

a responsible group

Our corporate social responsibility approach is an integral part of our Group strategy. We are convinced that information and communication technologies have a key role to play as a response to the challenges of sustainability. Beyond the goal of fair balance between economic competitiveness, social progress and concern for the environment, our goal is to let everyone benefit from our innovation and ensure that our products and services help improve the daily lives of people.

a bold global strategy

We firmly believe that corporate social responsibility is a key success factor for the Group. This is why we have defined an ambitious strategy to become the leading company in the telecommunications sector in terms of corporate social responsibility by the year 2012.

We are aware of the progress we need to make to achieve that goal, and we have started implementing action plans in all of our entities and our business lines.

our vision of corporate social responsibility

At Orange, we define responsibility as our ability to provide consistent and sustainable business responses in line with the expectations of our stakeholders in the economic, societal and environmental areas that are the three pillars of sustainability.

This approach encompasses all the major areas in terms of sustainability performance. First of all, it includes the environment in general and the workplace environment in particular. It also includes our day-to-day response to our customers' expectations. Last but not least, it incorporates the ethical issues of concern to society at large.

turning risk into opportunity

By adding the challenges of sustainability to our company strategy, we are not merely responding to a "moral" commitment. By creating value, our approach allows us to best manage the risks inherent in our activity. This fosters an innovative approach that seizes the opportunities for growth and differentiation linked to the new expectations of the company. It also guides us in optimizing our processes and internal organization methods, thereby reducing our environmental footprint. It helps to reduce costs through more efficient and productive organization, which in turn improves our overall performance. Internally, it increases our value, and fosters the loyalty and support of our employees. This means we can attract and retain the talented individuals of today.

our strategy

identifying key sustainability issues

Defining our strategy is based on an approach that prioritizes the key sustainability issues linked to our activities, based on two complementary elements:

- analyzing our stakeholders' expectations, identified as part of our regular exchanges and through studies conducted at the Group level in the main countries;

- identifying sustainability risks and opportunities and assessing their potential impact on the Group's growth.

Sustainability risks and opportunities are assessed at least once per year in order to account for the changes in our business environment.

top three priorities

For the 2008-2012 period, our analysis of sustainability challenges led us to define three strategic priorities with respect to corporate social responsibility;

- **Include:** promote access for all to the benefits of information and communication technologies by combating the factors of exclusion be they geographical (isolated zones), economic (low-income populations) or physical (age, disabilities), and fostering social solidarity with local communities.
- **Preserve** the future of the planet by reducing our impact on the environment.
- **Care:** make sure that services are delivered and used responsibly and that they help improve the lives of people.



A strategy available in all our entities

Our strategy of corporate social responsibility, validated by the Group's Management Committee, is available in all our business lines, operating divisions and subsidiaries. The involvement of the highest levels of the company ensures that the corporate social responsibility objectives will be taken into consideration in all aspects of our activities. Key performance indicators have been defined to track progress, and each entity has defined a plan of action to contribute to the Group's objectives in this domain.

our key sustainability issues

dialogue with stakeholders	<p>include</p>  <p>Photo credit: Corbis</p>	<ul style="list-style-type: none"> ▪ Geographic inclusion: provide access in isolated areas 	pp. 26-28
		<ul style="list-style-type: none"> ▪ Economic inclusion: develop solutions adapted to low incomes (“bottom of the pyramid”) 	pp. 28
		<ul style="list-style-type: none"> ▪ Physical inclusion: become a leader in solutions for seniors and disabled people, as well as in e-health 	pp. 29-32
		<ul style="list-style-type: none"> ▪ Local involvement: forge solidarity ties with local communities 	pp. 33-35
	<p>preserve</p> 	<ul style="list-style-type: none"> ▪ Reduce our environmental footprint <ul style="list-style-type: none"> - Reduce our greenhouse gas emissions by 20% by 2020 - Optimize our waste management - Reduce the impact of our use of paper - Protect landscapes and biodiversity 	pp. 42-44 pp. 45-47 pp. 48-49 pp. 50-51
		<ul style="list-style-type: none"> ▪ Develop innovative solutions for the protection of the environment <ul style="list-style-type: none"> - Improve the environmental performance of products and services - Help our customers face the challenge of sustainability 	pp. 52-54
	<p>care</p> 	<ul style="list-style-type: none"> ▪ Provide for the security of information, personal privacy and facilities and protect the confidentiality of personal data 	pp. 59-60
		<ul style="list-style-type: none"> ▪ Respond to customers’ expectations 	pp. 61-63
		<ul style="list-style-type: none"> ▪ Promote the safe and responsible use of our products and services (protection of children, responsible marketing) 	pp. 64-66
		<ul style="list-style-type: none"> ▪ Act as a responsible employer 	pp. 67-73
<ul style="list-style-type: none"> ▪ Respond to concerns about electromagnetic fields 		pp. 74-76	
	<ul style="list-style-type: none"> ▪ Promote responsible sourcing 	pp. 77-78	

a shared approach

an historical commitment

For several years already, we have confirmed our commitment to sustainability on the international scene. We signed the [ETNO \(European Telecommunications Network Operators' Association\)](#)* environmental charter in 1996. We were also one of the first companies to join the United Nations [Global Compact](#) in July 2000. We are participants in several initiatives to promote the principles of sustainability in the telecommunications sector, such as the following:

- the [GeSI](#)* (Global eSustainability Initiative) – initiative of the United Nations Environment Program and the ITU (international union of manufacturers and operators in the telecommunications sector);
- the [MPPI](#)* (Mobile Phone Partnership Initiative), bringing together, under the auspices of the United Nations Environment Program, the main equipment manufacturers and operators to develop processes for the responsible disposal of used mobile telephones;
- the EE IOCG* (Energy Efficiency Inter-Operator Collaboration Group), that promotes energy efficiency in the information and communication technologies sector;
- the [European Framework for Safer Mobile Use by Younger Teenagers and Children](#), signed in 2007;
- the [Mobile Alliance Against Child Sexual Abuse](#) on the Internet, launched in 2008.

In addition, France Telecom and the [UNI](#)* global union alliance (including all the Union Network International member unions represented in the company) concluded an agreement in 2006 in which the Group undertakes to pursue a global social policy that respects fundamental social rights and individual freedoms.

Under the terms of the agreement, France Telecom confirms its commitment to:

- respect fundamental human rights, i.e. to prevent compulsory labor, child exploitation, and all forms of discrimination, to track occupational health and safety, to respect the freedom to join or not to join a union organization.
- implement a dynamic employment policy, i.e. to offer access to training and international mobility, to guarantee gender equality.
- apply ethical principles in relations with suppliers and sub-contractors in keeping with the Group's Code of Ethics.

🔗 **To learn more:** see the UNI* agreement at www.orange.com/en_EN/responsibility/stakeholders/UNI.jsp

main awards received in 2008

The Group's commitment to corporate social responsibility was recognized in 2008 by several awards:

- The [APAJH](#) (association for disabled adults and youth) in France gave us its distinguished "corporate citizen" award for our actions in favor of disabled customers. This prize was awarded for the sole system set up by the Accessibility department of the Group (see page 30).
- In 2008 Orange Business Services received, for the second time, the Green Excellence award in the area of information and communication from Frost & Sullivan, an international corporate strategy consulting firm.
- The Group took fourth place in the [2008 Accountability Rating](#) (see page 13).
- Orange Spain received an award in the European [Energy Trophy +](#) competition (see page 43)
- Our service quality was also recognized by numerous awards in 2008 (see page 62).

milestones in our commitment to sustainability

1996: France Telecom signs the ETNO Environmental Charter

2003: publication of the Group's Code of Ethics

2006: France Telecom signs global agreement with Union Network International (UNI*)

2008:
- Mobile Alliance Against Child Sexual Abuse is launched
- France Telecom signs [Caring for Climate](#)*

2000: France Telecom joins the UN Global Compact

2004: France Telecom signs the ETNO Sustainability Charter

2007: France Telecom signs the European Framework for Safer Mobile Use by Younger Teenagers and Children

a solid foundation: the Group's Code of Ethics

The Group's commitment to responsible growth is rooted in the strong values shared by all employees. Formalized since 2003 in the Group's Code of Ethics, these values guide our individual behaviour and the principles of action with respect to our customers, our shareholders, our employees, our suppliers, our competitors and the environment in all in the countries where we are active.

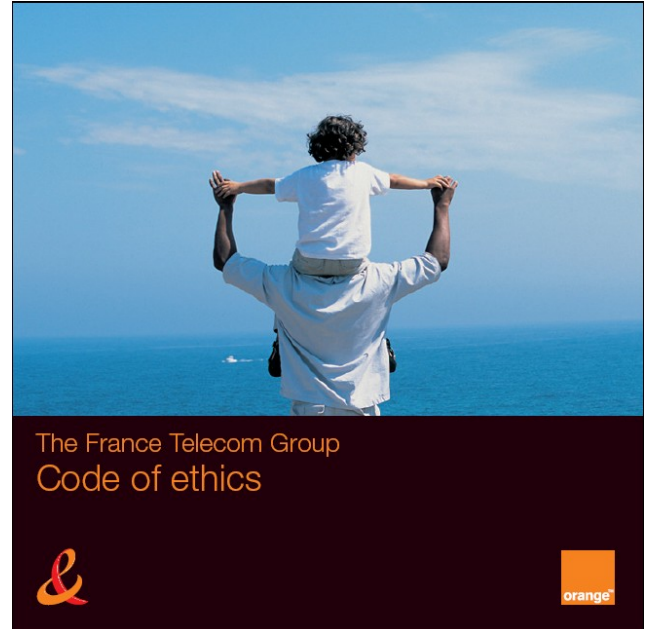
The cornerstone of our approach to corporate social responsibility, the Code of Ethics is based on fundamental values such as the principles set in the [Universal Declaration of Human Rights](#), the International Labor Organization ([ILO*](#)), the United Nations [Global Compact](#) and the [OECD Guidelines](#) for multinational enterprises.

The Group's ethics committee, composed of four members appointed by the Chairman, oversees the uniform application of the principles of the Code and advises the entities on implementing said principles. It examines the special situations that are submitted to it by the Group's employees or their managers under conditions that guarantee confidentiality. The network of ethical advisors set up in each country or entity helps supervise the approach. It sees to it that specific practices appropriate to the local context and to local businesses are disseminated. The ethical approach is transmitted by intranet to the various sites of the Group.

An e-learning module, available in eight languages, allows each worker to learn the principles of the Code through the application of practical situations. In 2008, it was updated to include new examples of concrete cases drawn from business training sessions.

An awareness program for the prevention of corruption was also launched in 2008 to allow the Group's subsidiaries to learn about the international and national legal framework, and about actions that can help prevent this risk.

🔗 **To learn more:** see the Code of Ethics at www.orange.com/en_EN/responsibility



2008 achievements

the example of France

By the end of 2008, more than 90% of Orange France personnel had received awareness training. More specific training was provided to employees and service providers who work directly with customers. Practical guides with information on requests for advice and reporting problems are provided to personnel. A network of advisors and correspondents is in charge of distributing this information and collecting reports from employees. Alert procedures and controls are used to make certain the rules are properly applied to business practices.

the example of Orange Business Services

In addition to creating an Ethics and Fraud & Revenue Insurance Committee in 2008, Orange Business Services has developed several actions aimed at enlisting greater employee involvement:

- telephone conferences for managers conducted by a "Business Leader" and the Legal Department;
- periodic reporting on ethical questions;
- internal campaign for ethics awareness, designed using interactive tools and role play, in order to evaluate employees' knowledge and understanding of ethical issues and more broadly of corporate social responsibility;
- creation and launching of a new e-learning module on fraud and ethics for supervisory staff via Orange Business Management School;
- internal information campaign on ethics commitment for the management team via display posters at the largest sites and placed on line on the intranet sites.

corporate governance

We adhere to the principles of corporate governance defined in particular by the Financial Security Law in France and by the Sarbanes-Oxley Act in the United States. We are particularly vigilant regarding the responsibility and the integrity of the managers and the directors of the Group, the independence of the members of the Board of Directors, transparency and disclosure of information, respect for the shareholders rights, and the Group's Code of Ethics.

the Group's governance organization

France Telecom's governance is based on the Board of Directors and the various Committees that govern the Group strategy. Their work nourishes a process of continuous improvement of governance, with respect for the company's various stakeholders, in particular regarding risk management.

a dynamic for continuous improvement of risk management

The different internal management committees reporting to the General Management Committee (including the Group's risk committee) are responsible for controlling and applying the Group's directives, mainly with a view to achieving its overall economic objectives.

They also manage risks relating to financial commitments, limiting the exposure of the Group as a whole.

internal control

In addition to ensuring that regulations are properly enforced, internal control serves to promote improvement of the company's performance. The Group estimates that everyone, regardless of their position in the company, should consider themselves responsible for the risks to their environment. As such, each entity creates a map of its major risks (network, information systems, human, financial, environmental, etc.). This process is part of a Group process, guided by the Department of Auditing, Internal Control and Risks.

In 2008, the program to strengthen the internal control culture was undertaken throughout the Group. This work consisted primarily in ensuring the proper hedging of the biggest risks that could affect the internal financial control procedures, in order to satisfy, among other things, the Financial Security Law in France and the Sarbanes-Oxley Act in the U.S.

a policy for comprehensive security

The Group has defined a policy for comprehensive security, which is implemented by a security management system based on ISO 27001 (see page 59).

the governance structures of France Telecom Group

board of directors

Mission: to express its opinion on the Group's major strategic, economic, social, financial and technological guidelines. It met 10 times in 2008 with an attendance rate of 92%.

Composition: 15 members (as of March 19, 2009)

- 3 representatives of the government appointed by decree
- 3 directors elected by employees
- 1 director elected by the General Shareholders' Meeting on a motion by employee shareholders
- 8 directors elected by the General Shareholders' Meeting, including 6 independent directors according to the criteria of the AFEP-MEDEF Code of October 2003

general management committee

Mission : Group decision-making body. In particular, it implements the Group strategy and transformation programs and steers the monitoring of operational and financial performance.

Composition 9 members (since January 2006).

special committees of the board of directors

strategy committee

Comprised of at least three members appointed by the Board of Directors on a motion by its Chairman. 3 meetings in 2008.

audit committee

Comprised of at least 3 members appointed by the Board of Directors on a motion by the Compensation, Nominating and Governance Committee. Chaired by an independent director. 12 Meetings in 2008.

compensation, nominating and governance committee

Comprised of at least 3 members appointed by the Board of Directors on a motion by its Chairman. Chaired by an independent director. 4 meetings in 2008

📖 **To learn more:** see our annual report or visit the "governance" section on our website www.orange.com.

a structured approach

Our approach to corporate social responsibility ensures that the challenges of responsible growth will be taken into account by all employees, working closely with external stakeholders. As a result, products and services are developed that contribute to sustainability. In addition, a program is implemented for the continuing improvement of our economic, social and environmental performance.

a dedicated organization

Our Corporate Social Responsibility (CSR) approach is guided by a dedicated team, the CSR department, which until the beginning of 2009 was attached to the Group's secretariat. In March 2009, Group Chairman Didier Lombard appointed a new CSR director, who is a member of the Group's management team and is now attached to the Group's Innovation and Marketing department.

The CSR department is backed by a network of CSR managers in our various entities (countries and operating divisions).

A CSR steering committee that includes all business and country representatives reports regularly on the progress of our CSR approach. In 2008, it met three times, which led to more discussions of good practices within the Group. Monthly meetings were convened with the representatives of the main subsidiaries and operating divisions.

Thematic working groups were organized around major challenges such as the environment, occupational health and safety, electromagnetic fields, child protection and data security.

tools for guidance and management

Several tools are used to guide our approach as it is adopted:

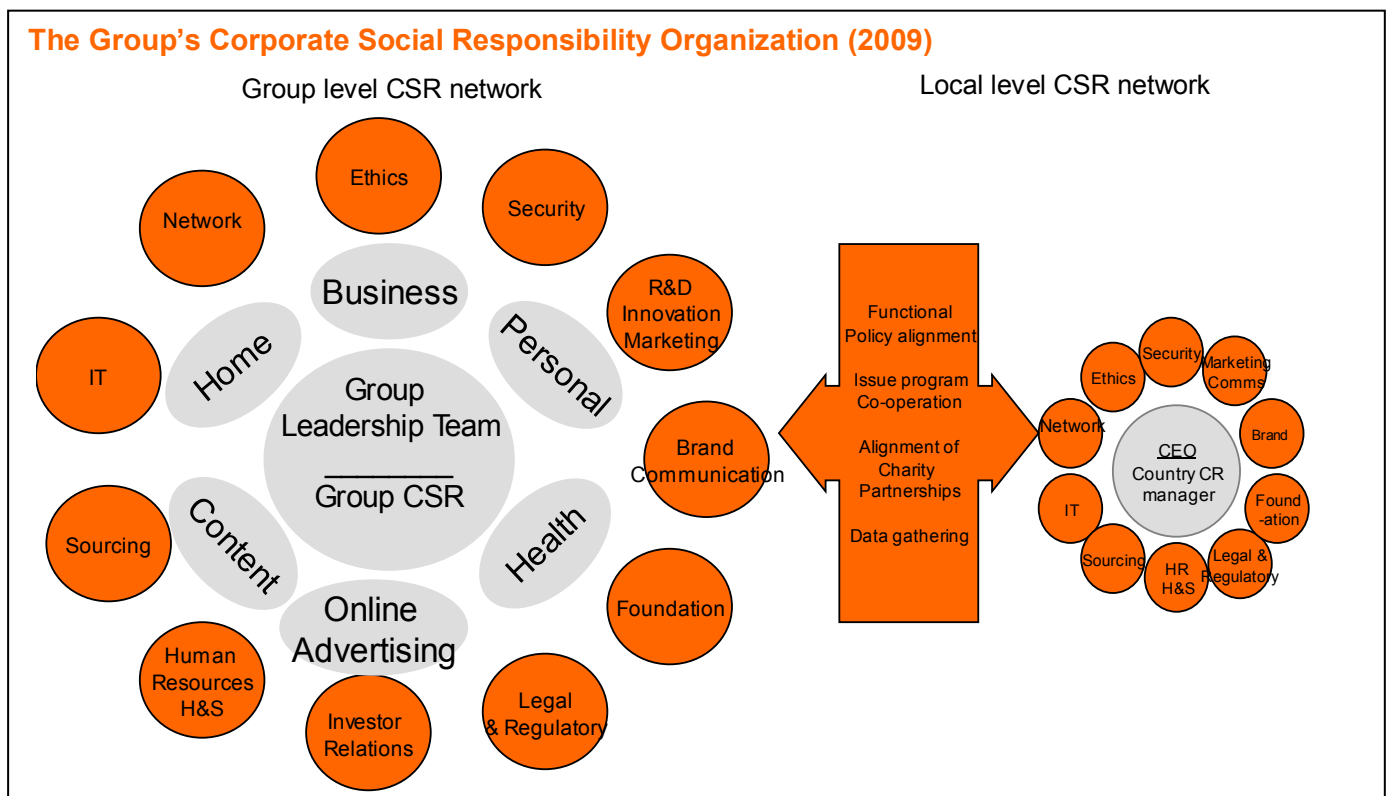
- our Indicia reporting tool measures changes in the performances of our entities using qualitative and quantitative biannual questionnaires;
- an evaluation grid showing the economic, societal and environmental impact of our products and services. Sustainability criteria are incorporated at the time our projects are designed;
- our QREDIC® tool is used to evaluate regularly the overall performance of our suppliers (see page 78);
- environmental management systems based on ISO 14001* are being deployed in all of the entities (see page 41).

A dedicated extranet site is used for accessing the Group's standards documents and for sharing good practices.

A corporate social responsibility manual was, in addition, created in 2008, to give all members of the CSR network a methodological guide to introduce the approach in their respective entities.

auditing our approach

To ensure the reliability of indicators and to make certain our commitments are properly applied in the entities, for several years we have had an external audit conducted by a specialized firm. This audit approach helps to improve our reporting system continuously. It also helps us ensure the relevancy of a structured process for identifying the expectations of our stakeholders (see next page).



stakeholder dialogue

Engaging with our stakeholders is a vital component of our corporate social responsibility approach. To identify the expectations of society, we conduct regular meetings with the following groups:

Stakeholders	Examples of advisory tools used
Customers and consumers groups	Internal and external customer satisfaction surveys. Customer Value Analysis Program: multi-country analysis of general consumer expectations. Measurement of business customer satisfaction via the "Customer Loyalty Index". Regular meetings with the main consumer groups Monthly meetings with the Sustainability Circle of Directors comprising approximately forty large companies
Shareholders and investors	Information gateways dedicated to shareholders and investors. Shareholder relations department that may be reached by telephone or mail. Club France Telecom. Shareholders letter, French webzine "en actions". Shareholders' consulting circle Inter@action Regular meetings with the financial analysts and rating agencies (e.g. Investors Day). Specific dialogue with the main funds and SRI rating agencies.
Employees and employee representatives	Nearly 400 employee representation bodies in the Group. European Works Council. Regular meetings with the UNI* (Union Network International) as part of the group agreement signed in 2006. Tools for information and for dialog with employees: intranet, internal magazines, interactive innovation apparatus.
Suppliers	Dialog on the Group's values and commitments in the bid solicitation phase and in the follow-up of contracts. Corporate Social Responsibility Questionnaire QREDIC® tool: overall performance evaluation system for suppliers. Meetings and working groups on eco-design of products.
Public authorities and local governments	Dialog with European bodies – Group's permanent delegation in Brussels. Permanent dialog with the telecommunications regulators in each country (e.g. Arcep * in France, CMT * in Spain, Ofcom * in the United Kingdom, Uke * in Poland). Consultation with local governments on the location of relay antennas. Dialogue with associations of elected officials (e.g. Association of Mayors in France).
NGOs and associations	Orange Foundation's philanthropy policy, partnerships with UNICEF , Samu Social International , PlaNetFinance . Local partnerships with the main countries (e.g. WWF in France). Specific work on the responsible use of services with associations such as the INSAFE network, European Schoolnet , the Family Online Safety Institute , Business Action for Africa .

Our subsidiaries in the main countries also conduct local consultations and studies aiming to better understand the expectations of their stakeholders. In 2008, Orange United Kingdom thus conducted studies with a panel of representatives to identify the main sustainability expectations and challenges, and to define the priorities for action. Similar surveys have been conducted in France with the involvement of the various business divisions.

We also participate in various groups dedicated to corporate social responsibility such as [CSR Europe](#), [Business for Social Responsibility](#), [l'IMS-Entreprendre pour la Cité](#) and the Observatoire sur la Responsabilité Sociétale des Entreprises ([ORSE](#)). Our involvement in the major initiatives in the telecommunications sector such as GeSI*, MPPI* or

involvement of our employees

The success of our approach relies on the involvement of our employees. To bring awareness of the challenges of sustainability and ensure the application of our commitment in their daily activities, we are conducting regular internal communication actions.

the working groups of ETNO* also allows us to meet with other large groups on sustainability challenges and best practices.

France : a strategic partnership between Orange and WWF

In March 2008, Orange and the WWF-France signed a 3-year partnership for the protection of the environment. For Orange, this partnership is part of a procedure for progress and speeds up the implementation of an environmental strategy initiated in 1996. This partnership broadens a cooperative arrangement started in 2005 to promote electronic billing among our customers. It relies on tangible actions, with measurable results, with five guidelines: evaluating the environmental performance of the products sold by Orange, recycling, featuring environmentally friendly design in its shops and products, awareness training of consumers and employees on "green behaviour" and reducing paper use. WWF thus brings Orange its scientific expertise and its ability to mobilize its network. A steering committee meets every six months to review the milestones reached under the partnership.

Following the internal challenge “Take care of the future” conducted last year, in 2008 we conducted “green behaviour” awareness campaigns to encourage our employees to adopt simple practices to help protect the environment (see page 40).

“Green behaviour” awareness campaign in France,



April 2008.

raising customer awareness

In addition to our employees, we also encourage our customers to act in favor of sustainability.

Launched in France in December 2007, our media and Internet campaign “Green IT” raised the awareness of our business customers on the benefits of our collaborative solutions for sustainability. Generally available from a dedicated website in French and English, this campaign moreover was supported by statements from our experts on the subject, both in Europe (Germany, Spain, Portugal, Romania, United Kingdom) and in the rest of the world (New-York and Singapore).

For the general public, we launched the Environnement Web channel (<http://environnement.orange.fr>) that distributes up to date information and video reporting on the environment and encourages the distribution of good practices. In our various countries, we also encourage our customers to return their used telephone equipment to one of our collection points in order to promote their recycling through the dedicated channels.

external evaluation of our approach

Our approach is regularly analyzed by ethical rating agencies, and we are in an ongoing dialogue with financial analysts and socially responsible investors.

France Telecom has been listed in the FTSE4Good index since 2002, as well as in the Aspi Eurozone and Ethibel Sustainability Indices Excellence indices, managed by the VIGEO rating agency. SAM (rating agency of the Dow Jones Sustainability Index) included the Group in the SAM Silver Class of its Sustainability Yearbook in 2008 and 2009.



The Group also ranks fourth in the world “[Accountability Rating 2008](#)” classification. This classification created by [csrnetwork](#) and [AccountAbility](#) evaluates each year the practices and corporate social responsibility of the 100 largest groups (Fortune Global 100). The Group is a corporation that has shown the most rapid progress, rising from 46th place in 2007 to 4th place in 2008. Our corporate social responsibility strategy aims to incorporate sustainability principles at the core of our innovation and product design processes

innovating for sustainability

Our corporate responsibility strategy aims to incorporate sustainability principles at the core of our innovation and product design processes. A large portion of the Orange Labs budget is thus dedicated to projects aimed at designing products and services accessible for all, reducing the group's environmental impact, monitoring the effect of

electromagnetic fields and developing innovative products that allow our customers to meet their own sustainability challenges.

🔗 **To learn more:** see the innovation area on our website www.orange.com/en_EN/innovation

	Our major R&D priorities for sustainability	Projects underway or recent innovations
include	Develop alternative technologies for isolated areas	Orange Labs is stakeholder in the Digital World Forum on Accessible and Inclusive ICT (DWF) project, co-financed by the European Commission as part of its Seventh Framework Programme for research. This project aims to promote the development of Information and Communication Technologies in Africa and Latin America.
	Design products suitable for low income people	NetPC: A product that allows people who do not own computers to access the Internet using a simple monitor connected to a central server (see page 28).
	Make our products accessible to seniors and disabled persons	Testing a customer service in French Sign Language and in chatting to present Autonomy Offer to deaf and hearing-impaired persons
	Facilitate home care for dependent persons	Health Mate at Home: This is the first personalized, totally integrated solution, which combines professional and personal services, with a schedule and a common personal logbook, time stamping and solutions for paying service-providers.
preserve	Reduce the Group's environmental impact	A patented system for optimized ventilation that offers a 7-fold reduction in energy use compared to traditional air-conditioning (system awarded a trophy for Economic and Clean Technologies awarded by ADEME in 2007).
	Improve the environmental performance of products and services	Completion of a Livebox prototype that deactivates unused ports and thereby reduces energy use
	Offer our customers innovative solutions that reduce their environmental impact	France-Telecom is a partner in the French project "Astuce et Tic" (anticipation of secure development of territories, rural areas and their environment by means of information and communication technologies) aimed at developing a decision-making support system to provide decision-makers with an environmental evaluation of their land use planning policy. Testing of the "Ville Durable" ("Sustainable City") offering at Cagnes-sur-Mer.
care	Protect the privacy of our customers	R&D is developing specifications and software bricks for security and anonymous operation for services such as auctions, electronic voting, forums or on-line payment. R&D has also broadened its field of action to federated identity management (SSO*), anonymization and other various innovative combinations (RFID*, biometrics, etc.). At the same time, it is now dedicated to addressing the issues related to respect for privacy in the introduction of products and the execution of our projects.
	Protect children against improper uses of the Internet and mobile telephony	Completion of a solution for filtering Internet content on personal computers and mobile phones
	Contribute to research on electromagnetic fields	The Group has developed recognized expertise in the field of dosimetry (measuring electromagnetic fields). It is also involved in several international research projects on electromagnetic fields and health, such as, for example, Multipass (see page 75).

thinking global, acting local

France Telecom Orange is one of the world's top telecommunications operators. It posted more than 53.5 billion euros of consolidated revenue in 2008 with over 182 million customers on five continents. In Europe it is the third-ranking mobile operator and the leading supplier of ADSL* broadband Internet. It is a world leader in telecommunication services for business.

Its flagship brand Orange is the sole brand providing Internet, television and mobile telephony in the majority of the countries in which the Group is active. This, now represents 123 million customers, a number that has grown by over 100% in three years.

The Group now counts 186,000 employees, including 45% who work outside of France, primarily in the other European countries and in Africa.

France (including enterprise services)

104,232 employees* ⁽¹⁾
 Net revenues: 53% of the Group's revenues
 Energy consumption**:
 2,480 GWh (51% of total Group consumption)

United Kingdom

13,821 employees*
 Net revenues: 11% of the Group's revenues
 Energy consumption**:
 374 GWh (8% of total Group consumption)

Poland

28,904 employees*
 Net revenues: 10% of the Group's revenues
 Energy consumption**:
 789 GWh (16% of total Group consumption)

Spain

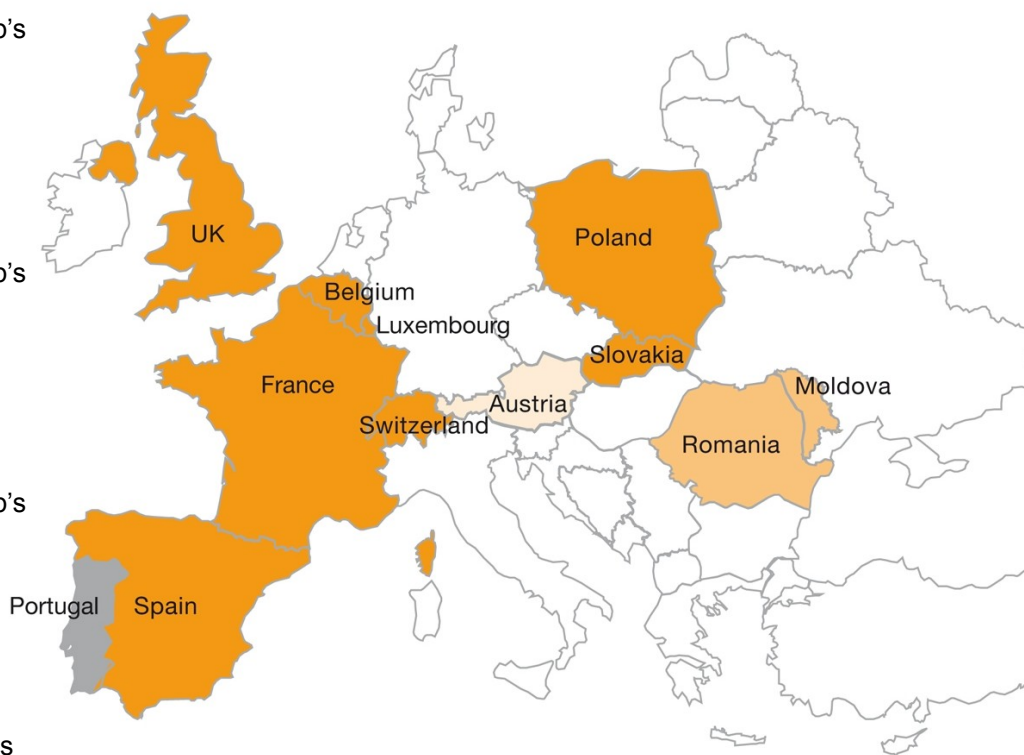
3 301 employees*
 Net revenues: 7% of the Group's revenues
 Energy consumption**:
 247 GWh (5% of total Group consumption)

Enterprise (Orange Business Services), non-France

10,797 employees worldwide (in various countries)
 Net revenues: 4% of the Group's revenues
 Energy consumption**:
 201 GWh (4% of total Group consumption)

Western Europe

Central and Eastern Europe



Europe and Middle East (EME Region)

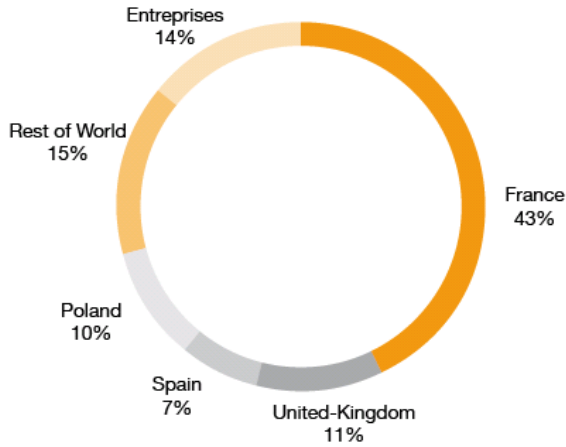
(Belgium, Switzerland, Romania, Slovakia, Moldova, Egypt, Dominican Republic)
 10,999 employees*
 Net revenues: 10% of the Group's revenues
 Energy consumption**:
 683 GWh (14% of total Group consumption)

*Active employees at 12/31/2008, proportional consolidation at the rate of financial contribution of each subsidiary

**excluding transportation

⁽¹⁾ including French employees of Orange Business Services (9,941)

geographic breakdown of revenues



More than **182 million customers** worldwide

186,000 employees worldwide

Africa, Middle East



Africa, Middle East and Asia (AMEA Region)

13,995 employees*
 Net revenues: 5% of the Group's revenues
 Energy consumption**: 109 GWh (2% of total Group consumption)⁽²⁾

⁽²⁾ Energy consumption measured on a limited scope of 4 countries (Senegal, Côte d'Ivoire, Jordan, Madagascar) corresponding to 3.1% of the Group's revenues

- fixed/mobile/internet
- mobile
- minority interest mobile

- minority interest fixed/mobile
- fixed/internet
- ▨ fixed/mobile/internet licence
- ▨ mobile licence

France Operations

The corporate social responsibility program (CSR) of France Operations is supervised by a dedicated team of approximately fifteen people, working closely with the business units.

The organization was strengthened in early 2009 by the implementation of a CSR committee combining all business and operating units. Its role was to validate the direction of the CSR procedures of France Operations and unite the actions conducted within the operating units, providing the operational breakdown of the goals defined at the Group level. It completes the decisions made by the Environment and Ethics committees created in early 2008.

In addition to the daily exchanges among various operating units, Orange conducted two studies in 2008 to gain a greater understanding of stakeholders' expectations:

- a study conducted in collaboration with operating units and a stakeholders' panel;
- a public opinion survey involving 1,022 respondents conducted by a survey agency.

Questions relating to the CSR were thus added to the employees' survey.

Additional CSR risk mapping work was conducted with the assistance of the risk management unit. This work served as the basis for the definition of the 2009-2011 CSR action plans of the various operating units.

ethics

At the end of 2008, more than 90% of our workers had received ethics awareness training. More specific training focused on ethics awareness for employees and service providers working in customer relations. We provide all our workers with practical guides for requesting advice and reporting problems. We apply alert procedures and controls to make certain business practices rules are properly enforced.

access for all

At the end of 2008, 98.3% of the French population had access to broadband Internet access offers. The Orange mobile network covers more than 98% of the French population. Alternative offers have been offered to communities to cover the remaining shaded zones (see page 26).

key facts & figures

activities: fixed-line, mobile, Internet, digital services.

- 2008 revenues: 43% of Group revenues
- 93,715 employees (active at end of period)
- leading mobile operator in France (24.5 million customers)
- leading fixed telephony operator (21.96 million customers)
- leading provider of Internet broadband (8.08 million customers)
- leading VoIP operator (5.36 million customers)
- leading supplier of digital television (1.6 million customers)
- 707 France Telecom shops and 175 Orange Mobistores

We also conducted several concrete projects to make our products accessible to seniors and disabled people (see page 29-30).

community investment

France is historically very involved in philanthropy via the initiatives of the Orange Foundation (see pages 33-35).

Since January 2009, employees who win "talent" points during challenges or internal operations can give their points to charitable projects. France Operations and the Orange Foundation are committed to converting the talent points donated by employees into monetary gifts.

A similar system (www.fidelitedavantage.orange.fr) allows customers to give their loyalty points to charitable associations:

- [Aide et Action](#) to support education for women and girls in Senegal;
- [L'Institut Pasteur](#) to support research against Usher's disease and early deafness;
- The [Croix-Rouge Française](#) to fight illiteracy.

environment

2008 was marked by the formalization of the France Operations environmental policy and the signing of a partnership agreement with WWF-France (see page 12). In this partnership, an action plan was launched to promote electronic invoicing among our customers (41% of eligible retail customers had joined by the end of 2008). At the time of this partnership the environmental performance of about thirty products was published on the orange.fr website and displayed in the shops (see page 43).

To reduce our energy use, we also deployed a system of optimized ventilation at 147 additional sites (for a total of 363 sites), and implemented the temperature adjustment rules for 126 technical rooms (see page 40).

A broad internal communications project was implemented to teach "green behaviour" to more than 80,000 employees in (see page 40).

All these actions are now an ongoing part of our environmental management structure.

responsible use of services

In 2008, we pursued our actions to inform our customers on electromagnetic fields by sending the precautions for use defined with the AFOM, via our website and as part of our "Orange is committed" program. In addition, in 2008 we signed the charter of the Union des Annonceurs ("advertisers union") for responsible communication.

📄 **To learn more**: visit our website (in French) www.orange.fr / à propos d'Orange / orange responsable

United Kingdom

A key focus for Orange UK in 2008 consisted of gaining a better understanding of our stakeholders' expectations towards us, as a responsible telecoms business. Thanks to contributions from our employees, customers, investors, suppliers, media, NGOs and government and regulators, we defined top priority areas of work and agreed ambitious targets. One of which is to become best loved telecommunications brand in the UK. We identified 3 issues that we want to develop a leadership position on: our Customers (protection; inclusion; education); the Environment (climate change; waste; sustainability); Our People (community engagement; volunteering).

The actions carried out over 2008 illustrate the continuity of Orange UK's corporate responsibility around its major commitments:

- promote the safe and responsible use of telecoms services;
- reduce the environmental impacts of its activities;
- contribute to the development of communities and community spirit.

safe & responsible use

In April 2008 Orange launched a new education resource called "Safety Online". This consists of a series of short films about web safety and safe social networking and accompanying teachers' resource of classroom activities. In the first 6 months after launch the resource was taken up by 54% of UK secondary schools. The films are also being used by a number of UK Police Authorities in school e-safety training days. The Safety Online films have won 3 prestigious awards, two at the UK's IVCA Clarion Awards for corporate responsibility communications and the third one for Best Instructional Film in the International category at the New York Film Festival Awards.

Orange also launched a research project called "Internet Years" in March 2008 which set out to show the generational digital divide that exists between parents and children in their knowledge and confidence when using the Internet (see p. 65). In addition, our Orange Ambassadors (employee volunteers) met with more than 4000 children in schools to discuss safe and responsible use of mobile technology and have received an average of 97% positive feedback from teachers and pupils. They have also helped increase distribution of both our film resources. The 2007 film "Incoming Message" about text bullying has now been requested by 63% of UK secondary schools.

key facts & figures

activities: fixed-line, mobile, Internet:

- 2008 revenues: 11% of Group revenues
- 13,821 employees (active at end of period)
- 3rd leading mobile operator in the country, with 15.8 million customers
- 6th leading fixed-line and broadband operator, with 1.02 million customers
- 357 Orange shops.

Last but not least, respectful of our customers privacy, we opted out of using the controversial behaviour based advertising and targeting technology called Phorm.

environment

The research conducted with our stakeholders in the first quarter of 2008 led us set up a cross departmental task force focusing on three main areas: reducing our carbon emissions, managing our waste, and behaving in a sustainable way.

Thanks to our green electricity purchases, our plans to save energy and increase efficiency within our activities and, more recently to the actions taken to help our employees reduce their own impact on environment, we are on track to achieve our ambitious target to reduce our carbon footprint by 25% by 2010. In terms of waste management and responsible behaviour, we renewed our employee handset recycling programme and printed nearly 80% of all our internal and external marketing material on recycled material. In 2009 our aim is to improve on this by looking to reduce the volume of paper we use in the first place.

community investment

2008 was very much about working on a whole new community investment plan so as to make a massive difference to people who sit closer to the towns we live in and the places we work. Our employees will decide on the charities and we will be encouraging them to get involved by introducing a volunteering policy whereby they can apply for one day off a year to volunteer for those charities selected. We will also be helping them to raise funds by giving them the support and tools to get involved. As a business we will be supporting the charities through some cash donations and the giving of products, services and expertise.

Aside from this planning we also continued to support some important charities and started new projects amongst which were :

- In March we texted 3 million customers in a campaign to raise money for UNICEF and the Burma Children's Cyclone appeal. €64,000 was raised and a further €4,000 was given by staff donating at least one hour's salary;
- We donated €62,000 via motorola's Red Phone project to help in the fight against Aids, malaria and tuberculosis in Africa, bringing our total donations to date to over £250k
- Orange RockCorps (ORC) music event enabled 5,000 young people to carry out 20,000 hours of community

🔗 **To learn more,** go to our website

www.orange.co.uk

Poland

Our Polish subsidiary TP is very committed to promoting sustainability and was one of the first Polish companies to sign the United Nations Global Compact.

In 2008, in accordance with the three priority focuses defined at Group level – Include, Care and Preserve – we set as top priorities combating the digital divide, protecting children and respecting the environment.

access for all

In Poland, the Group led two extensive programs aiming to democratize the use of the Internet nationwide.

The Internet Republic program, supported by the United Nations Development Programme, aims to reduce the digital divide that affects the poorest rural regions in the country. This two-year program, completed in 2008, led to the financing of 170 local development projects based on digital technologies. It also offered free training for more than 60,000 persons in the use of the Internet.

Deployed since 2004, the TP Internet Education program helps equip schools with Internet access at low rates. More than 14,000 schools and 4.5 million students now receive Internet services from TP. The program also includes teacher training and Internet safety awareness training. Thanks to this program, more than 80% of Polish schools now have Internet access.

cultural inclusion

Among the significant accomplishments of our TP foundation was the launch of the virtual museum on the Warsaw Uprising. This is the outcome of a project that has been underway for two years based on the original idea of one of the Group's employees. Created in 2004 on the sixtieth anniversary of the Warsaw Uprising (August 1 to October 2, 1944), the Uprising museum is noteworthy for the richness and quality of the multimedia content. Since April 2008, this place of history and remembrance has been revived through the virtual museum project that will extend and enrich the project on the Internet, opening its doors to all, especially to young generations. The TP foundation was the project's main contractor and provided all the financing.

key facts & figures

activities: fixed-line, mobile, Internet, and digital services

- 2008 revenues: 10% of Group revenues
- 28,904 employees (active at end of period)
- leading mobile operator in Poland, with 14.2 million customers
- leading Internet access supplier, with 2.3 million Internet customers and 2.2 million broadband customers
- 8.9 million fixed telephony customers
- leading telephony distribution network with over 1000 shops

environment

In 2008, we launched a program on office ecology to reduce paper consumption and set up selective sorting of paper waste. A pilot test for the collection of used paper was launched with two bins: one for brochures, newspapers, and other non-confidential papers, and the other for documents containing sensitive data. This pilot initiative was used to test several service providers and select the best for the company headquarters. About sixty bins were set up and 18.5 metric tons of paper was recycled. This procedure was repeated on another site and a total of nearly 30 metric tons of used paper were collected for recycling.

responsible use of services

To strengthen our actions for the protection of children, the TP foundation has formed a partnership with Nobody's Children Foundation. In 2008, we asked it to conduct a study on children's safety and the Internet. This led to the publication of a parents' awareness brochure and the organization of a major televised communication campaign (see page 65). In 2008, the TP foundation was also involved in several initiatives for safer Internet use by minors, such as:

- the second international conference on child and adolescent safety on the Internet, held in Warsaw in September 2008 as part of a European "Safer Internet Plus" program;
- the creation of the website www.sieciaki.pl, providing practical advice to young web users on safe use of the Internet, as well as educational materials for teachers (90,000 registered users);
- the Helpline.org.pl project, aimed at improving the protection of children against violence on the Internet;
- the Safer Internet Day, an event organised each year by the European Union to promote the safe and responsible use of the Internet and mobile telephones;
- the educational platform www.elearning.dzieckowsieci.pl offering courses on the safe use of the Internet for students, parents, and teachers (17,500 registered users at the end of 2008);
- The public relations campaign "A child online" dedicated this year to the fight against cyber bullying.

In addition, in 2008, about a hundred volunteers taught 130 courses on Internet safety to more than 4,000 students.

🔗 **To learn more:** visit our website www.tp.pl/prt/pl/o_nas/edukacja (in Polish)

Spain

The Orange Spain CSR team is responsible for incorporating sustainability within the organization. This includes conducting regular internal and external communication projects, and engaging with our stakeholders to discuss key sustainability issues. A CSR committee set up in 2007 is in charge of validating the CSR strategy.

In 2008, Orange Spain's new CSR Director Plan 2008-2011 was approved by our CSR committee. It was presented to the media and published on www.orange.es. To raise awareness among our employees, we published an educational resource on corporate responsibility and sustainability on Orange Spain intranet. We also established a formal dialogue with some stakeholders to get their feedback on our CSR Director Plan.

access for all

In 2008 we continued working to facilitate access by remote areas to information and communication technologies (ICT). We deployed 5.000 nodes B in 4 years to give 3G coverage to sparsely populated areas. We provided access to mobile assets to any population centre of less than 1,000 inhabitants, covering 2,000 villages. In the Catalonia region, to provide cities of less than 2,000 inhabitants with the cultural benefits of the Internet, we offer the services of a "bibliobus" (a bus that provides an internet connection in remote areas).

We also make continuous efforts to put technologies to the service of seniors and the disabled. In 2008, we worked on developing a catalogue of accessible products and services supporting our website accessible to seniors and the disabled www.accesibilidad.orange.es.

community investment

In 2008, Fundación Orange celebrated its tenth year of working on communications for people suffering from participation barriers. This anniversary featured two important milestones: the exhibition 'a shared world' and a concert by disabled musicians. We can also point to new museums in the sign-guided project, Accessible Cinema sessions directed to blind or deaf people, Pilates classes for autistic children, etc.

On October 2008, we also launched "solidarity Orange," a program to promote volunteerism by employees. 150 employees participated in more than eight activities. We also sponsored a "solidarity market", which collected funds for social projects.

key facts & figures

activities: fixed-line, mobile, Internet, and digital services

- 2008 revenues: 7% of the Group's revenues
- 3,301 employees (end of period)
- 3rd largest mobile operator with 11,374,000 customers
- 2nd largest ADSL, with a 1,164,000 million customers.
- More than 2,400 sales outlets.

environment

Several projects helped to improve energy efficiency in all our operations free-cooling system installed at 1,120 technical sites, consolidation and virtualization of our DSI servers (50% mobile servers), presence sensors installed in meeting rooms, air conditioning and lighting timetables changed, etc... In 2008, we were awarded the Energy Trophy+ (European award scheme that promotes energy saving initiatives) for our climate change employee awareness campaign. We promote sites sharing with other operators such as Vodafone to reduce the impact of new generation networks (over 3,600 sites shared).

We promote sustainable paper consumption by raising employee awareness on paper saving and by introducing the electronic invoice option for customers. We also reduced our packaging paper by 8% by reducing the size of user guides to a minimum and by providing complete guides in multimedia supports.

safe & responsible use

As part of our efforts to improve child protection, in Orange World, a filter system has been implemented for adult services, lottery games, and TV.

A parental control has been added to customers' equipment to reduce access by minors to unauthorized networks. We blocked some WAP pages featuring content not suitable for minors. We have also sent communications to our ADSL clients to inform them about our security Services and parental control options.

To offer our customers information on electromagnetic fields (EMF*), we now publish the Specific Absorption Rate (SAR) of terminals sold by Orange on our website <http://tiendamovil.orange.es>.

responsible employment

In order to attract and retain our best employees and meet their professional and personal expectations, we have introduced measures helping to reconcile family and professional lives. For example, we try as much as possible not to call for meetings before 9.00 am or after 6:00 pm. We have also adopted measures to avoid wage inequalities. In 2008, Orange Spain was elected the 5th best company to work with out of 180, in terms of benefits and work quality for employees.

As regards occupational health & safety, we conducted several training and awareness programs and sponsored initiatives to involve employees and suppliers.

As part of our diversity policy, we were involved in initiatives promoting the integration of potentially disadvantaged groups (women, disabled persons, immigrants, etc.) such as the European Professional Women's Network (EPWN). We also urged our call center suppliers to hire disabled persons.

🔗 **To learn more:** visit our site

http://acercadeorange.orange.es/responsabilidad_corporativa/

Europe – Middle East (EME)

In 2008 the EME region continued to implement the CSR action plans in various countries, according to the three main areas defined at Group level: Include/Preserve/Care.

Regular telephone meetings were held with the CSR managers of each subsidiary to discuss the projects implemented. These managers are now supported by the CSR reference manual presented at the Group's May 2008 seminar. To further incorporate CSR priorities in the commercial strategy of the subsidiaries, discussions have been engaged with regard to the mobile phone product line so that marketing can play a greater role. In the area of ethics, the subsidiaries were made aware of the significance of assessing ethical risk.

access for all

To promote Internet access in isolated areas, certain countries in the zone have introduced original concepts, such as mobile phone shops "Mobinil on wheels" in Egypt, or the travelling Orange bus in Romania to promote the 3G mobile broadband network in isolated areas where there are no sales outlets (see page 28).

In December 2008, Orange Romania launched the Cronos voice service, which allows people with visual impairments to monitor their use of their mobile phone package.

In Egypt, in 2008 Mobinil initiated a project aimed at collecting and refurbishing employees' old computers, and then offering these computers to charitable organizations for distribution to underprivileged children. Approximately a hundred computers are being recycled in this way.

In Belgium, Mobistar has set up a similar facility to offer employees' old computers to the association, [Close the Gap](#), which is redistributing them in Africa.

community investment

In 2008 the subsidiaries of the zone continued their historical commitment to autism, to people with a visual or hearing impairment, and to the education of underprivileged children, often in conjunction with the Orange Foundation (see pp, 33-35).

The creation of local foundations in countries where none exist was encouraged, and other foundations are expected to be created in 2009.

key facts & figures

In this report, 7 countries are reported for the EME region (Europe – Middle East): Switzerland, Belgium, Romania, Slovakia, Moldova, Egypt and the Dominican Republic.

Orange is a leader in the region, being either the first or second largest provider in all these markets.

- 2008 revenues: 10% of Group revenues
- 10,999 employees (active at end of period)
- 36.5 million customers

environment

Among the noteworthy projects, in 2008 Orange Romania strengthened its project to establish an integrated environmental health-safety system following the example of Belgium which aims at obtaining the triple ISO 14001*, OHSAS 18001* and ISO 9001* certification (including quality management).

Orange Slovakia successfully renewed its ISO 14001* certification in 2008.

Several subsidiaries, including Orange Switzerland and Orange Slovakia, defined a new travel policy to encourage employees to reduce travel or promote more environmentally-friendly means of transportation.

In renewable energy, in 2008 Orange Switzerland tested the use of fuel cell batteries to power relay antennas.

responsible use of services

The European subsidiaries continued the program started in 2007 to implement the measures recommended by the European reference framework for the safe use of mobile phones by children and adolescents and to initiate the work necessary to implement the commitments of the Alliance against child pornography launched in 2008 as part of the GSMA (see page 64-65). Among the significant initiatives was that of Orange Slovakia, which in 2008 carried out a study on the use of mobile phones and the Internet by children, and conducted a widespread campaign to raise awareness in schools and families (see page 65).

Orange Slovakia has also set up an educational portal, www.oskole.sk, offering teaching aids to promote the safe use of communication technologies in education.

In addition, to facilitate the adoption of the Group's ambitions with respect to electro-magnetic fields (EMF), each subsidiary in the zone appointed an EMF manager in charge of implementing the corresponding action plans (see pages 74-75).

diversity

Discussions have been launched with EME subsidiaries to present the importance of diversity and invite them to plan actions consistent with their cultural context and local regulations, in particular as regards gender equity, a key priority for the Group. In this context, for each of our subsidiaries, women with significant managerial responsibilities were invited to participate in the [European Professional Women's Network](#) (EPWN), an association dedicated to promoting the rise of women to senior management roles and positions on boards of directors.

Africa, Middle-East, Asia (AMEA)

In 2008 further emphasis was placed on environmental actions. With regard to social responsibility, discussions have begun to communicate the Group's diversity policy in accordance with the local context.

The subsidiaries also maintained their historical involvement in charitable activities, with the help of the Orange Foundation.

access for all

To democratize the use of information and communication technologies, subsidiaries in the zone are developing tariff packages adapted to low income populations.

In this way, a first top-up offering for Orange customer accounts ("Transfert Pays") was launched in April 2008 in Madagascar and Senegal.

In 2009 this should extend to other African countries.

In the Côte d'Ivoire, at the end of 2008, in partnership with BNP Paribas, the Group launched the first secure payment and money transfer service via mobile telephone in Western Africa. Called Orange Money, this service aims to make up for the low rate of bank penetration in the Côte d'Ivoire, an indispensable factor for the economic and social development of the country.

In 2008, Mauritius Telecom launched NetPC, an offering for people who do not have computers to use a single screen to connect to a centralized server offering Microsoft Office software and broadband Internet for 30 hours per month for a monthly subscription rate of less than €12.

In terms of infrastructure, the Group is involved in two projects for the construction of undersea cables that will relieve the isolation of the countries in the zone:

- The LION project will provide Madagascar with secure international connectivity at lower cost,
- The ACE project (Africa Coast to Europe) involves the construction of an undersea fibre optic cable approximately 12,000 kilometres long that will allow more than 20 countries in West Africa to connect to the Internet.

community investment

Orange foundations are in place in Senegal, Mali, Côte d'Ivoire and Jordan. They are conducting local philanthropy projects, often as part of joint actions with the Orange Foundation, with special emphasis on education.

On 2 June 2008, Orange Foundation Mali signed a three-way partnership agreement with UNICEF and the Malian Ministry of Education for the construction of 114 classrooms. As part of this partnership, the Orange Mali Orange Foundation will finance 36 classrooms and 12 warehouse offices for a total cost of 368,500,000 CFA francs (€552,750). These new classes will provide approximately 8,000 students with access to education.

In Niger, in partnership with the NGO "Aid and Action", Orange Foundation and Orange Niger are investing in the "girls in school" project. This aims to contribute to the education of 1,500 primary school pupils, 50% of whom are girls, in 15 rural schools in the Tillabery region, in western Niger.

In Guinea, as part of its action against vision deficiency, the Orange Foundation, working with Orange Guinea, gave support to the Helen Keller International (NGO) campaign to distribute vitamin A to 1.5 million children.

environment

In 2008, the priority projects of the AMEA subsidiaries focused on energy efficiency, waste management and visual and auditory impacts.

The flagship program featured the deployment of mobile stations entirely powered by solar energy (see page 44). At the end of 2008, 226 solar energy stations were in place in Madagascar, Senegal, Niger and Guinea. The goal is to install 1,000 from now to the end of 2009.

In addition, to encouraging the establishment of environmental management systems in the various subsidiaries in the zone, work has begun with the support of the group's environmental management to provide correspondent countries with a methodology guide. A pilot program is being tested in Madagascar and will later be adapted to other countries in the region.

Among other noteworthy projects in the year, Jordan conducted an employee awareness project for green behaviour and invited its staff to participate in a forest cleanup day as part of the international "Clean Up the World" initiative. Entitled "Together we can save the environment", this program brought together 150 employee volunteers led by the enthusiastic CEO of Jordan Telecom.

key facts & figures

The AMEA (Africa, Middle East and Asia) zone covers 20 countries for fixed and mobile telephony and the Internet.

Orange is a leader in the majority of these countries.

- 2008 revenues: 5% of Group revenues
- 13,995 employees (active at end of period)
- 20 million customers

Orange Business Services

Orange Business Services designs and offers communications solutions that help both corporate customers and employees of the Group face the challenge of sustainability..

In 2008, Orange Business Services committed to restructuring and organizing its CSR approach by creating a network of six working groups, led by the Director of Human Resources. By the end of the year, the 6 groups – “Customers and external communications”, “Products and Services”, “Environment”, “Ethics and Diversity”, “Electrical and Electronic Waste” and “Internal Communications” drew up a list of projects conducted and updated a monitoring chart, by area, based on key performance indicators.

ethics

In 2008, we strengthened our ethics program by creating a common steering committee on “Fraud and Revenue Insurance” and issuing training modules for all managers and part of the employees. Posters displaying the Group’s Code of Ethics were distributed in our largest sites in France, and the code was posted online on our intranet sites.

community investment

From May to December 2008, we put to use our best practices for involvement in local communities. For example, 150 of our employees in the United States took action to help rebuild a school after the devastation of hurricane Katrina. In Brazil, our employees are involved in helping children in orphanages.

In India, a team of employees is taking an active part as volunteers working side by side with local associations on many schemes, such as blood and organ donation, the collection of clothing and the sale of objects, with the proceeds going to an NGO.

environment

In 2008, we conducted an awareness campaign to encourage our staff to adopt very simple “green behaviour”, notably with regard to energy, paper, transportation and waste.

Concerning waste management, “tertiary waste” correspondent networks were created in France and internationally. Meetings organized with our key electronic equipment suppliers in France led to the collection and processing of nearly 70% of recyclable WEEE*. We plan to strengthen this cooperation in

2009 to improve our performance even further, in particular internationally.

green IT solutions for customers

To help our customers address the challenge of sustainability, we are developing a whole range of products and services that help cut down on travel thanks to collaborative working strategies. They are also used to optimize the remote management of vehicle fleets, to streamline IT systems through the virtualization of servers and workstations. In addition, they save resources through dematerialization, and they make people’s lives easier through solutions such as the “Point Visio Public” (see page 53).

In 2008, we finalized the “Orange CO₂ saving tool”, a new tool available on our website www.orange-business.com that allows our customers to evaluate, free of charge, the CO₂ savings possible through the use of video conferencing or remote collaborative work.

In connection with the rolling out of our “Green IT” policy, in 2008 we participated in several international events, in Romania, Portugal, Barcelona, Berlin, London, New York and Singapore. In France a showcase of Orange Business Services solutions, the “Emagine-Demo Center” in Paris, helps us share our best sustainability ideas.

diversity

Following the success of diversity week in the United States, we are working to develop a diversity program to focus on five areas:

- gender equality
- organizing networks to promote diversity
- hiring disabled people
- initiatives in favor of employees who are parents
- intercultural enrichment

In 2008, twelve managers in France were involved in the “Cercle Passeport Télécoms” to mentor young students from sensitive neighborhoods to help them achieve educational and professional success. In addition, five female managers volunteered to participate under the “Men/Women management” project, to have girls studying science and technology to shadow them in their daily work. For the integration of people with disabilities, three events were held in France during “Hangagement week” (see page 71).

key facts and figures

Orange Business Services offers integrated communication solutions (voice, data and mobiles) for enterprises of all sizes, throughout the world.

2008 revenues: 14% of Group revenue

- 20,456 employees worldwide
- 6 million customer enterprises worldwide
- a seamless network covering 220 countries and territories

📄 **To learn more:** visit our website www.orange-business.com