

Co-operate: It's what we do
Our Sustainability Report 2019

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. 2).																																																																																				
	102-3	Location of headquarters	About us (p. 2).																																																																																				
	102-4	Location of operations	We operate only in the UK.																																																																																				
	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. 2). We operate only in the UK.																																																																																				
	102-7	Scale of the organisation	No. colleagues/market-About us (p. 2). Net sales-Annual Report 2019. Total capitalisation-Annual Report 2019.																																																																																				
	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>26,190</td> <td>213</td> <td>33</td> <td>26,436</td> <td>32,362</td> <td>233</td> <td>13</td> <td>32,608</td> <td>58,552</td> <td>446</td> <td>46</td> <td>59,044</td> </tr> </tbody> </table>	Male				Female				Group				Regular	Temporary	Unknown	Total	Regular	Temporary	Unknown	Total	Regular	Temporary	Unknown	Total	26,190	213	33	26,436	32,362	233	13	32,608	58,552	446	46	59,044																																																
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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. Responsible Procurement (p. 13). Supporting British Farmers (p. 14-15). Sustainable Sourcing (p. 29-31). Ethical Trade and Human Rights (p. 33-38).
	102-10	Significant changes to the organisation and its supply chain	Business change (p. 50).
	102-11	Precautionary Principle or approach	How we manage ethics, sustainability and community (p. 47). 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. 52). Trade and business association membership fees (p. 58).
	102-14	Statement from senior decision-maker	CEO statement (p. 4).
	102-15	Key impacts, risks, and opportunities	Our sustainability priorities and our approach to prioritisation are outlined in Our approach to ethics, sustainability and community (p. 5 and p. 47-50).
	102-16	Values, principles, standards, and norms of behaviour	Our approach to ethics, sustainability and community (p. 5). Membership and co-operation (p. 8-11).
	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. Speak Up (p. 44).
	102-18	Governance structure	Membership and co-operation (p. 8-11) and How we manage ethics, sustainability and community (p. 47). 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 (p. 48).
	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 (p. 48).
	102-43	Approach to stakeholder engagement	Membership and co-operation (p. 8-11). Our People (p. 40-44). Our stakeholders (p. 48).
102-44	Key topics and concerns raised	Our approach to ethics, sustainability and community (p. 5 and 9). Community (p. 17-23). Public policy engagement (p. 54-58). Material issues (p. 47). Our stakeholders (p. 48).	

GRI Standard	Disclosure	Description	Response
General disclosures			
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	Annual Report 2019. Our Co-operate Report covers those businesses wholly owned by the Co-operative Group Limited as at 5 January 2020. (Scope of reporting, p. 50).
	102-46	Defining report content and topic Boundaries	Our reporting (p. 50).
	102-47	List of material topics	Our material issues (p. 47).
	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 4 January 2020 (unless otherwise stated) and to our operations and stakeholders. It covers those businesses wholly owned by the Co-operative Group Limited as at 4 January 2020.
	102-50	Reporting period	Performance relates to the 52 week year ending 4 January 2020 (unless otherwise stated).
	102-51	Date of most recent report	April 2019.
	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 (p. 50). Assurance Statement (p. 76-77).

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 2019. Business Ethics (p. 11-12 and p. 53-58). How we manage ethics, sustainability and community (p. 47).
	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. 58). Annual Report 2019.
	201-3	Defined benefit plan obligations and other retirement plans	Our People (p. 43-44). Annual Report 2019.
Procurement practices			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Responsible Procurement (p. 13 and p. 59). Supporting British Farmers (p. 14-15 and p. 59). Sustainable Sourcing (p. 29-31 and p. 66-68). Ethical Trade and Human Rights (p. 33-38 and p. 69-70). 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(p. 13-15 and p. 59).
Tax			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Business Ethics (p. 11-12 and 53). Annual Report 2019. 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	Business Ethics (p. 11-12 and 53). Annual Report 2019. 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 (p. 27-28, 65). Sustainable Sourcing (p. 29-31 and p.66-68). How we manage ethics, sustainability and community (p. 47). 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 (p.66-68) - reporting in relation to wood, palm oil, peat and soy.
	301-2	Recycled input materials used	Sustainable Sourcing (p.66-68) -reporting in relation to wood.
Energy			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our approach to ethics, sustainability and community (p. 5). Climate Change (p. 25-26 and p. 62-65). 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 (p. 62).
	302-4	Reduction of energy consumption	Climate Change (p. 62).
Water and effluents			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Resource use and sustainable sourcing (p. 28, 31 and 65). How we manage ethics, sustainability and community (p. 47).
	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 (p. 31 and 65).
	303-5	Water consumption	Resource use (p. 28 and 65).

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 (p. 29-31). How we manage ethics, sustainability and community (p. 47). 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	Sustainable Sourcing (p. 29-31 and p.66-68).
Emissions			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Our approach to ethics, sustainability and community (p. 5). Climate Change (p. 25-26 and p. 62-65). How we manage ethics, sustainability and community (p. 47). 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 (p. 25-26 and p. 62) We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO2-equivalent, i.e. including all seven main GHG gases.
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change (p. 25-26 and p. 62) We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO2-equivalent, i.e. including all seven main GHG gases.
	305-3	Other indirect (Scope 3) GHG emissions	Climate Change (p. 25-26 and p. 62-65) We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO2-equivalent, i.e. including all seven main GHG gases.
	305-4	GHG emissions intensity	Annual Report 2019 We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO2-equivalent, i.e. including all seven main GHG gases.
	305-5	Reduction of GHG emissions	Climate Change (p. 25-26 and p. 62-65) We report and set targets for our greenhouse gas (GHG) emissions as (tonnes) CO2-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	Resource use (p. 27-28 and 65). How we manage ethics, sustainability and community (p. 47). 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: Effluents and waste 2016	306-2	Waste by type and disposal method	Resource use (p. 65). We don't report a break-down of hazardous waste disposal as hazardous waste is less than 1% of our overall waste.
Employment			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Ethical trade and human rights (p. 33-38 and 69-71). Our People (p. 40-44 and p. 71-74). How we manage ethics, sustainability and community (p. 47). 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. 74). We report colleague age and gender: Diversity and inclusion (p. 72-73). We do not report on the number and rate of new employee hires. All our colleagues are UK-based.
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	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: <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 2019. Our People (p. 44). How we manage ethics, sustainability and community (p. 47). 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	Health and safety (p. 45 and 75). How we manage ethics, sustainability and community (p. 47). 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. 45).
	403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety (p. 45). Our Annual Report 2019- Risk register.
	403-3	Occupational health services	Our People (Wellbeing) (p. 41 and 71).
	403-4	Worker participation, consultation, and communication on occupational health and safety	Our People (Wellbeing) (p. 41) absence support services. Our People (Engagement and recognition) (p. 43).

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. 41).
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safer Colleagues, Safer communities (p. 21).
	403-8	Workers covered by an occupational health and safety management system	Our People (Wellbeing) (p. 41). Health and Safety (p. 54).
	403-9	Work-related injuries	Health and Safety (p. 54).
	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 People-Inclusion and Diversity (p. 41-42 and 72-73). How we manage ethics, sustainability and community (p. 47). 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 and disability. Inclusion and Diversity (p. 72-73). We outline our approach to ensuring Governance diversity in our 2019 Annual Report.
Freedom of association & collective bargaining			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Ethical trade and human rights (p. 33-38 and 69-71). How we manage ethics, sustainability and community (p. 47). Our People (Engagement and recognition) (p. 44). 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 (p. 33-35).

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	Ethical trade and human rights (p. 33-38 and 69-71). How we manage ethics, sustainability and community (p. 47). 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, operation type or geographic location in our published report. Ethical trade and human rights (p. 33-38 and 69-71).
Forced or compulsory labour			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Ethical trade and human rights (p. 33-38 and 69-71). How we manage ethics, sustainability and community (p. 47). 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 (p. 33-38 and 69-71). 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 to ethics, sustainability and community (p. 5). Community (p. 17-23). How we manage ethics, sustainability and community (p. 47). 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	Our Local Community Fund operates across 100% of the communities in which we operate. Community (p. 17-23 and p. 60-62). Examples of stakeholder engagement (p. 48).

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	Business Ethics (p. 12 and p. 54-58). How we manage ethics, sustainability and community (p. 47). 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	Support for Co-operative movement (p. 52). Wider public policy work: Business Ethics (p. 12 and p. 54-58).
Customer health & safety			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Healthy living (p. 38-39 and p. 71). How we manage ethics, sustainability and community (p. 47). 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 (p. 38-39 and p. 71).
	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 2019 we issued 2 product recalls and 19 withdrawals. We're also committed to the safe and responsible use of pesticides. Read more on pesticides in Sustainable Sourcing (p31).
Marketing & labelling			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Sustainable Sourcing (p. 29). Healthy living (p. 38-39 and p. 71). How we manage ethics, sustainability and community (p. 47). 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 (p. 36). Healthy living (p. 38-39 and p. 71). Sustainable Sourcing (p. 29).
	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 2019.