



**CO-OPERATIVES UK**

# The UK co-operative economy 2012

Alternatives to austerity



**“Misallocating capital,  
socializing losses  
and privatizing gain...  
that’s not capitalism,  
that’s a distorted economy.”**

Joseph E Stiglitz, Nobel prize winner and Professor of Economics.

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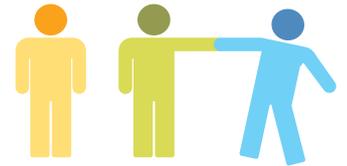
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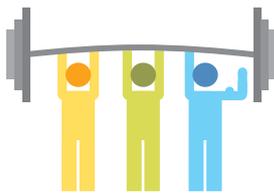
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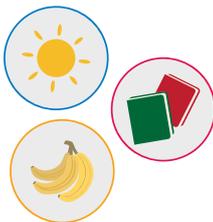
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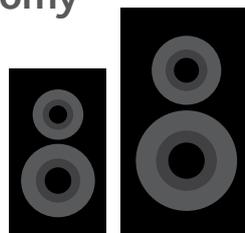
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**“Growth versus austerity is a false debate... Countries can choose a strategy that is good for today and good for tomorrow.”**

Christine Lagarde, Managing Director, International Monetary Fund.

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# Introduction

Our economic system is lost at sea. Steered for too long by the wrong compass, we have privileged short-term, rentier finance over long-term and sustainable wealth creation. In the process we have neglected enterprise and allowed deep inequalities to become the norm.

Weathering the storm are the UK people and its businesses, reluctant passengers who are weak from battening down the hatches and bracing themselves for waves of austerity measures.

Austerity is one way to allocate the costs of past failure, but it does little to address the reasons for that failure.

Our economy needs a new engine and a fundamental change of course based on principles such as widening ownership, sharing profits and encouraging long-term, sustainable enterprise.

We need to redefine the way that we see economic progress, to lead towards a more hopeful and inclusive horizon of future, common wealth.

This report shows that in 2012, the United Nations designated International Year of Co-operatives, we are seeing co-operatives across the UK proving to be resilient businesses. They are providing alternatives to austerity in the form of a new co-operative economy.



**Ed Mayo, Secretary General, Co-operatives UK**

# 360 degrees of failure. 'A perfect storm'

## An economy at risk

It is a 'perfect storm'. Financial, social and environmental elements are converging to create an economy at risk, a society that is suffering and an environment that is in danger.

At this critical juncture there is no place for ego, pride and greed. Instead, only collective action for the greater good will avoid catastrophic failure; only courageous choices will bring fundamental, long term change.

If we are to have financial success, a fair and just society, an environment to support the real and ongoing needs of people and the economy, then we need an economic structure with less inequality, broader ownership and greater competition.

In this first, full crisis of globalisation, the first collective lose-lose recession is having a massive and profound effect on economies, businesses and individuals.

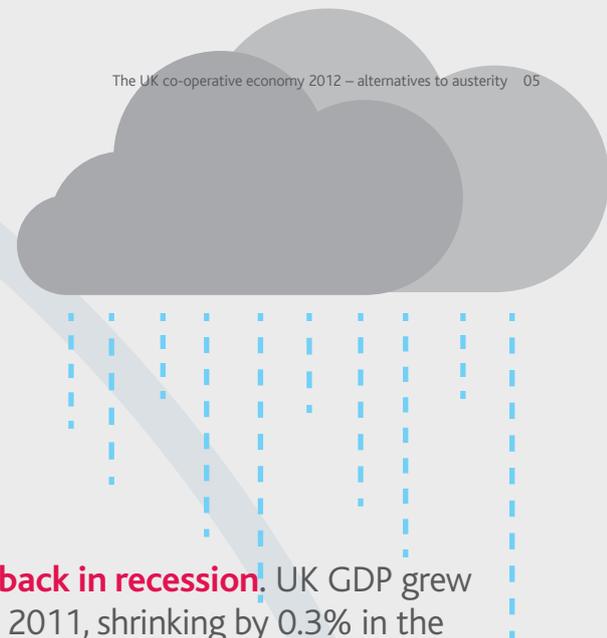


**Confidence in the free market has fallen by 50%** since 2008. Such is the state of our economy that our fundamental values, policies and purposes are being questioned, and a generation of new thinking is emerging around economic, social and environmental justice.

“ I believe the conditions are in place for a markedly different economic model to emerge from the carnage currently being wrought. ”  
**Professor Noreena Hertz, Economist**

**IF** we continue to rely on what we have known, we will not succeed.

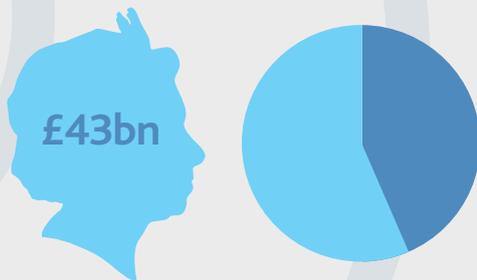
Indications of economic change are rife. While **1%** may have the wealth, the other **99%** of the population are waking up. The Occupy Movement, The Robin Hood Tax, Move Your Money and Shareholder Spring indicate the severity of the challenges we face.



**The UK is back in recession.** UK GDP grew by 0.7% in 2011, shrinking by 0.3% in the last quarter of 2011 and by 0.2% in the first quarter of this year.



Average household liability in the UK is **1.7 times** the average level of income.



The economy is **£43bn** in debt, representing 64.8% of GDP.

**IF** we ignore, fail to listen and continue to pursue only profit we must accept the consequences.

**IF** we can rethink our economy we can have financial, economic and environmental success.

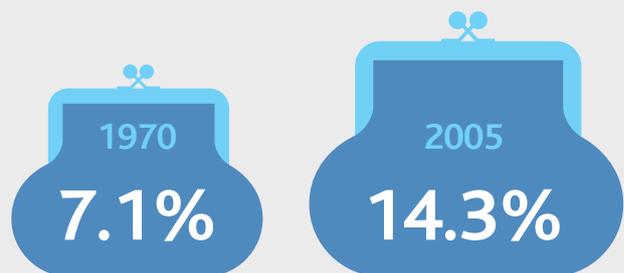
# Please mind the gap

Our economy is pushing people out of their homes when many are homeless; we are a society with many needs to meet yet many people are without a job; our environment is running out of natural resources. Our gaps are social, environmental and economic.

People in part time work unable to find full time work



Share of income owned by UK richest 1%

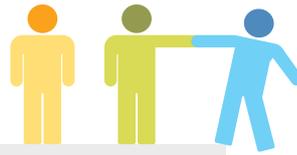


Organisations believed to act fairly according to UK shoppers



Average income before taxes and benefits





## National debt



## Amount spent by government 2010



## Government spending





# The co-operative economy



# The power of three

The co-operative economy only ever delivers on the triple bottom line. Its businesses are designed to benefit members, to benefit society and to benefit the environment.

Co-operative businesses share ownership, profits and control to remain stable and strong. Co-operatives work together so that more can be achieved, for greater benefit. Co-operatives listen to all voices so that they deliver for the long term.

Co-operatives deliver to the power of three.

## 3 ingredients for co-operation

### Me

Individuals co-operating with others.

### Me and you

Working together.

### Us

Towards a common purpose.

## 3 reasons why co-operatives mean better business

### Financial success

More resilient, 98% of co-operative businesses are still in operation after three years compared with 65% of all businesses.

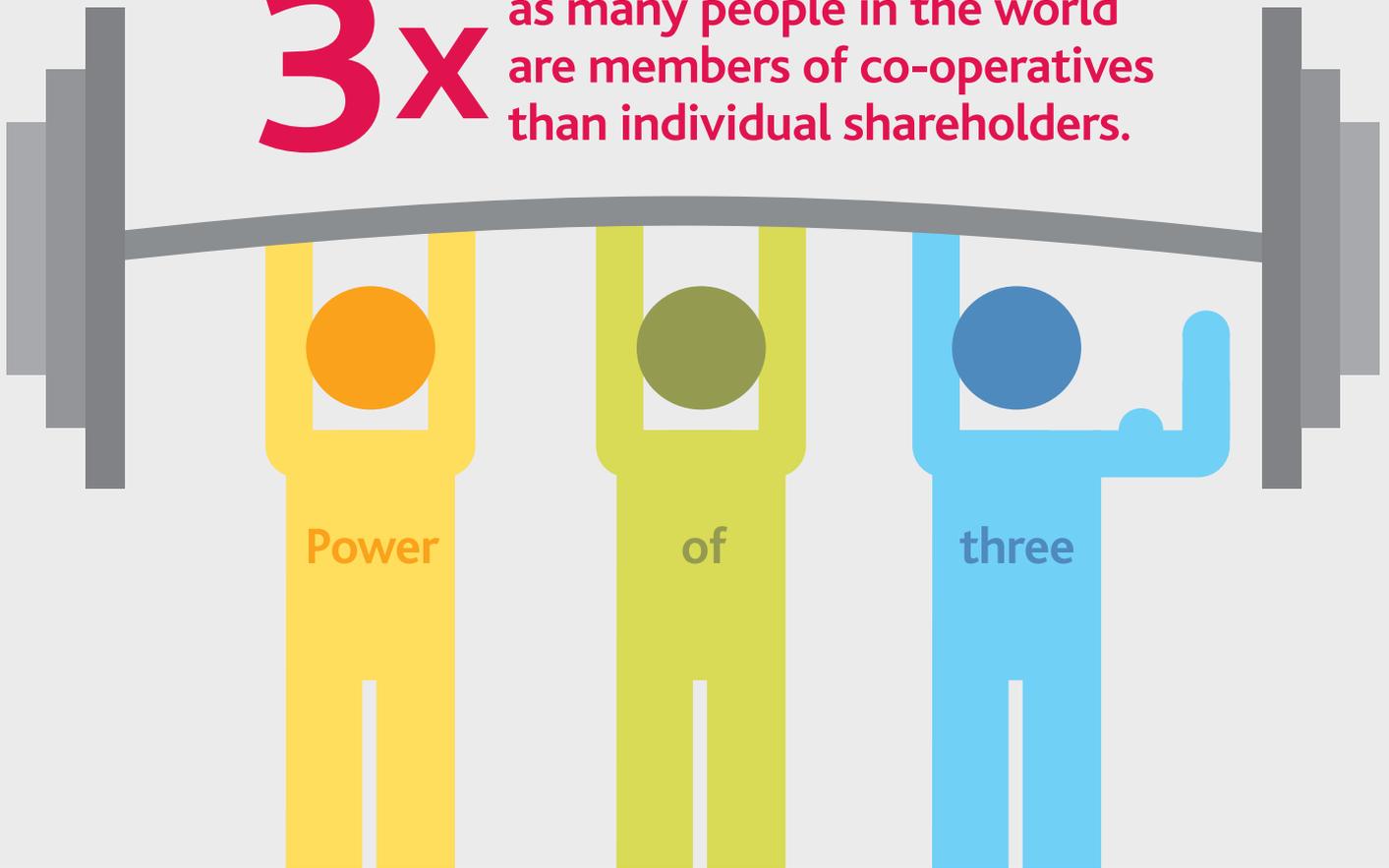
### Society success

Over half of co-operative enterprises (56%) are to be found in more disadvantaged areas of the UK.

### Environmental success

88% of co-operative enterprises seek to minimise their environmental impact. In the UK economy as a whole, 44% of small businesses say they have taken no action whatsoever.

**3x** as many people in the world  
are members of co-operatives  
than individual shareholders.



## 3 characteristics of co-operatives

### Principles

Voluntary and open membership, democratic member control, member economic participation, autonomy, education and training, co-operation among co-operatives, concern for community.

### Values

Self help, responsibility, democracy, equity, equality.

### Ethics

Open, honest, socially responsible, care for others.

## 3 Co-operative differences

### Ownership

Members benefit from success. Profits don't have to be the only pursuit, people and products can be. More co-operatives mean more competitive markets.

### Profits

Profits are shared among members, helping to create a more equal society. Whether back to a business or for the benefit of their community, members decide where the profits go.

### Control

One member, one vote means decisions are made for common good, not just for one party or interest.

# Resilience in a downturn

## Performance of the co-operative economy

In times of economic downturn, whilst the UK economy considers cuts and businesses react to the short term, the co-operative economy behaves differently.

Run by its members and for its members, without shareholders, it is an economy that is free to act for the benefit of many, free to make decisions based on the longer term.

This richness allows the sector space to listen to all voices, gain a wealth of opinion and plan for the future benefit of the business, its members and its community. It affords co-operatives a wealth of resilience.

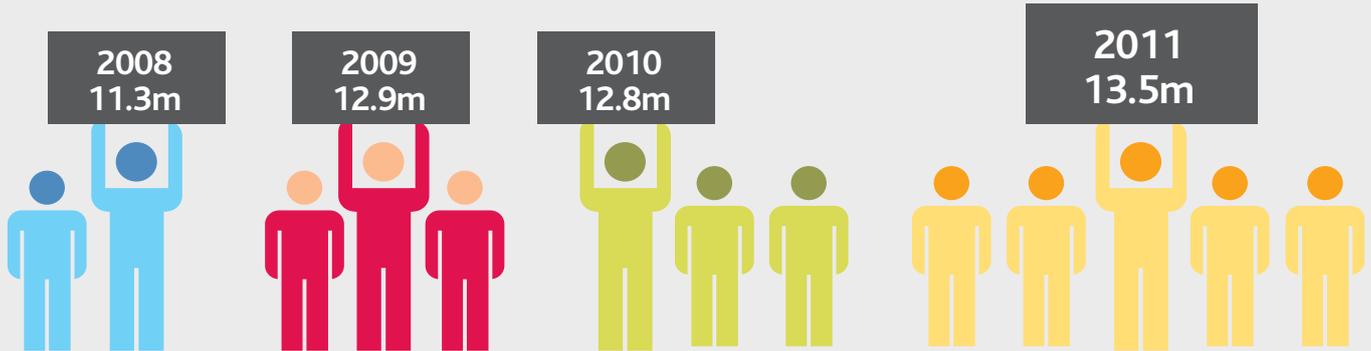
### Number of co-operatives in the UK, 5,933

In 2011 the number of co-operatives grew by 8.9%.  
Between 2008 and 2011 the numbers grew by 23%.



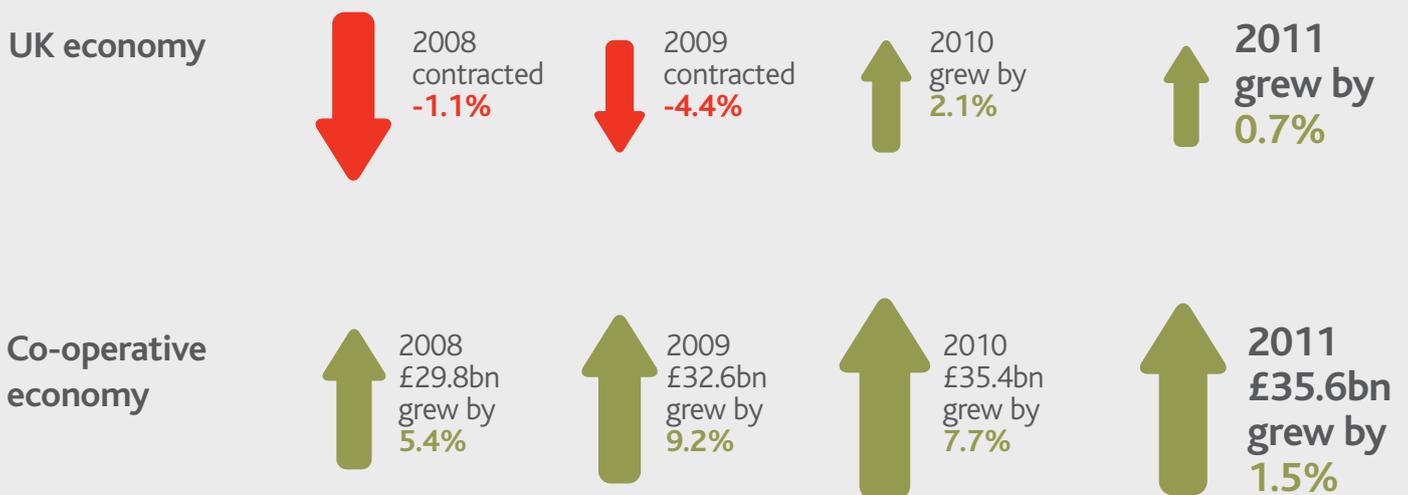
## Number of memberships, 13.5 million

In 2011, the number of memberships grew by 5.5%.  
Between 2008 and 2011 the number of memberships grew by 19.7%.



## Turnover of the co-operative economy, £35.6 billion

In 2011, the co-operative economy grew by 1.5%, outperforming the UK economy for the fourth consecutive year. **The co-operative economy has grown by 19.6%** since 2008 whilst the UK economy in 2011 is 1.7% smaller than in 2008.



# Resilience in a downturn

## Co-operatives across the country

Co-operatives are starting up at the rate of 450 a year, that's more than one a day. They range from those with a multimillion-pound turnover to brand new community owned windfarms or sports clubs and exist everywhere from rural communities to city centres. With more than 11,000 outlets between them, co-operatives can be found in every postcode area across the UK and are owned by one in four of the adult UK population.

### The four nations



**England**  
Number of co-operatives  
**4,784**  
Turnover  
**£29.7bn**



**Northern Ireland**  
Number of co-operatives  
**251**  
Turnover  
**£860m**



**Wales**  
Number of co-operatives  
**394**  
Turnover  
**£1.3bn**



**Scotland**  
Number of co-operatives  
**578**  
Turnover  
**£4bn**

“Co-operative models are becoming widely recognised for their role in achieving shared objectives, enhancing business performance and sustaining communities.”

Sarah Deas, Chief Executive,  
Co-operative Development Scotland

“Public interest in co-operatives is growing in Wales. Co-operatives are providing jobs, wealth and services in a way that can stand up to the rough and tumble of the global economy.”

Derek Walker, Chief Executive,  
Wales Co-operative Centre

## Number of co-operatives by region

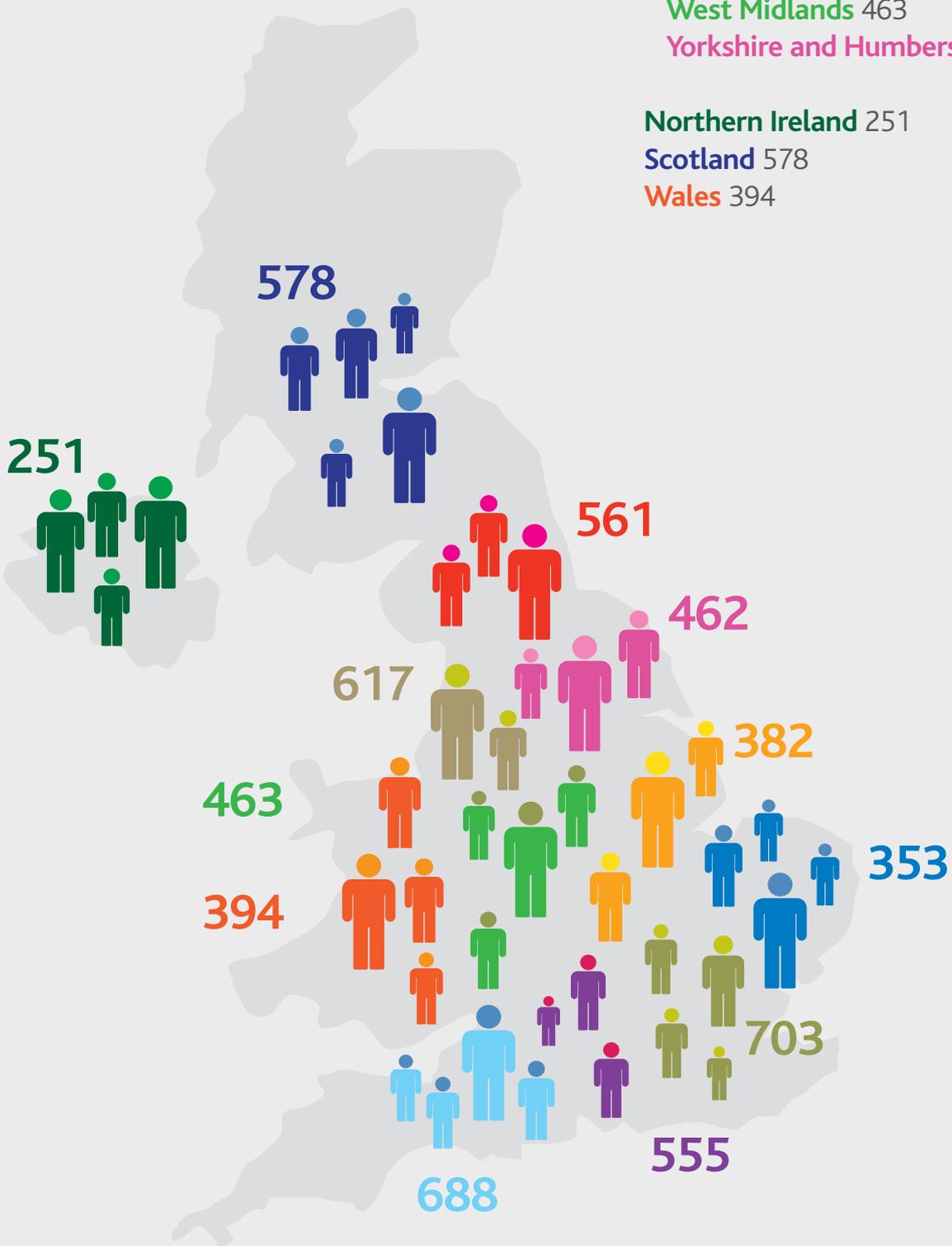
### England

- East Midlands 382
- East of England 353
- London 703
- North East 561
- North West 617
- South East 555
- South West 688
- West Midlands 463
- Yorkshire and Humberside 462

### Northern Ireland 251

### Scotland 578

### Wales 394



# Resilience in a downturn

## The shape of the co-operative economy

From knickers to nurseries, noodles to news, co-operative businesses come in all shapes and sizes and across many different sectors. Owned by workers, consumers, residents and businesses, co-operatives make up an economy that considers society and the environment to be just as important as the pursuit of profit.

It is an economy that gives its members ownership and control.

### Number of co-operatives by turnover size



## Turnover and number of co-operatives by sector



Agriculture



Construction



Education & training



Financial services



Fishing

### Turnover as % of co-operative economy

11.4%

3.7%

1.3%

6.2%

0.1%

### Number of co-operatives as % of co-operative economy

5.4%

0.9%

14%

4.1%

0.1%



Health & social care



Leisure & tourism



Manufacturing



Retail



Transport



Energy & environment

1.8%

0.6%

1%

71.1%

0.1%

0.01%

5.5 %

48.8%

0.9%

14%

1.6%

1.7%

## Ownership of the co-operative economy, 13.5m memberships in total



Consumers



Workers



Enterprise



Mixed ownership

# Co-operative economy vs UK economy

## Performance by sector, 2008-2010

### Financial services



No. of co-operatives: 748  
Turnover £80.3m

Co-operatives in financial services are an ethical alternative to the established banks. Answerable only to members and not to shareholders, they provide vital and ethical access to financial management to individuals, businesses and communities. The Co-operative Bank, three times named Europe's most sustainable bank by the Financial Times, has 342 high street branches in the UK and is the only UK high street bank with a customer-led ethical policy. Co-operatives to move your money to include Co-operative Insurance, the first insurer to launch an eco-motor insurance policy and credit unions which provide access to affordable and ethical loans and savings to individuals and communities.

### Retail



No. of co-operatives: 294  
Turnover £26.8bn

From community owned shops to high street stores, co-operative retail businesses are outperforming the UK's retail sector. The Co-operative Group is Europe's largest retail co-operative and the fifth largest UK food retailer. Owned collectively by 7.2 million individual members, it serves 14.5 million customers per week and has an outlet in every postcode area in the UK. 60% of the UK population shop at a co-operative retail outlet. Co-operative retailers are leaders in Fairtrade produce.

### Fishing



No. of co-operatives: 65  
Turnover £48.1m

Operating in an industry under threat, the co-operative fishing sector works collectively for the long term. As part of their work, co-operatives are inviting scientists onboard their vessels to gain data and information that will provide more accurate quotas, protecting the fish, the environment, and the livelihood of the fishermen.

### Agriculture



No. of co-operatives: 450  
Turnover £4.5m

Co-operative action is a forte of agriculture and farming co-operatives. Many smallholding farmers work together for the good of the land, their economy and each other. In the UK, there are 300,000 farmers, half of whom are sustaining their businesses by joining co-operatives with others. Stronger by working together and proud to retain their independence, they are also the supplying power behind many of the UK's best known brands.

## Education and training



No. of co-operatives: 294  
Turnover £485.3m

Since 2009, an astonishing 242 schools in local authority control have taken co-operative trust or academy status. The figure represents a significant area of growth for the co-operative sector. Co-operative schools afford freedom, choice and control, allowing those with a close interest in the school to own and control how it is run. Parents, governors, headteachers, pupils and community members collectively share responsibility and the running of the school.

## Health and social care



No. of co-operatives: 943  
Turnover £665m

Public services, including health and social care co-operatives, ensure that those services used by the public are owned and controlled by them. From leisure services to foster care and childcare co-operatives, public service co-operatives deliver fairly and for the benefit of all, not just for the private few.

## Transport



No. of co-operatives: 35  
Turnover £42.7m

## Leisure and tourism



No. of co-operatives: 198  
Turnover £235m

## Construction



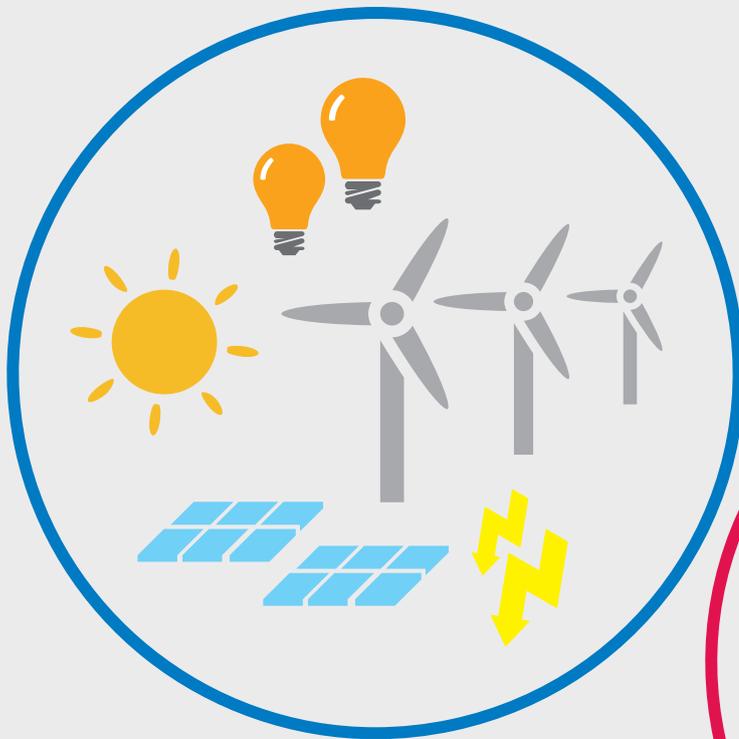
No. of co-operatives: 20  
Turnover £1.4m

## Manufacturing



No. of co-operatives: 19  
Turnover £369m

# What's trending?



## Renewable energy

Co-operative Energy is the consumer's champion and in just two years has challenged the UK's energy industry. Also on the rise is renewable energy – over 30 green power co-operatives have started since 2008, achieving a community owned generation capacity of 19.6MW. Not only do they generate renewable energy, strengthen communities and increase environmental awareness, they also return a benefit to their members. A share issue by Ouse Valley Energy Services Company, which predicted a 4% return on investment, was oversubscribed.

## Co-operative schools

Since the first co-operative trust school was established in Reddish Vale, Stockport in 2008, schools have become one of the fastest growing parts of the co-operative economy. The expectation that 200 co-operative schools would be in place by 2011 has been exceeded with 242 co-operative schools now in the UK. The co-operative trust model allows the combination of long term institutional partnerships with a membership structure that enables parents, pupils, staff and community organisations to be directly involved. They put community at the heart of education provision.

## Retailing from food to pharmacy

Retail remains the dominant part of the co-operative economy and one that has seen strong and resilient performance over a testing trading year. Community owned shops across the country are performing well, with the average gross sales having risen by 18% since last year. At the other end of the spectrum, The Co-operative Group has shared £62m with its members, its food business continues a long term five year growth plan that will see 300 new food stores open in the UK in the next three years and its specialist businesses have seen profit increasing by 10% to £99.4m. John Lewis grows strongly across its employee owned range of retail services. East of England Co-operative recorded its highest pre-tax profits in five years at £11.7m, reporting a rise of 37% in products sourced locally equating to £7.1m, and has been ranked first in the Carbon Reduction Commitment Performance League Table – within the top 2% of businesses nationally. Midlands Co-operative saw gross sales increase to £7.2m and payments to members increased by 12% and The Midcounties Co-operative has increased operating profit by 15% to £20.9m and seen gross sales grow by 6.7%.

# Rock stars of the new economy

Whilst the UK economy struggles through waves of austerity, there is some good news. Amidst the confusion of the old, a new co-operative economy is emerging. The rock stars of this new economy are co-operative businesses that are not just restarting the same economy but creating a new one that gives people an equal say and a share of the profits.

## Co-operative Energy

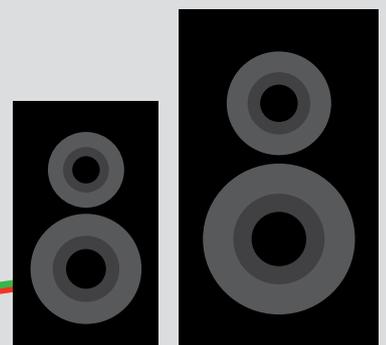
Just two years old, Co-operative Energy has already seen over 25,000 people move to it from other energy providers. With one clear, well publicised tariff, it's not surprising that Co-operative Energy won the Consumer Action Award at the Which? Awards 2011 and more recently the Big Switch auction, when 40,000 more people committed to ditch their providers and move to Co-operative Energy.

## The Co-operative Bank

It sounds too good to be true. A bank that shares its profits with its customers. A bank that invests ethically rather than speculates recklessly on complex financial instruments. Yet The Co-operative Bank is exactly this – a bank owned by its customers that for 20 years has refused to finance business activities that its members deem unethical. Whilst other banks in the UK were being rescued by taxpayers' money, The Co-operative Bank's customers nearly doubled and the Financial Times named it the world's most sustainable bank.

## The Wine Society

One of the UK's leading wine merchants, the Wine Society runs a top quality online store for wine lovers across the country. Over 130 years old, The Wine Society keeps on developing its services by putting its members, not profit, first. It's not surprising that in 2011 The Wine Society won two of the year's most prestigious wine awards – Merchant of the Year in both the Decanter World Wine Awards and the International Wine Challenge.



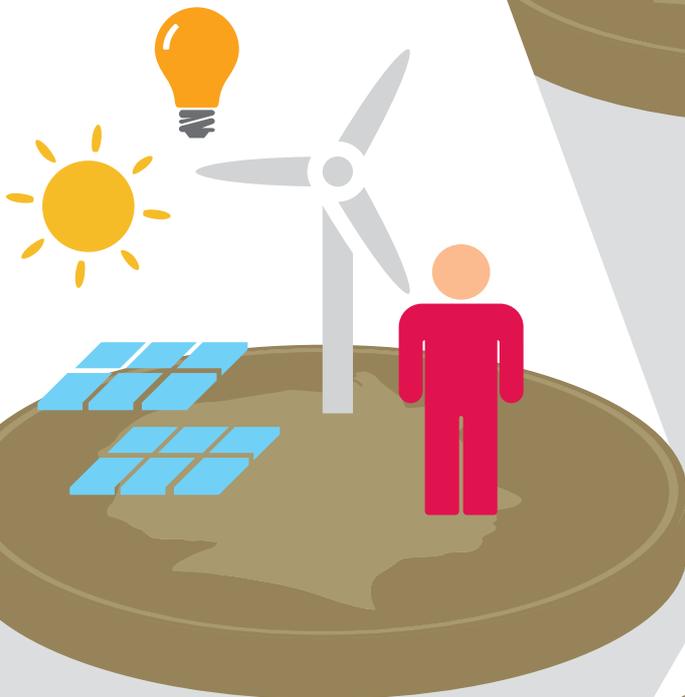
“ I changed to Co-operative Energy as I liked their ethos. Their approach is about simplicity and honesty. I particularly like how they don't promise to be the cheapest supplier and that they have just one, simple tariff ... you know where you are with them. ”

**Robert Madeira,**  
Co-operative Energy customer

“ None come close to The Co-operative for clarity and ambition. ”  
**Ethical Consumer,**  
Special Report on Banking 2012



“ The Wine Society ... delivers on all the features you could want from a dynamic wine merchant: consistent quality, great value, adventurous range and unparalleled service. ”  
**Anthony Rose, wine writer,**  
The Independent



# Global co-operation

There are over 1.4 million co-operatives across the globe, working in everything from farming to football, healthcare to housing. Between them co-operatives have nearly 1 billion members and over 3 billion people secure their livelihood through them.

The United Nations has designated 2012 the International Year of Co-operatives. From Argentina to Zambia, co-operatives across the globe are building a better world.

“ It is no coincidence that in thriving economies such as the BRIC countries (Brazil, Russia, India and China) 15% of their population are member-owners of co-operative enterprises. Co-operation is a proven global model that is well-equipped to meet new economic needs. ”

**Professor Noreena Hertz**

## Europe

In Germany 25% of the banking sector is co-operatively run

## Americas

42 million people get their electricity from co-operatives in the United States

## Asia Pacific

55 million farmers are members of the Indian farmers' co-operative IFFCO

## Africa

45% of Kenya's GDP comes from co-operatives

# Co-operatives across the world



## People

3 billion secure their livelihood through them

## Turnover

Co-operatives turnover US\$1.6 trillion a year

## Members

Nearly 1 billion people are members

## Employees

100 million people are employed by them

## Businesses

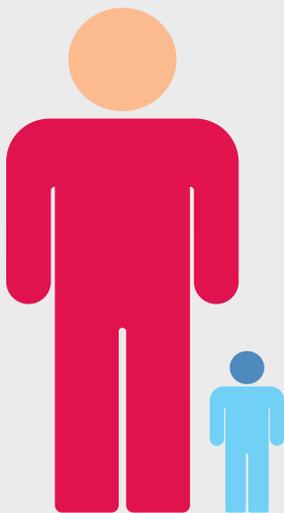
There are 1.4 million co-operatives in the world



There are **900 million co-operative members** worldwide



compared to **320 million direct shareholders**



## Worldwide co-operative members and direct shareholders

Asia Pacific  
**536 million**  
171 million

Americas  
**168 million**  
80 million

Europe  
**123 million**  
58 million

Africa  
**71 million**  
12 million

3,884 million

866 million

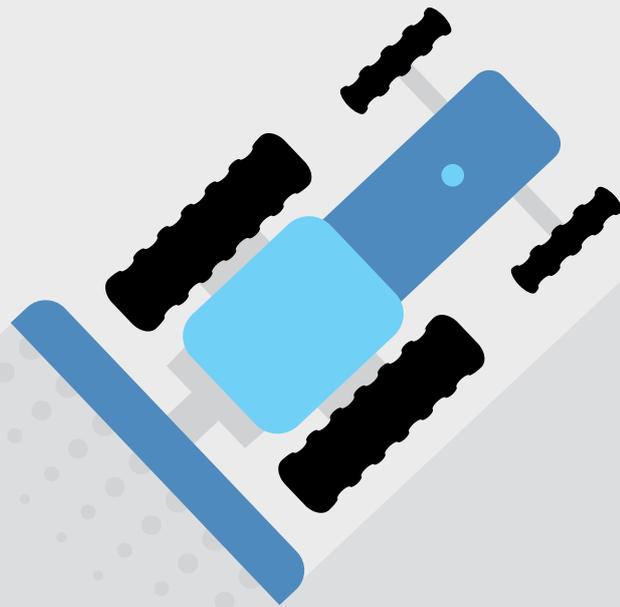
769 million

959 million

Total population

# Co-operatives behind the brands

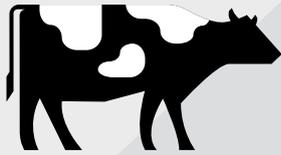
Behind some of our best known brands are millions of farmers around the world who have formed co-operatives to get a foot in the supply chain, sustain their business and keep the brands alive.



Half of all British farmers  
are members of co-operatives,  
enabling them to survive in a  
competitive market

3 out of 4 Fairtrade goods  
are produced by co-operatives  
of smallholder farmers  
and producers

**Fairtrade was started by co-operatives in Mexico. Now a global phenomenon, 75% of all Fairtrade goods are produced by co-operatives, helping 887,000 smallholders around the world.**



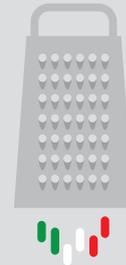
**Lurpak**

One of Europe's best known brands of butter, Lurpak is produced and owned by 8,000 dairy farmers in Denmark, Sweden and Germany.



**Champagne**

One of France's best known and most exclusive products, nearly all of France's champagne is produced by co-operatives of small vineyards.



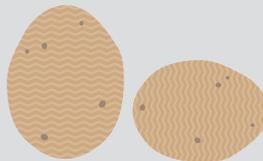
**Parmesan**

90% of this classic Italian cheese is made by a co-operative of small farmers and producers in northern Italy.



**Ocean Spray**

A co-operative of over 600 family farms from across the USA, Ocean Spray produces well known cranberry products that are on shelves throughout the world.



**McCoy's**

A co-operative of local potato farmers supply McCoy's crisps with a growing proportion of its potatoes.



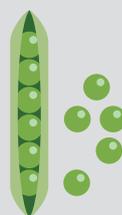
**Colman's English Mustard**

Mustard Seed Growers Co-operative is a co-operative of farmers local to the Colman's factory that supplies the majority of the mustard seeds for Colman's English Mustard.



**Ribena**

Ribena wouldn't have half the taste were it not for The Blackcurrant Growers' Association, a co-operative of farmers which together supplies Ribena with most of its blackcurrants.



**Birdseye**

The Green Pea Company is a co-operative of UK farmers that – you guessed it – provide the peas for one of Britain's best loved brands.



**Danish bacon**

Danish bacon, stocked in every UK supermarket and exported to over 100 countries, is entirely produced by co-operative farmers in Denmark.

# The benefits of ownership

Discussion on the UK business sector tends to be dominated by a focus on listed shareholder companies.

But as a recent report by the Ownership Commission, led by Will Hutton, argues, an economy based on a diversity of forms of ownership will provide greater resilience, more consumer choice, better management and stewardship and a higher level of employee and shareholder engagement.

The co-operative economy shares ownership amongst many groups of owners.

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## Owned by residents

Housing co-operatives not only give people access to home ownership, they also offer residents equal say and control over how their building and homes are run.

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## Owned by consumers

From toy shops to food shops, phone services to pharmacies, wine societies to windfarms, co-operatives owned by those that buy their products and use their services are committed to serving the community and their members.

The Co-operative Group is Europe's largest retail co-operative. Owned by its members in 2011 it returned £62m profits back to its members and has pledged that by 2013, 90% of primary commodities it sources from the developing world will be Fairtrade.

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## Owned by workers

Employee engagement is the fabric of worker owned co-operative businesses. Like all co-operatives, each member has one vote ensuring that decisions are democratic and can only be made for the benefit of members, not just a sole few. With profit not their only pursuit, worker co-operatives operate for the benefit of community, for members and employees.

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## Owned by the community

When people in a community have a common need, they often come together to form a co-operative for the benefit of those in the area. From community owned pubs and local shops, to sports clubs and energy schemes, together they deliver what they need and share the benefit.

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## Owned by enterprises

When small and medium sized businesses need to save costs and increase their reach, many adopt a co-operative approach. From bakers and builders merchants sharing costs to creative freelancers co-working in a shared office space, co-operatives set up by and to benefit enterprises are helping them survive and thrive.

### The benefits of sharing ownership

**More competition** – Co-operatives offer a different ownership model to an economy dominated by the PLC. A greater number of ownership models allow closer alignment to the business area and more resilience to shocks from the economy.

**Better governance** – Co-operative members are engaged with the business as owners, allowing them to be stewards of the organisation, encouraging delivery in the short term and obliging them to safeguard in the longer term.

**Greater accountability** – Boards have a clear and transparent chain of accountability to their members and the people the business most affects.

**Enhanced prosperity** – Allowing more closely engaged stakeholders meaning the organisation is more likely to prosper.

**“The financial crisis and the protracted problems in its wake has opened up the debate about how well our economy is owned, run and managed.**

**“Britain will have a better performing and more resilient economy the more seriously it can develop better ownership – as important for the public as the private sector.”**

Will Hutton, Chair, Ownership Commission

# Alternatives to austerity. Three steps forward

“ We are born to co-operate as much as we are to compete. From open source to online networking, there is a new ‘open movement’ where collaboration allows us to achieve more than we can do alone. ”  
**Professor Noreena Hertz,**  
**Co-op Capitalism**



**3** reasons to  
co-operate

**3** irreversible  
changes in our  
economy

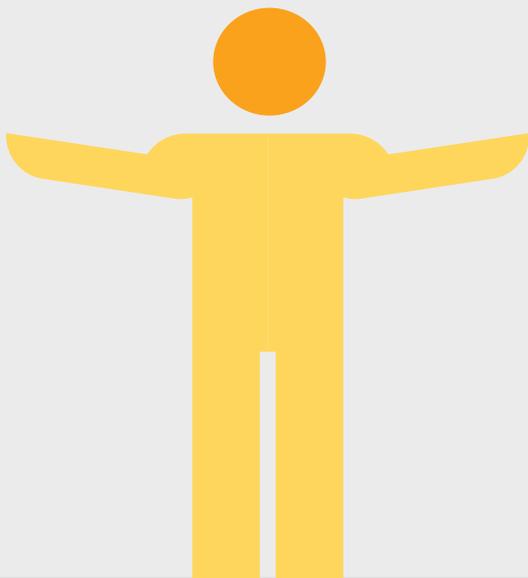
A global explosion of new thinking around **economics** is seeing a critical analysis of the system that has been relied upon for decades and a greater emphasis among thinkers on economic, environmental and social justice.

**3** things that  
must happen

**‘How’ we interact matters**, not just the results produced, as the process and quality of relationships is viewed as integral to what it is we achieve. Businesses and organisations must become more proficient in investing in long term relationships.

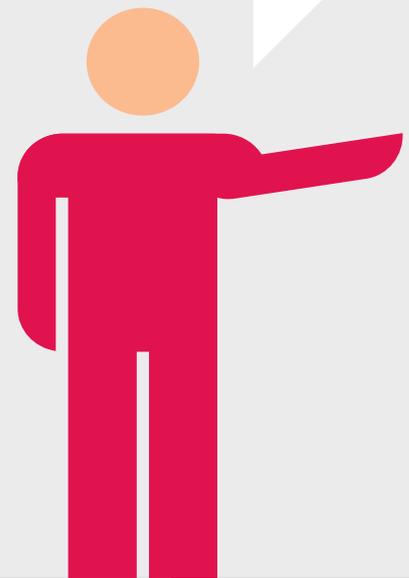
“ Co-operation is part of evolution, it is hard wired into us and our genes predispose us to care about the wellbeing of other people and not just our close family. Connecting has economic and social value. ”

**Charles Leadbeater,**  
**It's Co-operation Stupid**



“ Co-operation is key to a happy and engaged society. Co-operation is linked to neuropeptide Oxytocin, creating a sense of relaxation, a reduction in the tendency to interpret others as threatening and a greater confidence that they will be nice to know. ”

**Oliver James,**  
**The Psychology of Co-operation**



**Other countries, with other mindsets are in ascendency.** G20 and the emergence of China, Brazil and India has changed the landscape, given a new configuration of powers and created a very different relationship between states, markets, individuals and society.

**The market is no longer held in the esteem that it once was.** Intervention is back in vogue and laissez faire is less in favour, sending alarm bells to any company or industry that could be perceived to be acting against public good.

**Connections and networks need to be accepted as having economic and social value** and the businesses which thrive will be those that acknowledge the power of collaboration and are able to engage in meaningful ways with their customers, workers and suppliers.

**Collaboration** needs to be recognised as having the potential to trump competition. Leading organisations must begin to invest in their communities to co-create and co-design.



# Index and tables



# Performance and key data

Co-operatives UK seeks to promote, unite and develop co-operative enterprises. Since 2007 it has produced the most comprehensive review of the UK's co-operative sector.

Overseen by members of Co-operatives UK through its Co-operative Performance Committee, the review maps the size of the sector in terms of financial returns, membership and other key performance indicators.

The Co-operative UK 100 is ranked by turnover for the 2010 trading year. The list includes the name of the co-operative, the industry sectors that it principally trades in, the ranking that has been calculated from the turnover in that year and its ranking in the previous year. Co-operatives that have ceased trading or are in administration/receivership since 2010 have been excluded from the list.

## The co-operative UK 100

| 2010 | 2009 | Organisation name   | Industry sector                           | Year end | Turnover -£s   | Website                        |
|------|------|---|---|----------|----------------|--------------------------------|
| 1    | 1    | Co-operative Group Limited  | Retailing, banking and insurance          | 01/01/11 | 14,821,855,000 | www.co-operative.coop          |
| 2    | 2    | John Lewis Partnership PLC  | Retailing                                 | 29/01/11 | 8,206,300,000  | www.johnlewispartnership.co.uk |
| 3    | 3    | Midlands Co-operative Society Limited                                   | Retailing                                 | 22/01/11 | 992,743,000    | www.midlands.coop              |
| 4    | -    | United Merchants Public Limited Company                                 | Building Industry supply                  | 30/04/11 | 876,269,806    | www.unimer.co.uk               |
| 5    | 4    | The Midcounties Co-operative Limited                                    | Retailing                                 | 22/01/11 | 738,494,000    | www.midcounties.coop           |
| 6    | 6    | Milk Link Limited   | Agriculture and Food                      | 31/03/11 | 586,104,000    | www.milklink.com               |
| 7    | 7    | First Milk Limited  | Agriculture and Food                      | 31/03/11 | 563,814,000    | www.first-milk.co.uk           |
| 8    | -    | Openfield Group Limited   | Agriculture Grain Marketing               | 31/07/10 | 481,000,000    | www.openfield.co.uk            |
| 9    | 9    | National Merchant Buying Society Limited                                | Building Industry supply                  | 31/12/10 | 451,294,108    | www.nmbs.co.uk                 |
| 10   | 13   | United Dairy Farmers Limited  | Agriculture and Food                      | 31/03/11 | 400,152,000    | www.utdni.co.uk                |
| 11   | 8    | East of England Co-operative Society Limited                            | Retailing                                 | 22/01/11 | 399,330,000    | www.eastofengland.coop         |
| 12   | 10   | Scottish Midland Co-operative Society Limited                           | Retailing                                 | 29/01/11 | 394,299,000    | www.scotmid.coop               |
| 13   | 11   | Anglia Regional Co-operative Society Limited                            | Retailing                                 | 04/09/10 | 349,213,000    | www.arcs.co.uk                 |
| 14   | 12   | Simplyhealth Group Limited  | Healthcare                                | 31/12/10 | 311,200,000    | www.simplyhealth.co.uk         |
| 15   | 14   | Southern Co-operatives Limited  | Retailing                                 | 29/01/11 | 283,133,000    | thesouthernco-operative.co.uk  |
| 16   | 15   | Mole Valley Farmers Limited   | Agricultural supply                       | 30/09/10 | 281,306,000    | www.molevalleyfarmers.com      |
| 17   | 17   | Fane Valley Co-operative Society Limited                                | Agriculture and Food                      | 30/09/10 | 280,351,344    | www.fanevalley.co.uk           |
| 18   | 16   | Lincolnshire Co-operative Limited                                       | Retailing                                 | 04/09/10 | 277,830,000    | www.lincolnshire.coop          |
| 19   | 18   | ANM Group Limited   | Agriculture, Food and Livestock Marketing | 31/12/10 | 224,137,000    | www.goanm.co.uk                |
| 20   | 20   | Tullis Russell Group  | Manufacture of Paper and Paperboard       | 31/03/11 | 177,524,000    | www.tullis-russell.co.uk       |
| 21   | 21   | Scott Bader Company Limited   | Manufacture of plastics                   | 31/12/10 | 173,272,000    | www.scottbader.com             |
| 22   | 19   | The Channel Islands Co-operative Society Limited                        | Retailing                                 | 09/01/11 | 167,720,000    | www.ci-cooperative.com         |
| 23   | 23   | Anglia Farmers Limited  | Agricultural supply                       | 31/01/11 | 166,561,055    | www.angliafarmers.co.uk        |
| 24   | 22   | Atlasfram Group Limited   | Agriculture Crop Marketing                | 30/06/10 | 139,011,229    | www.framfarmers.co.uk          |
| 25   | 24   | Housing Finance Corporation Limited                                     | Financial intermediary                    | 31/03/11 | 104,415,000    | www.thfcorp.com                |
| 26   | 28   | Woldmarsh Producers Limited   | Agricultural supply                       | 31/12/10 | 88,746,685     | www.woldmarsh.com              |
| 27   | 26   | Heart of England Co-operative Society Limited                           | Retailing                                 | 15/01/11 | 87,261,000     | www.21stcentury.coop           |
| 28   | 25   | Agricultural Central Trading Limited                                    | Agricultural supply                       | 30/06/10 | 85,865,743     | www.actionfarm.co.uk           |
| 29   | 29   | Greenwich Leisure Limited   | Leisure                                   | 31/12/10 | 79,674,381     | www.gll.org.uk                 |
| 30   | 27   | Cornwall Farmers Limited  | Agricultural supply                       | 30/09/10 | 79,222,454     | www.cornwallfarmers.co.uk      |
| 31   | 31   | Chelmsford Star Co-operative Society Limited                            | Retailing                                 | 29/01/11 | 78,739,458     | www.chelmsfordstar.coop        |
| 32   | 30   | Benenden Healthcare Society Limited                                     | Healthcare                                | 31/12/10 | 72,089,000     | www.benenden.org.uk            |
| 33   | 34   | United Farmers Limited  | Agricultural supply                       | 31/12/10 | 69,889,846     | www.unitedfarmers.co.uk        |
| 34   | 32   | International Exhibition Co-operative Wine Society Limited              | Specialised Retailer                      | 28/01/11 | 68,890,000     | www.thewinesociety.com         |
| 35   | 33   | Ballyrashane Co-operative Agricultural and Dairy Society (1990) Limited | Agriculture and Food                      | 31/12/10 | 67,248,583     | www.ballyrashanecoop.com       |
| 36   | 35   | United Oilseed Producers Limited  | Agriculture Crop Marketing                | 30/06/10 | 66,440,311     | www.unitedoilseeds.co.uk       |
| 37   | 36   | Brandsby Agricultural Trading Association Limited                       | Agricultural supply                       | 30/09/10 | 59,407,484     | www.bataltd.co.uk              |
| 38   | -    | Scotlean Pigs Limited   | Agricultural Livestock Marketing          | 31/05/11 | 57,832,567     | www.scotlean.co.uk             |
| 39   | 37   | Long Clawson Dairy Limited  | Agriculture and Food                      | 31/03/11 | 49,222,803     | www.clawson.co.uk              |
| 40   | 40   | Scottish Pig Producers Limited  | Agriculture Livestock Marketing           | 31/12/10 | 45,628,263     | www.scottishpigproducers.co.uk |
| 41   | 44   | Tarff Valley Limited  | Agricultural supply                       | 31/12/10 | 44,139,497     | www.tarffvalley.co.uk          |

| 2010 | 2009 | Organisation name   | Industry sector                 | Year end | Turnover -£s | Website                            |
|------|------|---|---------------------------------|----------|--------------|------------------------------------|
| 42   | 39   | Yorkshire Farmers Livestock Marketing Limited   | Agriculture Livestock Marketing | 31/01/11 | 42,449,544   | www.yorkshirefarmers.co.uk         |
| 43   | -    | Speciality Produce Limited  | Agriculture and Food            | 31/12/10 | 40,922,780   | www.specialityproduce.co.uk        |
| 44   | 43   | Clynderwen and Cardiganshire Farmers Limited  | Agricultural supply             | 30/09/10 | 37,483,802   | www.ccfagri.co.uk                  |
| 45   | 41   | South Caernarvon Creameries Limited   | Agriculture and Food            | 31/03/11 | 36,741,893   | www.sccwales.co.uk                 |
| 46   | 45   | Owner-Drivers Radio Taxi Service Limited  | Transport                       | 25/08/10 | 31,174,000   | www.dialacab.co.uk                 |
| 47   | 46   | UIA (Insurance) Limited   | Insurance                       | 31/12/10 | 28,104,000   | www.uia.co.uk                      |
| 48   | 48   | Ringlink (Scotland) Limited   | Agriculture Machinery Ring      | 31/07/10 | 26,830,000   | www.ringlinkscotland.co.uk         |
| 49   | 50   | Triangle Wholefoods Collective Limited  | Wholefood Wholesale             | 30/09/10 | 26,573,303   | www.suma.coop                      |
| 50   | 52   | Society of Growers of Topfruit Limited  | Agriculture                     | 30/06/10 | 24,188,746   | www.sgtfruit.com                   |
| 51   | 51   | Tamworth Co-operative Society Limited   | Retailing                       | 22/01/11 | 24,016,000   | www.tamworth.coop                  |
| 52   | 55   | Bedfordshire Growers Limited  | Agriculture Crop Marketing      | 30/04/11 | 23,803,710   | www.bedgrow.co.uk                  |
| 53   | 54   | B A K O (Western) Limited   | Food distribution and supply    | 28/02/11 | 23,050,481   | www.bakowestern.co.uk              |
| 54   | 53   | Health Stores (Wholesale) Limited   | Wholefood Wholesale             | 31/12/10 | 22,672,991   | www.thehealthstore.co.uk           |
| 55   | 61   | H F Holidays Limited  | Leisure                         | 31/03/11 | 22,515,000   | www.hfholidays.co.uk               |
| 56   | 74   | Dulas Ltd   | Engineering Consultancy         | 31/12/10 | 22,276,012   | www.dulas.org.uk                   |
| 57   | 59   | Radstock Co-operative Society Limited   | Retailing                       | 26/02/11 | 21,995,249   | www.radstock-co-op.com             |
| 58   | 57   | Carmarthen and Pumpsaint Farmers Limited  | Agricultural supply             | 30/09/10 | 21,398,402   | www.cpf ltd.co.uk                  |
| 59   | 60   | Local Care Direct Limited   | Health & Social Care            | 30/09/10 | 20,991,573   | www.localcaredirect.org            |
| 60   | 62   | South Armagh Farming Enterprises Limited  | Agricultural supply             | 31/01/11 | 20,646,652   |                                    |
| 61   | 49   | Surrey County Cricket Club Limited  | Sporting                        | 30/11/10 | 20,585,382   | www.kiaoval.com                    |
| 62   | 63   | Wealden Leisure Limited   | Leisure                         | 31/03/11 | 19,762,508   |                                    |
| 63   | 65   | Hay and Brecon Farmers Limited  | Agricultural supply             | 31/05/11 | 17,448,992   | www.hayandbrecon.com               |
| 64   | 67   | Penrith Co-operative Society Limited  | Retailing                       | 08/01/11 | 16,792,000   | www.penrith-co-op.co.uk            |
| 65   | 75   | Fivemiletown & Brookborough Co-operative Agriculture and Dairy Society Limited          | Agriculture and Food            | 31/12/10 | 16,335,474   | www.fivemiletown.com               |
| 66   | 68   | East of Scotland Farmers Limited  | Agricultural supply             | 31/05/11 | 15,200,000   | www.eosf.co.uk                     |
| 67   | 66   | The Green Pea Company Limited   | Agriculture Crop Marketing      | 30/09/10 | 14,692,882   | www.greenpea.co                    |
| 68   | 72   | Aspatria Farmers Limited  | Agricultural supply             | 30/09/10 | 14,690,951   | www.aspatria farmers.co.uk         |
| 69   | 70   | Shaw Healthcare (Homes) Limited   | Healthcare                      | 31/03/11 | 14,663,777   | www.shaw.co.uk                     |
| 70   | 69   | Clydebank Co-operative Society Limited  | Retailing                       | 15/01/11 | 14,662,425   | www.clydebankco-op.com             |
| 71   | -    | Dengie Crops Ltd.   | Agricultural supply             | 30/04/11 | 14,424,144   | www.dengie.com                     |
| 72   | 71   | Infinity Foods Co-operative Limited   | Wholefood Wholesale             | 31/12/10 | 14,343,750   | www.infinityfoods.co.uk            |
| 73   | 97   | Salford Community Leisure Limited   | Leisure                         | 31/03/11 | 13,771,453   | www.leisureinsalford.info          |
| 74   | 76   | Premier Vegetables Limited  | Agriculture Crop Marketing      | 31/03/11 | 13,682,111   | www.premierveg.co.uk               |
| 75   | 73   | Co-operative Development Society Limited  | Housing                         | 31/03/11 | 13,471,627   | www.cds.coop                       |
| 76   | 86   | Edinburgh Bicycle Co-operative Limited  | Specialised Retailer            | 31/12/10 | 13,376,219   | www.edinburghbicycle.com           |
| 77   | 79   | South West Lancashire Farmers Limited   | Agricultural supply             | 30/11/10 | 12,996,211   | www.swlf.co.uk                     |
| 78   | 89   | Kent Wool Growers Limited   | Agricultural supply             | 31/01/11 | 11,849,400   | www.k-w-g.co.uk                    |
| 79   | 80   | Essential Trading Co-operative Limited  | Wholefood Wholesale             | 31/12/10 | 11,421,867   | www.essential-trading.coop         |
| 80   | 88   | WFS Border Limited  | Agricultural supply             | 31/12/10 | 11,118,323   | wfsborder.com/default.aspx         |
| 81   | 78   | Lancashire County Cricket Club Limited  | Sporting                        | 30/09/10 | 10,675,131   | www.lccc.co.uk                     |
| 82   | 92   | East of Scotland Growers Limited  | Agriculture Crop Marketing      | 31/03/11 | 10,502,070   | www.eastofscotlandgrowers.co.uk    |
| 83   | 87   | Furness and South Cumberland Supply Association Limited                                 | Agricultural supply             | 30/06/10 | 10,366,096   | www.furnesssupply.co.uk            |
| 84   | 83   | Weald Granary Limited   | Agriculture Crop Marketing      | 30/06/10 | 10,254,069   | www.wealdgranary.co.uk             |
| 85   | -    | Coastal Grains Marketing Limited  | Agriculture Crop Marketing      | 30/06/10 | 10,062,729   |                                    |
| 86   | 85   | Hampshire Grain Limited   | Agriculture Crop Marketing      | 30/06/10 | 10,060,321   | www.hampshire-grain.co.uk          |
| 87   | 95   | Herts Urgent Care Limited   | Healthcare                      | 31/03/11 | 9,924,384    | www.hertsurgentcare.org            |
| 88   | 98   | Welsh Bakers Buying Group Limited   | Food distribution and supply    | 28/02/11 | 9,687,162    | www.bakowales.com                  |
| 89   | 99   | Northern Doctors Urgent Care Limited  | Healthcare                      | 31/12/10 | 9,596,150    | www.northern-doctors.org           |
| 90   | 47   | CWG Limited   | Agricultural supply             | 31/12/10 | 9,454,031    | www.cwg.co.uk                      |
| 91   | -    | Scottish Shellfish Marketing Group Limited  | Shellfish Marketing             | 31/08/10 | 9,301,889    | www.scottishshellfish.co.uk        |
| 92   | 82   | North East Grains Limited   | Agriculture Crop Marketing      | 30/06/10 | 9,192,192    | www.northeastgrains.co.uk          |
| 93   | -    | Kent County Cricket Club Limited  | Sporting                        | 31/10/10 | 9,108,478    | www.kentcricket.co.uk              |
| 94   | -    | Phone Co-op Limited   | Telecommunications              | 31/08/10 | 9,101,233    | www.thephone.coop                  |
| 95   | -    | Hilltown Farmers Attested Sales Limited   | Agriculture Livestock Marketing | 31/03/11 | 9,050,567    |                                    |
| 96   | 96   | Berry Garden Growers Limited  | Agriculture and Food            | 31/12/10 | 8,733,113    | www.kggrowers.co.uk                |
| 97   | -    | Whalley Range 11-18 High School – Specialist College for Business, Enterprise and Sport | Co-operative School             | 31/12/10 | 8,696,792    | www.whalleyrange.manchester.sch.uk |
| 98   | -    | West Lothian Leisure Limited  | Leisure                         | 31/03/11 | 8,623,804    | www.westlothianleisure.com         |
| 99   | -    | Augher Co-operative Agriculture and Dairy Society Limited                               | Agricultural supply             | 30/12/10 | 8,552,601    |                                    |
| 100  | -    | Renfrewshire Leisure Limited  | Leisure                         | 31/12/10 | 8,014,654    | www.renfrewshireleisure.com        |

## The co-operative economy 2008-2011

| Turnover |                 |       | Members |            |       | Number of co-operatives |       |       | Number of jobs |         |
|----------|-----------------|-------|---------|------------|-------|-------------------------|-------|-------|----------------|---------|
| 2011     | £35,600,000,000 | +1.5% | 2011    | 13,500,000 | +6.0% | 2011                    | 5,933 | +8.9% | 2011           | 223,840 |
| 2010     | £35,100,000,000 |       | 2010    | 12,800,000 |       | 2010                    | 5,450 |       | 2010           | 235,961 |
| 2009     | £32,600,000,000 |       | 2009    | 12,900,000 |       | 2009                    | 4,992 |       |                |         |
| 2008     | £29,800,000,000 |       | 2008    | 11,300,000 |       | 2008                    | 4,820 |       |                |         |

## The size of the co-operative economy

|                                  | Number of co-operatives | Turnover £s           | Profit £s          | Profit % Turnover | Shareholders funds £s | Members           | Employees      |
|----------------------------------|-------------------------|-----------------------|--------------------|-------------------|-----------------------|-------------------|----------------|
| Turnover over £5 million         | 178                     | 34,232,194,300        | 631,306,157        | 1.8               | 9,141,959,837         | 10,643,046        | 219,827        |
| Turnover £1 million – £5 million | 306                     | 680,329,434           | 25,931,195         | 3.8               | 701,863,907           | 245,814           | 1,229          |
| Turnover £500,000 – £1 million   | 296                     | 204,530,985           | 11,200,972         | 5.5               | 361,192,159           | 266,427           | 345            |
| Turnover £250,000 – £500,000     | 584                     | 201,891,522           | 7,496,629          | 3.7               | 353,424,575           | 414,989           | 224            |
| Turnover £100,000 – £250,000     | 933                     | 155,958,123           | 6,147,126          | 3.9               | 221,789,528           | 341,078           | 255            |
| Turnover £25,000 – £100,000      | 571                     | 38,567,563            | 3,987,459          | 10.3              | 86,148,720            | 136,137           | 241            |
| Turnover below £25,000           | 1,015                   | 12,146,112            | 1,403,861          | 11.6              | 47,770,959            | 126,068           | 132            |
| No turnover identified           | 2,050                   | -                     | -4,649,255         | -                 | 3,753,752             | 531,532           | 411            |
| <b>Total</b>                     | <b>5,933</b>            | <b>35,525,618,039</b> | <b>682,824,144</b> | <b>1.9</b>        | <b>10,917,903,437</b> | <b>12,705,091</b> | <b>222,664</b> |
| Credit Unions (FSA Data – 2009)  |                         | 69,788,000            | 12,651,000         | 29.7              | 69,631,000            | 818,403           | 1,176          |
| <b>Total</b>                     | <b>5,933</b>            | <b>35,595,406,039</b> | <b>695,475,144</b> | <b>2.0</b>        | <b>10,987,534,437</b> | <b>13,523,494</b> | <b>223,840</b> |

## Consumer owned co-operatives performance 2008-2011

|                                  | Number of co-operatives | Turnover £s           | Profit £s          | Profit % Turnover | Shareholders funds £s | Members           | Employees      |
|----------------------------------|-------------------------|-----------------------|--------------------|-------------------|-----------------------|-------------------|----------------|
| Turnover over £5 million         | 30                      | 18,699,463,906        | 365,212,728        | 2.0               | 6,140,513,761         | 10,393,174        | 133,872        |
| Turnover £1 million – £5 million | 51                      | 91,159,179            | 18,031,616         | 19.8              | 505,820,771           | 175,948           | 150            |
| Turnover £500,000 – £1 million   | 123                     | 82,496,818            | 7,113,584          | 8.6               | 322,468,364           | 215,645           | 27             |
| Turnover £250,000 – £500,000     | 387                     | 133,553,021           | 5,960,807          | 4.5               | 318,118,226           | 327,678           | 60             |
| Turnover £100,000 – £250,000     | 539                     | 90,787,127            | 4,041,424          | 4.5               | 167,230,752           | 234,216           | 20             |
| Turnover £25,000 – £100,000      | 255                     | 18,018,587            | 3,439,370          | 19.1              | 68,770,445            | 53,843            | 6              |
| Turnover below £25,000           | 257                     | 3,551,311             | 447,824            | 12.6              | 26,175,132            | 20,514            | 3              |
| No turnover identified           | 825                     | -                     | 1,598              | -                 | 395,762               | 499,910           | -              |
| <b>Total</b>                     | <b>2,467</b>            | <b>19,119,029,949</b> | <b>404,248,951</b> | <b>2.1</b>        | <b>7,549,493,213</b>  | <b>11,920,928</b> | <b>134,138</b> |

## Consumer co-operatives performance 2007-2011

|                                    | 2011   | 2010   | 2009   | 2008   | 2007   |
|------------------------------------|--------|--------|--------|--------|--------|
|                                    | £ mill |
| Turnover                           | 18,300 | 18,654 | 15,168 | 12,848 | 12,677 |
| Trading Profit after Depreciation  | 725    | 830    | 647    | 552    | 507    |
| Trading Profit before Depreciation | 1,141  | 1,233  | 1,032  | 844    | 783    |
| Transfer to Reserves               | 252    | 293    | 209    | 176    | 175    |
| Share Capital                      | 207    | 207    | 200    | 191    | 188    |
| Reserves                           | 6,169  | 6,023  | 5,591  | 5,090  | 5,083  |

## Key performance indicators 2007-2011

|   | 2011   | 2010  | 2009  | 2008  | 2007  |
|---|--------|-------|-------|-------|-------|
| Return on Capital Employed Pre Goodwill (exc Inv Property)% | 10.6   | 12.8  | 10.4  | 10.9  | n/a   |
| Return on Capital Employed Pre Goodwill (inc Inv Property)% | 9.1    | 10.6  | 9.8   | 8.8   | n/a   |
| Trade Profit after Depreciation % of Sales                  | 4.4    | 6.3   | 4.6   | 4.8   | 4.2   |
| Trade Profit before Depreciation % of Sales                 | 7.0    | 9.4   | 7.2   | 7.4   | 6.6   |
| Transfer to Reserves % of Sales                             | 1.5    | 2.0   | 1.4   | 1.5   | 1.5   |
| Number of Societies   | 24     | 25    | 26    | 27    | 30    |
| Membership ('000's)   | 10,000 | 9,557 | 9,547 | 8,698 | 8,176 |

## Consumer co-operatives trading performance

| Society                                    | Turnover          |             |                           | Return on capital employed – pre goodwill |                             | Trading Profit/loss |             |                     |            | Members<br>'000 |
|--|-------------------|-------------|---------------------------|---|-----------------------------|---------------------|-------------|---------------------|------------|-----------------|
|  | Total<br>£000s    | % change    | Like for like<br>% change | Trading<br>%                              | Investment<br>Property<br>% | After Depreciation  |             | Before Depreciation |            |                 |
|  |                   |             |                           |   |                             | £000s               | % Sales     | £000s               | % Sales    |                 |
| 1 The Co-operative Group                   | 14,450,048        | -2.5        | 0.9                       | 10.6                                      | 9.6                         | 607,000             | 4.7         | 951,000             | 7.3        | 6,439           |
| 2 Midlands Co-operative Society            | 937,636           | -7.3        | 2.2                       | 9.6                                       | 8.4                         | 25,853              | 2.9         | 43,096              | 4.9        | 993             |
| 3 The Midcounties Co-operative             | 787,736           | 4.7         | 4.6                       | 11.6                                      | 10.6                        | 23,168              | 3.5         | 32,485              | 5.1        | 376             |
| 4 Scottish Midland Co-operative Society    | 431,963           | 13.5        | -2.3                      | 4.0                                       | 2.5                         | 6,529               | 1.7         | 16,930              | 4.5        | 244             |
| 5 East of England Co-operative Society     | 398,254           | -2.2        | 0.9                       | 9.7                                       | 5.5                         | 13,163              | 3.7         | 22,107              | 6.3        | 551             |
| 6 Anglia Regional Co-operative Society     | 317,757           | -10.7       | -2.1                      | -1.4                                      | 3.3                         | -1,227              | -0.5        | 3,507               | 1.5        | 602             |
| 7 Southern Co-operatives                   | 309,057           | 9.2         | 2.6                       | 13.0                                      | 14.8                        | 11,091              | 3.9         | 20,231              | 7.2        | 115             |
| 8 Lincolnshire Co-operative                | 285,208           | 2.7         | 0.1                       | 25.3                                      | 8.5                         | 20,221              | 8.1         | 26,250              | 10.5       | 205             |
| 9 The Channel Islands Co-operative Society | 179,221           | 4.8         | 4.8                       | 10.3                                      | 9.9                         | 11,446              | 6.8         | 14,950              | 9.1        | 114             |
| 10 Heart of England Co-operative Society   | 89,503            | 2.6         | 2.1                       | 25.2                                      | 14.9                        | 3,764               | 4.7         | 5,621               | 7.0        | 232             |
| 11 Chelmsford Star Co-operative Society    | 85,749            | 8.9         | 4.4                       | 11.5                                      | 11.5                        | 2,122               | 3.5         | 3,203               | 5.3        | 67              |
| 12 Radstock Co-operative Society           | 24,270            | 10.5        | 10.5                      | 19.3                                      | 14.2                        | 1,220               | 5.5         | 1,797               | 8.1        | 7               |
| 13 Tamworth Co-operative Society           | 22,974            | -4.3        | -1.8                      | 3.0                                       | 2.9                         | 494                 | 2.5         | 1,195               | 6.0        | 16              |
| 14 Penrith Co-operative Society            | 14,733            | -12.3       | -12.5                     | 8.4                                       | 9.3                         | 370                 | 2.7         | 668                 | 4.9        | 25              |
| 15 Phone Co-op Limited                     | 10,080            | 10.8        | 10.8                      | 10.3*                                     | 10.3*                       | -11                 | -0.1        | 186                 | 2.2        | 9               |
| 16 Wooldale Co-operative Society           | 2,320             | 2.1         | 2.1                       | 4.7                                       | 4.7                         | 38                  | 1.8         | 82                  | 3.9        | 2               |
| 17 Allendale Co-operative Society          | 1,781             | 3.7         | 3.7                       | -1.9                                      | -0.3                        | -3                  | -0.2        | 17                  | 1.0        | 1               |
| 18 Coniston Co-operative Society           | 845               | 2.1         | 2.1                       | 19.2*                                     | 25.4*                       | 60                  | 8.6         | 71                  | 10.2       | 1               |
| 19 Grosmont Co-operative Society           | 246               | 11.1        | 11.1                      | -13.5                                     | -13.5                       | -2                  | -0.7        | -                   | -          | -               |
| 20 Hawkshead Co-operative Society          | 32                | -           | -                         | 0.6                                       | 0.6                         | 5                   | 16.8        | 9                   | 28.5       | -               |
| <b>Total members #</b>                     | <b>18,299,968</b> | <b>-1.9</b> | <b>1.1</b>                | <b>10.7</b>                               | <b>9.2</b>                  | <b>723,935</b>      | <b>4.4</b>  | <b>1,141,214</b>    | <b>7.0</b> | <b>10,000</b>   |
| <b>Total non members</b>                   | <b>17,503</b>     | <b>-</b>    | <b>-</b>                  | <b>-4.7</b>                               | <b>-4.7</b>                 | <b>-302</b>         | <b>-1.9</b> | <b>37</b>           | <b>0.2</b> | <b>19</b>       |
| <b>Total consumer co-operatives #</b>      | <b>18,317,471</b> | <b>-1.9</b> | <b>1.1</b>                | <b>10.6</b>                               | <b>9.1</b>                  | <b>724,999</b>      | <b>4.4</b>  | <b>1,141,251</b>    | <b>7.0</b> | <b>10,019</b>   |

Societies are listed based on a 52 week trading year. Turnover is stated prior to adjustments for financial Reporting Standard 5 (Revenue Recognition) and also includes discontinued activities. Turnover changes are adjusted for differing length of corresponding period and incoming societies.

# totals based on adjusting societies figures to 52 week equivalent trading year

\* Capital employed includes the value of Cash used in Business

## Worker owned co-operatives

|                                  | Number of<br>Co-operatives | Turnover £s          | Profit £s          | Profit %<br>Turnover | Shareholders funds<br>£s | Members       | Employees     |
|----------------------------------|----------------------------|----------------------|--------------------|----------------------|--------------------------|---------------|---------------|
| Turnover over £5 million         | 13                         | 8,689,374,072        | 177,399,601        | 2.0                  | 2,170,526,440            | 76,402        | 76,817        |
| Turnover £1 million – £5 million | 20                         | 49,974,345           | 3,624,790          | 7.3                  | 15,879,176               | 734           | 743           |
| Turnover £500,000 – £1 million   | 13                         | 8,678,319            | 322,540            | 3.7                  | 1,371,159                | 259           | 189           |
| Turnover £250,000 – £500,000     | 20                         | 6,739,397            | 450,942            | 6.7                  | 1,159,562                | 187           | 72            |
| Turnover £100,000 – £250,000     | 36                         | 5,558,374            | 185,676            | 3.3                  | 786,836                  | 249           | 142           |
| Turnover £25,000 – £100,000      | 36                         | 2,279,013            | 159,757            | 7.0                  | 1,082,614                | 92            | 125           |
| Turnover below £25,000           | 57                         | 839,044              | -34,979            | -4.2                 | 216,428                  | 1,355         | 88            |
| No turnover identified           | 298                        | –                    | 915,422            | –                    | 16,070,748               | 279           | 324           |
| <b>Total</b>                     | <b>493</b>                 | <b>8,763,442,564</b> | <b>183,023,749</b> | <b>2.1</b>           | <b>2,207,092,963</b>     | <b>79,557</b> | <b>78,500</b> |

## Top 20 worker owned co-operatives

|  | Turnover<br>£000s |   | Turnover<br>£000s |
|--|-------------------|---|-------------------|
| 1 John Lewis Partnership PLC             | 8,206,300         | 12 UBH International Ltd                            | 6,166             |
| 2 Tullis Russell Group                   | 177,524           | 13 Michael Jones Co-operative Limited               | 4,945             |
| 3 Scott Bader Company Limited            | 173,272           | 14 Sunderland Home Care Associates (SCHA)           | 4,770             |
| 4 Suma Wholefoods                        | 26,573            | 15 Scottish Wholefoods Collective Warehouse Limited | 4,655             |
| 5 Dulas Ltd                              | 21,578            | 16 Unicorn Grocery Limited                          | 4,127             |
| 6 Infinity Foods Co-operative Limited    | 17,716            | 17 Delta-T Devices Limited                          | 3,919             |
| 7 Anglia Home Furnishings Holdings Ltd   | 14,200            | 18 Traffic Systems Co-operative Limited             | 3,600             |
| 8 Edinburgh Bicycle Co-operative Limited | 13,376            | 19 Equal Exchange Trading Ltd                       | 3,571             |
| 9 Essential Trading Co-operative Limited | 11,750            | 20 New Internationalist Publications Limited        | 2,845             |
| 10 Leading Lives Limited                 | 9,000             |   |                   |
| 11 St Lukes Communications Limited       | 6,202             |   |                   |

## Enterprise owned co-operatives

|                                  | Number of<br>Co-operatives | Turnover £s          | Profit £s         | Profit %<br>Turnover | Shareholders funds<br>£s | Members        | Employees    |
|----------------------------------|----------------------------|----------------------|-------------------|----------------------|--------------------------|----------------|--------------|
| Turnover over £5 million         | 75                         | 5,953,085,325        | 52,184,355        | 0.9                  | 453,929,687              | 212,414        | 4,484        |
| Turnover £1 million – £5 million | 81                         | 190,645,010          | 2,600,069         | 1.4                  | 64,116,559               | 23,532         | 310          |
| Turnover £500,000 – £1 million   | 50                         | 36,294,912           | 1,627,237         | 4.5                  | 20,399,366               | 13,049         | 75           |
| Turnover £250,000 – £500,000     | 48                         | 16,482,423           | 719,356           | 4.4                  | 9,566,844                | 13,575         | 46           |
| Turnover £100,000 – £250,000     | 73                         | 12,534,789           | 466,031           | 3.7                  | 7,173,147                | 14,700         | 22           |
| Turnover £25,000 – £100,000      | 97                         | 6,058,552            | 340,828           | 5.6                  | 2,646,958                | 8,182          | 61           |
| Turnover below £25,000           | 242                        | 3,161,693            | 288,383           | 9.1                  | 6,830,222                | 25,491         | 21           |
| No turnover identified           | 342                        | –                    | 472,179           | –                    | 5,926,129                | 25,131         | 69           |
| <b>Total</b>                     | <b>1,008</b>               | <b>6,218,262,704</b> | <b>58,698,438</b> | <b>0.9</b>           | <b>570,588,912</b>       | <b>336,074</b> | <b>5,088</b> |

## Top 20 enterprise owned co-operatives

|  | Turnover<br>£000s |
|--|-------------------|
| 1 United Merchants Public Limited Company  | 876,270           |
| 2 Milk Link Limited                        | 586,104           |
| 3 First Milk Limited                       | 563,814           |
| 4 National Merchant Buying Society Limited | 502,927           |
| 5 Openfield Group Limited                  | 481,000           |
| 6 United Dairy Farmers Limited             | 400,152           |
| 7 Mole Valley Farmers Limited              | 281,306           |
| 8 ANM Group Limited                        | 224,137           |
| 9 Anglia Farmers Limited                   | 166,561           |
| 10 Atlasfram Group Limited                 | 139,011           |

|  | Turnover<br>£000s |
|--|-------------------|
| 11 Agricultural Central Trading Limited                                    | 108,241           |
| 12 Housing Finance Corporation Limited                                     | 104,415           |
| 13 United Oilseed Producers Limited  | 100,346           |
| 14 Woldmarsh Producers Limited   | 88,747            |
| 15 Cornwall Farmers Limited  | 79,222            |
| 16 United Farmers Limited  | 69,890            |
| 17 Ballyrashane Co-operative Agricultural and Dairy Society (1990) Limited | 67,249            |
| 18 Brandsby Agricultural Trading Association Limited                       | 59,407            |
| 19 Scotlean Pigs Limited   | 57,833            |
| 20 Long Clawson Dairy Limited  | 49,223            |

# Methodology and glossary of terms

## Sources of data

Co-operatives UK's database of co-operative enterprise has been compiled using the following sources of information:

Annual returns submitted by Co-operatives UK members.

Annual returns submitted by Industrial and Provident Societies to the Financial Services Authority.

Annual returns and accounts submitted by Companies to Companies House.

Annual returns and accounts submitted by Industrial and Provident Societies and Companies to the Northern Ireland Registrar of Companies.

Annual returns made by Registered Social Landlords to the Housing Corporation and to Communities Scotland.

## Turnover

Turnover is the value of income received from operations excluding income from grants and interest received from investments. The financial accounts submitted to Companies House by many co-operatives registered as Companies consist of a balance sheet only and a figure for turnover is therefore not available.

## Throughput

Where turnover is represented by commission, throughput is the total of the gross income on which the commission was earned.

## Profit before tax

The amount of profit after payment of all expenses and distributions, but before payment of corporation tax.

## Member/shareholder funds

The net assets comprising the value of share capital plus the accumulated reserves.

## Return on capital employed

ROCE is calculated as: trading profit, after depreciation but before current amortisation of goodwill and adjusted for profits from investment

profits divided by average of start and year end capital employed plus goodwill amortised since 1999.

Where: capital employed is the sum of tangible and intangible assets, stock, debtors and prepayments, less creditors and provisions (but excluding deferred taxation).

## Numbers of worker co-operatives

Co-operatives UK may be unaware of worker co-operatives registered as companies by other agencies. As a consequence the figures provided for the number of worker co-operatives in the UK may be an underestimate.

## Employees

The number of employees is calculated from the number of part-time and full-time employees.

## Classifications

The four categories of ownership – consumer, worker, enterprise and mixed – are based on a new classification of ownership structure developed by Co-operatives UK with Johnston Birchall.

### Consumer owned co-operatives

Co-operative businesses in which the members and beneficiaries are the customers or users of the co-operative.

### Worker owned co-operatives

A co-operative in which the members and beneficiaries work for the co-operative and have ownership and control.

### Enterprise owned co-operatives

A co-operative in which the members and beneficiaries are businesses.

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# Co-operatives UK

Co-operatives UK works to promote, develop and unite co-operative enterprises. It has a unique role as a trade association for co-operatives and its campaigns for co-operation, such as the International Year of Co-operatives 2012 and Co-operatives Fortnight, bring together all those with a passion and interest in co-operative action.

Any organisation supportive of co-operation and mutuality can join and there are many opportunities online for individuals to connect to the latest co-operative news, innovations and campaigns. All members benefit from specialist services and the chance to network with other co-operatives.

[www.uk.coop](http://www.uk.coop)

Owned and controlled by members and not shareholders, more than 5,900 co-operative businesses in the UK contribute £35.6bn to the UK economy and operate across all business sectors. For the past four years, the sector has outperformed the UK economy, demonstrating resilience in difficult economic times and proving that values and principles go hand in hand with commercial performance.

The UK co-operative economy is the annual state of the sector report produced by Co-operatives UK, the trade association for co-operative and mutual businesses.



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Published during the United Nations  
International Year of Co-operatives 2012

Printed on Revive 100 offset, a recycled grade containing 100%  
post consumer waste, using vegetable based inks.