Restaura℠

MORE OWNERSHIP.

A New Standard for Hospitality Culture

DON'T SETTLE FOR UNMET EXPECTATIONS.

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THE EXPECTATION HAS CHANGED.

Hospitality is personal.

A RESIDENT DOESN'T EXPERIENCE A COMPANY. THEY EXPERIENCE A PERSON.

THE SERVER WHO REMEMBERS THEIR COFFEE.

THE COOK WHO KNOWS HOW THEY LIKE THEIR EGGS.

THE DINING ROOM MANAGER WHO NOTICES WHEN SOMETHING ISN'T RIGHT.

THE TEAM MEMBER WHO RECOGNIZES THEIR FAMILY WHEN THEY WALK THROUGH THE DOOR.

These individual interactions become the resident experience. Yet hospitality has historically operated within a workforce model where many of the people closest to the customer have the least opportunity to participate in the long-term value they help create.

PEOPLE WHO CARE ABOUT THE OUTCOME.

At Restaura, we believe the people responsible for creating value should have the opportunity to participate in it. That is why ownership isn't simply part of our compensation philosophy. It is part of our hospitality philosophy.

EXPECT MORE FROM THE PEOPLE BEHIND THE EXPERIENCE.

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THE DATA IS COMPELLING.

Ownership can change the relationship between people and work.

Approximately..

25

MILLION U.S. WORKERS

18%

OF EMPLOYEES

have some form of ownership stake in the company where they work. A growing body of research suggests that broad-based employee ownership can benefit both workers and businesses.

OWNERSHIP ALONE DOESN'T PRODUCE EVERY OUTCOME.

BUT A MEANINGFUL STAKE CAN CHANGE THE RELATIONSHIP WITH WORK.

5.6-6.7%

Estimated increase in labor productivity following ESOP adoption

85%

Surveyed ESOP companies reporting positive recruitment + retention impact

Voluntary quit rates:

11% vs 26%

ESOP companies vs. U.S. benchmark

2X+

Median retirement savings for employee owners in one major study

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OWNERSHIP IS MORE THAN EQUITY.

There is a difference between asking someone to act like an owner and giving them the opportunity to become one.

RESTAURA CHOSE THE LATTER.

Every Restaura associate - from kitchen staff and servers to corporate team members - participates in a shared ownership model, with team members collectively holding a significant stake in the company.

Restaura worked with Ownership Works, a nonprofit organization dedicated to expanding broad-based employee ownership, to help create and implement its shared ownership model.

FINANCIAL OWNERSHIP IS ONLY THE BEGINNING.

OWNERSHIP HAS TO BE SOMETHING PEOPLE EXPERIENCE.

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FROM OWNERSHIP TO EXPERIENCE.

Equity alone isn't culture.

Ownership becomes more powerful when it is paired with participation, communication, trust, training and opportunities for employees to influence the organization.

THE GOAL IS TO CREATE AN ENVIRONMENT WHERE PEOPLE UNDERSTAND

WHAT AM I HELPING BUILD?

HOW DO MY DECISIONS AFFECT IT?

WHERE CAN I MAKE IT BETTER?

HOW DOES OUR COLLECTIVE SUCCESS CREATE OPPORTUNITY FOR ME AND MY COLLEAGUES?

At Restaura, that behavior is expressed through a culture built around ownership and influence, continuous improvement, innovation, professionalism, teamwork and exceptional experiences.

AND ULTIMATELY, ALL OF IT HAS TO REACH THE RESIDENT.

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01 | EXPECT MORE ACCOUNTABILITY.

OWNERS SEE THE OUTCOME DIFFERENTLY.

Hospitality is built from thousands of small decisions. Does this plate leave the kitchen? Do I walk past something that isn't right? Do I solve the problem or pass it along? Do I treat food waste as someone else's expense? Do I notice when a resident hasn't been to dinner?

"IS THIS MY JOB?" BECOMES "IS THIS THE EXPERIENCE WE WANT TO CREATE?".

Standards matter. Training matters. Leadership matters. But culture fills the space between the standards. Ownership creates the opportunity for accountability because the outcome matters to everyone.

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02 | EXPECT MORE

VOICE.

THE PEOPLE CLOSEST TO THE EXPERIENCE OFTEN SEE THE OPPORTUNITY FIRST.

The server hears what residents say at the table. The cook sees which entree comes back untouched. The dishwasher sees where a process breaks down. The dining manager sees where service slows.

EXPECT MORE IDEAS FROM EVERY LEVEL.

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03 | EXPECT MORE ENGAGEMENT.

PEOPLE CAN ENGAGE DIFFERENTLY WHEN SUCCESS IS SHARED.

There is a fundamental psychological difference between working for something and helping build something you have a stake in. The company's success is no longer entirely someone else's success. The challenges aren't entirely someone else's problems. The future isn't entirely someone else's future.

RESIDENTS EXPERIENCE ENGAGEMENT INITIATIVE | ATTENTION | ENERGY | PRIDE | PROBLEM SOLVING

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04 | EXPECT MORE
CONSISTENCY

RELATIONSHIPS ARE DIFFICULT TO BUILD WHEN PEOPLE KEEP CHANGING.

Senior living hospitality is fundamentally relational. Residents aren't anonymous customers passing through once. They live there. A long-tenured server knows the corner table. A cook remembers the recipe that reminds someone of home. A dining manager notices a subtle change in appetite.

RETENTION IS A RESIDENT-EXPERIENCE METRIC

EXPECT MORE CONTINUITY.

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05 | EXPECT MORE
OPPORTUNITY.

THE PEOPLE CREATING VALUE SHOULD HAVE AN OPPORTUNITY TO SHARE IN IT.

For many workers, employment provides income. Ownership creates the possibility of something more: participation in the value they help create.

A COOK CAN BE AN OWNER.

A SERVER CAN BE AN OWNER.

A COMMUNITY LEADER CAN BE AN OWNER.

A CORPORATE TEAM MEMBER CAN BE AN OWNER.

IF YOU HELP CREATE THE VALUE, YOU SHOULD HAVE AN OPPORTUNITY TO SHARE IN THE SUCCESS.

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06 | EXPECT MORE

LEADERSHIP.

OWNERSHIP RAISES THE EXPECTATION FOR LEADERS, TOO.

If people are owners, leaders have a responsibility to help them understand what they own and how they influence its success: communication, transparency, clear expectations, education, recognition, listening and opportunity.

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07 | EXPECT MORE FROM CULTURE.

Ownership is a stake. Culture is how we use it.

WE HAVE OWNERSHIP AND INFLUENCE.
Each of us has a role in shaping Restaura's identity and future.

WE SEEK OPPORTUNITY AND IMPROVEMENT.
Owners don't accept 'that's how we've always done it' as the final answer.

WE DRIVE INNOVATION AND DISRUPTION.
We challenge the status quo and contribute inventive solutions.

WE VALUE PROFESSIONALISM AND EXCELLENCE.
Ownership raises the standard we expect from ourselves and one another.

WE EMBODY TEAMWORK AND EMPATHY.
Ownership is shared. Success requires collaboration, respect and support.

WE CRAFT EXCEPTIONAL EXPERIENCES
Ownership has to show up in hospitality and in knowing the people we serve.

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08 | EXPECT MORE THAN A BENEFIT.

OWNERSHIP HAS TO BECOME BEHAVIOR.

A financial stake alone doesn't make someone think like an owner. Ownership becomes meaningful when someone understands the connection between:

THEIR DECISION → THE RESIDENT EXPERIENCE

THEIR IDEA → A BETTER PROCESS

THEIR ATTENTION → LESS WASTE

THEIR LEADERSHIP → A STRONGER TEAM

THEIR CONTRIBUTION → THE SUCCESS OF THE ORGANIZATION.

That is why Restaura's ownership model cannot live solely in an onboarding presentation or equity statement. It has to live in operations, meetings, recognition, training, communication, how leaders listen, how teams solve problems and how people are encouraged to take initiative.

OWNERSHIP ISN'T ONLY WHAT SOMEONE RECEIVES. IT IS HOW SOMEONE SHOWS UP.

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OWNERSHIP HAS TO REACH THE RESIDENT.

WHAT DOES OWNERSHIP MEAN FOR THE RESIDENT?

THE SERVER STAYS LONGER.

THE CHEF TAKES GREATER PRIDE IN THE KITCHEN.

THE DINING MANAGER THINKS DIFFERENTLY ABOUT WASTE.

SOMEONE SPEAKS UP WHEN AN EXPERIENCE ISN'T RIGHT.

SOMEONE OFFERS AN IDEA BECAUSE THEY KNOW THEIR VOICE MATTERS.

SOMEONE TAKES RESPONSIBILITY INSTEAD OF ASSUMING SOMEONE ELSE WILL.

RELATIONSHIPS HAVE TIME TO DEVELOP.

Research does not allow us to say employee ownership alone causes each of these outcomes. It does provide growing evidence that broad-based employee ownership - particularly when paired with a participatory culture - can support productivity, retention, wealth creation and organizational resilience.

MORE INVESTED PEOPLE CAN CREATE A MORE INVESTED EXPERIENCE.

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THE BUSINESS CASE FOR MORE OWNERSHIP.

Employee ownership isn't only a culture strategy.

IT CAN BE A BUSINESS STRATEGY.

For senior living communities, workforce stability directly touches the resident experience. Every departure creates disruption. Every vacancy creates pressure. Every new hire requires recruiting, onboarding, training and time. And every lost relationship has to be rebuilt.

CONTINUITY MATTERS.
ENGAGEMENT MATTERS.
ACCOUNTABILITY MATTERS.
RELATIONSHIPS MATTER.

5.6-6.7%

Estimated increase in labor productivity following ESOP adoption

11% vs 26%

Reported voluntary quit rate vs. national benchmark

These studies examine employee ownership broadly - and often ESOPs specifically - rather than Restaura's individual ownership structure. But together, they point toward an important idea: businesses can perform differently when the people doing the work have a meaningful stake in the outcome.

THE WORKFORCE IS THE RESIDENT EXPERIENCE.

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THE NEXT ERA OF HOSPITALITY IS OWNED.

For decades, the relationship was straightforward.

THE COMPANY OWNED THE BUSINESS. THE EMPLOYEE WORKED FOR IT.

Restaura believes there is another possibility. One where people throughout an organization have the opportunity to participate in the value they help create. Where a cook can be an owner. A server can be an owner. A dining manager can be an owner. A corporate team member can be an owner.

OWNERSHIP ISN'T RESERVED FOR A TITLE OR AN OFFICE.

The result isn't simply a different financial benefit. It is the possibility of a different relationship with work. A different relationship with the company. A different relationship with one another. And ultimately, a different relationship with the people we serve.

THE PEOPLE DELIVERING HOSPITALITY SHOULD BE INVESTED IN THE OUTCOME.

AT RESTAURA THEY ARE.

DON'T SETTLE FOR **UNMET EXPECATIONS.**

Expect More.

MORE
VOICE.

MORE
ACCOUNTABILITY.

MORE
ENGAGEMENT.

MORE
CONSISTENCY.

MORE
OPPORTUNITY.

MORE
CONTINUITY.

MORE
SHARED SUCCESS.

MORE
PEOPLE INVESTED IN THE EXPERIENCE.

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RESEARCH & SOURCES.

Evidence behind the point of view.

RESTAURA - OUR OWNERSHIP CULTURE

Restaura's shared-ownership philosophy and cultural commitments, including broad-based ownership extending across kitchen, dining, operational and corporate team members.

RESTAURA - CAREERS / OWN YOUR FUTURE

Restaura's employee value proposition and shared-ownership positioning..

OWNERSHIP WORKS

A nonprofit organization focused on increasing prosperity through broad-based employee ownership and building ownership cultures around shared success.

ASPEN INSTITUTE / RUTGERS - EMPLOYEE OWNERSHIP AND ESOPS, 2025

Research review examining employee ownership participation, worker wealth and job-quality outcomes. The research estimates that approximately 25 million U.S. workers participate in some form of employee ownership.

KURTULUS ET AL. - EMPLOYEE SHARE OWNERSHIP, MANAGEMENT PRACTICES, AND LABOR PRODUCTIVITY, 2026

U.S. Census establishment-level research estimating a 5.6-6.7% increase in labor productivity following ESOP adoption.

NATIONAL CENTER FOR EMPLOYEE OWNERSHIP - 2026 RECRUITMENT AND RETENTION RESEARCH

Survey of 433 privately held ESOP companies examining voluntary turnover and the perceived impact of employee ownership on recruitment and retention.

NATIONAL CENTER FOR EMPLOYEE OWNERSHIP - RESEARCH ON EMPLOYEE OWNERSHIP

Research examining employee ownership and firm performance, employment stability, retirement security and organizational resilience.

WE DRIVE INNOVATION AND DISRUPTION

We challenge the status quo and contribute inventive solutions.

ASPEN INSTITUTE - THE EMPLOYEE OWNERSHIP ADVANTAGE, 2026

A nonprofit organization focused on increasing prosperity through broad-based employee ownership and building ownership cultures around shared success.

ASPEN INSTITUTE / RUTGERS - EMPLOYEE OWNERSHIP AND ESOPS, 2025

Review of research indicating that employee ownership can strengthen organizational performance, particularly when paired with a participatory workplace culture.