

# Giving yourself the means to work together, create and attract



**Giving the best of yourself. It's only possible if you feel supported and accompanied, and if you've been given real responsibility. Orange Belgium takes this process of valorisation to heart for everyone, whether employee, customer or partner. To be as close as possible to the needs, the company hasn't hesitated to invest in innovation and the human element. As a bold challenger, the company dares above all to act differently, even internally.**

### Power to the teams

An evolution befitting the audacity of a bold challenger. In 2019, Orange Belgium devoted a large share of its energy to its internal transformation plan. To ensure its success, a clear vision and strategy made it possible to define the objectives to be achieved. Their operational implementation is underway and continues by striving to valorise each employee. And the commitment of each and every one is essential. Orange Belgium nourishes a genuinely positive company culture.



Orange Belgium is aiming for five training days per year per employee.

### Training yourself for the new

The development of competencies is an important vector of empowerment, so Orange Belgium doesn't hesitate to go beyond the standard of two days of training per year per person. If today the company already registers an average of three days, it is aiming for five in the future. It also stimulates internal mobility to keep everyone's motivation and commitment alive.

This dynamic of empowerment, like all structural evolution, is being progressively integrated into the mind-sets and the ways of being and acting. In order to facilitate this transition, Orange Belgium introduced a whole series of training courses that are addressed to both employees and managers. 'Directing in a time of transformation' and 'managing authentically in the digital era' are amongst the subjects proposed. Defining the framework for each individual, stimulating initiative-taking and encouraging individual fulfilment, those are the guiding principles of this will to rethink the overall functioning of the company.

### Innovating in the arrangement of space

Flexibility, an essential criterion? At Orange Belgium, this reality is expressed notably by an in-depth restructuring of the work spaces. In 2019, a part of the offices was entirely rearranged so that the workplace can reflect the new dynamic being introduced. Alcoves, smaller rooms, large tables for exchanges and discussion... these 'pilot' adjustments offer diversified use possibilities. Certain zones are dedicated to calm and concentration. Others are provided for collaboration or socialisation. All of them correspond to the agility that is generated by the company's functioning and are a support for the empowerment of a

dynamic team. This is the Orange way of working. A concept that is translated by the 3 B's: bricks, bits and behaviours. Orange Belgium undertakes to offer an environment that is propitious for working, optimal internal digitalisation and encouragement of civility and synergy. Above all, this development is directly based on the 'Listen & Respond' approach of the company, which regularly surveys the needs and wishes of its employees in order to jointly reinvent our ways of living and working together.

### Taking back control

As part of its review of internal processes, Orange Belgium attributed great importance to one particular element: enabling its teams, its employees, to enjoy end-to-end responsibility on their projects. It was determined to make changes within the structure of certain divisions and notably to revise the hierarchical structures. Offering increased control over the development or management of operations makes it possible to stimulate the employees, offer them a more fulfilling professional framework, while at the same time optimising the overall functioning of the company.

An approach that also entails, more concretely, Orange Belgium taking back control over certain operations that had been outsourced in the past. That is notably the case with respect to several IT services that were re-internalised, certain elements of management and deployment of infrastructures, as well as to the commercial distribution network, via the integration of several franchised stores.



Orange Thank You programme distributed more than 3 million GB of free data to its customers.



the badges that they have already won, participate in competitions, choose gifts, etc.

It should be noted that Orange Belgium is once again offering a choice to its customers, since they were able to choose from amongst a wide range of different gifts: beauty kits, magazines, books, discounts on concert tickets, shows or vacations. And, because Orange Belgium remains a telecom operator, the

Orange Thank You programme distributed more than 3 million GB of free data to its customers.

Notable fact: the Orange Thank You programme is so innovative and complete that it was awarded the 'best customer experience prize' of the prestigious World Communication Awards. For more than 20 years, these prizes have crowned innovation and excellence amongst global telecommunications operators.



## The 2020 objectives

- Offering a mobility budget and encouraging employees to adopt a multimodal approach
- Continuing the evolution of work spaces
- Continuing the re-internalisation of certain strategic processes
- Boosting interest in basketball in Belgium

### Power to the clients, partners and prospects

#### Orange Fab season 3

Previously on Orange Fab... The start-up CommuniThings, which focuses on Smart Parking and uses Orange's NarrowBand-Internet of Things (NB-IoT) network for this purpose, was selected for Orange Fab 2018. One year later, it raises three million euros with several partners, including Orange Belgium, to develop its activities. A success story that derives in particular from the experience gathered during Orange Fab, the exclusive acceleration network for start-ups and scale-ups at the origin of innovative new products and services in sectors like the IoT, big data or artificial intelligence. For this 2019 episode, the goal remains the same. A total of 42 projects presented their products and services to a top-flight jury, notably including the Executive Committee of Orange Belgium. The prize: integration into the Orange Fab programme which offers, during a period of 6 to 9 months, an emulation between the start-ups and the Business Units



of Orange Belgium and Luxembourg, a boost to commercial development, initiation of partnerships and support for internationalisation thanks to Orange's global presence. Two start-ups became the award winners of this 3<sup>rd</sup> edition:

- **Condugo** which is developing an innovative energy management platform for large industrial companies, and
- **Ovinto** which optimises freight transport thanks to a hardware and software solution based on big data and predictive analysis.

#### Showering customers with gifts

Elsa and Anna are back, and Orange Belgium didn't miss the rendezvous. As part of its 'Orange Thank You' customer loyalty programme, 6,000 of its customers attended showings of Frozen 2. Over the entire year, Orange Belgium offered a total of nearly 190,000 free movie tickets to its customers. More broadly, no fewer than 2.1 million gifts were offered via the Orange Thank You programme, whose integration into the MyOrange app was optimised, enabling customers to do everything from this central app, e.g. see

## Sponsoring

In 2019, Orange Belgium closely followed the adventures and exploits of the Belgian national basketball teams and particularly those of the Belgian Cats, the women's team. The steadily improving results and reputation of the Belgian Cats are boosting public interest in this sport, which still receives too little attention in Belgium. Moreover, Belgian Cat Emma Meesseman attracted special interest in 2019 when she won the coveted title of Most Valuable Player in the finale of the Women's NBA in the United States. The Belgian Cats also qualified for the Olympic Games of Tokyo, which is a first. Orange Belgium also continued its support for the national basketball league, whose activities are rapidly professionalising: the league introduced a new automated recording system for the games, as well as a streaming platform for them. In 2020 this support for the Belgian basketball ecosystem will also be translated by the launch of a campaign whose goal will be to give basketball the place it deserves in a country until now dominated by other sports.

Belgium also has athletes of a new type, prompt to play with the joystick and keyboard rather than in their high-tops and who caused traffic on the Orange Belgium networks to increase by 55% in a single day. How? By following the kick-off of the last season of the online game Fortnite. A phenomenon that demonstrates the constant rise of esports and gaming. An evolution supported by Orange Belgium, which is renewing its sponsorship of the Belgian elite team Sector One. The specialties of these players who challenge their global competitors? The games League of Legends, Counter Strike: Global Offensive and Hearthstone, for which they participate in competitions and place amongst the leaders in the Benelux.

Orange Belgium also supports the GameForce Masters tournament, the biggest esports event in the Benelux, organised within the framework of the largest Belgian gaming trade show, GameForce, and offering the winners cash prizes totalling 30,000 euros. In all, nearly 15,000 participants confronted one another or played in collaboration during this game meeting. Orange Belgium is also developing this market niche, often linked to the cord-cutters phenomenon, with the recent launch of its own gaming platform, Arena.

