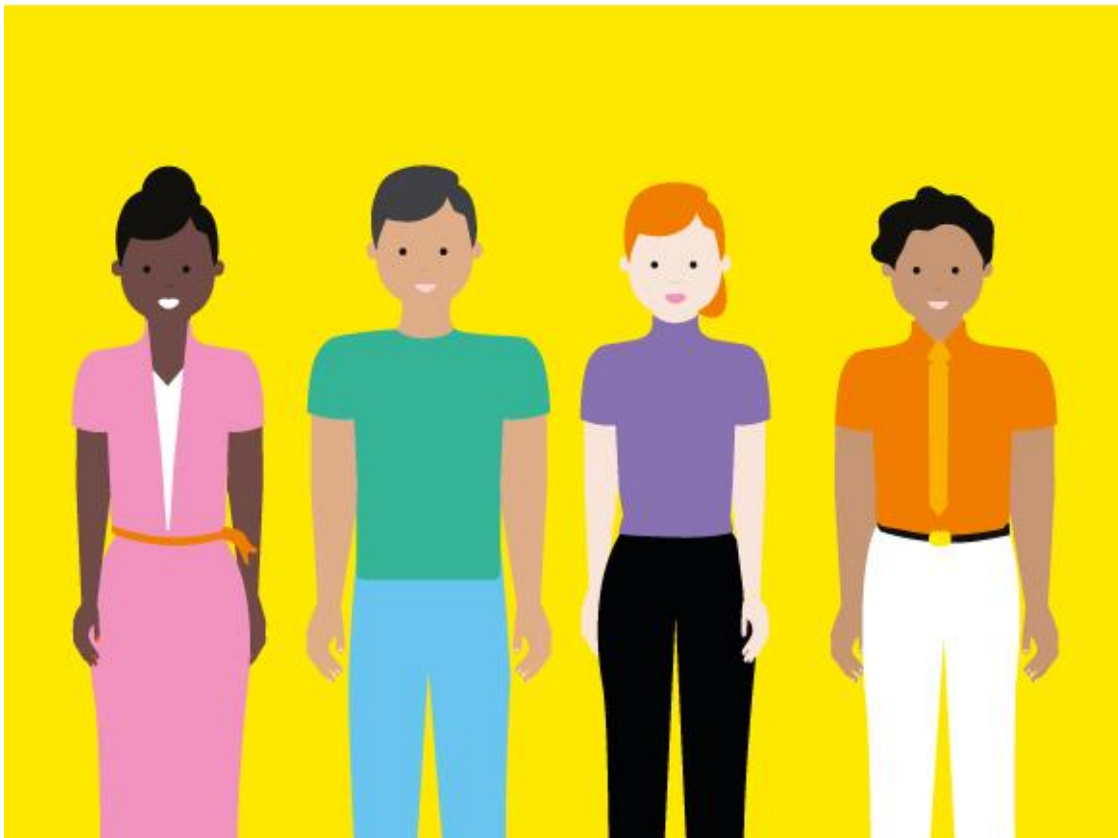




**Corporate Social
Responsibility**

2016 review



Making the most of digital technology to accelerate 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.

Our 2016 achievements

Several actions to consolidate our ethical approach:

- Updating a number of procedures (declaring conflicts of interest - new version of letters of delegations of powers and signatures, with a commitment to declare any conflicts of interest - new practical guide to identifying, avoiding and managing conflicts of interest, distributed at the 4th "Ethics & Compliance day" on 6 October 2016;
- Integrating the "service relationship ethics" reference base into the Group's TTM process (Time To Market: process used to select, design and launch products and infrastructures, which sets the rules for managing these projects: milestones, deliverables, organisation and governance). This reference base could then be deployed in France and Europe.

Actions to combat corruption

- Reinforcing our procedures (updating corruption risk analysis procedure, testing the "fraud and compliance" due diligence procedure in three Group subsidiaries (Orange Moldavia, Orange Egypt and Orange Belgium) to verify its effectiveness and begin deployment throughout the Group - continuing deployment of the tool for declaring and obtaining managerial approval for any occasions when thresholds for invitations, meals, gifts, etc. are exceeded);
- Reinforcing the audit programme for the prevention of corruption; updating and deploying the self-assessment questionnaire for the entities.
- In these 2 areas, ongoing communication and awareness initiatives for the whole Group, with a particular effort at the 4th "Ethics & Compliance day" held throughout the Group on 6 October 2016.

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

Our 2016 achievements

Promoting human rights in the ICT sector

Orange's ongoing strong involvement in promoting human rights in the ICT sector, particularly within the [Telecommunication Industry Dialogue](#) (TID) organisation, grouping eight international telecoms operators. 2016 saw the development of closer ties between TID and the [Global Network Initiative](#) (GNI), a recognized player in this domain, that includes internet operators, NGOs, academics and socially responsible investors. This merger between these two organizations should take place in 2017.

Orange active involvement in the working groups across ICT sector on extremist contents on internet, and, more recently, on requests by governments to shut the network (internet, fixed line, mobile, , SMS). A common declaration by TID and GNI has been drafted to define the operator positioning towards these requests on network or services shutdowns (<http://www.telecomindustrydialogue.org/global-network-initiative-telecommunications-industry-dialogue-joint-statement-network-service-shutdowns/>).

Orange more particularly faced an upsurge in shutdowns request in 2016, which not only result in breaches of freedom of expression and privacy, but also bring severe economic losses for the country, the people, and the enterprise. In all cases, Orange made sure that processes were respected, in particular that an official written request from the authorities was received.

In France, Orange's active participation, as co-rapporteur for the CSR Platform (overseen by the Prime Minister) to develop a national French action plan to apply the United Nations' guiding principles on human rights.

See the report on the 2016 implementation of the "Telecommunication Industry Dialogue" principles. (<https://www.orange.com/en/Commitments/Responsibility/Our-responsible-commitment/Folder/Human-rights/Folder/Report-on-the-implementation-of-Industry-Dialogue-principles>).

Transparency report

For the 3rd time, Orange published a report summarising requests made by governments for wire-tapping and requisitions (<https://www.orange.com/en/Commitments/Responsibility/Reporting>).

Continuing assessment of the Group's human rights impacts

Updating previous studies to measure human rights impacts in the countries where we work, by an external firm, VeriskMaplecroft, which developed a methodology based on United Nations and OECD standards: updating 2015 parameters relating to the number of Orange customers, staff employed and Orange's geographic scope; inclusion of new elements such as the presence of the Orange Foundation in the relevant countries.

With the help of VeriskMaplecroft, implementation of a gap analysis process between national and international standards and their comparison with a few regulatory frameworks in the countries: 3 countries were chosen to test and refine the process: a more complete use in underway.

Participating for the second time in the specific assessment carried out by the Ranking Digital Rights organisation, on protection of privacy and freedom of expression by the 20 biggest worldwide players in ICT. The results will enable us to improve our procedures and reinforce internal dialogue on the topic.

Employee awareness

Ongoing participation, within EDH (Companies for Human Rights, an organisation grouping 14 major French companies) in various initiatives, including preparing a specialised e-learning module. The module was tested in 2015 and finalised in 2016; a version accessible to persons with disabilities is being trialled and will be deployed in over 90% of the Group's countries, in French and English versions.

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.

Our 2016 achievements

Continuing integration of CSR into professional training

Responsible purchasing and logistics

30 buyers trained in 2016, including 16 for Orange Senegal, and Orange Mali. Since 2013, 429 buyers or sales employees were trained.

For logistics chain personnel (target: 620 colleagues from the Europe and OMEA zones): development of a 30 minute e-learning module in French and English, launched early 2017; the module helps each logistics colleague to understand CSR, providing key information for including it in their work. On completing the module, colleagues are invited to share their experiences and practices within the "Logistics" community, on Piazza, the company social network.

Orange Business Services

In France, professionalisation of "CSR contacts" at each Business Branch, responsible for helping sales reps to better integrate customers' expectations around CSR

Networks

Several sessions raising environmental awareness integrated into existing training modules, especially in terms of network architecture

Responsible marketing

Two hour module including case-studies and a Q&A session, intended for new product managers and systematically included in training sessions in France. In 2016 there were 4 sessions and 43 participants.

Responsible marketing committee set up, bringing together representatives from Group entities involved in marketing (marketing, innovation, customer experience, countries), which launched a major listening exercise within the marketing community, comprising an online questionnaire sent to the Group's 4,000 marketing professionals. Following this exercise, which saw an excellent response rate, 200 marketing professionals signed up voluntarily to be "ambassadors" for the initiative at their entity; the project is up and running as "meaningful marketing".

Responsible communication

An online training module, created with help from 2 external experts in the field, was made available to accompany distribution of the new Code for Responsible Communication to all communication professionals in the Group (1,200 people). This self-training module is accessed through the "Communication School", a campus dedicated to the Group's communication division, and was promoted through Piazza.

The new Code for Responsible Communication, which came out in November 2016, is structured around the challenges of communication that shows solidarity and is respectful, transparent, and committed. It reasserts Orange's cast-iron rules for advertising and communication, in particular with regard to child protection, data protection, message clarity and the need to combat stereotypes. With this code, Orange aims to share the same rules, for visuals and messages, in all countries where it is present.

REFINING OUR CSR POLICIES TO MEET STAKEHOLDER EXPECTATIONS

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.

Our 2016 achievements

Dialogues by country

Dialogues 2016: Romania and France

IN 2016, 50 dialogues took place in 20 countries, in some cases for the second time (France, Romania, Niger, Jordan, and Senegal). Only Egypt, Morocco, Mauritius, Slovakia and the newly acquired subsidiaries have not yet carried out these dialogues; they will do so by 2018

Dialogues by topic

- **Women and ICT:** after Niger and Senegal, a 3rd m-women dialogue was launched in Guinea Conakry.
- **Health:** the dialogue carried out in urban and rural areas of Senegal (December 2016), with health professionals from the public and private sectors, authorities and patients, revealed strong expectations in terms of diagnostic services, remote medical follow-up, and training for medical staff.

Group Dialogue

- Group dialogue on **diversity and professional equality**, carried out in **6 countries** (France, Senegal, Jordan, Romania, OBS Russia, OBS India), connecting internal (over 700 employees) and external stakeholders; extensive use of digital, notably for the international interactive video chat with members of the Executive Committee and employees on 8 March; overall conclusions delivered on 4 July, with contributions from all stakeholders. On 6 December 2016, Orange was awarded the 2016 Grand Prize for Diversity by "Diversity Conseil", for its Global Diversity Policy and in particular for the Stakeholders Dialogue on the topics of diversity and professional equality.
- Group dialogue on the **circular economy**: launched at COP22 with an interactive **video chat** with a member of the Executive Committee and a representative of the Ellen McArthur Foundation (over 600 participants connected, from 26 countries (70% external stakeholders, 30% employees)), including a "**Digital café**" launched for the general public, **face-to-face interviews** with strategic internal and external actors, and **workshops** bringing experts and employees together. Reporting will take place in the 1st half of 2017.

ASSESSING DIGITAL TECHNOLOGY'S IMPACT ON OUR LIVES

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.

Our 2016 achievements

Continuing work by the DSF

Launch of 2 new forums: "Digital technology and employment" and "New forms of citizenship in the digital age". In all there have been 11 forums since 2013, which are regularly updated and tracked, in particular through workshops and meetings (over 50 workshops in France, participation in events like the Digital Forum Impact in Morocco, "Changer d'ère", World Forum in Lille, Avignon Forum, Annual Forum of the Grenoble School of Management) or articles. The DSF community has doubled this year and now exceeds 8,000 members.

Developing the Digital Society Forum and its international profile

Senegal: first workshop in the first quarter of 2016; Digital Society Forum deployed at a major event on 1 December in Dakar, on the topic "digital technology and employment". Further workshops will follow in all the countries.

Orange, a trusted operator

For its customers
For its employees
For its suppliers

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.

Group Indicator:	Becoming and remaining number 1 by Net Promoter Score for 3 out of 4 customers by 2018
% of customers who rank Orange as their No 1 recommendation	
2015:	47%
2016	55%

Our 2016 achievements

A better understanding of customers:

- Individual measurement of network quality for each customer in 5 countries; ongoing deployment to 7 additional countries
- Transformation plan created for Orange Poland and Orange Romania, based on the customer journey in France.

Digitalisation:

Continuing to reduce the number of customer calls to call centers by improving the quality of the service and developing ever more effective digital interfaces:

- 39% of digital interactions (up 6 points in a year), with a target of 50% by 2018
- 13.5 million active users of the "Orange and me" application (up 23% in one year), available for the entire footprint
- developing customer relations via chat, the support forum, social networks and messaging; 80% of journeys start via digital media

Continuing deployment of Smart Stores: 157 smart stores deployed at end 2016 (65 in France, 79 in Europe, 13 in Middle Est and Africa).

Listening to customers and employees:

The first half year saw a series of workshops bring together 155 participants from various Group countries, to jointly define an action plan for continuous improvement and propose a method for its implementation.

The work defined a Group action plan that was approved by the Executive Committee in November 2016.

The three main elements of the plan are:

- Put executive directors and managers into the field: undertaking to spend at least one day a year with front-line staff;
- Launch the improvement programmes and their follow-up in all Group entities
- Carry out specific and detailed analysis of detractors (customers who would not recommend Orange) identified by the Net Promoter Score: general adoption of call-back plans for detractor customers, quality cycles to resolve front-line problems

Continuing the programme to simplify offers and the customer journey

This programme reduces the number of calls by 10% in the year.

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.

Our 2016 achievements

Implementing governance focused on responsible and proper management of customer data

Launch of the international Data Strategy & Governance programme.

The Orange Executive Committee established this programme to define best practice for maximising use of our customers' data for innovation, improving the customer experience, fighting fraud and increasing our operational performance. At the core of this best practice are principles of the legitimate and responsible use of the data.

By integrating protection by default into all our professions, into our culture, we are already anticipating our customers' growing need to trust in Orange.

Orange is therefore developing an approach that goes beyond compliance, and which provides our customers with simple applications to control and manage the data they share with Orange.

A final part of this approach is the appointment by the Executive Committee of a "Data Protection Officer" at the Group level, in order to oversee and support Orange in the implementation of data protection.

Customers control and manage the personal data they provide on Orange platforms, for all services managed by Orange

Launch of a badge of trust in France for 6 Orange mobile applications and 5 partner applications. The badge of trust is an application which enables a customer using mobile applications on a smartphone to understand which data is used by these applications, and to control how it is used when the application allows it.

In France, in-store introduction of training modules for customers on protecting their personal data.

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.

Our 2016 achievements

Developing family offers in European countries, using the foundations of "Better Internet for Kids"

Europe

Numerous initiatives carried out.

A few examples:

In France:

- Launch of the "**website for parents**" (espacedesparents.fr), with themed pages, practical guides and tips from experts, as well as a forum to encourage discussions between parents about good digital usage habits;

In Spain (see all CSR initiatives: somosresponsables.orange.es):

- "Educar para proteger" (educate to protect) : in-store advice and training in safe internet use, in return for a €5 donation to an organisation providing digital skills training to young people at risk of social exclusion.
- Collaborative e-learning platform for primary and secondary school teachers on how to teach the digital and using it safely and responsibly (www.educainternet.orange.es). In 2016, 1,500 teachers used the platform.

In Poland:

- Launch of the "Chroń Dzieci w Sieci" parental control application for smartphone and tablet (monitors time spent online, applications used and content of websites visited).
- In-store support for parents wanting advice about good digital practices. 200 Orange advisers trained
- Online lesson "Bezpiecznie Tu i Tam" (Staying safe here and there) for parents, in partnership with the Dajemy Dzieciom Siłę Foundation, the best-known Polish organisation working for the protection of children online.
- "Megamission" (fundacja.orange.pl/megamission.html), a free educational programme on best practice for using digital technology, designed for primary school children.

In Slovakia:

- Continuing free workshops for parents, children and teachers, to build awareness of safe internet use, with support from psychologists trained in the topic. Launched in 2013, these workshops are attended by more than 5,000 children each year, and 500 parents and teachers. Orange Slovakia has been carrying out initiatives for child protection since 2006.

OMEA

Helping OMEA countries to develop family and young person offers along the lines of "Better Internet for Kids" (BIK), as adapted to the context and the zone.

First initiatives in the OMEA area

Senegal :

- Launch of awareness campaigns via the "Better Internet for Kids" Facebook page.
- Recruiting young BIK ambassadors to directly address young people and support them in making safe use of digital technology. Their mission is to create a network of influencers for good digital practice (in particular by encouraging viral distribution of BIK campaigns), to flag up unethical content and practice, and to run BIK events.

Egypt:

- Launch of an anti-bullying campaign via the "Skit Game" application with the "Not-Guilty" organisation [<http://www.skitgame.com>]. The idea is to help children deal with bullying through the medium of a game with 25 levels.

Defining and implementing a marketing framework for connected objects (IoT) that might be used by children

This framework must respect precautionary principles linked to electromagnetic radiation, and recommendations on usage depending on age as issued by the education community in each country.

The "offers for young people" guidelines were approved in July 2016 and sent to the Orange marketing and CSR community, so that safe and responsible usage of our products and services is considered when designing and marketing offers. An update is planned to include changes in offers, especially offers including virtual reality functions.

A questionnaire and recommendations for all product managers on 7 issues relating to safe and responsible usage was integrated into the Group innovation and offer definition process, so as to promote more responsible design of our offers.

Deploying #SuperCoders and taking it to a broader scope, with sessions throughout the year

Success of the initiative : 17 countries taking part in the [#SuperCoders](#) programme

(<http://supercoders.orange.com/fr/accueil>) - 4 countries on launch in 2014 and 9 in 2015.

More than 7,500 children have now benefited from #SuperCoders workshops, with the support of 1,000 Orange volunteers trained in programming on the Scratch platform.

- Launch of the #SuperCoders festival during Europe Code Week (October 2016) : video-conferences between the countries enabled children to discuss their Scratch software creations.
- The "Code for COP" challenge, launched last year for COP21, was repeated this year for COP22 in Marrakesh. Seven projects from Cameroon, Romania, Tunisia and France won prizes.
- France: In November, 29 introductory workshops on digital technology in 21 towns in mainland France, Guadeloupe, French Guiana and Reunion. 13 secondary schools, including several belonging to the Priority Education Network (REP), helped to organise workshops in which nearly 1,500 students and 650 Orange employee volunteer coaches took part.
- Poland: #SuperCoders arrived in 30 schools for children ages 9 to 12. Teachers use coding to teach maths, natural sciences, music and languages. If the results are positive, the programme will be extended to all schools in the country.

In December, #SuperCoders won **1st Prize in the "European Digital Skills Awards" challenge set by the European Commission**, in the "Digital Skills for all Citizens" category. This is recognition of the Group's actions in the field of digital education, for an international project delivered by Orange employee volunteers.

Answering questions about radio waves

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.

Our 2016 achievements

Continuing deployment of health and safety information and training on radio waves for employees working near antennas

Internally:

- 90 technicians trained in Côte d'Ivoire.

- Creation of a tool developed by Orange Lab to help calculate security perimeters around antennae.
- Updates to the staff guide and simplified booklet for technicians on best health and safety practices on Orange premises.
- In France, information conveyed to H&S officers and company doctors.

Externally:

- Orange was one of the main contributors to a new ITU-T recommendation on "exposure levels around radio antennas" for worker safety.
- In Poland: participating with other operators, the regulator and environmental organisations in developing a new law on construction and maintenance procedures for base stations.

Continuing promotion of best practice

Internally:

- The radio waves policy for children has been updated
- A policy on virtual reality headset use by children has been issued
- In Egypt an event was organised in August 2016 for over one hundred journalists on "responsible mobile phone use". Experts presented current knowledge and answered questions on exposure, emissions and health, providing recommendations for those wishing to limit exposure to mobile phones. The event was reported in over 60 newspapers and magazines.

Externally:

- Leaflets showing health and safety icons are now included in mobile packaging in five languages in all Orange countries.
- The radio waves website has been translated into Arabic (the website's 7th language)
- In France: updates to the "my mobile and my health" leaflet with the French Telecoms Federation, following the publication of the latest ANSES (French Agency for Food, Environmental and Occupational Health & Safety) opinion and report in July 2016 on children's exposure to radio frequencies. Participation in the ANSES committee with the stakeholders: representatives, charities, public bodies (3 meetings in 2016).

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.

Group Indicators

Achieve 90% of employees who would recommend Orange as an employer by 2018

2015 86,9%

2016 88,9%

Have 50% of training courses include digital aspects by 2018

2016 not available

Have 35% female representation in our management networks by 2020

2015 25%

2016 : 27.3%

Our 2016 achievements

Awards and Certifications

Top Employer Global 2017: for the second consecutive year the Group was awarded this worldwide certification, which recognises the best human resources policies and programmes. 30 countries and territories on 5 continents where the Group operates, in particular through Orange Business Services, engaged in this process and succeeded.

The Top Employer process is based on a very detailed questionnaire (policies, practices, tools, measures) backed up by a file of proofs. An audit then compares and assesses the quality of the elements provided with the best practices in the country. The methodology thus provides a report on weak and strong points, it covers all human resource policies : talent monitoring, integration, training, and competencies development, performance management, careers and hand over, remuneration and benefits, culture.

Gender Equality European & International Standard certification (GEEIS) : since 2011, the Group's policy and that of all its European subsidiaries, Orange Egypt and OBS (global, Egypt, Brazil, Germany, Italy) has been audited and certified. The certification process assesses the current situation and provides recommendations and global and local action plans for further improvement. In 2016 the Strategic Committee for professional equality decided to extend this certification to all Group countries and to extend it to all aspects of diversity.

eCAC40 2016 : the 2016 eCAC40 ranking, put together by French business newspaper Les Échos and Gilles Babinet, digital expert, puts Orange in 2nd place among companies that have best handled the arrival of digital technology.

2016 Diversity Conseil Grand Prize for stakeholder dialogues on diversity (See Commitment No. 8 below). The prize jury recognised the innovative nature of the approach, combining the Group's CSR policy and its promise as a digital and human employer.

Happy Trainees Label 2016-2017: nearly 2,200 young people from teams in France responded to the Happy Trainees survey and more than 90% would recommend the Group for an internship or work/study placement. Happy Trainees is the participatory employer "label" that recognises excellence in management and staff motivation.

Special jury prize for social exploration, organized by the RH&M Group and awarded to Orange for its exploration of the impact of digital technology on working methods carried out at its Villa Bonne Nouvelle co-working facility. This award recognises a company and a team for a Human Resources project that contributes to the digital transformation of the company. The prize is also recognition for Orange of the initiatives carried out by the Human Resources department in the field of social innovation.

Guaranteeing useful skills for tomorrow

Commitment No. 5: continuing our involvement in France's national effort to help young people find work

Objective : take on a number of work/study placement employees equating to at least 5% of Group long term employees in France, so 4,300 placements in France on average over the period 2016-2018.

Objective achieved with a rate of employees on work/study contracts of 5.4% for the Group in France and over 5,100 work/study trainees present at end 2016.

Commitment No. 4 : accelerating internal digitalization : raising awareness, training employees and infusing the Group with new ways of working

objectives: 50% of training courses to include a digital method
 80% of employees with an accredited skills profile

Through the Digital Academy nearly 100,000 employees earned their digital passport. Some were also able to add to their knowledge by achieving a visa for Big Data, data security, and the functionality of Piazza, our enterprise social network.

The number of Piazza users continued to grow in 2016 : now over 101,000 Group employees have created a profile and completed their skills profile.

Developing agile ways of working

Commitment No. 9 : developing our collective agility

objectives : 50% of employees active on Piazza
 80% of managers trained to new collaborative models

Launching social dialogue in France on the digital impact du digital on working conditions

47% of users active on Piazza (more than 101,000 profiles created)

Implementation of the Orange Learning platform in 2016, accessible on all devices, with a unique catalogue to support employees in their skills development and to enable everyone to be proactive in their development by managing their own skills development journey.

First agreement on supporting digital transformation : within Orange commitment to be a digital and human employer, Orange wants to make digital technologies a lever for progress, quality of life at work, and employees' development. The innovation mindset and the digital expertise of the Group must feed the employee experience as well as the customer experience.

This agreement is intended to support Orange's people through digital transformation, so that every individual may find their place and take part in the process. The agreement underlines the opportunities, impacts and risks of digital transformation and will :

- ensure our employees benefit from new opportunities related to digital transformation,
- reduce the risk of a digital divide by enabling each employee to learn about and receive training on digital technology,
- ensure work/life balance is respected by guaranteeing the right to log off,
- ensure the confidentiality of our employees' personal data.

Encouraging employee engagement

Commitment No. 1: continuing the Group's commitment to corporate social dialogue by means that suit the local context and with regular meetings of ad hoc committees (Worldwide Works Council - European Works Council...)

objective: corporate social dialogue with regular meetings of the Worldwide Works Council, the European Works Council, the CCUES joint works council central committee and the Works Councils in France

Regular meetings of the various bodies in 2016, with a Worldwide Works Council meeting, 3 European Works Council meetings, 4 France Group Works Council meetings and 11 CCUES meetings.

Commitment No. 2: Continuing analysis of quality of life in the workplace through periodic reporting of surveys and combined national / international indicators, with inclusion of the results as part of the bonus scheme for top international managers in the Group

objective: carry out annual employee satisfaction survey (social barometer)

The satisfaction survey is carried out biannually in France and annually for the rest of the Group.

France: biannual survey by the CSA polling institute of a representative sample of 3,600 employees. Launched in June 2010, this biannual survey is analysing quality of life in the company workplace over the long term.

Results for the 2nd half of 2016:

- employee sense of belonging was the highest yet, with 93% proud to work at Orange vs 92% in June 2016;
- 88% of employees recommend Orange as a good place to work;

- 65% of employees think that the quality of working life (QVT) is better at Orange than at other companies;
- 87% of employees remain confident in the Group's ability to achieve its **Essentials2020** strategic plan; 70% see mainly benefits from digital transformation, especially in terms of collaboration with colleagues. This perception matches our ambition to make Orange the benchmark digital employer

International barometer: the overall score of the international social barometer improved by 1.3 points to reach 34.5 points.

Commitment No. 3: Continuing deployment of the health and safety policy by providing support for Group countries, especially by implementing the worldwide health and safety agreement.

objective: deploying the health and safety policy

In 2016, efforts to support international Orange Group entities were extended. Deployment of an Occupational Health and Safety Management System (OHSMS) continued. The health and safety network is now well established, enabling the identification of health and safety actors in the various Group entities.

Training for adopting the worldwide Health and Safety agreement was provided in Dakar, Abidjan, Cairo and Casablanca. The sessions brought together employee representatives and management.

In France, a pollution-peak alert tool for employees was implemented, encouraging employees to use non-polluting means of transport, or to work remotely. Tested by all employees in the Paris region in partnership with AirParif, the tool is progressively being deployed to all major French cities.

Commitment No. 6: strengthening workplace gender equality in all aspects of working life in all Group countries and setting up assessment tools and ad hoc monitoring

objectives: monitor workplace gender equality initiatives and implement assessment processes
35% of recruitment to be women

Gender Equality European & International Standard (GEEIS) Certification for the Group, Orange in France, all European subsidiaries, OBS France, Italy, Germany, Brazil and Egypt, and Orange Egypt.

Strong in-house employee involvement:

11 female and/or mixed networks: Innov'Elles, Support'Her, Mix'IT, Double You, 50/50, etc.

15 Piazza communities working for workplace equality

Happy Men Share More programme: 14 active circles, 34 contacts, 126 members of Happy Men Share More

Female representation among new recruits in France in 2016: 27.6%

Female representation among new recruits for the whole Group in 2016: 34.4%

Commitment No. 7: increase the proportion of women in management bodies (2020 objective: 35 %)

objective: 35% women in our management networks

2016: 27.3% women in our management networks (25% in 2015).

In 2016, the Executive Committee includes 33% women, and 30,65% for Management Committees.

Group subsidiaries in Cameroon, in Romania, and in the Central African Republic are run by women. The Management Committee of Orange Tunisia includes 38,5% women, and Romania, 43%.

Commitment No. 8: developing support for Group countries and divisions to improve local diversity policies, particularly in terms of disability

objective: set up local policies for diversity

Each Group country takes action on diversity and workplace equality

Our diversity policy is organised around a dual approach:

- an overall approach based on fostering talent and encouraging the inclusion of all employees, regardless of their differences,
- a thematic approach focusing specifically on workplace gender equality, the integration of young people from underprivileged backgrounds, the integration of people with disabilities, and the company's anti-discrimination measures.

All while identifying "weak signals" from other diversity issues.

In 2016, Orange ran a stakeholder dialogue on diversity and workplace equality. This on-the-ground listening process ran over eight months in six countries (France, India, Jordan, Romania, Russia and Senegal), with more than 120 face-to-face interviews carried out with external figures and over 700 with Group employees.

Conclusions from the stakeholder dialogue confirmed recognition of our general mobilisation around diversity, and particularly of the diversity within the company. Orange encourages professional gender equality, inclusion, diversity, and equal opportunities inside and outside the company.

On 6 December 2016, Orange was awarded the 2016 Grand Prize for Diversity by Diversity Conseil, for its Global Diversity Policy and in particular the implementation of this stakeholder dialogue.

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.

Our 2016 achievements

Orange, a responsible customer

For the second consecutive time, Orange was awarded the "Responsible Supplier Relations" label for France. This renewal covers the 2016-2018 period. Orange is one of 39 companies to have achieved the label amongst the 1,800 signatories of the Responsible Supplier Relations charter.

Continuing development of CSR and supplier relations in governance and processes for purchasing and logistics; improving internal adoption of CSR approaches and commitments by purchasing professionals :

- 30 purchasers trained in 2016, including 16 in Orange Senegal and Orange Mali. Since 2016, 429 purchasers and Procurement Direction employees have been trained;
- 620 supply chain employees trained
- inclusion of the CSR clause in Group framework contracts as well as contracts for exclusively local application;
- stronger supplier selection criteria and CSR considerations for purchasing projects with environmental risk involving waste management or with impacts for the circular economy (choice of a single eco-organisation to handle professional Waste Electrical and Electronic Equipment (WEEE) in France, contract to re-use network equipment, choice of specialised brokers, etc.);
- inclusion of certification requirements (ISO 50001 / ISO 14001) in purchasing processes;
- developing collaborative value analysis ("collaborative procurement engineering") in the purchasing process with innovative companies, a method enabling SMEs to analyse and optimise their costs and better negotiate with their own suppliers.

Contributing to local development and employment by facilitating access to our tenders for companies in the protected workers sector and innovative SMEs :

- Support to companies in the protected workers sector: €16.9 M in 2016 - in line with our commitment of €15 M per year.
- a collaborative reverse factoring system, providing contracted SMEs with payment facilities via a dedicated platform: 15 SMEs included at end 2016

- support for open-innovation by simplifying the purchasing process for start-ups involved in a pilot: 236 start-ups and innovative SMEs listed in 2016 for a purchase volume of €135 M (€107 M in France)

Promoting CSR standards in the supply chain

Dialogues with suppliers:

- inclusion of suppliers in stakeholder dialogues led by Orange France
- JAC (Joint Audit Cooperation) Forum in China in January 2016 on the topic: "How can sustainability have a favourable impact on the company's economic growth?" (115 participants) and in January 2017 on the topic of sharing best practice, tools and challenges in the search for a responsible subcontractor chain (133 participants including telecoms operators and equipment manufacturers, academics and NGOs; broadcast live for the first time, with nearly 1,400 connected)
- Suppliers Forum in June 2016, on "CSR: driving value creation" (109 participants)

Greater consideration given to environmental and social criteria, particularly in the context of Joint Audit Cooperation (JAC): implementation of a collaborative platform accessible online to share and monitor the results of audits with suppliers; dedicated support to supervise the quality of audit operations.

Contributing to the deployment of these standards, particularly via Joint Audit Cooperation and its directing principles:

- 69 audits conducted in 2016, 70,000 employees involved;
- Since 2010: 278 audits; 173 sites, 743,000 employees involved; 78% of 1,777 non-compliances identified have been dealt with;
- 67% of audits involved level 2 and level 3 suppliers (up 20% on 2015)
- Pilot launch of an audit by smartphone. This unique method, carried out alongside standard audits, anonymously and transparently collects employees' views on various subjects (salaries, discrimination, child labour, etc.). 4,800 responses were collected.

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				
In 2016, it has been decided to modify the initial KPI (Perform at least 65 on-site supplier audits per year via the Joint Audit Cooperation (JAC) from 2016) to orientate the audits towards the more remote tiers in the supply chain, which often show the largest cases of non-compliance. Tier 4 will be involved in 2018. Through a reinforced dialogue with Tier 1 suppliers, thus lowering the number of audits for this tier. The percentage for tier 1 might be adapted according to the results for this tier between 2017 and 2019.				
% audits / ranges	Tier 1	Tier 2	Tier 3	Tier 4
Objectives 2020	10	35	50	5
Average before 2015	40	49	5	
2015	21	48	31	
2016	16	55	29	

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.

CONTRIBUTING TO REDUCE ALL FORMS OF DIGITAL DIVIDE

Orange wants to contribute to 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.

Against 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.

Against social, educational, and cultural factors which cause exclusion, Orange offers awareness and equipment programmes, generally through the Orange Foundation.

Our 2016 achievements

Geographic digital divide

Continuing to improve high speed broadband service in African and Middle Eastern countries:

- deploying the **4G/4G+** networks in **Europe** to increase coverage and speeds. Coverage : >99% in Belgium and Poland; >97% in Moldova; >87% in France; 90% in Spain; 80% in Romania and Slovakia;

- **fibre:** launch in Poland, 1.4 million households connectible; continuing deployment in France (6.9 million households connectible), and in Spain (9.6 million);
- deploying **4G in the MEA zone:** 10 countries covered at end 2016 (Mauritius, Jordan, Morocco, Botswana, Cameroon, Guinea Bissau, Côte d'Ivoire, Tunisia, Senegal, Liberia)
- at end 2016, 21 OMEA countries covered by 3G with a coverage rate between 80 and 100%
- **submarine cables:** completion of SEA-ME-WE 5 submarine cable linking France to Singapore and serving 17 countries.

Initiatives launched to facilitate access to power in Africa

Partnership with ENGIE: agreement signed at the end of 2015 to develop a rural electricity supply in Africa, and to improve electrical supply for Orange infrastructures in the same areas. The two Groups are trialling domestic electricity supply solutions for rural populations, which could be distributed by Orange. These solutions could, for instance, include individual solar kits and small-scale, local electricity networks.

The first pilot projects were launched at the end of 2016 in Côte d'Ivoire, Cameroon and Senegal.

Group indicator	Multiply the average data speed for customers by 3 on our landline and mobile networks between 2014 and 2018
2015 :	x 1,8 (fixed networks) et x 1,4 (mobile networks)
2016 :	x 2,5 (fixed networks) et x 1,9 (mobile networks)

Age and disability digital divide

Continuing to develop offers and products that meet the needs of disabled and elderly people, either directly or in partnership with start-ups as part of open innovation:

- multi-profile disability mobile application; mobile application assisting the deaf and hard of hearing with communication (Roger Voice); browser solution to make websites accessible; home-care solution enabling family carers to monitor the elderly remotely; continuing work to make websites accessible; distribution of the specific product catalogue in France and Spain; information about the "bien vivre le digital" (enjoying digital life) site (France),
- inventory of projects dedicated to seniors in the European subsidiaries, to identify best practice and propose a common framework for including seniors in our European marketing approach. This common framework will be studied with marketing teams in certain European countries to offer practical solutions and tailored action plans,
- apprenticeship programmes for people with autism: educational applications developed with funding from the Orange Foundation, tablets provided to autism facilities to help people with autism progress, improve their living conditions with their circle, and their social integration
- launch of a virtual reality application to build awareness of the challenges of disability at work. The Appility application provides an immersive and entertaining way for the user to imagine they are an employee with a disability, who must deal with various accessibility challenges in the workplace,
- support by the Orange Foundation for people with autism (4,000 recipients in 2016 in France) to help them progress with digital technology, and support for research in the field

Continuing training and coaching activities for customer advisers, with an additional strand on answering calls from the elderly : for example, a solution has been developed in Poland to simplify senior access to helplines: people over 65 can be identified by their phone number and are automatically connected with a specialist adviser who has been trained in explaining the most

complex situations to seniors. In 2016, the service was awarded an "OK Senior" certificate by the institute of "Senior Economy".

Strengthening dialogue with "Silver Economy" players

- Participation at various shows; HIVE Hackathon on disability, contribution to the French Telecoms Federation's work preparing the 5th review of the charter of voluntary commitments to improve access to electronic communications for people with disabilities; participation in EU work on the European Disability Act, and in the work of standards bodies.

Exclusion linked to educational and cultural factors

e-education

To combat illiteracy, especially on the African continent, Orange is already running several initiatives, in particular with its Foundation, in order to provide access points, equipment and content.

The Orange Foundation aims to give women and young people in major difficulty (taken out of school, destitute, without qualifications, vulnerable, etc.) the keys to the digital world through 4 major digital education programmes: the Solidarity FabLabs, Together for youth integration, Digital Centres and Digital Schools:

- 60 Solidarity FabLabs in 11 countries, 38 in France;
- 500 Digital Schools in 12 African countries with 130,000 student beneficiaries;
- 118 Digital Centres, 48 in France.

Fighting discrimination

Strengthening or implementing partnerships to

- support young people from underprivileged backgrounds, individually or collectively, in accessing the business world: Capital Filles (5,000 girls in 2016), Passeport Avenir (many initiatives enabling young high school graduates from underprivileged backgrounds to access centres of excellence), Nos Quartiers ont des Talents, Energie Jeunes, etc.,
- encouraging access for women to technical professions,
- generally supporting the fight against discrimination: Orange is a partner of "Egalité contre le racisme" (Equality against racism): a new web platform in France to take action against racism, in collaboration with the "Défenseur Des Droits" civil and human rights agency.

Promoting technical professions

For many years Orange has been seeking to encourage women into technical professions. In 2016, Orange contributed to funding the "makeuses" project by the Simplon.co Foundation, its aim to encourage women, from all backgrounds, to enter the digital sector (training, technical professions, etc.).

In April 2016, Orange launched a first initiative to make young people aware of the professional opportunities of digital technology, and in particular network and IT professions. Following its success, a second season was launched in the second half of the year. The initiative comprises three sections

- a "Networks, IT and me" MOOC (a free online training course, entertaining and interactive, with 4 weeks to learn about networks, IT and the people and professions that make them work - aimed particularly at the 15-25 age group). The MOOC is also accessible through the French employment agency;

- a mobile game to combat gender prejudice around science and technology;
- a partnership with a publisher to provide information on network and IT professions (2017)

Healthcare and education infrastructure

The Orange Foundation is continuing with the “Orange Villages” project, providing healthcare and education infrastructures (water source, healthcare centre, school) where essentials are lacking, to enable young boys and girls to have a social life and a future:

- 55 Orange Villages in 9 countries, with 250,000 beneficiaries

Access to culture

The virtual visit concept (mobile system using tablet and smartphone to accompany the visitor): following the Museum of the Great War in 2015, the system was trialled for the Cité des Telecoms in 2016; it will have a larger scale deployment in 2017.

Cultural Moocs (Orange is the forerunner in France for this type of Mooc): after Impressionism, Louis XIV at Versailles and Picasso, the collection has been expanded with the "Origins of Humankind" Mooc.

The **lecteurs.com** platform for readers, which hosts the Prix Orange du Livre (Orange Book Prize) and brings together more than 214,000 reader members aged 20 to 50.

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.

Group Indicator:	Diversify into new services generating over one billion Euros turnover by 2018.
2015	226 million euros
2016	323 million euros

Our 2016 achievements

Orange Money

Several avenues of development are ongoing:

- Speeding up international transfers, now with money transfers between France and three African countries (Côte d'Ivoire, Mali and Senegal)
- Strengthening interoperability, enabling customers with bank accounts to transfer money from and to their bank accounts or electronic wallets provided by other telecoms operators
- Developing B2B activity such as salary and supplier payments
- Credit and savings services: partnerships with credit establishments, soon offering micro-credit and savings services.

In 2016, Madagascar was the first country to launch interoperability between three operators, and Cameroon launched a Visa card linked to its Orange Money account. Orange received accreditation as an Electronic Money Institution (EMI) in four countries: Côte d'Ivoire, Mali, Senegal and Guinea.

Continuing to expand and intensify services for agriculture: mAgri

Defining a new strategy

Five years after the launch of the first Orange mAgri service, an external consultant was appointed to conduct an appraisal of mAgri in the 6 countries where the service has been launched (Niger, Mali, Côte d'Ivoire, Senegal, Madagascar, Egypt).

The results of the appraisal have enabled mAgri to be included as part of a global approach positioning Orange as the partner of digital transformation in Africa and the Middle East, with the service acting as a lever for growth.

The strategy breaks down into 3 phases: adjustments to the existing service, integration with the global offer, and extensions to the range, in the long term targeting positive ROI.

Continuing mAgri developments

- Launch of mAgri in Botswana
- Launch of Sandji in Mali: Sandji is a text-message-based, modern aid to decision-making, developed to help small-holders plan farming activity, on the basis of 48 hour rain forecasts for the farmer's specific area, as well as seasonal forecasts.
- Launch of Bashaier in Egypt, the first online network for agricultural marketing, with subscribers receiving regular texts giving prices for fruit and vegetables and aromatic and medicinal herbs.

Deploying eHealth services

- Cameroon: Activa Makala: health insurance solutions via Orange Money, providing financial support to insured parties who are incapacitated for at least 5 days due to personal injury
- Egypt: "Be Healthy Be Mobile": in partnership with the WHO and IUT, the United Nations agency for ITC, to improve prevention of non-communicable diseases (NCDs). Orange is involved in 3 ways: text message campaigns, public awareness campaigns by diabetes specialists, development of a mobile app for doctors to detect risks of diabetes and hypertension.
- Tunisia: launch of a project fighting tobacco use called "m-cessation": text messages sent to target populations with information published by the Ministry of Health to help them give up smoking (free service).

- Côte d'Ivoire: launch of the "HIV response" project with ONUSIDA: text messages, quizzes and surveys sent to raise awareness among patients on taking antiretroviral medication. A first pilot phase launched in the second quarter of 2016, for 1,000 patients managed by 3 NGOs, gave rise to very positive results.
- Mali and Senegal: launch of a vaccination reminder service. In Senegal, during the pilot phase, more than 14,000 users benefited from the service free of charge.

m-Women

- Launch of a partnership between Orange Senegal and the Sooretul start-up, which uses an online platform to sell local agricultural products processed by women's groups. By end 2016: 3,540 women were directly or indirectly involved in the agricultural entities; more than 400 products listed; 18 SMEs involved across 8 regions;
- Partnership in Côte d'Ivoire with BEL, for the "Community" offer as part of a Social Incentive project for around 200 women street-sellers of BEL dairy products. The aim is to increase their standard of living and improve their product hygiene and conservation skills. This type of project enables access to specialised training content without cost constraints, thereby contributing to women's independence. Inclusion of a savings solution to pay for their children's school fees
- Launch of the Cycle M service, a family planning solution that forms part of government policy in the Democratic Republic of Congo. The service offers menstrual cycle tracking by mobile phone. The application makes it easy to track the important dates within a menstrual cycle, to help reduce social difficulty associated with failures in family planning: early pregnancies, deaths associated with back-street abortion, difficulties for mothers in meeting the needs of large families and for young parents. After three months of operation: 73,049 users, including 43,192 active users.
- Egypt: launch of "Private Recharge" in May 2016. This is a free, private top-up service whereby Orange subscribers, in particular women who are worried about harassment by mobile, can buy a prepaid electronic top-up without having to give their phone number to the sales-person. In 2015 the similar service launched in Iraq was nominated by the GSMA in the "best mobile services in emerging countries" category. Today 5% of Orange Egypt's subscribers are regularly using the service, which has recorded 2,366,113 transactions per month since its launch.

Access to energy

Access to electricity is a major challenge for the African continent, where Orange can play a major role by capitalising on its brand, its market presence and its technical personnel, thereby establishing a channel for diversification in a field where the business stakes are high and which will also reinforce our positive and participatory role in the zone.

Orange is developing 2 separate offers:

- Smart metering services, a B2B offer for electricity transport and distribution network operators - PowerCos, to enable better management of their operations, billing and oversight. The service is based on an electric meter with an in-built module that communicates with a service platform managed by Orange. This helps reduce technical failures, with improved production resource allocation and through the ability to detect power distribution problems in real time. The service also aims to reduce commercial losses by offering innovations around billing (in particular pre and post payment with Orange Money) as well as in the area of detecting and fighting fraud. Finally, Orange is seeking to help the

PowerCos in digitalising their management, enabling their end customers to manage their contractual relationship (subscriptions, price plans, etc.) using digital tools (mobile applications) and to access detailed usage data so they can control and optimise their energy consumption.

- Increased electrification in rural areas in partnership with Engie, to offer electricity production and distribution solutions in rural and inaccessible zones that do not have access to the national grid, for example using simple, individual solar kits.

The first pilot projects were launched in Côte d'Ivoire, Cameroon and Senegal in late 2016.

SUPPORTING ENTREPRENEURSHIP

In today's hyper-connected world, it is easier than ever before to open up and collaborate with extremely diverse talents in order to become more creative, more effective and more innovative to benefit everyone.

Because Orange believes that working in partnership with a broad range of innovators (start-ups, major groups, investors, universities, students, governments, NGOs, etc.) will lead to more creativity and more effectiveness and more economic impact, the Group fosters synergies among stakeholders by creating ecosystems for support and sharing knowledge through an open innovation process. Orange is investing in efforts to spot, support, and promote digital talents.

Group Indicator: A 15 % yearly increase in the number of entrepreneurs supported by our initiatives for local economic and social development

2015: 150 entrepreneurs supported

2016: 239 entrepreneurs supported, a 58% increase compared to 2015.

The entrepreneurs are supported through the following initiatives:

- the "La Ruche" network (5 incubators in France) ;
- the 4 African incubators (Senegal, Niger, Guinea and Mali) ;
- the Orange Social Entrepreneur Prize.

The strong growth in the 2015-16 period is tied to new site openings. Between now and 2020 average annual growth should stabilise at 15% (logarithmic curve).

Our 2016 achievements

Orange promotes support mechanisms for each stage of a start-up's life: the full entrepreneurial journey is catered for, from idea to incubation, including funding.

Identifying

Orange deploys detection mechanisms worldwide to anticipate new digital uses and support the most advanced start-ups in responding to them.

- Upstream, Orange's research and innovation at the **Orange Labs** explores fields as varied as mobile financial services, content aggregation, mobile communication services, networks, IoT, Big Data, and so on. On the basis of this prospecting work, selection begins for the start-ups Orange will support. Hackathons and other BarCamps are regularly organised by the Group to identify new actors with value to offer.
- **Orange Digital Ventures** is another route to project selection, identifying start-ups and establishing the economic viability of projects that are in line with Group strategy. The Group also contributes, with other major actors in the market, to several other investment funds.
- **Orange Social Entrepreneur Prize 2016 in Africa and the Middle-East:** the call for applications attracted 750 innovative projects from Africa, as well as - for the first time since the start of the prize 6 years ago - from the Middle-East. Another new feature of the Orange Social Entrepreneur Prize is the addition of a Special Prize for Cultural Content.
The three prize-winners receive grants ranging from €25,000 for first prize to €5,000 for the special cultural prize. Finalists in both competitions will benefit from close support from the Grow Movement NGO as well as Orange experts, for a period of 6 months. Orange also funds a patent application for the First Prize.
The Orange Prize for Social Entrepreneurship in Africa is a real success. Since 2011, over 3,500 projects have been presented. 95% of winning start-ups, since the very beginning of the prize, continue to grow today.
- In 2016, Orange supported the launch of the **Digital Impact challenge**, with winners benefiting from the multi-partner programme of incubation and acceleration for "positive economy" start-ups provided by Orange and the Ruches network.
- Creation of the **Entrepreneur Club** website: a new information space in French and English dedicated to business creators in Africa and the Middle East. The site provides information for entrepreneurs and puts them in contact with Orange's various entrepreneurship support schemes. Entrepreneur Club also offers practical information and the tools needed to start a business. Similarly, Orange is part of the Africa Innovation incubator network, which brings incubators together across the African continent.

Supporting

- **Orange Fab**, the Group's international network of start-up accelerators (12 facilities on 4 continents), exists to support already existing start-ups in transitioning to the next level. Selection begins with locally initiated calls for applications. For each session, 2 to 7 start-ups join the local Orange Fab programme. The Orange Fab facilities offer support to the selected start-ups for a minimum of three months, providing equipment and human

resources (training and mentoring by our experts, co-working spaces, access to Orange's international network in line with the start-up's development potential).

- **Incubation:** the start-ups benefit, over a longer period, from a mixed environment that favours their development. Each incubator is run by different stakeholders, so as to optimise conditions for the success of the incubated company. In 2016 there were two new launches, in Mali (CREATEAM) and Guinea (SABOUTECH); they join existing incubators already launched in Senegal (CTIC) and Niger (CIPMEN). The latter two incubators saw their premises double in size in 2016, enabling more hosting capacity in 2017, an essential requirement for a stable economic model.
- **Orange Digital Investment** meets the funding needs of start-ups, whatever their level of maturity, with various finance mechanisms. The facility was set up in 2016, to manage the Group's investments with the aim either of making a financial return, or creating synergies to improve products and services delivered by Orange to its customers. Orange Digital Investment is the umbrella for Orange's investment activities in start-ups.
- **Local seed capital**, for instance Sonatel's acquisition of a share of Teranga Capital in Senegal in March 2016.
- The **Orange Partner and Orange Developer programmes** provide technical support to start-ups: providing developers worldwide with free access to 20 programming interfaces (APIs), which companies can use to imagine and develop digital applications and services. Numerous other resources are also made available to help complete their projects, such IoT development kits (LoRa), a product test service with panels of Orange customer users, instruction tutorials and content for using APIs, etc.

Promoting

- **Go Ignite**
To support start-ups with international ambitions, Orange has linked up with other major telecoms players to establish Go Ignite, which was created in 2015. This international alliance aims to connect start-ups to an ecosystem covering Africa, Asia-Pacific, Australia, Europe, Latin America and the Middle-East. Go Ignite offers innovative startups the opportunity to access a market in excess of one billion customers.
- **Hello Startup**
The Hello Startup programme with BFMTV is an Orange initiative. Each week a guest (a start-up director or representative) answers a journalist's questions, presenting the business's challenges, projects and ambitions.
Since its launch in 2014, the show has hosted over 100 start-ups.
- Participating in "**French Tech**"
The French Tech initiative aims to promote a public national and regional drive to support the technological start-up ecosystem in France, to make France one of the major "start-up nations" and to encourage the development of economic value and employment in France.
Orange confirmed its support for the French Tech initiative, as an actor in the digital ecosystems of the 13 centres with the French Tech label (Rennes, Brest, Nantes, Lille, Normandie, Lorraine, Paris, Lyon, Nice, Aix-Marseille, Montpellier, Toulouse and Bordeaux)

and the 4 French Tech thematic territories (Avignon, Saint Etienne, Alsace, Angers), as well as French Tech Loire Valley.

Orange is supporting and promoting French IoT start-ups, grouped under the French Tech Connected Objects umbrella. In October 2015, Orange signed a charter to promote these connected objects at its points of sale. Orange again supported "Connected Objects Week", which in 2016 took place in May.

- **Vivatech**

In June 2016, Orange contributed to creating Viva technology Paris, which for 3 days turned Paris into the start-up capital of the world, enabling 5,000 start-ups from all over the globe to present their projects at the Porte de Versailles Paris-Expo facility.

It was an opportunity for the participants to experience the best of global tech, and discover the 250 innovations premièred. The programme included lectures (to help young entrepreneurs get started but also on social questions around digital technology), workshops (digital art, coding), start-up pitches, etc.

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.

During COP21 held in Paris, at the end of 2015, Orange renewed its commitment towards the environment protection and set 2 new priorities:

- reducing our CO2 emissions by 50% per customer use between 2006 and 2020
- integrating the principles of the circular economy into its organisation and processes by adapting its organization accordingly

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.

Our 2016 achievements

At end 2016, the scope certified stood at 66.82%. Orange France joins the Group subsidiaries that are 100% certified (Orange Spain, Orange Slovakia, Orange Romania, Orange Egypt, Orange Mali, Orange Marine, and the Group head office)

In 2016, all ISO 14001-certified Group organisations successfully underwent renewal or follow-up audits.

The KPI measuring the extent of the certified scope with reference to all our activities increased by nearly one third compared to 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, by 2020.

This commitment involves a progressive change of our economic models and processes, in line with our ecosystem, and covers several projects: eco-design, reducing our critical resources consumption, optimizing waste management, giving a second life to electronic and electrical waste.

This approach contributes to our objective on reducing CO² emissions.

Our 2016 achievements

- Creation of a dedicated cross-business strategic committee, with a first meeting held in November 2016
- A collaborative project, with members of the Ellen MacArthur foundation, to make our technical and networks equipment modular, for improved re-use and recycling potential, changing the business model from ownership to usage focused.
- One phase in deploying the circular economy requires reference suppliers to be trained in the concept. Five people received the training proposed by the Foundation.
- An international stakeholders dialogue is under way and will run until March 2017, with a focus on four countries: France, Poland, Egypt and Spain (see section "Adjusting our CSR policies in line with stakeholder expectations", page 7).

REDUCING OUR CARBON FOOTPRINT

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.

Group indicator:	Reducing our CO₂ emissions by 50% per customer use between 2006 and 2020.
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2006-2016:	reduction of 48.23%
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Our 2016 achievements

2016 saw our overall CO₂ emissions per customer use reduced by **48.23%** in the period 2006 to 2016.

Networks and information systems

In 2016 these represented nearly 68.2% of the Group's CO₂ emissions, and 72% of its consumption. A major energy action plan was launched in 2008 to reduce energy consumption linked to their operation: Green ITN 2020.

Continuing deployment of drivers of energy savings:

- Intensification of cooperation with equipment suppliers in order to develop high energy efficiency telecommunications equipment between now and 2020

- Energy audits of 13 major technical sites in France, and definition of an action plan to classify the actions to take according to effectiveness, for general application across all major technical sites in France;
- In Africa and the Middle-East, continuing deployment of solar energy on radio sites in the region, with over 2,800 sites operational in 2016.
- Orange Jordan's decision to switch to 100% renewable energy with the completion of the solar farms project with a power rating of 34 MW which, in 2017, will cover all the operator's electricity requirements, i.e. 57 GWh, avoiding the emission of 40,000 tonnes of CO₂ every year.
- Selection of energy conversion equipment and deployment of smart meters on technical sites to optimise energy consumption.

Thanks to all the actions taken, we have saved 3.5 TWh of electricity in the period 2010 - 2016, which is around 77% of our annual consumption, and 217 million litres of fuel oil (around 3 times our annual consumption).

Tertiary buildings

Buildings represent nearly 22.6% of the Group's CO₂ emissions, and 22.1% of its consumption. To reduce this energy consumption, it must be measured. Analysis and use of measurement data helps speed up transformation of uses and processes, as well as reducing consumption

In France,

- continuing equipment of tertiary buildings with instruments to measure the consumption of multiple fluids; 120 of the biggest mixed and tertiary sites equipped by end 2016, compared to 110 in 2015
- continuing audits and controls of service providers to identify opportunities to improve energy management in buildings (830,000 m² building area at end 2016, compared to 562,000 m² in 2015)

In the other European countries, the deployment of measuring devices for energy consumption by office and computer equipment has been completed by all countries. Optimisation programmes established in 2015 and continuing in 2016 enabled a number of countries to reduce consumption by this equipment by 30% to 50%, thanks to better management of the equipment outside working hours.

Travel

Travel accounts for nearly 10% of the Group's CO₂ emissions, and 6% of its consumption. Electric vehicles, limiting business travel, promoting collaborative and solidarity transport methods: Orange is exploring innovative technological and human solutions to reduce its emissions

Fleet optimisation

Continuing deployment, with 650 shared vehicles by end 2016 and a deployment target of over 1000 additional vehicles in 2017. Orange has the biggest fleet of shared vehicles in France.

"Green" fleet

Nearly 250 electric vehicles by end 2016, and over 210 hybrids.

Deployment of electric vehicle recharging equipment in Orange buildings, at a rate of one charging station per vehicle ordered. Over 500 charging stations deployed.

Push initiated in 2016 to choose petrol engine vehicles, both for company cars (1/3 of the catalogue offer is petrol engines) and cars used as utility vehicles (25% of "Clio" ordered with petrol engines)
Several entities have taken measures to limit the use of individual cars (Company Transport Plans, carpooling, car sharing, eco-driving training, alternative mobility (e.g. electric bicycles), etc.).

Videoconferencing

Several solutions are available to staff enabling reductions in business travel (video-conferencing, tele-presence, collaborative teleworking portals, etc.). Facility occupation rates are increasing worldwide, at 14.5% (16.8% in France).

LIMITING OUR IMPACTS ON NATURAL RESSOURCES

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.

Group Indicator:	Collect 30% of our customers' used mobile devices in Europe by 2020.
Collection rate in 2016:	15.3%

Our 2016 achievements

Management of electric and electronic equipment

Strengthening and optimising systems for managing used equipment, to encourage re-use, recycling and traceability.

In 2016, 60,954 tons of waste were re-purposed (i.e. waste was re-used, the materials re-cycled, or power generated), an improvement of 5% on 2015.

- In Europe, a centralised process was established to re-use network equipment and monitor results by country. A first initiative is under way in France.
- OMEA: 1st pilot scheme in Senegal for 45.3 tons of WEEE from the network, enabling financial and environmental optimisation, as well as traceability of the various sub-components (electronics, ferrous and non-ferrous metal).
A consultation is under way in Mali to select a WEEE collection and processing service provider.

Mobile collection

Collection rate in 2016: **15.3%**, up by 9% compared to the previous year. This increase is due in particular to excellent performance in Romania, where the collection rate is 34%, and good scores in France (19.3%) and Slovakia (15.9%).

1.8 million mobiles were collected in 2016, for a total of 9.7 million since 2010.

In 2016, a new mobile collection workshop has been set up in Cameroon (the 6th opened), in cooperation with Emmaüs International. Since 2010, over 1.5 million mobiles of mobile phone waste have been collected, i.e. 250 tonnes. 30 permanent jobs have been created.

Eco-design

- Eco-design of the new Livebox 4 (more compact design, reduced packaging using cardboard from sustainably managed forests and vegetable-based inks). This project earned recognition for Orange at the Mariannes d'Or for sustainable development.
- Study carried out with Sagemcom on using recycled plastics from the Livebox 3 to build new shells.
- Software eco-design - energy audit of 4 applications: Orange Football Club, Mon Réseau, Orange Travel, Orange Money; introduction of recommendations on Orange Travel in 2016

Environmental rating of products

Creation of the Open Eco Rating platform with Telefonica and Huawei, to perfect a uniform approach to calculating the environmental and social impact of mobiles, making it clearer and more transparent for consumers. The platform is accessible to operators and manufacturers.

To provide better comparability, the Open Eco Rating method replaces the ecosystems used independently by operators like Telefonica and Orange.

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 schemes

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.

Our 2016 achievements

Datavenue supports the enterprises in 4 vertical sectors of IoT:

- Smartcities: from the cities' players to the connected shops or offices;
- Industry: from delivery routes optimization thanks to a network of warning or level sensors, up to the traceability of the logistics flows;
- The automotive industry: from equipment for car manufacturers or leasing companies, to management systems for commercial or technical fleet,
- Health and daily life: from collecting and safe storing of health data, up to integrating connected devices in houses for a day to day comfort, and a strong client relationship.

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.

Our 2016 achievements

CREA

Continuing the project with CREA, in particular Orange's development of over 100 applications promoting CREA's work

**For more information on Orange Corporate Social Responsibility,
visit our web site**

www.orange.com/csr



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