualisation, and new business opportunities such as banking.

Roadmap

In this context, guaranteeing the current and future skills of our employees is the best way to set ourselves apart from the competition. Our ambition:

- to pursue a responsible employment policy, by developing our employees' skills and applying a policy of anticipated recruitment, respectful of diversity,
- to recognise each individual and implement tailored development journeys, giving each employee the means to be proactive in their development,
- to be the benchmark digital employer, by taking every opportunity to simplify the employee experience and streamline procedures.

An intergenerational agreement at Orange France

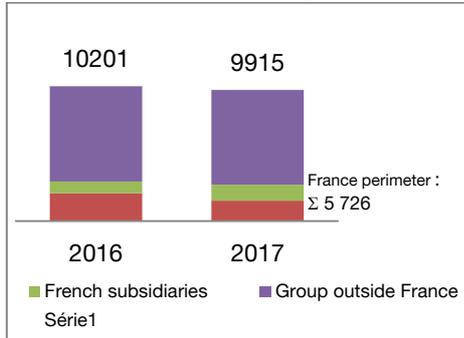
In France, 2015 was marked by the signature of a new intergenerational agreement for the period 2016 to 2018, in pursuit of three aims: sustainable integration of young people into long-term employment, keeping seniors in employment, and transferring knowledge and expertise. Notable elements of the agreement were the hiring of 6,000 staff on permanent contracts by 2018, arrangements for the end of seniors' careers, and specific measures for parents. The recruitment target was reviewed upwards in 2017 to 7,500 staff on permanent contracts.

Chose my company Label / Trainees 2017-2018:

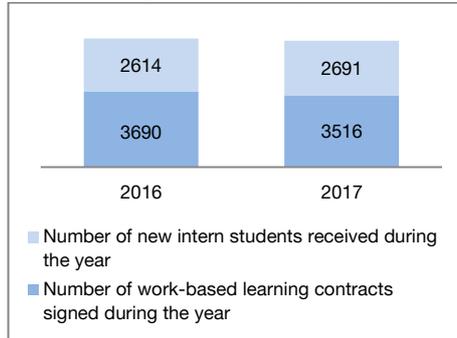
More than 2,000 young people from teams in France responded to the survey and over 93% would recommend the Group for an internship or work/study placement. This "label" (formerly "Happy Trainees") is the first participatory employer label to recognise excellence in management and staff motivation.

Indicators / Key figures

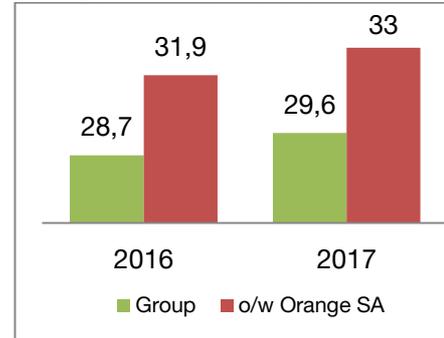
External recruitments of staff on permanent contracts



Youth integration in France (France Group)



Training (hours of training per employee)



News / achievements

- Recognising and developing in-house skills, with a made-to-measure training offer:
 - This training scheme is organised around Orange Campus, the school for Group managers, and over 40 business schools worldwide (17 in France, 7 in Poland, and 4 in Spain).
 - Continuation of the training-for-qualifications policy in technical, commercial and cross-cutting areas.

- Guaranteeing useful skills for tomorrow
Youth integration in France.
 - Objective: take on a number of work/study placement employees equating to at least 5% of Group employees under permanent contract in France, i.e. 4,300 placements in France on average over the period 2016-2018.
 - Objective achieved with a rate of employees on work/study contracts of 5.3% for the Group in France and 4,863 work/study trainees present at end 2017.
 - Nearly 2,700 interns were also hosted during the year
 - Since 2016, nearly 2,000 of the staff recruited by the Group in France on permanent contracts came from this population of employees on work/study contracts and trainees, including some 900 in 2017.

Going further

- [Treating the company as a laboratory for the digital revolution](#)
- [Orange Jobs](#)