

BUILDING THE WORLD OF WORK TOGETHER

AT RENAULT GROUP

*Addendum to the global framework agreement on developing life at work of 9 July 2019,
setting out the conditions for remote working by Renault Group employees*

On 9 July 2019, the Renault Group, IndustriALL Global Union, the French trade union federations and the other trade union federations or unions represented on the Renault Group Works Council signed a new global framework agreement “*Building the world of work together at Renault Group*”.

That agreement, to which the Renault Group Works Council is party, reviews the changes already initiated in the world of work within the Group from the perspective of five themes:

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

Six months after the signing of that agreement, from the start of 2020, the Covid-19 crisis impacted the world of work in general and the Renault Group in particular, the initial consequences being a general lockdown and the need to very rapidly adapt the working conditions of all its employees. This adaptation was strongly influenced by business line requirements, as well as by local legislation, ranging from the widespread use of remote working for functions which could, to short-time working measures for functions unable to continue their activities on site or work remotely.

Faced with the continuation of the health crisis and the high level of interest in remote working, shared by the Renault Group and its employees, the signatories of the agreement of 9 July 2019 decided, by means of this addendum, to reinforce the principles and values previously set out in the agreement of 9 July 2019 and to specify the conditions under which remote working can be carried out within the Renault Group:

1. Establishing the conditions for success,
2. Jointly developing remote working for teams,
3. Organising new ways of working,
4. Ensuring professional equity,
5. Making local social dialogue a fundamental lever.

1. ESTABLISHING THE CONDITIONS FOR SUCCESS

The world of work now faces a new challenge: to successfully transition from full-time on-site working to a new era, combining on-site working and remote working.

It is therefore essential that management representatives and unions and/or employee representatives can agree locally on the conditions for implementing this transition.

1.1. MAKING REMOTE WORKING AVAILABLE TO AS MANY PEOPLE AS POSSIBLE

All activities of Renault Group employees using information and communication technologies can be carried out remotely, whatever the business line.

If activities cannot be carried out remotely, they will be identified based on objective criteria.

The list of activities that cannot be carried out remotely will be updated annually, where necessary, and notified to employees of the establishments concerned.

Local employment conditions will be specified according to local legislation.

1.2. VOLUNTEERING TO WORK REMOTELY

Managers must discuss willingness to work remotely with each member of their team, that decision being purely voluntary.

1.3. CHOOSING A LOCATION FOR REMOTE WORKING

Remote working may be carried out from the employee's usual home or from any other location at the employee's convenience, including from collaborative work spaces outside the company, subject to compliance with confidentiality and business secrecy rules, preferably located in the country of the entity to which the employee is assigned.

Employees who wish to work remotely from another country may do so, after discussion with their line manager, under the conditions and for a period defined in advance. For periods longer than a month, human resources departments must be informed to check the feasibility of the proposal, particularly in respect of tax and social security protection rules.

The conditions applicable to cross-border employees remain unchanged: they will also be able to work remotely without changing the employment conditions already agreed.

Employees must first ensure that they can enjoy optimum conditions for remote working, particularly good quality network reception in the location(s) they have chosen to work. However, employees cannot be held responsible for any occasional network outages.

1.4. HAVING SUFFICIENT RESOURCES

The Renault Group shall ensure that all employees registered for remote working have equipment allowing them to perform their tasks as if they were working on-site.

Depending on local requirements and legislation, members of management and employee representatives will agree on the payment of an allowance to enable employees to purchase equipment and/or supplementary equipment and/or to cover additional expenses.

Particular attention shall also be paid to ensuring that employees can perform their assignments without technical difficulties (remote communication, access to online documents and business applications, etc.).

Employees shall be regularly notified of training actions to improve their use of the tools available.

1.5. ABILITY TO ADJUST WORKING HOURS

As already provided for in the 2019 global framework agreement, employees working remotely can adjust their working hours in the event of a specific situation (sharing of the workspace with family members, support for children and/or elderly and/or vulnerable members of their family), in agreement with their line manager and providing it does not harm team life.

These adjustments to working time shall be shared between team members, particularly to ensure that each member's hours of availability are respected.

1.6. WORK-LIFE BALANCE

When employees work remotely, and particularly from home, the line between professional and private life can become very fine.

The remote working options made available to employees must continue to ensure respect for working hours and a reasonable individual workload for everyone.

Managers, team members and all employees generally have a shared responsibility to ensure that they and others respect working and rest times.

Managers and employees have the option to take additional training to detect any early warning signs of hyperconnectivity.

Employees are invited to share their concerns with their managers if they feel isolated, overworked and/or that there is a risk to their health and/or mental well-being. In compliance with local legislation, employees will inform their line managers of hours worked in addition to their usual working time.

In liaison with managers, health teams will continue to safeguard employees' health and safety, particularly through occupational risk information and prevention campaigns and by specifically addressing how remote working is carried out during employees' interviews with health teams.

Finally, the Renault Group and the signatories to the agreement of 9 July 2019 confirm their commitment in terms of connection times: they particularly reaffirm each employee's right to choose whether or not to connect outside of their usual working times and during their leave, their connections being limited to use within the applicable time periods for carrying out their professional duties. During those 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 exceptional emergencies, relating exclusively to the security of employees and/or customers.

1.7. ADAPTING TO REMOTE WORKING

The Renault Group shall ensure that each employee can carry out their work remotely under the best possible conditions, particularly by helping them to adapt to the individual and collective organisational changes resulting from this new way of working:

- Provision of one or more good practice guides (for example, adapting your physical space, adopting the right posture, organising your working hours, break times, physical activity, maintaining a healthy diet, etc.) in liaison with the medical and HSE teams,
- For managers, organisation of specific training: for example, managing with confidence, defining priorities, delegating, giving responsibility and autonomy, monitoring targets remotely, identifying stressful situations and their consequences, etc. Collaborative workshops between managers may also be organised in order to discuss managerial practices,
- For employees, organisation of targeted training: for example, adapting management of their time, ensuring work-life balance, organising their workstation, mastering the right tools, maintaining physical fitness, etc.
- For employees not working remotely but who need to continue working with others working remotely, access shall be facilitated to training in the use of digital and collaborative tools.

Experimental phases may be defined, with phases of intermediate assessments shared between management representatives and unions and/or employee representatives.

These interim assessments may be based particularly on occasional employee surveys to better identify their needs and difficulties encountered.

Furthermore, the Renault Group shall ensure that each employee can easily access help tools to successfully adapt to remote working and is aware of the resources (people and/or departments) that they can contact in the event of technical or other difficulties.

1.8. FACILITATING WORK WITH SUPPLIERS AND SUBCONTRACTORS

The Renault Group Purchasing Department will inform the Group's suppliers and subcontractors of the contents of this addendum via their dedicated website.

Teams in direct contact with suppliers and subcontractors will discuss their new working conditions and the best ways to harmonise those new conditions with ongoing orders and services.

2. JOINTLY DEVELOPING REMOTE WORKING FOR TEAMS

One of the major challenges when teams work remotely is being able to maintain the bond and cohesion between team members, as well as the necessary level of collaboration with other teams.

Defining the framework and nature of relationships between the company's employees is a more important than ever as a key factor in successfully managing with confidence, reconciling performance, remote working, professional fulfilment and quality of workplace life.

The role of managers is therefore especially important: they shall particularly be responsible for discussing and defining adaptation of work within their team with the team members, specifically:

- The distribution of individual and collective responsibilities, specifying responsibilities and associated levels of autonomy,
- The organisation of individual and collective working time.
In order to avoid the effects of isolation, employees will be given the opportunity to work in pairs or in a team whenever possible and/or considered necessary.
- The organisation of regular team meetings, on-site and/or remotely, according to the work schedule.
- The holding of regular individual updates with each member of the team, on-site and/or remotely, particularly to review the achievement of targets, the difficulties encountered and necessary adjustments to be made to the organisation of work,
- Methods for sharing information within the team,
- Necessary training and/or personal monitoring actions to improve use of remote collaboration or communication tools,
- Maintaining a social bond, particularly by ensuring that there are opportunities to meet, whether on-site and/or remotely.

3. ORGANISING NEW WAYS OF WORKING

The signatory parties note that the widespread adoption of remote working within the Renault Group will have a significant impact on the organisation of its employees' working life.

In order to facilitate better professional and personal time management and maintain a structured work environment in order to facilitate its employees' work-life balance, they agree:

- A minimum level of assignment to remote working, estimated at two days a week, a minimum threshold to optimise the organisation of teams and encourage a reduction in tertiary costs;
- A minimum rate of return to on-site work, estimated at around 20% of monthly working time, a minimum threshold to maintain a bond with other team members as well as with the company.

4. ENSURING PROFESSIONAL EQUITY

As remote working has become more widespread and a normal way of working, the signatories to the agreement wanted to specify the conditions for making this new working method an inclusive organisational choice.

4.1. REVERSIBILITY

Since not all employees benefit from ideal conditions for working remotely, the adoption of remote working is on a voluntary basis.

Employees who encounter difficulties working remotely, following an experimental period, may return to work on-site.

Depending on the team's work schedule, managers and team members may also agree to modify on-site working times and remote working times for a specific period.

Management representatives and unions and/or employee representatives locally shall agree, as necessary, on the minimum period of assignment to remote working, as well as the notice periods to be given before being able to join and/or withdraw from the remote working system.

However, in the event of exceptional circumstances, employees working remotely may not be required to return to their site to carry out their usual activities.

4.2. EMPLOYEES IN INDUSTRIAL SECTORS

Employees in industrial sectors able to benefit from remote working shall do so under the same conditions as other employees in the same establishment.

Given the acceleration of digital transformation in industrial sectors, the list of industrial roles that can be carried out remotely, either entirely or partially, shall be updated annually and notified to employees of the sites concerned.

In accordance with the agreement of July 2019, employees in industrial sectors unable to work remotely may have their working hours adapted, particularly by being assigned to a single team, provided their request is made for personal reasons (family support, personal assistance, etc.).

Kaizen projects are favoured to improve on-site working conditions, revise teams' organisation and reduce the demanding nature of certain tasks.

4.3. SPECIAL ATTENTION TO NEW ARRIVALS

The way in which new arrivals to a team are supported is more essential than ever when the majority of the team's work is carried out remotely.

Managers will allow time to introduce the new team member to his/her colleagues in order to establish initial contact, in person and/or remotely and will ensure that face-to-face discussion time with each

member of the team is arranged whenever possible, to enable them to get to know one another and ensure that the new arrival feels like a member of the team as quickly as possible.

4.4. IDENTICAL RESOURCES FOR EVERYONE

The Renault Group strives to ensure that employees have equal treatment in terms of the provision of technical resources, particularly during exceptional periods when remote working may be compulsory.

Particular attention shall be paid to maintaining ergonomic workstations, to ensure that both on-site and remote working is carried out under suitable ergonomic conditions, especially in respect of employees with disabilities.

4.5. PROFESSIONAL DEVELOPMENT

Whether they work remotely and/or on-site, employees enjoy the same individual rights as all Renault Group employees, particularly in terms of training, skills development, career options, regular meetings with their managers and changes to salary.

4.6. ACCESS TO CORPORATE INFORMATION

The Renault Group shall ensure that each employee working remotely continues to have access to information concerning employee benefits, cultural and sporting activities to which they usually have access.

4.7. ACCESS TO TRADE UNION INFORMATION

Management representatives and unions and/or employee representatives locally shall agree on the conditions under which, as remote working becomes widespread, those trade unions and/or employee representatives can continue to have discussions with employees in accordance with personal data protection rules and local legislation.

The memoranda of understanding for the organisation of company elections will specify the procedure for remote campaigning applicable to all candidate organisations.

4.8. RESPECT FOR PRIVACY

The Renault Group is committed to respecting its employees' rights to the protection of privacy and, more specifically, their image rights as well as their rights of access, rectification and opposition in the event of any recording.

The Renault Group therefore recognises that its employees have the right not to always use their computer's camera (webcam) when participating in remote meetings and to be informed in advance of the purpose of any recordings made during remote meetings.

Ensuring compliance with these principles and respect for business secrecy is a collective challenge and responsibility.

4.9. RESPECT FOR INDIVIDUALS

In line with the 2013 and 2019 global framework agreements and the Group's ethical charter, the Renault Group continues to place the protection of individuals' fundamental social rights at the forefront of its values.

More specifically, the signatory parties disavow any form of violence at work, harassment or discrimination against its employees (ILO Convention no. 190).

Any employee who notices inappropriate actions and behaviour in relation to remote working situations, and particularly violence, harassment or discrimination at work, may therefore use the whistleblowing system, in complete confidentiality and with protection, as already specified in the 2019 framework agreement.

5. MAKE LOCAL SOCIAL DIALOGUE A FUNDAMENTAL LEVER

5.1. DRAWING LESSONS FROM WIDESPREAD USE OF REMOTE WORKING

It is essential that management representatives and unions and/or employee representatives locally can draw lessons from the massive take-up of remote working during the Covid-19 health crisis, by closely examining:

- The organisation of work, in terms of work space and time,
- Changes in the practices adopted by some business lines,
- Operating methods within teams,
- Feedback from managers and employees,
- Work/life balance,
- Changing working conditions.

5.2. CONCLUDING LOCAL AGREEMENTS

These preliminary discussions will lead to local negotiation of specific agreements governing widespread use of remote working and offering the employees in question the necessary conditions for combining performance and quality of workplace life.

Surveys may be conducted among all employees concerned in order to obtain their opinions of their own remote working experiences, understand their expectations and identify any constraints associated with this organisation of work. These surveys may be conducted either before the start of negotiations, following an experimentation period or at the time of implementation.

Countries without any employee representation, via unions or otherwise, may agree charters and/or rules to set out the terms of remote working.

5.3. LOCALLY MONITORING IMPLEMENTATION OF THE ADDENDUM

Local committees to monitor implementation of the 2019 global framework agreement and/or local agreements will include management representatives, local experts, particularly health experts, the signatories of local agreements and local members of the Renault Group Works Council.

They allow monitoring, at least once a year, of the progress of take-up of remote working, difficulties encountered and the various actions undertaken and/or planned to maintain continual progress.

5.4. GLOBALLY MONITORING IMPLEMENTATION OF THE ADDENDUM

An annual assessment shall be discussed with the signatories to this addendum. More specifically, discussions on this topic are planned during the annual plenary session of the Renault Group Works Council.

6. TERMS FOR IMPLEMENTATION AND FOLLOW-UP OF THE ADDENDUM

This addendum is an extension of the agreement concluded on 9 July 2019.

It will be translated into the various languages of the countries in which the Group operates and notified to employees via the usual information channels at a global and local level.

It is subject to the same final provisions as the global framework agreement of 9 July 2019.

Signed in Boulogne-Billancourt, on XXX 202X

On behalf of the Renault Group,

Mr Luca de Meo, Chief Executive Officer of the Renault Group

On behalf of IndustriALL Global Union,

Mr Valter Sanches, General Secretary

On behalf of the French trade union federations

Ms Rih, appointed by the Fédération FO de la Métallurgie,

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

Mr Tisseyre, appointed by the Fédération Générale des Mines et de la Métallurgie - CFDT,

Mr Touboul, appointed by the Fédération des Travailleurs de la Métallurgie - CGT

On behalf of other trade union federations or trade unions represented within the Works Council

Mr Garcia-Delgado, appointed by the Confederacion Sindical de Comisiones Obreras - CC OO

XXX, appointed by the Centrale Nationale des Employés - CNE

On behalf of the Fédération AUB Die Unabhängigen e.V. - AUB, Ms KUEMPEL

Mr XXX, appointed by the Fédération Syndicale IndustriALL BNS

Mr Perse, appointed by the Zveza delavskih sindikatov Slovenije – Solidarnost

Mr 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 the Renault Group Works Council,

Mr Eric Vidal, Secretary of the Renault Group Works Council