

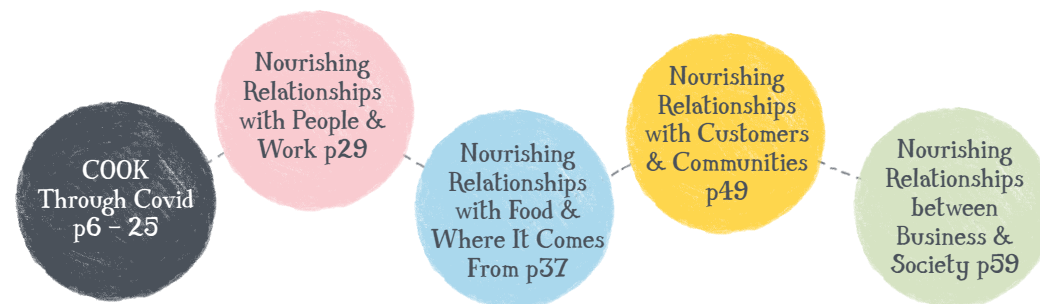
— COOK —

NO ACT
OF
Kindness,
HOWEVER SMALL
IS
Wasted
AESOP

2019-2020

Hello,

COOK's 2019-20 financial year was like no other and so this annual review is a bit different too. The first half is a timeline of COOK through the covid-19 crisis, from early March to mid-June. This period was so momentous – and COOK's response so remarkable – that we wanted to create a record while the memories were fresh, regardless of the fact it straddles our financial year-end in March. The second half is our Purpose Progress Report, celebrating everything we achieved in the 11 months prior to the covid crisis in line with our driving purpose of Nourishing Relationships. There is so much to be proud of, and grateful for, in both sections. Whatever role you played – kitchens, office, logistics, shops, customer, supplier, shareholder, relative, friend – thank you, we couldn't have done it without you.



COOK through Covid

As the Covid-19 crisis was breaking in early March we sent an email to everyone at COOK saying that this period, and how we behaved as individuals and as a business, could well become the defining time of our careers. So it feels today.

We were hugely fortunate COOK could remain open when so many others were forced to close. But staying open in the midst of widespread fear and panic was no easy task. None of us volunteered to be “key workers” but we all stepped up to do a remarkable job. We’ve never been prouder of everyone at COOK for showing immense courage and fortitude not only in turning up for work, but in doing so with smiles on our faces and a heartfelt desire to serve and care for others.

The COOK Kindness Fund, set up to get 100,000 free meals and treats to people in need, became an icon for everything we stand for: making and sharing nourishing food; caring for people in need; helping foster a sense of togetherness and community; and business contributing positively to society.

Through the height of the crisis our Essential Ingredients – the core values that make us COOK – have shone out in our actions. When, in May, we asked people to nominate colleagues for putting our Essential Ingredients into action, we received a record 271 submissions. That says it all.

We feel certain this period will define COOK for years to come.
Thank you for being part of it. Let's keep looking out for each other.

Leone

Co-CEOs, June 2020

March

9

Sales for the previous week are up **+23%** on the year before: the first sign of panic buying.

12

Agree to super-charge our Random Acts of Kindness in shops, so we can give free meals to customers looking after vulnerable neighbours. Web sales are **+270%**

Rosie Brown



Nick Varley @Nick_Varley · 1h
Already loved @theCOOKkitchen. Now even more after went in to buy for a housebound neighbour. Had to ask assistant for help to find item. He pointed it out - and then said: "Take another one for free. It's something we're doing for everyone shopping for neighbours."
#goodbusiness

1

March 15

The government warns over-70s they will be asked to self-isolate "within weeks"

Develop a detailed plan to enable everyone to work from home.

11

14

In our customer e-newsletter we let people know our shops have set aside some free meals if they're shopping for elderly or infirm neighbours.

Hi Rosie,
It has become like Christmas in Customer Care. Friday and Saturday were incredibly busy for the team and Rainham are so busy. There are 300 emails in help desk and Richard has come in today to 70 voicemails. (Some of these won't have left a message) The earliest available delivery for APC is now Friday.
Can we meet tomorrow to discuss if there is any help we can get from the rest of the office? Especially if any of the Customer Care team become sick. I know Brett is considering other options to help the Rainham team and get more orders out. I know he's considering a night shift.
Thanks Estelle

15

Customer care sees enquiries hit Christmas levels. We cancel upcoming company events. Shops report heart-warming response to Random Acts of Kindness. We increase cleaning across all sites.



COOK

March 23 · 3



A big shout out to our kitchen teams in Kent and Somerset, who are working flat out to make as much food as they can and keep the nation's freezers stocked. They're doing a remarkable job adapting to the current circumstances: a huge thank you to each and every one of them. To keep their spirits up we're trying to share with them any positive messages from customers – so please do post any words of encouragement and we'll make sure to pass them on



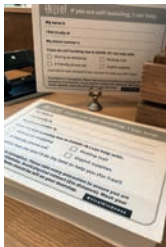
476

111 Comments 49 Shares

March

16

The senior team plus heads of retail, e-commerce and customer care have first daily 9am covid crisis meeting, agreeing our top priority is to keep our people safe. Agree measures for shops including no cash and free lunch for teams. All central teams start setting themselves up on Microsoft Teams. Ed and Rosie send the first of their morning, daily update emails to everyone at COOK, summarising the latest developments and decisions made. They do it every day to the end of April, when they switch to twice weekly. As they say in number one: "COOK is at its best in situations like this, when our values can shine through and we can work together to deliver the impossible."



18

Website is streamlined for the restricted menu.

March 16

The PM advises everyone against "non-essential" travel and suggests avoiding crowded places. He says other vulnerable groups may be asked to self-isolate.

+859%

Online orders hit **+859%** on last year and we agree an emergency production plan to focus on our top 35 best-selling recipes so we don't run out of stock. People team make sure everyone in the vulnerable bracket is spoken to. We get behind the **#viralkindness** postcard initiative. Five team members are redeployed to Customer Care from other areas to help out. Extend sick pay policy to reassure teams.



#viralkindness postcards at our tillpoints

March 18

UK schools are told to close indefinitely and exams are cancelled.

17

When we invited customers to send in poems that were resonating with them during the crisis, we had no idea what to expect. Among the many verses we received was one written by a nurse. It moved some of us to tears and captured why the nation was out every Thursday evening at 8pm, clapping for the NHS and all key workers.



An entry from our art competition in May

I'm sorry to the husband I spoke to on the phone,
Frustrated as I tell she's 'critical but stable',
Whilst you're forced to worry at home.

I'm sorry to the consultant I couldn't hug when in tears,
After you said there is nothing more we could do,
Facing the biggest challenge of your career.

I'm sorry to my fellow colleagues,
that all I could do is just smile,
Whilst knowing you are tired, upset and scared,
Knowing this will haunt you for a while.

I'm sorry to the patient that stirred and opened her eyes,
How frightened you must be feeling,
I promise this masked stranger is trying to keep you alive.

I'm sorry to all my friends and family that ask me 'you ok?',
I just shrug and don't really reply,
I can't find any words to say.

My biggest sorry of all is to the ones that lost their fight,
You weren't alone I promise,
This stranger held your hand
and sent you love whilst you drifted to the light.

I'm sorry to the relatives you weren't allowed
with your mum, dad, husband, wife, daughter or son,
But your Unknown friend was there,
Holding their hand, telling them how much
they were loved by everyone.

Chloe Le Rich

March

19

With panic buying taking hold and shops being cleared out of stock, we turn off our website for new orders to ensure we can fulfil those we have already and publish a covid-19 information page online.

March 20

The PM orders pubs, restaurants and gyms to close.

22

Social distancing, individual welfare checks, enhanced PPE, additional cleaning and split shifts introduced at all kitchens.

March 23

The PM announces a nationwide lockdown.



20

The Wellbeing Warriors send their first daily email. We issue Key Worker letters to anyone needing to keep their children at school.

Concessions team finish the week having taken orders worth over **£1m** net for the first time ever.

23

As a food retailer and manufacturer, COOK can remain open. We let all our shop teams know that they should only come to work if they're happy to do so. We limit customers allowed in shops and start moving around freezers to create a counter-only service. First daily home delivery meeting, where we decide to accelerate our local van delivery project and increase capacity at our Rainham hub to Christmas levels.

Wellbeing Warriors



Damien

Lou

Tina

Grace

The Wellbeing Warriors were created in January as an informal team championing the idea that everyone at COOK should be looking after their mind, body and soul. Little did they know that their services would soon be needed to help us all get through unprecedented times. After lockdown was announced the Warriors started sending their Daily Wellbeing email to give everyone at COOK practical tips for looking after themselves. "We had some lovely responses, messages of thanks and ideas to share," says Warrior Tina. "It really felt like we've been able to help people cope and Be Part of our Family in these unprecedented times."

March

24

We start compiling a list of vulnerable customers so we can prioritise them when we decide to re-open the website and start working on a "secret" web page so they can order. Create Random Acts of Kindness SWAT team of James, Annie and Andy to figure out how we can get more meals to people who need them most.

26

Turn website back on for vulnerable customers only. With supermarket shelves still bare of essentials, we work with suppliers to create free food boxes for all kitchen teams.



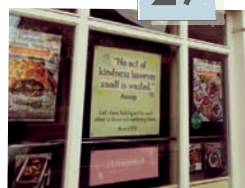
Packing the free food boxes for kitchen teams

25

All shops open with a counter service. Everyone entering the COOK Kitchen has their temperature checked.

Send the first 5 O'Clock Pick-Me-Up email to everyone at COOK, sharing the amazing feedback we're getting from customers via email and social media.

27



Having cancelled all our marketing campaigns, shops start putting up "No act of kindness, however small, is wasted" posters in their windows.

Concessions team organizes a freezer to go into the canteen at Medway Hospital. We end up installing freezers in 5 hospitals.



It took only 48hrs from the announcement of lockdown on March 23 for all our shops to be operating a counter service with full social distancing measures – for both customers and teams. So many customers wrote in to tell us how impressed they were with our response. A few weeks later, we'd created a properly designed counter set-up which we started rolling out at the start of June. Co-founder Ed has long suspected that counter service could be the future for shops. Let's see...

March

28

Turn website back on with limited slots for Click & Collect only. Shop teams are getting meals to isolated people however they can, with many doing walking deliveries around their towns.

30

Newly-opened COOK Classics kitchen more than doubles production, thanks to hiring of new staff. At the first "naked" 230 Huddle for the office, we launch the Kindness Fund Totaliser, with the goal of getting 100,000 free meals and treats to people most in need by working with customers and partners.



The "Naked" 2.30 Huddle: the senior team as they've never been seen before

RANDOM ACTS OF KINDNESS MEALS TOTALISER

100K
90K
80K
70K
60K
50K
40K
30K
20K
10K

29

We close COOK Puddings in Somerset temporarily as there is no demand for our larger puddings.

31



Celebrate the Local Heroes of COOK on social media for the first time. Website re-opens for very limited deliveries depending on area. Our remarkable People team offer six months' worth of jobs in March alone, 128. Our total sales for March are +48% on the previous year; sales for week 51 alone are

+147%

COOK food only gets to customers because of our remarkable logistics team. They coped with orders beyond the peak levels of Christmas and with one-in-four of the team being in self-isolation. Then in April they were knocked sideways by the sudden loss of their teammate, Dan Methven, to a heart attack, aged only 42. John Fairfax, Logistics Site Manager, says: "What's so tragic is that Dan was coming out of a period of personal struggle and looking forward with optimism. We miss him sorely and our thoughts remain with his family."



To raise money for charity Mind in Dan's honour, the logistics team is cycling from London to Brighton on 13th September. Join in or donate via: Just Giving <https://www.justgiving.com/fundraising/dan-methven>

April

1

Number of closed concessions peaks at 110 (roughly 20% of customers).

3

Celebrate the Unsung Heroes of logistics on social media.

6

Celebrate being officially five stars on



April 6

Boris goes into intensive care.

9

More than 80 people join the first, virtual live meeting for the whole office: a teatime Easter bake-off challenge (won by Mary H).



Launch local delivery in Surrey with a full van on day one: the first of a rapid roll-out as we hit our two-year target for shop vans in just two months.

As the crisis unfolded the number of lovely, supportive messages we were getting from customers via email, social media and Trustpilot reviews grew and grew. So on March 25th we launched the daily 5 O'Clock Pick-Me-Up email sent to everyone at COOK, explaining: "There is so much love and appreciation coming in on the COOK social media accounts for the remarkable work everyone is doing at the moment, we're going to be sharing some highlights with you all, starting today..."



The 5 o'clock pick-me-up



Hannah Norton

To: All At Cook

You replied to this message on 27/03/2020, 17:50.

Afternoon!

Sharing more joy from our customers – have a great weekend everyone!

Thank you @thecookkitchen we were able to put food in our freezer in case we are unable to shop and we REFUSE to stockpile!!! I am a key worker and not NHS and every day my team turn out to do this to make sure people have access to their money and I am so proud of them! Thank you to ALL your team members 🙌🙌🙌 Stay safe xxxxx



COOK are one of the best companies I've ever come across! Everything that is put in place to keep their staff safe during these difficult times is fantastic but care for their staff is also the norm for COOK. Staff well-being is always a high priority for them and my son is very lucky to work for such an amazing company who go above and beyond to look after their staff and their customers.

Like · Reply · Message · 22h · Edited



April

13

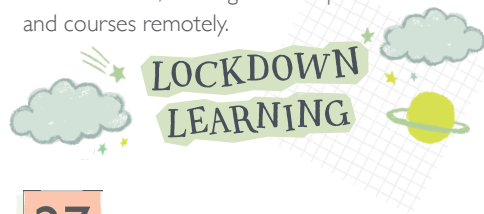
The COOK Kitchen starts making 43 more recipes again taking us up to roughly 80% of our range.

April 16

Lockdown to remain for "at least" another three weeks, says the government.

20

Lockdown Learning launches from the L&D team, offering workshops and courses remotely.



27

After asking customers if they have any poems that fit the times, we receive some wonderful suggestions including a heart-rending poem written by a nurse.

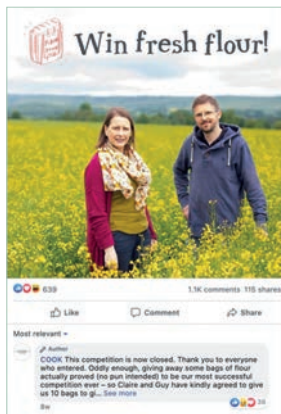


16

Our friends at Jude's Ice Cream loan us two vans so we can expand local delivery on the South coast around Chichester. Sixteen shops now have vans attached.

21

We run our most successful ever competition on social media to win a bag of flour.



Last year we hatched a plan to have a van attached to every COOK shop over the next two years, delivering our food to the local area direct from the store. With lockdown leaving high streets deserted, and the demand for food home delivery exploding, we put a rocket under our ambitions. In just two months we made our original, two-year plan a reality. Remarkable.

May

I

We run an art competition for the children of kitchen staff, celebrating key workers (including their parents!).

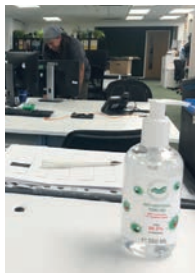


May 10

People who can't work from home should go back to work, says the PM (at least, that's what people think he says it's all very confusing). Unlimited exercise is also allowed.

II

The hospitality team transform the office over the weekend with a deep clean, clear desks, and disinfectant for everyone, ready for a socially-distanced return to work.



Re-open COOK Puddings.

MOO OOOOO



Inspired by a town in Derbyshire, Belper, the office enjoys a team moo at the first, live, virtual 2.30 Huddle.

4

12

Launch Care boxes online for people to send to their loved ones.



Friday 8th May was a special bank holiday to commemorate the 75th Anniversary of VE Day, the end of the Second World War in Europe. Lockdown meant all the planned events and memorials were cancelled. So we asked customers if they or their relatives had any memories of VE Day they'd like to share with the COOK community. We were amazed by the response which helped connect us with a generation that had come through even more challenging times than we are facing.



"Seeing queues outside supermarkets during this Covid lockdown reminds me of queueing outside shops when the news had spread that a consignment of a particular food item had arrived and the friendliness that was shown by complete strangers to one another. [...] The war was frightening, yes, but people were more tolerant and kind, and to a certain extent that spirit has returned to our modern society. Long may it last."

Anna

"As a teenager I remember going to the Mansion House with a pal of mine and seeing Churchill on the balcony waving to the crowds. People dancing around and everyone so happy ... we had a great time! Though I did get a bit of a telling off because I got home so late ... well, I was only 14!"

Harry

14

We hit 50,000 meals and treats donated through our Kindness Fund.



May 28

In an easing of lockdown, the government announces that groups of up to six people, from two households, can meet outside.

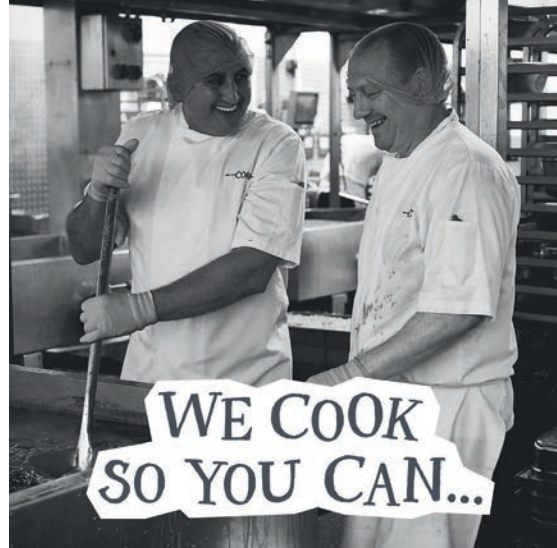
May



20

DJ Chris Evans gives our Kindness Fund a shout out on his Virgin Radio breakfast show: **"We love COOK,"** he says.

Shops enjoy the first virtual Retail Collective on YouTube.



Non-essential high street shops re-open in England (Wales follows a week later, Scotland the next week).

16

We hit our Kindness Fund target to give away 100,000 meals and treats to people in need.

We hit



The COOK Kindness Fund

In early March we started putting aside free meals in our shops for customers looking after vulnerable neighbours. These Random Acts of Kindness grew into the COOK Kindness Fund, with a goal of donating 100,000 COOK meals and treats to those most in need during the crisis. Three months on, we reached our target. The Kindness Fund gave meals to local volunteer groups, national charities like Age UK, care homes, at least 17 hospitals and ambulance stations, food banks, prison staff, military veterans, and thousands of people simply looking out for neighbours, family and friends. It helped bring our teams and communities closer together and has been an inspiration during a very difficult time. Every single meal or treat given represents somebody being seen in a time of need and cared for by others – by the people of COOK and all those partners we've worked with. It's what nourishing relationships looks like in practice and it's what builds community and a sense of togetherness. Thank you for being part of it. No act of kindness, however small, is wasted.

17 hospitals
& ambulance
stations (at least)
supplied with meals
and treats

100,000
meals and treats
and counting...

14,221
meals given away
in the busiest
single week
(w/c May 3rd)



2020 To-Do List: Update

Fifteen actions to make sure we're nourishing relationships – set out in 2018, to be completed by the end of our 2020 financial year (March 2021).

		End 18-19	End 19-20
People & Work	Keep the difference between highest and lowest paid people at COOK within 15x, pay the Living Wage and share 5% of profits annually	✓	✓
	Provide 100 more opportunities through our Dream Academy	28 participants	48 participants
	Continue to offer jobs to people needing help into work following prison, homelessness or other challenges through our RAW Talent programme	✓	✓
Food & Where it Comes From	Source 100% of our chicken from UK higher welfare farms	50%	75%
	Double the number of healthier, Love Eating Well recipes to 33% of our core range	34%	34%
	Introduce a more sustainable alternative to our plastic food trays	6% of our trays more sustainable	98% of our trays more sustainable
	Grow meat-free sales to 10% of our savoury sales total	16.5%	17.4%
	Halve food waste from our central kitchen and warehouse	10% reduction	19.5% reduction
Customers & Communities	Support 1,500 community events to bring people together with our 30% discount	506 events	1066 events
	Support 1,500 people who need a helping hand in the kitchen with a Care card	410 people	950 people
	Provide a further 1m free school meals in Malawi working with One Feeds Two	516,962 meals	1,058,7070 meals
Business & Society	Invest 3,000 hours collectively in supporting or inspiring others through volunteering	1020hrs	1780hrs
	Maintain 100% electricity at our shops and in our kitchens	✓	✓
	Engage more people in a better way of doing business through our communications	✓	✓
	Recertify as a B Corp in 2020 with an improved score	On track	On track

PURPOSE PROGRESS REPORT 2020

The 11 months prior to covid-19 may feel like ancient history but in many ways they laid the foundation for our remarkable response to the crisis. As always, we had a milestone plan for the year to keep COOK moving forwards. We identified two top priorities: (1) successfully opening our new kitchen in Sittingbourne, COOK Classics, on time and on budget; and (2) transforming our concessions business, with better central support, to take advantage of the opportunity for growth. Both were delivered through remarkable team efforts and hitting our timeline for COOK Classics proved to be essential for navigating the covid crisis successfully. Without it, our ship may well have sunk. Vitally, it has been designed and built to protect our founding statement as we grow, ensuring we keep cooking using the same ingredients and techniques as our customers do at home.

At the existing COOK Kitchen the team worked wonders to not only keep up with demand from a cramped workspace but to maintain the upward trajectory of our food in terms of taste and consistency. We put particular focus on our veggie and vegan dishes and can now lay legitimate claim to having the best and broadest range of meat-free meals on the market.

Another noteworthy success came under our milestone heading of “running a tight ship”. We expected rough seas and so focused everyone on careful cost management. Through our collective effort, at the start of the covid crisis we were still on course to deliver our budgeted profit, even though our sales were lagging behind. This newfound discipline is timely, given conditions are likely to remain challenging.

We anticipated headwinds for our shops, with Brexit looming over the economy and high streets struggling, and so it proved. But our shop teams raised their game in terms of hosting customers and community connections, and were ready to embrace the shift to ecommerce, which, due to covid, has arrived more abruptly than expected.

Winning The Grocer Gold Award for Independent Retail Chain of the Year was recognition for their hard work and we see our shops' future in successfully blending bricks and clicks.

Dramatically improving our understanding of COOK's environmental impact and how we can reduce it was a challenge we set ourselves last year. We made some great progress: moving to widely recycled plastic trays; having an accurate measure of our carbon footprint for the first time; setting science-based targets to reduce it in line with keeping global warming below 1.5C; and making COOK officially carbon neutral in our direct operations, thanks to offsetting. And yet we also have to report that our carbon footprint actually increased, by 40%, due to leaks of gas from old fridges at the COOK Kitchen. Knowing this means we can take action. But it highlights the huge challenge we all face in

tackling the climate emergency.

Finally, COOK Culture: the special ingredient that makes everything else work.

We continue to be one of the very Best Companies to Work For in the UK, the top manufacturer and second best retailer. Our Essential Ingredients, the core values we all share at COOK, have genuinely bound us together in the most challenging times. We expect the seas on which we sail to remain stormy. But with the wind of real purpose in our sails, and shared values to unite us, we will continue to voyage together with gratitude and optimism, with our compass set towards COOK being a genuine force for good.



Nourishing Relationships With Our People & Their Work

We believe people are amazing and that energised individuals with a purpose can accomplish remarkable things.

We want to create a thriving workplace community, where people can have meaningful relationships with their work and each other. An environment where people can discover and realise their potential – both as individuals and in teams.

We believe this will ripple out and benefit our families, friends and communities.

10

more people graduated from the RAW Talent Programme

Our RAW Talent programme helps people into work who've spent time homeless, in prison or battling mental ill health.

When Robert, one of our first RAW Talents, joined COOK in the autumn of 2014 we had very little idea of what would be involved in trying to help him, and other people with challenging personal histories, get into meaningful employment. All we knew was that COOK was in a unique position to help and we had the heart and values to get to work.

The fact RAW Talent is thriving today is down to the truly remarkable support it got from COOK Kitchen managers in the early days and, more recently, from managers from other areas of the business. We've made plenty of mistakes along the way, learned some hard lessons, but always been willing to go back and try again. It has taught us to see people for who they are, not for what they might have done in the past.

RAW Talent has become part of our DNA at COOK. We've welcomed 82 people through the programme since we started and 2% of our workforce are RAW Talents today.

2% of our workforce are RAW Talents

The fifth anniversary of RAW Talent felt like a good opportunity to set it up to be even more powerful going forwards. With help from Resurgo, experts in this field, we redesigned the programme with clear targets and new Get Ready training for people prior to joining us. Two of the eight people on our first Get Ready week accepted jobs with us. As one participant put it: "Before the training I felt like I was on my own. Now I feel part of something."

We're so grateful for everything RAW Talent brings to our community at COOK and to our programme partners, teams, managers, shareholders and customers for their support. And Robert? He's still with us, now leading a team and proof of the power of the RAW Talent programme to transform lives.

"Before the training I felt like I was on my own. Now I feel part of something."

Get Ready training participant



John and Rene, RAW Talents

DREAM ACADEMY

"Dream Academy didn't open doors for me; it helped me have the confidence to open them myself."
Dreamer

20
more graduates
from the Dream
Academy

The Dream Academy is among the amazing learning and development opportunities available at COOK. This year, 20 more people benefited from 1:1 coaching with our Dream Manager, Alastair, to help them make progress towards a personal goal. More than 150 people have now graduated from the Dream Academy and every one of them would recommend it to others. If you're interested, contact learning@cookfood.net



Special Award
for Developing
Potential
through our
RAW Talent
programme

1st Manufacturer

2nd Retailer

We've been one of the **Top 100 Best Companies To Work For** for eight consecutive years and are rated as a three-star employer; the very top category.



1184 people paid a real living wage



We believe all businesses should pay their people enough to live on, which is why we've been certified by the Living Wage Foundation since 2013



6% pre-tax profit shared between 763 people who worked at COOK for the full financial year

Making sure everybody shares in financial success is an important principle in rewarding people fairly



We make sure the salary gap between our highest and lowest paid people is no more than 15x

←→ COOK salary gap no more than 15x (and currently much lower)

←→ FTSE100 salary gap of 109x (median CEO/lower quartile employee), The High Pay Centre, June 2020 →

Income inequality has got way out of control and we want to make sure we're not part of that.



62**Stays at the
COOK Cabin**

Our holiday home on the Kent coast where our people can stay for free.

763**People took
part in training**

That's 43 more than last year with 17,141 training hours (+4,811 hrs) including 3,412 hours of leadership development.

97**Internal Promotions**

That's nearly 10% of our team! We believe in giving people the opportunity to develop their career at COOK and achieve their full potential.

46**People helped by
our Hardship Fund**

For those experiencing financial difficulties we offer interest-free loans. People always pay us back.



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.

COOK Classics

Building our new kitchen in Sittingbourne, COOK Classics, was the biggest investment in COOK's history. The project took 22 months from start to finish and, miraculously, came in pretty much on budget.



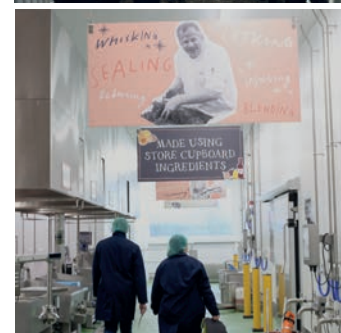
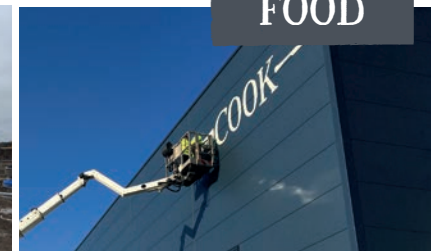
BRASSING

ROASTING

Infusing



The plan was for work to be finished in February, so we could begin testing in March alongside a recruitment and training drive, and then gradually ease our way into making food from April onwards. That was before the covid-19 crisis... In four weeks from mid-March, COOK Classics achieved a level of production we had expected to take two years. Most important of all, the quality of food has been fantastic. When you see the real care and attention to detail that the project team put into the kitchen, it's no wonder. COOK Classics is a truly remarkable kitchen that protects our founding statement – to cook like you would at home – and sets us up for growth over the next few years.



FOOD

Sustainability



Independently certified "very good" on the BREEAM building sustainability index

Planned solar panels on the roof, funding local community projects

Environmentally friendly CO2 gas fridges

Zoned LED lighting with motion sensors

Choices about what we cook, where our ingredients come from, and how our food is prepared and eaten have a direct impact on the health of people, communities and the planet. We are committed to COOK being a force for good in the food system and, working with our amazing suppliers, are on the long and difficult journey to get there.

Compassion in World Farming Awards



Newly awarded in June 2020!

Committed to 100% Higher Welfare Chicken

We've invested hundreds of thousands of pounds in better welfare for chickens in the past two years. Last year, we increased the proportion of higher welfare chicken to 75% from 50%. By next March, all our chicken will be a higher welfare standard.

This guarantees better living conditions, more space and an environment where birds can behave naturally.

23 Love Eating Well Recipes

Making sure we're helping people maintain healthier diets is an important part of nourishing relationships with food. All our Love Eating Well recipes contain less than a third of an adult's daily Recommended Intake of calories, fat, saturated fat, salt and sugar.

LOVE
EATING
WELL

That's 34% of our
savoury range



10.6%

reduction in edible food waste compared to last year

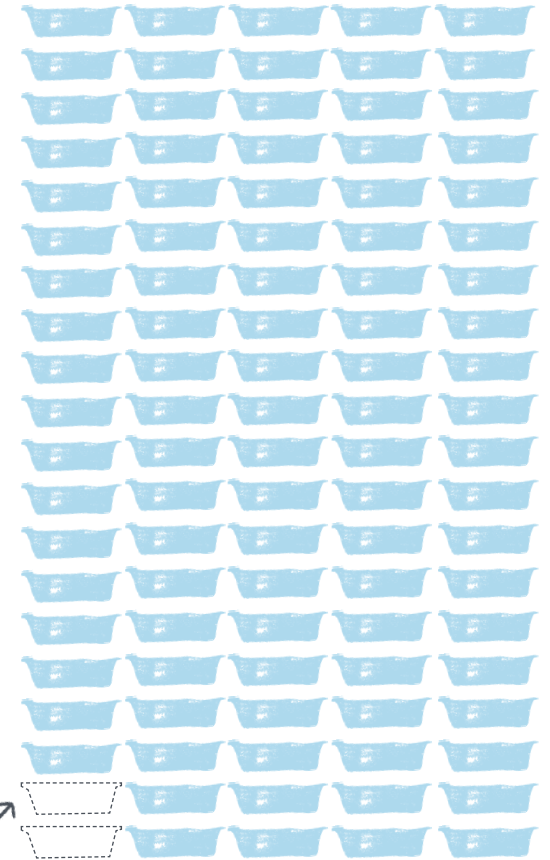


In March 2018 we set ourselves the ambitious target of halving edible food waste in three years, from 2% to 1% of all the ingredients entering the COOK Kitchen. A great effort from our kitchen teams means we've reduced waste by 19.5% so far, effectively saving 26 metric tonnes of edible food. While we've still got a long way to go, it's worth celebrating our progress... and the fact we'll keep working at it.

98%

of our trays
are now widely
recyclable

We managed to switch our entire range of meals out of hard-to-recycle black plastic and into new, 100% recyclable, multicoloured plastic trays that are made from at least 85% recycled material. We're working on the tricky final 2% (canapes)!





14 Great Taste Awards



That's 54 in the last 3 years



17.6%
of savoury
sales were
meat-free

Eating less, and better; meat is one obvious way we can all decrease our impact on the environment. We want COOK to help people adapt their diets by making meat-free meals delicious and accessible. This year, we continued our 15%-off Meat Free May promotion; launched new, bolder veggie packaging; and our Portobello Mushroom Wellington was a smash hit at Christmas. Meat-free meals increased their share of total savoury sales by 1% and for the first time Roasted Vegetable Lasagne was our best-selling recipe in some months.



BRING ON THE PUDDING!

Beautiful new packaging for our Puddings was out in time for Christmas

WHIPPING

ROLLING,



HOW TO SERVE A PERFECT PUDDING



AMY, KIRSTY, EMMIE & SAM
DID I TELL YOU THE ONE ABOUT THE WONKY ROULADE...

Our Position on Palm Oil

We've never used palm oil for cooking and are committed to helping make the palm oil industry more sustainable.

The challenge is that palm is by far the most productive vegetable oil (it produces far more oil per hectare than other crops), which is why the industry has grown so rapidly. Its success has caused appalling deforestation and environmental degradation in Asia. However, today, palm oil supports millions of smallholder farmers. Helping them, and larger producers, move to a sustainable way of producing oil feels like the best way forwards. That's why we have decided not to boycott palm oil but work to make it more sustainable, aligned with the standards of the Roundtable on Sustainable Palm Oil (RSPO).



*Our COOK-branded Naan Bread is made for us in India in a traditional way, and the supplier uses palm oil as a main ingredient. We are working with them on alternatives.

Nourishing Relationships With 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 Projects

Through the COOK Community Kitchen Projects we seek to create a more caring and connected society, working with others to use the power of our food, people and communities to nourish relationships and make a difference everywhere COOK operates.



We donated a further £23,236 to charity **FoodCycle** from sales of our bags. FoodCycle's mission is to nourish communities using surplus food, cooking and serving free meals to people in need of food and company at 43 projects nationwide. We have given more than £100k to FoodCycle since 2016.

We send leftover meals and ingredients from our Sittingbourne kitchens to **Caring Hands**, a drop-in centre for those in need nearby in Rochester, Kent. This included turkey and all the trimmings and presents for 80 people who visited on Christmas Day.

When anyone at COOK knows of somebody who is facing a personal or family crisis, and would appreciate a helping hand in the kitchen, they can offer them a **Care card** with a 30% discount for 12 months. Last year, £76,871 worth of discount was given (+35%).

560
community events
across the UK

27,180
people fed



Connecting Communities

Our shops offer a 30% discount to any local community groups holding events for 20 people or more. This year, we helped feed 27,180 people, contributing £28,637 to the cost of the food.



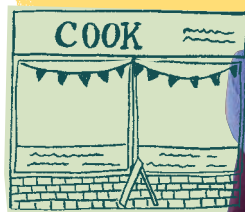
541,745
free school meals
this year with
One Feeds Two



In January, we passed the milestone of **2 million meals** provided through our five-year partnership with One Feeds Two. Every time a COOK Kids meal is sold, a free school meal is provided in Malawi. School meals encourage attendance, aid concentration and help empower a generation with the education they need to lift their communities out of poverty.

Remarkable Retail

We say 'an apron is a cape on backwards' and, even before the covid crisis, our shop teams proved it once again. We put our shops right at the heart of our local communities, supporting more than 500 events through our Community Kitchen and taking part in the Great Get Together in support of the Jo Cox Foundation.



£13.5m (+23%)
e-commerce sales



We achieved our highest ever hosting score (assessed by mystery shoppers) and took big steps towards becoming a true multi-channel retailer, trialling a new approach to local delivery in Romsey and Winchester and focussing on e-commerce at Christmas to deliver one of the best festive trading performances on the high street.

Of course, it's the people wearing the COOK aprons who really make a difference and this year we achieved our best ever score for retail in the Best Companies survey and, the icing on the cake, were named Independent Retail Chain of the Year by The Grocer magazine.



Transforming Concessions

Transforming concessions was one of our top two priorities for the year and we absolutely nailed it. Our central teams stepped up to give concessions more support than ever, and new ways of working together delivered huge growth and much better brand standards.

from this



80

partners gave their
freezers a facelift

to this...



500
more freezers

618
concessions live
including 128
new partners

£32m
gross sales
(+26% growth)

Shortlisted
for The Grocer
Concession of
the Year award





Nicki

Love the convenience of COOK

Love the convenience of COOK. Really helps me out when i have no time to shop and cook myself, and the family need good, well made, healthy food. It's like having my own chef on hand!

In 2019 we went live on Trust Pilot and we were blown away by our customers' lovely words.



Mrs Gallego

Amazing food! Family lifesaver!

Amazing food. Lovely staff in the shop. Often feeds my family 5 nights a week. The kids love it (better than my cooking) and I can pop it in the oven while doing club runs and I know the food is healthy and the ingredients are good. Like home cooking.



Linda

Fabulous in every way.

Fabulous in every way. Good food that you can really trust - no nasty hidden ingredients and great value for money. Really lovely helpful staff in our local Cook shop, too.



Susannah

Always delicious

Always delicious. Convenient. Easy. I enjoy cooking, but when time is against you, COOK meals are the very next best thing!



Thalia

Everything is great about COOK

Everything is great about COOK. The service, website and of course the food.



Charlie

Fantastic food and excellent delivery...

Fantastic food and excellent delivery service. A life saver for new parents.

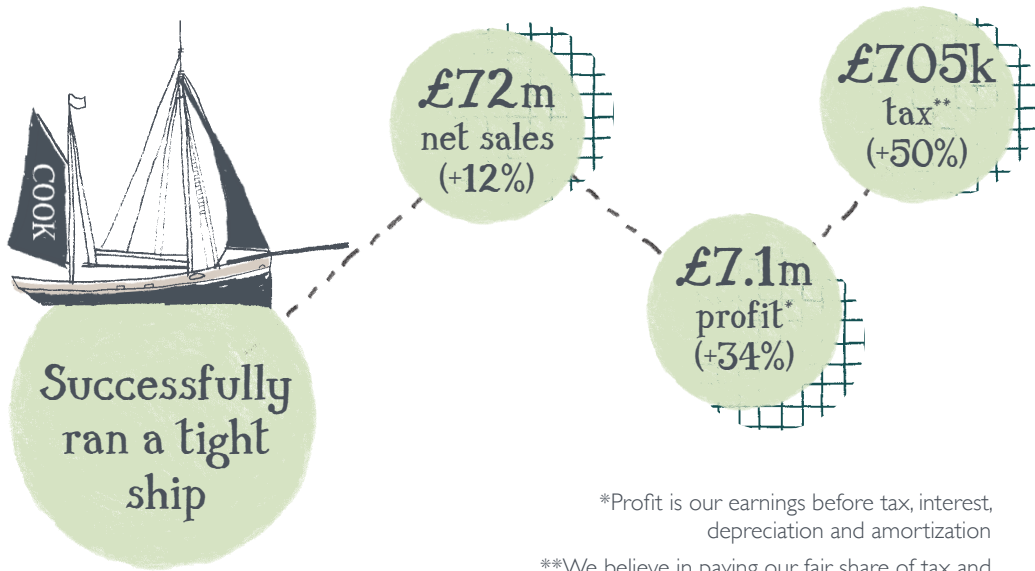
Nourishing Relationships Between Business & Society

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.

Shipshape Finances

Prior to the arrival of the corona virus on our shores, in terms of our financial performance we had navigated a challenging year well. Sales had been dampened by a weak economy and the shadow of Brexit but our concessions business was performing strongly and we had successfully run a tight ship, meaning we were on target to hit our budgeted profit. The panic buying of food that gripped the nation in March delivered an unexpected boost to sales and profit.



*Profit is our earnings before tax, interest, depreciation and amortization

**We believe in paying our fair share of tax and are in line with the UK corporate tax rate of 19%

*** Unaudited figures

Our Pledge For The Planet

- Continually improve our direct environmental impact and ensure our actions are in line with keeping global warming below 1.5 degrees above pre-industrial levels
- Consider how we can have a positive environmental impact, or at least reduce our current impact, before making decisions or taking actions
- Encourage and empower our people to drive positive change in our environmental performance
- Be transparent about our environmental performance and open to challenge on where we can improve



In December we joined the Business Declares platform of companies declaring a climate emergency and made our Pledge for the Planet.

Environmental Impact



We were committed to this year being a watershed for COOK's impact on the environment.

The first step was to set science-based targets for our carbon emissions. This means measuring accurately the carbon we put into the atmosphere from our direct operations (kitchens, transport and shops), and challenging ourselves to reduce it at a rate in line with keeping global warming below 1.5C.

From this work, we made the decision to offset 100% of the carbon we emit, so we can legitimately say we are carbon neutral in our

direct operations. Offsetting works through us paying to fund projects elsewhere in the world that are reducing carbon by the same amount as we are emitting it – to balance the books as it were. While this is a good first step, the only credible action for the longer-term is for COOK to emit much less carbon.

We therefore joined the Business Declares platform and made our Pledge For The Planet, committing to get COOK to net zero carbon emissions from our operations by 2030 and to playing our part in trying to keep global warming below 1.5C.

We already use 100% renewable electricity,

meaning it has no emissions, and getting to zero emissions from other energy sources presents a formidable challenge. To a large extent, we will be relying on affordable technologies emerging to make this possible (for example, electric lorries for transport), although something to celebrate this year was using 25% less natural gas, despite record production levels.

This year has showed us how challenging our commitments are. Despite all our good work, the carbon footprint from our direct operations actually increased significantly, up 40%, due to leaks of refrigerant gas from old equipment at

the COOK Kitchen. Carbon offsetting means we take responsibility for this but our Pledge for the Planet is to continually improve our direct environmental impact and last year we failed in this regard.

We are now focused on developing a robust plan to hit our 2025 science-based target and deliver our 2030 net zero ambitions even as COOK grows.



When you shop with
COOK you're helping
people into work after
prison, homelessness or
mental health challenges



When you shop with
COOK you're helping
create a more sustainable
food system



When you shop with
COOK you're helping
create a more caring and
connected society



For B Corp month in March we
created bold new graphics for shops.

Certified

Corporation

At COOK, we believe there is a better way of doing business than the conventional capitalist approach that pursues profit at all costs. It's why we became one of the first certified B Corps in the UK in 2013, independently audited as meeting the highest standards of social and environmental performance and public transparency. In the UK, the community of B Corps has grown to 262 companies and welcomed some big names such as The Body Shop and The Guardian newspaper group this year. COOK is on track to re-certify for the fourth time by the end of 2020 with our highest impact score yet.



KINDNESS
IS
Invincible
MARCUS AURELIUS

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