

— COOK —

PURPOSE PROGRESS REPORT

2023



Hello,

Last year COOK turned 25. A milestone birthday is a good moment for reflection, so here goes: a few learnings from the first quarter century.

“Quality is never an accident but always the result of intelligent effort.” This quote from a Victorian writer, John Ruskin, hangs on our office wall. It’s true!

It’s all about relationships. Business and life are good when we pay attention to our human connections and work on making them stronger and more nourishing.

Food really matters. We’ve grown increasingly aware of how many of the world’s biggest challenges land on our plates: nature, climate, poverty, energy, community, health, equality... they’re all food issues.

Be grateful! Gratitude is one of life’s few free lunches. It sustains both the giver and receiver.

So thank you. For reading this year’s Purpose Progress Report and for being part of our growing, sometimes chaotic and always joyous community. ❤️



Best All-Round Meal
Delivery Service 2023

BBC GOOD FOOD

IT WAS A GAME OF TWO HALVES

Seldom has the old football cliché rung more true.

At half-time in 2022-23, Team COOK found ourselves in the dressing room 4-0 down. Not because we’d played poorly but because we were up against truly devastating opposition.

Rampant inflation unseen in COOK’s lifetime; a heatwave that meant high streets were deserted; and supply chain disruption made worse by the Ukraine conflict, combined to create our most challenging six months financially since the recession of 2008. **But, like all the great teams, adversity brings out the best in COOK.**

When we kicked off our new financial year in April it was already clear the plans we’d put together a few months previously were no match for the inflationary storm we were facing. So in May, just one month in, our leadership group created and signed-off a new six point Storm Plan. See P6

Net sales
£106m*
+12%

*unaudited figure





“Soul-warming...
Seriously delicious...
Worth every penny.”

JENNY



To pull it off we needed everybody at COOK to be onside. And, as always, the team responded with gusto. The Storm Plan was all about turning things around in the second half of the year.

We kicked off September with our new Make It A COOK Night campaign and a flurry of marketing, created in record time. The goal was to showcase great value and also bring people back to shop with us more frequently. We scored on both fronts.

Just as a great COOK shop is all about building community, so COOK’s success is built on the strength of the relationships we share.

Next on the Storm Plan was a commercially cracking Christmas. We delivered with bells on and a fairy perched on top. Sales were up +27% thanks to a massive team effort right across COOK. We could feel momentum at our backs. In the final quarter from January to March we delivered remarkable net sales of £12.3m, nearly £4m ahead of the previous year.

What’s more, **we finished the year launching two potentially game-changing new initiatives for the long term – vending machines and a subscription service –** and with a third kitchen in Sittingbourne, COOK Pastry & Pies, nearing completion.

At the final whistle we’d fought our way back to a decent financial result, with both sales and profit growing. We’re calling it a 4-4 draw: a good performance given everything 2022-23 threw at us. Had there been extra time, we might even have snatched a winner.

The pounds matter, of course, but only insofar as they enable us to deliver our purpose: to Nourish People and Planet. Even in such a challenging year, we made some great progress. A few highlights:

- We achieved our lowest ever Carbon Intensity (which measures CO2 emissions per million pounds of sales). That’s down 25% on our baseline intensity from 2017/18. And, compared to last year, our carbon footprint overall was 2.5% lower, even though our sales were up by 12%.
- We contributed 86,000 more meals to local charities through our Kindness Fund, helping feed people in need in the communities around our shops.
- We welcomed another 27 RAW Talent recruits to COOK, helping people into sustainable work following time in prison, spent homeless or suffering from mental health challenges.

... And so much more, covered in the following pages.



*unaudited figure. Profit is our earnings before subtracting interest, tax, depreciation and amortization



Tax
We believe every company should pay its fair share of tax. This year, our tax bill is offset against the big investment we’re making in a new kitchen.

The year ended with us collecting a trophy: the award for Speciality Retailer Of The Year from *Retail Week* magazine. It was justified recognition for the Remarkable work our shop teams do, made possible because the food in our freezers always delivers homemade taste and quality, thanks to the Care of our kitchen teams.

Just as a great COOK shop is all about building community, so COOK’s success is built on the strength of the relationships we share. As Pelé the greatest footballer who died in December, said: **“Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do.”** And love, too, for the people you’re doing it with. Thank you Team COOK.

THE STORM PLAN

“Everyone has a plan until they get punched in the mouth.” So said boxer Mike Tyson.

No matter how well-prepared you might be, you never know quite what’s going to hit you. What’s essential is being able to respond and adapt – to fight back not go down.

So when, in early summer last year, it became clear we were facing the toughest trading conditions we’ve ever seen, we knew COOK needed a decisive response.

Enter our six-point Storm Plan, put together by our broad leadership group.

The goal was to sail through the storm of record inflation and a looming recession and emerge not just surviving, but thriving.

Thanks to remarkable work by the whole COOK crew, by March we could announce the Storm Plan complete.

The seas are still rough, to be sure. But the Storm Plan has done its job and we’ve got the wind in our sails again.

CHAMPION CULTURE

Raise spirits and performance through the storm with energizing events and crystal clear comms to every group within COOK.

We enjoyed awesome get-togethers and did our utmost to help everybody at COOK feel like an insider, including a great Churchill’s Pig Week. See P51.



COOK WINTER VALUE CAMPAIGN

Launch a bold and compelling campaign communicating how we’re winning for customers. Aligning commercial, shops and marketing activity with a core message – COOK is great value.

Our Make It A COOK Night campaign and weekly promo on one of our bestselling dishes was a smash hit. It’s a keeper.



COMMERCIALLY CRACKING CHRISTMAS

Deliver a remarkable Christmas and New Year performance from kitchens through to customer.

We blew the bloody doors off, breaking records galore. See P34.

RUN A VERY TIGHT SHIP

Protect profitability through a reforecast and tight financial management, and review further cost cutting opportunities.

Across the board, everybody focused on saving whatever they could. A massive team effort.

NEW DAWN FOR THE KITCHENS

Maintain momentum with our kitchen strategy focusing on people and efficiencies and making quality control processes tighter than ever.

Our kitchens are in their best shape since before the pandemic. See P38.

FOCUS ON GROWTH

Seize opportunities to grow by landing a big new concessions partnership, new shops, getting vending up and running, and launching a new subscription service by January 1st.

There’s huge excitement over the potential of vending and we’ve our strongest calendar of new shop openings in years. Launching subscription on time was a massive achievement. See P31.



← COOK →
NOURISH
 PEOPLE & PLANET
ACTION PLAN

At COOK we're in business to Nourish People & Planet. Our 12 point Action Plan was signed off in 2022 and sets out the goals we're aiming to achieve by the end of our 2025 financial year.



← COOK →
NOURISH
 PEOPLE

OUR VISION IS OF
 VIBRANT, INCLUSIVE
 WORKPLACES WHERE WE CAN
 ALL ACHIEVE OUR POTENTIAL
 &
 CARING AND CONNECTED
 COMMUNITIES WHEREVER
 WE OPERATE.



RAW
TALENT
 READY • AND • WORKING

By 2025: 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);

PROGRESS: 27 new RAW Talents joined and 4.4% of our workforce were RAW Talents at the end of year.

Since Get Ready training started 3 years ago, 72% RAW Talents were still at COOK 6 months after joining and 56% 12 months after joining. We shared our learning with 91 other companies! See P24

FAIR PAY FOR ALL

By 2025: 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.

PROGRESS: Profit Share was 6% of EBITDA (an even bigger % of our Net Profit!!) and was received by 986 people. As of end of year we were paying 10p per hour above the Real Living Wage. Highest to lowest pay ratio is below 11x.

986
people received profit share

CONCESSIONS CARE

By 2025: We will be working with our concessions partners to enable care and connection in their local communities;

PROGRESS: With a very full to-do list, and no clear plan for this, we have agreed to remove it from our Action Plan for now.



FEEDING COMMUNITY

By 2025: We will have provided 400,000 free meals to help connect people in our communities through our Kindness Fund, FoodCycle lunches and meals created from our leftovers.

PROGRESS: 108,421 free meals provided in our communities. This includes 86,062 given through the Kindness Fund, 12,894 meal equivalents of surplus food redistributed by FareShare and 6,819 COOK meals served at Caring Hands. Sadly, we had to close our trial FoodCycle lunch club in Sittingbourne.

See P22

one feeds two

By 2025: A further 1.5 million free school meals will have been provided in Malawi through our partnership with One Feeds Two.

PROGRESS: A further 521,676 school meals donated taking our total to more than 3 million and One Feeds Two to more than 18 million.



521,000
free meals
for school children
in Malawi



THE WAY OF THE JEDI

By 2025: COOK will be a demonstrably more inclusive workplace with more female leaders and greater ethnic diversity;

PROGRESS: We're accredited as an Includability employer, meaning our policies ensure accessibility and promote inclusion in recruitment. Our internal mentoring programme includes newly appointed female leaders to build confidence and help their growth. We plan to formalise our JEDI strategy this year, collecting data through the newly launched COOK Hub.



OUR VISION IS OF
FOOD GROWN,
MADE AND ENJOYED
WITHOUT COSTING
THE EARTH

By 2025: Sales of meat-free meals will be 30% of our savoury total.

PROGRESS:

18.8% of units sold and 17.5% of net sales were meat-free meals. This goal looks very ambitious from where we are, with no clear plan to achieve it. However, we will shortly start work with Oxford University on trial interventions to help customers make more sustainable food choices, so watch this space.



By 2025: 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.

PROGRESS: We are now cooking with 100% certified sustainable seafood. We're trialling a move to higher-welfare bacon which will allow us to update our CIWF Good Pig Award to include bacon.

See P16



By 2025: 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

PROGRESS: We redistributed 12,894 meal equivalents of surplus meals and ingredients to FareShare and saved 2,646 meal equivalents from being waste by using the ingredients in our staff lunches. The COOK Kitchen has reduced end-of-line food waste by 67% since 2017, now equivalent to 0.66% of food handled, compared to our baseline of 2%.

See P22



Waste reduced by 67% at The COOK Kitchen



By 2025: Our carbon footprint will be 29% lower (from a 2018 baseline) on our way to net zero by 2030.

PROGRESS: Our carbon footprint of 2703 tonnes is 2.5% lower than last year but 23% higher than our baseline year. Our Carbon Intensity of 25.5 tonnes of CO2e per million pounds sales is our lowest ever; 13% lower than last year, 25% lower than our baseline.

See P18

Lowest Ever Carbon Intensity



By 2025: 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.

PROGRESS: 29% of priority suppliers are monitoring their carbon footprint and 18% report having reduction strategies in place. We are rolling out our Sourced The Right Way questionnaire to get more detail from suppliers of priority ingredients. Plans are in place to launch Nature Positive Partnerships with a small group of suppliers.

See P17



By 2025: 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.

PROGRESS: 92% of our packaging, by weight, is recyclable and 98% of our packaging, by weight, is made from recycled content or sustainably sourced materials (eg FSC card, sustainably-sourced virgin paper).



SOURCED THE RIGHT WAY FRAMEWORK

We want all our ingredients to be grown or made in a way that doesn't cost the earth. We've come up with a simple framework setting out what we think this means: what makes an ingredient "sustainable" for COOK. Our aspiration is for all our priority ingredients to meet these criteria. Plenty already do; many do not... yet.

Now we have the framework, the hard work begins. The four questions we ask of any ingredient:

DOES IT HAVE HIGH ANIMAL WELFARE?

We have established our own set of animal welfare standards:

- Aligned with Compassion in World Farming's Good Animal Welfare Awards where possible.
- For seafood, aligned with a 3rd party sustainability standard such as BAP or ASC.



IS IT GROWN LOCALLY (WHERE IT MAKES SENSE TO DO SO)?

We conduct a review of the ingredient's origin that factors in:

- The environmental footprint of an ingredient being grown in, and transported from, that location.
- The social implications of purchasing or not purchasing from that location.

DO ITS SUPPLIERS HAVE GOOD SOCIAL AND ENVIRONMENTAL MANAGEMENT?

We look to work with suppliers who do all the following:

- Monitoring and reporting of annual Scope 1 and 2 greenhouse gas emissions, with reduction strategies in place.
- Policies and practices ensuring all animal feed used in the supply chain of COOK's ingredients are verified as deforestation and conversion-free.
- Robust policies and processes reducing food waste in their operations.
- Sedex membership.
- Transparency of wages for lowest-paid hourly employees, excluding students and interns.

IS IT GROWN IN A NATURE-FRIENDLY WAY?

We aim for priority ingredients coming from farms where:

- The supplier has a Scope 3 emissions reduction target and can provide cradle-to-gate carbon emissions for the ingredient; or, producers understand their full farm carbon footprint and are taking actions to reduce emissions.
- The producer is adopting practices to protect and enhance biodiversity.
- The producer is taking action to reduce water use and minimise the risk of pollution or contamination of nearby water bodies.
- The producer is taking action to enhance soil stability, soil organic matter levels and soil structure and to prevent compaction, erosion and run-off.



Richard & Ashleigh from the COOK Sustainability Team with Andrew from JCS Fish, visiting our salmon farms in Scotland

SUSTAINABLE SEAFOOD

We're now cooking with 100% sustainable fish and seafood (hooray!).

It's great working with independent, family businesses with deep roots in their local fishing communities. Like Ocean Fish in Cornwall (who supply us with white fish, mostly caught off Iceland), and JCS in Grimsby, who supply our higher welfare salmon from Scottish farms.

All our white fish comes from approved fishing grounds and is traceable back to source. All our suppliers support the activities of the Marine Stewardship Council and are committed to sustainable fishing. The fish is prepared to our exact specifications and delivered daily to our kitchens.

Our salmon comes from higher-welfare Scottish and Norwegian farms. We only use prawns certified to the highest standard (four stars) recognised by the Best Aquaculture Practice, the gold-standard for responsibly farmed seafood.



NATURE POSITIVE PARTNERSHIPS

“Regenerative” is a new buzzword in farming.

It's the idea we might be able to grow the food we need while also restoring nature and biodiversity and capturing carbon from the atmosphere. The challenge is doing this in a way that also protects, and ideally improves, farmers' livelihoods.

This is where we think COOK might be able to play a valuable role. This year we plan to trial at least two Nature Positive Partnerships with farmers or suppliers, in which we explore ways to support farmers in pursuing nature-positive practices.

These might be capturing carbon in soils or plant biomass; improving soil health; reducing use of chemicals; reducing net emissions of greenhouse gases; or increasing biodiversity on their farms.

Our goal is to provide more evidence that regenerative farming can benefit not only nature but also farmers and our business at COOK.

Where we lead, we then hope others will follow.



The Local Honey Man, our honey supplier

Provenance Potatoes, who supply our spuds



2 million kettles boiled

with electricity generated by solar panels on our kitchen roofs

CLIMATE ACTION PLAN

Good news! We shrunk COOK's carbon footprint from our direct operations last year by 2.5%.

This was while growing our business by 12%. Bigger business, smaller carbon footprint is what we need to be delivering.

It meant our carbon intensity was our lowest ever, with 25% fewer emissions last year per million pounds of sales, than when we set our baseline in 2018. Great job.

Less good news! Our carbon footprint was still 23% higher than our baseline, despite everything we've done. That's compared to a business that's 83% bigger than it was in 2018.

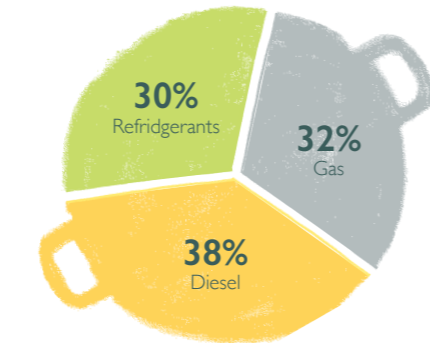
Our goal for two years' time is to have a carbon footprint that's actually 29% LOWER than it was in 2018. And by 2025, we hope our business has grown much bigger again. In other words, we've got a massive task ahead.

Carbon footprint 2.5% smaller than last year

OUR COMMITMENTS

- Reduce our Scope 1 & 2 GHG emissions by 29% by 2025, from a 2018 baseline, on our way to Net Zero by 2030.
- Offset our Scope 1 & 2 GHG emissions as we work towards zero emissions from our direct operations.
- Set a Scope 3 GHG emission reduction target by the end of this financial year.

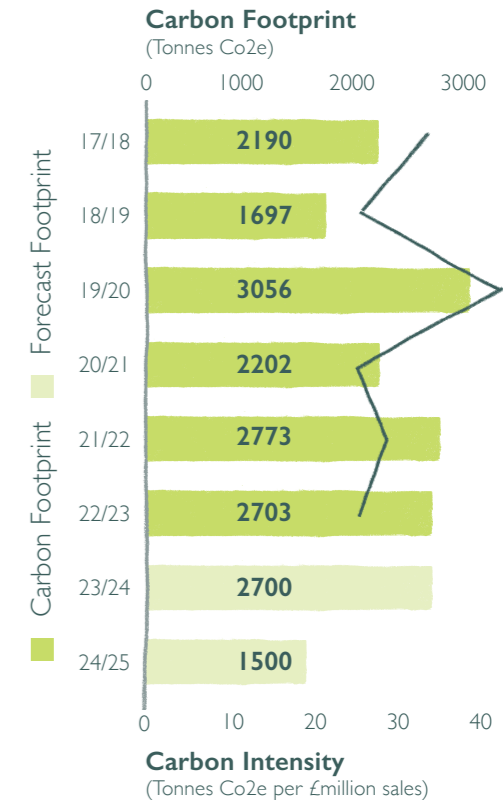
Lowest ever carbon intensity



Sources of our direct greenhouse gas (GHG) emissions



Our first electric van in Chiswick



Definitions - **Scope 1:** Emissions from sources controlled by COOK. **Scope 2:** Emissions associated with the purchase of electricity by COOK. **Scope 3:** Emissions from activities not controlled by COOK ie growing, transporting, storing, and eating our food at home.

CLIMATE ACTIONS PLANNED FOR THIS YEAR

To limit our emissions to 2,700 tonnes CO₂e.



Gather more information on our priority suppliers' environmental performance through our Sourced The Right Way baseline



Increase the volume of Green Gas purchased for our savoury kitchens to 40%



Create a resource efficiency map with targets for improvements in electricity and gas use efficiency



Install CO₂ freezers, heat recovery, and electric vehicle chargers at COOK Pastry & Pies



Work with our landlords to explore the potential for solar panels on the roofs of some shops



Trial interventions designed to support customers wanting to shift to healthier and more sustainable diets



Replace all remaining R404a (the most harmful refrigerant gas) in The COOK Kitchen's freezers



Install bundled fuel tank at COOK logistics to allow for future introduction of bio diesels



Introduce a further five electric vans in our home delivery fleet



Set a verified Scope 3 greenhouse gas emission baseline and develop Science Based Reduction Targets



CLIMATE ACTIONS TO DATE:

- Purchased 100% renewable electricity for our kitchens, shops, and offices since 2018
- Carbon Neutral in our Scope 1 & 2 since 2019 through carbon offsets
- Heat Recovery System installed at the COOK Kitchen in 2019
- Installed CO₂ freezers, Electric Vehicle chargers, and Solar Panels at COOK Classics in 2020
- Installed Solar Panels on the roof of COOK Puddings in 2021
- Purchased 30% Green Gas for our savoury kitchens since 2021
- Trialled our first electric home delivery van in 2022
- Carbon Footprint and Environmental Management training with suppliers in 2022

CLIMATE ACTIONS PLANNED BEYOND FY23/24*:

- Replace freezers at the COOK Kitchen with more environmentally friendly alternatives
 - Increase the volume of Green Gas purchased above 50%
 - Continue the roll out of electric vans in our HD fleet
 - Introduce biodiesel to our fuel mix and other lower emissions vehicles (e.g. electric HGVs)
 - Move from purchasing carbon offsets to carbon capture
 - Agree a road map for achieving near and long term Scope 3 reduction targets
- *This is our current thinking. We've learned from experience that technology, costs, and the financial environment can change quickly!



Dan, at COOK Classics serving team lunch made using surplus ingredients

USING OUR FOOD SURPLUS

It's no surprise we have some edible leftovers in our kitchens...

Maybe some prawns or salmon left after cooking Classic Fish Pie, or extra pieces of chicken from a curry. We've been figuring out how we can use this surplus (we've banned the word "waste") to feed people in a cost-effective and impactful way.

Using whatever we can for kitchen team meals has been one answer. We saved more than 2,646 meal equivalents of ingredients from being wasted by using them in the free meals we cook for our teams every shift. But we have a much bigger surplus than we can use in our canteens.

313 charities

helped via our partnership with FareShare

So for months we've been working with food redistribution charity, FareShare, to figure out if and how we can package-up our surplus so they can get it onto the plates of people facing food insecurity all over the UK.

So far we have diverted two tonnes of surplus ingredients to FareShare through this trial. When this is combined with other surplus from around the business, we've saved

2 tonnes

of food surplus redistributed via FareShare

the equivalent of 12,894 meals. This has been delivered through their network to 313 charities around the United Kingdom. These charities then use our ingredients to cook up delicious hot meals for their service users.

“Working with COOK to develop a way of taking surplus directly from the production line is hugely exciting.”

LISA DERBYSHIRE,
FareShare

Our successful trial means FareShare can now work on similar projects with other food companies. Lisa Darbyshire, FareShare Commercial Manager, said: “Working with COOK to develop a way of taking surplus directly from the production line is hugely exciting. It's been challenging but we hope we now have a system that we can scale up with COOK, and also with other companies. It will mean more food going to people who really need it.”

15,540

meal equivalents made from surplus ingredients

COOK × OLIO

When freezers breakdown in our shops, or there's a power cut, we can be left with lots of meals that will potentially go to waste. This year, we started working with Olío – a community-based sharing app – to make sure nothing is wasted. If freezers breakdown we use the Olío community to find a home for our food.

“Amid a cost of living crisis, and the climate crisis, it's never been more important for us to put a stop to food waste - and we were really glad that the team at COOK felt the same.”

ALBERTO LO BUE

Managing Director of Olío's Food Waste Heroes Programme.



LIFE-CHANGING MEALS

We know our RAW Talent scheme changes lives. Helping people into sustainable work after prison, homelessness or mental health challenges can turn things around.

The change is often visible. How somebody stands. Their facial expressions. Their willingness to laugh or smile. The aura of confidence where once there was none.

We also know COOK alone will only ever have a small impact on a big social problem. So last year, we set out to encourage and inspire more organizations to see the potential in recruiting prison leavers in particular. We shared everything we've learned with other employers, so they could do it too.

Working with Timpsons and Greggs we put on two events in Manchester and London, sharing our 'how to' manuals with 91 other companies interested in starting their own journey towards hiring ex-offenders. We're in touch with many of those now under way.

27 new RAW Talents

bringing the total hired up to 150

91

companies shared our learning

“I used to feel so shy and awkward with people... now I can talk to anyone and I don't feel anxious at all.”

CALLUM,
RAW Talent

4.4%

of our workforce are RAW Talents

In December, we welcomed the Lord-Lieutenant Of Kent, The Lady Colgrain, to the office to present us with our Queen's Award For Enterprise for Promoting Opportunity through RAW Talent, one of the last ever such awards to be signed personally by Her Majesty.

As the Lady Colgrain put it in her lovely speech: **“Your pioneering RAW Talent Programme should be a beacon for other companies to persuade them to look at investing and supporting people into work who might otherwise have struggled to find such opportunities.”**

As always, heartfelt thanks to everybody who supports RAW Talent in ways big or small. It truly is the definition of a team sport. Together, we're changing lives.



The RAW Talent team receiving our Queen's Award



FEEDING COMMUNITY

“We’re not just running a shop, we’re building a community.”

Those were the words of shop team leaders Chloe, Sandra and Kellie in their Retail Academy graduation talk last summer. It captures perfectly the ambition we have for every COOK shop in the country.

Our shop teams build community daily through remarkable hosting. And they also reach out beyond our shop doors to nourish relationships in their local areas.

Nearly every day last year, on average, there was a local event somewhere serving up discounted food from COOK. Helping communities eat together is such a privilege after the enforced distancing of the pandemic years and it was great to see the use of our 30% discount for local events running at double the rate of the previous year.

Our shops also continued to care for people in need in

86,062

more Kindness Fund meals provided

their communities through our Kindness Fund. Set up at the start of the pandemic, we have now provided more than 350,000 free meals to local charity partners, with a further 86,062 given away last year.

Ian Jenkins at Crawley Open House, a hostel and Kindness Fund partner near our East Grinstead shop, said: “Just yesterday we served a couple of your big lasagnes for lunch... We genuinely couldn’t carry out our vital work offering accommodation and support to those experiencing homelessness and severe hardship without such support.”

For people we recognise are going through a tough time – bereavement, severe illness or some other crisis – our Care Cards offer 30% off everything for a year. Use of the cards was up by more than a third last year. Anybody at COOK can ask for a Care Card for somebody they know.

6,819 MEALS FOR CARING HANDS

Our Sittingbourne kitchens continue to support the Caring Hands In the Community drop-in centre and hostel for the homeless in Rochester, Kent with meals (including Christmas lunch).

Our bond has been strengthened by Rene, one of our longest-serving RAW Talents, leaving us after five years to go and work for Caring Hands. He’s helping people at the hostel get back on their feet and into work, drawing on his experience of being in exactly the same situation six years ago.

348

community events catered (+112%)

7,604

Care Card transactions (+35%)

371,062

Kindness Fund meals provided to people in need since the start of the pandemic

EAT & GREET

When a meals-on-wheels service unexpectedly pulled out of Stroud in Gloucestershire, leaving scores of people at risk from social isolation and food poverty, COOK stepped in.

The call for help came from The Long Table, a wonderful social enterprise that runs a pay-what-you-can restaurant for the community. We’re providing discounted COOK meals and the team in Stroud are delivering them and then staying for a chat, if customers want. “Eat and greet,” as the new team have called themselves. It brings not just delicious food but essential human connection to people who otherwise might not see anyone that day.

It’s not a long-term solution but we were privileged to be asked to step in and help by our friends. The question that drives The Long Table is: what if everyone in our community had access to great food and people to eat it with? What a question. What if... indeed.



Some of Team Eat & Greet preparing to deliver COOK meals to the community.



RETAIL WEEK'S SPECIALITY RETAILER OF THE YEAR!

Our shops are cooking on gas. We've emerged from the pandemic more vibrant, more welcoming and more ambitious than ever. Last year alone our teams successfully brought back in-store tasters, sailed through a record-breaking Christmas and rolled out our new Friends & Family membership card – all while delivering remarkable in-store hospitality. Being crowned Speciality Retailer Of The Year at the Retail Week Awards (the industry Oscars), was the icing on the cake. COOK retail rocks!



“ A true innovator and highly impressive both commercially and socially.

ICOOK has shown brilliant growth whilst maintaining it's values.”

JUDGES



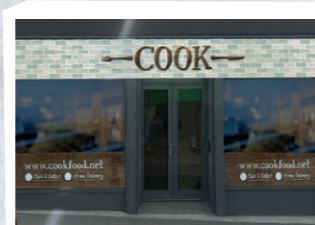
FILLING THE MAP

We're counting down to the milestone of 100 COOK shops.

Our dream is of towns and communities campaigning to have their own COOK shop, not just because it means delicious, time-saving food on their doorstep but because it brings a lift to their local community. Since last summer, we've welcomed COOK York, Didcot, Monmouth, Northampton and Market Harborough to the family.



COOK Market Harborough



COOK Monmouth



COOK Didcot



COOK York



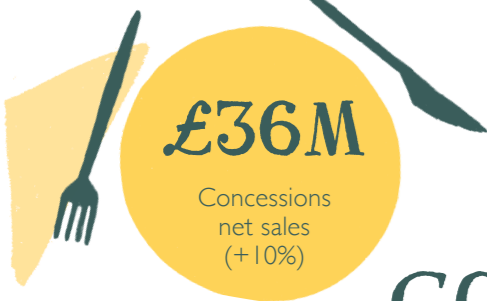
COOK Northampton

COMING SOON:
COOK The Springs, Leeds
COOK Norwich



COOK Subscription

In the summer of 2022, Ed, our joint CEO and founder, made a surprising discovery: his freezer was often bare. Despite being in-and-out of COOK shops every day, he kept forgetting to stock up. If Ed was struggling, then we suspected our customers might be too. So we did a little survey and found he wasn't alone. The answer? COOK Subscription. Within six months we'd launched a new subscription delivery service to help customers keep stocked of our food. Remarkable work by the Digitech team, marketing and shops.



CONCESSIONS

Through COOK Concessions we continue to take our brand to communities across the UK. It's been a hugely challenging year for all food retailers and we're so grateful to our Concessions partners for their support. The COOK team has also been truly remarkable, bursting with energy and ambition. Whoop! Whoop! (As they say in Concessions Land.)



COOK VENDING

No, your eyes don't deceive you: that IS a beautiful COOK vending machine! Problem: how can busy people in offices, apartments, healthcare facilities, colleges get easy access to healthy, home-cooked meals, 24 hours a day, with zero waste? Solution: COOK vending. When we posted the first photo of our new vending machine on LinkedIn, the world went mad for it. "An incredible idea", "fab innovation", "so cool", "brilliant, brilliant idea"... Were just a few of the comments. Our most exciting new launch in years? Quite possibly.



We've been trialling a built-in screen with our freezer at Bourne Valley Garden Centre. Something we hope to roll out in the year ahead.

“COOK made Christmas both easy & delicious.”

RACHEL



+27%
Growth

+22%
Like-for-like

£4.3m
Record Christmas
Week

CRACKING CHRISTMAS

We didn't just crack Christmas, we broke every record going.

Sales were up an incredible +27%, like-for-like, sales in shops were +22%, it was by far our biggest e-commerce Christmas ever, we had our busiest ever day in shops... the list goes on. Enough to give Norris McWhirter a headache (look it up, kids).

Of course, none of it would have been possible without a truly remarkable team effort from everybody across COOK: from kitchens, to cold store, drivers, shop teams and office. We nailed it.



SERVE UP
JOY



ANOTHER 20 GREAT TASTE AWARDS

Our kitchens collected another 20 Great Taste Awards from the Guild of Fine Food. That makes it 53 in the past three years; nearly 100 in the past five. We're pretty sure no other food company has won more. Behind the gold stars is a group of truly special people. Through the trials of Covid and into the searing heat of last summer, they've kept cooking with care and commitment. Huge congratulations to all our kitchen teams. You really are remarkable.



Moroccan Lamb Tagine



Moroccan Lamb Tagine

Slow Cooked Rump
Beef in Brandy

Spaghetti Bolognese

Chicken Satay

Roasted Pepper & Goat's
Cheese Quiche

Smoked Haddock
& Bacon Gratin

Roasted Vegetable Lasagne

Portobello Mushroom Risotto

Chicken & Portobello
Mushroom Pie

Stuffing Balls

Chicken Liver Paté



Green Thai Chicken Curry

Quiche Lorraine



Sticky Toffee Pudding

Apple Strudel

Chocolate & Salted Caramel
Pavlova

Salted Caramel, Chocolate
& Honeycomb Cheesecake

Gin & Tonic Semifreddo

Mango & Passionfruit
Cheesecake



Chocolate &
Raspberry Roulade



Chocolate & Salted
Caramel Pavlova



COOK CLASSICS

18
internal promotions
at COOK Classics

We love to grow our own and at the COOK Classics kitchen last year we celebrated 18 internal promotions. People stepped up into leadership roles, grew in confidence and the whole team benefited. It showed in how everybody embraced our Culture Of Care Manifesto and how our food is getting even better, thanks to great relationships with our central food team.

Team of the Year: Prep



THE COOK KITCHEN

1
million
portions of Chicken,
Ham & Leek Pie
and Classic Fish
Pie made

It's great to see an ambitious and talented group of female leaders emerging at the COOK Kitchen, with six promoted into key leadership roles last year. They helped deliver new, clearer job descriptions to 330 team members not to mention breaking through the milestone of cooking more than 1 million portions of Chicken, Ham & Leek Pie and Classic Fish Pie.

Team of the Year: Finishing



LOVING LOGISTICS

It's been a busy year at COOK Logistics in Gillingham, the hub from which all our food gets picked, packed and delivered to shops, concessions and customers. As ever, the team have risen to every challenge as well as welcoming the National Home Delivery team to the site. A new fleet of lorries is due to arrive so we can cover more of the country with our own transport. In the warehouse they've embraced new ways of working with great results. "It's a real testament to the great family we've been able to grow here," said John Fairfax, Logistics site manager.



IN THE PRESS

We're getting noticed like never before... From a big feature in the *Daily Telegraph* to the pages of *Hello!* and being named *BBC Good Food's* best all-round meal delivery service, we made a splash in the press.

The Telegraph

How Cook, the master of the ready-meal, revolutionised the way we eat

The family firm has transformed the ready-meals market – so what's next for the duo behind it?



Ed Perry and Rosie Brown – the brother and sister team at the helm of Cook | CREDIT: Tony Backingham

EXPRESS

The secret ingredient that is changing lives for the better

Before he went to prison at the age of 24, James had never had a job in his life.

By KAT HOPPS
21:48, Tue, Dec 27, 2022 | UPDATED: 21:48, Tue, Dec 27, 2022

“You honestly can't tell the difference from homecooked...”

HELLO!



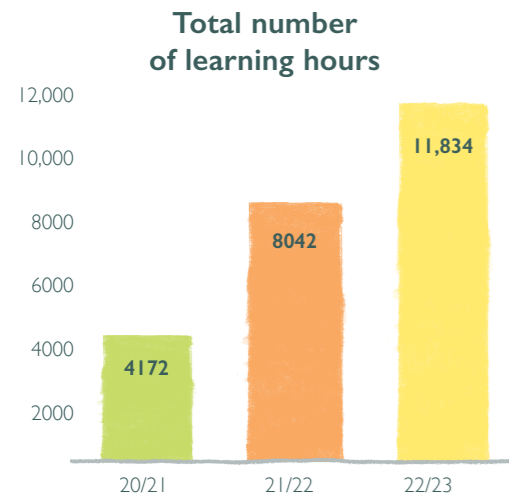
Kent employees at COOK frozen food, Sittingbourne, claim its 'the best company' to work for

“When cooking isn't happening (or you need a hand), COOK has a wealth of frozen dishes for many or one”

DELICIOUS

PEOPLE ARE OUR SUPERPOWER

We want everyone at COOK to feel like they are growing while they are with us – growing themselves, growing their relationships, growing their careers. **Last year we reached more people with more learning opportunities than ever**, with a real focus on giving confidence to our leaders.



*We invest a lot of money in professional development, but this doesn't show up in training hours

LEADERSHIP DEVELOPMENT

We believe everybody at COOK can show leadership. It's not about job titles, it's about embracing responsibility. We ran more Leadership Academies than ever before last year and more sessions connecting peer groups. At our Sittingbourne kitchens we launched monthly Leadership Lunches, bringing team leaders together to talk through challenges, ideas and offer each other support.



Ops Zone 2 Graduation. Leaders from CKK, Classics, Puds & Logistics

11,833
Hours

of learning time
in 22-23

34.8%
of COOK

were engaged in
learning this year

FREE RANGE DAYS 2022!

Sometimes the most important work doesn't feel like work at all.... Summer means Free Range People Days at COOK. A day for each of our teams to get outside, have fun, connect with colleagues, work on team relationships, recharge the batteries and remember what really matters...



Finance, FP&A, Payroll

“Thank you for giving us this opportunity to take a breath and connect as a team.”



Brand & Marketing



Puds Leaders



Logistics

10 YEARS OF DREAM ACADEMY

This Autumn we'll celebrate a decade of the Dream Academy.

Back in 2013, we started a trial of a personal coaching programme to give everybody at COOK the opportunity to discover, pursue and hopefully achieve a life dream. We enrolled Alastair Hill to be our Dream Manager. People would get three coaching sessions with Al, over six months, to figure out a plan to work towards their dream. Al's role was to nudge, guide, question, remind, encourage, celebrate... The Dreamer's role was to put together a plan and take action.

More than 200 people have now benefited from Al and the Dream Academy. The before-and-after survey Al conducts tells a story of remarkable positive change.

Participants score the Dream Academy overall 9.1/10. Wow.

91%
satisfaction score

201
Dreamers
in 20 cohorts

After the Dream Academy, participants feel:

- More fulfilled in life
- Happier
- More positive about the future
- More excited to go to work

The Dream Academy is for all of us, all of the time. You don't need a big dream at the front of your mind. Al will help you uncover what you should be working towards right now.

So do yourself a favour: sign up for the next cohort of the Dream Academy.

Email learning@cookfood.net to find out more – we always hold a place or two for people who don't work at COOK, too!



“I've learned how to be happier, more present and appreciate what I have in my life and enjoy it more. I don't have the limitations that I thought I had. It's enabled me to rediscover relationships I thought were lost. It's given me an overall lift in my life.”

KIRSTI
Head of Retail Operations

“For 10 years, now, I've had the privilege of witnessing people having the courage to say: I want more from my life. I'm so incredibly grateful and proud of the Dream Academy and the impact it's had on mine and over 200 people's lives, so far. Thank you COOK.”

AL
Dream Academy Manager



CELEBRATING 1,000 UK B CORPS



The COOK Office celebrating 1,000 B Corps with James Perry (checked shirt)

Twelve years ago, James Perry, COOK co-chair and brother to Rosie and Ed, returned from a trip to the US bubbling with excitement about something called B Corporations. **“We need to bring B Corps to the UK,”** he announced. James is one of those passionate, persuasive people to whom saying “no” is hard. And so we started exploring B Corps.

What we found was a wonderful community and a challenging and robust audit. Not of our finances, but of our impact on the world. Were we committed to reducing our environmental footprint? Working to make a positive difference to local communities? Being a great employer? Did we have policies and measures to prove it?

At the time there were about 500 certified B Corps in the US, including a few familiar names like Patagonia and Ben & Jerry’s. But in the UK there were none. **In 2013, COOK became one of the very first. Two years later we helped launch the UK B Corp community officially,** with 60-odd certified companies. Fast forward to last November, and we celebrated 1,000 certified B Corps in the UK, now the biggest community outside the US.

Reaching 1,000 B Corps is a big moment. James said: “There used to be no alternative to the idea that all business does is maximise profit. Now there is a choice. And the best quality, most thoughtful entrepreneurs are choosing to be a B Corp.”



WHAT WE STAND FOR

Whenever possible we use our voice to campaign for causes we believe in.

The Grocer

Why government must support employers to tackle economic inactivity

By Rosie Brown, co-CEO of Cook | 30 January 2023

We have seen first-hand how work has the power to transform lives, says Rosie Brown, co-CEO of Cook

Rosie, our co-CEO, wrote a powerful Saturday essay for *The Grocer* in February calling on the government to offer more support to companies seeking to help people with obstacles to employment get into sustainable work.



The Better Business Act would transform the way Britain does business by changing the law so all UK companies align profit with people and the planet. In April, Rosie joined BBA chair, Mary Portas, at the House of Commons to tell MPs why they need to wake up to better business.

BUSINESS DECLARES

As members of Business Declares we believe there’s a climate, ecological and social emergency. Once again, we supported their advertising campaign in the *FT* to raise awareness.



“When people ask: how do you use your business as a force for good, in an intentional and thoughtful way, while running a successful, commercial enterprise? They don’t look far beyond COOK. That’s because of the leadership we’ve shown and the risks we’ve taken.”

And 1,000 is just the beginning ...

A DECADE AS A TOP 100 BEST COMPANY TO WORK FOR

Back in 2010, after COOK had scraped through the credit crunch, we set out to intentionally create a remarkable company culture. Led by Rosie (then head of the People Team, now Co-CEO), we committed to the idea that to build a brilliant business we needed to be a brilliant place to work. The way we decided to measure our progress was the Best Companies To Work For survey, filled out by our team. Our goal was the top 100 list, then-published in the *Sunday Times*.



We made it for the first time in 2012 (never has 89th place been celebrated so wildly), and we've been there ever since. Last year, we notched up a decade as a Top 100 Best Company To Work For, picking up a special award to mark the achievement. Most companies crash in and out of these lists. To maintain such a level of consistency is down to the collective commitment shown by everyone at COOK to our culture, purpose and values. Thank you.

54
Free Holidays
at the COOK Cabin
on the Kent Coast

62
Hardship
Fund Loans
for people in financial
distress



Caila, Chris and host Dan Walker



Churchill's Pig Week is an opportunity for everybody to ask whatever questions they want about how COOK works, with a response guaranteed. We held a live Q&A with Rosie and Ed at COOK Classics.

“We are so proud of COOK and genuinely believe that together, we have built a special and unique culture over the years. We love the friendships and relationships that exist in every area of the business, which make coming to work such a joy. Thank you for being part of it.”

ROSIE & ED



With everybody feeling the pinch from the cost-of-living crisis, we launched The COOKie Jar to help. It's an exclusive discount site for all COOK team members, offering savings and cashback on everything from the weekly shop to days out, clothes and holidays.

Chocolate & Raspberry Roulade



“The Caring Company.
This company does
everything well.
It’s not just what they
sell (which is fabulous),
it’s their ethos, their
care of their staff, the
interest they take in the
community and giving
to those in need.”

SHEILA



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

Planet Positive printing by a certified B Corp,
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processes, 100% renewable energy, zero waste
to landfill and net positive carbon emissions.

Certified

