



Newrest Integrated Management System (IMS) Policy 2026

Grow Unlimited. Operate Safely. Commit.

1. Why this policy matters

Newrest continues to grow at a fast pace, expanding its activities, its geographical footprint and the diversity of its operations.

Operating in complex and highly regulated environments, our performance depends on our ability to control risks, deliver consistently and act responsibly, everywhere we operate.

Our Integrated Management System (IMS) is a strategic enabler of our growth. It provides a **common framework to ensure quality, food safety, health & safety, security, environmental protection and energy performance** across all Newrest activities.

This policy sets the Group expectations and the framework within which objectives, targets and action plans are defined and deployed.

2. Our Group commitment – QHSSE

Newrest commits to:

- delivering quality services and products that meet customer and contractual requirements,
- ensuring food safety and protecting consumers at all times,
- providing safe and healthy working conditions to prevent work-related injury and ill-health, by eliminating hazards and reducing occupational health and safety risks,
- protecting people, assets and operations, including in sensitive environments,
- reducing our environmental impact and improving our energy performance,
- complying with all applicable legal, regulatory and other requirements,
- and continuously improving the effectiveness of our QHSSE IMS.

This commitment applies to all Newrest activities and is aligned with internationally recognized standards, including *ISO 9001, ISO 22000, ISO 45001, ISO 14001 and ISO 50001*.

3. Leadership, accountability and resources

The Newrest Group Board demonstrates leadership and commitment by:

- defining the strategic direction and expectations of the IMS,
- ensuring the availability of adequate resources, competencies and tools,
- developing and maintaining QHSSE skills and competencies at all levels of the organization through training, awareness and continuous learning,
- promoting a strong QHSSE culture across all levels of the organization,
- integrating IMS requirements into business processes and decision-making,

- and regularly reviewing IMS performance to ensure its continued suitability, adequacy and effectiveness.

Newrest commits to the consultation and participation of workers, and where applicable, workers' representatives, recognizing their essential role in managing risks and improving health and safety performance.

Accountability and ownership are key principles of our management approach.

QHSSE is not the responsibility of a single function: **it is the responsibility of everyone**, starting with managers leading by example.

4. Just & Fair Culture

Newrest promotes a Just & Fair Culture across all its activities.

We encourage the reporting of incidents, near-misses and unsafe situations without fear of unfair blame or punishment. Accountability is maintained for deliberate violations, gross negligence or willful misconduct, while honest mistakes and learning opportunities are treated as key drivers for improvement and prevention.

5. Our *Non-Negotiables*

Some rules are not open to discussion.

Newrest has defined **Non-Negotiables** in critical areas where failure is not acceptable, including:

- Food Safety
- Health & Safety
- Ramp/Platform Safety & Security
- Facility Management

These *Non-Negotiables* form the minimum conditions to operate under the Newrest name.

They apply everywhere, without exception. If they cannot be met, operations must not start or must be stopped.

6. *I Care by Newrest* – Ownership in action

The *I Care* program reflects how we expect our IMS to live on the ground:

- risks are identified and managed proactively,
- incidents, near misses and non-conformities are reported and addressed,
- unsafe situations are challenged,
- improvement opportunities are acted upon.

Everyone is expected to take ownership of their role in quality, food safety, health & safety, security and environmental performance.

We believe transparency and learning are essential to continuous improvement.

7. Relevant interested parties

Newrest identifies and takes into account the expectations of its relevant interested parties, including customers, employees, authorities, suppliers, partners and local communities.

These expectations may differ depending on countries, activities and contracts.

Newrest ensures effective internal and external communication on QHSSE matters, including food safety, with its employees, customers, authorities and other relevant interested parties, as appropriate.

Local management is responsible for analyzing and addressing them, while ensuring full alignment with Group requirements and this policy.

8. Environment, energy and sustainable development

In line with our *Be the Change* CSR charter, Newrest commits to:

- preventing pollution and reducing environmental impacts,
- optimizing the use of resources and managing waste responsibly,
- integrating energy efficiency and performance criteria into renovations and new construction projects,
- and supporting initiatives that contribute to sustainable development.

These commitments support our long-term performance and the resilience of our operations.

9. One framework, local deployment

This policy provides one common framework for the entire Group. Each country and activity is responsible for:

- deploying the IMS in line with local risks, requirements and realities,
- defining objectives and action plans consistent with this policy,
- and ensuring compliance with Group standards and *Non-Negotiables*.

There is local flexibility, but no compromise on fundamentals.

10. Commit!

This policy sets the direction. Its effectiveness depends on one thing: our collective commitment.

We expect every manager and every employee to understand this policy, apply it in their daily activities, and contribute to making Newrest a safer, stronger and more responsible company.

Toulouse – Newrest Operational Headquarters
April 2026

Olivier Sadran (CEO)



OBJECTIVES

1. **PROTECT: Zero Major Incidents**

We commit to protecting people, consumers and operations by preventing major incidents everywhere we operate. Our ambition is **zero major incidents**, including food poisoning, fatalities, severe health & safety, ramp safety and facility management incidents, as well as major environmental events.

2. **STRUCTURE: One Group, One IMS – Certified and Consistent**

We commit to structuring our growth through a consistent and effective QHSSE Integrated Management System. By 2029, Newrest aims to ensure that **100% of countries operate under a Group-aligned QHSSE IMS framework**, with at least 75% of countries are covered by an ISO-certified IMS.

3. **DRIVE: Digital at the Core – From Data to Decisions**

We commit to placing digital tools and reliable data at the core of our QHSSE management. By 2029, Newrest aims to ensure that: at least **90% of HACCP plans are monitored digitally** (Newrest HACCP) and **100% of major incidents** and corrective action plans are **managed through Calypso**.