

HEALTH & SAFETY POLICY STATEMENT

The Restaurant Group is committed to achieving high standards of health, safety and wellbeing performance. Our primary concern is the safety of our colleagues, customers, visitors and contractors by managing our people and our work practices in a safe and responsible way. We aim to provide and maintain throughout all our operations the highest practical health and safety standards in accordance with all relevant legal requirements and guidance. Each of us at The Restaurant Group has a moral obligation to safeguard each other, our customers and the environment by aspiring to operate a safe, healthy and supportive workplace that promotes both physical and mental wellbeing.

Our objectives are to:

- Recognise health and safety as a core business priority essential to our operational success.
- Continuously improve performance by complying with all relevant health & safety legislation, approved codes of practice, and industry standards.
- Adopt a proactive approach to eliminating, reducing and controlling avoidable risks and non-compliance through early identification and prevention.
- Take all reasonably practicable steps to protect the health, safety and welfare of employees, contractors, visitors and others affected by our activities.
- Promote a positive safety culture with leaders and managers setting a strong, visible example.
- Empower managers at all levels to own and embed health and safety within day-to-day operations.
- Effectively manage risks through robust assessments, safe systems of work and clear, documented procedures.
- Encourage open communication with employees, contractors and customers on health and safety matters, and respond promptly to concerns.
- Set clear plans, roles and responsibilities for continuous improvement across the organisation.
- Monitor, review and report on performance regularly, ensuring timely corrective and preventive action is taken when needed.
- Maintain and test emergency response plans, ensuring they are clearly communicated and effectively implemented.
- Provide and maintain safe equipment, facilities and work environments that support wellbeing and safety.
- Hold contractors and suppliers to our safety standards, ensuring compliance through permits and onboarding checks.
- Ensure employees are equipped with appropriate training, information and resources to carry out their duties safely and responsibly.
- Use technology and data to identify trends, predict risks and support evidence-based safety decisions.
- Regularly review and update the Health & Safety Management System to ensure it remains current, effective and aligned with legal and operational needs.
- Consult and engage with employees and their representatives on matters affecting health, safety and wellbeing.
- Encourage timely reporting of incidents, near misses and hazards and use lessons learned to drive continual improvement
- Ensure all employees understand and fulfil their responsibilities for health and safety, taking reasonable care for themselves and others who may be affected by their actions.

As Chief Executive Officer, I am committed to ensuring that adequate resources are provided to implement this policy, that health and safety remain a core business priority, and that this policy is communicated, understood and applied throughout the organisation



Andy Hornby

Chief Executive Officer

July 2026