

Trust

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

Encouraging employee engagement

Challenges / vision / beliefs

Orange has made the same commitment to its employees as it has to its customers, with the goal of creating conditions that enable each employee to become a committed and enthusiastic player in the company. To do this, Orange:

- encourages each individual to express themselves, and gives each employee the means to implement their ideas for improvements and innovations, through team work
- recognises every person's contribution to customer satisfaction with a balance between the individual and the collective, by making customer satisfaction central
- leverages ethical, responsible and diversity-friendly behaviour for social performance and social contribution. This applies in particular to digital support, the integration of young adults, equal opportunities and the environment.

One of the focuses is on workplace equality and diversity, a topic covered in more depth in a separate data sheet.

Orange certified as a “Top Employer Global 2018”



The Top Employers Institute is an organisation that audits and certifies excellent work conditions offered by employers to their employees; it covers all HR policies, including talent management, planning, integration, training and skill development, performance management, leadership, careers and successions, pay and benefits, and culture. For the third consecutive year Orange was awarded the “Top Employer Global 2018” certification, which recognises the best human resources policies and practices. Orange is the only telecoms operator among the 13 top global employers.

Group social survey – 2017

This survey focuses on measuring the quality of life in the workplace. In 2017 it included new aspects such as perception of the employee experience, the company's transformation, and the fulfilment of Orange's pledge to be a digital and caring employer.

- 89% of Group employees say that they are proud to work for Orange,
- 83% recommend Orange as a good place to work.

News / achievements

- Continue the Group's commitments in terms of social dialogue by means that suit the local context and regular meetings with ad hoc committees (Global Works Council - European Works Council...)
- The European Works Council is a place to discuss economic, financial and social issues of a global nature transcending the country framework (manufacturing and innovation strategy, main

investment options, acquisitions, employment, etc.) It is made up of 28 employee representatives from 19 countries. In 2017, the Committee met three times.

- The Global Works Council aims to develop social dialogue with all employees by giving them representation and allowing them to share a common base of information Group-wide, including the global strategy and transnational projects beyond Europe. It is made up of 31 members, representing 21 countries worldwide, each with over 400 employees. It meets once a year.
- At a local level, discussions were held with employee representatives, i.e. representatives from unions, representatives appointed by elected employee forums and also representatives democratically elected directly by employees according to locally defined rules.
- Continue deployment of the health and safety policy and provide support for Group countries.
 - This policy is based on the worldwide health and safety agreement, and the applicable laws and regulations in each country. This agreement also applies to our partners and subcontractors.
 - It is supplemented by the Vigilance Plan, drawn up under the Act of 27 March 2017.
 - In 2017, efforts to support international Orange Group entities were extended. Deployment of an Occupational Health and Safety Management System (OHSMS) continued. Training courses for managers and briefing sessions with prevention specialists are provided regularly in France, and are being rolled out internationally. Audits are performed routinely in operational units in France. Internationally, seven subsidiaries are OHSAS 18001-certified. The overall rate of compliance with the requirements of the guidelines identified for Orange on the basis of the major international standards was 68% in 2017, all units combined.
- The Group remuneration policy aims to recognise the collective or individual contributions which help to satisfy customers and to share value in all countries.
 - As well as the basic salary and the variable component, which rewards individual and collective performance if quantitative and qualitative targets for lasting customer satisfaction are met, collective remuneration initiatives, such as profit sharing in France, reward collective success, and help to share the value created by the company with its employees: under the terms of the 2015/2017 profit sharing agreement, the amounts paid out depend on the achievement of economic performance indicators (70%), and customer service quality indicators (30%). For 2016, a profit share equivalent to 4.5% of salaries was paid out in May 2017.
- To promote and develop employees' entrepreneurial spirit and engagement, in 2017 Orange launched the Oz programme. The first step is the employee innovation initiative. Employees can promote and implement their ideas through four schemes:
 - implementing continuous improvement
 - sharing your ideas and proposals on an ideas wall
 - taking part in challenges spanning entities or business lines
 - developing an innovation project with and for Orange.

Launched in France, Côte d'Ivoire, Slovakia and at Orange Business Services, Oz will be rolled out gradually across all Group countries in 2018.

Going further

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