

Attracting, retaining, and developing talent



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1. Context and challenges

The world of work is changing in the wake of societal, technological and commercial developments, and the demands of the new generations joining the corporate world. Employees want a professional environment that gives everyone the opportunity to develop their talents and to flourish. They also want new management and work methods. Informing a profound transformation of its model and its sector, the upheavals sweeping across the world of work pose major challenges for the Carrefour Group, forcing it to recast its approach to attracting, developing and retaining talent.

A Group with a multi-local, neighbourhood presence, Carrefour employs 305,333 people worldwide, 55% of whom are women. The expertise of all of its employees is what enables Carrefour to provide the services, products and high-quality food that everybody can afford via all its distribution channels in the Group's eight integrated countries, as well as across the 40 international franchise countries.

Keen to strengthen the customer culture internally so as to facilitate the implementation of the transformation plan, the Group has intensified its training and recruitment investments in those skills and job categories that are central to its strategy, namely digital transformation, the food transition and management.

In addition, in line with the announcements made on Digital Day, Carrefour has set itself the aim of being a world leader in Digital Retail with a strategy based on a "data-centric, digital first" approach. To this end, significant resources have been deployed to support the Carrefour 2026 digital strategy, notably in terms of attracting new talented people, training them and equipping them with the tools they need.

The Group is also committed to promoting mobility within its teams and to developing the skills of all its employees in order to prepare them as well as possible for the future of the retail sector, which is undergoing fast and profound change. These concerns are central to the "Growing and moving forward together" commitment, the first of the four commitments making up the Act for Change programme. This programme, aimed at Carrefour collaborators, was launched in 2019 as part of its managerial and cultural transformation. It sets out commitments and managerial initiatives reflecting the Group's very raison d'être.

The "Growing up and moving forward together" pillar is commitment number one of the Carrefour Group's Act for Change programme. It is about developing talent, fostering diversity and encouraging cooperation among the Group's various departments and store formats. This pillar has the following ambitions:

- **Attract talent:** to attract young talent and new profiles and skills and in line with the current strategic evolution, Carrefour wishes has strengthened its recruitment and development programmes, such as the Graduates programme, its initiatives to promote block-release training programmes and internships, and partnerships with schools and universities. Recruitment practices have also been modernised through the diversification of communication channels according to profiles, business lines and locations, as well as innovative methods on the social networks (Metaverse, LinkedIn, Instagram, Facebook, X, TikTok, etc.). Carrefour also wishes to strengthen its skills in digital technologies in certain specialised areas and activities that are key to its strategy – such as organic – and even regarding particular job categories, including food-related professions.
- **Retain talent:** to hold onto these talented young people, Carrefour has introduced a career management system so it is able to offer them attractive remuneration and opportunities for development and mobility. Talent retention is linked to the career management system led by Human Resources, through the systematisation of annual appraisals, mobility and internal promotion opportunities, and employee training programmes. The Group's aim is to offer varied career paths and encourage social mobility. With regard to remuneration, the Group has an incentive-based long-term remuneration system. The 2021 Performance Action Plan has therefore been extended to include key non-executive talent. Employee commitment is monitored through regular satisfaction surveys conducted by the Group. In 2023, over 22,000 employees took part in the survey. The score obtained was 86%, which places Carrefour above the average for the retail sector (Ipsos survey). One of Carrefour's strategic plans for 2026 is to become a more inclusive group. In order to involve all employees in the Group's success, an employee share ownership plan, Carrefour Invest, was offered to the Group's 334,640 employees in the first half of 2023. 30,000 employees participated at a unit subscription price of 15.87 euros. In France, the operation has enjoyed a great deal of support: a third of employees and 80% of management have signed up. The total investment of the Group's employees (including the company's share of capital) amounts to €74.7 million, bringing the amount paid by Carrefour to finance CSR projects to €37.4 million. Half of the funding was already committed in 2023 for projects on renewable energies, pollution prevention and control, technological products and production processes adapted to the circular economy.
- **Develop employees' skills:** Carrefour places training at the heart of what it does, and in particular implements new multi-format and multi-skilled development programmes. The Group is investing

heavily to prepare its employees for the changes taking place in the retail world. To this end, in 2019 the Group deployed a training policy structured around the four key topics that underpin in its raison d'être and strategy: the food transition, fostering a customer-oriented culture, management and the digital transformation in particular. Indeed, within the framework of its 2026 digital strategy, Carrefour is planning to deliver special training programmes focusing on digital technologies to all of its employees between now and 2024 (that's approximately 100,000 people per year) at its Digital Retail Academy. The Carrefour Leadership School, an in-house training department that offers high-potential employees opportunities to develop, has been launched in all of our countries. 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. This means that 5000 new employees will graduate by 2026. As far as training is concerned, the Group is investing heavily to prepare its employees for the changes taking place in the retail world.

2. Summary of objectives and performance

2.1 Attracting talent

Since it was created, the Group has worked hard on attracting the right people to the right positions: Carrefour's employees are the people who bring life to

and sustain the Group's strategy. Recruiting the right people is therefore a prerequisite for developing business.

Performance indicators	2020	2021	2022	2023	Change (2022/2023)
Change in the number of hires	141,684	143,783	162,635	154,016	(5.3)%

2.2 Retaining talent

Carrefour attaches particular importance to developing the loyalty of the talented people it employs. Historically, many of our employees joined the group with the expectation of spending their whole career working with the Group. Carrefour's aim is to enable

talented people to be retained – people who reflect its strategy, particularly by valuing them and providing them with career development opportunities in line with their expectations.

Turnover and length of service among employees

Performance indicators	2019	2020	2021	2022	2023	Change (2022/2023)
Attrition rate of Managers and Senior Managers	-	4.1	4.6	4.5	3.4	(1.1) pts
Turnover	22.8	19.7	22.9	29.2	29.7	0.5 pts
Voluntary turnover	-	-	12.7	22.2	15.8%	+9.5 pts
Turnover of women	-	-	20.5	26.6		+6.1 pts
Turnover of men	-	-	25.9	32.5		+6.6 pts
Turnover of executive directors and senior directors	-	-	12.1	18.9		+6.8 pts
Turnover of directors	-	-	7.9	9.2		+1.3 pts
Turnover of executives	-	-	10.4	8.4		(2) pts
Turnover of employees	-	-	24.4			+7.2 pts
Voluntary turnover	11.3	9.9	12.7	22.2	15.8%	+9.5pts
Involuntary turnover	-	-	6.6	9.5		+2.9 pts
Average length of service among employees.	9	9	9	9		-

Promotion and internal mobility

Performance indicators	2020	2021	2022	2023	Change (2022/2023)
Internal rate of promotion: Promotions of executive directors(1)	-	44%	20%	12%	(8) pts
Internal rate of promotion: Promotions of senior directors	32%	44%	37%	36%	(1) pts
Internal rate of promotion: Promotions of directors	68%	60%	62%	83%	21 pts
Internal rate of promotion: Promotions of managers	43%	49%	51%	50%	(1) pts
Rate of internal promotion: total	44%	50%	51%	53%	2 pts

(1) new category of posts created in 2021 among Senior Directors.

2.3 Developing employee skills

The Group actively implements its employee training and skills development policy. For its key talented people, personalised monitoring is put in place at corporate level and in the various integrated entities at local level in order to develop people's skills and the ensure that their careers evolve appropriately.

Carrefour wants at least 50% of its employees to be receiving at least four hours of training each year by 2025, irrespective of the type of store they work in. This aim has been incorporated into the Group's CSR and food transformation index since 2020. The Digital Retail Academy's training plan has made it possible to train more than 16,000 employees in digital technologies and related issues.

Performance indicators	2020	2021	2022	2023	Change (2022/2023)
Percentage of employees trained during the year (with a minimum of 4 hours of training)	-	81%	77.6%	68.9%	(8.7) pts
Average number of training hours per employee	8.04	13.2	11.3	9.2	(2.1) pts
Number of training days per year	357,143	600,000	500,000	485,023	(3)%
Total number of training hours over the year (in millions)	2.5	4.2	3.5	3.5%	-
Average amount spent per FTE on training and development in euros(7)	141	271	264	235	(11)%

Other indicators can also be used to monitor our training plans and to measure the effectiveness of the training we deliver, such as the number of e-learners, the number of training courses per topic, training NPS (satisfaction rate for the training course undertaken by each employee trained), etc.

3. Organization and governance

3.1 Scope

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 Governance

The "Growing up and moving forward together" pillar is commitment number one of the Carrefour Group's Act for Change programme. 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 Group's Talent Department is responsible for the graduate programmes and for career management of the C200, a new category of executive director within the Group. It ensures that identifying these executives or future executives, developing them, paying them and facilitating their international mobility are all constantly evolving in line with the company's strategy and the challenges facing Carrefour. These guidelines are regularly shared with the Executive Committee, particularly following the Career Committee Meetings (at country and Group level), during which the best performing employees are identified. It is also responsible for implementing the Group's guidelines and coordinating actions at country level for this same group of people.

3.3 Performance review

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 attraction, retention, training and 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 & International Standard) certifications to enable it to assess and implement its initiatives to encourage gender equality. All of the countries in the Group in which Carrefour operates have obtained GEEIS certification. In 2023, 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. The same year, this label was heard at the GEEIS Diversity.

3.4 Joint initiatives and partnerships

- Partnership with the International Labour Organisation (ILO) BIT Charter since 2015
- CEASE (Carrefour joined the Executive Committee in 2023)
- Orange Day with UN Women France, for the past six years
- International agreement between Carrefour and UNI Global Union signed in October 2018
- Skills sponsorship: the Group wants to further bolster its skills sponsorship activities, so that engagement forms an integral part of Carrefour's DNA.
- E2C France Network (in collaboration with the Carrefour Foundation)
- the Friday association (in collaboration with the Carrefour Foundation)

4. The Group's 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 action plans to help us deliver on our aims and achieve our objectives are as follows.

4.1 Attracting talent

4.1.1 Key recruitment challenges and initiatives to address them

In line with its transformation and to keep abreast of developments in the retail sector, Carrefour wants to bolster its skills, especially in the fields of digital technology, in certain specialised activities central to its strategy (such as the transition over to more sustainable food) and even in certain job categories, including the culinary professions.

All the Group's countries are thus implementing initiatives to attract these new talents, for example:

- improving Group **recruitment strategies** and modernised practices by **better identifying recruitment needs and issues**, diversifying distribution channels according to profiles (LinkedIn, Instagram, TikTok, etc.), job functions and locations and, finally, by making better use of the pool of candidates. In 2022, more than 16,000 job offers were posted across institutional and associative partner sites in France in order to guarantee the transparency of our jobs and ensure that a wide section of the public could access them.
- 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.
- Recruitment teams have also used innovative recruitment applications and technologies. For example, the first recruitment event in the Metaverse was staged with students from a number of major schools, and a tool for shortlisting candidates based on their soft skills rather than their CVs has been tested.
- **Enhanced visibility of the Group** through a strong employer brand, producing targeted content, highlighting the expertise of its employees. The countries in which the Group operates are particularly active on LinkedIn, Instagram, Facebook and Twitter. In France, 2022 was marked by social network recruitment being extended to TikTok. These external wide-audience communications initiatives help bring the Group's businesses to life

through images so that the public can learn about all the latest employment news from Carrefour in France and abroad.

- **Development of numerous partnerships with key schools** (business schools, engineering schools, IT schools). In 2022, initiatives continued involving major target schools across France. For example, three new agreements have been signed with prestigious engineering schools (Polytechnique, ENSAE and Centrale Supélec) in order to attract more candidates to e-commerce and data-related positions, and a new Graduate Data Programme was introduced in 2023.
- **Development of internships and apprenticeships** in the Group's countries to advertise specialist professions for which there are sometimes shortages across the Group and recruit for them, such as food-related professions and ones involving IT and digital technologies. In France, sponsored recruitment campaigns are underway to increase the Group's appeal in the eyes of younger generations, providing them with opportunities to learn more about those of our professions for which there is a shortage of employees, or to target geographical regions that struggle to recruit. Significant resources have been put in place to offer high-quality graduate training or training programmes leading to diplomas. Carrefour France, for example, now has an internal block-release training programme.
- The introduction of several specific initiatives to attract talented people with backgrounds in digital technologies, such as an exclusive partnership with the new "Albert School" in France, focused on business and data where students work on concrete cases provided by Carrefour.
- **Continued Graduate Programmes for Leaders, Finance and Hypermarkets which**, over the past 11 years, have attracted and developed in-house high-level profiles – thanks to a very demanding selection process with business schools and a two-year course, including at least some time spent in a Group country other than France for the Leaders and Finance Graduates programmes. These programmes are designed to prepare succession plans for key positions in management (Head of offices or Hypermarkets) or in Finance.
- The Carrefour Group is also implementing concrete initiatives **to help women be promoted to**

the highest positions within the company. Several schemes have been put in place, particularly during recruitment. A powerful commitment has been made and a targeted recruitment strategy implemented so that, every time a new

appointment to a managerial position is made, half of the people who get through to the final recruitment round are automatically women. The Group also aims to have 35% women on the C200 by 2025. In 2023, the Group's score was 29%.

4.1.2 Key talent planning

In order to pursue the Group's strategic aims, in 2021 Carrefour bolstered its strategy for identifying and monitoring key talent. Drives continue to identify key talent, partly made up of the Group's executive directors, employees from Carrefour's Graduate Leaders programmes, high-potential employees and employees with key skills. Several initiatives are also underway to identify what skills are missing across the Group:

A study, in collaboration with an external firm, was conducted to find out which skills were in evidence among people in key management positions, and which ones were missing;

A drive to update the mapping of key positions in order to identify all top management positions that have a significant impact on Carrefour's strategic direction, a country or a business unit, and to ensure that each top management position exists in the Group's major countries;

The development of HRIS tools launched at the end of 2021 so as to precisely monitor gaps between the skills that people currently have and those that will be required to keep pace with changes in the market. A Europe audit for the HRIS is underway.

Developing these key skills is what guides recruitment, both internally and externally.

4.2 Retaining talent

Employees are retained across the Group by:

- A mobility and internal promotion policy that supports learning and development towards new professions that take into account industry changes and individual aspirations;
- A long-term remuneration policy in the form of an employee savings scheme (profit-sharing and

share ownership) or performance shares. These schemes help develop employee loyalty and commitment.

A training policy implemented since 2019 focused on the Group's strategic pillars.

4.2.1 Our career management system

With over 300 different job categories and a footprint spanning eight countries, Carrefour offers a varied range of career opportunities. In addition to the training that the Group offers each of its employees as part of the Act For Change programme, new multi-format and multi-business development programmes are available in all countries, geared towards helping those people identified by career committees as the best-performing employees to grow. These multi-format career committees have now been set up in all countries.

Carrefour's career management system is being implemented through numerous human resources initiatives, such as the widespread adoption of annual appraisals, mobility and internal promotion opportunities, and employee training programmes. Each employee has a manager who is responsible for monitoring them and overseeing their own development, in collaboration with the HR teams.

Since 2019, twelve "managerial initiatives" have been defined for the annual appraisals and currently have specific development plans for them. In France, these 12 management initiatives have been incorporated into the new professional development interview form for executive employees. These 12 key skills reflect the Group's strategic commitments under its Act For Change programme in relation to each of its 4 pillars:

- **Growing and moving forward together:** advancing talent and encouraging diversity in teams,
- **Serving customers with passion:** putting customer satisfaction at the heart of everything we do;
- **Acting in a straightforward manner:** making efficiency a daily obsession by placing the emphasis on speed and simplicity;
- **Taking pride in transforming our profession:** encouraging innovation to support the food transition.

In addition to the traditional system of reviewing employees' performance, interviews focusing on their skills and careers have been introduced in all of the countries in which the Group operates. Global assessment systems are also being tested. These are designed to assess employees' skills based on feedback from staff at all levels. In France, a new individual development tool linked to the 12 initiatives making up Act for Change was successfully tested among managers.

Carrefour is also committed to promoting women's professional development and helping them be

promoted to higher-level positions through various programmes and commitments.

Carrefour has implemented a specific careers management system for key talent to ensure that compensation, career development prospects and mobility opportunities are all in line with people's personal ambitions. Each Group leader who is identified as a key talent receives individual monitoring, leading to a bespoke career plan, which addresses both the training needs and mobility opportunities within the Group. This plan is formalised, reviewed and then managed by the Group teams who implement it.

4.2.2 Internal promotion and mobility, a core aspect of the Carrefour development model

To help retain its talented people, Carrefour has internal and professional development programmes. In France for example, skills sponsorship is available to employees to help them in their quest for meaning and further their engagement, while at the same time developing their expertise.

Carrefour offers genuine opportunities for varied career path and mobility. The Group provides professional experiences which create environments within which employees can show their initiative. This allows them to flourish on a personal level while contributing to the Company's performance. By placing the emphasis on internal promotion, the Group acts as a springboard for the social advancement of its employees. As an example, store employees can rise to the position of department or section manager. All of the Group's countries now have a leadership school, which provides a structured framework for the internal promotion mechanism. Bolstering this scheme is among the commitments of the Carrefour 2026 strategic plan, under which numbers in the Leadership School cohorts will be doubled. As a result, 5000 new employees will graduate by 2026.

Furthermore, Carrefour is committed to promoting women's professional development and helping them be promoted to higher-level positions.

Carrefour group employees also develop their skills through internal mobility. Employees can discover a new profession by changing positions or a new business by learning new skills. Carrefour's work-based learning programmes also enable young employees to gain expertise in all areas of the Group's business. Furthermore, some countries have launched non-professional skills development programmes to support employees in their internal mobility.

Illustration:

Development rules for internal mobility

Carrefour has put in place four key rules to develop internal mobility at Carrefour France:

- publication of all Carrefour vacancies on its EDB website,
- job offers are reserved for internal employees for 3 weeks,
- automatic approval of employees' mobility requests if they have been in their current position for more than two years,
- maximum internal transfer time of one month for employees, two months for supervisors and three months for executives.

GPEC France Agreement

The purpose of the human resources and skills planning programme (GPEC) is to provide Carrefour Group employees with areas for mobility and professional career development.

The GPEC should therefore facilitate employees' professional adaptation – through access to training in particular –, as well as their retraining and promotion through the use, if necessary, of internal and external mobility. As such, the Carrefour agreement aims to provide employees with professional support to help them deal with the company's economic and social adaptations, and to take into account employees' career paths and professional projects associated with the development of technologies, organisations and employment structures.

The GPEC focuses on three broad areas:

1. internal mobility, considered a central factor in improving Carrefour employees' employability by more broadly implementing measures for encouraging internal mobility for people in all Carrefour jobs;
2. for sensitive professions, implementing a set of measures aimed at facilitating internal and external mobility. This includes, for example, covering the costs of geographical mobility, assistance in the search for housing or relocation allowances;
3. for specific restructuring projects that are limited in time and which concern a group of employees who are specific in terms of their profession, location or other defined criteria, negotiations are conducted in specific collective agreement formats based on the France agreement.

In 2019, Carrefour introduced the option for employees to request, following their **professional appraisals**, a professional transition interview for those considering changing profession, place of work, entity or store format, or considering taking leave at the end of their career, or considering mobility options

outside the company. This interview is an opportunity for employees to talk about their professional transition wishes with their mobility coordinators and to find out about the various schemes they can take advantage of within the framework of this agreement.

4.2.3 A long-term incentive pay system

Compensation and benefits are allocated based on the position held by the employee, taking into account his/her skills, expertise, experience and performance. All forms of discrimination, including discrimination on grounds of gender, nationality, ethnic origin, religion, sexual orientation or sexual identity are prohibited (for more information, see the "Fair pay and decent wages" sheet).

In 2019, the Group relaunched its long-term retention programmes for major contributors to its transformation. These are plans that involve the free allocation of shares, subject to presence and performance, for which CSR and the food transition are major criteria. Initially intended for employees in the two highest management positions, the categories of talented people to whom such shares were awarded

was expanded in 2021: the number of talented young people to whom shares were awarded and who were making a major contribution to the Group's transformation was increased. To this end, the Group released more shares for allocation over a two-year period. In 2023, 680 talented people benefited from the plan, nearly 80% of whom are outside senior management.

In addition, as part of the new strategic plan for Carrefour 2026 and in order to involve all employees in the Group's success, all of the Group's employees will be invited to join Carrefour Invest – an employee share ownership plan – in 2023. The funds raised will be used in particular to finance the Group's CSR projects. The transaction resulted in the purchase of approximately €75 million of shares in Carrefour SA by its employees. Carrefour Invest sends a strong signal

that the Group has committed to using at least 50% of the total amount subscribed (the highest percentage of any CAC 40 listed company), which amounts to more than €37 million, to finance or refinance environmental or social projects in-house. A third of the funding was already committed in 2023. The projects eligible for funding through Carrefour Invest fall into the following four action areas:

- Renewable energies (including photovoltaic panels),

- Pollution prevention and control (including refrigeration plants),
- Circular economy products, technologies and production processes (including loose, deposit, collection),
- Access to essential services (including caddies that can be used by people with disabilities, accessibility of e-commerce sites...)

These projects are funded in all integrated countries and contribute to the Group's strategic plan and CSR aims.

4.2.4 Listening to employees to keep them engaged

Conducting surveys targeting group managers is a way of highlighting the strengths of our internal culture and finding out what their main expectations are. They also tell us about their mindset and reveal how they view the critical factors for ensuring Carrefour's success. This feedback is essential for maintaining dialogue, guiding our programmes and setting our organisation on a trajectory of continuous improvement.

In 2021, Carrefour set up a new permanent listening platform for the whole group. Its aim is to make it easier to sound out the opinions of its employees on

current issues, and to increase responsiveness in relation to initiatives implemented. The platform was used to conduct a second internal survey targeting all managers. It was conducted for the first time in 2020 and was used as the basis for an analysis of the key priorities needing to be addressed across the Group's teams.

Carrefour uses the Employee Net Promoter Score (eNPS) to measure employee engagement through an online survey. In 2023, 22,000 employees participated in the survey. The score obtained was 86%, which places Carrefour above the industry average.

4.3 Developing employee skills

4.3.1 Defining our training plans and programmes

Training is a priority for the Carrefour Group. Along with the mandatory topics covered regarding health and safety, strategic training areas mirror the main priorities of the Carrefour transformation plan.

In 2019, Carrefour ramped up its training programmes in the following four areas in all countries where it operates: management, the digital transformation, the food transition (particularly regarding fresh produce) and customer culture.

These four axes are applied to all training areas.

Indeed, within the framework of its 2026 digital strategy, Carrefour is planning to deliver special training programmes focusing on digital technologies to all of its employees between now and 2024 (that's approximately 100,000 people per year) at its Digital Retail Academy. The Carrefour Leadership School, an in-house training department that offers high-potential employees opportunities to evolve, has been launched in most of our countries. It involves powerful, costed commitments within the framework of the 2026 Carrefour strategic plan.

Although there are a number of heterogeneous aspects to the processes across the various countries making up the Group, annual cycles flag up the individual needs of all employees and management, which are then communicated to the operations teams by management and the career committees. Training plans are therefore put in place and deployed throughout the following year. On a day-to-day basis, employees' training needs can therefore be identified by the Group's management lines or by the employees themselves. This information is cascaded upwards on a continual basis, independently of the structured channels for passing up such information on an annual basis: this applies to all employees across the Group.

The Carrefour Group's organisational culture also encourages exchange and sharing, in addition to formal and structured training processes. As such, much of our employees' training happens on a peer-to-peer basis.

The Group determines its training budgets by matching all the training needs of its employees with national budgetary constraints.

The leadership school: in-house training serving internal promotion

Social ascent through work is one of the values that have helped Carrefour to grow since it was first created. 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”). This multi-format programme aims to promote employees to managerial positions, managers to divisional management positions and regional managers to director positions. The School is a real lever for promoting diversity and professional equality at Carrefour. This is illustrated by gender mix in the cohorts, as well as by the specific nature of the modules on diversity and professional equality. In Italy this year, for example, the second edition of the Leadership School was launched and parity was achieved with this cohort (50% men and 50% women).

This approach is set to take on more importance in the years ahead. Indeed, the first edition was launched in Brazil in 2023 and in Poland for managers. In order to speed up access to management functions, the Carrefour 2026 strategic plan provides for a doubling in the numbers making up the leadership school’s cohorts. As a result, 5000 new employees will graduate by 2026.

4.3.2 Training programmes about the digital transformation

Digital innovation has been at the heart of Carrefour's thinking for some years. The Group has even set itself the aim of being a world leader in digital retail with a strategy that is the result of the profound transformation that the Group has been engaged in since 2018, based on a data-centric, digital first approach. All countries where Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture. In 2018, for example, the group launched a partnership with Google and other major companies to enhance the Group’s digital culture. By 2024, all of the Group’s employees will have received training in

digital technology (around 100,000 people per year) at its Digital Retail Academy.

In 2019, the Group redesigned its Learning Management System (LMS) platform to make it multiformat. E-learning content has been completely overhauled in order to provide employees with new bespoke training that is in line with the Group's strategy and which serves both its digital transformation and its commitment to the food transition for all. A communications campaign has been developed in order to promote these new programmes. This includes a monthly newsletter sent out to all Carrefour employees.

4.3.3 Management-specific training plans

Digital technology has radically changed the way we build value, so the way we manage people has to keep pace. At Carrefour, we pay close attention to upskilling managers and their teams. Innovative, engaging programmes have been implemented.

The management training programmes in France were updated in 2019 on the basis of management acts so as to best meet the development needs of managers and support the Group's transformation. In a rapidly changing context, the Group is committed to developing its senior managers by encouraging them to become ambassadors for its transformation, contributing fully to the deployment of the Carrefour strategy at all levels.

The Group’s senior management team receives personalised support. The training needs and skills of each employee are determined during individual development assessments (psychometric tests, etc.) and then discussed with each manager. There are

other ways of communicating these training needs: collectively, and individually (when an employee approaches the Carrefour University directly, for example).

New development programmes for management and more specifically for the Group’s senior managers have been developed in a bid to speed up the Group's transformation, such as:

- Executive management programmes for high-potential executives. In particular, the Group's University offers a training programme for **high-potential directors: “NEXTGEN 1”**. It aims to help high-potential directors develop strong leadership skills based on the Carrefour 4C model. By developing a growth-focussed mindset, participants in this programme will become full participants in their own development, while strengthening their understanding of our key business challenges. 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 NextGen 1 programme, 60% of which are women;

- **Individual coaching and mentoring programmes** in the language of the employee;
- **Best practice webinars**, an international initiative that brings together leaders from different countries on a monthly basis to share examples of best practice.
- In France, the **Manage for change and Manage to lead** multi-format management courses for first-time and experienced managers. The main aim is

to get them to manage their teams' performance in line with the company's strategic priorities, while at the same time positioning themselves as leaders and people driving change;

- The **Culture Manager** programme was redesigned in 2023 and 5000 executives from the operational and head office sectors have received training. The aim of this course is to train the teams on the three pillars of the Carrefour strategy – customer, performance and digital, based on the four Cs model defined by the Group: Courage, Cooperation, Change and the Customer.

4.3.4 Food transition for all and fresh produce training

Carrefour devotes substantial resources to training its employees. Fresh produce and the food transition are priority issues in which the Group is investing in order to support roll-out of its Act For Food programme. In each country, specific training programmes for fresh produce have been set up. In Brazil, each store is given training in handling fresh produce by experienced store employees. Training modules about the food transition are being constantly updated so that they are as closely aligned as possible with the challenges facing society and the aims of the Carrefour Group. Nearly 90 new modules were created in 2023.

There is also a strong focus on bolstering people's skills in the area of the food transition. In Poland, for

example, training courses and webinars are run focusing on organic produce. In Spain, e-learning modules dedicated to nutrition have been integrated into the catalogue that all employees can access so they can learn the basics of healthy eating. In Italy, an Academy has been set up in conjunction with suppliers, so that people can get to know products and production processes better, particularly in relation to Carrefour brand and organic products. In France, many e-learning modules are available, particularly in relation to Carrefour Quality Line products, hygiene & quality and sustainable fishing. Romania runs training programmes all about quality & food safety.

4.3.5 Customer culture training programmes

Listening to customers and anticipating their needs and the paths they will take to meet those needs are priorities for all Carrefour group employees, regardless of their function. Achieving that requires ongoing training and information, especially in today's multi-channel environment and with the substantial changes taking place in mass merchandising.

It is supported by the rigorous monitoring of Key Performance Indicators (KPIs), including the Net Promoter Score® (NPS®), a tool for gauging customer satisfaction that was widely deployed across the Group in 2019. With customer satisfaction in mind, Carrefour has implemented action plans to enhance

the flexibility of its in-store teams and reduce the out-of-stock rate. It has also introduced procedures for the detection, monitoring and rapid resolution of customer complaints. To support this service quality and customer satisfaction improvement initiative, Carrefour has set up a website so that Group employees (from integrated stores or head offices) can view their NPS scores and the associated verbatim statements. In 2023, over 22,000 Group employees participated in the survey. The score obtained was 86%, which places Carrefour above the average for the retail sector (Ipsos survey).



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Head office: 93, avenue de Paris — 91300 Massy
Évry Trade and Companies Register No. 652 014 051