

International
Carriers



Focus

Magazine

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Women in Tech



Special Edition



Introducing

**talented women at Orange
International Carriers**



Emmanuel Rochas
CEO
Orange International Carriers

As our customers and partners, you are regularly informed about our efforts to fulfil our commitment to diversity and inclusion. For instance, you may already know that we are proud to have 50% women in our board of directors. And professionals who work close to me know how much I feel concerned personally by the issues of gender equality - and fair balance of parental duties! But when I mention that we strive to promote diversity in all its forms, mindful that women have so much to offer in tech companies, you don't have to just take my word for it.

We decided to interview thirty-two of our talented female staff across the world on this very issue of gender equality in the wholesale business, then and now. We wanted to involve a broad sample of cultures, seniority, skills and curriculums, which would also reflect the diversity among our customers. The questions were simple, going from an account of their professional paths, with their happy and sometimes not-so happy experiences as women, to their tips for other women to make it in tech. The collection of answers was incredibly insightful and we believe

it can stand as a testimony of our commitment to share the values of our customers, and inspire other women to succeed in this business. At Orange International Carriers, a long-established, truly global wholesale player, we have to be exemplary on the issue of equal opportunities. We believe that it makes us stronger as a business and more united as an organization. And we also want to do our part to help make the wholesale industry a better place to do business for any talented individual.

But that's already too many words written by a man on this topic: I let you discover the stories, insights and tips of Orange International Carriers' talented Women in Tech, in their own words. I have the great pleasure to introduce you to Nuha, Vijaya, Emmanuelle, Lydie, Flavie, Delphine, Alexandrine, Guylaine, Maryana, Yvonne, Sarah, Sonia, Juliette, Orchidée, Sandrine, Betina, Chantal, Florentina, Elena, Fanja, Laurence, Claudia, Etsuko, Anita, Alexandra, Catalina, Caroline, Yin, Mary... and all the Annes!






Calling for change

How Orange International Carriers pushes for gender equality

At Orange, there is a real commitment to diversity, which is not merely about good intentions. Being part of Orange, Orange International Carriers is proactively following the group's ambitious guidelines and objectives in improving gender balance at all levels and empowering women.

It's not only about having a woman for a CEO, like Chrystel Heydemann. It's not only because increasing gender balance in technical positions is one of the five pillars of Orange's gender equality policy – which is itself one of the three priorities of our diversity and inclusion policy. It's about seeking gender balance at all levels, in all locations, for all functions.

This commitment is nothing new. Anne Morel, our current Head of Sales, smiles as she recalls the situation in the London office in the early 2000s. "Within the International Division at the time, many of our foreign offices were headed by women Managing Directors. It was already normal to have women at management positions and young working mothers. I got to interim for my boss as UK Managing Director while she was on maternity leave, and took over in the role after my own maternity leave... We did have the amusing situation of being both pregnant at the same time in the office, which created slight confusion for visitors!"

A commitment to gender balance based on tangible evidence

Today, this commitment to gender equality comes with figures, targets for female representation at management level, and in certain professions, particularly technical ones. We really pursue it as we do

business, with measurable objectives, in terms of percentage of female representation. And we stick to these objectives, with a real conviction that setting quantitative, measurable and achievable targets is the only way to reach gender balance. We measured that achieving a more representative diversity produces better financial results, increased team performance, and makes it easier to recruit and retain talent.

Since 2011, diversity and gender equality policy has been audited and certified at Group level in 23 entities and 20 countries by an independent external body under the GEEIS (Gender Equality and Diversity for European & International Standard) label. And on 17 June 2019, Orange was the first French listed company and telecoms operator to sign a global Group agreement on workplace gender equality with UNI Global Union, aimed at promoting workplace gender equality and work-life balance, as well as fighting discrimination and violence. As a result, 15 key indicators are monitored in each country where Orange is represented.

Today, the talented women of Orange International Carriers represent 46% of our total staff across 5 continents, 50% of the Board of directors and 38% of technical or innovative roles. In everyday business, this means that when these women deal with external partners, they are often the only ladies in the room.

Promoting Women in Tech both inside and outside the organization

As we know that there is still a long way to go before our objectives are met, Orange International Carriers has been taking action to promote gender equality, following the Group's "Hello Women" program, launched in 2020 to increase women's representation in technical and digital trades:

- ✔ **Raising** awareness of tech jobs among young girls and students, with shadowing initiatives in schools and universities,
- ✔ **Identifying and attracting** more women into technical professions, by regularly organizing round tables, empowerment workshops and awareness-raising initiatives,
- ✔ **Re-training** more women into these highly employable sectors, with reskilling programs to support those who want to change career paths,
- ✔ **Retaining** women in technical professions, by nurturing talent networks and offering "Tandem" mentoring programs to help women succeed in their tech role and promote new role models.



46% of global staff



38% in technical and innovation roles



50% of the board of directors



36% of managers



**"I only see boys,
is it normal?"**

Over 25 years of promoting gender balance in wholesale telecom

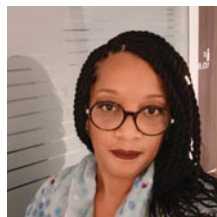
Spanning over more a quarter of a century, Orange International Carriers' experience in the wholesale telecom business allows us to enjoy a unique viewpoint on the industry's trends and evolutions. We interviewed many talented female colleagues, the young and the experienced, in Asia, in Europe, in Africa, in America or in the Middle East, no matter their position in the organization or their missions, to investigate the evolution of the industry with regards to gender balance – and what still needs to be done.

**The wholesale spirit:
"This open-mindedness,
this openness to the
international scene
allows us to tackle much
broader subjects"**

Anne Morel, Anne le Flanchec, Yvonne Kee, Florentina Prida, Etsuko Sato, Caroline Varley, Mary Yeung... the list of "Orange women" who joined us during the "telecom boom" goes on. In a tech sector not particularly known for its female faces, deregulation and technological leaps meant more opportunities for every motivated individual – including women. And if telecoms were a particularly favorable environment for women to start a career, wholesale was even more open to diversity. As **Alexandrine Hebert-Mainardi** says, "I am convinced that this open-mindedness, this openness to the international scene allows us to tackle much broader subjects".



Alexandrine Hebert-Mainardi
Director of Controlling
and Risk Management



Guylaine Jacquens
Head of Trading Desk

Does it mean that thirty years on, the wholesale industry has achieved gender balance? Not necessarily, according to **Sonia Missul**: "I think that we have not reached equality yet. We really need to demand it and work on these issues every day to eventually achieve this gender balance, even if there is progress thanks to various initiatives". "There's quite a history, quite a liability that is difficult to compensate for immediately" **Guylaine Jacquens** stresses.



Flavie Garcia
PMO

A sign of this burden can be seen at industry events. **Flavie Garcia** is just one of many colleagues to notice that "at trade shows, there are still many, many more men than women. If this is a relevant indicator,

the wholesale sector is lagging far behind other sectors". However, **Alexandra Tokatlian** thinks that progress has been made: "there was the feeling that women were perhaps used as mere foils. That's not necessarily the case anymore".

**Earning trust and respect:
"Over time, you prove
that you know a lot about
the business and that
you can actually advise
men on their decisions"**

What does the younger generation of Orange women think about gender bias in 2023? **Sarah Khadir** and **Betina Pavlova** believe that whatever prejudice that might remain can be overcome. "It's not a question of gender, but it's a question of capabilities", the former says. The latter has more details: "Some people first see you as a good-looking lady and make some assumptions about you based on that. But then, over time, you prove that you know a lot about the business and that you can actually advise them on their decisions".



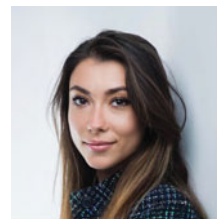
Sarah Khadir
Regional Account
Manager



Sonia Missul
IP Transit Product Manager



Alexandra Tokatlian
Voice Offer Manager



Betina Pavlova
Business Development Manager



Lydie Du Basty
Head of Data offer
Marketing Team



Yvonne Kee
Regional Sales Manager

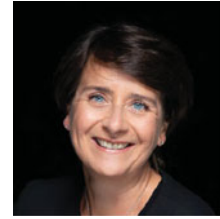
involves **Caroline Varley**, who now heads our European Sales team out of London. “When I very first started, (...) they had this meeting in Brighton of all of the [subsea cable] consortium (...) and it was all 50-year-old men sitting around this massive conference table with a flag representing the country in front of them. (...) We had a break and I went out (...) And when I tried to get back in the hotel, they did stop me because they thought I was a call girl; they couldn’t believe that a woman dressed up would be attending that meeting as it should be all men”.



Florentina Prida
Senior Account Manager



Caroline Varley
Region Sales VP Europe



Anne Le Flanchec
VP Communications



Laurence Reyts Duvezin
Internal Communication
Director



Mary Yeung
Regional Sales VP Asia



Etsuko Sato
Program Manager

More experienced colleagues remember that it took decades for women to earn respect in the industry as a whole. For example, **Lydie du Basty** explains why she decided to leave her previous employer to join Orange: “There were eight women in the marketing team, all of us had children except me. And there was a younger man. When the manager left, they appointed this man to replace him”. For many of our interviewees, prejudice was a very concrete issue, with customers who’d refuse to shake your hand (**Laurence Reyts Duvezin**), or ask to speak to a man whenever they replied to your messages (**Yvonne Kee**).

Two stories give us an impression of what the situation used to be – and how much we all have improved.

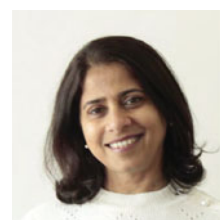
The first one is told by **Florentina Prida** who holds an Electronic Engineer degree, an MSc in Telecommunication, and an International Business MBA. “My position was to be the engineer for a submarine cable in Venezuela. There was this manager, and on my first day he showed me how to make coffee. I had come from managing a hard job installing microwave radio systems around all of Venezuela with several technicians. I had done field work. This moment with my new manager made me feel very bad”.

The second one happened in England, also in the late 1990s, and

Global progress "Telework removed a barrier"

Both Florentina and Caroline believe that these stories belong to the past. **Anne Le Flanchec** “thinks” that “men are more careful about what they say”, and **Laurence Reyts Duvezin** sums it all up by saying that “women are no longer seen as hysterical types”. And the change is global. Hongkonger **Mary Yeung** says that “things have changed a lot in Asia over the last 20-30 years with deregulation”. **Etsuko Sato** in Tokyo confirms that “there’s a little bit of change in this Japanese old industry to involve ladies in our business”. Interestingly, she adds that after the Covid-19 pandemic, “we have many opportunities to do online meetings as I occasionally see one or two ladies working with

these customers now and joining the conference calls from their homes. (...) Maybe Japanese women are more confident participating in this way, rather than in face-to-face meetings. This removed a barrier”. **Vijaya Balaji** in USA agrees that “teleworking policy is hugely advantageous for women and men”, and notes that Orange, “especially in the US”, has always been promoting it, “even many years before Covid”. A healthy tale of tech helping women succeed in tech, in a way.



Vijaya Balaji
Roaming Product Manager

Local, economic and social burdens: "Girls tell themselves that technical jobs are primarily based on math and that they are therefore not for them"

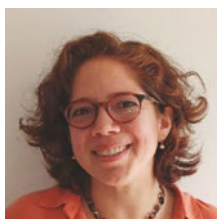
In fact, it appears that the industry itself cannot always make up for diehard local, economic or social patterns.

First, local situations vary greatly.

Yin Wu says "I was dealing with clients in Nigeria. I felt like I was having a hard time earning their trust because I was a woman, it was very special. But in other African countries like Cameroon, Niger, Gabon, I'm dealing with both women and men and everything goes smoothly". **Claudia Saavedra**, **Catalina Uribe** and **Florentina Prida** agree that there are definitely more or less opportunities for women in different Latin American countries. **Catalina Uribe** even believes that, as opposed to Canada which she describes as a "matriarchy", USA is "not that advanced" in allowing same opportunities for women,



Yin Wu
Account Manager



Claudia Saavedra Valenzuela
Data Officer



Catalina Uribe
Account Manager

"especially in the South". "I still get asked whether I've done food for my husband", she testifies.

On the social and economic side, two burdens are mentioned by **Caroline Varley**.

The first one is that women still miss out on the boys' networking opportunities, like the after-work pub-time where hardly any woman is ever invited.

The second one is the social-economic situation which makes it difficult for a working couple to finance childcare in certain locations. As she says, "I'm the only woman I know in my entire peerage and friendship group that's worked full-time the whole way through (...). No one can afford it. One of you in a couple has to give away if you have children". And it's still usually the woman... But the heaviest burden on the industry is that engineering studies still fail to attract many girls.



Maryana Kabanova
Sales Manager for Voice and Mobile



Anita Serou
Fraud Disputes Manager



Sandrine Partouche
Human Resources Director

Maryana Kabanova, who studied engineering, focusing on telecommunications, remembers that "15 years ago, not many girls would become engineers" in Russia. On her first day of computer science school in France, **Anita Serou** "asked the teacher: "I only see boys, is it normal?" and he told me "There was a girl, but she left". "There is a kind of self-censorship, during schooling, when girls tell themselves that technical jobs are primarily based on math and that they are therefore not for them", **Alexandrine Hebert-Mainardi** understands.

An issue Orange is very much aware of **Sandrine Partouche** says, "Orange has been involved for many years now in "shadowing" initiatives where our staff goes to secondary schools and explains to young girls what they can do as women in what's still much of a man's world" – one of many actions to help talented girls live their tech dreams.



Five tips

for women to break into tech

At Orange International Carriers, we believe that women should be able to take up any role within the organization that they are committed to embrace. Based on the feedback from our female staff, here's a few tips we can give to any woman or girl hesitating to take the plunge into telecoms and wholesale.

.01 Don't be afraid to study tech

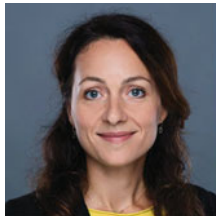
Of course, we have engineers at Orange International Carriers. And quite a few are women. Naturally, purely technical studies are an asset to succeed for women in tech, but it's also an asset to succeed in life, simple. As **Nuha Al-Masalah** says "I studied electrical engineering in Jordan but I specialized in telecoms (...). This helped me develop a problem-solving approach, which proved invaluable for empowering me and overcome all difficulties and challenges faced in my career." Three other colleagues even inform us that being a woman in this man's world may even turn out to be an advantage. Yin Wu and Catalina Uribe went to an engineering school, where they could find few girls to hang out with. They tell us that their boldness and results earned them a special place in the middle of their male counterparts. "I met quite a bit of respect, as a girl who had stepped into this environment", Yin says. "At the end, when you win the respect of all the guys working with you, they really spoil you" Catalina stresses.



Nuha Al-Masalah
Roaming Product
Manager



Fanja Razafindrianilana
Process redevelopment
and Animation manager

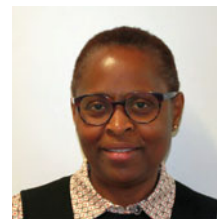


Juliette Morel
Marketing Offer
Manager

.02 Believe in on-the-job training

But what about these women who may not have had the chance to receive tech-related academic training? At Orange International Carriers, we believe that the lack of relevant academic training shouldn't be a blocking factor, and that lifelong, on-the-job

professional training is the key. **Fanja Razafindrianilana**, our current process development and animation manager, recognizes that "it is the sales profession that led me to technical trades". **Juliette Morel**, who holds business and intellectual property law degrees, is now offer manager for data connectivity products, and a committed Metro Ethernet Forum member. **Chantal Pegas**, who has a doctorate in the physics of liquids, majoring in numerical simulations, followed trainings in new products and management. "As soon as there is a need to learn, to share, to get things to work, I am motivated. It's a bit like in a library: I identify the book that is going to teach me what I need to know, take it and I share what it teaches me".



Chantal Pegas
Service Delivery
Front Desk Manager

.03 Be curious

If we had to find just one common quality among all Orange International Carriers staff, it would definitely be: curiosity. Because curiosity helps us all keep a sharp mind through constant learning and tackle new challenges. Juliette is certainly right when she points out that a complete technical initial training may be less useful than constant curiosity as “what you learnt 20 years ago is not necessarily relevant” in an industry which keeps evolving at a blistering pace. Being curious also means that successful female colleagues don’t hesitate to ask and gain knowledge from the professionals around them who know better. As **Orchidée Nolasco** says, “I have always found attention and guidance,



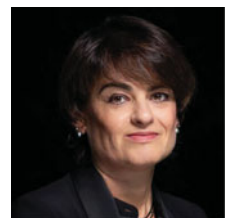
Orchidée Nolasco
Senior Account
Manager

whenever necessary, and (my lack of technical education) has never been a hindrance. (...) When you’re into sharing knowledge, when you ask questions, you always find attentive ears and helping hands”. Laurence Reyt Duvezin tells us this revealing story: “If you show that you want to learn, that you are interested in what your colleagues are doing, they will teach you. (..) And if you want to be accepted, you have to display certain things. For example, I had to participate in a platform migration. These changes are done at night. With one of my team members, I went to see how these operations were going at 5 AM. (...) The technicians looked at me like I was coming from Mars.”

.04 Find a mentor if you think it can help

Professional mentors - or career advisers – can be very helpful in a woman’s career. As Fanja says, “the most important thing to access management roles, whatever the job, is to have a strong mentor”. Others who didn’t find one regret it, like Juliette, or Orchidée who says “looking back, what I missed to help me make my choices, to really define a career and to aspire to functions

that were more in line with my skills, was mentoring, and a female leadership model. I missed it, as it would have helped me choose or dare to seize opportunities. (...) That’s one of the reasons why I decided to be a mentor myself, for a girl who’s a commercial engineer and who wishes to move within the Orange group to other functions, as part of the Tandem program. **Emmanuelle Benaily** believes that “this support system is really a key factor for success; it really gives confidence, there is less at stake than with a colleague or a manager, it is less formal.” She chose to become a mentor too.



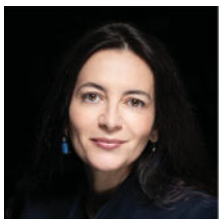
Emmanuelle Benaily
VP Distribution and
Performance

.05 Do what you love-be yourself!

Many women don't have the tech career that they could have had. Others realize that tech simply isn't what they like. We believe that girls should be able to choose the roles they feel the most comfortable with, in tech or away from tech.

Anne Morel has a very interesting reflection on the issue when she says: "the notion of a career is maybe a bit of an old-fashioned idea. But to be fulfilled in your choice of positions or jobs, you have to first understand what you truly enjoy at work and what gets you excited to go to work in the morning, because you will always excel in what you like to do best."

Claudia Saavedra adds that "I think it's education that matters most, the self-awareness that one can have. (...) In fact, it's a question of ambition. Some



Anne Morel
SVP Global Sales



Anne Couturier
MDB-GBS Head of
Networks and Roaming

women, even if they are brilliant in their studies, simply do not have career goals". **Anne Couturier** is a good example of a resource who successfully moved away from a tech career that logically followed her engineering career – but which she did not find fulfilling. After doing software development, product management, supporting implementation and working as technical sales engineer, she now manages a sales support team in marketing. "What I'm interested in is customer journey, user experience, use cases", she says. **Delphine Goupy** also studied engineering and "could have gone into the technical field" but "went into sales instead because (she) like(s) the commercial relationship".

Elena Radautan, our head of Financial Performance analysis, who never studied tech, has a nice conclusion. "Liudmila Climoc (CEO of Orange Romania, who Elena admires) was trained in Moldova, at the Polytechnic School, which was founded by my grandfather, a specialist in semiconductors. I guess he would be pleased to know that I am now working in this exciting environment!"



Delphine Goupy
Account Manager



Helena Radautan
Head of Financial
Performance Analysis

International Carriers

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