

About Harbour & Jones

Harbour & Jones is an independent caterer. We currently operate 23 contracts over 19 sites, serving approximately 7000 meals per day. Harbour & Jones does not espouse the use of centralised menus with limited autonomy at site level. Instead we encourage our site head chefs/chef managers to make full use of our nominated supplier list, with a number of options under each category. We want to foster creativity and give each site full responsibility for their own purchasing and menu writing, under the guidance of two company chefs.

All our food is freshly prepared on the premises - from soups, sandwiches and salads right through to main courses, puddings and home baked treats, we gear our menus to fit the resources available to produce on site. We do not pretend we don't use frozen or bought in products; with a strong ethos of "fresh is best" these items are however restricted to things such as frozen peas, ice-cream and pastries/breads.

Sustainability is a key element of our food sourcing policy. We prefer to use small companies who understand food, who aim to use local and seasonal produce, plus are in tune with our own philosophies and desire to provide fantastic fresh food across all our cafes, restaurants and private dining rooms. We are keen to increase sustainability across all our consumables; from cleaning materials and disposables we like to be able to offer a solution to our customers and client's alike.

General

Progress to Date

Earlier this year we launched a series of “show and tell” sessions; mini workshops with the principle aim of educating our chefs, managers and staff to foster a “Healthy and Jolly” approach to preparing and serving food across our business.

We genuinely believe in giving our customers a choice across the board- be it breakfast, lunch, drinks, snacks and treats - promoting fresh, seasonal and home made food - with an emphasis on reduced salt and saturated fat, as we are keen to cultivate our own HandJ approach to healthy cooking and diet in general and to work towards the Food Standards Agency’s recommendations on healthier eating.

We offer a choice of semi skimmed and skimmed milk, alongside soya milk in all our sites as well as the option of butter versus low-fat spreads to help customers eat less saturated fat.

Given that we all hanker for a treat, a moment of pure indulgence every now and then, we feel rather than taking a draconian approach, it is more effective to educate customers, alongside our own staff, about the dangers of a high fat/salt diet in a fun and informative way.

We are effectively adopting a stealth approach that we believe, in the long term, will deliver better results.

Forward Commitment

We are committed to working with the FSA to provide healthier catering for our customers and to play our own role in helping the cross industry initiative to help people improve their health through diet

Through workshops and On the Job (OTJ) training, we will foster a healthier approach to preparing and serving

Planned Monitoring

We will update the FSA on our progress on a 6 monthly basis.

Training plan to include sign off on workshops/OTJ training. League table to

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| <p>food with at least one member of staff from each of our sites in attendance, at each session during 2009/10.</p> | <p>be kept to record number of sites attended from each site/when.</p> |
| <p>In order to help our customers reduce their saturated fat intakes we will always offer low/lower fat options (skimmed milk etc), undressed salads and healthier treats alongside "naughty" treats as a given</p> | <p>This will be one of the criteria on our "Does my food look good in this?" audit designed to reinforce H & J healthy values in a fun way</p> |
| <p>Roll out H &J guidelines our "twelve steps to a healthy and jolly life" with a pledge to have in place across all our Business and Industry sites by October 2009 - these support the FSA healthier eating initiatives to reduce saturated fat, salt and sugar and it's 8 Eat Well Tips.</p> | <p>Internal Comms boards Masterclass sessions - Training Plan to include sign off</p> |
| <p>Inform our customers what we are doing and why</p> | <p>Record of Point of Sale (PoS) plus customer lunchtime learning sessions</p> |

Procurement

Progress to Date

We believe fresh really is best and the food offer should be relevant to the time of year and change frequently.

We also pride ourselves on using small companies who understand food, who aim to use local and seasonal produce and who will give us first-rate customer service. All our butchers, for example, buy almost exclusively UK raised meat and have clear policies on animal welfare and traceability.

As a patron of the Battery Hen Welfare Trust we only use fresh free range eggs across our business. As a company we are committed to using free range eggs in all our freshly prepared products that we offer to our customers.

Our staff are encouraged to meet the suppliers; mini markets at least once a year and we conduct "farm trips" where our staff get to see where the food we use comes from- be it rhubarb, asparagus, cheese or ice-cream.

As mentioned above, we give each site full responsibility for their own purchasing and menu writing, however this is under the guidance of two company chefs.

Forward Commitment

Planned Monitoring

Produce a supplier guide for bought in products to ensure all our sites are compliant and work towards reducing hidden salt and sugar intake

Review of shopping for "best buy" guide

Although each site has responsibility for its own ordering we will review all current fresh and dry

After initial review (June 09) we will monitor spends in these areas quarterly

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| <p>staples we use (rice, flour, pasta, potatoes) we to see where we can encourage changes to buying or offer alternatives to our customers which deliver benefits in terms of either salt, sugar or saturated fat reductions.</p> | |
| <p>Encourage use of "good" fats, those with lower levels of saturates, such as olive oil, rapeseed and sunflower. To achieve this, we will with our suppliers investigate new approved products and will form part of product guide</p> | <p>Review of purchasing patterns</p> |
| <p>In partnership with our nominated suppliers (who supply all our sites directly) we will see where we can make changes in our packaged and tinned goods with the aim of reducing hidden salt/sugar in these products and finding suitable alternatives</p> | <p>Quarterly review of tinned/packageged products in use & their salt/sugar content</p> |

Kitchen Practice

Progress to Date

We are keen to make sure all staff, especially the chefs and food assistants that prepare the food, understand the approach to healthier food within the H & J, and FSA guidelines

With over 25 Head Chefs/Chef managers working for us, we are aiming workshops at the top (head/sous chefs) plus the front facing sandwich maker/deli bar person and getting these groups to “spread the word”. We want to excite the teams and encourage them to look at and adopt healthier work practices.

We are introducing a “penalty fine” for the chefs that absent mindedly add in the extra 50g butter, splash oil/cream! These will vary from site to site, from 50p/£1 towards a team night out to extra cleaning duties!!

Forward Commitment

Promote healthy alternative cooking methods - grill, steam, poach and bake over frying; this will be through our on-going training, communication with the kitchen team plus development and promotion of new menus & recipes that require different cooking approaches

Make “Pinch and Think” the new kitchen mantra to reduce how much salt is used in cooking plus invest in better quality salt, such as Cornish sea salt, (this would support the idea that salt is not a cheap commodity and therefore used with less abandon)

Actively promote use of herbs and spices instead of salt

Planned Monitoring

Produce a mini league table for the number of healthy prepared options feature on a menu - this would be in conjunction with use of wholemeal/wheat options & compare month on month changes for each site (against each other too)

Repeat the 6g gram test. - can the team recognise how much their daily allowance is versus how much they use? Spot check invoices to determine who is using which salt compounds and monitor salt purchasing across sites.

Wall chart for amount of salt used over the month in each site

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| <p>To provide a reduction on saturated fat, as part of FSA initiatives, we will do the following:</p> <ol style="list-style-type: none"> 1) Trim excess fat off of meats and remove skin where possible 2) Actively promote use of "good" fats such olive oil, rapeseed and sunflower 3) Discourage use of adding butter for "sheen" on counter vegetables and potatoes - through training 4) Replace cream with lower fat milk or crème fraiche - where applicable i.e, soups, dressings, puds | <p>These would be included as a spot check in our "Does my food look good in this?"</p> <p>Check oil usage on site against good product guide</p> <p>Check volume of butter usage as this will form part of league table of site fats & salt usage</p> |
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Menu Planning

Progress to Date

We are in the process of mapping out our "H & J Guide" to menu planning that highlights pinch points and quick wins. The "top 10" on keeping our menus fresh and healthy; things to include throughout the week and things to avoid, with salad bar templates that have an emphasis on undressed salads and interesting low-fat proteins and dressing options, grab and go ideas featuring low fat and low carb options.

Weekly menus are exchanged by head chefs to critique for seasonality, unnecessary repetition and general balance.

As a silver benefactor for the Marine Conservation Society we are producing a quarterly list of fish that should appear on the menu and blacklisting what should not.

As par for the course we offer the following across all our sites:-

- ❖ Skimmed , semi and soya milk options on the coffee bar
- ❖ Butter and low-fat spread options
- ❖ Wholemeal, granary breads alongside white bread and bagels for breakfast
- ❖ Porridge as part of breakfast offer (summer and winter versions)
- ❖ Fruit bowls - minimum three options, fairtrade bananas, Fruit of the Week promotions and fresh fruit salad , made daily
- ❖ Jacket potatoes daily (some sites offer sweet potatoes too)
- ❖ Minimum of two fresh vegetables daily to accompany main course
- ❖ Undressed as well as dressed salad bar options

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| ❖ Olive oil based and low fat dressing options | |
| <u>Forward Commitment</u> | <u>Planned Monitoring</u> |
| Create new dishes to use and exchange ideas | Use of extranet as medium to promote the exchange of ideas |
| Produce menu templates for each site with guidelines as to the number of healthy options to appear each day/week (under healthy eating banner) on the main menu and salad/deli bars to ensure there is a good balanced range of dishes on the weekly menu- to be completed by September 2009 | Review of weekly menus posted onto Extranet Random spot checks to make sure the healthy eating dish is the healthy option with evidence of reduced sugar/salt and fats |
| Increase the use of wholemeal/wholewheat products in our food offer by ensuring each site includes the above at least twice per week as an option on the weekly menu (main, vegetarian or salad bar) | Review of weekly menu and buying patterns across all sites (as there should be an increase in usage shown) |

| Consumer Information | |
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| <u>Progress to Date</u> | |
| Produce collateral to support all promotions - shake and shimmy, pinch and think, In season, fruit of the week with fun nutritional information and seasonal table talkers. | |
| Promote healthy options as part of general menu and part of any meal deals. | |
| Produce PoS that explains why we are "going local", not using cod, as part of a bigger picture towards a more sustainable food chain. | |
| <u>Forward Commitment</u> | <u>Planned Monitoring</u> |
| Promote fresh fruit and vegetables - in line with 5 a day | Evidence of fruit of the week, plus in season |
| Offer Lo Salt and sugar substitutes to customers across the business | Form part of "Does my food look good in this?" assessments |
| Offer Low fat options to customers across the business - spreads, milk for coffee, dressings for salad bar, grab and go items, so that customers do have a choice | Form part of "Does my food look good in this?" assessments |
| Introduce "lunch and learn" days where customers can learn more about healthy options, understand how food can help reduce stress and why reduced fat/sugar/carbs is a good thing | Feedback from customers |
| Promote general healthy eating (less salt/sugar) through tongue in cheek marketing - Think & Pinch plus Shake & Shimmy as well as "lunch & learn" sessions with guest speakers/suppliers | Spot check to see what marketing in place Check calendar of events to see when L & L booked into the diary |