



DRIVE THE CHANGE

STORY

A FRESH LOOK AT RENAULT IN FRANCE

The Renault group is an international business that is firmly attached to its French roots. Every day, the people at Renault work with commitment, skill and passion at numerous sites across France. They symbolise an expertise that blends experience, quality and technology, without which Renault automotive products would not exist.

Over a three-week period, independent photographer Yannick Brossard captured their attitude, movement and expression. “I had a great deal of freedom in my shots and I rarely had to stage a picture, except for portraits,” he says. “I photographed them as they really are. I saw how proud they are to belong to a good company, heritage and history.”

Looking at a selection of 15 of his pictures, Yannick tells us about his encounters with people from different generations. His off-the-cuff shots highlight the passion, precision, high quality standards, advanced technology, experience and training at Renault, giving them all their meaning and value.



TECHNOLOGY



universe. The sense of thoroughly respected confidentiality was palpable.”

Aubevoye technical center (tests)

“This photo was taken in a chamber at the electromagnetic compatibility unit at Aubevoye. It makes me think of a James Bond film, with the bad guy on his desert island. It depicts a totally secret world, concealing cutting-edge technology. You get the sense that these people are in their



affection and is careful, calm and controlled in the way he handles them. The situation shows the duality between craft-based work – with a screwdriver used to remove the sensors – and technology, with the sensors hooked up to a computer.”

Lardy technical center (tests)

“This dummy is in a completely human-like position, calm, with its hands set down on the table. It symbolizes expertise and technology with all its sensors, aimed at enhancing work on the safety of motorists. The person who takes care of the dummies is like a father to them. He shows them a lot of



Rueil technical center (powertrain engineering)

“This picture depicts technology, new products, the future. Wearing safety glasses, the man is testing an electric battery to be fitted on ZOE. The atmosphere is calm and serene.”

PRECISE MOVEMENTS AND QUALITY



Cléon plant (powertrain)

"I see a very applied person, attentive to detail and really into his work. This man is proud to work here and feels like he has a mission to carry out. You can see it in the way he is looking at the gearbox and the way he is holding it, gently and with precision. I saw this attitude a lot during the shoot. This

photo isn't staged. It shows a real moment of professional quality."



Flins plant (body assembly)

"This man works in end-of-line quality control on the New Clio line. I felt like the new car gives the site a sense of future and hope. This photo shows the attention to detail and the importance of work on quality at Renault, and the key role played by people. Even with robots and

automation, we will always need the human eye at the end of the production line to OK the process. By touching and visually exploring the body, it is people who can sense quality."



Cergy warehouse (logistics)

"I was struck by this person's calm, alone in his work area, and by the wisdom of his movements. The main thing I noticed in the logistics activity was that it combines quick, precise and methodical movements with a calm and secure working environment."



Ruitz plant (powertrain)

"This man has a special, unusual job. He machines parts, refining them with great precision in lamplight. It's like being in a watch workshop."

EXPERTISE AND TRAINING



Flins plant

(body assembly)

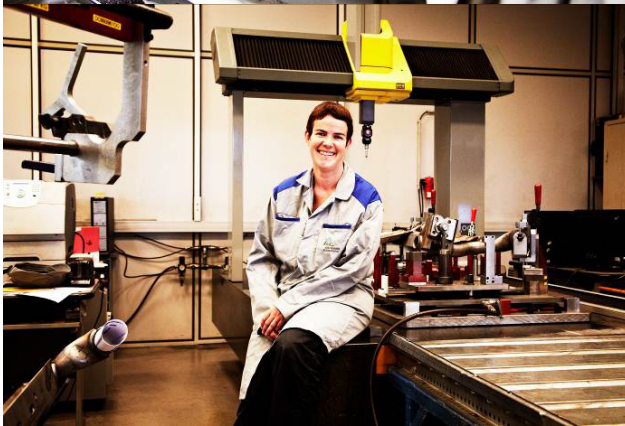
"This man was retiring at the end of the week we met. He'd spent his entire career at the Flins plant. I saw someone who was proud to have worked his whole career at Renault, with no bad feelings. Focusing on these people, who have applied themselves for 40

years, is a kind of homage. This man conveys real expertise and a certain value of the Renault company. I met quite a lot of people who were proud like him."



Maubeuge plant (body assembly)

"This young man represents the future. He is being trained – there is a future for him. There's something gentle in his movement. You feel that he's focused, alert and attentive to detail."



Le Mans plant (powertrain)

“This woman is attending training on dimensional quality control. She symbolizes the skills development of the company. When I walked into the room, in the heart of the plant, I saw knowledgeable people who really wanted to learn, and an older generation training the new arrivals. This woman is really positive about her course and doesn’t see it as an imposed obligation.”

WOMEN



Rueil technical center (powertrain engineering)

“This original picture shows a meeting between two worlds – powertrain camshaft and femininity. Her elegant hands caress the camshaft. This woman could be working in fashion or marketing. Instead she models camshafts and talks about her job with passion.”



Sandouville plant (body assembly)

“Here, in the midst of an industrial world, is a radiant, smiling woman, proof that you can work in an industrial environment and remain feminine, well cared for. I like the way she is holding herself, her slightly knowing look. I met a lot of women like her during the shoot.”

COLLECTIVE SPIRIT AND SPORTING PASSION



Fonderie de Bretagne casting plant in Lorient

"This group of men taking a break at the casting plant symbolizes a collective spirit that marked me throughout my photo report. I saw many similar scenes at Renault's production sites. The work place is also a sharing place, like being in a family."



Renault Alpine plant in Dieppe

"These men and women posing in the lobby represent the renewal of a passion. Alpine is to be reborn. Different generations – from the most experienced to apprentices in the paint shop – have rallied around the project and feel proud about it. Generations are renewed at

companies through renewed activities."



Renault Alpine plant in Dieppe

"When I walked into the racing workshop at the Dieppe site, I felt like I was at in the stands at a Grand Prix, in the antechamber of Renault Sport. And you say to yourself: 'Renault does racing cars, too!' Everything is done by hand here, it's a niche, a world apart. Very little is automated at

Dieppe. The focus here is on people and their love of motorsport."