

Company Name Carrefour
Industry Agricultural Products (Supply Chain only)
UNGP Core Score (*) 9.0 out of 26

Score	Out of	For indicators
Governance and Policy Commitments		
1	2	A.1.1 Commitment to respect human rights
1.5	2	A.1.2 Commitment to respect the human rights of workers
1	2	A.1.4 Commitment to engage with stakeholders
0	2	A.1.5 Commitment to remedy
Embedding respect and Human Rights Due Diligence		
Embedding respect		
0	2	B.1.1 Embedding - Responsibility and resources for day-to-day human rights functions
Human Rights Due Diligence (HRDD)		
1.5	2	B.2.1 HRDD - Identifying: Processes and triggers for identifying human rights risks and impacts
1	2	B.2.2 HRDD - Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)
0	2	B.2.3 HRDD - Integrating and Acting: Integrating assessment findings internally and taking appropriate action
1	2	B.2.4 HRDD - Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts
0.5	2	B.2.5 HRDD - Reporting: Accounting for how human rights impacts are addressed
Remedies and Grievance Mechanisms		
1.5	2	C.1 Grievance channels/mechanisms to receive complaints or concerns from workers
0	2	C.2 Grievance channels/mechanisms to receive complaints or concerns from external individuals and communities
0	2	C.7 Remedying adverse impacts and incorporating lessons learned
9.0	26	

(*) Instead of the full list of indicators in the 2020 CHRB Methodology, this year's assessment uses the CHRB Core UNGP Indicators. These are 13 non-industry specific indicators that focus on three key areas of the UNGPs: high level commitments, human rights due diligence and access to remedy.

The 13 indicators selected from the full CHRB Methodology are scored on a simple unweighted basis, with a maximum of 2 points for each indicator for a maximum total of 26 points.

In addition, allegations of severe human rights impacts (Measurement Theme E) were also assessed but do not impact overall final scores

Please note that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2020 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

Governance and Policies

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: UNGC principles 1 & 2: In its Social and Ethical Charter for Suppliers, it states the Company 'commits to uphold the 10 principles of the UN Global Compact' and proceeds to list the principles. [Social and Ethical charter for suppliers: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: UNGPs • Not met: OECD: Carrefour's Code of Business Conduct states that 'our guiding principles and conduct are also in keeping with the Carrefour Group's continued commitment to the respect and promotion of fundamental principles, notably: [...] the OECD guiding principles, in particular the fight against corruption'. However, it is not clear whether this document is still in force, since it has not been found in the Company's website, but in an external website. Additionally, the Company states the following in its 'Our Ethical Principles' document: 'Carrefour's ethical commitment, which is detailed in our Policies, is consistent with its compliance with and promotion of:[...] the OECD guidelines for multinational enterprises'. However, 'consistent with' is not considered a commitment according to CHRB wording criteria. [Ethical Principles, 10/2015: carrefour.com & Carrefour code of business conduct: www2.filcams.cgil.it]
A.1.2	Commitment to respect the human rights of workers	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: UNGC principles 3-6: In its Social and Ethical Charter for Suppliers, it states the Company 'commits to uphold the 10 principles of the UN Global Compact' and proceeds to list the principles. [Social and Ethical charter for suppliers: carrefour.com] • Met: Explicitly list All four ILO for AG suppliers: The Company's Social and Ethical Charter for Suppliers include all ILO core labour standards (including health & safety commitments). With respect freedom of association and collective bargaining: the Company indicates: 'Respect for freedom of association and effective recognition of the right to collective bargaining: to ensure workers have the right to organise themselves freely into unions and be represented by organisations of their choice so as to carry out collective bargaining.' Carrefour has also stated that 'suppliers also have the responsibility to ensure these commitments are respected by all its subcontractors'. [Social and Ethical charter for suppliers: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Explicit commitment to All four ILO Core: In its Social and Ethical charter for suppliers, the Company commits to uphold each one of the ten principles of the UNGC, including: 'Principle No. 3: Businesses should uphold the freedom of association and the effective recognition of the right of collective bargaining; Principle No. 4: the elimination of all forms of forced or compulsory labour; Principle No. 5: the effective abolition of child labour; and Principle No. 6: the elimination of discrimination in respect of employment and occupation.' [Social and Ethical charter for suppliers: carrefour.com] • Not met: Respect H&S of workers: No evidence could be found relating to health and safety of the Company's own workers. • Met: H&S applies to AG suppliers: The Company 'expects its suppliers to take all measures necessary to guarantee a safe and healthy work environment for its employees', as stated in its Social and Ethical Charter for Suppliers. [Social and Ethical charter for suppliers: carrefour.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.4	Commitment to engage with stakeholders	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Commits to stakeholder engagement: In the Carrefour solidarity leaflet, it explains its engagement with local communities and other communities. 'Carrefour engages in outreach projects with the support of its stores rooted in the local community by relying on non-profit organisations that work directly with people in need.' [Carrefour solidarity - overview, 2014: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to engage stakeholders in design: The Company indicates that as part of its CSR methodology, stakeholders are involved in the process of risk identification and that in corrective and mitigation actions it will seek to implement a collaborative approach between brands and stakeholders. However, no evidence found of a commitment to engage with affected stakeholders and/or legitimate representatives in the development or monitoring of the human rights approach. [2019 Registration Document, 2020: carrefour.com] • Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to remedy <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Not obstructing access to other remedies • Not met: Collaborating with other remedy initiatives • Not met: Work with AG suppliers to remedy impacts

Embedding Respect and Human Rights Due Diligence

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Commits to ILO core conventions: See indicator A.1.2, the Company is signatory to the UNGC. • Not met: Senior responsibility for HR: In its Registration Document, the Company indicates 'The Group's Executive Management has created the following organisation structure: [...] Group CSR Department: implementing a duty of care plan aimed at assessing and mitigating risks associated with the environment, human rights, and health and safety'. However, it is not clear where specifically within the Executive management, which committee or person has the responsibility allocated. [2019 Registration Document, 2020: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Day-to-day responsibility • Not met: Day-to-day responsibility for AG in supply chain: Although it is indicated in its 2018 Registration Document that the CSR department is responsible for ensuring suppliers uphold human rights, no further details found about day-to-day responsibility. Nothing similar found in the 2019 Registration Document. [Registration Document 2018, 2019: carrefour.com & 2019 Registration Document, 2020: carrefour.com]
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Identifying risks in own operations: As part of implementation of the duty care plan following French Law, the Company explains the process it is following to identify and assess its risks including human rights risks. It has three steps: The first consists in identifying as possible all the risks to which Carrefour exposes the environment and its stakeholders. This step involves consulting 'internal and external stakeholders in the process of identifying and reviewing the key risks according to their areas of expertise.' Stakeholders include relevant operational staff and partner NGOs and trade Unions. It uses compliance risk databases to identify compliance issues. Following this, the Company has identified risks related to business process, business sector and geography. [2019 Registration Document, 2020: carrefour.com] • Met: Identifying risks in AG suppliers: The Company indicates that 'a Risk and Sourcing Committee was set up in 2019. It analyses the risks related to Carrefour's sourcing practices and devises strategies for dealing with them. It draws up and circulates the Group's purchasing rules'. [2019 Registration Document, 2020: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Ongoing global risk identification: The Company's 'risk mapping process is monitored and updated on a regular basis.' The risk map has been updated as recently as 2019. [2019 Registration Document, 2020: carrefour.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: In consultation with stakeholders: The first step of the process consists in stakeholder consultation. [2019 Registration Document, 2020: carrefour.com] • Met: In consultation with HR experts: The Company indicates that 'In the risk analysis, Carrefour not only consults its own staff but also draws on the expertise of its partners, FIDH (International Federation for Human Rights), WWF and the trade unions, to identify risk situations'. [2019 Registration Document, 2020: carrefour.com] • Not met: Triggered by new circumstances • Not met: Explains use of HRIAs or ESIA (inc HR)
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Salient risk assessment (and context): The risk mapping process started with the identification of all the risks to which Carrefour is exposed with help of stakeholders. The second consists in assessing those risks with regard to the probability of occurrence and the severity of potential impacts. The risk is then rated based on a combination of its importance and frequency. It has identified risks related to business activities, to business sectors (particularly as part of supplier and service provider relationships), and risks related to countries in which it operates or sources certain products. The combination of risk type is supplemented by cross-referencing with other information sources, including updated lists of human rights violations by companies operating in the same or comparable sectors, and consultations with NGOs involved in human rights issues. [2019 Registration Document, 2020: carrefour.com] • Not met: Public disclosure of salient risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks: The Company describes its human rights risks and is framework and measures to prevent violations, including ethical principles, social and environmental charters and policies, social dialogue with unions, and supplier assessments. However, it is not clear if it has a system to prevent, mitigate or remediate specific actual human rights salient issues identified and assessed following the process. [2019 Registration Document, 2020: carrefour.com] • Not met: Including in AG supply chain <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: System to check if Actions are effective: The Company discloses the framework and prevention measures for the Company's policies and codes in the 2019 Duty of Care Plan Effectiveness Report. The system is reviewed annually and gives detail of the Identification and description of risks and risk situations, combining several approaches. [2019 Registration Document, 2020: carrefour.com] • Not met: Lessons learnt from checking effectiveness <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Comms plan re identifying risks: See B.2.1. The Company has communicated, through its Registration Document, the process it has followed to identify its human rights risks, including an ongoing process in collaboration with stakeholders and human rights experts. [2019 Registration Document, 2020: carrefour.com] • Not met: Comms plan re assessing risks: See B.2.2. Although the Company has explained in its registration document the process it follows to identify and assess human rights issues, no evidence found of the Company communicating which are its salient human rights issues. [2019 Registration Document, 2020: carrefour.com] • Not met: Comms plan re action plans for risks • Not met: Comms plan re reviewing action plans • Not met: Including AG suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

Remedies and Grievance Mechanisms

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Channel accessible to all workers: The Company's ethical principles include detailed information in relation to how to issue an alert, including line managers, country's alert system, ethics alert line (website, etc.). The Company states that 'any employee may report any practice or action that they believe to be contrary to or incompatible with the stated principles'. [Ethical Principles, 10/2015: carrefour.com] Score 2 <ul style="list-style-type: none"> Not met: Number grievances filed, addressed or resolved Met: Channel is available in all appropriate languages: The Company indicates that 'The special ethics alert line, available 24 hours a day, 7 days a week in all of the Group's languages'. It is available to all employees and includes website and phone lines. [Ethical Principles, 10/2015: carrefour.com] Met: Opens own system to AG supplier workers: As indicated in the FAQ's section of the alert line website, the Company's ethics line is open for suppliers and service providers to raise concerns. [Ethics Hotline FAQ, N/A: secure.ethicspoint.eu]
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Grievance mechanism for community: The EthicsPoint website and phone numbers are publicly available, however, it states specifically that it 'enables Carrefour employees, suppliers or service providers to report any situation or behavior which is contrary to Our Principles of Ethics in a confidential manner.' No mention of external stakeholders found. [Ethics alert line: ethique.carrefour.com] Score 2 <ul style="list-style-type: none"> Not met: Describes accessibility and local languages: The ethics line is available on its website in 11 different languages. However, as mentioned above, no evidence found of this line being open to other external stakeholders including communities. [Ethics alert line: ethique.carrefour.com] Not met: Expects AG supplier to have community grievance systems Not met: AG supplier communities use global system
C.7	Remedying adverse impacts and incorporating lessons learned	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Describes how remedy has been provided Not met: Says how it would remedy key sector risks Score 2 <ul style="list-style-type: none"> Not met: Changes introduced to stop repetition Not met: Approach to learning from incident to prevent future impacts Not met: Evaluation of the channel/mechanism

Performance: Responses to Serious Allegations (Not included in the overall score)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		<ul style="list-style-type: none"> Headline: Excessive working hours at the Xianfeng Stainless Steel Manufactured Products (Linkfair) factory in China Area: Excessive hours in the supply chain Story: The Linkfair factory is a supplier to the Company. The CLW report shows a photograph of a notice displayed at the factory, notifying workers of two product coating mistakes, including on a Carrefour product. CLW alleged that during the high season at Linkfair, workers will have a shift every day of the month without rest, including daily overtime of 2-3 hours. This would result in a worker accumulating between 124-154 hours of overtime in one month during the high season, between three and four times the Chinese legal maximum for overtime work. Sources: [China Labour Watch, 04/02/2016: chinalaborwatch.org]
E(1).1	The Company has responded publicly to the allegation	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Public response available: As far as CHRB has been able to ascertain, the Company has not responded publicly to these allegations. Score 2 <ul style="list-style-type: none"> Not met: Response goes into detail
E(1).2	The Company has appropriate policies in place	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Company policies address the general issues raised: The Company has a supplier policy on working hours. However, the policy makes no requirement that

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>workers have one day off in every seven, nor does it specifically prohibit forced overtime.</p> <ul style="list-style-type: none"> • Met: Policies apply to the type of business relationships involved: The Company has published its Social and Ethical Charter for suppliers on its website. This includes a commitment to 'guarantee workers working hours which comply with international standards and local legislation and do not exceed 48 hours a week excluding overtime (maximum 12 hours of overtime per week, not on a regular basis.' [Social and Ethical charter for suppliers: carrefour.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Policies address the specific rights in question
E(1).3	The Company has taken appropriate action	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages with affected stakeholders • Not met: Encourages linked business to engage affected stakeholders • Not met: Provides remedies to affected stakeholders • Not met: Has reviewed management systems to prevent recurrence <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Remedies are satisfactory to the victims • Not met: Has improved systems and engaged affected stakeholders

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2020 Key Findings report and the 2019 technical annex for more details of the research process.

The Benchmark is made available on the express understanding that it will be used solely for general information purposes. The material contained in the Benchmark should not be construed as relating to accounting, legal, regulatory, tax, research or investment advice and it is not intended to take into account any specific or general investment objectives. The material contained in the Benchmark does not constitute a recommendation to take any action or to buy or sell or otherwise deal with anything or anyone identified or contemplated in the Benchmark. Before acting on anything contained in this material, you should consider whether it is suitable to your particular circumstances and, if necessary, seek professional advice.

The CHRB is part of the World Benchmarking Alliance ('WBA'). The material in the Benchmark has been put together solely according to the CHRB methodology and not any other assessment models in operation within any of the project partners or EIRIS Foundation as provider of the analyst team.

No representation or warranty is given that the material in the Benchmark is accurate, complete or up-to-date. The material in the Benchmark is based on information that we consider correct and any statements, opinions, conclusions or recommendations contained therein are honestly and reasonably held or made at the time of publication. Any opinions expressed are our current opinions as of the date of the publication of the Benchmark only and may change without notice. Any views expressed in the Benchmark only represent the views of WBA, unless otherwise expressly noted.

While the material contained in the Benchmark has been prepared in good faith, neither WBA nor any of its agents, representatives, advisers, affiliates, directors, officers or employees accept any responsibility for or make any representation or warranty (either express or implied) as to the truth, accuracy, reliability or completeness of the information contained in this Benchmark or any other information made available in connection with the Benchmark. Neither WBA nor any of its agents, representatives, advisers, affiliates, directors, officers and employees undertake any obligation to provide the users of the Benchmark with additional information or to update the information contained therein or to correct any inaccuracies which may become apparent (save as to the extent set out in CHRB appeals procedure). To the maximum extent permitted by law any responsibility or liability for the Benchmark or any related material is expressly disclaimed provided that nothing in this disclaimer shall exclude any liability for, or any remedy in respect of, fraud or fraudulent misrepresentation. Any disputes, claims or proceedings this in connection with or arising in relation to this Benchmark will be governed by and construed in accordance with Dutch law and shall be subject to the exclusive jurisdiction of the Courts of Amsterdam.

As WBA, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.

COPYRIGHT

Our publications and benchmarks are the product of the World Benchmarking Alliance. Our work is licensed under the Creative Commons Attribution-Non Commercial-No Derivatives 4.0 International License. To view a copy of this license, visit creativecommons.org