

A WORLD OF **RESPONSIBILITIES**

“SOCIAL, SOCIETAL & ENVIRONMENTAL”



DRIVE THE CHANGE



2013 CSR REPORT

06 SOCIETAL issues



12 ENVIRONMENTAL issues



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24 social entrepreneurship CORPORATE PHILANTHROPY



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“We see our social, societal and environmental responsibility (...) as a practical commitment to the common good.



CARLOS GHOSN



economic ISSUES AND CSR

**Interview with Carlos Ghosn,
Chairman and CEO of the Renault group**

Between now and 2030, the global population is set grow by almost 1.5 billion. As a vehicle manufacturer, how do you plan to keep pace with this increase?

The car was a real driver of progress throughout the 20th century. By providing access to mobility for whole generations of men and women, it also opened the way to modern living, freedom and independence.

But this progress also had a downside in terms of road accidents, congestion, pollutant emissions, and dependence on oil. Today, against a backdrop of demographic pressure, growing urban development and increasingly scarce natural resources, the automotive industry has to change if it is to remain a source of progress for humanity and thus to contribute to a positive economy.

As a responsible vehicle manufacturer, we have set three priorities: to improve the safety of road users and the safety of our vehicles, to reduce the environmental impact of our products and activities, and to bring consumers an affordable

offering. These objectives are at the core of our innovation plans as well as our research and development efforts. In all these fields, we also need to cooperate closely with the authorities and all mobility players, without forgetting civil society. Reinventing the car of the 21st century is a challenge that can be met only by working together.

More specifically, what about vehicle safety?

The next decisive stage in efforts to improve vehicle and road safety lies in advanced driver assistance systems. Renault and Nissan are currently working on complementary technologies, designed to anticipate, detect and avoid collisions in place of the driver. With the support of the authorities, this highly promising approach could pave the way for “zero fatality” roads in less than a generation. Projects relating to so-called “self-driving” cars also hold out hope for the elderly and disabled. At the same time, given that 70% of road accident victims are not

car passengers, we are placing particular emphasis on education. Through our program “Safety and Mobility for All” and our support for the Global Road Safety Partnership, we are reaching almost 40 million people every year. In this way, we are contributing to the objective set by the United Nations to halve the number of road accident victims by 2020.

And from an environmental standpoint?

For almost 20 years, Renault has been striving to continuously reduce its environmental footprint. For our vehicles, we have adopted a two-pronged approach: to continuously reduce the CO₂ emissions of our internal combustion engine vehicles and to develop a vehicle offer. As a result, our range had the lowest carbon emissions in Europe in 2013. We are also working on all our activities and on the entire vehicle life cycle. In this way, the Group cut its carbon footprint per vehicle by an average 10% between 2010 and 2013.



Signing the contract
for a new dynamic of
growth and development
for Renault in France,
March 13, 2013.
(cf page 21)

Renault is also committed to promoting the circular economy. What are the advantages of this type of approach?

The main objective of the circular economy is to limit the consumption of natural resources. It is an approach that goes further than recycling, by incorporating three key principles: sustainability, regenerability, and the creation of short loops between recycling players and the automotive industry. At the same time, it makes companies less vulnerable to variations in the prices of raw materials. The circular economy therefore has a twofold advantage: it contributes to reducing our environmental footprint and it helps us to maintain our competitive edge

in a world where natural resources are increasingly rare and costly. In France, Renault is trialing sales of salvage parts. This is an opportunity to provide a new type of vehicle repair service at a price affordable for customers, particularly those in difficulty.

What about Renault's social footprint?

There's no shortage of challenges: developing the skills we will need to design, build and sell the vehicles of the future, attracting the best talent, reflecting the diversity of our customers and our markets in our workforce, continuing to motivate and unite all our employees around the world, despite significant local contrasts from one market to the next. We are addressing these challenges by developing common standards, such as the global framework agreement on social, societal and environmental responsibility, signed in July 2013, and by pursuing a high-quality social dialogue.

And what are you doing for people who are excluded from the system? Do you believe that business can play a role in their integration?

If today's global automotive industry was a country, we'd be the world's sixth largest economy with a higher GDP than Brazil.

Vehicle manufacturers thus play a major *de facto* role in the economic development of the countries in which they operate. In 2013, Renault invested almost €12 million in 36 countries to support civic initiatives. In France, we have developed *Renault Mobiliz*. This program is based on a simple fact: access to mobility is a fundamental need, like health care and housing. We believe that we have a social responsibility to develop and implement solutions tailored to the needs of underprivileged people. With our socially responsible garages, Garages Renault Solidaires, our network of dealers and agents provides beneficiaries with cost-price vehicle repairs. Also, the *Mobiliz* Invest fund provides financing for organizations implementing innovative mobility solutions for people in social and financial difficulty.

A last word?

These initiatives are both self-evident and a source of pride for the Group and its employees as a whole. They reflect the way we see our everyday social, societal and environmental responsibility: a practical commitment to the common good.



Taking account of the Group's global footprint and the diversity of its stakeholders, Renault is keen to actively pursue continuous progress and dialogue in terms of social, societal and environmental responsibility. By renewing our membership of the Global Compact, we are restating a commitment made to the United Nations to adopt a socially responsible attitude in the way we conduct our business. Our membership further reinforces the commitments made to the men and women of Renault, as well as to our suppliers and sub-contractors. It also gives us a greater sense of responsibility: towards the populations in the regions where we operate, and also towards future generations, through the protection of the planet.

Carlos Ghosn

**ECONOMIC ISSUES & CSR:
RECONCILING THREE PROCESSES**



STAKEHOLDER RELATIONS

Responding to a wide variety of stakeholder requirements and expectations, Renault is pursuing an open and constructive dialogue that aims to be as broad and global as possible. This dialogue can take many forms. A non-exhaustive illustration of players can be seen below.

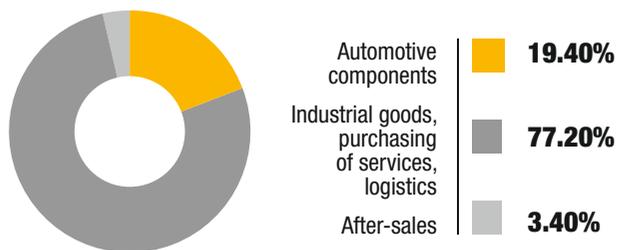
EMPLOYEES

WORLDWIDE AT END 2013

 **121,807**

BREAKDOWN OF SUPPLIERS

OF RENAULT S.A.S, INCLUDING SUBSIDIARIES.



40

EMPLOYEE

REPRESENTATIVES FROM 20 COUNTRIES ON THE RENAULT GROUP WORKS COUNCIL

330

CIVIC INITIATIVES

IN 36 COUNTRIES

90

IMPORTERS

WORLDWIDE

8,000

INDIVIDUAL SHAREHOLDERS

ARE MEMBERS OF THE SHAREHOLDERS CLUB

15.01%

EQUITY INTEREST

HELD BY THE FRENCH STATE

10%

EQUITY INTEREST

HELD BY INDIVIDUAL SHAREHOLDERS

2.6%

EQUITY INTEREST

HELD BY EMPLOYEES AND FORMER EMPLOYEES OF RENAULT

  **12,126**
DEALERS

NUMBER OF DEALERSHIPS

9,401
IN EUROPE

238
IN EURASIA

687
IN EUROMED-AFRICA

937
IN THE AMERICAS

863
IN ASIA-PACIFIC



 **RENAULT PRESENT**
IN **128 COUNTRIES**



MOUNA SEPEHRI
EXECUTIVE VICE PRESIDENT,
OFFICE OF THE CEO, RENAULT

All the extra-financial criteria (...) are transparent and easily accessible.”

responsible **GOVERNANCE**

Every year, the Renault Board of Directors reviews the topics of key importance to the company, based on the work of the Appointments and Governance Committee. This review is based on a well established, exacting and continuously improved process.

Responsible governance is a key concern for Renault. As explained by Mouna Sepehri, Executive Vice President, Office of the CEO, and member of the Executive Committee.

Did the Board of Directors address governance-related issues at its meetings in 2013?

In 2013, the Board studied a number of key issues including the adoption of new internal regulations, in compliance with the most recent recommendations of the Afep/Medef corporate governance code, and the composition of the Board, with particular reference to diversity and complementary skills. The Board also discussed increasing the powers of the lead director, who contributes to the balance of power.

What are the main levers in terms of ethics?

Our concerns in terms of governance can be illustrated in three concentric circles. The Board of Directors sets out the course and key ambitions, management makes them operational, and the entire workforce applies best practices. The Board of Directors has put in place internal regulations setting out the standards that must naturally be respected by Renault in terms of ethics and good conduct. At the same time, the Group director of ethics reports to the Chairman and

CEO as well as to the Board of Directors and the Audit, Risks and Ethics committee. It is noteworthy that France's central department for the prevention of corruption has ranked Renault among the eight leading CAC 40 companies.

How does the Group address shareholder requirements concerning the integration of CSR criteria in executive remuneration?

Our shareholders rightly expect results and transparency! The variable portion of the remuneration received by the Chairman and CEO depends on his performance with respect to strategic extra-financial criteria, including environmental leadership. This covers: CO₂ emissions of vehicles in Europe, the EV range, and efforts to reduce the company's carbon footprint. All the extra-financial criteria, and the items measured to assess the extent to which they have been reached, are set out in the registration document and are thus transparent and easily accessible.

Renault is establishing itself in China. What conditions has it set – in terms of CSR – for the suppliers that will be working with the Group locally?

By 2016, our production site in Wuhan will have an initial production capacity of 150,000 vehicles/year. Renault is relying on the base established by Nissan. As a result, the network of local suppliers – with a few rare exceptions – is similar to our global base and has a very high level of automation.

If suppliers already work for Nissan, the CSR Guidelines applicable across the Group are already in place and audited. Any new suppliers also receive these guidelines and are expected to adopt them. In short, the Renault group has the same CSR requirements in China as it does in other countries.

RENAULT'S VISION OF CORPORATE SOCIAL RESPONSIBILITY

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.

Mobility 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.

*With the global framework agreement on social, societal and environmental responsibility signed on July 2, 2013 by the Renault group, the Renault group Works Council and the IndustriALL Global Union, the Group is renewing and reinforcing the commitments made as part of the declaration on fundamental social rights on October 12, 2004.



The Group agrees in particular to respect:

- the principles set out in the 1998 declaration by the International Labour Organization on fundamental principles and rights at work;
- the universal principles making up the Global Compact adopted by the United Nations and joined by Renault in 2001;
- the OECD guidelines for multinational enterprises adopted on June 27, 2000.

The Group also recognizes ISO 26 000 as a benchmark.

“The growth of shared-use mobility can be largely attributed to (...) technological innovation, but also to changes in use.



SUSAN SHAHEEN
DIRECTOR, INNOVATIVE
MOBILITY RESEARCH,
UNIVERSITY OF BERKELEY/
CALIFORNIA



SOCIETAL *issues*

The world is rapidly becoming more urban. The share of the global population living in towns and cities reached 50.6% in 2010 and is expected to rise to almost 60% in 2030 according to the United Nations Human Settlements Programme. In cities and in rural areas, mobility solutions will be key to ensuring sustainable, harmonious and fair development.

We talked to Susan Shaheen, Director, Innovative Mobility Research, at the University of Berkeley/California, about her vision of urban mobility.

WHAT IS THE FUTURE OF URBAN MOBILITY IN DEVELOPED COUNTRIES?

“In the last fifteen years, notable developments have occurred within sustainable transportation. Every major auto manufacturer is now producing electric vehicles. The bicycle has undergone a rebirth in the United States and its modal share has grown significantly worldwide. And governments on all levels are using funding for public transit infrastructure. As individuals are increasingly shifting to these modes, changes are also occurring in how they are accessed and owned. The emergence of the shared economy and shared-use mobility services – carsharing, scooter sharing, ride sharing, bike sharing, private shuttles and community driver services – are demonstrating that users are willing to shift from ownership to access. And many shared-used companies are shifting this demand into capital and revenue.

These shared-use systems also save the consumer money while generating funds for the local economy. According to a 2013 membership survey for Capital Bikeshare in Washington, D.C, members save

approximately US\$ 800 dollars annually on transportation costs⁽¹⁾. Martin and Shaheen’s research (2011) on carsharing in North America demonstrated that 50% of carsharing members either sold their car or postponed a car purchase⁽²⁾. Other findings from Schoener et al. (2012) suggest that each Nice Ride MN bike sharing trip generated US\$ 7 in local economic activity⁽³⁾.

In addition to generating profits and saving consumers money, these services are also creating more efficient transportation systems. Data show that for every car-sharing vehicle in a fleet, 9 to 13 personal vehicles are taken off the road⁽⁴⁾. This complements public transit services by addressing the first/last mile problem. Also, the vehicles used tend to be more recent than average. A survey in North America showed these vehicles to average about 31/100 km better on fuel efficiency than the cars taken off the road⁽⁵⁾. In short, a carsharing vehicle increases the average distance covered by each vehicle and increases the pace at which more efficient vehicles are brought into circulation. This contributes to cutting the number of vehicles on the road in cities as well as reducing overall CO₂ emissions.

TO WHAT EXTENT WILL MOBILITY BE IMPACTED BY NEW TECHNOLOGIES?

The growth of shared-use mobility can be largely attributed to the resurgence of the city center and technological innovation. A growing number of individuals want to live in dense urban areas. That density has enabled mobility providers to create viable services. And a majority of those living in dense areas own smartphones. These factors enable the modern city-dweller to be multimodal⁽⁶⁾. Mobile apps, like RideScout, are aggregating shared-use mobility services into one app that enables a user to find a mode, compare travel times, and, in some cases, pay for it via the application. Similarly, another app, TransitScreen, has developed a kiosk for public transport destinations, enabling users to choose among transportation services available nearby.

Today, although many of these shared-use mobility services function independently of one another, with few or no linkages, a key step is integration among mobility providers, both private and public, to enable users to seamlessly access various modes via one

platform. While many hurdles remain – such as profit sharing, political will, technological innovation, product development costs and privacy – the dream of a seamless multi-modal urban transportation system is coming into view.”

WHAT ABOUT EMERGING COUNTRIES?

Middle classes worldwide have a floating and diverse range of income. Their behavior reflects the pursuit of education, advancement and emancipation.

In Asia, middle classes represent 500 million people, equivalent to the population of the European Union. 54% of consumers in developing countries want to buy products that reflect their personality. The number of vehicles on the road around the world is expected to grow by 30% within the next ten years, with 80% of this increase attributable to the emerging economies.

The increasing use of motorized two-wheelers worldwide and the 140 million electric scooters in China reflect the continuing need for individual mobility. Emerging countries are combining solutions and Africa is playing a bigger role that previously expected. The example of auto-rickshaws reveals these new trends. Solutions designed in India are now massively rolled out in Africa and also draw upon systems developed in countries such as China. Emerging countries will increasingly be at the forefront of innovative mobility concepts.

Transport oriented development (TOD) is one of the challenges to be addressed in the development of the urban world, along with the creation of innovative local eco-systems based on short distances, the circular economy and frugality.

(1) <http://capitalbikeshare.com/assets/pdf/CABI-2013Surveyreport.pdf>.

(2) Shaheen, Susan et Adam Cohen (2013). “Carsharing and Personal vehicle Services: Worldwide Market Developments and emerging Trends”. *International Journal of Sustainable Transportation*, 7:1, 5-34.

(3) http://conservancy.umn.edu/bitstream/135470/1/Harrison_Sharing%20to%20grow.pdf.

(4) Shaheen and Cohen (2013).

(5) http://www.uctc.net/access/38/access38_carsharing_ownership.pdf.

(6) Despite these technological advances, it is important to note that equity considerations remain a concern for open access to those without smartphones or credit cards, particularly in the short term.



3.7%

ANNUAL GROWTH

IN THE AUTOMOTIVE MARKET OVER THE PAST 10 YEARS (source: OICA).

THE NEED FOR NEW MOBILITY SOLUTIONS IN FAST-CHANGING CITIES

The city of today and tomorrow is changing fast. It is currently built to reflect the extremes of society, from top to bottom. One billion poor people live in self-built areas, slums or favelas, travelling mainly over short distances. In contrast, one billion rich people live in gated communities, private cities, moving from one archipelago to another, by car for 400 million of them. In urban areas, car growth is facing a number of challenges: a huge population, high density, road congestion, shortage of parking, tolls, traffic restrictions.

Public transport may not be able to meet mobility demands in full, even if mass rapid transport corridors remain a priority. New mobility services and alternative means – such as ride sharing, carsharing, self-service systems and electromobility – are able to provide intermediate solutions in a significant and sustainable way. New smartphone apps based on wider connectivity may lead to changes in behavior in terms of mobility and modify fundamental requirements in the near future.

REINVENTING THE CAR TO CONTINUE DRIVING PROGRESS

For Renault, sustainable mobility needs to deliver solutions that reconcile the need for “hypermobility” with the pursuit of better quality of life. These solutions include marketing vehicles that are increasingly carbon efficient with – as the final stage in the process – the electric vehicle range.

ELECTRIC VEHICLES ARE SUITED TO CARSHARING

In Italy, Bee-Green Mobility Sharing runs a fleet of 40 Twizy vehicles to meet the needs of residents and tourists in Naples.

The cars can be reserved by telephone or online, picked up from one of the 35 Bee Points in city car parks and left at any other point after use.

Ci.Ro (City Roaming), put in place by the association Napoli Città intelligente, runs eight ZOE, three Kangoo Z.E. and one Fluence Z.E. vehicle, for private or business use.

In Switzerland, with Mobility Carsharing, more than 105,000 customers are able to drive a ZOE. In Germany, the company Cambio-Carsharing and Sparda Bank in Hamburg have developed a car-sharing activity as part of a property project in Hamburg.

In France, the BlueLy plan, financed by the Bolloré Group in Lyon, will have a fleet of 50 Twizy vehicles. This car-sharing service is the second launched by the Bolloré Group in France, after Autolib' in the Paris area.

A DECREASING ENVIRONMENTAL FOOTPRINT

Renault tops the manufacturer rankings in Europe for the carbon efficiency of its vehicle range (figures at end 2013). The Group is making continuous efforts to reduce its carbon footprint by taking a global approach to its activities: design, production, vehicle use and recycling. Renault is pioneering electric vehicles because this technology is key to promoting sustainable urban mobility, adapting the car to the city and not vice versa. Electric vehicles change the way we look at the car, delivering a more relaxed drive, with less noise, greater emphasis on energy consumption and no local pollution. Initial feedback from ZOE customers is highly enthusiastic, reflecting the real results of this approach.

FROM CARS TO MOBILITY

The two-seater Twizy embodies a radically new approach to automotive mobility. A breakthrough vehicle with a “militant” outlook, Twizy is designed to be both ecological and fun to drive. Entering new automotive territory, it aims to put the enjoyment back into urban living. Currently available in an 80 kph version and in a 45 kph version requiring no driving licence, with a wide range of customization options, Twizy is an “open-ended” object by definition, allowing different communities of users to adopt it and “invent a lifestyle to go with it”. With Twizy, Renault introduces a collaborative



Renault Twizy

approach to mobility in which vehicle use is determined first and foremost by real life situations, either in structured organizations (companies, municipalities, etc.) or in informal “social networks”. Shared vehicle services – self-service, ride sharing, peer-to-peer rental – reconcile individual needs with collective well-being by optimizing vehicle use. For this reason, Renault is actively developing “zero-emission” mobility services. This is the case in particular with its cooperation with the Bolloré Group to develop car-sharing services for electric vehicles (cf. box).

TECHNOLOGY CONTRIBUTING TO INDIVIDUAL AND COLLECTIVE COMFORT

With R'Link on ZOE, Clio, Captur and New Twingo, Renault is already marketing a multimedia system that links the car to the internet in order to deliver an increasingly wide range of services, to save time, find a parking space or simply to make full use of the car's potential. In the longer run, vehicles could become real “mobile infrastructures”. Depending on individual needs and the surrounding context, they could be a purely individual means of mobility, tailored to their environment (city centre, heavy traffic, etc.) or put to collective use, as “individual public transport vehicles” complementing mass transportation.

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REGISTERED BY RENAULT IN 2013.

To date, 23 countries around the world are marketing one or more vehicles from the Renault Z.E. range. In 2014, the range will be available outside Europe, in countries including Turkey, Morocco, Brazil and the United Arab Emirates.



Renault R-Link is an integrated, connected tablet, providing a link between the automotive world and connected living. The interface provides access to a store of apps designed for in-car use, without the functional or ergonomic limits of smartphones. Users no longer need to plug in a phone in order to have access to services or apps.

At the crossroads of emerging trends, cars need to adapt to social and technological change, primarily to provide real time information and ensure seamless access to the connected world for drivers and passengers.



* NEXT TWO

With this prototype, Renault is setting out its vision of a car for 2020, designed to free up time for motorists while improving their safety and that of other road users. Advanced driver assistance systems let motorists use this time to explore all the functions of a hyper-connected vehicle.

With its NExt TWO* – autonomous vehicle project – and its future integrated solution for a vehicle conceived for carsharing, Renault is clearly pursuing this vision of the future. To deliver travel solutions that reconcile hypermobility with quality of life, it is aiming for “zero noise, zero emissions in use and zero road accidents”. In fully connected vehicles.

SAFETY FOR ALL AT THE HEART OF SUSTAINABLE MOBILITY

In order to be sustainable over the long term, mobility must also satisfy safety standards. Every year, according to the WHO (World Health Organization) 1.3 million people are killed on roads around the world, and between 20 and 50 million are injured. As a forerunner

in this area, Renault is on the cutting edge of systems for both active safety (such as the 4 control chassis promoting safety and driving pleasure) and passive safety (protection of vehicle occupants and pedestrians when impact cannot be avoided). Fifteen vehicles in the range have received the highest possible rating from EuroNCAP, an independent European organization set up to assess the passive safety of vehicles.

As part of its international expansion, Renault is working on the design of vehicles that satisfy the increasing safety requirements of new markets. Given that the causes of accident and injury vary from one country to the next, the Group is continuously expanding its accident research and transferring its know-how beyond Europe. This is one of the aims of the Renault

Foundation with the first research chair and master's diploma in road safety management for the countries of North Africa, the Levant, the Gulf and sub-Saharan Africa.

At the same time, Renault is pursuing educational initiatives and building awareness. As illustrated by the international program, “Safety and Mobility for All,” which has a strong educational focus. Launched in 2000 and deployed in some fifteen countries around the world, the program is aimed primarily at children and teenagers. It is the biggest road safety initiative ever organized by a vehicle manufacturer anywhere in the world. To date, the program has reached more than 15 million young people and some 800,000 educational kits have been distributed.

A MOBILITY SOLUTION FOR EVERYBODY

In a world of increasing inequality, access to mobility is often decisive in helping people out of economic hardship or making travel easier for the disabled. Renault is taking action at different levels to promote access to mobility while continuing to develop a broad range of vehicles to meet the requirements of the mass market.



CHAUFFEUR & GO,
a start-up co-financed by Renault Mobiliz Invest,
creates jobs for carless drivers on a socially
responsible micro-franchise basis.

PROMOTING SOCIALLY RESPONSIBLE MOBILITY

The Renault Mobiliz program is the first social entrepreneurship initiative by a vehicle manufacturer. Its aim is to promote the integration of people in difficulty through access to mobility. Initially rolled out in France, the program relies primarily on the socially responsible garages in the Renault network – 130 at the end of March 2014 – providing cost-price products and services for beneficiaries meeting specified social criteria. Mobiliz also works through Mobiliz Invest, an investment company financing innovative projects in socially responsible mobility. For example, since July 2013, the program has supported two SCICs (*sociétés coopératives d'intérêt collectif* or cooperatives of collective interest): Chauffeur & Go and MobilEco. Looking beyond the financial investment, Mobiliz gives these entities access to Renault internal resources – engineers, sales people, legal and financial experts, etc. – and provides market opportunities. The Mobiliz program functions in partnership with the “Enterprise & Poverty” Social Business chair set up by HEC Paris

to contribute to the teaching and development of new solutions in social entrepreneurship to combat poverty and exclusion. In 2013, Renault won France's Corporate Citizen Award* for Mobiliz. This prize is presented every year to companies that have carried out general interest initiatives. In Alsace, the Bas-Rhin departmental council named the Mobiliz program as its “favorite solidarity initiative” operating locally. Studies are under way on adapting the program to India.

AFFORDABLE AND APPROPRIATE PRODUCTS

Through its Dacia range, the Renault group also provides affordable mobility solutions for families on low incomes, particularly in rural areas with little public transport or in countries with weak infrastructure and extreme climates. For these customers, the Dacia range is an opportunity to buy a new car, often for the first time. The new vehicle frequently replaces an ageing – and therefore less reliable and eco-friendly – model. The Dacia range is also an attractive option for customers seeking a keenly priced vehicle that is both reliable and robust.

Further adaptations, Renault TECH converts vehicles for private and business customers: driving schools, made-to-measure industrial purpose, transport for people of reduced mobility, etc.



Renault Mobiliz
People in difficulty can take advantage of the "Automobility" services provided by Renault's socially responsible garages when their eligibility has been confirmed by a social worker.

At the same time, for more than 25 years, Renault has been helping people with reduced mobility. It is the only vehicle manufacturer in Europe offering vehicle conversions specially for people with motor disabilities through Renault Tech. Every year, more than 1,000 converted vehicles leave the three production lines at the Heudebouville plant. Outside France, sales concern eleven other European countries, as well as Singapore and Hong Kong.

COMPLEMENTARITY OF THE THREE RENAULT GROUP BRANDS

More broadly, the vehicles marketed by the Renault, Dacia and Renault Samsung Motors brands cover a broad range of needs in regions around the world: from go-anywhere SUVs to robust pick-ups, spacious MPVs, and compact sporty or sensual models, as well as light commercial vehicles with small and large vans available in almost 300 possible variants, and a range of accessories comprising 18,000 part numbers : multimedia, interior and exterior customization, vehicle protection. An offer that adapts to meet a full range of needs and requirements.

* Organized under the patronage of the French Senate.



DACIA, A BRAND RECOGNIZED AND APPRECIATED BY ITS CUSTOMERS

Since the launch of Logan in 2004, the Dacia brand has won the trust of customers and established itself firmly on the automotive market.

Present in 43 countries at the end of 2013, the brand has developed an offering tailored to the differing needs of customers on each market:

- in Europe, the brand has enabled customers on low incomes to buy a new car, often for the first time;
- in Euromed-Africa, Dacia has supported the economic transition by making access to the automotive market more democratic.



“New practices are emerging in production, transport, and consumption (...) overturning established industrial models.



LAURENCE TUBIANA

ENVIRONMENTAL *issues*

Since September 2012, Laurence Tubiana has been co-chair of the United Nations Sustainable Development Solutions Network and chair of the French development agency (AFD). Founder of the Institute for Sustainable Development and International Relations (IDDRI), and professor and director of the Sustainable Development Center at Sciences Po Paris, Laurence Tubiana gave us her views on the environmental issues facing manufacturers today.

A CHANGING WORLD

An ecological transition is essential. The development model of industrialized countries cannot simply be duplicated all over the world without causing climate change, eroding biodiversity and giving rise to extreme tensions over the scarcity of resources. The 21st century has already seen thirteen of the fourteen

hottest years on record and almost one-third of the species studied by the IUCN global red list* are under threat. At global level and in each country, the time has come to develop new, sustainable development paths. Clearly, this is a difficult task. Nobody knows exactly how to define a sustainable city, a sustainable energy system or a sustainable mobility plan. There

are no ready responses. There are only possibilities. And there is no global response. The local context is often fundamental.

NEW CONSUMPTION PRACTICES

The ecological transition is difficult, as illustrated by the slow pace of its progression through international organizations and in national policies. But this should not blind us to the real changes under way, driven by citizens, companies or regions. New practices are emerging in production, transport and consumption, helping to build a more sustainable world and overturning established industrial models. Examples include the circular economy and collaborative consumption. The objective for all industrial players is to deliver sustainable responses to planetary issues, taking their inspiration from the transformations under way. The objective for any company that wants to remain competitive and to grow is to be at the cutting edge of these transformations. In terms of sustainable business models, we can distinguish between three types of transformation for a given industry: products, production processes or use.



1.5 - 2°C

RISE IN THE GLOBAL TEMPERATURE

between now and the end of the century (source: IPCC September 2013).

- 1/3

OF THE 60 EXISTING METALS

many of which are used in cars, have an end-of-life recycling rate greater than 50 % (such as lead and iron), and 34 a recycling rate of less than 1% (source: IPCC September 2013).

0.2 meter

AVERAGE RISE IN THE SEA LEVEL

between 1900 and 2012. Between now and the end of the century, climate change will lead to a further rise of between 0.4 and 0.6 meter (source: IPCC September 2013).

2 liters

OF OIL

The average global consumption per capita per day, of which an average 0.5 liter for vehicle use (source: Phs)



USE OF RAW MATERIALS IN THE AUTOMOTIVE INDUSTRY



In the case of the automotive industry, product transformation can be seen in particular by the ongoing development of electric mobility. Other initiatives are also under way to upgrade production processes, recover used vehicles and use more recycled materials, but what about the third form of transformation, concerning the way cars are used?

VIABLE ALTERNATIVES?

The model based on the idea of "one person, one car", remains dominant in industrialized countries and still appears to appeal to people in emerging countries. But at the same time we can see a trend expressed not exactly in a growing rejection of existing models but at least in the rapid development of alternative uses for private cars. In France, private vehicle ownership is on a downtrend in major cities, while carsharing and ride sharing are developing in new ways through digital technologies, helping to build sustainable mobility. These alternative practices, which are

described as being part of a "sharing economy" or "collaborative consumption", go well beyond cars. They concern all industrial goods.

These new mobility solutions engage many players, who may or may not be vehicle manufacturers or involved in mobility today. Is Renault at the forefront of this transformation? If the trend gathers pace, how should the company reposition itself, ensure its long-term survival, redeploy its expertise to take account of new vehicle uses?

The world is changing for industry in general and Renault in particular. The issue of sustainability is carrying increasing weight. In response, industry needs to rethink its products and manufacturing processes in the broadest sense (eco-design, reparability, recyclability, etc.). It will need to look at the way in which its products are used, whether as a result of their environmental impact or because their use is, in any case, changing constantly.

Cars are comprised of more than 85% of metal and plastic.

In 2013, Renault group's production worldwide, including its own sites and component suppliers used*:

2.7 million metric tons of steel,
320,000 metric tons of cast iron,
300,000 metric tons of aluminium,
around **485,000** metric tons of plastic.

To reduce the quantities used, Renault is developing the principles of the circular economy.

*These estimates include the metal off-cuts, metal chips and waste generated during the manufacturing process at component supplier sites or at Renault group plants.

* Global red list of threatened species, established by the International Union for the Conservation of Nature (IUCN).

THE CIRCULAR ECONOMY, A REALITY

The dominant model in modern society is the linear economy. This involves taking materials, making a product and then disposing of it. Given the finite nature of resources, this cannot be continued indefinitely. In response, a new model has been developed, based on the idea of regeneration: the circular economy. With this model, development is no longer proportional to the depletion of natural resources, and waste becomes a resource in itself.

Renault is seeking to apply the principles of the circular economy over an increasingly wide area of activity. This is a practical way to protect resources for future generations and also to make the company less vulnerable to fluctuations in the price of raw materials.

A LOOP THAT CAN BE REPRODUCED INDEFINITELY

In the world of the circular economy, materials and products reaching the end of their service life – beyond recycling – become secondary materials and are channeled back into the sector they came from as part of a loop that can be reproduced indefinitely. The challenge is to maintain the technical qualities and economic value of materials when they are re-used. Renault is taking action in several areas to turn the waste generated by its activities into the resources of the future:

- the Choisy-le-Roi site outside Paris illustrates this approach through its reconditioning activities. Since 1949, six product families have been refurbished at this site. With 120 used engines, the site produces 100 reassembled engines in perfect condition with the same warranty as new models. In 2013, the site reconditioned 28,200 engines, 20,100 gearboxes and 16,840 injection pumps, giving them a new lease of life;
- the Group is also the only European vehicle manufacturer to have acquired stakes in the recycling of end-of-life vehicles (ELVs). Indra, its joint subsidiary with Suez, coordinates a network of more than 380 dismantlers with more than 75,000 vehicles disassembled in 2013. This has created a shared stock of salvage parts sold in France at a far lower price to the sales network – and thus to customers. These parts are well suited to the repair of older vehicles;
- the recycling of industrial waste is a further illustration of this approach. Steel, copper, noryl and



polypropylene, textiles, etc. Renault is gradually putting in place “short loops” to recycle these materials in the automotive industry, and within as small a geographical area as possible.

To close the loop of the circular economy, the recycled materials must be re-used for new vehicles, as is the case with New Clio and Captur. With 15% and 16% of recycled plastics respectively, these vehicles set exemplary standards in this area. This is because the circular economy is present from the stage of eco-design, anticipating the future recycling of the product. This point is underlined by the Ellen MacArthur Foundation, set up to promote the circular economy and of which Renault is a founding member: “A product designed to be deconstructed is completely different from a conventional product, in that it factors in constraints linked to disassembly and recycling right from the design stage.” In this way, products are designed to use fewer raw materials. For example, Renault is aiming to increase the percentage of recycled materials used in its new vehicles to 33% of the

total weight in 2016 in Europe. In 2013, this rate was estimated at under 30%.

SHIFTING THE PARADIGM

Given the depletion of natural resources and the continuous rise in demand driven by a growing global population, this type of approach raises questions relating to the ownership of the goods produced. Particularly in the automotive industry where the economic stakes are high: the value of the raw materials contained in each vehicle is equal to 20% of its cost. Ultimately, companies own their products and it is therefore in their own interest to develop sustainability, easy servicing and the regenerability of materials. This is already the case for the Group with electric cars, for which the batteries are rented out. Renault remains the owner, manages the entire life cycle and ensures retreatment and use.

In the future, protecting resources and maintaining a competitive edge could constitute just one objective.

DAME ELLEN MACARTHUR,
FOUNDER OF THE ELLEN MACARTHUR FOUNDATION



In 2010, when I asked Renault to become one of the Foundation's main partners, I was sure that the company would commit to the principles of a circular economy that is less dependent on resources. Three years on, looking at the assembly lines of Choisy and the approach of the management team, it is clear that the circular economy is a tangible reality at the heart of Renault's strategy. In this respect, the Choisy site has become a benchmark – and not only in my public presentations – for the viability of the circular model. Today, thanks to the educational efforts of the Foundation and its business reports, the circular economy is gaining ground.”

JEAN-PHILIPPE HERMINE,
VICE-PRESIDENT, STRATEGIC ENVIRONMENTAL PLANNING, RENAULT GROUP

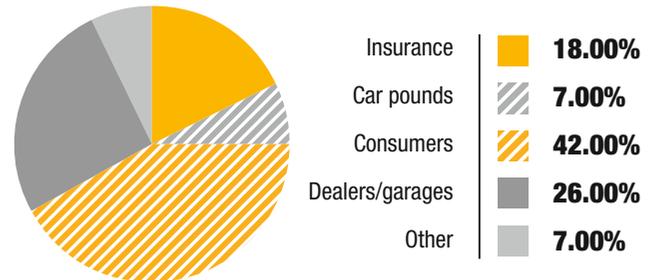
By understanding and, above all, by staying one step ahead of the real environmental issues, we can be the first to implement the changes necessary in our sector of activity and to reap the benefits. Our electric vehicle range with the battery rental plan, the car-sharing partnership with the Bolloré Group, and our collaboration with the Ellen MacArthur Foundation on the circular economy are practical illustrations of how we are addressing changes in automotive mobility and in the competitive edge of the manufacturing industry. In 2013, our activity in the circular economy, via Renault Environnement and our Choisy-le-Roi site, made a positive contribution to the Group's financial results.”



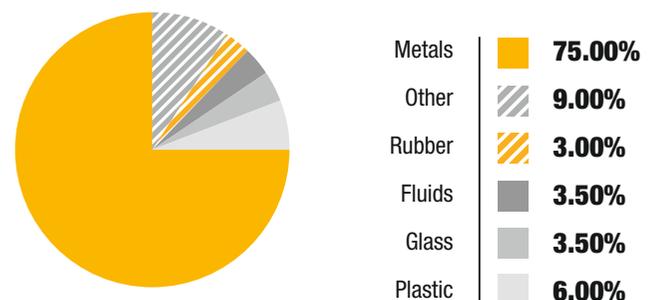
20%
OF THE COST
OF A NEW VEHICLE
= COST OF RAW MATERIALS

AN END-OF-LIFE VEHICLE IS A DAMAGED VEHICLE OR A VEHICLE THAT HAS REACHED THE END OF ITS SERVICE LIFE. THEIR NUMBER TOTALS 870,000/YEAR IN FRANCE AND 6,760,000/YEAR IN EUROPE (source Eurostat).

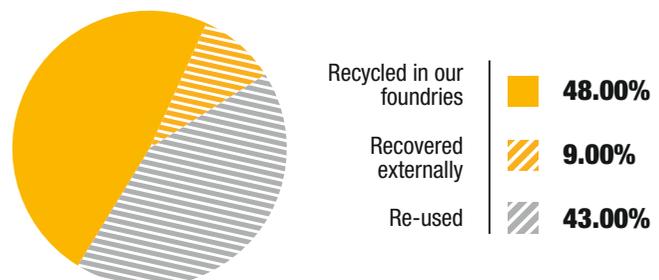
SOURCE: ELV (FRANCE 2012, ADEME):



ELV WEIGHT = 1T



FOCUS ON “RECONDITIONING”: THE CIRCULAR ECONOMY APPLIED TO RENAULT ENGINES



Renault's response



ALL ROADS LEAD... TO THE ELECTRIC CAR!

A survey* conducted by ARIA Technologies in Rome modeled the impact by 2020 of a proactive policy to promote clean vehicles. In the scenario tested, electric vehicles make up 20% of vehicles in the city centre, taking account of existing traffic restrictions, with preferential access for clean vehicles. Conclusions show that at regional level concentrations of nitrogen dioxide (NO₂) would be reduced by between 9 and 25% depending on the season. The benefits would be greatest on major arterial roads, with nitrogen dioxide emissions falling by up to 45% for particle concentrations (PM10) to 30%. These significant gains would vary according to the percentage of renewable energies in the national energy mix.

*Survey conducted in 2011 by the company ARIA Technologies, European leader in the modeling of atmospheric emissions, and its Italian subsidiary ARIAnET, in cooperation with the city of Rome and the Latium Regional Environmental Protection Agency.

A COMMITMENT SPANNING THE ENTIRE LIFE CYCLE

To address major ecological challenges such as global warming, the depletion of natural resources, ecosystem protection and air quality in our cities, the Renault group is committed to reducing the impact of both its activities and its products across their “life cycles” (design, production, distribution, use and recycling). The method adopted is to develop “eco²-solutions” whose efficiency is systematically measured, year after year, from one product generation to the next.

Through both its ICE and electric vehicles, Renault is developing technologies with increasingly low carbon emissions, not only in use but more broadly, across the entire life cycle. Reflecting this commitment, Renault was the European manufacturer with the lowest carbon emissions at the end of 2013 and the first automotive group under 115g CO₂/km*.

With the Stop & Start system, the engine cuts out automatically when the vehicle comes to a standstill, saving fuel and doing away with pollutant emissions and noise. Its associated system, ESM or “Energy Smart Management” recovers deceleration energy to recharge the battery, thus reducing fuel consumption still further.

For Renault, electric vehicles remain the most efficient response to environmental challenges, given their ability to contribute directly to air quality in the city. They are quiet, odor-free and emit no carbon or nitrogen oxide (see box “All roads lead...to the electric car”).

DRIVERS AT THE HEART OF EFFORTS TO REDUCE THE CARBON FOOTPRINT

The Driving eco² approach put in place by Renault also seeks to get drivers involved in reducing their carbon footprint through driving aids such as R-Link and connected services specific to electric cars, as well as through training.

On ICE vehicles, the implementation of all available systems contributes to cutting fuel consumption and CO₂ emissions by up to 25%, depending on traffic conditions and driving style.

Drivers of the electric vehicles in the range (excluding Twizy) can initiate vehicle charging remotely or on board the vehicle, via a smartphone or laptop, according to the cost of electricity.

THE KEY ROLE OF INDUSTRIAL SITES

The Tangiers plant opened in 2012 draws on an experience acquired by the Group since 1995. In 2013, 25% of the water used in industrial processes came from recycled wastewater. This achievement is all the more remarkable in that the recycled water is of better quality than external supplies. The recycling rate is set to increase as the site ramps up production.

A total of 17,200 metric tons of wood chips, olive stones, and argan or almond shells have been used as fuel to heat and superheat water, thus creating Morocco's first biomass activity.

Renault is also contributing to the development of renewable energies with a photovoltaic electricity-generating system. At the end of 2012, the Group opened a huge solar panel development, equivalent to sixty football pitches, at six industrial sites in France: Douai, Maubeuge, Flins, Batilly, Sandouville and Cléon. These installations reduce the quantity of CO₂ emitted to generate electricity by 2,200 metric tons per year.

In South Korea, Renault Samsung Motors completed work in June 2013 on a solar power development covering an area of 30 hectares at the Busan plant: the world's largest solar power plant on a single site.

The plant has a capacity of 20,000 MWh/year and the amount of electricity generated is equal to the annual

WATER

- 38%

CONSUMPTION PER VEHICLE PRODUCED
IN 2013 VS 2005.

GREENHOUSE GASES

- 10%

CARBON FOOTPRINT OF VEHICLES
PRODUCED BETWEEN 2010 AND 2013.

RENEWABLE ENERGIES

14.1%

OF ENERGY (DIRECT OR INDIRECT)
USED BY INDUSTRIAL SITES.

consumption of more than 8,000 households. Between now and 2020, the Group is aiming to increase the percentage of renewable energies (direct or indirect) used by its industrial sites to 20%.

A RECOGNIZED GLOBAL APPROACH

Renault's approach concerns all stakeholders. For this reason, the company audits its suppliers at their sites and inspects their environmental management systems.

Renault is also seeking to optimize logistics resources. The "Logistics eco2" program was set up to increase the fill rate of containers and trucks. For example, by filling trucks in Europe more effectively, the Group has avoided 9,700 truck journeys and saved 8,000 metric tons of CO₂. This global approach pursued by Renault has received widespread recognition. The main international extra-financial rating agencies regularly point to the efficiency of Renault's environmental management system, and rank the Group among the best vehicle manufacturers from one year to the next.

For the 15th consecutive year, auditors have given the company the highest possible rating for reporting quality, as part of an audit covering all aspects of production, engineering and services, as well as the main logistics sites.

Solar energy plant installed by Renault Samsung Motors

in the parking areas and on the roofs of the Busan plant in South Korea.



THE FIVE MAJOR ENVIRONMENTAL IMPACTS OF CARS ON THE ENVIRONMENT:

The propulsion systems of ICE vehicles require oil, a resource that is in dwindling supply. The internal combustion process produces exhaust gases that contribute to global warming (CO₂) and impact the ecosystem in varying ways (acid rain, eutrophication of water, atmospheric pollution). More globally, their life cycle impact can be measured primarily as follows:

Acidification: increase in acid substances in the atmosphere (sulfur dioxide, nitrogen oxides, etc.)

Impact: acid rain, ocean acidification.

Resource depletion: consumption of ore (iron, aluminium, copper, etc.), water and non-renewable energies (oil, coal, etc.).

Impact: shortages, higher prices.

Climate change: emissions of greenhouse gases (CO₂, N₂O, 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 (nitrates, phosphates).

Impact: proliferation of algae, toxic in some cases, suffocation of aquatic life.

At the end of 2013, comparative studies were conducted between ICE vehicles in the same segment but of different generations to confirm the progress made. For example, between Clio III and Clio IV, the reduction is between 18% and 24% depending on the type of impact. With an electric vehicle, overall impact on the environment is virtually halved compared with an equivalent ICE vehicle (depending on the national energy mix).

* Data from AAA Data.

“The companies (...) that will stand apart in the future are those that address and express their CSR.



ABDEL AÏSSOU
MANAGING DIRECTOR,
RANDSTAD GROUP,
FRANCE



SOCIAL *issues*

A former government prefect, Abdel Aïssou is managing director of Randstad France. Randstad is the world's second largest provider of human resources services. Present in around forty countries, it is particularly dynamic in France, which is one of its main markets. For Abdel Aïssou, the future belongs to companies that are sincere in their approach to CSR, a point of convergence between developed and emerging countries.

One of the fiercest competitions waged at global level is undoubtedly the struggle to find the best talent. With the accelerating pace of global transformation, companies know that their development and long-term survival depend on their ability to attract and keep the best. Naturally, the HR planet is not homogenous. The concept of national markets has not disappeared, and issues in terms of recruitment, training, skills or re-training are not interchangeable in developed and emerging countries. But the concept of a global market for talent takes on greater meaning every day. India, for example, trains millions of IT professionals every year not only for its own national market but also for start-ups and major companies around the world. We could also mention other sectors: nursing, paramedical, engineering or building and public works, where employers sometimes have trouble finding staff nationally. At the same time, they need to be able to look further afield – across the globe – to attract talent.

HELPING COMPANIES TO COMPLETE THEIR INDUSTRIAL TRANSITION

To help companies cope with the industrial transition, digitalization, the development of big data and changes in training (particularly with the expansion of MOOCs*), temporary staffing agencies play the day-to-day role of employment intermediaries.

Like company R&D departments, our role is to develop R&D in human resources (HR), by trialing different programs. In this way, we can supply the skills required today and anticipate those that will be needed in the future. It was Randstad that had the idea of encouraging mobility between the automotive and aerospace industries, by analyzing the skills and expertise required in each sector and identifying possible bridges. These bridges are even more crucial in developed countries, which are undergoing a transition from an industry that was still dominant a few years ago to an industry that is now smaller in size, and in need of skills and resources. Some companies, such as GE or IBM, have made a successful transition from an industry-dominated business model to a services-dominated business model, as part of a process based on skills adaptation and training.

CSR, A POINT OF CONVERGENCE BETWEEN DEVELOPED AND EMERGING COUNTRIES

Companies today are squaring up to each other in the global village against a backdrop of fierce competition. The companies that will stand apart in the future are those that address and express their CSR. Employees today increasingly want to know where their company stands on major issues such as the environment, social relations, and the refusal of discrimination.

CSR & MOTIVATION

In a survey by Deloitte, 70% of young people between 18 and 26, said that the social and environmental commitment of a company would influence their employment choices (source: Deloitte Volunteer Impact Survey 2011).



+ 50%

IN TALENT MOBILITY

BY 2020 (source: PwC).

According to the survey "Talent mobility: 2020 and beyond" by auditing and consultancy firm PwC, talent mobility is set to rise by 50% between now and 2020, with a doubling in the number of women concerned. New forms of mobility are developing in response to an increasingly international economy and the expectations of Generation Y. This increase creates new risks for companies, which need to develop proactive and flexible mobility strategies in order to continue to attract talent and to maintain their international competitive edge.

Employees of Renault do Brasil pose for an internal employee recognition campaign.

Through our partnerships with associations such as Force Femmes, or the Fédération des Aveugles de France (French national association for the blind), we are able to work on rebuilding self-confidence as a means to finding a job, or on the integration of disabilities in the workplace. Our dual "Workplace Equality" and "Diversity" label is regularly audited by the AFNOR and AFAQ because our CSR is part of our quality approach.

By expressing our convictions through our own company, we are able to fully play the role of intermediary for our customers, motivating both our own employees and the temporary staff we send to other companies. Building on this foundation of shared trust, we are developing an in-house policy of making 80% of promotions from within the company.

Playing the CSR card means preparing for the future, at a global level. Because if there is one point of convergence between mature countries and emerging countries, it is the meeting point of social, environmental and societal concerns. CSR is also a way to express sustainable development objectives in the world of HR.

HUMOUR AND STEREOTYPES:

Randstad is seeking to challenge stereotypes in a non-confrontational way, with humour as the main thread. Through the detailed studies conducted with cartoonist Antoine Chéreau, Randstad was able to use humour to challenge its own prejudices as part of an approach based on maieutics, i.e. bringing latent ideas into clear consciousness.



Massive Open Online Courses.

PREPARING THE FUTURE TOGETHER

There is no shortage of challenges in the field of human resources: developing the skills that the Group will need in the future, while keeping up with the growing pace of technological change; attracting the best talent despite the fact that the automotive sector has become less attractive in some countries; controlling personnel costs in an industry where competition is increasingly fierce ; reflecting the diversity of our customers in our own workforce... The main challenge for Renault is to conduct a global HR policy that contributes to social cohesion and competitive edge, while taking account of the varying requirements of its 121,807 employees in 36 countries, and local economic situations that show significant contrasts.

ADAPTING OUR SKILLS TO THE CHALLENGES OF THE FUTURE

In a constantly changing industry, staying competitive means regularly upgrading employee skills and anticipating the skills necessary to design, build and sell the vehicles of the future. This is the objective of the dynamic skills management policy, which also enables employees to make progress in their respective areas of activity and to develop their employability. Each business function establishes a diagnosis of its skills at global level in order to identify the so called "critical" skills (those the company needs more of, such as digital simulation, electronic development or digital marketing) and the "sensitive" skills (those the company needs less of, such as activities relating to prototype production). The Group's recruitment, training and redeployment plans are based on this global vision of skills requirements in each business function.

In 2013, Renault recruited 10,986 people on open-ended or short-term contracts around the world. Almost 3 million hours of training were provided in the Group's ten main countries (representing 90% of the workforce), i.e. almost 27 hours of training on average per employee.

DEVELOPING EQUITY WITHIN A GLOBAL GROUP

The Group deployed a new human resources management plan (Talent@Renault) in 16 countries in 2013. The aim : to make the system of assessment, development and remuneration fairer across the Group and more competitive in relation to the market. In particular, Talent@Renault makes it possible to apply the same processes and performance assessment criteria all over the world, as well as to share practices in the selection and development of talent. For managers, Talent@Renault is a decision-support tool. For

employees, it is a means to clarify the link between performance and recognition.

REFLECTING THE DIVERSITY OF OUR MARKETS AND OUR CUSTOMER BASE IN OUR WORKFORCE

For the Renault group, the best way to satisfy the expectations of its customers is to reflect the many faces of the 128 countries in which it sells its vehicles. Among all the existing forms of diversity, Renault has decided to focus primarily on: gender, disability, age, national origin and sexual orientation.

In 2013, women made up 17.6% of the Group workforce, compared with 17.4% in 2012. Renault wishes to further increase this percentage, but it is worth noting that the percentage of women is similar at all levels of the command ladder: 18.4% in management, 19.3% in key positions and 20% on the Executive Committee. To attract more female employees, the company is relying on the plan Women@Renault, which comprises two strands. The first concerns changes to the HR process, from recruitment to career management, via training. In this respect, the Group is seeking to increase the percentage of women to 30% in technical positions and 50% in sales and marketing. The other strand concerns the development of an internal social network that is now the Group's biggest social network with 4,000 members and local networks in 12 countries.

At the same time, Renault is continuing efforts to promote the integration of disabled people in the workplace (employment rate of 3.57% in the Group), by adapting workstations, as well as focusing on prevention and the development of an internal social network. Launched in 2012, Handi@Renault is a discussion forum through which employees can talk about difficulties encountered and also promote good practices. In terms of age, many initiatives have been put



5%
ON WORK/STUDY COURSES

WITHIN RENAULT S.A.S.

3.57%
OF DISABLED PEOPLE

WITHIN THE GROUP AND 8.33%
IN FRANCE.



With the sixth agreement supporting disabled people in France, the field of beneficiaries has been expanded and financial assistance reinforced, with an annual budget of more than €4 million dedicated to disabilities. With an overall employment rate of 8.33%, Renault s.a.s. exceeds the French legal requirement of 6%.

in place locally to develop links between education and employment. In France, despite unfavorable economic conditions, Renault pursued an active policy to promote the employability of young people in 2013. The company opened its doors to 3,500 young people, with employees on work/study programs making up 5% of the workforce of Renault s.a.s. Under the terms of the agreement on intergenerational solidarity signed on December 19, 2013, Renault made detailed commitments for the future in France: 800 youth employment contracts for young people without qualifications between now and 2016, 5% of employees on work/study contracts, 30% of new hire places reserved for young people. The agreement also includes innovative measures for older employees, such as part-time positions for the “transfer of expertise”.

Last, with respect to national origin, Renault is keen to ensure equal opportunities for all employees and to help the company benefit from the cultural wealth of all its components. To make this diversity a reality, including at the highest echelons of the company, the Group is seeking to increase the percentage of international profiles in key positions within the Group. This percentage stood at 26% at the end of 2013.

17.6%
OF WOMEN

IN THE GROUP WORKFORCE
AT END 2013 VS 10% IN 1999.

ALMOST

3 million
HOURS OF TRAINING

PROVIDED IN THE GROUP’S TEN MAIN COUNTRIES.



Developing skills at all ages

Renault is committed to training all its employees, regardless of their age, status or job within the company. The Group is keen to develop the talents of employees throughout their careers. Particular emphasis is placed on efforts to help young people find their feet in the workplace and to use the experience of senior employees.

SOCIAL DIALOGUE QUALITY

In 2013, the Group pursued a rich and innovative social dialogue. At Group level, Renault signed a global framework agreement on social, societal and environmental responsibility with the Renault group Works Council and the IndustriALL Global Union (cf. overleaf). At local level, 14 major agreements were signed, primarily agreements on competitiveness in Spain, France and Korea. The aim is to adapt to structural market changes, while seeking to achieve the best balance between the company and employee interests through social dialogue. In France, the agreement “*Contract for*

a new dynamic of growth and social development”, signed on March 13 with the CFDT, CFE-CGC and FO trade unions, aims to provide Renault with a solid, sustainable base for its activities in France. Renault undertakes to maintain all its industrial sites and to develop the activity of sites in France between now and 2016, increasing production volumes to 710,000 vehicles, of which 80,000 from partners. The company also agrees that any adjustments to the workforce will be made without redundancy plans or voluntary departure plans.

CSR IN THE SUPPLY CHAIN

Covering 57% of a vehicle's cost price, the Purchasing function of a group like Renault has a huge responsibility in its capacity as end customer to its suppliers. Renault has implemented a responsible purchasing policy since 2004 based largely on a proactive continuous improvement drive in all the countries where we operate. We reinforced our policy in 2013 by signing a global CSR framework agreement.



RESPONSIBLE PURCHASING

The total purchasing volume of the Renault-Nissan Alliance was estimated at €74 billion at end-2013. Given this amount, it is important that all the players involved in the supply chain comply with CSR requirements, especially ethics. This is particularly true for our 1,600 employees in the Renault Purchasing Department and all our other staff members within the Renault group who deal with suppliers and/or have a say in purchasing decisions. A code of good conduct for Purchasing was drafted for these employees and implemented in 2013. It sets out five fundamental principles: compliance with laws, equal treatment of suppliers, protection of confidentiality, compliance with the Group's CSR rules and a whistleblowing requirement if these four principles are not observed.

SUPPLIER INVOLVEMENT

Purchasing within the Renault group comes under the remit of the Renault-Nissan Alliance. A common reference framework was drafted by the two partners in 2006. Distributed to all tier-one suppliers worldwide, the Renault-Nissan Purchasing Way presents a shared vision, values and similar purchasing procedures. It was supplemented in 2010 by the Renault-Nissan CSR Guidelines for Suppliers. These guidelines set out Renault-Nissan's purchasing expectations with regard to suppliers in relation to safety and quality, human and labor rights, the environment, compliance, and non-disclosure of information. The Renault group has built on these guidelines and principles with practical initiatives. We have implemented a continuous improvement initiative Group-wide since 2007 based on

supplier assessments according to specific criteria. The figures for Renault alone are telling: the purchasing volume assessed has increased from around €4 billion in 2010 (i.e. 20% of total purchasing) to nearly €18 billion in 2013 (i.e. more than 70% of total purchasing). The goal for the next three years is to reach 80%. We rely on an international network of purchasing experts trained in CSR to regularly assess our suppliers, either directly or via our external service provider EcoVadis. At end-2013, 1,544 supplier sites had been assessed cumulatively since 2007. In 2013, 200 supplier sites had insufficient ratings. A total of 115 supplier sites (108 in 2012) and 22 groups (seven in 2012) improved their ratings after implementing action plans for safety, working conditions, the environment or human rights.

ELECTRA AND FAURECIA: COMMITTED PARTNERS

Based in Casablanca, Afrique Cables is specialized in the production of starter batteries – made entirely in Morocco – under the Electra brand. The company liaises closely with local authorities to promote renewable energy and supports the Miloud Chaabi Foundation in the areas of healthcare, education and the environment. The company's CEO, Mohamed Lacham, welcomes Renault's policy to support suppliers in CSR: "The methodology used by Renault experts helps us to move forward and has been very instructive for us."

Working conditions have been given a boost by improving ergonomics, lighting, ventilation and risk awareness. A new chemical storeroom has been built to enhance the company's environmental performance. After implementing a CSR action plan, Electra's rating was increased from D to A.

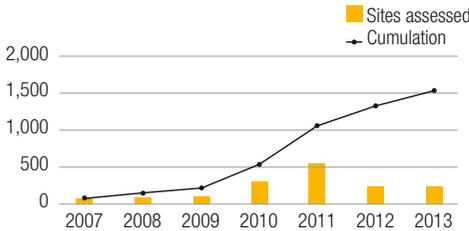
Global automotive supplier, Faurecia is committed to growth founded on socially-responsible actions and behaviors in all countries in which it operates. The Group is focusing on how sustainability is affecting

€74bn

PURCHASING VOLUME

ESTIMATED WITHIN THE RENAULT-NISSAN ALLIANCE IN 2013.

NUMBER OF SUPPLIER SITES ASSESSED



business and can boost value creation and competitive advantage. It has therefore upgraded its Purchasing policy, including CSR requirements for suppliers. The deployment of this new “Buy Beyond” policy has started in some Business Groups, especially within Faurecia Interior Systems. As a consequence, social, environmental and fair economic business practices are now considered key elements in the business relationship with our suppliers. As such, the Code of Conduct Sourcing and Supply Chain is our DNA in this initiative, together with the integration of CSR aspects into purchasing processes and extensive coaching / training of the buyer and supplier network. In addition, Supplier CSR assessment will allow our panel strategy and sourcing decisions to be based on facts and figures. Faurecia was happy to respond to Renault’s CSR methodology and has appointed a third-party company to benefit from an independent CSR assessment and expertise, which will help understand, demonstrate and improve the supplier’s sustainability practices.”

* IndustriALL Global Union: a global union federation representing workers in sectors including metals manufacturing.



Signature of the global CSR framework agreement

Left to right: Jocelyne Andreu, General Secretary of the Renault group Works Council, Marie-Françoise Damesin, member of the Executive Committee and Executive Vice President, Group Human Resources, and Jyrki Raina, General Secretary of IndustriALL Global Union.

ANOTHER STEP FORWARD IN CSR FOR SUPPLIERS

Following on from the Declaration of Employees’ Fundamental Rights in 2004, Renault, the Renault group Works Council and IndustriALL Global Union* signed a global framework agreement on July 2, 2013 covering corporate social responsibility. The agreement is applicable around the world in all the companies which are more than 50% owned by Renault S.A.S. and also covers Renault’s suppliers. Under the agreement, Renault has reiterated and extended its responsibility with the overriding belief that growth needs to be built on two inseparable pillars – economic performance and social development – and to integrate social and environmental

concerns in order to be robust and sustainable. Renault has also stepped up its commitments to employees’ rights, in particular by introducing the notion of quality of life in the workplace and adding a clause on jobs and skills management and a new article on promoting diversity. In another major advance, the Group has extended its commitments to two new areas: social responsibility and environmental protection. As a global automaker, Renault aims to take responsibility for local populations in countries where it operates and for future generations by preserving our planet.

“PUBLIC-PRIVATE” co-Development



INTERVIEW WITH Claire Martin

Vice President, Corporate Social Responsibility
and the Renault Foundation

The Group constantly engages with non-profit organizations, researchers, entrepreneurs, public players and innovators, both nationally and locally. Our goal is to boost economic and social development everywhere we operate in order to create wealth and jobs.

Cooperative development, co-construction, co-development... these are just some of the buzzwords we hear today. But what's behind them and what do they really mean for Renault?

These terms are indeed buzzwords, but they herald new forms of partnerships. At Renault, they refer to corporate practices in several different areas. We believe that a company creates greater added value and finds better solutions if it works in an eco-system alongside its stakeholders in the economic, political, scientific, labor and social realms.

There are plenty of examples of this sort of cooperation throughout the Group. In France, for instance, employment is a major focus. We signed an agreement designed to promote “the employment of young people and seniors and develop intergenerational solidarity”. Under this agreement, Renault has committed to recruit 2,000 young people on work/study contracts each year and 800 on youth employment contracts over three years.

In the economic arena, Renault contributed to the report on the positive economy submitted to the French government by Jacques Attali.

Another recent example is the mobility of vulnerable groups. Two mobility platforms have been created by

the Voiture & Co. organization, which has partnered the Garages Renault Solidaires initiative under the Mobiliz program. Teaming up with non-profit organizations, which understand the needs of vulnerable groups, and providing them with the company's expertise in car repairs has resulted in a unique repair service at cost price.

These three examples of cooperation with non-profit organizations and public authorities demonstrate the many different forms co-development can take in our society.

These are examples of economic and community-based initiatives. Are you also working in other areas?

We are very active in the research field. We have signed agreements to create two new research and academic chairs and renew an existing chair. These initiatives have worked every time because two worlds come together with sometimes opposing viewpoints: the academic world, where theory is taught, and industry, which is facing concrete issues and practical concerns. The Renault-ParisTech research program devoted to sustainable mobility has proven for the past five years that cutting-edge labs can work hand-in-hand with industry to produce research that can be immediately used by companies to determine their strategy for new technologies in the field of decarbonized mobility. Another related area is innovation. The Renault innovation community brings together engineers, designers, philosophers, sociologists and new economy entrepreneurs to examine possible forms of mobility, joining forces with the Shamengo* pioneers. This bringing together of minds produces “innovation for a better life” throughout the company and will help

to adapt our products to the new behavioral patterns of mobility users. Many employees encourage these practices and have found new opportunities for self-fulfillment and civic engagement.

How can co-development help to boost growth in the regions?

In the Nord-Pas-de-Calais region in northern France where the Group operates several automotive manufacturing plants, Renault contributed to the report commissioned by the regional authorities from Jeremy Rifkin, the man behind the third industrial revolution movement. Renault demonstrated how electric vehicles connected to smartgrids could become energy storage devices. Along the same lines, by signing the French Ministry of Town Planning's “Businesses and Neighborhoods” charter, the Group undertakes to contribute to the economic, social and cultural development of underprivileged neighborhoods. We will fulfill our role as a socially responsible economic player to help close the inequality gap between different regions.

I have focused on our initiatives in France, but our policy extends well beyond our borders. The Group contributed to the “alliance for development**” which fosters dialogue and encourages cooperation between the private sector and civil society to support development policy.

* www.shamengo.com

** “10 proposals for a new approach to development assistance”, French Ministry of Foreign Affairs.

Corporate philanthropy

REGIONAL DEVELOPMENT AND CIVIC ENGAGEMENT

Renault believes that two factors can significantly boost a company's performance. First, the regions where we operate need to grow and prosper. And second, citizens, residents and local stakeholders need to accept and welcome the company's manufacturing and sales operations. That is why Renault fosters the economic and social development of local populations through civic initiatives and corporate philanthropy.

€12 MILLION INVESTED IN 330 INITIATIVES

In 2013, Renault was involved in nearly 330 socially responsible initiatives in 36 countries, either alone or in partnership with NGOs and non-profit organizations. Most of these initiatives covered mobility and education as a gateway to the employment market, road safety, promoting diversity and equal opportunity. The goal is to support the economic and social development of regions where Renault is present.

Renault invested €12 million in these initiatives, 75% of which were monetary donations and the remainder were skills-based patronage or in kind donations (equipment, vehicles, etc.). The budget was shared between the four priorities of our CSR strategy: education (39%), safety (26%), sustainable mobility for all (13%), diversity (9%) and other actions (13%).

The geographical breakdown of our investments is as follows: 32% in Europe including France, 21% in the Americas, 4% in Asia-Pacific, 1% in Eurasia, 8% in Euromed-Africa and 34% in corporate initiatives.

A SPECIAL PROCEDURE

Renault has created a special area on its www.renault.com website where NGOs, associations, volunteers and also employees can submit their requests for support for general interest, community or socially responsible projects. Members of Renault's philanthropy committee review each project and select suitable

initiatives. The committee includes an employee representative (the Secretary of the Group Works Council) and representatives from the sales and marketing, human resources, legal, communications and corporate social responsibility (CSR) functions, plus a representative from each region.

NEARLY
330
CIVIC
INITIATIVES

UNDERTAKEN BY RENAULT
IN 36 COUNTRIES IN 2013.



SOCIALLY INCLUSIVE MOBILITY

In 2013 Renault supported 35 initiatives in 15 countries to promote mobility, which is key to economic development and social inclusion on both an individual and collective scale. These initiatives target people with mobility issues.

MOROCCO **COMBATING SCHOOL DROP-OUT RATES**

Ever since the launch of the Tangiers plant in February 2012, Renault Morocco has worked closely with local organizations, in particular to promote access to mobility for people in the Fahs Anjra province. The Group has provided school buses in order to improve access to education for the region's children and combat school drop-out rates.



Jacques Prost, CEO of Renault Morocco, pictured with students on their new school bus.

The subsidiary provided three vehicles equipped with automatic transmissions and driving aids, including accelerator and brake controls mounted on the steering wheel for drivers who cannot use one or both of their legs. The organization also has a minibus fitted with a ramp which can carry up to four people in wheelchairs.

FRANCE/MARTINIQUE **A MINIBUS FOR JOBS**

Prévention Martinique was founded by Jean-Philippe Marel to work in the areas of prevention and education. He has also created a social driving school and *Mobil Emploi Services*. In Martinique, 47% of young people under 30 are unemployed. "These are vulnerable young people with transport problems" says Jean-Philippe Marel. Some of them have been able to get their driver's license thanks to the social driving school, but cannot buy a car because they have no job. *Mobil Emploi Services* provides them with transport so they can go to training or job interviews. This experimental program is the only one of its kind in France's overseas departments. It is both socially responsible and environmentally friendly, using electric scooters and a job taxi, "a nine-seater minibus which we'll be buying with Renault's financial support". *Mobil Emploi Services* will assist 1,700 young people over two years. Jean-Philippe Marel already has plans to extend the service to the whole island.

FRANCE **A CONVERTED MASTER VAN** **FOR PATIENTS**

The EREA Jacques Brel Center is a school for children requiring long stays in hospital. It is important for these children's development that they continue to lead as normal a life as possible during their hospitalization and the Center regularly organizes excursions for the children. On December 17, 2013, Renault provided this school at the Garches Hospital outside Paris with a Master converted to carry people with a mobility impairment.

FRANCE **SOCIALLY RESPONSIBLE** **DRIVING SCHOOL**

In Ardèche in south-central France, train services are irregular and coach services usually only operate during school terms. Cars are often the only means of transport for getting to work. The *Tremplin* social driving school has been set up to help people in difficulty sit for their driver's license. The driving school has three vehicles and a driving simulator and its students are people in financial difficulty who also have psychomotor concentration disorders or are illiterate. The students receive special training with more than a hundred hours of theory and driving lessons on average per student. Under the scheme, the students regain confidence, overcome their difficulties and ultimately 85% of them pass their driving test. Since *Tremplin* was founded 15 years ago, 400 students in difficulty have been able to get their license.

ITALY **DRIVING LESSONS** **FOR PEOPLE WITH DISABILITIES**

Renault Italy has joined forces with the *Uno di Noi* organization to offer driving lessons to people with disabilities. The lessons are given throughout Italy by instructors, doctors, psychologists and physiotherapists. They are aimed at three groups: drivers/passengers who want to learn more about the special equipment available to them, experienced drivers who are looking to brush up their driving skills and experts keen to get a driver's license for track driving.



SAFETY FOR ALL

Each day, 3,000 people die in road accidents around the world. Low and lower middle income countries alone account for 80% of these accidents. The focus of today's road safety projects is on improving traffic flow and management and enhancing awareness among road users.

INTERNATIONAL PRINCE MICHAEL AWARD

On December 10, 2013, His Royal Highness Prince Michael of Kent presented the prestigious Prince Michael International Road Safety Award to the Global Road Safety Partnership (GRSP). Each year, the award recognizes outstanding organizations or initiatives implemented to achieve the goal set by the United Nations' Decade of Action for Road Safety 2011-2020: halve the number of deaths on the roads by 2020. Founded in 1999, the GRSP runs programs in 36 countries to improve road safety internationally and locally. Renault has been an active partner since 2006, raising public awareness (reaching 38 million people each year) and providing assistance and advice to authorities in countries affected by road safety problems.

BRAZIL LEARNING HOW TO DRIVE SAFELY IN A MINI-CLIO

On December 18, 2013, the "Kids on the Road" track was opened by the Renault Institute in Brazil in partnership with Ecovia, the entity which manages the highway adjacent to the Renault plant. The "Kids on the Road" program starts at elementary school and the Renault Institute supplies teaching material to public school pupils from the São José dos Pinhais area. Under the program, children aged between



6 and 10 learn about the rules of the road, traffic signs and safe road use. After completing the written exercises, the children can test what they have learned on the track, role-playing as pedestrians, cyclists and even drivers – thanks to electric mini-Clios which do not exceed 6kph.

Pupils learn the right habits from an early age and grow into good citizens while staying safe on the roads.

INTERNATIONAL



"KIDS ON THE ROAD" GOES DIGITAL

Renault has developed a free "Kids on the Road" app as part of the "Safety and Mobility for All" educational program, which has reached more than 1 million children on several continents over nearly 15 years. The app can be downloaded on iPad as an iBook or on a PC with iTunes. "Kids on the Road" is the first play-based app designed with teachers to raise children's awareness of road safety and eco-mobility. It is available in three languages – English, French and Spanish – and two versions: for 7-8 year-olds and 9-11 year-olds.



RUSSIA NEW ROAD SAFETY INITIATIVE

A total of 810 people, including 17 children, died in road accidents in Moscow alone in 2012 and 14,000 were injured, including more than 1,000 children. The figures were worse in 2012 than in 2011. Renault Russia, which is working alongside public authorities to reverse the trend, has launched a pioneering awareness-raising initiative. The subsidiary's existing program is conducted together with the Moscow police service and reaches virtually all Moscow's elementary schools, i.e. 1,500 schools and many kindergartens. Under this new initiative, Renault Russia has teamed up with transport company AvtoLine to fit out its 100 school buses with highway code posters inserted on the back of headrests. The children can spend their trip to school learning about road safety.

SOUTH KOREA A LEARNING FACTORY

Renault Samsung Motors has joined forces with the Busan local authorities (education, transport and police) to run road safety classes for children from six elementary schools at its plant. Inspired by Renault's international educational program "Safety and Mobility for All", "Safe Road, Safe Kids" has been adapted locally for South Korean children, as well as their parents and teachers.

DIVERSITY

Renault has close to 122,000 employees in 36 countries. The Group strives to promote diversity and equal opportunity at all its sites and among society at large. These are just some of our initiatives across various continents.

COLOMBIA **EMPOWERING GIRLS**

In Colombia, one woman is sexually assaulted every hour. In 85% of these cases, the victim is a child. To counter this disturbing trend, Renault has lent its support to the “Conduciendo nuestros destinos” (Taking charge of our destiny) program inspired by the global “Because I am a Girl” campaign run by Plan, an NGO. The one-year program, which came to an end in April 2013, targeted girls from underprivileged communities in Cartagena.

The program encompassed art therapy, self-defense and access to education in order to teach girls how to take charge of their destiny. All told, 600 girls and young women aged between 10 and 21 took part in the program.

RUSSIA **CAREERS DAY FOR ORPHANS**

Renault Russia has come up with a program dubbed “Starting out in a trade” specially designed to help orphans aged 14 to 18 choose their career path. On March 27, 2013, during the school holidays, 30 high school students from around Russia traveled to Moscow to participate in the event organized by the subsidiary. The children enjoyed a tour of the plant

and also visited a fire station, a hotel, a printer, a bank and the kitchen of a restaurant.

BRAZIL **FÉDÉRATION FRANÇAISE HANDISPORT: THREE** **ATHLETE AMBASSADORS HEADING TO RIO**

Under Renault’s long-standing partnership with the Fédération Française Handisport, the Group officially launched its “Disability Sport Team” in July 2013. The team is made up of three athlete ambassadors:

Marie-Amélie Le Fur (athletics), Élodie Lorandi (swimming) and Alim Latrèche (fencing). Renault will support these athletes all the way to the Rio Paralympic Games in 2016. Renault’s commitment raises awareness among its employees and the general public of the Group’s initiatives to promote the economic and social inclusion of people with disabilities. Renault’s programs include employment of people with disabilities, production of a special range of vehicles and outsourcing to the sheltered sector.



LOCAL DEVELOPMENT

SLOVENIA **ENVIRONMENTAL PROJECT** **TO TRANSFORM THE CITY**

The Renault plant in Novo Mesto is behind an urban development plan designed to harmonize industrial, urban and parkland areas and improve traffic flow. A previous project involved developing the Težka Voda embankment near the plant for residential and recreational use. The project has now been extended to the entire area surrounding the plant, which will be linked to the west of the city at a later stage.



EDUCATION

A company's performance and competitiveness are driven by the motivation and skills of its people, as in our society in general. Renault places a special focus on the development of human capital among its workforce. The Group also forges partnerships with the world of education, from elementary schools to higher education institutions.

RENAULT FOUNDATION 12 YEARS OF ACADEMIC PARTNERSHIPS

For the past 12 years, the Renault Foundation has financed and jointly developed innovative academic programs in partnership with prestigious universities in France and Lebanon. It also establishes ties on an annual basis with 50 or so universities around the world (Morocco, Brazil, South Korea, Japan, etc.). The Foundation's remit is to support study programs in the fields of sustainable mobility and international management. Since it was set up in 2001, more than 670 students from some 20 countries have graduated from these programs. In early September 2013, the Foundation welcomed its twelfth intake of students at the Cité Universitaire Internationale in Paris. Of the 78 scholarship students in 2013-2014, 66 of them are studying one of the four programs jointly developed with French academic partners: an MBA in International Management in partnership with Dauphine IAE Sorbonne; a Master's Degree in Transport and Sustainable Development alongside the École des Ponts ParisTech, a Master's Degree in Mobility and Electric Vehicles alongside the Mines ParisTech and a professional degree in Electric Vehicles and Electromobility together with the IUT in Mantes-la-Jolie. The 12 other

students started studying for their Master's in Road Safety Management on September 19 in Beirut, Lebanon.

SPAIN SCHOLARSHIPS FOR STUDY IN FRANCE

Each year, the Renault Foundation in Spain awards scholarships to its employees' children. Funded together with the French Embassy in Spain since 2008 and other French companies operating in Spain, the program is mainly designed for students wishing to undertake post-graduate studies in France (Master's or MBA). Study courses span engineering, finance, IT, law and business. The 2012-2013 scholarship holder, Leticia Valerio, topped off her studies with an MBA in Paris.

SPAIN SOLAR COLLECTORS TAKE OUT AWARD

The Renault Foundation for Sustainable Mobility runs a competition to recognize the best final-year project by university students. Now in its second year, the competition was won by Pablo Fernández del Campo, an industrial engineering student at Valladolid



University. The examining committee was won over by his digital modeling of solar collectors and recognized the relevance of the project and its possible real-life applications.

SOUTH AFRICA WOMEN'S LEADERSHIP

INSPIRE is a leadership program run by the Valued Citizens Initiative NGO, which Renault supports in South Africa. For the ninth year in a row, the program targets girls, who have a major role to play in the country's development. Under the scheme, 105 girls from schools in the Ekurhuleni district visited Renault's head office in South Africa to present their local initiatives and swap ideas with the other participants.

CIVIC ENGAGEMENT

ARGENTINA CHARITABLE BUILDING PROJECT

On December 14 and 15, 2013, 18 employees from Renault Argentina helped to build two houses, laying the foundation, building the walls and roof and installing windows and doors...

These staff members working in marketing, finance, business planning, customer relations and aftersales spent a weekend helping out a disadvantaged family

in Ezeiza, a suburb of Buenos Aires. The Renault employees teamed up with young volunteers and local residents in response to a call for help from the *Un Techo Para Mi País* (A Roof For My Country) NGO, which supports poverty-stricken people living in slums. After two days of hard work, César, Ana and their children and grandchildren had a roof over their heads.



ENVIRONMENTAL INDICATORS FOR RENAULT GROUP SITES

	WATER			AIR				WASTE		ENERGY
	Water consumption in thousands of m ³	Discharges of suspended solids (SS) in tons	Discharges of metals in tons	Greenhouse gases in tons CO ₂ eq.	Volatile organic compounds (VOC) in g/m ² of painted car bodies	Sulfur dioxide (SO ₂) in tons	Nitrogen oxides (NOx) in tons	Non-hazardous waste in tons	Hazardous waste in tons	Energy consumption in MWh NCV
Manufacturing sites*	10,817.80	410.50	8.30	1,104,075.40	43.70	7.60	506.43	830,382.00	56,171.20	4,994,474.90
Bodywork-assembly plants*	4,418.47	150.40	5.60	490,053.70		2.90	295.00	353,788.80	18,252.20	2,450,705.90
Powertrain plants	3,528.40	47.20	0.20	182,771.60		0.60	64.41	107,029.40	16,845.40	1,058,276.90
Mixed plants	2,704.03	212.70	2.50	404,876.30		3.90	136.95	348,572.10	15,626.80	1,331,581.70
Foundries	166.90	0.20	0.00	26,373.50		0.00	10.07	20,991.70	5,446.80	153,910.40
Engineering, logistics and support sites	573.39	8.10	0.03	120,890.00		8.18	27.87	14,893.40	1,603.41	482,920.81
RENAULT GROUP*	11,391.20	418.70	8.30	1,224,965.40	43.70	15.80	534.30	845,275.20	57,774.60	5,479,395.60

ENVIRONMENTAL INDICATORS FOR PRODUCTS

Environmental characteristics of the best-selling vehicles in Europe (27 countries) in 2013.

Model	Fuel type	BEST-SELLING VERSION						LOWEST CO ₂ EMITTING VERSION				
		Emissions standard	External noise dB	Engine	Fuel consumption NEDC	Emissions	Signature	Emissions standard	Engine	Fuel consumption NEDC	Emissions	Signature
RENAULT BRAND												
Twingo II	G	Euro 5	71.4	1.2 16v	4.5	105	eco ²	Euro 5	1.2 16v	4.5	102	eco ²
	D	Euro 5	71.8	dCi 85	3.3	85	eco ²	Euro 5	dCi 85	3.3	85	eco ²
ZOE	EV	-	70.0	5AM	0.0	0,0	-	-	5AM	0.0	0,0	-
Wind	G	Euro 5	72.1	1.2 16v	6.0	139	-	Euro 5	1.2 16v	6.0	139	-
Clio Campus	G	Euro 5	70.0	1.2 16v	5.7	133	-	Euro 5	1.2 16v	5.7	133	-
Clio III	G	Euro 5	72.5	1.2 16v	5.8	135	-	Euro 5	1.2 16v	5.1	119	eco ²
	D	Euro 5	71.4	dCi 75	3.8	99	eco ²	Euro 5	dCi 90	3.4	89	eco ²
	E85	Euro 5	73.2	1.2 16v	8.3	133	-	Euro 5	1.2 16v	8.3	133	-
	GPL	Euro 5	73.2	1.2 16v	7.6	121	-	Euro 5	1.2 16v	7.6	121	-
Clio IV	G	Euro 5	72.3	1.2 16v 75	5.5	127	-	Euro 5	Energy TCe 90	4.2	95	eco ²
	D	Euro 5	73.5	Energy dCi 90	3.4	90	eco ²	Euro 5	Energy dCi 90 83g	3.2	83	eco ²
	GPL	Euro 5	72.0	1.2 16v 75 GPL	7.2	116	eco ²	Euro 5	1.2 16v 75 GPL	7.2	116	eco ²
Captur	G	Euro 5	71.8	Energy TCe 90	4.9	113	eco ²	Euro 5	Energy TCe 90	4.9	113	eco ²
	D	Euro 5	71.0	Energy dCi 90	3.6	95	eco ²	Euro 5	Energy dCi 90	3.6	95	eco ²
Mégane III	G	Euro 5	70.8	Energy TCe 115	5.3	119	eco ²	Euro 5	Energy TCe 115	5.3	119	eco ²
	D	Euro 5	72.8	Energy dCi 110	3.5	90	eco ²	Euro 5	Energy dCi 110	3.4	88	eco ²
Fluence	G	Euro 5	74.0	1.6 16v 110	6.8	155	-	Euro 5	2.0 140	6.4	149	-
	D	Euro 5	69.5	dCi 110 EDC	4.40	114,0	eco ²	Euro 5	dCi 110	4.4	114.0	eco ²
	EV	Euro 5	69.0	5AM	0.0	0,0	-	Euro 5	5AM	0.0	0,0	-
Scénic	G	Euro 5	70.8	Energy TCe 115	5.9	135	-	Euro 5	Energy TCe 115	5.9	135	-
	D	Euro 5	71.0	Energy dCi 110	4.1	105	eco ²	Euro 5	Energy dCi 110	4.1	105	eco ²
	GPL	Euro 5	73.5	1.6 16v	10.1	162	-	Euro 5	1.6 16v	10.1	162	-
Laguna III	G	Euro 5	71.0	2.0 16v	7.5	173	-	Euro 5	2.0 16v	7.5	173	-
	D	Euro 5	72.3	dCi 110	4.2	109	eco ²	Euro 5	dCi 110	4.2	109	eco ²
	E85	Euro 5	71.0	2.0 16v	10.7	171	-	Euro 5	2.0 16v	10.7	171	-
Latitude	D	Euro 5	72.0	Energy dCi 150	5.0	129	-	Euro 5	Energy dCi 150	4.7	125	-
	E85	Euro 5	74.0	2.0 140	10.7	172	-	Euro 5	2.0 140	10.7	172	-
Koleos	G	Euro 5	74.0	2.5 16v	9.5	220	-	Euro 5	2.5 16v	9.3	214	-
	D	Euro 5	73.0	dCi 150	5.7	147	-	Euro 5	dCi 150	5.7	147	-
Espace IV	G	Euro 5	70.7	2.0 16v Turbo	8.5	198	-	Euro 5	2.0 16v Turbo	8.5	198	-
	D	Euro 5	71.7	dCi 150	5.0	150	-	Euro 5	dCi 150	5.0	150	-
Kangoo II	G	Euro 5	73.3	1.6 16v	7.7	180	-	Euro 5	Energy TCe 115	6.1	140	-
	D	Euro 5	72.2	dCi 90	4.6	119	eco ²	Euro 5	Energy dCi 90	4.3	112	eco ²
	E85	Euro 5	73.3	1.6 16v	10.6	170	-	Euro 5	1.6 16v	10.6	170	-
Trafic	D	Euro 5	72.8	dCi 115	7.3	190	-	Euro 5	dCi 115 BVR	6.5	171	-
Master	D	Euro 5	72.9	2.3 dCi	7.2	190	-	Euro 5	2.3 dCi	6.7	176	-

SOCIAL INDICATORS

THEMES	INDICATORS	SCOPE	DATA
EMPLOYMENT	Group workforce	Group	121,807 employees in 36 countries
	Workforce by region	Group	Europe = 54.6% (incl. France = 39.9%); Euromed-Africa = 25.6%; Americas = 9.9%; Asia-Pacific = 5.8%; Eurasia = 4.1%
	Workforce by gender	Group	Women = 17.6%; Men = 82.4%
	Workforce by age	Group	< 20 = 0.4%; between 20 and 29 = 17.8%; between 30 and 39 = 33.7%; between 40 and 49 = 25.9%; between 50 and 59 = 20.3%; > 60 = 1.9%
	New hires (fixed-term and permanent contracts)	Group	10,986 people
	New hires by region	Group	Europe = 31.5%; Euromed-Africa = 35.1%; Americas = 12.5%; Asia-Pacific = 6.5%; Eurasia = 14.4%
WORK ORGANIZATION	Remote employees	France	1,490 people
	Absenteeism rate	Group	2.91
	Absenteeism rate by region	Group	Europe = 3.40; Euromed-Africa = 2.14; Eurasia = 2.29; Asia-Pacific = 3.08; Americas = 2.48
TRAINING	Total training hours	10 main countries*	2,942,077 hours
	Jobs and skills management planning	France	4,030 employees have adhered to a measure contained in jobs and skills management planning since it was started in 2011
DIVERSITY	% of key positions held by women	16 countries**	19.3%
	% of key positions held by international profiles	16 countries**	26.2%
	% of disabled employees	Group	3.57%
	% of work/study contracts	Renault s.a.s.	5%
HEALTH AND SAFETY	Prevention of psycho-social risk and occupational stress	France	Stress observation unit set up in 1998. More than 90,000 tests had been carried out at end-2013
	Ergonomic rating of workstations in manufacturing	Group	70% adequate workstations; 26% workstations of limited difficulty; 4% difficult workstations
	Occupational health and safety management system certification	Group	98% of manufacturing, engineering and support sites certified
	Workplace accidents (F1)	Group	6.27% (no. of workplace accidents requiring external care per million hours worked)
	Workplace accidents with work days off (F2)	Group	3.35% (no. of workplace accidents with work days off per million hours worked)
	Work days lost due to workplace accidents (G)	Group	0.17
INDUSTRIAL RELATIONS	Occupational illness rate	Group	5.24 reported occupational illnesses per 1,000 employees
	Signature and follow-up of global framework agreement	Group	Signature of a global CSR framework agreement on July 2, 2013 and follow-up committee meeting held in November
	No. of major local agreements	Group	14 collective agreements, including 6 in France
EMPLOYEE ENGAGEMENT AND MANAGEMENT QUALITY	Engagement rate (company's ability to encourage employees to deliver their best)	Group	72% (= 2010 results)***
	Enablement rate (company's ability to create conditions allowing employees to do their job as well as possible)	Group	66% (= 2010 results)***
	Renault Management Way Index (management quality)	Group	68% (+1 point vs. 2010)***

* The 10 main countries account for 90% of the Group's workforce. ** 16 countries: Algeria, Argentina, Brazil, Chile, Colombia, , France, Hong Kong, Mexico, Morocco, Portugal, Romania, Russia, Spain, Turkey, UK, Venezuela. These countries account for more than 85% of the Group's white collar workers. *** Results of 2013 survey conducted among all employees by an independent organization .

BREAKDOWN OF SOCIAL INVESTMENTS (in €)

Theme	Europe incl. France	France	Americas	Asia-Pacific	Eurasia	Euromed-Africa	TOTAL
Total	8,229,680	6,889,845	2,642,323	466,844	172,562	968,874	12,480,283
Diversity	523,385	463,928	725,295	3,484	15,521	58,765	1,326,450
Education	3,489,964	3,342,404	693,670	21,445	0	389,341	4,594,420
Safety	2,370,030	1,782,733	263,001	158,624	10,311	419,652	3,221,618
Mobility	1,303,649	985,913	80,833	194,642	2,500	3,930	1,585,553
Other	542,653	314,868	879,525	88,649	144,230	97,186	1,752,243

BREAKDOWN OF SOCIAL INVESTMENTS (in number of actions)

Theme	No. of actions	Europe	Americas	Asia-Pacific	Eurasia	Euromed-Africa
Total	328	176	74	33	10	35
Diversity	66	43	12	3	3	5
Education	60	30	14	3	0	13
Safety	72	38	14	9	3	8
Mobility/ Environment	38	25	7	4	1	1
Other	92	40	27	14	3	8

RENAULT'S SUSTAINABILITY RATINGS IN 2013

SAM (SUSTAINABLE ASSET MANAGEMENT)

SAM is an independent asset management company founded in 1995 and based in Switzerland. It specializes in setting up investment strategies based on economic, environmental and social criteria,

analyzed in terms of long-term value creation. Results in 2013: Renault was not included in the Dow Jones Sustainability World index (DJSI World), despite the Group's outstanding performance,

particularly in the environmental field (83/100). Its global rating remains well above the average in the automotive sector.

	Renault's score	Lowest score DJSI World	Industry average ⁽²⁾
TOTAL SCORE⁽¹⁾	79	89	61
Economic dimension	78	86	65
Environmental dimension	83	88	59
Labor relations	74	89	58

(1) Score out of 100.
(2) Automotive industry.

OEKOM

Oekom, one of Germany's leading rating agencies, analyzes 750 large and mid-sized companies and more than 100 small enterprises within a geographical universe that spans the OECD, new EU member

states, Russia and leading Asian markets. The agency thus covers 80% of the MSCI World index, which measures stock market performance in developed countries.

Results in 2013: Renault scored a B rating overall, and the Group was again ranked first out of the 16 leading global automakers analyzed.

RATING SCALE A+ TO D-	Oekom rating	Ranking among carmakers
Social and cultural	B	1
Environment	B	1
TOTAL SCORE	B	1

In 2007 Oekom created the Global Challenges index, a listing of 50 companies around the world that make substantial efforts to address major planetary issues such as climate change, drinking water availability, deforestation, biodiversity, poverty, and global governance. Renault has been included in this index from the start. More information can be found on www.gcindex.com.

tional investors, European trade unions, and multinational corporations. Vigeo's unique model is aimed both at investors, with investor-solicited ratings of Euro STOXX 600 companies, and corporations, with corporate-solicited ratings. Results in February 2013: Renault is still rated by Vigeo.

FT Global 500 – the largest companies in the world by market capitalization. The CDP compiled the Climate Leadership index, composed of the 50 companies in the FT500 assessed as having the best practices in terms of information on climate change. Results in 2013: Renault was awarded a score of 96/100 and a B performance rating according to the A-to-D rating system introduced in 2010.

VIGEO

Vigeo is an independent rating agency founded in July 2002. The major shareholder, Caisse des Dépôts et Consignations, contributed the assets of Arese, which pioneered social and environmental rating in France. Vigeo is owned by some 50 shareholders, organized into three sub-groups: institu-

CARBON DISCLOSURE PROJECT

The Carbon Disclosure Project (CDP), founded in 2000, is mandated by a group of institutional investors to enhance understanding of the potential impacts of climate change on the value of the assets managed by its signatories. The CDP includes the

The questionnaire is available at www.cdproject.net

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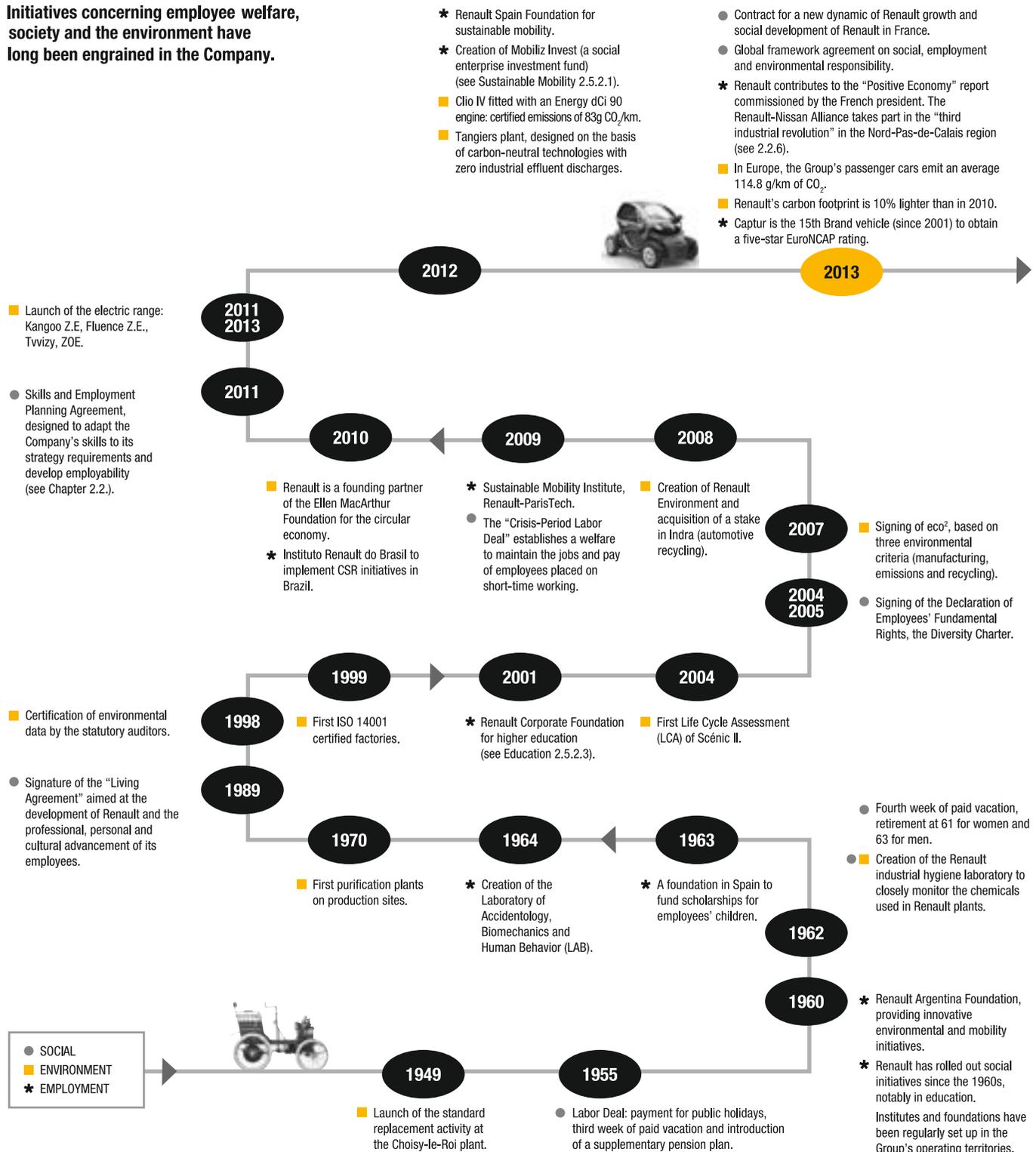
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FOR MORE INFORMATION, consult the Renault Registration Document:
www.renault.com/fr/finance/presentations-et-documents/pages/documents-et-presentations.aspx

Ahead of the implementation of Article L. 225-102-1 of the Grenelle 2 Act of April 24, 2012, the CSR information presented in this document has been checked since 2012 by the Statutory Auditors for accuracy and completeness.

CSR IS A DEEP-ROOTED TRADITION

Initiatives concerning employee welfare, society and the environment have long been engrained in the Company.



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