

SOCIAL PERFORMANCE

PLAYING A MAJOR ROLE IN SOCIAL INITIATIVES

RENAULT AND SCIENCES PO WORK TO PROMOTE DIVERSITY

On May 29, 2008, Renault and the Ecole des Sciences Politiques Paris, a leading educational institution, signed an agreement that will see Renault support Sciences Po's commitment to promoting diversity. The goal is to draw more high-quality candidates from population groups whose talents are often undervalued. Renault will donate €150,000 per year over three years to this project, and will be represented on the jury of the *Conventions Education Prioritaire* (CEP), a separate Sciences Po admissions system for young people from disadvantaged areas. A number of senior Renault managers will also take part in conferences to share their own experiences of diversity.

In 2004, Renault signed the Declaration of Employees' Fundamental Rights and the Diversity Charter. As part of these commitments, Renault has taken numerous measures in favor of the recruitment, career development and equal treatment of all members of society.

In 2008, Renault appointed a Diversity Leader to head up a global, companywide multidisciplinary project team. A host of initiatives have been carried out to make managers more diversity-conscious. And a Diversity Day was held in May 2008, when 100 or so employees at facilities around the world gave suggestions on ways to promote diversity in the company. Renault is determined to make sure that the whole business benefits from the cultural wealth and wide-ranging experiences that exist within the company.

WOMEN'S FORUM 2008

As part of its partnership with the Women's Forum, Renault continued the work it carried out in 2007 in connection with the Women for Education Award. Organized in conjunction with the Elle Foundation and the *Aide et Action* Association, this award provides financial support for women-led initiatives to expand women's

access to new information technologies. Basha Trust, an Indian association, was picked as the 2008 winner out of a shortlist of eight projects. Created in 1996, this NGO works in the western and northern states of Gujarat and Himachal Pradesh. It builds awareness on hygiene issues and provides vocational training to women in rural areas.

SAFETY FOR ALL PROGRAM IN ITS EIGHTH YEAR

Since it was first launched in 2000, the Safety for All program has been introduced in 20 countries, reaching out to more than 10 million children, teenagers and young drivers.

In 2008, over 1.2 million children aged between 7 and 11 learned about safety issues through education packs provided to teachers in primary schools in different countries around the world. Schoolchildren in eight countries – Bulgaria, France, Mexico, Poland, Portugal, Russia, Switzerland and Turkey – took part in a drawing competition, submitting almost 6,000 drawings illustrating the chosen theme of "Road Safety is Our Business". Prizes were handed out to the two hundred winners in June 2008.



More than 10 million young people have taken part in the Safety for All program



Ellen MacArthur presents prizes at the family eco-driving challenge organized by Renault on October 4, 2008 in Paris

ECO-DRIVING

In 2008 Renault organized the first Eco-Driving Day on the occasion of the Paris Motor Show. The event was designed to raise public awareness about ways to curb fuel consumption. By following a few simple driving rules, drivers can reduce their consumption by 20% on average. The company organized a family eco-driving competition in Paris, with the prizes being handed out by yachtswoman Ellen MacArthur, Renault's environmental partner.

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HUMAN RESOURCES

CONTRIBUTING TO THE SUSTAINABLE PERFORMANCE OF THE RENAULT GROUP

The Human Resource policy is devoted to fostering the motivation and expertise of Renault employees, key assets that are essential to the Group's sustainable performance. This policy is based on three fundamental objectives:

- developing personnel commitment by giving human resources greater local emphasis, developing high-quality management and rewarding employee performance and contributions to innovation;
- contributing to Group performance through skills planning and efforts to enhance our competitive edge;
- promoting an employee-relations strategy that promotes the cohesion and solidarity of Renault as a global, multicultural group.

COMMITTED EMPLOYEES CONTRIBUTE TO INNOVATION

For more than 20 years, Renault has encouraged employees to share their innovative ideas. This approach is part of the company's culture. By listening to employees' ideas, involving them in corporate strategy, and recognizing and rewarding their input, Renault seeks to promote a greater sense of employee commitment as well as contribute to the quality of the Group's management and performance.

The development of Practical Suggestions for Improvement at Renault is part of a comprehensive drive to foster new ideas through an organization and a corporate culture that recognizes and rewards employee initiatives. This year, Renault introduced this approach in Russia and Morocco and strengthened the system already in place in Romania.

In 2008, Renault reported a participation rate of 58% and 3.7 practical suggestions for improvement per person over the year, on a consolidated base of 87,000 employees. These suggestions delivered savings of €107 million, or an average of €1,252 per person.

In 2009, Renault will continue rolling out this employee initiative plan in its new subsidiaries, particularly Argentina.

CONTRIBUTING TO GROUP PERFORMANCE: HR ACTION PLAN

In 2008, the global economic downturn forced Renault to adjust production and employment to maintain its competitiveness, profitability and long-term development capability. The employment section of Renault's action plan is built around three principles:

- freezing recruitment in Europe;
- contributing to a 10% reduction in overheads, in particular through a voluntary departure program concentrated in Europe;
- constantly adapting production plants to the changing patterns of market demand.

After consultation with employee representative bodies, a voluntary departure plan was launched in the fourth quarter of 2008. Spanning virtually all Group entities in France and in Europe, the plan concerns overhead staff (i.e. employees not directly linked to production and white collar workers connected with in-plant manufacturing). Nevertheless, given the downturn in activity at the Sandouville plant, production personnel at this site may also opt for the voluntary departure plan.

Renault has set a target of 6,000 voluntary departures for this plan: 4,000 at Renault s.a.s, 900 at subsidiaries in France and 1,100 in the other countries making up the Europe Region.

At Renault s.a.s. and the industrial subsidiaries in France, this plan took the form of the Renault Voluntary Departure Project.

The aim is to provide individual support and financial assistance for employees wishing to leave the company in order to pursue a professional or personal project. Two types of assistance are available:

- support measures for people wishing to leave the company for a personal or professional project, or for voluntary retirement, redeployment leave or a return to the home country;
- measures helping personnel to reorganize work-time or take a long-term leave of absence, or encouraging relocation.

At Sandouville, measures have been enhanced to take account of the plant's specific situation. The plan is scheduled to run until April 2009.



Discussions at the in-house diversity day on May 28, 2008

PROMOTING SOCIAL STRATEGY: DIVERSITY

Renault is keen to take advantage of the cultural wealth and diverse experience of all components of the markets in which it operates. Diversity is a key driver of performance, motivation and commitment for employees. It enhances the attractiveness of the company as locally focused and socially responsible, and is a competitive advantage that helps the company to develop original solutions, tailored to the needs of customers worldwide.

This approach is part of Renault's long-standing commitment to promoting non-discrimination and equal opportunities. In 2004 it signed the Group's Declaration of Employees' Fundamental Rights and a Diversity Charter. Renault's 1999 Alliance with Nissan and the establishment of the Renault Foundation are two key examples of the Group's open approach to other cultures.

In 2008, Renault decided to coordinate the many measures already taken in this area. It appointed a Diversity Leader to the Group Human Resources division to run a dedicated structure and lead cross-sector projects worldwide.

The Group also held two consecutive one-day events on the topic of diversity, one with employees, the other with the scientific world. The events, which were placed under the patronage of Carlos Ghosn, sought to identify breakthrough initiatives. These initiatives are currently being addressed through eight cross-functional projects,

which are due to publish their findings in June 2009. The projects stand alongside the measures already taken by Renault in favor of the recruitment, career development and equal treatment of all members of society.

For many years, Renault has sought to promote the insertion of young people from disadvantaged backgrounds. In 2008 it signed an urban revival program, *Plan Espoir Banlieue*, and committed to taking on interns and young people on work experience and to hiring youngsters from deprived urban areas. The Group also seeks to promote equal opportunity in education, by participating in the opening of a special preparatory class at the prestigious *Lycée Henri IV* in Paris to help grant students prepare for the entry exams at the most selective business and engineering schools, and an agreement with Sciences Po to recruit people from disadvantaged backgrounds to executive jobs. Renault also aims to help school-goers from disadvantaged backgrounds discover the world of business. On October 22, 2008, Renault was awarded the Best Initiative Trophy in the Education category for "*Course en Cours*" at a special event organized by IMS Entreprendre to encourage corporate involvement in deprived urban areas.

Renault seeks to actively promote women within the company and in society. For example, Renault s.a.s. has signed an agreement to ensure gender equality in the workplace

and to promote a better balance between professional and family life. This agreement comprises a number of measures on gender equality: studies of female recruitment, cooperation with the education system to make the automotive industry more attractive to women, gender equality commissions on works committees, measures on maternity or parental leave (interview with management, training, access to information, guaranteed equal treatment during maternity leave). To make it easier to reconcile professional and family life, steps will also be taken to improve the financial and practical aspects of child care. In 2008, Renault partnered the Women's Forum for the third year running, financing the "Women for Education" prize awarded by the Elle Foundation at the Women's Forum. This year, Carlos Ghosn presented the prize to Surekka Devi from the association Basha Research and Publication Centre. The project aims to train 2,500 young women from underprivileged communities in Gujarat and Himachal Pradesh to use new technologies and thus develop their economic and social potential.

For more than a decade Renault has helped disabled people to find and keep jobs. It also operates a support policy for handicapped employees. The company agreement was renewed on May 24, 2006 for a period of three years. A Handicap unit is responsible for coordinating this agreement and making sure that it is applied Group-wide.

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KEY FIGURES FOR GROUP HUMAN RESOURCES AT 31/12/2008

| WORKFORCE | HOURS OF TRAINING | ACCIDENT RATE (F2 RATE) | SAVINGS DELIVERED BY PRACTICAL SUGGESTIONS FOR IMPROVEMENT (PSIS) | EMPLOYEES MANAGED BY THE INFORMATION SYSTEM | NUMBER OF INTERNATIONAL REPRESENTATIVES ON THE GROUP COMMITTEE |
|-----------|-------------------|-------------------------|---|---|--|
| 129,068 | 4.929 MILLION | 3.52 | €107 MILLION | 105,000 | 34 REPRESENTATIVES FROM 19 COUNTRIES |

To find out more about the policies, actions and results of the Renault group in the field of Human Resources, see the:

- 2008 registration document
- Renault corporate website www.renault.com Group /Sustainable Development



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