



AT THE HEART OF LIFE

2008 SUSTAINABILITY REPORT



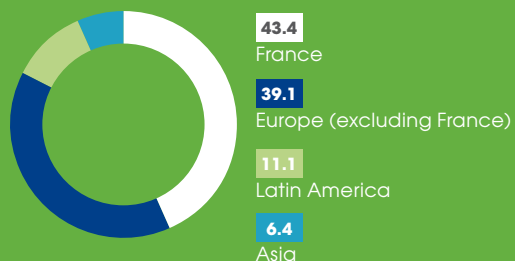
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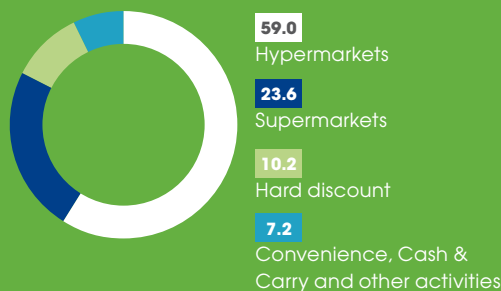


Each day,
the Carrefour Group is committed
to putting its skills and resources to work
in the 31 countries where it operates,
creating a model of responsible
and sustainable commerce
at the centre of everyone's lives.

BREAKDOWN OF SALES INCL. VAT
UNDER BANNERS BY GEOGRAPHIC AREA
(In %)



BREAKDOWN OF SALES INCL. VAT
UNDER BANNERS BY FORMAT
(In %)



No.1

RETAILER IN EUROPE

No.2

IN THE WORLD

108.629

BILLION EUROS IN SALES
INCL. VAT UNDER GROUP
BANNERS IN 2008

7th

LARGEST PRIVATE EMPLOYER
WORLDWIDE

OVER

495,000

EMPLOYEES WORLDWIDE

PRESENT IN

31

 COUNTRIES

15,430

STORES

17.912

MILLION SQ.M OF SALES AREA

THE COMMITMENT OF OUR CHAIRMAN AND CEO

Lars OLOFSSON
Chief Executive Officer



DO YOU THINK THAT SUSTAINABLE DEVELOPMENT REMAINS AN OPTION FOR COMPANIES?

I believe that today companies must post healthy economic results while acting responsibly, on both a social and environmental level. In my view, this ensures sustainable growth.

All of our stakeholders, including our customers, employees, community and NGOs, political figures or investors, demand that Carrefour take Sustainable Development criteria into consideration.

To take just one example, our customers seek quality products at a fair price which comply with the highest social and environmental criteria. In order to fully meet their expectations, we have expanded our offering of responsible products, offering them at prices accessible to the largest number of customers.

WHAT DOES SUSTAINABLE DEVELOPMENT AT CARREFOUR MEAN TO YOU?

Sustainable Development is a long-standing conviction at Carrefour, which was clearly evident when I first arrived here. For a very long time, we have implemented a quality dialogue with our stakeholders. The initiatives we have taken are very concrete and show tangible results. Internally, our teams have taken this approach to heart, viewing it as an opportunity to innovate

and create value. Now it is time to step up our communications on the subject, because as a leading retailer we must set an example.

We aim to be the preferred retailer, which commits us more than ever to continuing our responsible actions towards the communities around us and the environment.

DO YOU THINK THE CURRENT ENVIRONMENT WILL CURTAIL THIS APPROACH?

Innovation remains essential in this time of crisis. Sustainable Development drives innovation because it leads us to think differently about our growth and our relationship with the environment. It is directly incorporated into our economic equation. I will give you an example: the energy efficiency plan that we launched in 2004 has already enabled the Group to reduce its energy consumption by 13.6% per square meter of sales area. This represents both a significant reduction of the environmental impact of our activities as well as a significant contribution to our cost reduction efforts.

HOW DOES SUSTAINABLE DEVELOPMENT ADVANCE CARREFOUR'S AMBITIONS?

I'm convinced that Carrefour's implication in social and environmental responsibility will become a distinct criteria in our customers' decision making. This is why we must develop new initiatives and speak more powerfully on this issue.

The Carrefour brand relies on strong values which our teams apply on a daily basis. Our commitment to Sustainable Development offers meaning and pride to Carrefour's 495,000 employees who are in daily contact with our customers.



Amaury de SEZE
Chairman of the Board of Directors

A GLOBAL CORPORATE CITIZEN

It is generally accepted that beyond their economic responsibilities, businesses also have a number of social and environmental responsibilities. Sustainable Development is an integral part of Carrefour's corporate culture, expressed over the past 10 years through a comprehensive approach and the concrete actions described in this report.

The Board of Directors supports and encourages our management's initiatives, which involve:

- reducing the environmental impact of our activities,
- managing and improving labour conditions at production sites,
- developing social dialogue and partnerships with our suppliers,
- supporting local communities,

- promoting a balanced diet and sustainable consumption.

This is all part of a well-defined methodology based on specific standards and regularly controlled indicators.

In a major departure, faced with the current crisis, political decision makers and major economic stakeholders around the world today agree that Sustainable Development is a critical path to achieving the new growth expected by all. We share their conviction.

Carrefour, a socially-responsible company wherever it operates, will pursue and enhance its social and environmental activities. These activities contribute to the Group's harmonious development and sustainability.



Carrefour's implication in social and environmental responsibility will become a distinct criteria in our customers' decision making.



Lars **OLOFSSON**
Chief Executive Officer



The Group's activities are guided by a body of common principles based on respect for the law and a number of reference documents: The Universal Declaration of Human Rights, the ILO Principles, the United Nations Global Compact and the OECD's guiding principles. To report on its social and environmental impact, the Carrefour Group refers to the G3 Global Reporting Initiative guidelines, a recognized international standard.

INITIATIVES GUIDED BY MAJOR INTERNATIONAL PRINCIPLES

THE GLOBAL COMPACT

In 2001, the Carrefour Group joined the United Nations Global Compact, making a commitment to adhere to and promote its ten principles in the areas of Human rights, labour standards and the environment.

HUMAN RIGHTS

1. Support and respect the protection of internationally proclaimed Human rights within its sphere of influence.
2. Ensure that businesses are not complicit in Human rights abuses.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- The Carrefour Group is committed to a proactive policy of respecting the fundamental rights set out in the ILO and ensuring that its suppliers do the same, in particular through its cooperation since 1997 with the International Federation for Human Rights (FIDH).
- All of Carrefour's suppliers are contractually bound to the Group's Social Charter. To ensure their compliance, Carrefour has a rigorous social audit policy and by the end of 2008, 2,541 social audits had been performed.
- Since 2006, within the framework of the CIES, Carrefour has been working towards a convergence of voluntary social responsibility initiatives which have been implemented by retailers and industry.
- Carrefour joined Social Accountability International (SAI) in 2008. (see Manufacturing Social Conditions, pp. 8-9, 44-45 in the Challenges Booklet).

LABOUR STANDARDS

3. Uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. Eliminate all forms of forced and compulsory labour.
5. Ensure the effective abolition of child labour.
6. Eliminate discrimination in respect of employment and occupation.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- Carrefour signed an agreement with the UNI (Union Network International) in 2001 under which the Group is committed to ensuring the application of the principles set forth by the ILO, in particular freedom of association, the right to collective bargaining and the abolition of child labour (see pp. 8-9 and 42-43).
- In October 2004, the Carrefour Group signed the Corporate Diversity Charter, making a commitment not to discriminate at the time of hiring or during a worker's employment.
- Many employment programmes have been established to integrate and retain disabled workers. (see pp. 38-39 and in the Challenges Booklet pp. VIII-IX).

ENVIRONMENT

7. Support a precautionary approach to environmental challenges.
8. Undertake initiatives to promote greater environmental responsibility.
9. Encourage the development and diffusion of environmentally-friendly technologies.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- Carrefour develops environmentally friendlier own-brand products which are affordable for everyone, including organic, eco-labelled and Carrefour Quality Line products (see Responsible Consumption, pp. 52-53 in the Challenges Booklet).
- The Group is committed to reducing its energy consumption by 20% per sq.m of sales area by 2020 (compared with 2004 levels).
- Carrefour is working to reduce the environmental impact of its stores:
 - It implements environmental management systems to minimize waste and optimize its consumption of energy, refrigerants and water.
 - It performs life cycle analyses to define its policies on check-out bags and advertising catalogues (see pp. 54-55; 60-61 and Energy Efficiency in the Challenges Booklet).
- Carrefour works to reduce CO₂ emissions generated by logistics activities: streamlining flows, testing alternative transport methods (rail/road and river/road combinations) and offering alternative fuels such as Aquazole and NGV (see pp. 56-61).
- The Group deploys initiatives to raise awareness on Sustainable Development issues both internally and externally and works to promote responsible consumption (see pp. 52-61).

CORRUPTION

10. The Group works against corruption in all its forms, including extortion and bribery.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- In June 2004, a Group Code of Conduct was adopted to establish employee guidelines and help them fight corruption. Awareness-raising and training initiatives – especially for buyers – were carried out within the countries.
- In certain countries, we established ethics hotlines that employees, suppliers or customers may use to alert on any behaviour inconsistent with the Group's Values.
- Creation of a Compliance Officer position within the Group (see pp. 8-9).

THE ILO'S FUNDAMENTAL PRINCIPLES

Set forth in the ILO's Declaration on Fundamental Principles and Rights at Work adopted in 1998, they specifically address freedom of association and recognition of the right to collective bargaining, elimination of forced and compulsory labour, abolition of child labour and elimination of discrimination at hiring and during the career.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- In 2001, the Group signed an agreement with the UNI (Union Network International), under which it committed to ensuring the application of the principles set forth by the ILO in all countries in which it operates (see pp. 42-43).
- The Group's signing of the Corporate Diversity Charter in France affirmed its commitment to fight all discriminatory practices at hiring and during the career (see pp. 40-41 and pp. VIII-IX in the Challenges Booklet).

THE UNIVERSAL DECLARATION OF HUMAN RIGHTS

This is the principal international document affirming the inalienable and inviolable rights of all people in the civil, political, economic, social and cultural spheres.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

- Since 1997, the Group has worked with the International Federation for Human Rights (FIDH) to respect basic rights and to ensure that its suppliers do the same. (see pp. 44-45 and the Challenges Booklet pp. VI-VII)
- On the occasion of the 60th anniversary of the Universal Declaration of Human Rights, before more than 300 entrepreneurs called together by the BLHIR (Business Leaders on Human Rights), Carrefour publicly reaffirmed its commitment to defend Human rights during a speech on the significant work being carried out within the GSCP (Global Social Compliance Programme) which seeks the convergence of social practices in the supply chain (see pp. 44-45 and VI-VII in the Challenges Booklet).

A REPORT BASED ON A RECOGNISED FRAMEWORK

THE GRI FRAMEWORK

The GRI (Global Reporting Initiative) is an international framework designed to help organizations – and their stakeholders – assess the performance of specific activities in terms of their economic, social, environmental and community impacts.

It is based on the use of six groups of extra-financial indicators covering:

- Direct and indirect economic impacts
- Environmental impacts
- Employment and labour practices
- Respect for Human rights
- Community relations
- Responsibility for product quality and safety

FOLLOWING THE GRI (G3) IN PREPARING THE SUSTAINABILITY REPORTS

For the past seven years, Carrefour has followed the GRI's guidelines when preparing its Sustainability Reports.

This document meets the qualification standards under the level B guidelines (see cross-reference tables p. 74).

THE OECD'S GUIDING PRINCIPLES

The guiding principles of the OECD (Organisation for Economic Cooperation and Development) aims to help multinational companies act in compliance with government policies and societal expectations. It encompasses the major areas of corporate ethics: employment and relations with its labour partners, Human rights, the environment, disclosure of information, anti-corruption, consumer interests, science and technology, competition and taxation.

EXAMPLES OF THE CARREFOUR GROUP'S COMMITMENTS

Contribute to economic, social and environmental progress in countries where the Group operates (General policy 1):

- the Carrefour Group develops own-brand products favouring local sourcing and is involved in projects aimed at supporting its host communities (see pp. 24-27, 30-31, 34 35, 46-47).

Info+

See cross-reference tables p. 74





SUSTAINABILITY AT THE HEART OF OUR STRATEGY

In constant contact with the community and attentive to its evolution in more than 30 countries, the Carrefour Group was early aware of the risks and opportunities and incorporated Sustainable Development into its comprehensive policy. This long-term approach is based on dialogue with our stakeholders.



The Carrefour Group has built its Sustainable Development policy on three interconnected pillars: economic, social and environmental issues. An in-depth consideration of the economic constraints on the Group's activities has provided for the implementation of concrete, sustainable actions which create value for the company and its stakeholders. This pragmatic approach, fully integrated into our business activities, makes Sustainable Development a key element of the Group's strategy.

CORPORATE GOVERNANCE RULES TO PROMOTE ETHICAL REQUIREMENTS

A PIONEERING COMMITMENT TO SUSTAINABLE DEVELOPMENT

Even before the current media interest in the concept of Sustainable Development, the Group demonstrated its capacity to bring its principles to life. To this end, the launch of the Carrefour Quality Lines in 1992 was a pioneering act. Tasty, authentic and safe fresh products farmed using environmentally-friendlier production methods and provided by suppliers who are long term partners - from the start, the project combined all the main conditions for shared and sustainable growth. Since then, the Group has constantly strengthened this initiative.

RAISING AWARENESS OF THE GROUP'S VALUES AND ENSURING COMPLIANCE WITH ETHICAL PRINCIPLES

In 2002, the Carrefour Group defined the seven core Values of its business activities: Freedom, Responsibility, Sharing, Respect, Integrity, Solidarity and Progress. They serve as guidelines to be used by Carrefour employees in their relations with stakeholders in every country. Each year, Group managers are evaluated on their ability to effectively integrate these Values into the exercise of their duties. In 2004, the Group adopted a Code of Conduct which was distributed to employees in all countries. As an expression of its Values, it sets forth the ethical framework in which employees must perform their day-to-day professional activities, and especially helps them in the fight against corruption. To strengthen its commitment to exemplary behaviour, a Compliance Officer position was established within the Group in 2008. Values and ethics are the subject of regular communications from the Business Units. Some of them have added training campaigns. For example, in 2008 Carrefour China launched a broad programme intended to strengthen its employees' and suppliers' support for compliance with ethical principles. More than 45,000 employees and 3,500 suppliers received training by the end of 2008. In addition, from now on the Code of Conduct will be included in business contracts signed with suppliers. Finally, certain countries - Argentina, Brazil, Columbia, China and Turkey - have established ethics hotlines enabling their employees and suppliers to anonymously report behaviour which is inconsistent with the Group's Values.

A DRIVING FORCE FOR SHARED GROWTH

Through its actions to promote Sustainable Development, Carrefour creates value which benefits its employees, suppliers, shareholders, host countries and communities. By launching products which anticipate emerging trends, by contributing to employee performance through a responsible human resources policy and by reducing costs through programmes which save energy and natural resources, it also contributes to its own profitability, and thus its own continuity.

AT THE HEART OF THE DISCUSSION

The economic crisis: a new impetus for Sustainable Development?

Set against the background of the current recession, some observers question whether companies can continue to implement their Sustainable Development policies. Far from sharing their skepticism, Carrefour believes that the crisis may offer an opportunity to accelerate its current initiatives. There is, however, one vital condition: a concrete policy of social and environmental responsibility, fully integrated into the company's economic activities, must already be in place. From this perspective, those companies which up to now have viewed Sustainable Development as a way to communicate - rather than a means of action - may have to reconsider their approach.

CORPORATE GOVERNANCE

Board of Directors

The Board of Directors is a collective body which represents all shareholders and acts in the company's interests in all circumstances. For this purpose, it sets the policies and strategies for Carrefour's activities and monitors their implementation, deliberates on all matters pertaining to the company's success and decides on issues related to the company. It reviews and approves financial statements and provides quality financial information to shareholders and markets. The Carrefour Board of Directors has twelve members, among whom nine are independent including one woman.

The Committees of the Board of Directors

The Board of Directors has three special committees which were established in 2008. The purpose of these committees is to examine specific issues in greater detail and to make recommendations to the Board of Directors.

- *The Accounts and Internal Audit Committee* analyses the financial accounts and reviews all issues related to these accounts.

- *The Remuneration, Appointments and Corporate Governance Committee*

- Acting as the Remuneration Committee, it is responsible for reviewing all issues concerning remuneration for corporate officers.
- Acting as the Appointments Committee, it is responsible for proposing nominations for Chairman, Chief Executive Officer and, if applicable, Deputy Managing Directors to the Board of Directors.
- Acting as the Corporate Governance Committee, it assists the Board of Directors in adapting Carrefour's corporate governance practices and assessing its operation.

- *The Strategy Committee* assists the Board of Directors in guiding and setting the Group's strategy. It prepares the groundwork for the most significant decisions which determine the future of the Group.

Executive Committee

Under the authority of the Chief Executive Officer, the Executive Committee implements the Group's strategy. Each Executive Director is responsible for deploying the action plans within their scope of authority in order to achieve the established goals.

THE PRINCIPLE OF SUBSIDIARITY ON AN INTERNATIONAL LEVEL

As an international group operating in 31 countries, Carrefour relies on a decentralized management system to ensure the local situation is taken into consideration as effectively as possible. The key players are the Business Units, each managing one store format in a given country. All Business Units apply the Group's policies according to the principle of subsidiarity.

THE CORE OF THE COMPANY'S STRATEGY

Aware that Sustainable Development is the driving force for the company's long-term economic success, early on the Group placed it at the core of its strategy. All major strategic Sustainable Development issues are therefore presented and discussed with members of the Executive Committee, including policies on wood, fish products, energy and social issues. When implemented in the countries, it is coordinated by the operations departments, supported by the Business Units' Sustainable Development managers.

A LONG-STANDING COMMITMENT



1992
Launch of the Carrefour Quality Lines



1996
The precautionary principle applied to GMO's



1997
Launch of Carrefour Organic line



2000
Supplier Charter drawn up with the FIDH and signed by Carrefour Group suppliers of own brand products



2001
Signing of an agreement with the Union Network International (UNI)



Membership in the United Nations Global Compact



2004
Adoption of the Group's Code of Conduct

Signing of the Corporate Diversity Charter



2005
Launch of the Responsible Fishing line



2006
Launch of the Carrefour AGIR line



Involved in creating the GSCP platform



2007
Commitment to reducing the Group's energy consumption by 20% between 2004 and 2020 (per sq.m)



2008
Joined Social Accountability International (SAI) as a Supporting Member



The Group in France signs the Parenthood Charter



A dedicated Group Department and a broad network of operational players: the organisation responsible for deploying the Sustainable Development policy promotes the convergence of expertise and the mobilisation of all countries and banners. In this way, Carrefour's commitment is extended to all the Group's activities.

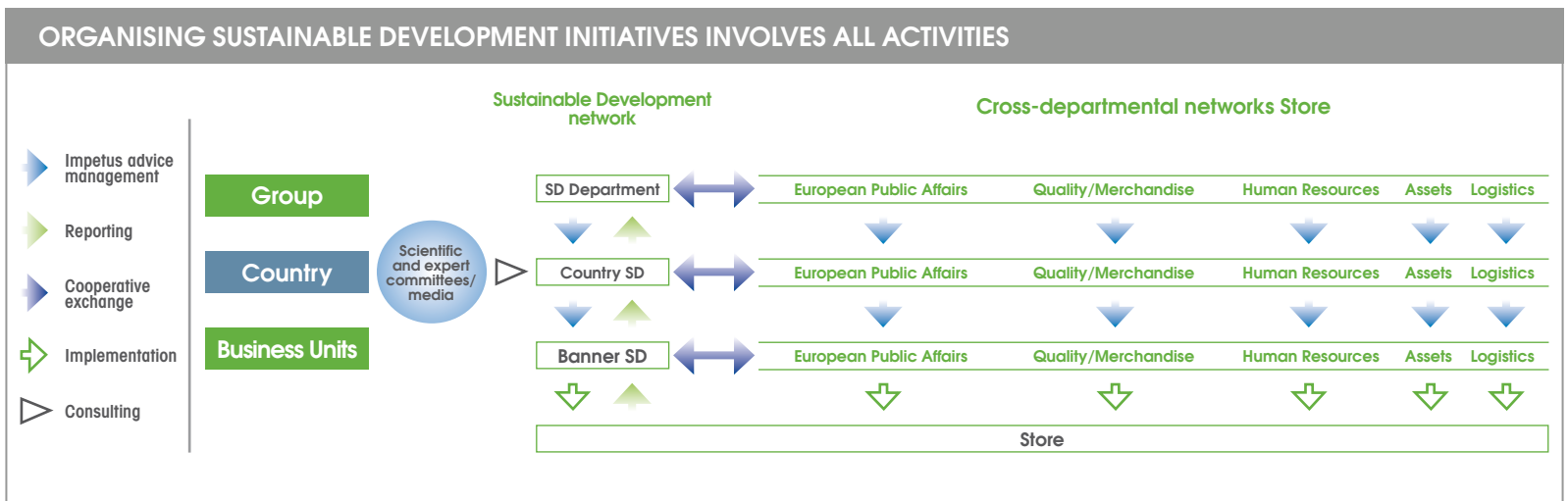
A CULTURE EMBODIED BY OUR EMPLOYEES

A DEDICATED ORGANIZATION INVOLVING ALL GROUP ACTIVITIES

Aware of the strategic challenge of implementing its approach and the importance of involving all its activities, in 2001 the Carrefour Group established an organization dedicated to this purpose, which has since expanded and grown in strength. The Group's Sustainable Development Department is responsible for managing this approach. Its role is to drive policy forward, to initiate and bring issues before the Executive Committee, to ensure the implementation of set strategies while spreading best practices both internally and externally. To manage this initiative, the Sustainable Development Department relies on resources such as scientific committees and external specialists while working in close cooperation with the Group's operational and cross-functional departments: European Public Affairs, Quality/Merchandise, Human Resources, Assets and Logistics. For greater consistency between the Group's Sustainable Development policy and its deployment in France, the French Sustainable Development team now forms part of the Group's management structure.

DUPLICATE THE ORGANIZATION AT COUNTRY AND BANNER LEVEL

To promote the Group's strategy in all countries, the Sustainable Development Department has local Sustainable Development (SD) coordinators. In cooperation with the Business Units' operational and cross-functional departments (Quality, Assets, Logistics, Human Resources), they are tasked with the operational rollout of the Sustainable Development policy, which is adapted to the local context, and report on the actions implemented. The Sustainable Development Department coordinates this network by organizing regular meetings with representatives in European countries and videoconferences with coordinators in all countries. These meetings allow discussions and exchange on the policies set by the Group, the major challenges faced and best practices, as well as indicators which are generally reported on a quarterly basis.



SUSTAINABLE DEVELOPMENT AT THE HEART OF OUR ACTIVITIES



Jean-Marc Pueyo
Executive Director, Brazil



Sustainable Development is not a programme or a project: it's a principle that is an integral part of our management model. Every day in our stores, our warehouses and our head offices, our employees' practices and initiatives bring to life our commitment to responsible consumption. To stimulate best practices and drive new projects, in 2008 I established a Sustainable Development department which directly reports to a member of my executive committee. Its mission? To raise awareness, mobilise and initiate cross-disciplinary projects in order to integrate Sustainable Development into the heart of our activities as a factor which promotes innovation and differentiation. ”

MOBILISING STORES TO PROMOTE SUSTAINABLE DEVELOPMENT



Bruno Darteville
Director of Carrefour store in Transen-Provence (France)



With the help of my teams and especially my head of home furnishings, we have worked on waste management issues, donations and raising customer awareness. In this way, our waste (cardboard, plastic, wood, oil) is turned over to specialized companies for recycling. During Sustainable Development Week we presented an exhibition on waste management. At the initiative of store employees, we dedicated the last weekend of September to the "Fight Cystic Fibrosis" association. This became an event for both the store and the city! Likewise, during Disability Awareness Week the store organized a "Learning to Live Together" day with workshops on sign language and Braille. ”

SUPPORTING SUPPLIERS IN THEIR PROGRESSIVE APPROACH



Anna Fung
Textile Division Manager for Permanent textile products (Underwear/Socks) Hong Kong Office



We dedicate significant efforts to make sure our suppliers comply with international standards, local regulations and Carrefour Sustainable Development requirements. We explain all our policies to potential suppliers and two audits are required before entering into a commercial contract : one technical and one social. They are conducted by specialized independent firms. Our quality teams located in major sourcing countries ensure day-to-day follow-up and frequent controls. Local teams and fluid communication are key since suppliers are from different cultures and backgrounds in Asia. All purchase goods are controlled at multiple levels before being shipped: factory audits, eco-tests and inspections. Our sourcing teams are proud of what they do and could not work without these procedures and constant attention. ”

2008 AWARDS

Thanks to the involvement of all of its employees, Carrefour's initiatives were recognized in a number of different countries this year:

Group: the 2007 Sustainability Report received the Special Jury Prize from the Ordre des Experts Comptables.

In the social field:

Spain: Carrefour was rewarded for its training activities and for promoting responsible trade. The Carrefour Spain Foundation was also commended for its support of the deaf and the hearing-impaired.

Italy: trainers from Carrefour's Management Training Department received quality certification from the Italian "Quality Trainers" Association.

Malaysia: Carrefour received the "Corporate Social Responsibility" prize from the French Chamber of Commerce and Industry in Malaysia for its actions as a responsible employer.

Argentina: Carrefour's HR Department was awarded a prize for its internal communication tools.

Colombia: Carrefour was recognised as a "responsible retailer" by President Alvaro Uribe.

In the environmental field:

Poland: Carrefour was awarded the "Hermès Prize" by the specialty magazine in the FMCG retail sector "Poradnik Handlowca".

Spain: Carrefour received the top classification from the Ecology and Development Foundation (ECODES) in the "think about the climate" category.

France: Carrefour topped France's 2008 Carbon Disclosure Leadership Index.

In the area of quality:

Belgium: The European organization "Compassion in World Farming" presented the "Good Egg Award" to Carrefour for its actions in favour of animal welfare.

France: seven Carrefour stores were awarded a trophy during the national "Product Origin and Quality Month" competition.

CONCRETE ACTION TO PROMOTE SUSTAINABLE DEVELOPMENT



Cyrille Bouleau
Sustainable Development Ambassador, Carrefour store in Rambouillet (France)



As the Sustainable Development ambassador for the Rambouillet store I have initiated several one-off yet effective actions over the past four years. Acting in partnership with the city, in 2006 we eliminated disposable checkout bags well before this policy was implemented at the national level. This initiative, which was prepared in advance, was favourably received by our employees and customers. In 2007 and 2008, with the help and support of the entire store I organized a Sustainable Development customer awareness week, in partnership with 30 to 40 partners, which addressed waste sorting, energy consumption, organic and fair trade and our local actions concerning social responsibility and employment. ”



Stakeholder involvement from initial discussion of the Group's challenges through to the operational implementation of its policies forms the basis of the Carrefour Group's approach to Sustainable Development. Concrete actions are implemented in all countries where the Group is present thanks to its employees' involvement and the expertise acquired with its partners over the long-term, but also thanks to the on-going exchange of ideas with all legitimate stakeholders on these issues.

AN ON-GOING DIALOGUE WITH OUR STAKEHOLDERS

LISTENING, DISCUSSING, SHARING

Identifying and anticipating the expectations of stakeholders, involve external expertise to develop the Sustainable Development policy, avoiding risk and defusing conflicts. Pragmatic solutions emerge from tackling our commitments and constraints. We maintain an on-going dialogue through the Sustainable Development Department at Group level and through the countries, banners and stores at the local level. Each year, Carrefour organizes a Stakeholders' Consultation Meeting with representatives from Carrefour's primary contacts: SRI ratings agencies and fund managers, environmental and social NGOs, consumer organizations, unions, national and international bodies and Sustainable Development discussion groups. To address the wishes expressed by certain stakeholders during the 2007 annual Consultation Meeting, a meeting specifically dedicated to communication on Sustainable Development was organized in 2008. Bringing together NGOs, advertising agencies and Group managers, this meeting enabled to discuss our stakeholders' expectations and their vision of Sustainable Development communications at Carrefour. This was an opportunity for the Group's Communication Department to present its 2008 institutional campaign, specifically highlighting Carrefour's usefulness in terms of social and environmental responsibility. This campaign was very well received by the public.

DAY-TO-DAY UPSTREAM AND DOWNSTREAM COOPERATION

Addressing issues related to Sustainable Development in a relevant way also means calling on the skills of internal and external specialists: for over ten years, Carrefour has established partnerships with organizations which help it more quickly and effectively move its projects forward. For example, the Group works with the FIDH (International Federation of Human Rights) to monitor working conditions at production sites of Carrefour own brand suppliers in sensitive countries. The Group has also formed partnerships with environmental NGOs such as the WWF which, among other contributions, supports its approach to preserving biodiversity and reducing waste. This collaboration goes far behind the realm of ideas. It also has an important operational dimension, with experts from the association sharing their expertise with buyers and the Group's quality managers throughout the year as part of their work. They are involved in the Group's overall approach and work on different issues such as its wood supply policy, fishery resources, GMO, palm oil and soy; products affected by the Reach regulations and other matters. Carrefour also closely collaborates with its stakeholders through framework agreements, such as the agreement signed with UNI Commerce to respect Human rights at work.

AT THE HEART OF THE DISCUSSION

A culture of dialogue between Carrefour and NGOs

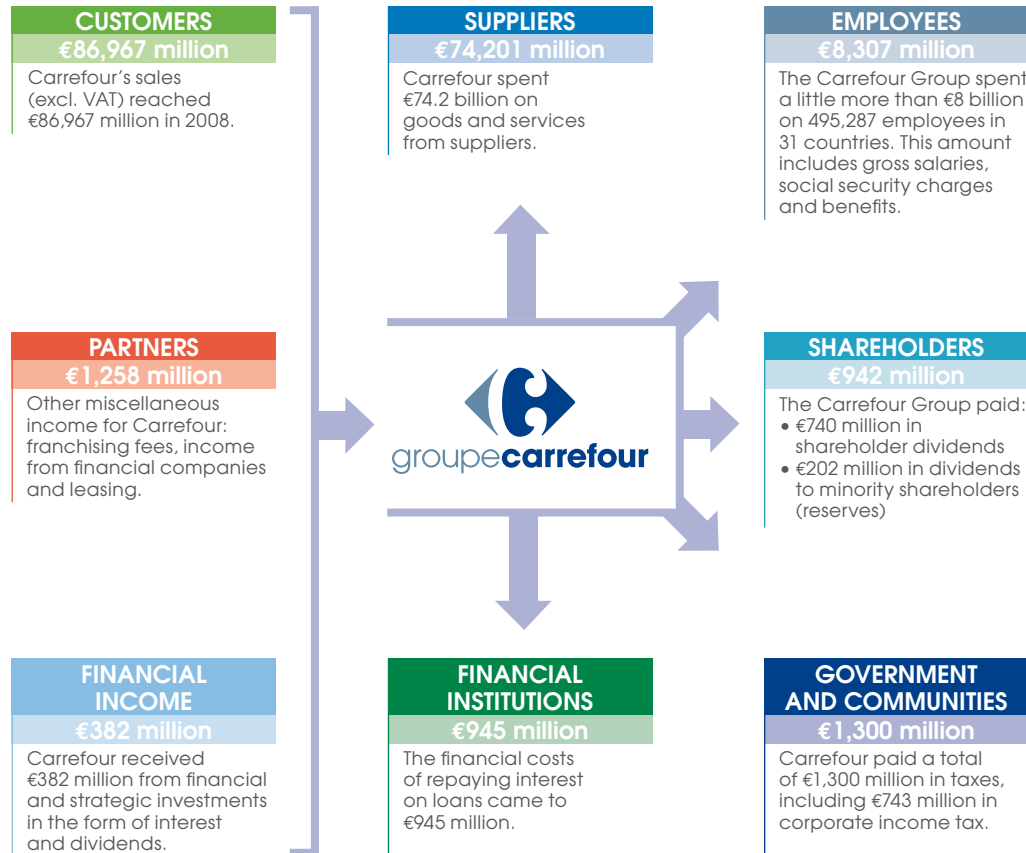
Certain observers believe that a relationship between companies and their stakeholders is "unnatural". However, when conducted in a transparent and constructive manner, it enable them to move forward together by combining their expertise and developing solutions that are enriched by comparing their different points of view. Armed with this conviction, Carrefour has developed a true culture of dialogue with several of its "historical" contacts, including its partnership with NGOs such as FIDH and the WWF, which goes back more than 10 years. It's a commitment that is considered exceptional among retailers, which is primarily expressed through joint lobbying activities aimed at public authorities.



■ Training Carrefour teams with the WWF.

SHARING VALUE AMONG STAKEHOLDERS IN 2008

(expressed in million of euros)



Depreciation and provisions in the amount of €1.9 billion were not included in this analysis. The residual difference of €1.9 billion results from certain balance sheet items not reversed.

10 YEARS OF ACTIVE COOPERATION



Souhayr Belhassen
President of FIDH

“ With the current economic, social and financial crisis, each day we see the devastating consequences which have resulted from certain economic and financial players' practices and irresponsibility. Ten years ago, Carrefour accepted what has now become a broad consensus: companies must respect all Human rights. Integrating Human rights - including and above all the rights of those working for the company - into all of its operations has become a constant imperative, in order to avoid image risk, legal risk and the risk of having investors and consumers abandon the company. But it is now essential for companies to move from a risk prevention philosophy to a philosophy of responsibility, thus meeting society's expectations. In this sense and in conjunction with labour representatives, FIDH continues to encourage the Carrefour Group to think about various issues, in particular the development of its purchasing practices. ”

DIRECT STAKEHOLDERS	MAIN ENTITIES INVOLVED IN INFORMATION AND DIALOGUE
CUSTOMERS	Satisfaction surveys, panels, consumer services, toll-free numbers, websites, loyalty cards, Environment survey.
EMPLOYEES	Listening to staff, internal surveys, consultation bodies in all the countries, intranet, internal newsletters.
SHAREHOLDERS	Shareholder relations service, Annual General Meeting and other shareholder meetings, the Actionnaria trade show, Annual Report, Shareholders' guide, Letter to shareholders, press releases, Group website, online journal accessible 24/7 via a toll-free number (0805 902 902).
FRANCHISES	Annual conventions and special events, periodic meetings with Regional Managing Directors, training seminars.
SUPPLIERS	Regular contacts at all levels, SME Manager, Carrefour Quality Line and Reflets de France suppliers clubs in France and Belgium organizing supplier meetings in numerous countries.
SERVICE PROVIDERS	Participation in the "Demeter, logistics and environment" club in France; cooperating on identifying opportunities for progress in all countries.
COMMUNITIES	Consultations with local residents, regular and sustained relations with local authorities.
PUBLIC AUTHORITIES	Meetings with local, national and international coordinators, exchanges of information with national governments and bodies to identify opportunities.
INDIRECT STAKEHOLDERS	MAIN ENTITIES INVOLVED IN INFORMATION AND DIALOGUE
PROFESSIONAL ORGANIZATIONS	Participation in national, European and international retail federations (FCD, EuroCommerce, EFSA, GFSI-CIES), sharing of best practices (ERT).
MEDIA	Organization of an internal and external communications network to coordinate communication initiatives in all countries.
NGOS/SOCIAL AND ENVIRONMENTAL ORGANIZATIONS	Meetings at Group, country, banner, and Business Unit levels with NGOs and associations; local and national partnerships.
FINANCIAL COMMUNITIES	Meetings with SRI ratings agencies and fund managers, completing their questionnaires, road shows on Sustainable Development.



As a responsible economic player, Carrefour is involved in the public debate with the aim of highlighting the realities and constraints of its business activities. It benefits from this opportunity to provide the relevant authorities with the technical information required as part of the decision-making process, and also ensures that the Group's views on specific Sustainable Development issues important to us are taken into account. At a European Union level, Carrefour maintains an on-going dialogue with legislators and policy decision-makers. The Group is keen to contribute to the emergence of a competitive internal European market, but is also open to taking the challenges of Sustainable Development, public health and the protection of consumers' purchasing power into consideration.

ACTIVE INVOLVEMENT IN PUBLIC DEBATE AND POLICY

NUTRITION: INFORMATION TO FIGHT OBESITY

In view of the worrying rise in obesity - particularly in Europe - and the public health challenges it poses, the Carrefour Group is working with European and national public authorities to promote a change in the law in order to improve the information provided to consumers on the nutritional quality of products. In 2008, in line with this commitment, the Group increased the number of its products featuring nutritional labels, both on its own-brand products and on its "first price" products. Carrefour also cooperated with the legislature to promote educational labelling intended for consumers who are concerned about a balanced diet.

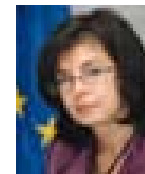
SUSTAINABLE SOURCING: PRESERVING BIODIVERSITY

The Carrefour Group strongly welcomed the European Commission's legislative proposal on the sale of wood and its by-products. Along with other operators and NGOs, the Group supported the development of a legislative framework to more effectively crack down on imports of products sourced from illegal logging activities. This proposed legislation establishes a principle of reasonable diligence, which is a first step towards ensuring all players are aware of their responsibilities in terms of the more effective preservation of forests and biodiversity. The Group was also in favour of developing eco-labelling criteria for fishery resources. In order to preserve aquatic biodiversity, it is essential to establish minimum sustainability criteria for both fishing and aquaculture. An eco-label also enables consumers to be more fully informed of these issues. Likewise, the Group favours a European common fisheries policy that strengthens compliance with fishing quotas that are advocated by scientific organizations.

TOY SAFETY: TIGHTENING CONTROLS

At the end of 2007, the European Commission presented measures to improve toy safety (audits of safety measures implemented by professionals and the strengthening of supply chain traceability). The performance of Carrefour's toy safety procedures led to its selection by in the Commission's expert panel, which assesses quality control procedures for toys imported into Europe. The Group worked alongside the Commission to revise the "Toy" Directive which ensures that each participant in the manufacturing and marketing chain fully assumes its responsibilities, especially in terms of safety.

SPREADING RESPONSIBLE PRACTICES



Meglana Kuneva
European Commissioner
for Consumer Affairs

“ We congratulate Carrefour and Tetra Pak for their contribution in creating greater awareness amongst consumers about how each and every one of us can contribute to sustainable consumption. Modern consumers are not ready to consume less, but they are ready to consume differently. And we need to guide them through with more information and education on their impact on environment and their important role in succeeding to achieve the 20% energy efficiency target for the EU by 2020. ”



■ Poster displayed in French hypermarkets during European Sustainable Energy Week.

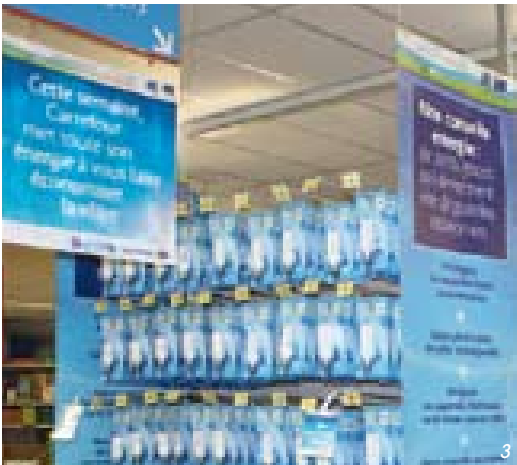
AT THE HEART OF THE DISCUSSION

Carbon labelling - a partial view of a product's environmental impact

Useful labelling enables consumers to make clear choices and compare different products. Yet carbon labelling by itself may lead customers astray by obscuring other equally important parameters such as water consumption, waste production and even harm to biodiversity. Technically, this type of labeling requires a uniform methodology, the involvement of certification organizations and ongoing updates of the data. Applied systematically to all products, this risks producing substantially higher costs and, as a consequence, higher prices. In addition, Carrefour is committed to promoting specific activities to the European Commission that are useful for consumers, environmentally effective, and economically responsible, such as life cycle analyses (LCA) of certain product categories to target criteria with the greatest impact. Accordingly, since 2003 the Group has carried out LCAs on its checkout bags, catalogues and tertiary packaging. In 2008, in partnership with its suppliers, Carrefour performed this analysis on certain own-brand products (frozen green beans and car window cleaner) to identify ways to lessen the environmental impact of its products.

Promoting the right to labelling in order to establish non-GMO product lines over the long-term

Carrefour ensures that animal feed is free from GMOs for most of its Quality Lines. To highlight and extend this policy - which has become costly due to segregation and traceability requirements - over the long-term, the Group would like to be able to inform consumers through specific labelling. For this reason, it has contributed to the work of the French National Consumer Council (CNC) which aims to inform French consumers using the same approach as in Germany and Austria.



1. Carrefour Spain 2. Carrefour Quality Line Products, Thailand 3. Carrefour low-energy light bulbs, Belgium 4. European Sustainable Energy Week. Headquarters of the European Commission in Brussels.

RESPONSIBLE CONSUMPTION: ENABLING CONSUMERS TO MAKE RESPONSIBLE PURCHASES

The Carrefour Group is pleased with the development of a European action plan on sustainable production and consumption. It aims to ensure that environmental criteria in the field of product design and consumer information are more effectively taken into account. It is essential that product eco-labels be extended to more product categories - especially food products, so that consumers can take action to protect the environment through their purchasing practices. Within this framework, and in close cooperation with the European Commission, the Carrefour Group has helped to establish a European platform (REAP) which brings together European retailers, the European Commission, NGOs, industry representatives and consumer associations around important environmental issues such as consumer information and the energy performance of buildings.

ENERGY: PROMOTING ENVIRONMENTALLY-FRIENDLIER SOLUTIONS

In 2008, Carrefour Belgium launched Carrefour Energy Eco Planet, an electricity package that's "100% green and no more expensive!" Also offered by Carrefour in France since the beginning of 2009, this type of offering will be extended to other European countries and is actively supported by the European Union Commission. Carrefour works with European institutions to promote energy solutions in its stores and to raise consumer awareness on actions they can take to lower their consumption. Carrefour was the European Commission's only retail partner associated with European Energy Week in February 2009.



In an uncertain, constantly changing environment, proactive risk management is an essential part of Sustainable Development for our business, and is an aim shared by all of our employees. In 2008, Carrefour strengthened its programme which aims to create a genuine risk management culture within the Group.

COMPREHENSIVE RISK MANAGEMENT: PROACTIVE AND COMMITTED

CONTROLLING RISKS WITHIN THE SUPPLY CHAIN

Controlling risks within the supply chain is a critical issue for an international retailer, with respect to economic, social and environmental challenges. Within this context, product safety is a fundamental, non-negotiable aspect that requires serious consideration by everyone involved. In 2008, the Group continued its efforts by creating a single Group Quality Department, merging the Food Quality and Non-Food Quality Departments. Discussions on best practices took place between the countries and relations were developed with the scientific community, especially within the framework of a working group aimed at improving our technical knowledge of nanotechnology and related issues. As an extension of activities undertaken in 2007, the Group Risk Management Department pursued an initiative to reduce risk exposure by providing advice to managers, along with operational support and the development of common tools. The mapping of "country risks" was also updated and extended to all countries studied in the context of the Group's development. A monthly scorecard was also established. It summarises the month's main events and issues to be monitored in the countries where the Group operates.

PROTECTING OUR EMPLOYEES

The health risks faced by the national and expatriate employees of major companies have changed and multiplied as a result of corporate globalisation. The constant evolution of pathogens that can be transmitted to humans has been intensified by greater globalised contact and multiple, repeated exposure to new agents and environments. Within this context, with approximately 500,000 employees and millions of customers around the world, the Carrefour Group is especially sensitive to health risks. To improve its understanding of its risk exposure, risk mapping was carried out in cooperation with International SOS, a company specialized in the prevention and management of health risks. The situation in each country where the Group operates was assessed based on ten indicators which represent the Group's national and expatriate employees' overall exposure to health risks. With a focus on prevention, technical sheets were prepared which offer a better understanding of risks and which share best practices aimed at reducing them. In 2009, to raise awareness among all employees of their responsibilities in the face of health risks, a document will be prepared which is modeled on the "Information Security Passport". Going even further, we will create two training modules on health regulations and on awareness of the main types of sickness.



Information sheet on AIDS.

More than **15,000**
employees dedicated
to safety in the Group

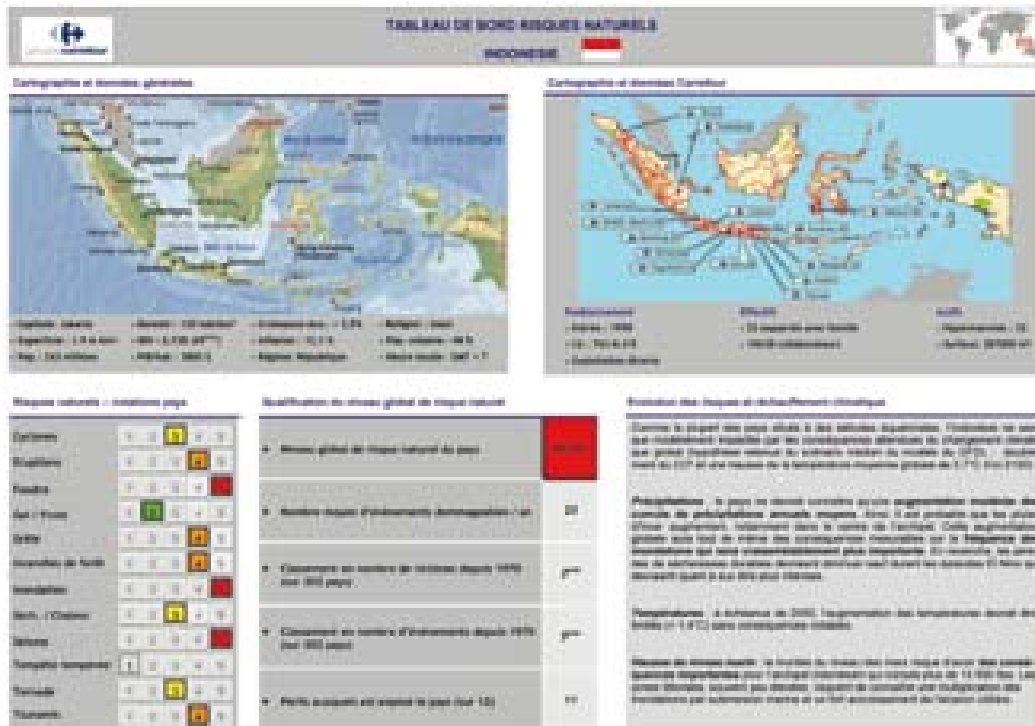
REDUCING THE IMPACT OF NATURAL DISASTERS

On a global scale, the human and financial costs of natural disasters are constantly growing to the extent that, for affected nations and companies, they are a major challenge that must be taken into consideration as part of a risk management policy.

With more than 15,000 sites, the Carrefour Group operates in diverse countries and regions in terms of their geographic locations and social and economic development, but all face potential exposure to natural disasters. In 2008, several initiatives were carried out to improve awareness of natural phenomena, to assess the Carrefour Group's exposure and to adopt preventive actions. Risk mapping was carried out through an analysis of 12 "dangers". It was broken down into an atlas that organised key data and hazards for all countries where the Group operates. With an eye on future developments, the risks of each country were also put into perspective in relation to global warming. Educational materials on prevention were also drafted, specifically describing best practices for risk reduction. Beyond risk management, improved awareness of natural phenomena also enable us to identify opportunities to implement renewable energy programmes.

CRISIS MANAGEMENT

Executive Committees in several countries received training in crisis management and communications. In Malaysia we also conducted a crisis simulation which involved journalists and NGOs. In 2009, all of the tools developed within the Group were made available to crisis coordinators in each country through the "Carrefouralert" website, devoted to managing difficult situations and collecting all useful contact information.



■ Excerpt from the Atlas of Natural Hazards.

SHARING IDEAS AND EXPERIENCES WITH OUR PARTNERS



Dominique Salles
Expert Underwriter, Property and
Casualty Insurance Department
- AXA Corporate Solutions

“ The Carrefour Group wanted to introduce us to its risk mapping approach in relation to its exposure to natural events. We were able to identify and appreciate the quality of its work on this issue, which demonstrates the Group's awareness of the challenges of climate change and the resulting increase in its exposure to major natural events. Based on these and additional studies carried out with its insurers, the Carrefour Group can identify the potential impact of these risks and implement appropriate operational and insurance-related actions. ”

A NEW APPROACH TO HEALTH



Philippe Guibert
Medical Director,
Health Programmes
- International SOS

“ The Carrefour Group's initiative is innovative on several levels. Mapping the health risks on its sites demonstrates its will to exceed the legal framework governing occupational health and food safety as part of a proactive management approach. This initiative views health as a strategic element in the Group's growth, through the opportunities it provides in terms of anticipation, prevention and education. Finally, it expresses the company's responsible approach, which places its most valued stakeholders at the centre of its health concerns - namely its employees, suppliers and customers. ”




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Relying on its stakeholders' expertise and its risk mapping, the Group has identified challenges throughout its chain of responsibility, from the producer to the customer. Its commitment: constant progress on every front.

ASSUMING OUR RESPONSIBILITIES

-  Economic challenges
-  Social challenges
-  Environmental challenges



KEY ISSUES IN 2008

In 2008, we emphasized five specific issues:

- balanced diet;
 - responsible consumption;
 - manufacturing social conditions;
 - being a responsible employer;
 - environmental footprint.
- Find out more about our achievements in the Challenges Booklet included with this report.

PRODUCTION CONDITIONS AND RELATIONS WITH SUPPLIERS AND THE AGRICULTURAL COMMUNITY

OUR RESPONSIBILITIES

- Long-term relationships with our suppliers.
- Promote local suppliers and products.
- Responsible sourcing (social and environmental conditions of production, protection of natural resources).
- Promote environmentally friendly farming practices.

PRODUCT SHIPMENT

OUR RESPONSIBILITIES

- Optimize the logistics chain.
- Reduce greenhouse gas emissions.
- Reduce noise pollution.

STORE MANAGEMENT

OUR RESPONSIBILITIES IN STORES

- Reduce the consumption of natural resources and energy.
- Sort and reduce waste.
- Control pollution.
- Integrate environmental criteria into construction/remodeling of stores.
- Safety of people in store.

OUR PRODUCT RESPONSIBILITIES

- Prices suitable for different purchasing powers.
- Wide choice of products.
- Product quality and safety.
- Less packaging.
- Offer products that are suited to a sustainable consumption.



OUR RESPONSIBILITIES TOWARDS EMPLOYEES

- Working conditions.
- Team management.
- Fair wages.
- Respect for diversity.
- Employee safety at Carrefour sites (stores, warehouses, etc.).

OUR RESPONSIBILITIES TOWARDS CUSTOMERS

- Inform customers and raise their awareness of Sustainable Development in stores.
- Promote the reduction, sorting and recycling of waste (collection points, alternatives to check-out bags, etc.).
- Accessibility for disabled people.
- Accessibility via public transport.

RELATIONS WITH CUSTOMERS AND COMMUNITIES

OUR RESPONSIBILITIES TOWARDS CUSTOMERS

- Listen to and meet the needs of customers.
- Democratize consumption.
- Promote sustainable consumption to customers.

OUR RESPONSIBILITIES TOWARDS LOCAL COMMUNITIES

- Promote local employment.
- Become part of the local community.
- Create living spaces.
- Sponsorship and solidarity initiatives.
- Dialogue with local communities.





A DAY-TO-DAY COMMITMENT AT THE HEART OF OUR ACTIVITIES

We express our commitment through our actions, giving more people access to responsible consumption and managing our business in a responsible way. Every day throughout the world, Carrefour employees work to create a business that is in harmony with the planet and its inhabitants.

ECONOMIC SCORECARD

STAKEHOLDERS	KEY FIGURES	COMMITMENTS	OBJECTIVES
CUSTOMERS	<p>25 million customers per day</p> <p>15,430 stores worldwide</p> <p>80,000 products in each hypermarket</p>	Guarantee relevant, up-to-date product ranges	Ensure value for money in all segments: "first price", own-brand products, organic, fair-trade, labelled etc.
		Guarantee product safety and quality	Ensure traceability/Respect the cold chain/Monitor hygiene
		Ensure clear information and raise consumers awareness about responsible consumption	Distribution of the Minimum Ticket relating to merchandise quality in all countries
			Develop innovative communication tools to provide information on the quality, nutritional value and the environmental impact of products
FRANCHISEES	<p>7,424 franchise stores</p> <p>48% of stores are franchises</p> <p>12 franchise partners in 18 territories</p>	Support our partners in their growth and long-term success	Develop a value for money offering in all segments ("first price", ownbrands) in cooperation with our partners
		Respect and promote respect for our commitments	Ensure compliance with regulations on hygiene, quality and the safety of products and stores
		Contribute to local economic development and encourage business creation	Facilitate access to franchises
			Discuss our strategies, goals and development pathways
SUPPLIERS	<p>Between 4,000 and 15,000 suppliers depending on the country</p> <p>78% local suppliers</p> <p>25,797 Carrefour Quality Line suppliers worldwide</p>	Develop conditions for sustainable growth with our suppliers	Set up long-standing partnerships
		Strengthen our partnerships with local suppliers	Promote local sourcing and products
		Ensure loyal, transparent relationships	Ensure ethical behaviour in business relationships Define, communicate and respect rules for discussions and commitments
		Promote Sustainable Development initiatives to our suppliers	Support our suppliers in their Sustainable Development initiatives
		Control risks	Launch an internal control mechanism that includes risk management
SHAREHOLDERS	Listed in 9 SRI indices	Ensure the reliability of environmental and social information on the Group's activities and commitments	Provide complete, reliable data
		Assert the Group's Sustainable Development identity	Provide investors and shareholders with a comprehensive cross-functional vision of the Group's operations

2008 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> ■ All Business Units offer “first price” food products (p. 24) ■ 621 national and own-brand fair-trade products sold in six countries (Challenges Booklet pp. IV-V) ■ 1,733 own-brand organic products listed by the Group ■ Launch of the “Gluten-Free Carrefour” product range in Spain ■ 114 non-food Carrefour AGIR products (organic, Éco Planète, fair trade) offered by the Group 	<p>▶▶▶▶</p>
<ul style="list-style-type: none"> ■ Quality Scorecard deployed in several countries by a dedicated team ■ 50,000 quality inspections of imported non-food products in 2008 ■ 25,000 tests on textile products in 2008 ■ All of the Group’s hypermarkets and supermarkets are audited several times a year on hygiene and quality (p. 66) ■ The “Good Egg Award” received by Carrefour GB and Express in Belgium from the “Compassion in World Farming” association for its efforts in favour of animal welfare 	<p>▶▶▶▶</p>
<ul style="list-style-type: none"> ■ Quality merchandise: Minimum Ticket distributed in all countries where the Group operates (p. 16) 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Develop a nutritional labelling system that will henceforth be placed on the front of own-brand products (to be launched in 2009) (Challenges Booklet p. II) ■ Packaging sorting information placed on own-brand products (p. 48) 	<p>▶▶</p>
<ul style="list-style-type: none"> ■ Nutrition Weeks organized in most countries (Challenges Booklet pp. II-III) ■ Participation in World Environment Day in all countries ■ Participation in the European Sustainable Energy Week in six countries in February 2009 ■ All of the Group’s countries have held events to raise consumer awareness on the environment and/or responsible consumption (pp. 34-35, 60-61, Challenges Booklet pp. II-III, IV-V, X-XI) ■ Banners in France signed the FCD charter on responsible alcohol consumption 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Ensure that our partners benefit from offerings developed by the Group (pp. 32-33) 	<p>▶▶▶▶</p>
<ul style="list-style-type: none"> ■ Quality training session organized in 2008 for Quality managers from the Group’s international partners ■ Support for our partners (training, knowledge transfer, exchange of information etc.) through teams from International Partnership Management, a structure dedicated to this purpose (pp. 32-33) ■ Quality Manager position within the International Partnership Department since 2007 ■ In 2008, 620 participants benefitted from 10,000 hours of training at the Insegna training center in Italy which is dedicated to franchises ■ Launch of a Masters devoted to entrepreneurs in Italy (pp. 32-33) 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ “Gateway” programmes to make franchise more accessible to employees (pp. 32-33) ■ “Assistant Development” training (since 2004) and a lease management system offered by convenience banners in France 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Carrefour Quality Line and Reflets de France, clubs for suppliers, supplier meetings organized in most countries (p. 30) ■ Support for suppliers in implementing REACH: more than 650 suppliers of own-brand products were trained in 2008 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ 15 years of involvement with Carrefour Quality Line producers and more than 10 years with Reflets de France producers ■ Carrefour Guaranteed Partnership programme in France (p. 31) 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Development of the local product mix (pp. 30-31) ■ Awards for local SMEs organized (e.g. : Brazil) (pp. 34-35) ■ Regionally dedicated product lines developed in five countries (p. 30) ■ Direct Purchase Project in China to promote the direct purchase of fresh products from Chinese farmers 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Code of Conduct distributed to all employees (p. 8) ■ Ethics hotlines set up for suppliers in five countries (p. 8) ■ Creation of a Group Compliance Officer position 	<p>▶▶</p>
<ul style="list-style-type: none"> ■ Online self-assessment Sustainable Development tool implemented by the banners in France: deployed to all 1,562 own-brand food product suppliers in 2008. International deployment scheduled in 2009 (p. 30) 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Health and natural risks mapping (pp. 16-17) ■ Crisis management training provided by the Risk Management Department (p. 17) ■ Tools developed by the Group made available through the Carrefouralert website, devoted to managing sensitive situations (p. 17) 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ External audit raised to a moderate certification level for the 2007 Sustainability Report (p. 69) ■ Key Performance Indicators reported three times a year with a web-based tool (Enablon) used by more than 150 contributors (pp. 76-78) ■ Training contributors to report Assets and Merchandise KPI 	<p>▶▶▶</p>
<ul style="list-style-type: none"> ■ Included in nine SRI indices and in the main SRI funds (p. 64) ■ Informations requests from SRI investors and rating agencies answered (p. 64) ■ Roadshows in London and Paris, in store visits and several meetings with investors throughout the year 	<p>▶▶▶</p>



Enabling the largest number of customer to have access to quality products is one of the Group's priorities. This represents the foundation of the Carrefour brand, which combines a wide selection and affordable prices with quality and product safety.

PROMOTING QUALITY FOR ALL

ENABLE TO RECONCILE QUALITY AND PURCHASING POWER

The Carrefour Group develops own-brand products that guarantee its customers the best value for money. These products, including the "first price" products, especially enable the greatest number of people to access a varied range of food products enabling to have a balanced diet.

FREEDOM OF CHOICE

Industrial brand, regional brand, own-brand or "first price" products. Based on its wide range, Carrefour's merchandise mix helps customers adapt their choices to their needs and budgets. It also responds to the growing demand for responsible consumption: under its brands, the Group lists and develops products that are accessible to the largest number of customers and which respect the environment and/or incorporate a socially responsible approach. Especially representative of this approach, the various Carrefour AGIR ranges (Organic, Eco Planete, Nutrition, Fair Trade) were enlarged by numerous products in 2008.

MAIN CHARACTERISTICS OF CARREFOUR QUALITY LINES

On economic and social issues:

- a strong, long-term partnership with suppliers, farmers and producers;
- promoting expertise and regional products;
- a regional - and even local - approach;
- contribution to the economic, social and environmental development of local communities.

On environmental issues:

- an integrated approach to farming (careful use of water, promoting integrated pest control such as the use of ladybirds to eliminate aphids on apples rather than relying on pesticides, etc.);
- farming conditions that respect animal welfare (animal rearing densities, slaughtering conditions, etc.);
- absence of chemical treatments after harvest, no GMO products in animal feed or in plant production;
- prohibiting soil-free plant production, antibiotics and growth hormones, chemical treatment of soil and the spreading of sludge from water treatment plants;
- limit the use of additives and manufacturing aids.

AT THE HEART OF THE DISCUSSION

When globalisation benefits local consumers

Is globalisation a factor in the rising inequality between western countries and developing countries? The Group is combating this idea by establishing practices which benefit local populations wherever it operates. In China, for example, 15,000 store employees are trained in food safety each year. Progress also involves increasing quality standards. In 2008, Carrefour Indonesia launched its first Quality Line for farm-raised prawns which ensures complete traceability, on-going control of water and food quality and the absence of antibiotic treatments. A similar initiative was deployed in Thailand to produce mandarins, organic lettuce, sea bass and white shrimp.

1,733

own-brand organic products in the Group at the end of 2008

418

Carrefour Quality Lines in 15 countries



THE QUALITY LINES: AN HISTORICAL COMMITMENT

Launched in 1992, the Carrefour Quality Lines aim to anticipate and meet consumer expectations in terms of freshness, taste and authenticity. They are based on close cooperation with suppliers aimed at constantly improving production conditions, the attention paid to the environment and product quality. In 2008, the Group included 418 Carrefour Quality lines developed in 15 countries.

IMPROVING ANIMAL WELFARE

Carrefour not only complies with local and European laws on animal welfare, it also anticipates future developments. That's why the Quality Lines include specific criteria concerning animal living space, equipment that improves comfort at all stages of rearing, transport and slaughtering conditions. In addition, the Group's international purchasing office has banned all products made with natural fur as well as all animal testing for its cosmetic products.



1. Carrefour Quality Line Products, Thailand 2. Agir product range Carrefour Organic products.

AT THE HEART OF OUR SITES

Belgium: a sustainable line of high quality bread

By launching its stone-baked bread, Carrefour Belgium initiated a new Quality Line. The product meets Carrefour's most demanding quality standards. The grains come from integrated farming practices and are guaranteed to be 100% GMO-free. In addition, the flour does not contain any additives. The specifications also set out the conditions for sustainable production: the fields lie fallow for specific periods of time and the production cycle minimizes CO₂ emissions.

Ed stores in France: enhanced food safety practices

The banner has taken measures to enhance the safety of its food products: the number of tests conducted throughout the logistical chain was doubled as compared with 2007. In addition, Ed established a store web-based platform, making it possible to send sms messages

to operational teams in order to improve responsiveness in the event of a product removal or recall.

France: training Quality managers for environmental inspections

In 2008 in France, Carrefour deployed a self-assessment IT tool to most of its own-brand food product suppliers. This initiative includes environmental inspections which all relevant quality managers were trained to carry out. Addressing both major environmental challenges (waste, water, air, energy, climate change, etc.) and Sustainable Development management practices, the training course enabled participants to acquire the keys to carry out assessments at the supplier's premises and suggest targeted actions.

INCORPORATING SAFETY AND QUALITY INTO THE DNA OF OUR PRODUCTS



Hervé Gomichon
Group Quality Director



At Carrefour, quality is a requirement demonstrated throughout the life of its products. As soon as a new product enters development, our technical teams treat as "fundamental" our customers' expectations as reported by the customer service department, its price position, regulatory information and the manufacturing process, identifying the origins of raw materials, etc. We incorporate the search for future satisfaction into the product's DNA.

To ensure that the supplier's tools, skills and motivation are compatible with our quality requirements, we carry out production site audits during the call for tenders. We prepare specifications that describe the nature and origin of raw materials, the recipe used and the production method. Based on this, the selected product will then be controlled through an annual monitoring plan.

The entire process was also designed to ensure optimal health and safety. Notwithstanding this, we know that there is no such thing as zero risk. Therefore we have established a group of tools and procedures to help us manage any suspicion of non-compliance: an intelligence network to issue alerts; analyses to identify questionable products and to contact affected suppliers; and a rapid, multi-channel communications system to order the removal of products from stores if necessary. We regularly improve the ergonomics and performance of these tools. Finally, we ensure the international distribution of best practices, especially in China where the Carrefour China Foundation for food safety is involved in a major initiative to promote progress among suppliers and local authorities. ■■

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Balanced diet (p. II of the Challenges Booklet)
Responsible consumption
(p. IV of the Challenges Booklet)
Key performance indicators (pp. 66 to 73)
www.carrefour.com



Toys, infants' clothing, cosmetics... Certain non-food products are considered "sensitive" with regards to user safety. Carrefour approaches these issues in a responsible way, maintaining constant dialogue with the scientific community and consumers.

ENFORCING STRICT SAFETY STANDARDS FOR ALL PRODUCTS

HOUSEHOLD AND PERSONAL CARE (HPC) PRODUCTS: LINKING THE PRECAUTIONARY PRINCIPLE TO ENVIRONMENTAL PERFORMANCE

The precautionary principle is one of the key principles of the Group's policy which ensures the safety and quality of its HPC products. Even before specific regulatory requirements come into force, our "ingredient" policy, drawn from best practices, already prohibits the use of certain substances whose total harmlessness has not been confirmed by the scientific community.

With regard to cosmetics formulations, Carrefour takes every precaution by assigning recognized toxicology experts to the task. Relayed by the French Commerce and Retailing Federation (FCD) working group on HPC, the Group, supports the development of new European cosmetics rules to strengthen product safety through optimal regulatory standardisation.

Finally, Carrefour worked with Ademe on an environmental analysis procedure which, starting in 2009, will enable the development of new Carrefour AGIR Éco Planète products which are more environmentally friendly.

CHILDREN'S CLOTHING: INCREASED SAFETY

In the area of child safety, Carrefour has exceeded existing regulatory requirements by establishing specifications which strictly control the use of certain chemical substances which may be toxic, carcinogenic or allergenic. Likewise, Carrefour checks the resistance of small removable elements to eliminate the risk of ingestion. Furthermore, independent laboratories and organisations confirm that required safety levels have been achieved: more than 4,000 chemical analyses and more than 20,000 product inspections were conducted in 2008.

AT THE HEART OF OUR SITES

France: intensifying efforts in relation to plant disease control
In order to intensify our efforts on the issue of plant disease control products, the hypermarkets deployed a series of training sessions to raise team awareness of regulations and risks. At the same time, new Éco Planète products were developed to supplement the garden department, including plant disease control products made with natural materials (bands and sticky traps to protect fruit trees from insects, insecticides, mineral oil-based acaricides, mastics and pine tar).



■ AGIR Éco Planète Product Range.



TOYS UNDER TIGHT SURVEILLANCE

A rigorous quality control program was established to ensure the quality and safety of imported toys. (See the diagram below). In particular, the Group examined mechanical, electrical and fire risks as well as chemical risks (heavy metals, phthalates, etc.). Taking this another step further, Carrefour applied its toy standards to any products that are handled by children (such as stationary and animal toys). In addition, in 2008 Carrefour was involved in preparing a report for the European Commission that assessed the effectiveness of safety measures implemented in the toy industry. Finally, the Group was involved in preparing a charter signed by Eurocommerce member retailers to bring best practices into widespread use.

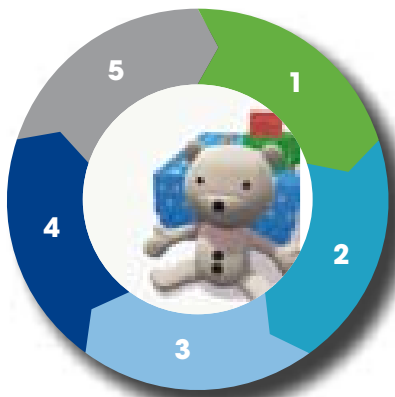
QUALITY: A DAILY CONCERN FOR EVERYONE



Nadège Claudel
Group Non-Food
Quality Director

ff Quality, safety and Sustainable Development are a daily concern for everyone at Carrefour. That's why each quality engineer is also responsible for Sustainable Development in the product categories under their responsibility. This commitment is put into practice during product selection. Naturally, we assess them according to safety, quality and performance criteria. But we are also responsible for seeking out and promoting product ranges that constantly aim to be more environmentally-friendly and healthy for our consumers. For example, our team of chemical engineers has developed a range of paint products that received the Ecolabel. The team responsible for electrical products selects high performance energyefficient equipment and makes sure that our suppliers are aware of the new European EuP directive (setting eco-design requirements applicable to products which use energy). From a social point of view, we also verify that our suppliers' manufacturing sites offer decent working conditions. Developing a more responsible product offering means building for the future, where everyone plays a role in supporting innovation to benefit the greatest number. **»**

TOY QUALITY CONTROL: A DETAILED LOOK AT THE CARREFOUR PROCESS



- 1** Assessment of production sites with regard to European standards and fundamental requirements concerning respect for Human rights at work.
- 2** Publication of technical specifications. This allows Carrefour to formalize its requirements and provide them to the supplier.
- 3** Conducting a pre-production compliance test. Since 2001, Carrefour has had its products tested in France at laboratories registered with the European Commission.
- 4** Sampling test performed during production in accordance with the prototype.
- 5** Inspection of a final batch. An independent control bodies inspects the products to ensure that they comply with safety and quality standards.

During the listing of toys for Christmas 2008, technical audits were carried out at all production sites (107 in total). Ten of them were subject to a social audit, while the others were IC TI-certified*. 500 specifications were prepared, followed by 500 pre-production controls, 483 production controls, and 5,262 pre-shipment inspections.

*Frame of reference for toy manufacturers on labour issues.



■ Carrefour toy department, Bangkok, Thailand.

50,000

quality inspections
of imported non-food products

25,000

tests on textile products

Info+

www.carrefour.com



Aware of customer diversity and attentive to the changing economic situation, Carrefour seeks to anticipate and meet everyone's needs by playing on its complementary formats and developing its product offerings. This approach further contributes to the social equilibrium of the communities which host the Group's stores.

ADAPTING TO NEW EXPECTATIONS

A SPECIFIC FORMAT TO MEET EACH EXPECTATION

To respond to a variety of expectations and changes in lifestyle, Carrefour encompasses a variety of complementary formats. The population is aging and active singles are increasing in number. As a result, the Group has strengthened its convenience store network and extended their hours of operation. Young households devote less time to shopping: on-line shopping is developed. In each country, stores adapt their concept, merchandise mix and price policy to the specific circumstances of their catchment areas: hypermarkets, supermarkets, convenience, hard discount or cash & carry. In 2008, Carrefour launched its "mini" format in Argentina to make it easier to shop every day and opened convenience stores in Spain and Brazil. With a beneficial effect on the Group's growth, this approach also promotes the socio-economic development of the regions in which it operates. By creating social relationships, convenience stores help to revitalise city centres and rural areas. As for hypermarkets and supermarkets, they are often centres of activity and provide jobs in disadvantaged districts on the outskirts of cities.

SERVICES FOR ALL

Meeting the new aspirations of our customers also means developing more accessible services under all of our banners for the greatest number of people. Insurance, financial services, travel, entertainment, mobile telephones, IT support, green energy: the number of areas covered by Carrefour's lines is constantly growing. In France, the government has established tax incentives for households to encourage the use of personal services, providing a significant source of employment. Shopi and 8 à Huit were the first banners to take advantage of this measure when they launched a national offering in 2007. All customer loyalty cardholders now have access to approximately 20 different services (for the home, the family, over-55s and disabled people) delivered by Fourmi Verte, a partner company.

AT THE HEART OF THE DISCUSSION

When Carrefour takes over the Post Office

As a way of revitalising rural districts which are slowly losing their businesses, Carrefour offers a wide range of business activities and services through its convenience banners. This formed the basis for the idea of transferring essential post office functions to the stores when post offices had to close. This is the purpose of the partnership between the Group and La Poste, the French post office, which led to the opening of 45 "Relais Poste". They enable customers to conduct routine transactions (mail drop-off and pick-up, stamp purchases and Ready-to-Post, money withdrawals for holders of CCP or Livret A) with extended hours of operation (8:00 am to 8:00 pm). In addition, Carrefour supports Post Office staff retraining in the rural setting.



■ Carrefour Energy Stand.



ALWAYS READY TO LISTEN TO CONSUMERS

In every country where it operates, the Group carries out consumer researches to better understand them and identify their expectations. It also conducts satisfaction surveys, particularly through customer panels.

In addition, Carrefour deals with complaints as quickly as possible. For this purpose, it has established Customer Service Departments and local-rate telephone numbers which appear on our own-brand product packaging. In France, 54% of matters handled by the multi-banner Customer Service department related to product complaints. Whereas the number of product information requests rose by 20%, the main trend involves increased customer sensitivity to society-related issues (up 40%) and issues related to health and safety (up 72%).

AT THE HEART OF OUR SITES

France: a green energy offer at competitive prices

Following the example of Carrefour Belgium's Energy Eco Planet offer in 2008, at the beginning of 2009 Carrefour hypermarkets in France launched a range of green energy offers under the new "Carrefour Energy" brand in partnership with POWEO, France's leading independent electricity and gas operator. Carrefour Energy by Poweo offers electricity at competitive prices, enabling customers to reduce their bills by saving up to 10% per kWh. In addition, Carrefour Energy provides a solution to customers committed to responsible consumption with an offer that includes between 25% and 100% certified green electricity*.

*For each MW h consumed, Poweo agrees to purchase 25% or 100% of green electricity in the form of green certificates.

France: giving meaning to your holidays

By offering three trips under its Carrefour AGIR Solidaire brand, Carrefour supports child protection organisations in Asia. How? By paying back a subsidy for every traveller, Carrefour financially supports projects being implemented by the organizations partners in the countries. In Thailand, this support benefits an NGO which fights child trafficking and prostitution among ethnic minorities in the northern part of the country and in Burma. In India and Vietnam, it involves organisations which receive and rehabilitate abandoned children and orphans which Carrefour supports.

Carrefour Agir Solidaire trips supporting these projects are described in catalogues which are provided to customers. The second part of this approach involves raising customer awareness. Thus informational messages are developed with the organisations and included into the catalogues which describe the trips. For example, within the framework of its partnership with ECPAT, Carrefour Voyages involves its customers in the fight against sexual tourism; with the WWF, it raises their awareness on environmental protection and, in association with CO₂ Solidaire, it encourages them to get involved in carbon offsets (Carrefour Voyages offsets emissions resulting from its employees travels).

Brazil: Carrefour has invented a new way to experience the consumer-retailer relationship

Carrefour Brazil wants to reach out to its customers, gather suggestions and discuss ideas. In 2008 it recruited a group of customers known as United Carrefour Consumers (CUCA). Its mission? To focus on all parameters which determine the level of satisfaction associated with a purchasing act: product quality and price, variety of the merchandising mix, consideration of social and environmental criteria, the quality of customer services and store access, etc. To provide maximum exposure to this initiative, Carrefour established a variety of communication tools including a dedicated website. By October 2008, it had recorded 500,000 visits.

55,000

matters handled by the multi-banner Customer Service Department (excluding Hard Discount) in France in 2008

REVITALISING RURAL AREAS

M. Guégan

Mayor of La Chapelle-Caro
Morbihan (56) – 1,200 inhabitants

“ For many years, La Chapelle-Caro had a butcher/delicatessen which offered a limited number of grocery products. When it failed to find a buyer, the butcher shop closed and the village was left without a convenience store. When I met with the Carrefour Group representatives they immediately responded to our request. The Government, the department and the region financed the purchase of the land and the premises. Thanks to this assistance, we closed the transaction and opened the PROXI grocery store in July 2003. Today, inhabitants are pleased. The store managers who are well-established in the local community, are also key to the project's success. It's a new life in La Chapelle-Caro. PROXI fully meets the community's needs, and it is an asset to the community that attracts new inhabitants to the area. ”



Image courtesy of Carrefour and CO₂ Solidaire. All rights reserved. Carrefour and CO₂ Solidaire are trademarks of the Carrefour Group. All other trademarks are the property of their respective owners.



■ Raising awareness of carbon offsets within the cooperation framework established between Voyages Carrefour and CO₂ Solidaire.

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For the choice of its product offering, Carrefour gives priority to local sourcing, creating real partnerships with its own brand suppliers. These latest thus gain long-term perspectives, while the Group gains the opportunity to offer its customers the best value for money.

LONGSTANDING SUPPORT FOR SUPPLIERS

RESPECT FOR ETHICS

Relations between the Group and its suppliers are founded on the basis of respect and ethical conduct. Buyers sign the Group's Code of Conduct and country divisions make sure that rules relating to transparency and fairness are strictly applied when awarding contracts. In some countries Carrefour has also set up ethics hotlines which enable suppliers to alert on any behaviour inconsistent with the Group Values.

PRIORITY TO LOCAL PRODUCERS

For own brand food products, Carrefour gives priority to local sourcing. This enables SMEs and farmers to be a part of the Group's growth. This approach has led to the creation of the Carrefour Quality Line (418 in 2008), and ranges dedicated to regional products in France, Spain, Belgium, Italy and Colombia. The Group thus contributes to the local development of the countries where it does business, all while saving the planet from the cost of the CO₂ emissions due to the transport of imported products.

SUPPORTING CONTINUOUS IMPROVEMENT

Carrefour offers quality, safe and competitive products which are also produced with respect for sustainability criteria. Carrefour helps its suppliers to meet these requirements and continuously improve their performance by sharing information and know-how and through audits. Carrefour has also participated in the collective drafting of an IFS-equivalent (International Food Standard) auditing benchmark for own brand food products suppliers, dedicated to the protection of the environment.

In France, Carrefour has also developed an Internet-based self-assessment tool enabling its own brand food suppliers to assess their sustainable development policy and practice. Drafted with the support of ADEME and the WWF, the tool consists of 49 economically, socially and environmentally-oriented criteria. It also offers advice and information on best practices. In 2008, on the basis of the very positive feedback received from the first users, Carrefour sent the tool to all 1,562 own brand food suppliers. The tool was fully integrated by 36% of them right from the outset. In addition the Group performed on sites consultation visits, to check the information declared, help with the drafting of action plans and follow-up on the progress achieved by suppliers. At the beginning of 2009, 112 Carrefour suppliers participated in an event held at WWF France headquarters to share information and best practices on sustainable development self-assessment and the environment in general. The tool will be internationally deployed as of 2009.



■ Carrefour AGIR organic biscuits made by Biscuiterie de l'Abbaye.

ADVANTAGES OF THE CARREFOUR SELF-ASSESSMENT TOOL



Gérard Lebaudy
Supplier "Biscuiterie de l'Abbaye"



Having been asked by Carrefour, we joined the Global Compact programme in 2003. As of 2004 we adopted a Sustainable Development policy in line with the AFNOR SD 21000 Standard. We have been applying Carrefour's self-assessment system for the past three years and we find that it provides for several advantages. It is mostly a tool that measures the effectiveness of continuous development and provides for clarification on "customer" expectations. It also offers us the opportunity to discuss the challenges being faced by our planet with a privileged partner. In 2008 this cooperation enabled both Biscuiterie de l'Abbaye and Carrefour to be awarded the Gré d'Or by the FEEF and the Sceptre d'Or by the French Senate for sustainable development in the corporate category. ■



HELPING SUPPLIERS TO APPLY REACH

In 2007, Reach – the European Community Regulation on chemical substances and their safe use – introduced new obligations for members of the economic community. Directly impacted as a retailer, Carrefour set up a dedicated organizational structure with several tools enabling the identification of the substances contained in its products and packaging. Training was provided to Group Global Purchasing Office staff and an international network with 12 coordinators was created. In addition, the Group set up a training programme for over 650 of its own brand product suppliers throughout the world, in order to help them better understand their obligations and to guide them in their efforts to become compliant. A Reach clause was also added to commercial contracts as an appendix. In 2008 networks of Carrefour-trained experts audited 70 companies involved in making the preparations contained in the non-food merchandise mix sold by the Group.

AT THE HEART OF OUR SITES

China: direct store-farmer relations

Carrefour China has created the "Direct Purchase" initiative to encourage the purchase of fresh produce directly from the farm. By sidestepping the usual intermediaries, the Group aims at providing better prices and greater opportunities for producers, while improving product freshness and reducing the final cost for Chinese consumers. By offering local farmers the opportunity for a long-term partnership in order to provide for better quality assurance, Carrefour contributes to the modernization of agricultural methods and thus furthers local economic development. In 2009, "Direct Purchase" products are expected to comprise 35% to 40% of Carrefour China's fresh product sales (compared to 10% in 2008).

Brazil: a successful and sustainable partnership model

Located near Sao Paulo, Fazenda Ouro Verde has been supplying limes to Carrefour for more than twenty years. These ties, which have become stronger over time, have enabled a small farmer to expand his business and the Group to be able to sell limes produced according to ever-improving quality standards. Today the farm spans 625 hectares (from an initial 24 hectares), employs 55 workers and sells a large part of its produce to Carrefour. A fertilization programme – based on ground analyses, the planting of hedges to prevent contamination from neighbouring farms, irrigated water control, the absence of chemical treatments, strict production tracking – has enabled Fazenda Ouro Verde farm to become one of the first local Brazilian Carrefour Quality Line producers, Garantia De Origem.

AT THE HEART OF THE DEBATE

Carrefour provides opportunities for thousands of producers

Carrefour Quality Line products, brands dedicated to regional products: putting the spotlight on local produce. By developing these lines, Carrefour provides work for an ever-growing number of SMEs and small producers in the framework of long-term partnerships which continuously provide new opportunities and thus help local business to develop. The "Reflets de France" range encompasses 140 companies with products generating a turnover which has increased by 85% over the past ten years. Since 2006, with the Guaranteed Partnership programme, hypermarkets in France make a contractual commitment to purchasing volumes upstream of production and before the season, providing French producers with a guarantee that their fruit and vegetables will indeed be sold, thus enabling them to manage their production with peace of mind. Proof that preconceived ideas can be wrong and that mass retail can be a source of growth for the SME.

INTEGRATE SUSTAINABLE DEVELOPMENT IN THE GROUP'S INDIRECT PURCHASES



Paul Rowsome
Environmental Manager
Group Sustainability
Department



In 2008 the Group's Financial Control and Assets Divisions set up the "Indirect Purchasing Shared Service Centre School (CSP)" aimed at department managers from all countries, in charge of asset purchases and general corporate expenses (e.g. energy, paper, etc.). Our Department was involved in order to raise managers awareness on the Group's sustainable development approach. One of the seven purchasing governance principles presented was the consideration for sustainability objectives. For example, the Group Assets Director highlighted the principles of transparency, ethical conduct and equal opportunity for suppliers. We also proposed the progressive integration of our Social Charter, signed by all our own brand suppliers, into the commercial contracts concluded with our indirect purchasing suppliers and service providers. In terms of the environment, it was my task to underline the Group's objectives, the importance of monitoring performance indicators and applying the "Total Cost of Ownership" principle (TCO) to the review of proposals. TCO enables buyers to make decisions based on a more comprehensive analysis of equipment taking into account consumption and lifespan along with purchase price considerations. ”

25,797

Quality Line suppliers provide products to the Carrefour Group

78%

of local sourcing for own brand food products

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Manufacturing social conditions (p. VI of the Challenges Booklet) www.carrefour.com



With 7,424 franchise stores and 12 partner groups located internationally, Carrefour has developed an extensive network providing for shared economic value. What are the key factors of this success? A commercial offer provided at Group level, dedicated teams and the promotion of company spirit amongst employees.

STRONG SUPPORT FOR FRANCHISE PARTNERS

AN INTERNATIONAL AND MULTIFORMAT NETWORK

As the leading food franchiser in France, Carrefour offers individual or group investors the opportunity to operate under one of the Group's banners. From convenience stores to hypermarkets all formats are open to franchise which is developed on the basis of two different types of contract. On the one hand, there is the franchise agreement which the Group promotes in "integrated" countries: Argentina, Belgium, Brazil, France, Greece, Portugal and Spain. On the other hand there is the partnership agreement developed with a network of 12 groups in 18 different countries and territories: Bahrain, Belgium, Dominican Republic, DOM TOM (French overseas departments and territories), Egypt, Japan, Jordan, Kuwait, Morocco, Oman, Qatar, Saudi Arabia, Slovakia, Tunisia and the United Arab Emirates.

GUIDANCE AND KNOWLEDGE TRANSMISSION

Partners and franchises gain from the Group's capacity to provide for the best value for money, modernity and merchandise mix for products and services. The Carrefour Group even goes further by providing for operational teams dedicated to the different formats, who oversee the transmission of knowledge and skills. Implemented on an international scale in all the countries involved, this approach includes exchange information, training programmes and technical assistance, as well as a constant updated commercial concepts. In 2008, for example, the quality managers of international partner groups benefited from a course on quality assurance, organized on the basis of three themes: the development of own brand products (particularly training in quality audits for suppliers), crisis management and quality policies, and store best practices. These training courses enable the Carrefour teams to convey their methods and know-how, as well as provide partner groups the opportunity to exchange on the best practices they have implemented.

1st

The Carrefour Group is the leading food franchiser in France

ENABLING JOB SEEKERS TO BECOME THEIR OWN BOSS



Jean-Jacques Hérault
Head of "Franchise recruitment"
Carrefour Convenience Store
Network - France -
South West Region



For the past twelve years we have been working hand-in-hand with the Albi Chamber of Commerce and Industry in order to provide vocational training for "Convenience food store managers". This is a unique type of partnership in France which has already allowed for approximately thirty people to stay and work "back home" by becoming independent store operators and heading up a supermarket in their region. This training is primarily intended for job seekers. It is a four-month training course with four weeks spent doing an internship in a company. In this way, the trainees prepare to become manager, deputy manager, or even the owner of their own store. These courses are recognized and financed by the Midi-Pyrenees Region and, according to the profile of the candidates, may be followed by an additional two months of paid training within the Carrefour Group. A lot has been achieved in the twelve years that this course has been on offer. Over 80% of trainees have gone on to find jobs! In just ten years, about thirty trainees have opened up their own franchise or have become deputy store managers. Carrefour has thus contributed to create local jobs and ensure their long-term future. »



FOSTERING BUSINESS CREATION

To stimulate people in their vocation and support the creation of new businesses, the Group makes it easier for employees to access the franchise system thanks to a system of gateways. Innovative programmes have been introduced to give talent a chance. Future franchisees are thus offered the opportunity to manage their own convenience store under the Carrefour banner by leasing the business from Carrefour for a period of two to three years. By the end of this period they should have enough money to buy the store as a fully-fledged franchise (a business leasing-management system). Today 400 Shopi, Marché Plus or 8 à Huit stores have been set aside for this purpose.

Since 2004 a special training programme called the "Assistant Development" programme has been on offer for best store assistants working in a Shopi, Marché Plus or 8 à Huit for at least a year. This is a 20-day training course undertaken over a 24-month period during which assistant managers alternate between theoretical training and practical experience, enabling them, in the long run, to take on their own franchise via the business leasing-management system. Since its creation, 56 course graduates have gone on to become franchisees. Managers in the various countries are also regularly trained to contribute to the extension of the franchise network.

In 2008 some thirty executive directors and development managers took the course and new sessions have been organized for 2009.

AT THE HEART OF OUR SITES

France: Ed offers a leasing-management option to foster business creation

Ed has adopted the business leasing-management model to provide employees with the opportunity to participate in franchise development. As a result, 16 of the 24 stores currently operating under this system are managed by former employees.

Italy: GS launches the "Insegna" masters degree

"Insegna" is a master's programme designed to cater for the training needs of partner entrepreneurs and their staff and provide them with the tools required to run their companies as effectively and optimally as possible. "Insegna" is intended to improve the level of managerial skills within franchises, highlight the importance of the jobs done in the various store departments and improve customer relations. The overall aim is to improve the performance of partner companies and their sales networks. In 2008, a master's programme for entrepreneurs, developed in conjunction with training professionals, was also created within the "Insegna" framework (10,000 hours of training to 620 participants).



■ GS employees in Italy.



■ Carrefour banners in Spain, France, Turkey and Italy.

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www.carrefour.com



Every year, all over the world, Carrefour Group teams carry out initiatives to promote healthy and balanced diet and responsible commerce practices from the producer through to the end consumer...

This is a selection of the most noteworthy initiatives related in annual reporting by our country correspondents.

2008 INITIATIVES COMMERCIAL AND ECONOMIC ACTIONS

QUALITY/SAFETY



IMPROVING ANIMAL WELL-BEING

Carrefour GB and Carrefour Express stores were rewarded with the "Good Egg Award" by the European association "Compassion in World Farming", an authority in the field of animal well-being. One hundred million eggs sold by Carrefour every year come from free range chickens raised according to very strict specifications. In September, Carrefour GB and Express stopped the sale of eggs from battery chickens, ahead of a European Union plan to put an end to this practice by 2012.



STRENGTHENING IN-STORE HEALTH AND SAFETY

All Group head offices and stores have now been appointed their own health, safety and environment committee. With monthly meetings and inspections, the role of the committee is to make recommendations to a relevant team of managers in order to prevent non-conformities and ensure employees and customers are not exposed to accidents.

NUTRITION



RAISING AWARENESS ON THE IMPORTANCE OF A BALANCED DIET

In the framework of a national programme initiated by the national Health Ministry to prevent chronic illnesses linked to malnutrition (increasingly common in China), the Carrefour Food Safety Foundation in China held a Nutrition Week. Special store displays, leaflets and the presence of nutritional experts helped raise the awareness of consumers to the importance of combining healthy eating habits with regular physical exercise. To contribute to the fight against anaemia, which affects 15% to 20% of the population, Carrefour also promoted iron-fortified condiments to be sold within the framework of its agreement with the Food Fortification Office.



SUPERMARKETS INITIATED CHILDREN INTO GOOD TASTE

To coincide with its Taste Week, supermarkets set up special displays for 300 of the Reflets de France products made by 130 companies according to traditional and regional know-how. The aim of this special event was to teach children about good taste and respect for flavours, as well as help them to discover various professions within the food industry.



■ Nutrition Week Poster, China.



SHOI AND 8 À HUIT REVEAL THE BENEFITS OF FRESH FRUIT AND VEGETABLES

Two Carrefour banners contributed to Fraich'-Attitude Week, a national initiative intended to promote the taste and discovery of fresh fruit and vegetables and ensure the proactive participation of institutional and professional players.

PARTNERSHIP WITH SUPPLIERS



SUPPORT FOR MICRO-ENTREPRENEURS

During a weekend in November, Carrefour and the municipality of Malvinas Argentinas (in the province of Buenos Aires) gave 30 micro-entrepreneurs the opportunity to promote and sell their products at a fair organized near the biggest hypermarket in the country.



FAIR TRADE - AN EFFECTIVE AID FOR DEVELOPMENT

Since 2007, GS has been selling pineapples from GhanaCoop, a fair trade cooperative supported by the Ghanaian community in the province of Modena. Sales have enabled producers to be paid for their efforts and a "development bonus" of over €5,000 has been awarded to the pineapple provider, Bomarts Farm.

This has contributed to the completion of a hospital, the excavation of six wells providing improved access to drinking water and the granting of scholarships to the farmers' children.

RESPONSIBLE COMMUNICATION



PREVENTING RISKS RELATED TO ALCOHOL CONSUMPTION

In order to promote the responsible drinking of alcoholic beverages, Carrefour France banners signed the charter drawn up by the Trade and Retail Companies Federation (FCD). The agreement contains provisions regarding information on alcohol units displayed on the labels of own brand alcohols, store posters with regulatory information on the sale of alcoholic beverages, the distribution of a guide of best practices and supervision during tastings. In Italy, several stores have hosted information and prevention campaigns on the risks linked to drinking and driving and have distributed awareness booklets.



SUPPORTING SMALL-SCALE PEPPER PRODUCERS

Since 2004, Carrefour has organized the autumn "Sichuan Pepper Fair" in order to sell the peppers grown by small-scale pepper producers from Minshan, the land of the giant panda. These promotional events fall within the framework of a partnership with the WWF to support conservation and sustainable development in the region. In 2008, 32 tonnes of peppers were marketed in 94 stores, in 25 towns and cities (compared to 15 tonnes in 2007). Thanks to Carrefour's support, the pepper is currently in the process of being awarded the Green Food Label guaranteeing its high level of quality.



ENCOURAGING SUPPLIERS TO IMPROVE THEIR PRACTICES

In order to encourage the inclusion of sustainable development criteria in the continuous improvement of production processes and value chains, the Group organized its very first own brand Carrefour national prize. Almost 140 companies competed for recognition in nine categories: sustainable development, social responsibility, organic production, quality, sourcing, marketing, innovation, launch of the year and supplier of the year.



■ New Dia Organic Product.

CUSTOMER SERVICE



COMMITMENT TO PRICES

Carrefour has introduced the "Red Line", a telephone service enabling consumers to alert the banner if they find the same product cheaper elsewhere. In this case and after verification, the store will then lower the price of the product in question. By undertaking such an initiative, which follows the Price Alert Line introduced in France in 2006, Carrefour has confirmed its intention to guarantee its customers the best quality at the best price.



RESPONSIBLE CONSUMPTION AND PURCHASING POWER



PROMOCASH LAUNCHES ITS OWN BRAND OF FAIR TRADE PRODUCTS

Promocash has developed a range of four coffee/tea-based products under SAXO Max Havelaar brand. An explanatory note was sent out to all professional customers on the occasion of the launch.



ED OFFERS RESPONSIBLE PRODUCTS AT DISCOUNT PRICES

For Ed, being able to consume organic products on a daily basis should not be a luxury. The brand thus became the first hard-discounter to offer seasonal organic fruits and vegetables. It also became the first to offer coffee certified as responsible under its Dia brand, accompanied by an internet tracking tool which allows consumers to find out about the plantations where the coffee comes from and the social and environmental programmes implemented. Ed has also developed a range of responsible fishing products and offers its customers MSC-certified salmon steaks.

SOCIAL SCORECARD

STAKEHOLDERS	KEY FIGURES	COMMITMENTS	OBJECTIVES
EMPLOYEES	Over 495,000 Group employees	Respect and promote awareness on our Values, Code of Conduct and Sustainable Development	Distribute and raise awareness on the Code of Conduct in all countries
			Raise awareness and provide training on Values
			Raise awareness on Sustainable Development
	More than 14,000 employees dedicated to safety and security within the Group	Ensure the safety and quality of working conditions	Guarantee quality working conditions
			Reduce accidents in the workplace
			Adaptation of job task organization to company requirements and the needs of employees
	23,095 employees in 11 countries surveyed in 2008 (up 9% from 2007)	Promote social dialogue with employees and their representatives	Recognize social partners as legitimate company contacts
			Ensure regular employee feedback
			Promote equal access to information and develop internal communications
	33.7% women managers	Promote diversity and equal opportunities within the company	Employ a policy in favour of diversity in all countries
			Assure an equal opportunities policy
	9,395 disabled workers in the Group	Support the development of skills and the motivation of employees	Implement adapted training courses which promote internal promotion and personal development
Coordinate a personal career management strategy			
Offer a comprehensive and competitive remuneration policy that rewards individual performance			
SUPPLIERS	2,541 social audits performed over 8 years	Promote social responsibility of suppliers	Ensure respect for Human rights in the controlled products supply chain
LOCAL COMMUNITIES	Budget of €4.57 million for the Carrefour International Foundation	Work closely with local communities	Boost local employment
			Promote initiatives aimed at providing social assistance and combat exclusion

2008 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> ■ Distribution of the Code of Conduct to all employees (p. 8) ■ Creation of a Compliance Officer position at Group level ■ Ethical training campaigns for employees (see example of the campaign carried out in China in 2008, p. 8) 	▶▶
<ul style="list-style-type: none"> ■ Raise awareness and/or training on Values in the countries (p. 8) 	▶▶▶▶
<ul style="list-style-type: none"> ■ Raising awareness at Group head offices: Eco-Attitude in France, the equivalent initiative in Italy and the "Recycle Paper for Trees" programme in Thailand (Challenges Booklet p. XI) ■ Raising internal awareness of sustainable development (pp. 34-35, 60-61, Challenges Booklet p. XI) ■ Event organization: World Environment Day, European Sustainable Energy Week, Nutrition Week, etc. (pp. 34-35, Challenges Booklet pp. II-III, Challenges Booklet p. XI) ■ Raising awareness of asset purchasing and general corporate expense managers on sustainable development by training via the CSP Indirect Purchasing School (p.31) 	▶▶▶
<ul style="list-style-type: none"> ■ Psychosocial risk prevention training (deployed in France) (p. 43) ■ Signing of the convention with INAVEM providing the possibility for store employees, if need be, to call on the services of a psychological support 	▶▶
<ul style="list-style-type: none"> ■ Implementation of initiatives in all countries to identify risks and reinforce their prevention: rate of absence due to accidents down 8.1% in 2008 (vs. 2007) ■ Adaptation of workstations to minimize risks ■ Cardiovascular disease prevention programme in Spain (p. 49) 	▶▶▶
<ul style="list-style-type: none"> ■ Signing of the Parenthood Charter by the Group in France (p. 43) ■ Signing of the job versatility agreement by hypermarkets in France, currently being deployed (p. 43) 	▶▶▶
<ul style="list-style-type: none"> ■ Concrete application of the collective agreement between Carrefour Turkey and social partners within the framework of a social partnership between the Carrefour Group and UNI Commerce (p. 43) ■ Renewal of the CICE (European Consultation and Information Committee) establishment agreement (p. 42) ■ Renewal of the GPEC (job and skills forecast management) method and agreements by the Group in France, beginning 2009 (p. 42) 	▶▶▶▶
<ul style="list-style-type: none"> ■ "Listening to Staff" survey deployed in Romania in 2008 (p. 42) 	▶▶▶
<ul style="list-style-type: none"> ■ Communications network in order to encourage the sharing of information within the Group ■ Argentina: awarding of the HRD for the quality of internal communication tools (p. 11) ■ Internal communications tools developed in most countries 	▶▶▶
<ul style="list-style-type: none"> ■ Signing by hypermarkets in France of a corporate agreement on diversity and social cohesion (Challenges Booklet p. VIII) ■ Signing of the "Plan Espoir Banlieues", a plan for the employment of youths from underprivileged areas, by Carrefour in France: almost 4,000 young people hired at the end of 2008 (p. 40 and Challenges Booklet p. VIII) ■ 4th Mission Handicap Agreement for hypermarkets and 2nd for supermarkets in France signed for 2008-2010 (Challenges Booklet p. VIII) ■ Development of tools to facilitate the daily lives of employees with disabilities: job maintenance plan, technical and financial assistance plan, training plan (p. 40, Challenges Booklet pp. VIII-IX) ■ Carrefour Malaysia: UNDP support for the hiring and integration of employees with disabilities (p. 39, Challenges Booklet p. IX) ■ "Corporate Social Responsibility" Prize awarded to Carrefour Malaysia by the Malaysian French Chamber of Commerce and Industry as the most responsible employer in the country" (p.11 and Challenge booklet p IX) 	▶▶▶▶
<ul style="list-style-type: none"> ■ Agreement on gender equality in the workplace signed by supermarkets in France (p. 40) ■ The method of recruitment by simulation implemented by banners in France in conjunction with the French Employment Agency (Pôle Emploi) (pp. 40-41, Challenges Booklet p. IX) ■ Development of a procedure by Ed for recruiting without pre-selection based on CVs (Challenges Booklet p. IX) 	▶▶▶
<ul style="list-style-type: none"> ■ Opening of a Carrefour Training Centre in Malaysia (p. 41) ■ Deployment of new training programmes intended for top management in the various countries (p. 41) ■ Supporting employees in validating field-acquired skills in France and Belgium (p. 41) ■ Fight against illiteracy: Evolupro training tested in 4 stores in France (49 students in 2008) and continuation of literacy programmes in Brazil for employees and local communities (3,215 people taught since 2005) (p. IX of the Challenges Booklet) ■ Carrefour Spain rewarded by the government of Valencia for its exemplary corporate training (p. 9) ■ The Managerial Training department of Carrefour Italy received Quality certification from the Italian Association of "Quality Trainers" 	▶▶▶
<ul style="list-style-type: none"> ■ Deployment of the "Cap Career" career management tool in 11 countries (pp. 40-41) ■ Implementation of "Carrefour des métiers" in France and deployment of "Career path" in Brazil (p. 40) 	▶▶
<ul style="list-style-type: none"> ■ Development of an employee benefits policy for employees throughout the world. Examples of Brazil (p. 39) and Bulgaria (p. 48) 	▶▶▶
<ul style="list-style-type: none"> ■ 472 social audits (including 110 re-audits and 362 initial audits) performed in 2008, 67% of which were unannounced. ■ Deployment of social audits for food products (fruit, vegetables and fish) in Latin America, Africa and Asia ■ Group Social Charter signed by all suppliers of controlled products ■ Membership of SA1 to promote best practices regarding of Human rights ■ Proactive participation in the GSCP initiative since 2006 (Challenges Booklet pp. VI-VII) 	▶▶▶
<ul style="list-style-type: none"> ■ Priority given to local recruitment in all countries, with the population being representative of the areas in which the stores operate (pp. 40-41) 	▶▶▶▶
<ul style="list-style-type: none"> ■ Over 35 projects supported by the Carrefour International Foundation in 2008 ■ 4 countries have dedicated social action organizations (pp. 46-47) ■ Over 15,500 tonnes of food collected by Carrefour France (hypermarkets and supermarkets) for food banks, Restos du Coeur (soup kitchen), the Red Cross, etc. ■ Award received by Carrefour Spain from the NGO Codespa for being a socially responsible company and by the Carrefour Foundation for its actions in support of the deaf and hard of hearing ■ Award received by Carrefour Colombia from the President of the Republic of Columbia for being a socially responsible retailer (p. 47) 	▶▶▶▶



Carrefour is one of the few groups to offer people of all origins and all levels of qualification the opportunity to develop their careers. The Carrefour Group wishes to attract and maintain the talent it needs to perform and to grow, maintaining its capacity to promote and help employees to progress even further.

SETTING THE BENCHMARK AS AN EMPLOYER

ATTRACTING SKILLS TO ALL LEVELS OF THE COMPANY

The Group makes use of all its assets to attract and ensure the professional development of the talents needed for its own development. Several operations are thus held throughout the year to promote the Group both within and outside the company (at schools, universities, job fairs, student events, etc.). For example, agreements are made with schools and universities in several countries and Group managers participate in courses in order to convey their know-how to the students and communicate on all the opportunities offered by the company. Within the framework of these partnerships, the Group also promotes Voluntary National Service Abroad (VIE), whereby young graduates discover the types of jobs offered within the context of an overseas assignment. Initiatives are undertaken in different forms: internships, by website, trade fairs, training courses, etc. All are adapted to the environment, and the specific nature of its business and the countries in which it operates.

BECOMING AN EXPERT AT TALENT DEVELOPMENT

In an increasingly complex environment, like all other high-performing companies, Carrefour has to adapt and develop the number and quality of its leaders in order to innovate, drive change and face tomorrow's challenges. Based on its strategic priorities, the Group identifies the key skills to be developed. All Business Units participate in identifying future leaders and enable them to update or acquire new knowledge and skills by forging the appropriate career path. Countries such as Argentina or Brazil have thus adopted innovative programmes aimed at enhancing the skills, innovative capacity and strategic vision of their managerial staff.

AT THE HEART OF THE DEBATE

Disability and Carrefour: overcoming prejudice

The Group's policy to promote the employment of people with disabilities goes far beyond the generally strictly quantitative obligations imposed by the law. Carrefour is keen to help change the way people see disabilities. This is why countries involved in programmes for promoting the recruitment of people with disabilities have also adopted measures to ensure that these people keep their jobs and continue to progress. This is, for example, one of the provisions of the Mission Handicap agreements renewed by hypermarkets and supermarkets in France which provide training for employees with disabilities as well as their colleagues (the learning of sign language, etc.), and personalized mentorship schemes.

7th

largest private employer in the world.
1st in France

More than

495,000

employees
in 31 countries in 2008



AT THE HEART OF OUR SITES

Brazil: an employer committed to the provision of social benefits

Carrefour Brazil has launched an important programme to improve on the social benefits offered to its employees. Health coverage notably benefited from a series of flagship initiatives: the introduction of a service specialized in occupational health and safety and which contributed to bringing down the number of work related accidents by 10%; the provision of medical and dental assistance enabling employees and their families to have access to consultations, examinations, treatment and hospitalization when needed; the signing of agreements with opticians and pharmacies providing for the partial subsidization by Carrefour of medication, contact lenses and glasses, etc. and the option of investing in a private retirement scheme to supplement their pensions. Carrefour also offers its employees life insurance, providing their families

with financial support in the event of an accident, death or permanent invalidity.

Hypermarkets France: Carrefour provides employees with support during difficult times

Solidarity is one of the founding Values of Carrefour. Hypermarkets in France have thus taken several measures to support their employees during difficult moments in their lives. The Carrefour Solidarity Fund, with a yearly budget of €220,000 has been created for this purpose. The Fund is intended to help employees encountering temporary or exceptional difficulties (illness, divorce, natural disasters, etc.). During 2008, 164 out of the 218 applications examined by the Solidarity Commission, benefitted from financial assistance.



■ Employees in the Meat Department, Carrefour Thailand.

COMMITTING TO DISABLED EMPLOYEES



Shafie Shamsuddin
Executive Director
Malaysia – Singapore

“ We started with a humble idea – Carrefour Cares for You. For that, we pledged to employ 5% physically challenged associates by 2012. We partnered with United Nations Development Program to develop a blue print on employment of physically challenged associates. They provided expertise in training, Job Coach and support system to ensure sustainability of this project. To date, we already have 56 or 2% of physically challenged associates in our employment. They are placed in various areas such as call centre, head office, security and stores. In November 2008, Carrefour Malaysia received a CSR Award from the Malaysian-French Chamber of Commerce and Industry as the “Most Caring Employer in Malaysia”. This award is a testimony of dedication, commitment and sincerity of my associates in Carrefour for believing in our vision. I dedicate this recognition to all my fellow associates especially from CSR, PR, HR and the Stores. ”

PROVIDING SOCIAL BENEFITS FOR ALL OUR EMPLOYEES

In all countries where Carrefour operates, the Group ensures that employees benefit from the appropriate social protection. Where gaps exist in terms of coverage, Carrefour provides for additional welfare, health and retirement coverage, either to cover for what’s missing in the local systems, or to complement them.

Beyond social protection, Carrefour also looks after the health of its employees. For example, in Brazil all subsidiaries offer their employees well- balanced and high quality meals for a small financial contribution on their part. In several countries, the Group participates in preventive and/or public healthcare programmes, organizing vaccination campaigns against diseases such as dengue fever, holding weeks dedicated to nutrition, etc.



1. Leaflet handed out to all new employees presenting the benefits offered to Carrefour Brazil employees.
2. Prevention campaign by Carrefour Brazil against dengue fever.

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Because diversity is an asset, Carrefour intends to promote differences and fight against discrimination in terms of access to jobs and during the management of professional career paths. In line with the Group's strategy to gain local foothold in the various territories in which it operates, this approach also corresponds to the Group's aim to promote the personal development of its employees.

PROMOTING EQUAL OPPORTUNITIES AND PROFESSIONAL DEVELOPMENT

JOB OPPORTUNITIES FOR ALL

Every year, Carrefour recruits approximately 100,000 new employees. The huge number of jobs available as well as the variety of jobs that exist (over thirty different jobs in a store) enables the Group to offer a wide range of opportunities for those with talent. The signing of a Diversity Charter attests to the Group's proactive policy in this regard. Today, each country and banner applies the commitments made in the Charter according to its own specificities.

In most countries, the Group also has a policy for the recruitment of people with disabilities and also offers a lot of unqualified people with their first job opportunity. Carrefour also promotes gender equal opportunities and a new agreement was signed in 2008 by supermarkets in France. In terms of youth employment, efforts in France have been stepped up through the signing of the "Plan Espoir Banlieues", an initiative aimed at improving the professional outlook for young people in underprivileged areas. The Group is also notably committed to working closer with the public employment authorities and by the end of 2008, within the framework of this initiative, had recruited almost 4,000 young people from these areas.

HELPING EMPLOYEES ENJOY MORE DYNAMIC CAREERS

Carrefour's equal opportunity policy also means managing careers in an effective and fair way. This is confirmed by the fact that 75% of the Group's directors have been appointed via internal promotion. Standard practices are used to manage careers, beginning with an annual assessment interview. 25,000 managers now take the interview on-line by means of the "Cap Careers" tool, deployed in 11 countries with extension to seven additional countries planned for 2009. The tool enables employee skills to be more effectively assessed, ensuring that their progress within the Group is more in line with their aims and desires. To keep employees better informed of the gateways between the different professions and recruitment opportunities in the various Business Units, at the beginning of 2009, Carrefour France introduced the "Carrefour des métiers" programme. This is part of the job and skills forecast management (GPEC) system, the aim being to give momentum to and satisfy individual aspirations for job mobility. A similar "career path" management system was also implemented in Brazil, giving internal promotions a whole new impetus in 2008.

TRAINING AS A KEY TO EQUAL OPPORTUNITIES



Arturo Molinero-Sanchez
Human Resources
Director Spain

“ Training is a significant feature of our human resources strategy. We were thus very proud to have received an award from the government of Valencia for our training efforts. We work with universities, public authorities and associations to train young graduates, as well as people in difficulty in order to integrate them into the working world. We have also signed an agreement with government organizations to train socially-excluded people in the professions being exercised in our stores, accompanied by a more experienced employee. Within the framework of our partnership with the Gipsy Foundation, we provide training to members of the Gipsy community who are so often excluded from society. We also work with the Red Cross to provide practical training to immigrants and work with Arela Vigo, a halfway house for minors who, when they turn 18, are trained for positions in the fresh produce department or at check-outs. Several of our trainees found jobs as a result of these programmes in 2008. ”

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Being a Responsible Employer
(p. IX of the Challenges Booklet)
Key indicators pp. 66 to 73
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RAISING THE LEVEL OF SKILLS THROUGH TRAINING

The Group Training policy is intended to guide people through changes in organization and methods, contribute to the development of all employees and assist them in forging their career paths.

Each country compiles its own training plan based on the strategic needs of both the company and its employees.

In 2008, top managers were offered the opportunity to participate in new programmes such as "Customer Orientation and Strategy", "Leadership", "Development and Running of a Franchise Network". In 2009 there will be over twenty new "inter-company" programmes run by top league schools.

There are also programmes for store employees. Some countries such as Belgium and France help staff validate their field experience by recognizing employees' professional skills with a diploma or qualification.

AT THE HEART OF OUR SITES

Indonesia: the opening of a Carrefour training institute

In September 2008, Carrefour inaugurated a major training centre in Djakarta.

The centre is intended to host two categories of students. The first category includes the managers of Carrefour Indonesia and its Indonesian subsidiary Alfa Retailindo Tbk, the intention being for more than 1,900 people to receive 20,000 days of training every year.

The second category includes students from Indonesia's top universities with training provided within the framework of a master's degree in retail. Carrefour hopes to attract new talent in this way.

France: 13 "training stores" contribute to the professional development of Ed employees

Ed has set up 13 training stores at several locations in France. The aim of these stores will be to provide theoretical and practical training for aspiring store or assistant store managers. In 2008 over 800 managers and assistant managers, either new or moving up in the company, took the

training course which consists of three stages. The first two stages are two-week modules on "Acquiring the basics" and "Development period" given at the "training store" with an additional two weeks of practical work experience. Vocational training is then dispensed over more than 18 months after which the student receives a vocational training certificate qualifying them as a "manager of a small business unit".

Brazil: joining the world of work through apprenticeships

In conjunction with several partner schools, Carrefour participated in a training initiative to help young people from low-income families to join the world of work. Once selected, the apprentices (16-24 year olds) come to work at Carrefour Brazil's head office or its subsidiaries. By rotating between various departments, these young candidates get to see all the types of jobs the company has to offer. Between 2007 and 2008, the number of apprentices hired by Carrefour increased by 37%, with all vacant positions being filled.

AT THE HEART OF THE DEBATE

International scope, local employment policy

Multinational companies are often criticized for operating in foreign countries in order to exploit their resources without really worrying about contributing to local development. This view of globalization is the exact opposite of the human resources policy instituted by the Group. In the 31 countries where Carrefour is present, local employees constitute 95% of the average headcount. In countries where populations have limited access to education, Carrefour gives priority to talent rather than formal qualifications, thus enabling the company to become a genuine means for social advancement. Throughout the world, young people entering the Group without any qualifications may aspire to become a department manager and even a store director.



2

1. Employee in the cheese department, Carrefour France. 2. 2008 Carrefour Group corporate campaign.

11

countries had deployed "Cap Careers" by the end of 2008

14.5

hours of training were provided per employee within the Group in 2008

60.5%

of new managers received internal promotions



Carrefour aims to develop well-being in the workplace by constantly communicating with employees and their representatives. In compliance with the Group's Values, this approach makes a major contribution to increasing motivation and collective and individual performance.

HOLDING DIALOGUE A TOOL FOR SOCIAL PROGRESS

AT THE HEART OF THE DEBATE

Job versatility: a means for reconciling employee desires with company interests

Part-time work is an option which has enabled us to adapt our business to our customer flows. However this hasn't always been the preferred choice of our employees. Today our new option of job versatility offers any employee who so wishes, the opportunity to work under a fulltime contract with a part of his/her job being carried out in a different store department or doing another type of job within the same department. The employee benefits from a better pay package, job diversity and the discovery of a new profession. This initiative is based on an agreement signed in 2008 by supermarkets in France and will continue to be implemented in 2009. Employees may still choose to work on a part-time basis if it provides for a better balance with their personal lives.

COMMITTING TO THE RESPECT FOR FUNDAMENTAL RIGHTS

Recognition and respect for fundamental Human rights and particularly trade union rights is an integral part of Group culture. The Carrefour group has formally committed to the respect for these principles set out by the International Labour Organization (ILO), by signing an agreement with the Union Network International (UNI) in 2001. Since then, Carrefour and UNI have jointly made sure that obligations are complied with in all countries where the Group does business. Carrefour maintains a permanent, constructive and beneficial dialogue with UNI on this matter.

FOSTERING CONSULTATION AT ALL LEVELS

The Carrefour Group is actively involved in all levels of consultation, be it for the purpose of social dialogue or negotiation:

- Within its sector, Carrefour is a member of Eurocommerce (European Trade Federation) and is an active participant in social sectoral dialogue in Europe, striving to develop social commitments and standards at a European level. The Group actively participates in the dialogue held in all countries and contributes to the work of local trade federations.
- At Group level, at the beginning of the 90s Carrefour created one of the first European Committees, called the European Consultation and Information Committee (CICE). The agreement for the establishment of this committee was renewed in June 2008. The CICE brings together Carrefour's European union representatives for productive and constructive social dialogue and also contributes to the Group's CSR and sustainable development approach.
- At country level, management has created the means for effective and sustainable social dialogue. For example, the restructuring of Carrefour businesses in France has always been done based on discussions between management and employee representatives, in accordance with the GPEC (Jobs and skills forecast management) agreements and method negotiated in 2006 and renewed at the beginning of 2009.

LISTENING TO STAFF

In these various countries, Carrefour continues to develop its "Listening to Staff" survey. Protected by basic ethical standards, groups of 12 employees representing staff members are invited to express themselves anonymously on different aspects of their work and life within the company. The results are then handed out to the employees and their representatives, enabling areas for improvement to be identified and action plans to be implemented. In 2008 the following strong points were identified: the interesting nature of the work, pride of working for the company, the annual performance assessments, the quality of training, confidence in

23,095

employees in 11 countries expressed their views in 2008 as part of the "Listening to Staff" survey (up 9% from 2007)



and respect for commitments made by management. Areas for improvement include training facilities, fulfilment of training needs and follow-up. Introduced to Romania in 2008, this tool will also be implemented in Taiwan and Thailand in 2009.

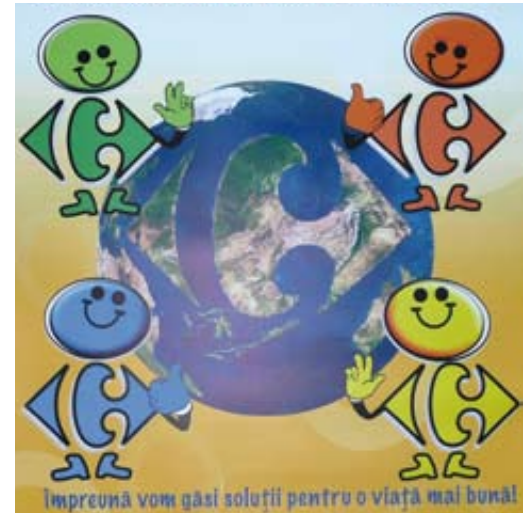
BETTER WORK ORGANIZATION FOR A BETTER BALANCE

The pooling of work schedules in hypermarkets as of 1999 has enabled check-out staff to actively participate in the planning of their working hours. Thanks to this system, they have benefitted from a wide choice of working hours enabling them to balance their working lives with their personal lives and parental commitments. Thus the atmosphere at work and their quality of life has been significantly improved.

SAFE GUARDING THE SECURITY OF OUR EMPLOYEES

Carrefour has adopted measures for assessing and preventing the psychosocial risks which may be caused by the rudeness and aggressiveness of others. In France, hypermarkets provide their staff with special training (SOS Conflicts) to help them handle difficult encounters. Thanks to an agreement signed with the INAVEM (National institute for help to victims and mediation), if necessary, the stores may call upon the services of a special psychological support unit.

The Group also participates in a think tank initiated by European social partners within Eurocommerce to assess these risks. In 2006, it participated in the drafting of a common declaration with UNI against insecurity at work.



■ Listening to Staff Survey, Carrefour Romania.

SOCIAL DIALOGUE AS A TOOL FOR RECOVERY



Alke Boessiger
Head of department
UNI Commerce

“Both Carrefour and UNI actively support the development of social dialogue on national, regional and global level and thus demonstrate that respect for workers’ rights is essential to running a successful business. UNI Commerce insists that particularly in these times of global economic crisis, social dialogue remains a key tool to find a way for recovery. The social partnership between UNI Commerce Global Union and Carrefour continues to play an important role in the joint actions to foster decent work. At a recent meeting by UNI Commerce Global Union with workers and shop stewards in a Carrefour store in Buenos Aires (Argentina) the strong link between social dialogue and workers satisfaction was highly present. Regular meetings between management and shop stewards, the encouragement of worker participation to further improve the business and the provision of sports facilities to the workers all result in a low turnover of staff and high identification of workers with their company.”

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Being a Responsible Employer
(p. VIII of the Challenges Booklet)
Key indicators pp. 66 to 73
www.carrefour.com

AT THE HEART OF OUR SITES

France: Carrefour makes parents' lives easier

By signing the Company Parenthood Charter in 2008, Carrefour has undertaken to help its employees find a better balance between their professional lives and their parental lives. For several years the Group has been testing innovative concepts in order to support mothers and fathers aiming to adapt their lifestyles to their current situation: company concierge service, day care, babysitting for when training takes place outside of working hours, the pooling of work schedules, etc. New concrete measures will also be taken, often on the basis of agreements with social partners, to promote equality in the workplace for parents – both men and women – and to avoid discriminatory practices.

Turkey: application of the agreement signed between Carrefour and UNI

The current relation between Carrefour Turkey and trade union organization Tez-Koop is the perfect example of the positive effects of the international fundamental rights agreement signed between Carrefour and UNI in 2001. After having recognized the legitimacy of the trade union to represent employees, Carrefour Turkey went on to hold productive discussions on how to implement the collective agreement signed on 12 September 2007. This agreement offers employees an advantageous social framework while respecting the economic objectives of the stores.



■ 1. Cashier, Carrefour Thailand. 2. An employee, Carrefour Poland.



To ensure respect for Human rights in its supply chain, Carrefour works with the FIDH (International Federation of Human Rights) and has a very strict policy for controlling manufacturing conditions at its own brand products suppliers' sites. Convinced of the need to take things even further and aware that audits are necessary but not enough, since 2006 the Group has been contributing to the harmonization of existing social standards.

CONTROLLING WORKING CONDITIONS AT OUR SUPPLIERS

THE SOCIAL CHARTER, CORNERSTONE OF THE ENTIRE GROUP APPROACH

Since 1997 Carrefour has been working side-by-side with the International Federation of Human Rights (FIDH) in order to reinforce its control on social practices implemented by its suppliers. In 2000, this partnership notably resulted in the drafting of a social charter based on the provisions of the Universal Declaration of Human Rights and the principles of the International Labour Organization (ILO). Today all own brand suppliers sign the charter.

SHARING AUDIT RESULTS

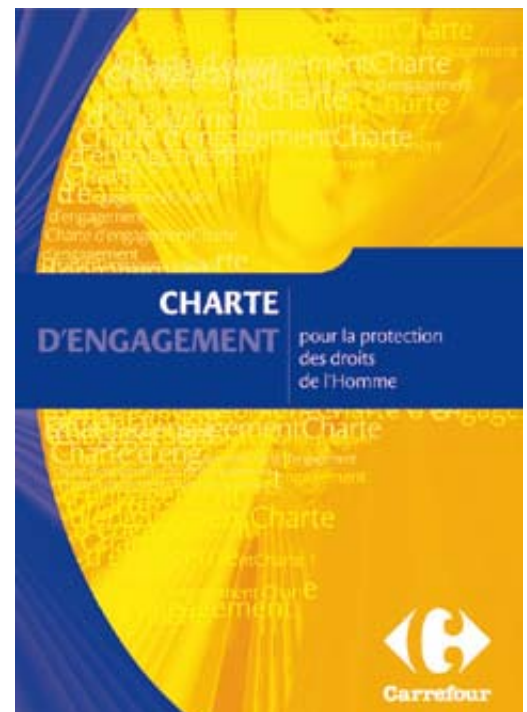
The need to pool tools and audit results has always been a priority for the Carrefour Group. Ten years ago, Carrefour participated in the creation of the Social Clause Initiative which enabled French retailers to share their databases. Hosted by the FCD (Trade and Retail Federation), this database contains the results of the audits carried out at suppliers upon the request of each of its members. Each of them has access to these results, thus avoiding unnecessary repeat audits at common suppliers and fostering the follow-up of the effective implementation of corrective actions. Convinced of the interest of harmonizing standards and tools at a global level, the main participants of the SCI have now joined Carrefour in an international GSCP platform (Global Social Compliance Programme).

ENCOURAGING SUPPORT FOR SUPPLIERS

Auditors provide suppliers with a rating ranging from A (compliance with the charter of best practices) to D (critical situation requiring the implementation of major corrective actions). In the event of non-compliance, suppliers have to implement a corrective action plan. The effectiveness is then assessed during a follow-up audit. When a supplier has difficulty complying with the Social Charter, Carrefour provides support. A supplier will only lose its reference if there is a serious lack and/or refusal to apply the corrective measures required.

GOING FURTHER WITH TRAINING

For Carrefour, the advantage of harmonizing social audit standards (see box on the opposite page) is that it frees up major resources for more investment in training. Since 2004, Carrefour has been working in Bangladesh with Karmojibi Nari, an NGO which provides managers and employees working for suppliers with training in human rights and their application in the workplace. Between 2006 and 2009, 56 factories have benefitted from this programme.



■ The Carrefour Group Social Charter.

97%

of audits in the textile sector are unannounced

67%

of audits (initial and re-audits) are unannounced

Info+

Manufacturing social conditions (p. VI of the Challenges Booklet)
Key indicators pp. 66 to 73
www.carrefour.com



AT THE HEART OF OUR SITES

Group: a social charter signed by all own brand suppliers

Drafted in 2000 and updated in 2005, the Carrefour Social Charter requires suppliers to respect six fundamental obligations:

- To ban slavery and forced labour;
- To ban labour for children under 15;
- To guarantee freedom of association and the right to collective bargaining;
- To provide salaries enabling workers to meet their basic needs;
- To offer decent working hours and conditions;
- To ensure respect for equal opportunities.

Group: reinforcing monitoring of food suppliers

During 2008, Carrefour initiated a social audit campaign for food products. The suppliers of fruit, vegetables and even tinned and frozen fish in Latin America, Africa and Asia experienced their first Carrefour social audits. These were carried out by independent auditors on the basis of the Group's Social Charter.

AT THE HEART OF THE DEBATE

Social audit standards: setting the spirit of competition aside

Social audits are necessary tools but they are not enough to guarantee respect for human rights in the workplace. As certain matters fall outside the scope of powers granted to private players, governments also need to become actively involved. Moreover, the fact that the same supplier may be audited by different companies according to different standards also gives rise to confusion. It is therefore a good idea for companies to clarify and combine their social responsibility standards. This is the objective that has been set by the "Global Social Compliance Programme" of which Carrefour is a founding member. The FIDH, UNI (Union Network International), CSR Asia (Corporate Social Responsibility) and the United Nations Fund for International Partnerships are members of the Advisory Council.

2008 SOCIAL AUDIT RESULTS: EXAMPLE OF INDIA

GENERAL WORKING CONDITIONS



In 2008, Carrefour carried out a study on its suppliers in India in order to identify the best practices instituted by manufacturers. The aim was to assess the added value for the manufacturer and its employees of the integration of social responsibility into company managerial practices.

In India
95%
of audits are unannounced

FOCUS ON THE 2008 SOCIAL AUDIT CAMPAIGN

This year, Carrefour continued with its campaign of social audits, controlling non-food suppliers mainly in Asia. In 2008 Carrefour also performed social audits of food suppliers in South America and Africa. With 472 audits (362 initial and 110 re-audits), the 2008 campaign attests to Carrefour's concern to ensure respect for Human rights in the workplace. For a truer reflection of the situation, 67% of the audits carried out by Carrefour in 2008 were unannounced as opposed to 20% in 2007. In 2008 the Group wished to focus on auditing its Chinese suppliers (70% of

the campaign's audits) as China is its biggest source of supplies. The Group also wished to check that new labour laws were being correctly implemented (labour contracts, probation periods and dialogue between management and employees). Non-compliance was most frequently noted in relation to "working hours", "salaries" and "freedom of association". However follow-up audits showed that the corrective actions requested after the initial audit in relation to "young workers", "working conditions" and "forced labour" were being correctly implemented.

These improvements were made possible thanks to the increased efforts made in providing training to Chinese Textile, Shoe and Toy suppliers.

In India audit results also improved (59 audits). Over 58% of the audits were carried out without the detection of any major anomalies. In Bangladesh, training was given to both management and employees in 56 factories, in conjunction with the local NGO Karmojibi Nari.



Carrefour strives to support the local development of all the countries where it is present. Actions are based on the respect for local cultures and lifestyles, dialogue with authorities and solidarity with the local population.

SUPPORT FOR LOCAL COMMUNITIES

FOR SOCIALLY-RESPONSIBLE AND CIVIC-MINDED DEVELOPMENT

Carrefour gets involved in local life thanks to the diversity and flexibility of its formats. The Group contributes to sustaining local communities by creating jobs, dealing with local service providers and suppliers, and paying taxes. However Carrefour also views itself as a civic-minded player and thus engages in constructive dialogue with the international, national and local authorities. This approach, implemented at all levels (country, banner and store level), takes the form of community support projects which help Carrefour to further establish its roots in the local community.

MAKING USE OF GROUP KNOW-HOW

Active in all countries where the Group is present, the Carrefour International Foundation (fondation-internationale-carrefour.org) is a recognized player in the world of international development aid. It is mostly dedicated to emergency help and the fight against poverty and social exclusion. In both cases, Carrefour gives priority to sustainable actions which relate to its specific know-how.

Actions may include logistics support, the supply of basic necessities, micro-financing for business start-up projects (with products likely to be sold in Group stores), support for social grocery stores employing people in precarious situations, or help with access to employment through education and training (theoretical and practical training courses given by employee volunteers), etc.



1. Collaboration between Ed and the Red Cross.



2. Blood donor campaign with the Red Cross, Carrefour Thailand.

WORKING WITH ASSOCIATIONS TO COMBAT POVERTY

Catherine Pivet
Volunteer Manager of
the Restos du Cœur in Essonne

“ I have been a volunteer with the Restos du Cœur for the past 11 years. In Essonne, we work with several Carrefour and Carrefour Market stores in Evry, Etampes, Epinay-sous-Sénarts, amongst others. Evry, Etampes, Epinay-sous-Sénart... Three times a week the stores provide us with different foods: fruits and vegetables, pastries, ham, cheese, yoghurts, etc. We know the store teams very well and this facilitates our organization of the collection.

In 2008, Carrefour and Carrefour Market donated approximately 26 million tonnes of food. This year, thanks to the involvement of the Carrefour teams, the collection of food held in March in the stores was a real success! ”



WHEN INITIATIVES COME FROM THE FIELD

When it comes to solidarity, countries, banners and stores all define and apply their own policies and invite their employees to get involved. For example, Argentina, Brazil and France have created dedicated structures to encourage and unite initiatives under a single umbrella. Initiatives include campaigns against factors of exclusion (poverty, illness and disabilities), child protection and support for communities affected by natural or technological disasters. The scale of the event may sometimes lead to the combining of efforts with the Carrefour International Foundation. In November 2008, torrential rains in the South of Brazil (the State of Santa Catarina) left almost 35,000 people homeless. In response, Carrefour held a campaign in several stores and collected 319 tonnes of clothing, water and food. Both collection and distribution were organized by local teams who were closely involved. The Carrefour International Foundation, for its part, financed ten trucks to transport basic necessities to the people.



■ 1. Volunteer programme for employees in Brazil. 2. Support programmes for communities living around Lake Victoria in East Africa. 3. The "Integrating art into life" project carried out by Carrefour Brazil with the support of the Carrefour International Foundation. 4. Volunteer programme, Carrefour Brazil.

15,500 tonnes

In 2008, Carrefour France collected 15,500 tonnes of food just short of their use-by date, providing 31 million meals to the Food Bank Federation, Restos du Cœur, the Red Cross, etc.

AT THE HEART OF OUR SITES

Belgium and Italy: helping people in Africa to improve their fish farming practices

A large number of people in East Africa live around Lake Victoria and depend on the sale of Nile perch for their livelihood, the supply of which continues to dwindle. In order to help these communities to find other sustainable options, Carrefour Belgium and Italy have decided to donate part of the money made from the sale of perch to local associations, for the establishment of fish farming training centres. Under the auspices of the Responsible Fishing Alliance (RFA) and with the help of the Group, the programme took shape in 2008 with the construction of four basins in Uganda and Tanzania. In the long run, those who have undergone training may apply for microloans in order to finance the construction of family farms.

China: Carrefour increases aid to earthquake victims

On 12 May 2008 a violent earthquake hit China, with the province of Sichuan in the south-western part of the country being the hardest hit. Right from the announcement of the disaster, the International Foundation provided the Chinese Red Cross with money as a first emergency measure. Carrefour China then sent 18 trucks filled with supplies, tents and blankets from several stores to the emergency centre in Chengdu. Beyond the material aid, the Carrefour International Foundation also provided aid to the victims in the form of a special fund and support for the "Hope School" programme, an initiative established to rebuild the schools that were destroyed.

Spain: the promotion of socially responsible trading practices awarded with a prize

Codespa, an NGO working on cooperation with developing countries, rewarded Carrefour with a prize for being a truly socially responsible company. Thanks to this project - an initiative of the Carrefour Foundation in Spain - Ecuadorian farmers were able to gain access to the Spanish market by selling their products to Group hypermarkets and supermarkets. The prize awarded by Codespa attests to the positive response received by Carrefour for its efforts against poverty and for the humanization of international trade.

Colombia: Carrefour rewarded for being a responsible retailer

Alvaro Uribe, the president of the Republic of Colombia, awarded Carrefour Colombia a medal in recognition of its efforts over a period of more than ten years to open up access to the consumer market, providing opportunities for SMEs and promoting sustainable development through socially responsible actions.

Info+

www.fondation-internationale-carrefour.org
www.carrefour.com



Every year, all over the world, Carrefour teams carry out initiatives to develop the skills of employees and help them to progress, encouraging diversity in hiring practices and providing help to populations in need.

This is a selection of the most noteworthy initiatives related in annual reporting by our country correspondents.

2008 INITIATIVES SOCIAL AND COMMUNITY ACTIONS

TRAINING

 ARGENTINA 

DEVELOPING THE SKILLS OF SENIOR MANAGERS

In application of the agreement signed in April 2008, two training programmes for the banner's senior managers have been developed by Carrefour and the University of Torcuato di Tella: one for manager development and the other for the development of managerial skills. The aim is to delve deeper into the fundamental themes of company management and offer participants the tools needed to help them in the making of decisions. The courses are based on Argentina's human resources "Competence Model" guideline and have been designed to enable Carrefour to meet the specific needs linked to the process of growth and development implemented in the country. Courses will be held in 2009 and 2010 at the Carrefour training centre.

 GREECE 

BRINGING THE JOBLESS BACK INTO THE WORLD OF WORK

Carrefour has partnered with a European Union programme aimed at providing theoretical and practical training to the unemployed. In 2008, Group stores opened their doors to over 100 participants, who during the course of a month learned how the stores operate, thus building on their skills to facilitate their return to the job market.

RECRUITMENT AND DIVERSITY

 ROMANIA 

TRAINING AND RECRUITING YOUNG GRADUATES AS MANAGERS

Facilitating first steps into the working world for young people: this is the goal of a partnership established between the Group and some of the most important universities in the country. Recent graduates are offered the opportunity to join up with the store schools for a four-month internship and, once the training has been completed, to be recruited as department managers in Group stores. This option is also available to young employees who have been promoted internally. Between 2007 and 2008 the "Carrefour talent pool" enabled country needs to be met, filling 259 positions.



 BELGIUM 

HELPING EMPLOYEES TO OBTAIN A DIPLOMA

In collaboration with the public employment service of the Flemish region, Carrefour initiated a project aimed at helping employees without any formal qualification to obtain a state-recognized tertiary degree. The intention is to offer them opportunities to progress within the field of operational management, on the basis of their professional experience and with the provision of both practical and theoretical training.

SOCIAL BENEFITS/ REMUNERATION

 BULGARIA 

PROVIDING EMPLOYEES WITH ADDITIONAL SOCIAL PROTECTION

Carrefour extended the range of social benefits offered to its personnel by offering coverage where the Bulgarian state does not. Additional benefits include medical and dental coverage, life insurance following an accident, death and temporary or permanent invalidity, as well as Christmas vouchers to the value of €75 for each employee.

SOLIDARITY

 ARGENTINA, BRAZIL, SPAIN

Carrefour 

ENCOURAGING EMPLOYEES TO VOLUNTEER

Carrefour has created special programmes in the above three countries to encourage employees to provide the benefits of their know-how to socially responsible projects providing support to health, education and the development of microenterprises. Special provisions are made to give employees this opportunity. In Brazil, for example, Carrefour gives employees four hours off every month, as well as technical support and donations if needed. In 2008, over 1,100 employees invested their time in social institutions near their work (day care centres, orphanages, etc.), projects for the promotion of responsible consumption, the provision of access to computers and other educational operations for the benefit of over 3,700 children.



■ Volunteer programmes, Carrefour Brazil.



■ Volunteer programme for employees in Brazil.



HEALTH/SAFETY

 SPAIN

Carrefour 

CONTRIBUTING TO THE PREVENTION OF CARDIOVASCULAR DISEASES

Within the framework of an agreement with the Spanish Heart Foundation, Carrefour has participated in developing a programme for promoting health and the prevention of cardiovascular disease. The aim is to raise the awareness of over 500,000 people in eight self-governing provinces. For the first part of the programme ("Learning how to save a life") Group hypermarkets will be providing a dedicated area where paramedics will teach the public what needs to be done should someone suffer a mild heart attack. Information will also be provided on cardiopulmonary resuscitation techniques, as well as advice for healthy living.

 FRANCE

Carrefour 

IMPROVING SUPPLIES TO SOCIAL GROCERY STORES

Entrusted with a governmental mission, ANDES (the National Association for the Development of Welfare Stores) has been given the task of testing a new system for the provisioning of welfare stores. ANDES has thus pre-selected 150 food items to be purchased from our Group stores and made available to the underprivileged. Carrefour hypermarkets and supermarkets in France have decided to further contribute to the programme by subsidizing 20% of the purchases made.

EQUALITY IN THE WORKPLACE

 COLOMBIA

Carrefour 

SCHOOL SPONSORSHIPS

As part of the programme entitled "Las Escuelas hacen parte de nuestra vida" (schools are an integral part of our lives), for the past decade, every Carrefour store has been involved in sponsoring a school in its area. Other than organizing various educational and recreational activities (fairs, health and dental hygiene awareness campaigns, etc.), the stores also provide school kits including books, pencils, a dictionary and other school items. Twenty-six thousand children throughout Colombia have received these kits, with 8,000 in Bogota alone.

 INDONESIA

Carrefour 

MICROCREDIT TO SUPPORT ENTREPRENEURSHIP

Through its International Foundation and in collaboration with the local association Bina Arta, Carrefour has continued with its micro-lending scheme, helping 500 more microenterprises this past year than in 2007. Loans to the value of €135,000 have been shared by 1,500 beneficiaries. Beyond financial assistance, Carrefour Indonesia also offers micro-entrepreneurs practical training (stock management, financial management, shelf organization, hygiene, etc.) in order to help them develop and strengthen their skills.

 FRANCE

Carrefour 

RAISING AWARENESS AND PROMOTING EQUALITY IN THE WORKPLACE

In 2008 French supermarkets signed a new agreement regarding gender equality in the workplace. Beyond renewing the commitments already contained in the former agreement – such as application of the same assessment criteria for men and for women, access to training with consideration for family constraints, encouragement of the professional development of women – the new agreement also includes a clause about raising awareness and promoting equality in the workplace.

ENVIRONMENTAL SCORECARD

KEY FIGURES	COMMITMENTS	OBJECTIVES
<p>418 Carrefour Quality Lines in 15 countries</p> <p>1,733 own brand organic products in 13 countries</p>	<p>Promote and develop more environmentally friendlier products</p>	Offer the CQL range in all countries where we develop our products
		Promote and develop a range of organic products in all countries
		Offer eco labelled products (wood, fish etc.)
		Offer products which contribute to sustainable development
		Sale of alternative fuels
<p>Over 80,000 own brand food products within the Group</p>	<p>Strengthen environmental considerations in the design of our products and packaging</p>	Deploy best practices for the design of our packaging in all countries to ensure a reduction of waste at the source
		Raising awareness of suppliers of own brand products to the importance of environmental considerations in the design and manufacture of their products
<p>- 13.6% reduction in Group energy consumption (kWh/sq.m) in 2008, compared to 2004</p> <p>2 billion fewer free disposable plastic checkout bags distributed in 2008 compared to 2005</p>	<p>Reduce the environmental impact of store and head office construction and operations</p>	Reduce greenhouse gas emissions linked to store operations
		Reducing energy consumption by 20% per sq.m of sales area by 2020 for the entire Group (compared to 2004 levels)
		Promoting waste sorting and recycling
		Limit the amount of paper used for commercial publications, favouring recycled and/or certified paper: goal of 100% for Europe in 2010
		Reduce the distribution of disposable plastic checkout bags. The aim is to stop their distribution by the end of 2012
<p>286 tonnes of CO₂ saved by Carrefour thanks to the use of alternative upstream transport in France</p>	<p>Strengthen environmental considerations in logistics operations</p>	Reduce greenhouse gas emissions linked to logistics operations
		Developing alternative less polluting modes of transport
<p>100% of the countries in the Group participate in World Environment Day</p>	<p>Raise awareness and inform on environmental issues both internally and externally</p>	Carrying out internal awareness campaigns
		Carrying out external awareness-raising campaigns

2008 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> ■ 20 new Carrefour Quality Lines products in 2008 (p. 25, 34-35 and Challenges Booklet pp. IV-V) ■ Over €521 million of CQL product purchases 	▶▶▶▶
<ul style="list-style-type: none"> ■ 4 countries (France, Spain, Italy and Poland) developed over 79 new own brand organic non-food products in 2008 ■ Launch of 2 new ranges: <ul style="list-style-type: none"> - Ecocert certified organic cosmetics (18 items) - Cotton textiles from organic farming with Oeko-Tex certification ■ €147 million of own brand organic food purchases (up 24% compared to 2007) (Challenges Booklet pp. IV-V) 	▶▶▶
<ul style="list-style-type: none"> ■ Up 39% of HPC eco labeled products in 2008 (compared to 2007) (Challenges Booklet p. V) ■ Launch of 18 MSC-certified responsible fishing products in hypermarkets in France in 2008 (p.52 and Challenges Booklet pp. 52 and Challenges Booklet p. IV-V) ■ End of the sale of Mediterranean bluefin tuna in all European countries (p. 52) ■ Launch of the "Fishermen of our Coast" programme in supermarkets in France (p. 52) ■ Assortment of outdoor furniture offered by the International Purchasing Office, exclusively consisting of FSC-certified products and Acacia, a species not on the IUCN threatened list and currently being certified with the VFTN (p.53) 	▶▶▶
<ul style="list-style-type: none"> ■ Participation in the European Sustainable Energy Week in Belgium, Spain, France, Greece, Italy and Poland in 2009 (Challenges Booklet p. XI) ■ 10 own brand energy-saving light bulbs offered by the Group and 20 million energy-saving light bulbs sold by the Group throughout the world in 2008 ■ Range of rechargeable batteries, low-energy light bulbs, water-saving devices, etc. ■ Launch of two green-energy offers at competitive prices (Belgium and France) (Challenges Booklet p. XI) ■ Replacement of palm oil by Carrefour France and Dia Spain in certain own brand products. (p. 53) 	▶▶▶
<ul style="list-style-type: none"> ■ 42 super ethanol pumps in France and 1 NGV pump intended for individuals in Toulouse ■ Signing of a framework agreement between Carrefour Spain and Gas Natural to promote the use of NGV for light vehicles (p. 61) 	▶
<ul style="list-style-type: none"> ■ Inventory of HPC products by the Group Purchasing Office to identify ways in which packaging may be improved (p. 55) ■ Identification and assessment of new packaging materials, such as bioplastics (p. 55) ■ Raising awareness of buyers and food quality managers by Ecoemballages on the challenges related to packaging and their eco design (p. 55) 	▶▶
<ul style="list-style-type: none"> ■ Deployment of a sustainable development self-assessment tool at 1,562 own brand Carrefour food suppliers in France and continued visits to advise them on their progress plans (p. 30) ■ Raising the awareness of more than 600 own brand suppliers on the challenges of climate change and the need to implement energy-efficient measures (Challenges Booklet p. XI) 	▶▶
<ul style="list-style-type: none"> ■ 113,195 tonnes of CO₂ saved i.e. the equivalent of the annual CO₂ emissions of 47,000 cars thanks to Group energy efficiency measures ■ -4% kg CO₂ eq. emissions per sq.m of sales area between 2007 and 2008 	▶▶
<ul style="list-style-type: none"> ■ Deployment of energy-saving measures in Europe, Latin America and Asia (pp. 54-55 and the Challenges Booklet pp. X-XI) ■ 10% reduction in energy consumption (kWh/sq.m) for hypermarkets in Europe in 2008 compared to 2007 ■ 6% reduction in energy consumption (kWh/sq.m) for the Group in 2008 compared to 2007, i.e. the equivalent of the annual consumption of 7 hypermarkets 	▶▶▶
<ul style="list-style-type: none"> ■ Over 500,000 tonnes of waste recycled thanks to the implementation of waste sorting and recycling at Group stores ■ Over 940 tonnes of batteries collected within the Group and over 4,700 tonnes of WEEE collected by hypermarkets in France and Spain ■ Development of waste treatment by biomethanisation (p. 54) ■ Replacement of cardboard boxes and wooden crates used for transport and packaging by reusable plastic containers (p. 54) 	▶▶
<ul style="list-style-type: none"> ■ 11% reduction in the amount of paper bought for commercial publications (kg/sq.m) in 2008 compared to 2005, a saving of over 36,000 tonnes of paper representing the water consumption of over 9,400 French households ■ 1.4% reduction in average grammage of paper used for Group commercial publications in 2008 compared to 2007 	▶▶
<ul style="list-style-type: none"> ■ End of the distribution of free disposable plastic bags in Poland and China (p. 55) ■ 14% reduction in free disposable plastic checkout bags distributed in the Group i.e. a saving of over 12,800 tonnes of CO₂, the equivalent of the annual CO₂ emissions of 5,000 cars ■ Alternative to free disposable plastic checkout bags offered in most countries (pp. 55, 60-61) 	▶▶▶
<ul style="list-style-type: none"> ■ Construction of consolidation platforms; optimization of delivery rounds; backhauling developed in several countries (pp. 56-59) ■ 55 sustainable development audits carried out in Carrefour warehouses in France (p. 57) 	▶▶
<ul style="list-style-type: none"> ■ 41% of imported goods are shipped by river and rail i.e. 3,300 fewer trucks on the roads in France (p. 56) ■ Use of alternative modes of transport in several European countries (p. 56) 	▶▶
<ul style="list-style-type: none"> ■ Raising awareness at Group head offices: the Eco-Attitude programme in France, the equivalent initiative in Italy, and the "Recycle paper for trees" programme in Thailand. ■ Raising awareness on sustainable development issues among asset purchasing and general corporate expense managers by training via the CSP indirect purchasing school (p. 31) ■ Raising awareness of employees in countries of the Group (pp. 60-61, Challenges Booklet p. XI) 	▶▶▶
<ul style="list-style-type: none"> ■ Participation in World Environment Day by all countries ■ Organization of store events in all countries throughout the year (pp. 55, 60-61, Challenges Booklet p. XI) ■ Participation in European Sustainable Energy Week in six countries of the Group 	▶▶▶



It's about civic duty, but it's also about ensuring the sustainability of Group operations: Carrefour strives to minimize the impact of its operations on natural environments by opting for sustainable resources and helping suppliers to control their sourcing.

PRESERVING NATURAL RESOURCES AND BIODIVERSITY

A VOLUNTARIST STRATEGY ON GMOs

For the past ten years, Carrefour has been offering GMO-free own brand and "first price" products, giving its customers the opportunity to make purchases that correspond with their convictions. Without customers necessarily being aware, animal feed for Carrefour meat-based products has also excluded GMOs for the past decade (e.g. CQL pork and salmon). Measures are currently being taken in Europe on labelling products made from animals fed with GMO free animal feed, enabling consumers to make better informed choices.

A RESPONSIBLE FISHING POLICY

Carrefour offers a wide range of fresh and frozen seafood products (between 70 and 80 different species). The extent and diversity of the range makes this an important product for the Group whose role it is to provide customers with affordable products far into the future, while preventing the environmental, economic and social risks related to the depletion of fish stocks. The Group is thus working in collaboration with the WWF to draft and implement a policy for sustainable supply.

In 2008, Carrefour carried out a study with the WWF on the status of the stocks of fish offered in its frozen merchandise mix, the aim being to have a sustainable selection. In order to achieve this, the Group is currently working on its requirements for traceability, the selection of fishing zones, the development of a MSC (Marine Stewardship Council) offer and the follow-up of specifications with the minimum fish sizes to be respected. In 2008 these efforts lead Carrefour to improve on its MSC range offering 18 products and making it the French leader in MSC own brand products and the use of the Seafood Choices Alliance guide by our buyers (a list of the main species of fish sold in France and Belgium presented in terms of sustainability).

Furthermore, after several years of progressive reduction, Carrefour has decided to stop selling Mediterranean bluefin tuna. The Group also endeavours to promote local fishing. The "Fishermen of our Coast" range sold in supermarkets in France offers products fished locally in season and dispatched rapidly to our stores.

AT THE HEART OF THE DEBATE

Reconciliation between fish farming practices and the natural environment?

Environmentalists sometimes cast doubt on fish farming practices, denouncing some of its methods (the catching of wild fish to feed stocks, the use of antibiotics, etc.). Carrefour promotes quality fish farming that respects the environment and supports, with the WWF, the institution of a fish farming certification standard. With its Quality Lines, for several years the Group has been developing an offer based on fish farmed according to environmentally-friendly practices. A new step, accompanied with the WWF has been passed in 2008 with the launch of Carrefour AGIR Eco Planète Madagascar shrimp, farmed according to even more stringent requirements: no removal of brood stock fish from natural environments, a strict policy of biosecurity to prevent the use of medicines, the monitoring of fish, water and surrounding fauna and flora. This initiative also has a social agenda which entails the construction of a school and a clinic.



■ Range of Carrefour Agir Eco Planète MSC products.



■ Carrefour Agir Éco Planète garden furniture made from FSC-certified exotic wood.

CONTRIBUTING TO FOREST PROTECTION

Since 1997 Carrefour has been involved in initiatives to control the sourcing of wood supplies. Carrefour has also been working with the WWF since 1998 to promote FSC-certified wood (Forest Stewardship Council), ensuring that forests are sustainably managed. In 2008, the Group's International Purchasing Office confirmed its commitment to forest protection. Its assortment of outdoor furniture consists exclusively of FSC-certified products (FSC Amburana and FSC Eucalyptus) and Acacia, a species of tree not on the IUCN list of endangered species and currently being in a process of certification with the VFTN (Vietnam Forest and Trade Network). For its commercial publications, the Group also promotes the use of paper made from recycled wood fibres and/or forests under certified management, with a policy to use paper with reduced grammage (see pp. 54-55). Efforts are also being made to combat the illegal wood trade and the Group is working with the European Commission to implement the FLEGT regulation (Forest Law Enforcement on Governance and Trade).

SUSTAINABLE NETWORKS FOR PALM OIL AND SOY

The extension of palm oil and soy crops is often done to the detriment of primary forests, climate change, certain species such as the orangutan, and under unfavourable circumstances for the local populations. This is why Carrefour has chosen to participate in the Roundtable on Sustainable Palm Oil (RSPO) and the Roundtable on Responsible Soy (RTRS). The goal is to support the creation of sustainable networks to help suppliers handle their sourcing more effectively. In 2008, following the results of a survey on palm oil use in the production of own brand products, Carrefour France replaced the use of palm oil in its own brand crisps. Dia Spain also replaced palm oil by sunflower oil in its pan bread. Regarding soy, Carrefour has carried out an inventory on the ingredients used in own brand products and supports the drafting of a sustainable soy certification standard within the framework of the RTRS.

Info+

Challenges Booklet
p. IV and V
Key indicators pp. 66 to 73
www.carrefour.com

Over **80**

FSC own brand products
sold in Europe

18

own brand MSC products
sold by the Group in 2008

CONSERVATION OF GLOBAL FISH STOCKS



Charles Braine

Head of the WWF Sustainable Fishing programme



For several years, along with the WWF, Carrefour has been involved in several projects aimed at improving the sourcing of seafood products and making consumers more aware of the problem of fish stocks. Initiatives have focused on the sourcing of fresh fish (with an end to sales of endangered species such as Mediterranean bluefin tuna or Emperor), frozen fish (with the mapping of all fisheries supplying banners to ensure the general adoption of best practices), fish farming (with Carrefour participating in dialogue on fish farming for the definition of sustainability criteria), general policy (with joint letters sent to the relevant authorities regarding respect for scientific quotas), as well as providing training and raising the awareness of Carrefour staff (platform managers, purchases, department managers). These projects, which kicked off in 2007, are an attempt to find a solution to the critical state of global fishing resources. It is our hope that Carrefour will continue to increase its efforts in this field in order to safeguard the planet for the common good of humanity. »

AT THE HEART OF OUR SITES

France: the protection of fishing resources explained to buyers

In partnership with the WWF, Carrefour has instituted a programme to inform buyers of the importance of protecting marine resources. The programme includes an inventory, a new Seafood Choices Alliance guide, examples of responsible fishing and Carrefour's sustainable fishing and fish farming policy. Experts from the WWF, MSC, the Federation of sea fishing committees of the Finistère region and Findus have provided clarification to Group employees on all these matters.



Improving energy efficiency, reducing waste, water and paper consumption and optimizing recycling... In all countries, Group employees are involved in initiatives to reduce the greenhouse gas emissions related to their operations. These actions, which often represent savings, enable Carrefour to reduce the environmental impact of its sites and achieve the objectives set for its development.

REDUCING THE ENVIRONMENTAL FOOTPRINT OF OUR COMMERCIAL ACTIVITIES

MORE ECONOMICAL AND SUSTAINABLE STORES

One of Carrefour's priorities is to improve the energy efficiency of its stores. In order to achieve this goal and reduce energy consumption by 20% per sq.m of sales area by 2020 (compared to 2004), Carrefour has adopted an extensive programme of field actions (see Challenges Booklet page X).

The second biggest source of greenhouse gas emissions, after electricity, is refrigerant leaks. In this area, the Group's approach is to test new systems, anticipate regulatory changes and require its maintenance providers to commit to results for the reduction and monitoring of leaks.

LIGHTER COMMERCIAL PUBLICATIONS

Based on the results of a Life Cycle Analysis (ACV) carried out on its catalogues, Carrefour has decided to reduce the grammage of its paper. By reducing the weight of its commercial publications, the Group saved 25,000 tonnes of paper in 2008 alone (compared to 2005). This is the equivalent of the annual CO₂ emissions of more than 19,000 cars and the water consumption of 6,500 French households. In 2009 the Group is going to enforce stricter traceability requirements promoting paper made from recycled wood fibres and/or from forests under certified management.

INCREASING THE PROPORTION OF RECYCLED WASTE

The main type of waste generated by stores comes from secondary packaging – notably cardboard – which is sorted by Carrefour in all countries. The sorting of other types of waste produced in smaller quantities (plastic, organic waste, scrap iron, etc.) depends on the availability of local specific waste recovery systems. For unsold food and textiles, Carrefour is currently working with charities to organize their redistribution: 17,000 tonnes were collected in France, Spain, Italy and Belgium in 2008.

Carrefour is also making efforts to reduce the volume of store waste by replacing wooden boxes and crates used for the shipping of merchandise by reusable plastic containers.

AT THE HEART OF THE DEBATE

Creating new waste streams is necessary to improve recovery

To significantly increase the recycling of its waste, Carrefour depends on the development of new waste streams. In Spain, Carrefour has benefited from the development of biomethanisation units. This type of treatment recycles organic waste which has been sorted by the stores and produces compost and electricity from biogas. This is less costly than the conventional waste management systems and reduces greenhouse gas emissions. Carrefour also makes use of this type of treatment in Belgium where all consolidated stores sort the waste from their grocery, bakery, fruit and vegetable sections. In France the system has been successfully tested at a store in Lomme using nearby installations in Belgium. The Group's aim in France is to work with government and local authorities in order to promote the development of these treatment units.



■ Reusable bags, Carrefour Colombia.

Info+

Environmental footprint (p. X of the Challenges Booklet)
www.carrefour.com



CHECK-OUT BAGS AND PACKAGING: AVOIDING WASTE

Over the past decade, Carrefour has been making efforts to optimize the weight of its own brand product packaging. This has enabled the Group to save on more than 13,000 tonnes of packaging for specific types of products. An inventory was also carried out in 2008 on HPC (Home and Personal Care) products by the Group International Purchasing Office in order to identify the improvements which could be made regarding the development of more environmentally-friendlier packagings. The same has been planned for food products. The Group is currently exploring means to make use of materials made from renewable or abundant resources, such as bio plastics. After Taiwan, Belgium and France, Carrefour ended the distribution of free disposable plastic bags in hypermarkets in China and Poland in 2008. Supermarkets in Belgium and Poland, as well as Argentina, China, Spain, France, Greece and Portugal for hard discount are also concerned by this measure. All stores now offer their customers alternative options to the disposable plastic check-out bag.

REDUCING STORE PAPER CONSUMPTION



Gérard Castrie
Marketing and
Communications
Director France

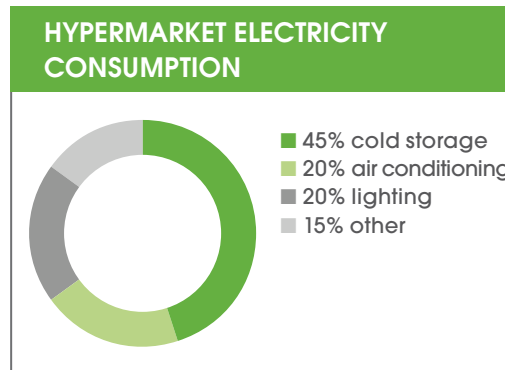
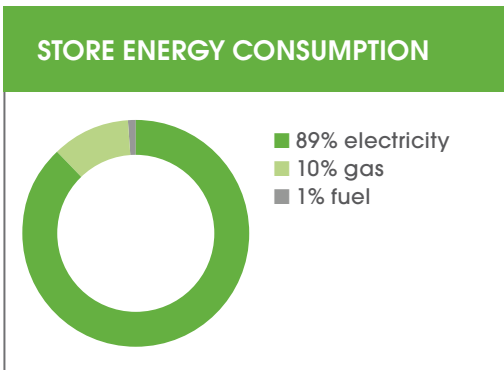
For several years, Group hypermarkets and supermarkets in France have been paying special attention to reducing the impact of their catalogues on the environment. By reducing the grammage of the paper used, hypermarkets and supermarkets in France saved 10% on their paper consumption in 2008 compared to 2005. CO₂ emissions were thus reduced by more than 22,500 tonnes (the equivalent of the annual emissions of more than 9,000 cars) and water by 470,000 cu.m (the equivalent of the water consumption of a town of approximately 7,000 inhabitants).

Carrefour has also purposefully chosen graphical designs which reduce the quantity of paper needed and works with more environmentally-friendlier paper such as the type used for newspapers, requiring fewer additives such as talc, glue and chemical substances, etc. for their manufacture.

Carrefour also favours the use of recycled fibres or those from sources with sustainable forest certification. Our aim is to have 80% of our publications printed on certified or recycled paper by the end of 2009 and 100% by the end of 2010.



Reusable bags, Carrefour Poland.



AT THE HEART OF OUR SITES

Poland: encouraging the use of reusable bags

With the support of the Ministry of the Environment, on 12 May 2008 Carrefour launched its "For the love of the environment" campaign. The aim is to prepare for and support the withdrawal of free disposable plastic bags (effective as of 5 June 2008) and promote the use of reusable bags. To further drive this campaign, which has now been on the go for over seven months, and raise awareness of Polish consumers, Carrefour has worked in conjunction with the local authorities and national media.

France: Ecoemballages raises the awareness of Group buyers

Ecoemballages informed buyers and food quality managers on the importance of eco-designed packaging: the role of waste sorting, recycling processes and the advantages of using recycled materials.

Managers are thus provided with advice on developing reduced weight packaging, when possible, and how to avoid using materials which might hinder the recycling process.

France: Carrefour and the ADEME have concluded a partnership for the development of new ecoproducts

In 2008 ADEME and Carrefour renewed their agreement to cooperate on improving the environmental performance of their retail operations. Apart from common actions in the shipping of merchandise, the reduction of store energy consumption and waste prevention, these two partners work together to develop the offer of environmentally-friendlier products under the Carrefour AGIR Eco Planète brand.



Given the huge volumes delivered to Group stores the optimization of transport and logistics is key to a sustainable development. Amongst other initiatives, Carrefour focuses efforts to reduce the number of kilometres travelled by road.

IMPROVING THE PERFORMANCE OF THE LOGISTICS SUPPLY CHAIN

REDUCING ROAD TRANSPORT TO WAREHOUSES

Now more than ever Carrefour is looking for alternative means of transport for deliveries to Group warehouses. In 2008, Carrefour France achieved the goal it had set to ship more than 40% of its merchandise by river and rail, resulting in 3,300 fewer trucks on the roads. Efforts will be continued in 2009 with an increase in the number of containers delivered by barge and by rail, the next milestone of the objective being 45%. In Spain, Carrefour dispatches 100% of its import containers from the port of Barcelona by rail and 67% from Valencia.

In order to reduce mileage on the road, since 2008 the Group has accelerated the pace at which it sets up consolidation platforms. These platforms enable suppliers to reduce their mileage and Carrefour to send the warehouses full trucks containing products from several suppliers. Preliminary studies show a saving of 25% in CO₂ emissions per pallet transported (upstream/downstream). In 2008, five of these platforms were used in France, Italy and Spain. The short term objective is to open up six more.

IMPROVING DOWNSTREAM TRANSPORT

Various initiatives have been undertaken to streamline the transport from warehouses. In Italy, Carrefour now makes use of a software program capable of adapting the daily delivery plan to changes in order volumes. As a result, mileage has been reduced by 5% and costs by 7%. In France, optimization of the transport plan for dry groceries and beverages, has, with the same number of trucks, enabled the loading of 4,100 additional pallets per month for dispatch to supermarkets and hypermarkets.



■ With approximately 3,200 containers transported per year, Carrefour is the leading shipper on the Seine.

OVER SIX YEARS OF COLLABORATION IN THE DEVELOPMENT OF RIVER TRANSPORT



Yves Bodilis
General Director Logiseine -
Logirhône

“ Carrefour has constantly sought to develop alternative means to road transport for the delivery of containers from French ports to its storage platforms.

As of 2002, along with Carrefour, we implemented a system of river transport between the Port du Havre and the Gennevilliers platform, for delivery to the textile warehouse.

Today, two warehouses in the Paris region (Vert-St-Denis and Bondoufle) receive their deliveries from Gennevilliers and Bonneuil-Sur-Marne by river.

In 2008, the purchase of river carrier Alcotrans with operations on the Rhone, enabled us to further develop our collaboration with Carrefour. Containers arrive at the Port de Fos and are then towed by barge to the terminal in Lyon. The last few kilometres are travelled by road for delivery to the warehouse at Cuisery.

The use of river shipping has continued to grow since 2002, comprising a total of 41% of deliveries in 2008. Carrefour has thus been able to reduce CO₂ emissions by 286 tonnes. Over the next few years, Carrefour would like to strengthen its presence in this field. ”



STORES, THE FOCUS OF LOGISTICS MANAGEMENT

In 2008, logistics services started working with stores in order to review their systematic daily supply activities. It was thus decided to introduce more flexible hours and deliveries based on the realistic needs of the various departments. Advantages of this approach include the possibility of carrying out back-to-back delivery runs with the same truck, wasting less time and fuel in traffic jams, improving the filling of trucks, etc. This policy is to be intensified at Group level during 2009.

RAISING THE AWARENESS OF WAREHOUSES TO REDUCE THEIR IMPACT

Based on the in-depth experience acquired from the management of store performance, in 2008 the Group extended the monitoring of environmental indicators to over 70 of its consolidated warehouses throughout the world. It is intended that the warehouses of Carrefour's logistics providers also be included in this initiative.

Every year Carrefour warehouses in France undergo a sustainable development audit. In 2008 a total of 55 audits were carried out. To take things even further, Carrefour will be launching several projects in 2009: carbon assessments at two warehouses, the introduction of an environmental management scorecard to assess impact and develop action plans, etc. Furthermore, "Supply Chain" teams will undergo training specially designed for them in order to help them integrate sustainable development criteria into their decision-making processes. Since the end of 2008, new logistics projects implemented in France all include a sustainable development indicator.

AT THE HEART OF OUR SITES

Thailand: combined effort

Thanks to the close collaboration between Carrefour and its new downstream transport provider, 80% of dry products are now shipped by trucks running off natural gas (NGV) and travelling 2,520,000 kilometres every year. Mileage for the transport of fresh products has also been reduced by 10% due to efforts made to optimize the filling rate of trucks (from 80% to 90%).

France: tests on trailers with double floor system and beams

Carrefour has been experimenting with two new types of trailers intended to be more flexible in the loading of its trucks. By using the full height of the trailers, the double floor system enables a greater number of pallets to be loaded. As for the beam system, this enables the merchandise to be piled in each section.

France: silent city transport

Launched at the beginning of 2009, the new Club Demeter project aims at optimizing logistics resources while reducing noise, pollution and traffic jams. The core feature of this initiative is the "silent" truck which is being tested by a Parisian supermarket for a period of two months. To reduce sound pollution, Carrefour has been working on a silent operation examining the material used (pallet trucks, etc.), the floor covering of store reception areas and staff awareness (drivers and receptionists).

AT THE HEART OF THE DEBATE

Opting for the use of "clean" trucks without excluding smaller carriers

In order to reduce the pollution caused by vehicles out on the road, European authorities have set maximum limits for emissions. The initiative includes a set of increasingly stringent pollution control standards (Euro 0 to Euro 5) applied according to the date at which the vehicles are commissioned. For its dedicated fleet, Carrefour only buys trucks compliant with the Euro 4 standard (or Euro 5 as of 1st September 2009). But the fleet only provides for 20% of the Group's needs, meaning that they have to charter several vehicles from other carriers. For social reasons, Carrefour has chosen to continue their dealings with small service providers even when their planning of vehicle replacement is longer. An inventory is thus being carried out in order to find out more about the chartered vehicles and come up with solutions which will suit the interests of the carriers and their staff.



■ Testing of silent trucks.

286

tonnes of CO₂ saved by Carrefour thanks to the use of alternative upstream transport in France

38

French hypermarkets supplied by combined rail-road transport from warehouses in Sarran and Vert-Saint-Denis

Info+

Challenges Booklet pp. X -XI
Key indicators pp. 66 to 73
www.carrefour.com



Carrefour aims at reducing its CO₂ footprint and helping its customers to reduce theirs. By improving the efficiency of its retail operations and its product offer, in particular through the promotion of energy-saving products, the Group contributes to reducing greenhouse gas emissions. The following illustrates the direct and indirect emissions generated by Carrefour operations and examples of initiatives implemented to reduce them.

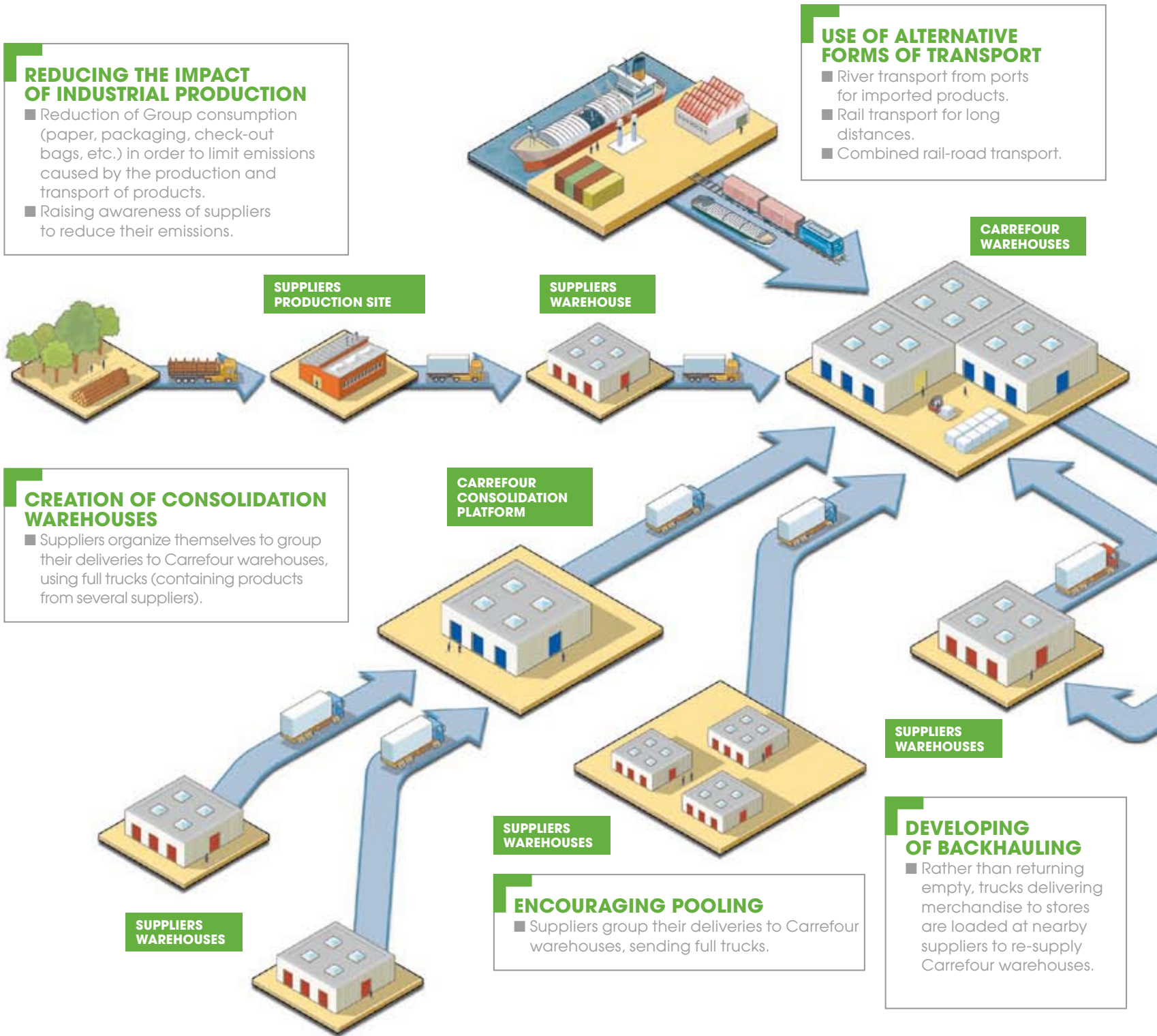
REDUCING CARBON EMISSIONS THROUGHOUT THE SUPPLY CHAIN

REDUCING THE IMPACT OF INDUSTRIAL PRODUCTION

- Reduction of Group consumption (paper, packaging, check-out bags, etc.) in order to limit emissions caused by the production and transport of products.
- Raising awareness of suppliers to reduce their emissions.

USE OF ALTERNATIVE FORMS OF TRANSPORT

- River transport from ports for imported products.
- Rail transport for long distances.
- Combined rail-road transport.



CREATION OF CONSOLIDATION WAREHOUSES

- Suppliers organize themselves to group their deliveries to Carrefour warehouses, using full trucks (containing products from several suppliers).

ENCOURAGING POOLING

- Suppliers group their deliveries to Carrefour warehouses, sending full trucks.

DEVELOPING OF BACKHAULING

- Rather than returning empty, trucks delivering merchandise to stores are loaded at nearby suppliers to re-supply Carrefour warehouses.



OPTIMIZING DOWNSTREAM LOGISTICS

- Introduction of tools to reduce the number of trucks and mileage.
- Optimization of the number of pallets per truck and boxes per pallet.
- Development of joint deliveries: the same truck is used for delivery to several nearby stores.
- Sustainable technologies in new warehouses.

REDUCING STORE CARBON FOOTPRINT

- Store Energy Management system.
- Use of closed freezers.
- Energy-efficient lighting.
- Natural air conditioning.

PROMOTING SUSTAINABLE CONSUMPTION

- An energy-efficient product offering, and awareness raising.
- Development of eco-labelled products ranges.
- Encouraging the use of reusable bags and reducing the number of free disposable checkout bags.

STORES

OPTIMIZING TRANSPORT OF CUSTOMERS AND EMPLOYEES

- Customers are able to buy all they need at the same place thanks to the hypermarket format, rationalizing travel.
- Supermarkets and convenience stores accessible by foot, on bicycle or by public transport.
- Development of online shopping and home deliveries.
- Sale of alternative fuels.
- Testing of carpooling at all head offices in France.

REDUCING THE IMPACT OF OUR HEAD OFFICES

- Use of teleconference and videoconference services.
- Reduction of energy, paper consumption, etc.
- Deployment of environmental management programmes at head office.

WASTE RECYCLING PLANT

DEVELOPMENT OF RECYCLING

- Establishing collection, sorting and processing for waste streams; raising awareness among the different stakeholders.



Each year, the Carrefour Group's sites launch local initiatives all over the world aimed at improving their waste management, reducing energy consumption, raising our customers' awareness of environmental protection, preserving the planet's natural resources, and so on.

This is a selection of the most noteworthy initiatives related in annual reporting by our country correspondents.

2008 INITIATIVES ENVIRONMENTAL ACTIONS

RAISING AWARENESS

 ITALY



SUPPORT FOR AN EDUCATIONAL PROGRAMME ON WATER

The hypermarket in Carugate has lent its support to the international scientific programme known as "Water Education for Teachers" (WET) backed by UNESCO. In March, presenters offered children an array of activities, games and tests to help them appreciate the value of water and to teach them how to conserve this vital resource.

 FRANCE



PROMOTING PRODUCTS THAT GENERATE LESS WASTE

As part of ADEME's waste reduction campaign ("Réduisons vite nos déchets, ça déborde"), 42 hypermarkets hosted presentations on products that generate less waste. Organized in partnership with France Nature Environnement and 22 environmental organizations, the programme featured displays listing the top 10 product categories that customers can choose in order to reduce waste: products which are ecolabelled, in large sizes, in bulk, concentrated, rechargeable, reusable, without overwraps, without batteries, which have a long useful life and which generate less hazardous waste. Documents offering tips and information were also handed out to customers.

 THAILAND



A CONCERTED EFFORT TO REDUCE ENERGY CONSUMPTION

On 29 March 2008, Carrefour Thailand, backed by the Bangkok Administration Office, took part in the WWF's global "Earth Hour" campaign. In all stores and at head office, lights and certain electrical equipment were turned off for one hour. Carrefour also organized presentations in its stores and in Bangkok's shopping districts to encourage people to participate in the campaign and reduce their energy consumption in their day-to-day lives.

 CHINA



TEAMING UP WITH ORGANIZATIONS TO INFORM CUSTOMERS

As part of its partnership with the WWF, Carrefour continued its campaign to raise awareness about energy conservation. In stores, customers learned about reducing their energy consumption and were encouraged to purchase more energy-efficient products. The Group and Greenpeace also joined forces to inform consumers about organic products and issues related to consuming products containing GMOs.

 TAIWAN



PARTNERING WITH THE GOVERNMENT TO RAISE AWARENESS

In 2008, Carrefour Taiwan became a partner in the large-scale environmental programme launched by the government. Thanks to the many actions taken (such as the environmental management system implemented at its stores since 2007) and its environmentally-friendlier product line, 59 of Carrefour's stores have received "Green Store" certification. The logo associated with this certification enables it to inform its customers of the strategy implemented by its stores and to single out environmentally-friendlier products.



■ Participation in the WWF's global "Earth Hour" campaign, Carrefour Thailand.

WASTE MANAGEMENT

SPAIN



ENVIRONMENTALLY-FRIENDLIER FISH TRANSPORT

By packaging fish and transporting it from the fish market to points of sale in cardboard rather than expanded polystyrene, hypermarkets have reduced their carbon footprint. The new AFCOfish case offers a number of environmental advantages. The wood used to manufacture it comes from certified plantations and undergoes "clean" industrial processing. Because of its compact size, the number of trucks needed to transport the fish is reduced. It is also 100% biodegradable and recyclable, which will enable Carrefour to reduce costs associated with waste transport and landfilling and even generate income from the recycling of used packaging.

"ZERO WASTE" IN LANDFILL OBJECTIVE

By combining the best techniques available in terms of waste compaction, reuse, recycling and recovery, Carrefour Spain aims to stop using landfills by 2010-2011. This project, the implementation of which will depend partly on changes in the processes used by waste management companies, offers the company several advantages: reduction in costs, better effectiveness and control of the procedures, and a boost to Carrefour's image, which has established itself as a leader in environmental protection.

ENERGY CONSUMPTION

BELGIUM



RENOVATING STORES TO REDUCE ENERGY CONSUMPTION

By installing LED light bulbs and adding doors to refrigeration units and covers to freezer units, the hypermarket in Waterloo has managed to reduce its energy consumption by 32%. A satisfaction survey revealed that the vast majority of customers were in favour of the closed units, which they considered cleaner, more hygienic, better organized and more cold chain compliant than the previous ones. The store has also installed a condensing boiler and a new system to control heating, ventilation and air conditioning locally and remotely. The supermarket in Maasmechelen has taken the same approach.

ITALY



ENCOURAGING PLASTIC COLLECTION AND REUSE

Five hypermarkets in the Turin region have launched an innovative project aimed at collecting a large number of PET bottles and raising consumers' awareness of reusing materials. All customers are invited to purchase a free card, which allows them to accumulate points each time they deposit a bottle in the designated bin set up outside the store. With every 100 points, they receive a 3 euro discount voucher that can be used with a minimum purchase of 30 euros. In Collegno, where the initiative was launched in late 2007, the number of PET bottles collected and sorted rose from 5,000 to 150,000 in the course of three months.

GREECE



ENCOURAGING CUSTOMERS TO SORT AND RECYCLE WASTE

In 2007, Carrefour opened several waste recycling centres (glass, plastic, metal, paper, small household appliances, telephones and batteries). The success of this initiative led to the creation of five new sites in 2008. A total of 248 tonnes of waste were collected during the year. The Group also introduced incentives that enable customers who recycle to receive discount vouchers for purchases or make a donation to a local organization.

PROMOTING ALTERNATIVE FUELS

SPAIN



PROMOTING NATURAL GAS

Gas Natural and Carrefour have signed a framework agreement to promote the use of natural gas (NGV) as a fuel for light vehicles. The two companies are installing special pumps at the Group's service stations in an effort to determine the best technical and economic options. The long-term goal is to create a real distribution network. Carrefour is also exploring the possibility of purchasing vehicles that run on NGV for its own fleet as well as that of third parties responsible for its logistics.

ARGENTINA

CONTRIBUTING TO THE DEVELOPMENT OF THE RECYCLING INDUSTRY

Carrefour participates in a waste recycling programme in Buenos Aires on a volunteer basis. The goal is to help protect the environment and improve the working and living conditions of "cardboard recyclers" (people who collect cardboard boxes). The authorization to collect recyclable materials is now granted only to cooperatives registered with the city's government. In return, the government provides them with new trucks and necessary collection equipment. Twenty-seven Carrefour stores work with the new public service, enabling the company to reduce its waste disposal and transport costs while also helping to promote the recycling industry.



■ Recycling centre, Carrefour Greece.

PROTECTING RESOURCES

COLOMBIA



RAIN WATER COLLECTION AND USE

In October, Carrefour launched a programme designed to collect rainwater on the roof of a store in Pereira, a city that has a particularly rainy climate. The project, which includes purification of the water collected, has led to a 42% decrease in the volume of water from the public system consumed by the store.





CONTINUOUS PROGRESS AT THE HEART OF OUR PERFORMANCE

Helping customers make choices and supporting local communities are ways in which Carrefour demonstrates its commitment. These concrete actions produce tangible results which are measured and subject to external assessment.



Assessments of our non-financial performance are an excellent complement to the analysis of our financial results. They allow us to measure the Group's ability to anticipate and manage the risks and opportunities inherent to its operations.

ASSESSING OUR OVERALL PERFORMANCE

ESTABLISHING A FULLY TRANSPARENT DIALOGUE WITH THE SRI (SOCIALLY RESPONSIBLE INVESTMENT) WORLD

The Carrefour Group's overall performance is evaluated by SRI rating agencies and investors. The Group maintains an ongoing and transparent dialogue with non-financial rating agencies, SRI indices, investors and insurance companies. The Group Sustainable Development Department completes surveys and responds to occasional requests for information concerning the Group's policies and initiatives launched within the Business Units. Department representatives also meet with investors and answer their questions at road shows and events dedicated to corporate social and environmental responsibility.

CARREFOUR GROUP'S PRESENCE IN THE MAIN SRI INDICES

SRI INDICES		CARREFOUR'S PRESENCE IN THE INDICES IN 2008
Aspi Eurozone	Vigeo - France	■ (since 2002)
DJSI Stoxx Europe	Dow Jones - USA	■ (since 2003)
DJSI World	Dow Jones - USA	■ (since 2002)
ECPI Ethical Index Euro	ECPI - Italy, Luxembourg	■ (since 2002)
ECPI Ethical Index Global	ECPI - Italy, Luxembourg	■ (since 2002)
Ethibel Excellence Europe	Ethibel - Belgium	■ (since 2005)
Ethibel Excellence Global	Ethibel - Belgium	■ (since 2005)
FTSE4 Good Europe	FTSE - GB	■ (since 2004)
FTSE4 Good Global	FTSE - GB	■ (since 2004)

CARREFOUR'S PRESENCE IN THE MAIN SRI FUNDS

SRI MANAGEMENT COMPANIES	ASSETS UNDER MANAGEMENT*	INVESTMENT**
Banque Paribas AM	€9.6 billion	€7 million
BNP Paribas AM	€7.6 billion	€3.9 million
F&C AM (Equity funds***)	€102 billion	€0.2 million
Natixis AM	€3.6 billion	€18.7 million

* Total value of the SRI fund as of 31/12/2008. ** Total value of Carrefour shares held in the SRI fund as of 31/12/2008. *** Funds covered by the SRI initiative and commitment of F&C AM to integrate environmental, social and governance criteria into its assessments.

CAPITAL BREAKDOWN AS OF 31/12/2008



Blue Capital:	10.69%
Blue Partner Sarl:	2.15%
Groupe Arnault SAS*:	0.71%
Employees:	1.05%
Shares owned:	2.74%
Public:	82.66%

*Related stock options in accordance with Article L.233-9 4 of the French Commercial Code.

DIVIDEND PER SHARE (2004-2008)

2004	0.94 euro
2005	1 euro
2006	1.03 euro
2007	1.08 euro
2008	1.08 euro

At 31 December 2008, Carrefour's share capital totalled **1,762,256,790 EUROS**. It was comprised of **704,902,716 SHARES**. For 2008, there will be a proposal to distribute a dividend of **1.08 EURO*** per share.

*Subject to approval by the shareholders at the General Meeting of 28 April 2009.

RELATIONS WITH OUR SHAREHOLDERS

The Carrefour Group regularly provides shareholders with fully transparent information on its economic and financial results. This information is available in the Annual Report, the Shareholders' Guide, the Shareholders' Newsletter, press releases and the Group's website, as well as an online newsletter available 24/7 via a toll-free telephone number (0805 902 902). The Group also meets with its shareholders to answer their questions at the General Meeting, Shareholders' Meetings and the Actionaria trade show. For more information about the Carrefour Group's corporate governance and its 2008 financial results, see the Annual Report at www.carrefour.com.



AN INVESTOR'S VIEW OF THE GROUP'S OVERALL PERFORMANCE

Virginie Auguste

Responsible & Sustainable Investment Analyst at BNP Paribas Investment Partners

Carrefour's sustainable development policy covers a large number of social and environmental issues related to the retail sector. Our assessment indicates that Carrefour has distinguished itself through its contribution to the creation of an audit system for its principal suppliers and subcontractors in the retail sector (Global Social Compliance Programme) and through its promotion of integrated farming for its own brand products ("Quality Line"). Carrefour also demonstrates innovation in human resources management at its check-outs in hypermarkets in France. In this regard, we expect the Carrefour Group to build on the efforts already made, such as the implementation in 1999 of a system for pooling work schedules and more ergonomic check-out stations, and to apply them to all its activities. ”

Present in

9

ISR Indices

Info+

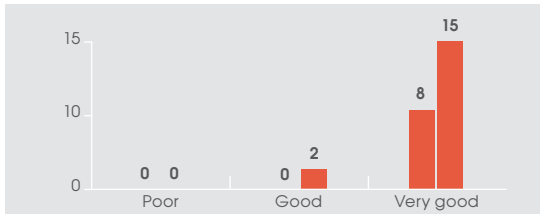
See 2008 Annual Report
www.carrefour.com



Indicators selected for their relevance in regard to the impact of the Group's operations measure the effectiveness of its policy and the progress of its action plans.

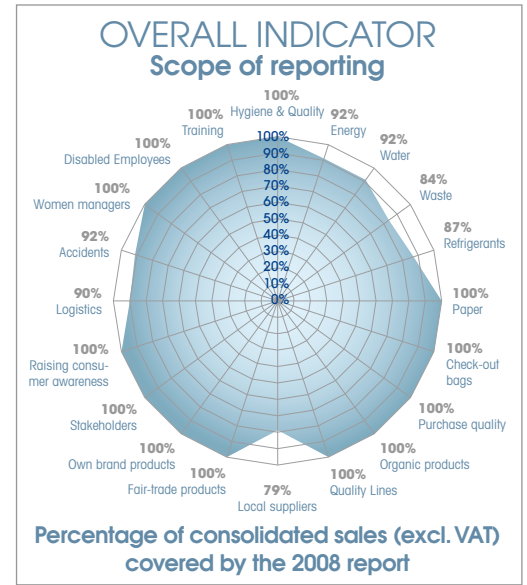
KEY INDICATORS BY GEOGRAPHIC REGION

KEY INDICATORS QUALITY

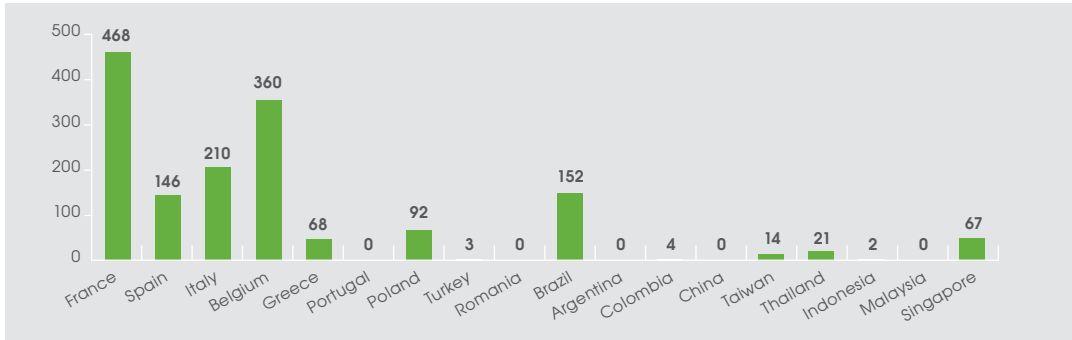


LEVEL OF QUALITY PROCEDURE FOR CONTROLLED FOOD PRODUCTS (NUMBER OF COUNTRIES)

This indicator assesses specifications updates, implementations of supplier audits, product inspection systems, non-compliance monitoring and consumer complaints.

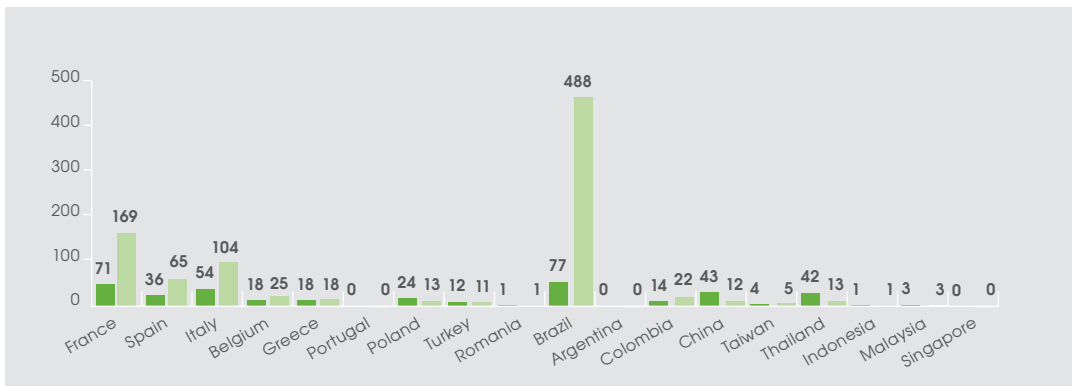


KEY INDICATORS PRODUCTS



NUMBER OF LISTED OWN BRAND ORGANIC OR ECOLOGICAL FOOD PRODUCTS BY COUNTRY

To date, not all countries have developed a line of own brand organic products. However, the vast majority offer national brand organic products. The number of the Group's own brand organic food products is 1,607, up 26% compared to 2007.

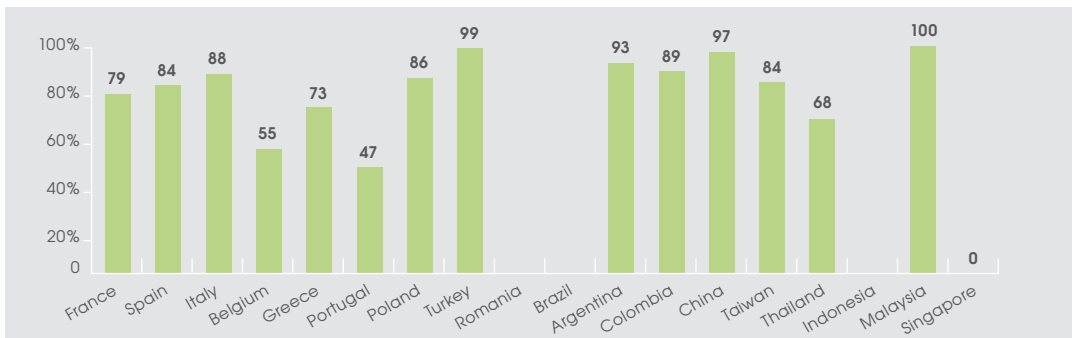


NUMBER OF QUALITY LINE PRODUCTS BY COUNTRY

NUMBER OF QUALITY LINE CONTRACTS BY COUNTRY

The number of Quality Line products continues to increase with 20 new lines in 2008 for a total of 418 at year end. Romania introduced its first line in the meat department. The growth in the number of contracts in Brazil stems from the fact that each supplier signs an independent contract, a feature specific to that country. The number of active CQL suppliers is 25,797.

KEY INDICATORS LOCAL DEVELOPMENT

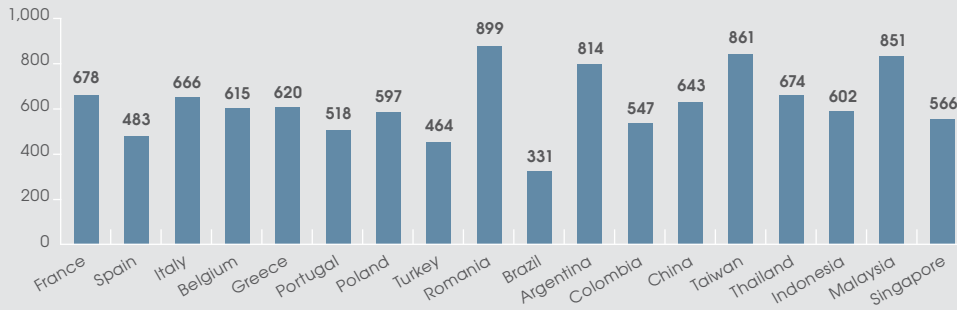


PERCENTAGE OF PURCHASES OF OWN BRAND FOOD PRODUCTS FROM LOCAL SUPPLIERS BY COUNTRY (%)

A local supplier is a supplier of own brand food products produced in the country in which they are distributed. With its own brands, Carrefour contributes to the development of the local economy and reduces the environmental impact of product shipment. Excluded: HM: RO, BR, ID SM: BR HD: BR

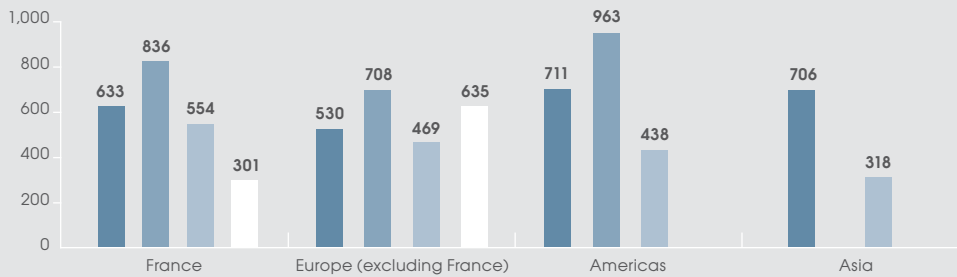
KEY INDICATORS STORES

ENERGY CONSUMPTION BY COUNTRY (IN KWH/SQ. M OF SALES AREA)



In accordance with our Group policy, we are seeing a decrease in energy consumption per square meter of sales area in nearly all countries. These reductions have offset the economic impact of the rise in energy prices and have helped to reduce distribution costs. These savings are equivalent to the energy consumption of 71 hypermarkets or a city of 75,000 French households (Angers, Grenoble).
Excluded: HM: BR SM: BR

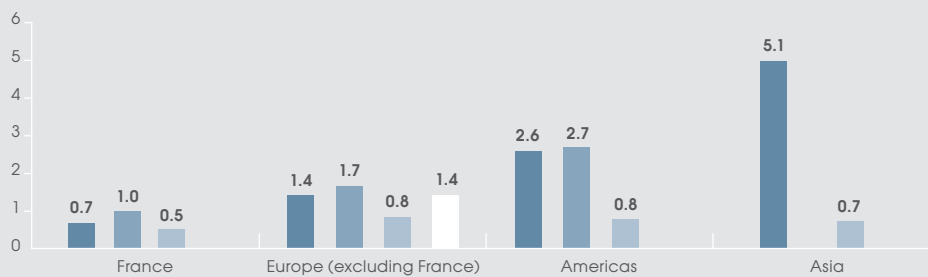
ENERGY CONSUMPTION BY REGION AND FORMAT (IN KWH/SQ. M OF SALES AREA)



Hypermarkets, which represent 61% of the Group's energy consumption, reduced their consumption by 7.8% in 2008. Structurally, supermarkets consume more energy per sq. m than hypermarkets that have a large non-food product area, while hard discount stores have fewer refrigeration units.
Excluded: HM: BR SM: BR

■ HM ■ SM ■ HD □ OTHER

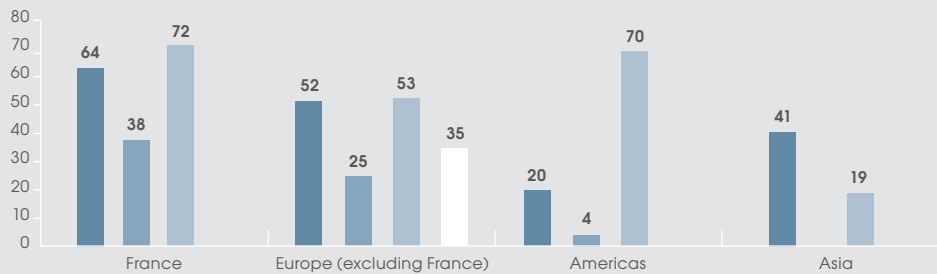
WATER CONSUMPTION BY REGION AND FORMAT (IN CUBIC M/SQ. M OF SALES AREA)



Hypermarkets and supermarkets account for more than 92% of the Group's consumption. Water consumption per sq. m of sales area in hypermarkets decreased by 7% compared to 2007.
Excluded: HM: BE, AR SM: BE, AR HD: AR

■ HM ■ SM ■ HD □ OTHER

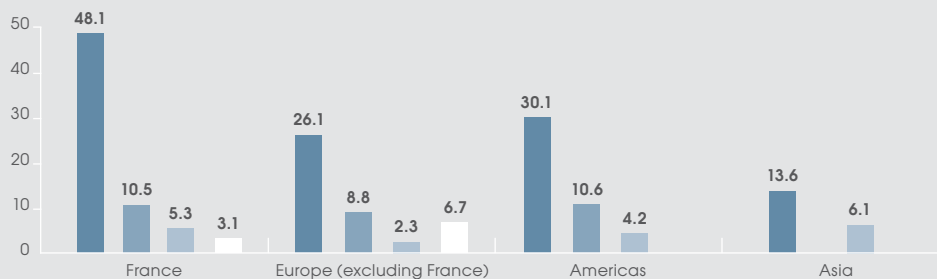
RECYCLED WASTE BY REGION AND FORMAT (IN KG/SQ. M OF SALES AREA)



Waste sorting and tracking is less formalized in Latin America and Asia. In Europe, the introduction of new processes, such as biomethanisation of organic waste, has led to an increase in the volume of sorted and recovered waste.
Excluded: HM: RO, BR, CO, CN SM: PL, BR HD: AR

■ HM ■ SM ■ HD □ OTHER

QUANTITY OF PAPER PURCHASED FOR COMMERCIAL PUBLICATIONS BY REGION AND FORMAT (IN KG/SQ. M OF SALES AREA)



All formats have reduced their paper weight, thereby limiting the amount of paper used for commercial publications. As a result of this action, the Group saved approximately 4,000 tonnes of paper, i.e. the annual consumption of hypermarkets in Indonesia and Malaysia.

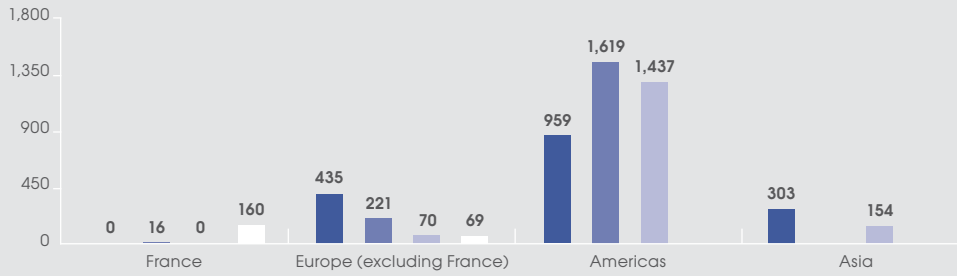
■ HM ■ SM ■ HD □ OTHER

KEY INDICATORS STORES

NUMBER OF FREE DISPOSABLE PLASTIC CHECK-OUT BAGS BY REGION AND FORMAT (PER SQ. M OF SALES AREA)

Sharp reduction in the number of bags per sq. m in supermarkets in France, as a follow-up to their elimination in hypermarkets in 2007. In Europe, Poland also stopped distributing free disposable checkout bags in hypermarkets and supermarkets. A law in China required stores to stop distributing bags in 2008. Carrefour reduced the number of bags in all Asian and Latin American countries.

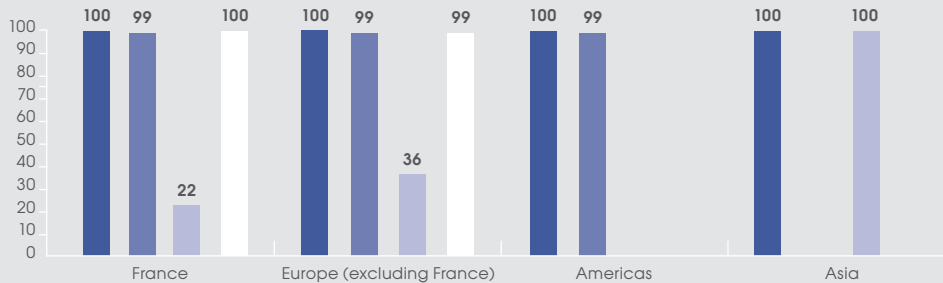
■ HM ■ SM ■ HD □ OTHERS



PERCENTAGE OF CONSOLIDATED STORES AUDITED ON HYGIENE AND QUALITY CRITERIA, BY REGION AND FORMAT (%)

A minimum of two audits per year by an independent laboratory are required and conducted at formats that are equipped with food preparation rooms and traditional fresh food departments. In 2008, a large percentage of our consolidated stores maintained a maximum level. The hard discount format continues to show the poorest performance due to the number of outlets, despite a 50% increase in Europe.

■ HM ■ SM ■ HD □ OTHERS



KEY INDICATORS LOGISTICS

LEVEL OF MATURITY OF THE LOGISTICS PROCESS BY COUNTRY

The self-assessed logistics process covers implementation of massification, traceability, the cold chain, streamlining and environmental management. Eight Carrefour countries and six Dia countries have now deployed these sustainable development practices in their supply chains.

■ HM, SM, OTHERS ■ HD



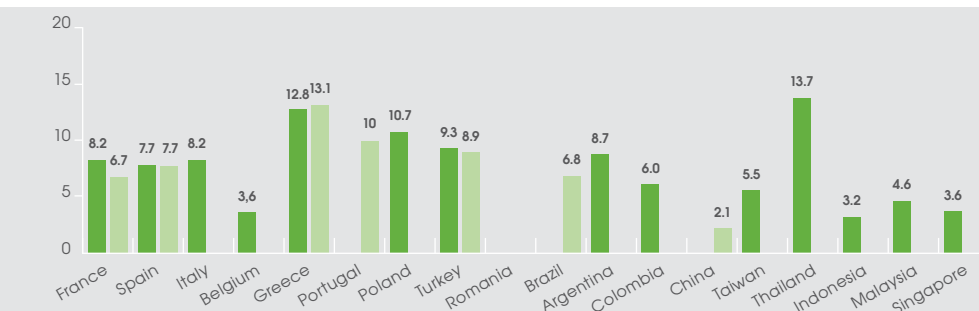
Interpretation of the graph: between 1 and 5: testing phase; between 6 and 10: being implemented; between 11 and 15: fully implemented; between 16 and 20: continuous improvement.

CO₂ EMISSIONS PER SHIPPING UNIT (KG) BY COUNTRY

In many countries, the increase in the number of stores precedes the development of the integrated logistics network. This results in longer distances travelled to deliver to stores and therefore higher average CO₂ emissions per pallet. In Poland, significant efforts were made in 2008 to reorganize the network following the consolidation of the Ahold stores.

Excluded: HM: RO, BR SM: BR HD: AR

■ HM, SM, OTHERS ■ HD



KEY INDICATORS COMMUNICATIONS

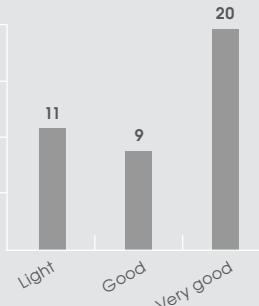
LEVEL OF INFORMATION PROVIDED TO CONSUMERS (NUMBER OF BUSINESS UNITS)

Level of information provided to consumers to help them make a choice and practice responsible consumption. This mainly entails communication in store, in catalogues and at specific events (World Environment Day, Nutrition Week, etc.).



LEVEL OF DIALOGUE WITH STAKEHOLDERS (NUMBER OF BUSINESS UNITS)

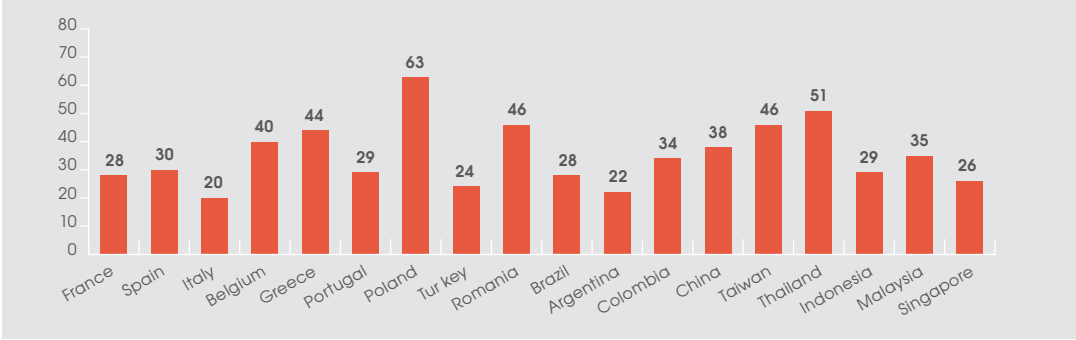
Measures the level of each Business Unit's dialogue with its stakeholders based on the scope and frequency of the dialogue-building actions and initiatives.



KEY INDICATORS **HR**

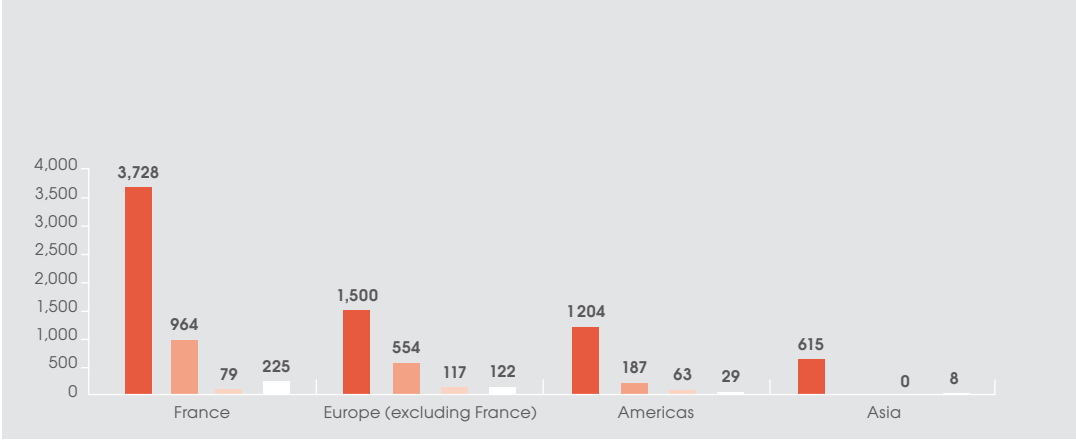
PERCENTAGE OF WOMEN IN MANAGEMENT, BY COUNTRY

The percentage of women in management positions was 33.7% at Group level in 2008. Directors who are women now account for 15.4% of senior executives, up 17.5% compared to 2007.



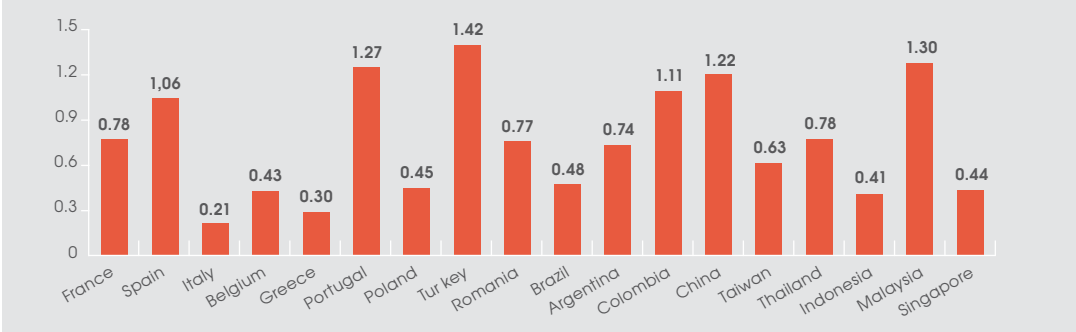
NUMBER OF EMPLOYEES RECOGNIZED AS DISABLED WORKERS, BY REGION AND FORMAT

The number of employees recognized as disabled workers increased by 14.6% for the Group (like-for-like BUs) between 2007 and 2008. While France renewed the "Mission Handicap" agreements, in the Group's other countries initiatives in favour of employment of people with disabilities are growing in number. For instance, Carrefour Thailand partnered with an organization that supports the inclusion of individuals with disabilities, and in Belgium job offers are posted on a web-based platform that promotes the hiring of people with disabilities.



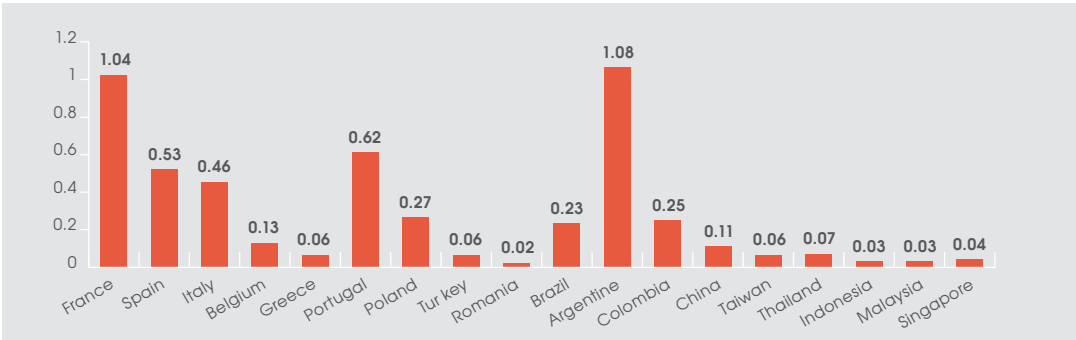
TRAINING RATE BY COUNTRY (%)

The Group's training rate was 0.8%. The Group continued to offer training programmes designed to improve the (operational and strategic) skills of its employees, thereby fostering internal promotion. Following the example of Malaysia, which opened a training institute in 2008, many countries now have dedicated training centres. The countries have also increased their partnerships with schools and universities in order to create new training programmes.



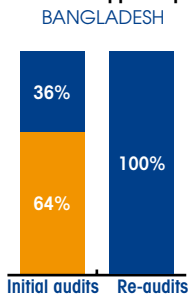
RATE OF ABSENCE DUE TO ACCIDENT, BY COUNTRY (%)

The Group posted a decrease in this rate of 8.1% compared to 2007 (like-for-like BUs). This figure is calculated based on local definitions of workplace and commuting accidents, which makes comparison between countries difficult. Measures are taken in all countries to identify risks and ensure their prevention. Efforts are also made to adapt workstations in order to minimize related risks.

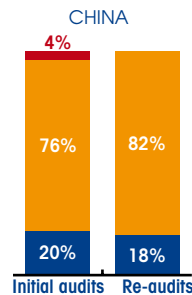


KEY INDICATORS **SOCIAL AUDITS**

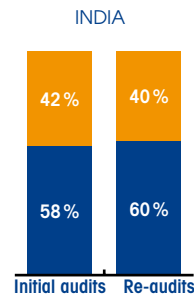
Audits of suppliers' plants regarding compliance with the Social Charter



Limited audit campaign this year compared to 2007. The results of the initial audits in 2008 show a compliance rate of 64% with 92% of the audits unannounced. Continuation of training sessions with the local NGO, Karmojibi Nari: training of our suppliers' employees and managers in each person's rights and responsibilities regarding Human rights in the workplace.



70% of the 2008 social audits were conducted in China. The results show recurring non compliance (work hours, wages, freedom of association). Organizational problems at the production plants (missing or false documents) lower the ratings and improvements in these areas are difficult. In 2008, one of the objectives was to verify the application of the new labour law in China (employment contracts, trial periods, dialogue between management and employees). Follow-up audits have shown that corrective actions requested during the initial audit regarding young workers, working conditions and forced labour have been properly implemented. The supplier training programme on Human rights has been enhanced: suppliers are offered assistance to implement corrective actions and are encouraged to create a discussion forum between employees and management.



95% of the audits were unannounced. Non-compliance concerned mainly work hours and wages because of improper formalization of information. Corrective actions are easily implemented. A study of the supplier base was conducted to identify the best labour practices implemented by manufacturers and to assess the benefits for the manufacturer and employees of integrating labour issues into company management (reduction in turnover, better working conditions, employee benefits).

■ Compliance and best practices developed ■ Corrective actions but no re-audit ■ Corrective actions and re-audit required ■ Immediate, mandatory actions - Critical

KEY INDICATORS BY FORMAT

	Hypermarket	Supermarket	Others	Hard discount
PRODUCTS				
✓ Number of listed own brand organic food products (units)	1,388	960	483	37
✓ Purchase amount of own brand organic food products (in millions of euros)	79	49	8	10
✓ Purchase amount of Quality Line products (in millions of euros)	469	50	2	
Number of listed fair-trade products (units)	614	437	127	1
Number of controlled food products (units)	66,700			13,700
LOGISTICS				
✓ CO ₂ emissions per shipping unit (in kg)	7.9			7.4
✓ CO ₂ emissions (thousands of tonnes)	422			110
STORES				
Percentage of consolidated stores audited on hygiene & quality criteria	100%	99%	99%	33%
Percentage of franchise stores audited on hygiene & quality criteria	100%	76%	33%	15%
✓ Energy consumption (in kWh/sq. m of sales area)	616	784	505	485
✓ Energy consumption (electricity, gas, fuel) (in GWh)	4,545	1,848	101	936
✓ CO ₂ emissions generated by fuel, gas and electricity consumption (in thousands of tonnes CO ₂ eq.)	1,750	488	41	306
✓ Water consumption (in cubic m/sq. m of sales area)	2.3	1.4	1.4	0.7
✓ Water consumption (in millions of cubic m)	16.8	2.7	0.1	1.5
✓ Consumption of refrigerants (in kg/1,000 sq. m of sales area)	64	68	48	17
✓ Recycled waste (in kg/sq. m of sales area)	47			58
✓ Recycled waste (in thousands of tonnes)	390			116
✓ Quantity of paper purchased for commercial publications (in kg/sq. m of sales area)	29.3	9.7	4.4	3.7
✓ Quantity of paper purchased for commercial publications (in thousands of tonnes)	250	35	6	9
✓ Number of free disposable plastic checkout bags (in millions)	3,262	703	153	408
✓ Number of free disposable plastic checkout bags (in units/sq. m of sales area)	393	194	129	169
HUMAN RESOURCES				
✓ Rate of absence due to accidents (%)	0.48	0.61	0.22	0.83
✓ Women in management positions (%)	30	38	41	31
✓ Percentage of employees recognized as disabled workers (%)	2.4	2.1	1.2	0.5
Number of hours of training	4,530,000	740,000	380,000	990,000

✓ 2008 figures verified by a statutory auditor from KPMG audit.

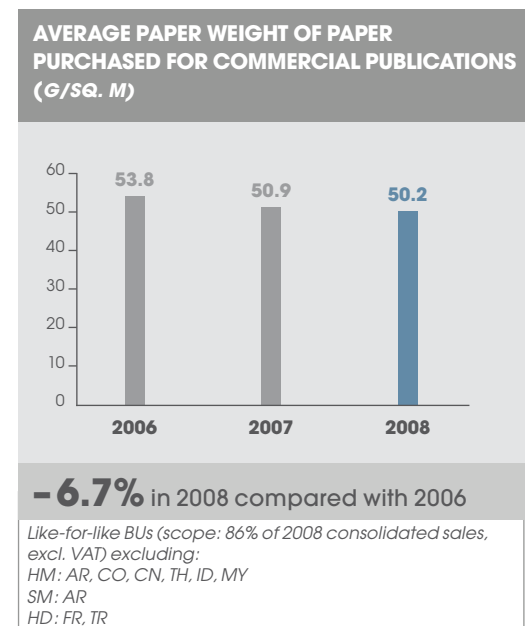
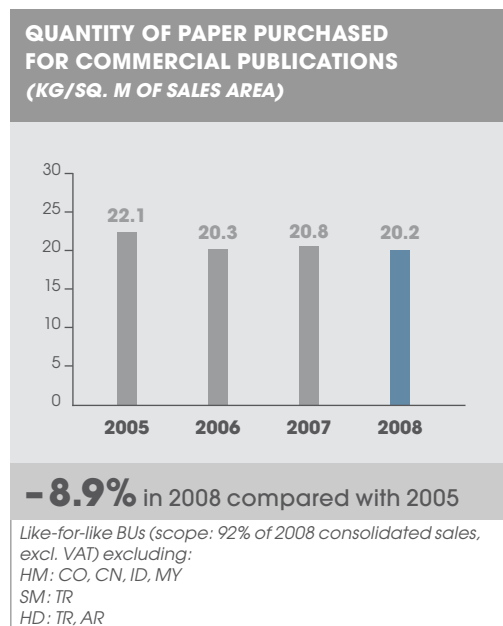
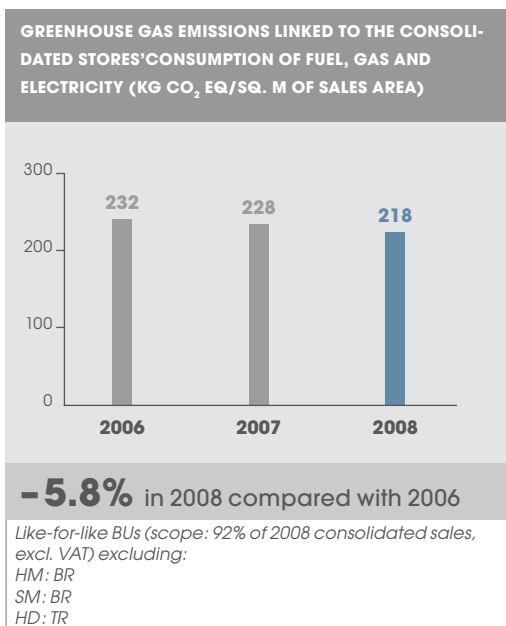
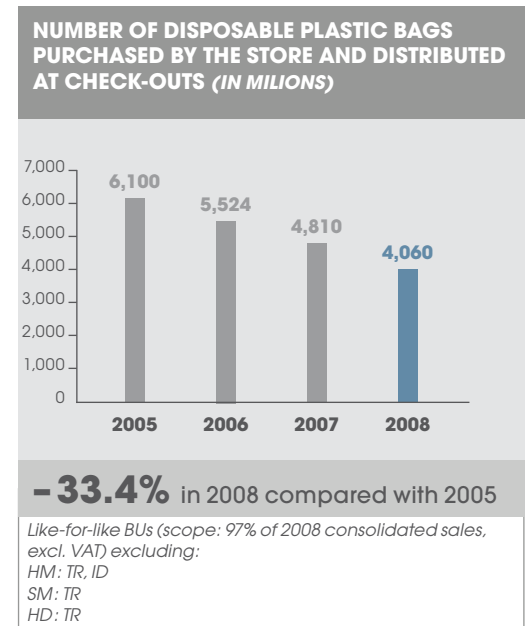
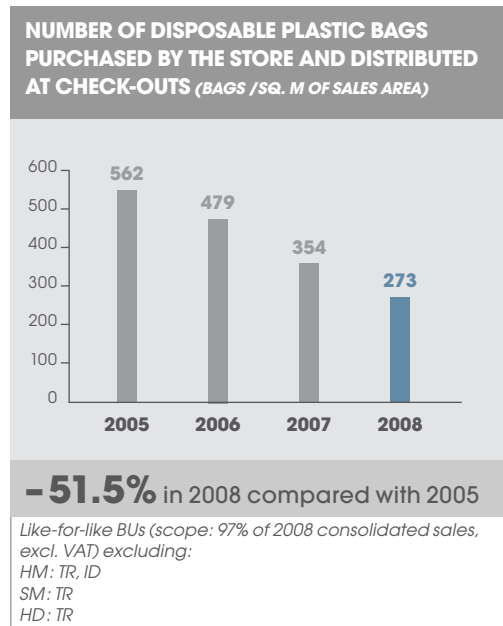
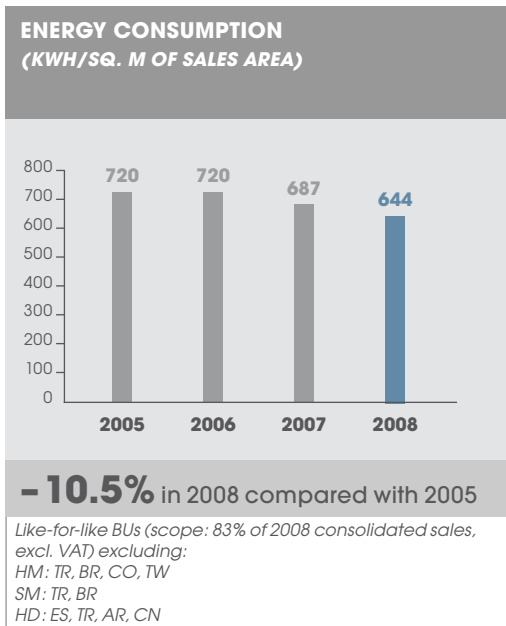
Definition of indicators	Comments
Number of listed food products declared as organic or ecological and developed under own brand or retailer brand.	Colombia and Indonesia have developed their first own brand organic products, while Greece, Belgium and Poland have nearly doubled the number of items offered. In Europe, the number of organic cotton Textile products has increased to 126 for a purchase amount of €5 million.
Purchase amount of food products declared organic or ecological and developed under own brands or retailer brands.	
Purchases amount of agricultural products meeting the requirements of specifications that ensure product traceability and include social and environmental requirements.	The indicator shows that the Quality Lines, initially launched at hypermarkets, have become widely available at the other formats. 2008 figures for Brazil and Spain are not available.
Number of national-brands or own brand fair-trade listed products certified by an independent body (such as FLO or ESR) according to recognized criteria. Outside Europe, a product is considered fair-trade if it meets the certification criteria.	In 2008, we extended the notion of fair-trade products to include the initiatives of countries whose approach corresponds to that of fair trade. For example, Colombia sells 45 listed products resulting from a United Nations programme aimed at substituting illegal crops. In China, the aim of the direct purchasing programme is to obtain supplies directly from producers of 46 products while also providing them with training, tools and access to cash funds.
Number of own brand food products. Own brand products are products developed by Carrefour teams. These products include all own brand/retailer brand products.	Own brand products are a way of offering consumers quality products at affordable prices. All formats offer own brand products which cover all food and non-food departments.
Calculated on the basis of kilometres travelled (1 litre of fuel consumed = 2.6667 kg of CO ₂ emitted) to transport merchandise from warehouses to stores. Shipping unit: 120 x 80 cm pallet.	The increase is due to the higher number of stores in 2008, which was not accompanied by immediate adaptations to logistics infrastructure, and the fact that Carrefour took over transport of certain merchandise that was previously handled by suppliers.
Percentage of consolidated/franchise stores audited during the reporting period on the basis of the quality standard defined by each Business Unit.	The hypermarket and supermarket formats maintain a very good performance level, often with several audits per year. Hard discount continues to improve the coverage rate of its audits for both consolidated stores and franchise stores.
Consumption of electricity, gas and fuel required to run the consolidated stores.	There was a 6% overall reduction in average energy consumption in kWh per sq. m of sales area compared to 2007, which demonstrates the continuity of the Group's energy efficiency policy. All formats contributed to this reduction: -8% for hypermarkets, -5% for supermarkets and -1% for hard discount stores.
CO ₂ eq. emissions linked to electricity, gas and fuel consumption required to run the consolidated stores.	Thanks to our energy efficiency programme, we avoided emitting more than 113,000 tonnes of CO ₂ in 2008 compared to average consumption in 2007. This corresponds to the annual emissions of more than 47,000 cars.
Water consumption of consolidated stores.	Average water consumption per sq. m of sales area dropped by 8% for the Group as a whole. Monitoring of consumption and the dissemination of water-saving practices has been enhanced within the Group.
Quantity of refrigerants used (CFCs, HCFCs, HFCs and others). Coverage: cold cabinets for food and air-conditioning in consolidated stores.	In addition to monitoring leaks, the countries are replacing old equipment that runs on HCFCs with new refrigeration systems that use HFC fluids. In Spain, for example, Carrefour has invested millions of euros in new equipment at 16 hypermarkets and 2 supermarkets.
Recycled waste of consolidated stores: paper/cardboard, plastic, etc.	Recycling and reclamation of the various types of waste depend greatly on the existence of collection and treatment processes in the countries. It is difficult to track our rate of recycled waste because operators do not always inform us of the quantities of waste collected.
Consumption of paper for commercial publications expressed in kg per sq. m of sales area.	These results were due mainly to the measures taken by the Group to reduce the paper weight of publications and to optimise their distribution to customers. The Group saved nearly 6,000 tonnes of paper in 2008, i.e. a 2% reduction per sq. m of sales area compared to 2007.
Quantity of paper purchased for commercial publications (flyers, brochures, newspapers, etc.).	
Number of disposable plastic bags purchased by the store for free distribution at checkout.	The Group continued its policy of reducing the number of free disposable plastic check-out bags distributed at stores, achieving a 22% reduction in 2008 over 2007 per sq. m of sales area. This represents a saving of 1.3 billion bags or the equivalent of approximately 21,300 tonnes of CO ₂ emitted.
Number of disposable plastic bags purchased by the store for free distribution at check-outs per sq. m of sales area.	
Number of hours of absence due to accidents occurring at workplace and during commutes to work/Number of theoretical work hours during the period (excluding work-related illnesses).	Frequency rate: 38 versus 39 in 2007 (number of accidents/millions of theoretical work hours). Level of severity: 0.57 versus 0.64 in 2007 (number of days of absence due to work-related accident/1,000 work hours).
Proportion of women in management ("manager" defined as an independent employee with decision-making authority holding a supervisory position).	The percentage of women in management continued to increase, reaching 33.7%. The rate for supermarkets grew by 5 points thanks to the strong development of this format, particularly in Poland where the percentage of women managers is the highest in the Group.
Status defined by the legislation in force in each country (by default, this is any person with at least a 10% physical disability) /Average number of employees during the period.	The Group has 9,395 declared disabled employees, which represents a 14.6% increase over 2007. Based on the statutory calculation method in France, the percentage of disabled employees at French hypermarkets is 6.16%.
Number of training hours officially counted.	With an average of 14.5 training hours per Group employee, training remains a key issue within a fast growing Group. The figures of the head offices are included in "Others".



With its sustainable development reporting, the Carrefour Group ensures monitoring and operational management of its performance. More than objectives, our key indicators illustrate the efforts the Group makes on a day-to-day basis. All the changes presented here are for like-for-like Business Units and for a representative scope (at least 75% of the Group's 2007 consolidated sales, excl. VAT). We excluded any BUs for which we did not have data for one of the years in the comparison. The BUs excluded from the coverage are indicated alongside each figure.

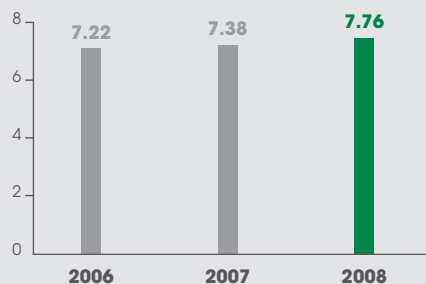
2008 PROGRESSION OF THE GROUP'S PERFORMANCE

STORES



LOGISTICS

CO₂ EMISSIONS PER SHIPPING UNIT (KG)

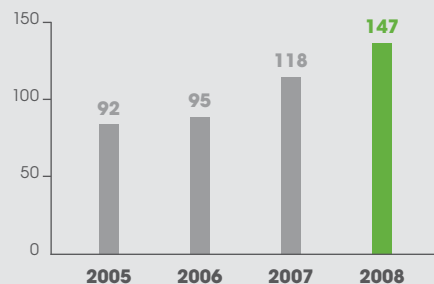


+ 7.6% in 2008 compared with 2006

Like-for-like BUs (scope: 90% of 2008 consolidated sales, excl. VAT) excluding: HM & SM: RO, BR
HD: AR

PRODUCTS

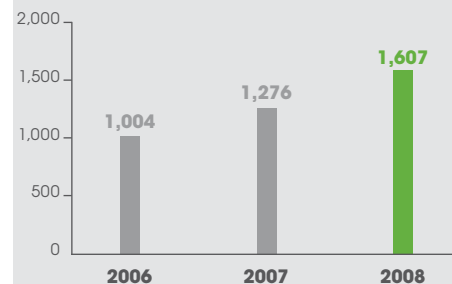
PURCHASE AMOUNT OF OWN BRAND ORGANIC FOOD PRODUCTS (€M)



+ 59.0% in 2008 compared with 2005

Like-for-like BUs (scope: 88% of 2008 consolidated sales, excl. VAT) excluding:
HM: ES, ID
SM: ES

NUMBER OF OWN BRAND ORGANIC FOOD PRODUCTS (IN UNITS)

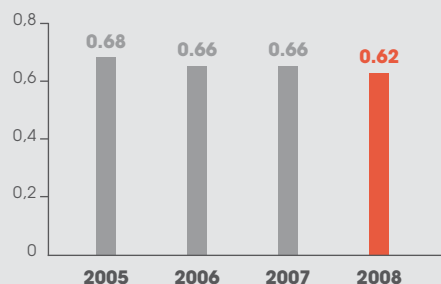


+ 60.1% in 2008 compared with 2006

Like-for-like BUs (scope: 100% of 2008 consolidated sales, excl. VAT)

RH

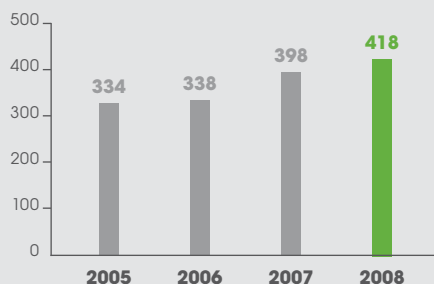
RATE OF ABSENCE DUE TO ACCIDENT (%)



- 8.0% in 2008 compared with 2005

Like-for-like BUs (scope: 79% of 2008 consolidated sales, excl. VAT) excluding:
HM: IT, TR, BR, CN, TH
SM: IT, TR, BR
HD: AR

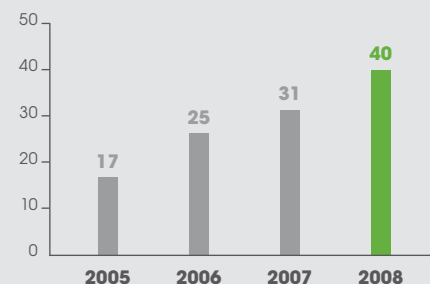
NUMBER OF QUALITY LINE PRODUCTS (IN UNITS)



+ 25.1% in 2008 compared with 2005

Like-for-like BUs (scope: 100% of 2008 consolidated sales, excl. VAT)

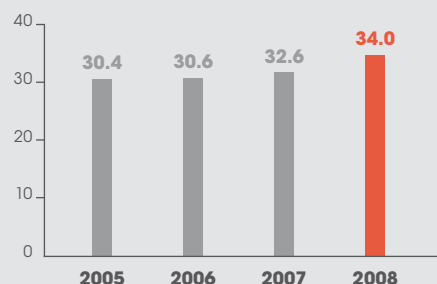
PURCHASE AMOUNT OF OWN BRAND AND NATIONAL BRAND FAIR-TRADE PRODUCTS (€M)



+ 141.5% in 2008 compared with 2005

Like-for-like BUs (scope: 100% of 2008 consolidated sales, excl. VAT)

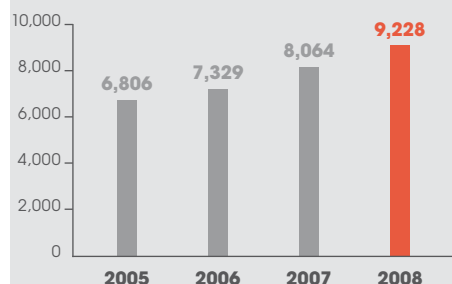
WOMEN IN MANAGEMENT (%)



+ 11.6% in 2008 compared with 2005

Like-for-like BUs (scope: 98% of 2008 consolidated sales, excl. VAT) excluding:
HM: TR
SM: TR, BR

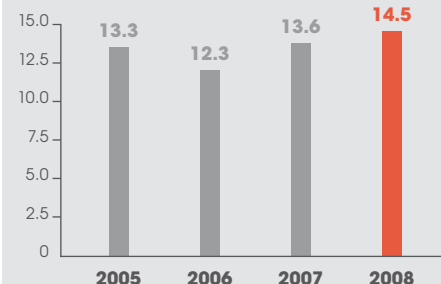
NUMBER OF EMPLOYEES DECLARED AS HAVING DISABILITIES



+ 35.6% in 2008 compared with 2005

Like-for-like BUs (scope: 100% of 2008 consolidated sales, excl. VAT) excluding:
SM: BR

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE



+ 9.1% in 2008 compared with 2005

Like-for-like BUs (scope: 100% of 2008 consolidated sales, excl. VAT)



CROSS-REFERENCE TABLES

GRI (G3), GLOBAL COMPACT AND OECD PRINCIPLES

GRI REFERENCE	GLOBAL COMPACT PRINCIPLE	OECD PRINCIPLE	PAGE(S) OF REPORT
Vision and Strategy			
1.1	Principle 9	General policy 1	PP. 2-3, 22-23, 36-37, 50-51
1.2			PP. 8-19
Profil			
2.1	Disclosure 3		Cover
2.2			PP. 1
2.3	Disclosure 3		PP. 1, 80-81
2.4	Disclosure 3		Inside back cover
2.5	Disclosure 3		P. 1, 80-81
2.6	Disclosure 3		Outside back cover, PP. 64-65
2.7	Disclosure 3		PP. 1, 80-81
2.8	Disclosure 3		P. 1, AR
2.9			P. 75
2.10			PP. 11, 34-35, 39, 47, Challenges Booklet, P. IX
Management systems			
3.1			PP. 76-78
3.2			PP. 76-78
3.3			PP. 76-78
3.4			Inside back cover
3.5			PP. 8-9, 12-13, 76-78
3.6			PP. 1, 66-73, 76-78
3.7			PP. 66-73, 76-78
3.8			PP. 76-78
3.9			PP. 66-73, 76-78
3.10			PP. 66-73, 75-78
3.11			PP. 66-73, 75-78
3.12			Inside back cover, PP. 74-75
3.13	Disclosure 2		P. 79
Gouvernance			
4.1	General policy 6		PP. 8-9
4.2	General policy 6		AR
4.3	General policy 6		PP. 8-9, AR
4.4 - 4.7	General policy 6		AR
4.8	General policies 7 and 8 Disclosure 5		PP. 8-9, 30-31, 44-45, 52-53, 54-55 Challenges Booklet, PP. VIII-IX, PP. VI-VII
4.9			PP. 8-9, 66-73
4.11	Environment 3 and 4 Principle 7		PP. 8-9, 15, 16-17, 24-27
4.12	General policies 7 and 8 Disclosures 2, 3, 5 and 12		PP. 4-5, 9, 26-27, 40, 42-43, 44-45, 52-53, 54, Challenges Booklet, PP. VI-VII, PP. VIII-IX
4.13			PP. 4-5, 8-9, 12-13, 14-15, 26-27, 42-43, 46-49, 52-53, 60-61, Challenges Booklet, PP. II-III, VIII-IX
4.14			PP. 12-13, 28-29
4.15			PP. 12-13, 22-23, 36-37, 50-51
4.16			PP. 22-23, 24-65, 12-13
4.17	Disclosure 5		PP. 22-23, 24-55

GRI REFERENCE	GLOBAL COMPACT PRINCIPLE	OECD PRINCIPLE	PAGE(S) OF REPORT
Economics			
Economic performance	EC1		PP. 1, 13, AR
	EC2		Challenges Booklet, PP. X-XI
	EC6		PP. 13, 66-73
Indirect economic impact	EC8		PP. 28-29, 46-47, 48-49, 54-55, 60-61
Environment			
Raw materials	EN1	Principle 8	PP. 66-73
	EN2	Principle 8	PP. 54, 60-61
Energy	EN3	Principle 8	PP. 66-73, Challenges Booklet, PP. X-XI
	EN5	Principle 8	PP. 54-55, 60-61, Challenges Booklet pp. X-XI
	EN6	Principle 8	Challenges Booklet, PP. XI
Water	EN8	Principle 8	PP. 67, 70-71, Challenges Booklet, PP. XI
	EN12	Principle 8	PP. 52-53, Challenges Booklet, PP. IV-V
	EN14	Principle 8	PP. 52-53, Challenges Booklet, PP. IV-V
Emissions, effluents and waste	EN16	Principle 8	PP. 66-73, Challenges Booklet, P. XI
	EN17	Principle 8	PP. 66-73, Challenges Booklet, PP. XI
	EN18	Principle 8	PP. 54-61, 66-73, Challenges Booklet, P. X-XI
	EN22	Principle 8	PP. 66-73
Products and services	EN26	Principle 8	Environment 6.b
			PP. 50-61, Challenges Booklet, PP. IV-V, X-XI
Transport	EN29	Principle 8	PP. 56-59, Challenges Booklet, PP. XI
Labour/management			
Employment	LA1		PP. 1, 75, PP. 80-81
Industrial health and safety	LA7		PP. 66-73
Training and education	LA10	General policy 4	PP. 66-73
Human Rights			
Investing and contracting practices	HR1	Principle 1	General policy 2
			PP. 4-5, PP. 36-37
	HR2	Principles 1 et 2	General policy 10
			PP. 44-45, 69, Challenges Booklet, PP. VI-VII
Child Labour	HR6	Principle 5	Employment and industrial relations 1.b
			PP. 4-5, 36-37, 44-45, Challenges Booklet, PP. VI-VII
Society			
Community	SO1	General policy 3 Environment 3	PP. 22-61
Corruption	SO3	Principle 10	Fight against corruption 1, 2, 3, 4 and 5
			PP. 4-5, 8
Public affairs	SO5		PP. 14-15
Product Responsibility			
Consumer health and safety	PR1	Consumer interests 1 and 6	PP. 22-23, 24-27
	PR5	Consumer interests 3	PP. 22-25



INFORMATION TABLE ON ARTICLE 116 OF THE FRENCH LAW ON NEW ECONOMIC REGULATIONS

ARTICLE 1	SOCIAL INFORMATION	ARTICLE 2	ENVIRONMENTAL INFORMATION
1.1a	Total staff: 495,287 Percentage of: – Permanent contracts: 88% – Fixed-term contracts: 9.2% – Temporary: 2.8% – Permanent contract hires: 98,778 Part-time employees: 26.2% Internal rate of promotion: – Promotion of managers: 60.5% (% of new managers promoted internally) – Promotion to Director: 67.2% (% of new Directors promoted internally) Total: promotion of Managers + Directors: 60.9% Turnover (due to resignation and dismissal of employees under permanent contracts): 24.4%	2.1	Consumption of water, raw materials and energy: P. 50-61, 66-67, 70-73 and Challenges Booklet, pp. X-XI
1.1b	Information regarding staff reductions, job protection and support measures: To support the reorganization and management of its staff, Carrefour France adhered to the process defined by the provisions of its GPEC and Method agreements of 20 April 2006, which emphasize voluntary employee mobility. Moving the Promocash stores to a lease-management method of operation, which began in 2007, continued. Nearly all employees kept their jobs in the purchaser's new legal entity. Their jobs were therefore retained. A reorganization plan of the regional after sales service departments of hypermarkets in France was implemented along with the internal or external voluntary mobility programme.	2.2	Actions aimed at limiting harm to biological equilibrium: P. 50-51, 52-53, 60-61 and Challenges Booklet, pp. IV-V
1.2	Organization, work hours and absenteeism: the length of work hours at Carrefour is indexed according to the legal working hours in the country where the Group is established. It therefore varies according to each country's local regulations: – See PP. 42-43 – see P. 69 – see PP. 70-71	2.3	Corporate evaluation and certification actions: P. 24-27, 30-31, 52-53 and Challenges Booklet, pp. IV-V
1.3	Wages and expenses: P. 13, and see also the 2008 Annual Report. Employment equity: PP. 4, 38, 40 and Challenges Booklet, PP. VIII-IX	2.4	Compliance with laws: the Carrefour Group takes measures to ensure the company's compliance with laws and regulations.
1.4	Labour/management relations: PP. 13, 42-43	2.5	Expenditures incurred to prevent the company's environmental impact: the costs incurred to limit the effects of the company's activity on the environment correspond to the operating costs of the sustainable development department and its networks in the countries, as well as budgets for specific projects and external consultant fees.
1.5	Health and safety: PP. 22-23, 24-27, 43, 49, 69, 73	2.6	Organization dedicated to environmental management and risk prevention: pp. 10-11, 16-17
1.6	Training: PP. 38, 40-41, 48, 69-73	2.7	Amount of provisions and guarantees for environment: none (scope: France)
1.7	Hiring and integration of people with disabilities: PP. 39, 40, 69-73 and Challenges Booklet, PP. VIII-IX	2.8	Amount of indemnities paid during the year pursuant to a legal ruling on environment: none (scope: France)
1.8	Social solidarity: PP. 36-37, 46-47, 48-49	2.9	Information regarding previously announced environmental objectives assigned by the company to its foreign subsidiaries: PP. 34-35, 60-61, 66-73 and Challenges Booklet PP. X-XI
Article 1	Local impact on regional employment and development: PP. 28-29, 30-31, 32-33, 35, 38-49 and Challenges Booklet PP. VIII-IX – Stakeholder relations: PP. 12-13, 18-19, 22-65 – Subcontracting: PP. 4, 36-37, 44-45 and Challenges Booklet, PP. VI-VII – Foreign subsidiaries: PP. 30-31, 32-33, 38-41, 43, 44-49, 52-53, 55, 57, 60-61 and Challenges Booklet PP. V, VIII-IX		



The Sustainability Department relies on a multidisciplinary committee for the preparation of the 2008 Sustainability Report. This committee brought together all the relevant Group departments (Quality, Human Resources, Legal, Marketing, Assets, Commercial and Merchandise and Logistics) with representatives from the Sustainable Development network in the key European countries.

REPORTING METHODOLOGY OF SUSTAINABLE DEVELOPMENT INDICATORS

PRINCIPLES FOR DRAWING UP THE SUSTAINABILITY REPORT

Based on the reporting principles of the GRI G3 (Global Reporting Initiative), the Carrefour Group's Sustainability Report employs the following principles:

CSR (Corporate Social Responsibility) context

Carrefour places its own performance into the context of the social, economic and environmental constraints that weigh upon the Group, and it puts the resulting data into perspective.

Stakeholder inclusiveness

An approach based on permanent dialogue with the stakeholders (customers, employees, franchisees, suppliers, local communities and shareholders) allows the Carrefour Group to anticipate and respond to the expectations of various portions of the public and to prevent risks. Transparent commitments and the inclusion of stakeholders in their implementation allows us to foresee together sustainable solutions and to ensure that all concerned parties are mobilized. This dialogue and these partnerships are conducted either at Group level by the Sustainable Development managers, or at local level by the countries, the banners and the stores.

Materiality

The content of the Sustainability Report is focused on the most relevant social, economic and environmental issues. The sections on a balanced diet, labour rights and energy efficiency are just a few examples.

Timeliness

For the past eight years, Carrefour has produced and published an annual Sustainability Report.

Clarity

The Carrefour Group is aware of the knowledge level of each of its stakeholders and strives to present information that is intelligible to the greatest number of people, while retaining an appropriate level of detail.

SCOPE OF REPORTING

Principles applied

Completeness: The Group strives to be as comprehensive as possible. Thus, the Sustainability Report covers the way we deploy our approach in 18 consolidated countries, and the Key Performance Indicators (KPI) cover 95.9% of the Group's pre-tax turnover.

Comparability: The figures are presented over several years, and their development is calculated in like-for like Business Units (BUs). The scope is made systematically explicit. BUs excluded from the scope are indicated next to each graph shown in the Sustainability Report.

Scope of reporting for fiscal year 2008

The Sustainable Development KPI report applies to all of the Group's BUs. The chart below indicates the Group's BUs in 2008.

COUNTRY	ABBREVIATION	HM	SM	PRX	C&C	HD	NET
FRANCE	FR						
SPAIN	ES						
ITALY	IT						
BELGIUM	BE						
GREECE	GR						
PORTUGAL	PT						
POLAND	PL						
TURKEY	TR						
ROMANIA	RO						
BRAZIL	BR						
ARGENTINA	AR						
COLOMBIA	CO						
CHINA	CN						
TAIWAN	TW						
THAILAND	TH						
INDONESIA	ID						
MALAYSIA	MY						
SINGAPORE	SG						

The Group's BU
 BU developed in 2008 - Not significant
 NA - No format in the country

FORMATS	ABBREVIATION
Hypermarket	HM
Supermarket	SM
Convenience store	PRX
Cash & Carry	C&C
Hard discount	HD
E-commerce or Internet	NET

Scope variation

The variations in scope are related to creations, acquisitions, sales and closures of stores or BUs.

If a BU was created or acquired after the 1st of January 2008, it is not included in our reporting.

If a BU was sold or closed in 2008, it is completely excluded from our reporting.

For 2008, the supermarket BUs in Romania and Indonesia, acquired during the year, were excluded, as were the convenience stores BUs in Spain and Brazil, under development but not significant.

SUSTAINABLE DEVELOPMENT INDICATORS

Principles applied

Our Sustainable Development Report employs the following principles:

Accuracy: The Carrefour Group strives to ensure the accuracy of its published data by conducting a large number of manual and automatic internal controls.

Comparability: the Group strives to maintain consistency throughout its reports. Figures presented for several years are calculated in like-for-like BUs.

Choice of indicators

Since 2003, the Carrefour Group has used 20 key performance indicators (KPI) associated with its strategic priorities for Sustainable Development. These indicators are designed to monitor the commitments made by the Group and its progress in environmental and social performance. Each KPI was chosen by the Group for its relevance to the Group's activities, but also with the intention of responding to stakeholder expectations and regulatory obligations.

References used

The 2008 Sustainability Report adheres to the recommendations of the Global Compact for "communication on progress", the guidelines of the G3 Global Reporting Initiative (Level B), and the guiding principles of the OECD (see cross-reference table, pp. 74 and 75). As an addition to the Annual Report, it also complies with the requirements of Art. 116 of the French law on New Economic Regulations (see p. 75). A Sustainable Development reporting protocol was prepared by the Group's Sustainable Development department. It stipulates the Group's rules for data collection, calculation and consolidation. Furthermore, through Enablon, our online reporting application, each reporting correspondent has access to a data collection procedure, an Enablon user and application guide, definitions for each KPI, and a check-list of control points, which are distributed internally to the Sustainable Development managers.

METHODOLOGICAL PARTICULARITIES

All of this information is indicated in the Group's Sustainable Development reporting protocol and in the KPI definitions available within the Group's reporting application.

Methodological information concerning environmental and social indicators

Scope of environmental indicators (Energy, Water, Refrigerants, Waste, Checkout bags, Commercial publications): the scope excludes consumption from non-Group activities, transport of people and cold products (Energy and Refrigerants), warehouses (except E-commerce), franchise stores, head offices and other administrative offices. For the Check-out bags and Commercial publications indicators, consumption of stores opened during the year may be included.

CO₂ emissions: To evaluate the CO₂ emissions related to our stores' energy consumption (fuel, gas and electricity) and refrigerants, we use conversion factors (of kWh and kg expressed as equivalent kg CO₂ emissions). The factors employed come from recognized international bodies, such as the IPCC (Intergovernmental Panel on Climate Change) and the IEA (International Energy Agency). When the BUs have specific national factors, they may enter them in Enablon and the associated CO₂ emissions are then calculated by the tool based on these factors. For CO₂ emissions related to our logistics activity, we use a conversion rate equal to 2.6667 kg of emitted CO₂ per litre of fuel consumed, established with the French Environment and Energy Management Agency (ADE ME). This indicator counts CO₂ emissions related to the transport of merchandise between the warehouses and the stores. Not taken into account are CO₂ emissions produced by "spotters", CO₂ emissions produced during inbound transport of merchandise to the warehouse, or CO₂ emissions related to direct deliveries (direct "producer-to-store" transport of merchandise without going through a warehouse) and transport of employees and customers. In addition, emissions related to outbound rail transport (such as in France) are not taken into account.

Paper weight: the definition used by the Group is the quantity of paper purchased for commercial publications divided by the surface of paper purchased for commercial publications (in g/sq. m).

Number of listed organic or ecological products: the number of listed organic or ecological products reported pertains to the number of items declared or identified in the own brands.

Number of theoretical working hours for staff during the period: the hours of all persons on the payroll are counted. In France, this includes interns, who receive an internship salary of more than 30% of the guaranteed minimum wage.

Number of workplace accidents, frequency rate and severity rate:

A workplace accident is defined by the laws in effect in each country. If no definition exists in the country, the definition used is "a reported accident which occurred at the workplace and caused a work stoppage of at least one day". The number of hours of absence due to a workplace or commuting accident are the hours of absence in year N. The calculation method used by the countries is based on business days; however, different methods may still exist in some countries.

Fair-trade products: since the fair-trade product label does not exist in all the countries where the Group operates, this indicator includes unlabelled products for which the procedure used is similar to that required for labelling.

In some cases, the KPIs may involve an estimation (as with the Water Consumption indicator calculated on the amount billed at an average price per cubic metre). In these cases, the Bus must specify and justify the hypotheses used for making the estimates.

Methodological limits of the indicators

The environmental and social indicators can pose methodological limits due to a lack of coordination among national and international laws and definitions (e.g., workplace accidents) and/or to the qualitative, and therefore subjective, nature of certain data (such as indicators related to purchase quality, logistics process, stakeholders and consumer awareness).

For the Refrigerants KPI, any leaks that may have occurred prior to a change of equipment are not quantified in the report. They correspond to emissions generated between the last maintenance operation and replacement of the unit. The impact is insignificant at the Group level thanks to both regular monitoring of the units and the fact that their replacements are staggered.

For the Logistics KPI, in the vast majority of cases our CO₂ emissions related to merchandise transport are calculated on the basis of distance travelled since there is no actual data on our service providers' fuel consumption and average consumption by type of truck. By default, this corresponds to the values published by ADEME. Moreover, countries where logistics are handled primarily by suppliers are excluded from the scope of reporting.

For the Energy KPI, the quantity of energy published corresponds to the quantity purchased and not the quantity actually consumed for fuel and gas (12% of the energy consumed by the stores).

For the Water KPI, the quantity of water published corresponds to the quantity of water purchased. In fact, water collected by some stores through drilling is not counted.

For the Waste KPI, the scope of reporting was limited to BUs that use waste collection companies which provide information about the tonnage of waste removed and recycled. Generally speaking, when waste is collected directly by local authorities, no information is available.

For the Carrefour Quality Lines KPI, Brazil's specific characteristic was not taken into account in previous reports, which caused us to underestimate the number of contracts signed.

For the Organic Products KPI, a significant error was found in the purchase amounts of controlled organic products published in 2007. A correction has been made.

Moreover, with regard to these last two KPIs, it is not always possible to separate the portion of purchases related to the hypermarket format from that related to the supermarket format. In this case, the solution chosen by Carrefour is to report all the purchases in the hypermarket format.

Considering the methodological limits outlined above and the difficulties in gathering data, the scope of reporting may vary depending on the indicator. For each indicator that pertains to a limited scope, the scope is specified. For analysing our progression, we factor out all BUs for which we lack data for one of the comparison years.

METHODS OF DATA COLLECTION, CONSOLIDATION AND CONTROL REPORTING PERIOD

Three reporting campaigns are made each year: one annual Sustainability Report published each year for the Shareholders' Meeting, and two interim reports (end of June and end of September). The period used for the annual report is the calendar year (1st of January to 31 December).

Data collection methods

The system in place is based on dual information reporting that allows rigorous collection of qualitative and quantitative data from the various countries and banners. For qualitative information, a dedicated "e-room" makes it possible to report the best practices applied in the countries. For quantitative information, the Enablon application was implemented in 2005 for reporting key performance indicators. Correspondents identified in each country are responsible for coordinating their country's reporting.

Data consolidation methods

The Sustainable development indicators are consolidated at a Group level via the Enablon application by the Sustainable Development Department.

Data control methods

Our computerized reporting application features automatic consistency checks to prevent data entry errors. It also provides the ability to attach source files and insert explanatory comments, which makes auditing and internal control easier. Each reporting manager verifies the data entered before it is consolidated at the Group level, with the help of a check-list and control tips that are explained in the definition sheet for each indicator. The Group's Sustainable Development department carries out a second level of data control. Inconsistencies and errors that are found are reviewed together with the countries and corrected as needed.

EXTERNAL AUDIT

Principle applied

Reliability: Quantified data are produced, consolidated, analysed, published and verified by the external auditors.

Audit

The reporting procedures have been verified by our external KPMG Audit auditor for some of the main 2008 environmental and social indicators. These indicators are marked with a symbol on page XI of the Challenges Booklet and in the table (see pages 70 and 71). The nature of the work carried out and the findings of this work are presented on page 79. The level of assurance of our fiscal year 2008 reporting is moderate.

CONTINUOUS IMPROVEMENT

In 2008, in an effort to continuously improve the quality of the information reported by the countries, we organized training sessions for correspondents from the Group's various BUs on the Environment and Merchandise indicators. Furthermore, methodological details were added on certain indicators compared to 2007.



STATUTORY AUDITORS' REPORT ON A SELECTION OF SOCIAL AND ENVIRONMENTAL PERFORMANCE INDICATORS FOR 2008

As requested and in our capacity as Statutory Auditors of the Carrefour Group, we have performed a review to enable us to provide a moderate level of assurance as to the social and environmental performance indicators selected by the Carrefour Group and identified by the symbol on page XI of the Challenges Booklet and in the table of key performance indicators presented on pages 70 to 71 for fiscal year 2008.

These data were prepared under the responsibility of the Carrefour Group's Sustainable Development Department in accordance with the internal Sustainability KPI Reporting procedure, which may be consulted at this department. The summary of the reporting methodology provided on pages 76 to 78 specifies the data collection method used for calculating the indicators disclosed. Our role is to provide a conclusion on the data selected based on our audit. The findings expressed below apply only to these data and not to the entire Sustainability Report.

NATURE AND SCOPE OF THE WORK

We took the following actions to provide moderate assurance that the data reviewed do not contain any material anomalies. A higher level of assurance would have required a more extensive review.

- We assessed the reporting procedure relating to the sustainable development indicators with regard to its relevance, reliability, objectivity, comprehensibility and completeness.
- We conducted interviews with the Group's Sustainable Development Department in order to update our knowledge of the reporting process and of the organization in place, as well as to ascertain that the reporting procedure have been applied correctly.
- We performed tests on the application of the procedure on a sample of six Business Units⁽¹⁾, representing between 28% and 79% of each of the verified indicators. They were selected according to their contribution to the Group's indicators, their representation of the diversity of the Group's formats, and the results of the work we conducted in previous years. For the selected Business Units, we verified that the procedure had been understood and implemented correctly and we performed arithmetic tests, on a spot check basis, on the calculation of these indicators, reconciliations with supporting documents and consistency tests on their consolidation.

We were assisted in our work by the Environment and Sustainable Development experts of our firm.

COMMENTS ON THE GROUP'S REPORTING PROCEDURE AND IMPLEMENTATION

In 2008, the Group further improved the reliability of the data reporting process, in particular by clearly defining certain indicators in the sustainability reporting procedure and enhancing the controls performed by the Group. We have the following comments to make regarding the selected data reporting procedure:

- Information is provided on the scope covered by each of the key indicators published.
- The consistency check procedures need to be applied more stringently at the Business Unit level.
- During our work at the Business Unit level, we found that the Group reporting procedure had been understood and correctly implemented by the Business Units audited. However, the following issues need to be brought to the attention of those responsible for reporting at the Business Units:

> an understanding of the changes and clarifications made to the reporting procedure reviewed annually by the Group;

> the importance of testing and confirming the relevance and reliability of the estimation methodologies used in some cases by the Business Units to offset the difficulties related to data collection. This applies in particular to the "Quantity of recycled waste" and "CO₂ emissions per transport unit" indicators.

CONCLUSION

Based on our review, we did not find any material irregularities that could call into question the compliance of the data examined with the aforementioned reporting procedure.

Paris-La Défense, 31 March 2009

KPMG Audit
Department of KPMG S.A.



Jean-Luc Decornoy
Partner

Philippe Arnaud
Partner
In charge of the
Environmental and Sustainable
Development Department

(1) - BU Hypermarkets France, BU Supermarkets Champion France, BU Hypermarkets Spain, BU Hypermarkets Poland, BU Hypermarkets China, BU Hypermarkets Brazil.



OPERATIONS

AS OF 31 DECEMBER 2008

	Date established	Number of employees	Turnover including tax Group banners (in millions of euros)	Prog. Turnover including taxes at constant exchange rates	Energy consumption (GWh) per country
FRANCE					
TOTAL FRANCE	1963	131,976	47,119	1.4	2,481
EUROPE (excluding France)					
Belgium	2000	16,276	5,269	-1.9	293
Bulgaria*		81			
Greece and Cyprus	1991	15,587	2,944	5.7	299
Italy	1993	25,486	7,806	0.5	562
Poland	1997	24,018	2,424	16.4	362
Portugal	1992	3,959	989	12.1	76
Romania	2001	10,333	1,190	51.5	80
Spain	1973	68,314	15,527	5.3	1,122
Turkey	1993	10,011	1,641	6.6	171
TOTAL EUROPE (excluding France)		174,065	37,790	5.1	
* Not open as of 31/12/2008					
LATIN AMERICA					
Argentina	1982	24,818	2,647	38.8	493
Brazil	1975	65,517	8,218	25.9	32
Colombia	1998	9,085	1,228	18.6	150
TOTAL LATIN AMERICA		99,420	12,094	27.6	
ASIA					
China	1995	56,721	3,464	14.5	575
Indonesia	1998	9,987	893	31.8	172
Malaysia	1994	3,629	326	20.4	94
Singapore	1997	556	94	-1.4	9
Taiwan	1989	11,773	1,361	1.0	299
Thailand	1996	7,160	584	12.2	158
TOTAL ASIA		89,826	6,721	13.4	
PARTNER FRANCHISE COUNTRIES					
Bahrain	2008				
Belgium	2000				
Dominican Republic	2000				
Egypt	2002				
French Overseas Territories	1988				
Japan	2005				
Jordan	2007				
Kuwait	2007				
Oman	2000				
Qatar	2000				
Saudi Arabia	2004				
Slovakia	2008				
Tunisia	2001				
United Arab Emirates	1995				
TOTAL PARTNER FRANCHISE COUNTRIES			4,905	16.1	
GROUP TOTAL		495,287	108,629	6.5	

NUMBER OF STORES PER COUNTRY

FRANCE

	HYPERMARKETS	franchisees	SUPERMARKETS	franchisees	HARD DISCOUNT	franchisees	CONVENIENCE STORES	franchisees	CASH & CARRY	franchisees	TOTAL
TOTAL FRANCE	228	25	1,001	411	914	72	3,245	3,245	129	120	5,517

EUROPE (EXCLUDING FRANCE)

Belgium	57	–	379	316	–	–	191	191	–	–	627
Greece and Cyprus	31	–	229	20	372	101	256	223	–	–	888
Italy	69	3	508	272	–	–	1,016	838	15	1	1,608
Poland	78	–	225	–	–	–	27	27	–	–	330
Portugal	–	–	–	–	498	134	–	–	–	–	498
Romania	21	–	20	–	–	–	–	–	–	–	41
Spain	168	6	98	2	2,796	824	11	–	–	–	3,073
Turkey	22	–	125	–	613	182	–	–	–	–	760
TOTAL EUROPE (excluding France)	446	9	1,584	610	4,279	1,241	1,501	1,279	15	1	7,825

LATIN AMERICA

Argentina	67	–	112	–	410	71	–	–	–	–	589
Brazil	162	–	39	–	327	60	8	–	–	–	536
Colombia	59	–	–	–	–	–	–	–	–	–	59
TOTAL LATIN AMERICA	288	–	151	–	737	131	8	–	–	–	1,184

ASIA

China	134	–	–	–	322	13	–	–	–	–	456
Indonesia	43	–	30	–	–	–	–	–	–	–	73
Malaysia	16	–	–	–	–	–	–	–	–	–	16
Singapore	2	–	–	–	–	–	–	–	–	–	2
Taiwan	59	–	–	–	–	–	–	–	–	–	59
Thailand	31	–	–	–	–	–	–	–	–	–	31
TOTAL ASIA	285	–	30	–	322	13	–	–	–	–	637

PARTNER COUNTRIES (FRANCHISED)

Bahrain	1	1	–	–	–	–	–	–	–	–	1
Belgium	–	–	65	65	–	–	–	–	–	–	65
Dominican Republic	1	1	–	–	–	–	–	–	–	–	1
Egypt	4	4	–	–	–	–	–	–	–	–	4
French Overseas Territories	11	11	41	41	–	–	59	59	–	–	111
Japan	7	7	–	–	–	–	–	–	–	–	7
Jordan	1	1	–	–	–	–	–	–	–	–	1
Kuwait	1	1	–	–	–	–	–	–	–	–	1
Oman	2	2	–	–	–	–	–	–	–	–	2
Qatar	3	3	–	–	–	–	–	–	–	–	3
Saudi Arabia	9	9	–	–	–	–	–	–	–	–	9
Slovakia	4	4	–	–	–	–	–	–	–	–	4
Tunisia	1	1	44	44	–	–	–	–	–	–	45
United Arab Emirates	10	10	3	3	–	–	–	–	–	–	13
TOTAL PARTNER COUNTRIES	55	55	153	153	–	–	59	59	–	–	267

GROUP TOTAL	1,302	89	2,919	1,174	6,252	1,457	4,813	4,583	144	121	15,430
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GLOSSARY

ADEME: French Agency for the Environment and Energy Management (Agence de l'Environnement et de la Maîtrise de l'Énergie).

AISE: The International Association for Soaps, Detergents and Maintenance Products.

AISE SUSTAINABLE CLEANING CHARTER: The Sustainable Cleaning Charter aims at promoting sustainable practices among companies that produce detergents and other industrial and residential cleaning products.

ANPE: French state unemployment agency.

BACK HAULING: Process wherein trucks that have completed store deliveries then collect goods ordered by a supplier and deliver them to warehouses.

BUSINESS UNIT: Corresponds to a store format in a particular country.

CARBON ASSESSMENT (BILAN CARBON): Software developed by the ADEME to measure greenhouse gas emissions.

CICE: Carrefour Centre for Information and European Coordination.

CIES: (Food Business Forum) Independent global network of the food industry.

CSR: Corporate social responsibility.

ÉCOCERT: French certification and control agency.

ECO-AGENCY: An agency of producers that assumes financial and/ or organizational responsibility for dealing with products at the end of their life cycle.

EMS: Energy Management System.

ERRT: European Retail Round Table.

ESR: Fair trade in the spirit of solidarity and responsibility (Équitable Solidaire Responsable) A private set of standards developed by Écocert for certification of fair trade products.

EUROCOMMERCE: An association for retail wholesale and international trade interests.

FAIR TRADE*: Fair trade is a trading partnership based on dialogue, transparency and respect, aimed at fostering increased fairness in international trade. Fair trade contributes to sustainable development by offering optimal trade conditions to disadvantaged producers (essentially in the countries of the southern hemisphere) and by protecting their rights.

*This definition is taken from the consortium of the Fair-Trade Labelling Organization, International Federation for Alternative Trade, Network of European Workshops, and the European Fair Trade Association.

FIDH: International Federation for Human Rights.

FLO-CERT: Certification company for fair-trade products.

FSC: (Forest Stewardship Council) The FSC label guarantees consumers that their wood products come from sustainably managed forests.

FTN: (Forest Trade Network) Network created 15 years ago by the WWF to support companies committed to a responsible wood purchasing policy.

GFSI: Global Food Safety Initiative.

GHS: Globally Harmonized System of classification and labelling of chemicals.

GLOBAL COMPACT: Global contract between the United Nations, Member States, signatory business corporations and NGOs aimed at promoting responsible action through compliance with 10 fundamental principles of Sustainable Development.

GMO: Genetically modified organism.

GRI: (Global Reporting Initiative). An international multi-stakeholder initiative that provides an international standard for environmental and social reporting and defines guidelines and key performance indicators.

GSCP: Global Social Compliance Programme.

HACCP: Hazard Analysis Critical Control Point.

HCFC: Hydrochlorofluorocarbons. Chemical products containing chlorine and fluoride as well as hydrogen, which makes them less stable and thus less harmful to the ozone layer than CFCs.

HFC: Hydrofluorocarbons. Chemical products containing fluoride and hydrogen, but not chlorine or bromide, and thus not harmful to the ozone layer.

HPC: Household and Personal Care products.

ILO: International Labour Organisation.

MSC: (Marine Stewardship Council) Independent non-profit global organization created in order to find a solution to the problem of overfishing and which has developed an international standard for sustainable, well-managed fishing.

NER LAW: French law of 15 May 2001 on New Economic Regulations which in Article 116 requires French companies listed on the stock exchange to report on "the social and economic consequences of their activities".

NETWORK: Network organization specific to an activity and crossdepartmental to BUs.

OECD: Organisation for Economic Co-operation and Development.

OEKO-TEX: Private European certifying body which certifies the safety of textile products.

ORGANIC AGRICULTURE: Farming methods that sustain ecosystems and reduce pollution. Such methods

avoid the use of pesticides, herbicides and antibiotics, as well as genetic manipulation.

OWN BRAND PRODUCTS: An own brand or private-label product for which Carrefour participates in the preparation and packaging, choice of producer, quality control, marketing and so on.

PEFC: Programme for Endorsement of Certification Schemes.

QS: Quality Scorecard.

REACH: Registration, Evaluation and Authorization of Chemical substances. A regulation instituting a new European policy on management of chemical substances.

REAP: (Retailers Environmental Action Programme) Programme created in connection with the collaboration between the European Commission, EuroCommerce and ERT.

ROUND TABLE ON RESPONSIBLE SOY (RTRS): An initiative meant to bring together various stakeholders to promote soy production, processing and trade which is socially responsible and environmentally and economically viable.

RSPO: (Round Table on Sustainable Palm Oil) A global, multi-party initiative concerned with the production of sustainable palm oil.

SEAFOOD CHOICES ALLIANCE: International programme of SeaWeb (ocean conservation organization) which aims to create opportunities for change within the seafood sector.

SRI: Socially Responsible Investment.

SUSTAINABLE DEVELOPMENT: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Brundtland Commission, "Our Common Future", 1987.

STAKEHOLDERS: All of the various groups that participate in the economic life of the company (employees, customers, suppliers and shareholders), who monitor the company (unions, NGOs), or who are more or less directly influenced by it (civil society, local government, etc.).

UNI: (Union Network International) Trade union with 15 million members in about 150 countries.

VFTN: Vietnam Forest and Trade Network (Vietnam FTN). See the definition of FTN.

WEEE: Waste from Electric and Electronic Equipment

WWF: World Wide Fund for Nature.

FOR FURTHER INFORMATION:

About Carrefour and its commitments

www.carrefour.com
www.fondation-internationale-carrefour.org
http://carrefour.fr/developpement_durable/

About corporate social responsibility

www.csreurope.org
www.unglobalcompact.org
www.globalreporting.org

About the environment

www.uneptie.org
www.greenpeace.org
www.wwf.org

About social issues

www.fidh.org
www.ilo.org
www.union-network.org

OTHER PUBLICATIONS:



2008 Annual Report



2008 Financial Report

WE WOULD LIKE TO THANK ALL OF OUR EMPLOYEES AND STAKEHOLDERS WHO HAVE HELPED PREPARE THIS 2008 SUSTAINABILITY REPORT.

EXPRESS YOUR OPINION

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Paper: The Carrefour Group is committed to the responsible management of its paper purchasing. The paper used in the 2008 Challenges Booklet is FSC (Forest Stewardship Council) certified. This certification attests to its compliance with a set of internationally recognised forest management principles and criteria. The aim of the FSC is to promote environmentally responsible, socially beneficial and economically viable management of the Earth's forests.

Printing: This document has been produced by Réalgraphic, certified FSC and ISO 14001 Environmental Management System (EMS). Réalgraphic has also received the Imprim'Vert® seal of approval as meeting the criteria for managing hazardous waste, providing secure storage for dangerous material and eliminating toxic products.





groupe**carrefour**

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