

2003 Balanced scorecard

Formalized in 2001, Carrefour's step-by-step approach is based on three key commitments: quality and safety, environmental protection, and social and economic responsibility. These commitments were the foundation for an action plan covering the 2002-2005 period that focuses on 10 priorities. New key performance indicators were added to our balanced scorecard in 2003 in order to better evaluate the progress achieved and follow our objectives.

CARREFOUR: A SIGNATORY OF THE GLOBAL COMPACT	OUR COMMITMENTS IN 2001	OUR 2002-2005 ACTION PLAN
<p>Since 2001, Carrefour has adhered to the United Nations' Global Compact through its commitment to the following principles:</p>	<p>OUR STEP BY STEP APPROACH TO SUSTAINABLE DEVELOPMENT</p> <ul style="list-style-type: none"> • Managing the approach • Consultation with our stakeholders. 	<p>1</p> <ul style="list-style-type: none"> • Complete and expand our reporting system so as to ensure regular monitoring of the relevant indicators and help share best practices between countries and retail banners. <p>2</p> <ul style="list-style-type: none"> • Gradually ensure regular dialogue with stakeholders and improve our transparency through targeted communications.
<p>Human rights Businesses are asked to...</p> <p><i>Principle 1:</i> Promote and respect the protection given by international law to Human Rights within their sphere of influence.</p> <p><i>Principle 2:</i> Ensure that their own companies do not aid and abet any Human Rights violations.</p>	<p>QUALITY AND SAFETY</p> <ul style="list-style-type: none"> • Product safety and quality. • Customer and employees safety at store locations. 	<p>3</p> <ul style="list-style-type: none"> • Ensure product safety and quality, and customer and employee safety at our store locations.
<p>Labour standards Businesses are asked to...</p> <p><i>Principle 3:</i> Respect the freedom to form unions and the right to collective bargaining.</p> <p><i>Principle 4:</i> Do away with any form of forced or bonded labour.</p> <p><i>Principle 5:</i> Abolish any use of child labour.</p> <p><i>Principle 6:</i> End discrimination in jobs and hiring.</p>	<p>RESPECT FOR THE ENVIRONMENT</p> <ul style="list-style-type: none"> • Limiting our impact on the greenhouse effect. • Protecting natural resources. • Managing and reducing waste. • Preserving water quality and availability. • Preserving biodiversity. 	<p>4</p> <ul style="list-style-type: none"> • Strengthen environmentally conscious product and packaging design and develop a range of products with social and environmental added-value. <p>5</p> <ul style="list-style-type: none"> • Foster environmental thinking in our logistical activities. <p>6</p> <ul style="list-style-type: none"> • Reduce the environmental impact of building and operating our stores, in particular with regard to our free publications and catalogues.
<p>Environment Businesses are asked to...</p> <p><i>Principle 7:</i> Apply the precautionary principle to problems affecting the environment.</p> <p><i>Principle 8:</i> Take initiatives to promote a more responsible approach to the environment.</p> <p><i>Principle 9:</i> Encourage the development and use of environmentally friendly technology.</p>	<p>OUR ECONOMIC AND SOCIAL RESPONSIBILITY</p> <ul style="list-style-type: none"> • Respecting our suppliers. • Getting involved in the local economy. • Motivating our staff. • Satisfying our customers. 	<p>7</p> <ul style="list-style-type: none"> • Strengthen our partnerships with local business in every country and promote fair, long-term relationships with our suppliers. <p>8</p> <ul style="list-style-type: none"> • Guarantee respect for human rights internally and along our products' supply chain. <p>9</p> <ul style="list-style-type: none"> • Promote staff training and development, and inform staff of our view of the world, and our core values, our policies and our approach to sustainability. <p>10</p> <ul style="list-style-type: none"> • Respect customers' freedom of choice by offering them a wide range of products at attractive prices with full, factual information.

A large number of examples in this report illustrate how Carrefour is putting these nine principles into action.

See table on p. 58.