

# Co-op Federation Assembly

29/30 July 2022



NSW Teachers Federation Conference Centre  
37 Reservoir St, Surry Hills, NSW



## Current Landscape

Leadership  
and  
Innovation

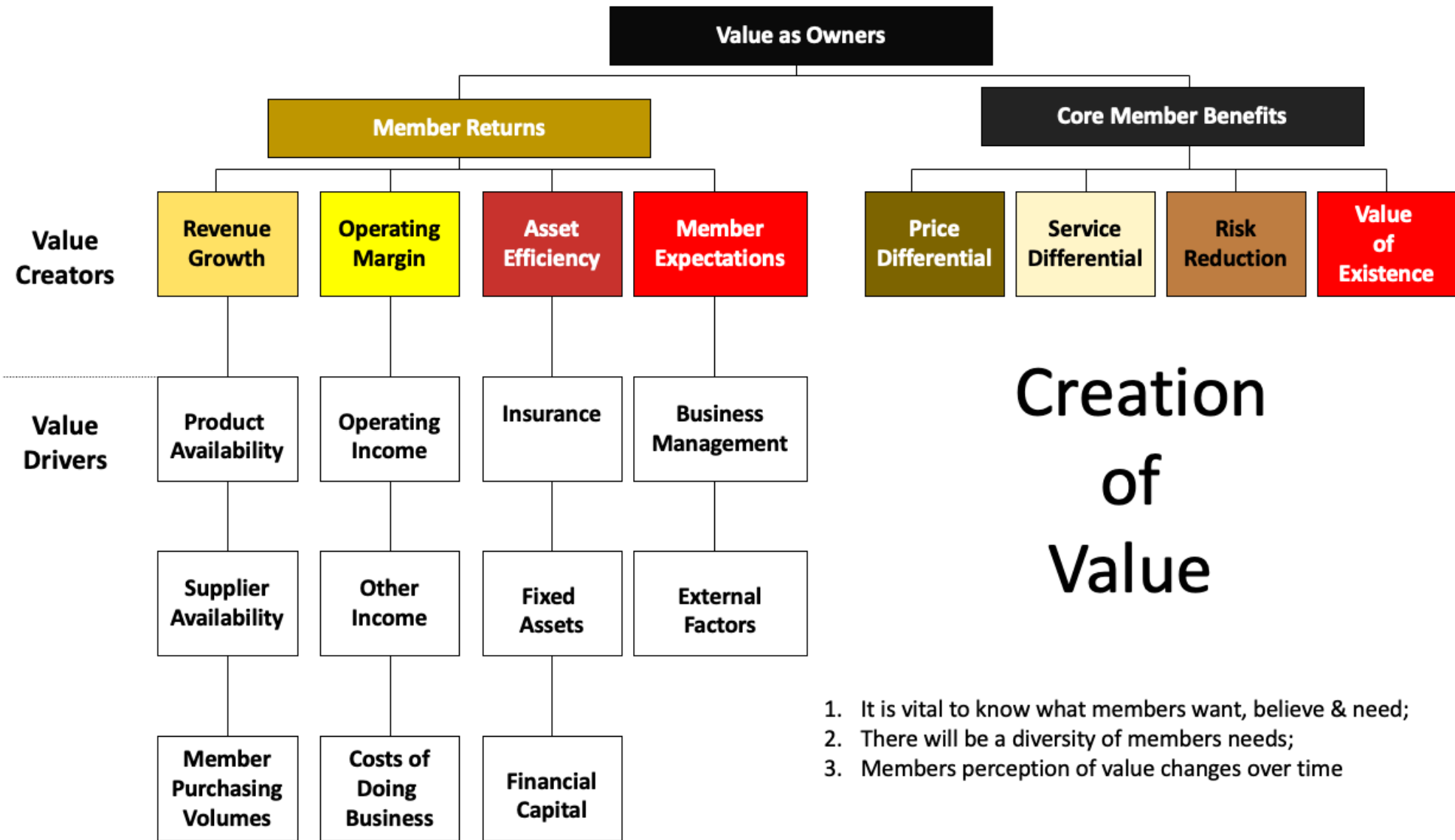


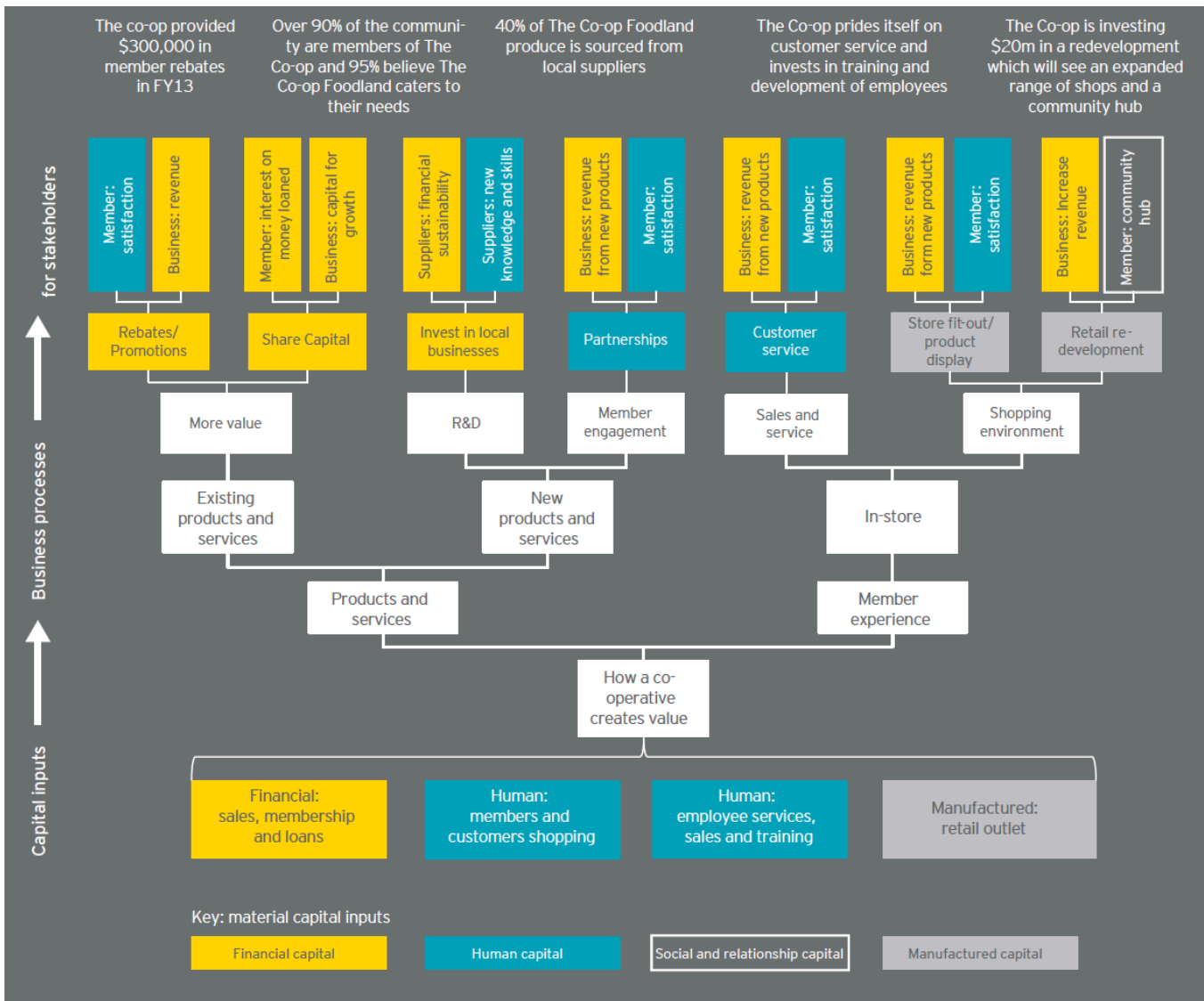
## Universal Purpose

To sustainably  
create, protect  
& return  
member value

The  
Moving Target  
of  
Member Value



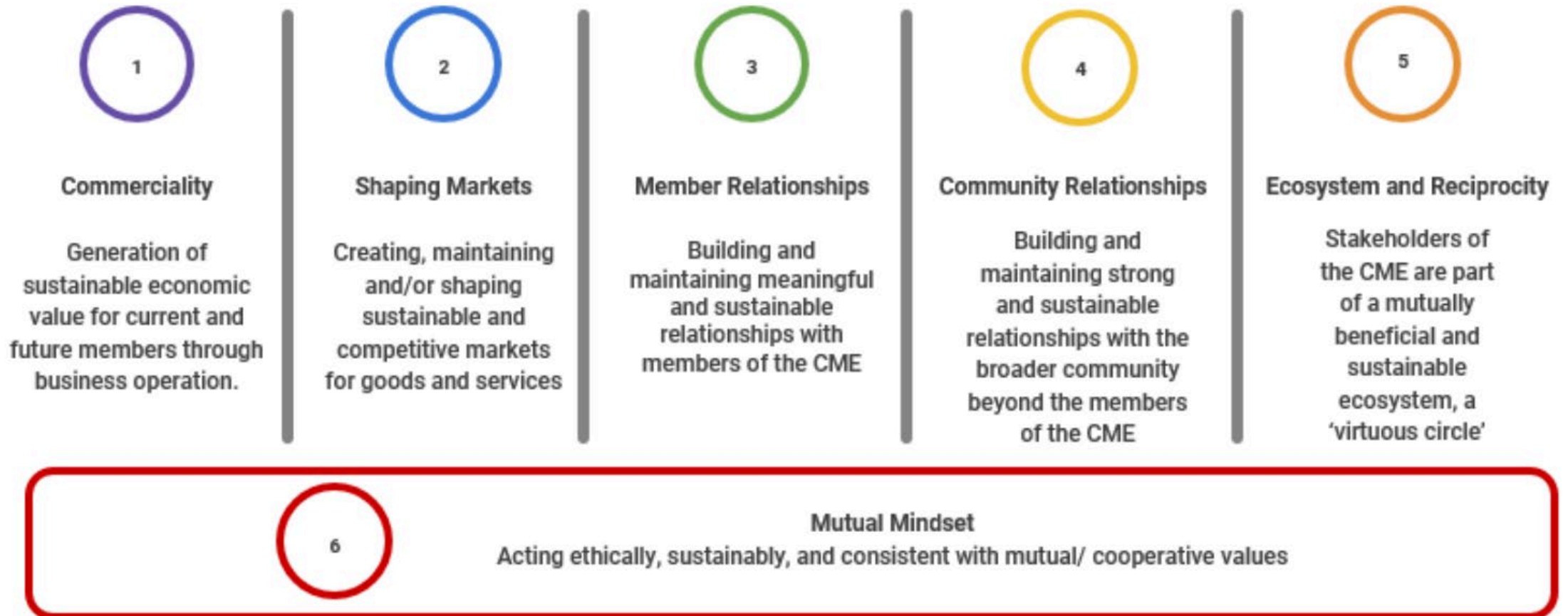




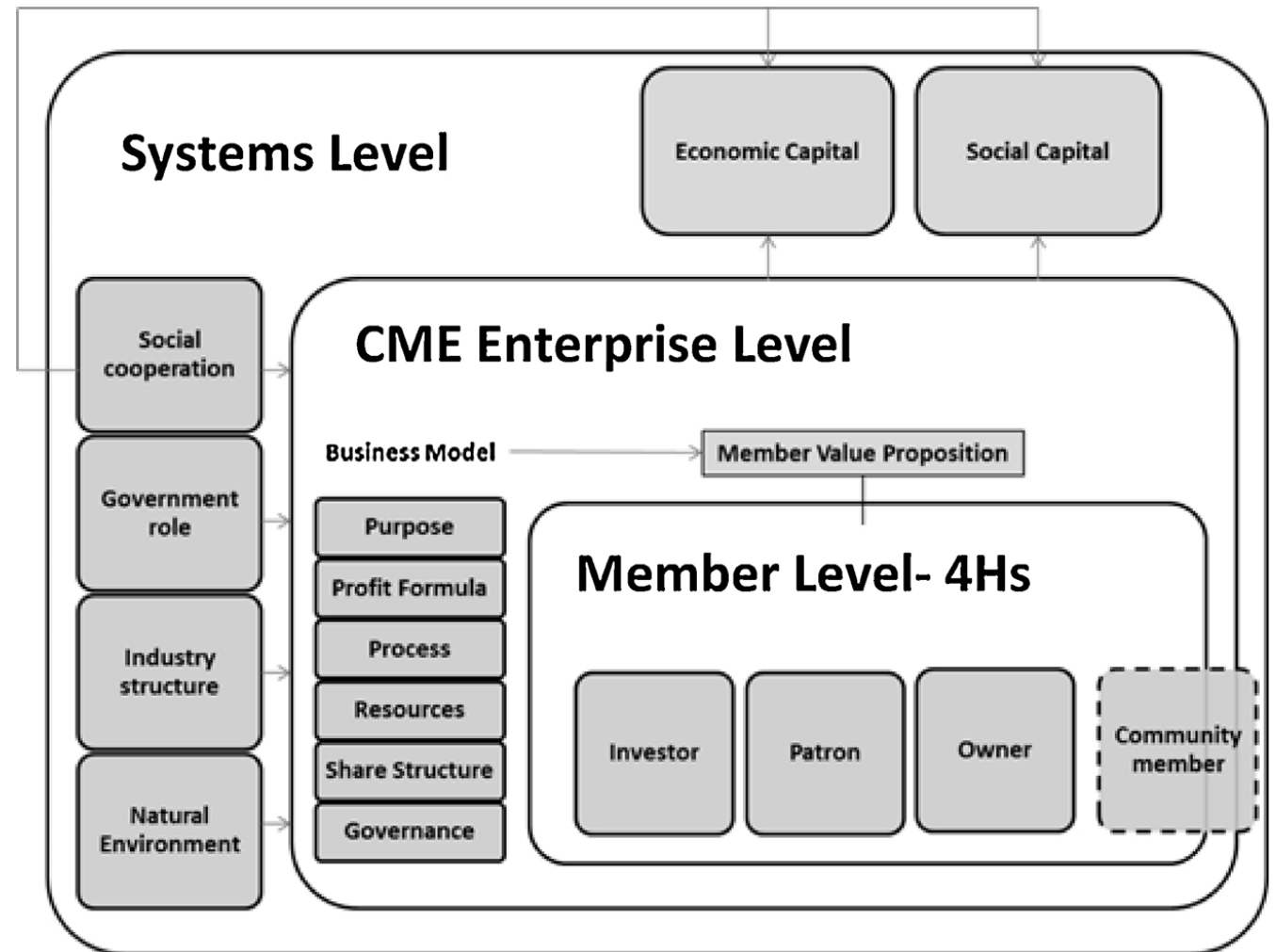
# Member Value

An expanded view of how value creation is tracked at a co-op

# Dimensions of CME Value



# A Member can wear 4 Hats



Adapted from Mazzarol et al (2014)

## Introduction

# HOW DO YOU CURRENTLY GET VALUE FROM CBH?



### AS A USER

As a user of CBH's services you receive a number of benefits including:

- Low fees
- Patronage rebates
- Grower-focused products - Quality Optimisation, Pre-Pay Advantage and Oil Bonification for example
- Access to an efficient, tax effective storage and handling system that operates for the benefit of WA grain growers
- Grower driven segregations on site
- Reduction of standing crop risk
- An honest broker on price in grain markets



### AS A MEMBER

As a member of CBH, you:

- Own and control the supply chain and its critical links
- Have a say on who governs CBH
- Vote on key issues



### AS A BENEFICIARY

As a beneficiary of CBH, we help you build wealth for the long-term by:

- Increasing the profitability of your farm business
- Contributing to increasing the value of your farm



### AS PART OF YOUR COMMUNITY

As a part of your community CBH:

- Advocates for WA grain growers with government and markets
- Supports the development of the grains industry
- Contributes to the vitality of rural communities

Based on the 4 Hats concept developed by Co-operative Enterprise Research Unit (CERU) at University of Western Australia



Defending  
Australia's  
biggest Co-op  
from  
takeover  
(2016)



## What is in your Wealth Certificate?

**Capricorn 3 Year Wealth Certificate**  
The more you spend, the more you get back

Period 1 September 2016 to 31 August 2019

Shareholder No. 123456  
Shareholder(s) Ricky Bobby's Auto Workshop  
Trade Account (123456) Ricky Bobby's Auto Workshop Pty Ltd

**MEMBER WEALTH**  
\$532.03

**Capricorn Member Wealth as at 31 August 2019**

REWARD POINTS BALANCE	TRADE REBATE	SHARE BALANCE	DIVIDEND
\$139.45	\$56.25	\$303	\$33.33

YEAR	SHARES	DIVIDEND RATE	DIVIDEND
2016/2019	303	11%	\$33.33
2017/2018	300	11%	\$30.00
2018/2017	309	11%	\$33.99

**Annual Reward Points Breakdown**

Period	Spent	Referred
42,817 pts - \$428.17		
32,700 pts - \$327.00		
35,845 pts - \$358.45		
33,854 pts - \$338.54		
34,495 pts - \$344.95		
32,458 pts - \$324.58		

**Reward Points Summary for the Period**

TOTAL REWARD POINTS EARNED:	TOTAL REWARD POINTS REDEEMED:
102,957 pts	89,012 pts
\$1,029.57	\$890.12

**Cumulative Member Wealth - Typical Member 2009 - 2019**

The analysis below is based on a monthly Member spend of \$12,500. Assumes full Dividend Reinvestment and Shares purchased equal to the value of Reward Points earned.

**Capricorn Trade Rebate**

THE MORE YOU SPEND, THE MORE YOU GET BACK.

**WHAT IS THE CAPRICORN TRADE REBATE?**

When Capricorn has a healthy financial year, it wants to continue to provide value to Members in the form of reward points, dividends and now a trade rebate.

The Capricorn Trade Rebate amount will be calculated on the sales Members put on their trade account. So the more Members spend, the more they will get back.

- 1 1, 3 or 5 Year Wealth Certificate
- 2 Member Wealth
- 3 Reward Points Balance - Dollar Value
- 4 & 11 Trade Rebate
- 5 Share Balance - Dollar Value
- 6 2018/19 Dividend Payment
- 7 Financial Year Dividend Payments
- 8 Annual Reward Points Breakdown
- 9 Reward Points Summary for the Period
- 10 Cumulative Member Wealth

## Member Purchases from Preferred Suppliers

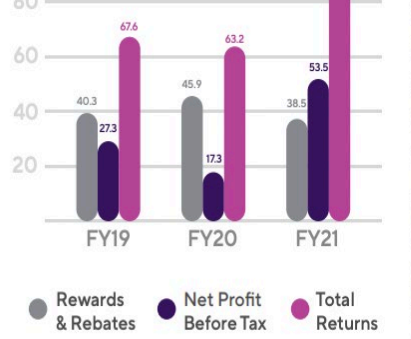


## 3 Year Financial Summary \$m

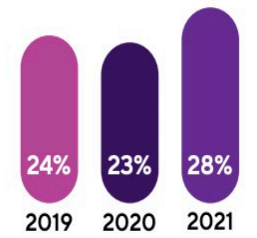


**\$38.5m in Rewards Points earned by Members**

## Member Returns \$m



## Member Value Return



**Capricorn Finance** \$33 million in loans to Members

**Capricorn Risk Services** \$86.9 million in gross protection

\*The above key financial highlights have been audited as part of the Annual Report audit by Ernst & Young.

# Member Value Return

# Sustainably create, protect & return member FINANCIAL value



## Your CBH

Creating value for your industry

### Highlights 2018-19

#### \$3.2 billion

In grain payments made to WA growers, the largest amount in the last decade.

**\$16.4 million** rebate from Operations to growers.

**\$285.3 million** invested in capital works and maintenance on the storage and handling network.

**\$259.7 million** in new storage and throughput improvements for the 2019-20 season.

**\$1.6 million** invested into our regional communities through our Community Investment Fund.

#### 37 minutes cycle time

Average site cycle time reduced by six minutes.

**All Injury Frequency Rate** decreased 27 per cent to its lowest ever of 9.4.

#### No.1 exporter

Australia's largest exporter of grain, with a market share of 45 per cent of Australian grain exports.

**9 million** tonnes traded.

**19 million** tonnes shipped to 130 customers in 30 countries.

**\$3.5 billion** M&T revenue increased by 10 per cent.

### Value in use 2019-20 Harvest

#### \$1.95 per tonne

Quality Optimisation delivered an additional \$1.95 per tonne on average to growers wheat sales.

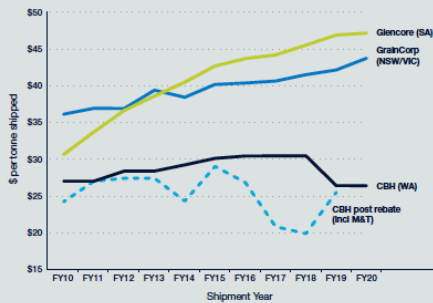
**\$75 million** in transport savings delivered to WA growers when compared to grain freight in South Australia.

#### \$185 million

in storage and handling savings (pre-rebates) when benchmarked against the rates of all major storage and handling providers in Australia.

### Storage and Handling Fee Comparison

(Receival and FOB charges)



Freight excluded. Estimated comparisons based on published Fees and Charges schedules. Scenario - Standard Wheat, delivered on 1st November to a main primary country storage, railed to port and exported in April. Outloading and holding during normal working hours. Assumes use of cheapest product available. CBH rebates assume tonnes sold to CBH M&T.

## Your zone

Adding value to your zone

### Kwinana Zone

#### 4.1 million tonnes

received, stored and handled during the 2019-20 harvest.

#### 34 minutes

Average queue and cycle time across the zone.



### Your Infrastructure 2018-19

**\$50.7 million** invested in adding more than 500,000 tonnes combined new permanent storage at McLevie, Dowerin, Dulyalbin and Wickepin.

**\$8.05 million** to improve site throughput at Cadoux, Merredin, Bruce Rock, Narembeen, Avon and Narrakine.

**\$2.1 million** invested in new accommodation facilities at Kellerberrin and Dulyalbin.

**\$11.5 million** invested in sustaining maintenance across the zone including repairs to roads and drainage, major mechanical and electrical maintenance, and Kwinana Grain Terminal shutdown works.

**\$2 million** to refurbish annex storage facilities at Kwinana Grain Terminal.

### Your Services 2019-20

46 grain segregations including 16 wheat, 15 barley, 4 canola and 5 oats.

Community sample shed located at Badgingarra sampled 299 loads or 14,800 tonnes.

Processed 2,016 fast-tracked loads totalling 76,026 tonnes.

### Your Community

348 permanent staff employed last year with 564 casual staff employed for the 2019-20 harvest.

Sponsorship of grower groups including: WANTFA, Facey Group, Liebe Group, Corrigin FIG, West Midlands Group and WIFE.

Contributed over \$120,000 to 45 community driven projects and events funded under the Grass Roots Fund including:

- Yilgarn Agricultural Show
- Lions Cancer Institute Inc.
- Piawaning Expo
- Wandering Community Toy Library
- Bruce Rock Hockey Club

Supported 6 WACFL leagues, 38 clubs, 121 teams and 3,150 players as well as supporting the Country Colts Carnivals.

Sponsored the Royal Flying Doctor Service, who made 664 patient evacuations and inter-hospital transfers.

Equal music partner of Musica Viva presenting 12 concerts to 1,931 students during the year.

## Your business

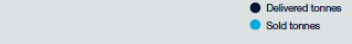
Returning value to your business

Grower:

Grower Number:

### Your tonnage and CBH nominations:

	Tonnage delivered	Tonnage sold to cbh
2017-18		
2018-19		
2019-20		

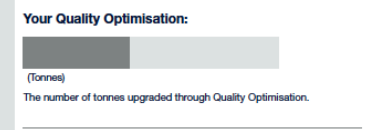


### Your CBH rebates:

Operations*	Operations Rebate \$1.00 per tonne
Direct To Vessel†	Direct to Vessel Rebate \$3.80 per tonne

\* Values based on rebates earned for the 2018-19 season.  
† Value based on rebate redeemed for the 2018-19 season.  
Please log in to LoadNet to view your rebate balances and options.

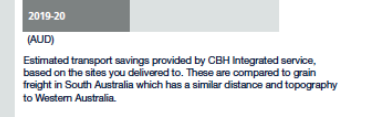
### Value returned as "value in use"



### Your Storage and Handling Savings:



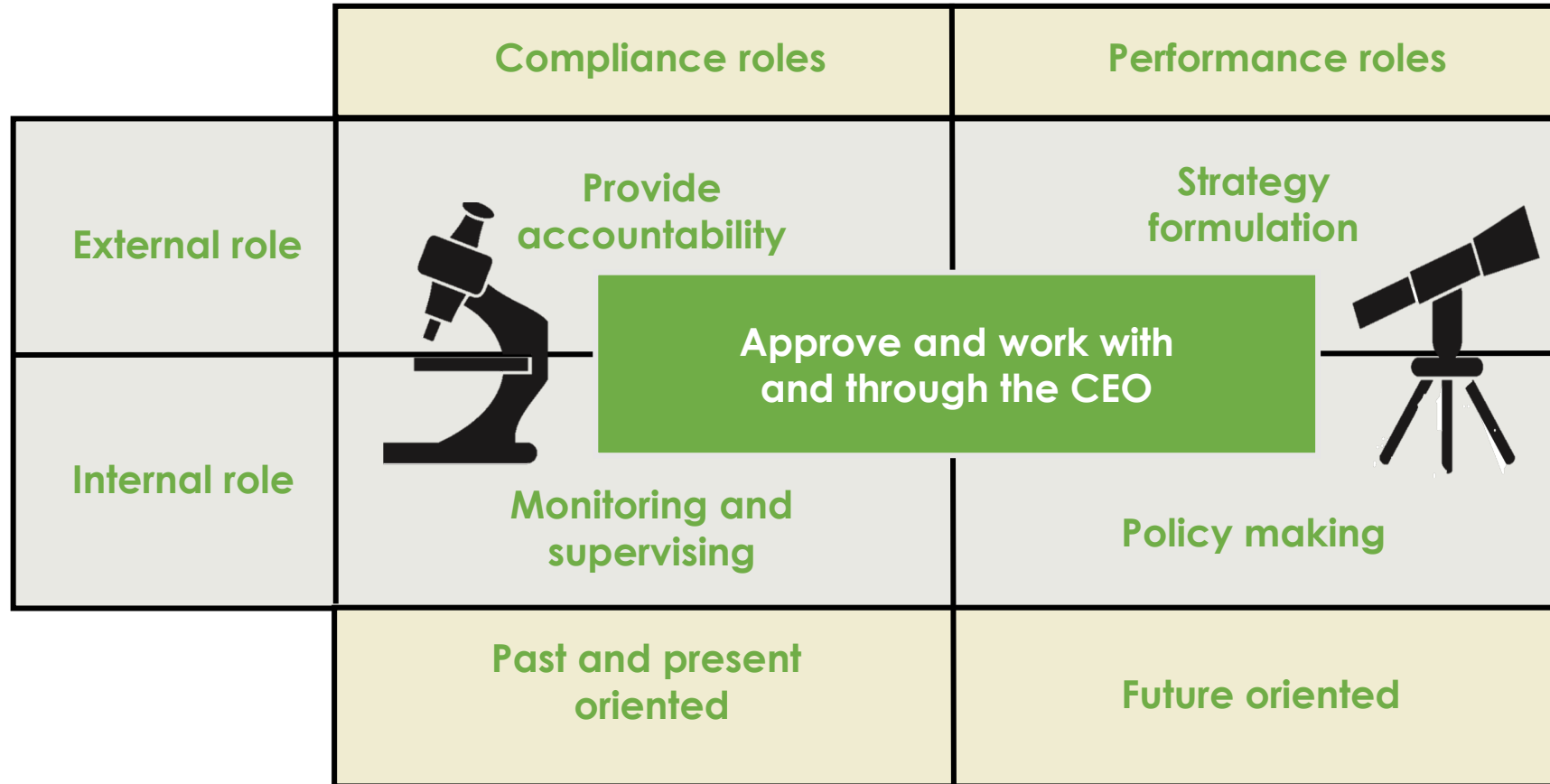
### Your Integrated Supply Chain:



# CBH Board Statement of Strategic Outcomes

*"Grower value will be measured and reported at a farm enterprise level annually".*

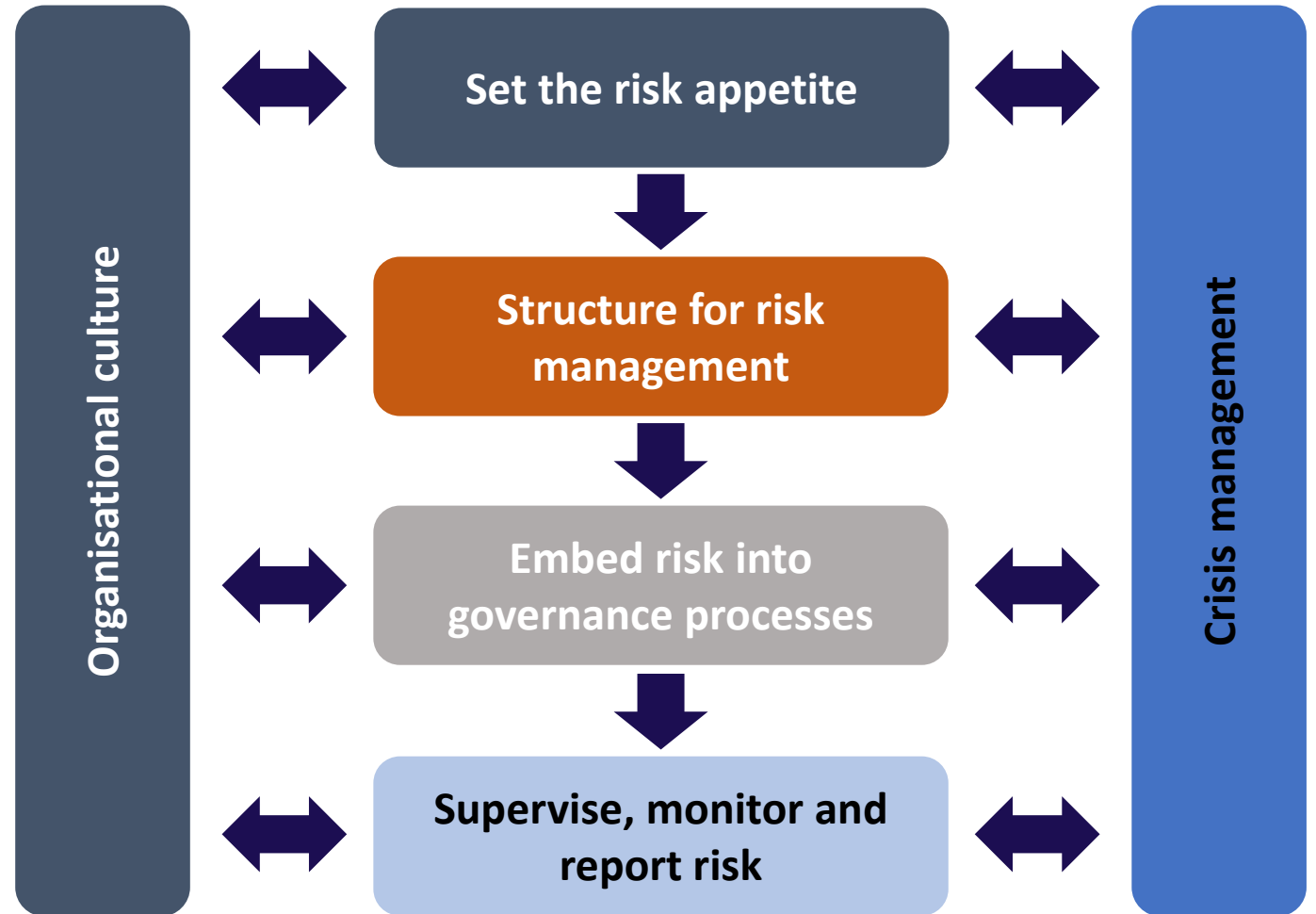
# Essential board functions



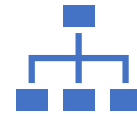
Source: Robert I. Tricker, 1994, *International Corporate Governance: Text Readings and Cases*, Prentice Hall, New York, p.149









# Risk roles of the board



# Different risks—different risk appetites



Hazard risk	Financial risk	Operating risk	Organisational risk	Strategic risk	
<ul style="list-style-type: none"> <li>• Asset management</li> <li>• Safety</li> <li>• Environmental</li> <li>• Regulatory</li> </ul> 	<ul style="list-style-type: none"> <li>• Currency</li> <li>• Interest rate</li> <li>• Commodity prices</li> <li>• Credit</li> <li>• Fraud</li> </ul> 	<ul style="list-style-type: none"> <li>• Inventory</li> <li>• Supply chain</li> <li>• Production system</li> <li>• Information systems</li> </ul> 	<ul style="list-style-type: none"> <li>• Governance performance</li> <li>• Organisation structure</li> <li>• Talent/ morale</li> <li>• M&amp;A integration</li> </ul> 	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Brand erosion/ collapse</li> <li>• Disruptive competitor</li> <li>• Industry economics collapse</li> </ul>  <ul style="list-style-type: none"> <li>• Customer shift</li> <li>• New project/ investment</li> <li>• Stagnation</li> <li>• Obsolete business model</li> </ul> 	



# Set the risk & opportunity appetite

## How does your board measure its risk and opportunity appetite?

For a risk and opportunity appetite statement to be effective, it needs to include a measurement scale against which key strategic risks can be measured.

Risk Appetite Measurement Scale						
	Risk	←————→				Opportunity
Appetite	Very Low	Low	Medium	High	Very High	
Approach	Avoid	Minimise	Accept	Optimise	Exploit	
	We have a very low appetite for risk taking and will put in place measures to avoid exposure or negative outcome	We have low appetite for risk taking or opportunity capture and will take reasonable measures to minimise exposure	We have a medium appetite for risk taking or opportunity capture. We will accept and manage exposure within defined tolerances	We understand the balance in risk and reward in opportunity capture and have a high appetite for risk as opportunity. We will actively manage exposure to optimise our position	We will seek to exploit opportunity in pursuit of positive returns and have a high appetite for risk as opportunity	

# Aligning the risk appetite

The board should ensure that risk appetite aligns to:

The organisation's capability.

Expectations of the members and other stakeholders.

The organisation's purpose, values and strategy.

The environment in which the organisation is operating.

It is also critical for the risk appetite of the CEO and management team to align with the board's.

# Ensuring strategic readiness—able

Business processes capability:



Operations management	Customer management	Innovation	Regulatory and social
<ul style="list-style-type: none"><li>• Supply</li><li>• Production</li><li>• Distribution</li><li>• Risk management</li></ul>	<ul style="list-style-type: none"><li>• Selection</li><li>• Acquisition</li><li>• Retention</li><li>• Growth</li></ul>	<ul style="list-style-type: none"><li>• Opportunity identification</li><li>• Manage research and development portfolio</li><li>• Design and develop</li><li>• Launch</li></ul>	<ul style="list-style-type: none"><li>• Environment</li><li>• Health and safety</li><li>• Employment</li><li>• Community</li><li>• Compliance</li></ul>

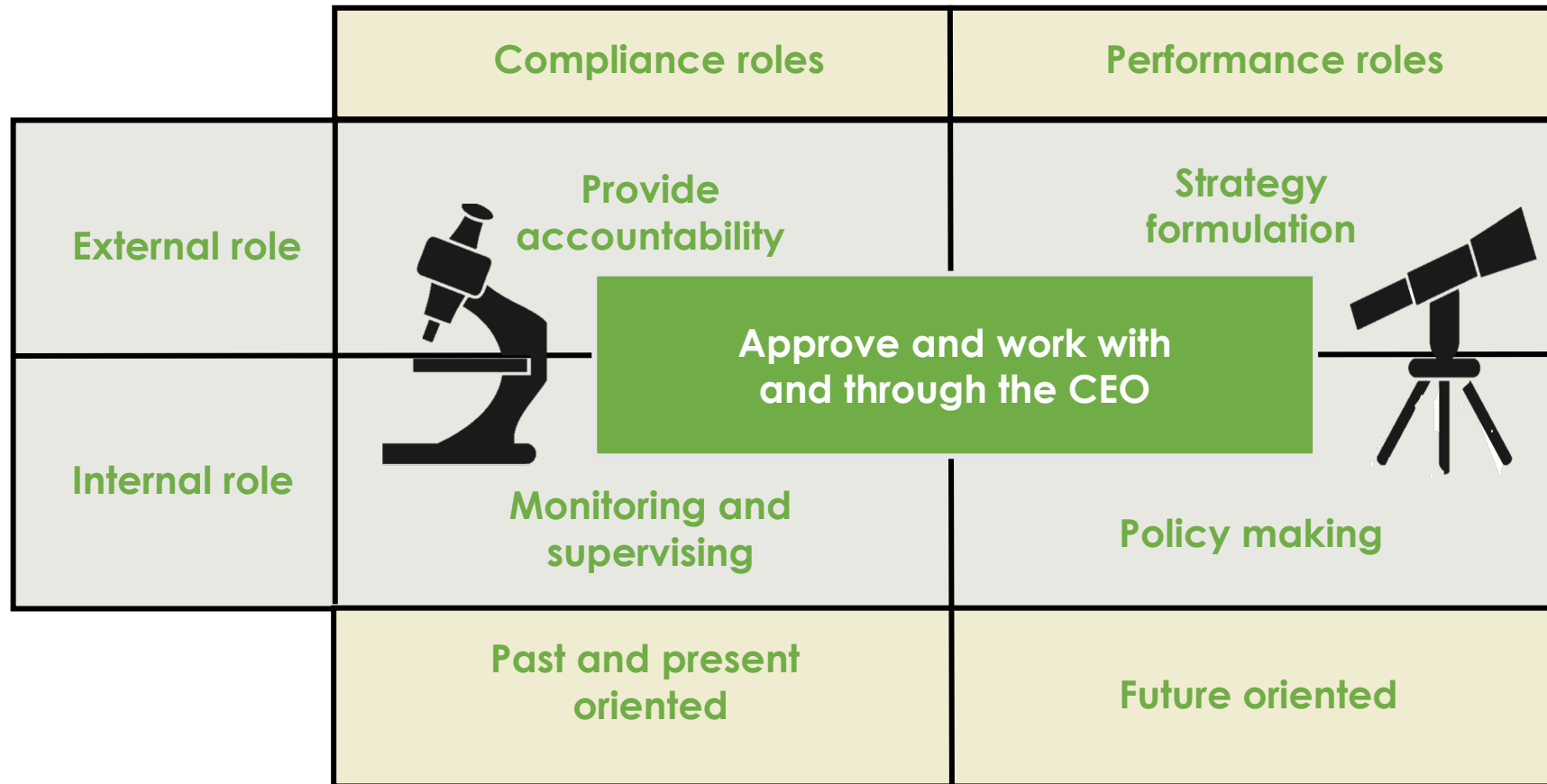
Strategy and culture drive structure for best 'fit'.



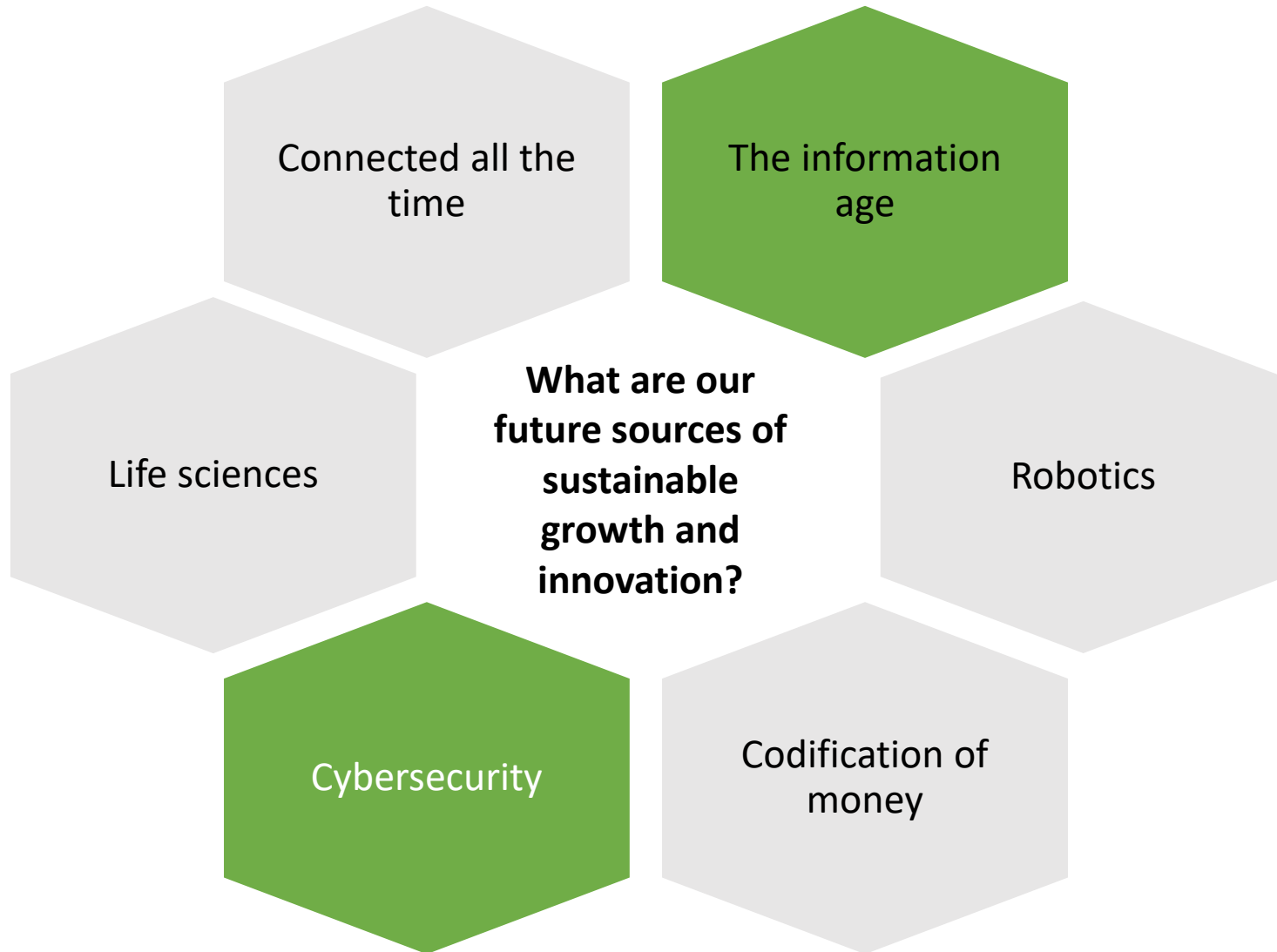
# Membership Business Model Disruption



# Essential board functions



Source: Robert I. Tricker, 1994, *International Corporate Governance: Text Readings and Cases*, Prentice Hall, New York, p.149



# Insight & foresight — key trends



# Where insight and foresight intersect



# BUSINESS MODEL CANVAS NETFLIX

## Key Partners



- Alliances with Smart TV companies
- alliance with gaming industry
- TV network companies
- Google and Amazon

## Key Activities



- Hire and retain
- Maintain and expand
- Produce, acquire and license
- Develop its pricing strategy
- retain current customer base

## Key Resources



- Software developers
- Recommendation system (algorithm)

## Value Propositions



- Users can stream 24-7, minus the ads
- View shows & movies in high-definition
- Stream content conveniently anywhere
- unlimited access to TV shows and movies
- Netflix's original
- New signups can avail a 30-day free trial
- cancel at any time
- Receive algorithmic recommendation
- Avoid commercials ads

## Customer Relationships



- Self-Setup Made Easy
- Exceptional Customer Experience
- Online Live Chat Services
- Social media
- Netflix gift Cards

## Channels



- Online streaming through the website
- Streaming on TV Apps and Gaming consoles
- Mail delivery for DVDs

## Customer Segments



- interested in watching movies, TV shows and documentaries
- content for children and adults

## Cost Structure



- Major purchasing rights establishment (TV shows and movies)
- Cost of producing movies
- Cost for recommendations, R&D and artificial intelligence
- Subscription maintenance cost
- DVDs and mail-related shipping costs

## Revenue Streams



- Monthly subscription plans
  - Basic
  - Standard
  - Premium



# Netflix cuts 150 jobs after subscriber exodus

US-focused redundancies in film and TV operations follow revenue slowdown

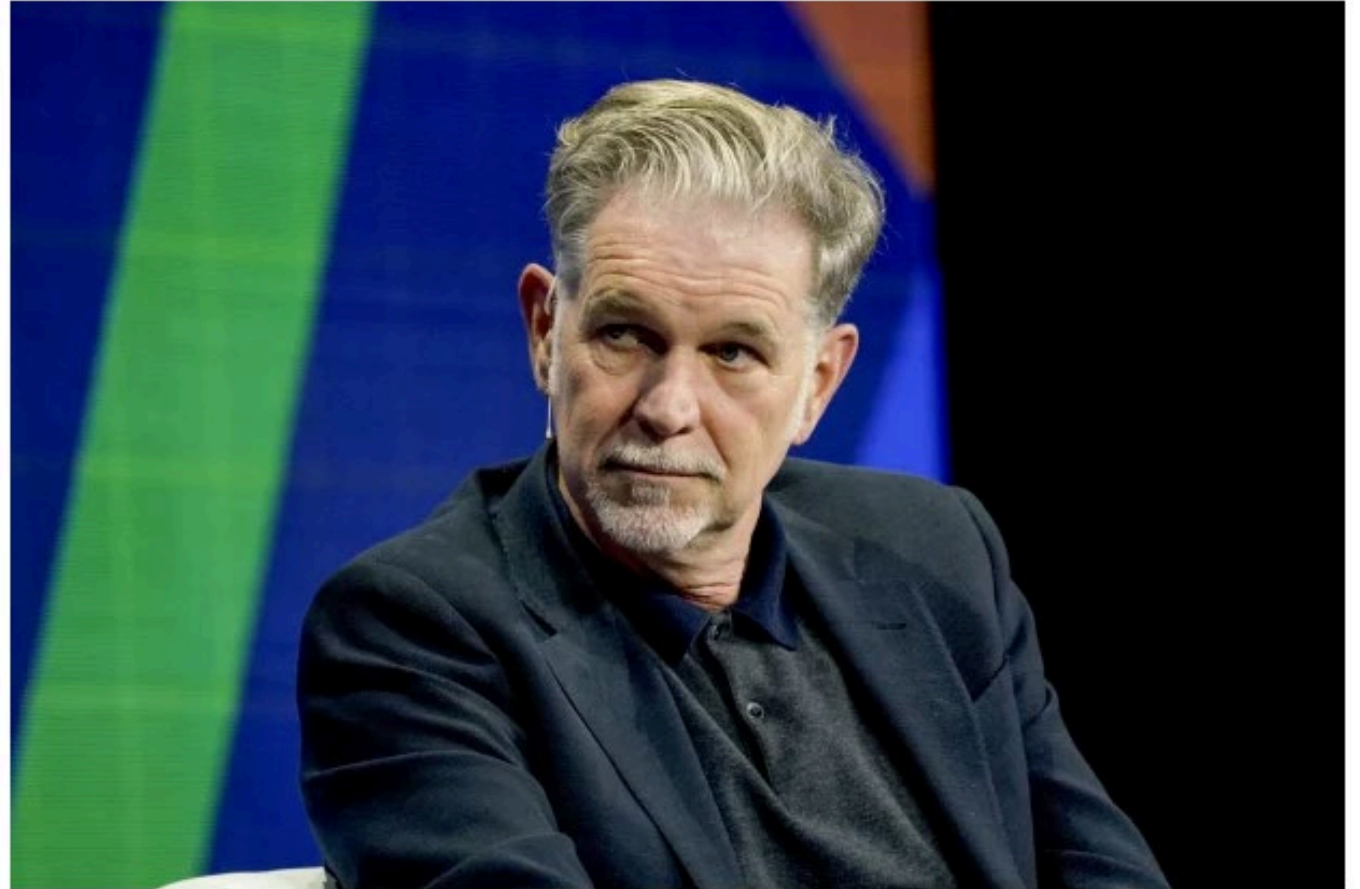


📺 Viola Davis in the Netflix film *Ma Rainey's Black Bottom*. The streaming firm is estimated to be spending \$17bn on making and licensing content this year. Photograph: David Lee/AP

Netflix is cutting 150 jobs as the streaming company seeks to reduce its costs after revealing it **expects to lose millions of subscribers** in the first half of the year.

The widely expected cuts are mostly focused on its US operation, affecting employees in its sprawling film and TV divisions.

# NETFLIX

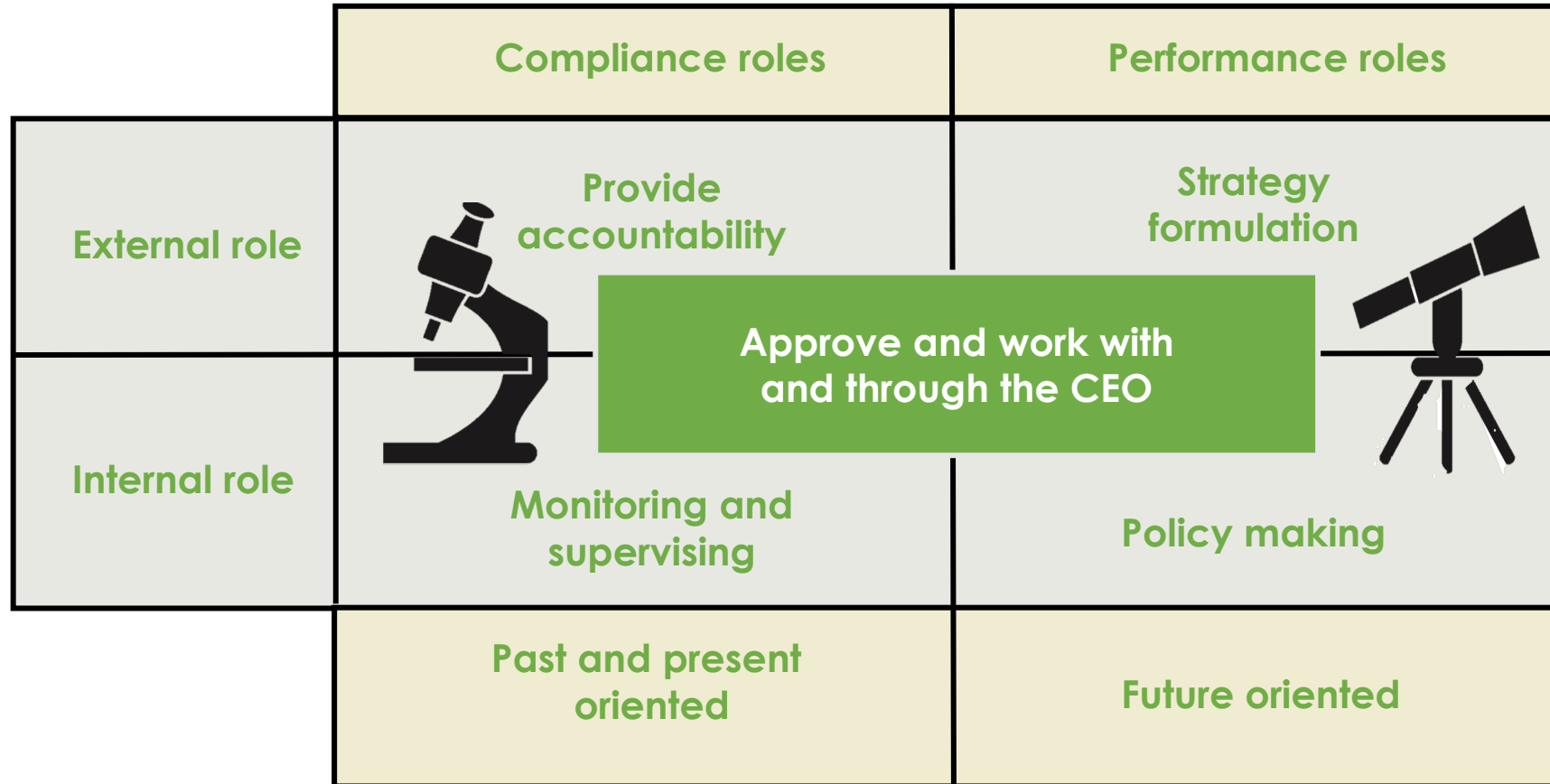


Reed Hastings has admitted that his corporate strategy may need an overhaul. **Bloomberg**



# Decision Making Responses to Disruption

# Essential board functions



Source: Robert I. Tricker, 1994, *International Corporate Governance: Text Readings and Cases*, Prentice Hall, New York, p.149



# Strategic foresight

Long-term thinking into the future.

Challenge the assumptions.

Enables building and testing strategy to meet future challenges.

Visualising how alternate futures might look, including:

- How predictable is the business environment in our chosen arena?
- How malleable is the business environment (i.e. to what extent can we shape it as an organisation or in concert with network partners)?

Open to emergent and disruptive practices and technologies.





# #7: Concern for the Community

While focusing on member needs, cooperatives work for the sustainable development of their communities through policies approved by their members. You can do something for the community even as you keep succeeding.



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## Mutuality, ESG & sustainable business – a new catalyst for Australian climate action

BCCM on its work with Mutuo to develop ways for co-ops to deliver social and environmental benefits



Australia suffered devastating bushfires in 2020, prompting further alarm about climate change

# ESG & Co-ops

# Always was Still is

# What are the scopes of carbon emissions?



**scope 1**  
**GREENHOUSE GAS EMISSIONS**  
Scope 1 emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles).

**SOURCE: EPA.GOV**

**SCOPE 1**  
Direct Emissions from Reporting Company

**scope 2**  
**GREENHOUSE GAS EMISSIONS**  
Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling and are a result of the organization's energy use.

**SOURCE: EPA.GOV**

**SCOPE 2**  
Indirect Emissions from Upstream Activities

**scope 3**  
**GREENHOUSE GAS EMISSIONS**  
Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

**SOURCE: EPA.GOV**

**SCOPE 3**  
Indirect Emissions from

**Upstream Activities**  
Purchased Goods & Services  
Capital Goods  
Fuel & Energy Related Activities  
Transportation & Distribution  
Waste Generated in Operations  
Business Travel  
Employee Commuting  
Leased Assets  
and...

**Downstream Activities**  
Transportation & Distribution  
Processing of Sold Products  
Use of Sold Products  
End-of-Life Treatment of Sold Products  
Leased Assets  
Franchises  
Investments

# PwC planning to hire 100,000 over five years in major ESG push

By Jessica DiNapoli

2 minute read



The logo of Price Waterhouse Coopers is seen at its Berlin office in Berlin, Germany, September 20, 2019. REUTERS/Wolfgang

NEW YORK, June 15 (Reuters) - Accounting firm PwC said on Tuesday it would invest \$12 billion over five years to create 100,000 new jobs aimed at helping its clients grapple with climate and diversity reporting and also in artificial intelligence, as part of its new global strategy.



## ESG & Regulation

# ASIC success will hinge on going hi-tech: Longo

## Exclusive Chairman sees machine learning, AI as the new frontier.

John Kehoe

During summer, corporate cop Joseph Longo has been listening to the BBC's Reith Lectures to learn about artificial intelligence.

"It's utterly extraordinary," he says.

The way the Australian Securities and Investments Commission chairman sees the rapidly evolving world, technology and data are going to be pivotal to how ASIC regulates business in the digital economy over the years ahead.

"We live in an age where the advance in technology is extraordinary," Longo says. "The world is dramatically changing all the time, driven by technology. I don't pretend to be a technology expert, I'm a lawyer. But part of my job is to challenge curiosity and focus on areas that I think are strategically significant."

ASIC, the country's key corporate and investment markets regulator, is grappling with how to better utilise artificial intelligence, machine learning, big data, predictive coding and cyber protection tools to become a smarter and more efficient regulator.

This includes for surveillance and investigations, breach reporting, information storage, licensing businesses and market participants, communicating information to stakeholders and the introduction of company director identifications. "I think the application of those technologies in the enforcement and investigation space will be very significant," Longo says.

He believes technologies such as AI and machine learning can not only help detect patterns to identify poor market behaviour, but they can also

and what I say at ASIC is that there isn't a single issue, challenge, objective or aspiration at a major bank or indeed at ASIC where technology, systems and processes isn't a material part of the solution and what you're trying to achieve."

Technology capability will be a key test for ASIC and its "organisational capability and effectiveness", Longo says. "We must enhance and fully use our data and cyber resilience capabilities."

ASIC collects reams of data across a range of platforms, but the challenge is to effectively interpret and use it.

"If we don't get digital and technology right, then in the medium-to-long term it creates a very significant risk for ASIC, that it becomes a lot less effective and relevant," Longo says.

It is also a key focus for the new Financial Regulator Assessment Authority, which is reviewing ASIC's effectiveness.

Longo and his colleagues have already held several workshops with FRAA chairman and former Macquarie Group chief executive, Nicholas Moore.

"That is a very significant development," Longo says of the FRAA, which was formed in response to the banking royal commission's onus on improving the performance of regulators.

"Going into 2022, I'm thinking about how we're developing our working relationship with FRAA for its first report, and we are deploying resources.

"We've spent quite a bit of time together already."

As well as investing in the technology, ASIC must also ensure it has the people with the necessary skills to take advantage of the digital opportunities.

Before Longo joined ASIC in June last year, the regulator set up a digital



Joseph Longo



# Uber faces \$26m fine after ACCC probe

Max Mason

Competition watchdog boss Gina Cass-Gottlieb warned digital platforms against using nefarious algorithms and so-called dark patterns to coax users to make certain decisions, after ride-sharing app Uber agreed to cop a \$26 million fine for misleading millions of Australians.

The Australian Competition and Consumer Commission lodged a claim against Uber BV, the Dutch incorporated subsidiary, and the ride-sharing app giant has admitted to misleading or deceptive conduct and making false or misleading representations, breaching Australian consumer law.

Uber was accused of failing to have proper oversight of its algorithm,

which was producing misleading results, as well as designs or features within its app that influenced users to maximise Uber's interests rather than the customer's without their knowledge – a concept known as dark patterns.

Uber agreed to make joint submissions with the ACCC to the Federal Court of Australia for \$26 million in penalties. The fine still needs to be approved by the court.

"We think this is a significant penalty. That Uber has agreed to put joint submissions with us to the court for this penalty shows they understand how importantly and seriously we see this conduct," Ms Cass-Gottlieb told *The Australian Financial Review*.

"We did do extensive investigation

into the algorithm and the treatment of the data in order to satisfy ourselves as to the concerns in the design and the absence of sufficient monitoring of the way the algorithm was working."

The penalties related to two separate representations made to customers.

In the first, between December 2017 and September 2021, Uber showed a cancellation warning that customers may be charged a small fee if they cancelled because the driver was on their way. This claim was made even though Uber, including the popular UberX service, has a free cancellation policy within five minutes after a driver has accepted the ride.

The ACCC said more than 2 million Australians were shown the cancellation warning. In September 2021, this

warning was changed to say customers would not be charged a cancellation fee within the free cancellation period.

"Since the ACCC raised this, we have worked to streamline our in-app messages to make it clear exactly when cancellation charges will or will not apply, per occasion, so that riders always have certainty," Uber said.

"The ACCC has not alleged that Uber was charging cancellation fees in circumstances where no fee should have applied."

The second claim that Uber agreed misled customers related to the estimated fare range for Uber Taxi. These claims were made only in Sydney between June 2018 and August 2020, when Uber users could book a regular taxi through its app.

Uber admitted it falsely represented that the fare would likely be within the estimated range. Instead, Uber's algorithm inflated the estimates so that it was almost always higher than what the actual taxi fare would be.

"We value the important work the ACCC carries out and have co-operated with the ACCC throughout its two-year investigation, including proactively making changes to our platform based on the concerns they raised," Uber said.

Ms Cass-Gottlieb said the ACCC, through various investigations and inquiries, had identified the way algorithms, app or website design influenced the way users engaged with the digital service and the importance of information provided to consumers to decide.



# Wesfarmers' facial recognition use would breach new privacy laws

## Technology

John Davidson

The former human rights commissioner says that what Bunnings and Kmart are doing would be illegal, Professor Santow told *AFR Weekend*.

The law will require "genuine, free, prior and informed consent" from people being scanned before facial recognition technology can be used in high-stakes settings, he said.

"Without added protections, for example regarding genuine consent, this should be unlawful," he said of Bunnings and Kmart's current practices.

Bunnings, Kmart and The Good Guys all came under criticism after an investigation by the consumer advocacy group Choice found the retailers were using facial recognition

technology on their customers without most customers knowing about it. Existing privacy law requires that customers are informed when they are scanned by artificial intelligence, but "physical signs at the store entrances informing customers about the use of the technology" were "small, inconspicuous and would have been missed by most shoppers," Choice found.

Since that investigation, The Good Guys has stopped using the technology, but Wesfarmers-owned Bunnings and Kmart have kept the practice unabated, a Wesfarmers spokesman said.

Bunnings maintains its use of AI is legal because it is only being used "to keep our team and customers safe and combat organised retail crime", said managing director Mike Schneider.

"When we have customers berate

our team, pull weapons, spit, or throw punches – we ban them from our stores," Mr Schneider said.

"But a ban isn't effective if it's hard to enforce. This technology gives us a chance to identify when a banned person enters a store so we can support our team to handle the situation before it escalates.

If a situation does escalate, the police might be called, a spokesman said.

Last year, the Australian Human Rights Commission called for a moratorium on the use of facial recognition for "high-risk" decision-making when there could be legal consequences for people being scanned. The moratorium was required until specific laws governing facial recognition were adopted, said Human Rights Commissioner Lorraine Finlay, adding

that facial recognition was a technology that had so many human rights implications it needed its own laws, over and above existing privacy laws.

She said the case showed a "disconnect" between what people think of as consent, and what the law currently requires. "We need to think about these things in a practical way, and not in an abstract legal way. The question of consent really [is]... what are people aware of in their day-to-day lives?"

"In the examples in the retail sector there is a disconnect between what people are actually aware of and consenting to, and the legal technicalities that surround that," Ms Finlay said.

"If we are going to have public trust in these technologies, people need to have an awareness of what they're consenting to," she added.



# UK's FIRST CO-OPERATIVE PPA

Posted 7th December 2021 | 436 words | 3 minutes



*The Co-op as the lead buyer, together with two of Co-op Power's customers, brings the UK's first 'Co-operative' PPA onto Zeigo's digital platform to bid for a joint PPA tender to tackle their Scope 3 emissions.*

Co-op Power has partnered with Zeigo to tender 100GWh per annum for a 'Co-operative' PPA - the equivalent of powering over 32,000 homes per year.

## Platform Co-ops

## Please meet Blockchain!

## DAO - What directors need to know

Directors need to be aware that blockchain-based governance could become a lot bigger in a much shorter time than many expect, as the concept of the decentralised autonomous organisation pushes its way into mainstream thinking.

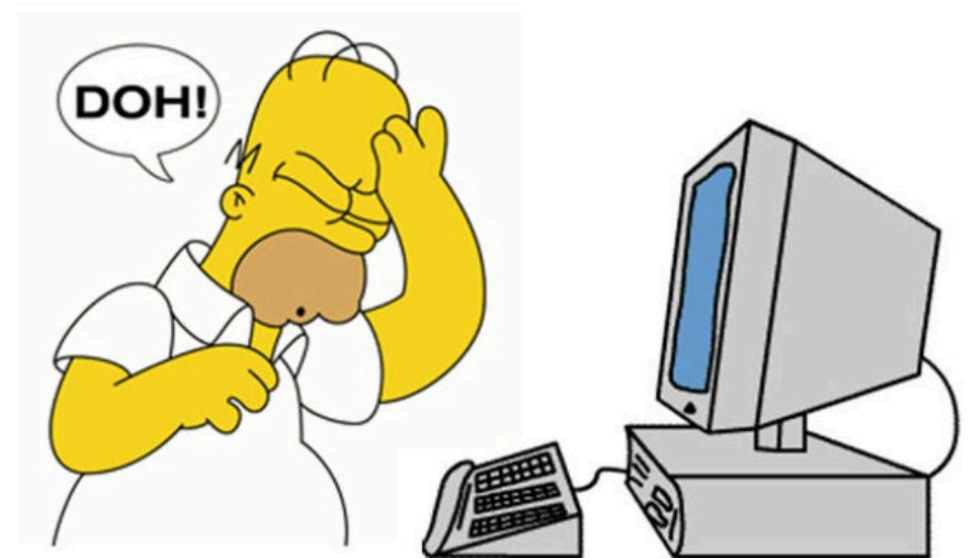
Sholto Macpherson

14 December 2021

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## How The DAO Model Builds On The Co-op Tradition



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By Jacqueline Radebaugh and Yev Muchnik December 16, 2021 DeFi News, DeFi Research



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## Blockchain – the catalyst for a cooperative economy?

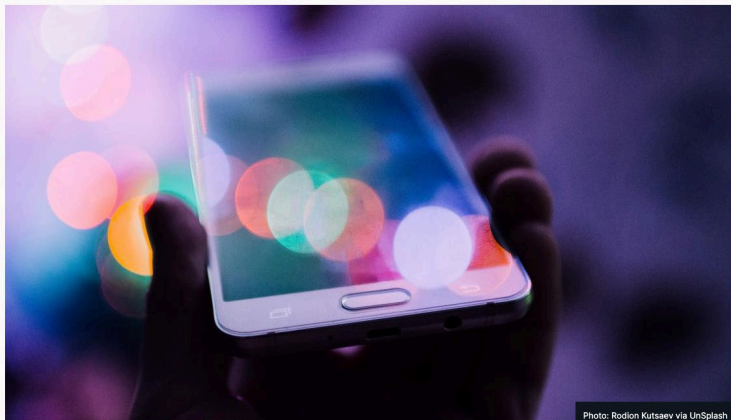


Photo: Rodion Kutsaev via Unsplash

Anthony Collins Solicitors outline what blockchain is, and how and why co-operatives might start to incorporate blockchain into their governance and operations.

## What Are Blockchain-Based Platform Cooperatives?

May 12, 2022  
By Philémon Poux

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