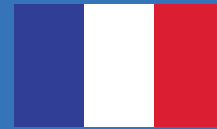




Service vouchers that  
improve workers'  
quality of life



**FRANCE**  
GENNEVILLIERS



## BRIEF DESCRIPTION

The Up Group is the new name of Chèque Déjeuner. It was set up in 1964 by trade union activists to promote social progress by providing luncheon vouchers, and has since expanded into domestic service vouchers, vulture vouchers and other products. After a period of expansion and internationalisation, the group is now in a period of consolidation, and is building a common identity for its worldwide workforce based on its values and co-operative culture.

Its turnover in 2017 was €165 million. The group now has 1.1 million clients (companies and public and social actors) including 825,000 affiliated merchants, and over 28 million beneficiaries (employees and citizens).

It employs over 3,600 people in 20 countries, with 58% of workers being outside France, including 27% in Latin America and 16% in Turkey. The average age of the workforce is 38.

95% of employees have permanent contracts. The annual exit rate (labour turnover) is under 5% in the UP co-operative, but as high as 32% in the Americas. 76 employees are registered disabled. To support diversity, a network of 12 diversity correspondents was set up in 2017, and awareness training is carried out.

In 2019 it won the award for best client service in the category of prepaid services to enterprises.



## GOVERNANCE MODEL

The group is entirely owned by the employees of the parent company, which is a workers' co-operative.

The board has 18 members, 12 of whom are elected by members at the annual general meeting, 3 representing the trade unions CFDT, CGT and FO, and 3 advisory members from the company's economic and social committee. Board members sit for four years. The board meets at least six times a year, although in 2018 it met 10 times, with a participation rate of 93%.

An executive committee of a dozen senior managers (including 30% of women) meets monthly.

Up has always involved its stakeholders – beneficiaries, companies, merchants, public authorities, social, partners and social and solidary economy organisations – in its activities.

The group provides an integration pathway for new employees, which takes place in several stages: a welcome coffee, integration days, and the "live my life" system during which the employee meets customers in the company of a sales associate. The objective is to allow newcomers to discover

the Up culture, to gain a sense of belonging, and to develop their potential and skills. An integration portal is available on the group's intranet in French, Spanish, Turkish, Romanian and Czech. In 2018 67% of employees undertook training, for an average of 13.5 hours.

To optimise daily management, between October 2018 and October 2019, 15 groups of 10 managers met monthly in co-operation groups facilitated by their peers. The groups discussed how to resolve various difficulties and built solutions together. Four months after the start, 25 topics had already been discussed and action plans had been formulated on topics such as employee motivation, responsibility, management/operations balance, teamwork and cross-functional working.

In 2018 the Observatory for a New Social Dialogue awarded the Up Co-operative its Trophy for Social Dialogue, for the establishment of its Economic and Social Committee (CES) and its innovative characteristics: it is organised in six thematic sections operating as working groups, with more members than required by law, and proceedings in which substitutes play a full role.



START DATE:  
**1964**



LEGAL FORM:  
**Worker co-operative**



N° EMPLOYEES:  
**3,600**



## SOCIAL IMPACT

The Up Group improves the quality of citizens' and workers' lives, by developing payment systems and IT solutions to allow the provision of vouchers and to manage expenses. The advantages to employees include nutritious hot lunches, childcare that is not in the unofficial market, and access to museums, galleries and theatres. It thus contributes to healthier diets, more responsible consumption, improved work-life balance, support for territorial and public policies, and the democratisation of culture.

The group's products contribute to the United Nations' Sustainable Development Goal 8, "Decent work and economic growth", by enabling companies to issue employees vouchers which can improve the quality of their lives, and reap a tax rebate.

Up publishes an annual sustainable performance report, which is independently audited. It aims to co-ordinate a virtuous ecosystem which improves living conditions by addressing five societal issues: a healthy diet for everyone, a society where everyone has a place, a more balanced life, we are all actors in our consumption, and culture without limits or discrimination. It operates five Corporate Social Responsibility programmes in governance, economic, social, societal and environmental areas.

Its philanthropy policy is now operating in 10 countries, and aims to create social bonds and to prevent exclusion. It supports projects lasting three years or more in four areas: food as a vector for social bonding, housing, health, and education and culture. It is organised through the Up Foundation and a group of 24 philanthropy contact people, with the participation of organisations in the social and solidarity economy. In 2018 the group supported 34 projects worth €236,000. Twelve percent of employees make charitable donations through their paycheques.

The group also practices environmental responsibility, and in 2018 the carbon emissions of the main French companies were offset.



## STRENGTHS

- Provides services which improve the lives of 28 million people
- Present in 20 countries in four continents
- Well-developed philanthropy and environmental responsibility programmes

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