RENAULT
The Real Estate and Facility Management function
Homeworking
01 The Renault group in brief

02 Real Estate & Facility Management

03 Homeworking
The Renault group in brief
1- The Renault group in brief

- Automobile manufacturer since 1898
- 2.6 millions vehicles sold in 2013 in 128 countries
- 122,000 employees and 37 industrial sites
- To reply to the great technological challenges of the future and the pursuit of its strategy for growth, the group relies on:
  - Its international development,
  - The complementarity of its 3 brands,
  - The electric vehicle,
  - Its alliance with Nissan,
  - Its partnerships with AVTOVAZ, Daimler et Mitsubishi.

- 12 World Champion titles in Formula 1 in 36 years: vectors of innovation, image and notoriety of the brand
Real Estate & Facility Management
2- SUMMARY OF THE BUSINESS REAL ESTATE & FACILITY MANAGEMENT

- An organisation structured on two axes: Business and Regions
- ± 300 Real Estate & FM employees in France
- Average Age: 52 years
- A function which represents 1,800 employees in the world
- A global budget of €1.2 billion
- Average employee ancienneté => 27 years: issue of renewing expertise
- 66 % technicians, 33 % managers, 1 % manual workers
- Men/Women: 81 % / 19 %
- The responsibility of the Real Estate & Facility Management of all the new locations of the group and the transformation of the existing sites
2- VISION AND STRATEGY : COMMITMENT

• Become the benchmark for the ratio Cost-Value
  • Control 100 % of expenses on Real Estate & Facility Management
  • Savings and service, providing « exactly what is necessary »
  • Benchmarks, KPI et satisfactions surveys
  • Implement synergies with Nissan

• Act as a pro-active business partner for the Regions et the businesses
  • Expertise and Innovations: Best practices & Mutualisation
  • Financial engineering and legal for effective solutions
  • Dynamic management and organised with the Regions, animating the countries and the corporate businesses, challenged by Performance

At the service of the projects and strategic objectives of Renault :

Thus, Quality of life at work, Diversity and homeworking
2. Some figures & key elements on Ile de France


• 16 sites (different postal addresses)

• 450,000 m² offices – 120,000 m² workshops – 400,000 m² of glass facades

• 13,000 m² WC – 440,000 m² parking & roads – 585,000 m² of grass areas

• 6,600 vehicules park – 70,000 loans – 18,000 hours of workshop repairs

• 10 million pages of reproduction (b&w + c)

• 23,000 work stations – 9,000 transfers / year

• 130,000 parcel handling on site

• 50,000 transportations (merchandise + vehicules)
HOMEWORK chez RENAULT

- The Fundamentals
- The Process
- The Results
- The Shared Contributions
3 – Homeworking by Renault: The fundamentals

- Since January 2007, a Company Agreement Renault s.a.s signed by all the unions

- Open to ALL (Managers/Employees/Technicians)

- A measure voluntary and structured

- A tripartite agreement between the homeworker, the manager and HR

- The obligation to ensure the activity, with a presence of at least one day a week in the usual office

- The possibility of working from home from 1 to 4 fixed days a week

- Reversibility by the manager or employee
3 – Homeworking by Renault : The process

The MANAGERIAL PROCESS and HR

- Self-assessment, on the basis of the standard preparatory guide, by the employee

- Exchanges between the homeworker and the direct manager to define the terms of homeworking
  - Opinion of HR manager

- Agreement or refusal with reason from hierarchy direct manager regarding the right to homeworking

- Formalisation by amendement of work contract after verification of technical essentials:
  - Verification of the electrical conformity at home
  - Allocation of IT resources « nomads » standard
3 – Homeworking by Renault: the Results

- A continued and sustained growth:
  - 1,889 applications registered, since 2007, in all Establishments of Renault sas (France)
3 – Homeworking by Renault: the Results

- A continued and sustained growth:

1,490 homeworkers operational as at 31 December 2013 of which 1,408 in Paris Region: ie in PR 10% of the eligible population

- 8% of eligible population of active Managers homework
- 7.1% of eligible population of active Technicians homework

- 5% of eligible population of active men homework
- 17.8% of eligible population of active women homework

**Homework duration**:

- 1 jours: 37.0%
- 2 jours: 9.4%
- 3 jours: 51.0%
- 4 jours: 2.4%
- Cas particuliers: 0.2%

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Mars 2014
3 – Homeworking by Renault: the Results

ANNUAL SURVEY

End 2012:

✓ 386 homeworkers replied out of 504 questioned (76.6%)
✓ 235 managers replied out of 426 questioned (55.2%)
3 – Homeworking by Renault: the Results

THE SHARED CONTRIBUTIONS OF HOMEWORKING

<table>
<thead>
<tr>
<th>HOMEWORKER</th>
<th>COMPANY</th>
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<tbody>
<tr>
<td>▪ Balance work life / private life</td>
<td>▪ Contribution to the quality of life at work for the employee</td>
</tr>
<tr>
<td>▪ Concentration (less disturbances)</td>
<td>▪ Potential of productivity &amp; efficiency of homeworker increased</td>
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<tr>
<td>▪ Reinforcement of autonomy</td>
<td>▪ Very real availability / reachability of the homeworkers</td>
</tr>
<tr>
<td>▪ Flexibility in the organisation of daily jobs</td>
<td>▪ Deepening of modern methods of working</td>
</tr>
<tr>
<td>▪ Transport savings (time, cost, stress...: 8.5 million km in 2013)</td>
<td>▪ Decrease of risks of road accidents</td>
</tr>
<tr>
<td>▪ Reduction of road accident risks and fatigue</td>
<td>▪ Decrease of carbon footprint</td>
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<tr>
<td>▪ Working in chosen conditions and place</td>
<td>▪ Contribution to the attractiveness of the Company</td>
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<tr>
<td>▪ Personal &amp; professional satisfaction</td>
<td></td>
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Thank you for your attention