

CO-OPERATIVES UK

# CO-OPERATIVE AND MUTUAL EC🎯NOMY 2023

A report on the UK's democratic economy  
#CoopEconomy





# ACKNOWLEDGEMENTS

With sincere thanks to all those organisations and people within them that have contributed towards the data and content of this report including: Association of Financial Mutuals (AFM); Building Society Association (BSA); Co-operative Development Finance; Cwmpas; Employee Ownership Association; Financial Conduct Authority (FCA); Cooperative and Mutual Insurance Association; The RM2 Partnership; White Rose Centre.

Thanks also to our fantastic members, for bringing to life the wonderful impact of co-operatives in their communities and places including: Co-op Group; Co-operative; Friends of the Station; Western Credit Union; Grimsby Co-operative; Lane Jazz Co-op (The Globe); West of England Co-operative.

# CONTENTS

1.	Foreword	Pages 3 - 4
2.	Executive summary	Pages 5 - 6
3.	Democratic economy	Pages 7 - 8
4.	Democratic breakdown	Page 9
5.	Co-operatives	Pages 10 - 12
6.	Co-op resilience	Page 13
7.	Breakdown by nation	Pages 14 - 16
8.	Breakdown by sector	Pages 17 - 21
9.	Consumer owned	Page 22
10.	Worker owned	Page 23
11.	Fit for purpose	Pages 24 - 25
12.	Conclusion	Page 26
13.	Top 10s/5s	Page 27 - 33
13.	Methodology	Page 34
14.	Glossary of terms	Page 35 - 38

# FOREWORD

**“The Co-operative and Mutual Economy 2023 is the only comprehensive report on the UK’s democratic economy. That sounds like big news – and it is. But what is the democratic economy, and why should we even care?”**

“Democracy is important. We see it as a perhaps with most clarity when we vote. Collectively we have the power to make a difference. Yet increasingly it feels like we’ve less and less control. Less control or influence over the economy, broken systems like social care and housing, the climate emergency...

“The democratic economy is all those businesses and organisations that give people, collectively, genuine control and ownership. It is co-operative employee owned businesses, friendly societies. And it is important. Because of their democracy they do more for people and their communities. They put their members first – giving people a fair share in the wealth they help create – not profit (whatever that means to distant shareholders. I say distant with Record-breaking levels of UK shares are held by 56.3% of the value of the UK stock market

1. Office for National Statistics; March 2022; *Ownership of Quoted Shares: 2020* ([www.ons.gov.uk/economy/investmentpensionsandtrusts/bulletins/](https://www.ons.gov.uk/economy/investmentpensionsandtrusts/bulletins/))



"When I joined Co-operatives UK a year ago, I was struck by people's desire to see a more democratic economy – until now. In their day to day lives. I don't know if, for example, government measures were making it happen, be it where they work, what they eat, or how they're entertained. Add in the pandemic, which brought into focus the inequalities of our society, and it felt this demand for fairness and a voice was everywhere. You can't find a comprehensive exploration of the democratic economy – until now. We don't know if, for example, government measures in Scotland are making a difference. So that's why we've come together to start measuring, mapping out and growing alongside our counterparts in the financial and mutuals sector – the Co-operative and Mutual Economy. Let's set those baselines."

"But is this demand having a real impact? We're predicting, not what's based on 170 years of co-ops. Co-operatives are growing faster than ever. Nationwide, businesses are growing faster than ever. Nationwide, the largest owner-member organisation is bringing back a type of dividend during tough times – a 'fair share' mechanism to distribute wealth among members. Is this a blip in the post-pandemic consciousness of the country, or is it a sign of a real sea-change. Quite simply, we don't know. What we do know is that as we enter the fourth industrial revolution, we really are coming full circle, and that co-operation is being to be at the heart of economic growth. Everywhere in modern business, from AI to farming and culture to data, there are co-ops. We'll show the growth and the movers and shakers in terms of sectors. Will it be housing, tech, pubs, clubs... workers, communities, consumers. And this report will evolve over coming years as we look to explore how co-operatives positively impact on the nation's social fabric as well as economic benefits."

**Rose Marley**  
CEO, Co-operatives UK

## EXECUTIVE SUMMARY

The Co-operative and Mutual Economy 2023 provides the only examination of a combined, comprehensive dataset on the democratic economic sector, those businesses that prioritise member participation. It provides a baseline to track the performance of a compelling case for harnessing the full potential of co-operatives and mutuals in driving economic growth, but also the betterment of society and communities.

With 9,113 independent businesses, including co-operatives, building societies and employee owned enterprises, the democratic economy offers a competitive alternative to traditional shareholder-owned businesses.

These democratic businesses distinguish themselves by sharing power as well as creating value; generating substantial wealth and reinvesting in the community. Across diverse industries, from farming to finance and energy to education, they collectively contribute an annual income exceeding £87.9 billion.

The Co-operative and Mutual Economy 2023 provides, and in the best interests of their members, ensuring that decisions and profits benefit those directly involved, rather than distant shareholders focused solely on financial gain. People are invested in the democratic economy – with memberships spanning over 10 million UKs, the strength of desire that offers joint ownership aligned with individuals' values and priorities.

Beyond membership, the democratic economy offers a 'good life' for all individuals, with a rewarding, empowering, and meaningful framework for living.

Co-operatives represent 83.2% of the democratic economy, generating a combined, annual income of £40.8 billion. The resilience is further highlighted by the 83.3% survival rate for new-starts over five years; more than double other start-up businesses.

The data also reveals the unique values, and principles. They offer innovative solutions across various sectors, from social care to housing, contributing to a just transition and well-being through genuine membership and control of businesses. The remarkable growth in employee owned businesses is revealed, with a 37.7% increase in 2023. Data also shows that rapid growth is possible if the right framework is in place.

However, The Co-operative and Mutual Economy 2023 highlights that the potential of mutuals in the UK remains largely untapped. A 3.7% increase from 2022 to 2023 is highlighted for new-starts over five years.

Increased awareness, more practical support, new capital raising options and a more enabling legal environment, are all needed to unleash their potential to deliver inclusive, responsible, well-being-enhancing growth in the UK.

More data and insight on the democratic economy is also needed. This report sets the baselines to track growth and trends, with scope to evolve and encompass additional key findings, beyond economic, including social impact.

**This report evidences that co-operatives and mutuals play an increasingly vital role in the UK economy. They are characterised by resilience, effectiveness, job creation, and a unique potential to address systemic challenges. A thriving democratic economy, with co-operatives and mutuals at its core, is crucial to achieving inclusive, responsible, and well-being-enhancing growth. And enabling government policies can unleash the potential of the democratic economy.**

## KEY FINDINGS

### **£87.9 billion income and 74 million memberships in the democratic economy:**

Demonstrating the value people place on genuine ownership and control

- **Resilience and longevity:** Co-operatives are over twice as likely to survive the early years of trading when compared to other start-up businesses
- **Sector growth:** The number of employee owned businesses increased by 37.7% in just 10 years
- **Community impact:** Co-operatives play a significant role in community development, with a remarkable 62.6% increase in the number of community-owned pubs over the past five years
- **Sustainability:** Co-operatives are well-positioned to contribute to a just transition to green growth with the number of co-operatives operating in the energy and environment sector increasing by 18.58% over the last five years
- **Policy advocacy:** Leading co-operatives are advocating for policies that support co-operative growth, with a policy platform urging political parties to commit to co-operative expansion



## THE DEMOCRATIC ECONOMY

There are 9,113 independent businesses operating across the UK's democratic economy. They are co-operatives. They are building societies. They are financial mutuals. They can be employee owned businesses.

The democratic economy helps build an inclusive, growing and diverse economy by offering a competitive alternative to shareholder-owned businesses. They do good. They have social impact. They share profits and reinvest in the communities in which they serve.

Democratic businesses operate across all industries, from farming to finance and from energy to education. The combined annual income of these businesses exceeds £87.9 billion. Co-operatives, mutuals and building societies all act in the interest of their members, not investors focused on private wealth gain.

There are more than 74 million memberships within the democratic economy. Incredibly, it is a number larger than the UK's population, demonstrating the value people place on genuine membership which offers joint ownership and control of businesses that matter to them.



The democratic economy employs over 410,000, people across the UK. Because of how they operate, democratic businesses work towards providing more rewarding, empowering, wellbeing-enhancing livelihoods.

We now have a starting point – a baseline – to track growth across business type and within the democratic economy. The untapped potential of democratic businesses is huge. They are a fraction of the millions of UK businesses and remain little known or understood, despite boasting household names like Co-op Group and Nationwide within their ranks.

The thirst for an economy that does business better; that does more for people and communities, remains unquenched. Yet the answer is already here in businesses that empower their members: in the democratic economy.



**MEMBER  
OWNED**



**MUTUAL  
BENEFIT**

**Nationwide Building Society** is the world's largest building society, with around 16 million customers run for the benefit of those members and the communities it serves. In 2023, Nationwide launched a new scheme, a new reward which returned payments to eligible members.<sup>2</sup> Nationwide also launched a Fairer Share Bond for existing members, offering a higher interest rate, and announced the return of over £1 billion to members in the form of preferential rates and incentives.

2. Nationwide ([www.nationwide.co.uk/about-us/fairer-share/](https://www.nationwide.co.uk/about-us/fairer-share/))



## DEMOCRATIC BREAKDOWN

**Co-operatives** lead the way, with 83.2% of businesses in the democratic economy falling under the co-operative banner. Co-operatives generated income of £40.9 billion in 2022.

**Financial mutuals** and **employee owned** businesses produced income of £28.5 billion and £23.1 billion respectively. **Building societies** added a further £7.4 billion.

The biggest shift in business numbers is witnessed in the employee owned sector, with an incredible 37.7% leap in just 12 months (1,030 businesses to 1,418). Over the same time period, combined income from the top 50 employee owned businesses increased by more than 7.1%, to £23.1 billion (21.6 billion in 2022).

Of the democratic economy's 74 million memberships, 80.7% are those benefiting from services provided by financial mutuals and building societies (33.9 million and 25.8 million memberships respectively). Meanwhile, employee owned businesses give 180,000 people a stake and say in how they work.



83.2%

Co-operatives



15.6%

Employee owned



3.2%

Financial and other mutuals



0.5%

Building societies

### GROWTH IN EMPLOYEE OWNED



7.1%

Increase in turnover

2023

1418

2022

1030

2021

730

2020

470

2019

370

# CO-OPERATIVES

There are 7,586 independent co-operatives operating across the UK, an increase of 1.1% from 2022. In sharp contrast, the number of businesses overall dropped by 1.7% as company deaths outstripped births by almost 50,000.<sup>3</sup>

Despite a challenging economic outlook, co-operatives posted a combined turnover of £40.8 billion, an increase of 3.7% on 2022.

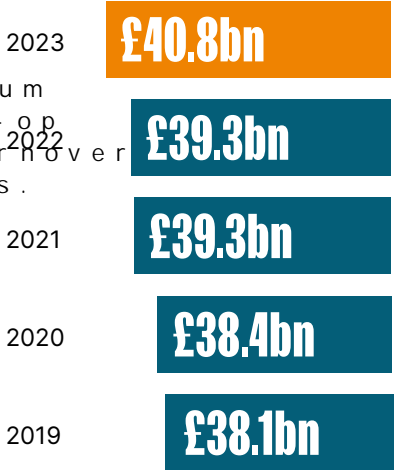
Millions of people own and control the nation's co-operatives, as opposed to shareholders focused on profit as the number one objective. Who are these members? Co-operatives are flexible businesses so its members could be consumers, workers, residents, suppliers or even have a combination of different types of owners.

UK co-operatives have a combined 13.4 million memberships – more than the population of Belgium and a year-on-year increase of over 300,000. Co-op Group remains the largest UK co-operative by turnover and boasts over 4.4 million of those memberships.

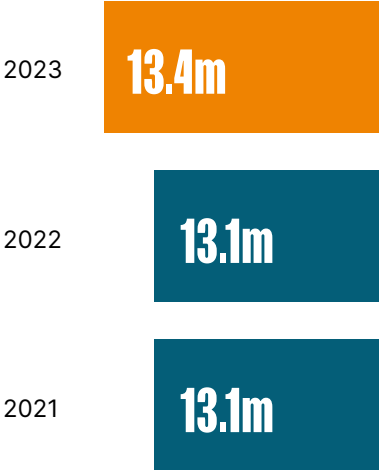
3. *Business demography, quarterly experimental statistics, UK; [www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyquarterlyexperimentalstatisticsuk](http://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyquarterlyexperimentalstatisticsuk)*



## ANNUAL TURNOVER



## MEMBERSHIPS OF CO-OPS



As versatile businesses that put purpose in line with profit, co-operatives are an innovative way to solve many of today's problems.

Co-operatives are about people. With a common set of values and principles at their heart, they are created to serve their members' needs and aspirations. They demonstrate on a daily basis that doing the right thing and success can and should go hand in hand. And they are fairer because they share profits among members, rather than rewarding distant shareholders.

"We are focused on ensuring our member-owners are at the heart of our co-op, and it is an honour to be recognised for this strength.

"As we remain close to the wants and needs of our member-owners and our communities, it is no surprise to us that the model we share is still so resilient. We continue to support co-operation amongst co-operators, and we are delighted to see UK co-operatives growing."

**Shirine Khoury-Haq**

CEO, Co-op Group

## EQUAL CARE CO-OP

When loved ones need support from a care system struggling through chronic under-investment, people are often left feeling powerless. That lack of control extends beyond those needing care and their families to care workers, operating on low wages and shackled by inflexible and impersonal rota systems.

Equal Care Co-op, in West Yorkshire's Calderdale, is breaking the mould by giving control both to the people who need care, and also those giving it. It's innovative, and it works.

Henry Drumm, a 26-year-old care worker at Equal Care Co-op, emphasised the core principle of the organisation. He said: "The relationship is most important at Equal Care. It's people, not care; a relationship-centred service that is holistic. It's more meaningful."

Equal Care Co-op proudly claims the title of the first platform-based social care and support co-operative. Their online platform, which collaboratively developed with and owned by their members, empowers the people receiving support to build and manage their own team. That team can consist of family members, paid care workers, volunteers, neighbours and friends. Roles are spread across the team, from creating and administering rotas to providing different levels of physical and remote care and support.



This focus on empowerment, collaboration and relationships means that the co-op ensures a mutual match between those receiving care and those providing it. All involved need to be happy, which helps create meaningful, resilient and consistent care-giving relationships. Unlike government-funded care could be more stark.

Henry said: "It is difficult to implement a human-centric approach in social care. With Equal Care Co-op, they feel empowered and in control of their care."

For carers it can be demanding, with increased responsibility along with a Real Living Wage. Equal Care Co-op is a Real Living Wage employer, so self-employed workers can charge more to cover the costs of self-employment. But the rewards go beyond financial incentives, which include being paid for travel time.

Henry said: "People are individual. Each care package is bespoke. As you also in contact with friends and relatives, you're more closely connected."

"If you're more involved, you're more fulfilled and a more genuine way of delivering care."

Equal Care Co-op is owned by its members, workers, investors or advocates. It offers all kinds of support, ranging from personal care to mental health and wellbeing support.

Emma Back, the co-founder of Equal Care Co-op, said: "We started because there is a problem with power in social care. It sits with the people who are not at the heart of what the entire system is built around and for – and that is the people getting support and people giving support. People feel listened to and in control of their care." "Fundamentally, at the heart of social care there is a relationship that has been ignored, exploited and commodified. We set out to rebalance the power dynamic in favour of the people who are giving support. It's about relationships, not employment. But the rewards are there. Michele Rashman turned to Equal Care Co-op after being disillusioned with the level of council-funded support provided to her mother. She was concerned about a lack of continuity of care, which caused levels of distress, and limited care provision due to time constraints on her mum's care workers.

Michele said: "When we started Equal Care Co-op, we had three or four people and I know what time they're coming. And I like them. I like the continuity of care. The care workers aren't being exploited."

"The relationship between

people is most important in Equal Care. It's people-centred, a relationship-centred approach that's much more holistic and more meaningful."

**Henry Drumm**

Equal Care Co-operative





## CO-OP RESILIENCE

Co-operatives stand the test of time. They are resilient. Co-operatives are over twice as likely to survive the early years of trading when compared to other start-up businesses. More than three quarters of co-op start-ups (83.3%) are still flourishing after the difficult first five years.

Other businesses are far less likely to survive, with just 38.4% of new companies making it beyond the end of year five.<sup>4</sup> This is not a blip. Co-operative resilience has been evidenced over many years in successive Co-op Economy reports.

Why are co-ops so resilient? Co-operative purpose, ownership and governance all dictate long-termism. In tough times it is the members calling the shots, in their collective, long-term interests. Co-operatives patiently build-up and reinvest reserves and use members' capital wherever possible, rather than piling on debt to achieve faster growth.

There is inherent resilience in economic institutions that harness our natural co-operative instincts, which are themselves a powerful evolutionary adaptation that has been critical to human survival for a more than a million years.

4. Business demogra; [www.ons.gov.uk/2021/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2021](https://www.ons.gov.uk/2021/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2021)

## START-UP SUCCESS AFTER FIVE YEARS



83.3%

CO-OPS STILL  
TRADING



38.4%

COMPANIES  
TRADING

## GROWTH IN BUSINESS NUMBERS



1.1%

Growth in number  
of co-operative  
businesses



-1.7%

Decline in number  
of UK  
companies

## BREAKDOWN BY NATION

The vast majority of the UK's co-operatives are based in England. Those 6,170 businesses, up 0.85% from 2022, provide 90% of the total annual turnover.

While starting from a lower baseline, co-operative development in Scotland and Wales is enhanced by more enabling government policy to support co-operative development. Both nations are enjoying quicker growth in terms of numbers of co-operative businesses.

Numbers in Scotland have increased by 3.17% (602 to 621) and Wales by 2.16% (509 to 520), with new co-operatives pubs prominent in both devolved nations. Northern Ireland has witnessed a more modest 1.61% (equivalent to four co-operatives).

The bulk of consumer retail co-operatives, including Co-op Group, are based in England. The retailers spearhead the year-on-year increase in memberships, driving numbers up by over 250,000.

**SCOTLAND**  
**£1.8bn** Turnover  
**621** Co-operatives  
**0.7m** Members

**NORTHERN IRELAND**  
**£1.3bn** Turnover  
**253** Co-operatives  
**0.7m** Members

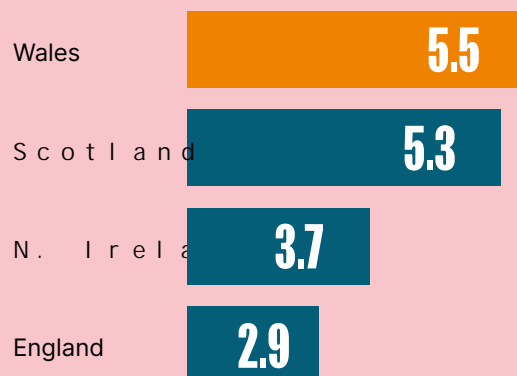
**ENGLAND**  
**£37.1bn** Turnover  
**6,188** Co-operative  
**12.4m** Members

**WALES**  
**£0.5bn** Turnover  
**521** Co-operatives  
**0.3m** Members

**Channel Islands**  
 £181.6m Turnover; 2 Co-operatives; 129.2k Members

In terms of turnover, agriculture remains the dominant sector in Scotland with organisations including Milk and United Farmers. While a sector in decline, 44.8% of co-operatives in Wales are in the membership associations, social clubs and trade unions category. Farming is prominent in Northern Ireland, with credit unions also playing an important role.

## NEW-STARTS PER 1 MILLION POPULATION



## WEST GRANTON HOUSING CO-OP

David Quinn has an acute medical condition that requires care and attention on a weekly – daily – basis. For the 31-year-old, social housing goes beyond bricks and mortar, and that is where West Granton Housing Co-operative in Edinburgh comes in. David has been a member tenant since November 2018. This means he is a part-owner in the co-operative and has a say in how the business operates. He said: “I’ve done nothing but help me. Everybody is really helpful, absolutely amazing – I can’t fault them. They’re all working together.”

For David it is often the little things that make the biggest impact, like knowing an eye is being kept on his home when attending appointments. Maintaining the local area and community engagement are also important. He said: “I don’t get any trouble from the community. The co-operative looks after the parks.”

WGHC has a social housing stock of 372 ‘good needs’ properties. It is a not-for-profit organisation with all surpluses used to benefit its member tenants.

Larke Adger is CEO of the social housing co-operative. He said: “It’s all about quality and making a difference. We’re not a housing association, we’re a housing co-operative. There’s a difference.”

"The tenants – the members – all about them. Our members do everything we do. We're here for them. A lot of housing associations do good work... but everything we do is about our tenants. That comes across in our service and our values. It's not only service and we're here for all our members."

That holistic service has included providing air fryers, fuel top-ups, food vouchers the last year. Larke added: "Let's do things which work for our tenants. Let's give people a bit of dignity. Sometimes it's those little difference."

Member tenants have given WGHC approval. In an independent satisfied with the overall service provided. The national picture is not as rosy, with less than 90% of tenants satisfied with levels of service received.

WGHC also offers superior value for money, with weekly rent for a one-bed property 20% below the Scottish national average (£73.31 versus £87.80). Two and three-bed properties cost less as well.

It pays perhaps no surprise when the board is made up of member tenants. Larke said: "Tenants tell us how they want to be governed. They come to the table with a business hat on, but they're also a member. They live here. Our board members see the immediate impact of decisions: holistic

"The turnover of properties is very, very low. We provide a community, an environment that's pretty and that's safe. People take pride in their homes. When people visit, they're shocked that it's social housing."

The biggest surprise is that Scotland does not have more co-operative housing stock. There are just 10 housing co-ops at the start of this year, a list not limited to only seven since 2019. And that list is not limited to social housing, for which the picture is even bleaker.

Larke said: "I'd love for co-operative to have a much bigger impact in the social housing sector. We demonstrate that tenant-led solutions

need to find a way to increase the amount of co-operative housing. We need to show 20% social housing

"I'd love for co-operative to have a much bigger impact in the social housing sector. We demonstrate that tenant-led solutions work."

### Larke Adger

CEO, West Granton Housing Co-operative





## BREAKDOWN BY SECTOR

The growth in the number of community owned pubs is dramatic. Numbers have increased by 62.6% over the past five years, and 15.9% from 2022.

It is people power, as communities come together to save valuable assets through community shares, a unique form of finance available to co-operatives which raises funds while also delivering shared, local ownership. To date £210 million has been invested by 130,000 people in 540 community businesses and organisations through a total of 710 share offers.<sup>5</sup>

The increased distribution of ownership is clear, with over 100% more people enjoying a stake and say in the future of their local pub from 2019 to 2023 (an increase in memberships from 34,562 to 69,535).

Community shares is also driving the increase in local shops, with a 7.4% uplift over the past five years. It is this ability to provide unique solutions that needs to be fostered in other sectors: in a care system that is failing its users; in a platform economy that enriches the few but is used by the many. Across sectors including social care and digital, media and communications, the business figures are static.

5. [Communities doing it for themselves - community shares report 2023](https://www.coop.co.uk/resources/communities-doing-it-themselves-community-shares-report-2023)  
[www.coop.co.uk/resources/communities-doing-it-themselves-community-shares-report-2023](https://www.coop.co.uk/resources/communities-doing-it-themselves-community-shares-report-2023)

## COMMUNITY-OWNED PUBS

62.6%

Increase in co-operatives operating in the food service and pubs sector

69,535

With

Members

£58.9m

in Turnover

2023

387

2022

334

2021

295

2020

258

2019

238

Co-operatives are most prevalent in membership associations, social clubs and trade unions sector. However, associations and clubs have declined in number by 4.9% over the past five (2,612 to 2,484).

While there is a decrease in the number of credit unions, the sector boasts a 13.5% increase in year-on-year revenues from £224.1m to £254.2m. There are also in excess of 40,000 more members, as people seek out fairer, more inclusive banking.

The strongest sector in relation to turnover remains retail, driven by Co-op Group, alongside other successful and long-standing independent, consumer-owned retailers. Turnover has grown by £135.4 million over the past year and the sector represents 69.7% of total annual turnover within the co-operative economy.

Co-operatives can help power a just transition to green energy and reduced emissions. If we are to succeed, the UK's population must be invested in a national effort to reach net zero. Ownership and control, through community ownership and co-operatives, enables that buy-in. The number of co-operatives operating in the energy and environment sector – including community energy and retrofit co-operatives – has increased by 18.58% over the last five years. Turnover is up over that same time period (£26.68 million to £38.78 million).

6. [Credit union annual statistics 2022](https://www.bankofengland.co.uk/statistics/credit-union/2022/2022)  
[www.bankofengland.co.uk/statistics/credit-union/2022/2022](https://www.bankofengland.co.uk/statistics/credit-union/2022/2022)

2.1m

Members of credit unions

2,490

Employees

## CREDIT UNION INCOME

2023

£254.2m

2022

£224.1m

"More and more people are struggling, but there's still a demand for a fairer, more inclusive, way of banking that benefits local communities and local economies. The cost-of-living crisis presents challenges due to affordability issues. At the same time, the co-operative advantage of focusing on what is increasingly coming to the fore."

"Tech developments and a strong value proposition – together with our mutuality and mission – are putting credit unions, including Great Western, on people's radar as a more than viable alternative to traditional financial services."

**James Berry**

CEO, Great Western Credit Union

## NUMBER OF CO-OPS AND TURNOVER BY SECTOR

Agriculture	Arts and culture	Digital	Education	Energy and environment	Finance	Food service and pubs	Health and social care
483 Co-ops	188 Co-ops	150 Co-ops	257 Co-ops	300 Co-ops	444 Co-ops	387 Co-ops	120 Co-ops
£8.5bn Turnover	£11.4m Turnover	£10.2m Turnover	£577.3m Turnover	£38.8m Turnover	£273.7m Turnover	£58.9m Turnover	£179.8m Turnover
Housing	Manufacturing	Social clubs and trade unions	Professional and legal services	Retail	Sports and recreation	Transport	Other
788 Co-ops	84 Co-ops	2,484 Co-ops	146 Co-ops	771 Co-ops	568 Co-ops	35 Co-ops	355 Co-ops
£636.9m Turnover	£472.0m Turnover	£479.3m Turnover	£104.8m Turnover	£28.5bn Turnover	£797.3m Turnover	£9.2m Turnover	£190.2m Turnover

## THE STAR OF GREENWICH

People and communities are often left feeling powerless when valuable local assets – from pubs to cinemas to post offices – shut down.

The Star of Greenwich, in the heart of London's Greenwich, was established in the early nineteenth century.

Local resident James Peet said: "Since the 1950s, for most of that time it has been an important part of the community. It's the last of the side streets and places that were once so common in the area."

It closed in 2021 before the freeholder decided to sell it up. James added: "As an asset of community value, they had to put out a notice to do that. A couple of us regulars saw the notice and went about getting a moratorium on the sale of pub."

The team garnered local support, including their MP and councillors, and were able to prove to the freeholder the value of preserving the pub.

James said: "We did surveys and held online and in-person public meetings – and used that to demonstrate that if the pub were sold to be turned into flats, it would be a loss to the community."



62.2%

Increase in  
community owned  
pubs since 2019

101.2%

Increase in pub  
member owners



James and his fellow campaigners set up a co-operative, using the community benefit society (CBS) model, and came up with the vision and we negotiated a lease."

With a successful crowd-funding campaign, the team re-opened the pub in April 2019, achieving more than double their original target, the team

He said: "We took on The Station as our aim of making it a place where people meet other people they wouldn't normally run into, in an incredibly diverse neighbourhood.

"Research shows that vibrant, safe, happy communities are ones where people with different backgrounds, opinions and experiences spend time with each other. In building new and diverse communities, community becomes a nicer place to be."

With that aim in mind, The Station has been a success story, thanks to the community support, in addition to selling booze and holding quiz nights. Conversely, it has been a success for refugees to learn English. The pub has partnered with Avo Cuddle to provide kids play classes, while the team also work with the Lewisham Community Centre, which helps support mental health across the borough by bringing people together.

"The London Marathon runs down the end of the road. Our first big event was a marathon day, so we

held a big event with lots of different people coming together," said James. "We also had a book club, as well as parents' groups and had a summer party for a local residents' association."

It has always had a strong community around it. Our aim is to make that community broader and more accessible." said James.

James and the team are now planning a community share offer to take the pub into community ownership. With funds raised from the share offer and their application to the government's Community Ownership Fund, they hope to buy the premises outright and continue to build on their good work.

James said: "Other organisations have to generate profit. We can make decisions that aren't profit driven, for example we can give away the hire of the rooms to groups and charities for free."

That means the way the pub is run is determined by what people want, from the drinks we serve to the activities we host and what we do with the rooms. We're driven by what people suggest. And eventually we will be more democratically run, when there's an ownership element for the community too," which

The Globe, on the west edge of Newcastle city centre, celebrates its tenth anniversary of community ownership in 2024.

"Running a small music venue is often a struggle. I'm proud that The Globe has survived because it's community owned."

"People have been prepared to share their skills and experience and invest time and money when we've really needed it."

**Stephen Ferrell**

Pink Lane Jazz Co-operative

## CONSUMER-OWNED

The UK's consumer retail co-operatives are some of the most well known and recognised businesses on the high street, including Co-op Group, Midlands Co-operative and Central Co-op. They continue to grow, contributing £16.1 billion to the UK economy in 2023, an increase of 3.4%.

Co-op membership is very different to a store or loyalty card. It means the businesses are owned by their members, who have a genuine say in how their co-operative operates. The retail societies have a community focus and stand up for what their members believe in. More than 12.9 million consumers benefit from having a stake and say in co-operative retailers – an increase of over 270,000 since 2022 (2.2%).

Concern for community is one of the seven Co-operative Principles all co-operatives abide by. Profits are used to provide member value and support local communities they serve. For example, Co-op Group announced a £70 million investment in price for its members across a range of daily essentials in 2023.

### ANNUAL TURNOVER

2023  
16.1bn

2022  
£15.6bn

2021  
£16.0bn

2020  
£15.5bn

2019  
£15.1bn

### MEMBERSHIPS OF CO-OPS

2023  
12.9m

2022  
12.7m

2021  
12.7m

**Scotmid Co-operative** is a £400 million business with nearly 4,000 people across Scotland running post offices, chemists and funeral directors. Through its democratic structures, Scotmid's 1,000 members participate in decisions about how to distribute profits, including how to channel more than £500,000 to community organisations in 2023.

## WORKER-OWNED

Worker co-ops are those co-operatives owned and run by the workers. Turnover suffered a year-on-year drop (-2.4%) in 2023, though is up 28.0% over the past five years. There are 396 worker co-ops operating across the UK, a reduction from 407 in 2022 (-2.8%). It is imperative this downward trend is reversed, by supporting the creation of new worker co-operatives and by transitioning existing businesses to worker control.

The benefits are substantial. While comparatively small in number, worker co-operatives in the UK have a greater propensity to create jobs than UK businesses generally. Proportionally they are much more likely to have 5-9, 10-19 and 20-49 employees.

Worker co-ops can be more productive, motivated and committed than other firms because they align the interests of the workers with the success of the business. They have flatter management structures, more motivated workers and a stronger culture of solidarity and self-responsibility.



396

**WORKER  
CO-OPS**



-2.8%

**FROM 2022  
LEVELS**

Suma is an award-winning wholefoods distribution business, with a turnover of £59 million. It is also the largest equal pay worker gender pay gap – and sustains rewarding and empowering livelihoods. Suma's warehouse workers earn £11.50 per hour, £1.50 more than the average for similar roles in West Yorkshire and more than £5, per hour, above the Real Living Wage – plus substantial cash dividends each year from the profits they create. Workers members have an equal say in what Suma does, and set its strategic direction.

## FIT FOR PURPOSE

Co-operatives provide solutions. From helping fix broken markets like social care and housing, to engaging people in a just transition to net zero, to improving worker well-being through more empowering livelihoods.

Co-operatives are flexible. They can be set up in many different ways, using a variety of legal forms, with different types of member-owners. There are 267 co-operatives comprising self-employed workers. Despite offering protection from precarious employment by pooling resources and skills, numbers remain almost the same as in 2019.

Community co-operatives are increasingly popular, with growth in business number from 1,505 to 1,836 since 2019. Multi-stakeholder co-operatives provide a tantalising opportunity for ownership to be spread between public, private and community stakeholders. Yet the number of multi-stakeholder remains static, with 415 in existence in 2023 (415 in 2019).

## OWNERSHIP OF THE UK'S CO-OPERATIVES\*



42.9%

Consumer-owned



24.2%

Community-owned



8.8%

Tenant-owned



5.2%

Worker-owned

Co-operatives can help power a just zero. There are already great examples of local authorities partnering with communities to generate renewable energy and reinvest proceeds back into those communities. Plymouth City Council convened community and private sector partners to help set up **Plymouth Energy Co-operative**, a multi-stakeholder co-op renewable energy deployment and low carbon housing.

\* Other co-operative ownership models can include employee trusts, enterprises, self-employed and multi-stakeholder.



## GRIMBSY COMMUNITY ENERGY

Grimsby Community Energy (GCE) has been dedicated to bringing green energy to the local area since 2016.

With 73 members and six solar panel installations – on local properties total – its reduced emissions while saving consumers money.

GCE Community Energy Manager Vicky Dumbrell said: “Our solar panels have saved – that’s tens of thousands of pounds for charities and social enterprises we’ve saved on their bills.”

YMCA Humber and a fundraising Rock Foundation, which supports children and adults with learning disabilities, are among the buildings with solar power installations.

Funds for solar panel installations are raised via community share offers, which attract investment from local people and organisations while spreading ownership and awareness. It cleaner energy, to the building owners and offers a return to investors.

“Since January of this year, with North East Lincolnshire Council and local social enterprise E-Factor on the project,” added Vicky. “The medium sized enterprises make a real difference to their carbon footprint and positively reduce energy costs.”

The help has been dedicated to comprehensive energy audits, evaluate the business premises and report back on how best to reduce carbon footprint and save money.

Small businesses provided for to more than 40 businesses of all kinds, from a shop to a foundry. In many cases, the shop followed by grants for energy saving measures, which Vicky Dumbrell said: “We’ve saved more than 70 tonnes of CO<sub>2</sub> and 143 tonnes of emissions. There are 300 co-operatives operating in the energy and environment sector, an increase of 12 since 2022 (4.2%). Numbers have increased by five years, but community energy is according to Vicky.

She said: “The recent £10 million government funding to help co-operatives develop projects. However, in Wales and Scotland there are targets to encourage a degree of community ownership in the development of big, commercial clean energy projects. The cheaper such target would help increase the number of energy co-operatives.”

“Community energy can connect people with the big issues and give them experience of controlling and being involved in something that presents a solution. It has helped people understand a greater what climate change actually is – and what solutions look like on the streets they walk down every day.”



### Bristol Energy Co-operative

(BEC) develops renewable energy and energy efficiency projects with, and for, local communities.

BEC is owned and controlled by 1,500 members – local residents, community organisations and local businesses – who have pooled £8.5 million of activities, resulting in 10.5 MW of energy generation capacity. BEC is responsible for 33% of Bristol's electricity generation.

The co-operative focuses on green energy projects that enable stakeholders to benefit directly from renewable generation. This includes deployment in some of the most deprived neighbourhoods.

## CONCLUSION - BRILLIANT BUSINESS (UNTAPPED POTENTIAL)

Co-operatives and mutuals are a significant contributor to the UK's economic growth and tax ecosystem. The success of the employee ownership trust model, driving a 37.7% increase in employee owned business numbers, in 12 months (2020-21), demonstrates the growth of the sector. Governments and policy makers must unleash co-operative potential. The UK's leading backed our Call for Co-op Growth (2023) and will be a key priority to communities at the next election.

This is important and positive because they are brilliant businesses. They are resilient with huge potential to fix broken systems like finance, housing, care and energy. The democratic economy contributes to inclusive, resilient and enhancing growth. Yet the baseline remains small in the context of the UK's business landscape. Co-operatives and mutuals have been a 'best-kept-secret'. We must raise societal awareness and interest to make them a more visible part of the UK's economic landscape. The platform sets out the evidenced and significant baseline and with the UK's leading backed our Call for Co-op Growth (2023) and will be a key priority to communities at the next election.

A combined annual turnover of £87.9 billion is a big figure. However, by international comparisons, the mutual economy here in the UK is growing slowly. We have huge, untapped potential. We need to inspire communities to take ownership and control of the economy; to reach businesses and people with the right support – to help them adopt democratic models. The Mutuals Prospectus, a collaboration between leading mutual sector bodies, will also make the case for the next government to back mutuals. The prospectus will be published later in 2023.

The data proves that rapid, and mutual growth is possible in the employee owned sector; in credit unions; in community pubs and community shares more generally. A thriving democratic economy with co-operatives and mutuals investing, innovating and reaching their potential for development. However, more evidence of the importance and impact of the democratic economy is required. This report can address that in future years by examining key areas beyond the economic focus, including social impact.

Investment in practical support is making a significant difference to co-operative development, over an impact, with start-up rates in Scotland and Northern Ireland higher than in Wales and England. The Mutuals Prospectus, a collaboration between leading mutual sector bodies, will also make the case for the next government to back mutuals. The prospectus will be published later in 2023.

## DEMOCRATIC ECONOMY - TOP 10

Top 10	Organisation name	Industry sector	Income	Members
2023				
1	Royal London Insurance Group	Finance	£11,833,000,000	80800,000
2	Co-op Group	Retail	£11,480,000,000	40410,000
3	John Lewis Partnership	Retail	£10,534,000,000	6,400
4	Foresters Life	Finance	£5,771,000,000	1,575,000
5	Nationwide	Finance	£3,860,000,000	16,300,000
6	Arla Foods	Agriculture	£2,493,835,000	2,127
7	BUPA	Health and Social Care	£2,383,215,000	2,800,000
8	National Merchant Buying Society	Retail (NMB S)	£2,251,210,000	1,230
9	NFU Mutual Insurance Group	Finance	£2,010,000,000	1,468
10	Mott MacDonald Group Limited	Manufacturing	£1,805,503,000	72,625

## CO-OPERATIVES - TOP 10

Top 10	Organisation name	Industry sector	Turnover	Members
2023				
1	Co-op Group	Retail	£11,480,000,000	4,410,000
2	John Lewis Partnership*	Retail	£10,534,000,000	6,400
3	Arla Foods	Agriculture	£2,493,835,000	0,127
4	National Merchant Buying Society	Retail (NMB S)	£2,251,210,000	1,230
5	Central Co-operative	Retail	£944,038,000	2,007,747
6	The Midcounties Co-operative	Retail	£676,459,000	640,989
7	Openfield Group	Agriculture	£669,668,000	4,211
8	Mole Valley Farmers	Agriculture	£615,460,000	107,000
9	Dale Farm Co-operative	Agriculture	£591,635,000	1,468
10	Southern Co-operative	Retail	£447,441,000	172,625

\* Co-operative status under review



## CO-OPERATIVES BY NATION - TOP 5

England		Organisation name	Industry sector	Turnover	Members
2021					
1		Co - o p   G r o u p	Retail	£ 1 1 , 4 8 0 , 0 0 0 , 0 0 0	4 1 0 , 0 0 0
2		The John Lewis Partnership	Retail	£ 1 0 , 5 3 4 , 0 0 0 , 0 0 0	6 , 4 0 0
3		Arla Foods	Agriculture	£ 2 , 4 9 3 , 8 3 5 , 0 0 0	0,127
4		N a t i o n a l   M e r c h a n t   B u y i n g   S o c i e t y	Retail ( N M B S )	£2,251,210,000	1,230
5		C e n t r a l   C o - o p e r a t i v e	Retail	£ 9 4 4 , 0 3 8 , 0 0 0	2 , 0 0 7 , 7 4 7

Scotland		Organisation name	Industry sector	Turnover	Members
2021					
1		Scottish Midland Co-operative Society	Retail	£403,276,000	158,155
2		First Milk	Agriculture	£331,077,000	693
3		ANM Group	Agriculture	£142,949,000	4,982
4		United Farmers	Agriculture	£119,580,299	32
5		Tarff Valley	Agriculture	£99,387,852	1,245

Wales	Organisation name	Industry sector	Turnover	Members
2023				
1	South Caernarvon Creameries	Agriculture	£ 7 1 , 5 2 8 , 2 3 6	1 4 3
2	Clynderwen and Cardiganshire Farmers	Agriculture	£ 6 7 , 0 3 4 , 0 2 7	7,257
3	Trivallis	Housing	£56,730,000	4 2 9
4	Bron Afon Community Housing	Housing	£ 4 8 , 9 4 4 , 0 0 0	2,509
5	Cartrefi Cymru Co-operative	Health and Social Care	£38,202,651	Undisclosed

Northern Ireland	Organisation name	Industry sector	Turnover	Members
2023				
1	Dale Farm Co-operative	Agriculture	£591,635,000	1 , 4 6 8
2	Fane Valley Co-operative	Agriculture	£ 3 0 1 , 3 5 2 , 6 8 0	1 , 0 4 5
3	LacPatrick Dairies (NI)	Agriculture	£ 2 4 8 , 3 9 5 , 3 7 6	Undisclosed
4	South Armagh Farming Enterprises	Agriculture	£ 2 4 , 0 4 6 , 1 3 0	3,003
5	Hilltown Farmers Attested Sales	Agriculture	£1 0 , 4 9 0 , 0 7 5	1 6 8

## CO-OPERATIVES BY SECTOR - TOP 5

Agriculture	Organisation name	Turnover	Members
2023			
1	Arla Foods	£ 2 , 4 9 3 , 8 3 5 , 0 0 0	0,127
2	Openfield Group	£ 6 6 9 , 6 6 8 , 0 0 0	4 , 2 1 1
3	Mole Valley Farmers	£ 6 1 5 , 4 6 0 , 0 0 0	107,000
4	Dale Farm Co-operative	£591,635,000	1 , 4 6 8
5	First Milk	£331,077,000	693

Digital, Media and Communications	Organisation name	Turnover	Members
2023			
1	The Community Channel	£ 1 , 6 6 1 , 2 7 8	123
2	Developer Society	£ 1 , 1 5 1 , 1 1 4	19
3	Calvert's North Star Press	£ 1 , 1 0 9 , 1 2 8	11
4	Outlandish Co-operative	£ 9 7 4 , 4 2 4	8
5	Peoples Press Printing Society	£ 8 5 4 , 6 4 3	4 1 , 8 7 6

Energy and Environment	Organisation name	Turnover	Members
2023			
1	Bath and West Community Energy	£2,037,800	815
2	Westmill Solar Co-operative	£1,960,134	1,660
3	Heart of England Community Energy	£709,788	74
4	High Winds Community Energy Society	£1,271,812	1,164
5	Bristol Community Energy	£1,261,020	1,508

Health and Social Care	Organisation name	Turnover	Members
2023			
1	Local Care Direct	£36,211,973	583
2	Cartrefi Cymru Co-operative	£33,202,651	Undisclosed
3	Community Dental Services	£28,167,000	Undisclosed
4	South East London Doctors' Co-operative, 183, 413 & SE Undisclosed	£13,413,413	Undisclosed
5	BARDOC	£13,093,632	389



Housing	Organisation name	Turnover	Members
2023			
1	Eastlight Community Homes	£78,599,000	Undisclosed
2	Rochdale Boroughwide Housing	£57,080,000	15,501
3	Trivallis	£56,730,000	429
4	Bron Afon Community Housing Society	£48,944,000	2,509
5	Watford Community Housing Trust	£38,550,000	2,383

Retail	Organisation name	Turnover	Members
2023			
1	Co-op Group	£11,480,000,000	4,410,000
2	The John Lewis Partnership	£10,534,000,000	6,400
3	National Merchant Buying Society (NMBS)	£2,251,210,000	1,230
4	Central Co-operative	£944,038,000	2,007,747
5	The Midcounties Co-operative	£676,459,000	640,989

# METHODOLOGY

## Periods

The co-op economy year runs from February to January 31. Where a year is referenced, it is the year that the final day of the period falls. For example, the economic year that runs from 01/02/2022 to 31/01/2023 is called 2023.

## Geographic Data

Geographic data is based on registered address.

## Sources

Financial mutuals courtesy of the Association of Financial Mutuals and the International Mutual Insurance Federation.

Credit union data from the Prudential Regulation Authority's 'Annual Credit Union Statistics' and Co-operative UK's own list of credit unions.

Building society data from the Building Society Association's 'BSA Yearbook' and building society annual reports.

Numbers of employee owned businesses from the Employee Owned Sector Profile produced by the Employee Ownership Association and the Employee Ownership Centre.

Financial information on employee owned businesses from the Employee Ownership Association's Register of Partnerships.

Neither employee ownership report includes financial/employee/ownership data outside of the top 50 (by employees). Some employee owned businesses in the top 50 are also in the top 50 of the democratic economy figures.

Data on companies comes from the Office for National Statistics' 'Business Demography, UK: 2021' report. <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2021>

Replacement Rate Figures from the Office for National Statistics' 'Business Demography, UK: 2021' report. <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemography/2021>

Businesses from the WREOC produced by the quarterly experimental statistics unit and the RPS from the ONS's 'Business Demography, UK: 2021' report: [www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2021](https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2021)

## Inclusion of Co-operatives In Given Year

A co-operative will be included in the given year if it is registered with the Registrar of Companies. In some circumstances, a co-operative has ceased trading and is no longer included in the given year.

## Turnover/Employees/Number of Members

Financial Data is included in the accounts for a given year we use previously reported figures. The Office for National Statistics' 'Business Demography, UK: 2021' report. Financial Data for societies is included in the AR30. For larger co-operatives, discrepancies are identified, figures are checked against the organisation's accounts.

Companies have different reporting requirements. There is no requirement for companies to report turnover.

Companies have different reporting requirements. There is no requirement for companies to report turnover.

# GLOSSARY OF TERMS

## Association of British Credit Unions C

The main trade association for credit unions in the UK. The trade body that represents mutual and not-for-profit insurers, friendly societies and financial mutuals across the UK.

## Building Society

A building society, or mutual, is owned by its members and run for their collective benefit. Those who bank, save or have a mortgage with the society. A building society is not run for the benefit of shareholders in the same way that banks are.

## Building Societies Association

The trade body for all 42 UK building societies as well as seven credit unions.

## Charitable Community Benefit Society

When the activities of a community benefit society fall under one of the 13 charitable purposes, and the governing document is wholly charitable, then the society can apply to HMRC for

Community land trusts – or CLTs – are democratic, non-profit organisations that own and develop land for the benefit of the community. CLTs can, if fulfilling the criteria, be co-operatives.

## Community Benefit Society

A community benefit society is a legal form, registered under The Co-op and Community Development Act 2014, that serves the broader community. In contrast to co-operative friendly societies and members' co-operative, with thousands of co-operatives in the UK taking this legal form.

## Community Energy

Community energy means shared delivery of renewable energy, energy demand reduction and energy supply projects, whether owned, managed or controlled by communities or through a partnership with commercial or public sector partners. Community ownership and control is often delivered through community shares.

## Community Owned

Ownership and control lies with the community which the organisation operates.

## Community Shares

Community shares are a type of share that can be held by anyone, not just members of the co-operative. They are a flexible and effective way to raise finance and provide co-operative ownership to people in the community. It is an interest-bearing investment.

## Community Shares Unit

Co-operatives UK is at the heart of the Community Shares Unit (CSU), a long-standing partnership with the Plunkett Foundation, and funding by Power to Change and Access – the foundation's social investment. The CSU works with the community shares market through innovative programmes and market intelligence and promotes best practice, embedded through its Community Shares Standard Mark.

## Community Shares Standard Mark

The Community Shares Standard Mark is a mark of quality that community share offers that meet national standards of good practice.

## Consumer Retail Society

A type of retail co-operative owned and controlled by its members. Co-op Group is one of the world's largest co-operative groups, with members owned by millions.

## Co-operative

A business or organisation that is owned and controlled by its members, to meet their shared needs. Every co-operative is a co-operative and adheres to the Co-operative Values and Principles. A co-operative can take any legal form (e.g. a PLC, community benefit society, community interest company, partnership, company, or trust) and can satisfy the requirements of the International Co-operative Alliance-ratified values and principles.



### Co-op Economy Report

The nation's only comprehensive savings, loans and a range of services to its members. The co-operative sector and forerunners town and country co-ops controlled by the Co-operative Societies Act 2014, must Mutual Economy.

### Co-op Group

Co-op Group is one of the world's largest co-operatives, owned by millions of members. It can take three forms. Through direct employee

### Co-operative Movement

Co-operatives operate across the globe and collectively form the Co-operative Movement. The Co-operative Principles are the foundation upon which all co-operatives operate and business. While revised and updated, the Principles remain essentially the same as those practiced by the Rochdale Pioneers in 1844.

### Co-operatives UK

As the voice of the UK's Co-operative Movement, Co-operatives UK empowers and supports co-operative enterprise with specialist knowledge and expertise, to grow the co-operative economy and create a fairer society.

### Co-operative Values and Principles

There are seven co-operative values that define how a co-operative operates. The International Co-operative Alliance (ICCA) also based on 10 values. See the Co-operative Values and Principles.

### Credit Union

A credit union is a financial co-operative where members are registered under The Co-operative Societies Act 2014, must Mutual Economy.

### Employee Owned

In an employee owned business, the employees are the shareholders. Indirect employee ownership, employees are registered individual shareholders. Indirect employee ownership can also take place through a combination of individual and collective share ownership.

### Employee Ownership Trust

A trust that enables a company to become employee owned. It can be set up by a company, perhaps as part of their succession strategy, or by founders starting a new employee owned business. It was created by the Finance Act 2014 with significant tax breaks.

### Financial Conduct Authority

The FCA is an independent financial regulatory body. Any organisation carrying out regulated business (including co-operatives and community benefit societies) must be registered with the FCA.

### Federals

Federal co-operatives are usually themselves a member organisation that represent a certain section of the Co-operative movement. Federals support and activities to one particular type of co-operative. Examples include the Co-operative Food (co-ops) and ABCUL (credit unions).

### Freelancer Co-operative

A freelancer co-operative is usually employed or sole trader businesses that come together and form a single entity in order to share costs, resources, knowledge and expertise.

### Friendly Society

A friendly society is a mutual association for the purposes of insurance, pensions, savings or co-operative banking.



A worker by cooperative means, an organization of people and collectively owned enterprises: worker co-op in the

**Federal Bodies - full list**

ACE Credit Union Services; Association Of British Credit Unions (ABCUL); Association of Conservative Clubs; Association of Financial Mutuals; Club and Institute Union; Community Energy Association (England); Community Leisure UK; Community Owned Asset Management; Confederation of Co-operative Housing (CCH); Co-operative Councils Innovation Network (CCIN); Co-operative Housing in Scotland; Co-operative Personal Management Association; Country Markets; Energy Local; Energy4All; National Farmers' Retail and Markets Association; National Society of Allotment and Leisure Gardeners; National Market Traders Federation; Plunkett Foundation; Radical Routes; Scottish Agricultural Organisation Society; Scottish League of Credit Unions; Student Co-operative Homes; Supporters Direct Scotland; The Building Societies Association; The Football Supporters' Association; The National Federation of Tenant Management Organisations; The Schools Co-operative Society; UKCreditUnions; Workers.coop.



# CO-OPERATIVES UK

Co-operatives UK Limited 214 1750  
Holyoake House info@uk.coop  
Hanover Street www.uk.coop  
Manchester  
M60 0AS

Registered in England as a registered society under Co-op Group (Co-operative and Community Benefit Societies) Act 2014. Reg No. 2783R. Vat Reg. 147 8611 47.