

# A WORLD OF RESPONSIBILITIES

2012 CSR REPORT



Meta Pandemonium 1981, 50 x 90 cm Gouache on cardboard, Jean Tinguely (detail) - Renault.

DRIVE THE CHANGE







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**CONVERSATION** between **Carlos Ghosn**, Chairman and CEO of Renault, and **Claire Martin**, Vice-President, Corporate Social Responsibility and Director of the Renault Corporate Foundation.

**“Corporate social responsibility drives us to face the human and environmental impact of our activities and the need to manage them sustainably.”** Carlos Ghosn

**Claire Martin:** What does an approach based on social, societal and environmental responsibility mean for a company such as Renault?

**Carlos Ghosn:** Looking beyond a purely economic rationale, the company needs to take a clear stand on the social, societal and environmental issues facing it today. CSR drives us to face the human and environmental impact of our activities and the need to manage them sustainably.

CSR also gives meaning to the action taken by all company stakeholders. This meaning motivates our employees, promotes innovation in products and services and wins the approval of our customers. It also shows us to be a better corporate citizen and helps us to put down stronger local roots. In this respect, CSR initiatives are strategic and make a real contribution to our long-term economic performance. Last, although the senior management team holds the main responsibility for efficient implementation of a CSR approach, the overall success of our initiatives is first and foremost the result of a collective effort, supported by all employees.

**C. M.:** What are your objectives in terms of CSR and what resources have you put in place to meet them?

**C. G.:** The first objective is to continue to structure CSR, since initiatives cannot be founded solely on good intentions. They must be based on a shared

policy, with robust decision-making processes, support in the field and financial resources.

At the same time, CSR pursues precise targets, tracked by a number of indicators. Since 2001, we have been a member of the Global Compact, a United Nations CSR initiative. This provides a framework for our own initiatives and makes us accountable for their implementation. It is a logical extension of our convictions and a major commitment on our part, compelling us to continually review our own performance against world best CSR practices.

**C. M.:** Do we have a governance system to ensure that our CSR commitments are coherent with our practical actions and their impact?

**C. G.:** Yes we do. We have put in place a Corporate Social Responsibility department, which works with the Environmental, Human Resources and Purchasing departments to develop initiatives, submit them to the Group Executive Committee and report on their progress. More globally, as part of a broader cross-cutting approach, our Board of Directors ensures that general corporate policy factors in CSR, and that any action taken is pertinent.

**C. M.:** In 2012, Renault put in place an ethics charter, replacing the former code of good conduct. What do you expect from this change?

**C. G.:** Ethics are at the heart of good corporate govern-

ance. This charter should be a benchmark, a natural point of reference for all our employees. It must also enable us to remain vigilant on the uniform application of our rules of ethics, in all the countries in which we do business.

**C. M.:** Renault employees in France recently voted on the election of three new directors to represent them on the Board of Directors. In what way can employee-elected directors contribute to the deliberations of the Board?

**C. G.:** First, we should point out that Renault is a trailblazer in this area, since we have had employee-elected directors for over 60 years, even though the French government is only now thinking about making them obligatory.

They help the Board to approach subjects differently. They make sure that we take account of realities inside the company, as experienced by the employees they represent. They are therefore important players whose vision is valuable. ■

# GOVERNANCE AND CSR

## A COLLECTIVE RESPONSE

Corporate Social Responsibility (CSR), and its constituent social, societal and environmental facets, is everybody's business. It concerns Renault employees, the Board of Directors and the Group Executive Committee, as well as a number of dedicated committees.

**In 2009, Renault set out Group policy on sustainable development and social responsibility. In 2010, encouraged by the publication of the ISO 26000<sup>(1)</sup> standard on CSR, the Group further deployed action plans globally and – more particularly – locally. Some had roots in corporate practices going back many years, while others were “incubated” more recently around new topics.**

Renault joined the UN Global Compact<sup>(2)</sup> – an approach comprising ten principles observed by companies on a voluntary basis – back in 2001. In 2002, it adopted reporting practices inspired by the GRI<sup>(3)</sup>. At the same time, it set up a Sustainable Development Committee chaired by a member of the Group Executive Committee.

With the founding of the Corporate Social Responsibility department in 2009, Renault further pursued the process of integration by extending its field of action to encompass new societal aspects. Today, Renault's CSR approach is based on the following key principles:

- the Group's CSR commitment as a player in sustainable mobility for all, set out in four main areas of focus: Sustainable Mobility, Road Safety, Diversity and Education;
- a process that addresses social, societal and environmental risks through respect for regulations, the promotion of ethics and the implementation of specific action plans linked to the identified CSR risk;
- an approach that seeks primarily to reduce negative impacts over the long term and to look for opportunities with a positive impact, while taking account of the need for economic profitability;
- the involvement of grass-roots operational networks (environment, social, societal).

### **The integration of CSR in Renault governance: the Board of Directors, the Executive Committee and dedicated committees**

The Board of Directors ensures the integration of CSR, along with its ethical, social, societal and environmental components, in corporate strategy.

At each meeting, the Board discusses a topic of strategic importance to the company, previously selected by the directors. Particular emphasis is placed on the various aspects of CSR.

Members of the board include three women, three non-French directors and four employee-elected directors of whom three are elected by employees and one by employee shareholders. This reflects the diversity that Renault is keen to promote at all levels of the company, and that contributes to the content of discussions prior to decision-making.

For reasons of exemplarity and efficiency, CSR is also taken into account in performance assessments. For example, the variable portion of the remuneration awarded to the Chairman and CEO, on the decision of the Board of Directors, introduced a criterion linked to Group CSR performance in 2012.

The remit of the Audit Risk and Ethics Committee (CARE), a specialist committee set up by the Board of Directors, was extended at end-2011, reflecting Group efforts to make ethics part of all aspects of company life.

Decisions on CSR policy are taken by the Group Executive Committee. Practical initiatives and details of their expected impact are submitted for approval to members as well as to other Renault group decision-making bodies (programs/regions/business functions). At the same time, the corporate departments responsible for strategies and action plans report on progress in CSR initiatives to national (cen-

tral works council) and international (Group works council) employee representation bodies.

These initiatives are implemented by cross-cutting networks present in the various countries and across the main corporate business functions (engineering, production and logistics, purchasing, sales, etc.), as well as by ad hoc entities set up to develop external partnerships and innovative business models (Renault Corporate Foundation, Renault Environnement, Sustainable Mobility Institute, etc.). CSR is coordinated by the CSR Cross-Functional Committee bringing together representatives from the main departments and geographical regions. This committee met three times in 2012.

Decision-making on CSR initiatives may sometimes involve qualified external personalities and stakeholders, for the purposes of “critical review”, or employee representatives. This ensures transparency and a close fit between needs and solutions.

### **Integrating CSR for all**

Integrating CSR activity is a spur to innovation and business opportunities, but failing to integrate it can do real harm to a company's reputation. For this reason, in 2012, the Group included CSR risk on its map of major potential risks for the first time. An action plan has been put in place in 2013 to manage this risk.

In 2012, Renault distributed its Charter of Ethics to the Group's 127,086 employees. Drafted by the Ethics and Compliance Committee (to which the CSR department belongs) and translated into thirteen languages, it replaced the existing code of good conduct. The document sets out the company's fundamental values in brief. It embodies a collective commitment to protecting the workforce, the com-





The Executive Committee of the Renault group.

pany heritage, customers and shareholders, while promoting good citizenship in a global environment. Further, the concept of CSR is extended to include the entire corporate value chain. For example, tier-one suppliers are required to comply with the CSR requirements set out in the “CSR Guidelines” as part of a long-term approach to the automotive business (cf. p.11). Through this approach, Renault aims to manage its impacts on the outside world and contribute to developing products and applications for a changing society.

### Formally defining long-term CSR ambitions for Renault

In 2012, the Group formally set out its CSR Vision, i.e. the meaning and ambitions identified by the company in the field of CSR for the next few years (cf. p.6 and 7). This “Vision”, set out by senior management, is the work of all the functions involved. It restates the strategic objectives identified in 2009 reflecting Renault’s core function, while extending the field of action to the scope of the international standard ISO 26000. ■

(1) ISO 26000: provides guidance on how businesses and organizations can act in a socially responsible way. This means acting in an ethical and transparent way in order to contribute to the health and welfare of society.

(2) The Global Compact is a UN initiative set up in 2000. The aim is to encourage companies around the world to adopt a socially responsible attitude by agreeing to integrate and promote a number of principles relating to human rights, the environment, working conditions and anti-corruption.

(3) GRI: The Global Reporting Initiative was set up by the CERES (Coalition for Environmentally Responsible Economies) in partnership with the United Nations Environment Program. Its purpose is to raise sustainability reporting standards to the same level as those applicable to financial reporting.

## RENEWED COMMITMENT TO THE GLOBAL COMPACT AND A CSR APPROACH RECOGNIZED BY ANALYSTS



By joining the UN Global Compact in 2001, Renault wished to underline the emphasis placed on human rights, labor law, environmental protection and anti-corruption practices. Today, this commitment is still reflected in the deployment of the ten principles of the Global Compact across Renault’s industrial and commercial activities, as well as in continuous improvements in CSR performance, and in

the principle of accountability. As major players in Renault’s CSR approach, suppliers are fully involved in the process as part of an explicit commitment.

Renault’s commitment is recognized by several international extra-financial rating agencies, which rank the Group among industry leaders. In 2012, Renault once again led the rankings of vehicle manufacturers established by Oekom Research – a German extra-financial rating agency – for environmental, social and societal responsibility.

RobecoSAM, a management company dedicated to socially responsible investment, has consistently ranked Renault above the sectoral average since 2004, with a particularly high score for environmental commitment (92 points out of 100 in 2012). The Group is also listed in the “Global 100” rankings of Canadian magazine “Corporate Knights”, identifying the companies most committed to sustainable development.



# CORPORATE SOCIAL RESPONSIBILITY

## RENAULT'S VISION

Renault's approach to corporate social, societal and environmental responsibility is founded on the reduction of our "lifecycle" environmental impact, the conservative use of natural resources, the health and safety of road users, communities and staff, future capacity building and merit-based equal opportunities. They are proof of the Group's broad perspective and our commitment to take Society's expectations into account.

**M**obility is a key component of economic development and social cohesion. The path to freedom and pleasure for some; functional and a solution to social exclusion for others. However, it may also play a part in major global issues such as road traffic accidents and result in negative impacts on health and the environment. Our industry is shouldering its responsibilities and contributing to the improvement of individual and collective wellbeing.

The challenge for Renault, as a responsible car manufacturer and pioneer of sustainable mobility for all, is to offer new, affordable mobility products and services, to develop innovative technologies such as the electric vehicle with zero emission in use and to be attentive to energy and raw material conservation. This also means stimulating and accompanying changes in behavior and customs and developing the business models required to ensure both the longevity of the company and the creation of value for our stakeholders.

Because a company is above all a group of talented and motivated women and men, at the heart of its competitiveness, at Renault we pay great attention to the development of human capital.

Within the company, as in the communities where we work, Renault supports initiatives for education and diversity, the two strongest levers for personal development and business performance. From primary school through to higher education, in particular by way of our Foundations, Renault promotes actions which contribute to skills development and further social equality.

Building upon our priority areas and values, we have fixed seven goals, in line with the most demanding international CSR standards:

- ensure rigorous ethical behavior in all business areas; guarantee our suppliers' commitment to CSR;
- provide working conditions which respect human rights and wellbeing, attract new talents and allow staff worldwide to develop, promote diversity and equal opportunities;
- foster employability by developing the skills of the future;
- build the principles of the circular economy (resource management, recycling...) into our processes; commit to reduce our environmental impact throughout the full life cycle of the vehicle;
- contribute to the WHO public health objective of halving road traffic fatalities by 2020, especially in the developing world; safeguard the health of staff, road users and society at large;
- offer innovative and safe mobility solutions for all;
- support economically and socially responsible development in the regions where we work through actions that target education and mobility in the local communities.

**Our aim: to make sustainable mobility a vector for development and progress for all. ■**

**“Large enterprises can no longer continue to focus only on economic performance, without paying attention to what is happening around them. It is our responsibility, and it is in our own interest, to become involved in the social and societal lives of the countries where we do business.”**

**Carlos Ghosn**, Chairman and CEO of Renault





## METHOD

Sustainable mobility, Road Safety, Education and Diversity are the four priorities of Renault's CSR policy, providing the basis for the practical and innovative initiatives implemented in the field. Claire Martin, Vice-President, Corporate Social Responsibility and Director of the Renault Corporate Foundation, talks about this choice and explains how it is put into practice.

**T**he main mission of a “social responsibility” function is to set out a global CSR policy. For Renault, this policy is structured around four priorities. To identify these priorities, we asked ourselves a question: what can the societies in which we are present reasonably expect from a vehicle manufacturer that claims to be responsible? People want sustainable and safe mobility. Sustainable, i.e. with low (or zero) atmospheric emissions, shared, connected, and accessible to the greatest number. Safe, because all countries, particularly the emerging countries that are high-growth markets for us, are facing a major public health problem: road deaths. Today, road safety is a tool that underpins the Group's international strategy and, naturally, a CSR priority for

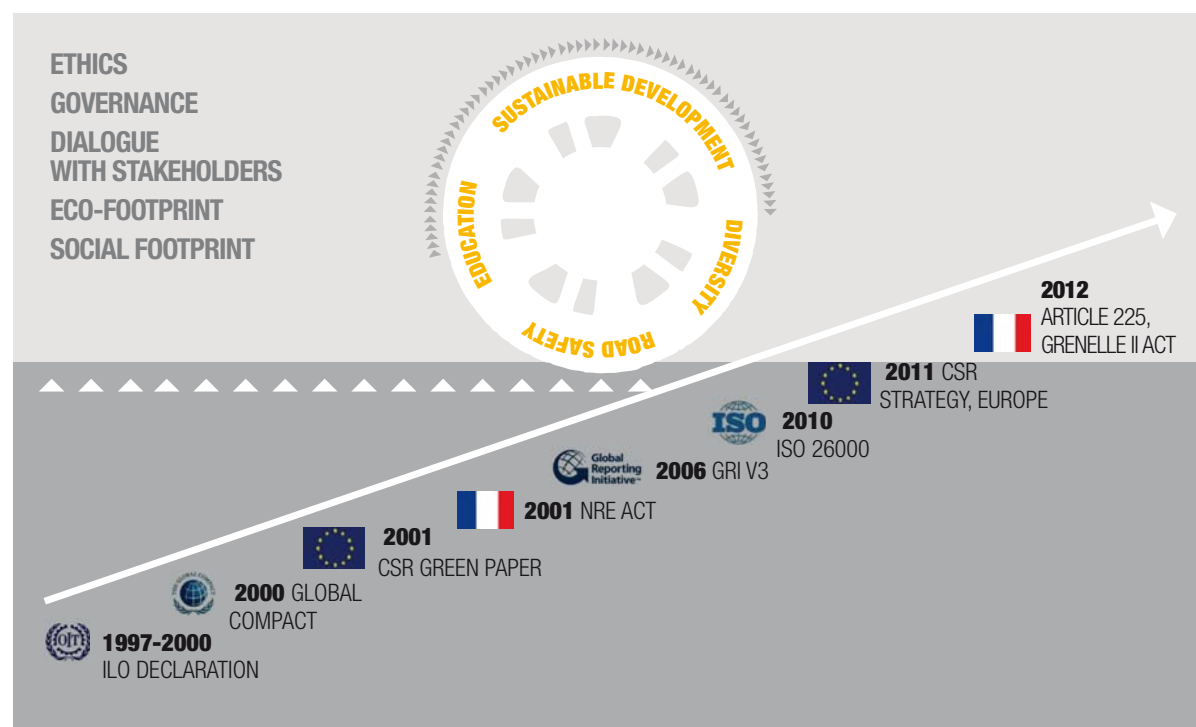
Renault. Sustainable, safe mobility is thus the cornerstone of our CSR policy. It is at the heart of our skills, our activities and our business functions.

Education and diversity – our other two priorities – are the most powerful levers in our eyes for promoting personal development and improving the performance of the company extended to our networks of suppliers and distributors, and to civil society.

For all four key areas, applicable to all Group subsidiaries, the CSR department plays the role of an incubator for social and societal innovation, as part of a “co-building” approach with stakeholders, the academic world, NGOs and associations. The next stage is to deploy practical grass-roots initiatives, maximizing their long-term impact and, last, to assess their efficiency based on the current or forthcoming CSR



Claire Martin, Corporate Social Responsibility, Renault group.



standards applicable to business.

We must not forget that the key purpose of CSR is to ensure:

- policies and actions compliant with legislation at national level (e.g. in France, the NRE (new economic regulations) act, and from 2012, article 225 of the Grenelle 2 act) or European level (e.g. vehicle safety standards, ECE96, or atmospheric emissions standards);
- integration of international standards (e.g.: the UN Global Compact since 2001). In 2012, for example, the standards body Afnor assessed one of our global functions as “mature” in the AFAQ 26000 assessment. Through the application of rules and standards, and the structuring of a distinctive, global CSR policy, coherent with Renault's strategy and DNA, the Group is able to implement the seven ambitions set out in its CSR vision. ■

# STAKEHOLDER RELATIONS

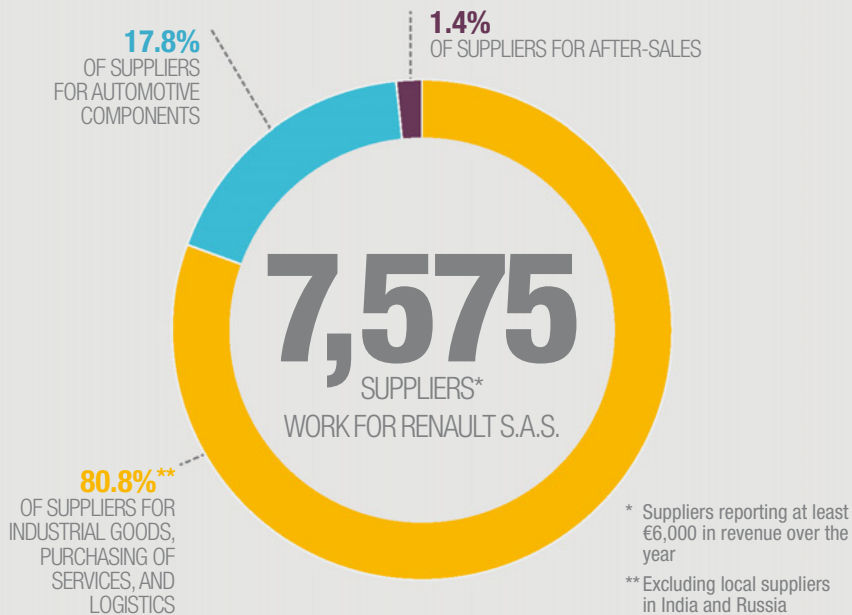
**Stakeholder relations** are as rich and varied as the company’s contacts – employees, suppliers, customers, distribution networks – and the associations partnered by Renault as part of its corporate philanthropy program.

127,086

EMPLOYEES WORKING FOR RENAULT (ON SHORT-TERM OR PERMANENT CONTRACT)

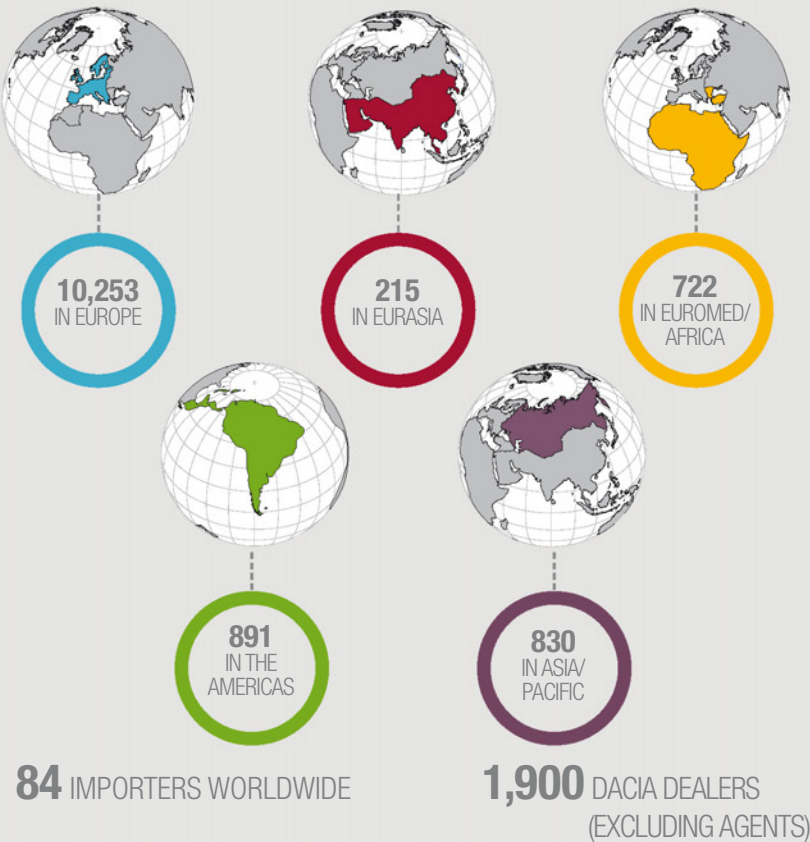
## BREAKDOWN OF RENAULT S.A.S. SUPPLIERS

(as a percentage)



12,911

RENAULT DEALERS IN 128 COUNTRIES



8,000

INDIVIDUAL SHAREHOLDERS ARE MEMBERS OF THE SHAREHOLDERS' CLUB

15.01%

OF THE SHARE CAPITAL IS OWNED BY THE FRENCH STATE

10.65%

OF THE SHARE CAPITAL IS OWNED BY INDIVIDUAL SHAREHOLDERS

2.97%

OF THE SHARE CAPITAL IS OWNED BY CURRENT OR FORMER RENAULT EMPLOYEES





**CONVERSATION** between **Dominique Thormann**, Executive Vice President, Chief Financial Officer of the Renault group (right), and **Éric Maudieau**, member of the Renault shareholders consultative committee (left).

**“The initial postulate must be to create wealth in order to be able to distribute it. If this does not happen, all the stakeholders are impacted.”** Dominique Thormann

**Éric Maudieau:** Renault has many stakeholders (employees, shareholders, suppliers, local and regional government, customers, etc.). How does Renault optimize the distribution of value between all these parties?

**Dominique Thormann:** Like any other company, Renault redistributes the wealth it creates as part of a cycle, through the salaries paid to employees, value for customers in its products, the taxes and fees paid to the State and local/regional government, and the dividends paid to shareholders when results permit. This is true wherever the company is present. However, the initial postulate must be for the company to create wealth in order to be able to distribute it. If this does not happen, all the stakeholders are impacted: employees could lose their jobs, local/regional governments receive less tax, suppliers see a fall in orders and shareholders lose their investment. . .

Creating wealth is not so easy to do. The automotive industry is facing all sorts of constraints: it ties up considerable capital, it's labor-intensive, based on long development cycles and also subject to stringent regulations (safety and environmental standards). Renault has a history stretching back 110 years, and we aim for it to continue to be a leading player in the automotive sector for a very long time to come.

**E. M.:** In today's fiercely competitive environment, with the crisis facing Europe as a whole and France in particular, what are you doing and what criteria do you

apply to the sales network in order to maintain unit margins while boosting sales volumes?

**D.T.:** We track the individual profitability of dealers closely and we also manage financial risk through RCI Banque. The partnership with the Renault European Dealers Group has proved to be effective, particularly during the 2008 crisis, enabling us to adapt the network structure and business model to the context. We are currently working with sales subsidiaries on quantified targets for cutting fixed costs in each country, in order to lower the break-even point of our dealerships and protect them to as great an extent as possible from the risks associated with falling markets. We are also working on the density and structure of our network, both primary and secondary. From the start of the 2008 crisis, we put in place restructuring plans in a number of countries, such as the UK and Spain, in order to adjust our distribution network to business volumes, while reinforcing the financial health of our partners.

Last, through the product plan put in place for both Renault and Dacia (Clio IV, Zoé, Sandero, Capture, Logan, Dokker, etc.) we aim to start growing business volumes and market share again in 2013, thus boosting the profitability of the new vehicle activity in our networks.

**E. M.:** And in a sector as fiercely competitive as the automotive industry, what about supplier relations?

**D.T.:** In 2012, the total purchasing volume of the Renault group was equivalent to almost 57% of revenue. Therefore, we need to pay particular attention to suppliers, given their significant weight in vehicle composition.

We choose our suppliers through two procedures common to Nissan and Renault, concerning entry to the supplier base and selection. All suppliers need to meet our specifications in terms of both quality and quantity. Note that the Alliance has opened Nissan markets to many Renault suppliers since 1999.

At the same time, we are attentive to their financial health to avoid weakening the entire value chain. We support them, as we do for our own internal development and production efforts, in their efforts to cut costs and improve their competitive edge. As part of this support, we may also play a joint role in investments.

Ultimately, we share a common interest with our suppliers. Having a profitable vehicle manufacturer and a non-profitable supplier doesn't work over the long term. For relations with suppliers to be constructive, they must not be taken for granted, but maintained over the long term. ■

# EMPLOYEES

## REINVENTING A TRADITION IN SOCIAL PROGRESS

Renault is historically recognized as a pioneer in social progress. Today, it is continuing this tradition, adapting it to a context of economic competition and the needs of its international development.



The men and women of Renault are the Group's key asset and the source of its competitive edge.

**R**enault has often been a trailblazer in social progress. From the aid society founded in 1901 to provide compensation for sickness or incapacity, to the fourth week of paid holiday granted in 1962, the brand's history includes social initiatives and advances that have frequently inspired national legislators. From the 1990s, Renault stepped up the pace of its international expansion. At the same time, the company organized a labor-management dialogue reflecting individual market contexts and local business conditions.

In 1993, Renault set up the Group Works Council (CGR). A Group-wide staff representation body, it groups 40 trade union representatives from 20 countries. Another key date from a social standpoint was 2004, with the signing of the Declaration of Employees' Fundamental Rights (see opposite).

Through this declaration, Renault restated its commitment to health, safety and working conditions. To measure implementation, in-house experts worked with an external body to put in place a site certification process. 98% of the Group's industrial, office and engineering sites are certified. Two new sites, Titu (Romania) and Tangiers (Morocco), were audited and certified in 2012.

To reflect corporate realities and social aspirations more closely, Renault opened a cycle of negotiations in September 2012 with members of the CGR restricted committee, and representatives appointed by the international federation, IndustriALL Global Union. The objective: to turn the Declaration of Employees' Fundamental Rights into a global framework agreement.

Today, Renault still sees labor-management dialogue

as the preferred approach to finding solutions that maintain economic performance and social development. In Spain, Renault signed a third three-year agreement (convenio) with the main trade unions on November 13, 2012, with a view to making Spanish plants more competitive. This agreement includes measures on labor flexibility, a gradual increase in annual working time and wage moderation. In return, the senior management of Renault Spain has made a commitment to increase the activity of bodywork assembly and powertrain plants and to create jobs. In France, following negotiations started at the end of 2012, a "contract for a new dynamic of Renault growth and social development in France" was signed on March 13, 2013. This agreement sets out the conditions and resources necessary to give Renault a strong and sustainable base in manufacturing, R&D and service activities. ■

## EMPLOYEES' FUNDAMENTAL RIGHTS

On October 12, 2004, the Renault Group Works Council (CGR), trade unions and International Metalworkers' Federation signed the Renault group Declaration of Employees' Fundamental Rights. The Declaration was inspired by the standards of the International Labor Organization (ILO) and by the universal principles of human rights set out in the Global Compact. Through this Declaration, the Group agrees to "respect employees worldwide and help them make progress, fostering a spirit of openness, ensuring the full transparency of information and applying the principle of fairness, in accordance with the Renault Code of Good Conduct\*."

\*Since replaced by the Renault Charter of Ethics.

“ The Renault Group Works Council represents the employees of **20 countries** where Renault is present. At the plenary meeting with senior management, we discuss strategic objectives and review the situation with respect to the **Declaration of Employees' Fundamental Rights**. At the same time, monthly meetings are held with the CGR restricted committee (six countries represented). Naturally, viewpoints may diverge but the overall quality of the labor-management dialogue is high. ”

Jocelyne Andreu, Secretary of the Renault group Works Council



# SUPPLIERS

## RESPECT FOR CSR CRITERIA: A REQUIREMENT FOR SUPPLIERS WHO UNDERGO ANNUAL ASSESSMENTS BY THE GROUP

Supplier activity accounts for some 70% of vehicle cost price. It is therefore only natural for suppliers to be included in Renault's CSR policy, which today functions primarily as part of the Renault-Nissan Alliance.

**R**enault requires all its suppliers to respect the principles of corporate social responsibility, on a par with quality, costs and lead times. These principles are based primarily on two standards: first the Declaration of Employees' Fundamental Rights (cf. page 10), based on the principles set out by the International Labor Organization (ban on child labor and forced labor, implementation of a health, safety and working conditions policy); and second, the Renault-Nissan CSR Guidelines for Suppliers published in 2010. This document includes five key areas of focus: safety and quality, human and labor rights, environment, conformity and non-disclosure of information. It also sets out a body of rules on anti-competitive practices, corruption, the protection of confidential information and intellectual property.

In order to ensure respect for CSR principles, new suppliers joining the base must accept the general terms and conditions of purchasing (which include a chapter on CSR), sign the Declaration of Employees' Fundamental Rights, and undertake a CSR assessment.

Further, if suppliers already in the base wish to be selected for a new project, they must satisfy the same requirements and obtain a sufficiently high score in CSR assessments, or set out an action plan to address non-conformities.

If suppliers refuse to implement an action plan, sanctions may range from a freeze on new orders to exclusion from the base.

Supplier ratings are based on two types of appraisal:

- first, assessments carried out by Renault experts on

**“I've tracked the assessments carried out with our partner EcoVadis. The results are interesting to say the least. They show that the best suppliers are often those that meet exemplary standards in their CSR practices.”**

**Alain Bécheret**, Supplier Account Manager

issues relating to working conditions and the environment. At the end of 2012, 1,349 assessments had been conducted. All sites in “high risk” countries will be assessed before the end of 2013;

- second, third party assessments on the CSR management of supplier groups, selected on the basis of their total purchasing volume or the risk linked to their output. A total 387 suppliers, representing an amount equivalent to 68% of Renault revenue in 2011, have already been assessed. ■



The purchasing quality experts are local correspondents applying the same method of assessment.

## AWARDS FOR THE MOST VIRTUOUS PARTNERSHIPS

Renault organizes a number of events every year to encourage suppliers to develop their CSR practices. These events turn the spotlight on the suppliers meeting the highest standards in this area. In June 2012, Johnson Matthey and Turbo Energy LTD received supplier awards for their environmental performance. The AMIPI-Slami Foundation also received an award for its efforts to promote the integration of mentally disabled workers in the workplace. The Purchasing department, with the support of Engineering, has selected Slami as a supplier for door panel wiring in particular. Increasingly, in all countries, Renault is working with industrial suppliers who employ disabled workers. This is the case in Spain, for example. The objective now is to extend this practice to the services sector.



# CUSTOMERS

## A VEHICLE RANGE MEETING THE NEEDS OF CONSUMERS AND BUSINESS CUSTOMERS

Renault's performance is based first and foremost on its ability to meet the needs of all buyers, both consumers and business customers. Both categories of customer are becoming increasingly attentive to the company's CSR commitments.

**C**oncerning the technical and environmental requirements relating to the safety and quality of its vehicles, the Group is working on all fronts and also targeting driver behavior.

### Leader for its electric vehicle range

First, Renault seeks to bring customers clear, detailed information on the environmental performance of its vehicles. Looking beyond energy labelling – carbon ratings have been obligatory in the European Union for several years – Renault has developed its own signature, *eco<sup>2</sup>*, in Europe, based on three complementary criteria (production, use and recycling, see p. 16). Renault's objective is not to place this label on all vehicles but to use it to identify the most efficient. This is why in 2011, Renault made the *eco<sup>2</sup>* criteria more stringent. With its innovative electric range and low-carbon ICE range, Renault ranks among the leaders for its efforts to cut greenhouse gas emissions. In 2012, 51% of vehicles sold in Europe by the Renault group emitted less than 120g of CO<sub>2</sub>/km. Overall, vehicles emitting 140g or less of CO<sub>2</sub>/km accounted for 83% of Group sales. Among them, the 16,884 electric vehicles sold in 2012, of which 9,020 Twizys, establishing Renault as the leader on this promising segment. And to enable customers to reap maximum economical and ecological benefits from their cars, the Group provides training in eco-driving for consumers and business customers with Driving *eco<sup>2</sup>*. It also equips its most recent vehicles with onboard eco-driving aids (cf. box opposite).

### Flawless quality

For customers, quality is a right. Today, Renault is on a virtuous path, ranking among the best mainstream

“35% of greenhouse gases from our operations are emitted by our fleet of service vehicles. Renault shares our determination to look for innovative solutions to cut our carbon footprint without compromising the safety of our drivers and other road users.”

**Juha Räisänen**, Senior Vice-President, Supply Chain and Sourcing, Kone Corporation

vehicle manufacturers for reliability\*. Moreover, Renault vehicles meet the highest safety standards (cf. p.20). The Group is going further by organizing educational and training initiatives in responsible driving for its customers.

To improve customer satisfaction, the Group has deployed the “Renault Excellence Plan”, covering all processes designed to ensure the highest standards of service quality. ■

\*See ADAC 2012 rankings (Germany), Automobile Magazine (France), Quatro Rodas (Brazil).



Twizy, the easy handling of a 2-wheeler, with comfort and safety similar to a 4-wheeler...

### FIVE ECO-DRIVING AIDS ON RENAULT ZOE AND NEW CLIO

- The driving style indicator rates the driver's eco-driving approach real time.
- The trip log gives an overall mark out of 100 (eco-scoring) along with three assessments based on eco-driving criteria (acceleration, speed and anticipation) to better target corrective action.
- Eco-coaching provides the driver with personalized tips based on the scores obtained.
- Eco-route is used to calculate the most fuel-efficient route.
- Eco-mode, activated by pressing a button, modifies vehicle performance and regulates temperature comfort to optimize fuel consumption.

Fuel savings can total up to 25%, depending on driving style. For an electric vehicle, this may add 30 km to the range.





# THE DISTRIBUTION NETWORK

## TOWARDS NETWORKS THAT ARE GREENER, MORE GENEROUS AND MORE DIVERSE

Whether working through its own distributors or with the dealer network, the Renault group is deploying a range of CSR initiatives that are coherent with the commitments made.

**T**he Renault group deploys its sales and after-sales activities through two types of network: Renault Retail Group (RRG) – the Group's own network, present in 13 European countries – and the network of private dealers, associated by distribution contracts with the Group. Both networks are rolling out initiatives relating to the environment, diversity and solidarity.

### Vehicle repairs and environmental impact

In 2007, an RRG environmental coordinator was appointed to train and oversee a network of environmental correspondents across Europe. In 2010 and 2011, RRG sites installed long-term prevention systems, with oil and fuel being stored above ground or in double-wall tanks fitted with alarms. In 2011, RRG France began reporting on its environmental impacts (water and energy consumption, greenhouse gas emissions and waste production). In 2012, an energy saving plan was put in place.

The private dealer network is also active. In France, for example, Market Area, France seeks to provide information and share good practices at the business function club on the environment organized every year by each regional entity.

### Towards the circular economy

Two types of initiative with positive environmental impact have been put in place through the sales network: a standard part replacement range and salvage parts for cars that are deemed to be beyond economic repair. The "standard part replacement" offering in Europe is a range of reconditioned genuine spares (engines, gearboxes, starters, etc.) targeting owners of Renault vehicles that are more than four years old. These parts are cheaper than new vehicle parts but respect the same

requirements in terms of quality and safety. The sales network collects these used parts, which are then sorted and reconditioned before being sold on to customers.

In May 2012, the Renault sales network in France also started selling salvage bodywork parts (bonnet, wings, headlights, etc.) collected from the network of breakers working in partnership with Renault. This range concerns vehicles whose repair costs would outweigh their value. The use of salvage parts should avoid the scrapping of around 5,000 vehicles between now and 2015. Given the small size of dealerships, the sales network is not pursuing systematic ISO 14001 certification. Nevertheless, environmental management tools (procedures, self-assessment, good practices, etc.) are made available to dealerships, and subsidiaries conduct environmental audits.

### Diversity to promote customer service

In terms of diversity, RRG introduced an active policy in 2009 to employ more women in the workforce. This policy has also been implemented in other countries, such as Spain. In 2012, women accounted for 29% of the new vehicle salesforce employed by RRG in Europe, compared with 23% in 2010. ■



Mobiliz program: ten volunteer socially responsible Renault garages, tested in 2012.

## MOBILIZ: THE FIRST NETWORK OF SOCIALLY RESPONSIBLE BRAND GARAGES

The Renault Mobiliz program, launched in July 2012, was set up to design and implement mobility solutions tailored to customers at the bottom of the pyramid (BOP) in terms of income. People in difficulty are able to remain mobile, thanks to the low-cost solutions in sales, rental or repair made available through the mobility platforms of the association Voiture&co, and the brand dealers who have opted to run socially responsible garages. Renault is the first vehicle manufacturer to test an initiative of this type with the close involvement of its network. Ten socially responsible Renault garages volunteered for this phase of the test. Specifically, parts and services are billed at cost price while service quality remains unchanged. To provide the resources to develop and establish this program over the long term, Renault has set up an investment company, Mobiliz Invest s.a.s., to finance innovative structures to develop mobility solutions for people in social and financial difficulty ([www.renault-mobiliz.com](http://www.renault-mobiliz.com)).



“I recently joined the Renault group as a site manager. One of the reasons behind my **decision was the company's commitment to diversity**, particularly the employment of women... a subject I care about very much.”

**Elisabeth Young**, Director of the RRG République site in Paris, and Chair of the association Les Elles de l'Auto

# NGOS AND ASSOCIATIONS

## A RESPONSIBLE APPROACH IN ALL CIRCUMSTANCES

In 2012, Renault initiated almost 350 social initiatives, either alone or in partnership, in 32 countries. Most of these initiatives concerned road safety, mobility assistance or equal opportunities.



### SUSTAINABLE MOBILITY

#### RUSSIA **Let's do it**

"Let's do it" is a civic movement launched in Estonia in 2008 by an entrepreneur seeking to clean the country in one day. Today, the movement is global, with 91 participating countries. In 2012, 250 employees from the Renault Russia subsidiary joined the 100,000 volunteers. Two vehicles were made available to the organizers to locate and map illegal rubbish tips. A total of 20,000 m<sup>3</sup> of waste was collected.

2.

#### HAITI **Returning to normal life**

The four minibuses donated by Renault to the French Red Cross after the earthquake in Haiti in 2010 have been given to a local association offering a reduced-price school bus service. Without this service, displaced children in Port-au-Prince would not be able to go to school. The service has made it possible to create twelve driver's jobs and to help a displaced, vulnerable population return to a more peaceful lifestyle.



### EDUCATION

#### SOUTH AFRICA **Valued Citizens**

Valued Citizens is an NGO set up in 2001, of which Renault is a founding member. Since its founding it has contributed to teaching civic values to children from underprivileged backgrounds in South Africa, a country that has one of the world's highest crime levels. Some 450,000 children have already followed this program, as have 430 teachers.

3.

#### FRANCE **A future together (Un avenir ensemble)**

Twenty-four current or retired Renault employees have volunteered to mentor deserving secondary school children with study grants from modest backgrounds, until they enter the workplace. The objective is to give each young person the opportunity to reach his or her full potential and enter the labor market with the best possible qualifications.

1.



## ROAD SAFETY

### INDIA Cineart road Safety

In partnership with the French Embassy in India, the association Cineart and the NGO PVR Nest, Renault supported a road safety education program in India. The program ended with the publication of a book on road safety, including contributions from 100,000 school children, and a campaign comprising ten films made by the children.

### KOREA Road safety for kids

Launched jointly by Renault Samsung Motors and Safe Kids Korea in 2004, this road safety education program has been recognized by the Korean authorities as part of efforts to prevent road accidents involving primary school children. Almost 10,000 children and their teachers were involved in 2012.



4.



5.

## AND ALSO

### FRANCE LH Forum

In September 2012, Renault was a partner in the first event dedicated to the positive economy. Seeking to identify products and services that are “viable and useful for both employees and customers, their communities and future generations,” this approach has been described in a report to which Renault was a contributor, and which will be submitted to the President of the French Republic.

### ARGENTINA Reducing child mortality

In a country where child mortality remains high, the Renault Argentina Foundation has been supporting the cooperative CONIN for ten years. Nine prevention centers — open to children under the age of three and their families — have been built thanks to Renault.

5.



6.

## DIVERSITY

### BRAZIL Support for the Borda Viva Community

Ten percent of Brazilians are illiterate and one million children aged between 6 and 14 do not go to primary school. The Renault do Brasil plant, located close to the city of Curitiba, has put in place initiatives to promote access to education: creation of a daycare center enabling more than 200 children (between 0 and 6 years of age) to learn to read, opening of a public library or support for a centre promoting the integration of disabled people through education, music and sport, in the state of Paraná.

4.

### COLOMBIA NGO PLAN

In Colombia, a girl is a victim of sexual abuse every hour. In 85% of cases, these girls are minors. To bring about change and encourage professional vocations, Renault is supporting the educational program, “Because I’m a girl”.

**Renault supports community projects initiated by NGOs, associations and volunteers.**

**In 2009, a selection committee was set up, bringing together several central departments (HR, legal, communication, countries and employee representatives).**

# SUSTAINABLE MOBILITY

**Implementing a policy of sustainable mobility** means reducing the eco-footprint of our cars throughout their life cycle. This commitment is reflected in efforts to certify Group plants and to market vehicles designed for the future, such as electric cars.



## ECO<sup>2</sup> CRITERIA

### PRODUCTION

ISO 14001 CERTIFIED PLANT

### RECYCLING

AT LEAST 95% RECOVERABLE WITH AT LEAST 7% OF RECYCLED PLASTICS

### USE

EMISSIONS ≤ 120G CO<sub>2</sub> / KM

100%

OF PLANTS CERTIFIED  
ISO 14001 WORLDWIDE

60

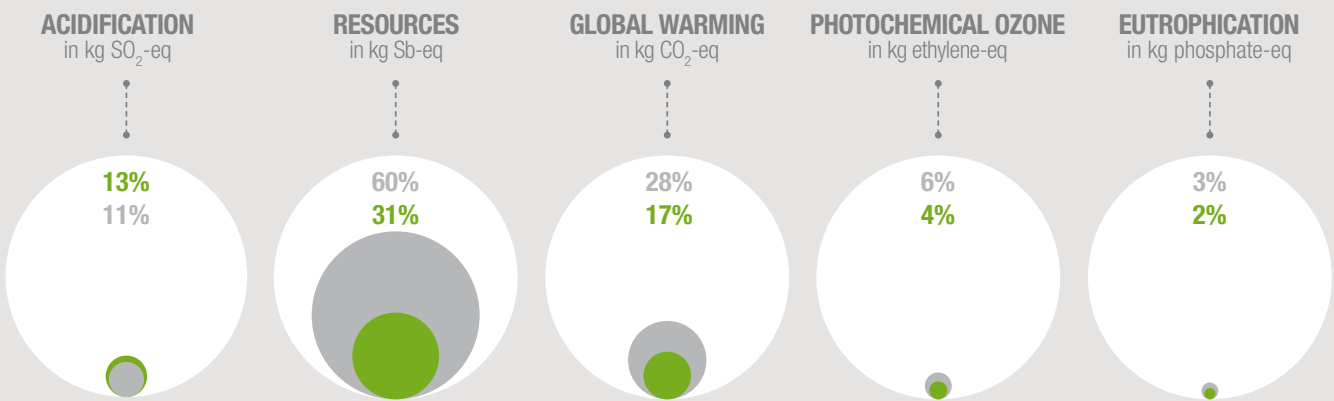
FOOTBALL PITCHES: THE AREA  
OF THE SOLAR PANELS INSTALLED  
AT SIX FRENCH PLANTS

27 kg

OF RECYCLED  
PLASTICS IN CLIO IV

## COMPARING THE ECO-FOOTPRINTS OF A FLUENCE ZE AND A FLUENCE DIESEL

**Life Cycle Assessment (LCA)** is an international method of assessing the environmental impact of a car, from the extraction of raw materials through to recycling. A comparative LCA between Fluence ZE and Fluence ICE was submitted to the critical review of a panel of independent international specialists. The panel recognized the compliance of the Renault study with ISO 14040 and 14044 standards. This study is available on [www.renault.com](http://www.renault.com), along with all the comments made as part of the critical review.



Share in the average annual impact of a European resident: ■ of a Fluence diesel, ■ of a Fluence ZE

**The electric vehicles** sold by Renault through the ZE range contribute to progress in transport and energy, two of the three sectors that are key to efforts to cut greenhouse gas emissions. The environmental excellence of this type of vehicle is set to further increase with improvements to national energy mixes, future batteries and optimized recycling processes.

**Acidification:** increase in acid substances in the atmosphere (sulphur dioxide, nitrogen, oxides, etc.)  
**Impact:** acid rain, ocean acidification.

**Resource depletion:** ore consumption (iron, aluminium, copper, etc.), water and non-renewable energies (oil, coal, etc.).  
**Impact:** shortage, higher prices.

**Climate change:** greenhouse gas emissions (CO<sub>2</sub>, N<sub>2</sub>O, etc.) causing global warming.  
**Impact:** drought, extreme climatic events, rising sea levels.

**Photochemical ozone:** production of pollutant ozone (not to be confused with the ozone layer that protects the Earth from ultraviolet radiation).  
**Impact:** lung irritation during summer ozone peaks.

**Eutrophication:** a process in which water receives excessive quantities of nutrients (nitrate, phosphate).  
**Impact:** proliferation of algae, toxic in some cases, suffocation of aquatic life.





**CONVERSATION** between **Ellen MacArthur**, Chair of the Ellen MacArthur Foundation, and **Jean-Philippe Hermine**, Vice President, Strategic Environmental Planning, Renault group.

**“With the circular economy, we are writing the third chapter in the story, focusing on durability and recycling.”**

**Jean-Philippe Hermine**

**Jean-Philippe Hermine:** Ellen, for a number of years now, you’ve been closely watching Renault’s efforts to reduce its eco-footprint. How would you rate the efficiency of the approach put in place since 1995?

**Ellen MacArthur:** We’ve certainly come a long way together! Renault has been my partner since 2001. I was a yachtswoman at the time, and the company provided logistics support by lending me vehicles. Today, with Renault, we share a common belief: environmental efforts which do not factor in economic aspects are pointless. Our starting point is that the world has limited resources. We have to find realistic and economical solutions that take account of this. This is the only approach that is efficient and your eco<sup>2</sup> approach (for ecology and economy) set up in 2007 fits in with it.

After eco<sup>2</sup>, you launched a complete, affordable range of electric vehicles. For me, the next stage is the circular economy\*, which is the best response to the depletion of natural resources. I know that this is also a highly important subject for Renault. . . I know that a number of practical initiatives have been put in place since 2012 with respect to the circular economy. Can you give a few facts and figures?

**J.-Ph. H.:** Alongside eco<sup>2</sup> and electric vehicles, we’ve started writing the third chapter in the story with the circular economy, focusing on durability and recycling.

The standard parts replacement business illustrates our work in this area.

We recover powertrain components and give them a second lease of life. In this way, we can provide repair services tailored to older vehicles. This activity was set up in . . . 1949, at the Choisy plant. We aim to improve it continuously, from both an ecological and an economic standpoint. In 2012, we reconditioned 15,000 engines and 21,000 gearboxes.

At the same time, we have used 700 tonnes of recovered material in our foundries. We’re also the first European manufacturer to provide repairs using salvage parts through our sales network. This offering concerns vehicles that have been in accidents and that can only be economically repaired using parts of this type.

Our approach to the batteries fitted on electric vehicles reflects the same thinking. By renting our batteries to customers, we control the entire lifecycle: from production to a second lease of life, via regeneration if required.

**E. M.:** Let’s talk about air quality. Another subject that was in the news in 2012. How is Renault addressing the issue?

**J.-Ph. H.:** We see electric vehicles as the most radical solution for addressing the main environmental issues, including urban air pollution. In 2012, Renault joined forces with Rome City Hall to quantify the health

benefits of electric vehicles in the city. The results of the study are highly encouraging. Based on a scenario in which electric vehicles and two-wheelers make up 20% of the vehicles in the city centre, concentrations of nitrogen dioxide (NO<sub>2</sub>) would fall by between 9 and 25% depending on the season, and even 45% on the main streets, while concentrations of particulates would drop by up to 30%. ■

\*Circular economy: a production model inspired by natural ecosystems, in which one person’s waste becomes another person’s natural resource. According to a report by the Ellen MacArthur Foundation, designing and using durable goods based on the principles of the circular economy would save around USD 380 billion in raw materials in Europe per year.



# PIONEERING

## LOOKING BEYOND SLOGANS, THE RENAULT GROUP PROVIDES TANGIBLE PROOF

Renault recognizes that the automotive industry is going through a transition phase, and has chosen to be a pioneer in sustainable mobility for all. An ambition that reflects new environmental, socio-economic and technical expectations.



The Renault-Nissan Alliance has invested €4 billion in developing a range of electric vehicles.

**R**enault's ambition is to make innovation accessible to all, through useful innovations that seek to meet customer concerns and to reduce environmental impact. As part of this approach, it has developed a full range of electric vehicles, meeting the needs of both consumers and business customers, with running costs equivalent to those of an ICE vehicle. The new "Energy" engines, which cut fuel consumption and CO<sub>2</sub> emissions by between 7% and 25% have been fitted on the most popular models in the Renault ICE range since 2012: Clio, Mégane and Scénic. They are also making their debut with Dacia on Lodgy.

### Mobility for all

But do we all need or want a car? Can we all afford one? In order to respond to the demand for new forms of mobility from young people and city dwellers, and also to address the needs of those in difficulty, Renault is testing new solutions. For example, the Twizy Way trial launched by Renault in Saint-Quentin-en-Yvelines outside Paris in 2012. Twizy Way lets customers locate and access one of 50 Twizy vehicles available in the area, with or without prior reservation, either online or using a smartphone app. A flexible and affordable way to get around the city.

For Renault, promoting sustainable mobility for all also means supporting people in difficulty, for whom the cost of mobility is an obstacle to employment. In July 2012, Renault launched the Mobiliz program, which aims to promote mobility as a way to help people enter – or return to – the labor market. Working through a network of mobility platforms and socially responsible garages, it provides people in need with appropriately priced services to maintain or repair their vehicle, or rent a means of transport. Taking these efforts further, the Renault group is keen to strengthen its links with the academic world, in particular by promoting research into the design of innovative mobility systems. The Sustainable Mobility Institute (IMD), set up in 2009 in partnership with ParisTech, seeks to develop new approaches from both a technical and economical standpoint. In 2012, research topics were launched in India and the US, and studies in China were stepped up. At the same time, the company financed five research chairs and 103 CIFRE agreements (industrial training through research) in 2012. Far-reaching programs for a far-reaching field of study... ■

“Do we all need or want a car? Can we all afford one? In order to respond to the demand for **new forms of mobility** from young people and city dwellers, and also to address the needs of those in difficulty, **Renault is trialling new solutions.**”

**Claire Martin**, General Manager of Mobiliz Invest

## CLIO: REDUCING ENVIRONMENTAL IMPACT FROM GENERATION TO GENERATION



New Clio does not only embody the renewal of Renault brand design. Developed for mass marketing, like Clio I, II and III, it fully contributes to reducing the Group's eco-footprint and making innovation more affordable. With its new Energy 1.5 dCi diesel engine, featuring Stop&Start, the optimized version emitting 83g of CO<sub>2</sub>/km for 3.2l per 100 km is by far the most efficient on the market. And in real driving conditions, this engine is more fuel-efficient than some hybrid engines on rival models. The TCe 120 gasoline engine is also highly efficient, ranking among the most powerful and fuel-efficient in its category with full-cycle consumption of 5l per 100 km. It emits 38g of CO<sub>2</sub> less than the naturally aspirated 1.6l engine it replaces. New Clio, which features 27 kg of recycled plastics, is built in Flins (France) and Bursa (Turkey), two production sites that have held ISO 14001 certification since 1999.



# THE TANGIERS PLANT

## ALLYING INDUSTRY AND ECOLOGY

Nothing could have prevented this ambitious project from becoming a reality. Not even the exceptional weather conditions suffered by Morocco between December 2009 and April 2010. The Tangiers plant opened its doors on February 9, 2012.



Three coaches have been donated for a school pick-up service travelling between isolated villages close to the Tangiers plant.

**T**angiers is the second joint Renault-Nissan Alliance plant, after Chennai, India. It was opened in the presence of His Majesty the King of Morocco, Mohammed VI, and Carlos Ghosn, Chairman and CEO of Renault. Located in the free trade zone of the port of Tangiers, and with an annual production capacity of 170,000 vehicles at start-up, this industrial site is central to the development of the Dacia brand, with three new vehicles built from 2012 – Lodgy, Dokker and Dokker van. Tangiers will thus relieve the Pitesti plant in Romania, which is reaching saturation point. But Tangiers also seeks to be exemplary from the standpoint of environmental protection. Working with its partner Veolia Environnement, the Renault group has endowed the Tangiers site with the processes and technologies that are most efficient from an ecological standpoint.

### Industrial use of... olive stones

Equipped with a biomass boiler running on wood and olive stones, the Tangiers plant was designed to emit virtually no CO<sub>2</sub> emissions. Compared with another plant of comparable size, it emits 135,000 tonnes less of CO<sub>2</sub> per year, an amount equivalent to 98% of emissions. The remaining 2% corresponds to production processes for which gas is essential (VOC incinerator and start-up/regulation of paint booths and furnaces).

At the same time, the plant is designed to emit no industrial effluent. This is a technical feat for a bodywork-assembly plant, although more common for powertrain plants. By recycling industrial effluent, the plant is also able to considerably reduce its water consumption, saving the equivalent of 175 Olympic swimming pools every year.

### The story is only just beginning

The plant will employ a workforce of 6,000 and generate 15,000 indirect jobs between now and 2015. Already present through the Somaca plant (Casablanca) and a sales network of more than 70 sites, the Group is a clear market leader today, with 38% of market share at end-2012. Leading brand: Dacia. No. 2 brand: Renault! With Tangiers, the Group is continuing its long history in Morocco, dating back to... 1928. ■

## INVOLVEMENT WITH THE LOCAL COMMUNITY

The Tangiers plant expresses Renault's environmental strategy and is a cornerstone in the development of this new employment area. At the same time, it aims to be exemplary in societal terms. A wide range of targeted initiatives are in place: transport resources and a library for the Melloussa socio-educational centre, partnerships with the authorities to improve road safety, deployment of the "Safety and mobility for all" program. To date, 25,000 Moroccan school children have already received information on road safety.



The plant implements a full range of cutting-edge recycling technologies. In the longer term, it will emit no industrial wastewater.

# ROAD SAFETY

**It is impossible to think about mobility** without guaranteeing safety, whether by manufacturing vehicles to meet the highest safety standards or by making a commitment to work together with motorists to promote safe driving.

> **14 million**

YOUNG PEOPLE REACHED BY THE "SAFETY AND MOBILITY FOR ALL" AWARENESS PROGRAM

> **60 years**  
OF RESEARCH

**14**

VEHICLES WITH A 5-STAR RATING FROM THE INDEPENDENT ORGANIZATION EURO NCAP\*

> **400**

CRASH TESTS A YEAR

**500**

ENGINEERS AND TECHNICIANS FOCUSED ON SAFETY

**8 years**

OF WORLDWIDE COOPERATION IN THE GLOBAL ROAD SAFETY PARTNERSHIP

## RENAULT MODELS WITH 5 STARS FROM EURO NCAP\*



2001

LAGUNA II

2002

VEL SATIS  
+  
MÉGANE II

2003

ESPACE IV  
+  
SCENIC II  
the first 5-star vehicle  
in the segment

2004

MODUS  
the first 5-star vehicle  
in its category  
+  
MÉGANE  
COUPÉ-  
CABRIOLET

2005

CLIO III

2008

NEW LAGUNA  
+  
KOLEOS  
+  
NEW MÉGANE  
the highest score ever  
obtained in any  
segment

2009\*\*

NEW SCÉNIC

2012\*\*

NEW CLIO

2013\*\*

ZOE

\* Euro NCAP: A European organization that awards a safety rating to vehicles based on a crash test \*\* Overall Rating.





**CONVERSATION** between **Patrick Lepercq**, Michelin Public Affairs Director and Chairman of the Global Road Safety Partnership Board, and **Jean-Yves Le Coz**, Lead Expert, Road Safety, at Renault.

**“We adapt our safety activities to each region based on local accident data and local regulations.”** Jean-Yves Le Coz

**Jean-Yves Le Coz:** Besides your responsibilities at Michelin, you are chairman of the Global Road Safety Partnership (GRSP), of which Renault is a partner. What are the aims of this organization?

**Patrick Lepercq:** The GRSP is an association hosted by the International Federation of Red Cross and Red Crescent Societies. It is unique in that it works with all parties concerned with road safety everywhere in the world: public and political authorities, international experts and private partners. Road safety depends on infrastructure quality, vehicle quality, local laws, safety policy, and other factors. A comprehensive approach like this is the way to be most effective. Take the example of Vietnam. Over the past few years, the GRSP has worked with local authorities and a number of associations to make the wearing of a helmet obligatory for the riders of motorbikes, which is the main means of transport there. The government has enacted a new regulation, trained police, and launched a campaign to increase user awareness. The number of skull fractures reported fell by 50 percent in the weeks following this initiative.

And that prompts me to ask two questions. As a manufacturer, how do you find the right balance between basic actions to improve road safety and actions to communicate about safety? And how do you decide on the investments to be made in safety equipment depending on the country?

**J.Y. Le C.:** That's the job of the Corporate Social Responsibility department. The actions are guided by accidentology indicators, in addition to image indicators. But ethics and image shouldn't be set in opposition to each other. We adapt our safety activities for each region according to local accident data and local regulations. Based on these factors, Renault provides the most effective technology at an affordable price for the majority of the population.

As the Group's lead expert in road safety, I could wish that all the Group's vehicles were equipped with the most advanced safety equipment.

But would it be ethical to offer vehicles that were necessarily more expensive and thus beyond the reach of the majority of the population?

**P.L.:** You conduct many awareness and training activities. How do you adapt them for the various regions of the world and in particular for your own employees?

**J.-Y. Le C.:** Let's take the example of Morocco, where Renault management has signed an agreement with Moroccan transport authorities. We are developing safe mobility around the Tangiers plant by creating transit corridors for our employees and our suppliers, by training shuttle bus drivers, and in other ways.

Another example is the chair in road safety management we have created in Lebanon. Since the start of the 2012 school year, we have been training people

who will deal with road safety issues in the entire southern Mediterranean region.

Such actions mean a lot to me. I am a doctor by training, and after practicing emergency medicine for years, I know how crucial education and awareness are to making driving safer. ■



**DECADE OF ACTION FOR  
ROAD SAFETY 2011-2020  
SUPPORTED BY RENAULT**

# ROAD SAFETY ACCORDING TO RENAULT

## GOING BEYOND TECHNOLOGICAL EXCELLENCE

Long before road safety became a social issue in the media spotlight, Renault was developing a host of safety innovations and initiatives using a comprehensive approach that relies on more than just technology.

**N**early six decades went by between the creation in 1954 of what was to become the Accidentology and Biomechanics Laboratory (LAB), of which Renault was a founding member, and New Clio's earning the top rating, with "best in class" honors, in 2012 from Euro NCAP, the European organization that assesses vehicle safety performance with crash tests.

### More than one million road deaths each year

During this half century, the Renault group has developed a broad approach to road safety matching the stakes for public health. According to the World Health Organization, 1.24 million people are killed and more than 25 million injured in traffic accidents around the world each year.

Along with its international expansion, Renault has broadened its accident research, adapted vehicle designs to comply with regulations, and carried out actions to meet safety expectations in these markets.

Renault's global approach includes awareness-building and primary safety to prevent accidents; secondary safety to protect the vehicle's occupants and pedestrians when an accident cannot be avoided; and tertiary safety to provide assistance effectively to accident victims. In June 2012, Renault and the French Federation of Fire Fighters concluded an agreement that included the donation of 95 vehicles for training in accident victim extraction and in working with Renault and Nissan electric vehicles and for the preparation of instruction sheets to aid emergency personnel in extraction operations. In 2012, Renault received the Marcel-Arnaud Prize at the Route et Médecine conference organized by the

Automobile-Club Medical de France for all its activities with emergency services over the past three years.

### A new road safety management chair for North Africa and the Mashreq region

In parallel, the Group has set up awareness and education programs like "Safety and Mobility for All," which was launched in 2000. This program designed mainly for children and teenagers has already raised the road safety awareness of more than 14 million youngsters in some fifteen countries. It is the largest road safety awareness program ever undertaken by a carmaker anywhere in the world.

The Renault Corporate Foundation also instigated the creation of a research chair and a master's program in road safety management (Manser) at Saint Joseph University in Beirut, Lebanon. This program, which began on March 16, 2012, is designed to train experts to initiate and manage a road safety policy for the Middle East and North Africa, regions where the risk of road accidents is particularly high. There are 15 students from Palestine, Egypt, Morocco, Lebanon and Algeria in the first class. The plan is to train as many as 150 safety professionals over the next five years. ■



1. 2.

### PROMOTING ROAD SAFETY

Renault is a member of the Global Road Safety Partnership, which informs 38 million people each year about risks on the roads.

### ACTIONS OF THE RENAULT ARGENTINA FOUNDATION

Some 10,000 children in the provinces of Buenos Aires and Cordoba benefited from the Environmental Safety Education For All program in 2012.



# A HOLISTIC APPROACH

## TO ROAD SAFETY FOR ALL

Inform, prevent, correct, protect and assist: Renault’s road safety policy is based on these five objectives. Also part of this policy are technological innovation and societal engagement.



With New Clio, Renault opted for excellence in active and passive safety.

**T**here are numerous ways to analyze the causes of a road accident: by the type of collision, human error, the actions of the driver(s), the movements and path of the vehicle(s), or the sequence of events in the accident. The chronology of an accident can be broken down into several phases to understand what has happened:

- the driving phase, which explains the nature and conditions of the vehicle’s movement and the strategies adopted approaching and entering the site of the accident;
- the triggering phase, generally created by a new or unforeseen element;

- the emergency phase, during which the driver must do something in a limited time and space to avoid the impact;
- the impact phase, which includes the conditions of the impact itself;
- the post-collision phase, when any victims are dealt with before being transferred for medical care.

Renault’s road safety policy and initiatives combine vehicle technologies and societal actions as part of a five-pronged approach:

**Inform:** change the behavior over the long term of everyone involved (public authorities, parents, drivers, children).

**Prevent:** help drivers to anticipate risks and to know

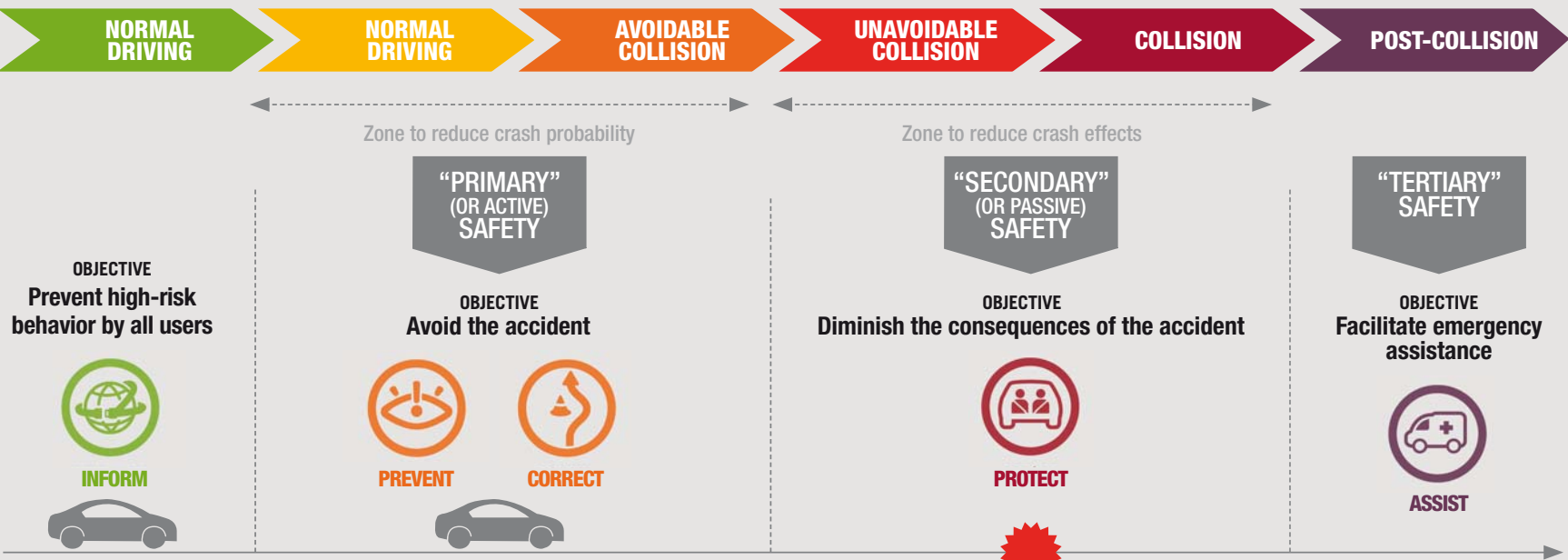
the limits beyond which they will be unable to control their vehicle.

**Correct:** compensate for driving errors with technologies that assist the driver.

**Protect:** protect occupants as far as possible according to the type and severity of the impact, regardless of their age, physical features, or location in the vehicle, in both large and small cars and outside them.

**Assist:** enable emergency personnel to take prompt action in the event of an accident (manuals for operating on Renault vehicles, donations of vehicles for training in extracting occupants). ■

### WHAT CAN BE DONE



# DIVERSITY

**Renault's diversity policy focuses on four areas:** gender, disability, age, and origin. The policy's two key objectives are to further employee development, treating them as unique individuals, and to improve the company's performance by drawing on a diversity of talents and skills.

## 17.4%

OF COMPANY EMPLOYEES ARE  
WOMEN

## 650

PEOPLE ARE IN  
THE HANDI@RENAULT  
NETWORK

## 3,700

YOUNG PEOPLE WITH  
PROFESSIONAL TRAINING  
CONTRACTS SINCE 1992 (FRANCE)

## 26.5%

OF THE 150 TOP POSITIONS IN THE  
GROUP ARE HELD BY NON-FRENCH  
NATIONALS



“The first time I went to the Women@Renault forums, I was surprised by the number of young women present. As a senior, I feel that I should share my experience and encourage them not to fear the glass ceiling.”

**Jayanthi Padmanabhan**, the first woman to hold a managerial position at the Renault-Nissan engineering center in India

## THE RENAULT GROUP IS COMMITTED TO MAKING DIVERSITY RHYME WITH PERFORMANCE: THE PROOF...

- In early 2010, the Group created Women@Renault, a program to improve the representation of women at every level of the company. At the end of 2012, women made up 17.4% of the Group's workforce, compared with 10% in 2000. A company social network has also been developed as part of this program. Today, it has more than 3,500 members around the world, and local networks have been set up in eleven countries. In 2012, this program was introduced in Algeria.
- Renault is also working to make it easier for the disabled to join the workforce. Initiatives include agreements, special workstations, staff awareness, partnerships with specialized organizations and use of suppliers in the sheltered sector. In 2012, Renault launched an internal social network for the handicapped, Handi@Renault, which has more than 650 handicapped and non-handicapped members.
- Eager to develop and capitalize on the talents of people of all ages, the Group is expanding its ties with the world of education (3,500 young people trained in 2012\*), helping young people in difficulty (3,700 on professional training contracts since 1992), cooperating with schools and universities all over the world, particularly through the Renault Foundations. The Group's policy for seniors is based on the principles of non-discrimination and capitalization of experience, particularly by guaranteeing a high employment rate for those over 55 (22.5% in 2012 for Renault s.a.s., for an objective of 14%).
- The diversity policy's last component is origin. To make it effective at the highest levels of the company, the process for identifying and appointing talented individuals has been decentralized to the regions and countries. At the end of 2012, 26.5% of the top 150 positions in the Group were held by non-French nationals.

\* Within Renault s.a.s.





**CONVERSATION** between  
**Claudie Haigneré**,  
President of Universcience,  
and **Mouna Sepehri**,  
Executive Vice President,  
CEO office, member of  
the Executive Committee.

**“ So for you, as for us, diversity contributes to efforts to reconcile greater efficiency with society’s expectations. ”** Mouna Sepehri

**Mouna Sepehri:** You are the President of Universcience, the organization in which Renault is a partner, which oversees the Palais de la découverte and the Cité des Sciences. How do you attract all kinds of people, including those with no direct involvement with science, to these science and technology centers?

**Claudie Haigneré:** Our country needs young people who enjoy science and technology, who are curious about them. A scientific approach sharpens the critical faculties and encourages open-mindedness, creativity and responsibility. We are also eager to see that all young people – including girls – who are attracted to science can pursue their interest in informal, less scholastic ways. This is an issue you are very concerned with, too.

**M. S.:** Yes, that’s true. For example, like you, we are a partner of “Elle bougent,” an association that encourages girls to go into the fields of science and technology. Industry in general, and the automotive sector in particular, still attract more men than women. So we need to step up our efforts to increase the number of women in all jobs and at all levels of the company. To be able to hire women, we need applicants, lots of them, who are motivated and well educated. That’s why we have to work with the world of education to make progress. Which brings me to my question, what are

you doing, specifically, to encourage girls to opt for these fields?

**C. H.:** For example, we are developing a role-playing game to encourage girls to ask questions and take part in discussions, to take the risk of saying what they think. They are able to stand up and place themselves on an equal footing with boys. We also aim to prevent stereotyping in our exhibitions since, if we are not careful, this could convey a sexualized vision of society.

Let’s go back to the Renault group. Besides promoting a better balance between men and women in the workforce, what else are you doing to promote diversity?

**M. S.:** Respect for diversity is a fundamental of the company’s corporate social responsibility policy. It is also the cornerstone of the Renault-Nissan Alliance and, without doubt, one of the reasons for its success. That is because Renault and Nissan have founded their relationship on mutual respect and the diversity of their cultures.

**C. H.:** So it’s fully integrated in the development of your economic activity.

**M. S.:** Yes it is. For us, diversity and equal opportunity are drivers of development, for our employees and for the company’s performance. They are a source of

motivation, and they help us to respond to our customers’ needs better.

Take the example of a joint project assigned to a Frenchman, a Japanese and a German. Once they have moved beyond their differences, their thinking will be more conducive to innovation. As Saint-Exupéry said: “Give them a tower to build, and you will make them brothers.” A diverse team looks at things in different ways, or to put it in automotive terms, it sees the “blind spots.” And by doing so, it is better able to spot opportunities and identify the risks.

**C. H.:** Seeing the blind spots is also what helps science to make progress. Its advances are often at the borderline between disciplines. As Proust said: “The real voyage of discovery is not to find something new, but to find a new way of seeing.”

We all need to face up to the fact that progress and technology are viewed with suspicion. Scientists and businesses must work together as partners to restore confidence in progress and communicate the same messages concerning the importance of responsible innovation in our companies.

**M. S.:** So for you, as for us, diversity contributes to efforts to reconcile greater efficiency with society’s expectations. ■

# TRAINING AND EDUCATION

**Training and education are decisive factors** of value creation and personal development. Renault's actions are intended to benefit not only its employees, but also other groups, including students and young people.

## 12,500

MANAGERS IN 26 COUNTRIES  
TRAINED IN THE RENAULT  
MANAGEMENT WAY

## 3.3m

HOURS OF TRAINING GIVEN  
IN THE 10 MAIN COUNTRIES  
OF OPERATION IN 2012

## 650

INDIAN EMPLOYEES TRAINED BY THE  
RENAULT ACADEMY

## >100

STUDENTS SUPPORTED BY THE  
RENAULT CORPORATE FOUNDATION  
IN 2012

### TRAINING AND EDUCATION: THE TWO KEY LEVERS TO DEVELOP HUMAN CAPITAL

**The motivation and skills of Renault employees are key to the company's competitive edge. To develop its human capital, the Group conducts training programs to meet the company's needs and contribute to the employability of staff throughout their professional lives.**

- Regardless of the age, rank or position of the employee in the Group, occupational schools at each site provide training geared to the key skills required (for example, in the area of electric vehicles, with training in ISO 14001 auditing and designing for recycling). There is also management training, like Renault Management Way, the code of conduct that describes the attitudes and behavior expected of all employees and helps to harmonize managerial practices across the Group (since 2010, more than 12,500 managers in 26 countries have received Renault Management Way training). Lastly, more individually targeted actions to promote personal development, language learning, or cross-cutting skills have been added to the training program.

The Renault network is also fully committed to improving its employees' capabilities. In 2012, thanks to training programs at Renault Academy, more than 500 salespeople and 150 technicians in India were able to take sales, services and technical training courses.

Altogether, more than 3.3 million hours of training were organized in 2012 in the ten main countries where Renault does business\*.

- Alongside employee training, Renault has set up programs for young people in Brazil, Argentina, Spain, Turkey and Colombia to introduce them to the automotive industry and provide the related basic technical training. At the same time, Renault is carrying out educational initiatives, notably through the Renault Corporate Foundation, aimed at creating strong and ongoing ties between academic institutions and the company. The Foundation is active in three areas: the financing and joint creation of academic programs with partner universities; the giving out of



Foundation scholarships for young people; and funding for other foundations that support research and higher education or provide assistance to students from disadvantaged backgrounds. The Foundation has an annual budget of €3 million, renewed for five years in 2009. In 2012, some 100 scholarship recipients from ten countries participated in innovative programs on

three research subjects chosen by the Renault Corporate Foundation: multicultural management, sustainable mobility and road safety.

Fondation **RENAULT**  
D'ENTREPRISE



\* Argentina, Brazil, France, India, Morocco, Romania, Russia, South Korea, Spain, Turkey (= 90% of the workforce).





**“ We share a belief in the link between education, diversity and performance! ”** Marie-Françoise Damesin

**CONVERSATION** between **Saïd Hammouche**, founder and CEO of Mozaïk RH, and **Marie-Françoise Damesin**, Executive Vice President, Human Resources, Renault group, member of the Executive Committee.

**Marie-Françoise Damesin:** Saïd Hammouche, can you tell us a little about Mozaïk RH?

**Saïd Hammouche:** We are a not-for-profit recruitment firm with 22 employees. We work with young graduates from working-class neighborhoods and with companies that want to diversify the ways in which they identify candidates. We use the margin generated by the firm's business to support candidates and thus increase our social impact. We receive only a 3% operating subsidy thanks to a business model that provides us with substantial self-financing capacity.

I created Mozaïk with Estelle Barthélémy because in the working-class neighborhoods around me, I could see many young people who had higher education qualifications, but who could not even get interviews, much less get hired. It was totally unacceptable to have young graduates that couldn't find jobs and companies that couldn't find applicants.

Since 2008, Mozaïk RH has enabled 1,700 candidates to sign a contract with a company.

**M.-F. D.:** What are the keys to success?

**S. H.:** First, to understand what companies need, then to look for the most motivated and qualified candidates with degrees. Our approach is based on empowerment, showcasing the profiles of candidates and supporting their efforts to access the workplace.

We do not come at this from the angle of victimization or affirmative action. We want to help people with a baccalaureate-level diploma and two to five years of higher education, because they are left out of public programs on unemployment in these neighborhoods. What do you do at Renault to make young people more employable?

**M.-F. D.:** In 2012, the company helped 3,500 young people – 1,700 in work-study programs and 1,800 interns. It paid €5 million in apprenticeship tax and donated equipment to more than 300 schools. We are carrying out specific initiatives. For example, at Flins we have teamed up with AFORP\* to help young people work on their CV and prepare for job interviews. With ESSEC, we are supporting a program called “A top school, why not me.”

Renault signed the Equal Opportunity Charter in 2006, and has been committed since 1992 to aiding less-qualified young people to enter the workforce. So far, 3,700 people have gone through this diploma program. And despite the difficult economic conditions, we are continuing to take on apprentices.

**S. H.:** What are you doing for the local populations in the other countries where you operate?

**M.-F. D.:** Let me set out a few examples of what we do. In Brazil, we are involved with a school located near our Curitiba plant. Since 2001, we have had a

program in South Africa called Valued Citizens, which teaches citizenship and values to children from the townships.

In Morocco, we have created a training center to teach the skills needed at our Tangiers plant, but that will also benefit our suppliers. A few kilometers from the plant, near Meloussa, we have provided minibuses, which is the only way to keep children, and especially girls, from dropping out of school.

And for the past twelve years, the Renault Corporate Foundation has sponsored programs that enable young people from ten countries to follow advanced training leading to a diploma in the new professions of management and sustainable mobility.

You only make progress if it is measured. We share a belief in the link between education, diversity and performance. ■

\*AFORP: an industrial and technological training center.

# ENVIRONMENTAL INDICATORS 2012

## ENVIRONMENTAL INDICATORS FOR RENAULT GROUP SITES

	Water			Air				Waste		Energy
	Water consumption (thousands of m³)	Suspended solids discharge (tonnes)	Metal discharge (tonnes)	Greenhouse gases (tonnes equivalent)	Volatile organic compounds (VOC) in g/m² of painted body	Sulphur dioxide (tonnes)	Nitrogen oxide (tonnes)	Non-hazardous waste (tonnes)	Hazardous waste (tonnes)	Energy consumption (MWh NCV)
Production sites*	11,351.5	365.3	8.8	1,087,690.4	43.1	5.1	490.8	859,795.2	57,299.5	4,843,509.8
Bodywork assembly plants	4,671.8	116.7	5.1	463,947.5	-	3.1	286.3	380,808.7	18,420.0	2,380,914.4
Powertrain plants	4,069.7	55.6	0.5	206,539.0	-	0.7	65.6	120,676.0	18,345.8	1,052,791.7
Mixed sites	2,441.3	192.6	3.3	390,380.5	-	1.2	129.9	335,146.6	14,305.1	1,259,496.7
Foundries	168.6	0.3	0.0	26,823.4	-	0.1	9.0	23,164.0	6,228.6	150,307.0
Engineering, office, and logistics sites	607.7	21.3	0.0	112,153.4	-	6.8	26.4	17,237.7	1,832.7	481,938.0
RENAULT GROUP	11,959.2	386.6	8.9	1,199,843.8	43.1	11.8	517.2	877,032.9	59,132.3	5,325,447.8

\* Including the Tangiers plant.

## ENVIRONMENTAL PERFORMANCE OF THE MAIN RENAULT AND DACIA MODELS

The performance of LPG and flexfuel (E85) engines is not shown.

			Best-selling version in 2012				Version with lowest CO <sub>2</sub> emissions			
BRAND	Model		Engine	Consumption – New European Driving Cycle (NEDC) (L/100)	Emissions (g CO <sub>2</sub> /km)	Label	Engine	Consumption – New European Driving Cycle (NEDC) (L/100)	Emissions (g CO <sub>2</sub> /km)	Label
RENAULT	Twingo II	G	1.2 16v	4.50	105	eco <sup>2</sup>	1.2 16v	4.50	102	eco <sup>2</sup>
		D	dCI 85	3.40	90	eco <sup>2</sup>	dCI 85	3.40	90	eco <sup>2</sup>
	Clio III	G	1.2 16v	5.80	135	-	1.2 16v	5.1	119	eco <sup>2</sup>
		D	dCI 75	4.00	105	eco <sup>2</sup>	dCI 90	3.40	89	eco <sup>2</sup>
	Clio IV	G	1.2 16v	5.50	127	-	Energy TCe 90	4.50	104	eco <sup>2</sup>
		D	Energy dCI 90	3.40	90	eco <sup>2</sup>	Energy dCI 90	3.20	83	eco <sup>2</sup>
	Mégane III	G	1.2 Energy TCe	5.30	119	eco <sup>2</sup>	1.2 Energy TCe	5.30	119	eco <sup>2</sup>
		D	Energy dCI 110	3.50	90	eco <sup>2</sup>	Energy dCI 110	3.50	90	eco <sup>2</sup>
	Scénic	G	1.6 16v	7.40	174	-	1.2 Energy TCe	5.90	135	-
		D	Energy dCI 110	4.10	105	eco <sup>2</sup>	Energy dCI 110	4.10	105	eco <sup>2</sup>
	Laguna III	G	2.0 16v	7.50	173	-	2.0 16v	7.50	173	-
		D	dCI 110	4.20	109	eco <sup>2</sup>	dCI 110	4.20	109	eco <sup>2</sup>
	Kangoo II	G	1.6 16v	7.70	180	-	1.6 16v	7.70	180	-
		D	dCI 75	4.90	129	-	dCI 90	4.30	112	eco <sup>2</sup>
		EV	5AM	0.0	0	-	5AM	0.0	0	-
DACIA	Sandero	G	1.2 16v	5.90	135	-	1.2 16v	5.90	135	-
		D	dCI 90	4.60	121	-	dCI 75	4.0	104	eco <sup>2</sup>
	Logan	G	1.2 16v	5.90	135	-	1.2 16v	5.90	135	-
		D	dCI 75	4.00	104	eco <sup>2</sup>	dCI 75	4.00	104	eco <sup>2</sup>
	Duster	G	1.6 16v	7.10	165	-	1.6 16v	7.10	165	-
		D	dCI 110	5.30	137	-	dCI 90	4.80	126	-
	Lodgy	G	1.6 MPI 90	7.10	165	-	1.2 Energy TCe	6.00	135	-
		D	dCI 110	4.40	116	eco <sup>2</sup>	dCI 90	4.20	109	eco <sup>2</sup>
	Dokker	D	dCI 75	4.90	127	-	dCI 90	4.50	118	eco <sup>2</sup>

G: gasoline; D: diesel ; EV: electric.



# SOCIAL INDICATORS 2012

## SOCIAL OBJECTIVES OF THE RENAULT GROUP

Social objectives	Indicators	Scope	Data
<b>Manage the workforce</b>	Total workforce	Group	127,086 employees in 38 countries
	Employee breakdown by sex	Group	Men = 82.6%; women = 17.4%
	Employee breakdown by age	Group	< 25 years old = 8.4%; between 25 and 35 years old = 31.8%; between 35 and 45 years old = 29.1%; between 45 and 55 years old = 20.7%; > 55 years old = 10%
	Employee breakdown by region	Group	Europe = 56.2% (o/w France = 41.9%); Euromed-Africa = 24.2%; Americas = 9.6%; Asia-Pacific = 5.8%; Eurasia = 4.2%
	Blue collar/white collar breakdown	Group	Blue collar = 50.7%, white collar = 49.3%
	Permanent/temporary contract breakdown	Group	Permanent contract = 92%; temporary contract = 8%
<b>Encourage employee engagement</b>	Results of employee surveys and related action plans	Group	Results of the sample survey of 21,600 employees conducted in November 2011 Engagement <sup>1</sup> = 76% positive responses (+4 points vs. 2010, +10 points vs. global norm) Enablement <sup>2</sup> = 70% (+4 points vs. 2010, +6 points vs. global norm)
<b>Strengthen Group-level dialogue</b>	Negotiation of international general agreement	Group	Opening in September 2012 of negotiations between Renault and the select committee of the CGR and IndustriALL Global Union
	Number of collective agreements signed during the year	10 countries	21 local agreements signed with trade unions, including 7 in France, in 2012
<b>Improve the work environment</b>	Renault Management Way Index (measure of management quality)	Group	RMW index: 71% positive responses to questions on management practices (+5 points vs. 2010)
<b>Establish the RMW in everyday practices</b>	Prevention of psychosocial risks and occupational stress	France	Stress monitoring body set up in 1998. At end-2012, more than 90,000 tests had been done
	Number of occupational accidents: % F2	Group	F2 rate: 3.44 (number of lost-time work accidents per million hours worked)
	Number of occupational accidents: % F1	Group	F1 rate: 6.12 (number of work accidents requiring off-site treatment per million hours worked)
	Severity rate: % S1	Group	Severity rate: 0.17
	Occupational illnesses	Renaults.a.s.	Number of occupational illnesses reported: 327
<b>Develop dynamic management of skills and improve employability</b>	Permanent contract hires	Group	Renault hired 8,396 people on permanent contracts in 2012
	Total hours of training	10 countries	3,320,000 hours of training were given in our 10 main countries, or an average of 29 hours per employee
	Expertise network development	Group	50 areas of strategic expertise identified; a network of 500 experts in the Group (see Registration Document)
	Jobs and skills planning	Renaults.a.s.	1,500 employees have signed on to skills and employment measures since the launch in 2011
<b>Promote diversity and develop talents</b>	Measures to promote employment and integration of the disabled	Group	Handi@Renault + see measures in detail in the Registration Document
	Measures to promote gender equality	Group	Hiring objectives: 30% of women in technical jobs and 50% of women in commercial jobs
	Comparison of pay for men and women	Renaults.a.s.	Equal pay for men and women, on average and with equivalent seniority
	Diversity objectives for the highest positions in the Group	Group	14.4% of the top 150 positions in the Group held by women 26.5% of the top 150 positions in the Group held by non-French nationals

1. Capacity to stimulate enthusiasm. 2. Capacity to create the conditions conducive to the job.

# SOCIETAL INDICATORS 2012

## NUMBER OF COUNTRIES INVOLVED BY PRIORITY THEME

Theme	No. of actions	Europe	Americas	Asia-Pacific	Eurasia	Euromed-Africa
Total	360	16	5	4	2	5
Diversity	36	3	4	2	1	1
Education	96	5	4	2	0	5
Safety	52	12	3	2	1	4
Mobility	39	10	3	1	1	1
Other*	137	13	4	3	2	5

## SOCIETAL INVESTMENTS BREAKDOWN BY REGION AND PRIORITY THEME (IN EUROS)

Theme	Europe	incl. France	Americas	Asia-Pacific	Eurasia	Euromed-Africa	Total
Total	16,459,420	13,412,153	2,540,488	660,596	394,106	1,564,979	21,619,589
Diversity	595,470	545,870	306,156	25,565	9,000	20,000	956,191
Education	4,260,122	4,028,264	863,979	39,566	0	528,931	5,692,598
Safety	2,237,542	1,344,686	266,995	289,514	5,000	295,754	3,094,805
Mobility/environment	7,305,143	6,990,600	119,028	190,024	13,000	31,043	7,658,238
Other*	2,061,143	502,733	984,330	115,928	367,106	689,251	4,217,758

## SOCIETAL INVESTMENTS BREAKDOWN BY TYPE AND PRIORITY THEME (IN EUROS)

Theme	Charitable giving	Community	CSR sponsoring	Total
Total	2,404,928	15,737,235	1,993,887	21,619,589
Diversity	28,565	657,626	0	956,191
Education	58,164	5,268,934	0	5,692,598
Safety	50,000	3,029,805	0	3,094,805
Mobility/environment	75,915	6,717,443	34,880	7,658,238
Other*	2,192,284	63,427	1,959,007	4,217,758

## SOCIETAL INVESTMENTS BREAKDOWN BY TYPE OF DONATION AND PRIORITY THEME (IN EUROS)

Theme	Monetary	In kind	Personnel	Total
Total	18,487,560	1,771,225	1,398,093	21,619,589
Diversity	903,789	23,500	28,902	956,191
Education	4,755,733	346,168	626,496	5,692,598
Safety	2,403,226	339,981	351,598	3,094,805
Mobility/environment	7,200,630	95,485	362,123	7,658,238
Other*	3,224,182	966,090	28,974	4,217,758

For more information, consult the Renault Registration Document: <http://www.renault.com/en/lists/archivesdocuments/renault%20-%202012%20registration%20document.pdf>

\*The theme “Other” covers societal investments in the following areas: humanitarian aid, culture, health, sports and miscellaneous.

In accordance with Article L225-102-1 of the Commercial Code, the social, societal and environmental data published in the 2012 Registration Document have been verified by the Statutory Auditors.



# CSR

## A STRONGLY ROOTED TRADITION



Boulogne-Billancourt (France), 1924.

### ENVIRONMENT

- 1949** Standard replacement parts manufacturing begins at the Choisy-le-Roi plant.
- 1970S** The first water purification systems are installed in plants.
- 1998** Environmental data are certified by the Statutory Auditors.
- 1999** The first plants are certified to ISO 14001.
- 2004** The first life cycle assessment is conducted on Scenic II.
- 2007** The eco<sup>2</sup> rating based on three ecological criteria (manufacturing, emissions, recycling) is established.
- 2008** Renault Environnement is set up to become part of the recycling network for end-of-life vehicles (Indra network).
- 2011** Renault begins selling electric vehicles.
- 2012** The Tangiers plant, a site based on zero industrial effluent and carbon neutral technologies, comes into operation.
- 2012** Clio IV, equipped with the Energy dCi 90 engine (certified emissions of 83g CO<sub>2</sub>/km), is launched.

### TRANSVERSAL

- 2001** Renault joins the Global Compact.
- 2004** Renault is awarded the prize for the best sustainable development report and the special jury prize for relevant and usable information.
- 2012** Oekom Research rating: Renault receives an overall score of B for non-financial performance and remains number one among the 16 leading global manufacturers analyzed.

### SOCIAL

- 1955** A social contract: paid holidays, three weeks of paid vacation, and introduction of a complementary retirement plan.
- 1962** Employee health protection: the Renault industrial hygiene laboratory is created to closely monitor the chemicals used in Renault plants worldwide. This program that began over fifty years ago is now able to draw on a database of more than 3,000 substances, enabling Renault to monitor substances used in the entire vehicle life cycle.
- 1962** Fourth week of paid vacation, retirement at 61 and 63.
- 1989** An agreement is signed with the trade unions defining the rules for cooperation and personal involvement. This is a very innovative step in labor relations at the time.
- 2004/2005** The Declaration of Employees' Fundamental Rights is signed, as is the Diversity Charter for the entire Renault group.
- 2009** A "crisis period labor deal" is instituted in France to maintain the jobs and salaries of workers put on short-time working due to the financial crisis.
- 2011** An agreement on jobs and skills planning is concluded to adapt the skills available in the company to the requirements of its strategy and to develop the employability of the employees.

### SOCIETAL

- 1954** A physiology laboratory is created, which will become the LAB in 1969.
- 1960** The Renault Argentina Foundation is created. It became a force for environmental and mobility innovation (<http://www.fundacionrenault.org.ar>).
- 1963** The first Renault Foundation is set up in Spain to provide scholarships for employees' children.
- 2000** The Safety for All program is created.
- 2001** The Renault Corporate Foundation is created to support higher education ([www.fondation.renault.com](http://www.fondation.renault.com)).
- 2009** The Sustainable Mobility Institute, a joint initiative of Renault and ParisTech, is founded.
- 2010** The Instituto Renault do Brasil is founded to carry out Renault CSR actions in Brazil ([www.renault.com.br/mais-Renault/instituto-renault](http://www.renault.com.br/mais-Renault/instituto-renault)).
- 2010** Women@Renault is launched.
- 2012** Mobiliz Invest, an investment company financing socially oriented ventures, is created.
- 2012** The Renault Foundation Spain for Sustainable Mobility is created ([www.fundacionrenaultmovilidadesostenible.es](http://www.fundacionrenaultmovilidadesostenible.es)).
- 2012** Handi@Renault is launched.

# CSR REPORT **RENAULT** 2012



**([www.renault.com](http://www.renault.com))**