

A photograph of a building entrance. The entrance features a dark green frame with a window above the door. Two brass spherical pendant lights hang from the ceiling. The name 'HAWKS MOOR' is displayed in large, light-colored, three-dimensional letters above the door. The door itself is made of dark wood with a grid pattern of glass panes. The text 'IMPACT REPORT 2023' is overlaid in white on the dark wood panel above the door. The building is constructed of grey brick with decorative columns on either side of the entrance.

HAWKS MOOR

IMPACT REPORT 2023

PULL

Creating Something Special





Creating Something Special. That's our goal. For the people who work at Hawksmoor, for our customers, for our farmers and producers, for our communities, for the environment and for the people whose lives are improved by our charity partners.

We are always aspiring to a just-out-of-reach target while delivering on strategies to bridge the gap. Looking forwards, as we reduce those gaps and define new targets, we will be as transparent and open as we can be about how we're getting on.

CONTENTS

Introduction from our Chair, Dame Karen Jones	5
A Purpose-Led Business, Will & Huw	6
Becoming a B Corp	8
Five Things We Swear By	10
World Class Jobs	12
Starting out at Hawksmoor	15
Partnership & Mentor Stories	17
Being Part of Something Bigger	18
Energy & Emissions	20
The Cow in the Room	23
A Word on Hospitality	26

DAME KAREN JONES

HAWKSMOOR, ESG AND IMPACT

Hospitality has always had people at its heart and as Hawksmoor is all about hospitality, it will come as no surprise that nurturing our people, our customers, our suppliers and our communities was a founding principle and continues to be our lodestone.

That purpose – creating something special that encourages and allows all parts of the Hawksmoor ecosystem to flourish and be the best they can be – has found new energy as our horizons have expanded over the past few years. As we have opened new Hawksmoors in the UK and the US, the clarity of our purpose and the determination to make a difference has grown, as demonstrated by this, our first Hawksmoor Impact Report.

ESG – environmental, social, governance – aren't three words that immediately engage or explain. Every enterprise has to write its narrative and make choices about where it can have impact to help move us towards a more socially just and environmentally regenerative society. Hawksmoor's focus is clear from these pages: first and foremost the development of its people and of those whom will gain from learning hospitality skills (such as Huw's founding of a community kitchen within a prison); working with our suppliers and the care they take daily to provide top-quality foodstuffs; expanding our work with our communities and charity partners; reducing our emissions and planning how we will permanently and continuously shrink our carbon footprint.

As we learn more and work out ways to put those learnings into practice, we will share these with the wider, wonderful hospitality industry. Ultimately our purpose is to people, restaurants and communities which can thrive, sustainably and joyously. I am proud to be Hawksmoor.



WILL & HUW



In 2006, a labor of love to find the perfect beef inspired us to try to open the best steak restaurant in London. Our not-so-magic formula has always been the same: simple dishes prepared with the best possible ingredients served by friendly people who love what they do. All with the scent of charcoal smoke and a dash of high-end booze.

An early conversation included the line, “If we can give twelve people a good job, then that’s a good thing.” Then, a few weeks in, we stumbled on a charity and a new organization whose missions were to feed those most in need and improve sustainability in our sector. Amidst the tumultuous fire fighting of a new restaurant these things resonated.

Looking back now, we’re extremely proud that those dozen jobs have turned into 1200, and that for over a decade we’ve been named one of the UK’s best companies to work for, that we’ve been three-star rated by the Sustainable Restaurant Association for over 12 years, are three-star rated by the Green Restaurant Association in the US, and that we’ve managed to raise over £2 million for our charity partners.

Seventeen years on, we still love meeting farmers, heading out on boats and visiting dairies to be inspired by the real heroes behind the food we serve, and we are still determined to make sure that integrity and purpose are part of every part of Hawksmoor as we grow.

WILL & HUW'S PROUDEST MOMENTS OF 2022

- Becoming a certified B Corp.
- Being recognized as the world's best steak restaurant!
- Raising and donating £225k for our charity partners through the year – taking our totals during Hawksmoor's lifetime to over £2m.
- Being awarded a three-star rating by the Green Restaurant Association in the US – matching our UK three-star rating with the Sustainable Restaurant Association.
- Huw co-founding the world's first community kitchen inside a prison for young men.
- Being named one of the UK's best places to work for the 11th year in a row.
- Reducing emissions per customer by over 20%.
- Becoming the world's first carbon neutral steak restaurant group.

BECOMING A B CORP

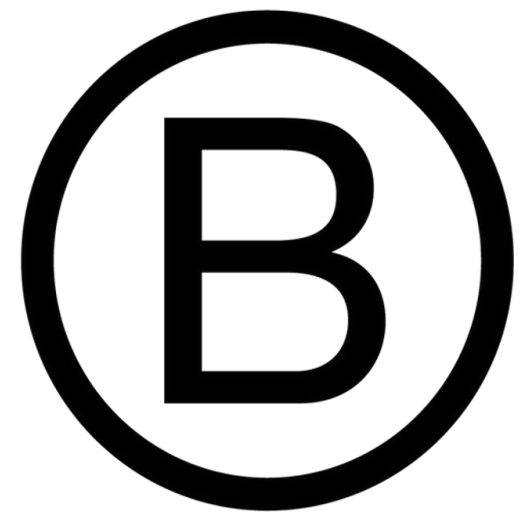
In 2022 we became a certified B Corp, a globally-recognized indicator that we are moving in the right direction, and one that is famously hard to achieve. Especially, it seems, for restaurants. In America, the country with the largest number of B Corps, there are only two full-service restaurant B Corps and neither have more than two sites. A friend asked us, “Why do you want someone else’s validation?” It was a good question. Here’s our best answer.

More and more businesses have good intentions. And some are very good at talking the talk. Customers increasingly want to know that the businesses they support are doing their bit. And people increasingly want to work somewhere that is trying to make a difference. The issue for them all is HOW DO THEY KNOW IF THAT IS HAPPENING?

The long, rigorous B Corp process has made us check, double-check and triple-check that our good intentions are having the desired effect. And it has committed us legally to ensuring we have a materially positive impact on society and the environment (and to producing this annual impact report). It lets people inside and outside Hawksmoor know that we are on the right track (no one ever greenwashed or bluffed their way to a B Corp certification...).

B Corp hasn’t changed any fundamentals of how we go about things, but it has helped us gain real clarity about our impact and how we can improve.

Certified



®

Corporation

To keep us on track with our for-purpose plans, we report to our board quarterly on a series of metrics which we use as indicators to lock in delivery goals and continuous improvement. This is a snapshot of 2022 based on those KPIs.

Area	Focus	Detail	UK/US	2019 Baseline	2022 Target	Traffic Light	Full Year Number
People	Wellbeing	Managers receive respect and support training	UK	0	70		79
		Wellbeing survey delivered	UK/US	1	1		1
		Survey results used to design training and inform policies & procedures	UK/US	/	Launched		Launched
	DEIB	Baseline metrics captured	UK	/	Launched		Launched
		Wellbeing survey to capture DEIB data	UK/US	/	Launched		Launched
		Survey results used to inform policies & procedures	UK/US	/	Launched		Launched
Environment	Energy	LED bulb roll out	UK/US	25%	50%		75%
		Move 75% of the company to green energy	UK	0%	75%		90%
		Gas KWH per cover	UK	3	2.7		2
		Begin energy use monitoring US	US	/	Launched		Launched
		Electricity KWH per cover	UK	4.6	4.14		3.8
	Waste	Reduce food waste per cover by 10%	UK	Data Unavailable			*
	Water	Introduce smart water monitoring pilot	UK	/	Launched		Launched
	Engagement	Green team	UK	/	Launched		Launched
Community	Strategy	Launch charity strategy with local donations decentralised	UK/US	/	Launched		Launched
	Donations	Baseline donations per team member metric established	UK/US	/	Complete		Complete
	Volunteering	Increase volunteering hours take-up	UK	31	50		85
		Introduce 20 hours paid volunteering in US (to match UK)	US	/	Launched		Launched
Industry	Mentoring	Senior Team/Group Directors mentoring	UK	1	4		3
	Mental Health	Mental Health First Aiders Training	UK	/	23		31
	Women's Safety	Knowledge sharing with industry-wide forums	UK	/	Launched		Launched
	Industry Voice	Director level presence on government advisory committee	UK	/	Ongoing		Ongoing
Customers	NPS	Net Promotor Score feedback system launched	UK	/	Launched		Launched
	Customer Voice	Surveys, customer focus groups and wider customer voice strat	UK	/	Launched		Launched

*We've been working with our waste contractor to improve data and will be launching a company-wide program in July 2023 to start this critical work.

FIVE THINGS WE SWEAR BY

We aren't perfect, and we're not striving for perfection, but we've had some time to think about the way we do business, and when we're asked about how purpose-led works for us and where to start, these are five things which always come up.

1. Everything stands or falls with people

People are at the heart of every business, nowhere more so than in hospitality. Our teams are quite different now to pre-Covid (not least because there are almost 500 more of us now), and we've spent a huge amount of time talking to everyone about the things we really care about – people, development, communities, customers, sourcing and sustainability. We've gone back to basics on training and try to support our fantastic new teams, many of whom are quite new to the industry, to feel confident in their roles and proud of where they work. Without that, none of the good stuff happens.

2. Pick a lane

We can't be the most sustainable and the most charitable and the most brilliant at people and still run a functional restaurant business. And you certainly can't do all that in your first few years of trying. Historically we always tried to excel at being a great employer, while doing a good job at sustainability and charity. Last year we felt ready to really look at every aspect of the business and make sure we met a broad standard that we felt really proud of. We are in awe of our peers who are smashing bigger goals and being better at some of the things we're happy to be good enough at, and we hope to continue learning from them.

3. We're a restaurant business

While we are trying to build a world class restaurant group, there have been moments when some of us have to remember what we're actually here to do. It's not to build a charity or start a renewable energy company, it's to have a growing set of world-class restaurants which are built on great foundations. Sustainability is a wonderful word, but Hawksmoor is only sustainable if the restaurants are great.

4. Love data

Disappointing as it may be to the founders, Will & Huw, who love a feelgood story and a bit of gut instinct, data is the key to getting good at this. Setting baselines and targets for anything that's important to the business requires data. Then we can see the impact of the work we're doing and either go further or pull back based on what we can see.

5. Don't let perfect be the enemy of good

Our job is not to be perfect. It's to be better tomorrow than we are today. That's always our number 1 piece of advice to anyone who asks for it. Number 2 is 'perhaps try and go a little faster than you think you can' – we think the world needs to achieve things faster than it is, so let's make that part of the challenge.

WORLD CLASS JOBS

For seventeen years we've been working on what it looks like to be a great employer and we're really proud of the jobs and careers people have here. Our teams consistently say that they are happy, enjoy the work and have great managers and leaders. We've spent more than a decade rated as one of the best companies to work for in the UK, and have a 'World Class' 3* rating – an accolade we're especially proud of as it's voted for by the people who actually work here at Hawksmoor.

**WE'VE SPENT MORE
THAN A DECADE IN
THE TOP 100 OF
THE UK'S 'BEST
COMPANIES TO
WORK FOR'**

These are the five people promises we make to everyone in the team here at Hawksmoor:

SOMEWHERE YOU CAN FEEL PROUD TO WORK

We want people who work at Hawksmoor, and their families, to feel proud of where they work – of the restaurants themselves, of their co-workers, of the company and of the industry. We work hard to build environments where people feel that way, and encourage them to bring families in (with a discount) to help engender that feeling, especially as this is an industry that parents don't always wish for for their children; mistakenly in our view.

SOMEWHERE YOU & YOUR CAREER CAN DEVELOP

We focus a lot on learning, development and opportunity. There's a lot of training here, and we mostly promote from within, which helps people stay with Hawksmoor for some time and build their career with us. That said, we try to help people develop real skills that will benefit them beyond Hawksmoor if and when they decide to leave. We want time at Hawksmoor to be a real boon to someone's CV wherever they apply.

IN 2022 WE SET-UP TWO NEW INTERNAL GROUPS TO FOCUS ON REPRESENTATION - OUR LGBTQIA+ NETWORK AND OUR 'WOMEN AT HAWKSMOOR' TEAM

THERE ARE 34 MENTAL HEALTH FIRST AIDERS AT HAWKSMOOR AND AT LEAST ONE IN EVERY RESTAURANT



SUPPORT IF AND WHEN YOU NEED IT

We want the people who work here to feel happy, motivated and secure so we offer a range of benefits to support people through life's ups and downs. We also insist that managers, and members of our central Support Teams (no Head Office here), think about support as foundational to their work with us.

YOU ARE TREATED FAIRLY AT ALL TIMES

We want everyone to feel fairly treated and safe at work, and we want them to feel seen as an individual, not just a job role. We encourage people to be themselves; on the surface that means being allowed to wear your own clothes front of house but, of course, it means much more than that. Everyone should feel comfortable being themselves at work whatever their gender, marital status, race, nationality, sexual orientation, age, religion or belief, health condition, disability or indeed anything else. That is at the core not just of our culture, but of our recruitment, promotions and procedures.

A GOOD MANAGER FOR EVERYONE

The number one predictor of how happy someone feels at work is their manager, and we want your manager to be the kind of person who can help achieve all the promises listed above on a daily basis. So, we recruit managers especially for their people skills, and invest as much time and effort to training managers as much as anything else.

**HAWKSMOOR IS
A MEMBER OF THE
WOMEN'S NIGHT
SAFETY CHARTER**

STARTING OUT AT HAWKSMOOR

“Honestly, that week of training and soft launch was the toughest but best week of my professional career. We were all in it together, managers and staff. Managers had been prepping for weeks - months really if you consider the training we’d done in Manchester - and the response the team had during training was more than we could ever have expected. Everything had built and built to this final pinnacle before our first official service and it was just amazing and such an overwhelming sense of achievement. We still have each other’s back every day and I for one feel fortunate to work with such an incredible group of people.”

Gemma Nickson, Restaurant Manager, Liverpool



“I moved to England in 2021 and started looking for jobs straight away to support me through my studies. I went to a job fair worried that I wouldn’t have the skills needed to get into a computer-based role but had a chat with the organizer who pointed me to Patch and Kristina (now my teammates in the Ops team). I did my interview, and got an apprenticeship position. I tried to look calm after they offered it to me but when I went home and let all the emotions free and started jumping up and down really excited for my first job, I couldn’t believe I got a job. Once my apprenticeship ended I was offered a permanent role which I love.”

Said Aways, Operations Administrator, Head Office

HAWKSMOOR

KITCHEN TRAINING MENU

FOR EVERYONE

Company induction
Staff manual

Employee handbook
COSHH

H&S + FS (Level 1)
Steak, Chips, Classics manuals

COMMIS & CDP

Commis Apprenticeship programme

FS (Level 2)

JUNIOR SOUS

Ops/HR
Emergency first aid (1 day)
H&S (Level 2), Fire & Security marshal

Management
Management induction
MD1: Understanding & managing yourself

SENIOR SOUS

Ops/HR
First aid at work (3 day)
FS (Level 3)
Allergen Management (Level 3)
HR Level 1: Employee Journey

Management
Guest Speaker Events
MD2: Understanding & managing others
Mentoring Programme

HEAD CHEF

Ops/HR
H&S (Level 3)
HR Level 2: Managing Sickness, Absence and Performance

Management
Guest Speaker Events
Department Development Days

EXPRESS MENU - OPEN TO EVERYONE

Please take advantage of:
Steak, Chips, Classics training
Daily training in briefings
The Hawksmoor Reading List
English language Bursary
Supplier trips
Make It Stick and Make It Stickier - trainer training
Anti-harassment and Women's safety
and your Hawksmoor Restaurants & Recipes book

TASTING MENU

WHY NOT TRY SOMETHING NEW?

We also hold:
Product training
Service training
Systems training
IT training

Bar and wine sessions
WSET wine and spirits training
Wellbeing training

SPEAK TO YOUR HR AGM!

This menu shows the training available at each level. Work your way through the menu so that by the time you're Head Chef you have all the training on the list.

Training menus are published each year with the wide range of learning and development available to everyone – job skills, cross skills (other jobs' skills) and life skills.

HAWKSMOOR

FRONT OF HOUSE TRAINING MENU

FOR EVERYONE

Company induction
Staff manual

Employee handbook
COSHH

H&S (Level 1)
FS (Level 1)

HEAD WAITERS, BARTENDERS, RECEPTIONISTS

Ops/HR
Emergency first aid (1 day)
Fire & Security marshal

Management
Management Induction & Manual
MD1: Understanding & managing yourself

ASSISTANT DEPARTMENT HEADS

Ops/HR
FS (Level 2)
HR Level 1: Employee Journey

Management
MD2: Understanding & managing others

DEPARTMENT HEADS

Ops/HR
First aid at work (3 day)
H&S (Level 2)
level 2: Managing Sickness, Absence and Performance

Management
Department Development Days

ASSISTANT GENERAL MANAGERS

Ops/HR
H&S (Level 3)
FS (Level 3)
Allergen Management (Level 3)
HR Level 3: Mental Health First Aid, Benefits & support & HR Academy

Management
Guest Speaker events
Mentoring Programme
Department Development Days

GENERAL MANAGERS

Ops/HR
Personal licence (Level 2)

Management
GM development programme

EXPRESS MENU - OPEN TO EVERYONE

Please take advantage of:
Daily training in briefings
The Hawksmoor Reading List
English language Bursary
Supplier trips
Internal & external competitions
Make It Stick and Make It Stickier - trainer training
Anti-harassment and Women's safety
and your Hawksmoor Restaurants & Recipes book

TASTING MENU

WHY NOT TRY SOMETHING NEW?

We also hold:
Product training
Service training
Systems training
IT training

Bar and wine sessions
WSET wine and spirits training
Wellbeing training

SPEAK TO YOUR HR AGM!

This menu shows the training available at each level. Work your way through the menu so that by the time you're General Manager you have all the training on the list.

PARTNERSHIP & MENTOR STORIES

World's first community kitchen in a prison HMP Isis x Huw Gott x Partners = 180 Kitchen

“In 2019 we worked with a group of young men in a prison in East London to cook and serve up a Hawksmoor-style feast. At the culminating dinner, I sat next to the governor, who talked about the challenges of delivering impactful training in prisons.

Fast forward a few months and I'm in one of our restaurants. Forced to close because of lockdown, it's a hive of activity. It had become a community kitchen, producing some of the over-50,000 meals we cooked during that time. I knew it couldn't continue forever, so I phoned up the prison governor and asked whether we could help set up a community kitchen inside her prison, combining effective vocational training with producing nutritious meals for those most in need.

The result: 180 KITCHEN.

In just a few months, over a thousand meals have already gone to refugee hubs, homelessness centers and to support women fleeing domestic violence. And young men in prison are gaining meaningful qualifications to help gain employment on release.”

Huw Gott, Hawksmoor co-founder



From mentor to friend Dimeji Sadiq x Stevie Slater = UberEats Black Mentorship Scheme

“I really love our mentoring relationship. Djemi (founder of the amazing Vegan Shack) and I met through the UberEats Black Mentorship Scheme in Spring 2022 and we've grown closer as humans and hospitality professionals ever since, we've even got to meet and know each other's families a bit.

We've continued the partnership beyond the 6 month boundary of the scheme and now regularly meet to share ideas, discuss business and learn from one another from two relatively different ends of the hospitality spectrum.

Dimeji's come a long way in a short period of time and he's really positive and ambitious. From Insta'ing vegan creations from his apartment in Salford, he's now got a site in Manchester and Croydon (which means we're now neighbours!).”

Stevie Slater, Restaurant Director



BEING PART OF SOMETHING BIGGER

When we talk about community at Hawksmoor, we're not only referring to the lovely people who live and work in the five cities we're lucky to call home, but also to our extended community: farmers, growers, the people bringing in the daily catch, our charity partners, landlords, cleaning suppliers, logistics teams, consultants, diversity experts, management trainers, food waste campaigners, energy experts and everyone in between.

All of those people are an essential part of making Hawksmoor happen. Arguably the most significant players in terms of our for-purpose impact are the charity partners we work with throughout the year.



**EVERY YEAR, EVERY
TEAM MEMBER AT
HAWKSMOOR CAN TAKE
UP TO 20 HOURS PAID
VOLUNTEERING TIME. THEY
CAN DO THAT WITH OUR
PARTNER CHARITIES OR
WITH A CAUSE THEY
HOLD CLOSE TO
THEIR HEARTS**

Find out more
about our
charity partners...



Ending world hunger
(Global)

Hospitality
Action

Supporting people in
hospitality when its
urgently required
(National)

magic
breakfast

Providing breakfast to
British children
most in need
(National)



Teaching young men in
prison to cook delicious,
nutritious meals that feed
communities in need
(London)

Eat
Well
MCR

Delivering daily meals
to over 1000 people
sidelined by poverty
(Manchester)



Providing homes, food
and support to help people
transform their lives
(Manchester)



Delivering meals and warm
smiles to the homebound
elderly in NYC
(New York)



Providing services at all
stages of homelessness to
enable people to find a
place to call home
(Dublin)



Connecting and equipping
people and organisations to
redistribute food
(Liverpool)



Tackling the causes
and consequences of
homelessness
(Edinburgh)



Redistributing unused
food to grassroots
organisations
(London)



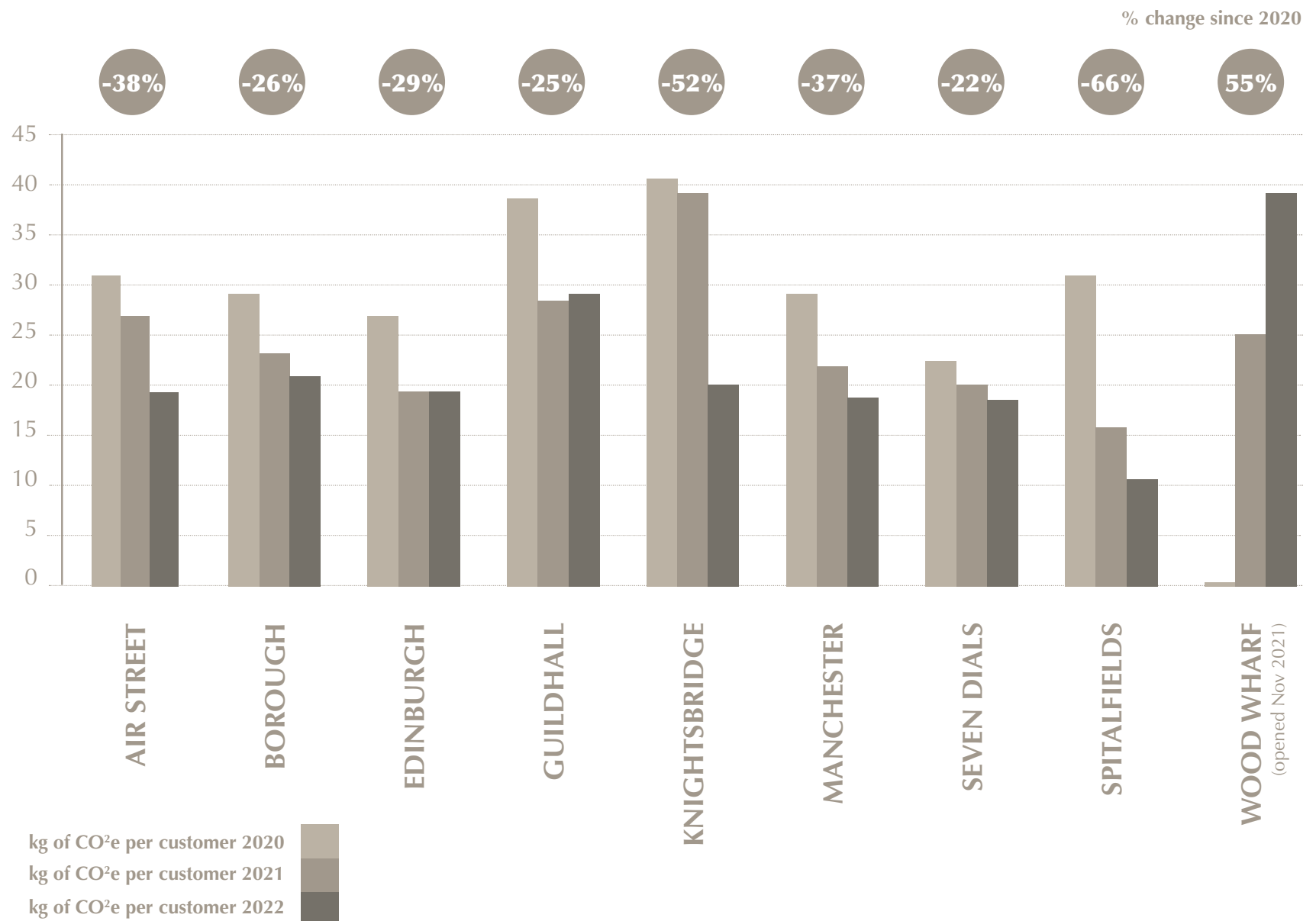
Restoring oyster reefs to
New York Harbor through
public education initiatives
(New York)

ENERGY + EMISSIONS

Our UK carbon emissions in 2021 were 19,870 tonnes of CO²e.

That's a big footprint for a restaurant group of our size, largely as a result of us being beef specialists, so we spend a lot of time working on plans to reduce it.

2020 and 2021 data is affected by pandemic trading and we will continue to monitor our emissions by cover and by £1000 spent as we determine our 'baseline' year for scientific targets.



While we're very pleased with that reduction, the real test is yet to come. 2022 will form a new baseline year for Hawksmoor emissions and like each year, the challenge grows as we work through bigger impact projects and low-hanging fruit.


Scope 1 emissions: This one covers the Green House Gas (GHG) emissions that a company makes directly — for example while running its boilers and vehicles.

Scope 2 emissions: These are the emissions it makes indirectly – like when the electricity or energy it buys for heating and cooling buildings, is being produced on its behalf.

Scope 3 emissions: These are all the emissions associated that the organization is indirectly responsible for, up and down its value chain. For example, from buying products from its suppliers. In terms of emissions, Scope 3 is nearly always the big one.



● tonnes of CO²e emitted by Hawksmoor in 2021



**OUR GREEN TEAM IS
NOW A 47-STRONG
GROUP OF PEOPLE
REPRESENTING EVERY
PART OF HAWKSMOOR.
WE MEET QUARTERLY
TO SET CHALLENGES,
SHARE IDEAS AND 'SWEAT
THE SMALL STUFF' ON
SUSTAINABILITY**

**ALL OUR FOOD
WASTE IS TURNED
INTO GREEN GAS**

**WE REPORT QUARTERLY
TO OUR BOARD ON
PERFORMANCE AGAINST
ENERGY REDUCTION
TARGETS, AND ANNUALLY
ON EMISSIONS**

**ALL OUR ELECTRICITY
IN THE UK
IS RENEWABLE**

THE COW IN THE ROOM



One of the questions we get asked a lot is how we can be a carbon neutral steak restaurant group when beef is the focus of our menu. It's important that people ask the question, but it's not the right question.

Any company can be carbon neutral. The question we really want to answer is how we can claim to be a genuinely sustainable restaurant group given the well-documented facts about emissions from beef.

When you have a business like ours, with beef front and center, it comes with not only a huge responsibility but also great opportunity.

In terms of our responsibility, we break it down into three key things: We work really closely with our farmers on quality, animal welfare and sustainability. We have a (30 page) specification document that goes into every stage of what we think makes great, ethical beef - from cattle rearing to butchery - and we're working with all our UK farms to capture the work they are doing to hit a net zero target of 2040 (our own short-range target is 2030).

We don't stop at our own restaurants. We try to think about the wider food system and our role within it. That means talking about less, but better meat and we're regularly briefing teams, speaking on panels and talking to customers in the restaurant about what that means in reality.

We felt we should be first in line to become carbon neutral and set out plans towards net zero. Offsetting is not the final solution, but it is a step along the way, and means we have a financial incentive to reduce our footprint.





**ALL OUR UK BEEF
FARMS ARE ON THEIR
OWN JOURNEY TO
NET ZERO BY 2040.
THEY'RE CURRENTLY
FOOTPRINTING AND
LOOKING AT MANURE,
FEED AND LAND
MANAGEMENT
CHANGES**

All of which said, we are (obviously!) not anti-beef. We understand that it has a big footprint, but there is absolutely a place for it. Cattle farming can be improved, especially in certain countries around the world, and we can all have a better relationship with what we eat. We want to be part of that, and we would like to think we are amongst the meat restaurants trying the hardest to do things in the right way – we also know it's part of why some people love Hawksmoor.

While we don't think abstinence from beef is the answer to the world's problems, we're also not incorrigible meat-heads. We have always tried to do vegetarian dishes well, and we launched our first vegan dish in 2022. We regularly meet alternative protein producers – perhaps ironically, none has yet provided the ethical and sustainability credentials we require in order to get on our menu.

A WORD ON HOSPITALITY

We're biased but we're also *completely convinced* that our industry is the best in the world. We have the best people, the most fun, the highest quality meeting snacks, the finest post-training drinks and the greatest culture. Fact.

When we set out our for-purpose strategy in 2022, we wanted to also work to make the hospitality industry a 'stakeholder' and we've launched a number of projects which we hope will spread the word about how great hospitality is, and support the industry to work towards broader business goals as we all move forward.