

— COOK —

PURPOSE PROGRESS REPORT

2022



DON'T MISS



3.9% of our
team are
RAW Talents
p10



27 more
Great Taste
Awards
p26



89,929 more
free Kindness
Fund meals
p32



Installing solar
for our Climate
Action Plan
p36



Good News! For the month of March, the world's first pop-up B Corp store occupied a prime site just off London's Oxford Street, stocking nothing but certified B Corp products. COOK was one of the lead sponsors that made it possible.



ROLLER COASTER...

Rollercoaster. It's a cliché but for 2021-22 it sums up the life of COOK. Of course, the whole point of rollercoasters is, at the end, the excitement of the ride makes you want to do it all again. But repeating the experiences of last year is unlikely to be something any of us would volunteer for. So maybe "crap rollercoaster" is a better metaphor. Not in the sense of it lacking thrills. Rather, because it felt dangerously close to going off the rails at times, for reasons beyond our control.

Inevitably, in this white-knuckle-ride of a year, it was the people of COOK who saw us through. Our **collective resilience, adaptability and sheer graft was truly Remarkable**. Through a financial year that started in Covid lockdown and ended with a war in Europe and spiralling inflation, the COOK community has been, above all, **a lesson in Care**. For each other, for our work together, for our customers and communities.

We have distributed **90,000 more free meals** to people in need through our Kindness Fund; launched a new action plan to **Nourish People & Planet**; and been recognised with the **Queen's Award For Enterprise** for our pioneering RAW Talent scheme. We have grown the business beyond our expectations; won another **27 Great Taste Awards**; and broken ground on building our next kitchen in Sittingbourne – COOK Pastry & Pies. Through these ups, and numerous downs, we have **kept smiling**. While it wasn't exactly hands in the air, joy etched on our faces, as we took another stomach-churning loop round the track, we've done our very best to enjoy the ride.

Rollercoasters are all about velocity; and sales momentum was certainly not lacking. We had anticipated the home delivery business we attracted during the first year of Covid would ebb away as people returned gladly to our high streets. In fact, our new home delivery customers remained and shoppers came back to our physical stores. For most of the year, shop sales were **30% or more above pre-Covid levels**. Similar demand was there in our Concessions business, where we also continued to open lots of new space.

The big problem was in making enough food to satisfy this unforeseen surge in sales. In a "normal" year (if such a phenomenon were ever to occur again), we might stand a chance. But in a very abnormal 2021 we were always behind the pace.

Thankfully, we successfully extended our new Classics kitchen at the start of the year. Only operational since March 2020 we had forecast it would hit capacity after four years or more. But one-year in and it was already running at full tilt, **cooking double the meals of the year before**.

SALES
£94.4M*

(*unaudited figure +13.5%)



The kitchens themselves – in terms of the pans, ovens and freezers – could probably have met the demand. But the unique, home-cooked experience of COOK meals is created not by machines but by **skilled people who prepare everything by hand**. And by early summer it was becoming clear that good people were suddenly in **very short supply**.

We've been rated as a Top 100 Best Company To Work For **every year since 2012**. We pay well, offer very attractive benefits and, most important of all, have a friendly, open culture where everybody is welcome and people flourish. Finding good folk to join us has never been a problem. But just as we needed an influx of new recruits to keep up with demand, the labour market dried up. At one point last summer we were **more than 100 people short** in our Sittingbourne kitchens.

As we were struggling to recruit, so were the farmers, suppliers and hauliers we depend on for our ingredients. Occasional missed deliveries are par for the course at our kitchens. But being consistently short of essential ingredients each week creates absolute havoc with planning and production. By September, it was not uncommon to be **missing 30 ingredients at the start of a week**. And yet, simultaneously, we were celebrating another 27 Great Taste Awards from the Guild Of Fine Foods. **Such were the twists and turns of 2021**.

The inevitable result of all this disruption was that cooking our food became more costly than ever before. The extra money flowing through the shop tills was all leaking away in manufacturing inefficiencies. And this was before ingredient inflation began to bite – which it did so, hard, from October onwards.

Through the summer, usually our quietest period, we were running as fast as we could to simply keep pace with sales. We realised that to cope with the inevitable acceleration of demand for Christmas we therefore needed to take decisive action. Effectively, we **put the brakes on, hard**. We cancelled our marketing campaigns for autumn; paused opening new concessions; and reduced our menu to focus on making enough of our best-selling dishes. **What we wanted to avoid, above all else, was disappointing customers at Christmas**.

At the time, these were incredibly tough decisions to make and implement. In hindsight, they were essential to getting us through what was to come.

**TAX
£237K**

(we believe every company should pay its fair share of tax. This year, due to allowances made for the big investment in our new kitchen, tax is lower than last year.)

As Covid and lockdowns returned, sales kept surging. We were **selling Christmas turkeys in September** before they'd even been launched online (unsure how this was even possible!). **By the end of October, half our turkey stock was gone**. Christmas was shaping up to be huge. We reduced e-commerce slots to help simplify shop operations. By the first week of December, we were poised to turn off Christmas online. And then... **our screens went blank. Or blue, to be precise**.

The cyber attack we suffered in early December came very close to sending us off the rails. That we came through it without disappointing customers at Christmas was down to the **heroic efforts of everybody at COOK**. For a few days we were effectively operating blind. And, although no sensitive data was lost, we were without essential info for weeks. It meant millions worth of sales were missed. Not just in COOK shops. Our Concessions partners were supportive even when we struggled to get deliveries to them in the run-up to Christmas, also their busiest time. We were **hugely grateful for their understanding**.

The toll it took on everybody at COOK cannot be underestimated. At the end of a very difficult year it could have broken us. **People's resilience was nothing short of breathtaking**.

**PROFIT
£6.4M***

(*unaudited figure, -26%. The cyber attack cost us at least £2m – we await an insurance claim for some of it. Profit is our earnings before subtracting interest, tax, depreciation and amortization.)

By February, we were looking forward to a new financial year and a calmer ride. **More fool us**. Following the invasion of Ukraine, the economic backdrop is **as challenging as it's been since 2008** and an inflation-induced recession seems inevitable. 2022 is shaping up to be more of a House of Horrors than a rollercoaster. What joy!

But at least these are known challenges. Our muscles for agility and decisive action are well-trained. **We have already adapted our plans to navigate a stormy year ahead**. As Ed and Rosie wrote in their final weekly email update of last year, on December 20th: **2021 has been one of the hardest years in COOK's 24 year history**. It has also been a **triumph of spirit over adversity** and shown us the true power of team, and being part of a community at work.


We believe – and experience tells us – our COOK community can continue to grow even in these most challenging times. And while 2022 may be tough, it won't divert us from our long-term mission: to make sure COOK is a company that genuinely nourishes people and planet. Proving business can, and should, be a powerful force for good.

We'll continue to enjoy the ride.


TOP 10 MILESTONES

Every year since 2013 we've put together a simple, top 10 milestone plan to keep us on track during the year. The pandemic meant our plan for 2020-21 was quickly torn up, as we responded to the crisis. But for 2021-22 our milestones were back. In a very challenging year we did well, with seven milestones green (done or on track) and three amber (partially done).


ONE

 Aim for an ambitious half-a-million active customers driven by profitable digital marketing, high value customer segments such as new parents, and engaging, targeted comms enabled by a new customer data warehouse and platform, and 60% linked sales. Grew customers to 400k+; data warehouse built, platform being installed; linked sales at 60%; new parents progress.


TWO

 Increase our appeal to busy families and conscious eaters through the successful launch of Wholebowls and savoury traybakes and clearer communication of our food values, while growing our core with repackaged meals for two and another remarkable Christmas. Wholebowls launched; traybakes launching; strong Christmas; repackaging on hold.


THREE

 Reach more communities by opening four new shops successfully, including a new format shop in Bath, and 150 new concessions. Bath, Mere Green and Colchester open, fourth shop de-prioritized. Concessions flying.


FOUR

 Keep focused on being the best kitchens for food safety as well as quality with a refurb of the COOK Kitchen and achieving an ISO upgrade, helped by a new, digital technical system. Kitchen refurbished; ISO upgrade achieved; digital technical system on track. Sizeable operational challenges and costs make this amber.


FIVE

 Deliver a remarkable ecommerce and doorstep experience by improving our website to increase conversions and engagement; launching software to track and route deliveries; creating a better in-box experience; and giving all our drivers the training they need to be remarkable at the door. All on track or delivered. Driver hospitality deprioritized.


EIGHT

 Keep the COOK community vibrant and fun with great (virtual) events and by giving more people than ever opportunities for learning, development and personal growth. Great events, new recruitment team, successful L&D.


NINE

 Launch new goals for Nourishing Work, Community and Planet that enable every team to own and measure their impact while evolving our Nourishing Communities framework to become an iconic purpose vehicle for COOK. Goals launched; Kindness Fund retained as a purpose vehicle.


TEN

 Agree a plan to make sure we have logistics and offices to match our ambitions for Chapter 4. New office open, COOK Logistics expanded and West Country logistics hub launched.

SIX

 Have stock in the right place at the right time for customers, particularly at Christmas, through better commercial and retail discipline and enhancing our systems to take the next steps to auto-replenishment. New stock system is a work in progress.

SEVEN

 Nurture a community of engaged, ambitious and successful franchisees with a new franchise agreement for Chapter 4. Done. We also bought back five franchise shops.



Working towards our vision of:

**VIBRANT, INCLUSIVE WORKPLACES WHERE
WE CAN ALL ACHIEVE OUR POTENTIAL**
**CARING AND CONNECTED COMMUNITIES
WHEREVER WE OPERATE**

**FOOD GROWN, MADE AND ENJOYED
WITHOUT COSTING THE EARTH**



COOK

NOURISH PEOPLE & PLANET

ACTION PLAN

We've set 12 goals to achieve by the end of our 2025 financial year



Our RAW Talent scheme will be providing an even greater proportion of our team thanks to 60% of people who start the scheme still being in work after 12 months (whether at COOK or elsewhere).

Our team will be sharing a higher percentage of our profits and we will remain a certified Living Wage employer, with the salary gap between the highest and lowest paid being no more than 15x.



We will have provided a further 400,000 free meals to help connect people in our communities through our Kindness Fund, FoodCycle lunches and meals created from our leftovers.



COOK will be a demonstrably more inclusive workplace with more female leaders and greater ethnic diversity.



We will be working with our concessions partners to enable care and connection in their local communities.



All suppliers of our priority ingredients will be taking action to reduce carbon emissions and we will have initiatives to reduce biodiversity loss and improve soil health in our supply chains.

We will be cooking with 100% certified sustainable seafood and will have built on our five Compassion In World Farming awards to have demonstrably even better animal welfare.



Our carbon footprint will be 29% lower on our way to net zero by 2030.



Our leftover ingredients will have been used to make 100,000 free meals for our communities, helping us halve the end-of-line food waste at our kitchens.



Sales of meat-free meals will be 30% of our savoury total.



A further 1.5 million free school meals will have been provided in Malawi through our partnership with One Feeds Two.



100% of our packaging will be recyclable and made from at least 70% recycled content and we will have explored closed-loop recycling systems and alternatives to plastic.



LIFE CHANGING MEALS



**40
RAW
TALENTS**

working in
the business

**126
PEOPLE**

have been
through our
RAW Talent
scheme since
it started

64%

of people who
start RAW Talent
are still working
at COOK one
year later

In the year of the historic Platinum Jubilee, we were genuinely thrilled to receive the Queen's Award For Enterprise for RAW Talent. Our pioneering programme for people facing obstacles to employment has been going since 2014, providing opportunities for people who would otherwise struggle to find work due to a criminal conviction, homelessness, refugee status, mental health challenges or long-term unemployment.

RAWTalent has taught us to see people for who they are, not for what they might have done in the past. As John, our longest-serving RAW Talent, puts it: "There is gold in everyone." Through RAW Talent we go mining for what's most precious.

So many people invest time and emotional energy in supporting our RAW Talents. It works only because we all make it work. To everybody involved in ways big or small, our heartfelt thanks.

Want to know more?
Drop us a line at rawtalent@cookfood.net



**24 NEW
RAW TALENTS**

recruited this year

3.9%

of our team are
RAW Talents

**16
COMPANIES**

helped in
exploring their
own RAW
scheme



RAWTalent team
Annie (left) and John
(far right) with RAW
Talents, Tony and Del

RAW STORIES



Derek

“ I LOOK FORWARD TO THIS, EVERY DAY. THIS IS MY LIFE. ”

I spent three years behind the door. We were told we'd have the stigma of our prison sentence on our records all the time. I was looking at the people in my interview thinking: "You guys aren't going to give me the time of day." A year later I'm in one of the best jobs I've ever had. I love it. People ask me: "Would you change your job?" No I wouldn't, never. I'm staying. It's the people. They don't just bring you in and drop you in the middle – "that's it, see you later, get on with it". They're still around you, like a circle, like a wall. You can go to them for anything. It's the best support group. I'd probably be back in jail if it wasn't for them.

I spent 10 years in prison then, when I came out, I isolated myself for another three years because I was traumatised. I had heard about RAW Talent from my probation officer. I've been at COOK for nine months now, loving it every day. I have a 100% record here, never missed a shift. Everyone knows me now. I've got a lot of good people around me and a lot of support. I feel part of something, if that makes sense? I look forward to this, every day. This is my life.



Tony

“ IT'S THE BEST SUPPORT GROUP. I'D PROBABLY BE BACK IN JAIL IF IT WASN'T FOR THEM. ”

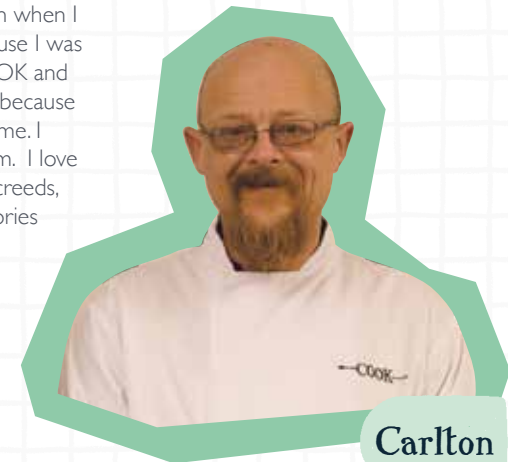


Callum

“ SINCE BEING HERE MY CONFIDENCE HAS REALLY GROWN ”

I was really struggling with life before I worked here. I was having difficult times... with family members, a relationship break down, in and out of jobs. My confidence was really low. Most days I was just sitting in my room watching TV or playing Xbox. I was very lonely. Since being here my confidence has really grown. I feel treated really well, like part of a family. I feel excited to come to work. The main thing for me is that having had hardly any friends before, I now do ... whether they're in my department or another one. If you feel lonely, like I did, the people here will talk to you. It's a good work environment. I can picture myself staying here for many, many years to come.

In the past my mental health has really suffered, so much that I made an attempt on my life. Even when I found work, I couldn't hold a job down because I was feeling so bad. Then I was introduced to COOK and RAW Talent. I'm feeling so much better now because I'm working for a company that cares about me. I can look people in the eye and speak to them. I love the diversity here – all these different races, creeds, colours – and different experiences and histories that mould people. At COOK we're doing the right thing TOGETHER, and we're all united behind that. I call it capitalism with a social conscience. We make great food and support great causes. Don't get me wrong, it's not all sweetness and light... with such a mixture of people, we have differences of opinion. But the common purpose we're working towards brings us together again.



Carlton

“ I LOVE THE DIVERSITY HERE ”

Want to know more?
Drop us a line at
rawtalent@cookfood.net

PEOPLE ARE OUR SUPERPOWER

We don't have a Human Resources team at COOK. We don't believe anybody should see humans as resources for a business to use in the pursuit of profit. Instead we have a People team. It's a small but important detail. We want to treat everyone as important and valuable for who they are, not for what they can do for COOK. We believe taking Care of people is the right thing to do. We know that if we Care for people at COOK they will Care for the business in return.

Everybody paid a proper Living Wage as a minimum

Living Wage Foundation

25 PEOPLE

referred to free counselling
- when we don't have the specialist skills needed, we find an expert to help

1102 PEOPLE

had a share of our profit
(+83 people on last year)

46 PEOPLE AND THEIR FAMILIES

enjoyed a free holiday at the COOK Cabin
(-16 on last year due to Covid closures)

55 PEOPLE

helped by an interest-free Hardship Fund loan
(+9 on last year)

648 PEOPLE

Were involved in personal or professional development
(+226 on last year)

41 COOK STARTERS

We ran our first partnership with the government's KickStart initiative to provide jobs to 18-24 year-olds at risk of becoming long-term unemployed. Nine people have since taken on permanent roles. Our programme was recognized with a Kent Employers Award.

ESSENTIAL INGREDIENTS
WHAT MAKES US
COOK

Values aren't about what we say but what we do. Every quarter or so, we ask everybody at COOK to nominate other people for putting our five Essential Ingredients into practice.

897 PEER-TO-PEER NOMINATIONS

(+56 on last year)





BENEFITS

Be Remarkable

Dream Academy

Anyone can apply for sessions with our Dream Manager to help you achieve a personal dream

Sunday Times Top 100 company to work for



Working for a Certified B-Corp

We're part of a global community committed to using business as a force for good

Training & development budget

To help you gain new skills and a dedicated Learning & Development team



Selfie

Take charge of your career and development with our self-appraisals



Team away days

Spend quality time together away from the day job

Skills Allowance

In recognition of the extra responsibility for specific skills



Academies

Build your career by applying for our Internal Learning Academies

Grow

Workshops offered throughout the year, from excel training to yoga!



One week's paid holiday plus £100 towards the cost of your wedding

A day's paid leave when you become a grandparent



Long Service Awards & Lunches

Enhanced maternity & adoption leave

If you have 3 years service

New baby

Choose a food hamper or gift of baby clothes



11 days full paternity leave

An extra week

holiday to help you if you are going through IVF treatment



A day's paid leave when you move house

Everyone matters

Diversity and Inclusion Focus group

A day's paid leave when your child starts school for the first time

CARE

Trained mental health first aiders



Life Assurance

Worth twice your annual salary to your next of kin if the worst happens while you're at COOK

Care Cards

Our team can nominate those going through hard times to get 30% off COOK food for a year



Wellbeing Programme

Health checks and an annual guide to help you to be the happiest, healthiest version of yourself



Pension Scheme

Save for your retirement including Salary Exchange for your pension

Generous 30% Staff Discount



Menopause Help

Give as you earn

Opportunity to give to charity through the payroll in a tax efficient way

Volunteering

Use up to five days a year to volunteer for a charity of your choice

Free counselling

HAVE FUN



Happy Birthday

Enjoy your Birthday and take the day off



Team meals, events & away days

Sabbatical

After 10 years service



Santa Grotto

At the kitchen



Extra holiday

After 5, 10 and 15 years' service



The COOKie Jar

1000s of discounts at your fingertips

Regular recognition & award schemes

The COOK Cabin

Available to all staff for a free holiday on the Kent coast

Flexible Working

You have 3 x ½ days to use each year to attend important family events like sports days. Where possible, we'll also strive to make your hours and location work for you.

CHURCHILL'S PIG



Annual pay review for everyone

Company away days

The opportunity to hear from the leaders of the business, ask questions and make suggestions

Financial Wellbeing

Coaches available for everyone

Living Wage

As a minimum, we pay everyone a real living wage (not the government's version)



PROFIT SHARE

After a full financial year at COOK, you'll receive a share of our annual profits



A STRONG SET OF VALUES



THE L&D KITCHEN

CUPBOARD

We want everybody at COOK to have the opportunity to achieve their full potential, both at work and in our personal lives. Last year, we focused on making sure leaders had the confidence and skills to lead their teams out of the pandemic. Nearly half of all training hours were on leadership development and more than 250 people had structured support to help them lead better. The Kitchen Cupboard gathers all our Learning & Development opportunities in one place. To put together your own recipe, contact the L&D team at learning@cookfood.net

Training Budget

Request funding to support:



Career Coaching & Mentoring

Sometimes it can be helpful to have someone outside your team or department to talk to, discuss challenges, and ask for advice.

Ask for some **CAREER COACHING** (great for a one off chat to help you get clarity).

Ask for a **MENTOR** (great for sustained support for an issue you are working on)

• COOK Academy •

If you are looking to develop your leadership, you could apply to be part of a formal programme. We have 5 zones for leadership development, starting with Leading Yourself. All levels offered regularly and relevant to different areas of the business.



• Learning Workshops •

Sign up for bitesize learning and short courses via the learning wall (and email). We have a wide range of learning workshops arranged under key themes, and if there's something missing just ask and we'll do our best to add it:



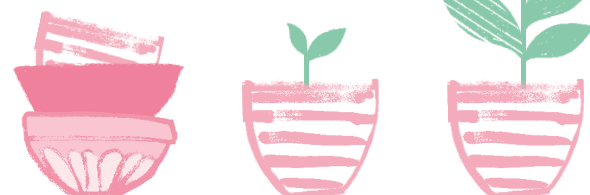
• Dream Academy •

The Dream Academy helps you have the confidence to believe in your dreams and supports you to make them a reality. Big or small, work or life, if it will move the dial for you then the Dream Manager can help make it happen. The Dream Academy involves four free life coaching sessions over six months.

Dream It. Plan It. Do it.

• Selfies and Growth •

Don't forget to continually check in with your progress and set yourself goals by completing a Selfie and having regular Growth Conversations with your line leader.



Learning Resources

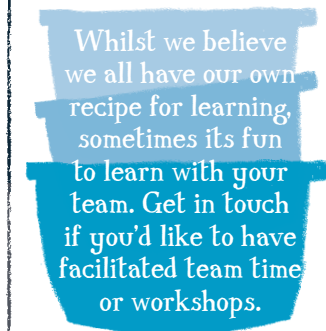
Feed your curiosity with extra learning resources:

Check out our Learning Library, borrow a book or find a podcast recommendation



Team Development

Whilst we believe we all have our own recipe for learning, sometimes its fun to learn with your team. Get in touch if you'd like to have facilitated team time or workshops.



EVERYONE MATTERS



We want COOK to be a company where everyone feels welcome, regardless of race, gender, religion, sexuality... whatever. It's explicit in the Be Part Of Our Family value: We all have different roles, different abilities and different personalities: by collaborating we can do remarkable things.

It means everyone should feel like they belong at COOK and be confident they can bring their whole self to work.

We follow the way of the JEDI which stands for Justice, Equity, Diversity & Inclusion.

JUSTICE – Dismantling barriers to resources and opportunities so everyone can live a full and dignified life. For example, our RAW Talent programme provides jobs to the disadvantaged.

EQUITY – Allocating resources to ensure everyone has access to the same opportunities. Equity recognises that advantages and barriers exist (the 'isms'). Some people might need more support or extra help to get to the same place you are. We try and offer it whenever we can, for example by providing free English lessons to people for whom it isn't their first language.

DIVERSITY – We're all different and we should celebrate and embrace this fact. Race, gender, age, personality type, sexualityAll the evidence is that diverse teams are better teams. We make an effort to recruit as diverse a group of people as possible to COOK and measure our performance.

INCLUSION – Fostering a sense of belonging so everyone feels welcome. One small action we take is to try and make sure our photography includes people of all types, so everybody feels like there's a place for them at COOK.



A NEW DAWN

FOR

BRITAIN'S

BEST

KITCHENS

Since the start of the pandemic we've done everything possible to keep our kitchens open and making remarkable food. The effort from everybody has been monumental.

Thank you to every single person in our kitchens.

We now hope (everything crossed) lockdowns are behind us. We're looking ahead to an exciting time for our kitchens. They remain the beating heart of a growing business, working to nourish people and planet, with amazing opportunities for people to discover and achieve their potential.

We've put together a new three-year plan to make sure we live up to being Britain's Best Kitchens. There are five growth pillars requiring change and evolution in order to get better.

Like everything at COOK, it's built on the foundation of Remarkable People. To steal a line from Nina Simone: It's a new dawn, it's a new day, and we're feeling good...

AWESOME
EFFICIENCY

ZERO
WASTE

KITCHEN
MINDSET

SAFE
FOOD

PERFECT
KIT

REMARKABLE PEOPLE

Culture of Care for each other
Right structure - Right people - Right place
Comms & Culture

This is our three-year plan for Britain's Best Kitchens (what we call our "strategy house"). This year, we're focusing on creating firm foundations by helping everyone Be Remarkable. We'll also be developing plans for each of our five growth pillars.

Photo: Sunrise over Sittingbourne

ANOTHER 27 GREAT TASTE AWARDS!!



Roasted Pepper & Goat's Cheese Quiche • Garlic & Herb Crusted Rack of Lamb
 Butter Chicken • Ham Hock & Leek Pie • Chicken, Ham & Leek Pie
 Spaghetti Bolognese • Chicken Panang Curry • Chicken Dijon
 Beef Bourguignon • Basil & Mascarpone Chicken
 Tomato & Pesto Chicken • Chicken Satay • Lamb Dupiaza
 Arrabbiata Pasta Bake • Keralan Prawn & Mango Curry
 Roasted Vegetable & Chickpea Curry • Vegetable Korma
 Pear & Ginger Tart • Chocolate Roulade
 Chicken Cushion with English Sparkling Wine
 Moroccan Lamb Tagine • Slow-Cooked Rump Beef with Brandy
 Stuffed Sea Bass with Roasted Fennel & Dill • Halloumi & Arrabbiata Lasagne
 Yellow Vegetable Curry • Roasted Vegetable Lasagne
 Glazed Apple Tart



A LITTLE MAP OF COOK 2022

COOK is a community stretching the length and breadth of the UK. Here are a few highlights from the past year.

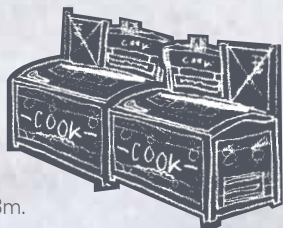


COOK Shops

92 COOK shops up-and-down the land. This year we opened in Bath, Mere Green, Colchester and York. Sales through shops (including local delivery) grew 8.7% to £65.2m.

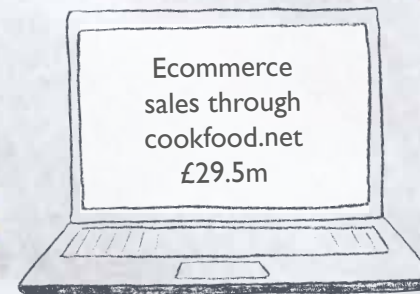
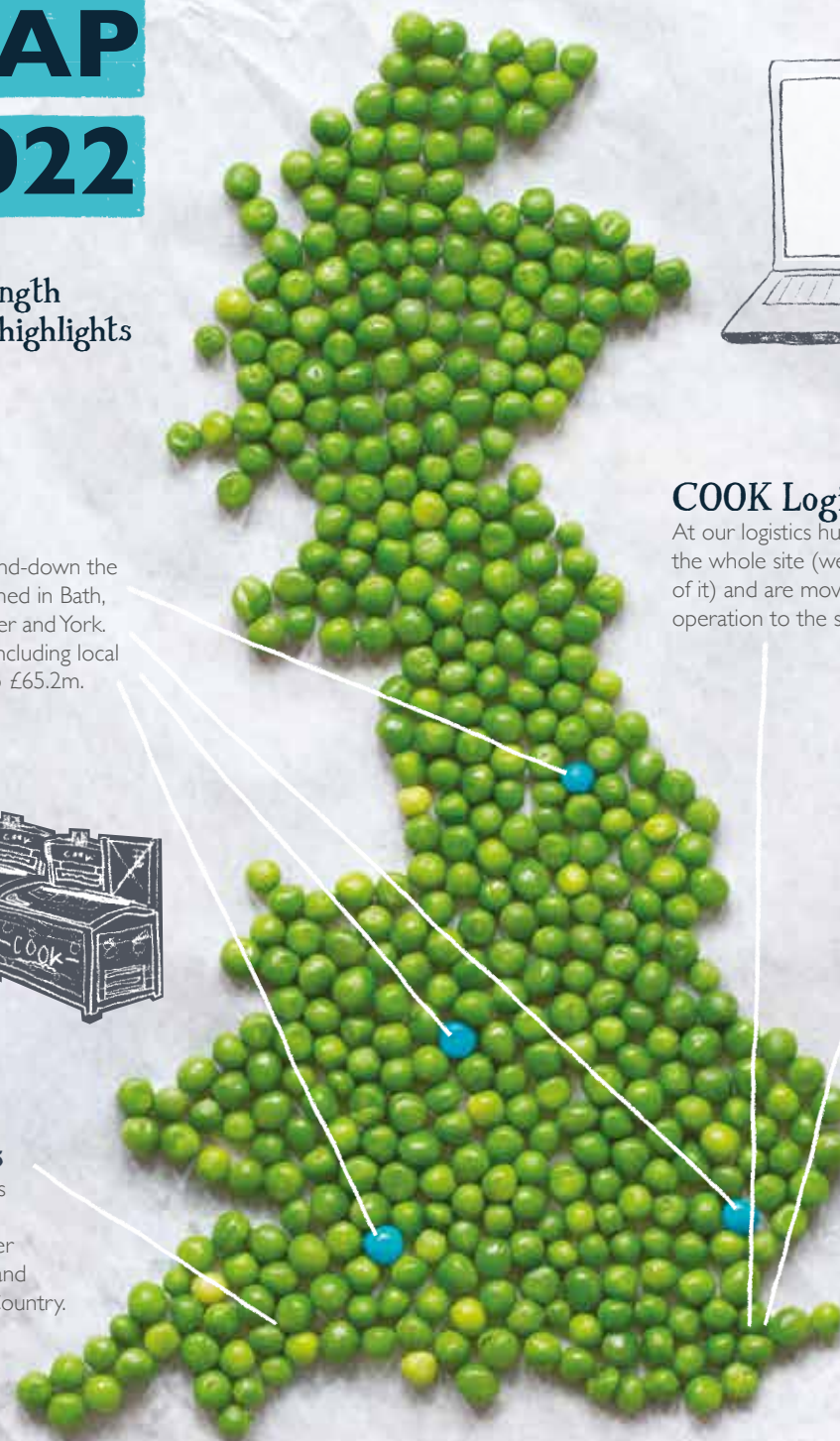
COOK Concessions

834 concessions partners nationwide, selling our food from branded COOK freezers. This year we added 116 new partners and grew gross concessions sales by 26% to £48m.



COOK Puddings

We created a new logistics hub at COOK Puddings in Somerset so we can deliver more efficiently to shops and concessions in the West Country.



COOK Logistics

At our logistics hub in Gillingham we've taken on the whole site (we previously occupied just a third of it) and are moving our National Home Delivery operation to the same location.

The COOK Kitchen

We turned the upstairs office into a much-needed new canteen space for the kitchen teams and have also given the kitchen a bit of TLC with new kit and signage.



COOK Classics

It only opened in 2020 but within 12 months we needed to expand COOK Classics, installing a second dishing line to increase capacity by XX%.

COOK Pastry & Pies

Work has started on our third savoury kitchen in Sittingbourne, across the road from the COOK Kitchen.

COOK Office

After surviving six months without a home, the new office opened in March for all our central teams.

FEEDING COMMUNITY

For people going through a particularly tough time – bereavement, severe illness or some other crisis – but who can't afford our food as often as it might be needed, our Care cards offer 30% off everything for a year. All our shop teams are sent two cards every year, to hand out as they see fit. Anybody can apply for a Care card to be sent to somebody they know.



**5,630
CARE CARD
TRANSACTIONS**
£59,997 discount



The St George's Lunch Club, whose monthly lunches are supported by COOK Fulham

Nothing is better for connecting people than a good meal and our food is perfect for feeding a crowd. Any local community group can get a discount of 30% for an event it's holding for 20 people or more. After the pandemic put get-togethers on hold for all of us, it was great to be able to support people getting back together again.

164
local events
supported
with 30% off
our food



£17,000

Donated to charity
FoodCycle from bags
sold in shops



We continue to help feed people at the Caring Hands In The Community drop-in centre for the homeless in Rochester, Kent. We also give them Christmas lunches for all their clients, collect gifts and help out on the day. Caring Hands sent us a lovely thank you note: "The generosity of your staff in giving up their time to come and help us over Christmas, and in the many presents they bring, speaks volumes about real social responsibility. We cannot thank you enough, but we appreciate COOK every single day."

6,121
more meals
donated to
Caring Hands

ONE FEEDS TWO



**455,772
FREE SCHOOL
MEALS
DONATED**
(vs 491,846
last year)

Our partnership with One Feeds Two will be 10 years old this Christmas. Back in 2012 we became their first national partner, helping prove their concept and setting them on the path to distributing 20 million free school meals in the developing world. COOK has accounted for three million of those meals and we plan to donate a further 1.5 million by the end of 2025. Every time somebody buys a COOK for Kids meal we donate a free school meal in Malawi via One Feeds Two. The meals are locally-sourced, contributing to the economy, and encourage school attendance, fuelling learning and play. The meals we've provided would have fed 15,000 children through a full school year or put 2,500 children through a full primary school education.

3,126,608
free school
meals served
to children in
malawi



COOK SHOPS



If there is one thing that has set apart a COOK shop since day one, it's tasters. Being offered a taste of one of our dishes by a friendly and knowledgeable team member encapsulates so much of what COOK is all about: a warm welcome; hospitality; generosity; pride in our food; expertise; human connection. Of course, Covid put a halt to tasters. It took away the very essence of the COOK shop experience.

At the start of the year we didn't know if, or when, tasters would be back. Our shop teams were still separated from customers by Perspex screens and counters, with all but essential retailers closed. In early summer, the opening up of our shop floors to allow customers to browse our freezers again was a big moment. Would our old customers return? Would the new ones who'd only known COOK during Covid stay with us?

The answer to both questions was a resounding "yes". And those customers found our shop teams at the top of their game. They have embraced the post-pandemic world with open arms.

All shops now run sizeable local delivery businesses, on top of bricks-and-mortar sales. Yet they haven't let it distract them from hosting customers as if they were guests in their own homes.

They have continued to use our Kindness Fund to spread care and connection in their local communities. An influx of new shop leaders has brought energy. And successful new openings in Bath, Mere Green and Colchester have shown there's plenty of towns and cities where we can grow. Being shortlisted by both The Grocer and Retail Week as Independent Retailer Of The Year was well deserved.

And tasters? They returned officially on Sunday 3rd April, 2022. Happy days.

**89,929
KINDNESS
FUND MEALS**

Since the start of the pandemic we've given away **285,000 meals** to people in need in our local communities



COOKING ON GAS

£48M

Concessions gross
sales (+26%)

It was another year of stonking growth for COOK Concessions. Not just in terms of sales and new partners but also in the way we operate. A quarter of our partners now order online and the launch of the West Country Hub, working with the Logistics team, has made delivering to the South West much smoother and more efficient. We also dipped our toes into potential new sales channels: vending machines and COOK Catering (for businesses who want to use our food to feed their staff).

We're also proud to have launched our first impact account, putting a COOK freezer into the Royal Bath Hospital. So much good news, for sure. But there were plenty of bumps along the road. The loyalty and understanding of our Concessions partners – farm shops, local convenience stores, garden centres, CoOps, Budgens and all – has made all the difference. We couldn't have done any of it without them. Our heartfelt thanks.

116

new concessions

**481
NEW
FREEZERS**

(27 shops' worth)

3,681

COOK Concessions
freezers
(204 shops' worth)



LOVING LOGISTICS

They're the unsung heroes of COOK but none of our food gets to customers' plates without the team at COOK Logistics in Gillingham. They were at the eye of the storm during our cyber attack in December and went above and beyond to get our meals on the road. They've embraced a new stock system, new ways of working and taking over the entire site in Gillingham, Kent, and will soon be welcoming the National Home Delivery team as housemates. COOK Logistics, we salute you.



OUR CLIMATE ACTION PLAN

Telling the truth about the climate emergency is challenging but essential. Challenging, because the truth is often unpalatable or even downright scary. Essential, because without telling and accepting the truth we have no hope of averting disaster.

The truth for COOK last year was that we struggled to contain our carbon footprint in the face of rapid business growth and a succession of challenges in our kitchens. We remain a carbon neutral company due to offsetting our direct (scope 1 and 2) carbon emissions. All our kitchens and shops are powered by renewable electricity and last year we installed solar panels on the roof of both the COOK Classics and COOK Puddings kitchens, effectively saving 34 tonnes of CO₂ – and generating enough renewable electricity to boil the kettle 1.4 million times. We are also trialling our first electric home delivery van, the first time there has been an affordable option available with a built-in freezer.



However, leaks of refrigerant gas at the COOK Kitchen meant our overall carbon footprint increased on the previous year, as did our carbon intensity. Our journey to Net Zero by 2030 requires us to reduce our footprint by 29% by 2025, from a 2018 baseline. Last year's footprint was actually 26% higher. That said, our sales were 48% above 2018 and so our carbon intensity – the carbon we emit per £ of food sold – was 15% lower than our base year. It's progress but we need to redouble our efforts.



We don't expect the path to Net Zero to be a straight line. We've already learned that taking action is neither easy nor cheap. Potential new opportunities to remove carbon from our operations are emerging all the time but many prove impractical or prohibitively expensive. Rampant energy inflation is making the situation even more challenging in the short-term, although we hope it may ultimately speed up the shift away from fossil fuels.



Our Climate Action Plan commitments

- Reduce our Scope 1 & 2 carbon footprint by 29% by 2025, from a 2018 baseline, on our way to being net zero by 2030
- Monitor our Scope 3 carbon footprint and set an appropriate reduction target



Actions taken so far in our Climate Action Plan

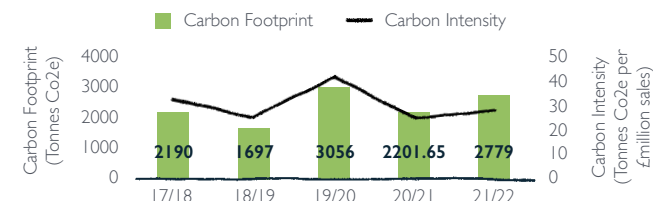
ACTION	IMPACT (~Annual Reduction in tonnes of CO ₂ e)
Purchased 100% renewable electricity	1,904
Installed Solar Panels on two of our kitchens roofs	34.5
Purchased 30% Green Gas for our savoury kitchens	422
Installed CO ₂ freezers at COOK Classics	Somewhere between 0-800
Replaced 70% of R404a in COOK Kitchen freezers	151
Installed Heat Recovery at the COOK Kitchen	~191
Offsetting our Scope 1 & 2 emissions*	NA

*Offsets through a portfolio of renewable energy projects managed by Climate Impact Partners.

Where we are now

SCOPE 1 & 2

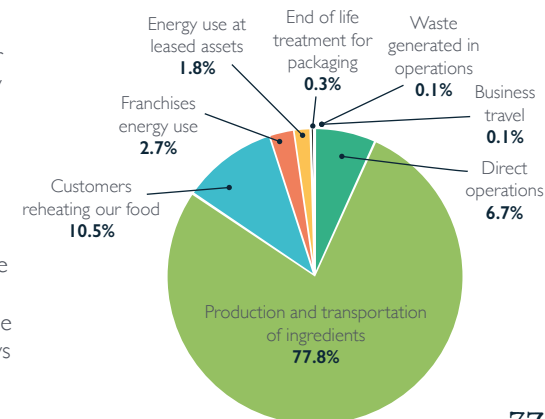
Our carbon footprint for 2021-2 was 2,779 tonnes. Emissions were fairly evenly split between Natural Gas (36%), Diesel (34%), and Refrigerant Gases (30%)



SCOPE 3

We have now calculated a baseline for our Scope 3 emissions (those we are indirectly responsible for through our business). Unsurprisingly, by far the biggest portion comes from the production and transport of our ingredients, followed by customers reheating our food.

Understanding the activities that contribute to our wider carbon footprint is the first step. We now need to set targets to reduce our environmental impact and identify ways we can meet them.



Future Actions

When it comes to hitting our Net Zero target there's no silver bullet. We'll need a combination of actions depending on the speed of technological progress and comparable cost of different options. We expect the actions we will take are likely to include:

	FUTURE ACTION
SCOPE 1 & 2	Introducing electric vans for local home deliveries from shops (currently being trialled)
	Introducing Hydrotreated Vegetable Oil as an alternative to diesel in our bigger vehicles
	Using a higher % of Green Gas in our kitchens
	Replacing old, inefficient freezers at the COOK Kitchen with CO2 freezers
	Exploring energy efficiency opportunities across the business
SCOPE 3	Setting meaningful Scope 3 reduction targets
	Growing sales of meat-free meals to 30% of our savoury total
	Supporting our suppliers with training on measuring and reducing their carbon footprint
	Working with our suppliers to better understand the sources of GHG emissions in our supply chain and the best ways of reducing these

Better Business Act

We sent a COOK team to the Houses of Parliament in March to lobby MPs for the Better Business Act alongside campaign co-chairs Douglas Lamont and Mary Portas. We believe business can and should be better. And a small change to a sentence or two in the UK Companies Act would make all the difference: directors having to consider people and planet, not just profit, when making decisions. Sounds so blindingly obvious and common sensical BECAUSE IT IS. www.betterbusinessact.org



Left behind

Right side of history

Where do you stand?

Join Business Declares: Our network of 100+ members are future proofing their business; they know the next 5 years are critical and are taking action now to collaborate and create the solutions.

Engage with other business leaders in a Connected Conversation: 31st March hosted by the FT's Pilita Clark

businessdeclares.com/connectedconversation
info@businessdeclares.com

Triodos Bank

Business Declares: inspiring, supporting and connecting businesses to accelerate action to address the climate, ecological and social emergency.

Business Declares

As members of Business Declares we believe there is a climate, ecological and social emergency. Through our climate action plan we have committed to reach net zero direct carbon emissions by 2030, playing our part in limiting global warming to 1.5C. We're also committed to measuring and reducing our indirect, Scope 3, emissions and putting in place a plan to address the biodiversity/ecological crisis. In March, we supported Business Declares advertising campaign in the Weekend FT and were on the panel of the Connected Conversation they hosted for other businesses. www.businessdeclares.com

“ I love this company. Come for the excellent quality food, stay for the values they put into action! ”

Alison ★★★★★



Beef Stroganoff

The COOK Kitchen • Sittingbourne • Kent • ME10 3HH
01732 759000 • edwardanddale@cookfood.net

www.cookfood.net
facebook.com/thecookkitchen
[@thecookkitchen](https://twitter.com/thecookkitchen)

Planet Positive printing by
certified B Corp, Seacourt, using
waterless and chemical-free
processes, 100% renewable
energy, zero waste to landfill and
net positive carbon emissions.