

***How to engage all stakeholders in the value chain – from farm to fork – in sustainable and regenerative agricultural practices?***

**27TH NOVEMBER 2023**





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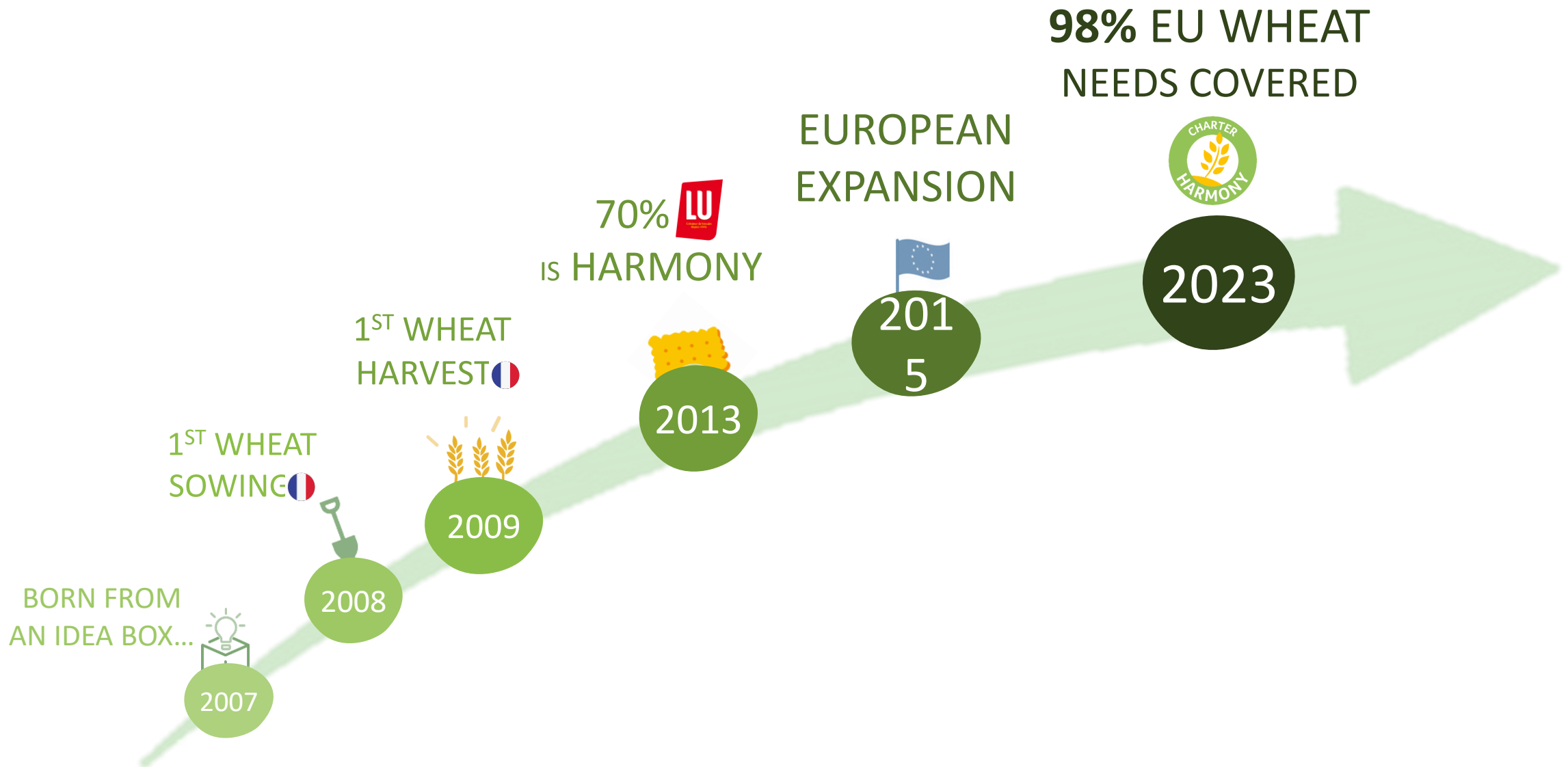
**CECILE DOINEL**



**CHARLOTTE BRAULT**



# HOW IS THE HARMONY PROGRAM BORN?



# THE HARMONY PROGRAM IN EUROPE



MDLZ OWN SUSTAINABLE WHEAT PROGRAM  
IN EU CREATED AS 1<sup>ST</sup> OF ITS KIND IN 2008



DEVELOPED WITH SPECIALISTS, CLOSELY  
AUDITED & MONITORED FOR CONTINUOUS  
IMPROVEMENT



A CHARTER CHAMPIONING GOOD  
ENVIRONMENTAL PRACTICES & PROTECTING  
BIODIVERSITY



AT THE HEART OF OUR LOCAL HERITAGE  
BRANDS' EQUITY & ACTIVATED ACROSS ALL  
TOUCHPOINTS

# KEY OBJECTIVES OF THE HARMONY CHARTER

Carefully select, trace and control wheat



Reason PESTICIDES & FERTILIZERS use, care for soil & water



Enhance biodiversity via flowers around wheat lands



RECOGNIZED AS BEST PRACTICE...



# KEY FIGURES ABOUT HARMONY PROGRAM



**397,000 T** of wheat harvested / year



**57,000 Ha** of Harmony wheat



**1360** Harmony farmers



**1,800 Ha** dedicated to biodiversity



**19** Mondelēz factories



**7** European countries



AN AMBITION FULLY ROOTED IN REGENERATIVE  
AGRICULTURE,  
FOCUS ON MAKING A LASTING IMPACT ACROSS 3 KEY AREAS

1

ENVIRONMENT



Mitigate  
**CLIMATE**  
Change



Reverse  
**biodiversity**  
Losses

2

FARMERS



Support  
**farmers**  
in transition  
to Regenerative  
Agriculture

3

CONSUMERS



Deliver better  
**Quality**  
Wheat



# SOME **CHALLENGES** ENCOUNTERED TO ENGAGE THE FULL VALUE CHAIN



## “BIG AND SMALL”

- **Maintain link** with local actors
- **Small-scale management** for impact measurements
- Adapt to **new countries**



## CONTINUOUS IMPROVEMENT

- **Short term contracts** with farmers
- Maintain **robustness**, while improving impact
- Adapt to **stronger & external environmental and economical constraints**



## COMPLEX TOPIC FOR CONSUMERS

- **Prioritization of messages** : sustainability not a purchase driver
- **Engage on complex topics** such as **biodiversity** since 15 years
- **Green claim** legislation

HOW DID WE MANAGE TO ENGAGE ALL  
STAKEHOLDERS ?

→ BY FOLLOWING OUR CORE  
CONVICTIONS THROUGHOUT THE  
JOURNEY

# HOW DID WE MANAGE TO ENGAGE ?

→ FOLLOW OUR CORE CONVICTIONS THROUGHOUT THE JOURNEY

## 1 Co-construction

With farmers & cooperative

### TRUST THEIR EXPERTISE

- Revision every year for a realistic & relevant charter
- Suitable financial support
- Pilot projects participation



### CREATE A COMMUNITY

- **Harmony tour** : on the field
- **Harmony academy** : create a center of excellence



# HOW DID WE MANAGE TO ENGAGE ?

➔ FOLLOW OUR CORE CONVICTIONS THROUGHOUT THE JOURNEY

## 1 Co-construction

With experts

### ROBUSTNESS OF THE PROGRAM

- Third party audited. Every year :
  - ✓ 10% of famers
  - ✓ 100% of storage bodies
  - ✓ 100% of millers

SGS



BUREAU  
VERITAS

- Agro experts

ARVALIS

INRAE

NOË

- Creation of a **Harmony council**



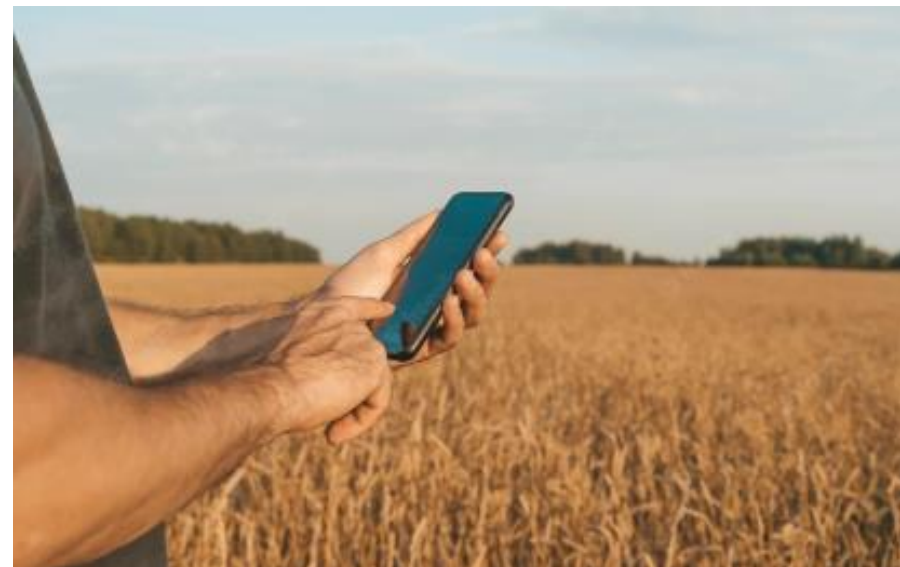
# HOW DID WE MANAGE TO ENGAGE ?

➔ FOLLOW OUR CORE CONVICTIONS THROUGHOUT THE JOURNEY

## 2 MEASURE OUR IMPACT

### DATA Collection as of the program creation

- **Data collection for all Farmers, for each harvest (=7000 plots/year)**
  - soil work
  - type and dose of treatments and their justification
  - analyses performed
  - Biodiversity actions ...
- Calculation of **environmental KPI** :
  - Green House gas emissions
  - TFI
  - Water eutrophication ...



# HOW DID WE MANAGE TO ENGAGE ?

→ FOLLOW OUR CORE CONVICTIONS THROUGHOUT THE JOURNEY

## 3 Biodiversity engagement

A key pillar from the start

### FOR THE INDUSTRY

- 3% of melliferous fallows
- New ambition : extend our impact at farm level
  - from **Harmony plot** to **farm scale**
  - from **pollinators** to **overall wildlife**



### FOR THE CONSUMER

- From consumer studies :
  - **1 simple & engaging** message
  - **Link with the product**
- **New activation in 2023**





**AGATHE GROSSMITH**





# Carrefour in a nutshell

Carrefour group  
**14,348 stores**  
around the world

France  
**5,755\***  
stores

Belgium  
**794**  
stores

Poland  
**928**  
stores

Romania  
**403**  
stores



Argentina  
**622**  
stores

Brazil  
**953**  
stores

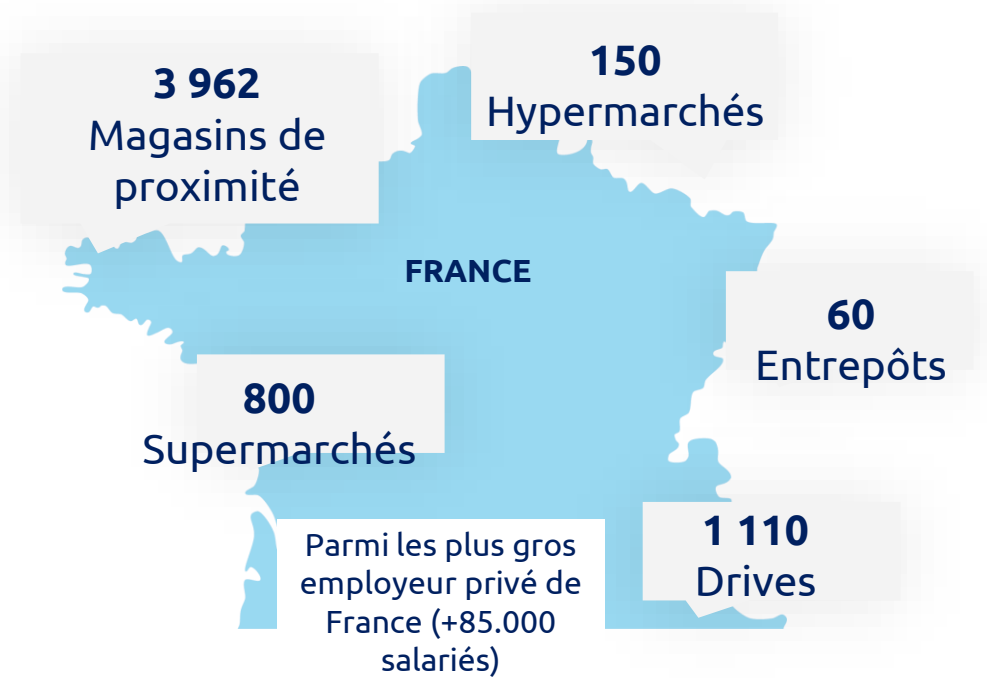
Spain  
**1,470**  
stores

Italy  
**1,517**  
stores

Other  
**1,906**  
stores

● Integrated countries/regions ● Franchised countries/regions ● China\*\* ● Taiwan\*\*\*

\* Metropolitan France.  
\*\* The agreement for the disposal of Carrefour China signed in 2019 stipulated that the stores can remain under the Carrefour banner during the transition period.  
\*\*\* Carrefour announced on July 19, 2022 the signing of an agreement to sell its 60% ownership of Carrefour Taiwan to Uni-President. The Taiwanese operations were accounted for as discontinued operations in 2022, in accordance with the IFRS 5 accounting standard.





# Becoming the leader of THE FOOD TRANSITION for all



## ACT FOR FOOD, BETTER FOOD FOR ALL





# Our ambitions and objectives

## Transition alimentaire et partenaires

- 50 000 producteurs partenaires en Bio, local ou Filière Qualité Carrefour (FQC)
- 8 milliards d'euros de CA de produits durables
- 500 millions d'euros de CA de vente de produits à base de protéines végétales



## Réduction des emballages

- Objectif 20 000 tonnes d'emballages évitées d'ici 2025
- 100% d'emballages réutilisables, recyclables ou compostables d'ici 2025
- 150 millions de CA en vrac et réemploi

## Réduction des émissions de CO2

- Atteindre la neutralité carbone (scope 1 et 2) d'ici 2040
- 100% d'électricité renouvelable pour les magasins d'ici 2030
- Neutralité carbone pour les activités e-commerce d'ici 2030
  - -29% émissions carbone scope 3 d'ici 2030
  - 100% des Top fournisseurs sont engagés dans une trajectoire 1,5°C



## Nutrition et santé

- Suppression de 2 600 tonnes de sucre et de 250 tonnes de sel et de 120 substances controversées pour la marque de Carrefour

## Waterfall of the -29% objective of scope 3



Supplier commitment  
and Agricultural  
Practices



Fuels and  
Green Mobility



More  
Plant-based diet



Waste, Packaging  
and Food Waste

Subtotal

# Engaging our partners

## Selecting our suppliers :

Top 100 suppliers committed to adopting a 1.5°C SBTi Certified trajectory (or eq.) by 2026.

Reporting via 20megatons.com



## Voluntary supplier engagement clubs :

Food Transition PACT  
Plant Based Coalition



## Supporting our partners on improving practices :

Carrefour Quality Lines (CQL), Carrefour BIO  
Objective 100% of CQL suppliers committed to agroecology by 2026.





# Engaging our partners

## Promoting innovations and supporting pioneers :

Pioneers of agroecology

International Food Transition Award



**JULIEN FEUILLETTE**

«NOTRE PARTENARIAT CARREFOUR  
A DÉMARRÉ À LA FIN DES ANNÉES 80»



## Learning from other stakeholders

Club of committed consumers

Stakeholder consultation



**CONCERTATION  
DES PARTIES-PRENANTES**

AGRICULTURE  
& CLIMAT

Mardi 21 Novembre 2023





# Our needs to go further



## Increase the knowledge and skills of all actors in the value chain

Support our partner producers, engage suppliers, raise awareness among employees and stakeholders.



## Access reliable data

Need to collect data from farms. Use tools and data that already exist.



## Communication to the consumer

Harmonize the standards. Customer communication tools.



## Co-financing solutions

Mobilize private actors, interprofessional organizations, and public authorities.  
Engage regional stakeholders.

# Q&A



# Listening to your questions



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**THANK YOU**

