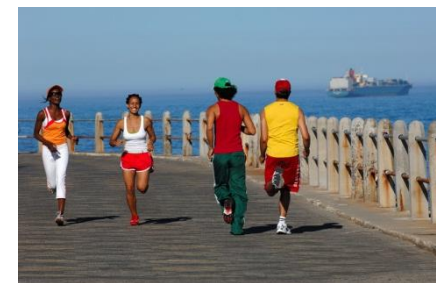
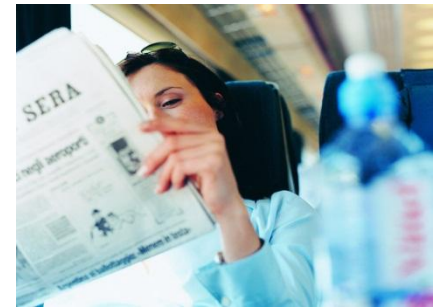


Gender Diversity: Orange 3 major targets

1. enabling gender diversity, **in all fields**, with a specific focus on technical fields
2. increasing women's presence in **senior management**
3. favouring **work-life balance** with a focus on parenthood



increasing women's presence in senior management



“We have a target of 35% of women in all management committees, including the Executive Team for 2015, we must therefore identify and support female talents at all levels.” (Stéphane Richard, CEO)

- **recruitment** focus across the board (e.g. Orange graduates program 50%)
- monitoring of **promotions**
- development of a **“women leader spirit”**: videos as role models, e-mentoring, mentoring program (at all level of the organisation) , cross-mentoring with other prominent companies
- female executives participating in **external networks/think tanks as recognition signal**:
 - > Top 250 → Women In Leadership (WIL)
 - > Top 1,200 → European Professional Women's Network (EPWN)
 - > Middle management (local networks such as Cercle InterElles in France)
- « ladies 1st » in **talent reviews**
- systematic requirement that:
 - each **talent or promotion pool** includes specific **female ratio** (defined according local situations)
 - each **short-list or succession plans** for senior positions includes at least one woman – if not, information about actions taken in order to have women on the list?
- **performance evaluation systems** that neutralize the impact of parental leaves and do not consider « availability anytime-anywhere » as a relevant criterion (France)

why we are happy to join the WIL Talent Pool



- It naturally positions itself as **part of our range of programmes to support the junior female talents** who often disappear from our scope (maternity leaves, choice of expertise rather than management positions, lack of confidence, ..)
- Identification by the talent management organisation (on a voluntary basis) as **a form of recognition**
- A distinctive way to **retain top talents**.. while accepting the risk of a departure if opportunities appear
- An excellent way to **train future administrators** of large companies by providing the opportunity to network in an external environment that is not only business oriented (political and academic)
- A **source of feedback** to change our processes and policies through the confrontation with other environments

our 10 promising Orange female talents



- members of our **Orange Graduates Programme**
- have an international culture
- are between **28** and **32**
- 6 technical and 4 business profiles
- in their 2nd, 3rd or 4th position within **Orange**