



care ...

....for the expectations of our customers, of our employees, and of all of our stakeholders by making sure that our services are provided and used in a responsible way and that they contribute to improving the quality of life.

2008 status report			
Objectives published in the 2007 report	Deadline	Status	Key achievements in 2008
security and protection of personal data			
Deploy the Security Management System in the major countries and continue Group reporting	2008-2009	●	Security Management System based on ISO 27001 deployed in all Group entities
Cooperate with the main stakeholders involved to develop rules on freedom of speech and confidentiality of personal data	2008	●	Participation in a working group with Business for Social Responsibility Signing in December 2008 of the declaration of CEOs in favor of respecting human rights, launched upon the occasion of the 60th anniversary of the Universal Declaration of Human Rights.
Define the Group guidelines for publicity and social networks	2008	◐	Signing of the Union des Annonceurs de France (French Advertisers' Union) charter.
Improve employee training on personal data protection policies	2008	●	Internal awareness campaign on data security, conducted in 118 countries of the Group in eight languages.
quality of service			
Continue deployment of the Simplicity+ program in the countries by opening new test centers in Spain, Jordan, Egypt, and the United Kingdom	2008	◐	Customer test centers (CTC) opened in Madrid and Egypt, added to the three existing CTCs in Poland and in France.
Continue deployment of the action plans aimed at improving the quality of service	2008	●	An average decline of 10% in rate of customer calls to technical support centers for the 4 major countries (with -3% for fixed telephony, -20% for broadband, and -9% for mobile)
social dialogue			
Finalize implementation of the global Group committee	2008-2009	◐	Continue negotiations with labor and employee representatives to create a global forum for labor dialogue by the end of 2009.
skill development			
Continue deployment of the act: program among all of our entities	2008-2009	●	Implement a uniform skills scale for the Group (available in 4 languages) 14,000 internal transfers to priority skills of the Group (customer relations, innovation, and content) Increase in training efforts with a Group average of 31 hours per employee Implementation of the Group Leadership Model (see p. 68).
Formalize the Group policy on talent management	2008	◐	Actions carried out by each entity depending on the local context
health and safety			
Continue defining the Group frame of reference on health and safety management	2008-2009	●	Group health and safety frame of reference defined with involvement of the various subsidiaries
Implement central reporting for all major and fatal accidents involving our employees, subcontractors, and outside visitors active at our sites	2008	●	The 9 key performance indicators in health and safety defined. Semi-annual reporting launched in 2008. Implemented a procedure for reporting serious accidents to Group headquarters.
diversity			
Formalize the Group policy on managing diversity	2008	●	Policy formalized <input checked="" type="checkbox"/> Hiring process in France reviewed to ensure lack of implied discrimination <input checked="" type="checkbox"/> .
protection of minors			
Continue to distribute the family guide in all countries	2008	◐	Family guide distributed in all European entities of the Group

Implement, in all of our entities, the measures recommended by the European framework for safer use of mobile telephones by children and young adolescents	2008-2009	●	Deployment undertaken in all European entities (see p. 64-65). A national code of conduct signed at most of the European entities (including the United Kingdom <input checked="" type="checkbox"/> , Spain <input checked="" type="checkbox"/> , Poland <input checked="" type="checkbox"/> , and Romania <input checked="" type="checkbox"/> .
Implement the GSMA Alliance's recommendations to combat child pornography	2008-2010	◐	Work began in February 2008 to deploy the measures envisioned in the Group entities (see p. 64-65).
Define the plans for deploying Internet filters in all countries	2008	◐	Selection of a filtering technique solution. Implementation of filters and/or parental controls in progress in the various entities (see p. 64-65).
Carry out informational activities on the safe use of the Internet available to teachers in all of our European entities	2008	●	France Telecom is a founding member of the European initiative "Teach Today" that provides teachers with tools for teaching students how to use the new technologies safely.
responsible marketing			
Implement a website devoted to the proper use of the services in all of our European entities	2008	◐	Implementation of dedicated sites in France, the United Kingdom, Poland, and in Slovakia
electromagnetic fields			
Finalize EMF* action plans in all countries	2008	●	Local action plans defined in all countries (including France <input checked="" type="checkbox"/> , the United Kingdom <input checked="" type="checkbox"/> , and Spain <input checked="" type="checkbox"/>). Network of EMF* correspondents in France, Switzerland, the United Kingdom, Belgium, Dominican Republic, Slovakia, Romania, Poland, Jordan, Egypt, Côte d'Ivoire, Senegal, Spain <input checked="" type="checkbox"/> . Implementation of a procedure to respond to complaints about relay antennas, specifically in France <input checked="" type="checkbox"/> , the United Kingdom <input checked="" type="checkbox"/> and Spain <input checked="" type="checkbox"/> .
Implement a Group EMF* oversight unit to ensure the same level of information is available in all countries	2008	●	International oversight implemented and available to all country correspondents on the intranet
Launch the Group Internet website on EMFs*	2008	●	Site launched in 2008: http://www.orange.com/en_EN/responsibility/societal_impacts/EMF
responsible sourcing			
Identify a "responsible sourcing" correspondent within each local sourcing team	2008	●	According to the organization of the various subsidiaries, the actions are implemented by the CR manager of the subsidiary and/or the sales manager and/or the correspondent for the zone
Implement a specific and structured approach in Europe and in other countries	2008	◐	QREDIC® evaluation tool covering all Group purchases (that is, 80% of total purchases) and the local contracts in France, Senegal, the United Kingdom, and Slovakia
Continue integrating the environment and ethics clause into local contracts	2008	●	Updating the clause to improve its understanding by suppliers and to list the 5 ILO* conventions on the non-employment of children, non-use of forced labor, and discrimination New clause distributed to all subsidiaries in October 2008 <input checked="" type="checkbox"/>
respect for human rights			
Develop the dialogue with stakeholders concerned about human rights to better understand the risks associated with communications technologies	2008	●	Participation in a working group with Business for Social Responsibility Signing in December 2008 of the declaration of CEOs in favor of respecting human rights.



objective reached

 item reviewed by Deloitte

project in progress



objective not reached, project cancelled or delayed

deploying our security policy

our ambitions:

- continue to improve the level of security within the Group by relying on our security management system
- ensure the security of our offers and the confidentiality of private data
- provide solutions and practical advice to our customers for protecting their data

a Global Security Policy

The purpose of the Group's Global Security Policy (GSP) is to improve the level of security in the company in order to reduce the risks and limit the impacts of incidents and crises. It also helps in the fight against fraud. More generally, it helps to comply with the applicable laws and regulations, including the American Sarbanes Oxley Act and the French Financial Security Law.

It includes three interrelated areas:

- information security,
- personal health and safety,
- environmental safety.

It applies to the whole Group, i.e. the parent company, and consolidated subsidiaries.

a security management system deployed in all entities

A Security Management System (SMS) based on ISO 27001 is used to make certain the security policy is implemented in all of our entities

Its objectives: To evaluate risks, to assist managers in determining the best measures to take in the event of risks, to train employees in the proper behaviour and, and to offer products that meet security requirements.

The SMS covers the three aspects of security and is based in part on the Group Policy in terms of and in part on an industry-wide policy. It focuses on reducing security risks and malfunctions.

There is a series of indicators at the Group level used to monitor this policy as it is carried out in the entities. There is an annual self-evaluation of the SMSs in each entity.

a dedicated organization

The SMS is backed by a dedicated organization that is responsive to the principles of good governance:

- A Group Security Department attached to the General Secretariat drives and coordinates the security activities within the core of the Group. It guarantees overall consistency in its main missions: determining and explaining security policies, monitoring and reporting, crisis management and prevention, government relations, communications, and business;
- In each division, a member of the management committee ensures that consideration is given to security activities within the entity, supported by one or more operational coordinators.

The operating entities incorporate the various sector-wide policies related to the skills existing within their entities and draft rules adapted to their context in the form of a scale.

Security guidance is provided to each business entity and each operating entity is responsible for it. The Group Security Department ensures compliance with the Global Security Policy using the continuous improvement loop of the SMS.

our 2008 achievements

managing country risks

In 2008, security management has defined a Group policy for the physical safety of individuals encountering a "country risk" (crime, terrorism, political or social situation, war, health and natural risks). Drafted by an interdepartmental working group, this policy covers employees in all countries where the Group is present as well as workers in job-related travel or those performing a period of volunteerism in connection with the Orange Foundation or the Solidarité association. Each country is evaluated in an ongoing manner according to a four-level risk scale. An intranet site dedicated to travel safety has also been implemented to give workers information on the risks connected with their destinations.

quadruple certification for Orange Business Services

The International Organization for Standardization (ISO) has granted Orange Business Services four new certifications, relating to:

- IP VPN network security (ISO 15048) – Orange Business Services is the first operator in the world to obtain this certification for the security of its international network;
- The international processes and the model of governance of Orange Business Services (ISO 2000);
- The quality of management of key accounts and large international projects (ISO 9001);
- The system for managing security at the Cairo service center, one of the three main international customer service centers of the Group (ISO 27001).

secure services for the customer

Paperless exchanges and internal and external electronic processes require very high levels of security to guarantee the integrity and confidentiality of data as well as the identity of individuals.

controlling product risks

The time-to-market methodology for launching new multi-country products and services now includes consideration of the various risks as early as the design phase. These risks include regulatory and legal risks as well as fraud and security risks. A similar methodology applies to the development of infrastructures.

Security teams regularly make product marketing managers aware of the various risk factors. They also follow up on security throughout the product development phase. In 2008 all the multi-country solutions devised by the technology center that pose a security risk were monitored specifically. Such security monitoring will also soon be extended to the single-country offers in France and at Orange Business Services.

our security solutions

Our range of security solutions is enhanced day-by-day so as to facilitate electronic exchanges while protecting them from one end to the other. This means securing work stations (PC) and communications tools (mobile, PDA-type personal assistants), securing network access (Internet, virtual private networks), protecting business resources from hackers attempting to listen in on or destroy data, detecting and anticipating attacks.

protecting personal data

Our customers clearly expect their personal data to be protected. At each of our subsidiaries we are implementing the measures necessary to ensure the integrity and confidentiality of the data entrusted to us:

- We include data protection in our employment contracts. We make our employees aware of data protection risks and we require that they immediately report any incident;
- We clearly delineate and identify the individuals authorized to access our databases;
- We control user identities using powerful authentication systems;
- We have implemented controls for detecting and preventing harmful computer programs and attacks on our systems and for tracing all connections;
- We have also taken advantage of safeguard systems so that our services will return to operation very rapidly in the event of interruption.

A person in charge of personal data protection has been appointed at the Group level. In the Research and Development Department, a working group has been created that is dedicated to

controlling the risks to the personal data of our customers. It reviews any new risks and determines the appropriate solutions.

Our marketing staff also ensures that personal data are not used for commercial purposes unless the customer consents so. We plan to add these requirements to our contracts with our commercial partners.

The Group is also providing its customers with tools and practical advice for protecting their personal data:

- retail Internet customers

Our website dedicated to retail customers www.orange.fr contains a support section (security-prevention (<http://assistance.orange.fr/IHD/>)) designed especially to make them aware of the risks connected with the Internet and to provide them with the assistance necessary in the event their computer or mobile telephone is contaminated (virus, spam, phishing, spyware, etc.).

- the Orange Business Services Security blog

Devoted to Information System and Network Security, this blog addresses all security players and is aimed at describing a broad panorama of security issues, virus attacks, and shut-downs. It can also be used by security experts to exchange their experiences and best practices.

🔗 To learn more: <http://blogs.orange-business.com/secureite/>.

our 2008 achievements

combating spam and viruses

Until mid-2007, France Telecom ranked among the top five operators generating the most outgoing spam (world rating established semi-annually by TrendMicro). So at the end of 2007 France Telecom introduced some technical and organizational measures. It also signed follow-up agreements with our Internet access providers (IAP). This action plan, coupled with the specific plan for the business sector, has enabled France Telecom to completely escape the Top 100 in world ratings of IAP spammers.

strengthened computer protection

In 2008 Orange launched the PC firewall anti-virus option. Combining anti-virus, firewall, anti-spam, anti-dialler, and anti-spyware, this total protection tool contains in a single piece of software, all of the modules needed to guarantee constant computer protection..

launch of Secure My Device

In November 2008, Orange Business Services launched Secure My Device on a global scale; it is a security solution for mobile PCs that is simple and flexible, guaranteeing information technology managers the integrity of the PCs on the business network.

meeting customer expectations

our ambitions:

- become the benchmark operator in terms of quality of service
- simplify our customers' lives by designing products and services that are easy to use and by offering the appropriate help services

With the evolution of technology new uses have proliferated in a more and more complex digital universe. In this constantly changing environment the customer expects simple, reliable, quality, high-performance services. With that in mind, Orange is adapting its customer services and its support solutions, while making sure that the skills of its teams are enhanced accordingly.

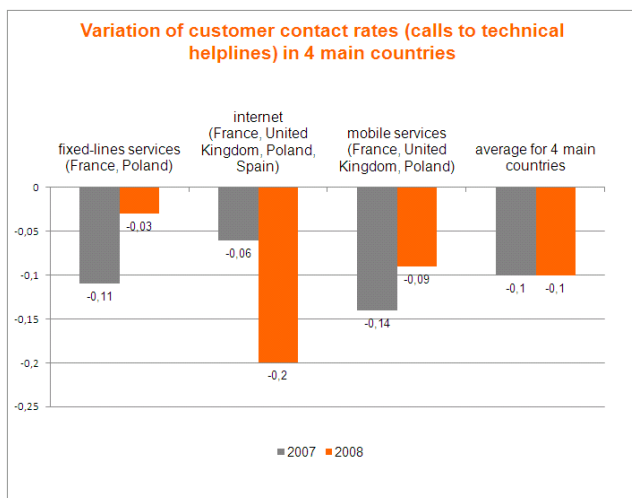
careful monitoring of the quality of service

The quality of the services offered by the Group to its customers as a whole (retail, professional, or business) is constantly measured in all markets. A survey-based tool comprising specific studies, customer demand analysis, and performance indicators that monitor results in targeted improvement plans.

satisfaction on the rise

2008 saw a considerable increase in the level of satisfaction with the broadband fixed-line Internet in the Group's major markets: France, United Kingdom, Spain, and Poland, particularly in the big-business segment.

In the four main countries, we received an average 10% reduction in customer calls to our technical assistance centers.



This progress, the result of mobilizing teams with various skills (network, customer service, etc.), is reflected in France, for example, by a VoIP satisfaction rate that is up 15 points.

On the business market, the ambition of Orange Business Services is to offer an exemplary customer experience. Special emphasis is placed on monitoring the satisfaction rate of customers, administrators, and end users. Among the goals set, no customer should remain dissatisfied for two consecutive quarters.

The Group is striving to simplify day-to-day relations with its customers, particularly by means of support services for users and administrators, online support services, and paperless billing.

The quality of service provided by Orange Business Services is regularly recognized by the prizes awarded by independent organizations (see p. 62).

a responsive tool

Customer complaints and call center activity are given particular attention.

In France, the number of complaints registered directly or through outside organizations has again declined during the year. We have implemented a new process to deal with complaints within 48 hours. At the call centers, we are attempting to reduce response times, particularly by using innovative solutions such as interactive menus or the tool implemented successfully by Orange Switzerland in December. When response is estimated at more than a minute, the customer can ask to be called back in a few minutes so as not to stay on the line. Furthermore, since June, the Group's support service rates in France have been affordable, i.e. the cost the same as the price of a local call (beyond the wait time, which was already free of charge).

choosing simplicity

In the face of technological complexity, the Group has decided to focus on reliability and simplicity in its offers and on developing high-performance support services to assist its customers throughout their user experience.

simplicity +: simplifying the customer experience

The purpose of our Simplicity + program is to build simplicity into the products and services made by the Group prior to launching them on the market. With the customer test centers (CTC) products can be evaluated by means of customer observation. They reproduce the conditions of day-to-day life and put users in a real situation at all stages of the

customer experience, from subscription to delivery. Based on how the customer testers use the product or service and any problems encountered, changes are made in a product before it is placed on the market. This helps to simplify the lives of customers, the public at large, professionals, and businesses. In addition, the criteria connected with the quality and simplicity of service are integrated into our time-to-market process. This covers the product design and development phases. This means, the simplicity of the customer experience is taken into account as early as the product design phase.

a global support

To simplify the customer's life, we offer appropriate help services upstream of all stages of the customer experience, from product and service design to the act of purchasing. This includes advice in the choice of device or package, home installation, information technology assistance, change of a flat rate by telephone or directly on the Internet, configuring of a mobile device, etc.

This system is also reflected in the organization of customer service departments. This is the case in Senegal where the fixed and mobile teams are merged to offer a single gateway that handles customer relations from end to end.

close contact

As a favored point of contact with our customers, the dealers and stores contribute to supporting our customers in learning about new uses. More than 200 "service spaces" are thus in place in France. They are also proliferating in Slovakia as part of the CS@POS program (customer service at sales outlet). Service spaces are now undergoing preliminary tests in the United Kingdom. Their mission is to provide customers with technical support with a view to educating them and helping them use the products. At the sales outlet, the presence of genuine sales and service specialists helps to improve customer satisfaction.

In this context, the training and educational expertise of store employees is essential, particularly when products are launched. In France, a professional certification program has been proposed for all sales people (about 6,500 workers). The first graduate was awarded a diploma in 2008.

Finally, the density of sales outlets leads to increased proximity to the customers. For example, in Poland Orange is the operator that has the greatest number of directly owned stores (more than 280 at the end of 2008). In Switzerland, in Spain, and in the United Kingdom the Group is increasing the density of its stores in order to increase the points of human contact and offer a place for finding out about its services and obtaining them.

our 2008 achievements

Three new customer test centers

After France and Poland, three new customer test centers (CTC) were opened in 2008 in Spain, Switzerland, and Egypt. In 2008 the two CTCs in France gave customers a chance to evaluate 174 products and packages for simplicity.

quality of service awards

Like last year, the quality of service of the Group was recognized by several awards:

- In November 2008, Orange Business Services was elected for the third straight year as the best global operator for the World Communication Awards, while Orange obtained the prize of best mobile operator.
- In October 2008, among the seven awards granted by Telemark, Orange Business Services received the World Record Award for the operator that has contributed the most to "raising the level of customer satisfaction."
- In October 2008, Orange Business Services obtained the status of Cisco Global Certified Partner for the second straight year. This worldwide certification demonstrates that Orange Business Services has achieved the strictest standards in terms of network expertise, service and support, and customer satisfaction.
- In France, [IFOP](#) and [Viseo Conseil](#) awarded Orange the "2009 customer service" prize for the quality of its customer relations in mobile telephony.
- Orange received the 2008 Technical Mystery Contact Challenge award given by the [Teleperformance Technical Help group](#), a leader in technical support in Europe. It recognizes the best technical assistance in the mobile operator category.
- Orange also won first prize for Best Customer Relations Manager, awarded to Fabrice Andre by Association Française de la Relation Client.

innovative online services

Supplementing traditional channels, online assistance is an alternative used more and more often. On the Group portals, assistance modules provide step-by-step guidance to Internet users by guiding them to the answer that matches their question, whether relating to their contract, the advantages of their package, or a request for assistance. These modules are enhanced by telephone contact or "chat" functions, educational videos, and topical forums when a new form of service is being created. In the spirit of web 2.0, the Orange customer community exchanges experiences or helps resolve problems arising among its members.

mobilizing to confront emergency situations

Continuity of service is a strong commitment of the Group. Our crisis management process, formalized in 2006, ensures a rapid and effective response when confronting emergency situations. This tool thus demonstrated its effectiveness when the storm that struck south-western France on January 23 and 24, 2009 caused considerable damage to the Group's network. From the day after the storm, the national crisis plan went into effect. Of the 350,000 households that lost telephone service and Internet access (to a great extent caused by downed electrical lines affecting technical sites), 100,000 lines were restored within 24 hours and 200,000 additional lines within 48 hours. In the days following the storm, close to 4,000 repair technicians were deployed in the field in the three regions involved (Aquitaine, Midi-Pyrenees, and Languedoc-Roussillon) to restore individual lines.

Also, on December 19, 2008 France Telecom found that three major submarine cables linking Europe to the Asia/Middle East zone were broken and were affecting telephone and Internet connections. The break was located in the Mediterranean, on the segments connecting Sicily to Egypt. France Telecom Marine was immediately alerted. It mobilized one of the two cable maintenance ships present in the Mediterranean zone, the Raymond Croze, which responded within 24 hours to do the repair work. In the meantime, the business-to-business traffic between Europe and Asia was rerouted, mainly through the United States.



France Telecom technicians working in the field after the December 2008 storm



Cable maintenance ship, the Raymond Croze

promoting safe and responsible use

our ambitions :

- protect children and young adolescents against the consequences of inappropriate use of the Internet and of mobile telephony
- make our customers aware of the safe and responsible use of telecommunication services
- adopt responsible marketing and communication principles

Today, more than ever, new communications technologies are providing access to a whole variety of information along with the means to share it even faster.

These unprecedented flows of information are also a source of growing concerns – exposure to undesirable images, unsolicited messages, threats to privacy and to sources of income. Since several years, the Group is taking action so that its customers can benefit from the products and services we offer in a safe and responsible way.

child protection, a priority issue

The Internet and mobile telephony form an integral part of the daily life of the young generations. Protecting them from certain ill-advised uses is a main focus of our business responsibility initiative.

a corporate policy

Within the context of our policy of protecting children, we are participating, in particular, in initiatives carried out by the telecommunications industry to protect young users from the consequences of improper use of the Internet and of mobile telephony.

In February 2008, the Group, which had already signed the European Framework for a Safer Use of Mobile by Young Teenagers and Children in 2007, , helped to launch the Mobile Alliance against Child Sexual Abuse Content within the GSMA.

The purpose of initiative is fighting against child pornography on the Internet, with three major objectives:

- making the mobile universe hostile to individuals or organizations that desire to access, distribute, purchase, or sell images of child pornography;
- creating effective barriers against improper use of mobile networks and services for the purposes of accessing, distributing, or trafficking in child pornography;
- helping to stop and reverse the increasing trend towards child pornography on the Internet.

Deployment of measures for protecting minors in our European entities

	France	UK	Spain	Poland	Belgium	Romania	Switzerland	Slovakia	Moldova	
awareness raising	Family guide adapted locally	●	●	●	●	●	●	●	○	
	Awareness raising with schools	◐	●	●	◐	◐	◐	●	○	
mobile	Local Code of Conduct compliant with European Framework	●	●	●	●	●	○	●	○	
	Content Classification for mobile internet access	●	●	◐	●	●	●	○	○	
	Age verification for mobile internet access	●	●	◐	●	●	◐	●	●	
	Content filter for mobile internet access/ parental controls	●	●	○	●	●	◐	○	◐	●
	Full internet barring for mobile internet access	●	●	●	○	○	○	●	●	○
other services	Parental controls for internet access via PC	●	●	●	●	●	○	○	○	○
	Age verification for broadband tv	●	na	◐	●	na	na	na	●	na
	Chatroom moderation	●	●	○	●	○	◐	○	○	●

● achieved

◐ started - partially achieved

○ not started

na not applicable

The Group's child protection policy includes the commitments made within the context of the GSMA Alliance and the European Framework. It revolves around six types of measures:

- Responsible marketing principles with the aim that our advertising campaigns and marketing plans not target children less than 10 years old;
- The implementation of tools for controlling access (age verification, filters, parental control),
- The rating of content, enabling the identification of content for adults and illegal content;
- The implementation of procedures enabling customers to report illicit content, and to block such content;
- The protection of personal data to make sure that it is not used for advertising purposes or for localization services without the consent of the customer or of the parents, in the case of a minor;
- Awareness of proper use of the Internet and of mobile telephony in the family and school environments.

content filtering

Filtering tools are in the process of being implemented at most of our European subsidiaries. They are available as part of our fixed or mobile Internet services as well as for our digital television packages. They can be used to block access by minors to inappropriate content.

We provide moderating for all of our discussion forums and we are implementing tools for age verification for online services not appropriate for minors.

awareness in the family and school environment

Besides technical measures, we are pursuing a vast program of increasing the awareness of parents, children, and the school environment. In particular, we have drafted guides that give parents simple and effective advice on allowing children to use their mobile telephone or Internet in total safety. These guides are now available in seven languages and can be downloaded free of charge on the sites of all of our European entities. An [animated file](#) on the proper use of mobile telephony by children is also available at our website www.orange.com.

We are working in partnership with specialized associations such as [European Schoolnet](#) and [Family Online Safety Institute](#) to raise awareness of these issues in families and the school environment. In the United Kingdom, Our "Orange ambassadors," volunteer employees, conduct educational activities on proper uses of the Internet and of mobile telephony in British schools. More than 4,000 students participated in this program in 2008, and their feedback is very positive.

A similar tool is in place in Poland. In 2008 about a hundred volunteers educated 4,000 students in the safe use of the Internet.

our 2008 achievements

launching of the Teach Today initiative

France Telecom is one of the founding members of the European initiative [Teach Today](#) that aims to give tools to teachers to help students learn how to use the Internet safely.

Orange United Kingdom: Safety Online

In the United Kingdom, Orange made five new video clips called Safety Online to help teachers instruct teenagers in the safe and responsible use of the Internet. These clips have been distributed in 54% of the secondary schools in the country. They received two IVCA Clarion Awards in recognition of the best communications activities focused on business social responsibility and sustainability. Orange also launched a study entitled Internet Years aimed at overcoming the digital divide between parents and children.

With more than 40,000 responses, this is the broadest study done in the country on Internet use. The results have been submitted to a panel of stakeholders with key organizations in attendance, such as the [Family Online Safety Institute](#), [Ofcom](#) (Office of Telecommunication), [Department for Children, Schools and Families](#), and the [Child Exploitation and Online Protection Centre](#).

Poland: helping parents protect their children

Our Polish subsidiary TP did a study on the Internet and child safety in September 2008 with the assistance of the [Nobody's Children Foundation](#). It shows that parents are often left unprotected when using the Internet and that their children know quite a bit more about it than they do. To cure this, TP published the brochure "Media Without Danger", available free of charge at all TP sales outlets. It has distributed more than 2,000 copies to consumer organizations in the country. A vast campaign took place throughout the month of November 2008, with the airing of three television announcements. This campaign was very well received in that country, both by the regulatory authority and by consumer protection associations.

Slovakia: new campaign to raise awareness

In 2008, Orange Slovakia, with the assistance of a polling organization, did a study on the use of mobile telephones by children. A vast awareness campaign was carried out in the schools with the participation of psychologists trained by Orange. At that time, the brochure "What Parents Have to Know" was updated and widely distributed. An educational website on the proper use of information technologies and communications was put in place at www.oskole.sk.

fighting cyberbullying

Cyberbullying is harassment by e-mail or intrusive SMS*. This phenomenon, developing rapidly in schools, may have serious consequences for the victims. Several Group subsidiaries are involved in activities to combat cyberbullying. The safety awareness film *Incoming Message*, made in 2007 by Orange UK, was distributed to 63% of the schools in the United Kingdom. A malicious calls bureau accessible by telephone or e-mail lets victims and their families report abuses and obtain useful guidance. In Poland, the Group has supported the national campaign for raising awareness about cyberbullying.

responsible use of services

Besides protecting children, we are attentive to promoting the responsible use of our products and services.

Thus, our Internet website www.orange.com provides simple and effective advice for protection from the theft of mobile telephones, fighting against unsolicited messages (spam) and viruses, or even reporting illicit content. It also warns against the dangers of using the telephone while driving.

📞 **To learn more:** see the section “responsible use” at our website www.orange.com.

responsible marketing guides

France Telecom has developed responsible marketing guides to ensure that its advertising campaigns respect international codes of conduct. Defined in 2006 and validated by the marketing department, these guides:

- prohibit the targeting of children less than 10 years of age,
- specify which practices are authorized and which are prohibited for marketing campaigns,
- are taken into account in the time-to-market process that guides the launching of new offers,
- include the requirements of the child protection policy,
- aim at ensuring that all new products and services apply the best practices in terms of security.

The Group also applies the codes of conduct developed by the industry, such as the one by the [Mobile Marketing Association](#) concerning marketing on mobile telephony.



Agnieszka Wrzesień
Project Coordinator
SaferInternet.pl
Nobody's Children
Foundation



“Education with Internet TP” program for schools run by TP – Orange Group linked very well with our Internet safety awareness-raising actions. We recognize that ensuring a positive experience of children using new technologies is a shared responsibility between various stakeholders, and TP – Orange Group, as the industry partner, definitely has a vital role to play in this respect.

In 2005 we started a long-term collaboration with TP – Orange Group. Over the last couple of years we have launched several successful awareness-raising initiatives, like the “STOP cyberbullying” campaign, e-learning courses on Internet safety and the annual holiday educational campaign “Sieciaki on Holidays”. Thanks to the toll-free phone number provided by TP – Orange Group for Helpline.org.pl project children and parents can receive support in different dangerous situations online. TP-Orange Group has proven a reliable and creative partner and we are very much looking forward to continued successful cooperation with them in the future.

Orange Romania, partner in the Safer Internet Plus Program

Orange is partnered with a local NGO to deploy the [Safer Internet Plus](#) program in Romania and initiate activities for raising awareness of child protection. Safer Internet Plus is a program launched by the European Community aimed at promoting safer use of the Internet and of the new online technologies.

France: Signing of the UDA “Responsible Communications” charter

In December 2008, Orange France signed the Responsible Communications charter of the [Union des Annonceurs](#).

This charter contains five commitments:

- to apply its codes of responsible communications to all of its outside announcements;
- to encourage the target public to act responsibly;
- to use private data on its end customers fairly in its marketing and sales activities;
- to apply an internal process allows communications to be validated before distribution;
- to make environmental impact a part of the criteria for choosing communications media.

acting as a responsible employer

our ambitions:

- foster internal dynamics by supporting our staff in the transformation of the Group
- enhance professional value and employability among our staff
- promote diversity within the company
- improve the prevention of professional risks

a Group on the move

The Group's success relies above all on its staff's skills and involvement as well as their ability to adapt. In a rapidly changing telecommunications sector, it is imperative to be able to adapt our professions to the skills required to conduct our business. Faced with these challenges, the France Telecom Group is taking the appropriate steps to support employees in this transformation, by reaffirming its commitments as a responsible employer.

act: a challenge achieved while respecting individuals

Our act: (Anticipation and Competencies for Transformation) program meets a two-fold challenge:

- responding to business needs by positioning skills in the right place, at the right time and at the right skills level;
- adapting the cost structure by modifying the Group's organization to improve productivity and reduce overstaffing in certain historic branches.

Confident in its employees' ability to adapt, the Group chose to promote its staff's professional value and employability, and to put dedicated tools at their disposal to support their professional development.

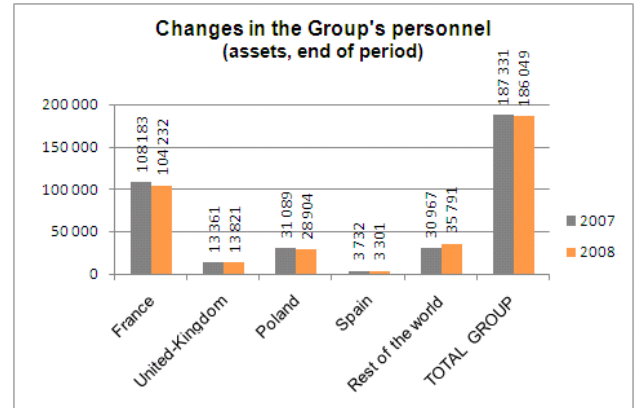
anticipating changes

Workforce and competencies planning "GPEC" (Gestion Prévisionnelle des Emplois et des Compétences) gives the Group a long-term view of the skills requirements for all its business areas.

clearly identified opportunities for each job line

As a cornerstone of this strategy, the Group jobs' referential allows all our entities to speak a common language.

The 23 job lines which cover all of the Group's activities have a three-year rolling forecast system for employment and skill needs, both at the Group level and for the major countries (France, Poland, United Kingdom and Spain).



This approach has enabled us to:

- provide forward-looking management of jobs and skills for the operating units;
 - develop a recruitment policy for new expertise and skills;
 - establish a transfer policy to priority sectors;
- offer training programs (professional-track courses, career paths) directly connected to the new skills requirements, particularly in France.

The Human Resources intranet site, "careers-opportunities," implemented in France in 2006, gives employees a clear view of the evolving trends in business lines as well as on the professionalisation paths.

Furthermore, deployment of the "Performance" information system makes it possible to assess the skills of each employee based on common criteria. Used in France since 2007, it is currently being deployed internationally and adapted country by country. Supplementary modules of the HR information system "Performance" are currently being rolled out in the areas of training and internal mobility.

personalized career development tools

We are increasingly putting tools in place to allow each employee to put together his own career plan, consistent with the Group's strategy.

For example, in France and Poland, with "Development Spaces" employees can identify and carry out their career path and benefit from a specific support. At the end of 2008, 11 Development Spaces were in place in France (as well as one dedicated Development Space for managers) and 5 in Poland. In France, 170 career counsellors are currently being certified, and 31,000 people have found support in the Development Spaces during the last 3 years.

supporting the managers

Managers play a key role in the implementation of the act: program: To help them evolve and obtain the cooperation of their teams, we have put in place 7 management schools in France, the United Kingdom, Poland, Spain, Jordan, Senegal and at Orange Business Services.

The definition of the leadership model provided by the Group's managing team also helps to guide the actions of managers.

We can live up to the standards of the leadership model by being simple, audacious, transparent, dynamic and accessible.

By sharing this same common framework, Orange leaders will build and live the Group's new managerial culture, which is key to achieving our global ambitions.

It consists of 5 action principles:

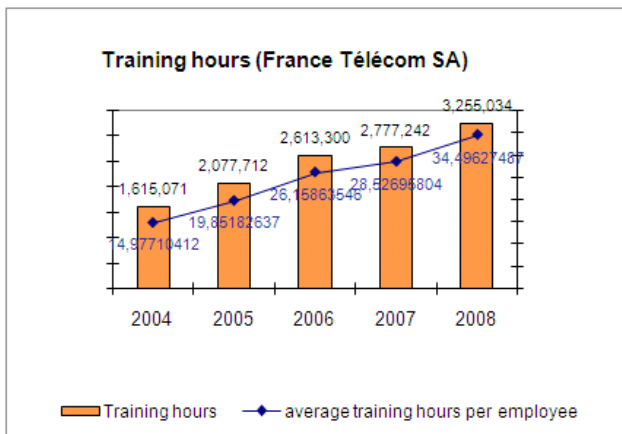
- ensure the customer is always in the room
- just do it
- think out of the box
- make it simple
- act fast

a vast training effort

The act: program: involves a broad training program.

In 2008, building on actions initiated in previous years, we pursued our training effort in order to support the transformation of our business and the professional development of each employee.

Between 2006 and 2008, the number of training hours offered throughout the Group, and in France in particular, increased considerably.



The Group continued to diversify its approaches in the area of training by developing local trainer networks. More than 1,500 local trainers are in place today.

our 2008 achievements

4,000 employees in professionalisation paths

45 professionalisation paths, lasting approximately 200 hours on average, allow Orange employees who wish to switch to a priority job line to acquire new skills and professional practices. During the last two years, more than 4,000 employees have been accepted in one of the professionalisation path offered as part of the act: framework. The annual training investment, at 31 hours per employee Group-wide, is up more than 70% for FTSA between 2005 and 2008.

professional certification for trainers

As part of the policy for developing the skills of its employees, Orange chose Sciences Po Paris (Institute for Political Sciences) as the certifying body for its trainers. The partnership initially involves trainers from Orange's Sales school, which trains shop salespeople. Launched in 2008 on a pilot program of 10 trainers, certification will be offered within the next 3 years to all of the Group's trainers in France, i.e., approximately 1,000 people. This partnership supplements the collaboration that has existed since 2007 between Orange and Sciences Po to certify Orange buyers.

sharing the Group's success with employees

In November 2008, the Group was awarded the employee shareholder prize given out by the French federation of employee shareholder associations (FAS). This prize rewards the wealth of programs put in place to develop our employee shareholding. In 2008, employees' stake in the capital of the Group increased by 26%. The operation that best illustrates this growth is Orange Success, the service reserved for employees following the sale by the government of 5% of France Telecom's capital. Designed to be accessible to all, it was over subscribed by 210%, by more than 65,000 employees in 14 countries.

The Group also offers employees mid and long-term savings plans.

In France, all employees benefit from additional compensation schemes, based on performance criteria or results, each year through company profit-sharing agreements in the Group in France. In 2008, this additional compensation represented approximately one and a half months salary.

To enhance professional training, we are introducing certifications, increasingly based on the use of electronic tools such as e-learning and virtual classes. More generally, we are offering mixed training sessions combining teaching efficiency with cost controls.

We have also significantly increased the training programs leading to a certification. They are established in partnership with schools and universities recognised in their fields. In March, 72 Orange Business Services employees were awarded the Specialized Studies Certificate (CES) issued by Télécom Paris Tech, in 3 specialties:

- Technical/commercial engineer
- Solution design engineer
- Client service manager

These professional certifications offer employees the opportunity to increase their professional value by acquiring new skills and receiving a diploma from a top university recognized in the marketplace.

ongoing social dialogue

Social dialogue is an essential tool to the Group's development and the integration of our employees. It is led with staff representatives freely designated according to a transparent process, most often by election. In all cases, we strive to respect local laws as well as agreements between social partners, particularly the UNI* Agreement on fundamental rights of December 2006 (see page 7).

victim to any discrimination and that they can benefit from the same opportunities and the same treatment as the rest of their colleagues.

To foster social dialogue at all pertinent levels, the Group has implemented local, national and international bodies each with their own capacity.

- At the local level, **nearly 400 employee representative bodies** are in place within the Group, particularly in Europe but also in several African subsidiaries.
- In France, two bodies ensure dialogue on the national level: the **France Telecom-Orange Central Committee for Economic and Social Unity (CCUES)**, and the **France Works Council**, the body that encompasses the Group's subsidiaries based in France.
- The **European Works Council** is a place for discussing economic, financial and social issues that are global in nature and that go beyond the scope of one country (industrial strategy and innovation, major investment strategies, acquisitions, employment, etc.). There are 32 employee representatives on this committee, which today includes 20 countries: Sweden, Norway, Finland, Denmark, Germany, Austria, Great Britain, Ireland, France, Spain, Portugal, Italy, Greece, Poland, Luxembourg, The Netherlands, Belgium, Romania, Slovakia and Switzerland.

We thus ensure that the staff representatives are not

our 2008 achievements

In France:

- In 2008, the France Telecom-Orange Central Committee for Economic and Social Unity (CCUES) handled **over 50 topics** primarily regarding projects related to changes in the organization.
- The France Works Council met **three times** in 2008 and exchanged information on business topics, the financial situation, employment and the Group's structure.
- **16 agreements** were signed in 2008, primarily in the area of compensation and benefits with, in particular, a Group-wide collective agreement for allocating a profit-sharing supplement, and in the area of union elections (for further information, see the social section in the 2008 registration document).

In Europe and worldwide:

In 2008, the European Works Council physically met three times (once in Paris, once in Cairo and once in Lyon), and four times by teleconference.

Furthermore, in 2008 the Group conducted negotiations to create a body for social dialogue worldwide. The goal of this body will be to:

- Share the Group's global strategy through multiple channels;
- Present and exchange transnational projects beyond Europe with union representatives;
- Develop a basis for social relations in keeping with the goals and values of the Group.

In accordance with the agreement signed in 2006 with the Union Network International (UNI) on fundamental social rights, regular meetings were also held with this organization.

engaging employees

For the second year in a row, Group employees were invited to express themselves on their engagement with the company. In France, close to 45% of employees responded to this survey. Each entity will now analyze the feedback from its employees to identify action plans.

diversity, a strength for the Group

The commitment to equal opportunity is a part of the Group's tradition.

We believe that talent and motivation alone should count as a means to access employment and responsibilities.

We firmly believe that the diversity of our teams constitutes a key factor to success:

It helps to recruit and maintain loyalty among talented people of today and tomorrow by creating an image of a company that welcomes everyone.

It improves employee morale by emphasizing the Group's values and the pride of belonging;

By reflecting the diversity of our customers, it helps us to better understand their needs and to efficiently meet their expectations.

It strengthens our image as a company that is responsible to public authorities, shareholders and other stakeholders.

It strengthens our innovation capability and our agility in reacting to any environmental change effectively.

a policy built on 4 top priorities

In 2008, to make our actions more consistent, we formalized the Group's diversity policy around four priorities:

- the promotion of professional equality between men and women;
- the integrating and continued employment of disabled persons;
- the inclusion of young people from underprivileged areas in the workplace;
- constant analysis of the Human Resources processes so that they foster diversity at all levels of the company.

These four top priorities are adapted to the challenges and laws of each country in which the Group is present. They may be supplemented by commitments on subjects relating to local issues. Therefore, each entity has been asked to prepare a local diversity policy that includes the four priorities of the Group's policy.

a dedicated organization

A specific network has been set up to ensure the diversity policy is rolled out in each the countries where the Group is present, with attention paid to the local culture. The goal is to share good practices and sensitize the entire corporation.

In June 2008, an initial meeting was set up for all of the Group's diversity employees to present them with a diversity training module ("How to manage diversity – my survival guide in 10 steps").

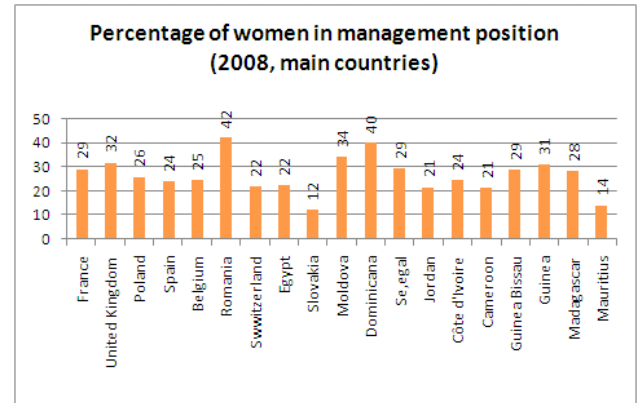
The internal recruiting agency was also made aware of the challenges of diversity.

a diversity dashboard

In order to steer the Group's rollout of the diversity policy and follow the progress throughout the various entities, a set of numbered and qualitative indicators was set in 2008. These indicators will be

collected every six months for the Group's "diversity, integration and professional equality" indicators.. Implemented in 2009 in the European entities and at Orange Business Services, this reporting will be extended to all of the Group's entities between now and the end of 2009.

gender equality



The Group has been committed for several years to promoting professional equality between men and women. Therefore we have actively participated in the [Women's Forum for the Economy and Society](#) since its creation in 2005. We are also members of [Cercle InterElles](#), created in 2002 at the initiative of several female executives and company leaders including a former member of the supervisory committee of France Telecom, the goal of this group being to exchange and share the practices of businesses that already have an active network of women in scientific or technological environments. Since 2007, the Group has also been a member of the European Professional Women Network (EPWN), a research organization that exchanges good practices aimed at promoting access by women to positions of responsibility. Several initiatives contributed to the drafting of the agreement on professional equality entered into at the end of 2007 for the period 2008-2010. At the end of 2008, the rate within the Group of women in executive positions reached 22%, an increase of 41% over 5 years.

The Group participates particularly in several projects aimed at encouraging scientific and technological careers for female students, who tend to abandon these fields:

- In France, Orange supports the initiatives of the "Women Engineers" association, which promotes scientific careers among high school girls. A "shadowing" project allows middle school girls to follow a woman engineer during her workday within a company to learn about her daily life and to picture herself in a scientific career. This project will soon be extended throughout Europe in accordance with the commitment made by Orange in connection with its participation in the preparation of a Good Practices Guide to encourage scientific careers

- among women, a guide drafted under the aegis of the European Commission.
- The Orange Academy illustrates the Group's contribution to the "Sci Tech Girls" program at the Women's Forum, which aims to inspire young girls to pursue studies and careers in science and engineering. The Orange Academy thus allows female students from all over the world to participate in a training program in the fields of science and technology, within Orange Labs.
 - In 2008, Orange partnered with several major engineering schools in launching the "gender equality management" initiative, which allows a group of students to get together to confront the challenges of professional diversity. It also offers female students a course on the importance of scientific careers, including a philanthropy system and an immersion day with a woman engineer.
 - We have also launched a study with the Management School of Lyons to identify the key factors to the success of a woman engineer in the company.

We are also acting at the recruitment level to promote professional equality:

- In France, within technical fields, the company has committed itself to recruiting a percentage of women at least equal to that of the training pipelines involved. For senior positions, all applicant choices not including women are questioned by the human resources departments, and decision makers are required to justify the absence of women and to implement a plan of corrective actions.
- In the United States, at Orange Business Services, the human resources departments analyze the staff "diversity" statistics and in particular the ratio of men and women for each job category by comparing them to market averages. Support is given to managers to help them take measures to prevent any possible imbalance.
- In Spain, Orange implemented a recruitment process trying to keep positions open as long as there is not at least one woman candidate.

integrating the disabled persons

- In France, Mission Insertion Handicap (Mission for the Inclusion of the Disabled) has monitored the Group's commitments since 2004 in the area of the inclusion of disabled persons. Our new 2008-2010 company agreement, entered into with four union organizations and approved by the departmental bureau of labor, employment and professional training (DDTEFP), includes five key points:
- recruiting a minimum of 180 disabled persons in 3 years;
 - welcoming disabled young people in apprenticeships or performing on-the-job contracts;
 - extending and broadening tailored solutions for positions held by disabled employees;

- maintaining a strong purchasing commitment in the sector of protected workers;
- sensitizing employees and managers to make disabled people feel welcome in order to change the view of the disabled within the company.

our 2008 achievements:

parenthood Charter

In France, on April 11, 2008, the Group signed the [Parenthood Charter](#) along with about 20 other companies. Concretely, Orange is engaged in three areas - growing parenthood- involving relevant stakeholders in the company - creating an environment that is favourable to employee parents and pregnant women while adhering to the principle of non-discrimination in the professional growth of employee parents. This charter will serve as a point of support to launch activities favoring a balance between professional and personal life, as well as the reconciliation of parenthood and professional success throughout all Group entities.

Orange United Kingdom: promoting gender equality

As part of its national diversity policy, Orange United Kingdom has implemented a plan aimed at fostering the professional equality of men and women. The Group participates each year in an external benchmark to assess its performance in this area and measure itself against its peers. Internally, The Employee Satisfaction Survey analyzes levels of satisfaction by gender, making it possible to measure the effectiveness of actions taken and to clear the way for progress. Several policies that promote the employment of women exist, such as measures to facilitate flexible work hours. Orange also supports several national initiatives that promote diversity such as [Opportunity Now](#), [Race for Opportunity](#) and [Working Families](#).

changing our view of the disabled

A broad internal awareness campaign under the heading "Hangagement Week" (week of commitment to the disabled) was launched in November 2008 for the purpose of broadening the view of the disabled among employees in France. About twenty events were organized including talks, activities and sensitivity workshops, as well as publicity campaigns and the distribution of the booklet "Give each talent the means to express itself – France Telecom and the disabled." The internal portal @noo also distributed films, perception tests and shared accounts. What's more, over 600 people (managers, human resource heads, labor doctors, nurses, company assistants, employees) participated in the sensitivity days called « Démystifions le handicap » ("Let's Demystify the Disabled") organized by Mission Insertion in Paris and the regions (18 sessions in 2008).

The level of recruitments performed in 2008 is in line with this three-year commitment and the anticipated increased costs associated with the program. This recruiting was achieved primarily thanks to partnerships formed with associations and Internet sites, participation in recruiting forums and advertising in specialized journals.

In 2008, more than a million euros was pledged to tailor the positions of disabled employees (purchase of equipment, computer software, software training, sign-language services, digital accessibility, visual interpretation programs for deaf employees, etc.), i.e., double the budget initially planned.

The amount of purchasing allocated to the protected workers sector exceeded 16 million euros for 2008 alone.

In addition, this new agreement served to increase the role of local correspondents for the disabled in Territorial Departments and Business Divisions.

including young people from underprivileged areas

In France, the Group participates in several initiatives to promote the inclusion of young people from underprivileged areas in the workplace. As part of the "Cercle Passeport Télécoms" association ("Telecom Passport Circle") Orange helps students from disadvantaged neighborhoods to enter top universities.

Orange is also a major partner in the association "Nos quartiers ont du talent" ("Our Talented Communities"), founded by Group employees to help young graduates from disadvantaged neighborhoods find their first job.

In February 2008, the Group deepened its commitments by starting the "Communities of Hope Project."

A number of actions that promote disadvantaged neighborhoods are being led by various Regional Departments in the Group in France, including associations such as FACE ([Fondation Agir contre l'Exclusion](#)) or [l'IMS-Entreprendre pour la Cité](#).

Further, to modify its recruiting procedures, the Group participated in 2008 in the [Train pour l'Emploi et l'Egalité des Chances](#) (train for employment and equal opportunities) and will participate again in 2009.

Je suis différente comme tout le monde.
Je suis les médecins, les infirmières, leurs diagnostics et leurs traitements
et les sourires de mes collègues qui ont toujours été le meilleur remède.
Je suis Héliène mon manager qui n'a regardé que mes compétences,
et mes 2^e et 3^e promotions qui lui donnent aujourd'hui raison.
Je suis ces nouveaux vendeurs que je forme et ma fierté
quand ils deviennent autonomes et peuvent me remplacer.
Je suis Nadine, vendeuse référente et grâce à tous, ma maladie n'a jamais été
un obstacle à mon épanouissement professionnel chez Orange.

Chez Orange, depuis plus de 20 ans,
nous intégrons des personnes handicapées
et accompagnons leur évolution professionnelle.

www.orange.com/plusloinensemble plus loin ensemble orange

Poster for the "Hangement" campaign

our 2008 achievements

a commitment rewarded

At the World Communication Awards, Yazid Chir, a pioneer in Orange Business Services virtualization solutions, was awarded the title of "Best initiator of change" for creating the association « [Nos Quartiers ont du Talent](#) » ("Our Talented Communities"), which helps young people from Paris' disadvantaged neighborhoods find a job adapted to their skills by providing them the sponsorship of experienced managers.

France Telecom receives award from FACE in Toulouse

On April 29, the deputy mayor of Toulouse assigned to matters of Exclusion, awarded France Telecom the trophy for most involved company in FACE ([Fondation Agir Contre l'Exclusion](#)) activities in the Toulouse region. Since 2005, the South Territorial Department made a commitment to the FACE business club to carry out activities to promote equal opportunities. This trophy rewards the growing and regular involvement of employees from territorial departments in concrete activities, for example activities promoting the professional inclusion of young people in difficulty, or the Chrysalis Action program, which sponsors women from disadvantaged neighbourhoods who start their own business.

occupational health & safety

For France Telecom, preserving the health of our employees is an absolute priority, as is clearly stated in the Group's health and safety policy.

a global health & safety framework

The Group's health and safety department is in charge of implementing in all countries a management system for health and safety in the workplace adapted to the local community. In 2008, in an effort to ensure that all the entities adhere to the Group's requirements in this regard, a global framework for managing health and safety in the workplace was developed with the input of the various subsidiaries. The goal of this framework is to strengthen the cohesiveness of actions taken, while ensuring an appropriate level of safety (based on risk assessments) in various communities in the countries. It also helps to reinforce our values as a company that is responsible to its employees. To foster the sharing of good practices, the health and safety correspondents from the various subsidiaries meet at an annual seminar. Bi-monthly telephone conferences also allow them to review the roll-out of various projects.

addressing psycho-social risks

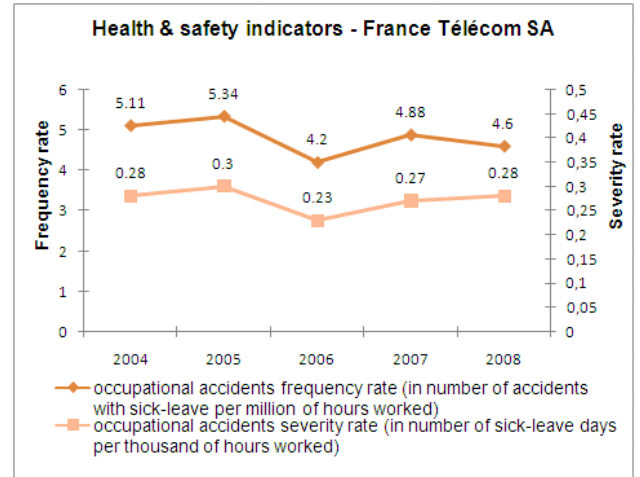
Aware of the increasing seriousness of work-related stress, since 2000, the Group has taken steps to prevent this type of risk. A commission dedicated to preventing stress was formed with staff representatives. Its work has made it possible to offer concrete solutions, and improve the work environment in collaboration with the business units. In 2007, these activities were bolstered by the implementation of "Espaces d'écoute et d'accompagnement" (Listening and Support Spaces), which are teams that try to provide solutions, in consultation, either individually or collectively.

In 2008, we implemented stress management training sessions - one "Stress management" module for employees confronted with difficult situations with customers, and one "Management practices and stress situations: guide for action" module designed for managers.

Today we will focus our efforts in three areas:

- improving work processes and conditions;
- providing better support for transformation operations;
- providing additional support to employees in difficult professional situations.

This program was presented to and discussed by employee representative bodies in France as well as the European Works Council, which has formed a working group on stress in the workplace.



our 2008 achievements

implementation of Group Reporting

In order to measure the performance and progress achieved by each entity according to comparable criteria, nine key performance indicators were defined and since 2008 have been reported every half year. Moreover, a new procedure requires all entities to report any major accident involving an employee, a sub-contractor or a visitor to one of the Group's sites.

training the "preventers"

In the year 2008, two new training sessions for "preventers" (employees responsible for preventing professional risks) were put in place in France. This training received the approval of the National Commission for Equality in Employment and Professional Training in Telecommunications. This stamp of approval meant the number of those present on juries at the end of training was increased by opening them up to staff and employer representatives at the telecom branch.

a guide to good practices for workplace wellbeing

France Telecom assisted in developing a guide to good practices for workplace wellbeing, published by CSR Europe. Two good Group practices are cited as an example:

- Orange Spain (preventative detection of visual and endocrinological problems),
- Orange Slovakia (fulfillment program for employees and their families)

This guide is available at:

www.csreurope.org/data/files/toolbox/wellbeing_guide.pdf.

responding to concerns about electromagnetic fields

our ambitions:

- pursue the Group's action plan on electromagnetic fields in all of our entities
- contribute to the research effort on electromagnetic fields and health
- respond with clarity to the concerns of our stakeholders
- promote the proper use of cellular telephones among our customers

The Group continuously monitors all the research conducted on health and electromagnetic fields (EMF*). It follows the international and national recommendations on exposure limit values, and provides its customers with practical recommendations on the responsible use of mobile phones.

the Group's EMF policy

The existing policy is geared toward four guiding principles:

- **inform** using the appropriate communication tools and respond to the concerns of various stakeholders about EMF* and communication technologies;
- **monitor scientific research** on EMF* conducted throughout the world and help to make it accessible to all;
- **apply local regulations** and, in the absence of specific regulations, apply all international regulations developed by the [ICNIRP*](#) (International Commission on Non-Ionizing Radiation Protection) and the IEEE (Institute of Electrical and Electronic Engineers);
- **contribute** to research efforts.

A Group action plan sets the requirements that all entities must meet. Specifically it includes:

- monitoring of the compliance of equipment with the national and international standards related to the electromagnetic fields exposure;
- assessing site-sharing opportunities with other operators or existing facilities;
- making hands free kits available in the mobile phone packs or at Orange stores;
- establishing regular dialogue with local authorities and cooperating with local operator associations when they exist;
- implementing the appropriate communication tools on electromagnetic fields;
- sensitizing customers to the responsible use of mobile phones;
- establish a systematic process for the registration and treatment of EMF complaints.

The development of this policy is supported by a network of EMF* correspondents throughout the main countries in which the Group is present.

EMF Research

We continuously monitor all scientific research related to EMF* internationally, and we support programs that match the agenda of the World Health Organization (WHO).

the state of research

The World Health Organization (WHO) has reviewed the scientific data on the health effects of continued low-level exposure at base station antennas and other wireless networks and has concluded (in their report No. 304 published in May 2006) that no conclusive scientific evidence exists to confirm the possible adverse effects on health of base station antennas and wireless networks below the ICNIRP* limits. WHO has nonetheless recommended that research be conducted to determine whether more intense exposure to the radiofrequencies of mobile phones may have effects on health.

At the European level, the Scientific Committee on Emerging and Newly Identified Health Risks ([SCENIHR](#)), a group of experts from the European Commission, concluded in a January 2009 report that with regard to cancer risks, based on three sources of results (epidemiological, animal and in vitro studies), an increased risk of cancer due to exposure to radiofrequencies is unlikely in humans. However they recommend continuing research in order to verify whether long-term exposure (well beyond ten years) might include a cancer risk.

In France, health authorities are demanding ongoing vigilance on mobile phones and monitor scientific research work.

the Group's contribution

We are financially supporting the research set forth in the WHO agenda, and are offering our technological expertise through direct involvement with various projects and task groups.

Our researchers have been working for over 10 years to better understand EMF* and to measure the impact of existing solutions (antennas, cellular towers, Wi-Fi facilities). Specifically, they have designed a 3D electromagnetic field visualization software, EMF Visual, making it possible to determine the necessary safety range around a relay antenna. They have also designed individual dosimeters that can easily measure the intensity of waves emitted in the environment. The Group actively participates in a number of research programs: the [Radiofrequency Health Foundation](#) and the national agency for dosimetric analysis research in France, the [Foundation of Swiss Research on Cellular Communication](#), [MTHR](#) (Mobile Telecommunications and Health Research) in the United Kingdom. Orange also participates in international communication projects for standardization in the field such as the [European Telecommunications Standards Institute](#) (ETSI), the [International Electrotechnical Commission](#) (IEC), or the [European Committee for Electronic Standards](#) (CENELEC) with the goal to contribute to the reinforce of the transparency and traceability of certification methods and the installation of telecommunication equipment.

respecting exposure levels

For lack of more restrictive local regulations, all the subsidiaries of the Group must respect to the recommendations of the ICNIRP* (International Commission on Non-Ionizing Radiation Protection) and the European Council on public exposure threshold values for antenna relays and mobile phones. In accordance with these recommendations, all cellular telephones distributed under the Orange brand have a SAR* (Specified Absorption Rate) lower than 2W/kg.

stakeholder information

In connection with the deployment of the Group's policies on EMF*, our subsidiaries are gradually installing appropriate communication tools to inform stakeholders and clearly respond to concerns about electromagnetic fields and communication technologies.

Our website www.orange.com includes a section dedicated to electromagnetic fields. The majority of the Group's subsidiaries in Europe, and Mobinil in Egypt, also include on their websites scientific, regulatory, and technical information, and as well as links to reference organizations and associations on the subject. The Group thus diffuses the recommendations of the World Health Organization (WHO) and national health authorities as broadly as possible.

our 2008 achievements

international monitoring introduced

An international monitoring team was formed to ensure that all the Group's countries receive the same amount of information. A monthly report on the state of research conducted in Europe and throughout the world is then diffused to all entities.

assessing exposure to wireless networks

France Telecom, whose researchers' expertise in the dosimetry domain is acknowledged worldwide, coordinates the work on the Multipass project of the National Agency for Research. Its objective: is to evaluate the exposure induced by wireless communication systems (Wi-Fi) characterized by multiple sources and non-periodic signals.

15th annual symposium on EMF*

On December 18th, 2008, the Group organized the fifteenth edition of its international symposium on electromagnetic fields, to which scientists, governmental and industry representatives were invited. A dozen French and foreign experts evaluated the state of knowledge with regard to the impact of electromagnetic fields on human health, among them the ICNIRP*, which was there to present the latest development in its recommendations on the maximum threshold of radiofrequency emissions.

recommendations on customer use

In all the countries where it is present, the Group requires its Orange affiliates to:

- Publish the SAR* of mobile phones on their Internet sites under instructions for usage, or selling points
- Furnish their clients with recommendations on proper usage in order to minimize exposure to electromagnetic fields (such as using the phone in areas where reception is good, using a hands-free device, or monitoring cellular phone use by children);
- Make available to them a hands-free kit in the cellular pack, or in stores, or at local Orange branches.

closer local cooperation

Beyond regulatory obligations, new plans regarding the implementation or antenna relays modifications are carried out in close cooperation with the local authorities and local residents affected. In France, the United Kingdom, Switzerland, and Spain, we are also applying good practice guidelines as developed by the local or national authorities and the cellular phone operator associations, and we carry out free of charge, on request, exposure measurements as taken by independent monitoring agencies. The results of these measurements are made public on the subsidiaries' websites or on the websites of national authorities such as the [National Frequency Association](#) in France, the [Office of Communications \(OFCOM*\)](#) in the United Kingdom or the [Ministry of Industry, Tourism and Commerce in Spain](#).



Mohammed Ta'ani
Head of Network
Operations, Orange
Jordan

The boom in mobile telephony has been accompanied by growing concerns over the issue of exposure to electromagnetic waves. While various initiatives have been launched at international level to assess, control and prevent the potential effects of exposure to such waves, the level of regulatory maturity and awareness varies considerably from one country to another. Driven by the France Telecom Group's policy, Orange Jordan has made commitments to ensure the compliance of its facilities with local and international standards, as well as taking voluntary actions to raise public awareness on correct mobile phone use. In this regard, we have participated in a program shown on a national television channel looking at subjects linked to mobile facilities and waves, and almost all of the mobile handsets sold are distributed with hands-free kits."

recommendations on the responsible use of cellular telephones

In 2008, important work was carried out in collaboration with our various subsidiaries to identify common recommendations on the proper usage of cellular telephones for customers who wish to reduce their exposure to electromagnetic fields. These recommendations include the following information:

- All Orange cellular phones comply with international ICNIRP recommendations and have a SAR of less than 2W/kg. Health officials at this time feel that there are no health effects below 2W/kg.
- If users personally wish to reduce their exposure to EMF, the use of a hands-free kit may provide more comfort and reduce exposure to the head area.
- For parents who wish to give a cellular phone to their children, some health authorities recommend moderate use as a precaution.
- The quality of reception can be verified by the number of bars on the cellular phone.
- In certain locations or in certain situations, like a plane or some areas within hospitals, the use of cellular phones is restricted and cellular phone users are requested to respect local regulations and to turn off their phones when asked.
- The laws of certain countries penalize the use of cellular phones while driving but allow responsible hands-free use. It is preferred that you park in a safe place to send or receive calls.

Our main affiliates are prepared to communicate these usage recommendations to their customers, whether on their Internet site or by appropriate communication tools at the selling points.

promoting responsible sourcing

our ambitions:

- face the ethical and environmental risks associated with our purchases
- contribute to a better comprehension of sustainability principles among our suppliers and subcontractors
- increase the purchasing of products that are more respectful of the environment

The Group's process of corporate social responsibility also affects its relationships with its suppliers. We pay particular attention to the practices of our suppliers and subcontractors, and we include ethical and environmental criteria in the evaluation and selection process. Aware of our weight internationally, we also seek to exercise a positive influence by inspiring our partners to develop products that are more respectful of the environment.

a structured sourcing process

The France Telecom Group has a 7-step procurement process that goes from the segmentation of the procurement category to the performance assessment of the suppliers. According to the steps, different structured activities are put into place to execute any purchase plans.

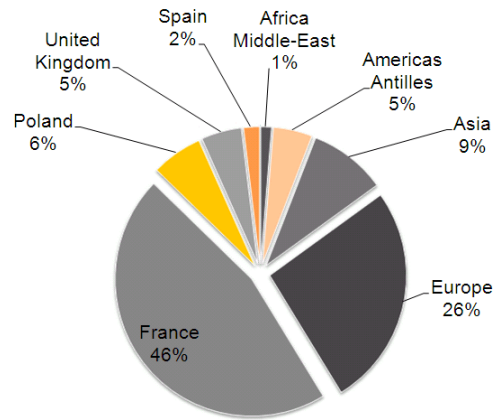
performance assessment

Besides the quality-delivery-cost triptych, evaluation of the suppliers takes into account notably:

- adherence to applicable laws and regulations;
- respect for confidentiality, loyalty, and subcontracting rules;
- the existence of clearly formalized hiring and action plans;
- use of energy and consumption of natural resources;
- societal and environmental risk control measures.

During the consultation phase, surveys tailored to purchasing categories are proposed. These surveys concern the suppliers' organization and locale, and the processes put in place to determine the environmental and societal risks. By analyzing them, we can produce a score and determine if negotiations are necessary.

Breakdown of purchasing amounts* in 2008 by geographical zone of contracting supplier



*Applies to the 350 main suppliers contracted at corporate level

key 2008 figures

On the basis of 350 QREDIC® monitored suppliers with a Group buying range (i.e. 80% of Group purchasing):

79% of suppliers have implemented an environmental management system or provisions

70% have an ISO 14001 or EMAS certified environment system

25% have social mechanisms that are certified, approved or authorized (OHSAS 18001*, SA 8000* or ILO OSH 2001*)

contractual requirements

All of our contracts with Group approved suppliers (i.e., 80% of our total purchases) contain an “Ethical practices – company responsibility clause.”

In order to promote improved environmental performance among the products and services distributed by the Group, we are gradually supplying data on the energy consumption of equipment and CO₂ emissions associated with production, distribution, and usage of the products contained in our calls for bids and contracts with manufacturers.

monitoring Global Performance

To monitor contracts, QREDIC® software is used since 2004 to measure the overall performance (economic, environmental, and social) of suppliers, including their ethical behaviour. This software is applied for all contracts Group wide, i.e., 80% of our total purchases. Each contract is evaluated once or twice a year, with the support of the entity concerned. The results are provided to suppliers and a progress plan is prepared if necessary. This system is already in place for local contracts in France, Senegal, the United Kingdom and Slovakia. It will be extended gradually to contracts in other countries in 2009.

sensitizing internal players

If our responsible sourcing policy is to be deployed, all the players involved in the purchasing process (buyers, customers) must be made aware of it. The participation of 52 buyers and Group judges in France at the training module entitled “purchases and sustainable development” allowed for an exchange between on the regulatory problems associated with implementing European directives such as the WEEE* directive (relating to the Waste of Electrical and Electronic Equipment). Training given to those in management that are principally responsible for sustainable development was also given to buyers in Poland, Slovakia and Romania.

stronger ties with our key suppliers

We have rolled out a program aimed at strengthening collaboration with our key strategic suppliers to develop, with them and all the players involved in the Group, a medium-term approach that makes it possible to add value through collaboration. This approach also helps us to get to know our suppliers better on the basis of governance, sustainable development and oversight of their subcontractor chain.

our 2008 achievements

a stronger clause

In 2008, the “Ethics and environment” clause became the “Ethical practices – company responsibility” clause. To bolster the agreement entered into in 2006 with the UNI (Union Network International) regarding fundamental human rights, this clause will heretofore include the five fundamental conventions of the ILO (International Labour Organization) governing forced labor, child labor, and the fight against discrimination.

expanding “green” purchases

At the end of 2008, in order to launch the ecological poster program in France in 2008 for about 30 products, we improved cooperation with our equipment suppliers to obtain the necessary information. This joint effort is an initial success that will let the Group promote the purchase of telephone terminals that better respect the environment.

REACH regulation

The Group has implemented a plan to make sure its activities conform to the European REACH regulations (Registration, Evaluation, Authorization, and Restriction of Chemicals). To make sure our suppliers systematically meet our requirements, we have established a Web survey so we can call on any supplier in the event of a customer question about the presence of a substance included on the list published October 28, 2008 in a concentration above 0.1%.

sourcing in China: a beefed-up strategy

For over four years, our purchasing department in China, based in Beijing, has gained strong expertise in various areas, and specifically terminals. At the same time, it has furthered its knowledge of the Chinese social and industrial climate while building a direct relationship with the principal suppliers. The China bureau also attempts to keep track of innovation, and to develop awareness among suppliers of the Company’s Social Responsibility (RSE). After cooperating in the pursuit of quality checks at the end of 2007 and in 2008, the China purchasing bureau and the Supplier Performance Development department have decided to select a local provider to conduct these checks starting in the beginning of 2009 on a wide array of products like fixed and mobile terminals, Liveboxes, accessories, electronic cards, antennas, and even promotional items.

2009 roadmap

objectives	deadline
security and protection of personal data	
Increase the safety of our products	2009
Ensure risks are better recognized in countries	2009
Make encryption and strong identification obligatory for sensitive data throughout all the entities	2009
quality of service	
Increase performance monitoring with regard to quality of service	2009
Make customer contact rates public (calls to technical support centers) in the four major countries	2009
Roll out the action plans aimed at improving service	2009
Integrate simplicity as far upstream from product design as possible by including ergonomics	2009
social dialogue	
Finalize the implementation of the worldwide Works Council	2009
skills development	
Continue to grow the professionalisation paths	2009
Prepare for the accelerated departure of retirees starting in 2012: - Increase recruiting in strategic positions - Increase the number of apprenticeship contracts in France by 25% (4,500 in 2009)	2009-2012
occupational health and safety	
Implement the Group's reference framework in the area of health and safety in the workplace in the Group's various entities by defining local action plans	2009
Foster the exchange of good practices among the entities in the area of stress management	2009
diversity	
Implement gender equality policy in major countries	2009-2010
By country, identify a second area of focus for diversity with implementation of an action plan	2009-2010
Implement diversity reporting in all of the Group's entities	End 2009
Develop the "shadowing" program Europe-wide to promote scientific and technical careers among women	2009
child protection	
In all entities continue to deploy the measures recommended by the European reference framework with regard to the safer use of cellular phones among children, and by the GSMA to fight child pornography	2009
Put a working group in place to establish recommendations on new uses (social networks, game on line, blogs, etc.)	2009
Inform teachers about safer Internet use in our European entities	2009
responsible communication	
Form a working group in order to create the code of communication of the future Group responsible communication policy	2009
electromagnetic fields	
Deploy the Group's policy on electromagnetic fields in all entities	2009
Publish the SAR* of mobile phones on Orange websites, under instructions for usage or in Orange shops in the main Group entities	2010
Make information available to customers about the responsible use of mobile phones on Orange websites or in Orange shops	2010
responsible sourcing	
Include a section on "energy savings and sustainable development" at meetings with suppliers	2009
Adapt the ethical practices – company responsibility in emerging countries clause (Asia/India) for a better understanding of the Group's commitments	2009
Introduce environmental criteria when choosing cellular terminals distributed by the Group	2009
Deploy the QREDIC® tool, which is a process to measure supplier performance for local agreements in other countries	2009/2010