

Dashboard – People.



	Commitment	KPI	Performance			Performance commentary
			FY18/19	FY19/20	FY20/21	
Supporting colleagues	Being a great place to work	Percentage of colleagues that recommend Tesco as a great place to work within the Every Voice Matters survey	N/A different survey	79%	82%	Our performance on this measure was strong at 82% across the Group, up 3% on 2019/20. Our insight suggested that manager listening was a big contributing factor into colleagues recommending Tesco as a great place to work and therefore has been a focus for action this year. We perform well against the benchmark (+8%), hence proposing a target, midway between our 2019/20 and 2020/21 performance, of 81% for 2021/22 with the expectation that the COVID-19 impact falls away.
	Developing careers, skills and leadership capability	Percentage of colleagues who feel they have the opportunity to learn and develop at Tesco within the Every Voice Matters survey	N/A different survey	73%	73%	Despite the impact of COVID-19 and the necessity to move all learning to digital/virtual, we maintained our year-on-year performance which is significantly outperforming the retail benchmark (+11%). We continue to work to make learning simpler, more accessible, relevant and engaging and we aim to continue to maintain our strong performance in 2021/22 with the help of our first Learning at Tesco virtual event that will provide a great opportunity to showcase the opportunities to learn at Tesco every week.
	Recognising individual contribution and collective diversity	Tesco average UK pay versus market median	1.05	1.08	1.08	Tesco average pay comparison remains at 8% above the market median. Maintaining this level of market competitiveness has largely been a result of the 3.3% increase in October 2020 to the hourly rate for our store colleagues, who represent the highest proportion of our UK headcount. We also paid particular attention to our salaried colleagues who were on the lower pay bracket relative to their peers in our pay review. Maintaining market competitiveness remains an important objective and we continue to benchmark our roles and track the market.
	Supporting colleagues to be at their physical and mental best	Percentage colleagues that believe Tesco supports their health and wellbeing within the Every Voice Matters survey	N/A different survey	72%	74%	We have made progress against this KPI, helped by our upweighted colleague wellbeing offer during COVID-19 including access to mental wellbeing tools. We remain below the top quartile benchmark and are aiming to close this and target achieving 76% in 2021/22.

Human rights	Respecting human rights across the supply chain	Percentage of high-risk tier 1 supplier sites with audits in the last year	98%	97%	97%	COVID-19 challenged our ability to undertake site visits, however we maintained our 97% performance, helped by the adoption of virtual due diligence assessments. We continue to aim for 100% of high-risk tier 1 supplier sites to have had audits completed within the last year.
		Percentage of high-risk tier 1 supplier sites where critical non-conformances (NCs) have been identified	63%	62%	39%	We are committed to driving best practice auditing to maintain standards and therefore do not believe it to be appropriate to set a target against this KPI. We expect the percentage to increase again next year as the impacts of COVID-19 are reduced and more sites visits are able to take place.
		Percentage of high-risk tier 1 supplier sites that have closed out critical NCs within six months	89%	97%	71%	We strive for 100% of high-risk tier 1 supplier sites to have closed out any critical NCs within six months. Our performance in 2020/21 fell to 71% which was principally driven by the impact of COVID-19 since we had to issue time extensions in some countries to enable auditors to visit to verify compliance. 93% of sites closed out NCs within these extended timelines.

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Food waste	No food that is safe for human consumption will be wasted inside our UK retail operations	Percentage of unsold food safe for human consumption redistributed to humans or animals in the UK	N/A Data not comparable	77%	82%	Our ambition is to see no food safe for human consumption go to waste, and we achieved an improvement in 2020/21, with 82% of unsold food safe for human consumption redistributed to humans or animals. COVID-19 related panic-buying generated low amounts of surplus at certain times in the year; and at times of higher surplus, we saw higher charitable uptake than previously. Whilst it is unfortunately practically impossible to achieve 100% waste avoidance, we aim to reach 85% by 2025.
	Halve food waste in our own operations by 2030	Percentage change in tonnes of food wasted as Percentage of tonnes of food handled compared to baseline year (2016/17)	UK: -5% ROI: -1% CE: -48%	UK: -11% ROI: 1% CE: -63%	Group: -42% UK: -29% ROI: -20% CE: -65% Booker: -9%	We aim to continually improve our progress towards the SDG 12.3 goal of halving food waste in our operations by 2030. Across all markets we are reporting improvements, including in Central Europe where we have reduced food waste by 65% vs 2016/17 baseline – already achieving the 2030 SDG goal.
	Work in partnership with our suppliers to halve food waste in our supply chains by 2030	Number of suppliers who report a reduction in food waste as a percentage of food handled	N/A	38 reporting, 15 reporting reduction	71 reporting, 24 out of 37 with comparable data reporting reduction	As we continue to encourage our suppliers to Target-Measure-Act we have seen the number of suppliers reporting their food waste increase. 71 global suppliers, responsible for over half of fresh food sales in the UK and a third of fresh food sales in Ireland, have joined our calls to publish their food waste data, up from 37 the year before. Our first suppliers in Central Europe have also reported their food waste this year. Of those with comparable year-on-year data, 24 suppliers have reported reductions ranging from 2% to 89%.

Packaging	Remove plastic packaging where we can	Cumulative number of pieces of plastic removed in the UK	N/A	N/A	1,008m	In December 2020 we announced the permanent removal of 1 billion pieces of plastic during the year. This includes removing plastic from tinned multipacks, fruit, vegetable and bakery items, greetings cards and the removal of secondary lids from yoghurts, fresh cream, picnic salads and baby wipes. We aim to remove a further 500 million pieces of plastic in 2021/22.
	Reduce all unnecessary packaging	Tonnage of packaging removed through targeted reduction projects in the UK	N/A	N/A	2,000 tonnes	In addition to savings from our Removal projects, we comprehensively assess the size and suitability of our packaging – with 64 reduction projects across 567 lines in 2020/21 delivering 2,000 tonnes of packaging reduction – and embed packaging considerations into our ranging decisions.
	Introduce a scalable reusable packaging offer for customers	N/A	N/A	N/A	Introduced Loop pilot partnership to online customers	In July 2020, in partnership with Loop, we introduced a ground-breaking reusable packaging pilot for online customers. We plan to trial a Loop proposition in a small number of stores in 2021/22.
	Our packaging will be fully recyclable by 2025	Percentage weight of all Own Brand packaging that is recyclable in the UK	83%	83%	84%	We report against the KPI using Valpak industry-standard data which is available a year in arrears. Data for 2020 will be available later in the year and we will disclose our latest performance on our website. In addition to increasing the recyclability of our packaging, this year we also launched soft plastic recycling points in 171 stores in the UK.
	All paper and board used will be 100% sustainable by 2025	Percentage of paper and board packaging that is certified sustainably sourced or from recycled materials	We are committed to sourcing sustainable paper and board used in our packaging however Industry-collected data on paper and board remains insufficiently robust to publish. We are working closely with our compliance partner Valpak to improve this so we can report in future years.			

Healthy sustainable diets	To help customers eat more healthily by increasing the proportion of sales of healthy food to 65% by 2025	Percentage of volume sales from products with a 'healthy' health score in the UK	NEW KPI: As part of our updated healthy, sustainable diets strategy we announced new commitments in 2021 including helping customers eat more healthily by Increasing the sales of healthy products, as a proportion of total sales, to 65% by 2025.			
	To make products healthier through reformulation	Percentage point change in volume of key nutrients for Tesco UK Own Brand products below/ above Own Brand volume growth (vs 2015 baseline)	Sugar: 3.6 pps below Salt: 2.2 pps below Fibre: 10.8 pps above	Sugar: 7.1 pps below Salt: 4.3 pps below Fibre: 8.7 pps above	Sugar: 7.8 pps below Salt: 0.1 pps below Fibre: 14.8 pps above	Through our reformulation programme we aim to make products healthier, reducing nutrients of concern (fat, sugar and salt) and increasing positive nutrients (fruit, vegetable and fibre content), in relation to volume growth. We have continued to deliver strong performance on sugar and fibre. Salt has seen the least improvement vs 2019/20 as customers scratch cook at home more which has increased table salt sales.
	Encouraging customers to eat more sustainably by increasing sales of plant-based meat alternatives by 300% by 2025	Percentage growth in plant-based meat alternatives (vs 2018 baseline) in the UK	N/A	N/A	96%	NEW KPI: In 2020, we announced our commitment to increase sales of plant-based meat alternatives by 300% by 2025 in line with Tesco's ambition to put affordable, healthy and sustainable food within reach of everyone. We will work to ensure we have even more plant-based alternatives, alongside meat options

Animal welfare	Treat all animals in our supply chain humanely at all life stages	Percentage of audited sites that meet our animal welfare standards in UK/ROI	86%	UK: 85% ROI: 88%	UK: 88% ROI: 78%	We are committed to ensuring high animal welfare standards and strive for 100% of our audited sites to meet our standards. COVID-19 posed challenges on our ability to complete audits, however our Agriculture Managers worked closely with suppliers and our independent audit provider to ensure that high standards of animal welfare were upheld and 88% of audited sites met our standards in 2020/21.
		Percentage of key suppliers reporting animal health and welfare outcome measures in UK/ROI	N/A	88%	92%	Our improved performance in 2020/21 can be attributed to our increased supplier engagement throughout the year. We are aiming for 100% of our key farm animal suppliers to be reporting animal health and welfare outcome measures by 2025.
		Percentage of cage-free eggs in UK	N/A	82% (shell)	83% (shell) 34% (ingredient)	COVID-19 triggered unprecedented demand for eggs which required additional volume to be procured. Despite this challenge we still increased the percentage of shell eggs from cage-free systems to 83%. We are aiming for 100% of shell and ingredient eggs to come from cage-free hens by 2025. This year we are reporting ingredient egg for the first time at 34%.

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Climate change	Meet science-based climate targets for our operations, aligned with 1.5 degree trajectory of Paris Agreement	Percentage reduction of Scope 1 and 2 greenhouse gas emissions (vs 2015 baseline 2,336,542 tCO ₂ e)	1,373,926 tCO ₂ e (-41%)	1,186,714 tCO ₂ e (-49%)	1,066,762 tCO ₂ e (-54%)	We aim to be a net zero business by 2050 across the Group and aim to continue our year-on-year emission reduction as part of our carbon reduction roadmap. In 2020/21 we had zero Scope 2 emissions thanks to 100% renewable electricity and we made progress on our Scope 1 emissions from refrigeration and transportation which helped us achieve a 54% reduction on 2015 baseline.
	Achieve net zero emissions for UK operations by 2035	Absolute UK greenhouse gas emissions (Scope 1 and 2 market-based) (% vs 2015 baseline 1,751,572 tCO ₂ e)	938,536 tCO ₂ e (-46%)	905,053 tCO ₂ e (-48%)	880,039 tCO ₂ e (-50%)	We aim to achieve net zero emissions for UK operations by 2035. We no longer have any Scope 2 emissions since our electricity is 100% renewable so our focus is on reducing emissions associated with transport, refrigeration and heating. In 2020/21 we reduced our UK GHG emissions by 50% vs 2015 baseline.
	Source 65% of our electricity from renewable sources by 2020 and 100% by 2030	Percentage electricity from renewable sources: Proportion of contractually committed volumes from Grid PPAs and on-site generation as a percentage of energy consumption at a Group level	81%	84%	100% (21% contracted additional)	100% of our electricity is renewable and will continue to be as part of our net zero ambitions. Looking ahead we will continue to report on the proportion of contractually committed volumes from Grid power purchasing agreements (PPAs) and on-site generation as a percentage of energy consumption at Group level.
	Reduce supply chain (manufacturing) carbon emissions by 7% by 2020 and by 20% by 2025	Percentage reduction in manufacturing emissions from key suppliers vs 2015 baseline in the UK	-6%	-12%	-20%	In 2020/21 we achieved 20% reduction vs 2015 baseline, achieving our 2025 target five years early. This was predominantly achieved through suppliers undertaking energy efficiency initiatives, with many starting to switch to renewable electricity. We have supported suppliers through engagement webinars, one on one sessions with supplier partners and resources available on the Tesco Supplier Network. We will look to update this KPI and set new targets following the completion of our climate strategy work.
	Reduce supply chain (agriculture) carbon emissions by 7% by 2020 and by 12% by 2025	Percentage reduction in agricultural emissions from key suppliers in the UK	In 2020/21 we undertook baseline mapping of our agricultural emissions from key suppliers. Whilst the process proved highly valuable, the data captured through the process was not statistically significant enough to represent a credible emissions baseline. We will continue to monitor and report annually on emissions reduction within specific categories where data is robust on our website, and work with our agricultural suppliers to build capacity to monitor and track emissions data.			
Sustainable agriculture	Sustainably source our agricultural products	Percentage of UK key suppliers with robust on-farm biodiversity improvement plans	N/A	N/A	50%	2020/21 was our first-year reporting against this KPI in support of sustainably sourcing our agricultural products and helping us reduce the environmental impact of the average UK basket (Sustainable Basket Metric). We received plans from our Own Brand key suppliers from the Meat, Fish, Poultry, Eggs and Produce categories. These key suppliers (our top 100) represent half of our total Own Brand fresh agricultural supply.
		Percentage of UK key suppliers with robust on-farm water management plans	N/A	N/A	40%	
		Percentage of UK key suppliers with robust on-farm soil health improvement plans	N/A	N/A	40%	
Marine	Sustainably source all our wild fish by 2030	Percentage of wild-caught seafood (tonnes) certified by Marine Stewardship Council (MSC) in the UK	72%	79%	63%	All fish and seafood we source must meet the Tesco Marine Sustainability Requirement. In 2020/21, 63% of our wild fish was MSC certified. This is a reduction on previous year's performance, principally driven by the industry loss of mackerel certification combined with the reduction in the purchase of some MSC volumes for other species. We remain committed to sustainably sourcing all our wild fish and through our memberships of the North Atlantic Pelagics Advocacy (NAPA) group we aim to help recover mackerel's MSC certification and thus increase the percentage of wild-caught seafood certified to MSC to back over 70% in 2021/22.
Tackling Deforestation	Achieve zero net deforestation	Percentage volume (tonnes) of palm oil certified to Roundtable on Sustainable Palm Oil (RSPO) standard	100% ⁽¹⁾	100% ⁽¹⁾	100%	We have successfully achieved 100% RSPO certification for the last three years but recognise the importance of transparency. Below is the breakdown of our 100% performance across markets: UK: 100% certified: Identity preserved: <0.1%, Segregated: 72%, Mass-balance: 28%, Credits: <0.1%, Uncertified: <0.1% ROI: 100% certified: Identity preserved: 0%, Segregated: 71%, Mass-balance: 29%, Credits: 0%, Uncertified: <0.1% Central Europe: 100% certified: Identity preserved: <0.1%, Segregated: 44%, Mass-balance: 13%, Credits: 43%, Uncertified: <0.1% Booker: 100% certified: Identity preserved: <0.1%, Segregated: 31%, Mass-balance: 67%, Credits: 2%, Uncertified: <0.1%
		Percentage of paper/wood products certified by Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) or from a recycled source	UK/ROI: 87%	UK/ROI: 93% CE: 94%	UK/ROI: 100% CE: 98%	We aim for 100% of assessed lines of paper/wood products to be FSC/PEFC or from a recycled source across the Group. We achieved this target in 2020/21.
		Percentage of soy (tonnes) for whole animal protein products meeting our Zero Deforestation Soy Transition Plan (UK)	N/A Data not comparable	100%	100%	Eliminating deforestation risk from supply chains requires strong, collective action. In addition to maintaining 100% sustainably certified soy in our whole animal protein products, we continue to focus our efforts on delivering our 2025 commitment through industry initiatives including the CGF Forest Positive Coalition and Statement of Support.

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⁽¹⁾ Figures exclude Booker.

Dashboard – Places.



	Commitment	KPI	Performance			Performance commentary
			FY18/19	FY19/20	FY20/21	
Places	To help build stronger communities through food and support for other projects or causes that matter in the towns and cities where we operate.	Number of local projects or causes supported	25,848	17,406	23,192	Demand for support by local communities and charities has grown significantly as a result of COVID-19. In response, we adapted our priorities and initiatives, including our Bags of Help community grants programme so that it reached more people in need. We are committed to continuing to support local communities with a focus on food and young people.
		Total number of people (adults and children) helped through our food programmes in the UK	NEW KPI: The pandemic has exacerbated and brought home the extent of food insecurity in communities across the UK. 4.7m adults and 2.3m children don't have consistent access to the food they need*. At Tesco, we believe that ensuring no one goes hungry can help build stronger communities. We can make a big difference when we come together to lend a helping hand. Whether we are donating meals to food banks or supporting local community groups through our community grant scheme, our colleagues are working with customers and partners every day to make communities stronger through food.			
		Corporate giving (£)	£83.1m	£73.9m	£109.2m	In response to COVID-19, we have significantly increased our corporate giving in 2020/21, including food donations and monetary donations to our charity partners. We remain committed to supporting those in need through corporate giving but with the uncertainty attached to COVID-19 we do not feel it appropriate to set a target for the year ahead on this KPI.

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*<https://foodfoundation.org.uk/new-food-foundation-data-sept-2020>