

MAY 1997

JS

JS JOURNAL IS PUBLISHED FOR EMPLOYEES OF SAINSBURY'S SUPERMARKETS, SAVACENTRE AND HOMEBASE

JOURNAL

FINANCIAL RESULTS SPECIAL



SAINSBURY'S
SUPERMARKETS

Savacentre

HOMEBASE

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This month features our annual pull-out Employee Report, giving you the year-end financial results and reporting on the Group businesses over the year, together with the board's plans for the future. We've also got the top management to reply to the questions you've raised about the business.

In the main part of your magazine we've got features on this summer's Special Olympics and how one member of staff looked at food preparation from a different angle - catering for the British army in Bosnia.

We also bring you the latest news, store openings, SSA bargains and competitions. So get stuck in!

Best wishes,

Rebecca Morris

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PLUS - Special Employee Report

Your 12-page pull-out guide to the year-end financial results



Why is Phil Woodland, manager of Badger Farm in Winchester, sharing a bowl of pasta with the great tenor? Find out on the opposite page.



Sainsbury's carries the torch for the Special Olympics this summer, see page 5.



Savacentre Leeds celebrates its opening with a very special cake, see page 7.



Discover fun on the Continent with the SSA, page 18.



Our special 12-page pull-out guide tells you all you need to know about this year's financial results.

Help for staff who were mis-sold a personal pension

The trustees of the £2 billion Sainsbury pension fund are speeding up the process of redress for the 600 plus Sainsbury's employees who previously left the company scheme and were mis-sold personal pension plans.

Sainsbury's will give personal pension providers a reinstatement quote within seven days and will guarantee the quote for three months. The only information the pension providers need to supply Sainsbury's with is the name, national insurance number and period of pensionable service to be reinstated.

Sainsbury's pensions manager Geof Pearson believes that their initiative will

set the pattern for a much-needed acceleration in the handling of all those people who were mis-sold personal pensions: "We are optimistic that as many cases as possible can be settled in the next three months," he said.

"We are optimistic that as many cases as possible can be settled in the next three months."

If you are now a member of the JS Pension Scheme but believe that you had previously been mis-sold a personal pension, contact your personnel manager or the Pensions Department at Norwich House, Streatham. They will provide you, and whoever mis-sold the personal pension, with a statement showing how much it will cost to buy back the missing period of pensionable service within the Sainsbury scheme.



A six-foot Tommy Pickles delights his adoring fans at London's Cromwell Road store to mark the start of the donation period.

Raising money is a piece of cake

JS has donated £850 to Tommy's Campaign with the help of TV's *Rug Rats* character Tommy Pickles. A slice of the takings from each Tommy Pickles celebration

birthday cake sold over the Easter period was given to the charity, which funds research into the causes of premature birth, still birth and miscarriage.

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DESIGN : Helen Jones

PRINTING : Keldia Printing Co. Ltd.

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LONDON SE1 9LL

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PRODUCED BY GROUP
INTERNAL COMMUNICATIONS

Pavanotti!

Not quite the maestro, but Pavarotti lookalike Colin Miller hit the right note when he launched Sainsbury's instore Italian promotion last month. Customers in 10 stores around the country

also enjoyed demonstrations of Italian cookery held in JS coffee shops. Pictured with Colin is Angie Warburton, checkout/replenishment assistant at Hedge End in Southampton.



Veterans reunite

Thousands of JS group veterans got together in Birmingham and London for this year's round of veterans' reunions.



Veterans meet at the Royal Lancaster Hotel, London.

This is the 49th year that reunions have been held for retired staff and the first year that Birmingham has been a venue. Attendees were treated to a slap-up meal and a chance to catch up with former colleagues. The London events were hosted by David

and Susie Sainsbury, and the Birmingham event by Tom and Anne Vyner.

Alan Gorham, chairman of the veterans' group, stepped down this year after his five-year term came to an end. He will be replaced by Eric Nicholls.

Is your bakery a thorough-bre(a)d?

Eighteen of JS Bakeries' top suppliers have joined forces with Sainsbury's to sponsor our own Regional Bakery of the Year awards.

The suppliers are currently visiting every 'scratch' (in-store) bakery in the company to judge it from a customer's eye view. The top nine in each region will receive a behind-the-scenes visit to assess teamwork, business focus, the working environment and innovation.

The best three in each region will win big team prizes and the managers will be put forward for the *British Baker* magazine's National In-store Bakery Manager of the Year Award awards in October.

So if you haven't been visited yet - you soon will be!

Buying into the new trading course



Chief executive Dino Adriano talks to some of the successful trainee buyers.

Dino Adriano presented 11 graduates with a Certificate of Trading at Fanhams Hall recently, the first to complete successfully a new trading examination.

This new training programme, which began last September was designed to help individuals understand the key attributes to achieving all-round trading ability.

The course covers areas such as supplier ethics, negotiation, marketing and environmental affairs and guides the buyer through the first six months of his or her professional trading career.

Sainsbury's surfs clean ahead

Sainsbury's commitment to the environment sees us surging ahead of our competitors.

The company, which last year was the first supermarket retailer to produce an environmental report, has won the Best First Time Reporter category for the document in the Association of Chartered Certified Accountants' (ACCA) Environmental Reporting Awards.

ACCA said the report "stood out for its clarity of exposition and comprehensiveness of coverage of the key environmental issues facing the business".

Sainsbury's has also become the first food retailer to register its support for the Marine Stewardship Council, which aims to ensure the long-term viability of global fish populations and the health of the marine ecosystems on which they depend.

Trading director Bob Cooper said: "By working with the MSC and our suppliers we will be able to seek new solutions to the serious problem of over-fishing and the use of indiscriminate fishing practices."

And for techies everywhere, from staff, customers, shareholders



Environmental management's senior manager, Allison Austin, and communications manager, Julie Shrimpton, launch the web site with a cake.

and schools, who want to find out more about Sainsbury's work on good environmental practice, the company has launched its Environment Web Site, with a competition to win

vouchers which runs until 16 June.

The web site is divided into three main sections: *What's New, Environment Report and For Schools*, and can be found on: <http://www.sainsburys.co.uk/environment>.

Sainsbury's saves energy and gains an award



Simon Livingstone Studios

Ian Taylor, principal engineer, Sainsbury's energy team at Blackfriars, recently received an award from Peter Johnson, president of the Institute of Energy, for Sainsbury's high level of achievement in the field of energy efficiency. This is the first award which encompasses all the aspects of Sainsbury's Group energy policy.

Ian said: "To qualify we had to demonstrate that Sainsbury's has in place both

an energy management policy and reporting procedures and that we invest in actual and planned efficiency measures and have maintained continuous improvement over the past three years.

"The award reinforces the already successful performance across the Group in using energy efficiently, substantiating our reputation for being one of the best companies in the UK in the practical application of energy efficiency." **JS**

The show goes on

Sainsbury's is planning to exhibit at some 17 shows in the next 12 months (and will be sponsoring a number of their events), so make a date in your diary!

- 14-16 May** Balmoral Show, Belfast, Northern Ireland
- 20-23 May** Chelsea Flower Show, London
- 28-31 May** Bath & West Show, Shepton Mallet, Somerset
- 5-7 June** South of England Show, Ardingly, West Sussex
- 19-22 June** Royal Highland Show, Edinburgh
- 25-26 June** Royal Norfolk Show, Norwich, Norfolk
- 30 June - 3 July** Royal Show, Stoneleigh, Warwickshire
- 8-10 July** Great Yorkshire Show, Harrogate, Yorkshire
- 10-12 July** Kent Show, Detling, Kent
- 30 July** Nantwich Cheese Show, Nantwich, Cheshire
- 20-21 Sept** Newbury & Royal Berkshire Show, Chieveley, Berkshire
- 9-12 Oct** Sunday Times Festival of Fine Wine & Food, Olympia, London
- 15-16 Oct** Marden Fruit Fair, Detling, Kent
- 26-30 Nov** BBC Good Food Show, NEC, Birmingham
- February 1998** British Growers Look Ahead, NEC, Birmingham
- March 1998** Taste of the West, Exeter, Devon
- 17-19 April 1998** International Food & Wine Fair, G-Mex, Manchester

For further information contact Priscilla Playford, Group internal communications, on 0171 921 8206.

Liverpool stores race to help in Grand National rescue

Following last month's bomb scare at the Grand National at Liverpool's Aintree Racecourse, local JS stores in Philip Whitehead's district - Woolton, Crosby and East Prescott Road - came to the rescue, supplying £500 worth of breakfast items to stranded racegoers.

Debbie Nicholson, dry goods deputy at East Prescott Road, received a call from Liverpool Social Services department for donations to feed the thousands stranded in the city overnight in local churches and sports centres. She quickly responded by providing basic groceries like tea, coffee, milk and sugar. The same request went to Wool-

ton, where store manager Andrew Coverdale supplied bacon and sausages. Steve Riding, fresh foods deputy at Crosby, topped up the list to send the travellers on their way home duly fed.

Andrew said: "All the local supermarkets helped the stranded as the city pulled together amidst the crisis."

Fighting the battle in Hampshire's War on Waste



General Waste meets Terry Brown, manager of Hedge End store, and customers.

Five JS stores signed up recently to War on Waste, Hampshire County Council's campaign to encourage householders to reduce, reuse and recycle waste.

Supported by local radio station Ocean FM, the roadshow visited Farlington, Hedge End, Badger Farm, Kempshott and Alton stores.

War on Waste included an exhibition and a touch screen computer, with which customers could interact. And a costume character, General Waste - the campaign's colourful green bear mascot - was on hand to greet customers and hand out postcards carrying the reduce, reuse and recycle message.

Correction

In the April edition of the *Journal*, we incorrectly stated that the runners-up in the SSA annual quiz finals were University Challenged from the Midlands regional office. They were, in fact, Universally Challenged from the JS Bedford store. Our apologies.

News in Brief

Savacentre news

Colin Harvey has agreed to stay on as managing director of Savacentre for a further year beyond his 40 year service retirement date. He will now retire in June 1999. This will enable Savacentre to undertake a

full strategic review of its business and continue its successful development of its non food business. Ian Coull took over from Colin Harvey as Savacentre's chairman on 8 April.

Quality success

The Better Quality, Same Price initiative is going well,

with 250 improved products now instore. In the first couple of weeks sales of BQSP products doubled.

What is category management?

We will be hearing a lot about category management in the future, but what does it

mean? Basically, category management brings together all the key players who influence the way JS coordinates its buying, marketing, merchandising, scientific services and supply chain activities in order to provide our customers with better quality and choice for each product category on offer. Its

success depends on greater teamwork across departments and greater use of customer research in order to satisfy our customers' needs.

Category management will be rolled out progressively as each category is reviewed. This could take up to 18 months to complete.

Sainsbury's Supermarkets and Savacentre are two of the national sponsors of this year's Special Olympics UK Summer Games to be held in Portsmouth. Chris Boffey put on his trainers and sprinted off to learn more

Under starter's orders



Mental disability can affect anyone, regardless of their age, race, or social and economic background. It is not a disease, but an 'impairment of the mind' usually caused by damage to, or malfunction of, the brain during or shortly after birth. According to the World Health Organisation, an estimated 156 million people world-wide have a mental disability and over one million people in the UK have some sort of mental disability.

The Special Olympics movement began in the USA in 1978 and operates in 152 countries. It aims to provide people with these disabilities the same opportunities as any other person to develop their physical fitness, sports skills and self-confidence - and at the same time improve their learning.

In the UK alone, more than 30,000 people take part in year-round Special Olympics training programmes. Athletes can choose from 23 different sports, ranging from team games like football to individual pursuits such as power lifting. When it comes to training, there is no age restriction, although children under eight cannot take part in the competitions.

Training is hard work but fun, too, as Special Olympics national director Paul Anderson told the *Journal*: "It's not the winning that matters, but the taking part. We are very keen that our athletes play a big part in their local communities. All our training programmes and competitions are held in local sports and recreation centres which encourage integration within the community at large. It's not unusual for the more capable Special Olympics



THE TORCH RUN
JOINING POINTS

Sheffield Archer Road	: 09:30	7 JULY
Selly Oak	: 12:00	8 JULY
Cheltenham Tewksbury Road	: 09:00	9 JULY
Swindon	: 12:00	9 JULY
Winchester	: 13:00	10 JULY
Hedge End	: 10:00	11 JULY

athletes to transfer into mainstream sports programmes."

A steering group with representation from Blackfriars, the six regions and Savacentre is planning how to support the campaign and all stores will be receiving an information pack by the middle of May.

Rod Sellers, senior manager, Group internal communications, says: "Like the Children in Need appeal it is the enthusiasm and energy in the stores that will do the business - but we will be giving all the support we can from Blackfriars."

To coincide with the start of the Summer Games in July, Sainsbury's will launch a nation-wide appeal to help fund the ongoing work of the Special Olympics movement. The appeal will tie in with a Torch Run by police volunteers who will carry the Special Olympics flame in a relay run from Sheffield, which hosted the last Summer Games four years ago, to Portsmouth (a total distance of 180 miles).

Just how each store will link together to join in the Sheffield to Portsmouth Torch Run will be decided by district and store co-ordinators. It could be by actually running between stores or it could involve transporting the torch by road, rail or air and even by sea, in some cases!

But whatever mode of transport is used, the games promise to be a very special occasion. And as you cheer on the torch runners or the Special Olympics competitors themselves, it's worth remembering the pledge each athlete makes before competing: "Let me win; but if I cannot win, let me be brave in the attempt."



ON YOUR MARKS UK NATIONAL SUMMER GAMES FACT FILE

- Like the mainstream Olympics, there will be opening and closing ceremonies, athlete villages, and a Special Olympics flame, which will remain lit for the duration of the games.
- More than 2,000 athletes from around the world will descend on the famous naval port for eight days of competition, fun, thrills and spills - all the ingredients that make for a great event.

● Special Olympics activities go on day and night in 20,000 communities throughout the world from Moscow to Bangkok, Harare to Lima.

● There are more than half a million volunteers who work for the movement - more than for any other sports organisation.

● Special Olympics is not nationalistic. It plays no national anthems and waves no national flags. It is individual effort and achievement that count.

● This year's Special Olympics UK National Summer Games will be held from 12-19 July in Portsmouth. Entry for spectators is free.

● At the Portsmouth Games there are 18 official sports ranging from equestrian to tenpin bowling.



JS gives it a Worle! One of the oldest stores in the South Western region at 18 years, Worle has been transformed by an extensive refit. Manager Darren Hillman told the *Journal*: "We've added fresh meat and fish, hot doughnuts, Express Shop (self scanning) a carry to car



Re-opening date: 21 March, 1997
Address: Queens Way, Worle, Weston-Super-Mare, BS22 0BL
Opened by: Regional director Graham Naylor
Branch manager: Darren Hillman
Project manager: Bob Russell
Staff: 355 (40 new jobs)
Sales area: 34,000 sq. ft (7,200 new)
Car park: 630 spaces



service, customer toilets and 4,500 new lines."

There's also a new JS restaurant and cash machines as well as a barrier-controlled disabled parking area - all features which will help the store counter new competition in the area.

The store closed for only five days during the refit while all the gondolas were replaced and, according to Darren, the customers are delighted with their new store: "It was a fantastic effort from everybody, and I haven't heard a negative comment yet."



- 1** The new-look entrance to the store.
- 2** Sue Kerenyi and Jo Weston sign up customers for Express Shop.
- 3** Complimentary hot cross buns in hand, customers plan their shopping route before the opening.
- 4** Pluto the town crier and local schoolkids help regional director Graham Naylor (left) and store manager Darren Hillman declare the store open.





Opening date: 25 March, 1997
Address: White Rose Shopping Centre, Morley, Leeds LS11 8LF.
Opened by: Deputy chairman Tom Vyner
Branch manager: Jon Hartland
Project manager: Chris Isherwood
Staff: 863
Sales area: 85,000 sq. ft (8,333 sq.m)
Car park: 1,100 spaces

Leeds



- 1 **The store takes up one end of the White Rose Centre.**
Photo: Graham Nutter
- 2 **Welcome to Savacentre from me and my cake! Team leader Claire Nicholson tries out the new Picture Cake.**
Photo: Graham Nutter
- 3 **A special counter for local football fans.**
- 4 **Say cheese! (L-r) Deli team leader Rhonda Broadbent, and assistants Mary Shepherd and Lynn Nightingale, are ready for the fray.**



Leeds, currently said to be one of the "coolest" towns in Britain, now has even more kudos with the opening of the latest - 13th - Savacentre at the new White Rose Shopping Centre.

With a total site area the size of five football pitches, and the sales area one fifth of that, the hypermarket stocks over 60,000 product lines (more than a third of those in the food department alone) and will serve 100,000 customers a week.

The Leeds store boasts some interesting innovations, including a national first - the picture cake. Customers who provide a photograph can see it reproduced by a laser onto a Savacentre cake, using edible dyes, together with a personal

message, keyed in on a computer: the ultimate in personalised cakes, from £7.95.

Also new to Savacentre is the Curry Kitchen, offering an array of Indian cuisine to take home and heat. (Dishes are graded by a chilli symbol, from delicately spicy to fiery hot!)



Price Enquiry Points around the store allow customers to scan products to check their price, should the ticket be temporarily missing, and the latest checkout technology provides noiseless laser-printed receipts.



The store was opened by deputy chairman Tom Vyner, aided by Noddy and Big Ears, the town crier and the Mighty Four jazz band. There were balloons galore, and free bunches of daffodils for Reward Card holders, and the razzmatazz continued throughout the week with character appearances, face painters, jazz bands and other entertainers.

Have your say

WHAT'S IN A NAME?

Jim Wilkin, price controller, Homebase Kingston:

Since the introduction of the Sainsbury's style name badges for Homebase staff, dissatisfaction with the fact that position and responsibility are no longer shown has become a source of great irritation with the more experienced members of staff.

More importantly, the customer no longer knows that the staff member has the relevant experience to deal with the problem in hand. If customers have a problem with extra choice, checkouts, prices or any other matter they need to know that the person they are talking to can address their concern instead of passing them from one green person to another. At present they may have to repeat their enquiry two or even three times to have the matter resolved.

If supervisory staff on checkout, extra choice or process were clearly indicated it would exhibit a more professional approach to customer care. Surely the nominal expense involved would be worth the reward in customer confidence?

Sally Warren, public relations executive, Homebase, replies:

When we designed the new name badges the emphasis was placed on ensuring that they reflected the very high standard of service we wished to portray to our customers. We strongly believe that all staff, regardless of status and experience, should be in a position to assist customers at all times including, when necessary, directing them to

colleagues who may have expertise in a particular area.

As a result we reviewed the wide range of job titles that existed and considered, from the viewpoint of customers, where job titles would be of assistance to them. Following considerable debate, the decision was made that job titles would be included only on the name badges of members of management and some very specialist staff, for example wallpaper advisers, and for those head office, area and regional staff who visit stores on a frequent basis.

All other store and head office staff were issued with badges showing their names only. It is recognised that the subject of name badges is a highly sensitive one and I can assure you that the decision was taken after very careful consideration. We value the contribution that all our staff have to make in providing a high standard of customer service and believe that the approach we have taken reflects this.

PAY DAY POSER

Caroline Kelly, personnel assistant, Selly Oak:

I am writing to you on behalf of the majority of staff at Selly Oak branch, concerning the matter of payslips. We would be grateful to know if it is company policy or management procedure to receive our payslips on a Friday, which is the day in the month on which we are paid, instead of a Wednesday or Thursday, which has been standard procedure for many years. Many colleagues find this most inconvenient and disruptive to monthly

budgeting plans. Even though this may seem a minor concern to tackle, we feel strongly about this matter. We would appreciate your thoughts and comments on the matter.

Ray Hayne, senior manager, retail operations, replies:

Staff payslips are available for stores to print on a Wednesday. Once printed, they are put into envelopes and given to management for distribution. It is company policy to issue

Janet Evans, customer, Lancaster:

It was my mum's and dad's golden wedding anniversary recently and the family were at their wits end as to how to celebrate. A friend suggested buying gold coloured or labelled items to



Joyce and Tom Evans enjoy their special delivery golden wedding goodies.

make up a grocery hamper, but as we live in Birkenhead and our parents live in Lancaster, we despaired of getting it to them.

We made a list of groceries in Birkenhead Sainsbury's and phoned the Lancaster branch where I spoke to Ina Lyons, who suggested I send her the list along with a cheque and said she would make up the hamper for us. Not only that, but she insisted on personally delivering it and taking a photograph of my mum and dad receiving it along with a card from Sainsbury's. It turned out to be a super surprise for my mum and dad. We shall be doing all our shopping at Sainsbury's from now on. A great big thank you to your staff.

payslips on a Friday. This is due to the fact that the employee's bank or building society account is credited on this day. To hand the payslips out earlier could be misleading, with the employee assuming that their salary had already been paid into their account.

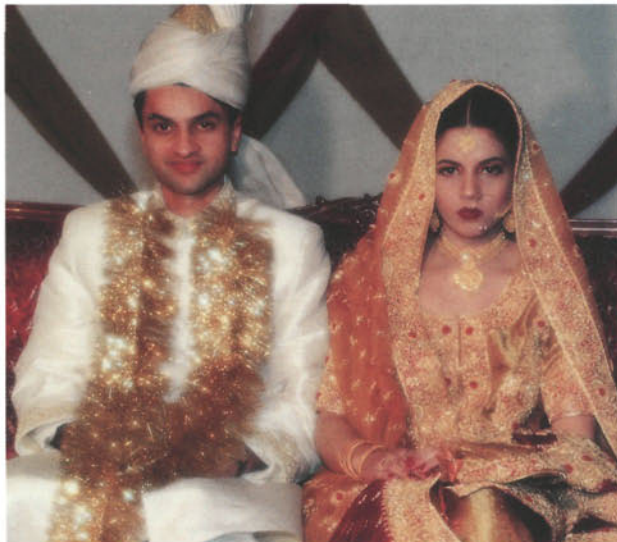
SHARING THE WORKLOAD

Julie Upton, BWS assistant, Woking:

I read with interest the article Opportunity for All in the Jan/Feb issue. It is encouraging to see how Sainsbury's is supporting women in the work force, although this seems to be mainly at management level. I am a mother with three girls between four and 10 and have always based my working hours on the times my husband is available for childcare.

Being a B grade I simply could not afford the £7.50 an hour childminding fees. What I have always wondered is how feasible would it be to have a job share arrangement between mothers and students? Mothers could be available during term times to work 9.30am to 2.30pm and evenings during holidays. Students could possibly cover the day hours during holiday times.

Oriental nuptials



Eileen Bewley, personnel manager, Durham:

Staff at Durham would like to send our best wishes to our trainee manager, Faisal Khan, and his wife, Nadia, on their recent marriage. Faisal and Nadia travelled to Pakistan for the traditional three-day ceremony, where the actual wedding takes place on the second day.

I understand that this may cause extra scheduling work, but mums would find it invaluable to spend all that extra time with their children during term times. Is this a possibility for the future?

Rob Hart, equality and diversity manager, Blackfriars, replies:

I am pleased you found this article interesting. Our work with Opportunity 2000 is just one way that we are providing support to our employees who have childcare responsibilities. For many years we have operated our Career Bridge Scheme (which of course is open to men as well as women). This allows employees to take up to five years away from full-time work to care for young children.

We are also increasing the number of part-time management positions and home-working in several central divisions. We have in the past operated a trial of term-time contracts, where the employee works only during term time and is away from work completely during the school holidays. This allows the hours to be covered by students looking to work in their vacations. Unfortunately, the take up of this trial was limited and the employees involved prefer to take a permanent part-time position with working hours outside of school hours (usually late nights or week-end work).

However, we are continually looking to improve the flexibility of our schedules and we have a pilot running at our Crayford store to consider a variety of methods of scheduling including annualised hours (where you contract to work a fixed number of hours over the year) and self-managed teams (where the individuals in the team are responsible for the scheduling).

I hope this reassures you that we are constantly trying to improve the flexibility of hours for our staff as we recognise that all employees, particularly those with childcare responsibilities, have to have a balance with their work and home lives.

Opportunity 2000 is an external campaign run by Business in the Community and is concerned with increasing the number of women in management positions. A lot of the work we have already done within the business has been in line with this, for example, the Career Bridge Scheme, home working and increasing the number of part-time management positions, most of which are filled by women.

However, your question is a good one. Unfortunately, the systems we have at the moment for contract and scheduling do not allow us to do what you suggest. Nevertheless, the good news is that we are looking at these sort of issues as part of the flexible working pilot at Crayford store and I will ask those involved to consider your idea as a possibility for the future.

HEALTHY COMPETITION

A recent letter praising Derek Jamieson for clocking up 12 sickness-free years at Letchworth, prompted these two responses.

Derek Jamieson, dry goods deputy, Letchworth:

I thought you would be interested in this reply to my sickness record that I received from Coreys Mill:

Dear Derek Jamieson, Superman, We've one to beat you, that's our Anne. You've done 12 years without the flu, But Anne's clocked up an extra two. Fourteen years and no sign of fatigue, You must agree that's premier league. Not one day off, and there's no trick, It's just enough to make you sick. Anne Bates is tops, we are over the moon, So Derek Jamieson, get well soon.

Chris Wesson, customer services manager, Bury St Edmunds:

It is now approximately 23 years since I had a day off sick. I got married in October 1974 and it was a while before that when I had a day off. The personnel department does not have any records of confirmation. If I remember correctly at that time, absence records used to be sent to the area office.

SMART MOVE

Steve Trump, project manager, ISD:

The new smart cards that we have all been issued with are a much better idea than the previous ID card or Girovend card combination. However, I am curious to know why the Sainsbury's logo does not appear on the card whereas it did on the old security passes. In particular, if visiting other

Park bench keeps Janet's memory alive



Friends and family try out the new memorial bench.

Lorraine Jones, bread and cake assistant, Lincoln:

I would like to say a big thank you to everyone at the Lincoln store for all their donations to my sister's memorial bench. My sister, Janet Stevenson, worked in the store for two years as an evening display assistant before she died last July after an operation to remove a tumour. Everyone was really kind to our family afterwards. As you can see from the photo, we had a lot of fun planting the bench in Wartsholme Park, which was Janet's favourite park.

JS locations at odd hours of the night as I do from time to time for systems support, will the ID be recognised as the company's?

Richard Gardiner, head of facilities management, replies:

The reason for excluding any reference to Sainsbury's by name or logo on the new ID cards is simply one of security. We did, however, as you know, include the company colours. Excluding the name of the company or logo reduces the risk of lost cards being used to enter JS locations fraudulently and this is now common practice in most organisations today.

Managers of all JS locations were advised about the introduction of the new card, which included a colour sample, and have been asked to communicate this to their management teams, so entry out of hours should not be a problem.

If for any reason the card is not accepted, contact the Head Office Security Control Room on ext. 6500/6081 which will be happy to advise the location concerned.

NO SHOW AT FOOD SHOW

Roy Hilliard, fresh food replenishment, West Hove:

On my visit to the London Good Food show in March, I was so disappointed that the company did not have a stand at the Exhibition Hall. As long as I can remember, the JS slogan has, quite rightly, mentioned good food, and I would have thought it was the perfect opportunity to display the company's wares, but alas, no sign of JS, yet our rivals were out in force.

This company was the first to bring to the notice of our customers new recipes to suit all kinds of taste and the super Celebrity Theatre at the exhibition would have been the

essential ingredient to bring the recipes to life. I do hope the company will be prepared for the next Ready Steady Cook demonstrations.

As these culinary exhibitions are so popular because of the many TV cookery programmes transmitted, I hope the JS Journal will publish, in advance, the dates of forthcoming shows, with perhaps, the offer of reduced admission charges. Bon appetit!

Rod Sellers, senior manager, Group internal communications:

I am sorry that you were disappointed not to have seen Sainsbury's at the BBC Good Food show at Olympia. You are right to assume that it would have been natural for us to have had a presence.

We would like to participate at all the major (and not so major) agricultural and consumer shows, but have to budget carefully so as to spread our total of 14 shows throughout the UK. We want to exhibit as widely as we can and next spring we will be a major exhibitor at a new regional food and wine fair in Manchester.

Rather than simply selling products at exhibitions, we like to sample new and regional products and promote fresh ideas. In addition to meeting new and

existing customers, friends and suppliers

I hope that you will visit us at one of our shows this year; a list appears on page four. A number of stores do sell tickets in advance for their local shows, but only the organisers can give discounts.

Have your say

Do you have anything to get off your chest? This is your chance to voice your opinion and ask any questions you may wish to put to management. Ideas are also very welcome!

Please write or e-mail to the address on page two, marking your letter "Writelines".

Building links with the community

Staff from Purley Way and Central Croydon turned designers and builders when they helped to convert the courtyard at the local Redgates School into a mini multi-sensory garden as a Side by Side project.

Not only did the stores finance the new garden to the tune of some £4,500, but staff physically built it after they drew up the plans themselves.

The stores have been invited to the opening of Redgates School, whose honorary guest will be Diana, Princess of Wales.



Redgates School's new garden.



Watch out - Darnley's about

Darnley store supported TV personality Jeremy Beadle at the Glyn Hill Hotel recently at a fundraising event for Reach, the charity which provides funds for children with hand or arm deficiencies.

The store donated £250 from its Side by Side funds to the charity while 10 volunteers from the store helped to run the crèche at the event.

Julie Ann, the Side by Side co-ordinator at the store, received a letter of thanks from the event organiser saying, "Words cannot describe the thanks that Reach owes to the Side by Side team at Sainsbury's. We were delighted with the way you looked after the children."



Sabre clerk Shona Muir with Jeremy Beadle and children from Reach.

A (deaf) man's best friend

Four volunteers from Heyford Hill recently participated in a dog training session at Lewknor training centre after donating £1,000 to their chosen Side by Side charity, Hearing Dogs for the Deaf.

The dogs receive specialised training to make them aware of specific sounds such as doorbells, smoke alarms and alarm clocks. Staff at the store thought this a worthy Side by Side project after they had seen these dogs assisting some of their customers while shopping.

(L-r) former checkout assistant Pam Timbrell, produce assistant Pam Jagger, warehouse assistant Dave Morris and personnel assistant Helen Thomas with their friends at Hearing Dogs for the Deaf.



James earns top scouting award

James Duffy, part-time general assistant in the provisions department at Southend-on-Sea, received the highest possible scouting award when he met the Queen at Windsor Castle on St George's Day.

James completed an exhausting 50-mile hike across the Pennines as well as a first aid course while also contributing to community work to qualify for the honour of the Queen's Scout Award.

A Wolf in JS clothing?

We're not sure what position Wolf from ITV's *Gladiators* show would be seeking with Sainsbury's, but he was a welcome visitor to our stand at the Docklands career fair at the London Docklands Arena recently. The resourcing department at head office in Southwark was helped by volunteers from the South Western, Central & Western and Eastern regions who staffed the graduate stands and provided career information on Sainsbury's.

Another first

Nine employees at Basingstoke distribution centre were recently presented with their NVQ level 2 certificates from chief executive Dino Adriano. The staff are the first in the company to have gained such an achievement in warehousing and distribution.

It has been them!

Whitley Bay has recently had no less than three lottery winners among its staff recently! Personnel manager Eileen Bewley contacted the *Journal* to tell us that grocery replenishment assistant Lorraine Mason (Lucky Lorraine as she is now called) won £60,908. Pat Malpas, a staff restaurant assistant, won £9,000 as part of a syndicate whose net profit was £101,401. Pat and her husband's first purchase will be a toss-up between a new car or caravan. And then there is Anne Harker, an office clerk, who won £700.



'Mother and son' have words...

Chance encounter provides a delightful double act

Andrew Dobie, an evening display assistant at Homebase in Wrexham, got some unexpected support when he made his theatrical debut at the William Aston Hall in Plas Coch, Wrexham, since the mother of his character, Billy Crusoe, turned out to be none other than a BWS assistant from JS Wrexham, Tina Douglas. The production raised £2,500, which was donated to Maelor Hospital in Wrexham.

And at Huddersfield staff were invited to share in a customer's luck when he won nearly £185,000 on a lucky dip ticket. But when customer Francis Joyce gave the staff £200, they spent the money on raffle prizes for charity.

"I invited Mr Joyce in for lunch and to draw the raffle," said store manager David Durbin, "and just before the raffle draw he produced a further £100, which he insisted was to be first prize."

FINANCIAL RESULTS 1997

Results at a glance

Sales

	£ millions	% Change
SAINSBURY'S SUPERMARKETS	10,752.2	up 6.0
SAVACENTRE	802.0	up 6.8
HOMEBASE	1,134.1	up 2.8
SHAW'S	1,571.6	up 11.7
OTHER ACTIVITIES	52.6	-
GROUP	14,312.5	up 6.0

Operating profit

	£ millions	% Change
SAINSBURY'S SUPERMARKETS	661.5	down 11.1
SAVACENTRE	30.3	down 11.9
HOMEBASE	16.3	down 36.8
SHAW'S	41.2	down 15.9
OTHER ACTIVITIES	(4.7)	-
GROUP	744.6	down 12.8
GROUP PROFIT BEFORE TAX	651.0	down 14.8



SAINSBURY'S
SUPERMARKETS

Savacentre

HOMEBASE

shaws



Group chairman
David Sainsbury

In a year of major change, our overall financial results were disappointing. We did, however, make real progress in many key areas.

In Sainsbury's Supermarkets, we launched our Reward Card and Extra Reward Points, we significantly improved our like-for-like sales growth during the course of the year, and we successfully entered the Northern Ireland market. Last year also saw continuing substantial sales uplifts resulting from Texas conversions, a good profit performance from Shaw's core business and the well-received launch of Sainsbury's Bank. These are successes that we can build upon.

We have been through a testing time, but we have reorganised ourselves and fought back against our competitors.

Each business now has a clear strategy and plans for improving its performance.

For the year ahead we have four main targets. Firstly, to sustain the sales growth in Sainsbury's Supermarkets and turn it into stable net margins. Secondly, to improve the non-food sales in Savacentre. Thirdly, to implement the accelerated Homebase

conversion programme effectively, while improving the performance of rebadged stores awaiting full conversion. Fourthly, to build Shaw's sales in Connecticut, while maintaining its steady progress in its established markets.

And across all our businesses we must redouble our efforts to listen to our customers, drive our sales forward and improve our efficiency and retail disciplines.

In the longer term we have a well-established diversification programme which, unlike our competitors, will enable us to expand steadily in the future. We have the foundations in place to become an outstanding, high-quality, international retailer.

I know that staff across the Group are committed to our success, and the directors and I would like to thank each one of you for your hard work and enthusiasm throughout the past year. We look forward in the year ahead to reaping with you the benefits of the changes we have made.

DAVID SAINSBURY

We are one of the world's leading retailers employing 170,000 staff in more than 800 stores world-wide, producing sales of over £14 billion.



Key points

The following key points have been taken from the presentation made by Group chairman David Sainsbury to City analysts and press:

- The overall financial results for the past year have been disappointing, with Group profit before tax and exceptional costs reduced by 14.8 per cent to £651 million. But all our major businesses have now established a strong base for recovery.

- The sales volume growth of Sainsbury's supermarkets continued to improve during the year as the various parts of our trading and marketing strategy started to take effect. However, this improvement was insufficient to offset the one-off impact of the petrol price war, the ongoing costs of the Reward Card and improvements in service, and the effects of lower sales inflation. Consequently there was a reduction in profit.

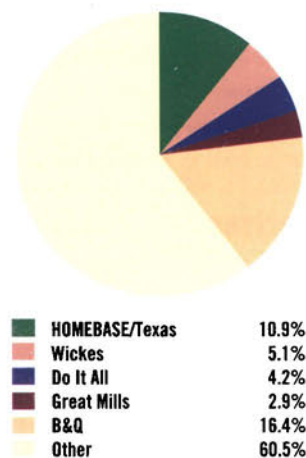
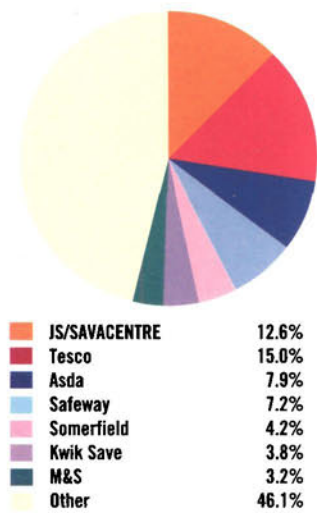
- Homebase and the fully converted Texas stores continued to perform superbly, but trading in the unconverted Texas stores was very poor until these were rebadged under the Homebase fascia.
- Shaw's performance was adversely affected by higher than expected losses in its Connecticut operations although in its established market areas Shaw's

continued to make solid progress.

Our main priorities for the year ahead are:

- First, to sustain the improvement in sales growth in Sainsbury supermarkets and translate this into net margin stability. UK food retailing continues to be highly competitive but we have got off to a good start. Despite a big fall in sales inflation, our like-for-like sales

Market share



About these results

These pages present highlights of the financial results. A much more detailed review of the results will be available in the Annual Review published in June. Staff who are shareholders will be sent a copy. Staff who do not hold shares may obtain a copy by calling Freephone 0800 387 504.

Market share

Sainsbury's Supermarkets, Homebase, Savacentre and Shaw's all increased market share. In both the UK food and home improvement markets the major players still hold only about 40 per cent of the market, so there is plenty of scope for profitable growth in market share.

Staff share of profit

Profit share of £34 million (or £37 million, including employer's national insurance) will be distributed to approximately 115,000 Sainsbury Group staff in the UK. Employees eligible for full profit sharing will receive the equivalent of over two weeks' pay.

Profit generated by Sainsbury's Supermarkets, Savacentre, Shaw's and the former Texas stores was down on the previous year but, importantly, the fund has not been penalised by the £50 million exceptional costs for Texas.

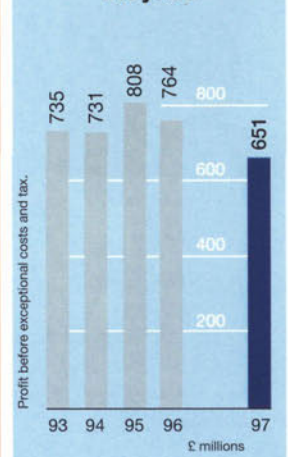
Share price movement

The performance of the share price was disappointing, which reflected the fall in profit. But investors in our shares also benefit from dividend payouts and these have increased in each of the last 10 years.

Investment for the future

Of the total investment of £809 million, approximately 40 per cent was spent on new Sainsbury's supermarkets, with the remainder spent on the other operating companies.

Group profit over the last five years



GROUP STAFF NUMBERS

There are now over 170,000 staff in the Sainsbury Group

SAINSBURY'S SUPERMARKETS
1996: 115,800 1997: 121,600

SAVACENTRE
1996: 9,800 1997: 10,600

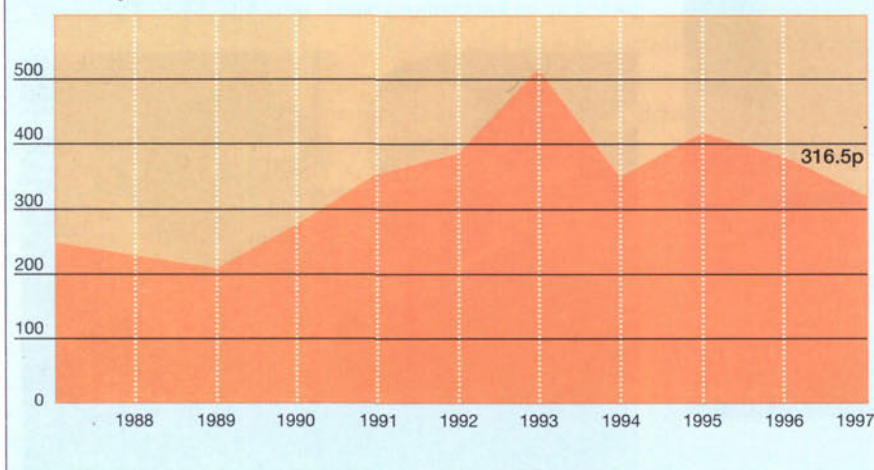
HOMEBASE/TEXAS
1996: 17,000 1997: 17,100

SHAW'S
1996: 17,800 1997: 20,000

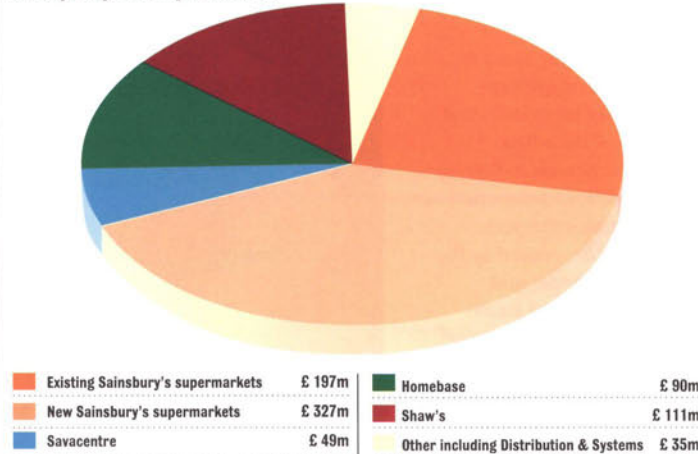
NEWMARKET FOODS
1996: 1,500 1997: 1,500

GROUP TOTAL
1996: 162,000 1997: 170,800

Share price movement



Group capital expenditure



growth has averaged 4.2 per cent since the beginning of the financial year. This means we are currently achieving over two per cent real like-for-like volume growth. In the last six months our average like-for-like sales growth has been above the Institute of Grocery Distribution (IGD) average for the sector.

- Second, to improve the non-food sales in Savacentre.
- Third, to implement the accelerated Homebase

conversion programme effectively and improving the performance of rebadged stores awaiting full conversion.

- Fourth to turn around Shaw's performance in Connecticut while continuing Shaw's steady progress in its established market areas.

In summary

- The new top management team for the Group is now fully established. The new management structure has

sharpened accountability and allows the management of each business to take the initiative in marketing and cost control and to drive their businesses forward.

- Sainsbury's Supermarkets is re-establishing clear differentiation of its offer based on outstanding quality, choice and value for money. We are determined to sustain sales momentum while maintaining close control of costs.

- Homebase and Shaw's will become a more substantial part of Group profitability as performance builds up following the heavy investment that has taken place in these businesses in recent years. This will significantly enhance Group results.

The enlarged Homebase Group is rapidly driving through its conversion programme and is on course to produce sales of some £1.4

billion and net margins in high single figures by the end of the century.

Shaw's has already achieved a sales base of over \$2.5 billion and is focused on turning its large investment in Connecticut into profit. Shaw's has the potential by the year 2000 to increase net operating margins to around 4.5 per cent, a level achieved by some of Shaw's major competitors.



Sainsbury's Supermarkets
chief executive
Dino Adriano

Last year had two distinct themes for Sainsbury's Supermarkets: firstly, our profit performance, which was poor, and secondly, the development of the new strategy for the business, which has proceeded apace.

The decline in our profit performance was due principally to the investments we felt it necessary to make in order to revive our sales performance. These investments took place with the launch of the Reward Card, the achievement of higher and sustained levels of product availability and improved in-store service levels for our customers.

The benefits of these investments began to show through in improved sales performance over the last three months of last year and this has continued into the new financial year.

Development of our new strategy accelerated during the second half.

The strategy is designed to re-establish Sainsbury's as the "Customer's First Choice for Food Shopping". Clear plans to implement the strategy have been agreed and communicated and the focus of the whole organisation is now on delivering real improvement in sales and profit performance this year.

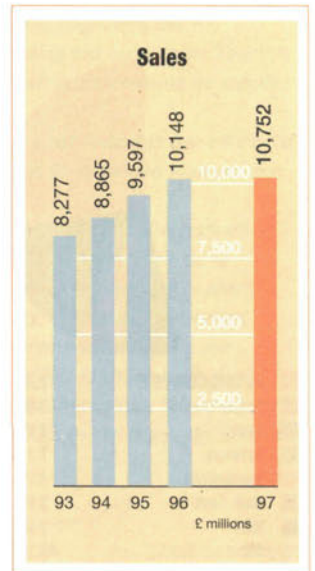
I have been impressed by the continued commitment and dedication of the entire supermarket team during this difficult period. I know that there has been much disappointment that your great efforts have not been reflected in a better financial result. But your new board and I are confident that we will be able safely to put the difficulties of the past firmly behind us by delivering on all of the key aspects of our strategy and plans. Our major competitors are aware that Sainsbury's will not stand by and let them outperform us in the future.

Thank you for your continuing efforts and support. Together we must make that count for much more this year.

DINO ADRIANO



David Sainsbury (right) and Bob Ayling of British Airways launch the Reward Card.



Financial performance

The performance of the supermarket business has been disappointing. Operating profit at £661.5 million was £82.8 million lower than the previous year.

This was due to lower sales, higher stock losses, squeezed margins on petrol and the costs of launching the Reward Card.

Rising to the challenge

Last year we instigated robust and wide-ranging plans to carry us into the future. Central to these is the creation within the Group of a new company, Sainsbury's Supermarkets Ltd, to focus specifically on JS stores, including the restaurants and petrol filling stations, with Dino Adriano as its chief executive.



Staff train to keep up to date.

The strategy for the supermarkets operation has as its mission for Sainsbury's supermarkets to be the "customer's first choice for food shopping". Among the most urgent priorities are availability, relationship with customers, and range, quality and choice of product, which will be crucial in driving sales forward.

We have also invested heavily in ambitious marketing initiatives, notably the Reward Card.

Sainsbury's is now embracing "category management" at Blackfriars. Category management brings together all the key players who influence the way JS co-ordinates its buying, marketing, merchandising, scientific services and supply chain activities. The benefits of this way of working have already been demonstrated following a recent trial with cooking sauces, which has resulted in increased sales.

Reward Card

The Reward Card, launched in June, has been an outstanding success. There are now over nine million Reward Card accounts and some four fifths of sales are made through the card.

In November we introduced the Extra Reward Points scheme, which has contributed to our increase in market share.

Further marketing initiatives

This March we launched our Better Quality... Same Price initiative and now have more than 300 improved products instore. In the first couple of weeks sales of BQSP products increased significantly.



Our Economy range, designed to attract more family shoppers, has proved extremely successful and now extends to over 110 products.

We also launched Sainsbury's Equipment for Schools, which picked up on last year's extremely successful Schoolbags Scheme.



Training

Last summer Operational Skills - possibly the biggest review of training that any major retailer has undertaken for years - was introduced by asking nearly every member of store staff to assess his or her training needs. Since then 52,000 members of staff have undergone some form of Operational Skills training.



Forestside, Northern Ireland



Archer Road, Sheffield.

Operating company performance

	1996/97	1995/96
Sales (inc. taxes)	10,752.2	10,148.1
Operating profit*	661.5	744.3
Number of stores	378	363
Sales area ('000 sq. ft.)	10,387	9,767
Full time employees	38,375	36,082
Part time employees	83,190	79,746

* Operating profit is stated before exceptional costs and profit sharing.

New stores and extensions

Despite a tightening of planning permission, which has affected all major retailers, we opened 18 stores during the last financial year, including our first Country Town Store in March, Cambridgeshire.

In December, we opened our first store in Northern Ireland, at Ballymena in County Antrim, and our second store in Forestside, South Belfast, is currently one of the best performing Sainsbury's stores, despite not yet having a BWS department. We have also carried out 22 extensions, including virtually rebuilding the store at Archer Road, Sheffield.

Environment

Sainsbury's sells more organic produce than any other supermarket and has achieved a substantial market share. In January we sponsored 10 of our conventional produce suppliers to attend the Soil Association's national conference on organic food production.

We have also been in discussions with charities and non-governmental organisations to discover the most effective way to ensure that we and our own brand suppliers world-wide are acting with social responsibility at all times.

Store openings 1996/97:

Eighteen in total: Dalston; Castle Court (Bristol); Sittingbourne; Emerson's Green (Bristol); Newton Abbot; Paignton; Aberdeen; Clapham; Drumchapel (Glasgow); Sale; Winnersh; Longwater; Stroud; Kirkcaldy; March (CTS); Melksham (CTS); Ballymena (N.Ireland); Forestside (N.Ireland).

Store openings planned for 1997/98:

Eighteen in total: Kenilworth (CTS); Walsall; Blackheath (Halesowen); Burton upon Trent; Leigh; Halifax; Merthyr Tydfil; Hitchin; Brentwood; Leicester; Liverpool Walton; Telford (relocation); Oswestry (CTS); Deal (CTS); Calne; Ashbourne (CTS); Coleraine (N.Ireland); Newry, Caewoods (N.Ireland).

Code:
CTS= Country Town Store.



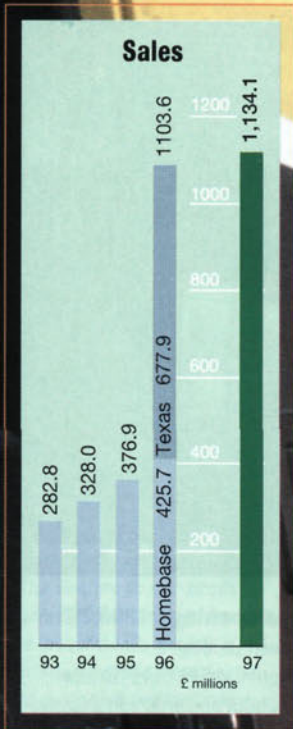
Sainsbury's Bank

Sainsbury's Bank opened for business in February and was rolled out regionally, starting in Scotland and the North East, with the last remaining region, the South East, to be introduced by the middle of this month.

In just 10 weeks more than 150,000 customers joined the bank, depositing over £200 million. Sign-up for the bank has exceeded original expectations and is still going strong at a rate of 10,000 new customers a week.

The bank currently offers four products: an Instant Access Savings account, a Christmas Savings account and Classic and Gold Visa credit cards. Shoppers using the credit cards can earn Reward Points. Mortgages and personal loans will be offered in the near future.





A Homebase employee checks in a delivery.

Store openings 1996/97

Nine in total: Newport; Plymouth; Warrington; Altrincham; Sevenoaks; Cannock; Christchurch; Edinburgh (*Blackhall*); Watford.

Store openings planned for 1997/98:

Ten in total: Newbury; Kirkcaldy; Eastbourne; Truro; Dagenham; Swansea (*Parc Tawe*); Inverness; Huddersfield; Ewell; Gloucester (*Eastern*).



Homebase chairman
David Bremner

This was a difficult year, demanding enormous effort and commitment from everyone as we accelerated our investment in range integration and store conversions. The year also saw the removal of the Texas name as we successfully rebadged the remaining Texas stores to Homebase in December. This activity took its



December 2: H-Day.

toll on the rebadged stores by inhibiting sales, but the excellent results from the existing Homebase format and the 40 conversion stores that we have now completed clearly show that our investment strategy is correct.

The year ahead will be equally demanding, but with 60 conversions and 10 new stores planned it will be one of growth and opportunity for Homebase.

On behalf of the Homebase board I wish to thank everyone in the business for their tremendous efforts over the last year. The motivation and enthusiasm throughout the company underpins our confidence in the future.

DAVID BREMNER

Investment in the future

The original Homebase format had an excellent year with like-for-like sales growth of 8.1 per cent and operating profit up 25 per cent to £45.3 million. This, with a sales uplift of some 40 per cent in the conversion stores, underscores the strength of the Homebase brand. The performance in the remaining Texas stores, which were rebadged to the Homebase fascia in December, was disappointing: the disruption involved in accelerating the range integration led to lost sales and was a significant factor in the £29 million loss that Texas made. However, this should also be seen within the context of major investment in staff training, stock loss control, systems and the supply chain to allow us to rebuild sales and increase the number of conversions. The opportunity was also taken to close a number of poorly performing stores and rationalise the loss-making kitchen business.

This investment has given us a solid foundation for the coming year as we move forward as a single, fully-integrated business.

HIGHLIGHTS

H-Day

December 2 saw all Texas stores rebadged to the Homebase fascias overnight in an exercise of almost military precision. The event was heralded in by the launch of Homebase FM, our own satellite radio station for customers, and a live phone-in that marked a myriad of

local events ranging from pipe bands, children's parties and involving virtually every civic dignitary in the land; truly the birth of the now national Homebase chain.

Supply chain

This was a year of enormous activity as we built the infrastructure to operate a national distribution operation servicing 300 stores from Elgin in the north of Scotland to Camborne in Cornwall. The Park Farm facility at Wellingborough is being extended and a replacement depot for our horticultural business is under construction in Swindon. We have also taken the Brackmills depot at Northampton in-house.

The market/competitors

Our market is showing signs of growth after a long period of stagnation as confidence returns to the housing market. We expect the DIY superstore market to see continued like-for-like growth in 1997/98.

B&Q, our major competitor, reported an excellent year but this should be seen as a recovery after two very bad years, whereas the Homebase format has delivered consistent growth over the last five years. Wickes is also reporting good sales, but following its "accounting" problems it remains to be seen how profitable it will be.

The year also saw Do It All become wholly owned by Boots as W H Smith



withdrew from co-ownership as losses mounted. Do It All is now involved in a major restructuring operation.

Homebase insurance

In February, Homebase Home and Contents Insurance was launched as a complement to our Spend & Save Loyalty Scheme.

This is a telesales service offering a range of insurance products tailored to the Homebase customer profile.

Homebase Living

This year also saw the launch of *Homebase Living*, our very own consumer magazine and the first in our sector. The magazine will act as a promotional vehicle as well as carrying general interest features, and three editions a year are planned.

Conversions

The success of the conversion programme whereby the entire former Texas store is made to look and feel like Homebase, was the highlight of last year. The 40 stores converted by the year end produced excellent sales uplifts averaging some 40 per cent as customers recognised the superior range, good layout and powerful gardening offer. The investment in staff training, systems, operating procedures and supply chain has also ensured that these stores move to enhanced profitability.

Sixty conversions are planned for the coming year and we envisage that there will be a further 60 in the year after, which will complete the programme.

Homebase format/brand

In addition to range integration and store conversion we also built and opened nine new and successful Homebase stores during the year. A further 10 are planned for the coming year. Significant work was also conducted on own brand development, which now accounts for 27 per cent of sales, with almost 1,000 new or revitalised lines launched. Homebase also continues to develop new areas of "home enhancement", with Cookshop and a new format wallpaper department being the most notable examples.

Operating company performance

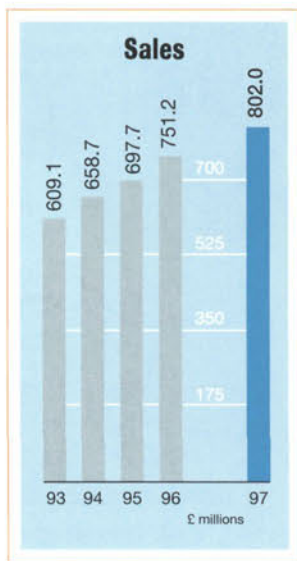
(Combined Homebase and Texas)

	1996/97	1995/96*
Sales (inc. taxes)	1,134.1	1,103.6
Operating profit**	16.3	25.8
Number of stores	297	310
Sales area ('000 sq. ft.)	11,382	11,272
Full time employees	6,087	5,963
Part time employees	11,028	11,080

* Includes Homebase and Texas combined.

** Operating profit is stated before exceptional costs and profit sharing.





Financial results

Savacentre served a record-breaking half a million customers per week during the year. Sales increased by 6.8 per cent to £802 million, largely due to the contribution of the Sydenham and Stockton stores, which opened in the previous year.

However, Savacentre suffered from many of the same issues facing Sainsbury's Supermarkets and was more affected by the petrol price war. Home and Leisure sales were strong, but the performance of clothing was disappointing. These factors contributed to a decline in profits from £34.4 million to £30.3 million.

Savacentre Leeds

Savacentre's 13th store was opened in March 1997 in Leeds, at the White Rose Centre, and is trading to forecast levels.

Many new design features have been incorporated, including a Curry Kitchen, which is proving very popular, together with a Salad Bar and a new format restaurant. The amazing 'Picture Cake' is the very first of its kind in the country and features the customer's own - edible - photograph on the cake.

Introducing new facilities

Further enhancements have been made to customer facilities at several stores. At Oldbury, a children's play centre opened in

New ranges

September saw the launch of a brand new range of family focused clothing called I.N.I.T.I.A.L.S.

Savacentre's Home and Leisure ranges have become increasingly popular during the year with new concept Bathroom and DIY shops being trialled in several stores.



The new I.N.I.T.I.A.L.S. range.

Trading hours

Trading hours have been extended, with many stores now open until 10pm. During the busy Christmas period, Edinburgh opened through the night.



The BWS department at Leeds.

Innovations and expansion

As Britain's only specialist hypermarket, Savacentre is committed to innovation and expansion. New concessions include Next childrenswear on the shop floor at London Colney, and Daewoo Cars are now in three stores.

New stores

Our ambition to open at least one new store every 18 months remains firm. Plans are progressing for Braehead, Glasgow, which is due to open in 1999.

Training

Savacentre is committed to a full programme of training for all staff and recent examples have included one- and two-day courses for electrical department staff and pre-seasonal courses on the handling and sales of bedding plants and garden shrubs.

Board changes

In April, Ian Coull took over as chairman. Colin Harvey has agreed to stay on as managing director for a further year beyond his 40 year service retirement date and will retire in June 1999.



Savacentre managing director Colin Harvey

We had a difficult first half year, but our second half showed profits rise above the same period last year.

To maintain this improvement we continue to make great strides throughout the company to deliver some major developments that will benefit our customers and ourselves in the future.

The launch of the Reward Card was a great success and we now have over 400,000 cardholders on the Savacentre database. Our clothing range was revamped and relaunched and all the preparatory work was carried out to enable us to open in Leeds in March 1997.

In addition, we've been innovative in product development and ranging; we've invested heavily in training and we've ensured our expansion plans are in place.

I would like to thank everyone at Savacentre for their unceasing efforts and enormous enthusiasm over the last 12 months.

COLIN HARVEY



Merton's parking area for the disabled.

Operating company performance

	1996/97	1995/96
Sales (inc. taxes)	802	751.2
Operating profit*	30.3	34.4
Number of stores	12	12
Sales area ('000 sq. ft.)	1,034	1,034
Full time employees	3,023	2,796
Part time employees	7,527	7,002

*Operating profit is stated before exceptional costs and profit sharing.

November, together with a major restaurant refurbishment and a brand new petrol station design.

Merton store has benefited from a special disabled parking area, accessed only by registered customers. We are also now providing a choice of McDonalds or a Morrelli Italian style restaurant.



Shaw's president
Phil Francis

Shaw's had a very productive year in 1996. The biggest event of 1996 was the acquisition of 12 stores and two sites from Edward's (Ahold) in Connecticut. This gives us critical mass to pursue our use of television advertising in Connecticut, the market we first entered in 1995.

The acquisition required a major effort to accomplish the hiring and training of 2,000 new associates. It also required the re-ringing and restocking of the 12 stores over a period of a few weeks. I am very proud of the entire staff at Shaw's, who spent long hours to plan and execute this transition.

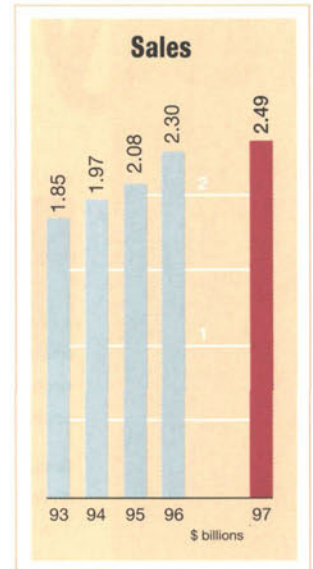
Shaw's is committed to both perishables excellence and a strong EDLP (Every Day Low Prices) offer in marketing terms. During the past year over 600 private label lines were introduced, bringing the total number to over 5,000.

Philip J Francis

PHIL FRANCIS



Sales at Shaw's increased by some 12 per cent over the year



Financial performance

Shaw's performance was affected by higher than expected losses in its Connecticut operations resulting in a decline in profits from \$80.0 million to \$65.2 million. However, in its established market areas Shaw's continued to make solid progress with a profit increase of 10 per cent.

Acquisitions

Shaw's, the Sainsbury's wholly-owned US supermarket chain, now operates a total of 17 stores in the State of Connecticut - 12 stores acquired from Edward's and five new-build stores.

Sales increase

Shaw's increased sales by some 12 per cent over the same period as last year on a comparable 52-week basis. With the acquisition from Edward's, our store area grew by 22 per cent during the year. By year end Shaw's had added 19 new stores, including the acquisition from Edward's of the 12 former Edward's Stop & Shop stores in Connecticut. Shaw's also geared up for the successful entry into the Vermont market, our sixth New England state, and two stores were opened after the year end.

Taking advantage of technology

This year, an innovative Automated Bakery Production System was successfully rolled out to 49 stores. This system provides improvements in sales, shrinkage, reduced labour and direct materials.

We are reaping the advantages of the previous year's investments in computer related skills. Shaw's has an electronic card in a test group of stores for customers whose governmental assistance (social security) is now distributed to this via 'smart card' technology.

Training

Our dedication to training continues. Owing to increased needs for management talent, 112 associates were selected and have completed the Store Management Training Programme since 1995. We introduced Shaw's University, open to all our associates, which offers a complete curriculum to support career and individual development in all areas of the business.



The results of Giant, the leading food retailer in Washington and Baltimore in which JS has a 20 per cent share, were severely affected by the strike of distribution workers in the fourth quarter. Sales for the fourth quarter were down 6.9 per cent and profit before tax in the fourth quarter was just \$28.7 million compared to \$73.4 million in the corresponding period last year.

Management negotiated a satisfactory agreement with distribution workers that will reduce costs and maintain flexibility in the longer term but Giant is still recovering from the effects of the strike.

	Year to 24th Feb 1997	% change
Sales (\$m)	3,881	up 0.5
Profit before tax (\$m)	140.5	down 16.3
JS share of profit before tax (£m)	16.7	down 8.7



Operating company performance

	Shaw's 1996/97	1995/96
Sales (inc. taxes)	\$2.49bn	\$2.30bn
Operating profit	\$65.2m	\$80.0m
Number of stores	115	96
Sales area ('000 sq. ft.)	3,822	3,137
Full time employees	6,868	5,534
Part time employees	13,151	12,232

Store openings 1997/98

Nineteen in total: Quincy (MA); Cranston (RI); Riverside (RI); Newport (RI); Newington (CT); Bangor (ME); Westerly (RI); Enfield (CT); Waterbury (CT); Orange (CT); Shelton (CT); Glastonbury (CT); Stratford (CT); Fairfield (CT); Willimantic (CT); W. Hartford (CT); Wallingford (CT); Southington (CT); Clinton (CT).

Store openings planned for 1997/98

Eight in total: Waterford (CT); Colchester (VT); Johnston (RI); Berlin Corners (VT); Biddeford (ME); Cohasset (MA); E. Boston (MA); Wakefield (RI).

Code:
CT = Connecticut; MA = Massachusetts;
ME = Maine; RI = Rhode Island; VT = Vermont.

Any questions?

Jon Quarmby, senior deputy manager, services,

Bradford:

Q Will all our training be based around NVQs?

There's a twofold advantage:

a) staff receive a nationally recognised qualification and b) the company receives funding to develop its staff.



Group human resources and information systems director, John Adshead:

You're absolutely right, NVQs provide an excellent framework for developing our people. Their strength is that they are focused on people performing well in their jobs. They provide a structured way of improving the skills of our staff and the service to our customers, and will enable individuals to not just be good at what they do but also be qualified.

All our operational training material has been structured with the achievement of qualifications in mind, including our new induction, which leads to three units of an NVQ. As you can see NVQs are a major element of our plans to help our people do their jobs well. Our objectives this year will be to sell their benefits, simplify their use and establish NVQs as a key part of the Sainsbury's way.

Mark Towns, shift assistant, Lyons Farm, Worthing:

Q

What effect will Tesco's purchase of stores in Northern Ireland have on our business there?

Sainsbury's Supermarkets chief executive, Dino Adriano:

The Tesco acquisition can be expected to provide better and stronger competition for JS in Northern Ireland. But as the quality of the stores that Tesco has purchased is far from high, their growth potential is likely to be limited. Our strategy is to develop organically and once we have a reasonable number of superstores trading, we will have secured an extremely strong position in the Northern Ireland market.

Judith Tray, checkout assistant, Savacentre Leeds:

Q

Staff at the new Leeds store had

only 2 1/2 days' training for checkouts. We're nearly all new at the job - some of us didn't even get experience in a real store before the opening - and many of us didn't feel confident. Couldn't checkout staff have at least four days' training?



Savacentre managing director, Colin Harvey:

Yes - and most had more - but it seems you were one of the unlucky ones. The Leeds store opened with 839 new jobs. Each recruit received an individual training programme to equip them with the skills they required to work at Savacentre. In the case of checkout operators there were 3 1/2 days' training followed by between three and five days' live experience at our Sheffield store. Due to the recruitment difficulties experienced, a small

number of staff were recruited late and there was only the opportunity to provide them with an abbreviated training programme and a short period of live customer experience. As a consequence, extra supervision and experienced staff were provided from Sheffield to help these operators and give them more confidence. It is our normal policy for all checkout operators at new stores to have one week's live experience before coming into contact with our customers.

However, I hope you're feeling confident in your new role now. But if you're not, please do talk to your personnel manager.

Derek Hawkins, deputy manager, dry goods,

Hedge End, Southampton:

Q

Are there plans to expand the various Group businesses?



Group chairman, David Sainsbury:

Yes. We are targeting profitable growth throughout the Group's businesses. To that end there are development programmes in place across the Group. In the area of property development in the current financial year alone we will open 18 new supermarkets (and 17 extensions), one new Savacentre, eight new Shaw's and 10 new Homebase stores (in addition to the 60 planned conversions).

Kevin Oram, employee relations officer, Savacentre

head office:

Q Are there any plans for Savacentre to enter the European market?



Savacentre managing director, Colin Harvey:

The European retail market is large and very diverse. Expanding beyond our current UK base is always an option open to the business, particularly to the Republic of Ireland and western European countries. However, we know that moving a retail concept across cultures is not always successful and therefore it is most unlikely that we will be expanding into Europe in the near future.

Chris Menon, branch manager, Moor Allerton,

Leeds:

Q We spend two years training department managers, but there's no training for deputy managers where they could benefit from a more rigid structure, particularly because they need people skills for the first time. Haven't we got this the wrong way round?

Group human resources and information systems director, John Adshead:

Yes you are right. We recognise the need and have introduced a number of programmes over the past few years aimed at addressing training for more senior levels of management, in particular the Senior Manager Development Programme and the

Management Development Programme aimed at store managers and other middle managers. This will extend to senior deputies as part of their preparation for appointment to store managers. Much also depends on improved career planning and better selection methods for promoting managers which is all work currently in hand. Our intention is to have a comprehensive training framework that supports people at all stages of their career.

Martin Edwards, bakery manager, Kempshott,

Basingstoke:

Q Has the share price been this low before? Does the board realise the impact this has on staff shareholders?



Group finance director, Rosemary Thorne:

Shares in JS last traded below 310p in January 1991, so yes, our share price has been this low before.

But investing in shares must be seen from a long-term perspective. Most staff have acquired shares through our employee share schemes and have benefited from the advantageous prices and tax benefits from the SAYE scheme and the tax advantages of the profit sharing scheme. Unless there is a need to sell shares now, there is no actual loss and, of course, there will be continued payment of dividends.

Nevertheless, the board is very much aware of the importance of share price to staff and we are committed to improving our financial performance and to delivering better earnings per share and with it, we hope, an improved share price.

Audrey Jones, information desk assistant,

Homebase Christchurch:

Q We find it very difficult to explain to many of our customers why they can't use their Sainsbury's Reward Card in our stores - it is a source of frustration to many of them, after all, we're part of the Sainsbury Group. Will our customers be able to earn Reward Points when spending in Homebase at some point in the future?



Homebase chairman, David Bremner:

There are a number of reasons why the Reward Card may not be accepted in Homebase stores. For instance, the system on which the card operates is incompatible with ours in that it is on-line and based around a home store, while Spend & Save operates off-line and via a statement. We are, however, reviewing what can be done to offer customers better value by bringing the Reward Card and Spend & Save Card closer together. Finally, we must remember that customers receive a minimum of a four per cent benefit from Spend & Save versus one per cent from Reward Cards and

when reminded of this, customers are very pleased to use their Spend & Save cards in Homebase.

Vicky Harris, chief display assistant, Drumchapel:

Q We seem to be giving away a lot of Reward Points, especially in the ongoing Extra Reward Points promotion - can we afford to be this generous?



Marketing director, Kevin McCarten:

Yes. Our Extra Points promotion continues to be very successful and we aim to provide approximately 200 Points promotions for our customers every month.

Both the number of points promotions and the number of points given away is scrutinised very carefully to ensure that our promotional activity provides both excellent value to customers but also generates a profitable return for Sainsbury's.

Graham Ward, produce manager, Badger Farm,

Q Winchester: What, if any, impact will the Labour Government have on the retail sector?



Group chairman, David Sainsbury:

There are three principal areas: minimum wage, planning and proposals for a Food Standards Agency. Rather than focus on the sector as a whole, I would like to look at the situation from a Sainsbury Group perspective.

With regard to minimum wages, we hope to be involved in the consultation process and, until more detailed proposals are put to us, are unable to comment further.

On planning, it is difficult to say whether the situation will be more or less restrictive than it is currently. We will argue that the planning process should be as flexible as possible to take account of the situation in particular places.

Food hygiene and food safety have always been of paramount importance to Sainsbury's. In principle, we welcome the outline proposals for the Food Standards Agency and would like to be involved in consultation about it as this is an area where we have a great deal of expertise.

Anthony Kitchen, layout controller, Homebase

Q Battersea: I work in a re-badged store and I am constantly being asked where Texas has gone. I feel that we should be doing much more to clearly communicate to our customers who and what Homebase is. Do we have any such plans?



Homebase chairman, David Bremner:

The work on communications around H-Day was successful in communicating the change of name to the majority of regular, higher spending Texas shoppers who contribute the majority of our sales. Since then Homebase advertising has been running continually at a heavy-weight level in the national press and to a lesser extent in local press.

This does not, however, make up for clear

communication of what Homebase is and what its values are and, yes, this is being addressed at present with implementation to follow shortly.

Alex Millman, bakery manager, Moor Allerton,

Q Leeds: What is the company doing about specialist training? For example, we used to appoint trained bakers, but now there's a shortage and we'll need to train our own. When is that going to happen?



Group human resources and information systems director, John Adshead:

Specialist training in our key departments was the main focus of the Operational Skills training programme that started last year. All the counters, produce and BWS were supported with comprehensive training programmes. This activity has been evaluated and it is clear that more work is needed in the bakery area. The materials were comprehensive but did not allow sufficient opportunity for bakers to develop skills.

This has now been addressed with the introduction of the Bakery Manager Focus programme, which will run from May. The programme is aimed to support quality control and production planning.

The Bakery NVQ Level 2 will be introduced later this year for new trainee bakers.

Claire Nadine, trainee manager, Forestside:

Q I've heard that the Year 2000 will give companies like ours a massive and expensive IT headache - are we prepared for it and how much will it cost us?

Group human resources and information systems director, John Adshead:

We started preparing for the millennium in 1995. Plans to change our systems are well advanced; they should be completed by September 1998. The cost, for Sainsbury's Supermarkets, will be in the region of £30 million at today's prices over the next two years.

Lynn Smith, personnel assistant, Kempshott,

Q Basingstoke: What is Sainsbury's stance on the single European currency?



Group finance director, Rosemary Thorne:

I don't want to get involved in the politics on the merits or otherwise of a single currency - the reasons for joining a single currency or not are for the Government to recommend to the people, and for the people to decide in the promised referendum.

However, there are practical issues of concern to a business such as ours, given our contact with customers and our substantial purchases from abroad, especially Europe.

These are to do with the date of introduction of the single currency, the costs associated with the transition like staff training, communications with customers, and changes to our cash handling and accounting systems. We are working with other

retailers to make the government aware of the potential consequences. A JS working party has been established to look at the impact of a possible change on all our operations.

Jim Benson, Extra Choice assistant, Homebase

Q Christchurch: We are constantly experiencing supply problems particularly during peak periods. What is being done to improve the flow of products to stores?



Homebase chairman, David Bremner:

The last two years have been a period of massive change for the Homebase business. The central distribution network is now handling more than three times the volume it did previously and more than 11,000 commodity changes have taken place due to the range integration process. Stability is now being achieved and we are confident that the network has sufficient capacity to underpin supply to the stores. We will have to continue to operate with two sets of systems until the end of next year. This can lead to a lack of co-ordination in supply chain management. To address this we will be strengthening the Logistics structure in the summer, thereby also improving the planning and execution of seasonal events. We will also be working much more closely with suppliers to ensure that availability to the stores can be maintained at the highest level.

Janet Neilson, bakery assistant, Stroud:

Q The supermarket strategy was launched nearly a year ago. What progress has been made since then?



Sainsbury's Supermarkets chief executive, Dino Adriano:

Thank you for a very timely question. A great deal of progress has been made since the WEB strategy was launched last October. The strategy focuses on areas which matter to our customers - availability, service, product quality and so on. It is encapsulated in our mission statement: 'Always striving to be the customer's first choice for food shopping'.

But that was just the beginning. We needed to plan how to deliver this to the customer - first at a top level and then within each division. We needed to decide how to measure our progress and to incorporate this in our performance measures.

These things have now been defined, and are being implemented throughout the business, giving us a strategy that is understood, practical and capable of consistent delivery across the business. In short, a closely defined work programme for 1997/98. Our year end presentations, including Business TV, will expand on our current position and a special Strategy Update newsletter will be issued in May. Successes are coming through in terms of both specific actions such as Better Quality... Same Price, and in sales and market share. All of us, together, can build on the firm foundations now in place.

Diary 1996/97

MARCH



- The Operational Skills training programme is launched in six 'signature' departments: meat/fish; produce; BWS; bakery; front end (checkout/customer service); delicatessen.
- The Cajun sausage from the JS Sausages of Distinction range picks up top prize in the international section of the Best Supermarket Sausage award. In the Best Sausage Advertisement (Print) category Sainsbury's ad for Butcher's Choice pork sausages takes the honours.
- Sainsbury's Supermarkets teams up with the Automobile Association to provide an exclusive free vehicle breakdown service for customers on JS premises.

APRIL



- Chairman David Sainsbury launches TARDIZ (Technical Advanced Research Development and Innovation Zone), a showcase for the latest hardware, software and infrastructure, for use in demonstrating to staff new technologies to enhance the business.
- Sainsbury's is the first food retailer to be awarded the right to use the Department of Health's 'Meeting the Challenge' logo, awarded to companies that have undertaken special activities to improve health awareness across the nation.
- Savacentre introduces a Daewoo car concession at London Colney.
- Merton Savacentre introduces a special parking scheme for the disabled, which allows access via a special personal entry card, scanned at the car park entrance.
- Sainsbury's is the first food retailer to join Unilever in its bid to stop the use of fish oils derived from industrial over-fishing in European waters.

MAY

- Three major print packaging awards are won by suppliers of Sainsbury's own brand products: the labels of JS Paws Cat Litter Ultra Absorbent, 10kg bags of Cat Litter Natural Clay and JS Tropical Fruit and Nut Selection.
- Homebase launches a range of plants to attract bees, butterflies and birds to gardens as part of a nationwide scheme, Flora for Fauna, to encourage people to grow garden plants which benefit British wildlife.

JUNE



- The Reward Card is launched, notching up 3,600,000 applications in the first week alone.
- Homebase celebrates its 100th store opening in Alvechurch Highway, Redditch.
- Sainsbury's introduces AIR MILES as an alternative to Reward Vouchers.
- The British Frozen Food Federation Awards votes Sainsbury's Merry Christmas Pudding ice cream Retail Product of the Year. Our Belgian Chocolate Extravagance takes the Bronze prize.

JULY



- Sainsbury's scoops three awards in *Supermarketing* magazine's British Quality Food and Drink Awards: Blackfriars Gin won the best alcoholic gin category, Spinach and Cheese Lasagne was best vegetarian product and Traditional Lasagne was best meat product.
- Sainsbury's Bright Ideas scheme is launched at London Zoo by children's TV presenter Michaela Strachan to provide children with free activity cards in the stores.
- An Internet shopping trial is carried out as a joint venture between Sainsbury's and computer company Hewlett Packard.
- Company holds annual meeting for shareholders.

Code:

- Bold bullet point refers to picture.

AUGUST/SEPT



- Sainsbury's business television, Smart TV, is launched.
- Sainsbury's Flying Circus, with five balloons in the shape of a strawberry, bunch of flowers, apple, bunch of carrots and bunch of bananas, takes off on a flying trip to stores throughout Britain.
- Sainsbury's is the first food retailer to publish an environmental report, assessing the environmental impact of the Group's business in the UK.
- The Dome store in Watford trials Order & Collect, whereby customers phone or fax their order to the store and collect it later.
- Savacentre launches its new clothing range, I.N.I.T.I.A.L.S.
- Sainsbury's introduces a Special Leave scheme for staff wanting to take unpaid leave.
- Staff winners in the JS Reward Card competition enjoy a day's trip with their partners on Concorde.

OCTOBER

- David Bremner is appointed chairman of Homebase.
- Sainsbury's launches 'Customer's first choice', our new strategy for the supermarket business.
- Readers of *Woman* magazine vote Sainsbury's the supermarket with the most exciting new foods on offer.

NOVEMBER



- Express Shop, which allows customers to scan and pack their own shopping, is trialled at Watchmoor Park in Camberley.
- Clapham store opens with Europe's first outdoor video wall. The then Prime Minister John Major visits the store on its second day of trading.
- Group interim results are published.
- First Country Town store opens in March, Cambridgeshire.
- Deli 2000, a new delicatessen counter which claims it can rival Harrods for quality and range, is launched at Burpham in Guildford.
- Initial launch of Better Quality... Same Price.
- Extra Reward Points are introduced.

DECEMBER



- Sainsbury's Choir of the Year gets peak BBC screening on four days over the Christmas holiday, including Christmas Day and Boxing Day.
- First Northern Irish store opens in Ballymena, County Antrim.
- Ripley store in Derbyshire becomes the first JS store to achieve the Investors in People Award.
- The *JS Journal* celebrates its 50th birthday and a year's worth of competitions culminates in a trip for two to

Australia for a member of staff.

- H-Day celebrates the completion of the integration of Texas into



Homebase, with all remaining Texas stores being rebadged.

- Sainsbury's Children in Need efforts break record with £500,000 raised, making us the largest single fundraiser.

JANUARY 97

- JS sponsors 10 of its conventional produce suppliers to attend the Soil Association's Conference on organic food production.
- Group trading statement for the Christmas period is published.

FEBRUARY 97

- Sainsbury's Bank opens for business.
- Homebase launches its new insurance service, offering home contents and personal accidents policies and a unique garden policy which includes cover for plants, shrubs and lawns.

Hedge End toys with a great Penny Back idea



Wildern Opportunity Group in Hampshire now sports a whole new set of toys worth £2,000, including a new kitchen and a Thomas the Tank Engine play set. Their purchase was made possible when Hedge End's senior deputy manager, Ian Stickland, donated 45,000 vouchers collected at the store through its Penny Back scheme.

Four-year-old Andrew Helps gets on track with Thomas the Tank Engine.

Marathon man does a baker's dozen



Wayne sets off for the London Marathon from the Shorehead store.

Warren Heath backs the winners



Competitors sport some JS T-shirts.

Two teenage basketball teams, which were backed by Warren Heath store in Ipswich, have both gone on to glory in their national finals.

Paul Firth, the store's deputy services manager, opened the local event at Maidenhall sports centre in Ipswich and staff arranged food and drink for the athletes and spectators.

The under 14s from Great Cornard Middle School, and the under 19s from the Ipswich Basket Ball Club went on to win the finals at Sheffield, with each team winning £1,000.

Camden makes a capital contribution



John Hawkins with Capital Radio presenter Adam Findlay.

John Hawkins, branch charity organiser at Camden, recently donated a cheque for £2,000 to Adam Findlay of Capital Radio in aid of its Help a London Child. The money was raised through the store's Penny Back scheme.

Wayne Harris, bakery manager at Shorehead in Huddersfield, set off for the London Marathon - by running 200 miles to the capital! En route he visited 13 JS stores to raise money for Cancer Relief Macmillan Fund. Wayne, 35, has previously run the routes of the Coast to Coast walk from St Bees to Robin Hood's Bay and the Lykewake walk in North Yorkshire, some 250 miles in total, when he raised more than £2,000 for the charity.

"It had been my ambition to run the London Marathon for 20 years and I have been raising money for Macmillan since my father died of cancer in 1994. During training I ran for 14 hours a week and I ate lots of high carbohydrate food - like toast! I was sponsored for the number of Sainsbury's stores I stopped at on my route to London - a baker's dozen of 13 in total - and all the stores were raising money too."

Saying it with flowers

Customers at the Cwmbran store in Wales were handed a daffodil by staff when they contributed to a fundraising day for the St David's Foundation for cancer research recently, raising more than £1,200 for the foundation.

John Fogden, senior deputy manager, fresh foods, with helpers from the St David's Foundation.



Homebase smoothes the way



Ironing may not be everybody's favourite chore, but Homebase is trying to make it as painless as possible by introducing a new co-ordinated range of ironing boards and accessories. There are five new boards to choose from, including some with angled iron rests, integral flex supports and foldaway sleeve boards.

The accessory collection has been developed to make ironing easier and includes an Iron Guard to prevent delicate items sticking to the sole plate. There's even an Iron Cleaning Cloth to remove build up.

Prices range from £14.99 for the Opal Ironing Board to £39.99 for the Emerald Board, and £1.99 for the Iron Cleaning Cloth to £9.99 for the Iron Guard. Replacement covers start from £3.99.

AVAILABLE IN MOST STORES

What's new instore

Premium collection for legs

The new Premium collection of high quality tights has something for everyone. The range includes: Shiny Tights (£2.99); Lace Top Hold Ups (£3.99); Shiny Stockings (£2.99); Opaque Tights (£3.99) and Fine Net Tights (£3.50).

AVAILABLE IN 150 STORES



Saucy but nice

Because it's the sauce that makes a pasta dish perfect, Sainsbury's buyers have come up with three new creamy pasta sauce mixes: Sundried Tomatoes; Pesto; and Carbonara. All you have to do is add milk, bring to the boil and simmer for five minutes (stirring continuously). Each sachet serves four and is suitable for vegetarians.

AVAILABLE IN 165 STORES

The hair care bunch

B5 Active Hairspray (£1.79), Active Mousse (£1.79) and Active Gel (£1.99) contain a provitamin B5 complex which helps to retain moisture, thus making your hair more healthy, shiny and manageable. (B5 styling products are available in 165 stores).

Six new types of JS Extract Shampoos and Conditioners should suit most hair types. The varieties are Sea Minerals & Silk; Apricot & Aloe; Cucumber & Mint; Coconut Milk & Almond; Henna & Honey and Camomile & Lemon. They cost £1.29 each.

AVAILABLE IN MOST STORES





Rocket science

Now is the time to start stocking the freezer with plenty of mouth-watering summer favourites. 4 Freshly Squeezed JS Lollies come in two varieties - Orange Juice and Orange Juice & Tropical Fruit (£2.19).

Jurassic Park comes to life in the shape of a frozen Vanilla & Strawberry Dinosaur Ice Cream Log (£1.29). But, don't worry, the JS Dinosaur is friendly and its smiling face appears all the way through the log.

Two new varieties of 4 JS Cones (Strawberry & Vanilla and Choc 'N' Nut) should keep everyone cool, happy and refreshed this summer (£1.49).

Children of all ages will be over the moon with our 10 Rocket Ice Lollies, which are Strawberry, Orange and Lemon flavour. And at £1.79, parents may be tempted, too.

And last, but not least, 4 JS Yoghurt Splits are made with real fruit and yoghurt. They cost £2.09 each and come in two varieties: Real Strawberry and Real Lemon & Lime.

AVAILABLE IN MOST STORES



We've got it covered

Not a lot of people know this, but breadcrumbs have emerged as a major growth area - you simply have to look at the number of products on the market to realise that breadcrumbs are big business. As a result, Sainsbury's takes them very seriously. Just recently the whole JS breadcrumb range, except Golden breadcrumbs (52p), has been improved and relaunched. It includes Garlic & Herb (75p), Natural (59p); Wholemeal (59p); Lemon & Pepper (75p) and Southern Fried (75p). The recipes now use bread rather than rusk, which is consistent with JS's policy of offering healthier products, and they can be oven baked, grilled or fried.

AVAILABLE IN ALL STORES



Olives - Evia better than ever

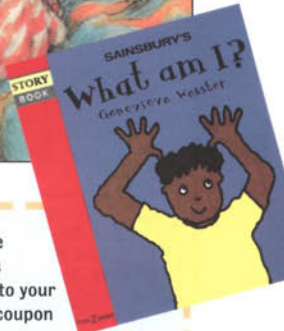
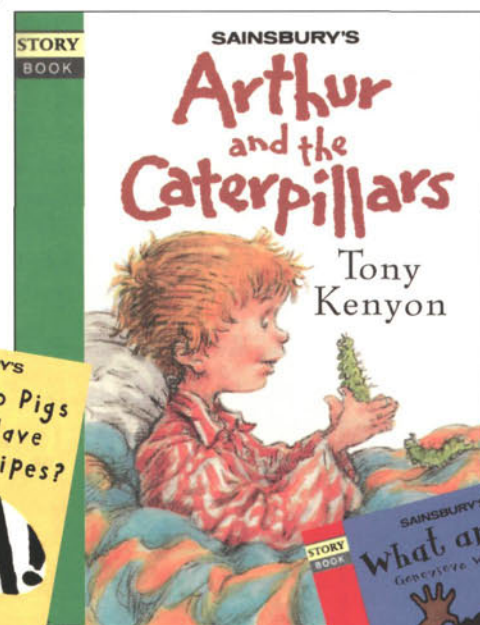
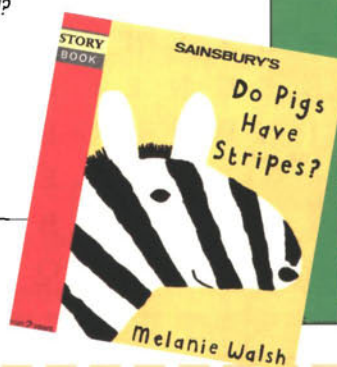
Deli has introduced four new types of Olives: Mixed Stuffed Green Olives (£1.25 per 100g); Thassos Throumbes Olives (79p per 100g); Blond Piquant Olives (65p per 100g); and Cocktail of Mixed Olives (69p per 100g). They all come from the Rovies Grove, located on the Greek island of Evia. Altogether, there are 55,000 olive trees on the estate and all the olives are picked by hand from the tree so there is minimal bruising to the fruit. In Rovies, the olives are picked at three different stages of ripeness. Unripe olives are green, the blond ones are picked as the fruit is ripening and black olives are very ripe. Once the olives have been cured in sea salt and water they are ready to eat. All the olives are completely natural and contain no artificial colourants or preservatives.

AVAILABLE IN 36 STORES

Animal magic

Three of the latest JS Story Books have a distinctly animal theme. *Do Pigs have Stripes?* (99p), *What am I?* (99p) and *Arthur and the Caterpillars* (£1.75) are sure to keep young ones amused this summer. Who knows, the kids who hear these stories may be inspired to become naturalists when they grow up!

AVAILABLE IN ALL STORES



The Journal's great New Lines giveaway

If you would like to sample some of our new products simply cross the box next to your first choice and send the coupon to the JS Journal May Giveaway, 9th floor, Drury House, Stamford Street, London SE1 9LL. The first coupons drawn from a hat will receive a free sample. Closing date is 9 June.

NAME _____

JOB TITLE _____

WORK LOCATION _____

CONTACT TEL. NO. _____

- Extract shampoos and conditioners
- Breadcrumbs
- Pasta ready mix sauces
- Ironing boards

Money matters

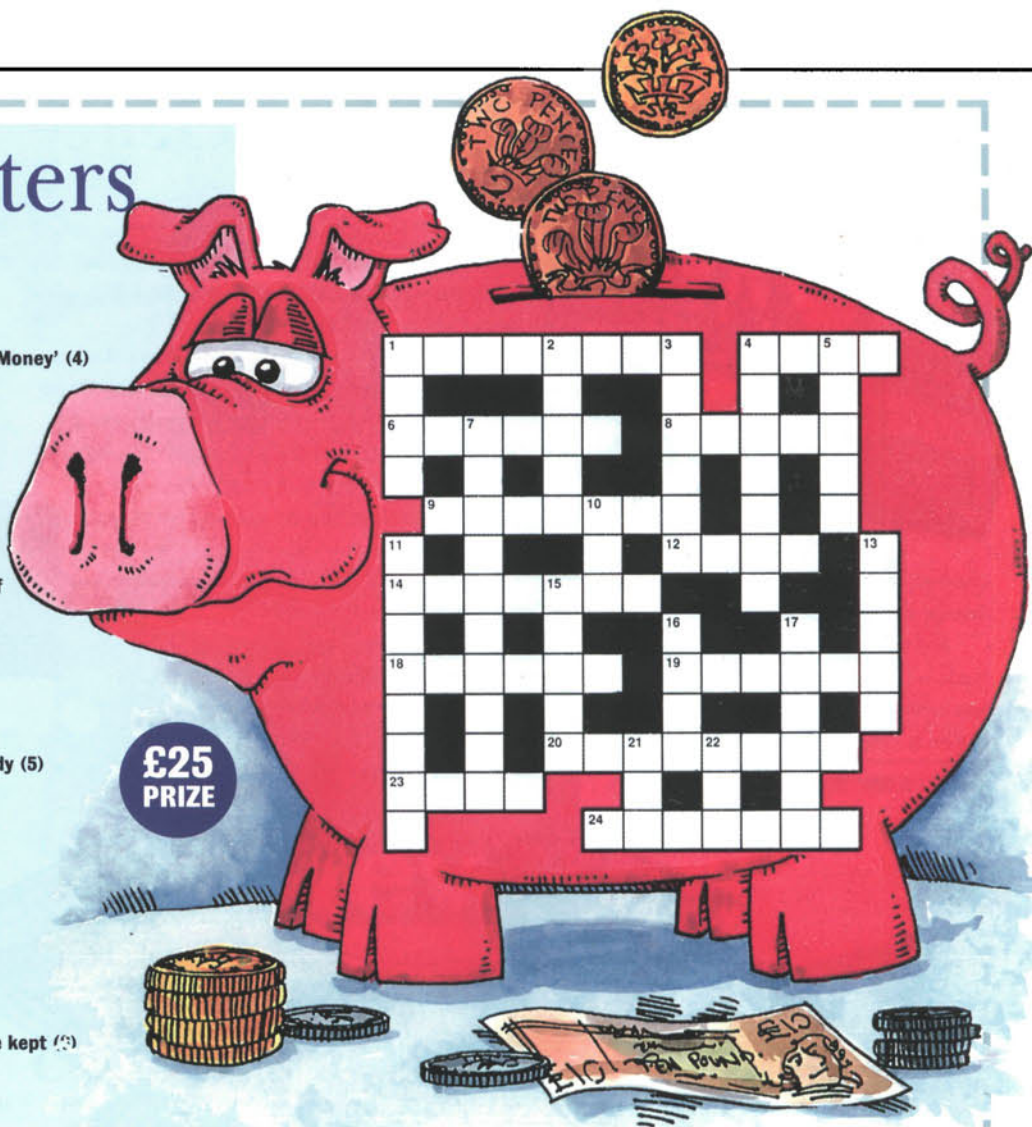
CROSSWORD CLUES

ACROSS

1. Money lent to buy a house (8)
4. This pop group sang about 'Money, Money, Money' (4)
6. Actor who won an Oscar for 'The Color Of Money' (6)
8. Loose change (5)
9. Small bet (7)
12. Small betting system! (4)
14. Spanish money (7)
18. Its currency is the krone (8)
19. Theatrical backers (6)
20. Rate, which values one currency in terms of another (8)
23. Mark this money! (4)
24. Agents buying and selling for others (7)

DOWN

1. Place where money is coined (4)
2. Sum of money given as aid by an official body (5)
3. Money-making product, sold abroad (6)
4. Investment yielding a fixed yearly sum (7)
5. Slang term for money (5)
7. Financial Michael Douglas film (4,6)
10. This product was very expensive in the 17th Century (3)
11. Expenditure (8)
13. Returns asset for savings account! (5)
15. Exchange of goods for money (5)
16. Money-making Wimbledon champion? (4)
17. Narrow book in which a firm's accounts are kept (4)
21. Vehicle which must be properly insured (3)
22. Demand some money (3)



C U G U M E C N A R F C T A C B
 Z J O N E D S T U H L P T A A A
 A N A T E C R E S O S U J N Y W
 Z E S M A I A W T A R O Z B L L
 I D L S G T O N R N L N I L I L
 N L C G P T O G A R A L C L F S
 Y O M A P L G P L T I I C I L Y
 R A K Y E B R C I Z A B R B R O
 D H G N U O G U A N U H S A W U
 E E T E E E R R S N E S G H Q R
 B K N K U F B A E N A N L A R G
 W I R M I E E U N E U D P F E E
 A N A P A J N H R H C L A P G T
 R H I A N R A Y P S E E H L L T
 T K C E Y Y K N N C A B B A G E
 S W T O S X N A S L E Q N O P R

SPRING WORDSEARCH

Find the following 12 words in the wordsquare left and circle them:

AUSTRALIA EGYPT IRAQ BRAZIL
 FRANCE JAPAN CANADA GREECE
 KENYA DENMARK HUNGARY LIBYA

£10 PRIZE

Sorry...

Oops! In last month's wordsearch, we regret that a line was missing in the grid. The puzzle was still possible to do and we've had plenty of jokes, but while we're tempted to say it was an April Fool's joke, we admit it was our fault and apologise.

ENTRY FORM

Wordsearch and crossword competition

Name: _____

Address: _____

Work location: _____

Send us your completed entry (or entries) by 9 June, using this coupon for both. Photocopies are acceptable.



HOME & GARDEN CROSSWORD - ANSWERS

ACROSS

1. Terrace
4. Carpets
9. Mower
10. Roses Are Red
11. Sod
12. Dip
13. Easel
15. Sedan
17. Acers
19. Ten
20. Fence
22. Hoe
23. Oven
28. Greenhouses
29. Laser
30. Eat
31. Tin
32. Sheet
34. Poppy
36. Semi
37. Settees

DOWN

1. Tom Jones
2. Row
3. Aerosol
4. Cos
5. Resident
6. European
7. Sir
8. Madness
10. Radish
14. Swede
16. Doors
18. Eaves
21. Contents
24. Nursery
25. Cottages
26. Ashtrays
27. Plant-pot
28. Glasses
33. Elm
35. Poe

Win a flight in a Sainsbury's hot air balloon!



You could win a superb trip floating over the English countryside in one of Sainsbury's Flying Circus hot air balloons! We're giving away a wonderful champagne flight for two people in our easy-to-enter competition.

Sainsbury's Flying Circus comprises five full-size balloons shaped as a strawberry, an apple, a bunch of carrots, a bunch of bananas and a bunch of flowers. Launched last year in central London, the balloons have since been attracting attention all over the country as an innovative approach to marketing fresh produce. Accompanied by a cavalcade of harlequin coloured vehicles, with pilots and crew dressed to match, the surreal sight of the balloons has astonished crowds and added a blaze of colour to store openings and major agricultural shows.

This season, the balloons will be flying the JS message high over the skies of Northern Ireland and Scotland, as well as appearing at major shows and balloon festivals, so keep

your eyes on the skies!

All you have to do for a chance to win this magnificent prize is answer the following questions



correctly and send your answers to us by 9 June:

Please note: Prize winners must be over 4ft 6ins to fly in the balloons. Hot air ballooning is dependent on the weather. If the balloons are not able to fly a £100 Sainsbury's shopping voucher will be provided as an alternative prize. Location and date of the flight will depend on the balloons' schedule and on the winner's location.

Reward Card is miles ahead!



Win FREE cinema tickets in our easy-to-enter competition!

SAINSBURY'S
Reward Card



Sainsbury's Reward Card customers have been quick to recognise the value of collecting AIR MILES awards - they've already exchanged enough Reward vouchers for AIR MILES to fill over a quarter of a million plane seats to Paris! Each £2.50 Reward voucher can be exchanged for 40 AIR MILES awards, which can be used for a variety of leisure activities and not just for air travel. Free cinema tickets are becoming increasingly popular and a pair for use at UCI cinemas across the UK can be obtained for just 80 AIR MILES awards.

With Britain's success at the Oscars providing an extra incentive for taking a trip to the movies, AIR MILES is offering *JS Journal* readers the chance to win pairs of cinema tickets. One hundred pairs are up for grabs - simply answer the questions below and send them to the JS Journal office by 9 June.

NB - Although AIR MILES awards are not available to JS customers in Northern Ireland, JS staff in Northern Ireland are eligible to enter this competition.

ENTRY FORM

Hot Air Balloon competition

How many full-size balloons are in the Sainsbury's Flying Circus?

- a) 5 b) 6 c) 10

Which of these items of fresh produce is not part of the Sainsbury's Flying Circus?

- a) an apple b) a cabbage c) a strawberry

Name: _____

Address: _____

Work location: _____

Send us your completed entry by 9 June. Photocopies are acceptable.

ENTRY FORM

AIR MILES competition

1) A £2.50 Reward voucher can be exchanged for how many AIR MILES awards?

2) AIR MILES awards can be used for free cinema tickets at which cinema chain?

Name: _____

Address: _____

Work location: _____

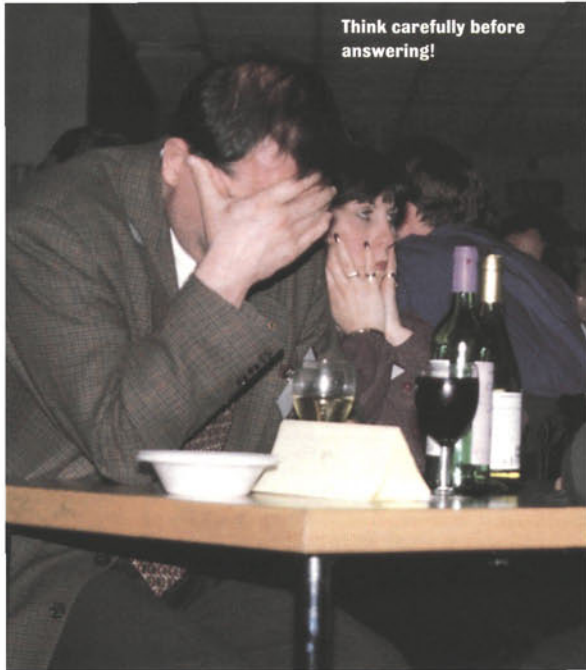
Contact Tel No: _____

Send us your completed entry by 9 June. Photocopies are acceptable.

AIR MILES and the Flying Boat logo are trade marks of AIR MILES International Holdings N.V. AIR MILES are held and issued for use subject to AIR MILES customer terms and conditions.

Suppliers get a grilling!

Take representatives from some two dozen top names in the grocery world, put them in a room and ask them to spell chihuahua - not a bizarre April Fool's joke, but Sainsbury's first supplier's quiz

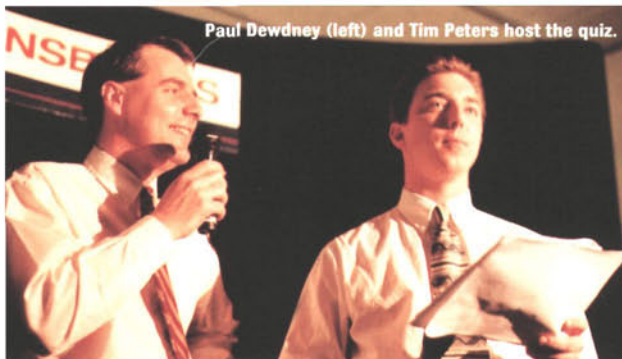


Some of the biggest rivals in the grocery business met for a battle of wits in Blackfriars' staff restaurant when JS logistics invited suppliers to a quiz night. Aimed at forging better working relationships between JS and people who are normally just a voice on the phone, the quiz was a JS first - and a great success.

Comperes Tim Peters and Paul Dewdney (both from logistics) formed an impressive double act, neatly keeping the questions flowing and the hecklers at bay! A total of 31 teams took part,

including eight from JS, and each supplier team also had a JS team member.

Some friendly - but intense - business rivalries surfaced during the quiz, the loudest being between crisp makers Walkers and Golden Wonder. Walkers was the most vocal - Golden Wonder coolly responded by beating them in the final score.



Paul Dewdney (left) and Tim Peters host the quiz.

After the final round a tie between Coke, Oscar Mayer, which supplies ready meals, and a JS team led by logistics strategy manager Stephen Davies was settled by a tense tie break. Oscar Mayer snatched the trophy, which was presented by logistics director John Rowe.

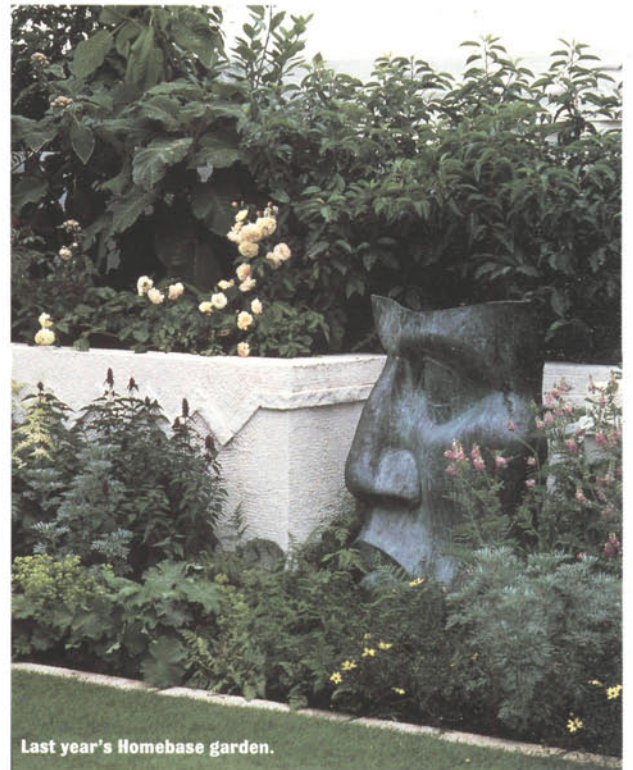


Above: Sarah Trowbridge and Sarah Batkin work hard behind the scenes adding up the scores.

Right: Murray Charlton from the victorious Oscar Mayer team celebrates success.

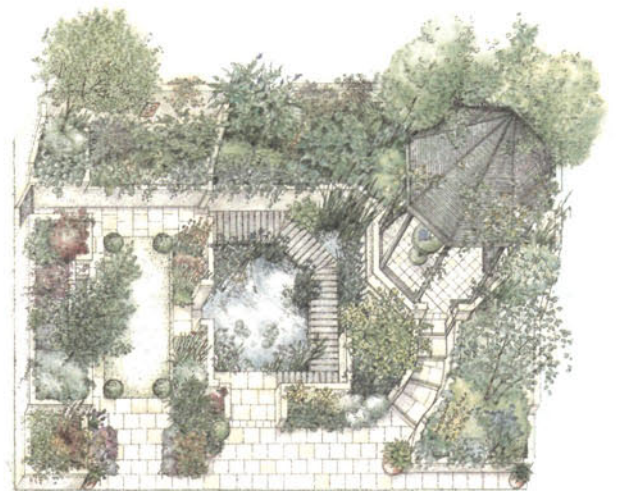


Sights, sounds and smells on show



Last year's Homebase garden.

Homebase has again teamed up with award-winning garden designer Robin Williams for this year's Hampton Court Flower Show, where last year its "Good Ideas" garden scooped both a gold medal and the prestigious Tudor Rose for best show garden.



An artist's impression of this year's garden.

This year's "Sights, sounds and smells" garden is packed with ideas designed to be easily translated into the average garden. The plants have been chosen to attract wildlife - birds, bees and butterflies, as well as giving year-round interest. Ross McLaren, Homebase managing director, said: "Robin has done it again for Homebase by creating a show garden that will appeal to amateur and expert gardeners alike." All the plants and materials used in the garden can be bought at Homebase.

This year's Hampton Court Flower Show takes place between 11 and 15 July. Tickets cost £17 each and can be obtained from the ticket line 0171 957 4000.

Feeding the five thousand



Eleanor with (l-r) Cdr Roger Robinson-Brown, Capt Rebecca Taylor, Master chef Iain Boardman, Cdr David Bates on RFA Resource.



A slap-up meal - and the posters make it feel almost like home.



Eleanor with Sgt Alan Keenan (left) and Capt Frank Worthington of 48 Field Sqn OR.

Cooking for several hundred people every day requires planning, resourcefulness and the ability to keep a cool head, as catering staff throughout the company can confirm. So how do you cope when you're hundreds of miles from home in a war-torn country with over 5,000 mouths to feed each day?

When Eleanor Cooke, of Blackfriars' marketing department, was invited to go on a five-day fact-finding tour of Bosnia to see how the British Army coped with feeding The Royal Engineers currently stationed there, she felt the chance to see how the country was being rebuilt was an experience she couldn't afford to miss.

Eleanor set off in a Hercules plane ("one of the most uncomfortable modes of transport ever invented") and landed at Split Airport, Croatia, where her orientation briefing started with a lesson on native toilet habits, which, to say the least, was not for the faint-hearted.

Croatians and Bosnians do not consider it rude to urinate anywhere, provided they turn their backs, but British soldiers are expected to use latrines, she was told.

"At first, I thought this advice a little unnecessary, but there's actually a very real safety issue to this rule," she explained. "Relieving oneself at the side of the road could be enough to trigger a mine - and since Bosnia has an estimated two mines for every inhabitant - or 400 for every square mile - this is a very real threat."

And, despite the extent of the destruction in Bosnia, Eleanor found it difficult at first to understand just how perilous it was even to tread off the tarmac road. But the danger came into perspective as she was driven through the towns and villages.

"Virtually every house bore the scars of war, with multiple shell holes and bullet marks, and many villages were totally deserted. There was also something else missing - which took a while to sink in - animals. In a country previously reliant on agriculture, most of the livestock had simply gone - all that remain are chickens kept in confined spaces and a few cows and horses, which are kept tethered and taken for walks on



A four-man ration.

Sundays to give them exercise - the fields are far too dangerous for them to wander in."

But life is beginning to return to the region, and with the onset of spring refugees are returning from

other parts of Europe, bringing with them capital to help rebuild their homes and businesses. "A bizarre contrast between the war-torn mediaeval and the modern exists with people living in burnt-out homes without a reliable water or electricity supply, but with satellite dishes next to the shell holes and BMWs parked in the mud outside where the door used to be." In the midst of all this is the British Army. 39 Royal Engineer Regiment is currently helping to implement the peace process in Bosnia as part of the international Stabilisation Force (SFOR). Although, ostensibly, their presence is one of peace-keeping, they are also contributing to the local communities. By maintaining roads and building bridges to get food through to their troops they are also improving the infrastructure to help local industry. Local labour is employed at good wages and buildings and land are rented, providing the local economy with much-needed cash.

The Engineers undertake hard manual work and food is important to keep strength up and morale high. Since the engineers are not usually allowed to leave the camps to socialise, and alcohol in most camp bars is limited to two cans a night, meal times are the main social events.

And that leaves the catering personnel with the huge logistical task of providing meals for the 5,300 British troops and hundreds of other members of the international peace-keeping force who have discovered that British food is best!

Eleanor discovered that, despite the crude working conditions, the British chefs manage to produce five or six choices of hot ("and mostly very tasty") food three times a day, with hygiene standards that would put some restaurants to shame. They are even able to cope with all the various dietary requirements - from vegetarian to gluten free - not to mention feeding the guard dogs!

All the food is imported from Britain or western Europe, by road or by ship, with RFA Resource often acting as a giant larder. There are the packets and tins that one imagines soldiers existing on in the field, but most of the food is hearty British fare, albeit prepared for the most part in makeshift surroundings.

"Some of the cooking methods they use are unconventional, but certainly innovative," said Eleanor. "Old metal cabinets have been converted into ovens and deep fat fryers are used to cook eggs as the only way to supply hundreds of them for breakfast in a very short time. But the results of these peculiar techniques were summed up for me by a young soldier I met on the plane home who told me. 'I'm going to miss the food here, my wife's a terrible cook!'"

WINNERS! WINNERS! WINNERS!

Fifty readers picked up a Disney goody bag in January/February's Aladdin competition: **Carol Connell**, Shorehead; **J Kearney**, Lyons Farm; **Sarah Giles**, Blackfriars; **A Sinclair**, veteran; **Dawn Wilmshurst**, Meadowhall; **K Miller**, Grimsby; **J Peever**, Solihull; **Linda Bailey**, Kempshott; **Diane Cox**, Homebase Catford; **Robert Mahers**, veteran; **Irene Jackson**, Newcastle; **Sarah Cooper**, Bury St Edmunds; **Julie Cook**, Warren Heath; **Liam Gillies**, Torquay; **Stephen Bloomfield**, Homebase Walthamstow; **M Bentaleb**, Basingstoke depot; **Christine Robbins**, Newbury; **Chantal Purcell**, Fairfield Park; **Brenda Giles**, Kempshott; **Karen Scorer**, Blackfriars; **Brenda Hall**, Streatham; **M Wilson**, Homebase head office; **Nicola Bennett**, Homebase Penge; **Anne Sanders**, Chichester; **Gillian Mitchell**, Chesterfield; **Debbie Wells**, Kettering; **John Spurling**, Bridgmead; **Sarah Spurling**, Stratton; **David Smith**, Chichester; **Jan Stoney**, Blackfriars; **Philip Watson**, Wolverhampton; **Eileen Dines**, Market Harborough; **Claire Lanridge**, Oxford; **Sandra Hancock**, Savacentre Stockton; **Suzanne Barwick**, York; **Jean Farrow**, Warren Heath; **Debbie Still**, Savacentre Calcot; **Dianne Rollason**, Homebase Coventry; **Julia Cavill**, Brunel Plaza; **Philip Crebin**, Wigan; **Sara Yearly**, Basingstoke Central; **Susan Kelly**, Shorehead; **Alison Rees**, St Clares; **Wendy Spence**, Blackfriars; **I Talsania**, Bury Park, Luton; **Bobbi Gander**, East Filton; **George Riddle**, Eastbourne; **Paul Oldfield**, Homebase Newmarket; **W Tombs**, Savacentre Calcot; **John Gibbs**, Hornchurch.

These readers won a copy of *Independence Day* in our January/February Sound & Vision competition: **Brenda Spink**, veteran; **Sarah Giles**, Blackfriars; **Gary Ansell**, Chichester; **Judith Lane**, Alton; **Carol Crafer**, Homebase Aylesford; **Kath Knight**, East Grinstead; **Heather Lenzan**, Crayford; **Iris Smith**, Weedon Road; **M Flack**, Bouverie Road West; **Jean Ridge**, Shorehead.

These two readers won a cosy sweatshirt in our January/February Choir of the Year competition: **Sandra Bradley**, Rayleigh Weir; **Daryl Hulme**, Homebase Worsley. Eight readers picked up a Choir of the Year mug: **G Vick**, Canterbury; **Stephen Trump**, Blackfriars; **Karen Scorer**, Blackfriars; **J Berry**, Homebase Sutton; **Margaret Mukul**, veteran; **Alison Ives**, Wimbledon; **Jean Farrow**, Warren Heath; **L Pennel**, Bowthorpe.

Winner of our Romance crossword £25 prize was **Tom Lewis-Jones** from Harrogate. Our Wine wordsearch £10 prize was won by **Gillian Dean** from Dunstable.

Welcome to Hollywood in Germany - Warner Bros Movie World



Visit Europe's unique movie and entertainment centre where the magic of Hollywood becomes real. Let Bugs Bunny, Batman, Superman and all the other Warner Bros superstars entertain you all day long. It's a world filled with incredible shows, breathtaking rides and stunning attractions - an unforgettable experience for the whole family.

The cost is £98.00 per adult (based on 50 people travelling) or £115.00 per adult (based on a minimum of 30 people travelling). The dates available are: 30 May - 1 June, 27-29 June, 25-27 July, 29-31 August, 26-28 September and 24-26 October 1997.

The cost includes:

- return coach transport throughout;
- channel crossing with Le Shuttle;
- hotel accommodation for two nights at the Novotel Wuppertal;
- buffet breakfast;
- entrance to the Warner Bros Movie World.

NOTE: the price for a child under 12yrs sharing with two adults is £45.00.

The following are not included:

- insurance of £9.50 per adult, £4.75 per child under 12yrs, free for infants up to two years;
- half board supplement for two nights (three course meal excluding drinks) - £25.00 per person;
- single room supplement - £15.00 per night.

Coach pick-up points are Leeds, Uxbridge, Woking, Romford, Blackfriars and Bromley. All bookings are subject to availability. You need a 10-year passport for this trip.

Hollywood in Germany
Where Movie Magic comes alive

For further information or to book your place, call J.Z.E. on 01753 548582.

From furry foxes to deadly dungeons - discount passes for Sainsbury's Staff Association members

There's more to see than ever before at the UK network of Vardon Attractions this year - and all at a special price for SSA members.



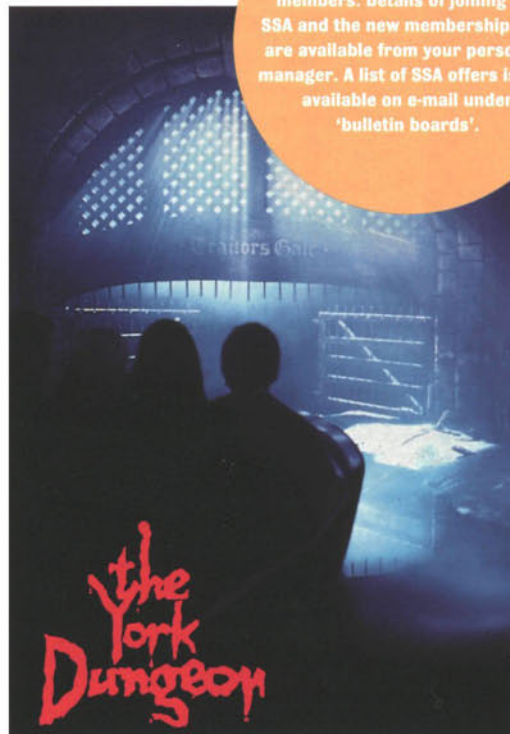
Using your privilege leisure pass, you can claim £2 per person off admission (for up to four people) to any of the 16 UK Sea Life centres, the National Seal Sanctuary, Nature Quest or the London or York Dungeons, plus other benefits on voucher.

Sea Life centres open a window to the ocean floor, providing dramatic close encounters with native British sea creatures from the humble shrimp and starfish to sharks and stingrays.

The National Seal Sanctuary is Europe's busiest rescue and rehabilitation centre for injured, sick or abandoned grey seal pups.

At Nature Quest visitors embark on a safari too enjoy a privileged peek into the secretive world of creatures which are often to shy to be seen in the wild. Here you can see ferrets, foxes, mice, mink, badgers and wild boar in the most natural of settings.

The London and York Dungeons transport visitors back to the dark ages, bringing back to life some of the most terrible and grisly chapters of British and European history.



SSA offers are negotiated on behalf of our members. Details of joining the SSA and the new membership card are available from your personnel manager. A list of SSA offers is now available on e-mail under 'bulletin boards'.

To obtain your discount voucher send an order form to the Central SSA Office, Blackfriars



A trip to Irish fantasy land

Ballykissangel and the Wicklow Mountains

This is a chance to enjoy a three-day holiday in the beautiful town of Avoca, which featured as the village at the heart of the popular TV series *Ballykissangel*. Here you can enjoy the many landmarks from the series and, if you're lucky, you might even see Father Clifford and Assumpta!

It's also the perfect opportunity to explore Dublin, seeing sights such as O'Connell Street, the Trinity College of Swift's St Patrick and the Abbey Theatre. Visit the remarkable Irish Museum of Modern Art or relax in Europe's largest enclosed park - Phoenix Park.

The trip departs on Tuesday 2 September, 1997 and the cost from £99 per person includes:

- coach travel direct from your local area (pick up points are Uxbridge, Woking, Romford, Blackfriars and Bromley);
- return Irish Sea ferry sailing;
- two nights' accommodation with en suite facilities;
- full Irish breakfast;
- visit to Ballykissangel and the Wicklow Mountains;
- services of an experienced courier in the resort.

The following are not included:

- insurance (£14.90 each for adults, £7.45 each for children from 2-12, children under 2, free);
- single room supplement, £30.

For further information or to book your place, ring the International Travel Club on 01484 450111.

Some of these events are organised by the SSA, and bookings should be made directly with them. Others are organised by outside companies. In which case all bookings by staff should be made directly with the organisation concerned. Please contact the central SSA office, employee services department on ext. 7227 if you are in any doubt who to book with.

Wedding

CHARMAINE PERRY and **TONY STEVENS**, both from Keighley, married on 15 February. Charmaine (branch clerk) proposed to Tony (senior deputy manager) with a single red rose while he was working at the opening of the Straiton store. The happy couple honeymooned in Florida.



Long service

Employees who have completed 25 years' service

BERYL AUSTIN, checkout/replenishment assistant, High Wycombe. **BRENDA BAGULEY**, BWS replenishment assistant, Arnold. **SALLY BATTERSBY**, data control foreman, Basingstoke depot. **ALAN BENNETT**, distribution stock manager, Streatham. **BRENDA BENNETT**, checkout/replenishment assistant, Winton. **DAVID BEARD**, returns warehouseman, Basingstoke depot. **KATHLEEN BISHOP**, clerk, Basingstoke depot. **PETER BROAD**, technical manager, Blackfriars. **HARRY BROWNLESS**, assistant manager, distribution stock, Blackfriars. **PETER BURSTOW**, produce warehouse, Charlton depot. **ROBERT CHANDLER**, senior warehouse assistant, Luton. **CAROLE CREED**, checkout/replenishment assistant, Walthamstow. **DENNIS DEAR**, warehouseman Hoddesdon depot. **ARTHUR DOWNTOWN**, senior butcher, Telford. **LIN EAST**, cash office clerk, Worcester. **ANGELA ELLIOTT**, overs controller, Basingstoke. **NOEL GORDON**, butcher, Tottenham. **PEGGY GEE**, grocery replenishment assistant, Victoria. **STEPHEN HALL**, senior deputy manager, Hadleigh Road. **PATSY HALLS**, produce warehouse, Charlton depot. **RONALD HARWOOD**, perishables warehouse, Basingstoke depot. **MICHAEL HERRON**, despatch and returns, Charlton depot. **HAZEL HILL**, deli counter assistant, Lyons Farm. **ALAN HOLLIS**, reception manager, South Ruislip. **GEOFFREY HOWELL**, coldstore warehouse assistant, Tunbridge Wells. **CHARLES JOHNSTON**, senior manager, property, Blackfriars. **BETTY MAYNARD**, checkout/replenishment assistant, Crawley. **BETTY MOSS**, price controller, Victoria. **HELEN NEWMAN**, fresh foods replenishment assistant, Newport. **MICHAEL O'HARA**, assistant manager, fresh foods, Coventry. **ELSA OXBROW**, sabre clerk, Ipswich. **MARTIN PALMER**, clerk, Hoddesdon depot. **JOHN PARR**, driver, Basingstoke depot. **LESLIE PAWLEY**, assistant manager, grocery, Coldhams Lane. **RAY PILCHER**, coldstore warehouse assistant, Lyons Farm. **JANET RATCLIFFE**, cash office clerk, North Cheam. **KEITH RODEL**, trolley collector, Newhaven. **ANNIE RUTLEDGE**, checkout/replenishment assistant, Putney. **SHARON SMITH**, restaurant assistant, Bramingham Park. **JEAN SUPPLE**, checkout/replenishment assistant, Watford. **JACKIE TAYLOR**, senior checkout assistant, North Cheam. **NICK WEIGHT**, clerk, Buntingford depot. **JEAN WIGGINS**, assistant manager, fresh foods, Worcester.

Retirements

Length of service is in brackets

KATHLEEN ADAMS, checkout/replenishment assistant, Stratton (5yrs). **ROSE AFFLECK**, cleaner, Hornchurch (14yrs). **IRIS BELL**, checkout/replenishment assistant, Winchmore Hill (9yrs). **HEATHER BOSTOCK**, restaurant assistant, Christchurch (9yrs). **HILDA BLACKMORE**, deli assistant, Pepper Hill, (5yrs). **ROBERT CULLEY**, warehousekeeper, Basingstoke depot (21yrs). **BETTY COADY**, restaurant assistant South Harrow, (6yrs). **BRIDGET CLANCY**, checkout/replenishment assistant, Romford (10yrs). **LAWRENCE DIGGLE**, wages manager, Basingstoke depot (30yrs). **DEREK DITTMAN**, engineer, Hoddesdon depot (50yrs). **DAPHNE EAGLES**, fresh foods replenishment assistant, Alperton, (25yrs). **DOROTHY FORD**, packer, Godalming (1yr). **PAT FRAKE**, night display assistant, North Cheam (16yrs). **BETTY GALL**, checkout/replenishment assistant, Sheffield, (21yrs). **JOYCE GILBERT**, decorative sales assistant, Clifton Moor Homebase (7yrs). **SHEILA GUEST**, checkout/replenishment assistant, Gloucester, (17yrs). **BERNIE HARRIS**, merchandising manager, Blackfriars (35yrs). **BRENDA HIGGINBOTTOM**, checkout/replenishment assistant, Sheffield (15yrs). **HELEN HONAN**, price controller, Bracknell (26yrs). **MO HUBBARD**, butcher, Bury St Edmunds (36yrs). **KATH JOY**, code controller, Talbot Heath (7yrs). **JULIE MASON**, checkout/replenishment assistant, Basingstoke (17yrs). **VALDA NASH**, checkout/replenishment assistant, Epsom Central (8yrs). **NORAH O'BRIEN**, hostel catering manager, Wood Green (24yrs). **KATHLEEN O'CONNOR**, meat preparation assistant, Chertsey (16yrs). **BETTY PIPE**, checkout/replenishment assistant, Warren Heath (10yrs). **RONALD POTTS**, senior warehouse assistant, Harpenden (8yrs). **JANET PRICE**, cash office clerk, Southend (8yrs). **PAPPETTA REDMOND**, checkout/replenishment assistant Gloucester (18yrs). **WILLIAM RUSHMAN**, skilled meat assistant, Hove (40yrs). **EILEEN RUSSELL**, night display assistant, Purley Way (16yrs). **WILLIAM SMITH**, grocery replenishment assistant, Stanway (7yrs). **BARBARA SMITH**, cash office clerk, Merry Hill (15yrs). **DANNY TAYLOR**, warehouse keeper, Basingstoke depot (22yrs). **INDIRA THAKKER**, bakery assistant, Horsham (11yrs). **HILDA TUCKER**, fresh foods replenishment assistant, Coldhams Lane (20yrs). **MARION WAKLEY**, night replenishment assistant, Streatham Common (16yrs). **RENEE WHEELER**, BWS assistant, Welwyn Garden City (29yrs). **THOMAS WILSON**, warehouse assistant, Stratton (8yrs). **BRENDA WILTSHIRE**, checkout/replenishment assistant Godalming, (5yrs). **NOREEN WOODHOUSE**, checkout/replenishment assistant Bowthorpe (19yrs).

Obituary

Length of service appears in brackets

HELEN CONNOLLY, 64, a checkout assistant at Bramingham Park, died suddenly on 11 March (7yrs). **PETER SWINDLEHURST**, 41, an evening display assistant at Sale, died suddenly on 29 March (4mths). **STEVEN HALLS** 26, checkout/replenishment assistant at Oldham died on 3 April (2yrs). **EILEEN UWINS**, a checkout assistant at West Green, died after a long illness on 14 March (9yrs). **ANDREW SAMUEL**, 60, warehouse assistant, Homebase Bexhill, died suddenly on 2 April (5yrs).

Sainsbury's sound+vision review

Rescue me!

Bernard and Bianca are two brave mice whose animated exploits are brought to the small screen as Disney releases two of its animated classics - *The Rescuers*, and *The Rescuers Down Under*. The stories tell of the mice's efforts to save an orphan called Penny from the clutches of the villainous Madame Medusa.

There's a treat for fans of animated American family, *The Simpsons* this month as *The Dark Side of the Simpsons* is released. The video features four episodes, including one where Homer is investigated by X-Files agents Mulder and Scully, with the guest voices of David Duchovny, Gillian Anderson and Star Trek's Mr Spock, Leonard Nimoy.

Also out this month is *Broken Arrow*, an action thriller starring John Travolta and Christian Slater as pilots on a top secret mission carrying nuclear warheads. When their deadly cargo is hijacked the two find themselves at war with each other. As the clock races towards doomsday the film builds to a spectacular high-tech climax.



CD wise this month, there's *Blood on the Dancefloor (History in the Mix)* from Michael Jackson. A video of Jackson hits like *Billie Jean* and *Thriller*, called *History on Film*, is also available.

If '70s and '80s music makes you feel young, then *What A Feeling*, 41 Feelgood Flared hits of the seventies and eighties should be right up your street, as it includes tracks from *Grease*, *Footloose* and *Saturday Night Fever*.



We've got five copies of *The Dark Side of The Simpsons* to give away. Simply answer our question and get your answer to us by 9 June:

COMPETITION

What is the name of the city where the Simpsons is set? Is it:

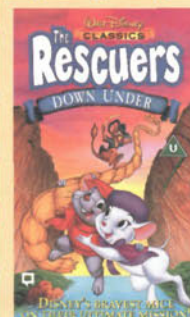
- a) Springfield b) Springhill c) Swindon

FULL NAME

WORK LOCATION

CONTACT TEL NO

Entries to Sound & Vision/Simpsons competition, *JS Journal*, 9th Drury House, Stamford Street, to arrive no later than 9 June. Entrants must work for or be veterans of the Sainsbury Group. Only one entry form per person please. Photocopies are acceptable.



We've also got 50 Goody Bags from Disney to give away, just answer our simple question.

COMPETITION

What type of animal are the Rescuers?

FULL NAME

WORK LOCATION

CONTACT TEL NO

Entries to Sound & Vision/Disney competition, *JS Journal*, 9th Drury House, Stamford Street, to arrive no later than 9 June. Entrants must work for or be veterans of the Sainsbury Group. Only one entry form per person please. Photocopies are acceptable. Entrants must be over 18.

Keep on truckin'

This month we look at the Bedford TK that serviced the

branches through the 1960s - and we have 20 models of them to offer as a prize in the competition below!



1. Seven-ton Bedford TK, c.1960, The number on the bumper refers to the number of the lorry in the fleet, in this case the 1,981st.



2. The first articulated lorry, August 1962.



3. Twelve-ton refrigerated Bedford KGL, early 1960.

The TK arrived at a time when there was great change in the distribution system. No longer could the old Blackfriars depot in London deal efficiently with the vans. Goods were handled from each department to the ground floor, while the lorries queued in the loading bays, sometimes for up to an hour. New decentralised depots were set up, with Buntingford first in 1960, Hoddesdon in 1962 for produce, followed soon after by Basingstoke in 1964.

The drivers had to move the door before putting their arm out to signal!

The first purpose-built Bedford vans were introduced in 1952 by General Motors. The CA was built from steel rather than wood and was described as "strong and reliable". It did, however, have a few drawbacks: there were no indicators and the doors were sliding. This resulted in the drivers having to slide open the door before putting their arm out to signal!

Thankfully, this model was too small to be used by

Charlton opened in 1970. This required a massive expansion in the size of the delivery fleet, and also the development of the refrigerated lorry. Eventually, 99 per cent of our fleet consisted of Bedfords.

Sainsbury's. A later one, described as being an "all-metal, light-weight construction mounted on the latest Bedford chassis" was soon replaced with the seven-ton Bedford TK.

The TK improved comfort for the driver because the engine was moved. It no longer sat in the cab alongside the driver, but had its own compartment outside and behind. This resulted in a spacious and quieter cab. It soon became a popular lorry. JS veteran driver Alan Stevens commented: "It was a very reliable vehicle, and it was not unknown for the Leyland engine to be clocked twice! It was lovely to drive, being light and easy on the steering and was large enough to service the branches, but small enough to be able to use in the towns with tight roads. The clear view afforded by the large windscreen was enjoyed by the drivers, along with the luxury of the heater!"

As can be seen from the photographs, the livery of the van has changed, from the earlier 'Sainsbury's for your provisions', to become, 'Good food costs you less at Sainsbury's'. This evolved into the more familiar, 'Good food costs less at Sainsbury's'.

Cleanliness was expected at all times. Indeed in a JS Journal article in 1957 it was revealed that: "The new all-metal design has many advantages over wooden or composite bodies; the most important from our point of view being the greater ease with which they can be kept clean."



4. Seven-ton Bedford TK, c.1962

To win one of these models (which can be bought in good model shops), all you have to do is identify it from the photographs on this page, and write the number on the entry form provided.



COMPETITION

The model is a replica of the lorry in picture

FULL NAME

WORK LOCATION

CONTACT TEL NO

Entries to Archives competition, JS Journal, 9th Drury House, Stamford Street, to arrive no later than 9 June. Entrants must work for or be veterans of the Sainsbury Group. Only one entry form per person please. Photocopies are acceptable.

JS JOURNAL