Studio ATAO (ah-tào, stands for all together at once) is an award-winning, 501(c)3 nonprofit defining more equitable standards for the food, beverage, and hospitality (FBH) industry through community-informed research, education, and programming.

Our vision is a world where everyone can realize their power to secure equitable and inclusive change.

Our theory is that change happens one conversation, one person, one relationship at a time. We apply the lens of critical theory to examine and contextualize existing industry issues as we educate folks about social justice within FBH.

Our mission is to center those most affected by existing inequities and use *their* recommendations as the basis of new industry standards.
A camp counselor once told me, "there are building years, and there are winning years." Then, I think she meant that hard work pays off; over time, I've learned it can also be understood that not all progress will be "visible" — but is still critical.

I think it’s safe to say 2022 was a building year, especially regarding relationships. We said tearful goodbyes to some of our foundational team members, off on ambitious new journeys; we welcomed new faces, who've pushed us to deepen the intentionality of our work. We probed into the nuances of who "we" even are — and that was just the beginning.

I’m incredibly proud of what we’ve accomplished this year, and not just of the tangible things you can read more about in this Impact Report. I’m proud that in the face of so much change, we stayed grounded in our values: to imagine beyond what we can see today, to accept and celebrate who we are in all our glorious messiness, and to care for one another — especially when things were hard. Because social justice ultimately starts within our (virtual) walls, in the relationships we build right here.
## 2022 AT A GLANCE

<table>
<thead>
<tr>
<th>2</th>
<th>8</th>
<th>300+</th>
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<tbody>
<tr>
<td>Town Halls, virtual &amp; in-person in Chicago, IL</td>
<td>original newsletters, including 6 op-eds from guest writers</td>
<td>community members on our new Discord server</td>
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<td>2</td>
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<td>300+</td>
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<td>$50K</td>
<td>10K</td>
<td>1K+</td>
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<tr>
<td>raised for Food Systems 101</td>
<td>subscribers to our newsletters</td>
<td>visits to our toolkit on combating gentrification</td>
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<td>2</td>
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<td>9K</td>
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<tr>
<td>long-form primers on socialism &amp; gentrification</td>
<td>community events, including author Q&amp;As, panels &amp; film screenings</td>
<td>Instagram followers</td>
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After 16+ months of research, 50+ interviews, multiple rounds of focus groups, and a lot of editing, we launched our toolkit for The Neighborhood's Table initiative titled:

Empowering Hospitality Businesses to Resist Gentrification & Invest in Their Neighborhoods

IT CONTAINS:

- **20+ strategies** that owners & workers of hospitality businesses in gentrifying areas can start using **right now**
- 4 stages to identify where businesses fall in the gentrification lifecycle
- **7 case studies** of successful implementation at hospitality businesses in NYC and LA
- Results from our **Community Survey** on resident sentiments on gentrification, with 150+ responses from 33+ cities
INTRODUCING...
HOSPITALITY WORKER TOWN HALLS

Empowering events to build coalitions advocating for better workplace conditions using worker recommendations.

1. Inaugural Town Hall held in Chicago, IL in partnership with CHAAD Project & Justice Cream

3. Key questions asked to the audience on conflict mediation, accountability & immediate needs

5. Cities on the horizon for 2023 NYC, LA, Chicago, SF, Boston

We just released the recap of our findings to the first key question on conflict mediation here. We aim to eventually aggregate all findings to map worker sentiments across the U.S.
EXPANDED RELATIONSHIPS

With community members: our events this year spanned author Q&As, film screenings & a virtual Town Hall in partnership with the James Beard Foundation

With digital platforms: we shifted to short-form video content, developed our ads strategy, and launched our Discord server & merch store

With ourselves: we held our second team retreat & brought on 5 new team members!

DEEPENED ENGAGEMENT

With our readers: we redesigned our Understanding... series interface & published two new, original primers (socialism, gentrification)

CONTINUED PRACTICE

Of original social justice analysis: we published 6 guest writer op-eds in Eat, Drink, and Do Good & 2 Under the Magnifying Glass newsletters to a 10K audience with a consistent ~50% open rate
For 2023
Food Systems 101

The first-of-its-kind food studies curriculum designed for food workers, with an explicit social justice lens & BIPOC focus.

Total learning Modules
- Agriculture; Processing; Hospitality; Media/Culture; Science/Nutrition; Policy; Sovereignty; Timeline

Interactive Food History Timeline
is complete & will be made into a mobile-native version!

Incredible Advisors, with more to come!
- Krishnendu Ray, Errol Schweizer, Adrian Lipscombe, Nef Duran

We aim to launch Food Systems 101 in late Fall 2023 with sliding-scale options for individual learners, group seats for corporations, and live cohort learning sessions quarterly.
What I value the most about Studio ATAO is their commitment to identifying root causes and systems thinking. This is evident in how they conduct research, produce white papers and training materials, as well as how they ask questions and facilitate discussion.

Studio ATAO's facilitation helped challenge and expand ButcherBox’s DEI Committee’s thinking for the next stage of DEI work at our organization.

- Evadne Cokeh
VP Social & Environmental Sustainability, ButcherBox

Studio ATAO took on the task of making the often unseen decisions & processes that lead to gentrification explicit. In creating these toolkits, they are taking a proactive and justice-minded approach to work with the hospitality industry to show that there's a different way to do business in historically marginalized communities that not only works to reduce displacement but creates an enduring partnership with community members for mutual sustainability.

- Rae Gomes
Advisor & Food Justice Advocate
We (still) had fun doing it! We cooked, ate, and played games together with the same enthusiasm, curiosity, and dedication we give to our "serious" work — because social justice must also include joy!

So from our respective corners of the world to yours, we thank you all for supporting us through a year of building. We deeply appreciate you all!

with love,