

# 2020: Made for This

NAM Leadership Through Crisis





**When the history of the COVID-19 pandemic is written, the National Association of Manufacturers' emergency relief, business community leadership, advocacy influence and industry mobilization and support will be a consequential part of the story of America's response, recovery and renewal. In the face of the greatest crisis in modern history, the NAM not only has stepped up and risen to the challenge, but also has stood out—bolstering its role as a powerful force in Washington policymaking and its value to members across its core service areas: advocacy, workforce development, legal action, operational excellence and news and insights.**



# COVID-19 RESPONSE, RECOVERY, RENEWAL

## ➤ POLICY ACTION

The NAM acted early, releasing our “COVID-19 Policy Action Plan Recommendations” in March, which allowed us to shape—in a way no other leading trade group did—the initial COVID-19 relief bills. The subsequent “American Renewal Action Plan” has guided congressional and administration action since April. We have delivered around five dozen policy accomplishments for manufacturers so far related to COVID-19 or included in our recovery and renewal plans:

1. Progress toward our proposed \$1.4 trillion loan fund. *CARES Act and subsequent legislation.*
2. Creation of a new employee retention tax credit. *CARES Act.*
3. Permission for businesses to use tax losses retroactively to offset prior-year income. *CARES Act.*
4. A waiver of penalties for distributions from retirement accounts. *CARES Act.*
5. A suspension in contributions to pension plans for calendar year 2020. *CARES Act.*
6. A temporary increase in the maximum amount of deductible interest on business loans. *CARES Act.*
7. A delay in federal tax payments. *CARES Act, IRS guidance.*
8. Leniency from the Federal Reserve and Office of the Comptroller of the Currency, including extended grace periods and short-term loans. *Bank regulators' statement.*
9. Oversight to ensure that Paycheck Protection Program loans are disbursed fairly and that disadvantaged communities can receive funds. *CARES Act.*
10. Clarification that companies participating in the PPP or benefiting from the CARES Act's tax provisions would not be excluded from the Federal Reserve's liquidity programs. *Federal Reserve guidance.*
11. A reduction in the minimum size of loans for the new Main Street lending facilities. *Federal Reserve term sheet.*

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## ➤ OPERATIONAL SUPPORT

The NAM delivered the intelligence, resources and advocacy needed to keep manufacturing running smoothly and safely through the pandemic, including during the initial shutdowns.

- Shaped state and municipal orders affecting business operations to ensure that manufacturers were designated as “essential”
- Ensured the Department of Homeland Security deemed manufacturers and their supply chains “essential”
- Worked with state association partners and governors to revise business restrictions—and ensure manufacturers could continue operating
- Led the business community in the effort to ease Mexico's restrictions on essential business, protecting the North American supply chain
- Provided real-time state-by-state updates and interactive maps on the latest operating requirements throughout lockdown and reopening phases



12. An expansion to the PPP. *Paycheck Protection Program and Health Care Enhancement Act.*
13. Secondary market purchase of PPP loans. *Treasury guidance.*
14. Eligibility for workers facing reduced hours to receive unemployment benefits. *Families First Coronavirus Response Act.*
15. Clarification of liability protections for respiratory protective devices. *Families First Coronavirus Response Act.*
16. An increase in utilization of telehealth services. *CARES Act.*
17. A \$25 billion investment in COVID-19 diagnostic testing, infectious disease surveillance and contact tracing. *CARES Act.*
18. Centers for Disease Control and Prevention guidance for manufacturers related to cleaning processes, plant closures and community quarantines. *CDC guidance.*
19. Protections for workers who have exhausted their allotted leave time (either by government decree or company policy) but who are required to comply with CDC recommendations for themselves or their families. *Families First Coronavirus Response Act.*
20. A halt to scheduled crude oil sales from the Strategic Petroleum Reserve. *Department of Energy statement.*
21. An increase in availability of disinfectant products for use against COVID-19. *EPA statement.*
22. Temporary measures to increase access to capital and supply chain financing during the COVID-19 pandemic. *Export-Import Bank statement.*
23. Guidance from the Department of Homeland Security deeming manufacturers and their supply chains as “essential” to ensure the supply of critical products. *Cybersecurity & Infrastructure Security Agency guidance.*
24. Legislative action to prevent a patchwork of state regulations that could impede the movement of freight across state lines. *CARES Act.*
25. An expansion in air cargo capacity via passenger cabin space. *Federal Aviation Administration guidance.*
26. \$25 billion in appropriated funding for COVID-19 tests. *Paycheck Protection Program and Health Care Enhancement Act.*
27. Guidelines for PPP loan forgiveness and launch of the PPP loan forgiveness portal. *Small Business Administration rule and notice.*
28. An earlier reopening date for certain manufacturing sectors operating in Mexico. *Embassy of Mexico to the United States.*
29. Enforcement discretion for key PPP loan forgiveness metrics. *Treasury guidance.*



“COVID-19 Policy Action Plan Recommendations”  
March 2020



“American Renewal Action Plan”  
April 2020



“Pandemic Liability Policy Recommendations”  
April 2020



“Strengthening the Manufacturing Supply Chain”  
May 2020

**“The NAM sent out invitations to membership to participate in COVID-19 discussions, and I found that I was one of many manufacturers of all sizes, struggling with the same concerns. I felt less alone and discovered the community of NAM.”**

– Maureen O’Connor, LEM Products, Inc.

30. Guidelines on PPP loan forgiveness application procedures. *Treasury guidance.*
31. Expanded period for using PPP loan funds and key modifications to criteria for loan forgiveness. *Paycheck Protection Program Flexibility Act of 2020.*
32. Guidance on taking employee temperatures when entering manufacturing facilities and permissible health questions. *Equal Employment Opportunity Commission guidance.*
33. Easy-to-access COVID-19 information on workplace safety issues, including the uses and differences between face coverings. *Occupational Safety and Health Administration FAQ.*
34. Guidance and clarification on personal protective equipment requirements relating to face coverings. *OSHA FAQ.*
35. EEOC guidelines to help employers understand what questions they can ask employees and what appropriate actions and procedures can be taken to increase safety protocols without discriminating against employees. *EEOC Q&A.*
36. Federal Emergency Management Agency exemption to export restrictions for intra-company transfers of PPE. *Temporary final rule.*
37. Securities and Exchange Commission reforms to expand the pool of “accredited investors” who can provide capital to manufacturers. *SEC release.*
38. New IRS guidance on the treatment of health benefit payments for the purposes of the employee retention tax credit. *IRS FAQ.*

**“The NAM has returned untold multiples of our investment. There’s no doubt it has saved the jobs of many of our employees and preserved the financial health of our 113-year-old company.”**

– Rich Gimmel, Atlas Machine & Supply, Inc.

39. New EPA compliance and enforcement guidance to help manufacturers during the pandemic. *EPA guidance.*
40. New IRS guidance on the CARES Act payroll tax deferral provision. *IRS FAQ and letter.*
41. Expanded Main Street Lending Program eligibility. *Federal Reserve term sheet.*
42. A Federal Reserve guarantee that owner distributions do not disqualify pass-throughs from participation in the Main Street Lending Program. *Federal Reserve FAQ.*
43. A Federal Reserve guarantee that employees of affiliated entities will not disqualify a company from participating in certain Federal Reserve facilities. *Federal Reserve FAQ.*
44. Consideration for employers’ good-faith efforts when enforcing compliance during the pandemic. *OSHA guidance.*
45. An expanded list of acceptable respirators to combat shortage. *OSHA guidance.*
46. Modification of OSHA complaint procedures to keep workplaces safe. *OSHA guidance.*
47. Clarification and expansion of paid leave exemptions under the Families First Coronavirus Response Act. *Families First Coronavirus Response Act, Department of Labor guidance.*
48. Expanded flexibility for employers to implement guidance from OSHA and CDC rather than a mandatory emergency temporary standard for infectious disease control. *OSHA testimony.*
49. A CDC-established portal for employer questions. *CDC FAQ.*
50. Updated guidance on Families First Coronavirus Response Act paid leave requirements. *DOL guidance.*
51. A deferral in payment for certain tariffs for March and April. *Executive order and temporary final rule.*

**“I have told anyone who will listen that the NAM team have been true public servants in all of this.”**

– Mary Claire Murphy, Textron Inc.

52. Waiver for hours-of-service regulations for truck drivers moving essential supplies for the COVID-19 response. *Department of Transportation Emergency Declaration.*
53. Regulatory flexibility and relief to businesses dealing with the impact of COVID-19. *Executive order.*
54. A USDA and Food and Drug Administration memorandum of understanding to help prevent interruptions at FDA-regulated food facilities, including for fruit and vegetable growers and processors, ahead of the peak harvesting season. *USDA/FDA MOU.*
55. Launch of the Main Street Lending Program with enhanced transparency to allow potential borrowers to match with lenders. *Federal Reserve overview.*
56. Flexibility for companies to apply for PPP loan forgiveness when they have used all of their PPP funds, irrespective of the duration of their “covered period.” *SBA rule.*



The NAM leveraged its grassroots network to mobilize more than 11,000 manufacturing voices in a single week for a high-impact campaign to extend the PPP when its funding first expired.



NAM President and CEO Jay Timmons represented manufacturers’ perspective and priorities through participation in the White House’s Great American Economic Revival Task Force.



Working with state association partners, the NAM deployed model liability reform legislation, messaging guidance and other tools, and secured liability reform wins in more than a dozen states.

57. Clarification on National Interest Exceptions to restrictions on the issuance of nonimmigrant visas for H-1B, L-1 and J visa applicants. *State Department guidance.*
58. Reauthorization of the Chemical Facility Anti-Terrorism Standards program. *S. 4148.*
59. Free trade agreement negotiations initiated between the United States and United Kingdom and the United States and Kenya. *U.S.–UK joint statement and U.S.–Kenya joint statement.*
60. Guidance released for duty drawback, which will allow certain delayed drawback payments to move forward consistent with updates to the program’s authorizing law. *U.S. Customs and Border Protection notice.*

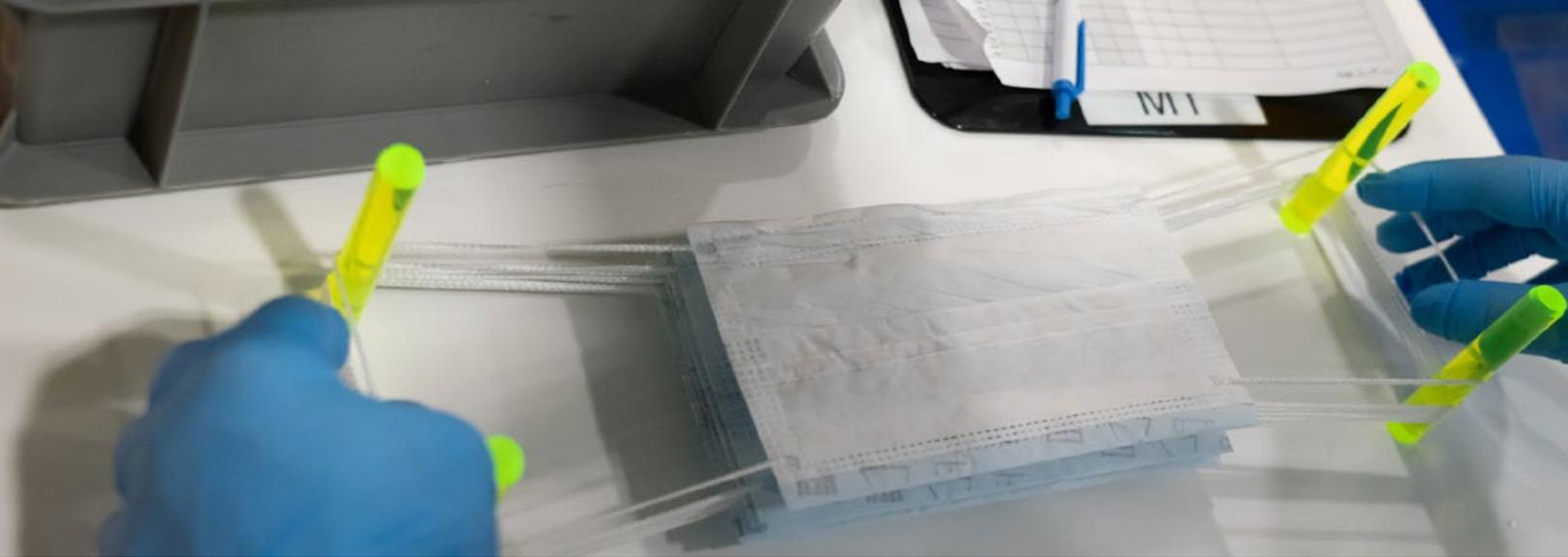
## CHICAGO SUN\*TIMES

### KEEP BUSINESSES SAFE FROM BASELESS LIABILITY LAWSUITS

*Laura Crawford*

*Aug. 11, 2020*

***It’s up to Congress to make sense of all the confusion by enacting liability protections for businesses that did the right thing and took steps to protect the health and safety of their workers. In developing and refining this legislation, our representatives should look to the National Association of Manufacturers’ comprehensive roadmap on pandemic-related liability reforms.***



## ➤ CREATORS RESPOND

Expanding our mission, the NAM helped facilitate the delivery and production of millions of pieces of personal protective equipment, saving lives across the country, filling necessary gaps in the country's COVID-19 response and educating policymakers, press and the public about manufacturers' historic mobilization.

- Presented to the Department of Defense/Joint Acquisition Task Force Information Days to share projections on PPE demand
- Connected manufacturers with government requests for supplies and PPE
- Helped NAM members break through government red tape to get millions of gloves, masks and medical supplies to hospitals in need
- Convened conference calls with NAM members and FEMA to guide PPE mobilization efforts and ventilator production
- Partnered with the Business Roundtable to identify manufacturers that could provide or produce PPE, including supplies of 11 million gloves, 1.2 million respirators, 6 million gowns and much more—and provided that data to federal and state officials
- Leveraged the Manufacturers Marketplace, the NAM's online buyer and seller network, so NAM members can identify customers and producers of industrial PPE
- Produced original news pieces showcasing how manufacturers are helping the world fight the pandemic



**“The NAM has proven to be an important resource every step of the way through this pandemic. Just last week, we discussed your strong leadership and the effectiveness of your team. It’s never been more apparent than now, when we need it most.”**

*– Susan Marvin, The Marvin Companies*

## > VITAL RESOURCES

- Compiled operational resources from manufacturers around the world to help companies improve their practices
- Hosted dozens of webinars and conference calls, with more than 17,000 total participants, to keep NAM members informed on operational and safety practices; this includes webinars with The Manufacturing Institute to share best practices for engaging and retaining workers
- Centralized government health and safety guidance resources for members on [nam.org/coronavirus](https://nam.org/coronavirus)
- Disseminated industry intel and pandemic-related news to 22,000 manufacturing leaders via the NAM's Input and Power of Small email newsletters, as well as regular emails directly from NAM President and CEO Jay Timmons
- Helped manufacturers navigate the PPP, Main Street Lending Program, tax credits and more with NAM-created guides, FAQs and 24/7 support
- Made the MLC's special COVID-19 Manufacturing Leadership Journal available to all

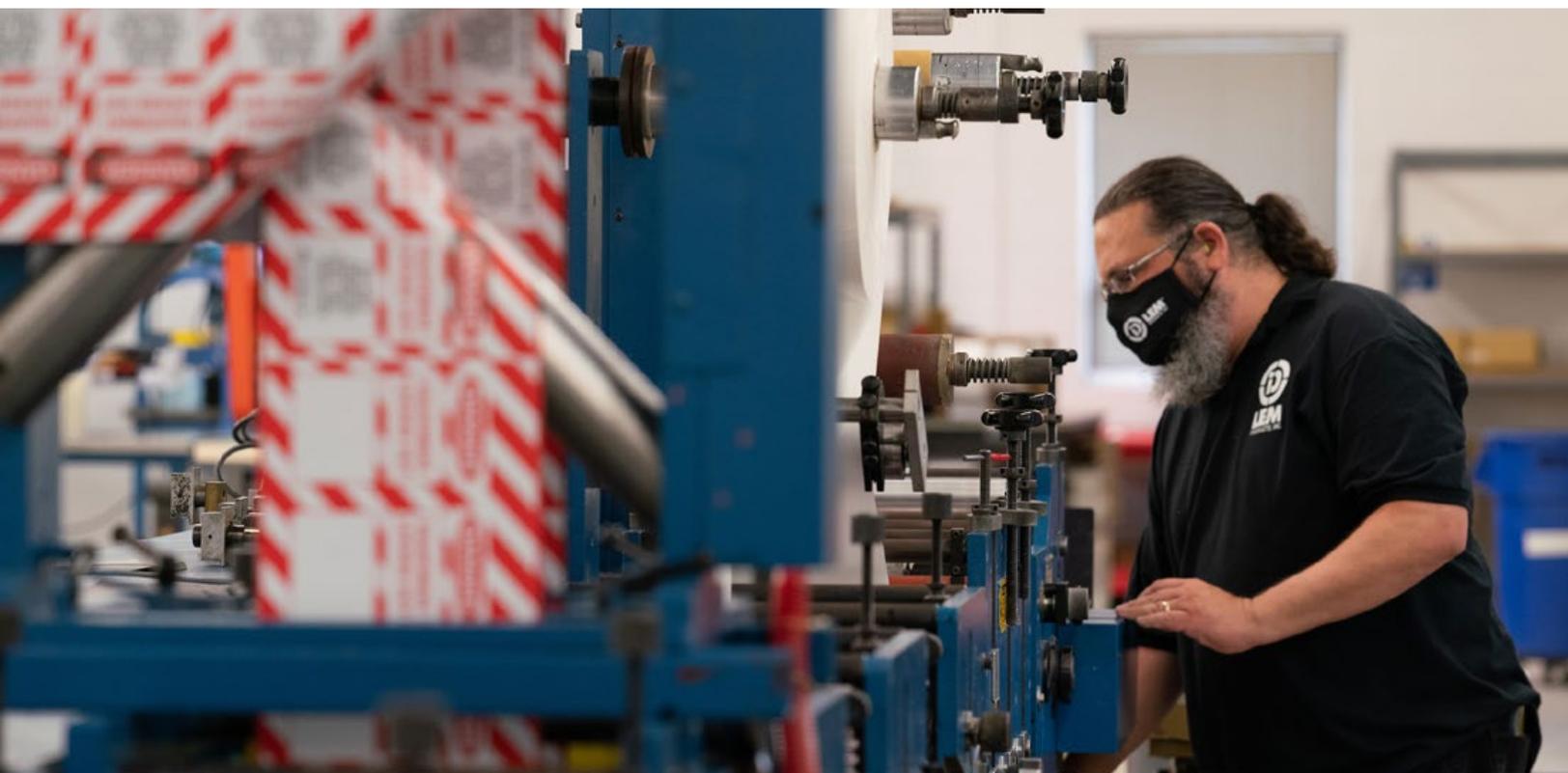


NAM.org  
**More than 1 million users**

Webinars  
**18.7K attendees**

**“Your team has been exemplary. We operate in every state and couldn’t possibly have kept pace without your team.”**

**– Melanie Cook, GE Appliances**



## ➤ FACE COVERING PSAS TO SECURE AMERICA'S REOPENING AND PROTECT MANUFACTURERS

- Launched public service announcements, which have been viewed 1.5 million times, to bolster the usage of face coverings to keep the economy open
- Captured the attention of leading reporters and local and state health agencies
- Helped members who leveraged our videos to share the message with their employees and in their communities
- Featured social media stars and sports figures in PSAs and partnered with them to leverage their social media presence

### CEO UPDATE

July 24, 2020

*NAM launched an advertising campaign in June encouraging mask use. It will run, among other places, in three manufacturing-heavy states... Wisconsin, Michigan and Ohio.*



**1.5 million**  
NAM face covering PSA views

The NAM partnered with The Ohio Manufacturers' Association and the 1988 AFC Champion Cincinnati Bengals for "It Takes a Team," a face covering PSA that aired in conjunction with the Bengals 2020 home opener and the start of the NFL season.



**"When COVID-19 hit, as everyone knows, there was so much information that was coming from many different directions. And the NAM was instrumental in boiling it down for our team. We put together our crisis command center in late March, and this information was really invaluable to the Cornerstone Building Brands."**

*– James Metcalf, Cornerstone Building Brands*



# BEYOND COVID-19 ACTION: STRENGTHENING MEMBER VALUE

## ➤ SUSTAINED ADVOCACY AND POLICY LEADERSHIP

- Won long-sought proxy advisory reforms at the SEC
- Focused congressional attention on the threat of counterfeits through a new white paper and launched an anti-counterfeiting task force
- Blocked restrictions to the business interest deduction
- Pushed back against proposed increase in the SEC Form 13F reporting threshold
- Launched an ad campaign against the administration's anti-free market drug pricing proposals
- Secured a high-tax exemption from the new foreign minimum tax
- Convened more than 100 organizations to call for long-term infrastructure investment



## THE WALL STREET JOURNAL

July 24, 2020

*The National Association of Manufacturers on Friday announced a six-figure television and digital-ad campaign aimed at potential rules to address drug pricing through international price indexing and drug importation.*

## POLITICO

July 24, 2020

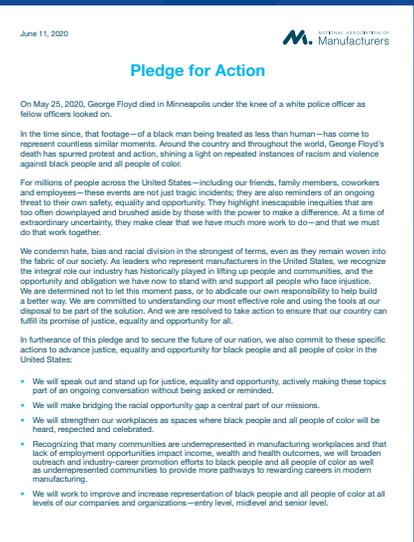
*MANUFACTURERS OFFER ROADMAP TO FIGHTING COUNTERFEITS: The National Association of Manufacturers is calling on Congress, the Trump administration and companies to do more in fighting against an increase in fake and counterfeit products. In a white paper, NAM proposed that Congress pass legislation that requires e-commerce platforms to improve vendor screening and share information with brand owners and consumers.*

# PLEDGE FOR ACTION

In the wake of George Floyd's killing and the resulting nationwide protests, the NAM Executive Committee voted on June 11, 2020, to adopt an 11-point commitment plan for manufacturers to advance justice, equality and opportunity for Black people and all people of color.

“ We introduced this Pledge for Action to demonstrate our companies', our association's and our industry's commitment to being part of the solution and to stand against injustice and create a better future for the Black community and all communities of color.”

– NAM Board Chair Mike Lamach, Trane Technologies



## LEGAL ACTION

- Led the business community in a lawsuit to block restrictions on non-immigrant visas
- Fought back against the continued threat of public nuisance lawsuits through the Manufacturers' Accountability Project
- Had the Supreme Court cite the MCLA's brief in its opinion leaving the DACA program intact
- Helped a member achieve a unanimous Supreme Court win endorsing the enforceability of international arbitration agreements
- Shaped the NLRB's new standard allowing employers to discipline or discharge employees who make profane or offensive statements in the course of otherwise protected labor activity
- On track to file nearly 30 briefs through Q3, on issues including litigation fairness for corporate defendants, product liability and regulatory overreach



## OPERATIONAL EXCELLENCE

- Retooled the MLC Summit to become a flagship virtual experience, achieving strong member interest and sponsorship revenue
- Held virtual MLC plant tours, building a record-setting audience
- Leveraged the NAM's partnership with SBP and Good360 to support hurricane preparedness and relief
- Launched NAM Cyber Cover—a new cybersecurity insurance offering
- Partnered with PwC and eSentire for high-impact Leading Edge webinars and resources



MANUFACTURING  
LEADERSHIP COUNCIL  
NATIONAL ASSOCIATION OF MANUFACTURERS

Manufacturing Leadership Council subscriptions are up more than 40% since the NAM's acquisition.

## WORKFORCE DEVELOPMENT

### WOMEN MAKE AMERICA

**STEP Women's Initiative:** Created a dynamic virtual STEP Ahead Awards to keep the focus on closing the gender gap in manufacturing

### HEROES MAKE AMERICA

**Heroes:** Continued cohort classes without interruption at all five participating bases and created "Heroes Connect," so that military community job seekers can virtually engage with manufacturers

**Diversity and Inclusion:** Hosted a popular series of webinars with leading on improving companies' D&I efforts and distributed resources throughout the industry



### CREATORS WANTED

**Creators Wanted:** Pivoted to shine the light on creators responding to COVID-19 and readying a virtual tour until the campaign can hit the road in person

## NEWS AND INSIGHTS

- Launched "Power of Small," a newsletter tailored for small and medium-sized members, and a Power of Small website, to provide enhanced resources and leadership for small businesses.
- Expanded breaking news and exclusive coverage in Input
- Expanded news coverage on NAM.org to include more vital news of the day

### FAME USA

**FAME:** Supported chapters through initial COVID-19 response with weekly video calls, retooled all trainings for virtual delivery, supported all existing chapters and launched one new chapter

**TheManufacturingInstitute.org:** Launched a revamped MI website, to serve as the hub for workforce resources and manufacturing economic research



**MFG Day:** Rallied the industry and sponsors around a virtual MFG Day to connect students with the industry at this critical moment

## Going Virtual

### FALL 2020 VIRTUAL EVENTS

- STEP Ahead Awards
- Manufacturing Leadership Awards
- Rethink: MLC Summit
- Executive Insights Series "Fireside Chats"
- Diversity & Inclusion Webinars
- ...and more

