

HR future leader of the year

Winner

Rachel Bushby, Tesco



challenges ahead of her, and managed to deliver the lowest cost per hire in the business. She also launched a proactive employee referral programme, leading to nearly on in five (17%) hires being made through the programme.

One of Bushby's major achievements is the improvement of Tesco's Early Careers team. Over the past two years, half of their original resource has been redeployed due to the efficiencies she has instigated. She also led significant improvements in cost, removing 47% of the cost over the past year, leading to a more consistent return on investment for the business.

Diversity and inclusion is an important aspect of Tesco's recruitment strategy, and Bushby was keen to address this challenge.

Her plan of targeting recruitment advertising at universities and schools with higher BAME (black, Asian and minority ethnic) ratios and women in technology has helped to build a diverse pipeline of candidates that better represents Tesco's customer base.

Bushby launched full feedback reports for each candidate that attended an assessment centre as part of the supermarket's recruitment process, which potential hires consistently rank as a positive part of the process. Candidate experience has improved by 22% under Bushby's guidance, and the time from application to decision has improved by 18%.

Bushby understands the importance of senior-level buy-in, and worked across the business to establish programme sponsors at director level who could drive forward the brand, exposure and experience of colleagues in their function. She successfully liaised with the group executive committee to engage them in a new chapter for the

Finalist

**Georgina Stephens,
Ceviche**

early careers scheme, setting and defining the strategy and aligning it to the broader business strategy.

She was also responsible for the design and implementation of training more than 800 line managers in the past two years to better prepare them to support their colleagues on development programmes.

Bryony Woods, academy capability manager at Tesco, praised Bushby's positivity in her role, as well her strong business understanding. "Rachel is well-known for her passion, drive and her firm customer focus," she said. "She is curious and stays well connected to the business agenda and what is driving external trends.

"Rachel is creative and innovative, being clear on the value of both everyday improvements and large change projects. She inspires new ideas and fresh thinking in her team, creating an engaging culture for those around her."

The judges agreed that Bushby's track record of success and her positive, collaborative attitude mark her out as a leader of the future. Despite the large size of her employer, Bushby has already managed to stand out as an exceptional HR practitioner, and we expect great things from her in the years to come.

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According to business guru Tom Peters: "Leaders don't create followers; they create more leaders." This is something Rachel Bushby, people business partner of food and strategy and operations at Tesco, understands very well. In her time with Tesco's Online Leadership Team, her passion for developing others led six of her direct reports onto accelerated development programmes, five of whom were promoted.

Bushby began her career with M&S, completing its store leadership programme before taking on the role of store manager. Her passion for HR led her to take a role with a specialist recruitment agency, then her love for retail saw her join Tesco in 2011 as a recruitment manager for online and digital marketing.

Upon joining, the supermarket's existing recruitment model relied on agencies for its hires. Over the next six months, Bushby quickly made sense of the priorities and