



The voice of foodservice | La voix des services alimentaires



2025 ANNUAL REPORT



CEO INTRODUCTION

As I reflect on 2025, one thing is clear: our industry's operational challenges are intensifying—but so is our resolve. Across the country, restaurant operators continue to navigate labour shortages, rising costs, and shifting consumer expectations. Trade disruptions and tariffs upended our supply chains, while consumers demanded more Canadian products, at the same time as they sought more value and savings.

Through it all, our community has demonstrated resilience, adaptability, and an unwavering commitment to serving Canadians. Together, we are not only responding to today's pressures—we are shaping a stronger, more sustainable future for foodservice in Canada as we work towards our vision of thriving and vibrant foodservice communities across Canada.

Restaurants Canada is a national, not-for-profit association dedicated to representing and advancing our diverse and dynamic foodservice sector. Valued at nearly \$125 billion and employing 1.2 million Canadians, our industry remains the largest source of first-time jobs in the country and a vital economic engine, generating \$26 billion annually in taxes for all levels of government.

This year, trade disruptions and workforce policy challenges have required focused, coordinated action. Labour shortages continue in many regions, while demographic shifts are reshaping the available talent pool. At the same time, operators are balancing affordability concerns for guests with rising input and compliance costs.

In response, Restaurants Canada has intensified its advocacy and practical support for members. We have actively participated in the CUSMA review process and expanded efforts to help operators recruit, retain, and develop talent while strengthening the long-term resilience of the industry's workforce.

With a new federal government in place and against a rapidly evolving political landscape at home and abroad, we have had to change our approach to advocacy and find new allies. Our advocacy team has undergone important transformations that allow us to be more strategic and agile, so we can achieve victories for our industry wherever the opportunities present themselves.

We have continued to press governments for modernized immigration pathways that better reflect the realities of our sector, improvements to temporary foreign worker programs, and policies that reduce red tape and administrative burden. We are positioning the foodservice industry as a major player in Canada's economy with decision makers, the media and Canadians.

Advocacy alone is not enough. That is why we have expanded tools, insights, and programming designed to help operators compete in a challenging labour market. From timely workforce data and economic forecasting to webinars, toolkits, and peer-to-peer connections, we are equipping members with actionable intelligence to inform business planning and talent strategies. Our research and reporting continue to shed light on labour trends, wage pressures, and regional disparities ensuring that your realities are clearly understood by decision-makers.

We are building stronger partnerships with service providers and sponsors so that we can offer our members deeper savings and extend the reach of our voice.

Connection remains at the heart of what we do. This year's RC Show once again brought the industry together for three dynamic days of inspiration, innovation, and collaboration. Member events across the country strengthened regional networks and amplified local voices, reinforcing that while workforce challenges may be national in scope, solutions are often community-driven.

We also continue to strengthen our governance and leadership to reflect the industry we serve. Our Board of Directors represents diverse regions, backgrounds, and perspectives, and we remain

committed to meaningful representation in line with 50/30 objectives. Strong governance ensures we are well-positioned to meet both today's demands and tomorrow's opportunities.

What stands out most in 2025 is the power of collective action. Your engagement through surveys, consultations, advocacy campaigns, and shared stories remains critical to our work and has shaped policy conversations at every level of government. When we speak with one voice, we are heard. When we align behind clear priorities, we make progress.

The path forward will require continued persistence and partnership. Workforce development, affordability, and competitiveness will remain central to our efforts. With your support, Restaurants Canada will continue to champion policies that enable growth, provide practical tools that strengthen operations, and foster connections that unite and elevate our industry.

Thank you for your leadership, your resilience, and your trust. Together, we are building a foodservice sector that is stronger, more inclusive, and ready for the future.

We look forward to continuing this important work—together.

Kelly Higginson

Restaurants Canada President & CEO



BOARD CHAIR INTRODUCTION

As I reflect on 2025, I am filled with pride in what we have accomplished together and with confidence in the road ahead. Serving as Chair of Restaurants Canada this year has been both an honour and a responsibility, particularly as our industry continues to navigate economic uncertainty, trade pressures, and evolving consumer behaviour.

Having been involved with Restaurants Canada for nearly a decade, I have seen firsthand how quickly our landscape can change. From the rapid rise of delivery platforms to the unprecedented disruption of the pandemic, and now to renewed trade and affordability challenges. Each chapter has reinforced the same truth: our industry is resilient, innovative, and deeply committed to the communities we serve.



Nicolas Filiatrault

**Chair of the Board, Restaurants Canada
CEO, Benny&Co.**

Restaurants are more than businesses. They are gathering places, first jobs, family legacies, and cultural cornerstones. As CEO of Benny&Co., a Quebec family business with 60 years of history, I understand personally how restaurants are woven into the social and economic fabric of our communities. That perspective has guided my leadership this year and strengthened my belief in the power of collective action.

In 2025, Restaurants Canada sharpened its focus on the issues that matter most to operators. With real growth projected at a modest pace amid shifting immigration policies, tariff uncertainty, and continued pressure on consumer confidence, advocacy remained front and centre. We worked tirelessly to ensure the voice of foodservice was heard at every level of government.

One of the highlights of the year was the 80th anniversary of RC Show. Bringing the industry together in April was a powerful reminder of our sector's creativity and strength. The energy on the show floor, the meaningful B2B connections, and the exchange of ideas all reinforced the importance of coming together to move forward.

As we look ahead to 2026, our priorities are clear. We will continue to champion policies that support growth. We will deepen our investment in data and insights to help members make informed decisions. We will expand opportunities for connection and collaboration across the country. And we will remain steadfast in promoting the value of restaurants, not only as economic drivers, but as essential contributors to Canada's cultural and social vitality.

The year ahead will no doubt bring new challenges, but it will also bring new opportunities. If the past several years have shown us anything, it is that when we stand together we are stronger.

I look forward to continuing this work with you in 2026 and to connecting throughout the year. Together, we will continue to serve Canadians with pride and passion, adapting to change while preserving the hospitality and heart that define our industry.

VISION, MISSION & CORPORATE VALUES

VISION

Vibrant and thriving restaurant and foodservice communities across Canada.

MISSION

The champion that unites our industry and fuels success through Advocacy, Connection, and Support.

CORPORATE VALUES

Our Corporate Values are our association's guiding beliefs. They define who we are and how we run our Association. They guide our work, our actions and our interactions. They provide a thoughtful filter for how we make big and small decisions, how we work towards our goals, and how we serve our communities. We also recognize that our values have an impact on ourselves, our colleagues, our members, our brand, and on the communities that we serve. Living our Corporate Values, in all that we do, enables us to be responsible stewards of Canada's restaurant and foodservice industry.



ACCOUNTABILITY

We put our members first and are personally committed to the overall success and wellbeing of our Association. We keep the promises that we make and take personal responsibility for our actions and results.

BELONGING

We promote equity and strive to reflect and be informed by the diversity of our industry, its owners, operators, employees and customers. We are a people-centric association that creates a sense of inclusion in all that we do to ensure that positive relationships emerge within our communities and amongst our employees and members of various backgrounds.

COLLABORATION

We understand that we are stronger together so we partner, consult, cooperate, support and share to unite and serve our communities better. We consider the impact of our decisions on others and invite input and feedback to test our thinking.

INNOVATION

We embrace new ideas by encouraging thoughtful analysis, creative thinking, and differing views as catalysts for growth. We are curious about our industry, our members and ourselves and are always growing and learning for the betterment of the Association and communities we serve.

INTEGRITY

We recognize the importance of personal behaviour in creating trust and we are consistent, forthcoming, transparent and honest in all of our communications, actions and interactions.

JOY

We know that joy fuels success so we create opportunities for meaningful work and contributions, we focus on positive experiences, and we provide acknowledgment in recognition of our impact.



2025 GOVERNMENT RELATIONS PRIORITIES

GST – Food Tax Fairness: Restaurants Canada's advocacy to permanently remove the GST from all food, including restaurant meals, was a major focus of 2025, with over 25 meetings with government, 9,000+ signed petitions, and extensive media coverage. In January 2026, the federal government announced an enhanced GST credit to address food affordability. While this is not a GST exemption, it targets the cost pressures keeping Canadians from eating at restaurants.

Workforce Campaign: The restaurant industry is projected to face over 100,000 job vacancies by 2030, even before taking into account recent cuts to immigration. Restaurants Canada is developing a digital workforce campaign to be launched in early 2026. Anchored in the significant economic contribution of the restaurant industry, the campaign is designed to open the door with decision-makers in Ottawa, shift the tone of the conversation, and advance practical workforce solutions that support both operators and the communities we serve.

Trade, tariffs and CUSMA: U.S.-led tariffs and Canada's retaliatory tariffs placed significant cost increases on restaurants in 2025. Restaurants Canada was active in providing feedback on the federal government's negotiation strategy and advocating for our sector's needs and concerns. We have since taken part in consultations ahead of the Canada-U.S.-Mexico Trade Agreement renegotiation. We have also called on federal and provincial governments to modernize internal trade to mitigate the impacts of international trade tensions.

Ottawa Presence — Expanded Team and Office Location: Restaurant Canada's Ottawa office officially opened in October, allowing us to more effectively advocate at the federal level.

REGIONAL GR PRIORITIES AT A GLANCE

IMMIGRATION

Federal one-size-fits-all changes to the immigration system are having significant impacts on foodservice businesses across the country. We are working with provincial governments to push for immigration policies that respond to unique regional needs.

- Atlantic Canada: fighting for access to Atlantic Immigration Program and Provincial Nominee Programs.
- Quebec: calling for hospitality to be included as a priority sector under new Skilled Worker Selection Program (PSTQ).
- Alberta: protected the Alberta Advantage Immigration Program Tourism and Hospitality and Rural streams.
- British Columbia: advocating for a dedicated Tourism & Hospitality stream within the B.C. Provincial Nominee Program.

CRIME AND SAFETY

Harassment, vandalism, theft and other criminal incidents are a growing concern for our members. These issues threaten the safety of restaurant staff, patrons and owners, and make it harder to recruit and retain workers and attract customers to downtown cores.

- Manitoba: secured \$10M Business Security Rebate providing up to \$2,500 per location for security investments and crime-related repairs.
- Ontario: working with the government on measures to address crime in hospitality and retail.

ALCOHOL

One of the most direct ways provincial governments can boost the economic impact of the restaurant industry is through lower wholesale alcohol costs.

- Atlantic Canada: calling for increases to licensee discounts across NL, NB and NS.
- Prince Edward Island: calling for modernization of the Liquor Control Act and increasing licensee discount to 15%.
- Ontario: temporarily increased the 10% LCBO licensee discount to 15%, engaging with the government on the new LCBO pricing model to ensure more competitive pricing for restaurants and that restaurants and bars do not pay more for beer procured through the Beer Store than grocers and convenience stores.
- Manitoba: advocating for wine and spirits discounts and broader pricing reforms for licensees.
- Alberta: successfully advocated to remove Alberta's ad valorem markup on wine and return to a simple flat tax model.
- British Columbia: advocating for licensee-to-licensee sales, which will allow licensed restaurants to purchase alcohol from private retailers.

SUSTAINABILITY

Restaurants Canada is engaged with federal, provincial and municipal sustainability initiatives to ensure the foodservice industry is represented and keep our members informed.

- Federal Plastics Regulation: working with Environment and Climate Change Canada to ensure restaurants are at the table for discussions on any potential expansion of plastics regulation and exploring alternative food packaging materials.
- Extended Producer Responsibility: advocating for cost containment, fair pay, and more transparency.
- Municipal single-use item by-laws: working on a provincial/national approach that can be used to respond to these by-laws in a clear, uniform way.

WORKFORCE INITIATIVES



To begin the 2025 fiscal year, Restaurants Canada wrapped up the Pathways to Careers in Foodservice program by disbursing the remaining \$216,650 in outstanding grant payments to restaurants. The program exceeded every performance metric and laid the groundwork for the launch of our national workforce supports later in the year.

A core priority for Restaurants Canada is advocating for an adequate supply of critical labour positions rooted in productive changes to immigration policies. To this end, we commissioned a report by KPMG to prove the restaurant industry is an economic powerhouse and that severe staff shortages threaten our industry. The data collected has helped guide an evidence-based, fact-driven advocacy and workforce supports strategy, including work on a targeted ad campaign designed to influence federal decision-makers.

We created a comprehensive immigration policy and short list of recommendations to government. The same data supports our messaging with provincial and federal officials, as well as national media, to clarify our sector's use of the TFW program, address misconceptions, and communicate our specific workforce and immigration needs.

We also created a guide to help our members understand how the immigration system works to provide clarity to business owners navigating the Canadian immigration system.

Complementing our advocacy strategy and demonstrating the efforts of the foodservice sector to reach more domestic talent, our national workforce supports were officially launched in the summer of 2025 as a responsive service to address recruitment and other workforce needs of our members. We started constructing a national network of employment service providers supporting job seekers across Canada to facilitate access to sustainable domestic talent pools. Networks were established in ON, NS, NB, AB, and BC by September, with expansion into other Provinces and Territories ongoing.

As a way of supporting members with emerging workforce challenges, Restaurants Canada initiated multiple collaborations and partnerships to address key areas of workforce development.

We engaged the Canadian Training Institute to develop quick reference toolkits for restaurants and foodservice operators that will support dealing with difficult customers, abusive interactions, and techniques for crisis prevention and de-escalation. We also began collaborating with First Work and Your Big Year to create resources and insights for members on the best practices for employing youth, which will equip members with tools and knowledge to facilitate better employment outcomes with this crucial demographic.

Finally, given the growing importance of digital tools and AI, we brought the AI powered job matching app and platform Kibbi on board as a preferred partner to provide members with a digital talent sourcing solution. Kibbi is available to members for 50% off a one-year subscription, plus 50 free accounts for the first members that subscribe.

We encourage Restaurants Canada members to access our free workforce development services to support your workforce needs. Please contact Donald Guse Salah, Director of Workforce Development to get started: DSalah@restaurantscanada.org.

You can also visit the website to learn more about the workforce support we offer: [Workforce Development - Restaurants Canada](#).

RESEARCH & INSIGHTS

The foodservice industry is changing quickly and facing growing uncertainty. Operators are navigating higher costs, workforce pressures, evolving consumer expectations, and ongoing economic volatility.

Restaurants Canada's library of research reports is the go-to source for reliable data, trends, and insights that help foodservice operators make informed decisions about their business. In addition to these reports, we regularly deliver in-depth presentations that provide members with a clear overview of the industry trends impacting their operations. These sessions give members the opportunity to better understand market changes, ask questions, and stay ahead of emerging challenges and opportunities.

Research is also used to provide credible data and insights to support Restaurants Canada's advocacy on issues that impact restaurant operators.

Foodservice Facts — Canada's most trusted annual foodservice industry research and insights guide, featuring the latest foodservice statistics, trends and forecasts.



The Quarterly — This report goes deeper into the latest trends, consumer behaviours, and market dynamics shaping the Canadian foodservice industry. The quarterly also provides a forward-looking perspective on business conditions as well as a forecast for the next two years.

REACT Survey (Restaurant Expectations and Consumer Trends) — A monthly survey of 1,500 Canadians tracking restaurant purchases by daypart and identifying which factors are causing Canadians to dine out at restaurants more or less often.

Operations Report — Find out how you measure up with detailed data on profitability, cost of sales, operating expenses and other important performance measures with results presented by type of foodservice establishment and province.

Chain Compensation Survey — Restaurants Canada has partnered with Mercer to produce the Retail and Restaurant Compensation Survey. This report provides benchmarking data on base salary, short-term incentives, total cash compensation and employee benefits.

DASHBOARDS

Fast Facts — Updated data on the latest monthly sales by segment and by province.

REACT Consumer Pulse — A summary of the latest consumer dining data by daypart.

Weekly Restaurant Trends (Moneris Dashboard) — A detailed year-over-year weekly comparison of restaurant sales data across different segments, including full-service and quick-service restaurants (only available to members).

All research and insights can be access through the member portal on the RC website.

MEMBER ENGAGEMENT

Our members are at the heart of our organization: diverse and dedicated operators who make up the vibrant foodservice community across the country. From small family-owned restaurants to large-scale chains, our members play a crucial role in shaping the industry and driving innovation. As we reflect on the past year, we celebrate their resilience, collaboration, and commitment to a vibrant and thriving industry across Canada. We remain committed to deepening member engagement through regional programming, enhanced digital resources, and more opportunities for members to shape the future of Canada's foodservice industry.

MEMBER TOWN HALLS

New in 2025, we held quarterly virtual town halls for members across Canada. These member-only events were launched to share key research findings, industry insights, and provide updates on our advocacy priorities. These sessions also offered a forum for member questions and feedback. Town halls were held in each region in February, May, August and November of 2025 with a total of over 500 members registering to attend throughout the year. Members can continue to access the recordings from past town halls in the member portal.

MEMBER EVENTS

- **March 2025** – Newfoundland Member Reception
- **May 2025** – Quebec Member Reception
- **September 2025** – Toronto One Table Member Event and Awards of Excellence

WEBINARS

Members can access recordings of all the webinars below through the member portal on the RC website:

- **Newcomers, Youth and the Next Generation—Re-Seasoning the Future of Foodservice Teams:** As Canada's foodservice industry looks ahead, it's the next generation—newcomers, young workers, and career changers—who will define its future. But building workplaces where people truly feel they belong takes more than good intentions; it takes leadership, empathy, and action.
- **Foodservice Facts 2025: The Ultimate Generational Grudge Match.**
- **Getting Paid: Relief for Small Business Challenges with Interac:** Running a small business in foodservice means balancing rising costs, shifting customer expectations, and the daily stress of operations. On top of it all, getting paid—whether on time (especially caterers), in the right way, or without added expense—can be one of the toughest challenges.
- **Recruiting & Retaining Today's Youth Workforce with First Work:** Youth are a key demographic for restaurants to achieve a sustainable source of domestic talent. Yet, youth are experiencing lower employment rates, and businesses are encountering challenges with employing them.
- **Service with Security: Navigating Fraud Trends in the Restaurant Industry with Moneris:** In today's rapidly evolving restaurant landscape, fraud continues to pose a significant risk to both operational integrity and customer trust. From refund fraud to terminal theft, fraud schemes are getting more sophisticated, and fraudsters are finding new and effective ways to slip past traditional security measures.
- **Mismanaging Tips Can Cost You Over \$30K for Every \$1M in Sales with Atlas – PART 2:** A practical look at how automated tip management is transforming the industry. Tip mismanagement can cost businesses over \$30,000 per \$1,000,000 in sales—and employees an extra 7.5% in CPP and EI taxes. With compliance developments and misconceptions, the stakes have never been higher.
- **U.S. Tariffs & Canadian Retaliatory Measures:** The recent 30-day pause on the U.S.-led tariffs provides a critical but temporary window for our industry to assess our supply chains, pricing strategies, and market positioning. As negotiations between Canada and the U.S. continue, how can your business prepare for potential trade shifts, new tariffs, and retaliatory measures?

MEMBER PROGRAMS

Through our Preferred Partner program, members gained access to exclusive discounts, operational tools, and cost-saving solutions across payments, insurance, workforce development, and supply chain services.



SOCIAL MEDIA REACH

14,010,449

Impressions

83,335

Followers across Instagram, Facebook, X and LinkedIn

82,376

Engagements

MEDIA MENTIONS

13k

Media mentions

344

Interviews

3.98M

Estimated views

MENU – CANADA'S FOODSERVICE MAGAZINE

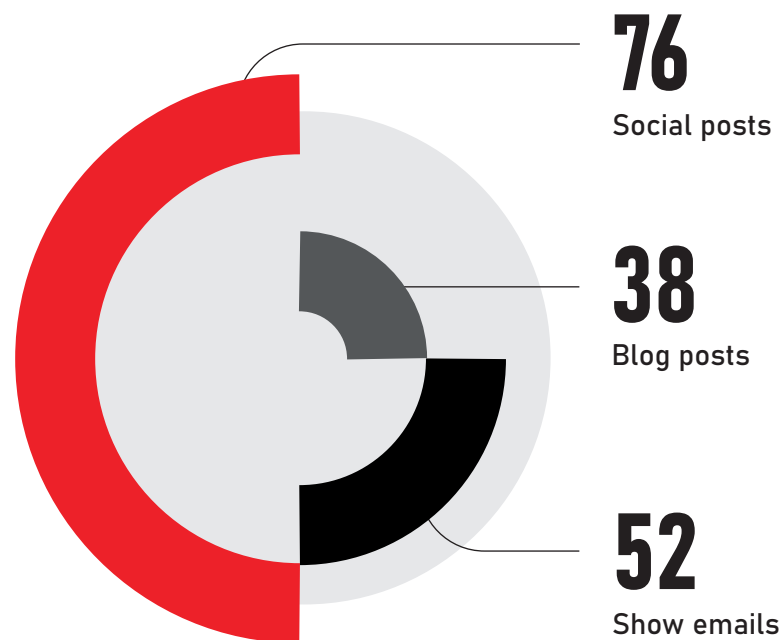
MENU Magazine is brought to you by Restaurants Canada, the voice of foodservice. We launched MENU to meet a demand for fresh, authentic stories and photos that truly reflect our vibrant, innovative industry. In addition to telling your story, we want MENU to inspire, educate and empower you to take your business to new heights. MENU is your opportunity to be part of a supply chain of ideas, research, and innovations that drive success. We promise to provoke thought and to provide creative solutions and inspiration to every facet of the industry by connecting our amazing community across Canada and around the world. In 2025, MENU expanded its reach across digital and print channels, amplifying member stories and industry insights to a national audience.

RC SHOW 2025 — FUEL

The 80th anniversary edition of Canada's leading hospitality and foodservice event took place with three days of non-stop action in Toronto at the Enercare Centre, Exhibition Place.

The Show theme was "FUEL" and Restaurants Canada brought 27,000+ industry professionals together to fuel their Potential, People, Prosperity, and Passion. We want to thank everyone who joined us and lent their leadership and support to Canada's \$125B foodservice and hospitality industry. Standing united and empowering the industry to FUEL the potential of the future is key.

MARKETING REACH



1,037

Reach (per post)

1,738

Page views

152,695

Impressions

19,378

Engagement

48%

Average open rate

ALL UNDER ONE ROOF



ONE TABLE & AWARDS OF EXCELLENCE

The first edition of Restaurants Canada's One Table, presented by Uber Eats, took place on September 16 in Toronto, marking a defining moment for Canada's foodservice and hospitality community.

Hosted by Pay Chen—TV and radio host, writer, and producer—the event welcomed 300 guests to The Warehouse Event Venue, where a refined industrial space was transformed with bold design, roaming cellists in red gowns, and exquisite bites and beverages.

The evening's agenda began with a first look at Foodservice Facts 2025, presented by Chris Elliott, Chief Economist and VP Research, and Richard Alexander, EVP Government Relations & Public Affairs. It continued with the Restaurants Canada Awards of Excellence, honouring the industry's most visionary leaders. Among them, Mme. Cora Tsouflidou, founder of Cora Breakfast and Lunch, received the Legacy Award of Excellence after travelling from Sainte-Thérèse, Quebec—earning a heartfelt standing ovation.

A panel moderated by Kelly Higginson, President & CEO of Restaurants Canada, brought together the award winners for an open conversation on leadership, innovation, and resilience.

One Table proved that when Canada's hospitality leaders gather with intention new ideas flow, partnerships form, and purpose takes shape. As a not-for-profit, Restaurants Canada reinvests 100% of event proceeds into advocacy, research, and resources that strengthen the sector. Thanks to the incredible event sponsors and all who attended for helping build a stronger, future-ready foodservice and hospitality community.

SAVE THE DATE: The 2026 edition of One Table is planned for September 29, 2026.

CONGRATULATIONS TO THE 2025 AWARDS OF EXCELLENCE WINNERS

- **Legacy Award** – Cora Tsouflidou, Founder, Cora Breakfast & Lunch, for building one of Canada's most beloved breakfast chains and paving the way for women entrepreneurs in hospitality.
- **Leadership Award presented by PepsiCo Canada** – Julie Denton, Chief People & Technology Officer at Recipe Unlimited Corporation, for leading transformational change through people-first strategies and digital innovation at Canada's largest full-service restaurant group. Recipe Unlimited is a business of and about people—both customers and employees are the key ingredient to success.
- **Culinary Award presented by Garland Canada** – Chef Chris Commandant, National Arts Centre & Ontario Director and Secretary of the Indigenous Culinary of Associated Nations (ICAN), for championing Indigenous culinary traditions and raising the profile of Indigenous cuisine on national stages.
- **Emerging Leader Award** – Chef Nick Chindamo, Naturalist & Wild Food Educator, The Inn at Bay Fortune, for redefining farm-to-table through wild food education, sustainability, and a deep respect for nature from the grounds of PEI.
- **Social Impact Award** – La Tablée des Chefs for recovering over 2.8 million surplus portions in 2024 through its Food Recovery program and fostering food autonomy and social inclusion for thousands of youths via Kitchen Brigades and Solidarity Kitchens.
- **Environmental Stewardship Award of Recognition presented by Enbridge** – A&W Canada for championing sustainability through its national food rescue partnership with Second Harvest (donating 1.24 million meals and preventing 4.8 million pounds of GHG emissions), innovations like the A&W One Cup reusable cup program and regenerative agriculture initiatives with ALUS. Since 2013, A&W has served beef raised without artificial hormones or steroids. Now, all their beef is also 100% grass-fed and grass-finished, meaning cattle graze only on grass and forage throughout their adult lives.

dish.

In 2025, Restaurants Canada launched dish., a new initiative dedicated to supporting, connecting, and elevating women leaders in the foodservice and hospitality industry. This launch responds to stark industry statistics: although women make up 58% of entry-level foodservice roles, only 30% of management positions and just 11% of C-suite roles are held by women—a gap driven largely by barriers at the earliest stages of leadership progression.

dish. debuted with a sold-out morning gathering in downtown Toronto, drawing 75 women leaders for a high-energy brunch and networking session. The event took place at Mildred's Temple Kitchen, a restaurant owned by chef and hospitality trailblazer Donna Dooher, underscoring the initiative's celebration of women who have already broken ground in the industry. Keynotes and interactive discussions—including insights on workplace well-being and leadership mindset—framed dish. as more than a networking group, but a movement for systemic change.

Sponsors such as DoorDash, Sysco, American Express, and product support from PepsiCo lent the inaugural event strong industry backing, highlighting broad support for advancing women's leadership in foodservice.



The heart of dish. lies in tackling the “broken rung”—the critical first step from entry-level to leadership that many women never get. Rather than focusing only on the executive tier (the glass ceiling), dish. aims to reshape the ladder itself so women can successfully climb it. Its goals include:

- Building community and mentorship among women leaders.
- Amplifying authentic personal leadership stories to challenge systemic barriers.
- Providing ongoing opportunities for connection, learning, and development.

dish. isn't a one-off event. Expansion plans include:

- A MENU Magazine content series profiling women leaders across the industry.
- Virtual meet-ups to include women who can't attend in-person events.
- Future in-person gatherings and networking opportunities designed to cultivate collaboration and mentorship.

The launch of dish. represents a critical strategic shift for women in hospitality and foodservice. By offering community, visibility, and resources at the earliest stages of leadership advancement, dish. seeks to break down entrenched obstacles—such as unconscious bias, lack of mentorship, and inflexible leadership pathways—that have historically held women back. This approach underscores an industry-wide commitment to equity, inclusion, and sustainable leadership growth.



A FRESH START FOR THE CANADIAN HOSPITALITY FOUNDATION

This fall, the Canadian Hospitality Foundation (CHF) launched a refreshed brand and updated website, marking an exciting new chapter in its commitment to Canada's hospitality industry. CHF continues to advance education, training, and career opportunities, empowering students and emerging professionals through scholarships, mentorship, and industry partnerships. Over the past year, the Foundation has proudly invested in students that make a tangible difference for learners and the broader hospitality community.

Guiding this work is our dedicated Board of Directors, whose expertise, vision, and commitment ensure that CHF operates with strong governance and strategic focus. We are grateful for their leadership and passion in advancing the Foundation's mission and creating meaningful impact across the industry.

With this fresh foundation, CHF is poised to continue its mission with renewed focus and momentum, creating meaningful opportunities for learners and advancing excellence across Canada's hospitality sector.

On behalf of the Foundation, we extend our thanks to our donors and partners. Together, we are building a stronger, more skilled, and vibrant hospitality sector in Canada.

BOARD OF DIRECTORS



Mary Chiarot
Chair of the Board



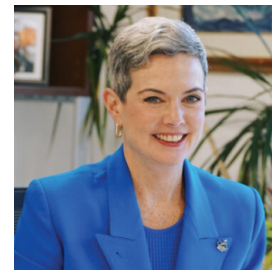
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The Bertossi Group



Claudia Vorlaufer
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HONORARY FELLOWS

The Board of Directors is proud to recognize Cindy Simpson as an Honorary Fellow of Restaurants Canada. This distinction reflects our sincere appreciation and the deep respect she has earned through her exemplary leadership and significant contributions to the advancement of the association during her tenure on the Board.



Throughout her service, Cindy served not only as a Director, but also as an Officer of the Board and as Chair from 2021 to 2022. During this important period, she provided steady guidance, thoughtful insight, and strong governance leadership. She has been

a passionate advocate for our members and a trusted voice at the Board table, helping to strengthen strategic priorities and reinforce Restaurants Canada's role as the national voice of foodservice.

In recognizing Cindy as an Honorary Fellow, we celebrate both her lasting impact on the organization and her unwavering commitment to the industry.

On behalf of the Board and staff, we extend our heartfelt thanks to Cindy for her leadership, integrity, and dedication.

SPONSORS & PARTNERS

Thank you to our Corporate Sponsors

Platinum



Groupepex

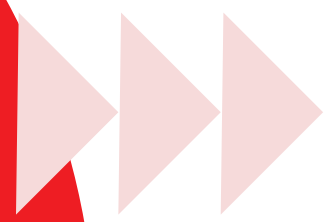
Groupepex, founded in 1984 by a small group of independent restaurants, is a Canadian Foodservice Buying Group designed to support the unique needs of independent operators. By negotiating directly with suppliers, Groupepex provides access to volume pricing and higher rebates, helping members save on major brands across food, beverage, equipment, cleaning, and technology. As the only Canadian buying group owned by a non-profit, Groupepex is driven by its commitment to reinvest 100% of its profits into the Foodservice Industry. Owned by Restaurants Canada, Groupepex has contributed over \$250 million to the industry since its inception.

Gold



Silver





**Restaurants
Canada**

The voice of foodservice | La voix des services alimentaires

restaurantscanada.org