



Employment at Carrefour and managerial transformation

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Background

Unveiled in 2018, the Carrefour 2022 plan embodies the aim of bringing eating well – healthy, fresh, organic, local food – to within everyone's reach. In order to equip itself with the means necessary for its aim of becoming a leader in the food transition, the Group has rethought its business model, both financially and organisationally.

The international **Act For Change** programme was implemented by Carrefour to align management behaviours with the goals of the Carrefour 2022 plan in order to respond appropriately to the expectations of Carrefour's customers and 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".

The "**Taking pride in transforming our profession**" pillar aims to bring the Group's strategy to life within

the teams, to stimulate innovation and experimentation and to open Carrefour employees up to the outside world. Carrefour puts a particular focus on the development of the skills of its managers, for whom innovative programmes are now in place.

The Group is also committed to promoting "**hero**" and "**superhero**" food transition ambassadors from among its employees, people who are capable of inspiring their teams and raising customers' awareness of the new challenges of the food transition.

The **culture of social dialogue** at Carrefour is also a factor in stepping up the transformation of business lines. Carrefour has long been committed to collaboration through strengthened national and international social dialogue. 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.

Our aim

1. Working at Carrefour

Carrefour employs 319,565 employees worldwide in more than 300 business lines. These Carrefour business lines are geared towards a goal that gives meaning to each person's role: to achieve the food transition for all. 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.

2. The Act For Change programme

In order to equip itself with the means necessary for its aim of becoming a leader in the food transition, the Group has rethought its business model, both financially and organisationally. In 2021, the implementation of the Act for Change managerial and cultural transformation plan continued, which is the

Group's Raison d'Être in terms of management undertakings. It comprises 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".

3. Leading the transformation

The Group is searching for "Food Transition Superheroes" among its employees. These "Act for Food Superheroes" need to be able to inspire their colleagues,

raise awareness among consumers of the issues involved in healthier eating and devise concrete solutions in support of the food transition, day-in, day-out.

4. The culture of social dialogue

As part of its "Carrefour 2022" plan, the Group is streamlining its organisation and taking measures to improve efficiency. In keeping with its tradition of social dialogue, Carrefour has chosen to support these changes by giving priority to negotiation and by offering internal mobility, redeployment and training to the employees affected. The group aims to main-

tain a strong, constructive and regular social dialogue and has made it a pillar of its commitment to "Keep it simple" within the Act for Change transformation programme. This dialogue is being held across three levels: international, European and national. The approach is adapted to all Group countries and entities to cover all labour and other issues specific to the local context.



Our goals and our performance

1. Working at Carrefour

As a leading food merchant, Carrefour welcomes its customers directly into its integrated outlets and on digital channels in these nine integrated countries. To do this, the Group employs 319,565 employees worldwide in 2021.

Changes in workforce numbers

In 2021, the global workforce dropped slightly (319,565 employees in 2021 compared with 322,164 in 2020).

This is explained by the dynamic nature of Carrefour's business throughout the world on the one hand, and changes in its scope on the other. In 2021, Carrefour incorporated several new brands, such as Supersol in Spain, Makro in Brazil and Bio C'Bon in France. This increase was partly offset by a number of transfers of sales outlets to franchises.

Breakdown by store format

Since December 2020, there has been a slight change in workforce numbers in terms of format breakdown. However, the hypermarket format remains the greatest, with more than half of the total number of employees (71%), or 225,481 employees, attached to this historic Carrefour format.

Format	2021 value	2020 value	2019 value	Change (2020/2021)
Total hypermarket formats	71%	70%	69%	+ 1 pt
Supermarkets	15%	16%	17%	(1) pt
Total other formats and activities	14%	14%	14%	-

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

Workforce by region

A pioneer in countries such as Brazil, Carrefour is active in Europe, Latin America and Asia. The Group is often one of the leading private employers in the countries in which it operates: historic France, as well as Brazil, Argentina or Italy. In 2021, Brazil Atacadão and Spain increased their numbers (by 13% and 9%, respectively).

Region	2021 value	2020 value	2019 value	Change (2020/2021)	% change
Latin America	115,310	111,031	104,125	4,279	4%
Europe	191,707	197,978	202,879	(6,271)	(3) %
Asia	12,548	13,155	14,379	(607)	(5) %
Total regions	319,565	322,164	321,383	(2,599)	(0.8%)

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

Type of employment contract

The majority of Carrefour Group's employees are employed on permanent contracts (91.5%) and full-time (73.6%).

Contract type	2021 value	2020 value	2019 value	Change (2020/2021)
Permanent contract	91.5%	91.9%	92%	(0.4) pt
Fixed-term contract	8.5%	8.1%	8%	+ 0.4 pt
Percentage of part-time employees	26.4%	27.1%	28.2%	(0.7) pt

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

Type of new hires

Employees are hired on permanent and fixed-term contracts, the latter helps deal with temporary increased workloads during busy periods with high demand.

Number of new hires	2021 value	2020 value	2019 value	Change (2020/2021)
Permanent contract	68,358	65,415	74,153	+4.5%
Fixed-term contract	75,425	76,269	79,245	(1.1) %
Total	143,783	141,684	153,398	1.5%

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

Breakdown by job category

The Group employs a majority of employees (89.4%) and 10.6% of middle and senior management. Carrefour is committed to providing everyone with the opportunity to gain experience and develop within the company in accordance with the principle of equal opportunities for professional advancement. In addition, at top management level, a new category of positions has been created, the executive directors (who make up the top 200 of the group's workforce).

Categories	2021 value	2020 value	2019 value	Change (2020/2021)
Executive Directors	0.04%	0.11%	0.11%	
Senior Directors	0.07%		0.11%	
Directors	0.5%	0.6%	0.6%	(0.1)
Management	10%	10.1%	10%	(0.1) pt
Employees	89.4%	89.2%	89.3%	+0.1 pt
Total	100%	100%	100%	-

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

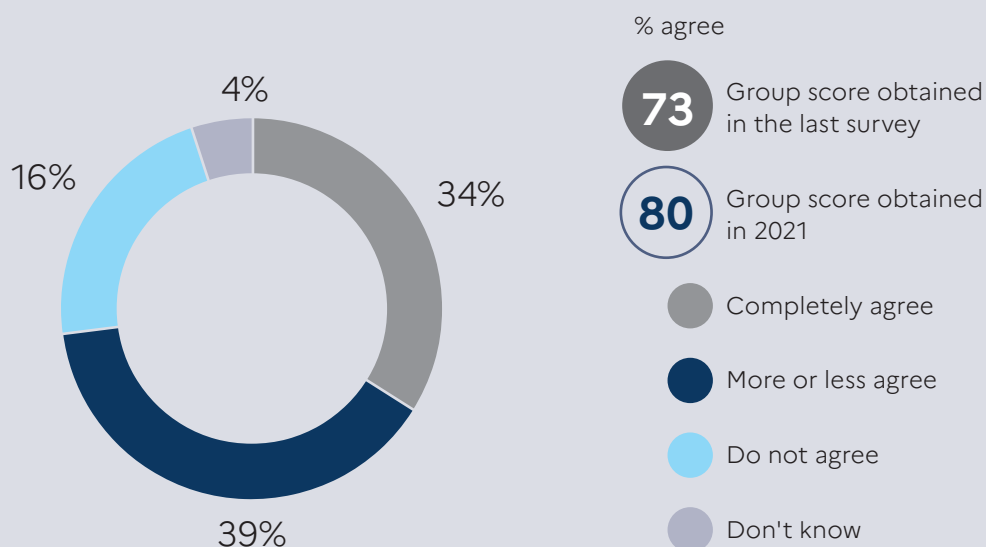
2. The Act For Change programme

To support the transformation of its corporate culture, in 2019, Carrefour introduced the Employee Net Promoter Score® (E-NPS), an indicator of employee engagement. This indicator is measured through an online survey distributed among a representative sample of 20,000 employees from the Group's nine countries. It comprises approximately five questions: a global question and one for each area of the Act

For Change programme. It assesses the extent of employer recommendation, as well as the evolution of the four pillars of the Act For Change programme.

This survey was the subject of a fourth survey in 2021, which was launched between 10 May and 4 June, testifying to the ongoing transformation within the Group.

I FEEL PART OF THE TRANSFORMATION UNDER WAY WITHIN THE CARREFOUR GROUP



Participation rate:

63%

Number of respondents in total:

16,496

3. Leading the transformation

Carrefour wanted to identify 2,000 food transition "Superhero" employees working in stores by the end of 2020. This goal has been achieved and even exceeded. In 2021, the number of "Superheros" of the

in-store food transition is still over 2,000 employees but has slightly decreased compared to 2020 (2,286 compared with 2,102).

4. The culture of social dialogue

Within Group countries, social dialogue is governed by local collective agreements.

KPI	2019	2020	2021
Number of agreements signed*	460	87	453
Percentage of employees covered by a collective agreement ⁽¹⁾	-	-	91%

⁽¹⁾ New indicator 2021.

Our action plans

1. Act for Change Programme

- 1.1. "Growing and moving forward together"
- 1.2. "Serving customers with passion"
- 1.3. "Keep it simple"
- 1.4. "Taking pride in transforming our profession"

2. Employees at the heart of our transformation

3. Leading the transformation

- 3.1. Employee involvement and mobilisation
- 3.2. Employee group transformation training

4. The culture of social dialogue

- 4.1. International social dialogue
- 4.2. European social dialogue
- 4.3. Social dialogue in Group countries: main collective agreements
- 4.4. Responsible restructuring

1. Act for Change Programme

As the managerial and cultural component of the Group's "Carrefour 2022" transformation plan, the four pillars of the Act for Change programme take the form of action plans that include training, com-

munications and annual objectives for employees. The managers, in store or in warehouse, are the guarantors of the proper dissemination and application of the programme on the Group's operational sites.

1.1. "Growing and moving forward together"

This pillar is about developing talent, fostering diversity within teams and encouraging cooperation among the Group's various departments and store formats.

The internal promotion programmes, management training in each country and the Group's Université Carrefour programmes have been updated and restructured with this in mind. Since 2018, Carrefour has launched the School of Leaders, an internal training school dedicated to its high-potential employees. This approach promotes pride of belonging, entrepreneurial spirit and Carrefour culture; it supports

internal promotion and equal opportunities in the Group and is being developed in the majority of the Group's countries. In France, the C Booster and D Booster programmes, which aim to detect and grow high-potential Managers were also launched in 2020 and continued in 2021.

For further information, please see the Fact Sheet "Attracting, retaining and developing talent", as well as the Fact Sheet "Promoting diversity and inclusion, and fighting against discrimination and harassment".

1.2. "Serving customers with passion"

As part of the second commitment of its Act For Change programme, Carrefour is rolling out the "5.5.5 customer" method, a simple improvement plan that is resolutely focused on customer satisfaction. This method, implemented in Taiwan, Argentina

and Spain from 2018, has been rolled out in all the Group's countries. It is based on three principles - trust, service and experience - and is broken down into 15 concrete commitments aimed at putting the customer back at the heart of the shops' concerns.

Training programmes dedicated to customer service exist in most of our countries. In Spain, for example, since 2020, a great deal of work has been done to improve the quality of advice given by our employees,

particularly through sessions dedicated to product knowledge. In Argentina, more than 12,000 employees, i.e. 90% of shop staff, have undertaken a training module on customer service.

1.3. "Keep it simple"

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 employee health and reduce the risk of workplace accidents;
- Undertake multiple innovative actions to improve quality of life in the workplace;
- Establish constructive and regular social dialogue.
- Implement a shared workplace health policy across all its countries.

To illustrate the actions implemented by the Group before the pandemic, the vast majority of countries were already offering employees teleworking or work-

ing remotely for part of the time, where their professional activity permitted this. At the end of the first lockdown, opportunities arose to accelerate this transformation and bring new dimensions to the working model in place within the group - Smart ways of working - capitalising on the lessons learned during this period. 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 have also been provided for this purpose. In addition, the Group encourages the use of technology to increase flexibility and limit travel. There are other initiatives in the pipeline to promote the theme of keeping it simple, including the increased use of Google tools in-house, a partnership signed with Méta which will offer all the Group's employees the option of being connected via the Workplace professional communication tool.

For further information, please refer to the sheet on "Guaranteeing health, safety and quality of life at work".

1.4. "Taking pride in transforming our profession"

The "Taking pride in transforming our profession" pillar aims to bring the Group's strategy to life within the teams, to stimulate innovation and experimentation and to open Carrefour employees up to the outside world.

This pillar nurtures three major aims, associated with skills for all the group's managers:

- Being open to the outside world;
- Breathing life into the strategy within teams;
- Encouraging innovation and experimentation.

These aims are translated into actionable programmes with the following goals:

- Recognising Carrefour as the leading retailer in the food transition;
- Understanding changing eating habits to better meet customers' needs;
- Combatting food wastage and managing waste in the workplace and at home;
- Sharing tips for eating healthier.

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. Carrefour puts a particular focus on the development of the skills of its managers, for whom innovative programmes are now in place. Given its aim of being a world leader in digital retail with a strategy based on a "data-centric, digital first" approach, the group plans to train all of its employees (i.e. approximately 100,000 people per year) in digital technology within its Digital Retail Academy.

The Group is also committed to promoting "Hero" and "Superhero" food transition ambassadors from among its employees, people who are capable of inspiring their teams and raising customers' awareness of the new challenges of the food transition.

2. Employees at the heart of our transformation

Carrefour employees are committed to supporting the food transition in all the countries where the Group operates. For example, the business lines of the Purchasing sector support partner farmers with their conversion to organic products; digital business lines are developing blockchain technology to enable the traceability of products from Carrefour Quality

Lines; in-store teams promote local and organic products, prepare quality products on site and advise customers. The Group has a continuous training policy to enable its employees to develop and build diversified career pathways in stimulating environments. Carrefour aims to train all of its employees in key areas of the food transition.

3. Leading the transformation

3.1. Employee involvement and mobilisation

In order to involve the stores and their teams in this food transition, the "Act for Food Superheroes" programme highlights the initiatives of these employees

and shares best practices. The community of these ambassadors had 2,102 employees at the end of 2021.

The "Food Transition Superheros"

Carrefour is mobilising its employees around the challenges stemming from its "Carrefour 2022" transformation plan. In 2018, the Group launched the international "Food Transition Superheros" programme. This programme is deployed in each country to identify "Local Superheroes", store employees who are committed to bringing the food transition to their colleagues and to customers. The programme's goal is to promote local initiatives from the field as closely as possible to customers and to share them widely in all the countries in which the Group operates. Facebook groups, Whatsapp groups, internal paper or digital documents are created to communicate with the superhero community and keep it alive. Carrefour wants to raise the profile of the actions that have been put in place to encourage people to show initiative. The "Act for Food Superheroes" programme allows teams to bring the food transition into their

stores and make it meaningful to customers. The example set by these Superheroes in the various countries can be an inspiration to everyone.

All over the world, "Act for Food Superheroes" are devising and deploying their projects in support of the food transition at local level. The solutions are highly diverse: promoting healthy products, events focusing on healthier eating and cooking, initiatives to reduce and combat waste, etc.

In 2021, superhero communities from different countries were involved in many local initiatives, such as in Romania where superheroes actively participated in a new Zero Waste Challenge in July 2021. The Global Sourcing superheroes initiated the "No Plastic" topic and made a video entitled "No Plastic Bottles Any More".

3.2. Employee group transformation training

In a rapidly changing context, the Group is committed to developing its managers by encouraging them to become ambassadors for the transformation, contributing fully to the deployment of the Carrefour strategy at all levels.

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. In line with the Group's objectives, the Université Carrefour programmes have been updated and restructured since 2019, so as to align them fully with the "Carrefour 2022" transformation plan. For example, the Manage for Change

and Manage for Leadership courses have been proposed to train managers to steer the performance of their teams in line with the company's strategic priorities.

Digital innovation has also been at the heart of the Group's thinking for several years. All countries where Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture. In 2018, for example, Carrefour launched a partnership with Google and other major companies to enhance the Group's digital culture. Alexandre Bompard's Digital Day announcements in November 2021, reinforced this strategy. In support of its aim to become a global leader in Digital Retail, Carrefour will provide all of its employees - that

is 100,000 people per year - with training in digital technology within its Digital Retail Academy by 2024. Furthermore, since 2018, the Leadership School, - in-house training school dedicated to its employees with potential - has provided a framework for the social advancement that Carrefour has promoted since its creation. Launched in Argentina and Spain, this scheme appeared in many Group countries in 2021, and, notably, in France at the beginning of the year where the first class, known as Marcel Fournier, was sponsored by Alexandre Bompard. The deployment then continued in Poland, Italy and Romania, followed by Belgium with its own version, the "Carrefour Academy" and, finally, Taiwan at the end of the year. This multiformat programme is open to all volunteers: employees, managers, division managers, hypermarkets and supermarkets, as well as head offices.

Carrefour also devotes substantial resources to providing its employees with training on fresh produce and the food transition to support the roll-out of Act for Food.

The Group provides training underpinned by three aims: building a shared culture of the food transition, strengthening the professionalism of the teams and supporting company transformation. Employees are therefore trained in the fundamentals of the food transition in order to embody Carrefour's Raison d'Être to customers. In Italy and Argentina "business line academies" support employees from Traditional Fresh Products counters in an effort to continuously improve the quality of service: certification courses, sharing of best practices, experimentation and testing of innovative projects.

4. The culture of social dialogue

Carrefour has long been committed to collaboration through strengthened national and international social dialogue. An essential element of the Group's cul-

ture, it contributes to the company's performance and ensures a good social climate in all its store formats, thus helping to transform the Group.

4.1. International social dialogue

At its European Consultation and Information Committee meeting on 3 October 2018, the Carrefour Group - represented by its Chairman and Chief Executive Officer, Alexandre Bompard - and UNI Global Union (International Union Federation), represented by its General Secretary, Christy Hoffman - renewed their global framework agreement.

The purpose of the programme was to promote and encourage:

- Permanent and constructive social dialogue;
- Diversity and equal opportunities in the workplace through joint initiatives, including gender balance and combatting discrimination and violence against women;



- The defence of and respect for workers' basic human rights – freedom of association and collective bargaining – along with their safety and working conditions at Carrefour and at supplier and franchise sites.

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.

4.2. European social dialogue

In 1996, Carrefour created its European Works Council, the European Consultation and Information Committee (ECIC), by way of an agreement signed with the FIET (part of the UNI). This agreement was renewed and added to considerably in 2011, with the UNI Global Union. Since then, it has gone from strength to strength, and is recognised as one of the first of its kind in Europe thanks to the quality of its work and dialogue between employees and management. After a year of crisis management in 2020, the number of ECIC meetings resumed its usual pace in 2021. An Employment and Training Observatory was created within ECIC and met for the first time in 2021.

Communication and consultation within the European Works Council takes many varied, innovative and complementary forms.

- An Annual Plenary meeting provides a platform to discuss many themes relating to the Group's business, the economic climate, competitors, organisational changes and developments, diversity, etc. Carrefour's Chairman and Chief Executive Officer speaks at the meeting every year, paving the way for discussions on the Group's strategy.

The Group's participation in the Global Deal initiative with the French Ministry of Labour since 2017, has identified Carrefour as one of the French companies that has signed the most international agreements and that contributes to upholding the values of protection for the basic rights of employees around the world.

- An annual information and training seminar shall focus on a specific theme previously defined after discussions with members of its Steering Committee: in 2021, "the different forms of partnerships in Europe". This meeting is also an opportunity for a Steering Committee expert to give a presentation on the Group's economic and financial situation.
- Special Committees meet to discuss issues relating to sustainable development, diversity and new technologies.
- A dedicated website informs Committee members throughout the year.

ECIC members are selected on the basis of their expertise and knowledge of the subjects covered.

Carrefour also plays an active role in European sector social dialogue meetings within the European trade structure, Eurocommerce, alongside the trade union delegation from UNI Europa.

4.3. Social dialogue in Group countries: main collective agreements

Within Group countries, social dialogue is governed by local collective agreements. The Group continues to facilitate social dialogue, with the main collective bargaining agreements negotiated in the various countries playing a major role in the Group's economic performance in employees' working conditions and, more broadly, in quality of life in the workplace.

In France, the Observatoire de la Transformation Sociale (Social Transformation Observatory) and the Observatoire des Métiers et des Compétences (Business Functions and Skills Observatory) merged in 2021, forming the Observatoire des Métiers, des Compétences et de la Transformation Sociale (Business Functions, Skills and Social Transformation Observatory), with its first meeting taking place mid-year.

Illustrations of country-specific agreements:



Group agreements France:

Amendment No. 1 to the agreement to anticipate and support social transformation: Establishment of the Business Functions, Skills and Social Transformation Observatory

Amendment No. 2 to the agreement of 12 March 2019 adapting the tools of the GPEC agreement on human resources and skills, for the challenges of the transformation of the Carrefour Group's head offices and support functions;

Agreement establishing end-of-career leave for employees whose hypermarket or supermarket is to be brought under a management lease or franchise;

Amendment concerning the scope of the Group Agreement on Gender Equality in Carrefour in France - Integration of Vézère.

Amendment No. 10 to Carrefour Group Savings Plan France.

Amendment No. 10 to the Savings Plan for collective retirement Carrefour France.

Collective Agreement on Telework.

Collective Agreement on Wages and Purchasing Power.

Amendment No. 1 to the collective agreement establishing a supplementary insurance coverage guarantee for employees of 30 June 2014

Amendment No. 1 to the collective agreement establishing a supplementary insurance coverage guarantee for management and supervisors of 30 June 2014

Amendment renewing the Agreement on the Establishment of Group Trade Union Delegates

In addition, negotiations also take place within the group's different formats, including the Mandatory Annual Negotiations which take place each year within each company.



Argentina: the annual wage agreement between the National Federation and the organisation representing the employers has been revised several times due to the inflationary situation in the country.



Italy: extension of the company collective agreement and specific committee for professional equality, provided for in its collective agreement.



Brazil: numerous collective agreements and agreements have been signed for both Carrefour Brazil and Atacadão.



Belgium: five national collective agreements signed in 2021 relating to growth bonuses, management bonuses, Interdis, work organisation and the health situation, Covid



Spain: After the Supersol teams were integrated into its workforce, Carrefour Spain signed a number of collective agreements to adapt the working conditions of employees from these shops to the conditions granted by the group.



Romania: a trade union was officially and legally constituted for the Artima brand



4.4. Responsible restructuring

Since 2018, the Group has reduced its staff, including at head offices, and has sold some stores in France, Poland and Italy. The restructuring plans were all backed by a sustained social dialogue process, as well as a set of measures to help employees relocate or progress in their job search within or outside the company.

- In France, several agreements were signed in 2021, including:
- The amendment to the agreement on the anticipation and support of social transformation concerning the creation of the Business Functions, Skills and Social Transformation Observatory;
- The amendment to the agreement adapting the tools of the GPEC agreement on human resources and skills, for the challenges of the transformation of the Group's head offices and support functions;
- A new Agreement establishing end-of-career leave for employees whose hypermarket or supermarket is to be brought under a management lease or franchise;

In addition, an ambitious project for cultural and managerial change was launched in 2018 and continued in 2021 to support the Group's transformation.

Our organisation

Scope

All the Group's entities are implementing initiatives to get employees involved in the food transition.

Governance

- The aims of the Act For Change Programme are spearheaded by each Executive Committee in the countries where the Group operates.
- 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.
- Particular attention is paid to cultural transformation initiatives associated with the food transition and with the acculturation of digital technologies.
- The transformation plan directives are defined by the Group and then transferred to the country human resources departments, which translate them into operational plans.
- Each store manager is then responsible for disseminating and implementing the action plans of the Act for Change transformation plan.
- The Human Resources Transformation and Transverse Projects management also leads a community of representatives within group countries geared towards the exchange of good practice and guidelines to achieve the objectives set by the Group.

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. In order to support the change in the company's culture, Carrefour continued to monitor its employee commitment indicator, "Employer Recommendations", in 2021. This survey has since been sent out on four occasions as part of the e-NPS.. Carrefour has also put in place a permanent listening platform, which has been set up throughout the group this year.





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