



**COMMITTED**  
*employees*



★ **SOLIDARITY** ★  
*AND innovation*



**ACTING**  
*IN THE FIELD*



**LOCAL**  
**COMMITMENT**

**Working together  
for food solidarity**  
2016 Annual Report

---

# CONTENTS

---

02

Missions

---

04

Organisation

---

06

**Our commitment  
to food solidarity**

---

08 **Donations and collections**

10 **Urban farming**

12 **Employment integration**

14 **Calls for local projects**

16 **Aid for the vulnerable**

18 **Emergency aid**

20 **Other solidarity projects**

22

Summary of projects

---

---

**Creation:** Carrefour Foundation, Carrefour Group Communications Department. **Design and production:**  havas *paris*. **Photo credits:** William Alix, Eugenio Andrada/AFP, Guillaume Aricique, Arnaud Calais, Stéphane Cardon, Albert Facelly, Nanda Gonzague, Christophe Goussard, Duncan Longden/AFP, Rémy Mgadmi, Jimena Navarra, Andrei Pungovschi/AFP, Filip Van Look, Pascal Xicluna/Ministère de l'Agriculture, Agência de Desenvolvimento Econômico Local, Amigos do Bem, Ateliers sans Frontières, China Children and Teenagers' Foundation, Ferme de Moyembrie, Fundación Conin, Fundación Margarita Barrientos, Gastromotiva, Ovidiu Ro, Ronda Carita, Società Cooperativa Sociale In-Presa, Solidarités International, Tremplins des Restaurants du Cœur, Carrefour, all rights reserved. **Illustrations:** Tabas. **Translation:** Peter Coles. **Paper:** The Carrefour Group is committed to responsible paper purchasing. The paper used for this report is FSC® (Forest Stewardship Council) certified. This certification confirms adherence to a series of globally recognised principles and forestry management criteria. The objective of FSC® is to promote environmentally responsible, economically viable stewardship of the world's forests, for the benefit of society. **Printing:** This document has been printed by Handiprint, an Adapted Enterprise under French law, awarded the Imprim'Vert label and FSC® certified. This report is printed using 100% recycled paper.



THE COMMITMENT OF THE CARREFOUR FOUNDATION TO FOOD SOLIDARITY IS AT THE HEART OF THE MAIN CHALLENGES FACING THE WORLD TODAY, AND FINDS ITS PURPOSE AND LEGITIMACY IN THE CORE BUSINESS AND EXPERTISE OF CARREFOUR AS A FOOD RETAILER. IN ADDITION TO FINANCIAL AID, THE CARREFOUR FOUNDATION ALSO PLAYS A COORDINATING ROLE BY MOBILISING AND INVOLVING THE HUMAN, MATERIAL AND LOGISTIC RESOURCES OF THE COMPANY IN SUPPORT OF NON-PROFIT ORGANISATIONS IN DIFFERENT COUNTRIES.



# Our mission

To operate a global network that aims to reduce poverty, foster employment and facilitate the inclusion of the underprivileged, through two main lines of action.



In line with the core business and expertise of the Carrefour Group, the Carrefour Foundation is committed to promoting food solidarity. To reduce exclusion and inequalities directly or indirectly linked to issues concerning food, it rolls out concrete actions by supporting non-profit associations that are in touch with real needs in the field. It fosters social progress and helps reduce inequalities by organising food donations and collections, participating in ventures to help create jobs, and taking part in nutrition education programmes.



Whether it is a natural disaster (earthquake, flood, tornado, etc.) or a major catastrophe, emergency humanitarian aid has to be delivered quickly and professionally. Whenever the need arises, the Carrefour Foundation and Group volunteers offer their experience and resources to organisations providing relief to the victims, by donating emergency supplies and bringing logistic or financial support as rapidly as possible.



**Jérôme Bédier**  
Chairman of the Carrefour Foundation,  
Deputy Chief Executive Officer and General  
Secretary of the Carrefour Group



**Xavier Fontanet**  
Founder of fondation Fontanet,  
former CEO of Essilor



**Martine Saint-Cricq**  
Carrefour staff representative



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



**Marie-Noëlle Brouaux**  
Executive Communications Director  
of the Carrefour Group



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



**Noël Prioux**  
Executive Director France  
of the Carrefour Group



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

## The Board of Directors

The Carrefour Foundation is administered by an eight-member Board of Directors: four qualified public figures, three members representing the founders and a staff representative. In 2016, the Board met three times to determine the strategic orientations of the Foundation's activities, validate its budget and oversee its execution.

# Our challenge

To bring together all the initiatives carried out in the various countries and promote the work carried out by non-profit groups at grassroots level. How? Thanks to our community of passionate ambassadors, working every day for the common good.



INTERNATIONAL  
SOLIDARITY



**Sophie Fourchy**  
Director of the Carrefour Foundation



“Solidarity is becoming more and more demanding and constantly requires innovation.”



**INNOVATIVE  
PROJECTS**

## Solidarity at Carrefour across the world

### Argentina

Created in 2002, *Fundación Carrefour Argentina* works to promote food programmes and inclusion through employment.  
[www.carrefour.com.ar](http://www.carrefour.com.ar)

### Belgium

Tackling food waste and promoting food donations are Carrefour's main orientations in Belgium.  
[www.carrefour.eu](http://www.carrefour.eu)

### Brazil

*Instituto Carrefour* fights against all forms of discrimination, encourages diversity and inclusion through education, training and entrepreneurship.  
[www.carrefour.com.br](http://www.carrefour.com.br)

### China

Carrefour China Foundation for Food Safety promotes food security and nutrition, as well as direct purchasing from the producers.  
[www.carrefour.com.cn](http://www.carrefour.com.cn)

### Spain

For over fifteen years, *Fundación Solidaridad Carrefour* has been focusing its actions on helping sick and disabled children.  
[www.carrefour.es](http://www.carrefour.es)

### France

Carrefour France, thanks to its employees, supports actions aimed at the underprivileged and children in difficulty.  
[www.carrefour.fr](http://www.carrefour.fr)

### Italy

Carrefour Italy concentrates its actions particularly on collections and donations of food in its stores, working closely with Food Banks.  
[www.carrefour.it](http://www.carrefour.it)

### Poland

The main solidarity actions of Carrefour Poland focus on donations of food, recycling textiles and supporting children in difficulty.  
[www.carrefour.pl](http://www.carrefour.pl)

### Romania

Carrefour Romania's support for solidarity programmes covers projects on nutrition, education, health and socio-professional reintegration dedicated to the poor.  
[www.carrefour.ro](http://www.carrefour.ro)

### Taiwan

Twenty years ago, Carrefour Taiwan Cultural and Educational Foundation was set up to aid those in difficulty through a range of cultural and civic programmes.  
[www.carrefour.com.tw](http://www.carrefour.com.tw)

**For more information on solidarity at Carrefour across the world:**  
[www.fondation-carrefour.org](http://www.fondation-carrefour.org)





Food solidarity,  
a tool for  
**combatting social  
exclusion and  
poverty.**

## Donations and collections

With the help of staff from stores and warehouses, the Carrefour Foundation is actively involved in donating food products that have been taken off the shelves, inviting non-profit associations to organise collections from customers and financing essential equipment for transporting and storing perishable food for those in greatest need.



### World

#### 4<sup>th</sup> international Food Banks collection

From October 16, date of the official launch in Taipei, to December 18, 2016, when the collection ended in Belgium, over 2,300 stores in 10 countries<sup>(1)</sup> joined forces in this new international collection, organised by Carrefour as part of the World Food Day. Almost 3,000 Carrefour employees were involved alongside volunteers from the **Global FoodBanking Network** and the **European Federation of Food Banks (FEBA)** to raise clients' awareness, receive the food products at check-out and sort them so that these donations could then more easily be distributed by the teams of the Food Banks. In all, this major international campaign collected the equivalent of nearly 10 million meals.

(1) Argentina, Belgium, Brazil, China, France, Italy, Poland, Romania, Spain and Taiwan.

Nearly **10** million  
meals collected

**INVOLVING  
TEAMS**



**Fabrice de Reynal**  
Carrefour franchise director,  
GBH, Guadeloupe

“Staff at Carrefour Destreland hypermarket took part in the collection, alongside teams of various associations. Several department managers and sector managers lent a hand, in a friendly and happy atmosphere.”



Over **300**  
refrigerated vehicles  
financed

**World  
Essential equipment**

The collection of perishable food has to respect rigorous hygiene regulations. As a result, food charities find themselves confronted with the need to purchase expensive professional equipment, which is essential for transporting, sorting and storing food that has been collected. The Carrefour Foundation therefore helped to finance some thirty refrigerated vehicles and two cold rooms, notably in Poland, Taiwan, mainland and overseas France. In Argentina, with support from the Carrefour Foundation, the *Fundación Banco de Alimentos* will also benefit from a new logistics platform that will triple its storage capacity.

**DONATING  
Sharing**



**Hosheng Fang**  
President of the  
*Jen Ji Shiang* association

“Since September 2016, we have served 13,500 meals to 750 families. The Carrefour Foundation’s support has enabled us to help over 300 families in difficulty.”



**Taiwan  
A social restaurant  
to train young people**

For its 2<sup>nd</sup> year of partnership with the Carrefour Foundation, the **Jen Ji Shiang Social Service Institute** opened a restaurant in Taiwan. It has two main aims: to tackle food waste and to provide professional training in the restaurant trades for 20 young people who failed at school. The restaurant will mainly use unsold but edible food from Food Banks, partner retailers and wholesalers, to offer healthy menus at an affordable price. Meanwhile, teams from 8 partner Carrefour hypermarkets arrange collections from customers, collecting around 1.6 tonnes every month.

**Our other actions**

**Europe  
European Federation of Food Banks (FEBA)**

To help fight food waste, FEBA introduced an annual training programme to develop the skills of its teams. A number of sessions were held in 2016, enabling delegates from over 10 countries to be trained in the management and development of a Food Bank, in hygiene and safety, in dealing with partner associations and volunteers, managing supplies, fund-raising and prospecting for new partners.

**Fédération Française des Banques Alimentaires (FFBA)**

FFBA organised 3 specialist training sessions on hygiene and food safety for managers and volunteers from the Food Banks and members of partner associations. In 2016, 19 Food Bank managers, 100 volunteers, 3,400 members of partner charities and 19 trainers were trained.

 **More projects at  
[fondation-carrefour.org](http://fondation-carrefour.org)**

## Urban farming

Community gardens, vertical farming, market gardens... While urban farming – a growing trend in recent years – offers a partial, ecological alternative for the food requirements of people living in urban areas, it also helps to improve the quality of life in the city. Sometimes it helps those who are unemployed or marginalised to take their first steps on the path back to work.



### France Macro-innovation with micro-greens

Micro-greens, or sprouted seeds, are a concentrate of mineral salts, vitamins, proteins, etc. Without using fertilisers, pesticides or genetic modification, these mini-plants are organic and can be grown in trays. For the **Le Paysan urbain** association, ecological urban farming also contributes economically and socially by creating jobs for those in difficulty. With France's first urban job-creation farm, in Romainville, the NGO encourages community living and social diversity through a programme of activities developed with local social and educational partners. It will ultimately provide nearly 40 jobs via an employability scheme.

Almost **40** jobs  
will be created by  
the project  
in the long term

**ENCOURAGING**  
a balanced diet



**Eliana Ostili**  
Sales development manager,  
Carrefour Argentina

“This initiative demonstrates our sensitivity towards those in need. It enables us to share some unforgettable moments. Together, we have worked the soil, made a real garden and, above all, we have planted ‘seeds of motivation’ for the children.”

**Argentina**  
**A vegetable garden at school**

When pupils, their families and teachers get together in a vegetable garden, the **Fundación Huerta Niño** association is never far away. To help fight childhood undernourishment and malnutrition, the NGO set up the *Mi Huerta* programme. Since 1999, more than 370 school vegetable plots have been created in isolated rural primary schools. Fruit and vegetables from the garden supply the school canteen, furnishing a diverse and quality diet. By growing vegetables, the school becomes a centre of community life, while gardening teaches children and their families about the benefits of a healthy diet. Over 31,500 children and 10,000 families benefit from these vegetable gardens. In 2016, the Carrefour Foundation helped to finance 10 more gardens, raising awareness of over 1,000 new pupils.



**379**  
school vegetable gardens  
created since 1999

**COLLECT**  
**DONATE**  
**TRANSFORM**



**Raluca Ouriaghi**  
Director of Ateliere Fara Frontiere

“Thanks to the job creation scheme, we are able to help people who are very vulnerable to build a new life. One of them, Tudorita, has been working at Bio&Co for two months. She says that her job is giving her new confidence in the future.”



**Romania**  
**Compost for food solidarity**

As well as growing organic vegetables, the Bio&Co workshop of the **Ateliere Fara Frontiere** association has started a food solidarity project. Products withdrawn from the shelves are collected and offered to destitute families. The collection and sorting of fruit and vegetable waste from Carrefour hypermarkets make it possible to create compost to grow organic vegetables. Through these activities, the association helps excluded and marginalised individuals to get on the path back to employment. In 2016, 15 people received training, 5 jobs were created, and 50 disadvantaged families benefited from food aid.

**Our other actions**

**France**  
**Réseau Cocagne**  
*J'aime Boc'oh* makes good use of fruit and vegetables that would otherwise be wasted by making jam and chutneys in Cognin. It has enabled the hiring of two permanent employees and six persons via the employability scheme.

**Les Cols verts**  
A farm in the Dutemple quarter of Valenciennes has chosen to use permaculture to produce high quality food at low cost. Here, urban farming meets biodiversity to improve quality of life, by recruiting through an employment integration programme.

**La Sauvegarde du Nord**  
The *Ferme des Vanneaux* offers 80 people a year social and professional integration. It aims to boost its activities through market gardening, permaculture and learning about sustainable development.

**AgroParisTech**  
In order to create a model of frugal innovation, AgroParisTech is studying the economic and social issues underlying urban agriculture with regards to vulnerable people, through 9 urban community gardens in France and Spain.

## Employment integration

Specific training programmes are needed to facilitate the reintegration into the job market for those in difficulty, very often with no qualifications. The Carrefour Foundation therefore supports a dynamic network of non-profit organisations working to provide opportunities in the food and catering trades as well as logistics.



### France

#### 100% organic and 100% social bread

For *Bou'Sol*, civic engagement means more than being environmentally friendly. It's true that its 5 bakeries – two of which opened this year – supply restaurants and caterers with bread that is 100% organic and without additives. But the cooperative has also designed a toolkit on how to set up a social bakery and has joined with partners in the trade to develop a policy to help people in difficulty find work. Each bakery employs 10 people, 7 of them via an employability scheme, and has a production facility that bakes 500,000 loaves of bread annually, for almost 40 clients in the catering business. With support from the Carrefour Foundation, *Bou'Sol* has recruited 3 people to develop the network of social bakeries.

**10**  
people employed  
per bakery,  
including 7 via a  
job-creation scheme

Training for  
A JOB WITH  
A FUTURE



**David Hertz**  
Founder of Gastronomiva

"Gastronomy is a powerful vehicle for social change. For the first time in their lives, young people living in underprivileged communities have access to free vocational training. They can start to dream again."



**Brazil**  
**Trajectory of a social restaurant**

In Lapa, a neighbourhood in Rio facing a host of social challenges, *Gastromotiva* set up the *RefettoRIO* social canteen during the July 2016 Olympic Games. Using surplus food collected every morning by refrigerated truck from the Olympic Village and local partners, including Carrefour Brazil, the association organised 38 gastronomic dinners for 2,700 disadvantaged people. The meals, which were free for those in need, were prepared by 80 chefs involved in the project and served by 500 volunteers. This programme to tackle exclusion made it possible to transform 6 tonnes of surplus and unsold food. After the Olympics, *RefettoRIO* became a *Gastromotiva* training centre, with the support of the Carrefour Foundation.

GET BACK INTO  
EMPLOYMENT



**Hermann N'Guessan**  
Butcher at Carrefour Market store,  
Saint-Maur-des-Fossés

"I never imagined becoming a butcher. This training enabled me to discover a new trade, with a commercial aspect that I really like. And it's given me long-term perspectives."

**France**  
**Employment ensured for the future butchers**

After a successful initial experience in 2016 of employment integration in the butchery trade, *Tremplins des Restaurants du Cœur* renewed and improved its programme in 2017. By offering training leading to a certified qualification in these sought-after trades, the association has become a valuable part of employment workshops aimed at helping to find a job in the activity centres of the *Restaurants du Cœur*. After raising awareness of the beneficiaries, the association hosts workshops on behaviour in the workplace, as well as periods of training in stores and operational preparation for the job. In 2016, 14 participants signed a professional training contract with Carrefour Market and followed a vocational training course leading to a Certified Qualification in Professional Butchery.



**14**  
people signed  
professional training  
contracts in 2016

**Our other actions**

**Argentina**  
**Fundación Manos Abiertas**

The association renovated and equipped its professional bakery centre and organised new training sessions leading to a qualification. In 2016, 527 graduates followed 30 training sessions. The objective is to scale up to 40 training sessions a year, offering a springboard into work for the many candidates on the waiting list.

**France**  
**Drôle de pain**

After being trained by *Drôle de pain*, the beneficiaries can apply for jobs in the bakery trade. A 2<sup>nd</sup> bakery opened in November, enabling the creation of 10 additional jobs in two years, half of which are part of an employment scheme.

**Revivre**

*Revivre* collects unsold bread from bakeries, Food Banks and partner supermarkets before transforming it into cattle-feed for sale to farmers in the region. The association has created 9 jobs via an employability scheme.

 **More projects at**  
[fondation-carrefour.org](http://fondation-carrefour.org)

## Calls for local projects

To foster solidarity within the local community, Carrefour banners work closely with local non-profit organisations and involve their employees, customers and suppliers. This network is given impetus by the Carrefour Foundation and optimised thanks to the Internet which helps identify and support innovative projects, wherever they exist.



### Italy

#### Local mobilisation for food aid

At the end of 2015, while the Universal Exhibition dedicated to food was being held in Milan, Carrefour launched a call for project proposals. The aim was to involve store customers in a food project, while forming or renewing a partnership with a recognised local non-profit organisation. Visitors to a dedicated website were invited to choose among 42 projects that had been identified by store employees. With over 183,000 votes cast, 20 projects were selected from the list and received grants totalling €190,000. These funds made it possible to equip social kitchens and canteens and to purchase vehicles and containers for food collections. The grants also made it possible to monitor the nutrition of children suffering from serious illnesses as well as to hold educational workshops on healthy eating and physical activity for disadvantaged children.



**183,000**  
votes for 20 winning  
projects

**COMMITTED TO HELPING**  
the most vulnerable



**Martine Maenhout**  
President of *Al maseon du Pichou Saint-Piat*

"Poverty is continuing to spread. We already support 180 families in Tournai, and now, with the first prize of the Solidarity Click call for projects, we are going to be able to support other families knocking at our door and asking for help."

**FOSTERING A DYNAMIC OF solidarity**



**Jeff Chen**  
General Secretary of Alliance of Taiwan Food Banks

"This initiative has helped to put the spotlight on small organisations that are combatting food waste and malnutrition, or promoting urban agriculture. An excellent way to heighten awareness of Taiwanese people about these issues."

**Belgium**  
**Facilitating distribution to those in greatest need**

The aim of the second Solidarity Click call for projects was to help local associations to purchase the equipment they need to collect, sort and store food, while guaranteeing health and safety norms. Around 100 stores took part in the project, enabling 79 associations to receive grants ranging from €1,000 to €20,000. *Al maseon du Pichou Saint-Piat* received the 1<sup>st</sup> prize for supermarkets (€20,000), to equip a new food aid centre aiming to reintegrate young people and improve their employment prospects by holding cookery courses. Meanwhile, the *Vzw Half Weg* association, which won the 1<sup>st</sup> prize for supermarkets (€20,000), was able to purchase a range of equipment, including a refrigerator, freezer, manual loading platform, etc.



**Taiwan**  
**One small click for a great cause**

To mark the 20<sup>th</sup> anniversary of the Carrefour Taiwan Educational and Cultural Foundation, the teams launched a call for projects, with the support of the Carrefour Foundation. The aim was to identify new food solidarity associations. The team rolled out a communication plan to enhance the call for projects, using a dedicated website to promote the 10 selected projects. Over 4 million votes were cast between mid-October and the end of December, enabling 5 winning projects to emerge. The winners of Taiwan's first Solidarity Click call for projects will be accompanied to develop their innovative projects across the country.



**Our other actions**

**Argentina**  
**Call for projects**

Of the 117 proposals received following the call for projects, 20 were selected and submitted to voting on the Internet. At the beginning of 2016, the top 6 associations received prizes ranging

from €18,500 to €31,400, notably for programmes to combat malnutrition or to equip professional kitchens to train young disadvantaged people. The 1<sup>st</sup> prize was awarded to *Asociación Civil*

*Franciscana Pata Pata* for its nutrition programme, aimed at disadvantaged communities in Salta province, in the north of Argentina.

## Aid for the vulnerable

People find themselves facing social exclusion for all kinds of reasons. The Carrefour Foundation has decided to offer its support to a range of projects which help them on the path to reintegration.



### France

#### Successful rehabilitation after prison

The *Ferme de Moyembrie* association acts as a half-way house between prison and life outside, welcoming prisoners near the end of their sentence in order to help them find employment in market gardening and animal farming. Every year, around 50 prisoners on work release are able to develop a plan for full-time employment, while working 20 hours a week in a subsidised job. This unique support in France is a spin-off of the farm's commercial activity. To prevent harvested fruit and vegetables from rotting, it became essential to invest in a cold room. Support from the Carrefour Foundation therefore made it possible to extend the conservation of perishable foods, while opening new opportunities for development.

Over **50**  
offenders accompanied  
every year

**ACTING  
TOGETHER**



**Erik Pillet**  
Director of  
*Arche en Pays Toulousain*

“Restaurant staff with disabilities are proud to offer high quality meals in a warm and professional atmosphere. They can demonstrate their skills, the quality of their work and their ability to adapt.”



**50**  
people with intellectual  
disabilities involved

### France Disability and catering, a taste for sharing

The *Arche en Pays Toulousain* association, near Toulouse, employs 50 people with intellectual disabilities. They either work in a day centre or in a Work Integration Social Enterprise (WISE) centre, such as the “*Étoile du verger*” restaurant, which acts as a showcase for the association’s mission. The restaurant serves 90 lunches daily. Directed by a special education teacher, and an instructor supervising the dining room service, the certified organic restaurant is run by 6 disabled employees (4 in the kitchen and 2 in the dining room). The success of this model prompted the association to approach the Carrefour Foundation for support to open a second dining room and thus increase its capacity to 120 meals. This new area will open in April 2017.

**WELCOME  
and  
EDUCATE**



**Li Yuan**  
Project manager for the China  
Children and Teenagers’ Foundation

“The Happy Children Centres welcome left-behind children and offer them books, games, and art activities. Thanks to these centres, they can rediscover their childhood.”



### China A day centre for left-behind children

China’s industrial boom is prompting thousands of workers to leave their home town, separating 60 million children from their parents. Those with no other family are left to fend for themselves. To help prevent psychological trauma and failure in school, **China Children and Teenagers’ Foundation** opened two new day centres in 2016: the Happy Children Centres. These centres offer activities that mix learning and play, centred on nutrition and sport, according to each child’s educational level and physical ability, while ensuring that they keep in touch with their parents.

## Our other actions

### France **La Ferme du Pech**

*La Ferme du Pech* accompanies prisoners near the end of their sentence to work in market gardens. In 2017, the farm will offer 10 paid, fixed-term contracts of 20 hours per week, their own accommodation and social support.

### **Wake up Café**

The association works with offenders being released from prisons in the Greater Paris area, supporting them in their job search with partner businesses and, in the longer term, helps them find a permanent job.

### **Ares**

To prepare offenders for their release from the Villepinte detention centre, the association set up a facility that offers offenders much greater freedom, in exchange for their commitment to take part in a range of activities, including developing a plan to find work. The results of this pilot project are very encouraging: in 2017, 350 offenders will benefit from the programme.

## Emergency aid

Natural and industrial disasters such as wars and conflicts generate complex humanitarian situations. In order to provide targeted aid, Carrefour and its Foundation work with civil security services and competent international organisations to assess what is needed, to manage aid and to provide financial support for humanitarian organisations working at the scene.



### Syria Sacks for growing vegetables

Since 2011, the Syrian conflict has displaced almost 11 million people, and in 2016, over 7 million human beings were classified as suffering from food insecurity across the country. To increase the food security of Syrian refugees, **Solidarités International** is developing an urban farming programme in two camps 70 km from Aleppo, along the Turkish border. Growing vegetables in gardening sacks is well-adapted to urban and semi-urban contexts and refugee camps where it is not possible to cultivate the land directly in the field. This technique not only increases the quantity of food that is grown, but also its quality and diversity. In 2017, the association will be distributing vegetable gardening kits to 200 families in addition to training to increase crop yield.

**200**  
beneficiaries  
of gardening kits

## MOBILISING ALL ACTORS



**Elise Boghossian**  
Founding President of EliseCare

“One of the key factors in the success of EliseCare in Iraqi Kurdistan is the close collaboration they have forged with local and international players in the region.”



### Iraq Medical units and food aid

**EliseCare** has been present in Iraq since 2014, offering emergency medical aid to the civil population living in the conflict zone. It is one of the rare NGOs to be present outside the camps. Since 2015, this association has been converting trucks into mobile medical dispensaries to offer free consultations and treatment in the most remote areas of Iraq, and particularly in Iraqi Kurdistan. To be able to respond to the humanitarian crisis around Mosul, where the lack of access to water and food was causing serious health concerns, EliseCare partnered with local charities, using the existing healthcare network to distribute food parcels: each parcel containing enough to feed a family of 5 people for 10 days. The goal for 2016-2017 is to feed 50,000 beneficiaries.

## Responding to EMERGENCIES



**David Crudele**  
Carrefour Market Sector Manager,  
central Italy

“To help victims in humanitarian emergency situations you have to control your emotions and be able to see things as objectively as possible.”



### Italy Earthquake in Amatrice

On August 24, 2016, at 3:30 a.m., the earth shook in this mountainous region 150 km north-east of Rome. Over 300 people died and 1,800 people were left homeless, requiring emergency aid. From early in the morning, the closest store to the disaster, Carrefour Market in Rieti, provided emergency supplies (water, food, toiletries and clothing). This aid was very rapidly extended with the mobilisation of Carrefour Italy and the Carrefour Foundation, supporting actions underway by **Caritas**.

## Our other actions

### Taiwan Earthquake and typhoon

The island of Taiwan was hit twice in 2016: once by an earthquake in February (leaving 116 dead and 548 injured) and then by a typhoon in July (50,000 people were evacuated). The Carrefour Foundation offered its support to local organisations Pancar Alliance and Taitung Kids Bookhouse Foundation, to provide hot meals, emergency supplies, clothing and to build temporary shelters.

### France Flooding

In May, severe weather caused major flooding in France. 20,000 people were evacuated and almost as many left without electricity. Teams from Carrefour and the Foundation rallied to support *Secours populaire français* and provide families with water, blankets and mattresses.

### China Tornado and floods

In June, a tornado killed 99 people and injured 840 others in Yancheng, in the east of the country. Then, in July, torrential rains caused serious flooding in southern and eastern China, causing 186 deaths and affecting over 61,000 people. Carrefour Foundation offered its support to the Funing County Charity Association of Yancheng City and the Wuhan Youth Development Association, to provide water, food and clothing.

## Other solidarity projects

In addition to the initiatives promoted by the Carrefour Foundation, solidarity can also be expressed by supporting thousands of projects of different kinds throughout world. Employee volunteers from stores, warehouses and solidarity teams in the different countries mobilise their resources to support local and national projects.

### Romania

#### Fighting against school failure

Carrefour Romania supported the Package for Inclusive, Qualitative Education programme, which enables 27,000 children in 45 schools to get help with their education. As a result, 70,000 customers were able to take part in a campaign organised by Carrefour and Unicef in 31 hypermarkets in the country. This fund-raising initiative benefited from the support of Andreea Marin, television presenter and Unicef ambassador in Romania.



### Taiwan

#### A day for staff mobilisation

In 2016, Carrefour Taiwan started a new volunteer programme to encourage the roll-out of solidarity actions with local non-profit organisations. On October 16, over 450 volunteer teams from headquarters and stores took part in three projects to sort food donations, clean up beaches and hold reading workshops in schools.



**France**  
**A chain of solidarity for children in need**

Through the *Boucles du Cœur* campaign, every Carrefour store supports a local or national charity initiative to help children in need and tries to collect as many donations as possible through a series of original events. The 6<sup>th</sup> *Boucles du Cœur* operation raised €2.3 million for 220 associations, including some €500,000 going to the Laurette Fugain Association, supported at the national level.

**Brazil**  
**Collecting and distributing food**

Each month, 13 stores in São Paulo take part in the *Amigos do Bem* collection campaign. NGO volunteers collect food and prepare food parcels, which are then delivered to families in need. These families also take part in educational and support workshops run by the association on the use of IT, preparing a resume and household budgeting. In 2016, 380 tonnes of food were collected from Carrefour customers.



**Argentina**  
**Meals available to all**

Every day, in its *Los Piletos* social canteen, *Fundación Margarita Barrientos* serves an affordable breakfast, lunch or dinner to 2,500 very poor people. To support the association's work, Carrefour stores asked customers to join in a food donation campaign called "A year of food for *Los Piletos*". To supplement customers' donations, *Fundación Carrefour Argentina* also contributed a year's worth of food items.



**Belgium**  
**A "funny rabbit" for Pink Ribbon**

*Un Lapin sur le parking* (A Rabbit in the car park) is the title of a book of funny and moving stories recounted by checkout staff and customers from Carrefour stores. Launched at an international event to publicise the important work of Carrefour cashiers, the book was then put on sale for €5. Almost 7,500 copies have already been sold, with all proceeds going to the Pink Ribbon association for the prevention, screening and support of patients with breast cancer.

# Projects supported in 2016

## KEY

- Food aid
- Support for innovative projects
- Healthy eating programmes
- Humanitarian projects
- Employment integration
- Emergency aid

COUNTRY	ORGANISATION	PROGRAMME DETAILS	AMOUNT
ARGENTINA	● FUNDACIÓN BANCO DE ALIMENTOS	Creation and equipment of the distribution centre in Rosario	€95,400
	● FUNDACIÓN CONIN	Programme to raise children's awareness of the need for a healthy and balanced diet	€240,991
	● FUNDACIÓN HUERTA NIÑO	Creation of 10 kitchen gardens in isolated primary schools	€46,600
	● FUNDACIÓN MANOS ABIERTAS	Extension of the professional training centre for the bakery trades	€23,022
BANGLADESH	● SPHERE	Programme to develop gardens and small farms to produce better food for women	€40,000
	● SPHERE	Awareness-raising campaign and support to improve living conditions for workers	€90,000
	● SPHERE	Development, awareness-raising and improvement of living conditions for factory workers, especially women	€102,972
BELGIUM	● CARREFOUR BELGIUM	Support for 79 projects following a Solidarity Click call for project proposals to benefit food aid organisations	€304,000
BRAZIL	● AMIGOS DO BEM	Programme involving nutrition, creation of educational gardens and professional training	€54,500
	● GASTROMOTIVA	Support for micro-entrepreneurship for young people trained in the high-end gastronomy trades	€30,000
	● GASTROMOTIVA	Creation of an "Anti-waste" restaurant and social canteen during the Rio Olympics	€109,668
	● GASTROMOTIVA	Equipment of the training centre and support for the RefettoRio programme	€178,372
	● GASTROMOTIVA	Professional training in the gastronomy trades for people from disadvantaged backgrounds	€113,910
	● HUMANA POVO PARA POVO BRASIL	Creation of a farming cooperative to support "quilombolas" women living in isolated rural areas	€149,720
BURMA	● SPHERE	Finance for educational workshops to counter chronic malnutrition and the creation of family vegetable gardens	€115,000
	● SPHERE	Humanitarian and legal support for workers by strengthening local associations and the promotion of social dialogue	€260,000
CAMBODIA	● SPHERE	Day centres for poor workers to support and improve their working conditions	€101,236
CHINA	● CARREFOUR CHINA	Emergency aid following the Yancheng tornado in June 2016 with Funing County Charity Association of Yancheng City	€67,000
	● CARREFOUR CHINA	Emergency aid following flooding in Hubei in July 2016 with Wuhan Youth Development Foundation	€67,545
	● CHINA CHILDREN AND TEENAGERS' FOUNDATION	Creation of 3 new centres for 'left-behind' children in rural areas	€54,000
	● CHINA YOUTH DEVELOPMENT FOUNDATION	"One store, one school, one farm" programme to raise awareness about having a healthy and balanced diet	€253,000
	● SHANGHAI OASIS PUBLIC SERVICE DEVELOPMENT CENTER	Programme to raise awareness of disadvantaged school children on the need for a healthy and balanced diet	€41,366
FRANCE	● 100 JOURS POUR ENTREPRENDRE	Programme to encourage entrepreneurship for young people aged 18 to 26 years	€20,000
	● À LA BONNE FERME	Job-creation programme for the homeless via work in market gardening	€110,000
	● À TABLE CITOYENS / BALUCHON	Creation of a shared space and support for entrepreneurs in the social and solidarity economy in Romainville	€25,000
	● ADEPRINA – AGROPARISTECH	"Urban agriculture and food for those at risk" programme hosted by the Industrial Chair of Engineering and Frugal Innovation	€81,100
	● AGENCE DU DON EN NATURE	Optimisation of donation logistics by WISE centres	€80,000
	● APPRENTIS D'AUTEUIL	Support programme for women in entrepreneurship in the restaurant trades	€30,600

COUNTRY	ORGANISATION	PROGRAMME DETAILS	AMOUNT
FRANCE	● ASSOCIATION POUR LA RÉINSERTION ÉCONOMIQUE ET SOCIALE (ARES)	Raising awareness of careers in the mass retail trade as part of the "Respect Module" at the Villepinte detention centre	€20,000
	● ASSOCIATION POUR LE DROIT À L'INITIATIVE ÉCONOMIQUE (ADIE)	Community development through support for food-related economic activity in Bourgogne Franche-Comté	€100,000
	● AURORE	Resettlement and integration through work of 450 refugee families in 6 regions	€100,000
	● BOU'SOL	Development of "Pain et Partage" social bakeries	€80,000
	● CARREFOUR FRANCE	Emergency aid following flooding in June 2016 with Secours populaire français	€81,421
	● COMPTOIR DES SERVICES, LULU DANS MA RUE	Social and employment integration and support of vulnerable "Lulus"	€150,000
	● CROIX-ROUGE FRANÇAISE	Co-funding of equipment for the social canteen in Troyes	€3,000
	● DRÔLE DE PAIN	Development of the "Drôle de pain" job-creation bakery in Montpellier	€30,000
	● ÉCOLES DE PRODUCTION	Training of dropout students in the food and catering trades	€20,000
	● ELIXIR	Establishment of a social cannery and factory for processing unsold food by people with disabilities	€20,000
	● EMMAÛS DÉFI	Seed funding for the Solidarity Equipment Bank in Lyon	€75,000
	● EMMAÛS DÉFI	Development of the Solidarity Equipment Bank and establishment of a job-creation enterprise in logistics	€160,000
	● FAGE	Support for the establishment of 2 new student social grocery stores	€50,000
	● FÉDÉRATION FRANÇAISE DES BANQUES ALIMENTAIRES	Co-funding of 6 refrigerated trucks and 1 cold room	€83,560
	● FÉDÉRATION FRANÇAISE DES BANQUES ALIMENTAIRES	Training for volunteers in hygiene and food safety	€39,000
	● FÉDÉRATION FRANÇAISE DES BANQUES ALIMENTAIRES	Co-funding of 3 refrigerated vehicles in Guadeloupe, Martinique and Réunion	€45,000
	● FONDATION DE LA DEUXIÈME CHANCE	Support for 15 projects in the food and catering trades	€45,000
	● FONDATION FOURVIÈRE	Interior renovation of the teaching restaurant's dining room	€100,000
	● FONDATION LES AMIS DE L'ARCHE	Extension of the "L'Étoile du verger" WISE restaurant near Toulouse	€20,000
	● FOOD DE RUE	Support for vulnerable women to set up small businesses	€20,000
	● FRANCE ACTIVE	Support for social entrepreneurship via the Cap'Jeunes and Fonds de Confiance programmes	€150,000
	● LA CLOCHE - LE CARILLON	Establishment of a job-creation biscuit factory and development of the Carillon programme for reintegration of the homeless	€110,000
	● LA FERME DE MOYEMBRIE	Purchase of a cold room to optimise a job-creation market gardening scheme for prisoners near the end of their sentence	€21,748
	● LA FERME DU PECH	Development of a market gardening scheme to help ex-offenders find work	€114,000
	● LA SAUVEGARDE DU NORD	Support for a job-creation market garden for the unemployed at the "Ferme des Vanneaux"	€24,100
	● LA TABLÉE DES CHEFS	"Les Brigades culinaires" programme of cookery workshops run by established chefs in high schools in priority education zones	€14,000
	● LE PAYSAN URBAIN	Development of the first subsidised urban job-creation farm	€60,000
	● LES COLS VERTS	Pilot project of an ecological urban farm to provide jobs for the unemployed in Valenciennes	€15,000
	● RÉSEAU COCAGNE	Development for the innovation and equipment for 25 Coccagne gardens	€240,000
	● RESTAURANTS DU CŒUR	Establishment of a job-creation restaurant for the unemployed in the Côtes d'Armor region	€97,675
	● RESTAURANTS DU CŒUR	Co-funding for the purchase of 8 refrigerated vehicles and a cold room	€130,000
	● REVIVRE	Development of the Agri'Pain project to reuse unsold bread for cattle feed	€53,503
	● SAMUSOCIAL INTERNATIONAL	Accommodation and support for destitute asylum-seekers	€44,000

COUNTRY	ORGANISATION	PROGRAMME DETAILS	AMOUNT
FRANCE	● SECOURS POPULAIRE FRANÇAIS	Co-funding of 1 refrigerated truck in Haute-Savoie	€5,000
	● SECOURS POPULAIRE FRANÇAIS	Mobile distribution of food aid for refugees living in hotels in the Essonne department	€28,000
	● SOLAAL	Support to set up a sustainable long-term donation system, especially for fresh produce	€50,000
	● SPHERE	Support for the development of the association	€106,871
	● TABLE DE CANA	Development of the "Tables de Cana" via the national network	€15,000
	● TABLE DE CANA	Development of the "Des Étoiles et des Femmes" project aimed at finding work in the food and catering trade for unemployed women in Montpellier	€15,000
	● TICKET FOR CHANGE	Support for identifying innovative food solidarity projects	€50,000
	● TREMPLINS DES RESTAURANTS DU CŒUR	Employment integration programme modelled following a pilot project for the creation of jobs in the butchery trade	€34,401
	● UNIS-CITÉ	Pilot project of a civic service to facilitate the social integration and employment of young refugees	€55,000
	● WAKE UP CAFÉ	Aid for the social rehabilitation of ex-offenders	€9,460
INDIA	● SPHERE	Fostering social dialogue and education on rights	€144,500
	● SPHERE	Information campaigns on forced labour in industries in Tamil Nadu	€43,350
	● SPHERE	Information and education for migrant girls in Tirupur, Tamil Nadu	€171,652
IRAQ	● ACTED	Support for 480 beneficiaries from displaced families in Diyala	€100,000
	● ELISECARE	Food donations for displaced families being treated in a mobile medical units	€100,000
ITALY	● CARREFOUR ITALY	Emergency aid following the earthquake in central Italy with Caritas	€92,370
	● EUROPEAN FEDERATION OF FOOD BANKS	Training and professional skills development of managers of Food Banks in the European network	€14,110
POLAND	● POLISH FEDERATION OF FOOD BANKS	Funding of 7 refrigerated vehicles	€125,000
	● WARSAW UNIVERSITY OF LIFE SCIENCES	Programme to raise awareness of the need for a healthy and balanced diet	€134,760
ROMANIA	● ANGEL SMILE	Development of the "Midnight Sandwich" programme, food aid for the homeless	€197,700
	● ATELIERE FARA FRONTIERE	Pilot project on composting and Bio&Co organic job-creation garden	€100,000
	● OVIDIU RO	Food aid and education for disadvantaged children	€186,050
	● SAMUSOCIAL INTERNATIONAL	Accompaniment, support and food aid for homeless people	€55,000
	● SAMUSOCIAL INTERNATIONAL	"Bébés des rues" programme to help homeless children and their families	€22,500
	● SAVE THE CHILDREN	Combating malnutrition and infant mortality	€169,900
SYRIA	● SOLIDARITÉS INTERNACIONAL	Development of sack gardens to increase food security for 200 displaced families near Aleppo	€110,000
TAIWAN	● CARREFOUR TAIWAN	Support for 5 projects following a Solidarity Click call for project proposals to benefit food aid organisations	€150,000
	● CARREFOUR TAIWAN	Emergency aid following the Tainan earthquake in February 2016 with the Chinese Christian Relief Association	€22,753
	● CARREFOUR TAIWAN	Emergency aid and help with reconstruction following typhoon Nepartak in Taitung in July 2016 with Taitung Kids Bookhouse	€69,167
	● JEN JI SHIANG SOCIAL SERVICE INSTITUTE	Co-funding of a refrigerated vehicle for the Food Bank and establishment of the first anti-waste restaurant in Taiwan	€104,449
	● MAOLIN DISTRICT ASSOCIATION OF WOMEN & CHILDRENS CARING	Agricultural development and food aid programme in isolated rural areas	€51,434
	● TAICHUNG RED CROSS	Establishment and equipment of the first anti-waste kitchen in Taiwan	€79,310
	● UNITED CHARITY ASSOCIATION OF KAOHSIUNG	Establishment of a social grocery store	€67,250

# A PROJECT

# USER GUIDE



## The project

Initiated and implemented by local associations, selected projects have to correspond to the missions of the Carrefour Foundation, centred on food solidarity and emergency humanitarian aid. 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 in this way.



## 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 specific targets, a detailed budget, identification of the project's innovative components, etc. The applications are analysed then submitted to the Foundation's Board for approval.



## 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 a project according to its alignment with the Foundation's missions, the suitability of the initiative and the resources available. An agreement is then signed with the association and support for the project begins.



## Monitoring and assessment

The country 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 impact 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.

To submit a proposal or for more information, see: [www.fondation-carrefour.org](http://www.fondation-carrefour.org)



[www.fondation-carrefour.org](http://www.fondation-carrefour.org)