

Employees

Attractiveness as an employer	51
CPV/CAP Coop Pension Fund performs well	51
Employer awards for Coop and Transgourmet France	52
Training and staff development	52
Investment in training and professional development	52
Success for apprentices	52
Preliminary integration apprenticeships successfully completed	52
Coop Campus: new Coop Management and Leadership CAS gets underway	52
Coop Campus basic training in the offing	53
Digital recruiting and introduction of SuccessFactors	53
Managing director exchange between Edeka and Coop	53
Subsidiaries benefit from resilience courses	53

Employees

Coop is using digital solutions to make recruiting more efficient, and relies on a combination of digital learning content and practical experience in its training programme. The Management and Leadership CAS is the first time Coop has offered certified management training to university of applied sciences standard.

In 2019, the Coop Group had a total workforce of 90 307 in the Retail and Wholesale/Production business areas, including 3 455 apprentices. In the year under review, 62.7% of jobs were in Switzerland and the remainder abroad. Coop plays an important integrative role in society, by employing people of all educational levels and nationalities.

90 307

employees of
the Coop Group

The latest developments on the labour market make sustainable HR work a challenging task. Chief among those developments are the skills shortage, growing competition for qualified employees and rapid technological advances. Demographic change, particularly with regard to the low birth rate generations and the retirement of baby boomers, also requires companies to be highly adaptable. Professional activity is far more significant among women, the world of work is becoming increasingly multicultural, and working models are becoming more flexible. In this environment, the Coop Group positions itself as a diverse,

attractive and sustainable employer. This is particularly important in order to attract and then retain the best qualified job-seekers as employees.

In its HR work, the Coop Group pursues the following strategic priorities: attractiveness as an employer, entrepreneurship and management, and change management. One of the main aims of Coop's HR work, besides recruiting new staff members, is to enthuse employees for and impart to them the skills they need in order to deal with technological change and digitalization.

Attractiveness as an employer

CPV/CAP Coop Pension Fund performs well

Despite the still very difficult environment, the CPV/CAP Coop Pension Fund achieved a very satisfactory return of 9.1%. As at 31 December 2019, it had a funding ratio of 116%. The target of 115% was reached, and funds were built up.

Due to this pleasing result, the old-age pension assets of active members accrued interest of 2% in 2019. This is twice the level of the minimum interest rate under Swiss law. The provisional interest rate for 2020 is 2%. Pensions remained unchanged, and this will also be the case in 2020. However, pensioners will receive a one-off special payment of 500 francs in May 2020. At 37 266, the number of active members was slightly higher than the previous year (37 181 members). The number of pensioners rose by 346 people to 20 488 at the end of 2019.

Employer awards for Coop and Transgourmet France

Many years of systematic investment in staff development earned Coop Bilan magazine's "Prix des Meilleurs Employeurs" in the "grandes entreprises" category for the second time in succession in 2019. The French edition of the magazine "Capital" chose Transgourmet France as one of France's best employers in 2019. In the "Wholesale" category, Transgourmet ranked 11th on the list of best employers in 2019. The ranking is derived from a survey conducted by an independent survey institute, for which the institute surveyed 20 000 people at companies across France with more than 500 employees.

Training and staff development

Investment in training and professional development

Employees attended around 4 200 internal professional development events in 2019, to build on their expertise and knowledge. This equates to more than 422 000 hours of training. They spent at least as many hours learning at the workplace, via e-learning, instruction or on the job training. Coop again invested around 45 million francs in this, providing a wide range of opportunities through some 350 internal courses. Approximately 65 000 e-learning courses were completed on subjects including protection of young people, occupational safety, hygiene, fire safety and the cold chain. Furthermore, Coop allocated around 3.8 million francs of funding for external training courses outside the Coop Campus, enabling employees to obtain a wide array of qualifications. These include retail manager, advanced food technology diplomas and business ethics officer with CAS.

Success for apprentices

In 2019, 98.6% of apprentices across the whole Coop Group passed their final exams. Coop business units were therefore able to offer jobs to a total of 69.7% of graduate apprentices. Interest in Coop as a provider of apprenticeships also remains unabated: within the Coop Group, as of 1 August 2019 a total of 1 083 apprenticeships were filled. Coop offers a total of 3 505 apprenticeships each year, in 32 professions. There are careers on offer in sales, logistics, administration, catering, production and transportation. 2 000 trainers and 30 full-time helpers assist and support apprentices, making Coop the second-largest apprenticeship provider in Switzerland.

Preliminary integration apprenticeships successfully completed

At the start of the 2019 apprenticeship year, another 40 or so young people began their preliminary integration apprenticeships at Coop. These apprenticeships enable young refugees to get a foothold on the Swiss job market. By August 2018, around 30 young people had started this one-year preliminary apprenticeship at Coop. Of the participants, in August 2019 just under 70% were able to start a two or three-year apprenticeship. A high degree of motivation, marked linguistic progress, the desire to integrate and enthusiasm for the profession were key factors in successfully transitioning to the conventional apprenticeship.

Coop Campus: new Coop Management and Leadership CAS gets underway

Following a complete overhaul of the content and methods, in 2019 Coop relaunched its management training programme in sales. A total of around 33 course days on four levels were redesigned and the course profile was fine-tuned for the target groups. As well as sales executives, managers in the areas of logistics and catering can also take advantage of the more modern course design, electronic learning platforms and new course settings according to the "Management and Leadership" philosophy. Among other things, in the summer of 2019, a course commenced which trains employees to the level of a Certificate of Advanced Studies (CAS) from a university of applied sciences.

Coop Campus basic training in the offing

To better meet the requirements of retail, in 2019 Coop began thoroughly modernizing its retail specialist training. From August 2020, Coop will be making learning content available for the Coop Campus basic training in electronic format. Furthermore, up to twelve apprentices at a time will receive an in-depth and highly relevant introduction to their new profession at large, basic sales outlets. In future, from their second year onwards, apprentices will be professionally equipped to independently take on tasks in smaller Coop sales outlets.

Digital recruiting and introduction of SuccessFactors

Having centralized reference writing, job advertisements and pre-selection at the Shared Service Centre (SSC) in 2018, in the year under review Coop introduced the new SAP system "SuccessFactors". When a vacancy arises, the team at the SSC that deals with central job advertising and pre-selection can use the software to publish an advert on pre-specified channels.

In the future, the software will handle other steps, such as induction of new employees, training, employee interviews, target/performance interviews, remuneration and succession planning as well as personnel management. Moreover, it will also be possible in future to edit staff duties on mobile devices.

In the year under review, Coop also engaged external service providers to help it make changes to its employer branding, and introduced active sourcing. This is a process whereby Coop uses social media, such as LinkedIn and Xing, to search for and contact suitable candidates. By so doing, it can increase the applicant pool for jobs which are difficult to fill because of their particular profile. Coop now also actively posts current news, videos and images on social media and career sites.

Managing director exchange between Edeka and Coop

In 2019, Coop and Edeka exchanged managing directors. Ten selected managing directors at Coop were able to spend a week visiting store/market managers at the purchasing alliance partner in Germany. The visits were an opportunity for the people involved to discuss sales-related topics, resource management questions and share ideas about the presentation of merchandise. The exchange will take place again this year.

Subsidiaries benefit from resilience courses

Since 2017, Coop has successfully run around 70 management-level seminars on the subject of resilience. Coop will also be offering the courses at subsidiaries Transgourmet and Coop Mineralöl AG and at the Bell Food Group from now on. A trial took place in June 2018 with managers at the subsidiaries. Over a two-day seminar, participants learned the seven pillars of resilience and methods of emotional regulation. Coop plans to stage around 30 seminars for executives at Transgourmet, Bell Food Group and Coop Mineralöl AG in 2020 and 2021.