



Only at the NAM

➤ Leading Through 2021



WINNING HISTORIC INFRASTRUCTURE INVESTMENT

- Only one trade association had its board chair on the stage by the president and its president and CEO front and center when the bipartisan Infrastructure Investment and Jobs Act was signed into law on Nov. 15: the NAM. It's because the White House and Washington leaders recognized the integral and singular role the NAM played in making this generational achievement happen.
- Through the NAM's "Building to Win" plan, first released in 2016, the NAM laid the groundwork for this type of bill.
- The \$1.2 trillion investment includes numerous provisions from "Building to Win," "The Promise Ahead" plan and the NAM's supply chain recommendations.
- The NAM successfully ensured that corporate tax hikes were dropped from the infrastructure bill, defying the conventional wisdom that an infrastructure bill would be inextricably tied to tax hikes.



NAM Board Chair Mike Lamach meets with President Biden during a meeting on infrastructure at The White House on July 22, 2021. Photo by Lawrence Jackson/The White House

INFRASTRUCTURE INVESTMENT AND JOBS ACT HIGHLIGHTS



Increased Infrastructure Investment:

- Upgrading Roads and Bridges—\$110 billion in new federal spending on road and bridge projects, including \$40 billion for bridge repair and rehabilitation
- Airport Renewal—\$25 billion for upgrades, repairs and projects to clear years-long maintenance backlogs at America's airports
- Port Upgrades—\$17 billion in port infrastructure upgrades and investment to address critical projects for waterways management and flood mitigation
- Rail Improvements—\$66 billion for freight and passenger rail funding
- Bridging the Digital Divide—\$65 billion to expand nationwide and rural access to reliable broadband and update FCC mapping



Smart Policies to Speed Projects:

- Sustainable Permitting—permanently reauthorizes the Federal Permitting Improvement Steering Council, which speeds up permitting for a broad range of projects, including mines, energy generation and physical infrastructure
- NEPA Streamlining—eliminates the need for federal agencies to do lengthy reviews for critical management activities on smaller tracts of land and gives states an opportunity to step in and manage permitting more efficiently



Achieving a Healthier Environment in a Pro-Business Way:

- Grid Modernization—\$65 billion overall investment represents the single largest investment in clean energy transmission in American history, coupled with faster permitting
- Carbon Capture—\$7.5 billion represents the biggest effort to date for scaling up projects that capture carbon dioxide and support the buildout of infrastructure to transport and store CO₂
- Nuclear—\$9 billion to strengthen existing nuclear power, while boosting the next generation of nuclear plants through the Advanced Reactor Demonstration Program
- Clean Hydrogen—\$9.5 billion to establish programs to demonstrate the production, processing, delivery, storage and end use of clean hydrogen
- Critical Minerals and Supply Chains—\$8 billion to expand efforts to mine, process, reclaim and recycle critical minerals for modern technologies, batteries and climate solutions

DEFENDING TAX REFORM AND FIGHTING TAX INCREASES

- The NAM drew a clear line, strongly supporting infrastructure investment while firmly opposing the tax increases in the separate “Build Back Better” plan.
- Through targeted advocacy, the NAM successfully removed the C-Corp. and S-Corp. rate increases, along with other harmful tax provisions.
- The NAM ensured the PRO Act was removed from the budget bill.
- The NAM pushed back against tax proposals threatening family-owned manufacturers, removing many from the legislation.
- Through a seven-figure ad campaign and grassroots advocacy, the NAM continues leading the charge to defeat the \$1 trillion in new taxes, including the “book tax” and global taxes that would hit manufacturers harder than other industries.



April 8

Biden's corporate tax hike could cost US economy 1M jobs, trade group warns

“National Association of Manufacturers says 1M jobs to disappear within 2 years if president's proposed tax increases are approved.”



Other key advocacy actions and achievements include the following:

- Advocating new protections for international supply chains and expanded incentives for domestic production
- Achieving a full rollback of visa restrictions that the NAM previously blocked in court
- Fighting attempts in Washington and Geneva to suspend key international COVID-19-related intellectual property protections
- Leading the industry charge for a new, comprehensive U.S. strategy to tackle challenges with China and boost the competitiveness of U.S. manufacturing
- Securing an extension and expansion of the Paycheck Protection Program
- Defining and establishing manufacturers' climate policy priorities through "The Promise Ahead" and achieving gains as part of the infrastructure package
- Spearheading an ad campaign and advocacy against proposals that would restrict biopharmaceutical innovation
- Bringing manufacturers' voices to Capitol Hill in congressional testimony from NAM President and CEO Jay Timmons and Manufacturing Institute Executive Director Carolyn Lee
- Representing manufacturers at the White House with NAM Board Chair and Trane Technologies Executive Chair Mike Lamach attending a presidential meeting
- Providing input on the vaccinate-or-test emergency temporary standard so that it included additional flexibility for implementation
- Introducing Manufacturers United, the next evolution for our growing nationwide network of more than 66,000 grassroots manufacturing advocates—the largest such network in the United States
- Launching the NAM Advocacy Ambassadors program to elevate manufacturing voices and share their stories, engaging more than 70 manufacturing leaders—mostly from SMMs—in high-priority states and congressional districts





MEASURING NAM EFFECTIVENESS

In mid-2021, the independent firm Ballast Research studied the effectiveness of 100+ advocacy organizations in Washington based on assessments from senior federal policymakers from Capitol Hill, the White House and federal agencies.



Their research found that the NAM was ranked the most influential and best perceived business association. Among its findings:

- **“The NAM’s lobbyists are seen by senior policymakers as the most effective in Washington, DC.”**
- **“The NAM’s return on its lobbying dollar is notably greater than that of many of its peers and those that spend more.”**
- **“The NAM is viewed by policymakers as a more credible and effective voice for its members’ views and priorities than any other organization studied.”**
- **“The NAM is one of the few organizations in Washington whose reputation improved over the last year among both Democratic and Republican lawmakers.”**
- **“The NAM is now the most respected and influential studied organization among senior Republican policymakers,” and the NAM’s reputation among Democrats “improved an unprecedented 25%.”**

Another independent firm, Quadrant Strategies, also analyzed business associations, and its findings demonstrate the NAM’s effectiveness:

- **“The NAM is the only association that ranks in the top three in every key metric we tested: favorability, effectiveness at achieving members’ interests, influence and visibility.”**
- **“NAM CEO Jay Timmons has been a visible and valuable messenger over the last year. Among the 67% of Insiders who have seen him in the news over the last year, he is far more likely to have made them more favorable to the NAM by a measure of 4 to 1.”**
- **“Compared to other major business organizations, Insiders say the NAM is more sharply focused on its members’ needs and they know [the NAM] has the ammunition to deliver.”**

Winning pivotal cases on key issues affecting manufacturers:

- Curbing the improper expansion of public nuisance liability for beneficial, regulated products (*State of Oklahoma v. J&J*)
- Convincing the Georgia Supreme Court to consider limiting depositions of high-ranking senior executives (*Buchanan v. General Motors LLC*)
- Ensuring access to federal courts through a key procedural win at the Supreme Court in public nuisance litigation against energy manufacturers (*BP P.L.C., et al. v. Mayor & City Council of Baltimore*)
- Invalidating the CPSC's improper intrusion into chemical regulation (*NAM v. CPSC*)
- Protecting the freedoms of speech and association from coercive mandatory donor disclosure laws (*Americans for Prosperity Foundation v. Becerra*)
- Demanding rigorous standards for class certification (*TransUnion v. Ramirez*)
- Creating sensible rules for liability for legacy lead paint cases (*Burton, et al. v. Armstrong, et al.*)
- Defeating a state AG's improper use of the state consumer protection statute against energy exploration companies (*Commonwealth v. Chesapeake Energy*)
- Convincing the Massachusetts Supreme Judicial Court to review a decision that would rewrite core principles of product liability (*Nemirovsky v. Daikin North America, LLC*)
- Protecting the duty drawback program, which prevents exporters from paying double taxation on inputs and other goods that enter and leave the country (*NAM v. Department of the Treasury*)

Tackling tough, diverse issues in the courts:

- Challenging the SEC's unlawful about-face abandoning sensible regulation of proxy advisory firms (*NAM v. SEC*)
- Pushing back on California's unconstitutional effort to regulate drug pricing nationwide (*PhRMA v. Landsberg*)
- Urging the Eighth Circuit to uphold the gatekeeper role of trial courts in evaluating expert testimony (*In re Bair Hugger*)
- Encouraging the Texas Supreme Court to uphold freedom to contract between sophisticated commercial entities (*Industrial Specialists LLC v. Blanchard Refining Co.*)
- Protecting sensitive information related to critical infrastructure operations from public disclosure (*Sunoco Pipeline L.P. v. U.S. Dep't of Trans., et al.*)
- Supporting preemption of state tort law claims against federally regulated industries (*C.H. Robinson v. Miller; Jones v. Goodrich*)
- Filing 38 amicus briefs in 2021, including eight in the Supreme Court
- Through the Manufacturers' Accountability Project, pushing back against baseless litigation seeking to collect monetary damages from manufacturers over climate change

Informing members' compliance decisions:

- Launching an important new sponsorship partnership with Meritas, a global legal network, to provide legal help and support to our members
- Offering explanations of the vaccine-or-test ETS and related court actions as members navigate requirements



➤ OPERATIONAL EXCELLENCE

- Making Fortune 500-type health care, retirement plans, energy services, cybersecurity coverage and more available to members of all sizes
- Launching the new MLC “Master Class” series that significantly drove growth in sponsor revenues and member engagement
- Creating a new MLC December hybrid event—Manufacturing in 2030—that will spur more content and cross-divisional collaboration with policy teams and The Manufacturing Institute into 2022 and possibly beyond
- Hosting forums for manufacturing leaders to share their insights in Executive Insights Series discussions
- Hosting hundreds of manufacturing leaders for the MLC’s premier annual conference on Manufacturing 4.0, with registration for this year’s virtual event growing 17% from the first-ever virtual summit in 2020, and surpassing the largest ever live summit by more than 280%
- Forming a Manufacturing Cybersecurity Advisory Council that hosts bimonthly meetings of chief information security officers to discuss common concerns and supply chain security
- Bringing the Innovation Research Interchange into the NAM, significantly bolstering the NAM’s thought leadership programming



Manufacturing
Leadership Council

NAM CYBER COVER 

NAM HEALTH CARE 

NAM MANUFACTURERS RETIREMENT 
401(k) & Savings Plan



> WORKFORCE DEVELOPMENT

The Manufacturing Institute achieved significant progress in 2021, expanding its portfolio and delivering results for manufacturers and their workforce priorities:



- Opening nine new Federation for Advanced Manufacturing Education (FAME) chapters across six states*
- Expanding initiatives to secure successful careers for women in manufacturing with “Careers on Track,” through a \$3 million grant from Union-Pacific
- Helping the military community transition into manufacturing through a \$2.25 million grant from the Caterpillar Foundation to support Heroes MAKE America
- Making a business case for “second chance hiring” of employees with criminal records through a Charles Koch Institute grant—and launching a new pilot program in Texas
- Spotlighting the skills gap and manufacturers’ solutions through the 2021 MI-Deloitte study
- Providing leadership, resources and expert advice to promote diversity and inclusion in the workplace and help manufacturers achieve their NAM Pledge for Action commitments
- Partnering with the American Psychological Association on employee retention research
- Hosting an in-person STEP Ahead Awards and preparing for the launch of an expanded STEP Women’s Initiative to close the gender gap in manufacturing
- Leading a successful MFG Day 2021, featuring virtual events and 20% more in-person events than in 2020

**FAME was founded by Toyota in 2010 and transitioned to the MI in 2019.*



CREATORS WANTED

- Taking the NAM and MI's Creators Wanted Tour Live to Ohio, South Carolina, Iowa, North Carolina and Texas—with more than 3,500 attendees and 2,500 students participating in the mobile experience
- Placing a national spotlight on opportunities in manufacturing through tour events, which featured governors and statewide officials from both parties
- Reaching 138 million people through the Creators Wanted ad campaign accompanying the tour
- Through the tour, building an email roster of 150,000 people interested in future manufacturing careers
- Making progress to the campaign goal of reducing the skills gap in the United States by 600,000, as well as increasing the number of students enrolling in technical and vocational schools or reskilling programs by 25% and increasing the positive perception of the industry among parents to 50% from 27%



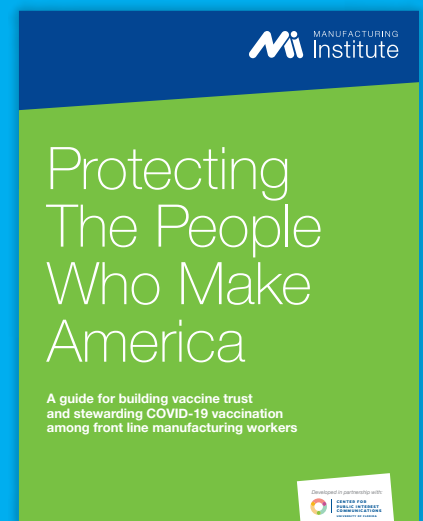
➤ NEWS AND INSIGHTS

- Delivering actionable insights to SMMs through “Power of Small” newsletter and increasing Input readership
- Achieving record-setting traffic on NAM.org for news on the industry and resources for members
- Promoting tax studies through earned media and a six-figure ad campaign
- Launching a new video “Makers Series” with PTC featuring SMMs’ forays into Manufacturing 4.0
- Sharing an optimistic view of the industry through the 2021 NAM State of Manufacturing Address
- Capturing industry sentiment and trends in Manufacturers’ Outlook Surveys
- Achieving more than \$80 million in earned media coverage—not ads—through November 2021



➤ THIS IS OUR SHOT

- Launching the “This Is Our Shot” vaccine acceptance project to increase manufacturing teams’ desire to receive COVID-19 vaccines, reaching millions of people through our communications strategies
- Leading the “Yellow and Red Ribbon Initiative” and distributing yellow and red ribbon pins for manufacturing teams and their families to convey that they have been vaccinated
- Distributing communications guides and other tools produced by the University of Florida’s Center for Public Interest Communications in partnership with The Manufacturing Institute
- Hosting town halls for manufacturers to exchange approaches to employee vaccination and masking policies
- Providing explanations and compliance guidelines for federal vaccination requirements







www.nam.org