

KPI Performance

This document shows how we have performed against our Key Performance Indicators as a Group and in our operating markets.

You can find out more about our strategy and how we manage our performance in our 2014 Tesco and Society Report: www.tescopl.com/society

Key:



We met our annual target

We missed our annual target



Supporting Local Communities

Despite the difficult economic times our colleagues and customers demonstrated their community spirit, helping us to beat our target for staff and customer fundraising of £18.7 million. The money raised provides support for a large variety of causes and includes the equivalent of over £4.5m donated through food collections.

KPI	Staff & customer fundraising				
Country	Performance	Performance	Performance	Performance	Performance
	2009/10	2010/11	2011/12	2012/13	2013/14
Group	£7.4m ✓	£10.0m ✓	£10.1m ✓	£14m ✓	£22.7m ✓
UK	£5.4m ✓	£7.2m ✓	£6.4m ✓	£10m ✓	£18.7m ✓
Malaysia	£98,460 ✓	£146,486 ✓	£315,000 ✗	£277,000 ✓	£294,000 ✓
South Korea	£157,423 ✓	£315,760 ✓	£542,000 ✓	£615,000 ✓	£751,000 ✓
Thailand	£260,000 ✓	£419,408 ✓	£440,000 ✓	£500,000 ✗	£575,000 ✓
Czech Republic	£241,400 ✓	£28,107 ✓	£334,000 ✓	£387,000 ✓	£207,000 ✓
Hungary	£45,178 ✓	£205,534 ✓	£225,000 ✓	£267,000 ✓	£350,000 ✓
Ireland	£672,872 ✓	£807,823 ✗	£824,000 ✗	£781,000 ✓	£650,000 ✓
Poland	£53,456 ✓	£220,346 ✓	£244,000 ✓	£255,000 ✓	£299,000 ✓
Slovakia	£271,800 ✓	£258,163 ✓	£249,000 ✗	£294,000 ✓	£231,000 ✗
Turkey	£173,606 ✓	£250,032 ✓	£330,000 ✓	£474,000 ✓	£595,000 ✓






















































Providing customers with healthy choices

We are facing an overwhelming body of evidence which points to the long-term health and social costs of an unhealthy relationship with food. As a global retailer we can provide customers with the information and choices they need and help them to live healthier lives. We also recognise that a healthy life is not just about healthy eating, so we invest in programmes to encourage our customers to get active. We exceeded our 2013/14 Group target of 8 million and helped over 9 million people get active through our events and partnerships like aerobics in Thailand and physical activity courses at the School of Extended Education in Korea.

KPI	Staff & customers active Number of people				
	Performance	Performance	Performance	Performance	Performance
Country	2009/10	2010/11	2011/12	2012/13	2013/14
Group	6.2m ✓	7.2m ✓	8.7m ✓	9.5m ✓	9.1m ✓
UK	2.6m ✓	2.55m ✓	2.9m ✓	2.6m ✓	1.4 m ✓
Malaysia	11,154 ✓	16,593 ✓	14,750 ✗	26,000 ✓	57,000 ✓
South Korea	319,918 ✓	378,208 ✓	491,000 ✓	511,000 ✓	614,000 ✓
Thailand	3.2m ✓	4.2m ✓	5.1m ✓	6.1m ✓	6.8m ✓
Czech Republic	4,500 ✓	9,400 ✓	11,000 ✓	11,000 ✓	n/a
Hungary	5,518 ✓	6,180 ✓	7,800 ✓	15,000 ✓	40,000 ✓
Ireland	n/a	n/a	3,100 ✓	4,000 ✓	15,000 ✓
Poland	n/a	5,121 ✓	6,150 ✓	5,000 ✓	13,000 ✓
Slovakia	4,530 ✓	8,300 ✓	12,600 ✓	15,000 ✓	19,000 ✓
Turkey	12,207 ✓	29,054 ✓	126,000 ✓	89,000 ✗	129,000 ✓

Creating good jobs and careers

Training and development is really important to us. 6.2% of our colleagues participated in our development programmes in 2013/14. As our learning and development programmes have matured we now include a broad portfolio in our measure: 'Options', Advanced Leadership and Group Leadership Programmes as well as our Apprenticeship, Graduate, Operations and Commercial Programmes.

KPI	Staff being trained for their next job				
Country	Performance	Performance	Performance	Performance	Performance
	2009/10	2010/11	2011/12	2012/13	2013/14
Group	6% 	6.2% 	5.9% 	5.8% 	6.2% 
UK	1 in 27 	1 in 30 	1 in 43 	1 in 50 	3.4% 
Malaysia	11.0% 	11.7% 	12.5% 	13.6% 	14.6% 
South Korea	7.1% 	9.6% 	12.7% 	10.6% 	9.1% 
Thailand	5.3% 	17.6% 	12.7% 	14.4% 	12.5% 
Czech Republic	11.2% 	10.0% 	11.6% 	11.3% 	12.5% 
Hungary	9.8% 	10.0% 	8.7% 	9.3% 	10.3% 
Ireland	n/a	n/a	3.4% 	3.4% 	2.6% 
Poland	7.0% 	8.0% 	11.6% 	9.4% 	11.4% 
Slovakia	17.6% 	13.0% 	12.2% 	15.2% 	13.7% 
Turkey	19% 	7% 	11% 	13.0% 	9.0% 

Buying and selling our products responsibly

Our suppliers have been providing us with anonymous feedback for a decade. This year we carried out our most comprehensive partner viewpoint survey yet, giving us a global view of supplier satisfaction. We invited almost twice as many suppliers to give feedback as last year and increased the number of languages available for participants from 9 to 12. We are pleased that the level of respondents increased by 6%. However, our response rate is lower than we would like at 39%.

As part of the survey we ask our suppliers to respond to the statement 'Tesco treats me with respect'. This measure allows us to focus on the categories and countries where we need to work harder to ensure we always treat our partners with respect. We are committed to building longer-term strong strategic relationships, and our teams are very focused on improving this score. Due to the changes in methodology, the previous year's results are not directly comparable to the 2013/14 results and these results were not assessed against targets.

KPI	Supplier Viewpoint: % of positive responses to the question 'I am treated with respect'		
	Performance	Performance	Performance
Country	2011/12	2012/13	2013/14
Group	74% ✓	71% ✗	67%
UK	78% ✓	72% ✗	70%
Malaysia	53% ✗	50% ✗	71%
South Korea	58% ✗	50% ✗	59%
Thailand	65% ✗	65% ✗	66%
Czech Republic	68% ✗	62% ✗	55%
Hungary	82% ✓	83% ✓	77%
Ireland	75% ✓	83% ✓	74%
Poland	79% ✓	78% ✓	65%
Slovakia	78% ✓	78% ✗	63%
Turkey	77% ✓	75% ✗	60%