

FOOD SAFETY POLICY STATEMENT

The Restaurant Group ("TRG") is committed to maintaining the highest standards of food safety and quality for our customers, visitors and colleagues. We are dedicated to ensuring that all food served across our businesses is prepared using quality ingredients, handled hygienically, safe to eat, and free from contamination.

To support this commitment, we have developed and implemented a comprehensive Food Safety Management System based on the principles of Hazard Analysis and Critical Control Point (HACCP) and Standard Operating Procedures. These systems are aligned with regulatory requirements and industry best practices and are consistently applied across all our locations.

Our objectives are to:

- Ensure food products are safe, legal, authentic and traceable throughout the supply chain.
- Strive for continual improvement by ensuring compliance with all relevant food safety legislation, including food law, allergen regulations, approved codes of practice and industry guidelines.
- Maintain robust allergen management controls to ensure accurate communication of allergen information and reduce the risk of allergen-related incidents.
- Demonstrate strong leadership and accountability at all levels for the effective management of food safety and allergen control.
- Foster and promote a positive food safety culture where everyone understands their personal responsibility for protecting customers.
- Identify and manage food safety and allergen risks through hazard analysis, critical control point identification and robust control and monitoring practices.
- Source ingredients that are safe, legal, high-quality and compliant with TRG standards, supported by a robust supplier management programme, including supplier risk assessments, visits and audits where necessary.
- Respond promptly and proactively to any food safety concern or incident.
- Provide and maintain facilities and equipment that support high standards of food hygiene.
- Ensure all employees receive appropriate information, training and tools to perform their roles in a safe, hygienic and compliant manner.
- Promote an open reporting culture where employees feel safe and supported in raising any concerns related to food safety, quality, integrity or legality.
- Regularly monitor and assess our performance against these standards and implement measurable objectives to ensure we deliver food that is safe and of consistent quality.
- Conduct regular internal audits and third-party inspections to verify compliance and reinforce accountability.
- Ensure comprehensive traceability throughout the supply chain to enable rapid, effective response and recall in the event of a food safety incident.
- Support responsible sourcing and waste reduction initiatives without compromising food safety, legality or product quality.
- Review and update our Food Safety Management System in response to regulatory changes, best practice, scientific advancements or operational changes.
- Collaborate across departments to ensure food safety is embedded into all areas of the business.

As Chief Executive Officer, I am committed to ensuring that adequate resources, including competent personnel, training, equipment and financial support, are provided to implement, maintain and continually improve our Food Safety Management System across all locations. I will ensure this policy is communicated, understood and supported throughout the organisation.



Andy Hornby
Chief Executive Officer – July 2026