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tracking supermarket progress towards a
fairer and greener food system

2003 company profile

SOMERFIELD plc

1.1 Engagement with Race to the Top

SOMERFIELD plc was one of the first companies to sign up to the Race to the Top project in 2001. It has worked constructively with other project partners to develop and test the data collection methods used by the project. It has collected and submitted data for the project in 2003, although it did not take part in the supplier survey.

1.2 Company overview

Somerfield operates over 1,300 food stores under the Kwik Save and SOMERFIELD names, and employs around 57,000 staff. It has 5.6% share of the UK food market. The company has been struggling to regain profitability after problems integrating Kwik Save (which accounts for 42% of sales), since its acquisition in 1998. Kwik Save and SOMERFIELD fascias are to be run as separate but complementary business units. Operating profit in 2002-3 was £40 million on sales of £4.7 billion. The company was also recently the subject of a takeover bid. Like Safeway, Somerfield has a High-Low pricing promotional pricing strategy.

Small store size (820 m² for Somerfield and 740 m² for Kwik Save) and a mixed income customer profile means that, like the Co-op, Somerfield faces challenges such as restricted shelf space for ethical lines of produce, and a customer resistance to paying premium prices for Fairtrade organic or high-welfare niche produce. But unlike the Co-op, Somerfield's plc status means that major investors are more concerned about financial performance than ethical or environmental performance.

1.3 2003 results: overview

SOMERFIELD is to be congratulated for participating in RTTT during continued efforts to achieve profitability. SOMERFIELD had always stated that RTTT participation was about assisting the company to set priorities in their CSR programmes. But analysis in 2003 was hindered by a lack of data. Furthermore, one of the areas where SOMERFIELD was differentiating itself from the field—a project of local sourcing direct to store ('Local Life')—has not been given as much priority this year. We recommend that the Somerfield recovery programme could be greatly enhanced by investing the brand with a stronger emphasis on responsible and ethical retailing, including a differentiated local sourcing strategy.

Comments from SOMERFIELD plc:

The Company is developing brand values for both the Somerfield and Kwik Save fascias. Somerfield will develop its food culture and embed higher environmental and ethical values. Kwik Save will focus on range and good value with easy access and an opportunity to have some fun whilst shopping.



ENVIRONMENT module

Indicator 1.1

Issue: Corporate Commitment to Environmental Responsibility & Performance

Indicator: Board-level responsibility, training and reporting for environmental issues.

Within the CSR section on the website there is evidence of a growing commitment to improve performance in all aspects of Corporate Social Responsibility. SOMERFIELD has a Corporate Responsibility Group chaired by the Company Secretary who will develop and report on a CSR policy. It is not known whether training and development with an environmental component takes place within SOMERFIELD at any level.

There is currently no CSR or Environmental report, but there are dedicated sections of the annual report and on the website for these areas. As the CSR area grows over time within SOMERFIELD it would be important to report back on these issues.

Indicator 1.2

Issue: Climate Change

Indicator: Energy Use and Emissions of Carbon Dioxide (CO₂)

SOMERFIELD has set targets for reduced energy consumption, but these are not widely documented. By continuing investing in improvements to existing cooling equipment will mean they remain on track to meet their current target. Within the driving fleet they are incentivising drivers to choose less-polluting cars. During the year they reduced fuel consumption by 2% and cut CO₂ emissions by 1313 tonnes.

Going forward, SOMERFIELD can improve their scores by using the DEFRA Guidelines on company reporting on greenhouse Gas Emissions and achieving the manageable targets that they have set.

Indicator 1.3

Issue: Waste

Indicator: Waste Management and Minimisation

Without sufficient data it is not known if SOMERFIELD sets targets for waste minimisation. The cost of waste to landfill is particularly high. No stores are currently operating a composting scheme or food recovery initiatives, but setting manageable targets to reduce waste sent to landfill will undoubtedly take priority in the future.

SOMERFIELD stores have replaced conventional plastic bags with degradable ones – the first supermarket bags to be supported by the Soil Association.



Overall commentary and examples of good practice:

There was very little data to go on whilst scoring the module, but looking into the website it is clear that there is an awareness of the need for a stronger commitment towards the Environment. SOMERFIELD maintains that although their environmental performance is steadily improving, they do recognise that they still have much more to do.

Examples of best practice by SOMERFIELD:

- ☞ SOMERFIELD stores have replaced conventional plastic bags with degradable ones – the first supermarket bags to be supported by the Soil Association.

Areas for improvement

- ☞ We strongly recommend SOMERFIELD set targets to decrease current waste sent to landfill – and hence cost associated with it, by employing waste minimisation techniques. Primarily reduce the amount of packaging used, secondly, increase the use of recycled materials in packaging and thirdly seek to utilise biodegradable packaging. A leading supermarket within this sector has 20% of its own brand packaging made from biodegradable materials.
- ☞ We strongly recommend aiming for absolute CO₂ emission reduction in accordance with Government targets and obligations. Emissions of greenhouse gases should be calculated using DEFRA guidelines and SOMERFIELD should sign up to MACC2 (making a corporate commitment) to set more ambitious targets to reduce CO₂.
- ☞ Consideration should be given for bringing in an external waste auditor to assist in the development of waste minimisation or recycling schemes either at store level or more strategically through the supply chain.
- ☞ We recommend SOMERFIELD develop an environmental report (or full section within the annual report) clearly stating: their environmental policies; management structures and accountabilities; the setting of environmental targets, and commitment to report progress against those targets.
- ☞ Reduce energy emissions through modifications to store lighting and through recovering waste heat from refrigerant systems. Replace older HCFC store refrigerant systems with new more efficient units (HFC's).
- ☞ Achieve targets for reducing greenhouse gases and other emissions through sourcing in-store and distribution centre energy from renewable sources. Other leading supermarkets purchase 10-25% of their electricity from renewable sources.
- ☞ Develop a green travel plan, including car share schemes and walking and cycling initiatives to influence ways staff travel to work.
- ☞ Consideration could be given into becoming a member of Transport 2000's 'Ground floor partnership' – a National group of employers that meet to promote best practice regarding travel plans and transport policy.
- ☞ Experiment with new technology in the form of alternative fuels (biodiesel, liquid petroleum gas, compressed natural gas) and new vehicle designs that minimise fuel use through aerodynamic changes and new tyres. Another leading supermarket anticipates running its entire distribution vehicles on chicken fat and waste cooking oils.
- ☞ Divert freight off the roads; consider using more environmentally friendly modes of transport: rail, coastal shipping and waterways where appropriate. Combined transport can provide very cost-effective and reliable alternatives to road-only options.
- ☞ Develop further opportunities for back-hauling, which will reduce mileage, fuel and the number of vehicles on the road.
- ☞ Introduce environmental awareness training for all SOMERFIELD staff, through the induction process.



Comments from SOMERFIELD plc:

Somerfield recovers cardboard and waste plastic from stores. We have trialled charity collection schemes for surplus foods but they have not been successful. We have now started on a more structured approach to the environment with the help of consultants.



PRODUCERS module

Indicator 2.1

Issue: Corporate commitment to trading integrity with the supply chain

Indicator: Board-level responsibility for trading integrity

Group Buying Director is responsible for all trading relationships with suppliers.

Indicator 2.2

Issue: Trading integrity with the supply chain

Indicator: Standards and codes of practice.

Codes of practice on relationships with suppliers. SOMERFIELD is not subject to the Department of Trade and Industry's Code of Practice on relationships with suppliers, as it has a market share less than 8%. It does have its own Code of Practice which contains some elements that are stronger than the DTI code. This was not supplied to IIED but is available on the SOMERFIELD website (www.SOMERFIELD.plc.uk/index.asp?sid=408). A policy on 'Not soliciting gifts, favours or hospitality, not accepting gifts of money', is covered by an internal policy. Regular training in the Code is conducted by the Company Solicitor, and new buyers cover it during their induction. Suppliers have been informed of the company Code, but are not required to implement it in *their* commercial relationships, eg with farmers.

Country of origin labelling. SOMERFIELD has implemented the Food Standards Agency code of Best Practice on Country of Origin labelling for meat and meat products (labels are currently being modified on meat products) and for dairy. In other words, UK farmers and consumers can soon be sure that imported food is not misleadingly labeled to 'appear' British.

Pricing of 'sustainable' products. SOMERFIELD is not committed to equal or lower profits margins on organic and Fairtrade products.

Indicator 2.3

Issue: Fair trading relationships

Indicator: Integrity of the trading relationship with UK farmers and suppliers

SOMERFIELD excluded itself from the opportunity to achieve a high score in the Producers module by not subjecting itself to an independent survey of its suppliers, conducted by Imperial College.

Indicator 2.4

Issue: Support for smallholder producers in developing countries

Indicator: Availability of and promotion of Fairtrade Marked products

The number of Fairtrade products stocked by SOMERFIELD appears to be in decline. But the support for the sector in terms of promotional activity has expanded. Two new Fairtrade products – bananas and pineapple – will be introduced in the near future.



Overall commentary and examples of good practice:

Examples of best practice by SOMERFIELD:

- €# SOMERFIELD has developed own-label Fairtrade lines for tea and coffee. This is a significant commitment from a retailer with smaller high-street store formats.

Areas for improvement:

- €# Incorporate the company's Code of Conduct on supplier relations in Terms and Conditions of Purchase from suppliers, so that the principles of the Code are transmitted 'upstream' to smaller suppliers and farmers.
- €# Include a monitoring procedure of trading relationships so that SOMERFIELD can get an idea of how its buyers are performing in the integrity of their trading relationships in comparison to the industry best practice; such as comparative third party surveys of suppliers
- €# Commit to generating equal or lower margins on organic and Fairtrade produce in order to develop these sectors.

Comments from SOMERFIELD plc:

We will review the comments made.



WORKERS module

Indicator 3.1

Issue: Corporate commitment to Labour Standards within the company and in the supply chain

Indicator: Board-level responsibility

SOMERFIELD scored full marks for commitment to labour standards with board level responsibility within the company and senior management responsibility for all ethical trading issues.

Ethical trading is managed by Quality Assurance within the company and this combines the approval of suppliers for both technical and ethical purposes.

Indicator 3.2

Issue: Labour Standards within the Company

Indicator: Remuneration of Supermarket employees and conditions of employment

The company was unable to supply data for a number of questions and this affected their overall score.

The information provided demonstrates that SOMERFIELD pays checkout operators rates that exceed the National Minimum Wage and has a typical range of benefits on offer to staff - although the company did not provide information on length of service required to qualify for these benefits.

The figures for annual staff turnover for 2002/03 were slightly above those supplied by other supermarkets.

Indicator 3.3

Issue: Core labour rights and employee representation

Indicator: UK Company employee representation

Here again the company score suffered from lack of data. Although SOMERFIELD says it does not communicate its policies on labour rights and procedures, there are recognised structures in place for consultation over pay and working conditions, which include union representation and pay bargaining.

In addition, lack of data on how staff are represented and on how many are covered by negotiated collective agreements prevented the inclusion of scoring on company provision for staff representatives which is clearly good.



Indicator 3.4

Issue: Labour standards in the supply chain

Indicator: Existence and application of Labour Standards Code of Conduct

SOMERFIELD has amended its Company Code of Conduct to reflect the content of the Ethical Trade Initiative (ETI) Base Code with added provision on environmental practices. The Company's response to the questionnaire and the additional information supplied shows it is developing good practice in this area and demonstrates a positive commitment to the Code which is applied to all suppliers.

There is training for buyers and new technologists on ethical trading issues and on supplier auditing and the company has limited structures in place to monitor implementation. It does not provide any financial assistance to suppliers to help with implementation costs and there is not, as yet, any verification of social audits by third parties. The company is testing systems that involve training SOMERFIELD suppliers to implement ethical trading principles with their own suppliers. It has focused particularly on the produce sector in 2003, covering both UK and global suppliers.

The company admits there are problems with resolving non-compliance but it has procedures in place and aims to improve this area. SOMERFIELD aims to continue to develop the one-day audit tool and to work with ETI members to ensure validity of information.

Overall commentary and examples of good practice:

SOMERFIELD's overall showing was hindered by areas where it was unable to supply data. Clearly there is a commitment to labour standards both within the company and along the supply chain but it is difficult to comment on practice without key information.

The company response was strongest on labour standards in the supply chain and this confirms the development of good practice which is demonstrated by a commitment to training and the development of tools to monitor implementation.

Good practice

- €# SOMERFIELD posted its Ethical Report 2001 on the company web-site demonstrating its commitment to raising awareness of the Code more widely
- €# Commitment to more training for technologists and the continued development of its one-day audit tool

Areas for improvement

- €# The Code is currently only applied to own-brand suppliers and SOMERFIELD does not provide any financial assistance to help with implementation costs for its suppliers.
- €# SOMERFIELD has not, as yet, had any social audits verified by a third party.

Comments from SOMERFIELD plc:

The issue of data on our employees is being addressed with a new IT system. It will be rolled out to our stores over the coming year.



LOCAL ECONOMIES module

Indicator 4.1

Issue: Support for the local economy

Indicator: Company policy on sourcing food 'locally' and 'locality' foods, and on promotion

SOMERFIELD does have a written corporate policy on sourcing local and locality products, although details were not provided. Somerfield does not have targets for their sourcing of local and locality foods, nor do they allocate a proportion of their overall promotions budget for local and locality foods. However the company has said that it is already stocking local products and is committed to increasing the range and variety of locally and regionally produced foods in its stores.

SOMERFIELD store managers do have discretion to identify potential local or locality products that they wish to be stocked in their stores, but details were not provided.

SOMERFIELD also has a UK First buying policy that includes red meat, apples, pears, dairy and organics. Their buyers are tasked to purchase as much UK produce as possible consistent with quality, availability and price.

Indicator 4.2

Issue: Support for the local economy

Indicator: Extent of local and regional sourcing and promotion

SOMERFIELD could not provide data on the percentages of foods sourced and sold as local or locality foods, as they only have data on the numbers of food lines. Data on number of food lines was not provided. According to their website and recent articles, across the country SOMERFIELD sells more than 2000 local products in its stores.

Promotion of local/locality foods during 2002/03 was limited to placing articles in staff/consumer magazines, and did not involve the wide range of other methods available to raise consumer awareness of and interest in these food products.

SOMERFIELD do not have dedicated staff responsible for sourcing local and locality foods.

Indicator 4.3

Issue: Support for the local economy

A store shelf survey of local and locality foods stocked by retailers - focusing on apples, potatoes, fresh milk, pre-packed cheese, fresh beef and fresh lamb - was conducted by Sustain and the NFWI. The final survey sample consisted of just 6 stores. This sample was smaller than desired, and had a more limited geographical coverage than desired, thereby reducing the extent to which the store survey findings can be taken as representative of the retailer's overall performance in terms of local sourcing.

Bearing these limitations in mind, the survey revealed that no local apples, local potatoes or local milk were stocked. However 50% of the Somerfield stores surveyed stocked local cheeses, 32% stocked local beef and 17% stocked local lamb. Overall therefore SOMERFIELD performed better on stocking of local foods than the other two participating retailers.

The average number of different varieties of these local foods in stores that stocked them was 2.5 local cheeses, 3 local beef varieties and 1.5 lamb varieties. The stocking levels for locality foods



were varied but better, with 33% of stores stocking locality apples, 33% stocking locality milk, 83% stocking locality cheeses, 83% stocking locality beef, and 67% stocking locality lamb. None of the stores surveyed stocked locality potatoes. The average number of different varieties of the locality foods stocked varied. On average there were 1.5 varieties of locality apples per store, 2.5 varieties of locality milks, 5.3 varieties of locality cheese, 3.25 varieties of locality beef, and 3.5 varieties of locality lamb, in those stores that stocked any at all.

The store surveyed confirmed the information provided in the questionnaire regarding in-store promotion – no leaflets or special displays on local foods were found in any store.

SOMERFIELD'S policy on stocking local foods was to some extent supported by the shelf survey findings for cheese, beef and lamb, but not for apples, potatoes or milk. Stocking of locality foods was relatively good.

Overall commentary and examples of good practice:

SOMERFIELD does have written policies on local and locality foods, and on buying 'UK First' for beef, apples and pears, dairy products and organics. However, specific targets for sourcing local and locality foods are not set, no specific budget is allocated to promote these foods to consumers, and there are no staff with a dedicated responsibility for the sourcing of local and locality foods. The lack of data provided on local and locality foods sourced in 2003 is reflected in the relatively low overall score.

More detailed information is available from SOMERFIELD's website and recent in-house magazine articles. These state that SOMERFIELD defines 'local' foods as those products that are likely to be produced by small family businesses or producers within 30 miles of the store, such as cheeses, preserves, biscuits and bread. They explain that, across the country, SOMERFIELD is committed to increasing the range and variety of locally and regionally produced foods in its stores, and already sells more than 2000 local products that enable customers to support producers in their own areas. SOMERFIELD sources many of these products from small producers and local farms, working with over 450 small suppliers running family businesses selling everything from local jams and bottled water to fresh cakes and traditional cheeses. Specific examples of locality products stocked in SOMERFIELD stores include Cotswold Lamb, West Country Beef and West Country Fish. Somerfield states that it plans to increase the availability of fresh foods such as regional meats, fresh fruit and vegetables and breads.

SOMERFIELD has experimented with an innovative labelling system for local produce, but this has been put on hold for now and the label has not been applied to any products.

Examples of good practice: SOMERFIELD was found to be stocking locality cheeses, lamb and beef in a relatively large proportion of the stores surveyed, reflecting its stated policies.

Areas for improvement: SOMERFIELD's stated policies on stocking more local fresh produce were far less evident in the surveyed stores. Stocking of local produce in general will need to be increased in order to gain higher points.

Comments from SOMERFIELD plc:

We will review the findings to identify the best way forward.



NATURE module

Indicator 5.1

Issue: Environmental issues within the supply chain

Indicator: Corporate commitment to addressing nature conservation issues within the supply chain

No additional or supplementary information was provided

Indicator 5.2

Issue: Environmental issues within the food chain

Indicator: Producer suppliers with retailer-supported farm environment audits and/or plans

UK producers are required to be signed up to Farm Assured standards. The company reports that almost all international suppliers conform to EUREP GAP standards, and the remainder will conform by early 2004.

Indicator 5.3

Issue: Sustainable fisheries

Indicator: Wild and farmed fish from sustainable sources

SOMERFIELD reported that it has a policy for sourcing fish from sustainable fisheries and ensuring that sold fish is from legal sources, but no additional information or supplementary info was provided.

Overall commentary and examples of good practice:

SOMERFIELD has taken the decision, at least in the short term, to rely on baseline standards such as Assured Produce and EUREP GAP rather than introducing additional environmental standards within the supply chain such as LEAF.

Areas for improvement:

- €# Reduce reliance on farm assurance schemes (in particular those operating under the Little Red Tractor logo) to ensure environmental delivery. At the present time the environmental component of nearly all the assurance schemes is weak, and by and large relies on compliance with legislation. The horticulture scheme does encourage the farmer to look to conserve the environmental capital on the farm, but it is not a compulsory element of the scheme.
- €# Aim to work with suppliers towards long-term improvement of standards, and provide support for the shift to more sustainable practices where appropriate.

Comments from SOMERFIELD plc:

Given the large number of suppliers within our supply chain, we feel that the best way forward is to rely on farm assurance schemes. We will work within those schemes to champion improvements including more sustainable practices. The benefits of independent inspection within farm assurance schemes means that any improvements will be delivered on all farms.



ANIMALS module

Indicator 6.1

Corporate Commitment

SOMERFIELD has both a named board member responsible for animal welfare and a written corporate farm animal welfare policy.

Indicator 6.2

Welfare of Breeding Pigs - Pregnant Sows

The vast majority of SOMERFIELD's own label pigmeat is produced without stall and tether systems. However, 2% of its fresh pigmeat comes from these systems that have been prohibited in the UK on animal welfare grounds. No figures were submitted for branded pigmeat sales.

Indicator 6.3

Welfare of Laying Hens

SOMERFIELD's proportion of non-cage egg sales, a key indicator of progress on animal welfare, was 26.4% in 2003—a decline since 2002. Most of these non-cage egg sales are from free-range hens, suggesting scope to reverse this decline. In addition, SOMERFIELD has not run any promotional activities on non-cage eggs this year.

Indicator 6.4

The Welfare of Broiler (Meat) Chickens

Chicken meat sales by SOMERFIELD are almost entirely (99.1%) intensively produced.

Indicator 6.5

Transport of Farm Animals

SOMERFIELD sets a maximum journey time of 8 hours for red meat animals travelling for slaughter. Across all red meat species, average journey times for SOMERFIELD remain well within the maximum permitted by company policy. SOMERFIELD reports average journey times of 3 hours for cattle and sheep, and 2 hours for slaughter pigs.

Overall commentary:

Areas for improvement:

- ## Seek to ensure that all pigmeat, own label or branded, is produced without the use of stalls & tethers for pregnant sows.
- ## Explore measures to increase the overall proportion of non-cage egg sales.
- ## Set a target date by which it intends to cease selling own label and branded battery eggs.
- ## Promote greater sales of free range and organic poultry meat.
- ## Although current journey times are not unacceptable, explore a further reduction in the permitted journey time for red meat animals.
- ## Continue to ensure adherence to the principle that animals should be slaughtered as near to the point of rearing as possible.
- ##



Comments from SOMERFIELD plc:

It is not possible to use a large number of small, local slaughterhouses. As a business we purchase those cuts and joints which our stores sell. Our suppliers have to find alternative markets for these cuts and joints which cannot sell. Small slaughterhouses cannot cope with this imbalance hence the need to use larger slaughterhouses.



HEALTH module

7.1 Issue: Corporate commitment to public health.

Indicator: Responsibility for and action on food and public health

SOMERFIELD expressed a commitment to supporting public health policy in all three specified areas (action on food poverty and health inequalities; commitment to widening access; and nutrition and healthy eating). While it has published policies on nutrition and healthy eating, it does not have policies to describe and guide its activities in the other areas.

7.2 Issue: Action on food poverty and health inequalities.

Indicator: Store location and pricing policy

SOMERFIELD does provide incentives for people to make healthy choices, for example by providing “healthier” ranges and running promotions on healthy foods. However, data for two out of three parts of this question was incomplete, so could not be scored.

7.3 Access to and within stores.

Indicator: Commitment to widening access

In the absence of baseline data, the first part of this question (on the proportions of customers leaving the store by car, by public transport or on foot), could not be scored. But SOMERFIELD scored well for offering a delivery service to all its customers, though only if they spend more than a certain amount.

7.4 Issue: Nutrition and healthy eating.

Indicator: Extent to which sales support dietary guidelines

SOMERFIELD scored fairly well on the questions relating to the extent to which sales support dietary guidelines (but see note in the overall review of this module). It has taken steps to reduce the amount of salt and fat added to its own-brand crisps and ready-meals, but has still to take action on the sugar content of its soft drinks. It provides full nutritional labelling. Although it has IT systems that would allow it to provide data to customers to help them analyse their shopping nutritionally on the basis of till receipts, this information has never been made available to customers. SOMERFIELD does not subscribe to the government’s Five a Day logo, but operates a scheme of its own to promote fruit and vegetable consumption.



Overall commentary and examples of good practice:

SOMERFIELD achieved a moderate score in this module – reflecting the fact that the module asks retailers to consider issues and indicators which do not yet routinely feature in environmental or social responsibility audits, and in some cases asks for data which retailers may not collect for other purposes. One of the objectives of the module has been to encourage retailers to collect this data, and to consider the extent to which their policies and activities support wider public health goals. The fact that the highest performer in this module was able to answer (and score highly on) most questions demonstrates the feasibility of this approach, and the scope for improvement in the sector as a whole.

Relative to other retailers, SOMERFIELD scored well on the indicator relating to widening access to and within its stores. Maintaining a presence on the high street is part of the company's core business strategy. It also scored well on questions relating to the provision and promotion of healthy (or "healthier") foods, demonstrating a commitment to the goal of supporting healthy eating messages. Unfortunately, like other retailers, it lost marks because it did not supply data for some questions. It also lost some marks through its lack of explicit policies in the various areas covered. This does not necessarily mean that the company performs badly in these areas – it may be more accurate to infer that the company has not considered it a priority (or has not had the resources) to develop policies to articulate an awareness of the impact its activities may have on public health.

Examples of good practice

- €# Home delivery available to all customers (though conditional on minimum spend)

Areas for improvement

- €# SOMERFIELD could do more to develop written policies to describe and guide its activities in the areas covered by this module, recognising the impact its activities can have on public health.
- €# Given that more than half its customers fall into the lower socio-economic groups, and are therefore less likely to be car owners and less able to afford taxi or bus fares, SOMERFIELD could consider lowering the spending threshold for its delivery service, to facilitate shopping for groups such as pensioners and lone parents* – known to be among the poorest shoppers, and also those with most physical difficulty in getting to shops
- €# SOMERFIELD could make greater use of its IT systems to analyse sales in relation to dietary goals, track progress, and help customers analyse the nutritional content of their purchases

Comments from SOMERFIELD plc:

We found this a difficult section as there was no agreement as to its content until very late into the year. Data cannot be easily produced if it is not available. We are currently reviewing the home delivery system and the issue of minimum spend for pensioners. We are purchasing a new IT system which will give us better product data.

* Under review.