

# Coop Group Sustainability Report 2015





## About the report

Like its predecessors, this eleventh Coop Group Sustainability Report underscores the great importance Coop attaches to sustainability in its corporate strategy. In addition, it constitutes a review of the progress Coop made in achieving the Group's multi-year sustainability goals in the 2014–2020 period.

The Coop Group Sustainability Report is based on the indicator list of the Global Reporting Initiative (GRI) and is also a “communication on progress” as proposed by the United Nations Global Compact (UNGC). The Sustainability Report targets business and cooperation partners, consumer organizations, authorities, NGOs, the media and the Group's employees, but also customers and the general public.
















Key sustainability figures are summarized at the end of the report. The figures section is structured

in line with the three pillars of Coop's sustainability strategy: sustainable products & services, resource efficiency & climate protection and employees & society. Current figures cited in the body of the text usually refer to the 2015 financial year.

Given the wide range of Coop's achievements in terms of ecology, economics, social accountability and society, it has not been possible to mention every single activity in the present report. Additional information on Coop's commitment to sustainability can be found at:

 [www.coop.ch/sustainability](http://www.coop.ch/sustainability)

The Coop Group Sustainability Report is published every year together with the Annual Report. The copy deadline for Coop's 2015 Sustainability Report was 19 February 2016.

	<b>Coop Naturaplan</b> Switzerland's largest organic brand stands for organic products produced in accordance with the stringent Bio Suisse bud label guidelines. Uncompromisingly organic, uncompromisingly tasty.
	<b>Coop Naturafarm</b> Swiss meat and eggs from farms with particularly animal-friendly access-to-range or free-range farming with barns designed to meet the animals' needs, and healthy feeding.
	<b>Coop Oecoplan</b> Environmentally friendly products for home and garden, flowers and plants with the Bio Suisse bud logo, timber products with the FSC® label, products made from recycled materials, energy-efficient appliances, environmentally-friendly coating agents, as well as detergents, cleaning products and dry-cleaning – recommended by WWF.
	<b>Coop Naturaline</b> Textiles made from organically grown cotton and produced according to socially and environmentally responsible methods, and certified natural cosmetic products made in Switzerland.
	<b>Pro Montagna</b> Products produced and processed in the Swiss mountain areas – with a donation to Coop Aid for Mountain Regions.
	<b>Ünique</b> Fruit and vegetables which are perfect in terms of quality and sensory characteristics, but which do not meet retail standards owing to their appearance. For the quirks of nature and the use of the entire harvest.
	<b>Pro Specie Rara</b> Heirloom native crops and animal breeds that have almost sunk into obscurity.
	<b>Slow Food</b> Traditional, sustainably manufactured specialities for rediscovering the pleasures of real food.
	<b>Fairtrade Max Havelaar</b> The Fairtrade Max Havelaar quality seal stands for sustainably cultivated fair-trade products and thus boosts smallhold farming families and workers in developing countries and emerging markets.
	<b>Bio bud</b> Organic products with the bud logo, manufactured according to the rigorous Bio Suisse guidelines and processed with care. The bud logo stands for the same high standard for both domestic and imported products.
	<b>MSC</b> Fish and seafood from sustainable wild-catch – to protect the oceans and for sustainable enjoyment of fish.
	<b>FSC</b> Forest Stewardship Council® stands for timber and paper products from environmentally, socially and economically responsible forestry.
	<b>Hochstamm Suisse</b> Products with fruit from tall standard trees help sustain unique Swiss landscapes, native animals and orchard plants, and traditional varieties of fruit.
	<b>Swiss Parks</b> Regional products that are sustainably produced and processed in Swiss Parks of National Importance. They promote the regional economy as well as the parks' natural and scenic assets.
	<b>Topten</b> Appliances with the lowest energy consumption, low environmental impact and good serviceability, hand-picked by Topten.ch.

Coop Group  
**Sustainability Report**

**2015**

# Content

<b>4</b>	<b>Foreword</b>	
<b>6</b>	<b>Strategy and context</b>	
<b>6</b>	<b>Sustainability strategy</b>	
6	Sustainability firmly enshrined	
6	Focus on key areas	
6	Pillar 1: Sustainable products and services	
6	Pillar 2: Resource efficiency and climate protection	
6	Pillar 3: Employees and society	
7	Coop Sustainability Fund	
7	Strategic integration in wholesale and production	
<b>7</b>	<b>Stakeholder dialogue</b>	
7	Long-standing, reliable partnerships	
7	New strategic partnerships	
7	Stakeholder forum on sustainability communication	
<b>8</b>	<b>Political context</b>	
8	Commitment to a sustainable economic framework	
8	Revising the Environmental Protection Act	
8	Energy and climate policy	
<b>8</b>	<b>Sustainable objectives</b>	
8	2014 to 2020 multi-year objectives	
9	Implementation status	
<b>10</b>	<b>Implementation of multi-year sustainability targets 2014–2020</b>	
<b>20</b>	<b>Sustainable products and services</b>	
<b>20</b>	<b>Focusing on the entire range</b>	
20	More comprehensive reporting	
20	Naturaplan follows nutritional trends	
20	Fairtrade growth strategy: mid-term review	
21	Fairly traded fruit and chocolate	
21	Successful water project in Central America	
21	Manufacturing companies opt for organic and Fairtrade	
22	Sustainable wholesale ranges	
22	Transgourmet develops own-label sustainability brand	
22	WWF recommends Oecoplan	
22	Outstanding animal welfare performance	
22	Animal protection at Transgourmet Germany	
22	Fully sustainable fresh and frozen fish	
22	Sustainable fish range for Transgourmet	
23	Miini Region – a platform for small-scale producers	
<b>23</b>	<b>Focus on textiles</b>	
23	20 years of Naturaline	
23	Biore Foundation projects	
23	Joint initiatives to reduce chemicals	
23	Environmental and social standards for textile range	
<b>24</b>	<b>Sustainable sourcing</b>	
24	Systematically evaluating critical raw materials	
24	Transparency in the product chain	
24	Major progress for sustainable palm oil	
24	Responsible soya cultivation	
24	Revision of pesticide guidelines	
25	Water standards and social standards in Spain	
<b>25</b>	<b>Other projects</b>	
25	Involving brand manufacturers	
25	Reducing and optimizing packaging	
<b>30</b>	<b>Resource efficiency and climate protection</b>	
<b>30</b>	<b>Holistic energy management</b>	
30	CO <sub>2</sub> vision on track	
30	Transgourmet achieves ambitious target	
<b>31</b>	<b>Energy usage</b>	
31	Efficient refrigeration in supermarkets	
31	LED and Minergy standard in new and remodelled buildings	
31	Renewable energy at Schafisheim	
31	Energy-efficient wholesale stores	
32	Reducing energy in production	







Hansueli Loosli and Joos Sutter



No. 165



No. 10



No. 103



No. 66



No. 12



No. 302



No. 77





# Actions, not words

Actions, not words – that has always been our motto with regard to sustainability. This was the case 25 years ago, when Coop pioneered the way with its comprehensive approach to sustainability. And we are still delivering inspirational actions today! Coop is a cooperative society, and from the very beginning these cooperative roots have nurtured our commitment to people, animals and nature.

Since 2015 our wide range of measures have been visible to all with the motto “Actions, not words”. To date we have published over 300 actions on our new Internet platform [actions-not-words.ch](http://actions-not-words.ch) – and we have included some of these in the photo gallery for this report. Our commitment ranges from small successes like the use of an award-winning electric truck for goods transportation through to pioneering initiatives such as launching our Naturaplan own-label brand, with which we facilitated the breakthrough of organic produce in Switzerland. Many more sustainable products and services were subsequently added to our range, setting new standards. In 2015, sales of Coop’s sustainable goods and services amounted to an impressive 3.1 billion francs – a record!

“Actions, not words” clearly demonstrates that Coop’s commitment to sustainability is long-term, transparent and comprehensive. This makes us unique. Our approach to sustainability covers the three areas of “Sustainable product ranges”, “Resource efficiency and climate protection” and “Employees and society”. It includes binding long-term objectives for all business areas within the Coop Group – retail, wholesale and production. In 2015, Coop was awarded the title of “pioneer” in the WWF’s environmental ratings for Swiss wholesalers and retailers. In many subject areas, the WWF ranks our environmental commitment as “leading-edge”, and in some areas it is even considered “visionary”. Awards such as these confirm once more that we are pursuing the right course in terms of sustainability.

Many of our sustainability successes would not have been possible without reliable, long-term partners. The Coop Group systematically relies on strong partnerships, such as those with Bio Suisse, the Research Institute of Organic Agriculture (FiBL),

Max Havelaar and Swiss Animal Protection. In the year under review, we took the important step of upgrading our close collaboration with the WWF and the Swiss Red Cross (SRC) to become strategic partnerships. For many years we have been jointly campaigning with the WWF for sustainable consumption. Coop’s own-label sustainability brand Oecoplan is even being recommended by the WWF as a “sustainable alternative” to conventional products. Coop is working together with the SRC in fund-raising campaigns and the provision of emergency aid. With these official partnerships and a wide variety of other projects, we once again appreciably expanded our social commitments in 2015.

Over the years, sustainability has become part of our corporate DNA. In the years to come, we will therefore continue to implement measures for people, animals and nature instinctively and as a matter of course, in keeping with our motto: first actions, then words!



Hansueli Loosli

Chairman of the Board of Directors



Joos Sutter

Chairman of the Executive Committee

# Strategy and context

The Coop Group pursues a comprehensive approach to sustainability. It focuses on sustainable products and services, resource efficiency and climate protection, and a commitment to its employees and social projects. In 2015, Coop entered into strategic partnerships with the WWF and the Swiss Red Cross.

## Sustainability strategy

### Sustainability firmly enshrined

Having addressed the topic of sustainability on an intensive basis for 25 years it has now become part of Coop's "corporate DNA". The Coop Group has firmly enshrined sustainability in its Articles of Association, its Corporate Profile and its missions, and integrated it into all relevant strategies and processes. For example, sustainability goals are incorporated into the overall goal-setting process, employee training, operational processes and procedures, and are included in various corporate strategies on the balanced scorecard. With its comprehensive approach to sustainability, the Coop Group aims to set itself apart by providing added value in its varied markets. Coop is thereby also ensuring that increasing social and political demands are implemented efficiently and credibly across all its business activities.

### Focus on key areas

Coop's sustainability efforts focus on those areas where it can achieve significant leverage. These key areas involve aspects where internal analysis has revealed a high degree of social, environmental or economic relevance. When establishing its priorities, Coop uses a large number of tools such as product screening, life-cycle assessments and risk monitoring. Social expectations and political demands also play an important role in the selection process. These key areas are reflected in Coop's sustainability strategy, which is based on three pillars.

### Pillar 1: Sustainable products and services

Consumer behaviour has a considerable impact on people and the environment. By providing sustainable products and services, Coop can achieve considerable leverage and therefore contribute significantly to promoting sustainable consumption. It supports the adherence to stringent minimum requirements along the entire value chain. It is also involved in pioneering sourcing projects and long-term partnerships to promote organic farming, fair trade, animal welfare and biodiversity. Coop promotes sustainable consumption by selecting products responsibly, developing ranges purposefully, providing targeted customer information and utilizing versatile advertising campaigns.

### Pillar 2: Resource efficiency and climate protection

The efficient use of resources and energy also helps to cut costs. Coop's efforts focus on the consistent implementation of its "CO<sub>2</sub>-neutral by 2023" vision. This involves reducing energy consumption and also using more energy from renewable sources. Other important topics include optimizing packaging, recycling and avoiding waste, and responsible water-resource management and sustainable construction. Coop is making particular efforts in the field of logistics and goods transportation.

### Pillar 3: Employees and society

Pillar three covers Coop's commitment to its employees and to projects that are of social significance. Training apprentices, a uniform and progressive collective employment agreement for the whole of Switzerland, and a generous pension scheme are among Coop's prime accomplishments as an employer. By supporting the organizations "Schweizer Tafel" (Swiss Table) and "Tischlein deck dich" (Table Be Set), Coop makes a substantial contribution to the responsible use of foodstuffs. Another key

aspect is the Group's commitment to Coop Aid for Mountain Regions and its collaboration with strategic partners such as the Swiss Red Cross (SRC).

### Coop Sustainability Fund

Via the Coop Sustainability Fund, Coop finances projects relating to all three pillars. It initiates innovative solutions in environmentally and socially relevant areas, thereby promoting pioneering services in the field of sustainability. Coop also aims to raise public awareness of sustainable consumption. The Coop Sustainability Fund is endowed with at least 16.5 million francs a year.

### Strategic integration in wholesale and production

All the businesses in the Transgourmet Group and most Coop manufacturing companies have their own sustainability strategies. These strategies are aligned with the Coop sustainability strategy and take account of the specific concerns and also realities in the relevant markets.

## Stakeholder dialogue

### Long-standing, reliable partnerships

Establishing and maintaining long-term partnerships and an appreciative relationship with stakeholders are of great importance for Coop's commitment to sustainability. Working together in this way enables the company to identify socially relevant issues, build up knowledge and jointly develop and implement ideas. Stakeholder expectations and constructive criticism represent challenges for Coop, encouraging it to make improvements. Thanks to long-standing partnerships with organizations including Bio Suisse, the Research Institute of Organic Agriculture (FiBL), Max Havelaar, Swiss Animal Protection (SAP), the WWF and also with suppliers, Coop has been able to establish and continuously expand its superior range of sustainable products.

### New strategic partnerships

In 2015, Coop stepped up its collaboration with its two key long-term partners WWF and SRC, entering into a strategic partnership with them. Together with the SRC, Coop ensures that help arrives quickly and unbureaucratically where it is needed most. As well as working together in emergencies and disaster situations at home and abroad, Coop supports the SRC in areas such as nationwide fundraising campaigns. Coop has already been working closely with the WWF for ten years now on subjects such as fish, timber, paper, peat, palm oil and soya as well as CO<sub>2</sub> and energy. The aim is to promote sustainable consumption.

## Sustainability strategy



### Stakeholder forum on sustainability communication

Each year Coop holds a stakeholder forum. The fifth such forum in June 2015 was devoted to stakeholder expectations for effective sustainability communication. 26 representatives from environmental, consumer and producer organizations as well as from universities and public administration formulated their detailed expectations and discussed these with Coop communication managers. For these stakeholders, a sustainable product range and enshrining sustainability comprehensively at all levels within the Group are paramount. The following factors play a key role here: clear communication of objectives, monitoring, the validation of facts via credible testimonials, and participation in rating programmes and external audits. The stakeholders appreciate prompt factual online communication, and in particular face-to-face dialogues. The results of the Coop stakeholder forum have once again been fed into the goal-setting process at Coop Group executive management level, and also into a redesign of sustainability reporting.

## Working together towards sustainable consumption



**Thomas Vellacott**  
CEO WWF Switzerland

“Channelling Swiss consumption onto a more sustainable track is one of our organization’s key concerns. And to this end, we are working together with Coop on numerous projects. Coop is a founding member of the WWF Seafood Group and is itself taking action. Since 2015, all of its fresh and frozen fish and seafood has come from sustainable sources. This means that Coop no longer sells any products that are classed by the WWF as “questionable” or “not recommended”. WWF also recommends the Coop own-label sustainability brand Oecoplan. This is an environmentally friendly alternative to conventional non-food products. The label is therefore making an important contribution to greater sustainability. Coop’s broad-based environmental commitment has led to it being formally recognized in a comprehensive WWF sectoral study as a pioneer.”

## Political context

### Commitment to a sustainable economic framework

Coop has for years been in favour of a stable regulatory framework that benefits consumers, the environment and the economy alike. Key issues in this respect are the recognition and encouragement of a voluntary commitment by businesses. Companies that adopt a pioneering role and forge ahead beyond legal requirements should not be disadvantaged by legislation. Coop requires a high degree of legal and investment security in order to systematically pursue its chosen approach to sustainability.

### Revising the Environmental Protection Act

As a member of the Swiss Retailers’ Association, Coop worked towards revising the Environmental Protection Act in the year under review. Following on from the negative stance adopted by the National Council in its summer session, the Council of States also came out against the bill at its second reading in the winter session, meaning that the revision of the Act was definitively shelved. Coop will nevertheless continue to support more effective materials management and greater resource efficiency on a voluntary basis in the future. The focus here will be on operationally efficient measures such as the responsible sourcing of raw materials and products, and targeted, eco-efficient recycling.

## Energy and climate policy

Climate change is one of the biggest challenges faced by society. Increases in temperature and changes in precipitation threaten the livelihoods of many people. Coop is interested in a national and international climate policy that will reduce the global increase in temperature to a manageable level. More developed countries such as Switzerland have a particular responsibility and must set a good example in this regard. For Coop, the Swiss Confederation’s “Energy Strategy 2050” essentially represents the right route towards an efficient, low-carbon energy supply that is in line with the Group’s own CO<sub>2</sub> reduction targets. However, the Confederation needs to unite its energy and climate policies in a consistent manner. In view of the UN climate summit in Paris in November 2015 and as part of the climate campaign run by the WWF and swisscleantech, Coop supported the goal of reducing CO<sub>2</sub> emissions by 60% by 2030. With its “CO<sub>2</sub>-neutral by 2023” vision, Coop is pursuing even more ambitious targets. Current progress made in implementing this vision indicates that this approach is both feasible and economically viable.

## Sustainable objectives

### 2014 to 2020 multi-year objectives

In 2013, the Coop Group’s Executive Committee agreed multi-year sustainability objectives for 2014 to 2020. The top-level subject areas covered by these objectives apply to the entire Coop Group. These concrete and, wherever possible, quantifiable objectives for 2020 focus on the considerable leveraging power of sustainability, and are geared to the three areas of retail, wholesale and production. The quantitative multi-year objectives are broken down into annual goals and recorded on the balanced scorecard. Together with economic goals, they are included in the Coop Group’s established annual goal-setting process. Management profit-sharing depends in part on these sustainability goals being achieved.

### **Implementation status**

This sustainability report illustrates the implementation status of the multi-year sustainability objectives for 2014 to 2020 after the second year. The Coop Group has already either introduced or implemented many measures. In retail and production, the Coop Group is on target in most areas – and in some areas it has already exceeded the goals set. Developments in wholesale are also positive. So Coop is going one step further – in 2016 it will be reviewing all its objectives, refining and tightening up on them where necessary.

# Implementation of multi-year sustainability targets 2014–2020

## Pillar 1: Sustainable products and services

## Targets – Retail (R)

### 1. Ranges with special added sustainability value

#### 1.1 Coop is the most expert provider of particularly sustainable ranges.

■ **1.1.1 R** We generate 15% of our turnover from products which satisfy the most stringent sustainability standards (own-label sustainability brands and quality labels).  
– Percentage = 14.9%

■ **1.1.2 R** We are expanding our position as a leading supplier of organic products in the Swiss retail sector and, in 2020, will generate turnover of CHF 1.25 billion from organic products.  
– Sales of organic products in 2015 = CHF 1.1 billion  
– Launch of 90 new Naturaplan products

■ **1.1.3 R** We doubled turnover of products bearing the Fairtrade label compared with 2012.  
– Half-way mark in Fairtrade growth strategy: produce range quadrupled since the end of 2009  
– Sales increased by 78.6% to CHF 334 million since 2012  
– Fresh pineapple and papaya ranges switched over, plus various products containing cocoa

■ **1.1.4 R** We promote regional and Swiss products.  
– “Miini Region” guidelines fleshed out to include external requirements monitoring  
– Regional organic range expanded to include 385 products

■ **1.1.5 R** We are a leading marketer of environmentally friendly products in the non-food segment.  
– 8.6% increase in Oecoplan sales to CHF 139 million since 2012  
– Oecoplan products endorsed as environmentally friendly alternatives by the WWF  
– 20-year anniversary campaign to promote Naturaline textiles

### 2. Sustainability in the overall product range

#### 2.1 Coop has transparent product chains which take account of people, animals and the environment.

■ **2.1.1 R** We are creating transparency/traceability of own-label brands beyond the production and supply chain.  
– Feasibility study conducted into total traceability for cocoa products, chicken, tomatoes and cotton  
– Discussions with various IT solution suppliers on ensuring transparency in the supply chain  
– Project launched on upstream supplier management in conjunction with HSG

■ **2.1.2 R** We ensure that all critical raw materials used in our own-label brands satisfy the customary sustainability standard for the sector.  
– Definition of targets, key figures and minimum standards for 14 critical raw materials (meat, milk, eggs, fruit and vegetables, flowers and plants, fish and seafood, coffee, cocoa, palm oil, rice, soya, hazelnuts, wood, paper and cotton)  
– Attainment of targets agreed with WWF for wood/paper, peat, palm oil, soya and fish  
– Implementation of detox commitment and “Trendsetter” rating by Greenpeace  
– Extension of pesticide guidelines to cover the entire Coop own-brand food range with significant expansion of blacklist

■ **2.1.3 R** For key raw materials, we safeguard long-term, sustainable procurement.  
– Risk monitor updated using data from Maplecroft  
– Screening of commodity product ranges and launch of projects where no minimum standards exist  
– Screening for water-related risks; initiation of measures for growing fruit and vegetables  
– Updated procurement strategy

■ **2.1.4 R** We implement more rigorous animal welfare standards for our entire meat, dairy and egg range (satisfying Swiss legislation as a minimum) and promote innovative solutions to improve commercial livestock husbandry.  
– Percentage of total fresh meat sales that are organic and/or Naturafarm = 38.0%  
– Sales of products that offer added value in the area of animal welfare = CHF 620 million  
– 100% of Coop's Qualité & Prix fresh turkey meat from Switzerland and abroad comes from animal husbandry with standards equivalent to PAS (particularly animal-friendly stabling)  
– “Best Retailer Innovation Award” for the dual-use chicken project and placement in leading BBFAW group

■ **2.1.5 R** We also require brand manufacturers to comply with customary sustainability standards or their own, adequate sustainability standards.  
– Continuation/implementation of 137 projects from the 2014 Green Business Partner Conference and inclusion in buyers' targets  
– Request to all brand-name suppliers to switch over to palm oil in accordance with RSPO criteria  
– Organic branded range expanded to 334 articles

■ **2.1.6 R** We are reducing and optimizing our packaging material by 2 000 tonnes compared with 2012.  
– Optimization of 2 415 tonnes compared with 2012 (target due to be amended in 2016)  
– Reduction in amount of cardboard in Tetra Pak milk cartons (savings = 35 tonnes)

## Targets – Wholesale (W)

- **1.1.1 W** We generate 2.3% of our turnover from products which satisfy the most stringent sustainability standards.
  - Percentage = 1.8%
- **1.1.2 W** We offer our customers an expert range of organic products.
  - Product range expanded at all TG companies
  - Overall sales of organic products CHF 28.1 million
- **1.1.3 W** We offer our customers an expert range of Fairtrade products.
  - Expansion of Fairtrade product ranges, especially sugar, coffee, tea and juices
  - Overall sales of Fairtrade products CHF 11.5 million
- **1.1.4 W** We offer our customers an expert range of regional and local products.
  - Collaboration with local and regional suppliers at all locations

## Targets – Production (P)

- **1.1.1 P** We generate 22% of our turnover from products which satisfy the most stringent sustainability standards.
  - Percentage = 21.5%
  - Sunray and Nutrex: products launched that meet Bio Suisse and Fairtrade Max Havelaar standards
- **1.1.2 P** We are increasing turnover of organic products to CHF 175 million.
  - Sales = CHF 261 million (target due to be modified in 2016)
- **1.1.3 P** We increased turnover of products bearing the Fairtrade label compared by 90% compared with 2012.
  - Increase of 149% compared with 2012 (target adjustment planned for 2016)
  - Reismühle Brunnen: 50% market share of Fairtrade rice in Europe
- **1.1.4 P** We promote the use of Swiss raw materials.
  - Swissmill: collaboration with regional partners for the procurement of regional organic flour; partnership covering over ten years with Sativa/Bioverita for breeding organic wheat

- **2.1.1 W** We are able to transparently illustrate the product chain for own-label products and trace products through each production stage.
  - Selgros Romania: traceability of meat via “Foodvision”
  - TG France, TG Germany: traceability in accordance with basic EU food regulation

- **2.1.2 W** We promote sustainability standards for the critical raw materials used in our own-label brands.
  - TG France: participation in “Mr Goodfish” campaign
  - TG Germany: expansion of ASC range
  - TG Switzerland: systematic product range review for critical raw materials

- **2.1.1 P** We are able to transparently illustrate the product chain for own-label products and trace products through each production stage.
  - Reismühle Brunnen: establishment of an end-to-end value chain for rice from the Himalayas
  - Chocolats Halba: establishment of an end-to-end value chain for cocoa in Honduras

- **2.1.2 P** We ensure that all key raw materials satisfy the customary sustainability standard for the sector.
  - Sunray: product range check for implementation of minimum standards
  - Implementation of BSCI standards in all relevant manufacturing companies

- **2.1.3 P** For key raw materials, we safeguard long-term, sustainable procurement.
  - Sunray: expansion of “at origin” procurement
  - Chocolats Halba: safeguarding cocoa purchasing in Honduras
  - Reismühle Brunnen: safeguarding rice purchasing in the Himalayas
  - Swissmill: commitment to safeguard organic grain in Austria

- **2.1.4 W** We are mindful of animal welfare throughout our range and create a distinctive profile in selected ranges.
  - TG Germany: expansion of product range with the “For more animal welfare” standard (entry level) of the German Animal Welfare Association and expansion of the organic egg range
  - TG Switzerland: expansion of “Swiss Quality Beef” in line with Swiss animal welfare standards
  - TG Polska support for the “Not tested on animals” detergent project

- **2.1.4 P** We ensure that the animal raw materials used (meat, dairy, eggs) originate from humane animal husbandry.
  - Bell: 30 projects with Coop to promote animal welfare
  - Coop bakeries: 100% of liquid egg is free range

- **2.1.6 W** We analyse the relevant packaging volumes that we are able to influence and set reduction and optimization targets on that basis.
  - Analyses conducted at Selgros Romania and TG Polska and
  - actions initiated

- **2.1.6 P** We are reducing and optimizing our packaging material by 1 300 tonnes (end packaging and repackaging, end packaging is the priority).
  - Reduction or optimization: 2 058 tonnes (target adjustment planned for 2016)
  - Sunray: paper packaging switched over to FSC
  - Steinfels Swiss: validation of “bottle-to-bottle” principle; manufacture of containers from old containers that have been returned



## Pillar 2: Resource efficiency and climate protection

## Targets – Retail (R)

### 3. Energy/CO<sub>2</sub>

#### 3.1 Coop is significantly reducing its own energy consumption and protecting the climate by systematically reducing CO<sub>2</sub> emissions.

- **3.1.1 R** We are reducing energy consumption in absolute terms by 13.4% compared with 2008.
  - Reduction compared with 2008 = 2.6%
  - 336 new and upgraded supermarkets conforming to the Minergie standard with CO<sub>2</sub> refrigeration systems and LED lighting since 2008
  - Decision to equip all refrigeration systems with ejectors, thereby reducing their energy consumption by 15%
  - 100% LED lighting in all new and upgraded sales outlets

- **3.1.3 R** We are increasing the percentage of renewable energy sources to 74%.
  - Percentage = 66.5%
  - Installation of a 200 kW photovoltaic array on the Schafisheim distribution centre

- **3.1.4 R** We are reducing annual CO<sub>2</sub> emissions in absolute terms by 36.5% compared with 2008.
  - Reduction compared with 2008 = 17.4%

### 4. Resource consumption

#### 4.1 Coop is reducing and optimizing specific use of materials and waste.

- **4.1.1 R** We are increasing the waste recovery rate to 80.8% and reducing the quantity of waste by 13.3% compared with 2012.
  - Waste recovery rate = 80.0%
  - Quantity of waste reduced by 9.7% compared with 2012

- **4.1.2 R** We are developing a comprehensive “Sustainable Construction” concept and consistently implementing this in our new buildings and when renovating existing buildings.
  - Strategy for sustainability in construction management agreed
  - Opening of Fully sales outlet – a pilot project for “Swiss sustainable construction standards” (SNBS)

#### 4.2 Coop has innovative and environmentally friendly mobility and logistics solutions.

- **4.2.1 R** We are moving goods transports from road to rail.
  - Introduction of swap containers with electric cooling for the Aclens distribution centre

- **4.2.2 R** We are trialling and implementing innovative mobility solutions.
  - Swiss hydrogen filling station project launched with the long-term aim of providing nationwide coverage and converting trucks and company cars to hydrogen power
  - Decision to buy four additional 18-tonne electric trucks

## Targets – Wholesale (W)

■ **3.1.1 W** We are reducing specific annual energy consumption per m<sup>2</sup> in the cash & carry business by 13.2% in western Europe and by 0.9% in eastern Europe compared with 2012.

- Reduction in western Europe compared with 2012 = 10.6%
- Reduction in eastern Europe compared with 2012 = 5.3% (target adjustment planned for 2016)
- Ongoing programme to fit stores with LED lighting and CO<sub>2</sub> refrigeration systems

■ **3.1.2 W** In the delivery wholesale business, we are reducing specific annual energy consumption per tonne of delivered goods by 13.3% compared with 2012.

- Reduction compared with 2012 = 0.4%
- TG Germany: Truck Academy for driver training including energy-saving skills
- TG France: 12% of the truck fleet converted to have automatic chiller curtains

■ **3.1.4 W** We are reducing specific annual energy consumption per m<sup>2</sup> in the cash & carry business by 13.1% in western Europe and by 4.1% in eastern Europe compared with 2012.

- Reduction in western Europe compared with 2012 = 14.0%
- Reduction in eastern Europe compared with 2012 = 3.5%

■ **3.1.5 W** In the delivery wholesale business, we are reducing specific annual energy consumption per tonne of delivered goods by 11.7% compared with 2012.

- Reduction compared with 2012 = 0.2%

■ **4.1.1 W** We are increasing the waste recovery rate to 65%.

- Waste recovery rate = 65.6%

■ **4.1.2 W** We take account of sustainability standards in our new buildings and when renovating existing buildings.

- Systematic implementation of energy-saving measures and conversion to renewable energy for new and renovated buildings

■ **4.2.2 W** We are trialling and implementing innovative mobility solutions.

- Selgros Russia: 95 suppliers connected to Cross Docking, thereby reducing supplier CO<sub>2</sub> emissions by 45%
- TG Switzerland: switch from one central warehouse to seven regional warehouses, thereby saving 1 million truck-kilometres per year
- Decision to buy two 18-tonne electric trucks

## Targets – Production (P)

■ **3.1.1 P** We are reducing annual energy consumption in absolute terms by 14.4% compared with 2008.

- Reduction compared with 2008 = 1.9%

■ **3.1.3 P** We are increasing the percentage of renewable energy sources to 86%.

- Percentage = 47.8%

■ **3.1.4 P** We are reducing annual CO<sub>2</sub> emissions in absolute terms by 52.1% compared with 2008.

- Reduction compared with 2008 = 12.3%

■ **4.1.1 P** We are increasing the waste recovery rate to 75.5% and reducing the quantity of waste by 24.4% compared with 2012.

- Waste recovery rate = 80.1%
- Quantity of waste reduced by 33.3% compared with 2012

## Pillar 3: Employees and society

## Targets – Retail (R)

### 5. Sustainable HR management

#### 5.1 Coop is a progressive and fair employer.

- **5.1.1 R** We are an exemplary provider of apprenticeships and make a vital contribution to professional training in the retail sector.
  - 2 711 apprentices
  - “Customer dialogue specialists” training course started
  - 63.3% take-on rate following completed training
- **5.1.2 R** We offer our employees access to an extensive, diverse continuing education programme and attractive career opportunities.
  - CHF 45 million invested in professional development and training for staff
  - 78.5% of vacant management posts filled internally
  - Project Campus launched with the aim of professional talent management to ensure sufficient young (management) staff
- **5.1.3 R** We are committed to sustainable HR management.
  - Introduction of occupational health management
- **5.1.4 R** We cultivate a culture of respect, appreciation and equal opportunities.
  - 802 employees at the parent company with limited fitness for work (= 1% of jobs)
  - Financial support provided by Compasso, an information portal for the occupational integration of people with disabilities

### 6. Social commitment

#### 6.1 Coop recognizes its social responsibility.

- **6.1.1 R** We operate a dense and extensive network of sales outlets, which extends to outlying areas.
  - Expansion to 1 998 sales outlets, of which 856 are supermarkets
- **6.1.2 R** We are the main marketing platform for quality-driven Swiss agriculture.
  - Percentage of own-label brand food products manufactured in Switzerland is 82.1%
- **6.1.3 R** Within the framework of the Coop Sustainability Fund, each year we spend CHF 15 million on promoting innovations for sustainable consumption.
  - Annual budget for Fund increased to at least CHF 16.5 million
  - Support for projects run by the World Food System Center at ETH Zurich to the tune of CHF 1 million p.a.
  - Integration of social projects into the Fund
- **6.1.4 R** Together with our stakeholders, we are committed to a sustainable and healthy lifestyle and make use of our communication tools to express that commitment.
  - New strategic partnership with WWF and Swiss Red Cross
  - Stakeholder forum on “sustainability communication”
- **6.1.5 R** We are a partner in the initiative to reduce food waste in Switzerland.
  - Participation in two working groups run by the Swiss Federal Office for the Environment
  - Support of CHF 350 000 for “Table Be Set” and “Swiss Table” as part of the Foodbridge industry solution
  - 387 sales outlets are affiliated with the “Table Be Set” and “Swiss Table” system

### 7. Sustainability management

#### 7.1 Sustainability is integral to all business activities throughout the Coop Group Cooperative.

- **7.1.1 R** We create sustainability strategy concepts and ensure that sustainability is firmly established from an organizational standpoint in all plants and companies in the Coop Group.
  - Group-wide reporting in accordance with multi-year sustainability goals 2014–2020
  - Strengthening of sustainability organization at business unit level the field of sustainable sourcing

## Targets – Wholesale (W)

## Targets – Production (P)

### ■ 5.1.1 W We are an exemplary provider of training.

- Selgros Russia: participation in a project to establish dual vocational training in line with the German model
- TG Germany: 57% take-on rate following completed training
- TG France: percentage of young people undergoing dual education/training: 2.7%

### ■ 5.1.1 P We are an exemplary provider of training.

- 129 apprentices

### ■ 5.1.2 W We offer our employees access to an extensive, diverse continuing education programme and attractive career opportunities.

- TG Switzerland: 70% of management and key posts filled internally
- TG Germany: promotion and development programmes
- Selgros Russia: nine-month “Purchasing development programme” launched

### ■ 5.1.2 P We offer our employees access to an extensive, diverse continuing education programme and attractive career opportunities.

- Bell: talent management at all locations; job vacancies are checked in-house first

### ■ 5.1.3 W We are committed to sustainable HR management.

- TG Switzerland: ongoing accident prevention measures
- TG France: strategies for equal opportunities; avoidance of physical and psychological risks

### ■ 5.1.3 P We are committed to sustainable HR management.

- The Coop job centre is providing support for all staff affected by the closure of the Pasta Gala production company; follow-on opportunities offered within the Coop Group

### ■ 5.1.4 W We cultivate a culture of respect, appreciation and equal opportunities.

- TG Switzerland, TG France, TG Germany, TG Polska: various integration projects
- Selgros Romania: percentage of women in top management: 30%
- TG France (operations): intergenerational action plan; action month for people with limited fitness to work

### ■ 5.1.4 P We cultivate a culture of respect, appreciation and equal opportunities.

- See retail measures

### ■ 6.1.1 W We help ensure a safe, varied and reasonably-priced supply of food in catering and the social sphere.

- TG Germany: expansion of the Economy own-label brand range; specific products for special requirements (the elderly, children, etc.)

### ■ 6.1.1 P We make a vital contribution to providing the Swiss population with basic supplies.

### ■ 6.1.2 W We offer a marketing platform for quality-driven Swiss agriculture.

- TG France: promoting the “Jardins de Pays” product line
- Selgros Russia: expanding the regional range of fruit and vegetables

### ■ 6.1.2 P We are a key marketing platform for quality-driven Swiss agriculture.

- Swissmill: processing of 50% of domestic organic wheat

### ■ 6.1.3 W We use the possibilities offered by the Coop Sustainability Fund to promote innovations for sustainable consumption.

- TG Germany: cookery book project “We simply cooked” with old people’s homes

### ■ 6.1.3 P We use the possibilities offered by the Coop Sustainability Fund to promote innovations for sustainable consumption.

- Reismühle Brunnen: continuation of the Fair & Good project
- Chocolats Halba: continuation of sustainable cocoa sourcing in Honduras

### ■ 6.1.4 W Together with our stakeholders, we are committed to a sustainable and healthy lifestyle and make use of our communication tools to express that commitment.

- TG Germany: “take54you” catering strategy for schools in conjunction with Fulda University of Applied Sciences; “WhatsEat” product label for good school catering products
- TG France: online e-Quilibre strategy; expansion of customer communications
- Selgros Romania: “Health begins on the plate” project for schools

### ■ 6.1.5 W We support social organizations by donating food that is still safe for consumption to people in need.

- Support in the form of monetary and non-monetary donations to corresponding institutions in Germany, France, Romania and Russia (non-food)
- TG Switzerland, TG France: support for alliances such as “United against waste”

### ■ 6.1.5 P In our production activities, we are careful to avoid over-production and to make the fullest use possible of all raw materials.

- Optimization of production processes

### ■ 7.1.1 W We create sustainability strategy concepts and ensure that sustainability is firmly established from an organizational standpoint in all plants and companies in the Coop Group.

- Group-wide reporting in accordance with multi-year sustainability goals 2014–2020

### ■ 7.1.1 P We create sustainability strategy concepts and ensure that sustainability is firmly established from an organizational standpoint in all plants and companies in the Coop Group.

- Group-wide reporting in accordance with multi-year sustainability goals 2014–2020







## **Actions, not words No. 8**



## **We're a nose ahead in animal husbandry**

We have been supporting animal welfare with special projects for over 35 years. Our Naturafarm range is subject to strict guidelines that far exceed legal requirements. So our farm animals enjoy access-to-range or free-range conditions. Swiss Animal Protection (SAP) makes annual unannounced checks on our Naturafarm operations. And it confirms that Coop is number one in Switzerland when it comes to animal welfare.




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Top-quality beef from suckler herds reared on grassland and lower CO<sub>2</sub> emissions: this is what epitomizes Baltic Grassland Beef. Coop launched this animal welfare programme together with Suckler Cow Switzerland, Bell and the livestock trading company Vianco – as an alternative to importing meat from abroad.




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The Body Shop and animal protection quite simply belong together. The cosmetic company's products have always been animal friendly and 100% suitable for vegetarians. The Royal Society for the Prevention of Cruelty to Animals (RSPCA) has honoured these achievements in the form of a Lifetime Achievement Award.



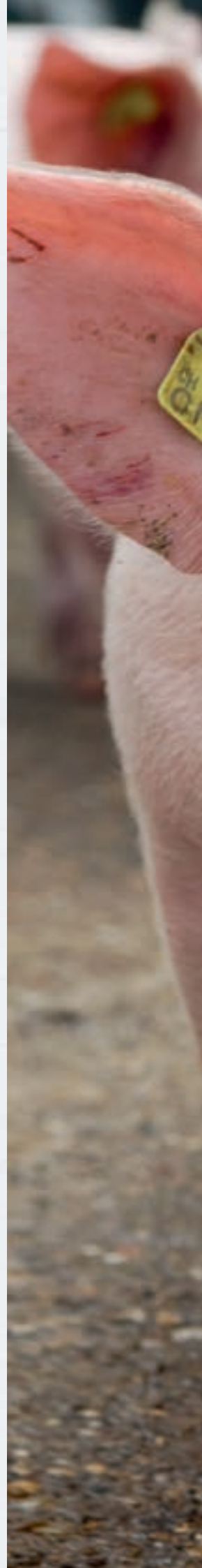

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Extensive pasturage, half of which consists of shady woodland, and no fixed pens – this is how the woodland turkeys for the Transgourmet "Ursprung" own-label brand live. The project is being supported by Transgourmet Germany and is a prime example of humane turkey rearing. The other Transgourmet Group companies are also continuously expanding their range of animal-friendly products, and use animal welfare standards that exceed the relevant legal requirements. Examples include Germany's "For greater animal welfare" standard and the "Label Rouge" in France.




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Since autumn 2013, Coop has also been using the Naturafarm own-label brand as a quality label. Brand manufacturers can therefore display this quality seal on their meat products – provided they meet strict animal welfare requirements.







# Sustainable products and services

Coop is enhancing its sustainable products and services across the board. In 2015 the focus was on textiles. Coop is the largest supplier of Fairtrade-certified products in Switzerland. And Transgourmet companies are continually expanding their sustainable product ranges too.

## Focusing on the entire range

### More comprehensive reporting

Since the launch of the first Coop own-label sustainability brand Oecoplan over 25 years ago, consumer and stakeholder expectations with regard to creating sustainable product ranges have been steadily growing. Current surveys indicate that highly rated factors include not only conducting business in an environmentally friendly manner but also fair working conditions, regional production, animal welfare and consideration for health-related needs. Coop is accommodating this trend with more transparent reporting of key figures for its sustainable products and services (see figures section, pages 50 and 51). Sustainable product ranges in the retail sector are now subdivided into four groups. Firstly there are the Coop own-label brands and quality labels with the highest sustainability standards (= Coop own-label sustainability brands and quality labels). Coop lends particular support to these own-label brands/quality labels. Their production is subject to the strict standards and guidelines for the brand or label in question, such as the Bio Suisse bud or the stringent requirements of Coop Oecoplan.

Secondly, Coop is singling out quality labels with sustainable added value. These include in particular labels used by brand suppliers that meet current “good practice”, such as UTZ and the Rainforest Alliance. While Coop does not actively promote quality labels such as these, it does recognize them as initial efforts by the brand manufacturers concerned. Thirdly, Coop is now publishing key figures on own-label brands and quality labels with added regional value. These include the “Miini Region” quality label

and, among others, also products from Swiss Parks of National Importance and the own-label brand Pro Montagna. These ranges generate a high level of added value for the Swiss regions in which they are manufactured.

In the fourth group, Coop has grouped together all the own-label brands and quality labels for special nutritional requirements. These include product ranges for people who suffer from allergies and intolerances, and those who wish to eat vegetarian or vegan food.

In 2015, sales of Coop’s sustainable goods and services amounted to 3.1 billion francs.

### Naturaplan follows nutritional trends

The trend towards convenience foods has continued unbroken for many years, and the number of flexitarians – part-time vegetarians – is on the increase. Coop is meeting these nutritional requirements in its Naturaplan organic own-label range too, for example by launching a ready-made organic falafel mix and a frozen organic vegetarian lasagne. The introduction of a total of 90 new products led to the Naturaplan range being expanded to just under 1 800 products in 2015.

### Fairtrade growth strategy: mid-term review

Coop agreed its Fairtrade growth strategy back in 2009 with the aim of switching over to Fairtrade Max Havelaar all its own-label brand products that contain ingredients from developing countries and emerging economies between 2010 and 2020. After five years, the results are positive. The Group’s Fairtrade range has quadrupled in size, making Coop Switzerland’s largest supplier of Fairtrade-certified products. Coop also stocks the world’s largest selection of fairly-traded exotic

fruit. The cooperatives that grow products for Coop receive not only fair purchase prices but also a Fairtrade premium. This premium currently totals around 3.8 million francs a year.

#### Fairly traded fruit and chocolate

Major progress was made in 2015 in switching over exotic fruit and vegetables to fairly-traded products. Since February, all the fresh pineapples in Coop stores have been labelled with the Fairtrade Max Havelaar label, and in the autumn Coop introduced the world's first Fairtrade-certified sweet potatoes. And Coop's papaya producers in Brazil have this year started manufacturing under Fairtrade conditions. This is improving the living conditions for workers on the plantations, and is also protecting the environment. For example, the use of organic fertilizers has cut the consumption of synthetic chemical preparations by a third. Since the year under review, the Coop manufacturing company Chocolats Halba has been producing all the products for Coop own-label brands exclusively using fairly traded cocoa. For all products except the Prix Garantie range, both the cocoa beans and the cocoa butter are now Fairtrade.

#### Successful water project in Central America

For many coffee farmers in Central America, harvest is followed by the "mesos flacos", or thin months,

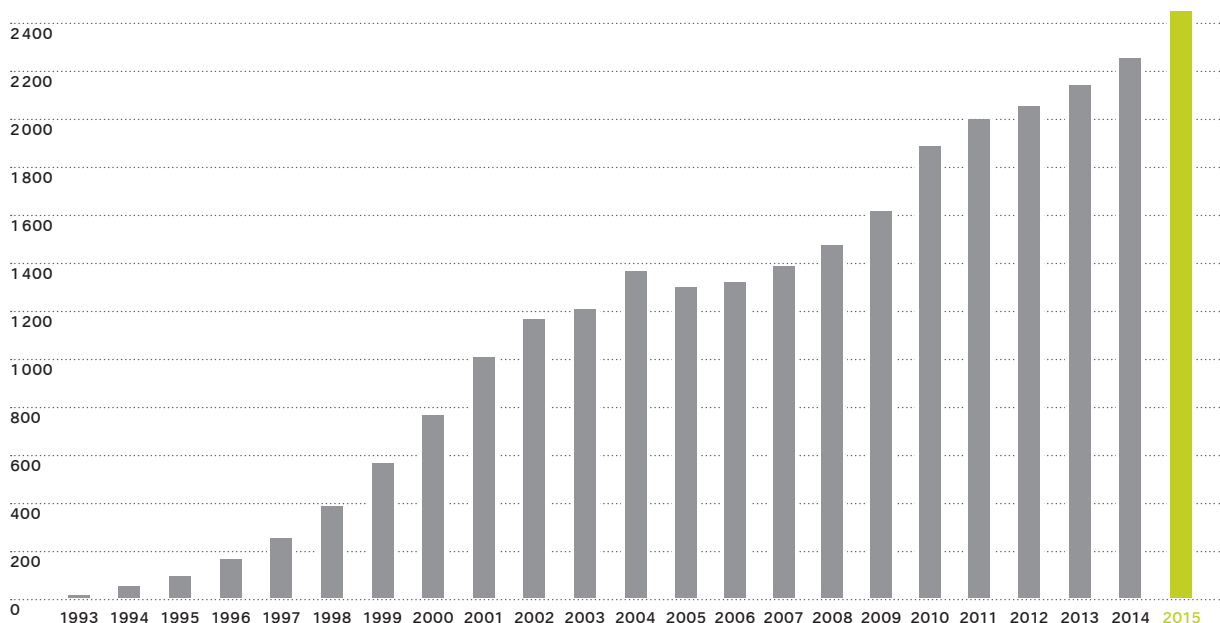
when money and food are in short supply. Together with the non-profit organization International Development Enterprise (IDE), Coop conducted a water project between 2010 and 2014 in which over 7 000 families and over 1 300 Fairtrade coffee farmers were equipped with micro-irrigation systems. This has enabled them to tend small fruit and vegetable patches that consume very little water, and to grow, harvest and sometimes even sell fruit and vegetables during the lean months. Coop provided financial support for this project with one million francs from its Sustainability Fund.

#### Manufacturing companies opt for organic and Fairtrade

Coop manufacturing companies are continuously working to expand their organic and/or Fairtrade product ranges. For example, with a market share of over 50% in Europe, Reismühle Brunnen is the clear market leader for Fairtrade rice. In 2015 organic and Fairtrade rice accounted for over 50% of its total rice sales. Since 2015, the Coop manufacturing company Sunray has supplied organic and Fairtrade-quality turmeric. And in 2015 vinegar manufacturer Nutrex launched Coop Naturaplan organic vinegar with mango pulp, the first of its products to meet Bio Suisse bud standards and also contain Fairtrade ingredients. In Coop bakeries, organic goods accounted for around 26% of total sales.

#### Sales of own-label brands and quality seals with the most stringent sustainability standards

Naturaplan, Naturafarm, Oecoplan, Naturaline, Pro Montagna, Unique, Pro Specie Rara, Slow Food, Fairtrade Max Havelaar, Bio, MSC, FSC, Topten, Hochstamm Suisse, Swiss Parks, etc.  
Sales in CHF millions



### **Sustainable wholesale ranges**

Transgourmet Group companies are also expanding their sustainable product ranges – depending on the various countries and local demand. Whereas Selgros Germany stocks over 750 organic food lines and is continuously expanding its Fairtrade range, these ranges are only just being established in Poland, Romania and Russia. In the year under review, Transgourmet Switzerland specifically expanded its range of organic fruit and vegetables produced in line with Bio Suisse bud standards, as well as its Fairtrade and MSC product ranges. With its sustainable ranges, Transgourmet Switzerland generated sales of over 36 million francs in 2015.

### **Transgourmet develops own-label sustainability brand**

In the year under review, Transgourmet Germany's existing own-label brand "Ursprung" was developed to become a Group-wide own-label sustainability brand. It will be launched onto the market by Transgourmet France and Transgourmet Switzerland in spring 2016 under the name "Origine". Origine and Ursprung products represent a clearly identified region of origin and a tradition of sustainable manufacturing that forms an integral part of the producer's philosophy. A three-level hierarchy of ecologically and socially sustainable products – "good", "better" and "best" – provides customers with a transparent, credible means of classifying products. Origine also acts as a programme for promoting the ongoing development of products: from conventional production to "good" sustainable products that exceed statutory standards, from "good" to "better", and from "better" to "best" – products exhibiting the highest standards of sustainability.

### **WWF recommends Oecoplan**

Promoting environmentally-friendly consumption is the top-level goal of the strategic partnership between Coop and the WWF. Since Oecoplan is a proven environmentally-friendly alternative to conventional products, the WWF has since 2015 been recommending this own-label sustainability brand. This is indicated on product packaging with the panda logo and the statement "WWF recommends Oecoplan". Oecoplan products are subject to rigorous environmental standards. Wherever possible, these conform to or even exceed the requirements of recognized environmental labels or standards such as the Bio Suisse bud, FSC and Blue Angel. Raw materials are used in an efficient and environmentally friendly manner, and waste material is recycled as far as possible.

### **Outstanding animal welfare performance**

In 2015, the British non-governmental organization "Compassion in World Farming" honoured Coop twice for its comprehensive commitment to animal welfare. It was awarded first place in the "Best innovation" category for its "Dual-use chickens" pilot project. In an overall comparison of European retailers, Coop was the only Swiss company to reach the podium, being awarded second place. And in the animal welfare ratings published by the Business Benchmark on Farm Animal Welfare, Coop came top for the third time in succession. This is just one more reason why Coop is systematically pursuing over 30 animal welfare projects together with the manufacturing company Bell.

### **Animal protection at Transgourmet Germany**

Transgourmet Germany is also continuously expanding its product ranges to meet high animal welfare standards. In 2015, for example, Transgourmet developed the "Farmyard poultry" range for its Quality own-label brand. This product range conforms with the "One star" entry-level label of the German Animal Welfare Association (DTB). The company focused on expanding its pork range with the "Ursprung" own-label brand too, which also meets DTB requirements. Transgourmet Germany is also now working with an abattoir and meat processing plant that is certified in accordance with DTB criteria.

### **Fully sustainable fresh and frozen fish**

Since April 2015, Coop has been selling fresh and frozen fish and seafood exclusively from sustainable sources. This means that the WWF classes its origin as "recommended" or "acceptable". Fish and seafood from sustainable sources already account for 99.5% of sales across the entire range. Moreover, Coop is the first Swiss retailer to declare fishing methods on its fresh fish packaging. These methods play a substantial role in protecting the ocean floor and preventing unwanted bycatch.

### **Sustainable fish range for Transgourmet**

In the year under review, Transgourmet Germany not only developed its range of fish farmed in accordance with Aquaculture Stewardship Council (ASC) standards but also introduced new sustainable fish products under the Ursprung own-label brand. Since June 2015, Transgourmet France has been taking part in the "Mr Goodfish" campaign. For this campaign, an expert committee consisting of fishermen, fish farmers, scientists and representatives from trade and commerce is drawing up a white-list for each season, detailing fish and seafood for which consumption will not endanger the survival of individual species. Transgourmet is making its



catering customers aware of this approach and providing them with information material that they can pass on to their customers.

**Miini Region – a platform for small-scale producers**  
Coop identifies regionally produced food, flowers and plants by means of the “Miini Region” quality label. In September 2015, the “Miini Region” guidelines were refined and tightened up. For example, the stringent requirements relating to the regional origin of raw materials and regional processing will in future be regularly inspected by independent organizations. In the case of compound foodstuffs, at least 80% of the agricultural raw materials must originate from the region in question, as must the main raw material and the raw material from which the product takes its name. Regional organic products additionally meet Bio Suisse bud requirements.

## Focus on textiles

### 20 years of Naturaline

In 1995 Coop started to systematically switch its Naturaline own-label sustainability brand over to organic cotton. Thanks to the Naturaline label, Coop is now the world's largest supplier of fairly manufactured organic cotton textiles. Coop set up its transparent audited product chain together with Swiss textile company Remei AG. Today around 5 600 farmers in India and Tanzania cultivate cotton in accordance with the sustainable Biore standard. These growers benefit not only from a purchase guarantee and an organic premium, but also from sound advice and training. The Naturaline textiles range includes around 500 items and was expanded in autumn 2015 to include the first men's collection by the brand ambassador Melanie Winiger.

### Biore Foundation projects

To celebrate the anniversary of Naturaline, Coop launched a new recycled plastic carrier bag, for which the sales price includes a contribution towards the Biore Foundation. In 2015, this initiative enabled Coop to donate an additional 150 000 francs to the Foundation, which was set up by Remei AG and Coop. Biore promotes organic farming and invests in improved living conditions for farming families in India and Tanzania. The money donated was specifically used to help construct village wells and toilets. The establishment of communal sewing workshops is also providing women with improved opportunities to generate income. Coop also decided to supplement the 45 drinking-water wells already constructed in Tanzania with an additional 50 wells over the next three years.

### Naturaline: a vision becomes reality



**Patrick Hohmann**  
Founder and Chairman of the  
Board of Directors of Remei AG

“Remei AG has succeeded in producing fashionable textiles from pure organic

cotton fairly and in an environmentally friendly manner. We have enlisted around 5 600 farming families in organic production in India and Tanzania and established a long-term partnership with them. Together with Coop we have set up the Biore Foundation. To date, we have provided medical advice for over 60 000 patients, given over 1 000 children access to schooling and improved the health of farming families with over 4 000 efficient stoves and 3 700 biogas plants, thereby offsetting the CO<sub>2</sub> emissions of all Biore textiles. None of this would have been possible without 20 years of commitment from Coop.”

### Joint initiatives to reduce chemicals

In the year under review, Coop once again made progress in reducing chemicals in the supply chain for its own-brand textiles. As part of the Detox agreement with Greenpeace, the waste water and environmental data from a further eight main suppliers was collected in external audits and published in the Institute of Public and Environmental Affairs (IPE) database. In 2015, Coop began developing a training programme to assist its suppliers in switching over their production. It also successfully concluded a pilot project for perfluorocarbon-free umbrellas, which is due to be rolled out across the entire own-label umbrella range next year. For this progress, Greenpeace nominated Coop as a “Trendsetter” in its 2015 mid-term review. This category includes companies that are advancing their industries with credible deadlines, concrete actions and practical implementation programmes. In October 2015, Coop also signed up to the Zero Discharge of Hazardous Chemicals Programme (ZDHC). The aim of this programme is to establish new environmental standards with retailers and brand suppliers in the global textile, leather and footwear industry. The global nature of these industries has convinced Coop that the active elimination of hazardous chemicals can only be achieved by means of appropriate joint initiatives.

### Environmental and social standards for textile range

Coop is focusing on high environmental and social standards not only for its Naturaline range but is also working towards improving production conditions for its other textile ranges. For example, 93%

of direct textile suppliers already meet the “good” or “improvement needed”, “A”, “B” or “C” status of the Business Social Compliance Initiative (BSCI), or are SA8000 certified. Both BSCI and SA8000 signify adherence to social standards in the production process. In the year under review, Coop also added a Chinese textile producer to its Business Environmental Performance Initiative (BEPI) pilot project. BEPI aims to establish broad-based minimum environmental standards.

## **Sustainable sourcing**

### **Systematically evaluating critical raw materials**

The cultivation and production of agricultural and forestry raw materials have a considerable environmental and social impact worldwide. In the form of a project for the sustainable sourcing of critical raw materials, Coop is taking its responsibility seriously as a retailer with a large range of own-label products. This project includes raw materials that play an important role in sourcing at Coop, and that also have a major social or environmental impact in primary production or in terms of animal welfare, and which are perceived as critical by the population and non-governmental organizations. Following extensive product range screening, Coop has specified recognized sustainability standards for the following 14 raw materials and defined clear key performance indicators and targets for their implementation by 2020: meat, milk, eggs, fruit and vegetables, flowers and plants, fish and seafood, coffee, cocoa, palm oil, rice, soya, hazelnuts, wood, paper and cotton. The first step is to implement these standards for the retail sector. By the end of 2016, Coop will additionally define key performance indicators and targets for its manufacturing companies, and also specify raw materials, standards and targets for the wholesale sector.

### **Transparency in the product chain**

Consumers today are keener than ever before to know where products come from and by whom and under what conditions they are produced. So traceability in the production and supply chain for its own-label range is one of eight main topics in Coop's 2014 to 2020 multi-year sustainability objectives. It is already able to fully trace all Naturaline products as well as the entire Naturaplan range of fruit and vegetables. Coop is also making progress in its overall product range. In 2015, a feasibility study was carried out for the extremely complex product chains for cocoa products, chicken, tomatoes and cotton. In this study, Coop evaluated the IT requirements for systematically collecting and processing data.

### **Major progress for sustainable palm oil**

Coop has since 2004 been a member of the Roundtable on Sustainable Palm Oil (RSPO) and is pursuing the goal of sourcing 100% of the palm oil used in its own-brand foodstuffs from physically sustainable cultivation. In 2015, this figure already stood at around 93%. A new palm oil objective was set for non-food products in the year under review. By 2020, 80% of the palm oil used should be either physically sustainable or must meet the RSPO “mass balance” criteria. Coop also wants to make progress with branded products. It therefore wrote to all its brand-name suppliers in October 2015 requesting that they switch their products to sustainable palm oil in accordance with the RSPO criteria.

### **Responsible soya cultivation**

In the year under review, Coop also made progress in switching to responsibly sourced soya. For example, of the soya imported into Switzerland as an animal feedstuff, 94% is now responsibly produced non-GM soya – a success for Soy Network Switzerland, which was co-founded by Coop in 2011. Since May 2015 Coop has also exclusively used certified Danube soya as animal feed for all Naturafarm hens (both laying hens and chickens for fattening). And since March 2015, all Naturaplan chickens for fattening have been fed exclusively with European feed components.

### **Revision of pesticide guidelines**

To protect the environment and the people involved in primary production around the world, Coop has significantly tightened up its requirements for pesticide use. With the revision of the pesticide guidelines, this has been expanded to cover the entire own-brand food range. In addition to the 42 previously banned pesticide ingredients, Coop now also bans the use of ingredients that the World Health Organization (WHO) classes as extremely or highly hazardous. There are a total of 113 pesticides on this blacklist which must not be used in the production of Coop own-brand food products. This affords protection to people in developing countries and emerging economies, where these substances are frequently not banned. In its range of plant protection products for private use, Coop is also advocating the responsible use of pesticides and is systematically expanding its range of organic alternatives. In spring 2015, Coop additionally removed from its range all herbicides containing glyphosate. This substance was classed by the WHO in March 2015 as being a “probable carcinogen”.

### **Water standards and social standards in Spain**

After Switzerland, Spain is Coop's most important source of fruit and vegetables. However, there is a water shortage in some regions and an adherence to decent working conditions cannot always be guaranteed. Back in 2010, Coop therefore jointly developed a standard for sustainable water usage with WWF Spain, and is working hard to implement this standard with producers of organic and conventional fruit. In 2015, the implementation of the Coop water standard was inspected on the premises of ten suppliers. Coop also trained four auditors in this standard so that additional inspections can be carried out in the future.

In order to establish good social practice and decent working conditions, Coop uses the GRASP standard (GlobalGAP Risk Assessment on Social Practice). In January 2016, Coop held a workshop with four supplier companies to make them aware of employee rights and appropriate remuneration, and to jointly develop solutions.

pleted most of its projects, thereby optimizing 70 tonnes of packaging material between 2013 and 2015. In 2015, the manufacturing company Sunray switched all its paper packaging to materials meeting Forest Stewardship Council (FSC) criteria, resulting in 82 tonnes of optimized packaging material per year.

## **Other projects**

### **Involving brand manufacturers**

In the year under review, Coop and its business partners continued to pursue the 137 project proposals for implementing the 2014 to 2020 multi-year sustainability objectives selected following the 2014 Green Business Partner Conference. For example, Coop and Chicco d'Oro launched the first branded coffee product to bear the Bio Suisse bud as well as being certified as Fairtrade-Max-Havelaar. For the first time, it also stocked unpackaged organic aubergines. For buyers, implementing these project proposals was one of five personal goals for 2015 that were included in their performance appraisals.

### **Reducing and optimizing packaging**

The project launched in 2011 to improve the sustainability of packing for Coop own-brand products was successfully concluded in 2015. Coop significantly exceeded the goal it had set itself of saving or environmentally optimizing at least 2 000 tonnes of packaging material by the end of 2015, with a total figure of 3 164 tonnes. Of this, over 1 100 tonnes of material were saved, and around 2 000 tonnes of existing packaging were replaced with environmentally friendly material. For example, the amount of cardboard used in Tetrapak milk cartons was reduced in the year under review, leading to 34 tonnes of cardboard being saved.

And Coop manufacturing companies are also well on course with their packaging optimization targets. In the year under review, Reismühle Brunnen com-







## **Actions, not words No. 137**



## **We have Switzerland's largest selection of Fairtrade goods**

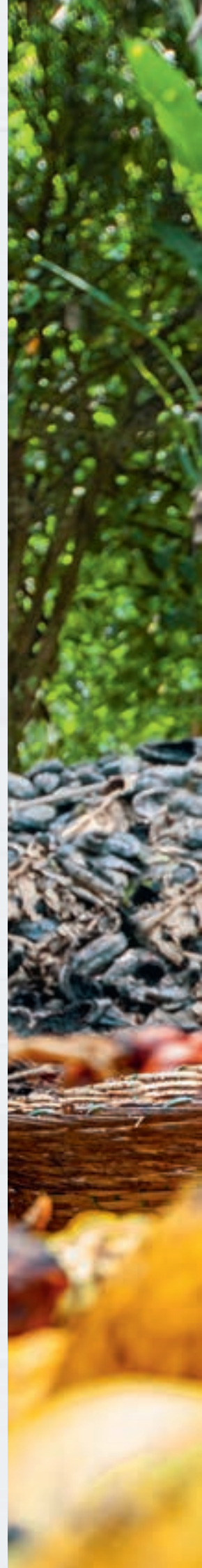
Trading is fair if both sides are satisfied. For that reason, we started to create Switzerland's largest range of Fairtrade goods with Fairtrade Max Havelaar in 1992. It now includes over 550 items. Every second Fairtrade Max Havelaar product sold in Switzerland passes through a Coop check-out. As a result, the workers and small-scale farmers benefit from improved living and working conditions. Our long-term goal is to switch all the raw materials from developing countries and emerging economies used in our own brands to Fairtrade Max Havelaar by 2020.



Coop's successful commitment to Fairtrade can be seen above all in its rice range. 98% of Coop own-brand Asian rice is now Fairtrade, compared with just 47% in 2010. The Coop manufacturing company Reismühle Brunnen introduced the Group's first Fairtrade rice in 2002. Today, it is a clear market leader in Europe.



When it comes to nutmeg, vinegar, pineapples and chocolate, the focus at Coop manufacturing companies is clearly on organic and Fairtrade. For example, Sunray is increasingly buying directly from areas of origin, providing a wide range of organic Fairtrade spices for Coop shelves. In 2015, the vinegar producer Nutrex launched a mango fruit pulp vinegar – its first product that is both organic and Fairtrade-certified. And in the Coop Banana Ripening Plant, which ripens more than just bananas, the pineapples are all Fairtrade, since Coop switched its entire fresh pineapple range over to Fairtrade in 2015. Coop's chocolate range is also gradually being switched over to Fairtrade. Since 2015, Chocolats Halba has produced almost all its Coop products from fairly traded cocoa.









# Resource efficiency and climate protection

Coop is making exemplary progress with its CO<sub>2</sub> vision and is right on track. In eastern Europe, Transgourmet is setting new standards in energy efficiency. For its goods transportation with Railcare, Coop was awarded the 2015 Swiss Environmental Prize. The “Sustainability in construction management” strategy was agreed.

## Holistic energy management

### CO<sub>2</sub> vision on track

In view of climate change and the resulting global increase in temperature, international climate policy-makers some years ago developed what is known as the two degree target. The aim is to limit global warming to less than two degrees Celsius compared with the level at the start of industrialization. To meet this goal, a total of 195 countries, including Switzerland, agreed concrete CO<sub>2</sub> reduction targets at the UN Climate Conference in Paris in December 2015. With its “CO<sub>2</sub>-neutral by 2023” vision formulated in 2008, Coop is already shouldering its share of the responsibility. The business units that fall within the vision’s scope set themselves annual quantitative targets for reducing their energy consumption and CO<sub>2</sub> emissions. The overall goal is to reduce absolute annual energy consumption by around 20% by 2023 compared with 2008, and to increase the use of renewable energy sources by 80%. Absolute annual CO<sub>2</sub> emissions should therefore be reduced by around 50%. Remaining CO<sub>2</sub> emissions will be offset from 2023 onwards via high-quality projects. In 2016, the Swiss Federal Office of Energy (SFOE) awarded Coop the Watt d’Or special prize for corporate strategy for this ambitious target, which is incorporated in Coop’s comprehensive sustainability strategy. In 2015, Coop was able to reduce its absolute energy consumption by 1.9% and cut its absolute CO<sub>2</sub> emissions by 4.0% compared with the previous year. The proportion of energy from renewable sources rose to 70.1%. Coop therefore not only met its annual reduction sched-

ule targets for 2015, but actually exceeded them (see “‘CO<sub>2</sub>-neutral by 2023’ vision: CO<sub>2</sub> emissions and reduction targets up to 2023” graph). Absolute annual CO<sub>2</sub> emissions have already been reduced by 24.8% since 2008.

### Transgourmet achieves ambitious target

With the 2014 to 2020 multi-year sustainability objectives, the Transgourmet Group, which does not fall within the scope of the CO<sub>2</sub> vision, also set itself ambitious energy/CO<sub>2</sub> targets. By 2020, the specific energy consumption per tonne of goods delivered by the wholesale supply trade is to be reduced by 13.3% compared with 2012, and the specific CO<sub>2</sub> emissions per tonne of goods delivered are to be reduced by 11.7%. Specific energy consumption per square metre of store space in the cash & carry trade in western Europe is to be reduced by 13.2% and specific CO<sub>2</sub> emissions per square metre of store space are to be reduced by 13.1% compared with 2012. The cash and carry stores in eastern Europe are newer buildings for which Transgourmet has set a benchmark in terms of energy efficiency in the countries concerned. So the aim here is to achieve a reduction in specific energy consumption of just 0.9% per square metre of store space and a reduction in specific CO<sub>2</sub> emissions of 4.1% compared with 2012. The Transgourmet Group was once again able to meet the interim targets it was set in 2015, and is therefore right on track.

## Energy usage

### Efficient refrigeration in supermarkets

Since 2010, only energy-efficient CO<sub>2</sub> refrigeration systems have been installed in new and remodelled Coop supermarkets. As of the end of 2015, Coop had implemented this measure in a total of 372 sales outlets, 50 more than in 2014. In October 2015, the Executive Committee decided that in future all large CO<sub>2</sub> refrigeration systems would additionally be fitted with ejectors. This will reduce the energy consumption of the already efficient systems by a further 15%. For meat, fish and convenience products, Coop will from now on also be using refrigeration units with closable doors, thereby helping to prevent unnecessary electricity consumption.

### LED and Minergy standard in new and remodelled buildings

Coop now exclusively uses LED technology for lighting in its supermarkets. This applies to all new and remodelled stores. All additional measures to reduce energy consumption are also being systematically implemented. For example, Coop designed an additional 52 supermarkets to the Minergy standard in 2015, whose total number is now 352.

### Renewable energy at Schafisheim

Coop has also been fully committed to energy efficiency and renewable energy sources during the remodelling and expansion of its Schafisheim distribution centre. In 2015 a photovoltaic array was installed on the distribution centre's new railway station that generated 180 000 kilowatt hours of electricity during the year. This is equivalent to the

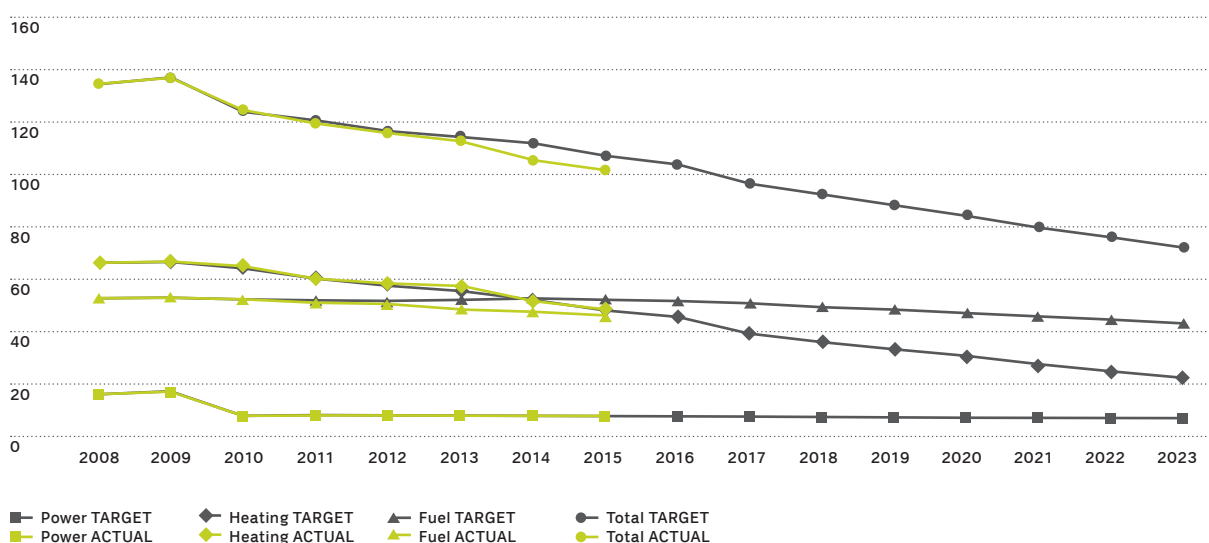
energy consumption of up to 74 Swiss households. For its new industrial bakery at Schafisheim, Coop will obtain around 70% of the necessary heat by burning biomass. The biomass furnace, which was installed in 2015, will be able to use not only wood chippings but also powdered by-products from Swissmill's grain milling process. The Swiss Federal Office of Energy (FOE) is sponsoring this innovative project in which powdered biomass fuel is being used for a thermal oil process for the first time. In the year under review, Coop received a provisional Minergy certificate for the new distribution centre. When designing and planning the building, every precaution was taken in order to adhere to the Minergy standard. Whether the anticipated energy savings will actually be achieved will be systematically monitored during day-to-day operations over a two year period. Only then will certification be definitively awarded.

### Energy-efficient wholesale stores

In the year under review, Transgourmet Group companies in various countries switched their cash & carry stores over to LED lighting and energy-efficient CO<sub>2</sub> refrigeration systems. In Switzerland, another three stores were equipped with LED light fittings. The commissioning of an additional three CO<sub>2</sub> refrigeration systems means that 21 out of 30 Prodega/Growa stores are equipped with the latest technology. In Germany and Poland, CO<sub>2</sub> refrigeration systems were installed in a total of four Selgros stores, while LED technology was also introduced in three stores in Germany. In 2015, Romania completed the conversion of all 19 stores to LED lighting and installed a 906 kilowatt photovoltaic system on the roof of its Pantelimon store. In Russia, Selgros partially con-

### "CO<sub>2</sub>-neutral by 2023" vision: CO<sub>2</sub> emissions and reduction targets up to 2023

In thousands of tonnes of CO<sub>2</sub>



## Coop is a pioneer in sustainable construction



**Joe Luthiger**  
Executive Director of the Sustainable Construction Network Switzerland.

“Together with stakeholders in the Swiss construction industry, the Sustainable Construction Network Switzerland (NNBS) is campaigning for sustainable Swiss architecture. This relates not only to individual buildings and the materials and techniques used in them, but also to their overall impact on society, the environment and the economy. It necessitates taking due consideration of a building's entire lifecycle early on in the planning and development process. Sustainable buildings are usually qualitatively better than conventional ones, and offer employees and customers a healthy environment. They are also cheaper to run and more future-proof. For instance, Coop is taking on board its experiences with the new Fully branch. It is one of the projects that was certified in accordance with Swiss sustainable construction standards (SNBS) during the 2014 pilot phase and has therefore contributed to their further development.”

verted a store to LED lighting and, as part of the rebranding process, also converted all its external illuminated advertising signs to run on efficient lighting technology.

### Reducing energy in production

The Coop manufacturing companies and Bell AG are also on track with their energy and CO<sub>2</sub> reduction goals. In the year under review, for example, Reismühle Brunnen met all its hot water requirements from solar energy and reduced its energy consumption per tonne by around 6%. Bell AG installed a new modular refrigeration system at its Edeweicht site, and set up a new hot water system at Bad Wünnenberg. Compared with the previous year, the Bell Group was able to reduce energy consumption by 4.1% in 2015, and restricted its increase in heat consumption to 1.2%.

## Environmentally friendly goods transport

### Growth and innovation at Railcare

Wherever possible, Coop uses unaccompanied combined transport (UCT) provided by its subsidiary Railcare AG, thereby employing the environmentally-friendly combination of rail and truck. For its efforts, it received the Swiss Environmental Foundation's environmental prize in May 2015. In the year under review, Coop once again expanded its UCT transport programme, saving a total of 9.8 million

truck-kilometres and 2 150 tonnes of CO<sub>2</sub> emissions. In November 2015, Coop and Railcare commissioned the first few model electrically cooled swap bodies. The goods transported in these containers are not cooled by a diesel engine as previously, but are instead cooled electrically. The necessary power is supplied either via the rail wagon or the truck. This considerably reduces diesel consumption and therefore also CO<sub>2</sub> emissions. From the beginning of 2016, 130 of these swap bodies will be used to transport freight between the Aclens distribution centre and the 42 Coop supermarkets in Geneva.

### Hydrogen from hydroelectric power

Coop is also a pioneer in the field of introducing innovative energy sources. In 2016, Coop Mineraloel AG intends to commission Switzerland's first public hydrogen filling station. This was decided by Coop's Executive Committee in April 2015. Energy from a hydroelectric power station will be used to produce the necessary hydrogen. This makes it virtually CO<sub>2</sub>-neutral. Coop is also opting to use hydrogen in its own vehicle fleet. Once the filling station becomes operational, Coop will be acquiring eleven hydrogen-powered company cars and four trucks.

### Procurement of additional electric trucks

In its second year of operation, the Coop electric truck has completely proved its worth. Despite some minor faults, it clocked up around 21 000 kilometres and met expectations in terms of suitability for everyday use, energy efficiency and low emissions. For this reason, the Coop Group decided in 2015 to procure a further six electric trucks – four for Coop Logistics at Schafisheim, Aclens, Chur and Berne, and one each for Transgourmet Switzerland in Winterthur and Transgourmet Germany in Berlin. In January 2016, Coop won the “Energy Globe World Award” in the “air” category with its innovative electric truck that can be used on a daily basis.

### Measures in wholesale

In the year under review, Transgourmet Switzerland's logistics were remodelled to include seven regional warehouses. This will save around one million truck-kilometres per year. At the same time, Transgourmet France continued to modernize its vehicle fleet. It fitted 120 refrigerated trucks – over 12% of its fleet – with automatic chiller curtains to keep their contents cool during loading and unloading. In January 2015, Transgourmet founded a “Truck academy” in Germany to coordinate driver training in accordance with German professional driver qualifications legislation. The programme includes driver training to instil a defensive and fuel-saving driving style.



## Sustainable construction

### Pilot sales outlet opens at Fully

In October 2015, Coop opened its newly constructed supermarket at Fully, one of the pilot projects for “Swiss sustainable construction standards” (SNBS). While planning and building the store, Coop focused on particularly sustainable construction materials and energy-efficient building services. For example, renewable raw materials were used in the light-weight timber frame construction. A heat pump is used to efficiently recover waste heat from the refrigeration systems, and deliver it via underfloor heating. This results in a reduction in overall power consumption of up to 15%, and a massive reduction in CO<sub>2</sub> emissions. The photovoltaic system on the roof, which covers a total surface area of 670 m<sup>2</sup>, produces around 100 000 kilowatt hours of electricity per year. Fully is thus the first Coop outlet to produce part of its electricity requirement itself. The experiences gained while building this sales outlet have been taken into account when developing the Coop standard for sustainable construction, and serve as a benchmark for new and remodelled stores.

### Strategy for sustainability in construction management

Coop is also focusing on sustainability in its building projects. In spring 2015 it agreed the “Sustainability in construction management” strategy. This enables possible constructions to be evaluated based on the following five criteria: environmental impact, “grey” energy (non-renewable energy used in the production of materials), greenhouse gas emissions, costs and thermal conductivity (insulation). The results are compared with the best possible case, in other words, the model sales outlet at Fully. This enables potential for improvement to be identified early on in the planning phase. The strategy also forms a basis for being able to calculate and evaluate the CO<sub>2</sub> emissions from the heating system throughout its entire lifecycle. The intention is cover additional aspects in the future, such as natural landscaping and careful use of resources in the production of building materials.

## Waste prevention and recycling

### High levels of collection and recycling

One of Coop's 2014 to 2020 multi-year sustainability objectives is to achieve a waste recycling rate of over 80% in retail by 2020. This objective was already exceeded in the year under review. A total of 80.0% of the reusable materials returned by customers or generated by sales outlets is sent to be

recycled as valuable secondary raw materials or, in the case of wood, to be reused as a fuel. In the Production business area, Coop achieves a very creditable recycling rate of 80.1%. 32 different reusable materials were collected. And with a recycling rate of 65.6%, the Transgourmet Group has already met the target of 65% set for Wholesale by 2020.

### Extended plastic bottle collection

Since 2015, customers in Coop supermarkets have been able to return not only PET drinks bottles but also all other types of plastic bottle. These are sorted by material and colour in a modern sorting facility to obtain valuable secondary raw materials. In 2015, Coop jointly carried out initial tests on the material from the Dietikon distribution centre together with Müller Recycling AG in Frauenfeld. The aim is to convert the sorted plastic bottles into granules and use them to manufacture new plastic bottles. Initial trials are currently underway with Coop manufacturing company Steinfels Swiss to produce bottles for detergents and cleaning agents.

### Steinfels Swiss focuses on recycling

Since 2012, the Coop production company Steinfels Swiss has for its commercial customers been operating a returns system for containers for the washing up liquid and cleaning products of its Maya own-label sustainability brand. These containers have been used to make cable sheathing, cable conduits and similar items. As with the Coop plastic bottles, Steinfels Swiss is currently trialling the implementation of the “bottle to bottle” principle. This means that the material obtained from the returned containers will in future be used to manufacture new containers.







## **Actions, not words No. 172**



## **Turn old into new: our recycling station**

Our stores take back various items suitable for recycling. Each year we ensure that around 200 million PET beverage bottles are recycled. This corresponds to some 6950 tonnes of PET. We also recycle all plastic bottles, chargers for Kisag whipped cream and soda devices, batteries, electrical appliances and lamps. Coop Building & Hobby also sends fluorescent bulbs, paints, varnishes and chemicals for recycling.



New for old. Recycling Nespresso capsules can save up to 95% of energy compared with the original manufacturing process. The aluminium in the capsules is reused, and the coffee grounds are made into fertilizer. As a Nespresso recycling partner, Interdiscount accepts used capsules at all its branches.



"Recycling made easy" also applies in Coop Building & Hobby stores. But the waste and reusable materials collected here are somewhat heavier and more substantial. In addition to fluorescent tubes, energy-saving light bulbs and old electrical appliances, Coop customers can return household and car batteries, gas bottles and camping gas canisters as well as empty containers for paint, varnish, glazes and pool chemicals. Items that cannot be recycled are disposed of properly by skilled partners.



Waste is generated even during the process of manufacturing chocolate. At Chocolats Halba, around three-quarters of all waste is recycled. Cocoa shells make up 48% and therefore the largest share of recyclable waste, followed by production waste, cardboard and paper. Each year, around 260 tonnes of waste cocoa shells are generated at Chocolats Halba, which are all reused. Just under 30% of the cocoa shells are used in the cosmetics industry to produce fragrances. The remainder are used to make animal feed.







# Employees

79 953 employees, including 3 410 apprentices, work in retail, wholesale and production. According to a study, Coop offers the best employment conditions in the Swiss retail sector. Coop is reacting to the shortage of skilled staff with communication measures and investments.

## Sustainable HR management

### Best employment conditions in retail

Coop offers the best employment conditions in the Swiss retail sector. This has been confirmed by a study into the working conditions at large retail companies, produced by "Inrate", Switzerland's largest independent sustainability rating agency. In 2014, the Unia union invited various Swiss retailers to take part in this benchmarking study. The aim of the study was to compare the working conditions at large retail companies in Switzerland using objectively gathered indicators. The criteria that were evaluated included appropriate remuneration, contemporary working hours, work-life balance, equal opportunities and the quality of social partnerships.

### Strategic focuses for human resource activities

The Coop HR strategy lays down the strategic focuses of HR management. These include high-quality basic training, promoting the Federal Vocational Baccalaureate, offering trainee programmes for university graduates, professionalizing HR marketing and using new technologies, including e-dossiers and e-recruiting. Coop is also facilitating the development of new patterns of working hours and offers language placements. The strategies for talent management, sustainable HR management and HR marketing are derived from the Coop human resources strategy.

### HR marketing to overcome the skills shortage

In 2015, Coop agreed its HR marketing strategy. The shortage of skilled staff is not very noticeable yet in sales, although it is in other areas. What's particularly important here is finding suitable specialists such as buyers, IT staff, real estate experts and also translators. The HR marketing strategy lays down how Coop communicates with these tar-

get groups and demonstrates that, as an employer, Coop offers interesting challenges and a professional environment in all fields of work.

### Investment in training and professional development

Coop has run a comprehensive talent management programme since 2011, with the aim of filling as many management positions as possible from within the company. In the year under review, 78.5% of vacant management posts were filled internally. In times of growing competition between employers, the talent management programme represents a distinct advantage. In addition to talent management processes such as recruitment and performance appraisals, training and professional development play a decisive role. For this reason, Coop is investing over 45 million francs per year in training and professional development for its employees. In 2015, Coop employees attended a total of 47 177 days of training and professional development courses, including 21 736 days for management staff. Coop runs two training centres at Muttensz and Jongny, and offers over 173 internal training courses. In addition to this, the growing range of e-learning modules makes an essential contribution to knowledge transfer.

### Job centre arranges follow-on opportunities

At the end of 2014, Coop closed the Pasta Gala pasta factory in Morges (VD). 51 employees were affected by the closure. The HR department's job centre supported these members of staff in finding other jobs, and was able to offer all the affected employees follow-on opportunities within the Coop Group. Since more and more bread is being freshly baked directly in Coop supermarkets, there is significantly less work for the industrial bakeries to do. Consequently, Coop is closing its Chur bakery at the end of 2016. Some of the current production at



Chur will gradually be transferred to the Berne and Gossau industrial bakeries. The job centre has been supporting staff at the Chur bakery in their job hunting. At the end of 2015, follow-on opportunities had been found within the Coop Group for 46 of the 48 staff affected.

#### Workplace analysis for health management

In 2015, Coop's internal welfare service once again worked hard to reintegrate sick and injured employees. Someone has now been appointed exclusively to promote occupational health and optimally expand the consultancy work carried out by the welfare service. In conjunction with Swica, the company that operates the sickness benefits insurance for Coop staff, the welfare service commissioned ergonomists to carry out 34 individual workplace analyses in sales, production and logistics in the year under review. By implementing the recommended measures and modifying workplaces, Coop has been able to reduce the health problems of the staff concerned and preserve jobs that were at risk.

#### Developing a fall prevention campaign

An internal working group comprising safety experts has developed a Coop campaign to prevent trips and slips at work and in leisure time. In the year under review, Coop promoted this campaign in various ways, including the publication of a series of articles in the staff magazine. These covered topics such as winter hazards and the importance of suitable footwear. Competitions and poster campaigns were also held on this topic. And Coop has set up simple circuits of balancing exercises at various locations.

### Young people at work

#### Career planning for qualified apprentices

At the end of 2015, the Coop Group employed 3 410 apprentices in all, including 570 in the international wholesale sector. In the last ten years, Coop has increased its number of apprentices by a third. In August, 1 203 young people in Switzerland embarked upon apprenticeships at Coop. Apprenticeships were available for 30 different professions in sales, administration, logistics and manufacturing. The apprentices who completed their training in the year under review were exceptionally successful. In 2015, the success rate was 96.7%. Of those apprentices who completed their training, 63.3% obtained permanent positions within the company. Bearing in mind the growing shortage of skilled staff, it makes sense for Coop to retain these young

#### Synergy in training and professional development



**Christine Neubacher**  
Head of Human Resources,  
Marché Restaurants Schweiz AG

“Incorporating Marché Restaurants Schweiz AG into the Coop Group is benefiting both companies. While we can establish greater employee expertise thanks to Coop's professional and management training, Coop is able to make use of our e-learning experiences. Exchanging knowledge of the new profession of “food chain catering” is very important to both parties. Our staff also appreciate the benefits available via the Coop staff discount card, and Coop is particularly inspired by our “Fresh world” offering. With Coop as our parent company, we provide secure jobs and are able to exploit synergies within the Group. This forms the basis for sustainable integration.”

employees within the company. As a result of their solid and demanding basic training, they are ideally qualified to progress up the career ladder. Career planning can be carried out systematically, particularly in the core business of retail. Immediately following basic training, Coop shows the youngsters what prospects are available. One third of successful apprentices progress from a sales employee role into their first management role after just a few years, for example becoming a department manager. Once successful in this position, it is common for employees to progress further, from deputy manager to manager of a small sales outlet, then to the same position in a larger branch. In this way, it is possible for a top apprentice to be managing a Coop megastore with up to 100 staff by the time he or she is thirty years old.

### Remuneration policy

#### Further increase in minimum wages

In the year under review, Coop decided to increase the minimum wage for staff with no basic training by 50 francs at the beginning of 2016, equating to an increase of 1.3%. The new gross minimum wage for unskilled employees who are covered by the collective employment agreement will therefore be 3 900 francs. Hourly paid staff will also earn more – the new minimum hourly wage for them will be 21.95 francs instead of 21.65 francs as previously. The minimum gross monthly wage for staff with two years' or more of basic training will remain between 4 000 and 4 200 francs. Coop pays a 13<sup>th</sup> month's salary in each case. Where this was expedient for

structural reasons, Coop has also awarded individual pay rises. However, there will be no general wage increase for all staff in 2016. Over the last ten years, Coop has increased wages by a total of 18.7%, although the retail sector has had to contend with a challenging business environment over the same time period and has seen a downward trend in prices amounting to 9.0%.

## **Wholesale**

### **Dual training at Selgros Russia**

Since 2014, Selgros Russia has been taking part in a project that aims to implement a German-style dual vocational training system. In February 2015, five apprentices commenced their training as butchers in the Selgros stores at Altufievo and Kotelniki. They are spending three days a week at work, and on the other two days they are acquiring theoretical knowledge at vocational college. To ensure their training is of a high quality, the apprentices' mentors previously completed a training course to German standards as well. Selgros Russia also offers placements in its stores for high-school students.

### **First health day for Selgros Germany**

For the last four years, Transgourmet Germany has already held a national health day at all its sites, – and in June 2015 this was held jointly with Selgros Germany for the first time. Staff at headquarters and all the Selgros stores were therefore also able to enjoy numerous activities relating to nutrition, exercise and prevention.

### **Award-winning trainee project in Germany**

In Germany, Transgourmet trainees at headquarters undergo multi-week placements at Transgourmet customer companies. The aim is to become familiar with customers' working procedures. In Schweitenkirchen, Transgourmet held a trainee project on the subject of occupational safety. The association for trade and goods logistics awarded a special prize to this "Accident prevention measures when using means of transport" project as part of its 2015 prevention awards.

# Society

Coop is to become a Swiss Red Cross strategic partner. The Coop Sustainability Fund supports around 70 projects. In retail, wholesale and production, the Coop Group is making concerted efforts to ensure food is not thrown away.

## Coop Sustainability Fund

### Integrating social projects

Since 2015, the Coop Sustainability Fund has financed not only innovation and awareness-raising projects, but also projects for employees and society. These include its partnership with the Swiss Red Cross and its joint initiatives with "Schweizer Tafel" and "Tischlein deck dich". The Fund is endowed with at least 16.5 million francs a year, and supports sustainability activities within all three pillars of the Coop sustainability strategy. The projects in 2015 numbered 70.

### Innovations in the value chain

Coop does not simply buy products, but gets involved in sustainable projects along the value chain. For example, it is working together with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Aquasis on various water-saving initiatives in the villages surrounding Coop production locations. Another example is the numerous projects underway around Lake Naivasha in Kenya, from where Coop buys most of its Fairtrade roses. From 2014 to 2015 Coop, together with the WWF and local rose producers from the region, provided local Maasai families with around 4 000 energy-efficient stoves. These new stoves will not only reduce the impact on the surrounding semi-arid ecosystem, but also reduce the time families take searching for firewood. Similar projects are currently being supported in other value chains, such as those involving coffee growers in Tanzania and rice farmers in India. Moreover, since 2013, Coop has supported the "World Food System Center" of the Swiss Federal Institute of Technology (ETH) in Zurich to the tune of a million francs. As part of the "Coop Research Programme", research is being conducted into ways of improving the food value chain.

### Raising awareness of sustainable consumption

In Switzerland, the Coop Sustainability Fund is supporting many projects that promote sustainable consumption. For example, adults and children are learning about the impact their consumption has on people and the environment at an exhibition funded by Coop at the Spreitenbach Umwelt Arena. The differences between organically and conventionally produced foodstuffs are attractively illustrated in a new brochure published by the Research Institute of Organic Agriculture (FiBL). Coop provided financial support for creation of the brochure and was involved in many of the research projects whose findings are presented in the publication. Coop also wants to raise its producers' awareness of organic and sustainable cultivation. Five years ago, Coop together with Bio Suisse jointly funded practical advice specifically in order to promote biodiversity on organic farms. In 2015, various biodiversity measures were compiled in the form of an online catalogue containing extensive technical information, data sheets and practical instructions. This catalogue is helping organic farmers to implement the new Bio Suisse biodiversity guidelines, which stipulate that at least twelve measures must be implemented with effect from 2015.

### Partnership with the Swiss Red Cross

As part of their new strategic partnership, the Swiss Red Cross (SRC) and Coop want more than ever to ensure that help is provided where it's needed. Coop has been supporting the SRC's annual "2 x Christmas" initiative since 1997. In the year under review, Coop donated goods worth 940 000 francs and held information campaigns to encourage its customers to take part in the initiative. Between October and December, Coop also donated 10 cents to SRC individual aid for each Grittibänz bread roll sold, totalling around 123 000 francs. This money will be used to support people in financial need in Switzerland.

## Coop Sustainability Fund: 2015 projects

### Innovation

#### Research for sustainable food production

Partner: ETH World Food System Center | Each year, one million francs is allocated to research projects aimed at finding new solutions in the field of resource-efficient food production (2013–2017).

#### Local water compensation in Morocco

Partners: Aquasis, GiZ | Coop's water footprint in Agadir, a key purchasing region for fruit and vegetables, is offset locally with comprehensive measures aimed at sustainable use of water (2014–2017).

#### Substituting copper in organic farming

Partner: FiBL | Development of selective, highly effective and economically viable copper substitutes from components of plants and micro-organisms (2011–2018).

#### Organic methods for combating citrus greening

Partner: FiBL | Developing, testing and disseminating effective organic methods of curbing citrus greening disease on organic citrus plantations in Mexico (2014–2017).

#### Organic seed propagation

Partners: Sativa Rheinau AG, Getreidezüchtung Peter Kunz | Promoting the cultivation and seed propagation of organic wheat and spelt, and improving nitrogen efficiency along the bread value chain (2003–2016).

#### Safeguarding organic cotton in India

Partners: FiBL, Biore Foundation | Research into high-quality organic cotton seed and organic pest protection, plus training in improving cultivation techniques (2015–2017).

#### Sustainable cocoa sourcing in Honduras

Partners: Chocolats Halba, Helvetas Swiss Intercooperation | Project on the comprehensive sustainable sourcing of cocoa from Honduras through environmental and social initiatives such as reforestation, training and infrastructure-related measures (2009–2017).

#### Sustainable rice value chains

Partners: Reismühle Brunnen, Helvetas Swiss Intercooperation | Establishing fair, ecologically compatible rice value chains in India and Thailand (2010–2017).

#### CO<sub>2</sub> offsetting

Partners: WWF, Fair Recycling | Offsetting the carbon emissions generated by airfreight, business travel and Coop@home deliveries via WWF Gold Standard projects and Swiss Charter certificates from a fridge recycling project in Brazil (2007–2019).

### Sensitization

#### Further training for domestic science teachers

Partner: Pusch | Further training course for domestic science teachers on the topic of "Sustainable nutrition" (2014–2016).

#### Biore projects

Partner: Biore Foundation | Promoting and supporting social projects in the fields of training, health and nutrition for over 5 600 Biore cotton producers and their families in India and Tanzania (2007–2016).

#### Slow Food

Partner: Slow Food Switzerland | Partnership with Slow Food to promote food culture and protect biodiversity and high-quality, artisanal products through Swiss presidia groups (2006–2017).

#### Fête de la nature

Partner: La Salamandre | Contribution towards raising public awareness of nature and sustainable consumption in western Switzerland via free-of-charge events organized by the local population (2012–2016).

#### Pro Specie Rara

Partner: Pro Specie Rara | Promoting traditional Swiss crops and livestock by marketing products in Coop sales outlets and accompanying communication measures, supporting open-air markets and the "urban tomatoes" campaign (2003–2017).

#### Small-scale projects

Partners include Stiftung éducation21, Helvetas Swiss Intercooperation, ETH WFSC | Raising awareness of sustainable consumption, biodiversity and climate issues via various initiatives (2015).

### Employees and society

#### Goods donations and emergency aid

Partner: Swiss Red Cross | Donation of goods for the "2 × Christmas" initiative, donations for emergency aid and reconstruction in the event of disasters abroad (since 1997, ramped up since 2015).

#### "Schweizer Tafel" / "Tischlein deck dich"

Partners: "Schweizer Tafel", "Tischlein deck dich" | Donations of perfectly edible food past its best-before date from supermarkets to organizations for controlled distribution to the needy and to accommodation for the homeless. Additional financial support for the two organizations (since 2004).

#### Caritas

Partner: Caritas | Donations of basic foodstuffs by Coop production companies, for resale to impoverished people at reasonable prices in Caritas shops (occasional donations up to 2010, annual donation of goods worth 100 000 francs from 2011 onwards).

#### Young Enterprise Switzerland

Partner: Young Enterprise Switzerland | Promoting practical business programmes for school children with the aim of connecting businesses and schools (since 2011).

Excerpt from 2015 project list. You can find a full list of all Coop Sustainability Fund projects at [www.coop.ch/fund-sustainability](http://www.coop.ch/fund-sustainability).

### Emergency supplies for refugees

Another result of the SRC partnership is a project in which Coop is supporting the SRC with goods for refugees arriving in Switzerland. From November 2015 until January 2016, Coop regularly delivered goods to the railway station in Buchs (SG) so that SRC staff can provide the refugees there with water, food and toiletries. During this period, Coop donated goods worth a total of 21 000 francs.

### Participating in the "Schweizer Tafel" (Swiss Table) Soup Day

In November 2015, Coop took part for the third time in Soup Day – the Schweizer Tafel's national fundraising initiative. In addition to Coop's fixed contribution of 200 000 francs to "Schweizer Tafel", the company also donated a sum of money for each serving of Coop own-brand soup sold in stores and Coop restaurants. The additional 18 000 francs raised in this way will be used to provide logistical support for the organization.

## Using food responsibly

### Information and awareness-raising

Coop is making concerted efforts to prevent food that is still perfectly edible from being thrown away. With its new information brochure "Fresh – how to keep food for longer", Coop explains how to handle food safely and store it sensibly at home. By expanding its Unique own-label sustainability brand range, Coop is also championing the consumption of products that do not meet the usual standards but are perfectly fine to eat. It is making consumers aware of this initiative by means of a TV advertisement. And Coop is also taking action with regard to food expiry dates. Surveys show that some consumers are confused by the double dating generally used by Coop. In line with the recommendations of a Federal working party on reducing food waste, Coop therefore began to phase out double dating in the year under review, switching over to "best before" dates wherever possible.

### Donations of food and money

Since 2005, Coop has been donating perfectly edible food that can no longer be sold to the organizations "Schweizer Tafel" (Swiss Table) and "Tischlein deck dich" (Table Be Set). The number of sales outlets participating in this system rose from 373 to 387 in the year under review. In the year under review, 7 580 tonnes of food were handed out to the two organizations. 30% of the food is from Coop. In 2015, the agreement relating to the "Foodbridge" industry solution was extended by a

## Providing sustainable help together



**Annemarie Huber-Hotz**  
President of the Swiss Red Cross

“The Swiss Red Cross works to protect people's lives, health and dignity. It

supports particularly vulnerable, disadvantaged people at home and abroad. In this way it has been able to count on Coop's assistance for a long time – with an annual substantial donation of goods for the "2 x Christmas" initiative and repeatedly with assistance following natural disasters. Acting sustainably is the best way of preventing disasters. We are grateful that Coop focuses on sustainability and also that our cooperation has taken on a long-term nature in the form of an official partnership. SRC and Coop will continue to accept their responsibility jointly in order to help people in need rapidly, purposefully and sustainably.”

further three years. Under this programme, which is supported by Coop and other members of the Swiss retailers association (IG DHS), the two organizations receive large donations of products and 680 000 francs a year, of which 350 000 francs was donated by Coop. Coop Mineraloel AG also supports "Tischlein deck dich" (Table Be Set) with fuel contributions worth 50 000 francs per year.

### Commitment at Transgourmet France

In the year under review, Transgourmet France informed its customers and its own staff even more emphatically about avoiding food waste. For example, at its staff canteen in Valenton, Transgourmet France recorded how much waste was generated per week on average, and gave tips on how this quantity could be halved. In September 2015, Transgourmet France signed the national "Pact on combating food waste", thereby recognizing the commitment its employees are making to limiting the amount of stored food that is wasted (by managing best-before dates, donating food to social organizations, reusing organic waste, etc.).

## Coop Aid for Mountain Regions

### Direct aid for mountain regions

In 2015, Coop Aid for Mountain Regions supported 165 self-help projects with a total of 5.4 million francs. In the year under review, Coop also covered all the organization's administrative costs. Since 2001, Coop has been running its annual 1 August bread roll campaign, during which a percentage of the sales proceeds from bread rolls and sausages







## **Actions, not words No. 280**



## **Providing help where it's needed**

We have worked together closely with the Swiss Red Cross (SRC) for many years in order to provide people in need with fast, unbureaucratic assistance. We stepped up this cooperation in 2015 and since then have been an official partner of the SRC.

Thanks to this preferential partnership with the SRC we can make an even more targeted contribution to emergency aid and reconstruction in the event of disasters in Switzerland and abroad. With its worldwide network, the SRC ensures that donations get to the right place.

We are also continuing to support the SRC's long-standing "2 x Christmas" campaign to which we donate goods worth 500 000 francs each year. We have been putting this commitment into practice since 1996.



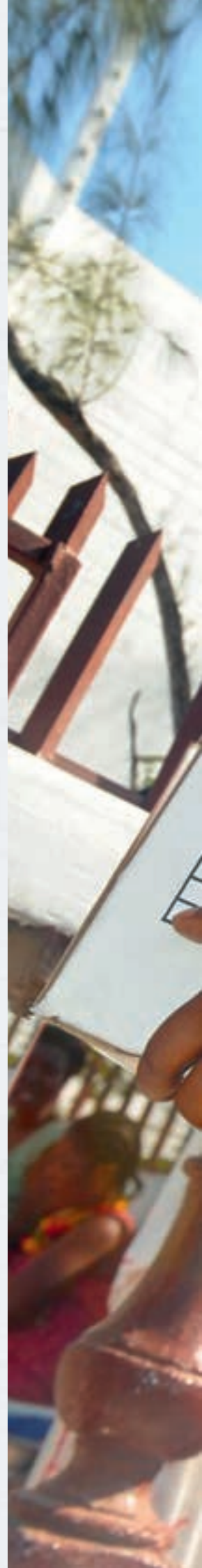
Since 2005, Coop has donated a considerable amount of date-expired food, which is still in perfect condition but can no longer be sold, to the social organizations “Schweizer Tafel” (Swiss Table) and “Tischlein deck dich” (Table Be Set). Coop additionally donates 350 000 francs per year to each of these organizations.



Since 2010 Selgros Romania, a Transgourmet Group company, has been supporting the “Speranta pentru copii” (Hope for Children) association. This primarily helps the countless street children in Romania, giving them homes in hostels. The children make items such as bracelets and bookmarks that Selgros Romania uses as advertising gifts for its customers. With the money this generates the association buys clothes and school supplies for the children.



Every year, Coop Aid for Mountain Regions supports nearly 170 self-help projects that go some way to improving the future for many mountain farming families and boosting mountain regions. Tell-Text collection containers for clothing and shoes can now be found at more than 500 Coop locations. The proceeds generated from these discarded garments benefit the charity.







HUMANITARIAN AID



COOKING SET

KRELHYPADSP - HYGIENIC PARCEL - CONTENTS (for 5 people)

English	Spanish	French
Laundry soap	Jabón en barra para lavar ropa	Savon
Toilet paper	Papel higiénico	Papier toilette
Hand soap	Jabón de baño	Savon de toilette
Toothpaste	Pasta de dientes	Pâte à dents
Toothbrush	Capit de dents	Brosse à dents
Shampoo	Shampoo	Shampooing
Rice	Arroz	Riz
Sanitary pads	Hisos de mujer	Protections
Hand soap	Jabón de manos	Savon à mains
		1,250ml
		5
		80
		5
		2
		1

are used to fund a specific project. Coop then doubles this amount. In 2015, a total of 320 000 francs was raised, which will be used to renovate Alp Porcarescio in the Osernone valley.

#### **Projects to protect bees**

Coop Aid for Mountain Regions continued to offer the bee sponsorship programme it introduced in 2014. This raised 13 400 francs to support bee-related projects. A new children's book containing useful information on bees and other insects has also been published, thereby making very young children aware of the issue. For each copy sold, one franc is donated to Coop Aid for Mountain Regions.

#### **Collecting textiles – another way to help**

Coop has now installed containers for collecting clothes and shoes at 500 sales outlets. The recycling company Tell-TeX ensures that this clothing is either reused or recycled. Long-term unemployed people and people with disabilities sort the clothes and shoes, and the proceeds obtained from recycling these items go to Coop Aid for Mountain Regions. In 2015, around 500 000 francs of funding was raised for Swiss mountain farmers in this way. In October 2015, Coop also launched a pilot project in selected Coop City department stores. Customers can donate clothing regardless of its brand, quality or condition. These clothes are also passed on to Tell-TeX. For every five items of clothing donated, Coop gives customers a 20 franc discount voucher they can use on purchases over 100 francs.

### **Additional selected projects**

#### **Timber sales for avalanche protection**

In 2015, Coop Building & Hobby supported the Sitenwald avalanche protection project near Engelberg with a donation of 151 300 francs. For every Swiss timber product sold between October and December, 15 cents went to this Coop Aid for Mountain Regions project. All of this money will be used for reforestation and construction activities to extend the protective forest.

#### **Contracts for integration workshops**

The Coop Group is committed to awarding a variety of contracts to social institutions that seek to integrate people with disabilities into working life. For example, since 2015 Pearlwater Mineralquellen AG has had its work clothing cleaned by the local "Atelier Manus" integration workshop. And the Sunray manufacturing company regularly awards packaging contracts to similar workshops.

#### **"Simply cooking"**

With support from the Coop Sustainability Fund, Transgourmet Germany published a unique cookbook in 2015. Elderly people in twelve retirement homes recalled their favourite recipes and cooked them together. These tales led to the cookbook entitled "Wir haben einfach gekocht" (Simply cooking), which has been selling well since September 2015. This book is intended to convey the importance of eating as a factor in emotional well-being. Some of the proceeds will be used to provide professional development for chefs in retirement homes.

#### **Sustainability week at Transgourmet France**

In June 2015, Transgourmet France took part in European Sustainable Development Week (ESDW). The company organized collections of clothing, books, school materials, toys and electrical appliances at seven locations and passed these items on to various social organizations.

# Key sustainability data

## 50 Sustainable products and services

- 50 Sustainable ranges in retail
- 51 Sustainable ranges in wholesale
- 51 Sustainable ranges in production
- 51 Packaging

## 52 Resource efficiency and climate protection

- 52 Energy consumption
- 52 Renewable energy sources
- 52 Carbon dioxide emissions (CO<sub>2</sub>)
- 53 Carbon offsetting
- 53 Water consumption
- 53 Waste

## 54 Employees and society

- 54 Employee headcount and turnover
- 54 Diversity
- 55 Training and professional development
- 55 Occupational health management
- 55 Social commitment

Prior-years figures restated

You can find further key figures in  
the Coop Group **Annual Report**.



## Sustainable products and services

### Sustainable ranges in retail

in CHF million	2011	2012	2013	2014	2015
Naturaplan	779	816	940	954	987
Naturafarm	450	442	453	435	443
Oecoplan	121	128	138	142	139
Naturaline (textiles and cosmetics)	66	66	62	59	60
Others (Pro Montagna, Unique, Pro Specie Rara, Slow Food, Fairtrade Max Havelaar, organic, MSC, FSC, Topten, Hochstamm Suisse, Swiss Parks, Natrue, BDIH, Ecocert, Blue Angel, EU environmental label, Bird Life)	586	606	573	662	823
<b>Sales of own-label brands and quality seals with the most stringent sustainability standards</b>	<b>2 002</b>	<b>2 057</b>	<b>2 166</b>	<b>2 252</b>	<b>2 454</b>
Sales of quality seals that offer sustainable added value (ASC, UTZ, Rainforest Alliance, animal welfare programmes, PEFC, Natureplus, Nordic Swan, GOTS, Label Rouge, Bluesign)	–	–	–	–	209
Regional organic products (Naturaplan regional organic, Oecoplan regional organic)	–	–	–	–	15
Miini Region	–	–	–	–	140
Others (Pro Montagna, Swiss Parks, AOC)	–	–	–	–	179
<b>Sales of own-label brands and quality seals that offer added value for the region</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>334</b>
Special products for people with allergies (Free From, Aha, ear of wheat symbol, milk jug)	–	–	–	–	135
Products for vegetarians and vegans (Karma, Délicorn, V label)	–	–	–	–	193
Weight Watchers	–	–	–	–	40
<b>Sales of own-label brands and quality seals for special dietary needs</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>358</b>
<b>Sales of sustainability products</b> (total sales of own-label brands and quality seals that offer sustainable, regional and nutritionally relevant added value) <sup>1</sup>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 076</b>

in CHF million	2011	2012	2013	2014	2015
Organic own-label brand products	784	914	1 034	1 048	1 067
Organic branded products	15	20	26	34	37
<b>Sales of organic products</b>	<b>799</b>	<b>934</b>	<b>1 061</b>	<b>1 082</b>	<b>1 104</b>
Naturafarm	450	442	453	435	443
Naturaplan (meat, eggs)	77	87	102	105	107
Animal welfare programmes	–	–	–	–	71
<b>Sales of products that offer added value in the area of animal welfare</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>620</b>
Fairtrade Max Havelaar	158	187	219	260	334
Naturaline products made from fairly traded organic cotton	64	64	59	56	56
Pro Montagna	34	38	38	38	40
Other quality labels that offer social added value (Rainforest Alliance, UTZ)	–	–	–	–	96
<b>Sales of products that offer social added value</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>527</b>

<sup>1</sup> Total without double counting.

as a %	2011	2012	2013	2014	2015
Organic percentage of farmed seafood (fish and shellfish) sales	30.5	34.9	40.0	37.2	34.6
Percentage of wild-caught seafood sales that is MSC-certified	46.8	51.6	54.6	56.4	62.4
Percentage of organic and MSC certified products in total seafood sales	36.7	39.9	45.6	45.5	45.9
Percentage of sustainable seafood (WWF rating recommended/acceptable) in total seafood sales	98.0	98.2	98.5	98.5	99.5
Percentage of wood and paper products from sustainable sources (FSC or recycling): supermarkets, department stores, Building & Hobby, office supplies, Coop member press and advertising	–	59.9	61.6	64.9	70.8
Percentage of physically sustainable palm oil (RSPO Identity Preserved / Segregated, Bio-Suisse bud logo) in the total palm oil used for own-label food products <sup>2</sup>	22.8	27.9	62.0	86.3	92.7
Percentage of non-food direct supplier sales from high-risk countries that come from direct suppliers with BSCI status "good" or "improvement needed", "A", "B" or "C", SA8000 certification or ICTI certificate	51.0	66.0	82.2	90.0	90.0
Percentage of non-food direct supplier sales from high-risk countries that come from direct suppliers with an ongoing BSCI process	95.0	98.0	96.0	97.0	96.0
Percentage of total sales of fruit and vegetables from high-risk countries cultivated in line with social standards (Fairtrade, GRASP, BSCI PP)	–	25.3	51.7	70.5	82.4
Percentage of peat in the total range of soils	34.0	27.0	13.0	8.0	5.4

#### Sustainable ranges in wholesale

Sales in CHF million	2011	2012	2013	2014	2015
Organic products	–	–	–	–	28
Products that offer social added value (Fairtrade Max Havelaar, UTZ, Rainforest Alliance)	–	–	–	–	12

#### Sustainable ranges in production<sup>3</sup>

as a %	2011	2012	2013	2014	2015
Percentage of products with a sustainability standard (Naturaplan, Bio-Suisse bud logo, Fairtrade Max Havelaar, Oecoplan, Naturaline Natural Cosmetics, Maya and others) in total sales	–	–	–	19.7	21.5
Sales in CHF million	2011	2012	2013	2014	2015
Organic products	–	–	–	181	261
Products that offer social added value (Fairtrade Max Havelaar, Naturaline, UTZ)	–	–	–	60	85

#### Packaging

in tonnes	2011	2012	2013	2014	2015
Packaging reduction and optimization, retail	216	530	1 285	1 045	85
Packaging reduction and optimization, production <sup>3</sup>	–	–	–	1 306	145

<sup>2</sup> The remaining palm oil in food and non-food own-label brands is covered by certificates (Book and Claim).

<sup>3</sup> Coop production facilities and Bell Schweiz AG.

## Resource efficiency and climate protection

### Energy consumption

in megawatt-hours	2011	2012	2013	2014	2015
Retail	725 344	719 534	710 748	708 003	716 654
Wholesale	390 675	408 606	408 942	414 458	409 791
Production <sup>1</sup>	160 328	160 166	242 534	247 972	246 802
<b>Electricity consumption</b>	<b>1 276 347</b>	<b>1 288 306</b>	<b>1 362 224</b>	<b>1 370 433</b>	<b>1 373 247</b>
Retail	229 342	222 310	223 303	200 081	199 170
Wholesale	123 123	131 833	131 989	103 806	112 033
Production <sup>1</sup>	96 523	97 274	154 046	148 876	140 654
<b>Energy consumption for heating purposes</b>	<b>448 988</b>	<b>451 416</b>	<b>509 338</b>	<b>452 763</b>	<b>451 856</b>
Retail <sup>2</sup>	215 737	215 685	212 785	208 409	213 878
Wholesale	257 210	274 314	283 271	289 027	299 316
Production <sup>3</sup>	31 202	33 028	37 421	54 629	59 596
<b>Fuel consumption</b>	<b>504 149</b>	<b>523 027</b>	<b>533 477</b>	<b>552 065</b>	<b>572 791</b>
Retail <sup>2</sup>	1 170 423	1 157 529	1 146 837	1 116 494	1 129 702
Wholesale	771 008	814 753	824 201	807 292	821 140
Production <sup>1</sup>	288 053	290 468	434 001	451 477	447 051
<b>Total energy consumption</b>	<b>2 229 484</b>	<b>2 262 749</b>	<b>2 405 038</b>	<b>2 375 262</b>	<b>2 397 894</b>

in kilowatt hours	2011	2012	2013	2014	2015
Retail: Sales outlets per m <sup>2</sup>	485	474	467	454	452
Cash & carry business western Europe per m <sup>2</sup>	251	256	248	232	229
Cash & carry business eastern Europe per m <sup>2</sup>	569	583	578	558	552
Delivery wholesale business per tonne of delivered goods	342	362	352	344	361

### Renewable energy sources

Percentage	2011	2012	2013	2014	2015
Retail <sup>2</sup>	64.3	64.7	65.6	67.2	66.5
Wholesale	26.3	25.5	25.3	26.1	29.0
Production <sup>1</sup>	65.0	66.2	48.8	47.6	47.8
<b>Percentage of renewable energy sources</b>	<b>51.3</b>	<b>50.8</b>	<b>48.8</b>	<b>49.5</b>	<b>50.2</b>

### Carbon dioxide emissions (CO<sub>2</sub>)

in tonnes	2011	2012	2013	2014	2015
Retail <sup>2</sup>	118 402	115 994	112 553	106 382	107 731
Wholesale	229 218	242 138	246 089	245 931	248 465
Production <sup>1</sup>	27 345	26 896	72 221	76 372	75 604
<b>Total carbon dioxide emissions (CO<sub>2</sub>)</b>	<b>374 964</b>	<b>385 028</b>	<b>430 863</b>	<b>428 685</b>	<b>431 800</b>

in grammes	2011	2012	2013	2014	2015
Retail: Sales outlets per m <sup>2</sup>	29 908	28 644	27 992	25 707	26 359
Retail: Coop's own goods transport per tonne-kilometre	32.2	30.5	30.3	29.1	28.7
Cash & carry business western Europe per m <sup>2</sup>	43 158	44 445	43 362	40 097	38 212
Cash & carry business eastern Europe per m <sup>2</sup>	306 369	313 297	309 892	305 691	302 444
Delivery wholesale business per tonne of delivered goods	78 657	81 843	80 281	78 849	81 690

## Carbon offsetting

in tonnes CO <sub>2</sub> equivalent	2011	2012	2013	2014	2015
Air freight	71 877	71 096	81 181	84 605	81 260
Business travel by road	6 443	5 693	5 461	5 192	5 066
Business travel by air <sup>4</sup>	1 666	1 638	1 902	3 824	4 126
Coop@home deliveries	1 504	1 603	1 614	1 616	1 633
<b>Total carbon dioxide (CO<sub>2</sub>) emissions offset</b>	<b>81 490</b>	<b>80 030</b>	<b>90 158</b>	<b>95 237</b>	<b>92 085</b>

## Water consumption

in thousands of cubic metres	2011	2012	2013	2014	2015
Retail	1 023	1 086	1 118	1 154	1 059
Wholesale	557	633	615	661	734
Production <sup>3</sup>	2 120	1 907	1 860	2 394	2 418
<b>Total water consumption</b>	<b>3 700</b>	<b>3 626</b>	<b>3 594</b>	<b>4 209</b>	<b>4 211</b>

## Waste

in tonnes	2011	2012	2013	2014	2015
Retail	87 669	93 740	96 260	99 136	100 670
Wholesale <sup>5</sup>	–	22 996	25 532	26 766	29 625
Production <sup>6</sup>	5 489	11 875	16 011	17 036	16 052
<b>Recycled waste</b>	<b>93 159</b>	<b>128 611</b>	<b>137 803</b>	<b>142 938</b>	<b>146 347</b>
Retail	3 183	3 264	3 505	3 202	3 234
Production <sup>6</sup>	198	430	535	445	179
<b>Waste used as heating fuel (wood)</b>	<b>3 381</b>	<b>3 693</b>	<b>4 040</b>	<b>3 648</b>	<b>3 412</b>
Retail	30 044	27 851	25 677	24 124	25 925
Wholesale	–	14 198	11 581	16 719	15 514
Production <sup>6</sup>	4 000	6 005	3 896	3 970	3 916
<b>Disposed waste (incineration, dump)</b>	<b>34 044</b>	<b>48 054</b>	<b>41 154</b>	<b>44 812</b>	<b>44 355</b>
Retail	333	102	52	133	46
Production <sup>6</sup>	156	56	97	16	121
<b>Waste disposed of separately</b>	<b>489</b>	<b>158</b>	<b>149</b>	<b>149</b>	<b>167</b>
Retail	121 230	124 956	125 494	126 595	129 875
Wholesale	–	37 194	37 113	43 484	45 139
Production <sup>6</sup>	9 843	18 366	20 539	21 467	20 268
<b>Total waste production</b>	<b>131 073</b>	<b>180 516</b>	<b>183 146</b>	<b>191 547</b>	<b>195 282</b>

as a percentage	2011	2012	2013	2014	2015
Waste recovery rate: Retail	74.9	77.6	79.5	80.8	80.0
Waste recovery rate: Wholesale	–	61.8	68.8	61.6	65.6
Waste recovery rate: Production <sup>6</sup>	57.8	67.0	80.6	81.4	80.1

<sup>1</sup> Up to and including 2012 excl. Bell abroad.

<sup>2</sup> Including goods transport by third parties in Switzerland on behalf of Coop.

<sup>3</sup> Up to and including 2013 excl. Bell abroad.

<sup>4</sup> As of 2014 including Wholesale and Production.

<sup>5</sup> Including wood waste used as heating fuel (percentage < 0.5%).

<sup>6</sup> Coop manufacturing companies and Bell Schweiz AG.



## Employees and society

### Employee headcount and turnover

Number (as at 31 Dec.)	2011	2012	2013	2014	2015
Retail	45 237	45 407	44 333	46 268	45 998
Wholesale and Production	30 124	29 902	30 622	30 819	33 955
<b>Employees (incl. trainees)</b>	<b>75 361</b>	<b>75 309</b>	<b>74 955</b>	<b>77 087</b>	<b>79 953</b>
Retail	27 409	26 852	25 560	26 342	26 330
Wholesale and Production	24 745	25 697	26 076	26 234	29 034
<b>Full-time employees (incl. trainees)</b>	<b>52 154</b>	<b>52 549</b>	<b>51 636</b>	<b>52 576</b>	<b>55 364</b>
Retail	2 878	2 683	2 700	2 734	2 711
Wholesale and Production	513	538	565	537	699
<b>Trainees (employees)</b>	<b>3 391</b>	<b>3 221</b>	<b>3 265</b>	<b>3 271</b>	<b>3 410</b>
in percent	2011	2012	2013	2014	2015
Retail	15.1	15.1	14.9	15.2	14.3
Wholesale and Production	18.7	18.7	16.7	18.6	18.7
<b>Turnover rate</b>	<b>16.7</b>	<b>16.5</b>	<b>15.7</b>	<b>16.6</b>	<b>16.2</b>

### Diversity

in percent (as at 31 Dec.)	2011	2012	2013	2014	2015
Retail	62.9	62.5	63.4	63.2	62.9
Wholesale and Production	46.5	46.4	45.1	45.2	43.9
<b>Percentage of workforce who are women</b>	<b>56.4</b>	<b>56.2</b>	<b>55.9</b>	<b>56.0</b>	<b>54.8</b>
Retail	46.4	44.9	45.7	45.5	45.4
Wholesale and Production	41.7	42.1	40.8	40.8	39.8
<b>Percentage of full-time staff who are women</b>	<b>44.2</b>	<b>43.9</b>	<b>43.2</b>	<b>43.2</b>	<b>42.5</b>
Retail	11.8	12.5	12.5	13.4	13.7
Wholesale and Production	31.4	28.9	30.1	30.1	32.0
<b>Percentage of part-time staff who are men</b>	<b>16.3</b>	<b>15.6</b>	<b>16.0</b>	<b>16.5</b>	<b>17.4</b>
Retail	25.6	23.3	24.7	24.9	25.6
Wholesale and Production	20.5	21.4	22.6	24.1	24.3
<b>Percentage of staff over 50 years of age</b>	<b>23.2</b>	<b>22.6</b>	<b>23.8</b>	<b>24.6</b>	<b>25.0</b>
Percentage of women in the Delegate Assembly	39.7	40.0	46.6	50.8	51.7
Percentage of women on the Board of Directors	40.0	40.0	40.0	40.0	40.0
Retail	11.9	14.4	13.5	12.4	11.3
Wholesale and Production	16.5	16.0	16.2	16.1	15.7
<b>Percentage of women on the Executive Committee and in senior management</b>	<b>15.4</b>	<b>15.4</b>	<b>15.1</b>	<b>14.6</b>	<b>14.1</b>
Retail	38.9	38.6	40.1	41.4	41.4
Wholesale and Production	27.2	27.5	32.6	31.9	32.0
<b>Percentage of women in middle management and departmental management</b>	<b>35.3</b>	<b>35.0</b>	<b>37.3</b>	<b>38.1</b>	<b>37.8</b>

### Training and professional development

in thousands of participant days	2011	2012	2013	2014	2015
Retail	59.1	56.0	52.4	55.7	62.9
Wholesale and Production	28.5	19.4	23.8	19.2	20.6
<b>Internal training and professional development</b>	<b>87.6</b>	<b>75.4</b>	<b>76.2</b>	<b>74.9</b>	<b>83.4</b>

### Occupational health management

as percentage of working days	2011	2012	2013	2014	2015
Sickness rate for Retail	3.7	3.7	3.7	3.8	4.0
Sickness rate for Wholesale and Production	4.1	3.8	4.1	4.1	4.2
Occupational accident rate for Retail	0.3	0.3	0.3	0.3	0.3
Non-occupational accident rate for Retail	0.5	0.5	0.5	0.5	0.5
Occupational accident rate for Wholesale	0.5	0.5	0.4	0.4	0.5
Non-occupational accident rate for Wholesale Switzerland <sup>1</sup>	0.4	0.4	0.4	0.5	0.4
Occupational accident rate for Production	0.2	0.3	0.5	0.6	0.5
Non-occupational accident rate for Production Switzerland <sup>1</sup>	0.2	0.5	0.6	0.6	0.6

### Social commitment<sup>2</sup>

in CHF thousands	2011	2012	2013	2014	2015
Coop Sustainability Fund	15 505	15 871	15 309	16 550	17 000
Coop Aid for Mountain Regions	857	981	1 088	939	860
Additional contributions for social projects	6 847	6 677	7 820	6 003	5 964

<sup>1</sup> Can only be recorded for Switzerland. Under EU law, non-occupational accidents are paid for by the health insurance provider rather than the employer.

<sup>2</sup> Retail and Production.



### **Publishing details**

Any statements in this report that do not refer to historical facts relate to the future and do not constitute guarantees of future products and services. They incorporate risks and uncertainties including, but not limited to, future global economic conditions, exchange rates, statutory regulations, market conditions, competitors' activities and other factors beyond the company's control.

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Jörg Ledermann (Head of Communication/Quality/Sustainability),  
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Barbara Irrniger Furtwängler (Head of Public Relations)  
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### **Information/contact/ordering**

Coop  
Info Service  
Postfach 2550  
CH-4002 Basel  
Tel. +41 61 336 66 66  
[www.coop.ch](http://www.coop.ch)





