

LCMB7023 Human Capital Management

Assessment Component 2 Group Presentation

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Diversity, Equity & Inclusion (DEI) at Tesco

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Introduction to DEI

- ❑ DEI is critical for equity, engagement & performance in large retailers.
- ❑ Tesco employs **~330,000 staff**, with strong demographic diversity (Gill, McNally and Berman, 2018).
- ❑ DEI directly impacts customer satisfaction in multicultural markets.
- ❑ The company follows a “Everyone’s Welcome” philosophy.
- ❑ DEI supports workforce wellbeing & employer branding.
- ❑ Aligned with UK Equality Act 2010 requirements (Corsino and Fuller, 2021).



Source: (Corsino and Fuller, 2021)

TESCO

Current Policies & Practices

- ❑ Gender pay reporting shows median gap reduced to 6.9% (2024).
- ❑ DEI councils supporting gender, disability, LGBTQ+, ethnicity (Feitosa et al., 2022).
- ❑ Mandatory inclusion training for all UK managers.
- ❑ Diverse hiring initiatives for underrepresented groups (Arsel, Crockett and Scott, 2022).
- ❑ Tesco Disability Confident Employer Level 2 certified.
- ❑ Employee networks: Women@Tesco, BAME network, LGBTQ+ Out at Tesco.



Role of Line Managers

- ❑ Ensure inclusive team behaviours and fair task allocation.
- ❑ Address bias in scheduling, performance reviews & promotions (Corsino and Fuller, 2021).
- ❑ Implement flexible working and reasonable adjustments.
- ❑ Conduct inclusion check-ins and resolve discrimination issues (Hattery et al., 2022).
- ❑ Support diverse talent through coaching & feedback.
- ❑ Escalate DEI concerns to HR promptly.



Source: (Hattery et al., 2022)

Strategic Alignment

- ❑ DEI underpins Tesco's strategic goal of "Serving Britain's Shoppers a Little Better Every Day."
- ❑ Enhances innovation and frontline customer experience (Rosenkranz et al., 2021).
- ❑ Improves employer brand in competitive labour markets.
- ❑ Supports retention and reduces turnover costs.
- ❑ Aligns with ESG & sustainability reporting (Feitosa et al., 2022).
- ❑ Builds culturally competent teams across global stores.



Key Challenges

- ❑ Persistent gender and ethnicity pay gaps across store-level roles (Arsel, Crockett and Scott, 2022).
- ❑ Inconsistent DEI capability among line managers.
- ❑ High reliance on part-time workers makes inclusion harder.
- ❑ Cultural resistance in some regional stores (Feitosa et al., 2022).
- ❑ Limited promotion pathways for minority groups.
- ❑ Under-reporting of discrimination due to fear of retaliation.



Recommendations

- ☐ Introduce DEI scorecards for each store to track progress.
- ☐ Mandatory bias-prevention assessments annually for managers.
- ☐ Expand mentorship programmes for BAME and female employees (Gill, McNally and Berman, 2018).
- ☐ Strengthen reporting channels with anonymity protection.
- ☐ Increase career development pathways for underrepresented groups.
- ☐ Link DEI performance to manager bonuses.



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HR Technology & Digital Transformation at Tesco

Introduction

- ✓ Retail digitalisation requires advanced HR technologies.
- ✓ Tesco manages **300,000+ schedules** using workforce management systems (Jani, Muduli and Kishore, 2023).
- ✓ HR tech supports efficiency, cost control, and fast decision making (Barišić, Rybacka Barišić and Miloloža, 2021).
- ✓ AI increasingly used for rostering & demand prediction.
- ✓ Technology influences employee experience & performance.
- ✓ Critical for competing with Aldi, Lidl & Amazon.



Current Policies & Practices

- ✓ AI-based scheduling system reduces overtime costs by 10–12% (Hudz, 2023).
- ✓ Online HR portal for leave, payroll, and learning access.
- ✓ Digital onboarding reduces admin time by 30% (Barišić, Rybacka Barišić and Miloloža, 2021).
- ✓ People Analytics dashboards track employee behaviour trends.
- ✓ Learning platform (Tesco Academy) offers online & mobile modules.
- ✓ Automated recruitment screening for large-volume hiring (Hudz, 2023).



Role of Line Managers

- ✓ Use digital dashboards to monitor performance in real time.
- ✓ Approve schedules, leave requests & compliance training via apps.
- ✓ Train employees on new digital systems (Fenech, Baguant and Ivanov, 2019).
- ✓ Interpret people analytics to address performance gaps.
- ✓ Ensure cybersecurity & data confidentiality compliance.
- ✓ Provide digital feedback & coaching.



Source: (Fenech, Baguant and Ivanov, 2019)

Strategic Alignment

- ✓ Supports Tesco's strategy of operational excellence & cost leadership.
- ✓ Enhances customer service through efficient staffing (Mohammed, Ojo and Shah, 2024).
- ✓ Enables rapid innovation in online grocery & express delivery.
- ✓ Strengthens agility in high-volume stores.
- ✓ Improves HR decision-making accuracy (Hudz, 2023).
- ✓ Drives long-term digital capability in the workforce.

Key Challenges

- ✓ Digital fatigue among frontline employees.
- ✓ Skills gap: 40% of staff lack advanced digital literacy (Nicolás-Agustín, Jiménez-Jiménez and Maeso-Fernandez, 2022).
- ✓ Dependence on legacy IT infrastructure in older stores.
- ✓ Resistance to data-driven performance monitoring.
- ✓ Cybersecurity threats due to high employee turnover (Vardarlier, 2020).
- ✓ Uneven adoption between urban and rural stores.

Recommendations

- ✓ Launch digital literacy micro-learning modules for all roles.
- ✓ Replace outdated IT systems with cloud-based HR platforms (Jani, Muduli and Kishore, 2023).
- ✓ Add digital champions in every store to support workers.
- ✓ Introduce transparent data-use policies to build trust.
- ✓ Increase investment in cybersecurity training (Mohammed, Ojo and Shah, 2024).
- ✓ Use predictive analytics for proactive workforce planning.

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Recruitment and Selection at Tesco

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► Introduction

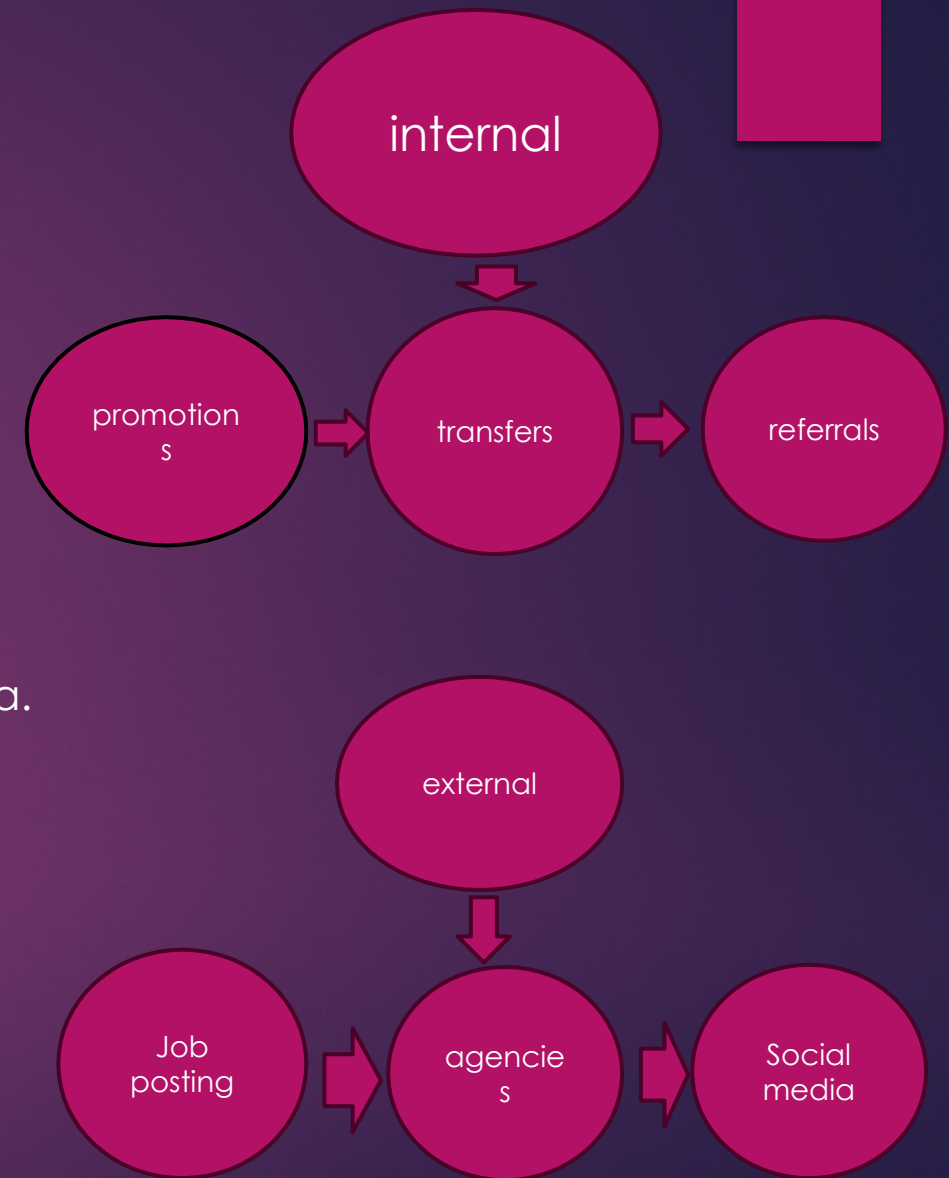
- **Recruitment and selection** help Tesco find and hire people who are the best match for the job and the company's way of working. This careful process makes sure new team members stay longer, perform well, and helps Tesco keep its best staff

Customer service, competitive advantage, and operational efficiency are all impacted by HR practices. (Armstrong, 2020)

Recruitment Policies at Tesco:

- ▶ Internal vs. External Recruitment:

- ▶ Internal: Promotions, transfers, referrals.
- ▶ External: Job postings, recruitment agencies, social media.



Selection Practices at Tesco:

- Interview (Face to face or video)
- Competency-based interviews ensure candidates meet job requirements (Boxall, Purcell & Wright, 2007).
- Basic questions and online assessments.
- Situational and behavioral interviews
 - used for leadership and managerial roles
 - (Armstrong, 2020)
- Work trial for operational roles
 - (e.g., store operations, logistics)
- Reference checks and background verification

Source: online

Role of Line Managers :

- Identifying the need and requirement
 - Interview and final assessment
 - Training for basic development
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- Line managers define job requirements and competencies for their teams (Armstrong, 2020)
 - they help choose the best people for the jobs by conducting interviews and assessing applicants (Bratton & Gold, 2017)
 - Provide continuous feedback to HR to improve recruitment outcomes ((Boxall, Purcell & Wright, 2007).
 - Oversee onboarding, training and initial development (Dessler, 2020).

Strategic Alignment with Tesco Goals:

- ▶ The main purpose of tesco is ,
- ▶ “ serving our customers,cummunities and planet a little better everyday ”
- ▶ This core purpose is supported by several strategic aim and values that guide their day-to-day operation and candidate selection.
- ▶ 1.Customer focus(the main target): to create value for customers to earn their lifetime loyalty
- ▶ 2. Communities and planet : to act as a responsible retailer, using their scale for good.
- ▶ 3. Colleagues and culture: this is a essential part of business strategy, aiming to be a great place to work so that colleagues can provide better service to customers,fulfilling the company's overall purpose.

Key HR Challenge:

- Staffing, retention and turnover
- Fair pay, equity, and employee relations
- Diversity & inclusion at all levels of management
- Developing capability and transformation
- Recruiting for specialized roles IT, logistics, supply chain (Bratton & Gold, 2017)

Practical Recommendations :

- ▶ 1 Use HR analytics to identify hiring gaps and predict turnover trends (Torrington et al., 2020)
- ▶ 2 Implementing improvements boosts retention, efficiency, and employer reputation (CIPD, 2023)
- ▶ 3) Improve HR digital skills to advance online recruitment and assessment technologies (Dessler, 2020)
- ▶ 4) Implement targeted diversity recruitment programmes (Boxall, Purcell & Wright, 2007).

conclusion

- Hiring the right people is a smart, long-term plan that helps Tesco grow bigger and be the very best at serving customer.
- HR must work toward the company's main goal so we can keep finding good staff
- implementing recommendations strengthens workforce capability and competitive advantage.

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Training and Development at Tesco

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Introduction

- ❑ Training and Development (T&D) is a critical component of modern human resource management, enabling organisations to build employee capability to enhance employee performance (Armstrong & Taylor, 2023).
- ❑ Tesco's T&D supports skill enhancement, organisational growth, and competitive advantage, aligning with best HRM practice (Armstrong & Taylor, 2023).
- ❑ With a workforce of 330,000+ employees, Tesco relies on structured learning pathways and digital training to maintain consistency across global operations (Tesco Annual Report, 2024).
- ❑ Purpose of the presentation is to critically evaluate Tesco's current T&D policies and practices, assesses strategic alignment, identifies HR challenges, and provides evidence-based recommendations.

Current HR Policies and Practices of Tesco

- ❑ a. Induction and Onboarding Training
 - ❑ Tesco delivers structured digital onboarding, with 95% of new store employees completing required modules within the first month (Tesco Annual Report, 2024).
- ❑ b. Operational Skills Development
 - ❑ The Options Development Programme trained 8,500+ employees in 2023–2024, supporting progression into team leadership roles through blended learning (Tesco, 2024).
- ❑ c. Leadership Development
 - ❑ Leadership pathways such as Aspire and the Tesco Leadership Academy strengthen managerial capability, aligning with CIPD guidance on leadership development (CIPD, 2023).
- ❑ d. Digital Learning Platforms
 - ❑ Tesco's digital learning portal provides 1,500+ bite-sized modules, enabling continuous self-directed development for all employees (Tesco, 2024).
- ❑ e. Apprenticeships and Accredited Programmes
 - ❑ Tesco supports over 2,300 apprentices across the UK, offering recognised qualifications in retail, distribution, and technology (Tesco, 2024).

Role of Line Managers in Implementation

- ❑ Identifying Training Needs
 - ❑ Line managers use performance reviews and Tesco's MyPerformance tool to identify skill gaps and recommend relevant training (Tesco, 2023).
- ❑ Coaching and On-The-Job Training
 - ❑ Managers provide daily coaching on customer service and operational tasks, reflecting Storey's (2019) view of managers as learning facilitators.
- ❑ Supporting Learning Participation
 - ❑ Managers organise staff schedules to enable training attendance while maintaining operational continuity (Tesco, 2023).
- ❑ Performance Evaluation
 - ❑ Line managers assess behavioural and performance improvements after training to link learning outcomes with performance management (Armstrong & Taylor, 2023).
- ❑ Communication and Motivation
 - ❑ Managers motivate staff to join career development programmes, helping strengthen Tesco's internal talent pipeline (Beardwell & Thompson, 2020).

HR Practices Strategic Alignment with Business Objectives

- ❑ a. Supporting Customer-Centric Strategy
 - ❑ Training in customer service, communication, and problem-solving directly supports Tesco's mission of "serving customers a little better every day," enhancing satisfaction and loyalty (Tesco, 2023).
- ❑ b. Enhancing Operational Excellence
 - ❑ Digital learning and operational training improve efficiency by enabling staff to adapt to new retail technologies, strengthening Tesco's automation and data-driven systems (Wood et al., 2021).
- ❑ c. Leadership for Business Growth
 - ❑ Leadership development programmes build managerial capability that supports innovation, employee engagement, and long-term organisational growth (CIPD, 2022).
- ❑ d. Sustainability and Ethical Commitment
 - ❑ Training on food waste reduction, responsible sourcing, and diversity aligns HR practices with Tesco's ESG commitments and sustainability strategy (Tesco PLC, 2024).

Key HR Challenges Faced by Tesco

First, the massive and heterogeneous workforce (part-time, full-time, and shift workers) makes it difficult to provide training consistently (Butler, 2024).

It is possible that some workers do not get the opportunity of learning because of time related or operational factors.

Second, it is not an easy task to reconcile cost effectiveness and long-term investment in employee development in a very competitive retail market (Tesco, 2024).

Third, there be a regular interaction and competency of the line managers, inconsistent engagement of line managers will result in unequal development opportunities in various stores (CIPD, 2023).

Practical Recommendations

To begin with, the adaptability of training delivery strategies through e-learning modules, microlearning, and mini in-store training will be able to fit employees who have different schedules (Tesco, 2023b).

Second, a data analytics-based systematic evaluation of training requirements based on employee feedback can reveal training gaps and relevance of the enhancement programme (Nazmus Sakib et al., 2025).

Third, Tesco ought to enhance the line manager competence by coaching, mentoring and performance related development roles (Tesco, 2024).

Lastly, T&D initiatives can contribute positively to employee engagement rates, retention, and reputation of the corporation (Butler, 2024).

Conclusion

Training and development programs at Tesco's, that shows a keen interest in the growth of employees, their engagement and skills development.

The workforce development in the company is supported by the HR policies that offer mentoring programme, internal mobility, and structured learning opportunities.

The line managers are key to the implementation of these initiatives and to make sure that they are practiced.

This includes flexible training delivery, systematic needs assessment, and managerial support, which can be used to enhance results.

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