

# Global agreement on workplace gender equality within the Orange group

*Workplace gender equality  
Combatting discrimination and  
violence  
Work-life balance*

17 July 2019



# Contents

<b>Contents .....</b>	<b>2</b>
<b>Foreword .....</b>	<b>4</b>
Scope of agreement application.....	5
Objectives of the agreement.....	5
<b>Chapter 1 - Social dialogue - the network of stakeholders .....</b>	<b>6</b>
Article 1: Constructive social dialogue in terms of workplace gender equality.....	6
Article 2: A network of stakeholders contributing to the workplace gender equality policy and its deployment .....	7
2.1 Current situation .....	7
2.2 Objectives and Commitments.....	7
2.3 The resources in place .....	7
<b>Chapter 2 – Workplace gender equality .....</b>	<b>9</b>
Article 3: Gender balance in all roles, and increasing the female employment rate.....	9
3.1 Current situation .....	9
3.2 Objectives and Commitments.....	9
3.3 Resources in place .....	9
Article 4: Equal career opportunities for men and women .....	10
4.1 Current situation .....	10
4.2 Objectives and Commitments.....	11
4.3 Resources put in place.....	11
<b>Article 5: Equal pay .....</b>	<b>12</b>
5.1 Current situation .....	12
5.2 Objectives and Commitments.....	12
5.3 The resources in place .....	12
5.3.1 Reduce pay gaps between men and women to achieve like-for-like pay equality by 2025	12
5.3.2 Ensure equal pay for men and women for all new hires .....	13
5.3.3 Prevent parenting-related absences from having any negative impact on pay .....	13
5.3.4 Ensure that part-time workers receive like-for-like pay rises in line with full-time workers.....	13
<b>Chapter 3 - Work-life balance .....</b>	<b>14</b>
<b>Article 6: Work-life balance.....</b>	<b>14</b>

6.1	Current situation .....	14
6.2	Objectives and Commitments .....	14
6.3	The resources in place .....	14
6.3.1	Teleworking, special work time arrangements.....	14
6.3.2	The right to disconnect.....	15
6.3.3	The balance between work and family life .....	15
<b>Chapter 4 - Combatting discrimination and violence .....</b>		<b>17</b>
<b>Article 7: Combatting discrimination .....</b>		<b>17</b>
7.1	Current situation .....	17
7.2	Objectives and Commitments .....	17
7.3	The resources in place .....	17
<b>Article 8: Combatting sexism, harassment and violence .....</b>		<b>18</b>
8.1	Objectives and Commitments .....	18
8.2	The resources in place .....	18
<b>Chapter 5 - Raising awareness and communication.....</b>		<b>20</b>
<b>Article 9: Raising awareness and communication .....</b>		<b>20</b>
9.1	Current situation .....	20
9.2	Objectives and Commitments.....	20
9.3	The resources in place .....	20
<b>Chapter 6 - Supplier and subcontractor involvement .....</b>		<b>22</b>
<b>Chapter 7 - Deployment and monitoring the agreement .....</b>		<b>23</b>
<b>Article 10: Mapping the current situation .....</b>		<b>23</b>
<b>Article 11: Deployment of the agreement.....</b>		<b>23</b>
<b>Article 12: Communicating the agreement.....</b>		<b>23</b>
<b>Article 13: Monitoring the agreement.....</b>		<b>24</b>
<b>Article 15: Duration of the agreement - Review - Translation .....</b>		<b>25</b>

# Foreword

After signing an initial global agreement on fundamental rights in December 2006, followed by a global agreement on health and safety in November 2014, Orange,<sup>1</sup> and the UNI Global Union have pursued constructive and innovative social dialogue. In this context, the Orange Group and the Orange-UNI Global Union Alliance - which brings together union organisations represented within the Orange group and members of the UNI Global Union - decided to enter into negotiations on 3 December 2018 to draw up a global agreement on three major topics:

- workplace gender equality,
- work-life balance,
- combatting discrimination and violence.

Orange develops its Corporate Social Responsibility as an international group in line with its adherence to the United Nations Global Compact, the principles set out in the Universal Declaration of Human Rights, and the standards of the International Labour Organisation prevailing in the countries where the Group operates.

At Orange, diversity and workplace gender equality are core themes of its strategic and social initiative. This approach is based on the belief that diversity and gender equality constitute a social challenge that can boost performance. For many years, the Group has deployed a policy in favour of workplace gender equality, which is based on four central themes:

- gender balance in all roles, particularly technical roles,
- women's access to positions of responsibility,
- equal pay for men and women,
- positive work-life balance.

At a global level, workplace gender equality must be a priority shared by all subsidiaries, in all countries.

This agreement is the result of a global negotiation. It defines a common framework of objectives and commitments which can be adapted to the countries where the Group operates. It relies on local social dialogue to sustain and develop workplace gender equality in all forms. Employees, managers, the HR department and union and/or employee representative organisations all have an important role to play in these commitments. It is a long-term policy which requires constant attention and effort over time, taking local contexts into account to ensure it remains effective.

This agreement marks a new milestone in the social and societal commitment of Orange and the UNI Global Union, who intend to make workplace gender equality a reality in all Group subsidiaries.

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<sup>1</sup> In this agreement, the expression "Orange" refers to the Orange group, sometimes also called "the Group".

## Scope of agreement application

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This agreement applies to all companies directly controlled by the Orange Group, meaning companies in which the Orange Group holds a majority of the share capital or has a majority of the voting rights attached to the shares issued, or in which it appoints more than half of the members of the Board, or management or supervisory bodies.

## Objectives of the agreement

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The purpose of this agreement is to ensure that workplace gender equality, combatting discrimination and violence and work-life balance are duly considered in all Group activities, based on:

- an inclusive approach involving all stakeholders, including structured social dialogue which allows local reviews to be drawn up and adapted action plans to be defined
- establishing common objectives in terms of:
  - gender equality in the workplace,
  - combatting discrimination and violence,
  - work-life balance,
- promoting any initiative which meets these objectives and which is adapted to the context and local practices
- involvement of suppliers and subcontractors in this approach.

The parties agree that actions in the areas of workplace gender equality, combatting discrimination and violence and work-life balance demand perseverance, consistency and consideration of the local context.

This framework agreement will be adapted to all regions worldwide through constructive social dialogue with union organisations and/or employee representatives.

# Chapter 1 - Social dialogue - the network of stakeholders

## Article 1: Constructive social dialogue in terms of workplace gender equality

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The parties agree that constructive and high-quality social dialogue in terms of workplace gender equality, combatting discrimination and violence and work-life balance involving union organisations and/or employee representatives is an essential element for successfully implementing a workplace equality policy within the Group.

Every Group entity must ensure that the union organisations and/or employee representatives, depending on the current situation (legislation and prevailing local practices), are stakeholders in all aspects of workplace gender equality, the fight against discrimination and violence and work-life balance, including the implementation and monitoring of action plans in these areas.

As such, the parties urge subsidiaries' management and union organisations and/or employee representatives to form dedicated Committees. The role of these Committees includes ensuring that this agreement is implemented locally. Accordingly, they will be called upon to rule on matters relating to its application. The parties recommend that at least one annual meeting is held to ensure that these themes are included in local social dialogue.

The composition, roles and responsibilities of these Committees will be determined in accordance with legislation and prevailing local practices. Group management encourages these Committees to organise balanced representation to enable high-quality dialogue on matters of workplace gender equality, combatting discrimination and violence and work-life balance.

If there are representative union organisations within the entity, they are entitled to sit on these Committees and be involved in Committee work, provided that this is not prohibited by legislation.

The Committee helps to prepare local action plans concerning workplace gender equality, combatting discrimination and violence and work-life balance. It will focus on the following areas as a priority:

- shared analysis of the local situation
- review of improvement actions and objectives
- implementation and monitoring of preventive and corrective action plans, based on the analysis of the local situation
- a proposal for the main messages to be communicated in communication and awareness-raising campaigns.

## **Article 2: A network of stakeholders contributing to the workplace gender equality policy and its deployment**

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### **2.1 Current situation**

The Group's **Diversity & Inclusion Department** proposes the Group's policy in terms of diversity and inclusion, workplace gender equality, equal opportunities and combatting discrimination. It acts as a consultant in these fields, coordinating the deployment of this policy across all Group entities, based on stakeholder dialogues and certification processes:

- as part of the GEEIS and GEEIS Diversity (Gender Equality & Diversity for European and International Standard) certification, audits, completed by an external independent organisation, ensure that the policy is deployed effectively and help identify best practices and opportunities for improvement.
- this approach is supplemented by Stakeholder Dialogues, which ensure that this policy reflects the expectations of external and internal stakeholders regarding major diversity themes, including workplace gender equality, and helps identify priority areas for action.

An **internal network of Diversity/Gender Equality representatives in each Division** already exists. It is coordinated by the Group's Diversity & Inclusion Department, and deploys and promotes the Group's policy.

Other figures play a major role, notably management committees and managers, the HR department, teams in charge of quality of life at work, CSR teams, employee representatives and union organisations.

### **2.2 Objectives and Commitments**

Orange agrees to help implement a network of contacts in all subsidiaries in addition to the Diversity/Gender Equality representatives coordinated by the Group's Diversity & Inclusion Department.

### **2.3 The resources in place**

In all Group divisions, subsidiaries with over 400 employees will also appoint a Diversity/Gender Equality representative. For subsidiaries with fewer than 400 employees, the divisions undertake to identify a contact person in charge of these topics for each geographic zone or entity.

Essential figures, these representatives or contact people will have the following duties:

- ensuring the deployment of the policy together with existing programmes, and promote local initiatives;
- acting as key points of contact for this topic, particularly for union organisations and/or employee representatives;
- making recommendations to decision-making bodies;
- acting as members of the dedicated committees defined in this agreement.

They will be managed by the division's Diversity/Gender Equality representative. They must be known to employees within their respective areas, trained, and have the time needed for this assignment.



# Chapter 2 – Workplace gender equality

## Article 3: Gender balance in all roles, and increasing the female employment rate

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### 3.1 Current situation

At the end of 2017, the overall female employment rate within the Group was 35.7%. However there were significant discrepancies depending on the business line:

- 53% in Support Functions
- 44% in Customer Care
- 40% in Content and Multi-media
- 23% in Information Systems
- 22% in Innovation
- 15% in Networks.

As a general rule, women are under-represented in technical roles, even if the situation is less clear-cut in certain countries such as Egypt, Morocco, Tunisia, and Senegal, or even in Romania.

### 3.2 Objectives and Commitments

In terms of improving gender balance within the Group, Orange has the following objectives:

- increase the female employment rate of open-ended employment contracts, especially in technical roles
- increase the female employment rate of external recruitments for open-ended employment contracts
- promote technical roles both within and outside the company

### 3.3 Resources in place

Orange is committed to improving gender balance within its teams and across all Group roles. This objective implies a special focus on improving the percentage of women in technical functions, in all regions where it is insufficient. Conversely, roles with high female employment rates will be promoted and made more appealing to men.

One of the drivers of gender balance is recruitment. The entities have been asked to ensure that no discriminatory criteria appear in published job offers, both within and outside the Group. The headings and terms used are to be chosen in such a way as to attract female applicants as much as male applicants, whatever the type of employment contract. The way the offers are worded must not depict stereotypes about the functions or their supposed requirements (working hours, mobility). Concerning job offers with a technical element, skills descriptions must not be limited to simply the technical requirements.

Job offers are to be open equally to women and men. The local HR teams in the entities must monitor the gender balance of applicants and short lists must include, for the same skill set, at least

one female applicant. The selection criteria are to be identical for women and men and are based on skills, qualifications and experience. The fact that a woman is pregnant must not be a reason for refusing to recruit her.

In all countries, the entities will put in place training programmes to encourage the promotion or professional retraining of women for technical functions, both internally (advanced training programmes) and externally (internships followed by open-ended employment contracts). Indeed, hiring women will be made possible thanks to an upskilling plan to give them the skills required for these jobs.

The entities will be expected to ensure that training is given on workdays and within working hours, and with as little travel as possible. In this respect, distance training will be developed wherever it is appropriate, because in some cases it enables employees to overcome personal constraints.

Every year, and for each of these functional areas, the numbers and proportion of women in the workforce and being recruited externally will be tracked.

Orange is fully aware that the lack of gender balance in certain functions is the result of stereotypes perpetuated by the education system, and will therefore also take preventive action by developing programmes with educational and training establishments. Each Group entity is encouraged to conclude partnerships with educational and training establishments to open up digital careers to girls, thereby ensuring that they are more employable.

Orange also encourages the development of societal initiatives for girls to encourage them to take courses or training programmes that will lead to jobs as engineers or technicians. The initiatives that already exist in a certain number of our regions, for example our engineers and technicians welcoming girls into the company for a day as part of the 'shadowing days' or 'Girls' Days', or support for girls as part of the mentoring programmes such as 'Capital Filles', must be rolled out further. For younger children, initiation into coding programmes, such as "SuperCoders", will be encouraged while ensuring that there is a balanced representation of girls and boys in the workshops.

Similarly, actions to help women become more independent thanks to training in digital technologies are encouraged, for example the training provided by the Orange Foundation as part of the Women's Digital Centres programme whose workshops help to lead the way to economic independence for women in many countries.

In order to combat stereotypes and 'self-censorship', the entities will propose communication campaigns intended to put the spotlight, both internally and externally, on female technicians and engineers at Orange, for example through testimonials.

## **Article 4: Equal career opportunities for men and women**

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### **4.1 Current situation**

At the end of 2017, women represented 35.7% of the Group workforce, 33.3% of the Group's executive committee, 31% of managers and 28.5% of leaders and executives. There are disparities depending on the countries, and the Group's target of 35% of women in management bodies has not yet been met in most subsidiaries.

## 4.2 Objectives and Commitments

The Group wants to offer everyone the same career opportunities: men and women must be able to access all roles, regardless of the level of responsibility. Specifically, women's access to high-level roles is one of the 4 pillars of Orange's workplace gender equality policy.

Orange confirms its objective to reach an overall rate of at least 35% women in its management bodies by 2025, and commits to:

- encouraging diversity within its teams, at all levels and specifically in high-level roles,
- improving support for women who wish to progress at all levels and/or access high-level positions

## 4.3 Resources put in place

Orange will ensure that career progression, specifically women's access to positions of responsibility, depends on non-discriminatory criteria which are identical for men and women. The criteria both for identifying potential and for appraisal are based exclusively on skills, experience, qualifications, performance and professional attributes.

Orange will encourage the definition of specific targets for women in management positions or positions with greater responsibilities, be it team management or project management.

Orange guarantees equal access to training for men and women, to enable them to develop their skills to an equivalent extent. Women's training requirements will be a key focus when returning from maternity leave.

Orange will put in place internal support programmes for female employees (including those working part-time) who wish to progress at all levels of the company or access positions of responsibility. A number of development and mentoring programmes already exist in the divisions, and sharing of best practices will be encouraged.

Orange will support and encourage the creation of internal networks, whether all-women or mixed, in the countries based on the model, for example, of Orange Business Services' DoubleYou networks which are in place in several countries. These networks, open to all employees, could offer development workshops, conferences, debates and other forums for discussion with managers, women and men.

There will be measurements at least once a year, in every subsidiary, of the proportion of women on Management Committees and at different management levels. There will be an interim review in 2022 to assess progress on this subject in all regions where the Group operates.

Furthermore, the matter of equal career opportunities, particularly women's ability to access all roles (expertise, project or team management, positions of responsibility, etc.) must be included in local action plans defined annually within Group entities.

## Article 5: Equal pay

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### 5.1 Current situation

The situation varies between countries and entities. In the majority of countries, the average gender pay gap is principally related to a difference in levels of responsibility between men and women. It is smaller for comparable positions.

### 5.2 Objectives and Commitments

Equal pay is a crucial factor in workplace gender equality. It is one of the four themes of Orange's workplace gender equality policy.

The Group is committed to respecting the recommendations of the International Labour Organisation's Convention 100 (the Equal Remuneration Convention) on equal pay for men and women for equal work.

Remuneration is based on non-discriminatory criteria: it is linked to the level of training, skills and experience gained, and to the type of responsibility held; under no circumstances does it take into account the person's gender.

Orange reaffirms its desire to see real equal pay between men and women for the same position, and has set the following objectives:

- Reduce pay gaps between men and women to achieve like-for-like pay equality by 2025 at the latest
- Ensure equal pay for men and women for all new hires
- Prevent parenting-related absences from having a negative impact on pay
- Ensure that part-time workers receive like-for-like pay rises in line with full-time workers

Equal pay covers all aspects of employee remuneration.

### 5.3 The resources in place

#### *5.3.1 Reduce pay gaps between men and women to achieve like-for-like pay equality by 2025*

The Group has set up a common statistical framework to measure pay gaps in a consistent way across all countries. This method must be used on an annual basis in all subsidiaries with more than 400 employees to identify the pay gaps between men and women in comparable positions, analyse them and put together a local action plan to reduce them. This action plan must consider the option of defining a budget dedicated to addressing any known pay gaps, without affecting other payroll budgets.

In subsidiaries with fewer than 400 employees, but nevertheless a significant number, gender pay gaps must also be reviewed annually, with an action plan implemented if needed.

### *5.3.2 Ensure equal pay for men and women for all new hires*

When hiring, Orange guarantees that both men and women with the same job, level of responsibility, education, experience and qualifications will receive the same pay.

### *5.3.3 Prevent parenting-related absences from having any negative impact on pay*

Human Resources teams will ensure that maternity or adoption leave has no negative impact on individual pay rises, bonuses and, more generally, any aspect of employees' remuneration. In accordance with legislation in force in each country, this provision is also applicable to leave granted to fathers or the other parent on the birth or adoption of a child, if this leave is paid by the company.

### *5.3.4 Ensure that part-time workers receive like-for-like pay rises in line with full-time workers*

In entities where there is an option to work part-time, Orange guarantees that part-time workers will receive similar pay rises to full-time employees. The parties underline that individual objectives must be proportionate to the effective share of work of the employees in question. Moreover, Orange will examine requests submitted by part-time workers to return to full-time work as a priority; any refusal must be justified.

# Chapter 3 - Work-life balance

## Article 6: Work-life balance

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### 6.1 Current situation

Work-life balance is a key component of workplace gender equality. It is also a strong demand from all employees, particularly in employee satisfaction surveys.

### 6.2 Objectives and Commitments

As a firm believer that work-life balance is a driver for a better quality of life in the workplace, the Group wishes to encourage this balance everywhere it operates.

Orange undertakes to enable a better work-life balance, particularly with regards to the following aspects:

- teleworking, special work time arrangements;
- the right to disconnect;
- the balance between work and family life.

### 6.3 The resources in place

#### *6.3.1 Teleworking, special work time arrangements*

As part of the global health and safety agreement signed in 2014, Orange committed to "adopting preventive measures to improve the quality of life in the workplace", including "measures to reconcile working and personal life: teleworking, reorganisation of working hours in certain cases...". Furthermore, the Group has committed, in its Digital and Human Employer Promise, to offering its employees "solutions for working that are respectful of work-life balance".

#### 6.3.1.1 Teleworking

Consistent with the health and safety agreement, Orange confirms that teleworking is a way of working which, so long as the role in question is compatible, constitutes a driver for improving work-life balance. As a consequence, Orange wishes to see the creation of teleworking initiatives or, where they already exist, as is the case in many countries, their further development, on a voluntary basis with a guarantee that the arrangement can be reversed if the employee so wishes, depending on local conditions (legislation, organisation, lifestyle, culture, site location, climate...) and the function in question. To that end, Orange encourages pilots and negotiation of teleworking agreements in the subsidiaries.

### 6.3.1.2 Special work time arrangements

In the context of the worldwide fundamental rights agreement signed in 2006, the Group undertook, “*according to the needs of the company and in compliance with local agreements and national legislations to organise its employees’ working hours as flexibly as possible while considering operational constraints and employee aspirations*”. Following on from this agreement and the health and safety agreement, variable working hours are a means of achieving a positive work-life balance, thus contributing to employees’ personal fulfilment and improving their performance. Variable working hours, which already exist in several countries, enable employees to voluntarily alter the start and finish times of their working day and therefore adapt their working hours to their personal constraints, for example, family, health or transport-related constraints.

Orange also undertakes to ensure that variable working hours do not unfavourably impact career progress, including management careers.

### 6.3.2 *The right to disconnect*

The parties agree that the use of digital tools to manage work organisation can lead to the risk of being contacted too frequently.

Management will respect employees’ work patterns, ensuring that meetings and all contact occur within working hours.

Employees must not be contacted via email or other work communication tools during breaks, weekends or during leave. Employees are under no obligation to respond during these periods and they will not be penalised for this.

Line management will ensure that this right is respected by setting a positive example.

### 6.3.3 *The balance between work and family life*

#### 6.3.3.1 Parenthood

If the working conditions or the means of transport used by a pregnant employee cause a good deal of additional fatigue, as confirmed by a doctor, all possible alternative working arrangements (variable hours, teleworking, temporary change of duties and / or possibility of working nearer to home) for the same functional area will be examined.

Concerning time off due to maternity leave, adoption or other leave related to parenthood, the Group shall ensure that a meeting systematically takes place between the employee and his or her manager, if possible before the start of the leave and in all cases upon returning to work. These interviews are intended to review the procedures during their leave as well as the conditions for their return, specifically training or other actions put in place to make their return to work easier. Human Resources teams will make sure these interviews take place.

Special work time arrangements should be available for employees who are pregnant, after the birth of their child, and during breastfeeding.

More generally, the Group recommends the local implementation of any arrangements that will help to enable the resumption of an employee’s professional activities within the company following an

absence related to parenthood with an activity that is at least equivalent, and particularly for women after maternity leave.

With regards to the leave which is applicable in many Group countries for employees welcoming a child into their home (paternity leave, leave for the birth, adoption... of a child), Orange encourages parents to take this leave, using all days available to them, within 6 months of the child's arrival.

Orange encourages Group subsidiaries to develop specific measures for parenting-related leave and to implement them if they do not yet exist, as part of their local social dialogue.

#### *6.3.3.2 Provisions for care providers*

In order to help employees to look after their family members (children, spouses or parents who are ill, disabled or the victims of a serious accident), special work time arrangements will be discussed at local level. The definition and method for implementing these arrangements will be discussed at local level as well. In this context, Orange will also make it easier to take leave.



# Chapter 4 - Combatting discrimination and violence

## Article 7: Combatting discrimination

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### 7.1 Current situation

The parties agree on the definition of discrimination as unequal treatment based on one unlawful criterion without objective justification. They note that discrimination criteria can vary depending on the country or region.

As part of this agreement, the criteria taken into consideration are those which are recognised at an international level, i.e.: age, sex, origin, ethnicity, nationality or race, pregnancy, health, disability, genetic characteristics, sexual orientation, political beliefs, union activities, philosophical opinions, religious beliefs and the fact of belonging or not a particular religion.

### 7.2 Objectives and Commitments

Orange is committed to combatting all forms of discrimination. This is one of the main themes of its Diversity policy, together with workplace gender equality and equal opportunities.

The Group underlines the principle, indicated in the global agreement on fundamental rights signed in 2006, that it does *“not discriminate in the workplace, particularly when recruiting men and women based on their skills, and it treats each person with dignity, without discriminating”*. As indicated in the Code of Ethics, the Group *“does not tolerate any form of discrimination, particularly at the time of employment or during the course of an employee’s working life”*.

Orange underlines the need for equal treatment of job applications during recruitment based on the skills and experience required for the position. In addition, Orange ensures that access to training, career opportunities and working arrangements depend to objective criteria. Employee characteristics have no influence on a career at Orange. Only skills, potential and motivation are relevant.

Regarding the inclusion of disabled workers, Orange has signed the International Labour Organisation’s Business and Disability Charter. Consequently, it is committed to implementing policies and practices which protect disabled workers against all forms of discrimination.

### 7.3 The resources in place

Group entities, particularly Human Resources teams and Diversity/Gender Equality representatives, will ensure that there is no discrimination at any stage of an employee’s career: recruitment, access to training, career progression, work organisation, pay, etc.

As indicated in the Code of Ethics, they will ensure that “*there are systems that enable employees to report offences and instances of fraud and that enable us to deal with them appropriately and diligently in accordance with the law.*”

In the event of discrimination, employees can refer to their line managers, Human Resources teams or employee representatives.

Moreover, it is noted that employees who are found guilty of discrimination or discriminatory language within the company following an investigation must be punished in accordance with the seriousness of the incident.

Entities will ensure that they implement policies and practices which protect disabled workers against all forms of discrimination, as indicated in the International Labour Organisation’s Business and Disability Charter. To promote equal opportunities, Orange encourages the development of local foundations or associations, and youth or disability support initiatives based on employee volunteering, in partnership with the Orange Foundation.

To avoid discrimination wherever possible, training for managers and HR will cover discrimination. Furthermore, employee awareness initiatives must be put in place regarding stereotypes and decision-making bias: for example, entities can use the Diversity “serious game” offered by the Group.

## **Article 8: Combatting sexism, harassment and violence**

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### **8.1 Objectives and Commitments**

The Group is committed to combatting sexism and harassment in all its forms, be it physical, sexual and/or psychological, everyday violence in the workplace, and improper behaviour of any kind.

Any behaviour affecting the dignity of women or men in the workplace, or which creates an intimidating, hostile, degrading, humiliating or offensive environment, undermining the respect due to every individual, goes against Orange’s fundamental values.

Orange complies with the convention concerning the elimination of violence and harassment in the world of work, adopted by the General Conference of the International Labour Organisation on 21 June 2019, which is currently pending ratification by the member states.

### **8.2 The resources in place**

Orange is committed to preventing, detecting and addressing any situations involving harassment and violence, in accordance with its health and safety policy: no forms of harassment or violence and no sexist behaviour in any form whatsoever will therefore be tolerated within the Group. These practices and behaviours are forbidden and are subject to disciplinary proceedings, as stipulated by local internal regulations and legislation.

The Group undertakes to develop and implement, at each subsidiary, a prevention and action programme to prevent these practices and behaviours, and to rapidly deal with any situations reported.

Each subsidiary will take the necessary steps to prevent these situations and correct them, with particular attention paid to practices and harassment associated with gender. The entity will build awareness and train employees and managers both on the risks and the actions they can take to prevent and combat these practices and behaviours.

Any harassment or violence in the workplace may be reported by the presumed victim or by one or more witnesses to HR, line management, the occupational doctor or an employee representative, either in person at a meeting or in writing (letter or e-mail).

HR and management are responsible for not leaving any such report unanswered and for ensuring that concrete action is taken, within a maximum of two months, to find an appropriate solution to the situation and put an end to it. It is also their responsibility to put an end to any form of sexist behaviour, which can in no way be tolerated. The victim must also be offered support.

If, when looking for solutions, the HR Director decides to open mediation or launch a comprehensive investigation, Orange encourages this to be done by individuals who have nothing to do with the situation, whether they are internal to Orange or external, in order to guarantee objectivity and neutrality and to avoid any conflict of interest.

Regarding domestic violence, Orange agrees to offer both male and female employees who are victims of domestic violence, and who request it, support adapted to their situation, such as for example (depending on the local context): special work time arrangements, relocation, emergency accommodation assistance, emergency economic support, etc. These employees may also be referred to external organisations such as specialised partner associations.

The Group wishes to further develop training and awareness-raising activities for employees and managers on these issues, as well as on related policies and procedures.

# Chapter 5 - Raising awareness and communication

## Article 9: Raising awareness and communication

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### 9.1 Current situation

The Group regularly communicates with its employees to raise awareness of gender equality and combatting discrimination, whether through the intranet, the Diversity communities on the Piazza corporate social network, or via communication campaigns or events organised worldwide, for example during International Women's Day.

Moreover, internal diversity networks in several countries (Wenity umbrella network, Orange Business Services DoubleYou networks, etc.) also play an important role in this field by offering conferences, personal development workshops and meetings with managers.

### 9.2 Objectives and Commitments

Orange agrees to:

- further strengthen communication and awareness-raising activities concerning this agreement's themes at all levels, and particularly with subsidiary management committees;
- organise a specific awareness-raising programme for HR and managers, to encourage buy-in to the agreement's themes from those at the front line;
- convey a positive image intended to combat gender stereotypes in all internal and external media and communication;
- develop programmes or initiatives encouraging men to play a part in workplace gender equality or work-life balance.

### 9.3 The resources in place

The Group will provide entities with several awareness tools in French and English:

- a Diversity serious game to raise awareness of stereotypes and combat discrimination;
- a "gender equality visa", a digital tool to raise awareness of workplace gender equality, already available in French on the Orange Learning training platform, and composed of three sections: challenges, stereotypes and sexism;
- e-learning on workplace harassment aimed at managers and HR officers, already available in French on Orange Learning, which will help prevent and manage situations of workplace harassment.

Subsidiaries will make the necessary provisions so that everyone understands the Group's commitments and actions implemented in the fields covered by this agreement:

- workplace gender equality: gender balance in all job areas, equal career opportunities, equal pay;

- work-life balance;
- combatting discrimination and violence.

For greater efficiency, they will aim to implement local awareness actions and tools in the country's own language.

Regular communication will be organised on these themes within subsidiaries, for example: event-based communication during International Women's Day or events specifically proposed as part of internal diversity networks, editorial communication on intranet sites, and publications on the Piazza corporate social network communities.

# Chapter 6 - Supplier and subcontractor involvement

The Orange group has a responsible procurement policy which aims to introduce corporate social responsibility principles into its relations with suppliers and subcontractors, reinforcing the control of social, societal and environmental risks. The Group's CSR action plan aims to encourage the adoption of CSR commitments by different purchasing stakeholders and their application in their related business processes, and also to guarantee Group compliance with the law concerning duty of care.

This responsible procurement policy is based on the inclusion of the CSR clause in contracts with suppliers and subcontractors, and attaching the Orange "Supplier code of conduct" to these contracts.

The Code of Conduct describes the ethical, social and environmental commitments the Group expects from its suppliers. It currently requires the supplier to prohibit and combat negative discrimination based on the following criteria: ethnicity or race, gender, sexual orientation, language, disability, religion, political or other opinions, national or social origin, degree of wealth, birth, or other status category.

This Code also requires them to promote diversity and equal treatment in terms of employment and work. If a failure to comply with this clause is identified, and no remedial action is taken, penalties may be applied and ultimately the contract terminated.

Suppliers are evaluated on the basis of documents, either via a questionnaire created by Orange, or using a company specialising in responsible procurement.

Orange deploys a coordinated CSR audit programme on-site to evaluate the suppliers' degree of compliance with social and environmental standards, and to establish corrective action plans where needed.

# Chapter 7 - Deployment and monitoring the agreement

## Article 10: Mapping the current situation

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Orange undertakes to conduct a mapping exercise, within one year, of the current practices in terms of workplace gender equality, combatting discrimination and violence, and work-life balance in the countries where the Group operates, with the priority being subsidiaries with more than 400 employees that have not yet been audited as part of the GEEIS and GEEIS Diversity (Gender Equality & Diversity for European and International Standard) certification programme. These reviews will be presented to the local dedicated Committees and a summary will be presented during the annual follow-up meeting for this agreement. Depending on the results, the subsidiaries will define suitable local objectives and resources. These reviews will be carried out within all subsidiaries, with the conditions adapted to their situation.

## Article 11: Deployment of the agreement

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As indicated in Chapter 1 of the agreement, every Group subsidiary must ensure that the union organisations and/or employee representatives, depending on the current situation (legislation and prevailing local practices), are stakeholders in all aspects of workplace gender equality, combatting discrimination and violence, and work-life balance, including the implementation and monitoring of action plans in these areas. As such, the parties urge subsidiaries' management and union organisations and/or employee representatives to form dedicated Committees.

## Article 12: Communicating the agreement

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The parties will share this agreement with all of their respective organisations and entities.

The adoption of the principles of this agreement relies on distribution and effective promotion that should be as local as possible.

The Group will organise communication with all employees, notably via publications on Intranet sites, and specific information aimed at Human Resources networks and managers so they can support and guide the implementation of this agreement amongst their teams.

As part of the agreement's deployment, the Group and signatory union organisations will meet as soon as possible after signing the agreement to draw up a communication and adoption plan.

The UNI Global Union will publish the agreement on its website and will share it with its affiliates.

## Article 13: Monitoring the agreement

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Orange and the UNI-Orange Global Union Alliance will jointly monitor this agreement on an annual basis at their regularly scheduled meetings planned with Orange management. Potential differing interpretations of the agreement's provisions will also be addressed at these meetings.

The agreement will be monitored on the basis of the above-mentioned mapping exercise and the following annual indicators reported on by subsidiaries with over 400 employees as and when the agreement is deployed, depending on available information:

- employees on open-ended employment contracts: numbers of women and men and percentage of women (Group)
- managers: numbers of women and men and percentage of women (Group or subsidiary);
- Executive Committee Members: numbers of women and men and percentage of women (subsidiary);
- gender balance in different job areas: numbers of women and men and percentage of women (Group)
- external recruitments on open-ended employment contracts: numbers of women and men and percentage of women (Group)
- external recruitments on open-ended employment contracts - breakdown by job area: numbers of women and men and percentage of women (subsidiary);
- equal pay: pay gap between women and men in entities of more than 400 employees in each subsidiary (Group)
- equal pay: average annual pay increase awarded to women and men (subsidiary); average annual pay increase awarded to part-time employees (women and men) / full-time employees (women and men) (subsidiary)
- training: numbers of women and men having attended training and percentage of women (subsidiary);
- training: number of training hours for women and men and percentage of women (subsidiary);
- teleworking: numbers of women and men who benefit from teleworking - regularly / occasionally (subsidiary);
- flexible working hours: numbers of women and men who benefit from flexible working hours (subsidiary);
- part-time working: numbers of women and men and percentage of women (subsidiary);
- maternity or adoption leave: numbers of people having taken leave during the year (subsidiary);
- harassment - violence: may be followed up with indicators to monitor the agreement.

This list of indicators will be adapted for subsidiaries with fewer than 400 employees, depending on information available locally.

In addition these indicators, monitoring the agreement will help to highlight best practices that can be shared.



## **Article 15: Duration of the agreement - Review - Translation**

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This agreement will take effect on the date of signature, for an unspecified term.

Each of the parties may request a review of some or all of the provisions of this agreement. A request for review must be sent to the other signatory through any written means, accompanied by a draft article or articles. Negotiations will start as soon as possible, and in any event, within three months following receipt of the request for review.

This agreement is written and signed in French. For communication purposes, it will be translated into English, Spanish and Polish at the very least. However, the French version is the only version which will be legally binding if there are issues regarding interpretation.

Two copies of this agreement will be filed with DIRECCTE Ile de France - Hauts de Paris Regional Unit, with one hard copy, signed by the parties, and one digital copy. A copy of the agreement will also be filed with the court registry of the Paris Industrial Tribunal. In addition, a copy is provided for each signatory.

Drawn up in Paris, 17 July 2019

<p><b>For Orange</b></p> <p>Valérie LE BOULANGER</p> <p>Executive Director in charge of Human Resources</p>	<p><b>For the UNI Global Union</b></p> <p>Alke BOESSIGER</p> <p>Deputy General Secretary</p>	<p><b>For the Orange-UNI Global Union Alliance</b></p> <p>William-Ange COKER</p> <p>Chairman</p>
<p>Christine ALBANEL</p> <p>Executive Director of Corporate Social Responsibility, Diversity, Partnerships &amp; Philanthropy</p>		

French Union Organisations affiliated to UNI, respectively represented by:

<p>For CFDT F3C</p>	<p>For CGT-FAPT</p>	<p>For FO-COM</p>