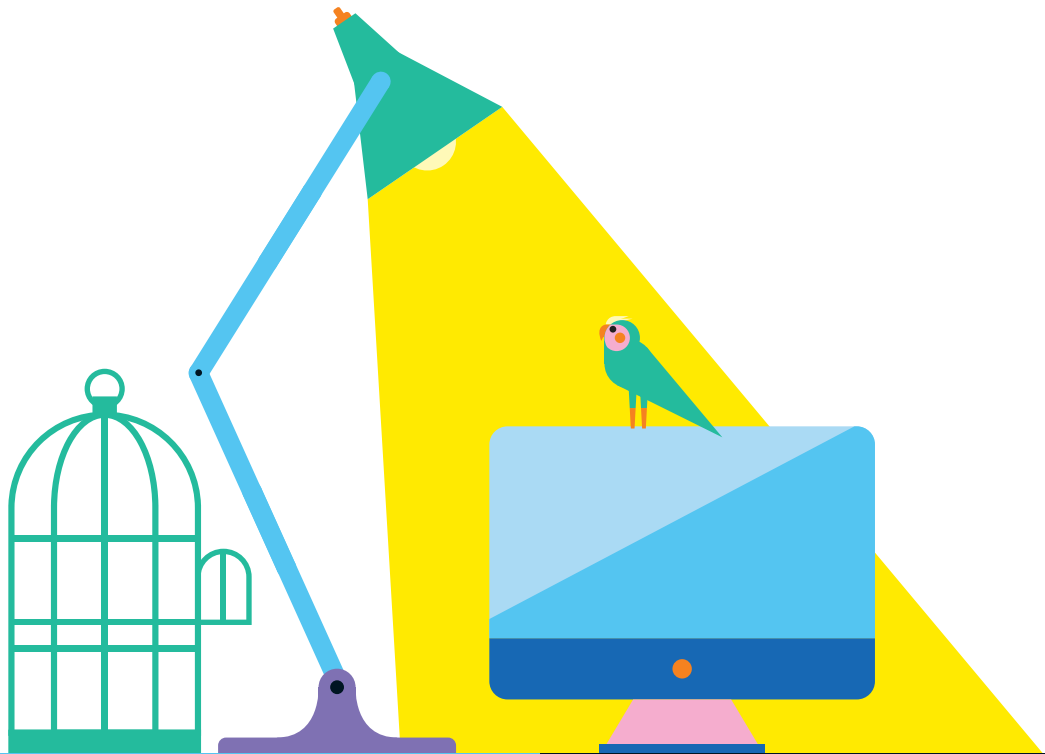




# We all dream about working differently



## No. 3 Essentials

Orange 2014 – 2015

**More mobility, more freedom, more collaboration...** The world of work is experiencing a major digital revolution. Orange is supporting this transformation to strike a better balance between performance and quality of life.

In 2014, Orange helped reinvent the world of work.

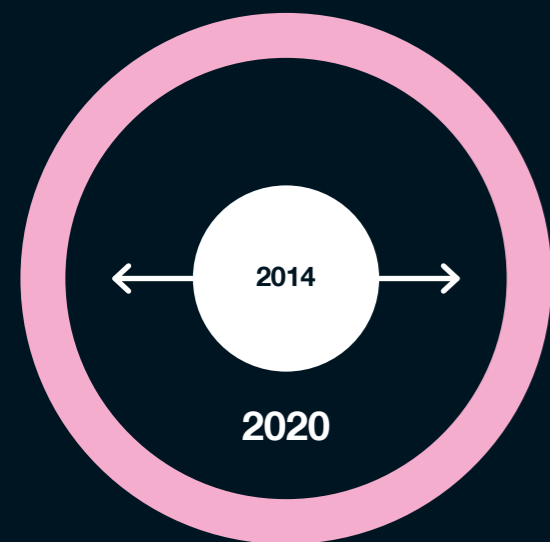
One out of three people hired in 2020 will work somewhere other than in an office. 40% of the world's businesses (digital leaders) encourage employees to "Bring Your Own Device" to work – tablet, smartphone, laptop – while 20% discourage this practice.

67%

of Europe's employees believe the boundaries between professional and private life are disappearing.

68%

think that new technologies improve their working environment.



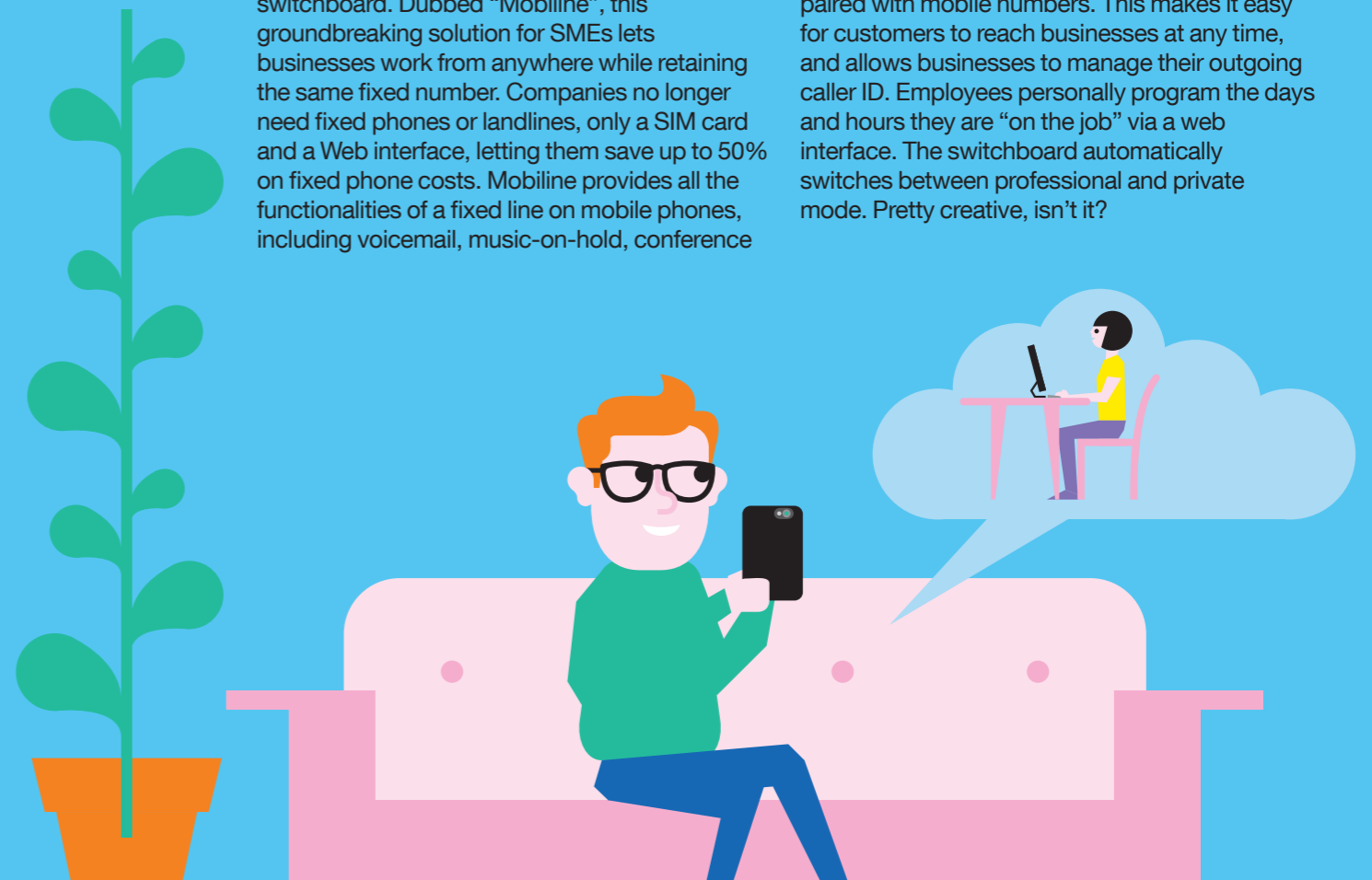
In 2020, there are expected to be 25 billion connected objects.

## Innovative

### Mobiline: fixed or mobile? The choice is yours!

In 2014, Mobistar in Belgium launched the first cloud-based virtual mobile telephone switchboard. Dubbed "Mobiline", this groundbreaking solution for SMEs lets businesses work from anywhere while retaining the same fixed number. Companies no longer need fixed phones or landlines, only a SIM card and a Web interface, letting them save up to 50% on fixed phone costs. Mobiline provides all the functionalities of a fixed line on mobile phones, including voicemail, music-on-hold, conference

calls, call forwarding to another fixed number, etc. One or more fixed-line numbers can be paired with mobile numbers. This makes it easy for customers to reach businesses at any time, and allows businesses to manage their outgoing caller ID. Employees personally program the days and hours they are "on the job" via a web interface. The switchboard automatically switches between professional and private mode. Pretty creative, isn't it?



Air Liquide and Michelin joined SNCF, Orange and Total to invest in Ecomobility Ventures, a European investment fund dedicated to innovation in sustainable mobility.



### Orange Fab expanded further in 2014

And now spans four continents with launches in Poland, Israel and Côte d'Ivoire, as well as the partnership with Oasis 500 in Jordan. This network lets Orange collaborate with vibrant and promising start-ups, embodying the Group's open innovation approach.



Orange joined other partners to launch the Datavenue challenge. The aim is to nurture an ecosystem to develop new services based on connected objects and data, offering security and safeguards for user privacy.



# We all dream about working differently

With digital solutions, the world is changing faster than ever before. Interactions between people and businesses and transactions are all going digital. At Orange, our job is to guide these changes to make things better, for you and for your company.



## Work models are changing and Orange helps you see exactly where you're going

Mobility, collaboration and security are the three fundamental issues that the digital revolution has brought to the workplace. At Orange, we innovate to make complicated things simple, to speed repetitive tasks, and to introduce compatibility where differences once erected barriers. We reinvent the ways people work, applying the best of technology to achieve both "well done" and "well-being" in the workplace, while carefully safeguarding your data. We know this is an immense challenge and that there is also a vast storehouse of ideas outside our Group, which is why we advance through open innovation with start-ups and partners.

## Time accelerates even as it expands

On the one hand, instantaneous has become the new norm, while on the other, the notion of working straight through a full day at the office has lost its meaning. Geographic borders have been eliminated and lines that divide private and professional realms are getting thinner. Neologisms have popped up to describe this blurring of boundaries between work and private life, like "mobiquality" to describe a

user's ability to connect to a network without any constraints linked to time, place or device. Or there's "ergostress" to evoke the risk of stress at work attributable to the use of digital technologies. There are more and more situations where people work outside their office or home – in the train, in a coffee shop, or the network of Stop & Work remote office spaces, equipped with the latest Orange solutions.

## When businesses get social

Personal and professional use of digital technologies is increasingly interwoven too. This is the logic behind "Bring Your Own Device", allowing employees to work on their personal tablet, smartphone or laptop. In the other direction, consumer applications are making their way into the workplace, raising fundamental issues in terms of security. Employees often prefer to communicate via their social network rather than e-mail, or use their Skype account or FaceTime app to video-conference, thus prompting companies to integrate or replicate these collaborative tools. Enterprise social networks are springing up everywhere, including Orange's "plazza", a pioneering ESN in France that now counts more than 40,000 members. They form communities that bring

together people with similar jobs or centres of interest, letting them share information and experience. There are currently more than 1,700 active communities on "plazza", a platform where people can confidently reach out to colleagues and a forum for responsible expression.

## Digitized workspace

Today's workplace is resolutely digital, with multiple devices, technologies and powerful new networks. Helen started to work on a presentation yesterday on her desktop computer in her office in Lyon. She continued on her laptop in her hotel room in Roissy, then reread it on her tablet in a taxi before sharing it via the cloud and discussing it during a videoconference on her phone with Quang and Oswald, her marketing directors in Hanoi and São Paulo.... Helen can access her files and share them from anywhere at any time and on any device. She's one of millions of people around the world who now take their office with them in their bag. The same is true for teleworkers, sales associates in retail stores, sales people making a pitch in a customer's office, or technicians connected to the company's back office. Imagine a technician in charge of maintenance for the ticket vending machines in a train station. From his tablet, he can access technical schematics, the repair log for the machine he's working on and the inventory of spare parts. All of course in complete security. Without the cloud, none of this would be possible.

## Head in the clouds

Cloud computing is winning over growing numbers of users and is expected to experience annual growth of nearly 25% between 2013 and 2017. The cloud clearly figures at the heart of today's business transformations, providing a powerful competitiveness lever. Nine out of ten chief information officers project that the cloud will become the most widespread IT management model in the years ahead. This is because the cloud meets the growing need for agility in using information systems while optimizing storage capacity, access to the latest software and pure computing power. With the cloud, everyone can share and save their information remotely, work with applications from anywhere and on any device, or enjoy access to the resources they need at minimal cost, with complete security. Thanks to the robust reliability and coverage of its network, Orange Business Services ensures global connectivity for businesses and instant access to their application ecosystem, wherever they operate

## Digital Workspace

With Digital Workspace, you instantly connect to your company's information system and access cloud-based solutions for e-mail, collaboration, desktop applications, videoconferencing around the world, shared documents and all the other apps you need, right from your tablet or smartphone. The power of our network and robust data security let you focus on your work with complete peace of mind. Give it a try – it changes your life.

## Flexible Storage

This data storage solution lets businesses sync, share and back up data on the Orange Business Services cloud infrastructure with complete security and anytime access from any device: computer, tablet or smartphone. The solution combines the ease of use of public cloud services with the performance and security required by system administrators. Data is hosted and protected in the Orange's latest-generation, high-security data centre.

## My Office Phone

People who run their own business must fill multiple roles. For them, convergence between their fixed and mobile phones is absolutely critical. With My Office Phone, they can answer client calls and manage their business from anywhere, just as if they were in the office. The principle is straightforward: a single interface manages their fixed phone when they are out of the office, provides remote access to data and keeps everything synchronized.

## Solerni

Orange has brought the democracy of MOOC (Massive Open Online Courses) to the corporate world with Solerni, providing easy access to Corporate Open Online Courses, or COOC. Solerni lets you create large-scale collaborative digital training platforms. This solution and the associated services let you manage a community, recognize the talent of your staff and give your company a resolutely modern image thanks to transparent and collaborative communication.

## Stop & Work

If you like teleworking, you'll love the tele-centre. Our Stop & Work remote working solution provides very-high-speed broadband connections and videoconferencing, creating a perfect hybrid between the home office and open office. The service is designed for anyone who does not have their own office or needs to work away from their regular office. With their comfort, conviviality and connectivity, these tele-centres make remote working a reliable and very pleasant alternative.

## 5 minutes to... put the phone down

221. That's how many times British users check their smartphone on average each day. Admittedly, who hasn't felt lost when they forget or misplace their phone? Some people go to extreme measures to disconnect, "forgetting" their phone at home on purpose, or maybe spending their vacation in a monastery... Some companies are setting new rules to limit the negative impact of "always connected". Orange is actively addressing this very topical issue, devising ways to strike a healthy balance between work

and private life. In addition to specific tools and applications designed to help people disconnect, Orange is also encouraging an ongoing public conversation via several websites.

[lecollectif.orange.fr](http://lecollectif.orange.fr)  
[digital-society-forum.orange.com/en](http://digital-society-forum.orange.com/en)



## In the clouds with the European Space Agency



Helmut Reisinger, Executive Vice-President International, Orange Business Services.

**Contract**  
Orange Business Services deployed a secure private cloud for ESA, dubbed "esacloud".

**Objectives**  
• Allow scientists to concentrate on rocket science, not IT.

• Provide the massive computing and storage resources needed to support space missions operations, simulations and testing.

• Reduce costs for ESA while enhancing its responsiveness and productivity.

The European Space Agency (ESA) is an intergovernmental organization with over 2,000 staff working in 20 countries. The agency's digital transformation testifies to the key role information systems play in improving performance. For this client, we tailored a private cloud that combines our global cloud-ready network with a dedicated secure, flexible and scalable infrastructure, joined by a top-grade service level agreement. Thanks to esacloud, the agency's scientists can do rocket science rather than worry about IT issues. ESA estimates that it has gained a five-year technological advance by transitioning to this environment. Our solution provides instant access to massive computing resources.

In the same collection, Wellbeing, Family, Money, Home and Fun.



# The Orange advantage

## Our HR policy

Orange must continually adapt to the changes we face in a challenging business, competitive and regulatory environment. Our role is to anticipate these changes, manage them, and enable our teams to change and acquire new skills to make sure nobody is left behind. This is not only our responsibility as an employer, it is also essential to ensure that we remain a leader in our industry. Because we recognize that without positive employee relations, business success would be impossible, we always combine the two.



## Employment and inclusion

Some 30,000 French Orange employees will retire by 2020 and the Group has initiated a broad policy to prepare for their succession. After adding 10,000 employees between 2010 and 2012, an additional 4,500 people will be hired over the 2013-2015 period, including 400 in 2015 as part of the very high speed broadband plan, and 400 more in 2016. Orange also actively supports on-the-job learning with 5,000 young people on work/study programmes under contract, of whom 1,000 were recruited in 2014.

**4,500**  
recruitments planned for 2013-2015.

## Orange, a great place to work

Orange Human Resources earned an impressive number of distinctions in 2014 in Europe, Africa, Asia and elsewhere. The Group was named "Top Employer Europe 2014" and "Top Employer Africa 2014", winning these titles for the second consecutive year. In India, Orange Business Services was honoured. In July 2014, the Major Service Center (MSC) in India was certified as a "Great Place to Work India". And at the World Communication Awards 2014, Orange Business



Services received two of the most prestigious awards in the telecom sector: Best Enterprise Service for Business VPN Hybrid and the Cloud Infrastructure Award for Flexible Computing Healthcare. Who's next?

## Orange deepens digital skillsets

The Digital Academy provides all Orange employees with a common grounding in the challenges and issues surrounding the digital transformation. Launched in February 2014, this online training programme culminates in a quiz to validate learning. At the end of 2014 more than 70,000 employees had earned their "digital passports". The digital

revolution is very much on the march at Orange.

**70,000**  
digital passports earned

## Diversity is the future

Equal opportunity, gender equality, equal employment for people with disabilities and combating discrimination are all priorities to ensure that diversity contributes to the company's performance. Orange leverages the benefits of diversity at multiple levels. We've rolled out a host of initiatives across the company to raise employee awareness, mentor students and welcome people with disabilities into the workforce. A new agreement on diversity signed with five trade unions calls for disabled employees to represent 6% of the total workforce for the period 2014-2016.

