



# Promoting diversity and inclusion, combating discrimination and harassment

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# Background

Carrefour employs 319,565 people worldwide, of whom 177,611 are women, accounting for 55.6% of the workforce. 3.41% of its employees are registered as having a disability.

That is why since its creation, Carrefour has been committed to reflecting and integrating the social

diversity of the areas where it operates. Indeed, the Group is convinced that representing all of its customers, in their cultural diversity, is a real competitive advantage in pursuit of better customer service and thus helps growth. Moreover, it is a proven retention factor for employees, which is why Carrefour has placed social diversity at the heart of its HR strategy.

## Our aim

"Promoting diversity" is one of the three ambitions of the "Grow and move forward together" pillar, commitment No. 1 of the Carrefour Group's Act For Change programme. Carrefour was very quick to commit to promoting diversity: its Diversity charter, which gives everyone in all countries the same opportunities in terms of joining the organisation and developing within it, was signed in 2004. In this respect, Carrefour aims in particular to ensure that the members of its Board of Directors are representative, in particular because of the diversity of each person's backgrounds, their skills, work experience, age, country of origin and gender. Numerous measures have been put in place to encourage and promote gender equality, to combat violence against women and to enable people with disabilities to flourish. At the same time, initiatives are in place to promote inclusion and equal opportunities for everyone, tackling discrimination and harassment.

**1. Gender equality:** Carrefour has worked to improve workplace equality between men and women for many years. Equal opportunities in the professional development of each employee, wage equality and the promotion of women to managerial roles are among our main policy commitments. Carrefour is also committed to ending violence against women as a member of the European CEASE initiative and the 1in3Women network.

**2. Employees and customers with disabilities:** for more than 20 years, Carrefour has been involved in helping people with disabilities and has kept a close eye on the percentage of people with disabilities that it employs. We work hard to retain each of our employees in their jobs and we give implement measures to adapt their jobs accordingly. Our roles are open to all and recruitment is based on skills, abilities and motivation. Carrefour also has an ambitious policy that involves training its employees and raising their awareness of the issue. Finally, Carrefour is taking action to change people's attitudes towards disability, including through European initiatives on employment.

**3. Inclusion and equal opportunities:** like diversity, inclusion is one of Carrefour's major commitments. Our goal is to continuously develop a culture based on inclusion, together with a culture that involves acceptance of people's difference. In all countries in which the Group operates, equal opportunities and a culture of respect are promoted and this is implemented in the form of actionable initiatives.

**4. Combating discrimination and harassment:** Carrefour is keen to strengthen its inclusive culture on an ongoing basis and sees diversity as an asset for the company – an essential performance lever that draws on the benefits of a multicultural society. In this respect, the group is strongly committed to tackling all forms of discrimination or harassment.

# Our goals and our performance

## 1. GENDER EQUALITY

The commitments made in relation to the Group's internal employees on gender equality focus on the following key areas:

- Tackling violence against women;
- Encourage and promote gender equality across the company, in particular by:
  - bolstering its internal development programmes;
  - rolling out and upholding the Gender Equality European & International Standard (GEEIS) in all countries;
  - Incorporating a new powerful commitment into the CSR and food transition index focused on gender equality.

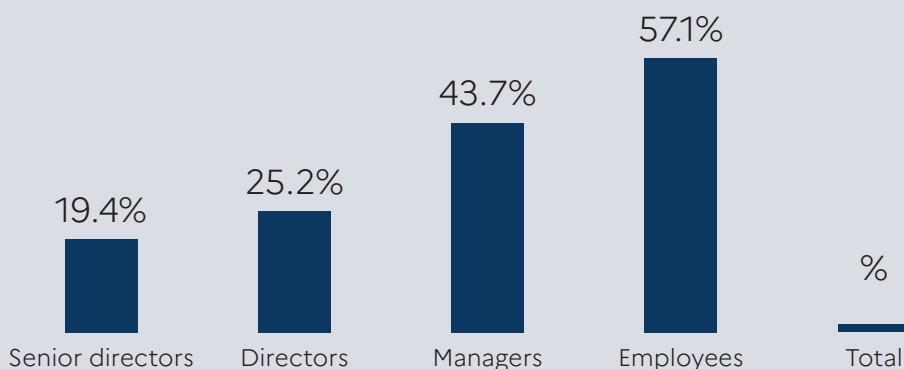
Indeed, in 2021 the aim of having women accounting for 40% of the Group's key positions was replaced within the CSR index by the aim of having women accounting for 35% of its executive directors by 2025. These developments in appointments to key positions will always be monitored to ensure that the Group has access to a pool of female talent and to ensure that our HR processes support the advancement of women in the organisation. However, the new target of having women account for 35% of the Group's executive directors making up the C200 covers the most visible levels of the company's management structures (mainly country Executive Committees), and was introduced to provide a better overview of the numbers of women making up Carrefour's governance bodies.

Gender equality					
Promoting diversity	2018	2019	2020	2021	Change (2020/2021)
Share of women in the workforce (as a percentage)	57.3	56.0	55.5	55.6	+0.1 pts
Share of women appointed to key posts (as a percentage)	37	31.5	23.2	28.5	+5.3 pts
Share of women on the Board of Directors (as a percentage)	42.1	44.4	43	46	+3 pts
Share of women on the Group Executive Committee (as a percentage) <sup>(1)</sup>	19	27	15	21	+6 pts
Share of women among executive directors (as a percentage) <sup>(2)</sup>			22.4	24.7	+2.3 pts
Share of senior female managers (as a percentage)	17.3	18.9	19.3	19.4	+0.1 pts
Share of senior female directors (as a percentage)	22.9	23.4	23.9	25.2	+1.3 pts
Share of female managers (as a percentage)	41.4	42.5	42.7	43.7	+1 pt
Share of women employees (as a percentage)	58.4	57.8	57.1	57.1	-
Women in management positions (as a percentage)	40.1	41.2	41.5	42.5	+1 pt

<sup>(1)</sup> as at 31/12/2021

<sup>(2)</sup> New category of Directors created in 2021

## PROPORTION OF WOMEN BY GRADE IN 2021



## 2. EMPLOYEES AND CUSTOMERS WITH DISABILITIES

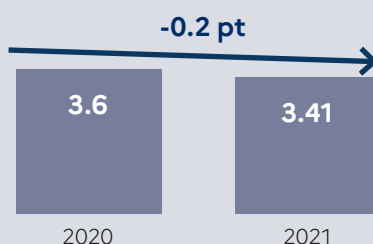
As part of its policy on equality and diversity, Carrefour also aims to promote the employment of persons with disabilities and develop their uniqueness within its teams. This objective is embodied by the following commitment: have persons with disabilities account for 4% of the total people employed by the Group by 2025 (target included in the CSR and food transition index).

The Group has 10,902 employees with disabilities as of the end of 2021, representing 3.4% of its workforce.

The percentage and the number of employees with disabilities decreased during 2021. One reason for this is the very strong momentum in Latin America, where the employment rate is lower than in Europe: the increased weighting in this area over the total population brings the average rate down. To support this commitment, workshops for sharing examples of best practice among HR departments in the nine countries were held. They were also intended to identify and share examples of the best initiatives across the Group.

Persons with disabilities			
Promoting diversity	2020	2021	Change (2020/2021)
Percentage of employees recognised as having a disability	3.6	3.41	-0.2 pts
Number of employees with a disability	11,306	10,902	404

## PERCENTAGE OF EMPLOYEES RECOGNISED AS HAVING A DISABILITY



### 3. INCLUSION AND EQUAL OPPORTUNITIES

Carrefour is one of the leading employers in France and employs people in more than 300 different jobs. These include many positions in stores and warehouses which are accessible to all, with or without qualifications or experience, aimed at workers based in the regions in which our stores are located, regardless of their age, their socio-professional characteristics or their origin.

Welcoming talented people from all backgrounds enables Carrefour to be more effective on a day-to-day basis. It is able to leverage the talents of everybody who is in a position to help it accomplish its mission, without limitations, including people who have not been in employment for a long time

With this in mind and in line with the announcements made by Alexandre Bompard in late 2020, the Carrefour Group made and honoured two major commitments for 2021. The first, regarding employment and people on block-release training programmes, was to hire 15,000 young people before the end of the year, including 7000 on permanent contracts and 8000 on block-release training programmes. In compliance with the second, regarding equal opportunities, more than half of these hires have benefited young people from disadvantaged neighbourhoods.

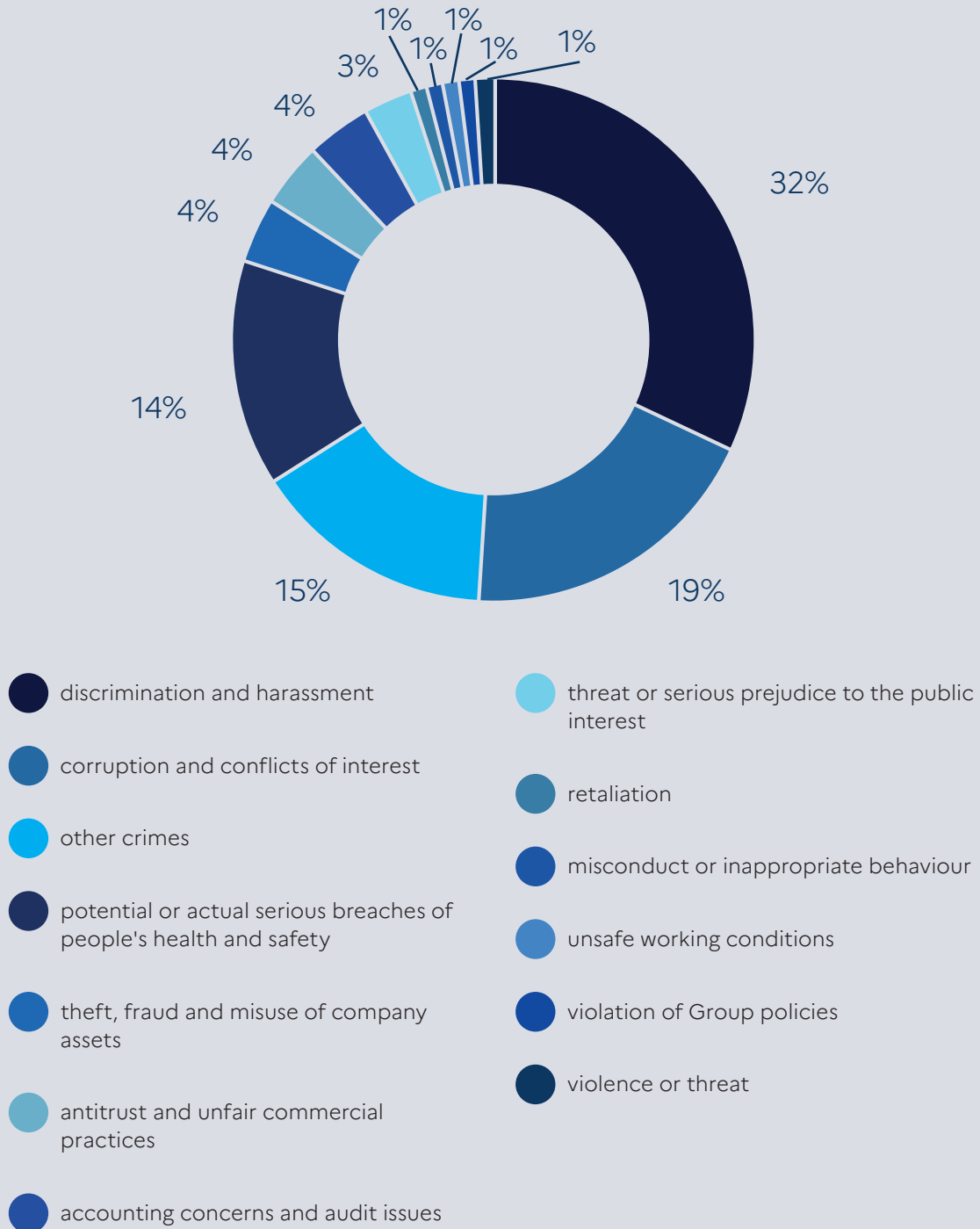
Employment for young people and the over-60s			
Promoting diversity	2020	2021	Change (2020/2021)
Share of staff under 30	34	34	-
Share of workforce aged 30-50 (as a percentage)	49	48	+1 pt
Share of staff aged 50 or over (as a percentage)	17	18	-1 pt



Our goals and our performance

## 4. COMBATING DISCRIMINATION AND HARASSMENT:

### Breakdown of alerts by category in 2021



In 2021, 5024 alerts were received through the ethical alert line available in all Group countries. Alerts in relation to discrimination and harassment accounted for 6% of these alerts.

The ethics department handled 165 alerts this year, 32% of which concerned issues related to discrimination and/or harassment. Inappropriate conduct accounts for 14% of the alerts handled by the Group.

# Our action plans

In all the countries in which it operates, the Group distinguishes itself through its sustained inclusive equal opportunities policy – a policy that promotes diversity and seeks to eliminate all forms of discrimination. The Group is taking concrete action: Group-wide and national agreements concluded with social partners, programmes developed under the auspices of international organisations, cooperation on the

ground with associations in the majority of the countries in which the Group operates. Each year, the Group holds an International Diversity Day, which serves as an opportunity for each nation to reaffirm its commitment to combating all types of discrimination and remind all employees that differences within a team constitute an asset.

## 1. GENDER EQUALITY

- 1.1. Helping women get promoted to leadership roles
- 1.2. Gender Equality European & International Standard (GEEIS)
- 1.3. Collective agreements on professional equality
- 1.4. Ensuring equal pay
- 1.5. Maintaining a balanced life and parenting

## 2. EMPLOYEES AND CUSTOMERS WITH DISABILITIES

- 2.1. Recruiting, integrating and keeping people with disabilities in employment
- 2.2. Our initiatives to change the way people view disability

## 3. INCLUSION AND EQUAL OPPORTUNITIES

- 3.1. Inclusion of youth
- 3.2. Inclusion for all
- 3.3. Promoting equal opportunities through the Leadership School

## 4. COMBATING DISCRIMINATION AND HARASSMENT

- 4.1. Our initiatives to promote diversity within our teams
- 4.2. Our actions to combat harassment and tackle violence

## 1. GENDER EQUALITY

### 1.1. Helping women get promoted to leadership roles

The Group employs 178,776 women, together accounting for 55.6% of its workforce. Carrefour makes a point of supporting and training all women, employees or managers, by offering them specific leadership programmes. The aim is to increase the representation of women among the Group's Executive Directors from 22% to 35% by 2025. The Group runs individual coaching and mentoring programmes for women designed to increase the numbers among high-potential employees:

- internal programmes exist at group level, such as "Empowering women leaders" and "Carrefour Elles" aimed at women directors. Numerous schemes have also been put in place at national level to promote gender diversity within specific jobs and at managerial levels. For example, in Spain, Carrefour has partnered with an innovative coaching programme for high-potential employees. Each year, employees take part in an inter-company regatta. The goal is to encourage them to get to know one another better and encourage them to take on new challenges. Specific career committee meetings are held in Belgium to accelerate the promotion of women and raise their profile.
- the EVE program initiated by Danone;
- the international Women Leaders programme, bringing together several of the Group's commitments, which led to the signing of the UN Women Empowerment Principles in 2013 by the CEO and the Executive Directors of Spain, Argentina, Brazil and Belgium.
- Particular attention is paid to the gender mix of people on the training schemes that exist throughout the Group to encourage internal promotion, such as the Leadership School and the Next Gen programme, 60% of which are women.

The Group also offers its employees numerous opportunities for networking and exchanging best practices on this topic, in particular through its LEAD NETWORK partnership, a European professional network dedicated to gender equality in the retail sector and the consumer goods industry. Numerous initiatives have been implemented in this area in the Group's various countries, such as Carrefour role models speaking out at the events organised by LEAD, the launch of the Chapter in Belgium and the broadcasting of a webinar to publicise the association among Carrefour Romania employees.

Carrefour's commitment is also reflected in its CSR and food transition index, which measures, in particular, the increase in the share of women who sit on its governance bodies over time. Indeed, in 2021, the Carrefour Board of Directors made a new commitment included in this index: to have women account for 35% of the Group's Executive Directors by 2025. This commitment has led to trajectories being de-

finied on a per-year and per-country basis, which are monitored the Group level. At the end of 2021, this indicator stood at 24.7% at Group level, an increase of 2.3% compared with 2020.

This policy enabled Carrefour to increase the share of women in management overall in 2021 (43% vs 41.5% in 2020): in management positions (44% vs 42.7% in 2020), in director positions (25% vs 23.9% in 2020) and in senior management positions (19.4% vs 19.3% in 2020).

At the end of 2021, the Group Executive Committee consisted of 14 members, including three women (a percentage of 21.4% in 2021 compared with 7% in 2017). Two new appointments in January 2022 brought its membership up to 16 members, including five women, women now account for 31% of the Executive Committee. Women make up 46% of the Board of Directors.

## 1.2. Gender Equality European & International Standard (GEEIS)

For several years Carrefour has been committed to a voluntary approach geared towards continuous improvement in terms of professional equality. This is why, in 2014 the group acquired a recognised benchmark to external assurances regarding the effective implementation of equality policies and visibility in relation to its actions. The GEEIS was chosen because the Group wanted to have a single reference system that was external to Carrefour, one that could be audited and adapted to suit our global presence and the diversity of our social legislation. The GEEIS

assessments, both qualitative and quantitative, are a means of reporting progress to branch authorities in a highly legible way. In 2020, in line with the public commitment made in 2017, Carrefour achieved its goal of having all of the countries in which it operates GEEIS-certified. In 2021, the campaign to have our entities audited according to GEEIS standards continued. The level of maturity in all our countries was maintained or improved, and the GEEIS Diversity by Carrefour Brazil label was extended.

### ILLUSTRATIONS:



#### BRAZIL

In 2021, Carrefour's Butantã and Jardim Pamplona shopping centres organised a special live event for International Women's Day.

On International Women's Day on 8 March, Carrefour Brazil also promoted a special initiative help tackle domestic violence and domestic abuse against women. As part of the event, some of the proceeds from selling French bread – traditionally sold by the chain's bakeries – went to Utopiar, a non-profit organisation that strives to develop products in partnership with women who have overcome situations involving this type of violence.



### 1.3. Collective agreements on professional equality

To go the extra distance towards gender equality, in 2020 Carrefour's Management department signed a new agreement with the trade union organisations on professional equality covering France. Its aim is to facilitate professional development for women who have a central role to play within the family unit and to enable men to be more effectively involved in their family role, without prejudice or fear for their professional development. This agreement demonstrates its ability to put in place actionable initiatives to ensure that everyone has the same opportunities to develop within the Group.

This is structured around the main issues of recruitment, training, promotion at work, adequate pay,

working conditions and the relationship between work and home life, for which the Group and trade union organisations wish to determine goals and implement concrete initiatives. On the subject of work-life balance, the agreement includes the following in particular:

- Support for women who wish to breastfeed with the option to have dedicated times;
- Support for parents with their childcare through the introduction of a common minimum amount allocated under the conditions laid down in the agreement,

### 1.4. Ensuring equal pay

The Group also has a fair remuneration policy. In practice, this means that in all countries in which the Group operates, salaries, categorised in pre-defined tables, are awarded based on objective criteria – such as tasks entrusted to the employee and their level of responsibility or experience, and these salaries do not take the employee's gender into account. In addition, each group entity ensures that its actual wage practices reflect this policy.

In France, Carrefour Hypermarkets signed the Group's new agreement on professional equality between women and men on 9 March 2020. This agreement contains a system for monitoring equal pay on two levels:

- at the collective level: at the Annual Mandatory Negotiations (AMNs), in the event of differences in remuneration between women and men, the idea of a specific amount of money, known as the "Equality Booster", is specified for each department so as to make the necessary individual compensatory payments.

- at the individual level: outside the AMNs, the legal entity to which the employee belongs remains responsible for adhering to the principles of equal pay for women and men and requests for compensatory payments must be investigated and dealt with within the entity. Otherwise, the national joint committee to monitor the agreement may be called in.

In addition, many indicators are monitored and analysed on a regular basis in the countries in which the Group operates to ensure that salaries are the same for both women and men in similar positions at Carrefour.

### 1.5. Maintaining a balanced life and parenting

To ensure that all employees flourish in their work life, Carrefour is committed to promoting work/life balance. Promoting work/life balance is also one of the four pillars underpinning the Women Leaders Programme. Within this framework, the measures put in place in the Group benefit both women and men. Actions have been implemented on a per-country basis.

Employees can benefit from measures to facilitate the care of their children. For example, in France, there is a nursery at the head office, and employees can receive financial support in the form of Cheques for Universal Employment Services (CESU) to cover childcare, to which Carrefour contributes 50%.


At the same time, there are numerous schemes in operation in all of the Group's countries to help employees at each stage of their parenting. Additional leave is granted to employees who have signed up for IVF treatment in France and Romania. In Brazil, special medical support is given to pregnant women. Special measures have also been introduced in Carrefour Argentina: employees can get longer maternity and paternity leave than that provided for by local legislation, and women leaders are able to take advantage of a special programme when they return to work which includes flexible working hours. Breastfeeding areas are available, in particular at Carrefour head offices in Brazil, Taiwan and Argentina, as well as in all


Carrefour hypermarkets in Spain. Moreover, in most countries, employees are given time off when their children are ill.


For more information, refer to the "Guaranteeing health, safety and quality of life at work" fact sheet.

## ILLUSTRATIONS:

 **Carrefour France** was one of the first 30 groups in France to sign the Parenthood Charter and to commit to introducing practical initiatives in this field. Since then, Carrefour has been a member of the corporate parenthood monitoring group (Observatoire de la parentalité en entreprise) and signed 15 commitments on work/life balance. In October 2021, the Group renewed its commitment to supporting young parents and to helping people to achieve a better balance with their professional life by once again signing this charter in the presence of the Minister of labour, employment and social inclusion.

 **In France and Romania:** Additional leave is granted to employees who have signed up for IVF treatment.

 **In Brazil,** special medical support is given to pregnant women.

 **Carrefour Argentina:** special measures have also been introduced: employees can get longer maternity and paternity leave than that provided for by local legislation, and women leaders are able to take advantage of a special programme when they return to work which includes flexible working hours.

## 2. EMPLOYEES AND CUSTOMERS WITH DISABILITIES

### 2.1. Recruiting, integrating and keeping people with disabilities in employment

The Carrefour Group has made its approach to hiring and integrating people with disabilities – and keeping them in employment – a fundamental part of its human resources policy.

The first agreement on the employment of people with disabilities in French hypermarkets was signed in 1999 and has since been renewed eight times. The agreement was most recently renewed in 2020, the aim being to secure people's career paths and keep people with health problems in employment. The agreement also provides for them to be hired on block-release contracts. Twenty years after this first step, Carrefour remains utterly committed to this goal. Carrefour supports its disabled employees throughout their careers. Disability representatives are appointed in all stores, regardless of format. They are on hand to provide these employees with effective support.

Across Carrefour France, to make it easier to employ people with disabilities, an Inclusion Manifesto spearheaded by the Ministry for Solidarity and Health was signed in 2019 and is made up of ten actionable commitments.

As far as recruitment is concerned, all job vacancies are publicised with undertakings that people will be selected solely on the basis of their skills, motivation and their ability to do the job in question. Carrefour also took part in the "Hello Handicap" job fair again in 2021.

The role of disability representatives and human resources departments is to support the integration of people with disabilities. In particular, this involves assessing the employee's needs so that appropriate changes can be made to their work environment, as well as ensuring that their disability is recognised by management. This involves providing employees with assistance in putting together their applications to have their disability officially acknowledged. Employees can also have special arrangements made for them under the collective agreements into which the Group enters, such as authorised days of absence or financial aid.

Also, the Group strives to keep people in employment when people become disabled during the course of their career. Making changes to the way in which

a given job is organised or resourced, or to the equipment used can maintain people's skills or improve the working conditions of employees affected.

Special schemes are in place for our deaf and hard of hearing employees.

Initiatives are also implemented to train and raise awareness of this issue among all stakeholders across the company. For example, recruiters are trained in non-discrimination, disability representatives follow special course and managers receive training to prevent them from espousing preconceived ideas.

## JOINT INITIATIVES AND PARTNERSHIPS:

Carrefour is a signatory of the **Diversity charter**, a French government initiative launched in collaboration with IMS Entreprendre pour la Cité, a French NGO that brings together companies promoting corporate responsibility.

**Partnership with the ILO:** Carrefour was the first major company to enter into a partnership agreement with the International Labour Organisation (ILO) Disability Network to work with community organisations and other institutions to promote the employment of people with disabilities worldwide.

**ILO Charter:** Carrefour is also one of the 13 companies that signed the charter with the ILO in 2015.

## ILLUSTRATIONS:



**Brazil:** Three new Atacadao units were opened in the State. Vacancies included positions for workers with disabilities, ranging from operational to managerial, and did not require prior experience.



**Romania:** Special commitment of the store and head office recruitment teams to attracting and integrating employees with disabilities.



**Carrefour Taiwan** works with schools to offer internship opportunities to students with disabilities so as to enhance their employability. In 2021, 190 students joined Carrefour Taiwan as part of this initiative.

## 2.2. Our initiatives to change the way people view disability

In its efforts to change the way people view disability, Carrefour supports and takes part in several events to raise awareness of disability and embrace difference within its teams.

In 2020, Carrefour once again took part in European Disability Employment Week, which has been organised for the past 23 years by ADAPT, a French organisation that promotes the social and professional integration of people with disabilities. Because of the pandemic, all of these initiatives were held online. In 2021, during Disability Week, Carrefour France and Carrefour Belgium once again signed up to Duo Day, a European initiative in which France has been involved since 2018. The idea is to put together a duo made up of a person with a disability and an employee of a private or public enterprise. They then spend the day together, either on a face-to-face basis or remotely. In 2019, 200 duos were formed at Carrefour. For the 25th edition of European Week for the Employment of People with Disabilities, Carrefour also supported Le Grand Pitch, the first disability-themed speaking competition organised by our partner Pépites Emploi.

In Spain, the INCLUYE programme promotes the inclusion and raises the profile of employees with disabilities through meetings, tutors and initiatives implemented by human resource departments and the employees themselves. There is also a scheme where-

by Carrefour volunteers can deliver training to people with mental disabilities. In Brazil, 21 September is the National day of struggle for people with disabilities. Throughout the week, awareness-raising activities were staged to promote the inclusion of people with disabilities among the management teams and employees. Conversation groups were also organised about inclusion and careers for people with disabilities.

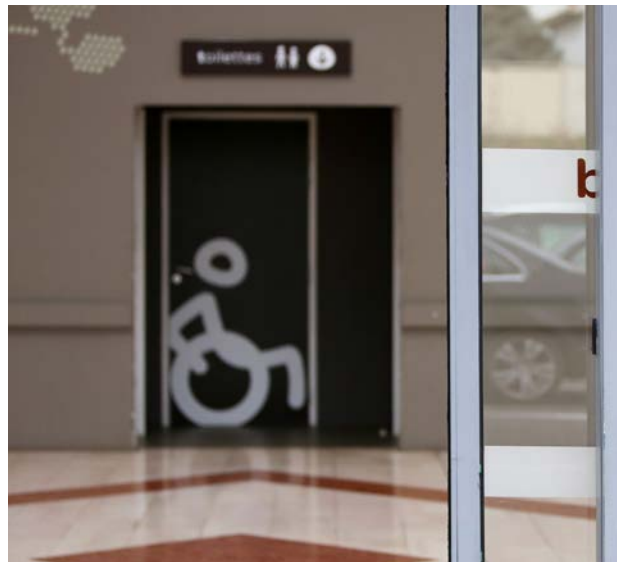
Another initiative that the Group started in 2021 involved introducing a "silent hour for all" for people with autism, and then rolling the initiative out more widely. In 1240 stores in France, for example, this involves reducing the brightness every day for one hour, turning off all music and adverts. Similar initiatives also exist in other Group countries, including Poland, Spain and Argentina. In addition, on International French Sign Language Awareness Day, Alexandre Bompard launched an initiative in collaboration with the Ministry of Solidarity and Health to teach store employees ten signs to welcome deaf or hard of hearing people. Carrefour is aiming to train at least one person per store to use French Sign Language by the end of 2022. Carrefour Argentina has worked with the Red Cross and produced a video to train store checkout employees to use sign language.

For several years now, Carrefour Spain has also been trying to make some of its hypermarkets more acces-



sible for deaf or hard of hearing people. It has been using 'SVIsual' for this, a video interpretation service for people who use sign language.

For a decade now, Carrefour has been supporting the Rêves de Gosses (Childhood Dreams) project coordinated by Les Chevaliers du Ciel. Created in 1996 by aviation enthusiasts, this non-profit works to enhance acceptance of differences between "ordinary" children and "extraordinary" children, and helps them make their dreams come true. Sick, disabled and poor children, or children who have simply had a rough life, come together to work on this educational project to open up the ordinary world to them, with the support of teaching staff from specialised centres. The organisation then offers the children a day of festivities with a first flight experience, refreshments, gifts, events and more.



### 3. INCLUSION AND EQUAL OPPORTUNITIES

Diversity and inclusion are among Carrefour's major commitments. Carrefour believes in equal opportunities and in creating a culture of respect, and is implementing actionable and coherent initiatives to give everyone, in all countries, the same opportunities for recruitment and career development, regardless of gender, age, origin or qualification. It is using many

levers to pursue this policy and is doing so at all levels: Group and national agreements concluded with the social partners, a Diversity charter, programmes developed under the auspices of international bodies (UN, International Federation for Human Rights, International Labour Organisation), cooperation out in the field with NGOs and charities, etc.

#### 3.1. Inclusion of youth

Carrefour has been actively involved in recruiting and training young people for years, and is continuing with and bolstering its initiatives designed to support youth employment. For example, on 8 December 2020, it announced that it would hire 15,000 young people on permanent contracts or as part of block-release training schemes, 50% of whom would come from disadvantaged neighbourhoods. This objective was achieved by the end of November with the hiring of more than 7000 young people on permanent contracts and 8000 on block-release training contracts. Significant resources have been put in place to offer high-quality graduate training or training programmes leading to diplomas. Carrefour France, for example, now has an internal block-release training programme. In addition, 3000 internships will be offered to secondary school pupils from schools in vulnerable neighbourhoods in order to give them a taste of jobs in the retail sector. In recognition of its efforts Carrefour was presented with the Brand Employer and Recruitment Award at the eighth edition of the Human Capital Leaders Awards. These various measures reflect the Group's commitment to promoting equal opportunities against the backdrop of a pandemic that is hitting young generations hard and increasing their difficulties in finding long-term employment opportunities.

Finally, the launch of the new "Springboard" programme at the end of the year will be another new

way to approach Carrefour graduates. Under this innovative and inclusive scheme, a cohort of people on block-release training programmes will be selected from among 15,000 young people from vulnerable neighbourhoods recruited in 2021 to follow a specific course. They will receive training (significantly based on the Carrefour leadership model), get to enjoy immersive experiences and will receive coaching delivered by former graduates, the aim being to then get onto a graduate training programme.

#### ILLUSTRATIONS:



**France:** Carrefour, together with the start-up Bonanza, has launched a sponsored recruitment campaign in the form of advertisements on various networks. Its aim is to increase the Group's appeal among the younger generations, providing them with opportunities to learn more about those of our professions for which there is a shortage of employees, such as food-related ones.

## PARTNERSHIPS: FRANCE

Carrefour has set up a partnership with the **Comité National d'Accueil et d'Action pour les Réunionnais en Métropole**, an association designed to help young people from La Réunion interested in getting a job in mainland France. Young candidates supported by the CNARM have succeeded in getting shortlisted for jobs to go and work at a number of Carrefour stores and warehouses as part of block-release training programmes. Following a successful first phase, the initiative has now been extended to include warehouses in the Rhône Alpes and Sud Est regions and on learning about food-related jobs for positions as order pickers for people training for professional collocation certificates. A total of twenty candidates have been taken on since the beginning of the year.

**Génération**, an association that supports the integration of people who have been unemployed for a long time and Carrefour have put together a training programme for "Excellence at Retail Outlets" as part of a scheme to help people become operational so they can start jobs, in partnership with the Pôle Emploi job centre. The idea is for the trainees to get jobs in food sales at Carrefour as part of their block-release training schemes.

Several programmes spearheaded by the **Sport dans la ville** association have been supported by Carrefour since 2018. This is the case with the "Job dans la ville" programme, which seeks to support young people registered on the association's sports programmes establish a foothold on the job market. Several recruitment fairs have been organised in the Lyon region, including one in the presence of Alexandre Bompard. These have resulted in people being hired in store, IT and Expansion roles (block-release training programmes / youth employment schemes).

Carrefour has maintained its commitment to the **Nos Quartiers ont du talents** association, which supports young graduates from disadvantaged backgrounds by having them mentored by professionals. A campaign was launched in 2021 with head office employees to have them register for the NQT association's 1Jeune1Mentor programme.

**Jobready** is an introductory and skills development course, managed by the Article 1 association, which provides people with careers advice and helps them get jobs. In 2021, Carrefour continued to offer a selection of trainees and people on block-release training programmes the opportunity to attend two workshops. These were designed to teach them just how important soft skills are in the professional world and how rewarding their career could be. After an initial test year in 2020 during which 25 young people were able to attend these workshops, nearly 100 young people followed the first workshop in November 2021, with a second workshop planned in early 2022 for these young people.

### 3.2. Inclusion for all

Diversity and inclusion initiatives are also in evidence locally in each country.

For example, to address the difficulties transgender people may face in integrating professionally, on 29 January 2021, Carrefour Brazil staged Trans Visibility Day – an initiative designed to encourage the hire of transgender people. With several editions held throughout the year, Carrefour campaigns to encourage the integration of people from

minority groups, and it uses the event to enhance and increase diversity and inclusion across its ecosystem. Initiatives are also implemented across the Group to encourage the employment of slightly older people. These include its partnership with the "Hire 45+" association, which makes it easier to employ people over the age of 45 in Romania. In Spain, Carrefour has teamed up with the Red Cross and signed an agreement on employment and social integration.

### 3.3. Promoting equal opportunities through the Leadership School

Since 2018, the Leadership School – an in-house training school dedicated to its employees with potential – has provided a framework for the social advancement that Carrefour has promoted since its creation. Launched in Argentina and Spain, the scheme appeared in many countries in 2021, including France at the beginning of the year, followed by Poland, Italy and Romania, then Belgium with its own version (the “Carrefour academy”), and finally Taiwan at the end of the year. This multi-format pro-

gramme aims to promote employees to managerial positions, managers to divisional management positions and regional managers to director positions. The School is a real lever for promoting diversity and professional equality at Carrefour. This is illustrated by gender mix in the cohorts (49% women in the Jérôme Nanty cohort and 50% in the third edition of the Leadership School in Argentina), as well as by the specific nature of the modules on diversity and professional equality.

#### ILLUSTRATIONS:



**Argentina:** More than 400 people have been trained since its launch.



**Spain :** 700 employees attended this training programme



**Poland:** The first edition of School of Leaders began on 1 June.



**Italy:** Over 70 employees have received training through the Leadership School.



**Romania:** Romania joined the movement in September through an agreement with the Academy of Economic Studies and Bucharest Business School.



**Belgium:** Carrefour Belgium has launched its own version of the “Carrefour academy”.



**Taiwan:** A first cohort was welcomed at Carrefour Taiwan in December.



## 4. COMBATING DISCRIMINATION AND HARASSMENT

### 4.1. Our initiatives to promote diversity within our teams

Carrefour stores and entities strive continuously to foster diversity within their teams. This way, they can represent the diversity of society, their environment, and their customers so as to better understand and anticipate their needs. To develop a culture of trust and integrity at all levels of the company and with all its partners, the Group has created a "Carrefour code of business conduct". This charter is sent to all suppliers who agree to abide by the ten ethical principles established by the Group. These principles include preventing all forms of discrimination in the way in which people are employed and how they do their jobs. These ethical principles, published in October 2016, also include respect for diversity, contributing to a safe and healthy working environment, promoting social dialogue, outlawing harassment, guarantees in relation to the safety of people and property and other commitments in relation to corruption.

Carrefour also aims to ensure that the members of the Board of Directors constitute a good balance in terms of the diversity of each person's backgrounds, their skills, work experience, age, country of origin and gender.

Similarly, compensation and benefits are allocated based on the position held by the employee, taking into account their skills, expertise, experience and performance. All forms of discrimination, including the distinction based on gender, nationality, ethnic origin or religion, are prohibited.

To ensure high-quality social relations, social dialogue within Group countries is governed by local collective agreements. For example, Spain has implemented a plan to support gender equality and end harassment and unfair treatment.

#### ILLUSTRATIONS

##### Group:

Every year, Carrefour organises a Diversity Day and invites its employees to express their creativity as a way to promote multiculturalism. It is an opportunity to educate our employees on the need to accept difference and share our inclusive values.

Carrefour's International Diversity Day was in late June 2021. This year, the Group's initiative involved producing a motion design on the theme of diversity in Carrefour, translated into all our languages and then shared in all of the countries in which we operate, both internally and externally. A video featuring employees from each of our countries, produced by the employees in question and distributed externally.



##### Brazil:

Carrefour Brazil held an online event on Wednesday 28 April, run by its CEO, to discuss combating racism in business and promoting fairness.

Carrefour Brazil Group has just advertised 30 internships exclusively for people from minority backgrounds.

Tackling racism is the focus of a forum promoted by Carrefour Brazil which has also made several commitments to combating discrimination.



**Romania:** A new charter on the Group's diversity, equality and inclusion policy was signed in 2021. It clarifies the meaning of these issues within the organisation and its purpose, which is to encourage employees to bring any issues that may arise to the attention of management or HR departments. It also addresses diversity and inclusion in relation to working environment, professional development, and rights and responsibilities.



## 4.2. Our actions to combat harassment and tackle violence

The various countries in which the Group operates are also resolutely committed to combating sexual harassment and sexist behaviour. On International Women's Day, awareness-raising initiatives were implemented for employees.

In Brazil, internal communications initiatives designed to encourage people to think about sexist behaviour and change their attitudes have been deployed. For example, the Group took part in an initiative (organised by the Women's secretariat of the São Paulo syndicate) to enhance employability for women on International Women's Day.

In 2019 in France, a number of people were appointed to help tackle sexual harassment and sexist behaviour (300 people on the social and economic committee, and 300 employees). An internal procedure for dealing with reports of acts that may constitute sexual harassment or sexist behaviour has also been established. In 2020, Carrefour's employees appointed with addressing instances of sexual harassment and sexist behaviour were given training to help them understand and use regulatory definitions (of sexist behaviour and harassment), identify high-risk situations and identify means of prevention. They were given kits to help them with awareness-raising initiatives. E-learning modules for managers and employees to raise awareness of sexist behaviour and harassment were also introduced.

### COMBATING RACIST VIOLENCE

#### Focus on: Brazil

Nothing is more alien to Carrefour's values than acts of violence. Carrefour Brazil has taken powerful measures to thoroughly review the policies for training employees and subcontractors as far as security, respecting diversity and showing tolerance are concerned. An audit was commissioned and an action plan was defined with an external committee for freedom of expression on diversity and inclusion, tasked with advising Carrefour Brazil independently in relation to its initiatives to tackle racism in its stores. This action plan bolsters the initiatives that Carrefour Brazil has already been implementing over the past few years to tackle racism. This commitment is reflected both in the company – through awareness-raising and training activities (Diversity Day, workshops on unconscious bias, guide on diversity and inclusion for suppliers), – and in civil society (signing of the entrepreneurial coalition for racial and gender equity, institutional partnerships and sponsorship of diversity forums).

In **Spain**, the 'II Equality Plan' training programme has a specific section on measures to prevent sexual abuse and bullying in the workplace so that no such situation can arise in Carrefour.

## TACKLING VIOLENCE AGAINST WOMEN:

**CEASE:** Carrefour is committed to ending violence against women as a member of the European CEASE initiative and the 1in3Women network managed in France by the Act Against Exclusion Foundation (FACE). A member of the initiative since 2018, Carrefour renewed its partnership agreement with FACE in 2021.

The CEASE/1in3women project sets out to:

1. Understand what gender-based violence is and its impact, based on figures and qualitative information;
2. Raise awareness of this form of violence within our own organisations, among our peers and stakeholders as well as the general public;
3. Create an egalitarian culture within our organisations;
4. Produce or use policies, tools, training and processes for our Human resources departments, management teams and all employees – whatever their gender – so as to provide a solution when employees say that they have experienced violence;
5. Allow our female employees to talk openly and promote a caring environment for those who have been victims of violence;
6. Facilitate access to specialised organisations that can support employees who have experienced domestic abuse;
7. Develop a network of diverse stakeholders (private and public organisations, non-profits, public institutions, trade unions) to work together on this issue;
8. Measure the impact of initiatives to support victims of violence within our organisations and share results with our stakeholders. By signing a Charter, Carrefour has pledged to raise awareness of this form of violence within the company, among peers, stakeholders and the general public, and facilitate access to specialised organisations that can support employees who have experienced domestic abuse.

**Orange Day campaign with UN Women France:** for seven years, Carrefour has been a partner to the French National Committee for UN Women, an organisation that works to uphold women's rights and promote gender equality. Every year at the end of November, the French National Committee for UN Women invites civil society leaders to join in its initiative to end violence against women and girls. 25 November is international day for the elimination of violence against women, and 10 December marks International Human Rights Day. These two key dates frame a period of campaigning to find solutions, report cases, raise funds, spread messages and promote actions to stop violence against women. The official colour of the campaign is orange, a radiant, optimistic colour, which symbolises a better world without violence against women and girls. The first day of activism, 25 November, has since become known as Orange Day. Hypermarket and supermarket customers once again took part in the event this year. For three days, for any purchase of 1 kg of organic oranges for 2 euros, 0.50 euro was donated to UN Women France.

**International agreement between Carrefour and UNI Global Union:** at Carrefour's European Consultation and Information Committee meeting on 3 October 2018, the Group's Chairman and Chief Executive Officer, Alexandre Bompard, and the General Secretary of the International Union Federation UNI Global Union, Christy Hoffman, renewed the global agreement previously signed in September 2015. An important section on combatting violence against women rounded out existing provisions on social dialogue.

To ensure that its action plans run smoothly, Carrefour has also set up its own ethics whistleblowing system that can be used by Group employees or stakeholders to report any situation or behaviour that does not comply with the Group's ethical principles. This alert system covers all ethical themes: human rights, corruption, conflicts of interest, unfair commercial practices, accounting, fraud, security and environment, working conditions, abuse of power, harassment and discrimination. The system helps Carrefour to prevent serious violations of its ethical

principles and to take the necessary measures when a violation does take place. It is one of the tools promoted under the agreement between Carrefour and UNI Global Union. Our warning system, which comprises a website and an external telephone line, provides employees, suppliers and Carrefour service providers with an entirely confidential means of informing us of any situation or conduct that is at variance with our ethical principles.

- Access the reporting and monitoring platform

# Our organisational structure

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## SCOPE

Diversity, attracting new talent and developing skills are strategic issues for the Group as a whole; policies to do with diversity, talent attraction and retention, and employee skills development have thus been deployed across all Group integrated entities. Some commitments may relate specifically to certain entities:

- the UN Women's Empowerment Principles (WEPs) were signed in 2013 by Carrefour's Chairman and Chief Executive Officer followed by the Executive Directors of Carrefour Spain, Argentina, Brazil and Belgium;

## GOVERNANCE

The aims of the Act For Change Programme are spearheaded by each Executive Committee in the countries making up the Group.

- After a launch at the Group's TOP 200 in March 2019, the action plans were presented by each Country's Executive Committee to the Group's HR department.
- The Act For Change action plans are reviewed monthly by the HR departments of the various countries alongside the Group's HR manager.

## FORTHCOMING INITIATIVES

- **#IWantiCan campaign:** A wide-ranging communications campaign was launched in early 2022 and will focus on promoting Carrefour's diversity and inclusion policy. It will be embodied by committed and active employees who will be able to talk about their professional careers and the various HR schemes from which they have benefited. A series of posters and videos will promote equal opportunities across Carrefour by looking five key areas: professional equality between women and men, disability, people from priority districts, the LGBTQ+ community and level of education.

## PERFORMANCE ASSESSMENT METHODS

Consideration and dialogue with employees are essential elements in creating a climate of trust that is conducive to the company's economic performance. To support the change in corporate culture, Carrefour has introduced the Employee Recommendation indicator, an indicator of employee engagement.

- Performance and guidance indicators are continuously monitored by HR departments in the various countries to assess the successful implementation of the Group's diversity policies (examples: promotions, internal and external recruitment, development programmes, etc.).
- As part of a voluntary approach to promoting diversity, the Group deploys GEEIS (Gender Equality European) certifications to enable it to assess and implement its initiatives to encourage gender equality.

## JOINT INITIATIVES AND PARTNERSHIPS

- Partnership with the International Labour Organisation (ILO)
- ILO Charter since 2015
- CEASE
- Orange Day with UN Women France, for the past six years
- International agreement between Carrefour and UNI Global Union signed in October 2018

**Skills sponsorship: Since 2020**, Carrefour has been bolstering its skills sponsorship activities. In response to its employees' search for meaning and engagement, Carrefour has introduced partnerships with two skills sponsorship stakeholders. The scheme was launched in September 2020 for a period of 3 years and aims to involve more than 250 employees from different regions in France. These assignments are perfectly aligned with the Group's social commitments in tackling waste, helping to implement the food transition and enabling integration through work. Assignments to do with the pandemic have also been put in place, such as school support for children experiencing difficulties or assistance for the elderly or vulnerable. Employees are involved in social enterprises and general-interest associations spearheading socially useful projects.

## FOR FURTHER INFORMATION

- Diversity charter
- 1in3Women network charter
- ILO Charter

- **Vendredi**, a social enterprise that assists employees in their engagement projects via a platform on which they can coordinate the initiatives undertaken. Vendredi offers short assignments lasting a few days working with a particular charity (on average 2 days) as part of its "Engagement for all" programme, as well as longer assignments lasting several days or weeks (on average 25 days) as part of its "Career" programme.

- **Wenabi**, a social start-up that aims to boost corporate solidarity by offering a collaborative and simple tool with general purpose assignments for charities. Start-up company Wenabi offers assignments ranging from half a day to several weeks, individually or in teams, via 3 programmes:

- **coup de pouce**: involvement in one-time assignments accessible to all;
- **sponsorship**: long-term support for people on a regular basis;
- **skills sharing**: the provision of skills and expertise to help a charity.



[www.carrefour.com](http://www.carrefour.com)  
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