

A Livable Wage for SFO's Essential Workers

**How Rising Costs Have Overtaken Service
Workers at a Regional Economic Hub**

SFO Wages

SF Minimum Compensation Ordinance (MCO)

\$21.54 (Current)

+\$0.47 (July)

Indexed to Regional CPI

SFO Quality Standards Program (QSP)

\$22.04 (Current)

+\$0.47 (July)

Linked to MCO (\$0.50 above)

Entry level union wage *is* the QSP rate

Regional Living Wage

MCO

\$21.54 (Current)

QSP

\$22.04 (Current)

Hourly Pay Necessary for a Living Wage in SF Metro Area (2026)

1 Adult		
No Children	1 Child	2 Children
\$33.71/hr	\$65.96/hr	\$91.57/hr

2 Adults (1 Working)		
No Children	1 Child	2 Children
\$44.27/hr	\$54.79/hr	\$57.97/hr

2 Adults (Both Working)		
No Children	1 Child	2 Children
\$22.13/hr	\$35.05/hr	\$46.70/hr

Source: Living Wage Institute, San Francisco Metro (2026)

Housing & Transportation

Median Housing & Transportation Costs Where SFO Workers Live (2026)

MCO
\$44,803 (Annual)

QSP
\$45,843 (Annual)

	Transportation (Annual)	Housing (Annual)	Combined
San Francisco	\$11,711	\$32,904	\$44,615
Daly City	\$15,343	\$34,404	\$49,747
South SF	\$16,125	\$36,204	\$52,329
San Bruno	\$16,564	\$37,152	\$53,716
San Mateo County	\$16,481	\$39,132	\$55,613

*Source: Center for Neighborhood Technology, Housing &
Transportation Affordability Index (2025)*

Falling Behind

City & County of San Francisco Minimum Compensation Ordinance (2021-2026)

	For-Profit	Non-Profit	Public
2026	\$22.01	\$23.50	\$25.00
2025	\$21.54	\$21.55	\$22.50
2024	\$20.96	\$20.25	\$21.50
2023	\$20.22	\$18.93	\$20.25
2022	\$19.15	\$17.90	\$18.75
2021	\$18.55	\$17.34	\$18.00

+19%

+36%

+39%

Downsides of current indexing...

- Regional CPI vs. National
- Costs can rise faster than CPI
- CPI is not always good at tracking actual rising costs
- Problematic political incentives

Importance of SFO

SFO is a *major* economic engine

Direct impact (On-Airport, Cargo, Visitors)

- 139,700 jobs
- \$19.1 billion in labor income
- \$54.5 billion in revenue

Indirect impact (Suppliers, re-spending)

- 108,000 jobs
- \$12.2 billion in labor income
- \$30.7 billion in revenue



Source: Economic Impact Study of SFO (FY 2024)

Industry Record

Consistent Opposition to Better Standards for Workers

- Los Angeles
- Miami
- DC
- Chicago
- New York / New Jersey
- Massachusetts
- Seattle
- Minneapolis
- San Francisco

2025 aviation all-time highs:

- Net Profits (\$39.5 Billion)
- Revenue Passenger Miles (Demand)
- Revenue at Big Four airlines

In Closing

- There is a wide and widening gap between actual costs facing workers in this region and the wages they earn working at the airport
- Workers have been left behind, the wage policy isn't keeping up and contractors aren't doing their part beyond that
- Meanwhile a historically profitable industry is actively undermining *everybody's* ability to address this by attacking the Healthy Airport Ordinance
- Stakeholders at the airport have a real interest in addressing this gap, but we're not doing that if employers aren't engaging with key economics like wages or healthcare
- **We have several ways to address this issue: SFO's leaders must do the right thing here to prevent essential workers from being priced out of these jobs**