THE RENAULT GROUP
The Renault Group (founded 1898)

- 3 brands: RENAULT, DACIA, RENAULT NISSAN
- 1 alliance: RENAULT NISSAN DAIMLER
- 2 partnerships: ABTOSA3
- 1 joint venture: RENAULT DFV

- 2.6M vehicles (2013)
- 118 countries
- 50% outside Europe
- 38 industrial sites (17 countries)

- 120,000 employees
- €40 Bn revenue
- Full EV range
- European leader LCV

100% ISO 14001

55%
SO...

➤ A GROUP OF ABOUT 120,000 employees
➤ A GROUP SELLING CARS IN MORE THAN 100 COUNTRIES
02 > CSR POLICY
CORPORATE SOCIAL RESPONSIBILITY POLICY - 4 PRIORITY TOPICS

**MOBILITY FOR ALL**

Products, systems and services:
- Affordable
- Accessible
- Safe
- Innovative

**ENVIRONMENT**

- Climate change & energy
- Resources & circular economy
- Health & ecosystems
- Environmental management, stakeholder dialogue

**HUMAN CAPITAL**

- Staff: global, equitable & competitive
  - Preparation of teams for future challenges
  - Development of talent and diversity
  - Support staff engagement
- Society:
  - Diversity and equal opportunities
  - Education

**ROAD SAFETY**

- Raise awareness
- Prevent
- Correct
- Protect
- Rescue
IN OTHER WORDS, AS A GENERALIST CAR-MANUFACTURER, RENAULT HAS DIVERSE TARGETS... THAT IT WANTS TO REFLECT AMONG ITS EMPLOYEES...
DIVERSITY - COMMITMENT

RENAULT GROUP EMPLOYEE’S FUNDAMENTAL RIGHTS DECLARATION (RENEWED IN 2013)

• Signed by EVP, Head of Human Resources for the Renault Group, and the Secretary of Renault Group Works Council, and the General Secretary of IndustriALL Global Union.

“(… )the Renault Group does not discriminate on any grounds whatsoever in its employment relations. In particular, it recruits women and men according to their specific qualities and treats all its employees with dignity, and does not discriminate on the grounds of gender, age, racial origin or real or supposed membership or non-membership of an ethnic group, social, cultural or national background, family circumstances, trade-union activities, sexual orientation, disability, or political or religious views.”

CONTRACTUAL AGREEMENT OF THE RENAULT GROUP

VALUE DIFFERENCES AND PROMOTE DIVERSITY OF PEOPLE AND CULTURES WITHIN THE RENAULT GROUP
03 > FOCUS ON GENDER DIVERSITY
A FEW DATAS AND SURVEYS...


“Gender balance leads to more steady, predictable and sustainable growth and productivity.”
MICHEL LANDEL, SODEXO CEO

Stock Market value: according to American NGO Catalyst, between 1996 and 2000, the profitability of the 500 world leading companies was 35% higher for companies with a greater gender mix in leadership positions.

➤ GENDER BALANCE IN COMPANIES DOES INFLUENCE PERFORMANCE
Women are important customers …

- Let us not forget that **women** are **involved directly or indirectly in 60% to 80% of car purchases.** It is impossible to respond to their broad range of expectations without integrating them in our teams.

- **Around 50% of European women purchase their car alone.**
WOMEN AND THE AUTOMOBILE WORLD

... but not attracted by automobile world...

Ex : France :

- Barrier for a greater feminization of the car industry is the masculine image or macho reputation of the industry.
- More than 50% of females consider a car showroom as an hostile and insecure environment
- About 75% of females feel misunderstood by car marketer

⇒ STEREOTYPES ARE STRONG!
WOMEN@RENAULT PLAN LAUNCHED IN 2010: OBJECTIVES

1. Attract and retain women in Renault / automotive industry
2. Use the full potential of the female talent pool and prevent talent wasting
3. Access new business dimensions / new markets / new customers
4. Be better aligned with growing expectations of women (in developed & emerging countries), and with business and social trends globally
5. Demonstrate that we are a women friendly and responsible company
6. Improve our “socially responsible” perception, our image et reputation
THE WOMEN@RENAULT PLAN IS TWO-FOLD

A HUMAN RESOURCES STRATEGY

- The **evolution of HR processes**: highly monitored KPI, recruitment, compensation, balance between personal and professional life, career paths
- **Develop female potentials** and prepare women for management positions: workshops, diversity interviews, mentoring, personal development ...

A SOCIAL NETWORK

- **Evolution of mindsets**: promote networking, essential for the success of women on a professional level
- Web 2.0 platform (website, blog, forum..) and **internationalization of the W@R network**
- **Live networking**: conferences, luncheons, sporting events and associative actions, self-development workshops...
WOMEN@RENAULT : TO MOBILIZE TALENTS

1. RECRUITMENT: Set a goal for hiring women
   ▪ 30% of engineers and technical profiles - 50% business (sales and aftersales) profiles

2. MENTORING
   ▪ Internal mentoring Program for high potential women (led both by men and women)

3. PAY: Promote the policy of equal pay between men and women at Renault and guarantee its implementation
   ▪ Communicate on the benefits offered by Renault as part of its policy to support parenting

4. WORK LIFE BALANCE: Further develop actions in favor of the balance between professional life and personal life
   ▪ Provide greater flexibility in telecommuting : 2000 pax in France work from home between 1-4 days ; about 50% are women (data 2013). Renault pionneer in France (Benchmark)
   ▪ Work-like balance workshops
WOMEN@RENAULT : TO MOBILIZE TALENTS

5. OPTIMIZE CAREER MANAGEMENT
   ▪ Identify female candidates corporate, regional or local key position succession plans presented in the Career Committees.
   ▪ Develop specific skills and corresponding career paths

6. SUPPORT DIVERSITY WITH SPECIFIC TRAINING
   ▪ "Feminine leadership" and “leadership and diversity” training programs for managers recently appointed top management positions and young managers with potential to prepare them for future positions

7. IMPROVE SELF-CONFIDENCE AND ASSERTIVENESS

8. INVOLVE MEN (NEW OBJECTIVE)

Develop a **community of leaders willing to champion diversity in Renault.**
WOMEN@RENAULT: ALSO AN INTERNATIONAL NETWORK

• **Largest internal social network:** more than 4500 members, 21.2% men (VS 14.6% in 2013)

• **International:** 12 networks worldwide – Algeria, Argentina, Brazil, Colombia, Korea, Spain, India, Morocco, Romania, Russia, Turkey, France (2 networks)

• **Opened to all categories:** women and men, executives, managers, technicians, white and blue-collar workers…

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Catalyst for ideas (surveys…)

Conferences & lunches

Personal development workshops

Sports / NGO’s

Renault as benchmark

Innovation / Think tanks
WOMEN@RENAULT: INTERNATIONAL NETWORK ANIMATION

- NEW: Slovenia to join the network in March 2016!
- Monthly newsletter
- Blog posts 3 times a week
- Corporate animation of several country « pilots »
  - 1 in each country: Skype meeting every 6 weeks
  - Share best practices and actions together
  - Internal benchmark

« Think global, act local » spirit! » but 2 *sine qua non* conditions:

W@R opened to women AND MEN and ALL categories of employees!
WOMEN@RENAULT: CHANGE MINDSETS

- SINCE 2013: « GET MEN MORE INVOLVED » policy:

  - « One woman, one man » rule for any registration at our workshops

  - « Men only » Women@Renault lunches to talk about Gender diversity

End 2015: men do represent 21,2% of the network members (vs 14,6% à fin 2013)
04 > GENDER DIVERSITY : WHERE ARE WE TODAY ?
GENDER MIX
RENAULT GROUP KEYS FIGURES (END 2015)

- 18,8% of Group employees are women (10% in 2000)
- 16,6% of women in EC (2 out of 12)
- 24,2% of Key positions are held by women

> HOMOGENEITY in the representation of women within the company (around 20%)
COPÉ-ZIMMERMAN LAW (27 JANUARY 2011):

- 40% of women in board of directors by end 2017

NEXT STEPS WOULD (SHOULD) BE …

- LAW FOR EXECUTIVE COMMITTEES?