



# Sustainable development

BY RENAULT TRUCKS



**RENAULT  
TRUCKS**

# con- tents

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# Bruno Blin

## Renault Trucks CEO

Climate change and the ecological crisis are the greatest threats we face today. With over 50,000 trucks sold each year throughout the world, here at Renault Trucks we are taking our share of responsibility with respect to our customers, partners, employees and fellow citizens, and are forging a new path towards low-carbon transport.

As road haulage is crucial to the smooth running of our society, we are pursuing our efforts to develop ever more efficient, safe and environmentally friendly transport solutions. Solutions that are carbon-free and circular, designed, produced, distributed and maintained in complete integrity, while preserving the health of our employees and our living environment. We are rising to this challenge alongside our employees, partners, suppliers and customers, as well as the entire transport industry. We are convinced that another approach is possible, that of sustainable growth, driven by what is “strictly necessary”.

This involves always responding exactly to needs. Neither more nor less than what is necessary, both in what we consume and what we offer our customers.



editorial



# the environment



# Contributing to a sustainable transport system

## Decarbonising transport to tackle the climate emergency

Trucks play a crucial role in society, particularly in the food chain and the transport of basic necessities. However, the global demand for transport must be balanced by sustainable solutions. Indeed, climate disruption is the greatest threat we face today, with global consequences in terms of impact and scale. If no immediate action is taken, it will be much more difficult and costly to adapt to the future consequences of these changes. With over 50,000 trucks sold each year throughout the world, Renault Trucks is taking its share of responsibility and is forging a new path towards low-carbon transport.

It is committed to a transition which should lead to a lasting reduction in the impact of its activities on the environment and aims to achieve carbon neutrality by 2040. Its strategy to achieve this goal involves all Renault Trucks' activities connected to its products and services.

### Achieving SBTi objectives

The Science Based Targets Initiative (SBTi) sets out to reduce greenhouse gases or CO<sub>2</sub>. To promote a sustainable transport system, Renault Trucks has aligned its entire strategy with ambitious climate targets to help keep global warming to a maximum of 1.5°C (Paris agreements) and achieve carbon neutrality by 2050 with interim stages, namely a 40% reduction in site emissions and for new trucks put on the road by 2030 (compared with 2019) and carbon neutrality for all the group's activities by 2040.

### As 95% of its CO<sub>2</sub> emissions are concentrated in the use of trucks, Renault Trucks set out 3 major areas for drastic reduction:

- Provide all-electric solutions for emission-free transport in use
- Offer ever more energy-efficient trucks
- Extend the life of its vehicles using a circular approach.





# Making electric trucks the new standard

2<sup>nd</sup> largest fleet of electric vehicles, with over 600 trucks on the roads. At the end of June 2023, over 6 million km had been driven, saving 5000 t of CO<sub>2</sub>.

## Offering a comprehensive electric range

Renault Trucks is the only manufacturer to offer electric mobility for every use, eliminating air and noise pollution.

The range extends from 650 kg cargo bikes to the 3.1 t Renault Trucks E-Tech Master vans, to the Renault Trucks E-Tech D (16 t) and D Wide (19 or 26 t), right up to the 44 t Renault Trucks E-Tech T and C.

## Providing support for customers in their energy transition

This support, which is tailored to the customer's activities, extends from the planned purchase right through to monitoring truck operation. It includes a decision-making phase for the low-carbon project (study, definition of needs), diagnosis (analysis of the fleet and routes, electrical installation), co-construction of the new decarbonised mobility ecosystem, and finally, the setting up facilities and driver training.

## Producing electric trucks for urban distribution

Renault Trucks has been producing electric trucks for its distribution range at the Blainville-sur-Orne site, in Normandy, since March 2020. While the Renault Trucks E-Tech D (16 t) and D Wide (19 and 26 t) versions are assembled on the same line as their combustion-powered equivalents, the sub-assemblies specific to electric technology are produced by qualified technicians in a special unit.

## Producing e-assist cargo bikes

The Vénissieux plant has been assembling Kleuster Freegônes cargo bikes since 2022.

These electrically-assisted three wheelers have a range of 80 km, making them ideal for city centre deliveries, especially in LEZ and pedestrian zones.

## Producing electric trucks for urban construction and regional distribution

The Bourg-en-Bresse plant is setting up production of 44 t electric trucks, the Renault Trucks E-Tech T (regional distribution) and C (urban construction), which is due to start at the end of 2023.





# Boosting the efficiency of diesel trucks

## Continuous innovation

To improve the efficiency of its diesel trucks, Renault Trucks is continuing to innovate, with research focusing in particular on reducing vehicle weight and integrating cutting-edge technologies (Optivision predictive cruise control, low-consumption tyres, etc.).



## Optifleet

Renault Trucks' Optifleet fleet management solution enables hauliers to cut the fuel consumption of their trucks and, as a consequence, their operating costs.

The offer comprises five modules: "Check" (tracking and optimising consumption), "Map" (real-time geolocation), "Drive" (remote monitoring of activity and rest times), "Health" (sending warning light reports to better organise la maintenance) and "Safety" (analysing driving through the real-time monitoring of events linked to the truck's safety systems).

## Training customers in eco-driving

Through *Optifuel Training*, Renault Trucks gives its customers the opportunity to train their drivers in rational driving, which results in significant fuel and CO<sub>2</sub> savings.



# Introducing a circular economy approach

## 1. Eco-designing trucks

To reduce the environmental footprint of its trucks, Renault Trucks integrates all of the environmental impacts throughout their life cycle, right from the design stage. Eco-design plays a role in choices at every phase, from raw materials to design, assembly, transport, use, remanufacturing and recycling. This method improves product recyclability.

**14 optimisation levers have been identified and must be respected for eco-design:**

- No use of hazardous materials
- Reduce the use of rare materials
- Choose materials that facilitate recycling
- Design for refurbishment and remanufacturing
- Improve reparability and durability
- Create parts that are as light as possible
- Choose processes that use fewer natural resources
- Facilitate dismantling and decontamination
- Limit the number of coupling elements
- Mark parts to facilitate recycling
- Reduce emissions
- Reduce fuel consumption
- Reduce noise
- Non-engineering fields (choice of suppliers; optimisation of packaging)

“

Our truck engines last over a million kilometres, so why stop before? Here at Renault Trucks, we are fighting obsolescence and extending the first life of our vehicles so that our customers can use them intensively and for longer.

We then give them a second life, upgrading the trucks through reconditioning or conversion in our factories. We also ensure that parts and components are reused before they are recycled.

We have designed this circular offer by listening to our customers' needs and working with them to develop innovative solutions. And we are constantly striving to improve them.

Florence Simonet, Renault Trucks  
Vice-President, Marketing Parts & Services





## Key figures

from **92%**  
to **97%**

The Renault Trucks recyclability rate, depending on the range and whether they are powered by an internal combustion engine or an electric battery.

## 2. Optimising the life cycle of trucks

- **Analysing the life cycle**

To assess the overall environmental impact of its vehicles, Renault Trucks analyses their life cycle. This covers all the phases of the truck's life, from the production of raw materials to final disposal and recycling. The "environmental information" documents for each diesel truck (Renault Trucks T High, T, C, K, D, and D Wide) and Renault Trucks E-Tech T, C, D and D Wide electric vehicles can be found on

<https://www.renault-trucks.com/en/environmental-product-information>

- **Recycling electric truck batteries**

After their initial life in an electric vehicle, batteries are put to second use in stationary applications (coupled to renewable energy sources or to balance the electricity grid) before being recycled once they are no longer in use in order to recover their raw materials (metals and other chemical elements).

- **Managing the end-of-life of trucks under 3.5 t**

In partnership with INDRA in France, Renault Trucks has set up its own channel for dismantling end-of-life vehicles under 3.5 t in order to reuse the parts. INDRA manages approved centres and collect and processes end-of-life vehicles (depollution, dismantling and destruction).

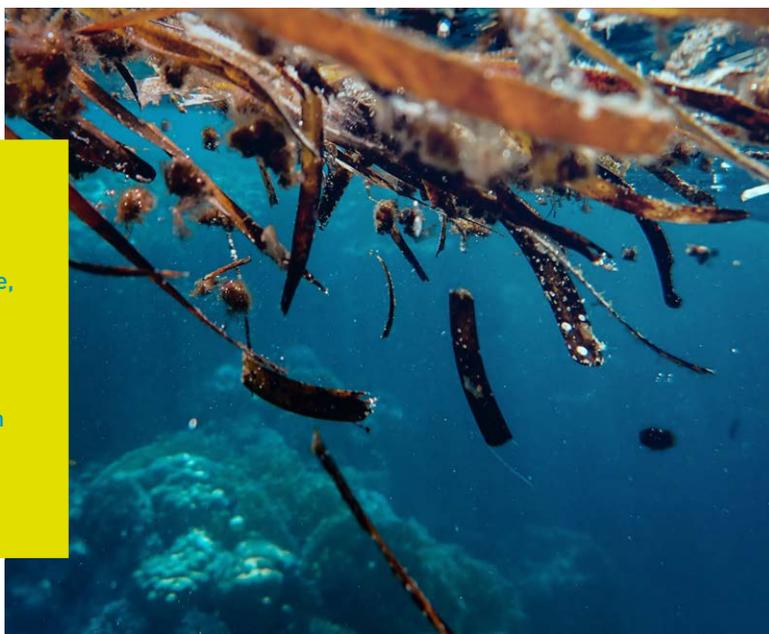
## 3. Removing hazardous substances

Certain regulated chemical substances are banned in the manufacture of vehicles and spare parts.

A red list, drawn up and updated every year by the Volvo Group, sets out the substances that cannot be used in the composition of parts.

Renault Trucks is currently testing new plastics that incorporate natural materials such as algae, cork and oyster shells, to design cab interiors that are low-carbon and fully recyclable.

These experiments will be applied to production vehicles from 2028.



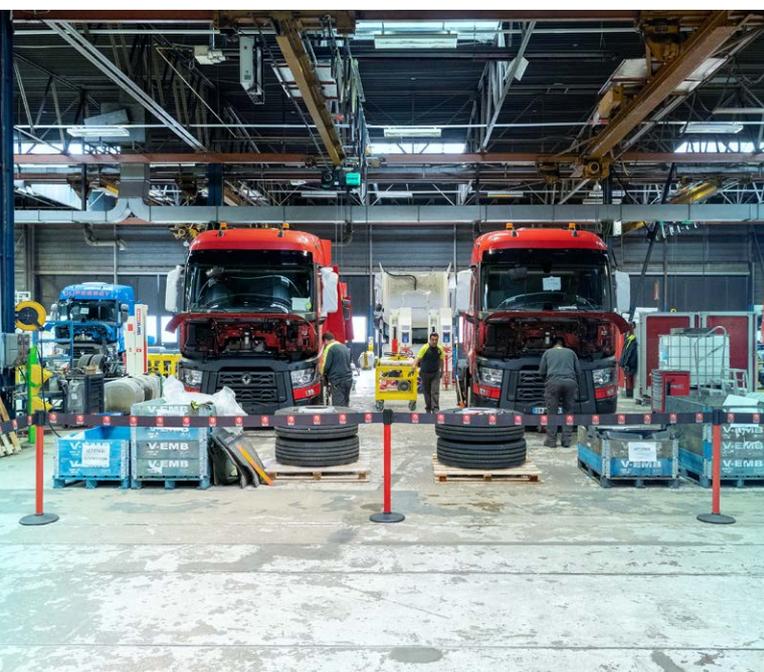


### Regenerate: the Restart offer of reconditioned trucks

At the reconditioning centre in Lyon, trucks that have been used intensively three or four years are regenerated. This involves 200 checkpoints, changing parts and updating to the latest software. The owners can then use them for a further three years.

### Repurpose: the Used Trucks Factory

The Bourg-en-Bresse plant is home to a workshop specialising in the conversion of used trucks, called the Used Trucks Factory. Strict industrial processes are used to convert long-haulage tractors into rigid or approach trucks, for example.



## Key figures

**6%**

Percentage of regenerated or repurposed trucks in Renault Trucks used vehicle sales

**7,7 t**

Reduction in CO<sub>2</sub> emissions +98% of raw materials not used for each regenerated or repurposed vehicle

**1.900 t (2022)**

of CO<sub>2</sub> avoided thanks to remanufactured parts in 2021

### Return: the Used Parts Factory

In Limoges, Renault Trucks has been giving a second life to specific types of parts for several decades. Engines, gearboxes, injectors and particle filters are recovered from used trucks, refurbished and then reintroduced into the after-sales circuit.

More recently, the company has decided to set up a special unit to dismantle used trucks with high mileages, recovering and reusing the parts and raw materials. This is called the Used Parts Factory.



# The environmental impact of our operations

## ISO 14001 certified sites

Renault Trucks upholds an environmental policy firmly grounded in ISO 14001:2015 certification across all of its sites and manufacturing facilities. This internationally recognized standard provides a framework for ongoing improvement in environmental practices, ensures regulatory compliance, and facilitates the achievement of environmental and climate-related goals. It is worth noting that Renault Trucks has held ISO 14001 certification since 2001, reflecting its consistent commitment to environmentally responsible operations.

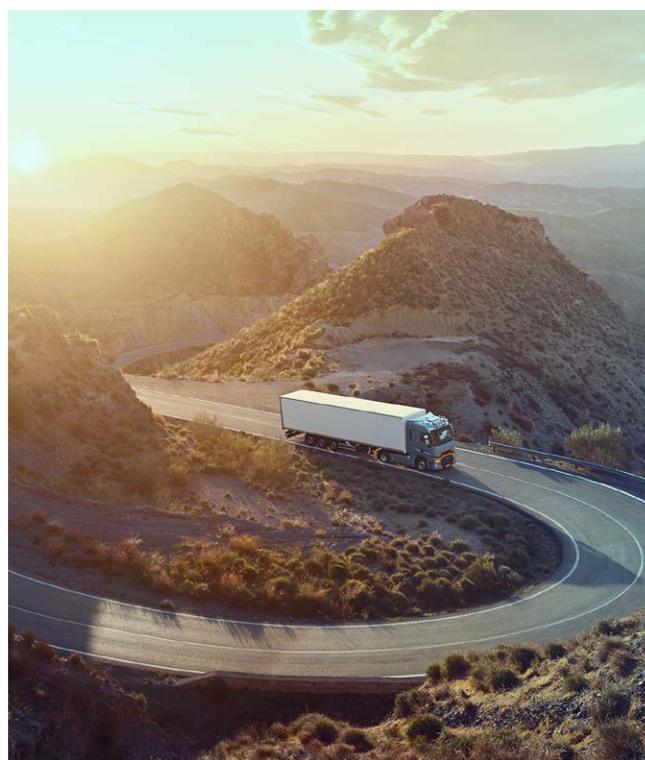
## An ambitious global objective

Renault Trucks applies an environmental policy and is committed to a major objective, namely decarbonising all of its sites by 2040. To achieve this, the manufacturer can count on its quality and environmental management system, which involves the distribution network, suppliers and partners. This system enables the Group's objectives to be rolled out throughout the organisation, from the management board right through to the staff in the field.

## Analysing environmental risks

As part of the ISO 14001 standard, all Renault Trucks entities must analyse and assess their environmental risks.

Operational research and production sites use a method called EnvS-Operation to assess the potential impacts of projects, which helps to reduce and control any negative impact of technical or organisational changes.





# Preserving water

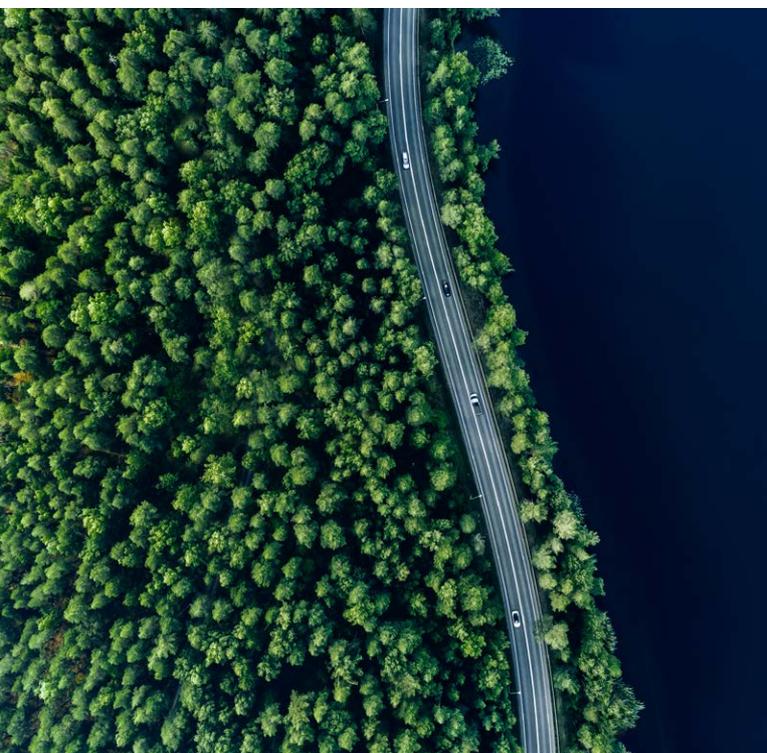
To preserve water resources, Renault Trucks is committed to improving its facilities. A wide-range of reduction measures have been introduced at each site.

## Recycling process water

Right from the start in 2001, the Limoges plant was designed as a “zero liquid waste” site. A physico-chemical station was set up to recycle and reuse all the process water.

## Modernising sewer networks

In Blainville-sur-Orne, to control discharge into the environment, the sewer networks (rainwater, process water and wastewater) have been transformed and a physico-chemical industrial water treatment plant has been installed.



## Preserving water resources

In 10 years, thanks to the many optimisation measures introduced, Renault Trucks has drastically reduced the amount of water needed to produce a vehicle. It has fallen from 14 m<sup>3</sup> in 2012 to 8 m<sup>3</sup> in 2022. In 20 years, the reduction has been even more spectacular, as it has been divided by over 6 (from 50 m<sup>3</sup> to 8 m<sup>3</sup> between 2003 and 2022).

## Replacing cooling towers

To reduce water consumption at the Lyon and Limoges sites, the cooling towers used to cool the processes have been replaced by closed-circuit water systems or dry coolers.

## Detecting water leaks

In Lyon, acoustic loggers have been fitted on underground pipes to detect water leaks. This network monitoring, which was launched in 2022, has proved to be an effective lever for optimising consumption.

## Key figures

**5 000 m<sup>3</sup>**

Water consumption at the Limoges plant in 2018, compared to 450,000 m<sup>3</sup> in 2001

**-53%**

Reduction in water consumption at the Blainville site over 20 years



For Renault Trucks, every waste product is a resource. Under this approach, its policy is based on the waste treatment hierarchy pyramid: reduce production, reuse, recycle and recover for energy.

# Managing waste

## Zero landfill

Renault Trucks has drawn up a waste reduction strategy with a clear goal: no more waste is to be sent to landfill. It is therefore a priority to drastically reduce the volume of waste produced by its activities, from design to sales, in order to avoid landfill, the last stage in the hierarchy of waste treatment methods. The Blainville-sur-Orne sites and the logistics and engine manufacturing units in Lyon are already certified "Landfill free".

This certification is based on precise criteria, including compliance with regulations, employee involvement and a regularly monitored improvement action plan.

The process is currently underway at all facilities, which are due to be certified by 2025.

## Sorting waste

All operational sites have waste sorting systems in place. Non-hazardous waste is separated into 8 categories, namely paper/cardboard, wood, glass, metals, plastics, plaster/plasterboard, textiles and mineral fractions.

Since 2023, bio-waste has also been sorted and a pilot experiment is being conducted in staff break rooms to improve sorting.

In offices, sort stations have been set up for staff to separate recyclable packaging and paper. To accompany these changes, awareness training in correct sorting procedures has been organised for employees.

## Controlling the use of chemicals

Renault Trucks is actively committed to eliminating hazardous chemicals from its industrial processes, in compliance with REACH regulations. There are two standards, which are reviewed each year, namely for prohibited substances (Black List) and for substances to be replaced (Grey List).

The approval and authorisation procedure for the entry of any new chemicals is applied at each site to control chemical risks and limit the impact on health and the environment. All chemicals are registered and monitored in an IT tool called e-CRiPS.

## 2022 key figures

**99,9%**

of non-hazardous waste is recycled or recovered in the form of energy at the Renault Trucks sites.

**51 000**  
tons

of waste is produced.

**-37%**

reduction in the quantity of non-hazardous waste produced by the Blainville site between 2004 and 2020.

# Saving energy

For Renault Trucks, energy efficiency means introducing measures to reduce electricity and gas consumption.

## Choosing “green” electricity

Since 2010, all Renault Trucks sites have been powered by 100% renewable hydroelectric electricity. A certificate of origin guarantees the source of the energy produced by the Swedish supplier, Vattenfall.

## Auditing energy consumption

In accordance with regulations, energy audits are conducted at Renault Trucks sites every four years. These are supplemented by greenhouse gas emission audits and site decarbonisation studies.

## Recovering waste heat

Renault Trucks monitors waste heat in its production processes. This is the case at the stamping plant in Lyon, which has been recovering the heat produced by the presses to heat the building since October 2022. This innovation avoids 800 t/year of CO<sub>2</sub> emissions, namely 80% of the emissions produced by the plant.



## Optimising the use of buildings

To reduce energy consumption, a proactive property policy has been introduced. Some buildings, which were ageing and consuming too much energy, have been closed or demolished (over 70,000 m<sup>2</sup> in Lyon), while others have been renovated with improved insulation.

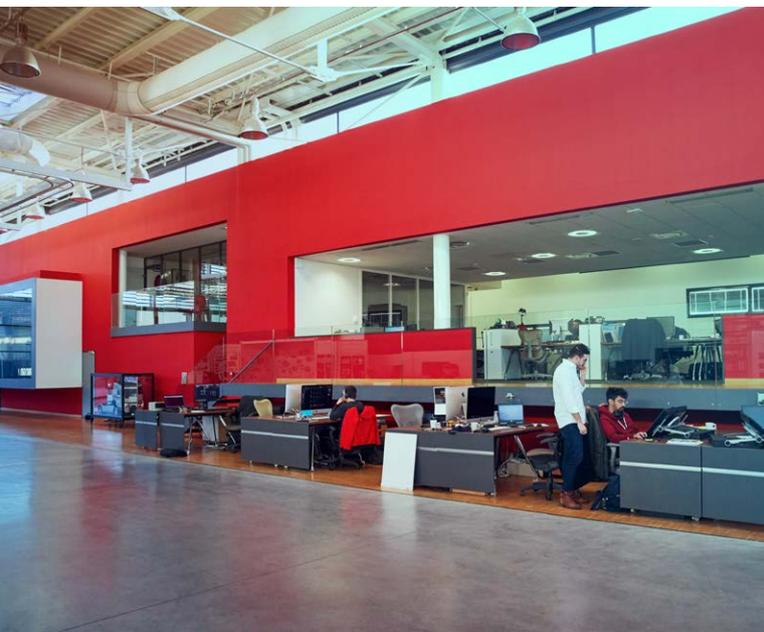
## Modernising heating systems

To save energy, major investments have been made to modernise the heating systems at our sites. Some gas-fired boilers have been replaced by more energy-efficient heat pumps.

## Key figures

**70 000 m<sup>2</sup>**

Surface area of energy-intensive buildings demolished since 2019



# Raising employees' environmental awareness

## Training employees

An e-learning course focusing on the environment has been created and deployed on all sites. It has raised awareness among all employees of the issues involved in sustainable development, the impact of human activity on the climate and the solutions proposed by Renault Trucks.

## Planet Champions

In order to develop a corporate culture that is more focused on sustainable development, 78 volunteer "Planet Champions" have been trained to help make all employees aware of the climate emergency.



We need to radically change our habits and models...  
The age of disposable products is over!  
Working at Renault Trucks means being at the heart of the problem, as well as at the heart of the solution.

Karine Forien,  
Senior Vice-President, Brand,  
Communication and Sustainable  
Development



## The Decarbonisation Academy

Renault Trucks has accumulated significant expertise in electric mobility over approximately 15 years. In 2023, the company introduced an inclusive online educational platform called the Decarbonisation Academy, which is available to all interested individuals. The primary aim of this platform is to offer insights and guidance to professionals engaged in the transport and logistics sectors, addressing inquiries related to the complexities and implementation of decarbonization strategies. The Decarbonisation Academy offers access to instructional resources, including educational videos, expert advice, and shared professional experiences, all designed to support strategic decision-making and facilitate the transition towards more sustainable energy practices.

## Learning with the Climate Fresk

Over 2,200 employees took part in the Climate Fresk and 33 in-house staff were trained to lead the event. Using explanatory cards, this societal initiative helps people to understand the causes and impacts of climate change and the links between the environment, health, the economy, society and geopolitics.

## Environmental podcasts

A series of podcasts entitled "On the right track" is being broadcast to employees. Focusing on decarbonisation, the topics covered so far include alternative energies, the circular economy and electric mobility. Presented from a highly accessible educational angle, each podcast features expert testimonials and provides key figures.

## Communicating

Employees are kept regularly informed of the latest news and progress made on environmental issues using internal communication tools such as the intranet, newsletters for each business unit and exhibitions in company restaurants.



# Encouraging low-carbon mobility for employees

A range of measures have been taken at site level to optimise the efficiency of employee travel, with a threefold objective: to reduce greenhouse gas emissions, reduce road congestion and encourage the use of alternative modes of transport to private cars.

## Providing electric shuttles

Electric shuttles are used to transport employees around the Lyon site, in the mornings and evenings, to go to the company restaurant or on request, to go from one building to another.

## Providing recharging stations

Employees driving electric vehicles can now recharge them at their workplace. Ten charging points have been installed at the Saint-Priest site and eight at Vénissieux.

## Promoting carpooling

To extend the use of carpooling among staff at the Lyon sites, a specific Renault Trucks community has been created on the Greater Lyon carpooling website. Information is available for all employees on the site's intranet.

## Encouraging the use of bicycles

To make cycling easier, 520 dedicated parking spaces are available at the Lyon sites (350 in Saint-Priest and 270 in Vénissieux) and marked on the site's interactive map.

## Encouraging car sharing

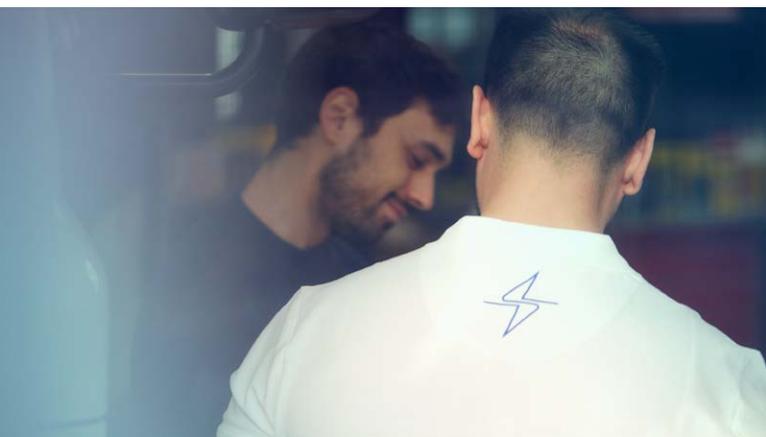
To facilitate inter-site travel, car sharing is being encouraged in Lyon and Bourg-en-Bresse. In Lyon, there are three dedicated fleets (two in Saint-Priest and one in Vénissieux), with 35 vehicles, 10 of which are electric. Reservations can be made using a mobile application.

## Experimenting with service bicycles

The use of service bicycles is being trialled for a year. Twenty regular bicycles and two three-wheeled cargo bikes are available for use by employees at the Vénissieux and Saint-Priest sites.

## Creating dedicated access for bicycles

To make cycling safer, cycle lanes have been introduced both to enter the Vénissieux and Saint-Priest sites and once inside. Special access gates have also been opened.



# Protecting biodiversity

Renault Trucks is committed to the continuous improvement of its environmental performance through practical initiatives. As such, the manufacturer has signed up to the Greater Lyon Territorial Climate Air Energy Plan.

## Eliminating plant protection products

The Lyon sites have banned the use of plant protection products for the upkeep of their green spaces. Only products based on natural ingredients will now be used, thus encouraging the development of the six beehives at the Vénissieux and Saint-Priest sites.



## Preserving ecosystems

In Bourg-en-Bresse, Renault Trucks is helping to preserve the biodiversity of the Dévorah Marsh, which is home to a protected dragonfly and other species. Work has been carried out to rehabilitate this tributary of the Reyssouze River. A partnership has been signed between Renault Trucks and the Reyssouze Catchment Area Association until December 2028 to improve water quality, preserve the natural heritage and optimise its ecological value.

## Promoting eco-grazing

At the Bourg-en-Bresse site, the upkeep of 14 hectares of green areas is being managed by some fifty sheep. This virtuous eco-grazing help stimulate local biodiversity, while meeting the “zero plant protection product” target.

## Planting on sites

130 trees have been planted to make the Vénissieux and Saint-Priest sites greener and improve soil permeability. Planted in front of the building façades, they act as sunbreaks, reducing the need for air-conditioning in summer and letting in natural light in winter.



# people



**Here at Renault Trucks, we work in a spirit of inclusion and collaboration. Our culture is marked by a concern for well-being at work in a friendly, human environment.**

**We're attentive to everyone's needs. We're involved on a daily basis in ensuring safety in the workplace, and our systems and tools have been chosen to promote a healthy lifestyle and help improve work/life balance.**

**This is why we're recognised as a welcoming company by students and employees alike.**

Marion Keller,  
Senior Vice-President, People & Culture



# Working at Renault Trucks

The company's greatest assets are the men and women who work here and contribute to its success. Renault Trucks has over 500 job functions, spread over the company's nine main divisions: management and support functions, procurement, design and development, IT & data, manufacturing, logistics, sales, dealerships and used vehicle sales. Employees thrive in an international group that values progress and innovation, in a company with a rich culture and both French and Swedish influences.

## Using mobility committees

Mobility committee meetings are held regularly within the company. Their role is to match the wishes of employees with the needs of entities.

This mobility can range from an increase in the scope of responsibilities to a career change, or a change of department, or short or long-term assignments abroad or in other entities.

## Supporting intrapreneurial initiatives

To meet the challenges it faces, in particular as regards the energy transition, the company encourages intrapreneurial initiatives by its employees. The approach is specific, namely to harness all energies and all relevant ideas. This involves promoting and supporting internal employee networks.

## Setting "fair" remuneration

Renault Trucks' remuneration policy sets out to reward employees as fairly as possible, in accordance with their responsibilities and proven performance, and to share the overall value created.

The company needs to ensure appropriate salaries, as these contribute to employees' financial security, as well as loyalty, career fulfilment and a work/life balance.

## Highlights

Setting up CampX in 2022. This is where Renault Trucks encourages collaboration between teams and start-ups on concrete projects. Its goal is to facilitate and accelerate technical and commercial innovation.

## Structuring remuneration

There are several components to the remuneration package:

- The fixed component, which includes the basic salary as well as other elements such as the seniority bonus, 13th month and the basic 35-hour supplements. For executive staff, remuneration is paid over 12 months.
- The variable component, which is linked to collective performance and position-related payments (on-call duty, bonuses, etc.).
- Social benefits, such as employee saving schemes (profit-sharing, incentive schemes, PEE, PERECO, matching contributions) mutual insurance and provident schemes, supplementary pensions and the Time Savings Account.

## Raising salaries

In 2022, the total budget for salary increases stood at 3.9%. Two bonuses of €500 net each (for commitment and for recognition) were added, together with a profit-sharing bonus (€1,836 net). In 2023, the budget for salary increases is 5.7% for non-executives and 5.4% for executives. The value-sharing bonus stands at €1,000 net and the profit-sharing bonus at €2,200 net.

## Offering an attractive minimum wage

The guaranteed minimum annual income for 2023 is €27,040 gross (€2,253 per month), 31.8% above the national minimum wage. For executives, the minimum annual salary is €40,200 gross (€3,350 per month).



# Promoting well-being at work

For Renault Trucks, well-being at work means employees should feel personal fulfilment. Constructive ongoing dialogue is making work organisation more flexible, helping to improve the work/life balance.

## Encouraging social dialogue

The company uses ongoing social dialogue to take better account of employees' aspirations and encourage open and trusting communication. Employees can therefore express their feelings: the annual anonymous "*Harmonie au Travail*" surveys measure employees' workload and autonomy, while *Pulse* measures their commitment, in addition to regular exchange points created using the *Touchpoint* tool.

## Organising flexible working hours

Working from home is regulated within the company: employees whose work does not require a permanent presence on site may work from home for two days a week. They receive a flat-rate allowance of €2.50 for each day worked from home. Renault Trucks values flexible working as a way of strengthening social ties and the work/life balance, optimising commuting time and reducing CO<sub>2</sub> emissions.



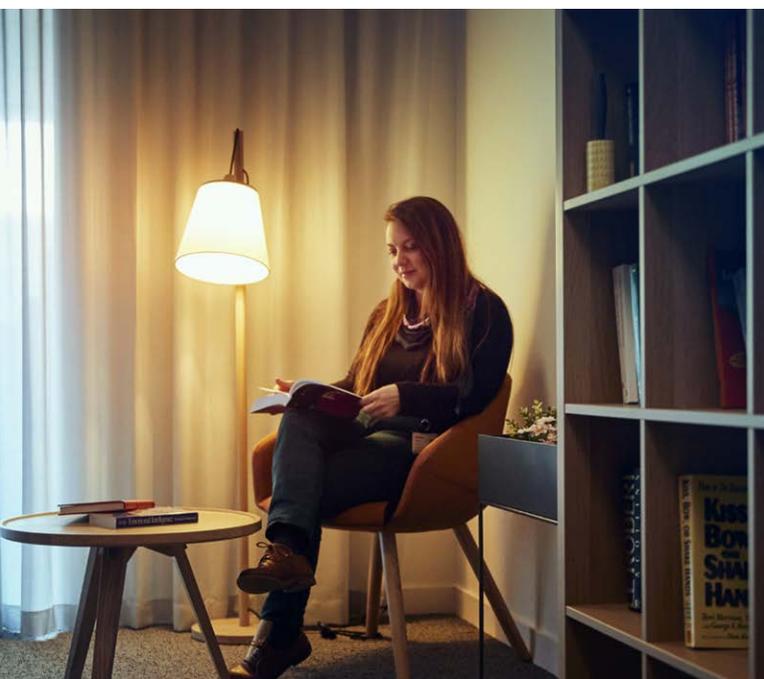
## Complying with the right to disconnect

Renault Trucks attaches particular importance to its employees' right to disconnect. The terms are set out in a charter, aimed at ensuring respect for rest periods, for personal and family life and, more generally, to protect employees' health. Outside working hours, employees are under no obligation to check or reply to business emails or messages, or to make telephone calls. Managers have taken this right on board.

## Developing the Social and Economic Committee (CSE)

The activities of this committee, which are crucial to the well-being of employees, cover 11 areas, namely children, holidays, leisure, culture, sport, DIY, mutual aid, travel, a media library, ticketing, the environment and solidarity. The CSE is funded by a company subsidiary (1.13% of the gross payroll).

While some activities are funded in full by the CSE, others require a financial contribution from employees. In the interest of fairness, the family quotient is used for the basis of this calculation.





**I'm 57 years old and I've been working at Renault Trucks since 1989. I've seen a number of changes in the company. What stands out for me today, firstly, is how the company's image has changed for the better, largely due to the major refurbishment of the buildings. Then there's the CSE, which offers employees a wide-range of activities, taking into account the family quotient to ensure greater fairness. Finally, the mobility plan for the Lyon site has made travel a lot easier, largely thanks to the inter-site shuttles.**

Valérie Baugey,  
Marketing Communication



# Training to develop skills

## Learning a new skill set

The company's training offering has grown and diversified considerably over the years under a continuous learning approach. The courses on offer through the in-house university and partner schools/universities have been supplemented by new learning methods: peer groups, mentoring and "100% Learning" to learn from each other. These include co-construction workshops, interactive virtual classes, innovation labs in the plants and virtual and augmented reality.

## 2022 key figures

**€4M**

investment in training for employees at the Renault Trucks network skills development centre and the company's in-house university

**130 000**

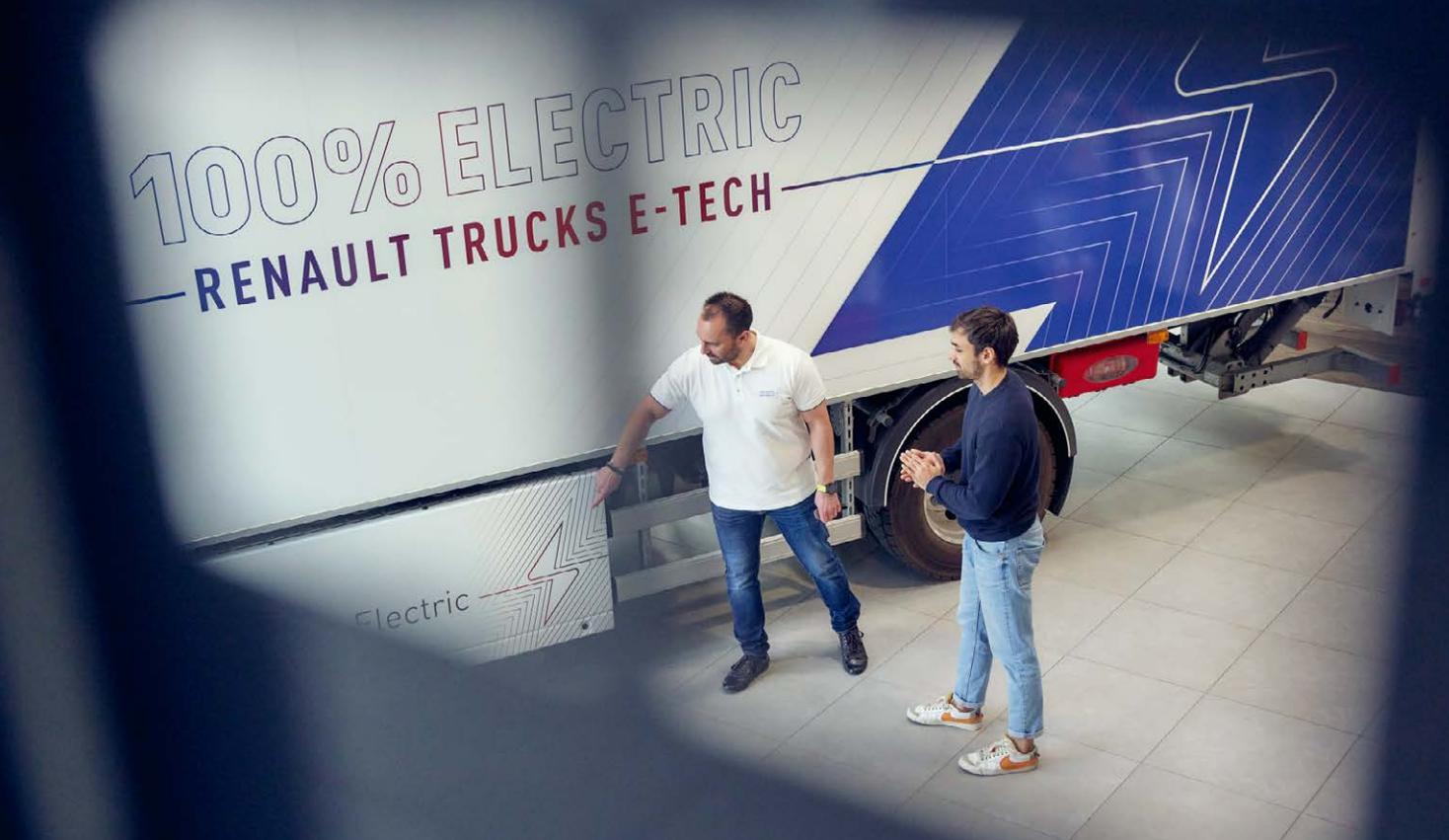
number of hours of training provided by the in-house university

**1 091**

number of employees trained in Health & Safety (3,552 hours)



# 100% ELECTRIC RENAULT TRUCKS E-TECH



## Training in e-mobility

E-mobility is a challenge in terms of skills development. In response, Renault Trucks has chosen to train its employees as knowledge evolves.

A coordinated, collaborative and iterative approach has replaced a sequential working method, resulting in the rapid development of several training courses.

Teams expanding their skills and experience in e-mobility on a daily basis regularly share their knowledge with all those interested via workshops and talks available in replay.

## Sharing knowledge

100% Learning @Renault Trucks is a bi-monthly webinar event that enables employees to share their expertise in a particular field with the rest of the company.

It is open to everyone and aims to facilitate the sharing of knowledge between all employees on a variety of themes, such as the world of fintech, transactional analysis and artificial intelligence.



## 2022 key figures

**3 000**

number of employees  
trained in e-mobility



**The Department I manage is made up 50% of women, yet overall in the company, women represent 22%, with a target of 35% by 2030.**

**So we have to find a way to speed things up, to help women grow and give them confidence.  
And it is first and foremost up to management to make this happen.**

Karine Forien,  
Senior Vice-President,  
Brand, Communication and Sustainable Development



# Encouraging gender diversity

## Three women on the Management Board

Three of the 14 Renault Trucks Board members are women. They all enjoy challenges and have a keen desire to change the way the world of transport is seen, while encouraging team spirit and career mobility.

- **Karine Forien**, Senior Vice-President Brand, Communication & Sustainability, an engineer by training, has never been afraid of confronting a male-dominated environment. Having held a number of positions in the company and working on the e-mobility launch, she now manages a team of some 50 people, 50% of whom are women.
- **Marion Keller** joined the Volvo group 18 years ago. After working in the purchasing department, she was appointed Director of Human Resources in 2020. Since March 2003, she has held the position of Senior Vice-President People & Culture, with responsibility for developing the skills of Renault Trucks' 10,000 employees worldwide.
- **Yaël Ginzburg** started her career as a lawyer, specialising in competition law to help international companies manage their legal issues. She is now General Counsel & Senior Vice-President Legal & Compliance.

## Achieving gender equality

The gender equality index measures pay gaps with a view to eliminating them. Five indicators are tracked each year, namely pay gaps, individual pay rises and promotions, the rates of female employees receiving a pay rise on return from maternity leave, and the number of female employees among the 10 highest paid positions. Renault Trucks achieved a score of 89/100 in 2022.

Equal opportunities and fair treatment for women and men at all stages of their working lives are fundamental and constitutional rights. As such, Renault Trucks strives to ensure equality in terms of training, career opportunities and remuneration.

Since 2011, a company agreement has provided a framework for initiatives to promote gender equality in the workplace. The fourth agreement was renegotiated in 2022.

## Networking

In order to create a working environment that encourages women to thrive, the company encourages the development of internal networks, such as WIN (Women Inclusive Network). This network was launched in 2012, in an aim to improve gender diversity and advance gender equality in the workplace, in particular through mentoring. Its 520 members, 22% of which are men, hold regular meetings, organise talks and communicate through a newsletter and podcasts.

## Taking action from the recruitment phase

Without calling into question the principle of equal treatment and the objectivity of recruitment methods, the company has undertaken to integrate at least 35% of women into all positions by 2030, including at senior management level. To increase the gender mix in specific jobs, recruitment will be rebalanced in areas where women are under-represented and the gender mix of applicant pools will be consolidated. The recruitment rate for women will be increased to a minimum of 45% over the duration of the gender equality agreement. Last but not least, training resources will be increased to accelerate career development.



# Stimulating diversity

Diversity and inclusion at Renault Trucks means ensuring that differences are respected and valued. Indeed, respecting the plurality of experiences and opinions is invaluable and enables each person to contribute to the company's overall vision.

This multiplicity is a major asset for continuing to evolve and overcoming the major changes in the transport industry. The diversity of Renault Trucks teams is a reality, as 79 nationalities are represented.



## Integrating disability into the workplace

For over 30 years, Renault Trucks has been committed to equal opportunities and integrating people with disabilities into the workplace. To this end, the partnership signed with Handi Accord has been renewed for the 2022-2024 period. Its aim is to provide a framework for the recruitment, integration, training, adaptation and continued employment of people with disabilities. It also includes initiatives to promote adapted and protected workplaces (ESAT companies employing people with disabilities) and assistance for employees whose spouse or children are disabled. The company currently employs more disabled people than its legal obligation.

## Key figures

445

Employees recognised as disabled in 2022.



There were two reasons why I decided to get involved in managing the Women Inclusion Network (WIN). I wanted to play a role in encouraging diversity and support women in their career paths at Renault Trucks. This is a very effective tool and through WIN Écoute, we ensure that women experiencing difficulties get the right help.

Sandra Mizzi,  
Legal Advisor

## Supporting intergenerational links

Encouraging the transfer of experience and know-how between young people and seniors is one of the pillars of Renault Trucks' initiatives to help its employees progress and manage their careers.

The company strives to keep senior employees in work through a dynamic social policy and quality working conditions (for physical and mental health, and safety). At the end of 2022, 3.2% of company employees were aged over 60 (3.5% of executives, 2.6% of supervisory staff and 3.3% of manual workers). At the other end of the spectrum, Renault Trucks is working to attract young talent (see page 34).



# Encouraging social dialogue

Dialogue with social partners (employee and worker representatives and trade unions) is encouraged by the company. This dialogue is essential, since it helps strengthen labour relations and promote prosperity for all employees, while supporting a culture of collaboration and mutual respect.

Social dialogue also enables a number of company agreements to be updated:

## 1. Social Dialogue Agreement

This agreement, which was revised in December 2018, provides a framework for the role of the trade union bodies and the operating resources allocated by the company (for example, each organisation is given €7,825 per year and can employ a part-time or full-time secretary paid for by the company), as well as the Central Works Council (CWC) and the Social and Economic Committee for each site. It also sets out the rules for social dialogue within Renault Trucks. The number of delegation hours and mandates is well in excess of that required by law.

## 2. Gender Equality Agreement

Revised in June 2022, this agreement covers equality in the workplace between women and men and work/life balance. To help achieve gender equality, it sets goals for progress in targeted areas, such as recruitment and work with schools, career advancement, pay and working conditions.

The agreement also addresses the issue of work/life balance, in particular by allowing employees to take four days leave per year to care for a sick child and by covering paternity leave.

## 3. Company Agreement

In particular, this provides for a number of days' leave for family events that is generally higher than the number required by law, as well as a number of other attractive measures for employees.

## 4. GPEC Agreement

This strategic workforce planning agreement enables jobs and skills to be adapted to the changing requirements of the industry. It also provides for annual conferences with social partners.



## 5. Provident Health Insurance Agreement

Renault Trucks signed a company agreement in 2001 to cover employee healthcare costs, introducing a collective and compulsory scheme covering all staff. An amendment signed in January 2017 changed the monthly contributions (€69.96 for non-executive staff and €79.56 for executives) based on a new scale of benefits. The company contributes €42.56 per employee to the scheme.

## 6. Profit-sharing Agreement

This was drawn up in 2008 and introduced a system of profit-sharing within the company. The share can be accessed immediately or placed in the company savings plan. All Renault Trucks' employees with over three months' seniority benefit from the agreement.

## 7. Incentive Agreement

In May 2021, a new employee incentive agreement was signed, aimed at strengthening employees' sense of belonging and involving them in Renault Trucks' economic performance. The incentive payment, which is proportional to the length of time employees have been with the company (with no seniority requirement) and which varies from one financial year to the next, can be paid immediately to employees or transferred in whole or in part to the Group Savings Plan and/or the PERECO.

## 8. PERECO Agreement

This governs the collective company pension savings plan, which is available to all employees with more than three months' seniority. Employees can build up retirement savings with the help of the company in the form of a collective portfolio of securities. The PERECO can be funded by voluntary contributions and all or part of the profit-sharing and/or incentive scheme bonuses. The company covers the annual account maintenance costs and can top up the PERECO.



As its main activity is manufacturing trucks, Renault Trucks is covered by the collective agreement for the metallurgy industry.

The provisions of this agreement cover wages, working conditions, working hours, holiday pay, benefits and safety at work.

# Respecting fundamental rights

Renault Trucks conducts its business responsibly and with integrity, in accordance with its Code of Conduct and the Guiding Principles on Business and Human Rights.

## Combating child labour and modern slavery

The Renault Trucks Code of Conduct, drawn up in 2003, introduced zero tolerance of forced labour (including debt bondage, human trafficking and modern slavery) and child labour.

It covers the company's activities, as well as its supply chain. Within this framework, Renault Trucks has signed the U.K. Modern Slavery Act. In 2022, no cases were reported subsequent to audits.

## Combating harassment and sexism

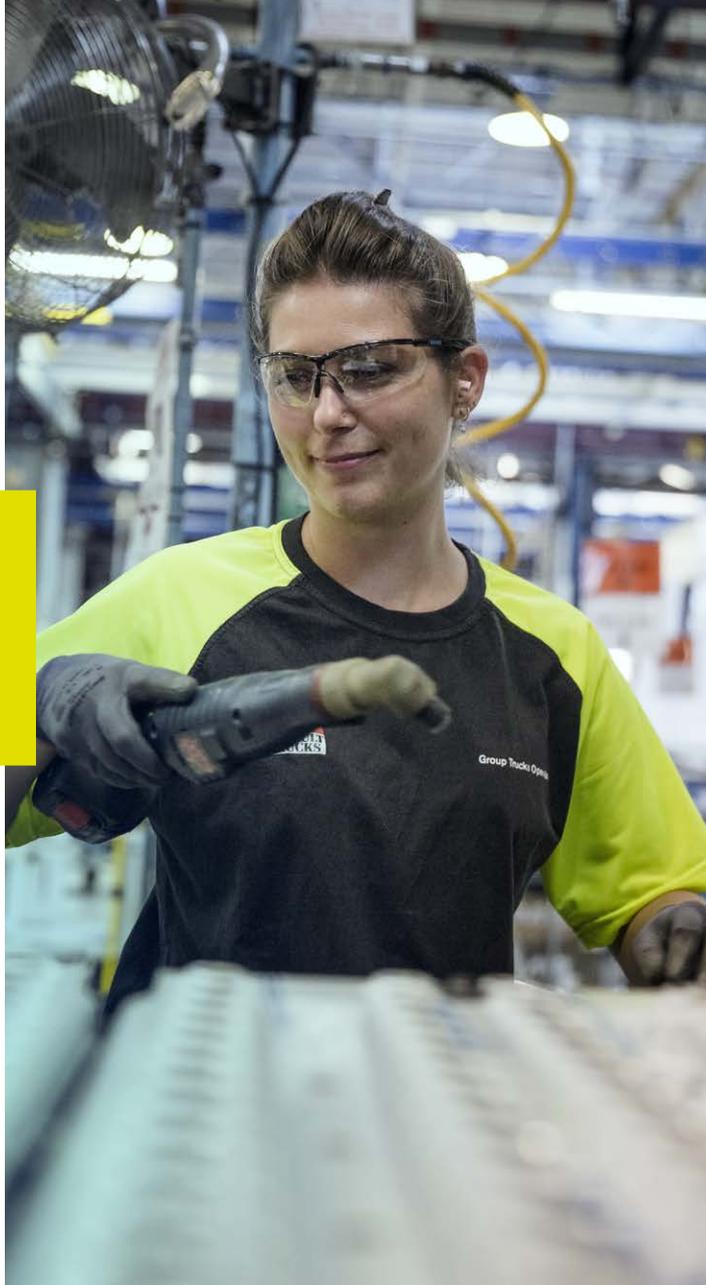
As a responsible employer, Renault Trucks is committed to combating harassment and sexism, in particular by appointing a harassment and sexism referral officer, involving the legal department and the HR and Communication communities (for training and teaching aids, respectively), and the signing of the "#StOpE" charter aimed at combating "everyday sexism" in the workplace.

To help create a respectful working environment, in line with its values and the Code of Conduct, Renault Trucks has reiterated its principle of zero tolerance. There were 14 reports in 2022, resulting in one disciplinary suspension, three early terminations of temporary contracts and one dismissal for serious misconduct.

## Strengthening whistleblowing schemes

Renault Trucks conducts its business ethically and in compliance with the laws and regulations in force. This commitment includes a wide-ranging whistleblowing scheme covering violations of local or international laws, human rights, safety and environmental compliance requirements, internal Volvo Group policies and procedures, fair labour principles and labour law.

Furthermore, to combat corruption in all its forms, the company has an anti-corruption programme, which includes training, discussions, advice, assistance and audits. It identifies risks and introduces concrete action plans to mitigate them. Employees are encouraged to report any problems relating to the Group's Code of Conduct through the dedicated reporting channels. Suppliers are required to conduct their business with the highest level of integrity and in an honest and fair manner.

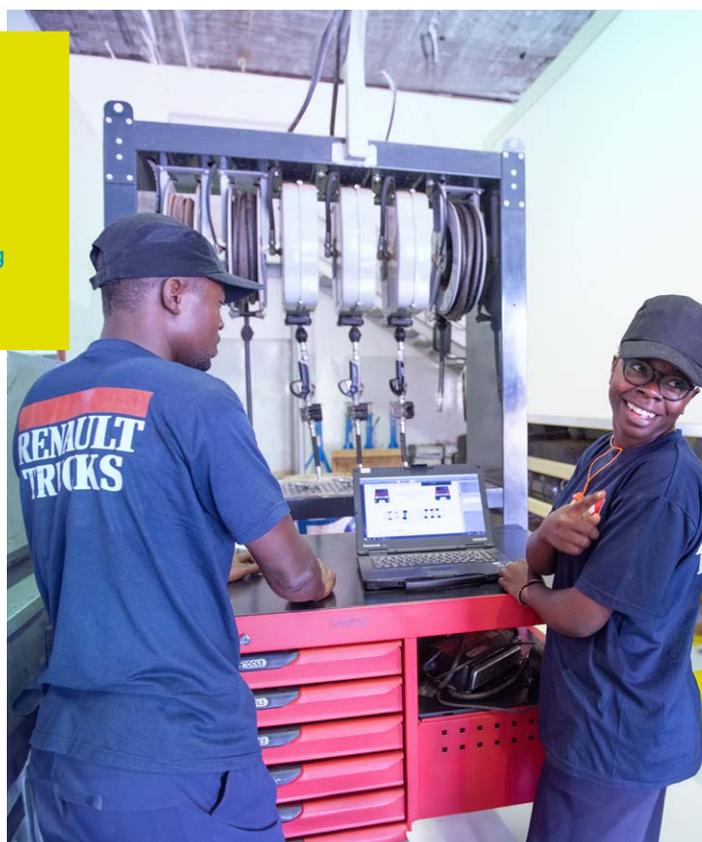




Renault Trucks is committed to respecting the United Nations Guiding Principles on Business and Human Rights (UNGPS), both within the organisation and in its commercial relations with suppliers. Three areas have been the subject of focus in 2023, namely raising awareness, auditing operations and analysing sales.

### Getting employees on board

To raise employees' awareness of fundamental rights issues, various cycles of training sessions have been organised for members of the Board, legal teams and sales teams. The main themes covered were the Code of Conduct, responsible purchasing, sexism and harassment, responsible sales, health and safety, diversity and inclusion. By encouraging dialogue, the sessions also helped to identify risks and adapt ongoing commitments.



### Assessing human rights in operations

The human rights assessment procedure analyses a range of data, involving the workforce, local policies, discussions with internal experts, responses to employee surveys and legislation on human and labour rights. In addition to self-assessments carried out by country management teams and HR, site visits are conducted. Each assessment results in corrective actions. In 2022,

Renault Trucks initiated these procedures in Turkey, Algeria, Morocco and the United Arab Emirates. The goal is to cover all countries with significant human rights risks by 2025.

## Key figures

**25%**

of the workforce received safety training in 2020

**100%**

of sales representatives will receive e-training in Responsible Sales by 2024



## Ensuring responsible sales

Renault Trucks' commercial actions respect the legal framework in force, with specific procedures in place to ensure this is the case.

- Acting in accordance with laws and regulations: to ensure that its business conduct complies with international standards, Renault Trucks has introduced sales analysis processes and specific policies that include sanctions and export control regimes.
- Assessing risks: sales contracts are assessed by taking into account the risks related to human rights, the environment and business ethics. This assessment includes direct sales with customer financing, export credit guarantees, sales to high-risk end-users and conflict zones, using specialised databases and tools.
- Assessing sales to the military: before submitting a bid to sell to the military, the Group's management takes into account arms embargoes, armed conflicts, political instability and human rights risks.

## Key figures

**100%**

of operational sites have undergone health and safety risk assessments

**100%**

of the workforce are represented on joint health and safety committees



**Sexism is a discriminatory attitude based on a person’s sex or, by extension, their gender. It is linked to prejudice and stereotypes based on the belief that one sex or gender is superior to the other. It is important to take action because this allows us to question prejudices, get people talking and raise awareness of the link between so-called “everyday sexism” and gender-based violence.**

**As a responsible employer, we are taking actions to meet our legal obligations in terms of resources and results in this area.**

**This combat is also in line with our values and the company’s Code of Conduct.**

Céline Greuzard,  
harassment and sexism referral officer



# Legacy and transmission

## Supporting the World Food Programme (WFP)

Renault Trucks has been working with the UN World Food Programme for over 10 years to improve its supply chain operations. This assistance focuses on three main areas, namely training (250 employees in 18 countries over five years), providing additional resources for mechanics and drivers, and supporting the construction of the international transport training centre in Accra, Ghana.

This partnership helps to reduce truck maintenance costs by 40%, as well as increasing truck availability. With the new training centre, Renault Trucks is also helping to pass on new expertise to local transport markets and strengthen logistics capacity in West Africa.

## Securing the future of the Marius Berliet Foundation

Through the Marius Berliet Automobile Foundation, of which it is a founding member and patron, Renault Trucks helps both to safeguard and promote France's technical and industrial heritage and culture. The Foundation has an archive and documentation centre, as well as a collection of 280 vehicles.

## Welcoming priority education pupils

In January 2023, the company signed a partnership with the Lyon-based association "Viens voir mon taf" (Come and see my job) to participate in the week-long work placements for teenage pupils from priority education districts. These workplace introduction placements on the Lyon site help to counter social discrimination, as well as providing a rewarding experience for employees and raising awareness of the transport industry among the younger generation.

## Hosting students

In 2022, the company hosted 430 work-study students, 235 interns, 30 VIE volunteering students and 2 PhD students. Of these, 43% were women and 17 were foreign students. Work-study agreements are signed for either 3 years (8%), 2 years (38%), or 1 year (54%). 67% of students are at postgraduate level, 28% at graduate level and 2% at PhD level.

## Recommending young talent

Renault Trucks has been awarded the "Commitment to young people" label and is ranked as one of the leading "youth-friendly" companies. This means that the young talent it has trained, but not permanently hired, can join a pool from which major groups can select their future recruits. This creates a virtuous and effective recommendation system for the future of the young people involved.





### Developing partnerships with schools

Renault Trucks has signed 27 partnerships in France to improve the learning experiences of pupils in technical schools. The aim is to support relations between its distribution and repair network and schools by passing on news about the brand, providing diagnostic kits, providing free training for teachers twice a year and donating equipment (mechanical components, vehicles, etc.).

### Making roads safer

The British NGO TransAid sets out to transform the lives of people in Africa by creating training courses to ensure that transport is available and sustainable. Under the road safety component of this programme, truck drivers benefit from the support of Renault Trucks thanks to dedicated training courses.

### Inspiring tomorrow's women

As long-standing partners, the Association "Entreprendre pour Apprendre" and Renault Trucks have set up a mentoring project for 2022-2023 to inspire around one hundred girls. These pupils are aged between 10 and 14 and will be developing their skills through around a dozen meetings with female experts. The goal is to help them create their own mini-company project and raise awareness of jobs where women are often absent.

### Promoting mechanics

In February 2023, Renault Trucks signed a two-year partnership with WorldSkills France, the organiser of the world's largest competition for technical professions. The aim is to raise the profile of mechanics and attract new enthusiasts. Equipment and trucks were provided for the organiser.





**I joined Renault Trucks in 2022 and I'm very proud to contribute to its corporate social responsibility. The actions we're taking for our own employees are becoming clearer and clearer, but what really stands out for me is the increasing effort we're making to have a positive impact on those who are influenced by our activity.**

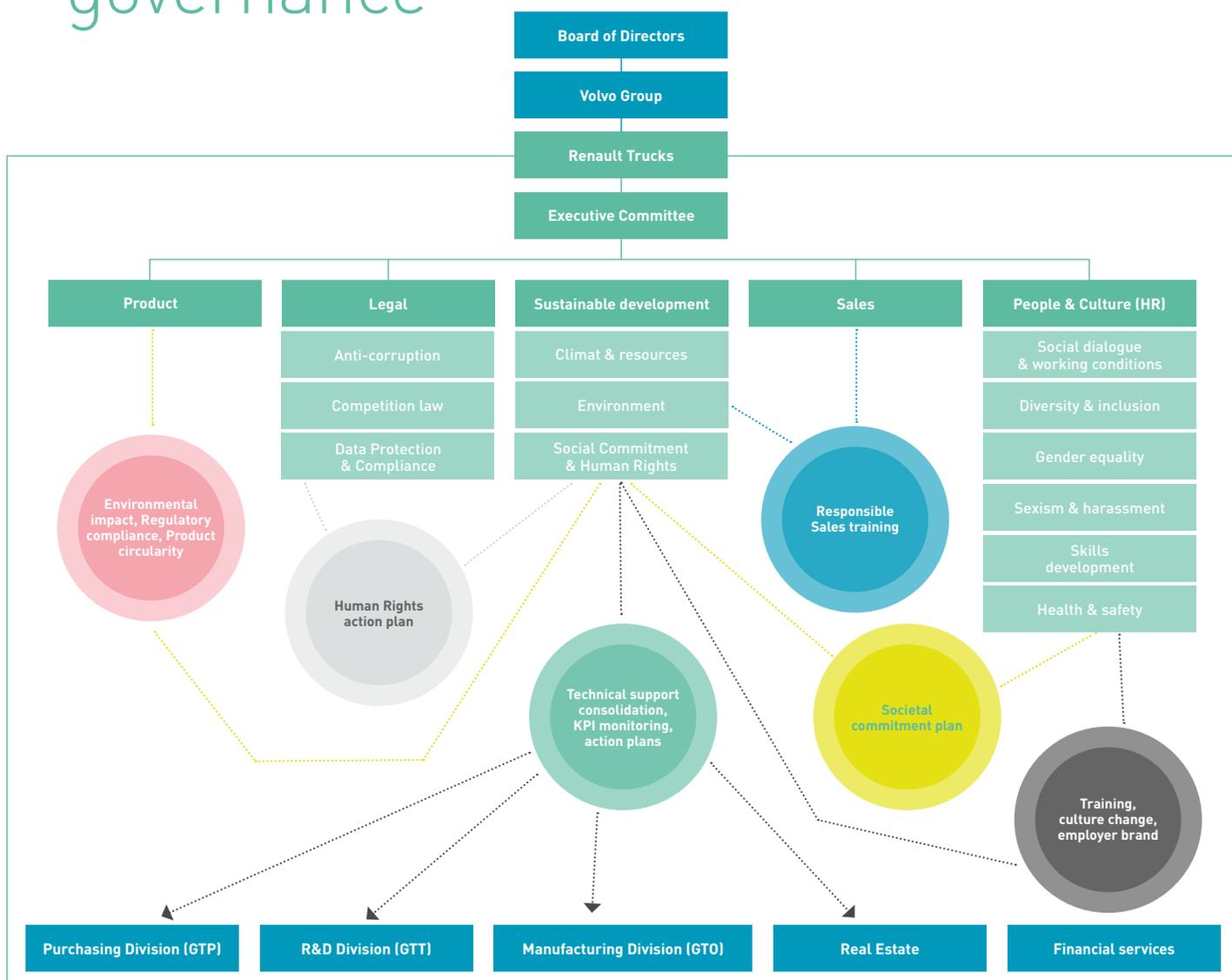
**Examples include supporting the UN World Food Programme, helping to keep trucks in operation to deliver food to vulnerable people; initiatives to inspire young students near our sites; preserving the history of the truck industry and adopting a proactive approach to inclusion through training.**

**We live in a world that is looking for fairer and more inclusive models and I'm convinced that Renault Trucks is on the right track.**

Thiago Araujo,  
CSR and Partnerships manager



# Sustainable development governance





## Note to readers

The main aim of the document entitled "Sustainable Development by Renault Trucks" is to provide details of the policies, commitments and progress of the actions deployed to help achieve a low-carbon business and an improved quality of life for all. It does not aim to meet the criteria of an extra-financial report, as published by the parent company ([the Volvo Group annual report](#)).

The figures and indicators quoted in this document come from internal and external reports produced by Renault Trucks and the Volvo Group. For more information on environmental and social practices, as well as the sources of the indicators and calculation methods, please send a request to the following address: [corporate@renault-trucks.com](mailto:corporate@renault-trucks.com).

## ECOVADIS certified

A responsible creator of shared value, Renault Trucks has submitted its environmental and social action as well as its governance to the assessment of the independent rating platform Ecovadis. With its latest Gold rating, Renault Trucks is now ranked amongst the top 4% of companies assessed in its sector.



Renault Trucks is a member of the United Nations Global Compact

**NOUS SOUTENONS  
LE PACTE MONDIAL**

