

## HEALTH & SAFETY POLICY STATEMENT

The Restaurant Group is committed to achieving the highest standards of excellence when undertaking its duties and responsibilities regarding its management of Health & Safety in the workplace.

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 an injury free and healthy workplace.

### 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 'zero tolerance' approach to avoidable risks and non-compliance, through early identification and proactive 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.

As Chief Executive, I am responsible for ensuring that sufficient human and financial resources are committed to implementing this policy across all locations and effectively communicating it to all employees.



**Andy Hornby**  
**Chief Executive Officer**  
**July 2025**