

GLOBAL DIVERSITY COLLOQUIUM - NY

FEBRUARY 2016



COPORATE SOCIAL RESPONSIBILITY

PROPERTY OF GROUPE RENAULT

GROUPE RENAULT

01 > THE RENAULT GROUP



The Renault Group (founded 1898)

3 brands



1 alliance



2 partnerships



1 joint venture



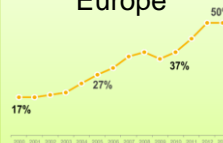
2.6M vehicles
(2013)



118 countries



50% outside
Europe



38 industrial sites
(17 countries)



100% ISO 14001

120 000
employees



€40 Bn revenue



Full EV range



European leader
LCV



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...

Mc Kinsey & Company (2007) : close link between women in key job positions and companies performance (Women matter : gender diversity, a corporate performance driver)

“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.**



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

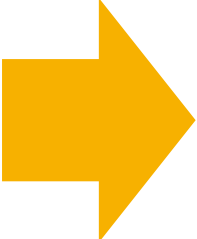
Ex : France :

- 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 RESSOURCES 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 pioneer in France (Benchmark)
- Work-like balance workshops



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

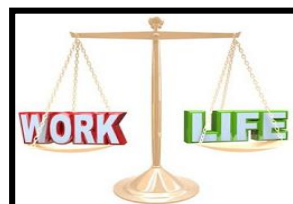
- **Largest internal social network:** more than **4500 members**, **21,2 % men (VS 14,6% in 2013)**
- **International : 12 networks worldwide** – Algeria, Argentina, Brazil, Colombia, Korea, Spain, India, Morocco, Romania, Russia, Turkey, France (2 networks)
- **Opened to all categories:** women and men, executives, managers, technicians, white and blue-collar workers...



**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?**