# **1.** Video transcription of the speech by Tim Smith, Technical Director of Tesco:

“Yesterday morning was the first inquiry we had. We had contact from Food Safety Authorities (FSA) in Ireland. We immediately gathered as much information as we could, both from our supplier and from the FSA in Ireland, in order to make determination on whether to take these products off sale. Pretty quickly we came to the conclusion that, since there seemed to very good evidence from our colleagues in FSA, it was the sensible precautionary thing to do to withdraw these products from sale. We know that there were two batches implicated in the survey done by the authorities and we don’t know how many of those products have been sold. Our investigation of the supplier will cover in great detail exactly what happened, who was responsible for it and just exactly how long has this has been going on. It is critical, that we get to the bottom of those facts, to ensure that it never happens again. I think the important thing to say, is that there are only really two ways that this could happen. One of them involves illegality by suppliers, or suppliers to those individual suppliers. Or gross negligence, in which case we are still very keen to get to the bottom of this. And I want to [say] ... And I should have started by apologizing to our customers. We’re very sorry this has happened, for the distress that might have been caused to them. And that’s why we took the precaution of withdrawing all those products from that site. And we will not take products from that site until this investigation has reached to a satisfactory conclusion. Every single Tesco product that we source is made to a specification, which is agreed by us and the supplier. Those suppliers have a duty of trust towards us, but we also order those products on a frequent basis. There’s the unannounced orders and the announced orders. We look at their records and they do on their own checks. But fundamentally, we rely on the trust between supplier and Tesco to ensure that they meet our very straight forward specifications. In this case it seemed very clear that this supplier has not met those specification requirements.

## Source:

Silverman, Rosa and Philipson, Alice. “Tesco beef burgers found to contain 29pc horse meat” in The Daily Telegraph Website, 15 January (2013) <http://www.telegraph.co.uk/> [25 March 2013]

# 2. Video transcription of the speech by Philip Clarke, Chief Executive of Tesco:

“Nothing is more important to us at Tesco than the trust of you, our customers. And that trust really starts with the products that we put on the shelves, for you, to buy from us. But most importantly, of all are the products that have the Tesco name on them. And I want to tell you, what I have asked my team to do and the steps that we are putting in place to ensure that you can trust everything that carries the Tesco name. Firstly, I’ve asked the team to go right back up the supply chain and to be absolutely certain that the suppliers, who manufacture food products for Tesco do so in a way that you would expect; with real care and attention; with strong ability to trace back to the farmers who produce, so we can guarantee and you can believe that the products that we sell are completely trustworthy, safe, nutritious and we hope delicious too. But I don’t think that’s enough. So we’re gonna have a new digital website which allows you to see exactly how we’re getting on with ensuring that our supply chain is the best in the world. Eventually we’ll take you right the way into the farms and the factories. We’ll allow you to see who the farmers are; how they produce for us; the care and the attention I know they make. And then into the factories, so that you can see the people on the lines putting together the ready meals that are gonna end up on your plates. The third thing we’re going to do, is if we’re ever having to remove a product from sale, because there’s ever a question about the trust that you can place in it, we’ll offer you a substitute at no extra cost to yourself. So, three promises from Tesco. One, we go back the supply chain and we have long lasting relationships with producers, who we trust, who trust us. And that means much more trust across the food supply chain. Secondly, you’ll be able to go onto the website and see it absolutely in action. And thirdly, if we don’t have a product because we’re testing it – and that shouldn’t happen anymore – you’ll get that product […] a substitute for that product at the right price. We take the trust you place in us very seriously. We work every day to make sure you can. And we’ll continue to work every day.”

## Source:

Telegraph. “Horsemeat scandal: Tesco Chief Executive Philip Clarke issues statement” in The Daily Telegraph Website, 15 February (2013) <http://www.telegraph.co.uk> [26th March 2013]