

Directors' Duties – Section 172 Statement

The Directors are aware of their duty under Section 172(1) of the Companies Act 2006 ("CA06"), to act in the way they consider, in good faith, would be most likely to promote the success of the Group for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- the likely consequence of any decision in the long term;
- the interests of the Group's employees;
- the need to foster the Group's business relationships with suppliers, customers and others;
- the impact of the Group's operations on the community and the environment;
- the desirability of the Group maintaining a reputation for high standards of business conduct; and
- the need to act fairly as between members of the Group.

The following disclosure describes how the Directors have had regard to the matters set out in Section 172(1)(a) to (f) and forms the Directors' statement under section 414CZA CA06.

Stakeholder engagement

The Board is fully committed to engaging with stakeholders and understands the importance of considering their differing interests when considering and making decisions. Stakeholder engagement plays a central part in the Group's purpose and strategy and will play a fundamental role in helping the Group achieve long term sustainable success. Whilst it will not always be possible to ensure a positive outcome for all stakeholders following Board decisions, the Board will always listen to and understand stakeholder views.

Our key stakeholders:

- Employees
- Customers
- Local community and environment
- Suppliers
- Shareholders



Employees

Stakeholder interests:

- Career progression
- Development opportunities
- Reward and recognition
- Health and safety
- Competitive benefits

How we engage:

- In-store recognition and incentives
- Group's internal employee platform
- Annual Group-wide Management and support office conference
- Social events and quarterly business updates
- Assessment of employee engagement conducted annually
- Provision of an employee assistance programme for health and wellbeing
- Benefit portals Wagestream and Perkbox are accessible to all



Customers

Stakeholder interests:

- High quality produce at a great price
- Consistency of food and service across the estate
- Customisable food offer
- Embracing new food trends

How we engage:

- Digital and in-store marketing
- Customer loyalty program
- Feedback surveys
- New product development and limited time offers
- Brand collaborations
- Allergen and nutritional calculator tool
- Mystery Diner Programme



Local community and environment

Stakeholder interests:

- Community resource
- Disposable packaging to be recyclable or bio-degradable
- Events

How we engage:

- Where possible, hire from within the local communities where stores are based
- Paying competitive salaries and hourly rates
- Provision of safe and friendly space for the local community
- Tight supply chain with controls on sourcing packaging that is in line with our environmental standards



Suppliers

Stakeholder interests:

- Long-term partnerships and fair pricing
- Ethical and sustainable trading
- Sourcing quality produce and higher welfare meats

How we engage:

- Open dialogue regarding service levels and upcoming challenges/opportunities
- Regular price reviews and fair negotiations
- Menu development discussions



Shareholders

Stakeholder interests:

- Financial and operational performance
- Growth in Group
- Environmental, social and corporate governance

How we engage:

- AGM, interim and annual reports
- One-to-one meetings
- Trading updates via RNS
- Corporate website

Approved by the Board on 27 March 2023 and signed on its behalf by:

ANDY NAYLOR
CHIEF FINANCIAL OFFICER