

— COOK —

PURPOSE
PROGRESS
REPORT
2019

Cooking with the best
kitchen cupboard
ingredients since 1997



Throughout this year's report, we've included little nudges to show how easy it can be for you to get involved in nourishing relationships.

Hello,

We ended the introduction to last year's Purpose Progress Report with a promise to heed the words of spandex-clad business guru, and sometime rock star, David Lee Roth: "Just when you think you got that rat race licked, BOOM, here come faster rats..." And, in 2018-19, our particular rat race certainly got tougher. It wasn't due to speedier competing rodents but rather to the racing conditions becoming more difficult for all. It meant we had to work much harder to eke out progress and, right across the company, **people responded by re-doubling their efforts and doing some truly remarkable work.**

There was much to celebrate in terms of nourishing relationships, the driving purpose at the heart of COOK. We made meaningful progress in so many ways, from our highest ever ranking in the Top 100 Best Companies To Work For, to reducing our carbon footprint by a third and distributing hundreds of Care Cards to customers going through tough times, giving them 30% off our food for a year. We were recognised with a further 14 Great Taste Awards by the Guild of Fine Foods and received two more British Pie Awards. **Christmas was, once again, a spectacular success with like-for-like sales of +6.8% putting the rest of the food retail sector in the shade** (and that was on the back of double-digit growth in like-for-like the year before).

The biggest infrastructure project in our history – the construction of our new £11m kitchen in Sittingbourne, COOK Casseroles – got under way, which required us to refinance the business through a new relationship with HSBC. And, while it may officially fall outside the financial year, the accolade of being The Grocer

magazine's Independent Retailer of the Year was on the back of the remarkable work put in by our shop teams during 2018-19.

In giving us our gong, The Grocer emphasised the role of our Community Retail philosophy, in which we see our shops as outposts for connecting with local people and bringing the idea of nourishing relationships to life. There's no better vehicle for this than our Community Kitchen, through which we provide food for local events at 30% discount and in December we passed the milestone of supporting our 1,000th such event.

After the blow-the-bloody-doors-off success of our 20th anniversary year, our sales growth was a steady 10% and profit ended up down a bit on the previous year at £5.2m. The fact we had budgeted to repeat the stellar performance of 2017-18 meant this outcome felt much worse than it was, given the backdrop of Brexit uncertainty, continuing carnage on the high street and a record-breaking heatwave in the summer (never good news for COOK sales). There has been no such euphoria infecting our budgeting this year. With two out of three of these factors definitely continuing to cast long shadows we are proceeding with caution insofar as we can without scaling back our ambitions. When it comes to our concessions business, – our branded freezers in other retailers – these ambitions are bigger than ever. Momentum continued to grow last year, with sales up 17% at £25.3m, and the huge potential is exciting. We took further steps to make sure our concessions are genuinely



“COOK ends the year in better shape than ever before”

Milestone Review

brand enhancing and began exploring how we might better nourish relationships with our concessions partners and their customers. We're also setting our sights ever higher when it comes to e-commerce. We welcomed our in-house web development team on board, based in Tunbridge Wells, and saw sales through our website for either home delivery or click-and-collect from a shop grow by 25% to £11m. Further integrating and improving our online and in-store customer experience is likely to be the key to unlocking stronger retail sales growth.

As you'll see, we pretty much nailed our milestone plan for the year and yet fell short in terms of our financial targets. External factors were by far the biggest influence on sales but we must take responsibility for taking on too many upfront costs that meant we had no room to manoeuvre when the heatwave and Brexit began to take their toll. As ever, we'll seek to learn the lessons for the future (see specific lessons for the year listed on page 6). COOK ends the year in better shape than ever before. **We are blessed with an abundance of opportunities. And, most important of all, our people and our culture are thriving.** Thank you for being part of it.

Ed, Rosie, Mark, Chris, Alison, Richard, Claire, Quentin & James

Our annual milestone plan is the compass we use to keep COOK moving forward. Each milestone is listed under the relevant heading from our longer-term strategic framework. We've given each a traffic light colour: green – nailed it; amber – not quite but not bad; red – not this time.

Platforms for Growth

Plan and build another kitchen on time and on budget.

Perhaps unsurprisingly, this mammoth project threw up plenty of challenges. We're now on track to open in February 2020.

Britain's Best Kitchens

Create Britain's best night shift, so we can sustainably produce at £675k per week. Improve quality through an enhanced daily sign-off meeting.

Britain's best night shift is buzzing and quality is better than ever.

Winning in Taste

Deliver an ambitious food development calendar that keeps our rate of recipe innovation above 30%; delivering inspiring entertaining ranges for summer and Christmas; successfully launching 10+ new core

recipes (lighter for Summer; classic for Autumn); improving 10 of our bestselling recipes to keep ahead of the competition and bolster sales; improving our nutrition and growing core veggie sales at a faster rate than meat dishes.

Nutrition (p20), veggie (p21) and Christmas were particular highlights.

Remarkable Retail

Keep focused on better hosting by improving customer experience scores and delivering a coordinated Dish of the Dale programme across all shops to improve product knowledge and drive sales. Have happier teams by focusing on great meetings and team engagement. Make shops simpler, calmer and happier through rolling out best practice guides to deliver brilliant basics including reducing the number of out-of-stocks.

The Grocer Gold Award for Independent Retailer of the Year. Enough said.

Brand Pride

Raise the bar for our concessions business by ensuring fuller freezers across the estate; hosting our first 'customer' event, and launching a concessions brand standards programme.

Better stock, better brand standards and a fun event at the Speciality Food Show.

New Space

Open five new shops and 78 new concessions, while building a strong pipeline to accelerate growth in 19/20.

Shenanigans in Wokingham meant we only managed four new shops though concessions were on track.

Remarkable Retail

Grow central Home Delivery by 25% through a better online experience & delivery service, while also testing the hypothesis that we can create a profitable and scalable home delivery hub.

Sales were on target and the result of the test, as yet, remains inconclusive.

Grow our Tribe

Attract and engage customers by building on the success of doordrops, rolling out paid social media campaigns, and delivering more effective mailings and email. Review how best to log and sign up customers in store, so we can stay in touch with more people. Finally, we found a good way to log customer details at the tillpoint!

Sourcing and Sustainability

Make our food trays more sustainable, and have a plan for sustainable packaging generally. Make progress towards our 2020 to-dos by increasing our use of higher welfare chicken, reducing food waste and improving transparency in our supply chain. *Our first cardboard trays (p22)! And good progress across the board.*

COOK Culture

Give everyone the tools to be a remarkable leader for COOK, in line with our values and purpose, at events throughout the year. *An amazing launch for our Essential Ingredients for Leadership (p12).*

Platforms for Growth

Make sure logistics keeps pace with our growth with more robust systems and greater storage capacity; create a new IT function including an in-house web and development team; and transform our Tonbridge office into a more welcoming and usable space.

Logistics delivered, we welcomed the web team and transformed Tonbridge.





Five Lessons from 2018-2019:

1. Challenge ourselves to **prioritise** better and **focus** on what's really important.
2. Set **achievable goals** with **realistic plans** so we under-promise and over-deliver. In particular, be prudent when budgeting sales and **cautious in committing costs**.
3. Consider the **implications of our communications and actions** on people in other areas of the business – as a vertically integrated business, we are all connected.
4. **There is a time and a place for experts** in particular when embarking on large scale projects.
5. **We cannot be too vigilant** when it comes to the “technical” aspects of our food – from allergens, to labelling and supply chain. Scrutiny is, quite rightly, increasing in these areas.





Karl*, 31, joined our RAW Talent programme in 2018 as he was nearing the end of a long prison sentence.

It was the first time he'd had a paying job and we took him on to work with us while on day release from prison. During his sentence, Karl had realised that having a job was going to be the critical ingredient to making a success of life on the outside:

"It is difficult, but you have to be focused and work hard. And that's my plan. It's really important to me to work towards something. A job gives me a sense of status. Now, when I take my son out and he asks for a new pair of trainers or whatever, I can help. I never had that as a kid growing up, so it's important to me."

"He's now living his dream and doing brilliantly"

Karl's dream was to become a fitness instructor and, at the end of his sentence, we bade him a fond farewell so he could go and make it happen. He's now living his dream and doing brilliantly. Karl has been an inspiration, a true gent and a shining example of what RAW Talents can achieve.

THANK YOU

RAW Talent is a team sport!

It's only natural that we tend to focus attention on the RAW Talents we welcome to COOK rather than the broad network of people who offer them support, guidance and friendship. **To everyone at COOK who touches the RAW Talent programme in any way, big or small, our heartfelt thanks: you're helping put lives back together.**

The progress we've seen this year wouldn't have been possible without our remarkable partners: including HMP Stanford Hill, The Shaw Trust, Caring Hands, Working Chance, Arc & HMP Ford.

*Not his real name



RAW TALENT

Continue to offer jobs to people needing help into work following prison, homelessness or other challenges through our RAW Talent Programme

Twenty jobs were offered to people through our RAW Talent Programme, up from 13 last year. **The average time people remained with us was up from last year.** More teams were involved than ever before with RAW Talents working in our shops, at HQ, COOK Puddings and Logistics as well as the trailblazing COOK Kitchen in Sittingbourne.



Thank you for making COOK:



1st for helping people from disadvantaged backgrounds

Highest Placed Manufacturer

Second Placed Retailer

7th for 'My company has a social conscience'



Dreams come in all shapes and sizes: career, home ownership, learning new skills, expressing a talent, travel, money, family... nothing is off limits, too big or too small.
Don't miss the chance to live your dream.
The Dream Academy involves four coaching sessions with our lovely Dream Manager to help you really nail down your dream, plan how to work towards it, and get going.
More than 100 people have been through the academy and all would recommend it.

DREAM ACADEMY

Dream It. Plan It. Do it.

Femi's dream was to own his own business. He has secured a loan and land to build his own bottled water company in Nigeria.

“Your dreams are achievable, they can become a reality. All you need to do is get someone to push you in the right direction and stay focused”

Femi, Dreamer

2020 To-Do

DREAM ACADEMY

Provide 100 more opportunities through our Dream Academy

Another **28 people** enrolled in our Dream Academy to pursue life or work dreams with the help of coaching sessions with our Dream Manager, AI (and this included four customers!). **We've now helped 125 people work towards achieving a personal dream since 2013**, with our Dreamers reporting feeling happier, more fulfilled and more positive about their futures as a result of being part of the Dream Academy. We are slightly behind where we need to be to hit our 2020 target and will be working to make sure more people are aware of what a great opportunity this is.

#2

Take the first step to living your dream. Email learning@cookfood.net

Apprenticeships

In 2018, we launched our apprenticeship scheme with three apprentice professional chefs partnered with East Kent College and one apprentice team leader/supervisor. All the team leaders of those involved committed to support them through their courses and COOK covered costs for travel and study materials. We were hugely chuffed to be named East Kent College's Apprentice Employer of the Year for the hospitality and catering sector.

Jared Graham

What prompted you to sign up for an apprenticeship?

I'd previously expressed an interest in getting properly qualified and learning the foundations of classical cookery, so when I heard about the apprenticeship scheme I jumped at the chance.

Did you have any concerns?

I was a bit worried about going back to college and being in a classroom full of teenagers who aren't really interested in being there – which would have been my attitude at their age!

“If you want to move on in life, you've got to put the effort in to improve yourself.”

What have you most enjoyed about it?

I've enjoyed going back to education as an adult with a head that wants to learn. Genuinely the most surprising thing has been how much information I've managed to retain! Through my whole school career as a kid I was very easily distracted and didn't really learn much. But I've enjoyed being focused and paying attention and feeling like I'm absorbing knowledge.

What would you say to other people who might consider becoming an apprentice?

If you're keen on learning something new or developing existing skills, then applying for an apprenticeship is a no brainer. You've just got to be willing and interested in learning to make the most of the opportunity. Even if you didn't really enjoy school, you might find, like I have, that as an adult it's completely different – and it's only a day a week in college after all.

#3

Apprenticeships are open to anyone seeking to develop their career through further education. If you're interested email peopleteam@cookfood.net

Everyone Can Lead

“Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

John Maxwell



We believe everyone at COOK is capable of leadership. It's a choice we make, regardless of our position or job title. Leadership is all about how we relate to the people around us and so lies at the very heart of Nourishing Relationships. To really live our driving purpose, and nourish relationships between our people and their work, we all need to be leading each other forward in our jobs and lives.

In June we launched our Essential Ingredients for Leadership, a framework for leading each other at COOK using our values as our guide. We gathered 120 people from across the company at the first COOK Culture Collective to explore how we might all become better leaders, sharing 36 memorable hours together at Ashburnham Place in Sussex, learning, laughing and letting our hair down (or, rather, swirling it around courtesy of a ceilidh band). In September, we shared the framework with everyone who works in the office at the annual Big Defrost. Better leadership across COOK played a big part in our progress in the Best Companies survey. We know that leadership isn't something at which we succeed or fail, rather it's about continual learning. We are all on a journey towards leading better.



Tina, Charlotte & Sophie

14
Free Range People Days



IT & Dev Team FRPD



Logistics FRPD



Pudding's FRPD



Kitchen Manager FRPD

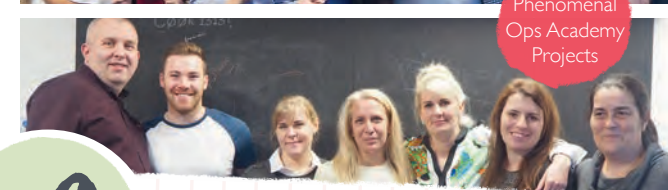
Second Ever Leadership Academy



Leadership Academy



Phenomenal Ops Academy Projects



2020 Sessions



Welcome to COOK: making COOKIES



Welcome to COOK: boardgame

2020 To-Do

£

FAIR PAY

Support the financial wellbeing of all our staff by paying the real Living Wage, sharing 5% of profits annually and keeping the difference between the highest and lowest paid people at COOK within 15x.

We are proud to remain a real Living Wage employer and this year shared 5% of our pre-tax profit with 884 people who'd been with us for the full year (287 more people than last year). Paying the real Living Wage means our hourly pay rates will increase to £9 an hour (£10.55 in London) from September 2019. The difference between the highest and lowest paid people at COOK remains within 15x.



English Lessons

Living Wage Foundation

Training

NUMBER OF HOURS

16/17
11,678

18/19
12,330

17/18
10,728

446 HOURS OF SPECIALIST DEVELOPMENT TRAINING

Brilliant participation in mental health first aid training

Training for more people than ever before in a single year

16/17
676

NUMBER OF PEOPLE GIVEN TRAINING

17/18
474

18/19
720

Offering English lessons for the first time

#5

If you're interested in how COOK can support you with learning new things, email learning@cookfood.net

You Are Remarkable

Recognising each other for displaying our Essential Ingredients through our work shows our values are alive and well. Here are just a few from hundreds of nominations over the year.



Chris Duff
Care

Chris is always so supportive in every aspect, both in the shop and personally. She makes Midhurst a great place to work.

Nominated by Jane and Helen

CARE

Alin Stelyak
Be Part Of Our Family

Ever since I started in the kitchen he was very friendly to me and always when I needed a hand he was there to help me.

Nominated by Georgi

THE FAMILY

Richard Brace
Be Remarkable

We were phoned to say our delivery was going to be late due to motorway hold ups. We were expecting two-to-three hours but amazingly he arrived just an hour late. Having had what must have been a challenging day, he arrived happy and willing (like a breath of fresh air), to get onto his final delivery.

Nominated by Judie Currie & Carmel Nicholls

Be Remarkable

Chris Dakin
Be Remarkable

Chris is a remarkable and valued part of the operation at Gillingham. Personally Chris has been a big part in my journey at COOK, taking his time to share his key skills with me. I feel I can approach and ask Chris anything, no matter how big or small, he will always assist. Thank you for everything.

Nominated by Laura Welch

Be Remarkable

Gaynor Oakes
Be Remarkable

Our fearless and legendary leader who has worked her absolute socks off to get Winchester up and running. She truly is remarkable and we as a team are lucky to have her!

Nominated by Natasha Thomas

Be Remarkable

Geraldine Lawrence
Care

She has been a SUPERSTAR with support on our Care Card project. Always so open, helpful, proactive, enthusiastic and with smart and helpful ideas. She has shown total CARE and helped us bring an idea to life.

Nominated by Charlotte Sewell

CARE

Tina Wallace
Churchill's Pig

Tina was a rock for me during a couple of difficult months at work. She didn't sugar coat the situation at any point, but always kept me in the loop about what was going on and was very honest about potential outcomes. Tina dropped everything any time I needed a chat or a vent, always putting me first. I am extremely grateful to Tina for all of her help and honesty during that time. You kept me sane and smiling at a time when I felt lost, so thank you for your support, I couldn't have got through it without you!

Nominated by Caila Fritter

CHURCHILL'S PIG

Angelika Patynko
Churchill's Pig

From the time Angelika got promoted she hasn't changed her personality. She still treats us all as friends and she is always ready to help. Although she has more responsibilities, she is always first looking at her people and then after that she takes care of her paperwork. She is a great supervisor who is doing a remarkable job.

Nominated by Viktorija Majauskaitė

CHURCHILL'S PIG

Andrew Barbour
Care

Andrew is a legend, I've never met a more polite, caring and respectful guy. He keeps Prep clean and safe and works his little socks off. He is a true grafter and a true gent.

Nominated by Robin McIntosh

CARE

Katie Joseph
Be Remarkable

Kate is one of the most genuine, thoughtful and kind people I know. She has been such a huge support to me over the years of working with her and nothing is too much trouble. Every shop should have a Kate: she is a great work colleague and a wonderful friend.

Nominated by Lisa Proud

Be Remarkable

Dace Locmele
Care

Thank you for being so caring, you are always there for all of us if we need help and are always caring about the work we do. Sometimes you care a bit too much but we all love you!

Nominated by Vaida Brazdziute

CARE

Emelia Farley
Be Part of Our Family

Being one of the youngest in the kitchen, Emmie is considered the baby of the family and often refers to me as her work mum. She is a very happy, bubbly person who gets on well with everyone at COOK Puddings. She works well in any team and always tries her hardest with any task that is asked of her. Emmie's confidence and positivity has grown in the kitchen, she is a very likeable person and the kitchen wouldn't be the same without her.

Nominated by Jeanette Peterson

THE FAMILY

Marcus Farthing
Care

During the past couple of years individual team members have had to deal with quite devastating, life-changing events. Close family members affected by Alzheimers, cancer, bereavement and major heart surgery. We all carry on with a smile and a spring in our step, grateful to be part of such a caring work environment. This is largely due to Marcus who, in the words of Becca, is "the best boss I have worked for". He is always available to talk to. Time off is never a problem. "Family first," has always been his quick reply. Marcus is truly the most remarkable, caring, straight talking, fun person to work for.

Nominated by COOK Stamford

CARE

Andreea Bambacea
Be Part Of Our Family

Andreea started working here on the agency and her English wasn't that good. She is absolutely lovely with a big heart and has improved herself with English and with people too. She is not just a colleague but a friend too. I am really proud to have Andreea in my team. She is part of our family and even when it's a rainy day she makes me smile. xxx

Nominated by Daniela Sumska

THE FAMILY

Kim Fell
Be Remarkable

Kim is remarkable and she is doing a remarkable job as Head of Department. The way she deals with issues and people is very impressive and I'm trying to learn from her. I admire her professionalism and the way she approaches employees and issues. Kim is always herself, she's honest, open and always ready to help and support. Kim treats people equally and I trust her 100%.

Nominated by Angelika Patynko

Be Remarkable

Daniela Sumska
Be Remarkable

She is a great team leader, always honest, fair and caring. In the hardest moments she is always there to support you.

Nominated by Alex Lusnikovs

Be Remarkable

Natalie Knight
Be Part of Our Family

Natalie is our hardworking whirlwind, recently showing a calmer manner and showing great potential in what she can achieve. She is always willing to help others and has a kind, friendly approach to people, making sure they're OK and giving help where needed to work as a team. Keep believing in yourself Natalie to achieve new goals!

Nominated by Carri Luck

THE FAMILY

Alina Olaru
Have Fun

Thank you for being cheerful, funny and always in a good mood. You have a good sense of humour and make our teams days brighter.

Nominated by Vaida Barkauske

HAVE FUN

Danni Partridge
Care

Danni embraces our care value with her close attention to detail, her all-encompassing understanding of the business and outstanding relationships. Danni truly cares.

Nominated by Carol Hatch

CARE

Amy Whitehall
Have Fun

Amy always remains cheerful and happy whatever job she is given. Her mischievous comments always has the kitchen laughing, creating a good atmosphere.

Nominated by Sarah, Liz and Danni

HAVE FUN

Cath Moon
Be Part Of Our Family

She's the person I trust and can talk to about anything.

Nominated by Karolis Elmeris

THE FAMILY

Hannah Mahon
Be Remarkable

She made a bold decision to really get out of her comfort zone at the Big Defrost and, ever since, it's been so noticeable how confident she has been - talking to everyone round the office and getting involved. Well done Hannah.

Nominated by Matt Bourne

Be Remarkable

Jake Clements
Have Fun

For upbeat energy, can-do attitude, and always being a pleasure to have around.

Nominated by Rosie Brown

HAVE FUN

Jo Webster
Care

She's always been so supportive in everything I do, especially when it comes to my studies and helping to develop me within my role. I've learnt so much whilst I've been working with Jo, she always takes time out of her own busy schedule to show and explain things to me. I can always turn to her with any issues or questions and I know she's always got my back. Thank you, Jo, for all that you do for me, I'm forever grateful.

Nominated by Jen Stokes

CARE

Graham Fowle
and Nigel Collins
Be Remarkable

Without these guys in the morning it would be a lot more difficult with loading the vans. They take care and attention when loading also we have a laugh in the morning which makes the day go better. These guys are a real credit to the company.

Nominated by Brian Peckham

Be Remarkable

Dan Methven
Be Remarkable

He is always working hard and does a good job on a daily basis.

Nominated by Dan Smith

Be Remarkable

Dan Pavelin
Be Remarkable

Since coming to nights he treats us all with respect and is very helpful. He listens to everyone and has regular catch ups with the teams.

Nominated by Ben Conteh

THE FAMILY

#6

When we ask for values nominations make sure to nominate! And feel free to tell people at any time when they've really lived up to one of our Essential Ingredients.

75 Internal Promotions

Whoop!

Yay!

You rock!

Florin Hrib Debbie Sheppard Robin McIntosh Michael Ewans
Matthew Smith Laura Welch Joanne Cridland Samantha Male
Christopher Dakin Igors Ribakovs Mihail Talica
Louise Buckingham Steven Hunt Ed Oram Karen Evans
Alison Payne Stephanie Wallace James Becconsall Tom Smith
Samantha Eaton Mohamed Reda Victoria Croucher
Carla Schauerman Tracey King Finnian Haynes Rosie Brown
Alexandra Dimmock Jade Martin Joseph Peacock
Gaynor Oakes Natalie Cooper Ella Knight Leanne Cox
Jared Graham Jennifer Stokes Karen Hunt Sophie Hunter
Jade Barnard Shams Jermain Marius Fleican Georgi Sulev
Mariana Tucmeanu Paula Cavieres Marcin Trabalski
Kieran South Nick Bartlett Ann Wheatley Nicolette Hudson
Lee Avis Ovidijus Barkauskas Tamer Karaalp Marius Fleican
Dace Locmele Alin Popa Robert Marshall Andreea Bambacea
Alex Lusnikovs John Daynes Marija Sinkeviciene
Louise Nutley Corinne Quaid Nicolette Hudson Marius Ghita
Cristina Russu Louise Nutley James Stock Agnieszka Sikorska
Mark Gray Amy Evans Toby Knight Jenni Johnson
Sophie Bowen Caroline Corlett Lisa Arnold James Rutter

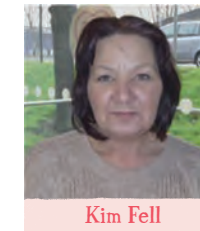
Mental Health First Aiders

We launched our first guide to mental health in January, having trained 27 people across the company to be Mental Health First Aiders. If you could do with someone to talk to, just get in touch and they'll be ready to help in strictest confidence.



Approximately 1 in 4 people in the UK will experience a mental health problem each year

Let's show that talking about mental health doesn't need to be difficult.



Kim Fell



Alin Popa



Tony Mayer



Robin McIntosh



Miles Barrah-Lowis



Paula Barnard



Angelik Patynko



Martins Zalkovskis



Ben Conteh



Sian Johnstone



Jake Stokes



Louise Buckingham



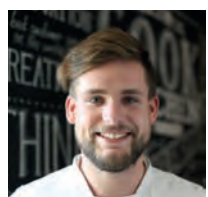
Tina Wallace



Annie Gale



James Stevens



Mike Ewens



Dan Pavelin



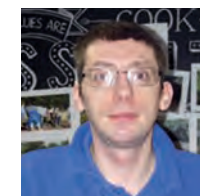
Dillon Wallace



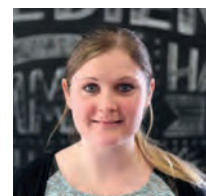
Alice Devere



Mary Holmes



Zach Holloway



Jenny Tunbridge



Sophie Hunter



Chrissy Young



John Fairfax



Gemma Firman



Janet Sayer



The COOK Cabin

Summer 2018 was the first season for the COOK Cabin, a small holiday home on the Kent coast we bought to enable our people to enjoy a few days away with their friends or family for free – especially those who might otherwise struggle to have a holiday together. In its first year the COOK Cabin was used for 67 breaks.

Here are a few of the comments from the visitor book.

Thank you to Vanessa, Lou and Caroline from HQ for keeping the Cabin welcoming and shipshape for people.



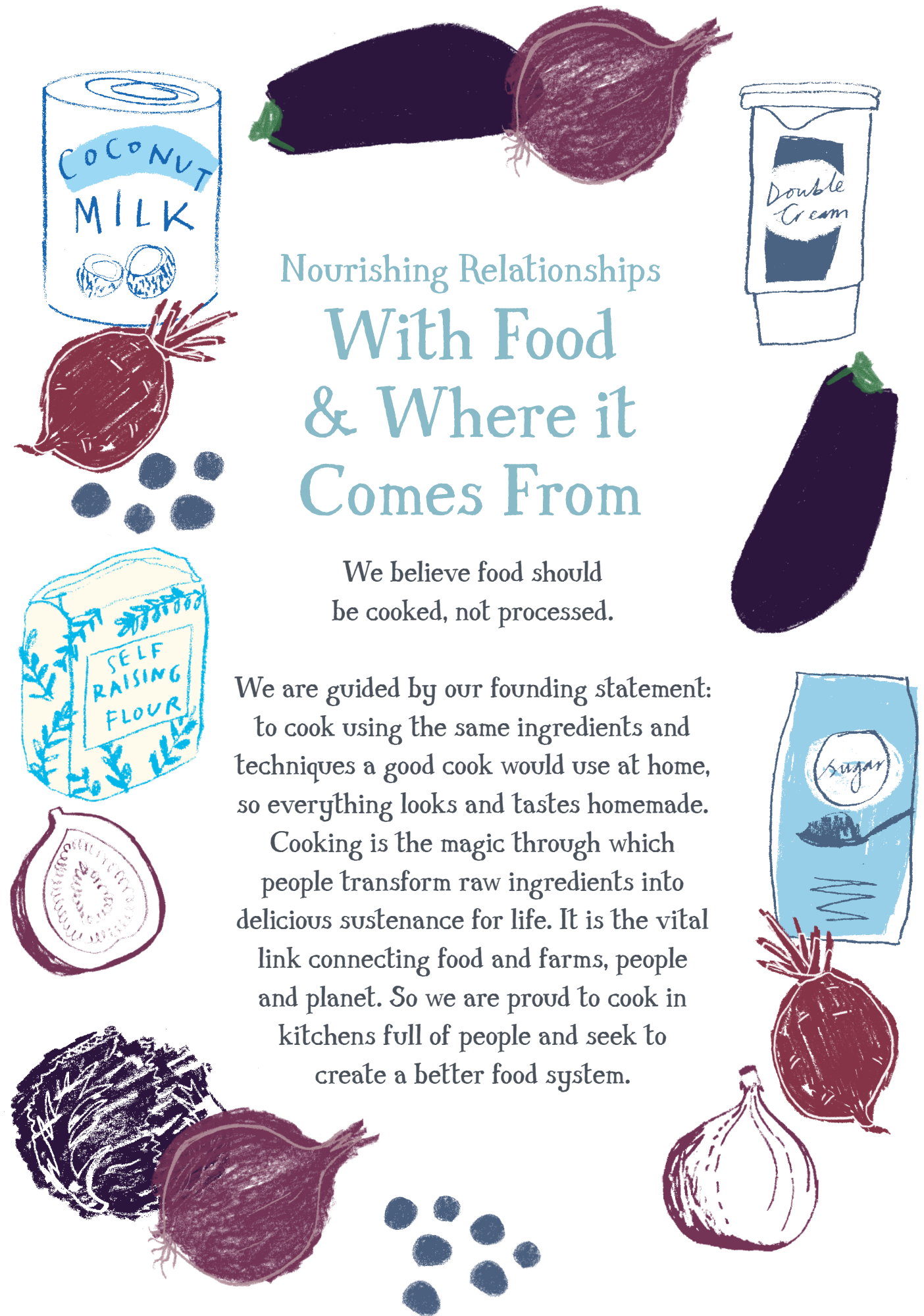
We can sum up Cook Cabin in one word Perfect. I know of no other company that would provide a getaway for free. You have thought of everything down to the smallest detail. Thankyou Ed, Rosie, & Dale & hospitality team for absolutely wonderful weekend away. Hope we get the opportunity to go again next year.

How lucky we have been to be the first visitors to the fabulous Cook cabin. You have thought of everything to make the stay very enjoyable. The weather too has been wonderful. Thank You Edward, Dale, Rosie and the Hospitality team.

We live in Devon, so a long journey, but so worth it. We walked the coast path, both ~~ways~~ directions (legs are aching so much)! This wonderful gift from Cook, has come at a very sad time in our lives for us, but it has done us the world of good.

We come here for the first couple of night after our wedding and it has just been perfect! We have been able to relax and everything is local! The workers on site are very kind and we have loved the perfect peace! Thankyou all so much at Cook for letting us have this beautiful place to stay!

With much love and appreciation to Edward, Rosie and Dale for this beautiful family time in the Cook Cabin. Those close to us at coxas know our home life is very challenging and exhausting. We were very apprehensive about staying here because of the children's needs especially Reece but my god are we surprised the calm and fresh sea air has shown a different side to Reece. We have seen him run for the first time in 6 yrs, his smile has been infectious. We are truly grateful to be apart of Cooks.



Nourishing Relationships With Food & Where it Comes From

We believe food should
be cooked, not processed.

We are guided by our founding statement:
to cook using the same ingredients and
techniques a good cook would use at home,
so everything looks and tastes homemade.

Cooking is the magic through which
people transform raw ingredients into
delicious sustenance for life. It is the vital
link connecting food and farms, people
and planet. So we are proud to cook in
kitchens full of people and seek to
create a better food system.

Love Eating Well

We believe eating healthily is all about using your common sense, not following the latest diet fad. Working with a nutritionist we revamped our sensible guidelines and rebranded our approach as Love Eating Well. For the first time, we highlighted our healthier options through labelling on the front of pack, making it much easier for customers to pick them out in the freezer.



MOROCCAN SPICED LAMB TAGINE

LOVE EATING WELL

#1

The old ones are the best: ticking off five fruit or veg a day is a great way to start eating better.

HEALTHIER MEALS

Double the number of healthier, Okay Every Day recipes in our core range to 20 (a third of the range)

In January we launched Love Eating Well as a new brand for our healthier meals. There are 23 recipes included, just over a third of our core range.

2020 To-Do



GROWING VEGGIE

Grow meat-free sales to 10% of our savoury sales total

Sales of meat-free dishes accounted for 16.5% of our savoury total, so we're already smashing our 2020 target. More than half our customers say they have been consciously trying to eat less meat over the past two years, according to our survey in February, with eating more healthily as the main reason.

#8

Try swapping one meat meal a week for a veggie one (we support Meat Free Mondays - their website and Instagram are great for inspiration).

2020 To-Do



CHICKEN

Source 100% of our chicken from UK higher welfare farms

We increased the amount of chicken we source from UK higher welfare farms to 45-50% while also working to improve the welfare of chickens on other farms that don't yet reach the higher welfare standard. We remain confident of achieving this goal by the end of 2020 in line with our Good Chicken Award from Compassion In World Farming.

Higher Welfare Chicken



We believe good farm animal welfare is an essential part of being a responsible food business. This is why we are committed to buying all our chicken from UK farms that meet the Higher Welfare standard by the end of 2020. We're currently half way towards that goal and 100% of our chicken is already assured to welfare standards above industry norms, such as Red Tractor. This means the birds are guaranteed a nicer environment to live in with natural light and natural ventilation, with straw bales and perches in their barns to keep the chickens active, calmer and able to behave naturally. Moving to buy only Higher Welfare chicken means that as well as living in better conditions, all the chickens we buy will be reared with a lower stocking density (30kg/m² compared to 38kg/m²) meaning they have more space to move around.

Our Path to More Sustainable Packaging

“2018 was the year we really woke up to the scale of the plastic problem”

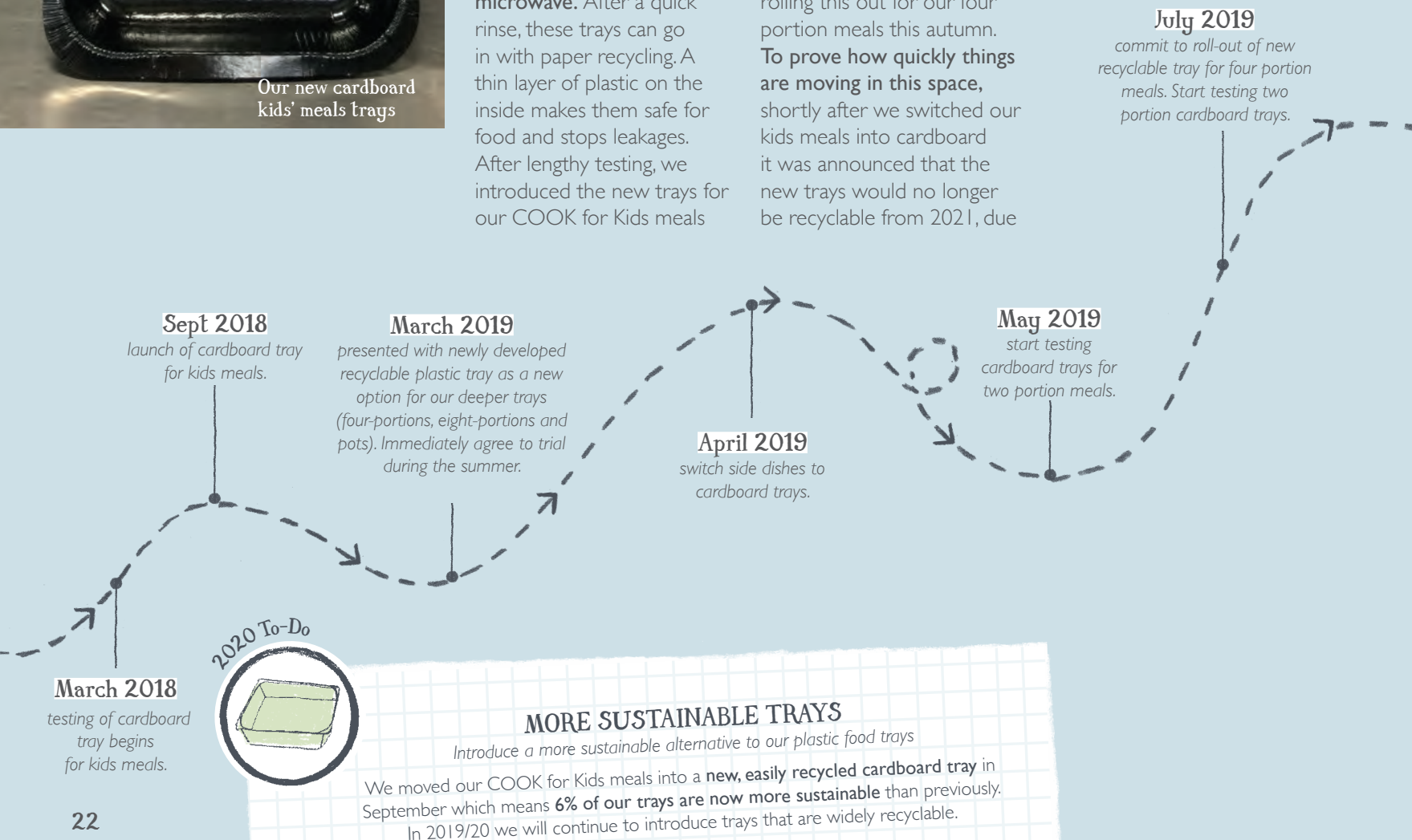
Like many people, 2018 was the year we really woke up to the scale of the plastic problem. We'd been searching for an alternative to our black plastic trays for years. While these trays are recyclable (and made from at least 50% recycled material), the way that most UK recycling plants work means that very few local councils actually recycle them. In 2018 we finally found a cardboard tray that can go safely from the freezer to the oven or microwave. After a quick rinse, these trays can go in with paper recycling. A thin layer of plastic on the inside makes them safe for food and stops leakages. After lengthy testing, we introduced the new trays for our COOK for Kids meals

in the autumn. Two portion meals will follow later in 2019, all being well. Unfortunately, cardboard trays are not rigid enough to be an option for any of our meals that come in deeper trays: four portions, eight portions and pots for one. However, a new plastic tray has just been developed that is 100% recyclable (and will be widely recycled in the UK) and which is made from 80% post consumer plastic waste. We will be rolling this out for our four portion meals this autumn. To prove how quickly things are moving in this space, shortly after we switched our kids meals into cardboard it was announced that the new trays would no longer be recyclable from 2021, due

to the thin layer of plastic on the inside. It is feared, quite rightly, that as this type of packaging becomes more popular the plastic will start to contaminate the paper recycling system. The manufacturers of the board are working on developing a tray with a fully biodegradable food safe liner to replace the plastic layer. Fingers crossed!



Our new cardboard kids' meals trays

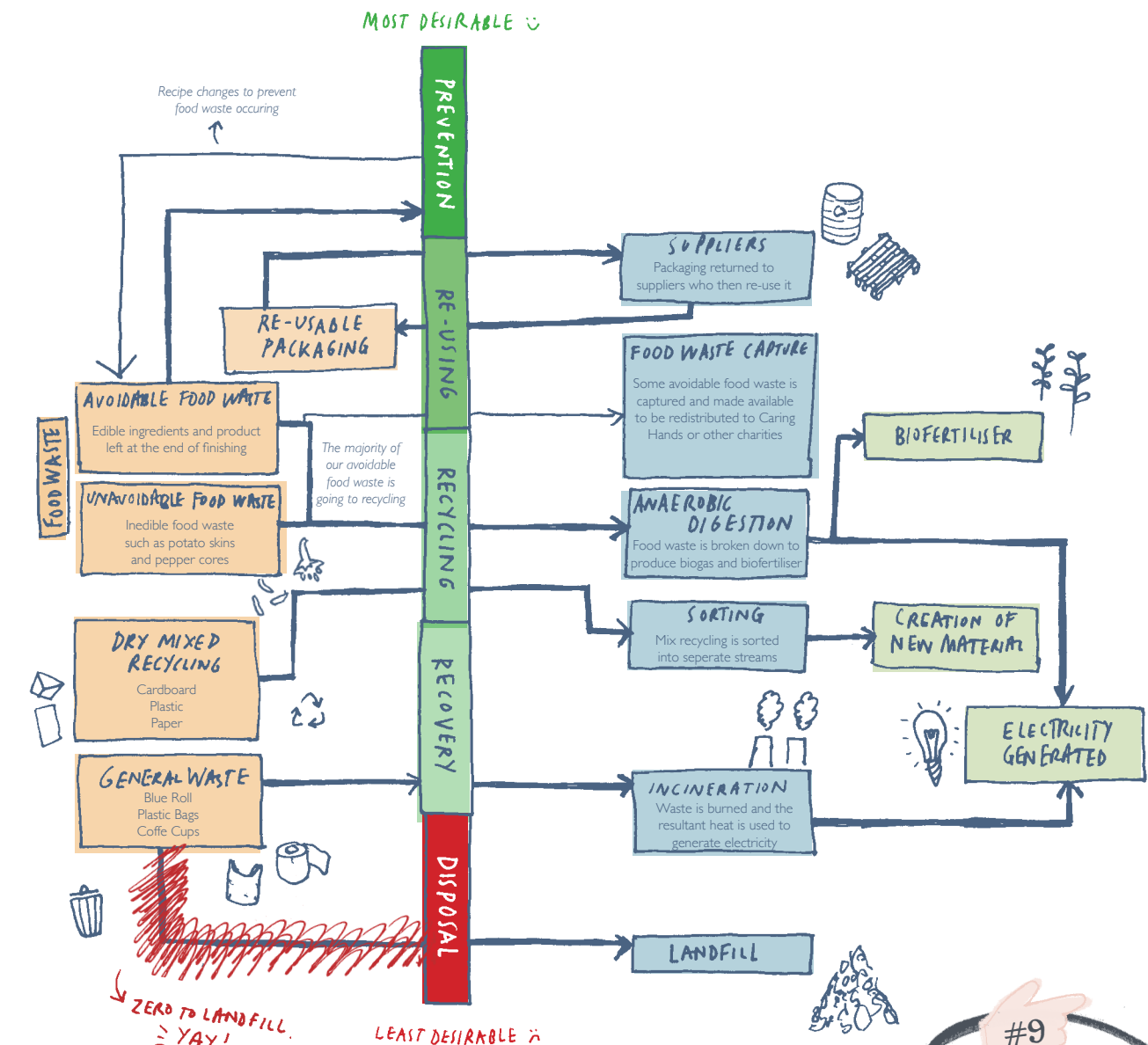


Zero to Landfill

This year we can proudly say that we were Zero to Landfill at our main kitchen in Kent! This means that 379 tonnes of waste was diverted from landfill to incineration and electricity generation. All our food waste and effluent went to anaerobic digestion, generating just under 1 million kWh of electricity,

equivalent to a third of the electricity we use at the main kitchen. As a rule, we follow the “waste hierarchy” which ranks waste management options according to what is best for the environment. Preventing waste is by far the best approach whilst sending waste to landfill is the worst.

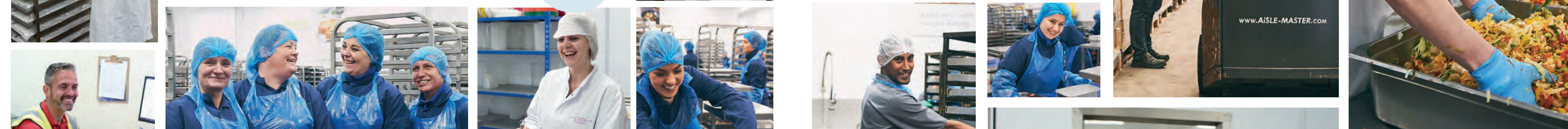
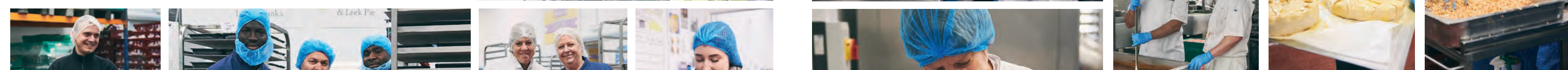
The diagram below maps out how we currently managed our waste at our main kitchen. The focus next year is to increase the amount of general waste that is being recycled through introducing better sorting systems. We are also exploring ways that more of our edible food waste can be redistributed to charities.



FOOD WASTE
Halve food waste from our central kitchen and warehouse

We've reduced food waste by 10% at our main kitchen. It's a good start towards an ambitious target with plenty more work to do. We now better understand the kind of food waste we are producing and are putting in plans to reduce it further.

#9
Use the freezer! If ingredients are nearing their use-by dates and you won't be able to eat them, cook something up and store it in the freezer for another time.



BRITAIN'S ★ BEST ★ KITCHEN

22.2m
portions
(+10.4%)
made at the
COOK Kitchen
in Sittingbourne

763,066
puddings
(+5.5%)
made at the
Puddings Kitchen
in Ilton, Somerset

1.6m
cases packed
(+6.2%)
at Logistics
in Gillingham



Coq au Vin

Chicken Satay

Yellow Thai Chicken Curry

Steak & Stilton Pie

Roasted Pepper &
Goat's Cheese Quiche



Moroccan Spiced
Lamb Tagine

Roasted Vegetable Lasagne

Nut Loaf

Meatballs in a
Rustic Tomato Sauce

Macaroni Cheese

Chilli con Carne

Ham Hock &
Leek Pie (Individual)

Classic Steak & Ale Pie
(Individual)

Chicken, Ham & Leek Pie

Beef Madras

Goan Chicken Curry

Saag Paneer

Beef Massaman Curry

Quiche Lorraine

Chocolate Truffle Torte

Pear & Ginger Tart

Chocolate & Almond Torte

Apple Strudel

Triple Layer
Carrot Cake



Spring Chicken
& Asparagus Pie (Individual)



Chicken & Portobello
Mushroom Pie (Individual)

Winning In Taste

Food innovation is the lifeblood of COOK. Every year we invest a huge amount of time, effort and money in seeking to create exciting new dishes that look and taste homemade. To get a new recipe from a concept in our development kitchen to a plate in a customer's home takes many months and involves teams from right across the company. Every prospective COOK dish must pass through a final sign-off meeting that says the recipe is good enough. To help everyone be clear about what should and shouldn't progress, in January we came up with this framework to make sure we keep on winning in taste.

"This Coq au Vin
is as good
as homemade"
The Times



For every dish we ask ourselves



1.

Is it better than
the competition?

Have we benchmarked
it against the best
competitor products?

Have we benchmarked
it against similar
COOK dishes?



2.

Can we make it
in our kitchens?

Do we have the kit
and the skills to make
it consistently?

Will it taste the same
after 3 – 6 – 12 months
in production?

3.

Is it true to our
brand promises?

Does it look and
taste homemade?

Does it use clean,
kitchen cupboard
ingredients?

Does it deliver
clear value for
the customer?



4.

Does it have a repeat
purchase potential?

Does it have a
distinct flavour
profile that makes
it memorable?

Are we happy it
has a real depth
of flavour?

5.

Is there a clear
usage or occasion?

Will the customer
know how to use it,
and what to serve it
with?

Does it solve an
obvious customer
problem?

6.

Does it make sense
commercially?

Does it hit the
required margin?

Do we back it
to deliver
enough sales?



When we've answered "Yes" to all of the above, then we ask:
Are we proud enough of it, that we'd recommend it to a friend?

The People Behind Our Potatoes

We're really proud to work with an amazing group of ingredient suppliers and farmers. Each year, we hope to add a couple of new faces. We started working with Kent-based Provenance Potatoes at the start of 2018. Provenance was founded by Graeme and Tracy (pictured with farmer, Philip) in 2012 as a co-op in the truest sense of the word: seven local farmers working together, pooling their product and even sometimes sharing equipment... all based on handshakes, open communication and trust. All the farmers are within 40 miles of the COOK Kitchen in Sittingbourne (cutting down on food miles) and they share our philosophy about caring for the land and creating a sustainable food system in our country. By the end of the year, we'd made Provenance our exclusive supplier of potatoes.



Nourishing Relationships With Our Customers & Communities

We believe the real richness in life
lies in our human relationships.

Food helps bring people together and
sharing a meal is the best way to begin,
deepen and revive relationships.
By cooking for others, we give people
more time to focus on what really matters.
We see every interaction with
COOK as an opportunity to
build a relationship.

Community Kitchen 1000th Event

As we neared the end of 2018, we realised that we were approaching our 1000th Community Kitchen event. To celebrate we decided that, for the local community group that ended up holding this milestone meal, we would offer to cater for another event for free. It turned out to be Battle Methodist Church (which also held one of our very first ever Community Kitchen events back in October 2015!). And so, in May, our Battle shop manager, Marie, popped along to help them celebrate in style with a delicious lunch for the local community.

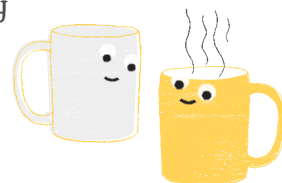


Chichester



“We held the first event in September and were surprised how quickly we had good numbers and support.”

Under the banner of the Community Kitchen, COOK Chichester last year launched a monthly coffee morning for lonely people in the community, working alongside other local groups. Shop manager, Richard, tells us how it came about. “At the start of 2018 we were thinking about what we at COOK Chichester could do in the community that would be more meaningful and really make a difference. The tragic and unnecessary murder of MP Jo Cox was still fresh in our minds. Watching and hearing about her beliefs and commitment to communities, and lonely people in particular, really inspired us to do something in our town. We started off in a local community hall, dropped flyers, used our contacts, called some other groups to spread the word and told our customers. We held the first event in September and were surprised how quickly we had good numbers and support. We decided to always have a guest speaker, so it’s interesting and another reason to come along. One very shy young man who came to the first one now helps us serve tea and coffee. It has been very rewarding to see him grow in confidence.”



2020 To-Do



COMMUNITY KITCHEN

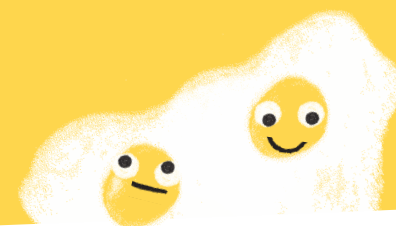
Support 1,500 community events to bring people together with our 30% discount

Our Community Kitchen discount was used to support 506 local events, an increase of 40% compared to the year before. We also celebrated supporting our 1,000th event. By providing food for these events we helped bring together more than 25,000 people in their local communities.



“No act of kindness, however small, is wasted.”

Aesop



Care Card

As a special feature of our Christmas campaign, we asked customers to nominate people going through a difficult time to receive a Care Card, which provides 30% off our food for a year. Having initially planned to distribute 100 cards, due to the amazing response we eventually sent out nearly 300. This was on top of the two cards given to each member of our shop teams to hand out as they see fit.

We have come to realise that the true value of the Care Card is not in the money it saves people but in the simple fact that someone has recognised they’re going through a tough time, and reached out to offer help. As one recipient of a card from our Saffron Waldon shop wrote in to tell us: “Frankly, such small acts of kindness are all that help us endure this.” His wife, mother to two small children, is undergoing chemotherapy.

To quote Aesop: “No act of kindness, however small, is wasted.”

#10

How to apply for one: If you work for COOK and would like to give someone a Care Card, just talk to your manager.

2020 To-Do



CARE CARD

Support 1,500 people who need a helping hand in the kitchen with a Care card

At least 401 people in need of a helping hand in the kitchen made use of our Care Card, giving them 30% off our food for a year. The discount was given on the equivalent of 41,616 meals to people going through a difficult time.

One Feeds Two



The meals we help provide to school children in Malawi through our partnership with One Feeds Two can seem a long way from a COOK for Kids meal - as far as our kitchen in Kent is from Malawi's capital, Lilongwe (that's 4,931 miles by the way). The meal is likely to be a bowl of porridge, made from a blend of corn and soya, fortified with vitamins. It may be basic but it's hot and nutritious and, for some of the school children, it is the only meal of the day. The corn and soya are bought from local, smallholder farmers and the meals are cooked by local volunteers. Since we started working with One Feeds Two, the meals we've helped provide are the equivalent of feeding 8,000 children for a full

year of school. One Feeds Two itself has now provided more than 5.5 million school meals and is running at a rate of nearly 3 million meals donated a year. Providing free school meals in some of the world's poorest countries isn't about aid, it's about empowerment: encouraging school attendance, improving concentration and health and supporting communities out of poverty. In terms of the UN's Sustainable Development Goals, school meals contribute directly to the goals for zero hunger, quality education and gender equality; and indirectly to no poverty, decent work and economic growth and reduced inequalities.

"...it's about empowerment: encouraging school attendance, improving concentration and health and supporting communities out of poverty"



ONE FEEDS TWO

Provide a further one million free school meals to children in Malawi through our partnership with One Feeds Two

Through our partnership with One Feeds Two we donated 516,962 free school meals in Malawi and passed the landmark of 1.5 million meals donated since we helped launch One Feeds Two in 2014. For every COOK for Kids meal we sell we donate a school meal, working with local farmers to source ingredients and local people to prepare the meals.

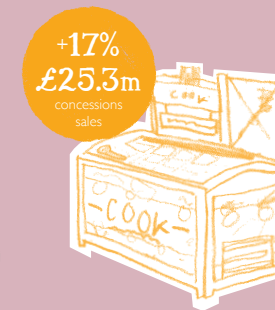


Community Retail

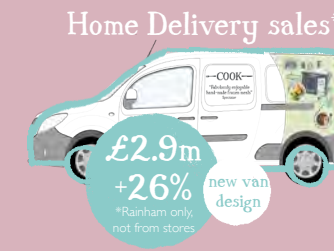
A great community needs great shops! This year, we started exploring the idea of Community Retail and what it might mean for both COOK shops and our Concessions Partners. We crunched some numbers and found that the 15 shops in our estate that are more actively involved with their local communities compared with the rest outperformed by 5 percentage points in terms of like-for-like sales. Britain's high streets may be facing headwinds but we believe local people will continue to support shops with clearly differentiated products, offering genuine hospitality and a memorable experience inside their walls, and authentic connection with the community beyond. It's what we aim to achieve in our own shops and what we want our Concessions Partners to aim for in theirs.



+1.1%
like-for-like
sales in shops open
for 12 months



+17%
£25.3m
concessions
sales



Home Delivery sales*

£2.9m
+26%
*Ranham only,
not from stores
new van
design



+25%
£11m
e-commerce sales
via cookfood.net



4
NEW
87
COOK shops
(as of end
March)

We believe that our remarkable food can help local shops flourish nationwide and keep communities connected and vibrant. Let's celebrate taking COOK to more than 80 new communities in 2017-18 through new shops of our own and new concessions partners.

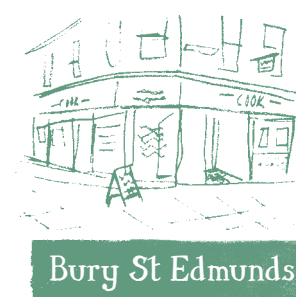
78
NEW
concessions
partners
446
NEW
concession
freezers



Winchester



Gerrards Cross



Bury St Edmunds



Saffron Walden

FARM SHOPS & INDEPENDENTS

Spencer's Farm Shop
Kelsey's Farm Shop
The Cookie Bar
Lewis of Llandrinio
Farmer Copleys
Holly & Co
Christies of Fochabers
EAT 1Z, Hammersmith

DOBBIES
Morpeth
Stapleton

NISA
Woolmer
Burnham Deepdale
Albury Village Store

URBAN EXPRESS
London Bridge

TUFFINS
Welshpool

WELCOME CO-OP
Fair Oak
Liberty Quays
Three Elm
Frobisher House
Harbour Parade
Bembridge

EAST OF ENGLAND
CO-OP
Burnham on Crouch
Saxmundham Road
Wickham Market

CENTRAL ENGLAND
CO-OP
Bakewell
Oakham
Wildwood
Stirchley
Bungay Rainbow
Halesworth
Whetstone
Atherstone
Sawston
Oundle
Yaxley

SOUTHERN CO-OP

Verwood
Staines
Yapton
Frome
Four Marks
Chobham
Highland Road
Hursley Road
Shrewton
Odiham
Lenham

SPAR APPLEBY
WESTWARD
Silverton
Ashburton
Wool

BUDGENS
Uppingham
Frome
Cranbrook
Slade Green
Pound Hill
Ruislip
Great Blakenham
Holt
Downfields
Gonalston Farm Shop
Fairland
Le Vaillant

LONDIS
Sunninghill
North Ascot

SPAR
Hillfoot
Herron
Chepstow

GARDEN CENTRES

Redfields Garden Centre
Rosebourne - Aldermaston Garden Centre
Haddenham Garden Centre
Warbreck Garden Centre
Fillpots Garden Centre
Bicester Garden Centre
Ruxley Manor Garden Centre
Four Seasons Garden Centre
Blue Diamond - Trentham
Bell Plantation Garden Centre

CHRISTMAS

Amazing food, wonderful hospitality and a great campaign meant we delivered yet another record-breaking Christmas. When it comes to putting it into words, our customers put it best...

“fabulous”

“Let COOK take the stress out of Christmas food shenanigans.”

“I nearly cried when I placed my order because I felt like I had got my Christmas Eve back.”

“perfect”

“effortless”

“10 out of 10”

“relaxed”

“a triumph”

“Thank you so much for making my Xmas so easy”



+24%
Growth on online sales to £3.2m
£250,000 a record-breaking week at Rainham,



6.8%
LIKE-FOR-LIKE
in shops open for at least a year

IN THE KITCHENS
£705,000
Record week production at COOK Kitchen
£103,000
Record week production at COOK Puddings
£695,000
Value dispatched by COOK puddings over christmas

32% Growth in Click & Collect



TEAM TURKEY!

The awesome foursome of Michael Szwarc, Nelico Goes, Lukasz Stefanski and Andrea Bambea. Led by the brilliant Daniela Sumska, they prepped all 26,204 of the COOK turkeys this year.

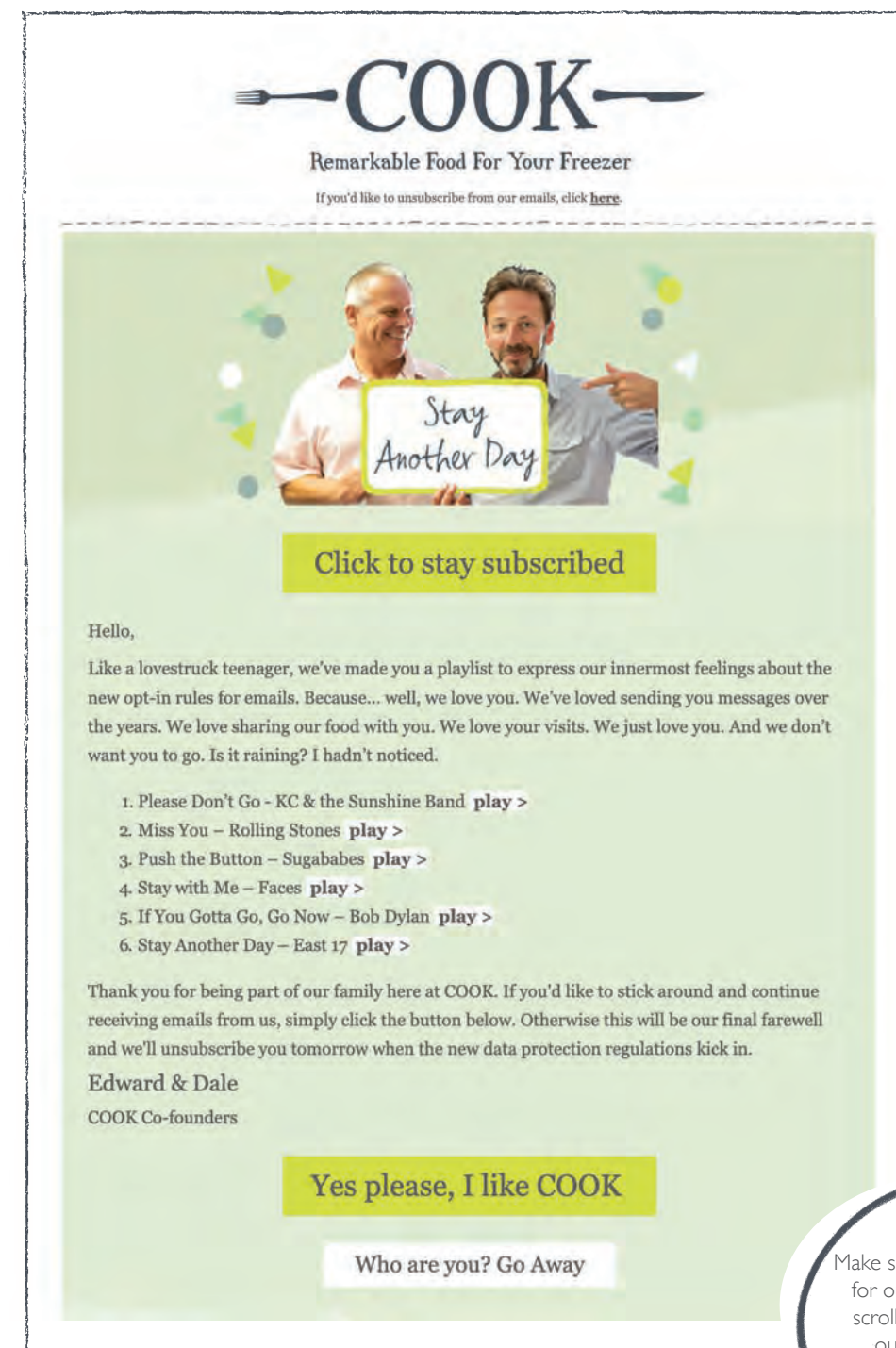
59000

Record number of cases picked up from Gillingham in a single week!



Growing Our Tribe

We did a lot of great marketing in 2018/19. Mailings to customers; our most ambitious paid-for social media campaigns; hugely successful doordrops to 1.2m households; loads of great customer e-newsletters... but our favourite of the lot was to comply with Europe's General Data Protection Regulation (GDPR), a new law to protect people from having their personal data mis-used by organisations. It meant we needed to ask people to re-confirm that they wanted to receive emails from COOK. A pretty boring message by the sounds of things. And the vast majority of the millions of GDPR emails sent by companies were deathly dull. Ours, by contrast, was a little bit special. So much so that we had in-bound emails from customers saying how much it had made them smile. A good reminder why we should always aspire to Be Remarkable.



#11

Make sure you're signed up for our e-newsletters – scroll to the bottom of our home page at www.cookfood.net



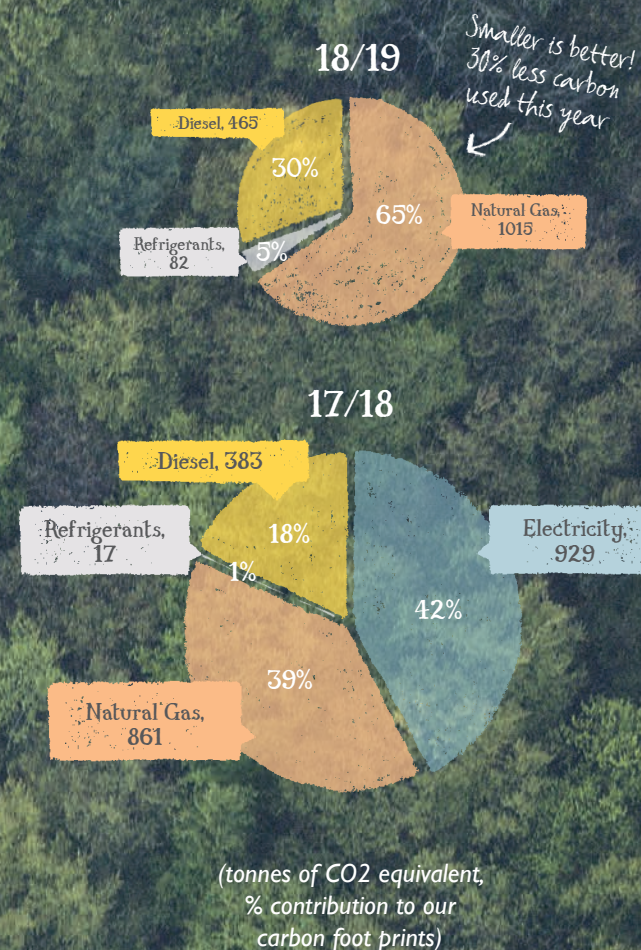
Nourishing Relationships With Business & Society

We believe a business is the most potent instrument of positive change in the world today. We seek to show how business can create shared and durable prosperity for all, rather than simply maximise returns for shareholders.

Carbon Footprint

Thanks to our switch to using only renewable electricity we reduced our carbon footprint by 30% last year, equivalent to planting 320,000 trees. While it was good news on electricity, where we also reduced the amount used per portion of food produced (see p45), less encouraging was the amount of natural gas we used, which increased per portion. This shows the challenge we face to keep shrinking our carbon footprint even as COOK is growing. Making more food uses more energy, while more shops and concessions will mean using more diesel to truck our food around. Finding an environmentally sustainable path to growth is essential.

To help us, we will soon be finalising a science-based target for our direct carbon emissions, showing us how much we need to reduce our carbon footprint by 2025 if we want to be doing our fair share to keep global warming below two degrees.



2020 To-Do



RENEWABLE ENERGY

Maintain 100% renewable electricity at our shops and in our kitchens

We maintained 100% renewable electricity everywhere we are responsible for buying power.

It means we are avoiding the equivalent of 2,368 tonnes of carbon emissions, which is like planting nearly 1.2 million trees.

#12

If you haven't already, switch to a renewable energy supplier at home – try Bulb (a fellow B Corp), Octopus or other options at The Big Clean Switch.

Work out your personal carbon footprint using the calculator at www.climatecare.org. You can then pay Climate Care (another B Corp) to offset the carbon you use.

From: Rosie Brown
Date: Monday, 29 April 2019 at 16:42
To: All At Cook
Cc: Edward Perry
Subject: Climate Change & COOK - Update

Hello

We only decided to send this note last week after spending most of our monthly senior team meeting talking about COOK's impact on the planet. It had been on the agenda for ages but the discussion had a new sense of urgency, coming in the same week as Earth Day, the Extinction Rebellion protests and growing pressure on the government to declare a "climate emergency". We feel it's time we made it crystal clear what COOK stands for when it comes to the climate crisis – and what we're doing about it.

We too believe urgent action is required by governments and by us all to tackle climate change. We know that the way the global food system operates is contributing to climate breakdown. By striving to better understand the challenges and working to create a better system, we believe we can make a difference. We also know that business helped create the climate crisis and that business can and must help tackle it.

Some may say it's hypocritical to write about the climate crisis, given our imperfections. We hope that by acknowledging our own faults, and working on them, we can reassure others that they don't have to be perfect either. What's vital is that we all start to change. Are we doing enough? Not yet. Are we committed to doing more? Absolutely.

Ed & Rosie

2020 To-Do



INSPIRING BETTER BUSINESS

Engage more people in a better way of doing business through our digital platforms, print and store communications eg through our Annual General Munching

In our customer survey, awareness that we are a certified B Corp increased from 5% to 8%. We featured a purpose message in our menu throughout the year (often our B Corp "ad"); included a purpose-related content in 30 customer e-newsletters; and installed a B Corp window vinyl in all stores.

B Corp



WE ARE PLAN B.

The world needs a new plan.

A different way of doing business – to benefit people and planet, not just make profits.

A way of independently and rigorously assessing companies to see if they're meeting the highest ethical standards.

A mark that does for business what Fairtrade does for coffee.

This is B Corp certification.

And it's why COOK is proud to be a certified B Corp, alongside nearly 3,000 other businesses globally and approaching 200 in the UK.

We are Plan B.



2020 To-Do



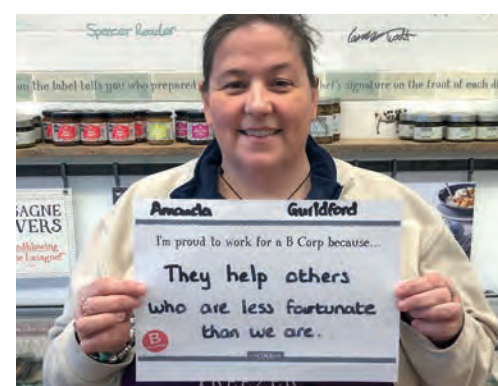
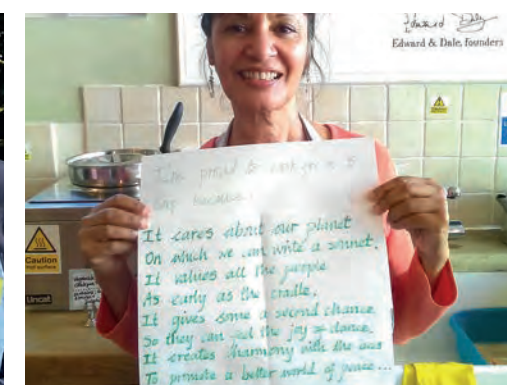
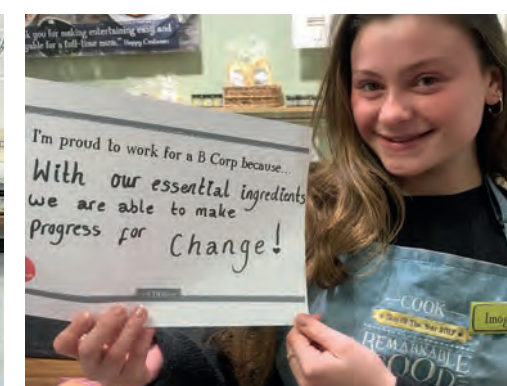
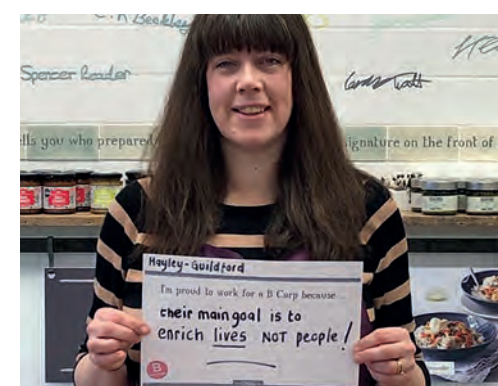
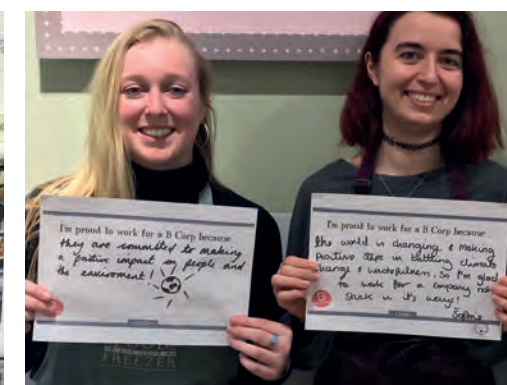
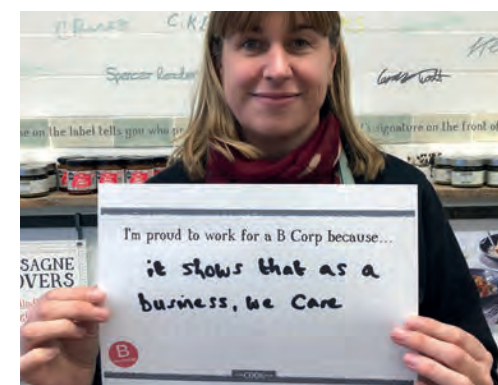
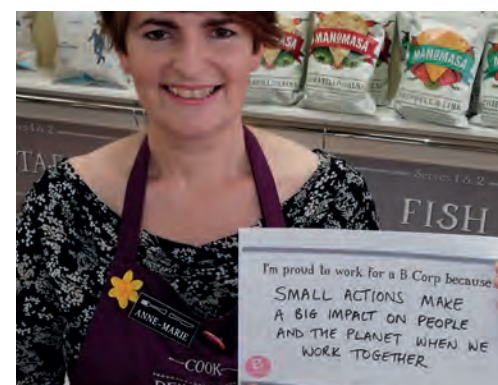
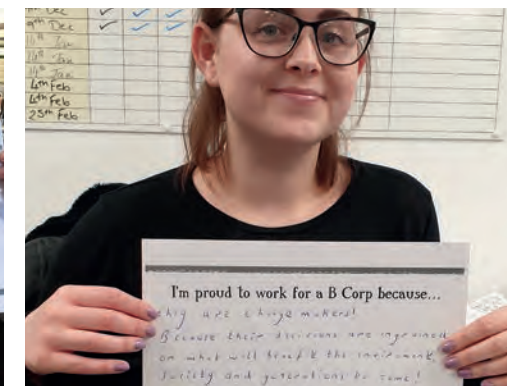
RECERTIFY AS A BCORP

Recertify as a B Corporation in 2020 with an improved score

We are committed to recertifying as a B Corporation for the fourth time, in December 2020, with the aim of increasing our score to 89 from 87.5 (out of 200). It might not sound like much of an increase but, as ever, the new B Corp assessment has been made tougher to ensure we are all continually improving. It means we will have to raise our game, notably when it comes to environmental performance. Nobody said being the change was going to be easy...

#13

Support our fellow B Corps through buying their products whenever you can: coffee from Café Direct, tea from Pukka or We Are Tea, chocolate from Divine or Tony's Chocolonely, shoes from TOMS, cleaning products from Method, the list goes on...



Spreading The Word

We've never had the ambition for COOK to be the biggest business but we want to be as influential as we possibly can. It's why many people give up their time to speak to other organisation or at public events about COOK and how we're using our business to nourish relationships. Last year we also welcomed lots of companies and groups to the COOK Kitchen to have a look round and hear about what we do.

Volunteering at Dandelion Time



Partners and businesses visit the kitchen and find out about RAW Talent at COOK!



World Forum Lille
La remarquable Charlotte Sewell défend une autre idée de la restauration, créatrice de lien social, avec @theCOOKKitchen: « Nourishing relationships » between the shop & the community, our people & their work, between food & where it comes from, business & society. #WERE18



Charlotte Sewell speaking on Nourishing Relationships at the World Forum in Lille

Kitchen tours for visitors



COOK Volunteers for Think Forward mentoring

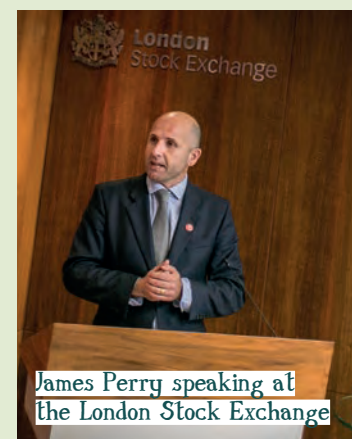


Alison Speaking at The Lord Mayor's Breakfast series about Flexible Working at COOK

Lord Mayor's Appeal @LMAppeal · 2h
Third and final speaker is Alison Payne, Head of People Operations at @theCOOKKitchen - flexible working has created a "sense of calm" amongst staff and loyalty. The key things are to change perceptions and talk about #flexibleworking #diversity



Lord Mayor's Appeal @LMAppeal · 1h
Alison shares this is not an HR policy it needs to be led by line managers. Top tips: 1. Have the energy, passion to drive this and talk about it 2. Take it away from childcare and change to life events (a fact), bust this myth 3. Include as many people as possible critics & all!



James Perry speaking at the London Stock Exchange

#14

VOLUNTEERING

Make sure you make use of your volunteering days (we all get the equivalent of one working week)! Check out local volunteering opportunities at do-it.org

SUPPORTING & INSPIRING

Invest 3,000 hours collectively in supporting or inspiring other organisations through volunteering our time and expertise in 2020 with an improved score

Together we spent 1020 hours supporting good causes or inspiring other companies to use their businesses as a force for good in society. The time we spent volunteering was up by more than 50% on the year before, at 546 hours. We also spent 474 hours sharing our experience and insights about a better way of doing business with other companies.

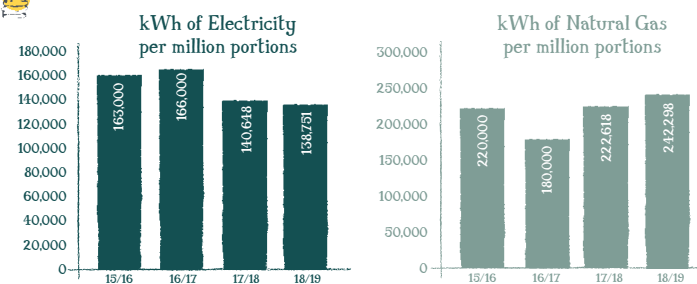
Environmental Deep Dive

Our resource use efficiency has been a bit of a mixed bag this year as we have become more efficient in some areas and less efficient in others. We recognise that inefficient use of resources, such as natural gas, both costs us money and has a negative impact on the environment. We believe that better integrating monitoring and reporting of resource use into the responsible departments will help improve our performance so that year on year we can become a more efficient business across the board. Making changes in these areas isn't easy but it is important that we keep striving to do better.

Sittingbourne



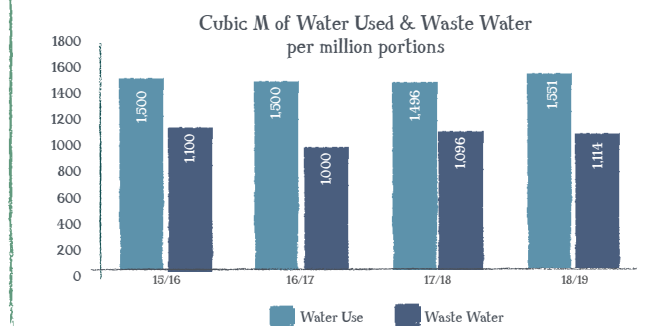
Energy use



We achieved an improvement in our electricity efficiency this year which is likely down to the installation of LED lighting throughout our main kitchen and office. However, the amount of natural gas we used to produce a portion has increased. Finding ways of moving away from using natural gas and making use as efficient as possible will be a focus of our environmental work going forward.



Water use



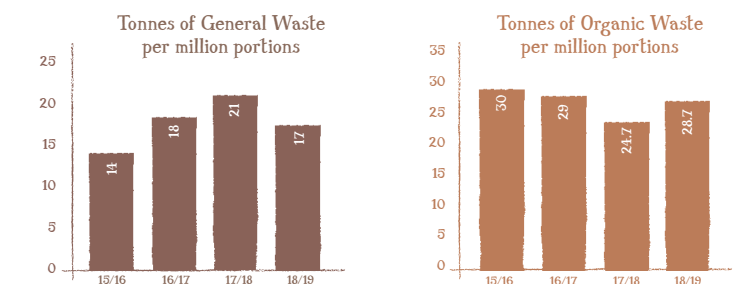
In 18/19 we used 3.6% more water per million portions produced than in 17/18. This seems a fairly small increase but it all adds up! We use a large amount of water ensuring that our kitchen is clean, our challenge for the future is maintaining the level of cleanliness whilst using water more efficiently.



Waste Management

We had two big wins in terms of our general waste in 18/19. Firstly, we now send no waste from Sittingbourne to landfill, it all goes to incineration which generates electricity. Secondly, we reduced the amount of general waste generated per million portions. Working with suppliers to move to ingredients being delivered in reusable containers made a large contribution to this.

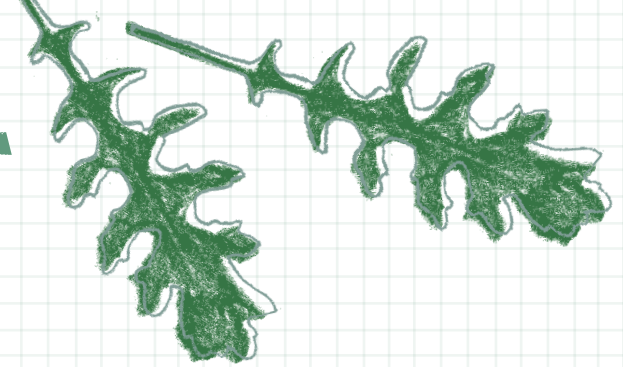
All our organic waste, which includes avoidable and unavoidable food waste, goes to anaerobic digestion, a process that produces renewable natural gas and fertiliser. We know we reduced our avoidable food waste meaning unavoidable food waste has increased compared to last year. We think this is in part due to better systems that ensures all organic waste goes to anaerobic digestion rather than incineration.



2020 To-Do



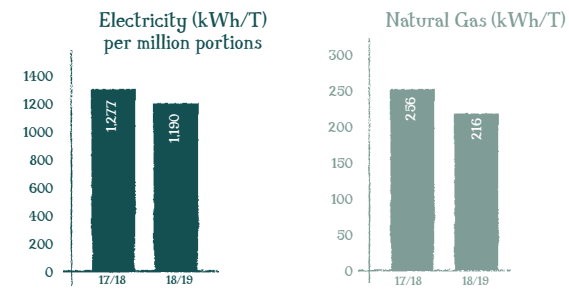
Environmental Deep Dive



Puddings



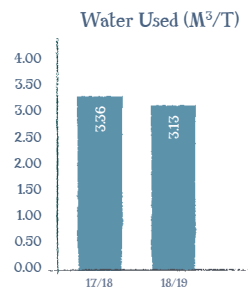
Energy use



It was a good year at our Puddings kitchen as we used **6.8% less electricity** and **15.6% less gas** to produce a tonne of puddings than last year.



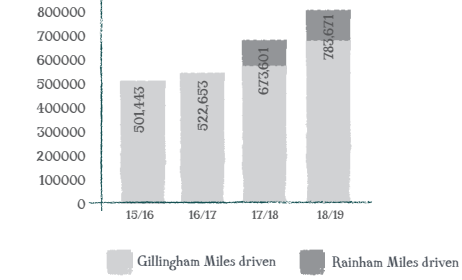
Water use



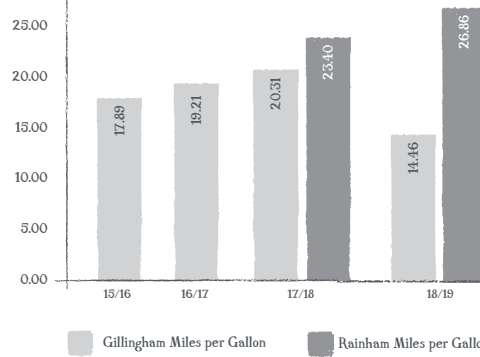
As production at our puddings kitchen increased we also achieved an improvement in water efficiency using **6.8% less water** per tonne of puddings produced in 18/19 compared to 17/18.

Transport

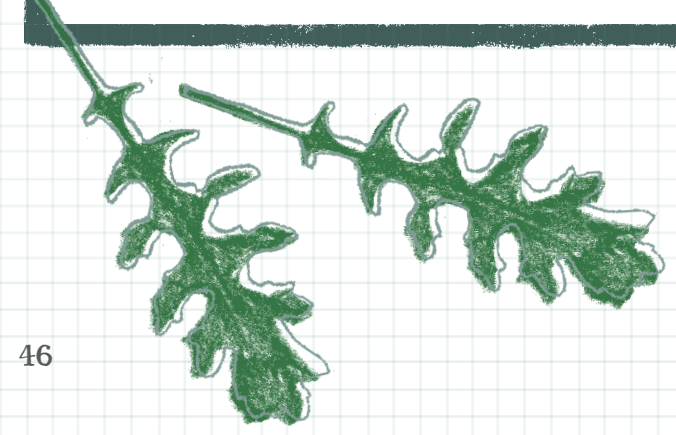
Total Miles Driven by our Fleet



Miles per Gallon



As expected the **total miles driven** by our logistic and home delivery fleet increased this year as we deliver more food to more shops and concessions. With our main fleet, that operates out of Gillingham, changes to routes to accommodate new shops has meant that our HGV's are covering proportionally more miles than our small vans. This has had a **negative impact** on the miles per gallon for the main logistics fleet. However, the use of new vans in our Home Delivery fleet, operating out of Rainham, has resulted in an improved fuel efficiency this year.





pinch of
black
pepper

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