

EMPLOYEES

Workforce composition

Reporting periods (employee data presented in tables on page 105): Figures show headcount (as opposed to full-time equivalent). 2010 figures for employees relate to period 11. Period 11 varies slightly between different parts of the business: Trading Group: 11 October 2009 – 9 October 2010, CFS: 1 October 2009 – 31 October 2010. Trading Group figures show all paid employees, including those on maternity leave and career break. Categorisation of businesses has changed over the period as detailed below, so direct comparison of certain categories is not possible.

Total employees by business

2009 figures include former Somerfield and Britannia Building Society, but exclude Plymouth and South West employees. Plymouth and South West employee data is reported for 2010.

Categorisation of businesses

The Co-operative Food: Comprises Food Retail Stores, Head Office and Logistics (2006 data excludes Head Office).

Specialist Commercial Businesses: 2006–2008 comprises The Co-operative Motor Group, Sunwin Services, The Co-operative Clothing and The Co-operative Electrical. 2009–2010 figures, in addition, include Aegis Security Services, Cash in Transit and Hotels.

Specialist Retail Businesses: 2006 comprises The Co-operative Travel only. 2007–2010 includes The Co-operative Travel, The Co-operative Legal Services and The Co-operative Life Planning.

Estates and Services Division: 2006 figure comprises The Co-operative Farms and Property. 2007–2008 comprises former Group services (including Aegis), Operational Compliance, Loss Prevention, Procurement and The Co-operative Farms. 2009 figure comprises The Co-operative Farms, Facilities and Operational Risk. 2010 figure comprises The Co-operative Farms, and Corporate Estates and Services.

Corporate Functions: Comprises all Head Office functions – Corporate HR, Group Marketing, Group IS, Corporate Finance, Executive Office, Secretariat and Corporate Communications.

Total employees by contract type

Contract types	Trading Group		
	2008	2009	2010
Permanent	70,955 (96%)	96,177 (95%)	93,356 (95%)
Temporary	3,339 (5%)	5,522 (5%)	4,909 (5%)

Contract types	CFS		
	2008	2009	2010
Permanent	7,668 (99%)	11,526 (99%)	11,173 (98%)
Temporary	70 (1%)	166 (1%)	176 (2%)

Completeness of employee diversity data 2010

	Trading Group	CFS
Gender	100%	100%
Ethnicity	98%	74%
Disability	87%	32%
Age	100%	100%

Proportion of Trading Group and CFS employees identifying a religion or belief

Religion or belief	Trading Group	CFS
None	42%	34%
Buddhist	1%	<1%
Christian	40%	51%
Hindu	2%	1%
Humanist	–	1%
Jewish	<1%	<1%
Muslim	2%	2%
Sikh	<1%	<1%
Other religion or belief	2%	2%
Prefer not to say	6%	–
Not answered	5%	9%

Ethnicity data

It is not possible to report on the proportion of Trading Group managers from an ethnic minority group as this data is not captured by the employee survey from which 2009 and 2010 ethnicity data was drawn. In previous years, ethnicity has been drawn from the human resources information system.

For CFS, 'manager' is taken to be any employee paid £25,000 or more (excluding Co-operative Insurance Financial Advisers, who receive the majority of remuneration on the basis of commission).

Employee engagement

Engagement index methodologies differ between CFS and the Trading Group, so scores are not comparable. The Trading Group uses two scoring methodologies to measure responses to the employee survey. Firstly, the mean average, where each answer is allocated a point on the five-point Likert scale: 100 (strongly agree), 75, 50, 25 or 0 (strongly disagree) – the points are accumulated and averaged to produce a Trading Group total for each question. Secondly, the 'percentage agree' – which looks at the percentage of people who either strongly agree or agree with a question. CFS engagement scores include former Britannia Building Society employees. Trading Group engagement scores include former Somerfield staff.

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Employee hires and turnover

New employee hires 2010 – age and gender					
	>24	25–34	35–49	50–64	65+
Trading Group – as % of new hires	53%	19%	19%	8%	1%
Trading Group – as % of total employees	12%	4%	4%	2%	0%
CFS – as % of new hires	49%	28%	19%	4%	0%
CFS – as % of total employees	6%	3%	2%	1%	0%

	Male	Female
Trading Group – as % of new hires	47%	53%
Trading Group – as % of total employees	10%	12%
CFS – as % of new hires	46%	54%
CFS – as % of total employees	5%	6%

The data above relates to new employee hires for the 13 four-week periods from period 1 to 13 inclusive 2010, divided by total staff headcount as at period 11 to calculate percentage of total employees.

Employee turnover

Figures in the full Report are calculated over 13 four-week periods representing the number of avoidable leavers as a percentage of the average headcount over the 13 periods. Employee turnover is calculated by dividing the number of avoidable leavers by the average headcount over the year. 2010 figures relate to the 13 periods from period 10 2009 to period 9 2010 inclusive. Categorisation of businesses has changed over the period shown in the table as detailed above, so direct comparison of certain categories is not possible.

Data excludes employee departures for the following reasons: 'end of fixed-term contract', 'transfer of undertaking', 'retirement – normal', 'retirement – early', 'resignation – return to studies', 'resignation – failed to start', 'resignation – end of studies', 'redundancy – voluntary', 'redundancy – compulsory', 'redundancy and retirement', 'end of seasonal/temporary work', 'end of apprenticeship/YTS', 'death in service'.

Total leavers 2010 – age and gender

	>24	25–34	35–49	50–64	65+
Trading Group – as % of leavers	47%	19%	19%	13%	2%
Trading Group – as % of total employees	13%	5%	5%	3%	1%
CFS – as % of leavers	30%	30%	26%	13%	1%
CFS – as % of total employees	5%	5%	5%	2%	0%

	Male	Female
Trading Group – as % of leavers	49%	51%
Trading Group – as % of total employees	13%	14%
CFS – as % of leavers	41%	59%
CFS – as % of total employees	7%	11%

Supplementary data and protocols

The data above relates to total leavers for the 13 four-week periods from period 1 to 13 inclusive 2010, divided by total staff headcount as at period 11 to calculate percentage of total employees.

Trades unions recognition

The following unions are recognised within the Trading Group: NACO (National Association of Co-operative Officials), which represents managers; Usdaw (Union of Shop, Distributive and Allied Workers), which represents junior managers and non-managerial employees; UCATT (Union of Construction Allied Trades and Technicians), which represents stonemasons in The Co-operative Funeralcare; and Unite, which represents non-managerial employees.

The following unions are recognised within CFS: Unite, which represents colleagues in organisation contribution levels up to, and including, Delivering Business Plans Field Sales Area Managers and Regional Sales Office support staff; NACO, which represents managers; and Usdaw, which represents Field Sales Financial Advisers.

Personal development and training

Training investment provided by individual businesses¹

	2008	2009	2010
The Co-operative Food	n/a	£94	£126
The Co-operative Travel	£45	£93	£50
The Co-operative Pharmacy	£162	£242	£225
The Co-operative Funeralcare	n/a	£169	£169
CFS ²	£1,276	£373	£164

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Supplementary data and protocols

Average number of training days per employee ³			
	2008	2009	2010
The Co-operative Food	n/a	n/a	n/a
The Co-operative Travel	1.1	0.8	0.8
The Co-operative Pharmacy	0.3 ⁴	1	2
The Co-operative Funeralcare	1	1.4	0.8
CFS ⁵	3.6	1.7	2.6

Employee benefits

Benefits effective from commencement of employment for all employees⁶

Bonus and incentive scheme(s)⁷, childcare vouchers, death-in-service benefit, Employee Assistance Programme, The Co-operative Family Credit Union, Give As You Earn scheme, holidays (over the statutory entitlement), public transport season ticket loan, Sports & Social Club, recognition awards, personal accident insurance scheme, BUPA Care discount, Employee member benefits.

Benefits subject to a qualifying period for all employees

Pension scheme, sick leave, enhanced maternity/adoption⁸ benefits.

Benefits available to permanent employees that are not available to temporary employees

Long-service awards.

Pension schemes

This includes members of the following: Co-operative Group Pension (Average Career Earnings) Scheme – PACE; Somerfield Pension Scheme; Britannia Pension Scheme (Defined Benefit(DB) and Defined Contribution (DC) Section); Plymouth and South Devon Co-operative Society Limited Employees Superannuation Fund (DB and DC Sections); Brixham Co-operative Society Limited Employees' Superannuation Fund; Lothian Borders and Angus Co-operative Society Limited Employees' Pension Fund; United Norwest Co-operatives Employees' Pension Fund; Yorkshire Co-operatives Limited Employees' Superannuation Fund; Leeds Co-operative Society Limited Employees' Pension Fund and the Sheffield Co-operative Society Limited Employees' Superannuation Fund.

Health and safety

Occupational diseases

Trading Group: First-aid-level injuries are included in the data presented on page 110 on accident rates. There were three incidences of occupational disease in 2010; this is an occupational disease rate of 0.000045 based on a FTE workforce of 64,551.

CFS: First-aid-level injuries are included in the data presented on page 110. There were no incidences of occupational disease reported in 2010 in a FTE workforce of 10,453.

Accompanying notes

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| <p>1 Includes costs for external and internal courses, and related costs, such as room hire. Excludes cost of trainee time.</p> <p>2 CFS figures relate only to training provided through its University for All. Certain divisions of CFS co-ordinate their own training and all first aid training is organised and paid for at a divisional level; this is not captured in the figures presented. There was a decrease in CFS training activity from 2009 as non business-critical training was de-prioritised during the merger with Britannia.</p> <p>3 Excludes online and on-the-job training.</p> | <p>4 Training was disrupted whilst the merger of United Co-operatives with The Co-operative Group was completed.</p> <p>5 See footnote 2.</p> <p>6 Relates to employees directly employed by the Trading Group or CFS.</p> <p>7 Applies to all CFS employees, but not all Trading Group employees.</p> <p>8 Applies to all CFS employees, but not Trading Group employees.</p> |
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