

Commitments for a Healthier Foodservice

General

Progress to Date

The Spirit Group is the managed division of Punch Taverns, the UK's leading pub company with over 8,400 pubs nationwide. Our managed division consists of 864 high quality pubs across the UK, ranging from premium dining at Chef & Brewers to our great value Two For One food led outlets. We also operate Wacky Warehouse, the UK's leading indoor play barn for children and over 80 traditional, authentic London pubs.

We are passionate about our pubs and are constantly evolving and improving our customer's experience. From the introduction of 35 day matured steaks in Chef & Brewers to a fat free yoghurt dessert in Two For One, we offer a truly outstanding pub experience. Our central Food Team is dedicated to creating a range of fantastic meals which complement every menu offer within our estate, that delivers fantastic quality, nutrition and value to all.

Spirit is committed to championing healthier dishes by working with the FSA guidelines and targets, that proactively offer our customers great choice and great quality from our accredited supply base.

We are currently working on achieving the removal of artificial colours, flavours in the puddings section of our children's menu. We prefer the use of natural ingredients on new listed lines. Any artificial ingredients are highlighted to the Development Managers.

We have developed our Group Food Policy Statement. This sets out what we expect of our suppliers in relation to the supply chain assurance standards their products must meet, ingredients and additives they must not use, the information they must provide us with and the efforts we expect them to make to offer us healthier ingredients and products.

Forward Commitment

- We are committed to working with the FSA to support their work to reduce salt and future policies.
- Spirit Group will only use suppliers meeting our Food Policy Statement, which includes a clear set of requirements relating to our nutrition policy.
- Supplier quality assurance report generated every month and reviewed by a Spirit Quality Assurance Manager.

Planned Monitoring

- Spirit Group monitors all current listed suppliers through a third party, who manage the level of accreditation via a monthly summary report. This ensures our food is produced to consistent quality standards for the benefit of our customers.
- Only active accredited suppliers are used to procure our meals and ingredients.
- We will share with the FSA details of the progress we make in offering healthier choices – and make regular updates to this document.



PASSIONATE ABOUT OUR PUBS

Commitments for a Healthier Foodservice

Procurement

Progress to Date

All menus are supported by the central Head Office Food Team. The Purchasing Managers within this team are responsible for purchasing all ingredients which make up the dishes contained on the menus. This ensures we have consistent and traceable ingredients delivered to our pub restaurants. When purchasing goods for Spirit Group, there are controls in place to ensure:

- We do not purchase ingredients which have been Genetically Modified.
- All bespoke dishes do not contain added MSG (Mono Sodium Glutamate).
- We also work proactively with branded manufacturers to reformulate products containing MSG.

We became involved with the FSA salt reduction plan in 2005 and have been reducing the salt content of ready meals since that time. The Spirit Group is committed to championing healthier menus by working with the FSA guidelines and targets on salt reduction. All of our suppliers have been issued with the FSA's salt targets and asked to work towards them. Since 2007, all new bespoke ingredients or products on the adult menu have been required to meet these targets.

Our Children's menu has been created to provide a nutritional fun meal experience. All our Pick N Mix and children's meals section have no artificial colours, no artificial flavours and no artificial sweeteners.

Forward Commitment

- All suppliers have committed to the Spirit Group's Food Statement Policy 2008/2009.
- Continue with our salt reduction process for ready meals throughout 2009.
- All new adult ingredients or products introduced will be required to meet the FSA 2010 salt targets.
- Over the next 18 months, we will work to reduce levels of hydrogenated vegetable oils to less than 1% (or eliminated) in our bespoke products.

Planned Monitoring

- All bespoke dishes presented to the Group go through our New Product Development Manager.
- A recipe database is in place, which ensures that there is a control mechanism for all products entering the business.
- All suppliers are briefed on any changes to the Spirit Group's Food Statement Policy.
- All product forms are signed off by food development, technical and procurement team.



PASSIONATE ABOUT OUR PUBS

Commitments for a Healthier Foodservice

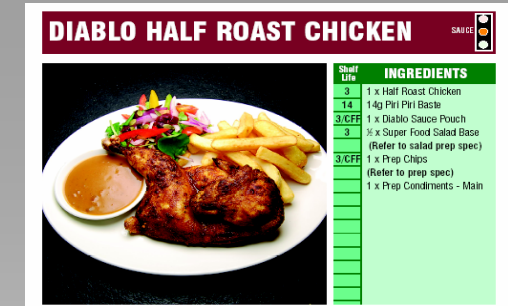
Kitchen Practice

Progress to Date

We design and build the kitchen environment, adhering to all current legislation and guidelines to ensure our Chefs are able to deliver food in a safe and hygienic environment. The specification of the equipment is managed centrally with the different segments of the business using planned kitchen templates to deliver our varied food offers and to enable a range of cooking methods, so we are not just reliant on frying.

Spirit Group has an internal training team in place that drives the development of our Kitchen Team Players. All new menus are trained by delivering the menu to operational experts from within the estate, who then cascade back at a pub restaurant level. All new menus are supported by a specification manual, which covers every dish, in order to prepare food safely and consistently and to ensure that the benefits from the changes we make to ingredients reach our customers.

Since the summer 2007, our frying oil has been free of Trans Fats.



Forward Commitment

- Spirit Group is committed to deliver meals to customers, which are managed centrally, providing ingredients from accredited suppliers delivering high levels of quality, value and nutrition.
- We will not add salt to chips.
- We will run training for our Kitchen Team Players to accompany each new menu launch – to ensure dishes are served consistently to specification.
- Our training team will hold regular food standards and product knowledge workshops.

Planned Monitoring

- Menus are created centrally which provides a consistent approach for our operational teams to deliver food to customers.
- Only centrally supported menus are used within our managed estate.
- An external third party audit is conducted on all our kitchens twice per year, monitoring the performance of the teams to provide consistent meals to our customers, measured against menu specification and the customer experience.



PASSIONATE ABOUT OUR PUBS

Commitments for a Healthier Foodservice

Menu Planning

Progress to Date

When creating our core menus we always look to provide our customers with a broad choice of recognisable, nutritious and wholesome dishes. The Spirit Group recognise the requirement for healthy options, and give our customers the choice to swap their accompaniments for something a little lighter and healthier, to help them reduce the saturated fat content of their meals.

Seasonality also plays a big part when planning our menus, as well as buying the right product at the right price, it ensures that we buy the product at its optimum.

Plate presentation is key in menu development, firstly it must ensure that all our customers are getting value for money, supported by the right balance of protein, carbohydrate and a minimum of 80g of vegetables/salad on every main course.

Our desserts menus also offer our customers the choice of flexibility, from swapping ice cream to a frozen low fat yoghurt or topping desserts with some seasonal fresh berries, the customer has the choice.

Forward Commitment

- Spirit will continue to develop dishes that support our product cleansing objectives.
- We will continue to develop new healthier choices for our menu, and will always offer:
 - healthy menu sections on our premium and value offers – which highlight the healthier meals to customers.
 - a portion of vegetables with each main course, where appropriate.
 - An option of fresh salads with grilled accompaniments.
 - “lite” meals with reduced portion sizes.
 - fresh seasonal vegetables in our premium range.
 - healthier puddings options – e.g., low fat yoghurt and berries in our value range.



Planned Monitoring

- Each pub within the estate is monitored by a third party audit on average twice per year, to ensure all meals are delivered to the required company specification.
- This monitors any procurement outside of the company supplier chain.



PASSIONATE ABOUT OUR PUBS

Commitments for a Healthier Foodservice

Consumer Information



Progress to Date

To provide customers with an informed choice of meals, our menus are supported by market and trend data to ensure our menus have the correct blend and mix of products.

To educate our customers, a nutritional table is available for the children's Wacky menu. This provides our customers with data to enable them to make an informed choice on their child's menu selection.

All menu launches are supported by a full product specifications, nut allergy data and seed information.

Existing and new product development products are developed by cross referencing against competitor performance, market research and retailer insights.

For all menu launches, customer focus groups are held pre and post launch, to engage our customers to gain feedback .

Forward Commitment

- Over the next 18 months, Spirit Group will undertake a feasibility study to understand if a web based nutritional data base will help our customers make informed choices about our menus.

Planned Monitoring

- All future menus will be launched using the above criteria.
- Any future improvements will be updated on a yearly basis.



PASSIONATE ABOUT OUR PUBS