

As your representative on our Co-op Board my responsibility is to make sure your concerns as Members are heard in the Boardroom. To make sure every commercial decision and ethical choice we make is based on our principles and the Co-op difference.

We are doing really well, and have achieved the recovery that so many said was impossible.

Our growth and trading are beating our competitors at the same time as we improve quality and standards. And it's happened because of our Co-op values, not despite them.

Members like you and your participation in our Co-op democracy have always made co-operation better than other business models.

As a lifelong Co-op member myself, I am proud that all of us, as owners, have a direct say in deciding our priorities for the future.

We run our Co-op not to make profits for a few shareholders but to create value for our 4.6 million Members in so many ways:

- Our colleagues working directly with customers are now paid above the National Living Wage;
- With 5+1, we've given £61 million back to our Members, and £13 million to amazing causes in every community, more than all our competitors put together;
- Other businesses have signed pledges about modern slavery: at the Co-op we're offering support and jobs to change victims' lives;
- We've increased Fairtrade by 15% and committed to fair farm gate prices for Co-op Dairy Group milk;
- We now provide free funerals for children who tragically die before their 18th birthday;
- On the Board, I have led a drive to diversify supplier contracts so that we work with more co-ops, more small businesses, and keep wealth in our local communities;
- I am Board Champion for our 4,000 apprentices, and I'm proud that they now all have permanent contracts paying the full rate for the job from their first day at work.

To represent you properly, it's important that I understand the views of members and colleagues. I work closely with your elected National Members Council, visit stores in every part of the country and meet colleagues in logistics, insurance, funerals, electrical and legal services.

I promise that I will continue to work hard on your behalf to make sure we:

- Continue to grow Fairtrade, when others are pulling back
- Source more goods and services from local suppliers to create jobs in our communities and grow the co-op economy
- Open more Co-op schools and provide a pathway through our Apprenticeships into leadership positions in our Co-op
- Give our colleagues respect and fair pay, and protection from the worrying increase in crime and anti-social behaviour
- Care for our environment by supporting the deposit scheme for plastic bottles and reducing plastic packaging.

I want us to offer new services and products that help Members deal with future challenges. I want us to be the most successful and responsible business in Britain.

We can do so much more together - please vote for me.