

DIVERSITY & INCLUSION

Charter

2022 Issue



FOREWORD

At Renault Group, it is our belief that a proactive policy of diversity representation, coupled with an ambitious inclusion strategy, creates a climate favourable to the development and fulfilment of all our employees. This is also the most effective way to diversify experience, knowledge and expertise and thus maximise value creation within our Group.

We are committed to foster a working environment which is inclusive of everyone, regardless of their background, gender, social or ethnic origin, age, religion, sexual orientation or gender identity, and despite any disability or health problem. An environment where everyone can develop and contribute in return to the prosperity and development of the company. We firmly believe that this inclusive culture is essential to the attractiveness and performance of the Group.

We firmly believe that a strong commitment on this matter at the highest level of the company is essential for its success. We also know that it is not enough, because an ambitious and concrete Diversity & Inclusion policy requires the commitment of all Renault Group employees.

Embracing diversity, promoting fairness and equal opportunities, standing up for non-discrimination and ensuring an inclusive working environment within the company or with its partners (service providers, suppliers, stakeholders) is everyone's business!

All of us must be ambassadors of Diversity & Inclusion to build a better future together.



Luca DE MEO

A handwritten signature in black ink, appearing to read 'Luca De Meo'.



Jean-Dominique SENARD

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01

Diversity & Inclusion

01 Diversity & Inclusion

▶ What is it about?

Diversity

Diversity refers to differences between people related to gender, ethnicity, age, education, work experience, social background, sexual orientation or gender identity, disability or health status.

Inclusion

Inclusion refers to creating the right environment for all employees to feel safe, respected and valued for who they are and for the values they bring to the company.

Beyond the policies and tools implemented to create an inclusive environment, it is vital that everyone feels responsible for complying with the principles of diversity and inclusion, in particular by not staying passive when faced with discriminatory situations or behaviour.

The principles of Renault Group's Diversity & Inclusion policy

1. We aim to guarantee respect for all and to ban all forms of discrimination in our daily work and at all stages of professional life: recruitment, training, remuneration, and career development, based on our Zero Discrimination policy.
2. We place skills and performance at the heart of our human resources policies, with the aim of integrating, developing and accompanying our employees in an equitable manner.

The pillars of our Diversity & Inclusion Policy

Our Diversity & Inclusion strategy and action plans are based on four pillars:



1. Ensure fair and respectful treatment
2. Provide an inclusive work environment
3. Foster inclusion and development
4. Increase the diversity representation

▶ Why a Diversity & Inclusion Charter?

Renault Group acknowledges diversity, is committed to fair treatment, equal opportunities and non-discrimination, and promotes inclusion through its HR policies and programmes.

Apart from Renault Group's commitment as a company, each individual must assume and play a full role in the successful implementation of the Group's Diversity & Inclusion policy. In our relations and actions within the company and with our partners (service providers, suppliers, stakeholders) each of us, as employees, must commit to applying the Renault Group's Diversity & Inclusion principles.

02

Combating Discrimination

02 Combating Discrimination

The first key principle of our Diversity & Inclusion policy is respect for all and non-discrimination.

Indeed, respect for people is a fundamental value of Renault Group. It ensures trust and quality of life at work. Renault Group is committed to preventing and avoiding any form of discrimination.

Beyond a company policy and the tools we have put in place to support it, the Zero Discrimination policy concerns every employee: whether we witness or are informed of discriminatory behaviour or situations, we must show solidarity with the victims and we must alert in the event of presumed discrimination.

▶ The Discrimination

Discrimination is the unfavourable treatment of a person or group of persons based on criteria unrelated to professional skills. Discrimination is sanctioned by Renault Group.

The criteria for discrimination may include: gender, age, racial, ethnic, national, social or cultural origin, sexual orientation or gender identity, disability or health problem, political or religious opinion, trade union activities, etc.

The discrimination may be expressed through comments, decisions or behaviour that offend against the dignity of individuals or constitute intimidation or severe pressure. Inciting to discrimination and instructing others to discriminate also constitutes discrimination.

The Renault Group's Zero Discrimination policy prohibits and strongly condemns discrimination in all its forms. This implies for each of us:

- not to discriminate under penalty of sanction;
- to warn of any known cases of discrimination.

▶ Prevention and Warning System

In order to eradicate all forms of discrimination, Renault Group has set up alert channels so that all employees can report situations that might violate the Zero Discrimination policy.

The HR and Communications functions, along with managers, must ensure that employees are aware of the existing channels for reporting discrimination. As for any other work-related alert, the investigation will be carried out by authorised professionals and in accordance with company rules and local legislation. Discrimination will only be considered as such, if the processing of the alert leads to this qualification.

The channels for alerting suspected cases of discrimination are mainly the management line, Human Resources, the "WhistleB" professional alert system, and the Zero Discrimination referrals on site.



When an employee is informed of or witnesses discriminatory comments or behaviour, he or she must inform his or her HRBP directly or use the reporting channel of his or her preference, providing information to enable an investigation to be carried out: dates, facts, persons concerned, witnesses and/or eventual evidence.

[WhistleB](#) is accessible from the Renault Group intranet site. It enables all employees and former employees of the Renault Group, as well as applicants, shareholders, external or occasional collaborators, and contractors, to submit reports **in complete confidentiality**.

03

Giving everyone an opportunity

03 Giving everyone an opportunity

▶ Equity in pay

The annual compensation review rules reflect the Group's commitment to offering fair salary adjustments based on objective criteria such as performance evaluation and market positioning.

Renault Group has been committed for several years to neutralizing the pay gap between men and women. Our goal is to eliminate the pay gap by 2025 in all the countries through the implementation of action plans during the annual compensation review campaigns. This means ensuring that employees receive the same level of remuneration for the same level of responsibility, experience and performance.

The pay gap is calculated on the basis of the average pay comparison between women and men at the same level of responsibility.

▶ Quality of life at work and work-life balance

Renault Group is committed to providing all its employees with an environment and working relationships conducive to the improvement of their quality of life at work, while addressing the work-life balance. Working environments are progressively becoming more flexible and, by improving the quality of life at work, strengthen the company's performance through adjustments to work organisation.

Renault Group's new hybrid work organisation, whenever the job in question allows, aims to get the best out of both on-site and remote working. It is based on the principles of flexibility in the organisation of the week between remote and on-site work, of empowerment and of autonomy.

▶ Development of employees

Renault Group offers a wide range of career and development opportunities so that each employee can grow and develop according to his or her desires and the evolution of the professions.

Each year, in the context of the Career and Development interview, each employee discusses with his or her manager about his or her career development aspirations and individual development plan. The HR function and managers also discuss career development and individual development paths in the HR People and Talent Review committees, to support employees in their development.

The Learning & Development teams adapt training courses to operational needs and are also committed to increasing accessibility to the training offer while developing new training practices. For example, the digitalisation of the training offer facilitates access to training, particularly for employees who are far from our training centres.

In addition, our offer includes specific diversity and inclusion training for all employees, available in an e-learning format.

03 Giving everyone an opportunity

▶ Diversity-friendly Recruitment

Since 2021, we have clearly stated our commitment to gender equality in all group recruitment, including for interns and apprentices.

All parties involved in recruitment, whether HR, Renault Group managers or service providers, are committed to fostering diversity and equal opportunities for all. Diversity and inclusion are promoted throughout the recruitment process, from the drafting of job offers to the selection of profiles, including interviews.

▶ Inclusive integration of newcomers

Our vision for diversity in the teams and our commitment to inclusion are promoted in our induction programmes for new employees.

Each new employee undertakes to acknowledge the Diversity & Inclusion Charter upon joining the company and to comply with its principles.

▶ Internal Mobility

At Renault Group, internal mobility is considered a key leverage for development through the diversity of experiences it offers to employees.

The principles of Diversity & Inclusion are key to the internal mobility policy: compliance with diversity, non-discrimination and equal opportunities. Any employee with an internal mobility project, and who has been in his or her position for at least two years, may apply for an internal job offer.

One of the conditions for successful internal mobility is the sharing and application of common rules by all parties involved in the internal recruitment process, managers and HR functions:

- respect for diversity: the aim is to ensure that the profiles and personalities within the teams complement each other;
- non-discrimination: in the drafting of internal job advertisements and the allocation of positions;
- equal opportunity: systematic publication of all job offers in the People@Renault Job Opportunities application, and priority given to internal candidates.

This policy makes employees more autonomous in their mobility and career development.

▶ Performance Assessment

The performance management policy also reflects the company's commitment to assess each employee objectively and fairly. The same steps in the performance cycle apply, on an annual basis, to each employee, from setting objectives to the final evaluation. Performance appraisal is done once a year for everyone.

Regular feedback is fostered throughout the year to ensure unbiased monitoring of performance. People Review HR committees also ensure fairness in the assessment.

04

Freeing the voice and evaluating our actions

04 Freeing the voice and evaluating our actions

▶ Freeing the voice

In addition to awareness of the various alert channels mentioned in Chapter 2, the aim is to ensure that everyone is well informed on two aspects:

- understanding what constitutes discriminatory behaviour, which can result from remarks or bad jokes and go as far as harassment and aggression;
- the harmful effects of discriminatory remarks or behaviour on the victims and on close colleagues.

In order to raise awareness of diversity and non-discrimination, a training package focusing on Diversity & Inclusion is offered in Learning@Alliance. It focuses on recognising diversity and identifying the cognitive biases we all have, consciously or unconsciously.

Our system for liberating the voice is completed by a network of Zero Discrimination referrals on each of the group's sites. Each site has its own referral, whose main mission is to encourage the voicing of victims and witnesses. Identified and recognised, the Zero Discrimination referral contributes to the implementation of tools for the protection of victims.

▶ Evaluating our actions

The more diverse and inclusive an organisation is, the more value it creates and the more attractive it becomes. It is therefore important to be able to objectify the results of our approach both quantitatively and qualitatively.

Diversity

The point is to have quantitative reference data and to be able to monitor the evolution and the results of the actions carried out in the area of diversity.

To do this, there is a library of reports called Diversity Metrics. They allow the HR function and managers to follow the evolution of different data, such as the distribution of gender or age, at the global level and in their own organisations, in order to better direct their action plans to increase diversity.

Specific monitoring is carried out on the representation of gender balance in the management committees of countries, global functions and subsidiaries, including the Group's top management bodies. It should enable the company to move towards gender equality.

Inclusion

Inclusion is also a qualitative approach. To measure the impact of our actions, we introduced a listening tool (Glint) which we use on an annual basis to have our employees' feedback.

Through mandatory training, the aim is to improve inclusive behaviour for all employees. We are able to monitor the number of employees trained and carry out follow-up campaigns to encourage our employees to train.

In other respects, the HR function has a tool shared at Group level that makes it possible to follow-up the cases of discrimination reported and the results of the investigations carried out.

Finally, all companies controlled by Renault Group, in France and abroad, must comply with the regulatory requirements of Diversity and Inclusion. Thus, it is compulsory for each employee, whatever his or her hierarchical position, to apply the correct behaviours relating to the "Diversity & Inclusion" charter in order to comply with the law and the Group's internal control system.

05

Diversity & Inclusion Organisation

05 Diversity & Inclusion Organisation

▶ Diversity & Inclusion Governance and Accountability

The Group created a Diversity and Inclusion Department in 2021, its activities are presented to and validated by the Board of Management each quarter, and the Diversity & Inclusion strategy is presented annually to the Strategy and Sustainable Development Committee, a dedicated committee of the Board of Directors.

The Diversity & Inclusion Department has representatives in the countries, global functions and subsidiaries. It is the RH Directors who implement the strategy and contribute to achieving the Group's Diversity & Inclusion objectives.

The operational monitoring is carried out in the countries, global functions and subsidiaries by Diversity & Inclusion Leaders, appointed by the HR Directors of the countries and global functions, to deploy the Group's Diversity & Inclusion strategy in their respective entities.

▶ All committed to Diversity & Inclusion

Renault Group's vision is to become an open and inclusive employer, ensuring that every employee is a promoter of Diversity & Inclusion.

This means that each of us is committed to promoting diversity as well as fairness and equal opportunities, to defending non-discrimination, and to ensuring an inclusive climate in our working relationships within the company and with our partners (contractors, suppliers, stakeholders).

▶ Diversity & Inclusion Contact Points

You will find on the Declic intranet, via the search engine, the [Global Diversity & Inclusion](#) sharepoint dedicated to Diversity & Inclusion of the Renault Group, in which you will find information on the Diversity & Inclusion organisation of the Group, the main actions to promote Diversity & Inclusion, the key facts, links to the Group's internal affinity networks namely, and of course the present charter.

06

Internal and External Allied Networks

06 Internal and External Allied Networks

Renault Group's commitment to all forms of diversity and against all forms of discrimination is also expressed through the signing of the 2013 Global Framework Agreement, "Committing Together for Sustainable Growth and Development", complemented by the 2019 Global Framework Agreement "Building the World of Work Together at Renault Group".

In addition to our global framework agreements outlining our vision and commitments for the future of work, for diversity and inclusion, Renault Group has signed several external charters with different organisations involved in the defence of human rights and the different dimensions of diversity (gender, sexual orientation or gender identity, age, etc).

▶ Internal Affinity Network

Women@RenaultGroup

The Women@RenaultGroup network complements the actions taken by the group to promote the visibility of women and sisterhood. The network is open to women and men in the Group who want to get involved and contribute to greater gender balance. For more information and to become a member, please visit the [Women@RenaultGroup](#) sharepoint.

We'R OutStandinG

The We'R OutStandinG network supports the group's employees in the fight against LGBTQ+phobia and discrimination. The network is open to LGBTQ+ employees and their allies. For more information and to become a member, please visit the [We'R OutStandinG](#) sharepoint.

▶ External commitments and inter-company networks

To reinforce its commitment to promoting diversity and combating discrimination, Renault Group has signed several charters with international organisations and is involved in inter-company networks that exchange best practices in Diversity & Inclusion.

Thus, Renault Group is a signatory of:

- [#StOpE Charter](#) (Stop Ordinary Sexism in the Workplace): this charter, which results from an inter-company initiative, embodies the commitment of its members to reduce in the long term so-called ordinary sexism in the professional environment.
- [UN WEP](#) (Women Empowerment Principles): this commitment lays down the principles for promoting gender equality in their professional environment.
- [Inclusion Manifesto](#): the charter aims to give concrete expression to a strong commitment of the signatory companies to the employment of people with disabilities.
- [50+ Charter](#): the charter for employees over 50 years of age commits the signatory companies to developing and maintaining employment.
- [Other Circle Charter](#): this commitment promotes the topics related to sexual orientation and gender identity to ensure an inclusive working environment for LGBTQ+ people.

This list may evolve over time as Renault Group develops relationships with external partners or organisations.

For more information, visit the [Global Diversity & Inclusion](#) sharepoint.