



CO-OPERATIVES UK

The UK co-operative economy 2012

Alternatives to austerity



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“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.

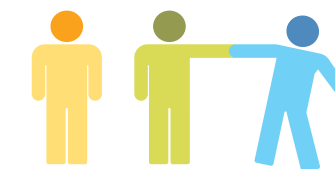
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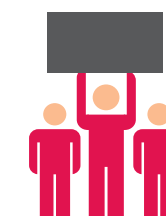
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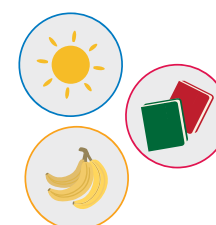
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“Growth versus austerity is a false debate... Countries can choose a strategy that is good for today and good for tomorrow.”

Christine Lagarde, Managing Director, International Monetary Fund.

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 battenning 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.

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.

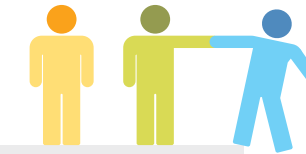
“ I believe the conditions are in place for a markedly different economic model to emerge from the carnage currently being wrought. ”
Professor Noreena Hertz, Economist

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

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

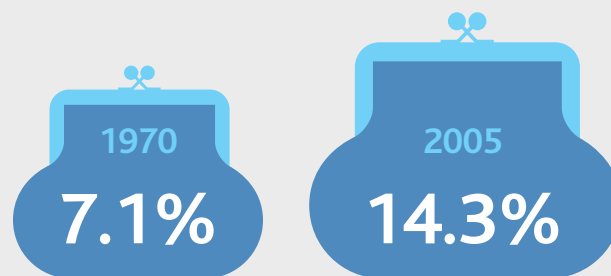


Our economy is pushing people out of their homes when many are homeless; we are a society with many needs to meet yet many people are without a job; our environment is running out of natural resources. Our gaps are social, environmental and economic.

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



Sources: TUC 2011; HM Treasury Spending Review 2010; ONS Annual Business Survey 2010 provisional results; Spirit Level Foundation; ONS Effects of Taxes and Benefits on Household Income 2012; ONS Business Demography 2010; Good Business, Co-operatives UK; Federation of Small Businesses Small Business Index, Quarter 1, 2012; Community Interest Companies Register 2012.

The co-operative economy

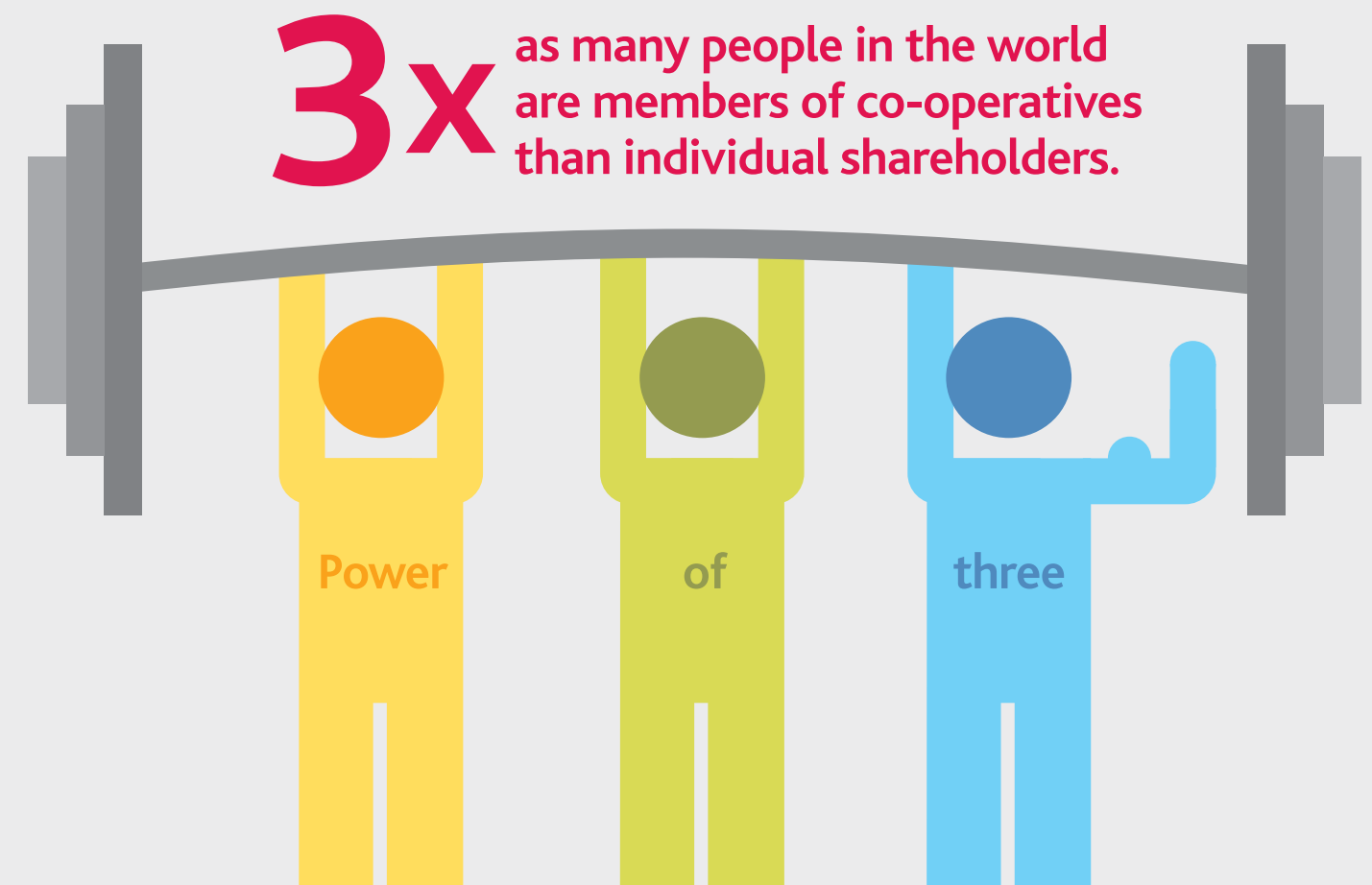


The power of three

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.

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

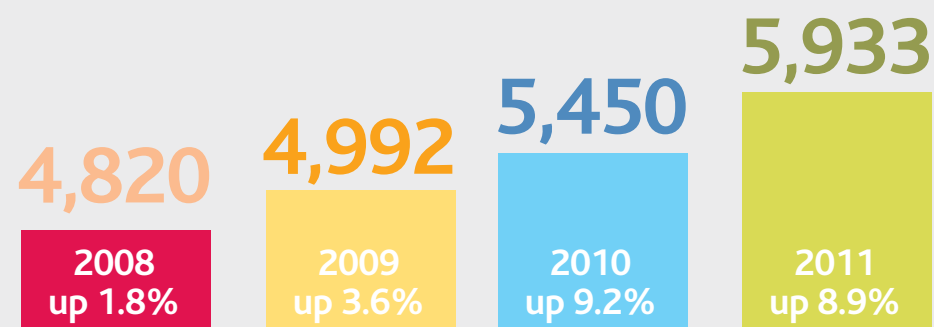
In times of economic downturn, whilst the UK economy considers cuts and businesses react to the short term, the co-operative economy behaves differently.

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.

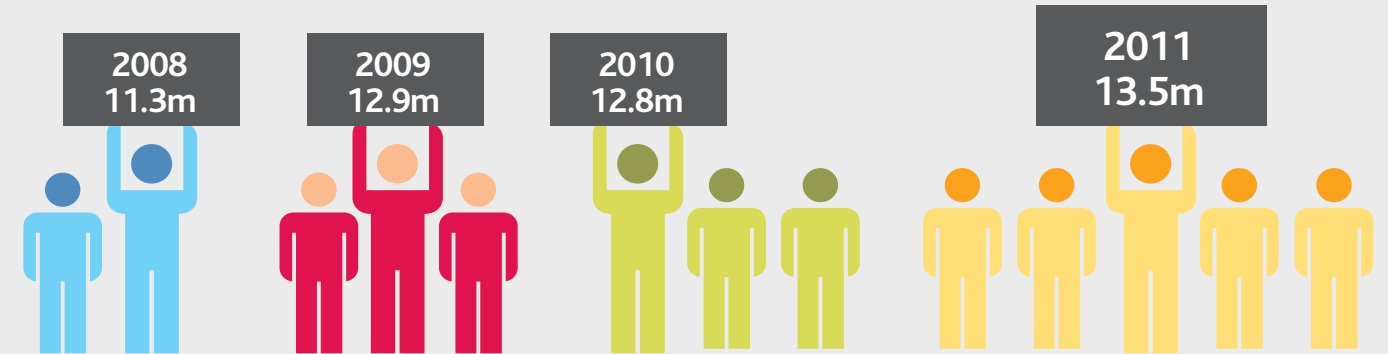
Number of co-operatives in the UK, 5,933

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



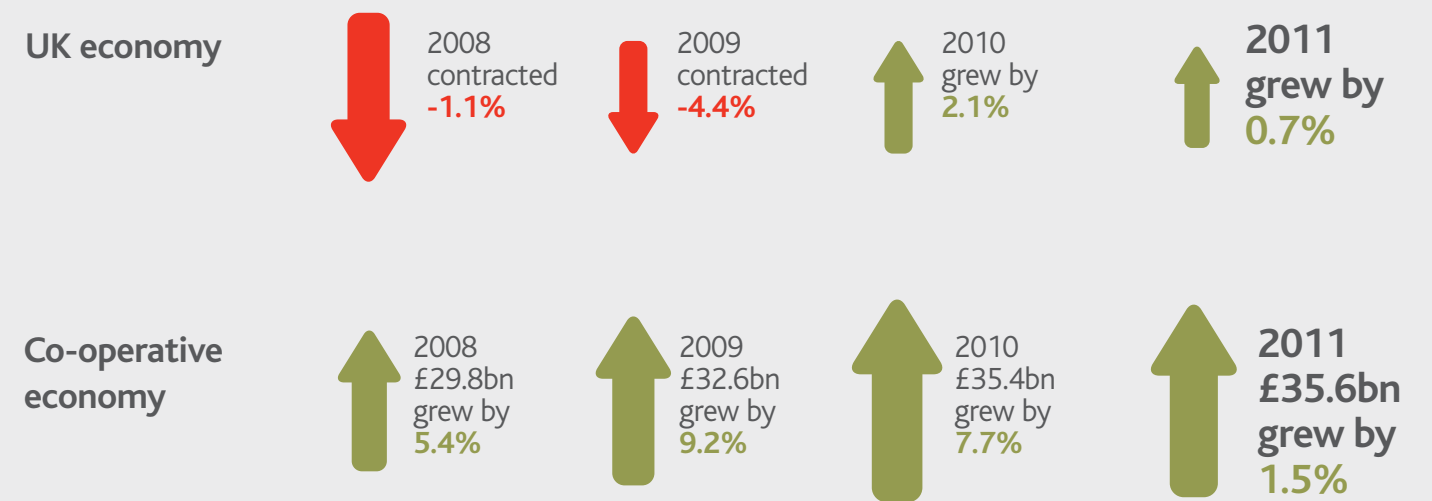
Number of memberships, 13.5 million

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.

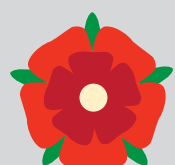


Resilience in a downturn

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



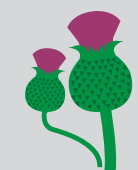
England
 Number of co-operatives
4,784
 Turnover
£29.7bn



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

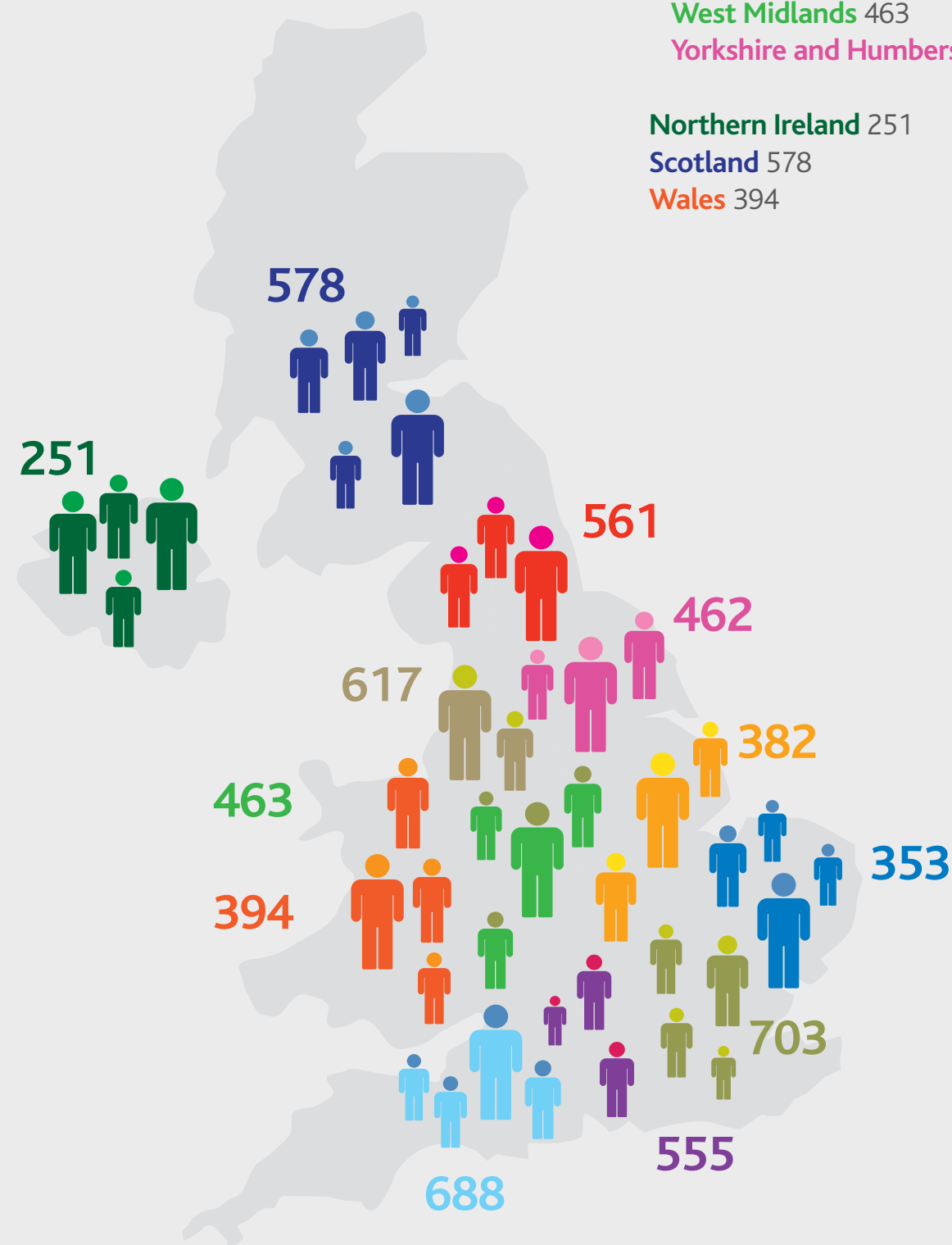
Number of co-operatives by region

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

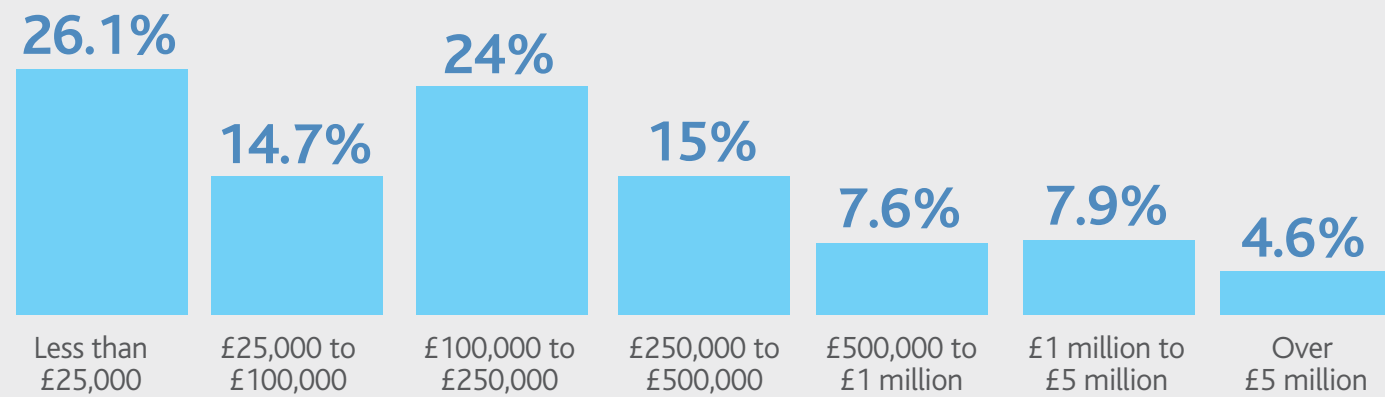


Resilience in a downturn

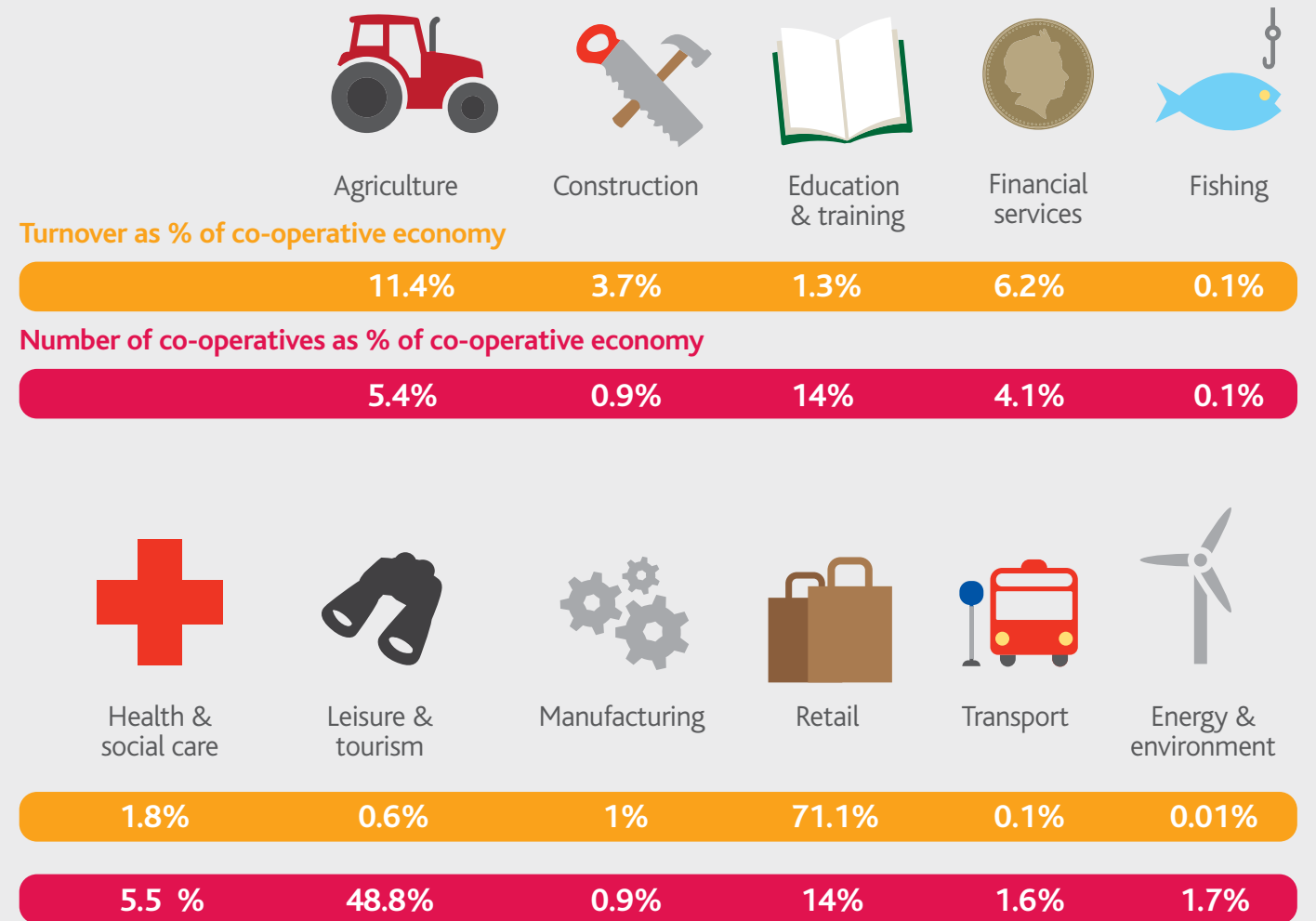
The shape of the co-operative economy

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



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



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.

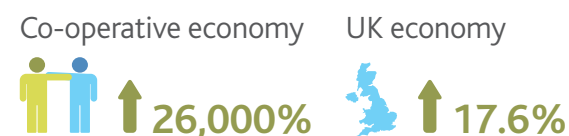
Agriculture



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.

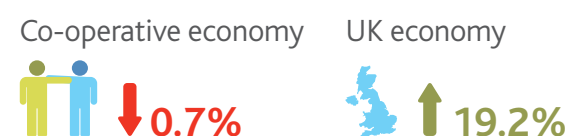
Education and training



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



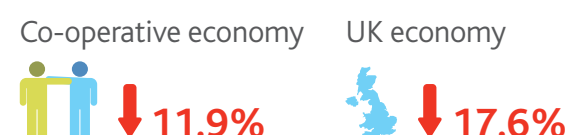
No. of co-operatives: 35
Turnover £42.7m

Leisure and tourism



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

Construction



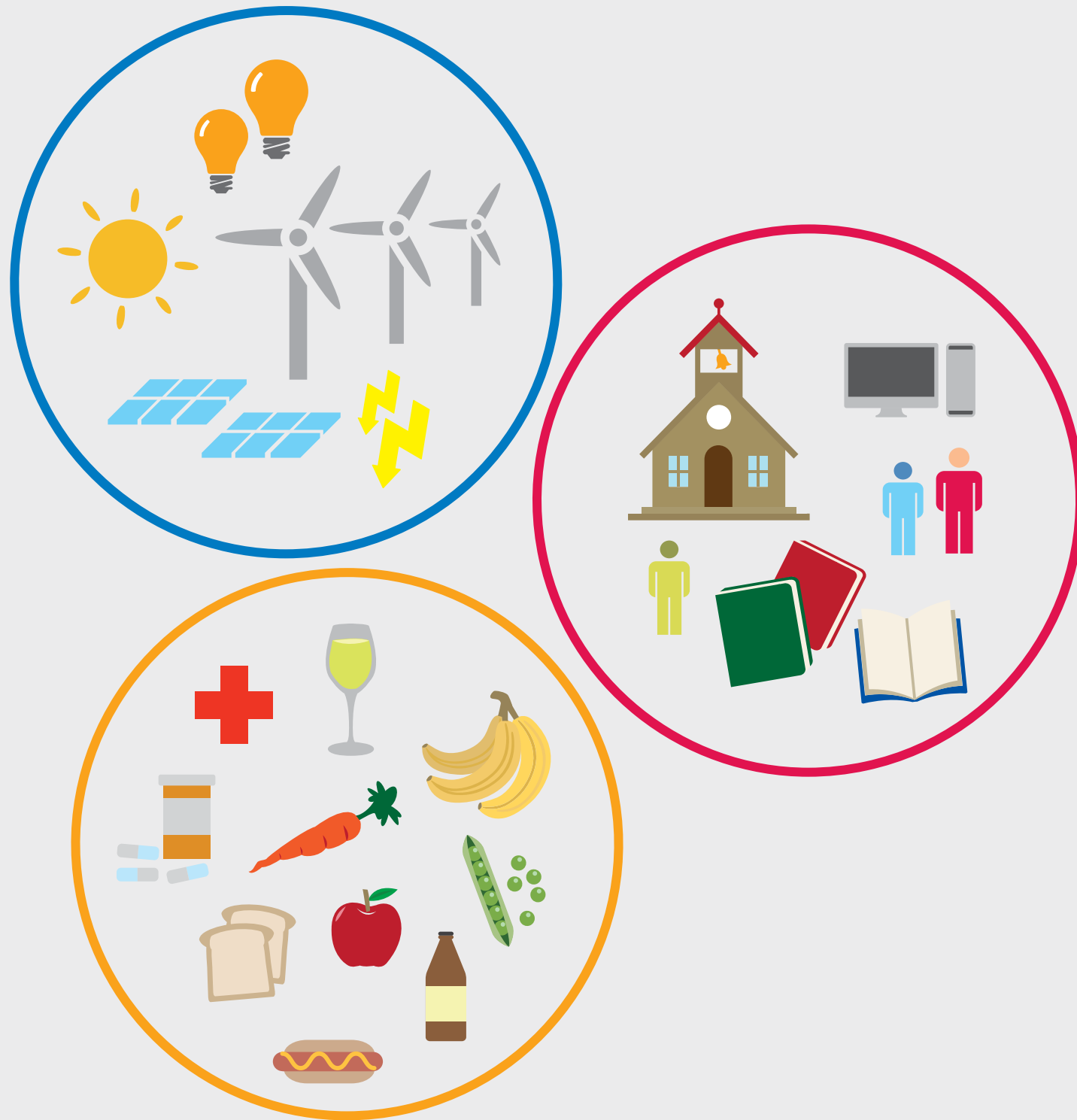
No. of co-operatives: 20
Turnover £1.4m

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.

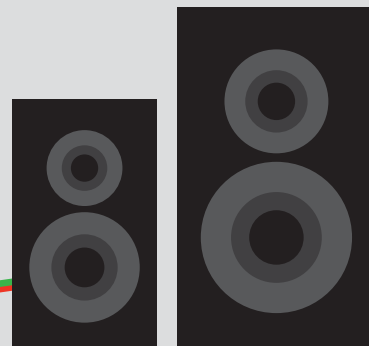
“ I changed to Co-operative Energy as I liked their ethos. Their approach is about simplicity and honesty. I particularly like how they don't promise to be the cheapest supplier and that they have just one, simple tariff ... you know where you are with them. ”

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

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

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

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

Co-operatives across the world



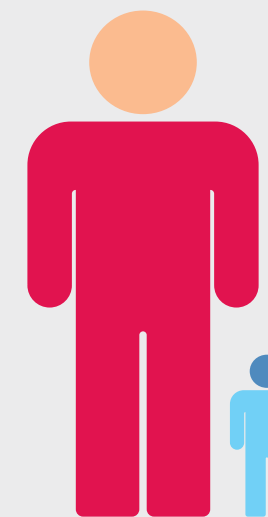
People	Turnover	Members	Employees	Businesses
3 billion secure their livelihood through them	Co-operatives turnover US\$1.6 trillion a year	Nearly 1 billion people are members	100 million people are employed by them	There are 1.4 million co-operatives in the world



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

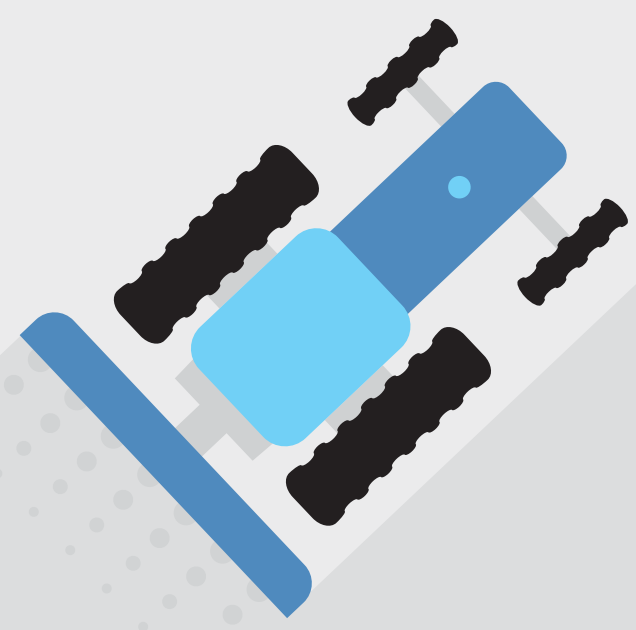
769 million

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

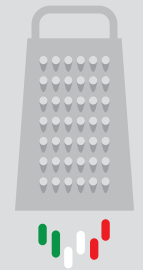
Fairtrade was started by co-operatives in Mexico. Now a global phenomenon, 75% of all Fairtrade goods are produced by co-operatives, helping 887,000 smallholders around the world.



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.



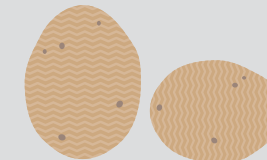
Champagne
One of France's best known and most exclusive products, nearly all of France's champagne is produced by co-operatives of small vineyards.



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.



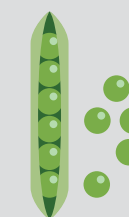
McCoy's
A co-operative of local potato farmers supply McCoy's crisps with a growing proportion of its potatoes.



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.

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.

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.

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.

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.

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

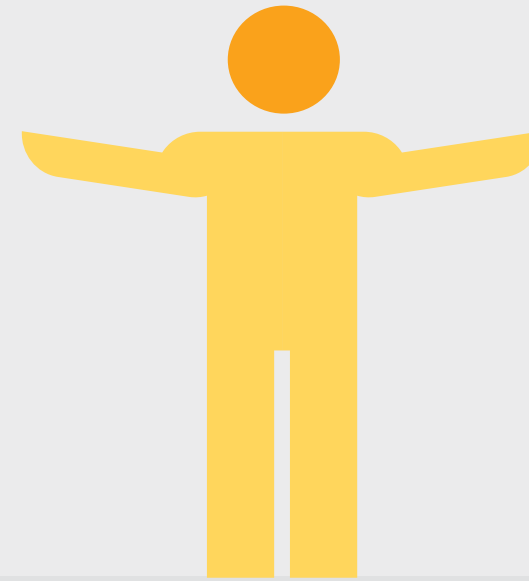
Alternatives to austerity. Three steps forward

“ 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

“ 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



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.

Other countries, with other mindsets are in ascendancy. 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.

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.

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

2010	2009	Organisation name	Industry sector	Year end	Turnover -£s	Website
41	44	Tarff Valley Limited	Agricultural supply	31/12/10	44,139,497	www.tarffvalley.co.uk
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.cpfld.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.penrithco-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.aspatriafarmers.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.co.uk/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
Total	5,933	35,525,618,039	682,824,144	1.9	10,917,903,437	12,705,091	222,664
Credit Unions (FSA Data – 2009)		69,788,000	12,651,000	29.7	69,631,000	818,403	1,176
Total	5,933	35,595,406,039	695,475,144	2.0	10,987,534,437	13,523,494	223,840

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	-
Total	2,467	19,119,029,949	404,248,951	2.1	7,549,493,213	11,920,928	134,138

Consumer co-operatives performance 2007-2011

	2011	2010	2009	2008	2007
	£ mill	£ mill	£ mill	£ mill	£ 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 '000
	£000s	% change	Like for like % change	Trading %	Investment Property %	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	-
Total members #	18,299,968	-1.9	1.1	10.7	9.2	723,935	4.4	1,141,214	7.0	10,000
Total non members	17,503	-	-	-4.7	-4.7	-302	-1.9	37	0.2	19
Total consumer co-operatives #	18,317,471	-1.9	1.1	10.6	9.1	724,999	4.4	1,141,251	7.0	10,019

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 Co-operatives	Turnover £s	Profit £s	Profit % Turnover	Shareholders funds £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
Total	493	8,763,442,564	183,023,749	2.1	2,207,092,963	79,557	78,500

Top 20 worker owned co-operatives

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

Enterprise owned co-operatives

	Number of Co-operatives	Turnover £s	Profit £s	Profit % Turnover	Shareholders funds £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
Total	1,008	6,218,262,704	58,698,438	0.9	570,588,912	336,074	5,088

Top 20 enterprise owned co-operatives

	Turnover £000s		Turnover £000s
1 United Merchants Public Limited Company	876,270	11 Agricultural Central Trading Limited	108,241
2 Milk Link Limited	586,104	12 Housing Finance Corporation Limited	104,415
3 First Milk Limited	563,814	13 United Oilseed Producers Limited	100,346
4 National Merchant Buying Society Limited	502,927	14 Woldmarsh Producers Limited	88,747
5 Openfield Group Limited	481,000	15 Cornwall Farmers Limited	79,222
6 United Dairy Farmers Limited	400,152	16 United Farmers Limited	69,890
7 Mole Valley Farmers Limited	281,306	17 Ballyrashane Co-operative Agricultural and Dairy Society (1990) Limited	67,249
8 ANM Group Limited	224,137	18 Brandsby Agricultural Trading Association Limited	59,407
9 Anglia Farmers Limited	166,561	19 Scotlean Pigs Limited	57,833
10 Atlasfram Group Limited	139,011	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.

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

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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