

Little Helps Plan KPIs – Data Summary.

November 2018

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The Little Helps Plan is made up of three pillars: our people, our products and our places, and underpinned by our foundation activity. These areas are core to our business model and the delivery of the Plan is embedded in our day to day operations. For each pillar we have defined a number of priority targets and the actions that will help us deliver them. To measure our progress against these actions we have identified a series of measurable Key Performance Indicators (KPIs). These cover our activities in our Tesco stores business in the United Kingdom (UK), Republic of Ireland (ROI), Central Europe (CE) and Asia (A). With the majority of our customers being in the UK, implementation has begun with our UK operations. Where data is monitored internationally, it has been included below.

The following table shows our methodology, results and progress overview for each KPI. In some cases, historical data exists, but in others we are reporting against the KPI for the first time this year. We track KPIs each quarter internally, where applicable, and will report externally to stakeholders on an annual basis. Most of our KPIs are monitored over the Tesco financial year, representing the period from March – February inclusive. Some of our KPIs cover a calendar year and this is marked with footnotes accordingly. Where a Group figure is shown, this represents the sum of the results from the UK, ROI, Asia and Central Europe. The markets that these regions cover is set out below:

UK	United Kingdom
ROI	Republic of Ireland
Central Europe	Poland, Czech Republic, Slovakia, Hungary
Asia	Thailand, Malaysia, Tesco Bengaluru (operations and technology centre), International sourcing hubs

Our progress against each of the KPIs is tracked in the following way:

Early stages		New KPIs where we don't yet have enough data to judge progress. In some cases, this refers to areas where we have only just started to work and measurement processes are still being established.
Further progress needed		Further progress required to meet our target. Challenges identified have been referred to our leadership teams and plans are being developed to overcome these.
Good progress		Progress made and on schedule to achieve intended target. Data shows a positive trend or where the trend is flat, performance is already strong.
Goal achieved		Target met. Where we don't have a specific end target, or the action is by nature ongoing, this scoring is used if we have continued to show good progress over a number of years and have plans in place to maintain this.

People

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	To have a competitive total reward package that colleagues value.	Tesco average pay versus market median ¹ .	Average compa ratio for colleagues in stores, distribution and the office. Calculated by a third party based on relevant industry benchmarks for each role.	N/A	N/A	UK: 1.05		Tesco average pay is 5% above market median, largely influenced by store hourly paid colleagues who are 89% of UK headcount. We have made a significant investment into store colleague pay with an increase of 10.6% over 2 years. We have recently announced Clubcard Plus as part of our overall reward package, bringing together benefits for colleagues so that they can get the best value out of working at Tesco.
2	Increase colleague skills and digital confidence so they can access a greater number of roles and develop their long-term careers.	Percentage of colleagues that agree 'I have the opportunity to learn and develop'.	Results from What Matters to You survey - a colleague engagement survey sent to all colleagues across all markets.	Group: 78%	Group: 76%	Group: 77%		We have seen a 1% increase in the UK and across the Tesco Group in colleagues agreeing that they have the opportunity to learn and develop. In the last 12 months, we have worked hard to ensure the learning available to colleagues is engaging and simple to access. We have introduced 24 learnings partners across the UK who have delivered learning to over 2500 colleagues in our stores and distribution centres. We have also started to roll out digital champions across the UK.
		Number of colleagues who have received manager development training.	Number of manager training workshops completed by store, office and distribution centre colleagues.	N/A	N/A	Group: 6,560		In the last 12 months we have made significant investment into managers' development. We have developed a new learning curriculum for both new and experienced managers, which helps them broaden their skills and adapt to the evolving requirements of managers. We've seen a 2% improvement across the Tesco Group in colleagues agreeing their manager supports them to be at their best.
3	Provide opportunities to help young people develop their employability skills and start their careers.	Number of opportunities provided for young people ¹ .	Number of opportunities provided to help young people (under 25) to gain skills and experience to help start their careers. Opportunities covered include work experience and apprenticeships.	N/A	UK: 915	Group: 1,4871 UK: 256		We offer a wide range of ways for young people to start their career at Tesco from graduate schemes to programmes for school leavers. We are proud to have been ranked in the Times Top 100 Graduate Employers. In the UK we have doubled our school leaver apprenticeship programmes, including new apprenticeship programmes in food science, technology, software engineering and finance. We also run a number of programmes that enable young people to gain valuable, transferable skills and experience through a short placement. These include Movement to Work for unemployed young people and our 'Launch' scheme, which has led to 137 disabled young people joining our team since 2016.
4	Introduce an updated suite of contracts and new technology to give colleagues greater flexibility and control over their work schedules.	% of colleagues that agree 'I am able to work flexibly around my life'.	Results from What Matters to You survey - a colleague engagement survey sent to all colleagues across all markets.	N/A	N/A	Group: 81%		We want all our colleagues to have an opportunity to have a good work/life balance. In the UK, we have begun piloting our new suite of flexible contracts with the ambition of implementing them across the entire business soon. In Thailand we have already rolled out new flexible contracts for colleagues. We have also started a trial with Timewise to support managers in our stores to work more flexibly.

¹Covers calendar year

People

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
5	Continue to build an inclusive culture where everyone has the opportunity to get on.	% of colleagues that agree 'There is an inclusive culture at Tesco where people are accepted for who they are without judgement'.	Results from What Matters to You survey - a colleague engagement survey sent to all colleagues across all markets.	Group: 82%	Group: 82%	Group: 84%		In the last year we saw a 2% increase in colleagues agreeing there is an inclusive culture at Tesco. We have continued inclusive leadership training for directors, which we will be expanding to managers internationally in the year ahead. In the UK we have strengthened our five colleague inclusion networks: Out at Tesco, Black Asian Minority Ethnic Network, Women in Tesco, Armed Forces Network and Disability Network.
		% female share of total workforce & by work level.	This provides the number of female employees as a percentage of the total workforce for various work levels.	Group: Total: 57% Board of Directors: 27% Directors: 25% Directors and Managers: 36%	Group: Total: 57% Board of Directors: 23% Directors: 25% Directors and Managers: 37%	Group: Total: 57% Board of Directors: 31% Directors: 24% Directors and Managers: 38%		Females are more than half of our overall workforce and we have a good gender balance in lower work levels. Gender balance at senior levels has improved with 8 women being promoted to senior manager or director level in the last half year. We have more to do to reach our ambition of 30% representation by 2020 and have refreshed our internal succession plans to ensure a more inclusive pipeline of talent. We are also moving to more inclusive shortlists when recruiting externally for senior roles.
		Average gender pay gap (mean and median average %).	The gender pay gap measures the difference between men and women's earnings across the business by expressing women's pay as a percentage of men's pay.	UK: 12.0% mean 8.7% median ²	N/A	N/A		Our gender pay gap of 8.7% is below the UK median, but we want to reduce it further. One of the factors driving the gap is the working patterns our colleagues choose to work: male colleagues are more likely to choose to work shifts at times that pay a premium. We also have a lower proportion of females than men in senior roles. Our primary focus is on increasing the representation of female colleagues in senior leader roles through supporting and attracting female talent.
6	Help colleagues look after their physical and mental wellbeing so they can be at their best at work and home.	% of colleagues that agree 'Tesco helps me lead a healthy lifestyle'.	Results from What Matters to You survey - a colleague engagement survey sent to all colleagues across all markets.	N/A	Group: 63%	Group: 66%		We saw a 3% increase on last year in colleagues agreeing that Tesco helps them lead a healthy lifestyle. We work with experts and partners to help colleagues make sustainable changes for both physical and mental wellbeing. With our health charity partners, the British Heart Foundation, Cancer Research UK and Diabetes UK, we have conducted the UK's largest workplace health survey to identify targeted interventions to support colleagues. We are also making mental health awareness training available to all UK colleagues.

² Covers April 2016 - March 2017 inclusive

Sourcing

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	Lead the industry in addressing the sustainability challenges in our supply chains starting with our most important products and ingredients.	N/A	N/A	N/A	N/A	N/A		An update on progress in tackling the sustainability challenges associated with our top 20 products and ingredients can be found at www.tescopl.com/top20 .
2	Build trusted partnerships with our suppliers.	Percentage of suppliers satisfied with working with Tesco.	Results from Supplier Viewpoint survey – a confidential supplier survey sent to suppliers across all markets twice a year. Results from each half year survey are compared.	N/A	Group: 71%	Group: 75%		Our most recent supplier survey showed that across the Group supplier satisfaction with working with Tesco has increased 4% from the previous year. One of the areas in which we continue to perform most strongly is paying our suppliers promptly, with 89% of suppliers agreeing that Tesco does this. The area with the greatest opportunity for improvement is how we give suppliers the confidence to invest in innovation and efficiency, but we have seen a 5% improvement in this area in the last year. Based on the results of our survey we are building action plans to continue to strengthen our supplier relationships.
3	Ensure international human rights standards are respected at all our suppliers' sites.	Percentage of high risk tier 1 supplier sites having had an audit in the last year.	Number of high risk tier 1 sites that have been audited during the year as a percentage of high risk tier 1 sites.	N/A	UK: 94%	N/A		We take a risk based approach to auditing our suppliers focussing on sites in high risk countries. High risk sites are identified based on the Food Network for Ethical Trade's (FNET) guidance. Over 94% of high risk tier 1 sites supplying our UK business had an audit carried out in 2017/18, either by a Tesco human rights expert or an independent auditor. Audit rates were slightly lower in our food supply chain and we are working to address this following the introduction of our updated human rights requirements for UK food suppliers.
		Percentage of high risk tier 1 supplier sites where critical non-conformances have been identified.	Number of high risk tier sites where non-conformances have been identified as a percentage of high risk tier 1 sites. This focusses only on audits conducted in the first 6 months of the year for non-food and first 9 months for food, reflecting the deadlines given to suppliers to resolve critical non-conformances.	N/A	UK: 61%	N/A		Of those high risk tier 1 sites audited, just under two thirds (61%) had critical non-conformances identified: 44% in our food supply chain and 64% in non-food. Critical non-conformances are very concerning, however their identification demonstrates the effectiveness of our audit programme and ensures corrective actions are taken.

Sourcing

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
3	Ensure international human rights standards are respected at all our suppliers' sites.	Percentage of tier 1 high risk sites where critical non-conformances have been identified and mitigation or remediation processes implemented on time.	Number of high risk tier 1 sites where critical non-conformances have been closed on time as a percentage of high risk tier 1 sites where critical non-conformances were identified from audits in the first 6 months of the year for non-food and first 9 months for food.	N/A	UK: 82%	N/A		Of the sites where critical non-conformances were identified, 82% had these issues remediated as a result of corrective action being taken by the sites to address the non-conformances. We continue to work with the remaining 18% to resolve these issues. In cases where we are not satisfied that issues are being addressed we take the difficult decision to stop working with a supplier. Last year we exited 28 supplier sites on ethical grounds. In some cases non-conformances are the result of entrenched human rights issues in a particular country and require cross-industry collaboration and long term partnerships to address.
4	Focus on the most serious risks to workers throughout our supply chains, working transparently with NGOs, unions and others to identify and address them.	Number of collaborative initiatives to address entrenched risks.	Number of collaborative initiatives which look to address entrenched human rights issues in our supply chain. An example of this is our work with the Ethical Tea Partnership or Issara Institute.	N/A	N/A	Group: 21		We are part of a number of important collaborative initiatives to address entrenched human rights issues. Because of their nature, we know we cannot solve them on our own and we need to work in partnership with others to achieve long term sustainable solutions. We carefully select the initiatives that we take part in to ensure that we are driving change effectively and focus our engagement on initiatives linked to our highest risk products and supply chains. Our involvement includes co-chairing the Consumer Goods Forum Working Group on Forced Labour, working to improve the lives of cocoa producers and their families through the World Cocoa Foundation, and helping to establish the Seafood Ethics Action Alliance to drive improved labour standards in the global fishing industry.
5	Support sourcing communities facing complex social and environmental challenges.	N/A	N/A	N/A	N/A	N/A		We are working with our clothing and general merchandise suppliers to benefit workers, their families and disadvantaged groups in our sourcing countries. Last year our projects, including financial literacy training for women and scholarships for workers' children, benefitted over 52,000 people. An example of our work in food sourcing countries is our collaboration with UNICEF and the Ethical Tea Partnership to support tea growing communities in Assam. We also support a number of grassroots initiatives through the Tesco and Community Fund in Southern Africa. We are currently undertaking an independent review of the Tesco and Community Fund in order to improve impact measurement and identify learnings for future work with communities.

Sourcing

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
6	Reduce supply chain carbon emissions by 7% by 2020.	Percentage reduction in manufacturing emissions from key suppliers (Baseline 2015/16).	% reduction in greenhouse gas emissions from our largest Own Brand and branded suppliers, based on their submissions to CDP.	UK: 4.1%	N/A	N/A		We are focussing the measurement of our manufacturing supply chain emissions on our top 100 suppliers of both branded and Own Brand products. The latest data for 2016/17 is based on only 23 food suppliers due to a change in reporting process. These suppliers' carbon reduction is weighted by sales value to enable a proportionate representation. We have baseline data for 70 suppliers and we intend to increase the number of suppliers participating next year and include clothing and general merchandise suppliers.
		Percentage of key suppliers measuring agricultural emissions.	Number of key suppliers who measure agricultural emissions as a percentage of key agricultural suppliers (tier 1 and 2) based on volume.	N/A	N/A	UK: 40%		This is the first year that we have formally asked our key suppliers to measure and report on the greenhouse gas emissions associated with agriculture in their own operations or supply chain. For suppliers who are further removed from agriculture, for example a ready meal manufacturer, data collection has been quite challenging. We are therefore focussing on embedding a measurement process with suppliers. In future years, once a robust baseline has been established, we will be able to report on progress against our supply chain emissions reduction target.
7	Achieve zero net deforestation in our sourcing of raw materials by 2020.	Percentage tonnes of palm oil certified to Roundtable on Sustainable Palm Oil (RSPO) standard ³ .	Figures provided by suppliers for Own Brand products. Covers segregated, mass balance and sources covered by RSPO credits.	UK: 99%	UK: 100%	N/A		100% of the palm oil in the Own Brand products we sell in the UK is from sources certified by the Roundtable on Sustainable Palm Oil (RSPO). We are now working to achieve RSPO certified palm oil for our international businesses. We continue to work with the industry and NGOs to ensure that the RSPO standard remains robust and credible.
		Percentage of paper/wood products certified by Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) or from a recycled source. ³	Figures provided by suppliers based on certifications from FSC and PEFC. Includes products where certification logo not used on pack.	UK: 79%	UK : 82%	UK: 88%		We are on track towards our 2020 target for achieving 100% of our UK Tesco Own Brand wood and paper products to be FSC/PEFC certified or from a recycled source. We are now developing plans for progress across our international businesses.

³ Covers calendar year

Sourcing

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
8	Sustainably source all our wild fish.	Percentage of wild-caught seafood certified by the Marine Stewardship Council (tonnes) ⁴ .	Figures reported by suppliers via the Sustainable Fisheries Partnership. Covers Own Brand products only.	UK: 57%	UK: 70%	UK: 72%		This data shows our position up to July 2018. We are now the leading retailer of MSC certified seafood products in the UK by volume, and have over 129 MSC seafood products on offer. We are working with our suppliers to help drive improvement in our source fisheries so that they can all reach the MSC Standard.
9	Improve water quality and biodiversity in key agricultural regions.	Number of key suppliers with sustainable agriculture projects underway.	Results collated from an online survey issued to suppliers.	UK: 2	UK: 11	UK: 16		We have been gathering information on the action our key suppliers are taking to improve water and biodiversity impacts in key agricultural regions. These range from projects monitoring water use and increasing irrigation efficiency in water-scarce regions, to creating suitable on-farm habitats to promote local biodiversity. In some regions we are developing projects ourselves while in others our suppliers are taking the lead, with guidance and support from our team. We will continue to work with our suppliers to ensure they are addressing key impacts and monitoring the effectiveness of their projects.
10	Treat all animals in our supply chain humanely at all life stages.	Percentage of audited sites that meet our animal welfare standards.	% of audited farms and abattoirs that meet our animal welfare standards as a percentage of total sites audited by an independent auditor.	69%	85%	UK: 89%		We take a risk based approach to animal welfare audits to ensure our suppliers meet our standards, which are based on the Farm Animal Welfare Council's Five Freedoms. Where we do find non-conformances with our animal welfare standards we take robust action to ensure these are addressed. Aquaculture is a fast growing, still fairly new industry and we have experienced some challenges in this area, although we are now seeing good progress. We will be addressing our audit gaps and implementing a new audit structure in line with our revised animal welfare standards.

⁴Covers calendar year

Health

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	Help colleagues look after their physical and mental wellbeing so they can be at their best at work and home.	Percentage of colleagues that agree 'Tesco helps me lead a healthy lifestyle'.	Results from What Matters to You survey - a colleague engagement survey sent to all colleagues across all markets.	N/A	Group: 63%	Group: 66%		In the last year we have seen a 3% increase in colleagues agreeing that Tesco helps them lead a healthy lifestyle. We work with experts and partners to ensure our colleague health programme helps colleagues make sustainable health changes. Through our 'Little Helps for healthier living' partnership with the British Heart Foundation, Cancer Research UK and Diabetes UK we aim to create the UK's leading workplace health programme.
2	To partner with leading health charities to help colleagues and customers make healthier choices.	N/A	N/A	N/A	N/A	N/A		We have worked with the British Heart Foundation, Cancer Research UK and Diabetes UK to conduct the UK's largest workplace health survey. We will be using the results to develop and trial a range of targeted interventions to help colleagues live healthily. We are also working with the charities to develop a customer programme to help make it easier for customers to make healthy choices.
3	To help improve diets through encouraging the consumption of fruit and veg.	N/A	N/A	N/A	N/A	N/A		We continue to make fresh fruit and vegetables more affordable, for example by including fruit pots in our meal deal and offering key produce lines at 49p during our health events. During our September health event sales of these 49p produce lines increased by over a third versus last year. Our new Wicked Kitchen range of plant-based ready meals, sandwiches, salads and snacks now includes 44 products and is helping to make plant-based food easy and delicious. We have also given away over 77m pieces of free fruit for children to eat in our larger stores, helping to embed healthy eating habits at an early age.
4	To help remove cost barriers to healthier eating by ensuring that customers always pay the same price or less for the healthier version.	N/A	N/A	N/A	N/A	N/A		We are committed to offering everyday low prices on healthier options. Our entry level Exclusively at Tesco fresh brands make fresh produce more affordable and are now found in two thirds of customer baskets. During our customer health events we continue to promote products that are lower in salt, fat and sugar. These are 10% cheaper than standard lines. We are developing a new measure to help us target our action at lowering the prices of key products that will most help our customers achieve a balanced diet.
5	To make own label food and drink recipes healthier, provided there is no impact on taste or quality.	Percentage change in volume of key nutrients for Tesco Own Brand products below/above Own Brand volume growth ⁵ .	Based on Kantar consumer panel data showing the volume of nutrients in Tesco Own Brand products sold, versus Own Brand sales volume growth (Baseline 2015).	N/A	Sugar: 0.3% below Salt: 0.8% below Fibre: 7.9% above	N/A		To assess the impact of our product formulation changes and offering of Tesco Own Brand products, we compare the volume growth of key nutrients in our Own Brand food products to volume growth of Tesco Own Brand food sales. Sugar, salt and fibre have been key nutrients of focus in our reformulation work as generally the UK consumes more sugar and salt and less fibre than recommended. Since 2015, sugar and salt volumes grew behind our volume growth. Fibre grew ahead of volume growth by nearly 8%.

⁵ Covers calendar year

Health

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
6	To raise awareness of healthier choices.	Percentage of customers who agree 'Tesco helps customers live healthier lives'.	Results from a regularly conducted independent survey of Tesco customers shopping in-store or online. Compare results from each half year survey.	Group: 50%	Group: 56%	Group: 52%	●●●○	In the last 3 years we have seen a 12% increase in customers agreeing that Tesco helps them lead a healthy lifestyle. This reflects our focus on making it easier for customers to make healthy choices through our product reformulation and regular health events. Our new partnership with Jamie Oliver will help us continue to make healthy choices easy, delicious and inspiring.

Food Waste

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	No food that is safe for human consumption will be wasted inside our UK operations by 2017.	Percentage of food surplus (safe for human consumption) redistributed to humans or animals.	Percentage of food surplus redistributed as a percentage of total food surplus. Safe for human consumption defined as safe for donation to charity.	N/A	N/A	UK: 73% ⁶		Over the past year we have significantly increased our efforts to reduce food waste in our business and are now over 73% towards our UK target to eliminate all edible food waste. We remain committed to doing all we can to stop edible food going to waste from our stores and distribution centers. We have made significant progress, offering unsold food to charities from all of our stores. Food not taken by charities is offered to colleagues through our colleague shops now in all stores. We send any suitable remaining bakery and fresh fruit and vegetable surplus to animal feed.
2	Halve food waste in our own operations by 2030.	Percentage change in tonnes of food wasted as a percentage of tonnes sold. (Baseline: UK 2013/14, ROI/Central Europe 2016/17).	Full methodology available here www.tescopl.com/foodwastedata .	UK: 0%	UK: 0% ROI: 9% Central Europe: -25%	N/A		In the UK the level of waste as a percentage of sales remained broadly flat at 0.5% as total food sales increased. In some areas steps we have taken to reduce food waste in the supply chain have led to an increase in waste in our own operations. For example, whilst taking as much of the crop as possible from growers has reduced waste on farm, it has led to an increase in unsold fruit and vegetables in our stores. Our total food waste in Central Europe has reduced from 1.6% in 2016/17 to 1.2% in 2017/18, a significant reduction of 25%. The total level of food wasted in Ireland was 1.2% of all food sales in 2017/18. This is a slight increase from the previous year, as we introduced new food ranges and products to our customers resulting in an initial increase in waste as we balanced availability.
3	Work in partnership with our suppliers to halve food waste in our supply chains by 2030.	N/A	N/A	N/A	N/A	N/A		27 of our largest Tesco Own Brand suppliers - responsible for over half of our Own Brand fresh food sales in the UK - have published data on food waste in their own operations for the first time this year. 10 of our largest brands have also committed to halve their food waste by 2030 and publish food waste data for their operations within the next 12 months. We will track progress of each of these suppliers on an annual basis against the target.
4	Help halve global household food waste in the markets where we have retail operations by 2030.	N/A	N/A	N/A	N/A	N/A		We are taking a range of actions to help customers waste less and save money. These include: ending buy one, get one free promotions on fresh produce; removing best before dates from over 180 fruit and vegetable lines; introducing packaging innovations, such as split packaging for chicken breasts and re-sealable salad bags, and introducing new products such as frozen avocado.

⁶Based on 4 week period ending 4th September 2018

Packaging

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	Our packaging will be fully recyclable by 2025.	Percentage weight of all Own Brand packaging meeting 'widely recycled' criteria ⁷ .	Results from a supplier data entry questionnaire that covers each supplier's packaging profile for the calendar year. Widely recyclable refers to the On-Pack Recycling Label classification.	UK: 80%	UK: 83%	N/A		We measure the overall percentage of our Own Brand packaging that is widely recyclable using data provided by suppliers. We are working to improve the accuracy of this data and account for packaging for which information has not been provided. This process has led us to revise our 2017 figure from 87% (as published in May 2018) to 83%.
2	End the use of hard to recycle materials from our Own Brand packaging by the end of 2019.	Tonnes of hard to recycle materials (i.e. materials on our 'red list') removed from our Own Brand packaging ⁷ .	Equivalent tonnage of hard to recycle packaging removed as a result of switching to an alternative recyclable material, based on yearly sales.	N/A	N/A	2,000 tonnes		We have set a target to end the use of hard to recycle materials from our Own Brand packaging by the end of 2019 and published a preferred materials list identifying certain materials (our red list) that we will no longer accept. We are working with our suppliers to switch to more recyclable alternatives. We are making good progress and have already stopped the use of over 2,000 tonnes of non-recyclable materials. We continue to innovate to identify ways of improving the recyclability of other materials.
3	All paper and board used will be 100% sustainable by 2025.	N/A	N/A	N/A	N/A	N/A		We are working with our supply base to understand the simplest way of reporting the use of sustainably sourced card and paper – this information will enable us to put steps in place to report this information in the future.
4	Halve packaging weight by 2025 (2007 baseline).	Percentage reduction in average Own Brand pack weight per unit sold, including loose volumes (Baseline 2007) ⁷ .	Results from a supplier data entry questionnaire that covers each supplier's packaging profile for the calendar year.	UK: 33%	UK: 31%	N/A		We continue to make packaging changes that reduce the amount of material used. However, the steps being made to exit hard to recycle materials are at times resulting in weight increases over the mid-term.

⁷All packaging KPIs cover a calendar year

Places

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	To facilitate food surplus donation programmes in all our stores in order to provide meals to those in need, by: 2017 UK & ROI 2017/18 Malaysia 2018 Thailand: hypermarkets in Bangkok 2020 Central Europe.	Percentage of stores that are part of our food surplus donation programme.	Percentage of Tesco stores that have been matched with a food bank or charity partner so they can donate surplus food or who are part of the Community Food Connection app in the UK.	N/A	Group: N/A	Group: 62% UK: 100%		All our stores in the UK, Ireland and Malaysia now donate food surplus to local charities to help feed people in need. In Thailand and Central Europe we are making good progress in rolling out our food surplus donation programme. All hypermarkets in Bangkok and 73% of large stores in Central Europe are now able to donate. However, we face challenges in identifying local NGOs to partner with all stores across these countries.
		Equivalent number of meals donated.	Total surplus food donated to charities divided by equivalent meal weight (420g).	N/A	Group: 48 million	N/A		Our food surplus donation programmes continue to support thousands of charities and community groups to provide food to those in need. As our programmes mature and the number of stores participating increases we are seeing the number of meals donated increase. We are also encouraging stores to focus on capturing all surplus food that is fit for human consumption to ensure it is not wasted.
2	To support the projects and causes that matter to the local communities where we operate.	Number of local projects or causes supported.	Includes support to local projects through community grants, food surplus donations and other in-kind support.	N/A	Group: 24,286	Group: 17,849		In addition to providing food to local organisations in all our markets to feed people in need, we have established programmes in the UK, Ireland and Central Europe that give our customers and colleagues the opportunity to vote for the local causes that we support. We have continued to evolve these programmes. For example, in the UK we increased the number of voting areas to make the programme more locally relevant, whilst in Central Europe we have introduced grants for runners up in our customer voting. In Asia one of the ways in which we support our local communities is by partnering our stores with local schools.
		Corporate giving (£ and as % of profits).	Includes support to charities and good causes through donations, gifts in kind and volunteer time, according to London Benchmarking Group guidance.	Group: £36.7 million 2.9% as a % of pre-tax profits	Group: £57.6 million 3.5% as a % of pre-tax profits	N/A		This figure represents donations to charities and good causes in cash, in-kind and through time volunteered. In 2017/18 our level of in-kind donations increased significantly as we increased our food surplus donations to charities.
		Colleague and customer fundraising (£).	Money donated by customers and colleagues that has been facilitated by Tesco fundraising activity.	Group: £26.8 million	Group: £19.6 million	N/A		Where we have the opportunity we use our presence in communities to help raise awareness and money for good causes. For example, we organise food collections where our customers are invited to join us in helping to donate food to those in need. We are increasingly focussing our activities on supporting our strategic partners, such as our Health Charity Partners in the UK and our food redistribution partners globally.

Climate Change

Action		KPI	Methodology	2016/17	2017/18	2018/19 YTD	Progress status	Commentary
1	Reduce absolute carbon emissions from our operations, from 2015 levels. 35% by 2020 60% by 2025 100% by 2050.	Percentage reduction of GHG emissions (Baseline 2015/16).	Carbon footprint methodology available here: www.tescopl.com/carbonfigures .	Group: 15%	Group: 26%	N/A		Our science-based target to become a zero carbon business by 2050 is in-line with the more ambitious 1.5 degree trajectory of the Paris Climate Agreement. We are making good progress towards this goal. A move towards using 100% renewable energy in the UK, Ireland and Slovakia has enabled us to achieve an absolute carbon reduction in our own operations of 26% compared to 2015/16.
2	Source all our electricity from renewable sources.	Percentage of electricity from renewable sources.	Includes renewable electricity from on-site generation and covered by Renewable Energy Certificates or Purchase Power Agreements.	Group: 24%	Group: 58%	N/A		We are already sourcing 100% of our electricity in the UK, ROI and Slovakia using certificate-backed renewable energy. This has allowed us to move closer to our goal for 65% of our total electricity use across the Tesco Group being from renewable sources by 2020. We will increase the proportion of our renewable electricity generated on-site and from Grid Power Purchase Agreements to support the building of new generation.