

JAMIE OLIVER GROUP
SOCIAL IMPACT REPORT

2020



A message from Jamie

“2019 was a year of great contrast for us. We had some incredible highs – the fantastic response to the *Veg* book and reaching some impressive milestones across our community projects and partnerships – but also faced some very real challenges in our UK restaurant business.

It was brilliant to see our audience respond so positively to the *Veg* book and TV series – making great content that brings people together through the joy of food is what it's all about. Most of us still don't eat enough veggies, so I wanted to make it really easy for home cooks to let veg take centre stage, to create meals that could inspire even the most avid meat eaters to have a go, and above all to never, ever compromise on flavour. You guys loved it.

And we didn't stop there: we taught 1,000 cooks to prepare nutritious meals for some of our most vulnerable communities through the Tesco Community Cookery School; our Ministry of Food programme reached an incredible milestone, having taught a whopping 100,000 people how to cook over the past decade; and we opened the doors to our beautiful new Cookery School, based at our London HQ.

We also stepped things up on the campaign front. To help us reach our ambitious goal of halving childhood obesity in the UK by 2030, we set out to create a broad alliance of like-minded campaigners who can actually make change happen. And we wanted young people to be at the heart of it, so in October last year we launched Bite Back 2030, a youth-led movement campaigning to put child health first. I'm really excited about what we can achieve together as things really ramp up this year.

Of course, it's no secret that we also faced some real challenges in 2019 when our UK restaurants

“I have no doubt that 2020 will go into the history books as a pivotal moment. For all the challenges it has brought us, it has also given us a real chance to listen, learn and truly build back better.”

went into administration and closed, meaning we had to say goodbye to many treasured colleagues and friends. Although it was incredibly painful at the time, the experience has given us a renewed focus on our social purpose and the things we care most passionately about.

More so than perhaps ever before, the last few months and the impact of the Covid-19 crisis have made us all stop and think about what we eat, where our food comes from and how it affects our bodies. Food plays such a vital role in keeping us physically and mentally healthy.

But the pandemic has also highlighted that our food system is fundamentally broken. We've seen that having obesity has made people more vulnerable to the impact of Covid-19. Good-quality food should be accessible to everyone – and, right now, we need our

kids to grow up strong and healthy, ready to face whatever life throws at them.

Meanwhile, the Black Lives Matter movement has shown that we all need to do more to champion diversity and inclusion, in everything we do. This is something we've been committed to for many years, and we will continue to listen and educate ourselves, and work hard to constantly improve in this area.

I've always believed that businesses can and must be a key driver for positive change, and our communities, audiences and customers rightfully expect us to lead by example. I am therefore incredibly proud that the Jamie Oliver Group became B Corp certified this year. Being a member of the global B Corp community, and working with businesses who share our passion and goals, will help us amplify our focus on social purpose even further.

I have no doubt that 2020 will go into the history books as a pivotal moment. For all the challenges it has brought us, it has also given us a real chance to listen, learn and truly build back better. I am more committed than ever to drive positive change, to galvanise our partners with clarity and intention to help us build a stronger and better food system, and to campaign for the government to put child health at the centre of all it does. We cannot afford to waste this opportunity – we owe it to our future generations to do better.”





A message from Paul

“At the Jamie Oliver Group, we have always believed that doing good is good business, and commercial success can be combined with making a meaningful impact on our communities and our industry as a whole.

With that in mind we were thrilled to achieve B Corp certification at the first attempt this year, and now have an even stronger framework to deliver our vision for a business that champions best practice across everything we do. We look forward to working more closely with the wider B Corp community to drive positive change.

Our core belief is that healthy food options should be affordable and accessible to everyone, no matter whether they are after a snack on-the-go, or want to cook a meal from scratch. To help us achieve this ambition, we partner with businesses who want to be part of that change, and who can help us reach a broad audience. We made great strides last year.

As Health Ambassador for Tesco, Jamie has inspired millions of shoppers to choose healthier, more affordable alternatives. We are also incredibly proud of our work with the Tesco Community Cookery School, which helps supply some of the most vulnerable in our communities with nutritious meals, while also reducing supermarket food waste.

Through our partnership with Shell, we are offering Britain's drivers better and healthier options on-the-go at a time when convenience food is massively on the rise. We significantly reduced fat, sugar and salt content across the range, ingredients are sourced responsibly, and all products carry clear labelling. In 2019 we served almost two million portions of veg in our sandwiches and salads.

Our partnership with Hotpoint has seen us inspire thousands of home cooks to reduce their kitchen food waste by embracing “root-to-stem” eating and following Jamie’s tasty recipes and simple kitchen hacks.

We are proud to continue to make content – from Jamie’s cookbooks and our TV shows to our social channels – that truly resonates with audiences around the world. Plus, we are committed to reducing our environmental impact across our output.

Our TV shows now carry an ‘Albert’ certification, an industry standard that recognises productions with a sustainable approach. We introduced an environmental management system for our head office in north London to support our work towards zero carbon and zero waste. Our high standards for all food across our products and restaurants ensure we meet strict animal welfare, nutrition and food sustainability requirements.

While the work across our content and partnerships is key to achieving our social purpose goals, we are just as focused on our staff. We are incredibly lucky to have a highly motivated, talented team, and are committed to providing a happy, healthy workplace that allows everyone to thrive. In 2019, we invested heavily in staff training with a particular focus on mental health, with the aim of creating a work culture where people feel comfortable speaking up and seeking help when they need it.

“I believe that businesses like ours have a fundamental responsibility to do their bit, and can play a crucial role in reshaping our food landscape for the better.”

This report only covers 2019, but it’s impossible to talk about social impact without discussing the devastating impact of the Covid-19 crisis. The past few months have reminded us just how important access to good food is to keeping us all healthy. Tragically the effects of the pandemic have only exacerbated food poverty in the UK and put our kids at even greater risk of diet-related disease.

I believe that businesses like ours have a fundamental responsibility to do their bit, and can play a crucial role in reshaping our food landscape for the better. We will continue to campaign for child health, we will continue to support some of the most vulnerable communities across the UK, and we will continue to give people better access to healthier food choices. As we emerge from this dreadful crisis, our work to build a healthy future for our kids is more important than ever.”

Paul Hunt
CEO



About this report

Our 2019 Social Impact Report provides our stakeholders with a summary of our 2019 performance and impact.

REPORTING PERIOD SCOPE AND BOUNDARIES

This report covers our global activities and impact for the calendar year ending 31 December 2019. While our business is based in the UK, we have a global reach through our content and network of partnerships and licensees.

Here we'll focus on the topics that are most important to our business – topics where we have the greatest social impact and those that are of most interest to our stakeholders.

SOCIAL IMPACT FRAMEWORKS AND STANDARDS

We have designed the report to meet our B Corporation impact disclosure requirements, and will continue to develop our reporting in line with best practice standards.

JANUARY

TRANSPORT FOR LONDON
**BANNED
JUNK FOOD
ADVERTISING**

**18 MILLION
PRODUCT UNITS
SOLD ACROSS
43 COUNTRIES**

THE MINISTRY OF FOOD
CELEBRATED A KEY MILESTONE:
ITS PROGRAMME HAS REACHED
100,000 PEOPLE
— SINCE LAUNCH —

1.96M
PORTIONS OF VEG
— WERE SERVED IN —
SANDWICHES & SALADS
THROUGH OUR
**JAMIE OLIVER
DELI BY SHELL
RANGE LAST YEAR**

— WE PRODUCED —

**17 HOURS
OF TV CONTENT
IN 2019**

*JAMIE'S
MEAT-FREE MEALS*
— SOLD INTO —
34 TERRITORIES

AUGUST

VEG

WAS PUBLISHED AND BECAME
THE UK & AUSTRALIA'S
**BEST-SELLING
VEGETARIAN COOKBOOK
OF ALL TIME**

BY THE END OF THE YEAR,
MORE THAN 900,000 COPIES
HAD BEEN SOLD WORLDWIDE

OCTOBER

**BITE BACK
2030**

**LAUNCHED
TO REDUCE
CHILDHOOD
OBESITY**

NOVEMBER

THE
**JAMIE OLIVER
COOKERY SCHOOL**
— OPENED IN —
LONDON

DECEMBER

1,000
**COMMUNITY COOKS
TRAINED THROUGH**
— THE —
**TESCO COMMUNITY
COOKERY SCHOOL**



The Jamie Oliver Group is a commercial business with a social purpose – our aim is to create a happier, healthier world through the joy of food.

ABOUT OUR BUSINESS

We are organised into three commercial functions:
media, products & licensing and restaurants
– as well as an in-house campaigns team.

Media

Jamie's
cookbooks, TV,
digital content
and recipes

Products & licensing

Jamie's range of
food and cooking
products

Restaurants

Jamie's international
franchised
restaurants

2030 campaigns

Our goal is to
halve childhood
obesity in the
UK by 2030

**Underpinned by our social purpose to
build a healthier future for our kids.**

B CORP CERTIFICATION

We have always believed that doing good is good business, and that commercial success can be combined with making a meaningful impact on our communities and our environment. In 2019, we started the rigorous process of becoming a B Corp, a business that is independently verified as meeting the highest standards of social and environmental performance, and has a legal accountability to balance profit and purpose. We are incredibly proud to say that we were certified at the first attempt and obtained B Corp status in July 2020.

As a B Corp we are now part of a global community of businesses working towards social impact. With our shared goals, we believe we can achieve more together than individually, and we look forward to working with our fellow B Corps to create a better and healthier environment across our communities.

Certified



Corporation

How we manage our social impact

Managing our social impact and supporting our work to create better food environments and a healthier future for our kids is something we're all committed to at the Jamie Oliver Group. Jamie and Paul are ultimately responsible for our performance, working closely alongside the team. They are supported by our talented subject-matter experts – including our creative professionals, nutritionists and the campaigns team – to ensure we are developing and applying best practices across everything we do.

The Jamie Oliver Group Advisory Board oversees our social impact activities and overall business performance.

Our approach is shaped by our policies and standards, which underpin our teams' performance across all areas of the business, as well as our commercial partnerships.

Food standards

We apply high standards for all food across products and restaurants, which ensure we meet our strict animal welfare, nutrition and food sustainability requirements.

People policies

We set standards for how we support and manage our team and our expectations of employees in areas including diversity and flexible working.

Sustainability policies

We aim to improve sustainability outcomes in all that we do. The environmental management system for our head office supports our work towards zero carbon and zero waste. We promote sustainability through the goods and services we procure.

Everyone in our business is engaged in the work to improve our social impact. It is both at the heart of our annual company goals and reflected in our individual objectives. We track our progress against our goals, and use Town Halls and regular meetings to keep everyone updated on our progress. Both the office environment and our culture encourage open communication, and our people are encouraged to experiment and act to improve our impact.

OUR FOOD STANDARDS

Making sure our food is sourced ethically and made responsibly is a top priority. Jamie has campaigned for a more sustainable food system for many years, and as a business we strive to always apply best practice in this area.

This commitment is upheld by our Food Standards – the minimum acceptable standards applied to everything we do, including our books and recipes, TV shows, digital platforms, products and international restaurants, as well as our partnerships with other organisations.

These include:

- **Higher-welfare meat** We place animal welfare standards at the heart of all we do, working with our partners to apply the highest possible measures both in the UK and internationally.
- **Cage-free eggs** We don't believe it's ever right for hens to be kept in cages. We only use higher-welfare barn, free-range or organic eggs in all our products and menus. This is also our stance for eggs used within other foods, such as mayonnaise.
- **Sustainable seafood** Jamie is passionate about using a variety of seasonal, locally sourced seafood wherever possible. We do not use seafood from unsustainable sources, and we look for certified sustainable seafood wherever possible.
- **Sustainable palm oil** Any palm oil in our products is from a sustainable source that can prove zero conversion of high-value forests, no burning and no exploitation of people or the environment. It should be certified by the Roundtable on Sustainable Palm Oil. We don't permit the use of Green Palm certificates as an alternative.



MODERN SLAVERY

Modern slavery is unacceptable, undermining our fundamental values and everything we stand for as a company. We are committed to every aspect of the Modern Slavery Act 2015, and recognise our responsibility

to uphold best practice in all our business dealings. This includes only working with franchisees, suppliers, and business partners that demonstrate the same respect and commitment as we do.

Our content





"I got the **Veg** book as a Christmas present and already made a few recipes... Mushroom stroganoff is a killer, I added almond butter and almond milk instead of cream to turn it vegan... Yum."



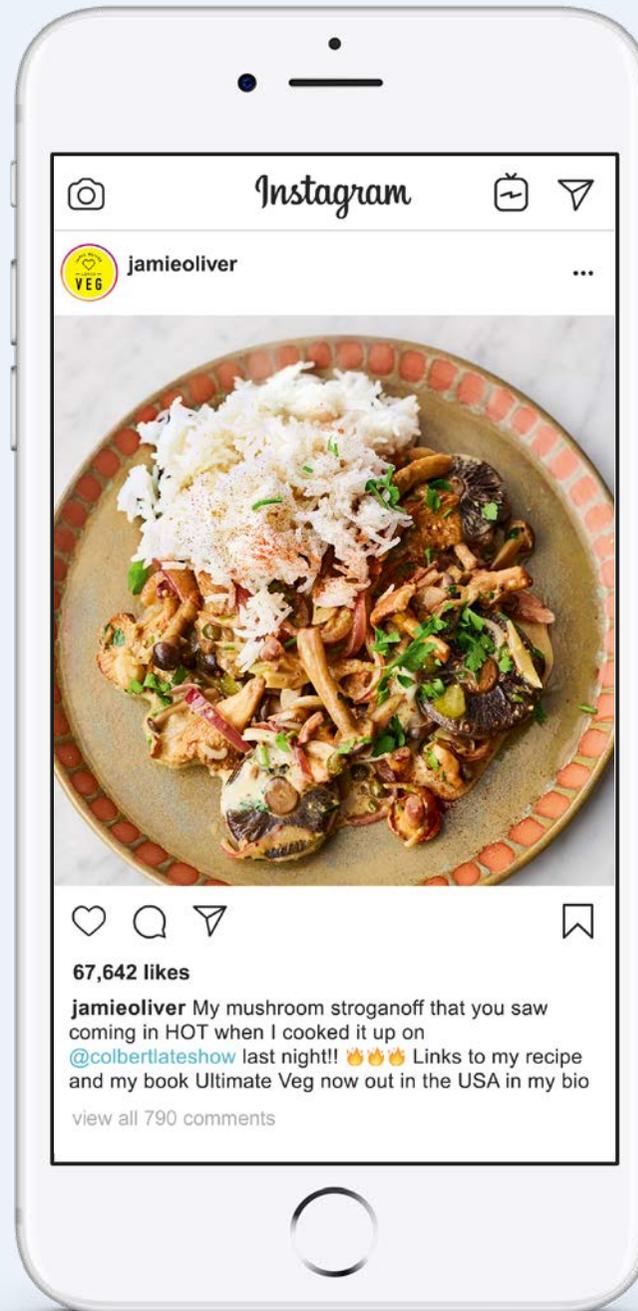
"Sunday dinner today was from @jamieoliver new book Veg – Crispy cauliflower katsu. It was blooming beautiful with no meat. Definitely trying more recipes."



"Great way of squeezing some extra veg into the kids!"



"I made this for dinner last night and it was absolutely amazing!! The flavours are sensational! Served it with rice and steamed veggies on the side 🍴🥗🥕 Best cookbook!"



Key stats from the Veg book campaign

429,000
COPIES OF VEG SOLD IN THE UK

— **VEG** —
IS THE UK & AUSTRALIA'S
BIGGEST SELLING
VEGETARIAN COOKBOOK
OF ALL TIME

THE ACCOMPANYING TV SHOW
— **JAMIE'S** —
MEAT-FREE MEALS
WAS SOLD INTO
34 TERRITORIES

Producing inspiring content to help us create a happier, healthier world through the joy of food is at the heart of our work.

We do this by making cookbooks, producing TV shows, and publishing digital content and recipes that help people to eat a balanced diet, wherever they are on their food journey. For 2019, a large focus was the *Veg* book and accompanying TV series.

Last year, we produced four TV series, totalling 17 hours of content. This featured *Jamie's Meat-Free Meals*, which secured an average weekly UK audience of 1.4m viewers, and was sold into 34 territories around the globe, including Australia, Canada, Germany, Israel, Russia, the Netherlands and the US.

30M+

average digital monthly reach

41%

increase in searches for vegetable recipes

552

new recipes on jamieoliver.com

900,000

copies of the *Veg* book were sold globally in just four months. It became the UK and Australia's best-selling vegetarian cookbook of all time.

Why we all need to eat more veg

Vegetables are an essential part of a healthy, balanced and sustainable diet. They're high in fibre and packed full of vitamins and minerals, which each play a part in keeping our bodies healthy. We should all be eating at least five portions of different vegetables and fruit every day, but research tells us only 31% of adults do¹.

Not only is eating more veg good for us, it's also good for the planet. The UK government's Committee on Climate Change concluded in a study published in 2020 that we need to reduce our meat and dairy consumption by 20% in order to combat the climate emergency.

THE VEG BOOK

In August 2019 we published *Veg*, which is packed with delicious and accessible recipes that just happen to be meat-free. As with all our 'everyday' books, *Veg* included a 70/30 split between everyday recipes and more indulgent 'occasional' recipes, meaning 70% of the dishes can be eaten any day of the week.

The book sold over 900,000 copies globally, with 429k copies sold in the UK alone in 2019, making it the biggest-selling vegetarian cookbook in UK and Australian history. The accompanying TV series, *Jamie's Meat-Free Meals*, aired on Channel 4

1. www.hsis.org/wp-content/uploads/2019/06/HSIS-Dietary-Trends-report-2019.pdf

in September, with the eight, 30-minute episodes each securing an average weekly UK audience of 1.4m viewers. The show subsequently sold into 34 territories, including Australia, Canada, Germany, Israel, Russia, the Netherlands and the US.

Alongside the book and TV, vegetables featured strongly in general across our digital content. The traffic to veg recipes on jamieoliver.com was up 40% year-on-year, with Vegopedia (our online index of recipes for each vegetable) reaching 300k page views alone. During our *Veg* campaign, site searches for vegetable-based recipes doubled.

Across social, 5,600 'super users' joined the Jamie Loves Veg Facebook Group, sharing experiences of their veg journey, as well as cook-ups, advice and insight into their favourite veggie recipes.

Meanwhile, the Mushroom stroganoff video ranked in our top 10 most engaging videos on Facebook in 2019, generating 390k engagements, of which 20,145 were likes, comments or shares.

Jamie's Mushroom stroganoff video

1.3M
reach

390K
engagements

20K
likes, comments and shares

OUR RESTAURANTS BRING VEG TO LIFE AROUND THE WORLD

Many of our international restaurants celebrated the launch of *Veg* with a **Jamie Loves Veg** campaign to inspire diners to eat more of the good stuff. From menu options inspired by Jamie's book, to recipe cards to encourage diners to cook more veg at home, and *Veg* pop-ups in corporate catering units in the UK and Ireland, our franchise restaurant partners brought the *Veg* theme to life across their outlets.



We Love Veg menu at Jamie's Italian
Photograph by Sally O'Neil

MAKING SUSTAINABLE TV

We are committed to reducing the environmental impact of producing our TV shows as far as possible. To ensure we are meeting the highest industry standards, we have committed to certify all our shows in line with Albert (wearealbert.org) – an industry body that recognises productions which apply a sustainable approach.

Jamie's Meat-Free Meals was our first TV series to be certified. Steps we introduced for this production included shifting all our catering to 100% veggie meals, actively reducing our food waste, and donating any leftovers to local charities and businesses. We also had a strict 'opt in paperwork' policy to encourage members of the production team to go paperless, used existing props where possible, promoted car sharing to all locations, and insisted on using reusable bottles and batteries throughout filming.

All of our shows in 2019 were Albert-certified. For each production, we now appoint a senior member of the team who is responsible for implementing and delivering our sustainability goals across all aspects of the show. We also use an Albert carbon footprint prediction to inform our decisions and help us reduce our carbon footprint even further. We ensure that everyone on the production team is aware of our goals and what they can do to support them, from minimising the use of single-use plastics to using mains power rather than generators.



“Child obesity is putting the lives of young Londoners at risk and placing huge pressure on our already strained health service. It is absolutely imperative that we take tough action against this ticking time bomb, and reducing exposure to junk food advertising has a key role to play in this.”

**SADIQ KHAN
MAYOR OF LONDON**

Our campaigns

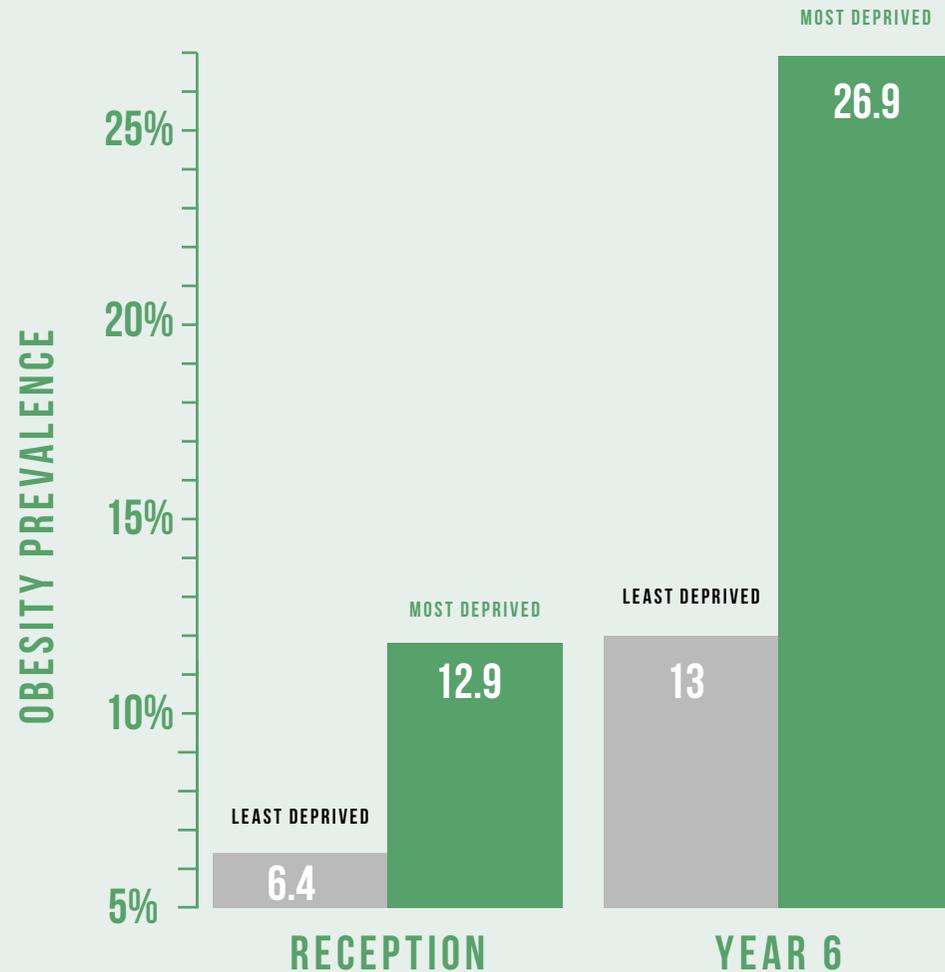
WHAT'S OUR 2030 GOAL AND HOW DO WE MEASURE IT?

The Jamie Oliver Group's ambition is to halve childhood obesity by 2030, and reduce the increasing gap in obesity between children from the most and least deprived areas across the UK.

To achieve this hugely ambitious goal and find new solutions, we need a real step-change from businesses, the government and the public.

In 2019, **1 in 10 (9.7%)** children had obesity when they started primary school; **this rose to 1 in 5 (20.2%) by the time they left at age 11**. Obesity prevalence is more than twice as high in the most deprived areas (12.9% in Reception and 26.9% in Year 6) compared to the least deprived areas (6.4% in Reception and 13% in Year 6).

And the gap is widening.



Making the healthy option the easy option

The facts are stark. England's poorest areas are fast-food hotspots, with five times more outlets than in the most affluent areas². Children from poorer areas are disproportionately exposed to takeaways selling fried chicken, burgers and pizzas, and poorer areas also have more visible advertising for unhealthy foods than wealthier areas.

'Ultra-processed' products – those made in a factory with industrial ingredients and additives invented by food technologists – now make up half of all UK family food purchases. This is the highest in the whole of Europe, just ahead of Germany (46%), but significantly worse than our French neighbours (14%). In 2019 we saw a huge growth in the use of food banks, with The Trussell Trust reporting a 19% year-on-year increase in the number of emergency food packages it supplied, with more than half a million packages delivered to children.

The wider effects of obesity are significant. It's linked to both cancer and depression, and the high prevalence of sugar in our diets is linked to the incidence of type-2 diabetes and tooth decay.

OUR CAMPAIGNING ACTIVITIES

To meet our goal to halve childhood obesity by 2030 we need to inspire positive changes in the home, on the high street, in the workplace, in hospitals and in schools. We believe this goal is a movement for everyone – the government, business sector and the public need to think holistically about how we make our country a healthier place for our kids to learn, grow and flourish.

We target our campaigns at areas we believe are instrumental to driving long-term improvements. We work with governments, NGOs, the media, civil society and businesses to build a movement for change.

In 2019 we held more than 100 campaigning meetings with MPs, mayors, ministers, special advisors, Chief Medical Officers and government officials in an effort to effect change.

THE EFFECTS OF OBESITY COST THE NHS

£6 BILLION

— AND SOCIETY —

£27

BILLION

EACH YEAR

2. <https://www.gov.uk/government/news/englands-poorest-areas-are-fast-food-hotspots>

Our 2019 campaigns

ENDING THE SALE OF ENERGY DRINKS TO CHILDREN

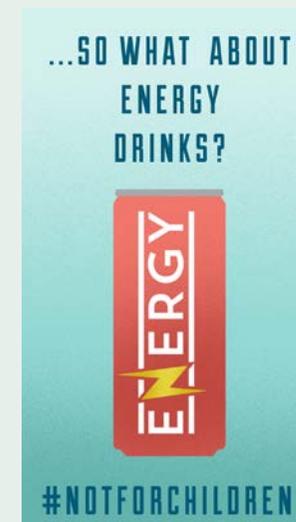
After our extensive media campaign, all major UK supermarkets banned the sale of energy drinks to under 16s in 2018. In 2019 we campaigned to cement this change in regulation. The government confirmed in 2019 that it would implement a nationwide policy. We're now awaiting legislation.

MOVING CHILDREN'S HEALTH UP THE POLITICAL AGENDA

In 2019 we campaigned to get the government to commit to policies to improve food labelling and the quality and marketing of infant foods. We helped secure a Health Select Committee inquiry on childhood obesity in September 2019, and Jamie met with key MPs and interviewed the Chief Medical Officer. We also helped secure the government's commitment to review our food labelling system, as well as the marketing and labelling of infant food in its Prevention Green Paper (also known as Chapter 3).

CHILD HEALTH MANIFESTO PLEDGES

We wanted the 2019 General Election to establish child health as a priority for the new government. We held meetings and wrote letters to engage political parties, and all major ones made manifesto pledges. The Conservatives committed to tackling childhood obesity, while Labour promised to halve childhood obesity by 2030, set up a comprehensive children's health strategy and action a Future Generations Wellbeing Act. The Liberal Democrats pledged to develop both childhood obesity and national wellbeing strategies.



Bite Back 2030

In order to meet our hugely ambitious 2030 goal to halve childhood obesity in the UK, we need to reshape our food system. We realise we can't deliver this by ourselves and believe it's absolutely critical young people are at the heart of the change.

That's why in October 2019 we were co-founders of Bite Back 2030, a youth-led movement working to achieve a world where all young people have the opportunity to be healthy, no matter where they live. As a youth-led charity and campaigning organisation, Bite Back 2030 is able to engage young people by sharing the truth about how the food system is designed, and work with them to improve it in order to put their health first. Bite Back 2030 will also build a powerful alliance of food industry and health professionals, government, local councils and NGOs that will help make that change a reality.

In 2019 we helped incubate Bite Back 2030, we supported its initial steps to put in place a brilliant team, recruit an expert and talented board, and secure its funding, as well as providing expertise on food systems and campaigning. We also offered office space for the team together with back-office support, including legal and communications advice.

IN ITS FIRST MONTHS OF OPERATION IN 2019 BITE BACK 2030...

Started a youth-led movement.

It recruited and trained 12 passionate and exceptional teenagers.

Delivered a high-impact launch campaign.

It held a launch event for more than 200 people, including Bite Back's ambassadors, top government officials, donors, the Bite Back 2030 Board and young people. Two weeks later it released a powerful two-minute Triple Dipped Chicken film on social media, exposing how food marketing and advertising manipulates young people. **So far, it has been viewed more than 1 million times.**

Started telling a different story.

The team worked with the Frameworks Institute to develop and start delivering messages that powerfully articulate every young person's right to health, and highlight the role the food environment has to play.

Began building an alliance.

It started to engage key partners to work on an approach that targets the whole food system, to give every young person a right to health. Bite Back has initiated coordinated campaigning with like-minded organisations and begun to reach out to companies, such as major international retailers, manufacturers and technology companies.

Built strong foundations.

It recruited a board, chaired by Dr Lawrence Haddad; an expert board chaired by Professor Corinna Hawkes; as well as a number of celebrity ambassadors, among them Romesh Ranganathan, Rochelle Humes, David Gandy, Hugh Fearnley-Whittingstall and Dr Alex George. The youth board is represented on the main board in order to feed directly into its governance.





The Bite Back Youth Board



James Toop
Bite Back CEO



Christina Adane
Bite Back youth board member

We invited Bite Back 2030 CEO James Toop to ask youth board member Christina Adane why this work matters so much to her...

James: Why did you join Bite Back?

Christina: Health is a really important yet hidden topic when it comes to young people, so I wanted to be involved in a movement that prioritised this.

J: Where do you think Bite Back can have the biggest impact?

C: Changing the makeup of our high streets, and the mindset that young people have when approaching food.

J: What's the most important thing you're hoping to achieve in 2020?

C: Food provision for all young people who rely on free school meals across the UK during the holidays, so nobody has to go hungry while schools are closed.

J: If you could say one thing to the people and organisations shaping our food system, what would it be?

C: Prioritise our health first for once!

Our communities

Jamie's Ministry of Food core eight-week programme focuses on teaching basic kitchen and food skills in a fun and engaging way. We work with partners in the UK and Australia to inspire thousands of people each year to improve their health by making better food choices. All classes use Jamie Oliver recipes and resources, specifically developed with nutrition and balance in mind.

The course uses behaviour-change techniques to encourage healthier eating habits. Independent evaluation has shown that it has significant positive effects on dietary habits, food choice and cooking confidence for participants.

100,000+

Ministry of Food students since 2008

In 2019 our Ministry of Food programme reached a big milestone – together with our partners, in the 11 years since the initiative began in 2008, we have now reached more than 100,000 people (including more than 50,400 people in the UK).

And it continues to make a significant impact on the lives of participants, even after they've finished the course. People have reported they:

- increased their daily consumption of fruit and veg by 29%
- decreased their consumption of unhealthy snacks by 28%
- increased their weekly frequency of cooking from basic ingredients by 35%

IN 2019 WE:

- reached 16,071 people with our food education programme, providing 2,614 cookery lessons
- saw significant investment in the Tesco Community Cookery School (see page 32)
- grew the 'Learn your Fruit and Veg' programme to inspire Australian children to eat more fruit and veg. In 2019 the team delivered 414 workshops to school-aged kids across Australia, reaching 9,413 children in total
- established a new partnership with Blackpool Council

MINISTRY OF FOOD LEEDS

More than 60% of adults in Leeds are overweight or obese. Providing healthy lifestyle services remains a priority in the city's Obesity Prevention Plan – and a lack of good cooking skills is consistently cited as a key barrier to healthy eating.

Leeds City Council has been partnering with the Ministry of Food since 2010 to offer a progressive and quality-assured community cooking programme focused on healthy eating.

Primary care staff and community organisations can refer patients to the Ministry of Food to support preventative health measures. The service has made demonstrable improvements to participants' eating habits, increasing both their confidence to cook and their overall fruit and vegetable intake.

The cooking centre is open to the public six days a week, running 2-3 classes a day, and while it's available to the whole community, there is a focus on those living in the most deprived areas of Leeds. Over the past 10 years, the partnership has reached more than 5,000 people.



Ministry of Food Leeds

Opening our new cookery school

In November 2019 we opened The Jamie Oliver Cookery School at our Benwell head office in north London. It's designed to be informative, hands-on and informal, as our team of experienced chefs guides customers through everything from Vietnamese street food and Indian thali to knife skills and pasta making. With more than 30 classes to choose from, plus guest chefs and recipes from around the world, there is something for everyone to enjoy.

The Jamie Oliver Cookery School will also provide a hub for free classes in the local community, teaching essential cooking skills to those who need them most. From local schools to community projects and charities, we hope to inspire and help our neighbours to raise their kitchen confidence and learn to eat well.



The Jamie Oliver Cookery School team

In the two months it was open in 2019, the school delivered 355 hours of teaching time to 1,125 guests.

“We believe that healthy, sustainable products should be accessible and affordable for everyone. Our partnership with Jamie is an important part of our commitment to help our customers make healthier food choices every time they shop with us.”

ALESSANDRA BELLINI
CHIEF CUSTOMER OFFICER FOR TESCO

Our partnerships

We work with a range of partners to inspire people to make healthier food choices and drive positive change across the food industry. By working together we can support change at a pace and scale that we couldn't achieve on our own.

Healthy food options should be affordable and accessible to everyone, no matter where they are on their food journey, whether that's preferring convenient and quick food choices or enjoying cooking a meal from scratch.

In 2019, we launched 116 new food products and 40 new non-food products. We sold 18 million units, 15.2 million of which were food, and 2.8 million were non-food, including 2 million Tefal pots and pans. Our products are stocked in 43 countries.

PARTNERSHIP WITH TESCO

In 2018 we joined forces with Tesco to make it easier for the nation to eat well and live healthier lives. Jamie is Tesco's Health Ambassador and we work closely with the supermarket to find ways to inspire people to eat more healthily without compromising on taste or cost. Tesco is the largest food retailer in the UK, and together we believe we can have a hugely positive impact.

2019 was a busy year for the partnership. We made significant progress in our work to support Tesco customers and colleagues to cook healthy

food from scratch. We continued our 'helpful little swaps' campaign to provide customers with healthier, more affordable alternatives with reduced levels of fat, sugar and salt.

Our other focus was colleague engagement to help Tesco staff eat more healthily. To do this we provided materials for colleague communication to really engage the team in the benefits of making healthier food choices.

For Tesco Health Month in July, we focused on veg, with our 'easy ways to eat more veg' campaign, aiming to boost both the supermarket's healthy basket scores – the percentage of healthy foods in each shop – and customer awareness of our partnership. The drive was supported across digital media, in Tesco stores, and on radio and in print.

As a result of the campaign, Tesco saw an increase in healthy basket scores for the quarter (meaning on average there were more healthy items in every shop) and an increase in sales of featured vegetables. After the campaign, 63% of Tesco customers said they are aware of Jamie's role as Health Ambassador, and there was an increase in shopper agreement with the statement "it makes me think that Tesco really cares about my health".

63%
**AWARENESS OF
JAMIE'S ROLE
— AS —
HEALTH AMBASSADOR
AMONG TESCO CUSTOMERS**

TESCO COMMUNITY COOKERY SCHOOL

Together with Tesco and the UK charity FareShare we developed a programme to teach community cooks to prepare healthy and delicious meals for the people they support, and help stop surplus food donations from going to waste. Community cooks learn how to use surplus fruit and veg in different recipes, and how even small changes can make meals more nutritious and balanced.

The programme began in January 2019 and has been delivered in six locations across the UK. Over the course of the year, the team ran 72 training days and reached a total of 1,000 cooks from more than 500 charities, including organisations working to address food poverty and those supporting the vulnerable, disabled, socially excluded, homeless, young and the elderly.

The latest evaluation shows that:

- 94% used more veg after attending the course
- 73% said the course helped them make changes to the way they cook
- 91% used the skills and knowledge learned in their community
- 87% said the service they provide has improved or expanded as a result of the course



Tesco Community Cookery School Team

500+

charities supported by the Community Cookery School programme

1,000

cooks trained in the Tesco Community Cookery School

JAMIE OLIVER DELI BY SHELL

At the beginning of 2019, in collaboration with Shell, we launched the Jamie Oliver deli by Shell range, offering millions of Britain's drivers better options on-the-go. It features more than 80 new products to suit customer tastes, from classic items, such as sandwiches and wraps, to delicious salads, hotpots and healthy snacks.

Across the range, we have significantly reduced the fat, sugar and salt content and packed in more portions of veg. We also introduced best-in-class, clear front-of-pack labelling, so people know exactly what's in every product. Plus, we've used better-sourced ingredients, including higher-welfare chicken and free-range eggs.

The packaging, which is made from around 63% recycled plastic (rPET), is widely recyclable and carries the recycling label to let customers know how to dispose of it responsibly. It's estimated that the use of recyclable and recycled packaging will save approximately 120 tonnes of CO₂ per year.

1.96M

PORTIONS OF VEG SERVED IN SANDWICHES AND SALADS

With food on-the-go becoming an important part of everyone's busy lives, our partnership with Shell is part of our mission to give everyone the opportunity to enjoy tastier, healthier and more varied food made from better-quality ingredients.

In 2019, the range launched at 556 company-owned Shell service stations across the UK – and we served more than 1.96 million portions of veg in our sandwiches and salads.

The range also won Shell an award for best en-route sandwich retailer from the British Sandwich and Food to Go Association at 2019's coveted industry Sammie Awards.



PARTNERSHIP WITH HOTPOINT: FRESH THINKING FOR FORGOTTEN FOOD

With the help of its well-crafted and performance-driven home appliances, Hotpoint aims to inspire and support home cooks in taking small steps towards a waste-free kitchen. Hotpoint and Jamie Oliver have worked together to raise awareness on the issue of household food waste since 2018.

The Fresh Thinking For Forgotten Food campaign focuses on reducing household waste by encouraging people to adopt more mindful food habits when it comes to what they purchase, prepare, preserve and eat.

Inspiring people to think differently about the 'forgotten' food in their fridge, and embracing concepts such as root-to-stem eating – using every edible part of fruits and vegetables – Hotpoint and Jamie Oliver offer a range of delicious recipes and simple tips to help cut down on food waste at home.

The root-to-stem cooking ethos offers an inspirational way to reconsider produce – from broccoli stems to potato skins and radish leaves – before throwing them in the bin, while certain parts of foods that are often 'forgotten' can be turned into delicious dishes that are packed with flavour.





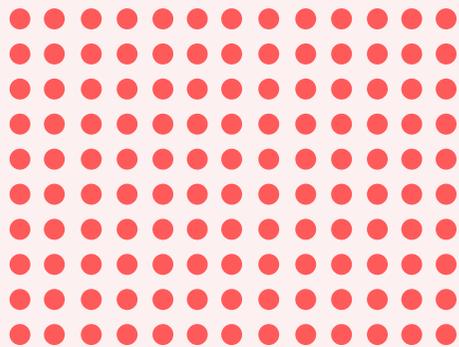


Our team

We strive to provide a happy, healthy workplace, and believe it's important that our employees are able to enjoy a great work-life balance and active lifestyles.

Our team is drawn together by a belief in our social purpose – to create a happier, healthier world through the joy of food – and our shared drive to find new ways to improve our food system.

Our open culture and ways of working support our highly engaged teams to apply their creative talents to help our audiences overcome barriers around cooking, shopping and eating better.



130 HQ employees



69:31 women to men

3 days

average training per person in 2019

Our key focus areas

Training & development

Our 2019 goal was for every employee to have the opportunity to continue to undertake skill-based and behavioural training in order to develop both professionally and personally. We also implemented a revamped performance development process.

This meant that:

- All employees were invited to attend training relevant to their roles and needs
 - from mental health to leadership training
 - averaging three full days training per employee across the year
- Our team managers attended 140 days of training to develop their leadership and team-management skills
- We implemented a new framework for performance reviews to encourage quality conversations and better feedback across teams. We introduced quarterly catch-ups and asked each individual and manager to set shorter-term and more meaningful goals to evaluate each team member's progress

We also host regular inspiration sessions for staff, where individuals from all walks of life who do interesting and inspiring work come in to tell their story. In 2019, we were delighted to welcome speakers ranging from

equal rights campaigner Michael Cashman, co-founder of Stonewall, to gut health expert Dr Megan Rossi and Laura Willis from Shine Offline, who spoke about digital wellbeing.

Mental health

Our 2019 goal was to create a culture where people feel comfortable speaking about mental health and seeking help when they need it. To that end, we created a Mental Health Strategy and delivered on a range of initiatives:

- We created and implemented a Mental Health Policy
- We produced a manager's guide to speaking about mental health
- We incorporated mental wellbeing into our new quarterly catch-ups between manager and employees to aid conversations around mental health
- We ran a Time To Talk afternoon tea day, to start a conversation about mental health and remove the stigma around it
- We began the roll-out of our Mental Health Workshops, starting with all management and director roles, 85% of whom attended one of the training days

UK RESTAURANT ADMINISTRATION

In 2019 our UK restaurants sadly went into administration as a result of the well-documented challenges facing the UK high street and the mid-market dining sector as a whole. We worked hard to support affected teams throughout this difficult time, and to mitigate the impact of the closures on our people. Around 250 jobs were saved when our franchise partner SSP took over three outlets at Gatwick Airport.

The Jamie Oliver Group also made a £1 million voluntary 'ex gratia' payment to ensure all UK restaurant staff were fully paid up until the day the business went into administration.

Healthy & nutritious food

We make healthy, nutritious food part of everyday life for the Jamie Oliver team. A free healthy breakfast is available for all, and our wonderful in-house chefs offer freshly cooked, nutritious and balanced lunches, which always include a vegetarian option.

Our Foodie Forums are quarterly talks and events to engage and educate the team about food and nutrition. In 2019 our forums covered topics including plant-based diets, heart health and food, eating the rainbow and mental health. We support the forums with our staff lunch menus and cooking classes.

Diversity & inclusion

The Jamie Oliver Group is committed to promoting equality and preventing any kind of discrimination. We champion inclusivity and diversity in our team and through all our work, including our content and campaigning.

We strive to create an open and welcoming environment, where everyone can contribute their best work and develop to their full potential. We celebrate the fact that everyone is different and treat every colleague with dignity and respect. We believe every single person in our business has an active role to play in making our workplace inclusive, but in 2018 we also set up a designated Diversity & Inclusion Group, comprised of employees from across the business. Their role is to actively and strategically promote diversity and inclusion. Some of our key achievements in 2019 include:

- Our first Diversity & Inclusion survey to assess our progress against the goals we set for ourselves in 2018. We will continue to measure and track the progression and impact of our initiatives.
- We continued to work with a BAME-only recruitment agency, to help us source and attract more candidates from this talent pool.
- We also continued our partnership with the Media Trust. This gave us the opportunity to host around 30 young people from a wide range of backgrounds, who spent time with our teams to learn more about how to produce content and possible routes into the industry. Going forward, we plan to expand on this to offer work experience placements in our video production, social and TV teams.
- To support our local community in Holloway, we continued to team up with the Arsenal Foundation with our rolling six-month internship programme. It offers participants a chance to work with our facilities department and get to know the overall business. It is specifically designed to give the most vulnerable and challenged local residents a better chance of employment.
- We were excited to start a collaboration with the Creative Mentor Network (CMT), an organisation focused on making the creative industries more diverse and inclusive. For 2020, we are planning to roll out CMT's mentorship programme internally, and we are currently exploring how we can better tap into the CMT talent pool during recruitment.
- Through our continued work with the Change Please charity, we helped provide training and support to people from vulnerable and diverse backgrounds, who have experienced homelessness.
- We welcomed a number of speakers from BAME and LGBTQ+ backgrounds to inspire and educate our staff through talks, covering topics ranging from the history of the Stonewall riots to the experiences of the community affected by the Grenfell Tower fire.
- We invited cooks from a range of diverse backgrounds to join us for lunch, and introduce us to their cuisines. This included refugees and vulnerable migrants, as well as up-and-coming chefs looking to build their profiles. We also featured all of these guests across our social channels.



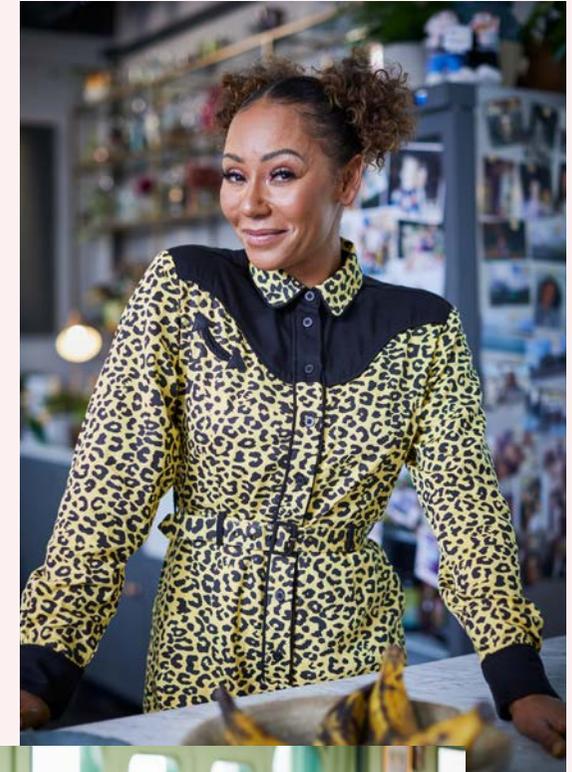
Chef Romy Gill treated us to an amazing lunch when she visited Benwell to celebrate the launch of her book, *Zaika: Vegan Recipes From India*. It's fair to say her delicious food went down a storm.



Lord Michael Cashman and Rikki Beadle Blair joined us for a brilliantly engaging breakfast inspo session about the Stonewall Riots, marking its 50th anniversary. Michael co-founded the lobbying group Stonewall, which campaigns on issues affecting the LGBT community, while Rikki wrote the film *Stonewall* about the seminal moment.

Diversity across our content

- Our channels reach a global audience and we are committed to reflecting the diversity of that audience on screen and across all of our content, wherever possible.
- When it comes to our TV shows, our aim is always to ensure a range of diversity across the casting of our contributors. We have welcomed a wide variety of talent into the *Friday Night Feast* cafe, with a mix of genders, ages, sexualities, ethnicities and abilities. Equally, we always ensure our cafe diners reflect the diversity of our audience.
- *Jamie's Meat-Free Meals*, meanwhile, showcased food inspiration from around the globe, as well as a diverse selection of locations, from Delhi and Jodhpur to Tel Aviv, Jerusalem and Bethlehem.
- We also champion diversity behind the camera. On our 2019 series of *Friday Night Feast*, 30% of the production team was part of the LGBTQ+ community, while over 25% was from a BAME background.
- On our social channels, we have featured a wide range of chefs from diverse backgrounds and cuisines, as well as supporting key calendar moments, such as Pride. We also heroed some amazing charities, including Migrateful – which supports migrants by bringing people together through the joy of food – Cook For Syria and the Arsenal Foundation, with whom we ran a kids' Halloween cooking session.





Reducing our environmental footprint

Reducing our impact on the environment and promoting sustainability has long been at the heart of everything we do, including how we run our Benwell Road head office.

We have extensive recycling facilities across the office, and in 2019 60% of our waste was recycled, while the other 40% was used to generate energy. As we've explained in previous chapters, our food standards mean we use ethically and sustainably sourced products across all our food offering, and our TV shows are responsibly produced and Albert-certified.

In 2019, we undertook work to better understand the environmental footprint of our head office and to identify areas where we can improve.

Our greenhouse gas emissions at our Benwell Road office in 2019 were 621 tCO₂e. This includes emissions from the fuels we use, products we purchase, energy we consume, business travel and waste. This means we have an average annual carbon footprint per team member of approximately 4 tCO₂e. By way of comparison, the average UK person has a carbon footprint of around 10 tCO₂e per year.

We identified business travel as a particular priority, and have surveyed the team to identify options to reduce our emissions in this area going forward.



This report has been printed on FSC certified paper.

BIG

LOWE

The logo features the name "Jamie Oliver" in a white, serif font, centered within a white circle. The background of the entire image is a solid, medium-blue color.

Jamie
Oliver