



EMMA'S TORCH

ANNUAL REPORT 2021



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LETTER FROM OUR FOUNDER

Dear friends,

This is the fifth year that I have had the honor of writing an introductory letter for our annual report. Each year, I have shared the sights and sounds of Emma's Torch: the bustle of our Red Hook pop-up, the twinkling glasses in our Carroll Gardens restaurant, or even the awkward silences of an accidental "mute" on Zoom. This year, I want to give you a sense of our ambiance, with a full measure of purpose, a hefty dose of grit, and a generous pour of bravery.

Early this year, when we were setting up our new classroom space in Carroll Gardens, I mentioned creating a "safe space." A colleague offered that the goal should actually be a "brave space." As I reflect on 2021, that sentiment has new meaning. If 2020 was about reacting to crises and creating safety for our staff and students, 2021 has been about pushing ourselves to be brave and supporting our broader communities.

We began 2021 knowing that the Covid-19 pandemic was far from over, and that the road to recovery would be long and arduous. With the new year, we shifted our mindset. Rather than defining ourselves by what we can't do, who we can't reach, and what we can't expect, we pushed ourselves to look at what we can achieve. We have drawn inspiration from the words of Mother Teresa: "Give the world the best you have, and it may never be enough; give the world the best you've got anyway."

We can do important, impactful things, as long as we are brave enough to try.

This year, we opened our restaurant again. While the space looks different, and the signs of the pandemic are still abundantly clear, it is filled with brave faces. The faces of our students showing up, day after day, committed to doing the work to achieve their dreams. The faces of guests, wearing masks and presenting their vaccination cards, celebrating birthdays, anniversaries, or first dates, as life resumes a new semblance of normal. The faces of new arrivals, heeding the words of Emma Lazarus, and coming to our shores to begin new lives.

Throughout this report, we will highlight this year's challenges and victories, both large and small, and detail our plans for the coming year. As the memories of 2020's chaos fade, we will take the lessons we have learned forward. With your support, we hope to embrace the next year's challenges from a place of bravery.

With gratitude,



Kerry Brodie
Founder & Executive Director

EXECUTIVE SUMMARY

Our Mission

To empower refugees, asylees, and survivors of human trafficking through culinary education.



This Year

This year we charted a new course, as we continued to navigate the Covid-19 crisis. With in-person programming as well as increased social service support for our students and alumni, we are proud of the impact we have made on our students and our broader community. With **96%** of our job-seeking graduates beginning new careers, we are proud to have made a difference.



Looking to the Future

We look forward to **doubling** the number of students we support in New York City, and to expanding to a new geography. We celebrated our 5th anniversary this year: our experience has taught us time and again that the future is not certain. That same experience, however, gives us confidence in our direction as we look towards the service we can offer in the years to come.

OUR IMPACT THIS YEAR



39

students graduated



\$28k+

average wage increase



job placement

96%

for job-seeking graduates

92%

for alumni seeking new jobs in the wake of the pandemic



75

businesses in our employment opportunity pipeline



"Thanks a lot to Emma's Torch, they lift me up and pointed me the right way."

- Miso

Originally from Myanmar, Miso graduated in July 2021. She now works on the pastry team at Marlow and Sons.



IN THE PRESS



"Another American dream come true. Poet Emma Lazarus would be proud."

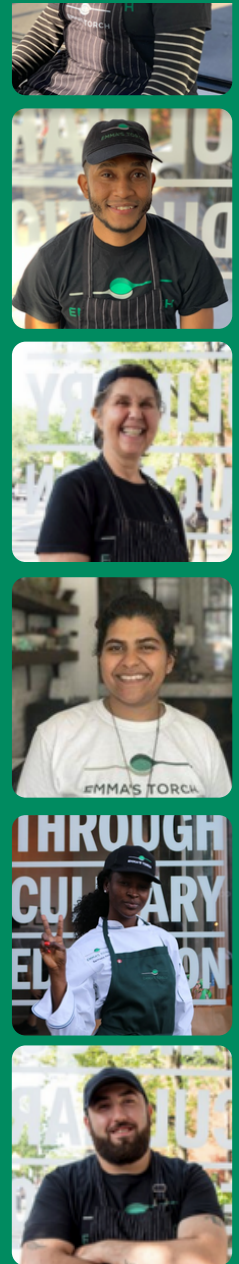
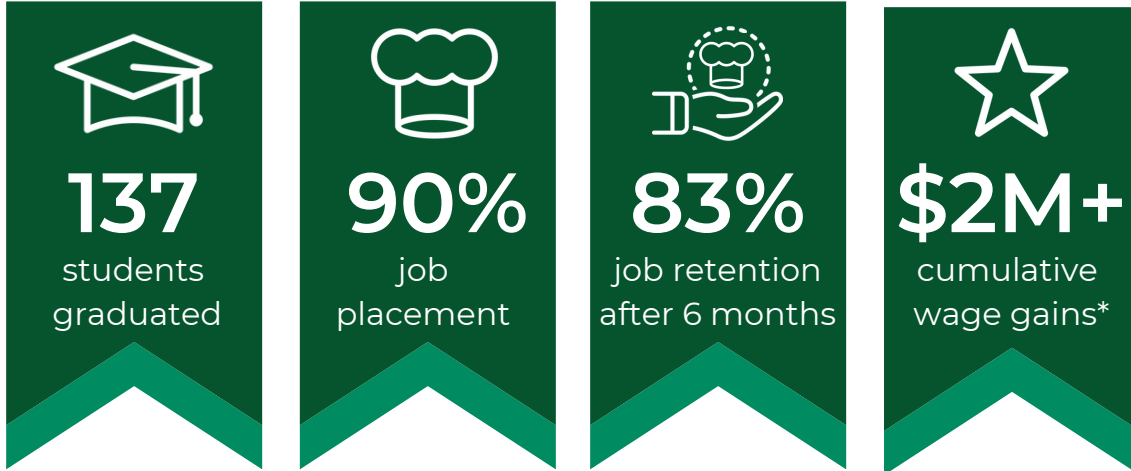
The Guardian

"Alex Harris has always nurtured a passion for food, but not just the cooking of it, but the sharing of it. And his role as the Culinary Director of Emma's Torch... reflects those dual passions."



EMMA'S TORCH TURNS 5!

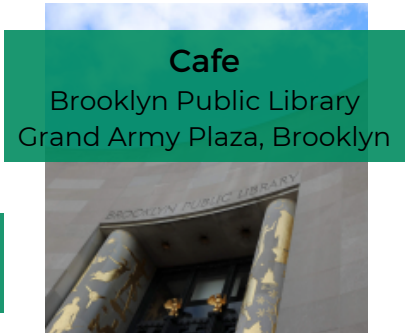
We are proud of the impact we have made since 2016, and are grateful to our broad community for being along for the ride.



SOCIAL VENTURES



Restaurant
Carroll Gardens, Brooklyn



Cafe
Brooklyn Public Library
Grand Army Plaza, Brooklyn



Catering
Venues across NYC

"When I was a cook at my first job, my pastry chef walked by Emma's Torch and said 'This is where my best cook was trained.' That made me happy!"

- Ismael

Originally from Mexico, Ismael graduated in September 2019. He is now the pastry sous chef at Mercado Little Spain.



29
Graduation Dinners



370
Unique Dishes



1,200
Gift Boxes Shipped



22,794
Restaurant Meals Served



88,397
Cafe Food & Drinks Served



*A previous version of this report included projected income for our recent graduates.

WHO WE ARE



Emma's Torch is a non-profit social enterprise. Our mission is to train refugees, asylees, and survivors of human trafficking in the culinary arts and to empower them to build meaningful careers in the culinary industry. Our students participate in a full-time, paid culinary training program in preparation for job placement. We celebrate what they have to offer, and we affirm their innate value and power. Emma's Torch honors Emma Lazarus, a staunch advocate for refugee rights whose poem, "The New Colossus," adorns the Statue of Liberty.

Founded in 2016, Emma's Torch piloted our signature classroom café program in 2017. In May 2018, we opened our first full-service restaurant in Brooklyn, receiving recognition from outlets such as the New Yorker, the Today Show, Bloomberg, CNN, and the Guardian, among many others. The restaurant, which houses our Culinary Training Program, has cemented Emma's Torch as a community institution. In response to increased demand for our services, we opened another program site at the main branch of the Brooklyn Public Library in April 2019, enabling us to amplify our impact and to engage the community at large in supporting our mission.



In addition to providing training experience to our students, the revenue from our social enterprises offset our budget, providing a steady and sustainable model for growth. This allows us to do more with every dollar donated.

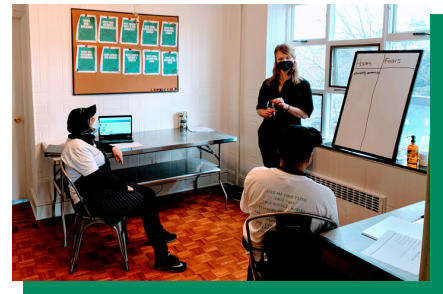


Our Culinary Training Program



Our full-time paid Culinary Training Program consists of culinary instruction, mentorship, and first-hand work experience. During the 10-week training, students develop their professional skills including resume writing, tech literacy, and conversational English. The program is free and students are paid a competitive salary. Over the course of the **400 hours of instruction**, our students earn approximately **\$6,000**. Upon graduation, we help students advance in their culinary career through initial job placement. Their journey with Emma's Torch does not end there, however. We provide our graduates with ongoing career development, job placement, and other advancement services.

Since our October 2020 re-opening, this program has a track record of **96% job placement** for all job-seeking program graduates and **83% job retention at 6 months**. Our graduates' salaries rose to around \$32,000 annually, a **\$25,000+ increase from their pre-program wages**, with anticipated wage growth year over year. This has been transformational for each family's standard of living.



The majority of our graduates are recent arrivals to the United States. Since October 2020, they have represented **31 countries** around the world. The program and services empower them not only to earn jobs, but also to begin careers in the U.S.



A HOME PORT DURING A STORMY YEAR

Empowerment and Stability Amid Uncertainty

This year offered up tremendous uncertainty, but with the uncertainty we have found opportunities to improve how we serve our students and to shift the food and hospitality industry to being more inclusive. Since our inception, our students have been our North Star: everything that we do is to benefit them. This year, we have turned to our students again and again for input. They have given us the clarity and the bravery to make programmatic and operational changes that have benefited our entire community. We have also taken on a more vocal role in the food and refugee industries as a whole in order to better advocate for our vision of New York: one with an inclusive, diverse food scene powered by new and generations-old Americans.

The Ever-Shifting Landscape of the Covid-19 Pandemic

Covid uncertainty in 2021 was different than in 2020. This year, the launch of vaccinations, the changes in local and state regulation, and the different waves of the virus caused their own types of instability in everyone's daily lives as well as in the hospitality industry broadly.

Early Return to In-Person Class

Emma's Torch resumed in-person classes and programming before most of our peer organizations. We believed it was the best thing for our students based on conversations with students, alumni, partners, and staff. We set up safety protocols—including adherence to the vaccine mandate—and other systems to ensure that we could gather together safely. We also created contingency plans in case we needed to return to virtual programming.



For our students, the kitchen is a refuge, a familiar place that brings comfort and generates joy. Being able to physically enter that refuge at Emma's Torch gave our students stability and certainty within the storm of 2021. Furthermore, they were able to tap into resources that allowed them to continue to thrive, grow, and work towards their dreams.

Upheaval in the Labor Markets

The change in the labor markets affected many of our stakeholders. The hospitality landscape has shifted tremendously: the shortage of staff has led to higher wages, increased scheduling flexibility, and industry-wide conversations about improving job quality. These changes have not only increased our graduates' earnings and work-life balance but they have also widened our students' and alumni's career options. Our graduates are more in demand than ever.

More In-Depth Career Counseling

This year, we started offering our students more extensive career counseling about their options after completing our program. Our emphasis has been on helping our students identify their long-term career vision, not just the job they will have after graduation. These conversations have allowed us to better help our students gain specific skills and to find a post-graduation job that will serve as the launching pad for the career of their dreams.

We have enlisted the help of our industry partners to ensure our students identify and prepare for the opportunities they seek. For example, Stone Barns Center for Food and Agriculture welcomes our students regularly to the farm. The team there teaches students about sustainable food production and shares insights about the intersections of culinary and agricultural industries. Flik Hospitality offers our students career planning and interview prep.



The Power of A Stone Barns Visit

"For me, it was the most spectacular experience ever. I didn't think that NY had a place like that. I grew up in a very similar place, it transported me to my childhood. I tried to enjoy every moment. I loved seeing the women tilling the land like my mother and I did."



- Teresa

Originally from the Dominican Republic, Teresa graduated in June 2021. She now works at King David Tacos.

New Pathways Cater to Students' Career Dreams

To better serve our students' career interests and scheduling needs, we developed a new program component: career pathways. Launching in early 2022, this new aspect of our curriculum will allow our students to develop the skills most relevant to their dream career. After undergoing the same culinary boot camp for the first 5 weeks of the program, students will spend the remaining 5 weeks specializing in a skill of their choosing.

BUILDING COMMUNITIES THAT STRENGTHEN NEW YORK

We envision a resilient and thriving New York City food scene where we can all cook, work and contribute. That includes, of course, the newest Americans who arrive as refugees and asylees. While we have collectively, as a city and world, experienced an unfathomable trauma in the face of the COVID-19 pandemic, we have also witnessed a depth of resilience and strength. Chief among our learnings throughout this year has been the importance of community and recognizing that we are stronger together.

Since our founding 5 years ago, we have developed and worked with tight-knit communities in the social services space, the New York food world, and in our Brooklyn neighborhoods. This year, we have given more thought to how to grow these communities in order to increase their impact. We have tried to bridge these communities so that they can benefit from each other. Step by step, we are working towards the New York City of our dreams.

Broader Reach Through Referral Partner Organizations

A result of 2021's labor market shifts is that our typical applicant pool has been considering a wider range of opportunities than in years past, including ones with more consistent schedules which better serve childcare needs. We have therefore increased our recruitment efforts and partnered with more referral organizations in order to reach a wider range of prospective students.

These organizations refer prospective students to us as well as provide our students and graduates with services such as English classes, childcare, housing resources and immigration support. These partners have been invaluable to our growth this year. Through ongoing conversations, we have been able to improve our program; collaborate on services for students during their time at Emma's Torch; and identify how to service students' needs after they graduate.



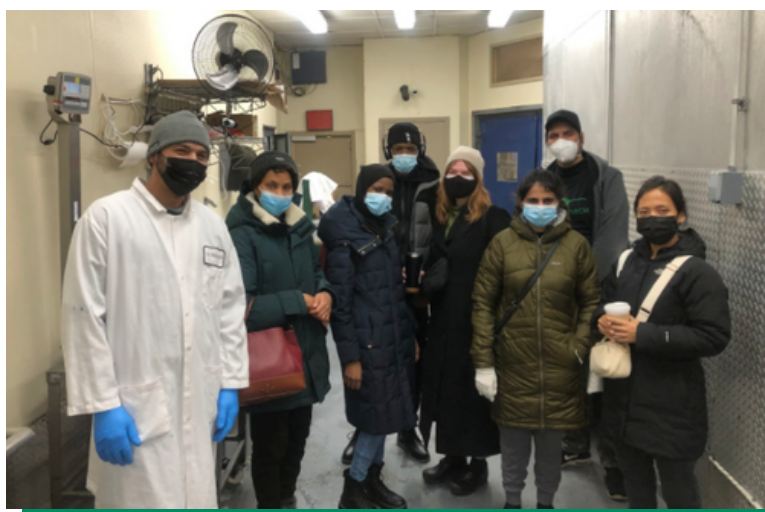
In gratitude, we invited representatives of our referral partner community to our December graduation dinner. There, they experienced the magic of Emma's Torch first-hand. They also connected with their peers to share best practices and trade stories. They told us it was a unique opportunity to meet people in their industry, at that scale.



Our referral partner community enjoying the Graduation Dinner in December.

Deep Conversations With Employment Partners

This year has been transformative for our relationships with food and hospitality company partners. We have increased and deepened our conversations with our partners as they go through tumultuous change. We have encouraged our students and our partners to have more conversations about wages, work culture, and more since this feedback cycle can help the entire industry change for the better. Together, we are creating a better environment for Emma's Torch graduates as well as all individuals who want to participate in a thriving food scene.



Our employment partners have also volunteered their time to help train our students, giving them access to more perspectives and opportunities in the culinary world. For example, Marlow Collective helps us conduct mock interviews. As part of this process, they have hired four of our students after graduation.

A trip to Piccini Brothers.

2021 SPECIAL PROGRAMMING

Alumni Advocacy and Community Building Program



This program, started at the onset of the Covid-19 pandemic, began by offering twice-a-week online programming for alumni to give them a platform for continuing education and support. This year, as our alumni's needs changed, we shifted the program to one-on-one counseling.

We created a space for our alumni to reflect on how the pandemic was impacting their professional lives. We met each graduate where they were, providing them with the tools they needed to advance their career. They valued our support in generating momentum in their career trajectory during a time when they often felt stagnated and confined.

Leadership Development Fellowship Pilot Program



Last year, we launched a pilot program for a Leadership Development Fellowship. We wanted to explore ways in which the Emma's Torch experience could further jumpstart careers so we designed a program to offer our graduates management-level skills. Moreover, accelerating our alumni's path to leadership positions changes the restaurant industry and the larger community's perception of their worth and their identity.

We had two Leadership Development Fellows over the course of the past 15 months, one in a Back of House leadership role and another in a Front of House role. We are evaluating the best way to move forward with this program in the future.

Thu, Front of House Leadership Development Fellow.

SOCIAL VENTURES

AMPLIFY OUR MISSION

We are proud to be a social enterprise: we solve a deep need in the refugee and food worlds while also running a business, and both sides of what we do are inextricably intertwined. Our businesses generate significant revenue that offset our costs and help us maximize every dollar donated.



Carroll Gardens Restaurant

In September, we re-opened our restaurant to the public as the sit-down venue it was designed to be. After such a long hiatus, it was a thrill to see new and familiar faces. What's more, our students benefited from getting real restaurant experience.



Offsite Experiences

We held multiple offsite events for individuals, office teams, and community groups. Most popular were cooking classes with Chef Alex, who taught home cooks around the country our signature recipes like Berber-Spiced Hand Pies with Beef.

One highlight was being able to host guest **Chef Samantha Fore** to lead our graduation dinner in April. Chef Fore worked with our students to create cooking kits then led online cooking classes. She stayed for a beautiful residency during which she developed a menu filled with delicious teachings and incredible flavors. It was truly a one-of-a-kind graduation event!



Combating Food Insecurity With Rethink

Since 2020, we have partnered with Rethink, a non-profit dedicated to reducing food insecurity. This year, our students have produced over 21,600 meals for a local community-based organization. This partnership not only provides our students with valuable mass-meal production skills but it also underscores the importance of the food that our students create. We are proud to have been able to expand this initiative this year thanks to a gift from Amy Schumer and Marcus Lemonis's Plating Change as well as our many other supporters.



Packaged Goods

Riding high on last year's packaged goods success, we launched two separate "Collab Boxes" this year: one for Mother's Day, the other for the winter holidays. The Collab Box is full of goodies from different social enterprises—including our very own spiced nuts and cocoa blend—delighted our community across the country. We sold-out of these limited edition boxes, and people as far as Alaska and Hawaii received them. Our students led our production and packaging efforts, learning a crucial skill for a different part of the food industry.

Collab Box Partners



2022: A YEAR OF GROWTH

Two years into the Covid-19 pandemic, we are better equipped to face the uncertainties and challenges with a mindset of abundance and possibility. To succeed in 2022, we will leverage our programmatic and operational excellence, our resilience, and our adaptability.

We are looking forward to serving more students and to helping them achieve their dreams. We will continue to strengthen our communities and build our vision of a food scene that hires, celebrates, and cooks with the country's newest Americans.

Coming Soon!



Emma's Torch Cafe at Brooklyn Public Library

Our cafe will be re-opening in early 2022. Closed since March 2020, the cafe format was an important learning opportunity for our students. It was also a community gathering place for our friends and neighbors in Brooklyn. We cannot wait to open it again!



Emma's Torch Catering

Catering expands our students' horizons by showing them new locations and training them on the managerial elements required to execute large-scale events. Catering was an important part of our social ventures before the pandemic. Our catering events in 2020 were postponed, but many of them rescheduled for 2022. We are looking forward to even more growth in this area!

Scale & Expansion

After five years in New York City, Emma's Torch is exploring a major geographic expansion. We are planning to launch a pilot program towards the end of 2022. We cannot wait to bring our life-changing program and delicious food to a new city. We are grateful for the opportunity to expand our impact, and look forward to forging new partnerships as we take this major step in 2022.

While growth is exciting, it is not without challenges. Our aim is to achieve scale and to maximize our efficiency over the next five years. This requires shifting our mindset away from simply proving our impact to ensuring its longevity. We are grateful to have a community of supporters who are behind this mission.

During the early part of 2022 we will be "slowing down, to speed up." We will be putting everything in place to ensure the success of our expansion. This includes growing our team, continuing to perfect our program, and improving our metric management system. These building blocks are the foundation of our success for years to come.

FINANCIALS

We welcome the opportunity to share our financial overview for the past fiscal year. While this is merely a financial snapshot, we hope you will not hesitate to reach out to ask any questions. In 2019, we set an ambitious goal of increasing our return on philanthropic investment. We calculate this as the change in a graduate's wages, divided by the philanthropic cost of that student's time at Emma's Torch. While the past two years have made achieving that goal difficult, it continues to be our North Star.

Our goal is to provide a 1.5x return on philanthropic investment (ROI) for our work. For 2022, this means targeting a **philanthropic cost of \$15,000 per student**, with \$6,000 of that amount being paid as direct wages to our students.

In 2022 we will be increasing the number of students in our program, reopening all of our social ventures in New York City, and expanding into a new geography. This growth has been made possible by significant investments in our infrastructure, staffing, and overall organization. While this increased our expenses in 2021, it means that we are able to hit the ground running in 2022, building a substantial foundation for our new plans. We welcome the opportunity to discuss these with you in greater depth.

EXPENSES		FY21 (Unaudited)
Training Programs		
	<i>Staff</i>	\$371,561
	<i>Student and Fellows Salaries</i>	\$253,031
	<i>Facilities & Equipment</i>	\$220,650
Social Ventures		
	<i>Staff</i>	\$92,349
	<i>Non-Personnel (inventory, etc.)</i>	\$174,259
G&A		\$199,960
TOTAL		\$1,311,810

OUR TEAM

Kerry Brodie

Founder & Executive Director

Chef Alexander Harris

Culinary Director

Dr. Kira O'Brien, LSW

New York Director

Celina Rella

General Manager

Sierra Murray

Program Manager

Colin Finn

Program Associate

Cathy Bower

Catering Director (PT)

Tadesh Inagaki

Business Director (PT)

Dominique Agri

Carroll Gardens Sous Chef

Nick Wells

BPL Sous Chef

Kendall Hough

BPL Cafe Manager

OUR BOARD

Melissa Glass, Chair

Retired Investment Banker & Philanthropist

Michelle Jewett, Treasurer

Partner, Mayer Brown LLP

Sarah Rosen, Secretary

Associate General Counsel, Away

Hillary Brandenburg

Consultant, Apco Global

Julie Chang

Vice President, Blackstone

Richard Fields

Managing Director, Allen & Co.

Irene Hamburger

Vice President, Blue Hill Farms

Aaron Kapolowitz

Political Consultant

Dino Lavorini

Senior Director of Restaurant Operations, Union Square Hospitality Group

Saara Hafeez

Shopify

OUR CULINARY COUNCIL

Our Culinary Council is an advisory board of industry professionals that provides insights and feedback to Emma's Torch and supports our goals:

Ned Baldwin	Lisa Donovan	Jonah Miller
Greg Baxtrom	Jenny Dorsey	Elizabeth Murray
Vishwesh Bhatt	Eataly	Joan Nathan
Emily Brekke	Andrew Friedman	NOHO Hospitality Group
Anne Byrn	Ethan Frisch	Andrew Peskoe
In Memoriam, Floyd Cardoz	Anna Gass	Stephen Ritz
Jennifer Clair	Ryan Hardy	Justin Schwartz
Mary Cleaver	Tien Ho	Rick Smilow
Caroline Conrad	Max Katzenberg	Jeff Steelman
The Chef Agency	Andy Knudson	Julia Turshen
Doug Crowell	Kim Lerner	Robert Valencia
Suzanne Cupps	Lien Lin	Jeffrey Yoskowitz
Harold Dieterle	Chris McDade	

OUR FOUNDATION SUPPORTERS

A Chance Fund	Ira W. DeCamp Foundation
Achelis & Bodman Foundation	The KCF Fund
Allan & Gill Gray Philanthropies	KKR Covid Response Fund
Arbor Brothers	Lawrence Foundation
Beacon Group	Mizuho USA Foundation
BlackStone Charitable Foundation	Olo For Good
Buchanan Charitable Fund	Plating Change
David Alexander Scott Memorial Foundation	Rachael Ray Foundation
Geen Family Foundation	Restaurant Workers Community Foundation
Good-Loop and their partner brands, The Guardian US and Amazon Alexa	Sir Kensington's
Good People Fund	Stavros S. Niarchos Foundation For Charity
Grow @ Annenberg	Marcia Brady Tucker Foundation
Horace W. Goldsmith Foundation	The Harry and Jeanette Weinberg Foundation
HMSHost Foundation	Williams Legacy Foundation

OUR IN-KIND SUPPORTERS

Bob's Red Mill	Snappy Solutions	Pro Bono Legal Advisors
Burlap and Barrel	Soom	Jackson Lewis P.C.
Earl Clean Solutions	Stone Barns Center for Food & Agriculture	Stroock & Stroock & Lavan
Emeril Lagasse Shoes	Stronghold	Lawyers Alliance for New York
Field Blend Selections	Tilit	JRSK, Inc. d/b/a Away
Misen		



In loving memory of Faby and Martin

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