

Attract, retain and develop talented people

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Background

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 revisit its approach to attracting, developing and retaining talent.

A Group with a multi-local, neighbourhood presence, Carrefour employs 319,565 people worldwide, 55.6% 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 nine integrated countries, as well as across the 30 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 effectively as possible for the future of the retail sector – a 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 employees, 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*.

Our aim

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 key aims:

- **Attract talent:** to attract young talent and new profiles and skills and in line with the current strategic evolution, Carrefour wishes to continue and strengthen 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. 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. 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.

- **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 University, in partnership with Google. 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. As far as training is concerned, the Group is investing heavily to prepare its employees for the changes taking place in the retail world.



Our goals and our performance

1. Attract talented people

Since it was created, the Group has worked to attract the right profiles to the right positions: Carrefour's employees are the people and entities who

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

KPI	2019	2020	2021	Change (2020 / 2021)
Change in the number of hires	153,398	141,684	143,783	1%

2. Retain talented people

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

KPI	2018	2019	2020	2021	Change (2020 / 2021)
Attrition rate of Directors and Senior Directors ⁽¹⁾ (in %)	-	-	4.1	4.6	+0.5 pts
Turnover ⁽²⁾ (in %)	17 ⁽³⁾	22.8	19.7	22.9	+3.2 pts
Turnover of women ⁽²⁾ (in %)	-	-	-	20.5	-
Turnover of men ⁽²⁾ (in %)	-	-	-	25.9	-
Turnover of executive directors and senior directors ⁽²⁾ (in %)	-	-	-	12.1	-
Turnover of managers ⁽²⁾ (in %)	-	-	-	7.9	-
Turnover of executives ⁽²⁾ (in %)	-	-	-	10.4	-
Turnover of employees ⁽²⁾ (in %)	-	-	-	24.4	-
Voluntary turnover ⁽⁴⁾ (in %)	9.2 ⁽⁵⁾	11.3	9.9	12.7	+2.8 pts
Involuntary turnover ⁽⁶⁾	-	-	-	6.6	-
Average length of service among employees (in years)	9.3	9	9	9	-

⁽¹⁾ New 2020 indicator measuring the number of employee resignations at Director and Senior Director level of the workforce as a whole

⁽²⁾ Turnover of employees on permanent contracts including year-round recruitment, redundancies, resignations and end-of-trial periods calculated on the basis of staffing as of 31 December 2020.

⁽³⁾ Scope: Comparable BUs - excluding China.

⁽⁴⁾ Voluntary turnover of employees on permanent contracts including resignations.

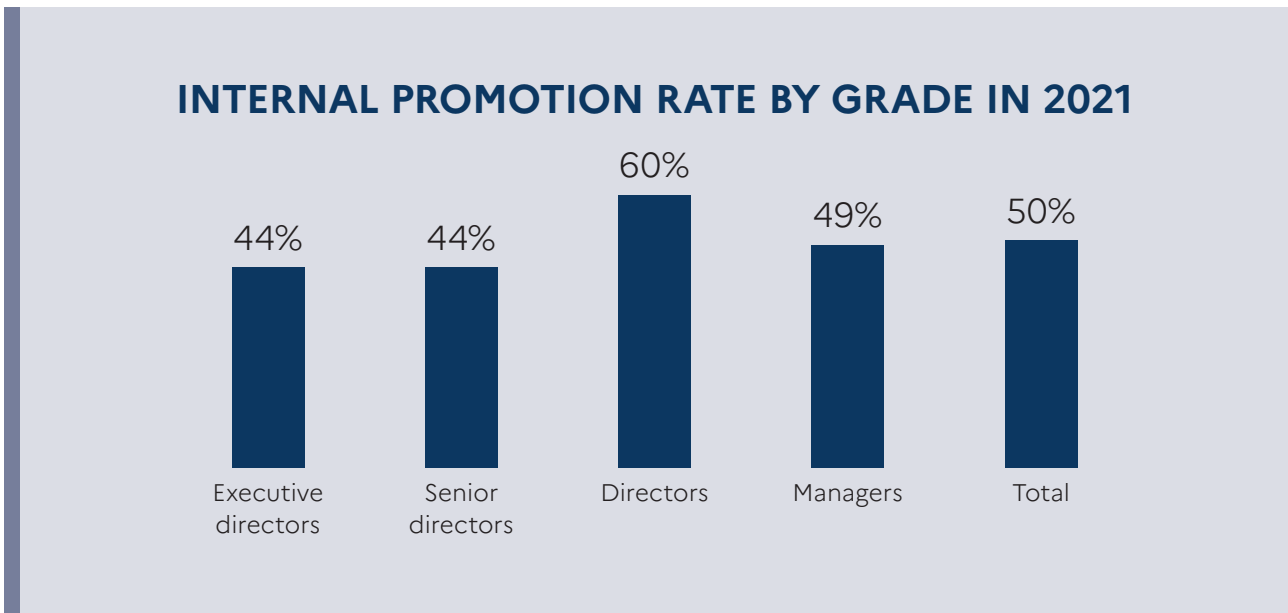
⁽⁵⁾ Scope: Comparable BUs – excluding China

⁽⁶⁾ Voluntary turnover of employees on permanent contracts including resignations

Promotion and internal mobility

KPI	2019	2020	2021	Change (2019/2020)
Internal rate of promotion: Promotions of executive directors	0%	-	44%	-
Internal rate of promotion: Promotions of senior directors	0%	32%	44%	+12 pts
Internal rate of promotion: Promotions of directors	55%	68%	60%	(8pts)
Internal rate of promotion: Promotions of managers	45%	43%	49%	+ 6 pts
Internal rate of promotion: total	45%	44%	50%	+ 6 pts

⁽⁶⁾ In France.



3. Develop employee skills

The Group actively implements its staff training and 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 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, of all types of format. This aim has been incorporated into the Group's CSR and food transforma-

tion index since 2020. Because of a catch-up effect for 2020, it was significantly exceeded in 2021; the pandemic had a significant impact on the organisation and delivery of training at Carrefour in 2020 – many hours of training had to be postponed until 2021. Furthermore, to support its strategy of improving customer satisfaction, an exceptional amount of training was delivered to develop a more customer-centric approach to Carrefour France employees. (50,000 people received this training in 2021).

13.25
training hours
per employee on average

and **€271**
spent on average per FTE on
training and development ⁽⁸⁾

⁽⁸⁾ For France. Salary costs and year costs are excluded.

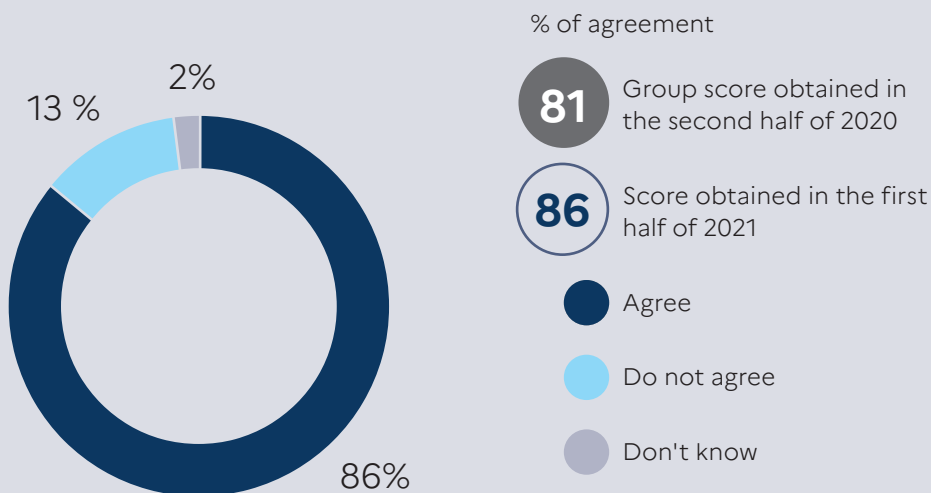
KPI	2019	2020	2021	Change (2020/2021)	Target
% of employees trained during the year (with a minimum of 4 hours of training)	-	-	81%	NA	50% / year (duration: 4h min)
Average number of training hours per employee	11.5	8.04	13.25	+5.21	-
Total number of training hours over the year (in millions)	-	2.5	4.2	+1.7	-
Percentage of training hours dedicated to the food transition	-	19.42	11.6	(7.82 pts)	-
Percentage of the wage bill set aside for training	-	0.67	0.81	+0.14 pts	-
Average amount spent per FTE on training and development in euros ⁽⁷⁾	-	141	271	+ 130	-

⁽⁷⁾ In France. Salary costs and incidental expenses are excluded

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.

However, in an online survey conducted targeting a representative sample of 20,000 employees across the Group's nine countries, 86% of Carrefour employees indicated that they had learned new things and gained new skills in recent months, up five percentage points from the end of 2020.

OVER THE PAST FEW MONTHS, I HAVE LEARNED NEW THINGS AND GAINED SKILLS



Participation rate:

63%

Number of respondents in total:

16,496

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 diver-

sity 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.

1. Attract talented people

- 1.1. Key recruitment issues and initiatives to address them
- 1.2. Strategic planning of key talent

2. Retain talent

- 2.1. Our career management system
- 2.2. Internal promotion and mobility – a core aspect of the development Carrefour model
- 2.3. A long-term incentive pay system
- 2.4. Listening to employees to keep them engaged

3. Develop employee skills

- 3.1. Defining our training plans and programmes
- 3.2. Management-specific training plans to adapt to the challenges of “Carrefour 2022”
- 3.3. Training programmes about the digital transformation
- 3.4. Food transition for all and fresh produce training
- 3.5. Customer culture training programmes

1. Attract talented people

1.1. Key recruitment issues 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:

- Improved Group **recruitment strategies** and modernised practices by **better identifying recruitment needs and issues**, diversifying distribution channels according to profiles, job functions and locations and, finally, by making better use of the pool of candidates. In 2021, more than 26,350 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. In addition, in 2020, Carrefour France entered into a partnership with the AGEFIPH to ensure that job offers were included on its website for people with disabilities. Recruitment teams have also used innovative applications dedicated to recruiting people completely over video, or using SMS messages to headhunt people. In Romania, a pilot for a new process was launched in April to simplify and improve the recruitment efficiency in regions with the highest turnover rates. Given how successful this has been, the scheme will soon be extended to other stores.

- **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. These external wide-audience communications initiatives help bring the Group's business-

es 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 2021, initiatives continued involving major target schools across France. The signing of a partnership agreement with Dauphine and its Foundation has enabled Carrefour to support the "equal opportunities" and "student housing" programme, by presenting opportunities and coaching initiatives to students in particular, and by providing the beneficiaries with what they need for the programme. Under the Priority Education Agreement with SciencesPo Paris, several primary school students have been mentored by Carrefour employees.
- **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, a sponsored recruitment campaign is 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. 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.
- **Implementation of a number of specific initiatives to attract talented people working in digital**, such as the financing of a Codingame licence providing candidates with the opportunity to sit online tests, making contact with and staging events with specialist IT training schools – such as School 42 – and being involved in the international Polytechnic "Next Gen RetAll" chair for data science. In Spain, Carrefour IT managers have been involved in digital events such as Cloudera Forum and AI Business Congress. In Brazil, Hackathons have been staged by Carrefour Banque to attract

and hire the best talent in the digital sector. In Italy, Carrefour recruits candidates for jobs in digital through innovative recruitment campaigns that involve gamification.

- **Continued Finance and Hypermarket Graduate Leader Programmes** over the past few years, which 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 offices or Hypermarkets) or in Finance. In 2021, these programmes were bolstered, and this included reviewing the training plan. In addition, new graduates will be sponsored by a member of the Executive Committee and will – for the first time – get to be considered for international opportunities at the end of the programme. Finally, the launch of the new "Springboard" programme at the end of the year will be another new way to approach graduates. Under this innovative and inclusive scheme, a cohort of people on block-release training programmes will be selected from among 15,000 young people from priority neighborhoods recruited in 2021 to follow a specific course. They will receive training (significantly based on the Carrefour leadership model), get to enjoy immersive experiences and will receive coaching delivered by former graduates, the aim being to then get onto a graduate training programme.
- 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.



Illustrations:



France: At the end of 2020, a commitment had been made to recruit 15,000 young people in 2021, some of them on block-release training schemes. In order to fulfill these recruitment commitments, in addition to leveraging traditional sourcing channels (Carrefour recruit website, job boards, employment meta engines, giving presentations in schools, etc.) and communicating locally in stores to reach local candidates and prescribers, the Group has:

- Increased its presence on social networks;
- Overcome the constraints associated with the pandemic by having as many events as possible staged online (recruitment fairs, presentations given in schools, educational initiatives, involvement on student panels, support and coaching for vulnerable people / people who have been out of work for a long time);
- Tested innovative recruitment applications, leveraging video and/or ultra-intuitive navigation to simplify the application process;
- Strengthened its well-established collaborations with institutional and associative partners in employment and integration, to reach young dropouts and establish closer ties with the residents of working-class neighbourhoods;
- Consolidated a dozen partnerships with schools and centres delivering training in restaurant-related services.



Belgium: Carrefour is banking more than ever on the retail revolution and recruited 70 people working in IT in the first half of 2021. Retailers need to be able to adapt quickly to keep pace with evolving technology and align the buying experience with consumer requirements. The pandemic has only served to accelerate this digital transformation process. Carrefour has therefore put all its efforts into recruiting people with IT expertise. The job functions are highly varied and include team managers, project and programme managers, test engineers, business and technical analysts and systems and security engineers, as well as helpdesk agents.



Spain: Participation in a student competition – the AECOC Academics – in which participants submit their graduation project. The winner of the Carrefour special prize is awarded a permanent contract as a manager within the group. Carrefour also received the EAE Business School's best recruiter award. Indeed, Carrefour is one of the companies that has taken on the highest number of EAE students over the last two academic years. At the awards ceremony, the Carrefour Spain's Head of Human Resources reiterated the company's commitment to investing in young talent.

1.2. Strategic planning of key talent

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

2. Retain 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 in 2019, based on the Group's strategic pillars: the food transition, customer culture, management and the digital transformation.

2.1. Our career management system

With over 300 different job categories and a footprint spanning nine 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 with simplicity": 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 in early 2020 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 (for more information, please refer to the fact sheet on 'Promoting diversity and combating discrimination and harassment').

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.

Illustrations:



Romania has been a pioneer in setting up the 360° feedback system. This system replaced the traditional appraisal system three years ago. A dedicated tool enables employees to request feedback from other employees based on their wishes.

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 Italy, Carrefour has created a Master's programme for talented people in retail for training store managers on new retail trends; in France, 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. In particular, 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.

Illustrations:



Development rules for internal mobility

Carrefour has put in place four new 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.



Illustrations:



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 2021, an amendment to the Group's GPEC Agreement was signed. Its purpose is to support the transformation of Carrefour's head offices and support functions in France by adapting the tools of the GPEC foundation. It introduces a scheme called 'Head office gateways' to enable eligible employees to benefit from the internal or external mobility support measures which have been negotiated with the social partners.

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.

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 excluded (for more information, please consult 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 2021, 690 talented people benefited from the plan, nearly 80% of whom are outside senior management.



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.

3. Develop employee skills

3.1. Define 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 2022" 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 for fresh produce).
- Customer-oriented culture.


These four axes are applied to all training areas.

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.

Illustrations:

 In **France**, the Carrefour Academy was set up in 2021 to provide employees with a better overview of the training available and to improve equal opportunities across the Group. This new multi-format organisational structure is made up of five specialist schools: the block-release training school, the business school, the leaders school, the M. Fournier management institute and the health and safety school. It provides all categories of employee with training opportunities.



 **Carrefour France** offers support in acquiring basic professional and non-professional skills through its CléA certification programme. These skills include developing and recognising communication in French, mathematical reasoning, digital communication, teamwork, working independently, health and safety, and the ability to learn gestures and postures.

 In **Italy**, Carrefour Life Education, a digital training platform, that can be accessed on any type of device, is available to all group franchise employees.

3.2. Management-specific training plans to adapt to the challenges of “Carrefour 2022”

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).

Université Carrefour has expanded its range of courses so that they are perfectly aligned with the “Carrefour 2022” transformation plan. The aim is to enable a senior manager to understand technological and societal changes, understand their impact on the retail sector and on the company and understand precisely what the company's strategy is so that they can incorporate it into their perimeter of action and ultimately get their teams involved both in it and in the various transformation projects. Université Carrefour thus provides a rich environment for sharing ideas

3.3. 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) in partnership with Google.

and examples of best practice in an international context with leaders from all of the countries in which the Group operates. Université Carrefour is committed to building an open and disruptive ecosystem of learning and continuous development, encouraging experimentation, networking and knowledge-sharing, allowing each Carrefour senior manager to develop both individually and as part of a team.

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, including the Next Generation programme. This programme is designed to help future leaders develop strong leadership skills, build their capacity to think strategically, and implement these strategies in a complex economic context that is characterised by the digital revolution, rising consumer expectations and increased competition;
- 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.
- 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 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.

In addition, in order to facilitate discussion and promote innovation, Carrefour will make Meta's (Facebook's) Workplace communications platform available to all of its employees.

Illustrations:



France – In order to support the development and consolidation of our Carrefour employees' skills in mastering the Google Workspace ecosystem, a dedicated training course was launched in 2021 with an ongoing progress measurement system. This scheme initially targeted Head office employees. It will be integrated as one of the Digital Retail Academy's pillars and will be extended to include store employees in 2022.



Spain – Sherpa: A digital back-office transformation project using SAP was introduced in 2020 and extended throughout 2021. More than 1500 employees have received training for using this tool, with the target for 2022 being a roll-out to all shops.



Carrefour Romania established the TechDays, a series of seven webinars all about the digital transformation with the involvement of partners such as Google and Facebook. It created a community of 50 "Digital Captains" – volunteers tasked with training their colleagues in using digital tools such as the G-suite for example.



Belgium – Digital Academy: training modules available in e-learning, classroom or coaching formats teach employees about how Carrefour and its business are shifting towards digital technology, and help them develop their digital profile;



In **Italy**, the Digital Academy enables employees in key positions to support the development of digital skills. It is structured around four major pillars: data-driven decision-making, office automation, digital trends and digital marketing. In addition, a group of approximately 90 Digital Ambassadors has been appointed to support the digital transformation.

3.4. Food transition for all and fresh produce training

Carrefour is putting significant resources into training for 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, some forty expert employees continuously train anyone handling fresh produce at a dedicated technical school. In 2021, the Fresh Produce School – a school dedicated to training professionals in the restaurant business – continued to grow within the group. Argentina launched its third edition and France set up its own Fresh Produce School with five courses leading to diplomas. Carrefour Spain also has a regional training system for fresh produce, as well as training programmes in how to meat for butchers.

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 have been run 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 the Terre d'Italia product line. 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. In 2021, 11.6% of employees in the group took part in food transition training programmes, up from 4% in 2020.

Illustrations:



In **Poland**, the organic bakery training course was attended by more than 600 employees in 2021.



In **Spain**, Carrefour and the University of San Pablo CEU have worked together on creating the Carrefour Chair of Food and Nutrition in order to promote research projects, training initiatives for its employees and awareness-raising initiatives in the field of food and nutrition.



In **Argentina**, Food Transition Challenges led by hero Supermarkets have been held focusing on all aspects of the food transition such as "Zero Waste", "Zero Plastic", healthy eating, responsible consumption products and initiatives, both internally and externally.

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 omnichannel environment and with the substantial changes taking place in mass merchandising.

It is supported by 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 stock outages. 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. The number of people viewing this website has increased six-fold in two years, reflecting how committed the teams are to customer satisfaction and the NPS score. The NPS® was also incorporated as a variable component in the compensation for all the Group's management executives in 2019 and will be used for all managers in France in 2020.

In 2021 the "Customer Culture Ambassador" training programme was set up to teach employees how to engage with customers and how to serve as a Carrefour ambassador on a day-to-day basis. It was followed by 50,000 employees in 2021. Furthermore, 9014 additional employees received training in other issues to do with customer relations (up from 8559 in 2020): the NPS® customer satisfaction measurement has improved across all locations.

Illustrations:



France – "100% customer- and employee-focused" programme: thousands of hypermarket employees were trained on how to leverage employees' energy so as to gain the favour of our customers; Training initiatives on the subject were also implemented at Market stores;



Poland – In 2021, roundtable discussions were staged with the involvement of customers, employees, franchise partners and suppliers focusing on the 555 customer-centric approach.



Romania: In order to raise awareness among employees of how to listen to customers, specific training was provided in all formats on "NPS and how customers perceive us". Moreover, all hypermarket managers have been trained in conflict resolution.



In **Argentina**, more than 12,000 employees, or more than 90% of the in-store teams, were trained on two modules, one on the 555 customer-centric approach and the other on Carrefour's commitments to its customers.

Our organisation

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;

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.

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 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) certifications to enable it to assess and implement its initiatives to encourage gender equality.

Forthcoming initiatives

The employee upskilling initiatives that are key to the "Growing & moving forward together" commitment enshrined in the Act for Change programme will be strengthened and ramped up over the coming years.

For example, France wishes to bolster its initiatives in skills sponsorship: these have been offered to more employees since 2020. Employees are involved in

social enterprises and public-interest associations. The missions offered are perfectly aligned with the Group's social commitments in the fight against waste, the food transition and integration through work. Missions to do with the pandemic have also been put in place, such as school support for children experiencing difficulties or assistance for the elderly or vulnerable.



Joint initiatives and partnerships

- Partnership with the International Labour Organisation (ILO)
- ILO Charter since 2015
- CEASE
- 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: during this exceptional pandemic, in 2020 Carrefour sought to strengthen its skills and sponsorship activities. In response to its employees' search for meaning and engagement, Carrefour has introduced partnerships with two schools sponsorship stakeholders. The scheme was launched in September 2020 for a period of 3 years and aims to involve more than 250 employees from different regions in France. These assignments are perfectly aligned with the Group's social commitments in the fight against waste, the food transition and integration through work. Assignments to do with the pandemic have also been put in place, such as school support for children experiencing difficulties or assistance for the elderly or vulnerable. Employees are involved in social enterprises and general-interest associations spearheading socially useful projects.

- **Vendredi**, a social enterprise that assists employees in their engagement projects via a platform on which they can coordinate the initiatives undertaken. Vendredi offers short assignments lasting a few days working with a particular charity (on average 2 days) as part of its "Engagement for all" programme, as well as longer assignments lasting several days or weeks (on average 25 days) as part of its "Career" programme.
- **Wenabi**, a social start-up that aims to boost corporate solidarity by offering a collaborative and simple tool with general purpose assignments for charities. Start-up company Wenabi offers assignments ranging from half a day to several weeks, individually or in teams, via 3 programmes:
 - **coup de pouce:** involvement in one-time assignments accessible to all;
 - **sponsorship:** long-term support for people on a regular basis;
 - **skills sharing:** the provision of skills and expertise to help a charity.
- Diversity charter
- 1in3Women network charter
- ILO Charter



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