

Promoting diversity and inclusion, tackling discrimination and harassment



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1. Background and ambition

1.1 Background

Carrefour employs 305,333 people worldwide, of whom 167,933 are women, accounting for 55% of the workforce. 4.3% 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.

1.2 Our goal

"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.

- **Gender equality:** Carrefour has been striving 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. In 2023, Carrefour joined the Executive Committee of this initiative.
- **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.

- **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.
- **Tackling 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. In 2023, the Group defined a Diversity Group policy based on the 25 discrimination criteria prohibited by law: sex, age, origin, place of residence, real or perceived membership, surname, ethnicity, race, religion, sexual orientation, gender identity, ability to express oneself in a language other than French, family status, pregnancy, physical appearance, loss of autonomy, health status, disability, genetic characteristics, apparent economic vulnerability, banking domicile, morals, policies, union activities, philosophical opinions, and hazing.

2. Summary of objectives

2.1 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

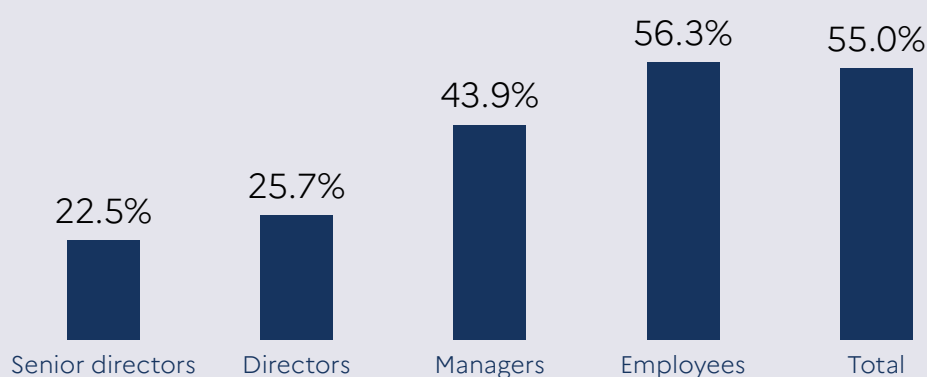
of having women account for 35% of the Group's executive directors making up the C200 covers the most visible levels of the company's management structures (mainly country Executive Committees), and was introduced to provide a better overview of the numbers of women making up Carrefour's governance bodies.

- 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 women and men;
- 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 ¹	2019	2020	2021	2022	2023	Change (2022/2023)
Share of women in the workforce (as a percentage)	56	55.5	55.6	55.2	55%	(0.2) pt
Share of women managers (top 200)		New	25.7	28.8	3.1 pts	
Share of women appointed to key posts (as a percentage)	31.5	23.2	28.5	28.2	28	(0.2) pt
Share of women on the Board of Directors (as a percentage)	44.4	43	46	46	46	0 pt
Share of women on the Group Executive Committee (as a percentage)	27	15	21	28.6	20.8	2.2 pts
Share of women among executive directors (as a percentage)	-	22.4	24.7	25.7	28.8	3.1 pts
Share of senior female managers (as a percentage)	18.9	19.3	19.4	20.2	22.5	2.3 pts
Share of senior female directors (as a percentage)	23.4	23.9	25.2	25.3	25.7	0.4 pt

¹ 100% of consolidated sales on 31/12/2023.

PROPORTION OF WOMEN BY GRADE IN 2022



2.2 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.

Carrefour has made disability a key component of its strategic plan - indeed, it wants to have 15,000 employees with disabilities across the Group by 2026. In 2023, Carrefour had 13,358 employees with disabilities. At the Human Resources Department, the Disability mission works on three major areas:

- recruitment: all jobs across the Group are open to people with disabilities, regardless of the contract on which they are employed (permanent, fixed-term, internship, block-release training), provided that the disability and the requirements of the position are compatible.
- integration: Carrefour undertakes to provide the right working conditions for employees with disabilities and makes the necessary adjustments (hours, organisational structure, adaptation of the position to the environment, purchase of equipment, pre-employment medical check-up, etc.). When a new employee starts, another employee is appointed to serve as their mentor and preferred point of contact throughout the course of their career.
- keeping vulnerable people in employment: Carrefour has introduced special remote working days, paid absence for medical care and examinations, part-time working arrangements for those aged over 60, and support from Mission Handicap in the event of long absences.

Employees with disabilities	2020	2021	2022	2023	Change (2022/2023)	Target
Percentage of employees recognised as having a disability	3.6	3.41	3.7	4.3	(0.6) pts	-
Number of employees with a disability	11,306	10,902	11,281	13,358	3.5%	15,000 by 2026

2.3 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.

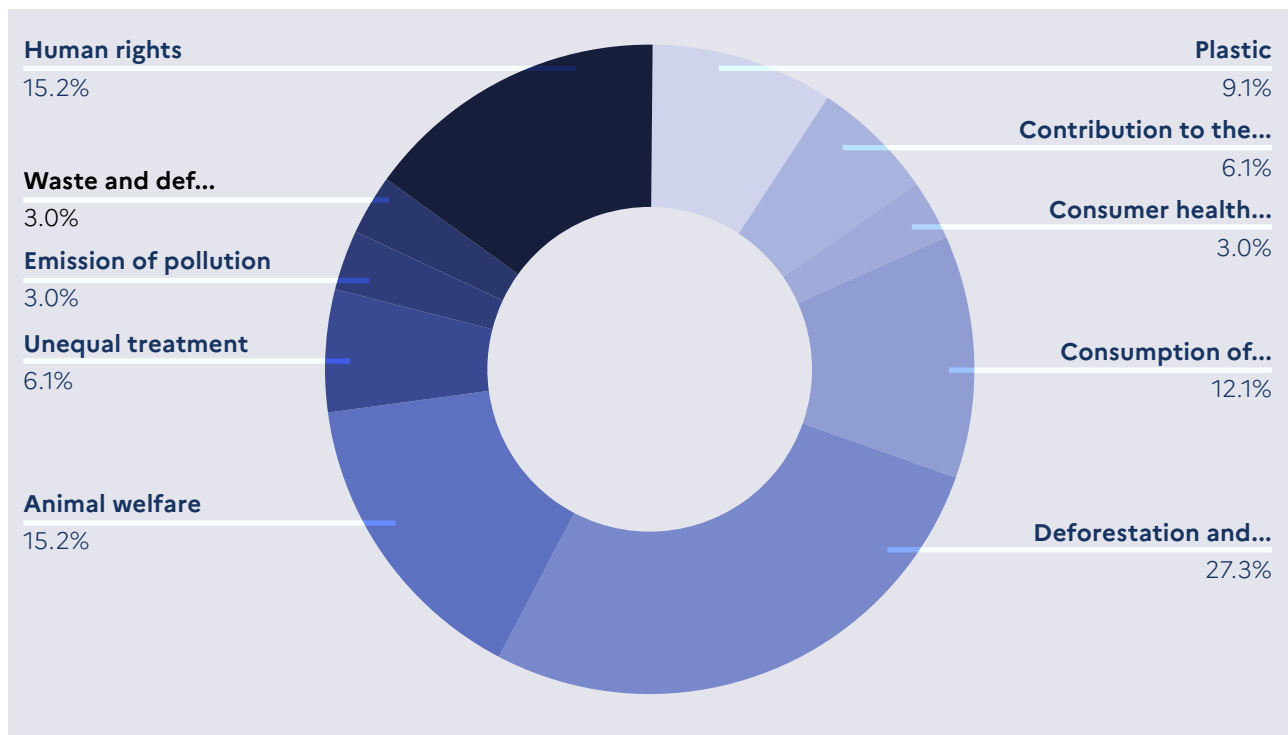
This initiative to recruit young people from all walks of life continued into 2022: as of the end of November 2022, more than 15,000 young people under the age of 30 (55% from underprivileged neighbourhoods) have been hired.

Employment for young people and the over-60s	2020	2021	2022	2023	Change (2022/2023)
Share of workforce under 30	34	34	34.5	32.9	(1.6) pts
Share of workforce aged 30-50	48	49	47	46.4	(0.6) pts
Share of workforce aged 50 or over	18	17	18.5	20.7	2.2 pts

2.4 Tackling discrimination and harassment

In 2023, 5361 alerts were received through the ethical alert line available in all Group countries. Alerts in relation to discrimination and harassment accounted

for 12% of these alerts. Regarding alerts issued by NGOs, alerts concerning unequal treatment accounted for 12%.



3. Our organisational structure

3.1 3.1 Scope

Diversity, attracting new talent and developing employee skills are of strategic importance for the Group as a whole; 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:

- 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.

3.2 3.2 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 managers 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.

3.3 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.

Illustration:



ITALY - GEDEIS certification. Carrefour Italy has been recognised for promoting policies and implementing good practices that guarantee equality, equal opportunities, respect for and bolstering of diversity in its working environment.

3.4 Joint initiatives and partnerships

Skills sponsorship: 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).
- ILO Charter since 2015.

- National federation for solidarity among women.
- French Handisport Federation.
- FNCIDFF - Fédération Nationale des Centres d'Information sur les Droits des Femmes et des Familles (national federation of information centres on women's rights).
- CEASE - In3Women network.
- UN Women France.
- International agreement between Carrefour and UNI Global Union renewed in October 2021.

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 tackling all types of discrimination and remind all employees that differences within a team constitute an asset.

4.1 4.1.Gender equality

4.1.1 Helping women get promoted to leadership roles

The Group employs 167,920 women, together accounting for 55% 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.

Illustrations:

The Empowering Women Leaders programme: following a pilot in 2022 that led to very good results, the programme will be repeated in 2023 with eight female directors. Through workshops made up of small groups and one-to-one 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 Carrefour Ellas programme in Argentina: a development programme for talented women in leadership positions aimed at promoting gender equality. The first edition of the programme was made up of 19 women managers. Given the very good results of the first edition, Argentina is preparing a second edition.

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.

Illustration:

On International Women's Day in March 2023, the internal network #UnEgalUne was launched. This community, 100% digital and accessible to all employees in Carrefour France, is dedicated to gender equality. It provides a space for members to get information, learn from role models, participate in events and speak on topics of interest to them.

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 2023, this indicator stood at 28.8% at Group level, an increase of 3.1% compared with 2022.

This policy enabled Carrefour to increase the share of women in management overall in 2023. At the end of 2023, the Group Executive Committee consisted of 13 members, including four women (28.6% in 2023 compared with 7% in 2017). Women make up 46% of the Board of Directors.

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. Since 2021, the campaign to have our entities audited according to GEEIS standards has continued. The level of maturity in all our countries

has been maintained or improved, and the GEEIS Diversity label has been extended by Carrefour Brazil and Italy. In 2023 and for the first time, Carrefour extended its label to the diversity GEEIS. The latest evaluation carried out by Bureau Veritas marks a clear increase since 2014 for the Group, which has now reached the maximum maturity level for the GEEIS reference framework of 5 out of 5.

Illustration:

GEEIS certification for Carrefour Belgium with an improvement in 4 areas of the 9 criteria. Carrefour Belgium was recognised for promoting policies and implementing good practices that guarantee equality, equal opportunities, respect for and appreciation of diversity in its working environment.

4.1.3 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 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.

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.

Illustration:



France: Carrefour was one of the first 30 groups in France to sign the Parenthood Charter and to commit to introducing practical initiatives in this field. Carrefour is also a member of the corporate parenthood monitoring group (Observatoire de la parentalité en entreprise) and has 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. 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



France: Carrefour has 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. In France, the number of weeks of fully paid leave is 16. The number of weeks of fully paid paternity and childcare leave is 4.



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.

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 a special course and managers receive training to prevent them from espousing preconceived ideas and unconscious bias.

In the last quarter of 2023, IncluLine CARREFOUR was launched. It is a service offered to Carrefour employees to answer any questions they might have about Disability and Recognition as Workers with Disabilities. Special schemes are in place for our deaf and hard of hearing employees.

Illustration:



Spain: in October 2023, the Carrefour job forum in Madrid was held, in collaboration with the Employment Agency of Madrid town hall employment agency and ten organisations working with vulnerable groups, including people with disabilities.

4.2.2 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.

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. On Paralympic Day 2023 – staged on 8 October by the Olympic and Paralympic Games Organising Committee – the Carrefour Foundation announced that it will be supporting the French Paralympic and Sports Committee. The announcement was made at an event held in the presence of Tony Estanguet, head of the

Paris 2024 Organising Committee, Marie-Amélie Le Fur, President of the French Paralympic and Sports Committee and Alexandre Bompard, CEO of the Carrefour Group.

Over two years, this partnership will plough €300,000 into the social or social-medical establishments & clubs programme spearheaded by the French Paralympic and Sports Committee. This programme links up sports clubs with social / medical-social establishments in order to promote sport among people with disabilities. The programme already has some 2000 beneficiaries, and under this programme this number will increase to 3500 thanks to 150 additional projects set to go live by 2025. Carrefour will thus become the leading partner of the French Paralympic and Sports Committee's ESMS & Clubs programme.

In November 2023, 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. To raise awareness of disability issues across all its teams, Carrefour participated in the 2023 Duo Day initiative, which allows a job seeker with a disability to spend a day with a Carrefour employee and learn about their job.

Illustration:



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.

For several years, Carrefour has been making it easier for people with disabilities to access its stores. In 2021, Carrefour has introduced a "silent hour for all" for people with autism spectrum disorders, and then rolled out the initiative more widely. Similar initiatives also exist in other Group countries, including Poland, Spain and Argentina. Carrefour is trying to make some of its stores more accessible to deaf or hard of hearing people. It has been using 'SVIsual' for this, a video interpretation service for people who use sign language. In 2023, Carrefour sought to give impetus to this initiative. That's why the Group organised a startup competition to improve the experience of our customers with disabilities. Three winners were singled out: Handvisible (to make it easier for customers with disabilities to use the checkouts), OOrion (to help guide our customers with visual impairments as they make their way through stores) and Atypik'Baby (with pyjamas adapted for children with disabilities). Concrete steps have also been taken with the launch

of the Quiet Spaces in Store and the continuation of the "Yes to all our deaf and hard of hearing customers" programme with a webinar to raise awareness of French sign language in music.

Illustration:



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 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.

Carrefour has just announced the launch of an international Disability Innovation Challenge. This will run until 19 May under the responsibility of Geneviève Darrieussecq, Junior minister with France's Ministry for Inclusivity, Autonomy and People with Disabilities, responsible for people with disabilities. Companies from all over the world interested in showcasing their innovations designed to promote a more inclusive society will be able to register on a dedicated website. They will then be shortlisted by a panel made up of people committed to ensuring inclusivity for people with disabilities and will get to take part in the final at the Viva Technology event on 14 June 2023.

In December 2023, the first inclusive store was opened in Villeneuve-la-Garenne (92). In order to improve the welcome extended to customers with disabilities, ten initiatives have been put in place, such as adapted shopping trolleys for persons with reduced mobility, and an easier checkout system. Special badges given to customers with disabilities will ensure that they receive support throughout their shopping journey. For the visually impaired and blind, tactile Braille maps can be consulted at the reception desk and they can follow the guidance strips on the floor.

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.

In 2023, Carrefour made a commitment to support the employment of people with disabilities in ordinary communities. Four "Café Jeux" products have

been sold in more than 800 stores (Convenience stores and Hypermarkets).

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. The Group is committed to developing an inclusive culture based on the acceptance of differences. More than 18,000 young people from underprivileged neighbourhoods signed a contract with the Group in 2023. Partnerships with specialist industry associations, such as "Sport in the City", enable Carrefour to support the employment of young people from underprivileged neighbourhoods through financial donations or presentations of the various jobs available within the Group and coaching sessions.

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.

Measures to help older people: the scheme provides for special arrangements at the end of their career and allows for a transition between work and retirement. In particular, it reduces the working time of employees over 54; the structuring of work allows working time to be concentrated over 3 or 4 days and a bonus of €500 to €1000 per year compensates for the reduction in working hours.

- Special arrangements: employees aged 55 and over are entitled to two consecutive days of rest once every two weeks, three consecutive weeks of paid leave once a year, at their request, and may apply to be transferred to a day shift if they have night worker status. In hypermarkets, 19 sessions for people over 55 were held in 2022 (about 300 employees concerned) to inform them about the

end of their career (end-of-career arrangements, pension scheme, pension fund intervention).

- End-of-career leave time savings: the end-of-career leave scheme enables employees over 55 who wish to do so to put aside days of leave under special arrangements versus the time-savings account with a view to bringing the actual end of their paid activity forward before they leave or retire, up to a maximum of 150 days. The company agreement provides that this scheme be financed by the transfer of the days saved under the time-savings account and continue to be financed under the same conditions as the time-savings account; employees may also pay their holiday bonus and end-of-year bonus into it (the equivalent of 39 working days for managers and 33 working days for employees and supervisors). Leave may be used on a part-time or full-time basis.

Initiatives to support diversity at Carrefour: Under its 2026 strategic plan, the Group 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. In 2022, Carrefour signed the L'Autre Cercle Charter, thereby pledging to bolster 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.

During Pride Month, the Group launched awareness-raising activities on the inclusion of LGBT+ people and a communications campaign to promote the visibility of role models from this community. Carrefour has also supported associations working in this field, as a major patron of the Rural Pride March, for

example. Bompard also signed a partnership with the Le Refuge Foundation (which helps LGBT+ youth who have been excluded by their families) to provide non-food donations and hygiene kits to young people staying there. In addition, the Group is committed to facilitating employment for young beneficiaries of this Foundation.

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

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. To speed up access to management roles, Carrefour has doubled the cohorts registered on its Leaders School programme and is ensuring its gradual deployment throughout the Group. After Argentina, Spain, France, Poland, Italy, Belgium, Romania, and Brazil now have a Leadership School.

5000 new employees will graduate by 2026. Open to all volunteers, this programme leads to positions with more responsibility, on completion of a course often

conducted in partnership with a further education establishment (Université Paris Dauphine in France). 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 the 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 Leadership School cohorts. This means that 5000 new employees will graduate by 2026.

Country	Date	Participants	Graduates	Succession plan
Spain	10/2022 to 11/2023	59	15	9
Italy	09/2023	73	-	-
Romania	09/2023	73		
	10/2023	137	-	-

(1) 57% women in the participants

(2) 34 women and 39 men

4.4 Tackling 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, including 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.

In 2023, Carrefour conducted a large-scale, anonymous, voluntary study of all its employees in France to better understand the diversity of its teams. This study enjoyed massive participation (around 20,000 respondents) and showed a very positive perception of diversity within the Group:

- 14% of Carrefour employees were born abroad: this figure is higher than the French average (12.8% according to INSEE).
- 78% of Carrefour employees believe that the opportunities for growth and advancement within the Group are equal regardless of the origin of the employees.

The study also identified two areas for improvement:

- increase diversity across managerial positions: 12% of all Carrefour employees are managers, but

9% of employees from diverse backgrounds are managers;

- factor in the specific circumstances of women from diverse backgrounds, who have to tackle a double glass ceiling – because of their gender and their background.

To address these challenges, Carrefour is now launching an Action plan based on four key areas:

- training all employees in France about non-discrimination and counteracting unconscious bias: all employees will receive training by the end of 2024;
- building a community of role models, which will show their journey internally and externally and foster the emergence of stances which provide people with confidence in themselves;
- recruiting more candidates from diverse backgrounds, by meeting with candidates from universities that the Group has not previously visited, and by launching a groundbreaking partnership in the retail sector with the charity Les Déterminés, to identify people from diverse backgrounds working in store positions;
- promoting more employees from diverse backgrounds, including by launching a partnership with the Club du 21ème Siècle to mentor Carrefour employees. Every Carrefour Executive Committee member will also have to support one of the Group's employees in 2024 to help them break the glass ceiling.

The IPSOS survey of all Carrefour employees in France will be repeated in 2026 to measure progress thus far.

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.

Illustration:

CEASE: In 2023, Carrefour joined the Initiative's Executive Committee, an opportunity for Carrefour to become more involved in this fight by playing a direct role in the network's management and its strategy.

Orange Day: In a new Orange Day event, a product-sharing campaign for UN WOMEN FRANCE was organised involving nets for oranges in all hypermarkets and supermarkets in France. A prevention message and the victim assistance number were printed on the receipts on 25 November. Employees were also asked to wear orange clothing or accessories in-store to support the cause.

National federation for solidarity among women: Ahead of the International day for the elimination of violence against women on 25 November 2023, Carrefour launched a campaign to provide financial support to Solidarité Femme, a network of 81 associations that welcome and support women who are victims of violence. Along with Publicis Conseil, Carrefour devised a system to reach out to customers in their daily lives. It did so via an itinerary for in-store shopping, a donation campaign involving shower gels from the Carrefour Soft range, and an awareness-raising campaign in the press. The offer will also be promoted in on CRM systems, on the social networks and on carrefour.fr.

FNCIDFF As part of international day for the elimination of violence against women, Carrefour is rallying to a call put out by the ministry in charge of gender equality, diversity and equal opportunities and has entered into a partnership with the FNCIDFF, which is supporting more than 45,000 women in France. This partnership has been in effect since January 2023 and focuses 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.

Illustration:



Brazil: Carrefour joined Zumbi dos Palmares University's Zero Racism movement and announced the creation of an anti-racism executive committee.

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 Ethics 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.



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