

Co-operate: It's what we do
Our Sustainability Report 2021

GRI Index



It's what we do

Our reporting is in accordance with the Global Reporting Initiative's (GRI) Standards: Core option.

GRI Standard	Disclosure	Description	Response																																																																																				
General disclosures																																																																																							
GRI 102: General Disclosures 2016	102-1	Name of the organisation	The Co-operative Group Ltd.																																																																																				
	102-2	Activities, brands, products, and services	About us (p. 4).																																																																																				
	102-3	Location of headquarters	About us (p. 4).																																																																																				
	102-4	Location of operations	We operate only in the UK and the Isle of Man.																																																																																				
	102-5	Ownership and legal form	We are registered in the UK under the Co-operative and Community Benefit Societies Act, 2014. Find our more about Co-ops here: www.co-operative.coop/about-us/what-is-a-coop																																																																																				
	102-6	Markets served	About us (p. 4). We operate only in the UK and the Isle of Man.																																																																																				
	102-7	Scale of the organisation	No. colleagues/market-About us (p. 4). Net sales-Annual Report 2021. Total capitalisation-Annual Report 2021																																																																																				
	102-8	Information on employees and other workers	Data is calculated by the HR data team and based on head count rather than Full Time Equivalent.																																																																																				
	Breakdown-Gender / Contract Type		<table border="1"> <thead> <tr> <th colspan="4">Male</th> <th colspan="4">Female</th> <th colspan="4">Group</th> </tr> <tr> <th>Regular</th> <th>Temporary</th> <th>Unknown</th> <th>Total</th> <th>Regular</th> <th>Temporary</th> <th>Unknown</th> <th>Total</th> <th>Regular</th> <th>Temporary</th> <th>Unknown</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>25,480</td> <td>1,294</td> <td>215</td> <td>26,989</td> <td>31,710</td> <td>1,387</td> <td>146</td> <td>33,243</td> <td>57,190</td> <td>2,681</td> <td>361</td> <td>60,232</td> </tr> </tbody> </table>	Male				Female				Group				Regular	Temporary	Unknown	Total	Regular	Temporary	Unknown	Total	Regular	Temporary	Unknown	Total	25,480	1,294	215	26,989	31,710	1,387	146	33,243	57,190	2,681	361	60,232																																																
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GRI Standard	Disclosure	Description	Response
General disclosures			
GRI 102: General Disclosures 2016	102-9	Supply chain	We focus on our Co-op Food supply chain and our Goods Not for Resale suppliers. Ethical Trade and Human Rights (pp. 34-39). Responsible Procurement (pp. 46-47 and 50). Supporting British farmers (pp. 48-50). Local Sourcing (p. 49). Climate Change (pp. 76-85). Sustainable Sourcing (pp. 91-100).
	102-10	Significant changes to the organisation and its supply chain	Business change (p. 18).
	102-11	Precautionary Principle or approach	How we manage ethics, sustainability and community (p. 22). Our approach to risk management means we do not take strategic or operational decisions without due consideration of social and environmental impacts.
	102-12	External initiatives	We subscribe to a variety of initiatives and these are referenced throughout our Report in the relevant sections.
	102-13	Membership of associations	Breakdown of financial support for the co-operative movement (p. 61).
	102-14	Statement from senior decision-maker	CEO statement (pp. 6-7).
	102-15	Key impacts, risks, and opportunities	Our sustainability priorities and our approach to prioritisation are outlined in Our Reporting section (pp. 18-19).
	102-16	Values, principles, standards, and norms of behaviour	About us (p. 4). Our Approach (p. 8). Membership and co-operation (pp. 55-61).
	102-17	Mechanisms for advice and concerns about ethics	Our Code of Business Conduct details the mechanisms for seeking advice on ethical and lawful behaviour, including access to line management and helplines. Whistleblowing & Speak Up (p. 28).
	102-18	Governance structure	Oversight of our responsible business approach (p. 22) and Membership and co-operation (pp. 55-61). www.co-operative.coop/about-us/our-democracy www.co-operative.coop/about-us/board-and-directors
	102-40	List of stakeholder groups	Our stakeholders (pp. 20-21).
	102-41	Collective bargaining agreements	All colleagues other than the most senior managers in the business are covered by collective bargaining arrangements; this equates to in excess of 99% of all colleagues.
	102-42	Identifying and selecting stakeholders	Our stakeholders (pp. 20-21).
	102-43	Approach to stakeholder engagement	Our reporting (pp. 18-19).
102-44	Key topics and concerns raised	Our approach (p. 8). Our reporting (pp. 18-19). Public policy engagement (pp. 107-111).	

GRI Standard	Disclosure	Description	Response
General disclosures			
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	Annual Report 2021. Our Co-operate Report covers those businesses wholly owned by the Co-operative Group Limited as at 3 January 2022. (Our reporting, pp. 18-19).
	102-46	Defining report content and topic Boundaries	Our reporting (pp. 18-19).
	102-47	List of material topics	Our approach (p. 8) Our reporting (pp. 18-19).
	102-48	Restatements of information	Where data has been restated, for example when a methodology for calculating data has changed or an inaccuracy identified, this is indicated by the following symbol: (R) and where necessary, additional detail about restatements is also given.
	102-49	Changes in reporting	Performance relates to the 52 week year ending 2 January 2022 (unless otherwise stated) and to our operations and stakeholders. It covers those businesses wholly owned by the Co-operative Group Limited as at 3 January 2022.
	102-50	Reporting period	Performance relates to the 52 week year ending 2 January 2022 (unless otherwise stated).
	102-51	Date of most recent report	April 2021.
	102-52	Reporting cycle	Our Report is published annually.
	102-53	Contact point for questions regarding the report	Back cover. sustainability.report@coop.co.uk
	102-54	Claims of reporting in accordance with the GRI Standards	This Report has been prepared in accordance with the GRI Standards: Core option.
	102-55	GRI content index	This table sets out the Standard Disclosure locations.
	102-56	External assurance	Our reporting (pp. 18-19). Assurance Statement (pp. 112-113).

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Economic performance			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Annual Report 2021. Fairer Business (pp. 102-106). Our reporting (pp. 18-19).
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	Distribution of economic value added (£m) (p. 106). Annual Report 2021.
	201-3	Defined benefit plan obligations and other retirement plans	Our People (pp. 24-28 and 30-33). Annual Report 2021.
Procurement practices			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Responsible Procurement (pp. 46-47 and 50). Supporting British Farmers (pp. 48-50). Sustainable Sourcing (pp. 91-100). Ethical Trade and Human Rights (pp. 34-39). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	Whilst we don't report the percentage of the procurement budget spent on local suppliers, we do report on our approach to supporting British farmers and growers through our Farming Groups, and local suppliers. Responsible Procurement (pp. 46-47 and 50), Supporting British farmers (pp. 48-50) and Local sourcing (p. 49).
Tax			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Fairer Business (pp. 102-106). Annual Report 2021. We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 207: Tax 2019	207 - 1	Approach to tax	Fairer Business (pp. 102-106). Annual Report 2021. Stakeholder engagement and governance of our Tax strategy are outlined in our tax policy which can be found here www.co-operative.coop/ethics/tax-policy/
	207-2	Tax governance	
	207-3	Stakeholder engagement and management of concerns related to tax	

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Materials			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Resource use (pp. 86-90). Sustainable Sourcing (pp. 91-100). Our reporting (pp. 18-19). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Sustainable Sourcing (pp. 91-100) - reporting in relation to wood, palm oil, peat and soy.
	301-2	Recycled input materials used	Sustainable Sourcing (pp. 93 and 98-99) - reporting in relation to wood. Resource use (p. 86) - reporting in relation to packaging.
Energy			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Climate Change (pp. 76-85). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Climate Change (pp. 76-85).
	302-4	Reduction of energy consumption	Climate Change (pp. 76-85).
Water and effluents			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Resource use and sustainable sourcing (pp. 86-90 and pp. 91-100).
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	Sustainable Sourcing (pp. 93).
	303-5	Water consumption	Resource use (pp. 88 and 90).

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Biodiversity			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Sustainable Sourcing (pp. 91-100). Our reporting (pp. 18-19). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	Supporting British farmers (pp. 48-50). Sustainable Sourcing (pp. 91-100).
Emissions			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our approach (p. 8). Climate Change (pp. 76-85). Our reporting (pp. 18-19). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Change (pp. 76-85). We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO ₂ -equivalent, i.e. including all seven main GHG gases.
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change (pp. 76-85). We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO ₂ -equivalent, i.e. including all seven main GHG gases.
	305-3	Other indirect (Scope 3) GHG emissions	Climate Change (pp. 76-85). We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO ₂ -equivalent, i.e. including all seven main GHG gases.
	305-4	GHG emissions intensity	Annual Report 2021. We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO ₂ -equivalent, i.e. including all seven main GHG gases.
	305-5	Reduction of GHG emissions	Climate Change (pp. 76-85). We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO ₂ -equivalent, i.e. including all seven main GHG gases.

GRI Standard	Disclosure	Description	Response																													
Topic specific disclosures																																
Effluents and waste																																
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Resource use (pp. 86-90). We include relevant performance benchmarks throughout the Report.																													
	103-2	The management approach and its components																														
	103-3	Evaluation of the management approach																														
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Resource use (pp. 86-90).																													
	306-2	Management of significant waste-related impacts	Resource use (pp. 86-90). We don't report a break-down of hazardous waste disposal as hazardous waste represents c.2% of our overall waste.																													
	306-3	Waste generated	<table border="1"> <thead> <tr> <th colspan="10">Waste by category (t)</th> </tr> <tr> <th>General</th> <th>Recyclable</th> <th>Organic</th> <th>Paper</th> <th>Plastic</th> <th>Glass</th> <th>Hazardous</th> <th>Metals</th> <th>Electrical</th> <th>Wood</th> </tr> </thead> <tbody> <tr> <td>12,042</td> <td>440</td> <td>21,382</td> <td>42,955</td> <td>3,687</td> <td>6</td> <td>1,793</td> <td>64</td> <td>2</td> <td>679</td> </tr> </tbody> </table>	Waste by category (t)										General	Recyclable	Organic	Paper	Plastic	Glass	Hazardous	Metals	Electrical	Wood	12,042	440	21,382	42,955	3,687	6	1,793	64	2
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Employment																																
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Our People (pp. 24-33). Ethical trade and human rights (pp. 34-39). We include relevant performance benchmarks throughout the Report.																													
	103-2	The management approach and its components																														
	103-3	Evaluation of the management approach																														
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	We report employee turnover: Our People (p. 33). We report colleague age and gender: Diversity and inclusion (p. 25 and 31). We do not report on the number and rate of new employee hires. All our colleagues are UK and the Isle of Man based.																													
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>We operate a principle of all colleagues having access to the same range of benefits regardless of whether they are full time, part time or temporary. Participation in certain benefits will remain restricted where required by a legal requirement. Our current restrictions are:</p> <ul style="list-style-type: none"> • The ability to participate in a salary sacrifice arrangement (Pensions or Cycle to Work) where to do so would cause pay to fall below National Living Wage, National Minimum Wage or below lower earnings limit for NI purposes. • The ability to participate in a closed Childcare Voucher Scheme where you have not previously done so. • Neyber and Credit Unions apply their own restrictions including credit checks before they agree a loan to help manage credit risk. 																													

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Labour/management relations			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Annual Report 2021. Our reporting (pp. 18-19). Our People (pp. 24-33). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 402: Labour/management relations 2016	402-1	Minimum notice periods regarding operational changes	Collective agreements do not typically specify the notice required for any operational changes to be made. We endeavour to provide as much notice as possible to major changes, and have a specific Redundancy Agreement which guarantees a 45-day consultation period, unless agreed otherwise. Collective agreements typically refer to notice required to change the collective agreements themselves, which is normally 6 months' notice by either side. The collective agreements also outline the provisions for consultation and negotiation of changes to terms and conditions.
Occupational health and safety			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Health and safety (p. 29 and 33). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	Health and Safety (p. 29 and 33).
	403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety (p. 29 and 33). Our Annual Report 2021 - Risk register.
	403-3	Occupational health services	Our People (Wellbeing) (p. 24 and 30).
	403-4	Worker participation, consultation, and communication on occupational health and safety	Our People (Wellbeing) (p. 24 and 30) absence support services. Our People (Engagement and recognition) (p. 27 and 33).

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Occupational health and safety			
GRI 403: Occupational health and safety 2018	403-6	Promotion of worker health	Our People (Wellbeing) (p. 24 and 30).
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safer Colleagues, Safer communities (p. 11). Health and Safety (p. 29 and 33).
	403-8	Workers covered by an occupational health and safety management system	Our People (Wellbeing) (p. 24 and 30). Health and Safety (p. 29 and 33).
	403-9	Work-related injuries	Health and Safety (p. 29 and 33).
	403-10	Work-related ill health	We publish information on reportable accidents and absence rates. The information is not available to include a more detailed breakdown in our published reports.
Diversity and Equal Opportunity			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Our People - Inclusion and Diversity (p. 25 and 31). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	We report proportions of our colleagues by gender, age, ethnicity, colleagues identifying as Non-heterosexual, caring responsibility and disability. Inclusion and Diversity (p. 25 and 31). We outline our approach to ensuring Governance diversity in our 2021 Annual Report.
Freedom of association & collective bargaining			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Our People (Engagement and recognition) (p. 27 and 33). Ethical trade and human rights (pp. 34-39). Responsible Procurement (pp. 46-47 and 50). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 407: Freedom of association & collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	As per our Sound Sourcing Code of Conduct we require our suppliers to protect those rights; and suppliers must demonstrate the measures taken to achieve this. Whilst we report the number of non-compliances and monitor implementation of corrective actions, we do not report by operation type or geographic location. Freedom of Association and Collective Bargaining form part of our risk criteria which is covered during audits. Ethical Trade & Human Rights section (pp. 34-39).

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Child labour			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Ethical trade and human rights (pp. 34-39). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 408: Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	As per our Sound Sourcing Code of Conduct we do not allow child labour within our supply chain and we report figures relating to incidents that occur and implementation of corrective actions. Our risk criteria and audit process for our supply chain has robust measures to contribute to the effective abolition of child labour. However we do not include supplier information or operation type in our published report. Ethical trade and human rights (pp. 34-39). For further information - please see our Modern Slavery Statement https://www.co-operative.coop/ethics/modern-slavery .
Forced or compulsory labour			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Ethical trade and human rights (pp. 34-39). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 409: Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Ethical trade and human rights (pp. 34-39). We report full details in our Modern Slavery Statement https://www.co-operative.coop/ethics/modern-slavery .
Local communities			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our approach (p. 8). Our reporting (pp. 18-19). Communities (pp. 62-74). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Examples of stakeholder engagement (p. 20-21). Our Local Community Fund operates across 100% of the communities in which we operate. Community (pp. 62-74).

GRI Standard	Disclosure	Description	Response
Topic specific disclosures			
Public policy			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our approach (p. 8). Our reporting (pp. 18-19). Fairer Business (pp. 102-106). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 415: Public policy 2016	415-1	Political contributions	Wider public policy work: Fairer Business (pp. 102-106). Support for Co-operative movement (p. 61).
Customer health & safety			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Healthy living (pp. 51-53). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 416: Customer health & safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Healthy living (pp. 51-53).
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In the event of any concern raised over product safety, our Product Action Notification plan is activated and in some cases our Severe Recalls Decision Map process. Appropriate action is taken and in the event of a product recall the Food Standards Agency or other Enforcement body (as required) is notified and communication channels activated to notify customers. In 2021 we issued 6 product recalls and 34 withdrawals. We're also committed to the safe and responsible use of pesticides. Read more on pesticides in Sustainable Sourcing (pp. 91-100).
Marketing & labelling			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our reporting (pp. 18-19). Healthy living (pp. 51-53). Sustainable Sourcing (pp. 91-100). We include relevant performance benchmarks throughout the Report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 417: Marketing & labelling	417-1	Requirements for product and service information and labelling	Though not expressed as a percentage of our products and services, we do report information on labelling by product type. Fairtrade (pp. 40-43). Healthy living (pp. 51-53). Sustainable Sourcing (pp. 91-100).
	417-3	Incidents of non-compliance concerning marketing communications	The ASA publishes rulings at: www.asa.org.uk/codes-and-rulings/rulings.html . There were no rulings against us in 2021.