

Everyone's Welcome.

Diversity, Equity and Inclusion at Tesco Business Solutions and Technology

Annual Report 2025

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About us.



Tesco Business Solutions (TBS)

We are Tesco Business Solutions (TBS), a global, purpose-driven organisation that has evolved since 2017 into a world-class partner for the Tesco Group. With over 4,300 skilled colleagues across the UK, India, Hungary, and Ireland, we provide the innovation and agility that underpin everything Tesco does. By leveraging decision science and an intelligent service model, we simplify processes and create sustainable value for our customers, colleagues, and the planet.

Our Budapest Hub, established in 2019, is a key engine of this journey. Our diverse team of professionals provides essential services in finance, HR, customer care, and commercial support for the Czech, Hungarian, and Slovak markets. Beyond running operations, our analytics centre enables data-driven decisions that shape the future of retail. We are proud to be the partner of choice for talent, transformation, and value creation, helping Tesco serve its customers, colleagues, and communities a little better every day.

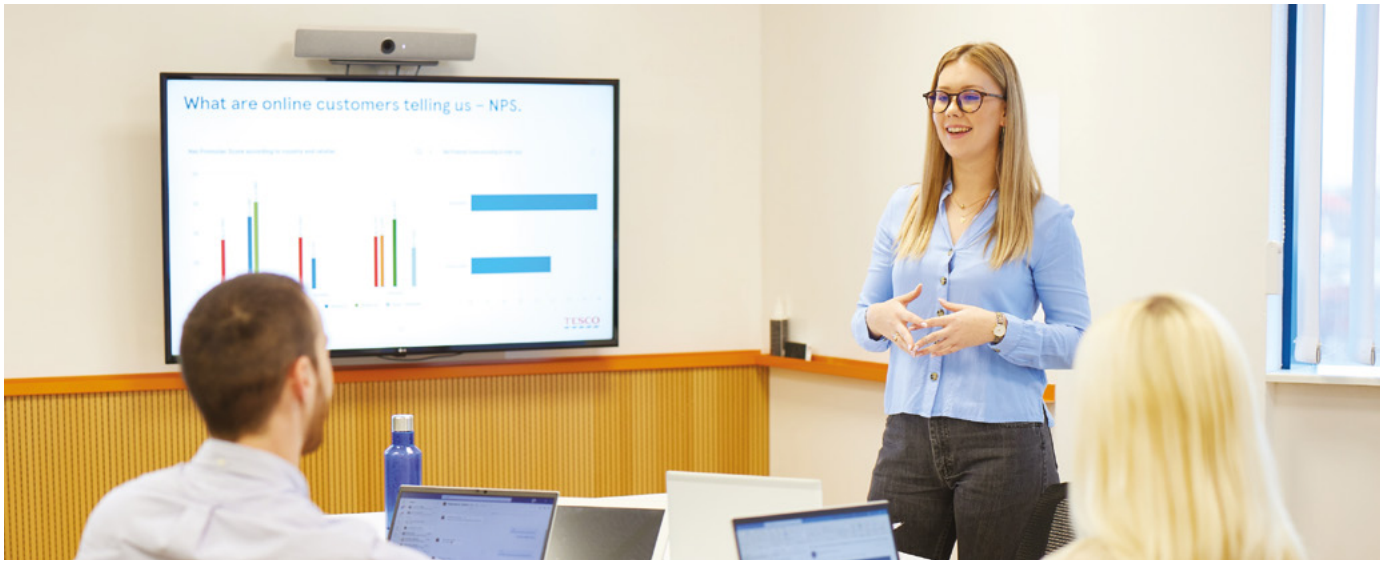
Tesco Technology

At Tesco Technology, we are always looking ahead, using the power of tech to make things a little better for everyone, every day. We believe in building our own path rather than using off-the-shelf solutions. That is why we empower our 4,000+ experts across five countries – the UK, Poland, Hungary, the Czech Republic, and India – to solve “crunchy” tech problems and design innovative systems that have a direct impact on our customers, our planet, and our business operations.

Since 2019, our Budapest Technology Hub has been at the forefront of this evolution. Our team of over 250 engineers and managers pioneers the next generation of online and in-store retail platforms. We focus on revolutionizing areas like fulfilment, supplier management, product handling, and loss prevention, while keeping user experience (UX) and data science at the heart of everything we build. We are a community of thinkers and creators where different perspectives are valued, and where every technologist plays a vital role in shaping the future of Tesco.

Awards – Recognition of our commitment

For us at TBST, awards are much more than just trophies on a shelf. They serve as vital feedback from the industry and our peers, confirming that our efforts to create an inclusive, innovative, and value-driven workplace are on the right track. These accolades acknowledge the dedication of our colleagues and underscore our competitive edge as a top-tier employer and service provider.



World's Best Global Business Services (GBS)
2023 & 2025

A prestigious recognition from the Shared Services and Outsourcing Network (SSON) for our exceptional performance, innovation, strategic impact, and transformative operational model.

World's Best GBS – Runner-up
2024

Continued recognition of our sustained excellence in the global business services sector.

Most Vibrant Employer in Hungary
2024

Awarded at the CEE Business Services Summit in Warsaw, celebrating our dynamic workplace and our efforts in building a great culture.

Foreword.

At Tesco, our purpose is to serve our customers, communities and planet a little better every day. A vital element of this is our diversity, equity and inclusion strategy, which ensures that we best represent the communities we serve. Focus on equity is especially important, as it ensures that everyone has the same starting position and equal opportunities.

Our 2025 Everyone's Welcome report includes an update on the progress we continue to make and the actions we're taking towards creating a workplace where everyone's truly welcome, irrespective of their personal characteristics.

We are proud of our achievements this year.
To name a few:

- We have enhanced our Graduate and Internship programmes, to be able to attract and retain the best talent.
- We are pleased to support "Lányok napja" to bring women students, mentors and partners together to explore real career paths in STEM.
- We have started promoting our roles as open to flexibility.

We are very glad to see that our colleagues feel included, valued, and respected in Tesco, according to feedback shared through various employee surveys. It pleases us that we are going in the right direction, and we are committed to do a little extra for our colleagues and customers every day.

If you are interested in a career at Tesco Business Solutions, visit our Careers page **here**.
If you are interested in a career at Tesco Technology, visit our Careers page **here**.



Manish Sethi

CE Tesco Business Solutions Director

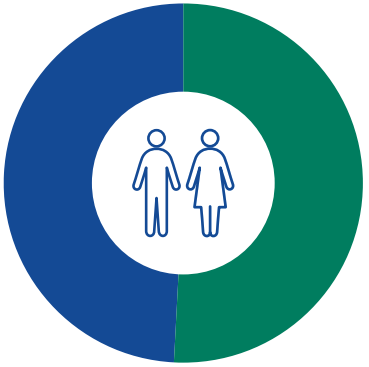


Frederic Kuzel

Director of Engineering - Channels and Central Europe Hubs

Tesco Business Solutions and Technology in numbers.

At Tesco, people are at the heart of everything we do, whether they are our colleagues, customers, or suppliers. At Tesco Business Solutions & Technology, we employ more than 820 colleagues and cherish the uniqueness of every single one of them. Thanks to our colleagues bringing different perspectives, opinions, and ways of working, we are able to stay innovative as a company every single day. We are glad to have such an amazing team, through which we can continue to bring value to our customers.



51% women

49% men

820 colleagues in Tesco Business Solutions & Technology

28% carers

TBS: 141 HC / 25%,
Tech: 92 HC / 36%
TOTAL: 233 HC / 28%

16 nationalities

0,9% colleagues with different abilities

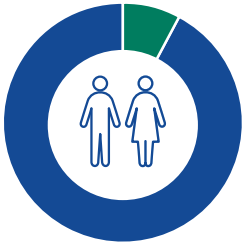
Gender split in TBS



Women **70%**

Men **30%**

Gender split in Technology



Women **8%**

Men **92%**

Inspired by you.

Every Voice Matters.

Results of this years' colleague survey

- I can be myself at Tesco without fear of judgement.
  2024 - 84% → 2025 - 90%
- I believe that Tesco is becoming a more inclusive workplace.
  2024 - 82% → 2025 - 84%
- My manager makes everyone in the team feel welcome.
  2024 - 88% → 2025 – 88%
- At Tesco, I feel that everyone is welcome.
  2025 – 94%

Every Voice Matters

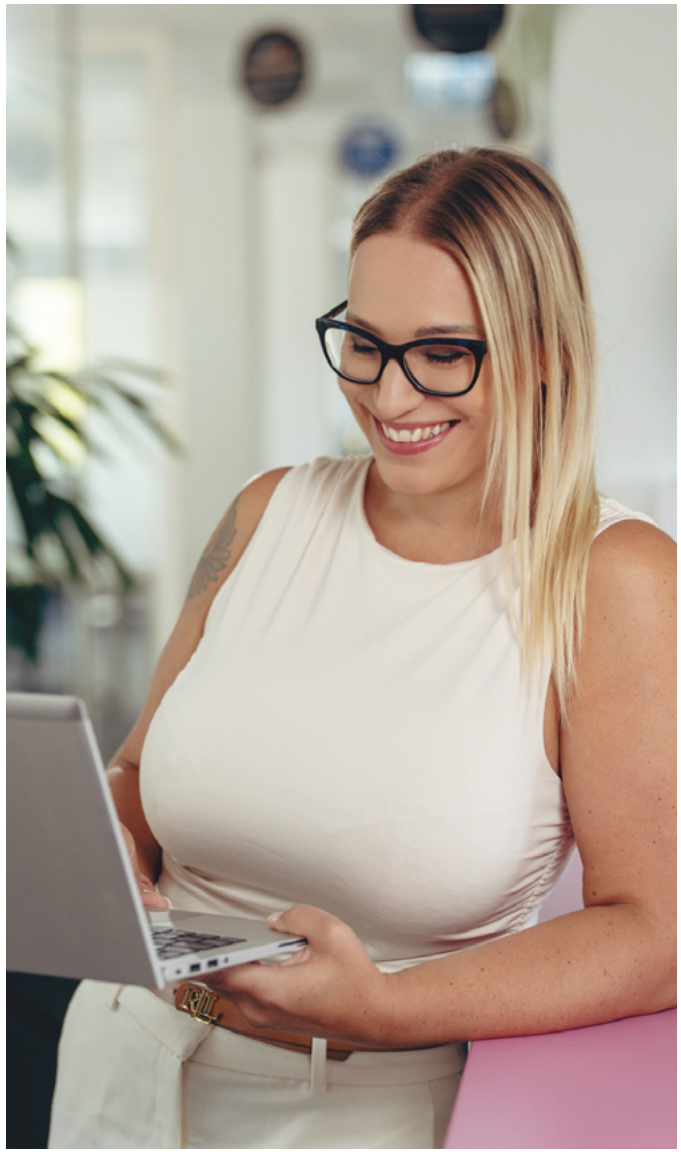
Twice in a year, in January and throughout the summer, we conduct "Every Voice Matters" – an **all-colleague survey** that provides an insight into how our colleagues feel working for Tesco. It also helps us monitor their feedback on inclusion and it pleases us this measure is still increasing annually.

This is me

In addition to EVM, we have introduced the This is Me survey. The purpose of this survey is to get to know our colleagues a little better, so that we make sure we design and implement initiatives that truly reflect our workforce.

Everyone's Welcome survey

When we were creating the new DE&I Strategy, including the 5 commitments, we asked our colleagues about their feedback and builds on our actions. Thanks to their inputs we were able to create a strategy that truly reflects our workforce with specific action steps. One example of this is renaming one of our commitments from Stronger Starts for Young People to Developing Careers, to better reflect our workforce across generations and seniority levels.



We treat people how they want to be treated.

Diversity, equity and inclusion truly sits at the heart of our business. Without it, we simply would not be Tesco, as we would not be able to reflect the communities we serve and meet the needs of our customers. At Tesco, we have three key values that guide everything that we do: No one tries harder for our customers, Every little helps and We treat people how they want to be treated, which in practice means that:

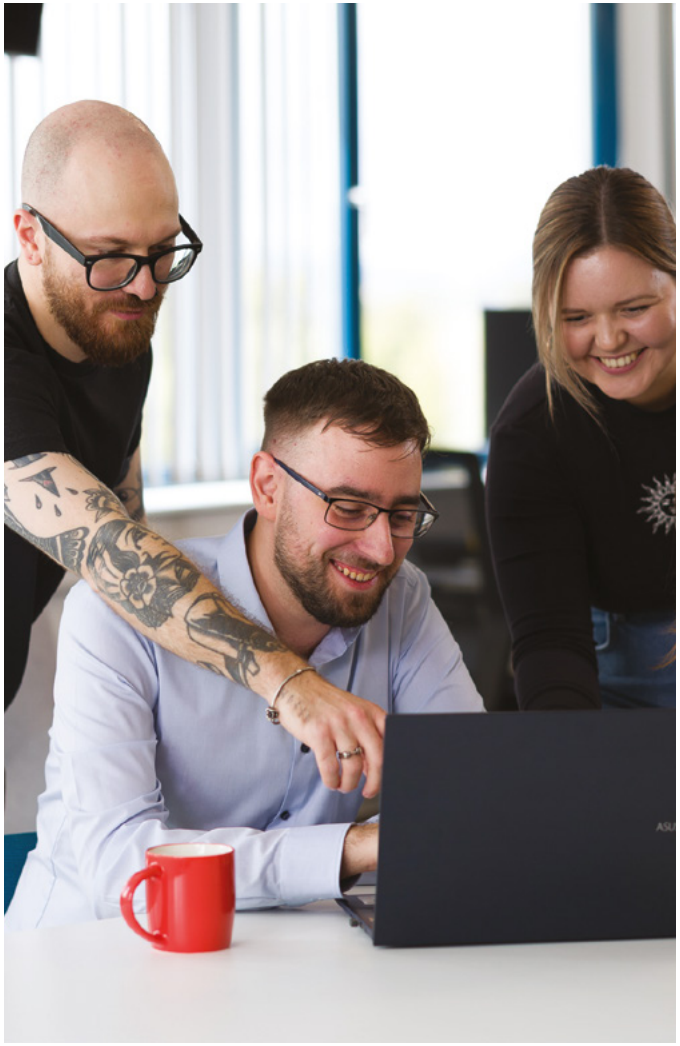
- We listen carefully and make sure everyone is heard
- We build trust, by being honest and fair
- We value different perspectives and what makes each of us unique
- We work as one team, care for and thank each other

Because at Tesco, everyone's welcome

Here, there is an opportunity for all; everyone is heard, valued, supported, and empowered to be their best. By respecting each other and working together, we can make Tesco great for our colleagues and customers.



Our 5 commitments.



To show our dedication to being a truly inclusive and equitable business, we have recently launched our 5 DE&I commitments. These commitments focus on areas that will make the biggest difference and are visible to and understood by all our colleagues.

The five commitments

Inclusion for All
Colleagues work in an environment where they feel they can be themselves, are valued and see themselves represented at every level.

Flexibility for All
We enable colleagues to thrive at Tesco, with a culture that embraces and supports flexible working.

Accessible First
Our colleagues with different accessibility needs feel supported at Tesco, whether that's in a physical environment, our Technology systems or the communications we share.

Transform Recruitment
Colleagues and candidates experience a positive and inclusive recruitment experience so that we can attract and retain the best talent.

Developing Careers
Supporting people to gain experiences, skills and behaviours to enhance their career choices and progression.

Inclusion for All.



We want everyone at Tesco to feel that they can bring their authentic self to work. We are really pleased to see that the score of “I can be myself at Tesco without fear of judgement” in our annual survey is yearly improving and that colleagues believe Tesco is becoming a more inclusive place to work.

We believe that every colleague should be able to be themselves at work. Last year, colleague feedback through the Everyone’s Welcome survey showed us that everyone in Tesco has an important role to play.

That is why we launched a brand-new Everyone’s Welcome Policy, which explains the role we all play in creating a place that everyone’s welcome. By solidifying this in a policy, we are showing our commitment to this and setting the bar going forward.

As a part of the Inclusion for All commitment, we are focusing on multiple areas. First, we are supporting our managers with additional training and education to help them become truly inclusive leaders. We are making sure that our LGBTQ+ community feels safe and their wellbeing is supported at Tesco. In addition, we are working to ensure our talent pools are diverse -for example, in terms of gender- so that we can select the best candidate from an inclusive range of talent.



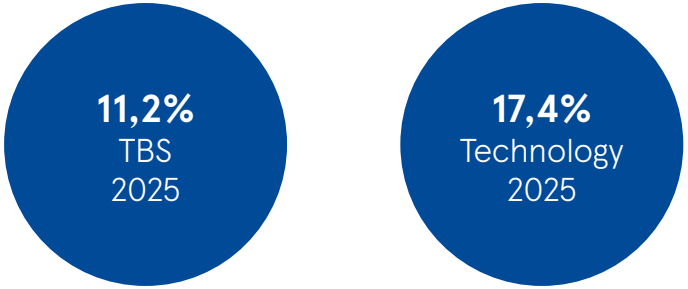
“At Tesco, being gay is just... normal. That might not sound like much to some people, but for us, it’s everything. From the start, I could be open about who I am and talk about life with my boyfriend just like anyone else shares their weekend plans. That freedom to just be myself means I can focus fully on my work and my team, instead of wasting energy pretending. It’s one of the reasons I feel genuinely at home here.

Thomas Juhász,
Head of Software Development

CURRENT Gender Pay Gap

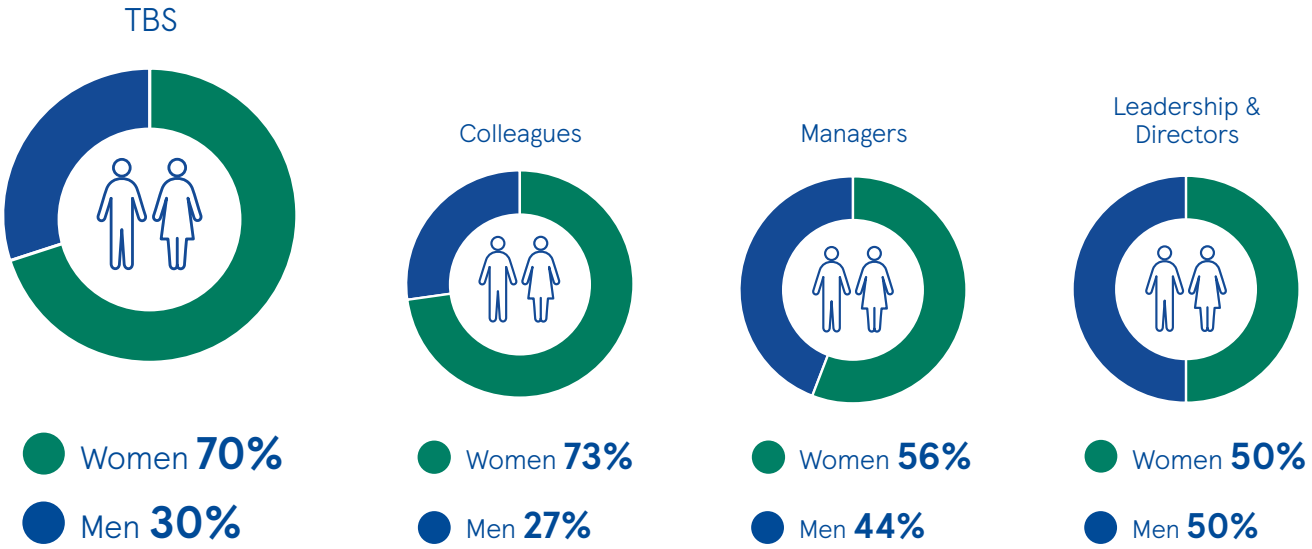


Since 2019, we have been voluntarily reporting Gender Pay Gap. We are an equal pay employer, which means we follow an internal principle to pay people equally for the same or similar roles, based on defined pay bands, regardless of gender. However, the fact that proportionally more men hold senior positions and take advantage of flexible working options continues to influence the overall gender pay gap, which we are pleased to see decreasing year on year.

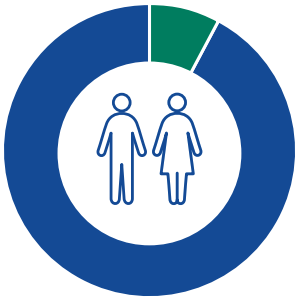


16,6 % Eurostat 2023

We continue to support our women through initiatives such as the Women's Development Programme, as well as sponsorship, coaching and mentoring opportunities to progress in their career.



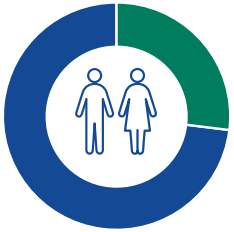
Technology



Women **8%**

Men **92%**

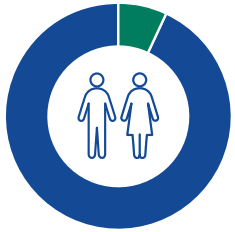
Colleagues



Women **27%**

Men **73%**

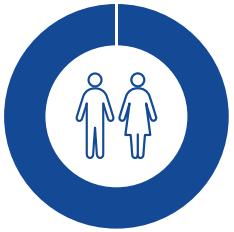
Managers



Women **7%**

Men **93%**

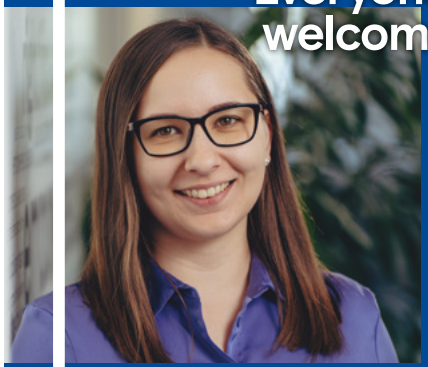
Leadership & Directors



Women **0%**

Men **100%**

Everyone's welcome



"I joined Tesco in 2016 as a cashier, where I quickly discovered a workplace that valued growth and believed in people. I became a cash office assistant, then I joined the Sales & Tender Reconciliation Team in Győr.

When the Finance department relocated to Tesco Business Solutions, I stepped into a lead role, which challenged me to take on more responsibility and grow professionally. With the support of my manager – a true role model I can always turn to – I completed my university studies while working.

Continuous learning has always been important to me, and even now, I strive to improve every day. In 2023, I became the manager of the Sales & Tender Reconciliation Team – a responsibility I approach with gratitude and a strong commitment to growth. I'm grateful to my colleagues, who are always there when I need help or advice. What started as a temporary role became a journey of growth, thanks to the people who saw the potential in me and helped me bring it to life.

Marcsi Illés-Telek,
Sales & Tender Reconciliation Manager

Flexibility for All.



Flexibility is key. We know that it is what is keeping our colleagues happy while working for us. In turn, it enables Tesco to attract a diverse workforce of colleagues who are able to contribute their best and deliver for our customers.

We know life looks a little different for everyone. That's why we want to make it easier for our colleagues to work flexibly and to support our managers to say yes more often. Flexible working can help support our colleagues through life-changing moments like becoming a carer, adapting to parenthood, or simply doing more of the things they love. We want to empower managers and colleagues to feel confident to start talking about it, helping everyone to progress, regardless of role or working arrangement.

As a part of this commitment to our colleagues and candidates, we have started advertising all roles as open to flexibility. This enables us to continue attracting diverse talent and provide them with a workplace that recognizes their needs. We have also created supportive materials for our line managers to guide them in discussions about flexibility with their teams and a platform for all colleagues, so that they can find all information in one place, including helpful policies and inspiring stories of our colleagues who are already working flexibly. We also constantly keep revising our existing flexible working options to make sure we provide great offer to our colleagues and candidates.



Every summer I take advantage of the three-week remote working opportunity to return home to Slovakia. For me, this time is incredibly meaningful because it allows me to be close to my family, spend quality time with them, and enjoy meaningful moments together that are often missed during the busy year. Reconnecting with my family gives me a sense of balance and perspective that I bring back to work, helping me feel more focused, energized, and motivated.

I feel grateful that TBS makes it possible for me to balance professional responsibilities with family life, giving me the chance to be there for my loved ones while contributing to work that matters.

Krisztina Tóthová,
Talent Acquisition Specialist



I started working at Tesco Business Solutions as a Communications Manager in 2019, when the Budapest hub was established. At the end of 2020, I went on maternity leave and stayed at home with my baby. During this time, I also began pursuing university studies in psychology. When I decided to return to work, I chose a part-time schedule so that I could continue my studies while also spending more quality time with my family. The company and my manager were fully supportive of this flexible arrangement. Knowing that I can balance my work responsibilities, my family's needs, and my university timetable makes it easier to stay focused and motivated in all areas of my life. Even though I work part-time, I feel fully included in the team and have opportunities to contribute meaningfully. Since returning, I have continued to contribute to key communication projects, supporting internal corporate events and CSR initiatives. My psychology studies also help me bring fresh perspectives to my role—for example, in understanding employee engagement and how to craft messages that resonate with diverse audiences.Thanks to the support of Tesco Business Solutions for flexible working, I have been able to continue my career, pursue my education, and be the parent I want to be.

Réka Budavári,
Corporate Communications & CSR Manager

Accessible First.



Making Tesco an accessible place to work is a priority for us – if it's through physical environment, our tech systems or the communications we share. We understand that everyone has different accessibility needs, and we are committed to reflect them in the design of our environments.

In Tesco Business Solutions & Technology 0,9% of colleagues have different abilities and each year we are making the workplace more accessible for both our colleagues and customers. We are progressing on the Disability Confident Employer scheme, which certifies companies that have reached a certain level in their different ability efforts. Last year, we reached Level 1, which was focused mostly on recruitment, and this year we are progressing towards Level 2, which looks more at the lived experience of our colleagues with different abilities.

The main area we are focusing on this year is neurodiversity, as we realize it is where most awareness and education is needed, and neurodiversity is also becoming more prevalent in society. Thus, we are investing into creating a wide variety of resources, including seminars, short videos and written guides to spread awareness and education across our colleagues and line managers, and to make sure we are providing proper support.

In case of need, we are also ready to offer additional flexibility, such as working more time from home, workplace adjustments or phased return to work. Similarly, if someone is a carer, we have a wide variety of flexible, family and wellbeing policies, so that they can adjust work to their caring responsibilities, while also taking care of their wellbeing.



Transform Recruitment.

We want all our candidates to have a positive, inclusive hiring experience. To make that happen, we keep revising our processes and all candidate touchpoints and are continuously working on their improvement.

We have designed a new Inclusive hiring training for all hiring managers, as they play a key role in fostering an inclusive and diverse workplace. This training helps equip them with the knowledge and skills needed to implement inclusive hiring practices effectively.

We are also working on a new Global Careers Site and Recruitment platform, which will allow an even more inclusive recruitment experience for our colleagues and candidates through tools such as diverse talent pools.

We have been highlighting in our advertisements that we provide a fully inclusive and accessible recruitment process.

A key role in our Transform Recruitment efforts also plays Pay Transparency. Voluntarily reporting Gender Pay Gap for multiple years gave us the opportunity to identify the right actions and therefore be also prepared for the EU Pay Transparency Directive.



A place to get on



One of the main reasons I chose Tesco was their flexibility. From the very beginning, they were open to me working four days a week – and that was the most important thing for me at this stage of my life. During the interview process, the role I originally applied for was even adjusted, but I didn't mind at all, because my biggest goal – to work a 4-day week – became reality. I'm still grateful to the recruitment team who made this possible. Every week I feel thankful and happy about this, and I think that's really something special! For me, it shows that Tesco truly supports its people and offers opportunities that can even attract talents who might not have considered Tesco otherwise.

Zsófia Herendi,
Product Manager



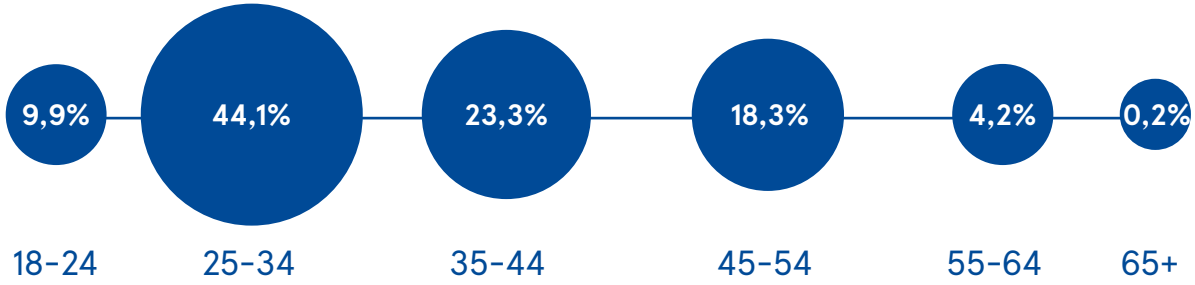
“My journey at Tesco Business Solutions started after my BA studies, 1.5 years ago when I had the possibility to participate in the Fresh Graduate programme. During that 1 year I had the chance to develop my soft skills and also my professional knowledge from great mentors. Since the end of the programme I have been working as a Business Process Improvement Lead and supporting the teams in their work efficiency. TBS provides a great work-life balance and flexibility; while climbing the corporate ladder I have time to spend quality time with my family, friends and hobby. Here, everybody is welcome and appreciated for their real self, embracing diversity. Leaders pay attention to both personal and professional development, enabling career growth, which is important for me as a career starter.

Kristóf Csonka,
Business Process Improvement Lead

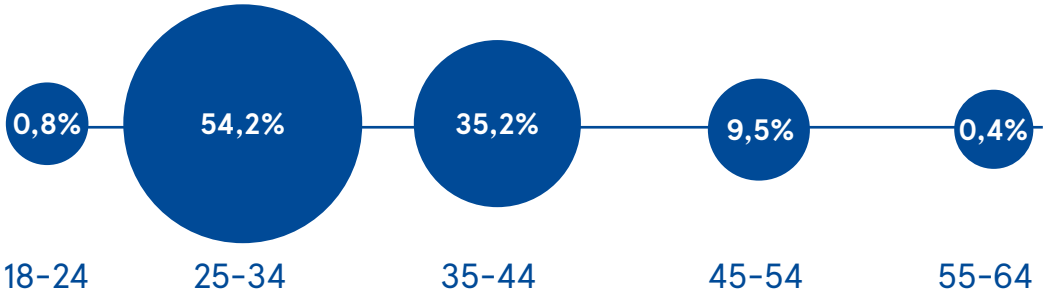
Developing Careers.

As part of our commitment to developing careers, we recognize that everyone comes from different backgrounds, faces a variety of challenges, and has individual needs. Instead of offering a one-size-fits-all solution, we’re focused on understanding and addressing those differences so that we all have a fair and meaningful opportunity to succeed. As visible in the graph below, we have a diverse representation of all generations in Tesco.

Representation of colleagues in TBS based on age



Representation of colleagues in Technology based on age



As part of this commitment, we are helping people to gain experiences, skills and behaviors that enhance their career choices and progression, both internally and within our communities. To demonstrate our commitment, we have made multiple improvements since last year.

New Graduate & Internship Programmes Framework

We want to be able to attract and retain the best talent and stay a competitive employer on the market through offering a quality development programme for future leaders. As a response, we have improved our Graduate & Internship frameworks. We have listened to the feedback of our young colleagues and prolonged the programme and its rotations, invested in its structure, opportunities for growth and development, and the career path following the programme. We have also connected Internships to the Graduate Programme, which will allow young talents to progress in their career.

Stronger Starts Programme

Our purpose in Tesco is to serve our customers, communities, and planet a little better every day. As part of this purpose, we launched the Stronger Starts Programme – a Tesco grant programme which focuses on supporting children and young people in areas such as healthy lifestyle, education or mental health. The winner project is always selected by our customers, who can vote and choose between three local projects at a time. This ensures we support the local communities we serve.



“When I first got out of university, the job market at that moment wasn’t in its best position and I was struggling to find a job. After some time, I stumbled upon Tesco Business Solutions’ Fresh Graduate programme and the opportunities it could present to me so I took a chance with it. I couldn’t be happier that I did, otherwise I wouldn’t have had the chance to get to know the people I have been working with ever since. It has been almost 2 years and I got to improve myself in many different ways. This shows that everyone deserves a fighting chance to prove themselves and here you have every opportunity to develop through hard work and challenges that you decide to take on. Here I was able to overcome my shortcomings many times and I would not have been able to do so without constantly leaving my comfort zone which I am glad I did. If anything, I am 100% sure that one of the things that Tesco Business Solutions does best is gathering great people at its core and giving back to the community.

András Lakatos,
Senior Buying Associate

Wellbeing First.

We truly believe that having an inclusive workplace environment supports the wellbeing of our colleagues. And happy colleagues mean happy customers.

At Tesco, wellbeing comes first, and we continue to enhance our Wellbeing Proposition for our colleagues and their families every day. In the past year, we have widened the wellbeing offer to our colleagues significantly. For us, putting wellbeing first means looking out for each other, being mindful of our wellbeing needs and seeking out help if we need it.

Employee Assistance Programme

Since last year, we have a brand-new and improved employee assistance programme that supports our colleagues in psychological, financial, legal and healthy lifestyle matters. Colleagues and their family members have 24/7 access to experts, and they can speak with them in person, over the phone, via video call, or through chat.



Mental health

We are trying to open discussion on mental health in Central Europe. We want to normalise talking about mental health and we encourage colleagues to speak up and ask for help if they need it. As part of this mission, to mark World Mental Health Day, we produced a video in which several colleagues shared their mental health journeys. We also launched a variety of resources for both line managers and colleagues to support their mental health. We acknowledge different accessibility needs and preferences when it comes to consuming content, so we prepared a variety of videos, animations, and written materials to best fit the individual needs.

Support for those affected by domestic violence

Domestic violence affects 20% of the population and more than 90% of the known cases are women. Tesco is against any form of violence, and we offer support in the form of paid leave to those who have gone through such situations as well as to colleagues who are helping those affected. We are ready to provide financial support through our internal fund Tesco Angel and make any needed adjustments to ensure the safety of our colleagues and customers. This support is now available in all countries across Central Europe.



Other wellbeing supportive initiatives we offer:

- Wellbeing and flexible working policies
- Line manager support for themselves and wellbeing conversations with their teams
- Wellbeing and mental health webinars
- Wellbeing week each year
- Free femcare products for all female colleagues across distribution, stores and head offices + we have reduced the sales prices of all Tesco private label feminine hygiene products by the value of VAT
- Free fruit and cereals in the office kitchens
- All You Can Move sportpass support
- Uniqa Health Insurance
- Pilates
- Office massage

Our journey toward a truly inclusive future.



This publication marks a significant milestone for us: our very first **Tesco Business Solutions and Technology (TBST)** DEI Report. Following the voluntary example of the Tesco Group, we have chosen to share our progress openly. We believe that transparency shouldn't wait for legal mandates. That is why we are already reporting on critical areas such as our **Gender Pay Gap**, ensuring we hold ourselves accountable as we strive for diversity, equity, and inclusion long before it becomes a requirement. Our goal is to make this an annual tradition, a yearly reflection of how we live our values.

Diversity is our foundation

In TBST, diversity is more than a strategy; it is our reality. By bringing together **Business Solutions** and **Technology**, we have merged two distinct worlds with different operations, expertise, and mindsets. Combined with our international team serving global markets, this creates a vibrant, multifaceted organization.

While our diversity is a given, **inclusion is a choice**. In May 2026, we will proudly sign the **HBLF Diversity Charter**, formalizing our commitment to a discrimination-free workplace, fully supported by our policies. But beyond the principles, what truly matters is the "lived experience" of our colleagues. It is about the decisions we make in challenging moments and how our culture supports each individual in their daily work.

Bridging the generational gap

On a personal note, one of my greatest areas of growth as a leader has been navigating our unique generational landscape. At nearly 50, I lead in an environment where senior leadership is often 45+, middle management is around 35, and our talented frontline colleagues are closer to 25 years old.

I have learned that our younger colleagues are not just looking for technical knowledge from us. They are seeking **leadership coaching** and shared life experiences from mentors who can guide them through the complexities of a career with empathy and wisdom. Bridging these generational gaps is essential to fostering a culture where everyone, regardless of age, feels a sense of belonging.

A place to get on

With over 150 Shared Service Centers in Budapest, the competition for talent is fierce. We know that a recruitment strategy can get people through the door, only **culture** keeps them here. The stories featured in this report are a testament to that culture in action.

While the younger generation is often known for frequent career changes, we are seeing many of our “alumni” choosing to return to TBST. To me, there is no greater compliment than a “boomerang” colleague. It proves that what we are building here is truly special.

Thank you for being part of this journey. We are just getting started.



Szigeti Barbara

Head of People, Tesco Business Solutions and Technology

Final remarks.

Tesco is a place where everyone is welcome and where we are guided by the principle of treating people how they want to be treated.

We continue our journey to be a great place to work for everyone, where each colleague feels valued, listened to, respected and see themselves represented across all levels in the company.

We want everyone to be able to bring their authentic self to work because what truly makes Tesco who we are is the amazing team of colleagues. We can provide the best value for our customers only if we reflect the communities we serve.

We know that we have an important role as a large employer, and we want to use the impact we have to truly make a difference. We believe that by creating an inclusive and equitable place to work and shop, we are also creating a better place for our colleagues, customers, planet and the communities we serve every day.





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