

Data summary and methodology

The 2010 Corporate Responsibility (CR) report is our fourth CR report and the first in which we moved to limited assurance for a selected number of indicators. This section aims at providing the information needed to understand our CR performance in 2010 and the trends from the previous two years. It includes the following:

- Data summary table with the full set of our indicators for 2008-2010
- Data methodology and plan to move towards external assurance for all CR data
- Key definitions



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Data summary table

As explained in detail in the data methodology section, each year we work on strengthening our processes for data quality. This includes refining definitions and calculations as well as correcting errors found in previous years. We therefore re-stated 2008 and 2009 data when relevant, to enable data comparability over years.

As we are moving gradually towards external assurance on all CR indicators, we achieved limited assurance on several indicators, indicated as follows in the table:

* Indicators that received limited assurance by our Internal Audit Department

** Indicators that received limited assurance by Ernst & Young

PRODUCTS

Healthy eating

	Scope ^a	2008	2009	2010	Comments	
Delhaize America	68%	% food sales from products that earned at least 1 <i>Guiding Star</i>	23%	25%	26%	We use our <i>Guiding Stars</i> nutritional information system to give an at-a-glance read-out of how each product scores in terms of nutrition. Foods with 1 star offer good nutritional value, 2 better and 3 best
	68%	% private brand food sales from products that earned at least 1 <i>Guiding Star</i> *	27%	28%	29%	
European Operating Companies	31%	% of private brand products with Guideline Daily Amounts (GDA) labels	6%	39%	60%	GDA's are used across the food industry indicating on the label the energy and nutrient content of a portion of food or beverage, and how much that represents of an adult's daily dietary needs

Food safety

	Scope ^a	2008	2009	2010	Comments	
Group	100%	% private brand suppliers audited for food safety (against Global Food Safety Initiative (GFSI) standard or equivalent strict criteria)	60%	70%	82%	GFSI standards are best in class food safety standards in the industry
	99%	% company-operated stores externally audited for food safety	92%	91%	96%	All stores are planned to be audited for food safety each year. New stores acquired in the last quarter of the reporting year and some stores only going through internal audits justify the gap to reach 100% at year end
	100%	Number of private brand food recalls	na	227	240	
	100%	Number of private brand food recalls for food safety reasons (part of total recalls above) *	na	79	45	

Responsible sourcing

	Scope ^a	2008	2009	2010	Comments	
Group	100%	% private brand suppliers who received the Vendor Code of Conduct	na	na	95%	The remaining 5% suppliers are Mega Image and Super Indo suppliers and cannot be included at this stage due to the respective local legislative environments
	99%	% food sales from organic products *	1.5%	1.6%	1.8%	
	100%	Number of Marine Stewardship Council (MSC) certified products *	23	54	79	
	100%	% cage-free eggs on total number of eggs products	26%	18%	18%	

PEOPLE

Occupational health and safety

	Scope ^b		2008	2009	2010	Comments
Group	99%	Accident severity rate, days lost per 1 000 hours worked *	0.26	0.25	0.24	The rate is calculated as follows: [Number of days lost due to accidents / (number of hours worked during the reporting period)] × 200 000
European Operating Companies	21%	Absenteeism rate	3.2%	4%	3.4%	The rate is calculated as follows: Absenteeism hours / (hours worked + absenteeism hours)

Career development

	Scope ^b		2008	2009	2010	Comments
Group	99%	% of associates who received a performance dialogue *	64%	67%	73%	Percentage is calculated on total number of associates at the end of the year
	99%	Number of individual associates who received a performance dialogue	86 197	92 427	100 039	
	99%	% of managers positions filled internally	80%	79%	79%	

Associate satisfaction

	Scope ^b		2008	2009	2010	Comments
Group	99%	Total retention rate *	67%	74%	73%	Formula used: [(Number of associates at the beginning of the reporting period + External Hires during the reporting period) – total departures] / [Number of associates at the beginning of the reporting period + External Hires during the reporting period] × 100

Associate training

	Scope ^b		2008	2009	2010	Comments
Group	95%	% of associates who received an instructor-led training	na	44%	44%	We refined our calculations for improved accuracy and transparency. The percentage of associates trained is calculated on the following associate base: total associates end of the year+ departures
	100%	% of associates who received a computer based training	na	47%	47%	
	95%	Number of associates trained by an instructor	na	83 013	82 794	
	100%	Number of associates trained on a computer	na	87 332	88 323	
	95%	Number of instructor-led training hours	na	1 848 851	1 619 197	Number of training hours per trained associate went slightly down reflecting some budget cuts, mainly in the U.S.
	100%	Number of computer based training hours	na	424 846	242 879	
	95%	Average number of instructor-led training hours per trained associate	na	22	20	
	100%	Average number of computer based training hours per trained associate	na	5	3	

Diversity

	Scope ^b		2008	2009	2010	Comments
Group	100%	% of associates who are part-time	54%	54%	56%	Percentages are calculated on total number of associates at the end of the year
	100%	% of associates who are female	51%	51%	51%	
	99%	% of associates over 50 years old	44%	43%	43%	
	99%	% of associates below 30 years old	18%	19%	19%	

Delhaize America	75%	% of associates from ethnic minorities*	26%	25%	26%	
Community involvement	Scope^a		2008	2009	2010	Comments
Group	99%	Products donated, thousand metric tonnes*	15	18	20	Includes direct food donations (in the U.S., does not capture perishable food donations), excludes customers' donations
	99%	Direct cash donations to charities, million EUR*	5	4	4	Includes cash donations from our charitable foundations, sponsorships of community programs, and cash donations from store budgets
	99%	% of direct cash donations on pre-tax profits	0.7%	0.6%	0.5%	

PLANET

Total climate change impact in CO₂ equivalent emissions

	Scope^c		2008	2009	2010	Comments
Group	99%	Total carbon equivalent emissions, tonnes CO ₂ e**	2 807 584	2 815 125	2 894 637	All years adjusted for 2010 revised refrigerant Global Warming Potentials (GWP)
	99%	Total carbon equivalent emissions per m ² sales area, tonnes CO ₂ e/m ² **	0.633	0.624	0.629	

Building facilities - energy consumption, renewable energy and related CO₂ equivalent emissions

	Scope^c		2008	2009	2010	Comments
Group	99%	Facilities energy consumption equivalent emissions, tonnes CO ₂ e	1 838 208	1 816 975	1 828 992	
	99%	Facilities energy consumption equivalent emissions per m ² sales area, tonnes CO ₂ e/m ² **	0.414	0.403	0.398	
	99%	Facilities energy consumption, MWh	3 766 082	3 719 470	3 741 155	
	99%	Facilities energy consumption per m ² sales area, kWh/m ²	849	825	813	
	99%	Total renewable electricity consumed on site, MWh	na	264 407	240 474	Decrease in green electricity purchase by Delhaize Belgium due to overall decrease in electricity usage
	99%	% renewable electricity on total electricity consumed	na	8%	7%	
	99%	Avoided grid electricity CO ₂ emissions, tonnes CO ₂ e**	na	69 767	62 854	

Transport - energy consumption and related CO₂ equivalent emissions

	Scope ^a		2008	2009	2010	Comments
Group	99%	Transport equivalent emissions, tonnes CO ₂ e	218 607	195 013	196 030	Transport includes both transport of our products from distribution centers to stores and associates business travel. Emissions from products transport decreased and associate travel emissions increased resulting in a net increase
	99%	Transport equivalent emissions per m ² sales area, tonnes CO ₂ e/m ² **	0.049	0.043	0.043	
	100%	Total distance traveled by owned and by third party trucks, million km	na	161	159	
	100%	Distance traveled by owned trucks, million km	na	114	113	
	100%	Fuel consumed per 100 km by our owned trucks, liters/100km	na	37	37	

Refrigerants - CO₂ equivalent emissions and ozone-friendly refrigerants

	Scope ^c		2008	2009	2010	Comments
Group	99%	Refrigerants equivalent emissions, tonnes CO ₂ e	750 769	802 392	869 614	Increase in refrigerants emissions is due to the large number of switches to ozone-friendly refrigerants - because switches create leakages and because widely available and cost effective ozone-friendly refrigerants have higher Global Warming Potentials (GWP). All years were adjusted for 2010 revised refrigerant Global Warming Potentials (GWP)
	99%	Refrigerants equivalent emissions per m ² sales area, kg CO ₂ e/m ² **	169	178	189	
	99%	% of ozone friendly refrigerants used on total refrigerants used**	na	38%	42%	

Waste and recycling

	Scope ^a		2008	2009	2010	Comments
Group	91%	Total amount of waste generated, metric tonnes*	433 089	436 825	433 430	
	91%	% of waste recycled*	51%	51%	52%	

Water consumption

	Scope ^a		2008	2009	2010	Comments
Group	99%	Total water consumption, million m ³ *	3.656	3.494	3.485	
	99%	Total water consumption per m ² sales area, m ³ / m ² *	0.83	0.79	0.77	

Carrier bags

	Scope ^a		2008	2009	2010	Comments
Group	100%	Number of non-reusable carrier bags distributed, in millions*	2 446	2 387	2 336	

Scope^a = data scope expressed in % of 2010 revenues

Scope^b = data scope expressed in % of 2010 associates

Scope^c = data scope expressed in % of 2010 square meters of sales area

Data methodology

Data systems

- Local data collection and Group consolidation are managed via a professional web-based data collection software and database, Enablon. The system facilitates the collection process, and supports data consistency and consolidation.
- Our carbon footprint measurement is supported by Environmental Resources Management (ERM), an international provider of environmental consulting services. ERM collected and consolidated all the energy data and refrigerant usage from our operating companies, then calculated the footprint (see below for methodology).

Data governance

In 2010, we established a CR Data Review Committee made of six members from different Corporate departments, including Business Analysis, Investor Relations, Internal Audit, IT, Compliance and Ethics. The Committee is headed by Nicolas Hollanders, Executive Vice President Human Resources, IT and Sustainability, a member of the Executive Committee. This new structure provided a review of our 2010 data and related processes. The purpose of the Committee is to strengthen our CR performance tracking and reporting, and to support the integration of our CR data processes into the financial data processes.

Data assurance

Delhaize Group Internal Audit is progressively auditing a specific set of indicators, these are submitted for external assurance the year after.

• Internal limited assurance

In 2010, the Internal Audit department reviewed a set of 15 indicators (marked * in the Data summary table, take out see above) and related sub-indicators to determine whether internal controls are properly designed and operating effectively to limit the risks of material errors, inconsistent data, incomparable data, unverifiable data and incomplete data.



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• External limited assurance

In parallel, Delhaize Group contracted Ernst & Young to perform a limited assurance engagement on the carbon emissions related indicators (marked as ** in the Data summary table), in order to increase the reliability of the

data gathering procedures and the accountability level of the relevant business managers.



[Click here to access Ernst & Young's 2010 External Assurance Statement](#)

Scope and consolidation

In 2010, we specified the relative scope of each indicator in our Data summary table to ease the readers' understanding of the coverage of our data. Depending on the indicator, the relative scope is provided in terms of revenues, number of associates or square meters sales area.

Geographic scope

- Group data covers all operating companies when available. Group consolidated data might, however, exclude specific operating companies due to data unavailability
- U.S. data includes all our U.S. banners, unless specified otherwise
- European operating companies' data includes data from Delhaize Belgium, Alfa Beta, and Mega Image, unless otherwise specified.

Operational scope

- Company-operated stores only (most CR data from affiliated stores is not tracked)
- Distribution centers
- Office buildings
- Products transportation and associates travel (owned and third party trucks and vehicles).

Carbon footprint methodology and data scope

ERM's methodology follows the guidelines of the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Scope 1, Scope 2 and limited Scope 3.

- **Scope 1** (direct GHG emissions): these emissions occur due to fuel combustion in activities that the Group directly controls as well as refrigerants leakages
- **Scope 2** (electricity indirect GHG emissions): accounts for GHG emissions from the generation of purchased electricity consumed by the company. They are not strictly "direct" emissions in that they arise from third party installations but would normally be attributed to

the Group's operations as the end user of the electricity

- **Limited scope 3 emissions** (where Delhaize Group still has significant influence): trucking emissions from subcontracted trucks that deliver Delhaize Group products from operated distribution centers to stores; and fuel combustion by planes for executive and associates travel, including commercial flights and leased aircraft.

The Group's total CO₂ equivalent emissions and energy figures include all energy and related emissions data as defined by the scope above, including data from facilities that closed or opened during 2010. In 2010, some data was unavailable for 52 of our facilities.

ERM's methodology uses the latest emission factors for countries and fuel types from the Intergovernmental Panel for Climate Change (IPCC) and the International Energy Agency (IEA). For refrigerants leakages, it uses the latest Global Warming Potentials (GWP) factors for refrigerants available from Bitzer International. Our emissions data from 2008 to 2010 use the same conversion factors as we restated them with most recent factors where relevant.

We did not extend the exercise to include all Scope 3 emissions but we are working with the industry (mainly through the Consumer Goods Forum) to better understand our climate change impact throughout our value chain. Scope 3 defined by the GHG Protocol accounts for all the remaining emissions that result from our activities, ranging from products transportation to affiliated stores to emissions from our supply chain.

Relevance of performance indicators and data trends

Relevance of performance indicators

To improve our performance reporting in 2010, we assessed the relevance and materiality of the indicators we had published in our previous reports - against the Global Reporting Initiative principles and framework, against stakeholders' requests and against our Group CR strategy. This process has led to the following main adjustments:

- Our 'Corporate Responsibility Progress Report' focuses on the key performance indicators that were assessed as best, to show our progress against our CR strategy and other material issues under our reporting scope. When relevant and possible a 3-year trend is provided, using a graph where appropriate
- Our 'Data summary table' includes the full set of indicators we report on. On top of the key indicators in our 'Corporate

Responsibility Progress Report', the table includes indicators that were assessed as second priority indicators but are still relevant for our progress reporting and for external stakeholders. For instance, we include more absolute data as to fit different analysts' methodologies.

While we value consistency in our reporting, we will continue to assess the best indicators for disclosure and to strengthen the methodology behind them.

Data trends

We use 2008 as our baseline for comparison. As we are still in the early stages of our CR data tracking at Group level, we had to re-state some of the 2008 and 2009 data to make it comparable with 2010. Re-statements are mainly due to corrections to previous years' errors and refinement in calculation methods and definitions. This process ensures quality and comparability of our data over years.

Definitions and calculations

To support data consolidation, we adopt common definitions of CR indicators across the Group. Below are notes on specific definitions to add context to the 'Data summary table' as needed and facilitate comparison with other companies.

Absenteeism rate

Number of hours lost for absenteeism per total number of hours scheduled to be worked by our associates. Absenteeism includes an associate absent from work because of incapacity of any kind, not just as a result of work-related accident or disease.

Specifications:

- Excludes leave absences such as holidays, study, maternity/ paternity leave and compassionate leave.
- Includes absence because of illness or accidents.
- Includes unjustified absence.

Our definition is based on the European Work Council.

Accident severity rate

Number of days lost due to accidents per 1 000 hours worked. The number of days are days scheduled to be worked according to each associate's schedule. An accident is a non-fatal or fatal injury arising in the course of work or on the way from home to work and from work to home. Our formula is based on the Global Reporting Initiative (GRI) guidelines.

CO₂ emissions / CO₂ equivalent (CO₂e)

CO₂ emissions data reported stand for a calculated CO₂ equivalent: actual CO₂ emitted plus equivalent emissions from other greenhouse gases.

Ethnic minorities

Racial and ethnic categories are reported as defined by the United States Census Bureau:

Asian, Hispanic or Latino, Native American, African American, Native Hawaiian and Pacific Island.

Food

All edible products we sell (excludes non edible grocery items).

Normalization per sales area

CO₂ emissions, energy and water absolute data cover all our facilities – including the ones that opened or closed during the reporting year. To normalize those, we divide the absolute emissions or consumption by the sales area (square meters) of our stores in operation on December 31st.

Retention rate

Measure of our ability to retain associates during the reporting year, in percentage of our total number of associates. Associate departures are considered, including both voluntary and non-voluntary departures.

Sales area / gross area

Sales area is the sum of the store areas where products are sold and services provided.

The store gross area includes the sales area but also the storage, office, and preparation spaces. The sales areas used in the report are based on stores in operation on December 31st.