

## TERMS OF REFERENCE FOR RISK MANAGEMENT COMMITTEE

### 1. Membership

- 1.1 The Committee membership comprises:-
- Chief Financial Officer
  - Head of Property
  - People Director
  - Food Director
  - Brand Operations Director
  - Business Development Director
  - Head of Safety, Audit and Stock
  - Assistant Company Secretary
  - Other representatives who may be invited to attend e.g. Shield, IT

### 2. Responsible to

- 2.1 The Committee shall formally report to the Board after each meeting, normally by including Committee minutes as an agenda item at the next Board meeting

### 3. Frequency

- 3.1 The Committee shall meet four times a year

### 4. Duties and responsibilities

- 4.1 To assist the board in setting risk strategies, policies and frameworks in conjunction with operational management
- 4.2 To keep under review the company's overall risk assessment processes and ensure they are effectively managed
- 4.3 To ensure a systematic, documented assessment of the processes and outcomes surrounding key risks is undertaken at least annually for the purposes of the company's financial statements on risk management including internal control
- 4.4 To ensure the Risk Management (Compliance) function has adequate resources and appropriate access to information to enable it to perform its function effectively.
- 4.5 To ensure that a risk awareness culture is pervasive throughout the organisation
- 4.6 To perform all or any other activities related to risk management as requested by the Board.

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