



Working at Carrefour and the managerial transformation

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1. Managerial transformation at Carrefour

1.1 Background

Since the launch of “Carrefour 2022” in 2018, Carrefour has been pursuing the ambition of becoming a leader in the food transition for all, the aim being to enable everybody to enjoy a healthy, fresh, organic and local diet. Indeed, this aim has been the Group’s very *raison d’être* since 2019. The transformation of the business model, establishing it as a Digital Retail Company – which should make it possible to place digital technologies and data at the heart of all the Group’s operations and its value creation model – extends this *raison d’être*.

Carrefour is now launching its new strategic plan – Carrefour 2026 – designed to accelerate its transformation in an unprecedented macroeconomic, geopolitical and climate context. Having succeeded in getting self back onto an even keel, Carrefour is in a strong position to handle any crises and increase its leadership by building on its *raison d’être* – the food transition for all – and its digital-based omni-channel model, first unveiled in 2021.

With Carrefour 2026, the Group is accelerating its transformation and reviving its pioneering customer-centric ethos, underpinned by two pillars: committing to ensuring that all our customers have access to the best and inventing the group of tomorrow.

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”, “Act in a straightforward manner” and “Take pride in transforming our profession”, and is still the management model in use today.

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 “Superhero” food transition, diversity and inclusion ambassadors among its employees, people who are capable of mobilising their teams around the challenges facing a company that is inclusive for everyone 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.

1.2 The Carrefour Group's aims

1. Working at Carrefour

Carrefour employs 334,640 employees worldwide in more than 300 different jobs. These Carrefour jobs are all geared towards a goal that gives meaning to each person's role: successfully deliver 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 2022, the implementation of the Act for Change managerial and cultural transformation plan continued, which is the Group's *raison d'être* is a set of managerial initiatives. It comprises four major commitments structured around specific initiatives designed to: "Grow and move forward together", "Serve customers with passion", "Act in a straightforward manner" and "Be proud of transforming our profession".

3. Leading the transformation

The Group is searching for food transition and inclusion "superheroes" among its employees. These "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 and an inclusive approach to all our employees and customers across the company.

4. The culture of social dialogue

The Group aims to simplify its organisational structure and seek greater 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 maintain a strong, constructive and regular social dialogue and has made doing so a pillar of its commitment to "Keep it simple" within the Act for Change transformation programme. This dialogue happens at 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.

1.3 Our goals and our performance

1.3.1 WORKING AT CARREFOUR

As a leading food retailer, Carrefour welcomes its customers directly into its integrated outlets and to its digital platforms in all of its integrated countries. To do this, the Group employs 334,640 employees worldwide (as of 2022).

Changes in workforce numbers

In 2022, the global workforce increased (334,640 employees at the end of 2022 vs 319,565 employees in 2021).

This is explained by the dynamic nature of Carrefour's business throughout the world on the one hand, and by changes in its scope on the other. In 2022, Carrefour joined Grupo Big in Brazil. This integration was partly offset by franchise transfer and lease-managed point-of-sale transactions and the removal of Taiwan's corporate balance sheet, which represented more than 12,000 individuals prior to its removal from the integrated perimeter.

Breakdown by store format

Since December 2021, there has been a slight change in workforce numbers in terms of format breakdown. However, the hypermarket format continues to account for the majority, with more than half of the total number of employees (68%), or 227,768 employees, based at this long-standing Carrefour format.

Format	2020 value	2021 value	2022 value	Change
Total hypermarket formats	70%	71%	68%	- 3 pt
Supermarkets	16%	15%	16%	+ 1 pt
Total other formats and activities	14%	14%	16%	+2 pts

Scope: 100% of total sales excluding VAT scope, consolidated as of 12/31/2022

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: France (in which it has been operating for decades), as well as Brazil, Argentina or Italy. In 2022, Carrefour Brazil and Atacadão significantly increased their workforce (+ 79%, and + 21%, respectively). In addition, the mid-year divestiture of Carrefour Taiwan had a significant impact on the Asian workforce.

Region	2020 value	2021 value	2022 value	Change	% change
Latin America	111,031	115,310	159,949	+44,639	+39%
Europe	197,978	191,707	174,319	(17,388)	-9%
Asia	13,155	12,548	372	(12,176)	-97%
Total regions	322,164	319,565	334,640	+15,075	+5%

Scope: 100% of total sales excluding VAT scope, consolidated as of 12/31/2022

Type of employment contract

The majority of Carrefour Group's employees are employed on permanent (92%) and full-time (78%) contracts.

Contract type	2020 value	2021 value	2022 value	Change
Permanent contract	91.9%	91.5%	92%	+ 0.5 pt
Fixed-term contract	8.1%	8.5%	8%	+ 0.5 pt
Percentage of part-time employees	27.1%	26.4%	22%	(4.4) pt
Scope: 100% of total sales excluding VAT scope, consolidated as of 12/31/2022				

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.

Type of contract ⁽¹⁾	2020 value	2021 value	2022 value	Change
Permanent contract	65,415	68,358	87,725	+ 28%
Fixed-term contract	76,269	75,425	74,910	(1) %
Total	141,684	143,783	162,635	+13 %

⁽¹⁾ Scope: Non-comparable BUs (100% of the scope of 2022 consolidated sales excl. tax)

Breakdown by job category

The Group employs a majority of employees (91.6%) and 8.4% middle and senior managers. 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 was created in 2021 – executive directors (who make up the top 200 of the group's workforce).

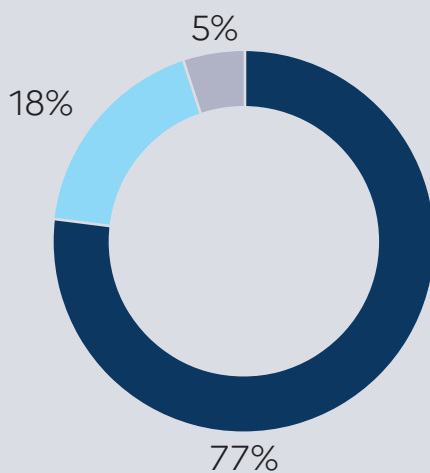
Category	2020 value	2021 value	2022 value	Change
Executive Directors		0.04%	0.04%	-
Senior Directors	0.11%	0.07%	0.07%	-
Directors	0.6%	0.5%	0.5%	-
Management	10.1%	10%	7.7%	(3.3) pt
Employees	89.2%	89.4%	91.6%	+ 2.2 pt
Total	100%	100%	100.00%	-
Scope: 100% of total sales excluding VAT scope, consolidated as of 12/31/2022				

1.3.2 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 26,000 employees from all the Group's countries. It is made up of 5 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 2022, which was conducted between 28 February and 21 March 2022, testifying to the ongoing transformation across the Group.

JE ME SENS ACTEUR(TRICE) DE LA TRANSFORMATION (I FEEL AS THOUGH I AM HELPING TO DRIVE THE TRANSFORMATION) UNDER WAY WITHIN THE CARREFOUR GROUP



% agree

77 group score obtained in the last survey in 2022

80 group score obtained in the last survey in 2021

+6 pts Progress since the survey was launched in 2019

● agree

● do not agree

● don't know

Participation rate:

64%

Number of respondents:

16,615

1.3.3 THE CULTURE OF SOCIAL DIALOGUE

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

Performance indicators	2020 value	2021 value	2022 value	Change
Percentage of employees covered by a collective agreement	87%	91%	99%	(8) pts
Number of agreements signed ¹	-	453	369	(18.5)%

¹ New indicator in 2021

1.4 Our organisational structure

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 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.

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 2022. This survey has been sent to a sample of all employees five times since 2019. Carrefour also has a permanent Group-level listening platform that was set up this year.

2. The Carrefour Group's action plans

2.1 Act for Change Programme

- 2.1.1 "Growing and moving forward together"
- 2.1.2 "Serving customers with passion"
- 2.1.3 "Acting in a straightforward manner"
- 2.1.4 "Taking pride in transforming our profession"

2.2 Employees at the heart of our transformation

2.3 Leading the transformation

- 2.3.1 Involvement and mobilisation of employees
- 2.3.2 Training employees on the Group's transformation

2.4 The culture of social dialogue

- 2.4.1 International social dialogue
- 2.4.2 Europe-wide social dialogue
- 2.4.3 Social dialogue in Group countries: main collective agreements
- 2.4.4 Responsible restructuring

2.1 Act for Change Programme

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

nual objectives set 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.

2.1.1 "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, entre-

preneurial 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. This approach is set to take on more importance in the years ahead. The first edition will be launched in Brazil in 2023. In addition, in order to speed up access to management functions, the Carrefour 2026 strategic plan provides for a doubling in the numbers making up the leadership school's cohorts. As a result, 5000 new employees will graduate by 2026. 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 2022. In 2022, a new programme on professional equality called "Women Booster" was also launched for female directors.

For further information, please see the fact sheet on "Attracting, retaining and developing talent", as well as the fact sheet on "Promoting diversity and inclusion, and tackling discrimination and harassment".

2.1.2 "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, that has been in use in Argentina and Spain since 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. For example, in Argentina this year, a new "school of clients" was launched to train all employees in customer service issues. More than 13,000 employees have received training in this area. In France, for example the "Customer culture ambassadors" programme has been followed by more than 7000 employees in 2022. And in Spain, since 2020, a great deal of work has been done to improve the quality of advice given by our employees, particularly through sessions on product knowledge.

2.1.3 "Acting in a straightforward manner"

The "Acting in a straightforward manner" 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 334,640 employees to operate 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 the option to work remotely on a part-time basis (where their jobs 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 remote working agreement, support was offered to managers and teams to facilitate its implementation in 2021. 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. 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".

2.1.4 “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;
- Share 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. This goal was largely achieved by 2022 with nearly 140,000 learners trained in digital across all of the Group’s entities. For example, the “Tous digital!” course launched in 2022 has been followed by 82% of employees in France.

The Group is also committed to promoting food transition and inclusion ambassadors among its employees, people who are capable of inspiring their teams and raising customers’ awareness of the challenges involved in eating better, consuming better and co-existing.

2.2 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, Purchasing department jobs support partner farmers with their conversion to organic products; people in digital jobs are developing blockchain technology to enable the traceability of products from Carrefour Quality Lines; in-store teams are promoting local and organic products, as well as preparing quality products on site and advising 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 and inclusion.

2.3 Leading the transformation

2.3.1 Involvement and mobilisation of employees

In order to involve the stores and their teams in this transformation, the "Superheroes" programme highlights the initiatives of these employees and shares best practices.

The "Food Transition Superheroes"

Carrefour is mobilising its employees around the challenges associated with its "Carrefour 2026" transformation plan. In 2018, the Group launched the international "Food Transition Superheroes" programme. This programme has been deployed in each country to identify "local superheroes" – employees in stores 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. In 2023, this programme is evolving to include our commitments to creating a more inclusive company. Carrefour wants to raise the profile of the actions that have been put in place to encourage people to show initiative and boost inclusion for our customers and employees across the company. This superheroes programme enables store teams to take ownership of our commitments and transform them into concrete actions from which customers can benefit. The example set by these Superheroes in the various countries can be an inspiration to everyone.

All over the world, these superheroes are devising and deploying their projects in support of the food transition and inclusion at local level. The solutions are highly diverse and include promoting healthy products, events focusing on healthier eating and cooking, initiatives to reduce and combat waste, learning sign language, introducing quiet times in stores, etc.

2.3.2 Training employees on the Group's transformation

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 Carrefour's top management team to develop both individually and as part of a team. In line with the Group's objectives, the Université Carrefour's programmes have been updated and restructured since 2019 so as to align them fully with the Carrefour 2022 transformation plan.

In France, at the Carrefour Academy, the Manage for Change and Manage for Leadership courses have been introduced 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 ambition to become a global leader in Digital Retail, Carrefour will provide all of its employees with training in digital technologies at its Digital Retail Academy. That's some 100,000 people per year by 2024. Nearly 140,000 employees had already been trained in digital technologies by the end of 2022. Furthermore, since 2018, the Leadership School – an in-house training school dedicated to its employees with potential – has provided a framework for the social advancement that Carrefour has promoted since its creation. Launched in Argentina and Spain, 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". This multiformat programme is open to all volunteers: employees, managers, division managers, hypermarkets and supermarkets, as well as head offices. This approach is set to take on more importance in the years ahead. The first edition will be launched in Brazil in 2023. In addition, in order to speed up access to management functions, the Carrefour 2026 strategic plan provides for a doubling in the numbers making up the leadership school's cohorts. As a result, 5000 new employees will graduate by 2026.

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.

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

2.4.1 International social dialogue

In 2021, the Carrefour Group and the world trade union federation UNI Global Union renewed their global framework agreement.

The purpose of this agreement is to promote and encourage:

- ongoing and constructive social dialogue;
- diversity and equal opportunities in the workplace through joint initiatives, including gender balance and combatting discrimination and violence against women;
- defending and ensuring 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.

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.

2.4.2 Europe-wide 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 and 2022. An Employment and Training monitoring body was set up within the ECIC and met for the first time in 2021 and on six occasions in 2022.

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.

An annual information and training seminar focuses on a specific theme previously defined after discussions with members of its Steering Committee. For 2022, this theme is "The Digital Revolution". 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. This website was overhauled in 2022.

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.

2.4.3 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). This body met six times in 2022.

Illustrations of country-specific agreements:

Group agreements France:

- Collective agreement on protection plans for employees who work for a Carrefour supermarket or hypermarket to be brought under a franchise or management lease;
- The following agreements have been extended with an amendment
 - Agreement and accompanying social transformation of 12 March 2019
 - Amendment no. 1 of 22 February 2021 to the agreement on the anticipation and support of social transformation of 12 March 2019 pertaining to the creation of the Business Functions, Skills and Social Transformation Observatory;
 - Amendment no. 2 of 22 February 2021 to the agreement on the anticipation and support of social transformation 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;
 - Amendments of 10 May 2021 and 29 June 2021 modifying the scope of application of Amendment no. 2 of 22 February 2021 to the agreement on the anticipation and support of social transformation of 12 March 2019 adapting the tools of the GPEC agreement for the challenges of the transformation of the Carrefour Group's head offices and support functions.
- Collective agreement on health, prevention and quality of life and working conditions in Carrefour France
- Collective agreement on purchasing power



Brazil: 274 new collective agreements were signed in 2022 for Carrefour and Atacadão.



Spain:

- Signing of the collective agreement for financial credit institutions (ASNEF) in November
- Agreement on substantial change in ecommerce working conditions, Madrid. January March and May
- Partial agreement on salaries and working hours for the Champion Group 2022.
- Updating of the incentive system agreement for Electro Hipermercados Carrefour
- Updating of the incentive agreement for the HORECA commercial facilitator.
- Policy agreement on digital logging off.
- Voluntary early retirement agreement

2.4.4 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 extension agreements were signed in 2022, pertaining to the following 2021 agreements:

- 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;
- Two amendments to the agreement adapting the tools of the GPEC agreement on human resources and skills, for the challenges posed by the transformation of the Group's head offices and support functions;

In addition, an ambitious project for cultural and managerial change was launched in 2018 and continued in 2022 to support the Group's transformation.



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