



CODE OF CONDUCT HOW WE ROLL

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Hola I'm Steven Marks, Founder and co-CEO of Guzman y Gomez.

Since we opened up our very first restaurant in Newtown in 2006, I've been so fortunate to work with the most incredible people who've help build this company to where it is today. We are on a mission to become the best and biggest restaurant company in the world, and I genuinely believe with the team we have today, we are the best, we're just not the biggest – yet!

We are so unique in our quest to reinvent fast food, no one does what we do, no other company has our people, our drive, or our vision, and certainly nobody makes food the way GYG does.

No day is ever the same at GYG and that's why we love it. It's about having big energy, awesome vibes and great times with a team that looks after one another and has each other's backs, always!

It all starts and ends with our values, GYG's values have been with us since the beginning. They're not just a bunch of made-up words - our values are proudly displayed in every GYG restaurant, they truly mean something to us, and we are all dedicated and committed to living our values, every single day.

We're in the restaurant business so it should come as no surprise that our number one value is **It's All About The Food**; from our clean menu to our Mexican inspired flavours, our food is what separates us from all others.

We must **Make Every Guest Love Us**; we control our Guests' experience, how awesome is that! We need to make it memorable, every time, and don't forget, our smiles are contagious.

We always have to **Be Real**; we say what we think, and we never make excuses at GYG, and most importantly, when we communicate, we communicate with respect.

Next up, no matter what, **We've Got Your Back**; remember, we're in this together and we look after one another, always.

Lastly, **It's Up To Us!** The future is ours to dominate – if we want GYG to become the biggest and best restaurant company in the world, it's up to us, all of us – to make that happen.

The opportunities at GYG are endless, there are so many people who started at GYG and worked their way up to become amazing success stories and that's something that I'm personally very proud of.

GYG's Values underpin everything we do and every decision we make, and Our Code of Conduct is anchored to our Values for this very reason. We truly believe that these values, and the culture they have cultivated, are what makes GYG so special.

Love ya!

Steven Marks
Founder and Co-CEO | Guzman y Gomez

ABOUT OUR CODE OF CONDUCT

The Code is a guide for how we do things at GYG. It is the framework that helps us exercise sound judgement and sets clear expectations and principles to guide our actions, ways of working and interactions, both at work and outside of work – with colleagues, guests, shareholders, regulators, business partners, suppliers, competitors, and the wider community.

We all have a responsibility to live by the Code every day. It applies to every single one of us, **no one is exempt**; beyond this, it extends into the way we think about who we do business with.

It is the responsibility of each, and every one of us to:

- Read the Code thoroughly
- Uphold the code of conduct to the very best of our ability and regularly take time to reflect on how we are demonstrating our alignment with the code of conduct.
- To speak up when things don't seem right and create a safe and supported environment for others to do so too.
- To take breaches in our code of conduct seriously, take prompt action and follow through fully with escalation procedures.

Our Code of Conduct applies:

- Whenever we are in our workplaces, whether it be physical, or virtual – anywhere work is performed.
- Whenever we are representing or associated with GYG (or are perceived to be), this includes overnight stays away from the workplace on work business or work-related events; functions or events, conferences, out-of-hours work etc.)
- On Social Media/Social Media activity



VALUE 1

**IT'S ALL ABOUT
THE FOOD**





IT'S ALL ABOUT THE FOOD

At GYG our dedication to exceptional food is resolute, therefore the quality and safety of our food is fundamental to everything we do.

In practice this means:

- We never compromise on the safety and quality of our food; this is imperative to the safety and well-being of our guests and is the bare minimum they can expect when they walk into a GYG restaurant
- We adhere meticulously to all recipes, check and double check the accuracy and quality of each order to ensure every guest receives a consistent experience, independent of which GYG restaurant they are going to.
- We maintain operational excellence by upholding Food Quality, Handling, Safety, Sanitation and Hygiene practices to the utmost standard, safeguarding the well-being of our guests. Understanding and adhering to these operational procedures is the responsibility of everyone.
- Our Food Safety Checklist (FSC) is meticulously maintained, ensuring 100% accuracy and completeness. It is an ethical duty, as well as a legal obligation, to take all necessary precautions to prevent harm to those who consume our food.
- In addition to complying with the GYG Food Safety Program, it is crucial that we understand our food safety concepts, in and out of restaurants.
- We recognize and understand the consequences of failing to adhere consistently to food safety procedures.
- We commit ourselves to taking every measure to prevent such occurrences, safeguarding the well-being of our guests, as well as our reputation. When choosing suppliers and anyone we partner with, we have our values, our mission, and our commitments to clean, fresh, sustainable food at the forefront of mind and are meticulous in ensuring they are aligned with this, as we are.
- When creating, building business plans, making decisions and scaling as a business every decision is made in the best interest of maintaining the exceptional quality and safety of our food.
- We take our passion and uncompromising attitude around our food, and we bring that to life in the way we make decisions at Hola Central – everything we do is in service of achieving our enduring ambition of having clean, safe, healthy, and highest-quality food – every order, every day.
- We never stop trying to get better, we are committed to setting an example for all with the way we do things every day.



Our food is what separates us from all others. It's our brand, our heart and soul. Our success comes from our attention to detail, emphasis on freshness and uncompromising attitude to do whatever it takes to improve. Execution must be perfect - every order, every day!

How We Live This

An example of our dedication to our food lives in the GYG Corn Chip. We went through no less than 21 renditions of our Corn Chip recipe before we were satisfied with the standard and quality. There is so much that goes into this and it's just one small example of how profoundly we live into this value at GYG and how it shows up in everything we do and the way we think.



IT'S ALL ABOUT THE FOOD



Situational Example

On the flipside, here is a very real example of what could happen in the event of misconduct

Following Food Safety, Cooking & Tempering Procedures

Incident

A pregnant guest returned her meal, containing undercooked chicken, to the restaurant counter. The manager replaced her meal without addressing the root cause of the issue and proceeded to serve the guest a replacement meal that also contained undercooked chicken. Cook was found to be not taking temperatures or using timers.

Outcome

Cook responsible was given a formal warning, procedures reiterated with all the cooks to prevent further risk. Two Guests were served undercooked chicken that day and both remain in good health.

What if?

In the worst-case scenario, our guest, and her unborn baby, could have suffered from serious illness resulting in irreversible damage, both physically and mentally. We would be facing legal consequences, as well as heavy compensation responsibilities and reputational damage.

For more information refer to:

- [Key Policies page](#)



VALUE 2

**MAKE EVERY GUEST
LOVE US**

GYG'S SALSA STATION

ROASTED ANAPEÑO	SMOKY CHIPOTLE
HABANERO	MEXICAN STYLE PICKLES
FRUIT OF THE LORIANDEER	SPICY SPANISH ONION

ASK OUR CREW TO ADD ANY OF THESE ITEMS TO YOUR ORDER!
ALWAYS AVAILABLE & FREE!



MAKE EVERY GUEST LOVE US

Although basic guest service, such as saying 'thank you', service with a smile and eye contact, is super important, good guest service is not good enough, it is the bare minimum. We go above and beyond for every guest.

In practice this means:

- We place the safety and well-being of our guests above all else.
- We personalise the experience and focus on the individual needs of our guests. We treat them like family and establish an emotional connection to make their GYG experience remarkable.
- We conduct ourselves professionally and treat every guest with empathy, understanding and respect.
- We carry out our duties to the best of our ability, with due care and diligence.
- We focus on attention to detail and accuracy when entering, preparing, and delivering orders.
- Table touching – when delivering an order or just walking past, we make sure we check-in with our guests and ask them if they need anything.
- We make it easy to be a GYG guest. We demonstrate enthusiasm and knowledge when walking our guests through our menu.
- We are proactive in identifying issues impacting the guests before they become problems, and we are patient and thoughtful when solving guest concerns; we never make excuses or pass blame.
- We always assume the best of our guests and focus on making it right.
- We collaborate across all of GYG, striving together for continuous improvement and the highest standards of service.
- At GYG, as teammates, we are all each other's guests, we conduct ourselves professionally and take the same approach, treating all interactions with each other the same as we would with any guest that walks into a GYG restaurant.



We control our guest experience and consistently deliver an exceptional service to ensure we make every guest love us. We make it memorable, every time! And don't forget... Our smiles are contagious!

How We Live This

At GYG we want to make sure we're catering to all of our guests. Our Crispy Chicken Tender had the first phase of a new product rollout ready and approved. However, we quickly understood that gluten-free options were important to our guests, so we started the process again and we didn't stop until we found the perfect recipe that gave our guests a Crispy Chicken Tender that was both delicious and gluten-free.

Our mini range of GYG menu items was designed to ensure we have options available for any type of guests! Those who prefer smaller portions or would like to have a side with their meal such as fries and tacos and those who are looking for a big flavour hit at a great price point.



MAKE EVERY GUEST LOVE US



Situational Example

What this value, and the conduct behaviours attached to it, looks like in practice

A family with young children walked into a GYG restaurant and mentioned they were celebrating their young son, Timmy's, birthday. The Team greeted the family warmly and enthusiastically, guided them through the menu, ensuring everyone's needs were met.

During the meal, they checked in regularly, making sure everyone was happy. One Team member, Sarah, noticed that Timmy's younger sister seemed a bit restless... She knelt down beside her, engaging in friendly conversation and showed her some colouring books and crayons - transforming a potentially restless moment into a delightful one.

As the family sang happy birthday, the team joined in. The family left with smiles, grateful for the exceptional service and a memorable celebration. The GYG team had not only provided outstanding service but also forged a genuine emotional connection, exemplifying their commitment to making every guest love them.

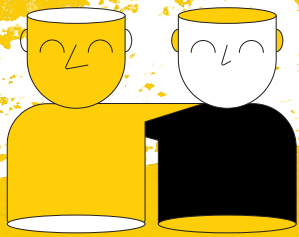
For more information refer to:

- [Key Policies page](#)



VALUE 3

BE REAL



BE REAL

Authenticity is who we are. It's in the food we make, it's in the service we provide our guests and it's in the way we interact with one another. Crucial to achieving our mission is a strong company culture built upon transparency, honesty, trust, and mutual respect.

In practice this means:

- We operate with integrity - we say and do what is right, and we don't make excuses. Working to these standards is more than meeting legal obligations, it is about doing the right thing, even when no one is looking.
- We honour our commitments and hold ourselves and each other accountable.
- We take ownership of our obligations and responsibilities.
- We acknowledge that we will not always get it right, but when we make mistakes, we take accountability, act promptly to resolve, escalate, learn from them, and improve.
- We conduct ourselves genuinely, with honesty and transparency and foster open communication.
- We make employment decisions and evaluate performance fairly, based on merit, skills, and the requirements of the role, and not on personal characteristics irrelevant to the role.
- We never act in a way that is dishonest, fraudulent, corrupt, or unethical, nor attempt to conceal any such activity or help anyone else to do so.
- We identify, disclose, and manage any conflicts of interest (actual, apparent or potential) appropriately and always put the needs and interests of GYG and our guests and shareholders ahead of our personal interests when doing our job.
- When handling GYG products, information, data, and intellectual property, we act responsibly, ethically, and legally and ensure we take due care.
- We conduct ourselves professionally and respectfully both in and out of the workplace, including during all social media interactions and activity.
- We compete and operate fairly, we respect our competitors and never engage in anti-competitive practices, or conduct that is deceptive, misleading, dishonest, unconscionable, corrupt, or unethical.



We say, with respect, what we think, and we don't make excuses.



How We Live This

Our food is the real deal, from Mexico to Guzman y Gomez, from mother to daughter. Our Head Chef Cindy Flores shared her mother's authentic recipe for our savoury ground beef (mince) that is full of flavour and family heritage.

GYG marketing campaigns only include photos and videos of real food and real people, everything we share on our socials and on our website is real. The food is made by our crew in our restaurants following the same procedures, menu builds and ingredients available in our restaurants.

BE REAL



Situational Example

What this value, and the conduct behaviours attached to it, looks like in practice

Carlos has been contemplating giving his manager, Cindy, some honest feedback for a while now. During team meetings, Cindy often monopolises the discussion, rarely allowing team members to give their input, and often dismissing their ideas without consideration. Carlos has observed this behaviour for weeks, and noticed it was impacting his own and the team's productivity and morale.

He deliberated over giving Cindy this feedback as he knew that giving feedback upward could be intimidating and challenging. The fear of potential repercussions or straining their working relationship had held him back. However, as he witnessed the continued negative impact of her behaviour, Carlos ultimately felt that it was the right thing to do and believed that his honest feedback wasn't just for Cindy but for the betterment of himself and the entire team

He took care to clarify his intentions before giving Cindy this feedback in a private meeting, focusing on honest, respectful delivery, and ensuring his feedback was factual and without blanket assertions.

For more information refer to:

- [Key Policies page](#)

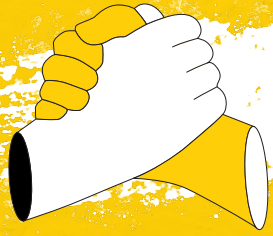
\$5 BURRITOS & BOWLS
OPENING SPECIAL



VALUE 4

**COT YOUR
BACK**





GOT YOUR BACK

The essence of Got Your Back is to foster a work environment where people are safe, first and foremost, and can grow, thrive, and bring their whole selves to work. This means treating each other with dignity and respect, and valuing diversity and inclusiveness. When we do this, we play as one team, we achieve better decisions, outcomes and experiences for each other, our guests, shareholders, and the whole of GYG.

In practice this means:

We work safely

- Safety is at the forefront of everything we do. We care for each other and ensure we remain safe, always.
- We work in stringent accordance with all Work Health & Safety Policies and Procedures.
- We identify, manage and control risks, both physical and psychological/psychosocial.
- We report and manage safety incidents and injuries, to ensure issues are appropriately resolved, and wellbeing is supported.
- We speak up about any unsafe and/or unethical workplace practices and we encourage each other to do so.

We respect and look after each other.

- We are inclusive, we value diversity and everyone's contribution.
- We respect each person's human rights and do not engage in bullying, unlawful discrimination, harassment, sexual harassment, victimisation, forced or involuntary labour, or any other unreasonable conduct at work.
- We make employment decisions and evaluate performance fairly, based on merit, skills, and the requirements of the role, and not on personal characteristics irrelevant to the role.
- We understand that behaviour which may be acceptable to us may not be acceptable to others, and we seek feedback and adjust our behaviour to work effectively with different people.



We are in this together. We take care of each other, always! Like the crew, GYG is a diverse place, full of people and groups from all over the world. We stay consistent and true to the GYG brand, regardless of the context.

How We Live This

GYG's 'Got your Back' goes well beyond our walls. We engage with our surrounding communities and give back where we can. From supporting our incredible fire fighters during Australia's worst bushfires and feeding our State Emergency Services during the Queensland Floods to our 'Love Ya Driver' campaign for our delivery partners who had our backs during Covid 19 lockdowns.

Many of our Hola Central team members go beyond the scope of their roles to allocate time and energy to be available for new restaurant openings to support our restaurant and operations team with the higher demands of the day. You will find our team all over the restaurant from, hosting, sales, preps, rolling burritos and making coffees!

We respect and look after each other (cont.)

- We hold each other to account and respectfully call out unreasonable or disrespectful behaviour.
- We support and encourage others and we never victimise anyone for speaking up and getting help.
- We are curious and ask questions to build understanding.
- When things go wrong, we do not point the finger and deflect, we lean in and solve problems together.
- We do not wait for the opportunity to give criticism at the end, we offer our support and contribute along the way.

GOT YOUR BACK



Situational Example

What this value, and the conduct behaviours attached to it, looks like in practice

1. ICC Darling Harbour were tasked with a major catering event that required meticulous attention to detail to cater to dietary requirements, allergies, and a language barrier. Crew Member, Armando, spoke the same language as our guests and volunteered to assist in liaising. The “Got Your Back” mentality leveraged their diversity to overcome obstacles and reliability from Operations to step in and deliver the catering
2. GYG closely monitors the trends of incidents in restaurants, one being slip and falls. From incident reporting, analysis, and feedback, it was quickly identified that a contributing factor was oil on the floors near our fryers and as people walk through, spreading oil across the restaurant creating more slippery areas. GYG implements the 'spill kit' to remove and dry up any spills that are oily. It clumps up the dry oil and is swept clean easily.
3. Our team not only speaks for themselves but also stands up for each other – Brad, a crew member, was informally and unprofessionally addressed for his tardiness in front of the team by the Shift Leader upon his late arrival. The team presented their concerns in true 'Got you Back' spirit, on Brad's behalf describing the conduct and manor in which this was handled as belittling, unreasonable and harassment, which were promptly addressed. All Restaurant Leaders were coached on providing feedback, the impacts on employee morale and well-being. Praise publicly, deliver feedback privately and professionally to create a positive, welcoming, and safe workplace.

For more information refer to:

- [Key Policies page](#)



VALUE 5

IT'S UP
TO US



IT'S UP TO US

It's Up To Us is a call to action for every GYG team member. At its core, it's about personal accountability and responsibility, to ensure the success of GYG. This is about understanding that GYG's ambition requires us to see our role as more than just a job. When something needs to be done, we put our hand up, when you see something that does not look right, we say something, we deliver to a consistently high standard, EVERY TIME.

Every GYG team member should recognize it as their role to not walk past something that does not align to our code and our values. This ensures we cultivate trust. The moment we walk past something that does not align with our values and our ways of working, that then becomes the standard for the way we do things.

- We speak up when things don't seem right.
- We create a safe and supported environment for others to do so.
- We are truthful and cooperative; we do not conceal or destroy information.

Our commitment

We will listen and take appropriate action in a matter that is fair and respectful to all involved, with the safety and wellbeing of our people at the forefront of our mind – always. A formal complaint does not need to be made before the appropriate action is taken. Everyone is responsible for speaking up and getting help. It's Up To Us!



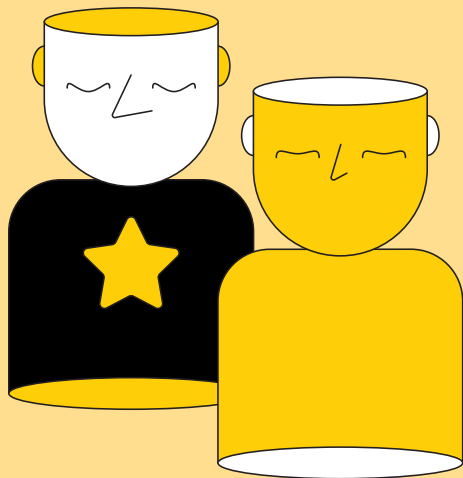
The future is ours to dominate! GYG is a high-performance culture and a business with big ambitions! We really do believe we're building the biggest and best restaurant company in the world, but we can't do it unless we know it's up to all of us, as a team.

Expectations of our leaders:

- Our leaders have a responsibility to role model and promote our Code of Conduct and create an environment where others feel safe to speak up. In practice this means:
- Breaches in our code of conduct are taken seriously; our leaders take prompt action and follow through fully with escalation procedures.
- Decisions are made with fairness, transparency, and consistency.
- Making sure team members have a clear understanding of the expectations and values outlined in this Code of Conduct, and any other relevant legislation and policy.
- Appropriately monitoring the workplace and intervening promptly and appropriately when behaviour that is not aligned to our Code of Conduct is observed or reported.
- Our leaders recognise and acknowledge behaviour and actions that demonstrate our Code of Conduct.

IT'S UP TO US

Different Channels for you to say something



Raise it with a leader

First port of call when you have a concern that someone is acting outside the code please discuss with a leader.



Tell HR at GYG (hr@GYG.com.au)

If speaking with your leader is not possible, please reach out to your People and Culture Business Partner. One channel to reach them on is the Tell HR email. Send details of your concern and someone will be in touch.



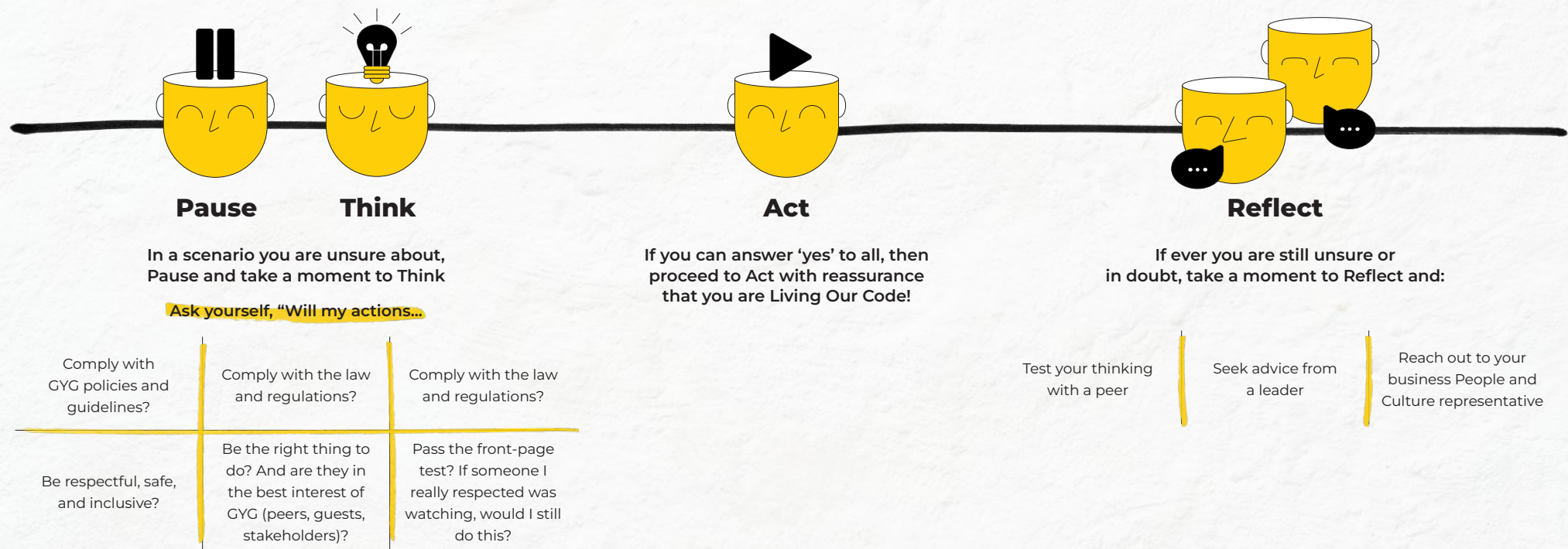
Tell us GYG (tellusgyg.deloitte.com.au) - Whistle-blower

If you do not feel comfortable raising your concerns with your leader or People and Culture and want to maintain anonymity, you can always contact Tell Us at GYG. This is an externally run service that provides you with a confidential and secure channel for you to report concerns via a third-party provider. The purpose of this channel, violations, or unethical behaviour that might otherwise remain hidden.

LIVING OUR CODE

While our Code of Conduct and the underpinning policies exist to clarify what is expected of all of us, they cannot cover every specific scenario or decision made.

Every decision and choice should be aligned with our Purpose and Values – so we must, Pause, Think, and then Act.



Continuous Reflection is an important and powerful way to ensure we are always working to the standards we hold ourselves to, as a team we can rate ourselves against our scale of alignment:

Doesn't demonstrate		Sometimes demonstrates			Always demonstrates			Always demonstrates & aligns others		
1		2	3	4	5	6	7	8	9	10

KEY POLICIES

• Food Safety & Quality Policy
• EEO, Discrimination, Harassment, Bullying & Workplace Violence Policy (Workplace Behaviour Policy)
• Whistleblower Policy (Speak up!)
• Grievance Policy
• Performance & Misconduct Management Policy
• Social & Work-Related Events Policy
• Uniform Policy
• Rounding Policy
• Crew Meal & Break Policy
• Restaurant Leadership
• Hola Central Short Term Incentive Scheme

• Tenure Allowance Policy
• Hola Central Hybrid Work Policy
• Head Office Place of Work Policy
• Leave Policy
• Parental Leave Policy
• Suite of WHS Policies
• Critical Incidents Policy
• Recruitment Policy
• Hola Central Referral Scheme
• Corporate Referral Policy
• Online Training Policy
• Head Office Travel and Expenses Policy
• Corporate Credit Card Policy



ACKNOWLEDGEMENT

This Code of Conduct outlines what is expected from each, and every one of us as team members, colleagues, shareholders, regulators, business partners, suppliers, and anyone else working within or as a representative of GYG.

We ask that you read this Code of Conduct carefully and reach out if you have any questions or trouble understanding it. Every team member has a responsibility to follow the Code, to do the right thing, and to encourage others to do the same.

We take our commitment to this Code of Conduct very seriously, as it firmly reflects our Mission and our Values. Our aim in following this Code is to ensure that we can work together to encourage a safe, inclusive, productive, and enjoyable workplace for everyone.

In reading the Code of Conduct in its entirety, you acknowledge your responsibility to uphold its standards and practices to the very best of your ability.

Any breach of the Code of Conduct, or associated policies, will be treated as a serious matter and may have serious consequences, including, but not limited to:

- Counselling and/or warnings
- Training or retraining
- Termination of employment or engagement
- If in breach of the law, there may also be legal consequences for any persons involved.

If you become aware of any actual or possible breach of the Code of Conduct, you are encouraged to discuss your concerns with your Leader or a member of the People Experience team. You may also raise your concerns with a member of management or report any conduct which may be considered unethical or improper via the **Tell Us Hotline**.



NOTES

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