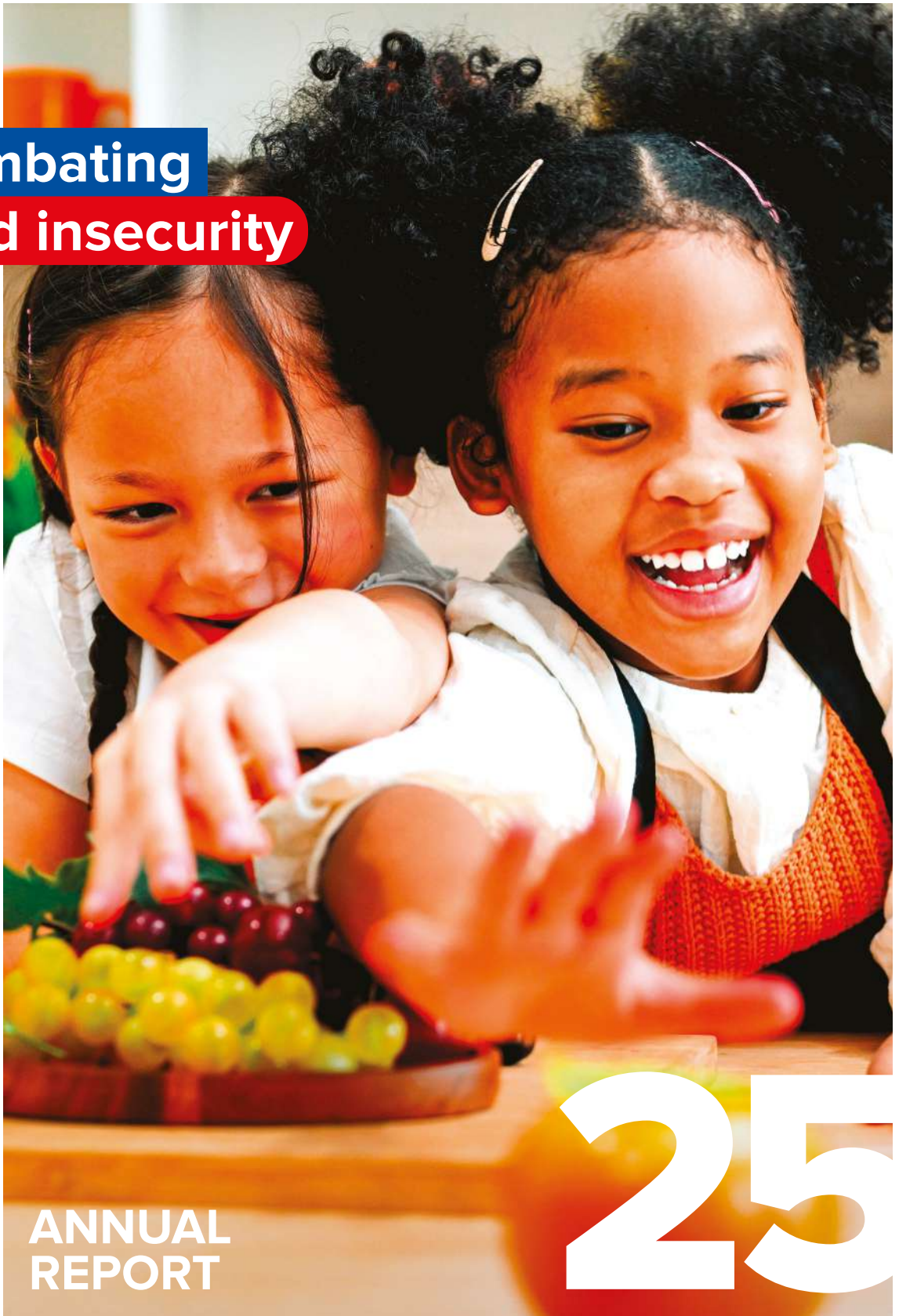


**Combating  
food insecurity**



**ANNUAL  
REPORT**

**25**



Completed in May 2026

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Editing, design and production:  agencezebra.com

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# Contents

2025, KEY FIGURES | 04

EDITORIAL | 05

25 YEARS OF HISTORY | 06

BOARD OF DIRECTORS | 12

OVER TO ... | 13

COMMITMENT BEYOND BORDERS | 14

HOW DO WE BEGIN A PARTNERSHIP? | 16

## ASSOCIATIONS

COMBATING FOOD INSECURITY | 18

RAISING AWARENESS OF HEALTHY

NUTRITIONAL PRACTICES | 25

SOLIDARITY | 30

EMPLOYEE ENGAGEMENT | 32

"À L'UNISSON": VOICES FROM THE ASSOCIATIONS | 34

ASSOCIATIONS SUPPORTED | 35

# 2025 KEY FIGURES



## 2000

Creation of the Carrefour Foundation



## 1,406

projects supported since its creation, excluding emergency aid



## 122

projects supported in 2025 including 1 emergency aid project



## 78

projects to combat poverty



## 26

Projects raising awareness of healthy nutritional practices



## 17

Projects related to inclusion and employee engagement



## 1 M

meal equivalents distributed to associations to meet food needs at the end of 2025



## €21.3 M

dedicated to emergency aid since its creation



## €6.75 M

annual endowment





# Editorial



**Alexandre Bompard**

Chairman and CEO  
of Carrefour  
Group

President of  
the Carrefour  
Foundation

To mark the 25th anniversary of the Carrefour Foundation, I would like to pay tribute to the remarkable dedication of all those who have kept it going day in, day out, for a quarter of a century.

Since its inception, the Foundation has established itself as a leading player in the fight against food insecurity, both in France and internationally. It fully embodies our core mission: to make quality food available to everyone.

Over the years, it has evolved, innovated and strengthened its impact alongside partner non-profits working on the ground. To date, nearly €150 million have been invested in 1,400 projects worldwide. Each one is a practical initiative designed to help the most vulnerable.

In a world where vulnerabilities are increasing, its work is more vital than ever.

The Carrefour Foundation is a source of pride for Carrefour, and I hope that it will continue to pursue this vital mission with the same exacting standards and ambition for the next 25 years.

**THE FOUNDATION HAS  
ESTABLISHED ITSELF AS  
A LEADING  
PLAYER  
IN THE FIGHT  
AGAINST  
THE FOOD  
INSECURITY  
IN FRANCE AND  
INTERNATIONALLY**



Enjoy our anniversary  
video

# 20 YEARS of history

Since its inception, the Carrefour Foundation has supported its non-profit partners in using food as a means of fostering community spirit and improving the quality of life for the most vulnerable.

## 2000



- › **Establishment of the Carrefour Foundation.**
- › **Coordination of the Group's community-based initiatives** at national and international level.

## 2001



- › **Initial humanitarian and community initiatives,** particularly in the area of food aid.
- › **Emergency aid** following the earthquake in the Indian state of Gujarat.

## 2002



- › **Vocational training programme** for young people in the suburbs of Buenos Aires (Argentina) with Nobel laureate Adolfo Pérez Esquivel.

## 2004



- › **Major humanitarian response** following the tsunami in South-East Asia. €1.7 million raised.



# 2005



› **Strategic refocusing:** focusing the Group's activities across its countries in three core areas (food, social integration, and solidarity).

# 2006



- › **Launch of the EPODE programme** (Let's Prevent Childhood Obesity) in four European countries (France, Belgium, Spain and Greece).
- › **Start of the partnership with Secours Populaire Français.**
- › **Launch of support for the Andès network in France.**



# 2010



- › **Food transition for all:** official adoption of the concept, which is now a cornerstone of the Foundation's programmes.
- › **The start of a historic partnership with Les Restos du Cœur.**



# 2011



- › **Carrefour was awarded the "Entreprise Solidaire des Banques Alimentaires" label in France.**



# 2012

► **Co-founding of the Banque Solidaire de l'Équipement (BSE)** in partnership with Emmaüs Défi to tackle material insecurity and poor housing conditions.



# 2013



- **The creation of Solaal** with the long-standing support of the Carrefour Foundation.
- **Launch of the first international food drive** in partnership with food banks in 8 Group countries.
- **Call for projects launched to mark the 50th anniversary of the Hypermarket.** 216 local associations supported in France.



# 2015



► **Carrefour Foundation awareness campaign** to mark "World Food Day".

► **Combating malnutrition in Argentina:** support for the Fundación Conin to raise awareness of healthy eating among 19,500 children.

# 2016



› **Start of the partnership with the French Red Cross.**



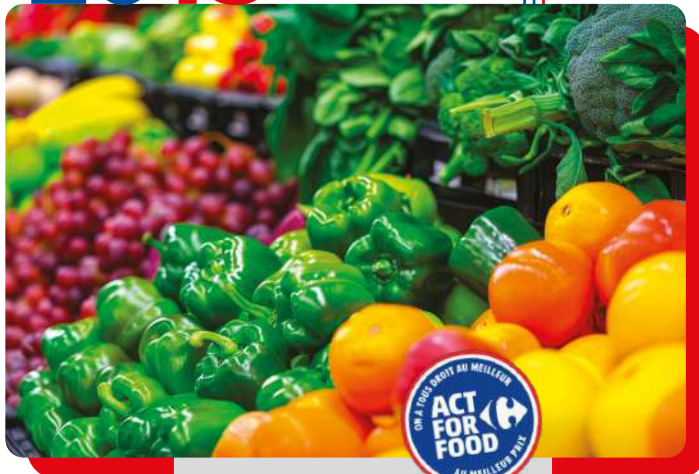
# 2017



› **Support for innovation in the Jardins de Cocagne:**  
25 community food processing units,  
2 urban farms and 3 micro-farms.



# 2018



› **Launch of the Group's "Act for Food" programme:**  
the Foundation became a helping hand in the food transition.

# 2019



› **Launch of the Emmaüs France agriculture initiative.**



# 2020



› **An additional €3 million in emergency funding** to address the Covid-19 health emergency.

# 2021



› **Call for projects: "Students & Food Innovation":** 10 solutions tackling food insecurity among young people.

# 2022



› **Food transition: 3 calls for proposals launched in France and internationally.** 27 winning associations.

# 2023



› **Definition of a new methodology for regional intervention in France.** Priority focus on the Île-de-France region, Marseille and Lyon.

› **Internal engagement:** launch of the "Carrefour Solidarity" employee engagement programme in France.

# 2024



- › **New mandate for 2024–2026, centred on two core areas: tackling food insecurity and raising awareness of healthy nutritional practices.**
- › **Launch of the 1<sup>st</sup> call for employees' projects.**
- › **Commitment to inclusion through sport** as a partner of the Paris 2024 Olympic and Paralympic Games.
- › **Emergency response mobilised in Mayotte and Valencia, Spain,** following major natural disasters.



# 2025



- › **The Carrefour Foundation has been awarded the Grand Prix de la Philanthropie,** in the 'Food security and sustainable food' category.

**20** YEARS  
of history

# Board of Directors

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

## COLLEGE OF FOUNDING MEMBERS



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



**Benoît Soury**  
Executive Director Carrefour and Cash&Carry France  
Group Organic Market Director



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



**Laurent Vallée**  
Secretary General and Executive Director for the Northern Europe region of the Carrefour Group

## 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



**Charlotte Esnault**  
Communications Officer



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

## COLLEGE OF QUALIFIED REPRESENTATIVES



**Charles-Édouard Vincent**  
Founder of *Lulu dans ma rue* and *Emmaüs Défi*



**Patricia Moulin Lemoine**  
Administrator on the Board of Directors of the Carrefour Group, member of the CSR Committee



**Laurence Champier**  
Former Federal Director of the Fédération Française des Banques Alimentaires and Founder of Ichnos Impact

## STAFF COLLEGE REPRESENTATIVE



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

# Over to ...



**Carine Kraus,**  
Executive Director of Engagement  
at the Carrefour Group

## **Food transition for all is at the heart of your strategy. What does that mean in practice?**

Food transition for all is our core purpose. We work to ensure that everyone has access to quality food at an affordable price. This involves promoting a range of healthy and sustainable products in shops, as well as providing our customers with all the information they need and supporting those who are most vulnerable.

We have been providing this information for a long time through the Nutri-Score. As early as 2019, more than 5,000 Carrefour own-brand products displayed this label. We have also asked national brands to calculate; if they do not, we calculate and publish it ourselves. This is essential to enable everyone to make informed choices about what they consume.

## **Why is information alone not enough?**

Providing in-store information is not enough if it is not accompanied by the means to take action at home. Feeding those in need is a matter of urgency, but helping them move towards a healthier diet is just as crucial.

The Carrefour Foundation supported 26 projects aimed at raising awareness and providing training on healthy eating habits in 2025. They aim to help the most vulnerable communities change their habits by teaching them to cook with the resources and equipment they have available, to increase their intake of plant-based foods, and rediscover the taste of fresh, seasonal produce.

By combining education with real-world experience, "eating better" becomes a daily reality and a means of empowerment for the most vulnerable. This lies at the heart of the Foundation's mission: combating food insecurity whilst ensuring long-term access to high-quality food.



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

## **We are two-thirds of the way through the 2024–2026 three-year mandate.**

### **What are the main lessons you have learnt?**

The Foundation occupies a unique position in the philanthropic sector: we make the fight against food insecurity and raising awareness of good nutritional practices our top priority. Good nutrition should not be a privilege but a right.

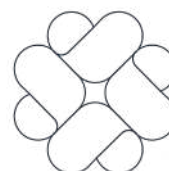
What strikes me out in the field is how the nature of insecurity has changed. We are responding by combining financial sponsorship, solidarity initiatives in stores and involving staff as volunteers. The Foundation acts as a catalyst: by bringing together suppliers, customers and staff, we are creating a chain of cooperation in which everyone contributes a practical solution.

### **The year 2025 was marked by an exceptional allocation for food purchases. Why this choice?**

Given the pressure on associations' budgets, we decided to make extensive use of our contingency fund at the end of the year. This support helped fund the equivalent of one million meals through 45 partner associations.

### **The Foundation was awarded the 2025 Grand Prix de la Philanthropie in the "Food Security and Sustainable Food" category. So, this is a proud moment for both you and the associations?**

It is certainly an opportunity to shine a spotlight on the "pillars", the people who embody community spirit every day. In commending our food security and sustainable food strategy, the jury acknowledged the impact of the projects we undertake with these associations.



**GRAND PRIX** DE LA  
**PHILANTHROPIE**

# Commitment

# beyond borders

## ACTING INTERNATIONALLY

We are working closely with the Group's teams on the ground and are running initiatives in several countries to combat food insecurity and promote better nutritional practices. We focus on projects led by local stakeholders that reflect the realities of each region: the needs of the local population, key challenges and specific contexts.



## THREE PRIORITY REGIONS IN FRANCE

In 2023, in response to growing needs and varied forms of deprivation, the Carrefour Foundation defined a new methodology for regional intervention, identifying three priority areas: Île-de-France, Marseille and Lyon. The aim is to take a more targeted and coordinated approach, creating a lasting impact and strengthening existing local initiatives.

After focusing on Marseille in 2024, an in-depth assessment has been launched this year in Lyon, in consultation with public bodies, local authorities and local associations. This approach has made it possible to identify the most urgent needs and to take actions directly linked to local circumstances.

This regional approach aims to support a network of organisations working with a wide range of people (students, families, older people and those facing social exclusion) to promote fairer access to food.

# LYON,

**PRIORITY  
REGION  
IN 2025**



### A TRANSFORMATIVE REGIONAL COMMITMENT

In Lyon, our work takes place in an area where food insecurity remains a significant issue, despite the efforts of a large and dedicated network of local organisations. Working closely with local stakeholders, we support initiatives aimed at improving access to quality food for those most at risk, including students, single-parent families, people living alone or facing social exclusion.

The regional assessment highlights some persistent vulnerabilities:

- One in six people lives below the poverty line<sup>[1]</sup> ;
- One in three households reports struggling to eat properly<sup>[2]</sup> ;
- 15% of households are affected by food insecurity<sup>[2]</sup> ;
- Reliance on food aid is increasing, particularly among young people and students.

### 8 SUPPORTED PROJECTS IN THE REGION

Targeted projects have been supported to meet the needs of a wide range of people:

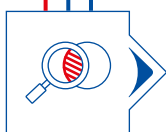
- students, with the support of **Gaélis**, enabling the distribution of food and hygiene products to students experiencing hardship;
- women in highly vulnerable situations, through the work carried out by **Alynéa – Samusocial de Lyon**, particularly for women staying at the Point Nuit centre (Lyon 4<sup>e</sup>);
- families, through initiatives run by **La Sauge** and its food boxes sourced from urban farms, as well as **Weavers**, which raises awareness, particularly among refugees, about healthy and sustainable eating;
- local associations themselves, through support for **Territoires à VivreS Grand Lyon**, an non-profit that helps to build community-focused supply chains and make quality food more available to charitable organisations;
- people facing severe hardship and social exclusion, with support from **the French Salvation Army Foundation**, which distributes meals daily, and **Habitat et Humanisme Rhône**, which offers support for healthier eating at its **Escales solidaires**;
- isolated older people, through initiatives run by **Emerjean**, including meals and awareness-raising sessions (on diabetes) that encourage social connections and access to a balanced diet.

[1] Source : Carte Obsoalim, 2021.

[2] Source : A representative sample of the population comprising more than 650 residents of the metropolitan area was surveyed as part of the Regional Food Project to gain a better understanding of buying patterns and eating habits, 2018.



# How do we begin a partnership???



## IDENTIFY RELEVANT PROJECTS

In each country, local teams identify initiatives that are in line with the Foundation's mission and the realities on the ground

- Tackling food insecurity
- Raising awareness of healthy nutritional practices



## ENGAGE WITH PROJECT LEADERS

- Understand their needs
- Assess the relevance of the project
- Lay the foundations for tailored support



## ANALYSE AND APPROVE THE SUPPORT

- Review financial needs
- Assess the impact
- Check for compliance
- Approval by the Board of Directors



## FORMALISE AND PROVIDE SUPPORT

- Sign an agreement (mutual commitments)
- Offer tailored financial support
- Facilitate useful connections



## MONITOR AND EVALUATE THE IMPACT

- Regular communication
- Measure outcomes
- Ensure continuous improvement



To apply to the Carrefour Foundation



# The organisations

**THAT MADE AN IMPACT  
2025**

**FROM FIGHTING FOOD INSECURITY  
TO RAISING AWARENESS,  
THEIR PRACTICAL INITIATIVES  
ARE SUPPORTING A  
FAIRER FOOD SYSTEM.**

# Combating food insecurity



## REFETTORIO PARIS

A community-focused gourmet restaurant with a commitment to reducing food waste, the *Refettorio Paris* welcomes people experiencing hardship to a place where good food, art and dignity come together.

### TASTY FOOD, HUGE IMPACT

Our support has helped to strengthen this unique place in the crypt of La Madeleine where people facing hardship and social exclusion share a gourmet meal made from ingredients rescued from going to waste.

As a result, more guests can be welcomed each evening without compromising on culinary standards or the quality of the experience in the dining room.

This partnership has also increased provision for women and children, fostered more cultural and artistic

collaborations. It has also made it possible to establish stronger connections with renowned guest chefs, including Michelin-starred ones, as well as with outstanding local and organic partners. Finally, it has helped deepen the commitment of the staff and volunteers to a challenging project, in which food saved from going to waste is transformed into delicious meals.

More than 17,500 meals were served to people referred by nearly 700 community organisations, turning every meal into an occasion for sharing and dignity.



**Why do I cook at Refettorio Paris?  
To bring joy!**

**Boris Campanella**, former head chef at Le Crillon

# TERRITOIRES À VIVRES GRAND LYON

This local collective works with agricultural organisations and the social and solidarity economy to ensure fair access to quality food, especially for the most vulnerable.

## CONNECTING PRODUCERS AND FOOD AID PROVIDERS

Since June 2025, *Territoires à Vivres Grand Lyon* has, with our support, launched a community-based platform for the supply of fresh produce. The scheme enables the purchase of produce from a network of partner farms and cooperatives, which is then distributed to food aid organisations and other organisations that primarily support people in vulnerable circumstances.

The platform centralises orders, consolidates volumes with suppliers, receives goods at the warehouse and organises deliveries. Our support has helped to fund part of the project's engineering costs and to cover part of the production costs for our partner farms, thereby ensuring affordable prices whilst guaranteeing fair remuneration for producers.



## RURAL FAMILIES VENDÉE-LOIRE-ATLANTIC

*Familles Rurales* works to bring together families and residents in rural areas, defend their interests and create services that meet the needs of all generations.

## EVERYONE TO THE CANTEEN!

Two school canteens have been converted into community canteens open to all local residents.

In Treize-Vents-Mallièvre (85), the canteen now welcomes older people one Wednesday a month for a full meal, part of which is offered at a subsidised rate, followed by a social gathering, which helps to combat loneliness since the local restaurant closed.

In Freigné (44), the school canteen is now open to everyone, allowing both children and adults to share a meal in a friendly atmosphere. Takeaway meals are also available for those with reduced mobility or who prefer to eat at home, with a subsidised pricing scheme ensuring access to quality food.

This pilot project has laid the groundwork for its roll-out in other rural communities.

***To be honest, this canteen "for everyone" has changed my daily life: I eat better, I go out more, and above all, I feel less lonely. It's a simple little get-together, but it does you a power of good.***

Michel, canteen user



**ACÇÃO**  
— DA CIDADANIA



**ACÇÃO**  
DA CIDADANIA

This Brazilian organisation rallies the community to combat hunger and inequality by promoting access to decent food for the most vulnerable groups.

### **RESPONDING TO EMERGENCIES IN THE REGIONS**

In Brazil, a number of measures have been implemented to deal with emergencies and to strengthen local food aid schemes.

Emergency aid was provided to families affected by severe flooding in the states of Rio de Janeiro and Rondônia in April 2025.

Longer term support has been provided to develop community kitchens in the states of Goiás and Ceará and to create a food hub in Belém, with the aim of ensuring the distribution of meals to communities most at risk of food insecurity.

*When we met Sabrina, she was living on the streets with her family and suffering from tuberculosis, in extremely precarious circumstances and suffering from malnutrition. Thanks to the support she received, she has been able to eat regularly; she is a different person today. Food was the medicine she needed. This project gave her a new lease of life: it didn't just feed her; it saved her from tuberculosis.*

**Beto**, project coordinator for Irmão Sol Irmã Lua in Fortaleza



# VOISINMALIN

To tackle food insecurity, *VoisinMalin* recruits and trains residents from working-class neighbourhoods to reach out to their neighbours, provide them with information and help them access food aid.

## RE-ESTABLISHING THE DIALOGUE

In Seine-Saint-Denis (93), we supported the launch of the first campaign dedicated to tackling food insecurity. Carried out door-to-door by locally recruited "Voisines et Voisins Malins", this initiative allowed us to engage with local residents, build trust through dialogue, and provide them with the tools to better understand and access the support available to them.

Initial results confirm the scheme's effectiveness: over 11,000 people have been able to speak with the *VoisinMalin* teams, and 91% of them found these discussions useful. An approach that enables us to reach people who are not in contact with support services and to make it easier for them to access the resources available.

As part of this pilot scheme, we are also helping to expand the project to Lille, Roubaix and Strasbourg where we are engaging local partners and organising training sessions.

***Even those who were doing well tell us that nowadays it's becoming difficult to eat properly once all the bills have been paid... I'm proud to have been able to pass on the right information to those who needed it... It's not just about eating better; it's also a way to reduce loneliness.***

B., A Voisin Malin member for 4 years



*L'Équipage Solidaire* combats student poverty by organising the distribution of food, hygiene products and essential items through a logistics network operating in several towns and cities across France.

## DIGITAL TECHNOLOGY TO THE RESCUE FOR STUDENTS

A key milestone has been reached in the development of *Équipage Solidaire*, with the new version of the *Delivraide* app and the creation of the *Inventaire* platform. These tools offer real-time stock monitoring, improved product traceability and more accurate forecasting of requirements in each region.

The support provided has also improved the organisation of distribution: some administrative procedures have been automated, route planning has been made easier, and it is now simpler for recipients to book appointments. This development improves the teams' efficiency and their ability to cope with the increase in demand.

As a committed partner since the association's inception, we are helping to establish a more flexible and better-coordinated food aid model to meet the growing needs of students in difficult circumstances.

***It's a real relief to feel supported during difficult times.***

Student from Toulouse

## SOLAAL

SOLAAL promotes access to fresh produce by acting as an intermediary between farmers and food aid charities.

### FROM FARM TO PLATE

Our efforts have contributed to the development of the SOLAAL community-based buying and selling scheme, which was set up to complement agricultural donations. As a result, 28 associations were able to source fresh, healthy produce directly from committed producers, cooperatives or agricultural businesses.

A total of 121 tonnes of food, mainly fruit and vegetables, was distributed across ten regions.

We will also help to strengthen the support provided to associations in the Hauts-de-France, Grand Est and Île-de-France regions, so as to tailor supplies to their needs and develop new partnerships with local agricultural stakeholders.

As a partner and founding member of SOLAAL since it was founded in 2013, we have played a part in the network's expansion as well as in the professionalisation of its digital tools. It is now organised into 12 regional branches. In particular, we supported the creation and roll-out of a platform dedicated to charitable donations and socially responsible purchasing, which helps connect producers with food aid associations.



**Overall, the SOLAAL network saves us valuable time when it comes to finding high-quality agricultural partners. We appreciate the smooth communication and the variety of offers made, both in terms of donations and ethically sourced purchases.**

Guillaume Dumoulin,  
Site Manager, ANDES Rouen Work  
Integration Scheme

## HACIENDO CAMINO

Haciendo Camino works to improve the living conditions of vulnerable communities in northern Argentina, particularly in the Chaco region. This non-profit works to combat child malnutrition and promote maternal health through programmes aimed at young children and pregnant women.

### PREVENTING MALNUTRITION FROM THE EARLIEST STAGES OF LIFE

In the province of Chaco, particularly in Taco Pozo, Río Muerto and Frentones, vital support is being provided for babies and pregnant women. The charity enables the most vulnerable children to receive regular support, including nutritional assessments, personalised advice

and milk supplies, to support their growth and development.

Mothers take part in workshops designed to help them better understand their child's nutritional needs and adopt appropriate practices in their daily lives.

Specialised care is also available for pregnant women, including consultations, advice and access to nutritional supplements to support them from the very earliest stages of pregnancy.

Nearly 1,300 children, 1,140 mothers and 74 pregnant women are benefiting from the initiatives implemented as part of the supported project, which is helping to improve malnutrition prevention and ensure food security for families.





**RÉSEAU  
COCAGNE**



The Cocagne Network groups more than 100 organic market gardens dedicated to social and professional integration. By producing and distributing organic vegetables through short supply chains, these organisations help people who are struggling to find work to get back on their feet, whilst promoting access to quality food.

### ORGANISING THE SUPPLY OF FOOD AID

We are supporting a project aimed at organising the supply of organic, locally sourced and ethically produced vegetables to food aid networks. This scheme, rolled out in several pilot areas, is based on closer cooperation between the Jardins de Cocagne, organisations that help people re-enter the workforce through market gardening, and major food aid networks.

By developing these supply chains, we are helping to transform food aid supply models, promoting access to fresh, high-quality produce whilst supporting local agriculture with a powerful social impact.



The initial results observed in 2025 demonstrate its growing success: more than 130 food aid charities were supplied by Les Jardins de Cocagne, with nearly 600 tonnes of vegetables distributed through food aid channels. This momentum is continuing as cooperation expands and more regions become involved.

The project relies on regional coordinators, who are responsible for establishing partnerships and organising logistics at a local level.

For the past 25 years, the Carrefour Foundation has been supporting the Réseau Cocagne in developing innovative solutions committed to sustainable and inclusive food systems. Today, this partnership focuses on developing socially responsible supply chains for food aid networks, in particular in collaboration with the French Federation of Food Banks (FFBA).



# Combating food insecurity



**NATIVITAS**

For over 50 years, *Nativitas* has been welcoming people in Brussels who are in dire straits, particularly those experiencing homelessness, by providing them with food aid, social support and a vital place of refuge where they can regain their bearings and rebuild their lives.

## ADAPTING SUPPORT SCHEMES IN RESPONSE TO RISING INSECURITY

Against a backdrop of growing demand for help in Brussels, the distribution of food parcels by *Nativitas* has been expanded with the introduction of a new weekly slot.

The association has also been working to keep the canteen running, despite a decline in donations and rising food costs.

For many people who are isolated, these meals provide a vital source of support: they not only provide food but also offer a stable and caring environment.

In addition, cookery workshops have been organised to help participants prepare simple, balanced meals, whilst fostering a sense of community.



*The parcel really helps me. At the end of the month, I have to choose between paying the electricity bill and stocking the fridge. Thanks to the parcel, I can pay my bills and still manage to cook a bit. It's tough, but without it, I wouldn't manage.*

Christina

# Raising awareness of healthy nutritional practices



***This training in healthy cooking has allowed us to reintroduce certain foods [...], eat a balanced diet, cook with fresh ingredients, regain our self-confidence, and take back control of our cooking and our diet.***

A participant in the programme

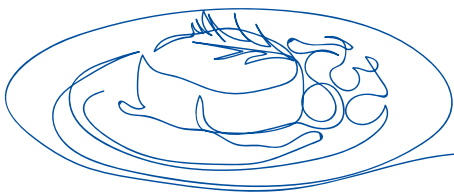
An iconic movement in the fight against poverty, founded in 1949, *Emmaüs* supports thousands of people facing social exclusion, using community life, work and social solidarity as the building blocks for a new start.

## **CHANGING EATING HABITS AT THE HEART OF COMMUNITIES**

We are working alongside *Emmaüs*, to improve nutritional practices within communities. Training sessions have shown the teams how to enhance their skills in health and safety standards, nutrition and meal preparation using fresh produce, whilst taking into account the importance of more responsible eating habits, based on farming practices that respect the environment and its producers.

This initiative was directly implemented within the facilities: improvements to kitchen organisation, diversification of food sources, and the use of fresh, local and seasonal produce to create more balanced menus.

A further milestone has been reached with the establishment of a network of trainers and mentors, formalising teaching materials and building on lessons learnt from the field. This momentum paves the way for a wider roll-out of the programme across the entire *Emmaüs* network.



Raising awareness  
of healthy  
nutritional  
practices



LES INSATIABLES

The charity raises awareness of the impact of diet on health and equips older people with the skills they need to prepare daily meals that are healthy, tasty and environmentally friendly.

PREVENTING  
MALNUTRITION AND  
ENDING THE ISOLATION  
OF OLDER PEOPLE

We have taken steps to roll out prevention workshops in several priority areas, particularly among older people. These initiatives are designed to address the challenges associated with ageing, including malnutrition, loss of independence and social isolation: cookery workshops led by professionals, food-themed bingo evenings, guidance on understanding food labels, sessions combining nutrition and physical activity, and visits to local producers. This collective approach reinforces public health messages while encouraging interaction, conviviality and the adoption of new everyday eating habits.

At Le Manier in Marseille, a centre run by the Petits Frères des Pauvres, a series of five workshops was organised in spring 2025 on the theme of "Eating a balanced diet on a tight budget". Forty people aged over 55 received guidance from a dietitian and a chef on how to plan their shopping more effectively, put together balanced meals and prepare simple recipes that are easy to make at home. These friendly events have also helped to rebuild social connections, an essential aspect of healthy ageing.

FÊTE LE MUR

Founded in 1996 by Yannick Noah, *Fête le Mur* brings together 230 volunteers who use tennis as a means of promoting equal opportunities for young people in disadvantaged neighbourhoods, combining sport, education and social integration.

COMBINING SPORT AND NUTRITION  
FOR BETTER GROWTH

As a long-standing partner of *Fête le Mur*, the Carrefour Group has been supporting the charity since 1998 and our Foundation has continued since 2022, with a focus on its food education programme. This collaboration has made it possible to develop and implement initiatives tailored to different age groups.

The food education programme is stronger as a result, with educational activities now organised in cycles. For younger children, the *Miam Tennis* days helped 683 children learn about healthy eating through fun activities combining sport with an introduction to different foods. Cookery and nutrition workshops were organised for youngsters aged 11 and over, and nearly 660 young people learned how to cook, taste and understand what they eat. Every young person we support goes through each of these stages during their time with *Fête le Mur*.

The Carrefour Group's commitment over the past 25 years has enabled *Fête le Mur* to expand from a single branch to a network of 75 branches.



*I absolutely loved the cooking workshop because we cooked together with my friends and I tried some vegetables I'd never tasted before. At the farm, they let us pick some huge courgettes and lettuces. I was even able to take them home with me and my mum cooked them.*

Elyes – aged 8, Vaulx-en-Velin





samusocial  
Paris



## SAMU SOCIAL DE PARIS

For over thirty years, the *Samu social de Paris* has been providing support to individuals and families in extremely precarious circumstances. The work of its teams is vital in providing support, care and accommodation, and helping tens of thousands of people facing social exclusion every year.

### COOKING EVEN WITHOUT A KITCHEN

Thanks to our support, a new programme will be launched in 2026 to organise cooking and nutrition workshops for families lodged in hotels in the Île-de-France region. These households face many constraints that limit their access to a balanced diet, including a lack of cooking facilities, limited resources and restricted access to suitable food products.

These workshops, run in partnership with specialist associations, will enable parents and children to gain an understanding of nutrition, learn how to prepare meals suited to their circumstances, and become more self-sufficient when it comes to food. This programme will also help to foster opportunities for socialising and building relationships, which are essential to the well-being of the families we support.

## SPORT DANS LA VILLE

Since 1998, this social integration charity has been helping young people from disadvantaged neighbourhoods to find employment and become self-reliant, using sport as a means to this end.

### SPORT HELPS IN LEARNING TO EAT BETTER

The Sport and Nutrition programme run by *Sport dans la Ville* raises awareness among young people aged 16 to 25, particularly those who have dropped out of school, about the importance of a healthy diet in relation to their sporting activities. This partnership, which the Foundation has been supporting since 2018, is going from strength to strength and expanding its activities.

The scheme is based on training for youth workers and workshops held during sports sessions, so young people can develop practical skills and adopt new eating habits.

By 2025, the programme will fully incorporate diversity and inclusion, with specific initiatives for young people at risk of dropping out, including job coaching workshops led by dedicated staff members. Particular attention is paid to young girls, through dedicated programmes that bring together self-confidence building, leadership, nutrition and social integration.

The programme is also being rolled out in the Hauts-de-France region, particularly in Roubaix, in line with the development of the future campus.

Families are involved through dedicated sessions, whilst the stays help to reinforce what has been learnt in the long term by teaching them how to forage, cook and eat differently.





Recognised as a charity, the *Apprentis d'Auteuil* Foundation supports young people in difficulty and vulnerable families through educational, social and integration initiatives.

### IMPROVING FOOD SUPPORT FOR FAMILIES

The support provided has helped to consolidate the initiatives carried out in 18 Family Centres, through the organisation of communal meals and cookery workshops. These group sessions give parents and children the chance to try out balanced recipes that suit their budget, whilst helping to rebuild social connections.

The workshops, led by professionals and involving whole families, help participants learn about a balanced diet and how to become more independent in preparing meals. For some families, these sessions provide vital support in coping with the challenges of everyday life.

For the past 11 years, our close partnership with the *Apprentis d'Auteuil* has been helping young people who are struggling to find work to enter the workforce and supporting families in difficulty through training and integration initiatives. In particular, it has helped develop schemes in the fields of retail, catering and sustainable agriculture, both in mainland France and in Martinique, opening up access to jobs in sectors facing labour shortages for young people and vulnerable groups.



*I enjoy cooking with other mums; we chat about all sorts of things. I'm learning new recipes and introducing the children to vegetables because I don't know how to cook them at home.*

Mum welcomed at the Maison des Familles "A Haven for Families"

## HABITAT ET HUMANISME RHÔNE

*Habitat et Humanisme Rhône* works to ensure access to decent housing and to support vulnerable people, by promoting social integration and community ties in city centres.

### MEALS AT LES ESCALES SOLIDAIRES

Our contribution has enabled the Lyon-based charity to organise and strengthen its sustainable food programme within its warm, welcoming places, the *Escales Solidaires*. This support has taken the form of training courses for staff and volunteers, covering both food hygiene and the challenges of food insecurity, as well as personalised support in each kitchen to help embed best practices.

By making the most of mealtimes and communal spaces, these initiatives encourage conversation, active listening and the formation of bonds, whilst making it easier for people to access high-quality, local and affordable food. In total, 3,023 people visited the *Escales Solidaires*, where 15,874 meals were served.

As a result, nutrition has become a key focus of the support provided at the *Escales Solidaires*.

*The training on food insecurity made me realise that there are a multitude of factors that can hinder access to healthy and sustainable food.*

*Through training, we help to improve access to better-quality food, building on the existing knowledge and skills of the people we support.*

An employee taking part in the training on food insecurity





## CROIX-ROUGE ESPAGNOLE

 Cruz Roja Española



### WORKING DIRECTLY WITH THE MOST VULNERABLE GROUPS

The *Spanish Red Cross*, a leader in humanitarian work in Spain, supports people in vulnerable situations through a network of over 231,000 volunteers and a strong local presence.

Our partnership with the *Spanish Red Cross* aims to strengthen its food aid programmes for homeless people, as close as possible to where they live.

of fresh, well-balanced food, and incorporate nutrition awareness activities tailored to the specific circumstances and needs of those involved.

It relies on the deployment of mobile social emergency units, which operate directly on the streets to provide food aid tailored to the living conditions, capabilities and specific needs of the people they support. These units ensure a regular supply

Operating in several towns and cities, these units rely on the commitment of volunteers and local teams to provide direct support to those who are most isolated.



## LE BOOSTER

Based in the heart of the Lyon metropolitan area, the charity works to promote access to employment for people who have been out of work for a long time, by developing projects that benefit local communities and foster social cohesion.

### MEALS FOR OLDER PEOPLE: A WAY TO COMBAT ISOLATION

In the Saint-Jean neighbourhood of Villeurbanne, many older people live alone and have few options for accessing local food supplies. With our support, the charity *Le Booster*, together with its partner *Emerjean*, organises weekly meals for older people in the heart of the neighbourhood.

Identified mainly through door-to-door visits, residents are escorted to the meeting place where they share a meal at a subsidised price and take part in awareness-raising sessions on nutrition and health, particularly regarding diabetes. In 2025, 530 meals were served to 45 older people.

In a neighbourhood lacking in markets, community gardens or green spaces, these gatherings create a vital space for socialising, whilst making it easier for people to access good-quality food.

*Since I retired, I've been attending the older peoples' meals. It's a friendly place and it's allowed me to get to know the people in my neighbourhood better. Every Thursday, we get together over a meal prepared with great care and love to chat and enjoy ourselves in a warm and welcoming atmosphere, thanks to our incredibly dedicated carers. The older peoples' lunch is my breath of fresh air, my long-awaited weekly outing.*

Ms Zarouani, a resident of the Saint-Jean neighbourhood



 Emerjean  
**le booster.**  
accélérateur des territoires



# Solidarity

*The involvement of the Carrefour Group (head offices, stores and warehouses, etc.) in France bolsters the Foundation's work in fulfilling its mission and complements its support, thereby maximising the impact for charitable organisations.*

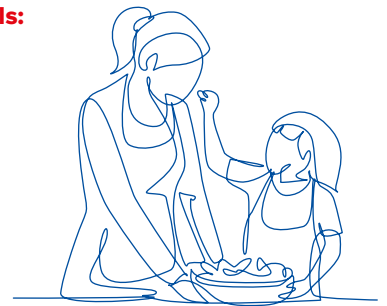
The Carrefour Group, with the support of the Foundation, has organised 19 community-focused initiatives in France, involving customers, staff and partners to support local non-profit associations. These so-called "360°" initiatives combine a range of approaches (product collections, donations and rounding up at the till, charitable product offers, financial sponsorship and staff engagement) to provide practical support for the needs of charities and the people they support.

**This comprehensive approach means action can be taken on several levels:**

- to meet immediate needs by distributing food;
- to support associations in their day-to-day activities;
- to raise public awareness of the issues surrounding food insecurity.

That's how all these in-store initiatives help to amplify the Foundation's impact.

In 2025, over €3.1 million was raised from customers and more than 3,600 tonnes of food were collected in shops during national food drives, making a direct contribution to food aid in France.



## 80TH ANNIVERSARY OF SECOURS POPULAIRE FRANÇAIS

For nearly twenty years, Carrefour and its Foundation have been supporting *Secours populaire français*, notably through the "Boîtes à bonheur" campaign, organised every year in the Group's stores. This campaign involving customers, staff and partners, rolled out across 1,800 stores, raised over €440,000 in 2025, helping to fund, in addition to the support provided by the Foundation the "Holidays" campaign and its "Journées des oubliés des vacances", which offer children who are unable to go away some much-needed time away from it all.

To mark the association's 80th anniversary, the campaign reached unprecedented levels. On the Champ de Mars in Paris, 40,000 children, including 3,000 from all over the world, took part in a special day dedicated to sharing, discovery and celebration.

To support this event, a special donation was made to cover the costs of logistics and catering.

This spirit of solidarity was also evident in the "Clochettes surprises de Noël" campaign, when more than 559,000 Christmas bells were sold in-store and through the drive-through service, with 10 cents donated to *Secours populaire français* for every bell sold. Through this historic partnership, Carrefour and its Foundation are helping to provide much-needed respite for the most vulnerable members of society, whilst supporting families in their day-to-day lives.



## WE STAND BY THE RED CROSS

As a long-standing partner of the *French Red Cross*, we support the strengthening of its food aid efforts and the organisation of its operations on the ground. This commitment is reflected both in the Foundation's support and in the involvement of stores, warehouses and staff in working alongside the charity.

The Foundation's support focuses on key projects, including the development of a local sourcing guide and the launch of a pilot scheme aimed at improving regional logistics, to make it easier for charities to access food products tailored to their needs.

The commitment of Carrefour's stores and warehouses further complements this support. In 2025, donations of unsold stock and charitable initiatives raised the equivalent of more than 1.5 million meals, directly contributing to food aid provided for people in need. Our Solidaire warehouse in Évry also took part by donating food and non-food items to local organisations.

As part of these charitable initiatives, the Group organised a nationwide collection of hygiene products, a fundraising campaign involving the sale of stickers which raised over €50,000, and a "round-up" scheme at the checkout which raised over €482,000 for the charity.

Through this partnership, and its complementary initiatives, we are helping to strengthen the capacity of the *French Red Cross* and to support the most vulnerable members of society.



## ANDÈS, SUPPORTING COMMUNITY FOOD ACCESS ON A LARGE SCALE

Across France, the food aid grocery stores in the *Andès* network provide people experiencing hardship with access to quality food at very low prices, while offering support to help them overcome their difficulties. By offering them the chance to choose from a varied and high-quality range of products (fresh produce, fruit and vegetables, including organic and locally sourced items) and to contribute financially, these grocery shops help to preserve the dignity of those they support. The many activities they offer help develop individual skills, boost self-esteem and empower participants. A partner of *Andès* since 2006, *Fondation Carrefour* has supported the professionalisation and expansion of its network, with five new shops opening each year over the past three years, welcoming nearly 6,000 additional people.

Thanks to the efforts of the stores and the generosity of Carrefour customers, 75 tonnes of food were collected during the national food drive, and over €81,000 was raised through a checkout rounding-up scheme.

This momentum is also being supported by our partner brands. For the third year running, the Kellanova Group has teamed up with Carrefour as part of a charity product campaign: for every two Kellogg's products purchased, a breakfast is donated to *Andès* food banks, representing a dedicated contribution of €50,000.

This comprehensive support scheme not only helps to expand the network of grocery shops through the Foundation, but also contributes to supplying them with essential goods.



# Employee engagement

Since 2023, employee engagement has been at the heart of our charitable initiatives. Through the "Carrefour Solidarity" platform, they can devote time to meaningful projects during their working hours and get actively involved with partner associations.

## LE GRAND MIX SOLIDAIRE: COOKING FOR THE ESSONNE RED CROSS

Two editions of the Grand Mix Solidaire took place in 2025, at Carrefour's Évry headquarters in March and at the Massy headquarters in October, with volunteers from Elior supporting the Massy event. At each event, around thirty employees worked together in a spirit of fellowship and commitment. In a cheerful and musical atmosphere, the participants pitched in to cook 100 meals at a time using organic produce for the food truck run by the *Essonne Red Cross*. These meals were then distributed to people facing food insecurity, helping to provide them not only with practical support but also some comfort and connection.

Beyond the activity itself, these events demonstrate our staff's willingness to get involved as a group and to contribute, in their own way, to the charitable efforts led by Carrefour and its Foundation.



Enjoy the video

## JOURNÉE DES OUBLIÉS DES VACANCES



As a partner for nearly two decades of the Vacances campaign and its days out for children who can't go on holiday, Carrefour and its Foundation have stepped up their support in 2025, to mark the 80th anniversary of Secours populaire français.

***I took part in the "Journée des oubliés des vacances" because it combined two of my passions: volunteering and working with children. So, when I received the email from Carrefour Solidarity, I didn't hesitate for a second: I signed up straight away.***

**Orianne Grégoire**, Product Manager – Digital Factory Magasins, and a volunteer for Secours populaire français during the "Journée des oubliés des vacances 2025"

### 2025 KEY FIGURES FOR THE "CARREFOUR SOLIDARITY" EMPLOYEE ENGAGEMENT PROGRAMME

**2,850**  
employees signed up

**307**  
staff members who took part in an assignment

**1,413**  
hours completed

**27**  
associations supported



## A BROADER COMMITMENT

With this second edition of its call for employee projects, the Carrefour Foundation is strengthening its commitment to community-based grassroots initiatives. This year, the scheme is being extended to franchise partners and their teams, enabling us to involve a wider range of committed contributors.

In total, 53 projects were submitted, reflecting the wide range of causes supported, ranging from tackling poverty to child protection, as well as health and the environment. Of these, 10 associations were selected and received financial support to bring their projects to life and increase their impact.

# CONGRATULATIONS TO THE 10 WINNERS OF THE 2025 EDITION

### ► ASSOCIATION POUR L'AMITIÉ (APA) - ÎLE-DE-FRANCE

Developing social housing by bringing together young working people and formerly homeless individuals. Organising shared meals and holiday trips.  
**Project led by Albane Vignon**

### ► CPSMV CLUB - HAUTS-DE-FRANCE

Training adults and children with disabilities in diving and respect for the underwater world, through comprehensive training programmes.  
**Project led by Carole Elleboode**

### ► HANDI'CHIENS - FRANCE

Training and providing assistance dogs free of charge, to promote independence and improve daily life for people with disabilities.  
**Project led by Thibault Pereira**

### ► L'AUTRUCHE SUR UN FIL DE SOI - NOUVELLE-AQUITAINE

Promoting inclusion for people with disabilities by offering adapted sporting, leisure and cultural activities, particularly for those with multiple disabilities.  
**Project led by Benjamin Caballero**

### ► LE TRIPORTEUR SABLAIS - PAYS DE LA LOIRE

Combating loneliness among older people and those with reduced mobility by offering free cargo trike rides around the town of Les Sables-d'Olonne.  
**Project led by Daniel Crosnier**

### ► MA CHANCE MOI AUSSI - ÎLE-DE-FRANCE

Working to restore equal opportunities and support the social integration of the most vulnerable young people from priority neighbourhoods.  
**Project led by Salima Chalopin**

### ► MOUV'ENFANTS - FRANCE

Fighting all forms of violence against children and promoting a culture of child protection at a national level.  
**Project led by Laura Rose**

### ► PROVIDENTI'ELLES - PAYS DE LA LOIRE

Supporting isolated women by providing a caring and structured environment to help their social and professional reintegration.  
**Project led by Xavier Baraton**

### ► SOLIDARITÉ RÉNOV' ACTIONS - NOUVELLE-AQUITAINE

Tackling housing insecurity by renovating substandard housing to improve the quality of life for vulnerable people.  
 Passing on DIY skills to promote independence and reintegration.  
**Project led by Benjamin Bonnefont**

## EMPLOYEE FAVOURITE

### ► LES AMIS D'OPALE - HAUTS-DE-FRANCE

Working to improve the well-being of people with cancer by offering comfort and personal support.

Carry out community and awareness-raising initiatives to generate widespread support for the cause.

*I believed in it. I thought we should give it a go because, behind everything we do, there are people who need us and we need to give them that hope again.*

**Project led by Virginie Verbert**

# "À l'Unisson" Voices from the associations

SEASON 2

## AN AWARD-WINNING SOCIAL-IMPACT PODCAST!

The podcast "À l'Unisson", launched in 2023, gives a voice to those working towards a more caring society. Each episode highlights a project supported by the Foundation through the stories of the people bringing it to life.

Recognised in 2024 at the "All for Content" event, the podcast celebrates initiatives with a significant social and environmental impact.



► **1 TOTE BAG FOR 1 STUDENT**  
Godmother and goddaughter:  
*"When a student tote bag becomes a lasting bond"*

► **AGENCE DU DON EN NATURE (ADN)**  
The fight against waste:  
*"Josette's fight at ADN"*

► **LA TABLE DE CANA**  
Jonathan at La Table de Cana:  
*"Cooking to heal"*



► **SALVATION ARMY**  
Maya at l'Armée du Salut  
*"Building a connection, rebuilding a life"*

► **MIAM'UP**  
Margaux at Miam'Up:  
*"Reducing waste to help the community"*

► **LA CHORBA**  
Rachid and Chloé:  
*"The heart-warming duo at La Chorba"*

► **SPECIAL 25TH ANNIVERSARY EPISODE**  
Tackling food insecurity:  
*"Practical solutions"*



See the video



Listen to the "À l'Unisson" podcast

## À L'UNISSON



# The associations supported in 2025



The selected projects, chosen for their tangible impact on the ground, fully align with the two main priorities of the mandate: combating food insecurity and helping communities adopt healthier eating habits.

## Combating food insecurity



- 1 Tote Bag for 1 Student
- À Table Citoyen – Baluchon
- Açao da Cidadania
- Action Contre la Faim France
- Action Contre la Faim Italy
- Agence du Don en Nature
- Alimen'T
- Alynéa – Samu Social 69
- Andès – Network of community food shops
- Support – Au Bon Transit
- Asociația Ana și Copiii
- Association Saint-Vincent-de-Paul
- Buenos Aires Food Bank
- Caritas Argentina
- CASP
- Class'17
- Belgian Red Cross
- Spanish Red Cross
- Essonne Red Cross
- Polish Red Cross
- Romanian Red Cross
- Dons Solidaires
- Du Beurre Dans Leurs Épinards
- Écoles Nationales de Production
- Équipage Solidaire
- Fédération des Associations Générales Étudiantes (FAGE)
- Familles Rurales Vendée-Loire-Atlantique
- Fédération Espagnole des Banques Alimentaires (FESBAL)
- Fédération Française des Banques Alimentaires (FFBA)
- Salvation Army Foundation
- Fondazione Libellula
- Gaélis
- Gastromotiva
- Habitat for Humanity
- Haciendo Camino
- Humanity Diaspo
- Instituto Povo do Mar
- Irmã Dulce
- Graine de Soleil (via the Territoires à VivreS project – Jardin de Cocagne)
- La Chorba
- La Marmite
- La Mie de Pain
- La Sauge
- Le Booster de Saint-Jean
- Le Festin
- Mensajeros de Paz
- Nativitas ASBL
- Novo Sertão
- Ô Cœur de la Rue
- On Remplit le Frigo
- Order of Malta
- Parada Foundation & Samusocial Romania
- Progetto Arca
- Red Argentina de Bancos de Alimentos
- Refettorio
- Refugee Food
- Régie de Quartiers Noailles-Belsunce
- Règles Élémentaires
- Réseau Cocagne
- Restos du Cœur
- Samusocial International
- Secours Populaire Français – Essonne Federation
- SOLAAL – Solidarity for Agriculture and Food
- Solidarités Saint-Bernard
- Solinum
- SP Invisível
- Stop Homophobia
- StudHelp
- Territoires à VivreS Greater Lyon
- VoisinMalin
- Wiosna Association

## Raising awareness of healthy nutritional practices



- Apprentis d'Auteuil
- Associação Acorde
- Associação Cultural e Educacional do Pará (ACEPA)
- Autonomie Saint-Jacques
- Bookland
- Casa Rafael
- CAST Onlus
- Club de Roma
- Spanish Red Cross
- Emmaüs France
- Fédération Française des Banques Alimentaires (FFBA)
- Fête le Mur
- Gastromotiva
- Habitat et Humanisme Rhône
- Imafloa
- Inspiration
- Institut Français – France-Brazil Season 2025
- Instituto Comida e Cultura
- La Tablée des Chefs
- Les Capucines
- Les Insatiables
- Samusocial de Paris
- Secours Catholique – Caritas France
- Sport dans la Ville
- Terre des Hommes
- Weavers

## Our other solidarity activities



### EMERGENCY AID

- Açao da Cidadania

### CALL FOR PROJECTS

- Association pour l'Amitié
- CPSMV Club
- Handi'Chiens
- L'Autruche sur un Fil de Soi
- Le Triporteur Sablais
- Les Amis d'Opale
- Ma Chance Moi Aussi
- Mouv'Enfants
- Solidarité Rénov'Actions
- Provident'elles

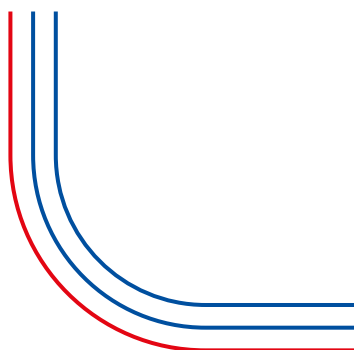
### DISABILITY — SOLIDARITY

- Comité Paralympique Sportif Français – CPSF
- Secours populaire français national – SPF





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Fondation   
Carrefour