



2017 Annual Report

FOR AN INCLUSIVE FOOD TRANSITION



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“Meeting the challenge of food quality for all.”

Food is an increasingly important factor underlying exclusion. In Carrefour’s fight for food transition, the Foundation plays a key role enabling those who are most vulnerable to have access to **a healthier, more balanced and more varied diet.** We make this commitment in all of the countries in which we are present. This means not only responding to the primary need of access to food, but also focusing our efforts on the nutritional quality of food aid offered to those most in difficulty. **This is the meaning of the Carrefour Foundation’s commitment and the challenges it intends to meet by 2022.**

Alexandre Bompard,
 Chairman of the Carrefour Foundation,
 Chairman and Chief Executive Officer
 of the Carrefour group

Governance

The Board of Directors

The Carrefour Foundation is administered by a seven-member Board of Directors: 3 qualified external members, 3 members representing the Carrefour group and a staff representative. In 2017, the Board met 3 times to determine the strategic orientations of the Foundation's activities, validate its budget and oversee its execution. An additional meeting took place in September 2017 to endorse the change in governance of the Foundation.

Alexandre Bompard
Chairman of the Carrefour Foundation, Chairman and Chief Executive Officer of the Carrefour group

Pascal Clouzard
Executive Director France of the Carrefour group

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

Laurent Glépin
Executive Communication Director of the Carrefour group

Xavier Fontanet
Founder of Fondation Fontanet, former Chief Executive Officer of Essilor

Jean-Michel Severino
Former CEO of the French Development Agency (AFD)

Laurent Vallée
General Secretary of the Carrefour group

Martine Saint-Cricq
Carrefour staff representative

General Delegate



Laurent Vallée
General Secretary of the Carrefour group

The Foundation Team

The day-to-day operations of the Carrefour Foundation involve the coordination and implementation of programmes in France and internationally. The Foundation team also maintains strong and complementary links with solidarity teams in the different countries where Carrefour is present.

- > **Sophie Fourchy-Spiesser**, Head of the Carrefour Foundation
- > **Anyka Batista**, Manager of International Programmes
- > **Margo Palmer**, Manager of Programmes in France

2017 at a glance

€6.75 million
annual budget (+€1 million compared to 2016)

€6.31 million spent, including **€5.73 million** allocated to projects (91% of the total budget allocated to projects)

74 projects funded in **9** countries

164 million meals donated by stores, including **107** million in France

17 million meals collected from customers

Nearly **55,500** people assisted worldwide (excluding food donations)

12,000 employees involved in solidarity actions

108 hectares of land dedicated to organic or socially-engaged agroecological farming and **5.2** hectares of urban gardens

128 emergency aid operations in **40** countries since 2000 (over €14 million), including **4** actions in 2017

FOSTERING HEALTHY AND INCLUSIVE FOOD PROGRAMMES

Food quality and accessibility are key concerns of the Carrefour Foundation. This is why it supports projects that are helping to make food transition a reality for all. The fight against waste is going digital, recycling is being integrated with food quality programmes, while solidarity restaurants and market gardens are providing work opportunities that help foster social inclusion. The Carrefour Foundation is working alongside partner associations worldwide, supporting actions that enable those on the margins of society to live with greater dignity.



● Producing sustainably

FRANCE

5 hectares under permaculture

Accompanying **8 workers** in job creation schemes

Permaculture and new technologies

What if leaving town for a rural environment was the first step towards employment and inclusion? This is what **La Bonne Ferme** has made possible, by offering homeless people somewhere to live in a renovated old farmhouse as well as the opportunity to work in a market garden. Opened in June 2017 in Crépy-en-Valois (Oise department), the garden produces fruit, vegetables, aromatic herbs and flowers in permaculture. While aimed at providing work opportunities for the unemployed, the project uses new technologies, including software applications that enable the market gardeners to plan ahead, manage purchases and monitor orders.



Organic farming as a way back to work

The **Jardins de Cocagne** offer work opportunities for those experiencing social and employment difficulties, while supporting the development of a long-term employment plan. The project focuses on organic farming and local production, using short marketing chains. Working in a garden is the first step towards reintegration and employment, enabling those who are trained to find their place in society again. The Carrefour Foundation supports this innovative programme through 25 solidarity food canneries, 2 urban farming projects and 3 micro-farms.

FRANCE

94 hectares of land dedicated to organic solidarity farms

Support for a network of **107** job-creation gardens

● Transforming without wasting



"Safe and Sound"
Delicious, local, ecological, sustainable gourmet no-waste recipes.



FRANCE

600 tonnes of food processed per year

Reduction of **7%** in wasted fruit and vegetables in the Gironde department

A new life for unsold food

The **Élixir** association employs 21 people with disabilities in the Gironde department to turn unsold fruit and vegetables into compotes, purées, soups and jams. Ripe fruit and vegetables are collected from farms, wholesalers, supermarkets, hypermarkets and markets, and then processed to be composted or cooked. The cooked foods are then donated to charity associations, served by restaurants

or sold in stores. The programme fits perfectly with the Foundation's core activities, linking employment for those out of work, the fight against waste and regional action. This solidarity cannery reduces fruit and vegetable waste by 7% in the department, or 1 to 5 tons of food a day.

● Distributing and facilitating access to food for all

Food aid goes digital with ifoodbank

Thanks to new technologies, logistics and distribution channels are becoming even more efficient, further improving access for all to decent, healthy, high quality food. This is the case in Taiwan, where the **Federation of Food Banks** was set up on December 30, 2016 with support from the Carrefour Foundation and dedicated local teams. In order to help collect and distribute food products, the Federation has developed a digital platform called "ifoodbank". With just a few clicks, stores can donate their unsold and surplus food to one of the member associations situated within a radius of a few kilometres.

TAIWAN

Federation of a network of **60** partners

15.4 tonnes of food collected during the annual international campaign



Irma, a devastating hurricane

On September 6, 2017, winds of over 270 kph devastated the French islands of Saint-Barthélemy and Saint-Martin. The Carrefour Foundation quickly organised emergency aid and validated special funding up to €103,000 to transport and distribute essential supplies (water, food, toiletries and cleaning materials, tents and desalination equipment). In partnership with the **Red Cross, Secours populaire** and Carrefour stores, several collection campaigns were held with customers. For example, "Donate your small change to help", made it possible to finance a new mobile health bus for the Saint-Martin branch. Since January 2018, it has been travelling the island, offering medical and social assistance (making rounds, providing preventative care and treatment) for those affected.

FRANCE

39 tonnes of emergency supplies delivered

Over **€300,000** collected for **Secours populaire français** in Carrefour stores



● Eating healthily and consuming well

**BRAZIL
FRANCE
ITALY**

80 tonnes
of food reused
per year

50,000
meals served
each year
in 2 solidarity
restaurants in
France and Brazil

Gourmet menus for those in greatest need

The Carrefour Foundation supported the opening of the first Refettorio in Brazil in 2016 with the *Gastromotiva* association, which trains young people in the food and catering trades. In March 2018, alongside the *Food for Soul* association, it also opened a new “anti-waste” solidarity restaurant in the crypt of the Madeleine church in Paris. The menus served to those in great difficulty are gourmet meals prepared by chefs using surplus or unsold food ingredients (100 meals prepared every day using 130 kg of unsold food). Food for Soul is an Italian non-profit organisation founded by chef Massimo Bottura to empower communities to fight food waste through social inclusion by creating supportive, pleasant and convivial restaurants to feed those in greatest need. In 2018, the association will open another solidarity restaurant with the *Fondazione Made in Cloister* in Naples (Italy), also supported by the Carrefour Foundation.



Fortified powdered food for undernourished children

Since it was created in 1981, the **China Children and Teenagers’ Fund (CCTF)** has been combating malnutrition and school absenteeism by creating day centres for children in difficulty. In 2017, three “Happy Homes” were opened, adding to the four that already existed. The association has also set up a programme to fight anaemia and malnutrition in children aged 6 to 24 months. Every day, 540 children from disadvantaged households receive *YingYangBao*, a fortified food powder, to mix with meals. It contains proteins, iron, folic acid, calcium, zinc and vitamins, and helps prevent health problems related to malnutrition.

CHINA

300
nutritionists
trained
to combat
malnutrition

540
children benefit
every day



● Supporting the circular economy

Jobs for the unemployed through composting

Alongside the market garden production of organic vegetables – which are distributed as baskets to subscribers – the *Ateliere Fără Frontiere* (AFF) association has developed a composting activity. The association recuperates unsold food from supermarkets and restaurants in Bucharest. Once processed, the resulting compost provides the association with fertilizer that is free of additives – ideal for organic farming. It is then used on the gardens and also

offered for sale. In 2017, these two activities made it possible to fund 10 new job-creation posts in market gardening and composting. The Carrefour Foundation supported the purchase of equipment to mechanize the production of compost in order to improve its quality. The association’s future plans include starting a farm as well as organising educational workshops for children on combating food waste.

ROMANIA

277 tonnes
of fruit and
vegetables
composted

1st
composting
workshop for
job-creation
employees
in the country



Projects supported

COUNTRY	ASSOCIATION	PROGRAMME DETAILS	2017 BUDGET
ARGENTINA	Asociación civil padrinos de alumnos y escuelas rurales (APAER)	"Agua Segura" programme to enable schools in disadvantaged areas to produce potable water in order to combat dehydration, malnutrition and absenteeism	€49,972
	Carrefour Argentina	Emergency aid following the floods in La Emilia, Buenos Aires, in January 2017	€35,288
	Carrefour Argentina	Emergency aid following the floods in Chubut in April 2017	€36,147
	Don Orione – Pequeña Obra de la Divina Providencia	"A kitchen for Cottolengo" programme to equip a kitchen in a care centre for people with disabilities	€16,926
	Fundación Bancos de Alimentos	Co-financing of a refrigerated vehicle for the Buenos Aires Food Bank	€15,000
	Fundación Conin	Creation and equipment of a mobile paediatric care unit to assist isolated families in rural areas	€241,000
	Fundación Huerta Niño	Creation of 10 school kitchen gardens in isolated rural primary schools	€48,900
	Fundación Margarita Barrientos	Purchase of a food truck for the distribution of hot meals as part of the "Frio Cero" campaign, in partnership with Red Solidaria in Buenos Aires	€74,415
	BELGIUM	Goods to Give	Development of a logistics and IT platform to promote non-food donations
Les Épiceries sociales du Brabant flamand		Co-financing of refrigeration equipment for social grocery stores in Vlaams-Brabant	€36,847
Les Petits Riens		Renovation and equipment of the kitchen in a care home for disadvantaged people	€51,000
BRAZIL	Fondation Abrinq	Awareness programme on healthy and balanced nutrition with mothers and their children aged 0 to 5 years in João Pessoa	€77,600
	Gastromotiva	Development of the Refettorio and support for the training and micro-entrepreneurship initiatives of disadvantaged youth	€318,000
CHINA	Carrefour China	Emergency aid following floods in Hunan in July 2017	€35,000
	China Children and Teenagers' Fund	Creation and equipment of 4 new "Happy Homes" for neglected children	€153,071
	China Children and Teenagers' Fund	Programme to combat anaemia and malnutrition in children aged 6 to 24 months in rural China	€167,000
	WWF	Programme for the development of disadvantaged communities by training farmers in sustainable aquaculture	€65,000
EUROPE	European Federation of Food Banks	Training in food processing and the management and development of a Food Bank to combat food waste	€22,000
FRANCE	100 jours pour entreprendre	Encouraging and supporting the entrepreneurship of young people aged 18 to 26, particularly in the food sector – 2016 campaign	€20,000
	100 jours pour entreprendre	Encouraging and supporting the entrepreneurship of young people aged 18 to 26, particularly in the food sector – 2017 campaign	€20,000
	ADA France	Support to established professional beekeepers and those involved in projects to build up and maintain their bee populations	€100,000
	ANGC	Pilot project for the development of a work-study diploma course for young unemployed school dropouts	€30,000
	Aurore	Support for the establishment of a technical platform for refugee minors	€55,000
	Bergerie de Berdine	Building a new living area to allow vulnerable people to eat in dignity	€50,000
	Booster Saint-Jean	Setting up a urban garden for unemployed youth	€65,000
	Chaire AgroParisTech	Creation of a professorship in urban agriculture, ecosystem services and urban food	€100,000
	Chênelet	Development of a chain of production for socially responsible chocolate	€25,000
	Cuisine mode d'emploi(s)	Development and equipment of a training centre for the bakery trade in Dijon and the fishmonger trade in Grigny	€15,771
	Entreprendre pour la solidarité	Participation in the pilot of "zero long-term unemployed areas" and its evaluation	€40,000
	FAGE	Programme of cookery workshops to educate students on healthier eating	€20,000
	Farinez'vous	Support for action-training in the bakery, catering and fast food sectors to ensure a sustainable return to employment	€20,000
	Fédération Française des Banques Alimentaires	Co-financing of 6 refrigerated vehicles and 2 cold rooms	€101,300
	Fédération Française des Banques Alimentaires	Creation of a job-creation site with processing kitchen to transform unsold fruit and vegetables for food aid associations in Haute-Savoie	€30,000
	Fermes d'avenir	Itinerant training in agro-ecology for the integration of refugees in France	€80,000
	Fondation de la 2 ^e chance	Financing of "helping hands" projects in the food and catering trades	€45,000
	Fondation des possibles	Support to find realistic solutions for the employment and social inclusion of young refugees	€50,000
	Fondation Maud Fontenoy	Development of an educational kit for primary schools to raise awareness on combating food waste	€50,000

COUNTRY	ASSOCIATION	PROGRAMME DETAILS	2017 BUDGET	
FRANCE	Gers Solidaire	Collaboration between NGOs, institutional and public players to promote social inclusion and food aid	€50,000	
	Graines de vie	Citizen movement to safeguard endangered ancient varieties of vegetables and fruit	€50,000	
	Groupe SAFO	Emergency aid with Carrefour Guadeloupe in Saint-Martin following the passage of Hurricane Irma in September 2017	€76,873	
	Gustave Roussy	Biomedical research to decode the complex relationship between diet, microbiome and immunosurveillance in the fight against cancer	€250,000	
	Halage	Demonstrator of biodiversity regeneration and urban agriculture on an industrial brownfield site in Seine-Saint-Denis	€78,979	
	Kaol Kozh	Project to create a farmers' forum: training and action-research to develop the autonomy of farmers in the production of organic seeds and assistance with the technical control of culture cycles	€186,000	
	La Sauvegarde du Nord	Support for a market garden production project for the unemployed on the Vanneaux farm	€26,000	
	Les Petites Cantines	Network of community solidarity kitchens	€50,000	
	Les Retoqués	Launch of snacks using rejected fruit	€45,000	
	Meet my Mama	Training programme for migrant women in the food and catering trades and coaching for a return to work	€40,000	
	Noé	Promotion of a socially responsible and agro-ecological transition in French territories, to preserve biodiversity and pollinators	€100,000	
	Office municipal de la jeunesse d'Outreau	Opening a local solidarity restaurant with job-creation employees in Outreau	€20,000	
	Paupiette	Linking seniors with students over lunch	€20,000	
	Réseau Cocagne	Development of innovation and investment support for Cocagne solidarity gardens	€240,000	
	Réseau des écoles de la 2 ^e Chance	Launch of a national call for projects related to food solidarity	€50,000	
	Restaurants du cœur	Co-financing of 7 refrigerated vehicles and a cold room	€115,000	
	Restaurants du cœur	Helping to improve food aid with more professional job-creation kitchens in Les Restos du Cœur	€45,300	
	Secours populaire français	Opening of an anti-waste food aid centre in Paris	€20,000	
	SOLAAL	Launch of a pilot project and development of a digital application to facilitate agricultural donations	€50,000	
	Table de Cana	Support for the development of solidarity chocolate manufacturing in Gennevilliers	€20,000	
	Ticket for Change	Help in the identification of innovative projects related to food solidarity	€100,000	
	Travail et vie	Implementation of an agricultural activity and composting service by job-creation employees in the "Ferme du Rail" project	€20,000	
	Vendredi	Pilot project for corporate skills sharing	€40,000	
	Wake up Café / Cuisine mode d'emploi(s)	Launch of certificate training (CQP) in the restaurant trades for women and men in custody	€40,000	
	JORDAN	World Food Programme	Preparation of school meals by women in difficulty for 180,000 Syrian child refugees in Jordan	€402,534
	POLAND	Capuchin Foundation	Psychosocial support of homeless people, renovation of the reception centre kitchen	€67,018
		Warsaw University of Life Sciences	"ABC for Healthy Eating" programme to raise awareness on a healthy and balanced diet	€308,871
ROMANIA	Angel Smile	Development of the "Midnight Sandwich" food aid programme for the homeless	€157,900	
	Ateliere Fără Frontiere	Development of the BIO&CO organic market garden for a return to employment	€97,000	
	Ateliere Fără Frontiere	"Compost Boost" project to equip the recycling and compost production pilot project in the BIO&CO market gardens	€55,344	
	Hospice Fundatia Sperantei	Access to a balanced diet for disadvantaged cancer patients	€90,326	
	OvidiuRo	"Poftă de Carte" nutrition and training programme for 9,500 children from disadvantaged backgrounds	€99,910	
	Samusocial International	Accompaniment, support and food aid for homeless persons and children	€77,500	
	Save the Children	Combating malnutrition and preventing infant mortality	€120,034	
TAIWAN	Alliance of Taiwan Foodbanks	Creation of an ifoodbank digital platform to facilitate food donations and collections	€49,636	
	Pingtung Coconut Association / Corporation of Pingtung Hsien Yeh Tzu Yuan Private Nursing House	Creation and equipment of a Food Bank, an anti-waste kitchen and a solidarity restaurant for disadvantaged elderly people	€54,454	
	Taiwan Corp. Sustainable Urban and Rural Care Association	Equipment of a vocational training centre dedicated to catering professions for young people in difficulty	€50,608	

Four steps of a project

1



Identification

Initiated and implemented by local associations, selected projects have to correspond to the missions of the Carrefour Foundation. Carrefour teams are on the constant look-out for potential projects in each of the countries where the Group is present. These are then forwarded to the Carrefour Foundation for selection. Every year, the Carrefour Foundation receives almost a thousand project proposals.

3



Funding

For each project, the Carrefour Foundation defines the financial and technical support needed by the association, in coordination with solidarity teams in each country. The Board of Directors decides whether or not to support the various projects according to their alignment with the Foundation's missions, the suitability of the initiatives and the resources available. An agreement is then signed with the association and support for the project begins.

2



Selection

To make its selection, the Foundation consults with teams in the various countries to evaluate the projects, using a set of objective criteria: verification of the association's statutes, its missions and budgeted targets, a detailed budget, identification of the project's innovative components, etc. The applications are analysed and then submitted to the Foundation's Board for approval.

4



Monitoring and assessment

The Foundation's team and the country's management teams are then responsible for implementing the projects correctly and setting up regular monitoring, support and evaluation, free of any commercial interest. The Carrefour Foundation makes sure that the resources allocated are being properly used and that the expected outcomes are being achieved. This assessment enables the project's impacts and benefits to be measured, and its future prospects considered. Depending on the project's outcomes and needs, a new funding application can be made to continue support in the mid- or long term.



Discover our projects at www.fondation-carrefour.org

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