

Blacklock

IMPACT REPORT

2023



**“EVERYBODY
LEAVES HAPPY,
INCLUDING YOU.”**

With a mix of excitement and quiet
pride, we're pleased to share
something special with you:

OUR VERY FIRST IMPACT REPORT.

It's a modest yet meaningful step
for us, a chance to reflect on our
journey and the values
that guide us.

IMPACT REPORT

CONTENTS

INTRODUCTION	2
CONTENTS	3
A NOTE FROM GORDON	4
B CORP	5
BEST COMPANIES	6
WE'RE NOT THERE YET, BUT WE'RE ON OUR WAY	7
MEET THE B KEEPERS: AMPLIFYING VOICES	8
CHOP LIFE SURVEY: DIVERSITY, INCLUSION, AND TEAM WELFARE	9
MEET IWONA	10
ONLY A PAVEMENT AWAY	11
PHILIP WARREN BUTCHERS	12
HARBOUR BREWERY	13
UNCHARTED WINES - (WINE ON TAP)	13
WRAP UP	14



**A BIG
YEAR FOR
BLACKLOCK
— 2023**

**A NOTE
FROM GORDON**

**“REFLECTING ON 2023, WE’RE
THRILLED TO SHARE A COUPLE OF
REMARKABLE MILESTONES WITH
YOU ALONG WITH MANY OTHER
CELEBRATIONS WE’RE PROUD OF.”**

Gordon Ker
Founder, CEO

**IN 2023 –
WE PROUDLY BECAME A**

Certified



®

Corporation

It was a moment of validation for us that our profit and purpose balance must be in check. Profit alone doesn't feel like success to us, in our books knowing that we have happy people coming to work, who feel fulfilled, supported, inspired, and secure is what really cuts our mustard.

We first encountered B Corp during a spirited lockdown Zoom call back in 2020. We had our Blacklock values, the right intentions, and the vision. But we didn't have all the answers... and we still don't. However the ideology of B Corp resonates deeply with our commitment to our people and mindful choices. Despite navigating the rigorous assessment spanning from good governance (how we look after our team and guests) to our community impact (the effect we have on our little corner of the world and the people in it), B Corp has bolstered our resolve for continuous improvement.

Team initiatives like our B Keepers (which we'll get to later) or fundraising teams drive positive transformation, while sustainable practices like careful supplier sourcing and a north star Environmental Management System reflect our unwavering commitment to our cause.

But we won't be resting on our laurels now, joining the B Corp community fuels our drive for excellence as a socially and environmentally responsible business as the years roll on so does our commitment to being better and better.

**BCORPS ARE BUSINESSES THAT
VOLUNTARILY MEET THE HIGHEST
STANDARDS OF VERIFIED
SOCIAL AND ENVIRONMENTAL
PERFORMANCE, ACCOUNTABILITY
AND TRANSPARENCY.**

A BEST — COMPANIES COMPANY

WE'RE DEEPLY THANKFUL
FOR OUR AMAZING TEAM.

THEY MOVE US
FORWARD EVERY DAY.



It's very easy for us to say that we're a great place to work, we wouldn't be here if we didn't believe it to be true so we asked the good people at Best Companies to judge and accredit the quality of our workplace culture. Being a Best Companies company means we have an engaged and happy team. This is so important to us and always has been since day one.

We believe people are happy when they are passionate about their work, feel connected and feel heard. We want to ensure that the environment for Blacklockers allows for this by being a great place to work. We're sure to offer meaningful benefits, create growth opportunities, and nurture an inclusive ethos. We want every member of the team to feel empowered and inspired.

WE BELIEVE PEOPLE
ARE HAPPY WHEN
THEY ARE PASSIONATE
ABOUT THEIR WORK,
FEEL CONNECTED AND
FEEL HEARD.

BENEFITS

48%

- GOOD -
TO HAVE

THE PEOPLE'S PENSION

—
CYCLEScheme

—
TECHScheme

—
'EXTRAS' DISCOUNTS

—
FAMILY MEAL

OUR —
BENEFITS

BENEFITS

52%

- GREAT -
TO HAVE

CHARITY DAY

—
EMPLOYEE ASSISTANCE
PROGRAMME (EAP)

—
50% BLACKLOCK
DISCOUNT

—
PAID BREAKS

—
£500 REFER A
FRIEND BONUS

—
FREE FLU JAB

—
HARDSHIP LOAN SCHEME

BENEFITS

55%

- AWESOME -
TO HAVE

EXPERIENCE VOUCHER

—
COST PRICE CHOPS
AND WINE

—
30 DAYS OF HOLIDAY

—
ENHANCED MATERNITY,
ADOPTION &
PATERNITY LEAVE

—
1,3 & 5 YEAR
ANNIVERSARY

—
FREE MORTGAGE ADVICE

—
WAGESTREAM

—
PAW-TERNITY

WE'RE NOT THERE YET, BUT WE'RE — ON OUR WAY

At Blacklock, we're constantly evolving behind the scenes to ensure we're the best we can be, in every aspect. From refining policies to enhancing our structure, **WE'RE DEDICATED TO PROGRESS**. By welcoming **FEEDBACK** and **FOSTERING INNOVATION**, we create an environment where everyone can contribute to our **COLLECTIVE SUCCESS** and build meaningful careers in hospitality. Our commitment to career opportunities, training and ongoing improvement reflects our **DEDICATION** to the **LONG-TERM SUCCESS** of our team and Blacklock as a whole.

ENERGY EFFICIENCY

GOAL To review and upgrade our system of energy tracking to better understand our usage ultimately leading to a reduced energy consumption

KPI 5% reduction in energy usage LFL LY (per restaurant) across Electric and Gas

GOAL Reduce our direct carbon emissions

KPI Reduce Charcoal usage LFL LY by 5% average across the restaurants

ENVIRONMENTAL GOALS & — KPIS

WASTE

GOAL To reduce our waste to incineration

KPI 5% reduction in waste to incineration, more ending up in recycled / reused / composted or A digested (per restaurant).



CHARITY

GOAL To increase our volunteering and fundraising uptake across the company. Team members are entitled to one paid volunteering or fundraising day a year. That's potentially 200+ people investing back into the community!

KPI 10% Charity day uptake by YE 2024.

GOAL To increase our support of bringing disadvantaged groups into hospitality careers.

KPI Hire 1 more team member hired into the company via Only A Pavement Away by YE 2024.

Diversity & Inclusion

GOAL To increase awareness and respect of one another's backgrounds, beliefs and sexual orientation.

KPI Celebrating cultures: 1x family meal a quarter, per site focusing on different cultural cuisines and heritage

KPI 80% of managers will go through Anti-Bullying and Harassment training by YE 2024

KPI 1x full team social event in the year celebrating all individual cultures, backgrounds and orientations. (Blackstock)

SOCIAL GOALS & — KPIS

LEARNING & DEVELOPMENT

GOAL Improve Learning and Development opportunities at Blacklock.

KPI Improve LY LFL on "personal growth" section on Best Companies survey.

KPI Increase off the job training sessions by 40%



OUR PEOPLE

Throughout each restaurant, we have designated ambassadors for all that being B Corp stands for and these are our **B KEEPERS**. They make sure **VOICES ARE HEARD AND VALUED** as well as **CREATE A FORUM FOR CONVERSATION AND BETTERMENT** to strive for continuous **IMPROVEMENT**.

The B Keepers are a committee from all walks of Blacklock, which shines light on our collective goals while fostering open and honest **COMMUNICATION** between team and Chop House.

TO KEEP THE B WE NEED B KEEPERS

THEY'RE THE VOICE OF THE TEAM

The B Keepers represent us all, articulating concerns, **BOUNCING IDEAS**, and feedback to Chop House.

THEY'RE THE SOUNDING BOARDS FOR NEW IDEAS

The B Keepers are a catalyst for **NEW INITIATIVES** and ideas so we can make sure they align with the values and needs of the team.

THEY'RE AT THE FOREFRONT OF CONVERSATIONS FOR CHANGE

B Keepers gather regularly to **DISCUSS AND DEVELOP** everything from operational improvements to **TEAM WELFARE** initiatives.

WE'RE ALL INVOLVED

B Keepers encourage and empower team members to **HAVE THEIR SAY** and actively participate in **DECISION-MAKING**.

THE AIR IS CLEARER

By proactively addressing potential sticking points, B Keepers help **RESOLVE ISSUES** before they become problems.



CHOP LIFE SURVEY:

— DIVERSITY, INCLUSION, AND TEAM WELFARE

We want to make sure we understand the experiences, perspectives, and needs of our team members before we make any decisions.

We call it the **CHOP LIFE SURVEY**, it's a hard-working, data-driven tool shared once a year to bring anonymous and fair insight enabling us to highlight areas for improvement and implement targeted initiatives that will raise our game.

IT ASSESSES HOW WE'RE DOING ON DIVERSITY AND INCLUSION.

Which gives us the opportunity to identify potential gaps and areas for **IMPROVEMENT**.

IT APPRAISES HOW OUR TEAMS ARE FEELING ABOUT TRAINING AND THEIR DEVELOPMENT

Enabling us to curate and provide trainings that are both **USEFUL AND ENGAGING**.

IT EVALUATES HOW WE'RE DOING ON VARIOUS ASPECTS OF TEAM WELLBEING.

Which means we know if we need to do better on mental health support, work-life balance, and general **COMPASSION AND SUPPORT**.

IT TELLS US HOW OUR TEAMS FEEL ABOUT BLACKLOCK'S SOCIAL AND ENVIRONMENTAL IMPACT

To ensure we're doing **BEST BY THEM** and momma earth.

Essentially, It helps us see things clearly, intervene appropriately, and **SOLVE PROBLEMS QUICKLY**. Making how we **LOOK AFTER PEOPLE**, relevant to their needs. If it's not meaningful, it's not valuable. We're big believers in that.



MEET IWONA

In just five years, she has progressed from waitress to being **GENERAL MANAGER** of our largest restaurant so far. Her journey is a story of **DETERMINATION, RESILIENCE, LEADERSHIP** and lots of **FUN** along the way.

We love Iwona's story so have asked her a few questions about her time at Blacklock to share with you.

WHY DID YOU PICK BLACKLOCK?

A friend recommended Blacklock to me, saying, "This is a company that truly looks after people." I was curious, and I'm so glad I gave it a try!

WHEN YOU STARTED, DID YOU THINK YOU WOULD BE GENERAL MANAGER TODAY?

No, I actually joined because I needed a break from my previous career. After a year at Blacklock, I realised I was building a new career that I genuinely enjoyed. I'm thrilled with how things turned out, and my ambition kept pushing me to keep learning and growing.

WHAT CHALLENGES HAVE YOU FACED ALONG THE WAY?

Starting as a waitress, I'd formed close friendships, so earning respect as a manager was an adjustment. With their support, it's made me the manager I am today. Opening Canary Wharf with a fresh team took a lot of focus to build the Blacklock culture from scratch. My experience with building teams has helped me take on the role of General Manager, and I've found it very rewarding!

WHAT ARE YOUR STANDOUT MOMENTS AT BLACKLOCK?

There have been so many great moments, but what stands out most is the support I received from everyone during a difficult time when my father became seriously ill. The whole team gave me the flexibility I needed to be with my family, which meant so much.

WHAT ARE YOUR MAIN RESPONSIBILITIES AS GM?

My role is all about making sure "Everyone leaves happy." This means keeping the restaurant running smoothly and well-maintained. For my team, it's about supporting their development, promoting work-life balance, and ensuring



they feel heard. And for our guests, it's creating a warm, welcoming atmosphere with food delivered with care and genuine hospitality that makes Blacklock feel like a second home.

HOW DO YOU INSPIRE YOUR TEAM?

I like to connect with each person individually to understand what they need from me to feel satisfied in what they do—whether that's training, career development, or simply being heard. This personal approach helps people feel valued and supported.

WHAT ARE YOUR AMBITIONS FOR BLACKLOCK'S FUTURE?

I'm proud to work for a company that's already recognised as one of the "100 Best Companies to Work For." I'd love to see Blacklock grow and bring our solid foundations and amazing culture to new cities and people.

WHAT'S YOUR FAVOURITE COCKTAIL AND DISH AT BLACKLOCK?

It has to be the Winter Negroni with Pedro Ximénez and the 55-day aged Prime Rib—absolute classics!

ANY ADVICE FOR NEWCOMERS AIMING TO BE FUTURE FEMALE LEADERS IN HOSPITALITY?

Don't be afraid to step out of your comfort zone and take on more responsibilities. It can feel overwhelming at first, but remember, you'll always have a team around you ready to help.

At Blacklock, we're all about being good neighbours, and our partnership with **ONLY A PAVEMENT AWAY** is a big part of that. This incredible charity helps folks in tough spots find jobs in hospitality, whether they're experiencing homelessness, are veterans, or ex-offenders. **WE WANT TO GIVE THEM A HAND UP** to build a new career here at Blacklock.

**ONLY A
PAVEMENT
AWAY**

BLACKLOCK IS AN EMPLOYER PARTNER FOR THE CHARITY BUT ALSO A FUNDRAISER, TOO.

Last year, we laced up our walking boots and hit the trails, raising vital funds for **HIKING AGAINST HOMELESSNESS**. The events allowed us to give back while shining a light on the power of community and compassion. We've made a tangible difference in the lives of those seeking a new start and it just feels right to play a part in nurturing **A MORE INCLUSIVE AND SUPPORTIVE SOCIETY**.

We want to keep doing more, that's why every Blacklock team member gets a day off each year to volunteer or fundraise for **OAPA** or a charity closer to their heart. And as a business, we're on the lookout for even more ways to give back and **MAKE A DIFFERENCE**.



— WE'RE PROUD OF OUR PROVENANCE **SUSTAINABILITY** & SUPPLIERS

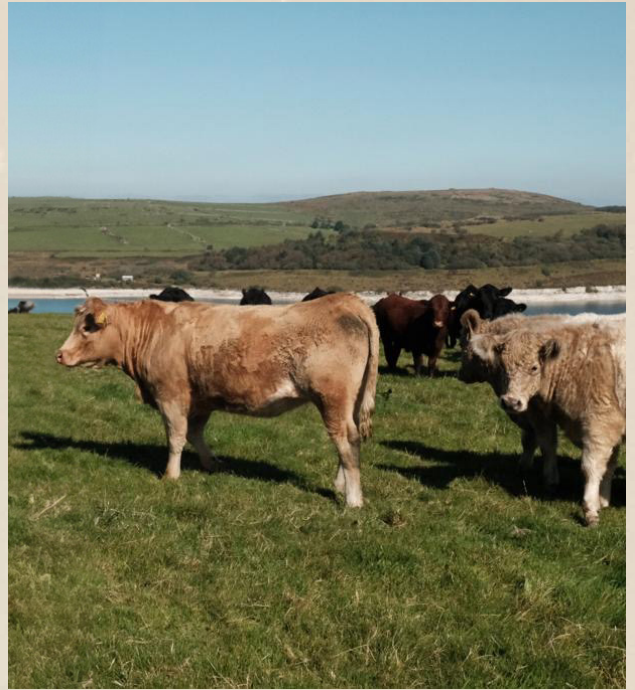
We make sure our supply chain reflects our values, as building relationships with **MINDFUL PRODUCERS AND SUPPLIERS** is the way we do business. We have incredible friends that we've worked with since the beginning so for our first report, we're spotlighting just three we feel need special mention.



HARBOUR BREWING CO

BREWS

Our commitment to quality extends beyond the plate to the very source of our ingredients. That's why we cherish our close relationship with **HARBOUR BREWERY IN CORNWALL**, just a stone's throw away from Philip Warren Butchers, situated in the idyllic Bodmin moor. Harbour Brewery share our passion for excellence and the environment, through this partnership, we not only **ENSURE THE FRESHEST AND FINEST BREWS** for our patrons but also support local craftsmanship and sustainable practices. Together, we produce seasonal **BLACKLOCK BREWS** that reflect true British beer.



PHILIP WARREN

BUTCHERS

At Blacklock, we believe that the journey from farm to table is as crucial as the culinary experience itself. That's why we're proud to partner with **PHILIP WARREN BUTCHERS**, in sunny Cornwall. More than just a supplier, Philip Warren Butchers embodies a commitment to social responsibility and **ENVIRONMENTAL STEWARDSHIP** that aligns seamlessly with us.

The Warrens go beyond the conventional role of farmers and butchers by actively engaging with and supporting their local community in Cornwall. They prioritise rearing native breeds on their farm in Launceston with an **ETHICAL AND SUSTAINABLE PRACTICE**. Their approach to farming and carcass management is a **BEACON OF INSPIRATION** within the industry for fellow farmers and responsible producers who are dedicated to preserving the land and its resources for future generations.

Central to Philip Warren Butchers' ethos is the principle of farming as nature intended by a means of minimal intervention and a holistic approach to land management. By prioritising soil health, biodiversity, and **ANIMAL WELFARE**, this approach not only produces high-quality meat but also contributes to the restoration and rejuvenation of ecosystems.



UNCHARTED WINES

WINES ON TAP

At Blacklock, when you order a glass of wine more often than not it will be served straight from the tap! **WINE ON TAP** presents a **SUSTAINABLE ALTERNATIVE** to traditional bottled wine, significantly reducing carbon emissions associated with transportation, packaging, and waste. By serving wine this way, **WE MINIMISE OUR ENVIRONMENTAL FOOTPRINT** while ensuring the freshest and highest quality wine for our guests.

We are proud to partner with Rupert from Uncharted Wines, a London-based importer and supplier, for several reasons. Rupert shares our commitment to **SUSTAINABILITY AND ETHICAL SOURCING PRACTICES**. He works directly with small, independent winemakers who believe in a minimal intervention approach to winemaking, allowing wine to speak for itself and proudly represent where it's from (terroir!) Rupert's

particularly good at finding wines made from grapes that are slightly off-the-beaten-track. Championing soon-to-be pioneering underdog wines from the lesser known varieties. A **DEDICATION TO DISCOVERY** that helps our wines come with some story of their distinctive origins.

Additionally, Uncharted Wines focus on minimising waste by **DELIVERING WINE IN REUSABLE KEGS**, eliminating the need for single-use bottles and corks. Through our collaboration with Uncharted Wines, we not only offer exceptional wines to our guests but also contribute to a more **SUSTAINABLE FUTURE FOR THE PLANET**. Wine on Tap has been a staple part of our offering since day one and we hope to inspire more restaurants to pour in this way as we think it's great.

WRAP UP

Looking back, 2023 was a year of milestones and growth. Our certification as a B Corp solidified our dedication to **BALANCING PROFIT WITH PURPOSE**, while Blacklock staples like Wine on Tap and partnerships with ethical suppliers reminds us of our commitment to doing the right thing.

Our team's voices — **CHAMPIONED BY OUR B KEEPERS** — drives key improvements, from creating more inclusive workplaces to introducing innovative practices that benefit all. Our **CHOP LIFE** Survey provides valuable insights, helping us refine how we care for our team's well-being. And through initiating our partnership with **ONLY A PAVEMENT AWAY**, we deepened our connection with the communities we serve, further embodying our ethos of making a positive impact.

As we reflect on these achievements, we remain **ENERGISED FOR THE JOURNEY AHEAD**. 2024 is already a year of action, building on the foundations of last year's successes. Whether it's continuing to reduce waste, enhancing career development opportunities, or finding new ways to make a difference, our **AMBITIONS REMAIN BOLD**, and our vision clear.

TO EVERYONE WHO HAS SUPPORTED US — our incredible team, loyal guests, and trusted partners — **THANK YOU**. Here's to more chops, more smiles, and **MAKING IT COUNT**.

