



## Corporate Social Responsibility Roadmap for 2017-2020

**Making the most of  
digital technology  
to leverage  
progress for all**





“At Orange we go forward in the belief that digital technology is a powerful tool for economic, social and environmental development. With that in mind, our goal is to harness its tremendous potential for progress and innovation to benefit mankind.

Our Corporate Social Responsibility approach is a key part of **Essentials2020** momentum, which is centred on a digital, efficient and responsible company dynamic. CSR ensures that our policies, investments and innovations create sustainable value for everyone and for society as a whole.

Listening and respond to the expectations of all stakeholders is what our new brand ambition is all about, and it is also the essence of our approach to Corporate Social Responsibility. The entire group, including all of its subsidiaries, is fully committed to this rigorous standard, which is based on shared principles for action and driven by three sustainable performance levers:

- ▶ **offer trusted support on digital technology for all users**
- ▶ **contribute to economic and social development**
- ▶ **promote energy and ecological transition**

Working on this basis, and through an internal culture that promotes innovation, our corporate citizenship commitment ensures that all of our activities have the same focus: making the most of digital technology to accelerate progress for society and individuals alike.

To do so, the Orange Group has set objectives for the short - medium - and long-term. Here they are.”

**Brigitte Dumont**  
Group Chief Corporate Social Responsibility Officer

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# Our principles of action



## Behaving ethically and fighting corruption

Orange is committed to doing business in an ethical environment. The ambitions laid out in the **Essentials2020 plan**, particularly in terms of international growth, mobile financial service launches, and the development of the internet of things, mean that Orange's commitment to ethics, fighting corruption, compliance, and responsible and transparent governance is more important than ever before.

With these principles as its lodestar, Orange strives to win the trust of all of its stakeholders, particularly its employees, customers, suppliers, partners, and investors.

The Group's objectives aim to consolidate its ethical approach and enhance its corruption prevention programmes.

## Respecting and enforcing respect of human rights

In line with the principles of Business and Human Rights defined by the United Nations, Orange is committed to respecting and enforcing respect of human rights. For an international operator like Orange, this covers four areas: employee relations, customer relations, supplier and sub-contractor relations, and protection of privacy and freedom of expression.

Orange has identified the following areas for improvement over the coming years: improving awareness of its impact in these areas in all of the countries where it operates, and helping employees better understand human rights issues, particularly by rolling out ad hoc training resources.

## Raising internal awareness on responsibility issues

The concept of responsibility is an integral part of the corporate momentum on which the **Essentials2020** strategic plan is based. As such, it must be assimilated throughout all of the Group's activities and businesses.

To that end, additional general awareness-raising sessions and business-specific training will be rolled out.

## Refining our CSR policies to meet stakeholder expectations

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As part of its quest to share value with society, the Orange Group's CSR approach draws on an iterative, structured dialogue with all of its stakeholders.

This listening process, based on the principles of the **AA1000 standard** (inclusivity – materiality – responsiveness) makes it possible to:

- ▶ **ensure that the Group's CSR projects are consistent** with stakeholders' priorities;
- ▶ **identify and prioritize the risks** related to social and environmental issues in the countries where Orange operates, with a focus on detecting "weak signals";
- ▶ **identify opportunities for innovation** opening up new prospects of growth for Orange while supporting the social and economic development of the countries concerned.

While this approach is fully mature, its success also depends on its capacity to be reinvented:

- ▶ **by country:** while virtually all Orange countries have already successfully undertaken this type of dialogue, certain countries, particularly those where Orange's investments are very recent, have yet to hold their first sessions. In other countries, relaunching sessions on a regular basis means that policies can be adjusted to take into account newly-identified risks and opportunities;
- ▶ **by theme:** themed dialogues have already been held (women and ICTs, children and technology), but must be further developed; other key issues for Orange will be regularly identified and scanned in the same way;
- ▶ **at the Group level:** certain cross-cutting issues which are particularly important for the Group will require a holistic and multi-local approach. Diversity and workplace equality will become the first topic addressed via this approach.

## Assessing digital technology's impact on our lives

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Digital technology is changing the way we live, communicate and think about the world. Orange wants to ensure that these changes are always synonymous with progress, giving everyone the means to better understand the changes that digital technology entails, and to make it a contributor to positive transformation. To that end, the Group spearheads an open collaborative platform, the Digital Society Forum (DSF), which involves a range of stakeholders from civil society.

The Group actively monitors all of these changes in order to anticipate them and better introduce the issues and the DSF's work to a broader public.



### Group Indicator

Roll out at least one stakeholder dialogue per country by 20200.

# Orange a trusted operator



- ▶ Supporting our customers in their digital lives
- ▶ Building a digital and human company model
- ▶ Promoting our responsible purchasing policy

## Offer trusted support on digital technology for all users

Digital technology is changing the world, and Orange believes that everyone should experience that change with confidence and trust. But trust cannot be asserted, it must be earned. Which is why we are working at every level of the company to be seen by all of our stakeholders, external and internal, as the partner for trust in a positive, simple and safe digital world. With peace of mind for all.

### Supporting our customers in their digital lives

With **Essentials2020**, Orange has set itself the objective of giving all of its customers an unmatched daily experience. Through the quality of its products and services, of course, but also by offering support as they explore a digital world of proliferating innovation. Individuals, families, professionals or companies: Orange strives to connect them all to what they need, simply and with complete peace of mind.

#### Providing an unmatched customer experience

To ensure that all of its customers enjoy an unmatched experience, Orange is rolling out an internal transformation programme focused on three key areas of action and two levers:

- ▶ three priority areas of action: **upgrading our network and services** so all our customers are even happier with a network that connects them at all times to what's essential to them; **digitalisation** that helps make the customer relationship seamless and personalised; and **simplification**, which brings the customer peace of mind and improves internal efficiency;
- ▶ **a technological lever: individualised knowledge** of the customer thanks to digital insight tools – such as the 360° vision or data – so we can personalise our relationship with each customer, personalise our product and service offering, as well as the quality of the network we deliver;

- ▶ **a human and cultural lever** thanks to the Essential Voices programme, which aims to foster a culture of continuous improvement based on listening to the **voices of employees and the voices of customers**. This programme encompasses all lines of work, markets and countries, including our 155,000 employees and our 70,000 subcontractors and service providers.

### Managing customers' data in a trustworthy way and help them manage their own

As everyday life is increasingly virtual and paperless, the volumes of data carried on operators' networks are increasing exponentially. Much of that data is personal data generated by users themselves. However, users are increasingly questioning how the digital information they share is used and whether it is really confidential.

Orange is striving to develop a secure digital environment that reassures both individuals and companies. The first major step in that direction has already been taken, with the publication of Orange's commitments on data protection and respect of privacy. However, the Group must continue to extend its application by completing the existing procedures and rolling out easy-to-use tools for customers and users, so they can control and manage their personal data and the way it is used on Orange platforms.

### Protecting privacy and promoting freedom of expression

Like all telecommunications operators, Orange must comply with government orders as defined by national security regulations and the law. This is a universal obligation which is laid out in each country's laws and regulations, as well as in licenses for telecommunications operations worldwide

In this context, the Group must make every effort to ensure respect for human rights and freedom of expression. This is why Orange is involved in the "Telecom Industry Dialogue" (TID). As a founding member of TID, Orange was a co-author of its 10 guiding principles on freedom of expression and privacy in the ICT sector.

Orange is committed to applying and living out these 10 guiding principles within the Group, and to using them as a reference framework for the development and implementation of its policies and processes in this area. For instance, it publishes the number of government and court orders received at least once per year in a "transparency report", subject to compliance with local legislation.

To ensure that these principles have a high impact, particularly in crisis situations, Orange will extend its cooperation and best practice sharing with other telecoms operators, internet players and representatives of society in order to further protect freedom of expression and individuals' privacy.

### Helping families use technologies safely, responsibly and creatively

Orange has made the development of secure, responsible and creative digital practices for children a priority. Its commitment relies on the "Better Internet for kids" policy which aims to empower parents to help them take charge and allow their children to make the best of the digital world.

Orange has set itself a roadmap to develop marketing offers in order to meet families' concerns, to build campaigns for parents and children on safe and responsible digital uses and to promote creativity, entrepreneurial spirit and education, for instance by launching coding sessions for kids throughout the Group.

More broadly, Orange works at defining and implementing a responsible marketing frame when addressing children on new technologies including the Internet of things.



### Answering questions about radiowaves

Exposure to radiowaves, particularly antennas, raises concerns about possible health effects. To date, no health effects have been confirmed. However, while waiting for confirmation from ongoing additional studies, particularly regarding children and long-term usage, some health authorities have issued warnings about usage in order to reduce exposure to radiowaves from mobile telephones.

Orange will continue to pro-actively provide information and support for all stakeholders. Internally, Orange provides training on the specific safety rules for staff working near or on radio antennas.

## Building a digital and human company model

Building a company model which is both digital and human is one of the five levers of the **Essentials2020** strategy.

This ambition is focused on three areas:

- ▶ **guaranteeing the skills needed for the future:** identifying key skills for the future, recognising and developing in-house skills, recruiting profiles displaying these skills;
- ▶ **developing our collective agility:** making our organisation and operating methods agile and cross-functional, focusing on digitalisation and simplification and promoting innovation, initiative, and experimentation;
- ▶ **getting everyone involved:** enhancing our management culture and fostering employee commitment by empowering them and encouraging initiative.

## Promoting our responsible purchasing policy

Orange is committed to being a responsible purchaser and promoting CSR standards throughout its outsourcing chain.

As a responsible purchaser, Orange will:

- ▶ **continue to enhance CSR** in its purchasing and logistics processes and the on-boarding of its CSR principles and commitments by all purchasers;
- ▶ **contribute to local development and employment** by encouraging innovative SMEs and disability and sheltered sector companies to participate in its tenders.

In order to promote CSR standards in its outsourcing chain, Orange will:

- ▶ **increase the weight of ethical, social and environmental criteria** in its tenders and ensure that suppliers implement Orange's own CSR requirements;
- ▶ **contribute to the roll-out of these standards**, particularly with the expansion of the Joint Audit Cooperation (JAC) and its guiding principles.



#### Group Indicators

- achieve 90% of employees who would recommend Orange as an employer by 2018
- have 50% of training courses include digital aspects by 2018
- have 35% female representation in our management networks by 2020.



#### Group Indicator

By 2020, set the trends of JAC audits to:  
10% for tier 1 | 35% for tier 2 | 50% for tier 3 | 5% for tier 4

# Orange a committed operator



- ▶ **Combating all forms of digital divide**
- ▶ **Developing essential and innovative services**
- ▶ **Supporting entrepreneurship**

## Contributing to social and economic development

ICTs, which promise solutions in a broad range of social and economic fields, are revealing their usefulness in sectors which are particularly strategic for economic growth. At the centre of a vast industrial and economic ecosystem, with privileged access to 263 million customers, and working from a strong territorial position in Europe, Africa and the Middle-East, Orange aims to make the most of digital technology to accelerate progress for everyone.

Providing access to the greater number of people, deploying essential digital services adapted to each person's needs, supporting social innovation and entrepreneurship : these are Orange's three drivers for action on local development.

### Combating all forms of digital divide

Orange wants to contribute to the fight against factors which cause digital exclusion through innovative solutions and investments. The group is thus working to ensure that the greater number of people enjoys full access to services which have become essential.

**Against the geographic digital divide**, Orange is making massive investments in extending its fixed and mobile network coverage : accelerating the expansion of fibre and 4G networks in Europe and in the Middle East and Africa where customers' needs are as well as reducing blank areas.

**Against the digital divide created by age and disabilities**, Orange is rolling out a "design for all" strategy, which seeks to adapt its products and services to meet the needs of seniors and people with disabilities, and to design dedicated products which combine innovation, simplicity, and ease-of-use.



#### Group Indicator

Multiply by 3 customers' average bandwidth for fixed and mobile networks between 2014 and 2018.

**To fight the economic divide:** Orange seeks to address the economic problems faced by different groups by creating solidarity programmes or tailored offers, usually through partnerships, and to use digital technology to help boost regions and industries locally.

**To fight against social, educational, and cultural factors** which cause exclusion, Orange offers awareness and equipment programmes, generally through the Orange Foundation.

## Developing essential and innovative services

The Group is committed to ensuring that digital technology serves people. ICTs can provide solutions in many different areas, as long as users are provided with the right offer for their situation. As part of its global approach “Orange for development”, and most time with partners, the Group designs products and services which, in each field, are the best enabler of progress. Especially in the Middle East and Africa, several areas for transformation have been identified, including:

- ▶ **agriculture**, to boost farmers’ incomes, increase agricultural productivity and enhance the global value chain;
- ▶ **financial service**, to provide easier access to banking services via mobile and thus escape the constraints of traditional banking networks in areas where they are spread thin;
- ▶ **healthcare**, to offer simple, reliable, effective solutions for medical services and personal care, and to help patients better manage their health and medical conditions;
- ▶ **the m-Women** approach, which uses digital technology to help women gain independence, with essential services designed to meet their needs. Digital inclusion for women aims to generate a dramatic increase in their contributions to sustainable socio-economic development.

## Supporting entrepreneurship

The increasing acceleration of digital transformations has led to a global paradigm shift in terms of regions’ socio-economic development. In particular, while the industrial era was characterised by the role of major companies, the coming era will be characterised by an increasing porosity between players of different types and sizes within constantly evolving ecosystems. With the requirement for major companies to increasingly open up to new players, from change makers to other start-ups. This dynamic of open innovation is both global and local.

Given its history and its identity, the Orange Group has always created connections within regions. Strongly committed to this open approach, it deploys a wide range of programmes to promote sustainable synergies with start-ups, in the digital and social sectors alike. A dynamic which is spreading worldwide, with consistent and complementary initiatives to locate, support and promote new talents.



### Group Indicator

Diversify into new services generating over one billion Euros turnover by 2018.



### Group Indicator

Increase the number of entrepreneurs supported by the group’s local social and economic development programmes by 10%.

# Orange a green operator



- ▶ **Adopting a systemic approach**
- ▶ **Reducing our carbon footprint**
- ▶ **Limiting our impact on natural resources**
- ▶ **Making the digital technology an enabler of sustainable transformation**

## Promoting energy and ecological transition

Orange deploys ambitious solutions and action plans to support ecological and energy transition in the fields of climate change, resource and waste management and the protection of biodiversity. Numerous business lines are working to reduce its energy consumption and CO2 emissions, to improve the disposal of its equipment and promote recycling, and to research more eco-responsible solutions for its customers.

### Adopting a systemic approach

#### ISO14001

Orange has set the goal of extending its ISO 14001 certified scope to 60% of its activities Group-wide by the end of 2016.

#### Circular economy

In December 2015, during the COP21, the group committed to integrating the principles of the circular economy into its organisation and processes by adapting its organization accordingly.

### Reducing our carbon footprint

Digital technology now plays a role in all areas of human activity. In transforming the traditional approach to industry, digital technology represents part of the solution for reducing environmental impacts of all sectors. At the heart of this revolution, telecom operators, data producers, and indeed all of the world's socio-economic actors are multiplying the uses of digital technology. Orange is at the forefront of those seeking to reduce their own environmental footprint.

During the COP21, held in Paris in December 2015, Orange set itself an ambitious new target: a 50% reduction in its CO2 emissions per customer use in 2020 (compared to 2006). A new target to further optimise the effectiveness of its action plans and investments.

## Limiting our impact on natural resources

### Collecting and sorting equipment and waste

In order to improve collection and sorting, which are essential steps in re-use of equipment, recycling, tracability, and waste management, Orange has chosen to enhance and optimise its waste management system and to promote collection of its customers' old mobiles.

### Increasing use of eco-design

In addition to limiting its direct impact, Orange seeks to reduce throughout their lifecycle the environmental impact of the products and services sold to its customers. That means using eco-design processes for products and services.

## Making the digital technology an enabler of sustainable transformation

In a world where natural resources are limited and climate change is a reality, Orange believes that digital technology is part of the solution and can make positive contributions to the environmental and energy transition. That's why Orange designs and develops services and solutions to encourage sustainable alternatives for smart cities, M2M, energy optimisation, carbon footprint reduction, eco-friendly travel, and more.

### Taking part in new ideas

Digital technologies can contribute to reducing carbon footprints by popularizing thrifty habits. A broad range of solutions is already available for corporate customers, to improve both their operational and environmental performance.

Since 2011, Orange has also been working to develop solutions tailored to the challenges of smart cities through its Smart Cities & Territories business. Orange's offers include the use of Big Data to support governments and towns that need powerful tools to better manage rapid urbanization. For example, real-time mobility modelling applications can be used to visualise, assess, anticipate and plan needs for infrastructure and urban, services.

### Supporting flagship initiatives

Orange believes that ICTs can contribute to protecting biodiversity, a concept illustrated by its partnership with the CREA, the high altitude ecosystem research centre, to measure the impact of climate change on a representative site, Mont-Blanc. Orange will continue to partner with recognised players in different countries.



#### Group indicator

Reduce our CO2 emissions by 50% per customer use between 2006 and 2020.



#### Group indicator

Collect 30% of our customers' used mobiles phones in Europe by 2020.



**To know more about Orange  
Corporate Social Responsibility:**

**[www.orange.com/csr](http://www.orange.com/csr)**