



# GLOBAL, LOCAL, COMMITTED

2015 CSR REPORT



**02 Dialogue between Mary Crass and Philippe Schulz**

**03 Highlights in 2015**

**04 Key figures in 2015**

**05 Ethics and cybersecurity**

**06 Renault, official partner of COP21**

**07 The social responsibility of the automotive industry**

**08 Environmental objectives**

**10 Smart and affordable mobility**

**12 Automotive and road safety**

**14 Human capital**

**15 Diversity**

**16 Developing skills**

**17 Sponsorship**

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## “Social, societal and environmental responsibility is a mindset.”

**CLAIRE MARTIN,**

Vice President CSR and Managing Director of the Renault Foundation



Social, societal and environmental responsibility is a mindset that concerns each employee, manager and decision-maker at the group. This mindset is expressed every day as much in the taking of key decisions with significant economic stakes – for example, making all our cars and our manufacturing system less polluting – as in smaller, day-to-day decisions, such as installing a ramp to make the group head office accessible to the disabled.

It is part of a “glocal” movement as it meets objectives on three levels:

- > global level, by controlling risks throughout the supply and distribution chain;
- > territorial or regional level, by actively contributing to revitalizing the regions in which the company operates;
- > and local level, for example by contributing to the protection of ecosystems or by helping to repair disasters.

With COP21 held in Paris in 2015, public opinion and the attention of civil society was focused on the environmental policies and performance of businesses and how they are reducing the climate impact of their activities. Consistent with the commitments taken since 2010 and which have produced concrete results, Renault has successfully responded to the growing and legitimate requirements of the public: Renault is the leading manufacturer of electric vehicles (EVs) in Europe for the third consecutive year. The commitment to EVs is the result of a strategic decision made

in 2009, and reiterated at the COP21 event in Paris, of which the Renault-Nissan Alliance was, with its employees, proud to be a partner. Because beyond advocacy, concrete and effective solutions needed to be developed to begin revolutionizing the way we use automobiles.

But this event, for which we made considerable efforts, has not made us forget our other initiatives.

- > Those whereby we guarantee each one of our employees, regardless of their country, responsible and ethical management respectful of differences.
- > Those fostering social dialogue at the service of employment – with 1,000 recruitments in France in 2015 – and the competitiveness of the group. For example, the RSM competitiveness agreement in South Korea.
- > And our socially-minded initiatives for the most vulnerable individuals, people with disabilities or in precarious situations. This is the case with the Mobiliz program, which provides solutions to facilitate more affordable mobility that is more favorable to economic and social integration, for example by making driving licenses less expensive to obtain.

In a world subject to sweeping change, Renault with its employees, partners and allies is committed to a sustainable transformation with a view to offering a more inclusive, connected, shared, low-carbon and safer mobility. This is our remit, our reason for being – and our source of pride.

# SUSTAINABLE MOBILITY FOR ALL

## Dialogue between Mary Crass and Philippe Schulz

THE INTERNATIONAL TRANSPORT FORUM (ITF) IS THE ONLY INTERNATIONAL ORGANIZATION WORKING ON TRANSPORT ISSUES WITH A GLOBAL REACH. ITS REMIT? TO PROMOTE SUSTAINABLE SOLUTIONS ENSURING SOCIAL INCLUSION AND ECONOMIC DEVELOPMENT. HERE WE TAKE A LOOK AT A DIALOGUE BETWEEN MARY CRASS, HEAD OF RELATIONS FOR THE ITF, AND PHILIPPE SCHULZ, RENAULT LEAD EXPERT FOR THE ENVIRONMENT, ENERGY AND RAW MATERIALS.

**Philippe Schulz:** ITF and Renault have so much in common! We seek to promote sustainable mobility for all by adapting to our markets. Just as you do with your policy, which is both global and local. We are keeping a close eye on the Global fuel economy initiative (GFEI) that you support. It provides methods and best practices for reducing CO<sub>2</sub> emissions and improving the energy efficiency of cars.

**Mary Crass:** It's true that we share a number of topics! Our role is to foster dialogue between all the players in the transport sector on key questions for decision-makers. Those questions include new forms of urban mobility, the impact of transport on CO<sub>2</sub> emissions, traffic congestion



**Mary Crass manages the institutional relations of the International Transport Forum (ITF). She is responsible for relations with member countries and international organizations. She contributes to ITF work on urban travel and accessibility issues, among others. She holds a Master's from John Hopkins University and a BA from the University of Texas.**

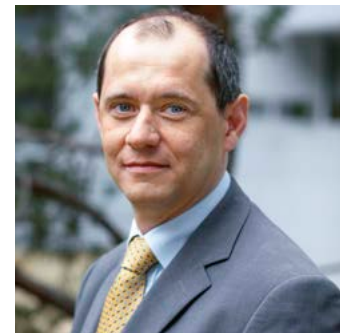
in cities, and the use of big data. You mentioned the GFEI. This initiative has become a shared benchmark for improving the energy efficiency of the cars on the road by 50% between now and 2050 in 100 countries.

**P. S.:** At Renault, we aim to reduce our carbon footprint by 3% a year across the entire life cycle between 2010 and 2016. That rate is twice as high as the industry average. So we have a broader approach than our rivals, involving our entire production system, supply chain and workforce. Broad and shared responsibility is the only way to achieve real results on the reduction of carbon emissions.

**M. C.:** Transport today accounts for roughly a quarter of the world's annual CO<sub>2</sub> emissions. And that share continues to grow. One of the key issues is using passenger cars in a low-carbon sustainable mobility ecosystem that is safe, connected, and even shared. One word about electric mobility. Studies show that the virtues of electric vehicles (EVs) also depend on the way a country produces its energy. EVs are virtuous for the environment but more expensive than internal-combustion vehicles. Which is why we have yet to reach mass impact with EVs. But this will remain our objective.

**P. S.:** EVs emit no CO<sub>2</sub> or local pollution in use and will benefit directly from progress in low-carbon electricity production. Also, more EVs on the road means economies of scale for consumers.

**M. C.:** That's right. The changes in the transport sector are tremendous. Technology is crucial to these improvements and policy needs to encourage individuals and companies to change their behavior.



**Philippe Schulz is Lead Expert for the environment, energy and raw materials at Renault. He joined the group in 2004 after having worked at Elf and Total. He is a graduate of École supérieure de chimie industrielle de Lyon and holds a PhD in Chemistry from Bochum University in Germany.**

I'd also like to mention road safety. Major progress has been achieved. But we need to uphold our efforts. We are working to renew the approach to road safety, making it more systemic by paying attention to all influencers and all the factors involved and by developing a more global database. To sum up, the sustainable development challenges arising from COP21 are still ahead of us. But I have never felt this much engagement to resolving the CO<sub>2</sub> emissions problem and improving transport efficiency by building a more inclusive, fair and safer society.

# HIGHLIGHTS

## in 2015



### > FCPE MOBILIZ, a socially-responsible employee investment fund

With the “Renault Mobiliz Solidaire” employee investment fund launched in February 2015, employees can give more meaning to their savings and, more broadly, become involved in social entrepreneurship initiatives supported by Mobiliz Invest. The socially-responsible part of the employees' contributions is invested in Mobiliz Invest to contribute to the financing of socially-minded projects. Over 3,100 employees have shares in the FCPE Mobiliz fund.



### > PARTNER of fire fighters

Renault works together with French fire fighters, having donated 350 latest-generation vehicles in 2016. It also contributed to all national training courses on road safety and electric vehicle interventions and renewed its partnership with the national fire-fighter federation. Renault is also involved in research and development relative to vehicle upgrades aimed at making fire-fighter interventions more simple and safe.

### > SUSTAINABLE MOBILITY INSTITUTE opens its programs to Nissan

Renault, the Renault Foundation and ParisTech founded the Sustainable Mobility Institute in March 2009. The objective is to identify challenges in the future of passenger transport and the design of innovative and environmental mobility systems. In 2015, as part of the Alliance, the Institute opened its programs to Nissan and extended its activity to include autonomous and connected vehicles.

### > THE ALLIANCE partners COP21

The Renault-Nissan Alliance officially partnered COP21 by providing the 30,000 delegates accredited by the UN with a fleet of 200 Renault and Nissan electric vehicles with drivers. Alliance electric vehicles transported nearly 8,000 delegates from their hotels to the conference venue, travelling a total 175,000 km and preventing the emission of 18 metric tons of CO<sub>2</sub>.

### > 100 % ELECTRIC Renault, the top-seller in Europe

Renault electric vehicle sales rose 49% in 2015 to 23,086 units. More than one in five electric vehicles sold is by the Renault brand, which holds a 60% share of the market in France. ZOE is the top-selling electric car and Kangoo Z.E. the top-selling electric light commercial vehicle in Europe.



### > ECO2 A new signature

The ECO2 signature was launched in May 2007 to designate the most ecological and economical vehicles in the range. To maintain the selective character of the signature, Renault toughened up the eligibility criteria in 2015. To qualify, a vehicle must be powered by a Euro6 engine, have a reduced carbon footprint and be produced at an ISO 14001-certified plant.



# KEY FIGURES

in 2015



380

CSR programs worldwide



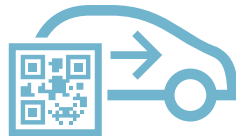
12

university  
chairs



300

socially-responsible  
Renault garages



80,000

rescue codes  
sold in France

## RENAULT FOUNDATION



12

countries



80

scholarship  
students



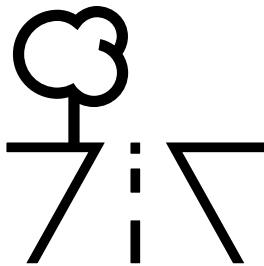
42

partner  
universities

Groupe Renault  
carbon footprint

-3.7%

a year on average, between 2010 and 2015,  
per vehicle sold worldwide.



# ETHICS

## and cybersecurity

THE COMPANY IS SUBJECT TO ETHICAL RISKS OF MULTIPLE ORIGINS. SOME OF THESE RISKS DID NOT EXIST A FEW YEARS AGO, HAVING EMERGED RECENTLY ON A LARGE SCALE, AMONG THEM CYBER-ATTACKS. TO ADDRESS THESE RISKS, RENAULT IS MOBILIZING ITS EMPLOYEES, FUNCTIONS AND RESOURCES. CLAUDE BALAND, DIRECTOR OF ETHICS, TALKS ABOUT ETHICAL ISSUES AT RENAULT.



▲ Claude Baland, Director of Ethics.

### In what way does company ethics play a decisive role in Renault's future?

**Claude Baland:** Today, no company can neglect the weight of brand awareness and image on its sustainable performance, as recent news shows. This is why the respect of values and ethical principles contributes to the success of Groupe Renault. This corresponds to the expectations of employees and all our stakeholders, who count on the exemplarity on behavior at levels and in all group activities.

### What has Groupe Renault done thus far to promote ethical values at the company?

**C. B.:** Renault has opted for "shared ethics", meaning that we expect each employee to respect our stated values and to set an example in their implementation. Fostering ethical behavior hinges on the drafting of a body of texts (ethical charter, codes of ethics, anti-fraud and corruption

guide), raising managerial awareness, training for staff, and the rigorous and fair collegial management of any failings that may be observed.

### What are your main focuses today?

I would mention three:

- maintaining our vigilance and high standards on the fight against corruption;
- pursuing our efforts on the integration of ethical exemplarity in managerial behavior of managers;
- and ensuring that the remit of the Ethics Department regarding the protection of personal data is considered as a key concern, both internally and regarding our customers.

“The respect of values and ethical principles contributes to the success of Groupe Renault. This corresponds to the expectations of employees and all our stakeholders.”

NEARLY  
**10,000**  
EMPLOYEES

ATTENDED TRAINING IN 2015 ON ETHICAL BEHAVIOR IN THE 15 COUNTRIES WITH A CORRESPONDENT.

## THE FIGHT AGAINST CYBERCRIME

The development of digital technologies poses new risks, including information theft and manipulation, cyber-extortion and hacking. In 2015, Renault, like many other companies, was confronted with cyber-extortion attempts, which were averted by the security procedures in place. Cyber-criminality is an inescapable reality whose implications go beyond finance, potentially impacting the reputation – and even the long-term future – of the company. To address this increasingly complex issue, Renault has set up two coordination bodies: an Information Control orientation committee, chaired by the EVP Office of the CEO, and an Information Risks committee, chaired by the EVP Chief Competitive Officer.



▲ ZOE and Nissan Leaf in front of the Grand Palais in Paris, for the 21<sup>st</sup> United Nations Climate Change Conference.

# RENAULT

## official partner of COP21

THE EYES OF THE WORLD WERE RIVETED ON PARIS FROM NOVEMBER 30 TO DECEMBER 12, 2015. THE 21<sup>ST</sup> UNITED NATIONS CLIMATE CHANGE CONFERENCE (COP21) HELD IN THE CITY LED TO A LEGALLY BINDING AND UNIVERSAL AGREEMENT ON THE CLIMATE <sup>(1)</sup>. PARTICULARLY COMMITTED TO THE PLANETARY EVENT, THE RENAULT-NISSAN ALLIANCE WAS ABLE TO DEMONSTRATE ITS HANDS-ON ENGAGEMENT TO THE FIGHT AGAINST CLIMATE DISRUPTION.

*"We wanted to underscore our support of an ambitious agreement on the climate, but also to showcase the immediately available and effective solution constituted by electric vehicles to the issue of climate change."* These words from Claire Martin, Vice President, Corporate Social Responsibility and the Renault Foundation, sum up the commitment of the Renault-Nissan Alliance, which decided to officially partner COP21 by providing a fleet of electric vehicles. The initiative was a world first for an international conference of this scale!

Because cars account for 17% of the world's greenhouse gas emissions, the Renault-Nissan Alliance is working to be a part of the solution to environmental challenges. Since 2010, Renault has with its partner Nissan proposed the immediate solution of electric vehicles, which have a reduced overall carbon footprint and can be powered by 100% renewable energy. The Renault-Nissan Alliance, the world leader in zero-emission electric mobility in use, having sold over 300,000 electric vehicles worldwide since its launch, is on the leading edge of the transition to low-carbon mobility.

### AMBASSADOR OF THE ALLIANCE AND ELECTRIC MOBILITY

As part of the Paris agreement, the Alliance provided delegates with a fleet of 200 electric vehicles from the Renault and Nissan ranges. ZOE, Nissan Leaf and e-NV 200 transported nearly 8,000 accredited delegates between their

# 200

## RENAULT AND NISSAN

ELECTRIC VEHICLES WERE  
PROVIDED TO COP21.

# 18 metric tons

## CO<sub>2</sub> EMISSIONS

WERE THUS PREVENTED.



▲ Some 160 volunteer Alliance employees were able to get personally involved in the partnership by becoming fleet drivers.

hotels and the conference venue, for a total distance of 175,000 km. In all, the initiative prevented the consumption of 182 barrels of oil and the emission of 18 metric tons of CO<sub>2</sub>. Some 160 volunteer Alliance employees, selected and specially trained for the event, were able to get personally involved in the partnership by becoming fleet drivers. *"I have done something useful for the company, for myself and for the planet,"* said one of the employees, transformed for the event into an ambassador of the Alliance and electric mobility.

(1)The 196 parties at the conference reached an agreement on the financing involved, with a view to limiting the increase in the planet's temperature to under 2°C compared with pre-industrial levels, and even to 1.5°C by 2100.

# The social responsibility of the automotive industry

WE MET WITH LAURENCE TUBIANA, SPECIAL REPRESENTATIVE FOR THE COP21 SUMMIT, AND BRICE LALONDE, FORMER MINISTER AND AMBASSADOR RESPONSIBLE FOR CLIMATE CHANGE NEGOTIATIONS. WORKING REGULARLY WITH THE TWO RESPECTED CLIMATE CHANGE SPECIALISTS, RENAULT WANTED TO HEAR THEIR ANSWER TO THE QUESTION: "WHAT DO YOU SEE AS THE RESPONSIBILITY OF A CARMAKER?"

**Laurence Tubiana:** Transitioning to a low-carbon development model – the only one that will enable us to keep global warming below 2°C – requires the involvement of everyone. We all have to consider how we can reinvent ourselves and seize the opportunity (and the economic opportunity) represented by the fight against climate disruption. Companies have their role to play. Not only can they demand a clear policy direction from governments (which they can then support), they can also engage in a hands-on manner by taking ambitious and voluntary initiatives, such as reducing emissions and committing to renewable energy sources, or by joining multi-player coalitions. Numerous companies are rallying around such efforts. This is true of the Renault-Nissan Alliance, in particular through all of its initiatives in electric vehicles. They can also engage by devising new solutions based on more economical and virtuous production and consumption approaches, such as the circular economy or collaborative consumption.



▲ Laurence Tubiana, special representative for COP21.



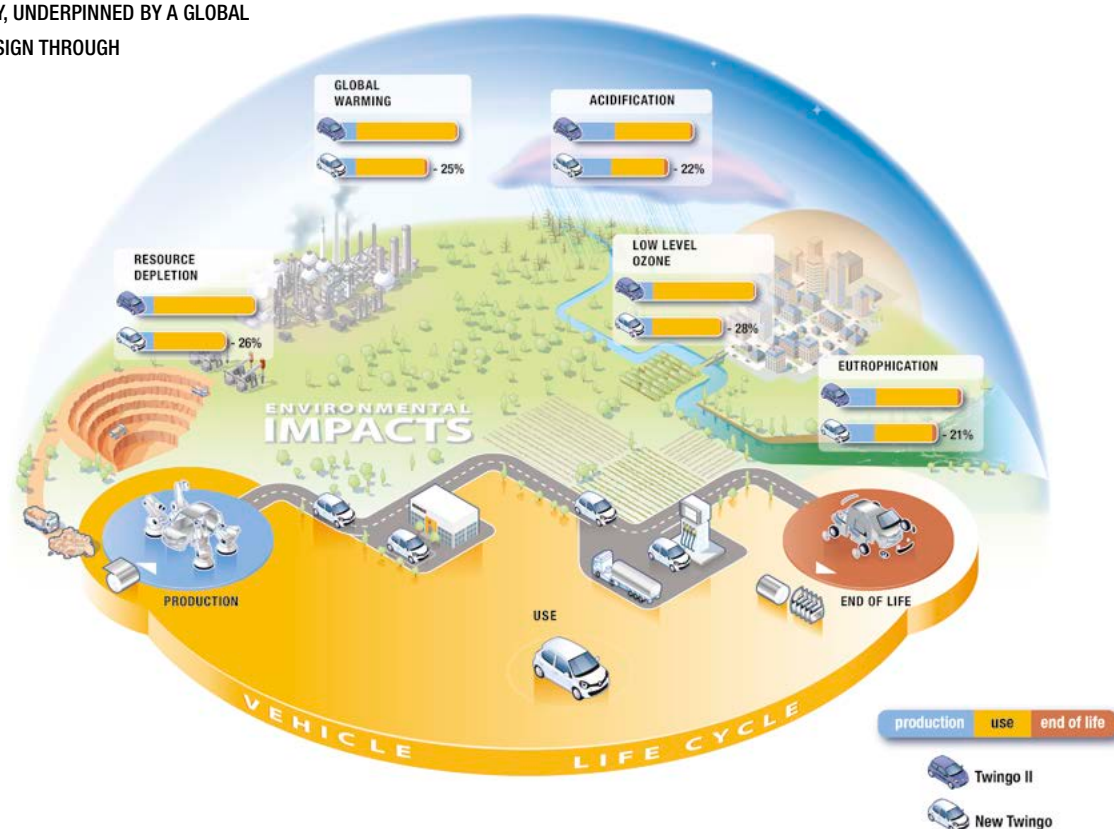
▲ Brice Lalonde, former minister and ambassador responsible for climate change negotiations.

**Brice Lalonde:** We have a common enemy: coal and fossil fuels. Burning these fuels is drastically changing the future of humanity. But to fight against global warming we need to change the way we produce and consume. And doing so without the involvement of companies is impossible! Companies know that climate change exists and that they cannot avoid it given the costs generated by its consequences, including potential regulatory risks. As good citizens, they have realized that they can grow only in a healthy society. With electric vehicles, the Renault-Nissan Alliance has developed a concrete solution to climate issues. This is very good news! Other sectors also have solutions. What they need is stable and predictive policies. And heads of state around the world should be able to help them in that respect.

# ENVIRONMENT

## Reducing the footprint of our vehicles

RENAULT WAS THE FIRST CARMAKER TO MAKE A PUBLIC ENVIRONMENTAL COMMITMENT TO SHRINK ITS GLOBAL CARBON FOOTPRINT. THAT COMMITMENT IS A KEY FOCUS IN ITS AMBITIOUS ENVIRONMENTAL POLICY, UNDERPINNED BY A GLOBAL APPROACH EXTENDING FROM VEHICLE DESIGN THROUGH TO END OF LIFE.



▲ Comparative life cycle analysis of New Twingo and Twingo II.

# 40%

## OF THE INDUSTRIAL EFFLUENT DISCHARGE

FROM THE WUHAN PLANT IS RECYCLED FOR INTERNAL USE.

Since 2005 the group has been committed to shrinking the environmental footprint of its vehicles across the life cycle and from one generation to the next. To measure those efforts, it carries out a Life cycle analysis (LCA) for each new model. The internationally renowned methodology measures the five potential environmental impacts of a car over its life cycle: global warming; the depletion of natural resources; low-level ozone; the acidification of lakes, soil and forests; and eutrophication (oxygen depletion) in aquatic environments. The results speak for themselves. For example, the natural resource depletion potential of New Espace is 26% lower than that of Espace IV, and its acidification potential is a full 30% lower. The improvement in LCA results testifies to the progress made by Renault from vehicle production through to end of life.

### REDUCED ENVIRONMENTAL IMPACT ACROSS THE LIFE CYCLE

The group's most recently built plant, opened in Wuhan, China in early 2016, exemplifies the group's approach in production. Equipped with the latest technologies in energy efficiency – LED lighting, recovery of the thermal energy contained in air emitted to the atmosphere – the plant recycles 40% of its industrial effluent discharge for internal use and uses paints with mainly water-based solvents.

Regarding the vehicle use phase, 2015 saw strong growth in the sales of electric vehicles. Also in 2015, Renault changed its ECO2 signature designating its most ecological and economical vehicles. ECO2 criteria have been toughened up so as to maintain the signature's selective character.

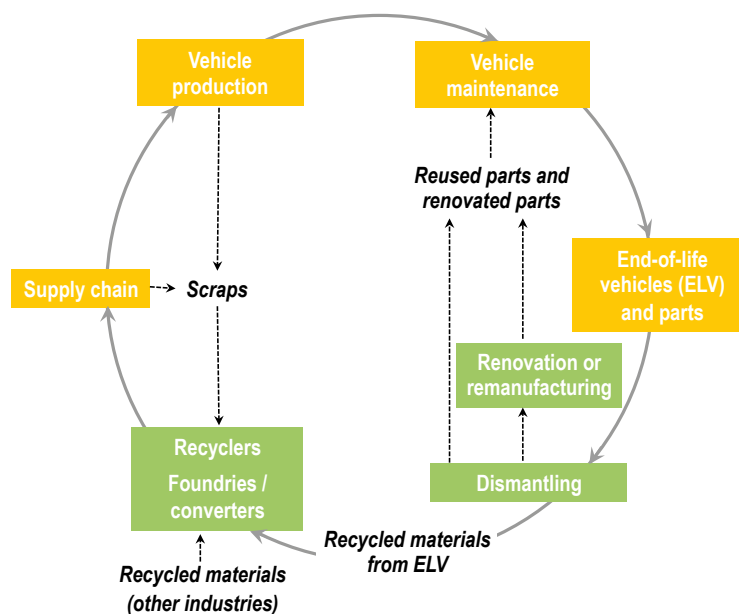
Progress made in the vehicle end-of-life phase can be measured in the light of Renault's commitment to the circular economy, a model based on the reuse, reconditioning and recycling of products. The group is working in three areas. It is designing vehicles that are more economical in terms of materials, 95% of their mass being recyclable or recoverable. It is also developing technical solutions and industrial sectors in the collection, reuse, reconditioning and recycling of parts and materials issuing from the 390,000 end-of-life vehicles (ELVs) processed in 2015 in the Indra-approved dismantler network (a 50/50 subsidiary of Renault and Sita). Through its subsidiary Gaïa, Renault collects unused parts from the sales network, plants and suppliers, sorts them and sends them on for reuse and recycling. Engines and manual gearboxes are reconditioned at the Choisy-le-Roi plant in France. Lastly, Renault is working to integrate a growing share of recycled materials in new vehicles (over 30% on cars produced in Europe).

#### COMMITMENT TO THE CIRCULAR ECONOMY

In a sign of its commitment to the circular economy, the group is a partner of the Ellen MacArthur Foundation that promotes circular economy models. Renault also coordinated the Innovative Car Recycling 95% (ICARRE 95) project funded by the European Commission's Life+ program. The project, completed in 2015, shows how to recover 95% of the mass of ELVs in economic conditions profitable to all the players involved.

The high point of 2015 was the COP21 climate change conference in Paris, supported by the Renault-Nissan Alliance. Ahead of the event, Renault published its climate commitments – notably the 3% reduction of its global carbon footprint per vehicle per year between 2010 and 2016 and the use of 20% renewable energies by 2020 – on the NAZCA Climate Action website set up by the United Nations framework agreement on climate change.

As part of the preparations for its next strategic plan, the group also worked in relationship with the Science Based Targets initiative to establish ambitious targets on the long-term reduction of its carbon footprint (2050) in line with the objective set by the Paris agreement.



▲ Circular economy applied to life cycle vehicle.

# -3% a year

## GROUPE RENAULT'S OBJECTIVE

ON REDUCING THE CARBON FOOTPRINT OF ITS VEHICLES, BETWEEN 2010 AND 2016.

## DEVELOPING AN ELECTRIC VEHICLE ECOSYSTEM

The environmental footprint of an electric vehicle (EV) improves throughout its lifetime, which is not the case for an internal-combustion vehicle. That improvement notably results from the increase of renewable energies in the energy mix. Today, 70% of new installed electric production capacities in Europe are renewable-origin, consistent with an estimated reduction of around 30% in the carbon intensity of the electricity produced on the continent by 2030. The development of smart grids is also contributing to the implementation of an EV ecosystem, activated by a number of public and private players, who are developing an increasing number of initiatives. These include Renault's collaborative effort with Bouygues on a stationary battery project to store the energy produced by solar panels and redistribute it at night. Groupe Renault is also working with the French Environment and Energy Management agency, ADEME, and Veolia to optimize and adapt recycling processes to the specificities of lithium-ion batteries for cars. These processes will optimize the recovery of materials such as copper and cobalt with a view to reusing them in the production of new products. This will significantly reduce the environmental impacts stemming from extraction.



▲ Twizy in the streets of Manhattan, New York.

# SMART

## mobility

FROM BRAZIL AND THE UNITED STATES TO INDIA AND CHINA, NEW MOBILITY EXPERIMENTS AND USES ARE DEVELOPING AROUND THE WORLD, FOSTERED BY THE POSSIBILITIES OFFERED BY NEW TECHNOLOGIES, THE PRESSURES LINKED TO POLLUTION, AND EMERGING USES IN TRANSPORT. OBSERVED BY RENAULT AS PART OF THE SUSTAINABLE MOBILITY INSTITUTE<sup>(1)</sup>, THEY ARE OPENING UP FRESH AVENUES TO THE DEVELOPMENT OF NEW BUSINESSES, ESPECIALLY IN ELECTRIC MOBILITY. JOIN US ON AN INTERNATIONAL TOUR.

Ethanol, produced in Brazil from sugar cane, is used to power the flex-fuel engines of 90% of the cars in the country. But flex-fuel is increasingly being criticized as carcinogenic. Consequently, the electric vehicles used in city centers are worthy on two scores. First, they can be used to replace ethanol-powered vehicles. Second, they serve as an incentive to develop electricity produced through industrial agro-ecology, which in São Paulo for example serves to absorb six metric tons of CO<sub>2</sub> per hectare of sugar-cane plantation every year!

In India, the electricity grid does not always allow for stable and high-quality electricity. The same was true for water distribution a few years ago, but it has since been considerably improved. As such, the Sustainable Mobility Institute decided to make a comparison of the electricity distribution network with the water distribution network, the aim being to seek out ways of improving the electricity grid so as to step up the roll-out of electric vehicles, which would enable Renault to launch an electric carsharing offer in the near future.

### TREMENDOUS POTENTIAL IN CHINA

Some 230 electric scooters have been on the road in San Francisco since 2011. In 2015, a fleet of 12 Twizy vehicles rounded out the scooter offer. For the test, the Twizy models carried the Nissan badge, as Renault is not distributed in the United States. The initiative is an opportunity for the Renault-Nissan Alliance to study how Californian customers react to a reduced-size zero-emissions vehicle and to observe how carsharing works in the state.

In China, electric vehicles are developing fast. But alongside approved vehicles, the Chinese have in the last six years developed 800,000 non-approved electric vehicles, often on the basis of internal-combustion models converted to electric on a "handcrafted" basis. This shows the tremendous potential for electric vehicles in the world's number-one market as well as the Chinese population's continuing search for solutions – even the most rudimentary – to the pollution problem!

(1) Created by Renault, the Renault Foundation and ParisTech in 2009, the Sustainable Mobility Institute studies issues in the future of passenger transport and the design of innovative and ecological mobility systems.

# AFFORDABLE

## mobility

AS PART OF ITS STRATEGIC PLAN, "DRIVE THE CHANGE", RENAULT IS SEEKING TO MAKE SUSTAINABLE MOBILITY BROADLY AFFORDABLE. MOBILITY TODAY IS A FACTOR IN THE PROFESSIONAL EXCLUSION OF MILLIONS OF PEOPLE IN FRANCE. IT IS TO FIGHT AGAINST THIS PHENOMENON THAT RENAULT CREATED THE MOBILIZ PROGRAM IN 2012.



▲ A beneficiary of the Renault Mobiliz program at a socially-responsible garage.

**3,100**  
**RENAULT EMPLOYEES**  
HAVE INVESTED IN RENAULT'S EMPLOYEE  
INVESTMENT FUND "RENAULT MOBILIZ  
SOLIDAIRE".

Mobiliz first of all consists of socially-responsible garages, which totaled over 300 at end-2015. Located in France, these garages take care of customers in economic difficulties, repairing their vehicles at cost price. The Renault Mobiliz team, Market Area, France and DIAC are launching a supplementary lease purchasing offer particularly adapted to these individuals. Mobiliz also benefits from the commitment of leading automotive distribution groups in France, including Bodemer, Rouyer and Renault Retail Group. The Mobiliz offer rounds out the range of mobility services traditionally proposed to people receiving minimum social benefits by referral agents working in the social services. Demonstrating its interest in co-creation and in the Mobiliz project, the Pôle Emploi employment agency is this year trialing direct involvement in the project as a referral agent for Mobiliz.

### AN INVESTMENT COMPANY

In addition to socially-responsible garages, Mobiliz consists of an investment fund, Mobiliz Invest. Today comprising seven investments, three of which were made in 2015, the fund

works at a number of levels. It supports start-ups in the shape of financing and mentoring work, through the commitment of Renault employees to business creators. The fund is innovating through the co-creation, with ECF and three associates, of a digital platform and a driving simulator that simplifies the learning process and hence reduces the cost of obtaining a driving license. Mobiliz Invest also promotes social entrepreneurship, for example by supporting "Ticket for Change", an initiative created to detect and activate the talents of business creators. Lastly, Mobiliz Invest involves 3,100 Renault employees, who have invested in a socially-responsible employee investment fund (FCPE) that helps to bring meaning to their savings.

The third part of the Mobiliz program is the partnership with the "Enterprise and Poverty" Chair at the HEC school. The program includes the training of 70 young people of over 20 nationalities as well as the incubation and upscaling of social entrepreneurship projects.



▲ In 2015, four newly launched products – New Mégane, Kadjar, New Espace and Talisman – obtained the maximum five-star score in Euro NCAP tests on vehicle protection.

# AUTOMOTIVE

## and road safety

EVERY YEAR, 1.3 MILLION PEOPLE ARE KILLED IN ROAD ACCIDENTS AND BETWEEN 20 MILLION AND 50 MILLION ARE INJURED. THESE FIGURES FROM THE WORLD HEALTH ORGANIZATION UNDERSCORE THE IMPORTANCE OF ROAD SAFETY IN PUBLIC HEALTH. RENAULT HAS MADE ROAD SAFETY A KEY COMPONENT IN ITS CORPORATE SOCIAL RESPONSIBILITY POLICY. THE GROUP'S COMMITMENT IS REFLECTED BOTH IN ITS PRODUCTS AND IN ITS INITIATIVES WITH A RANGE OF NATIONAL AND INTERNATIONAL PARTNERS.

Renault's policy on road safety can be summed up in five verbs: informing, preventing, correcting, protecting and assisting. Informing, to change road users' behavior over the long term and teach people from their youngest age about road dangers. Preventing, to help drivers anticipate risks. Correcting, to make up for driver errors through technical driving aids. Protecting occupants when impacts cannot be avoided. And assisting, through an ongoing collaborative effort with fire fighters.

### 4 PRODUCTS, 5 STARS

This comprehensive approach to road safety is notably based on the company's commitment through its products. Our approach consists in analyzing the risks observed through highly advanced accident assessments. Based on those assessments, Renault integrates solutions and innovations to improve the safety of vehicle occupants and other road users (including pedestrians and two-wheelers) in all of its processes, from design and production through to the sale of its products. In 2015, four newly launched products – New Mégane, Kadjar, New Espace and Talisman – obtained the maximum five-star score in Euro NCAP tests on vehicle protection. Renault is rounding out its commitment to road safety through collaborative work with a number of national and international players.

In France, it works on a continuous basis with the administrative bodies of the DCSR road safety and traffic delegation and with the FSR road safety foundation. For example, since early 2015 the group has partnered the Quo Vadis project



▲ Road safety awareness-raising program organized by the Renault do Brazil Foundation.



▲ Twingo intended for road safety training for fire fighters.

(subsidized by the Foundation). The aim of the project is to develop and test accident analysis and biomechanical criteria for vehicles involved in accidents, with a view to enhancing assistance and guidance for people involved in road accidents. In short, saving lives and reducing the costs of assistance services for local authorities. Renault also works with the national federation of fire fighters (FNSPF) through vehicle donations and a training program for 400 fire fighters on electric vehicle interventions. Lastly, the company works with the French medical automobile club (ACMF) as part of the French college of traffic doctors (CFMT).

#### THE WORLD'S LARGEST AWARENESS-RAISING CAMPAIGN

Because Renault is an international group, its road safety commitment is rolled out around the world. The company takes account of the specificities of each country to factor in issues other than vehicles and vehicle technologies, including road infrastructure, applicable legislation and its enforcement. It also works hand in hand with international bodies, such as the High Level Panel for Road Safety at the Interna-

tional Automobile Federation (FIA). The group is a member of the Global Road Safety Partnership, through which it is able to contribute to initiatives in its operating countries as well as further afield, in countries home to the most serious road death problems.

The key to progress on road safety often lies in raising the awareness of people from their youngest age. In 2015, Renault continued its "Safety and Mobility for All" program. Launched in 2000, the program has already served to raise the awareness of several million young people, with over 800,000 educational tools disseminated. Currently implemented in 12 countries, it is the largest road safety awareness-raising campaign ever led by a carmaker. In 2015, the program was extended to Algeria and Croatia.

# 5 stars

**IN EURO NCAP  
TESTING**  
FOR 4 NEW GROUP  
VEHICLES.



▲ Managing the skills of today and preparing the ones of tomorrow.

# HUMAN CAPITAL

THE 120,136 MEN AND WOMEN WORKING FOR GROUPE RENAULT AT END-2015 MAKE UP THE COMPANY'S HUMAN CAPITAL. TO PROTECT AND DEVELOP THIS CAPITAL, RENAULT IS DEPLOYING A POLICY BASED ON HEALTH, SAFETY AND WELL-BEING IN THE WORKPLACE. AT THE SAME TIME, MANAGEMENT IS SUPPORTING THE DEVELOPMENT OF SKILLS AND TALENT IN ORDER TO PROVIDE CAREER OPPORTUNITIES WITHIN THE GROUP, AS PART OF A REVITALIZED TRADITION OF SOCIAL DIALOGUE.

Renault's health and safety policy is based on prevention and treatment initiatives by an international network of professionals with expertise in health, safety and working conditions. In 2015, Groupe Renault stepped up initiatives to rank the company among the world's best in these fields. Renault is adding a further strand based on quality in the workplace. This involves, for example, flexible working hours and the development of teleworking, used by more than 2,000 employees in France in 2015.

Management uses a variety of tools to create career opportunities for employees within the group. Renault Management Way (RMW), for example, is a common standard, setting out the management rules to be applied across the group. In 2014, a new tool called "360° Feedback" was rolled out. The aim is to show managers how their managerial behaviour is perceived by their supervisors, peers and employees, and thus to identify their strong points and areas of improvement. At the same time, employees are assessed as part of a fair and competitive global system, Talent@Renault, deployed in 34 countries.

## STRONG EMPLOYEE ENGAGEMENT

Another aspect of efforts to develop human capital is training. In 2015, employees received 3,196,351 hours of training. Renault's continuing priority is to develop the so-called critical skills, which the company needs more of, and to redeploy the so-called sensitive skills that are becoming less important. At Renault, the development of human capital is made easier by the tradition of social dialogue, reconfirmed by the global framework agreement signed by the group committee in 2013, and by many national agreements.

Renault's policy on developing human capital is viewed positively by employees, interviewed every year by the Hay Group. In the field of engagement – the group's capacity to motivate employees to come and work for the company – the percentage of positive answers was 75%, eight points higher than the average for the companies interviewed.

# DIVERSITY

FOR RENAULT, FOSTERING DIVERSITY AND EQUAL OPPORTUNITIES IS ALL ABOUT MATCHING EFFECTIVENESS WITH THE EXPECTATIONS OF SOCIETY. RENAULT IS INVOLVED IN DIVERSITY AT ALL ITS SITES AND ACROSS SOCIETY AS A WHOLE THROUGH ITS POLICY ON INCLUSION, BASED ON RECOGNIZING, UNDERSTANDING AND PROMOTING DIFFERENCES SO AS TO BETTER INTEGRATE THEM.



▲ Guaranteeing equal opportunities to all employees and enriching the company with the cultural resources of its components.

Renault's policy on diversity serves to motivate employees, generate a variety of talents, create innovation and improve the group's ability to reflect the expectations of its customers. Diversity, then, is synonymous with performance. Renault aims for women to account for 30% of recruitment in technical positions and 50% in sales and marketing positions. The company also has a 2016 objective of having women hold 25% of key positions (24.2% in 2015). Lastly, Renault is developing an internal social network called Women@Renault, a place for sharing best practices that today counts over 4,500 members (21% of them men) in 12 countries.

The company also works to support young people, while at the same time placing a premium on the experience of seniors. In France, Renault's objective is for 50% of new hires to be under 30 years old. At the end of 2015, over 2,200 young people were on work-study programs at Renault, which also hosted more than 1,200 young individuals on internships. As for seniors, Renault has committed to reserving 2% of recruitments on open-ended contracts for people aged over 50.

## PROMOTING ALL TALENTS

The company has committed to favoring people with disabilities through the development of and access to workstations, and through prevention and awareness-raising. In parallel the company is making increased use of the sheltered sector and promises to recruit young people with disabilities on work-study contracts. The internal social network Handi@Renault, intended to support the inter-departmental action plan, today counts over 1,000 members.

Addressing the issue of diverse origins, Renault aims to fill 40% of key positions in 2016 with people with international backgrounds. That share stood at 38.4% at the end of 2015.

As part of the discussions under way in France by a group of volunteer employees on lesbian, gay, bisexual and transgender (LGBT) issues, several initiatives have been rolled out involving the General Management and the company's trade unions.

## INITIATIVES IN 2015

### > Brazil and Argentina

The subsidiaries have subscribed to the Women's Empowerment Principles, a program introduced by UN Women and the UN Global Compact to promote gender equality.

### > Spain

Women@Renault organized a campaign called "Hay salida a la Violencia de Género". Nearly 13,000 badges were handed out to employees at Renault Spain to raise awareness on and promote the professional integration of people having been victims of violence.

### > France

For International Day of Persons with Disabilities, Handi@Renault organized a special theatrical event at a number of sites. Two actors walked around work areas at lunchtime, raising staff awareness on disability stereotypes.

### > Morocco

The Women@Renault network organized the first Rallye Dacia Tour to celebrate Dacia's tenth anniversary and Women@Renault's fifth. Each team was made up of a man and a woman, who took turns as driver and co-driver.

# DEVELOPING

## skills

RENAULT HAS A LONG TRADITION OF DEVELOPING THE TALENTS OF NEW GENERATIONS BY TRAINING YOUNG PEOPLE IN TOMORROW'S PROFESSIONS. THE GROUP IS PROUD OF ITS EXTENSIVE RELATIONS WITH THE WORLD OF EDUCATION, UNDERPINNED BY THE WORK OF ITS FOUNDATIONS AND INITIATIVES ON SPONSORSHIP AND SUPPORT FOR THE ACADEMIC WORLD.



▲ Students return to school at the Renault Foundation. The 2015-2016 class in front of the Renault Technocentre in Guyancourt.

The Renault Foundation, created in 2001, finances and co-creates academic programs with partner universities in France and internationally. It also awards "Foundation Grants" and provides financial support to other foundations that work in research and higher education, support deserving young students and foster knowledge-sharing. In 2015 the Foundation strengthened its international partnerships and backed five training programs on multicultural management, sustainable mobility and road safety. The Renault Foundations at the group subsidiaries – in Spain, Colombia and Romania – are also involved in higher education in their respective countries.

In addition to the work of its Foundations, Groupe Renault creates ties between business and education by encouraging its employees to support the academic world. The group provides materials (including cars and engines) to help people acquire knowledge through a hands-on approach. Renault also hosts students, and sometimes their teachers, through apprentice-

ships, internships and discovery sessions. To foster innovation, Renault supports 11 academic chairs in innovation-intensive fields. Meanwhile, the Sustainable Mobility Institute created by Renault, the Renault Foundation and ParisTech works on issues relating to the future of passenger transport and the design of innovative and environmental mobility systems. In 2015 the Sustainable Mobility Institute extended its activity to include autonomous and connected vehicles.



### INTERVIEW

A VICE-MAJOR GRADUATE OF ÉCOLE POLYTECHNIQUE D'ABOMEY-CALAVI (BENIN) THEN MAJOR GRADUATE OF ÉCOLE D'INGÉNIEURS MOHAMMADIA (MOROCCO), CHARLES DOVONOU, 32, CHOSE TO ROUND OUT HIS BRILLIANT COURSE OF STUDY WITH AN MBA AT THE DAUPHINE SCHOOL IN PARIS. THAT OPPORTUNITY WAS OFFERED TO HIM BY RENAULT. TODAY, CHARLES WORKS AT THE COMPANY'S PRODUCT DEPARTMENT. HE TALKS ABOUT THE FRUITFUL ENCOUNTER.

#### Can you tell us a little about your background?

**Charles Dovonou:** After obtaining my engineering diploma in Benin, I gained my first professional experience in civil engineering. I then continued my education at École Mohammadia in Rabat, the leading engineering school in Morocco. It was there that I had the good fortune to find out about the Renault Foundation, a partner of the school. I worked for several years in a design office in Morocco, but I wanted to further my education with an international MBA at Dauphine, a school from which numerous African leaders have graduated. But the course is expensive, so I applied to the Renault Foundation for a grant and I was accepted.

#### From an MBA to a job at Renault. How did that work?

**C.D.:** My MBA class was made up of 19 students, 18 of whom were financed by Renault. During the course, we were able to visit Renault sites and carry out two international assignments for the company. My first assignment, lasting two weeks, took place in Moscow. It was focused on the group's employer brand. I then carried out a six-month assignment on product strategy in sub-Saharan Africa, a vast territory of 44 countries. After cross-referencing a range of aspects including demographic and economic growth, the car ownership rate and cultural proximity with Renault, I recommended a prioritization approach on strategic prospecting to the group. It was fascinating work! It made me want to continue with the company. I was fortunate enough to be recruited in April 2015. And today I would just like to say thank you to Renault for this truly wonderful opportunity.

# SPONSORSHIP

RENAULT LEADS SPONSORSHIP INITIATIVES IN THE SHAPE OF UNCONDITIONAL DONATIONS AT LOCAL AND INTERNATIONAL LEVEL. IMPLEMENTED WITH LOCAL PARTNERS AT GRASSROOTS LEVEL AND OFTEN INVOLVING EMPLOYEES, THESE INITIATIVES STRENGTHEN THE LOCAL PRESENCE OF THE GROUP. IN 2015, 170 REQUESTS FOR SUPPORT WERE PROCESSED FOR PROJECTS IN FRANCE AND AROUND THE WORLD.



▲ Good citizenship education program preparing pupils for their future civic lives.

In 2015 Renault supported 15 organizations in the fields of diversity, education and mobility. It backed the Centre Augustin Grosselin, which works with 60 deaf young people to increase their autonomy and socialization. In education, the group supported Sikana, an organization that disseminates educational video programs – for example, on road safety – to make education more broadly accessible and free of charge around the world. The group also contributed to the Savoir Apprendre organization, which helps disadvantaged young people to develop a taste for the sciences by creating a mobile museum in which scientific experiments can be conducted. Besides diversity and education, Renault supported initiatives to foster mobility, for example through Pole Mobilité Emploi, the first innovative digital platform created in Normandy to remove obstacles to professional mobility. Renault also supports Sauvegarde des Yvelines, contributing to the organization's socially-responsible driving school project that helps people in difficulty by reducing the cost of obtaining a driving license.

## MAKING DREAMS POSSIBLE

Sponsorship initiatives are also led at grassroots level, coordinated and financed by sales subsidiaries and manufacturing sites or through local Foundations. The broad diversity of support for education is illustrated by two examples. In the first, the Renault Spain Foundation supported the practical training of engineering students by donating a Twizy to Universidad Antonio de Nebrija in Madrid. Meanwhile, the Renault Colombia Foundation supported the “Pour un rêve possible” project on improving good citizenship and building peace by strengthening the leadership of 16 headmasters of state schools in Uraba (25,000 pupils) located in priority education areas. In an entirely different register, Renault in India supported the NGO Word Vision in its efforts to help local populations. Renault staff got involved by distributing survival kits and food rations to the victims of the floods at the end of the year in the Chennai region.

## 15 ORGANIZATIONS

SUPPORTED BY RENAULT IN 2015  
IN THE FIELDS OF DIVERSITY,  
EDUCATION AND MOBILITY.



▲ Renault supported the victims of floods at Chennai in India.



**RENAULT, official partner  
of the French paralympic team.**

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