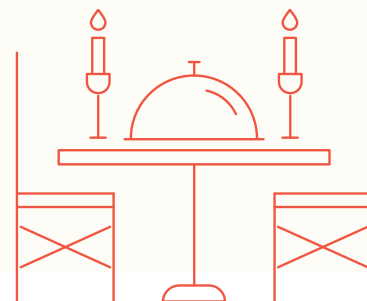


Insights & Perspectives



WHAT THEY'RE SAYING

Workers Who Stayed in the Restaurant Industry



On what they hope to see from employers moving forward...

“This is a career job. I want all of the things that people in careers have. ...Health insurance should not be a question if you’re in the kitchen working with fire and knives.”

Zoë Ezrailson
Line cook and pastry chef in Washington, DC

On why they didn't leave for another job despite feeling frustrated...

“I will admit that it’s always tempting [to leave the industry], every time I go a little while without working in a restaurant. But ultimately, I find if you are a food-and-beverage person, it’s almost impossible to find anything that’s not F&B. Retail is really boring.”

Carolina Jenkins
Cook at Early Bird Diner in Charleston

On workers' newfound leverage when deciding where to apply...

“I’m being choosy. I’ve only sent in two or three applications. If I’m going to be working, it has to be a place I want to be.”

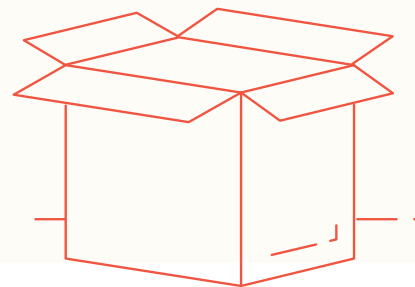
Paul Hofford
Bartender in Washington, DC



Source: [Washington City Paper](#) / [Charleston Post & Courier](#) / [Washington City Paper](#)

WHAT THEY'RE SAYING

Workers Who Left the Restaurant Industry



On the financial reality of working in the restaurant industry...

“I would say 80% of people in the industry saw for the first time what a livable wage should look like when federal unemployment came through.”

Taylor Young
Former high-end restaurant worker in Atlanta & Chicago

On frustrations as they enter the new year with lingering staffing issues...

“When you’re really in it and you’re working like crazy and not sleeping and not eating properly and in no way taking care of yourself, it’s really easy not to notice how bad it is.”

Kira German
Former chef du cuisine of Nora Gray in Montreal



On financial struggles since leaving the industry to focus on creative pursuits...

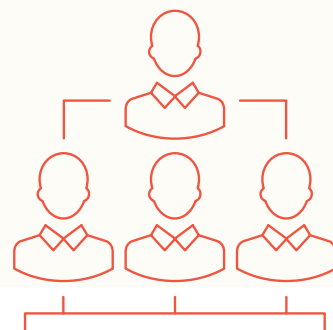
“Financially, I’m stressed. The pressure is on in a way that it has never been. Now it’s coming to a place I have to ask myself: Is this actually possible?”

Jarrod Ives
Former worker at WonderHaus in Arkansas

Source: [Atlanta Journal-Constitution](#) / [Cult MTL](#) / [Washington Post](#)

WHAT THEY'RE SAYING

Restaurant Employers & Management



On frustrations as they enter the new year with lingering staffing issues...

“The business is here now. That is the frustrating part: We’ve never been busier, and it’s never been harder to find the employees.”

Ned Heath

Chef/owner of International Foods in Arizona

On the state of the applicant pool during the worker shortage...

“It is like pulling teeth trying to get people in who have any experience at all. People have just decided to leave the industry. ...We’ll have people come in and start work and a day later they leave or just fall off the face of the earth.”

Wade Greenwood

Pastry chef at W Hotels in Austin

On how restaurants should position themselves to job candidates...

“Be true to who you are. Candidates see that. They’re looking for stability, a company they can trust. As long as you’re doing what you say, hopefully you’ll find long-term employees.”

Katie Barongan

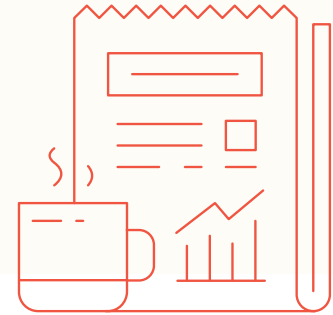
Vice president of HR & recruiting for Clyde’s Restaurant Group



Source: [AZFamily.com](https://www.azfamily.com) / [CBS Austin](https://www.cbsaustin.com) / [Washington City Paper](https://www.washingtoncitypaper.com)

WHAT THEY'RE SAYING

External Industry Experts



On the staying power of incentives introduced during the worker shortage...

“The guy you were paying \$10 an hour, [who] now you’re paying \$16 an hour — six months from now, you’re not going to be able to push him back down to \$10.”

Mark Butler
Georgia labor commissioner

On why a record number of low-wage workers quit their jobs in November 2021...

“They’re using demand [for the type of work they do] as a bargaining chip, and they’re cashing in — taking a new job and, for many of them, getting much higher wages.”

Nick Bunker
Economic research director of Indeed.com



On increasing pressure from outside forces to reshape the restaurant workplace...

“The pandemic put some of the industry’s faults on display to the rest of the world. The lack of benefits, pay inequities between front and back of house and overall working conditions are just a few areas diners were unaware of. So it’s kind of an educational period for the broader audience.”

Alice Cheng
CEO of Culinary Agents

Source: [Georgia Trend](#) / [Business Insider](#) / [BentoBox](#)