

Carrefour Group workforce 2025

1.	Context & challenges	2
2.	Group workforce and diversity	3
3.	Training and skills	6
4.	Remuneration and commitment	9

1. Context and challenges

A group that is both multi-local and a local retailer, Carrefour has 298,604 employees within its reporting scope, including 164,644 women (or 55.1% of the workforce). Carrefour's ability to offer quality, affordable products, services and food across all its distribution channels relies on the expertise of its entire workforce, in its seven integrated countries as well as in its international franchise operations, addressed under the "value chain workers" section.

2. Group workforce and diversity

Table 1: Distribution by contract type & gender

Contract type (reporting period)	Women	Men	Other/ND	Total
Permanent employees	151,902	123,944	4	275,850
Temporary employees	12,739	10,010	0	22,749
No guaranteed hours	3	2	0	4

Table 2: Workforce characteristics: gender distribution

Gender	Number of employees
Women	164,644
Men	133,956
Other/Undeclared	4
Total employees (headcount)	298,604

Table 3: Breakdown by country (≥ 50 employees or ≥ 10% workforce)

Country	Number of employees
France	86,384
Brazil	120,686
Spain	44,227
Romania	14,403
Poland	7,982
Argentina	16,461
Belgium	8,113
Other	348

The breakdown by country is based on the Group's consolidated scope and covers countries with at least 50 employees or 10% of the total workforce; the workforce headcount is recorded at the end of the period and concerns employees under employment contracts (excluding trainees, Voluntary National Service Abroad and service providers).

2.1 Women in the workforce

Table 4: Diversity indicators

Indicator	Unit	2024	2025	Variation
Total share of female employees	%	55.6	55.1	(0.5) pts
Women in the Top 200	%	28.0	32.3	4.3 pts
Percentage of women appointed to key positions	%	31.2	65.0	33.8 pts
Percentage of women on the Board of Directors	%	46.0	50.0	4.0 pts
Percentage of women on the Executive Committee	%	29.0	31.0	2.0 pts

Performance review: The D&I policy contributes to greater gender balance in top management (Group Executive Committee: 31% women; Board of Directors: 50%). Regarding disability, Carrefour employed 14,403 people with disabilities in 2025, ahead of the 2026 plan target of 15,000 employees.

Gender equality

As of the end of 2025, the Group employs 164,644 women, accounting for 55.1% of its workforce. Carrefour is committed to empowering all women, from employees to managers, to advance and take on leadership roles within the company. For more than a decade, the number of women in management positions has steadily increased, demonstrating the impact of these policies.

Special attention is given to gender diversity in the groups participating in the training and internal promotion programmes available throughout the group, such as the Leadership School.

The Group develops individual coaching and mentoring programmes to help women access the company's highest leadership roles, helping to increase the number of women among high-potential employees. The Talent Factory, which brings together and develops Group employees with the potential to become executive directors, comprised 150 high-potential individuals at the end of 2025, 47% of whom were women. In 2025, Carrefour continued the Women Up programme, launched in 2024, to foster more inclusive management within its leadership team. This is a scheme for talented and high-potential individuals, with gender parity, across all seven countries where the Group operates. It aims to strengthen inclusion as a central pillar of daily management practices, using cognitive science techniques. For example, in Spain, Carrefour has partnered with an innovative coaching programme for high-potential employees. The goal is to encourage them to better understand themselves 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 program in Argentina aims to promote equal opportunities by supporting women in leadership positions. The first edition of the Women in Action programme, an adaptation of the Ellas program, included 20 women managers; a second edition is currently being prepared.

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. In 2025, numerous initiatives were carried out, including the renewal of the GEEIS (Global Equality European & International Standard) certification for Romania, Brazil and Spain, with a score of 4/6, as well as training programmes focused on inclusive leadership and cross-company mentoring to promote gender diversity across roles. The launch of a LEAD "chapter" in Romania, focused on overcoming biases, was also made possible. 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.

On International Women's Day in March 2023, France launched the #UnEgalUne internal network. 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. On the same occasion, in 2025, a communication campaign titled "Why Not Me?" was launched on 8 March, featuring five testimonials to highlight that women have a place at every level of Carrefour.

Finally, the 2025 fiscal year marks a turning point in addressing women's health at work, with the implementation of concrete measures related to menopause and endometriosis. The credibility of this gender policy is strengthened by the inclusion of gender equality objectives (35% of women in the Top 200) in the variable remuneration criteria for senior executives. Building on these successes, Carrefour is now harmonising these equality standards within its new scopes, particularly for the recently integrated Cora and Match brands.

To go the extra distance towards gender equality, in 2020 Carrefour's Executive Management signed a new agreement with trade union organisations on professional equality covering the whole of 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 outlines 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, effective remuneration, 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. Regarding work-life balance for employees, this agreement specifically provides support for women who wish to breastfeed by offering dedicated time slots.

To address pay gaps, a significant share of salaries is determined by structured grids. This ensures that any pay differences are based exclusively on objective elements, thereby minimising the risk of inequality. For the rest of the workforce, 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 equivalent positions. The agreement contains a system for monitoring equal pay at two levels:

- Collective: during the Annual Mandatory Negotiations (NAO), a specific amount of money, known

as the "Equality Booster", is allocated at each management level to rectify pay differences between women and men through individual adjustments.
- Individual: outside the NAOs, 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.

2.2 Turnover and attrition

Table 5: Turnover 2025

Indicator	Unit	2024	2025	Variation
Turnover rate	%	60	62	2 pts

Methodological particularities:

Workforce at period end: this includes employees linked to the company by an employment contract (excluding interns, international company volunteers, external workers and suspended contracts) who are on the payroll as of 31 December. The annual turnover rate is calculated as the ratio between permanent and temporary contract departures (a CSRD requirement) and the average workforce of the countries (the methodology chosen by the Group).

3. Training and skills

3.1 Objectives and performance

Define training plans

Annual campaigns identify the individual needs of employees and management: training needs are identified during annual interviews and escalated by management during career committee meetings. Consolidation allows training plans deployed in the following year to be established within the limits of training budgets. These plans are adjusted and completed during the year according to the wishes expressed by the management lines or employees.

In addition to formal and structured training processes, the company's culture of knowledge transfer also encourages exchange and sharing. Employee upskilling is partly achieved through managerial mentoring or peer development.

In-house training serving internal promotion

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, Belgium, Romania and Brazil now have a Leadership School. Five thousand new employees will graduate by 2026. A total of 924 employees completed the programme in 2025. Open to all those who wish to take part, this multi-format programme allows participants to take on more responsibilities after completing a curriculum often implemented in partnership with a higher education institution (like Université Paris Dauphine in France). It aims to advance employees to management roles, managers to department head roles, and department heads to director positions.

Digital transformation training

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.

In all countries where the Group operates, initiatives were organised to familiarise employees with digital culture. To prepare its teams for the jobs of tomorrow and new ways of working, Carrefour committed to training 100% of its employees through the Digital Retail Academy. Today, all employees now have access to digital training. In addition, this year Carrefour launched the Open Badge service, which allows skills to be recognised and certified through digital badges. This initiative was initially rolled out to the "Fruit & Vegetables" sector, with a planned expansion in 2026.

Specific management training

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:

- Among its executive management programmes for high-performing executives, 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-focused 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 whom are women;
- Best practice webinars, an international initiative that brings together senior managers from different countries on a monthly basis to share examples of best practice.

- The Culture Manager programme was redesigned in 2023 and 5,000 senior managers 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 4C model defined by the Group: Courage, Cooperation, Change and the Customer.

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. The Leadership School was created to support this policy. Accelerating internal promotion and access to management functions, the Leadership School offers its beneficiaries, employees with identified potential, the opportunity to advance into team leader or management positions following a demanding training course, often conducted in partnership with a higher education organisation (Université Paris Dauphine in France). The Leadership School is now established in all seven of the Group's integrated countries and trained 10,591 employees between 2019 and 2025. The strategic plan, which aimed to train an additional 5,000 employees between 2022 and 2026, is well on track: the Group has already achieved a large part of this target, confirming the programme as one of Carrefour's key levers for promoting diversity and gender equality in the workplace.

Training on the food transition for all and fresh products

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. More than 90 new modules dedicated to the food transition have been created/updated to meet the challenges of 2025.

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 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.

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.

Carrefour's customer approach is built around three main pillars — trust, service and proximity — and relies on careful monitoring of KPIs, notably the Net Promoter Score® (NPS®). With this in mind, Carrefour continues to implement action plans to enhance team versatility and reduce the out-of-stock rate. To support this approach, Carrefour maintains and optimises the platform allowing all employees to consult their NPS and associated verbatims in real time. This customer-focused culture is closely linked to the measurement of internal engagement (eNPS), which stood at 8.0/10 in 2025, ensuring that employee well-being continues to serve customer satisfaction.

Table 6: Training and skills development

Indicator	Unit	2024	2025	Variation
Employees with ≥ 4 hours of training	%	66.7	63.7	(3) pts
Leadership School graduates (cumulative since 2022)	Number	9,505	10,591	11.4%

Performance review: Access to training remains high (nearly two thirds of the workforce ≥ 4 hours). The target of 5,000 Leadership School alumni has been largely exceeded, with the number of graduates stabilising as the programme reaches maturity. In 2025, 924 employees graduated.

Table 7: Indicators related to maintaining a positive workplace climate

Indicator	Unit	2024	2025	Variation
Employer recommendation score (eNPS®)	/10	8.1	8.0	(0.1) pts

Performance review: In 2025, the eNPS® score is 8/10 (vs 8.1 in 2024). Despite a slight decline, the score remains above the sector average measured across Carrefour geographies (7.1/10) and above the target of 7.5/10. In 2025, nearly 24,000 employees took part in the survey.

4. Remuneration and commitment

4.1 Salaries by gender and level

Equal pay

In all countries where the Group operates, salaries, mostly categorised in predefined pay scales, are awarded based on objective criteria – such as tasks entrusted to the employee and their level of responsibility or experience; 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 line with Carrefour's commitment to equal pay, 87% of Group employees are integrated into pay scales that guarantee full equity between women and men with equivalent skills and positions. The grids are not only "pre-established" but are also regularly monitored for discrepancies to ensure genuine fairness. Aligned with CSRD requirements, this approach ensures transparency and reduces the risk of gender disparities.

4.2 Average wage gap

Action plans and resources

Throughout the period of inflation, Carrefour has managed to maintain a constructive social dialogue on the issue of remuneration. This dialogue has made it possible to maintain or even increase the purchasing power of employees while maintaining the balance between competitiveness requirements in a sector undergoing rapid change and a concrete recognition of the commitment of teams on a daily basis. Such agreements have been successful in upgrading the minimum corporate wage to a level at or above highly dynamic minimum wages.

Table 8: Average annual salaries by gender and hierarchical level (€)

Indicator	Unit	2024	2025	Variation
Gender pay gap	%	13.2	12.9	(0.3) pts

Performance review: In 2025, the gender pay gap stood at 12.9%, an improvement of 0.3 points compared with 2024. This gap is largely explained by the structure of roles and levels of responsibility, in a context where many positions are governed by fixed pay grids. The Group continues to implement corrective actions to advance gender equality, notably through measures targeting pay gaps for equivalent positions.

Methodological particularities: The pay gap is calculated based on the gross hourly rate on a full-time equivalent basis, obtained by dividing the annual gross salary by the total number of hours paid over the period. The data are then converted into euros and aggregated at Group level. The N-1 value was recalculated in 2025 following a methodological refinement.



www.carrefour.com
@GroupeCarrefour

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