

# France Telecom Orange

investor day  
conquests 2015

human resources

**Bruno Mettling**

Senior Executive Vice-president  
Human Resources

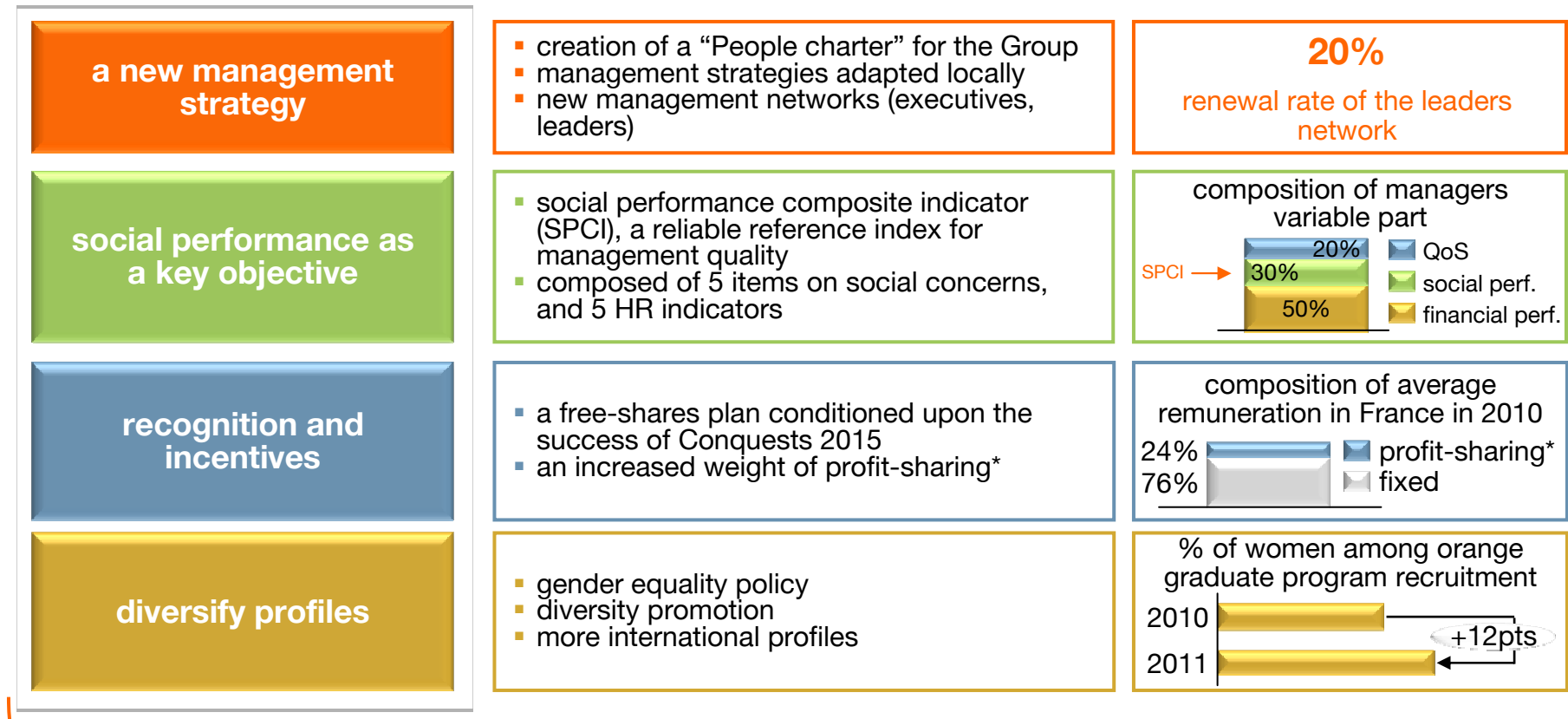
May 31st, 2011



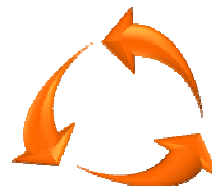
## cautionary statement

- This presentation contains forward-looking statements about France Telecom's business and its "Conquests 2015" industrial plan. Although France Telecom believes these statements are based on reasonable assumptions, the actual occurrence of the forecasted developments is subject to numerous risks and uncertainties, including matters not yet known to us or not currently considered material by us, and there can be no assurance that anticipated events will occur or that the objectives set out will actually be achieved. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among other factors, overall trends in the economy in general and in France Telecom's markets, the efficiency of the strategy incorporated in the "Conquests 2015" industrial plan and of other strategic, operational and financial plans, France Telecom's ability to adapt to the ongoing transformation of the telecommunications industry, regulatory developments and related constraints, as well as the outcome of legal proceedings and the risks and uncertainties related to international operations and exchange rate fluctuations.
- More detailed information on the potential risks that could affect France Telecom's financial results can be found in the Registration Document filed with the French *Autorité des marchés financiers* and in the annual report on Form 20-F filed with the U.S. Securities and Exchange Commission. Except to the extent required by law, in particular Articles 223-1 et seq. of the General regulation of the *Autorité des marchés financiers*, France Telecom does not undertake any obligation to update forward-looking statements.

# a new management model to combine economic and social performance



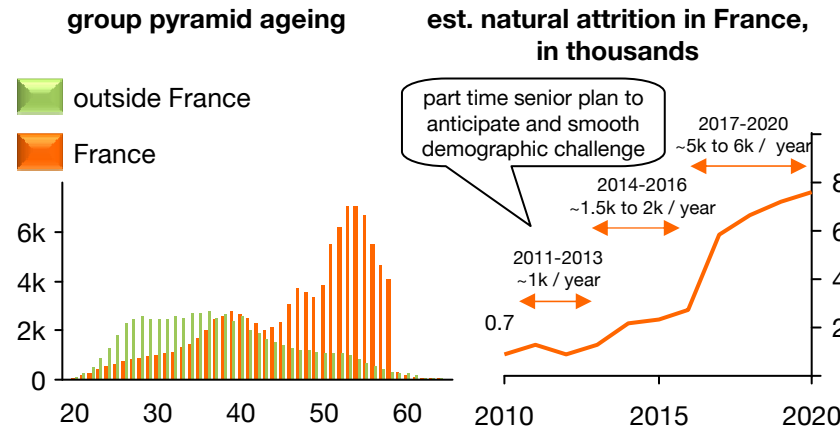
**economic  
performance**



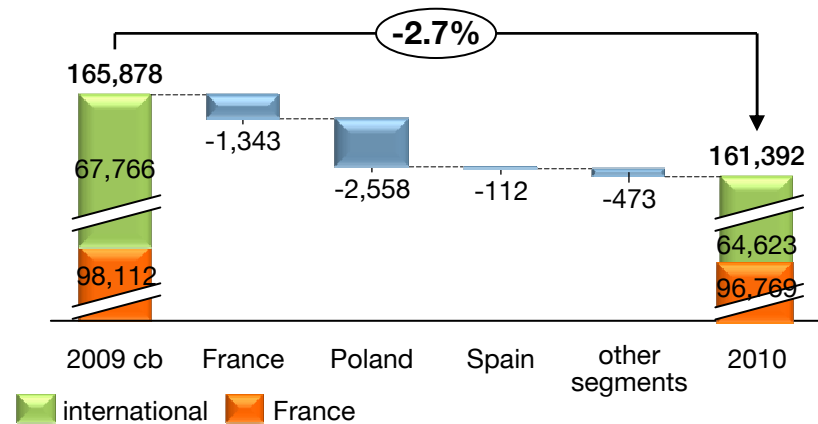
**social  
performance**

# after a strong adjustment period, quasi-stabilisation of workforce in France and at Group level by 2015

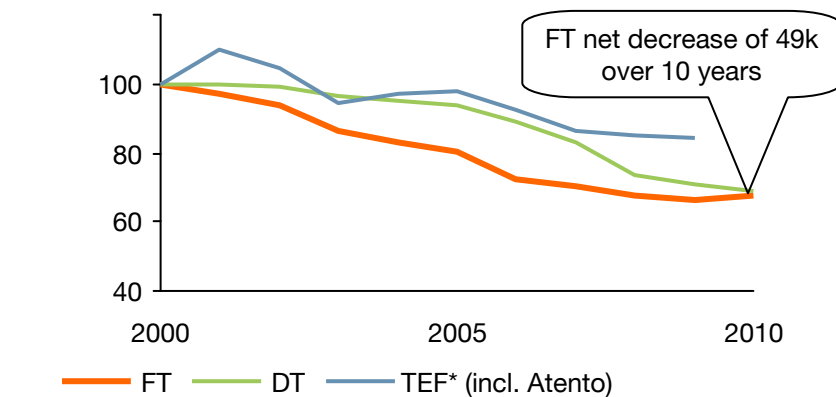
## an acceleration of retirements in France



## Group FTE\*\* decreased by 2.7% in 2010



## the most steady decrease of employees on domestic markets

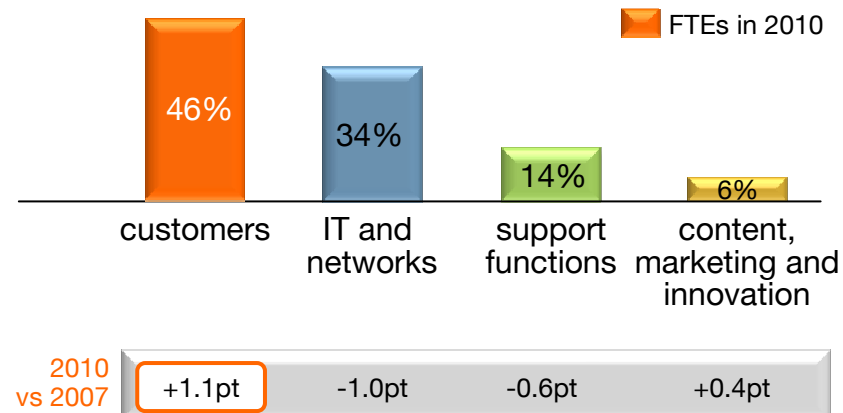


## > insight

- France average age is 46.8 years while Group's is 43.2 years
- 30.4k cumulative estimated departures in France due to retirement over 2011 to end 2020
- part time senior plan (TPS): a cumulative estimated decrease of around 6.5k FTE over 2010-2015
- structural headcount changes already done over the last few years with a -32% net decrease in France between 2000 and 2010
- slight reduction of headcount (FTE) at group level and in France in 2010

# a capacity to allocate and adapt competencies to business priorities

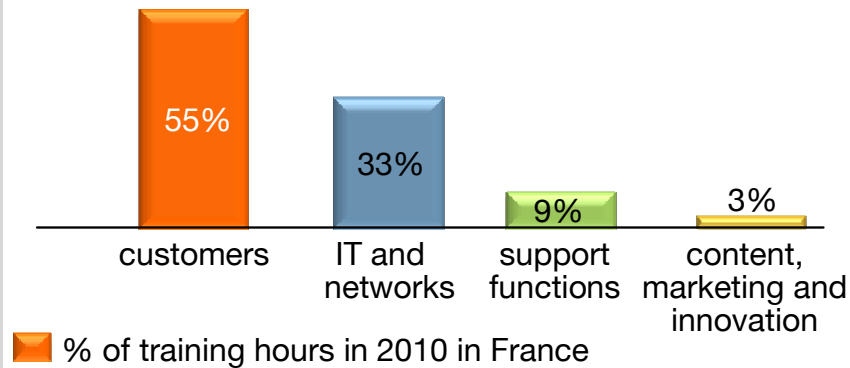
## skills allocation better aligned with operational needs at Group level



## > insight

- a dynamic employment policy through internal and external recruitments on the 2010-2012 period
  - 10k external recruitments in France to renew competencies and prepare for demographic challenge
  - ~3.8k recruitments done in 2010 of which ~1.2k recruitments due to in sourcing of strategic competencies in 2010
  - 18k external recruitments out of France to compensate for turnover rate
- competency renewal with focus on customer facing functions and expertise for growth
- 10k managers trained in Orange Campus in 2010

## majority of training done on customer-oriented functions



## 5 levers to adapt to business and organisation evolutions

