corporate social responsibility

Our climate pledges

net zero emissions by 2035



free | iliad GROUP

10 pledges



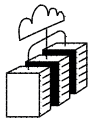
No.1 Invest €1 billion over 15 years

- *Draw on all necessary financial, technical and human resources*



No.2 Improve the energy efficiency of our Fixed and Mobile networks

- *Switch to Fiber and 5G, two energy-efficient technologies*
- *Optimize our network equipment*



No.3 Ensure our data centers have advanced environmental performance

- *Roll out the adiabatic cooling process to all our new data centers*
- *Extend the useful lives of our equipment to up to 10 years*
- *Include information about energy use and carbon emissions on our customer invoices*



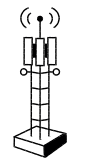
No.4 Further enhance the environmental performance of our Freeboxes

- *Eliminate air freight from our supply chain*
- *Set up a Life Cycle Assessment process to eco-design our Freeboxes*
- *By 2025, reduce our subscriber base's energy use by at least 15%*



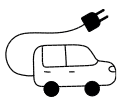
No.5 Deploy an environmentally -friendly sales strategy

- *Reject strategies that encourage replacing mobile phones before necessary*
- *Encourage drop-off of used phones in our Free Centers*
- *Support non-profit organizations that collect e-waste for re-use and recycling*



No.6 Deploy a responsible procurement policy

- *Set up a work group with Nokia to reduce the energy consumption of our mobile equipment*
- *Work with electronic component manufacturers to limit the energy consumption of our Freeboxes*



No.7 Reduce emissions generated by our fleet of 4,200 vehicles

- *Have 25% electric vehicles by 2025*
- *Set up a fleet telematics system*
- *Target: average of 20g CO_2/km by*
- *2035*



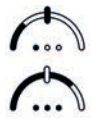
No.8 Help create more renewable energy capacity

- *By 2035, 50% of energy supplies in Italy and 20% in France provided under PPAs with renewable energy producers*
- *Support the renewable energy sector*



No.9 Invest in carbon sinks

- *Develop projects in France and Italy*
- *Obtain Low Carbon label for all projects in France by 2035*



No.10 Set up a climate performance tracking system

- *Put in place a system for communicating our climate performance, based on a set of indicators*



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Overview of the iliad Group

14,000
employees

€5.3 billion
in revenue
in 2019

9% growth
in revenue
in 2019

In France

Businesses

Internet service provider

Mobile telephone operator

Supplier of cloud infrastructure, IoT and Managed Services

Brands

Free

Scaleway

Jaguar Network

Subscriber base

13.4 million mobile subscribers

6.6 million fixed subscribers

In Italy

Businesses

Mobile telephone operator

Brands

Iliad

Subscriber base

6.8 million mobile subscribers

Coming soon...

In France

New B2B business

In Italy

New Fixed business

In Poland

Integration of Play's Mobile business and new Fixed business

Preliminary comment

For the past 20 years we've been building the iliad Group, made up of the iliad parent company and Free, Free Mobile and iliad Italia. It's a fantastic adventure, **combining entrepreneurship and teamwork** to bring digital technologies within everyone's reach. Our mission is to deliver technical excellence and best-in-class services to our 42 million subscribers at ultra-competitive prices. It's not always easy but there's no mistaking **our commitment to doing things right**.



Xavier Niel, Chairman

We've never assumed that to do things right all it takes is to focus on technical performance and cost efficiency. Doing things right also means **acting responsibly towards our subscribers, our employees, the regions we work in, society as a whole, and the environment**.



Thomas Reynaud, Chief Executive Officer

As digital technologies have taken root in people's day-to-day lives and our business has grown, we've experienced an increase in our carbon emissions. But this doesn't have to be the case! In recent years, we've been **working hard to limit our environmental footprint**. For example, we've optimized our network and data center energy management systems, our Freeboxes have been redesigned to be recyclable and to meet the highest energy efficiency standards, and we've eliminated air freight from our supply chain, except in special circumstances (Covid).

We have a duty to make a decisive contribution to meeting the European Union's carbon neutrality target set in the Paris Agreement. And we intend to go even faster by setting what are very ambitious objectives for our Group, in order to meet the **net zero target by 2035 in France and Italy** for all carbon emissions associated with energy use by the assets we own or operate.

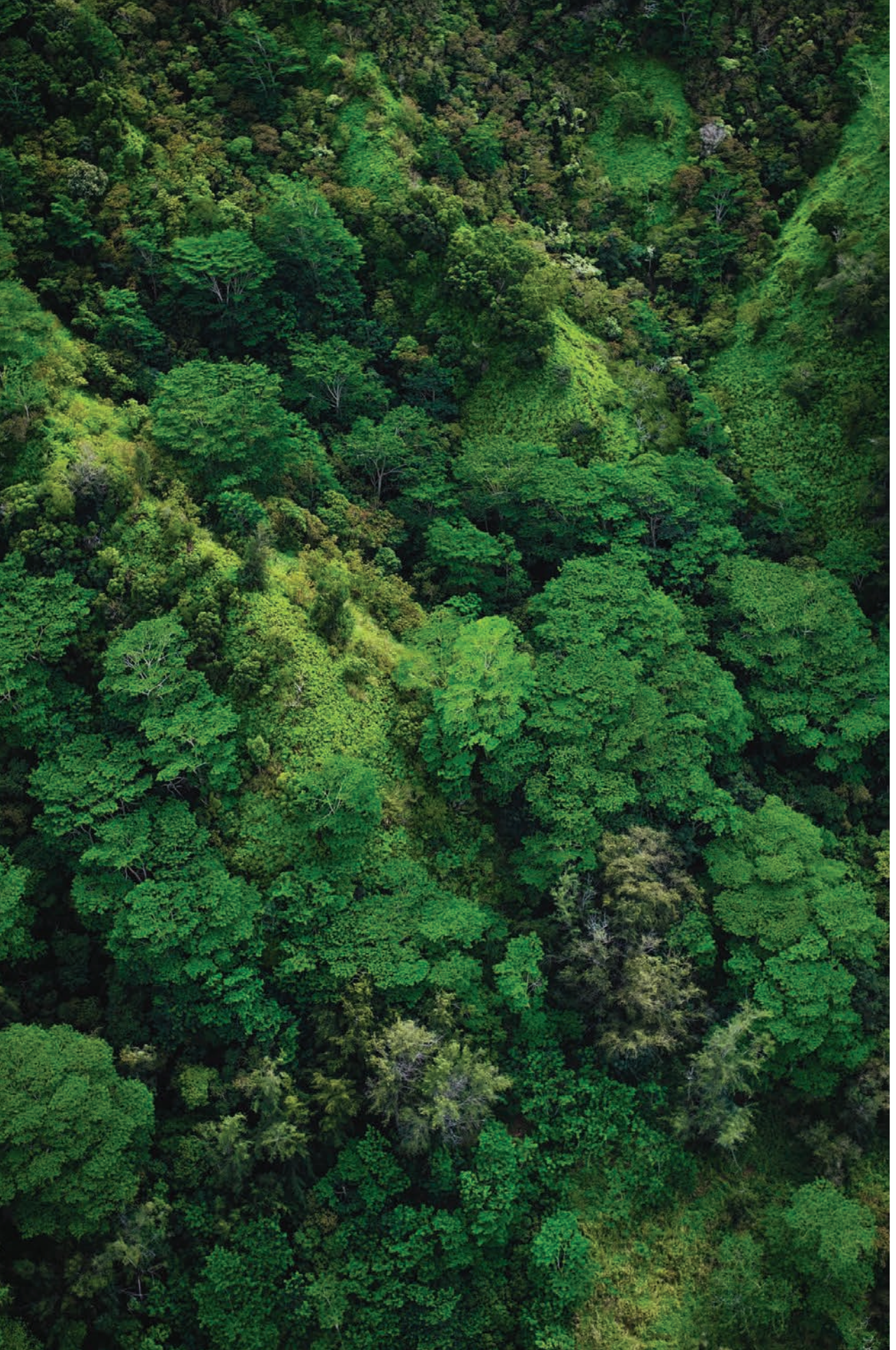
Today we're making **ten significant, measurable pledges**. We're ready to invest **€1 billion over 15 years** to meet the objectives we've set and to use all the industrial and commercial levers available to us. We will deploy our expertise and mobilize each and every one of our employees and business partners to achieve our climate goals.

We intend to **forcefully address the climate emergency** and to **fast track delivery of the benefits and positive outcomes of the digital revolution** for the environment. So we need to invent and implement solutions for the collective development of a digital world that protects the climate and is good for the environment. That's why we're also pursuing a strategy to massively reduce our indirect carbon emissions.

At the same time, our climate pledges are a **call for dialog** with all stakeholders (our competitors, suppliers, subscribers, local authorities, etc.) in order to build together a sustainable strategy for our whole industry.

We've successfully overcome the many challenges that we've faced since the Group was formed and we're convinced we'll be equally successful **in working together to find the path to carbon neutrality**.

We hope you enjoy reading this document.



Introduction

We knew that the Internet would trigger an unprecedented revolution and we wanted everyone to have easy, affordable access to this technology without being locked into a long-term contract. Thanks to the launch of the Freebox, the world's first triple-play box, in 2002, followed by our disruptive Mobile offers, over the years we have **democratized access to digital technologies and their many uses**.

Today, we have **14,000 employees**, united in their commitment to serving our **20 million subscribers in France, 7 million subscribers in Italy and 15 million subscribers in Poland**. We have entered new businesses (B2B, Cloud), and will soon be entering new markets (the Fixed markets in Poland and Italy). The digital revolution is continuing and will lead in the mid-term to a sharp rise in digital usages across all sections of the economy and society.

The development of digital businesses must **take into full account the climate emergency**. In 2019, the digital[1] economy represented 4% of global greenhouse gas (GHG) emissions[2] and 2% of GHG emissions in France[3]. It should be noted, however, that the use of telecoms networks is currently responsible for only a **small proportion of the digital economy's total environmental footprint**. In France, for example, telecoms represents **5% of the digital economy's carbon footprint**[4] and 0.1% of the country's GHG emissions.

In recent years, we have **worked hard to significantly reduce the impact of our businesses on the climate**. Based on current data, our Group's energy performance is among the best: our average **2.3 kg of CO_2 per subscriber per year** is equivalent to 12 hours of heating and is considerably less than 0.1% of the total carbon footprint of a French citizen.

Instead of resting on our laurels, we've decided to go even further in order to **bring forward the date when we achieve carbon neutrality**. If we carry on as we are and don't make an extra effort, our carbon emissions are likely to be **double today's level in 2050** due to:

- The ongoing increase in data traffic.
- Growth in our subscriber base.
- Densification and faster rollout of our networks to support usage and fulfil our regional coverage obligations.
- Business diversification, with our entry into the B2B market in France and the development of our cloud services.
- Extension of our geographic footprint to Italy and Poland.

We are responding to the challenge of containing our carbon emissions by implementing an ambitious climate strategy that complies with the Paris Agreement and is organized around **three milestones: 2021, 2035 and 2050**. The strategy has been developed with the assistance of the Carbone 4[5]. consultancy and other experts. Our business in Poland hasn't yet been taken into account because the Group's acquisition of local mobile operator Play only took place in late 2020, some two years after we started work on developing our climate strategy. It will take time to assess the environmental performance of our Polish operations and include them in our strategy, although we've already set the wheels in motion and we'll update the strategy at a later date. This document therefore describes our objectives andstrategic pathways in France and Italy for now and the future..

Our three GHG emissions scopes

The first step in any plan to reduce greenhouse gas emissions is to identify the biggest emission sources associated with the business. The international guidelines set out in the GHG[6] Protocol, and the guidelines issued by France's ADEME[7] require emissions to be classified into three scopes.

Scope 1

Direct emissions from sources that are owned or controlled by the organization

- Vehicle fleet
- Air conditioning
- Generators

Scope 2

Emissions generated by the production of electricity used by the organization

- Networks
- Data centers
- Offices and buildings

Scope 3

Other indirect emissions generated by the supply chain and not controlled by the organization

- Electricity produced for and used by our subscribers' Freeboxes
- Electricity produced for and used by our subscribers' mobile devices
- Transport of Freeboxes
- Employee travel and commuting

GHG emissions by scope

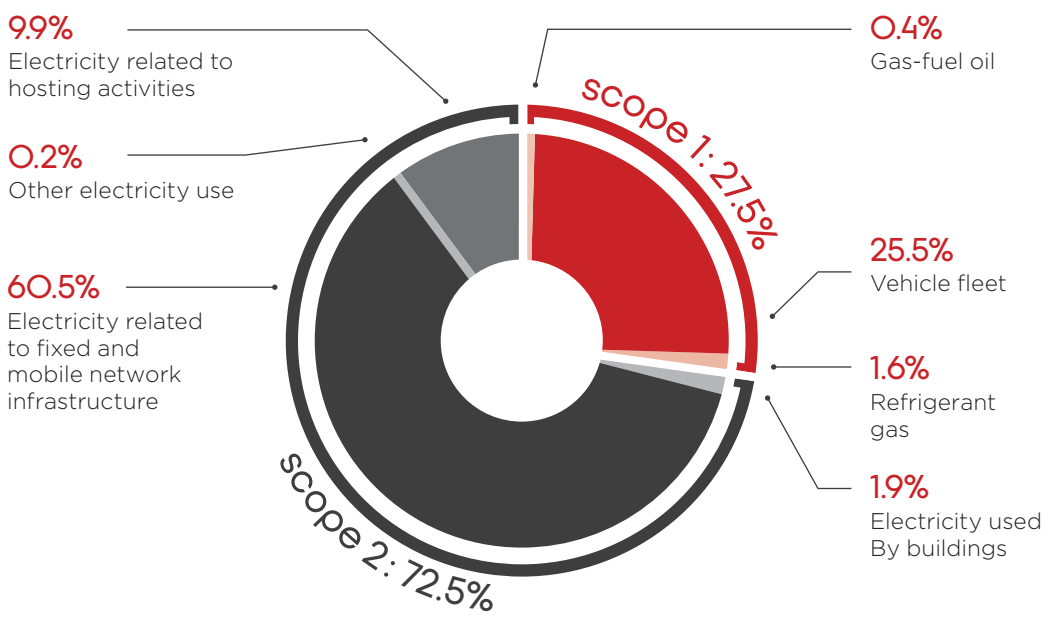
Group (France + Italy)	kt of CO_2	%
Scope 1	16	4%
Scope 2	41	10%
Scope 3	355	86%
Material Scope 3 emissions equipment, electricity use by Freeboxes and mobile devices, roaming in France	269	66%
Other emissions	87	21%
Total	**412**	**100%**

Carbon emissions per subscriber

2.3 kg of CO_2 per subscriber per year

Equivalent to 12 hours of heating and considerably less than 0.1% of the carbon footprint of a French citizen

Our Scope 1 and Scope 2 emissions in 2019



Total scopes 1 + 2 = 57kt CO_2



Our ambition

1.1 By 2021: a carbon neutral group

1.2 By 2035: net zero emissions for Scope 1 and Scope 2

1.3 By 2050: net zero emissions for material Scope 3 emissions

Why 'offsetting' is not the same as 'contributing': deciphering a semantic development

In today's world, corporate claims of carbon neutrality are primarily based on a theoretical three-step process: "Measure, Reduce, Offset". With this approach, 'carbon neutrality' can be achieved year after year by immediately 'cancelling' (or 'offsetting') the organization's emissions by purchasing 'carbon credits'.

However, there are serious limits to this approach. The ability to achieve 'carbon neutrality' by offsetting emissions has the effect of masking growth in actual GHG emissions over time, removing any incentive for organizations to take effective action to reduce emissions at their source.

Consequently, a new approach is needed, one that encourages organizations to adopt carbon neutrality action plans in line with the magnitude of the global climate emergency. Carbone 4 – an independent consultancy specialized in low carbon strategies and climate change adaptation that has been advising our Group on these issues since 2012 – has defined a new paradigm that reconnects corporate carbon neutrality with the objective of global carbon neutrality.

The aim for an organization is no longer to *be neutral* but *to contribute to neutrality*, by moving from a static process to a dynamic one. Organizations should no longer simply aim for immediate carbon neutrality at a given measurement date; instead, they should manage their climate performance dynamically in order to maximize their contribution to achieving global carbon neutrality. Another semantic development is that organizations now *contribute* rather than *offset*. Offsetting implies that emissions can be cancelled by financing projects, but it is better to say that an organization is contributing to global carbon neutrality by financing low carbon projects outside of its value chain, because this helps society as a whole.

Source: Carbone 4 carbon neutrality guidelines

1.1 By 2021: a carbon neutral group

The first stage in our climate strategy will be completed very quickly. **From 2021, 100% of the energy used by the iliad Group in France and Italy will be certified as deriving from renewable sources**[8].

As from 2021, by purchasing carbon credits to 'cancel' our remaining Scope 1 and Scope 2 emissions, we will be able to affirm that the iliad Group is 'carbon neutral', based on the historical, static definition.

The most recent scientific reports on this topic published in 2020[9] distinguish between a static approach and a dynamic approach to carbon neutrality (see box opposite). For an organization to be statistically neutral, all it takes is for 100% of its remaining emissions to be offset.

The new, dynamic approach, which is considerably more challenging, encourages organizations to deploy practical measures to reduce their emissions and contribute to global carbon neutrality. We have chosen to follow the dynamic approach and have made two ambitious pledges to be fulfilled by 2035 and 2050.

1.2 By 2035: net zero emissions for Scope 1 and Scope 2

We are aiming to achieve net zero emissions for Scopes 1 and 2 by 2035, 15 years earlier than the target date set in the Paris Agreement. This ambitious objective will be met by:

- Reducing our Scope 1 and 2 emissions by 95%
- Contributing to carbon neutrality in France and Italy proportionately to our residual emissions

1.3 By 2050: net zero emissions for material Scope 3 emissions

In line with the Paris Agreement, **our Group is aiming to achieve net zero emissions by 2050 for our material Scope 3 emissions**. We have several strategic pathways to meeting this goal, the main one being to reduce the electricity used by our Freeboxes. We are aiming to reduce our emissions for this scope by at least 30% by 2035.



Our pathways to net zero

2.1 Low carbon transformation of our businesses

2.2 Greener power supplies

2.3 Contribution to carbon neutrality in France and Italy proportionately to our total emissions

free | iliad GROUP

2.1 Low carbon transformation of our businesses

We have **insourced a large part of our production and business** in order to more closely control the quality and cost of our products and services. In France, this strategy has also enabled us to take **major action over the past ten years to limit our carbon footprint**. Today, we are pledging to go much further in this direction.

Improving the energy efficiency of our Fixed and Mobile networks

iliad has chosen to invest in rolling out its own Fixed and Mobile infrastructure. This strategy was launched in France in 2002 with the advent of ADSL technology and the unbundling of local loops. It is continuing today with the shift to Fiber. We currently have 20 million marketable Fiber sockets throughout France. After obtaining a license to offer mobile services in late 2010, we made the strategic decision to build our own network. Today, we have 19,000 mobile sites in France and over 6,000 in Italy. By the end of 2024, we plan to have 30 million connectible Fiber sockets, along with more than 25,000 mobile sites in France and some 12,000 in Italy. This explains why **improving the networks' energy efficiency is a priority for our Group**.

For several years now, our network equipment procurement strategy has focused on purchasing **latest-generation equipment** that meets high-energy efficiency standards. This strategy has enabled us to keep pace with the exponential growth in network use without causing an exponential increase in our energy consumption. We're currently counting on our **subscribers' gradual shift to Fiber and 5G** to drive a significant improvement in our carbon footprint, **because these technologies are particularly energy efficient**.

Fiber – which the Group has deployed massively throughout France – uses just over 0.5 Watts per line on average. This is three times less than ADSL (1.8 Watts per line) and four times less than fixed telephone networks (2.1 Watts)[10]. Thanks to the very high speeds it offers, Fiber is enabling telcos to keep pace with the surge in use of digital services while maintaining moderate carbon footprints.

5G is the first green-by-design mobile technology, incorporating advanced energy saving functions. A 5G antenna can transmit up to 10 times more data than a 4G antenna, with a controlled level of energy use. And development projects are underway to make 5G networks even more energy efficient in the mid-term.

In parallel, we are working on **several projects** to reduce the energy consumption of all of our **network equipment**. For example, at the same time as rolling out Fiber, we are optimizing our DSLAMs[11] by installing latest — generation equipment that is more compact and uses 20% less energy. We are also extending the life of our Fixed network equipment, such as by reusing the older equipment upstream on our networks. For our Mobile networks, work is in progress to make all our mobile sites more energy efficient.

Takeaways

- **Shift to Fiber and 5G, two particularly energy efficient technologies**
- **Optimized network equipment**

Data centers with advanced environmental performance

Our B2B subsidiaries supply cloud infrastructure for our corporate customers. Several years ago, we made certain strategic choices that have optimized our data centers' carbon footprint. Since 2017, the **data centers' power supply has come from exclusively renewable sources**. And, wherever possible, the **centers have been established in France**, in line with our sovereign cloud strategy.

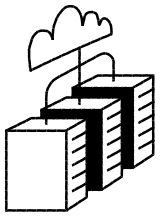
We are also deploying **technological innovations** to reduce our data centers' PUE[12]. For example, our newest center features an **adiabatic cooling process** that avoids the need for air conditioning and refrigerant gas to keep the infrastructure cool. This center is ISO 50001-certified and has a PUE ratio of 1.1 versus an average ratio of 2.5 for data centers in France.

We have recently made ambitious commitments to guarantee highly efficient and fully transparent cloud services for our customers. We intend to install the adiabatic cooling process in all our new data centers, allowing us to reduce their energy consumption by **over 40%**.

Reflecting our commitment to transparency, we also intend to **report, in real time, the energy performance** of each of our data centers on the website of our dedicated subsidiary.

We're also committed to extending the **useful lives of our equipment to up to 10 years** wherever possible (versus an average of three-to-five currently), by promoting the re-use and recycling of IT components in line with circular economy principles.





Lastly, as of 2021, the **customer invoices** issued by our Cloud B2B subsidiary will include information about the energy use, water use, and estimated carbon emissions of each invoiced product.

Takeaways

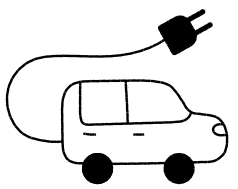
- **Creation of a new tracking indicator combining energy use and water use**
- **Extension of the useful lives of our equipment to up to 10 years wherever possible**
- **Disclosure of energy and water use and carbon emissions on our B2B customer invoices**

Reducing emissions generated by our vehicle fleet

As of end-2019, we operated a fleet of **4,200 service vehicles** (the Group doesn't allocate other types of company car). Measures have already been taken to reduce the fleet's carbon emissions, which account for a quarter of our Group's total energy-related emissions (Scopes 1 and 2).

The fleet has recently been renewed, based on criteria that included CO_2 emissions performance, leading to the selection of vehicles with **cleaner engines in terms of fine particulate emissions (NOx)**. At the same time, our roving engineers have been trained in **eco-driving techniques** and the teams responsible for planning their visits have been made responsible for ensuring that the distances travelled each day are as short as possible.

Our current objective is to achieve an average performance of **20gCO_2/km by 2035**, which will enable us to fulfil our main pledge. To this end, as from 2025 we will considerably increase the number of **electric vehicles** in our fleet and set up an **efficient fleet management system**. The system will manage the vehicles from the order date to the date they are returned to the lessor, enabling us to track mileage, driving behaviors, and fuel use, and to implement appropriate measures to optimize our carbon footprint.



Takeaways

- **25% electric vehicles by 2025**
- **Deployment of a fleet telematics system**
- **Objective of 20gCO_2/km on average by 2035**

Further enhancing the environmental performance of our Freeboxes

In 2002, Free invented the world's first triple-play (Internet/telephone/television) box. Since then, eight generations of the Freebox have been brought to market, each featuring the latest technological innovations. From design to transportation to recycling of the Freeboxes, our teams work hard **to reduce their environmental impact**.

In line with our opposition to **programmed obsolescence**, our Freeboxes are designed to last and we have an active reconditioning policy. As a result, the Freebox Revolution, for instance, has a useful life **in excess of 10 years**. The more recent Freebox Delta and Freebox Pop were designed according to the same principles, by exclusively selecting long-lasting technologies and materials for both the hardware and software components.

We set our R&D teams the objective of designing products that are not only more powerful than the ones they are replacing but also **more energy efficient**. For example, the Freebox Pop uses 40% less energy than the Revolution or the mini 4K.

All the materials used in our Freeboxes are designed to be **re-used or recycled**. The plastic casing, accessories and connector cables are reconditioned and re-used, while used materials such as plastic and motherboards are recycled. All used plastic is ground down to make new plastic components.

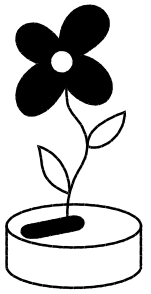
We have also sharply reduced our utilization of **single-use packaging**, and our processes for preparing parcels for delivery to subscribers minimize the use of cardboard boxes.

Lastly, we have developed and deployed solutions to minimize greenhouse gas emissions at each stage in the supply chain. We **no longer use air freight** when an alternative solution is available, giving preference to an innovative multimodal (road/rail/sea) mix. We have also **reworked the entire supply chain**, to optimize vehicle loads, increase truck and container fill rates, and manufacture plastic transport pallets that can be reused over and over again.

We have identified even more ways we can reduce the environmental impact of our Freeboxes and the first stage is to further strengthen our sustainability policy. We are therefore putting in place systematic **life cycle assessments** (LCA) for our products, so that all of our new Freeboxes will be fully eco-designed.

Regarding the crucial issue of electricity consumption by our Freeboxes, we are committed to delivering a **reduction of at least 15% in energy use by our subscriber base by 2025**. This will be achieved by selecting materials that combine technical performance with energy efficiency and incorporating new software functionalities to optimize electricity use, notably by maximizing the time in standby mode. Our subscribers will be gradually migrated to these new, more energy efficient Freeboxes.

Lastly, we will maintain our policy of eliminating air freight from our supply chain in the years to come, despite the expected rapid growth in all of our businesses.



Takeaways

- **Eliminating air freight from the supply chain.**
- **Life Cycle Assessment system introduced so that all new Freeboxes are fully eco-designed**
- **At least 15% reduction in energy use by the subscriber base by 2025**

Life Cycle Assessment

Life Cycle Assessment – the standard approach since 1994 (ISO 14040) – describes and quantifies all the physical materials and energy flows associated with the design, manufacture, use and disposal of a product, from cradle to grave. It distinguishes between manufacturing inputs (iron, water, oil, etc.) and outputs, corresponding to the pollution created by the product (such as waste, emissions and liquid effluent).

Source : **Ademe**

Extending the life of mobile phones

Our Group stands out for its environmentally responsible choices relating to mobile phones. We chose not to make sales of mobile phones a key aspect of our marketing strategy when we entered the Mobile services market in 2012 and we've kept that approach ever since. It was a choice motivated by our policy of transparency towards our subscribers, but it has also proved to be the best one from an environmental standpoint. Devices (mobile phones, tablets, laptops, etc.) account for 70% of the digital economy's total carbon footprint in France[13] – in other words, it's the smartphones that are the biggest polluters, not the networks.

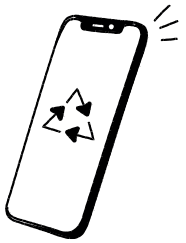
We've always **refused to encourage our subscribers to replace their mobile phones before necessary** and we intend to hold firm to this policy. It's a question of principle.

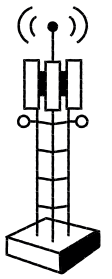
New initiatives are planned to promote the **collection and re-use/recycling of mobile phones** in France. It is estimated that between 60 million and 100 million old telephones are gathering dust around the country. Drop-off boxes have already been installed in some of our stores to recover these unused phones and, depending on their condition, re-use or recycle them. This initiative will soon be rolled out to all our Free Centers and also to all our offices and workspaces.

The Free Foundation actively supports non-profit organizations involved in **recycling and reusing e-waste** and the projects financed by the Foundation will help us to identify and implement best practices in this area in the coming years.

Takeaways

- **Rejection of sales strategies that encourage replacing mobile phones before necessary**
- **From 2021, drop-off boxes in all Free Centers**
- **Identification of best practices for recycling and reusing e-waste through projects supported by the Free Foundation**





A procurement policy that systematically factors in environmental criteria

Going forward, environmental criteria will be a decisive factor in our partner selection process. We're already in **discussions with several of our suppliers** to find ways of reducing the electricity consumption of our network equipment. A **work group** on this topic has been set up with **Nokia**, our leading supplier of Mobile network equipment. We're also working with **electronic component manufacturers** to explore ways of limiting the electricity consumption of our Freeboxes.

Takeaways

- **Work group set up with Nokia, our leading supplier of Mobile network equipment, to examine ways of reducing the electricity consumption of this equipment.**
- **Initiatives with electronic component manufacturers to limit the electricity consumption of our Freeboxes.**

2.2 Greener power supplies

We are committed to optimizing our power supplies **by signing PPAs**[14].

PPAs allow us to purchase electricity directly from the developers of renewable power projects in our host regions.

We are aiming to **source over 50% of our power supplies in Italy through PPAs by 2035**. This will represent an important advance, as the Italian power mix is eight times more carbon intensive than in France. **France** has a low-carbon electricity mix, dominated by nuclear power, and our objective is to **source 20% of our power supplies in France through PPAs by 2035**. In so doing we will also be demonstrating our support for the renewable energy sector.



Takeaways

- **Helping create more renewable energy capacity**
- **Goal of sourcing 50% of power supplies in Italy and 20% in France through PPAs by 2035**
- **Clearly stated support for the renewable energy sector**

Change in Group emissions by 2035*

Geography	Reference year	2035 target vs reference year** Scopes 1 & 2	2035 target vs reference year** Scope 3 material
France	2019	-95%	-30%
Italy	2020	-98%	-98%
Group	2019-2020	-96%	-43%

Scope 3 material: Equipment and electricity used by Freeboxes and mobile devices, roaming in France

*France and Italy (excluding Poland) **Excluding the launch of our new Fixed activities.

PPAs

A PPA is an agreement between a renewable energy producer and an off-taker, under which the power produced by the wind farm or solar farm is physically delivered to the off-taker to power its facilities.

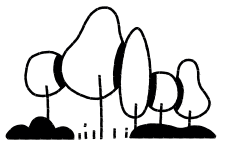
2.3 Contribution to carbon neutrality

iliad is committing to contribute to global carbon neutrality by increasing the **quantity of carbon sinks in France and Italy** proportionately to our total emissions. In line with our net zero objectives, we are aiming to achieve net zero for Scope 1 and Scope 2 by 2035 and for Scope 3 by 2050.

We have set the target of obtaining **environmental certification or labels for all of our projects by 2035**. In France, our benchmark is the National Low Carbon Strategy and its Low Carbon label specifically for carbon sink projects.

Takeaways

- **Development of carbon sinks in France and Italy**
- **Target of obtaining Low Carbon labels for all our projects in France by 2035**



Carbon sinks

A carbon sink is any reservoir that naturally or artificially accumulates and stores the CO_2 present in the atmosphere. The main carbon sinks are the oceans and certain types of terrestrial habitats such as forests and peat bogs.

Low Carbon Label

Created by France's Ministry of Environmental Transition and Solidarity in 2018, the Low Carbon label is the first climate certification tool adopted in France. It is aimed at all organizations interested in developing local GHG emissions reduction and carbon sequestration projects and guarantees the environmental quality of the projects in order to help attract new funding sources for them.



Conclusion

Our climate strategy involves every single one of our people signing up to it and we're ready to commit significant resources to ensure its success. Implementing this strategy will require an investment that we estimate at **around €1 billion over the next 15 years**. Out of this amount, **50%** will be spent on improving operational processes in order to reduce our GHG emissions, and **50%** will be invested in the creation of new renewable energy capacity and the development of carbon sinks in France and Italy.

We are also pledging to **communicate openly and transparently** in the decades to come about the **results of the measures** that we're putting in place today. Reducing our business's impact on the climate is a challenging and long-term process. We will continue working to **improve the reliability of our carbon footprint reporting**, while also factoring in the impact of our new businesses in our various European host countries. We will also make sure that our **strategy and our strategic pathways** are adjusted if we see an opportunity to achieve our carbon neutrality objective more quickly. And from now on we will publish **comprehensive, detailed information** about our environmental performance at regular intervals.

As well as taking action, we have a duty to **raise our subscribers' awareness of climate issues**. That's why we intend to launch awareness projects in our host countries, including communication campaigns encouraging subscribers to adopt **best digital practices**.

In closing, it is important to underline the **benefits and positive outcomes of the digital revolution**. Digital technologies are a powerful driver of economic development, and widespread access to Fiber, 4G and 5G fosters national cohesion, independence and economic competitiveness.

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Digital technologies also underpin the development of effective **solutions for containing or reducing environmental impacts** in many domains, such as manufacturing, construction, agriculture and city administration. They also facilitate the emergence of **new lifestyles and home-working practices** which have a significant positive effect on GHG emissions by reducing daily commutes.

So it's up to us to invent and implement solutions for the collective development of a **digital world that protects the climate and is good for the environment**. This document is the first step in our new climate strategy and a **call for dialog** with all of our stakeholders in order to build together a sustainable strategy for our whole industry.

Notes

1 *Digital refers to a range of activities: infrastructure (telecoms networks, data centers), equipment and devices (telephones, laptops, Internet boxes) and services (content, applications, software, etc.).*

2 *(p15) https://theshiftproject.org/wp-content/uploads/2020/01/2020-01-16_Rapport-interm%C3%A9diaire_D%C3%A9ployer-la-sobri%C3%A9t%C3%A9-num%C3%A9rique_v5.pdf*

3 *Survey by Citizing, Hugues Ferreboeuf and KPMG based on an assessment of the impacts of public policies.*

4 *Source: report for the French Senate prepared on behalf of France's Regional Development and Sustainable Development Commission by the research group on the digital economy's environmental footprint. 2019-2000 Session.*

5 *See carbone4.com*

6 *Greenhouse Gas Protocol*

7 *Agence de l'environnement et de la maîtrise de l'énergie (Environment and Energy Management Agency)*

8 *Electronic certificates issued for each megawatt hour (MWh) of electricity produced from renewable sources. They indicate the type of energy source, the production start and end dates, the date and original country of emission, and are valid for one year.*

9 *Net Zero: The Guide for Professional Services – Science Base Target/Carbon Intelligence, September 2020 Net Zero Initiative: guidelines for collective carbon neutrality – Carbone 4, April 2020*

10 *Source: Arcep.*

11 *Digital Subscriber Line Access Multiplexer.*

12 *Power Usage Effectiveness: indicator used to measure data center energy efficiency*

13 *Information report for the French Senate prepared on behalf of France's Regional Development and Sustainable Development Commission by the research group on the digital economy's environmental footprint – 2019-2020.Ordinary Session*

14 *PPA: Power Purchase Agreement.*

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