

The image shows the interior of a restaurant named Hawkmoor. The space is characterized by a large, ornate dome ceiling with a central skylight. Several tall, dark columns support the structure. The walls are dark wood-paneled, and the floor is made of light-colored wood. The seating area features green leather booths and wooden tables with chairs. Large, round, gold-colored pendant lights hang from the ceiling. The overall atmosphere is elegant and sophisticated.

# HAWKSMOOR

IMPACT REPORT 2024



## CREATING SOMETHING SPECIAL

Many times over the years we've asked ourselves what we're trying to do – and why. It started with the simple ambition of opening a restaurant that worked. Then, it was about creating the best steak restaurant in the country. Eventually, we started thinking about 'building institutions' that would stand the test of time, and opening 'world-class restaurants in world-class cities'.

We ended up talking a lot about '**creating something special**'. We listen to our teams and our guests a lot. 'Special' is a word that comes up again and again; in particular, the opportunity **to be part of something special**. That's one of the things we all crave, isn't it? For some people that's what Hawksmoor is all about.

Our impact reports are a little glimpse into how we've got here and what we care about. We've tried to create something special for Hawksmoor's customers, for our farmers and producers, for our communities, for the environment, for our own teams and for the people whose lives are improved by our charity partners. It's not perfect, but we feel very lucky to be part of it.



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## INTRODUCTION



### HENRY DIMBLEBY

Author of the National Food Strategy, co-author of the School Food Plan, co-founder of The Sustainable Restaurant Association, co-founder of Chefs in Schools, co-founder of Leon, former lead non-executive board member of the Department for Environment, Food and Rural Affairs (DEFRA), founder of Bramble Partners (which invests in businesses improving the food system), food campaigner and regular source of challenge to steak restaurants making high-falutin claims about purpose.

**I've always been impressed by Will and Huw's approach to business. I first met them when Hawksmoor was just a small (by their current standards) restaurant in Shoreditch. From the outset, they've shown a genuine commitment not only to delivering great food and hospitality, but to running a company with integrity. They stand apart because of their dedication to doing the right thing—and doing it consistently well. A testament to this is their remarkable achievement: of holding a 3-star rating from the Sustainable Restaurant Association for 13 years.**

The team at Hawksmoor has woven sustainability—both social and environmental—into the fabric of everything they do. Their focus on reducing energy use, opening fully electric kitchens, and cutting food waste shows a drive to improve. But their impact extends far beyond the kitchen. Hawksmoor's community engagement—whether supporting charities like Action Against Hunger, offering staff paid volunteering time, or developing The Cookout to help young people—is deeply impressive. The impact Hawksmoor has on its community—from partnerships with local charities to volunteering and supporting young people—is something special. They've shown that a restaurant can be more than just a place to eat; it can be a force for good.

That said, we must acknowledge the elephant—or, as they admit here, the cow—in the room. Meat is a massive problem for society. It's not just the methane ruminants emit, but the vast amount of land their production requires. There is no sustainable future in which we don't reduce the amount of meat we eat and rear the meat we do eat in ways that regenerate nature rather than destroy it. Hawksmoor is doing more here than any other steak restaurants I am aware of, in the UK, Ireland and the US: offsetting emissions and embedding regenerative farming practices in their supply chain, including some fully regenerative farms.

But I challenge them to go further. If they become the first steak restaurant group to inset their emissions rather than offset them and switch to 100% regenerative production, they'll not only be doing good for Hawksmoor, but solving a problem for society, and helping set a benchmark others should follow.

I think that is possible to achieve by 2030 and urge them to take on the challenge.



## WILL & HUW

### “No one ever ordered a ribeye with a side of purpose.”

That’s our way of reminding ourselves (as if it were ever necessary) that we’re restaurateurs first and foremost. Hawksmoor was inspired by a labour of love to find the best possible beef and perfect the seemingly simple art of cooking steak.

Over the years, we’ve tried to attract, retain and develop brilliant teams by offering them a great place to work. We’ve put a lot of energy into the interiors, too, which have come a long way from that first neighbourhood restaurant on a scruffy East London street. Not to mention the food and drinks menus – and opening more restaurants in cities we love spending time in.

And yet ... purpose is a big part of how we run Hawksmoor. We want to make sure that as we realise our ambitions to open more restaurants, we should be at least as ambitious in running the company with integrity. Becoming a B Corp in 2022 may have seemed like a pinnacle in that regard, but to us, it was just the next step: every year we try to learn and improve. 2023 was no different.

Whatever we do, the real heroes of the story will always be the farmers, fishermen, growers and makers we buy our produce from in the UK, Ireland and the United States. And, of course, the talented, committed people who welcome you, prepare and serve your food and drinks, and clean up. We’re determined to make Hawksmoor as good (in all senses of the word) as it can be, so they continue to feel as proud to be part of it as we are.



# WILL & HUW'S PROUDEST MOMENTS OF 2023

- Ranking as the #1 steak restaurant in Europe and the US (and #2 in the world) in the World's 101 Best Steak Restaurants.
- Being awarded a 3\* rating by the Sustainable Restaurant Association for the 13th consecutive year. (No restaurant company has held their highest rating for so long.)
- Ranking as a Top 100 Employer with Best Companies for the 12th consecutive year – another record for a hospitality company.
- Opening our second fully electric restaurant in Dublin – in a(nother) beautiful heritage building. In 2023 a huge amount of work also went into designing Hawksmoor Chicago (which has now, at time of publication, been open a few months and is another cracker!).
- Raising and donating £340,000 for our charity partners, taking our all-time total to nearly £2.5m.
- Winning an award for 'highest group fundraiser' from our long-term charity partner Action Against Hunger.
- Introducing Farm Wilder into our UK supply chain, a not-for-profit social enterprise supporting small-scale farmers producing regenerative, 100% grass-fed beef.

## AND ON A PERSONAL NOTE...

Co-founder Huw helped develop two charity projects for young people in prison: hospitality-based [The Cookout](#) and creative industries-based Untold. As Non-Executive Director of National Theatre Enterprises, he has also helped create a host of opportunities for early-stage hospitality businesses at the NT.

Meanwhile, co-founder Will – as part of his role on the [Hospitality Sector Council](#) – chaired an official group talking to government on how best to support family businesses and independent operators in the hospitality industry.





# BECOMING A B CORP

## ABC OF A B CORP

We've always been wary of shouting about this kind of thing. ("I just want chips, please don't drown it all in self-congratulatory how-awesome-we-are-ness.") But... in August 2022 we became a certified B Corp, which feels like a moment to celebrate some of the things we're most proud of. And an excuse to give a MIGHTY SHOUT OUT to all the people we work with doing invaluable amazingness here and around the world.

**A**

**ACTION AGAINST HUNGER**

"almost" £2m raised

**B**

**B CORP**

Businesses balancing profit and purpose

**C**

**CYRENIANS**

Delivering meals to Edinburgh's most in need

**D**

**DEVELOPMENT**

1200 people (and growing) building brilliant careers across 6 cities and 4 countries

**E**

**EAT WELL MANCHESTER**

Cooking meals for families affected by poverty

**F**

**FEEDING LIVERPOOL**

Helping deliver 'Good Food for All'

**G**

**GREEN RESTAURANT ASSOCIATION**

We're three star rated in the US

**H**

**HOSPITALITY ACTION**

Help for people in our sector when it's needed most

**I**

**IN SCHOOLS**

Supporting CHEFS IN SCHOOLS to power brains

**J**

**JOINING FORCES**

with food-world friends to set up A GOOD DINNER and TODAY'S SPECIAL, raising over £500,000

**K**

**KELLY'S CAUSE**

Improving mental health in hospitality

**L**

**LOCKDOWN COMMUNITY COOKING**

Over 50,000 meals

**M**

**MAGIC BREAKFAST**

\$70,295 breakfasts funded for school children

**N**

**CARBON NEUTRAL**

World's first steak restaurant group

**O**

**ON WHEELS**

Our first NYC charity partner, City Meals on Wheels, deliver meals to the homebound elderly in all five boroughs of the city

**P**

**PEOPLE**

Best Companies (formerly Sunday Times Best Companies) for over 10 years

**Q**

**QUALITY**

Supporting dozens of small-scale food, wine & liquor producers

**R**

**REGENERATIVE FARMING**

Seeking out farms where wildlife (and soil-life) thrives

**S**

**SUSTAINABLE RESTAURANT ASSOCIATION**

Maximum 3-stars for the last 12 years

**T**

**TERN (THE ENTREPRENEURIAL REFUGEE NETWORK)**

Supporting food-focused start-ups

**U**

**UNLOCKING POTENTIAL**

Helped set up 180 KITCHEN, world's first community kitchen inside a prison

**V**

**VOLUNTEERING**

Over 19,000 paid volunteering hours available each year

**W**

**WOOD STREET MISSION**

Getting food where it's most needed in Manchester

**X**

**X-MAS MINCE PIES**

Supporting charity partners at Christmas through the power of mince pies

**Y**

**YOU**

None of this would have been possible without all of you. Thank you!

**Z**

**NET ZERO**

by 2030

We became a B Corp in 2022 and we're proud to be recognised as being part of a global network of responsible businesses across many industries. B Corp provides us with a framework to benchmark ourselves against the companies that are having the most positive impact across people and planet. To share the news, we created the 'ABC of a B Corp' to sit on the tables in our restaurants, so people could read more about what we do and how that makes us different.

We scored **80.3** in our **2022 certification**, the minimum score to be a B Corp is 80.0, so we're just above the threshold. It's a huge success, but there's still more for us to do. Below you can see how that score is broken down across the different impact areas.



- 80.3 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses



# THE B CORP COMMUNITY

In 2022, we became a certified B Corp, a globally recognised indicator that we're moving in the right direction – and one that is famously hard to achieve, with additional challenges for hospitality companies. There was no need to recertify this year: we've just quietly gone about trying to improve (a key commitment from all B Corps).

On top of high standards, a commitment to improve, and giving customers an easy way of telling who's walking the walk (rather than just talking the talk), we think B Corp has the most impact when it's working as a community.

So, in the UK, we doff our caps in particular to [Big Mamma](#), a bigger company doing amazing things – and who recertified in 2023 with a score of 96.5. Trust us, it's a score as big and impressive as their restaurants, their company and their founders' joie-de-vivre.

We also welcomed our friends from [Blacklock](#), [Caravan](#) and [Pizza Pilgrims](#) to the fold. In Ireland, as if to further cement our obsession with the West Coast, [The Armada](#) – a hotel based in Spanish Point, County Clare – also became certified this year. In the US, we've loved being part of a B Corp community that includes fellow New York restaurants [Pisticci](#) and [Crave Fish Bar](#).



We believe that sharing the work we do within the industry – and inspiring others – is just as important as the work we do in our own business. In March 2023 (B Corp month) we gathered B Corp leaders at our Wood Wharf restaurant, served some B Corp cocktails and discussed why purpose matters, our journey to B Corp and discussed how together we can increase our positive impact on the world.



But it's not just the restaurants: we're also thrilled to be supplied by a number of our fellow B Corps, including [Lucky Saint](#), [Small Beer](#), [Annabel's Deliciously British Strawberries](#) and [Boatyard Distillery](#).

May many more join our ranks!



## OUR JOURNEY SO FAR



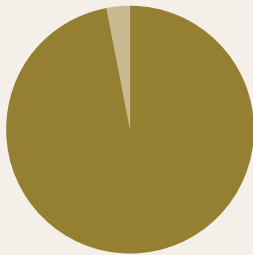
# PROGRESS FOR, WITH AND BY OUR PEOPLE

Following a detailed engagement survey (UKI and US) to understand people’s thoughts and experiences, we launched an extensive DEIB (diversity, equity, inclusion and belonging) policy and strategy. Among other things, this means relevant subjects are discussed at every staff induction, so our people are clued up and onside from the beginning of their Hawksmoor journey. We have also introduced a new Race and Ethnicity Employees Network and a DEIB calendar, to outline what we’re focusing on throughout the year and events we’ll celebrate as a company.

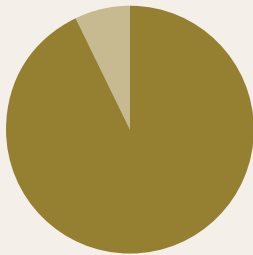
Nearly 700 people completed the anonymous survey. That’s 60% of our employees at that time.



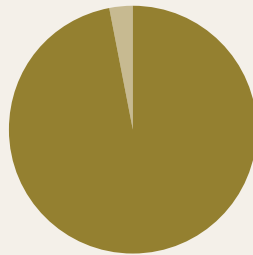
## WHAT OUR TEAMS SAY ABOUT US



97% think people from all different backgrounds are welcome at Hawksmoor

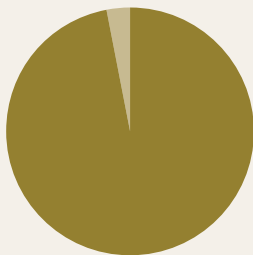


93% think Hawksmoor is a supportive place to work

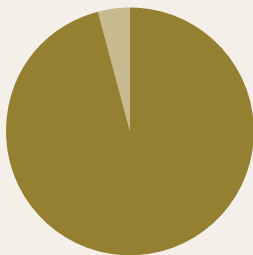


96% said they feel proud to work at Hawksmoor

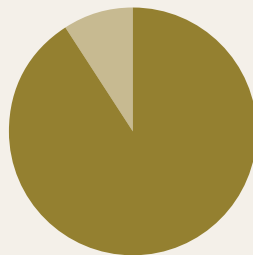
## WHAT OUR TEAMS CARE ABOUT



97% said that it’s important to them to work somewhere that cares about DEIB



96% said that it’s important to them to work somewhere that takes environmental issues seriously



91% said that it’s important to them to work somewhere that has opportunities to volunteer and raise money for charity



## PURPOSE IN ACTION

Progress is all about making the little (and not-so-little) things add up. We've been working away on initiatives across the whole business that we want to share and celebrate. They don't always go to plan, and there are ups and downs along the way, but we've managed to achieve some things that we're really proud of.







## A NEW RACE AND ETHNICITY EMPLOYEE NETWORK

Now sitting alongside our Women at Hawksmoor and our LGBTQIA+ groups, the Race and Ethnicity Employee Network is a space for the global majority, and allies, to connect and help drive positive change. Members of the network might share initiatives they've seen other companies embrace, along with relevant news articles and social media posts. It's also an opportunity to start conversations about what we could be doing differently to be more inclusive while providing a space for members to explore their thoughts and feelings on issues that are receiving national attention.

All three of the above groups are chaired by someone senior, whose job is mostly to listen, and to feedback ideas to Group Directors. At times they are also best placed to be clear on what might be possible and what might not.

## CREATING COMMUNITY

An early suggestion from the Race and Ethnicity network led to an initiative encouraging team members to share recipes from their culture with the kitchen teams so that they could be represented in staff meals. In Edinburgh, front of house team member Rebecca Ayalew, bravely put on her chef whites to lead the team in making an incredible Ethiopian banquet. Not only was it a delicious meal that left everyone very full and deliriously happy, it also triggered interesting conversations around specific ingredients and techniques. Ethiopian dishes are now woven into regular staff meals.

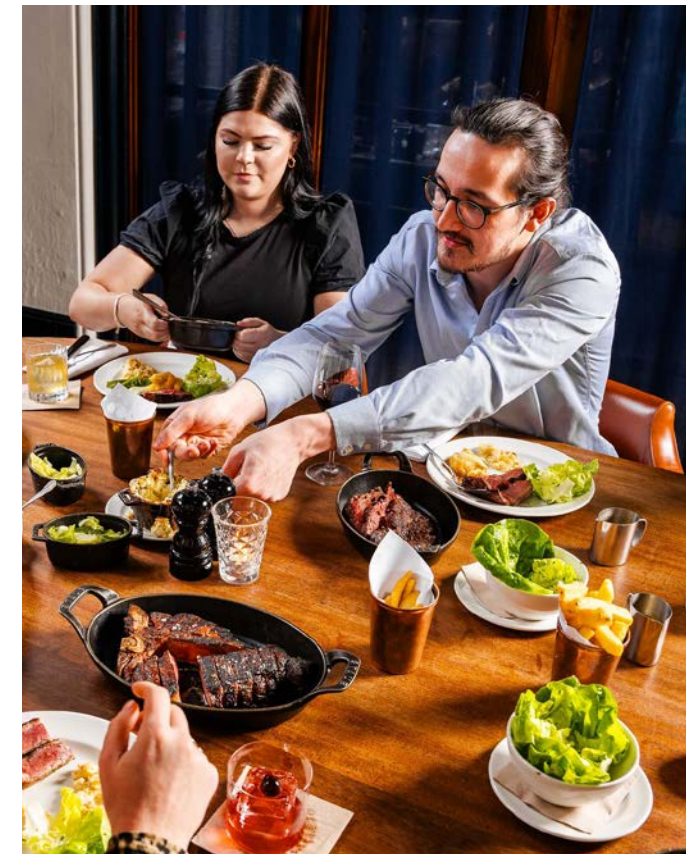


A member of the team commented, "Eating a meal together and sharing recipes is a brilliant way to create a community and a good chance to learn about each other. Studies have shown that dining together releases positive emotions and that was proven to us here at Edinburgh today!"

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**In 2023, 61 of our managers (and all of our directors) did a deep-dive DEIB training session on Inclusive Behaviours.**

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## SPOTLIGHT ON NEURODIVERSITY

Following an open, honest account of living and working with autism from a waiter during Autism Awareness Week, co-founder Huw shared a candid video about his experience with ADHD during ADHD Awareness Week.

The standout moment was Huw's realisation that without his ADHD, there may well have been no Hawksmoor. It was a reminder to us of just how important representation is at a senior level. The feedback from some of our team was telling:

"I wanted to let you know what an impact your video had on me personally and I'm sure on many others, too. To see someone in your position not only acknowledge ADHD, but talk so openly about it, was both refreshing and reassuring."

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**"Hearing the phrase "no ADHD, no Hawksmoor" tops anything to help those with neuro-differences feel welcome, valued and respected – for our brains and what we bring to the table. I love working for Hawksmoor and for/with people that truly care about people. That starts from the top, so thank you."**

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## WOMEN AT HAWKSMOOR

Three of our team made Code Hospitality's Women of the Year list 2023. Louisa Richards (London Restaurant Director) was recognised as a Leader, while Dame Karen Jones (Chair of the Board) and Sofia Gassne (Head of HR) were both listed in the Campaigner group, which recognises women advocating for meaningful change in the industry.

And well deserved, too. Sofia, for example, has been offering workshops to other hospitality businesses on how to create inclusive kitchen environments. She's also spoken at several key hospitality events and represents the hospitality industry in the London Mayor's Night Safety Charter Group.

Our Women at Hawksmoor group, which met quarterly throughout 2023, also continues to go from strength to strength. It has established new policies that tackle key issues for women including parental leave, adoption, pregnancy loss and stillbirth, and flexible working.

A key focus for the group in 2023 was tackling issues around occasional negative customer behaviour. To build on our existing 'zero tolerance' approach, we implemented a clearly documented and communicated escalation process within our restaurants. We have also introduced a line in all our booking emails to explain to customers that we won't tolerate sexism, racism or other discriminatory behaviour.

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**60% of our senior team and 50% of our General Managers are female. We have a negative median gender pay gap of -2.4% (i.e. on average, women actually earn a little more than men at Hawksmoor).**

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## MENTOR STORIES

Our UKI People Director, Gemma Eley, took part in Be Inclusive Hospitality's mentoring scheme and spent six months mentoring Priya Nairain, KERB Food's Purpose and Impact Manager. Priya and Gemma have decided to continue their mentoring sessions beyond the end of the programme and Gemma has signed up to mentor someone else through the scheme in 2024.

Priya said, "I can't emphasise enough how invaluable it's been! Gemma provided real and honest insights that have helped me implement impactful strategies, get leadership buy-in and engagement from the whole team."

Co-founder Huw continued supporting TERN (The Entrepreneurial Refugee Network) participants, as well as his long-term mentorship of Mouna Elkekhia, who he met through the charity. Now with a fixed restaurant at KERB's Seven Dials Market, Mouna is doing much more than just serving up delicious Syrian food: she's been coaching and employing fellow TERN graduates Hind Danoun and Eman Almaani, while supporting them in setting up their own successful food businesses.





# FINDING FUTURE HOSPITALITY STARS

## SPRINGBOARD'S NATIONAL 'FUTURE CHEF' COMPETITION

Jen Earland, our Head of Talent Acquisition, is a trustee at Springboard, a charity tackling poverty and unemployment by helping people to secure jobs in hospitality. She invited our Learning and Development Chef, Pete Woods, to judge the Springboard national FutureChef Finals, a national competition involving over 240,000 students, aged 13 to 16. Congratulations to the very talented winner: 15-year-old Reese Ventura!

## THE COOKOUT

A charity project for young people in prison that co-founder Huw helped develop, combining hospitality training with cooking for the community. During 2023 it delivered over 2,000 delicious, nutritious meals to refugee centres, homelessness hubs and other charity partners in East London.

Working with social enterprise KERB+, The Cookout has even been offering training, support and opportunities to access start-up capital for participants wanting to set up their own street food business on release.





## SUPPORTING SMALL AND EARLY STAGE HOSPITALITY BUSINESS

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Our senior team have all supported, coached or given training to early-stage hospitality businesses, covering a broad range of areas. Included are financials for growth, and building purpose and integrity into core business practices, but also creating and maintaining strong, supportive cultures. Sofia Gassne, our Head of HR, is a great example: she's been leading workshops at other hospitality businesses on tackling toxic workplace culture. Sofia takes a deep dive into how to tackle malicious banter and the trivialisation of sexist language, ultimately working to end sexual violence towards women and girls.

As part of his role in the Hospitality Sector Council, our co-founder Will helped create, and latterly chaired, the FBI (Family Business and Independents group). Originally called the SME Advisory Group, Will renamed it to sound a bit more exciting. The FBI is made up of small businesses who can share their experiences, problems, solutions and suggestions with the government department that looks after hospitality. The group met regularly in 2023, including meetings with the Minister for Hospitality at the time, Kevin Hollingrake.





## A RECORD YEAR FOR CHARITY FUNDRAISING

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We never stop being grateful to and inspired by people working to help those most in need in the (at time of publication) seven cities we call home. And even more so for those leading the charge to combat child hunger and malnutrition around the world.



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SINCE 2006 WE'VE RAISED OR DONATED  
OVER £2M TO AAH

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### 17 YEARS SUPPORTING ACTION AGAINST HUNGER

We heard about Action Against Hunger shortly after opening the first Hawksmoor in 2006. Spending our days surrounded by abundant food and drink, it seemed only right to support a charity battling war zones, natural disasters and famines to get these life necessities to people when they most desperately need them.

In September 2023, we held the 11th Annual Charity Dinner with Action Against Hunger. Hosted by Romy Gill, we had fantastic chefs cooking including Angela

Hartnett, Skye Gyngell, Mitch Tonks and our own Matt Brown. We were thrilled to raise over £130,000 for Action Against Hunger throughout the year, partially from the dinner and auction.

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**In 2023, we won their Highest  
Group Fundraiser Award, raising  
£135,511. Will & Huw also won  
'Passionate Fundraiser' awards.**

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# COMMUNITY CARE: SUPPORTING OUR LOCAL CHARITIES

**Every team member at Hawksmoor can take up to 20 hours paid volunteering time a year – either with our partner charities or with a cause close to their hearts. Here's how some people have been using them.**



## WORKING THE LAND OUTSIDE EDINBURGH

For the second year running, our Edinburgh team was shortlisted for the Edinburgh Chamber of Commerce's Inspiring Partnership Award for their collaborative work with homelessness charity, Cyrenians. The partnership was formed in 2021 and has quickly deepened and developed.

As well as preparing, packing and delivering food, a highlight was working on the charity's farm outside Kirknewton, which has been supporting young people, homeless people and those battling with addiction through the sharing of skills and experiences.



## FEEDING LIVERPOOL'S HOMELESS

Our Liverpool team has been quick off the mark in supporting their charity partner, Feeding Liverpool. They're a regular sight at the charity's foodbanks and have cooked hundreds of nutritious meals ready to be heated and eaten (their vegan rajma curries are already legendary).

## JUST THE BEGINNING IN DUBLIN

The team at Hawksmoor Dublin, which opened in June 2023, donated €10k to Dublin Simon Community – along with vans full of food. They're also working with them directly on ways to support and alleviate the isolation of the city's homeless. The mission is to provide food and a sense of belonging, while fostering the skills needed to move towards long-term housing solutions.

## MEANWHILE, IN LONDON...

Our teams have been raising money for City Harvest and Chefs in Schools, while Hawksmoor Borough hosted a fundraising dinner that raised over £110,000 for Untold, a creative-industries training charity Huw helped to set up that supports young people in prison. Esteemed guests included a Baroness, two Dames and a Sir.

## OUR CHARITY PARTNERS

### KELLY'S CAUSE

"We're dedicated to securing the mental health of hospitality industry workers through Mental Health First Aid training."

### ACTION AGAINST HUNGER

"For more than 40 years, we've been committed to saving the lives of malnourished children and supporting their families to beat hunger."

### MAGIC BREAKFAST

"We ensure that no child in our partner schools is too hungry to learn by providing a healthy breakfast, and expert support to identify and reach pupils at risk of hunger."

### WOOD ST MISSION

"We help children and families living on a low income in Manchester and Salford by providing practical help to meet children's day-to-day needs and improve their life chances."

### THE COOKOUT

"Delivering training and opportunities to young men in prison, while producing thousands of meals for refugee hubs, homelessness centres and other partners in the community."

### CYRENIANS

"We tackle the causes and consequences of homelessness. From help gaining employment and reconnecting with your community to managing conflict and sustaining a tenancy."

### CITY HARVEST

"We put surplus food to good use in a sustainable way by distributing it, for free, to 350+ charities, food banks, schools and community groups across every London borough."

### CRISIS LONDON

"How we help someone depends on their individual needs: it could be help finding a home, learning new skills and finding a job, or supporting health and wellbeing."

### EAT WELL MANCHESTER

"Our objectives are to reduce isolation and loneliness among older and younger neighbours alike by improving the connection, confidence, skills, resilience and power of all participants."

### CHEFS IN SCHOOLS

"We provide training to help schools serve up mind-opening, society-changing food and food education – all within school budgets."

### HOSPITALITY ACTION

"Whatever challenge people face – from physical illness or mental health issues to financial difficulty and addiction – Hospitality Action is here to get them back on their feet."

### BILLION OYSTER PROJECT

"Our aim is to restore oyster reefs to New York Harbour through public education initiatives."

### PILOT LIGHT

"Pilot Light provides education to children in Chicago on food, nutrition and the role that food plays in one's life and relationships; in culture, communities and environment; and in history and society."



# NEWS ON THE GREEN FRONT

## ENERGY AND WASTE

In May 2023, we opened our second fully electric restaurant in Dublin, while installing appliance-level electricity monitoring across all restaurants. This gives us real-time data and notifies us when we have exceeded expected usage – or left on any high-energy appliances – ultimately facilitating better energy consumption.

Retrofitting existing restaurants is a long process, but no less important: our Guildhall and Manchester kitchens are the next to go electric. Elsewhere, small changes – like our new Frytec oil filter system – are helping us to increase the life of our frying oils.

**All our electricity in the UK is renewable**

**We've kept our (maximum) 3\* rating by the Sustainable Restaurant Association**

**We reduced our gas consumption per trading hour by 20%**

**All our food waste is turned into green gas**

**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**

## BIG STRIDES FROM OUR SUPPLIERS

We know our suppliers extremely well and we're proud of who we work with. Our aim is to support each other's objectives and make our collective transition to a lower carbon ecosystem a little less burdensome by doing it together.

In 2022, we shared our Environmental Purchasing Policy with suppliers. It sets out our expected standards and the way we go about our business as we continually strive to improve our impact on people and planet. It also helps us better understand the projects they are working on, such as switching to renewable energies for production and electric delivery vans, along with carbon sequestration strategies on farms.

In 2023, we took on a new beef supplier, Farm Wilder, to provide the blackboard specials for our London restaurants. They're a not-for-profit social enterprise encouraging and supporting small-scale regenerative farmers producing 100% grass-fed beef.

Over 70% of the farmers in our UK supply chain are involved in various environmental stewardship projects, which encourages them to look after the environment and farm in a way that promotes and protects biodiversity. Almost half have completed a carbon audit to understand what they can do to reduce emissions, with results showing that our high forage cattle emit three times fewer emissions per kg of beef than global average.

Meanwhile, we continue to make incremental improvements, for example, the chicken and pork we serve in Manchester, Liverpool and Edinburgh now come from 100% renewable energy farms.

## NEW OPENINGS AND BUILDING DESIGNS

We opened Hawksmoor Dublin in 2023 in a beautiful old building, repurposed to meet our sustainability needs. That means it's powered by 100% green-energy electricity and only uses LED lighting. Save two small instances, we now use LED lighting across all our restaurants.

As ever, reclaimed doors, lighting and vintage artefacts were used across the restaurant, while the design focused on refurbishing existing elements of the architecture instead of installing new.

## SMALL (BUT IMPORTANT) WINS

- **The chicken and pork we serve in Manchester, Liverpool and Edinburgh now come from 100% renewable energy farms**
- **Increasing our use of reusable trays for deliveries – now 80% of all food – to help reduce cardboard usage**
- **Reducing cling film usage, now using a biodegradable product**
- **Using recyclable kraft material drinks napkins**



# ENERGY AND EMISSIONS

Each year, the challenge to reduce emissions grows as we work through bigger impact projects and low-hanging fruit.

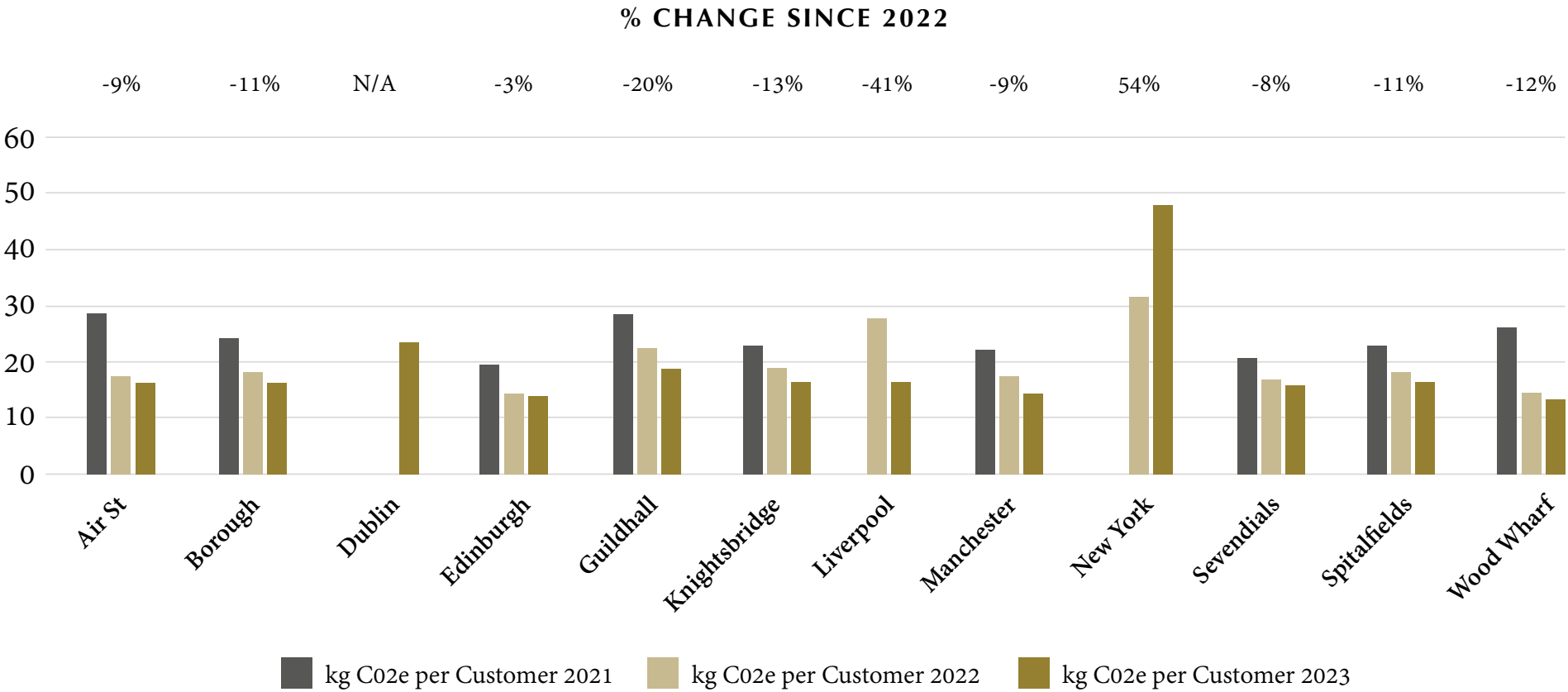
Since 2020, we have calculated our emissions across all three scopes. This helps us understand where in the business we produce the most emissions so that we can target our reduction strategies to have the greatest impact.

## A WORD ON DATA (IT CAN BE A MESSY BUSINESS)

Our 2020 and 2021 data was skewed by irregular service during the pandemic, which delayed us setting our emissions baseline. In 2022, we decided to move to a new provider to record our emissions, which impacted the continuity of our methodology. To try and overcome this, we will use 2022 as our baseline emissions data going forward. We are including 2020 and 2021 data for the last time this year.

Every year we're working to gather more accurate data. In some areas, this may actually increase our emissions reading, while in other areas increasing primary data can reduce them. Although the journey hasn't been linear, having visibility over our emissions each year has helped us track and understand where to focus on reduction and where we can celebrate success.

\*Dublin opened May 2023  
\*New York opened September 2021  
\*Wood Wharf opened November 2021





## SCOPE 1 EMISSIONS



594.79

## SCOPE 2 EMISSIONS



483.86

## SCOPE 3 EMISSIONS



25,394.15

### SCOPE 1 EMISSIONS

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

### SCOPE 2 EMISSIONS

These are the emissions a company produces indirectly. For example, from the electricity or energy it buys and uses to heat and cool its buildings. It's 'indirect' because the emissions are generated at another facility such as a power station.

### SCOPE 3 EMISSIONS

These are the associated emissions that the company is indirectly responsible for across its value chain. For example, the emissions created in the production of the food purchased from our suppliers. For a restaurant business, Scope 3 is where the majority of emissions are produced and a large portion of our Scope 3 emissions come from beef production.



Tonnes of CO<sub>2</sub>e



## THE COW IN THE ROOM

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Last year we wrote about what we're calling 'The Cow in the Room'.

It's a simple question: "How can we claim to be a genuinely sustainable restaurant group given the well-documented data about emissions from beef?"

We'll always be working on this question and so it'll be a standing item in every Impact Report we produce.

We're currently carbon neutral because we have purchased carbon credits in projects we have selected that equal our total 2023 scope 1, 2 and 3 emissions. We believe it's the right thing to do as we work on carbon reduction.

Over the next few years, we'll be working even harder – across the entire supply chain – to find the best way to serve steak that produces fewer emissions, while providing nature-positive outcomes.





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

We felt we should be first in line to become carbon neutral, share our emissions data annually and set out our intentions to reduce our carbon emissions. Offsetting is not the ultimate solution, but it is a step along the way and means we have a financial incentive to reduce our footprint.

In terms of our responsibility, we break it down into three key things:

1. We work really closely with our farmers on quality, animal welfare and sustainability.
2. 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.
3. We're working with all our UK farms to capture the work they're doing to hit a Net Zero target by 2040.

In the UK we've always served British beef; from cattle with a high-forage diet that is never fed soy or palm oil products and that's slaughtered to the highest welfare standards. Now we want to do more, so we've teamed up with stakeholders in the beef industry to work on how we can adjust the way we farm cattle to reduce the impact on the planet. This could produce benefits such as improving soil health, increasing biodiversity and decreasing water run-off.

We're spending our time learning from the industry, scientists and farmers to understand what best practices look like and considering how we can support our supply chain to adopt them. This includes working with suppliers such as Farm Wilder, a social enterprise championing regenerative practices who work with scientists to gather data that shows the potential positive outputs of farming in this way.

While we don't think abstinence from beef is the answer to the world's problems, we're also not incorrigible meatheads. We have always tried to do vegetarian and vegan dishes well and we launched a series of new dishes in 2023, most notably the Winslade Wellington (roasted celeriac, three types of mushroom and Winslade cheese) that has become a big hit.

In the UK and Ireland we're mostly preaching to the choir that beef reared in the traditional way is the best guarantee



of great-tasting beef (or, as co-founder Huw puts it: "Ethics = flavour"). In the US, however, the commodity beef system and its star product – cereal-fed USDA Prime – is quite ingrained (pun intended) in the national psyche as the pinnacle of quality.

We've tried to articulate our view to our guests in the US, writing 'To Prime or Not To Prime?' on the back of our menu, in the hope that it sparks constructive conversations with our knowledgeable servers.

# TO PRIME OR NOT TO PRIME? THAT is the question

## Fat is flavour, Prime is best. Right?

After blind-tasting thousands of steaks, we don't think so. And we're not alone. A lot of fellow beef geeks, from writers to scientists, agree.\*

Don't get us wrong, marbling (the foundation of the USDA grading system) is important. It's just not everything. It brings richness, mouthfeel and a certain type of tenderness, but not that elusive beefy flavor, which is part of the magic of a great steak. Seeking out and sharing that magic is our life's passion, and was key to receiving the honor of being named #1 steak restaurant in the world.

The USDA system was introduced to safeguard us from wily butchers and meatpackers, but it ended up rewarding an approach to beef production that sticks cattle in a pen with troughs full of bovine junk food, often alongside a load of steroids, hormones and medicine (c.70% of all antibiotics sold in the US are used in livestock, including cattle).

The word 'Prime' almost always means intensively produced mega-feedlot commodity beef. We are mere restaurant folk so can only speak to flavor, but many also say that a less intensive form of farming brings significant benefits in terms of animal welfare, local wildlife, the broader environment and human health.

We think a better way is to know the farmers, spend time in the fields, see the cattle.

Find people who do things the old-fashioned way (for a start, no antibiotics, steroids or other growth promoters ... ever) with well-bred cows living a natural life, with more time out on open pasture as nature intended.

Some of our steak might grade as Prime. Some might not. We don't care ... we care about what it is, where it came from, and whether it tastes good (so much so that we're willing to pay more for it than Prime). We don't dial up flavor by adding rubs, butters and sauces. Just flaked sea salt and a lick of smoke from real charcoal.

It's simple, but with beef this good we wouldn't do anything else.

\* To find out more from an uber-beef geek, who arrived at the same conclusion, check out STEAK: One Man's Search for the World's Tastiest Piece of Beef by Mark Scharizer.



# DOUBLING DOWN ON FOOD WASTE

It's a seriously important issue, ethically and financially (because get it wrong, and we pay to buy food, pay to store it and then pay to throw it away!). Tackling and talking about food waste can also highlight some great role models, give practical guidance to people wanting to improve and foster a sense of community.



## HERE ARE SOME OF THE WAYS WE PREVENT FOOD WASTE:

### SMART USE OF DATA

We've run several projects across the years to collect good data, carefully weighing each scrap, bone and carrot peel. We're hoping to expand this work into 2024. Right now, we're also using data as part of a project to cut water waste by 30%.

### EMBRACING TECHNOLOGY

As well as low-tech solutions like encouraging customers to take home 'doggy bags', we embrace smart systems that help us forecast and order as accurately as possible.

### TRAINING AND INSPIRING

To date, 150 of our managers have been given best-practice sustainability training to minimise food waste. Training takes place within the restaurants daily.

### MENU ENGINEERING

Creating dishes from food that would otherwise be wasted. Our sticky toffee sundae, for example, uses the bulges of our sticky toffee pudding, trimmed off after cooking.

### SMALL THINGS ADD UP

Any cheese that escapes while being grated atop our Caesar salad is collected on the tray and used to make the Caesar dressing. On a busy day, this can save 100g of cheese.

## HEALTHY COMPETITION

We use data to foster a little healthy competition among our restaurants, even calculating the amount of cling film we use per customer.

## GREAT STAFF RECIPES

We work with suppliers to think about how we can use potential food waste to make delicious family-style meals for our employees.

## SUPPLIERS WHO CARE

Our beef suppliers are obsessed with using every piece of the animal: hide for leather, guts for pet food, tendons for instrument strings!

**We're the only restaurant to maintain a top three-star Sustainable Restaurant Association accreditation for over a decade.**



# FARM HOPPING WITH HUW

## “MAY YOU HAVE COW DUNG FOREVER”

I love this traditional Irish blessing that implies a lifetime spent with cattle and recognises the importance of cow dung in the farming cycle. The ‘black gold’ that, due to its ability to restore depleted soil, capture carbon and increase biodiversity, has become a cornerstone of ‘regenerative farming’ (a new term for ancient practices). Ronan, a farmer I met in County Meath, put it another way: “Where there’s muck there’s luck!”

Criss-crossing Ireland, I heard farmers talking as passionately about soil and grass as their beloved animals. “**I’m the wolf**”, said one, referring to the practice of ‘mob grazing’. Another tenet of regenerative farming and a feature of all the farms I visited. “I move the cattle around, avoiding overgrazing, making sure the ‘grass’ – which is really a dozen and more different grasses, herbs and plants – really thrives.”

In County Clare I met Bronagh and Cathal’s herd of Herefords and Anguses, which roam the unique limestone terrain of the Burren, with its islands of wildflowers, diverse grasslands and ancient woodland.

In County Dublin, I saw Peter and his small but mighty Dexters, who reminded me how **cattle can be an ecological engineering tool, increasing biodiversity and improving local nature**. His herd split their time between rewilding a former golf course and conservation grazing protected coastal wetlands.

In the foothills of the Slieve Aughty mountains in County Galway, I met Teresa, who, with a little help from her grass-fed herd, makes Kylemore cheese. It’s the star of our Kylemore caesar salad at Hawksmoor Dublin. Back in County Clare, I saw the goats behind the delicious St Tola cheese. “**Never stroke a billy goat’s beard,**” I was told. “**They wee on them to impress the does.**”

A short hop to the coast took me to the people behind our favourite Irish oysters, Flaggy Shore Dainties. Whenever I meet one of our farmers or producers I leave feeling inspired and proud that we’re able to support them. Their produce is inevitably more expensive and if there weren’t people out there prepared to pay the extra they wouldn’t be able to do what they do so well.





# THE DAY I MET THE KING OF THE BULLS (SPOILER ALERT: HE'S A DONKEY)

Things have changed a bit since the early years when we had one restaurant and one farmer in North Yorkshire, with his beloved bull, Dynamo. Farm visits now often take me a little further afield. But always with the same aim: to find passionate farmers who do things properly – nurturing both their animals and the land on which they graze.

In March 2023, I found myself in rural Pennsylvania talking to farmer Steve Paul, wondering at the familiarity of it all. I could have been in Yorkshire, or County Meath. The same scale, approach, care and passion. **Cattle out in fields, woodland for them to roam through, a natural spring stream for them to drink from. A million miles from the mega-feed lots that churn out the vast majority of American beef.**

A few weeks later, I was at David and Maggie's farm in the Lake District's Lune Valley. Which was alive with wildlife. They get owls, buzzards, sparrowhawks, lapwings, oystercatchers, curlews, herons and lots of house martins. We even saw a couple of otters leisurely playing around in the salmon and sea trout river that runs by.

Like most of our farmers, they're investing lots of money in projects that enhance the local wildlife: things like converting as many fences as possible to hedgerows, which are important homes for bees, butterflies, dragonflies and songbirds.

**When asked what defines their approach to farming, Maggie quickly answered: "It's simple: think like a cow!"** Put yourself in their position and give them everything they need to be happy and comfortable.

And then there was Ayrton the Donkey. In a field of 40 young bulls that, left to their own devices, would jostle for dominance and bully the weakest. But if you add in a male donkey, he automatically becomes the alpha male (despite being half their size!). If one of the bulls gets ideas above his station, Ayrton wanders over and gives him a nip around the scruff of his neck and the wannabe alpha bull falls into line.

A massive thank you to all the real heroes behind our food at Hawksmoor. To borrow another Irish blessing:

**"May the rains fall soft upon your fields."**



# PROGRESS WITH PURPOSE

We are continuously looking to get better at approaching our work more purposefully. In our 2023 Impact Report we set out our goals and ambitions for 2023/2024.

Here we want to take a moment to reflect on what we have done well and where we still have work to do!

TOPIC	In 2022 we said	In 2023 we did	In 2024 we want to
INTEGRATING PURPOSE	Allocate purpose leaders in all departments	Briefed teams on key purpose updates and actions across the UK and US	Have stakeholders at senior management and board level for each of our purpose pillars, directly linking to our BCorp and Net Zero plans – among others
		Launched quarterly Head Office meetings for improved transparency	
		Built purpose framework into our business planning	Do the integration work to set out our purpose plans, targets and accountability in our 2025 business plan
		Created clear purpose areas and accountability across all levels of the business	
SOURCING AND PROCUREMENT	Implement an in-depth procurement policy	Created and implemented an environmental purchasing policy that has been shared with suppliers	Strengthen our relationships by visiting all major suppliers with the aim of better understanding their sustainability practices
	Work with our suppliers to audit our sourcing		Create a baseline % of regenerative farms in our current supply chain
DETAILED TARGETS	Create targets for water and waste reduction	We've consistently collected water consumption data from five UK restaurants	Use this data to set targets and train our teams on water management to ensure these targets are met
NET ZERO PLAN	Publish a Net Zero plan	We created a Net Zero Strategy, though we're still working to improve this strategy in line with the most up to date science	Continue working to create a science-based Net Zero strategy with an action plan
		We've calculated our emissions since 2020, and hold ourselves accountable by publishing them in our Impact Report	Work with suppliers to understand their Net Zero ambitions and what we can do to support their emissions reduction as part of our scope 3 emissions
			Continue to monitor and reduce our scope 1 and 2 emissions



TOPIC	In 2022 we said	In 2023 we did	In 2024 we want to
USA	Build a business with Purpose at the forefront	100% LED lighting, improving energy efficiency of our buildings, lowflow faucets and urinals, equipment level energy monitoring, reclaimed and vintage furniture	Formalise our property guidelines for the US
		Implemented our staff engagement survey, gathered DEIB data and ran DEIB training	Place people and culture, including DEIB training, at the heart of opening our new restaurant in Chicago. Embed Hawksmoor's People and Culture survey as a global annual engagement survey and use the feedback to build our US people plan
		Achieved 3 Star Certification with the Green Restaurant	Expand our work with the Green Restaurant Association
DIVERSITY, EQUITY, INCLUSION AND BELONGING	Develop the DEIB survey	Established our People and Culture survey – analysing responses to all questions by DEIB characteristics	Expand our ability to deliver DEIB training by upskilling employees via a train the trainer approach
		Launched UK and Ireland DEIB policy	Maintain or improve upon the DEIB data captured in the 2023 survey
		DEIB Calendar of events	Continue to work with our DEIB networks to identify areas of opportunity to progress
		Baseline data created from DEIB survey to inform our strategy	



To keep us on track with our for-purpose plans, we update our board quarterly on specific purpose-related activities. In 2023, we published a set of KPIs and below is a snapshot of how we have improved in these areas. They've been useful building blocks, though we're now reworking our targets so we continue to challenge ourselves.



AREA	Focus	Detail	UK/US	2019 Baseline	2022 Actuals	2023 Actuals
PEOPLE	Engagement and Inclusion	Managers receive respect and support training	UK	0	79	61
		Hawksmoor annual people survey launched (engagement and DEIB)	UK/US	1	1	60% response rate baseline created
		Survey results used to design training and inform policies & procedures	UK/US	N/A	Launched	UK Action plans created for each restaurant
	DEIB	Baseline metrics captured	UK			Y
		Wellbeing survey to capture DEIB data	UK/US			Launched
		Survey results used to design training and inform policies & procedures	UK/US		Launched	Y
ENVIRONMENT	Energy	LED bulb roll out	UK/US	25%	75%	90-95%
		Move 75% of the company to green energy	UK	0%	90%	90%
		Gas KWH per cover	UK	3	2	2
		Begin energy use monitoring (US)	US	N/A	Launched	Maintained
		Electricity KWH per cover	UK	4.6	3.8	3.7
	Waste	Reduce food waste per cover by 10%	UK	Data unavailable	N/A	N/A
	Water	Introduce smart water monitoring pilot	UK	N/A	Launched	5 restaurants
	Engagement	Green team	UK	N/A	Launched	Maintained



AREA	Focus	Detail	UK/US	2019 Baseline	2022 Actuals	2023 Actuals
COMMUNITY	Strategy	Launch charity strategy with local donations decentralised	UK/US	N/A	Launched	Maintained
	Donations	Baseline donations per team member metric established	UK/US	N/A	Complete	Maintained
	Volunteering	Increase volunteering hours take-up	UK	31	500	632
		Introduce 20 hours paid volunteering in US (to match UK)	US	N/A	Launched	Set baseline for volunteering take-up
INDUSTRY	Mentoring	Senior Team/Group Directors mentoring internal/external	UK	1	2	4
	Mental Health	Mental Health First Aiders Training	UK	N/A	31	33
	Women's Safety	Knowledge sharing with industry-wide forums	UK	N/A	Launched	Maintained
	Industry Voice	Director level presence on government advisory committee	UK	N/A	Ongoing	Ongoing
CUSTOMERS	NPS	Net Promotor Score feedback system launched	UK	N/A	Launched	Implemented
	Customer Voice	Surveys, customer focus groups and wider customer voice strategy	UK	N/A	Launched	Implemented



