

# Promoting diversity and inclusion, combatting discrimination and harassment



1. Background and ambition
2. Summary of objectives and performance
3. Our organisational structure
4. Our action plans



# 1. Background and ambition

## Background

Carrefour employs 334,640 people worldwide, of whom 184,817 are women, accounting for 55.2% of the workforce. 3.7% 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 number 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. Combatting 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.

## 2. Summary of objectives and performance

### 1. GENDER EQUALITY

The Group's gender equality objectives are designed to benefit its employees, as well as the various players in its ecosystem and are based on the following objectives:

- Contribute to the feminisation of its governing bodies, in particular by
  - bolstering its internal development programmes;
  - incorporating a new powerful commitment into the CSR and food transition index focused on gender equality.

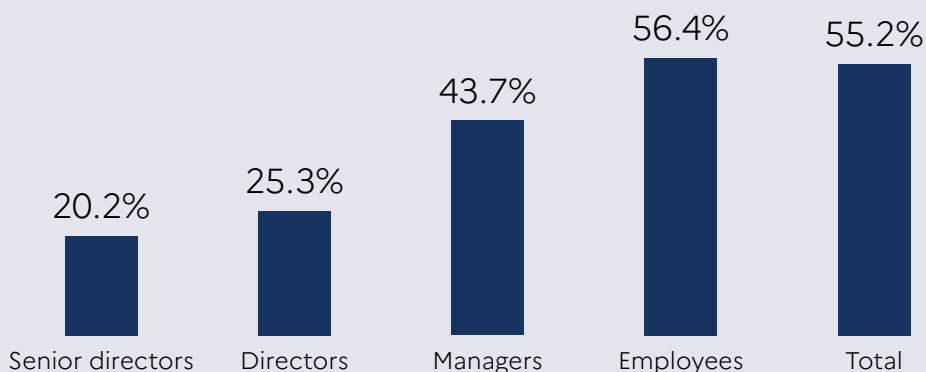
Indeed, in 2021 the aim of having women accounting for 40% of the Group's key positions was replaced within the CSR index by the aim of having women accounting for 35% of its executive directors by 2025. These developments in appointments to key positions will always be monitored to ensure that the Group 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.
- Pursue a fair remuneration policy and ensure its proper implementation;
- Work to ensure that a good work / life balance is maintained in order to enable equal opportunities for men and women;
- Promote gender equality across its organisational structure. To this end, the group has deployed and maintains the GEEIS (Gender Equality European & International Standard) certification in all its countries for professional equality;
- Mobilise Carrefour's resources to help women in difficult situations, particularly in order to combat domestic violence;

Promoting diversity	2019	2020	2021	2022	Change (2022/2021)
Share of women in the workforce (as a percentage)	56	55.5	55.6	55.2	(0.4)
Share of women appointed to key posts (as a percentage)	31.5	23.2	28.5	28.2	(0.3)
Share of women on the Board of Directors (as a percentage)	44.4	43	46	46	-
Share of women on the Group Executive Committee (as a percentage) <sup>1</sup>	27	15	21	28	+7 pts
Share of women among executive directors (as a percentage) <sup>2</sup>	-	22.4	24.7	25.5	+1 pt
Share of senior female managers (as a percentage)	18.9	19.3	19.4	20.2	+0.8 pt
Share of senior female directors (as a percentage)	23.4	23.9	25.2	25.3	+0.1 pt
Share of female managers (as a percentage)	42.5	42.7	43.7	43.7	-
Share of female employees (as a percentage)	57.8	57.1	57.1	56.4	(0.5) pt
Women in management positions (as a percentage)	41.2	41.5	42.5	42.3	(0.2) pt

<sup>1</sup> as of 31 December 2022

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

## PROPORTION OF WOMEN BY GRADE IN 2022



## 2. EMPLOYEES AND CUSTOMERS WITH DISABILITIES

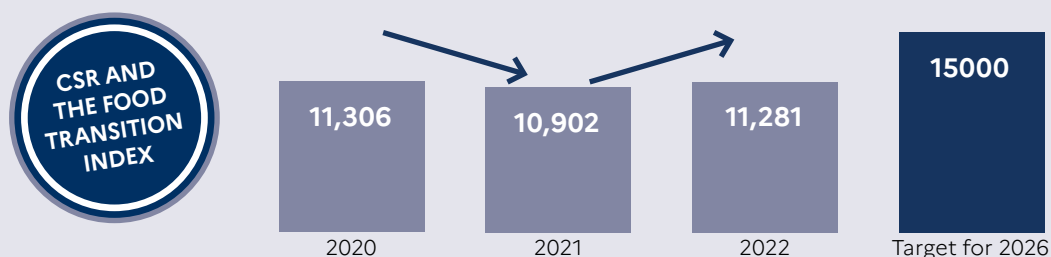
As part of its policy on equality and diversity, Carrefour also aims to promote the employment of persons with disabilities and develop their uniqueness within its teams. In order to speed up the inclusion of these people with disabilities in our company, Carrefour has made disability the “primary cause” of the 2023-2026 strategic plan and as such has committed to two major objectives. The first objective concerns employees. Carrefour wants to have 15,000 disabled people working in the Group by 2026. The second objective concerns our customers. Carrefour is committed to tackling the five irritants that affect customers with disabilities – when they are shopping at its stores

and when they are making purchases online. These five irritants are: priority checkout, finding their way around the store, how practical the purchase path is, digital accessibility and products adapted to the specific needs of these customers

The Group has 11,281 employees with disabilities as of the end of 2022, representing 3.7% of its workforce. In order to help countries reach this ambitious target of 15,000 employees with disabilities by 2026, country-specific targets and action plans have been defined for each.

People with disabilities	2020	2021	2022	Change (2022/2021)
Percentage of employees recognised as having a disability	3.6	3.41	3.7	+0.3 pts
Number of employees with a disability	11,306	10,902	11,281	3.5%

## 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

To this end, at the end of 2020, a commitment had been made to recruit 15,000 young people, including 50% from the city's underprivileged neighbourhoods, and to welcome 3000 third-year trainees from schools in priority education zones in 2021. In the end, nearly 18,000 young people joined us as trainees on block-release training schemes and permanent contracts, 53% of whom were from underprivileged neighbourhoods. Furthermore, more than 3200 pupils were given the opportunity to experience the jobs that we do under our supervision.

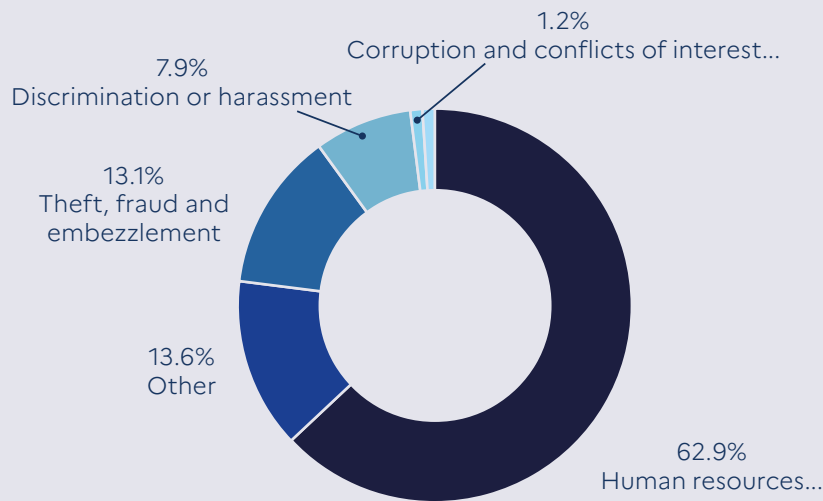
This initiative to recruit young people from all walks of life continued into 2022: as of the end of November 2022, more than 15,000 young people under the age of 30 (55% from underprivileged neighbourhoods) have been hired.

Employment for young people and the over-60s	2020	2021	2022	Change (2022/2021)
Share of workforce under 30 (as a percentage)	34	34	34.5	+0.5 pt
Share of workforce aged 30-50 (as a percentage)	48	49	47	(1)pt
Share of workforce aged 50 or over (as a percentage)	18	17	18.5	+0.5 pt

### 4. COMBATTING DISCRIMINATION AND HARASSMENT:

In 2022, 5909 alerts were received through the ethical alert line available in all Group countries. Alerts in relation to discrimination and harassment accounted for 7.9% of these alerts.

#### Breakdown of alerts by category in 2022



## 3. Our organisational structure

### SCOPE

Diversity, attracting new talent and developing skills are strategic issues which concern the whole Group and are of relevance to all of its business. Policies to do with diversity, talent attraction and retention, and employee skills development are thus deployed across all Group integrated entities. Some commitments may relate specifically to certain entities.

- For example, 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.

The Engagement Department – which reports directly to the Group's Executive Committee and was set up by Carrefour in February 2022 to embody its societal ambitions – has a Diversity and Inclusion section that focuses on addressing these issues.

In 2023, Carrefour adopted a Diversity and Inclusion Policy.

### FORTHCOMING INITIATIVES

Carrefour announced an innovative initiative in 2022: it involves taking photographs of its staff in order to pursue a proactive policy of promoting diversity and minorities within its management roles. Starting in January 2023, the Group will launch a survey – the first of its kind in France – to find out about its employees and what their backgrounds and origins are. It will be completely anonymous and will be conducted on a purely voluntary basis, and is designed to create a picture of just how diverse its employees are. On the basis of this survey, which will be conducted every two years, the Group will put in place an action plan targeting all stages of the employee's life and promoting diversity, the aim being to change the face of the company by 2026.

### 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

- **Skills sponsorship:** In order to address its employees' search for meaning and engagement, Carrefour wanted to step up its skills sponsorship activities in 2020, during the pandemic. The initiatives put forward were selected to align with the Group's social commitments to tackle waste, promote the food transition and facilitate integration through work. Employees were given the opportunity to get involved with social enterprises and general-interest associations spearheading socially useful projects. Today, the Group wants to further bolster its skills sponsorship activities, so that engagement forms an integral part of Carrefour's DNA.
- Partnership with the International Labour Organisation (ILO) BIT Charter since 2015
- National federation for solidarity among women
- French disability sports federation
- FNCIDFF
- CEASE - 1in3 Women network
- UN Women France,
- International agreement between Carrefour and UNI Global Union signed in October 2021

## FOR FURTHER INFORMATION

Diversity charter

Autre cercle charter

1in3Women Network Charter

BIT Charter

## 4. 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.

### 4.1 GENDER EQUALITY

- 4.1.1 Helping women get promoted to leadership roles
- 4.1.2 Gender Equality European & International Standard (GEEIS)
- 4.1.3 Collective agreements on professional equality
- 4.1.4 Ensuring equal pay
- 4.1.5 Maintaining a balanced life and parenting

### 4.2 EMPLOYEES AND CUSTOMERS WITH DISABILITIES

- 4.2.1 Recruiting, integrating and keeping people with disabilities in employment
- 4.2.2 The Group's efforts to change the way people view disability

### 4.3 INCLUSION AND EQUAL OPPORTUNITIES

- 4.3.1 Inclusion for all
- 4.3.2 Promoting equal opportunities through the Leadership School

### 4.4 COMBATTING DISCRIMINATION AND HARASSMENT

- 4.4.1 Our initiatives to promote diversity within our teams
- 4.4.2 Our initiatives to combat harassment and tackle violence



## 4.1 GENDER EQUALITY

### 4.1.1 Helping women get promoted to leadership roles

The Group employs 184,817 women, together accounting for 55.2% 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. For example, following a pilot in 2022, the Empowering Women Leaders programme has shown very good results and will be repeated in 2023 with eight female directors. Through workshops made up of small groups and individual support, this programme enables them to improve their stance as leaders, tackling their own perceptions and eliminating barriers, as well as across the organisation. 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 programme 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 1 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 put in place as part of this scheme in the various countries in which the Group operates. These include hosting a France chapter event at the Carrefour head office to promote diversity across the business lines and the launch of a LEAD chapter in Romania focusing on dispelling prejudices. In addition, a selection of employees – including alumni and graduates – also had the opportunity to take part in training programmes all about inclusive leadership and inter-business mentoring, and to attend the annual LEAD Network event.

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 defined on a per-year and per-country basis, which are monitored the Group level. At the end of 2022, this indicator stood at 25.7% at Group level, an increase of 3.3% compared with 2021.

This policy enabled Carrefour to maintain the share of women in management positions in 2022, despite a slight increase in the share of men in the Group's workforce overall (42% compared to 43% in 2021): in management positions (44% in 2022, the same as in 2021), in director positions (25% in 2022 – the same as in late 2021) and in senior management positions (20% as opposed to 19.4% in 2021).

At the end of 2022, the Group Executive Committee consisted of 14 members, including four women (a percentage of 28.6% in 2022 compared with 7% in 2017).

## 4.1.2 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 and 2022, 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 label was extended by Carrefour Brazil and Italy.

### Illustrations:



**Brazil:** In March 2022, during “Women’s Week”, a campaign – “I support you” – was launched via videos focusing on empowering women, in addition to a webinar in which more than 300 people from the company took part.

Furthermore, this year's ELLA programme for women's professional development provided mentorship to 500 employees.

## 4.1.3 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,

## 4.1.4 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 at 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.

## 4.1.5 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%. Employees at Carrefour France headquarters in Massy have had access to an on-site nursery since 2015. This nursery has capacity for up to 85, and is open from 7:30 AM until 7 PM – much longer than a traditional nursery – all year round, including August.

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.

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. A comprehensive parenting guide to inform employees about all types of parenting has been circulated. Finally, a powerful message from management to the father or second spouse, encouraging them to take their leave as soon as their child is born was highlighted in the communications campaign on equal opportunities – Everyone has a chance #IwantIcan



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



**In Brazil,** a few years ago, Carrefour joined the corporate citizens' programme that extends maternity leave to 6 months and paternity leave to 20 days. In addition, the company has a special health programme for pregnant women and has breastfeeding rooms in some hypermarkets.



**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.

## 4.2 EMPLOYEES AND CUSTOMERS WITH DISABILITIES

### 4.2.1 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 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 2022.

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.

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.

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

## 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.

## JOINT INITIATIVES AND PARTNERSHIPS:

In 2022, Carrefour joined the **Fédération Française Handisport**. The purpose of this partnership is to encourage the employment of people with disabilities and raises awareness of the issue among our employees.

Carrefour is a signatory of the **Diversity charter**, a French government initiative launched in collaboration with IME 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.

### 4.2.2 The Group's efforts 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.

Carrefour is a partner of the 2024 Paris Olympic and Paralympic Games and wants to use the Paralympic Games as a way of promoting inclusion. These games are an opportunity to take action in order to make our services more accessible to our customers with disabilities, to highlight the performance of our employees with disabilities and to raise our employees' and customers' awareness of disability issues.

In October 2021, Carrefour staged its first Paralympic week in France #PARAloveofsport. A week to raise awareness among our employees and customers of disability issues through sports. A total of 245 employees were involved during the week. Eight shops and three head offices took part in awareness-raising activities, and internal and external communication on disability issues reached 32 million people during the week.

In 2022, Carrefour once again took part in European Disability Employment Week, which has been organised for the past 24 years by ADAPT, a French organisation that promotes the social and professional integration of people with disabilities. 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 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 whereby 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 “quiet 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 four hours, 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 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 supermarkets more accessible 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.

## 4.3 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.

## 4.3.1 Inclusion for all

### Initiatives for young people

For many years, Carrefour has had an active approach to recruiting and training young people. At the end of 2020, it committed to recruiting 15,000 young people by 2021, 50% of them from the city's underprivileged neighbourhoods, and to welcoming 3000 trainees from schools in priority education zones. In the end, nearly 18,000 young people joined us as trainees on block-release training schemes and permanent contracts, 53% of whom were from underprivileged neighbourhoods. Furthermore, more than 3200 pupils were given the opportunity to experience the jobs that we do under our supervision.

This initiative to recruit young people from all walks of life continued into 2022: as of the end of November 2022, more than 15,000 young people under the age of 30 (55% from underprivileged neighbourhoods) have been hired.

Significant resources have been put in place to offer high-quality graduate training or training programmes leading to diplomas. 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 in 2022. 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.

In addition, the new 'SPRINGBOARD' programme launched at the end of 2021 was renewed this year. It is part of Carrefour's aims to promote diversity among its teams, and it paves the way for Graduates. Under this innovative and inclusive scheme, a cohort of people on block-release training programmes from vulnerable neighbourhoods can follow this specific path. They will receive training (significantly based on the Carrefour leadership model), get to enjoy immersive experiences and will receive coaching delivered by former graduates functioning as mentors, the aim being to then get onto a graduate training programme.

### Illustrations:



**France:** "Among the initiatives introduced to help young people, recruit them and ensure equal opportunities for them, in 2021, Carrefour 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. In total, some twenty candidates were taken on in 2021, and in 2022 several people were employed at the St Vulbas warehouse on block release training programmes, leading to two of them being given permanent contracts.

We also support a number of programmes designed to help people integrate through sport, including **Sport Dans La Ville** and **Fête le Mur**.

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 and Paris regions. These have resulted in people being hired. But also from the "Jeu, set and Job" programme organised by Fête le Mur. This supports young people and helps them find jobs through sports initiatives which combine sport and recruitment.

Carrefour also maintained its commitment to the **Nos Quartiers ont du talents** association in 2022, which supports young graduates from disadvantaged backgrounds by having them mentored by professionals.

## Actions to support diversity at Carrefour

Under its 2026 strategic plan, Carrefour is reasserting the importance of equal opportunities, diversity and social advancement.

These values, to which we have subscribed for years, are at the core of our recruitment, skills development and internal promotion policy. In order to enable people of all talents to take advantages of the opportunities we offer, Carrefour has invested in setting up numerous national and regional partnerships with associations and institutions involved in employment and integration.

For example, in 2022, the day before Paris Gay Pride, Carrefour reasserted its commitment to diversity and inclusion adding its name to the list of signatories to the Charter established by L'Autre Cercle – a French association that works to promote LGBT+ inclusion in the workplace. By signing the L'Autre Cercle Charter, Carrefour is bolstering its commitment to LGBT+ inclusion and visibility, taking action in four key areas:

- creating a welcoming and inclusive working environment for Carrefour's LGBT+ employees;
- ensuring equal rights and treatment for all employees, irrespective of their sexual orientation or gender identity;
- supporting employees who have been victims of discriminatory acts or language;
- assessing progress and sharing examples of best practice with other signatories of the Charter.

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

In 2022, to tackle the difficulties that transgender people can sometimes encounter when trying to integrate into a professional environment, Carrefour Brazil organised a webinar to coincide with Trans visibility day in January. It also took part in an event all about employing transgender people and is continuing with "Transforma" – its skills development programme for trans people. 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.

## PARTNERSHIPS: FRANCE

In 2022, Carrefour took part in 40 or so recruitment and coaching sessions for vulnerable people and hosted fifty business line presentations to promote the opportunities available in our various store formats. Regarding integrating the most vulnerable people who have been out of work for a long time. Carrefour takes action by implementing initiatives to secure career paths, particularly for occupations where there are personnel shortages (Butcher, Bank counsellor, order pickers, etc.) with the support of the State via an operational readiness for employment scheme funded by the job centre and the OPCO.

Each year, new partners and additional schemes bolster this initiative.

In May 2022, Carrefour signed the **Each One for Tomorrow** Coalition. This is designed to provide access to jobs for refugees, and an initial cohort of refugees will join our teams in the first quarter of 2023, mainly working on the shop floor.

Meanwhile, in Nîmes, Carrefour is experimenting with the **HOPE** scheme, also designed to provide refugees with jobs, in partnership with the AFPA and the job centre. 12 candidates spread over two logistics sites started a period of training in October. The aim is to equip them with the fundamentals of order preparation, as well as helping them to learn French and obtain CACES1 certification, so they can join our teams and remain part of them over the long term.

In October, during Paralympic Week, Carrefour also signed a 2-year partnership agreement with the **Fédération Française Handisport**. This has some 35,000 members throughout France, and the agreement will enable people with disabilities to access our jobs. It will also involve initiatives to raise our employees' awareness of disability issues through sport.

In November, another employment partnership was set up with the **Fédération Nationale des Centres d'Information sur les Droits des Femmes (the national federation of women's rights information centres)**, the aim being to help women who have been victims of violence return to work.



## Illustration FRANCE: Chacun sa chance campaign – Opportunities for everyone #IWantICan:

An extensive communications campaign designed to highlight all the HR tools that help ensure equal opportunities at Carrefour was launched in early 2022. It is embodied by committed and active employees who talk about their professional careers and the various HR schemes from which they have benefited. A series of posters and videos 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.

### 4.3.2 Promoting equal opportunities through the Leadership School

Social ascent through work is one of the values that have helped Carrefour to grow and ensured its unity since it was first created. In 2022, one in two of the Group's new managers had started their careers as employees before getting promoted internally.

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. It is a lever for promoting diversity and professional equality at Carrefour, enabling employees to move into management positions, managers to move into divisional management positions and divisional managers into director positions. This is illustrated by gender mix in the cohorts, as well as by the specific nature of the modules on diversity and professional equality.

To speed up access to leadership positions, Carrefour announced in 2022 that it would double the numbers of the Leader School cohorts. This means that 5000 new employees will graduate by 2026.

#### Illustrations:



**Spain:** Launch of the 5th edition of the Leadership School with more than 800 people trained so far, 45% of whom were women in 2022. All the modules have been updated to reflect new operational concepts. In addition, a new programme for business leaders has been launched. The whole programme is now certified by the University of Cordoba.



**Italy:** In 2022, the second edition of the Leadership School was launched and parity was achieved with this cohort (50% men and 50% women). In addition, the training course is now certified by the Italian Retail Institute.



**Brazil:** The leadership school will also appear in Brazil with a planned launch in January 2023 for head office and operations employees.

## 4.4 COMBATTING DISCRIMINATION AND HARASSMENT

### 4.4.1 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. In order 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 2022. This year, the Group's initiative involved producing an educational video on the theme of stereotypes, translated into all our languages and shared internally in all our countries.



##### Brazil:

The Carrefour Brazil Group has introduced a plan to tackle racism which features eight public commitments. These are in addition to 70 initiatives, such as the internship and apprenticeship programme, as well as awareness training on combatting racism for all employees. In 2022, a documentary was also produced to highlight the primary initiatives making up this plan and show some of its concrete impacts.



**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.

## 4.4.2 Our initiatives 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, the Carrefour employees tasked 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.

### TACKLING 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). Committed 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.

**National federation for solidarity among women:** Since 2020, Carrefour has been working with the FNSF network of associations that manage the help line for victims of violence. Carrefour shared details of this initiative on its till receipts on 25 November this year. Furthermore, in two years more than 2 million till receipts have been printed for this purpose. The FNSF also supports Carrefour in organising awareness-raising sessions for its employees and in creating “Behaviour sheets” that teach people how they should behave when dealing with victims or witnesses of violence.

**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 every purchase of 1 kg of organic oranges, 0.50 euro was donated to UN Women France.

**FNCIDFF** In 2022, Carrefour responded to an appeal put out by the Ministry in charge of gender equality, diversity and equal opportunities and set up a partnership with the FNCIDFF, which supports more than 45,000 women in France.

This partnership will come into effect in January 2023 and will focus on four key areas:

- Creating ties between Carrefour stores and local branches of the Federation so as to ensure maximum coverage across France in order to support women who have been victims of violence;
- Organising events so women being looked after by the Federation can learn about our professions, as well as opportunities to try out certain jobs so people can confirm whether or not they are in line with what they want to do professionally;
- Organising an ad hoc recruitment process at Carrefour head office to ensure that applications from the Federation are given special attention;
- Sharing information in our stores about the various initiatives in which the Federation engages and its network.

**International agreement between Carrefour and UNI Global Union:** In 2021, the international agreement with UNI GLOBAL UNION was renewed with an important section on combatting violence against women, which 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 principles 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.



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