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Georges Plassat
Chairman and Chief Executive Officer
of the Carrefour group

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Carrefour actively supports solidarity, promoting it among its employees and the general public. The company is no substitute for the various community networks, but needs to be able to work with them in perfect harmony. This is what the Carrefour Foundation strives to do every day, by using healthy eating as a means to fight poverty and exclusion.

Food collections and donations, support to develop social grocery stores, vocational training, helping micro-entrepreneurs, agricultural development, skills sharing and emergency humanitarian aid – these are all joint actions carried out in close partnership with non-profit associations and local authorities.

Through its Foundation, Carrefour works for the common good. This support is implemented at local level by women and men of immense quality, through initiatives that respond to real needs, with a constant concern to produce tangible effects for our fellow citizens in need.
The Carrefour Foundation works through community networks on an international scale to support and accompany people experiencing exclusion and precarity. To do so it runs a range of charitable programmes that are linked to its core business as a retailer, in countries where Carrefour is present. Since it was first created, the Foundation has supported over 400 programmes, which have been implemented in partnership with local non-profit associations. In a world of growing inequalities, Carrefour works every day to reduce exclusion through food, through the work of its corporate Foundation and thanks to the daily efforts of the women and men of Carrefour.

FOOD AID FOR THOSE IN GREATEST NEED
Food has always been the cornerstone of the Foundation’s work. In order to combat exclusion and inequalities directly or indirectly linked to food, the Foundation implements tangible collaborative initiatives in the field. In this way, it comes to the aid of people facing difficulties by coordinating donations of food products, which are then redistributed to local charitable organisations and social grocery stores. In 2013, these donations represented the equivalent of 77 million meals across the world. Apart from these donations, Carrefour also involves its clients by inviting them to participate in major national and local collections.

2013
Key figures

€6.5 MILLION
budget

77 MILLION
meals provided to food aid associations

48 PROGRAMMES
in 9 countries

Created in 2000, the Carrefour Foundation carries out a mission of general interest committed to alleviating exclusion. It capitalises on the motivation and expertise of staff in the Group, operating along two main lines of action – food solidarity and emergency humanitarian aid.
THE FOUNDATION’S AMBITION:
TO BE A HUMBLE AND EFFECTIVE SUPPORTER OF HEALTHIER EATING

Jérôme Bédier
Chairman of the Foundation, General Secretary of the Carrefour group

What is the vocation of the Carrefour Foundation?

In a world where dietary deficiencies are one of the underlying factors of social exclusion, the Carrefour Foundation is determined to act in favour of healthier eating. Carrefour and its Foundation are involved in a number of actions: donations in 2013 equivalent to 77 million meals to associations in 8 countries where the Group is present, training 9,000 individuals in retail, food, catering and the fish trade, support for 290 social groceries in France, as well as the distribution of 30 tonnes of essential supplies in emergency situations and 300,000 litres of water. These actions of solidarity are carried out by teams from Carrefour and coordinated by the Foundation, with a range of positive effects.

In parallel with our efforts to promote food solidarity, we also work with non-profit organisations on issues such as professional integration, food waste and humanitarian aid. This enables us to increase the range of positive impacts on those who benefit.

What added value does the Foundation offer, in addition to providing material and financial aid?

The Foundation relies on the women and men of Carrefour and encourages skills sharing between Group employees and partner associations. Volunteer commitment is now a solid component of the company and corporate volunteering is becoming one too. In 2013, in a number of countries, over 2,200 employees went out to help non-profit organisations in the field to assist volunteers or to pass on their passion for the retail trades and their professional knowledge of logistics. I hope that we can continue to promote and encourage this dynamic of solidarity within the company.

What were the main challenges of the past year? And what is the roadmap for 2014?

The Foundation has concentrated its energies along two main lines of action: food solidarity and emergency aid. Several new national initiatives were started in 2013. There was, for example, the call for project proposals launched as part of the 50th anniversary of the first hypermarket and support for 216 local associations in France, or indeed the first international collection with food banks carried out in eight countries at the end of November. By coordinating all of Carrefour’s solidarity initiatives in the 11 countries where it is present, the Foundation will continue its extensive work during 2014 regarding local needs.

In November 2013, with support from the European Federation of Food Banks and the Global Food Banking Network, the Foundation was able to coordinate a major collection of food products equivalent to 9 million meals in 2,200 Carrefour stores and in 8 countries simultaneously. But through its mission for healthier eating, the Foundation’s actions go even further, providing logistics support to non-profit organisations. For example, it is involved in the purchase of refrigerated vehicles and cold stores so that the cold chain can be maintained while foodstuffs are being transported. The Foundation also provides material support to help set up new social grocery stores, covering the costs of furnishings and equipment, while various Carrefour stores provide goods.

WORKING ON FOOD PROGRAMMES, ACTING FOR EMPLOYMENT

As a major employer and responsible player in the economy, Carrefour offers its recognised expertise in terms of employment, diversity and equal opportunities to promote the professional integration of the unemployed and young people in difficulty. It is also involved in numerous education projects, through its network of well-established partner associations that are perfectly integrated within the local community. The Carrefour Foundation also helps disadvantaged youth to improve their employment prospects by training them in the food and catering trades or helping them to set up their own business.
As part of this same approach, it offers its support to develop sustainable farming initiatives thereby enabling the families of producers to receive a regular income and to improve their living conditions. Local teams from the Carrefour group offer support for rural communities and cooperatives in the production, marketing and distribution of their products. The Carrefour Foundation also supports development programmes that help to overcome dietary deficiencies linked to poverty. Lastly, the Carrefour Foundation works with national and international organisations to promote a diet that is both healthy and balanced, through a range of nutrition programmes.

**PROVIDING EMERGENCY AID IN DISASTER AREAS**
When there is a disaster, the Carrefour Foundation works with local aid organisations to provide help to those affected, using the Group’s logistics skills and the involvement of volunteers among staff in stores and warehouses. The Foundation coordinates the delivery of emergency goods (water, essential supplies, hygiene kits, etc.) to disaster areas, within the shortest time possible. Notably, the Foundation intervened during the floods in India in June 2013 and in China in August 2013, as well as following the storms in France in June 2013.

**THE CARREFOUR FOUNDATION PUTS PEOPLE AT THE HEART OF ITS ACTIONS OF SOLIDARITY.**

*Mr Boutros Boutros-Ghali*
Member of the Board of Directors of the Carrefour Foundation, President of the Egyptian National Council for Human Rights and former General Secretary of the United Nations

*“The Carrefour Foundation surrounds itself with leading figures from different walks of life who help to broaden its perspectives and enable it to go even further in promoting social progress. As a Board member of its corporate Foundation, Carrefour has placed me right at the heart of the various issues and response strategies. I am involved in the validation of projects financed and the budgets allocated, making sure that the Foundation’s actions in the field are as sustainable and concrete as possible.”*

**BOARD OF DIRECTORS**

The Carrefour Foundation is governed by an eight-member Board of Directors, comprising three members representing the founders, a staff representative and four qualified public figures. The Board of Directors meets three times a year. It determines the strategic orientations of the Foundation’s activities, agrees its budget and verifies its execution. This type of organisation allows for a rapid and adapted response to the missions assigned to the Foundation.

*Mr Jérôme Bédier*
Chairman of the Carrefour Foundation, General Secretary of the Carrefour group

*Mr Boutros Boutros-Ghali*
President of the Egyptian National Council for Human Rights and former General Secretary of the United Nations

*Dr Xavier Emmanuelli*
Founder of Samusocial International and Samusocial Paris, former Minister of Social Affairs

*Mr Wu Jianmin*
Honorary President of the International Exhibitions Bureau, former Chinese Ambassador to France

*Mr Guy Paillotin*
Honorary President of INRA, Perpetual Secretary of the French Academy of Agriculture

*Mrs Marie-Noëlle Brouaux*
Executive Communications Director of the Carrefour group

*Mr Noël Prioux*
Executive Director France of the Carrefour group

*Mrs Martine Saint-Cricq*
Staff representative

Through the strength of its commitment and the range of its actions, the Carrefour Foundation has understood that, in order to be effective, sustainable and truly supportive, its aid has to be concrete from the outset. It operates one action at a time. And by putting the women and men of the company at the heart of its solidarity projects, the Carrefour Foundation serves as an example of solidarity in everyday life, aided by the non-profit organisations and staff volunteers who have pledged their support.
The Carrefour Foundation selects solidarity projects that have been initiated and developed by local non-profit associations. To receive support, these projects must correspond to the missions set by the Board and offer a response to nutritional issues or, in the case of a natural disaster, to provide emergency aid.

Projects

The Carrefour Foundation selects solidarity projects that have been initiated and developed by local non-profit associations. To receive support, these projects must correspond to the missions set by the Board and offer a response to nutritional issues or, in the case of a natural disaster, to provide emergency aid.

Selection

Once a project has been identified, the applications for funding are submitted to the local Carrefour management team in the countries concerned. Each management team uses a set of objective criteria to assess its coherency. A project is only studied once the Foundation has received copies of the association’s statutes, its missions, its objectives and a detailed budget breakdown for the project. When all of these conditions have been satisfied, the applications are forwarded to the Carrefour Foundation for consideration.

Modes of funding

The Foundation consults with the country’s management team to define the financial and technical support that is needed for the successful implementation of the project, before it is then submitted to the Board for approval. The Foundation then informs the country management teams of the Board’s decisions. Once approved, the funding applications are made binding with a contract between the local association and the Carrefour Foundation. The Foundation then sets out the detailed objectives, funding and provisional budget.

Monitoring

Each country management team is responsible for the monitoring, implementation and regular assessment of the programme. Also, according to the terms of the contract, the Carrefour Foundation agrees to provide material, financial and human resources and to offer assistance that is free of any commercial interest.

Evaluation

The Foundation makes sure that its funding is being well spent by regularly monitoring the projects, using objective criteria drawn up in consultation with the respective countries. A final assessment measures the impacts of the project and helps to determine whether it should be followed up in the mid- or long term. Each new application for funding is therefore subject to the imperative of the outcome of the action that is implemented.

For further information and to submit your project, please see www.fondation-carrefour.org
ALEXANDRA HILDE FLORACK
Creator of “My Wraps”, winner of the “100 days to start a business” contest (France)

JIN HUIZI
Pastry chef trained in French baking in 2013 as part of the “Shanghai Young Bakers” programme (China)

CARLOS ALBERTO MUNIZ
Carrefour hypermarket director in Valinhos and trainer in the Rede Cidadã programme for the employment of disadvantaged youth (Brazil)

CARMEN ARAGONESES
Accounting manager at Carrefour and tutor with Fundación Exit for the training and employment of young people in difficulty (Spain)

GUILHEM MARTIN
Director of the Combs-la-Ville site, Supply chain department, Carrefour France

CHARLIE GAUTIER
Apple producer, working with SOLAAL, a new association that helps those in dire need (France)

JEFFREY D. KLEIN
President and Chief Executive Officer of the Global FoodBanking Network

FRANCK KENNER
Operations Director, Carrefour India
The Carrefour Foundation is in action every day, through the vigour, dynamism and pride of the women and men who bring its solidarity projects to life.

Their own accounts of their experiences show that they each receive as much as they give.

These projects are carried out in co-operation with local associations and with the long-term support of the Carrefour Foundation, which means they can have a real effect in alleviating poverty and exclusion. Throughout the world, each action implemented, day in, day out, is another step towards solidarity, no matter how large it is, or how many people it reaches.
“Hunger throughout the world is not so much a matter of food not being available… Instead, it is a matter of not being accessible to those who most desperately need it.

The remedy for this state of affairs is to deliver the food to the people concerned. This, then, is essentially a matter of logistics, collaboration and networking.

Food Banks do just this, by offering a sustainable solution to the problems of hunger and food waste. They receive food from retailers, producers, industry or consumers, and then deliver it right to the beneficiaries via an organised network of local agencies.

The Global FoodBanking Network has been helping to make a success of these initiatives on a large scale. Our mission is not to transport food around the world, but to collaborate with local partners like the Carrefour Foundation, and enable them to set up and boost national initiatives.

Jeffrey D. Klein coordinates the international network of Food Banks.
In 2013, over 417 thousand tonnes of food products were distributed by the Food Banks through our network of more than 19,000 agencies in the world. Although perfectly fit for consumption, this food could no longer be sold. It helped to keep tens of millions of people worldwide from suffering the effects of hunger and malnutrition.

By coordinating food collections, by providing financial support for our network and by mobilising teams of volunteers, the Carrefour Foundation makes a real and tangible contribution to our efforts in countries where there is a need and where the Group is present (such as Brazil and Argentina). In this way it helps to forge a link between Food Banks and those in need, despite the great disparities between these different geographical regions.

ZOOM The Global FoodBanking Network (GFN), was set up in 2006 by national Food Banks in four countries: United States, Canada, Mexico and Argentina so that the model can be replicated worldwide and to pool their resources, thus stimulating the donation of food and financial support for its members. This non-governmental organisation is supported and funded by donations from both individuals and companies. The Global FoodBanking Network currently coordinates Food Banks in 25 countries.

For more information, see www.fondation-carrefour.org

DONATIONS AND COLLECTIONS

DONATING, COLLECTING AND TRANSPORTING FOOD PRODUCTS

Throughout the year, the Foundation relays food donation and collection campaigns using the Group’s retail expertise. This makes Carrefour the leading private-sector donor to Food Banks in France. In 2013, the accumulated donations made to various food aid organisations, worldwide, were equivalent to 77 million meals. Funding worth €632,097 was also provided to support Food Banks in four countries (France, Spain, Italy and Poland). The Foundation also offers logistics support, by transporting and storing food produce so that the cold chain can remain unbroken, through the purchase of refrigerated vehicles and cold storage rooms. In 2013, the Foundation funded the purchase of 36 vehicles for Food Banks worldwide.

A driving force behind the network of Food Banks

In November 2013, the Carrefour Foundation organised a major collection of food products in eight countries (Argentina, Belgium, Brazil, Spain, France, Italy, Poland and Romania) with support from the European Federation of Food Banks and the Global FoodBanking Network. As a result, over 2,200 stores and 470 volunteers went into action to collect the equivalent of 9 million meals. Alongside these collections of food from customers in its stores, Carrefour withdraws unsold products from its shelves every day, for donation to food aid associations.
“To mark the 50th anniversary of the hypermarket, Carrefour organised a major solidarity campaign. Each hypermarket could nominate a project from a non-profit organisation of their choice, with an appeal for votes on the company’s Web page. We were enthusiastic from the very outset. Throughout the year, we already make a number of donations to local associations. My store works every day with food aid organisations (such as the Red Cross, Secours populaire français, etc.). After discussion with a number of associations to decide which project our store would sponsor, we chose to back the proposal put forward by Secours populaire, which involved the purchase of a refrigerated truck to transport food products.

All the store’s staff got together to create a major programme of events. No efforts were spared: banners, 10,000 leaflets distributed to clients, a display easel in the entrance to the store. We even set up a stand which set out the principles of the project and explained to clients how they could vote. Volunteers of the association manned the stand during busy periods to answer questions. In the shopping mall, we projected short videos about the work of Secours populaire in Draguignan. We even made a model of the future refrigerated vehicle, carrying the Secours populaire logo and slogan “Everything that is human is our affair”, and exhibited it in the mall. We also raised awareness in the surrounding communities and appealed to local companies and schools, etc.

To sum things up, we all got together with Secours populaire, pooling our energies to promote this project for the purchase of a refrigerated vehicle to store and transport food products. We backed a winner!”

Philippe Talamon
Carrefour hypermarket director in Draguignan (France)
Sweet victory!
This effort bore fruit, attracting 11,000 votes, from the very first week. The project was featured in the local press. Our staff joined in enthusiastically, passing on the information through their own networks, proving that word of mouth works!
In the end, we attracted over 74,000 votes, or almost 10% of all the votes cast, and enabled Secours populaire français to receive a cheque for €50,000. This meant that the association could purchase a refrigerated truck and refrigerators for their premises. Thanks to this new vehicle, the local branch of Secours populaire français has been able to extend its range of action from 18 to 28 communities. A huge success that we are all proud of.

ZOOM Over 800,000 votes cast in support of 216 local projects dedicated to food solidarity. On the 50th anniversary of the hypermarket, Carrefour and its Foundation launched a major online appeal for solidarity at www.carrefour.fr with awards of over €500,000 available to enable associations to implement their projects.

50 YEARS OF COMMITMENT AND SOLIDARITY
As Carrefour hypermarkets across France celebrated their 50th anniversary in 2013, staff voted to support a local project concerned with food solidarity.
Across the nation, customers and online users voted for a range of initiatives proposed by non-profit associations. Winners were awarded grants ranging from €1,000 to €50,000 according to their ranking in the final list.

SECOURS POPULAIRE FRANÇAIS was nominated by the hypermarket in Draguignan, and received a cheque for €50,000 from the Carrefour Foundation to buy a refrigerated vehicle. This will enable the association to deliver food collected in the store to 28 surrounding communities.

AIDES ET PASSIONS was nominated by the Carrefour store in Hazebrouck and received an award of €10,000. This enabled them to co-fund the purchase of a refrigerated van to distribute meals.

COMPANY NAME 5th

COUP DE POUCHE was nominated by the Carrefour store in Antibes. It received €10,000 towards the creation of a solidarity restaurant and a social grocery store.

4th

LES PASCRECELLES was nominated by the Carrefour hypermarket in Fourmies. It received €10,000 to purchase equipment to help volunteers unload foodstuffs from the trucks.

Discover the full list of the 216 winning projects on www.projetsolidaire.carrefour50ans.fr

Staff of the hypermarket in Draguignan assembled to present the cheque for €50,000 to Secours populaire français.
PROMOTING THE FOOD AND CATERING TRADES
BY EMPHASISING TRAINING, EMPLOYABILITY AND ENTREPRENEURSHIP

Jin Huizi
21 years old, pastry chef trained as part of the “Shanghai Young Bakers” programme (China)

“I was fortunate to have grown up in a loving family. I had a very happy childhood, even though my mother was ill and we did not have much money. I had to drop out of school at 15, as my family could not afford for me to stay on and continue my studies. So I spent the following two years working in a factory that made computing equipment. One day, my mother heard about the ‘Shanghai Young Bakers’ programme from a former apprentice. I immediately found out more and decided to apply. As I had left school so young, I didn’t have any technical skills, I knew nothing about bakery but was fascinated by pastry.

This year of training, alternating classes and internships, opened up new opportunities for me. After an internship at Carrefour, I was able to carry out my apprenticeship in one of the 13 partner hotel establishments and I now work in a patisserie.

NOW IT’S MY TURN TO TRAIN OTHER YOUNG CHEFS!
When I think about this incredible change of direction in my life, I realise that ‘Shanghai Young Bakers’ gave me first-class technical skills. I am proud and happy to have become a pastry chef. This experience also gave me the chance to share with young people like myself, from all over China, who taught me a lot. I also realised that success in life is more than just a matter of money! Recruiters regularly contact me to offer me new job opportunities.

And, on a personal level, this experience has changed my life. Since I finished my studies, I’ve been given the chance to go to France. In a few months’ time, I will be flying there to pass a professional diploma in pastry making so I can become a trainer for the ‘Shanghai Young Bakers’! This is beyond my wildest dreams!”
FOOD AND CATERING TRADES

As a leading employer in France and worldwide, Carrefour is helping to promote the food and catering trade through its corporate Foundation. This means offering a boost to the development of young talents or improving the employability of those experiencing exclusion. The Carrefour Foundation supports institutions in China, Spain and Brazil that train, prepare and accompany young talents on their path to employment. The “Shanghai Young Bakers” programme, launched by the Junior Chamber of Commerce in Shanghai, is a good example. As part of the “100 days to start a business” movement, the “Cap’jeunes” programmes and the “Fonds de confiance” (confidence fund) launched by France Active, the Carrefour Foundation also funds several grants devoted to the food and catering trades so that young entrepreneurs can start their own business.

Alexandra Hilde Florack
23 years old, creator of “My Wraps”, winner of the “100 days to start a business” contest (France)

“I have always loved cooking. But I was always discouraged from following what was seen as a difficult career path. I studied economics and management, but have to say that my passion quickly got the better of me and I started a diploma course in hotel and restaurant studies. I was fortunate in finding a work-study position with a fantastic delicatessen, who taught me everything and above all encouraged me to carry on. In January 2013, after a term in Berlin, I decided to start my own cookery project. I began by studying marketing and communication for a year. Then, one day, my mother told me about the ‘100 days to start a business’ competition. I didn’t hesitate for a single second. I signed up and posted a video that described my idea for ‘My Wraps’, as high quality fast food, with a menu of specially-conceived hot and cold meals prepared while you wait. While living with South Americans, I learned how many different recipes there were for meals using little corn flour pancakes. To my great surprise, I won the competition and a grant to help set up my business, worth €5,000! On December 16, 2013, I signed a lease on my restaurant, which opened its doors on January 22, 2014.

“MY WRAPS”, HEALTHY AND BALANCED FAST FOOD
I am proud to have made my dream come true. ‘My Wraps’ is a snacking project that puts the accent on balanced and imaginative recipes using fresh ingredients and vegetables from local producers that I buy the same morning. My restaurant is ideally located, in the centre of Montpellier, right in front of the university. I’m so pleased that it got off to such a good start. I served 25 meals on the first day. I now serve an average of 40 and as many as 75 on a busy day! I even hired someone to help me at lunchtimes. What pleases me most is to see people coming back again!

One thing is sure, though. Without the help of the contest and the grant, I would never have got started so soon. This helping hand was absolutely crucial!"

For more information, see www.fondation-carrefour.org

ZOOM

Alexandra’s “My Wraps” concept received backing from the Carrefour Foundation, attracting a young student clientele interested in “healthy eating”.

For more information, see www.fondation-carrefour.org
“GETTING BACK ON MY FEET THROUGH CONTACT WITH OTHERS, FROM BEING HELPED TO HELPING”

Angélique Marcotte
31 years old, manager of the PACTE social grocery store in Bully-les-Mines (France)

How did you come to work for PACTE?
In 2006, after I separated from the father of my daughter, I went through a complicated period in my personal life. I had no job and nowhere to live. I really wanted to get myself out of that situation, so I did everything I could to find a job. I met the director of the local social action centre in Bully-les-Mines, in the Nord-Pas-de-Calais region. This meeting turned my whole life around. After working as a volunteer for several months in the PACTE social grocery stores in the town, where I was given training in retail, the association offered me an initial contract in the same store. I went for it immediately! I was finally taken on – with a permanent job!

What does this professional experience bring you?
There’s a pleasant family atmosphere in the store and we share a lot, it’s a really friendly meeting place. Now, with hindsight, I realise that this new job helped me put my life back together. I got back into a regular routine, with the stability, financial and material independence to be able to bring up my daughter. I take my work very seriously. Every day, I realise that I am very close to my customers. I can see myself through their difficulties; and I recognise their sense of modesty. Sometimes, I tell them my own story, so that they can see that anything is possible and that the best is surely yet to come. This incredible achievement has also helped me to turn my life around. I had a second child and will soon become the owner of my home.
And what about the future?
I would not leave this job for anything in the world!
I never expected to be working in the social sector,
but I do not regret a thing, in fact the opposite.
For me, this grocery store is a real shop, like any other.
At PACTE, we consider that we have customers, not beneficiaries.
And even if our clients only pay 20% of the usual price,
the fact of paying something at the till is a crucial step
towards retaining their dignity. The customers are proud
to get out their wallet and pay for their purchases, just like
in any other store. This is a social solidarity initiative for
sure, but is not welfare! That makes all the difference.

FOSTERING
THE DEVELOPMENT
OF SOCIAL GROCERY
STORES

A.N.D.E.S. and FAGE are also
supported by the Carrefour Foundation,
encouraging the development
of food aid via a network of social
grocery stores.

ZOOM
PACTE (To act against all exclusion)
social grocery stores were first set up in 1995
on the initiative of Carrefour group employees.
PACTE distributes everyday grocery items at
reduced prices, while also working towards social
and professional inclusion for those who are victims
of exclusion or are in difficulty. Each store is just
like a regular grocery and offers a range of current
products at 20% of their usual price. 90% of PACTE
staff are former beneficiaries. After working as
volunteers for several months, where they receive
training in retail, over 100 individuals were offered
jobs, either by the association or another company.
Since its creation, in 1995, PACTE has opened
11 social groceries stores. The Foundation helps
with installation costs and the purchase of essential
equipment, while Carrefour stores and warehouses
provide 60% of the supplies.

A.N.D.E.S.
Since 2007, the
Carrefour Foundation
has been supporting the
French national
association for the
development of social
grocery stores (A.N.D.E.S.),
which collects fruit and
vegetables unfit for sale
from the Rungis market
in France, and then
distributes them to
the social grocery stores
via various structures
to promote inclusion.
In 2013, the Foundation
provided funding in
addition to skills-sharing
and human resources
from the Group, in order
to offer quality food aid
and sustainable
professional integration.
Today, there are over
270 social grocery
stores in the A.N.D.E.S.
network in France.

FAGE
Faced with an increasingly
impoverished student
population, the Federation
of general student
associations (FAGE), which
is an umbrella organisation
for 2,000 associations in
France, launched its
“Agoraé” system in 2011,
aimed at developing a
national network of social
grocery stores on
university campuses. It
enables students with
little money to have a
healthy and balanced diet,
as well as to buy essential
products at reduced cost
(from 10% to 20% of
their usual price), while
providing a space to
meet and socialise. In
2013, the Carrefour
Foundation supported
440 students through
seven projects
and helped to fund
the opening of new stores
in Nancy, Orsay and
Strasbourg.

Supported by the Foundation since 2002, PACTE acquired,
in 2013, a new logistics platform adapted to the increased scale
of its operations and the needs of the public it serves.
Wherever Carrefour is present, employees are happy to get involved in causes they believe in. The Carrefour Foundation and the Group offer their backing for this commitment by providing support so that each volunteer can participate actively in the field.

Carmen Aragoneses
Accounting manager, Carrefour Spain

“Right away I liked the idea of being a volunteer and working with a young person on a work experience placement, even if it meant that I had to make a real personal commitment. I was put in touch with Fundación Exit, which uses coaching experts and recruiters to get young unemployed people into work, with support from the Carrefour Foundation. At the moment I’m mentoring Ana, who is a 17-year-old administration and financial management student. I really do my best to pass on what I know about the world of work, based on my own experience. I also help to bring out her talents and skills – of which she has many! It’s just a matter of helping her to realise it. I introduce her to colleagues so that, through them, she can broaden her perception of the company. This is a very intense experience for me. I stress to Ana the importance of patience, tenacity and constancy, which she will have to have if she wants to reach her goals and get a job. The Carrefour management has offered material and human resources to back me up in this assignment. My superiors and colleagues have also supported me so that I can devote time to this project. Meeting Ana has also enabled me to take a look at my own career path. This experience is and will always be unforgettable for me.”

Fundación Exit

Fundación Exit helps to find work for young people at risk of social exclusion, through vocational training schemes. The “Coach” project puts school drop-outs in touch with the world of employment through the involvement and efforts of Carrefour staff. They, in turn, make a commitment to give these young people an “inside” view of the company and then mentor them in their professional project.
**Carlos Alberto Muniz**  
Carrefour hypermarket director in Valinhos (Brazil)

“One day, I asked myself this question: why am I doing nothing for anyone else? I realised that I possessed a number of skills that I could pass on to others. So I became a volunteer in the ‘Conexão Varejo’ project. I run courses on retail and food safety. In order to raise awareness about our business among the project’s beneficiaries, Carrefour taught us how to teach. We also received support from the programme’s own trainer. Carrefour allows me to devote four hours a week to this task, and provides us with logistics support (necessary equipment, transport, etc.). I appreciate the exchanges I have with students. Many of them want to get on, but simply don’t know what opportunities there are in the retail trades. I also want to draw lessons from this experience and to apply them in my own everyday life, and to continue to share my skills with others in the future.”

**Guilhem Martin**  
Director of the Combs-la-Ville site, Supply chain department, Carrefour France

“My involvement takes the form of corporate volunteering. This experience is very important to me. In the beginning, the partnership between Carrefour and Emmaüs Défi involved donations of non-food items, clothing and equipment. Emmaüs Défi then set up a second-hand store where beneficiaries could buy equipment and appliances at low cost. This equipment solidarity bank is the only one of its kind. Carrefour, with its Foundation, wanted to go even further by suggesting to their staff that they lend a hand. I participate one day per month by sharing my logistics skills and helping to organise the warehouse that supplies the social equipment bank. I’m involved in very tangible problems concerned with safety and stock optimisation, for example by training staff from the association. I get the impression that I am really being useful, because this sharing of skills corresponds to their needs. And the better the warehouse functions, the more items Emmaüs can deliver to the people who need them. Today, I enjoy the concrete role that I play in the virtuous circle of social inclusion.”

**Emmaüs Défi**  
Emmaüs Défi aims to create a new process for homeless people and those who are socially excluded, by making employment a central aspect of social and vocational inclusion. The involvement of Carrefour teams makes it possible to optimise the logistics of the Emmaüs Défi warehouse and helps the warehouse employees to get back into the labour market.
ENCOURAGING PROFESSIONAL INTEGRATION THROUGH AGRICULTURAL PRODUCTION

Jean-Guy Henckel
Director and founder of the Cocagne Network (France)

“In the Cocagne Network, we have two lines of work. On the one hand, we sell our baskets of vegetables to consumers. At the same time, through our market gardens, we offer employment opportunities for those who need work, with help from the local authorities. Years ago, we were the only ones to sell locally produced baskets of organic produce. Now, farmers and retailers have started doing this, too.

What we offer is organic, locally-produced and socially committed, which is what the consumers want, in their search for increasingly authentic produce.

Agricultural production as a vehicle for learning new skills.
Our approach involves a collaboration between local authorities, the general public and private businesses that want to work with us. Carrefour is our leading private-sector partner. In fact, even before Cocagne Network was set up, in 1999, Carrefour helped us to set up market gardens, and, in 2008, was joined by the Carrefour Foundation. We are working with the Foundation to improve things in the future – by extending and modernising our gardens, supporting a research, development and training project. We now have to invest in equipment, but also and above all in our human capital. Through our training centre in social market gardening management, in Vauhallan, near Paris, we can see our organic farms expanding in the future.

This gardening school will be where the future supporters of ‘Cocagne Garden’ projects attend training. Today, we employ 30 people previously living in precarity, who we train in market gardening and agricultural production. Simultaneously a market garden, research and training centre, the Cocagne institute in Vauhallan will, from 2015, also have an organic, job-creation restaurant, with accommodation and room rental facilities available for seminars for companies which share our spirit and values.”

ZOOM Since 1991, the “Cocagne Garden” project has been encouraging social and professional integration by offering training in market gardening. Thanks to its 120 gardens, the Cocagne Network produces and distributes baskets of organic vegetables to its 20,000 members every week.
Promoting training in agriculture

The development of agricultural product lines is at the heart of the food industry and plays a central role in people’s lives. Thanks to the involvement of local staff from the Group, the Carrefour Foundation offers training for local communities in sustainable farming and helps the cooperatives to grow, sell and distribute their products. In this way, it helps producers to improve their living conditions. In China, the Carrefour Foundation supports a programme run by Humana People to People that helps small producers to improve their farm management techniques and to increase the commercial viability of farming cooperatives.

Charlie Gautier
Apple producer, working with SOLAAL (France)

“This association forms a logistic link between the producers, who can potentially be donors, and non-profit associations whose needs continue to grow. Farmers are, by their very nature, socially committed. This relationship between upstream and downstream means that we can work concretely for those in need, who also deserve to have a healthy and varied diet by eating quality fruit and vegetables. Following heavy hailstorms, I donated in four months 100 tonnes of apples that I could not sell, but which were perfectly fit for consumption. These apples were then distributed to food aid organisations. SOLAAL now operates across mainland France. Its work is not yet well known, but there are great things on the horizon. I am very confident about its development.”

ZOOM SOLAAL (Solidarity of food producers and the food industry) provides a link between the various stakeholders in the food and agriculture sectors and organisations responsible for delivering food aid. The Carrefour Foundation is well aware of the issues surrounding wasted food and food aid. It has supported the project every step of the way from its earliest beginnings, to actually getting started. SOLAAL works closely with donors and the 12 French food-aid associations, with the goal of mobilising the generosity of producers even more, while helping to organise both local and national donations and combating food waste, at the same time helping beneficiaries to enjoy a more balanced diet.

For more information, see www.fondation-carrefour.org
The Fédération Nationale des Paniers de la Mer is present in seven major ports on the French coast, helping to stop freshly-caught fish from being thrown away.

Our mission is to collect unsold fish from fish markets in Brittany, to be sorted and processed in plants by workers trained in the employability programme, before distribution to food aid organisations. The association also works to find employment for the jobless in the fish retail and processing trades.

The Carrefour Foundation has been helping the Fédération Nationale des Paniers de la Mer to grow since 2009, by providing human, structural and financial support. It has also helped to set up new job creation schemes in Saint-Malo (2011) and Fécamp (2014 project) in France. The Carrefour Foundation also supports the distribution of a fish soup to the homeless, using fresh fish and seafood. We are currently thinking about how to adapt the product to the local communities. And the Foundation is also helping to launch a fish trade and processing training centre, to encourage social and professional integration and help reduce isolation. We work in confidence with the Carrefour Foundation. Their regular support is a driving force for us.”

Hélène Rochet
Director of the Fédération Nationale des Paniers de la Mer

Unsold fish from markets in Brittany is collected by the association.

Fresh fish being processed at the training centre as part of a vocational rehabilitation scheme.
NUTRITION, RECYCLING AND INCLUSION

A.N.D.E.S. FRESH PRODUCE TRANSFORMATION AND PROFESSIONAL INTEGRATION

The Carrefour Foundation supports A.N.D.E.S. in its efforts to promote food aid, combat exclusion and help the jobless return to work. It helps, for example, to collect unsold fresh produce that cannot be distributed, as part of employment schemes for the jobless. A.N.D.E.S. also distributes produce that has been processed (such as fruit juice and gazpacho) for the retail sector, made in its Rungis (France) facilities.

FUNDACIÓN CONIN
PREVENTION OF CHILDHOOD MALNUTRITION IN ARGENTINA

Fundación Conin works to combat childhood malnutrition and encourages children to eat more healthy food and to take regular exercise. With support from the Carrefour Foundation, it raises awareness of young people and their parents. As part of the education programme “Sumando Voluntades para Alimentarse y Aprender” (working together for healthier eating), a “Nutrimobile” funded by the Foundation covered over 20,000 km to meet 33,000 children and run 500 workshops in 136 schools.

FOOD PROGRAMMES

For more information, see www.fondation-carrefour.org

ZOOM

In 2013, the Carrefour Foundation also accompanied the association as it diversified the range of products it offers by taking part in a feasibility study of a Spirulina culture unit. This nutrient-rich micro-alga is used in the manufacture of biscuits and helps to overcome dietary deficiencies. The project also aims to create new job opportunities.
With its expertise in logistics, Carrefour and its Foundation can spring into action in emergency situations, like floods and earthquakes. In 2013, this meant providing assistance in India, Argentina, China during the April earthquake and August floods, as well as in France and Romania, donating funds to various non-profit organisations totalling €571,229.

The company also raises awareness among its customers through appeals for donations and provides humanitarian aid, in cooperation with its own teams and local humanitarian organisations.

Emergency aid organised following floods in India at the end of June 2013.

“Melting snow combined with the start of the monsoon season caused flooding on an unprecedented scale in the region of Uttarakhand, a province 250 km from Delhi. We were very rapidly alerted by Carrefour employees who had family in the region. An estimated 600 villages were affected, or around 700,000 families. In a short space of time, 1,000 people had died and hundreds of thousands of people were made homeless. Many sites were rapidly cut off from access by road.

As soon as news came of the disaster, we were in touch with the Indian authorities to get a precise idea of their needs and to assess the logistics situation in the area. Carrefour India and the Carrefour Foundation reacted within hours, with an emergency plan of action to deliver 250 tonnes of rice (5,000 bags of 50 kg) and over 5,000 boxes of tins of dry biscuits. The Carrefour Foundation immediately released €100,000 to fund the purchase of foodstuffs.

A team of 17 volunteers accompanied the convoy of 30 trucks. After a 24-hour road journey, the Carrefour staff handed over the supplies to the emergency crews. The food aid reached disaster victims in under a week.

We are very proud of this spirit of solidarity from our employees; they put all their efforts into the project from beginning to end.”

Franck Kenner
Operations Director, Carrefour India
Flooding in China, the Foundation helps the victims.

“In August 2013, heavy rains hit the Fushun region, in north-east China, causing serious flooding. In mid-August the situation got noticeably worse, causing a number of rivers to burst their banks, leaving 76 people dead and over a hundred missing. Soon, houses were under water, as were the fields of cereal crops that are the main source of income for most of the inhabitants of this region. 162,000 people had to be evacuated. There were electricity blackouts across the city, while both rail and road traffic came to a standstill, seriously disrupting daily life.

The Carrefour Foundation released €50,000 of emergency funding, which was given to the Red Cross to be used to help the victims.

The situation on the ground turned out to be very complex. Many efforts were held up by blocked roads. With support from the Carrefour Foundation, the local Red Cross was able to deliver and distribute essential supplies, such as water, food, clothing, blankets and hygiene products. Families were also given financial help for the task of rebuilding. Local Carrefour teams put in an enormous effort with operations to deliver the supplies.”

Jean-Luc Lhuillier
North-East Territory Director, Carrefour China
KEY FIGURES FOR 2013

With a budget of €6.5 million, the Carrefour Foundation provided human, technical and financial support for 48 projects in 9 countries in 2013. The choice of projects corresponds to the criteria set out by the Board of Directors with a concern to focus on concrete projects while mobilising the skills and know-how of the Group's staff. Each of the selected projects is assessed. The accounts of the Carrefour Foundation are audited annually by statutory auditors.
Table of programmes supported in 2013

<table>
<thead>
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<th>COUNTRY</th>
<th>ORGANISATION</th>
<th>PROGRAMME DETAILS</th>
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<tr>
<td>ARGENTINA</td>
<td>EMERGENCY AID</td>
<td>Mobilisation following floods in Buenos Aires in February 2013</td>
<td>€75,300</td>
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<td></td>
<td>FUNDACIÓN CONIN</td>
<td>Treatment of undernourished mothers and babies and nutrition education in schools</td>
<td>€415,923</td>
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<td>BRAZIL</td>
<td>REDE COOPERA</td>
<td>Training for disadvantaged youth in the bakery and pastry trades</td>
<td>€810,408</td>
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<td>CHINA</td>
<td>CHUN HENG FOUNDATION</td>
<td>Donations of essential supplies following floods in Fushan in September 2013</td>
<td>€50,000</td>
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<td></td>
<td>RED CROSS CHINA</td>
<td>Access to a balanced diet through the distribution of fortified food for children</td>
<td>€74,000</td>
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<td></td>
<td>DEVELOPMENT RESEARCH FOUNDATION</td>
<td>Training and support for sustainable agriculture for small farmers</td>
<td>€125,150</td>
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<td></td>
<td>HUMANA PEOPLE TO PEOPLE</td>
<td>Assistance to small farmers and rural development</td>
<td>€133,000</td>
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<td></td>
<td>SICHUAN FOUNDATION FOR POVERTY ALLEVIATION</td>
<td>Humanitarian aid following the earthquake of August 2013 in Sichuan</td>
<td>€250,000</td>
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<td>YOUTH DEVELOPMENT FOUNDATION</td>
<td>Vocational training in food and catering trades for youth at risk of social exclusion</td>
<td>€20,700</td>
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<tr>
<td>FRANCE</td>
<td>AGENCIE DU DON EN NATURE</td>
<td>Development of a platform for donations of non-food products</td>
<td>€50,000</td>
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<tr>
<td></td>
<td>AND.E.S.</td>
<td>Development of 4 fruit and vegetable job creation facilities in national wholesale markets</td>
<td>€200,000</td>
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<td></td>
<td>AN.A.D.E.S.</td>
<td>Support for access to a healthy and balanced diet through the network of participating social grocery stores</td>
<td>€250,000</td>
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<tr>
<td></td>
<td>&quot;50 YEARS&quot; CALL FOR PROJECTS</td>
<td>Support for 50 local food solidarity projects on the 50th anniversary of the first hypermarket</td>
<td>€340,000</td>
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<td></td>
<td>DEBOUT</td>
<td>Support to create a practical information magazine including a nutrition component</td>
<td>€50,000</td>
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<td></td>
<td>EMMAUX DEFI</td>
<td>Help for the long-term unemployed to return to work (rolling contract signed in 2011)</td>
<td>€50,000</td>
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<td></td>
<td>FÉDÉRATION DES ASSOCIATIONS GÉNÉRALES ÉTUDIANTES (PAGE)</td>
<td>Development of a national network of student social grocery stores</td>
<td>€40,000</td>
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<td>FÉDÉRATION NATIONALE DES PARIERS DE LA MER</td>
<td>Support for the logistics of food aid through the joint funding of refrigeration equipment (Bordeaux, Aix, Loire-Atlantique, Haute-Savoie and Chèr)</td>
<td>€905,000</td>
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<td></td>
<td>FÉDÉRATION FRANÇAISE DES BANQUES ALIMENTAIRES (FFBA)</td>
<td>Support for the logistics of food aid through the joint funding of refrigeration equipment (Lot, Vienne, Touraine and Rennes)</td>
<td>€57,120</td>
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<td>FÉDÉRATION FRANÇAISE DES BANQUES ALIMENTAIRES (FFBA)</td>
<td>Support for the logistics of food aid through the joint funding of refrigeration equipment (Gers, Isère, Marne, Béarn and Soule)</td>
<td>€48,000</td>
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<td></td>
<td>MAUD FONTEYND FONDATION</td>
<td>Educational programme on ocean conservation through sustainable food choices, aimed at secondary school pupils</td>
<td>€150,000</td>
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<td></td>
<td>FONDATION CRÈSUS</td>
<td>Game-based education on managing a food budget</td>
<td>€90,005</td>
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<td></td>
<td>FRANCE ACTIVE</td>
<td>Support for the development of social entrepreneurship</td>
<td>€116,250</td>
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<td>LES TRANSMETTEURS</td>
<td>Skills sharing for the development of individual services</td>
<td>€20,000</td>
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<td>PACTE 59</td>
<td>Aid for the development of PACTE in the Nord region</td>
<td>€18,074</td>
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<td>PACTE 62</td>
<td>Aid for social grocery stores in the Pas-de-Calais region</td>
<td>€21,982</td>
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<tr>
<td></td>
<td>RÉSEAU COCAGNE</td>
<td>Development of 20 organic job creation gardens and to set up a training centre</td>
<td>€200,000</td>
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<tr>
<td></td>
<td>RESTAURANTS DU CŒUR (96)</td>
<td>Joint funding of a refrigerated vehicle for the Alpes-Maritimes branch</td>
<td>€15,000</td>
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<td>RESTAURANTS DU CŒUR (19)</td>
<td>Joint funding of a refrigerated vehicle for the Combe branch</td>
<td>€9,000</td>
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<td>SECOURS POPULAIRE FRANÇAIS (91)</td>
<td>Joint funding of a refrigerated vehicle for the Corbèl-Essonnais branch</td>
<td>€12,000</td>
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<td></td>
<td>SECOURS POPULAIRE FRANÇAIS</td>
<td>Aid for flood victims in south-west France in June 2013</td>
<td>€80,000</td>
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<tr>
<td></td>
<td>SOLID'PACTE</td>
<td>Development of a national logistics platform</td>
<td>€200,000</td>
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<td></td>
<td>STANDARDES DES PRODUCTEURS AGRICOLES ET DES FILIÈRES ALIMENTAIRES (SOLAAL)</td>
<td>Support for a programme for food aid and prevention of food waste</td>
<td>€50,000</td>
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<tr>
<td></td>
<td>SPORT SANS FRONTIÈRES</td>
<td>Design, development and distribution of educational play-based kits on healthy eating</td>
<td>€99,158</td>
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<tr>
<td></td>
<td>100 000 ENTREPRENEURS ET ESPRITS D'ENTREPRISES</td>
<td>Promotion of youth entrepreneurship specialists in the food and catering trades</td>
<td>€20,000</td>
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<tr>
<td>INDIA</td>
<td>EMERGENCY AID</td>
<td>Organisation of logistics for the donation and distribution of emergency aid following the Uttarakhand floods in June 2013</td>
<td>€100,767</td>
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<td>ITALY</td>
<td>ITALIAN FEDERATION OF FOOD BANKS</td>
<td>Support for the logistics of food aid through the joint funding of refrigeration equipment</td>
<td>€80,000</td>
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<tr>
<td>POLAND</td>
<td>CARITAS</td>
<td>Distribution of meals for disadvantaged children</td>
<td>€301,050</td>
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<td></td>
<td>ENVIRONMENTAL PARTNERSHIP FOUNDATION</td>
<td>Raising awareness on healthy and balanced eating in schools and school canteens in disadvantaged areas</td>
<td>€50,000</td>
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<td>FÉDÉRATION POLONAISE DES BANQUES ALIMENTAIRES</td>
<td>Support for the logistics of food aid through the joint funding of refrigeration equipment</td>
<td>€98,837</td>
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<td>ROMANIA</td>
<td>ANGELS SMILE ASSOCIATION</td>
<td>Distribution of meals to the homeless in Bucharest</td>
<td>€55,400</td>
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<td>ASSOCIATION ROMANIA</td>
<td>Distribution of food parcels to extremely poor families</td>
<td>€173,420</td>
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<td>RED CROSS ROMANIA</td>
<td>Aid to supply victims of flooding in Galati in September 2013</td>
<td>€15,162</td>
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<td>ÖVIDURO</td>
<td>Support for the education of disadvantaged children through the distribution of food vouchers</td>
<td>€168,000</td>
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<td>SAMUSOCIAL DIN ROMANIA</td>
<td>Accompaniment, social inclusion and employment programme for homeless persons, distribution of meals and medical assistance</td>
<td>€55,000</td>
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<td>SPAIN</td>
<td>Logistics support for the provision of food aid by the joint funding of refrigerated vehicles</td>
<td>€217,640</td>
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<td>FUNDACIÓN EXIT</td>
<td>Improving employment prospects for young jobless through training in food and catering trades</td>
<td>€30,468</td>
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<td>TOTAL</td>
<td></td>
<td></td>
<td>€5,575,146</td>
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