E.Leclerc

Overall analysis/ Product Profile Results

le Mouvement E.Leclerc's Retailer Profile

Headquarters
France

Operating Brands
E.Leclerc

Market Share (Formal Retail Market) [1]
16-18%

Geographic Coverage
Nationwide

Type of Ownership
Cooperative

Primary Retail Format
Hypermarkets

Primary Consumer Segment
Mass market

Operation Model
Franchise or equivalent / Decentralized

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.

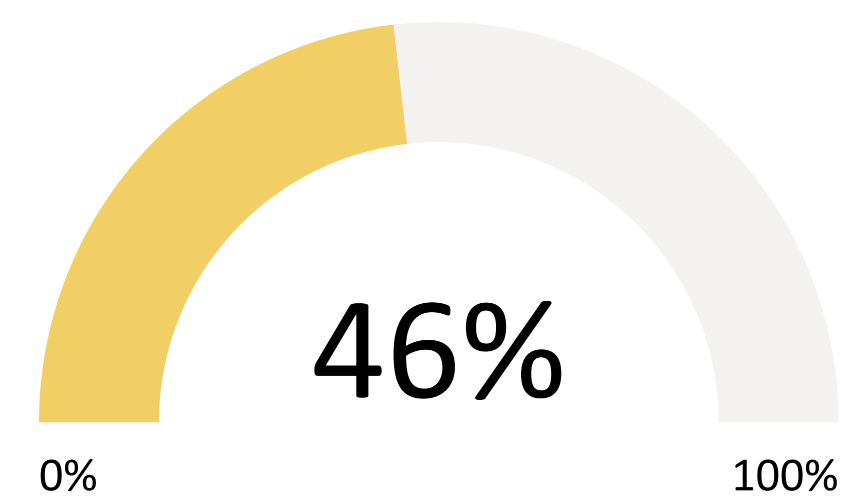
Footnote:

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.

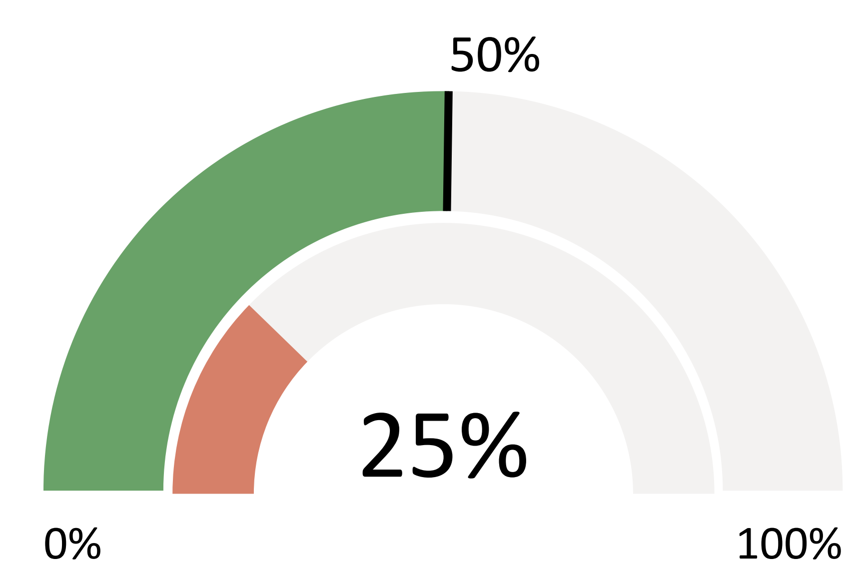
% healthier products - HSR



Of 2029 private label products assessed across all applicable categories, 46% 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.

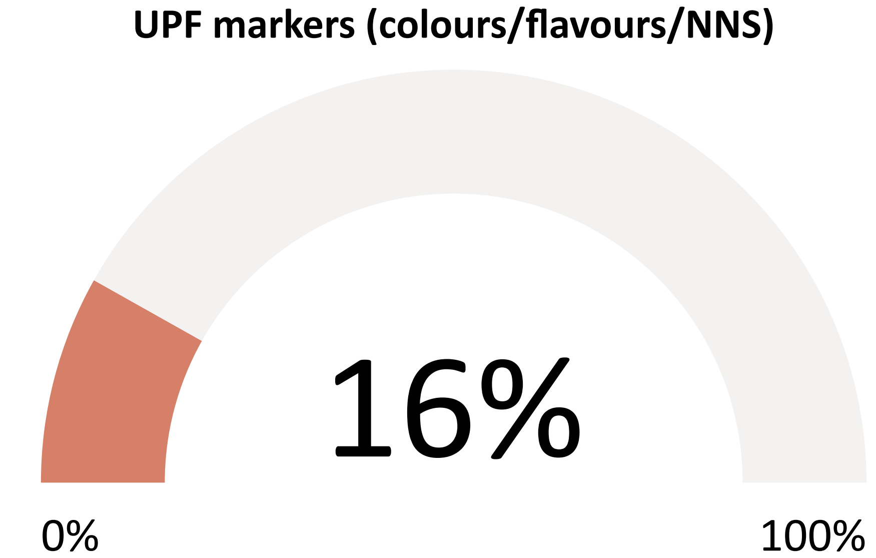
% heathier products - Nutri-Score



Of 2026 private label products assessed across all applicable categories, 25% 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), 50% 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 1945 private label products assessed across all selected retailers, 16% 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.

E.Leclerc

Topic A: Nutrition Prioritization

Findings

Recognition of nutrition

There is no evidence indicating that the company publishes a register of enterprise risks . Likewise, there is no indication that a comprehensive, company-wide materiality assessment has been conducted. While materiality assessment documentation exists for one regional entity (SCA Normande), this assessment did not identify consumer nutrition and health as material issues. Link

Addressing & prioritizing nutrition

E.Leclerc publishes a list of 'CSR priorities' on its website; however, nutrition is not included. The company publishes information about its nutrition approach on its website, however, explaining that it aims to improve the formulation of its private label products to reduce nutrients of concern and increase the use of ‘better quality ingredients’, as well as a commitment to informing consumers via the widespread adoption of Nutri-Score across its private label products. Link

Nutrition governance & accountability

No information was found on the public domain regarding the governance of E.Leclerc’s approach to nutrition within the company.

Recommendations

Recognition of nutrition

E.Leclerc is recommended to establish a group-level materiality assessment framework for all regional cooperatives, ensuring that nutrition is consistently evaluated as a potential material issue.

Addressing & prioritizing nutrition

E.Leclerc is strongly encouraged to integrate nutrition considerations across its commercial business and develop a comprehensive strategy to improve its impact on consumer health, in line with ATNi’s recommendations from this Retail Assessment. This should include clear objectives and defined actions. This would help the company meet growing expectations from consumers and regulators, while differentiating itself from competitors and supporting long-term, sustainable growth.

Nutrition governance & accountability

E.Leclerc is encouraged to strengthen governance of its nutrition strategy by assigning clear responsibility for nutrition and health to a designated senior leader or governing body within the central E.Leclerc ecosystem (e.g., GALEC or the ACDLec leadership). To reinforce accountability, E.Leclerc should consider integrating nutrition-related key performance indicators into the performance evaluation and incentive structures of the relevant senior leaders or committees. Additionally, the ACDLec governing bodies should formally approve the company-wide nutrition strategy and regularly review progress. Establishing strong, transparent governance and accountability mechanisms would help embed nutrition objectives into the movement’s decision-making processes, drive consistent implementation across the cooperative network, and signal to stakeholders that E.Leclerc is committed to improving its health and nutrition performance.

E.Leclerc

Topic B: Portfolio Improvement

Findings

Nutrition targets and reporting

The company states on its website it has reviewed the recipes of its private label portfolio and "track salt, sugar, saturated fats, additives, and controversial ingredients to offer healthier products with fewer but higher-quality ingredients". However, no publicly available targets or reporting were found relating to this, nor any targets to increase sales of 'healthier' products or fruits and vegetables, or reporting on the proportion of sales derived from such products. Link

Defining 'healthier' products

No evidence was found that E.Leclerc uses a nutrient profiling model (NPM) or a similar system to determine the healthiness of its products or to classify them as 'healthier'. There are no references to the use of NPMs or comparable classification systems on E.Leclerc's website or in its most recent reports.

Reducing processing levels

E.Leclerc states that several 'Marque Repère' (private label) ranges—such as yogurts, cheeses, and children's ice-creams—use only natural colourings and flavourings.

Recommendations

Nutrition targets and reporting

E.Leclerc 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/B or A/B/C. 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. Setting targets and transparently reporting in this way not only helps to focus internal efforts, but also builds stakeholder trust by demonstrating accountability and a commitment to promoting healthier consumer choices. Link

Defining 'healthier' products

E.Leclerc is strongly recommended to adopt a government-endorsed NPM to define 'healthier' products within its portfolio, such as Nutri-Score A/B or A/B/C. It can use this 'healthier' definition to guide decisions on stocking, pricing, positioning, promotion, marketing and labelling of products, as well as to develop new healthy products and reformulate existing products to improve their healthiness.

Reducing processing levels

E.Leclerc is encouraged to review the levels of processing in its food offering, expand the availability and promotion of minimally processed and fresh foods and reduce the share of ultra-processed foods.

E.Leclerc

Topic C: Pricing & Promotions

Findings

Affordability of healthier products

E.Leclerc states that its business model focuses on "simple rules to guarantee the lowest possible prices: buying directly from producers, avoiding intermediaries as much as possible, and practicing low margins." The company has its own price comparison website to track its products' prices against its competitors'. Given that the company offers a variety of fruits and vegetables and healthier packaged foods under a price guarantee, it could therefore help to make nutrition affordable. However, this strategy also applies to unhealthy products, so it does not specifically promote healthier choices.

Link

Price promotions & loyalty rewards

The company states that it consistently offers discounted fresh fruits and vegetables for under EUR 1, as well as in the form of 'anti-waste boxes'. No quantitative reporting of these initiatives was found, nor additional examples of systematically offering promotions or loyalty rewards mechanisms to incentivize the purchase of other 'healthier' products.

Recommendations

Affordability of healthier products

Building on its overall commitment to affordability, E.Leclerc 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 complement its existing affordability-related KPIs by tracking 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

E.Leclerc is encouraged to leverage its loyalty rewards program to actively incentivize the purchase of 'healthier' products, ideally through ongoing or permanent mechanisms. The company is also encouraged 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.

E.Leclerc

Topic D: Responsible Marketing

Findings

In-store marketing techniques

No evidence of a 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.

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

E.Leclerc is encouraged to develop initiatives 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

E.Leclerc 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)

E.Leclerc 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.

E.Leclerc

Topic E: Responsible Labelling

Findings

Identifying healthier products

E.Leclerc reported in 2022 that it has placed the Nutri-Score front-of-pack (FOP) label on 100% of its 'Marque Repère' private label products and "eligible national brand products". The label also appears on its e-commerce site. It is not clear if it has applied Nutri-Score labelling to its other private label brands.

Recommendations

Identifying healthier products

E.Leclerc is encouraged to publish the Nutri-Score implementation rate for its full private label portfolio, beyond Marque Repère, and do so on an annual basis. Regular disclosure of Nutri-Score coverage would enhance transparency, allow stakeholders to track progress over time, and demonstrate E.Leclerc's commitment to improving the nutritional quality and labelling of its products.

E.Leclerc

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 E.Leclerc.

Mean HSR by category

E.Leclerc

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)
Asian Speciality Drinks	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	100% (1/1)
Baked Goods	32% (47/146)	5% (8/146)	38% (55/146)	96% (140/146)	99% (144/146)
Bottled Water	81% (13/16)	79% (11/14)	86% (12/14)	25% (2/8)	50% (4/8)
Breakfast Cereals	25% (3/12)	8% (1/12)	25% (3/12)	100% (12/12)	100% (12/12)
Carbonates	0% (0/12)	0% (0/12)	25% (3/12)	67% (8/12)	92% (11/12)
Concentrates	17% (1/6)	17% (1/6)	17% (1/6)	83% (5/6)	100% (6/6)
Confectionery	6% (4/70)	3% (2/68)	3% (2/68)	94% (66/70)	100% (70/70)
Dairy	52% (258/496)	13% (66/497)	52% (260/497)	85% (387/455)	90% (411/455)
Edible Oils	67% (8/12)	79% (11/14)	100% (14/14)	100% (8/8)	100% (8/8)
Flour	100% (4/4)	75% (3/4)	100% (4/4)	100% (4/4)	100% (4/4)
Food Kits	83% (5/6)	0% (0/6)	100% (6/6)	83% (5/6)	100% (6/6)
Ice Cream	0% (0/8)	0% (0/8)	0% (0/8)	100% (7/7)	100% (7/7)
Juice	17% (17/98)	16% (16/98)	61% (60/98)	40% (34/85)	42% (36/85)
Other Hot Drinks	33% (1/3)	0% (0/2)	0% (0/2)	100% (2/2)	100% (2/2)
Pizza	38% (9/24)	0% (0/24)	29% (7/24)	79% (19/24)	88% (21/24)
Plant-based Dairy	100% (18/18)	78% (14/18)	100% (18/18)	22% (4/18)	56% (10/18)
Processed Fruit And Vegetables	98% (170/174)	89% (155/174)	100% (174/174)	19% (31/165)	38% (62/165)
Processed Meat And Seafood	35% (109/310)	14% (43/310)	32% (98/310)	88% (282/321)	92% (296/321)
Ready Meals	60% (78/129)	19% (25/129)	70% (90/129)	51% (65/128)	77% (99/128)
Rice, Pasta And Noodles	96% (67/70)	94% (66/70)	97% (68/70)	91% (50/55)	93% (51/55)
RTD Tea	22% (2/9)	0% (0/9)	56% (5/9)	67% (6/9)	100% (9/9)
Sauces, Dips and Condiments	37% (49/134)	28% (38/134)	47% (63/134)	69% (92/133)	75% (100/133)
Savoury Snacks	35% (55/158)	14% (22/158)	32% (50/158)	98% (154/157)	98% (154/157)
Soup	54% (15/28)	43% (12/28)	71% (20/28)	29% (8/28)	86% (24/28)
Sweet Biscuits, Snack Bars and Fruit Snacks	7% (5/71)	0% (0/71)	8% (6/71)	93% (66/71)	93% (66/71)
Sweet Spreads	21% (3/14)	23% (3/13)	23% (3/13)	100% (14/14)	100% (14/14)
Total	**46% (941/2029)**	**25% (497/2026)**	**50% (1022/2026)**	**76% (1472/1945)**	**84% (1628/1945)**