

# Combating food insecurity



ANNUAL  
REPORT

24



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## FIGURES ESSENTIAL



2000

Creation  
of the Carrefour Foundation



1,289

projects supported  
since its creation,  
excluding emergency aid



€21 M

dedicated to emergency aid  
since its creation



111

projects supported  
in 2024  
including 9 emergency aid projects



63

projects  
to combat poverty



18

projects  
raising awareness of healthy  
nutritional practices



21

projects  
related to inclusion and  
employee commitment



780,000

meal equivalents distributed  
to organisations to  
meet food needs during the  
2024 winter period



€6.75 M

annual endowment

Commitment  
Solidarity  
Inclusion

# Editorial

2024 marked a turning point for the Carrefour Foundation. Using its experience, and in line with its commitments, the Foundation has chosen to focus its action on a major challenge: combating food insecurity. In a context with increased tension on the buying power, this new 3-year programme cycle is guided by a desire to provide a more effective solution to meet the needs of organisations and their beneficiaries, through concrete, durable actions.

This refocus revolves around two essential pillars.

Firstly, taking action against food insecurity directly, by providing organisations with vital aid. The Foundation supports them in their projects to structure and transform their models, in France and abroad. Food donations, which are critical to deal with emergencies and immediate needs, are also essential. Secondly, promoting awareness of healthy nutritional practices. The Carrefour Foundation supports projects that shape and foster food self-sufficiency for beneficiaries, by giving them the tools for a healthy, sustainable diet.

WITH ITS NEW  
2024-2026 PROGRAMME  
THE CARREFOUR  
FOUNDATION  
REFOCUSES ITS MISSION  
ON COMBATING  
FOOD INSECURITY



**Alexandre  
Bompard**

Chairman and CEO  
of Carrefour  
Group

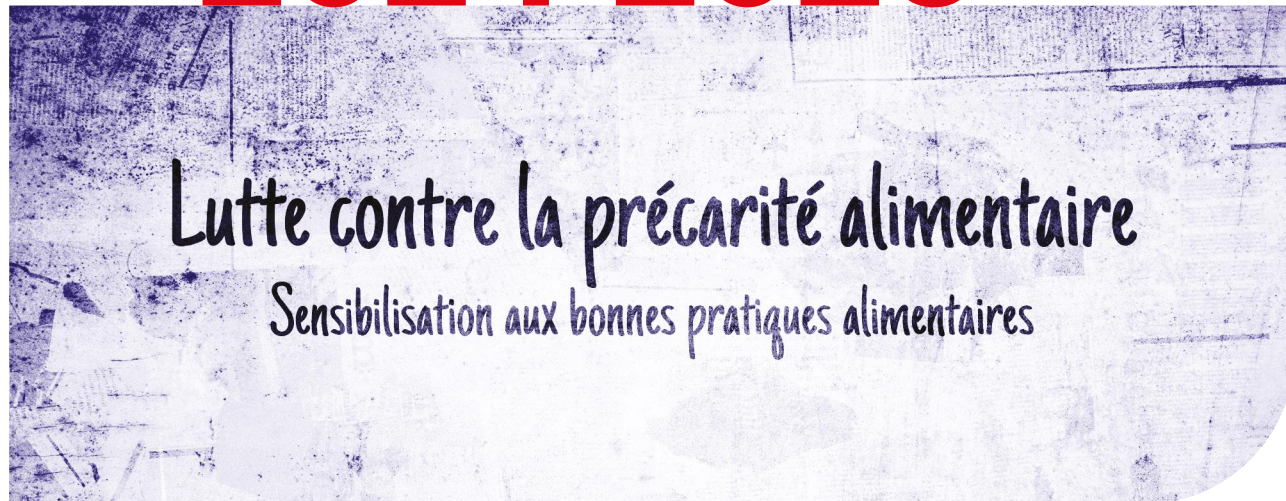
President of  
the Carrefour  
Foundation

The commitment of the Foundation was also reflected in the Carrefour Group's partnership with the 2024 Paris Olympics and Paralympics. In accordance with the Group's strategic plan, it has supported projects promoting inclusion through sports, thus fostering the inclusion of people with disabilities, as well as young people from priority urban neighbourhoods.

A total of 111 projects were supported by the Foundation over 2024. As we approach our 25th anniversary, I am particularly proud of the trusting relationship we have built alongside our partners. The Carrefour Foundation will remain by their side, providing ongoing support dedicated to the needs of populations in need.



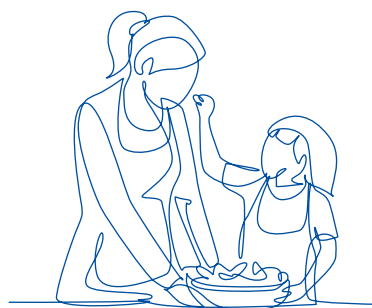
# New programme 2024-2026



## COMBATING FOOD INSECURITY IS AT THE HEART OF OUR ACTION

Since January 2024, we have refocused our action on a clear-cut ambition: making food more accessible and healthier for the poorest populations. This new roadmap is structured around two priorities: combating food insecurity and raising awareness of healthy nutritional practices.

With organisations facing a drop in donations, and the number of food aid beneficiaries constantly on the rise, we support organisations faced with an unprecedented social emergency. We help them strengthen their capacity for action by supporting structuring projects – developing new approaches, strengthening teams, ensuring lasting investments – which account for most of our funding. In addition, we periodically fund the purchase of food to meet peaks in needs, while focusing on the quality of products distributed.



## ENCOURAGING SELF-SUFFICIENCY TO COMBAT FOOD INSECURITY

The aim is also to lastingly prevent food insecurity. That is why we promote actions that encourage self-sufficiency, such as educational workshops, guidance for daily cooking and initiatives to combat food waste that use unsold stocks to help people in precarious situations. We also support integration projects through market gardening, provided they are used to supply food aid in France or encourage self-subsistence abroad. There is a strong focus on young generations, with projects dedicated to students, children and families, and training of prescribers (teachers, supervisors, parents).

***This new programme cycle aims to be fully rooted in realities on the ground.***

It draws on a collaborative approach with partner organisations and constant attention is paid to weak signals reported from the field (new types of food insecurity, withdrawal of volunteers, etc.). In 2024, 111 projects dedicated to the new programme cycle combating food insecurity were supported in France and abroad, illustrating one ambition: turning food into a driving force for resilience and inclusion.

## Board of Directors

The Carrefour Foundation is governed by a Board of members representing the founders, a personnel representative and qualified external personalities. The Board of Directors meets twice a year. It determines the Foundation's main areas of activity, votes the budget and controls its execution.

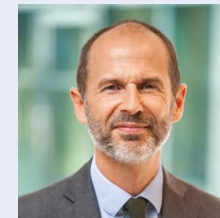
### FOUNDING MEMBERS' COLLEGE



**Alexandre Bompard**  
Chairman and CEO  
of Carrefour Group  
President of the Carrefour  
Foundation



**Benoît Soury**  
Executive Director Carrefour  
Proximité France  
Organic Market Director Group



**Charles Hufnagel**  
Executive Director of  
Communication for the  
Carrefour Group and France



**Laurent Vallée**  
Executive Director of the Northern  
Europe area of the Carrefour  
Group and Secretary General  
of the Carrefour Foundation

### CHIEF EXECUTIVE OF THE CARREFOUR FOUNDATION



**Carine Kraus**  
Executive Director of Engagement  
Carrefour Group

### OPERATIONAL TEAM



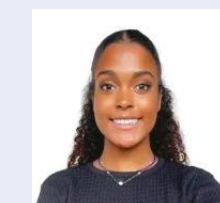
**Marie-Astrid Raoult**  
Director of Solidarity  
and the Carrefour  
Foundation



**Aurélie Malvé**  
Communication and  
International Projects  
Manager



**Adeline Renat**  
Mission Manager France



**Rahmata Diop-Lemoine**  
International Projects and  
Communication Manager



**Carine Zimolong**  
Secretary of the Board of  
Directors

### QUALIFIED PERSONALITIES' COLLEGE



**Charles-Édouard  
Vincent**  
Founder of Lulu dans ma rue



**Patricia Moulin  
Lemoine**  
Director in the Carrefour Group  
Board of Directors,  
member of the CSR Committee



**Laurence Champier**  
Federal Director  
of the Fédération Française  
des Banques Alimentaires

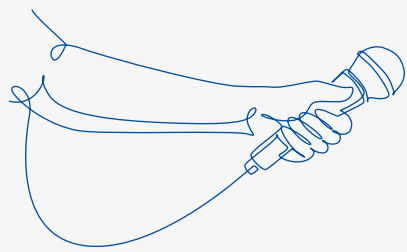
### PERSONNEL REPRESENTATIVE COLLEGE



**Jean-Marc Robin**  
Secretary of the Carrefour  
European Committee



## New programme 2024-2026



### A SHARED EMERGENCY, ADAPTED RESPONSES



**Marie-Astrid Raoul, Director of Solidarity and the Carrefour Foundation,** talks about the structuring choices for the 2024-2026 programme cycle, which is focused on food insecurity and raising awareness of healthy nutritional practices. She believes a healthy diet is a lever for social inclusion:

**“We have a role to play with the most vulnerable populations.”**

This approach has emerged as evident with regards to our core business, as well as the evolution of the situation on the field.

**“Today organisations face unprecedented pressure. They have to address emergencies as well as find durable solutions. We hope to accompany them by supporting structuring projects and periodically purchasing food to meet peaks in needs.”**

This support draws on a strong conviction: food quality should never be sacrificed, even in situations of poverty.

**“Promoting food self-sufficiency, developing skills, strengthening social connections around the table: this contributes to better health, greater integration, new-found dignity.”**

### A COURSE THAT MEETS THE PRIORITIES VOICED BY ORGANISATIONS ON THE FIELD, WHO ALL HAVE THE SAME OBSERVATIONS.

“

**Jean Cottave, President of the Fédération Française des Banques Alimentaires,** alerts:

**“All organisations are unanimous: food insecurity is increasing. It affects new types of populations: students, low-paid workers, rural residents.”**

”

“

This can also be seen at the Restos du Cœur. According to **Patrice Douret, Volunteer President,** figures don't lie:

**“The number of beneficiaries is constantly on the rise: in the last 40 years, we have gone from 8 to 163 million meals distributed every year.”**

”



**Banques Alimentaires**

**Jean Cottave,**  
President of the Fédération Française des Banques Alimentaires

#### How does your network adapt to evolutions in food insecurity?

Our model based on donations and charity has had to evolve: donations in supermarkets have decreased so we have had to modify our statutes to be able to buy food with the support of patrons such as the Carrefour Foundation. We now operate in poorly covered areas, in rural areas, in student circles, sometimes directly. We have launched social groceries for students, developed shop trucks and initiated a transition towards product transformation to meet the needs of those who are unable to cook.

#### What concrete levers are you implementing to accompany the poor?

The “Healthy moves & healthy plate” programme means we can cook with beneficiaries, give them nutritional advice and create social connections. This direct contact is essential to foster self-sufficiency and overcome isolation. Meanwhile, transformation workshops are conducted by our volunteers for a wider food offer.

#### How is your partnership with the Carrefour Foundation structuring?

This three-year partnership is essential as it covers several vital fields: financial support to purchase food, training of teams and concrete actions in stores. This is a comprehensive, meaningful partnership. With the Carrefour Foundation, we have a strong, committed, essential partner by our side.



**Patrice Douret,**  
Volunteer President of the Restos du Cœur

#### What types of populations are your aids targeted at this year?

There are more and more types of populations. One of our biggest worries today is small children: over 128,000 babies in our centres last year. We refuse to consider this as inevitable.

#### Is that why you decided to target 0 to 3-year-olds this year?

Yes, our aim is to break the cycle of poverty in the first few months after a child is born. Building a nutritional and social capital in the first 1,000 days also means strengthening self-sufficiency for families. And that's where the Carrefour Foundation has fully understood the implications. The priority is on toddlers, but the effects can be felt on the entire family. By helping young children, we also relieve parents and contribute to breaking the cycle of poverty overall. What is distressing is when adults come to our centres and tell us: “I used to come with my parents when I was a child”.

#### Have you noticed a positive impact?

Yes, totally. We have expanded our offer, products are better targeted and families become more self-sufficient. Our observatory has shown that over 80% of people say they eat better thanks to our aid. Our partnership with the Carrefour Foundation is simultaneously immediate, concrete and sustainable. It helps us go to the most pressing needs.

#### Concretely, what does the partnership with the Foundation bring?

Essential support, from a logistics and qualitative point of view. It helps us secure supply of the required products — infant milk, baby food, hygiene supplies — as well as develop concrete actions: creation of a recipe book, equipment purchase, cooking workshops.







# How does a partnership come about ???

## DETECTING PROJECTS

In each country, local teams source projects to meet realities on the ground, in line with the Carrefour Foundation DNA and the two major themes of its 2024-2026 programme cycle: combating food insecurity and raising awareness of healthy nutritional practices.

## DISCUSSING AND SELECTING

Before any commitment, there are exchanges beforehand to assess the project ambition and impact. This phase of dialogue with the project leaders is essential to set the bases of a potential financial support.

## SUPPORTING TO COVER THE NEEDS

Each request is subject to a thorough analysis to ensure subsidies are fittingly allocated to partner organisations. Compliance checks are also carried out at this stage. Once they have been validated by our Board of Directors, projects give rise to an annual convention specifying mutual commitments.

## MEASURING AND HIGHLIGHTING THE PARTNERSHIP BENEFIT

Each project is regularly monitored to assess the concrete impact of our support. This monitoring includes at least one biannual remote exchange between the organisation, the country's team and the Foundation, as well as a site visit when possible. Upon conclusion of the partnership, the organisation supplies a written review and fills out an impact assessment questionnaire devised by the Foundation so as to contribute to a shared analysis and continuous improvement approach.

Our primary mission is to provide financial support to associative projects. When possible, we also have a role as a facilitator, fostering useful interactions, although we do not come in on an operational level.



Carrefour Foundation operational team, Rahmata Diop Lemoine, Marie-Astrid Raoult, Aurélie Malvé, Adeline Renat.

To appeal to the Carrefour Foundation



# Commitment beyond borders



## ACTING ABROAD

Thanks to the expertise of our relay teams on the field, we operate in the seven countries integrated in the Group to combat food insecurity and raise awareness of healthy nutritional practices. Our international approach favours projects in with local players are most in line with realities on the ground: priority regions, causes to be tackled, targets.

## THREE PRIORITY TERRITORIES IN FRANCE

In 2023, following strong demand, we defined a new territorial intervention method with 3 initial target geographical areas: the Île-de-France region and the cities of Marseilles and Lyons. This choice draws on a desire to operate in a more structured way in areas with extreme poverty, unequal access to food and a high concentration of populations in need.

In these territories, our approach aims to strengthen local ecosystems by supporting a group of players working with a variety of populations: students, families, children, senior citizens, low-paid workers and people suffering from exclusion.



## MARSEILLES

### FOCUS ON MARSEILLES: REINFORCED ANCHORING

In 2024, Marseilles, a city that's particularly exposed to poverty, received our support. In the face of these challenges, we deployed an ambitious programme structured around a number of initiatives including food purchases, supporting students, youth, families and highly vulnerable people.

- Poverty rate: 26% to 39% in some neighbourhoods.
- 200,000 people (out of 860,000 inhabitants) are considered as poor. 12,000 people for whom food insecurity is a highly delicate matter.
- 2,000 people are housed in "social hotels", where:
  - 58% of households are unable to cook, neither on the spot nor outside;
  - 45% don't have access to a refrigerator.

### NINE PROJECTS WERE SUPPORTED TO HELP PRIORITY POPULATIONS

- **Students**, with actions carried out by Cop1, HopHopFood, Linkee and La Table de Cana (as part of the project with Vendredi 13).
- **Young people and children**, with the Régie de quartiers Noailles-Belsunce.
- **Families**, via two structuring schemes – Territoires à VivreS led by Graines de Soleil (Réseau Cocagne) and the DADA programme (Dispositif Alimenter D'Abord) with La Table de Cana Marseille.
- **Highly vulnerable people**, with the support of the Fondation de l'Armée du Salut.
- **Local structures themselves**, with support to Dispositif Alimenter D'Abord, coordinated by Action Contre la Faim.





# COMBATING food INSECURITY



Since 1994, *Progetto Arca* has provided support to the most vulnerable: homeless people, migrants, families in need and isolated elderly people. The organisation, which operates in eight large Italian cities, distributes thousands of meals every week via its food trucks, recreating essential social connection.

## RESPONDING TO THE FOOD EMERGENCY IN ROME

With the support of the Foundation, *Progetto Arca* distributes 550 hot meals and 700 breakfasts every week in Rome. In addition to

offering healthy food, this aid means teams on the field can direct beneficiaries towards social rehabilitation services.

## AZIONE CONTRO LA FAME

In Italy, *Action Contre la Faim* has developed a programme targeted at families in need in Milan and Naples. The programme includes emergency aid, awareness of a healthy diet and support towards employment.

## COMBATING HUNGER AND FOSTERING SELF-SUFFICIENCY IN ITALY

Since the “No More Hunger” programme was launched in 2022, we have played a key role. Thanks to our support, the organisation has been able to distribute gift cards as a temporary economic contribution in situations of emergency. It has also organised workshops around healthy eating and has provided support towards employment.

By contributing to the funding of the 2024 programme, we have actively contributed to helping 200 families in need. In fact, this project received an *Impact Award*, recognising the significance of its social and nutritional approach. In Naples, most beneficiaries are women, who are often isolated or single mothers. Our commitment can also be seen on the field: 6 beneficiaries were recruited in Carrefour supermarkets in Milan, leading to permanent jobs.



## FÉDÉRATION DES ASSOCIATIONS GÉNÉRALES ÉTUDIANTES



Created in 1989, *FAGE* is the primary student organisation in France. It brings together nearly 2,000 organisations and proceeds to improve students' living standards.

In order to provide answers to the rise in poverty, *FAGE* launched the AGORAé sites in 2011: these third places provide a social grocery as well as a living space, and are self-managed by volunteer students. These spaces provide easier access to affordable food and recreate social connections.

## DEVELOPING AND STRUCTURING THE NETWORK OF AGORAé SITES

43 AGORAé sites over 32 cities have accompanied 18,500 young people in need by distributing over a million meals, including 78 tonnes of fruit and vegetables. Simultaneously, we finance over 300 fun, educational activities, including 80 workshops on dietary transition.

Our commitment goes beyond food aid: we help structure the network durably, particularly by supporting the training of 300 volunteers, most of whom are students, who ensure the smooth running of these third places. This human support is essential to ensure continuity of the scheme and to strengthen its social impact on the territories.

*Thank you for actively contributing to positively changing society and bring forward this good cause to offer a better future for young people.*

Thibaut Dumonet,  
Vice-President of FAGE,  
in charge of Social Innovation





## HOPHOPFOOD

Since 2016, *HopHopFood* has been combating food waste and food insecurity. Using a free mobile application, the organisation connects identified beneficiaries in need with private individuals and retailers wishing to donate food. The organisation operates in eleven large French cities and helps thousands of people in need to feed with dignity. In the PACA region, the organisation is developing its action, in the face of growing student poverty.

### ANTI-WASTE ACTION AND HUMAN SUPPORT FOR THE PACA REGION

We frequently support *HopHopFood* and, in 2024, thanks to our aid, the organisation was able to extend its social anti-waste action in the south of France. In concrete terms, we financed the recruitment and training of two local officers whose mission will include mobilising around a hundred social shops to help thousands of extra beneficiaries.



## LA MIE DE PAIN

Since 1887, the organisation *La Mie de Pain* has supported the most vulnerable people in Paris, with a free, unconditional, anonymous approach. In its eight establishments, it receives around 1,000 homeless people and people in need on a daily basis, and offers accommodation, food aid, social support and professional integration.

### COMBATING FOOD INSECURITY IN PARIS

*La Mie de Pain* can count on our Foundation for its historic mission. A total of 380,000 meals, prepared using fresh produce, often from short distribution circuits, were served during the year. Our specific support amounts to the equivalent of 6,000 meals.

This partnership goes even further: in 2023 and 2024, Carrefour employees on work-study contracts joined volunteers from *La Mie de Pain* to help serve meals, thus strengthening the solidarity chain on the field.



## RÉSEAU COCAGNE

The *Réseau Cocagne* brings together more than 100 Cocagne gardens, organic farms that employ people as part of support to help integration. The vegetables produced supply a network of consumer-members and social schemes, making organic products more affordable for low-income households.

### ORGANIC PRODUCTS AND REINTEGRATION: TWICE THE POSITIVE IMPACT

As a historical partner of *Réseau Cocagne*, in 2024 we took part in the “*Paniers Solidaires*” programme, which distributed nearly 200,000 organic baskets to 13,000 households in need. In 2024/2025 we are pursuing our commitment around two axes: supplying food aid with more organic and local products, and strengthening the bridge between integration workshops and food aid structures.

## GRAINES DE SOLEIL

This organic farm, located in the Aix-Marseille metropolis, employs people in the process of rehabilitation, via activities centred around market gardens, education and green space management. As a member of *Réseau Cocagne*, it distributes organic vegetable baskets to over 180 families every week and organises a number of local actions.

### JOINING A VIRTUOUS COLLECTIVE PROJECT FOR THE TERRITORY

We have supported *Graines de Soleil* since 2024 to coordinate the “*Territoire à VivreS*” project. This territorial cooperation project aims to provide dignified access to organic, local food for people in need, by also supporting local producers. Thanks to our contribution, over 500 households received support and 23.5 tonnes of organic products were distributed. The entire logistics are covered by the integration workshop: purchasing, packaging, transport.





## REFUGEE FOOD

Since 2016, *Refugee Food* has been working to value the role of refugees via training sessions in the catering industry, immersions in the kitchen and awareness-raising actions.

In 2022, the organisation inaugurated the *Cantine des Arbustes* in Paris: a food third place which includes a social restaurant offering healthy, homemade meals, in exchange for a financial contribution adapted to individual resources, and a shared kitchen accessible to families in need housed in the social hotel.

### A STRUCTURING SUPPORT TO FEED AND WELCOME PEOPLE

In 2024, over 18,000 meals were served in the *Cantine des Arbustes*, over 11,000 of which were free, for over 300 beneficiaries. Through our support, we contribute in strengthening supply, improving hospitality of people in need and maintaining events centred around food. The project, which includes a shared kitchen to encourage food self-sufficiency for the people housed in “social hotels”, allowed 58 families to cook and take away meals for a week. Nutritional workshops were also conducted with the organisation *Toques en Stock*.

A number of new actions are going to emerge: takeaway meals, reopening of permanent social aid, continuation of free meals for the most vulnerable.

*We're delighted, we are always welcomed with open arms. There's no furniture where I live, but here everything is nice and clean and I can cook for a week.*

Fatou, beneficiary of the shared kitchen

Refugee\*  
FOOD

## THE RED CROSS

CROIX-ROUGE  
FRANÇAISE



*In addition to direct food aid, the Carrefour Foundation plays an active part in the strengthening of skills in our network of volunteers and in the necessary transformation of the activity.*

Julie Debeir, In charge of private partnerships

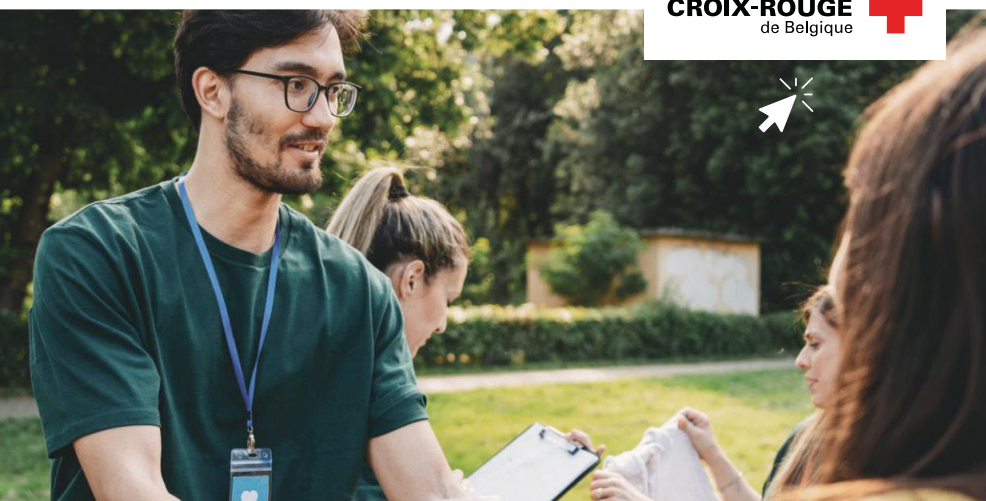
For over 160 years, the *French Red Cross* has operated thanks to its 70,000 volunteers. A major player in the fight against food insecurity with its 760 food aid units over the entire French territory, it distributes over 60 million meals every year. In addition to food aid, it deploys actions in healthcare, housing, training, social connections and integration.

### A BETTER STRUCTURE FOR BETTER AID

This year, our support has revolved around strengthening the food aid activity of the *French Red Cross* lastingly, through two priority axes:

- implementing a methodology guide on local supply to develop the skills of the volunteer network;

- a local experimentation of the pooling of resources and logistics methods. These structuring actions are used to improve performance and responsiveness of the various players on the field.

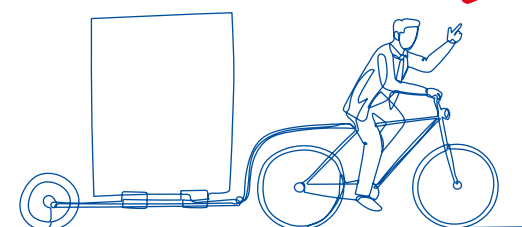


CROIX-ROUGE  
de Belgique

With 25,000 volunteers and over 2,000 employees, the *Belgian Red Cross* supports around 28,000 homeless and poorly housed people, refugees and people in need. Its teams tour the city of Brussels every week to distribute meals, hygiene products and clothes to people living in the street.

### MODERNISING EMERGENCY AID ON THE FIELD

Thanks to the 2024 allocation, the organisation was able to acquire two electric cargo-bikes for its *HOMI (Homeless and Migrants)* tours. More agile and environmentally-friendly, they are used to deliver as close as possible to the living areas of beneficiaries. This project is also used as a broader reflection around adapting emergency aid to current realities: growing poverty, fragmented living areas, need for human contact and listening.





## SOLINUM

*Solinum* combats exclusion by relying on digital technology to make access to social aid easier. Its primary tool, *Soliguide*, lists useful services (food, housing, healthcare, access to people's rights) and draws up the most comprehensive map of food aid in France today. Meanwhile, *Solidata*, an analysis dashboard, helps decision-makers adapt their actions to local needs. 708,990 searches have been counted on the application.

### MAPPING FOOD AID ON A NATIONAL SCALE

After supporting them for the first time in 2023, the Carrefour Foundation renewed its support in 2024 to consolidate two aspects: extending *Soliguide* on a national level and deploying *Solidata*. Thanks to this partnership, the mapping in the north of France was finalised, with 7,889 places referenced and 2,295 professionals and volunteers made aware of the tool.



*In 2024, the situation in Marseilles showed concerning poverty. We will continue being mobilised alongside our partners to combat food insecurity. Guaranteeing the rights of each and all is a priority!*

Hélène Quéau, Country Director Mission France, Action Contre la Faim

ACTION CONTRE  
LA FAIM



## 1CABASPOUR 1ÉTUDIANT

#1CABASPOUR  
#1ÉTUDIANT



Charlotte, a volunteer citizen, hands out a bag to Mahamat, a student beneficiary.

This organisation combats student poverty by creating pairs between students and volunteer citizens in the same city. Each sponsor supplies food aid on a regular basis and creates a close relationship with the sponsored beneficiary. This personalised support means they are able to study more comfortably and increases equal opportunities.

### EXTENDING THE NETWORK OF STUDENT AID

In 2024, *1CabasPour1Étudiant* increased its presence on the territory with the creation of five new local branches. Thanks to this development, 200 students in need received aid. Our support will continue in 2025, with the organisation reaching seven branches and aiming to create 1,000 student-citizen pairs all over France.

With a presence in 56 countries, *Action Contre la Faim* combats malnutrition and its causes, particularly in contexts of crisis (access to water, healthcare, food security and sustainable means of subsistence). In France, it supports the players combating food insecurity to help them develop solutions to meet the needs of the most vulnerable among us as closely as possible. It supports collective dynamics and voices recommendations to push forward the recognition and implementation of the right to food for all.

### STRENGTHENING LOCAL COORDINATION IN MARSEILLES

In Marseilles, we support *Action Contre la Faim* in the development of *DADA (Dispositif Alimenter D'Abord)*, the only scheme coordinating players working towards the access to food of people housed by the emergency number 115. Thanks to this partnership, a dedicated team was recruited – a project manager, a deputy and an assistant – to strengthen the inter-player dynamics in order to identify needs and direct beneficiaries towards food aid structures.

Thanks to this coordination work, over 2,000 people were supported and 210,000 meals were distributed via partner organisations.

With our support, *Action Contre la Faim* also accompanies numerous players on the territory: surveys, operational recommendations, strategic reflection, hosting of collective events... Structuring support to improve local replies and contribute to push forward a sustainable view of food solidarity.



## Combating food insecurity



SP INVISÍVEL

The organisation *SP Invisível* recreates connections, combats exclusion and promotes rehabilitation. Its 2,200 volunteers act to transform the daily life of 88,000 homeless people from the city via awareness campaigns, meal distribution and cooking workshops.

### IMPROVING DAILY LIFE IN THE STREETS OF SAO PAULO

Today, with the support of the Foundation, *SP Invisível* is able to meet emergencies better, with sustainable solutions. Over 11,000 full meals have been distributed in the street, all the while engaging in a wider type of support. The programme “*Jornada da Emancipação*” trains homeless people to catering jobs to encourage people to rise from poverty through employment.

SP INVISÍVEL



This support is also used to act on logistics, reduce food waste and structure the project development. *SP Invisível* hopes to go from 36,000 to 60,000 meals a year by 2025. This increase is made possible by a partnership based on shared values.



Operating in 27 French cities, *Cop1* combats student poverty with free aid designed by and for students. Every year, 5,000 young volunteers organise the distribution of 100,000 food baskets and offer overall support: access to rights, employment, culture, sport and to a more sustainable diet.

### STRENGTHENING STUDENT AID

In 2024, we strengthened our commitment: a partnership to increase distribution capacities and improve quality, with organic, local products. From 2025, our collaboration aims to reach 45,000 baskets distributed to 15,000 students in 7 cities.

ANDÈS NETWORK



*Andès* is the national network of social groceries, in mainland and Overseas France, supporting over 260,000 people in need every year, with more than 630 groceries. *Andès* also supports the development of new groceries with *La Pépinière*, its creation support programme.

*Andès* also manages 6 integration workshops, which supply food aid structures and combat food waste.

### EXTENDING THE NETWORK OF SOCIAL GROCERIES

Our Foundation has supported *Andès* in the creation of 5 new social groceries and 30 cooking workshops. This year we have continued supporting the network structuring, by training teams, running the groceries and developing dedicated tools (follow-up, orders, traceability, etc.).



RÉGIE DE QUARTIERS DE NOAILLES-BELSUNCE

This *Régie* in Marseilles aims to improve life in two working-class districts in the town centre. It employs people in the process of integration for proximity missions: public space maintenance, cleaning, animation, meal distribution. Thanks to these activities, which are useful to all, struggling inhabitants are able to find stability, an income and prospects for the future. Lately, the *Régie* has experimented with the distribution of breakfasts.

### TAKING ACTION EVERY DAY

With the support of the Carrefour Foundation, the experiment has been transformed into a permanent action. Thanks to this partnership, breakfasts are now being served every morning in two schools in Belsunce, for 200 children and their parents: quality products — fresh fruit, organic bread, milk, cereal — distributed by employees in the process of integration. This project has created eight jobs. It has improved children concentration, increased attendance and created a convivial space for families, teachers and volunteers.



AGENCE DU DON EN NATURE

ADN collects non-food necessity products from companies (hygiene, clothes, supplies, toys...) to redistribute them to solidarity organisations all over France. Every year, over 10 million products are supplied to 1,500 partner structures, most of which are independent organisations, often isolated and with little support.

### FINANCIAL AND MATERIAL SUPPORT

The partnership, which started in 2008, has led, among other things, to the creation of a school-warehouse in Dourges. Today it is the network's central logistics platform, thanks to which long-term unemployed people can be trained in the field of logistics.

In 2024-2025, we supported three solidarity initiatives: the *Semaine du Don en Nature* (1.2 million products redistributed), *Noël solidaire* (500,000 products), and the *Rentrée solidaire* (320,000 school supplies), for which, among other things, we funded logistics and delivery to organisations throughout France.

In addition to this financial support, the Carrefour brand also donates non-food products on a regular basis (hygiene, textile, supplies, etc.).

**The Carrefour Foundation's support goes back a long way and is essential for ADN.**

Romain Canler, General Manager of the Agence du Don en Nature



# Awareness to healthy nutritional practices



## ASOCIACIÓN CIVIL FRANCISCANA PATA PILA

*Pata Pila* operates in neglected territories in the north of Argentina to defend the fundamental rights of indigenous people. The team operates in places where deforestation and contaminated water make living conditions even worse. The organisation combats child malnutrition, provides access to health-care, supports women's economic self-sufficiency and accompanies adaptation to climate change.

### STRENGTHENING THE FUNDAMENTAL RIGHTS OF INDIGENOUS COMMUNITIES

The organisation has helped 235 children under 5, who are seen every week by healthcare professionals. Workshops on healthy eating habits were offered to 219 women, and 83 people received training in bakery, agroecology and beekeeping. Objective: creating new sources of income locally.



## CITÉS CARITAS

For over 35 years, *Cités Caritas* has been pushing for the inclusion of people in situations of poverty, exclusion or handicap. The organisation is established in a number of French regions, and develops schemes around reception, accommodation, housing, integration through economic activity and medico-social support.

### PROVIDING SUPPORT FOR HEALTHIER EATING

Our support is part of the “*Eating*” aspect of the “*Sowing, eating, moving*” programme led by *Cités Caritas* in the Île-de-France region to strengthen food self-sufficiency and well-being of residents. Specifically, we support the introduction of educational cooking workshops in a number of centres.

These collective moments aim to develop essential skills: managing a tight budget, organising meals, understanding nutritional values and acquiring good nutritional practices that are both affordable and healthy.



## ANA ȘI COPIII

Since 2007, the organisation “*Ana et les enfants*” has tackled school dropout and improved the living conditions of children from poor households in Romania. Its approach combines educational, social, medical and legal support with cultural and leisure activities.

Its model, which includes daily meals, school support, parent education and awareness, has been commended by the World Bank.

### PROVIDING THE MEANS TO TAKE CARE OF ONESELF

Thanks to our support, the organisation will help 200 children and 100 parents: cooking workshops, gardening, composting, medical screening, educational activities and cooking volunteer work.

Over 104,000 hot meals will be served by December 2025. In the long run, the programme aims to reach 1,000 children and 500 parents over five years.

*The Carrefour Foundation is not only a funder, but also a strategic partner, as part of our mission to build a more secure, fairer future for Romanian children.*

**Oana Bulmagă**, Sustainable development coordinator, Ana Și Copiii



# Emergency aid



## PROVIDING EMERGENCY SOLUTIONS WHERE THEY ARE NEEDED


In the event of a natural disaster, health crisis or extreme humanitarian situation, we are able to react quickly to meet the essential needs of affected populations.


## A QUICK, TARGETED REACTION TO FLOODING


In 2024, several regions worldwide were affected by devastating floods, causing massive destruction, thousands of displaced people and human losses. These extreme events – which are becoming more and more frequent with climate change – have put a strain on emergency aid schemes.


In this context, we have been mobilised with logistics support from the Carrefour Group to help carry and distribute food and hygiene products in the affected areas, in connection with our partner organisations and the Group's local teams.

## THE FOUNDATION RALLIES TO FACE THE INTERNATIONAL EMERGENCY

 In view of the unprecedented flooding affecting the south of the country, we provided support to *Ação da Cidadania*, contributing to the purchase and distribution of food kits for the affected populations.

 Following the devastating heavy rains in the counties of Galați and Vaslui, the *Romanian Red Cross* took action and distributed 40 tonnes of food to the affected families.

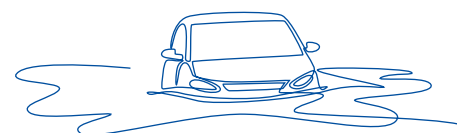
 Via the network of *Banques alimentaires* (Food banks), over 180,000 meals were distributed to families affected by the surge in food insecurity, aggravated by extreme weather conditions.

 The *Spanish Red Cross* supplied necessity products and psychological support to the populations affected by the deadly flooding in Valencia.

 The *Polish Red Cross* supplied cleaning and disinfecting equipment to 6,000 people affected by the worst flooding in 30 years.

## MAYOTTE: AN EMERGENCY SOLIDARITY CHAIN

 With Cyclone Chido hitting the island of Mayotte and its inhabitants in December 2024, the Carrefour Group reasserted its solidarity commitment. In collaboration with GBH, its partner in the Indian Ocean, and with the support of State services, the Group, via the Carrefour Foundation, collected 100 tonnes of necessity goods to meet the urgent needs of the people affected by the disaster.



**Carine Kraus**

Executive Director of Engagement of the Carrefour Group and Chief Executive of the Carrefour Foundation

**With the 2024 Paris Olympics, Carrefour strengthened its mobilisation for handicap. Carine Kraus talks about the concrete actions conducted by the Group to ensure inclusion is a reality.**

“Handicap is at the heart of our commitment policy. With Carrefour 2026, we have chosen this topic as a great cause for the Group, led by a strong ambition. This strategy revolves around three pillars: professional integration, accessibility in our stores and the development of solidarity partnerships. The 2024 Paris Olympics were a great catalyst, an opportunity to convert our commitments into concrete actions.

### More accessible stores

In collaboration with expert organisations including UNADEV, Autisme France and the Fédération Française Handisport, we launched a programme focused on “handi-accessible stores”. The scheme, which was deployed in ten hypermarkets in host

cities and in over fifty Parisian proximity stores, is centred around concrete commitments: adapted equipment, redesigned signage, team training and tools to recognise invisible disabilities. These actions have been devised to improve welcome, understanding and inclusion.

### A more inclusive recruitment policy

This strategy is part of a broader inclusion dynamics conducted by the Group, which aims at recruiting 15,000 employees with disabilities by 2026. The aim is to initiate a profound transformation, changing our practices, developing partnerships and creating the conditions for a truly inclusive environment.

### Raising awareness with the general public

Beyond the adapted facilities, this is a collective human commitment. During the 2024 Paris Olympics, we also raised awareness on a broader scale, with an information stand on the forecourt of the Hôtel de Ville in Paris. The stand attracted over 17,000 visitors. This is evidence that a sincere dialogue about accessibility is not only possible, but is expected.

In this line of action, the Carrefour Foundation has committed to supporting four organisations. With these projects, we have made it possible for people with disabilities and young

people from priority neighbourhoods to access sports.

Our ambition was to use the 2024 Paris Olympics as a lasting impulse towards inclusion. Together, we have started to make it a reality.”



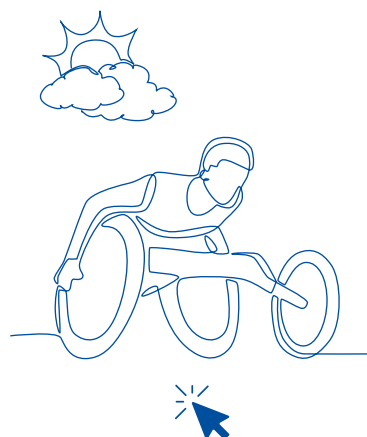
## The 2024 Paris Olympics and Paralympics

Over 50 partner organisations assembled in the Club France for a bonding moment around the priorities of the 2024-2026 programme cycle.





Junior women's football - Sport Dans La Ville.



As a premium partner of the 2024 Paris Olympics, Carrefour, through its corporate foundation, provided support to organisations who make sports a powerful inclusion lever.



The **Comité Paralympique et Sportif Français (CPSF)** created **ESMS & Clubs** in 2020, a programme designed for the territories, connecting medico-social establishments and proximity sports clubs. The objective is to allow people with disabilities to engage in an adapted sport in a secure environment.

**2,000 BENEFICIARIES IN 2024 (3,500 BY 2025)**  
**151 PROJECTS CONDUCTED**

In 2023, the Foundation signed an essential partnership over 2 years to make sports available to all in France.



**Lames de Joie** supplies free sports prosthetics for amputated children and adults. Each running blade becomes a tool to help autonomy and self-confidence, and sometimes, may be the first step towards a career as a paralympic champion.

**50 ADULTS AND 20 CHILDREN EQUIPPED**



**Sport Dans La Ville** strengthened its presence in 10 priority neighbourhoods with the "La Ville en Jeu" tour: festive events, initiation to new sports, workshops to raise awareness of healthy eating... and the implementation of 3 extra hours of sports every week in all their sports centres in order to support sporting activities durably.

**14,000 YOUNG PARTICIPANTS IN WEEKLY SPORTING ACTIVITIES**



Two members of the APF France Handicap organisation volunteering at the 2024 Olympics and Paralympics.

With the **Association des paralysés de France (APF)**, we had also launched an ambitious project in 2023, which came to fruition in 2024 during the Olympics and Paralympics. Thanks to adapted logistics and human support (accommodation, transport, catering), people with disabilities were able to fulfil their wish to volunteer at the 2024 Paris Olympics.

**138 VOLUNTEERS AT THE OLYMPICS AND PARALYMPICS**



Alexis Hanquiquant, three-time paratriathlon world champion and ambassador of the organisation, alongside Alexandre, a beneficiary of the Lames de Joie organisation.

## Committing within the Group to make sports accessible to all

Through sports, we have raised awareness of handicap with our employees.

### THE ENTIRE CARREFOUR ECOSYSTEM IS MOBILISED

A participatory event was organised with DIFT (formerly Captain Cause), which saw 2,639 of our employees distribute a solidarity cheque of €100,000 to six organisations working in parasports. This scheme was based on a system of "DIFTs" — a contraction of donation and gift — with each employee choosing an organisation to receive a donation funded by the Foundation.

From nautical paragliding to chair football, every project supported embodies the power of sports to foster autonomy, reconstruction and inclusion.



### DIFT WINNERS (FORMERLY CAPTAIN CAUSE): 6 organisations to push back the boundaries

#### COMME LES AUTRES:

sporting trips and personalised support for people who became disabled after an accident.

► **1,174 days of social support**

#### L'AVI SOURIRE:

nautical paragliding, paddle and climbing for people with disabilities.

► **1,287 h of activities**

#### GÉNÉRATION AVANT-GARDE:

young amputated athletes receiving support for their sporting project.

► **560 days of support**

#### LES ENFANTS DE LA BALLE:

multi-sport workshops for children with disabilities and children from poor backgrounds.

► **2,097 inclusive sporting sessions**

#### UPSILON:

chair football in the Paris region.

► **513 practice sessions**

#### LIGUE DE GOLF PARIS ÎLE-DE-FRANCE:

paragolf and support for inclusive sporting practices.

► **373 workshops**



Cohesion during the signing of the partnership with the Comité Paralympique et Sportif Français.





# Employee commitment

Every employee can act at his or her level. Whether it's by giving time to organisations through the skill-based sponsorship programme "Carrefour Solidarity" or by supporting associative projects on a personal level via the employee call for projects, employee commitment becomes a genuine collective impact lever.

## RALLYING TALENTS FOR PUBLIC INTEREST

Solidarity commitment is not restricted to our partner organisations: it also comes to life through the direct implication of employees from headquarters, warehouses and stores. Since September 2023, an employee commitment programme can be used by any employee to dedicate up to two days a year of their working time to solidarity missions with partner organisations, in a broader spectrum than that of the Foundation: inclusion, food aid, proximity solidarity, as well as healthcare, culture, environment and education.

### CARREFOUR SOLIDARITY: COMMITTING IN A FEW CLICKS

A linking platform, *Carrefour Solidarity* (via Komeet), has been set up to facilitate this approach. Anyone can choose a useful, concrete action depending on one's values, place of residence and skills.



In 2024, we launched the first edition of our call for projects dedicated to employees: "Soutiens ton asso". Its objective: Encouraging employees working with organisations by providing financial support to the structures with which they engage as volunteers, supporters, active members or beneficiaries.

Unlike the projects usually supported by our Foundation, these organisations aren't necessarily focused on making healthy, sustainable food accessible to the most precarious: they reflect the diversity of our employees' personal commitments in the fields of solidarity, healthcare, culture and inclusion.

### A FEDERATIVE COLLECTIVE INITIATIVE

The call for projects, open to all employees, received 28 applications, 10 of which were supported with a grant up to €10,000.

A "Favourite" award voted for internally by more than 550 employees recognised one of these projects for the outstanding commitment it embodies, with an extra grant of €3,000.

## CONGRATULATIONS TO THE 10 WINNERS OF THE FIRST EDITION 2024

### FAVOURITE

#### ► RECONSTRUCTION SEIN INFOS – FRANCE

Informing and supporting women after breast cancer to allow them to make an informed choice regarding breast reconstruction.

*Taking part in this call for projects has really been an enriching experience. It gave me great personal satisfaction as I was able to back this project to help a friend who had 2 breast cancers. After she recovered, she founded the organisation 'Reconstruction Sein Infos' to help other women in her situation.*

Project backed by Corinne Zihlmann (checkout operator at the Chartres store)

#### ► ASSOCIATION CITOYENNE POUR LA PROMOTION DES DYNAMIQUES LOCALES (ACDYL) – SAINT-ÉTIENNE

Combating period poverty with the distribution of reusable protections and awareness workshops with 900 women and girls.

Project backed by Marie-Pierre Filleur (planner at the Saint-Étienne store)

#### ► BIB' A DOM – LYON

Training of 48 volunteers to reading aloud for people unable to read, particularly due to visual handicaps.

Project backed by Cécile Varnier (legal manager at the Lyons CAF headquarters)

#### ► ENTRAIDE SCOLAIRE AMICALE (ESA) – MONTPELLIER

Organisation of an orientation circuit for 500 underprivileged high-school pupils, with five interactive workshops hosted by local partners.

Project backed by Nawar Belmiloudi (administrative manager at the Carrefour headquarters in Salon-de-Provence)

#### ► LA VALLÉE DES ANGES – HAUTS-DE-FRANCE

Provisioning the musical instrument "Maestro" in paediatric oncology wards to soothe and stimulate young patients.

Project backed by Fabienne Zemliac (administrative advisor and accountant at the Wasquehal Carrefour store)

#### ► LES AMIS DES ENFANTS DU MONDE – MONTREUIL

Supporting the organisation *Hors la Rue* to accompany 416 young victims of human trafficking, with overall educational and social support.

Project backed by Jean-Christophe Martis (field manager at the Lyons headquarters)

#### ► PATCHWORK – NORMANDIE

Taking part in French horse-riding championships with a mixed team of autistic children and children with or without disabilities, to promote inclusion through sports.

Project backed by Frédéric Lalande (department manager at the Mondeville headquarters)

#### ► PREMIER PAS – ÎLE-DE-FRANCE

Emergency rehousing for women victims of violence, in connection with local organisations, to provide them with a secure fresh start.

Project backed by Marie Wasef (project manager at the Massy headquarters)

#### ► TALLULAH – ÎLE-DE-FRANCE

Creation of shared gardens for people in situations of poverty, to strengthen their food self-sufficiency and recreate social bonds.

Project backed by Hasnaa Tays (business analyst at the Massy headquarters)

#### ► VERS L'INFINI ET AU-DELÀ – TOULON

Construction of an educational space dedicated to the inclusion of autistic children in an existing school to help with their autonomy and learning.

Project backed by Priscillia Marco (bakery assistant at the Toulon Grand Var store)



# “À l’Unisson” The podcast that gives a voice to organisations

Launched in 2023, the podcast “À l’Unisson” highlights those working towards a more charitable, sustainable, inclusive society. Each episode is an immersion inside a project backed by the Foundation, narrated by those who lead it and experience it on a day-to-day basis. Each episode is an encounter, a voice, a shared commitment.

## ► BANQUES ALIMENTAIRES (FOOD BANKS)

Magalie and Dominique: *“At our level, we try and combat social health inequalities.”*

## ► RÉSEAU E2C

Jean-François and Samy: *“Our objective is to turn young people into full-blown citizens.”*

## ► RÉSEAU COCAGNE

Mallory: *“I feel more confident and I also feel proud of my achievements.”*

## ► LA SAUGE

Benjamin: *“Doing without nature is like doing without life.”*

## ► LES CAPUCINES

Stéphanie: *“These people need us to take a step towards them.”*

## ► LINKIAA

Sylvie: *“In order for children to communicate with words, we need to find out about their woes.”*

## ► SPORT DANS LA VILLE

Jean-Guy: *“Being in the garden is creating a society.”*

## ► ENFANTS DU DÉSERT

Jérôme: *“This daily work makes these children more confident.”*



In 2024, “À l’Unisson” received the award for best corporate content innovation at the All for Content event. A nice recognition for this eight-episode series highlighting commitment, solidarity and transition with a high social and environmental impact.

Listen to the “À l’Unisson” podcast



SEASON 2  
AVAILABLE FROM  
SPRING 2025



# Organisations supported in 2024

These projects, selected for their concrete impact on the field, are fully in line with the two major priorities of the new programme cycle: combating food insecurity and leading populations towards a more healthy diet.

## Combating food insecurity



- 1CabasPour1Étudiant
- Açao da Cidadania
- Action Contre la Faim France
- Action Contre la Faim Italy
- Agence du Don en Nature
- Andès
- Appui
- Association Saint-Vincent-de-Paul
- À table citoyens
- Bancos de Alimentos Argentina
- Cop1
- French Red Cross
- Belgian Red Cross
- Italian Red Cross
- Dépôt Margo
- Dons Solidaires
- Du Beurre Dans Leurs Épinards
- Écoles Nationales de Production
- Emmaüs Défi
- Équipe Solidaire
- Fédération des Associations Générales Étudiantes (FAGE)
- Fédération Française des Banques Alimentaires
- Fondation de l'Armée du Salut
- Fundación Cedel
- Fundación Club de Roma Capítulo de la República Argentina
- Gastromotiva
- Graines de Soleil

- HopHopFood
- Humanity Diaspo
- Instituto de desenvolvimento Humano Ruas
- Instituto Rede Jubileu Sul Brasil
- La Chorba
- Le Festin (for organization Vendredi 13)
- Le Festin (for collective DADA)
- Le Kotidien
- Les Capucines
- Les Œuvres de la Mie de Pain
- Les Restos du Cœur
- Linkee
- Miam'up
- Novo Sertão
- O cœur de la rue
- On Remplit le Frigo
- Progetto Arca
- Refugee Food
- Régie de quartiers Noailles-Belsunce
- Règles élémentaires
- Réseau Cocagne
- Samusocial de Paris
- SOLAAL
- Solidarités Saint-Bernard
- Solinum
- SP Invisível
- StudHelp
- Unicef Argentina
- Vitality
- Voedselverbond

## Our other solidarity actions



### CALL FOR PROJECTS

- Association Citoyenne pour la Promotion des Dynamiques Locales
- BIB' A DOM'
- Entraide Scolaire Amical
- La Vallée des Anges
- Les amis des enfants du monde
- Patchwork
- Premier pas
- Reconstruction Sein Infos
- Tallulah
- Vers l'infini et l'au-delà

### EMERGENCY AID

- Açao da Cidadania
- Apprentis d'Auteuil
- Bancos de Alimentos Argentina
- Spanish Red Cross
- Polish Red Cross
- Romanian Red Cross

### OLYMPICS-HANDICAP-YOUTH

- Comme les autres\*
- Comité Paralympique Sportif Français
- Fonds de dotation Émeraude Solidaire (Café Joyeux)
- Fondation des Hôpitaux de Paris
- Génération avant-garde\*
- L'avi sourire\*
- Lames de Joie
- Ligue de golf de Paris IDF\*
- Les enfants de la balle\*
- Sport Dans La Ville
- Upsilon\*

\* Via DIFT, ex-Captain Cause.

## Raising awareness of healthy nutritional practices



- Ana Și Copiii
- Animenta
- Asociación Civil Franciscana Pata Pila
- Cité Caritas
- Emmaüs France
- FDP - Protagonisti in Educatie
- Fête le Mur
- Fédération Française des Banques Alimentaires

- Foundation Technologic Incubator
- Imafiora
- InspirAction
- Instituto Comida e cultura
- La Tablée des Chefs
- Les Capucines
- Réseau E2C
- Sport Dans La Ville
- Unicef Argentine





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