

Ensuring the health, safety and quality of work life



1. Background
2. Our goals and our performance
3. Our action plans
4. Our organisation





Background

Companies are increasingly aware that human capital is their most valuable asset: giving their employees good working conditions contributes to improving company performance.

The international **Act for Change** programme was implemented by Carrefour in 2019, to align management behaviours with the goals of the "Carrefour 2022" plan that was introduced in 2018, in order to meet the expectations of Carrefour customers and to support them in the food transition. It involves four major commitments structured around specific initiatives to: "Grow and move forward together", "Serve customers with passion", "Keep it simple" and "Take pride in transforming our profession".

As part of the third commitment of its Act for Change programme – "**Keep it simple**" – Carrefour

allows its 319,565 employees to enjoy a secure and positive working environment. The Group monitors their health and quality of life at work. It has been heavily involved in the prevention of musculoskeletal disorders (MSDs), which account for 45% of work-related injuries and illnesses, as well as in the prevention of stress and psychosocial risks and, more broadly, in employees' mental health. An essential part of the Group's culture, it helps bolster the Company's performance and guarantees a benign social climate across all formats. An essential part of the Group's culture, it contributes to the company's performance and ensures a good social climate in all of its formats. Carrefour has also focused on improving the quality of work life by increasing activities related to the development of sport, the deployment of telework and ensuring that personal and work life balance is maintained.

Focus on Covid 19

From the first half of 2020, the Covid-19 pandemic spread worldwide, becoming a major cause of death globally. In an attempt to stop this virus from spreading, people everywhere were asked to stay at home continuously and for many weeks. The food distribution industry was at the forefront during this crisis, maintaining its operations and ensuring the supply of food to the population in lockdown. The sector proved itself to be extremely responsive in adapting to new health regulations and directives, and to the changes in consumption patterns that still persist today.

Against this background, 2021 was yet another year of exceptional mobilisation of Carrefour's employees. Through their commitment, they have enabled people to access food and basic necessities in accordance with the health rules recommended by the public authorities. Carrefour reacted quickly to ensure the protection of its employees.

Our goals and our performance

The **"Keep it simple"** pillar is commitment number three of the Carrefour Group's Act For Change programme. This pillar underpins three major aims for the Group's employees:

- Use resources appropriately and efficiently;
- Act swiftly and keep it simple;
- Empower others and oneself

In concrete terms, Carrefour wants to enable its 319,565 employees to evolve within a conducive and fluid work environment. The Carrefour Group therefore undertakes to:

- Protect the health of employees and reduce the risk of work-related accidents by pursuing a common occupational health policy across the world;
- Lead multiple innovative actions to improve quality of life in the workplace;

Since the end of 2020, all Carrefour Group countries have adopted an action plan on health, safety and quality of work life. Local integrated teams are required to set targets, in particular in relation to the frequency and severity of work-related accidents, and to structure an action plan covering the following topics:

- Prevention of the risks of accidents at work, accidents at work in the home and occupational illnesses;
- Prevention of work-related stress;
- Improvement work-life balance;
- Delivery of workplace conflict management training;
- Creation of an excellent workplace;
- Improving the level of social protection for staff;
- Prevention of excessive working hours.

1. Protecting the health of employees and preventing the risk of work-related accidents

KPI	2019	2020	2021	Change (2020/2021)
Percentage of countries to implement an action plan on health/safety/quality of life in the workplace.	-	100	100	-
Rate of absence due to workplace and travel-related accidents (<i>expressed as a percentage</i>)	0.60	0.63	0.66	+ 0.3 pts
Rate of accidents at work among our employees (<i>number of accidents/million hours worked</i>) (<i>expressed as a percentage</i>)	26.51	27.87	25.33 (1)	(+2.54 pts)
Workplace accident severity rate among our employees (<i>number of days' absence due to accident/1,000 work hours</i>) (<i>expressed as a percentage</i>)	-	0.85	0.90(1) 0.71 (2)	+ 0.05 pts -
Absentee rate: illness (<i>expressed as a percentage</i>)	0.56	5.71	5.17	(0.54 pts)
Absentee rate: work-related accident (<i>expressed as a percentage</i>)	0.06	0.57	0.61	+ 0.04 pt
Absentee rate: travel accident (<i>expressed as a percentage</i>)		0.05	0.05	-
Number of deaths resulting from work-related accidents	6	0	6	-

⁽¹⁾ Comparable non-AT BU scope

⁽²⁾ Scope: 100% of the scope of 2021 consolidated sales excl. tax

2. Innovating to enhance quality of life in the workplace

To support the transformation of its corporate culture, in 2019, Carrefour introduced the Employee Net Promoter Score® (E-NPS), an indicator of employee engagement. The average of the scores given by employees in response to the question on the extent to

which they would recommend Carrefour as an employer (E-reco) was integrated into the group's CSR and Food Transition Index. The goal of achieving and maintaining an average group score of at least 75/100 until 2025 has therefore been achieved for 2021.



E-Reco	2021
Participation rate	63%
Average "Employer Recommendation" Score	83/100
Achievement of the E Reco target for 2025 (75/100)	132%

3. Supporting employees during the Covid-19 crisis

Over the course of the pandemic, the vast majority of the Group's countries have implemented listening and psychological support facilities for employees who felt the need to talk during this highly unusual period. In Taiwan, psychological support was offered to those quarantining or shielding – given that the health situation in the country was relatively under control, it did not seem necessary to open up the service to employees not quarantining or shielding.

Extraordinary Indicator - Values 2020 - 2021

Extraordinary Indicator	2020	2021
Number of countries with psychological support systems in place	8	8



Our action plans

1. Protecting employees' health

- 1.1. Assessing risks as a core part of prevention
- 1.2. Eliminating musculoskeletal disorders
- 1.3. Preventing stress and psychosocial risks
- 1.4. Ensuring an adequate working environment and pace
- 1.5. Improving employees' social protection
- 1.6. Protecting the health and safety of franchisees and agency workers on our Carrefour sites

2. Innovating to enhance quality of life in the workplace

- 2.1. Moving towards flexible work arrangements
- 2.2. Taking steps to protect work/life balance for our employees
- 2.3. Developing exercise programmes to improve the health of all our employees

1. Protecting employees' health

Protecting the health and safety of Carrefour employees is a priority for the Group. Each country has undertaken to implement and manage a plan of action for health and safety at work, aimed, in particu-

lar, at preventing accidents in the workplace and occupational illnesses, maintaining a balance between private and work life, and limiting and preventing psychosocial risks.

1.1. Assessing risks as a core part of prevention

To reduce the number and severity of workplace accidents, Carrefour puts risk assessment and prevention at the heart of its health and safety management system. Risks are assessed based on analyses conducted by prevention staff over the past few years. They have identified safety hazards around 60 workstations and devised preventive measures for each of them. These studies show that Carrefour's risks in terms of work-related accidents mainly occur in store and in the warehouse. In stores, the main causes of accidents are related to the use of machines (ham slicers, bone saws, kneading machines, etc.). As regards logistics operations, the major risks are related to access to transshipment docks, for example. Finally, particular attention is paid to musculoskeletal disorders, which account for a significant proportion of work-related accidents and illnesses. This allows establishments to pilot, monitor and update their action plans for identified risks.



Illustrations:



In **France**, the Es@nté digital tool distributes the occupational risk prevention programme to all managers and compiles updates on events. This solution manages and coordinates two procedures:

Assessment of occupational risks;

Administrative and management control of workplace accidents and occupational illnesses.

Es@nté sends required information directly to the national health insurance system, facilitating the administrative management of workplace accidents for the line manager, HR manager, or member of the health, safety and working conditions committee. Following any workplace accident, the manager or managers analyse the circumstances using the 5M method, which examines environment, method, equipment, labour and materials. They then develop an action plan to limit or remove the root causes.

Developed today for hypermarket, supermarkets and the Supply Chain, Es@nté is to be deployed across all Carrefour France legal entities and formats by 2022.



In **Brazil**, an annual health and prevention plan is put in place every year to tackle risks related to the working environment. It includes an ergonomic assessment and regular mapping of workstations, in accordance with Brazilian legislation. Operational staff have access to regular training programmes. A Health and Safety Week is also held annually, involving all employees.

The prevention of the work-related risks to which our employees are subject in stores and logistics starts with the basics: "Welcoming and integrating new employees". To assist employees as they take their very first steps in the company, the Group countries have put in place training courses to help them identify the work-related risks linked to their working environment and determine how best to guard against them, giving them the information they need to grasp and the safety instructions to which they must adhere, and telling them who to go to in the event of a malfunction or a hazardous situation.

Throughout our employees' working lives, workplace health and safety are the cornerstone of training priorities. On top of the regulatory requirements allowing our employees to learn about and master safety rules for operating mechanical handling equipment, the safe use of machines and even how to fight fires, our employees take part in periodical training designed to make prevention a central focus in their professional activity. They receive training in first aid, the prevention of risks related to manual handling and the prevention of accidents at work.

Illustrations:



France: in order to protect employees' health and safety at work, a training course in managing health and safety at the workplace is delivered to the managers of stores representing various formats in France. These sessions provide information on work-related health issues, the regulatory framework, the main risks in the business and the relevant prevention measures, as well as encouraging safe behaviour.

Furthermore, supermarkets in France have renewed their Health and Quality of Life in the workplace agreement.

In addition, during the mechanisation of two sites, the supply chain made use of an innovative virtual reality tool. This augmented reality laboratory enabled employees to identify work-related risks associated with their future activities and work environments before taking up their positions. They were thus able to combine the appropriate preventive measures. For example, an employee immersed in a virtual warehouse can identify the risks involved in the job. Safety instructions were also provided at the same time to accelerate learning of basic workplace health and safety rules.

1.2. Eliminating Musculoskeletal Disorders

Musculoskeletal disorders are a major cause of workplace accidents and work-related illnesses. To act sustainably, the Carrefour group continually invests to provide its employees with handling assistance equipment (electric pallet trucks, shelving tables, pallet destackers, etc.).

More specifically, the Group's various countries regularly seek to innovate and offer technical solutions adapted to employees' work environments and suited to the specific nature of their functions (reduced shelving depth to limit postural constraints, warming up before starting work, installation of mechanical gripping devices for lifting certain items, etc.).

Illustrations:



In **France**, Carrefour has had a unit dedicated to preventing occupational risks since 2012. In recent years, the network has pooled its efforts to address a key issue – musculoskeletal disorders, or MSDs.

To reduce these risks, Carrefour has invested heavily in handling assistance equipment: automatic pallet wrapping machines, stocking carts, lifting devices, etc. The Group has also conducted an in-depth study of workstation ergonomics. Analysing these workstation studies means that new store furniture can be designed and action can be taken at source to reduce the long-term exposure of employees to the risk of musculoskeletal disorders.

On some Carrefour France sites, warm-up exercises help employees prepare and become more aware of their body before they start their shift. This initiative is part of an increased drive to prevent employee accidents within the first two hours of starting their shift. And it is beneficial in more ways than one. The warm-up exercises not only prepare the muscles better but also provide the opportunity to build mindfulness and team cohesion.

Finally, in partnership with the startup MonMartin, Carrefour has created a training course on manual handling and combatting MSDs, for all store employees. This system will be extended to warehouse teams in 2022.



In **Poland**, ancillary equipment such as hand baskets, roller containers or fork-lift trucks have been added to some work spaces in stores or warehouses to facilitate the work of the employees working there. In addition, occupational health and safety training programmes including elements related to safe screen work in a seated position have been introduced. The employees concerned were also informed about the benefits of breaks, as well as muscle relaxation exercises.



In **Taiwan**, August is a very busy month. In order to prevent the risk of musculoskeletal disorders in employees due to frequent shelf replenishment, video training on the relief of MSD pain was distributed to all teams and followed by 7,619 individuals.



In 2021, to update the ergonomic programme in place, a specialist in this discipline and occupational health and safety joined the teams of Carrefour **Argentina**.

1.3. Preventing stress and psychosocial risks

The Carrefour group's preventive approach seeks to assess the main psychosocial risk factors and develop appropriate action plans. Many initiatives designed to prevent stress and psychosocial risks are adopted locally, at the initiative of a single country or entity. They include training in stress management, free call lines and psychological support.

In France, awareness training on psychosocial risks for managers has been offered in various formats. These courses aim to make managers alert to risks and signs of stress in order to be able to monitor and support their teams.

A tool is in the testing phase with a view to identification of risk factors and allowing employees to be able to make suggestions regarding the action plans to be put in place. Trialled so far in the France head office, it will be tested in French stores and logistics operations in 2022.

Over the course of the pandemic, the vast majority of the Group's countries have implemented listening and psychological support facilities for employees who felt the need to talk during this highly unusual period. In Taiwan, employees are offered psychological support according to their needs.

Illustrations:



Since 2015, Carrefour **France** has had a free-to-call social support service. To provide solutions suited to the situations of individual employees. A team of social workers helps employees with their personal or professional issues: financial difficulties or changes in their circumstances such as divorce, separation, move, etc. This service is part of the psychological support system that was introduced in 2012.



In **Romania**, "Pentru suflet friends" is a community of 36 employees from Carrefour who volunteered to support in-store teams during lockdown. Webinars on well-being on topics such as anxiety management and healthy relationships were provided. By June 2021, 4,281 employees had received 5,818 hours of professional advice.



In **Argentina**, the measures taken in 2020 were maintained. Carrefour provides psychological support for employees who are victims of violent robbery, gender-based violence or addiction. A system has also been put in place for the relatives of people who are seriously ill or have died of illness. Support and workshops were provided to establishment managers to provide them with tools to deal with stress.



1.4. Ensuring an adequate working environment and pace

Carrefour is committed to ensuring that the entities making up the Group and its franchises comply with local or regional laws and regulations, as well as branch agreements on working time, overtime, rest and leave.

Since the end of 2020, all Carrefour Group countries have adopted an action plan on health, safety and quality of life at work, including actions relating to working hours. To support the exceptional teleworking imposed on certain employees to combat the epidemic, countries have conducted awareness-raising sessions on good practice to be followed in order to preserve the equilibrium of life (webinars, guides, managerial support, etc.).

Illustrations: agreements and collective bargaining agreements



Amendment to the Company Agreement on Health, Safety and Quality of Life at Work for Hypermarkets

Amendment to extend the CSF Health and Quality of Work Life Agreement

Group agreement on teleworking

Amendments to Group collective agreements establishing a supplementary insurance coverage guarantee

Illustrations:



In **Taiwan**, in order to allow shop managers to benefit from greater work-life balance, Carrefour Taiwan has developed the "Store Manager Vacation Plan", a programme that allows managers to have two continuous weeks of complete disconnection from work.



In **France**, a project is underway between human resources and organisations and methods teams to assess and make recommendations on employee workloads.

In order to enable its employees to protect their biological rhythms as much as possible, the group recommends avoiding changing them too frequently (every one to two months).

1.5. Improving employees' social protection

Since 2014, Carrefour France has harmonised all its insurance coverage and healthcare reimbursement schemes through an agreement signed with its social partners on 30 June 2014. As a responsible company, Carrefour France has chosen to provide all its employees with a good level of social coverage, whatever their contract: permanent, fixed-term, apprentices, professional training contracts and from three months of seniority for employees. This approach is part of Carrefour's HR policy and allows each employee's family to benefit from a good level of social coverage made possible by creating a collaborative structure among a large number of people. This helps to strengthen social cohesion.

In 2021, new medical coverage schemes were also initiated in other Group countries such as Poland and Romania.





1.6. Protecting the health and safety of franchisees and agency workers on our Carrefour sites

The network of French franchisees has access to a number of resources and initiatives implemented by Carrefour to reduce accidents in the workplace. These include workplace health and safety assessments and dedicated crisis units. In France, for example, within the framework of the coronavirus health crisis, franchisees have received all procedures and information. They also have access to the internal Carrefour hotline and orders for protective equipment (gels, gloves, masks) were combined with those of other Carrefour stores at the start of the health

crisis - when such equipment was in short supply. In order to minimize the risk of accidents for temporary workers, significant investments were made in France, such as, for example:

- Enhanced safety training for all temporary workers provided by Carrefour;
- The participation of temporary workers in daily or weekly awareness-raising activities;
- Analysis of the causes of each on-site work accident with the prevention teams.

2. Innovating to enhance quality of life in the workplace

The Group makes a point of offering a number of solutions to enhance quality of life for its employees:

- Providing easy access to digital solutions to simplify work arrangements;

- Deploying remote or homeworking options in all Group host countries;
- Protecting the work/life balance;
- Developing exercise programmes to improve health for all;

2.1. Moving towards flexible work arrangements

Before the outbreak of the health crisis, the Group's ambition was to support the cultural transformation linked to the organization of work. The vast majority of countries already offered employees teleworking or working from a distance for part of the time where their professional activity permitted this. After the first lockdown of the pandemic, this trans-

formation gathered speed with a rethink of the working models in place within the group - Smart Ways of Working. In France, in tandem with the renewal and extension of the telework agreement, support was offered to managers and teams to facilitate its implementation. A dedicated website provides employees with a wealth of resources such as team formalities,

information and documents to help them successfully organize their work. Training and webinars were also provided with this in mind. In addition, the Group encourages the use of technology to increase flexibility and limit travel. Since 2018, employees have been able to make use of the new G Suite work tools, which provide this flexibility, facilitating collaboration, file sharing and remote work, with features such as Drive, video conferencing capabilities, Group calendars, and more.

In addition, the Group encourages the use of technology to increase flexibility and limit travel. To speed up its digital transformation, Carrefour has forged a partnership with Google. Since 2018, employees have been given access to the new G Suite working tools. Its highly versatile solutions facilitate sharing, collaboration and remote work with features such as Drive for file sharing, video conferencing capabilities, Group calendars, and more.

Country-specific action:



In **Argentina**, the possibility of working remotely has been offered to head office employees (up to four days per week for managers). More personal leave days - "floating days" have been introduced to make it easier to attend to personal matters during working hours (medical appointments, parent-teacher meetings in schools, etc.)



In **Italy**, a hybrid model has been implemented where employees work half of the week remotely. There are no rules stipulating working days with Smart Ways of Working, they are defined between the employees and their managers. Carr4you, an internal application, has been implemented to reserve an office at the head office. A website dedicated to Smart Ways of Working that offers tips and advice on how to work from home efficiently will be launched in 2022.



In **Romania**, in-store staff are free to adapt their working hours according to their personal needs and the distance between their homes and place of work. Each staff member must consider the needs of their colleagues, and the manager defines and approves final schedules.



Italy and **France** have for some years now established pooled work schedules, which allow shifts to be anticipated and planned several weeks in advance so as to better reconcile work and home life.



In **Belgium**, in-store staff know their work schedules six weeks in advance.

2.2. Taking steps to protect work/life balance for our employees

To ensure that all employees flourish in their work life, Carrefour is committed to promoting work/life balance. Promoting work/life balance is also one of the four pillars underpinning the Women Leaders Programme. Within this framework, the measures put in place in the Group benefit both women and men.

Employees can benefit from measures to facilitate the care of their children. For example, in France, a nursery has been operating in the Massy head office since 2015, or employees can receive financial support in the form of Cheques for Universal Employment Services (CESU) to cover childcare, to which Carrefour contributes 50%.

In addition to this, the system in use in France and Italy whereby working hours are organised into blocks means that checkout assistants can arrange their working hours to reconcile their personal needs with requirements arising from variations in the store's business.

Carrefour was among the first 30 signatories of the Company Parenthood Charter, which seeks to enable employees with children in their care to achieve a better work-life balance and commits Carrefour to specific action.

Carrefour is also a signatory to the Life Quality Observatory (Observatoire de la Qualité de vie) 15 commitments on work/life balance. These commitments include:

- Avoiding asking them to work at weekends, in the evening or during holidays, except in exceptional cases.
- Limiting emails sent out of office hours or at weekends.

In a similar vein, the agreement on the implementation of the right to disconnect, signed by Carrefour on 7 July 2017 and re-launched in 2021, reaffirms employees' right to disconnect outside of working hours and vigilance of employee well-being in the event of the risk of overwork.

Illustrations:



Carrefour France:

Since Carrefour signed the Parenthood Charter in 2008, and joined the Company Parenthood Observatory (Observatoire de la parentalité en entreprise) in 2015, the company has undertaken specific action in this field, in line with its commitments.

Employees at Carrefour France headquarters in Massy have had access to an on-site nursery since 2015.

Carrefour pays the social security reimbursement scheme for maternity leave in full. It is compulsory to take at least eight weeks of maternity leave in France and women are entitled to 16 weeks of maternity leave.

On 9 March 2020, Carrefour signed an agreement on gender equality with various trade unions. This is structured around the main issues of recruitment, training, promotion at work, adequate pay, working conditions and the relationship between work and home life, for which the Group and trade union organisations wish to determine goals and implement concrete initiatives. On the subject of work-life balance, the agreement includes the following in particular:

Support for women who wish to breastfeed with the option to have dedicated times;

Support for parents with their childcare through the introduction of a common minimum amount allocated under the conditions laid down in the agreement,

The systematic issue of a new parenthood guide whenever an employee has a child, the main aims being to stop parents from feeling guilty in their work life and encouraging men to take on their family responsibilities.

On 6 October 2021, the Observatory for Quality of Work Life launched the new Company Parenthood Charter, in the presence of Adrien Taquet, Secretary of State for Children and Families, which reinforces the inclusive approach of the 2008 Charter by emphasising parenthood throughout life cycles and in all its forms (single parenting, homoparenting, blended families, etc.)



Carrefour Brazil has extended maternity leave from four to six months and paternity leave from five to 20 days.



Carrefour Argentina has also implemented a flexible job system that includes a wage freeze with a step-by-step return from maternity leave, allowing women to work part-time for a full-time salary for up to six months after their return to work.

2.3. Developing exercise programmes to improve the health of all our employees

Carrefour's "Act for Food" transformation project features a new tag line: "We are all entitled to the best". Going forward with that philosophy, programmes to promote employee health focusing on lifestyle and

eating habits have been deployed in countries where the Group operates, particularly through sport. Programmes to discourage smoking, excess weight and exposure to the sun are also available to employees.

Illustrations:



In **Argentina**, physical activity is one of the pillars of the 'Vivir Mejor' (Living Better) wellness programme. This is why virtual physical activities such as yoga, functional training, postural counselling, meditation are offered to all Carrefour teams via an online platform.

There are also special discounts for access to gyms and physical activity centres.



Online training platforms for employees provide multi-sport courses in **Poland** and mindfulness in Italy.



In **France**, a gym as well as classes are available for employees at head office.

3. Supporting employees during the pandemic

Since 2020, the world of work has faced an unprecedented health and economic emergency. This was the context that on 9 April 2020, Carrefour signed a joint declaration with the global union federation UNI Global Union on the sharing, analysis and implementation of good business practices in order to prevent, reduce or eliminate the risks of contagion for their employees and customers. The measures in question are broken down into the following areas: improving the health and safety regulations recommended for each employee in the countries concerned, health regulations for stores, drive pick-up points, home deliveries and logistics warehouses, welfare support measures for employees and support for employees with disabilities and pregnant women.

In addition, Carrefour representatives are invited to meet annually with trade unions in the countries where the Group operates at Global Alliance meetings organised by UNI Global Union.

In parallel with these agreements, the Group provided information on health guidelines and updated its Business Continuity Plans. Health crisis committees in each country and within an intra-country committee were set up, as well as a crisis unit with the Executive Committee in France and the Group Executive Committee. The Group held ten Carrefour European Information and Consultation Committee (ECIC) meetings, during which the health crisis was discussed in 2021. A joint ECIC declaration for a European Health

Pact was signed on 26 May 2020. The Single Document for Occupational Risk Assessment (DUER) has been updated in all Group institutions whenever necessary.

The Group immediately implemented strict measures to protect the health of employees and customers, most often by anticipating and going beyond the health regulations recommended by the authorities in each country. These have been adjusted daily.

- Application of barrier protective methods.
- Strengthening disinfection and hygiene protocols.
- Installation of Plexiglas screens at checkouts.
- Regular supply of alcohol-based hand sanitiser gel.
- Provision of gloves, full visor caps, masks and thermometers for employees.
- Implementation of queueing systems at store entrances during busy periods
- Ground markings to enforce safe distancing.
- Specific protocols for disinfection and quarantine in the event of suspected contamination

The appropriate application of health, hygiene and safety regulations is regularly and strictly audited. The working conditions have been adapted to preserve the teams - depending on the state of the health crisis:

- Adjustment of store opening times;
- Closing of integrated stores in France on Sundays during the lockdown period;

- Widespread use of remote working in head offices;
- Means of rewarding shop and warehouse employees, who were very heavily mobilised during the COVID crisis, have been defined in each integrated country of the Carrefour Group.

Illustrations:



Poland: in 2021, independent audits were carried out in hypermarkets and supermarkets to verify the implementation of a health regime.



Spain: Carrefour was the first company to make facilities available to accelerate the Covid-19 vaccination process. The first centre was run by Carmila Property. Carrefour also offered a vaccination centre in Malaga for its employees.



In **Italy** and **France**, internal COVID-19 vaccination campaigns were also organized for Carrefour employees.



Brazil: The Brazil Carrefour Group was the first retailer in that country to receive the international My Care label, developed by DNV GL, which attests to the effectiveness and safety of the measures adopted by the company to protect its customers and employees in all stores from Covid-19.



Romania: The Romanian Red Cross and Carrefour Romania teamed up to donate medical equipment for life support in the ATI neighbourhood of Bagdasar-Arseni.



Our organisation

Scope

All the entities of the Group are committed to implementing a policy on employee development and, in particular, implementing an action plan on health, safety and quality of life at work by 2020.

Some of the 2021 performance indicator values are defined on a like-for-like basis and so do not cover all employees over that period. These include the accident absence rate, the frequency rate and the severity rate of accidents at work.

Governance

Act For change programme:

- The aims of the Act For Change Programme are spearheaded by each Executive Committee in the countries in which the Group operates;
- After a launch at the Group TOP 200 in March 2019, the action plans were presented by each Country's Executive Committee to the Group's Human Resources Department;
- The Act For Change action plans are reviewed monthly by the HR departments of the various countries alongside the Group's HR manager.

Employee health and quality of work life

- Administrative management of accidents at work and work-related illnesses is entrusted on a daily basis to the line managers or a member of the SEC or human resources manager.
- Within each organisation and each country, teams devoted to workplace health and safety management design an action plan in line with applicable regulations and priority risks;

Performance evaluation

- Audits relating to the health and safety of employees in stores and warehouses are carried out by the internal control team so as to ensure that working conditions are improved. In France, these audits analyse the levels of compliance with which Carrefour banner procedures are applied compared with the national norm, highlight the major risks identified and put forward recommendations for corrective actions shared with the team. In 2021, 31 audits were carried out across hypermarkets, 32 across supermarkets and nine targeting the Carrefour France supply chain level.
- In 2021, 16,500 employees from the Group's nine countries responded to a satisfaction survey made up of around five questions, one overall and one focusing on each pillar of the Act for Change programme.

Joint initiatives and partnerships

- Global framework agreement with UNI Global Union
- World Alliance – UNI Global Union
- Global Deal Group with the Ministry of Labour
- Agreement establishing the European Works Council with the FIET
- European social dialogue meetings, Eurocommerce

For further information

- www.carrefour.com
- The Group's Ethical Principles: <https://www.carrefour.com/fr/rse/conduite-responsable>
- Ethical Alert Line: <http://ethique.carrefour.com/>



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
Nanterre Trade and Companies Register no. 652 014 051