Exploring the cooperative economy

REPORT **2022**

WORLD COOPERATIVE MONITOR

EURICSE | International Cooperative Alliance

Exploring the cooperative economy

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The 2022 World Cooperative Monitor

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Welcome to the 11th edition of the World Cooperative Monitor! As we move into this second decade of the project, produced by the International Cooperative Alliance (ICA) with the scientific and technical support of the European Research Institute on Cooperative and Social Enterprises (Euricse), we are ever more convinced of the need to have robust data for the cooperative movement – data that shows not only the economic importance of this business model, but also the particular impact cooperatives and mutuals around the world have on their members and communities.

The World Cooperative Monitor raises awareness of the economic size and sustainability of cooperatives and mutuals around the world and gives cooperatives an opportunity to gain insights into how their sectors are performing on a global scale. Over the years it has also focused on topics demonstrating the importance of cooperation as key in promoting social and economic development. With the collaboration of apex organisations and researchers around the world, we can improve the level of data collection and types of data collected. We encourage the development of new national monitors following the WCM methodology to collect data on social and economic impact and our team is always available to help in these endeavors.

This year's report contains the annual rankings and sectoral analysis the movement has come to rely on, as well as a focus feature on digitalization and large cooperatives produced in collaboration with the International Cooperative Entrepreneurship Think Tank (ICETT). After the research on the impact of Covid-19 in the last two editions of the report, the team sought to investigate the changes the pandemic prompted in the use of digital tools, in particular as pertains to member engagement and the specificities of the cooperative identity. The results, found in the dedicated chapter, discuss the level of usage of these tools as well as the strengths and weaknesses of moving towards increased digitalization. We would like to thank all those organisations that responded to the survey and participated in the research.

A special thank you as well to our advisory committee and all the federations, organisations and researchers who enrich the research through data checks, contacts with cooperatives, and help understanding individual cases. And last, but not least, a thank you to our partners and supporters!

INDEX WCM 2022

6 **INTRODUCTION**

10 **2020 RESULTS AND SECTOR RANKINGS**
Highlights and Key results
Sector Rankings

50 **LARGE COOPERATIVES: DIGITALIZATION, PARTICIPATION, AND DEMOCRACY**

64 **TOP 300 RANKINGS**
Top 300 Ranking by Turnover with employment data
Top 300 Ranking by Turnover over GDP per capita

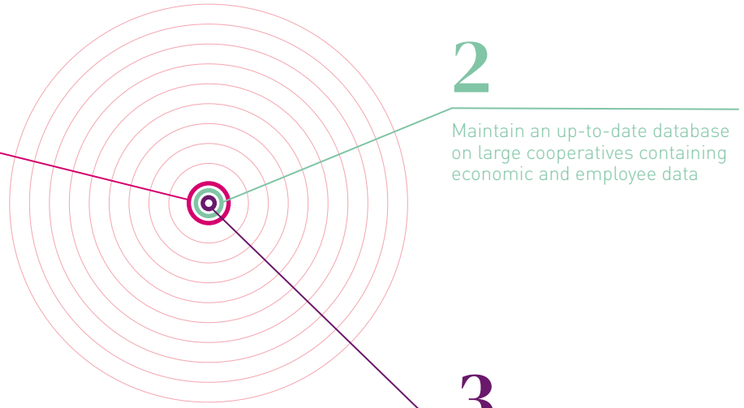
148 **METHODOLOGY AND DATA SOURCES**

156 **TEAM, PARTNERS, SPONSORS**
The World Cooperative Monitor team and advisory committee
Promoters and Organisational partners

Introduction

The World Cooperative Monitor (WCM) is a project designed to collect robust economic, organisational, and social data about cooperatives worldwide. It is the only report of its kind collecting annual quantitative data on the global cooperative movement. The research and collaborations carried out over the last 10 years have provided the cooperative movement with a significant tool to evaluate its own positioning and have highlighted the importance of cooperation in the world to the general public and policy makers.

The World Cooperative Monitor project intends to pursue 3 goals:



1

Provide visibility to the movement by monitoring and demonstrating the impact of large cooperatives, from both an economic and a social perspective

2

Maintain an up-to-date database on large cooperatives containing economic and employee data

3

Respond to the knowledge needs of large cooperatives, providing both ad-hoc quantitative and qualitative research on aspects of their interest

The publication reports on the world's largest cooperatives and mutuals, or groups of co-operatives and mutuals, including rankings of the Top 300 and sectoral analysis. Each year, the World Cooperative Monitor builds upon the research and data collection of the previous years, continually refining and improving the methodology and data collection strategies. The report has explored various themes over the past 11 years, from sector analysis to capital structure to the contribution of cooperatives to sustainable development. This work has resulted in the report being pointed to multiple times at the UN General Assembly by Secretary General António Guterres as an important resource for demonstrating the impact cooperatives have on resolving global challenges.

Besides the economic and employment data of the Top 300 cooperatives and mutuals at the global level, this year's report features a chapter focused on digitalization. This year's report gives special attention to the topic of digitalization and in particular the effects of the Covid-19 pandemic on the use of digital tools. The focus chapter, based on surveys and research on national initiatives, explores, among other related topics, how participation and membership engagement has changed with the increased use of digital tools. This research compliments the past chapters on Covid-19 and the SDGs, aiming to bring attention to the social dimensions of cooperation.

The thematic analyses in the World Cooperative Monitor are carried out in collaboration with the International Cooperative Entrepreneurship Think Tank (ICETT). This collaboration helps integrate cooperative issues of the moment with the WCM to stimulate strategic action through best practice sharing amongst ICETT members, the top 300 cooperatives and mutuals and the wider cooperative movement.

In addition to this collaboration, the team behind the WCM research has works directly with cooperatives, federations and representative bodies to collect the most accurate and consistent data possible. National data collection initiatives help source additional and in-depth data, helping to bring new elements to the research. The collaborations and scientific rigor behind the research have resulted not only in the collection of robust data on the world's largest cooperatives and mutuals, but also in the strengthening of relationships and cooperation among different stakeholders.

2020 Results and Rankings

This section presents the results of the economic analysis of the world's largest cooperative organisations, cooperative groups, and mutuals.

In addition to economic data, employment data and organisation type are also presented for the Top 300 where available.

The WCM provides two different Top 300[1] and sectoral rankings: one based on turnover and the other based on the ratio of turnover over Gross Domestic Product (GDP) per capita[2]. The ratio of turnover over GDP per capita measures the turnover of the Top 300 cooperative and mutual enterprises in terms of the purchasing power of an economy, relating the turnover of the enterprise to the wealth of the country. It allows us to compare the relative size of enterprises in considering different levels of national economic wealth, but does not compute the contribution of each enterprise to the national GDP. Rather, it measures the size of the enterprise in its national context.

The data collected for the 2022 edition of the World Cooperative Monitor is from the fiscal year 2020. The primary sources of data include annual and sustainability reports, existing databases of economic data, data collected by national associations, research institutes, and other organisations, and the use of a questionnaire to collect data directly from enterprises[3]. Over the last few years we have concentrated efforts on collecting turnover and employment data through the search for annual and sustainability reports for each organisation in the Top 300 ranking of the WCM 2019 rather than relying primarily on external datasets. This strategy helps ensure data is

[1] It should be noted that due to limited data sources, the Top 300 rankings cannot be considered exhaustive. However, it should also be noted that based on the consolidated data collection methods refined over the last eleven years, the rankings in the WCM 2022 represent a very important part of largest cooperatives worldwide (for more detailed information on data collection, please see the Methodology and Data sources chapter).

[2] GDP per capita data is sourced from the World Bank.

[3] The complete list of data sources is in the methodology chapter.

collected using the same methodology and has contributed to the increased coverage of employment data in the rankings. When online research (in the tables the source is labelled "desk research") is incomplete, other data sources are utilized, though when multiple sources are available, the desk research is utilized. This strategy has led to the building of an archive of financial statements and annual reports from the last few years. The WCM team is also supported by researchers and federations around the world that help source and verify data – we thank everyone involved for these efforts and collaborations.

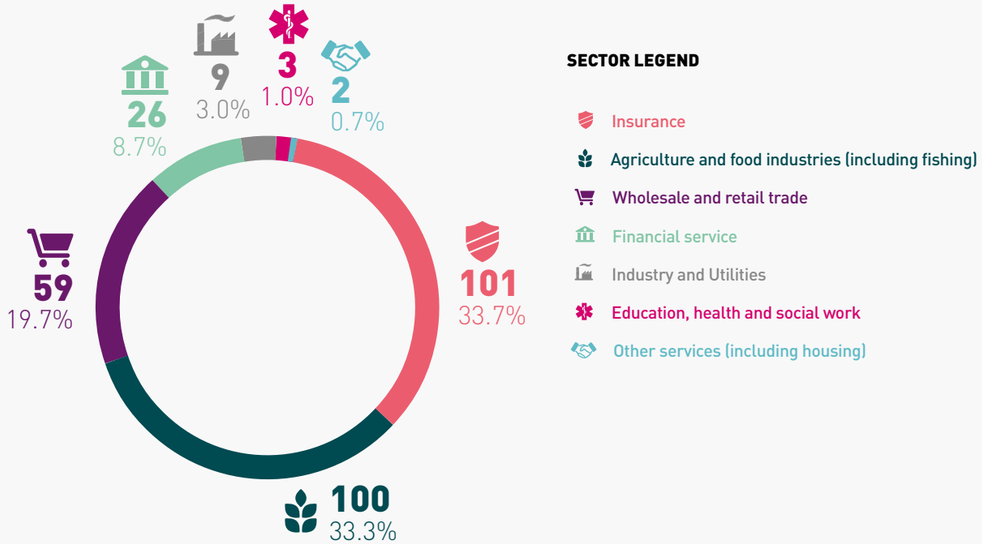
Data for 2020 comes from:

Top 300 based on turnover

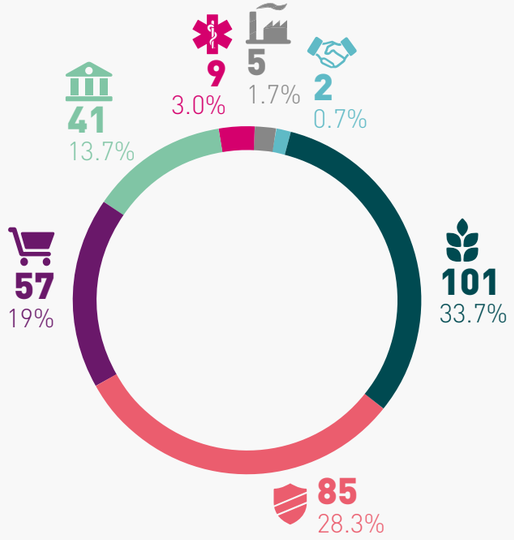
Top 300 turnover/GDP per capita

The Top 300 by turnover ranking presents an overall total of 2,170.99 billion USD for the year 2020 with most of the enterprises operating in the insurance sector (101 enterprises) and agricultural sector (100 enterprises), followed by wholesale and retail trade (59 enterprises). The Top 300 by turnover over GDP per capita, rather, sees the agriculture sector standing out with 101 organisations, whereas the insurance sector counts 85 enterprises, followed by wholesale and retail trade (57 enterprises). The financial service sector become more visible in the turnover over GDP per capita ranking with 41 enterprises with compared to 26 enterprises in the Top 300 by turnover. Note that in the Top 300 rankings, the financial services sector turnover is calculated using slightly different indicators than in the financial services sector ranking. For a more detailed description see the methodology.

TOP 300 TURNOVER USD
Economic activities



TOP 300 TURNOVER/GDP PER CAPITA
Economic activities

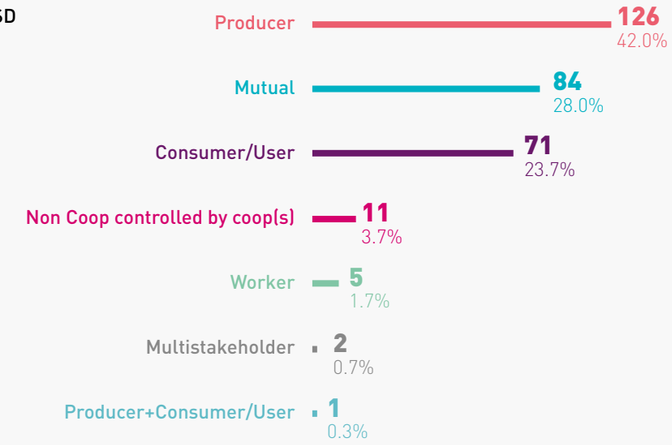


SECTOR LEGEND

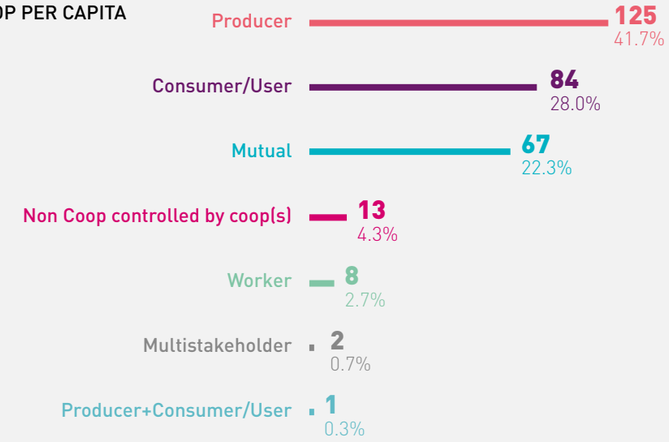
- Agriculture and food industries (including fishing)
- Insurance
- Wholesale and retail trade
- Financial service
- Education, health and social work
- Industry and Utilities
- Other services (including housing)

With regards to type, the majority of enterprises in the Top 300 by turnover are producer cooperatives mainly representing agricultural cooperatives and retailers' cooperatives (126, to which is added one producer/consumer), followed by mutuals (84) and consumer/user cooperatives (71). 11 of the top 300 are non-cooperatives controlled by cooperatives, while only 5 are worker cooperatives and 2 are multi-stakeholder cooperatives. The results are similar in the Top 300 based on turnover over GDP per capita, though there are more consumer/user cooperatives than mutuals, respectively 84 and 67 organisations.

TOP 300 TURNOVER USD
Type

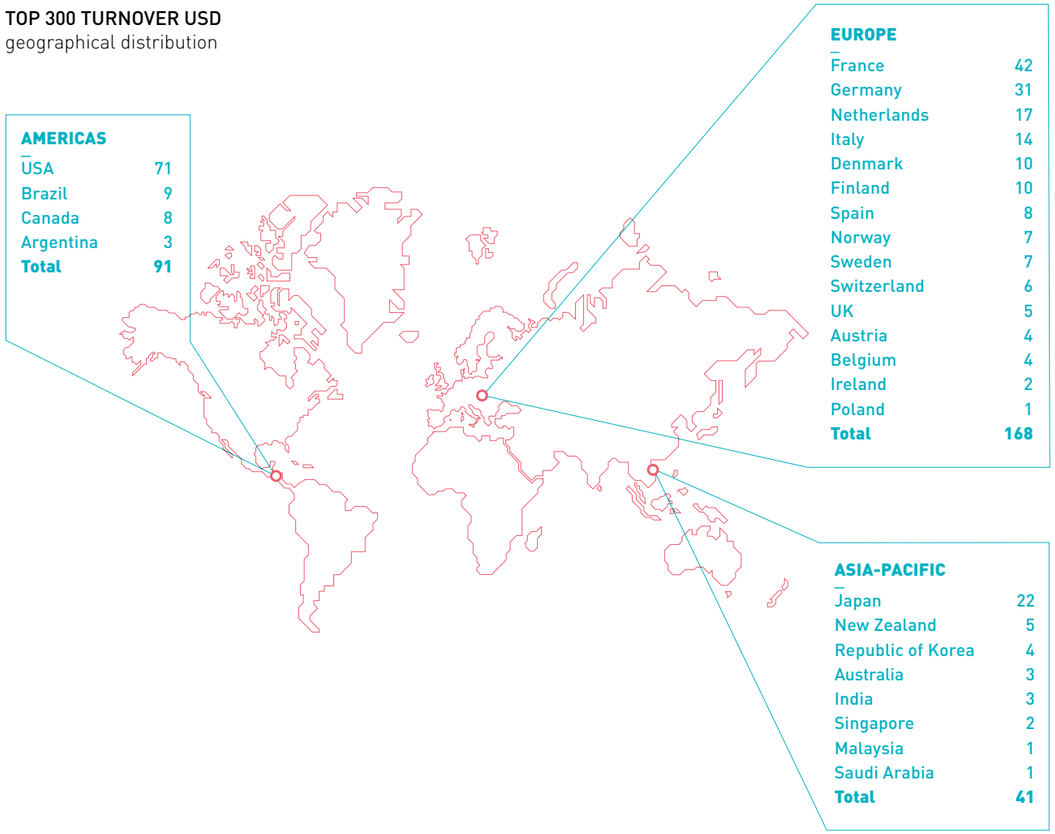


TOP 300 TURNOVER/GDP PER CAPITA
Type



The geographical distribution of the Top 300 by turnover and the Top 300 by turnover over GDP per capita is similar to past years, with most of the large cooperatives and mutuals in the Top 300 rankings located in the most industrialized countries. The Top 300 by turnover over GDP per capita, though, has a larger number of countries, as it is not based on absolute value.

TOP 300 TURNOVER USD
geographical distribution

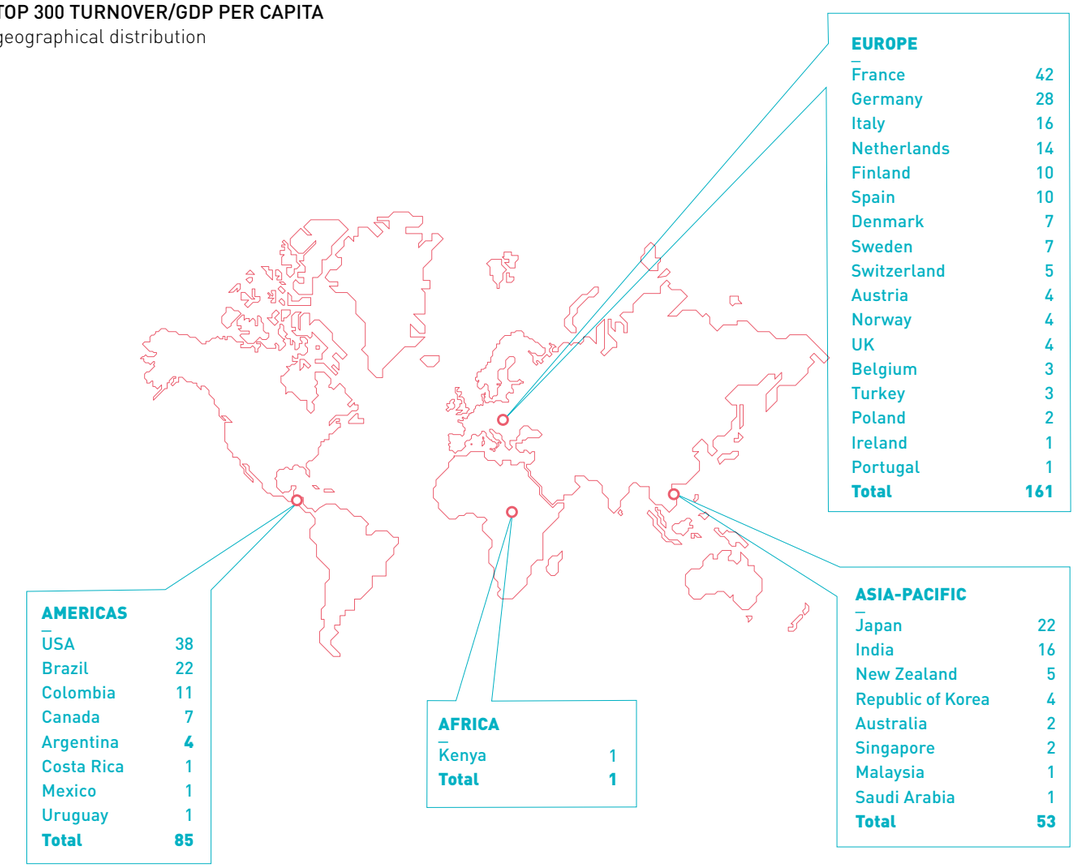


AMERICAS	
USA	71
Brazil	9
Canada	8
Argentina	3
Total	**91**

EUROPE	
France	42
Germany	31
Netherlands	17
Italy	14
Denmark	10
Finland	10
Spain	8
Norway	7
Sweden	7
Switzerland	6
UK	5
Austria	4
Belgium	4
Ireland	2
Poland	1
Total	**168**

ASIA-PACIFIC	
Japan	22
New Zealand	5
Republic of Korea	4
Australia	3
India	3
Singapore	2
Malaysia	1
Saudi Arabia	1
Total	**41**

TOP 300 TURNOVER/GDP PER CAPITA
geographical distribution



EUROPE	
France	42
Germany	28
Italy	16
Netherlands	14
Finland	10
Spain	10
Denmark	7
Sweden	7
Switzerland	5
Austria	4
Norway	4
UK	4
Belgium	3
Turkey	3
Poland	2
Ireland	1
Portugal	1
Total	**161**

AMERICAS	
USA	38
Brazil	22
Colombia	11
Canada	7
Argentina	4
Costa Rica	1
Mexico	1
Uruguay	1
Total	**85**

AFRICA	
Kenya	1
Total	**1**

ASIA-PACIFIC	
Japan	22
India	16
New Zealand	5
Republic of Korea	4
Australia	2
Singapore	2
Malaysia	1
Saudi Arabia	1
Total	**53**

TOP 300 TURNOVER USD: TOP 10

Rank 2020	Organisation	Country	Economic Activity	Type	Turnover 2020 (Billion US$)	Number of Employees 2020	FTE or Headcount
1	Groupe Crédit Agricole	France	Financial service	Consumer/ User	88.97	142,159	Headcount
2	REWE Group	Germany	Wholesale and retail trade	Producer	77.93	256,162	Headcount
3	Cooperative Financial Network Germany - BVR	Germany	Financial service	Consumer/ User	58.02	172,334	Not indicated
4	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Japan	Agriculture and food industries	Producer	57.69	27,594	Headcount
5	ACDLEC Leclerc	France	Wholesale and retail trade	Producer	54.83	140,000	Not indicated
6	Groupe BPCE	France	Financial service	Consumer/ User	54.53	100,344	Headcount
7	Nippon Life	Japan	Insurance	Mutual	48.61	95,352	Headcount
8	Talanx Group	Germany	Insurance	Mutual	46.95	23,527	Headcount
9	Nonghyup (National Agricultural Cooperative Federation - NACF)	Republic of Korea	Agriculture and food industries	Producer	44.81	27,774	Headcount
10	Edeka Zentrale	Germany	Wholesale and retail trade	Producer	44.27	402,000	Headcount

TOP 300 TURNOVER/GDP PER CAPITA: TOP 10

Rank 2020	Organisation	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Number of Employees 2020	FTE or Headcount
1	IFFCO	India	Agriculture and food industries	Producer	2,765,078.41	4,503	Headcount
2	Gujarat Cooperative Milk Marketing Federation Ltd (AMUL)	India	Agriculture and food industries	Producer	2,746,721.10		
3	Groupe Crédit Agricole	France	Financial service	Consumer/ User	2,279,059.86	142,159	Headcount
4	Sistema Unimed	Brazil	Education, health and social work	Worker	2,182,186.27	112,735	Headcount
5	REWE Group	Germany	Wholesale and retail trade	Producer	1,684,901.83	256,162	Headcount
6	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Japan	Agriculture and food industries	Producer	1,435,289.53	27,594	Headcount
7	Nonghyup (National Agricultural Cooperative Federation - NACF)	Republic of Korea	Agriculture and food industries	Producer	1,418,184.50	27,774	Headcount
8	ACDLEC Leclerc	France	Wholesale and retail trade	Producer	1,404,442.99	140,000	Headcount
9	Groupe BPCE	France	Financial service	Consumer/ User	1,396,835.59	100,344	Headcount
10	Cooperative Financial Network Germany - BVR	Germany	Financial service	Consumer/ User	1,254,465.87	172,334	Not indicated

Top 300

TOTAL TURNOVER
2,170.99
BILLION US$

Top 300 Turnover

USD TURNOVER BRACKET

SECTOR RANKINGS

The following pages present the World Cooperative Monitor rankings by sector of activity. The results presented in the rankings are to be considered exploratory, not exhaustive. The methodology found on page 148 provides details concerning the data collection and analysis; however, some key points to keep in mind regarding the rankings include:

- If an organisation performs more than one activity, it is categorized in the sector representing its primary activity. Organisations are classified by economic activity, in some cases multiple economic activities have been combined into a sector.
- Comparisons among cooperatives in different sectors should be made with due caution, keeping in mind that varying economic indicators have been used for different types of organisations (banking income for banks, premium income for insurance cooperatives and mutuals, and turnover for other cooperatives).
- The rankings in this edition are based on data from 2020. To create the Top 300 and sector rankings based on U.S. Dollars (USD) the 2020 average exchange rate was utilized. Note that the conversion to USD from Local currency unit (LCU) is impacted by the fluctuations from year to year.

Agriculture and food industries

This section includes all cooperatives that operate along the entire agricultural value chain, starting from the cultivation of agricultural products and livestock farming to the industrial processing of agricultural products and animals. This sector includes both agricultural producers' cooperatives and consortia of cooperatives (or similar arrangements) that carry out the processing and marketing of agricultural goods for their members. Organisations in the fishing sector are included. Agricultural cooperatives exist in almost every country around the world. They are very well represented in both developed and emerging economies and contribute to food security and poverty reduction in different areas of the world. They help farmers increase their returns and income by pooling their resources to support collective arrangements and economic empowerment.

From this sector, there are **100** in the Top 300 based on turnover and **101** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Japan	Producer	57.69	Submitted	27,594	Headcount
2	2	Nonghyup (National Agricultural Cooperative Federation - NACF)	Republic of Korea	Producer	44.81	Submitted	27,774	Headcount
3	3	CHS Inc.	USA	Producer	28.41	Desk Research	10,493	Headcount
4	4	Bay Wa	Germany	Non Coop	19.59	Desk Research	21,207	Not indicated
5	5	Dairy Farmers of America	USA	Producer	17.88	NCB		
6	6	Land O'Lakes	USA	Producer	13.95	Desk Research	9,000	Not indicated
7	7	Hokuren	Japan	Producer	13.59	Desk Research	1,812	Not indicated
8	8	Fonterra Cooperative Group	New Zealand	Producer	13.15	Desk Research	20,278	Headcount
9	9	FrieslandCampina	Netherlands	Producer	12.72	Desk Research	23,783	FTE
10	10	Arla Foods	Denmark	Producer	12.16	Desk Research	20,020	FTE

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover/GDP per capita 2020	Source
1	1	IFFCO	India	Producer	2,765,078.41	Submitted
2	2	Gujarat Cooperative Milk Marketing Federation Ltd (AMUL)	India	Producer	2,746,721.10	Desk Research
3	3	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Japan	Producer	1,435,289.53	Submitted
4	4	Nonghyup (National Agricultural Cooperative Federation - NACF)	Republic of Korea	Producer	1,418,184.50	Submitted
5	5	Copersucar SA	Brazil	Non Coop	1,142,468.61	Desk Research
6	6	Kribhco	India	Producer	685,408.68	Desk Research
7	10	Coamo	Brazil	Producer	561,279.24	Desk Research
8	7	CHS Inc.	USA	Producer	449,421.43	Desk Research
9	9	Asociación de Cooperativas Argentinas ACA	Argentina	Producer	446,562.26	Desk Research
10	8	Bay Wa	Germany	Non Coop	423,647.39	Desk Research

Industry and utilities

This section includes cooperatives operating in industrial sectors with the exception of the food industry as well as those whose economic activity deals with utilities. It includes worker cooperatives in the construction sector and users' cooperatives in the utilities sector, that is, cooperatives that are active in the management of infrastructure for a public service, such as electricity, natural gas, and water. Energy and other public services are sectors in which cooperatives are strongly motivated by ethical-cultural considerations and innovation. Often, they are committed to "green" energy and employ a more sustainable and responsible model of development, while providing local communities with the power to intervene directly in their own futures.

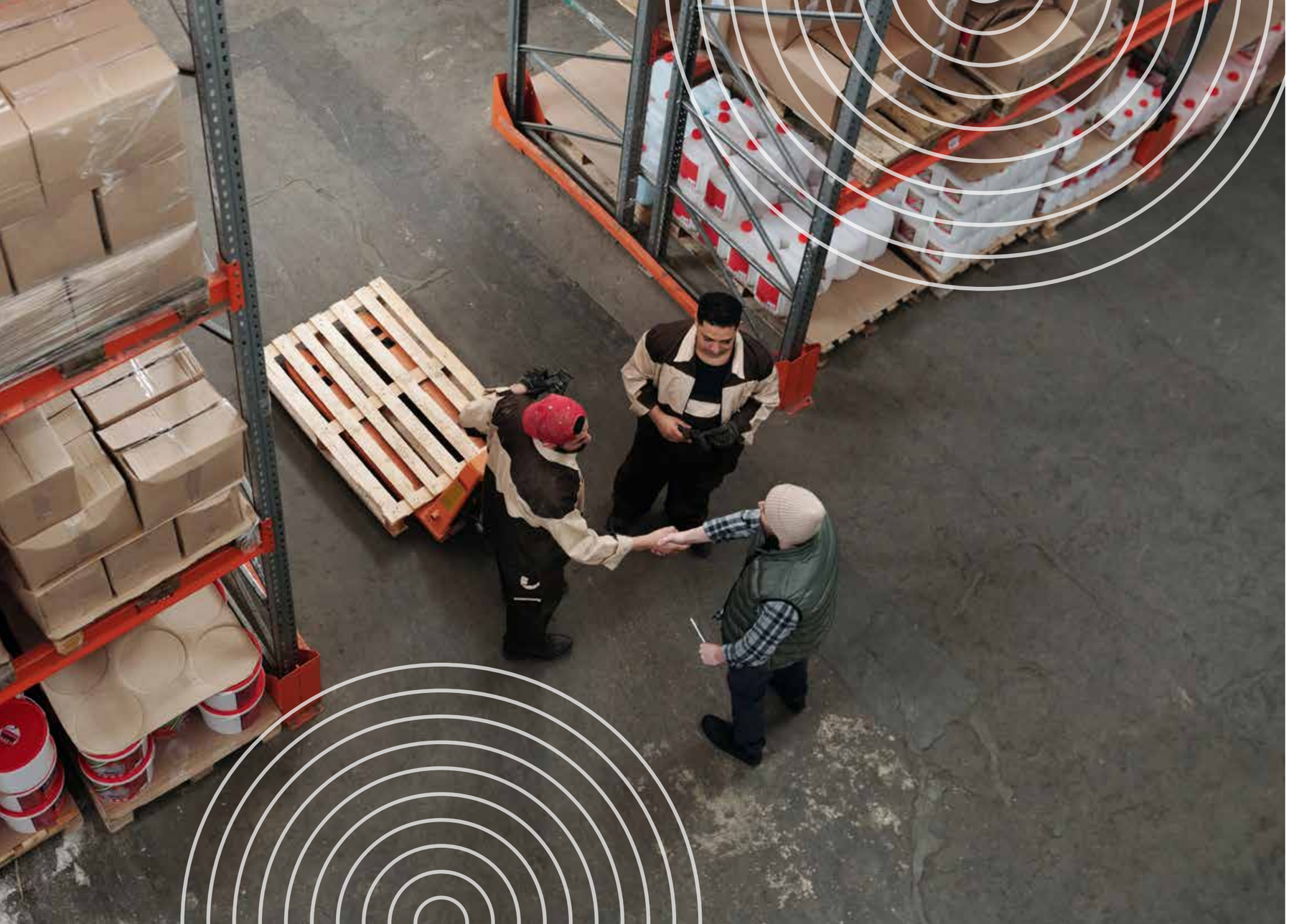
From this sector, there are **9** in the Top 300 based on turnover and **5** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	Corporación Mondragón	Spain	Worker	13.11	Desk Research	79,931	Not indicated
2	2	Basin Electric Power Coop.	USA	Consumer/ User	2.07	NCB		
3	8	Osaka Kouiki Ready-Mixed Concrete Cooperative Association	Japan	Producer	1.43	Desk Research		
4	3	Oglethorpe Power Corporation	USA	Consumer/ User	1.38	Desk Research	299	Headcount
5	5	Tri-State G&T Association	USA	Consumer/ User	1.35	Desk Research	1,304	Not indicated
6	6	Central Electric Power Coop.	USA	Consumer/ User	1.30	NCB		
7	7	Norlys Amba (Ex Eniig Amba)	Denmark	Consumer/ User	1.28	Desk Research	2,489	Not indicated
8	4	SACMI	Italy	Worker	1.26	Desk Research	4,572	Headcount
9	-	Andel Group	Denmark	Consumer/ User	1.22	Desk Research	1,885	Not indicated
10	9	Assoc. Electric Coop. Inc.	USA	Consumer/ User	1.14	NCB		

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover/GDP per capita 2020	Source
1	1	Corporación Mondragón	Spain	Worker	484,716.56	Desk Research
2	2	ULCCS Ltd	India	Worker	78,035.06	Submitted
3	3	SACMI	Italy	Worker	39,583.23	Desk Research
4	5	Osaka Kouiki Ready-Mixed Concrete Cooperative Association	Japan	Producer	35,518.16	Desk Research
5	4	Basin Electric Power Coop.	USA	Consumer/User	32,781.43	NCB
6	6	Oglethorpe Power Corporation	USA	Consumer/User	21,795.50	Desk Research
7	8	Tri-State G&T Association	USA	Consumer/User	21,394.87	Desk Research
8	7	Norlys Amba (Ex Eniig Amba)	Denmark	Consumer/User	20,899.76	Desk Research
9	9	Central Electric Power Coop.	USA	Consumer/User	20,583.32	NCB
10	-	Andel Group	Denmark	Consumer/User	19,982.45	Desk Research



Wholesale and retail trade

This section includes retailers' cooperatives formed to purchase and supply goods and services at competitive conditions in the interest of their members (which are classified as producer cooperatives in the cooperative typology) and consumer cooperatives operating in wholesale and retail activities (which are classified as consumer/user cooperatives in the cooperative typology). As is the case with cooperatives in general, the aim of cooperatives in this sector is not to maximize profits, but to be of use to their members and defend their interests. The goals of cooperatives include fostering sustainable development of local communities, promoting environmental concerns and ensuring the health and safety of consumers. With strength in numbers, cooperatives are able to further these aims through their ability to purchase and supply goods and services at competitive conditions in the interest of their members.

From this sector, there are **59** in the Top 300 based on turnover and **57** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	REWE Group	Germany	Producer	77.93	Desk Research	256,162	Headcount
2	2	ACDLEC Leclerc	France	Producer	54.83	CoopFR	140,000	Headcount
3	3	Edeka Zentrale	Germany	Producer	44.27	Desk Research	402,000	Headcount
4	4	Coop Swiss	Switzerland	Consumer/ User	32.14	Desk Research	90,825	Headcount
5	5	Migros	Switzerland	Consumer/ User	31.89	Desk Research	120,551	Headcount
6	6	Système U	France	Producer	25.70	Desk Research	73,000	Not indicated
7	8	Conad	Italy	Producer	18.22	Desk Research	65,772	Headcount
8	7	Coop Italia	Italy	Consumer/ User	16.45	Desk Research	57,450	Not indicated
9	9	Co-operative Group Limited	UK	Consumer/ User	14.71	Desk Research	65,218	Headcount
10	-	John Lewis Partnership PLC	UK	Non Coop	13.81	Desk Research	80,900	Headcount

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover/GDP per capita 2020	Source
1	2	REWE Group	Germany	Producer	1,684,901.83	Desk Research
2	1	ACDLEC Leclerc	France	Producer	1,404,442.99	CoopFR
3	3	Edeka Zentrale	Germany	Producer	957,025.66	Desk Research
4	4	Système U	France	Producer	658,332.65	Desk Research
5	6	Conad	Italy	Producer	573,435.55	Desk Research
6	5	Coop Italia	Italy	Consumer/User	517,709.84	Desk Research
7	7	Coop Swiss	Switzerland	Consumer/User	368,970.84	Desk Research
8	8	Migros	Switzerland	Consumer/User	366,170.79	Desk Research
9	9	Co-operative Group Limited	UK	Consumer/User	358,207.45	Desk Research
10	10	John Lewis Partnership PLC	UK	Non Coop	336,344.06	Desk Research

Insurance

This section focuses on mutual organisations and cooperatives owned and democratically controlled by their insured customers. Insurance co-operatives and mutuals focus on the long-term needs of their customers and on delivering high quality products at fair prices. According to the International Cooperative and Mutual Insurance Federation (ICMIF), mutual or cooperative insurers serve more than 900 million people worldwide. Their contribution is crucial within the social protection system, enabling members to obtain insurance policies at more favorable conditions than those available on the open market.

From this sector, there are **101** in the Top 300 based on turnover and **85** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Premium Income 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	Nippon Life	Japan	Mutual	48.61	Desk Research	95,352	Headcount
2	2	Talanx Group	Germany	Mutual	46.95	Desk Research	23,527	Headcount
3	4	Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	Japan	Producer	43.39	Submitted	6,799	Headcount
4	3	State Farm	USA	Mutual	41.99	Desk Research		
5	5	Liberty Mutual	USA	Mutual	39.49	Desk Research	Over 45,000	Not indicated
6	6	Meiji Yasuda Life	Japan	Mutual	25.00	Desk Research	51,835	Headcount
7	9	Achmea	Nether-lands	Consumer/ User	23.04	Desk Research	16,327	FTE
8	7	Sumitomo Life	Japan	Mutual	22.62	Desk Research	45,720	Headcount
9	-	Northwestern Mutual	USA	Mutual	19.32	Desk Research		
10	10	COVEA	France	Mutual	18.99	Desk Research	23,000	Headcount

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Premium income/ GDP per capita 2020	Source
1	1	Nippon Life	Japan	Mutual	1,209,360.27	Desk Research
2	2	Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	Japan	Producer	1,079,474.29	Submitted
3	3	Talanx Group	Germany	Mutual	1,015,075.49	Desk Research
4	5	State Farm	USA	Mutual	664,266.90	Desk Research
5	7	Liberty Mutual	USA	Mutual	624,793.13	Desk Research
6	4	Meiji Yasuda Life	Japan	Mutual	621,979.91	Desk Research
7	6	Sumitomo Life	Japan	Mutual	562,859.54	Desk Research
8	8	COVEA	France	Mutual	486,332.27	Desk Research
9	9	Achmea	Netherlands	Consumer/ User	439,800.60	Desk Research
10	10	Northwestern Mutual	USA	Mutual	305,712.13	Desk Research

Financial service

This section refers to cooperative banks and credit unions providing banking and financial intermediation services, democratically controlled by member customers (borrowers and depositors). In the financial service sector, cooperatives play a central role in supporting economic development. Even during economic crises, cooperatives have remained more stable than other banks, continuing to provide trustworthy financial support for their members.

From this sector, there are **26** in the Top 300 based on turnover and **41** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Banking Income 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	Groupe Crédit Agricole	France	Consumer/ User	42.93	Desk Research	142,159	Headcount
2	3	Cooperative Financial Network Germany - BVR	Germany	Consumer/ User	31.67	Desk Research	172,334	Not indicated
3	2	Groupe BPCE	France	Consumer/ User	25.75	Desk Research	100,344	Headcount
4	4	Groupe Crédit Mutuel	France	Consumer/ User	20.03	Desk Research	72,437	Headcount
5	5	Mouvement Desjardins	Canada	Consumer/ User	13.76	Desk Research	48,930	Headcount
6	6	Rabobank	Netherlands	Consumer/ User	12.32	Desk Research	45,938	Headcount
7	7	Navy Federal Credit Union	USA	Consumer/ User	6.93	Desk Research		
8	8	RBI (Raiffeisen Bank International)	Austria	Consumer/ User	5.93	Desk Research	45,414	FTE
9	9	Gruppo Bancario Cooperativo Iccrea	Italy	Consumer/ User	4.65	Desk Research	22,141	Headcount
10	-	The Norinchukin bank	Japan	Non Coop	4.17	Desk Research	3,515	Headcount

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Banking Income/GDP per capita 2020	Source
1	1	Groupe Crédit Agricole	France	Consumer/User	1,099,795.90	Desk Research
2	3	Cooperative Financial Network Germany - BVR	Germany	Consumer/User	684,759.23	Desk Research
3	2	Groupe BPCE	France	Consumer/User	659,503.02	Desk Research
4	4	Groupe Crédit Mutuel	France	Consumer/User	513,031.32	Desk Research
5	9	Sicoob	Brazil	Consumer/User	323,819.53	Desk Research
6	5	Mouvement Desjardins	Canada	Consumer/User	318,085.02	Desk Research
7	7	Sicredi	Brazil	Consumer/User	282,353.08	Desk Research
8	6	Co-operative Bank of Kenya Ltd (CBK)	Kenya	Non Coop	250,301.57	Desk Research
9	8	Rabobank	Netherlands	Consumer/User	235,039.91	Desk Research
10	10	Gruppo Bancario Cooperativo Iccrea	Italy	Consumer/User	146,456.55	Desk Research

Education, health and social work

This section includes cooperatives that manage educational, health or social services. These may include consumer (user), producer (provider) and multistakeholder social and health cooperatives that seek to provide high-quality, cost-effective community health care and social services. The contributions of health and social care cooperatives range from medical intervention to the prevention of disease and the improvement of general health outcomes and collective well-being. The impact of these organisations is all the more important given the increasing demands on welfare systems around the world due in part to cuts in public funding and an aging population.

From this sector, there are **3** in the Top 300 based on turnover and **9** in the Top 300 turnover over GDP per capita

TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	1	Sistema Unimed	Brazil	Worker	14.83	Submitted	112,735	Headcount
2	2	HealthPartners Inc.	USA	Consumer/ User	7.03	NCB		
3	3	Fundación Espriu	Spain	Worker	1.98	Submitted	6,482	Headcount
4	5	Aichi ken Health Federation	Japan	Consumer/ User	1.17	Desk Research	6,303	Not indicated
5	4	Grupo Empresarial Cooperativo Coomeva	Colombia	Consumer/ User	1.06	Desk Research	1,881	Not indicated
6	8	Japan Culture and Welfare Federation of Agricultural Cooperatives	Japan	Producer	0.80	Desk Research		
7	9	Coosalud Sa	Colombia	Consumer/ User	0.72	ConfeCoop	200	Headcount
8	10	Emssanar Sas	Colombia	Consumer/ User	0.58	ConfeCoop	100	Headcount
9	-	Asmet Salud Eps Sas	Colombia	Consumer/ User	0.53	ConfeCoop	229	Headcount
10	-	Comparta	Colombia	Consumer/ User	0.44	ConfeCoop	682	Headcount

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover/GDP per capita 2020	Source
1	1	Sistema Unimed	Brazil	Worker	2,182,186.27	Submitted
2	2	Grupo Empresarial Cooperativo Coomeva	Colombia	Consumer/User	198,729.97	Desk Research
3	4	Coosalud Sa	Colombia	Consumer/ User	134,123.04	ConfeCoop
4	3	HealthPartners Inc.	USA	Consumer/User	111,270.16	NCB
5	5	Emssanar Sas	Colombia	Consumer/User	107,988.22	ConfeCoop
6	6	Asmet Salud Eps Sas	Colombia	Consumer/User	99,384.93	ConfeCoop
7	7	Comparta	Colombia	Consumer/User	81,783.06	ConfeCoop
8	8	Fundación Espriu	Spain	Worker	73,106.30	Submitted
9	9	AMBUQ	Colombia	Consumer/User	45,110.96	ConfeCoop
10	10	Aichi ken Health Federation	Japan	Consumer/User	29,035.20	Desk Research

Other services

This section covers all cooperatives that provide services other than those included in education, health and social work, including housing, cooperative business services, communications and transportation. The cooperatives in this sector show the variety of sectors of activity in which cooperatives may operate as well as the potential areas for further development of service-oriented cooperatives.

From this sector, there are **2** in the Top 300 based on turnover and **2** in the Top 300 turnover over GDP per capita

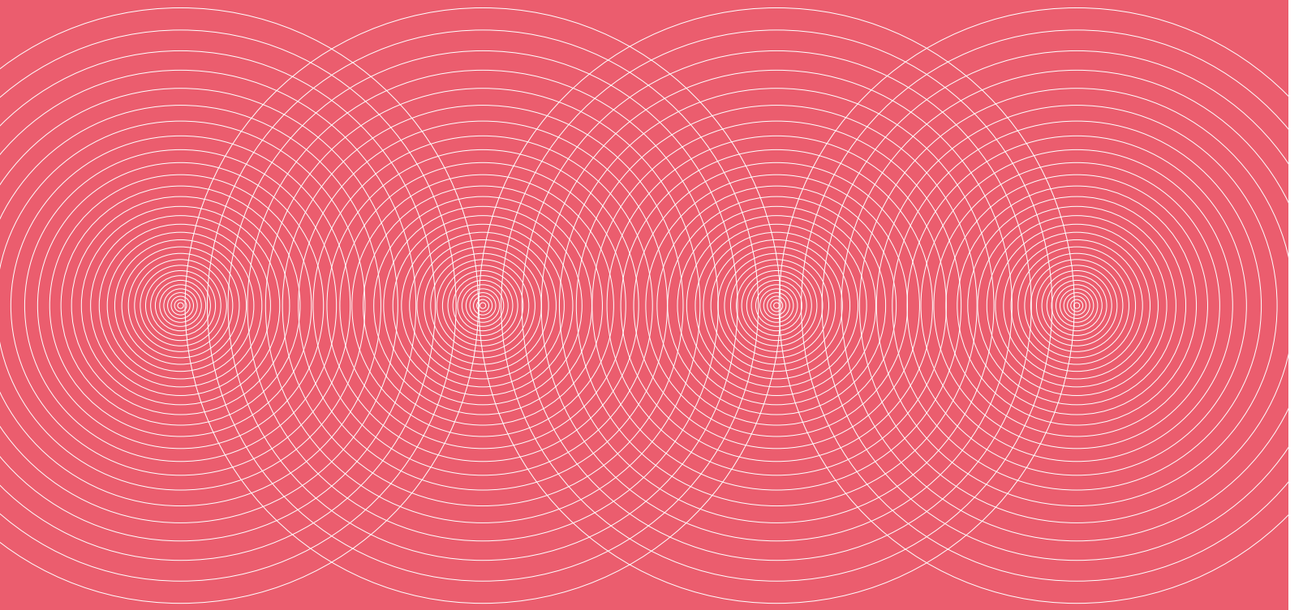
TOP 10 BY TURNOVER USD

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover 2020 (Billion US$)	Source	Number of Employees 2020	FTE or Headcount
1	2	OBOS BBL	Norway	Consumer/ User	1.30	Desk Research	2,522	Headcount
2	3	Manutencoop	Italy	Worker	1.25	Aida	28,113	Headcount
3	4	Coopservice	Italy	Worker	1.15	Desk Research	16,804	Not indicated
4	8	Riksbyggen (co-operative Housing Union)	Sweden	Consumer/ User	0.97	Desk Research	2,943	Headcount
5	5	HSB Riksförbund	Sweden	Consumer/ User	0.80	Submitted	3,311	Headcount
6	9	F.A.I. Service	Italy	Worker	0.67	Aida	73	Headcount
7	10	Up Group	France	Worker	0.61	Desk Research	3,541	Headcount
8	8	CNS	Italy	Worker	0.60	Desk Research	112	Headcount
9	7	CIR S.C. (CIR FOOD S.C.)	Italy	Worker	0.53	Aida	11,696	Headcount
10	-	Spółdzielnia Wydawniczo-Handlowa "Książka I Wiedza"	Poland	Worker	0.28	Desk Research	10	Headcount

TOP 10 BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Country	Type	Turnover/GDP per capita 2020	Source
1	2	Manutencoop	Italy	Worker	39,214.87	Aida
2	3	Coopservice	Italy	Worker	36,157.68	Desk Research
3	10	F.A.I. Service	Italy	Worker	21,138.74	Aida
4	7	OBOS BBL	Norway	Consumer/ User	19,316.63	Desk Research
5	8	CNS	Italy	Worker	18,972.22	Desk Research
6	-	Riksbyggen (co-operative Housing Union)	Sweden	Consumer/ User	18,477.97	Desk Research
7	5	Spółdzielnia Wydawniczo-Handlowa "Książka I Wiedza"	Poland	Worker	17,635.32	Desk Research
8	6	CIR S.C. (CIR FOOD S.C.)	Italy	Worker	16,686.64	Aida
9	-	Up Group	France	Worker	15,653.69	Desk Research
10	-	HSB Riksförbund	Sweden	Consumer/ User	15,367.73	Submitted

Large cooperatives: Digitalization, participation, and democracy



In the rapid transformation of the economy, digitalization* is assuming a key strategic function in enterprises. It is pervasive in all areas of activity in large, small, and micro enterprises and affects the entire value chain cycle of products and services.

Although the governments in many countries had already been promoting policies and actions to support digital transformation before the Covid-19 pandemic, the resulting restrictions on mobility highlighted even more how digital technologies now touch all aspects of our lives, including education, work, shopping, and healthcare (OECD, 2020). As we have seen over the past two years, increasing digitalization has not only brought about changes in people's work habits and purchasing behaviors but has also triggered deeper changes related to the way people relate to each other and participate in social and community life. Indeed, the digital transformation can accompany and accelerate sustainable growth by providing new channels and opportunities to share information and engage people in the democratic process. This also applies to cooperatives, which have as a cornerstone the active and democratic participation of members in their decision-making process.

However, although digitalization offers a multitude of possibilities, it is not without risks. On the one hand, digital technologies can improve people's standard of living and well-being and offer companies new opportunities and ways of doing business. On the other hand, their rapid expansion is leading, in several business sectors, to a concentration of the market in the hands of a few companies. The digital transformations occurring in the world of work also mean more opportunities for highly skilled workers who can meet the new skill requirements and a greater risk of automation for more routine jobs (UNDESA, 2020). This might lead to a reduction of the chances of decent work in certain activity sectors, with some sectors that are less likely to be affected by automation but are more prone to informal and non-standard forms of employment (ILO, 2017). Moreover, one cannot overlook the possible limits of digitalization in terms of democratic participation considering its risks in relation to security, privacy, and the digital divide.

* The term "digitalization" refers to the use of digital tools and technology by the organization and the term "digitization" to the transformation from physical to digital.

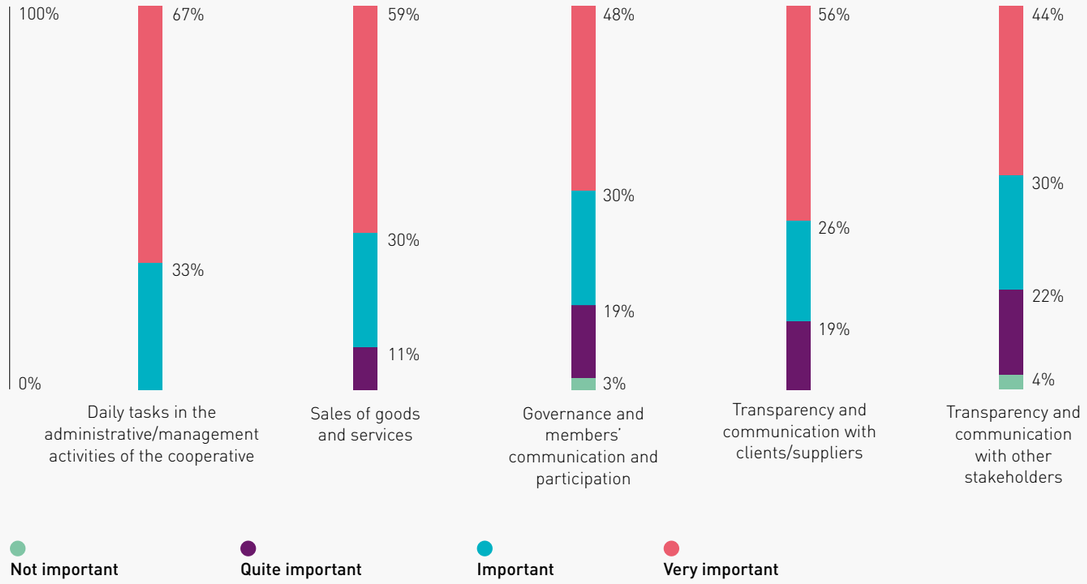
In this era of change, cooperatives can play an important role in ensuring labor inclusion and democratic ways of running businesses. Cooperatives are not only faced with the opportunities and challenges posed by the digitization of processes for managing work routines or those related to selling services and/or products to their customers. They are also concerned with how digital tools can support (or hinder) the connections between people and the democratic participation within organizations considering the limitations and risks of using said tools in terms of security, privacy, and the digital divide.

Looking at what is happening among cooperatives and what changes have been brought about by digitalization can be a good starting point for thinking about whether and how cooperatives can take advantage of the positive effects of digitalization and mitigate the negative ones. For this reason, an exploratory survey was conducted, with the support of the ICA's International Cooperative Entrepreneurship Think Tank with a small sample of large cooperatives with the aim of gathering information on the level of digitalization and practices of using digital tools for members' participation. 27 cooperatives took part in the survey. These cooperatives are in different areas of the world (11 in the Americas, 9 in Europe, 4 in Asia-Pacific, and 3 in Africa) and in different business sectors. Although the sample is not representative of the cooperatives listed in the World Cooperative Monitor top 300 ranking, it nonetheless was possible to collect the practices and experiences carried out by these cooperatives, which provide interesting insights into the relationship between digitalization and democratic participation.

LEVEL OF DIGITALIZATION

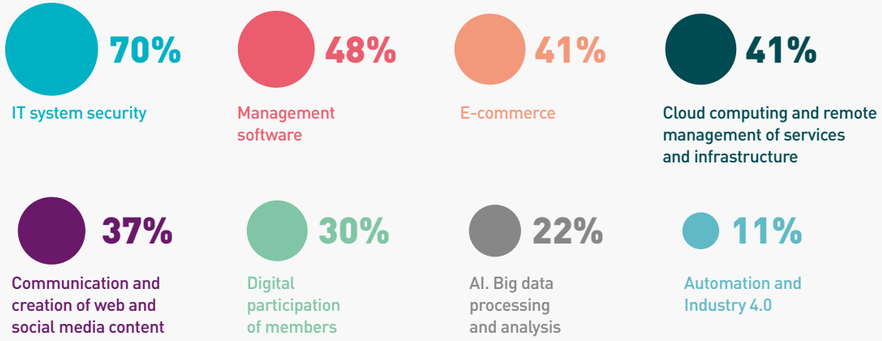
The members of the cooperatives interviewed are aware of the importance of digital tools that cut across different functions of corporate life. It is not simply a matter of using digital tools to handle the usual administrative operations; there is also an awareness that something fundamental has changed in the way cooperatives are managed. For more than eight out of ten cooperatives, it is important, if not essential, to use digital tools to sell their goods and services online and manage relationships with customers and suppliers. Slightly lower—with one-quarter of the respondents considering them only "quite important"—is the perceived importance of using tools to enhance member participation and communication with the stakeholders.

FIGURE 1. THE COOPERATIVES' RATINGS OF THE IMPORTANCE OF DIGITALIZATION IN DIFFERENT AREAS



It is therefore not surprising that according to the cooperatives interviewed, the business areas in which digital tools play a crucial role are IT systems and their security, business management software, and selling goods and services online.

TABLE 1. THE MOST IMPORTANT AREAS FOR COOPERATIVES REGARDING THE USE OF DIGITAL TOOLS



REMOVING BARRIERS to DIGITALIZATION

THE BRAZILIAN CASE

Digitalization is one of the hot topics for Brazilian cooperatives. As evidenced by the survey of a sample of 78 Brazilian cooperatives (conducted by OCB using the survey developed for this chapter), the pandemic has accelerated the use of digital tools in all major areas of business, from administration to online sales of goods and services, to member relationship management, especially in terms of participation in decision-making and member interaction.

It is especially the fronts of member participation in decision-making and communication with other stakeholders on which the cooperatives surveyed feel they still have work to do in terms of digitalization: almost one in four cooperatives feel they are less digitalized than they should be in these two aspects, while less than one in three have not yet achieved good levels of digitalization; however, on this front, one in two cooperatives feel they have now achieved good levels of digitalization.

The Organization of Brazilian Cooperatives (OCB) is one of the leading entities in the country to work on the topic of platform cooperativism, both by conducting and offering courses and training on the topic and by creating platforms for cooperatives to connect in the corporate environment. Fostering communication between cooperatives and collaboration among cooperatives are the goals of several projects promoted by OCB, with the recognition that intercooperation is synonymous with prosperity and longevity for cooperatives.

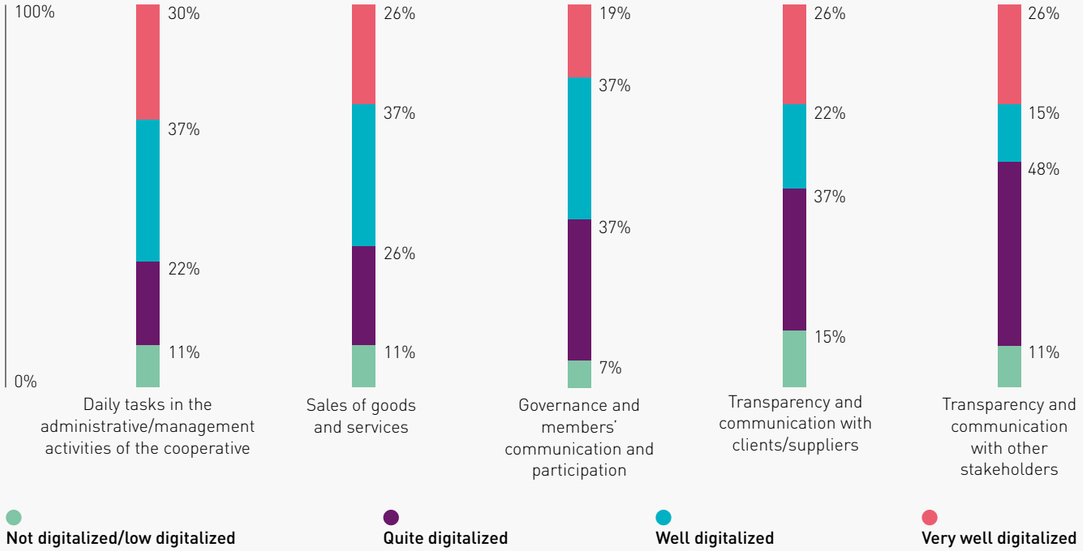
Such is the case with Negócios Coop, a platform developed by OCB to meet the demand that exploded with the 2020 pandemic. Now, the digital platform for business among Brazilian co-ops is on its way to consolidation as a large e-commerce cooperative, occupying an important space in the market.

This initiative proposes to make this e-commerce tool a showcase in which cooperative products and services can be displayed and found, creating a virtuous circle of commercialization. In addition, the Coop Business Platform is intended to remove the barriers that prevent many cooperatives from doing business with each other. To participate in this initiative, cooperatives must be registered with the OCB System. Currently, there are more than 500 announcements in the platform and more than 600 cooperatives indexed.

The theme of collaboration is also at the heart of the *Colaborativa* platform, a communication and information management platform that enables, in a secure and unified way, access to documents, information, and services from the OCB headquarters (national unit) to state units (regional offices), promoting agility, transparency, security, and productivity. Within the platform, the user can consult and download official documents, such as regulations, manuals, visual identities of campaigns, models of technical notes, and other materials, for continuous consultation.

What is interesting to analyze is that, among the large cooperatives surveyed, there is ample room for improvement in the level of digitalization in all the dimensions surveyed. About one in ten cooperatives consider themselves to be poorly digitalized. Although with different percentages for individual business areas, there is room for improvement both in terms of the day-to-day management of activities and the online sale of goods and services, but more especially in terms of member participation and communication with stakeholders.

FIGURE 2. THE COOPERATIVES' RATINGS OF THE LEVEL OF DIGITALIZATION COMPARED TO WHAT THE COOPERATIVE WOULD LIKE TO HAVE IN DIFFERENT AREAS



The gap between perceived importance and the level of actual digitalization might be related to the fact that the systemic use of digital tools in certain business areas only came into full swing during the Covid-19 pandemic. Indeed, although most of the cooperatives surveyed were already using digital tools—to varying degrees in different business areas, especially in the day-to-day management of activities—the pandemic increased their use and forced those cooperatives that were not yet using such tools to innovate and introduce them into their strategic, management, and work routines.

TABLE 2. COOPERATIVES' OPINIONS ON HOW THE COVID-19 PANDEMIC CHANGED THE USE OF DIGITAL TOOLS FOR THE FOLLOWING ACTIVITIES

	WE DID NOT USE DIGITAL TOOLS BEFORE BUT NOW WE DO	WE USED DIGITAL TOOLS BEFORE, BUT WE HAVE INCREASED OUR USAGE
Daily tasks in the administrative/management activities of the cooperative?	4%	85%
Sales of goods and services?	19%	56%
Governance and members' communication and participation?	19%	70%
Transparency and communication with clients/suppliers?	4%	67%
Transparency and communication with other stakeholders?	15%	52%

SUPPORTING COOPERATIVES in the **DIGITAL ERA**

THE ITALIAN CASE

The digital transition is a key issue for Italian cooperatives, as shown by the results of two surveys conducted by the study centers of the two main Italian federations to monitor the ongoing transformation process and track the results of the actions that will be introduced by the federations to support businesses in this transition phase.

The survey conducted by the Legacoop Study Center showed that some digital tools have now entered the ordinary work of member cooperatives: 98% have an Internet connection, 78% have a website, and more than 90% have had online dealings with public agencies. More advanced digital tools are also beginning to find their way into cooperatives: 21% use Internet

of Things (IoT) devices; 10% use AI devices to convert voice notes to digital text or generate written or spoken language. The pandemic has accelerated the innovation process within organizations: data show that 41% have increased the percentage of employees with remote access; 76% have increased the use of remote meetings; and 22% have initiated or increased online sales efforts. For nine out of ten cooperatives, these increases were dictated by the pandemic (Area Studi Legacoop, 2022).

The survey conducted by the Confcooperative Study Center also confirms the high share of cooperatives that made investments in new technologies during 2021. Among these, 6% invested in big data analytics, and 2% invested in Internet of Things devices, robotics, augmented reality, and virtual reality. Digital tools are taking on an increasingly strategic role in driving innovation, with an impact on the internal organizational models of cooperatives as well (Fondo Sviluppo, 2022).

These data highlight how a significant change is taking place that is, first and foremost, cultural, and that federations are trying to support this transformation through some ad hoc projects and initiatives with a long-term scope. For example, the "Digital Cooperation" project is promoted by the Italian Alliance of Cooperatives with the support of Google.org, the philanthropic division of Google committed to addressing the main challenges of our society through funding, technological innovation, and technical expertise to support the most vulnerable communities and provide greater equity and inclusion.

The project stemmed from a discussion with the Italian Ministry of Economic Development on the topic of the digital transformation of Italian businesses, with the aim of enhancing cooperative and nonprofit enterprises by enabling 500 of them to seize the opportunities of digital transformation—including those businesses that would not be able to do so on their own—and, at the same time, strengthen the ecosystem of high-tech cooperative and nonprofit entrepreneurship. Thus, the project aims to create employment opportunities particularly for those most in need, as well as to empower the most vulnerable cooperatives, cooperators, and enterprises to seize the opportunities offered by the Italian recovery plan.

PARTICIPATION IN THE DIGITAL AGE

Cooperatives use digital tools to communicate systematically and assiduously with their members—often on a daily and weekly basis—from the most classic tools, such as the website and the online newsletter, to those tools that were rapidly deployed during the pandemic to facilitate working relationships when it was impossible to meet physically.

While communications are routinely handled with digital tools, their use on the member engagement front shows both the potentials and limitations of these tools supporting member participation in the life of the cooperative. In fact, while cooperatives seize as a positive factor the possibility of more easily organizing events (decision-making, training, or just debate and discussion) in which many members can participate regardless of their geographical location (e.g., in the streaming of the event), the experiences collected highlight that there are also barriers to both access and communication.

Driven by the challenges of the pandemic, all the surveyed cooperatives have activated online modes of participation in their general meetings. Until 2018, these meetings were run almost entirely in person, although a few cooperatives had already provided online voting tools. It was only with the travel limitations triggered by the virus containment provisions adopted in several countries that cooperatives opted to hold online meetings, which moved to the hybrid mode in 2021 and gradually have returned to in-person meetings in 2022. This is because, although digital tools have ample potential in engaging members unable to attend the meetings in person, they have also shown limitations in engaging certain categories of members unfamiliar with the use of technologies (and here the problem of the digital divide is confirmed). In addition, cooperatives complain about the lack of less formal interaction in online meetings (even arising spontaneously alongside the official meetings), as well as the difficulty of interpreting nonverbal communication, which makes it necessary to devise different communication methods than in the past.

However, the use of digital tools is not limited only to the involvement of members at the general assembly. Over half of the cooperatives surveyed also see the potential of digital tools to involve members in the co-creation of services and goods and to

promote interaction among members. On this front, digital tools aid cooperatives by making it possible to run periodic surveys to gather suggestions and opinions both on new (potential) products and services and on other issues. They also facilitate the organization of focus groups and test groups in which members can discuss and share opinions on a wide range of topics.

IS THE FUTURE IN DIGITAL PARTICIPATION?

From the experiences gathered through the explorative survey, it does not seem that digitalization can radically reshape the way cooperatives relate to their members. The practices collected so far highlight how digital tools can facilitate the involvement of cooperative members in some situations, but in many of the cases examined, they are placed side by side with traditional methods to ensure the full participation of all members in the life of the cooperative. And this turned out to be the secret of cooperatives: embracing virtual participation while not neglecting in-person engagement.

This is not to say that digitalization is not a crucial challenge for cooperatives. Cooperatives grasp the benefits that digitalization can bring in terms of democratic participation, but they perceive as more imminent and disruptive the challenges arising from rapid change of technology, industries, and processes due to increasing interconnectivity and smart automation and the consequences this may have on the world of work. And it is on these two dimensions that the large cooperatives focus their attention, even with the ever-present goal in mind of ensuring sustainable growth and decent work for all.

INTERCOOPERATION
for a
DIGITAL FUTURE.

THE VIEWPOINT OF IT COOPERATIVES

At the same time as the processes of digitisation of co-operative organisations are being generated, we must be particularly careful about the tools we choose to use. The digital media that facilitate the flow of information are not disconnected from the business logic present in society, and in this sense the question arises as to how to encourage the use and development of technology that contains co-operative values from the outset.

Free Software is therefore presented as a development tool and model, since in addition to containing its four fundamental freedoms (according to GNU.org - use it for any purpose, study how it is made, modify it and distribute it with its modifications), it also encourages collaborative development practices focused on the production of common resources. This possibility that both technicians and users can participate in the development process of a tool enables the participation of different views, needs and subjectivities, in order to generate an inclusive software that is attentive to the diversities that make up our different organisations.

On the other hand, this development model does not generate costs in licenses, saves resources by being able to reuse code bases for new developments (not reinventing the wheel each time) and promotes local economic and knowledge development by allowing development teams to reuse, modify or expand these tools.

In Argentina, FACTTIC (Federation of Technology Cooperatives) and the cooperatives that make up PATIO (the global network of technology cooperatives) are working on the development of tools that take into account the cooperative value system and that can be adapted to the needs of the different organisations in the sector. This was set up following the case of FIT (Flujo Intercooperativo de Trabajo), a FACTTIC space where IT solutions are generated in an intercooperative manner, with the premise of cooperation rather than competition between companies in the same sector.

With common needs, large cooperatives can think of intercooperation as the answer to develop technology that fits their needs and values. Sharing governance and the software itself strengthens the whole movement and makes resources available to developing cooperatives.

FACTTIC is the Argentine Federation of Technology, Innovation and Knowledge Worker Cooperatives. It brings together more than 35 cooperatives throughout Argentina and is an active facilitator of the ICA IT network. https://facttic.org.ar

ICA IT network was originally created as a space for members to find IT cooperatives for technical help and advice. It has grown to become a platform where different actors can connect with each other and the ICA looks forward to creating even more channels to foster intercoopertion on a platform called "Patio" in the future.

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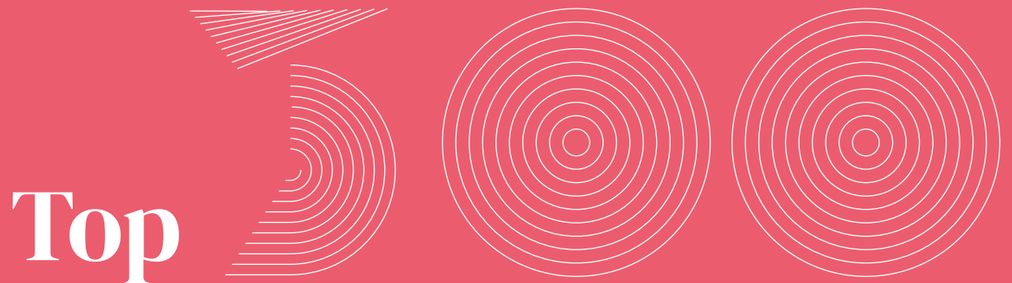

rankings

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
1	1	Groupe Crédit Agricole	Europe	France	88.97	Desk Research	Financial service	Consumer/User	142,159	12/31/2020	Headcount	Desk Research
2	3	REWE Group	Europe	Germany	77.93	Desk Research	Wholesale and retail trade	Producer	256,162	12/31/2020	Headcount	Desk Research
3	4	Cooperative Financial Network Germany - BVR	Europe	Germany	58.02	Desk Research	Financial service	Consumer/User	172,334	12/31/2020	Not indicated	Desk Research
4	5	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Asia and Pacific	Japan	57.69	Submitted	Agriculture and food industries	Producer	27,594	12/31/2020	Headcount	Submitted
5	6	ACDLEC Leclerc	Europe	France	54.83	CoopFR	Wholesale and retail trade	Producer	140,000	2020	Not indicated	CoopFR
6	2	Groupe BPCE	Europe	France	54.53	Desk Research	Financial service	Consumer/User	100,344	12/31/2020	Headcount	Desk Research
7	7	Nippon Life	Asia and Pacific	Japan	48.61	Desk Research	Insurance	Mutual	95,352	12/31/2020	Headcount	Desk Research
8	9	Talanx Group	Europe	Germany	46.95	Desk Research	Insurance	Mutual	23,527	12/31/2020	Headcount	Desk Research
9	11	Nonghyup (National Agricultural Cooperative Federation - NACF)	Asia and Pacific	Republic of Korea	44.81	Submitted	Agriculture and food industries	Producer	27,774	12/31/2020	Headcount	Submitted
10	13	Edeka Zentrale	Europe	Germany	44.27	Desk Research	Wholesale and retail trade	Producer	402,000	2020	Headcount	Desk Research
11	8	Groupe Crédit Mutuel	Europe	France	43.99	Desk Research	Financial service	Consumer/User	72,437	12/31/2020	Headcount	Desk Research
12	12	Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	Asia and Pacific	Japan	43.39	Submitted	Insurance	Producer	6,799	12/31/2020	Headcount	Submitted
13	10	State Farm	Americas	USA	41.99	Desk Research	Insurance	Mutual				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
14	14	Liberty Mutual	Americas	USA	39.49	Desk Research	Insurance	Mutual	Over 45,000	Not indicated	Not indicated	Desk Research
15	16	Coop Swiss	Europe	Switzerland	32.14	Desk Research	Wholesale and retail trade	Consumer/User	90,825	12/31/2020	Headcount	Desk Research
16	17	Migros	Europe	Switzerland	31.89	Desk Research	Wholesale and retail trade	Consumer/User	120,551	2020 average	Headcount	Desk Research
17	15	CHS Inc.	Americas	USA	28.41	Desk Research	Agriculture and food industries	Producer	10,493	12/31/2020	Headcount	Desk Research
18	21	Système U	Europe	France	25.70	Desk Research	Wholesale and retail trade	Producer	73,000	2020	Not indicated	Desk Research
19	18	Meiji Yasuda Life	Asia and Pacific	Japan	25.00	Desk Research	Insurance	Mutual	51,835	12/31/2020	Headcount	Desk Research
20	23	Achmea	Europe	Netherlands	23.04	Desk Research	Insurance	Consumer/User	16,327	12/31/2020	FTE	Desk Research
21	19	Sumitomo Life	Asia and Pacific	Japan	22.62	Desk Research	Insurance	Mutual	45,720	12/31/2020	Headcount	Desk Research
22	20	Rabobank	Europe	Netherlands	21.12	Desk Research	Financial service	Consumer/User	45,938	12/31/2020	Headcount	Submitted
23	25	Bay Wa	Europe	Germany	19.59	Desk Research	Agriculture and food industries	Non Coop	21,207	2020	Not indicated	Desk Research
24	26	Northwestern Mutual	Americas	USA	19.32	Desk Research	Insurance	Mutual				
25	24	COVEA	Europe	France	18.99	Desk Research	Insurance	Mutual	23,000	12/31/2020	Headcount	Desk Research
26	30	Conad	Europe	Italy	18.22	Desk Research	Wholesale and retail trade	Producer	65,772	2020	Headcount	Desk Research
27	31	"Dairy Farmers of America "	Americas	USA	17.88	NCB	Agriculture and food industries	Producer				
28	27	Mouvement Desjardins	Americas	Canada	17.85	Desk Research	Financial service	Consumer/User	48,930	12/31/2020	Headcount	Desk Research

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29	29	Coop Italia	Europe	Italy	16.45	Desk Research	Wholesale and retail trade	Consumer/User	57,450	2020	Not indicated	Desk Research
30	32	New York Life	Americas	USA	15.79	Desk Research	Insurance	Mutual				
31	28	Sistema Unimed	Americas	Brazil	14.83	Submitted	Education, health and social work	Worker	112,735	12/31/2020	Headcount	Submitted
32	36	Co-operative Group Limited	Europe	UK	14.71	Desk Research	Wholesale and retail trade	Consumer/User	65,218	01/02/2021	Headcount	CoopUK
33	34	Land O'Lakes	Americas	USA	13.95	Desk Research	Agriculture and food industries	Producer	9,000	2020	Not indicated	Desk Research
34	43	John Lewis Partnership PLC	Europe	UK	13.81	Desk Research	Wholesale and retail trade	Non Coop	80,900	12/31/2020	Headcount	Desk Research
35	35	Hokuren	Asia and Pacific	Japan	13.59	Desk Research	Agriculture and food industries	Producer	1,812	2020	Not indicated	Desk Research
36	38	Coöperatie VGZ	Europe	Netherlands	13.58	Desk Research	Insurance	Consumer/User	1,776	12/31/2020	Headcount	Desk Research
37	41	SOK (S- Group)	Europe	Finland	13.28	Submitted	Wholesale and retail trade	Consumer/User	38,585	12/31/2020	Headcount	Submitted
38	39	Fonterra Cooperative Group	Asia and Pacific	New Zealand	13.15	Desk Research	Agriculture and food industries	Producer	20,278	2020	Headcount	Desk Research
39	37	Corporación Mondragón	Europe	Spain	13.11	Desk Research	Industry	Worker	79,931	2020	Not indicated	Desk Research
40	45	Debeka Versichern	Europe	Germany	12.99	Desk Research	Insurance	Mutual	15,826	12/31/2020	Not indicated	Desk Research
41	33	The Norinchukin bank	Asia and Pacific	Japan	12.73	Desk Research	Financial service	Non Coop	3,515	12/31/2020	Headcount	Desk Research
42	44	FrieslandCampina	Europe	Netherlands	12.72	Desk Research	Agriculture and food industries	Producer	23,783	2020	FTE	Desk Research

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43	49	CZ Groep	Europe	Netherlands	12.64	Desk Research	Insurance	Mutual	2,504	2020 average	FTE	Desk Research
44	46	Arla foods amba	Europe	Denmark	12.16	Desk Research	Agriculture and food industries	Producer	20,020	2020	FTE	Desk Research
45	42	Wakefern Food Corp./ Shoprite	Americas	USA	11.97	NCB	Wholesale and retail trade	Producer				
46	48	Vienna Insurance Group	Europe	Austria	11.91	Desk Research	Insurance	Mutual	25,680	2020 average	FTE	Desk Research
47	47	Groupama	Europe	France	11.90	Desk Research	Insurance	Mutual	30,974	12/31/2020	Headcount	Desk Research
48	50	American Family	Americas	USA	11.74	Desk Research	Insurance	Mutual				
49	40	Pacific Life	Americas	USA	11.28	Desk Research	Insurance	Mutual				
50	51	AG2R La Mondiale	Europe	France	10.64	Desk Research	Insurance	Mutual				
51	52	Associated Wholesale Grocers, Inc	Americas	USA	10.63	Desk Research	Wholesale and retail trade	Producer	906	2020	Not indicated	Desk Research
52	22	MassMutual Financial	Americas	USA	10.60	Desk Research	Insurance	Mutual				
53	59	Danish Crown	Europe	Denmark	9.29	Desk Research	Agriculture and food industries	Producer	22,996	2019/2020 average	FTE	Desk Research
54	55	HUK-Coburg	Europe	Germany	9.19	Desk Research	Insurance	Mutual				
55	57	Guardian Life	Americas	USA	8.95	Desk Research	Insurance	Mutual	9,000	2020	Not indicated	Desk Research
56	58	UMG Groupe VYV	Europe	France	8.75	Desk Research	Insurance	Mutual	42,003	2020	Headcount	Desk Research
57	53	RBI (Raiffeisen Bank International)	Europe	Austria	8.58	Desk Research	Financial service	Consumer/User	45,414	12/31/2020	FTE	Desk Research

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Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
58	61	Navy Federal Credit Union	Americas	USA	8.37	Desk Research	Financial service	Consumer/User				
59	54	Auto-Owners Insurance	Americas	USA	8.23	Desk Research	Insurance	Mutual				
60	64	Copersucar SA	Americas	Brazil	7.77	Desk Research	Agriculture and food industries	Non Coop				
61	79	ACE Hardware Corp.	Americas	USA	7.76	Desk Research	Wholesale and retail trade	Producer	12,300	12/31/2020	Headcount	Desk Research
62	65	Südzucker	Europe	Germany	7.63	Desk Research	Agriculture and food industries	Non Coop	17,876	2020	Headcount	Desk Research
63	67	MACIF	Europe	France	7.60	Desk Research	Insurance	Mutual	10,725	2020 average	Not indicated	Desk Research
64	66	Menzis	Europe	Netherlands	7.57	Desk Research	Insurance	Consumer/User	1,456	12/31/2020	FTE	Desk Research
65	56	Growmark, Inc.	Americas	USA	7.54	NCB	Agriculture and food industries	Producer				
66	70	Fenaco	Europe	Switzerland	7.44	Desk Research	Agriculture and food industries	Producer	10,961	12/31/2020	Headcount	Desk Research
67	62	Korean National Federation of Fisheries Co-operatives (NFFC)	Asia and Pacific	Republic of Korea	7.43	Desk Research	Agriculture and food industries	Producer	1,256	2020	Headcount	Desk Research
68	69	Agravis	Europe	Germany	7.30	Desk Research	Agriculture and food industries	Producer	6,025	2020	Headcount	Desk Research
69	72	DLG	Europe	Denmark	7.21	Desk Research	Agriculture and food industries	Producer	6,600	2020	Headcount	Desk Research
70	68	HealthPartners Inc.	Americas	USA	7.03	NCB	Education, health and social work	Consumer/User				
71	92	Alecta	Europe	Sweden	6.81	Desk Research	Insurance	Mutual	355	12/31/2020	Headcount	Desk Research

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72	73	Agrial	Europe	France	6.80	Desk Research	Agriculture and food industries	Producer	21,000	2020	Not indicated	Desk Research
73	78	FM Global	Americas	USA	6.77	Desk Research	Insurance	Mutual				
74	74	Deutsches Milchkontor Eg (DMK)	Europe	Germany	6.40	Desk Research	Agriculture and food industries	Producer	7,700	2020	Headcount	Desk Research
75	87	Coop Norge	Europe	Norway	6.23	Desk Research	Wholesale and retail trade	Consumer/User	28,000	12/31/2020	Headcount	Desk Research
76	81	FJCC	Asia and Pacific	Japan	6.11	Desk Research	Insurance	Consumer/User				
77	85	SIGNAL IDUNA	Europe	Germany	6.09	Desk Research	Insurance	Mutual				
78	99	Danish Agro	Europe	Denmark	6.05	Desk Research	Agriculture and food industries	Producer	5,150	2020	Not indicated	Desk Research
79	90	Astera	Europe	France	6.00	Desk Research	Wholesale and retail trade	Producer	5,722	2020	Headcount	Desk Research
80	76	Ilmarinen Mutual Pension	Europe	Finland	5.96	Desk Research	Insurance	Mutual	663	12/31/2020	Headcount	Desk Research
81	71	Federated Co-operatives Limited FCL	Americas	Canada	5.92	Desk Research	Wholesale and retail trade	Consumer/User				
82	83	Folksam	Europe	Sweden	5.90	Desk Research	Insurance	Mutual	3,478	2020	FTE	Desk Research
83	91	PFA Pension	Europe	Denmark	5.89	Desk Research	Insurance	Mutual	1,396	2020 average	FTE	Desk Research
84	93	Coop AMBA	Europe	Denmark	5.86	Desk Research	Wholesale and retail trade	Consumer/User	39,735	12/31/2020	Headcount	Desk Research
85	89	Mutua Madrileña	Europe	Spain	5.84	Desk Research	Insurance	Mutual	9,000	Not indicated	Not indicated	Desk Research

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86	84	Invivo	Europe	France	5.83	Desk Research	Agriculture and food industries	producer	5,818	12/31/2020	Not indicated	Desk Research
87	82	Reale Mutua	Europe	Italy	5.78	Desk Research	Insurance	Mutual	3,752	12/31/2020	Headcount	Desk Research
88	77	Metsä Group (Metsäliitto)	Europe	Finland	5.77	Desk Research	Agriculture and food industries	Non Coop	9,213	12/31/2020	Headcount	Desk Research
89	94	Sollio Cooperative Group	Americas	Canada	5.65	Submitted	Agriculture and food industries	Producer	16,150	2020	Headcount	Submitted
90	80	Varma Mutual Pension	Europe	Finland	5.63	Desk Research	Insurance	Mutual	558	2020	Headcount	Desk Research
91	88	Sodiaal Union	Europe	France	5.52	Desk Research	Agriculture and food industries	Producer	3,139	12/31/2020	Headcount	Desk Research
92	86	Fukoku Life	Asia and Pacific	Japan	5.48	Desk Research	Insurance	Mutual				
93	97	Terrena	Europe	France	5.44	Desk Research	Agriculture and food industries	Producer	13,587	2020	Headcount	Desk Research
94	192	Sanacorp Eg Pharmazeutische	Europe	Germany	5.43	Desk Research	Wholesale and retail trade	Producer	2,826	2020 average	Headcount	Desk Research
95	96	Agropur Coopérative	Americas	Canada	5.43	Submitted	Agriculture and food industries	Producer	5,457	12/31/2020	Headcount	Submitted
96	101	Gruppo Bancario Cooperativo Iccrea	Europe	Italy	5.35	Desk Research	Financial service	Consumer/User	22,141	12/31/2020	Headcount	Desk Research
97	60	IFFCO	Asia and Pacific	India	5.33	Submitted	Agriculture and food industries	Producer	4,503	12/31/2020	Headcount	Submitted
98	63	Cattolica Assicurazioni	Europe	Italy	5.33	Desk Research	Insurance	Consumer/User	1,796	12/31/2020	Headcount	Desk Research
99	98	FloraHolland	Europe	Netherlands	5.32	Desk Research	Agriculture and food industries	Producer	2,725	2020	Headcount	Desk Research

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100	95	Gujarat Cooperative Milk Marketing Federation Ltd (AMUL)	Asia and Pacific	India	5.29	Desk Research	Agriculture and food industries	Producer				
101	100	Kokumin Kyosai co-op - Zenrosai	Asia and Pacific	Japan	5.28	Submitted	Insurance	Consumer/User	4,935	12/31/2020	Headcount	Submitted
102	107	Alte Leipziger	Europe	Germany	5.22	Desk Research	Insurance	Consumer/User				
103	104	Gothaer Versicherungen	Europe	Germany	5.21	Desk Research	Insurance	Mutual	4,795	2020 average	Headcount	Desk Research
104	105	Tereos	Europe	France	5.07	Desk Research	Agriculture and food industries	Producer	22,300	2020/2021	Not indicated	Desk Research
105	103	Lantmannen	Europe	Sweden	4.99	Desk Research	Agriculture and food industries	Producer	10,017	2020 average	Not indicated	Desk Research
106	106	OP Group - Pohjola Pankki Oyj	Europe	Finland	4.81	Desk Research	Financial service	Consumer/User	12,604	12/31/2020	Headcount	Desk Research
107	111	Die Continentale	Europe	Germany	4.77	Desk Research	Insurance	Mutual	3,819	12/31/2020	Not indicated	Desk Research
108	114	Länsförsäkringar	Europe	Sweden	4.65	Desk Research	Insurance	Mutual	7,500	12/31/2020	Headcount	Desk Research
109	116	LVM Versicherung	Europe	Germany	4.47	Desk Research	Insurance	Mutual	11,301	Not indicated	Not indicated	Desk Research
110	-	Beneva	Americas	Canada	4.47	Desk Research	Insurance	Mutual	5,000	2020	Not indicated	Desk Research
111	119	Swiss Mobiliar (La Mobilière)	Europe	Switzerland	4.36	Desk Research	Insurance	Consumer/User	5,856	12/31/2020	Not indicated	Desk Research
112	112	KFCC - Korean Federation of comunity Credit Cooperatives	Asia and Pacific	Republic of Korea	4.31	Desk Research	Financial service	Consumer/User	988	2020	Headcount	Desk Research
113	115	MAIF	Europe	France	4.22	Desk Research	Insurance	Mutual	7,948	2020 average	Not indicated	Desk Research

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114	125	Kooperativa Förbundet	Europe	Sweden	4.21	Desk Research	Wholesale and retail trade	Consumer/User	6,617	2020	Headcount	Desk Research
115	130	Co-op Mirai	Asia and Pacific	Japan	4.18	JCCU	Wholesale and retail trade	Consumer/User	13,813	12/31/2020	Headcount	JCCU
116	123	Cofares	Europe	Spain	4.14	Desk Research	Wholesale and retail trade	Producer	2,894	2020	Headcount	Desk Research
117	108	KLP	Europe	Norway	4.14	Desk Research	Insurance	Mutual	1,052	12/31/2020	Headcount	Desk Research
118	113	Elo	Europe	Finland	4.13	Desk Research	Insurance	Mutual	490	2020 average	Not indicated	Desk Research
119	132	Japanese Consumers' Co-operative Union (JCCU)	Asia and Pacific	Japan	4.12	Submitted	Wholesale and retail trade	Consumer/User	1,440	12/31/2020	Headcount	Submitted
120	127	DEVK Versicherungen	Europe	Germany	4.09	Desk Research	Insurance	Mutual	4,301	2020 average	FTE	Desk Research
121	121	Ag Processing Inc.	Americas	USA	4.04	NCB	Agriculture and food industries	Producer				
122	120	Securian Financial Group	Americas	USA	4.03	Desk Research	Insurance	Mutual	6,500	2020	Not indicated	Desk Research
123	129	VHV Versicherungen	Europe	Germany	4.01	Desk Research	Insurance	Mutual	3,301	12/31/2020	Headcount	Desk Research
124	124	Raiffeisen group	Europe	Switzerland	3.90	Desk Research	Financial service	Consumer/User	11,207	12/31/2020	Headcount	Desk Research
125	117	Asociación de CooperativasArgentinas ACA	Americas	Argentina	3.83	Desk Research	Agriculture and food industries	Producer	2,900	Not indicated	Not indicated	Desk Research
126	133	Coamo	Americas	Brazil	3.81	Desk Research	Agriculture and food industries	Producer	8,095	12/31/2020	Headcount	OCB
127	136	Noweda EG	Europe	Germany	3.81	Desk Research	Wholesale and retail trade	Producer	1,343	12/31/2020	Headcount	Desk Research

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128	138	Consum	Europe	Spain	3.80	Desk Research	Wholesale and retail trade	Consumer/User	17,386	2020	Headcount	Desk Research
129	134	Mutual of Omaha	Americas	USA	3.72	Desk Research	Insurance	Mutual	5,526	Not indicated	Not indicated	Desk Research
130	131	Asahi Life	Asia and Pacific	Japan	3.67	Desk Research	Insurance	Mutual	18,049	12/31/2020	Not indicated	Desk Research
131	126	Vivescia	Europe	France	3.66	Desk Research	Agriculture and food industries	Producer	6,850	12/31/2020	Not indicated	Desk Research
132	-	Eureden	Europe	France	3.66	Desk Research	Agriculture and food industries	Producer	9,000	2020	Not indicated	Desk Research
133	110	CoBank, ACB	Americas	USA	3.59	Desk Research	Financial service	Consumer/User	1,136	12/31/2020	Not indicated	Desk Research
134	135	Do-it-Best Corp.	Americas	USA	3.58	Desk Research	Wholesale and retail trade	Producer				
135	145	Axéréal	Europe	France	3.46	Desk Research	Agriculture and food industries	Producer	3,615	2020/2021	Not indicated	Desk Research
136	-	Actura	Europe	France	3.43	CoopFR	Agriculture and food industries	producer	3,000	2020	Headcount	CoopFR
137	122	Sicoob	Americas	Brazil	3.34	Desk Research	Financial service	Consumer/User				
138	141	The Co-operators Group Limited	Americas	Canada	3.30	Submitted	Insurance	Multistakeholder	6,500	12/31/2020	Headcount	Submitted
139	152	NTUC Fairprice Co-Operative Ltd	Asia and Pacific	Singapore	3.27	Desk Research	Wholesale and retail trade	Consumer/User	14,568	2020	Headcount	Desk Research
140	140	Westfleisch	Europe	Germany	3.24	Desk Research	Agriculture and food industries	Producer				
141	75	Glanbia Cooperative Society	Europe	Ireland	3.21	Desk Research	Agriculture and food industries	producer	6,736	2020 average	Headcount	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

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142	118	Sicredi	Americas	Brazil	3.17	Desk Research	Financial service	Consumer/User	29,830	12/31/2020	Headcount	Desk Research
143	160	SMA (SMABTP + SMAVIE)	Europe	France	3.15	Desk Research	Insurance	Mutual	4,069	2020	Not indicated	Desk Research
144	144	Sentry Insurance	Americas	USA	3.14	Desk Research	Insurance	Mutual				
145	148	Wawanesa Mutual Insurance Co	Americas	Canada	3.13	Desk Research	Insurance	Mutual				
146	147	Ethias	Europe	Belgium	3.11	Desk Research	Insurance	Mutual	4,142	12/31/2020	Not indicated	Desk Research
147	137	California Dairies, Inc.	Americas	USA	3.10	NCB	Agriculture and food industries	Producer				
148	151	NTUC Income	Asia and Pacific	Singapore	3.09	Desk Research	Insurance	Consumer/User				
149	128	Skandia Mutual	Europe	Sweden	2.98	Desk Research	Insurance	Mutual	1,993	2020 average	Not indicated	Desk Research
150	164	Co-op Sapporo	Asia and Pacific	Japan	2.96	JCCU	Wholesale and retail trade	Consumer/User	14,743	12/31/2020	Headcount	JCCU
151	167	HanseMerkur Versicherungsgruppe	Europe	Germany	2.96	Desk Research	Insurance	Mutual	1,542	12/31/2020	Headcount	Desk Research
152	149	Cuna Mutual	Americas	USA	2.94	Desk Research	Insurance	Mutual				
153	165	Gruppo Cassa Centrale	Europe	Italy	2.91	Desk Research	Financial service	Consumer/User	11,301	12/31/2020	Headcount	Desk Research
154	155	Agrana	Europe	Austria	2.91	Desk Research	Agriculture and food industries	Producer+ Consumer/User	8,847	2020/2021	FTE	Desk Research
155	156	Cooperl Arc Atlantique	Europe	France	2.87	CoopFR	Agriculture and food industries	Producer	7,400	2020	Not indicated	CoopFR
156	154	Cooperativa Central Aurora Alimentos	Americas	Brazil	2.84	OCB	Agriculture and food industries	Producer	35,244	12/31/2020	Headcount	OCB

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

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157	268	Fuer Sie Handelsgenossenschaft Eg Food - Non Food	Europe	Germany	2.81	Desk Research	Wholesale and retail trade	Producer				
158	143	Recreational Equipment Inc.	Americas	USA	2.75	Desk Research	Wholesale and retail trade	Consumer/User	Nearly 15,000	2020	Headcount	Desk Research
159	153	RWA	Europe	Austria	2.71	Desk Research	Agriculture and food industries	Producer	2,312	2020 average	Headcount	Desk Research
160	146	Western & Southern Financial	Americas	USA	2.70	Desk Research	Insurance	Mutual				
161	159	ForFarmers	Europe	Netherlands	2.69	Desk Research	Agriculture and food industries	Non Coop	2,600	2020	Headcount	Desk Research
162	166	Ornua (ex Irish Dairy Board Co-operative Ltd)	Europe	Ireland	2.68	Desk Research	Agriculture and food industries	Producer	2,400	2020	Headcount	Desk Research
163	163	Nortura SA	Europe	Norway	2.63	Desk Research	Agriculture and food industries	Producer	Nearly 5,000	12/31/2020	Headcount	Desk Research
164	162	Tine	Europe	Norway	2.62	Desk Research	Agriculture and food industries	Producer				
165	193	LBM Advantage	Americas	USA	2.61	NCB	Wholesale and retail trade	Producer				
166	177	Co-op Kobe	Asia and Pacific	Japan	2.61	JCCU	Wholesale and retail trade	Consumer/User	9,452	12/31/2020	Headcount	JCCU
167	-	Intersport	Europe	France	2.61	CoopFR	Wholesale and retail trade	producer	9,000	2020	Headcount	CoopFR
168	170	MATMUT	Europe	France	2.61	Desk Research	Insurance	Mutual	6,441	12/31/2020	Not indicated	Desk Research
169	171	Agricola Tre Valli	Europe	Italy	2.59	Aida	Agriculture and food industries	Producer	6,869	12/31/2020	Headcount	Aida

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
170	189	Zespri	Asia and Pacific	New Zealand	2.57	Desk Research	Agriculture and food industries	Producer				
171	180	AGRIFIRM	Europe	Netherlands	2.56	Desk Research	Agriculture and food industries	Producer	3,090	2020	FTE	Desk Research
172	188	Sperwer	Europe	Netherlands	2.53	Desk Research	Wholesale and retail trade	Producer	24,000	2020	Headcount	Desk Research
173	139	Agribank, FCB	Americas	USA	2.51	Desk Research	Financial service	Consumer/User				
174	-	Gedex	Europe	France	2.51	CoopFR	Wholesale and retail trade	producer	6,000	2020	Headcount	CoopFR
175	-	Giphar Groupe	Europe	France	2.51	CoopFR	Wholesale and retail trade	Producer	7,500	2020	Not indicated	CoopFR
176	181	Darigold	Americas	USA	2.50	NCB	Agriculture and food industries	Producer				
177	-	Northwest Dairy	Americas	USA	2.50	USDA	Agriculture and food industries	Producer				
178	158	Shinkin Central Bank	Asia and Pacific	Japan	2.44	Desk Research	Financial service	Consumer/User	104,319	12/31/2020	Not indicated	Desk Research
179	185	Tawuniya	Asia and Pacific	Saudi Arabia	2.42	Desk Research	Insurance	Consumer/User				
180	179	Foodstuffs North Island Limited	Asia and Pacific	New Zealand	2.41	Desk Research	Wholesale and retail trade	Consumer/User	36,000	2020	Headcount	Desk Research
181	176	Amica Mutual	Americas	USA	2.41	Desk Research	Insurance	Mutual				
182	169	Groupe Even	Europe	France	2.40	Desk Research	Agriculture and food industries	Producer	6,150	2020	Headcount	Desk Research
183	182	C. Vale	Americas	Brazil	2.38	OCB	Agriculture and food industries	Producer	11,774	12/31/2020	Headcount	OCB

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
184	186	Barmenia Versicherungen	Europe	Germany	2.38	Desk Research	Insurance	Mutual	1,874	2020 average	Not indicated	Desk Research
185	175	Raiffeisen Waren-Zentrale Rhein-Main	Europe	Germany	2.38	Desk Research	Agriculture and food industries	Producer	2,231	2020	Headcount	Desk Research
186	178	Royal Cosun	Europe	Netherlands	2.37	Desk Research	Agriculture and food industries	Producer	3,911	12/31/2020	Headcount	Desk Research
187	184	Landgard EG	Europe	Germany	2.36	Desk Research	Agriculture and food industries	Producer	3,396	2020 average	Headcount	Desk Research
188	173	National Merchant Buying Society Limited	Europe	UK	2.35	CoopUK	Wholesale and retail trade	Producer	55	12/31/2020	Headcount	CoopUK
189	197	Associated Food Stores	Americas	USA	2.32	NCB	Wholesale and retail trade	Producer				
190	200	Prairie Farms Dairy Inc.	Americas	USA	2.27	NCB	Agriculture and food industries	Producer				
191	194	Limagrain	Europe	France	2.27	Desk Research	Agriculture and food industries	Producer	9,000	2020/2021	Not indicated	Desk Research
192	187	Les Maîtres Laitiers du Cotentin	Europe	France	2.26	CoopFR	Wholesale and retail trade	producer	5,000	2020	Headcount	CoopFR
193	150	Co-operative Bulk Handling (CBH Group)	Asia and Pacific	Australia	2.23	Desk Research	Agriculture and food industries	Producer				
194	174	Södra	Europe	Sweden	2.21	Desk Research	Agriculture and food industries	Consumer/User	3,141	12/31/2020	Headcount	Desk Research
195	208	NFU Mutual	Europe	UK	2.19	Desk Research	Insurance	Mutual	4,080	12/31/2020	Headcount	Desk Research
196	195	Foodstuffs South Island	Asia and Pacific	New Zealand	2.13	Desk Research	Wholesale and retail trade	Consumer/User				
197	214	AEGIS	Americas	USA	2.09	Desk Research	Insurance	Mutual				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
198	183	Basin Electric Power Coop.	Americas	USA	2.07	NCB	Utilities	Consumer/User				
199	-	Cooperativa Agroindustrial LAR	Americas	Brazil	2.07	OCB	Agriculture and food industries	Producer	18,332	12/31/2020	Headcount	OCB
200	201	Valio Oy	Europe	Finland	2.06	Desk Research	Agriculture and food industries	Producer	4,246	2020	Headcount	Desk Research
201	203	Hospital Contribution Fund (HCF)	Asia and Pacific	Australia	2.04	Desk Research	Insurance	Mutual				
202	191	AP Pension	Europe	Denmark	2.04	Desk Research	Insurance	Consumer/User				
203	204	HKScan Oyj	Europe	Finland	2.03	Desk Research	Agriculture and food industries	Non Coop	7,000	2020	Headcount	Desk Research
204	220	Coop Nederland	Europe	Netherlands	2.00	Desk Research	Wholesale and retail trade	Consumer/User				
205	199	LocalTapiola	Europe	Finland	1.98	Desk Research	Insurance	Mutual				
206	207	Fundación Espriu	Europe	Spain	1.98	Submitted	Education, health and social work	Worker	6,482	12/31/2020	Headcount	Submitted
207	206	EMC Insurance Companies	Americas	USA	1.94	Desk Research	Insurance	Mutual				
208	211	Mosadex	Europe	Netherlands	1.94	Desk Research	Wholesale and retail trade	Producer	1,545	2019/2020	FTE	Desk Research
209	202	Miyazaki-ken Keizai Nogyo KR	Asia and Pacific	Japan	1.94	Desk Research	Agriculture and food industries	Producer				
210	219	Federated Mutual	Americas	USA	1.92	Desk Research	Insurance	Mutual				
211	232	DSW Zorgverzekeraar	Europe	Netherlands	1.92	Desk Research	Insurance	Mutual	1,040	12/31/2020	Headcount	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
212	218	Febelco	Europe	Belgium	1.91	Desk Research	Wholesale and retail trade	Producer				
213	212	Shelter Insurance	Americas	USA	1.90	Desk Research	Insurance	Mutual				
214	296	Cristal Union	Europe	France	1.89	CoopFR	Agriculture and food industries	producer	2,753	2020	Not indicated	CoopFR
215	221	Hochwald Mich Eg	Europe	Germany	1.88	Desk Research	Agriculture and food industries	Producer	2,070	2020	Not indicated	Desk Research
216	235	U Co-op	Asia and Pacific	Japan	1.88	JCCU	Wholesale and retail trade	Consumer/User	6,945	12/31/2020	Headcount	JCCU
217	216	Japan CO-OP Insurance Consumers' Co-operative Federation (JCIF)	Asia and Pacific	Japan	1.88	Submitted	Insurance	Consumer/User	1,328	12/31/2020	Headcount	Submitted
218	215	P&V	Europe	Belgium	1.88	Desk Research	Insurance	Consumer/User				
219	213	Volkswohl-Bund Versicherungen	Europe	Germany	1.88	Desk Research	Insurance	Mutual	702	2020 average	Not indicated	Desk Research
220	190	MACSF	Europe	France	1.87	Desk Research	Insurance	Mutual	1,593	2020 average	Not indicated	Desk Research
221	210	Felleskjøpet o FK	Europe	Norway	1.84	Desk Research	Agriculture and food industries	Producer	4,080	2020	Headcount	Desk Research
222	225	Penn Mutual	Americas	USA	1.82	Desk Research	Insurance	Mutual	3,200	Not indicated	Not indicated	Desk Research
223	196	Foremost Farms USA	Americas	USA	1.80	NCB	Agriculture and food industries	Producer				
224	238	Associated Milk Producers, Inc	Americas	USA	1.79	NCB	Agriculture and food industries	Producer				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
225	209	GESCO	Europe	Italy	1.79	Aida	Agriculture and food industries	Producer	610	12/31/2020	Headcount	Aida
226	279	Pensions-Sicherungs-Verein (PSVaG)	Europe	Germany	1.77	Desk Research	Insurance	Mutual	260	12/31/2020	Headcount	Desk Research
227	228	NACUFOK - National Credit Union Federation of Korea	Asia and Pacific	Republic of Korea	1.73	Desk Research	Financial service	Consumer/User				
228	223	State Employees Credit Union, Inc.	Americas	USA	1.72	Desk Research	Financial service	Consumer/User	Over 7,100	2020	Not indicated	Desk Research
229	233	Atria Oyj	Europe	Finland	1.72	Desk Research	Agriculture and food industries	Non Coop	4,444	2020	Headcount	Desk Research
230	198	New York State Insurance Fund (NYSF)	Americas	USA	1.69	Desk Research	Insurance	Mutual				
231	236	Zorg en Zekerheid	Europe	Netherlands	1.67	Desk Research	Insurance	Mutual				
232	222	Select Milk Producers, Inc.	Americas	USA	1.65	NCB	Agriculture and food industries	Producer				
233	239	Euralis Groupe	Europe	France	1.64	Desk Research	Agriculture and food industries	Producer				
234	245	Acuity	Americas	USA	1.63	Desk Research	Insurance	Mutual				
235	266	Independent Pharmacy Coop.	Americas	USA	1.62	NCB	Wholesale and retail trade	Producer				
236	229	Silver Fern Farms	Asia and Pacific	New Zealand	1.62	Desk Research	Agriculture and food industries	Non Coop				
237	237	CEF	Europe	Italy	1.60	Aida	Wholesale and retail trade	Producer	1,133	12/31/2020	Headcount	Aida

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
238	240	Blue Diamond Growers	Americas	USA	1.59	Desk Research	Agriculture and food industries	Producer	1,800	Not indicated	Not indicated	Desk Research
239	226	FCS of America (Farm Credit Services of America)	Americas	USA	1.57	Desk Research	Financial service	Consumer/User				
240	251	Affiliated Foods, Inc.	Americas	USA	1.56	NCB	Wholesale and retail trade	Producer				
241	243	The Kyoei Fire & Marine Insurance Co	Asia and Pacific	Japan	1.56	Submitted	Insurance	Non Coop	2,601	12/31/2020	Headcount	Submitted
242	269	Intergamma Cooperatief U.A.	Europe	Netherlands	1.56	Desk Research	Wholesale and retail trade	Producer	2,892	12/31/2020	Not indicated	Desk Research
243	255	Advitam (Unéal)	Europe	France	1.56	Desk Research	Agriculture and food industries	Producer	2,415	12/31/2020	Not indicated	Desk Research
244	224	Bank Kerjasama Rakyat Malaysia Berhad	Asia and Pacific	Malaysia	1.56	Desk Research	Financial service	Consumer/User				
245	-	Cofaq	Europe	France	1.55	CoopFR	Wholesale and retail trade	producer	6,000	2020	Headcount	CoopFR
246	256	Grupo AN (A. N. S. C.)	Europe	Spain	1.55	Desk Research	Agriculture and food industries	Producer				
247	-	Plains Cotton Co-op Assoc.	Americas	USA	1.55	NCB	Agriculture and food industries	Producer				
248	234	Lur Berri	Europe	France	1.52	Desk Research	Agriculture and food industries	Producer	5,030	2020/2021	Not indicated	Desk Research
249	247	Granlatte	Europe	Italy	1.50	Aida	Agriculture and food industries	Producer	2,471	12/31/2020	Headcount	Aida
250	257	Central Valley Ag Cooperative	Americas	USA	1.50	Desk Research	Agriculture and food industries	Producer				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
251	258	Capricorn Society	Asia and Pacific	Australia	1.48	CEMI	Wholesale and retail trade	Producer				
252	261	WWK Versicherungen	Europe	Germany	1.48	Desk Research	Insurance	Mutual	2,881	2020 average	Not indicated	Desk Research
253	242	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA)	Americas	Argentina	1.47	Submitted	Agriculture and food industries	Producer	1,639	12/31/2020	Headcount	Submitted
254	217	Gruppo ITAS	Europe	Italy	1.47	Desk Research	Insurance	Mutual	729	12/31/2020	Headcount	Desk Research
255	246	AGTEGRA Cooperative/ South Dakota Wheat Growers Association	Americas	USA	1.46	Desk Research	Agriculture and food industries	Producer				
256	244	Maïsadour	Europe	France	1.46	Desk Research	Agriculture and food industries	Producer	4,819	2020/2021	FTE	Desk Research
257	282	State Auto Insurance	Americas	USA	1.46	Desk Research	Insurance	Mutual				
258	265	West Bend Mutual	Americas	USA	1.45	Desk Research	Insurance	Mutual				
259	264	ONVZ	Europe	Netherlands	1.45	Desk Research	Insurance	Mutual	416	12/31/2020	Headcount	Desk Research
260	267	Spółdzielnia Mleczarska Mlekovita	Europe	Poland	1.45	Desk Research	Agriculture and food industries	Producer	3,733	2020 average	FTE	Desk Research
261	276	Osaka Kouiki Ready-Mixed Concrete Cooperative Association	Asia and Pacific	Japan	1.43	Desk Research	Industry	Producer				
262	260	MILCOBEL	Europe	Belgium	1.42	Desk Research	Agriculture and food industries	Producer				
263	262	La Mutuelle Générale	Europe	France	1.40	Desk Research	Insurance	Mutual				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
264	254	Oglethorpe Power Corporation	Americas	USA	1.38	Desk Research	Utilities	Consumer/User	299	12/31/2020	Headcount	Desk Research
265	252	Natup	Europe	France	1.38	Desk Research	Agriculture and food industries	Consumer/User				
266	-	Bigmat	Europe	France	1.37	CoopFR	Wholesale and retail trade	producer	3,000	2020	Not indicated	CoopFR
267	-	Scael	Europe	France	1.36	CoopFR	Wholesale and retail trade	producer	371	2020	Headcount	CoopFR
268	280	Ameritas Life	Americas	USA	1.36	Desk Research	Insurance	Mutual				
269	281	Pentagon Federal Credit Union	Americas	USA	1.35	Desk Research	Financial service	Consumer/User				
270	250	NORGES RAAFISKLAG SA	Europe	Norway	1.35	Desk Research	Agriculture and food industries	Producer				
271	263	Tri-State G&T Association	Americas	USA	1.35	Desk Research	Utilities	Consumer/User	1,304	2020	Not indicated	Desk Research
272	-	Cooperativa Agroindustrial Dos Produtores Rurais Do Sudoeste Goiano - COMIGO	Americas	Brazil	1.35	OCB	Agriculture and food industries	Producer	2,787	12/31/2020	Headcount	OCB
273	289	Miyagi Co-op	Asia and Pacific	Japan	1.34	JCCU	Wholesale and retail trade	Consumer/User	6,167	12/31/2020	Headcount	JCCU
274	287	OneAmerica	Americas	USA	1.33	Desk Research	Insurance	Mutual				
275	-	Giropharm	Europe	France	1.33	CoopFR	Wholesale and retail trade	Producer	3,250	2020	Headcount	CoopFR
276	275	Unione Farmaceutica Novarese	Europe	Italy	1.33	Aida	Wholesale and retail trade	Producer	618	12/31/2020	Headcount	Aida

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
277	290	URM Stores	Americas	USA	1.33	NCB	Wholesale and retail trade	Producer				
278	295	Grupo Cooperativo Cajamar	Europe	Spain	1.32	Desk Research	Financial service	Consumer/User	6,210	12/31/2020	Headcount	Desk Research
279	253	Kribhco	Asia and Pacific	India	1.32	Desk Research	Agriculture and food industries	Producer				
280	285	Datev	Europe	Germany	1.32	Desk Research	Wholesale and retail trade	Producer	8,125	2020	Not indicated	Desk Research
281	274	ZG Raiffeisen Eg	Europe	Germany	1.32	Desk Research	Agriculture and food industries	Producer	1,962	2020	Headcount	Desk Research
282	-	Ohio National Life	Americas	USA	1.31	Desk Research	Insurance	Mutual				
283	249	OK A.M.B.A.	Europe	Denmark	1.31	Desk Research	Wholesale and retail trade	Multistakeholder	2,039	2020 average	Not indicated	Desk Research
284	278	Royal London	Europe	UK	1.31	Desk Research	Insurance	Mutual				
285	270	Central Electric Power Coop.	Americas	USA	1.30	NCB	Utilities	Consumer/User				
286	227	OBOS BBL	Europe	Norway	1.30	Desk Research	Housing	Consumer/User	2,522	2020	Headcount	Desk Research
287	-	American Agricultural	Americas	USA	1.29	Desk Research	Insurance	Mutual				
288	288	Grange Mutual Casualty Pool	Americas	USA	1.29	Desk Research	Insurance	Mutual				
289	273	Norlys Amba (Ex Eniig Amba)	Europe	Denmark	1.28	Desk Research	Utilities	Consumer/User	2,489	2020 average	Not indicated	Desk Research
290	-	Equitable Life of Canada	Americas	Canada	1.27	Desk Research	Insurance	Mutual	Nearly 900	12/31/2020	Headcount	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER (IN US DOLLARS)

Rank 2020	Rank 2019	Organisation	Region	Country	Turnover 2020 (Billion US$)	Source Economic Data	Economic Activity	Type	Number of Employees 2020	Date m/d/y	FTE or Headcount	Source Employee Data
291	-	Staple Cotton Coop. Assoc.	Americas	USA	1.27	NCB	Agriculture and food industries	Producer				
292	259	SACMI	Europe	Italy	1.26	Desk Research	Industry	Worker	4,572	2020	Headcount	Desk Research
293	-	Manutencoop	Europe	Italy	1.25	Aida	Other services	Worker	28,113	12/31/2020	Headcount	Aida
294	284	Coren	Europe	Spain	1.24	Cooperativas Agro-alimentarias de España	Agriculture and food industries	Consumer/User	3,140	2020	Not indicated	Cooperativas Agro-alimentarias de España
295	271	Producers Livestock Marketing	Americas	USA	1.24	NCB	Agriculture and food industries	Producer				
296	230	Banco Credicoop Cooperativo Limitado	Americas	Argentina	1.24	Desk Research	Financial service	Consumer/User	Over 5,000	2020	Not indicated	Desk Research
297	-	Mutuelle Vaudoise	Europe	Switzerland	1.24	Desk Research	Insurance	Consumer/User				
298	-	Sunkist Growers, Inc.	Americas	USA	1.22	NCB	Agriculture and food industries	Producer				
299	-	Andel Group	Europe	Denmark	1.22	Desk Research	Utilities	Consumer/User	1,885	12/31/2020	Not indicated	Desk Research
300	-	Landus Cooperative	Americas	USA	1.21	NCB	Agriculture and food industries	Producer				

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
1	1	IFFCO	Asia and Pacific	India	Agriculture and food industries	Producer	2,765,078.41	Submitted
2	3	Gujarat Cooperative Milk Marketing Federation Ltd (AMUL)	Asia and Pacific	India	Agriculture and food industries	Producer	2,746,721.10	Desk Research
3	2	Groupe Crédit Agricole	Europe	France	Financial service	Consumer/User	2,279,059.86	Desk Research
4	4	Sistema Unimed	Americas	Brazil	Education, health and social work	Worker	2,182,186.27	Submitted
5	8	REWE Group	Europe	Germany	Wholesale and retail trade	Producer	1,684,901.83	Desk Research
6	6	National Federation of Agricultural Cooperative Associations - ZEN-NOH	Asia and Pacific	Japan	Agriculture and food industries	Producer	1,435,289.53	Submitted
7	10	Nonghyup (National Agricultural Cooperative Federation - NACF)	Asia and Pacific	Republic of Korea	Agriculture and food industries	Producer	1,418,184.50	Submitted
8	7	ACDLEC Leclerc	Europe	France	Wholesale and retail trade	Producer	1,404,442.99	CoopFR
9	5	Groupe BPCE	Europe	France	Financial service	Consumer/User	1,396,835.59	Desk Research
10	11	Cooperative Financial Network Germany - BVR	Europe	Germany	Financial service	Consumer/User	1,254,465.87	Desk Research
11	9	Nippon Life	Asia and Pacific	Japan	Insurance	Mutual	1,209,360.27	Desk Research
12	16	Copersucar SA	Americas	Brazil	Agriculture and food industries	Non Coop	1,142,468.61	Desk Research
13	12	Groupe Crédit Mutuel	Europe	France	Financial service	Consumer/User	1,126,919.20	Desk Research
14	13	Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	Asia and Pacific	Japan	Insurance	Producer	1,079,474.29	Submitted
15	14	Talanx Group	Europe	Germany	Insurance	Mutual	1,015,075.49	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
16	15	Edeka Zentrale	Europe	Germany	Wholesale and retail trade	Producer	957,025.66	Desk Research
17	17	Kribhco	Asia and Pacific	India	Agriculture and food industries	Producer	685,408.68	Desk Research
18	19	State Farm	Americas	USA	Insurance	Mutual	664,266.90	Desk Research
19	22	Système U	Europe	France	Wholesale and retail trade	Producer	658,332.65	Desk Research
20	21	Liberty Mutual	Americas	USA	Insurance	Mutual	624,793.13	Desk Research
21	18	Meiji Yasuda Life	Asia and Pacific	Japan	Insurance	Mutual	621,979.91	Desk Research
22	26	Conad	Europe	Italy	Wholesale and retail trade	Producer	573,435.55	Desk Research
23	20	Sumitomo Life	Asia and Pacific	Japan	Insurance	Mutual	562,859.54	Desk Research
24	34	Coamo	Americas	Brazil	Agriculture and food industries	Producer	561,279.24	Desk Research
25	25	Coop Italia	Europe	Italy	Wholesale and retail trade	Consumer/User	517,709.84	Desk Research
26	30	Sicoob	Americas	Brazil	Financial service	Consumer/User	490,900,43	Desk Research
27	24	COVEA	Europe	France	Insurance	Mutual	486,332.27	Desk Research
28	27	Corporación Mondragón	Europe	Spain	Industry	Worker	484,716.56	Desk Research
29	29	Sicredi	Americas	Brazil	Financial service	Consumer/User	466,123.12	Desk Research
30	23	CHS Inc.	Americas	USA	Agriculture and food industries	Producer	449,421.43	Desk Research
31	33	Asociación de CooperativasArgentinas ACA	Americas	Argentina	Agriculture and food industries	Producer	446,562.26	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
32	31	Achmea	Europe	Netherlands	Insurance	Consumer/User	439,800.60	Desk Research
33	32	Bay Wa	Europe	Germany	Agriculture and food industries	Non Coop	423,647.39	Desk Research
34	44	Cooperativa Central Aurora Alimentos	Americas	Brazil	Agriculture and food industries	Producer	417,322.06	OCB
35	-	The Kerala State Co-operative Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	415,369.85	Submitted
36	35	Mouvement Desjardins	Americas	Canada	Financial service	Consumer/User	412,524.59	Desk Research
37	28	Rabobank	Europe	Netherlands	Financial service	Consumer/User	403,003.41	Desk Research
38	36	Coop Swiss	Europe	Switzerland	Wholesale and retail trade	Consumer/User	368,970.84	Desk Research
39	40	Migros	Europe	Switzerland	Wholesale and retail trade	Consumer/User	366,170.79	Desk Research
40	42	Co-operative Group Limited	Europe	UK	Wholesale and retail trade	Consumer/User	358,207.45	Desk Research
41	51	C. Vale	Americas	Brazil	Agriculture and food industries	Producer	350,050.25	OCB
42	39	Hokuren	Asia and Pacific	Japan	Agriculture and food industries	Producer	338,124.24	Desk Research
43	45	John Lewis Partnership PLC	Europe	UK	Wholesale and retail trade	Non Coop	336,344.06	Desk Research
44	41	Co-operative Bank of Kenya Ltd (CBK)	Africa	Kenya	Financial service	Non Coop	333,613.48	Desk Research
45	43	Fonterra Cooperative Group	Asia and Pacific	New Zealand	Agriculture and food industries	Producer	317,376.57	Desk Research
46	37	The Norinchukin bank	Asia and Pacific	Japan	Financial service	Non Coop	316,631.65	Desk Research
47	46	Northwestern Mutual	Americas	USA	Insurance	Mutual	305,712.13	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
48	47	Groupama	Europe	France	Insurance	Mutual	304,910.42	Desk Research
49	-	Cooperativa Agroindustrial LAR	Americas	Brazil	Agriculture and food industries	Producer	304,029.62	OCB
50	54	"Dairy Farmers of America "	Americas	USA	Agriculture and food industries	Producer	282,898.03	NCB
51	50	Debeka Versichern	Europe	Germany	Insurance	Mutual	280,788.38	Desk Research
52	49	AG2R La Mondiale	Europe	France	Insurance	Mutual	272,541.20	Desk Research
53	48	SOK (S-Group)	Europe	Finland	Wholesale and retail trade	Consumer/User	272,339.93	Submitted
54	52	Coöperatie VGZ	Europe	Netherlands	Insurance	Consumer/User	259,101.65	Desk Research
55	60	New York Life	Americas	USA	Insurance	Mutual	249,831.82	Desk Research
56	57	Vienna Insurance Group	Europe	Austria	Insurance	Mutual	245,147.58	Desk Research
57	55	FrieslandCampina	Europe	Netherlands	Agriculture and food industries	Producer	242,844.05	Desk Research
58	61	CZ Groep	Europe	Netherlands	Insurance	Mutual	241,280.34	Desk Research
59	53	Korean National Federation of Fisheries Co-operatives (NFFC)	Asia and Pacific	Republic of Korea	Agriculture and food industries	Producer	235,228.94	Desk Research
60	59	The Saraswat Cooperative BankLtd	Asia and Pacific	India	Financial service	Consumer/User	224,146.74	Desk Research
61	63	UMG Groupe VYV	Europe	France	Insurance	Mutual	224,049.24	Desk Research
62	62	Land O'Lakes	Americas	USA	Agriculture and food industries	Producer	220,688.29	Desk Research
63	68	Mutua Madrileña	Europe	Spain	Insurance	Mutual	215,771.14	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
64	67	Arla foods amba	Europe	Denmark	Agriculture and food industries	Producer	199,097.20	Desk Research
65	-	Cooperativa Agroindustrial Dos Produtores Rurais Do Sudoeste Goiano - COMIGO	Americas	Brazil	Agriculture and food industries	Producer	198,918.01	OCB
66	69	HUK-Coburg	Europe	Germany	Insurance	Mutual	198,784.90	Desk Research
67	65	Grupo Empresarial Cooperativo Coomeva	Americas	Colombia	Education, health and social work	Consumer/User	198,729.97	Desk Research
68	70	MACIF	Europe	France	Insurance	Mutual	194,612.20	Desk Research
69	66	Wakefern Food Corp./Shoprite	Americas	USA	Wholesale and retail trade	Producer	189,410.84	NCB
70	73	American Family	Americas	USA	Insurance	Mutual	185,710.92	Desk Research
71	72	Reale Mutua	Europe	Italy	Insurance	Mutual	181,994.32	Desk Research
72	64	Pacific Life	Americas	USA	Insurance	Mutual	178,453.08	Desk Research
73	-	Cocamar Cooperativa Agroindustrial	Americas	Brazil	Agriculture and food industries	Producer	176,816.37	OCB
74	71	RBI (Raiffeisen Bank International)	Europe	Austria	Financial service	Consumer/User	176,552.19	Desk Research
75	74	Agrial	Europe	France	Agriculture and food industries	Producer	174,307.70	Desk Research
76	79	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA)	Americas	Argentina	Agriculture and food industries	Producer	171,367.57	Submitted
77	56	Maharashtra State Cooperative Bank ltd	Asia and Pacific	India	Financial service	Consumer/User	169,571.99	Desk Research
78	78	Gruppo Bancario Cooperativo Iccrea	Europe	Italy	Financial service	Consumer/User	168,510.63	Desk Research
79	82	Associated Wholesale Grocers, Inc	Americas	USA	Wholesale and retail trade	Producer	168,248.13	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
80	58	Cattolica Assicurazioni	Europe	Italy	Insurance	Consumer/User	167,731.19	Desk Research
81	38	MassMutual Financial	Americas	USA	Insurance	Mutual	167,672.57	Desk Research
82	76	Südzucker	Europe	Germany	Agriculture and food industries	Non Coop	164,935.88	Desk Research
83	-	Copacol Cooperativa Agroindustrial Consolata	Americas	Brazil	Agriculture and food industries	Producer	158,959.39	OCB
84	77	Agravis	Europe	Germany	Agriculture and food industries	Producer	157,801.36	Desk Research
85	-	Coopercitrus Cooperativa De Produtores Rurais	Americas	Brazil	Agriculture and food industries	Producer	156,263.59	OCB
86	91	Astera	Europe	France	Wholesale and retail trade	Producer	153,644.98	Desk Research
87	98	Cofares	Europe	Spain	Wholesale and retail trade	Producer	152,997.60	Desk Research
88	87	Danish Crown	Europe	Denmark	Agriculture and food industries	Producer	152,180.74	Desk Research
89	83	FJCC	Asia and Pacific	Japan	Insurance	Consumer/User	151,909.15	Desk Research
90	80	Bank Kerjasama Rakyat Malaysia Berhad	Asia and Pacific	Malaysia	Financial service	Consumer/User	149,721.25	Desk Research
91	84	In Vivo	Europe	France	Agriculture and food industries	Producer	149,222.07	Desk Research
92	-	Cooperativa Regional de Cafeicultores em Guaxupé Ltda	Americas	Brazil	Agriculture and food industries	Producer	145,055.22	OCB
93	75	Banco Credicoop Cooperativo Limitado	Americas	Argentina	Financial service	Consumer/User	144,590.66	Desk Research
94	88	Menzis	Europe	Netherlands	Insurance	Consumer/User	144,534.28	Desk Research
95	95	Guardian Life	Americas	USA	Insurance	Mutual	141,615.13	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
96	86	Sodiaal Union	Europe	France	Agriculture and food industries	Producer	141,468.37	Desk Research
97	-	Cooperativa Agroindustrial Alfa	Americas	Brazil	Agriculture and food industries	Producer	140,915.19	OCB
98	109	Consum	Europe	Spain	Wholesale and retail trade	Consumer/User	140,361.79	Desk Research
99	93	Terrena	Europe	France	Agriculture and food industries	Producer	139,361.71	Desk Research
100	90	DMK	Europe	Germany	Agriculture and food industries	Producer	138,290.30	Desk Research
101	81	Federated Co-operatives Limited (FCL)	Americas	Canada	Wholesale and retail trade	Consumer/User	136,824.47	Desk Research
102	89	Korean Federation of Community Credit Cooperatives (KFCC)	Asia and Pacific	Republic of Korea	Financial service	Consumer/User	136,447.64	Desk Research
103	85	Fukoku Life	Asia and Pacific	Japan	Insurance	Mutual	136,264.23	Desk Research
104	121	Coosalud Sa	Americas	Colombia	Education, health and social work	Consumer/User	134,123.04	ConfeCoop
105	102	Navy Federal Credit Union	Americas	USA	Financial service	Consumer/User	132,486.96	Desk Research
106	100	SIGNAL IDUNA	Europe	Germany	Insurance	Mutual	131,609.56	Desk Research
107	97	Kokumin Kyosai co-op - Zenrosai	Asia and Pacific	Japan	Insurance	Consumer/User	131,410.40	Submitted
108	-	Cooperativa Agraria Agroindustrial	Americas	Brazil	Agriculture and food industries	Producer	130,948.87	OCB
109	104	Sollio Cooperative Group (La Coop fédérée)	Americas	Canada	Agriculture and food industries	Producer	130,683.70	Submitted
110	115	Alecta	Europe	Sweden	Insurance	Mutual	130,329.72	Desk Research
111	92	Auto-Owners Insurance	Americas	USA	Insurance	Mutual	130,270.77	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
112	101	Tereos	Europe	France	Agriculture and food industries	Producer	129,852.46	Desk Research
113	113	Cooperativa Colanta	Americas	Colombia	Agriculture and food industries	Producer	127,428.66	ConfeCoop
114	-	Integrada Cooperativa Agroindustrial	Americas	Brazil	Agriculture and food industries	Producer	126,400.18	OCB
115	-	Castrolanda - Cooperativa Agroindustrial Ltda	Americas	Brazil	Agriculture and food industries	Producer	126,023.03	OCB
116	96	Agropur Coopérative	Americas	Canada	Agriculture and food industries	Producer	125,450.03	Submitted
117	128	ACE Hardware Corp.	Americas	USA	Wholesale and retail trade	Producer	122,814.86	Desk Research
118	96	Ilmarinen Mutual Pension	Europe	Finland	Insurance	Mutual	122,300.36	Desk Research
119	-	Frimesa Cooperativa Central	Americas	Brazil	Agriculture and food industries	Producer	121,166.51	OCB
120	123	Tawuniya	Asia and Pacific	Saudi Arabia	Insurance	Consumer/User	120,160.79	Desk Research
121	94	Growmark Inc.	Americas	USA	Agriculture and food industries	Producer	119,307.31	NCB
122	99	Metsä Group (Metsäliitto)	Europe	Finland	Agriculture and food industries	Non Coop	118,421.60	Desk Research
123	107	DLG	Europe	Denmark	Agriculture and food industries	Producer	118,091.89	Desk Research
124	112	Sanacorp Eg Pharmazeutische	Europe	Germany	Wholesale and retail trade	Producer	117,338.18	Desk Research
125	157	Bursa Eczacılar Kooperatifi (BEK)	Europe	Turkey	Wholesale and retail trade	Producer	116,404.74	Submitted
126	103	Varma Mutual Pension	Europe	Finland	Insurance	Mutual	115,516.64	Desk Research
127	180	Copidrogas	Americas	Colombia	Wholesale and retail trade	Producer	114,926.64	ConfeCoop

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
128	116	Alte Leipziger	Europe	Germany	Insurance	Consumer/User	112,932.59	Desk Research
129	108	Folksam	Europe	Sweden	Insurance	Mutual	112,887.07	Desk Research
130	114	Gothaer Versicherungen	Europe	Germany	Insurance	Mutual	112,534.35	Desk Research
131	110	HealthPartners Inc.	Americas	USA	Education, health and social work	Consumer/User	111,270.16	NCB
132	111	The SVC Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	110,875.41	Desk Research
133	145	Mutual Ser	Americas	Colombia	Insurance	Mutual	108,212.08	Desk Research
134	118	MAIF	Europe	France	Insurance	Mutual	108,181.05	Desk Research
135	129	Emssanar Sas	Americas	Colombia	Education, health and social work	Consumer/User	107,988.22	ConfeCoop
136	126	FM Global	Americas	USA	Insurance	Mutual	107,083.89	Desk Research
137	163	Istanbul Ecza Koop (ISKOOP)	Europe	Turkey	Wholesale and retail trade	Producer	105,795.66	Submitted
138	124	Karnataka State Cooperative Apex Banks Ltd	Asia and Pacific	India	Financial service	Consumer/User	104,902.76	Desk Research
139	-	Frisia Cooperativa Agroindustrial	Americas	Brazil	Agriculture and food industries	Producer	104,728.53	OCB
140	132	Co-op Mirai	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	103,983.23	JCCU
141	-	Beneva	Americas	Canada	Insurance	Mutual	103,218.19	Desk Research
142	122	Die Continentale	Europe	Germany	Insurance	Mutual	103,092.67	Desk Research
143	134	Japanese Consumers' Co-operative Union (JCCU)	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	102,451.00	Submitted

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
144	117	FloraHolland	Europe	Netherlands	Agriculture and food industries	Producer	101,453.88	Desk Research
145	-	The Cosmos Cooperative Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	100,024.33	Desk Research
146	135	Asmet Salud Eps Sas	Americas	Colombia	Education, health and social work	Consumer/User	99,384.93	ConfeCoop
147	-	Coopavel Cooperativa Agroindustrial	Americas	Brazil	Agriculture and food industries	Producer	99,220.97	OCB
148	136	Danish Agro	Europe	Denmark	Agriculture and food industries	Producer	99,043.56	Desk Research
149	119	OP Group - Pohjola Pankki Oyj	Europe	Finland	Financial service	Consumer/User	98,628.05	Desk Research
150	137	LVM Versicherung	Europe	Germany	Insurance	Mutual	96,726.79	Desk Research
151	127	PFA Pension	Europe	Denmark	Insurance	Mutual	96,426.53	Desk Research
152	130	Coop AMBA	Europe	Denmark	Wholesale and retail trade	Consumer/User	96,036.02	Desk Research
153	120	Lantmännen	Europe	Sweden	Agriculture and food industries	Producer	95,521.27	Desk Research
154	125	Vivescia	Europe	France	Agriculture and food industries	Producer	93,629.53	Desk Research
155	-	Eureden (ex Triskalia)	Europe	France	Agriculture and food industries	Producer	93,629.53	Desk Research
156	151	Coop Norge SA	Europe	Norway	Wholesale and retail trade	Consumer/User	92,484.60	Desk Research
157	138	Spółdzielnia Mleczarska Mlekovita	Europe	Poland	Agriculture and food industries	Producer	91,965.02	Desk Research
158	149	Gruppo Cassa Centrale	Europe	Italy	Financial service	Consumer/User	91,677.78	Desk Research
159	133	Asahi Life	Asia and Pacific	Japan	Insurance	Mutual	91,203.37	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
160	141	Länsförsäkringar	Europe	Sweden	Insurance	Mutual	88,928.87	Desk Research
161	152	Axéréal	Europe	France	Agriculture and food industries	Producer	88,567.69	Desk Research
162	146	DEVK Versicherungen	Europe	Germany	Insurance	Mutual	88,325.07	Desk Research
163	-	Actura	Europe	France	Agriculture and food industries	Producer	87,894.72	CoopFR
164	147	VHV Versicherungen	Europe	Germany	Insurance	Mutual	86,734.49	Desk Research
165	142	Fenaco	Europe	Switzerland	Agriculture and food industries	Producer	85,362.41	Desk Research
166	131	Elo	Europe	Finland	Insurance	Mutual	84,702.99	Desk Research
167	155	Noweda Eg	Europe	Germany	Wholesale and retail trade	Producer	82,329.50	Desk Research
168	154	Comparta	Americas	Colombia	Education, health and social work	Consumer/User	81,783.06	ConfeCoop
169	153	Agricola Tre Valli	Europe	Italy	Agriculture and food industries	Producer	81,428.93	Aida
170	166	SMA (SMABTP + SMAVIE)	Europe	France	Insurance	Mutual	80,726.21	Desk Research
171	156	Kooperativa Förbundet	Europe	Sweden	Wholesale and retail trade	Consumer/User	80,483.78	Desk Research
172	139	ULCCS Ltd	Asia and Pacific	India	Industry	Worker	78,035.06	Submitted
173	170	Coop - Cooperativa De Consumo	Americas	Brazil	Wholesale and retail trade	Consumer/User	76,782.47	OCB
174	165	The Co-operators Group Limited	Americas	Canada	Insurance	Multistakeholder	76,391.08	Submitted
175	150	The TJS Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	76,185.40	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
176	159	Spółdzielnia Mleczarska Mlekpol W Grajewie	Europe	Poland	Agriculture and food industries	Producer	73,895.62	Desk Research
177	169	Co-op Sapporo	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	73,641.89	JCCU
178	164	Cooperl Arc Atlantique	Europe	France	Agriculture and food industries	Producer	73,499.18	CoopFR
179	175	Fundación Espriu	Europe	Spain	Education, health and social work	Worker	73,106.30	Submitted
180	174	Wawanesa Mutual Insurance Co	Americas	Canada	Insurance	Mutual	72,248.96	Desk Research
181	162	Westfleisch	Europe	Germany	Agriculture and food industries	Producer	69,943.26	Desk Research
182	184	Andhra Pradesh State Cooperative Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	69,067.10	Desk Research
183	171	Ethias	Europe	Belgium	Insurance	Mutual	68,730.54	Desk Research
184	181	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)	Asia and Pacific	India	Financial service	Consumer/User	68,015.21	Desk Research
185	-	Intersport	Europe	France	Wholesale and retail trade	Producer	66,945.12	CoopFR
186	177	MATMUT	Europe	France	Insurance	Mutual	66,908.33	Desk Research
187	182	Co-op Kobe	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	65,033.98	JCCU
188	-	Gedex	Europe	France	Wholesale and retail trade	Producer	64,370.30	CoopFR
189	-	Giphar Groupe	Europe	France	Wholesale and retail trade	Producer	64,370.30	CoopFR
190	179	Ag Processing Inc.	Americas	USA	Agriculture and food industries	Producer	63,980.74	NCB
191	186	Copservir Ltda	Americas	Colombia	Wholesale and retail trade	Worker	63,956.38	ConfeCoop

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
192	190	HanseMerkur Versicherungsgruppe	Europe	Germany	Insurance	Mutual	63,890.12	Desk Research
193	178	Securian Financial Group	Americas	USA	Insurance	Mutual	63,742.19	Desk Research
194	173	Banco Popular y de Desarrollo Comunal (BPDC)	Americas	Costa Rica	Financial service	Non Coop	63,563.73	Desk Research
195	168	Madhya Pradesh State Cooperative Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	62,645.92	Desk Research
196	201	Zespri	Asia and Pacific	New Zealand	Agriculture and food industries	Producer	62,062.28	Desk Research
197	172	KLP	Europe	Norway	Insurance	Mutual	61,446.61	Desk Research
198	176	Groupe Even	Europe	France	Agriculture and food industries	Producer	61,444.38	Desk Research
199	161	Shinkin Central Bank	Asia and Pacific	Japan	Financial service	Consumer/User	60,818.32	Desk Research
200	289	Fuer Sie Handelsgenossenschaft Eg Food - Non Food	Europe	Germany	Wholesale and retail trade	Producer	60,748.95	Desk Research
201	189	Agrana	Europe	Austria	Agriculture and food industries	Producer+Consumer/User	59,873.13	Desk Research
202	194	Mutual of Omaha	Americas	USA	Insurance	Mutual	58,776.75	Desk Research
203	187	Gujarat State Cooperative Bank Ltd	Asia and Pacific	India	Financial service	Consumer/User	58,233.61	Desk Research
204	188	Foodstuffs North Island Limited	Asia and Pacific	New Zealand	Wholesale and retail trade	Consumer/User	58,197.84	Desk Research
205	202	Limagrain	Europe	France	Agriculture and food industries	Producer	58,050.31	Desk Research
206	191	Les Maîtres Laitiers du Cotentin	Europe	France	Wholesale and retail trade	Producer	57,962.53	CoopFR
207	183	National Merchant Buying Society Limited	Europe	UK	Wholesale and retail trade	Producer	57,342.01	CoopUK

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
208	209	Grupo AN (A. N. S. C.)	Europe	Spain	Agriculture and food industries	Producer	57,171.01	Desk Research
209	160	Skandia Mutual	Europe	Sweden	Insurance	Mutual	57,007.44	Desk Research
210	158	CoBank, ACB	Americas	USA	Financial service	Consumer/User	56,865.05	Desk Research
211	198	Do-it-Best Corp.	Americas	USA	Wholesale and retail trade	Producer	56,608.37	Desk Research
212	206	Uttar Pradesh Cooperative Bank	Asia and Pacific	India	Financial service	Consumer/User	56,318.05	Desk Research
213	192	Gesco	Europe	Italy	Agriculture and food industries	Producer	56,271.32	Aida
214	185	RWA	Europe	Austria	Agriculture and food industries	Producer	55,840.00	Desk Research
215	196	NACUFOK - National Credit Union Federation of Korea	Asia and Pacific	Republic of Korea	Financial service	Consumer/User	54,783.12	Desk Research
216	143	Grupo Sancor Seguros	Americas	Argentina	Insurance	Consumer/User	54,699.90	Desk Research
217	228	NTUC Fairprice Co-Operative Ltd	Asia and Pacific	Singapore	Wholesale and retail trade	Consumer/User	54,626.69	Desk Research
218	227	NFU Mutual	Europe	UK	Insurance	Mutual	53,237.77	Desk Research
219	225	NTUC Income	Asia and Pacific	Singapore	Insurance	Consumer/User	51,645.86	Desk Research
220	211	Barmenia Versicherungen	Europe	Germany	Insurance	Mutual	51,426.80	Desk Research
221	204	Foodstuffs South Island	Asia and Pacific	New Zealand	Wholesale and retail trade	Consumer/User	51,402.49	Desk Research
222	200	Raiffeisen Waren-Zentrale Rhein-Main	Europe	Germany	Agriculture and food industries	Producer	51,365.43	Desk Research
223	199	ForFarmers	Europe	Netherlands	Agriculture and food industries	Non Coop	51,269.74	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
224	208	LANDGARD EG	Europe	Germany	Agriculture and food industries	Producer	51,100.34	Desk Research
225	213	CEF	Europe	Italy	Wholesale and retail trade	Producer	50,421.68	Aida
226	215	Swiss Mobiliar (La Mobilière)	Europe	Switzerland	Insurance	Consumer/User	50,067.45	Desk Research
227	212	Sentry Insurance	Americas	USA	Insurance	Mutual	49,619.88	Desk Research
228	203	California Dairies, Inc.	Americas	USA	Agriculture and food industries	Producer	49,108.86	NCB
229	223	AGRIFIRM	Europe	Netherlands	Agriculture and food industries	Producer	48,894.67	Desk Research
230	238	Grupo Cooperativo Cajamar	Europe	Spain	Financial service	Consumer/User	48,849.95	Desk Research
231	290	Cristal Union	Europe	France	Agriculture and food industries	Producer	48,394.76	CoopFR
232	230	Sperwer	Europe	Netherlands	Wholesale and retail trade	Producer	48,349.84	Desk Research
233	207	Miyazakiken Keizainogyo KR	Asia and Pacific	Japan	Agriculture and food industries	Producer	48,157.13	Desk Research
234	226	Caja Popular Mexicana	Americas	Mexico	Financial service	Multistakeholder	47,968.31	Submitted
235	193	MACSF	Europe	France	Insurance	Mutual	47,824.27	Desk Research
236	224	Cooperativa Nacional de Productores de Leche - Conaprole	Americas	Uruguay	Agriculture and food industries	Producer	47,802.85	Desk Research
237	220	Granlatte	Europe	Italy	Agriculture and food industries	Producer	47,273.63	Aida
238	240	U Co-op	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	46,859.45	JCCU
239	222	Japan CO-OP Insurance Consumers' Co-operative Federation (JCIF)	Asia and Pacific	Japan	Insurance	Consumer/User	46,823.83	Submitted

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
240	218	Cuna Mutual	Americas	USA	Insurance	Mutual	46,450.90	Desk Research
241	195	Gruppo ITAS	Europe	Italy	Insurance	Mutual	46,174.06	Desk Research
242	233	Coren	Europe	Spain	Agriculture and food industries	Producer	46,014.72	Cooperativas Agro-alimentarias de España
243	221	Royal Cosun	Europe	Netherlands	Agriculture and food industries	Producer	45,226.98	Desk Research
244	248	AMBUQ ARS	Americas	Colombia	Education, health and social work	Consumer/User	45,110.96	ConfeCoop
245	219	Raiffeisen group	Europe	Switzerland	Financial service	Consumer/User	44,745.65	Desk Research
246	-	Sistema Ailos	Americas	Brazil	Financial service	Consumer/User	44,680.48	Desk Research
247	210	Recreational Equipment Inc.	Americas	USA	Wholesale and retail trade	Consumer/User	43,582.75	Desk Research
248	197	Co-operative Bulk Handling (CBH Group)	Asia and Pacific	Australia	Agriculture and food industries	Producer	43,085.75	Desk Research
249	216	Western & Southern Financial	Americas	USA	Insurance	Mutual	42,790.43	Desk Research
250	235	Valio Oy	Europe	Finland	Agriculture and food industries	Producer	42,353.25	Desk Research
251	214	Södra	Europe	Sweden	Agriculture and food industries	Consumer/User	42,269.04	Desk Research
252	246	Febelco	Europe	Belgium	Wholesale and retail trade	Producer	42,180.98	Desk Research
253	244	Euralis Groupe	Europe	France	Agriculture and food industries	Producer	42,133.29	Desk Research
254	239	HKScan Oyj	Europe	Finland	Agriculture and food industries	Non Coop	41,723.65	Desk Research
255	245	Unione Farmaceutica Novarese	Europe	Italy	Wholesale and retail trade	Producer	41,718.61	Aida

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
256	243	P&V	Europe	Belgium	Insurance	Consumer/User	41,601.17	Desk Research
257	273	LBM Advantage	Americas	USA	Wholesale and retail trade	Producer	41,356.49	NCB
258	252	Hochwals Mich EG	Europe	Germany	Agriculture and food industries	Producer	40,746.25	Desk Research
259	234	LocalTapiola	Europe	Finland	Insurance	Mutual	40,625.87	Desk Research
260	242	Volkswohl-Bund Versicherungen	Europe	Germany	Insurance	Mutual	40,562.00	Desk Research
261	259	Advitam (Unéal)	Europe	France	Agriculture and food industries	Producer	39,977.00	Desk Research
262	-	Cofaq	Europe	France	Wholesale and retail trade	Producer	39,792.55	CoopFR
263	205	Agribank, FCB	Americas	USA	Financial service	Consumer/User	39,785.25	Desk Research
264	231	SACMI	Europe	Italy	Industry	Worker	39,583.23	Desk Research
265	258	Hospital Contribution Fund (HCF)	Asia and Pacific	Australia	Insurance	Mutual	39,563.85	Desk Research
266	260	Darigold	Americas	USA	Agriculture and food industries	Producer	39,521.24	NCB
267	-	Northwest Dairy	Americas	USA	Agriculture and food industries	Producer	39,505.42	USDA
268	266	Manutencoop	Europe	Italy	Other services	Worker	39,214.87	Aida
269	236	Silver Fern Farms	Asia and Pacific	New Zealand	Agriculture and food industries	Non Coop	39,070.44	Desk Research
270	237	Lur Berri	Europe	France	Agriculture and food industries	Producer	39,002.55	Desk Research
271	257	Nortura SA	Europe	Norway	Agriculture and food industries	Producer	38,995.84	Desk Research
272	256	Tine	Europe	Norway	Agriculture and food industries	Producer	38,984.93	Desk Research

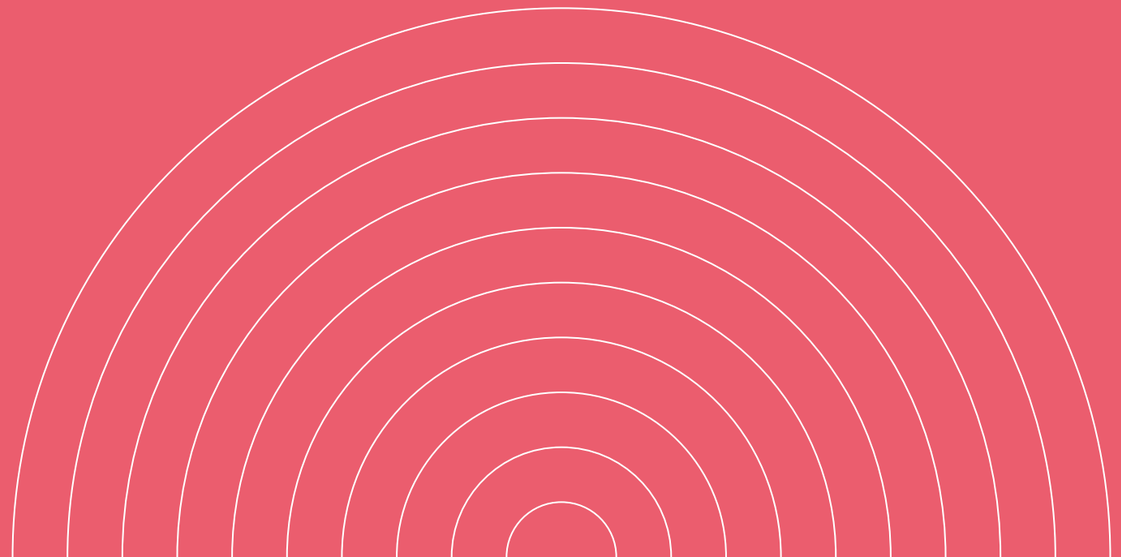
TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
273	250	The Kyoei Fire & Marine Insurance Co	Asia and Pacific	Japan	Insurance	Non Coop	38,894.42	Submitted
274	269	Crédito Agrícola Group	Europe	Portugal	Financial service	Consumer/User	38,666.21	Desk Research
275	298	Pensions-Sicherungs-Verein (PSVaG)	Europe	Germany	Insurance	Mutual	38,332.28	Desk Research
276	249	Dcoop	Europe	Spain	Agriculture and food industries	Producer	38,319.37	Desk Research
277	270	Coop Nederland	Europe	Netherlands	Wholesale and retail trade	Consumer/User	38,105.15	Desk Research
278	253	Amica Mutual	Americas	USA	Insurance	Mutual	38,081.51	Desk Research
279	144	Glanbia Cooperative Society	Europe	Ireland	Agriculture and food industries	Producer	37,554.16	Desk Research
280	251	Maïsadour	Europe	France	Agriculture and food industries	Producer	37,334.78	Desk Research
281	261	Mosadex	Europe	Netherlands	Wholesale and retail trade	Producer	37,046.90	Desk Research
282	276	Associated Food Stores	Americas	USA	Wholesale and retail trade	Producer	36,705.07	NCB
283	278	DSW Zorgverzekeraar	Europe	Netherlands	Insurance	Mutual	36,626.70	Desk Research
284	268	Coopservice	Europe	Italy	Other services	Worker	36,157.68	Desk Research
285	264	La Mutuelle Générale	Europe	France	Insurance	Mutual	35,977,15	Desk Research
286	279	Prairie Farms Dairy Inc.	Americas	USA	Agriculture and food industries	Producer	35,945,66	NCB
287	272	Osaka Kouiki Ready-Mixed Concrete Cooperative Association	Asia and Pacific	Japan	Industry	Producer	35,518.16	Desk Research
288	255	Natup	Europe	France	Agriculture and food industries	Consumer/User	35,234.99	Desk Research
289	267	Atria Oyj	Europe	Finland	Agriculture and food industries	Non Coop	35,234.34	Desk Research

TOP 300 LARGEST COOPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER/GDP PER CAPITA

Rank 2020	Rank 2019	Organisation	Region	Country	Economic Activity	Type	Turnover/GDP per capita 2020	Source
290	-	Bigmat	Europe	France	Wholesale and retail trade	Producer	35,111.07	CoopFR
291	-	Scael	Europe	France	Wholesale and retail trade	Producer	34,935.52	CoopFR
292	262	Trakya Birlik	Europe	Turkey	Agriculture and food industries	Producer	34,092.77	Submitted
293	-	Giropharm	Europe	France	Wholesale and retail trade	Producer	33,969.96	CoopFR
294	271	Solidarios	Americas	Colombia	Insurance	Consumer/User	33,838.10	Desk Research
295	265	Banca Popolare Di Sondrio	Europe	Italy	Financial service	Consumer/User	33,836.22	Desk Research
296	254	AP Pension	Europe	Denmark	Insurance	Consumer/User	33,463.01	Desk Research
297	287	Anecoop	Europe	Spain	Agriculture and food industries	Producer	33,362.79	Desk Research
298	285	Miyagi Co-op	Asia and Pacific	Japan	Wholesale and retail trade	Consumer/User	33,337.48	JCCU
299	297	AEGIS	Americas	USA	Insurance	Mutual	33,103.91	Desk Research
300	263	Basin Electric Power Coop.	Americas	USA	Utilities	Consumer/User	32,781.43	NCB

Methodology and Data Sources



The methodology for the World Cooperative Monitor is briefly described below.

A summary of the population under study, data collection, rankings, and methodological issues is provided[4].

The World Cooperative Monitor project intends to pursue three goals:

1. provide visibility to the movement by monitoring and demonstrating the impact of large cooperatives, from both an economic and a social perspective;
2. maintain an up-to-date database on large cooperatives containing economic and employee data;
3. respond to the knowledge needs of large cooperatives, providing both ad-hoc quantitative and qualitative research on aspects of their interest.

WHO IS SURVEYED

The project collects data on large cooperative enterprises and aggregations of cooperatives, mutual, and non-cooperative enterprises in which cooperatives have a controlling interest.

The project focuses on units that carry out economic activity for the production of goods or services for their members. Cooperative unions and federations that mainly carry out lobbying, representation, and protection of the interests of associated cooperatives are not covered by the project.

The organisation types to be surveyed are currently under revision by the World Cooperative Monitor team and Advisory Committee to better compare organisations across countries, sectors, and types. The difficulty lies in the fact that finding a definition that is shared by different countries is complicated. There are very different regulations and laws between one country and another in this regard and finding a way to define all organisations through a unique classification, which can at the same time take into account and enhance the peculiarities of the different systems is compli-

[4] The full methodology is available at www.monitor.coop

cated and challenging. Moreover, cooperatives that enter the top 300 classification of the WCM, given their size, are real giants from an economic point of view and therefore their structure is in most cases very complex and branched. On this point a continuous exercise of refinement over the years, is leading to a continuous improvement of the data collected.

Classifications

The project classifies the cooperative organisations by economic activity and cooperative type (International Labour Organisation, 2018). Information on the economic activity or industrial sector of each organisation is collected and classified into ten categories (see full methodology), each of which mainly reflects the structure of ICA sectoral organisations. The classification into the ten categories is determined by the International Standard Industrial Classification of All Economic Activities (ISIC) or regional and national equivalents class, in which the activity of the cooperative is included. If a cooperative combines two or more economic activities, the main economic activity is identified following international methods and standards.[5]

In the sector rankings, some economic activities are combined to form more general sectors, as described in the rankings paragraph. Units are also classified based on the main interest of their members (Table 1). In the cases of cooperatives with members' interest different from those proposed in Table 1, they will be analysed case by case. Mutuals and non-cooperative enterprises are classified as such.

[5] "The principal activity of the unit in general can usually be determined from the goods that it sells or ships or the services that it renders to other units or consumers. [...] Ideally, the principal activity of the unit should be determined with reference to the value added to the goods and services produced. The relevant valuation concept is gross value added at basic prices, defined as the difference between output at basic prices and intermediate consumption at purchaser's prices." (UN 2008, p. 20).

Indicators

The project collects primarily economic data, along with data, where possible, on work generated, calculated using the total head count at the balance sheet year-end date, but also taking into account the data of Full-time equivalents or average data of the employed for the year in case data on head count are not available.

Annual turnover data is collected for the all the entities. In the case of a cooperative group, the consolidated data is taken into account. If the consolidated data is not available, if possible the turnover of the entities that make up the group are considered, excluding the amount of value resulting from operations within the group, meaning operations among members of the group.

TABLE 1. COOPERATIVE TYPE CLASSIFICATION

Producer cooperatives	The main interest of the members is related to their production activity as enterprises in their own right. The members typically comprise household market enterprises such as small agricultural or craft producers but may also include corporations.
Worker cooperatives	Members share an interest in the work which is provided by or ensured through the cooperative. The members are individual workers (worker-members) whose jobs are directly assured through their cooperative.
Consumer/User coops	Members are the consumers or users of the goods or services made available by or through the cooperative. Financial service cooperatives are classified as part of consumer/user cooperatives even if these cooperatives also service producers.
Multi-stakeholder coops	A cooperative which has more than one type of member with significant involvement in the activity of the cooperative and in which: (i) more than one type of member is represented in the governance structure of the cooperative; and (ii) no type of member has a dominant position through a majority of votes in the governing body or an exclusive veto over decisions.

Source: (International Labour Organisation, 2018)

The present report refers to data from the fiscal year 2020. For all the economic and occupational data, the account closing date is 31 March, which means that data for accounts with closing dates between 01/04/2020 and 31/03/2021 is considered as representing economic activity in year 2020.

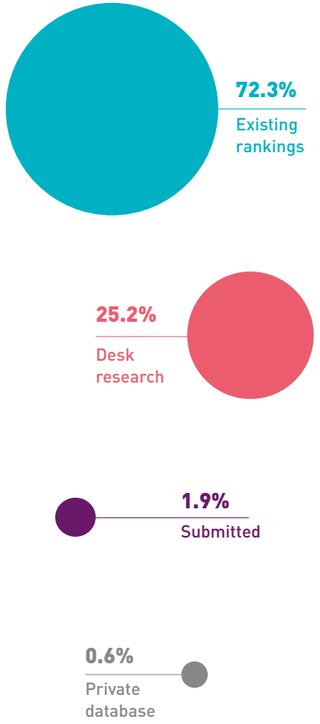
Economic data is collected in the local currency and then converted into USD. The average monthly 2020 exchange rate was utilized. Note that the conversion to USD from Local currency unit (LCU) is impacted by the fluctuations from year to year. Economic data is reported in billion (1 billion = 1,000,000,000). The absolute values are rounded to the second decimal place and percentages are rounded to the nearest whole number.

Rankings

In the rankings tables, in addition to the Top 300 rankings, a list of the largest cooperatives in each individual sector is presented. The rankings presented are based on turnover data, defined as the income generated by the business activities conducted by a company, usually the sales of goods and services to customers. In the case of the Insurance sector, this is premium income. For the Financial Service sector, this is the sum of net interest income, net premiums and other operating income, such as deposit and payment service charges, lending fees and credit card service revenues, income from brokerage and investment fund services, management and custodial service fees, foreign exchange income as well as other income. However, this value was used solely for the Financial Service ranking. In the Top 300 ranking, to achieve a more homogeneous comparison, the sum of interest income, non-interest income (income from banking services and sources other than interest-bearing assets) and premium income (if the organisation also provides insurance services) was utilized for financial service organisations. This methodology creates the most homogeneity possible among data sources but note that there could be variations among countries and existing rankings regarding calculations and values used. When available, the number of employees is also listed.

In addition to rankings based on turnover, a Top 300 ranking based on the ratio of turnover over gross domestic product (GDP) per capita is also presented. The purpose of this ranking is to neutralize the differences between the different countries due to differences in purchasing power and therefore the different cost of living that differentiates the individual countries: this allows a greater comparison of turnover.

FIGURE 1. ECONOMIC DATA SOURCES 2022 WORLD COOPERATIVE MONITOR DATABASE



Some of the economic activities described above are grouped into sectors for the sector rankings: fishing is included in the agriculture and food industries sector, industry and utilities are grouped together, as are housing and other services.

Data sources

Data is collected through online research and consultation of financial statements and annual reports integrated with datasets developed at the national/regional level by representative associations of cooperatives and mutual societies and other private databases that gather personal and economic data about cooperative organisations from across the world. A questionnaire directed at the largest cooperatives was also utilized.

Also, with regard to the employment data, the working group has used various sources, online research, the questionnaire completed by the organisation, data collected from lists at the national level and data collected in databases.

The direct involvement of federations and cooperatives is essential to ensuring good coverage in different areas of the world. For this reason, ICA promotes the creation of national monitors which, following the methodology of the international project, collect data on the largest cooperatives active in the country.

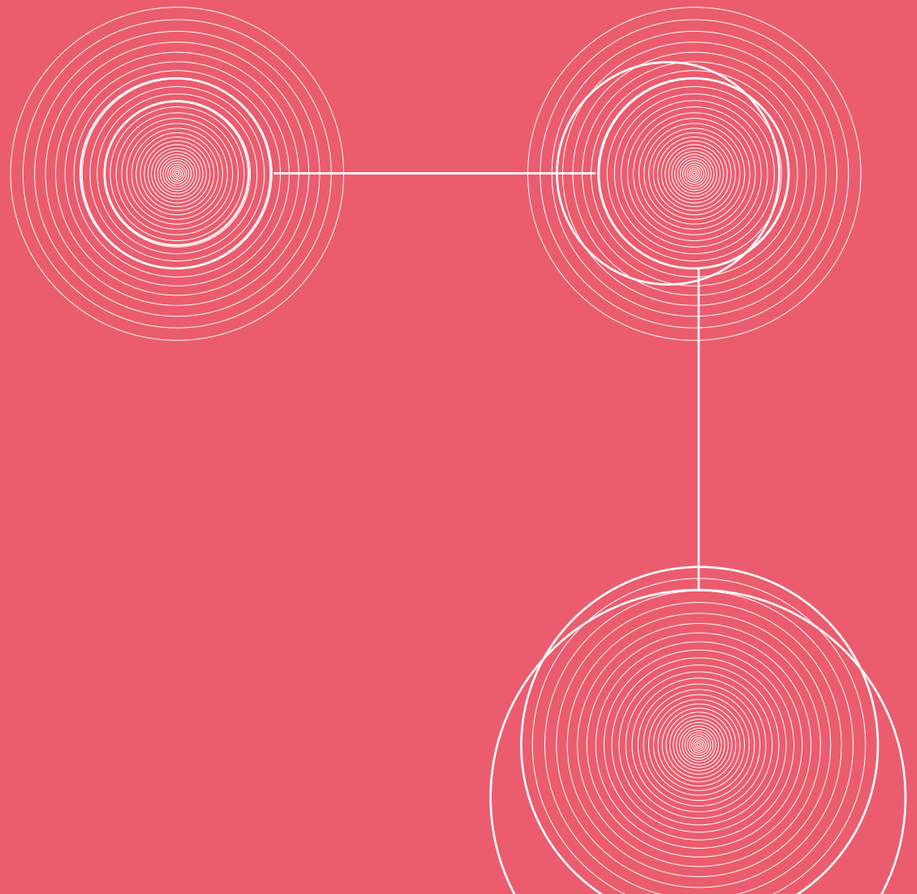
TABLE 2. RANKINGS, PUBLISHED LISTS, AND DATA SETS COLLECTED OR CONSULTED – 2022

Country	Name of organisation	Name of publication or ranking accessed where existing
Australia	Centre for Entrepreneurial Management and Innovation (CEMI)	Mazzarol, T. (2021). "Australia's Leading Co-operative and Mutual Enterprises in 2021: CEMI Discussion Paper Series", DP 2101, Centre for Entrepreneurial Management and Innovation
Australia	The Business Council of Co-operatives and Mutuals (BCCM)	2021 National Mutual Economy Report. Incorporating the Top 100
Belgium	CERA/KU Leuven	Staessens, M., Dufays, F., & Billiet, A. (2021). Belgian Cooperative Monitor 2021. Cera: Leuven. Gegevens ophalen Integreren
Brazil	Organização das Cooperativas do Brasil (OCB)	2020 OCB database
Colombia	Confecoop - Confederación de Cooperativas de Colombia (COLCoop)	2020 Confecoop database
Denmark	Kooperationen	2020 Kooperationen database
Finland	Pellervo Society (Pellervo)	Finnish 300+ 2019-2020
France	Coop de France (CoopFR)	Les 100 plus grandes entreprises coopératives françaises - édition 2022
Italy	Aida - Bureau Van-Dijk database (Aida)	2020 Aida database

TABLE 2. Continued

Country	Name of organisation	Name of publication or ranking accessed where existing
Japan	Japanese Consumers' Co-operative Union (JCCU)	2020-2021 JCCU database
Netherlands	Nationale Raad voor de Coöperatie (NCR)	Nederlandse Coöoperatie Top 100 (2019)
New Zealand	Cooperative Business New Zealand (NZ.Coop)	Top 30 by revenue in 2020
Portugal	Cases - As cem Maiores Cooperativas	Top 100 cooperatives - 2020
Spain	Confederación Empresarial Española de la Economía Social (CEPES)	Las empresas más relevantes de la economía social 2019-2020
Spain	Cooperativas Agro alimentarias de España	Cooperativas Agro alimentarias de España - Informe 2021
UK	Co-operatives UK (CoopUK)	Co-operative Economy 2021
USA	Callahan & Associates, Inc.	US Credit Unions with turnover above 100 million USD
USA	National Cooperative Bank (NCB)	NCB Coop 100 (2021)
USA	United States Department of Agriculture Rural Development (USDA)	Top 100 agricultural cooperatives in 2020

Team, advisory committee, organisational partners



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INTERNATIONAL CO-OPERATIVE AGRICULTURAL ORGANISATION
ICAO

INTERNATIONAL COOPERATIVE FISHERIES ORGANISATION
ICFO

INTERNATIONAL COOPERATIVE BANK ASSOCIATION
ICBA

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PROMOTERS

International Cooperative Alliance (ICA)

www.ica.coop

The International Cooperative Alliance is an independent, non-governmental association which unites, represents and serves cooperatives worldwide. Founded in 1895, the ICA has member organisations in 100 countries active in all sectors of the economy. Together these cooperatives represent nearly one billion individuals worldwide.

European Research Institute on Cooperative and Social Enterprise (Euricse)

www.euricse.eu

The mission of the European Research Institute on Cooperative and Social Enterprises is to promote knowledge development and innovation for the field of cooperatives, social enterprises and other non-profit organisations engaged in the production of goods and services. The Institute aims to deepen the understanding of these types of organisations and their impact on economic and social development, furthering their growth and assisting them to work more effectively. Through activities directed toward and in partnership with both the scholarly community and practitioners, including primarily theoretical and applied research and training, we address issues of national and international interest to this sector, favouring openness and collaboration.

ORGANISATIONAL PARTNERS

Made possible by the support of our organisational partners

SPECIAL CONTRIBUTION FROM

National Agricultural Cooperative Federation (NACF)

NACF was borne out of the integration of the former agricultural cooperatives and the Agricultural Bank in 1961. Since then, NACF has played a crucial role not only in improving the conditions of farmers economically, socially and culturally, but also in contributing to the balanced development of the Korean economy. NACF and its member cooperatives are engaged in diversified business activities and support services to meet the need of member farmers and other clients. They can be grouped into three broad categories: banking sector, non-banking sector (commercial business), and support service sector. They also handle the farm credit guarantee service for the government.

IFFCO Ltd

In 1967, the Indian Farmers Fertiliser Co-operative Limited (IFFCO) was established by an initiative of NCBA/CLUSA in collaboration with ACDI/VOCA for the welfare of India's farmers. Today, IFFCO is the world's Largest Fertiliser Cooperative, growing from an association of just 57 cooperatives in 1967, to 35,300 cooperatives at present. IFFCO is an autonomous cooperative i.e. wholly owned by Cooperative Members. All its initiatives are aimed to benefit its member's i.e. farmers.

Banco Credicoop

It was established in 1979. Today, it is the Argentina's eleventh-largest bank by total assets and ninth largest by deposits (US$2.8 billion); nearly all of this is accounted for by its over 670,000 members, and Credicoop maintains 244 branches. It is also a lender in a country where domestic credit is difficult to access, holding a net loan portfolio of US$1.7 billion (3.5% of the domestic total).

CCA Global Partners

Founded in 1984, CCA Global is an international purchasing cooperative supporting over 500,000 family businesses and over 20,000 childcare centers in four countries and another 1 million independent businesses in North America benefit from CCA Global's business leadership through its 14 different affiliate companies. These businesses represent five distinct categories: flooring and home furnishings; business services; sporting goods; nonprofit and childcare; and management and contracting. Today, CCA is one of the largest privately held cooperatives in the United States. The superior benefits that CCA Global delivers include: Lower buying & operating costs; Powerful & fully supported tech solutions; Expert marketing programs; National advertising & PR support; Exclusive profitability tools; and Award-winning training programs.

Cooperative Obrera

Founded in Bahía Blanca in the year 1920 when a group of 173 residents of Bahía Blanca decided to join to form a cooperative bakery that would ensure the right price, the exact weight and quality of bread, such a vital food. In 1932 its first cooperative store was opened. Today it has 1.6 million associates and 5,000 workers. It is the second large consumer cooperative in Latin America. It has its own quality control laboratory. It also has own credit cards which facilitates access to credit to its members.

Kibbutz Movement

The Kibbutz (Hebrew word for "gathering") Movement is the largest settlement movement in Israel. It was re-organized in 1999 as a merger between two Kibbutz organizations and includes 257 members (kibbutzim). The kibbutz is a multi-purpose cooperative, binding together community, housing, and production means. The majority of kibbutzim are rural communities, based on principles of joint ownership, equality and cooperation in production, consumption and education, providing mutual aid to their members.

Midcounties Cooperative

The Midcounties Co-operative is the largest independent consumer cooperative in the UK, with over 700,000 members. It operates a range of businesses in Food, Travel, Healthcare, Funeral, Childcare, Energy, Post Offices, Flexible Benefits and Telecoms. It was formed in 2005, by the merger of the Oxford, Swindon and Gloucester Co-operative Society and the West Midlands Co-operative Society. The Midcounties Co-operative generates annual gross sales of over £1bn, has over 400 Trading Sites, 8,000 colleagues and over 700,000 members. It focuses on enabling their members to influence, connect and co-operate in joint activities that benefit their Society, their members and their communities.

Mondragon Corporation

MONDRAGON groups 98 cooperatives located mainly in the Basque Autonomous Region of Spain, and in their majority SMEs. It is the largest business group in the Basque Autonomous Region and the tenth in Spain. Its origins go back to 1956, when the first industrial worker cooperative was established in Mondragon, then a very small Basque town. It is a cross-sectoral group organized into four major areas: industry, distribution, finance and knowledge. Its mission combines the basic objectives of a business organization competing in international markets with the use of democratic and participatory governance, job creation, human and professional promotion of its workers and commitment to social and economic development of its territory.

National Co+op Grocers (NCG)

NCG is a business services cooperative for retail food co-ops located throughout the United States. We represent 147 food co-ops operating over 200 stores in 39 states with combined annual sales over $2.1 billion and over 1.3 million consumer-owners. NCG helps unify natural food co-ops in order to optimize operational and marketing resources, strengthen purchasing power, and ultimately offer more value to natural food co-op owners and shoppers everywhere.

Rabobank

The first local Rabobank was established in 1895. Nowadays, Rabobank Group consists of 89 local Rabobanks, Rabobank Nederland (APEX) and domestic and foreign subsidiaries. Rabobank has 1.9 million members who are customers of local Rabobanks. The common thread since Rabobank's inception is to offer financial solutions for economic needs and social issues. In practice, Rabobank has frequently reoriented its strategy, business model and governance structure in anticipation of or in response to shifting trends in society, technology, competition, banking regulation and supervision, etcetera. Being a cooperative, profit maximalisation has never been our overriding purpose, but profits are necessary for meeting capital requirements, continuity and the pursuit of our social goals.

S-Group

S Group is a Finnish network of consumer cooperatives operating in the retail and service sectors, mainly in Finland but also in Estonia and in Russia. S Group comprises 19 regional cooperatives and SOK Corporation along with its subsidiaries. SOK Corporation was founded in 1904 and it`s owned by the regional cooperatives. Today by turnover, S Group is the biggest cooperative group in Finland. S Group's key business areas are the supermarket trade, department stores, specialty stores, the hardware trade, service station store and fuel sales, and the travel industry and hospitality business. In addition, S-Bank offers banking services to cooperative members. Individual cooperatives conduct also automotive trade and services.

Sancor Seguros

The Sancor Seguros Group is a financial cooperative institution based in Sunchales, province of Santa Fe, Argentina. It was founded in 1945. The cooperative manages different specialized organizations, including: Sancor Seguros (insurer) Prevención ART Prevención Salud, Prevención Retiro, Alianza Inversora, CITES, Fundación Grupo Sancor Seguros and Banco del Sol. As of March 2020, it has a capital of 363 million dollars. It has more than 7 million capita insurance and 170 thousand health affiliates. It has about 8,300 associated producers and 3,330 employees. It opened subsidiaries in Uruguay in 2006, Paraguay in 2009 and Brazil in 2013.

Smart

Established in 1998 as non-profit association specialised in offering economic activity and contract management services, insurance services, legal and consulting services, information and training, co-workspaces, and mutual financial tools mainly to artists, Smart Belgium was converted into a cooperative in 2016 and has a French and Belgian management. More recently it has opened itself to freelancers of all sectors of activities. Smart Belgium has organised a process for converting itself into a multi- stakeholder cooperative (workers, clients, partners, service providers etc.). Smart has disseminated to another 8 European countries through similar cooperatives, with a total of 85,000 members.

UP Group

Founded in 1964 as a consumer cooperative, it became a worker cooperative in 1972. It designs and markets products and services that facilitate access to food, culture, recreation, education, home help, and social assistance but also accompanies companies in the management of their professional expenses or in the animation of stimulation and fidelity devices. It offers a wide range of titles and services for companies, works councils, communities and individuals. The group is also present in the software solutions market for personal services structures. Present in 19 countries on all continents, the Up group works for more than 24.5 million customers and is the world number three in lunch vouchers.

Vancity

Founded in 1946, Vancity is a values-based financial cooperative serving the needs of its more than 543,000 member-owners and their communities in the Coast Salish and Kwakwaka'wakw territories, with 55 branches in Metro Vancouver, the Fraser Valley, Victoria, Squamish, and Alert Bay. With $23.2 billion in assets plus assets under administration ($28.2 billion total) and 2,675 employees, Vancity is Canada's largest community credit union. Vancity uses its assets to help improve the financial well-being of its members while at the same time helping to develop healthy communities that are socially, economically, and environmentally sustainable. Vancity shared 30% of its net profits with members and communities, sharing over $375 million through Shared Success since 1994.

CREDITS

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Contents

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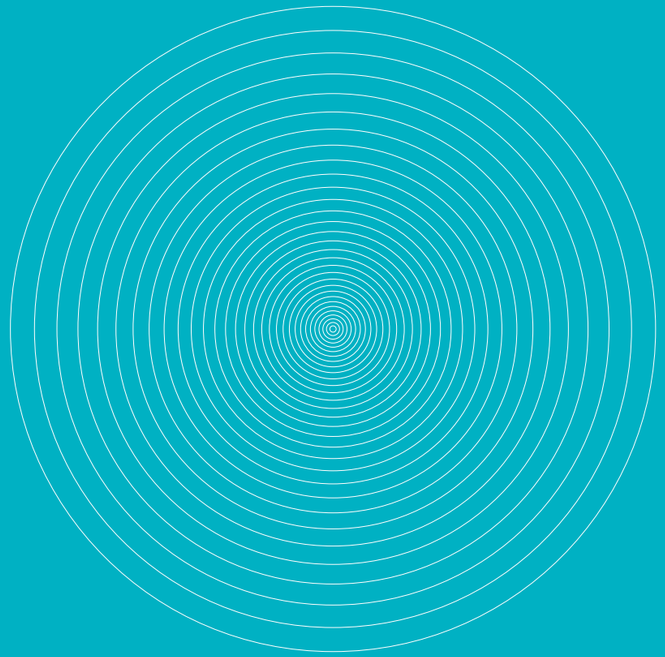

WORLD
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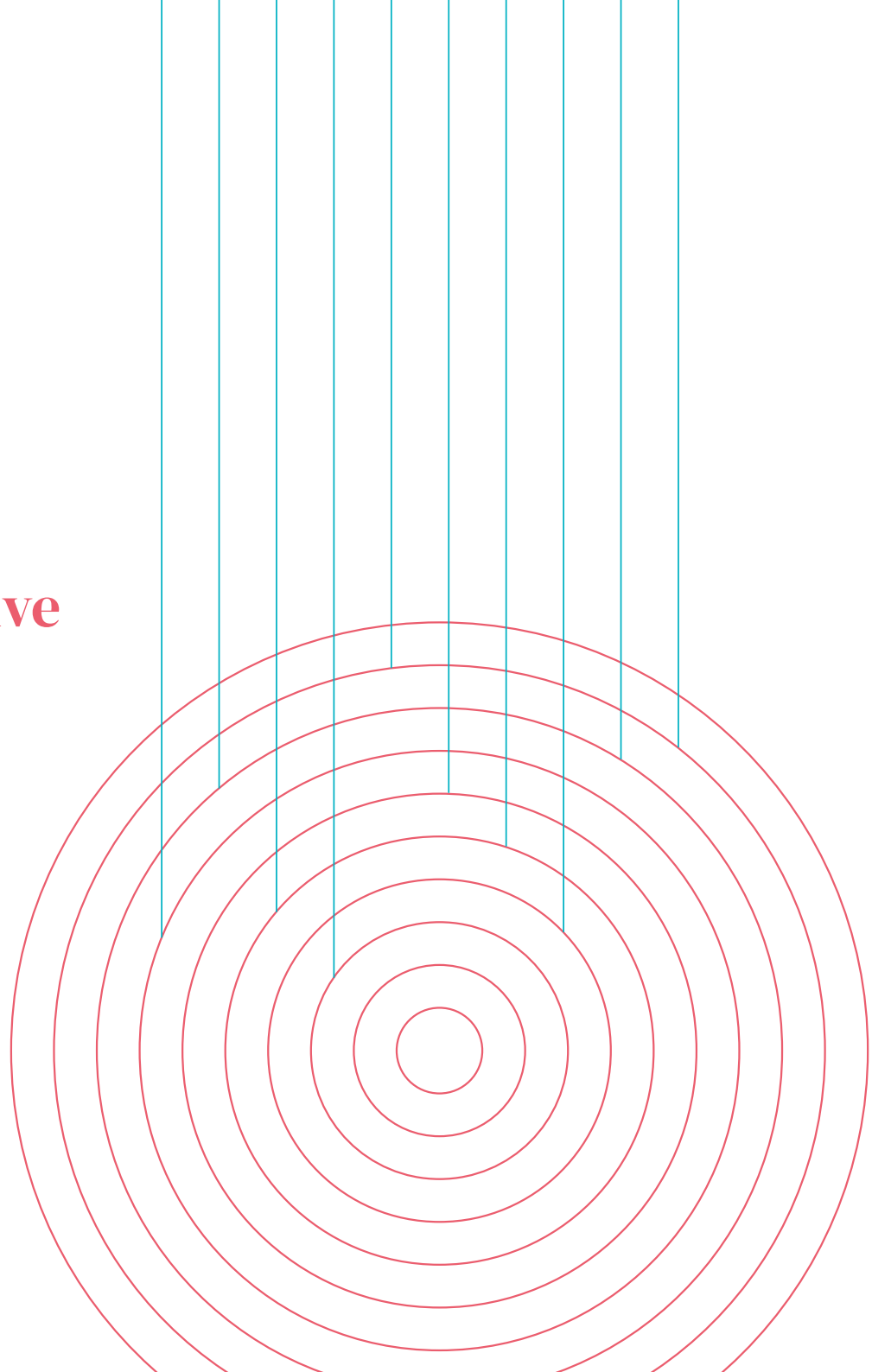
Exploring the cooperative economy

.coop Our identity



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