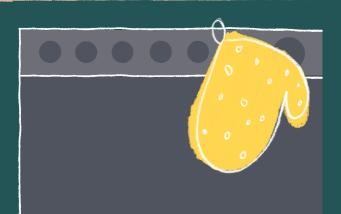
-COOK-



Purpose Progress Report 2018















Hello,

"Oh, I wish we could be 20 every day," as Noddy Holder of Slade might have sung had he been aboard the good ship COOK in 2017-8 rather than fronting a 1970s glam rock band of dubious musical merit. Because our 20th birthday year turned out to be something of a belter in pretty much every regard.

Was it the stars aligning? Not on your nelly. More like it was the remarkable work of 900 people from our kitchens, to our shops and concessions, via logistics and HQ. Thanks to you all, we enjoyed a spectacular summer, launched a phenomenally successful new range of pies, delivered another record-breaking Christmas, recertified as a B Corporation with our highest score yet, and beat pretty much every financial target we'd set ourselves in our budget.



"Our 20th birthday year turned out to be something of a belter in pretty much every regard"



Amidst this avalanche of success, perhaps the most significant step forward for the long-term health of

COOK was the clarity we achieved regarding our driving purpose. Articulating the "why" of COOK has been an itch we've been trying to scratch for the past five years. The Nourishing Relationships framework we developed has helped make everything else much clearer and injected new energy into the business.

It's why we've called this a Purpose Progress Report rather than a traditional company annual report. We've put together all the important numbers we track under our four purpose headings: nourishing relationships with our people and their work; with our food and where it comes from; with our customers and communities; and between business and society.

CHURCHILL'S PIG

"We don't need to choose between purpose and profit because we choose both"

Hopefully, it helps show that while our financial figures are important, it's what they enable us to achieve in terms

of a positive impact on society that really matters. We don't need to choose between purpose and profit because we choose both. If we succeed in nourishing relationships with our people, within the food system, with our customers and society broadly, then we will succeed in driving long-term, sustainable and profitable growth for COOK.

Underlying all this is our unique culture: a blend of remarkable people of different ages, backgrounds and skill sets who together create

a thriving community, with shared values and an often heroic commitment to our cause. This culture is our competitive advantage. Thank you for helping it get deeper and richer and for being part of the COOK family.

Having started by misquoting one dodgy old rocker let's finish by doing the same for another: spandex-clad business sage, David Lee Roth



"Our culture is our competitive advantage"

of Van Halen. As, on the following pages, we celebrate a phenomenal year for COOK, let's not forget the timeless wisdom of Lee Roth: "Just when you think you got that rat race licked, boom, here come faster rats..."

Thanks for a great year.

Ed, Rosie, Mark, Richard, Quintin, Jemima, Chris & James (AKA The Senior Team)



Lessons from 2017/18

At the end of each financial year, the senior team identifies the big lessons learned over the past 12 months.

BUILDING COMPANY-WIDE CONFIDENCE IN NEW FOOD LAUNCHES PAYS OFF BIG TIME.

This needs time to make sure the product is right, stock is good, the communications and campaign hit the mark, and our shop teams are fully on board. So we need to build more time into the food calendar and make sure we've got enough resources in food development.

ALIGNMENT AND COMMITMENT FROM THE SENIOR TEAM CASCADES THROUGH THE ORGANISATION.

And the senior team shouldn't assume that what they discuss and agree is immediately understood by everyone else.

WE NEED TO FOCUS ON HAVING THE RIGHT LEVELS OF STOCK AT THE RIGHT TIMES.

We could have made more of Christmas if we'd had more stock, so we need to hold our nerve to give ourselves the best chance of outperforming.

WE NEED TO KEEP INNOVATING WITH OUR FOOD.

Our biggest successes of the year were on the back of excellent product development.

TO ENRICH OUR CULTURE WE ALL NEED TO LEAD A BIT BETTER.

The Best Companies survey told us that great leadership at every level of the company drives the engagement and commitment of our people.

IT'S REALLY TOUGH TO RUN A BUSINESS WITH A GENUINE TRIPLE BOTTOM LINE.

(accounting properly for people, planet and profit). We need to raise the visibility and urgency around our environmental impact, in particular.

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.



We reconnect everyone vith our Essential Ingredients; enable everyone at HQ to do a remarkable job through focusing on role clarity and organisational structure; and nourish our workplace communities through events that give everyone the chance to celebrate our 20th birthday.







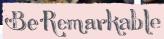




Logistics away day on the river





















National
£10.20
London

Living Wage Foundation

Govt Minimum Wage (18-20) £5.90

Govt Minimum Wage (21-24) £7.05 Govt Minimum Wage (25+) £7.50

38th Best Company
To Work For

100
BEST
COMPANIES

BEST COMPAMES TO WORK FOR 2018 Highest placed manufacturer

Third placed retailer

5% Profit Share
597 people who had
been with us for the full
year shared 5% of
our pre-tax profit





23 more people received life coaching through the COOK Dream Academy, enabling them to identify and work towards their dreams with the help of Alastair Hill, our Dream Manager and a qualified life coach. More than 100 people have now benefited from the Dream Academy since its launch in 2013.

"The Dream Academy didn't open doors for onfidence to open them myself"

"Dream Academy
has made me really
think about what I
want to do. It has given
me the push I needed to
do something about
my dreams"

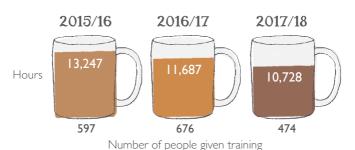
"For the first time
in many years, I have
taken stock and thought
about what I would like
my future to look like
and how that can
be achieved"

Got dreams? Don't be shy.
Apply to join the next
Dream Academy.



474 people were given formal training of some kind, amounting to 10,728 hours

We focused on depth rather than breadth with training this year - our total number is lower because a big retail training event was held earlier in 2017

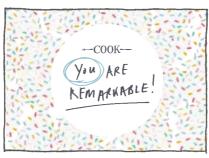


Hardship Fund 25 colleagues in dire straits were helped with an interest free loan and we lent a total of £20,000 (£88,060 over the past 5 years). We've never had a default.

The COOK Cabin We bought a small poliday home on the Ke

holiday home on the Ken coast so we could offer everyone at COOK the opportunity for a few days away for free.





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.

BeRomarkable

Carol Hatch Be Remarkable and Care CARE

For tirelessly pursuing high standards of diligence and safety at COOK Puddings amongst a whirlwind of creativity, and taking everything in her stride.

Nominated by Richard Pike

Damien Payne Be Part of Our Family FAMILO

I am nominating Damien because he saw my potential when I was working for the agency and he helped me achieve my goal of getting a full time job at COOK. I want to thank him for everything he has done for me.

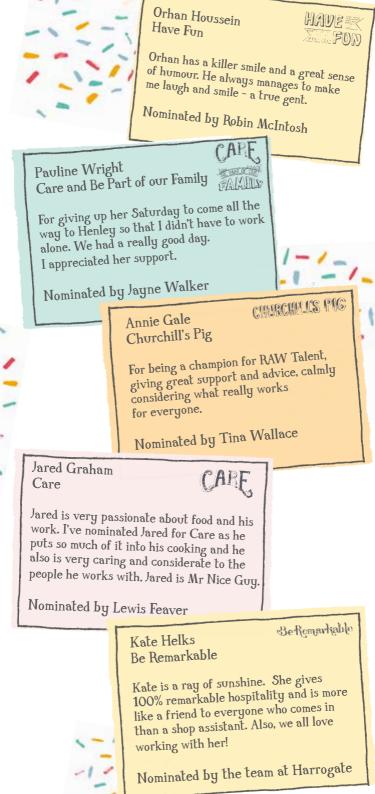
Nominated by Denia Rostas

Miles Barrah Lowis Care



The support Miles gives his team is incredible. He encourages them to follow their dreams and helps them with work experience where possible. He genuinely cares about his team and being the best manager he can be.

Nominated by Margaret Simmons





Nourishing Relationships

Food & Where It Comes

We believe food Should be cooked, not processed.

a V

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.





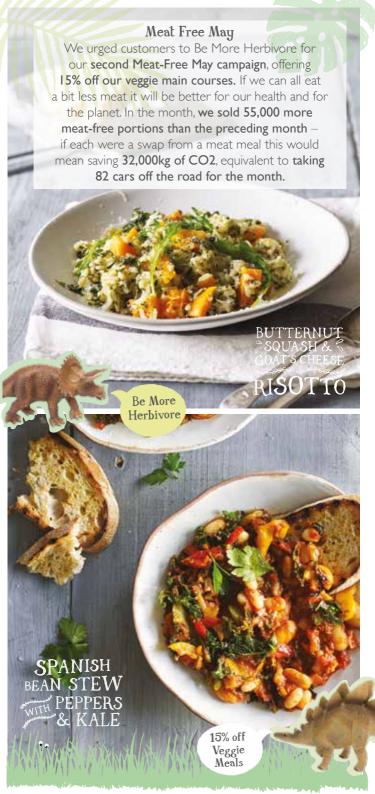




Milestone 3:

We trial new packaging for four portion meals to create space for additional recipes.







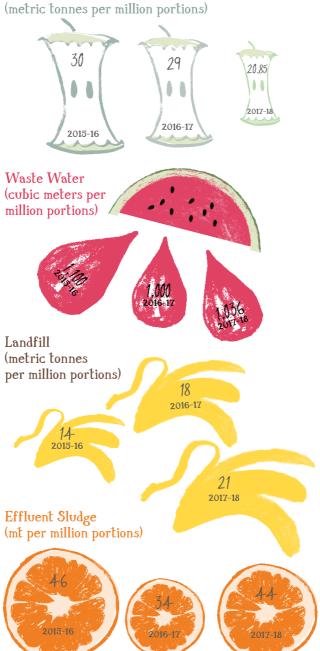
Keeping this new kitchen small will mean we can remain faithful to our founding statement. Fingers crossed, it will open in summer 2019. Plans for the next COOK Kitchen are taking shape, just a mile down the road from our site on Eurolink Way.



COOK Kitchen Waste

We can't pretend our kitchen waste figures make good reading. As one of our 2020 To-Dos, we've set ourselves the challenge of halving food waste from the kitchen.

Food Waste (metric tonnes per million portions)



Awards





Roasted Veg, Lentils & Kale Pie

Steak & Stilton Pie



Roasted Pepper & Goat's Cheese Quiche
Prawns with Chorizo & Lentils





Good Chicken Award From Compassion in World Farming

in recognition of our commitment to be using only UK higher welfare chicken by 2020. By the end of March, we were at 50% higher welfare.

Trans I to minimize the comment

Nourishing Relationships



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.

We take hosting to the next level in all COOK shops through better measurement reward and

New customer experience reports and better training contributed to even better hosting in our shops.

WIII



Pam & Hannah Tonbridge

recognition and improved training.

Kengt





into C

Team

Godalming

Blair Leamington Spa

Karen & Becky Beaconsfield













Caroline Lightwater

CUSTOMERS & COMMUNITIES

Milestone 6:

We establish a new customer marketing function to recruit customers profitably through a calendar of campaign activity including door drops, direct mail and world-class email, supported by in-store data capture and a social media trial.







28 CUSTOMERS &

Milestone 7:

We open four new shops and complete three refits on time and on budget; and add eight supers and 55 new beautifully-branded concessions.



+12.5% like-for-like sales in shops open for 12 months



87 COOK shops (as of end March)

including five new shops



Ringwood



Loughton



Cirencester







CO OP Budgens

BOOTHS







New look Concessions







Community Kitchen

Care card

We distributed nearly 1,000 Care cards to COOK staff, a 30% discount card for them to pass on to anyone they know who is going through tough times and would benefit from money off our food. The cards were used for







Donations

£26,522 worth of gift vouchers and food donated to charitable causes (+29% on last year). We also continue to support Caring Hands in the Community, a dropin centre for the homeless or vulnerable in Rochester, with donations of food.





One million meals and counting via One Feeds Two

In this moment, it's particularly important for us to help connect people across borders. Passing the milestone of one million school meals donated in Malawi through our partnership with One Feeds Two was therefore cause for celebration. Every time we sell a COOK for Kids meal we provide a free school meal to a child in Malawi. This year's total was 347,363 meals (+8% on last year).





Volunteering

This year COOK staff spent over 300 hours supporting or inspiring other organisations through volunteering our time and expertise.



FoodCycle: £27,293 donated from carrier bag charges
FoodCycle is a national charity

FoodCycle is a national charity that builds communities through providing weekly lunches, made from surplus food, for vulnerable people. We have donated more than £67,000 in the past three years.

Some eggcellent feedback



"Brilliant
food from a
lovely couple
& their staff in
the Taunton
COOK"
Jan via Facebook



"PERFECT SO ideal not having to think about cooking too much for a while after bambino arrives" Made In Chelsea's Binky Felstead via Instagram, having been sent a COOK delivery

"Looking forward to this tasty little number Ichicken, ham and leek piel from @theCOOKkitchen tonight – pie as a force for good! #BtheChange @BCorpUK" @simcevoy via Twitter

"Dear Julia,
thank you so much for
nominating me for your Care card
scheme. I really appreciate it. When
I come to the shop I feel like I am
coming to see friends."
Card to Rustington

Nourishing Relationships Between



natition disciplination

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.



We update our brand strategy and publish a new version of the Brand Guide, a 20th anniversary magazine and new brand pages on cookfood.net, including a brand video.

BUSINESS & SOCIET

*Sadly, we didn't do a brand video (but we did lots of other great videos)



"Inspirational, brutally honest and true.

A real introduction to a great company
that has been on an amazing journey."

Anna via email

BUSINESS

Our new home delivery hub in Rainham, Kent gives us much more capacity to deliver via our own vans in the south east.



Milestone 10:

We re-certify as a B Corporation and publish our social impact goals.

BUSINESS AS A-----FORCE FOR GOOD

We take the B Impact Assessment every two years and have to score 80 points to be certified. The test has got tougher each time, as the B Corp community strives to keep on getting better. For the third time running, we increased our score. Be the change.

B Impact Assessment			
	2015	2018	
Governance	14	15.5	
Workers	27	28	
Community	29	30.4	
Environment	13	13.6°	
Overall	82.9	87.5	



We are really excited to publish our 2020 To-Do List, 15 actions that are going to help us live our purpose. If you haven't got a copy, ask for one or go to cookfood.net/2020-to-do-list

The B Corp movement to reinvent business as a force for good in society is gathering real momentum. Globally there are now approaching 3,000 certified B Corps in 65 countries with combined revenues of \$52bn. In the UK, the community



has grown to more than 160 certified companies and welcomed some familiar brands including Innocent, Café Direct, Danone UK and Finisterre clothing. Helping lead this movement further into the mainstream is one way in which we believe COOK can make lasting change. This year we've worked with loads of fellow B Corps in some way, be it sourcing goods and services or joint marketing. They include: Elvis & Kresse, Red Inc, Pukka, Squeaky, Ella's Kitchen, Lily's Kitchen, Divine Chocolate,

COODDOONG

Doisy & Dam, Do Nation, Toast, Rebel Kitchen, Cotswold Fayre.







Environment

We have committed to this year being a line in the sand for our environmental impact, which we are determined to reduce. Our performance slipped in some important areas. We are putting in place clear work streams to make sure we can reduce the amount of water and energy used per portion of food made; the amount of food waste we produce; and the waste going to landfill (see p22).

Natural Gas (Kw hrs per million portions)



Water (cubic meters per million portions)



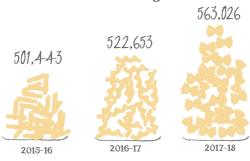
Electricity (Kw hrs per million portions)



More Efficient Transport

As our estate grows and we seek to make the most of our logistics capability, so the number of miles we drive increases. We invested in a fleet makeover with 42% of vehicles changing to more efficient engines with lower emissions, and this meant our fuel consumption improved from 19.21 to 20.22 miles per gallon.

Miles driven (Logistics)



*Central logistics only. Home Delivery: 110,575 miles

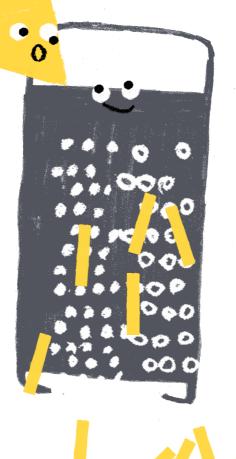
Litres of diesel used (Logistics)



*Central logistics only. Home Delivery: 21,480

100% renewable electricity

In October 2017, we switched to buying 100% renewable electricity in our kitchens and companyowned shops. This prevented 1,800 metric tonnes of CO2 from being released into the atmosphere, equivalent to us planting nearly. I million trees!







Grate performance!

always finish with a cheesy pun















Nourishing Relationships





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www.cookfood.net facebook.com/thecookkitchen @thecookkitchen