

 **Jollibee Group**
FOUNDATION

ACCOMPLISHMENT REPORT

2016



Jollibee Group Foundation

(JGF) is the social responsibility arm of Jollibee Foods Corporation (JFC), the Philippines' largest food service company and Asia's largest restaurant company which includes Jollibee, Greenwich, Chowking, Red Ribbon, Mang Inasal, Burger King Philippines, Yonghe King, and Hong Zhuang Yuan.



The JGF logo is composed of visual elements that represent the group's values, aspirations and purpose.

The rising sun represents the vision for a brighter and happier tomorrow. Like the hope that springs from a new day, the sunrise also expresses JGF's goal in its programs to empower and uplift communities. The hill in the horizon represents the

challenging but surmountable uphill journey of community development.

The stones found on the hill serve as a guide that leads to the path of positive change. The stones represent the values of Jollibee Foods Corporation: Customer Focus, Speed with Excellence, Humility to Listen and Learn, Spirit of Family and Fun, and Integrity.

Our Vision

Jollibee Group Foundation envisions that every Filipino is able to access basic community services and live a life defined by dignity, purpose and active participation in nation-building.

Our Mission

Together with our partners, we help communities through:

- Improved access to **Education** for the youth
- **Livelihood** programs for small farmers
- **Leadership** development for local organizations
- **Environment**-friendly initiatives
- **Disaster Relief and Rehabilitation** for calamity-stricken regions

Our Values

Our work is guided by the very same values that have successfully guided JFC since its inception. Speed with Excellence and Integrity are the basis of our endeavors. These guide our behaviour as a group of companies, as individuals, as Filipinos and as an inseparable part of a greater community.

Customer Focus, Humility to Listen and Learn, and embracing the Spirit of Family and Fun form the foundation of our relationship with stakeholders, partners, our communities and our nation. We find partnerships with communities and synergies with other institutions to ensure that our programs are strategic and sustainable.

Our Approach

Three principles guide our work and are reflected in the programs we undertake.

Think in Systems

To understand the social issues, we look beyond the presenting problem and consider as well the patterns and structures underlying the issue. For instance, hunger encompasses not only food supply availability but household incomes and effective coordination of programs and services. Our approach fuels the creation of innovative solutions that deliver lasting impact for communities. In the process, it influences potential systemic change.

Harness Core Strengths

Intrinsic in the programs we implement are the values, systems, tools and expertise of Jollibee Foods Corporation (JFC) that are of benefit to communities. JFC's quality standards have been applied in the Busog, Lusog, Talino (BLT) School Feeding Kitchens. The Farmer Entrepreneurship Program (FEP) promotes Inclusive Business with the access it provides smallholder farmers to become direct suppliers of JFC.

Work Collaboratively

We believe there is an opportunity for everyone to contribute in creating solutions to address pressing social concerns. Engagement of key stakeholders is crucial to our work. We invest in building partnerships with communities and institutions leading to programs that are relevant and effective.





Farmer Entrepreneurship PROGRAM

In 2008, Jollibee Foods Corporation (JFC) saw its strategic role as a food company to help improve the welfare of the Filipino farmers through an Inclusive Business approach that linked smallholder farmers to institutional markets to increase their income. Recognizing the challenges that prevented farmers from meeting the requirements that such markets need, Jollibee Group Foundation (JGF) spearheaded the Farmer Entrepreneurship Program (FEP) and partnered with government agencies, non-government organizations, microfinance institutions, and academe to address these challenges and build farmers' capacities.



From 2008 to 2016, FEP has trained more than 1,800 farmers on agroentrepreneurship. Among them, twelve farmer groups regularly supplied to JFC. These groups delivered some 800 metric tons of various vegetables to JFC in 2016, which accounts for a considerable percentage of the company's total requirements for onions, tomatoes, hot peppers, and calamansi.

A New Approach: Deliveries Direct to Chowking Stores

In December 2015, two farmer groups began implementing the FEP model for direct-to-store deliveries by supplying vegetables to three Chowking branches in Cebu everyday. By 2016, this number grew to a total of fifteen Chowking branches. They also supply vegetables to other institutional markets, thereby increasing their operational efficiency and considerably increasing their income.

Taking Farmer Leadership to the Next Level

In 2016, the FEP Leadership for Agroenterprise Development (LeAD) program was launched, in recognition of farmer leaders' critical role in sustaining and expanding the operations of their farmer groups. Twenty-two farmer leaders completed the training modules on agroenterprise development, business planning, and values formation over the course of six months. Their key output was the development and implementation of Action Learning Projects (ALP). With the help of expert coaches, the ALPs contributed to strengthening their organizations and improving their enterprises' operations.

OVER

2,000
METRIC TONS
**OF VEGETABLES
DELIVERED TO JFC
SINCE 2009**





Ligaya Miras: Woman, Farmer, Leader

Ligaya Miras spoke animatedly as she presented her Action Learning Project (ALP) to fellow farmers during the culminating activity of the FEP LeAD. She narrated the struggles she and her fellow farmers faced in fulfilling their commitment to deliver fresh lettuce to their buyers in the midst of heavy rains. Modern technology was the needed intervention, and she proudly explained how her ALP successfully moved her cluster of farmers towards that direction.

Ligaya breaks the stereotype of the Filipino farmer, providing a picture different from that of an elderly male commonly depicted to represent workers in agriculture. Only in her mid-thirties, married and raising three children, Ligaya carries a modest, attractive demeanor that conceals, at least initially, the fact that she is a respected leader among her fellow farmers, men and women alike.

She shares that it was upon joining FEP that her life changed. On top of gaining leadership skills, she was able to find the solution to her biggest problem as a farmer: the lack of access to markets. FEP training enabled her to lead a thriving cluster of committed farmers, with the capacity to sell to multiple institutional markets including fifteen Chowking branches in Cebu that they directly supply with vegetables everyday. With this, she and her husband could support the schooling of their children, including one in college.

Ligaya's hope is to help other farmers, and to someday see them getting out of poverty. She expounds, "I still want to help others, to share with them what I experienced, to tell them to join FEP because things can improve here." She believes that others can also achieve success as long as they work together and there are entities like JGF willing to lend them a hand. "My dream is a future where there will be no more poor among the farmers."



“I still want to help others, to share with them what I experienced, to tell them to join FEP because things can improve here.”





Since 2007, Jollibee Group Foundation (JGF) has been implementing the Busog, Lusog, Talino (BLT) School Feeding Program nationwide, which aims to address short-term hunger and malnutrition among public elementary pupils. In 2016, the Department of Education's (DepEd) budget for its School-Based Feeding Program (SBFP) covered all undernourished pupils in public elementary schools in the country. In support of this, JGF implemented the BLT School Feeding Kitchen, increasing the number of pupils the program has served over the years to more than 170,000.



**IN 2016, 10 BLT
KITCHENS BUILT
COVERING
60 SCHOOLS
SERVING
7,700 PUPILS**



Efficient Large-scale School Feeding

As a modality for DepEd's SBFP, the BLT Kitchen is similar to a commissary or a central site for food preparation and distribution to surrounding schools, feeding hundreds of children daily with less time and effort. In 2016, ten BLT Kitchens were constructed in different municipalities and cities across the country which served 7,700 undernourished pupils in sixty public schools.

BLT Kitchens are platforms for various members of the community to work together. While DepEd facilitated school selection and provided funds for feeding, JGF leveraged on the strengths of Jollibee Foods Corporation (JFC) as a food company and provided kitchen equipment, facilitated food preparation and distribution system, and volunteer training. The principals and feeding coordinators oversaw the kitchen operations while parent volunteers prepared, cooked, served, and packed the food. LGUs provided allowances for parent volunteers, facilitated their medical screening, and coordinated the pick-up and delivery of food.

Promoting Standards for School Feeding

An essential component of the BLT Kitchen is the promotion of school feeding standards, which were inspired by the same food safety and cleanliness guidelines used by JFC restaurants around the world. These standards ensure that the food served to children are nutritious and safe. The 2nd BLT Excellence Awards in 2016 recognized schools from across the country for their efforts to exceed these standards.





Pinasling's Star

Running the Busog, Lusog, Talino (BLT) School Feeding Kitchen requires many pieces moving in a coordinated fashion. Star Tejada is the lead parent volunteer in Pinasling Elementary School's BLT Kitchen. As she leads the kitchen's daily operations, she shares, "The BLT Kitchen has made school feeding much easier. The ingredients just arrive. We do not have to worry about going to the market every morning."

The Department of Education's budget allocation for a meal per student is Php18, Php2 of which is allotted for the operational costs such as electricity and water. In small schools, the budget for operational costs is sometimes inadequate. The BLT Kitchen addresses this by centralizing operations while allowing the schools to pool their operational funds.

The BLT Kitchen also benefitted from Jollibee Foods Corporation's (JFC) expertise in quality and food safety standards. The equipment provided are high quality and appropriate for cooking for hundreds of students daily. The food preparation system ensures the nutritional requirements of students and the consistency in taste. These standards imbued the BLT Kitchen staff with professionalism reflected in the attitudes of volunteers like Star. "We all underwent training. Only those with medical certificates can be involved in food handling and preparation. We believe in ensuring the safety of the students."

The model worked well with the collaboration of the different partners in the program. Star was effusive in recognizing their contributions. "The principal of Pinasling works with us closely. Our provincial and barangay government provided funds for renovating the kitchen site. Other barangay captains provide the vehicles to pick up and drop off the food to the satellite schools. The LGU of Gerona is also very supportive of the program, not only financially but also in program management."

The Pinasling BLT Kitchen experience has inspired many others and will facilitate the expansion of the program to more schools in other parts of the country.



“We all underwent training. Only those with medical certificates can be involved in food handling and preparation.”





Project ACE (**Improving Access, Curriculum, and Employability**) is a scholarship program for underprivileged and deserving youths. Simply providing funds for the education of underprivileged youths does not ensure that they will get employed. Project ACE addresses a critical gap in the country's education system – the mismatch between the skills needed by employers and competencies of the graduates. 374 youths have graduated from Jollibee Group Foundation's (JGF) scholarships so far.



JGF works closely with its partner schools to provide opportunities for scholars to be equipped with the necessary skills and training that will prepare them for the workplace. Over the years, 196 graduated from the technical skills training while 142 went through the restaurant management track. Thirty-six other scholars went through various courses.

Technical Skills Training

Don Bosco is a well-known technical skills training and educational institution for young men. The partnership between JGF and Don Bosco institutions provided training for ACE scholars on the following courses:

- General Electricity
- Agro-Mechanics
- Agribusiness
- Mechatronics
- Refrigeration and Air Conditioning

The first partners were the centers based in Mandaluyong, Metro Manila and Canlubang, Laguna. In 2016, the program expanded to Don Bosco San Jose in Nueva Ecija and Legazpi in Albay. A tracer study was conducted among the ACE scholars who graduated from the courses and it was found that 99% of the graduates are still employed.

Training Future Restaurant Managers

ACE scholars pursuing the food service track in partnership with the Human Resource Department of different Jollibee Foods Corporation's (JFC) brands undergo JFC-sponsored workshops and on-the-job training in its stores even before graduating from college. This ensures that the graduates are prepared to take on roles in the workplace.

582
COLLEGE
AND
TECHNICAL
SKILLS
TRAINING
SCHOLARS





A Young Woman's Journey

Upon graduating from Legazpi City High School in Albay, Monique Velasquez was not sure if she could get to college. Her family could not afford the tuition fee.

“I was really looking for a scholarship. I was ready to try out for the school paper, chorale, dance troupe and see if anything worked out.”

During her entrance exam at the Divine World College of Legazpi for a degree in Hospitality Management, her school recommended that she apply for Jollibee Group Foundation's Project ACE Scholarships. For Monique, ACE was the best scholarship for her, as it offered funding for tuition, plus a career development plan and support program that ensures scholars' employability.

The experience also instilled the Jollibee values of hard work and being a team player in Monique as well. ACE scholars like Monique undergo an on-the-job training on their third and fourth years in college. She recounts, “Being in ACE, we love Jollibee. Jollibee trusted and believed in us even in our first year and with no store exposure yet. In spite of the challenges, we were committed to excel in the store and in school.” Monique is now an Assistant Restaurant Manager in Jollibee at a young age of twenty-four.

“My long-term plan is to join the Training Department. During my three years in Jollibee, I gave my best and was promoted to Assistant Restaurant Manager in just six months. I am doing my best so that I will be a Restaurant Manager within two to three years.”

For the youths supported by the ACE Scholarships, the experience has been life-changing. “My college studies would not have been possible without ACE. It was truly a blessing for me and for my family. It helped me finish college and developed me to reach my full potential,” said Monique.



“Jollibee trusted and believed in us even in our first year and with no store exposure yet. In spite of the challenges, we were committed to excel in the store and in school.”



Facilitating access to food is a primary thrust of Jollibee Foods Corporation (JFC) in its community initiatives. When calamity strikes, it has infrastructure in place to immediately provide food to affected communities. Under Jollibee Group FoodAID, the primary disaster response program implemented by Jollibee Group Foundation (JGF), congee mix boxes are pre-positioned in various locations in coordination with local government units and relevant agencies. Rice donations are also provided when needed.

Immediate Access to Food in Times of Disaster

In the last quarter of 2016, the FoodAID program served communities affected by typhoons Lawin and Nina. FoodAID distributed rice to a total of 1,105 families, and also delivered a total of 625,000 congee meals.

Helping Communities Get Back on Their Feet

JGF expanded the breadth of its disaster response initiatives by engaging in rehabilitation activities. The Foundation provided assistance to communities in Iloilo affected by the 2013 supertyphoon Yolanda, completing five classroom units and distributing 687 solar lamps to students and teachers in the province.

JGF also implemented the Farmer Livelihood Recovery Program (FLRP). FLRP recognizes how typhoons and similar hazards can result in destruction of crops and farmlands, thereby paralyzing farmers' capacity to generate income. In 2016, 120 farmers from Baybay, Leyte were given grants and technical assistance to fully-recover their livelihood from the aftermath of supertyphoon Yolanda.

JGF is committed to provide timely and appropriate responses to disaster-affected communities across the country in the years to come.



SOCIAL INNOVATION LAB

CO-CREATING SOLUTIONS IN ADDRESSING
HUNGER AND MALNUTRITION

Jollibee Group Foundation (JGF) initiated the Social Innovation Lab (SIL) to help multi-stakeholder partners co-create innovative solutions to address hunger and malnutrition among school-age children in their communities. SIL is an approach used in other countries to address complex social problems. A key method is “design thinking” to create among the participants a mindset focused on creating solutions and outcomes that benefit end users. JGF also incorporated the Bridging Leadership Framework.



“What was helpful was the transfer of technology and the process to develop innovative and practical solutions.”

SIL in the Philippines

JGF piloted SIL in the province of Tarlac in 2015, and replicated it in Negros Occidental in 2016 together with University of St. La Salle. The projects developed addressed the issues of food availability among children, the limited capacity of families to access and utilize food, and the need to strengthen institutional collaboration among service providers.

Proof of Concept

Gerald Castañeda, the Municipal Planning and Development Coordinator of the Local Government of Gerona, Tarlac, participated in the SIL’s pilot run in the province and led the same process in his own municipality. He noted, “What was helpful was the transfer of technology and the process to develop innovative and practical solutions. We learned from experts and eventually saw that the outputs were more creative.” Through SIL, Gerona revitalized its Municipal Nutrition Council and strengthened its nutrition data management system for effective program identification and evaluation.



Jollibee Group FOUNDATION 2016 HIGHLIGHTS

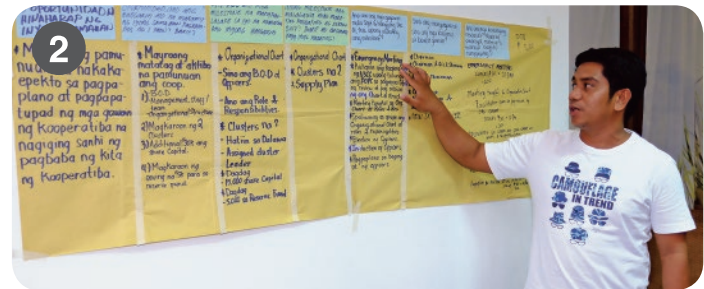
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Farmer leaders from eleven Farmer Entrepreneurship Program (FEP) groups participated in the workshops of the Leadership for Agroenterprise Development (LeAD) Training Program conducted by Jollibee Group Foundation (JGF)



5

Jollibee and other Jollibee Foods Corporation (JFC) brands participated in community-engagement programs such as the Jollibee Family Values Awards to provide assistance to the company's partners and beneficiaries



6

JGF and Greenwich teamed up to engage the Iloilo youth through AraKada to implement innovative solutions to challenges in public education



7-8

JFC employees enjoyed a wide range of fresh produce and processed goods by FEP partners during the Christmas Farmers Market





Jollibee Group

FOUNDATION

2016 HIGHLIGHTS

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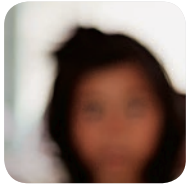
JGF celebrated the exemplary efforts of its partner public schools in implementing the Busog, Lusog, Talino (BLT) School Feeding Program through the 2nd BLT Excellence Awards



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JGF received three Gold Anvil Awards for the Stories of Change videos, BLT, and FEP





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