

JAMIE OLIVER GROUP

SOCIAL IMPACT REPORT



2018



Jamie
Oliver
GROUP

1

**A MESSAGE FROM
JAMIE OLIVER & PAUL HUNT**

P.3

2

**ABOUT
THIS REPORT**

P.5

3

**ABOUT OUR
BUSINESS**

P.6

4

**OUR CAMPAIGNING
HISTORY**

P.9

5

**OUR
SOCIAL IMPACT**

P.12

6

**JAMIE'S THOUGHTS
FOR THE FUTURE**

P.27

1

A MESSAGE FROM JAMIE OLIVER

Welcome to our first ever Social Impact Report. So, why are we doing this? In a nutshell, this is about transparency and trust.

For two decades I've been focussed on trying to create a healthier food environment – one that better serves the needs of consumers now, as well as for future generations.

In my job, I'm often shocked to see how businesses can create an environment that is consistently unhealthy for both employees and customers.

There's so much more that those in a position of power can – and should – be doing to drive change and move things in a positive direction.

As an organisation, we always aspire to balance creativity and commerciality with social purpose, and this report is an important step in helping us become a best-in-class business with a clearly measurable social impact.

My business is not perfect, but we're on a journey and this report is an honest assessment of how we operate, as well as the values that guide me and my teams.

In many respects, 2019 has been a difficult year with the administration of the UK restaurant business, but I am more committed than ever to becoming even better at what we do.

The challenges we've weathered have galvanised us to be more effective, more focussed and more impactful.

I want to take luck out of the equation – I want social responsibility to be fully baked into everything we do.



A MESSAGE FROM PAUL HUNT

Jamie has spent two decades driving positive change – getting people into the kitchen, campaigning to create better food environments for our children, and shaping government policy.

His tireless commitment to ethically sourced food, higher animal welfare standards, and nutritional balance is why the public trusts us, why brands want to work with us, and why the industry takes notice of what we do. For us, doing good is good business.

2019 marks 20 years since the launch of *The Naked Chef*, so it feels like the right time to reflect on what running a commercial business with a social purpose means to us in practice. It's an appropriate moment to pause and look back over some of our achievements, and to identify areas where we want to be better.

We now examine every partnership we consider entering into through the prism of our 2030 Project: does it help us move towards our goal to halve UK childhood obesity over the next decade?

In 2018, we made significant strides in that space. Our partnership with Shell has enabled us to create a trusted space for convenience food on the go, with healthier and better options now available to millions of motorists. Jamie also became Tesco's health ambassador, collaborating with Britain's biggest supermarket to inspire millions of shoppers to make healthy little swaps.

Of course, this year the business faced a considerable challenge with the UK restaurant closures, but we have come through the process with complete clarity around our vision and values, and a renewed focus on what we want to achieve in the coming years.

I am incredibly proud to launch our first Social Impact Report, which will allow us to better measure our progress across key business areas, as we strive to be best-in-class.

PAUL HUNT,
CEO JAMIE OLIVER GROUP



2 ABOUT THIS REPORT

The Jamie Oliver Group worked with SustainAbility to develop its first social impact report – an important step in its plan to become a leading social impact business.

The report is designed to:

- Describe the impact of the business in 2018, including the work it does to support everyone's relationship with healthy food
- Provide a baseline to allow the business to track its progress.

SustainAbility helped the team at the Jamie Oliver Group identify the topics that are important to the business and to its stakeholders, establish the reporting process, collect data, and draft the report.

The report provides information on the Jamie Oliver Group's work on nutrition and health, employee care, food standards, environmental impact and community support. It is global in scope: the business is based in the UK, but has a wider reach through partnerships and licensees.

This year the Jamie Oliver Group launched a project to halve childhood obesity by 2030. This ambitious goal will be central to the business from 2019 onwards. The business plans to publish annual reports to track and demonstrate its progress along this 2030 journey.

3 ABOUT OUR BUSINESS

IN
2018
WE...

Reached over 2,000 people through Jamie's Ministry of Food cooking courses, workshops and events.

Launched our #NotForChildren campaign to restrict the sale of energy drinks to children, with 63.1 million social impressions, and counting!

Saved 115,000 tonnes of fruit and veg that would otherwise have become waste, through Jamie's 'Odd Bunch' campaign with Australian supermarket Woolworths.

Saw 99% of staff in our Media & Product head office agree with the statement: "I strongly believe in and support our company vision and the 2030 goal".

Trained 17 people to deliver cooking activities across the UK as part of the Holiday Hunger government scheme.

Established a Diversity and Inclusion Working Group.

Achieved 'Excellence' in the BREEAM accreditation for environmental sustainability in our Benwell head office.

Found that 88% of Tesco customers agree that Jamie provides healthier recipe inspiration.

Delivered cooking classes to community groups including the London Ambulance service, The Arsenal Foundation and Baobab Foundation.

THE JAMIE OLIVER GROUP IS A
COMMERCIAL BUSINESS WITH A SOCIAL PURPOSE.



WE'RE ONE
BIG FAMILY!

The Jamie Oliver Group is divided into different commercial functions: media, product ranges and international restaurant franchises.

We're a team of creatives and industry experts who bring Jamie's vision to life.

At **Jamie Oliver HQ** we work on Jamie's books, TV shows, campaigns, partnerships, products and social channels – this part of the business includes our nutritionists, food stylists, designers, editors, producers and licensing experts.

Jamie Oliver's Restaurants comprise all Jamie's restaurants: a total of 65 sites in 25 territories.

The Jamie Oliver Holdings Board guides the business, strategy, and oversees our approach. We have three independent advisors with wide-ranging expertise, who meet with Jamie and Paul several times a year, providing independent advice and assessing the impact of our business strategy.

The Executive Leadership Team is responsible for delivering our strategy, maximising our impact and ensuring we meet the high standards of business we set for ourselves.

OUR BUSINESS STRATEGY

Everything we do is designed to support our commitment to promote child health. We align our approach and activities across our business to drive impact and set high standards. Our approach in each of these priority areas is described on the following pages.

OUR REACH & AUDIENCE

JAMIE OLIVER IS THE BEST-SELLING
NON-FICTION AUTHOR
IN UK HISTORY

MORE THAN 44 MILLION
BOOK SALES WORLDWIDE

JAMIE'S BOOKS HAVE BEEN PUBLISHED
IN 36 LANGUAGES

36 TV TITLES
THROUGH 185 BROADCASTERS
IN 182 TERRITORIES

65 FRANCHISED RESTAURANTS
IN 25 COUNTRIES

JAMIEOLIVER.COM HAD
OVER 60M VISITORS IN 2018

JAMIE'S BRANDED PRODUCTS ARE SOLD
IN OVER 40 COUNTRIES



OUR CAMPAIGNING HISTORY

1999



Ever since *The Naked Chef*, Jamie has campaigned tirelessly to improve the food system and to push government to take meaningful, positive steps to help people lead healthier, happier lives.

2002



In 2002, Jamie opened **Fifteen**, to train disengaged young people for a job in the food industry. **Fifteen Cornwall** opened in 2006 as a franchise. Together, these restaurants have trained over **500** apprentices for a career in food.

2005



In 2005, *Jamie's School Dinners* revealed the terrible standards of UK school food. His campaign eventually saw the government commit new funds to improve school food, and launch The School Food Trust.

2008



Jamie launched the **Ministry of Food** in 2008: an evidence-based, hands-on cooking programme that teaches people of all ages to cook. The Ministry of Food has now connected with more than 97,000 people across the globe.

2012



2012 saw the launch of **Jamie's Food Revolution Day**, to make noise about childhood obesity and encourage people to get back into the kitchen. The first Food Revolution Day saw 1,000 events take place across 66 countries – celebrating the power of fresh, good food.

2015



Unhealthy sugar became Jamie's focus in 2015. In *Jamie's Sugar Rush*, he looked at the devastating impact sugar has on our health, and petitioned for a sugary drinks tax. Following the success of the campaign, the government introduced the Soft Drinks Industry Levy in 2016.

→ And beyond!

Our campaigning history provides a solid foundation for our current campaigns (overleaf). In everything we do, we strive to make the country a healthier place, through the joy of food.

"Jamie has managed what few others have – to not only engage the public on a difficult and complex issue, but translate this campaigning into real, tangible change."

DAME SALLY DAVIES
CHIEF MEDICAL OFFICER FOR ENGLAND

4 OUR CURRENT CAMPAIGNS

The Jamie Oliver campaigning team uses Jamie's reach to promote public health, and help change our food environment. In 2018 we launched **#AdEnough**, targeting the marketing of food that's high in fat, salt and sugar to children. We worked closely with the Mayor of London's office, and in 2018 Transport for London banned these types of food ads on its estate.

We also **campaigned to restrict the sale of energy drinks to children using the hashtag #NotforChildren**. In just 12 months the UK's major retailers voluntarily stopped selling energy drinks to under-16s – we're pushing to see this become part of UK legislation.

Throughout 2018, Jamie ran campaigns on his TV series ***Friday Night Feast*** – advocating better nutrition training for medics, challenging unhealthy sports event sponsorship, and championing a 'Health Rating' for schools. **#Nutrition4Medics** trended on Twitter during the episode, while **92%** of our Instagram audience said they'd like to see a Health Rating for schools.

CURRENTLY, 20% OF CHILDREN LEAVE PRIMARY SCHOOL WITH OBESITY

If this rate doesn't improve, by 2030 this will affect more than **1.6 million children in the UK**.

We're doing everything we can to halve this number.

"Our kids face an epidemic of obesity that means far too many overweight youngsters are risking long-term health problems including cancer and diabetes. If we're going to halve the problem by 2030 we'll all have to play our part so it's great to see Jamie once again taking a lead in the battle for healthier eating."

SIMON STEVENS

NHS ENGLAND CHIEF EXECUTIVE

“THIS GOAL IS A MOVEMENT FOR EVERYONE — THE GOVERNMENT, BUSINESS SECTOR AND THE PUBLIC — TO THINK HOLISTICALLY ABOUT HOW WE MAKE OUR COUNTRY A HEALTHIER PLACE FOR OUR KIDS TO GROW, LEARN AND FLOURISH.”

JAMIE OLIVER

To achieve our goal, we must inspire changes in the home, on the high street, in the workplace, in hospitals and in schools. The first step must be to make healthier food more affordable and convenient.



THE 2030 PROJECT

WE HAVE AN AMBITIOUS GOAL TO HALVE THE RATE OF CHILDHOOD OBESITY IN THE UK BY 2030

This is what we'd like to see:

- ★ Eating healthily will become easier than the alternative
- ★ Consumer demand will mean that brands want to **promote healthier ranges**
- ★ More **cheap, healthy, convenient products** will be available
- ★ Food and drink in public spaces will feature many more **balanced and nutritious** options
- ★ The average shopping basket and restaurant meal will contain **less saturated fat, salt and sugar; and more fibre.**

5 OUR SOCIAL IMPACT



We believe that doing good is good business. We believe that joyful, creative food should keep us healthy, and that our business will thrive by helping people to shop, cook and eat better.

The following pages outline our activity in key areas:

- i SUPPORTING COMMUNITIES P.16**
- ii FOOD THAT KEEPS US HEALTHY P.18**
- iii LOOKING AFTER OUR TEAM P.22**
- iv REDUCING OUR ENVIRONMENTAL
FOOTPRINT P.25**
- v RESPONSIBLE FOOD STANDARDS P.26**
- vi THE JAMIE OLIVER RESTAURANT GROUP P.28**

SUPPORTING COMMUNITIES

Jamie's **Ministry of Food** is an evidence-based, hands-on cooking programme that teaches people of all ages to cook from scratch. We work with partners across the UK who inspire thousands of people each year to improve their health by making better food choices. In total, we've reached **46,000** people in the UK and more than **97,000** globally, working with local authorities and charities to run cookery classes and training people to teach.

THE IMPACT FOR PARTICIPANTS

50%

reduction in unhealthy snacking by participants

30%

feel more confident to follow a recipe

20%

of participants report that they now cook at home more regularly

Increase in vegetable consumption by

0.5 to 1.5

portions per day

£5

weekly decrease on takeaway spend, on average

KEY 2018 METRICS

84

eight-week courses delivered to 603 people

850

sessions delivered (cooking courses, workshops, events)

2,212

people have been reached through cooking courses, workshops and events

1,535

children participated in cookery courses and workshops

34

trainers trained

"This time six months ago I couldn't cook at all. I haven't bought anything in a jar for six months. My shopping habits have changed dramatically, now I love looking at my plate, seeing all the colours."

STUDENT

"Now I cook with my son and use techniques I learnt, such as the knife skills. My son bought me a new set of knives and I use the Jamie Oliver *5 Ingredients – Quick & Easy Food* book at home."

STUDENT

A HEALTH INTERVENTION FOR COMMUNITIES

In 2018, through our partner organisations **OnSide Youth Zones** and **Inn Churches** we trained 17 members of staff to deliver cooking activities across the UK as part of the **Holiday Hunger** government scheme. **426** children from low-income backgrounds took part in summer activities and learned to cook healthy meals from scratch.

We also delivered workshops to community groups including **the Baobab Foundation**, **The Arsenal Foundation** and the **London Ambulance Service**.

We run a **Train the Trainer** course, which empowers individuals with skills to teach the **Ministry of Food** programme to others. This five-day course is accredited by the **Royal Society of Public Health**.





"The lack of basic cooking skills and nutritional knowledge across many demographics is one of many drivers behind the obesity crisis and the growth of health inequality in the UK. That is why the great work being done by the Jamie Oliver company is so important, and why we are pleased to add their training programme to the roster of exceptional training programmes and initiatives accredited by RSPH."

SHIRLEY CRAMER, CBE
CHIEF EXECUTIVE, ROYAL
SOCIETY FOR PUBLIC HEALTH

FOOD THAT KEEPS US HEALTHY

EATING HEALTHILY IS ALL ABOUT BALANCE. WE DON'T LABEL OUR RECIPES AS 'GOOD' OR 'BAD' – INSTEAD WE TALK ABOUT THE DIFFERENCE BETWEEN NUTRITIOUS FOOD THAT COULD BE EATEN EVERY DAY, AND FOODS WE MIGHT EAT MORE OCCASIONALLY, SUCH AS CAKES AND PASTRIES.

'EVERYDAY' recipes will contain at least three of the food groups, at least one portion of veg, and less than 30% of the average recommended daily calories, saturated fat, sugar and salt. We make sure these recipes are within the green or amber traffic-light scale for saturated fat, sugar and salt.

'OCCASIONAL' food is high in calories, saturated fat, sugar or salt and is designed to be consumed as part of a balanced diet. We set an upper limit, so these foods never contain more than 100% of the daily recommendation for saturated fat, salt or sugar and no more than 1,000 calories.

We have nutritional guidelines for all recipes in our books and TV shows, and all food products we sell. We make sure that 70% of our recipes meet the 'everyday' criteria. This applies to any of Jamie's cookbooks with 'everyday' themes (such as *5 Ingredients – Quick & Easy Food*), as well as our daily content on the website and social platforms.

We allow a higher percentage of dishes that meet our 'occasional' nutrition guidelines for celebrations such as Christmas, or in any of Jamie's more indulgent books, such as *Jamie's Friday Night Feast Cookbook*. In 2018 we updated or removed more than 150 recipes from the website, in line with our targets.

KNOWLEDGE OF NUTRITION IS KEY.

We want individuals to have clear, accurate, nutrition information and feel empowered to make informed choices.

We are committed to sharing best-in-class nutrition information in Jamie's books, TV shows, and on packaging. We campaign for people to have better access to food education and for clearer food labels, so everyone knows exactly what's in their food.



CASE STUDY

DELIVERING GREAT FOOD CHOICES ON THE GO WITH SHELL

In 2018, we collaborated with Shell, and worked towards creating the **Jamie Oliver deli by Shell** range, which launched in early 2019. The range gives Britain's drivers a **bigger, better choice on the go**, compared to the previous Shell deli2go range or other previous Shell food offerings.

More than **80** new products have been created. All front-of-pack nutrition labelling is easy to understand, with traffic-light labelling on all packaging. We've also removed high-sugar energy drinks from the meal-deal offering.

We have increased the number of nutritionally green and amber products from **15% to 60%**, compared to the previous Shell deli2go range or other previous Shell food offerings.

IN NUMBERS

Jamie Oliver deli by Shell sandwiches contain

69%

more veg than Shell's previous line

An estimated

1.2 MILLION

additional portions of fruit and veg added across the range, annually

Jamie Oliver deli by Shell will be rolled out to

500

sites across the UK

"I'm incredibly excited about this partnership. It requires creativity, imagination and serious determination to change food systems, and by working together we're giving millions of Shell customers the opportunity to enjoy a bigger, better choice."

JAMIE OLIVER



MAKING HEALTHY FOOD ACCESSIBLE

Healthy food must be affordable and accessible if we are to improve the health of the UK. Through our partnerships we're able to drive positive change at a scale we couldn't achieve on our own.



CASE STUDY

'HELPFUL LITTLE SWAPS' IN PARTNERSHIP WITH TESCO

Jamie Oliver and Tesco joined forces in September 2018 with a long-term ambition to make it easier for people to eat well without breaking the bank.

A survey of more than 2,000 people found that 70% of families think supermarkets should do more to help people make healthier choices.

Jamie fronted the 'Helpful Little Swaps' campaign, which provided customers with healthier, more affordable alternatives with reduced levels of fat, sugar and salt.

The partnership aims to help Tesco customers and colleagues to cook from scratch, with a series of recipes and tips available in Tesco stores and online.

88%

of customers agree Jamie provides healthier recipe inspiration.

We started a colleague engagement programme to help

333,000

Tesco colleagues eat more healthily.



“JAMIE’S PASSION AND SKILL TO INSPIRE A NATION TO COOK, COUPLED WITH OUR EXPERIENCE AND REACH IN PROVIDING MILLIONS OF CUSTOMERS AND COLLEAGUES WITH HEALTHY, QUALITY, AFFORDABLE INGREDIENTS WILL BE A GREAT COMBINATION TO HELP PEOPLE TAKE SIMPLE STEPS TO LEADING HEALTHIER LIVES. THIS IS A NATURAL STEP IN OUR ONGOING WORK TO MAKE HEALTHIER EATING A LITTLE EASIER.”

ALESSANDRA BELLINI, CHIEF CUSTOMER OFFICER FOR TESCO

iii

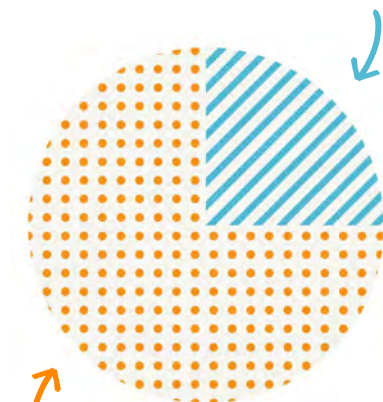
LOOKING AFTER OUR TEAM

Here at the Jamie Oliver Group we want to provide a happy, healthy workplace. We want our employees to have a great work-life balance and to enjoy active and balanced lifestyles.

119 HQ EMPLOYEES



24% MEN



76% WOMEN

Our Benwell head office is home to film sets, test kitchens, production suites, long tables for eating together, and a gym.

99%

of our staff told us they support the statement "I strongly believe in and support our company vision and the 2030 goal".

96%

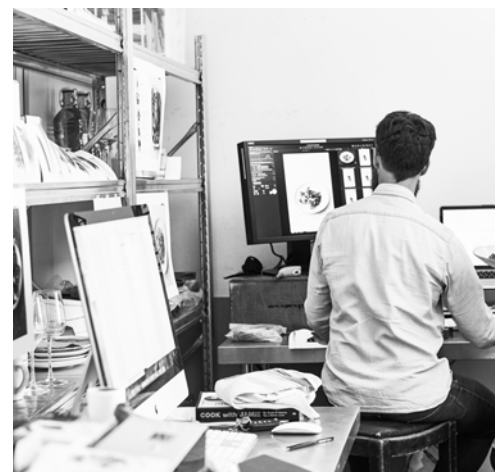
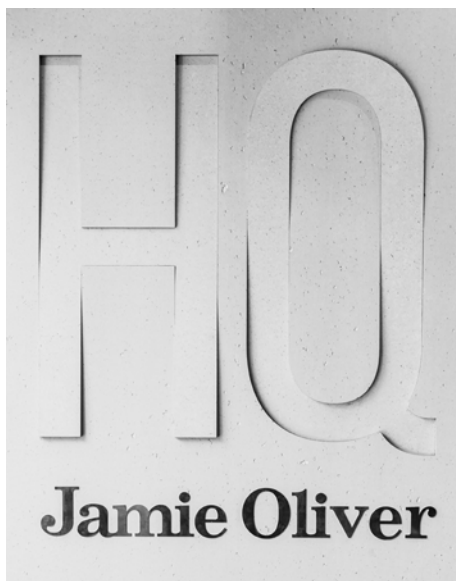
said that they feel their job is interesting and has a purpose.

The top reasons people love their job are because they "believe in Jamie and his vision", and agree that "a company with strong social responsibility is important".

FROM OUR STAFF:

"I LOVE THE BENEFITS, THE LUNCHES, THE SENSE OF BEING VALUED AS A PERSON AND AN EMPLOYEE, THE CHEERFUL VIBE OF THE OFFICE!"





LOOKING AFTER OUR EMPLOYEES, THROUGH FOOD

We have a large, communal kitchen at the heart of our Benwell head office, where we offer many extras to our staff.

BREAKFAST CLUB

We provide a healthy, varied breakfast each morning, with wholegrain bread, spreads, healthy cereals, porridge, fruit, and seeds.

STAFF LUNCHES

Our in-house chefs cook nutritious staff lunches – mostly Jamie recipes, of course!

FOODIE FORUMS

Our food team regularly run forums and events, to educate staff about food and nutrition.

COOKING CLASSES

We offer our staff a variety of cooking classes, ranging from knife skills to preparing food from around the world.

CREATING A DIVERSE, INCLUSIVE ENVIRONMENT

In 2018 we established an employee-led Diversity and Inclusion Working Group to explore how we can become a more diverse and inclusive employer. We held training for all staff on inclusive decision-making and unconscious bias. To further aid us to increase the number of employees from under-represented backgrounds, we have established new collaborations with local schools, charities and recruitment agencies.

SUPPORTING LEARNING AND DEVELOPMENT

The Jamie Oliver Group aims to create a stimulating work environment with many opportunities for training and development. 83% of staff feel they develop professionally and personally in their roles.

In 2018 we invested in a Leadership programme to equip managers with the tools to create a positive working environment. Nearly 70% of managers across the business have attended the programme.

FAMILY-FRIENDLY POLICIES

We offer flexible working hours, and around 20% of staff have flexible working arrangements, with many working from home on an ad-hoc basis.

In 2018 we enhanced our Adoption, Maternity & Paternity pay, introducing six weeks' leave at full pay for dads and 26 weeks' fully paid leave for mothers. We also introduced 1-2-1 coaching and a buddying system for returning mothers. We began sending healthy food hampers to new parents in 2018.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

TACKLING FOOD WASTE

We believe kitchen waste can be reduced through better food education, managing surplus ingredients, and promoting better industry practices. Part of Jamie's partnership with Australian supermarket Woolworths aims to save fresh food from being thrown away. Since its launch, 'The Odd Bunch' campaign has saved 115,000 tonnes of fruit and veg that would otherwise have become waste, with customers enjoying a 30% saving on cost and farmers a 30% higher yield.

OUR OFFICE

Our Benwell head office has achieved an Excellence standard in the BREEAM accreditation for environmental sustainability. Any food waste produced here is composted in our on-site composter and the resulting compost given to Kentish Town City Farm, or to staff.

LOOKING AHEAD

SUSTAINABLE TV PRODUCTION

Jamie's Meat-Free Meals will be the first of our TV programmes accredited to Albert (wearealbert.org) – a certification that recognises productions that use sustainable techniques. This involves donating food waste, reducing single-use plastic on set, using reusable batteries on sound equipment, using biodegradable plates and cups, encouraging car-sharing and minimising printing. Our ambition is to apply the Albert standard for every show going forward.

SUSTAINABLE PACKAGING

Packaging plays a crucial role in protecting our products and ingredients as they travel to our customers and restaurants. This is an area we want to improve in, and we are in talks with all our partners to explore how we can become best-in-class.

CONTINUING OUR FIGHT AGAINST FOOD WASTE

Jamie and Tesco are rolling out a training programme to teach people to cook with surplus, donated food. The Tesco Community Cookery School with Jamie Oliver – in partnership with food surplus charity FareShare – aims to teach more than 1,000 cooks in local communities how to avoid good food going to waste.

IMPROVEMENTS AT BENWELL HEAD OFFICE

We are currently looking at a new waste collection provider to increase our recycling capabilities. With our EMS (Environmental Management System), we will be aiming to achieve the ISO 14000 accreditation¹.

1. The ISO 14000 family of standards provides practical tools for companies and organisations to manage their environmental responsibilities. www.iso.org

RESPONSIBLE FOOD STANDARDS

Making sure our Jamie Oliver branded products are safe to eat, made responsibly, and sourced ethically is a top priority. Jamie has campaigned for many years for a more sustainable food system and we are determined to demonstrate best practice.

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

We use an online approval system called **JOSIE** (Jamie Oliver Suppliers Information Exchange) that tracks exactly where ingredients come from (for restaurants and retail products). Over the years we have reviewed over **2,000** suppliers globally through the JOSIE system, and have tracked more than **19,000** product specifications. In 2019 we're updating to a new tracker to allow even better supplier detail.





KEY AREAS OF FOCUS

HIGHER-WELFARE MEAT

Any meat products we sell for consumption in the UK or Ireland must always come from UK- or Irish-reared animals (with the exception of speciality meats, such as Parma ham). All the meat we sell (across the globe) must be 100% higher welfare.

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 our products and menus. This is also our stance for eggs used within other foods, for example eggs used in mayonnaise, or as a glaze on croissants.

SUSTAINABLE SEAFOOD

Jamie is passionate about using a variety of seasonal, locally sourced seafood wherever possible. We do not use seafood from sources known to be unsustainable, 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 demonstrate 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 do not permit the use of Green Palm certificates as an alternative.

During *Friday Night Feast* Jamie revealed some surprising products that use eggs as a glaze or binding agent.

These 'hidden eggs' currently do not need to be declared as free-range or caged. Jamie is calling for better transparency from the food industry, and universal use of free-range eggs in all foods.

OUR MODERN SLAVERY STATEMENT

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

THE JAMIE OLIVER RESTAURANT GROUP

After 11 years, all but three of our UK Jamie Oliver restaurants closed their doors on 21 May 2019 with the loss of approximately 1,000 jobs. The restaurant team put an enormous amount of hard work and dedication into the business, but we were unable to keep trading faced with rising costs and challenging market conditions.

While our UK restaurants have closed their doors, our international franchises, including Fifteen Cornwall and a further 65 restaurants in 25 countries, are trading well. Our high restaurant standards, including our commitment to great value and high-quality ingredients will live on in our franchises.

Before the closures, 2018 saw some brilliant achievements, which we've highlighted below:

1. AWARD-WINNING KID'S MENU

We're proud that Jamie's Italian held the title for **'Best On The High Street' in the Soil Association's 'Out to Lunch' league** from 2013 to 2018. We sold 173,896 kid's main meals in 2018.

2. IN 2018 WE REDUCED OUR GENDER PAY GAP

Decreased the difference in hourly rates between men and women, and increased our female representation in the highest paid category from 30.4% to 35.9%.

3. SUPPORTING LEARNING AND DEVELOPMENT

Throughout 2018 we ran a Growing Leaders Programme to develop organisational skills, recruitment, and mindfulness. We also offered Chartered Management Institute (CMI) training for those who wanted a leadership qualification.

JAMIE'S ITALIAN INTERNATIONAL

There are **65 international sites** across **25 countries** in our portfolio, from Iceland to Singapore.

FIFTEEN CORNWALL

Fifteen Cornwall is a franchise site — profits from the restaurant go to our partner **The Cornwall Food Foundation**. The foundation also runs the apprentice training programme and looks after the apprentices during their time with the restaurant.

- Since May 2006, the Cornwall Food Foundation has enrolled **over 170 apprentices**
- **Over 90%** are still in work, and more than **80%** are still cheffing today

Whether or not an apprentice makes it to graduation, the Foundation continues to create an environment needed for these young people to flourish.

"I've learnt I'm better than I thought I was. I can get on with people that I didn't think I would get on with. I have time for everyone now, doesn't matter where they are from or what [they] were doing before. My family think it's amazing how quickly I went from being one person to another and how it has changed me."

KURTIS, FIFTEEN CORNWALL APPRENTICE

6 JAMIE'S THOUGHTS FOR THE FUTURE

When I look ahead to the next decade, of course it's impossible to predict what might happen. But the 2030 Project is my North Star and we will continue to shape our business to make sure that everything we do helps us move the dial a little bit further in the right direction.

If we're going to reshape the food landscape, we need to create an environment that cultivates and celebrates healthier lifestyles – giving the public better access to convenient, good, honest food. We need to make dramatic changes to the way food is produced, marketed, priced and sold. These are big, complex issues and we know that it's not going to be easy, there'll be successes and failures along the way.

The child health epidemic is a man-made problem – it's also something we can fix. I know that if enough people from our wonderful industry, the world of politics, big business and the public come together with more clarity on where the challenges lie – and a willingness to do something about it – then collectively we can achieve amazing things.

We should all be asking ourselves whether our businesses are doing enough to improve the world we live in. Are we the best we can be? What does it mean to be a good employer? Are we supporting parents to make healthy choices for their children? How do we best serve the communities we operate in? Transparent reporting for any business is the first step to finding some of those answers.

In 10 years' time I want to see a world where 'healthy' is the norm – where good food is more accessible to more people, where we have greater transparency around what's really in the food we eat, where all kids have the chance of a long and productive life, and where rates of childhood obesity are dropping, not rising.

I believe the 2030 Project will be my legacy – and I couldn't be more excited about what's next.

Jamie



Jamie Oliver

GROUP

