Carrefour

Overall analysis/ Product Profile Results

Carrefour Group's Retailer Profile

Headquarters
France

Operating Brands
Carrefour (Market; City; Express), Proxi, 8 à Huit

Market Share (Formal Retail Market) [1]
15-17%

Geographic Coverage
Nationwide

Type of Ownership
Public

Primary Retail Format
Hypermarkets

Primary Consumer Segment
Mass market

Operation Model
Corporate-owned / Centralized

Important - The findings of this Assessment regarding retailers' performance rely to a large extent on information shared by retailers, in addition to information that is available in the public domain. Several factors beyond the retailers' control may impact the availability of information. Therefore, in the case of limited or no engagement by such retailers, this Assessment may not represent the full extent of their efforts.

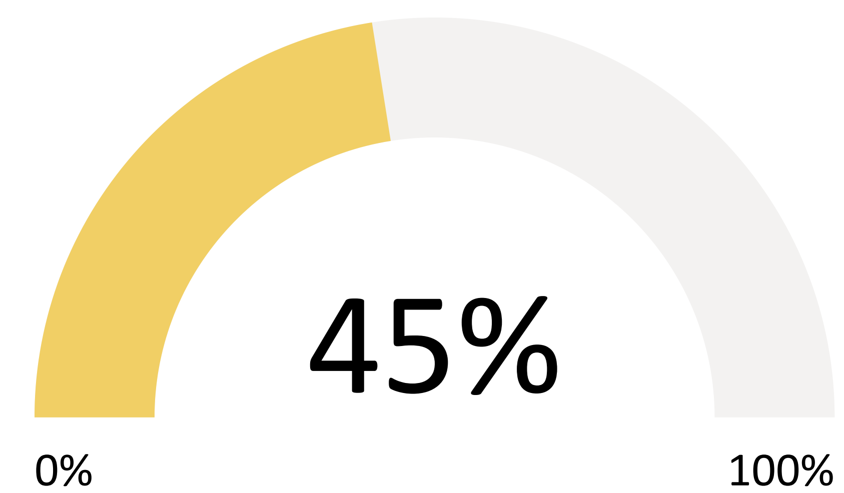
Footnote:

1. Euromonitor International, Staple Foods Industry edition, 2024

Overall Product Profile Results

The results below show the percentage of "healthier" products, or products passing the model's criteria, for the company's overall portfolio, as assessed by different nutrient profiling models.

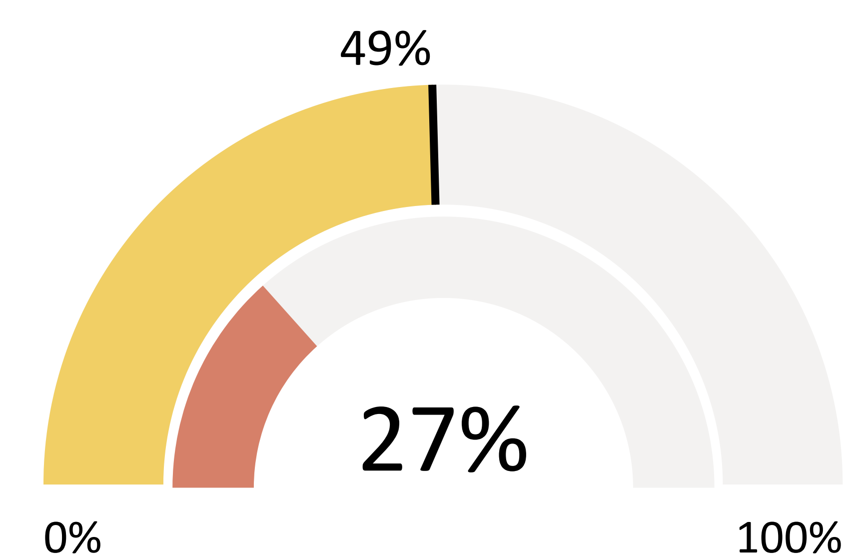
% healthier products - HSR



Of 4496 private label products assessed across all applicable categories, 45% are considered healthier based on the **HSR model** and healthier threshold of 3.5 stars or above.

The **Health Star Rating (HSR)** is a front-of-pack interpretive nutrition labelling system designed to help consumers make healthier choices. It scores products from 0.5 (least healthy) to 5 stars (most healthy), based on nutrients to limit (energy, sodium, total sugar, saturated fat) and positive food components (fruit/vegetable content, protein, fiber) on the basis of nutritional composition per 100g or 100mL across one of six categories. Products scoring 3.5 stars or higher are considered 'healthier'. ATNi uses the HSR in its Global Index and Country Spotlight Indexes to enable cross-company comparisons.

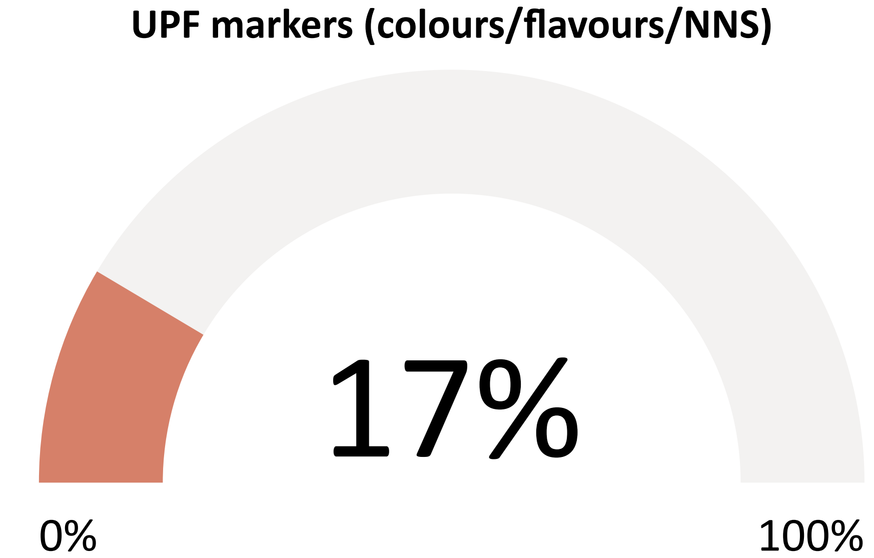
% heathier products - Nutri-Score



Of 4489 private label products assessed across all applicable categories, 27% are considered healthier based on the **Nutri-Score** grades of A + B (represented by the inner arch of the graph). When extending the definition to include grade C (A + B + C), 49% of private label products are considered healthier (outer arch), allowing flexibility depending on the context and purpose of comparison.

The **Nutri-Score model** was also used to assess the proportion of products in each retailer's portfolio that receive each of the five categories: from category A (dark green), indicating higher nutritional quality, to category E (dark orange), indicating lower nutritional quality.

% products low in fat, sugar, salt and do not contain UPF markers (colours/flavours/NNS)



Of 4049 private label products assessed across all selected retailers, 17% are **non-HFSS** (so not High in Fat, Salt and Sugar) and **non-UPF** (no colours/flavours/NNS as markers of Ultra-Processed Food) products.

The **HFSS + colours/flavours/NNS approach** (Popkin et al. 2024) combines HFSS (high in fat, sugar, and salt) thresholds with common UPF markers (in this case: colours, flavours, and non-nutritive sweeteners) to flag less healthy food and beverage items.

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Topic A: Nutrition Prioritization

Findings

Recognition of nutrition

The company clearly identifies a wide range of nutrition-related risks in its reporting against the EU Corporate Sustainability Reporting Directive (CSRD) (ESRS S4), including risk of losing market share, reputational damage, missing market opportunities, and coming under regulatory pressure if failing to offer healthier products. Consumer nutrition is also identified as a material risk in its double materiality assessment. Link

Addressing & prioritizing nutrition

Carrefour's 2024 'Act for Food Part II' ESG strategy includes an objective to position the retailer as offering the "best balance between taste, price, and nutrition". While this is largely assessed in terms of consumer perception, nutrition is addressed more concretely in the company's broader ESG approach. For example, Carrefour has set targets to reduce sugar and salt, improve labelling, and encourage healthier choices. Nutrition is also featured in its 2024 'CSR and Food Transition Index' report and ESRS S4 reporting, highlighting its role within the Group's wider food transition and sustainability strategy.

Nutrition governance & accountability

Carrefour's nutrition strategy is overseen jointly by the Group Executive Committee, the Board of Directors, and the CSR Committee, with operational responsibility delegated to the Engagement Department. Executive remuneration (including for the CEO) integrates nutrition-related objectives through the 'CSR and Food Transition Index', which includes two KPIs relating to sugar and salt reduction. Both the Board of Directors and its CSR Committee review progress annually, with 2024 discussions explicitly covering "healthy eating" and fruit and vegetable consumption as part of the company's broader food transition agenda.

Recommendations

Carrefour

Topic B: Portfolio Improvement

Findings

Nutrition targets and reporting

In 2024, Carrefour reported the number of distinct private label products that had Nutri-Score scores of A or B across eight markets, excluding Belgium. It has also set targets to remove “2,600 tonnes of sugar” and “250 tonnes of salt” from its private label portfolio, spanning six markets (including France), between 2022 and 2026. It reports on progress annually, and met its salt target two years early. However, as the company does not disclose the total number of private brand products, their sales value/volumes, or the volume of sugar and sodium sold, external stakeholders cannot assess the overall ambition and impact of these efforts. No targets were found to increase sales of ‘healthier’ products (such as those scoring Nutri-Score A or B) or overall sales of fruits and vegetables. Link

Defining ‘healthier’ products

Carrefour uses Nutri-Score A and B to classify products as ‘healthier’ for the purposes of reporting and loyalty program rewards. Nutri-Score is the nutrient profiling model (NPM) formally endorsed by the French government.

Influencing suppliers

Through its ‘Food Transition Pact’, Carrefour works with suppliers to improve the nutritional quality of processed products. Signatories are encouraged to commit to reducing salt, sugar and saturated fat, phasing out controversial additives, and improving transparency via clearer front-of-pack labels and digital tools. The Pact also promotes healthier alternatives by expanding organic, plant-based and gluten-free ranges and boosting the share of ‘healthy baskets’ in Carrefour’s offering. Carrefour further requires its national brand suppliers to apply Nutri-Score labelling to their products, or face exclusion from its online ‘Pour Mieux Manger’ tool, which suggests healthier alternatives on its e-commerce site and shopping app.

Reducing processing levels

A core element of Carrefour’s nutrition strategy is the removal of controversial additives from private label products. The retailer reports having banned 100 such substances in 2018 and plans to eliminate a further 120 by 2026. Carrefour also applies a Group-wide classification system (black, red, purple and orange) to guide whether additives should be eliminated, restricted, or substituted; where no suitable alternatives exist, it reduces quantities while seeking cleaner replacements.

Recommendations

Nutrition targets and reporting

Carrefour is strongly recommended to track the sales of products — starting with its private label portfolio — that meet a formal definition of ‘healthier’, such as Nutri-Score A or B. The results should be published annually, ideally according to ATNi’s proposed NPM reporting guidelines. The company is also strongly encouraged to set an ambitious, timebound target to increase the proportion of total food sales derived from products meeting this definition. Link

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Topic C: Pricing & Promotions

Findings

⊟ Affordability of healthier products

Carrefour explicitly commits that no consumer should be excluded from improved nutritional quality due to price or physical access. It emphasizes the affordability of its ‘Carrefour Quality Line’ of private label products and ambition to make ‘Carrefour Bio’ the cheapest organic brand, although it is not clear if these have a specific attention to nutrition. Accessibility is addressed through rural store formats (Carrefour Market, Proxi, Contact), urban outlets (Carrefour City, Express), and expanded e-commerce with home delivery. However, it is not clear if these include products that are simultaneously nutritious and affordable. While Carrefour underscores promotions and “appropriate pricing strategies” for healthy products, it provides limited detail on concrete mechanisms to improve affordability for lower-income consumers.

⊟ Price promotions & loyalty rewards

The company’s loyalty programme integrates “eating better” rewards, offering customers 10–15% discounts on organic products and, in 2023, items in its ‘Carrefour Classic’ private-label line with a Nutri-Score A. There is also evidence of temporary promotional campaigns aimed at increasing the purchase of healthier products, such as the “essential and nutrition” basket in 2023, which included 100 Nutri-Score A & B products at controlled prices, with an average cost of EUR 2 per item, and the “five fruits and vegetables under €1” campaign in 2022.

Recommendations

⊟ Affordability of healthier products

Building on its overall commitment to affordable nutrition, Carrefour is encouraged to develop a dedicated strategy to increase the affordability of ‘healthier’ products specifically, ensuring that these are priced more competitively relative to less healthy options. For example, the company could track the share of products (or sales value) that are both ‘affordable’ and classified as ‘healthier’, while being transparent about ‘affordability’ is defined and measured. Ideally, these efforts would be complemented by a strategy to improve the accessibility of affordable, healthy products for lower-income consumers.

⊟ Price promotions & loyalty rewards

Carrefour is recommended to develop a program or policy to ensure that a greater share of price promotions are applied to ‘healthier’ products throughout the year, or to reduce promotions on less healthy products. The company could also consider tracking and publicly reporting quantitative data on these initiatives to demonstrate their reach and impact.

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Topic D: Responsible Marketing

Findings

In-store marketing techniques

In 2022, Carrefour ran the “Le Lundi C’est Veggie” (“Mondays are Veggie”) campaign in its Lyon stores as part of the Consumer Goods Forum (CGF)’s ‘Collaboration for Healthier Lives’ initiative. This included in-store activations and promotional offers to encourage the consumption of healthier and more sustainable recipes. These promotions were specifically designed to nudge consumers towards flexitarian diets and healthier choices, and successfully increased sales of Nutri-Score A and B products. However, it is not clear whether elements of this initiative were scaled up or implemented in recent years. No evidence of a permanent policy or initiative to address the positioning of healthier or unhealthy products in prominent in-store locations, improve shelf-space ratios, or adopt in-store promotional techniques (beyond pricing and promotions) to drive sales of healthier products and/or fruits and vegetables was found in the public domain. Link

Responsible marketing to children

No evidence of a policy in place to restrict the marketing of unhealthy products to children was found on the public domain.

Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

No evidence of a policy for the responsible marketing of BMS or CF was found on the public domain.

Recommendations

In-store marketing techniques

Carrefour is encouraged to continue and scale-up initiatives such as the “Le Lundi C’est Veggie” campaign to increase the proportion of healthier products that are prominently displayed in high-traffic areas of stores, such as end-of-aisle displays, checkout zones, and store entrances, relative to less healthy products. Ideally, these efforts would be complemented by similar practices in online retail environments, ensuring that healthier options are prominently featured in digital promotions, search results, and recommendations.

Responsible marketing to children

Carrefour is strongly encouraged establish a formal policy to not market products that do not meet a formal definition of ‘healthy’, ideally based on a government-endorsed NPM (e.g. Nutri-Score) or the WHO Regional Model for Europe, to children under the age 18, in line with WHO and UNICEF recommendations. This commitment should apply to all products, including treats and seasonal products, and across all marketing channels and techniques, including in-store promotion, digital media, and sponsorships, while being transparent about any exemptions. The company is also encouraged to commission independent third-party audits of this policy on an annual basis, and to publish the results to demonstrate transparency and accountability.

Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

Carrefour is encouraged to develop and publicly disclose a policy on the responsible marketing of BMS and CF, fully aligned with the WHO International Code of Marketing of Breastmilk Substitutes and subsequent relevant World Health Assembly (WHA) resolutions. This policy should clearly outline the company’s commitments, scope of application, and mechanisms for monitoring and enforcement across all markets and subsidiaries.

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Topic E: Responsible Labelling

Findings	Recommendations
Identifying healthier products Carrefour reports that 100% of its applicable private label products carry Nutri-Score labelling, which is also available in its online store. The company further requires its national brand suppliers to apply Nutri-Score labelling to their products, or face exclusion from its online 'Pour Mieux Manger' tool, which suggests healthier alternatives on its e-commerce site and shopping app.	

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Private Label Product Profile Results

The Product Profile for Retail Assessment provides a structured evaluation of the nutritional composition of private label packaged food and beverage products from selected retailers. It employs a range of internationally recognized nutrient profiling models to assess product characteristics, including the Australasian Health Star Rating (HSR), the Nutri-Score model, and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). These models support a consistent and comparative analysis of portfolio healthiness across the retailers. Graph below indicates mean HSR of each categories assessed for Carrefour.

Mean HSR by category

Carrefour

Private Label Product Profile Results

The table presents an overview of the nutritional quality of products across various food categories, based on HSR, Nutri-Score (A+B and A+B+C) and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). Each row corresponds to a specific food category, and the percentages reflect the share of products in that category meeting the respective model's criteria. The figures in parentheses indicate the number of products meeting the criteria over the total assessed. Blank cells indicate that data was not available or not applicable for that category and model.

Category	% healthier products: HSR	% healthier products: Nutri-Score (A+B)	% healthier products: Nutri-Score (A+B+C)	% products that are HFSS	% products that are HFSS AND/OR contain UPF markers (colours/flavours/NNS)
Baked Goods	25% (100/395)	12% (47/395)	27% (105/395)	94% (362/384)	97% (373/384)
Bottled Water	80% (20/25)	70% (19/27)	89% (24/27)	18% (3/17)	65% (11/17)
Breakfast Cereals	34% (28/83)	11% (9/83)	37% (31/83)	99% (81/82)	100% (82/82)
Carbonates	3% (1/32)	0% (0/32)	25% (8/32)	75% (24/32)	94% (30/32)
Concentrates	6% (3/47)	6% (3/47)	11% (5/47)	86% (6/7)	86% (6/7)
Confectionery	1% (1/188)	0% (0/187)	1% (1/187)	99% (180/182)	100% (182/182)
Dairy	60% (281/470)	12% (58/467)	40% (187/467)	87% (385/445)	90% (401/445)
Edible Oils	73% (32/44)	82% (37/45)	98% (44/45)	100% (27/27)	100% (27/27)
Flour	94% (17/18)	94% (17/18)	94% (17/18)	88% (15/17)	94% (16/17)
Food Kits	89% (8/9)	44% (4/9)	100% (9/9)	44% (4/9)	78% (7/9)
Ice Cream	0% (0/87)	0% (0/87)	15% (13/87)	100% (75/75)	100% (75/75)
Juice	6% (13/236)	6% (13/236)	59% (140/236)	33% (61/184)	35% (64/184)
Other Hot Drinks	12% (3/26)	8% (2/26)	27% (7/26)	79% (22/28)	89% (25/28)
Pizza	37% (10/27)	0% (0/27)	30% (8/27)	89% (24/27)	96% (26/27)
Plant-based Dairy	88% (23/26)	38% (10/26)	58% (15/26)	38% (10/26)	69% (18/26)
Processed Fruit And Vegetables	97% (367/380)	88% (334/379)	98% (370/379)	27% (61/225)	40% (91/225)
Processed Meat And Seafood	49% (280/570)	26% (149/570)	45% (254/570)	78% (453/579)	85% (492/579)
Ready Meals	63% (314/502)	25% (125/502)	77% (386/502)	45% (225/502)	68% (340/502)
Rice, Pasta And Noodles	97% (151/155)	95% (146/153)	99% (152/153)	87% (124/142)	93% (132/142)
RTD Coffee	100% (1/1)	0% (0/1)	100% (1/1)	100% (1/1)	100% (1/1)
RTD Tea	0% (0/29)	0% (0/29)	69% (20/29)	100% (8/8)	100% (8/8)
Sauces, Dips and Condiments	41% (133/322)	30% (95/321)	52% (168/321)	72% (197/274)	78% (213/274)
Savoury Snacks	49% (152/308)	25% (76/308)	45% (140/308)	100% (306/307)	100% (306/307)
Soup	81% (60/74)	70% (52/74)	91% (67/74)	15% (11/73)	58% (42/73)
Sweet Biscuits, Snack Bars and Fruit Snacks	6% (22/348)	1% (4/348)	7% (26/348)	98% (341/348)	98% (342/348)
Sweet Spreads	3% (3/94)	2% (2/92)	9% (8/92)	98% (47/48)	98% (47/48)
Total	**45% (2023/4496)**	**27% (1202/4489)**	**49% (2206/4489)**	**75% (3053/4049)**	**83% (3357/4049)**