



Ensuring health, safety and quality-of-life in the workplace

1. Ensuring health, safety and quality-of-life in the workplace at Carrefour

- 1.1 Background and challenges
- 1.2 Summary of objectives and performance
- 1.3 Organisational structure and governance

2. The Carrefour Group's action plans

- 2.1 Protecting employees' health
- 2.2 Innovating to enhance quality-of-life in the workplace



1. Ensuring health, safety and quality-of-life in the workplace at Carrefour

1.1 Background and challenges

Companies are increasingly aware that human capital is their most valuable asset: providing their employees with good working conditions helps improve company performance.

To support these changes, the Group introduced the international 'Act for Change' programme in 2019 in order to align management behaviours with these objectives and establish employees as the main players in the Group's transformation. It comprises four major commitments structured: "Grow and move forward together", "Serve customers with passion", "Act in a straightforward manner" and "Be proud of transforming our profession". This management model is the one currently in use.

As part of the third commitment of its Act for Change programme – "Act in a straightforward manner" – Carrefour provides its 334,640 employees with a secure and positive working environment. The Group monitors their health and quality of life at work. It has been heavily involved in the prevention of musculoskeletal disorders (MSDs), which account for 45% of work-related injuries and illnesses, as well as in the

prevention of stress and psychosocial risks and, more broadly, in employees' mental health. An essential part of the Group's culture, it helps bolster the Company's performance and guarantees a benign social climate across all formats. An essential part of the Group's culture, it contributes to the company's performance and ensures a good social climate in all of its formats. Carrefour has also focused on improving the quality of work life by increasing activities related to the development of sport, the deployment of telework and ensuring that personal and work life balance is maintained.

To support the transformation of its corporate culture, in 2019, Carrefour introduced the Employee Net Promoter Score® (E-NPS), an indicator of employee engagement. The average of the scores given by employees in response to the question on the extent to which they would recommend Carrefour as an employer (E-reco) was integrated into the group's CSR and Food Transition Index. The goal of achieving and maintaining an average group score of at least 75/100 until 2025 has therefore been achieved for 2022.



E-Reco	2022
Participation rate	64%
Average "Employer recommendation" score	82/100
Achievement of the E Reco target for 2025 (75/100)	128%

1.2 Summary of objectives and performance

The “Act in a straightforward manner” pillar is commitment number three of the Carrefour Group’s Act For Change programme. This pillar underpins three major aims for the Group’s employees:

- Use resources appropriately and efficiently;
- Act swiftly and keep it simple;
- Empower others and oneself

In concrete terms, Carrefour wants to enable its 334,640 employees to operate within a conducive and fluid work environment. Protect the health of employees and reduce the risk of work-related accidents by pursuing a common occupational health policy across the world, and implement numerous innovative initiatives to improve quality-of-life in the workplace.

KPI	2019	2020	2021	2022	Change (2022/2021)
Percentage of countries to implement an action plan on health/safety/quality-of-life in the workplace.	-	100	100	100	-
Rate of absence due to workplace and travel-related accidents (expressed as a percentage)	-	0.63	0.66	0.43	+0.3 pts
Rate of accidents at work among our employees (number of accidents/million hours worked) (expressed as a percentage)	-	27.87	25.33(1)	25.69	(+2.54 pts)
Workplace accident severity rate among our employees (number of days absent due to workplace accident/1000 work hours) (as a percentage) ¹	-	0.90	0.85	1(1)	+0.05 pt
Absentee rate: illness (expressed as a percentage)		5.17	5.17	6.34(1)	+1.17 pts
Absentee rate: work-related accident (expressed as a percentage)		0.61	0.61	0.38(1)	(0.23) pt
Absentee rate: travel accident (expressed as a percentage)	0.05	0.05	0.05	0.05(1)	-

1.3 Organisational structure and governance

Governance:

Act for Change programme:

- the aims of the Act for Change Programme are spearheaded by each Executive Committee in the countries in which the Group operates;
- 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 manager;
- the Act For Change action plans are reviewed monthly by the HR departments of the various countries alongside the Group's HR manager.

Employee health and quality-of-life in the workplace:

- Administrative management of accidents at work and work-related illnesses is entrusted on a daily basis to the line managers or a member of the SEC or human resources manager.
- within each organisation and each country, teams devoted to the workplace health and safety management design an action plan in line with applicable regulations and priority risks;

¹ Scope: excluding AT and BR

Performance evaluation

- health and safety audits

Audits relating to the health and safety of employees in stores and warehouses are carried out by the internal control team so as to ensure that working conditions are improved. In France, these audits analyse the levels of compliance with which Carrefour banner procedures are applied compared with the national norm, highlight the major risks identified and put forward recommendations for corrective actions shared with the team. Starting in June 2023, audits will be conducted across all stores and warehouses.

In 2022, 16,500 employees from the Group's eight countries responded to a satisfaction survey made up of around five questions, one overall and one focusing on each pillar making up the Act for Change programme.

Scope

All the entities of the Group are committed to implementing a policy on employee development and, in particular, implementing an action plan on health, safety and quality of life at work by 2020.

Some of the 2022 performance indicator values are defined on a like-for-like basis and so do not cover all employees over that period. These include the accident absence rate, the frequency rate and the severity rate of accidents at work.

Joint initiatives and partnerships

- Global framework agreement with UNI Global Union
- World Alliance – UNI Global Union,
- Global Deal Group with the Ministry of Labour
- Agreement establishing the European Works Council with the FIET
- European social dialogue meetings,
- Eurocommerce

For more information

Our employee commitments: <https://www.carrefour.com/engagements-collaborateurs>

Ethical Alert Line: <http://ethique.carrefour.com/>

2. The Carrefour Group's action plans

Since the end of 2020, all Carrefour Group countries have adopted an action plan on health, safety and quality of work life. Local integrated teams are required to set targets, in particular in relation to the

frequency and severity of work-related accidents, and to structure an action plan covering the following topics:

2.1 Protecting employees' health

- 2.1.1 Assessing risks as a core part of prevention
- 2.1.2 Eliminating musculoskeletal disorders
- 2.1.3 Preventing stress and psychosocial risks
- 2.1.4 Ensuring an adequate working environment and pace
- 2.1.5 Improving employees' social protection
- 2.1.6 Protecting the health and safety of franchisees and agency workers at our Carrefour sites

2.2 Innovating to enhance quality-of-life in the workplace

- 2.2.1 Moving towards flexible work arrangements
- 2.2.2 Taking steps to protect employees' work/life balance
- 2.2.3 Developing exercise programmes to improve the health of all our employees

2.1 Protecting employees' health

Protecting the health and safety of Carrefour employees is a priority for the Group. Each country has undertaken to implement and manage a plan of action for health and safety at work, aimed, in particu-

lar, at preventing accidents in the workplace and occupational illnesses, maintaining a balance between private and work life, and limiting and preventing psychosocial risks.

2.1.1 Assessing risks as a core part of prevention

To reduce the number and severity of workplace accidents, Carrefour puts risk assessment and prevention at the heart of its health and safety management system. Risks are assessed based on analyses conducted by prevention staff over the past few years. They have identified safety hazards around 60 workstations and devised preventive measures for each of them. These studies show that Carrefour's risks in terms of work-related accidents mainly occur in store and in the ware-

house. In stores, the main causes of accidents are related to the use of machines (ham slicers, bone saws, kneading machines, etc.). As regards logistics operations, the major risks are related to access to transhipment docks, for example. Finally, particular attention is paid to musculoskeletal disorders, which account for a significant proportion of work-related accidents and illnesses. This allows establishments to pilot, monitor and update their action plans for identified risks.

Illustrations:



In **France**, Es@nté can be used to correlate and manage two initiatives:

- Assessment of occupational risks;
- Administrative and management control of workplace accidents and occupational illnesses.

Es@nté makes it easier to administratively manage workplace accidents for the line manager, HR manager, or member of the health, safety and working conditions committee. Following any workplace accident, the manager or managers analyse the circumstances using the 5M method, which examines environment, method, equipment, labour and materials. They then develop an action plan to limit or remove the root causes.

This tool was deployed across all Carrefour France legal entities and formats in 2022.

Following the passing of the Health Law in 2022, work on revising the professional risk assessment document began this year. It has been final for hypermarkets and is in the process of being implemented for other formats. This allows for a more relevant risk assessment closer to the ground and therefore more effective prevention actions.



In **Brazil**, an annual health and prevention plan was implemented to address risks related to the working environment. The plan involves an ergonomic assessment and periodic mapping of all work spaces, in accordance with Brazilian legislation. Furthermore, operations staff shall have access to regular training programmes.

In 2022, a new health programme was introduced for the Carrefour Brazil group, called "VIVA BEM". It features numerous benefits and actions to improve health and quality of, such as a sports allowance, a flu vaccination campaign, mental health training for managers and employees and awareness-raising sessions.

The prevention of the professional risks to which our employees are subject in stores and when performing logistics operations starts with the basics: "Welcoming and integrating new employees". To assist employees as they take their very first steps in the company, the Group countries have put in place training courses to help them identify the work-related risks linked to their working environment and determine how best to guard against them, giving them the information they need to grasp and the safety instructions to which they must adhere, and telling them who to go to in the event of a malfunction or a hazardous situation.

Throughout our employees' working lives, workplace health and safety are the cornerstone of training priorities. On top of the regulatory requirements allowing our employees to learn about and master safety rules for operating mechanical handling equipment, the safe use of machines and even how to fight fires, our employees take part in periodical training designed to make prevention a central focus in their professional activity. They receive training in first aid, the prevention of risks related to manual handling and the prevention of accidents at work.

Illustration:



France: in order to protect employees' health and safety at work, a training course in managing health and safety in the workplace is delivered to the managers of stores at several formats in France. These sessions provide information on occupational health issues, the regulatory framework, the main risks in the business and the relevant prevention measures, as well as encouraging safe behaviour.

Furthermore, supermarkets in France have renewed their Health and Quality of Life in the workplace agreement.

In addition, during the mechanisation of two sites, the supply chain made use of an innovative virtual reality tool. This augmented reality laboratory enabled employees to identify work-related risks associated with their future activities and work environments before taking up their positions. They were thus able to combine the appropriate preventive measures. For example, an employee immersed in a virtual warehouse could identify the risks involved in the job. Safety instructions were also provided at the same time to help them learn basic workplace health and safety rules.

2.1.2 Eliminating musculoskeletal disorders

Musculoskeletal disorders are a major cause of workplace accidents and work-related illnesses. To act sustainably, the Carrefour group continually invests to provide its employees with handling assistance equipment (electric pallet trucks, shelving tables, pallet destackers, etc.).

More specifically, the Group's various countries regularly seek to innovate and offer technical solutions adapted to employees' work environments and suited to the specific nature of their functions (reduced shelving depth to limit postural constraints, warming up before starting work, installation of mechanical gripping devices for lifting certain items, etc.).

Illustrations:



In **France**, Carrefour has a unit dedicated to preventing occupational risks. At the end of 2021, a dedicated health and prevention department was created. In recent years, the network has pooled its efforts to address a key issue – musculoskeletal disorders, or MSDs.

To reduce these risks, Carrefour has invested in equipment to assist with handling operations. It has embarked on an in-depth initiative to investigate the ergonomic design of its workspaces. Analysing these workstation studies means that new store furniture can be designed and action can be taken at source to reduce the long-term exposure of employees to the risk of musculoskeletal disorders.

At several Carrefour France stores, warm-up exercises help employees prepare and become more aware of their body before they start work. This initiative is part of a drive to prevent employee accidents within the first two hours of starting their shift. And this is beneficial in more ways than one. The warm-up exercises not only prepare the muscles better but also provide the opportunity to build mindfulness and team cohesion.

Finally, in partnership with the startup MonMartin, Carrefour has developed a training course on manual handling operations and combatting MSDs. This course is for all store employees. In 2022, we started extending this scheme to Warehouses.



In **Poland** a great deal of work has been carried out over the last two years since 2021 on personal protective equipment. This process began with an in-depth testing of a wide range of safety footwear models and suppliers with in-store employees, taking into account quality and comfort of use. A new supplier was selected based on the findings of the testing phase, with the possibility to order the new equipment starting in 2022.



In 2021, to update the ergonomic programme in place, a specialist in this discipline and occupational health and safety joined Carrefour **Argentina's** teams.

2.1.3 Preventing stress and psychosocial risks

The Carrefour group's preventive approach seeks to assess the main psychosocial risk factors and develop appropriate action plans. Many initiatives designed to prevent stress and psychosocial risks are adopted locally, at the initiative of a single country or entity. They include training in stress management, free call lines and psychological support.

In France, awareness training on psychosocial risks for managers has been offered in various formats. These courses aim to make managers alert to risks and signs of stress in order to be able to monitor and support their teams.

Wittyfit is a tool that has been tested on each store format. It identifies risk factors and provides employees with the option to make suggestions about action plans to be put in place.

Illustrations:



Since 2015, Carrefour **France** has had a free-to-call social support service. To provide solutions suited to the situations of individual employees. A team of social workers helps employees with their personal or professional issues: financial difficulties or changes of situation such as divorce, separation, move, etc. This service is part of the psychological support system that was introduced in 2012.



In **Argentina**, the measures taken in 2020 were maintained. Carrefour provides psychological support for employees who are victims of violent robbery, gender-based violence or addiction. A system has also been put in place for the relatives of people who are seriously ill or have died of illness. Support and workshops were provided to establishment managers to provide them with tools to deal with stress.

2.1.4 Ensuring an adequate working environment and pace

Carrefour is committed to ensuring that the entities making up the Group and its franchises comply with local or regional laws and regulations, as well as branch agreements on working time, overtime, rest and leave.

Since the end of 2020, all Carrefour Group countries have adopted an action plan on health, safety and quality of life at work, including actions relating to working hours. To support the exceptional teleworking imposed on certain employees to combat the epidemic, countries have conducted awareness-raising sessions on good practice to be followed in order to preserve the equilibrium of life (webinars, guides, managerial support, etc.).

Illustrations:



In **France**, a project is underway between human resources and organisations and methods teams to assess and make recommendations on employee workloads.

In order to enable its employees to protect their biological rhythms as much as possible, the Group recommends avoiding changing them too frequently (every one to two months).

Illustrations:

agreements and collective bargaining agreements



France: A collective agreement on health, prevention and quality-of-life and working conditions across Carrefour France was signed in November 2022

2.1.5 Improving employees' social protection

Since 2014, Carrefour France has harmonised all its insurance coverage and healthcare reimbursement schemes through an agreement signed with its social partners on 30 June 2014. As a responsible company, Carrefour France has chosen to provide all its employees with a good level of social coverage, whatever their contract: permanent, fixed-term, apprentices, professional training contracts and from three months of seniority for employees. This approach is part of Carrefour's HR policy and allows each employee's family to benefit from a good level of social coverage made possible by creating a collaborative structure among a large number of people. This helps to strengthen social cohesion.

In 2021, new medical coverage schemes were also initiated in other Group countries such as Poland and Romania.

2.1.6 Protecting the health and safety of franchisees and agency workers at our Carrefour sites

The network of French franchisees has access to a number of resources and initiatives implemented by Carrefour to reduce accidents in the workplace. These include workplace health and safety assessments and dedicated crisis units. In France, for example, within the framework of the pandemic, franchisees have received all procedures and information. Furthermore, they have access to the internal Carrefour hotline, and orders for protective devices (gels, gloves, masks) were pooled with those of other Carrefour stores at the start of the health crisis – when the

equipment was scarce. In order to minimise the risk of accidents involving temporary agency workers, significant investments have been made in France, such as:

- Enhanced safety training for all temporary workers provided by Carrefour;
- The participation of temporary workers in daily or weekly awareness-raising activities;
- Analysis of the causes of each on-site work accident with the prevention teams.

2.2 Innovating to enhance quality-of-life in the workplace

The Group makes a point of offering several solutions to enhance quality of life for its employees:

- providing easy access to digital solutions to simplify work arrangements;
- deploying remote or homeworking options in all Group host countries; protecting work/life balance; developing exercise programmes to improve health for all;

2.2.1 Moving towards flexible work arrangements

Before the pandemic, the Group's ambition was to support a cultural transformation in its working arrangements. The vast majority of countries already offered employees teleworking or working from a distance for part of the time where their professional activity permitted this. After the first lockdown of

the pandemic, this transformation gathered speed with a rethink of the working models in place within the group - Smart Ways of Working. In France, in tandem with the renewal and extension of the telework agreement, support was offered to managers and teams to facilitate its implementation. A dedi-

cated website provides employees with a wealth of resources such as team formalities, information and documents to help them successfully organize their work. Training and webinars were also provided with this in mind. In addition, the Group encourages the use of technology to increase flexibility and

limit travel. Since 2018, employees have been able to make use of the new G Suite work tools, which provide this flexibility, facilitating collaboration, file sharing and remote work, with features such as Drive, video conferencing capabilities, Group calendars, and more.

Country-specific initiatives:



In **Argentina**, the option to work remotely has been offered to head office employees (up to four days per week for managers). More personal leave days – “floating days” – have been introduced to make it easier to attend to personal matters during working hours (medical appointments, parent-teacher meetings in schools, etc.)



In **Italy**, In 2022, an agreement was signed with the staff representative bodies, offering head office employees the option to work from home up to 4 days per week. There are no rules stipulating remote working days. They are defined between the employees and their managers, and then formalised by an individual rider to their contract. Carr4you, an internal application has been introduced: people can use it to book a workspace at the head office. A website all about Smart ways of working – WELLATWORK – featuring tips and suggestions for an effective home work experience was launched in 2022.



In **Romania**, **in-store staff are free to adapt their working hours according** to their personal needs and the distance between their homes and place of work. Each staff member must consider the needs of their colleagues, and the manager defines and approves final schedules.



Italy and **France** have had pooled work schedules for several years now. This way, shifts can be anticipated and scheduled several weeks in advance so as to better reconcile work and home life.



In **Belgium**, in-store staff know their work schedules six weeks in advance.

At the start of 2023, the Group became the first private employer to offer additional time off to women suffering from endometriosis (12 days off per year). Women who suffer miscarriages will get three days off.

2.2.2 Taking steps to protect employees' work/life balance

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.

Employees can benefit from measures to facilitate the care of their children. For example, in France, there has been a nursery at the Massy head office since 2015, and employees can receive financial support in the form of Cheques for Universal Employment Services (CESU) to cover childcare, to which Carrefour contributes 50%.

In addition to this, the system in use in France and Italy whereby working hours are organised into blocks means that checkout assistants in France and store employees in Italy can arrange their working hours to reconcile their personal needs with requirements arising from variations in the store's business.

Carrefour was among the first 30 signatories of the Company Parenthood Charter, which seeks to enable employees with children in their care to achieve a better work-life balance and commits Carrefour to specific action.

Carrefour is also a signatory to the Life Quality Observatory (Observatoire de la Qualité de vie) 15 commitments on work/life balance. These commitments include:

- Avoiding asking them to work at weekends, in the evening or during holidays, except in exceptional cases.
- Limiting emails sent out of office hours or at weekends.

In a similar vein, the agreement on the implementation of the right to disconnect, signed by Carrefour on 7 July 2017 and re-launched in 2021, reaffirms employees' right to disconnect outside of working hours and vigilance of employee well-being in the event of the risk of overwork.

Illustrations:



Carrefour France

Since Carrefour signed the Parenthood Charter in 2008, and joined the Company Parenthood Observatory (Observatoire de la parentalité en entreprise) in 2015, the company has undertaken specific action in this field, in line with its commitments.

Employees at Carrefour France headquarters in Massy have had access to an on-site nursery since 2015.

Carrefour pays the social security reimbursement scheme for maternity leave in full. It is compulsory to take at least eight weeks of maternity leave in France and women are entitled to 16 weeks;

On 9 March 2020, Carrefour signed an agreement on gender equality with various trade unions. This is structured around the main themes of recruitment, training, professional promotion, effective remuneration, working conditions and the relationship between work and personal life, for which the Group and trade union organisations wish to define objectives 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 for doing this;
- support for parents with their childcare through the introduction of a common minimum amount allocated under the conditions laid down in the agreement, the systematic issue of a new parenthood guide whenever an employee has a child, the main aims being to stop parents from feeling guilty in their professional role and encouraging men to assume their family responsibilities.
- On 6 October 2021, the Observatory for Quality of Work Life launched the new Company Parenthood Charter, in the presence of Adrien Taquet, Secretary of State for Children and Families. This charter bolsters the inclusive approach introduced under the 2008 Charter, emphasising parenthood throughout life cycles and in all its forms (single parenting, home parenting, blended families, etc.)



Carrefour Brazil

Carrefour has joined a corporate citizenship programme, which allows Group employees to request to have their maternity or paternity leave extended. Employees can Brazil and therefore extend it from 4 months to 6 months and men from 5 days to 20 days. This way, employees can enjoy early parenthood more fully.



Carrefour Argentina

Carrefour Argentina has also implemented a flexible job system that includes a wage freeze with a phased return from maternity leave, allowing women to work part-time for a full-time salary for up to six months after their return to work.

2.2.3 Developing exercise programmes to improve the health of all our employees

Carrefour's "Act for Food" transformation project features a new tag line: "We are all entitled to the best". Going forward with that philosophy, programmes to promote employee health focusing on lifestyle and eating habits have been deployed in countries where the Group operates, particularly through sport. Programmes to discourage smoking, excess weight and exposure to the sun are also available to employees.

Carrefour regularly organises physical activity challenges (step challenges, sports tournaments, etc.). Carrefour also gives all of its employees the option to engage in various sports for free via the Gymlib app. Finally, there are a number of highlights in the Carrefour year. Examples include Health Week and Quality-of-Life in the Workplace Week, which remind people of the health and safety prevention measures they should adhere to, and which challenge sites.



www.carrefour.com
@CarrefourGroup

Public limited company (société anonyme) with capital of €2,018,163,760.00
Head office: 93, avenue de Paris — 91300 Massy
Évry Trade and Companies Register No. 652 014 051