

A Message from the CEO

We would like to thank all our customers for their continued support throughout the COVID-19 pandemic.

We welcome the announcement from the Government (23 June) in easing the lockdown measures and providing guidance in order our businesses can open safely for our teams and our customers.

This action, along with the change in social distancing measures from 2 metre to 1-metre-plus, in line with World Health Organisation guidelines (that have been adopted by other countries across the world), will enable us and our Ei business partners to begin reopening our pubs and bars from 4th July.

Our first priority is to protect our team members and keep our customers safe. Our businesses have been equipped to ensure a safe working environment and our managers and teams are now busy getting our pubs and bars ready to safely welcome back our customers.

Throughout our pubs and bars we are implementing a number of safety measures, including:

- Clear social distancing measures and safety signage
- Enhanced cleaning regimes
- Hand sanitiser stations throughout our pubs and bars
- Screens by till points within our managed businesses
- Team safety training

Operationally we are working within Government guidance to provide:

- Seated and designated social distancing areas inside; clear social distancing measures outside which will result in a lower capacity in our venues
- Single use menu's
- At table order service for food and drink
- Cutlery and single use condiments delivered to table
- Increased provision for contactless payment
- Single entrance and exit points where possible

Our aim is to maintain an enjoyable and authentic pub experience as we reopen and to ensure you get a seat at your local within our managed houses pre-booking can be made via our central telephone booking system or direct to the pub.

Within our leased and tenanted business our publicans are also getting ready to reopen. All businesses have been provided with Personal Protection Equipment starter kits and guidance on reopening safely to ensure social distancing and safety measures are put in place as they too welcome their customers back.

There will continue to be change as Government work with industry. One area we are awaiting further information and guidance on is the registration of customers attending the pub. This will be

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implemented in line with Government advice ensuring all customer information is securely recorded and disposed of as necessary.

As you will be aware, lockdown came into effect very quickly and emerging from this period of closure will take time to get back to a sense of normality. As a result, you may see some changes in our food and drink offers as our supply chain swings back into action.

Our managed teams that were furloughed have been getting up to speed with the new processes and undertaking any necessary training to help keep themselves and our customers safe.

Within our leased and tenanted estate, we have worked with our publicans to support them throughout this period by providing a support package in excess of £28 million. This includes rent and trade credits, cancellation of fees and charges, provision of PPE equipment as well as providing assistance accessing government grants. Detailed guidance has been issued that will help our publicans restart their businesses and our Regional Managers are on hand to offer full support and assistance.

We recognise things will not be as they were before, however we are confident our customers will receive a warm welcome back and be able to enjoy a glass of their favourite tipple in their local as our pubs reopen their doors.

Yours sincerely,



Simon Longbottom
CEO