

OUR COLLEAGUES

EQUAL
ACCESS

Being part of our Co-op as a colleague isn't like working anywhere else. We're part of something different, a movement that's over six million strong. Our colleague member-owners each own a piece of our Co-op and have a say in how we do things. Our colleague insights have helped shape our people plan; from wellbeing and development, to policies and benefits.

COLLEAGUE WELLBEING

Supporting the physical, mental and financial wellbeing of our colleagues is an essential part of our People Plan and, in 2024, we continued to use our colleague insights to improve our wellbeing support so it works in the best possible way for our colleagues and their loved ones.

We brought this to life by launching a new Colleague Support Programme for colleagues and their families. Delivered by GroceryAid, the service offers additional services, including free mental health support for children, and relationship counselling. This brings together emotional, practical and financial support including a range of non-repayable grants.

Our 'Care Concierge' service was extended from supporting later life care to supporting adults of all ages, responding to the fact that almost a third of adult social care requests relate to those aged 18-64.

Our financial wellbeing strategy won two prizes at the Employee Benefits awards, including the top prize of the Grand Prix.

15,000 colleagues

signed up to our financial support service [Wagestream](#)

£22m

In 2024, colleagues were able to access £22m through Wagestream

Alongside our partners Nest Insight, we've worked to raise awareness of the impact of opt-out savings, hosting an employer event during Talk Money Week and speaking at round table events through the year.

Across 2024 we continued working closely with our Colleague Networks to develop events and resources to best support our colleagues and their families, such as Mental Health Awareness Week, World Mental Health Day and Talk Money Week.

Looking ahead to 2025, we will continue to make all wellbeing support more accessible, encouraging our colleagues to engage with it and supporting them in the moments that matter. We will also continue to focus on evolving trauma support to best support our colleagues in their time of need.



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OWNED BY YOU

In line with our new Vision, we've been working collaboratively with colleagues to help evolve our culture - starting with a review of our behavioural frameworks. We've also been talking to our colleagues about what "Owned By You, Right By You" means to them as colleague member-owners. Putting membership back at the heart of the Co-op has also led to an immersion programme for our leaders in other membership-owned organisations.

ENGAGEMENT AND CULTURE

Having engaged colleagues who are connected to our Co-op and feel valued for their contribution is fundamental. We measure colleague engagement and experience through our listening channels such as Talkback and Colleague Voice, which highlight where we need to focus to improve the everyday experience of our colleagues.

Our recent engagement survey (Talkback), completed by 85% of colleagues, showed that engagement rose to 73% in 2024 (2023: 72%). Our Manager Index measures four aspects of management behaviour and was at 81% in 2024. In 2023, development around manager listening was a key focus, and we launched our Co-operative Listening Framework. This year, 82% of colleagues reported that their manager listened to them and provided support, up 6% on last year.

Reward and Recognition

Our colleagues continued to work exceptionally hard, providing a fantastic service to our member-owners and customers. Once again, we've increased our pay rates to align with the Real Living Wage, and all our Customer Team members in our stores received a pay increase of 10.1% from April 2024.

We've continued offering a discount of 30% to all colleagues on own-brand products (excluding

10.1% increase

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alcohol). This is a major investment into supporting our colleagues. We also made an additional one-off winter recognition payment of £30 loaded onto colleague membership cards in December for all colleagues who don't participate in our Bonus Plan.

Our pay ratios can be found in the report of the Remuneration Committee in our 2024 [Annual Report](#).

The #BeingCoop Awards returned for another year, celebrating the difference our colleagues make and how they're bringing our Vision and Purpose to life. Categories reflect what matters to our Co-op such as the Community star and Inclusion awards.

People Policies

We're always looking for ways we can do better for our colleagues – going beyond employment legislation and working with our colleagues to identify where we could make a difference to people through difficult life moments. So, in 2024, we continued to work alongside our colleague networks, trade unions and colleague insight channels to revise our people policies, such as increasing our maternity and adoption pay for eligible colleagues to 20 weeks' full pay, and doubling paternity pay for eligible colleagues from two to four weeks. Our leading fertility treatment policy provides flexible paid time off for colleagues to attend medical appointments whilst undergoing fertility treatment, as well as time off for colleagues whose partners are undergoing treatment so they can provide support, regardless of how long colleagues have worked at our Co-op.

Going beyond our own employees, we've been supporting charities to campaign on specific issues including the Miscarriage Association's Leave For Every Loss campaign.

We took part in round tables at Downing Street to engage directly with the Government on the 'Making Work Pay' plan and the Employment Rights Bill. We also gave evidence to the Employment Rights Bill committee in Parliament, which could play a pivotal role in shaping the future of work. Through our engagement with Government, we've been able to demonstrate the need for businesses to take time to implement change effectively, so they can make them work in practice as well as in principle.

LEARNING AND DEVELOPMENT

In response to previous feedback, we've focused development on empowerment and rolled out leadership training that takes a systemic view of empowerment. Psychological safety in our Co-op now exceeds the industry benchmark, with 74% feeling able to speak up safely. We've also driven active conversations about colleagues' careers, putting in place talent forums and using the data in our HR systems to better understand our people's aspirations. We've been able to use this data to inform talent programmes, targeted development and engage our diversity networks on talent activity.

Apprenticeships

We have 578 colleagues currently in learning on an apprenticeship standard – that's 152 more than in 2023 – and we've celebrated 155 colleagues successfully achieving an apprenticeship, with 45% gaining a distinction grade.

We've increased our apprenticeship offer to over 50 standards this year (40 in 2023) ranging from Level 2 to Level 7. Our increased offer included



standards such as Sustainability, Regulatory Compliance, Commercial Procurement, Counter Fraud Investigator, and a new Co-op data academy. We have plans to expand this further in 2025.

Identifying low representation of female leaders in Logistics, we've also launched the first Logistics Women in Leadership apprenticeship programme.

This year we were delighted to be recognised in the top 100 apprenticeship employers. This award is extra special as ranking is made as result of feedback from our colleagues and their experience of being part of a Co-op apprenticeship.



Engagement with Trade Unions

We have formal recognition agreements with trade unions Unite and Usdaw across all areas of our business. We actively encourage colleagues to become union members, but also respect the right of colleagues not to join a union. We communicate

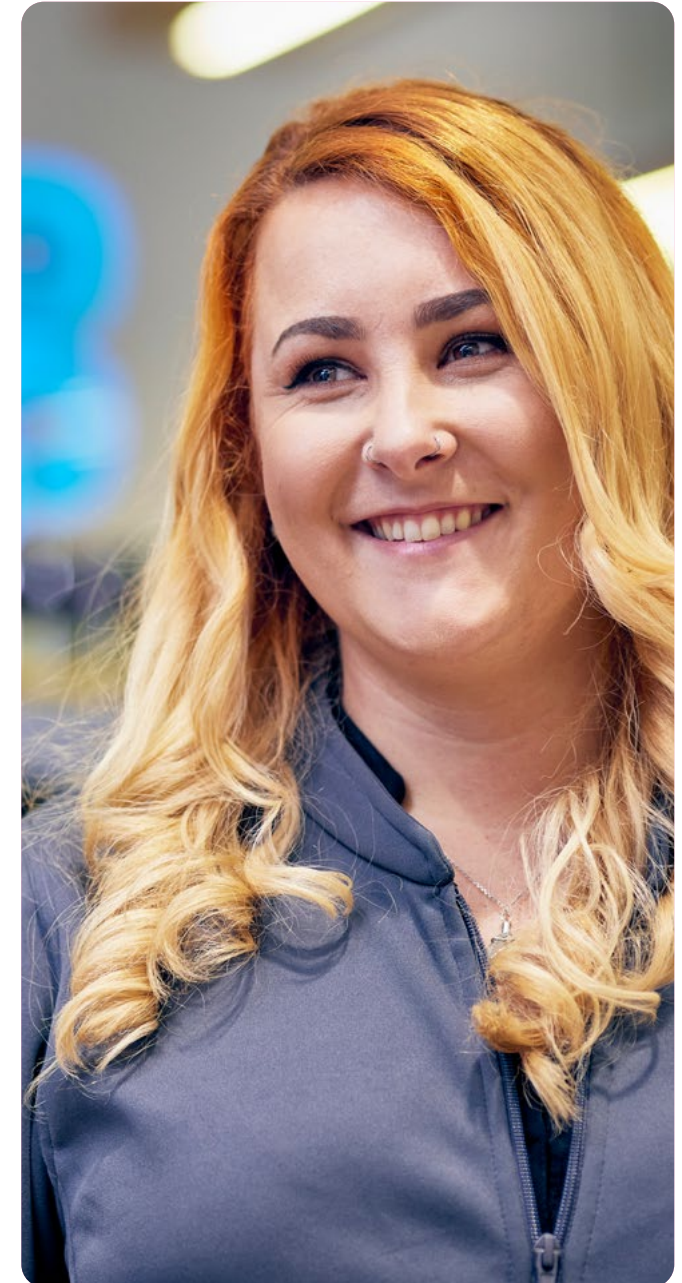
and consult with each union regularly to maintain positive and constructive relationships.

Whistleblowing

To ensure we do the right thing by our Values and Principles, we operate a whistleblowing procedure. The policy is included in the Code of Business Conduct and is available on our website. An external independent company operates a hotline and web page known as "Speak Up", that allows colleagues and suppliers to raise concerns confidentially about business practices or wrongdoing. In 2024 we received 319 reports through this process (2023: 273). As well as whistleblowing reports, the external provider also takes calls requesting feedback, providing additional information and seeking advice. In addition to the reports made via the external provider, 44 reports were made direct to Co-op colleagues (2023: 39). We have a procedure for recording and investigating whistleblowing reports, a summary of which is presented to our Risk and Audit Committee.

Pensions

Our defined contribution pension scheme is available to all our colleagues from day one of joining the Co-op, including those who do not meet automatic enrolment criteria, and our automatic enrolment offer exceeds the minimum required. In 2024, just over 39,000 colleagues were in the scheme, which equates to 72% of all colleagues. Our pension schemes (both defined benefit and defined contribution) are also responsible for the pensions of colleagues who have left the business. In 2024 this comprised of 42,000 pensioners (2023: 41,500) and 76,000 deferred pensioners yet to retire (2023: 72,000).



HEALTH AND SAFETY

PEACE
OF MIND

Keeping colleagues, partners, and members of the public safe is central to running our Co-op.

HOW WE MANAGE SAFETY

Looking after the health, safety and wellbeing of our colleagues and customers is a responsibility we all share. Our 'Three Lines of Defence' approach includes dedicated teams within each business area responsible for day-to-day Health and Safety (H&S) management, supported by H&S subject matter expertise, and guidance with assurance provided by Internal Audit.

We also draw on our well-established Primary Authority partnerships¹, covering health and safety, food safety, and fire safety issues, and have recently engaged with an additional Primary Authority to cover devolved matters in Wales.

We ask our colleagues to report every H&S and crime issue on our MySafety reporting platform. Mandatory training is provided to all colleagues on key H&S topics and we encourage colleagues to use all the security equipment available to help prevent, deter and detect crime in stores. We are working with a number of industry-leading police partnerships and third parties, such as the National Business Crime Solution, Safer Business Network and Retailers Against Business Crime, to address issues with persistent offenders. This process uses our MySafety data to support successful outcomes in managing offenders. We're also one of the founding members of [Pegasus](#) which was created so that retailers could share organised crime/gang intelligence with a central

police unit for support. Our Board actively supports and sponsors a safety culture – starting each board meeting with an “H&S moment”.

You can read more on our 'Safer Colleagues, Safer Communities' campaign [here](#).

Looking ahead, as part of our ongoing commitment to continuously improve H&S, we are including Lost Time Incident Rate (LTIR) as a Group-wide key performance indicator (KPI) for 2025.

176

Reportable accidents (colleagues) (2023: 210)

324

Reportable accidents per 100,000 colleagues (2023: 375)

4,068

Non-reportable accidents (colleagues) (2023: 4,537)

7,260

Non-reportable accidents per 100,000 colleagues (2023: 8,097)



¹ The Primary Authority scheme enables a business to form a legal partnership with a local authority of its choosing. The Primary Authority (i.e. its chosen local authority) then provides that business with assured advice on complying with various regulations that other local regulators must respect

CAMPAIGN – SAFER COLLEAGUES, SAFER COMMUNITIES

Since 2018, our Safer Colleagues, Safer Communities Campaign has aimed to make our colleagues safer through our action as a business and through securing greater protection in law for shopworkers.

We were delighted that in 2021, following our successful campaigning, the Government agreed to make assaulting a shopworker – or anyone performing a public duty or a service to the public – an aggravated offence. This became law in 2022 when the Police, Crime, Sentencing and Courts Act received Royal Assent. Thanks to this, along with the specific offence of abusing or assaulting a shopworker, which the Scottish Parliament passed in the summer of 2021, shopworkers right across the UK now have greater protection in law.

Through continual review of Co-op crime data, regrettably, we continue to see unacceptable levels of retail crime – including shoplifting, anti-social behaviour, and assaults. Now in 2024 and when compared to 2022, retail crime at Co-op has increased by a staggering 41%, anti-social behaviour by 36% and assaults by 23%. In all, Co-op sees 1,000 incidents per day occurring across our 2,400 stores nationwide. However, our efforts operationally, alongside our campaigning activity, see the Co-op under-index on crime compared to the wider sector. In the Association of Convenience Stores Crime Survey 2024, Co-op accounted for 29% of stores in the sample but only 6% of the crimes reported, while in the British Retail Consortium's Crime Report 2024 the Co-op accounted for 8% of stores but only 2% of the crimes reported.

The Co-op led the way to securing a response from police in October 2023, when the then National Police Chief's Council published the Retail Crime Action Plan. As a result, we have seen a significantly improved response rate from the police, including a trebling of attendance levels when offenders have been detained in stores by our tactical guarding teams.

Following this, our Co-op welcomed commitments from Government and was proud to hear of new legislation outlined in the King's Speech on 17 July 2024 by means of a standalone offence, protecting shopworkers in England and Wales, much the same as in Scotland. Furthermore, the 2024 Autumn Budget in October saw the Chancellor of the








Exchequer commit to repealing Section 176 of the Anti-Social Behaviour, Crime & Policing Act 2014.

Our Co-op continues to raise awareness through support of Respect for Shopworkers Week. In November 2024, we once again supported USDAW's Freedom From Fear campaign. Co-op extended over 50 invites to Members of Parliament, presenting them with an opportunity to visit stores and discuss further the impact retail crime has on our colleagues – this resulted in many of those invited taking advantage of the opportunity.



Looking ahead to 2025, Co-op will continue to actively lobby police and Government on this agenda, seeking to ensure that their commitments to tackle retail crime are delivered.



OUR PEOPLE DATA

 Target Achieved
  On Track
  Close to Target
  Behind Schedule
  Target not Achieved
  Restatement
  In-depth assurance

Key Performance data icons

Issue	2024 Target	Performance against Target	KPIs	2021	2022	2023	2024	2025 Target	SDGs
Wellbeing			I know how to access Co-op's wellbeing support if needed	73%	70%	82%	81%		
			Question amended in 2023 Talkback survey. Previous question was "The Co-op provides me with resources to help me manage my wellbeing".						
			Cases covered through colleague assistance programme	1,368	1,336	2,264	2,116		
			Absence rate (%)	4.4	4.9	4.5	4.6		
			Financial support given to colleagues via Wagestream (£m)	4.7	12.37	19.6	20		
			Number of colleagues saving with Wagestream		4,227	5,020	4,772		
			Number of GP appointments provided by our Virtual GP Service	658	1,200	1,481	1,418		
Engagement & Recognition	We aim to achieve a colleague engagement index score of 74%, as measured through our colleague survey	 In 2024, our colleague engagement score was 73%	Overall engagement score (%)	72	68	72	73	We aim to achieve a colleague engagement index score of 74%, as measured through our colleague survey	
			Manager Index				81%		
			In 2024 we changed our leadership KPI to our manager index, measured through our Talkback survey - it comprises of four questions: "My manager listens to me and provides support", "My manager gives feedback to improve my performance", "My manager role-models the Co-op's Ways of Being", and "My manager treats colleagues fairly".						
			Total colleague headcount at year end	60,232	57,219	56,071	53,785		
			Total voluntary turnover (%)	25	30	25	20		

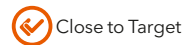
OUR PEOPLE DATA



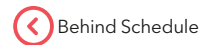
Target Achieved



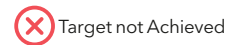
On Track



Close to Target



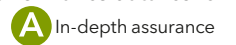
Behind Schedule



Target not Achieved




Restatement










In-depth assurance

Key Performance data icons

Issue	2024 Target	Performance against Target	KPIs	2021	2022	2023	2024	2025 Target	SDGs
Apprenticeships			Apprentice starts	278	320	325	469		
			Total apprentices on programme (at end of year)	472	473	426	614		
			% apprentices male and female	46 male 54 female	43 male 57 female	42 male 58 female	43 male 57 female		
			Funeralcare: Number of apprentices	91	146	134	175		
			Support Centre: Number of apprentices	100	66	89	147		
			Food: Number of apprentices	246	183	148	219		
			Logistics: Number of apprentices	26	64	40	52		
			Legal Services: Number of apprentices	9	14	15	18		
			Insurance	N/A	N/A	N/A	3		
Pension scheme			No. of pensioners	44,000	41,500	41,500	42,000		
			No. deferred pensioners	64,500	72,000	72,000	76,000		
			% colleagues in a pension scheme	72	71	70	72		
Speak Up			Whistleblowing reports through Speak Up	265	297	273	319		
			Number of whistleblowing reports made direct to Co-op colleagues	32	37	39	44		

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Key Performance data icons

Issue	2024 Target	Performance against Target	KPIs	2021	2022	2023	2024	2025 Target	SDGs
Health and Safety			Reportable accidents (colleagues total)	250	203	210	176		
			Reportable customer accidents	18	14	23	17		
			Non-reportable customer accidents	1,709	1,481	1,716	1,302		
			Non-reportable accidents (colleagues total)	5,718	5,157	4,537	4,068		
			Reportable accidents (per 100,000 colleagues)	415	355	375	324		
			Non-reportable accidents (per 100,000 colleagues)	5,012	9,014	8,097	7,260		