

Change

by DRAKE & MORGAN



Impact Report

Contents

Introduction	03-07
<i>A Warm Welcome</i>	03
<i>Who are D&M?</i>	04
<i>Change Programme Highlights</i>	05
<i>ESG Progress Monitor</i>	06
People	07-08
Community	09-10
<i>Engagement</i>	09
<i>Supply Chain</i>	10
Environment & Climate Action	11-12
Thank You	13



INTRODUCTION

A Warm Welcome

Drake & Morgan was founded in September 2008 with the opening of *The Refinery at Bankside*.

We were born from a belief that the bar & restaurant sector desperately needed an injection of bold, innovative thinking in order to reflect the way that people want to live & socialise; Gastropubs had become overpriced, city bars weren't very female friendly & coffee shops tended to be cramped.

We set out to create sanctuaries from the hustle & bustle of life - a meeting point for locals, workers & passers-by & a destination for all day drinking, dining & unwinding.

Today, you'll find our *gorgeous bars & restaurants* across London & Manchester that are all individual, all unique, all offering everyday escapes that leave you feeling enchanted, indulged & inspired.

As our business continues to evolve our commitment to our mission & values endures, they create the basis for our culture & behaviours towards our customers,

teams & the environment. I genuinely believe that at the heart of our business there has always been the subconscious mindset of choosing to do the right thing & we are all entrusted to make decisions that positively impact our reputation & relationships with each other & our communities.

Conducting business ethically, with integrity & transparency, is essential to preserving this culture & protecting our brand & I am delighted to outline how we have been translating that into our day-to-day operations through this report.

In the beautiful chaos of city life, sometimes you need a retreat from the real world & we believe Drake & Morgan can do that, we're thrilled to continue advancing how this translates into our mission for sustainability & welfare & are proud of the legacy we can create together.

Enjoy the read!

Jillian MacLean MBE, Founder & CEO



INTRODUCTION

Who are *D&M*?

2

Cities
London & Manchester

17

Bars &
Restaurants

500+

Employees

3.7m

Customers
per year

1

Shared DNA

THE FOLLY
by DRAKE & MORGAN

THE ANTHOLOGIST
LONDON
by DRAKE & MORGAN

the *Fable*
Bar & restaurant
by DRAKE & MORGAN

the *parlour*
by DRAKE & MORGAN

the refinery
REGENT'S PLACE
by DRAKE & MORGAN

INTRODUCTION

Change Programme *Highlights*



£130,000 raised for charity partner Maggie's through customers micro donations & our teams' efforts including running marathons, 10k's & cycling challenges.



Swapped our bread flour & beef burgers for *regeneratively farmed produce*.



Awarded *Sunday Times Best Places to Work employer* for 2025 (the second year in a row) & an 'excellent' rating improving our employee *happiness score to 84%*.



Deployed a green pension & investment solution to all *500+ employees*.



Saved a further *560,000 kWh & 110 tonnes of CO2e* using technology to control utilities consumption.



Reduced our group carbon intensity (tCO2e per £m) *from 184.5 to 170.5*.



Sent zero of our controlled waste to landfill, with *45%* being used to create energy & *53%* recycled.



INTRODUCTION

ESG Progress Monitor

The *Change by D&M* project continues to ensure we as a business are transparent on reporting all that we do which can affect the environment & the communities we operate within.

We continue to be held accountable by our teams & customers & this means we all work together to make a positive change. From our D&M staff to the partners & suppliers we work with & the customers who come through our doors, how our business operates, impacts everyone!

The programme 'wheel' shows how we categorise its impact & we continue to work with '*Sustainable Advantage*' who are an industry specialist partner in ESG to review all these areas across our business & supply chain & have proudly maintained an ESG maturity audit score for 2024/25 of 71 which is categorised as '*excellent*' vs. our industry benchmarks.



PEOPLE

Our Team

Fair pay, tips, benefits, & time off should always be the norm & remain the standard across all of D&M, however in the recent years we felt we could do more to ensure the teams feel supported & secure for life's ups & downs & so have remained committed to our core programmes of support for all employees including;



Financial Wellbeing

Financial Wellbeing with *Wagestream* to give our team anytime access to their wages, meaning any unexpected bills can be tackled.

We still proudly have 70% of the cohort signed up to the system (*the highest engagement from any Wagestream client*) & not only do they stream wages but many use the tax health check, coaching, education & savings pot functions to manage their money better.



Wellbeing Support

Wellness Support partnering with the *Drinks Trust Restore* programme to deliver 24/7 via phone or WhatsApp, to any of our team free confidential support on a number of issues such as mental health, alcohol use, sleep improvement & also professional legal advice, financial & debt support, mediation, career guidance & life coaching.



THE SUNDAY TIMES

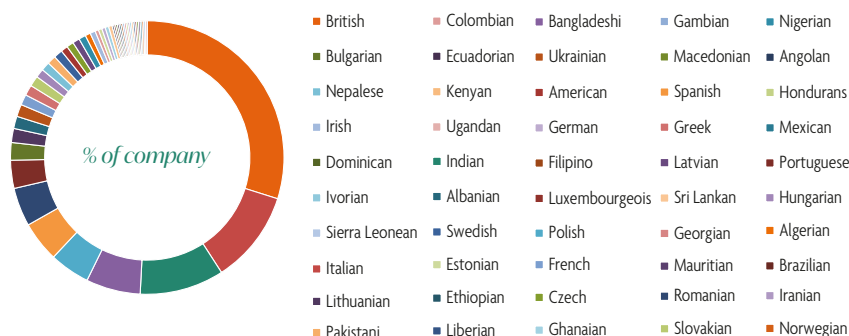
T Best Places
to Work 2025

Hospitality is also by its nature thus one of the most diverse industries around. There should never be a barrier to working in our industry & we are proud that everyone is welcome at D&M, free from judgement on race, sexuality, gender, disability, beliefs or age.

We are proud to have a team representing *50 nationalities*, with no median gender pay gap & *60% of senior management roles now held by women*. This percentage has increased over the past year, demonstrating our ongoing commitment to a fair & balanced workforce & we continue to prioritise internal promotions & encourage applications from our female population for all roles.

To ensure we remain on track, we still conduct bi-annual Diversity, Equity & Inclusion (DE&I) surveys as a 'health check' of our progress, & we maintain a strict code of conduct that upholds zero tolerance for any form of discrimination. All employees receive comprehensive training on these standards during induction, including

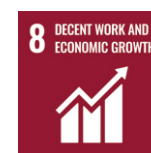
D&M Nationalities



UN Sustainable Development Goals Alignment



D&M are well on track to meet *goal 5* of ensuring there is gender parity in the workforce.



Our continued growth, young workforce employee benefits, excellent pay & development programmes completely align with *goal 8*.

updated diversity & unconscious bias modules, which are available at any time through our internal Engage & E-Learning systems.

This past year has also been transformational for our learning & development programme & we have now expanded our online academy & in-person training schools, delivering *80 courses with over 800 training places filled* throughout the year. Currently, 32 employees are on active career development pathways, supporting our commitment to helping people grow & progress within the business & hospitality industry for many years to come.

We are thrilled that as a group we have been recognised as a '*Sunday Times Best Places to Work Employer*' for the second year in a row with improved metrics across the board in all areas that are examined.

The group wide employee survey for the award showed a '*happiness score*' of *84% (+7% on LY)* & a '*job satisfaction score* of *85%* this is now *10% higher than global average & 12% higher than our hospitality industry comp set*, giving us an overall '*excellent*' rating & will enable us to set a clear roadmap for further improvements to our team members experience throughout their careers at D&M.

Engagement

We continue to be blown away by the engagement & support from the lovely teams & customers at D&M to our partnership with *Maggie's Cancer Care Centres*.

We set ourselves & ambitious target for fundraising in the last year of £120,000 & we are ecstatic to have overachieved this with more than *£130,000* raised & donated.

This money will make a real difference to families living with cancer in the UK & provides funding for *4,500 hours of dedicated support* through the incredible Maggie's centres.

We also continue to support other worthwhile charities including supporting events for *Smart Works* & hosting more than 300 ex-service men & women for lunch on *Poppy Appeal Day*

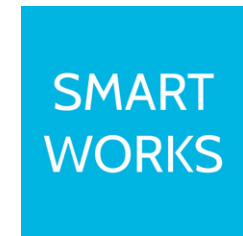
in the City of London fuelling their fundraising activities throughout the main transport hubs.

Through last year we also continued our partnership with *Earnit*, an innovative platform redefining 'VIP' allowing people to volunteer their time to charity & 'earn' an exclusive thank you, this time we went to Manchester, where we linked with *State Talking*, who develop 'relatable' role models for students in the state school system.

Our team & customers spent time with these young people mentoring & raising awareness of employment opportunities especially in the North West that may not seem as obvious or conventional through traditional education such as hospitality & digital/creative media.

Over
£130k
raised for
Maggie's in the
last year

Proudly supporting



EARNIT

Supply Chain

Throughout the years D&M has operated we have always tried to source responsibly, eschewing products which could encourage deforestation such as palm oil in ingredients & ensure items such as our cleaning chemicals use sustainable biotechnology production. We continue to *buy as many ingredients locally as possible* including seasonal vegetables from Kent & south coast fish for our London estate.

UN Sustainable Development Goals Alignment



Food waste reduction training changes to ingredients, garnishes & local buying have helped us contribute towards *goal 2*.



We associate with *goal 12* through our focus on supply chain responsibility, use of renewables & reducing food waste & miles.

We maintain our commitment to onboard more products each year that farm using regenerative standards, this revolution against mass industrial production *supports biodiversity, promotes soil health, wildlife growth & waterway protection* & can now be tasted within the *sourdoughs, flatbreads, buns & all beef burgers* on our menus.

We are committed to seeking suppliers who share the same values & ethics as us & who understand our social & environmental requirements, this is achieved through careful vetting, a code of conduct & regular supplier visits to ensure practices & standards are of the highest order & in practical terms means we see more suppliers implementing change such as transitioning to fully electric fleets & reducing packaging on the deliveries to our doors.

We continue to work with & further engage our partners on environmental action & through analysis of our menu we believe we can carry on reducing emissions for both parties.

All our beef burgers are now from British farms using Regenerative Agriculture standards



Environment & Climate Action

Now in our 3rd year of producing a full footprint analysis for D&M we are far clearer on how certain items can affect our numbers & so working with *Zero Carbon Forum* have a full action plan in place to continue to reduce the overall footprint through the coming years.

The slight year on year growth in Scope 1 was purely down to large scale refrigeration works that were unavoidable through the year & overall, the rest of this area was extremely well controlled. Pleasingly our Scope 2 remains at zero as we were able to continue to purchase all our electricity from renewable sources, despite the cost inflationary pressures throughout the year.

Overall, our Scope 3 emissions has been the biggest focus for the year as it has always been more than 80% of our total. This attention has led to scope 3 being reduced by *800 tonnes of CO₂e*, the improvements have come from reductions in distribution & transportation, savings in location-based utilities through optimisation of our technology driving savings in consumption & menu engineering to swap to ingredients to those with a lower carbon metric - all these initiatives have led to an excellent reduction in the emission factor (*CO₂e per £m of sales*) for the year.

Drake & Morgan's Carbon Footprint

Scope 1

These are the emissions we directly create such as from running our heating or kitchen equipment

413
tonnes of
CO₂e

Scope 2

These are the emissions we indirectly create by buying our electricity

0
tonnes of
CO₂e

Scope 3

These are the emissions we are indirectly responsible for by association up & down our supply chain

7104
tonnes of
CO₂e

Carbon Intensity Co₂e per £m:
2023/2024 185 – 2024/2025 170

So, what have we been doing?

D&M remains a Carbon Neutral company & has a policy to enable customers to make *'Positive Choices'* to help our environmental journey.

We continue to spotlight our low carbon dishes on the menu & as previously mentioned have moved all our flatbreads, sourdoughs & burger buns to being produced with *'Wildfarmed'* flours, this along with the beefburger itself now being from regenerative farms means that one of our biggest selling items has its main components from farmers where standards of growing & rearing are implemented to protect soil health & biodiversity to ensure the product sequesters more carbon than it creates, *great tasting & great for the environment*.

In the last year we also implemented 2 draught beers (*Gypsy Hill & Jubel*) who again work with 'Wildfarmed' but this time for the malted barley in their brew. The total impact of this swap will be captured next year as we have more data however with the barley proven to deliver a 80% reduction in carbon emissions vs. other methods of growing, shown to eliminate nitrate & phosphate pollution in our waterways, is 100% pesticide-free & so has a 100% traceable supply chain from the field to a cold pint we think it can only be a great thing to say cheers too!

D&M's venue teams lead the Change project from the front & continue to make huge strides in reducing emissions & especially the intensity of our operations & even though in 2024 we saw a massive 13% reduction in average electricity consumption this year they have *further improved with another 10.5% reduction from that base line*.

Within waste our largest contributor to the footprint is now the water treatment & so this last year we began to look at ways to reduce this impact, we have now installed technology at our 6 largest locations which actively monitors usage, alerting to any habits causing wastage, or potential leaks which could cause excessive consumption. We have seen an annual reduction in this area & the technology continues to be assessed to its suitability to be rolled out to the remaining estate.

UN Sustainable Development Goals Alignment



Our goals & plan show commitment to net zero, sector collaboration & taking positive action towards decarbonisation.



THANK YOU

Thank You

Last year we stated that in 2025 we wanted to be able to write a report saying we had further diminished our carbon intensity & continued our project on reducing utilities consumption, waste & water use. We are hugely proud that thanks to the efforts of all the employees at D&M we have *successfully managed those objectives*.

Furthermore, to have a second year of recognition as one of the *Best Places to Work* shows how important the efforts of the people team have been in fostering a diverse, balanced workforce that provides ample opportunities to learn, develop & grow in not just our company but the hospitality industry as a whole.

We will continue to ask that all customers & employees hold us to account to ensure we maintain the values this company was built on 17 years ago & although we often find more questions than answers we hope that we continue to strive to improve every day in the areas we can control! & as a group we remain excited by the challenges & opportunities ahead of us & are looking forward to the coming year & the positive change we can continue to achieve.

Onwards!

