

—COOK—

PURPOSE PROGRESS REPORT 2026



A warm, close-up photograph of a group of people, primarily women, smiling and laughing while gathered around a dining table. In the foreground, a hand is seen holding a light-colored ceramic bowl filled with spaghetti topped with a rich red sauce. To the left, a wooden pepper mill and a glass of red wine are partially visible. In the center, a large white pot contains more spaghetti and meatballs, with metal tongs resting inside. To the right, a glass pitcher filled with a green beverage and lemon slices sits on the table. The background is softly blurred, showing more people and a bright, indoor setting. Overlaid on the center of the image is a quote in a dark, serif font, with each line of the quote contained within a separate white rectangular box with a slightly distressed or torn-edge texture.

“Food is about family,
food is about community,
food is about identity.
And we nourish all those
things when we eat well.”

Michael Pollan

2026

WELCOME TO OUR PURPOSE PROGRESS REPORT

Here's our run down of what the last financial year looked like at COOK, and how we're doing in **our mission to nourish people and planet** – the highs, the lows, and the everything-in-betweens.

Our purpose lives in every aspect of our work so we're sharing those stories on the **journey from field to fork**. We start at the farms, go on to our kitchens, and then to the shops and communities we serve.

We've tried to cram as much as we can into the next 48 pages, but if there's anything missing that you'd like to know more about, **please get in touch**. We'd love to hear from you.

Thanks for reading.

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THE VIEW FROM THE CHAIR



Hello,

Independence – being masters of our own destiny – has been vital to COOK since day one. To retain it we've made different choices to most growing businesses. The big one has been to reject the financial oxygen of external investment, which has left us rather short of breath from time to time. But the discomfort has been worth it. Our independence has **given us the freedom to pursue business as a force for good** and a driving purpose beyond profit: to nourish people and planet.

It's why each year we publish this Purpose Progress Report rather than a traditional finance-first annual report. The success of COOK cannot be measured solely in financial returns. We need to show we are **delivering on a much broader set of metrics**.

FEEDING COMMUNITY

Take our Feeding Community programme, bringing together people at risk of social isolation to share a meal and connect. Last year our shops partnered with a record 90 local charities. Donating our meals means they can focus more of their resources on **connecting and supporting people at risk of social isolation**. Real nourishment isn't just about being fed, but feeling you belong.

RAW TALENT

Our pioneering RAW Talent programme continues to **break down barriers to work** such as time in prison, homelessness and mental ill health. We've now provided 261 jobs through RAW, including 24 last year.

RECIPES FOR CHANGE

Our Recipes for Change Lasagne made a bold statement about the **urgent need to change how we grow and make food** in this country. The dish – with an 18% lower carbon footprint than our regular lasagne, and made with regeneratively-farmed British beef – proved a hit with customers and helped create a new way of thinking about our food development process.

The biggest highlight of the year was the progress we made in terms of our manufacturing efficiency. Cooking food that looks and tastes homemade is phenomenally complicated. Having invested in both people and kit, it was great to see our **kitchen teams firing on all cylinders**.

We want COOK to reach as many communities as possible across the UK, not just in terms of our sales but our positive impact. We delivered another barnstorming year of openings, with **11 new shops and 158 Concessions**. With plenty of 'white space' still available on the UK map, we're confident in further growth.

Of course, there's so much more to celebrate on the pages that follow. This progress would not have been possible without the **hard work, partnership and support of the entire COOK community** – our team, our supply partners, our independent stockists, shareholders, customers and the communities we serve. Heartfelt thanks to you all.

Vitaly, having delivered good growth in EBITDA (pre-tax profit), **we have some oxygen in our lungs** – something we never take for granted. As yet another challenging year unfolds, we will keep in mind the advice of William James: "The wisest thing you can do is take a breath between decisions."



COOK Founder & Chair

“THE WISEST THING YOU CAN DO IS TAKE A BREATH BETWEEN DECISIONS”

William James



OUR PURPOSE

WE COOK TO NOURISH
**PEOPLE
& PLANET**

Our purpose isn't a side hustle; it's why we COOK. The old business model of 'profit at all costs' isn't fit for purpose, so this commitment influences our choices every day. There are three main areas we invest in: **Recipes for Change**, **Feeding Community** and **RAW Talent**.

OUR CULTURE

Every business has a culture – whether they acknowledge it or not – and the **greatest impact we'll ever have** is on our team. If the 2,000-plus members of our COOK community are aligned and working together to achieve our purpose, **there's nothing we can't do...**

See what that means in practice from p.42.

RECIPES FOR CHANGE

The food system is not fit for the next generation. It needs to change. Last year we joined the dots between our suppliers and our kitchens, and launched this new project to make food that's **better for nature, better for farmers, and better for you.**



FEEDING COMMUNITY

Nothing brings communities together like a shared meal. Through our own shops and retail partners, we're working to support **vibrant and stable communities** where everyone is welcome.



RAW TALENT

This is our programme to support people facing barriers to employment. **A good job can be the cornerstone on which a life is rebuilt**, but after a prison sentence, a period of homelessness or other challenges, finding one can seem impossible.



SCORES ON THE BOARDS

2025-26

There's a lot more to business than just the numbers, but it wouldn't be an annual report without some concrete **facts and figures**. You'll find them dotted throughout, but here are the big ones from the last financial year...

+22%
EBITDA
£11.8 MILLION

#1
best overall meal delivery
service for the third year running


19

Great Taste
Awards



71,322

meals donated to more than
90 community partners

#1

Best Food &
Drink Company
to Work for



+11% NET
SALES
£145.8 MILLION

4.41%

of our team (full-time equivalence)
joined through RAW Talent

-40%

reduction in our Scope 1 & 2
carbon intensity since 2017-18



"We farm to allow nature to thrive ... it's critical to the resilience of future food supply amidst climate change."

Alistair, Grassroots, beef supplier

ALISTAIR

SCOUT

COWS

RECIPES FOR CHANGE

Last year we started looking at the **entire lifecycle of our meals**, and what it means for our purpose. This new umbrella, Recipes for Change, starts on the farm and with our suppliers, but it impacts our recipes, how our food is made and frozen, right down to the packaging it comes in.



Provenance Potatoes



Puratos Fourages



Kentish Oils

GROWING TOGETHER

We love working with farmers producing delicious products in a way that nudges the dial in what's **better for people and planet**, like Barber's Cheddar, Grassroots beef, Provenance Potatoes and Tilda rice. Last year we launched our **supplier partnership programme** because we increasingly understand the complexities of growing the tastiest ingredients in a way that's good for people and planet, all at a competitive price, and we want to know the role COOK can play going forward.

RECIPES FOR CHANGE IN ACTION

We know change must be delicious. Our super strength is that we've got **kitchens full of amazing chefs** to help find a way to make food with a lower impact just as delicious and appealing. Last autumn we launched a limited run of a new Recipes for Change Lasagne, a more nature-friendly recipe, made with regeneratively-farmed beef, lentils and mushrooms. It has a lower carbon footprint than the Lasagne al Forno and around 80% of our customers said it tasted just as good or even better than the original, so it's now **back on our menu permanently**.

We also revamped our original **Lasagne al Forno** recipe, and its carbon footprint is now down 14% in the 2-portion.

-18% CARBON

in the 2-portion Recipe for Change Lasagne than in the revamped al Forno

94% OF CUSTOMERS

want more Recipes for Change



"Although we give your usual lasagne 5 stars, we actually like this even more..."

Linda ★★★★★ ★ Trustpilot

"Change must be delicious"



COOKED NOT ULTRA PROCESSED

At COOK, we cook. Our meals are prepared by people, using the **ingredients you'd use at home**. Still, if you look at the ingredients list, there might be a few things you don't recognise. While we don't add things like stabilisers or emulsifiers directly, they're listed because they are sub-ingredients in around 4% of the ingredients we use.

There's growing awareness about these ultra-processed foods (UPFs). While small amounts won't do you any harm – a dash of Worcestershire sauce or a spoonful of curry paste – a high intake is linked to obesity, heart disease, diabetes and depression. The **UK consumes the most UPFs in Europe** and, shockingly, they can make up two-thirds of our children's diets.

We've made some **real progress removing UPFs** recently. In June 2025, around 16% of our meals were entirely UPF-free. A year on, we've switched six ingredients to UPF-free alternatives and are well on our way towards making 75% of the ingredients decks of our savoury dishes UPF-free by the end of the 2026-27 financial year.

FLOUR POWER

If you want to see how ingrained UPFs are in British food, look at the ingredients on the loaf of bread in your kitchen. This year we started working with **Speciality Breads**, a local artisan bakery, who make an incredible ciabatta. So we now have a better texture and taste for our gratin and breadcrumb toppings, while getting rid of some more ultra-processed ingredients. Good news all round.



OUR CARBON

~~FOOTPRINT~~

FOODPRINT

Rewind a few years and, like most companies, we were focused on the carbon emissions in our direct operations (known as Scope 1 & 2), like the electricity in our shops, the gas we cook on, and the diesel in our vans. But when we look at the big picture and **include all the farm-to-fork emissions** (Scope 3), our Scope 1 & 2 emissions make up just 4.8% of the total.

Our pledge back in 2018 was to 'reach net zero in our direct operations by 2030'. Since then, **our understanding of our environmental impact has come a long way**, and we're updating our climate target to reflect this.

So, rather than prioritising our Scope 1 & 2 footprint, we're now focused on our *foodprint* – emissions by kilogram of food produced – factoring in the farming, the transportation, how we make it, customers cooking the meals at home, down to the carbon cost of the packaging it came in. Our new target is to **reduce the average carbon footprint of our meals by 20%** by the end of the 2031 financial year, compared to 2026 levels.

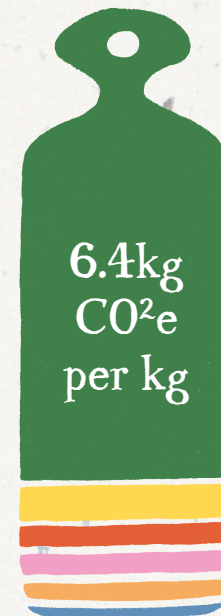
We appreciate that changing climate targets doesn't look great, but this embeds our environmental aspirations right at the heart of our day-to-day work. It frees us up to focus where we believe our actions will have the biggest impact and, ultimately, it will result in a **greater carbon reduction** than our previous targets.

-40%

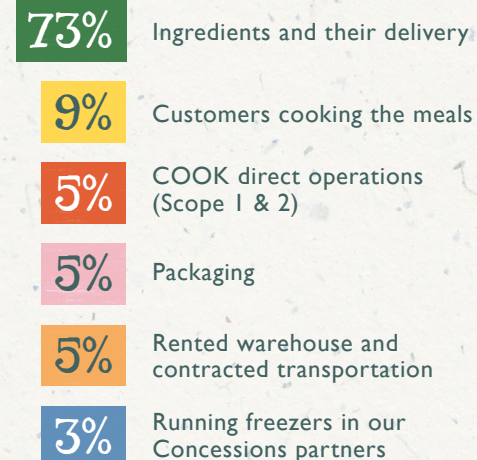
Scope 1 & 2 carbon intensity
(measured per £million sales)
from our 2017-18 baseline

417

carbon foodprints
calculated last year



Where the emissions come from
in an average COOK meal



There's no silver bullet here, but we know that expecting all the reductions to come at the farm level alone isn't fair. So, as well as working with suppliers looking to reduce the impact of their ingredients, we're keeping the carbon emissions of our recipes in mind when improving existing dishes and developing new ones, exploring how we can make healthier and sustainable options the easiest choice, while continuing our work to drive down emissions from our kitchens, vehicles, and shops.

TO THE KITCHENS

Our extensive menu is only possible thanks to a **remarkable team effort by everyone in our four kitchens**. This year saw a real step forward in how our teams feel connected to the bigger picture.

THE COOK KITCHEN

The COOK Kitchen is the kitchen that started it all, our OG. It has served us brilliantly, but like a lot of 20-year-olds, it's gone full throttle so now needs a bit of TLC. Last year we continued to **invest in the infrastructure** with improvements to walls, ceilings, floors and drainage, with more planned for this year.

Refrigerant gasses can be especially damaging to the planet, and the old blast freezers in the COOK Kitchen have been really hampering our progress in reducing our emissions. **In July '25 we started replacing them** with freezers that use carbon dioxide – far better for the planet than the old F Gas (fluorinated gas).

New freezers reduce
our use of F Gases by **47%**



COOK CLASSICS

An amazing effort from everyone at COOK Classics this year.

Energy use has been dramatically reduced thanks to the installation of two new voltage optimisation units (one in Classics, one in our Pastry & Pies Kitchen). These were installed in December 2024 and already delivered their return on investment by March 2026 – an early success.

Classics have also made fantastic progress on reducing surplus. Surplus refers to ingredients or food that can't be used as planned – whether that's because of overproduction, damaged packaging or changes in demand. To help tackle this, Classics introduced a **dedicated Surplus Coordinator role** this year, focused on reducing surplus in the first place and finding ways to reuse or redistribute it when it does occur. Their efforts led the way across our kitchens, with 46% of surplus reused or redistributed in 2025-26, up from 22% the year before.



COOK PASTRY & PIES

This is our newest kitchen, but it's already become a hugely important part of the COOK family.

As well as our Classics Kitchen, Pastry & Pies also introduced the role of Surplus Coordinator and have made good progress. **Up to 19% (from 4% last year)** of their surplus was reused or redistributed.

Our Pastry Team took a well-earned day out to hone their craft, with masterclasses, workshops, lively discussions and a joyful celebration of the thing that sits at the heart of so many of our dishes.

Pastry & Pies also featured on Channel 5 – the only company to open our production kitchen to the cameras – because **we're proud of what we do and how we do it.** And it paid off ... visits to the website shot through the roof!



The team's favourite meal to make:
our Duck & Plum Filo Parcels.
Least favourite to make:
our Pithivier Pie!



COOK PUDDINGS

It's been another amazing year at our Puddings Kitchen in Ilton, Somerset, with everyone working hard making everything by hand.

Highlights have included trialling their own **anaerobic digestion plant** – a fancy name for a process where food waste is broken down to create bio gas for energy. It's gone well, so we're hoping to trial it in the COOK Kitchen, too.

We've built an extension to give everyone a bit more elbow room, increasing the kitchen from 220m² to 345m². The extra space will help us keep up with production while still making everything properly by hand, just like we always have.

5,528,090

portions of pudding made this year



GREATER EFFICIENCY

Over the past seven years we've nearly doubled in size, bringing increased pressure on demand, costs and margins. **Project Wonka is our response:** a three-year plan to improve efficiency, without changing the hand-prepared care that defines our food.

The focus is on areas beyond the cooking itself, like finishing, sealing and packing, where **thoughtful automation can support our teams** to work more efficiently and make these roles more rewarding. This year, for example, we introduced depositors which are roughly twice as quick as ladling by hand.

It's about finding **better ways of working** while protecting both the integrity of our food and the culture of our kitchens.



CULTURE OF CARE

As we grow, we're making sure our **teams are safe and supported**. Our Culture of Care means spotting risks early, giving people the right tools, and looking out for each other every day.

We're seeing the difference too, with multiple areas achieving **3-star accreditation** – a sign of stronger engagement, clearer leadership and a deeper connection to our purpose. Care is what it's all about.

KITCHEN SURPLUS

Our goal is for end-of-line surplus to account for less than 1% of total ingredients used. We came close at times in some of our kitchens this year, which is encouraging, but there's still work to do. **Our best month was 1.73%**, while the average across our savoury kitchens was 2.14%.

Reducing surplus is both a **financial and environmental win**, so we'll be reviewing our recipes to minimise what's left at the end of each batch. The reality is that cooking by hand means surplus does occur, and when this happens we aim to reuse it in another batch or donate it to a charity partner to redistribute.

23%

of our Savoury Kitchens' end-of-line surplus was reused or redistributed. An improvement of 10% from last year.



"It's clear that their chefs take pride in what they create"

Maria ★★★★★ ★ Trustpilot

THE DEVELOPMENT KITCHEN

The small-but-mighty team in our Development Kitchen is where every new recipe begins. It's a **hive of creativity** where George, Jo and Jade tweak existing recipes and create new ones. Last year they stepped right to the forefront of COOK, thanks to a series of videos where the team gave tips on serving and cooking, talking both customers and our shop teams through the new meals.

Last year's big projects included a complete revamp of our Kids' Meals (now in the shops), our sausage rolls, the Christmas menu, the new Recipes for Change Lasagne, and reinventing the Lasagne al Forno, one of our bestsellers.

GEORGE

REBECCA
Head of Product Launch

JO

"Quality is never an accident; it is always the result of intelligent effort."

John Ruskin, Victorian writer



A YEAR OF GOOD EATING

Creating marvels in our Development Kitchen is only step one ... then it's over to the kitchen teams to make them at scale. **It was a delicious year.**

DO YOU KATSU?

As summer '25 began, we celebrated the arrival of a whole new range, **Pan Asian**, our biggest launch for over a decade. A whopping 16 mains and seven sides hit the shops and were snapped up, comfortably outperforming our targets ... a reminder that food innovation is central to our success.



COOKING TOGETHER



In our four kitchens, **we make around 97% of the dishes we sell**. Still, we don't always have the space or kit to make some specific items. Last year our Senior Buyer, Nadine, did an amazing job finding food companies that align with our approach to cooking to make tricky extras like the Marmalade & Honey Glazed Gammon at Christmas.

CHRISTMAS PRESENTS

Christmas wouldn't be Christmas without some **shiny new dishes**. This time round it included a revamped Nut Loaf, a Beef Bourguignon Pie (a real smash hit), along with four new puddings.



OH LA LA!

Then, in September last year, four new **French dishes** arrived: big flavours and classic recipes like Tartiflette and Chicken Provençal. Just what was needed as autumn arrived...

60 new dishes overall





GREAT TASTE AWARDS

This year we scooped up a whopping **19 awards**, taking our total to 70 over the last three years alone. The winners came from all four of our kitchens and across our entire menu. And we had a first this year: a three-star Great Taste Award – the highest ranking possible – for our Coq au Vin.

And all this off the back of **two more accolades**, when the Cherry Bakewell Pavlova won Gold for Best New Dessert, and the Parmesan Chicken won Silver in Best New Meat Main in the British Frozen Food Federation Awards. All the credit is due to the **remarkable care** shown by everyone in our kitchens. These awards are theirs.



TASTE PANEL

Every day, several times a day, the Taste Panel meets in all our kitchens. Executive Chefs and Kitchen Heads come together to taste and score every batch of food we make. It's how we monitor consistency and quality, which is why we consider it the **most important meeting of the day**.

Last year, we relaunched and refreshed the Taste Panel, recognising just how important it is in helping us protect standards.



THE REVIEWS ARE IN

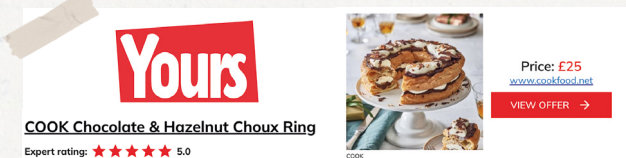
It was a **bumper year for stories** about COOK in the press. Reviews popped up everywhere...



184 pieces of coverage, up 44% from last year

TRUST IN COOK

We ended the year closing in on **50,000 reviews on Trustpilot**. With an average review score of 4.8 out of 5 – 'excellent' – it's proving to be an invaluable way to hear what our customers think.



"After a very busy day, COOK is there in the freezer ... wonderful!"

Susan ★★★★★★ Trustpilot

LOGISTICS

The current home of our Logistics Team in Gillingham opened almost a decade ago, and last year it showed its age. Despite breakdowns in almost every area imaginable, **the team did a phenomenal job** during their busiest year on record.

The good news is that the new logistics centre in Sittingbourne is taking shape. This £28million investment will supercharge the storage of our food before it goes to our shops and concessions, as well as our national home delivery service. It includes a new central Goods-In area for all our savoury kitchens – great for managing ingredients stock and consistency, as well as freeing up space in our existing kitchens. **Work started in September '25 and is due for completion this November.** The big move is planned for January '27. We can't wait.



For the third year
running we won
“Best overall meal
delivery service”

BBC
goodfood

NOVEMBER '25



APRIL '26



JUNE '26



PACKAGING

There's a lot to consider when it comes to packaging our meals: food safety, suitability for rapid temperature change, sustainability, and strength.

97% of our packaging is recyclable, but the pesky film lid has always been a challenge. Last year we started using narrower spools, which helps reduce our plastic use, even if it doesn't solve the problem entirely.

The big story in packaging, however, was with boxes. They are now 16% stronger, which resulted in saving £90,000 on broken packaging ... **which means less food waste, too.**



3.6 tonnes

of plastic film saved

£90,000

saved in broken packaging



FEEDING COMMUNITY

A community isn't just a group of people or a place on the map, it's a **network of relationships**. We're on a mission to strengthen communities by supporting our customers and working with local charities who use our food to create more opportunities for **care and connection**, especially among those needing it most.

71,322

meals donated to Community Partners last year

85%

of our shops have a Community Partner, up 35% from last year

COMMUNITY PARTNERS

Every one of our company-owned shops can **donate up to 20 meals a week** to a local charity partner. The aim is to help people at risk of social isolation to connect over good food. We're proud to work with over 90 partners, including youth projects, day centres for the retired, meals for people currently homeless, and community get-togethers that anyone can join.



"I have found new friends and always feel comfortable here."

Customer of COOK The Springs,
Leeds' partner

"The dinners have created new friendships, boosted confidence, and given many residents something meaningful and uplifting to look forward to each month."



COOK Market Harborough's partner



COOK West Wickham's partner





COMMUNITY DISCOUNTS

Nothing brings people together quite like sharing good food. Through our Community Discount, we support our customers organising events in their local communities by offering **30% off our food** for things like PTA gatherings, charity fundraisers, sports club socials and more. It's a simple way to help people bring others together – whether that's raising money, tackling loneliness or just creating moments of connection around the table.

1,793 Community discount events supported last year

CARE CARDS

When someone's **going through a hard time**, like dealing with cancer or caring for a family member, finding the time and energy to make a nourishing meal can be a struggle.

Our shop teams can give Care Cards to people in this situation, giving them 30% off for 12 months. We also have national partners, like the Ruth Strauss Foundation which supports families facing the loss of a parent through cancer.

“Frankly, such small acts of kindness are all that help us endure this”

Care Card recipient



£120,355

given in discounts to people going through difficult times

SURPLUS WITH PURPOSE

With our surplus food, we work hard to make sure it goes to people, not waste. Through our partnership with **The Felix Project**, surplus from our kitchens is redistributed to charities supporting people across London.

Last year, 133,186 meal equivalents were diverted from anaerobic digestion to people's plates – **a significant increase** from 53,000 the year before – but we know there's still more to do.

133,186 meal equivalents redistributed via The Felix Project



ONE FEEDS TWO

In 2014, we became the **first national partner** of the charity One Feeds Two.

For every Kids' Meal sold, we **donate a school meal** to a child living in extreme poverty in Malawi. These meals encourage school attendance and help give children and their communities a brighter future through education.

643,175 meals donated last year



NEW SHOPS

Our shops are **where our food and communities meet**, and we want to reach as many communities as possible across the UK.

Last year we opened in **11 new locations**, making it our busiest year for absolutely ages. Being part of the fabric of a community is hands down one of the greatest joys in what we do. It never gets old.



COOK CHESTER



COOK CHIPPENHAM



COOK BARNTON, EDINBURGH

COOK MACCLESFIELD



COOK ST NEOTS

COOK BEXHILL



COOK BEDFORD

COOK MORPETH

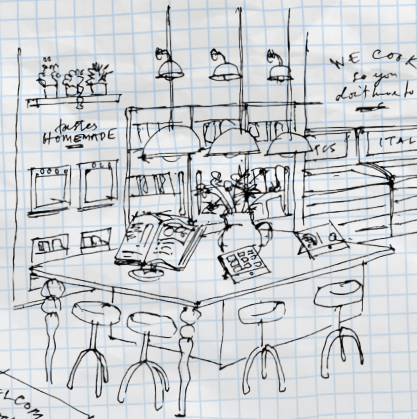


COOK NEWMARKET

COOK HENLEY-ON-THAMES (moved house)

LOOKING AHEAD

The Brand and Retail teams have been exploring what the **COOK shop of the future** might look like. There are some exciting and fresh developments in the works and we're planning to transform COOK Horsham in the autumn. Watch this space!



COOK WEST PUTNEY



COOK WEST BYFLEET

THE SHOP CALENDAR

Christmas, New Year, Mother's Day, Easter, bank holidays, summer get-togethers, comfort food in the autumn ... then it's Christmas again. Throw in a few events, and **the shop calendar gets very full, very quickly.**



Summer '25

It was the hottest British summer on record ... which is never great for shop sales. Still, adding a Click & Collect option to our **Big Summer Event** helped see us through.



Valentine's Day '26

Love was in the air with our most successful Valentine's Day. The shops in Fulham, West Dulwich, Cirencester, Winchester and Haywards Heath all **doubled their sales.**



Easter '26

Like-for-like high street sales were **up 2.7%** compared to Easter '25 ... and a special mention to Kelly, Claire and the team at COOK Monmouth whose sales were up 25%.

MOVING ON UP

There was some **real progress in our shops last year.** We launched new targets and regular meetings with lots of video content, and embedded a new Area Leadership Team, welcoming three new people. Plus, we launched a new scanning system that makes stock control and reordering so much simpler.

+340

new shop team members

THE WORD ON THE STREET

At the end of February we launched Project Echo, **supercharging local marketing** around shops in Kent and Surrey. All of a sudden, we were everywhere: billboards, digital posters, buses, in local email groups, targeted digital advertising, and even on the radio. It paid off, so you can expect to see more soon...

GREENER CHOICES

At the end of 2025, the University of Oxford published their findings of a study done in conjunction with our shops. They found the impact of increasing the visibility of veggie meals led to sales of +14%. Our collaboration continues with Project SHIFT, looking at whether targeted discounts can encourage more sustainable choices online. Together, these projects are **informing policy discussions** and helping retailers support healthier, lower-impact diets while maintaining customer choice.



"Sales of COOK's vegetarian lines grew by 14% after it made a small 'subtle' change to the layout of some stores."



COOK SUBSCRIPTIONS

Our Subscribe & Save service **grew by 71% last year**, with more customers choosing the most convenient way to get COOK into their freezers, and get free delivery to boot!

"Best decision we made to subscribe to COOK"

Paul ★★★★★★ Trustpilot

OUR ONLINE SHOP

The convenience of ordering online is undeniable, and the COOK website is an **essential part of our business**. Keeping it current is like painting the Forth Bridge, but it's well worth it. Over Christmas it delivered six £1 million weeks.

"Great website, makes ordering very easy."

Brian ★★★★★★ Trustpilot

37%

of retail sales are online

+7.9%

Christmas sales online

+18%

gift card sales



COOK CONCESSIONS

However ambitious our shop-opening schedule, countless communities would remain out of reach of a COOK shop. That's where our Concessions partners come in – like-minded retailers who stock our food in branded freezers.

Last year was a roaring success for Concessions, with **492 freezers in 158 new shops**, 119 added to existing partner shops, a busy schedule of trade shows, and the launch of some fancy new freezers with internal lighting (more exciting than it sounds!). And we were very encouraged that, in our first ever Retailer Survey last September, **9.3 out of 10 Concessions partners told us they'd recommend COOK.**

At the end of the financial year, we counted a **total of 5,019 Concessions freezers** ... that's the equivalent of 279 COOK shops.



1,250+

total Concessions partners

611

new Concessions freezers

SOPHIE'S LEGACY

Last year also saw the launch of our third Community Concessions partnership: Sophie's Legacy, who provide **inspiring and essential support for children in hospital** and meals for their parents when they stay with them overnight.



"Feeding parents in hospital was something Sophie was so passionate about. This very kind and generous offer from COOK means we can keep providing more tasty, nutritious meals to parents going through their hardest times."

Sophie's Legacy

RAW TALENT

This is our programme supporting people facing barriers to employment into steady, sustained work. **A good job can be life-changing**, but getting one after prison, homelessness, poor mental health or other challenges can feel out of reach.

For us, RAW Talent is about **recognising potential** that too often goes unseen, and creating the support, confidence and opportunity for people to thrive. Over the years, the programme has strengthened not just individual lives, but our teams, our kitchens and our business, too.



“This experience has truly changed my life ... it’s made me realise that if you work hard and stay consistent, you can achieve your goals.”

RAW Talent ROTL Team Member

9%

reduction in attrition compared with 2024-25

11 PEOPLE

welcomed through the Release on Temporary Licence (ROTL) programme last year, the highest number to date

At the start of last year, we moved away from training and recruiting RAW Talents in cohorts, instead focusing on filling individual roles with the right people. Driven by a need for greater efficiency in our kitchens, this new approach has been a success, with **24 RAW Talents** joining COOK.

An essential part of the programme are the Kitchen and Line Leaders who welcome RAW Talents into their teams. Time and again, they show a real commitment to creating an environment where new starters feel they belong, can grow in confidence and thrive. We believe this has played an important role in the **9% reduction in attrition** compared with 2024-25.



As always, we'd like to thank the partners who help us support people into work and beyond. Long after day one, it's another key ingredient in the **life-changing impact** this programme continues to have.

One of our kitchen managers, Dan (second on the left), was recognised for his support of RAW Talents in The COOK Kitchen.

50 RAW TALENTS

working at COOK, 4.4% of our team

58% OF RAW TALENTS

hired in 2024-25 had a positive outcome after 12 months of joining, either with us or going on to other opportunities



A FAIR CHANCE

Earlier this year, we were proud to support the UK's first Fair Chance Week alongside other organisations championing inclusive hiring. From the Houses of Parliament to Virgin HQ, the message was simple: **businesses are missing out on talented people**, especially those with criminal convictions.

Nick Hadris spoke at one of these events, sharing his powerful story of coming through the justice system, finding our RAW Talent scheme and going on to achieve things he once thought were out of reach. As Nick puts it, inclusive hiring isn't just the right thing to do for society - it's the right thing to do for business, too.



ONE FOR THE TEAM

Last year brought a very special moment for all of us when Rosie, our co-CEO, was **awarded a CBE** for services to former prisoner employment – recognition of the work we've been part of through our RAW Talent programme. Reflecting on the honour, Rosie was quick to shine the spotlight elsewhere: on the courageous people who've come through RAW Talent, on the teams helping break down barriers to employment every day, and on the many partners pushing for change alongside us.

"Thank you COOK for being part of this work and this award. **This one's for the team,**" said Rosie.



KINALI'S STORY

Kinali joined us in a Finishing role and is now a Continued Improvement Specialist. With the right support, she has been able to **rebuild her confidence and realise her potential**.

"I went from doubting myself and struggling with my mental health to finding confidence and purpose. With the opportunity to start again, I've grown into a role I never thought I was capable of, and now I believe in myself," said Kinali.

DEAR JOHN

Our dear friend John Daynes passed away last year. He joined COOK in 2013 as one of our first RAW Talents after decades of turmoil, addiction and prison. After finding our charity partners Caring Hands and a strong personal faith, he worked in our kitchens before becoming part of the RAW Talent team, **helping people with challenges he himself had faced**. He taught us so much about resilience, commitment to those around us, laughing inappropriately, finding daily joy and appreciating the small things. But the greatest thing he's left, now etched into COOK's heart, is this truth: "There's gold in everyone."

Our hearts go out to his wife Rowena, his boys, his family, and his many friends. He changed COOK for the better and **we'll never forget him**.

"THERE'S
GOLD
— IN —
EVERYONE"

John Daynes





OUR CULTURE

The biggest impact we'll ever have as a business is on the people we work with. With a team of over 2,000 people across over 100 sites (and counting), **the thing that holds it all together is our culture.** It's not a nice extra; it's what makes us COOK.

For more than a decade, we've found the annual Best Companies survey to be an accurate reflection of how people are feeling about their work. Last year we were encouraged to be voted the **12th Best Company to Work For** in the UK and retained our 3* World Class workplace rating.

We're chuffed, of course ... but there's always more to do, and always room to grow. Here's a look at how we're keeping our culture healthy.



DEVELOPING GREAT LEADERSHIP

As we grow, so does the need for great leadership. We offer a range of development experiences that help people step into leadership roles with confidence, while creating **opportunities for leaders** to learn from and support one another.

Our **COOK Academy supports leaders at every level**, whether they're based in our shops, kitchens, logistics or offices. This year, we're proud to have committed to taking all of our kitchen leaders through an Academy programme, helping them build the skills, confidence and connections to lead their teams well.

141 leaders completed one of our Academy programmes



OUR ESSENTIAL INGREDIENTS



We're all different, but together we can do great things.



We take our work seriously, but not ourselves.



Without care you can't ever deliver quality.

CHURCHILL'S PIG

We look each other in the eye, as equals, and tell the truth.

Be Remarkable

Everyone has the potential to do a remarkable job.

A LEVEL PLAYING FIELD

We're pleased to share that our Gender Pay Gap is now at a **record low of 3.8%**. It's a meaningful step in the right direction and part of a steady trend we've been working hard to improve.

We celebrated International Women's Day again this year, and used it as a moment to reflect. While it's been 115 years since it began, **true gender equality is still some way off** - at the current pace, it could take another 123 years. So we celebrate the well-known names, but also the brilliant women around us every day - especially the growing number stepping into leadership roles across our kitchens and operations.

From our teams, a few words of advice that stuck with us:

NIC, RETAIL

"Don't apologise for your empathy or intuition ... there's real power in it."

VICTORIA, CHEF

"Success is personal ... use your values as your compass, even when life gets noisy."



Celebrating the **Operation Leaders** in all four of our kitchens ...



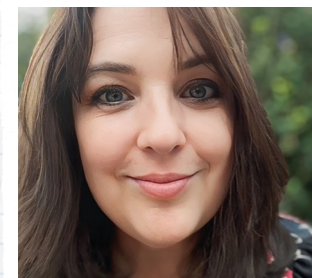
Josey Smith

Production Manager,
The COOK kitchen



Angelika Maciejka

Production Manager,
COOK Classics



Natalie Freeman

Production Manager,
COOK Pastry & Pies



Danni Partridge

Operations Manager,
COOK Puddings

CULTURE VULTURES

128

pieces of feedback

TALK TO THE PIG

Culture only works if people feel heard. That's why we have Churchill's Pig – our annual week in May dedicated to **open, honest conversations**. A chance for everyone to speak up, share ideas, and have their oink heard.

28

people working towards apprenticeships

APPRENTICESHIP LEVY

We've also made much better use of our Apprenticeship Levy – a government fund that helps employers invest in training and development – opening up more **opportunities for our people to learn and grow** through a wide range of brilliant courses.

55

HARDSHIP LOANS

In 2025-26, we provided 55 hardship loans to help our people through unexpected moments like boiler breakdowns or urgent car repairs. These interest-free loans can be repaid over up to a year through simple payroll deductions, offering a bit of **breathing space when it's needed most**.



70

holidays

COOK CABIN

Everyone needs a break. But it's not always easy to make that happen. The COOK Cabin – a fully-equipped holiday home on the Kent coast – is free for our team and their families to use. A small way to **help people rest, recharge, and spend time together**.

KITCHEN COLLECTIVE

Over the last year, we've been focused on really **strengthening how our kitchens run** day to day. Since launching 'A New Dawn for Britain's Best Kitchens' in 2022, we've made good progress on efficiency, leadership, food waste and team retention. In June 2025, 100 of our Kitchen Leaders came together at our Kitchen Collective to launch our new Operating System – a simpler, clearer way of working that helps every kitchen run smoothly and consistently. Because when the basics work well, everything else follows.

204

people with 10+ years at COOK

THE 10-YEAR CLUB

A decade goes by quickly when you're in good company. So many of our people have reached the 10-year mark, that we now hold **two get-togethers each year** to celebrate them all.



98

internal progressions last year

READY, STEADY ... GROW!

Careers rarely follow a neat ladder. They're often more of a squiggle. Our Grow Your Career Month is all about **helping people explore what's next**, wherever they are on that squiggle.



HAVE FUN!

We spend a lot of time at work, so we think it should be fun.



Certified



Corporation

We helped bring **B Corp**, the **responsible business movement**, to the UK back in 2013. There are now over 2,700 certified companies who have all changed their legal framework to prove they are **working for people and the planet**, not just profit. Last year we had our latest evaluation and got **104.4** – the highest ever score from a UK food business with the equivalent of over 1,000 full-time team members.



“Lovely imaginative meals,
ethical practices and a thoughtful
approach to everything you do”

Jo ★★★★★ ★ Trustpilot



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