

TARGETS AND PROGRESS

Target attainment 2010

During 2010, The Co-operative worked to 84 targets set in previous years. Progress is classified within one of six categories, and reported within each performance section, identified by the symbol . Future targets have been set as part of the new Ethical Operating Plan (page 13), identified by the symbol .

TARGET ACHIEVED	ON TRACK	CLOSE TO TARGET	BEHIND SCHEDULE	TARGET NOT ACHIEVED	TARGET DROPPED
60 OUT OF 84 2009: 44 OUT OF 78	5 OUT OF 84 2009: 11 OUT OF 78	1 OUT OF 84 2009: 9 OUT OF 78	9 OUT OF 84 2009: 10 OUT OF 78	6 OUT OF 84 2009: 2 OUT OF 78	3 OUT OF 84 2009: 2 OUT OF 78
2010 71% 2009 56%	2010 6% 2009 14%	2010 1% 2009 11%	2010 11% 2009 13%	2010 7% 2009 3%	2010 4% 2009 3%

Targets and progress

Sustainability management

Targets 2010	Progress	Targets 2011
Indicator: Sustainability governance and management systems		
Commence development of an Ethical Strategy for The Co-operative Funeralcare.	Funeralcare Ethical Strategy launched in March 2011.	Continue to set global standards for openness and honesty and seek to use new technology to influence customers' ability to make ethical choices.
		The remuneration of senior staff will be influenced by the degree to which The Co-operative is viewed as a leading champion of corporate social responsibility in the UK.
Indicator: Awards and recognition		
Ensure that The Co-operative's sustainability accounting and reporting systems are recognised as being at the leading edge of best practice in the retail and/or financial sectors in 2010.	The Co-operative Group Sustainability Report 2009 ranked first in the 'Credibility through Assurance' category, and runner-up in the 'Openness and Honesty' category at the global Corporate Register Reporting Awards 2010 (page 15).	

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Community investment

Targets 2010	Progress	Targets 2011
Indicator: Community contributions: percentage pre-tax profit		
Provide financial support, through The Co-operative Membership Community Fund, to a minimum of 1,000 community groups across the UK, totalling at least £850,000 during 2010.	✓ During 2010, 1,691 awards were made to community groups, totalling £1.7m (page 20).	Provide financial support through The Co-operative Membership Community Fund to a minimum of 1,500 community groups across the UK, totalling at least £1.5m during 2011.
Identify four charity partners for The Co-operative Foundation; one each in Manchester, Glasgow, Bristol and London, which can fulfil the aims and objectives of the Truth about Youth programme.	✓ The final four partners for the Truth about Youth programme were selected in April 2010 (page 19).	Develop a new three-year (2012–14) grant-making strategy for The Co-operative Foundation's Truth about Youth programme.
Assess community investment impacts across a minimum of three major community programmes.	✓ Impact assessment for three major community programmes has been completed: The Co-operative Streetgames Young Volunteers (page 57), development uplift projects (page 30) and carbon offset projects (pages 67 and 68).	
		EOP Ensure that 10% of the profits available for distribution is made available for community investment by 2013, with £5m deployed per annum to tackle UK poverty around stores and branches.
		EOP Stores and branches to act as a focus for 10,000 community initiatives per annum.
Indicator: Employee time: days contributed		
Indicator: Leverage		
		With staff and members, raise £5m for 2011 Charity of the Year, Mencap.

International development and human rights

Targets 2010	Progress	Targets 2011
Indicator: Fairtrade range and sales value		
		EOP Continue to show the greatest commitment to Fairtrade in the UK, remaining second to none in terms of availability and over-trade, and aim that if a primary commodity from the developing world can be Fairtrade, it will be Fairtrade by 2013.
		EOP Develop a unique range of projects and initiatives that benefit producers and go 'beyond Fairtrade'.
Indicator: Status of sound sourcing improvement actions		
Ensure all Co-operative Food own-brand first tier production sites identified as high risk, as at end September 2010, have a valid independent audit in 2010.	✓ All first tier production sites identified as high risk, as at end September 2010, had a valid independent audit in 2010 (page 25).	EOP Introduce a balanced scorecard in 2011 to influence the selection of Food suppliers that share The Co-operative's ethical values.




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Targets 2010	Progress	Targets 2011
Provide labour standards training to all relevant Co-operative Clothing merchandisers in 2010 and ensure that systems to monitor labour standards are actively managed throughout 2010.	This did not take place in 2010 due to a lack of resource. It is intended that in 2011 the Sedex system will be used more actively, and that merchandisers will be trained on ethical trade (page 27).	Provide labour standards training to all relevant Co-operative Clothing colleagues in 2011.
Indicator: Supplier capacity building		
Extend awareness-raising and training sessions on sound sourcing for The Co-operative Food suppliers, with a focus on the UK, China, Italy, Kenya, Thailand and South Africa.	Awareness-raising and training sessions were delivered in the UK, China, Italy, Thailand, Egypt, Morocco and South Africa (page 27). Work with suppliers in Kenya to support smallholder tea farmers continued (page 30).	Target 800 sites in six countries in the supplier training programme to create better workplaces by 2013.
Commence a project with The Travel Foundation to create supply links between agricultural co-operatives and hotels used by The Co-operative Travel in Turkey.	Project commenced, with scope broadened, and additional partners invited as co-sponsors (page 28).	
Indicator: Ethical finance		
Launch a new microfinance scheme via The Co-operative Bank during 2010.	No new microfinance schemes were launched in 2010 due to a lack of investment opportunities in the sector (page 29).	Continue to tackle global poverty via a £25m microfinance support fund.
		Support the development of peer to peer lending between members and individuals in the developing world.
Indicator: Support for overseas co-operatives and development projects		
Introduce an affinity product in The Co-operative Pharmacy that supports overseas development during 2010.	The planned launch was delayed until early 2011 (page 28).	
Increase the number of Travelife-accredited properties used for The Co-operative Travel's own-brand holidays, to 25 by the end of 2010.	Target dropped, due to the entry of The Co-operative Travel into a joint venture with Thomas Cook.	
To benefit Fairtrade sugar producer communities in Malawi, ensure existing damaged boreholes are repaired, over 300 new latrines are constructed and over 50,000 trees are planted by end 2010.	In 2010, 17 new boreholes had been constructed and 26 existing water points had been repaired. Over 600 latrines had also been installed and over 50,000 trees planted (page 30).	Invest £7m per annum to help tackle global poverty through co-operative support initiatives ³ , and look to further expand the affinity range.
Commence water access, sanitation and renewable energy projects with Fairtrade banana co-operative communities in Panama during 2010.	By the end of 2010 significant progress had been achieved on all the areas of the project (page 30).	
Successfully establish two pilot funeral co-operatives in South Africa.	Two pilot co-operatives are now being progressed, but are behind schedule (page 30).	
		Campaign anew to make poverty history, beginning with a reinvigoration of the Jubilee Third World debt campaign.


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Targets 2010	Progress	Targets 2011
Indicator: Human rights		
		EOP Continue to champion the human rights and trade policy, and as a matter of last resort curtail trade when called upon by the peoples of affected areas.

Animal welfare

Targets 2010	Progress	Targets 2011
Indicator: Standards and assurance of food production		
		Ensure primary own-brand suppliers install CCTV in abattoirs during 2011.
Indicator: Range and sales of products from animals reared to higher welfare standards		
Further extend the range of chicken products accredited to Elmwood standards.	 Standards extended to cooked 'ready to eat' chicken products (page 34).	EOP Continue to ensure that shoppers operating on a variety of budgets have the opportunity to support higher baseline animal welfare standards, and that all shell eggs and egg ingredients in own-brand products are at least free-range.
Extend the range of turkey products accredited to the Elmwood standard.	 Standards extended to all non-seasonal fresh and frozen products, eg turkey fillets (page 34).	
Implement Elmwood standards across own-brand fresh and frozen pork and sausage ranges.	 Standards developed during 2010 and launched in April 2011 (page 35).	EOP Extend higher baseline standards, Elmwood, from chicken and turkey to pork in 2011.
		EOP Improve the animal welfare standards for dairy cows, together with environmental impacts, by developing a dedicated supply chain for milk.
Indicator: Sales of accredited toiletry and household products		
		EOP Continue to take a lead on the issue of animal testing of cosmetic and household products.

Diet and health

Targets 2010	Progress	Targets 2011
Indicator: Additives prohibited		
Indicator: Nutritional content: salt, fats and sugar		
Achieve an average overall reduction in salt and saturated fat levels in crisps and snacks range.	 Average reductions achieved of 11.6% in salt and 48% in saturated fat (page 38).	EOP Continue to target salt, saturated fat and sugar reductions in key products whilst maintaining food safety and product quality.
		EOP Continue to ensure that Healthier Choice products are no more expensive than standard equivalent lines.

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EOP Continue to ensure that Simply Value nutritional content is at least as good as standard equivalent lines.

Indicator: Nutritional labelling

Launch a new front-of-pack nutrition labelling scheme.



A new labelling scheme has been launched, integrating traffic-light and Guideline Daily Amount (GDA) information (page 38).

Roll out traffic-light labelling to all relevant corporate website and magazine recipes.



The integrated labelling appears against all relevant corporate website and magazine recipes (page 38).

Indicator: Promotions, marketing and information

Use in-store digital media to support key public health targets every week throughout 2010.



At least one governmental public health initiative supported in every store, every week (page 39).

EOP Ensure 30% of food promotions are for healthy offerings.

Extend The Co-operative Pharmacy Weight Management service to a total of 240 branches.



The weight management service was extended to 224 branches (page 40).

Ethical finance

🎯 Targets 2010

Progress

Targets 2011

Indicator: Ethical screening

Consider a distinctive social and ethical consumer proposition for the general insurance business.



Agreement was secured to extend The Co-operative Bank Ethical Policy to the investments underpinning home and motor insurance policies (page 43).

EOP Extend ethical screening activities to the £1bn of investments underpinning the key insurance products.

Indicator: Social and environmental banking

Launch a Social Banking Unit (SBU) to bring together banking services for the environmental, social and charity sectors.



In 2010, the SBU was launched, bringing together corporate banking services for renewables, carbon reduction, charities, social housing and microfinance (page 44).

EOP Extend commercial lending in the area of energy efficiency and renewables to £1bn, recruiting extra resource to key business centres.

The Co-operative Bank to commit £200m to finance renewable energy projects in 2010.



In 2010, total committed facilities for this area reached £398m (page 44).

EOP Help to kick-start a revolution in community-owned renewable energy generation via a combination of £1m of grants and the development of a new financial product for the public sector.

Indicator: Socially responsible investment

The Co-operative Asset Management (TCAM) to integrate climate change impacts into fund analysis on all core equity investments.



Every stock recommendation now includes an analysis of climate change impacts (page 45).

TCAM to co-file shareholder resolutions at Royal Dutch Shell plc and BP plc regarding tar sands operations.



Shareholder resolutions co-filed requesting that companies report on the investment risks associated with Canadian tar sands projects and their plans to address them (page 45).

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Targets 2010	Progress	Targets 2011
		<p>EOP Where ethical screening of investments is not feasible (owing to fiduciary duties), continue to ensure that engagement with investees is the most active, assertive and transparent of UK institutional investors, and supports campaigning activities.</p>
		<p>Implement Group Pensions' new PACE Responsible Investment Policy and Practice Statement, including publication of summary voting records, engagement activities and compliance with UK Stewardship Code.</p>

Social inclusion

Targets 2010	Progress	Targets 2011
Indicator: Access to products and services		
		<p>EOP Continue to have a presence in every UK postal area, and increase the number of new stores by 300 by 2013.</p>
Indicator: Financial inclusion and education		
<p>Roll out the Credit Union Current Account to a further six credit unions in 2010.</p>	<p>X The account was rolled out to two credit unions during 2010. It is likely that the economic climate resulted in a lower uptake than anticipated (page 51).</p>	<p>Develop a new three-year strategy for work with credit unions.</p>
		<p>EOP Continue to take a lead on financial inclusion and champion financial literacy among young people.</p>
		<p>Maintain relationships with 90 schools through the Skills4Schools programme and involve a total of 500 trained volunteers.</p>
Indicator: Community support and integration		

Inspiring young people

Targets 2010	Progress	Targets 2011
Indicator: Community investment		
<p>Launch and implement an inspiring young people strategy during 2010.</p>	<p>✓ The inspiring young people strategy was publicly launched in June 2010 (see above).</p>	<p>EOP Provide £30m for the inspiring young people programme by 2013.</p>
Indicator: Education		
		<p>EOP Support the establishment of 200 Co-operative Trust Schools by 2013.</p>
<p>Launch The Co-operative Academy of Manchester and The Co-operative Academy at Brownhills in Stoke-on-Trent in September 2010.</p>	<p>✓ The Co-operative is the lead sponsor of both academies, which launched on schedule in September 2010 (page 56).</p>	<p>Launch The Co-operative Academy in Leeds in 2011, and establish a total of six Co-operative Academies by end of 2013.</p>

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Targets 2010	Progress	Targets 2011
Launch Green Schools during 2010.	 Work commenced in 2010 to bring together all environmental initiatives that inspire young people in a refreshed Green Schools programme, which launched in 2011 (page 57).	 Drive forward the Green Schools programme, which reaches over 100,000 children per annum.
Indicator: Opportunities		
Begin work to enable the launch of The Co-operative Apprenticeship Academy in 2011.	 During 2010, apprenticeship opportunities were identified and the types of qualification to be offered were agreed. A training provider was selected in early 2011 (page 58).	 Establish a Co-operative Academy that will create 2,000 apprenticeships by 2013.
		 Broaden the work of The Co-operative Enterprise Hub (page 98) and offer advice and training to support young people who wish to start up co-operative businesses by 2013.
		 Create an advisory panel of young members who will inform a newly appointed Board Champion for young people by 2013.
Recruit a total of 3,000 young people in disadvantaged communities as StreetGames Young Volunteers by 2012.	 3,017 young people have joined the programme since 2007.	
Indicator: Campaign activity		
Launch a campaign in 2010 to lower the voting age to 16.	 In February 2010, The Co-operative launched its campaign to lower the voting age, and joined the Votes at 16 coalition (page 59).	 Continue to campaign for Votes at 16 and demonstrate how young people are ready, able and willing to be more fully engaged.

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Climate change

🎯 Targets 2010	Progress	Targets 2011
Indicator: Direct greenhouse gas emissions (CO₂e)		
		EOP Reduce the gross greenhouse gas emissions from operations by 35% by 2017.
Conduct further product carbon footprinting work in The Co-operative Food.	✓ The carbon footprints of haddock, salmon and beef mince were investigated, and a study on strawberries continued (page 68).	
Indicator: Energy-usage and carbon dioxide emissions (CO₂e)		
Reduce energy consumption across The Co-operative by 20% by 2010 and 25% by 2012, based on 2006 levels.	✓ During 2010, energy consumption across The Co-operative decreased by 12% compared with 2009 and by 29% compared with 2006 (pages 62–64).	
Generate 15% of energy requirements from sustainable energy sources by 2012.	← Output from renewable energy installations in 2010 represented approximately 2.1% of energy requirements. At least one new wind farm is currently awaiting construction (page 64).	EOP Generate the equivalent of 25% of electricity needs from renewable sources by 2017.
Attain a post-construction BREEAM 'outstanding' rating for the new head office complex.	= The design of the building was accredited to the BREEAM 'outstanding' rating in 2009 (page 63).	EOP Construct a head office by 2012 that will set new standards in sustainable design, construction and operation in the UK.
Indicator: Cooling systems: emissions from leakage		
Reduce greenhouse gas emissions from refrigerant leakages in The Co-operative Food's stores by 50% by 2013, based on 2006 levels.	✓ In 2010, emissions from refrigerant gas leaks from The Co-operative Food's stores and distribution centres reduced significantly: by 35% compared with 2009, and by 58% compared to 2006 (page 64).	
Indicator: Transport: mileage and emissions (CO₂e)		
Maintain transport CO ₂ emissions from The Co-operative Food's distribution fleet at 15% below 2005 levels.	✓ In 2010, The Co-operative Food's distribution mileage and associated CO ₂ e emissions decreased by 21% (24.4 million miles) and by 20% (30,909 tonnes of CO ₂ e) respectively, compared with 2005 (page 65).	
Indicator: Carbon offset: products and operations		
		EOP Render operations carbon neutral by 2012, with carbon offset solutions provided by a programme of international co-operative projects.
Indicator: Climate change initiatives		
		EOP Broaden the campaign against unconventional fossil fuels to encompass solutions such as community energy.

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Waste and packaging

Targets 2010	Progress	Targets 2011
Indicator: Waste reduced		
Extend the consolidation of waste management contracts across The Co-operative to further improve accounting systems for general and recycled waste streams.	✓ The accuracy of the waste to landfill tonnage for Pharmacy, Travel and Food has improved following a consolidation of waste management contracts for these businesses (page 74).	
Reduce total waste arising and maintain a 70% reuse/recycling rate across CFS' main offices, excluding the Britannia estate.	✓ CFS (excluding Britannia) reduced its waste arising by 158 tonnes and maintained a stable reuse/recycling rate above 70% (pages 74 and 76).	Reduce total waste arisings and maintain a 70% reuse/recycling rate across CFS' main offices, including Britannia.
Reduce the carbon impact of The Co-operative Food's packaging by 10% by 2012, compared with 2009 ⁶ .	= A number of reductions in the environmental impact of own-brand packaging were developed in 2010 (page 75).	EOP In addition to the 15% weight reductions achieved in packaging, reduce the carbon impact of The Co-operative Food's packaging by 10% by 2012, compared with 2009 ⁷ .
		EOP Reduce the number of carrier bags used by The Co-operative Food by 75% by 2013.
Indicator: Waste reused/recycled		
Increase the amount of cardboard and polythene recycled by The Co-operative Food.	✓ Although the volume of tonnes recycled decreased slightly when compared with 2009, this was due to an increased use of reusable crates, which has reduced the total amount of cardboard waste generated (page 75).	
Indicator: Waste disposed		
Maintain less than 50% of total waste arisings being sent to landfill from The Co-operative Food.	✓ In 2010, 40% of total waste arising was sent to landfill or for disposal (page 77).	EOP Ensure that the vast majority of operational waste is diverted away from landfill by 2013, and expand work with Fareshare on food waste.

Water

Targets 2010	Progress	Targets 2011
Indicator: Water consumption across estate		
Reduce water consumption across The Co-operative's estate by 5% in 2010, excluding The Co-operative Farms.	✓ Total estimated water consumption across the estate decreased by 10.2% (see below).	EOP Reduce water consumption across The Co-operative's operations by 10% by 2013.
Improve water consumption accounting and reporting across The Co-operative.	✓ Water reporting now accounts for 63% of the estate, compared to 40% in 2009 (see below).	Further improve water consumption accounting and reporting.
Introduce a water policy framework for own-brand produce suppliers for The Co-operative Food to encourage better water stewardship.	= In 2010, The Co-operative Food took the decision to adopt the Institute of Grocery Distribution (IGD) guide to 'Understanding, Assessing and Managing Water in Grocery Supply Chains' in place of its own water policy framework (page 79).	Produce an Agronomic Code of Practice and disseminate to all suppliers.

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Biodiversity

Targets and progress

Targets 2010	Progress	Targets 2011
Indicator: MSC-certified fish species sold		
Ensure all own-brand fish products are labelled as 'responsibly sourced'.	✓ All own-brand fish products now carry a 'responsibly sourced' label (page 82).	EOP Maintain position as one of the UK's most responsible retailers of fish.
Ensure no own-brand products contain fish from the Marine Conservation Society's (MCS's) 'Fish to Avoid' list.	✓ No 'Fish to Avoid' products sold (page 82).	Ensure all own-brand canned tuna is 100% pole and line caught by 2011.
Indicator: FSC-certified timber products sold		
		EOP Aim to be the UK's leading retailer on forest protection, including maintaining leading work on wood and paper.
Achieve FSC certification for The Co-operative Food's greaseproof paper during 2010.	✗ Work is underway with suppliers, however, at present, supplies remain unavailable (page 83).	Achieve FSC certification for The Co-operative Food's greaseproof paper during 2011.
Pursue 'Graduate Status' for The Co-operative Food within the WWF-FTN in 2010.	✗ 'Graduate Status' not yet achieved; will continue to be pursued during 2011 (page 83).	Attain WWF-UK Forest and Trade Network 'Graduate Status'.
Ensure 90% or more of The Co-operative Travel's point-of-sale material remains FSC-certified during 2010.	✓ FSC certification achieved on more than 90% of point-of-sale material (page 84).	
Indicator: Use of palm oil in own-brand products		
Ensure palm oil used in all own-brand products is 100% certified sustainable palm oil (CSPO) by 2015.	⇒ Target on track, and timeline brought forward (page 84).	EOP Palm oil used in all own-brand products to be 100% certified sustainable palm oil (CSPO) by end of 2011.
Complete the conversion of at least 15 own-brand products to CSPO during 2010.	✓ 268 products now made with CSPO (page 84).	
Indicator: Use of soya in own-brand products		
		EOP Move soya sourcing to a sustainable footing by 2015.
Indicator: Biodiversity initiatives		
Progress wildflower seed trials on The Co-operative Farms' sites, as part of Plan Bee, during 2010.	✓ Over 850 hives established, and research is due to conclude in 2012 (page 86).	EOP Extend Plan Bee campaign and seek to address the decline of additional 'at risk' pollinators.
Raise, through the RSPB credit card, £400,000 for Britain's threatened wetlands during 2010.	✓ £398,000 raised (page 87).	

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Chemicals

Targets 2010	Progress	Targets 2011
Indicator: Pesticides reduction		
		EOP Further enhance the Pesticides Policy, and seek to ban chemicals such as Endosulfan and Paraquat.
Complete the roll-out of The Co-operative Food's Pesticides Policy across frozen vegetable categories.	✓ Roll-out complete (see below).	Reduce pesticide derogations by 10% against 2010 levels.
Review The Co-operative Food's pesticides residue testing programme to increase the scope of testing, and improve results analysis and online reporting.	⇒ The pesticide residue testing process has been improved, and the scope of the test now covers 415 residues (page 89).	Ensure the new Co-operative Retail Online Pesticide Network (CROP) system is fully utilised by suppliers of fresh produce during 2011, and suppliers of frozen and canned produce by 2012.
		Establish an Expert Pesticide Overview Group and identify residue reduction targets.
Indicator: PBT chemicals reduction		
Progress the development of a REACH database within The Co-operative Food.	← Launch of the database has been delayed until 2011 as a result of the integration with Somerfield (page 90).	Progress the development of a REACH database within The Co-operative Food.
Extend the range of household products accredited to the EU Eco-label standard.	← Technical difficulties delayed the expansion, however, product development will be progressed in 2011 (page 90).	Extend the range of household products accredited to the EU Eco-label standard.
Indicator: Fertiliser reduction		

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Democratic control and supporting co-operatives

Targets and progress

Targets 2010	Progress	Targets 2011
Indicator: Member economic involvement		
Increase number of members trading with more than one Co-operative business by 10% in 2010.	✓ An increase of 115% was achieved (page 95).	EOP Continue a member profit sharing scheme that is amongst the broadest and most generous of any major UK business.
One million new membership cards to be activated in the former Somerfield estate in 2010.	← Some 1.8 million cards have been used in former Somerfield stores, including 600,000 cards activated for the first time. There were fewer activations than anticipated, reflecting the revised pace of the Somerfield refit programme (page 94).	EOP Build membership to 20m by 2020, with an interim target of 7m by the end of 2011.
Complete development of a consolidated membership scheme for the expanded business, following the recent mergers and acquisition.	✓ 1.4 million members have been added from the former Britannia membership reward scheme, and membership is now active in all former Somerfield stores (page 94).	EOP Subject to legislation, extend membership to under 16s ⁶ .
		EOP Encourage ethical consumerism through engagement with members and extra share of profit from 2012.
Indicator: Member democratic participation		
Increase participation in regional members' meetings by 5%.	✓ Attendance increased by 5.8% (page 96).	
Increase proportion of area committee elections that are contested by 10%.	✓ There were 39 (81%) contested elections, compared to 26 (57%) in 2009 (page 96).	Increase attendance at regional members' meetings by a further 5%, and increase proportion of area committee elections that are contested to 90%, and proportion of targeted members voting to 13%.
Engage with former Britannia members to encourage their participation in the 2010 area committee ballots.	✓ Former Britannia members were specifically targeted, with all those in receipt of a Britannia members' reward for 2009 (604,098) receiving a ballot paper automatically (page 96).	
Indicator: Member engagement		
Implement new membership engagement strategy and develop an engagement index to measure progress.	✓ A new membership engagement index was developed and launched in 2010 (page 97).	EOP Engage on social goals with 500,000 members per annum.
Indicator: Member diversity		
		Increase the diversity of candidates in the 2011 membership elections, increasing female candidates from 35% to 38%, younger candidates from 4.8% to 6%, and BAME candidates from 2% to 5%.
Indicator: Supporting co-operatives		
		EOP Act as the primary funder of co-operative encouragement bodies such as the Co-operative College, and invest £11m to support the growth and development of co-operatives by 2013.

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Targets 2010	Progress	Targets 2011
		EOP Invest £2m to celebrate 2012 as the United Nations Year of Co-operation.
		EOP Initiate a £20m International Co-operative Development Loan Fund.

Economic impact

Targets 2010	Progress	Targets 2011
Indicator: Profit generation: Trading Group and CFS		
Indicator: Return on Capital Employed: Trading Group		
Achieve a Trading Group Return on Capital Employed (ROCE) of 11.2%	✓ A ROCE of 13.5% was achieved (page 101).	Achieve a Trading Group ROCE of 12.6%.
Indicator: Value added		
Indicator: Local sourcing		
		EOP Grow the UK farming business further and aim to supply a quarter of all fresh produce sold in Co-operative Food stores by 2015, whilst at the same time helping secure the future of priority species in our locales.
Indicator: Tax		

Employees and diversity

Targets 2010	Progress	Targets 2011
Indicator: Workforce composition and diversity		
Design and implement a publicly available CFS strategy, policy and governance structure for the merged business.	← Following the merger with Britannia, CFS has consulted with staff in order to develop an aligned strategy. This is now planned for launch in 2011 (see above).	Refresh and republish CFS and Trading Group diversity-related policies in line with the Equality Act 2010.
Roll out the Trading Group diversity data capture programme to one further business by the end of 2010.	✓ Following a pilot exercise within the Travel business, a 'census' programme will be rolled out across the entire Trading Group in 2011 (page 104).	Complete a diversity census of the Trading Group workforce, and roll out diversity monitoring of CFS employees.
Complete the Trading Group diversity data capture programme in Food stores in the three remaining regions by the end of 2010.	D This target was reconsidered, following a decision to roll out an ambitious 'census programme' across the entire Trading Group (page 104).	Within the Trading Group, publish a cultural awareness guide for all line managers.
Formalise disability objectives for the Trading Group and CFS in 2010.	✓ Completion of the Employers' Forum on Disability Standard generated objectives for performance improvement, which have been integrated into the 2011 diversity and inclusion plan (page 106).	
		Introduce supplier diversity monitoring into all CFS tender processes.
		Pilot a mentoring programme for future female leaders within the Trading Group.

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Targets 2010	Progress	Targets 2011
Indicator: Employee engagement		
Roll out the Trading Group employee survey to former Somerfield, to determine a baseline employee engagement score for the enlarged business in 2010.	✓ As of 2010, all former Somerfield employees are included in the score (page 107).	Maintain the 2010 Trading Group employee index score in 2011.
By the end of 2010, develop a new people measurement strategy for the CFS employee survey.	✓ A new people measurement approach looks not only at engagement but also to what extent the new organisational values are being lived (page 107).	
Produce Trading Group management guidelines on responding to the top 10 issues emerging from the Talkback employee survey at a team level.	✓ Following 2009 survey, guidelines were issued to managers on responding to the top 10 emerging issues (page 108).	
Achieve a CFS employee engagement score consistent with the level attained by the top 25% of benchmark businesses.	D Due to the incomparability of data between other organisations, a revised target of attaining an employee engagement score above 75% has been set (page 107).	Achieve a CFS employee engagement score of 75% during 2011.
Increase the percentage of Trading Group employees who agree that 'Talkback has led to improvements where I work in the last 12 months' from 57% to 60%.	✗ The percentage of Trading Group employees stating that Talkback had led to improvements remained below 60% (page 108).	
Indicator: Organisational change, employee turnover, trades union recognition		
Indicator: Personal development and training		
Deliver diversity awareness training to all CFS employees during 2010.	✓ In response to the Equality Act 2010, CFS refreshed its training programme, and the Trading Group made available a new e-learning package to all managers (page 109).	Pilot diversity awareness training for Co-operative Food store managers in at least one region in 2011.
Indicator: Salary and benefits; health and safety; well-being		
Indicator: Work/life balance and absence		
By the end of 2010, roll out flexible working to a further 200 Trading Group head office employees.	✓ During 2010, provisions were made for a further 200 head office colleagues to work flexibly (page 111).	By the end of 2011, roll out flexible working to a further 400 Trading Group head office employees.
		Implement support for employees who are also unpaid carers, including a policy and support network.

Customers

Targets 2010	Progress	Targets 2011
Indicator: Customer satisfaction		
Maintain a CFS advocacy score that is 6% ahead of the top five in peer group.	✓ An average advocacy score of 7.5% ahead of the peer group was achieved (page 114).	Maintain an advocacy score that is at minimum 6% ahead of the peer group for CFS.
		Achieve a customer satisfaction score of 78.3% for The Co-operative Food.
		Maintain a minimum customer satisfaction score of 90% for The Co-operative Travel.
		Maintain a minimum customer satisfaction score of 90% for The Co-operative Pharmacy.

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Targets 2010	Progress	Targets 2011
		Maintain a Funeral Excellence Score of 90.
Indicator: Corporate reputation and brand		
Ensure that at least 4,500 outlets have been rebranded by the end of 2010.	 By the end of 2010, a total of 4,900 outlets were rebranded (page 115).	Complete the rebrand of Co-operative outlets ² .
Indicator: Complaints		
		Maintain CFS complaints received below two per 1,000 accounts, policies and portfolios.
Indicator: Accessibility of communications, products and services		
		Develop a new customer diversity plan for CFS.

Public policy

Targets 2010	Progress	Targets 2011
Indicator: Public policy interventions		
		 Continue to use influence to campaign for a more sustainable world, and always be open about such lobbying and its outcomes.
Develop a new strategy for public policy engagement with consideration of co-operative values and principles.	 In 2010, development began on a strategic political engagement policy, which will be finalised in the course of 2011 (see below).	Finalise a new strategy for public policy engagement, with consideration of co-operative values and principles.
Indicator: Political donations		