



## Corporate Responsibility 2014/15 half-year update

**TESCO**



# Chief Executive's introduction



I am pleased to introduce this half-year update on how we at Tesco are playing our part in society.

In this update, we set out the actions we are taking on behalf of customers, colleagues, suppliers and communities to make a positive contribution to some of the most pressing global challenges society is facing – reducing food waste, creating opportunities for young people, and improving the health and wellbeing of our colleagues and customers. We show how we are using our expertise as a retailer to work with third sector organisations, government and academic bodies on these issues too. In addition, we have set out our work on the areas that we see as essential to all good businesses – trading responsibly, reducing our impact on the environment, being a great employer and supporting local communities.

This report comes at a challenging time for our business. Our need to re-engage customers like never before, and to re-establish market-leading performance, coincides with issues that have questioned our standing as a good corporate citizen. I am determined to respond to all these challenges and lead lasting positive change for customers and communities alike.

Since becoming Chief Executive in September, I have seen at first-hand colleagues providing outstanding service to customers. I have also seen them supporting community groups around our stores as well as collaborating with others to make a positive difference, for example working with our suppliers to help them reduce their waste

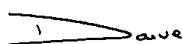
and carbon footprint. Our wider work with suppliers to tackle social issues is also impressive – whether that's been our commitments to improve working conditions in Bangladesh or, more recently, our new collaboration with UNICEF and The Ethical Tea Partnership to help protect children and young people in India's tea estates from risk of exploitation.

This half-year update captures some of the progress we have made in the last six months and I want to ensure we continue to build on it.

We will need to make some changes but there is so much passion, energy and potential in the Tesco brand and business that I know we can achieve this. Tesco became a great British success story by being a true champion for customers; it is in the DNA of the brand and the business. Being the customers' champion means leading in a responsible way so we can serve our customers and our communities better.

To get there we will need to rebuild trust in our brand and business. Achieving that will take actions not words: we will commit to doing the right thing, being transparent by sharing both our successes and failures along the way.

We also need to be clearer about what we stand for as a brand. I'm looking forward to reshaping a new purpose for Tesco to ensure that we deliver more value and benefits for all.

 Dave





**Jacqueline Tammenoms Bakker**  
Corporate Responsibility Committee Chairman

Since I took on the role of Chairman of the Corporate Responsibility Committee, the business has faced a number of significant challenges. The importance of continuing to report openly and transparently on Tesco in society is greater than ever.

That is why, for a second year, we have made a break from traditional social responsibility reporting by publishing an additional update halfway through the year.

We have made good progress since May and I am particularly proud of our Group-wide initiatives. We now have food collections, children's food literacy campaigns and the Tesco Youth Academy in development across the vast majority of our markets, making a significant and coordinated difference to our communities. We also know that it is important to look beyond our retail markets, as demonstrated by our Assam Tea Partnership with UNICEF and the Ethical Tea Partnership.

We will continue to work to create value for society ahead of our full-year report for 2014/15.



**John Elkington, Dr Derek Yach, Lise Kingo and Dr Mark Barthel**  
Expert advisory panel

In the last six months Tesco has faced serious scrutiny about its behaviour both as a business and as a corporate citizen.

In light of these events, we believe that the company's commitment to transparency, to scaling solutions to social and environmental challenges, and to wider engagement is now more important than ever.

The progress highlighted in this report suggests that Tesco has some strong foundations on which to build for the future. For us, as members of the Scale for Good advisory panel, the potential benefit the company can deliver on its "three big ambitions" can only be realised if it delivers on the fundamentals of the business. Embedding this wider strategy at the heart of the business and among colleagues will be critical: in our judgement, it is what will determine whether the business is sustainable, driving real benefits for both customers and society.

We are very supportive of the customer-first focus now being prioritised. We also see a continued need to effectively engage external stakeholders in the process, highlighting not only the good work but also the challenges that Tesco faces. Over the coming months, we look forward to advising the new executive leaders to help them embed social purpose across the global business.

There is no question that Tesco has been – and indeed is still – going through a challenging time, but we see this as an opportunity to embed the Scale for Good agenda even deeper into the core of the business.

Our role in society is an extension of our core purpose:  
we make what matters better, together.

Our three big ambitions

To lead in <b>reducing food waste</b> globally	To <b>improve health</b> and through this help to tackle the global obesity crisis	To create <b>new opportunities</b> for millions of young people around the world
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The essentials

<b>We trade responsibly</b> by putting our customers first and building strong partnerships to provide high quality products	<b>We are reducing our impact on the environment</b> by aiming to be a zero-carbon business by 2050 and using scarce resources responsibly, including in our supply chain	<b>We are a great employer</b> – creating opportunities that make our colleagues happy and proud of what they do	<b>We support our local communities</b> by being a good neighbour and running our business to the highest standards
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# Highlights

## Reducing food waste



### Love Food, Hate Waste packaging

Every year, the average British family wastes around £700 of food. We want to help our customers waste less and save money wherever they can.

To help make a difference, we have redesigned our produce packaging to include food waste hints and tips on key products. These tips are aligned with Waste & Resources Action Programme's (WRAP) Love Food Hate Waste campaign. We have launched the new packaging on a range of products, including apples, pears, carrots, onions and bagged salad.

## Improving health

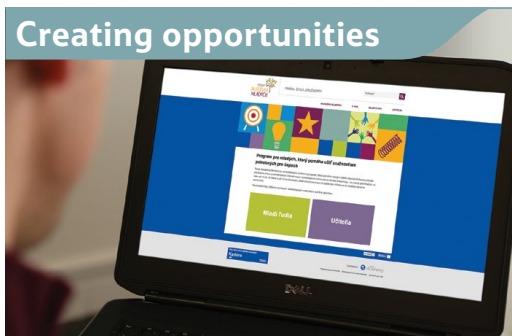


### Healthier checkouts

To make it easier for customers and communities to live more healthily, we will remove sweets and chocolates from checkouts in all store formats in the UK by January 2015.

We know that 65% of customers feel that removing confectionery would help them make healthier choices. In addition, 67% of parents told us that move would help them make healthier choices for their children. We have already begun trialling a variety of healthier checkouts and will implement the full change from the start of next year.

## Creating opportunities



### Youth Academy

When we set out our ambition to help create opportunities for young people, we made clear that our approach would be built around listening to what young people say they need. The issues young people face are complex, deep set and vary according to market.

One key step we have taken is to establish the Tesco Youth Academy. We know that a lack of soft skills is holding young people back. The Academy throws open to young people around the world the training programmes we use at Tesco for these skills.

## The essentials



### Code of Business Conduct

At the centre of our role in society are the responsibilities we carry as a corporate citizen.

To ensure we trade responsibly, we are updating our Code of Business Conduct. The Code reflects the responsibility we have not just to comply with the law, but also to do the right thing for wider society.

# Food waste

In an era of growing concern about increasing population and food security, it is unacceptable for the world to waste millions of tonnes of food each year. Our ambition is to lead in reducing food waste globally, working in partnership with our customers and suppliers.



Eighteen months ago we announced our ambition to lead in reducing food waste globally. In setting this pledge we made clear that this did not just mean within our own operations. We wanted to help reduce food waste across the value chain – in fields, distribution and storage as well as our customers' homes.

Eighteen months on and we have taken important steps in the journey. Our starting point was greater transparency. We listened to food waste experts who urged us to provide more visibility on waste in our own operations. So in May this year, we published independently assured figures of annual food waste from within our UK business. We remain the only major UK retailer to make these figures public.

The figures for last year showed that 56,580 tonnes of food were wasted in our own UK operations. While making this figure public was a difficult step for the business, we are confident it was the right thing to do. That is why we are committed to publishing our food waste data every year.

One thing we have learned from analysing these data is that our biggest area of operational waste is in bakery. Last year, 41% of waste was within bakery departments.

We have been looking at a range of ways of reducing this, including:

- Encouraging bakery teams to bake less bread more often, rather than larger volumes in one go, which often go to waste.
- Working with suppliers to extend code life on a range of breads and sweet products.
- Developing intelligent promotion plans to help customers waste less bakery food.

Where in-store waste does occur, we are continuing to ensure this goes to animal feed.

In these and other ways we are working to reduce waste within our operations. But the real opportunity is to reduce waste at either end of the value chain – with customers and at the beginning of the supply chain. This is where the vast majority of food waste occurs. Over the following pages we give some examples of how we are working in partnership with customers, communities and suppliers.

Over the next six months we are going to ensure we continue to do all we can to help our customers reduce their food waste and therefore save money.



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## Surplus food donations

As well as working to minimise waste within our own operations, we send unsold food to food surplus charities.

Food surplus programmes running across our markets include:

- In South Korea, during the first half of the year, over 300,000 bags of food were donated through our bakery surplus programme – helping almost a quarter of a million of people in need.
- In Poland during the same period, over 300 tonnes of food was donated – equivalent to around 750,000 meals. Forty eight of our Polish stores have been participating in the programme, and our aim is for all hypermarkets to donate surplus food by the end of the year.
- Meanwhile Tesco Lotus in Thailand has introduced a food surplus donation programme and will start donating whole eggs from damaged packets to people in need.

In the UK since September 2012 over 1,000 tonnes of food have been diverted from our grocery home

shopping stores and distribution centres to food surplus charity FareShare – enough to provide over 2.3 million meals. We are proud of the work we have done in the UK but recognise that there is still more we can do to ensure all edible surplus from our stores is sent to charities. Sharing experiences from across all our markets has helped inform our overall plans.

We have launched a ground-breaking partnership with FoodCloud in Ireland to send all surplus food from our 146 stores to community groups and charities. This partnership involves using FoodCloud's food surplus app, which matches surplus food from our stores with charities and organisations that need it.

We are proud to be the first retailer in Ireland to make this commitment, and we have called on charities across Ireland to register for these donations by visiting [www.foodcloud.ie](http://www.foodcloud.ie)



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## Working with suppliers

To help reduce food waste, we have developed food waste profiles for 25 of our most popular food products.



This farm-to-fork analysis has helped us identify where food is wasted at each stage of the value chain.

An example of where we have used our skills and expertise to work with suppliers to develop innovations which reduce waste is bananas.

No edible part of the banana crop should be wasted, which is why we have taken steps to ensure smaller bananas and unusually shaped bananas are used in our Everyday Value and Goodness ranges. We also process these bananas, including into milkshakes. At the same time, we have established long-term relationships with 12 South American farms which grow and pack all of their volume for Tesco. This work has led to significant reductions in their waste figures. For example, our farms in Costa Rica have reported that waste has reduced from 10% in 2011 to just 4% in 2013.

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## View from a supplier – Vidyanath Gururajan

Innovations Director, Branston Ltd.



Thanks to research from WRAP we know that potatoes are one of the five most wasted food products in the UK. This is in no-one's interest – so we have been working with Tesco to reduce it.

Using insight from Tesco's farm-to-fork food waste profile for potatoes, we are targeting waste where it occurs in the supply chain and in the home. This includes improving storage, educating customers and working to extend shelf life through smarter packaging.

We have also been working to minimise defects affecting potatoes in the field. This has included using remote sensing devices and trialling unmanned aerial vehicles with different growers and different fields. The technology may be used to detect outbreaks of stress, pest and disease by revealing the problem from an early stage.



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## Helping customers reduce food waste

With millions of families each wasting hundreds of pounds of food every year, it really matters that we help customers to save money by wasting less food.



### New packaging

We want to ensure we give customers better advice about food handling and storage to help them reduce waste in their homes. To help achieve this, we have worked with WRAP to redesign our produce packaging to provide 'Love Food Hate Waste' hints and tips on how to store key products at home. We have already launched the new packaging on apples, pears, onions and bagged salads and we will extend that to more products over the coming year.

As well as messaging on our produce packaging, our grocery home shopping produce delivery bags will include hints and tips to help customers reduce food waste and save money.

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## Extra days of freshness

We are also helping our customers to waste less by making changes to how we source and promote our food.

For example, we know that some customers are concerned that certain promotions, in particular 'buy one, get one free', can make it harder to reduce food waste. That's why we have ended these promotions on fruit and vegetables, instead introducing simple price reductions and multi-buy offers on a wide range of products.

We can also help customers by extending the code life of products, thereby giving them longer to use the product. To achieve this we have been working in partnership with our suppliers, including those for two of our most important products: bread and eggs.

In the case of bread, we worked with Hovis to provide an extra day of code life during winter months. For eggs, by working with our suppliers and our technical teams, we have also been able to deliver an extra day of code life, therefore giving our customers more time to consume their eggs.

# Improving health

Health matters to all of us – customers, communities and colleagues. As a business, we are in a unique position to make a positive difference by making it easier for everyone to live more healthily.



When we announced our ambition to help improve health, three words were at the centre of our thinking: make it easier.

We heard repeatedly just how difficult it is to be healthy. Not enough time, too many conflicting messages, choices which are less attractive or more expensive – in short, everything about healthy living can seem simply too difficult. As a business we have long had a reputation for making life a bit easier for our customers. We wanted to bring that expertise to bear on this issue.

A key part of that approach was about understanding what is happening. What products are people buying? What is their overall nutritional content? Are there particular groups whom we can help?

To answer these questions, we developed our Healthy Little Differences Tracker. The idea was to understand what people are buying and the nutritional content of their shopping baskets – so we can use that information to make it easier to make healthier choices year after year.

We now have significant insight into the nutritional patterns of our customers' shopping trips. This insight is informing our strategy.

In particular, our insights indicate a group that often make less healthy choices are those with young families. In our research we also heard that customers felt that the layouts of our stores were sometimes making it harder to make healthy choices.

So we thought hard about what we should do and where we can make an immediate difference. The result is the announcement earlier this year to have healthy checkouts in all UK stores by January 2015. This means that we will no longer display sweets, chocolates or fizzy sugary drinks by our tills and in queue.

We also want to bring the full range of our operational skills and capabilities to apply on the health challenge. On the following pages we highlight two of the many steps we are taking to make healthy living easier. We will also be looking to build on our award-winning work to reformulate food products, which has already led to three billion calories being removed from our soft drinks range. For full details on what we are doing, see: [www.tescopl.com/improvinghealth](http://www.tescopl.com/improvinghealth)

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## The Tesco Eat Happy Project

To help improve the health of young people, earlier this year we launched The Tesco Eat Happy Project. It's based on a long-term commitment to help children have a happy and healthier relationship with food.

In South Korea, almost a quarter of a million children participated in healthy living courses at our School of Extended Education in the first half of this year. In Slovakia, the Tesco Foundation is running a school health roadshow across 25 regions. In Poland, we launched our healthy eating competition in September, which is open to all schools to enter. Meanwhile in Hungary, our Teen Chef schools competition and cookery book have been launched.

In the UK, the focus this year has been on the Farm to Fork initiative. So far more than 400,000 children have taken part in an educational trail at one of our stores or a supplier's farm or factory. We have also opened four Community Kitchens in Lincoln, Hayes, Salisbury and Rotherham offering free cookery courses for children, in partnership with the Children's Food Trust. Over the school summer holidays we also ran pop-up cookery courses in our stores in 50 cities across the UK. More than 3,000 children took part in a course which was provided free of charge.

We have also launched Farm to Fork trails in South Korea and we are launching similar programmes in Thailand and Malaysia.



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## Health charity partnership

As part of our commitment to improving health – in particular, to tackling the growing challenge of non-communicable diseases – we have decided to channel our fundraising efforts in the UK to a consortium of charities specifically focused on health challenges. From 2015, we will work with two of the largest UK health charities, Diabetes UK and the British Heart Foundation, to raise millions of pounds to promote healthy living and campaign together for healthier lifestyles.

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## Measuring impact

We are committed to tracking and measuring the impact of our initiatives to improve health. We have therefore commissioned Paul Gately, Professor of Exercise & Obesity at Leeds Metropolitan University, to conduct research into the impact of The Tesco Eat Happy Project. We have also asked academics at University College London to carry out research into the health impacts of our decision to remove sweets from checkouts next year.



# Opportunities for young people

While youth unemployment is now falling in the UK, creating opportunities remains a serious global challenge and millions of young people are still facing difficulties in starting their career. We want to help to make a positive difference by equipping them with key employability skills so that they can fulfil their potential.



When we set out our ambition to help create opportunities for young people, we made clear that our approach would be built around listening to what young people say they need. We were conscious that this is a crowded space and a wide range of organisations have built programmes to tackle youth unemployment and offer new skills. We wanted our contribution to be distinct in providing additional support that was meaningful rather than duplicating work already underway.

It has taken some time to understand where and what that contribution should be. Having listened to young people, including our Young People's Panels made up of colleagues from across our own business, we believe the opportunity we have is to help young people develop the skills to succeed in the world of work. As a business across 12 markets with more than 500,000 colleagues, covering thousands of different roles and responsibilities, we offer a unique insight into the skills needed across a wide range of careers.

So we are making a pledge to young people that whoever you are, whatever career you want to pursue, we will help you gain the skills to succeed.

In particular, we want to do three things:

1. At Tesco: we will enable thousands of young people to build great careers at Tesco through our industry-leading entry level programmes and personalised leadership training.
2. In our communities: through the Tesco Youth Academy, we commit to helping young people around the world develop the employability skills needed in any workplace.
3. Out of work: we will provide additional support to young people trapped in unemployment through employability training, work experience and, where possible, jobs.

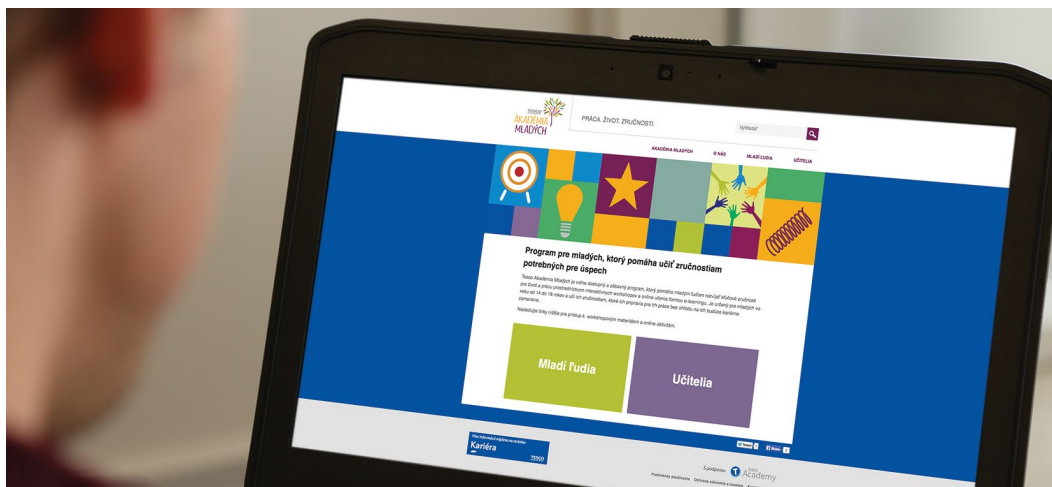
In refining our focus, our approach has been youth led. Through our Young People's Panels, young people are already the driving force behind our strategy. We will keep listening to them and working together to make a real difference over the coming years.

## The Tesco Youth Academy

We know that one of the biggest barriers holding young people back globally is a lack of soft skills. A range of global employer surveys have highlighted concerns that younger applicants lack key employability skills – including communication, teamwork, motivation and resilience.

When we spoke to young people they echoed these findings. They told us that they were ambitious and optimistic but felt held back by a lack of soft skills – 35% said that confidence was a concern, 22% mentioned a lack of focus, and 13% a lack of communication skills.

To help tackle this challenge we are launching the Tesco Youth Academy – a programme available to young people in every market where we operate. The idea is to open up to young people in all our communities the training programmes Tesco uses for these skills. We are beginning by making available lesson plans and resources for teachers, as well as interactive online activities for young people – all tailored to the needs of young people in our different markets across the world.



## The Launch Programme

Through our Regeneration Partnership Programme in the UK (see p. 17), we have a record of creating opportunities for people who are trapped in long-term unemployment. We now want to build on that record by targeting young people in areas with high levels of unemployment.

To do this, we set up the Launch Programme in partnership with the Prince's Trust earlier this year. This programme – which is part of the Movement to Work campaign in the UK – has been designed to help 18–24 year olds who are stuck in unemployment by giving them the chance to gain experience and employability skills at Tesco that will help them get into work. We are just about

to complete the fourth phase of the programme, with projects in Middlesbrough, Daventry, North Wales, Bournemouth and Leeds.

The programme is already making a life-changing difference, with more than 135 of those who have taken part in the programme securing a job at Tesco.

In Ireland, our Positive2Work employability programme continues to help unemployed young people get into work with more than 200 having already taken part in the programme.

# The essentials

The core value we create for society will come from running our business the right way. It is vital that we act as a good corporate citizen in every market where we operate. The four areas of our essentials set out how.



## Trading responsibly

Trust is essential to our business. It runs through everything we do – the relationships we form with suppliers, the responsibilities we ask of colleagues, and most important of all, the service we provide our customers.

At the heart of every commercial relationship is a bond of trust between the business, customer and supplier. If that trust is broken then the impact goes beyond a reputational challenge. It can have a direct impact on our commercial performance and financial success.

That is why the foundation of our business is the way we trade and behave. We call this area of the essentials, Trading Responsibly. In recent months the way we trade and operate has come under particular scrutiny, following an overstatement of our expected profits for the first half of this year.

As our Chief Executive immediately made clear, this is a serious issue which is why we launched an urgent independent investigation, led by Deloitte, to work out what happened. We have now updated the markets on the progress of this investigation and we will continue to work with the regulatory authorities to get to the bottom of exactly what went wrong.

Alongside any changes which may be needed in our financial processes and operational procedures, we need to change the culture of our business. We want to work in a business which is open, transparent, fair and honest – one in which everyone feels encouraged and enabled to live our values at all times.

One example of the transparency we must display was highlighted recently following results from our food testing programme. As part of our commitment to a world-class traceability and DNA testing system, we discovered three incidents where suppliers' products had failed to meet our standards. They indicated the presence of chicken, turkey or lamb where it should not have been present.

While investigations into the incident highlighted that the production line was in error, we nonetheless made the findings public. This was the right thing to do and a sign of our commitment to greater transparency within the business.



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## Code of Business Conduct

Our Code of Business Conduct must sit at the heart of the business and clearly explain the policies and procedures that apply to all areas of our work. The Code is a reflection of our responsibility not only to comply with the law, but always to do the right thing for our customers, colleagues, communities and shareholders.

The Code therefore serves as a foundation for the business by providing easy access to the Group's main policies, by setting the framework for the way we all behave, and also by providing encouragement to colleagues to speak up in the event that they should have concerns.

We are updating the Code to promote an open and honest culture within the business, reinforce the behaviours we expect all Tesco colleagues to follow and reflect changes to the business and to the compliance environment since 2009. We will also give the Code greater visibility within the business. We will re-launch the Code across the Group next year, supported by training, a Code intranet (providing access to key policies and guidance) as well as an awareness campaign.

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## Assam Tea Partnership



While in recent months we have faced concerns about the way we trade as a business, we have continued to work hard to use our reach across our global supply chain to achieve positive change.

In September, we launched a new collaboration with UNICEF and The Ethical Tea Partnership (ETP) designed to help protect children and young people in India's tea producing communities from the significant risk of exploitation. Following research earlier this year, it became clear that thousands of young girls were being trafficked from these regions. We want to help to stop this exploitation.

The new partnership will be funded by Tesco, the Dutch Sustainable Trade initiative (IDH) and other members of the ETP, of which we were the first international retailer to join. This is the first collaboration of its kind involving the tea industry at state, community and national levels, and it involves all the relevant organisations and agencies required to tackle child exploitation in Assam.

For further examples of how we are working with suppliers to tackle issues and using expertise across our supply chain, see our Trading Responsibly Map: [www.tescopl.com/society/tradingresponsibly/map](http://www.tescopl.com/society/tradingresponsibly/map)

# The essentials continued

## Reducing our impact on the environment



Reducing our impact on the environment has long been a priority for Tesco. As a retailer, our supply chain and operations can have a significant impact on various natural environments including forests, marine and freshwater environments, farmlands and the climate. We recognise that addressing our environmental impact is not only the right thing to do, but also a matter of necessity as environmental risks will impact on our long-term security of supply. This impact is likely to increase as the world's population continues to grow.

In 2006, we set ourselves the challenging target to become a zero-carbon business by 2050. We also set near-term targets to reduce our operational carbon intensity by 2020 and are making good progress towards this.

We are also working with our suppliers to improve the environmental footprint of our products. Some examples:

### 1. **Supply Chain Carbon Reduction:**

Since October 2014, we have been running workshops to help our suppliers to implement energy efficiency and carbon reduction measures in their production sites. We are also supporting hundreds of UK dairy farmers to

reduce their greenhouse gas emissions through the Tesco Sustainable Dairy Group.

In addition, from January 2015, we will start collecting data on supply chain carbon reductions. This will help us to recognise supplier best practice and also identify where they need more help.

### 2. **Mapping Forest-Risk Commodities in our Supply Chain:**

Tesco is committed to playing our part in achieving zero net deforestation by 2020. In line with this, we are mapping our raw materials supply chain for any exposure to deforestation. Our priority raw materials include palm oil, soya, timber and cattle products. For each of these, we communicate our commitment to our suppliers and work with them to move to more sustainable alternatives.

Beyond our supply chain, we recognise that systemic environmental issues such as deforestation are best tackled through cross-industry collaboration and by engaging with policy makers. For this reason, we have joined WWF's Timber Campaign and committed to ensuring that all our wood and paper products are sourced from sustainable sources by 2020.

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## Supporting local communities

As thousands of local communities have faced economic challenges over the last few years, we have been working hard internationally to help to feed people in need.

In Malaysia, for the first time this year, we ran a major food collection programme for ten days during the holy month of Ramadan – ‘Kasih Ramadan 2014 – Help Feed People In Need’.

The collections were held at all 49 of our stores in Malaysia during two and half weeks in Ramadan and were supported by more than 200 volunteers

from 22 different countries. In total, we collected over 100,000kg of food for charity – with an estimated value of over RM522,000.

In Turkey, we held food collections in 30 of our stores with the Turkish Red Crescent, with customers donating prepared food parcels.

We started our Neighbourhood Food Collections in the UK four years ago. Since then, together with our customers, we have donated 15.3 million meals to FareShare and the Trussell Trust food charities.

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## Being a great employer



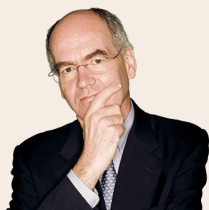
As a business, we are proud of the opportunities we create for colleagues. We have a track record of giving people the opportunity to get on and get ahead.

Through our Regeneration Partnership Programme, we have been working hard for 15 years to help to create additional opportunities in communities with high rates of long-term unemployment. The Partnership works by ring-fencing a number of the available jobs in new stores, grocery home shopping centres and Distribution Centres for the long-term unemployed. Working with Job Centre Plus we can target those groups that are traditionally the hardest to reach.

Since 1999, we have created over 6,000 jobs for people in long-term unemployment through this programme. Since May 2014, we have launched four additional Regeneration Partnership stores in Stourport, Linwood, Dunfermline and Rotherham creating over 200 new opportunities for the previously long-term unemployed. Graduates from the Linwood Regeneration Partnership are pictured above.



# Expert advisory panel



**John Elkington**

Founding Partner and Executive Chairman,  
Volans

John is one of the world's leading authorities on sustainable development and developed the 'triple bottom line' business strategy. He is the author or co-author of 40 published reports, thousands of articles and 18 books, including the no. 1 bestselling *The Green Consumer Guide* (1988).



**Dr Derek Yach**

Senior Vice President,  
Vitality Institute

Before establishing the Vitality Institute, Derek was SVP Global Health and Agriculture Policy at PepsiCo, headed global health at the Rockefeller Foundation, was a Professor of Global Health at Yale University and is a former Executive Director of the World Health Organisation.



**Lise Kingo**

Executive Vice President and Chief of Staff,  
Novo Nordisk

Lise is a member of the executive management at Novo Nordisk, one of the world's most successful pharmaceutical companies and a global leader in diabetes care. She has global responsibility for HR, Business Assurance, Corporate Communications and Branding, Public Affairs and Corporate Sustainability.



**Dr Mark Barthel**

Special Advisor – Product Sustainability,  
WRAP

Mark is a special advisor and head of design at WRAP, the delivery body leading work to reduce food waste on behalf of the UK Government and the European Commission. He is currently a Non-Executive Director at the Forest Stewardship Council and Chair of the International Network of Product Sustainability Initiatives.

## What's next

In 2015, we will introduce our first awards that will focus on recognising the great work done by colleagues and partners around the world to make a positive contribution to society. It's a chance to stand up and celebrate the work so many people are doing to create value for wider society.

With the vantage point we have across society, working with communities in countries around the world, we see many examples of people making positive contributions to society. We want to hold up, to commend and to share this important work as widely as we can.

We will announce full details of the awards and nomination process in the coming months, please check [www.tescopl.com/society](http://www.tescopl.com/society) or [@tescoandsociety](https://twitter.com/tescoandsociety) for more details.

This half-year update forms only part of our Corporate Responsibility reporting and is not meant to be a comprehensive account of the work we are doing. Our full-year report will be published in May 2015.

In the interim we provide regular updates on all our work at [www.tescopl.com/society](http://www.tescopl.com/society) and [@tescoandsociety](https://twitter.com/tescoandsociety) on Twitter.

If you have any enquiries please contact our team at [cr.enquiries@uk.tesco.com](mailto:cr.enquiries@uk.tesco.com)



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