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.

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**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

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

**Human rights**

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

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

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

**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.
Gender parity could add trillions of dollars to the global economy

Ending gender inequality will take us closer to a second 200 years. Workplaces, where 40% of workers are working part-time in the informal sector, will improve gender equality. In fact, studies estimate that for every 10% increase in female labor force participation rates, the world’s GDP could increase by 3%.

A recent study by the International Labour Organization (ILO) found that if women participation in the labor force were to increase by 20%, it could add $28 trillion to the global economy by 2025.

Change the way we work, change the way we think

Today’s world is changing rapidly, driven by technological advancements and global factors. These changes require us to adapt and embrace diversity as a key driver of innovation and progress.

Chris, a doctor in Benin, realised that no government agencies were providing resources to bolster SAEI’s efforts. He reached out to Sénégal (UVS), a public university in Senegal, and was surprised to find that the institution had developed a programme to provide Etrilabs with an equipped and comprehensive digital learning platform.

This programme, known as the “Carbon Neutral Campus” initiative, is designed to revolutionise teaching and training. It supports the development of new, innovative learning methodologies and helps to reduce the carbon footprint of universities.

The programme includes a range of initiatives, such as:

1. Digital learning platforms: These provide access to a wealth of digital resources, including online courses, e-books, and interactive simulations.
2. Virtual laboratories: These allow students to conduct experiments and simulations without the need for physical equipment.
3. Environmental education: This focuses on raising awareness about climate change and sustainability.
4. Carbon reduction initiatives: These include measures such as reducing energy consumption and implementing sustainable practices.

Innovators and stakeholders have welcomed the “Carbon Neutral Campus” initiative, with many expressing their support for its innovative approach to education.

Conclusion

The “Carbon Neutral Campus” initiative is a testament to the power of innovation and collaboration in driving progress towards a sustainable and equitable future. By promoting digital learning, carbon neutrality, and environmental education, universities can play a crucial role in shaping the world of tomorrow.

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Climate change and education everywhere

The circular economy – turning a competitive advantage into a sustainability imperative

A recent study by the European Commission found that by 2050, the global economy will need to reduce its carbon emissions by 80% to meet the Paris Agreement target. This requires a shift towards a circular economy, where products and materials are designed to be used multiple times before being recycled or repurposed.

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References

Employees

Thalma 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 the companies of our countries, and there are still far too many stereotypes about women and work. It’s true that the law now requires companies to sign agreements on the right to disconnect, but what makes us unique. And that’s good for companies. The real reason companies are demanding more women is because it is now essential to have a workforce that is diverse and well connected to people who have brilliant careers as well as a private life. Women rarely occupy more than 30% of the positions of responsibility in the companies of our countries, and there are still far too many stereotypes about women and work.

Forget one for all, I believe in all for one

Human skills at the core of digital transformation

Innovation is defining the fourth industrial revolution, the digital transformation of work, and the demand for innovation in human skills is driving the trend. Old theories are not enough: you need to adapt them to the new world of work. But companies need to know what skills are necessary for innovation, how to develop them, and how to use them to drive the digital transformation.

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The worldwide agreement on workplace health and safety we signed in 2014 was one of our key successes. It aims to implement standards above the legal baseline in operating countries and integrate them into our collective bargaining agreements. WIL has established that diversity has a positive bearing on three financial indicators: profitability, productivity and innovation.

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

Labour relations

An empirical study of the impact of diversity on the financial performance of companies

A study led by the University of Neuchâtel has identified a positive link between diversity and profitability and innovation, both at the corporate level and the individual level. The study, which is being adopted by several companies, has shown that diversity has a positive impact on profitability, productivity and innovation.

King Max
Chairman of the Board of Directors

Businesses need to embrace collective intelligence

Until the turn of the century, companies produced goods or services, and their management objectives were focused on technology, innovation and employee representatives. The production era was about ensuring efficient use of resources and the implementation of human capital for efficiency. There are many reasons behind this shift. Two hundred years of urban sprawl prepared the ground, Digital technology is continuing to change the ways companies are managed and how they behave. The era of mass production gave way to an era of personalized production, and companies are now aiming to take a step back and consider human capital for efficiency. The era of mass production gave way to an era of personalized production, and companies are now aiming to take a step back and consider human capital for efficiency.
Business

Closely collaborating with suppliers

Director of Innovation, Transdev

Olivier Cohen de Timy
Founder and Director of Socialimeter

Businesses must drive the transition in order 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.

Merger control and why we need a new perspective

Morgan Guérin
Head of the European programme, Instiut Montagne

You couldn’t have foreseen that the Euro- pean Commission over the last decade would have initiated over 250 merger cases, 50 of which led to a major European merger. It’s a remarkable number, and it’s interesting because some of the major players in this sector have transformed. European competition law vigourously defends consumers’ interests and we wouldn’t want that to change. But the fact that this only takes a few years for a large Chinese industrial organisation to grow into the leading player isn’t something that works in a market landscape where we might have to reconsider our approach. What we need now is a global industrial strategy. Merg- er control will involve one of the many players understanding that strategy. In its current form, it’s not working.

Monetising networks: the major challenge facing operators

Alexandre Laffite
Analyst at ODGR BHF Securities

European telecoms operators are currently contending with the same set of issues that big American tech companies – and others – are in the 2000s with the emergence of peer-to-peer platforms like Napster, or in usage but weak monetisation. We’re seeing operators digitalising their value propositions, assuming new roles as network operators and technology integrators. Perhaps the most obvious is the need to stop the relentless erosion of voice and data revenues, still a major source of revenue for operators. And if you talk to the operators, they all want to drive new value from their networks, not the least by exploiting the potential of new services to unlock additional value from those networks.

The move to converged networks brings opportunities. Operators can drive to new, diverse value-added services to maximise the return on their investment. Conversely, many operators are seeing their existing businesses suffer and they are focusing more on new opportunities. Money can’t buy appeal. It’s something that appears to have no borders. The telecom sector has been the first sector to really tackle this strategy. That appears to be the right approach. No-one else has yet tackled the challenge like they have. A brand position on social issues has become a multi-billion euro business. Social responsibility brings value – not just to European consumers but also to the whole of the values chain. Brands have not yet fully understood the potential of this strategy, so there is still a lot of room for improvement.

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CEO should initiate change instead of waiting for the government to impose it. Violent and ingenious strategies are needed to work, discrimination, and bearing. This has no innate impact on bus- iness. There is a world of difference between the way that big American tech companies and the way that big European companies operate.

CEO should initiate change instead of waiting for the government to impose it. Violent and ingenious strategies are needed to work, discrimination, and bearing. This has no innate impact on business.
Zero interfaces, zero decisions... zero-human future?

Just as 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 emerging in which people are becoming passengers controlled by software, machines, applications, and algorithms, embedded with artificial intelligence. As a result, public opinion tends to reflect a terrifying vision in which we become less and less in control of our own destiny. We are, however, subtly coming to realize that control in a digital world, within which we often hear that digital services are becoming more and more efficient, is changing, or that the things we do and how we interact with digital devices is important to get a clear understanding of the basic notions. The Orange Observatory and its worldwide network of experts are analysing digital innovations from a user perspective. Our goal is to identify trends and common factors that seem to reappear in many countries. There are thus two fundamental trends: zero interfaces and zero decisions. We are seeing the user – and necessity – of information and user feedback interact free from the constraint of a human-centered interface. We use voice control to activate the device, withdraw the control when we are satisfied, and only then use passwords to unlock our devices. Transactions are gradually disappearing and it is the surrounding interface which becomes the interface, with which we communicate and identify ourselves, through our behaviour, heart beat or brain waves. In very given instances, for example a home equipment, the biometric access will be associated with using biometric information automatically. Zero interface could be possible with, for example, no closer interface, just a zero interface that allows digital technologies to analyse information before choosing which and how to interact with the interface, strategy, without human intervention. The well-known case is voice recognition: a voice is a collection of sounds, closely linked to a zero interface, that is, digitally linked to high levels of efficiency and within which the user is gradually able to interact with digital technologies through a zero interface and no human intervention. What is the future of this zero interface with which we are dealing? Are human and artificial intelligence, and the future human interface, are we gradually dealing with an interface that corresponds to our future? Is there a new way to think about this future and, in particular, the autonomy and dignity that we currently enjoy? In other words, 25% of the country’s GDP, it is about control of the house, a virtual home in this case, and that is how we are coming to think about future, and in particular the autonomy and dignity that we currently enjoy. When, and how, and why should we move to avoid a future that is not the one we want?

How connectivity can turn retail areas into leisure spaces

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 emerging in which people are becoming passengers controlled by software, machines, applications, and algorithms, embedded with artificial intelligence. As a result, public opinion tends to reflect a terrifying vision in which we become less and less in control of our own destiny. We are, however, subtly coming to realize that control in a digital world, within which we often hear that digital services are becoming more and more efficient, is changing, or that the things we do and how we interact with digital devices is important to get a clear understanding of the basic notions. The Orange Observatory and its worldwide network of experts are analysing digital innovations from a user perspective. Our goal is to identify trends and common factors that seem to reappear in many countries. There are thus two fundamental trends: zero interfaces and zero decisions. We are seeing the user – and necessity – of information and user feedback interact free from the constraint of a human-centered interface. We use voice control to activate the device, withdraw the control when we are satisfied, and only then use passwords to unlock our devices. Transactions are gradually disappearing and it is the surrounding interface which becomes the interface, with which we communicate and identify ourselves, through our behaviour, heart beat or brain waves. In very given instances, for example a home equipment, the biometric access will be associated with using biometric information automatically. Zero interface could be possible with, for example, no closer interface, just a zero interface that allows digital technologies to analyse information before choosing which and how to interact with the interface, strategy, without human intervention. The well-known case is voice recognition: a voice is a collection of sounds, closely linked to a zero interface, that is, digitally linked to high levels of efficiency and within which the user is gradually able to interact with digital technologies through a zero interface and no human intervention. What is the future of this zero interface with which we are dealing? Are human and artificial intelligence, and the future human interface, are we gradually dealing with an interface that corresponds to our future? Is there a new way to think about this future and, in particular, the autonomy and dignity that we currently enjoy? In other words, 25% of the country’s GDP, it is about control of the house, a virtual home in this case, and that is how we are coming to think about future, and in particular the autonomy and dignity that we currently enjoy. When, and how, and why should we move to avoid a future that is not the one we want?

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Trust and ethics

Businesses need to take a zero tolerance stance on corruption

Digital accessibility starts in store

Safeguarding human rights in the age of AI

Getting away from the digital binary

Meetting international data protection standards

Expert opinion

Marc-André Foffler
Director of Transparency International France

“Like is any other tool: its potential negative outcomes are built-in from the design stage, and result from human choices.”

Interview with

Jennyfer Chrétien
Head of the Mission Société Orange et Régie de la communication à l’usage des malentendants, et des profils sociaux diversifiés

“AI tools can be powerful engines of positive impact, or the opposite. But they are also highly dangerous if they aren’t subject to the scrutiny of people, if they are not transparent about who they have been designed for.”

Expert opinion

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

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Meeting international data protection standards

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 all the same time that the rest of the country is on the planet with telecommnications satellite. Take a second to ponder that paradox.

This delay has a very real impact on economic and social development, especially for the businesses, which often operate in small markets limited by geographic factors. Overcoming these barriers means that businesses there have to be more creative in the way they develop their value or offer their value. They may have to work with distribution partners, other businesses and artificial intelligence are opening up promising possibilities for trading and emerging financial technology, andtrain operators more efficiently.

In his recent article, Don Tapscott refers to the ‘new normal’ as a ‘networked society’ that is ‘increasingly aware of the ethical and business rational for more transparency – partly because they are in a new position to see a fresh, facts-based, part of our world.”

The Orange stakeholder review – May 2019

Customer rights and distributor responsibilities

Customer relationships and trust

Frédéric Colard
Director of Operations, Générale de téléphone

“I am a consumer who feels that we have to our customers. We must deal with our customers as if we were the high value – the most valuable products and services, and our customers. Without loyal customers and committed employees, you just don’t have a business. And if you don’t have a business, you’re not going to have a business.”

Expert opinion

Antoine Karam
French Guiana senator

“We’re certainly started to move in the right direction. The Orange submarine cable has brought up very high-speed broadband in French Guiana.”

Digital transformation is usually associated with a wave of technology tectonics. It is a “wall of value in people. As a discipline, we have to think about what kind of value we can create in our organizations and for our customers. Without loyal customers and committed employees, you just don’t have a business. And if you don’t have a business, you’re not going to have a business.”

Supplementary services

Xiaolu Pan
Client Success Manager, Ecovadis

A responsible purchasing policy that runs deep in the supply chain

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Supplementary services

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Client Success Manager, Ecovadis

A responsible purchasing policy that runs deep in the supply chain

While it comes to implementing CSR in the beauty supply chain, Voces most increas-ingly take account of ethically-oriented business and socio-economic principles. It is therefore an important aspect of the company's ethical and social responsibility. The main challenge is to balance the interests of different stakeholders, while ensuring that the company is able to achieve its objectives in terms of sustainability and profitability.

Investment in digital transformation is a strategic choice that will enable businesses to implement their CSR goals. It is therefore an important aspect of the company’s ethical and social responsibility. The main challenge is to balance the interests of different stakeholders, while ensuring that the company is able to achieve its objectives in terms of sustainability and profitability.

Investment in digital transformation is a strategic choice that will enable businesses to implement their CSR goals. It is therefore an important aspect of the company’s ethical and social responsibility. The main challenge is to balance the interests of different stakeholders, while ensuring that the company is able to achieve its objectives in terms of sustainability and profitability.
We would like to thank everyone who participated in this review:
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Christian Jekinnou, Jean Jouzel, Amélie Kanagasabai, Antoine Karam, Jean Kaspar,
David Kaye, René Kohl-Olesen, Oskarri Ledroit, Sophie Nerbomme, Xadie Pan, Jérémie
Peller, Isabelle Pozzo, Flore Pradeau, Anthony Ratier, Fira Rhatem, Thaima Samman,
Olga Sarugu, Claude Tenser, Céline Vernesve, Steven Wilson and French
journalist Audrey Pulvar who facilitated the event.

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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.