

One Fair Wage: High Road Kitchens

EXECUTIVE SUMMARY

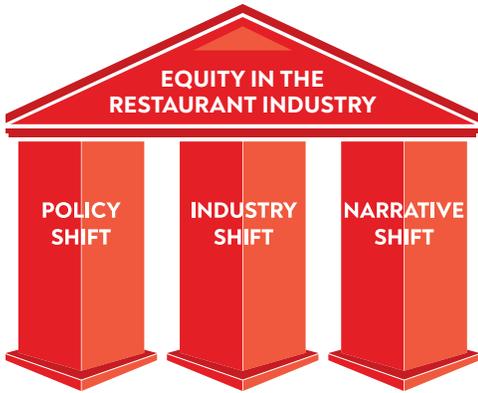
A national organization led by women of color, One Fair Wage organizes service workers, employers, and consumers to raise wages and working conditions in the service sector and end all subminimum wages in the United States. The restaurant industry is one of our nation's largest and fastest growing employment sectors – but restaurant work is characterized by lower wages and higher levels of racial segregation than almost any other sector. Customers' implicit bias in tipping and the segregation of workers of color into more casual restaurants and lesser-tipped positions are patterns that result in a \$5 per hour wage gap between the Black women and white men who receive tips as U.S. restaurant workers. A legacy of slavery, the subminimum wage for tipped workers in this industry forces a workforce that is 70% women, disproportionately women of color who largely work in casual restaurants, to suffer three times the poverty rate of other workers, and also to endure the worst sexual harassment and racial inequities of any industry because they must rely on (and thus appease) their customers to earn income through tips.



One Fair Wage seeks to advance racial equity in the restaurant industry by ending the subminimum wage for tipped workers and by desegregating the industry so workers of color can obtain more remunerative fine-dining service and management positions. We advance these twin goals through three main pillars of work:

- 1) policy shift** – mobilizing workers and employers to call for policy to end the subminimum wage for tipped workers;
- 2) industry shift** – training, supporting, and organizing employers, through our national “high road” employer association, Restaurants Advancing Industry Standards in Employment (RAISE), to raise their employees’ wages and racially desegregate their restaurants; and
- 3) narrative shift** – lifting up stories of workers and “high road” employers that elucidate how increased racial equity in the industry benefits everyone, helping advance much-needed legislative and corporate policy changes by educating policymakers, the press, and the public.

In response to COVID-19, we created High Road Kitchens (HRK), a program providing subsidies to restaurants that committed to our Kellogg-funded Racial Equity Toolkit & Training Program, which equips restaurant owners to do two things: racially desegregate their restaurants and profitably end the common practice of offering subminimum wages for tipped workers. HRK program success has already had a significant impact on all three of our focal pillars of work. To date, we have mobilized \$7 million in public and private resources and launched the program in partnership with mayors, governors, and other state elected officials in six states, funding hundreds of restaurants to survive the pandemic and increase workplace racial and gender equity. Please see this video (<http://bit.ly/hrkvideo>) featuring restaurant owners who speak to how HRK program participation changed their restaurants.



One Fair Wage
three pillars of work

THEORY OF CHANGE

VISION

One Fair Wage envisions a powerful and organized global base of workers and employers who will create, implement, and maintain equitable work environments and livable wages for all workers.

MISSION

One Fair Wage is a national organization engaging workers, employers, and consumers to raise wages and working conditions in the service sector and end all subminimum wages in the United States.

OUTCOMES

The outcomes we are looking to achieve through the 8-year scaling of the High Road Kitchens program are:

- 1) POLICY SHIFT:** Policy is passed to end all subminimum wages in the United States.
- 2) INDUSTRY SHIFT:** A majority of companies in the service sector change their company policies to pay full, livable wages with tips on top, and increase race and gender equity.
- 3) NARRATIVE SHIFT:** Service workers and “high road” employers are recognized as a powerful collective whose voices and stories are widely heard.

PROPOSAL

Since High Road Kitchens is a subgrant program, all contributions and additional funding will allow us to further scale this program.

\$1 million allows us to partner with national and local policymakers to provide training and subsidy support to 100 restaurants to raise wages and equity for more than 3,000 employees in key states, in a way that would help advance policy to raise the minimum wage.

\$5 million allows us to offer the same training and subsidies to 500 restaurants and provide better working conditions for over 15,000 employees.

An investment of **\$10 million** allows us to partner with national and local policymakers to provide training and subsidy support to 1,000 restaurants to raise wages and equity for more than 30,000 employees in key states, in a way that would help advance policy to raise the minimum wage. Combining these resources with federal dollars will expand the reach of the program to help create and support additional “high road” restaurants in order to prove that when employers work with workers to guarantee workplace equity and a fair wage, businesses, workers, and communities of color thrive.



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