

Remarks as Prepared for Delivery
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Good afternoon. It's great to be with so many WMC and NAM members.

I want to thank my friend, Kurt Bauer. You know Kurt for his tremendous leadership in Wisconsin. He is a best-in-class advocate and leader at the state level. But he is also truly a national leader—a board member of the NAM and the chair of the NAM's State Associations Group.

I appreciate the chance to be with you today to provide an update on manufacturing in America, and how influential our sector has become in Washington, thanks in no small part to Kurt's leadership and the effective work of WMC.

But before I do, I think it is important to touch upon another subject. As many here are aware, the last time I spoke to WMC, our family was in the middle of a horrific crisis, caused by Dane County Judge Jim Troupis when, for no reason, he intervened in our uncontested parental rights case over our newborn son, Jacob, and took away our rights that another judge had previously granted. He deliberately left our child an orphan, choosing to apply his own personal views instead of the law.

Sadly for Wisconsin, because Troupis callously ignored your state Supreme Court and your laws, our story was covered by the media throughout Wisconsin and became a national news story.

Through many years of battles in your Circuit, Appeals and Supreme Courts—at a personal cost of well over a half million dollars—my family won. Everything. At every single level. In fact, not one other judge—and there were 15 of them—agreed with Troupis. One even called his ruling “faulty” and “weird.” And it certainly was.

The best news to come out of this nearly four-year gut-wrenching nightmare, which was fully concluded just three weeks ago, was that Jim Troupis resigned immediately after his disgraceful ruling in 2016.

So today, I want to thank everyone here who supported Rick, our kids and me throughout that difficult time. Your words and kindness meant more than you'll ever know.

But the good news did not stop with our obtaining parental rights or Troupis' resignation. We also decided to make sure that what we endured could not happen to other families.

So back in Virginia, we helped pass a law to protect the parental rights over children born by surrogacy.

That bipartisan bill, which was signed by the Virginia governor at our son's preschool with Jacob sitting in his lap, is now known as Jacob's Law, in honor of our son.

We are hopeful families here in Wisconsin will be able to achieve the same progress, and we'll be back to help in any way we can. Because children should never be pawns in some sick, twisted political game.

For me, the whole experience was a reminder that adversity can be turned into triumph, and that as leaders, we also have the opportunity to use our platforms in our personal capacities to help make our communities better places to work and live. Which is, of course, what manufacturing does as well.

So, let's turn to the outlook for manufacturing in America.

Because this truly is an incredible moment for manufacturing. It's filled with opportunity and energy, but there are many challenges ahead.

A couple weeks ago, the NAM released the results of our quarterly Manufacturers' Outlook Survey. It's a poll of our members that we've done for more than 20 years.

Nearly 68 percent of manufacturers in our survey said they have a positive outlook for their business.

Now, two out of three isn't bad. But just one year ago, we were at 92.5 percent, and we were at a record high just a quarter before that. Tax reform and regulatory certainty were big reasons why.

The latest readings from the Institute for Supply Management and others also make it clear that there's now uncertainty and unease among manufacturers.

The reasons won't surprise you. There are global headwinds beyond our control. In September, the manufacturing sectors in 9 of our top 20 export markets contracted.

But there are also things we can control. In our survey, 70 percent said the inability to find skilled workers was a top concern. And 63 percent cited trade uncertainties.

So, at the NAM, we have our marching orders.

Let's start with trade. To turn this around, we need to see at least three things happen:

Number one: Congress must pass the U.S.–Mexico–Canada Agreement.

Number two: It's time to turn the trade war with China into a trade deal with China.

Number three: We need a long-term reauthorization of the Export-Import Bank. On the USMCA,...we're getting closer. We've heard some promising words from the Speaker of the House. She said she and her party "are on a path to yes" on the trade deal.

And we know that U.S. Trade Representative Robert Lighthizer is working hard to help them get to that "yes."

But it's time to get to the finish line. The NAM and the WMC have been working nonstop to keep up the pressure. During the August congressional recess, the NAM was active and on the ground in key districts.

And you—your companies and your employees—also have a decisive role to play. The voices of manufacturing workers are so powerful. We hear it over and over again from members of Congress. So reach out, be counted and let them know that a vote for the USMCA is a vote for manufacturing. For your people. Your jobs. For a stronger America.

In fact, the NAM has made it easy for you. Just text USMCANow to 52886. USMCANow, no spaces, to 52886.

Now, China...China's a different situation. We need a deal—a strong, enforceable deal that sets clear rules, ends China's cheating and protects our intellectual property.

We need talks to move forward quickly. We're feeling the tariffs and retaliatory tariffs. And we have dealt with China's unfairness for too many years. So, it's time for a deal that levels the playing field once and for all.

And a level playing field is also exactly the reason we need a long-term reauthorization of the Ex-Im Bank.

Around the world, other countries are operating more than 100 competing export credit agencies to support their people and their manufacturers. If we don't save the Ex-Im Bank before its charter expires next month, we'll be competing with one hand tied behind our back—or perhaps two.

The Ex-Im Bank has supported more than 1.7 million jobs over the past few years. We can't abandon our workers because of some silly illogical political fight.

That's what all of this comes down to—supporting the men and women who make things in America. We make it here. We want to sell it everywhere around the world.

It's about the success of our country. It's not enough to hope for a good outcome. We have to fight for it every single day.

That's true for trade, and it's true for building our workforce.

Manufacturers have talked about the skills gap for a long time. It has now ballooned to a full-on workforce crisis.

We have half a million unfilled jobs in manufacturing today. And here's the alarming number: According to Deloitte and The Manufacturing Institute, the NAM's workforce and education partner, we will need to fill 4.6 million manufacturing jobs by 2028. 2.4 million of those jobs could go unfilled if we don't change course.

Even in a slowdown, we expect this crisis to continue, with jobs going unfilled. So things will only get worse if we don't do something dramatic.

That's why, as many of you know, the NAM announced our Creators Wanted campaign this summer. Creators Wanted is an unprecedented capital campaign to bolster the work of The Manufacturing Institute and tackle the workforce crisis. It is the biggest fundraising effort in the NAM's history.

2020 is not only a pivotal election year but also the 125th anniversary of the NAM. We have the chance to keep the spotlight on manufacturing and change perceptions of manufacturing careers.

What exactly are we doing?

First, part of the Creators Wanted Fund will be dedicated to scaling up the programs of The Manufacturing Institute, the STEP Women's Initiative and Heroes MAKE America, our program to train transitioning service members for jobs in manufacturing.

Then next year, we will launch an 18-week nationwide Creators Wanted Tour to put modern manufacturing on display for students, parents and communities.

We expect to engage 250,000 people, including right here in Wisconsin. We will be calling on you to help reach Wisconsin's young people directly and inspire them to join our industry.

And we'll have an aggressive social campaign running throughout the year, so we can reinforce our message across the country.

It will all culminate Sept. 23–26, 2020, with the Making America Festival in Cincinnati, where the NAM was founded in 1895. We will convene industry leaders, manufacturing workers, policymakers and candidates for a full display of manufacturing's future.

We'll have innovation showcases, thought leadership, entertainment and so much more.

We want you to join us there, so be on the lookout for your invitation!

Overall, the campaign aims to...

- cut the skills gap by 600,000;
- increase by 25 percent the number of students enrolling in technical and vocational schools—and in apprenticeships and reskilling programs;
- and raise to 50 percent—from the current 27 percent—the number of parents who would even consider encouraging their children to pursue a career in modern manufacturing.

Those are ambitious goals—but we can't afford to be anything less than ambitious.

Our fundraising goal is \$10 million. We already have companies on board at all levels, because we know this is exactly the kind of united campaign we need.

We've never done anything like this as an industry, and we want everyone to be a part of it. You can talk to members of the NAM team who are here today to learn more...or visit creatorswanted.org. Our team can provide personalized proposals for your company at whatever sponsorship level is right for you.

Modern manufacturing will be front and center in 2020. This is our chance to transform our workforce and set our trajectory for the next generation.

So, this effort is big. But it is just one example of what the modern association is being called to do—to think outside of the box and to go bold.

In today's political climate, we must be bold because the business community is being called to lead like never before. We must be a force for good. Our country feels so divided—and it's not just Democrat versus Republican. Americans are in search of answers.

Too many feel left behind—and worry about what will happen to their kids in a rapidly changing economy.

Others are rightly concerned about issues of discrimination, inequality, mass shootings, sustainability and health care.

And if no one is speaking to those concerns in a way that bridges differences, then Americans will be pulled to the extremes searching for those answers.

If we keep our heads down, we're going to look up one day and discover anti-competitive tax increases...new regulations designed to "correct" the "evils" of our businesses...and the end of America's energy advantage...or, we might find a "nationalist" immigration system that has completely banned talented people with big

dreams from coming to America...or an effort to move us toward full-blown protectionism and isolationism.

Let me ask another question: How many of you watched the first night of the presidential debate in July?

There's one line that keeps ringing in my head.

One of the candidates said that corporations, companies like yours, quote, "have no loyalty to America. They have no patriotism."

That one stuck with me. And we're hearing it more and more—that you don't care. That your companies don't care.

And I wanted to charge up on that stage and say, "hold on a minute."

Manufacturers show they care every single day of the week.

We care when we produce the technologies that advance sustainability or develop cures for devastating diseases.

We care when we build more diverse and inclusive workplaces.

We care when we give back to our communities, provide disaster relief and invest in education.

That is why the NAM is so committed to telling your story—the story of manufacturers who do indeed show "loyalty to America" and are as patriotic a people as you can find.

And that is why we can't sit on the sidelines. I'm not saying we need to play political "whack-a-mole" and attack the candidates and get defensive. The answer isn't to side with one party over the other—because there's plenty of dangerous thinking on both sides of the aisle.

The answer...the answer is to be in the arena, like Teddy Roosevelt said, to defend the values that have made and will keep America exceptional: free enterprise, competitiveness, individual liberty and equal opportunity.

Yet, here's the frightening thing: too often in our politics, it seems the only voices defending individual liberty and equal opportunity are the ones who want to move us closer to socialism—and abandon free enterprise and competitiveness. And if the economy falters, their siren song may actually grow more enticing.

On the other hand, it seems the voices for free enterprise and competitiveness are too often aligned with the forces that seek to discredit and diminish some of our workers who are "different," scapegoating them for the problems they can't—or won't—solve and denying their liberty and equality.

Years ago at the NAM, we said the business community's reliance on one political party was a mistake. We had to be post-partisan. And I think we're being proven right.

We said that our effectiveness meant that we needed to build our relationships outside of Washington while at the same time maintaining them inside of Washington.

We said we had to take a broader focus and address the big issues confronting our society, even as we advance the specific priorities on our policy agenda—from trade to immigration, infrastructure and more. To have credibility to sit in the Oval Office with President Trump on one day and meet with Democratic congressional leaders the next. To be the trusted and respected voice for manufacturers in America.

That's been our philosophy...and that must continue to be the philosophy of the business community.

We champion our policies because it's the right thing to do for America. And more than ever, America needs our leadership—the leadership of the business community.

So, ladies and gentlemen, as we look out over our nation today, I think one thing is clear: this country and our industry are in uncharted waters. We really don't know what's coming next. We may encounter rougher seas, or we may dock safely in new and exciting places.

Whatever happens, we must hold firm to those four pillars of free enterprise, competitiveness, individual liberty and equal opportunity. They have guided us thus far, and they will help us navigate whatever comes our way.

After all, we're the industry that has provided the solutions to humanity's biggest challenges.

We sent humans to the moon. We powered the world. We eradicated diseases. We put the American Dream within reach for the nearly 13 million Americans we employ.

For our next act, we plan to go to Mars, to cure cancer, to end hunger and to improve lives and livelihoods across this nation and around the world.

Our job is to ensure that this remains an exceptional nation where ideas turn into visions, and manufacturers turn visions into reality.

If we continue to champion that cause, like nobody else can, then there is nothing that can stop manufacturing in these United States of America.

Thanks for the chance to be with you—and for your commitment to building a better nation and world.