

## **BUILDING THE WORLD OF WORK TOGETHER**

### **AT RENAULT GROUP**

#### *“Global framework agreement on developing life at work”*

The XXIst century is marked by the unprecedented growth of the working world on the economic, technological, digital, social and societal fronts. These ongoing changes are particularly apparent in the automotive industry, which will continue to experience a complete transformation in the coming years.

To better prepare for and adapt to these changes, Renault Group is taking a decisive step by signing a new global framework agreement titled *“Building the world of work together at Renault Group”* with IndustriALL Global Union, the French trade union federations and the other trade union federations or unions represented within the Renault Group Works Council. The members of the Group Works Council are stakeholders in this agreement.

This new agreement, entitled *“Building the world of work together at Renault Group”*, will complement the Global Framework Agreement signed on 2 July 2013 *“Committing together for sustainable growth and development”*, which already contains two key prerequisites for employee development: *“Actions regarding health, safety and quality of life in the workplace”* and *“Promotion of diversity”*.

It describes a sustainable dynamic that goes beyond the issue of working conditions, enabling the mobilisation and development of current and future employees’ potential, being a real source of commitment for everyone.

It addresses numerous aspects of working life, in particular those that enable employees to combine performance and well-being.

This dynamic, which involves all employees of the Group, is based on five key drivers:

- *Dialogue on the evolution of the world of work*
- *Collaborative management system,*
- *Sustainable commitment to inclusion,*
- *Work-life balance,*
- *Adaptation of the working environment.*

This agreement provides a framework for social dialogue between management representatives and representative trade unions and/or employee representatives at both Group and local level. It provides the opportunity and encourages the seizing of initiative and, through the negotiation of local agreements, the search for pragmatic and relevant solutions to improve employees’ working lives.

It thereby confirms Renault Group’s ambition to make social responsibility an integral part of its sustainable development and competitiveness strategy.

## **1. DIALOGUE ON THE EVOLUTION OF THE WORLD OF WORK**

The automotive world is undergoing a process of significant transformation, core elements being digitalisation, connectivity, as well as autonomous and electrified vehicles. Building the world of work in these circumstances is a collective challenge. These significant technological changes are affecting the design, manufacturing and commercialisation of vehicles and related services. Certain trades could disappear, new ones could appear, and others may reappear.

In that respect, Renault Group confirms its corporate and social responsibility commitments, and in particular, the commitment to create the conditions ensuring that employees can identify and acquire the competences that are indispensable for the development of their automotive job and their employability.

The dynamic and anticipatory management of competences, that applies in all countries where the Group operates, and that is linked to dialogue between management representatives and representative trade unions and/or employee representatives on coming changes, is one of the major challenges to ensure that everybody is on top of his/her professional development.

Furthermore, Renault Group confirms its willingness to involve representative trade unions and/or employee representatives in preparing for these changes. In particular, changes significantly affecting employees' jobs could be subjects for such preliminary discussions or even information and consultation procedures with representative trade unions and/or employee representatives.

On top of these commitments, Renault Group wishes to accompany the transition by offering its employees further development of the way it is organised, supported by agile and collaborative management, learning teams, increased autonomy and more opportunity for seizing initiative.

## **2. A COLLABORATIVE MANAGEMENT SYSTEM**

All employees at Renault Group are confronted with numerous changes: the globalisation of communication and interaction, digitalisation, the emergence of social networks, new generations, changes in professional relationships, etc.

In this context, defining the framework and nature of relationships between players in the company is a key factor in the professional development of employees.

*\* Global framework agreement 2013*

## **2.1. MANAGERS, LEADING PLAYERS IN THE QUALITY OF PROFESSIONAL RELATIONS**

Managers play an essential role in reaching an internal balance and high quality working relationships within teams and throughout the company. Their function integrates performance monitoring, team coordination and driving skills development while respecting ethical standards.

The Renault Group management system provides all its employees with a shared framework for action: it notably promotes collaboration and empowerment, listening and mutual respect, straight talking as well as transparent and rapid decision-making.

It is based on the fundamentals of management:

- A strong knowledge of Renault Group's vision and strategy, enabling all decisions made at the team level to actively and meaningfully contribute to the implementation of this strategy,
- Defining each person's role in achieving the objectives, so that employees are aware of the value they create for the company as well as the personal development their work brings them,
- Identifying topics that can be delegated and related delegation levels to encourage autonomy and give teams more responsibility while allowing mistakes as a source of learning, especially with regard to the seizing of initiative,
- Developing working methods that promote reciprocal listening, sharing, agility, creativity, cooperation, etc.

This management system is rooted in the trust that the company places in each of its employees to drive the success and development of Renault Group and its employees, and in the uniqueness of each person. It makes the company more agile and more responsive, while boosting customer satisfaction and performance.

It draws on the ongoing development of core skills for both managers and employees, both in terms of professional and social competences. It relates in particular to group dynamics, information and communication management, problem-solving, decision-making, etc.

Safety, health and ergonomics are considered the key prerequisites in all areas ensuring that employees feel comfortable in their workspace and perform sustainably.

All of these elements are subject to discussion, at the local level, between management representatives, representative trade unions and/or employee representatives.

## **2.2. EACH EMPLOYEE HAS AN ACTIVE ROLE TO PLAY IN THE COMPANY'S SUCCESS AND THEIR PERSONAL CAREER PATH**

Each employee has a clear and precise vision of his/her role and responsibilities, based in particular on the definition of their function and the annual individual interview, both being subjects of a dialogue with their manager.

The annual individual interview, combined with regular feedback, allows for the definition of individual and collective objectives and for discussion of the employee's margin for autonomy to perform their mission as effectively and responsibly as possible.

These exchanges make it possible for employees to discuss their professional projects in detail and for managers to identify employment opportunities that correspond to the employee's existing skills and those to be developed.

In this way, the individual interview is an opportunity to build the acquisition of new skills and to schedule the corresponding training initiatives. This is particularly important in the rapidly-changing automotive industry where all possible actions in favour of development and adaptation must be undertaken in order to continue to promote employment.

## **2.3. ALL EMPLOYEES CONTRIBUTE TO THE AMBIANCE OF LIFE AT WORK**

Through their attitude and behaviour, each employee contributes to an ambiance of working life that is positive and respectful of everyone, particularly with regard to their relationships with managers, colleagues, employees in other sectors, suppliers, external partners, customers, etc.

Being able to freely express one's daily satisfactions and dissatisfactions as part of a team is both liberating and a tool for improvement.

Systematized team meetings are held at regular intervals to encourage dialogue and allow all employees to express themselves. These meetings allow managers and team members to discuss within a reasonable time frame the objectives to be reached as well as the balanced and fair distribution of the workload. They also allow for discussion of each person's ideas on improving processes and the conditions in which team members carry out their missions.

Surveys conducted with employees allow them to express their opinions on necessary conditions for success. These opportunities for listening, combined with regular dialogue with representative trade unions and/or employee representatives, facilitates the development of adequate action plans as tools of progress for our teams and for the company.

## **2.4. SEEKING SIMPLICITY AND EFFICIENCY**

Each person, in the course of their daily work life, aims to reduce the complexity of processes and related irritant situations in order to make them simpler and easier to integrate and to allow more

rapid execution. Team meetings notably provide opportunities for discussions on suggestions for improvement.

## **2.5. CELEBRATING AND SHARING SUCCESSES**

Employees' involvement and commitment, their talent and their capacity to innovate to support sustainable performance are sources of added value for the company.

Successes both individual and collective are regularly celebrated within teams. Professional awards programmes, both monetary and symbolic, are scheduled and organised locally and by the business lines.

These programmes allow highlighting individual and collective achievements, taking into account the local practices of the countries where Renault operates.

Renault Group also makes sure that major events in working life – such as a new employee joining a team, a move to another department, a retirement etc. – provide an opportunity for a personalised social event.

## **2.6. CULTIVATING FRIENDLY INTERACTION WITHIN TEAMS**

Conviviality is key in combining collective performance and professional well-being. Renault Group managers and employees organise local events that foster social cohesion while respecting cultural differences.

Yearly events allow employees and their families to better understand the world of the automotive industry.

Vehicle testing and borrowing services are offered locally to help employees familiarise themselves with the Group's products and service offers and be the best possible ambassadors.

## **3. A SUSTAINABLE COMMITMENT TO INCLUSION**

Renault Group is convinced that only concrete changes in practices will contribute to building a more positive, inclusive and responsible economy and society. By committing to inclusion, Renault Group promotes a socially responsible growth model that draws on diversity, social entrepreneurship and education.

Renault Group's policy of inclusion aims to create an environment of trust and mutual understanding, allowing each person in the company, regardless of age, physical condition, gender, sexual orientation, ethnicity, religion, political views, trade union involvement, national origin, social origin, etc. to feel safe and comfortable and to be themselves, so that they can develop their full individual potential in service of collective performance.

### **3.1. WELCOMING NEW ARRIVALS TO THE TEAM**

The way in which new arrivals are integrated within teams, whether through recruitment or internal mobility, must set exemplary standards in encouraging diversity and intergenerational collaboration.

Managers organise an integration programme in their establishment and/or their country of origin. In a spirit of solidarity and openness, team members facilitate the integration of new arrivals day by day, and help them to understand the Group's culture, values and working methods.

This integration programme also enables new arrivals to share their professional experience and to enrich the Group's practices with their new perspective.

### **3.2. SHARING AND TRANSFERRING KNOWLEDGE**

Renault Group encourages knowledge-sharing initiatives. It promotes the development of all types of tools and methods, as collaborative platforms, internal social networks, business line clubs, internal and external benchmarks, etc. to rely on communities of expertise or interests and encourage open-mindedness, a source of creativity.

It also promotes any initiative to help people from different sectors work together more effectively, to give them a clearer understanding of each other's objectives and constraints.

Lastly, it facilitates the transmission of knowledge and skills within teams and across the generations, day by day, and, more particularly, when new members join the team, or before an employee moves to another department or leaves the Group.

### **3.3. EXPRESSING INTERNAL AND EXTERNAL SOLIDARITY**

Programmes allowing employees to donate their days off to colleagues whose children or spouses are facing illness or a disability or are victims of a particularly serious accident are implemented on a local level, in consultation with representative trade unions and/or employee representatives and in compliance with local legislation. This consultation may result in local agreements between the management and representative trade unions and/or employee representatives.

Renault also supports initiatives that help everybody find their place in society and get involved in or with charitable organisations. This is how off-site action and solidarity programmes are defined and organised locally.

Local meetings are organised every year with representative trade unions and/or employee representatives to discuss the content of these programmes and the conditions under which employees may participate. These exchanges may also lead to local agreements.

More specifically, employees who wish to get involved have specific terms at their disposal, in compliance with local legislations, as the time dedicated to these activities may be considered as work time.

### **3.4. RESPECT FOR INDIVIDUALS**

Renault Group places the protection of individuals' fundamental rights among its core values by promoting respect for these rights, preventing their potential violation, helping individuals to resolve disputes, processing complaints, and disciplining and/or penalising all improper conduct in compliance with local legislation. In this way, it confirms the commitments already made on the signing of the global framework agreement, "*Committing together for sustainable growth and development\**".

Compliance with the protection of personal data is also a fundamental value within Renault Group.

The signatories disavow any form of violence at work, harassment in all its forms, in particular sexual or moral, or discrimination with regard to employees.

Renault Group commits to taking suitable actions as quickly as possible, in particular via the Ethics Committee and the Human Resources function, to prevent, stop and sanction any unacceptable conduct.

\*Global Framework Agreement 2013 - Chapter 1 - Universal standards - Respect for fundamental social rights

All employees of Renault Group have access to a professional alert system that guarantees the confidentiality and the protection of whistleblowers acting in good faith and selflessly.

On a day by day basis, both collectively and individually, managers and employees ensure that no incivility in the workplace, in either internal or external relations, contravenes the rules of benevolence and mutual respect.

Awareness-raising and training initiatives on these subjects are deployed throughout Renault Group.

## **4. WORK-LIFE BALANCE**

Today, digital transformation is having a major influence over social and professional practices. In particular, it means that information can be accessed any time, anywhere, thereby giving rise to new employee expectations in terms of work organisation.

Aware of these expectations, and in a spirit of mutual trust, while taking account of the company's operational requirements and customer satisfaction, Renault aims to offer its employees more tailored working options that give them more freedom to organise their activities, reduce daily

commuting, and take account of personal and family constraints. Thus, technological tools enable combined technical and social progress.

The possibilities made available to employees enable legal working hours to be respected and ensure a reasonable individual workload for everyone.

These arrangements may include trial periods, particularly in industrial sectors operating with more constraints in terms of organisation.

They are discussed through local-level consultation with representative trade unions and/or employee representatives. This consultation may result in local agreements.

#### **4.1. TAILORED WORKING ARRANGEMENTS**

Renault Group ensures tailored working hour arrangements for its employees, allowing them to have a better work/life balance.

Employees who so wish may agree, with the approval of their line manager, and in compliance with the locally-defined collective framework regarding working hours, to start or leave work on a different schedule and, in manufacturing areas, to be assigned to a single team.

Particular attention is given to employees with young children or who have dependent persons in their charge.

#### **4.2. OPTIMISING MEETING TIMES BETWEEN EMPLOYEES**

Meetings, whether team meetings or work meetings, are essential in order to encourage the sharing of ideas and create synergies between team members and between multifunctional and multicultural teams.

Also, so that everyone can take part, managers pay attention to their planning and positioning in the working day, especially when it comes to inter-site or inter-country meetings.

When their physical presence is not necessary or if it is impossible to attend due to geographical distance, Renault Group facilitate remote participation through video conferences and/or digital platforms so that everyone can express themselves and contribute.

#### **4.3. DIVERSIFYING WORK SPACES**

Depending on their activity, remote working mechanisms may allow employees to work partially and/or occasionally from home or from a Renault Group site or from any other place provided they respect the rules of confidentiality and business secrecy.

A guideline of IT resources and digital tools is issued in all countries that the company is based in.



Remote working can be organised in a range of formats: a regular remote working schedule, planned in advance; a fixed or variable number of days; or on a weekly, monthly or occasional basis.

The company also undertakes to implement plans in response to exceptional circumstances in order to guarantee business continuity and employees' protection.

These remote working plans may be subject to consultation at the local level with representative trade unions and/or employee representatives. This consultation may result in local agreements.

#### **4.4. REMOTE WORKING AND TEAM SPIRIT**

In their local coordination of remote working, managers undertake to maintain the teamwork dynamic; in particular, they anticipate and specify the working slots when physical presence in the workplace is preferable (team meetings for example).

In an international setting and operating across all time zones, Renault Group allows its employees to choose whether or not to connect outside of their usual working schedule and during their leave, but their connections must be limited to the applicable time periods for carrying out their professional duties. During these same periods, they are not required to respond to any emails or phone calls they receive and should do their best to limit their own messages and calls to emergency situations, these being exclusively related to the security of employees and/or customers.

Managers and employees make sure that they set an example: they remain vigilant and alert in the event that working hours are clearly exceeded and/or in the case of non-compliance of resting periods.

These rules related to the use of communication means may be subject to consultation at the local level with representative trade unions and/or employee representatives. This consultation may result in local agreements.

#### **4.5. SIMPLIFYING DAILY LIFE AT WORK**

Renault Group promotes the development of systems that contribute to improving work-life balance. These mechanisms can also be coordinated with representative trade unions and/or employee representatives at the local level and result in local agreements.

In this way, they can define priority actions by taking into account employee expectations and local legislation (e.g. transport, childcare, breastfeeding rooms, medical tele-consulting, sports space, relaxation rooms, range of services such as company concierge services).

Finally, Renault Group pays particular attention to the effects of professional mobility on the family sphere. In the event of significant periods of time away from home, it aims to assign the spouse, if he/she is an employee within the Group, to the same site. 5.

## **5. TRANSFORMATION OF THE WORKING ENVIRONMENT**

The world of work is changing, and work spaces are evolving to better adapt to these changes and meet the various needs of employees. Regardless of the considerable progress brought about by technology, the Group's sustainable growth will continue to draw on the talent of its employees and their capacity to create collective intelligence. With this in mind, the adapted layout of work spaces is a key element in the development of our working methods.

### **5.1. THE COLLABORATIVE ECOSYSTEM AT THE HEART OF THE NEW WORKING SPACES**

The new working spaces reflect the specific needs of employees and their respective activities. In particular, they take the needs of people with disabilities into consideration. Thus, Renault Group makes sure, as the development of new premises or the redevelopment of older premises progresses, to involve the function experts concerned, as well as employees, representative trade unions and/or employee representatives, in the preliminary reflection process.

New working spaces facilitate both group and individual work and include – as far as possible – concentration and relaxation areas.

Compliance with rules on establishments allows employees to identify with the corporate culture.

Particular attention is paid to ergonomics, colours, light, acoustics, ventilation and thermal regulation, especially in industrial-type environments.

### **5.2. HEALTHY EATING AT WORK**

Renault Group takes into account its employees' nutritional concerns and aims to offer alternative dining options around its work spaces, such as food courts, cafeterias and areas dedicated to teams, particularly in industrial facilities, and/or automatic food distributors and take-away options.

These dining options are defined by taking into account employee expectations and local constraints. They may also include delivery options via specialised providers, in coordination with the teams in charge of sites.

Special attention is paid to the quality of the food offered (fruit and vegetables, local products, local cuisine), and to the diversity and rotation of menus, notably including organic and allergen-free ingredients.

Representative trade unions and/or employee representatives may be locally involved in the development of healthcare and nutrition plans.

Employees can access dining areas outside of mealtimes, in accordance with site hours and team scheduling; this enables them to have more informal work and discussion spaces.

### **5.3. DIGITAL TECHNOLOGIES FOR THE BENEFIT OF EMPLOYEES**

The expanding role of digital technologies is transforming and will continue to transform the world of work. In this context, the way in which employees adapt to new digital environments is crucial. While artificial intelligence represents an increasingly important segment in our processes, it is clear that humans must be in control. Preserving this humanity in a world going through digitalisation is an important challenge for us.

Renault Group provides its employees various digital tools that allow them, day by day, to overcome spatial constraints and to access the company systems that they need, from anywhere and on any type of terminal, including their own work station. With this in mind, depending on their activity, employees may use a laptop computer or a tablet and all mobile employees may use a smartphone.

In industrial sectors, intelligent automation and the connectivity of software, data and equipment is gradually mapping out the plant of the future. This new digital landscape notably allows to streamline real-time access to information and to facilitate decision-making. It also allows employees to access social information that concerns them, including from their smartphone if they so wish.

## **6. TERMS FOR THE IMPLEMENTATION AND FOLLOW-UP OF THE AGREEMENT**

The signatories agree to support and contribute to the implementation of the global framework agreement “*Building tomorrow’s world of work together*”, in line with their respective responsibilities and under the best possible operating conditions.

### **6.1. PROMOTING THE AGREEMENT**

This agreement has been translated into the languages of the various countries in which the Group operates and is made available to all employees. It is available on the Group intranet site.

Information and discussion sessions regarding its implementation, which local members of the Works Council may take part in, will be organised at the country level, with the Human Resources Directors who are in charge of overseeing the application of this agreement in their respective countries and institutions. Specific awareness raising and training initiatives on the topics mentioned in the agreement will be deployed.

## **6.2. CONTRIBUTING TO IMPLEMENTATION AT THE LOCAL LEVEL**

At the local level, dialogue between management representatives, the members of the Renault Group Works Council, representative trade unions and/or employee representatives makes it possible to exchange on priority action plans and the means of their implementation.

This dialogue sets the conditions for the negotiation of specific local agreements.

Follow-up meetings of both global framework agreements are organised locally with local function experts members of the Renault Group Works Council, representative trade unions and/or employee representatives.

Specific awareness and training initiatives on the topics mentioned in the agreement will be used.

Where necessary, experimental phases will be organised.

## **6.3. FOLLOWING UP ON IMPLEMENTATION AT THE GROUP LEVEL**

Exchange workshops, jointly prepared with the select committee of the Group Works Council, facilitating the adoption of the themes developed in this agreement, may be organised at the plenary session following the signing of said agreement.

In the months following the signature of this agreement, indicators will be defined with the signatories; these may include and/or complement the implementation indicators used for the global framework agreement of 2013. Particular attention will be given to the articles that may apply to employees of exterior companies working on a Group site.

A follow-up meeting to review the progress of the global framework agreement of 2013 will be held each year, at the plenary session, with the members of the Renault Group Works Council and the IndustriALL Global Union representative.

These meetings will focus on establishing best practices to promote the large-scale deployment of local initiatives.

Finally, the annual activity programme of the select committee of the Groups Works Council will include trips to the site, fully dedicated to the implementation of this agreement. Depending on the circumstances, all or part of the restricted Works Council, as well as certain full members of the Renault Group Works Council, may take part.

## **6.4. MAINTAINING THE MOMENTUM OF PROGRESS**

The signatories undertake to inform one another as soon as possible in the event of a difference of opinion as to the interpretation of or non-compliance with this agreement, in order to seek together an efficient and constructive solution in the interest of all parties, within a reasonable time frame.

Local issues notified to the signatories shall firstly be handled within the context of local social dialogue. Renault undertakes to provide the right conditions for this kind of dialogue. If necessary, a solution may be sought at country, region, then Renault Group level.

These discussions will be carried out based on the *memorandum* concluded in January 2018 in order to deal with potential difficulties and before any external communication by the signatories and the parties concerned by the dispute.

## **7. FINAL PROVISIONS**

This agreement is subject to French law. In the event of any discrepancy between the various translated versions, the French version is binding.

It takes effect as of the day of its signature for an unspecified duration, and is applicable to all employees within the Renault Group, i.e. to any company in which Renault s.a.s holds, directly and indirectly, over half of the share capital.

It provides a binding legal basis for future local agreements, which must comply with the principles and commitments laid out in this agreement.

When a new company enters into the scope described here above, the signatories shall together examine the action plan to be implemented and ensure its adhesion to the agreement.

When a company no longer meets the criteria defined above, the agreement ceases to apply at the end of the current accounting period.

In Boulogne-Billancourt, on 09 July 2019

On behalf of Renault Group,

Mr Thierry BOLLORE, Chief Executive Officer of Groupe Renault

On behalf of IndustriALL Global Union,  
Mr Valter SANCHES, General Secretary

On behalf of the French trade union federations  
Mr Didier AMBROISE, appointed by the Fédération FO de la Métallurgie,

Mr Patrick GAGLIO, appointed by the Fédération de la Métallurgie CFE-CGC,

Mr Jean-Michel TISSEYRE, appointed by the Fédération Générale des Mines et de la  
Métallurgie -CFDT,

On behalf of the Fédération des Travailleurs de la Métallurgie - CGT, Mr Fabien GACHE,

On behalf of other trade union federations or trade unions represented within the Works Council  
Mr Esteban CHAMORRO-ROJO, appointed by the Confederacion Sindical de Comisiones  
Obreras,

Mr Gaëtan de HEMPTINNE, appointed by the Centrale Nationale des Employés - CNE,

On behalf of the Fédération AUB Die Unabhängigen e.V. Mrs Heike KUEMPEL, appointed by the Fédération AUB Die Unabhängigen e.V. - AUB,

Mr Nicolas PAVELESCU, appointed by the Fédération Syndicale IndustriALL BNS,

Mr Slavko PUNGERSIC, appointed by the Zveza delavskih sindikatov Slovenije – Solidarnost,

Mr Javier VAZQUEZ-GARCIA, appointed by the Fédération de l'Industrie, de la construction et de l'agriculture de l'Union Générale des Travailleurs (UGT FICA),

On behalf of Renault Group Works Council,

Mr Eric VIDAL, Secretary of the Renault Group Works Council