Little Helps Plan 2019/20
KPIs Performance Review.
Little Helps Plan 2019/20 KPI Data Summary.

The table below provides a summary of our performance for 2019/20 against each of the Little Helps Plan KPIs originally launched in 2018 against our People, Product, Places and Foundation elements of the framework.

The table shows our methodology, year-on-year performance, with supporting commentary against each of the KPIs. The scope of our reporting is provided in the table. Group performance covers our Tesco stores business in the United Kingdom (UK), Republic of Ireland (ROI), Central Europe (Czech Republic, Poland, Hungary and Slovakia) and Asia (Thailand, Malaysia and Tesco Bengaluru (operations and technology centre) and International sourcing hubs).

For 2020/21 we have evolved the Little Helps Plan framework and KPIs to ensure continued focus and progress is made against priority sustainability issues. For more information please see the 2019/20 Little Helps Plan Report and 2020/21 data table available at www.tescopl.com/LHPperformance.
People.
**People and home mental wellbeing**

We’re committed to supporting healthier lifestyles for both our colleagues and customers. We’re delivering our fourth annual health event for customers and colleagues themed on mental wellbeing and reducing the stigma attached with mental health issues. Continuing to identify and deliver impactful change across our business at the right time, beginning with a health event. We’re committed to supporting healthier lifestyles for both our colleagues and customers.

**Help colleagues get on**

Throughout the transaction and onboarding process digital skills are being embedded across our business. Colleagues are also encouraged to use the digital platform to get the most from the training delivered. Colleagues are now able to access the suite of training workshops relevant to their role.

**Opportunity to culture where an inclusive**

- Number of managers and senior managers who are formally development trained:
  - C.E. 63%
  - Directors & Board: 82%

- Number of managers who are formally development trained:
  - C.E. 60%
  - Directors & Board: 81%

- Number of managers who are formally development trained - a colleague engagement survey:
  - C.E. 63%
  - Directors & Board: 76%

- Percentage of managers who believe they are a learning organisation:
  - C.E. 63%
  - Directors & Board: 76%

- Percentage of managers who believe the organisation is a learning organisation:
  - C.E. 60%
  - Directors & Board: 81%

- Percentage of managers who believe their organisation is a learning organisation - a colleague engagement survey:
  - C.E. 63%
  - Directors & Board: 76%

- Number of opportunities for development during the last year:
  - C.E. 8,594
  - Directors & Board: 5,747

- Percentage of opportunities for development during the last year:
  - C.E. 61%
  - Directors & Board: 60%

- Colleagues in the last six months:
  - C.E. 63%
  - Directors & Board: 76%

- Percentage of employees who have received development in the last six months:
  - C.E. 63%
  - Directors & Board: 76%

- Percentage of managers who believe their organisation is a learning organisation for self:
  - C.E. 63%
  - Directors & Board: 76%

- Percentage of managers who believe the organisation is a learning organisation for self:
  - C.E. 60%
  - Directors & Board: 81%

- Percentage of managers who believe their organisation is a learning organisation - a colleague engagement survey:
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Product.
To partner with leading health charities to help colleagues and customers make healthier choices

As part of our Plan Plan commitment, 20% of our newly recruited colleagues had a health charity as part of their career pathway.

Together with our health charity partners we conducted colleague insight to help us shape a new colleague health programme. Further insight and a trial will follow later in 2020. We have provided health information through our colleague wellbeing weeks and various trial interventions have taken place during 2019 with both colleagues and customers. Alongside this partnership we continue to work with other health experts to promote health to colleagues.

To help improve diets through encouraging the consumption of fruit and veg

As part of our Peas Please commitment, 42% of our ready meal range now contains 1 of 5 a day fruit or veg. In 2019, we gave away our 100 millionth piece of free fruit for kids in store and we delivered our fourth annual health event for customers and colleagues themed on 'Easy Ways to Eat More Veg'.

Our health ambassador Jamie Oliver developed two veg-based recipes and also a meal planner to help customers boost the veg content of traditional recipes.

To help remove cost barriers to healthier eating

During our health event in July we promoted products lower in sugar, fat and salt through our 'helpful little swaps' basket, which cost 11.6% less than a regular basket. We also introduced Fresh 5 all year round; fantastic offers on 5 lines of fresh produce which change every 2 weeks.

To make Own Brand food and drink recipes healthier, provided there is no impact on taste or quality

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>2015 baseline</th>
<th>2017 baseline</th>
<th>Percentage change in volume of key nutrients for Tesco Own Brand products below/above Own Brand volume growth from 2015 baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sugar</td>
<td>0.3% below</td>
<td>3.6% below</td>
<td>7.1% below</td>
</tr>
<tr>
<td>Salt</td>
<td>0.8% below</td>
<td>2.2% below</td>
<td>4.3% below</td>
</tr>
<tr>
<td>Fibre</td>
<td>7.9% above</td>
<td>10.8% above</td>
<td>8.7% above</td>
</tr>
</tbody>
</table>

Based on Kantar consumer panel data showing the volume of nutrients in Tesco Own Brand products sold, versus Own Brand sales volume growth. Over many years, our customer focused Own Brand reformulation programme has made family favourite products healthier. This has been achieved without compromising on taste or quality through reducing sugar, fat, salt and calories and increasing fruit, vegetables and fibre. For example, in the UK we have reduced our garlic baguettes, slices, flatbreads, ciabatta and dough balls to reduce fat and saturated fat. This adjustment has delivered a 2.4 billion calorie reduction annually and moved five products from a red to amber in the traffic light labelling for fat and saturated fat and allowed a fibre claim to be made. We have also reformulated our core houmous range to reduce the equivalent of 4.7 billion calories every year. This has moved the reformulated range traffic light classification for fat from red to amber.

To raise awareness of healthier choices

<table>
<thead>
<tr>
<th>Percentage of customers who agree</th>
<th>UK 2017</th>
<th>UK 2018</th>
<th>UK 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Tesco helps me lead a healthy lifestyle’</td>
<td>55%</td>
<td>55%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Results from a regularly conducted independent survey of Tesco customers shopping in-store or online. Compares results from Q4 each year. The majority of customers continue to agree that Tesco helps them lead a healthy lifestyle, with a small increase versus 2018/19. This reflects our ongoing commitment to make it easier for customers to make healthier choices, through customer health events instore and online, and our partnership with Jamie Oliver to inspire customers to cook more with veg. In 2019/20 we also rolled out our Healthy Choice logo on Tesco Own Brand products to make it easier for customers to find the healthiest products, and enabled our branded suppliers to use green point-of-sale shelf edge health messaging to encourage customers to try healthier products.
### Sourcing

- **Product at all life stages by 2020:**
  - Supply chain humanely
  - Improve water and
  - Sustainably source all materials by 2020
  - Achieve zero net deforestation in our suppliers
  - Reduce supply chain complexity and social and environmental risks
  - Support sourcing them to identify and address risks
  - Engage with key stakeholders such as NGOs, unions and others throughout our supply chains

- **Key initiatives:**
  - Endorsement Programme certified to CE 94%
  - CE 94%
  - UK: 93%
  - Asia: 100%
  - UK: 6%
  - Group: 24%
  - UK: 89%
  - 2018/19 UK: 79%
  - 2019/20 UK: 72%
  - 2020 UK: 70%

### Deforestation

- **Wild sources are publicly available at the Oceans Disclosure initiative in Bangladesh.**

### Human Rights

- **Suppliers to resolve critical non-conformances:**
  - 97% of high risk tier 1 sites in a half year survey.
  - Our most recent supplier survey has recorded a Group supplier satisfaction of 78% which is our highest Group viewpoint.

### Zero Deforestation

- **RSPO credits.**

### Climate Change

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

### Ocean Reform

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

### Seafood

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

### Agriculture

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

### Carbon Emissions

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

### Animal Welfare

- **Percentage of high risk tier 1 sites where we are not satisfied that issues are being addressed:**
  - 4% in food sites). We saw a 1% reduction in critical non-conformances compared to 2018/19. Critical non-conformances are very high risk tier 1 sites in the half year survey.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Zero deforestation by 2020</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Sourcing at all life stages by 2020</td>
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<td>Improve water and</td>
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<td>Sustainably source all materials by 2020</td>
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<td>N/A</td>
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<tr>
<td>Achieve zero net deforestation in our suppliers</td>
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<td>N/A</td>
<td>N/A</td>
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<td>Reduce supply chain complexity and social and environmental risks</td>
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<td>N/A</td>
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<td>Support sourcing them to identify and address risks</td>
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<td>Engage with key stakeholders such as NGOs, unions and others throughout our supply chains</td>
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<td>Endorsement Programme certified to CE 94%</td>
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<td>CE 94%</td>
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<td>UK: 93%</td>
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<td>Asia: 100%</td>
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<td>UK: 6%</td>
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<td>Group: 24%</td>
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<td>UK: 89%</td>
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<td>2018/19 UK: 79%</td>
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<td>2019/20 UK: 72%</td>
<td>N/A</td>
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<td>2020 UK: 70%</td>
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</table>

Note: The table above provides a snapshot of the key sourcing and sustainability initiatives that Tesco has undertaken to meet its 2020 goals. The figures reported by suppliers via the Tesco Livestock Supply Chain Data Insights programme are recorded and used to support the industry in measuring their carbon emissions. Due to an additional focus on supporting our network of suppliers to gather more data, we continue to make good progress in the UK against our zero deforestation performance of the major palm oil trader assessment and the introduction of the ACT clothing science initiative in Bangladesh.
### Food Waste

#### Food waste in our own operations by 2030

<table>
<thead>
<tr>
<th>Region</th>
<th>2018/19</th>
<th>2019/20</th>
<th>Percentage change of food waste as a percentage of total food sales (% of sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>0.69%</td>
<td>0.60%</td>
<td>-12% reduction compared to last year</td>
</tr>
<tr>
<td>Thailand</td>
<td>0.46%</td>
<td>0.42%</td>
<td>9% decrease compared to the baseline of last year</td>
</tr>
<tr>
<td>Malaysia</td>
<td>0.30%</td>
<td>0.27%</td>
<td>9% decrease compared to the baseline of last year</td>
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<td>CE</td>
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<td>0.60%</td>
<td>-12% reduction compared to last year</td>
</tr>
<tr>
<td>ROI</td>
<td>1.11%</td>
<td>1.02%</td>
<td>-8% decrease compared to the baseline of last year</td>
</tr>
</tbody>
</table>

#### Products that have removed ‘best before’ dates

- Over 180 fruit and vegetable products
- One, get one free’ promotions on fresh produce
- Removing ‘best before’ dates

#### Reducing food waste

- We continue to progress a range of actions to help reduce food waste.
- We offer unsold food to charities and community groups.
- We continue to improve our reduce to clear policy in 2019/20.
- We improve our product range and rotation routines.
- We provide customers with our store forecast and ordering systems.
- We reduce the number of slow selling lines.
- We reduce unproductive selling space and simplify our product categories.
- We redistribute surplus food to charities, community groups, and animal feed.
- We reduce food waste in our own operations.

#### Food waste data by region

- In the UK, food waste as a % of sales was 0.69%, a decrease of 58% compared to our baseline year 2016/17.
- In Thailand, food waste as a % of sales was 0.46%, a 11% decrease compared to 2018.
- In CE, food waste as a % of sales was 0.69%, a decrease of 58% compared to our baseline year 2016/17.
- In ROI, food waste in 2019/20 was 1.11% of sales.
- In Malaysia, food waste as a % of sales was 0.30%, a decrease of 27% compared to 2018.
- In Thailand, food waste as a % of sales was 0.46%, a 11% decrease compared to the baseline of last year.
- In Malaysia, food waste as a % of sales was 0.30%, a decrease of 27% compared to 2018.

#### End of year commentary

- In 2019/20, we have delivered SDG Target 12.3 to halve food waste in our own operations.
- We are able to compare year on year waste reduction as a result of changes made to our baseline year 2016/17.
- The continued roll out of our food surplus redistribution programme is helping to ensure that food that was not sold in store was offered to those in need and not wasted.
- The level of reduced food waste in both markets is encouraging.
- Closer partnerships with our suppliers and changing the way we do business are contributing to halving food waste.
- We continued to improve our reduce to clear policy in 2019/20 which saw a decrease in price surplus food sold in stores.
- The increased activity in reducing produce waste in both markets.
- We have removed ‘best before’ dates from over 180 fruit and vegetable products.
- One, get one free’ promotions on fresh produce and removing ‘best before’ dates

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* This relates to performance from May 2019 to April 2020.
** This relates to the 2019/20 financial year resulting in changes to stand performance compared to last year.
*** This relates to a year in history for 2013/14.
Our packaging will be fully recyclable by 2025.

<table>
<thead>
<tr>
<th>Percentage weight of all Own Brand packaging meeting 'widely recycled' criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK: 83%</td>
</tr>
</tbody>
</table>

Results from a supplier data entry questionnaire which covers each supplier's packaging profile for the calendar year. Widely recyclable refers to the On-Pack Recycling Label classification.

We continue to offer recycling in our larger stores for Polyethylene bags and film, whilst exploring options for more soft plastics. We are also working with brands to understand how we can improve some key packaging formats. The recycling performance has been a challenge to improve as the UK recycling infrastructure remains under development.

We continue to participate in consultations across all key stakeholder groups to help progress positive change.

End the use of hard to recycle materials from our UK packaging by the end of 2019.

<table>
<thead>
<tr>
<th>Tonnes of hard-to-recycle materials (i.e. materials on our 'red list') removed from our Own Brand packaging</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK: 2914 tonnes</td>
</tr>
</tbody>
</table>

Equivalent tonnage of hard-to-recycle packaging removed as a result of switching to an alternative recyclable material, based on yearly sales.

With continued focus on the identification of hard-to-recycle packaging from Own Brand products this year, we are pleased to have removed 10,463 tonnes of hard-to-recycle plastics. There is still more work to be done both within the industry and working with local councils on plastics collection. We continue to participate in consultations across all key stakeholder groups on plastics agenda.

All paper and board used will be 100% sustainable by 2025.

We have been working with our supply base to understand the simplest way of measuring paper and board use, however we are committed to making further progress. Our new KPI for 2020/21 onwards will be the percentage of paper and board packaging that is certified FSC or PEFC or from a recycled source.

Halve packaging weight by 2025.

<table>
<thead>
<tr>
<th>Percentage reduction in average Own Brand pack weight per unit sold, including loose volumes from 2007 baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK: 31%</td>
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</table>

Results from a supplier data entry questionnaire which covers each suppliers' packaging profile for the calendar year.

We continue to reduce packaging where we can and have programmes of work planned to remove more in 2020, however there is a counter balance to this activity with material switching away from plastic to other heavier materials which is driving weight increase.

<table>
<thead>
<tr>
<th>Action</th>
<th>KPI</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>KPI methodologies</th>
<th>End of year commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>** We report a year in arrears for this KPI</td>
</tr>
</tbody>
</table>

** 81% relates to performance in Feb 2019 whereas the 77% figure is an annual figure for 2019/20
*** We have restated the 2016/17 ROI food waste resulting in changes to stated performance compared to last year

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We report year end March for all KPI

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<tr>
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<th>2018/19</th>
<th>2019/20</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of meals donated per million meals generated</td>
<td>Group: 22.978 million</td>
<td>Group: 29,819 million</td>
<td>Group: 29% versus previous year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of Tesco stores using the FoodCloud programme</td>
<td>0%</td>
<td>29%</td>
<td>64%</td>
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<td>Number of local projects and causes in 2019/20</td>
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Climate change.
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</thead>
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<td>Reduce absolute carbon emissions from our operations, from 2015 levels (35% by 2020, 60% by 2025 &amp; 100% by 2050)</td>
<td>Percentage reduction of GHG emissions (Baseline 2015/16)</td>
<td>Group: 24%</td>
<td>Group: 31%</td>
<td>Group: 37%</td>
<td>Full methodology available at: <a href="https://www.tescoplc.com/sustainability/performance/assurances-and-methodologies/">https://www.tescoplc.com/sustainability/performance/assurances-and-methodologies/</a></td>
</tr>
<tr>
<td>Source 65% of our electricity from renewable sources by 2020; 100% by 2030</td>
<td>Percentage electricity from renewable sources</td>
<td>Group: 55%</td>
<td>Group: 58%</td>
<td>Group: 68%</td>
<td>Full methodology available at: <a href="https://www.tescoplc.com/sustainability/performance/assurances-and-methodologies/">https://www.tescoplc.com/sustainability/performance/assurances-and-methodologies/</a></td>
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Our 2019/20 results show huge progress along our emissions reduction pathway to becoming a zero carbon business by 2050. This year we surpassed our first milestone target, reducing our emissions by 37% vs our baseline year of 2015/16. This is a further reduction of 9% since last year. We have achieved this target through a number of initiatives, including converting to natural refrigerants, and continued energy efficiency projects across Europe and beyond.

We continue to make great progress towards our commitment of using 100% renewable electricity across the group by 2030. This transition is core to our ambition of becoming a zero carbon business, and we have already succeeded in transitioning 100% of our demand to renewable sources in the UK (including Booker), ROI, Hungary and Slovakia via certificates. We continue to source increasing proportions of our demand from onsite generation of solar and wind energy, as well as Power Purchase Agreements that support new investments in the renewable energy market.