

initiatives#2

issue 2012 / France Telecom-Orange Corporate Social Responsibility initiatives and commitments



CSR benchmarks

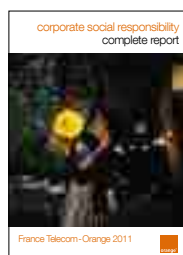
Orange's CSR policy guides our entire Conquests 2015 strategic project and is based on four core commitments: recognize and support our employees; ensure transparency, quality and security for our customers; share the benefits of the digital world with the greatest possible number of people; find innovative solutions for a greener world. [page 02](#)



highlights

Orange's CSR initiatives are part of all of our activities, both locally and internationally, every single day. An overview of some of the highlights of 2011. [page 04](#)

find out more



All of Orange's CSR commitments and initiatives can be found in this detailed report.

[full content on orange.com](#)

Mali, China, Poland, Spain, France, Romania... responsibility changes with Orange

For the second year running, *Initiatives* takes you behind the scenes of Orange's CSR activities, projects and best practices, and introduces you to the men and women who give real meaning to Orange corporate responsibility every day.

connected villages [page 06](#)



responsible purchasing [page 08](#)



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today changes with **orange™**

02 benchmarks

our 4 CSR commitments

We consider corporate social responsibility (CSR) to be essential to Orange's future success. CSR, which guides our entire conquests 2015 strategic project, is based on four key commitments.

recognise and support our employees

For Orange, being a responsible company means first of all listening to the expectations and needs of its employees. We want to transform the technological challenge of our business into a human adventure combining economic performance and social quality. That is why we put the people of the Group at the heart of our growth strategy, with a strong social ambition: to be recognised by 2015 as one of the preferred employers in the main countries we operate in. To this end, Orange has revamped its management culture and spelled out in a charter the essential role of managers in the building of quality human relations. A new social model, part of the conquests 2015 project, was rolled out in all Group entities in 2011. Orange encourages social dialogue and professional support for its employees, makes the most of expertise, promotes diversity and is committed to sharing collectively-created value with each employee by establishing mechanisms for fair, motivating remuneration.

ensure transparency, quality and security for our customers

At Orange, we want our customers to enjoy the benefits of the digital world while enjoying complete peace of mind. We have set ourselves an ambitious goal: to become the preferred operator in all our markets by 2015. That means offering the best possible

telecommunications experience, while assisting our customers in a personalised way and making their digital life easier at every moment of their relationship with our company and in all their uses, so that they are fully satisfied and recommend us to their entourage. We adapt ourselves to their needs and concerns by going beyond the basic requirements of quality of service: providing clear information and tools to, most importantly, help young users, parents and schools use new technologies safely and responsibly; guaranteeing the security of personal data and respect for privacy; and responding to concerns about radio waves.

share the benefits of the digital world with the greatest possible number of people

One of Orange's prime tasks is to provide to as many people as possible every day the benefits of information and communication technologies, which have become indispensable in the workplace and in daily exchanges. Fighting digital exclusion in all its forms means, of course, reducing the geographical divide by deploying our infrastructure in all areas, with alternative solutions for remote areas. It also means participating in economic and social growth by making our services available to low-income populations and fostering entrepreneurship; making it even easier for the elderly or people with disabilities to use our products and services; and simplifying use of technologies for people with learning disabilities. Finally, it means promoting the emergence of new digital uses that

open up innovative possibilities in key areas like health, education and culture. This commitment, fundamental to our corporate social responsibility policy, also guides the activities of the Orange Foundation.

find innovative solutions for a greener world

Faced with such important global issues as climate change, natural resource management, and waste and end-of-life equipment recycling, we act simultaneously on three fronts. First, we are reducing the environmental footprint of our business by lowering our greenhouse-gas emissions and optimising waste management. We are also improving the environmental performance of our products and services through eco-design. Finally, we are helping our customers reduce their own environmental impact by promoting environmentally responsible practices and even the collection of old phones. Coping with the explosion of uses while limiting our energy footprint is a major challenge. But we are committed to reducing our CO₂ emissions by 20% and our energy consumption by 15% between 2006 and 2020. Progress on these goals, part of our conquests 2015 project, is measured quarterly. More generally, we are focusing on innovation and the proven role of information and communication technology in the emergence of eco-citizen lifestyles at all levels of society: new mobility, new ways of working and thinking about the city and the home, and energy management.

social policy rewarded

Orange has been awarded the Top Employer label for its human resources policy in France, Belgium and Poland in 2012, and in Spain in 2011. In June 2011, we also received the European Label for workplace equality. In January 2012, Orange Business Services was named "Best Workplaces for Commuters" for its telework programme, whose aim is to reduce the travel time of employees in the United States. Finally, Orange Spain obtained EFR (Family-responsible company) certification in 2011, while Orange Slovakia has received the "family-friendly" employer prize for the last three years.

55%

In 2011, investments in networks accounted for 55% of the Group's total investments. The Group invested 3.2 billion euros in its infrastructure.

“

In 2011, we made progress in two important areas: the mobilisation of our European units on child protection, and the formalisation of our strategy on our contribution to economic and social growth in emerging countries.”

Marc Fossier, Executive Director, CSR



major skills agreement

In France, in March 2011, Orange signed an agreement on Human Resources and Skills Planning (GPEC). This particularly innovative agreement helps all employees continue their professional advancement by offering them support in facilitating and securing their careers. The agreement provides for communication on employment trends at local and national levels through team and informational meetings, forums and intranets. It gives employees a better idea of their future prospects in a nearby working environment. They are also offered career-planning assistance by their managers during one-on-one interviews, and by Orange Futures advisors.



800

 million euros

Orange for development

Orange operates in **21** countries in Africa and the Middle East, with over **84** million customers and **21,000** employees in 2011 (non-consolidated companies included). In 2011, the Group invested almost 800 million euros in these regions, contributing to their economic and social growth.

16,000

virtualised servers at the end of 2011

Since 2007, the number of physical servers has been divided by 10, saving 65 GWh in electricity consumption and avoiding 4,800 tons of CO₂ emissions.

eco-efficient data centres

In November 2011, our data centre in Sophia-Antipolis (France) was certified by the European Commission for its full compliance with the requirements of the European Code of good conduct for data-centre energy efficiency. Our next-generation data centre in Val-de-Reuil, a candidate for the same label, is built to High Environmental Quality (HQE) standards, which will lead to electricity savings of about 7.5 MWh per year. To be inaugurated in 2012, it ranks among the most energy-efficient data centres in the world.

technology for better water management

Our subsidiary Orange Business Services partnered with Veolia Eau in 2011 to create m2o city, an operator specialised in remote environmental data and water meter reading services. By using this service, based on an ultra-low-power radio network, local governments can collect information from meters as well as environmental sensors.

making it easy for our customers

The quality of service offered to our customers, the backbone of our conquests 2015 strategic project, is the subject of a demanding ongoing improvement programme.

In all our offerings, we strive to emphasise reliability and simplicity, major demands of our customers, with effective support services to assist them at every step of their journey. In 2011, for example, we deleted over 1,000 offers from our catalogue to make it clearer for our customers and optimised over 80 "customer journeys" in 21 countries. In doing this, we make the most of our core strengths: our close relations with our 226 million customers through our expert advisors in shops, call centres and social networks, and through the thousands of technicians who provide on-site customer service; recognised expertise in next-generation networks (3G, 4G, fiber); and unique strength

in innovative services. This approach has been rewarded many times: Best Mobile Operator and Best New Service awards for the launch of the Business VPN Galerie cloud service from the World Communication Awards 2011, for example, and Best Operator from the Mobile Entertainment Awards in London. In India, Equant received the prestigious "Ramakrishna Bajaj National Quality Certificate of Merit" for the excellence of its services in early 2012. Finally, in France, Orange was ranked first or tied for first by the regulatory body (ARCEP) on 57 of the 61 criteria of the report on the quality of service of 2G and 3G networks in November 2011.

key indicators

900

million euros invested between 2010 and 2012 to implement the new social Contract.

10,000

managers hosted by Orange Campuses, created in January 2011 to accompany our managerial changes.

140

suppliers evaluated in 2011 for their commitment to corporate social responsibility.

1,000,000

used mobile phones collected from our customers in Europe, 100% more than in 2010.

meeting the energy challenge

Orange has made a commitment to reduce its CO₂ emissions by 20% and its energy consumption by 15% between 2006 and 2020. Since 2009, action plans in all units aim to reduce the energy consumption of networks and buildings, promote renewable energy and reduce emissions from business travel.

Three departments with an energy mission:



EER programme department

The Energy & CO₂ Emission Reduction (EER) programme, responsible for activities aimed at reducing network infrastructure energy consumption.



Group property department

in charge of studying and improving the energy efficiency of our buildings.



Sustainable Mobility department

which oversees business travel, the use of videoconferencing and the optimisation of Orange fleet management.

did you know?

When Internet penetration rises by 10% in emerging economies, it correlates with an incremental GDP increase of 1% to 2% (source: BCG).

Orange Business Services has been number one for three consecutive years in Verdantix's "Green Quadrant Sustainable Telecoms Europe" ranking, notably for its range of sustainable solutions for corporate clients.

04 highlights

a year filled with responsible activities

All year round, in every department, the Group’s corporate social responsibility goals are manifested in all of our activities, both locally and internationally. A few examples from the year 2011.

— January 2011

Orange Campus, our “in-house university”, on which Orange’s new managerial support mechanism is based, was founded. About half of the Group’s 20,000 managers, representing 25 nationalities, have already received training.



Exemplary crisis management. For the first time, because of political events in Egypt, we activated an activity continuity plan on our site in Cairo—an important centre for our operations in the international business market. Activity was transferred for two weeks to other countries in which the Group operates. The plan worked as expected, with no impact on our customers, and followed our priority: to ensure the safety of our on-site employees.

— March

Armenia initiated stakeholder dialogue. Using the CSR DialogToolkit provided by the Group, our subsidiary Orange Armenia joined the 14 countries —representing over 70% of Group turnover—that have a structured dialogue with stakeholders.

— May

Meeting of the first Global Works Council, made up of representatives of employees of 22 countries where the Group operates and reflecting the strengthening of high-quality social dialogue since the new social Contract was initiated in 2010.

— June

Orange awarded Gender Equality-European Standard certification after a thorough audit of its policies and actions in favor of professional equality in France, Spain and Belgium, and in Orange Business Services.

Mobo goes to work. Our prototype intelligent used-phone collector was put to the test in France and Slovakia, with very encouraging results. The goal is to help increase the collection rate by 50% per year.

— July



“Let’s share”, a new free share allocation plan. Aware that our employees are the key to our growth strategy, we improved our employee stock plans by implementing a new free share allocation plan that affects over 80% of Group employees in 92 countries. This initiative is consistent with our exemplary model of value sharing: 39% of the Group’s added value in 2011 went to its employees (compared with 16%, for example, to its shareholders).

— October

Medicines authenticated with Orange Kenya. Launched in partnership with the NGO mPedigree in a country where counterfeit medicines can represent 50% of sales, this new free service allows users to verify the authenticity of medicine boxes by sending by text message a code concealed under a scratch-off sticker.

Arrival of ACE submarine cable at Penmarc’h in Brittany. The 17,000-km ACE, will extend access to high-speed Internet in Africa (see pages 14-15).

— November

“Environmentally Committed Digital Enterprise Award”: Orange’s Shared Medical Imaging solution earned a prize from the Digital Green Growth Awards, dedicated to creativity, innovation and digital technology in support of sustainable development.



Sustainable mobility fund. Orange partnered with the SNCF, PSA Peugeot Citroën and Total to create Ecomobility Ventures, the first European investment fund dedicated to sustainable mobility. With a capital of 30 million euros, this fund invests in innovative start-ups and contributes to the emergence of a new mobility ecosystem that goes beyond traditional sectoral boundaries.

Telemedicine offer launched in Senegal.

HealthPresence provides a solution for remote consultation between physicians in the Thiès hospital and patients at the medical station in the nearby town of Tivaouane, with transmission of data (blood pressure, heart rate, etc.) and paperless prescriptions.

The best mobile network in France. In an official report on the quality of voice and data mobile network services (2G and 3G), ARCEP, the French authority for telecom regulation, noted that Orange had the best mobile network in the country in terms of coverage, bandwidth, and quality of mobile communications and data services.

Social entrepreneurship prize launched by Orange in Africa. Combining CSR and support for innovation, the initiative aims to encourage innovative ideas that use technology to promote local growth (see page 17).

“Orange People Charter.” Launched across the Group in 2011, our employer charter is a step toward achieving our goal of becoming the employer of choice in most of the countries where we operate (see page 9).

— December

“A better Internet for kids”: Orange joined the initiative launched by Neelie Kroes, Vice-President of the European Commission and European Commissioner in charge of the digital society, to encourage action at the European level in the field of the protection of children online.



Orange Autonomy catalogue certified by CERMI: the Spanish Committee representing disabled people recognised our efforts to facilitate the accessibility of telecommunications for nearly 4 million disabled people living in Spain.

— January 2012

Responsible purchasing policy. As part of its contribution to the Joint Audit Cooperation (JAC), Orange initiated the first forum on CSR principles for suppliers, held in Shenzhen (see page 8).

— February

“Discovering the Internet together.” Orange partnered the eighth edition of “Safer Internet Day” to promote safe, responsible use of the Internet and mobile devices (see page 13).

— April

Stakeholder dialogue. Poland reached out to its stakeholders (see pages 10-11).

world tour of Orange initiatives

We invite you on a journey from Mali to Europe and onward to China to meet the men and women who make our corporate responsibility policy a reality every day. These are the people we have made a commitment to and for, whether they are customers, employees, partners, stakeholders or beneficiaries of our efforts. What do these places have in common? Although there are economic and cultural differences among them, the Group strives to meet the same requirement everywhere: be a competitive player in our markets, offer the best products and services, and be an active contributor to growth, innovation and local employment, while paying constant attention to preserving the environment and social ties. Enjoy your trip around the world with Orange. *Bon voyage!*

page 09

India, Indonesia, United States

living well and working well with the company

Orange Business Services employees talk about their everyday experience with our new social model.

page 13

France

parents, children and the Internet

Report on a chat session held by Orange France to respond to parents' concerns about their children's digital life.

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France-Romania

a second life for mobile phones

How the Group popularised the recycling of used mobile phones in France and Romania.

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Spain

a new learning experience

Learning with the help of a mobile application is now possible.

page 14

West Africa

link across the ocean

The roll-out of the ACE cable brings new connections to African countries on the Atlantic seaboard.

page 06

Mali

connecting rural communities

We hear from an Orange coordinator whose job is to understand the expectations and needs of community telephone users in Mali.

page 10

Poland

dialogue with stakeholders

Report on how our subsidiary in Poland is reaching out to its stakeholders at a grassroots level.

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World

improving the energy performance of network and information systems

Spotlight on the huge Green ITN programme, designed to significantly reduce the energy consumption of Orange's infrastructure.

page 17

Côte d'Ivoire, Niger, Uganda

spotlight on African entrepreneurship

Presentation of the first three winners of Orange's African Social Venture Prize.

page 08

China

exemplary partnership for responsible purchasing

A look at the efforts made by the world's largest operators and their suppliers to place CSR at the heart of the supply chain.



Printed on paper made from 100% recycled fibres from responsibly managed forests.

credits

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TADIANA
MALI

the Djamaa Phone offers a practical way to connect villages

The first Djamaa Phone was installed in the village of Tadiana, located about 50 kilometers from Bamako, Mali’s capital. What is a Djamaa Phone? A local community telephone system that is helping to change the lives of its users every day.



As the flagship telecoms brand in Africa, Orange considers it a priority to make access to communication technologies available to the greatest number of people possible. These people are vital to the continent’s socio-economic growth and the growth of our own long-term activities, and they also help strengthen social ties, which is important for both our customers and employees. One example can be found in Mali, where, since December 2010, villages located in isolated rural areas not covered by wired or mobile networks can install a Djamaa Phone, a community phone consisting of a phone, a SIM card, an antenna to extend mobile-network coverage, and a solar charger.



“GUARDIAN ANGELS” FOR THE DJAMAA PHONE
Four Djamaa Phone coordinators travel around Mali, primarily in four major regions. Amadou Konaté, coordinator in the region of Sikasso, explains their role: “Our mission has two components: we oversee the recruitment and training of Djamaa Phone operators, and we also play an educational role by informing operators and villagers, and explaining how the phone is used. And we conduct surveys of the population to get their feedback and to understand what the system offers them and how to improve it.” When coordinators enter a village, especially when they are there to install a Djamaa Phone and inform the inhabitants about it, “there is great interest; sometimes they can’t believe it.”



LISTENING TO THE PEOPLE

The coordinators regularly visit villages already equipped with a Djamaa Phone to ask residents about how they use it, whether they take advantage of the services, and any technical, time or money problems they may be having. These surveys are a good indicator of the quality of service and satisfaction with it. “They help us assess the impact of the Djamaa Phone on the village’s social life and business activity,” says Claudine Grisard, teacher and researcher at the University of Paris-Dauphine, who collaborates with Orange.

The phone can be used to access information and training, build a business, fill material needs, carry out administrative formalities and so on. The Djamaa Phone has revolutionised and, importantly, simplified access to essential services by creating a previously unavailable gateway for communication and information between villages and regional capitals. The most important aspect of the service, according to villagers, coordinators and observers, is its effect on health problems. In this area, the leap forward made with the Djamaa Phone is impressive. “Before, people had to travel to another region to call

the Djamaa Phone is a gateway for communication and information between villages and regional capitals

INFORMATION, SOCIAL TIES, HEALTH, ETC.

The Djamaa Phone has the power to bring people together in remote villages with little infrastructure that are reachable only by paths. Inhabitants, especially women, can get news of their relatives who have moved to Europe or neighbouring countries. And, more generally, everyone can connect with the outside world.

the prefecture’s health department in cases where diagnosis or childbirth was difficult; now they just go to the Djamaa booth,” says Amadou Konaté. Not one week goes by without a call to order medicine or summon an ambulance in an emergency.

Orange for development

> a growth accelerator in emerging countries

Orange puts socio-economic growth at the heart of its own growth strategy in emerging countries. Orange for development is a new Group-wide initiative created to coordinate methods and activities in this area and to identify key success factors.

The role of ICT in creating and sustaining a favorable socio-economic environment is critical. We have identified three areas for action: improving network coverage and extending access to all; offering value-added services to meet needs, especially in

the areas of health, education, agriculture and financial services; developing local markets for new technologies with partnership projects (incubators, start-ups, open platforms for innovation, etc.). In terms of infrastructure and connectivity, 1,700 villages

in four African countries are already equipped with a “community phone” on the model of the Malian Djamaa Phone. An Internet solution based on the same model is currently being tested in Uganda.

Orange in Mali

- **The Group has been offering fixed-line, mobile and Internet since 2003** under the name of Ikatel, and as Orange Mali since 2006.
- **More than 7 million active mobile customers**, most using prepaid services.



In Tadiana, as in many African villages, Orange coordinators make sure villagers are getting the best use out of the Djamaa Phone.

SHENZHEN

CHINA

- France Telecom-Orange Group purchases in 2011:
- Volume of purchases in 2011: **16.5 billion euros**.
 - **On average, 30% of investments** made by the Group in the country go into the local economy.
 - **17 million euros were spent in 2011** in the protected sector in France.
 - **In 2010 and 2011, 33 audits were carried out in factories** based in China, Taiwan, South Korea, Japan, India, Eastern Europe and South America.
 - **140 CSR evaluations of suppliers** were conducted in 2011.



operators and suppliers join forces

In 2010, France Telecom-Orange, Deutsche Telekom and Telecom Italia decided to join forces and pool resources by creating the Joint Audit Cooperation (JAC). Its mission is to monitor the application of CSR principles by major telecom suppliers. Since then, this initiative has grown in size and influence.

A company may be a model of Corporate Social Responsibility and still have difficulties in reproducing or introducing its high standards among its suppliers and partners. This observation led to the launch of the JAC initiative two years ago under Orange's leadership. "For many years, telecom operators, like many manufacturers, have been taking social needs into account in their production and marketing cycles," says Bernardo Scammacca, who is in charge of monitoring supplier performance. "As part of JAC, we—along with other operators—wanted to reaffirm this commitment and demonstrate to stakeholders that the CSR principles we apply are also shared by our suppliers. This requires the use of evaluation and auditing techniques that are difficult to carry out alone, hence our decision to join forces."

CONTINUOUS GROWTH

Alex Wang, Director of Purchasing and the Supply Chain in Asia, says: "Our first challenge was to decide on a methodology and a common list of suppliers. Then we conducted audits and defined action plans accordingly. In short, the idea is to stimulate cooperation between operators, then between operators and suppliers." The initiative, which now includes seven operators (Belgacom, KPN, Swisscom and Vodafone have joined the three founding operators) and 74 audited suppliers (up from 33),



is attracting increased attention. A forum was needed to extend its reach, and one was held at the beginning of 2012. The goal was to share JAC's experiences and objectives while seeking to deepen relationships with suppliers in terms of CSR.

a tool for assessing the environmental,
social and ethical performance of suppliers

Orange's purchasing policy

> responsible buying

The Joint Audit Cooperation is one of the pillars of the Group's responsible buying policy. On this subject, Alex Wang says that the company "has been implementing very specific clauses in procurement contracts on the expected behavior of suppliers for

many years. Also, they are all asked to read our 'Sourcing & Supply Chain' Code of Conduct, which spells out the principles and methods involved in our relationships with them." Upstream, the selection of suppliers is subject to a strict evaluation procedure

of their environmental and social performance and commitment to ethics. Finally, analysis and risk prevention is done through a continuous monitoring system, based on both CSR diagnostics and on-site audits, mostly through the JAC.

"COOPERATION BEYOND COMPETITION" FORUM

On 12 January, over 150 guests, representatives, suppliers, partners, operators and specialist organisations, including the Chinese NGO Institute of Public and Environmental Affairs (IPE), got together in the Marco Polo Hotel in Shenzhen. To signal their commitment, member operators were represented by senior officials, among them Luis Neves, Head of Corporate Responsibility for Deutsche Telekom; Marc Fossier, Executive Director in charge of Corporate Social Responsibility for the Orange Group; and Joe Griffin, Group Environmental Manager for Vodafone.

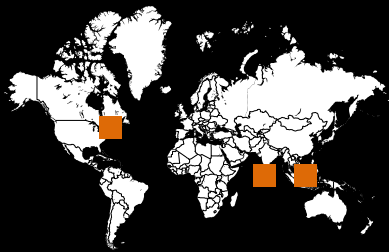
The day began with a focus on CSR, with presentations by the Director of the IPE on environmental challenges in China, and by the Director of the International Labor Organisation's China and Mongolia office on the creation of a responsible supply chain. Two highlights of the day were the round tables on the themes of the JAC initiative and on CSR collaboration between suppliers and operators. "This forum, says Bernardo Scammacca, fulfilled its primary purpose, which was to better inform our suppliers of our goals and the challenges we face together. Importantly, it allowed us to identify key issues, particularly the need to address all the players in the chain, from direct suppliers to



subcontractors, so that we will eventually have a totally transparent supply chain, as well as measures to be strengthened to improve our efforts."

INDIA
INDONESIA
UNITED STATES

- Orange Business Services is one of the world leaders in providing telecommunication services to multinational companies.
- Over 20,000 employees offering services in 220 countries.
- Over 3,700 multinational clients and 2.7 million professionals, SMEs and companies in France.



Orange People Charter: goal becomes reality

Orange Business Services was one of the first of the Group's units to implement the Orange People Charter, which provides a new framework for collaboration between employees and the company. Here is some feedback from employees who have benefited from this new approach.



"Less stress, less time commuting, cost savings and a better work/life balance—telecommuting increases productivity and quality of life"
Amy Teklinsky, Project Manager, Finance/General Services Development, United States

"The telecommuting policy has proved highly successful among our teams here at Oak Hill, Virginia. In fact, we've taken the approach even further with the launch of the FlexPlace programme, which allows employees working from home to reserve shared office space whenever they need to come into work. Of the 302 people who work at Oak Hill, 145 have already opted to telecommute. The benefits for the company are enormous: teams can operate 24/7, and office equipment and travel expenses are significantly reduced. What's more, it helps reduce our ecological footprint, as fewer commuters means less traffic and lower greenhouse gas emissions. I work from home myself one or two days a week. The time saved commuting can be spent working more productively, and it also gives me more time for my family. My quality of life has definitely improved."



"Tailored training and skills development plans allow everyone to prepare for the job they want"
Ravi Ahuja, Senior Advisor, Business Telephony Solutions, India

"I joined Orange Business Services India in August 2009 as a customer service expert. Gradually, I became more and more interested in voice technology, but I had no idea of how to go about changing jobs or acquiring the necessary skills. I learned that there was a career path developed for the role that I was interested in and that training courses were available to staff wanting to take on new responsibilities, offering step-by-step guidance on moving into a specific area. This was the opportunity I was waiting for. After completing a programme in team and time management and communication skills, I became a specialist in business telephony solutions. These skills development measures, which are open to anyone who is interested, offer a great opportunity for motivated employees who want to excel in a particular area."



"A socially-responsible company encourages its employees to volunteer in their community"
Lim Meow Lin, Management controller for ASEAN, Indonesia

"In 2008, before joining Orange Business Services, I had an opportunity to take part in a housing construction project for low-income families sponsored by the Habitat for Humanity charity organization. So last year, when the company began talking about ways to expand its CSR commitment, I immediately volunteered to help on a construction project on Batam, a small Indonesian island. The Director of Orange Business Services in South East Asia personally sponsored me. After gathering information from local Habitat for Humanity teams, I sent out an e-mail to colleagues to recruit other volunteers. The Give a Day, Get a Day programme, which originated in the United States and is led by Human Resources, enables employees who volunteer for their communities to take one day's paid leave for every day of volunteer work. I was actually inundated with replies, and there simply weren't enough volunteer positions available. Our team was assigned to make the materials that would be used for the foundations of new homes on Batam. It was an incredibly rewarding experience for everyone. We were proud to have worked as a team on a really worthy cause. Partly thanks to our efforts, a family with two young children now has a lovely new home."

Orange People Charter

> a key component of conquests 2015

The Orange People Charter is central to our ambition of becoming employer of choice in most countries where Orange is present.	With this charter, the Group demonstrates its desire to build a lasting relationship of trust with its employees, based on six key principles:	> be an ethical and socially responsible employer; > offer career and development opportunities; > provide a work environment	for outstanding customer satisfaction; > empower managers and hold them accountable for progress and success;	> provide a positive quality of life at work; > recognize and reward employees for their individual and collective contributions to our success.
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GDAŃSK

POLAND



hand in hand with our stakeholders

Orange's vision of stakeholder dialogue involves regularly collecting information on the expectations of our various audiences, then formalising it and translating it into action. Poland recently held a local meeting to provide an uncompromising evaluation of this Group-wide approach.

Tuesday, 3 April 2012, was a big day at Orange offices in Gdańsk, capital of the Pomerania region, in northern Poland. The atmosphere was relaxed and almost festive as the Group's many guests arrived, among them customers, suppliers and business partners; members of institutions and associations engaged in social activities; and representatives of local communities. In all, some 40 stakeholders with whom the Group has made a commitment to maintain an ongoing, structured dialogue were present. Along with Warsaw and Wrocław, the Gdańsk region is the third area of Poland to benefit from this approach.

THE KEY WORD: TRANSPARENCY

The purpose of the meeting was to assess the results of the dialogue undertaken several

months earlier by the Group. "The idea was to respond to requests from these stakeholders," says Krzysztof Czopek, Director of Orange Poland, Northern Region. It is important for us to inform them about what has been achieved, what we plan to do, and what we cannot do and why. We want everyone to see clearly what we are doing and how we are doing it."

Transparency was the watchword of the day, with exchanges coordinated and facilitated by Katarzyna Komar, an independent consultant from PwC. This specialist in Sustainable Business Solutions projects describes her role: "During the first stage of the dialogue process with Orange Poland stakeholders, while we are collecting the participants' wish list, independent moderation of the sessions is needed. We help the Group in the selec-

development of the ADSL network, child protection and a data backup system are among the advances of the day

tion of tools and ways to guide the dialogue. Today, we are discussing the next step in the process: finding out whether or not the participants' requests can be fulfilled."

FEEDBACK ON 132 REQUESTS

The review of projects was the highlight of the day. Some 132 requests had been made in September, during the first session of the dialogue with the Group's stakeholders in

northern Poland. They touched on various themes: investment plans, the fight against digital exclusion, solutions for seniors and disabled people, protection of children on the Internet, the Group's social commitment, etc. Some of these questions relate directly to the activities of the Orange Foundation, whose president, Jadwiga Czartoryska, participated in the meeting on 3 April: "We are part of Orange Poland's CSR process, she says.

- **In Poland, the Group operates under the Orange name** for landlines, Internet, television and mobile services.
- **14.6 million** mobile customers, 5.6 million fixed-voice customers, 2.3 million broadband Internet customers and about 660,000 TV customers.
- **Our CSR approach** is based on a dialogue with stakeholders using the AA1000 standard.
- **A specific method is used to direct this dialogue:** the CSR DialogToolkit, already in use in 14 countries.



Dr Małgorzata Bartoszevska-Dogan, Mikołaj Kopernik Hospital



“Our paediatric services work with Orange as clients, but also as participants in social projects. It’s a fruitful collaboration for the children and for us.”

Piotr Gehrmann, Sales Manager Relacom Sp. zo.o



“This type of dialogue is common in international groups, but it does not yet play a role in Poland’s business culture. As a supplier, I am pleased that this approach has been adopted in our region.”

Maciej Krupa, town councillor, Gdańsk



“We hope there will be more such initiatives from businesses. I was happy to learn today about Orange’s involvement in the realisation of the Polish government’s strategy for densification of the infrastructure network.”

Zbigniew Canowiecki, President, Pomeranian Entrepreneurs



“I am pleased to be participating in these meetings. They are very professional and held in a friendly atmosphere, where we can talk with Orange’s representatives in an open, lively fashion.”

Łukasz Richert, Director, Kuyavian-Pomeranian Regional Association



“These meetings have a double value for me: I can see the good practices carried out by other participants and enrich our own idea base.”

We focus on educational and cultural programmes for children and adolescents, and we take part in social projects, but part of our business—such as programmes on child safety in electronic media—is especially close to the main activities of Orange Poland.” Among the steps forward taken in Gdańsk that day were a number of initiatives: the construction of broadband infrastructure in Pomerania with the support of the European Union, the design of an offer to help parents locate their children, the launch of a free mobile data backup system, and the preparation of a special offer for disabled people, with the application Asystent NN, for example, which allows voice commands on mobile phones. In the interests of transparency, the Group’s representatives readily addressed requests that we have not yet been able to respond to

because of time, technological or regulatory constraints. These unmet expectations concerned, for example, the introduction of preferential services for public organisations, and increased control of online content accessible to children. We will, however, follow up on these requests, and they will be included in a clear message in the CSR report being prepared by Orange Poland. The last highlight of the day came in the afternoon, after the presentation of the actions taken by the Group. A great deal of time was devoted to informal discussions among the guests to enable them to compare their experiences. Krzysztof Czopek concludes: “We recognise the importance of this dialogue, and we are paying a great deal of attention to its implementation, as we did during the summing-up

session. This kind of meeting is also an excellent way to introduce our stakeholders to each

other, encourage true cooperation and inspire new projects.”

the approach

> co-building with local players

The Group has chosen to base its CSR policy on the AA1000 standard, which involves ongoing interaction with stakeholders. This fundamental element ensures that our projects are consistent with the expectations of society and enriches our understanding of the risks and opportunities associated with our business. It also helps co-build with local players solutions that create value. As Monika Kulik, CSR expert at Orange Poland, explains, “this dialogue has taken a highly developed

form in our country, because we chose not to concentrate on a single method and were careful to ensure that meetings, questionnaires and surveys were very comprehensive. This is why we preferred one-on-one meetings between the president of Orange Poland, Maciej Witucki, and representatives of organisations, governments and our most important customers; these meetings were always followed by large public meetings to recapitulate.”

BARCELONA

SPAIN

- **Orange Spain** realised a turnover of €3.993 billion in 2011.
- **12.5 million** mobile customers and **1.3 million** high-speed Internet customers.
- **Founded in Barcelona in 1994**, the **Open University of Catalonia** offers 10 curricula at the “Grado”, Masters and PhD levels.



learning on mobile applications

Offered by the Open University of Catalonia (UOC) in collaboration with Orange Spain, the iUOC mobile learning application provides access to a virtual campus through a pilot project on the iPad. This flexible, interactive solution is a pioneer in distance education.

The Open University of Catalonia has over 2,000 teachers and 50,000 students, numbers that might seem surprising for a “virtual university”. Its mission: offer a virtual education to students from 50 countries, 24/7, while staying close to students and without compromising academic quality.

To help manage this, the UOC and Orange led an innovative initiative to design learning environments for mobile terminals through the development of iUOC, an iPad application. The application relies on RSS feeds, which allow syndication of data from various sources and ensure close communication between the iPad and the UOC server. The iPad application, the first stage of the project, will eventually be adapted to many other types of devices and tablets.

USER-FRIENDLY, VARIED, AUTONOMOUS

For students, iUOC represents above all the ability to manage their own schedule and be more independent, an advantage

that is confirmed by Llorenç Valverde, UOC vice-president in charge of technology: with this tool, he says, it is first of all a question of “giving students the means to manage their own learning experience. Education becomes even more accessible and personal.” In addition to this flexibility, an important attribute of the application is that it gives students ongoing access to regularly updated educational content. The support, the iPad, allows them to take full advantage of whatever reading time they may have during the day or the week. Wherever they are—at home, in public transport or in a café—they can consult various educational content in the form of text, audio or video. The flexible iUOC solution is also enjoyable to use, an important aspect of the various applications provided as well as the messaging and chat services, which help increase exchanges between students and teachers.

with the iUOC application, students manage their own learning experience

OUTLOOK

This vision is shared by Orange Spain, as noted by the manager of this innovation, Javier Viviente: “The goal of this operation is to facilitate access to technology and democratise its use. We help students learn to use it and take full advantage of it.” While this collaboration between the operator and the university aims to improve the learning process in the most effective way possible, it also offers the Group, according to Viviente, a way of “helping our customers use new technologies to improve their daily lives.” Ester Ponsada Cano, one of the students who uses iUOC, testifies to its effectiveness in this sense: “Learning is now easier and faster compared to traditional academic methods.”

Once the pilot phase is completed, it is hoped that the iUOC project will unite the university’s 55,000 students by making the application available in the Apple Store. The iPad application is just a first step, however; the goal is to make it available on other mobile devices to expand its reach to as many students as possible, thereby significantly increasing the number of connections to the UOC’s virtual campus. That is why the university has set basic standards for adapting these learning environments to a maximum number of mobile devices.

Teresa Iribarren Donadeu, UOC professor

> “simplified education for both students and professors”

“Thanks to iUOC and tablet computers, the development of the teaching process has been simplified for both students and teachers. As for the device itself, overall, the

iPad’s aesthetic appeal and ease of use encourage students to work. In my view, the main advantage of this tablet is that it allows them to view educational content

in audiovisual formats and access information on the Internet. Aside from the application developed by the university, which is eminently pedagogical, the

flipboard is probably one of the most useful aspects: it brings together the information that students use regularly as well as teachers’ notebooks.”

PARIS FRANCE

3-6-9-12 years old: a simple rule used by most paediatricians.

- **3:** avoid the use of screens—mobile phones, tablets, computers, etc.—before the age of 3.
- **6:** no personal gaming console before the age of 6.
- **9:** avoid the Internet before the age of 8-9 years, and when it is used, supervise the child's use of it.
- **12:** Internet access on their own only after the age of 12. Best to avoid Internet in the bedroom and limit the time spent on it. Children under 13 are not accepted on Facebook, but the site does not check whether children are lying about their age.



Orange assists “digital parents”

93% of 9-16 year olds surf the Internet at least once a week, and 96% of 14-24 year olds say that they are members of a social network⁽¹⁾. This explosion in usage raises the question of supervising the use of information and communication technology by children and teens, and naturally raises expectations and questions among parents, which operators are striving to respond to. One example is the approach of Orange France, which has made the protection of children a priority of its social commitment.

As in many other countries in Europe where the Group operates, Orange France is a partner of “Safer Internet Day”, the major annual event of the European Commission's programme to promote safe, responsible use of the Internet and mobile terminals. The eighth event was held on 7 February 2012 and was devoted to “Discovering the Internet Together”. The goal is to promote exchanges between generations on digital learning, for intelligent, worry-free Internet use.

On this occasion, Orange France held a chat session called “Digital Parents” on the orange.com portal. For one hour, parents were able to talk freely with experts on the protection of children who had been brought together especially for the occasion. The main concerns of parents quickly became clear: at what age should children be allowed to surf alone on the Internet? How can an addiction to games and online services be differentiated from heavy usage? When should access be forbidden? How can a dialogue be maintained with a child when it is difficult to understand the language of young people on social networks (“lol”, etc.)? To these questions from concerned parents about what limits to impose and how to behave, Dr Tisseron, a psychiatrist and psychoanalyst, called first for vigilance, but also dialogue and a relaxed attitude (see below). On the issue of supervision, Olivier Andrieu-Gérard, of the National Union of Family Associations, said: “Today, the real issue is that of digital media education. The school seems like a good place to sensitise young people and to lessen the digital divide. But it is also important that parents and children get together in using these new media. We must create a dialogue and explain to children the implications of publishing pho-



tos and what statuses mean on social networks—let them learn themselves, but give them the keys from the beginning. If children run into complex situations on a network after communication has been established with their parents, they will voluntarily talk to them about it.”

The chat session also offered an opportunity to recall the positive aspects of new technologies. As one parent said online: “Let's not demonise a tool that has revolutionised our lives and those of our children, who have access to an incredibly rich library of information with just a wave of

their mouse.” Dominique Delorme, director of Net Écoute 0800 200 000, a hotline operated by the association e-enfance, and an expert advisor to the European Commission on the effectiveness of parental control software, agrees: “The parents' attitude should not be to just say, ‘I don't understand it.’ They should go on the Internet and learn how the sites work. Once the Internet is used correctly, it becomes clearer that it is a very rich tool.”

But there are still some extreme cases. How should one deal with online bullying by other young people? The theft or misuse of personal information or photos? Simple rem-

edies are provided by the companies that manage social networks, and it is also possible to ask the courts to have a photo deleted from the Internet. On the issue of cyberbullying, Dominique Delorme notes that “the Net Écoute hotline works with the National Education administration to manage these problems. In the past, the victim of bullying had a haven of peace at home, but today it never stops. In these cases, it is most important that the parents meet the principal of the school to decide what action should be taken.”

The best defense against these pitfalls is to prevent them by teaching children to properly configure their privacy settings on social networks and by using parental control software. Alain Liberge, Director of CSR Orange France, says: “Our role as an operator is to provide advice, usage precautions and tools. We offer free parental control solutions on computer, mobile phone, TV and video on demand to limit access to sites with inappropriate content. These tools are very effective, but it is still important that parents supervise their children.” That is why, among other initiatives, throughout the year 2012 Orange France will hold awareness workshops for parents in a dozen major cities on the use of digital networks by adolescents, with training in parental control.

(1) Sources: IFOP, Social Networks in France in 2009 and EU Kids Online 2010 survey, conducted in 25 European countries.

Serge Tisseron, psychiatrist and psychoanalyst, expert on relations between media, youth and images



> “teach your child self-management and self-protection”

“We must, of course, be vigilant and set limits on the amount of time spent on screens so that it does not interfere with other activities and entertainment. Special

attention should be paid to school performance, which should not suffer from the time spent on the Internet. But protection is based on trust and the establishment of new forms of dialogue between parents and their children.

Parents shouldn't impinge on their privacy, but rather explain the right to privacy and image rights, and the three basic rules of the Internet: anything we put online could become public, everything will stay on it forever, and

everything we find there is subject to question. The goal is not to punish children who spend too much time on the Internet, but to ensure that their other activities don't suffer from it, and to help them gradually learn to manage

and protect themselves in both the virtual and real worlds. And let's remain attentive to what children can, in turn, explain to us, since young people often learn to protect themselves faster than their parents!”

ACE, LION, LION2...

AFRICA

the arrival of submarine cables is

In a sign of the growth of telecommunications in Africa, the number of submarine cable projects has increased since the 2000s: SAT-3/WASC, TEAMS, EASSy, etc. With the Africa Coast to Europe (ACE) cable on the continent's Atlantic coast, Orange is helping to bridge the connectivity gap between North and South. A look at this ambitious project a few months before the cable goes into operation.

FOCUS

The ACE submarine cable extends over 17,000 kilometers, from France to South Africa. It will eventually bring broadband to 20 countries.



After the idea for ACE was hatched in 2008, a consortium was established in 2009, the manufacturing and supply contract was signed in 2010, and the cable was laid in 2011-12. The ACE story was not a marathon race but a sprint, because Africa's state of connectivity required speed commensurate with the challenges facing the continent. In 2009, when ACE was still in the early stages, a report by the International Telecommunication Union showed that the number of subscribers with fixed broadband access in 2008 in Africa was only 635,000!

AN ENGINE FOR GROWTH

In a heavily virtualised economy, a country's growth now depends on its communication and information infrastructures. The correlation between access to information and the flow of trade on one side and socio-economic growth on the other no longer needs to be proved. The ITU acknowledged this when it set the goal of making broadband affordable in order to increase accessibility, especially in Africa, where the penetration of broadband is less than 1%. "In most African countries, especially those that will be served for the first time by the ACE cable, the Internet was only an accessory, relatively limited and very expensive, which limited its use by businesses," says Yves Ruggeri, Chairman of the ACE consortium. I remember, during a visit to Kenya before the arrival of the first submarine cable, spending several hours trying to send an e-mail! In Niger, Mali and Guinea, digital isolation was an everyday reality and a major brake on growth. In these countries, ACE will be as much an economic as a social revolution, allowing for a huge increase in trade for people who once knew the Internet only by name."

A 700-MILLION DOLLAR EPIC

In 2008, when the first reactions to the problem of African connectivity were beginning to take shape at Orange, they were confined to countries where the Group operated, where business is slowed by the lack of access to broadband services. At a meeting held in Senegal in September 2008, the project began to take on clearer contours. "Thanks to the rumours about this meeting, says Yves Ruggeri, we received numerous requests from countries expressing their interest. The meetings that followed with the governments of several countries eventually lifted the final barriers, which were related to the financing of the project, on the one hand—because of the lack of resources in some countries, the World Bank provided material support—and to regulatory issues, on the other hand—the regulatory authorities of the countries concerned made a commitment to remove some barriers to allow access to the cable."

suddenly, a country that had no hope of getting broadband enters the digital age

The consortium has 17 members: operators, national governments and "Special Purpose Vehicles" (structured like an Economic Interest Group, with several co-owners in a given country, e.g. the Cable Consortium of Liberia Inc.). Each of these partners, alone or with others, holds joint ownership of a station. The ACE project will require a total investment of 700 million dollars to deploy 17,000 kilometers of cable and eventually connect 20 countries to broadband.

OPENING UP AND SECURING ACCESS

The countries are now awaiting the activation of ACE, with nine of them expected to especially benefit from the introduction of a pathway to affordable, high-performance broadband service. "Mali offers a good example, says Yves Ruggeri. It is a landlocked country in terms of technology and geography, with no access to the sea. The Group changed tacks with ACE in Mali, allowing it to be part owner of a station connected by land with Senegal. ACE makes it possible to facilitate access to voice services and the Internet to as many people as possible, to support the growth of digital uses that are still in their infancy, and to generally reduce the digital divide in West African countries. The cable will also serve to enhance the effectiveness of actions taken by Orange in Africa in favor of economic growth and social development in the areas of education, health, special offers for rural areas, etc."

For countries already served by a submarine cable, ACE will provide additional security and a guarantee of quality service. The digital revolution in Africa is set to occur in late 2012.

submarine cables

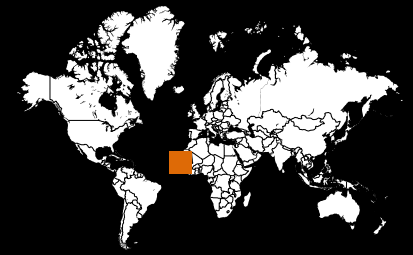
> issues and outlook

Under pressure from increased competition in the global broadband market and from the construction of new cables, it is estimated that the number of broadband subscriptions in Africa is currently growing by 28% per year. By providing reliable, high-quality new connections with reduced prices for end users, the ACE cable will help support the explosion of usage and subscriptions, and bridge the digital divide in Africa. This is also true of the LION (Lower Indian Ocean Network)

cable, which has linked Madagascar, Reunion and Mauritius since 2009. "It's a positive transformation and a historic event", says Yves Ruggeri, Director, Network Strategy & Submarine Systems, Orange, and Chairman of the ACE consortium. By significantly reducing the cost of high-speed Internet services, the deployment of LION allowed Madagascar to take a big step forward in the fight for the development of trade and the democratisation of the Internet. "In September 2010,

the Group decided to go further by taking part in a second phase, with LION2, an extension of the existing cable that will go to Kenya and also serve the island of Mayotte." Activated on 12 April, LION2 allows another island in the Indian Ocean to experience the digital revolution with the arrival of high-speed Internet. LION2 also offers a new route for discharge and routing of traffic to the north.

- **Orange** is investing in several submarine cable projects to increase Internet connectivity in many countries, especially in Africa.
- **The Group's goal** is to democratise access to the Internet in Africa and improve the quality of its global network.
- **The 17,000-kilometer-long ACE cable** will give 20 West African countries access to high-speed Internet.



changing the economic outlook



GREEN ITN WORLD

- **At the end of 2011**, the Group operated networks in over 30 countries to serve its private customers and in nearly 220 countries or territories for its business customers.
- **The operation of networks and information systems** accounts for two - thirds of the Group's total energy consumption.
- Consumption has been reduced by more than **370 GWh over the past three years** thanks to Green ITN 2020, a programme for transforming network infrastructure.



networks and information systems using less and less energy

Networks and information systems, the backbone of our activities, account for 66% of our total energy consumption. How can they be made to contribute directly to the reduction of our environmental impact while absorbing the continued growth of data traffic and uses? That is the challenge for our Green ITN 2020 action plan, which is innovative in three key ways.

OPTIMISED DATA CENTRES

To run our thousands of applications and services, we operate computer servers housed in computer centres, which account for 20% of our energy expenditure related to networks and information systems. To reduce consumption, we are gradually replacing older servers with models with increased processing capacity (so that there are fewer of them), and we are streamlining our information systems by minimising the number of applications in use. Launched in 2007, "virtualisation" also serves to concentrate several applications on a single physical server: by the end of 2011, over 16,000 virtualised servers had been deployed, saving almost 65 GWh in energy consumption, which represents a reduction of nearly 4,800 tons of CO₂ emissions.



Since a server can host only one language, that is, a single operating system, we used to need a physical server for each language.



Because of this, the servers were not being used to full capacity.



The "virtualisation" of the servers allowed us to host several languages on a single physical machine.

INNOVATIVE VENTILATION SYSTEMS

When it is operating, our electronic equipment emits a significant amount of heat, which is usually regulated by power-hungry air-conditioning systems. But now, thanks to innovative ventilation systems, we are able to realise an energy saving of up to 80% on air conditioning in our equipment rooms. The system works by sucking in air from outdoors and blowing out hot air during the night. This technology, which has no environment-damaging refrigerants, won the 2007 prize for clean, efficient technologies awarded by ADEME and the magazine *Industrie et Technologies*. By the end of 2011, this type of ventilation was in use in 14,500 technical sites in 18 countries.



The principle is simple: a ventilation system pulls in the cooler outside air and blows out hot air.



During the night and until dawn, when the outside temperature is low, the ventilator brings fresh air into the building.



When the outside temperature reaches that of the building, air intake is cut off. Thanks to the building's thermal inertia, the indoor temperature rises slowly.

MAKE WAY FOR RENEWABLE ENERGY

In some rural areas and especially in AMEA, the provision of electricity to our mobile networks is a real challenge. For several years, instead of fuel-oil-fired electricity generators, we have been using solar mobile sites. By making the purchase of fuel unnecessary and significantly decreasing maintenance, these solar sites contribute to the development of isolated communities by giving them access to electricity and telecommunications. At the end of 2011, over 2,000 solar sites had already been installed in 14 countries in Africa and the Middle East, and in the Dominican Republic, Vanuatu and Armenia. They provide an annual production of 13 GWh, save 25.3 million liters of fuel, and avoid the emission of 67,000 tons of CO₂. Our goal is to use solar-generated electricity in 25% of our new mobile solar sites in Africa by 2015. And, in the Dominican Republic, an experiment is underway to power a radio site with a hybrid wind/solar generator.



It works on a simple principle: the sun's rays are captured by photovoltaic panels (solar panels).



Solar energy is then converted into electrical energy to power the mobile station.



When there is no sun, especially at night, stored energy in the batteries ensures continuity of supply to the mobile station.

reducing greenhouse gas emissions

> a long-term effort to decrease all our consumption

Orange has made a commitment to reducing its CO₂ emissions by 20% and its energy consumption by 15% between 2006 and 2020. To achieve this, we are implementing a three-pronged "energy" action plan in all our units: reduction of the energy consumption of networks and

buildings, use of renewable energy sources, and reduction of emissions from vehicles and employee business travel. The most significant results will, of course, be visible over the long term, but the action plan is already proving its effectiveness. We have, for example, already

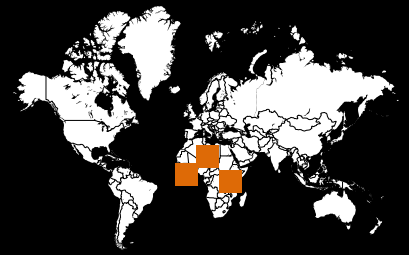
stabilised our energy consumption in relation to the number of customers, and the renewal of our fleet of vehicles has resulted in a saving in 2011 of 1.6 million liters of fuel. Already launched in 24 countries covering 95% of the Group's "technical" energy consumption,

the Green ITN 2020 plan for our networks and information systems alone enabled us to save more than 370 GWh in energy expenditure in three years. Finally, since 2009, "smart" electricity meters are gradually being rolled out in our largest technical sites in France, Spain

and Poland to improve the reliability of energy consumption measurements. By the end of 2011, 91 sites were already using them, and our goal now is to equip every country in the next three to five years.

CÔTE D'IVOIRE NIGER UGANDA

- With a population of over a billion and a mobile penetration rate of less than 50%, the African telecoms market has great potential for growth.
- Orange is adapting its innovative capabilities to the specific characteristics and needs of local markets with Orange Money, the Djamaa Phone, the Internet Village, etc.
- After Cairo, the Group opened its second African Technocentre in Abidjan at the end of 2011.



support for innovative business creation



Forget about the clichés: Africa is moving ahead and innovating. And, in spite of the economic crisis and political uncertainty, it has some of the fastest-growing economies in the world. To honour this dynamism, Orange has launched the Orange African Social Venture Prize, which rewards the initiative of entrepreneurs who have used new information technologies to develop innovative projects with the potential to have a high economic and social impact on African people. Let's hear from the three winners of the first edition of the prize, who will receive long-term support from Orange.



1ST PRIZE
INVENTOR OF A METHOD OF REMOTE IRRIGATION
ABDOU MAMAN (NIGER)

"The system I invented allows farmers to manage the irrigation of their fields remotely from their mobile phone.

There is a real time saving: irrigating a farm requires staying on site for a long time, which means you can't do anything else. My automated system allows the farmer to sell his products during this time, for example.

In addition to the concrete impact on the lives of farmers, the system improves the management of water consumption: by measuring down to the milliliter how much water the crops need, it helps preserve this resource, so rare in Africa. A prototype was presented at the World Water Forum in Marseilles in early March, a great source of pride for me! I thank Orange for helping me to move ahead with this project. This is an excellent initiative to help people who have ideas but few resources. Prospective candidates should not hesitate to enter their projects: with a little help, we can do great things!"



3RD PRIZE
CREATOR OF THE START-UP KACHILE
ULF RICHTER (CÔTE D'IVOIRE)

"The goal of Kachile is to promote African crafts through online sales of mostly decorative objects.

This sector, while it is highly developed in our region and has true growth potential, is sorely lacking in visibility and access to international markets. The line between craftspeople and artists in Africa is very fine! They are not taken seriously and are often exploited. Kachile will offer online sales of quality items, some of them standardised, and take care of the logistics. This is not easy in Côte d'Ivoire, where there are many regulatory issues. The crisis that hit the country in late 2010 made me doubt whether the project could continue. But then I received an award from the World Bank, which gave me new motivation. And winning the Orange Social Venture Prize has been very beneficial. I was able to invest in offices and start training people. Although it hasn't always been easy, I believe in Kachile and its human dimension. I want to help these artisans and showcase their talent."



2ND PRIZE
FOUNDER OF THE START-UP AGASHA BUSINESS NETWORK
SHARON AGAINE (UGANDA)

"My company provides small and medium-sized African enterprises an online platform to facilitate their links with international economic partners.

As the use of and access to the Internet are not yet easy in Africa, I had the idea of integrating this platform on mobile phones. When an international business is interested in an African SME found on our platform, he or she can send, not an e-mail but a text message. The recipient can immediately respond in the same way. There is also an option to call the SME directly. This system facilitates contacts between SMEs in Africa and the rest of the world. My business plan was finalised in 2010, but as this project is not yet generating profits, I was struggling to find investors. And then the prize came along. The financial support I received from Orange was welcome, but beyond that, this award brings hope. I encourage future entrepreneurs not to give up and to fight for their ideas."

focus

> the Orange African Social Venture Prize

Orange launched the Orange African Social Venture Prize in 2011. A CSR project that supports innovation, it aims to encourage new ideas in which technology is used to promote local growth. It is open to any student, employee or entrepreneur not employed by Orange, whether African or not. The projects, however, must target at least one African country where Orange operates. The award ceremony was

held in November 2011 during the AfricaCom Awards in South Africa. The project was a great success, with 634 applications received. The jury was guided by four criteria: social impact on local people, economic impact and job creation, reproducibility, and the pertinence of the business model. The second competition will get underway on May 22, 2012, with results to be announced in November.

PARIS-BUCHAREST

FRANCE-ROMANIA

the great challenge: collecting an



The mobile phone is the most common electronic object on the planet. In 2011, 1.5 billion were sold worldwide, 150 million more than in 2010⁽¹⁾. By 2015, they are expected to be 15 billion. What becomes of all these phones? The Group is working on transforming this unsustainable situation into a virtuous circle.

(1) Source: International Data Corporation.

In light of the fact that people change their mobile phone every 20 months on average, the term “effect of scale” is applicable here. To date, the number of unused terminals on the planet is estimated at over 4 billion. According to ADEME, in France alone, nearly 130 million used phones are tucked away in drawers, and only 10% are recycled.

Organised collection initiatives have existed for several years, but most consumers are not aware of them. “People have not yet gotten into the habit of recycling their used phones, says Laurent Martin-Blanc, who is in charge of the collection of used mobile phones in France for Orange. Either they do not know they can or how to do it, or they hang on to them just in case.”

TURNING A DIFFICULTY INTO AN OPPORTUNITY

The problem of the life cycle of mobiles is both a critical issue and a great opportunity. Did you know that a mobile contains nearly 20 rare metals, precious substances whose supplies are running out, and that they can be recovered? That a phone that seems unfit for use can be refurbished and offer a low-cost option for someone else? Or that the recycling sector creates dozens of jobs? These are some of the issues related to the collection of used mobile phones. Orange is mobilising its forces and ideas to meet the challenge of helping to preserve the planet and support the social economy!

in France, eco-citizen collections are gaining ground

With the help of his team, Laurent Martin-Blanc is defining and implementing procedures for eco-citizen collections and recovery of used mobiles. Orange has been recovering mobiles since 2003. “Eco-citizen collection, which involves bringing your mobile into an Orange outlet on your own initiative, started in 2005. Initially limited to our corporate customers, it was then extended to employees and later to all our customers, before being offered to local communities in 2011.”

SOCIAL, ENVIRONMENTAL AND HUMANITARIAN APPROACH

In 2008, Orange entered into a partnership with the Ateliers du Bocage, a sheltered workshop that is part of Emmaüs, located in the Deux-Sèvres *département* of France. All of the mobile phones collected through the eco-citizen collections are treated; 80% are recycled and 20% reused. That means that one in five is actually reconditioned, emptied of its data and tested before being sold used “in emerging countries, mostly in Africa, says Laurent Martin-Blanc, where cheap

a ton of mobile phones contains more rare materials than a ton of ore; they are the new “urban mines”

mobiles are a real necessity”. All profits from these sales are used to finance mobile waste-collection networks in Benin, Burkina Faso and Madagascar. The wastes are shipped back to Europe for recycling. By “closing the loop” like this, emerging countries are not turned into e-waste dumps. The Umicore plant in Antwerp uses complex, rigorously controlled industrial processes to treat pollutants and recover rare or nearly depleted substances.

INFORM, RAISE AWARENESS AND INCREASE COLLECTION

In 2011, 520,000 mobile phones were collected by Orange in France, 30% more than in 2010. An impressive figure, but less so when you consider that 25 million mobile phones are sold each year in France by the entire industry. “It is our responsibility to explain our approach to our clients to boost their ecological consciousness, says Laurent Martin-Blanc. Since March 2011, easily identifiable apple-green collection boxes have appeared in our 600 stores. The consciousness-raising also involves wide-scale information campaigns. For the third consecutive year, the goal for our Recycling Days has been to collect 100,000 phones in three days, thanks to the mobilisation of all. Employees are also solicited. For the 2012 edition of our “Green April” event, we launched three challenges, including that of collecting 100,000 used mobiles internally—that’s how many employees we have in France.”

In recent years, communication on “responsible” behavior in general and eco-citizen collections in particular has been greatly strengthened through dedicated Websites, pages on green habits in our catalogues, environmental posters, etc. To improve the efforts made in this area, eco-citizen collection is coupled with another approach implemented in countries where the Group operates—here we use the example of Romania—the Buy-Back.

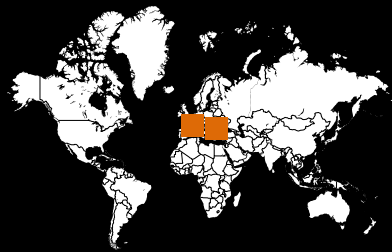
in Romania, customers are encouraged to recycle

In the Orange store in the historic city center of Braşov, a medieval town and major tourist site in Romania, we conducted a trial offer to take back used mobile phones in June 2010.

A PLANET-WIDE SOCIO-ECOLOGICAL CHALLENGE

Orange collects mobile telephones every day in every one of its stores, either for recycling or reuse. If each of us recycled a mobile phone, we would reap 60,000 tons of scarce resources. If one phone in five in France was recycled, we would prevent 300,000 tons of CO₂ emissions, the equivalent of 2 billion kilometres travelled by car. But the issue is not only environmental, it is also social: every 12,000 returned mobiles represents the creation of one job; 100,000 means that a collection and sorting workshop can be funded in Africa!

- Since the advent of GSM in the late 1990s, around 8 billion mobile phones have been manufactured.
- Over 60 million mobile phones are tucked away in the drawers of the French; the issue of their recycling has global ramifications.
- In 2007, the Group laid out guidelines for the creation and organisation of collection networks in each country. In 2010, Orange collected over 500,000 mobiles, compared with 270,000 in 2009.



d recycling used mobile phones



EXCHANGE INCENTIVES

Laura Stroie, head of the Braşov Orange store, says: “We already had a recycling system at the store, but the results depended on the goodwill and initiative of each customer, which explains why the availability of recycling was not widely known. We collected barely 10 mobiles a month. The Buy-Back scheme provided a great opportunity to look at recycling from a fresh perspective, encouraging consumers to make an effort. Our staff were immediately enthusiastic about the programme, seeing it as a chance to better serve and ‘reward’ our customers.”

The principle is simple. All customers—whether existing or new—are informed that Orange will buy back their old phone. If it is in working order, they receive a discount equivalent to 5 euros or 10 euros on the purchase of a new phone or on certain Orange offers. If the phone is unusable, its owner is asked to turn it in for recycling.

A STRONGER LINK WITH THE CUSTOMER

“Our customers absolutely loved the offer. Helped by a local promotional and advertising campaign during the launch, we collected 500 phones in one month! The offer continues to be tremendously popular since customers are continually asking about it, showing real interest in recycling,” says Laura Stroie. “We were the first operator in the country to have an offer like this, adds Roxana Balaban, Customer Care Product Manager at Orange Romania. We’ve now introduced the Buy-Back programme across our network of 98 stores and over 700 partner stores. Last year, we collected 200,000 phones in

this way.” In Romania, France and many countries where Orange is present, the collection of phones is a reality. Part of the Group’s strategic plan, this practice will become an everyday gesture—for the common good.

In 2011, 520,000 used mobiles were collected in France and 200,000 in Romania. Collection is now a reality everywhere.

Mobo

> Mobo: the smart collector of used mobiles

Mobo, an interactive collector currently being tested in the Paris region, offers a new way to encourage collection. Mobo is a device consisting primarily of a collector, a friendly little “robot” that interacts with the public through its screen, which displays its “moods”: it smiles and thanks those who give it a mobile phone. Connected to the Internet and geolocalised, Mobo sends information (including how full it is, so that the carbon footprint of the collection rounds can be optimised) to

a service platform and receives instructions (for its screen displays). Mobo also communicates with a public Website, which lets visitors create animations (collection competitions between different Mobos). On this Web site, visitors will soon be able to create and send personal animations on the Mobo of their choice and dedicate them to friends. On the site hello-mobo.fr, visitors can identify themselves (using the IMEI number of their mobile) and receive information

on what happens to the collected mobile. They can also participate in contests, sweepstakes, etc. Mobo offers something new to eco-citizens, combining as it does a way of reassuring them (through the traceability of their donations) as well as entertainment and direct marketing. It’s a fun, open, participatory and rewarding system that gives our partners (public or private organisations) a way of getting involved in the collection of used mobile phones.



Orange African Social Venture Prize

At Orange, we know that new entrepreneurs understand the growing importance of Information and Communication Technologies as a means of bringing social development. In order to help them achieve their business projects, Orange has launched the **African Social Venture prize**.

The 3 winners will receive a financial grant (€25 000 for the first prize) along with 6-month mentoring supplied by management and ICT's experts.

To submit your application, please visit StarAfrica.com before September 21st, 2012.

Development changes with Orange.

today changes with **orange™**