



5/25 Move to Action

STAKEHOLDER REPORT

SEPTEMBER 2022



**CORPORATE
COALITION**
•• of CHICAGO ••

WE RISE

TOGETHER

FOR AN EQUITABLE
& JUST RECOVERY

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5/25 Move to Action partners,

In 2021, Chicago’s business community put aside industry competition to collectively take the words—the press statements, the social media pledges—that followed George Floyd’s murder on May 25, 2020, and turn them into measurable action. Twenty-five companies from across the Chicago region joined the 5/25 Move to Action initiative, focused on creating a more inclusive and equitable business culture in metropolitan Chicago.

After the initial commitments were announced, the 5/25 Move to Action team worked to identify a path to achieving that vision. We examined similar efforts in other cities, spoke with and surveyed participating companies, and hosted a convening of participants. This report summarizes the outcomes of those efforts, including four key strategies that will drive the vision of 5/25 Move to Action: facilitating shared learning opportunities, documenting and sharing leading practices, bringing visibility to those doing the work, and recruiting new participants to expand impact.

5/25 Move to Action will continue as a joint initiative of We Rise Together and The Corporate Coalition of Chicago, with staffing provided by the Corporate Coalition. We look forward to working with existing and new partners toward a more vibrant Chicago region by improving the economic well-being of Black and Latinx residents.

Sincerely,

Gloria and Brian

Gloria Castillo

Director, We Rise Together:
For an Equitable and Just Recovery

Brian Fabes,

Managing Director, Corporate
Coalition of Chicago

Executive Summary

To mark the first anniversary of George Floyd's murder and ensure that the commitments made in its wake were the start of ongoing change, We Rise Together: For an Equitable and Just Recovery and the Corporate Coalition of Chicago created 5/25 Move to Action, a joint initiative that seeks to galvanize the private sector to take sustained action that will advance racial equity in the Chicago region.

Twenty-five companies made multiple commitments to act across three categories: inclusive workforce, businesses of color, and neighborhood investments. To define a path that would build on these commitments, and ensure long-term impact, similar efforts in other cities were examined. Based on those learnings and interviews with companies making the initial commitments, the 5/25 Moving to Action team has proposed a vision:

5/25 Move to Action envisions an equitable, inclusive, and growing region in which Black and Latinx individuals achieve the same economic success at the same rate as White individuals. In pursuit of that vision, business leaders publicly and collectively change business practices and create a new culture of doing business in Chicago, one that creates a more vibrant region by improving the economic well-being of everyone, in particular Black and Latinx residents.

To progress toward this vision, 5/25 Move to Action is creating a virtuous cycle, where mobilizing companies leads to visible progress, expands and deepens commitments, and drives further mobilization.

To progress toward this shared vision and create this virtuous cycle, 5/25 Move to Action has formalized as a joint initiative of The Corporate Coalition of Chicago and We Rise Together: For an Equitable and Just Recovery. Located at and staffed by The Corporate Coalition, 5/25 Move to Action will focus on the following strategies:

- **Facilitate shared learning:** The Corporate Coalition will support the convening of the participants to share practices and create a learning community.
- **Document and share leading practices:** The Corporate Coalition will provide the outcomes of the convenings to participating companies and potential members.
- **Bring visibility to those doing the work:** Leverage the leadership of The Chicago Community Trust and the Corporate Coalition's recently appointed Co-Chairs to create a public voice, and to inspire more companies to challenge business as usual to address longstanding inequities.
- **Recruit new participants** in 5/25 Move to Action and secure their commitments.

See page 13 for a full list of current participating companies.

Context

May 25, 2020 put a spotlight on our country's systemic racism. George Floyd's murder on that date marked a turning point in our collective conscience and sparked a growing number of calls for action to advance racial and economic justice and to build a more equitable society. Corporations across the country affirmed their commitment to racial equity and many began taking new actions.

To mark the first anniversary of Mr. Floyd's murder, We Rise Together: For an Equitable and Just Recovery and the Corporate Coalition of Chicago created 5/25 Move to Action, a new initiative seeking to galvanize the private sector to take sustained action that will advance racial equity in the Chicago region. Twenty-five companies made specific pledges to act across three categories:

1. Inclusive workforce
2. Businesses of color
3. Neighborhood investments

The Need for Action

Inequities affecting Black and Latinx communities are staggering across the country, but particularly troubling in Chicago, one of the most diverse large cities in America. Unfortunately, the COVID-19 pandemic has only compounded already existing historic inequities, making it more imperative that we rise to the challenge of creating a more inclusive economy.

Unemployment is **2.2x higher for Black workers and 1.5x higher for Latinx workers** than it is for white workers²

The poverty rate is **3.7x higher for Black individuals and 2.3x higher for Latinx individuals** than it is for white individuals³

Black and Latinx workers' median income is **45% and 65%**, respectively, of white workers' median income²

80% of equity capital needs of Black and Latinx entrepreneurs in Chicago go unmet, as compared to 46% for white-owned businesses⁴

Private-market investments in Chicago's majority-white neighborhoods are **4.6x investments in majority-Black neighborhoods and 2.6x investments in majority-Latinx neighborhoods**⁵

² Illinois; Economic Policy Institute (Q2 2021)

³ Chicago region; Civic Consulting Alliance analysis of US Census data (ACS 2019)

⁴ Next Street: The Equitable Capital Gap, 2020

⁵ Urban Institute: Neighborhood Disparities in Investment Flows in Chicago, May 2019, "From 2011 to 2017 in Chicago, market sources provided \$67 billion of lending capital...compare[d] with \$4 billion of mission lending

Philanthropy and the public sector alone cannot solve these deep inequities. As the primary drivers of economic activity in the region, private sector businesses will need to play a leading role in closing the economic and racial equity gaps:

- 94% of Chicago's investments come from private market sources⁴
- 85% of jobs in the region are in the private sector²

The corporate community not only has an outsized impact on inequities, but a self-interest in addressing them, as more equitable regions grow faster. Companies that want to operate in the Chicago region will be more prosperous when the entire region prospers.

5/25 Move to Action Commitments

In response to the call for commitments and the deep need in our community, firms participating in 5/25 Move to Action made multiple commitments, including the following:

Inclusive workforce:

- Diversifying their applicant pool through partnerships and the elimination of unnecessary job requirements
- Evaluating processes to hire individuals with criminal records
- Hiring based on skills vs. credentials for new sales roles in South/West Chicago
- Promoting an inclusive culture with growth opportunities
- Providing career advancement opportunities in retail branch locations

Black and Latinx businesses

- Selecting contracts/vendors on a committee basis to reduce personal risk of selection
- Working with community based organizations to source diverse suppliers
- Establishing a mentor/protege program to encourage joint ventures with minority-owned contractors
- Making private equity investment in local minority-owned businesses

Invest in disinvested communities

- Developing new avenues to support community development.
- Increasing investments in community development.
- Developing new avenues to build the capacity of local community development organizations.

Innovative Learning and Action Opportunities

5/25 Move to Action will host convenings where participants can share best practices and create a learning community. These convenings may be industry-specific or based on company size or a particular strategy. In April 2022, the organizations co-leading 5/25 Move to Action, the Corporate Coalition of Chicago and We Rise Together, with support from The Chicago Community Trust, interviewed, convened, and surveyed the companies to gauge progress on their respective commitments over the past year. This feedback is also helping to future 5/25 Move to Action learning and action opportunities.

Twenty-five companies engaged in individual interviews, fourteen companies participated in the convening, and thirteen companies responded to the follow-up survey. Key takeaways from the interviews and survey responses include the following:

- Among survey respondents, six reported they are taking actions to grow diverse supplier spending; five are investing in local community development and capacity building; eight are focused on inclusive workforce strategies and providing equitable access to internal, high-quality opportunities that reduce income and wealth disparities; and five are taking internal actions to shift culture, such as changes to board engagement on DEI and mission/vision.
- Overall, survey respondents rated their progress toward their individual commitments to racial equity over the past year at 7.6 of 10.
- Survey respondents rated their progress on continuing to focus on their commitments to racial equity in the upcoming year at 8.9 of 10.

Companies participating in 5/25 Move to Action also shared specific ways they are changing policies and practices to advance their commitments. Over time, 5/25 Move to Action aims for those changes, and changes of other companies, to create a new culture of doing business in the Chicago region, one where leaders understand that reducing inequities is essential to their business success and to a thriving regional economy.

Specific company actions include the following:

- **Vistria** has advanced and accelerated initiatives to build diversity across the firm, its portfolio companies, and their boards of directors. The board mandate guarantees at least two diverse members of every company board. The diverse hiring strategy aims to align company hiring with industry and geography so Vistria companies look like the communities they serve. Vistria companies have devoted an additional \$500,000 in financial and in-kind support for organizations across the country that are advancing DEI in their respective communities.
- **United**, the only U.S. airline with its own flight school, United Aviate Academy, launched with a goal to train 5,000 pilots by 2030 and that 50 percent will be women or people of color. United exceeded that goal of diversifying its pipeline of trainees with its inaugural class, which are 80 percent women or people of color.

- Since the founding of 5/25 Move to Action, **Greeley and Hansen** has tripled its investment in advancing educational opportunities for Black and Latinx communities.
- **Rush University Medical Center** is hiring locally above their 17 percent target.
- **Accenture** is expanding apprenticeship hiring to 20 percent of U.S. entry-level roles. Since establishing the apprenticeship program in 2016, Accenture has hired more than 1,200 apprentices, 80 percent of whom joined the company without a four-year college degree.
- **SDI Presence** focused on hiring diverse vendors, spending more than half (53.3 percent) of their vendor budget with diverse partners.
- In November 2020, **BMO Harris** launched BMO Empower, a \$5 billion, five-year commitment to address key barriers faced by minority businesses, communities and families in the United States, including increased access to capital. In just the first year, BMO deployed about \$2.5 billion, which far exceeded their multi-year goal.
- **Advocate Aurora Health** is building the capacity of its minority vendors, mentoring and matching them with majority firms. To date, Advocate Aurora Health also committed more than \$30 million through community development institutions.
- **Northwestern Medicine** is planning a \$100 million, 120,000-sq. ft. outpatient care center in Chicago's Bronzeville neighborhood. The center would serve some 50,000 people per year with immediate care, primary care, specialty care, pharmacy services, mammograms, lab tests, chemotherapy and programs to promote community health.

Learning from Other Cities

Once the initial commitments were made, 5/25 Move to Action worked with the Civic Consulting Alliance to analyze how similar efforts across the country rallied their business communities. Through this analysis, 5/25 Move to Action derived lessons for Chicago.

The CCA team looked at the following five initiatives across the country:

RENEW (Los Angeles) - The aim of RENEW is to support the City's ambition for a more equitable Los Angeles by having representatives commit their respective companies to accelerating their work toward the goals contained in the RENEW pledge – and to improve the diversity, equity and inclusivity of their operations and processes with respect to their people, business, and communities.

Washington Employers for Racial Equity (Washington State) - This coalition of employers is committed to supporting Black Washingtonians and building a future rooted in equity for all. Started by setting collective goals to advance equity in the private sector workplace and by committing to hold themselves accountable. Set to listen and learn from those with lived experience and partner with business and community leaders, advocates, and other stakeholders working to advance racial equity in the state.

ATL Action (Atlanta) - ATL Action for Racial Equity will accelerate racial equity by leveraging the size and scale of the business community, and the power of collective impact. Together finding solutions that generate meaningful change, dismantle systemic racism and make the community – and world – a better place.

Minnesota Businesses Coalition for Racial Equity (Minnesota) - Catalyzing the call to equity following the death of George Floyd, MBCRE was organically constructed via the collective agreement that change needed to be prioritized. The initiative intends to apply collective expertise, experience and resources in four broad pillars as they work to overcome systemic racism.

CEO Action (Nationwide) began its journey championed by the (then) newly hired CEO of PWC, Tim Ryan, following the call to action of his employees. Through efforts to prioritize DEI in the workplace, PWC and peers established a committee of like minded companies to share best practices and pledge improvement. Over time, this pledge has been adopted by over 2,000 organizations focused on improving their companies through a dedicated network for knowledge sharing.

These initiatives suggest at least three lessons for 5/25 Move to Action in Chicago:

1) Members value the collective change that will come to the local economy through their respective initiatives, but they also want to clearly understand the individual value they derive.

Members of collaboratives like 5/25 Move to Action are most successful and engaged when they understand clearly the value that comes from being part of a collective. Being a part of an initiative, for example, could offer an opportunity to publicize a company's role in advancing equity. Other potential sources of value could be expanding personal networks, sharing knowledge that helps day-to-day business practices, and positioning themselves as industry leaders in new practices.

Whatever the source, the value being provided as part of a collaborative needs to be clear.

2) A core group or a steering committee with credibility in the larger business community helps make progress for the entire collective.

All efforts in other cities have an internal core group or steering committee, and most have external spokespeople – business leaders who have credibility with the business community in advocating for change. In addition to the credibility provided, a core group also helps track redundancies with overlapping efforts within organizations at each initiative, and can facilitate an exchange of lessons learned and best practices.

3) While most collaboratives aspire to report commitment data, none do so on a company-by-company basis, and none has developed the data for an initial baseline report. Collecting data is hard and firms have varying degrees of comfort sharing internal data.

Although most collectives aspire to report commitment data, many companies are not able or comfortable sharing internal data on business practices.

Some efforts, such as CEO in Action, are reporting individual company data that participants are willing to share. But since companies are willing to share different data, the initial reports do not allow for aggregating data across participants to ascertain the total impact of the work.

The collectives reviewed are likely too new to have developed the trust that is necessary to share what might be sensitive data. In the months ahead it will be important to learn from those that are able to develop the requisite trust.

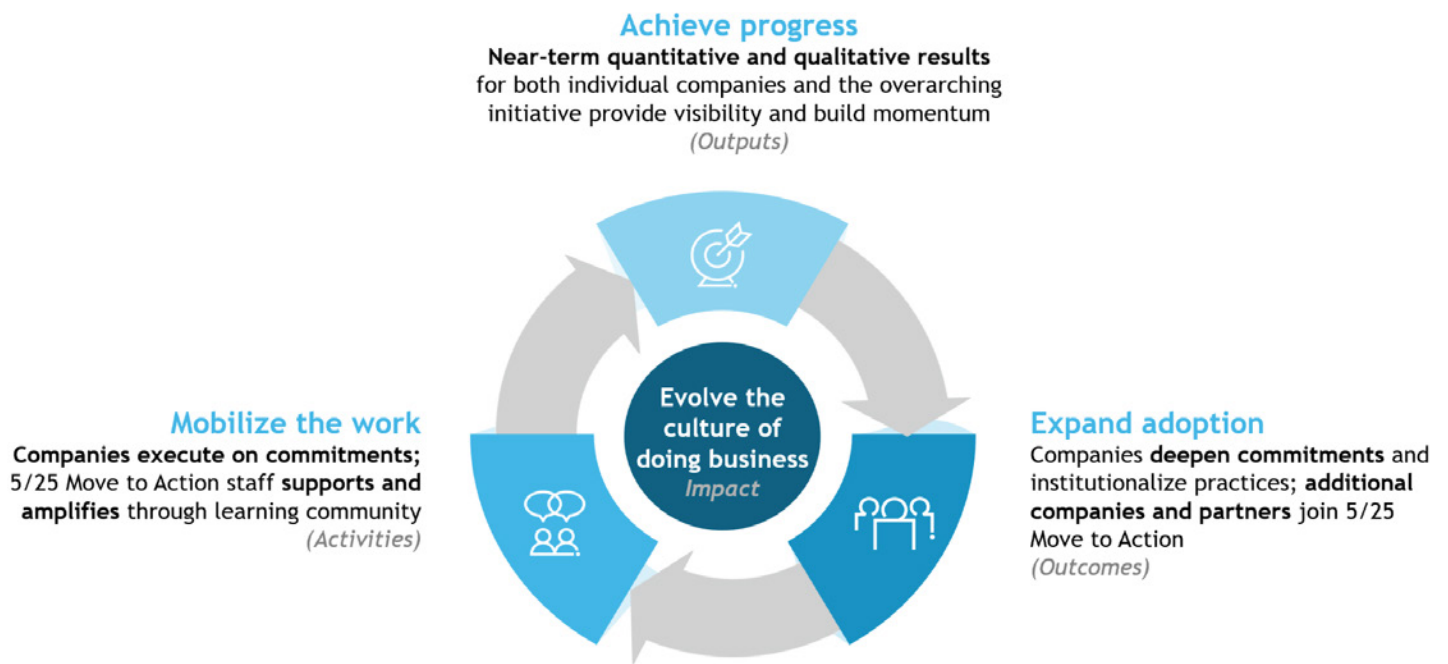
Vision

The vision for 5/25 Move to Action was developed through discussions with partners and lessons from other cities:

5/25 Move to Action envisions an equitable, inclusive, and growing region in which Black and Latinx individuals achieve the same economic success at the same rate as White individuals. In pursuit of that vision, business leaders publicly and collectively change business practices and create a new culture of doing business in Chicago, one that creates a more vibrant region by improving the economic well-being of everyone, in particular Black and Latinx residents.

To progress toward this vision, 5/25 Move to Action needs to create a virtuous cycle (see Exhibit A), where mobilizing companies leads to visible progress, expands and deepens commitments, and drives further mobilization. As more companies take action and show positive impact, the shared beliefs and behavioral norms – that is, the culture – of doing business in the region will change.

Exhibit A: Virtuous Cycle Leading to a New Culture of Doing Business in Chicago



The Work Ahead








The Corporate Coalition of Chicago, We Rise Together, and The Chicago Community Trust interviewed, convened, and surveyed participating 5/25 Move to Action companies in April 2022. Participating companies roundly agreed that this work aligns with their own ambitions and should continue. The group's consensus and detailed feedback have informed the following next steps 5/25 Move to Action will take in partnership with participating firms to pursue the vision.

- **Facilitate shared learning:** The Corporate Coalition will support the convening of the participants to share practices and create a learning community. These convenings may be industry-specific or based on company size or a particular strategy. There is also wide support for an annual convening, with opportunities for companies to engage, learn what others are doing, and invite more to join.
- **Document and share leading practices:** The Corporate Coalition will provide the outcomes of the convenings to participating companies, as well as track progress in a manner that meets participants' expectations while respecting limitations of data that can be shared publicly.
- **Bring visibility to those doing the work:** Through a communications strategy that broadly informs the public and inspires the business community to take action, 5/25 Move to Action will shine a light on participants' individual and collective successes. The initiative will also leverage the leadership of The Chicago Community Trust and the Corporate Coalition's recently appointed three Co-Chairs to create a public voice, and to inspire more companies to challenge business as usual as a way to address longstanding inequities.
- **Recruit new participants:** The goal is to expand the number of companies participating in 5/25 Move to Action in order to have a catalytic impact.

Organizational Structure

To execute the activities summarized above, several capabilities are required. Exhibit B illustrates the elements it will take for our model to succeed and the responsibilities necessary for 5/25 Move to Action to best serve committed firms and our collective mission.

Exhibit B: Capabilities required

Work Areas	Required Capabilities	Dependent Activities	
Facilitating shared learning	<ul style="list-style-type: none"> Strategic Planning Program planning Project/event management Benchmark/analysis (content generation) Collaboration/relationship management with collaborators 	 Engage companies	
Documenting and sharing leading practices	<ul style="list-style-type: none"> Project management Survey creation and distribution Data (information) analysis Data (information) visualization Communication Skills 	 Build visibility	 Establish baseline
Bringing visibility to those doing the work	<ul style="list-style-type: none"> Communication planning and execution Executive-level presence/champion MTA and interface with institutional stakeholders 	 Recruit allies	 Build visibility
Recruiting new participants	<ul style="list-style-type: none"> Relationship building/maintenance with top business leaders Relationship building/maintenance with other public and private stakeholders 	 Recruit allies	 Inspire leaders

Conclusion

Inequities affecting Black and Latinx communities are staggering across the country, but particularly troubling in Chicago, one of the most diverse and segregated large cities in America. The COVID-19 pandemic compounded already existing historic inequities, making it imperative that we rise to the challenge of creating a more inclusive economy.

Philanthropy and the public sector alone cannot solve these deep inequities. As the primary drivers of economic activity in the region, private sector businesses need to play a leading role in closing the economic and racial equity gaps. There is also self-interest: More equitable regions grow faster. Companies that want to operate in the Chicago region will be more prosperous when the entire region prospers.

Recognizing this, 5/25 MTA is based on the logic that:

- **IF** we foster a community of business leaders who share a vision of the importance of reducing racial and economic inequities to their businesses and a thriving regional economy, and are willing to challenge “business as usual” by investing their assets, capabilities and employee enthusiasm in new ways
- **AND** we provide pathways and support for substantive action that reflect that vision through joint initiatives, based on community input, and exposure to exemplary practices
- **THEN** companies will take collective and individual actions that improve individual business and local community outcomes
- **THAT CONTRIBUTE TO** greater regional economic vitality and equity.

We look forward to working with existing and new participants to foster a community of business leaders committed to changing practices to increase equity.

Participating Companies

Abbott

Accenture

Advocate Aurora Health

Allstate

Ariel Investments

Bank of America

Baxter

BMO Financial Group

Cabrera Capital Markets

Deloitte

Fifth Third Bank

Greeley and Hansen

Hyatt

ITW

JPMorgan Chase

KPMG LLP

Loop Capital Markets

Mars Wrigley

Mesirow Financial

Northwestern Medicine

Obama Foundation

Rush University Medical Center

SDI Presence

The Vistria Group

United Airlines

Winston & Strawn