

# RESTAURANT ASSOCIATES



## Why Governance and Policy Matter

A Hospitality Perspective on Environment,  
Social and Governance Best Practices



# Why Governance and Policy Matter: A Hospitality Perspective on ESG Best Practices

At Restaurant Associates we understand that corporate governance and robust policies are not just checkboxes—they are essential for businesses that want to operate at the highest standards. As a leading hospitality provider, we integrate ESG (Environmental, Social and Governance) principles into everything we do. We support our clients in enhancing the employee experience, creating best-in-class hospitality environments and embedding sustainability into their core business strategies.

With a commitment to achieving Net Zero by 2030 and a social value pledge to support one million people by 2030, we offer our partners unparalleled expertise in sustainability initiatives and ESG commitments.

## Understanding Corporate Governance

Corporate governance refers to the rules, processes and principles that guide a business. It is the foundation of ethical operations, risk management and long-term resilience. Governance is particularly critical in hospitality, where high employee engagement, customer trust and sustainability play central roles in business success.

As a hospitality partner, Restaurant Associates ensures our clients benefit from industry-leading governance practices, helping them align their operations with ESG best practices, regulatory requirements and stakeholder expectations.

## The Role of Policies in Business Success

Policies translate a company's ESG values into actionable guidelines. They provide a framework for:

### Social responsibility

Ensuring fair treatment of employees and fostering an inclusive, engaging workplace.

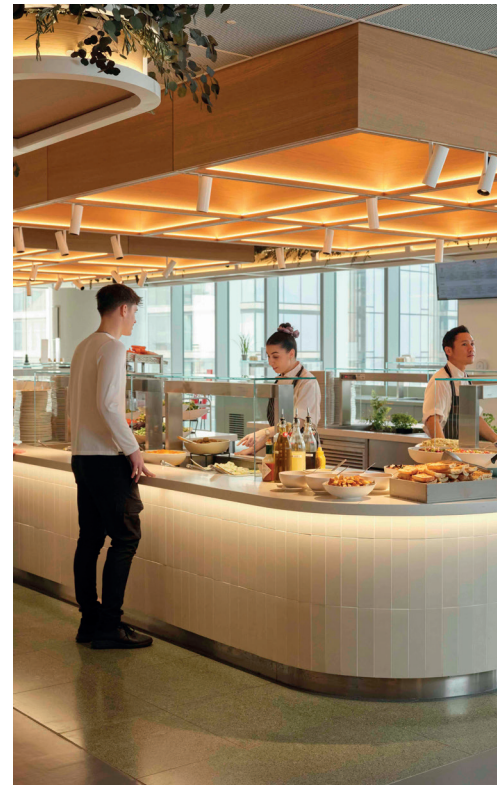
### Environmental impact

Helping businesses reduce waste, carbon emissions and resource consumption.

### Legal compliance

Reducing risks related to employment law, sustainability regulations and governance standards.

We work closely with our clients to develop and implement clear, structured policies that strengthen operations and safeguard against risk.





## Why Governance and Policies Matter for Sustainable Business Growth

Integrating strong governance and policies into your business strategy can drive sustainability, reduce risk and enhance reputation. Here's how:

### 1. Risk Management

Businesses today face increasing legislative, reputational and environmental risks. ESG-driven governance helps mitigate these risks, ensuring compliance and long-term stability.

### 2. Strengthening Reputation

Companies with strong ESG commitments are more attractive to customers, employees and investors. Consumers increasingly choose businesses that demonstrate ethical operations and sustainability efforts. Our expertise in hospitality ESG strategies helps clients enhance their brand reputation.

### 3. Transparency and Accountability

Clear governance structures keep leadership accountable and provide a framework for sustainable growth. In hospitality, where consumer expectations are evolving rapidly, transparency is key to building long-term trust.

### 4. Embedding Sustainability Commitments

Policies that outline clear sustainability commitments help businesses avoid greenwashing and ensure ESG goals translate into meaningful action. By embedding these commitments into daily operations, businesses can improve efficiency and reduce costs.





**5. Enhancing Employee Experience and Retention**  
ESG-driven governance and policies directly impact workplace culture. Employees want to work for ethical, responsible businesses. At Restaurant Associates we help clients implement workplace policies that promote inclusion, fair hiring practices and employee wellbeing—fostering a committed, engaged workforce.

**6. Improving Decision-Making**  
Hospitality businesses operate in a high-pressure environment. Well-defined policies provide a structured approach to decision-making, allowing leaders to navigate challenges more effectively, even in peak periods.

**7. Strengthening Crisis Management**  
Governance structures and well-documented policies help prevent crises and provide clear response strategies when issues arise. Whether addressing supply chain disruptions, public relations challenges, or operational emergencies, businesses with strong policies are better equipped to respond proactively.



## What Does Good Governance Look Like?

To evaluate your corporate governance, consider these key questions:

- Is your leadership team diverse, with varied backgrounds, skill sets and experiences?
- Are ESG principles embedded in long-term strategy and daily operations?
- Do you proactively report on ESG performance, even when not legally required?
- Have you implemented internal controls to measure and improve governance practices?
- Are your sustainability goals clearly defined, with measurable targets?

## Creating Effective ESG-Driven Policies

Every business is unique, but effective policies should cover:

**Workplace Policies:**  
inclusion, fair recruitment, grievance management, workplace safety, harassment prevention, training, and development.

**Environmental Policies:**  
Food waste reduction, carbon footprint management, water conservation, recycling, pollution control.

**Social Responsibility Policies:**  
community engagement, responsible sourcing, public health commitments.

**Procurement Standards:**  
ethical supply chains, higher welfare sourcing, sustainability-driven supplier partnerships.

Regardless of the focus, effective policies should:

- Clearly define the issue in scope.
- Outline how the business will approach and manage it.
- Establish measurable success criteria and clear targets.
- Identify responsible parties for enforcement and oversight.
- Include a schedule for regular policy review and updates.





## Conclusion: Why work with a Hospitality Partner that embeds ESG in its DNA?

In today’s corporate landscape, ESG is no longer optional—it is a strategic advantage.

By partnering with a hospitality company that embeds ESG into its core operations, businesses can:

- Enhance their reputation and brand trust.
- Improve employee experience and retention.
- Achieve sustainability goals through structured governance and policy implementation.
- Reduce operational risks and ensure long-term resilience.

At Restaurant Associates, we are committed to achieving Net Zero by 2030 and supporting one million people through our social value pledge. We bring this commitment to our clients, helping them embed ESG principles into their hospitality operations. We are proud to have the highest Food Made Good score in the sector accredited by the Sustainable Restaurant Association.

By choosing a hospitality partner with ESG at its core, businesses position themselves as leaders in sustainability, governance and social impact—creating long-term value for employees, customers and stakeholders alike.

## Case study: Technology to reduce food waste

Predicting daily guest numbers in the B&I and venue sectors can be challenging, often leading culinary teams to overprepare. By leveraging AI technology like Winnow, which accurately tracks and monitors food waste, significant improvements are possible.

One of our teams successfully reduced food waste by an impressive 50% at a London-based client site through the adoption of Winnow's AI technology. By tracking waste daily, the team quickly identified and resolved inefficiencies, enabling faster and more effective waste-reduction strategies. Their efforts led to a remarkable 2-tonne reduction in food waste and prevented 7.5 tonnes of CO2 emissions per year.

