

General

Elior is a leading national contract caterer which provides a variety of catering services to workplaces, schools, care homes, heritage sites and sports stadia. We operate 670 locations throughout the UK and Ireland and employ 11, 500 people.

Balance is our commitment to providing freshly prepared food and balanced menus that reflect a modern healthy diet and lifestyle. In *Balance*, we have detailed requirements for procurement, menu planning, production and service, and auditing and review. Our approach is holistic - making everything healthier, rather than just labelling what is healthier.

Balance will have been rolled out to 60% of our sites by the close of this year with all sites completed by April 2010. It will be underpinned by a rigorous audit process including manager self assessment and planned audit and review.

Progress to date:

The *Balance* programme has been running since 2003 fully or partially across 265 sites largely within the Business & Industry and Healthcare sectors. It includes an analysis of existing menus and a robust staff training programme including theory and practical exercises, which enables chefs and catering staff to 'flag' recipes to indicate a healthier choice. Customer information and support data accompanies the training to ensure a holistic approach.

37% of our sites hold a healthy eating award or are flagship sites.

In the last year, we have:

Continued to run and fully evaluate the 'Balance programme' delivering refresher training to chefs and catering staff in 50% of the Balance operating sites.

Elior business has evolved with a new corporate responsibility commitment. As part of this we aim to support government initiatives and **make healthier food common place** throughout our business and **Elior aim to be famous for this commitment.**

The 'Balance programme' was developed to suit Elior's earlier business model. As our business has evolved to new markets, we recognise that 'Balance' needs to be applicable to all the areas of our current and future business.

We have set up a 'Healthy Eating Forum' to deliver our FSA commitments with representatives from procurement, training, education, operations, marketing and corporate responsibility.

The revised 'Balance programme' needs to deliver what is acceptable to the business, be sustainable and capable of becoming fully embedded and reflect the FSA's Catering Strategy where commercially viable.

New **balance** is a straightforward 4 step process, designed to be easily understandable by every member of staff from those with no catering or culinary knowledge to fully qualified and experienced chefs.

It is designed to:

- Set minimum standards for every operation
- Be applicable to all of the Elior UK business
- Be cost effective – we know that in times of recession it is not reasonable or responsible to develop costly initiatives whether this cost is in the form of materials or time for training and supervision
- Be sustainable
- Be approved by the FSA
- Be easily measurable – this is achieved by monthly self assessment audits with summary results reported to line managers and backed by an annual audit completed by non operational independent company auditors
- Deliver simple and effective messages
- Be quick to implement
- Allow site based decisions and local creativity

An illustration of the Balance wall chart is included in this document and is currently being trained into the business by cascade from line managers to site teams. The simple design of the wall chart allows it to be a constant reference point for back of house areas and also a source of information on the Elior approach to making healthier eating common place throughout our business.

Our aim is to make healthier eating commonplace. We are committed to reduce salt, sugar and saturated fat supporting government initiatives

Developed in support of the Food Standards Agency's programme to promote healthy eating in the workplace



balance

1 Purchasing

- Working with suppliers to identify core products to meet FSA 2010 salt targets
- Increase the range of products with lower saturated fat content
- Working with suppliers to evaluate products against salt targets
- Purchasing guidance for healthier products

- Focusing on soups, sauces and cured meats
- Our teams will check purchasing guidelines for lower total saturated fat products
- We will measure the quantity of salt purchased and set targets to reduce this

Up to date information for our teams

2 Menu Planning

- Maximum of two deep fried dishes per week
- Reduced fat sandwiches to be available daily
- Two fish dishes per week
- Increased use of fresh fruit, vegetables and pulses

Yes, Balance still allows you to have Fish & Chips on a Friday

Getting your 5 a day is easy

- One low fat breakfast option every day
- Jacket potatoes or new potatoes in their skins available daily
- Four undressed salads available daily
- Cut fruit available daily
- Include one oily fish - salmon, eel, fresh tuna, mackerel, sardines

3 Production & Service

- Balance dishes with less salt and fat
- Interactive Balance events
- Our teams will use the healthiest cooking methods
- Healthier products in vending machines

We add flavour and reduce salt

Could this be the birth of healthy snacking

- Use herbs, spices, fruit zest and dried fruits for flavour
- Two promotional events each year
- Table salt available on request
- Grill, oven bake, dry roast and dry fry
- 10% of food & snacks from vending machine will be from the healthier range

Tips & Tricks

- Adding more vegetables & pulses to dishes, makes healthy eating easier
- Dishes can be balanced by increasing starchy foods (pasta, rice and potato)
- Batch cooked vegetables do not need glazing!
- Try taking the stairs and not the lift
- Use smaller quantities of strong flavour cheese in recipes and sauces to reduce saturated fat

Did you know?

- Healthier eating does not mean being hungry or eating less
- Eating less salt reduces blood pressure and risk of stroke and heart disease
- 1/3 of all cancers could be avoided by eating a healthy diet
- 75% of salt comes from processed food
- Drinking 8 glasses of water or water based drinks a day is good for you

In our business you will always find

- Reduced fat mayonnaise is standard
- Semi Skimmed milk is standard
- Fried food is cooked in unsaturated fat oils
- Wholemeal or granary bread
- Natural yogurt based desserts available daily
- Low sugar soft drinks
- Sweeteners available

Balance is an essential part of Lifecycle - The Elior approach to corporate responsibility



4 Auditing & Review

- Customer Feedback
- We will check our progress and report it
- Our teams will share best practice
- Balance = Continuous Improvement

We value your views

This is just the beginning

- Annual Balance customer survey
- Our teams complete a Balance self assessment audit each month
- Share your ideas with Lifecycle Champion

COMMITMENTS FOR 2009	PLANNED MONITORING
<ul style="list-style-type: none"> <li data-bbox="237 177 1137 277">③ We aim to roll out our new Healthy Eating Programme to 60% of our 870 locations in 2009. The remaining 40% will be rolled out by April 2010. <li data-bbox="237 384 1137 485">③ The revised Balance Programme will be based on a set of minimum standards, based on FSA Eat Well, to allow consumers to eat a healthier diet every day. <li data-bbox="237 517 1137 585">③ Training and Audit will be included in the Elior infrastructure, to ensure the programme is being delivered “on the ground”. <li data-bbox="237 687 1137 788">③ Our target for 2009 is 60% of sites being eligible to achieve a ‘Healthy eating award’ from their local authority or the ‘Healthier Food Mark’. <li data-bbox="237 820 1137 920">③ Continue developing client provider relationships, to enable us to develop healthier menus based on what our customers want to eat. 	<ul style="list-style-type: none"> <li data-bbox="1207 177 2107 245">③ Training records and attendance at roll out training for a least one member of staff from 522 sites [60% of locations] <li data-bbox="1207 245 2107 314">③ Manager’s self-assessment audit with operational manager’s audit and review. <li data-bbox="1207 346 2107 414">③ Healthy eating forum to meet quarterly and minute the outline discussions <li data-bbox="1207 517 2107 649">③ Sites ‘in scope’ will attend training sessions and have wall charts of the key points for staff use, customer information and a detailed audit process to be completed by managers. This programme is currently under development. <li data-bbox="1207 687 2107 718">③ Audit sites into awards and monitor and review success. <li data-bbox="1207 788 2107 888">③ Develop a robust mechanism to deal with client/customer feedback to include comment cards, we questionnaires and site based events

PROCUREMENT



Progress to date:

Minced beef with 10% visible fat specification is standard within our business
 We are using unsaturated fat oils for most cooking and rape seed oils is available
 Thick cut chips are standard within our business to reduce the total fat content
 Our sites offer at least 2 types of fruit juice
 Semi-skimmed milk is available as standard and always where full fat milk is offered
 Reduced fat mayonnaise is used as standard in sandwich fillings and salad dressings, where made on site

In the last year, we have:

Sourced half fat 'Cheddar type' cheese but take up is very low and the product is not commercially viable
 Ensured that unsaturated fat oil (zero trans fatty acid) is used for frying at 71% of our sites
 Standard rapeseed oil has been sourced and is used in some recipes at 44% sites
 Raised awareness in our sites and staff by regular news bulletins incorporating information on healthier eating & procurement via our intranet and in Purchasing BuyWays

COMMITMENTS FOR 2009	PLANNED MONITORING
<ul style="list-style-type: none"> Ⓢ The Purchasing Department is further developing a catalogue management system which will allow products with a reduced salt/sugar/ saturated fat level to be highlighted, to support our 'Balance programme' and ensure that our Managers have up to date information. Ⓢ Introduce 1% fat milk as a core procurement item wherever commercially viable Ⓢ Elior will work through its core procurement list and identify items in each product type that meet FSA 2010 salt targets. This review exercise will be completed by the end of the year. Ⓢ We will focus on high volume products initially that will have the greatest impact on reducing salt intake – meat and meat products, 	<ul style="list-style-type: none"> Ⓢ Track purchasing volumes to analyse the shift in product purchase Ⓢ Half yearly review of volume of in scope products identified in catalogue Ⓢ Analyse quantity of 1% fat milk purchased against 2008 purchase volumes Ⓢ Audit purchase of salt 3 monthly

including bacon, sausages, bouillon, soups, sauces, etc, where commercially viable. We will review the FSA 2012 salt targets after publication this year and assess next steps.

- ③ Reduce procurement of full fat/saturated fat foods and procure reduced fat/saturated fat alternatives where possible, such as 1% milk, unsaturated fat spreads and reduced fat meat and dairy products. Purchasing patterns will be tracked to measure the progress
- ③ We will source alternative products that can have a major impact – e.g. milk and dairy including cheese, meat products, spreads, minced beef, pies, sauces, and oils, dressings including mayonnaise, confectionery and pastry.
- ③ All food procurement tenders from April 2009 will include a requirement for suppliers to report on saturated fats and salt level against existing FSA guidelines.
- ③ We will review by the end of the year portion sizes of snack foods and soft drinks. We will trial new sizes and then roll out where it is commercially viable

③ Audit purchase of meat and meat products

③ Audit the purchase volumes of milk and dairy products, spreads, sauces and pies

③ Link this information with customer feedback from site audits trained and operating the new Balance programme

③ Audit the purchase volumes of milk and dairy products, spreads, sauces and pies

③ Link this information with customer feedback from site audits trained and operating the new Balance programme

③ Tender documents and responses

③ Review take-up and document client/customer feedback

KITCHEN PRACTICE



Progress to date:

Oven-bake or grill bacon and sausages is a standard practice throughout our business
 At least one main vegetarian option is lower in fat and we offer at least one cooked vegetable dish without added fat

In the last year, we have:

Continued to follow Balance guidelines for kitchen practice. Balance is all about informed choice of customers. Its toolkit is composed of:

- Minimum standard for healthy eating with a 100-point check list to help chefs design healthier menus
- Four friendly food flags to highlight the healthier options of our customer
- Healthy eating awareness weeks to promote health through educating customers about Balance of Food Health and 5 food groups
- Balance manual, a source of information to support our chefs and managers regarding our nutritional policies

Bacon and sausages are oven-baked or grilled, never fried.
 Continued using trans fatty acid free oils as well as rapeseed oil
 At least one main vegetarian option is lower in fat
 We offer at least one cooked vegetable dish without added fat

COMMITMENTS FOR 2009	PLANNED MONITORING
<ul style="list-style-type: none"> ☉ We aim to back up our catering commitments with training – with at least one person per site being trained as Balance champions. There will be local accountability and a requirement for managers to audit their business. ☉ All managers previously trained in Balance will undergo additional training to ensure that new elements are understood to ensure the correct knowledge transfer to our customers. In addition Managers and Balance Champions at sites new to the programme will be trained accordingly. ☉ The new Balance programme will include advice to production and 	<ul style="list-style-type: none"> ☉ Monitor cascade training and develop a self-assessment tool for managers ☉ Training records to indicate number of staff trained. Information pack for staff issued and in use in Balance trained locations. ☉ Register of Balance champions held centrally

<p>service staff on portion size – e.g. carbohydrate portion size (increase if needed)</p> <ul style="list-style-type: none"> ③ Reduce salt used when cooking vegetables with an aim to cook in water or steam vegetables with no added salt ③ No salt added to stock/dishes containing stocks and bullions or ready to use sauces and gravy ③ At least one vegetable prepared daily without added butter/fat (continuing commitment) ③ Aim to reduce portion size of desserts and expand ‘Delish’ desserts (A range of mini size and ‘indulgence’ desserts) 	<ul style="list-style-type: none"> ③ Portion size guides and audit ③ Track purchasing quantities and salt use ③ Audit cooking practice as part of Balance audit ③ Audit cooking practice as part of Balance audit ③ Monitor portion size of desserts
--	---

MENU PLANNING



Progress to date:

We offer fish at least 3 times a week as part of a balanced menu programme
 As a discipline fried fish is offered no more than once a week
 A lower fat potato option is always available
 We offer at least one hot main dish that is prepared with minimal fat
 Where impulse buys are offered at checkout points, at least one healthier alternative is available.
 Where eggs are fried for breakfast, a lower fat option is also available

In the last year, we have:

Introduced the 'Delish' range of mini sized desserts
 A range of 'Great' recipe books has been developed that include healthier cooking methods and tips
 The great books are available to all sites and have a bi-monthly release. To date the range covers: Roasts, Outdoors, Sandwiches, Salads, Breakfasts and Cost effective cooking.

COMMITMENTS FOR 2009	PLANNED MONITORING
<ul style="list-style-type: none"> ☉ Whilst Balance training will guarantee our chefs will have the confidence to adapt all bespoke menus at site to make them healthier, we will release great recipes with less salt and fat by the end of 2009. This will cover a cross section of menu greats. ☉ The Elior nutritionist will assess recipes for calorie value and list approximate calorie values per portion. Keep up to date with FSA catering guidance on energy/calorie labelling and support this initiative ☉ Revise portion size and recipes to reduce energy density – add more vegetables and pulses to main dishes/ less added fat / more complex carbohydrate ☉ Scope the feasibility of calorie, total fat, saturated fat and salt data on the 'Great' recipes 	<ul style="list-style-type: none"> ☉ Audit cooking methods and recipes ☉ Review and audit menu cycle ☉ Monitor kitchen practice ☉ Audit recipes and quantities used ☉ Review 'Great' recipes ☉ Assess the value to business, customers and clients from

- ③ Encourage oven-baking and reduced fat cooking methods
- ③ Discourage frying of roast potatoes
- ③ Recommend using smaller amounts of full-fat cheese in recipes/sauces/fillings. Reduce fat/saturated fat and salt intake
- ③ Sweeteners to be available when sugar is offered
- ③ Low sugar soft drinks to be offered, alongside sugar containing drinks
- ③ Aim to reduce number of deep fried dishes on offer
- ③ Review portion sizes of pre-packaged items on sale at the checkout and in vending, including soft drinks, savoury snacks, confectionery, flapjacks and biscuits
- ③ Expand the offer of new and reduced fat/sugar/salt savoury and sweet snacks
- ③ Aim to offer a range of healthier snacks

- ③ Aim to increase fruit and vegetable uptake

- ③ Aim to offer a range of cut fruits at all sites

feedback

- ③ Audit & front of house checklists to include cooking methods
- ③ Balance champions report progress in their sites each quarter
- ③ Managers self assessment audit

- ③ Review volumes of low sugar drinks purchased against previous year

- ③ Audit number of deep fried dishes available/week
- ③ Auditing uptake of different pack sizes

- ③ Monitor range of offer

- ③ Define what we mean by healthier snacks and monitor uptake and availability from purchase and sales data

- ③ Great recipe books to include high fruit & vegetable volume dishes and tips on encourage customer uptake
- ③ Monitor volumes sold

We pledge to use reasonable endeavours to get all the detailed commitments and requirements set out in this document put into place in all our sites by April 2010 (and 60% of our sites by the end of 2009) as commercial business conditions allow.

CUSTOMER INFORMATION



Progress to date:

Developed a flag system for labelling healthier menu items

In the last year, we have:

Continued to implement Balance at 37% of sites

Reviewed the relevance of Balance customer information against changing trends and started the development of new customer information

COMMITMENTS FOR 2009	PLANNED MONITORING
<ul style="list-style-type: none"> ☉ Customer Wellbeing Notices will highlight FSA public health nutrition priorities, primarily reduced salt and saturated fat intake. This will help on improving the customer understanding of healthy eating, inform on Elior actions in their restaurant and raise customer awareness on health issues. ☉ We will include information from Dept Health Change 4 Life ☉ Incorporate food choices with wider diet and lifestyle issues based on FSA Eat Well – importance of eating fish, fruit and vegetables – and show this at point of sale ☉ Hold events to promote healthier food and lifestyle to customers and Elior personnel ☉ Develop advice on ‘healthy snacking’ and provide healthy snack options ☉ Develop a Balance health and wellbeing page for our new extranet that will include advice and information for staff and customers <p>Ongoing:</p>	<ul style="list-style-type: none"> ☉ Level and range of customer information and feedback. Client feedback at quarterly meetings ☉ Monitor number of events and effectiveness of message. Balance champions to feedback events via extranet ☉ Incorporate as part of the Balance re-launch information. Champions to feedback customer interest via extranet ☉ Develop information materials and elect a page editor

③ Develop a new logo to represent the health and wellbeing commitment and lifecycle corporate responsibility process

③ All training and monitoring documents to be produced with the chosen image