

FIELD REPORT : Q4 2020

BUSINESS LEADERS: WE CAN'T COMPETE IF WE CAN'T GET ALONG

 **BUSINESSFORWARD**
FOUNDATION



In today's economy, communities compete with one another to attract new talent and investment. They compete with their schools, workforce, and infrastructure. They also compete with the strength of their community.

Winning states grow and create new jobs, which pay for better schools, roads, and parks. New investment attracts more new investment, and so on. On the other hand, states that fail to bring in new investment can spiral as their shrinking economy causes young workers to move away.

For years, business leaders in our network have shared a simple, powerful point with their employees, suppliers, customers, and neighbors: We cannot compete if we cannot get along. We need to work together, respect one another, protect one another, and bring out the best in one another.

The 2020 election will be among the most contentious in recent history. It's okay for citizens of good faith to disagree strongly, but we must commit ourselves to protecting the most vulnerable among us -- and we must reject those trying to divide us.

This report features comments, recommendations, and advice on diversity, inclusion, and tolerance from many of our country's most successful business leaders, as well as the CEOs of Fortune 500 companies operating here. Some relate to recent events, like the murder of George Floyd. Others relate to efforts to encourage an open dialogue across the business community. And some relate directly to comments made by President Trump.

If you are interested in learning more, Business Forward is working with community organizations and faith leaders to share ways to manage the discord online, in the news, and on our streets. We encourage you to learn about our program, contribute your own ideas, and participate in one of our trainings.

If we work together, we can compete with anybody.

BUSINESSES ARE STANDING WITH COMMUNITIES OF COLOR AND AGAINST RACISM

“

We know that hate, bias and racial division all remain woven into the fabric of our society, and we condemn these actions in the strongest of terms. We stand together with our family, friends, colleagues and neighbors to fight for change... I'm committing to act on behalf of those who deal with racism, bigotry, and the threat of violence everyday...

”

- JIM FITTERLING
CEO, DOW CHEMICAL
MIDLAND, MI¹



“

Far too often, the burden of seeking equality rests on the shoulders of those most marginalized. This simply won't work. The change we need is broad and deep and requires us all to be active.

”

- DAVID TAYLOR
CEO, P&G
CINCINNATI, OH³



“

One of our core values at Big Lots is that we treat all like friends, and we bring an attitude of respect and honesty to every interaction. Together, we all stand against the racism and discrimination that so disproportionately impacts the black community.

”

- BIG LOTS
COLUMBUS, OH⁵



“

We stand with our communities of color by continuing to focus on empowering entrepreneurs from within those communities to start and grow businesses, and by equipping all types of businesses to create a more diverse and inclusive workforce that will decrease the economic disparities caused by systemic racism.

”

- LANCASTER WORKS AT ASSETS
LANCASTER, PA²



“

Our company's legacy is founded on the belief that our purpose is to enrich lives in the communities we serve. Core to that purpose, we stand against racism and inequality. We have always believed that all people are equal and deserve to be treated with dignity and respect...

”

- RICK KEYES
CEO, MEIJER
GRAND RAPIDS, MI⁴



“

Racism is real. Not just here in the U.S., but around the world. Injustice and brutality are real. They've been with us forever despite many efforts to eradicate both... And through the greatest platform that I have available to me to effect change, as CEO of Carnival Corporation, I want to provide the support and the motivation for our people...

”

- ARNOLD DONALD
CEO, CARNIVAL CORPORATION & PLC
MIAMI, FL⁶

BUSINESSES ARE EDUCATING THEIR EMPLOYEES AND COMMUNITIES

“ At American Family, we want the best talent, the best benefits and the best company culture. We also want strong communities that equitably serve everyone. All these things are rooted in our strategy. They show we are absolutely committed to tackling the kinds of problems weighing our communities down today -- because it's good for our communities AND good for business. ”

- JACK SALZWEDEL
CEO, AMFAM
MADISON, WI⁷



“ Racism, injustice and violence have no place in our society and cannot be tolerated. Yet we continue to be unable to make enough progress in this country -- so at this moment it is critical to step back, face the hard subjects and try to reflect. ”

- BRIAN L. ROBERTS
CEO, COMCAST
PHILADELPHIA, PA⁹



“ We promise never to settle for good enough when it comes to doing the work as a company and to focus on providing educational opportunities and resources to our staff and community around racism and how we can dismantle the cultural mindset of white supremacy. We also promise to continue our work of providing a safe, welcoming space to our community. ”

- VAULT + VINE
PHILADELPHIA, PA¹¹

“ The hardships and injustices that have and continue to impact the African-American community are painful to watch and difficult to comprehend. And as a citizen of this country and a leader of this organization, I must admit that I'm struggling with what my role should be. But I am not giving up... We should communicate and learn... And, most importantly, we should demand better. ”

- JAY MONAHAN
COMMISSIONER, PGA TOUR
PONTE VEDRA BEACH, FL⁸

“ As a team, we're committed to informing and educating ourselves so we can continue to be part of this conversation. We encourage our partners and readers of all ages to join us. ”

- OVERDRIVE
CLEVELAND, OH¹⁰

“ We stand against the racial injustice that affects every black person in this country... We invite all leaders to listen with empathy to the experiences of their black colleagues at all levels... While we do not have all the answers and we have much to learn, we are committed to building equitable, inclusive, and diverse organizations for ourselves and for others. ”

- PRAXIS CONSULTING GROUP
PHILADELPHIA, PA¹²

BUSINESSES ARE TAKING ACTION WITHIN THEIR ORGANIZATIONS

“ As a firm and as a profession, we have a long way to go on this journey. We know there are no simple solutions, but we are pledging to do all we can at Raymond James to be an agent of meaningful, positive and lasting change in support of more justice, well-being and humanity for the Black community. ”

- RAYMOND JAMES
ST. PETERSBURG, FL¹³

“ Together, we have an opportunity to protect the rights of everyone, equally, for the betterment of the communities in which we live and work. As an organization, we denounce, and will not tolerate, any form of discrimination. Within Fiserv, we choose to be led by our Values and to create a diverse, respectful and inclusive workplace. ”

- FISERV
BROOKFIELD, WI¹⁴

fiserv.

“ The sad and tragic truth is that many Americans continue to face deeply rooted discrimination and unconscionable violence due to the color of their skin... At Ally, we believe racial injustice and inequity must be actively recognized, confronted, and addressed – not just today, but in all the days ahead. We do this by coming together, having hard conversations, and celebrating our differences... Violence will never be condoned and only serves to further the pain. ”

- ALLY FINANCIAL
DETROIT, MI¹⁵

ally

“ We reject racism. We believe in inclusivity, equality and justice for all. We stand in solidarity with our employees and our communities who rightfully – and righteously – demand change. We honor the Black community by committing to be part of that change, not just when the world is watching, but when the cameras are off, and the hashtags stop trending, by making ally-ship and inclusion moral imperatives at Valassis. ”

- VALASSIS
LIVONIA, MI¹⁶

Valassis.

“ The passionate, ongoing conversation about racism and social justice in America is well overdue. As a firm whose values include fairness, integrity and social responsibility, we recognize that we must play a role in this conversation... We must stand up for social justice and find our place in real work to eliminate racism. ”

- BLAIN HECKAMAN
CEO, KAUFMAN ROSSIN
MIAMI, FL¹⁷

AND BUSINESSES ARE INCREASINGLY SPEAKING UP

“ Sadly, systemic racism has been a part of our country for generations. It is no longer enough to be non-racist and inclusive. We must actively choose to be anti-racist. This means looking intentionally at our choices with the lens of fairness and equality. It also means standing up for what is right and speaking up for those who have no voice. ”

- WENDY H. STEELE
FOUNDER & CHIEF EXECUTIVE, IMPACT100 COUNCIL
BELLEAIR BLUFFS, FL¹⁸

“ We will always speak up against inequality and racism. We stand with the Black community and condemn all acts of brutality and violence. We're committed to the communities we serve and pledge to help create long-term solutions. We recognize we have more work to do, and we must - all of us - with a unified voice - take actions to stamp out disparate treatment, bias and inequity. ”

- KELLY SERVICES
TROY, MI¹⁹

Kelly

“ Our commitment to help and support now is critical, as so many of our associates, families, friends, customers and communities are hurting, frustrated and angry. The senseless killings of George Floyd, Breonna Taylor, Ahmaud Arbery and so many more — too many more — across our country have shaken us to our core. We share in feelings of sadness, fear and outrage. We must use our voice to express that we are against racism and injustice against the black community. We can and we must do better as a company and community to become a greater part of the solution. ”

- RODNEY MCMULLEN
CHAIRMAN AND CEO, KROGER
CINCINNATI, OH²⁰

Kroger

“ First, let me be clear: racism, injustice and intolerance have no home in the Rite Aid organization or in our communities. I do not accept anything other than the notion that diversity and inclusion make us better as a country and as an organization... And while I don't have the answers, I know the worst thing we can do is stay silent. ”

- HEYWARD DONIGAN
CEO, RITE AID
CAMP HILL, PA²¹

**RITE
AID**

“ It is important to speak out publicly against racism and injustice... We must all do our part to build stronger communities that are equitable, respectful and filled with opportunity... to guarantee basic human rights and freedoms of every person in every community are protected -- especially groups that have been historically marginalized and discriminated against. ”

- ALLIANT ENERGY
MADISON, WI²²

**Alliant
Energy**

AN INCLUSIVE WORKPLACE IS A COMPETITIVE ADVANTAGE

“Change must start at the top, where leaders commit to measurable results and hold our teams accountable. Through this program, Rockwell Automation and other companies will collectively drive a culture shift that advances diversity and inclusion in the workplace, where all employees can and want to do their best work every day.”

- ROCKWELL AUTOMATION: MILWAUKEE, WI²³

“One of PPG’s greatest strengths is the diversity of our people... Their unique perspectives enable us to meet challenges quickly, creatively and effectively, providing a significant competitive advantage in today’s global economy.”

- PPG INDUSTRIES: PITTSBURGH, PA²⁴

“Diversity, equity and inclusion are fundamental to our core values and to an environment where all people can bring their authentic selves to work and feel safe, welcomed, valued and respected... To serve our 20+ million customers, we must understand them. We seek to be diverse in our demographics, our experiences, and our thinking.”

- PROGRESSIVE CORPORATION: MAYFIELD, OH²⁵

“I am a huge believer in diversity and inclusion because it is the right way to grow an organization and treat people. It leads to better business results and most importantly it will help us achieve our mission of making health care better.”

- STRYKER: KALAMAZOO, MI²⁶

MORE THAN 1,300 COMPANIES HAVE COMMITTED TO CEO ACTION’S PLEDGE:

“As leaders of some of America’s largest corporations, we manage thousands of employees and play a critical role in ensuring that inclusion is core to our workplace culture and that our businesses are representative of the communities we serve. Moreover, we know that diversity is good for the economy; it improves corporate performance, drives growth and enhances employee engagement.

Simply put, organizations with diverse teams perform better.”²⁷



CASE STUDY: DETROIT CIVILITY PROJECT



Launched in 2019, the Detroit Civility Project is a partnership between the Detroit Chamber of Commerce and journalists Nolan Finley and Stephen Henderson. The project encourages shared conversations and resources amongst people with different backgrounds. When people learn more about each other, it's much more likely they're willing to see the other's perspective. At the end of the day, that ability to effectively work together drives economic competitiveness in Michigan.²⁸

“

Given the progress Michigan and Detroit have made in recent years — and how much remains to be accomplished — we cannot afford to follow the example of incivility that grips much of our national dialogue. The continuation and acceleration of Michigan's progress is dependent upon all of us working together, finding common ground and handling our inevitable disagreements with humility and grace.

”

- SANDY K. BARUAH
CEO, DETROIT REGIONAL CHAMBER

“

Racism and inequality are very bad for business, for the economy. There's a cost for all of us... in terms of economic prosperity and progress, along with human relationships and the damage it's doing to people... It will benefit [business]; this isn't altruism, this is something that has to be done.

”

- NOLAN FINLEY

“

Nolan and I are really committed to the idea that no matter what the idea is, how offensive it might be to the other person, we can have this conversation and do it in a way that is productive and leads to solutions. The civility project is all about that.

”

- STEPHEN HENDERSON

CASE STUDY: GREATER MILWAUKEE COMMITTEE



“

The Greater Milwaukee Committee stands with our community leaders and partners in recognition of the serious changes which need to happen in our city, region, and country. Racism and systemic inequities in access to healthcare, education, and justice are unacceptable... Our mission is to help make Milwaukee the best place to live, learn, work, play, and stay for all.²⁹”

“MILWAUKEE BUSINESS EXECS,
FOUNDATION CHIEF SAY PROTESTS
ARE CALL TO ACTION FOR AREA’S
WHITE LEADERSHIP”

MILWAUKEE
BUSINESS JOURNAL

MORE THAN 70 MILWAUKEE COMMUNITY LEADERS SIGNED A LETTER, STATING:

“The unrelenting pressure from structural and systemic racism is more than any person can be expected to endure. For a community, the consequences of oppression are corrosive, carcinogenic, and incendiary... Heinous and ongoing violence committed against our fathers and mothers, sons and daughters in the form of inadequate access to decent education, health care, work, and housing conflicts with our fundamental sense of humanity. This ethical contradiction cannot stand, and we will no longer endure it...”

As leaders of organizations that serve our communities, we are committed to attacking racism at the systems level. We’re prepared to do this both individually and collectively to ensure our loved ones the basic, inalienable rights, and protections they deserve.”³⁰

23 OF THE GREATER MILWAUKEE COMMITTEE’S BOARD MEMBERS SIGNED THE LETTER:

David Lubar, Lubar & Co.

David Anderson, BMO Harris Bank

JoAnne Naton, Herb Kohl Philanthropies

Dan Bader, Bader Philanthropies

Elizabeth Brenner, Milwaukee Journal Sentinel

John Daniles, Jr., Quarles & Brady LLP

Giacomo Fallucca, Palermo Villa, Inc.

Cristy Garcia-Thomas, Advocate Aurora Health

Ellen Gilligan, Greater Milwaukee Foundation

Nancy Hernandez, ABRAZO Multicultural
Marketing & Communication

Ted Kellner, T&M PARTners, LLC

Margaret Kelsey, WEC Energy Group

Michael Lovell, Marquette University

Gregory Marcus, The Marcus Corporation

Linda Mellowes, Marquette University,

George Oliver, Johnson Controls, Inc.

Jim Popp, Johnson Financial Group

Jonas Prising, ManpowerGroup,

Mark Sabljak, Sabljak & Budisch,

John Schlifske, Northwestern Mutual

Nancy Sennett, Foley & Lardner LLP

Mary Ellen Stanek, Baird Advisors,

Greg Wesley, Medical College of Wisconsin

CASE STUDY: LANCASTER BUSINESS LEADERS PARTNER AGAINST RACISM



Launched in February, In Good Company is a business partnership with the following mission: “To inspire and educate businesses to positively impact their customers, suppliers, employees, and the natural environment—and to celebrate the businesses making the greatest strides toward making our community stronger.” In July, In Good Company published a letter committed to “dismantling racism in our businesses and in our community.”³¹

EXCERPT FROM THE LETTER:

“As business leaders, we believe racism and brutality have no place in America and no place in Lancaster County. We grieve for the families, friends and communities of George Floyd, Ahmaud Arbery, Breonna Taylor, and countless others. These tragedies are but the latest chapter in a centuries-long legacy of racial injustice in our country.

“In Good Company” partners throughout Lancaster County condemn the acts of violence, hatred, racism, and injustice that Black Americans and people of color have experienced for generations and continue to experience today. We affirm the worth of every individual and pledge our support to end systemic racism in all its manifestations.

As business leaders, we also specifically acknowledge the vast disparities in economic opportunity that exist in our community. We commit to using our companies to better address these disparities through our hiring policies our advancement opportunities, our purchasing decisions, and our pay practices...

Our businesses are only as strong as the communities we serve. As we look to the future, we want to do more. We have an obligation to do more. We will do more.”

“LANCASTER COUNTY BUSINESSES PARTNER AGAINST RACISM”

LNP | LancasterOnline

MORE THAN 65 BUSINESS LEADERS SIGNED THE LETTER, INCLUDING:

Jon Zuo, President, Advanced Cooling Technologies
Steven Herr, CEO, Advanced Metrics
Susan Eberly, President, Alegre Events
Mary Renner, CEO, The Digital Workshop
Debora Brandt, Owner, Fig Industries
Jennie & Jonathan Groff, Owners, The Lancaster Sweet Shoppe
Tyrone Miller, CEO, Lancaster Works
Roger North, President, North Group Consultants
Stephen Massini, CEO, Penn State Health
Jon Devoy, Owner, Tellus360

CASE STUDY: COLUMBUS BUSINESS LEADERS SUPPORT DECLARATION OF RACISM AS PUBLIC HEALTH CRISIS



This past June, John Lowe, CEO of Jeni's Splendid Ice Creams, circulated a letter in support of the Columbus City Council's resolution declaring racism a public health crisis. He originally hoped for 10 signatures - but before sending to the City Council, more than 750 business leaders had signed on.³²

EXCERPT FROM THE LETTER:

"We write to unequivocally support the Resolution put forward by Council Member Priscilla Tyson, declaring Racism to be a Public Health Crisis. We support the Resolution because we are profoundly outraged and heartbroken that our fellow citizens continue to see themselves in the anguished face of George Floyd pleading for air under the knee of a white man sworn to protect; hear themselves in the nervous voice of Christian Cooper, a bird-watcher whose skin tone is suddenly used to falsely suggest he is a threat; and, in the experiences of countless more Americans of color, so frequently demeaned, threatened and physically harmed... We hope and believe the Resolution will appropriately bring increased government and private-sector attention to these persistent and systemic issues..."

The undersigned are Democrats and Republicans and Independents from across the political spectrum. We write this letter together because the issue about which we write is not a political one, and we recognize that our country's most basic democratic ideals are threatened when we further head in the wrong direction on issues of basic human rights."

"BUSINESSES JOIN COLUMBUS CITY COUNCIL ANTI-RACISM RESOLUTION"



AS OF JULY, MORE THAN 3,200 BUSINESS AND COMMUNITY LEADERS SIGNED THE LETTER, INCLUDING:

- Tanny Crane, CEO, Crane Group
- Lisa Ingram, CEO, White Castle
- Michael Fitzpatrick, President, Elford Development
- Brent Crawford, Owner, Crawford Hoying
- David Harrison, President, Columbus State Community College
- Jack Kessler, Founder, The New Albany Company
- Joseph Nardone, CEO, Columbus Regional Airport Authority
- Robert Schottenstein, CEO, M/I Homes
- Lori Kaiser, CEO, Kaiser Consulting

THE NATIONAL TREND TOWARD ACTIVISM

“THE COST OF SILENCE:
WHY MORE CEOS ARE SPEAKING
OUT IN THE TRUMP ERA”³³

The Washington Post

“A WATERSHED MOMENT
IN CEO ACTIVISM”³⁴

THE WALL STREET JOURNAL.

“WHY CEOS CAN’T STAY
SILENT IN THE WAKE OF EVENTS
LIKE CHARLOTTESVILLE”³⁵

Harvard Business Review

“CEOS LONG AVOIDED POLITICS.
TRUMP IS CHANGING THE CALCULUS”³⁶

“Fomenting racial unrest is not in the nation’s
interest and it’s not in businesses’ interest,”
[Jeffrey Sonnenfeld] said. “Divide and conquer
has always been Trump’s strategy, and
somehow it has worked until now. The way to
take a bully down is through collective action.”

The New York Times

CEOS ACROSS THE U.S.

1300+
COMPANIES

**ACROSS 85 INDUSTRIES
HAVE COMMITTED TO CEO
ACTION’S PLEDGE.³⁷**

NORTH CAROLINA BATHROOM BILL

200+
COMPANIES

**SIGNED ONTO A LETTER URGING THE
GOVERNOR TO REPEAL THE LAW
THAT REQUIRED TRANSGENDER
PEOPLE TO USE BATHROOMS BASED
ON THEIR BIRTH SEX.³⁸**

SEPARATION OF FAMILIES

120 companies opposed the policy
of separating refugee children
from parents at the border.

More than 60 CEO members of
the Business Roundtable wrote a letter
to DHS stating the government “must
avoid making changes [to immigra-
tion policies] that disrupt the lives of
thousands of law abiding and skilled
employees, and that inflict substantial
harm on U.S. competitiveness.”³⁹

MUSLIM TRAVEL BAN

127
COMPANIES

**JOINED LAWSUITS AGAINST
THE TRAVEL BAN⁴⁰**

CASE STUDY: RESPONSE TO CHARLOTTESVILLE

In the aftermath, more than 30 CEOs from major companies resigned from or voted to disband 2 White House advisory panels.

“ America’s leaders must honor our fundamental values by clearly rejecting expressions of hatred, bigotry, and group supremacy... As CEO of Merck and as a matter of personal conscience, I feel a responsibility to take a stand against intolerance and extremism. ”

- KENNETH FRAZIER
CEO, MERCK PHARMACEUTICALS⁴¹



“ I have already made clear my abhorrence at the recent hate-spawned violence in Charlottesville, and earlier today I called on all leaders to condemn the white supremacists and their ilk who marched and committed violence... ”

- BRIAN KRZANICH
CEO, CDK GLOBAL
FORMER CEO, INTEL⁴³



“ There would be no GE without people of all races, religions, genders, and sexual orientations. GE has no tolerance for hate, bigotry, racism, and the white supremacist extremism that the country witnessed in Charlottesville last weekend. ”

- JEFFREY IMMELT
FORMER CEO, GE⁴⁵



“ As the events of the last week have unfolded here in the U.S., it is clear that we need to collectively stand together and denounce the politics of hate, intolerance and racism. The values that are the cornerstone of our culture: tolerance, diversity, empathy and trust, must be reaffirmed by our actions every day. ”

- GREY HAYES
CEO, UNITED TECHNOLOGIES⁴²



“ I strongly disagree with President Trump’s reaction to the events that took place in Charlottesville over the past several days. Racism, intolerance and violence are always wrong... There is no room for equivocation here: the evil on display by these perpetrators of hate should be condemned and has no place in a country that draws strength from our diversity and humanity. ”

- JAMIE DIMON
CEO, JPMORGAN CHASE⁴⁴



“ Racism and murder are unequivocally reprehensible and are not morally equivalent to anything else that happened in Charlottesville... I believe the President should have been -- and still needs to be -- unambiguous on that point. ”

- DENISE MORRISON
FORMER CEO, CAMPBELL SOUP⁴⁶



CASE STUDY: WITH “TIME TO VOTE,” BUSINESSES PROTECT DEMOCRACY

Time To Vote

“Time To Vote is a nonpartisan movement, led by the business community, to contribute to the culture shift needed to increase voter participation in our country’s elections.”⁴⁷

“ This campaign isn’t about any particular party or candidate or issue – it’s about encouraging more people to vote without having to make the hard choice between going to work and going to the polls. ”

- CHIP BERGH
PRESIDENT AND CEO OF LEVI STRAUSS & CO.

Levi's

“ Demonstrating your company’s commitment to voting reinforces the idea that American businesses can protect our democracy. I have been heartened to see business leaders from every corner of the country and across a range of industries prioritizing the health of our democracy and I look forward to seeing this movement grow. ”

- ROSE MARCARIO
CEO OF PATAGONIA

patagonia

“ The purest expression of any person’s freedom occurs in the voting booth - it is our collective moral duty as CEOs to accommodate every citizen in pursuing that privilege. ”

- TODD CARMICHAEL
CEO OF LA COLOMBE

La COLOMBE
COFFEE ROASTERS

MORE THAN 1,500 COMPANIES HAVE JOINED THE INITIATIVE

patagonia

Walmart

PayPal

Abercrombie & Fitch

PNC

DICK'S
SPORTING GOODS

KAISER PERMANENTE

TARGET

GAP

Chobani

hp

BEN & JERRY'S

Deloitte.

EA

La COLOMBE
COFFEE ROASTERS

BEST BUY

Levi's

new balance

lyft

REI

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