

21 à la Une

The Orange stakeholder review

— May 2019



The headlines

Society and the environment

According to Jean Jouzel, former vice president of the Intergovernmental Panel on Climate Change, we have less than twenty years to contain climate change.

— P. 3

Employees

Businesses need to embrace collective intelligence and involve management and employees in social regulation, says Jean Kaspar.

— P. 5

Business

Can Europe still claim to be a global power when none of its businesses are as large as the world's leading players? Looking at merger control issues in Europe.

— P. 7

Trust and ethics

Businesses need to be seen to take a zero-tolerance stand, according to Marc-André Feffer, president of Transparency International France.

— P. 10

Data protection

Protecting data on a global scale

One of the major challenges for the future is establishing international standards, and GDPR could be the model for this.

— P. 11

Connectivity

Leisure spaces

Shopping centres are more than places where people shop – connectivity is turning retail areas into leisure spaces.

— P. 8

Regional development

Digital isolation a key factor in hampering local growth

Viewpoint from Antoine Karam, French Guiana senator

Kanawa, the fibre optic submarine cable named after traditional Amerindian canoes, was inaugurated in January 2019. It improves connectivity in the French West Indies and Guiana, and will interconnect with the existing ECFS (East Caribbean Fiber System) cable, providing a direct link between French Guiana and

the Americas and securing 80% of Guiana's traffic. French Guiana Senator Antoine Karam talked to us about digital technology and the central role it plays in fuelling regional development, recent steps forward taken and, most importantly, the challenges ahead.

— P. 11



Businesses

People's trust in the institutions that traditionally held authority – governments and the media – has been shaken. Alexandre Faure (Head of Digital at Elan Edelman) and Lucien Castex (Secretary General of Internet Society France) talk about trust and what it means for digital companies.

— P. 7



Human rights

Interview with David Kaye, UN Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression

Protecting human rights in the era of artificial intelligence

Artificial intelligence is gaining ground in fields including targeted deals, content moderation and apps for avoiding traffic jams. Sometimes, however, it relies on intrusive methods. We discussed this with David Kaye, the author of the UN's recent report on freedom of expression online.

— P. 11

Digital security and sovereignty

Viewpoint from Steve Wilson, Head of Europol's European Cybercrime Centre

Working together to tackle the cybersecurity challenge

Europol supports EU Member States in their fight against threats to security and people's lives. Criminal and terrorist networks are still its main target but new hazards, like cybercrime, have emerged. A look at the strategy to stave off these new risks.

— P. 9

Inclusive services

Digital accessibility starts in-store

The law requiring that all public facilities in France be accessible for everyone, including people with disabilities, was passed almost 15 years ago. What is the current situation?

An interview with Martine Hermans

(a member of the Board of Directors and the listening service of the charity Retina France) and Camille Djian (Partnerships and Sponsorship Manager for Jaccede, a non-profit organisation).

— P. 10



Editorial

21 stakeholders, 47 participants and five major topics – we are delighted to present 21 à la Une, the Orange stakeholder review.

At Orange, we want to bring about meaningful progress for our employees, customers and everyone else. We drive innovation in the belief that it will only serve a purpose if it benefits a large number of people. That's why we constantly listen to our stakeholders. This year, we wanted them to be more involved in our integrated annual report.

This review has been written by 47 stakeholder representatives, including 28 who participated in a special editorial day on 11 March 2019 and we gave them carte blanche to write this review.

We hope you enjoy it.

02 Society and the environment

Expert opinion

Diana Gutiérrez

Manager of the Global Programme on Business for Gender Equality, UNDP*

*United Nations Development Programme

Gender parity could add trillions of dollars to the global economy

Ending gender inequality will take us more than 200 years. Worldwide, only 49% of women of working age participate in the labour force, compared with 76% of men. In some parts of the world, the figure for women is as low as 21%. Access to education is improving on a global scale but, even today, less than 5% of the world's CEOs are women. Women account for 15% of the top managers in sub-Saharan Africa – and the stats fall to just 5% in North Africa and the Middle East. On average, women still earn 20% less than their male counterparts. The picture isn't much brighter for women entrepreneurs either, as 79% of women have trouble accessing financial services (qualifying for credit cards or bank loans, for instance). And they are often denied property rights too. In some parts of Africa, land can only be owned by men. In other words, half of the world's brainpower remains underused, talent is going untapped and opportunities for innovation are slipping through our fingers. Some studies suggest that a 25% increase in the number of women in the labour force could add three trillion dollars to the global economy by 2025. Technology in general and the fintech sector in particular have a big role to play – especially in India and Africa – where mobile phones are now common. The internet opens the possibility for more and more people to access the wealth of knowledge available, find new opportunities and connect with new people. Education is still the single most important factor driving inclusion, but governments also need to work with the private sector to open doors for women on the job market. More and more businesses are taking voluntary measures to promote gender parity. However, there's still a long way to go. The patriarchal culture in the workplace must be shaken up. Organisations need to put a stop to all forms of discrimination, overhaul their recruitment practices, change the way they communicate, rethink their core values, become more flexible and appoint more women to managerial positions. Including a greater proportion of women in the labour market can also have a considerable impact on local communities. We set up Gender Equality Seal certification programmes to measure progress. A Chilean company that opted into the programme increased the number of female employees by 12% between 2013 and 2017. It slashed production costs by 70%, increased productivity by 36% and boosted employee satisfaction by 73%! The 600 companies around the world that have been certified under these international standards represent compelling case studies. Now it's time to act and embrace diversity as a key factor in companies' business strategies. ❌

Regional development

Christian Jekinnou

Executive Manager of Afric'innov

Incubators are promoting entrepreneurial innovation in Africa

Organisations supporting innovative entrepreneurship (SAEIs for Structures d'Accompagnement à l'Entrepreneuriat Innovant) are providing hubs for innovation networks to flourish around them. But they're not getting the backing they need. Take Chris, a doctor in Benin. One day, he loses one patient too many because the blood for the transfusion he needed didn't reach him on time. He sees how digital technology can help in this kind of emergency, so he starts working on a new project, VITAL, a geolocation app that connects blood donors and patients to ease the reliance on undersupplied blood banks. The problem is that Chris knows a lot about medicine but not much about developing apps or marketing them. How can he develop the app, tell the right people about it and find funding for it? Who should he team up with? What business model does he need for his app to be viable? He asks around and realises that no government agencies

can help. So he makes his way to Etrilabs, an SAEI that incubates projects and fast-tracks young pioneering businesses. Etrilabs provides Chris with an equipped workspace, bespoke coaching, expertise and financing. Etrilabs is one of the many African incubators that provide integrated support. This SAEI, in other words, is helping innovative enterprises like VITAL, and many of them are harnessing digital technology to solve genuine problems identified by people in the real world. Sadly, however, not many people know about these SAEIs and governments aren't providing them with enough support. As their "customers" have limited resources, most of these organisations are struggling to build sustainable business models – even though they are creating jobs and wealth. For the time being, initiatives such as Afric'innov (a mechanism to bolster SAEI resources) and groups such as Orange are making up for some of the governments' shortcomings. ❌



Climate change

Alexandre Florentin
Manager at Carbone 4



Climate change and moving towards corporate carbon neutrality

The ultimate goal of any company's climate policy is achieving carbon neutrality. This ambitious aim strictly follows the scientific recommendations laid out in the Paris Agreement, which set the goal of limiting global warming to 1.5 degrees and making the world carbon neutral by 2050. The Net Zero Initiative, a coalition of stakeholders from the private sector, which was launched by the consulting firm Carbone 4 in 2018, aims to standardise carbon neutrality for businesses by providing a rigorous, credible and harmonised framework. The Net Zero Initiative does not see carbon neutrality as something that can be achieved overnight; rather, it is considered to be something that has to be managed as part of a transformational journey travelled over a number of years. Any company that has committed to neutrality should take a three-pronged approach to fight against climate change,

which corresponds to the three indicators that monitor their climate performance:

- Reducing emissions throughout their business. Progress for this is monitored through "Induced emissions".
- Reducing greenhouse gas emissions beyond their business. Actions are taken into account through "Avoided emissions".
- Developing additional carbon sinks that store and sequester CO₂ emissions. These contributions are monitored through "Negative emissions".

This new system of carbon accounting – with three distinct accounts that cannot be merged – should be available to all to all companies, regardless of their sector or size. It offers the transparency needed to give a company's climate action credibility. ❌

Inclusion and responsible use

Barbara Thiané Diagne
Head of the Cooperation and Professional Integration Department at the Université virtuelle du Sénégal

Educating and training everywhere

In Senegal, most training centres are concentrated in large cities and very few are available in rural areas. To level the playing field, the government set up the Université virtuelle du Sénégal (UVS), a public university whose courses are mostly online. UVS addresses two issues. It supports traditional universities and presents a new, innovative way of learning, providing complete accredited courses for students wherever they live. Everyone who enrolls receives a laptop. Classes are scripted and take place in virtual classrooms where students can interact with their professor in real time. These online classes also include MOOCs (Massive Open Online Courses) developed by local and international partner universities. UVS facilities also include Virtual Learning Environments (VLE), as well as modern buildings with the latest equipment and broadband internet. With these re-

sources, people can participate in learning activities and access ICT in their communities. In five years, our student body has grown 15-fold and our almost 30,000 students today rank UVS as the country's second largest university in terms of enrolment. We have 18 different courses and most of them are geared towards the job prospects emerging in the digital realm. These digital courses were only available in private schools before. That's one of the reasons why UVS has become a top public institution of choice for future students. Our first cohort graduated in March 2018. We're creating the Alumni network now and will be setting up Master's courses soon. We aim to train an ever growing number of students across Senegal, to help close the country's digital divide and make the Université virtuelle du Sénégal one of the world's best universities. ❌

03

Human rights

Anthony Ratier
Global Human Rights and SDG lead at Global Compact France



The need for human control over technology

What role will technology play in the future of work? This debate is about more than job creation, job destruction and the need for reskilling. In its 2019 report on Work for a Brighter Future, the International Labour Organization (ILO) discusses the risks that technology is posing for decent work and compliance with its fundamental conventions. It's true that new technologies can take over demanding or dangerous tasks that workers are doing today, and collaborative robots – "cobots" – can ease work-related stress. On the flipside, however, all-pervasive technology can drain work of its meaning and cause a form of alienation: automating tasks

saps worker initiative and autonomy, as experience in several ultramodern warehouses has shown. The ILO report supports harnessing artificial intelligence on the proviso that humans get to make the final decisions. It also calls for strict regulation and surveillance over algorithmic management to protect people's dignity. Because what hangs in the balance is the very notion of work. Detailed "job crafting" discussions between workers and management, therefore, appear inevitable. The resulting choices will outline the notion of decent work amid emerging technologies and rearrange the boundaries of human rights. As the ILO points out, "Labour is not a commodity; nor is it a robot." ❌

Inclusion and responsible use

Mathias Bouckaert
Analyst at the OECD

Regulating online learning

Online learning platforms are revolutionising teaching and training. The Khan Academy, which was created in the United States in 2007 and now offers courses in more than 36 languages, is just one success story. The benefits stretch beyond universal access to education and support for learners everywhere. User-generated data is opening up exciting opportunities for research and learning analytics is shedding light on how people learn. In other words, it is opening the door to bespoke learning experiences for everyone. The foreseeable risks are as huge as the benefits – starting with confidentiality and the use of personal data. This issue is especially thorny because online

learning platforms are principally geared towards teenagers and children. Research conducted by the OECD on its New Technologies and 21st Century Children project has also identified risks ranging from cyberbullying to psychological as well as physical hazards and socioeconomic disparities. Policymakers need to start looking into these issues. The measures that warrant discussion include regulating online content and behaviour, developing literacy skills (the ability to understand and use written information), embedding digital citizenship education into the school curriculum, and funding independent research to harness big data in education. ❌

Inclusion and responsible use

Claude Terosier
CEO of Magic Makers



Who will train artificial intelligence in 2030?

85% of jobs that will exist in 2030 haven't been invented yet.* Why? Because digital technology is reshaping our society at a staggering speed. It is changing the way we work, produce, communicate and even think. Power is gravitating towards the people who design the solutions we use daily. And those solutions influence what we buy, what information we access, and even who we vote for. Our education system needs to equip individuals to deal with our world's growing complexity. We need to be able to understand what really goes on every time we click on a link or type in our personal details. Apps don't create themselves. People create them to achieve a goal. It's that goal that we need to be able to examine. People also need to be able to play their part as responsible digital citizens. In other words, they need to be able to devise and develop the right solutions for

* According to a 2017 report by Dell Technologies and the Institute for the Future



Climate change

Kristyna Gregorova
European student at Sciences Po university

The circular economy – turning a constraint into a competitive advantage

According to figures published by the European Economic and Social Committee, global raw material extraction has more than tripled over the past 40 years. The world's population is growing, consumption per capita is increasing and these two factors combined are depleting natural resources at exponential rates. Transitioning towards an alternative model is absolutely essential for environmental reasons. But it also makes sense from a purely economic perspective because raw material prices have been rising by about 6% a year since 2000. For businesses, embarking on this transition will take nothing short of a paradigm shift – towards reducing, collecting, reusing and recycling. Moving away from a linear economy and towards a circular one naturally requires substantial investment. But it also opens up many opportunities. For example, reusing or recycling raw materials, which can account for up to 50% of a company's production costs. Using resources more efficiently doesn't just shrink production costs and environmental footprints: it creates value chains that will help address climate change. Blending circular-economy principles into every process and department, in other words, inevitably spurs innovation and value creation for the company and its stakeholders. ❌

Expert opinion

Jean Jouzel
Climatologist and glaciologist, former vice president of the IPCC, member of two national research bodies in France, the Académie des sciences and the Conseil économique, social et environnemental

We have less than twenty years to contain climate change

In February, scientists from NASA discovered a giant cavity in the ice in West Antarctica, sparking concerns that forecasts modelling ice decline were inaccurate. Ice appears to be melting at a faster pace than previously estimated, which would also result in more rapidly rising sea levels. A two- or three-metre rise in sea levels by 2200 or 2300 would move shorelines inland causing cities like New York, Miami, Dhaka, Shanghai and Tokyo to disappear. In the shorter-term, younger generations are likely to struggle to adapt to new climate conditions by the end of this century.

Time is of the essence. The actions taken over the next twenty years will determine the future of our planet. Digital technologies and the opportunities they offer in terms of online communications and remote working to reduce travel can help reduce greenhouse gases, as long as servers and devices are powered by renewable energies. The objective set by the Paris Agreement to limit global warming to two degrees by the end of the century can still be achieved. A comprehensive international effort, however, is required to set a radical energy and ecological transition in motion. And that does not mean sacrificing our quality of life or even advocating a shrinking economy. It's just the opposite, in fact. The ecological transition represents a major growth driver. Adopting a European finance-climate pact, for example, would create six million jobs in Europe by 2050, including 900,000 in France. We must also create a European climate bank to finance the transition. We have the financial resources to succeed; they simply need transferring from the carbon and speculation economies to a zero-carbon economy. Europe could generate a budget of €100 billion per year by taxing non-invested company profits. Governments, organisations, investors and individuals must now accept that we have no choice. Our old development model built on fossil fuels has reached its limit. The first country, or region, that successfully transitions to a more ecological model will also have a decisive advantage in the race to become the world's leading economic power. The transition, however, can only be achieved by mobilising society as a whole. Each individual, at their own level, can influence our trajectory by adapting the way they live and consume to ensure a future for our planet and for all its inhabitants. ❌

04 Employees

Expert opinion

Thaima Samman
Lawyer, Founder of the European Network for Women in Leadership (WIL)

We'll know we've achieved equality when it's no longer news to have a woman at the top

Women rarely occupy more than 30% of the positions of responsibility in organisations. This is first and foremost down to the recruitment process – men tend to hire men (and women, likewise, tend to hire women). But women sometimes hold themselves back, too: 80% of them are able to see themselves in just 10% of the jobs they could aim for. To effectively push back against these stereotypes, we need reliable and realistic role models. Success doesn't necessarily mean becoming a chairwoman or a famous actress. We need to show women a wide variety of profiles – scientists for example – who have brilliant careers as well as a healthy work-life balance. I started the European Network for Women in Leadership (WIL) a decade ago to put these women in touch with each other. What I realised back then was that women often spend less time networking than men and feel guilty when they're not at work or dealing with things in their personal lives. At WIL meetings, we talk about the big issues in the workplace and society (like artificial intelligence for example), environmental concerns or even financing the economy. That way, women can sharpen their skills and meet other women working in different fields or countries. They can make new connections and explore new possibilities. I remember one of our members, a Spanish engineer, who retrained as a graphic artist and ended up becoming a painter. Her career path is one of the examples encouraging the women in our community to look beyond the usual options. Some circles in France are still fiercely conservative and male-dominated. Most business leaders and high-ranking government officials graduated from schools and climbed the career ladder in institutions where women are generally in the minority. As WIL is international, members can see that this doesn't have to be the case. Other practices outside France show that diversity is a powerful growth driver. We're still seeing a lot of inequality, but attitudes are changing. In France, for instance, 75% of mothers work, which gives them a higher social standing. In Germany, it's the opposite. Still, some preconceptions run deep. Men are still frowned upon if they leave work early to pick up their children from school. Organisations and management often create inequality and imbalance. Businesses need to reassess those mechanisms and find the system that will work best for everyone. ✕

Quality of life at work

Interview with **Flore Pradère**, Researcher for Offices for the Future at JLL, and **Jérémie Peltier**, Head of Research at the Fondation Jean-Jaurès

Happiness and quality of life at work: answers to the big questions

When asked about their relationship with their employer, three in four French people will say they want to be happy at work. What does this mean to you?

Jérémie Peltier: One of the delightful things about life is the steady stream of freshly-coined terms that attempt to encapsulate the defining mood of our time. Some reflect our widespread aspirations. Others show a dafter side. "Chief Happiness Officer" is one of those. "Thou shalt be happy!" That's the idea when there's someone on your company's payroll with a mandate to make sure you're happy and encourage you to exercise with your colleagues. French people are passionate about their work. The pressing issue, they will tell you, isn't so much that they're unhappy – what they crave more than anything else is recognition. **Flore Pradère:** I won't dwell on the debate over whether Chief Happiness Officers are any use. What I think workers are asking for, mostly, is flexibility – not the shackling kind, the liberating kind; 62% believe that fixed working schedules will disappear, 52% dream of choosing their assignments and adjusting their pace of work as they like, and 47% want to safeguard their free time.

Many people spend most of their working life at the office. Is the flex office,

which is being adopted by several companies, a way of satisfying this need for flexibility?

J. P.: The flex office basically means you don't have a desk you can call your own at work. I think that's a problem. When you have a flex office, you turn up to work every morning with your smartphone and laptop in tow and sit at the first free desk you find. It undermines the stability that we all need and disrupts the work-life balance. We agree to answer emails from our bedrooms, but we don't get the minimal level of privacy afforded by having an assigned desk at work.

F. P.: One thing we can say for sure is that workplaces are more important today than ever before. More than anything else, offices should be places for engagement, fulfilment, collective identity and where people unite around their shared interests. They should be open places that bring people together, where team members can interact easily – pretty much the opposite of traditional pyramid organisations.

So how can employers improve quality of life at work?

J. P.: Let's start with recognition. That way, employees – particularly the new generation – won't flee large organisations that command them to be happy instead of considering the role they actually play and the purpose behind what they do.



F. P.: We should also think about places that empower employees, allowing them to control their own quality of life at work – by providing different areas, for example, so that team members can move around according to their mood and tasks, without managerial disapproval. Let's create spaces that make people

comfortable enough to be themselves at work and combine their professional and private lives to a healthy extent. Healthy, comfortable and fun spaces, where people can disconnect – which is incredibly important in our ultra-connected world. ✕

Health and safety in the workplace

Vincent Grosjean
Researcher in occupational well-being, INRS

Well-being at work in our overconnected age

Social sciences have shown that all social groups, all communities of people, create rules for themselves that tend to apply to all their members. That's how work tools – mobile phones, instant messaging and videoconferencing systems – are ushering in new habits and adding to our mental loads. Then, as time goes by, those new habits and mental loads become the new normal, the standard everyone must abide by, no questions asked. Is it right to check your emails on a Sunday evening? To take a call halfway through a videoconference? To read the emails during a meeting? Companies and other groups of people make unspoken choices. All you have to do is look at the answers your entourage has come up with for these questions – for example by staying connected 24/7, disconnecting for meetings, using email sensibly, etc.



Diversity and equality

Amélie Kanagasabai
Orange Graduate Programme, Deputy Manager at the Rouen Megastore

Forget one for all, I believe in all for all

Providing equal opportunities isn't just an issue for governments and a handful of private-sector organisations. It's a focus for us all. I come from a Sri Lankan Tamil family and my parents fled the country during the civil war. My father died when I was young and my mother raised my brother, my sister and me by herself, getting by on just her income as a cashier. So, the odds weren't stacked in my favour, to say the least. I was fortunate to be admitted to the Lycée d'État Jean Zay's Internat de la Réussite student residence during the years I spent taking my literary preparatory classes in Paris, and to be mentored at Article 1, a non-profit organisation. Both those experiences were wonderfully fulfilling personally and academically. Now I feel it's my turn to give back, which I'm doing in public- and private-sector organisations

(Cordée de la Réussite and L'Envol). The government is putting in place a variety of initiatives to help people on the fringes of society succeed in school. There are also private-sector and non-profit entrepreneurship initiatives based on mentoring and other knowledge-sharing mechanisms involving civil society. To make equal opportunities a reality, we need to talk more about equality. We must lift the censorship we impose on ourselves and give young people the chance to grasp corporate culture and the way things are done. And that will only happen if everyone pulls together in the same direction. If we reach out further, talk more and learn more about the jobs of the future, we will help people with less standard experience to thrive. We will only make a real difference today if everyone's on board. So jump on and share your experience! ✕



05

Labour relations

Vincent Gimeno
CFDT union representative to the UNI Orange Trade Union Alliance

Transnational labour relations – it's time for something new

A proper CSR policy has to take an innovative approach to labour relations. Orange needs to do more than comply with legal minimums in its operating countries. Since 2004, the Group has set up several channels for transnational labour relations, including the European Works Council and the Global Works Council. Now it has to step up international labour relations between these two bodies and UNI Global Union, through the UNI Orange Trade Union Alliance. The Alliance brings together country-level unions active in the Group's various entities and subsidiaries. The worldwide agreement on workplace health and safety we signed in 2014 was one of our early successes. It aims to implement standards above the legal baseline in operating countries and introduces continuous improvement loops. The agreement has also established a union presence in the health and safety committees in every entity. And it has shown that employers and employee represent-

atives can work hand in hand to raise awareness among employees, provide training for Committee members and monitor the implementation of the agreement. The next agreements need to be based on the same idea. For example, setting up specific joint monitoring organisations, encompassing the UNI Alliance and the relevant bodies, even in operating countries where legislation doesn't require the company to do so. That way, Orange will create its own consistently high Group-wide standards. Going forward, one of our priorities is to take social dialogue into areas it has not explored yet. These include the impact of artificial intelligence and supporting the Group's digital transformation, profit sharing, embracing a fully responsible corporate strategy, and stepping up employee representation in decision-making bodies at company and subsidiary level. We need to overcome the tragedies in our company's past by driving a fresh approach to labour relations. ✕



Skills development

Carolina Diaz-Lönborg
Business developer, Kokoroe



Human skills at the core of digital transformation

Innovation is driving the fourth industrial revolution. It has ushered in artificial intelligence, the collaborative economy and social networks. But the skills we'll need tomorrow might not be the ones we have in mind today. The World Economic Forum has identified 10 skills we will need going forward. Leadership will have to be inclusive and collaborative. Leaders will need to accommodate new ideas, including less conventional ones, put forward by employees. They will need empathy to encourage team members to share their views without feeling judged. Critical thinking will be big in the future and needs to be encouraged. Creativity, collaboration and emotional intelligence also rank among the top 10 new skills we need to hone. In our digital world, we also need to get

better at adapting. The University of Oxford claims that 50% of the jobs required today will disappear by 2025. The things you learn at school aren't enough to take you through your whole career. Everyone – students, employees, entrepreneurs and self-employed people – has to keep learning and expanding their knowledge every day. Today's top leaders – Bill Gates and Jack Ma, for instance – all say their success stems from the fact they have never stopped learning. In the near future, technical skills alone won't be enough. The human factor is what will make a difference. We will all need to know how to adapt, to grow personally and professionally, throughout our life. ✕

Diversity and equality

Fabien Bouyer
Chairman of Mobilisnoo, the Orange group's LGBT+ network

Be yourself: it pays!

Companies are increasingly receptive to diversity – including people's religious beliefs, charity work, political opinions, union membership, sexual orientation and gender identity. But there are still a few lingering misconceptions. Here are the top three we still need to debunk.

#1 What makes you you has nothing to do with your job, so leave it at home from Monday to Friday

All the various elements of diversity – the things that define us and make us who we are – are what makes us unique. And that's good for companies. Cedric Herring, a researcher at the University of Chicago, surveyed more than 500 businesses and established that diversity has a positive bearing on three financial indicators: revenue, number of customers and earnings.

#2 Keeping a low profile gives you an advantage

There's no need to keep quiet about who you are anymore. In the age of social media, we identify ourselves by the communities we belong to and our social dimension is becoming unavoidable. So a high profile, rather than a low one, is becoming an advantage.

#3 Your personal development is your responsibility

We all agree that it's up to you to steer your own career. But managers are also there to help you build your hard and soft skills. So managers have a duty to get to know their team members on an individual level and find out what makes them unique. This trend is opening up opportunities to enrich teams and learn together – and both those factors contribute to business performance. ✕

Expert opinion

Jean Kaspar
Consultant, Chairman of JK Consultant

Businesses need to embrace collective intelligence

Until the turn of the century, companies produced goods or services in a context in which management objectives often went against the needs expressed by employee representatives. This productivist view has become outdated as businesses take on board the importance of human capital for efficiency.

There are many reasons behind this shift. Two hundred years of union struggles prepared the ground well. Digital technologies are continuing to change the ways companies are managed and how they behave. People's mentalities are evolving, allowing employees to take control of their careers. Finally, social issues such as the environment and overcoming outdated notions of hierarchy are

“Supervisors and employees, who today have a passive role as spectators of the dialogue between management and employee representatives, should also be involved in social regulation.”

starting to permeate business. This means that understanding the major trends in society is now crucial to understanding business. And considering all the elements and forces that make up a business is pivotal for successful management. Human and social considerations are today as strategic as financial or technical decisions. In this context, there is a need for a new era of labour relations that moves away from what I call the 'minimum legal requirement', in which labour relations follow the law to the letter and often do little more than ensuring legal provisions have been respected. A new dynamic is required, in which employee representatives play a part in defining the corporate strategy in collaboration with the leadership team. Supervisors and employees, who today have a passive role as spectators of the dialogue between management and employee representatives, should also be involved in social regulation. If a company is to thrive and continue to develop, it must rise to the major challenges that are emerging, such as artificial intelligence and automation. It must be perceived as a space where men and women can pool their intelligence, creativity, imagination and differences to build tomorrow's workplace together. It is this collective intelligence that will produce strategies and policies that benefit both the company and its employees. ✕

Expert opinion

Isaura de Albuquerque-Rodrigues
Global Procurement & Supply Chain Director,
Performance Group, Orange

Closer collaboration with suppliers

One of the keys to building our long-term performance, meeting our sustainable development objectives and keeping our costs under control is to enhance our relationships with our 77,000 suppliers spread across more than 50 countries.

In a move to increase efficiency, we set up the joint venture BuyIn with Deutsche Telekom in 2011 to pool our strategic industrial procurement needs (such as network equipment). As BuyIn caters to both groups, it increases our leverage in negotiations, generates economies of scale and gives us a competitive advantage on the procurement side. In addition, Orange has decided to foster a relationship of transparent cooperation with its suppliers in order to increase efficiency throughout the value chain and expand mutual benefits. Developing win-win relationships is one of our overarching goals today and for the future. Deepening ties and strengthening relationships based on trust is key to implementing our strategy for responsible purchasing and sustainable performance. That is why we have been working for years to make our CSR values a part

of our daily practices and our relationships with suppliers. They are a source of innovation and a significant factor in our performance. Therefore, we have to explain our CSR standards to our suppliers and their subcontractors to help them understand, embrace and share them, and ensure everyone upholds them. The only way we can do this is with more transparency and teamwork. That is one of the goals of the JAC (Joint Audit Cooperation) initiative co-founded by Orange. The initiative brings together 16 operators who, together, represent 2.7 billion end users worldwide, and 50% of international telecoms revenue. The JAC employs a shared methodology and checklist based on the subjects of employees, the environment, health, safety and corporate ethics. We share audits made at the work sites of our shared suppliers. The suppliers, for their part, also benefit. For example, they are no longer subjected to multiple audits with different requirements. The JAC also provides a simple channel to share best practices, fuelling progress throughout its worldwide network. This enhances and reinforces operators' entire supply chains. **X**

Key suppliers

Jonathan Amar
Director of
Syntec Numérique,
Founder of DELETEC

Turning digital service providers into partners

As transformation is sweeping across every business sector, digital service providers are offering support, and it is becoming increasingly essential. To cater to their customers' broadening requirements, they need to propose and provide the most effective cutting-edge solutions in the strategy, management and organisation of IT systems, along with infrastructure consulting services. Customers, incidentally, are more and more open to service providers' sugges-

tions and, on occasion, following them. That's new. Large companies that need to deal with sector-specific issues and want to make the most of the latest breakthroughs are starting to work with smaller digital service providers, which sometimes have sharper expertise in specialist areas than the market leaders. At the same time, corporate social responsibility is gaining ground and prompting our customers to set up procurement channels with a greater focus on ethics and transparency. To hope to become listed as approved suppliers, digital service providers need to fulfil a growing number of requirements and present their own CSR policy and initiatives. In exchange, they must be able to rely on clear commitments from their potential customers regarding payment terms, liability clauses and standardising and simplifying contracts. Digital service providers today see themselves as partners to business rather than suppliers. This is the attitude we want to encourage at Syntec Numérique. Some major companies have understood this approach and we've started setting virtuous circles in motion with them, deepening our communication and dialogue with them in the process. Now it's time to act, so that every digital business, regardless of its size, has its chance. **X**

Macroeconomic context

Olivier Cohen de Timary
Founder and Director of Socialter magazine

Businesses must drive the transition in order to survive



In their own words

“Digital technology is central to our development – to optimise our operational performance, and to provide new services including autonomous vehicles, transport on demand and Mobility as a Service, which in our case means a single app customers can use to plan routes, pay fares and access transport services. We need partners that can team up with us on joint innovation projects and advise us on using chatbots or on analysing passenger flows to upgrade our transport network”

Xavier Aymonod
Director of Innovation, Transdev

The constant stream of scientific reports and warnings about the climate emergency, resource depletion, dwindling biodiversity and growing inequality remind us time and again that our economies will inevitably change direction. We're moving into a new era that will be defined by adaptation and uncertainty. Businesses have a key role to play in this new landscape. The ones that will survive are the ones that fully embrace the ecological transition. First of all by understanding the full scope of the emergency and the vital part they can play to bring about a major shift. Businesses have the resources, assets, infrastructure and platform to innovate and act on a large scale. Then they need a strategy, products and services designed to increase efficiency and minimise consumption at every stage – ultimately to do more with less. This involves reinventing their value chains and models, and seeing constraints as opportunities. There are several ways business can shift the focus away from extracting resources and towards saving them in all activities.

These include the circular economy or the functional economy (switching from selling tyres to selling kilometres travelled, for instance) and low-tech approaches to innovation (simple technical solutions, which are sized for purpose, easy to repair and based on artisanal rather than industrial methods). These shifts offer businesses new opportunities to rise above the less virtuous competition by blazing new trails, meeting emerging expectations, earning greater trust and being more transparent with customers. Companies like Veja shoes or Patagonia clothing have shown that basing their business on shrinking their environmental footprint and increasing their positive impact on society doesn't stop them from being profitable. It actually does the opposite. Of course, we can't expect businesses to bring about this momentous change by themselves. Indeed, leaving the market to self-regulate has failed to address the “long-term emergency”. So policymakers, backed by civil society, need to set this new direction in motion. That means encouraging more virtuous behaviour but, more importantly, helping

businesses and markets to create value in, and transfer value to, the “right” places. Just imagine what would happen if companies could book every tonne of resources they save as assets on their balance sheet. The ones that minimise their use of resources most would create colossal value. **X**

Macroeconomic context

Clémence Vermeesch and Isabelle Poizat,
members of Orange's Individual Shareholders Committee

A more representative shareholder base

Too often, the makeup of shareholder bases in major organisations like Orange don't sufficiently reflect the diversity of its stakeholders in terms of geographic spread, average age and socio-professional category. It's time to revamp them so they better represent today's society, and doing that involves combining digital technology with human values. Shareholders' meetings don't usually take place at conven-

ient times for people with 9-to-5 jobs and the items on their agenda don't always mean much to those who aren't professional investors. Shareholders' club activities are often geared towards people living in and around Paris and companies could do more to reach out to young investors. People considering investing in major organisations expect the events they attend to be relevant. Companies, in other words, need to develop new

ways of communicating and connecting with new audiences. Online shareholders' meetings are one option. More is needed, however, to foster direct connections between shareholders and companies. A human presence on the ground is important to build the close relationships that stakeholders expect. Because, more than anything else, owning shares in a company means being part of a human adventure. **X**

Regulation

Morgan Guérin
Head of the Europe programme, Institut Montaigne

Merger control and why we need a new perspective

You could be forgiven for thinking the European Union shot itself in the foot last February when the European Commission overruled the plan for Alstom and Siemens to merge their rail activities into a major European champion that could rival the large American and Chinese players in this sector. Fortunately, those red lights are few and far between. But a more important question is how many businesses have shelved their plans to merge to avoid embarking on lengthy, costly and subjective procedures. The telecoms sector is a striking example. China is home to over a billion people and has three telephone operators. France, which is home to 70 million people, has four operators. What future will the European Union and its 30 or so operators face in this fiercely competitive environment? Still, the European Commission isn't to blame. The merger control rules it applies are enshrined in European law and mostly stem from an economic assessment of the European market. But it isn't

really possible to completely separate economic matters from geopolitical issues in today's world. Can we still claim to be a global power when no European businesses are as large as the world's leading players? European competition law vigorously defends consumers' interests and we would not want that to change. But the fact that it has only taken a few years for large Chinese industrial organisations to pick up substantial parts of the European market suggests we might have to reconsider our approach. What we need now is a global industrial strategy. Merger control will be one of the main pillars underpinning that strategy. Its overarching goal, however, should be to build leaders in each economic sector and segment in the European Union. And leaders, in practical terms, means businesses that rank among the top 10 worldwide in terms of revenue or market capitalisation. The enduring perception that “consumer interests” and “industrial policy” are somehow at odds is deadlocking Eu-



rope. Large businesses have become the key players on the geopolitical competition landscape. If Europe wants to move back up the rankings once again and keep its place at the table, it has to take another look at its policy on competition. **X**

Digital security and sovereignty

Lucien Castex
Secretary General of Internet Society France

Building the internet on trust

The internet is a globalised realm that appears to have no borders. However, fierce international competition on the regulatory front shows that it does have borders and that they are very real and perceptible. That is undermining people's trust in something that should remain a common good. Building a trust-based internet today involves setting up multipartite governance and involving a variety of stakeholders. This new type of governance seeks to go beyond the multilateral, strictly government-level negotiations that we have today to spur new ideas and cooperation among all stakeholders. That means stakeholders in the public sector, of course, but also those from the private sector, the technical community, civil society and the academic world. That's where the challenge lies. This governance model is the only way to earn (or earn back) trust. The Internet Governance Forum is one of the channels for this negotiation and the 2018 Forum that took place in Paris last November focused precisely on The Internet of **X**

Trust. To be effective and adapt to the rapid changes in the digital landscape, governance needs to constantly seek consensus. Businesses and civil society can bring their experience in the field to the table. They can also bring insight and foresight to help tackle the challenges that the world will be facing in years to come, including innovation, as well as the impact on society and habits. Lastly, this form of governance gives everyone a say in decisions to prevent network fragmentation. Cybersecurity is one of the major challenges undermining the internet's integrity. Addressing the problem necessarily involves consensus and active cooperation among stakeholders. That is the message in the Paris Call for Trust and Security in Cyberspace, which has been signed by governments as well as more than 300 businesses and 100 organisations (including Internet Society and Orange), all of which are intent on bringing about shared ethical principles, which provide the foundation for trust. **X**

Expert opinion

Alexandre Iatrides
Analyst at ODDO BHF Securities

Monetising networks: the major challenge facing operators

European telecoms operators are currently confronted with the same challenge the music industry faced in the 2000s with the emergence of peer-to-peer platforms: a strong rise in usage but weak monetisation. We live in an increasingly digital world, consuming a growing number of telecommunications services including voice, internet, data sharing and ambient connectivity in the home. To facilitate this growth, operators are investing heavily to extend and improve network quality and capacity (4G, 5G, fibre, etc.). The paradox, however, is that households are spending an increasingly small share of their budgets on telecommunications. According to the 2018 report by the French national statistics agency INSEE, household spending on telecoms dropped from 2.5% in 2006 to 1.9% in 2016. Strong competition, encouraged by the European regulator, has driven down the cost of telecoms plans. If this trend continues, growth in the industry will suffer. But it's never too late to turn things around. The music industry was able to take back control of online distribution. Leading operators like Orange need to leverage their assets

to maximise the return on their investments. Quality networks, access to new, diverse value-added services (cloud, mobile banking, etc.) and guaranteed data privacy all help to build trust with customer. In a world where digital technologies are all around and where consumers are concerned about data storage and processing, trust is an extremely valuable asset for major operators. Building on that foundation, operators can develop strategies to reassess the profitability of the data plan market, charging the right price to customers who recognise the value in the service provided. Operators must develop strategies to monetise networks if they are to continue deploying fibre where there is strong demand for fixed broadband, like in Europe, or become leading 5G providers where there is strong demand for mobile broadband, as is the case in Africa, and also support the development of connected devices and appliances across the world. **X**

Competition

Alexandre Faure
Head of Digital, Elan Edelman

Trust – giving brands a secret edge



People's trust in the institutions that traditionally held authority has been shaken. Businesses therefore have to step up. The Edelman 2019 Trust Barometer shows that the landscape has changed over the past decade. People have lost trust in governments (according to 47% of participants), traditional media (48%) and, more recently, social media (40%). People now trust their employers as much as NGOs (57% and 56%, respectively). This widespread scepticism and the persistent feeling that the system has stopped working (according to roughly 50% of the population) are

prompting people to take control. This is happening around the world and in a variety of ways. For example, in France, we have witnessed protests and widespread unrest, and in India there has been the Women's Wall and employees demonstrating against accusations of sexual harassment in the workplace. People, in other words, are expecting businesses and their leaders to bring about change: 73% of participants believe that companies can take measures to boost profitability while also improving socioeconomic conditions in the regions in which they are based. Furthermore, 76% of participants felt their

CEO should initiate change instead of waiting for the government to impose it (especially regarding equal pay for equal work, discrimination, sustainability and training). This has an immediate impact on business. Nearly two thirds of people in France (65%) choose to buy or boycott brands based on their stands on such issues. This trend is on the rise (up 15 points year on year) and stretches across every age group and socio-professional category. Brands have not yet fully understood the extent of the challenge they face. A brand's position on societal issues has as much bearing on people's purchasing decisions as promotions or what the product actually has to offer. Moreover, 58% of French consumers feel that brands spend too much time trying to catch their eye with poorly calibrated marketing campaigns instead of attracting interest in a more deserved way by showing they are serious about their commitments and values. Money can't buy appeal. It's something you have to earn. The time has come for brands to take practical measures and start thinking about new kinds of performance indicators. That's what the Net Trust Score, which will come out this year, is all about. **X**

Expert opinion

Sandrine Cathelat
Research Director at the
Netexplo Observatory

Zero interfaces, zero decisions... zero-human future?

Just like the industrial revolutions of the past, today's digital revolution is taking us into an uncertain future, full of promise but also apprehension. A world is emerging in which people are becoming puppets controlled by software, disengaged slaves to machines endowed with artificial intelligence. As a result, public opinion tends to reflect a terrifying vision in which we lose control leading to complete dehumanisation. We are, however, entirely capable of maintaining control in a digital world.

While we often hear that digital technology is changing the way we live, the things we do and how we engage with the world, it is important to get a clear understanding of the basic trends. The Netexplo Observatory and its worldwide network of academic experts have been analysing digital innovation from a user perspective for the last 12 years. Its most recent study from 2018 revealed two fundamental trends: zero interfaces and zero decisions. We are seeing the use – and necessity – of screens diminish and user-machine interaction break free from the constraints associated with screen-based interfaces. We use voice control to search the web through connected speakers and facial recognition rather than passwords to unlock our devices. Handsets are gradually disappearing and it is our surroundings that are becoming the interface with which we communicate silently and imperceptibly – through our behaviour, heart beat or brain waves. In any given system, for example a home equipped with sensors, artificial intelligence receives information automatically. Zero decisions, a concept that is closely linked to zero interfaces, represents the capacity of digital technologies to analyse information before choosing and implementing a strategy without human intervention.

The self-driving car is one example. Medical nanorobots are another. When embedded with artificial intelligence and injected into the body, they can detect an anomaly and administer targeted and immediate medication. There is no doubt that these technologies bring hope for progress in health, safety, comfort and convenience. And then there are the challenges. The first is the question of power. Who is driving the "machine"? Are the GAFA and other AI titans standardising user behaviour and psychology? And what will the future hold for humans in a zero decision world? Will it be, as many fear, a zero-human future in which people have no purpose, work, status or power? Or will an augmented humanity emerge, for whom life is enhanced by technology? The moment has come to think about our future. Individuals and businesses all have a responsibility to decide the future they want if they are to avoid a future they do not want.

Connectivity

Isabelle Hervouet
Europe Director of Digital, Acquisition & Customer Engagement,
Unibail-Rodamco-Westfield

How connectivity can turn retail areas into leisure spaces

In 2018, Unibail-Rodamco-Westfield shopping centres logged 4 million Wi-Fi connections across Europe. Its app has 400,000 to 500,000 users a month – and counting. This leading commercial property company has teamed up with Orange to offer visitors ever-more reliable and efficient connectivity and all-new shopping experiences in its buildings. Isabelle Hervouet, Unibail-Rodamco-Westfield's Europe Director of Digital, Acquisition & Customer Engagement, tells us more.

How exactly does connectivity enhance the visitor experience in shopping centres and help turn them into leisure spaces?

Isabelle Hervouet: It plays a vital role. Our visitors no longer come here just to shop. They go to the cinema, enjoy a

meal in our restaurants, co-work or even just meet up with friends. To attract and retain such a hyperconnected audience, the network has to work flawlessly, even when you're three floors underground! We provide two types of Wi-Fi connection: a free one everyone can use and an unlimited very high-speed one for our loyalty programme members.

How are you using connectivity in innovative ways?

I. H.: First of all, to provide practical services. For example, the geolocation features in our app help people find their way around our shopping centres – which sometimes have up to 300 stores. They also help people find their cars more easily with the Smart Parking service. We also use the network to communicate with our visitors in real time. With their consent, we send them push notifications to tell them about a special offer or invite them to an event nearby. The result is really impressive as customers are already in the building, so the messages are significantly more effective. More generally, connectivity is a fantastic tool to measure and manage activity in a shopping centre and optimise the visitor experience. We're using it more and more for entertainment, too. When Pokémon Go was all the rage, we turned our shopping centres into proper gaming platforms. Thousands of customers came along to play every Satur-

day. Keeping the network up and running properly with all those people using it to chase Pokémon was a technical feat. And the operation was a big hit – the people who came along posted loads of content about it on social media.

Is connectivity changing the way shopping centres and partner shops work together?

I. H.: We use it to power virtual reality attractions or beam content to screens, equip seating areas with charging docks and things like that. But Unibail-Rodamco-Westfield operates the connectivity in the shopping centre, not in the actual shops. In the past, our job was merely to get people to come to the shopping centre. That's changing. With our loyalty programmes (which have seven million members), we're getting to know more and more about our visitors and the things they're interested in. We're using our CRM tools to direct them to the brands they like (or might like), and that has a direct impact on business in shops. That's why we're working on more and more partnerships and joint operations.

Can connectivity help bricks-and-mortar shops compete with e-commerce?

I. H.: You can't separate the offline and online channels today. We're encouraging our partners to provide more bricks-and-clicks and all-new experiences in shops that customers will talk about on

In their own words

"We operate in a unique context spanning ship to shore operations, with the majority of our people based offshore. By enhancing the communications capabilities of our vessels, we are able to ensure our crew can easily access the internet for all their business communication needs, as well as connecting them to family and friends and transforming the onboard experience."

René Kofod-Olsen
Chief Executive Officer, Topaz

Facebook or Instagram. But we have to be careful with gimmicky innovation. It has to genuinely be relevant for customers: they have to find it helpful. ❏



Artificial intelligence

Firas Rhaïem
Founder and CEO of Epilert

IoT and AI in healthcare

Artificial intelligence is now being used in healthcare to analyse large amounts of complex medical data and help make early diagnoses, which is critical to increasing survival rates, especially amongst cancer patients. AI, when combined with Internet of Things (IoT),

also improves the quality of life of patients suffering with chronic illnesses. Epilert, the French-Tunisian start-up I founded, is one such example. We used artificial intelligence and IoT to create a connected wristband that is able to detect and predict epileptic fits and send alerts to friends, family, doctors and paramedics in real time. The data this system has collected is also helping medical teams find links between seizures and patients' lifestyles, which will then help them fine-tune and personalise their treatment.

Europe has a solid pharmaceutical sector and can count on a vibrant network of start-ups backed by groups like Orange. So it's looking at untapped opportunities – especially in Africa, where e-health services are one way of reaching patients in isolated areas and overcoming the shortage of doctors. ❏

Network and service quality and reliability

Olga Surugiu
International Operations Director, Orange Moldova

Moldova's connectivity is among the best worldwide

Moldova is a landlocked Eastern European country lying between Romania and Ukraine. Despite it being a country with a long farming tradition – agriculture still accounts for 20% of its GDP and 60% of its population lives in rural areas – Moldova's very high-speed broadband coverage is the third best worldwide, after Singapore and South Korea. Its first-class connectivity, robust growth and the fact that its engineers are fluent in Russian and Italian have helped to make it a popular destination for outsourced IT services. It is also building a solid community for start-ups. Chisinau, the capital, hosts start-up events and a start-up investment fund was recently set up. The challenge Moldova has to tackle now is to consolidate this vibrant, stimulating system to stem its brain drain (according to the World Bank, remittances from Moldovans abroad still account for almost

25% of the country's GDP). At Orange, we're supporting the country's efforts to do so by providing a best-in-class network, which for the third year running has ranked top in terms of speed and quality in a survey conducted by Systemics PAB, an independent benchmarking firm. The country continues to develop its position as a virtual bridge between the East and West, making the most of our service quality and agility and continuous dialogue with customers. We are keen to offer a greater quality of service and customer experience by developing new applications, in particular 5G connectivity (the initial demonstration of which took place in March 2019), and improving our IoT solutions to support the growth of businesses, from international groups to start-ups. We're certain of one thing – all this is just the beginning. ❏

Internet of Things

Alexis Bafcop
Intrapreneur, Chairman and Co-founder of Mahali

Access to e-commerce technologies for business in Africa

Africa's e-commerce sector will be worth \$70 billion in 2025. But, before that is able to happen, it has to deal with the delivery problems holding it back – half of all online purchases never reach buyers, in most cases because they don't have an exact delivery address.

Geocoding solutions can help by providing aliases for GPS coordinates in places where no street names or numbers exist. We already have solutions such as Google, SnooCODE or W3W, which uses three words to define a location (the Statue of Liberty's torch, for instance, is at "toned.melt.ship"). Another option is uploading a photo of the house on OkHi. But these solutions aren't especially user-friendly, so people are often reluctant to adopt them.

Mahali is more suited to local habits. All you have to do is tell the delivery person where to meet you, speaking naturally and using familiar landmarks. For exam-

ple, "walk past Plateau Mosque, take the street Pharmacie Mazuet is on, then turn right after the Orange Money kiosk". There's another option to deal with delivery challenges. Smaller business who want to tap into the growth of the e-commerce sector will be able to use IoT technologies to track products, check for updates during delivery and monitor customer satisfaction. In the near future, sensors using this technology will also be able to guide drones carrying purchases, food and medicine.

The data from this user-built network is making geolocation more reliable in Africa. It will help in other ways, for example to ensure all children in a catchment are enrolled in school and to help direct paramedics during an emergency call-out. It will also feed a database that local start-ups and other businesses can use. ❏



Digital security and sovereignty

Brice Dupriou
Cybersecurity Consultant,
Orange Cyberdefense



Cybersecurity – a critical focus for businesses

Data is as essential an asset for SMEs as it is for large organisations. Data corruption, loss or theft can severely hamper a company's operations. Unfortunately, however, data is often transferred, processed and stored in systems that are not adequate given their strategic importance. Some businesses found that out the hard way when they were hit by WannaCry and NotPetya. Saint-Gobain estimated lost earnings to have been around €220 million in 2017. A North American group claimed \$100 million in damages following a NotPetya attack but its insurance company refused to pay on the grounds that the virus was, to all intents and purposes, an act of war. Meanwhile, companies are facing unprecedented risks in cybersecurity, including fraud, operational disruptions, hacking, and data loss or disclosure. The risks are becoming increasingly varied, as are their origins (which can range from disgruntled employees to government agencies). And these risks now also affect smaller organisations,

which up until now had come under attack less often and were less reliant on IT systems.

Three pillars for trustworthy systems

As cybersecurity risks are difficult to quantify, and insurance against them are also difficult to assess. But that doesn't make the risks any less real. Businesses need to work together to create an extensively trustworthy system. They need to provide the resources to safeguard data and long-term operations. This trust is based on three pillars: organisation, solutions and people. The first pillar involves organising cybersecurity to hold businesses accountable. The second pillar calls for effective measures to protect data and detect security-related incidents. The third and most important pillar focuses on raising awareness and holding everyone working with data accountable for its security. After all, an unreliable memory stick is sometimes all it takes to corrupt an entire system. ❏

Expert opinion

Steven Wilson
Head of Europol's European
Cybercrime Centre (EC3)

Cybersecurity: working together to anticipate the challenges ahead

The number and frequency of cyberattacks is increasing exponentially in Europe, as are fraud and extortion. Although Europe's blue-chips have already embarked on the fight against cybercrime, smaller businesses and individuals are still very exposed. The key to containing this epidemic is concerted action.

A significant level of cybercrime involves malware infiltrating and taking over a device to steal valuable information or corrupt data. One of the most challenging kinds of malware today is ransomware, which locks users out of their devices until they pay a ransom – some businesses choose to make this payment as they have no other means to recover their data despite there being no guarantee they will recover their files. The General Data Protection Regulation, which came into effect in May 2018, holds companies accountable and has prompted businesses, including SMEs, to finally take measures to protect themselves and their customer's data. What we really need to focus on now is to raise awareness of the risks associated with hacking and support efforts to stave off those risks. A cyberattack can jeopardise a company's entire existence through reputational damage, which means cybersecurity isn't just another constraint businesses have to accommodate; it's a competitive advantage for those businesses that are able to demonstrate sound cyber security practices. However, we cannot achieve cybersecurity merely through technical solutions. It is well known a large number of security breaches are down to human error, which means it's also essential to train employees and individuals.

Europol's European Cybercrime Centre (EC3) is tasked with leveraging law enforcement and industry response to improve the collective response to cybercrime in the European Union, and thereby protect people, businesses and governments. As an example of this cooperation at Europol, we've teamed up with 176 international stakeholders – police services, justice systems and companies specialised in IT security – to kick off the "No More Ransom" initiative. We're also very active on social media, providing daily security tips for internet users and businesses. The fact that we've partnered with 69 key players in the cybersecurity arena across the public and private sectors is one of our strengths. It puts us in a position to defuse attacks today, anticipate the risks going forward (IoT, AI, etc.) and provide governments with the safeguards they need. ❏

10 Trust and ethics

Expert opinion

Marc-André Feffer
President of Transparency International France

Businesses need to be seen to take a zero tolerance stand on corruption

After many years lagging behind in the fight against corruption, France is catching up. The government has passed new legislation, awareness is growing in business circles and public opinion is shifting in the right direction. At the same time, technology is opening new doors and international cooperation is taking shape.

Transparency International's 2018 report assessing the enforcement of the OECD's Anti-Bribery Convention ranked France's efforts on this front "limited". Such a judgement warrants an explanation. At the time, the recently enacted laws on transparency and corruption were only starting to take effect. But since then, a bank has been handed a record €3.7 billion fine for illegal soliciting and aggravated laundering of tax-fraud proceeds. Two other banks have entered into judicial agreements. France's mechanisms and tools, in other words, are now meeting the highest international standards. It just has to show that it's enforcing them.

Digital technology can help or hinder the fight against corruption. On the one hand, it can lead to new risks – cryptocurrencies, for instance, can be used for money laundering. On the other, blockchain and artificial intelligence are opening up promising

prospects for tracking and tamper-proofing transactions, and detecting fraudulent operations more efficiently.

Large companies are becoming increasingly aware of the ethical and business rationale for more transparency – partly because they are looking at their role in society from a fresh perspective, partly out of fear of getting caught. One of the trickier points here relates to transactions in places where corruption is common. To deal with this, top management teams need to be seen to take a zero-tolerance stand on corruption, cascade that policy through their branches and geographies, and work with a network of compliance officers to fine-tune their approach to local specifics.

The devil, however, is in the grey areas. The day a company feels it will lose a contract or be barred from doing business in a country unless it resorts to bribery, it must drop out of the bidding process or pull out of the country. That, of course, isn't an easy decision – especially when others don't always follow the rules. This is why it's so important to increase international convergence. The OECD Convention is a significant step in that direction, and one which more countries should adopt and apply. ❏

Inclusive services

Camille Dijan, Partnerships and Sponsorship Manager for the non profit organisation Jaccede and **Martine Hermans**, a member of the Board of Directors and the listening service of the charity Retina France

Digital accessibility starts in store



The French law of 11 February 2005 set the deadline of 2015 to make all public facilities accessible for everyone, including people with disabilities. What is the current situation? **Camille Dijan**: Things are changing. The accessibility requirement for public facilities has gained ground since 2005. But we're not making progress fast enough. Especially because, if we look at it purely from a financial point of view, people with disabilities are just as much customers as anyone else. Providing them with adapted services is an easy way of increasing revenue.

Martine Hermans: Orange is the only telephone operator that offers inclusive services for people with special needs. I checked! Being visually impaired myself, Orange was the only company providing suitable technology. The support I received in an accessibility store taught me to use a mobile phone and the internet easily.

Do inclusive services go beyond being able to access buildings? **C.D.**: Being inclusive means considering the needs of as many people as possible. That includes people with limited mobility, in the broadest sense of the term – so

obviously people with disabilities, but also the elderly, pregnant women, people in wheelchairs and on crutches and parents with young children in pushchairs. I think that accessibility makes life easier for everyone. We should be taking it into consideration when designing the services of the future.

M.H.: I believe inclusivity means making services accessible to everyone – that means all people, including people with disabilities of any kind. Accessibility doesn't just mean that everyone should be able to enter and leave a shop, but also that the services on offer – purchasing, using the website, administrative formalities, etc. – should be adapted for them. **How can we make further progress?** **M.H.**: It is crucial that all employees in public facing roles, such as in store sales-people, are better trained so we as customers are able to use our phones by ourselves right from the word go. An inclusive service offering has to include a full overview of devices in store.

C.D.: Offering inclusive services is good, but we have to spread the word. Often, the first barrier for people with disabilities is not a lack of accessibility, but a lack of information. That's the purpose behind

In their own words

“Due to limited internet access and e-illiteracy, 13 million people in France are disconnected from digital services. This divide threatens equality in terms of people and communities, a founding principle of the French Republic. It is now urgent that we act together to rectify this, especially because the digital inclusion of 4.5 million people represents average growth of €1.6 billion per year over the next 10 years.”

Oriane Ledroit
Head of the Mission Société Numérique at the French government's digital agency, speaking at the Digital Society Forum

Jaccede (which translates to “I can”) where anyone can detail the accessibility of the places they have visited. Sharing this information has an immediate social impact – it allows people to obtain this information before making a trip, and it rewards establishments that have invested in making their facilities more accessible. Orange has really understood this and has indexed their stores on the platform. Let's hope that other brands and countries follow the movement, and that information about the accessibility of these places becomes more widespread. ❏

Supplier relationships

Xiaolei Pan
Client Success Manager, Ecovadis

A responsible purchasing policy that runs deep in the supply chain

When it comes to implementing their CSR commitments across their supply chain, telcos must increasingly take into account a growing number of criteria—ethical, environmental—and more. As such, it is no longer possible for single companies to develop their own

in business with the same major hardware suppliers, JAC also helps strengthen their bargaining position to make CSR commitments stick.

These efficiency gains also apply to suppliers: They now need only answer one assessment and on-site audit request – as well as work on corrective actions – with all their customers.

Another key element of this success was the creation of the JAC Academy, which provides training and certification to Tier 1 suppliers, to implement these standards to their own supply chains. This enables JAC's communication to cascade down to Tier 2 and Tier 3 suppliers, a unique feature of this industry-wide initiative.

We believe the measurable successes achieved in the past 10 years will inspire other industries to adopt a similarly comprehensive approach. ❏

11

Interview

with **David Kaye**
UN Special Rapporteur on the Right to Freedom of Opinion and Expression

Safeguarding human rights in the age of AI

How could artificial intelligence impinge on human rights? Are there specific threats to consider?

David Kaye: In my report, I focused on three AI applications that raise concerns: content display and personalisation; content moderation and removal; profiling, advertising and targeting. Consider the hypothetical situation where governments use automated technology at border crossings to select individuals for additional screening. Such a tool could systematically profile a specific ethnic group, in violation of the obligation of

non-discrimination inscribed in human rights law. AI is just like any other tool: its potential negative outcomes are built-in from the design stage, and result from human (and corporate) choices. That is where we must start the discussion.

How can States influence these choices and manage the impact of AI-related activities on human rights?

D.K. AI tools can be powerful engines of social control and will therefore be approached very differently by democratic and authoritarian States. Restating human rights laws is important, but that only takes you so far. AI tools have become extremely difficult to understand by non-tech people. States can thus play a crucial role by educating their populations – from children to legislators – on AI and on the information environment. This would help demystify algorithmic decision-making and make its tools transparent. We should aim for governance by

democracy, not governance by tech. I believe courts will be strongly involved at some point: we will inevitably see claims of injury to human rights based on some form of automation (whether that is censorship, discrimination or another).

What about the responsibilities of tech companies, whether GAFAs or telcos? Should they be subject to increased oversight?

D.K. It's hard to oversee AI tools if you don't understand them! Obscurity is, unfortunately, somewhat baked into the tech business model, and companies often argue their proprietary tools constitute trade secrets when asked for transparency. Governments should step in with a precise framework that defines the limits of the “trade secret” argument, and fixes the current asymmetry of information between governments and corporations where AI is concerned. As for the companies, I believe some self-regulation is possible, provided they engage in hu-

man rights impact assessments of their tools. Process-oriented players like telcos may be in a better position here, if they adopt strong transparency principles and consistently communicate with their users. This would benefit all parties.

We believe the right balance will be achieved through collaboration between governments, NGOs, the private sector and civil society. How do we achieve this collaboration? Is consensus even possible at that scale?

D.K. I fully believe a multi-stakeholder approach will help convene on some set of rules, and lead to greater transparency. However, given that the most important external factor will be litigation, I think we must be modest at this stage. Joint statements of principles would be a good start, as they can and will have an influence on how courts respond to litigation, and that is a concrete reason for collective action. ❏

Responsible use

Jennyfer Chrétien
General Delegate of the Renaissance Numérique think tank



Getting away from the digital binary

Digital transition is usually associated with a variety of new opportunities for our society, such as improvements to healthcare and mobility or community engagement and solidarity. But it is also a source of vulnerability. It's a complicated subject that requires nuanced solutions. Every day, the news covers stories of new digital threats, such as cybersecurity risks, misinformation, hate speech and the processing of personal data without consent. But hysterical reactions in the media don't help us prepare for this transition; in fact, they tend to have the opposite effect.

For example, look at how we regulate online hate speech. As the boundary between verbal and physical violence starts to break down and threaten our sense of community, online regulation has become a matter of urgency for society. The issue is so vast and complex that we can't address it just by finding out who is responsible and holding the sites hosting this content accountable. Public opinion is taking an increasingly

harsh approach, calling for an end to online anonymity and for information to be sanitised. But this ignores the fact that debating online is not black or white. Internet users aren't passive – they can think and act. They need to be given the right tools by our justice system and gain better awareness through civil society.

The digital regulations that we apply today are weak even when they first enter into force. It appears there are a couple of reasons for this. Firstly, a lack of resources; there is no guarantee future regulations will give the justice system greater scope to enforce higher standards. Secondly, a lack of support for citizens; how can we help them better understand the new rights and tools that are available? Just 5% of people in France were aware of their data protection rights when the General Data Protection Regulation came into force in May 2018. The new regulations will call for cross disciplinary and multilateral approaches right from the planning stage. ❏

Data protection

Sophie Nerbonne
Director of Economic Co-Regulation at the independent French data protection authority (CNIL)

Meeting international data protection standards

After coming into force in May 2018, the General Data Protection Regulation (GDPR) has realised one of Europe's major political ambitions to restore its economic sovereignty in data protection. This robust piece of legislation, which requires that companies and organisations follow specific rules when collecting, storing and using data, should not only be seen as a regulatory limitation. Of course, breaking GDPR rules can result in fines of up to 4% of a company's worldwide consolidated revenue.

But that does not change the fact that these rules are first and foremost an asset for all businesses involved in their own digital transition. They are a source of trust for customers, employees and the entire digital landscape – partners, subcontractors, suppliers – and more. They also offer a layer of legal protection and stability in an uncertain and changing environment that is continuously disrupted by technological progress. These rules form the foundation for corporate strategies on responsible innova-

tion and sustainable development. As a regulatory authority, the CNIL drives this movement to innovate responsibly by raising companies' awareness of the importance of data protection and how to best unlock the immense competitive potential this data represents. Of course, the CNIL cannot carry out this task to support all companies alone.

That is why we have rolled out a “network leaders” strategy that brings together non profit organisations and professional associations, as well as industrial groups, to work to improve data protection practices within their fields. Thanks to its leading role, Orange, like all large companies, can play the role of “network leader” for its subsidiaries, subcontractors and suppliers, both in France and internationally. One of the major data protection challenges for the future is establishing international standards, and GDPR could be the model for this. ❏

Expert opinion

Antoine Karam
French Guiana senator

The single most important factor hampering a region's prospects is digital isolation

French Guiana has the weakest very high-speed broadband coverage in the country. At the same time, the Guiana Space Centre is furnishing the planet with telecommunications satellites. Take a second to ponder that paradox.

This delay has a very real impact on economic and social development, especially for our businesses, which often operate in small markets limited by geographic factors. Overcoming digital isolation is vital for everyone who has been left behind by digital technology. It is also a fantastic growth driver for an economy that can create new jobs. Achieving that involves providing everyone with very

high-speed broadband access and coverage in existing black spots, especially along major roads. This is all essential to making a department such as French Guiana more competitive and more attractive, in order to improve everyday lives for people living there in urban and isolated areas alike. We've certainly started to move in the right direction. The Kanawa submarine cable has brought us very high-speed broadband, which goes one step towards providing the Guianese people with better connectivity. But new digital services are also an important part of the transition. Until very recently, businesses here had to wait months for a certificate of incorporation whereas in mainland France you can get the document online astonishingly fast. That's exactly the kind of logic-defying delay that is holding back our companies here.

The situation is gradually improving in Saint Laurent du Maroni, but the isolation further inland is still far from acceptable. We're hoping that alternatives using satellites and mobile networks will provide very high-speed connections because French Guiana's society is as ready to adopt digital technology as much as any other around the world. Smartphones and tablets are becoming more widespread. The department's population is growing fast and requirements are increasing as a result. This means that we need adequate infrastructure to cover individual needs and improve the quality of services in isolated communities. At a time when the notion of inclusive societies is gaining traction, digital technology is one of the key tools required to shape society around people's wants and needs, not the other way around. I have no doubt that installing very high-speed connections in schools located in remote communities, for instance, will help our education system cater more closely to our children's needs. ❏

12 21 à la Une

A word from our sponsors



Ramon Fernandez
 Delegate Chief Executive
 Officer, CEO Finance,
 Performance and Europe

“I firmly believe that our financial performance is only part of the picture. To succeed over the long term, we also have to factor in social and environmental performance. We’re working on our Vision 2025 strategic plan right now and this imaginative way of communicating with our stakeholders shows that we’re serious about creating sustainable value that benefits us all.”



Christine Albanel
 Senior Executive
 Vice-President of
 Corporate Social
 Responsibility, Diversity,
 Partnerships
 and Inclusiveness

“Reaching out and listening have been central to our approach for years. This year, we wanted to present our integrated annual report through the eyes of people representing our stakeholders. Their backgrounds, professions and experience help to shine a light on the challenges we’re facing, and guide our decisions and strategies to improve our contribution to society.”



Béatrice Mandine
 Senior Executive
 Vice-President, Internal
 and External
 Communication for the
 Group and Brand

“This is the first time a stakeholder event has been organised as part of the process to prepare an integrated annual report. I think it’s a wonderful idea. It’s about them, not us: it’s the exact opposite of traditional top-down communication. It shows we’re determined to communicate responsibly, that we want our integrated annual report to stand up as a genuine channel of corporate communication.”

Our 21 stakeholders



Internal
 Orange employees
 Employee representatives



Public sector
 International organisations
 Regulatory bodies
 Ministries
 Local authorities



Economic agents
 Customers
 Shareholders and investors
 Other financial institutions
 Suppliers
 Professional associations
 Business partners
 Distributors
 Universities and training centres
 Property owners



Civil society
 Opinion leaders
 Experts
 CSOs/NGOs
 Social entrepreneur networks
 Media
 General public

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After having chosen angles for their articles and presented their subjects at the morning’s editorial committee, our stakeholder representatives came together to write their opinion pieces with help from French journalist Audrey Pulvar.