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COLLECTION:
Clinton Presidential Records
First Lady's Office
Speechwriting
OA/Box Number: 8170

FOLDER TITLE:
HRC [Hillary Rodham Clinton]/BSR [Business for Social Responsibility] (via Satellite)
10/13/94

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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

FIRST LADY HILLARY RODHAM CLINTON
SATELLITE FEED TO BUSINESS FOR SOCIAL RESPONSIBILITY CONFERENCE
OCTOBER 13, 1994

Thank you, Helen, for that kind introduction, and thanks to all of the individuals and companies, large and small, who have worked over the last two years to advocate and promote socially responsible business practices.

I'd also like to extend my congratulations to Bob Dunn [incoming president of BSR and executive vice president of Levi Strauss], who has been an inspiration for many years at Levi Strauss and will continue to be in his new role as president of BSR.

I'm sorry I can't be with you today, especially given the number of familiar faces I know I would see in the crowd there. Arnold Hiatt of Stride Rite, and Ashley Korenblat, who is doing wonderful things at Merlyn Metalworks and also comes from Arkansas, and many others among you have been kind enough to share your time and energy with the President over the last 21 months. He is grateful for your ideas, and he is also grateful for your support for many of his initiatives, including the Family and Medical Leave Act, which thanks to your help is now a fact of life for working Americans.

When the President spoke to your conference last year he said that Business for Social Responsibility had lived up to the rhetoric of his campaign, which was "Putting People First." I'm reminded of this because I recently received a copy of Joel Makower [muh-COW-er] and BSR's book, "Beyond the Bottom Line." And sprinkled throughout the book are the very ideas and values that the President talks about as he pushes his agenda for social progress and change: The idea that responsibility and opportunity go hand-in-hand. The idea that individual health and fulfillment are key to a productive workforce. The idea that what is morally right for an individual, a business or a community is often what is economically right as well. The idea that restoring the foundations of our society depends on individuals and institutions working together to promote the common good.

As you know, the President has put forth a very ambitious, very comprehensive agenda for change, one that I believe defies political labeling. It's not a partisan agenda. It's an agenda built on a simple ideal that I think most of you share: that every hard-working American deserves the opportunity to live up to his or her God-given potential and to be a productive and fulfilled member of society.

Government can do a lot to empower people to take responsibility for their lives and move ahead. And that's why the President has fought so hard to reduce the deficit by $255 billion; to expand trade; to create 4.2 million new jobs, most of them good-paying jobs in the private sector; to pass the most comprehensive crime bill in the history of our nation; to promote life-long learning; to reform our college loan system; to push for health care reform, welfare reform, and policies like the Family and Medical Leave Act and an expansion of the Earned Income Tax Credit that make a real difference in people's everyday lives.

But you and I know that however much good will exists in the White House, or Congress, or the state legislatures, or our city halls, government programs and policies are not a panacea.

When we look around us and see the breakdown of institutions that make up what used to be called "civil society" -- churches, neighborhoods, civic organizations, even family -- we realize that government alone cannot solve all of our problems.

And we also realize that our workplaces are taking on more and more responsibility for fashioning the values and ideals that guide us as Americans trying to restore that "civil" society.

For many Americans, the contacts they make at work, the lessons they learn at work, the values that are transmitted on the job may be the only ones they are consistently exposed to. That is a fairly daunting realization. But when you consider how most of us spend our time, and where we put our energies, you appreciate the importance of the workplace and the potential for social change and progress that exists in every small business and major corporation across America.

Look at what Alan Hassenfeld and Hasbro have done for children, not just through the manufacturing of toys that children love, but through extraordinary efforts to ensure that no child in the community goes hungry.

Look at what Timberland, Lotus, Reebok and other companies are doing with the City Year urban "peace corps" program, which of course has been a model for national service. These companies have not just helped finance City Year, they have lent volunteers and manpower and time.

Look at the family and child policies at Fel-Pro, and Quad Graphics and so many others who have instituted flex time, job sharing, paternity and maternity leave, family savings accounts, all of which contribute to the happiness and stability of employees and thus make for a more productive workplace and a more secure society.

Look at what Fetzer Vineyards is doing in the Napa Valley to promote environmental farming practices and to help migrant workers become integrated into American society.

These examples demonstrate that if business leaders have a fundamental faith in human potential, and are willing to translate that faith into respect for the individual, our capacity to rebuild a "civil society" grows exponentially. And that will continue to be the case as we move into the 21st century, with all of the challenges and complexities it will present.

I'm convinced that, more and more, we will heed the words of business leaders -- not just because business is the way most people make a living -- but because of the expanded role you will play in conveying values, not only to your employees and your shareholders, but also to the larger community.

Many of the great debates we are engaged in today as a democratic, pluralistic society are about values. How we treat one another. How we support one another. How we hold one another responsible and accountable for our actions. How we envision ourselves as a community and as a nation.

What is so gratifying to me about BSR is that many of your companies are proving that we can make progress, we can make the changes we need to make, without adding to people's feelings of insecurity. We can move forward without abandoning the values that are the foundation of our society. In fact, we can strengthen those values and prepare our people for the future, however competitive or uncertain it may be.

One lesson we can learn from your experiences is that building a strong, socially responsible company is much the same as building a strong, socially responsible country. As a society, we have to regard our people as our greatest resource, a resource worth investing in. We have to accept that change requires time, effort, and above all, patience. And we have to be willing to include everyone in the march forward.

Clearly, trying to affect positive change is a learning process. Sometimes we stumble. I know that not every single one of the businesses represented here is pure and perfect. Sometimes you have to do things you would rather not do to ensure that your companies stay afloat. But the most important thing is that you are committed to the values of individual responsibility and opportunity. You are committed to strengthening families and communities and are willing to think about new and innovative ways that businesses can help us make progress.

In ending I'd just like to say how pleased I am to see the coalition taking up children's issues as its next area of program development. Too often we assume that children's issues are solely a province of government, or schools, or non-profit organizations. But clearly the business community has a strong role to play, be it in developing workplace policies that enable parents to care for their children more effectively, or in partnerships with community organizations that sponsor children's programs, or in influencing public policy on behalf of children.

This is perhaps where you can make your greatest contribution. Children are not only future consumers. They are future citizens. And anything you can do to help nurture and nourish them socially, intellectually, physically and emotionally will be a great service to this country.

I wish you all a productive conference. I know that in these very challenging times the President will look forward to hearing your ideas and working with you to ensure that social responsibility becomes an ideal shared and enjoyed not just by all businesses, but by all Americans.

Thank you very much.

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~~I hope you will explore all the different ways that businesses can invest in our children and in our futures.~~

pliance with the embargo. In addition, the forces of the U.S. Atlantic Command will remain prepared to protect U.S. citizens in Haiti and, acting in cooperation with U.S. Coast Guard, to support the Haitian Alien Migrant Interdiction Operations (AMIO) of the United States, as may be necessary.

The United States strongly supports the Governor's Island Agreement and restoration of democracy in Haiti. The measures I have taken to deploy U.S. Armed Forces in "Operation Restore Democracy" are consistent with United States goals and interests and constitute crucial support for the world community's strategy to overcome the persistent refusal of Haitian military and police authorities to fulfill their commitments under the Governor's Island Agreement. I have ordered the deployment of U.S. Armed Forces for these purposes pursuant to my constitutional authority to conduct foreign relations and as Commander in Chief and Chief Executive.

Close cooperation between the President and the Congress is imperative for effective U.S. foreign policy and especially when the United States commits our Armed Forces abroad. I remain committed to consulting closely with Congress on our foreign policy, and I will continue to keep Congress fully informed about significant deployments of our Nation's Armed Forces.

Sincerely,

Bill Clinton

NOTE: Identical letters were sent to Thomas S. Foley, Speaker of the House of Representatives, and Robert C. Byrd, President pro tempore of the Senate. This letter was released by the Office of the Press Secretary on October 21.

Remarks to the Conference of Business for Social Responsibility
October 21, 1993

Thank you very much, Helen and Arnold. The crowd would have clapped even more for you if they'd known what you were going to say before you said it. They were terrific, I thought. I have a great deal of admiration for them and for their companies and for this organization. I want to point out before I get into my remarks that I have two people here I'd like to acknowledge first: the Director of the Small Business Administration and one of the strongest supporters of our health care reform program, Mr. Erskine Bowles from North Carolina, who is here. And I believe a former board member of yours and the current Director of the Women's Bureau at Labor, Karen Nussbaum, is here.

I believe the purpose of politics is to help the American people live up to the fullest of their God-given potential and to help them to live together in strength and harmony and to fulfill their responsibilities as well as their dreams. That obligation can be met in different ways in different times. But plainly, there are some times in the history of a nation in which that obligation can only be met by the willingness to undertake the rigors of profound change. And I believe this is such a time.

The problem is that in any democracy you can only build a consensus for profound change when things have gotten pretty well off track. And by the time things have gotten pretty well off track, there are an awful lot of people who are unhappy and insecure and uncertain. And if you look around this audience at the companies here represented who have believed you could actually make money and be socially responsible, that you could actually be more productive by taking care of the people with whom you work and the people who are your customers, you see the intense dilemma we face, because people are most able to change when they are most secure. And yet, at large, it becomes possible for society to make these big changes often only when things have gotten so far off track that people are insecure. That, in a nutshell, is the larger dilemma that I face as your President today, but more importantly, that we face as a people.

If you look at the conditions that so many millions of our country men and women face, many are insecure in their jobs. Many are insecure in their ability to get new jobs, in their education levels, in their skill levels. Many, many millions are insecure in their health care. Many are insecure as children in the way they are growing up. And lamentably, at the end of the cold war, the wars that are being waged on so many streets in America have made millions of people insecure in their daily lives and movements.

And yet, we have no alternative. We have to change. We have to make economic policy changes. We have to make all kinds of real, significant different directions. And yet we live at a time of such insecurity that people distrust their institutions, their elected leaders, and even their own impulses sometimes when it comes to make these changes.

I saw that in trying to pass a budget which did some remarkable things: It reduced the deficit dramatically. It's given us the lowest long-term interest rates in 30 years. It had the most significant reform in the tax structure for working people in 20 years by saying to people with children who spend 40 hours in the work force, you won't be in poverty. No matter how low your job wage is, the tax system will lift you out of poverty, not put you into poverty. It opened the doors of college education to all Americans by expanding eligibility for college loans and lowering interest rates and making the repayment terms easier and tied to the incomes of young people when they get out of college—much of which the American people never even knew while it was going on because it was so easy to whip people up into a white heat about the word "taxes" and because people couldn't believe anyone would really do anything seriously to deal with this issue of the deficit and these other matters.

I see it now as I try to pass the North American Free Trade Agreement through the Congress. And that agreement has become the repository and the symbol of all the accumulated resentments of our people for the 1980's, of all the people who lost their jobs and all the plants that moved overseas and all the times that all the workers in this country saw that their executives were getting pay raises 4 times in percentage terms what they were, 3 times what the profits were going up; that they could lose their health care in an instant; that they could have to start over in a moment; and that no one cared about them anymore. So they associate that with expanded global trade.

So we know rationally that the only way a rich country ever grows richer is to expand its trade. And we know that wealthy countries all over the world, in Europe, in Japan, not just in the United States, are having great difficulty creating new jobs. And the only way to do that is to make more markets beyond the borders of the nation. And yet still, emotionally there is this enormous undertow rooted in the insecurities, the pain, the sense of loss, the disorientation, the feeling that nobody really looks out for me and my family.

And so we are in so many ways, on so many fronts, my fellow Americans, waging a war between hope and fear: on the streets of our cities, in our factories and workplaces, in our homes, indeed, in the hearts of perhaps a majority of our fellow country men and women. And each of us in our own way, we have a little scale inside ourselves. When I don't get enough sleep, I'm more pessimistic than I am when I get more sleep, right? You're probably like that. And I'm more optimistic. And the scales are always going up and down, even in our own lives, aren't they, inside, about how we look at the world and how we see reality.

This is a time when we must be bold, when we must be confident, in which we must have the kind of enthusiasm you exhibited when we came into this room, with a sense of possibility. We need more young people like the young man from the hotel who met me outside, who said, "Keep breaking those paradigms, Mr. President." [*Laughter*] I loved it.

But I say to you, one of the reasons that I'm so happy to see this organization growing and large and vibrant and vigorous is that you have found a way to make people feel more secure by changing by changing. You have found a way to live by the rhetoric of my last campaign, Putting People First. Putting people first.

I believe that one of the biggest problems that this country always has is trying to close the gap between what we say and what we do. I am ecstatic and honored to be here. But I want to take a few moments today to talk to you about that, how to right that balance inside every American so that hope wins out over fear; how to pursue an agenda of security so that we can pursue our agenda of change; and how, in so many profound ways, health care is right at the core of that. Because I am convinced that you have proved that the future of the American private sector, the real triumph of free enterprise, will be in proving that we can actually do right by our employees, do right by our customers, and do right by our bottom lines if we are enlightened and we do the right things.

I believe that we have set ourselves up over the last 20 years with a whole series of false choices that may work in the short run, but in the end ultimately disappoint everyone. If we have to erode the fabric of family life in America by not giving our workers health care and not providing family leave and not providing adequate child care, ultimately you wind up with less productive workers. If we can't find a way to create new jobs even as we increase productivity, then for the first time in all of human history we will have given up on technology as a job creator and given in to the age-old fears that it is a job destroyer. To be sure, it's always transferred jobs. We used to have half the people working on the farm; now only 3 percent do. But it can be either, or.

All these are questions we are dealing with. So is every other nation in the world now. We are going through a period of change. We can't see the ultimate end of it. No one knows what all these economic trends in the global economy will ultimately lead to, but we know what works. You know what works; you do it. And I came in here today as a friend and an ally to ask you to engage in this health care debate and tell the American people that this is something we have to do not because it is morally right—but it is morally right—but because it's also economically right.

The most expensive alternative of all, looking toward the future, is doing nothing. It's the most expensive financially, and it's the most expensive in human terms, and ultimately it will be the biggest drag on American productivity. It also is, as Helen said in her remarks, guaranteed to provoke the largest amount of resentment because of the uneven impact of the health care system on employees and employers and American citizens today, depending on whether you have coverage, what kind of coverage you have, and how much you're paying for somebody else's health care because we have so much uncompensated care in this system.

Now, I have watched as I have seen the Congress come to grips with many things and try to overcome even their own disbelief. When I took office, most people had been told that the country couldn't afford the family leave bill. But we did it, and the wheel hasn't run off. And I have seen the impact of that. A lot of you have heard me tell this story, but I had a family in the White House the other day with a dying child on one of these Make-A-Wish programs, that the child wanted to see the White House and the President. And the father told me that his daughter was probably not going to make it and that the time he'd spent with her was the most important time he'd ever spent, and if it hadn't been for the family leave law he would have had to choose between losing his job to be with his daughter and therefore doing wrong by his wife and his other two children, or keeping his job and letting someone else spend that precious time with his child. Now, I don't know about you, but I think that fellow is going to be a much better worker for that company than he would have been had that not been the law of the land.

So we now, I think, have a chance to keep going with this engine of change. And we've got a lot of things we need to do on the security front and the change front. We've got a world of economic changes we need to make, but we're going to have to have—if there's no more job security in this America because most people when they lose their jobs don't get it back anymore, totally the reverse of unemployment patterns of the last 60 years, we have to give employment security to Americans. If there's no job security there has to be employment security. Therefore, we have to have a whole different system of lifetime education and training. And we have to undertake that. We'll begin to do that next year. A big part of welfare reform will be doing that, making sure people really have the capacity to move from welfare to work.

We have to provide more security for families. That's what the family leave bill was all about. That's what the earned-income tax credit in the budget bill was all about, lifting the working poor out of poverty so there will never be an incentive to be on welfare and

there will always be an incentive to be both a good parent and a good worker.

We have to find more security for people on their streets and in their homes and in their schools. That's why I so desperately want to do something to reduce the number of automatic weapons that are in the hands of teenagers on the streets of the city, assault weapons.

But we also have to do something about health security. You know, Hillary and I got 700,000 letters before I made my health care speech to Congress and she began to testify. And we're getting them in now at about 10,000 letters a week, more. Story after story after story: the small business that had the premium go up 40 percent a year with no claims; the business person who has to cut his or her employees back to a policy with a $2,500 or $3,000 deductible even though the employee average salary is $22,000, $23,000 a year; the person who is physically disabled but who has a fine mind who can't get a job because the only available employers are small businesses and they don't have any kind of community rating, so this person will drive the premiums out of sight; a person with the HIV virus who may have another 10 years of productive life, strong, productive life and contributions to be made, who is either not employed now and therefore won't be employed, or can't ever change jobs because of the job lock provisions of the present system; the hospitals that are out there, struggling to do a good job on modest profits, or not-for-profit hospitals who can't meet their uncompensated care burden or those that do by raising everybody else's hospital costs in ways that undermine confidence of those that pay those bills in the integrity of the system; the doctors who talk to me about how, yes, their fees have gone up a lot in the 1980's, but 10 years ago they took 75 percent of what they earned home, and now it's down to 52 percent, and all the rest of it has vanished in the sea of paperwork because they have to hassle 300 insurance companies with thousands of different policies to make sure they've crossed every "t" and dotted every "i" to get the payment they're entitled to anyway; the stories, over and over again, mounting up in every part of our country.

As you know, we spend more on health care than anybody in the world, and yet we do less with it. Now, how would you feel if you were running your business, competing with people all across the country and perhaps all across the world for jobs and incomes, if you had to spend 14 percent of your revenues covering only 86 percent of your market and all your competitors spent 8 or 9 percent of their revenues and covered 100 percent of their market? You don't have to be as bright as a tree full of owls to figure out that eventually there would be some adverse consequence to that. But we go on blithely as if that's the way it has to be. And when I propose a change, some people say, "Oh my God, we can't afford that. Look at this wonderful thing we've got going."

Now, we have in many ways the best health care system in the world. But we have in other ways the worst financed and organized health care system in the world for a country as rich as we. Otherwise, how can you explain the fact that we are plainly the capital of pharmaceuticals in the world in terms of developing new drugs and manufacturing them right here in America and we have the third worst immunization rate in this hemisphere, behind Haiti and Bolivia—I mean, ahead of them, but only ahead of them. You tell me why that happened. If we're so great, how have we permitted ourselves to go on year-in and year-out not closing that gap?

Do we have the best health care in the world, the doctors and nurses, the hospitals, the medical research, the technology? You bet we do. For people who access it, it is good. And do those people resent the burdens that are imposed on them by this crazy-quilt system? You bet they do. Some of the strongest advocates for change we've had are from doctors who are sick and tired of having to hire one more person every year because of the clerical administrative burdens of this system.

People say, "Aw, this system the President's proposed is so complex." I get tickled; it's complex compared to what? It's complex compared to zero. It's simple compared to what we have now. What is the proper standard by which you evaluate this?

If we do nothing to change the current course on which we have embarked, we'll be spending 19 percent of our income on health care by the year 2000. We will have a smaller percentage of our population covered with health insurance than we have today, because we have about 100,000 Americans a month permanently losing health insurance, 2 million every month losing it but 100,000 permanently losing it. And by the year 2000, instead of the gap being 4.5 percent to 5.5 percent between our major competitors, of our income, it'll be about 7 percent. Today, we spend 14.5 percent of our income on health care. Canada's at 10; Germany and Japan are just under 9. There is no measurable difference in the health outcomes.

Now, to be perfectly fair, there are two elements of our cost system that will always, at least for the foreseeable future, keep us above other countries. One is, we do rely more and we invest more in groundbreaking technologies and pharmaceuticals, and we should continue to do that. And we all want them for ourselves and our family if there's a chance it will prolong our lives.

The second issue is sadder. We are quite simply, as compared with other wealthy countries, more willing to endure a far higher rate of violence. We have far higher rates of AIDS. We have far higher rates of teen-aged mothers and out-of-wedlock births and low birth-weight babies, and they're far more likely to cost more. So we have system-related costs that are greater than our competitors. And that's about half the gap between us and them. But the other half is our own fault. And if we don't get about the business of closing it, we're going to have a difficult time competing. And we're going to have an increasingly difficult time explaining why it is we are prepared to put up with a system that no one else on earth tolerates and to pay the human and economic cost of maintaining it.

Today I'd like to focus on two of the issues that have been raised by some people in the business community against our proposal. Some say that we propose to create a new bureaucracy by creating these health alliances, and we shouldn't do that. I say what we propose to do is to have a smaller rate of cost increases through increased competition and greater efficiency and reduce waste by giving small businesses the same bargaining power that big business and Government has today.

If you look at the Federal employees' health insurance program, for example, because of the power we have to bargain and because everybody knows the Federal Government is up to its ears in debt and doesn't have a lot of money, you look at what's happened to the rates on most of the Federal health insurance policies: very modest increases this year. Look at the California public employee system: huge people in that block, a big block of buyers, and everybody knows California is in bad shape financially, so they have a rate increase this year that's right at the rate of inflation.

Small business, however, has seen its rates go up at 2 and 3 times the rate of inflation. Why? No bargaining power. In small groups, one person gets real sick, explodes the rate structure for everybody. So what these alliances do, quite simply, is to say if you're in a firm with fewer than 5,000 employees, we will give you the option, the opportunity, to be in a big buying group. And in the course of that, we will give your employees the option of having more choices than you can probably provide for them now in health care, but none of them will cost you any more than you would otherwise pay as an employer.

This will give smaller businesses and self-employed people access to market economics. Market economics is beginning to work in health care, that and all the Cain I think we've been raising the last year or so. It's beginning to work. The aggregate increases are beginning to slow some. But they're finding, again, as Helen said in the opening remarks, it's very uneven. You might have health care inflation at 7 percent this year or 6 percent, but you'll still have a lot of small businesses with 30 percent premium increases. Why? No market power.

So when you hear all this stuff that these alliances are big bureaucratic nightmares and Government creations, that's not true. The alliances are groups of consumers in each State in groups approved by the State, not by the Federal Government, that will have buying power presently available to governments and to big business but not to small business and often not even to medium-sized business. I think it will work.

I also believe in order to make it work we have to have insurance companies that compete not on the basis of which company is most adept at excluding people who have problems but on the basis of cost and quality. Now, to be fair to the insurance companies, you can only do that if there is a community rating system, if you don't have all the risk factors calculated into every individual purchaser of insurance. If you do that, you have nailed small business from the get-go, the people that are creating most of the new jobs in this country.

If you have a community rating system, who gets hurt, from the present system, who pays more? Young, single, healthy people will pay more, about anywhere from $6 to $8 a month more for their premiums under our estimate. They will, but it's fair. You know why? Because under our system all the young people without insurance will get insurance and because if they're young and healthy, they'll be middle-aged like me someday, and they'll get the benefit of this system. The society will be stronger. And it will be far better for the big job generators of the country, the small businesses who don't have access to health insurance now.

It also will be fairer because with community rating, you will enable people to effectively move from job to job to job. Then you can say, without breaking a company, that you can't deny someone the right to coverage when they change jobs. Under the present system that would be really tough, to say that you can't deny the coverage to someone who may be the best-qualified person you want to hire, but they have a disability which will raise the premiums of you and all your employees, your other employees, by 20 percent under the present system. That happened. We met a couple in Columbus, Ohio, that had one child with a birth defect. They were insured through the wife's community non-profit, 20-employee group. And in order to keep that family on the rolls and keep that woman working for that business, they were going to have to raise their premiums, just the employees, every employee by another $200 a year, just the employees; the business by thousands of dollars a year. That wouldn't happen if we have community rating. And you could have free flow of workers from job to job to job, something that's quite important since we live in a time when the average worker will change jobs six or seven times in a lifetime.

Finally, and again this is a matter of some controversy in this, we believe that if you put everybody in these competitive size groups, then the businesses and the employees will be able to bargain for better prices: and they will go up far less than they've been going up. We also believe there should be some backup cap on how much business could be required to pay in any given years until we get this system up and going, and we know it is, that there ought to be some ultimate budgetary discipline in the system.

Now, a lot of people say, "Well, that's Government regulation of health care." What they really are saying is this is Government regulation of costs that might work, because it will include the public sector and the private sector. We now strictly regulate the price of particular services under Medicare and Medicaid. Do you know how much the last budget increased Medicare and Medicaid? We reduced defense; we've got domestic discretionary spending flat at a time when we ought to be investing more in education and training, in converting from a defense to a domestic economy. But Medicare, will go up 11 percent next year, Medicaid 16 percent. Why? Paying more for the same health care, that's why, more and more and more and more procedures. You have to have aggregate discipline in this system if you're going to slow the rate of increase.

I personally don't think the budgetary ceiling in our bill will ever be reached because if you give everybody the kind of competitive power that big business and Government have today, I think the cost increases will be much lower than we project them to be, and so do most of the business people I know who have worked on this plan and looked at the cost structure from the bottom up. But I don't think it's fair to say that this is some heavy-handed grab to control the private sector in health care and hurt research in the pharmaceutical industry or anyplace else.

Keep in mind, we have been so conservative or liberal, depending on how you look at it, in our budget estimates. Well, you tell me when I tell you the fact: This plan that we put in estimates that we will go to 17 percent of income spent on health care by the year 2000, as opposed to 19. And it actually will be more than 17, about 17.5 percent. I don't think that's so hot for the economy, either. And I think if we had real competition for quality and service, and if we continue to cover more primary and preventive services, we could do much better than that.

So it's not as if we propose to drive folks into poverty. All these people who are complaining about the ceilings that would be on the rate of increase, the health insurers and others, they're going to get 17.5 percent of our income instead of 14.5 percent by the year 2000. And they think it might not be enough for them to get along on.

I just want to make that clear. You need to understand when you hear all this, about how the Government's regulating this, what we did was put a big old ceiling there in case the costs continue to shoot up even after we give everybody bargaining power. The essence of this is a competitive system for price and quality. And I think it will work.

The second issue is whether or not we have to have universal coverage and whether that's bad for business, to require each business to shoulder some responsibility and each employee not covered now to at least pay some of the income of the employee to get the health care.

Now, here are the options. And here's how we came out with basically taking what we've got. We've got a system in America today that's basically an employer-based system. And when the employers are big enough or they're joined with enough others to have market-based power, the system works pretty well. They're beginning to moderate the rate of cost increases, and there are some very good health care plans out there which provide comprehensive benefits at affordable cost. Sometimes the employees don't pay anything, sometimes they pay something, but basically the systems work pretty well, and most employees are pretty satisfied with it.

The options are the following: If you want universal coverage, you could go to the Canadian system—the problem is that no one I know thinks you could pass that in Congress—which means you basically replace all the health insurance sector of the country with a tax. That's simpler on administrative costs, but since Canada is the second most expensive system, if you put the politicians instead of the people in charge of negotiating for their health care, it may not work out so well. So we rejected that alternative.

Then there are those who say, "Well, you ought to put the mandate on the employee; let the employee buy it. Make it like car insurance." The problem with that is, if you look at what they offer the employees, it's not very good. And it may encourage a total deterioration of the present system we have for those who presently have benefits where the costs are shared by employers and employees.

Then there are those who say, "Well, what we ought to do is give small businesses the right to get this market power, and the competition will lower the rate of cost, and say that no one can be denied coverage. And when you have more competition the price will go down, and everybody who doesn't have insurance who's got a job will be able to buy it. So we'll just see if it happens." The problem with that is that our experience with that is not very good. And what we know is that most employers and employees who have health insurance today are paying too much for it because they're paying for the uncompensated care that others get. And if you want to moderate the rate of increase on individual businesses' and employees' health care, you've got to make sure that everybody who accesses the system pays what they can afford to pay for the privilege of doing that. If you continue to have significant cost shifting here, then there will be continued irresponsibility in the system, which will have real uneven impacts on businesses.

In other words, most everybody in the country today who's got a good health insurance plan is paying too much for it, because they're also paying for the uncompensated care of people who always get care but they get it when it's too late and too expensive. They show up at the emergency room with appendicitis or whatever, instead of ever

going in for basic checkups and basic preventive mechanisms.

So I personally don't think we'll ever get costs under control, nor do I ever think we'll be the society we ought to be, nor do I ever think we'll have the kind of personal security we need until everybody has health insurance. And if you don't have universal coverage, this idea that people are going to be able to move from job to job and always have it is just false. And I cannot tell you what it is doing to the families of this country who are worrying about it. It is having a devastating impact on the capacity of millions of people to function well in their jobs.

Mr. Hiatt made a very eloquent statement before I came up. When he came to our economic summit in Little Rock last December, he was then famous at having led the way on child care for his employees, and he made the following statement. He said if you do right by your employees, you, quote, contribute to a workplace that attracts good people and retains them, thereby reducing turnover. Good business.

Then there is one other issue I want to deal with on this universal coverage, and that is, a lot of people say it's not fair to ask employers to make some contribution to their part-time employees, that the taxpayers ought to pay for that. We think if there's a part-time employee that works at least 10 hours a week, a pro rata contribution should be made, a third of the total payment that would otherwise be owed, not a total contribution. And the rest will be made up from the monies we propose to raise.

Now, that can be done. Starbucks Coffee's doing pretty well, and they take care of their part-time workers as well as their full-time workers. And there are others who do that. What we want to do is to make that more economical for everyone who will do it.

Finally, let me say it also makes it affordable. The way we propose to pay for this plan, two-thirds of the money would come from premiums paid by employers and employees. But we know we're going to have to give discounts to small businesses with very low-wage employers, because we don't want to put people out of business. And we know the Government has to cover the unemployed uninsured. How will we get the money for that? Essentially from three sources: one, raising the cigarette tax by 75 cents a pack and asking the large employers who opt out of the system, as they can, to make the contribution they would make if they were in the system to medical research and to the network of public health care clinics that we will have to maintain anyway. That's another thing I want to tell you, that this plan increases the quality of health care. We're going to increase medical research, increase the reach of health clinics. That's the second source of money. The third source of money is in the savings we will achieve in the Medicare and Medicaid programs, by putting Medicaid patients, for example, into the same kind of consumer cooperative buying power that those of you who are small and medium-sized businesses will get by going into the alliance, and by drastically simplifying the paperwork of the system. So that's how it will be paid for.

I want to say again, there are these two elements. The health alliances will contribute to competition and to market-based forces getting into the health care system in a good way. It won't be a big new Government bureaucracy. The requirement of universal coverage will help to stop cost shifting and make health care security a reality and permit workers to know that even if they lose a given job, they'll be able to go on as employees. It will, in other words, give that level of personal security necessary for the American people to think about what our trade policy ought to be, what our investment policy ought to be, what our economic strategy ought to be for the 21st century, and to make the changes necessary to get that done.

And I ask you here to think about the influence that you can have on your Members of Congress, without regard to party. This ought to be an American issue. It ought to be a matter of not only the heart but of hardheaded economics. If we don't, if we don't ask everybody to assume some responsibility—and we're not talking about breaking the bank. For a small firm with an average wage of $10,000, for example, the cost would be less than $1 a day per employee for the health care plan because of the discount system.

We understand the fragility of the economy in many points. But if we don't face this now, we are not going to get a hold of the health care cost spiral. We are not going to get a hold of the fact that 100,000 Americans are losing their health insurance a month. We are not going to get a hold of the fact that a lot of these costs just involve our paying more for the same health care every year. We get nothing for it. We're spending a dime on the dollar more than any other country on sheer paperwork, 10 cents on the dollar that nobody else in the world pays.

So I would say to you it is time for us to say everybody ought to be responsible and pay something for this health care system, because we all have access to it. And when we really need it, we all get it. And it's just wrong for some people to pay for others who can pay something for themselves.

And we ought to allow the small businesses of this country and the self-employed people of this country and the medium-sized businesses in this country to have the same benefit of market power that only Government and big business have today. It isn't fair. That's what these alliances do. They are not Government entities, they are private sector entities that we're going to put the Medicaid patients in so they can have the benefit of that, too.

Now, that is the kind of thing that we need to do. That is the sort of security that we need to achieve, to build into the fabric of American life the peace of mind and the sense of fairness and justice that enables people to go home at night and look their children in the face and think they're doing a pretty good job by them, and that enables them to have the kind of personal security that will permit people like you to lead this country to make the economic changes that will enable this country to do what it needs to do as we move toward the 21st century, to keep the American dream alive, to keep this country as the foremost country in the world, to enable all of our children to live up to their God-given capacity.

This is just one of those times when we have to decide whether we're going to close the gap between our rhetoric and our reality. Desperately I hope that 30 years from now people will look back on this time just the way we look back on 60 years ago when there was no Social Security. Now we take it for granted. We think it was an easy fight; it actually wasn't. It took them a couple of years and a little blood on the floor in the Congress to get it done. And this may take a while to get done. It doesn't need to take 2 years; I'll tell you that.

You think about it, Truman, Eisenhower, Kennedy, Johnson, and Nixon all followed Roosevelt, and all of them tried to get universal coverage. Richard Nixon proposed an employer mandate. Senator Bob Packwood from Oregon, still in the United States Senate, introduced it for him. And we've been fooling around with this now for decades. Meanwhile, we just keep paying more for less. We ought to be paying less for more. That's what you do. That's why most of you are doing very well, because you have provided more for less. Why should you be stuck with a health care system that does the reverse?

I ask you to please, please engage yourself in this debate. Examine this plan. When the book comes out, go over it. If you've got a good idea, give it to us. But don't walk away from the plain obligation to have every American family with the security of health care and the plain need to let the small business people in this country and the self-employed people in this country and the middle-size business in this country have the same bargaining power in this system that big business and Government do.

And most of all, remind the Members of the Congress that there are times when doing the right thing morally and ethically is also good business, that we can make money if we make our workers more secure and whole. When they go home at night and look at their families over the dinner table and they know they've done right by them, then America will be on its way to having the courage and the security to seize the next century and keep the American dream alive.

Thank you, and God bless you all.

NOTE: The President spoke at 11 a.m. at the Grand Hyatt Washington Hotel. In his remarks, he referred to Helen Mills, CEO of the Mills Group and Soap Box Trading Co., and Arnold Hiatt, CEO of the Stride-Rite Foundation.

Exchange With Reporters on Health Care Reform

October 21, 1993

Q. Mr. President, why is it taking you so long to draft the health care legislation?

The President. The legislation has been drafted. What we have to do—and let me say we're doing something that no administration, as far as I know, has ever done before. But the reason that we had to delay introducing it is to go back and do two more runs at higher inflation rates, because most people believe that inflation will be a little bit higher because economic growth has come back into the economy.

So we originally ran all the numbers at a 2.7 inflation rate, which was what we were asked to do, what was recommended by the Congressional Budget Office. We now went back, after consulting with our folks, and ran it at a 3.5 percent inflation rate, and then we went back and doublechecked all the numbers with all the actuaries. So unlike a lot of the other bills, we actually have, you will see when the bill comes up, extremely detailed budgetary estimates about which part will cost how much and how it all works.

So essentially, there were no problems in drafting or the policy so much as it was trying to make sure that we had the numbers right. Also, the proposal will increase the reserve fund as a hedge in case, for example, the small business discounts cost more than we thought. We decided to go back to make the Congress and the country feel better about the costs to increase the reserve fund. So just working out the dollars is what has taken all the time, because we wanted to have good numbers ready for them when we came back.

Q. When will it be ready? When will it be ready?

The President. Oh, I think they're going to put it in early next week sometime.

Q. Next week?

The President. Yes.

Q. The 75-cent cigarette tax is final?

The President. That's what will be in the bill.

NOTE: The exchange began at approximately 11:54 a.m. at the Grand Hyatt Washington Hotel. A tape was not available for verification of the content of this exchange.

Proclamation 6617—National Consumers Week, 1993

October 21, 1993

By the President of the United States of America

A Proclamation

More than ever, as a Nation and as individual consumers, we need to make every dollar count. Yet, despite the consumer-oriented quality of the U.S. marketplace and the concerted efforts of our law enforcement agencies, marketplace fraud drains at least $100 billion from the economy every year. The loss is not just in dollars, but in consumer confidence—the driving force behind a strong economy.

Fraud has the greatest impact on the most vulnerable consumers. No one, rich or poor, young or old, literate or illiterate, English-speaking or foreign-speaking, able-bodied or disabled, is exempt. What's more, in this electronic global marketplace, fraud has become a "borderless crime" that affects consumers around the world.

Since 1982, the President has designated one week of the year to spotlight consumer education as a vital tool in helping consumers make smart shopping decisions. This year, during "National Consumers Week," the focus is on fraud. Consumers can protect their resources and end the costly drain on the economy by knowing how to spot the signs of fraud and where to turn when they suspect fraud.

If you believe that you have been defrauded, the Better Business Bureau, representatives of Federal, State, and local governments, and even the media can help you. Exposing fraud not only helps you, but it can help prevent others from becoming victims in the future.

Now, Therefore, I, William J. Clinton, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim the week beginning October 24, 1993, as National Consumers Week. I urge business leaders, educators, professionals, public officials, consumer leaders, and members of the media to observe this week with appropriate activities that em-

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FIRST LADY HILLARY RODHAM CLINTON
SATELLITE FEED TO BUSINESS FOR SOCIAL RESPONSIBILITY CONFERENCE
OCTOBER 13, 1994

Thank you, Helen, for that kind introduction, and thanks to all of the individuals and companies, large and small, who have worked over the last two years to advocate and promote socially responsible business practices.

I'd also like to extend my congratulations to Bob Dunn [incoming president of BSR and executive vice president of Levi Strauss], who has been an inspiration for many years at Levi Strauss and will continue to be in his new role as president of BSR.

I'm sorry I can't be with you today, especially given the number of familiar faces I know I would see in the crowd there. Arnold Hiatt of Stride Rite, and Ashley Korenblat, who is doing wonderful things at Merlyn Metalworks and also comes from Arkansas, and many others among you have been kind enough to share your time and energy with the President over the last 21 months. He is grateful for your ideas, and he is also grateful for your support on Capitol Hill of the Family and Medical Leave Act, which thanks to your help is now a fact of life for all Americans.

When the President spoke to your conference last year he said that Business for Social Responsibility had lived up to the rhetoric of his campaign, which was "Putting People First." I'm reminded of this because I recently received a copy of Joel Makower [muh-COW-er] and BSR's book, "Beyond the Bottom Line." And sprinkled throughout the book are the very ideas and values that the President talks about as he pushes his agenda for social progress and change: The idea that responsibility and opportunity go hand-in-hand. The idea that individual health and fulfillment are key to a productive workforce. The idea that what is morally right for an individual, a business or a community is often what is economically right as well. The idea that restoring the foundations of our society depends on individuals and institutions working together to promote the common good.

As you know, the President has put forth a very ambitious, very comprehensive agenda for change, one that I believe defies political labeling. It's not a partisan agenda. It's an agenda built on a simple ideal that I think most of you share: that every hard-working American deserves the opportunity to live up to his or her God-given potential and to be a productive and fulfilled member of society.

Government can do a lot to empower people to take responsibility for their lives and move ahead. And that's why the President has fought so hard to reduce the deficit by $255 billion; to expand trade; to create 4.2 million new jobs, most of them good-paying jobs in the private sector; to pass the most comprehensive crime bill in the history of our nation; to promote life-long learning; to reform our college loan system; to push for health care reform, welfare reform, and policies like the Family and Medical Leave Act and an expansion of the Earned Income Tax Credit that make a real difference in people's everyday lives.

But you and I know that however much good will exists in the White House, or Congress, or the state legislatures, or our city halls, government programs and policies are not a panacea.

When we look around us and see the breakdown of institutions that make up what used to be called "civil society" -- churches, neighborhoods, civic organizations, even family -- we realize that government alone cannot solve all of our problems.

And we also realize that our workplaces are taking on more and more responsibility for fashioning the values and ideals that guide us as Americans trying to restore that "civil" society.

For many Americans, the contacts they make at work, the lessons they learn at work, the values that are transmitted on the job may be the only ones they are consistently exposed to. That is a fairly daunting realization. But when you consider how most of us spend our time, and where we put our energies, you appreciate the importance of the workplace and the potential for social change and progress that exists in every small business and major corporation across America.

Look at what Alan Hassenfeld and Hasbro have done for children, not just through the manufacturing of toys that children love, but through extraordinary efforts to ensure that no child in the community goes hungry.

Look at what Timberland, Lotus, Reebok and other companies are doing with the City Year urban "peace corps" program, which of course has been a model for national service. These companies have not just helped finance City Year, they have lent volunteers and manpower and time.

Look at the family and child policies at Fel-Pro, and Quad Graphics and so many others who have instituted flex time, job sharing, paternity and maternity leave, family savings accounts, all of which contribute to the happiness and stability of employees and thus make for a more productive workplace and a more secure society.

October 12, 1994

Hillary,

A couple of things to mention about the draft for you satellite feed to Business for Social Responsibility:

1) I've included examples of some neat things that companies are doing, and I've listed the companies by name. I'm just not sure if you think it's kosher to name some companies and not others.

2) The one name definitely worth mentioning (in the body of the text) is Alan Hassenfeld of Hasbro. He's a Republican and he's doing great things (trying to create a hunger-free community in Rhode Island and endowing a children's hospital in Providence). It would be a good non-partisan gesture to single him out.

3) At the end there is a phrase about how not every single company represented in BSR is "pure and perfect." There have been some news stories recently about BSR, criticizing some of the companies for laying off employees and being hypocritical about their mission of social responsibility. The point I was trying to make in the speech is that we shouldn't expect them to be perfect all the time. They can't be. Social change is a learning process, and at least they're trying to do innovative, good things.

I may polish a few rough spots in the morning. But this draft is more or less what you'll get, unless you'd like me to make major revisions. As always, I'm happy to do so. Just give a yell.

Thanks. Lissa

To: Lissa Muscatine
From: Kevin Moran
Re: Business for Social Responsibility
Date: October 12, 1994

Background:

Launched in June 1992 by fifty-four company leaders (including those from Stride Rite, Reebok, Ben & Jerry's, Stonyfield Farm, Working Assets, and the Calvert Group), Business for Social Responsibility is an organization designed "to give voice to the idea of socially responsible business, informing both the larger business community and the public policy makers in Washington, DC and state capitals." By the time it held its first national conference in October, 1993 it had emerged as a full-fledged national coalition, with more than 750 member and affiliated companies.

Most BSR companies base their corporate philosophies on the following "New Beliefs":

- Employees function best when they do meaningful jobs at fair wages in healthy working environments, are empowered to have a say in how they do their jobs, are respected for their individual contributions and needs, and enjoy a healthy balance between work and family life. Their performance is further enhanced by their employers willingness to invest in their continued personal and professional growth. The autocratic, authoritarian, abusive work place, where employers rule by tyranny and intimidation, is not good for business.

- Companies function best over the long run when located in healthy communities where the quality of life includes such factors as a below-average crime rate, adequate education and health care facilities, pools of qualified workers, robust economic activity, a healthy environment, and viable cultural and community institutions. When one or more of these do not exist, there is a higher likelihood that companies will find it more difficult to attract and retain qualified employees, and may face increased taxes or regulatory burdens resulting from deteriorating conditions.

- Companies that treat the natural environment with respect throughout their operations usually reduce their output of waste, achieve higher-quality products and services, and maximize resource efficiency, including their capital resources. Moreover, they generally face fewer costs of regulatory compliance, pay lower insurance rates, experience reduced incidence of costly litigation, and enjoy higher loyalty from their customers, both individual consumers and business-to-business clients.

- Companies must take a longer view of their operations. Short-term, quarterly-based management decisions frequently distort the true costs of doing business, both for companies and society. A growing number of decisions must be made with a broader perspective--of time as well as of the groups affected. That sometimes means forgoing short-term gain in favor of longer-term benefits.

- Corporate reputation will take on ever greater importance. A growing corps of customers--individual consumers as well as businesses and the public sector--is beginning to view company reputation and performance as criteria for their purchases. This is especially true of corporate and institutional customers, many of which have purchasing policies that give preference to products manufactured in a way that does not exploit workers or unduly harm the environment, including companies that do not engage in unethical business practices, discriminate against certain groups or classes, or support oppressive governments.

Interesting Quotes:

- As we prepare to enter the 21st century in an increasingly competitive marketplace, the challenge of promoting both competitiveness and sustainability has never been clearer. As employers we are concerned about the well-being of our current employees; the growth of our children into the next generation of citizens, leaders, customers, workers, and neighbors; and the quality of our lives and society. (HRC invitation)

From the Book

- "Here are some other things to keep in mind as you read this book:
  - Be patient. Implementing socially responsible programs requires change, and that can take considerable time and effort. Don't expect that new programs will immediately be successful and embraced by everyone in the organization. Take it one small step at a time. Social responsibility tends to spread: your success in one area will make it easier to try something in another.
  - The process never ends. Social responsibility is about continuous improvement; it is not a standard of accomplishment...
  - Everyone must participate. Successful social responsibility initiatives require participation from the top down and from the bottom...
  - This is not an add-on program. Social responsibility should be viewed as part of a companies culture and fabric."

- In 1993, HRC made the closing remarks at the Business Enterprise Trust (BET) Awards Ceremony. BET "seeks to shine a spotlight on acts of courage, integrity, and social vision in business." Remarks are included.

- Stonyfield Farm (a NH-based yogurt-maker) "has been visited by Bill and Hillary Clinton and Al Gore, who have come to discuss Gary Hirschberg's social vision and business practices." (294)

- "Timberland funded a public-private partnership run by City Year. Begun in 1987, it became a model for the Clinton's national service program. The City Year program "enrolls more than 200 young people between ages 17 and 22 from a variety of racial, cultural, and socioeconomic groups in a program that has been called a combination of boot camp and the Peace Corps. They serve the community for a year and are paid a $100-a-week stipend; when their year is up, they get a $5,000 scholarship." (207-8)

  NY-based grp

- "But with the election of Bill Clinton and Al Gore, the subject of business's responsibility in society has once again been emphasized by national leaders. The ideals of socially responsible companies parallel the administration's political agenda. Their stated agenda of rebuilding America through a cooperative effort that emphasizes each individual's value and the hard work of both individuals and institutions for the common good, and their espoused ideals--family and medical leave, community investment, individual involvement, diversity, lifelong learning, improved education, increased opportunities--all are consistent with socially responsible philosophies." (109)

Model Programs

- Fel-Pro Inc., Skokie, Illinois, (manufacturer of gaskets) has incredible selection of services for families and children. (184)

- Johnson & Johnson: wellness program

Just spoke w/ Ryan... hope this didn't cause problems last night.

Here are some more companies that seem to stand out in certain areas. I've included Lexus articles that support and explain their involvement in the different areas.

Company Name	Area	Page to See
Reebok	Community Service Community Awareness Public Housing Help	1
Keds, ARCO, Adidas New Balance	Los Angeles Fiteness Program	2
Body Shop	AIDS awareness Homeless Shelters Women's Support	3
Cellular One	Organ Donor/ Support	4
Levi Strauss	International Awareness	5
Xerox	Equal Opportunity Community Involvement	6
Shorebank Corp.	Housing Rehabilitation	6
S.C. Johnson & Sons, Inc.	Environmental Work	6
SAS Institute	Employee Care Health Care Fitness Centers	6

PS — Look at how Fortune evaluates companies.

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① 3RD STORY of Level 1 printed in FULL format.

PR Newswire

August 3, 1994, Wednesday

456-2742

SECTION: Financial News

DISTRIBUTION: TO BUSINESS EDITOR

LENGTH: 1577 words

HEADLINE: BOKS IGNITES GRASS ROOTS MARKETING EFFORT TARGETING TWENTYSOMETHING CONSUMERS; New Integrated Marketing Campaign Links Young Brand of Casual Footwear With Today's Active, Socially Responsive Twentysomethings

DATELINE: NEW YORK, Aug. 3

BODY:

The Boks(R) casual line of footwear today announced the launch of an innovative, high profile brand awareness campaign which focuses on the needs of the idealistic, yet practical, consumer of the twentysomething generation. Executed on a city by city basis, this campaign includes all new broadcast and print advertising, sales promotions, extensive merchandising efforts as well as a partnership with local, youth-led community service organizations.

"Young adults have recognized that their local communities need to be cleaned up and are very pragmatic in their approach to getting the job done," says Steve Fireman, president, Casual Division, Reebok International Ltd. "Through their involvement with community service, they are in the process of changing their neighborhoods and communities. Boks is dedicated to supporting that effort."

On a national level Boks is working with Project America to help make available a project handbook which can be used as a resource guide to assist groups and individuals in identifying needs in their community and creating projects that can help solve them. The project handbook will be distributed through Project America's toll-free number, featured in all of that organization's direct mail pieces (1-800-880-3352).

"Working with Boks has enabled us to communicate our message to a much broader audience," says Tim Fazio, founder of Project America. "And by bringing community service to the mainstream, we are able to heighten awareness of, and participation in, the community service movement."

In select cities, Boks will work with local volunteer boards composed of community service volunteers and members of partnering community service organizations to host the Boks: Sole Difference day of service. The first local program will take place in San Francisco on October 8, 1994.

NEW ADVERTISING CAMPAIGN FOR BOKS

In conjunction with this new grass roots marketing effort, Boks will launch an intensive advertising campaign beginning August 22 in San Francisco and March 1995 in New York, approximately six weeks prior to the community service day in each of the local markets.

The television and print advertising establishes Boks as the perfect solution for the twentysomething generation, which is interested in footwear and apparel that combine contemporary styling with everyday performance. Starting in the middle of August, Boks' television spots will appear throughout the San Francisco, San Jose and Oakland areas during programs such as "Late Night With David Letterman," "The Simpsons," "Seinfeld" and "Frasier." The younger segment can view Boks on several cable stations, including USA, Comedy Central and MTV, which debuts the Boks ads during the September 8th Music Awards.

Boks' outdoor campaign will be seen on over 60 billboards throughout the San Francisco Bay and San Jose areas. Radio advertising is planned for all the top Bay Area stations, including KITS-FM, KMEL-FM, KRQR-FM and KSOL-FM. National print ads will appear during September and October in lifestyle and fashion books, including Details, Mademoiselle, GQ, Rolling Stone and Spin.

BOKS: SOLE DIFFERENCE LOCAL EVENTS

The October 8 kick-off event in the San Francisco Bay Area, Project America, is being organized by Community Impact. Through a series of promotions with Live 105 (KITS), the project handbook will be made available to community members interested in participating in the day of service. Boks will also offer volunteers the Boks: Sole Difference action kit which includes certificates equivalent to $25-$100 for service supplies, Boks t-shirts, banners and tickets to a celebration/thank-you party.

The campaign will be brought to New York with the help of a local community agency such as New York Cares in early spring.

Supporting the campaign, Sole Difference posters will also be distributed to participating retailers in the local markets. These posters will educate consumers on how to get involved in the servathon. In addition, retailers will be supplied with Boks: Sole Difference point-of-purchase materials, which will further increase the awareness of the important community service program.

Boks, the full line of casual footwear and signature apparel from Reebok International Ltd., combine contemporary styling with quality construction and comfort. Each pair of Boks incorporates many of the technical innovations and performance characteristics pioneered by Reebok(R), the world's leading sports and fitness brand. The Boks line is distributed globally through leading department, specialty stores, and athletic shoe retailers.

BOKS
MARKETING PLAN SUMMARY

OBJECTIVE

To create excitement and build awareness of the Boks brand by executing a city-by-city, high profile, concentrated marketing campaign. This innovative campaign comprises the following three components:

Advertising

-- National print and local broadcast and billboard advertising campaign to begin six weeks prior to local community service day (August 22, 1994 in San Francisco - September and October 1994 issues of key lifestyle and fashion books; March 1995 in New York, outdoor and T.V. efforts begin)

-- Toll-free number to be included on national print advertising to direct consumers to participating retail outlets within a 50 mile radius of their zip code.

Retail Promotion

-- Conduct national sales assistant/consumer promotion entitled "Try On & Fly On Boks to Hawaii" during the six week marketing blitz (August 20 - September 30, 1994) to build brand awareness. Consumers try on a pair of Boks and are eligible to win a trip to Hawaii.

-- Encourage retailers to run newspaper advertisements in support of the consumer promotion, "Try On & Fly On Boks to Hawaii."

-- Sponsor a sales associate rally to excite and educate sales associates about Boks. Participants will receive a pair of Boks shoes.

Boks: Sole Difference -- Community Service Campaigns

-- Support enrolling young adults and youth-led community service movement, while at the same time making such participation fun and exciting.

-- Talk about partnering with local radio stations and retailers. Increase the number and diversity of community service projects by making the movement more accessible to a broad range of young adults.

-- Heighten awareness of the importance of community service through popular media.

Tactics:

-- Partner with the youth led and founded grass roots organization, Project America to distribute nationally the Project America Handbook (a resource guide to help young adults improve their local community by teaching them how to identify community projects and participate in a community day of service).

-- Work with local community service agencies to create a community day of service.

-- Distribute Boks: Sole Difference how-to-kit through local young volunteer boards composed of community service volunteers and members of partnering community service organizations, radio promotions and Boks retailers.

-- Execute series of radio, print and retail promotions in key cities during the six weeks prior to the community service day.

-- Partner with key retailers p.o.p. for Boks: Sole Difference campaign.

Local Program Components:

-- Distribute to participating retailers Boks: Sole Difference posters which also serve as proposal applications for community service project ideas.

-- Through high-profile local radio promotion, ask participants to submit proposals for local community service projects; project ideas are reviewed by a panel of young adult volunteers and administered by the local radio station.

-- Review proposals: winning proposals receive a Sole Difference Action Kit which includes:

-- Project America Handbook (guidelines for a successful project)

-- 100 Boks Community Service Thank You Certificates

-- Gift certificates equivalent to $25-$100 for service project supplies
-- 5 Boks T-shirts
-- 1 issue of Who Cares magazine
-- Boks banner
-- Tickets to celebration party or concert with a special hospitality/community action area

-- Offer 10,000 consumers Boks: Sole Difference Thank You Certificates for a $5 discount and a $5 Boks donation to local community service partner with purchase. Offer will be available for a limited period of time and will he redeemable at retail.

Boks: Sole Difference in San Francisco

-- Local community service organization participant is Community Impact.

-- Community Impact projects include refurbishing homeless shelters, creating carnivals for children with disabilities, beach clean-up and other worthy causes.

-- Community service day, scheduled for October 8, 1994, will include more than 100 one-day projects sponsored by Boks. Executed through a high profile, six week radio promotion (San Francisco-based KITS Live 105), a contest will award 100 winning project proposals with a Sole Difference Action Kit to utilize any of the 100 project sites in the San Francisco area.

-- Approximately 40 more project sites sponsored by Boks will be organized by local partner, Community Impact.

-- This San Francisco community service campaign will be partially duplicated in other local areas throughout the country, including New York, through 1996.

CONTACT: Denise Kaigler of Reebok International Ltd., 617-341-7869; or Monica Lally Marshall of Ketchum Public Relations, 212-536-8817

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 4, 1994

2ND STORY of Level 1 printed in FULL format.

PR Newswire

August 25, 1994, Thursday

SECTION: State and Regional News

DISTRIBUTION: TO CITY EDITOR

LENGTH: 245 words

HEADLINE: REEBOK SPONSORS 4TH NATIONAL PUBLIC HOUSING BASKETBALL TOURNAMENT OF THE NATIONAL ASSOCIATION OF RESIDENT MANAGEMENT CORPORATION (NARMC)

BODY:

Public housing residents from across the nation will join together to participate in NARMC'S Fourth Annual National Public Housing Basketball Tournament. Youth participants will meet today to receive athletic equipment contributed by Reebok Corporation at the Doubletree Hotel at Lincoln Center.

DALLAS, Aug. 25

Reebok values the importance of community partnerships. Understanding the tremendous talent pool existing in public housing across the nation, they solicited NARMC, a leading grassroots organization designed to foster programs that create economic empowerment for low-income communities, about sponsoring its 4th Annual National Public Housing Basketball Tournament.

Reebok's commitment extends far beyond the basketball court. Reebok passionately embraces the principles of NARMC and as a consequence, feels it must share responsibility in assisting to revitalize low-income communities throughout America.

Tom Carmody, Vice President of Sales and Promotions for U.S. Operations, and Barbara Jackson, Director of Urban Programs for Reebok, are happy about the developing relationship with NARMC. Kimi Gray, chairperson, NARMC, stated, "We at NARMC look forward to producing some innovative programs and ventures through our emerging partnership with the Reebok Corporation." CONTACT: Tonya Davis, 214-934-8400, or Alice Gomez, 214-951-8307, both of the National Association of Resident Management Corporation

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 26, 1994

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32ND STORY of Level 1 printed in FULL format.

PR Newswire

January 6, 1993, Wednesday

SECTION: State and Regional News

DISTRIBUTION: TO CITY, EDUCATION AND HEALTH EDITORS

LENGTH: 612 words

HEADLINE: LOS ANGELES BUSINESS, EDUCATION AND ATHLETIC COMMUNITY TEAM UP TO FORM FITNESS ALLIANCE

BODY:
LA Fit Successfully Completes Phase One of Pilot Fitness Program at Commonwealth Avenue Elementary; First Post-Riot Program Impacting Inner-City Schools

LOS ANGELES, Jan. 6 -- More than 50 volunteers from the fitness industry, youth organizations, athletic manufacturers and the professional education and business community have joined together to form the Los Angeles Fitness Alliance (LA Fit), a volunteer organization providing fitness programs for "at risk" Los Angeles school children. In less than six months, LA Fit has successfully implemented phase one of its fitness program and is the first post-riot program directly impacting inner-city schools.

LA Fit has developed and implemented a six-week cardiovascular and strength training program which helps elementary children develop an awareness and interest in fitness and sports. Classes are taught by well-known leaders in the aerobic and dance field, including David Roberti of Main Street Fitness Dance and Aerobic Center, Jami Perryman, Patty Munoz and Jay Fuentes of Brignole Fitness and Reggie Brown of Gold's Gym. The program is preceded by a two-week physical fitness test, which analyzes the students' progress. The LA Fit program has developed additional phases allowing the students to participate in the program throughout middle and high school graduation.

In addition to the hundreds of hours volunteered, the program is being supported by sports manufacturers including Adidas, Reebok, Keds, New Balance and Brooks. These athletic companies provide incentives for participation in the program in addition to awarding students for school attendance and good citizenship. LA Fit is also being supported by local companies including ARCO, who is underwriting the educational materials.

"The key to LA Fit is the volunteers' ability to reach out to these kids through dance and aerobic exercise," stated Roberti, one of the volunteer Fitness Founders. "The Alliance believes that inner-city kids can benefit from a program that teaches them to reach any personal goals, while becoming aware of fitness and achievement."

In September, LA Fit, with the help of the Los Angeles Unified School District and the Adopt-A-School Program, chose Commonwealth Avenue Elementary to test the program with the school's teachers and children. To date, more than six classes from the school, totaling more than 280 second, third, fourth and fifth graders, have participated in Phase One of the pilot program.

"LA Fit is an amazing outlet because we've seen virtually all of the children motivated," stated Rosalyn Carlton, principal of Commonwealth Avenue Elementary. "The children are feeling better about themselves, improving their attendance, and increasing their physical fitness. The students look up to the instructors as positive role models and the instructors have become part of our school's community."

The early success of the program has convinced the Board of Education to approve LA Fit as curriculum for 1993 and the alliance has targeted three more cluster schools in riot affected areas.

/EDITOR'S NOTE: A media day is being scheduled for Monday, Jan. 25, between 1-2:30 p.m. Reporters are invited to photograph the children and instructors during the regular LA Fit session! One-on-one interviews with students, teachers, instruo?rs and founders can be arranged by calling Dan Joyce or Camille Harris./

CONTACT: Camille Harris, executive director of LA Fit, 805-487-4311; or Dan Joyce of Casey & Sayre, 310-458-1224, for LA Fit

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 7, 1993

(4)

from The Body Shop International in the United Kingdom is subjected to similar microbial testing.

If there is ever a problem with any product in a shop, the product is immediately removed from shelves, and the entire product batch is recalled from all The Body Shops across Canada.

Leaders Against Animal Testing

Untruthful allegations have also been made against The Body Shop regarding its position on animal testing.

The Body Shop operates with the strictest policy of Against Animal Testing. The Company does not commission or test any cosmetic product or ingredient on animals. It NEVER has and it NEVER will.

The Body Shop recognizes the indisputable fact that many cosmetic ingredients have been tested on animals at sometime, somewhere in the world, sometimes as a legal requirement. The Body Shop campaigns to change the law and to ban animal testing. The Body Shop also funds research into alternative tests.

The Body Shop's five year rolling rule against animal testing is actively supported by leading animal rights organizations, including The British Union for the Abolition for Vivisection, The International Funds for Animal Welfare and many member-organizations of the European Coalition to End Animal Tests, as the most effective method of ending animal testing in the cosmetics industry.

Inspiring Positive Change

The Body Shop commitment to social responsibility is commendable. The company uses its shops as centres to promote positive social change. Among the countless and continuing examples of The Body Shop's commitment to social responsibility are:

- The Body Shop Canada's campaign to raise awareness and funds to help stop Violence Against Women raised more than $ 100,000 for The YWCA of/du Canada and the Canadian Women's Foundation to fund violence prevention programs.

- In the U.K., The Body Shop raised awareness of the plight of the homeless through a national campaign, and helped found "The Big Issue" -- a publication which provides employment to help the homeless.

- The U.S. Body Shops recently ran an AIDS awareness campaign that was applauded by AIDS activists across the country.

- The Body Shop Canada's Charitable Foundation was established to fund community groups and grassroots organizations working in the areas of the environment, youth programs, women's issues, and human rights with an emphasis on the rights of Canada's indigenous peoples. In the past year, more than $ 140,000 has been given out.

- The Body Shop has opened community stores in the U.K., Canada and United States. These shops, situated in economically disadvantaged communities, donate a percentage of profits back into the community to fund programs to improve the quality of life of those living in the neighbourhoods.

- The Body Shop UK has a unique child care component incorporated into its Home Office in Littlehampton, and The Body Shop Canada's new Home Office in Don Mills includes a revolutionary Family Centre.

Highest Environmental Standards

The Body Shop operates with the highest environmental standards. Examples include:

- The Body Shop International publishes an independently verified environmental audit as part of its annual financial reporting structure. All Body Shop Head Franchisees are now beginning to feed information into this process.

- The Body Shop operates an innovative refill and recycling program and only utilizes the most minimal packaging.

- The Body Shop has a policy of using ingredients which are least damaging to the environment.

- The Body Shop Canada's Home Office has set new standards for environmental buildings and has received awards recognizing the integration of environmental principles in the design process.

Fair Trade Benefits

The Body Shop supports indigenous people and communities in need. Since its founding, The Body Shop's Fair Trade program has accomplished a great deal in developing countries. Examples include:

- The Body Shop massagers that are produced in India help support health care and education programs and promote improved working conditions.

- The Body Shop Nepalese Paper Project in Nepal contributes to a community action fund for education, health care and environmental initiatives.

- Sustainable trading links with Kayapo communities in Brazil which help fund healthcare programs and provide alternative sources of income to the logging and mining which threaten their rain forest.

- In the Mesquital Valley in Mexico, 350 Nanhu Indian women trade with The Body Shop.

- The Body Shop manufactures more than 90 per cent of its soaps in Easterhouse, an economically depressed post-war housing project in Glasgow, Scotland, and donates after-tax profits to the community.

Each of The Body Shop's more than 1,000 stores in 45 countries around the world contributes to the community in which it operates. The company pays its staff to volunteer with local non-profit groups. In Canada for example, each store owner donates a minimum of 16 staff hours every month.

Franchisees Deny Allegations

In the Business Ethics article, its author, Jon Entine, charges that The Body Shop is facing a number of complaints from franchisees in the United States. Since this allegation surfaced, Anita and Gordon Roddick have received letters of support from 95 per cent of its American franchisees.

"In Canada, we have 110 shops and we have always had excellent relations with our franchisees," adds Ms. Franssen. "Of course, in any business there may be a past associate who is disgruntled, but surely that doesn't represent the complete picture."

Since the article has been published, many who were quoted have submitted letters saying their words were twisted, and several prominent activists have come out strongly against the magazine.

Leading U.S. consumer advocate Ralph Nader has condemned the article, stating, "The author sounds like the mouth that roared. Apart from his inclinations towards fiction, the author seeks to make smaller and better companies perfect. Maybe the next time he should get into the trenches and go after the likes of GE and Monsanto."

Ben Cohen, founder of the well known socially responsible ice cream company, Ben & Jerry's, resigned from the editorial board of Business Ethics, immediately following publication of the article.

Profits with Principles

"We felt it was important to refamiliarize people with The Body Shop's unique approach to profits with principles because of recent, malicious, and poorly researched media reports that undermine our good reputation," concludes Ms. Franssen.

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5TH STORY of Level 1 printed in FULL format.

PR Newswire

July 15, 1994, Friday

SECTION: Financial News

DISTRIBUTION: TO ASSIGNMENT, SPORTS AND HEALTH EDITORS

LENGTH: 482 words

HEADLINE: CELLULAR ONE(R) FURTHERS COMMUNITY INVOLVEMENT

DATELINE: COLUMBUS, Ohio, July 15

BODY:

The National Kidney Foundation of Ohio is pleased to announce Cellular One's support of TEAM OHIO's participation in an upcoming athletic competition for transplant recipients. Ohio-based Cellular One, serving Ohio and Michigan markets, is the exclusive gold medal sponsor of TEAM OHIO.

The company's own vice president of product development and kidney recipient Don Miller is part of the 54-member TEAM OHIO, a group of recipients of life-saving organ transplants, traveling to the campus of Emory University, Atlanta, Georgia, for the National Kidney Foundation 1994 U.S. Transplant Games sponsored by Stadtlanders(SM) pharmacy, August 3-7. This Olympic-style event, open to anyone who has received a heart, liver, lung, kidney, pancreas or bone marrow transplant, highlights the successful rehabilitation of transplant recipients and increases the awareness and support for organ donation and transplantation.

"Cellular One couldn't be more pleased to be a part of a program that will spread the word about organ donation and transplantation," said Leigh Wood, Cellular One's CEO. "We were made more aware of organ donation through Don's kidney transplant," she added.

Miller, age 46, received his kidney transplant on April 16, 1992. After a lengthy battle with kidney disease, Don lived eight months on hemodialysis, an artificial kidney machine, prior to his transplant.

"My transplant has given me a renewed outlook on life," said Miller. "Thanks to my donor, I feel better than I have in a long time and am now able to do things that I was unable to do previously."

Don is among the thousands of lives saved by the act of organ donation, however, over 34,000 people are currently waiting for their chance. "Everyone should consider organ donation, make the decision and share it with their family," encouraged Miller. One donor can save up to seven lives.

In addition to Cellular One's gold medal sponsorship, TEAM OHIO is also supported by a grant from the Levi Strauss Foundation as well as several transplant centers and organ procurement organizations throughout the state.

The National Kidney Foundation of Ohio is one of 50 affiliates of the National Kidney Foundation, Inc., the major voluntary health agency dedicated to the eradication of kidney and urinary tract diseases. Through its programs in research, patient and community services, professional education and public information, the Foundation is working to ensure every person who needs a life-saving organ transplant receives one. The National Kidney Foundation is funded entirely by public donations.

For more information about TEAM OHIO, the U.S. Transplant Games or organ donation, call the National Kidney Foundation of Ohio at 614-481-4030 or 800-242-2133. CONTACT: Renee Stith of National Kidney Foundation of Ohio, 614-481-4030 or 800-242-2133

LANGUAGE: ENGLISH

LOAD-DATE-MDC: July 16, 1994

(16)

12TH STORY of Level 1 printed in FULL format.

PR Newswire

April 4, 1994, Monday

SECTION: State and Regional News

DISTRIBUTION: TO BUSINESS AND ENVIRONMENTAL EDITORS

LENGTH: 608 words

HEADLINE: AMERICA'S CORPORATE CONSCIENCE AWARDS HONOR OUTSTANDING COMMITMENT TO SOCIAL RESPONSIBILITY

DATELINE: NEW YORK, April 4

BODY:

The Council on Economic Priorities, (CEP) best known for the guide, "Shopping for a Better World", (Ballantine Books) announced today that it is recognizing five companies for their commitment to social and environmental responsibility with its 1994 America's Corporate Conscience Awards. In honor of its 25th anniversary, CEP also selected two companies for special Silver Anniversary Awards.

CEP is a non-profit, public-interest research organization founded 25 years ago to study the role and responsibilities of corporations in the United States. It created America's Corporate Conscience Awards (ACCA) to encourage the development of innovative, socially responsible corporate programs in such areas as community involvement, equal employment opportunity and environmental stewardship.

This year's winners are:

Silver Anniversary Award - Large Company Xerox Corporation
For attention to equal opportunity employment, community involvement and employee volunteerism

Silver Anniversary Award - Small Company Shorebank Corporation
For leadership in development banking and commitment to renovating economically deelopment programs linking volunteers and cash to small business start-ups and housing rehabilitation

Environmental Stewardship - Large Company S.C. Johnson & Son, Inc.
For long-standing environmental policies that have resulted in significant reductions in chemical, water and solid wastes

Environmental Stewardship - Small Company Stonyfield Farm, Inc.
For supporting local farmers and actively pursuing company wide-recycling

Responsiveness to Employees SAS Institute
For outstanding employee benefits, including free on-site daycare, healthcare and fitness centers

International Commitment Levi Strauss & Company

For unprecedented commitment to non-exploitative work practices in developing countries, including paying to send former child laborers to school

Over its 25 years, CEP has influenced corporate practices through its annually updated "Shopping for a Better World" guide (Ballantine Books), which has sold nearly one million copies since its inception in 1988. The guides grade companies in eight categories, praising some, such as Colgate-Palmolive, General Mills, Johnson & Johnson and Kellogg, and "X-Rating" others, including Food Lion, MCI, Texaco and Tyson Foods. Also included in the "Shopping Series" is "Students Shopping for a Better World", which grades the makers of over 1,000 products marketed to teenagers. An accompanying teacher's guide is available.

To qualify for ACCA, companies must have at least five top ratings on CEP's social screens including community involvement, equal employment opportunity, environmental responsibility, and workplace issues. Companies are chosen for the innovation, significance, and replicability of their programs.

Winners of the 1994 America's Corporate Conscience Awards will be recognized at a gala dinner, April 21st at the Waldorf-Astoria. For tickets or further information on the dinner, contact Sue Maslo at 212-735-0752.

CONTACT: John Mohrbacher of Cone Communications, 617-227-2111; or Becky McSpadden, Council on Economic Priorities, 212-420-1133

LANGUAGE: ENGLISH

LOAD-DATE-MDC: April 5, 1994

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39TH STORY of Level 1 printed in FULL format.

Business Wire

January 25, 1993, Monday

DISTRIBUTION: Business Editors

LENGTH: 1397 words

HEADLINE: FORTUNE's annual list of The Most Admired Corporations in America: Merck is number one for the seventh straight year

DATELINE: NEW YORK

BODY:

Merck is the most admired corporation in America for the seventh consecutive year. The pharmaceutical manufacturer ranks No. 1 in FORTUNE's eleventh annual survey of corporate reputations, the cover story of the magazine's February 8 issue, on newsstands today.

Assisted by the opinion research firm Clark Martire & Bartolomeo, FORTUNE asked 8,000 senior executives, outside directors, and security analysts to rate 311 companies in 32 industries on eight key attributes: quality of management; financial soundness; quality of products and services; ability to attract, develop, and keep talented people; use of corporate assets; value as long-term investment; innovativeness; and community and environmental responsibility. (Following is a list of the 10 most admired companies, and a list of the top-ranked company in each of 32 industries.) *

The top three companies claim the same spots they took in last year's survey: Merck, No. 1; Rubbermaid, No. 2; and Wal-Mart Stores, No. 3. The 3M company jumped from the No. 8 spot last year to No. 4 on this year's list. Coca-Cola moved up, too, from No. 7 last year to No. 5 on the new list; it has been one of America's 10 most admired companies for four years running. After slipping from the top 10 in 1989, J.P. Morgan climbed back this year, taking the No. 9 spot. Boeing moves into the top ten from No. 12 on last year's list.

This year, for the first time, FORTUNE probed beyond the survey data to find out how much of a company's reputation can be traced to its tangible financial performance. A lot, it turns out, but far from all. The measures that correlate most closely with reputation turned out to be, in order of importance, 10-year annual return to shareholders, profits as a percent of assets, total profits, and stock market value. By contrast, total assets and a single year's earnings growth don't seem to get much respect. In all, FORTUNE finds that financial performance over time accounts for roughly half the perception of a company's reputation.

Which companies posted the biggest gains in corporate reputation since last year's survey? Chrysler (No. 232) is the league's leading rebounder for the 1992 season. Its total score jumped by 33.3 percent. The company's earnings and stock price have soared, partly on the strength of its snappy new line of LH cars. J.C. Penney (No. 148) and Salomon Brothers (No. 246) rubber-banded from last year's biggest losers to this year's top 10 gainers. J.C. Penney is successfully wooing value-conscious consumers with lower prices and higher quality. At Salomon, meanwhile, interim CEO Warren Buffett briskly cleaned

34TH STORY of Level 1 printed in FULL format.

PR Newswire

April 23, 1993, Friday

SECTION: State and Regional News

DISTRIBUTION: TO BUSINESS AND HEALTH EDITORS

LENGTH: 786 words

HEADLINE: ARKANSAS BUSINESS LEADERS CHALLENGED TO ADDRESS HIV/AIDS IN THE WORKPLACE

DATELINE: LITTLE ROCK, Ark., April 23

BODY:

"The time for silence is over. AIDS is a fact of life in our community and in our state." Judge F. G. "Buddy" Villines of Pulaski County made the statement during his opening remarks today to more than 150 corporate executives, at a conference on workplace-based HIV/AIDS programs.

The Governor's Business Responds to AIDS Conference addressed the need for employers to develop and implement HIV/AIDS policies and education programs across the state. The conference was cosponsored by the Centers for Disease Control and Prevention (CDC) in collaboration with the Arkansas State Chamber of Commerce, Associated Industries of Arkansas, Inc., Greater Little Rock Chamber of Commerce, Jacksonville Chamber of Commerce, North Little Rock Chamber of Commerce, and Sherwood Chamber of Commerce.

During his speech today, Governor Jim Guy Tucker stressed the importance of educating employees across Arkansas. "Employers must prepare their employees by providing HIV workplace policies and education. This growing national problem mandates that we on the state level meet the challenge in our communities and our businesses."

Representatives from both large and small business and labor organizations from around the state attended the conference. Topics discussed included workplace policy, legal issues, prevention education, supervisory training, community support, and resources and volunteerism.

Lee Smith, chairman of the National Leadership Coalition on AIDS, and former president, Levi Strauss International, made a strong appeal to employers to develop HIV/AIDS workplace programs.

"Businesses need to play a leadership role in helping to provide HIV prevention information to employees, their families, and the community. It's good for the country, it's good for each state, and it's good for business," Mr. Smith said.

Fred Kroger, director of the National AIDS Information and Education Program at the CDC, spoke about the need for an effective workplace response. "AIDS primarily affects persons in the working sector. The response by Arkansas and its leadership in encouraging business and labor to respond effectively to AIDS epidemic is most commendable. Prevention is our most important business."

PR Newswire, April 23, 1993

The federal government's new Business Responds to AIDS program (BRTA) was presented by Angie Hammock, director of the Business Responds to AIDS Program at CDC. The program is designed to help Arkansas business and labor leaders initiate their HIV/AIDS education efforts.

Ms. Hammock emphasized several elements of the BRTA program including: CDC's network of national business and labor partners, HIV/AIDS educational materials, and a resource service available to businesses. The partners assist in promoting and implementing comprehensive workplace programs.

Through the BRTA program, businesses can obtain a manager's kit or labor leader's kit of materials which provide step-by-step guidance for planning, developing and implementing workplace HIV/AIDS education programs. The national program also includes a centralized resource service at the CDC National AIDS Clearinghouse. The BRTA Resource Service provides business and labor with easy access to information and materials for developing these programs.

Trudy James, executive director, Regional AIDS Interfaith Network, offered guidance on community support and local resources available to businesses for developing workplace HIV/AIDS programs. "Our organization has personal experience with people who are living with AIDS in Arkansas. Our goal is to work with their employers and offer education to reduce fear and misinformation so that people with AIDS who are healthy and asymptomatic can continue to work and be productive."

Rosalind Brannigan, director, Workplace Resource Center, National Leadership Coalition on AIDS, moderated a panel discussion on workplace issues surrounding

May 9, 1994

First Lady Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20050

Dear Mrs. Clinton:

On behalf of the Board of Directors of Business for Social Responsibility, we are writing to invite you to address our upcoming national conference, which will be held in Cambridge, MA on October 12-14 at the Cambridge Marriott Hotel.

BSR was formed in 1992 to bring together businesses of all sizes and sectors to develop, support, disseminate and advocate responsible corporate practices and public policies that benefit not only our companies, but also our employees and communities, our economy and environment. During the past two years, BSR membership has grown to over 850 companies, including such innovative businesses as: The Stride Rite Corporation, Hasbro, Lotus Development Corporation, Ben & Jerry's, The Body Shop USA, The Calvert Group, Honeywell, Target, Time-Warner, The Timberland Company--plus national and local manufacturers, distributors and retailers.

We were honored to welcome President Clinton at our first national conference, held in Washington in October 1993. The event, which also featured Secretary Reich, brought together 500 business leaders from across the country to discuss a wide variety of issues related to corporate practices and public policy. What this diverse group has in common is a point of view; a belief that profitability and socially responsible corporate policies and practices are not only compatible, but are inextricably linked.

Throughout the campaign and since taking office, the Clinton Administration has stressed the need for the American people to take personal responsibility for affecting change in our country. While they are drawn from all points on the political spectrum, these business leaders not only share that vision, they are making it a reality in their companies by integrating social, environmental and employee well-being in corporate planning and decision-making. They understand that there is a tremendous cost--in human, economic and environmental terms--to ignoring the impact, the potential and the responsibilities of the business sector.

BSR

Business for Social Responsibility

1030 15th Street, N.W.
Suite 1010
Washington, D.C.
20005

Tel 202.842.3400
Fax 202.842.3135

As we prepare to enter the 21st century in an increasingly competitive global marketplace, the challenge of promoting both competitiveness and sustainability has never been clearer. As employers, we are concerned about the well-being of our current employees; the growth of our children into the next generation of citizens, leaders, customers, workers, and neighbors; and the quality of our lives and our society. We hope that you will be able to join us to share your views on the pressing issues facing our nation and our global neighbors.

The BSR conference will begin with dinner on Wednesday, October 12 and will conclude following lunch on Friday, October 14.

We would be honored to welcome you as our keynote speaker for the conference, and would be happy to work with your staff to accommodate any availability you would have during our event.

Thank you for your consideration of our request.

Sincerely,

Bob Dunn   Arnold Hiatt   H Mills

Robert H. Dunn
levi Strauss & Co.

Arnold Hiatt
The Stride Rite Foundation

Helen Mills
The Body Shop

BSR 1994 CONFERENCE

October 12-14, 1994—Cambridge Marriott

AGENDA

(As of 10/5/94)

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12:00 p.m. **BSR Board Meeting**

3:00 p.m. **BSR Membership Meeting**

6:00 p.m. **Opening Reception**
hosted by Greater Boston BSR

7:00 p.m. **Opening Dinner**

8:00 p.m. **Opening Program: "Beyond the Bottom Line"**
Host: Arnold Hiatt, Stride Rite
Speakers: Debbie Aguirre, Tierra Pacifica
Helen Mills, Soapbox Trading Co.
Bob Dunn, BSR President

9:00 p.m. **Book-signing and Dessert**

THURSDAY, OCTOBER 13

6:00 a.m. **Morning Yoga/Stretching Sessions**
(instructors from The Longfellow Clubs)

7:00 a.m. **Breakfast**

7:30 a.m. **Panel: "Transforming American Business: Moving Toward Ecologically Sustainable Commerce"**
Joel Makower, author, *Beyond the Bottom Line* (moderator)
Paul Dolan, Fetzer Vineyards
Bryan Thomlison, Church & Dwight
Barbara Ennis, AT&T

9:15 a.m. **BREAK-OUT SESSIONS**

- **Business and the Environment: Creating a Public Policy Agenda for Environmentally Sustainable Commerce**

John DeVillars, EPA Regional Administrator (moderator)
Joe Romm, Department of Energy
Armond Cohen, Conservation Law Foundation
John Imes, Quad/Graphics

- **Environmental Tools for Small Business**

Rebecca Reynolds, Environmental Futures (moderator)
Stephan Gersh, Essex Retreat/Conference Center*
Eva Anderson, Eva Anderson Design
Karen Brown, EPA Small Business Ombudsman*

- **Business Responds to AIDS**

Michael Durney, Lotus Development Corporation
Michael Seltzer, Funders Concerned About AIDS

- **Business and Community: Creating A Successful Volunteer Program**

Ken Freitas, Timberland
Mark Vasu, City Year
Pat Bland, Points of Light
Mark Feldman, Americorps
Suzanne Douglas, Supermarket Communications

- **Pension Funds vs. Performance: Does Social Investing Make a Difference?**

Fran Coopersmith, Brandywine Asset Management
John Freeman, Martingale Asset Management
Greg Hamilton, Security Management Company
Carla Mortensen, Social Investment Forum

- **The Employee-Owned Business**

Employees of Webster Industries*

11:00 a.m. **BREAK-OUT SESSIONS**

- **Business Responds to Global Climate Change: How to Reduce Greenhouse Gas Emission and Improve the Bottom Line**

Rebecca Calahan Klein, BSR Education Fund (moderator)
Bill Sikute, Honeywell
Dick Morgenstern, EPA
Peter Fox-Penner, DOE

- **Eco-Auditing**

Nancy Hirshberg, Stonyfield Farm
Jody Wright, Motherwear
Tedd Saunders, Saunders Hotel Group
Greg Steltenpohl, Odwalla
Gil Friend, Gil Friend & Associates

- **Creating Economic Opportunity Within Community**

Ella Williams, Aegir Systems
Susan Spriggs, City Works
Jef Hoeberichts, Greyston Corporation

- **Your Business and the ADA: Creating Accessibility**

Terry Ann Lunt, Greater Boston Rehabilitation Services
Katherine McGuiness, Katherine McGuiness & Assoc.
Ellen Carno, Au Bon Pain*

- **Financing a Socially Responsible Small Business**

Tim Joukousky, Highland Financial Group
Ron Homer, Boston Bank of Commerce
Kim Wilson, Working Capital
Steve Rothstein, Environmental Futures

- **Ten Million Socially Responsible Consumers: Can They Be Organized?**

Mitch Rofsky, Amalgamated Insurance
Laura Scher, Working Assets Funding Service
Alisa Gravitz, Co-op America
Richard Cross, Cross Rapp Associates

First Lady Remarks

12:30 p.m. **Luncheon/Program: Perspectives on Socially Responsible Business**
Udayan Gupta, Wall Street Journal
Frank Walker, Walker Research
Caleb Schutz, IBM
Bob Dunn, BSR President

2:15 p.m. **BREAK-OUT SESSIONS**

- **Social Responsibility Research: Who Needs It (and Who Needs to Do It)?**

Peter Kinder, Kinder Lydenberg Domini
Donna Wood, University of Pittsburgh

- **Daycare in the Workplace**

Karen Leibold, Stride Rite

* Invited

Derrick Forrister, DOE (moderator)*
Carl Christ, Gillette*
Marsha Gorden, Mass. Water Resources Authority
Peter Keat, Sacramento Municipal Utility Dist.
Peter Gibson, Mass. Electric System

• **Greening the Supply Chain How to Improve the Environmental Performance of Your Supplier Base**

Steve Rothstein, Environmental Futures (moderator)
Terry Gips, Aveda Corporation
Beth Hayes, American Airlines
Howard Sutton, Steelcase Furniture

• **Beyond the Feel Good: Marketing the Message of Socially Responsible Business**

Bestor Cram, Northern Lights Production
Liz Kay, Eco-Logical Solutions
Nance Guilmartin, Communications Strategies

• **Corporate Giving: Today's Challenges and Opportunities**

Sharon Cohen, Reebok International, Ltd.
David Robinson, Federal Home Loan Morgage Corporation
Bob Dunn, BSR President
Peter Karoff, Philanthropic Initiative*

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• Hospitality Industry and Green Design - Peter Allison, Eco-Sollutions
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Matt Melmed, Conn. Assn. for Human Services
Terri Lockhead, Children's Alliance of NH
Barbara O'Brien, Colorado Children's Campaign

• **ISO 14000 and 9000: Certifying Environmental and Product Quality**

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Barbara McGuiness, DuPont
Jim Margolis, Arthur D. Little
Dorothy Bowers, Merck and Company

Michael Italiano, Green Building Council (moderator)
Amory Lovins, Rocky Mountain Institute
John Bernaden, Johnson Controls
Keith Winn, Herman Miller

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Management and employees of the Boston Park Plaza and Longfellow Clubs

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John Mahon, Boston University
Sandra Waddock, Boston College
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Elissa Sheridan, Levi Strauss
Dominic Kulik, Take the Lead

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Amy Domini, Loring, Coolidge & Woolcott

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David Robinson, Freddie Mac
John Riggan, The Conservation Company
Eldon Kramer, Honeywell
Ciro Scalera, Assn. for Children of New Jersey

• **Recycling & Waste Management: Making It Pay**

Emily Hess, Wastecap (moderator)
Bill Lindsey, Veryfine
David Wefring, 3M
Stephen Anastos, Global Recycling Techonologies

• **Doing It Right the First Time: Green Design and Product Takeback**

Kelly Corbet, Corbet Consulting (moderator)
Dr. J. Ray Kirby, IBM
Lester Lave, Carnegie Mellon University

• **Negative Press: Best Practices, Worst Nightmares**

Liz Bankowski, Ben & Jerry's
David Fenton, Fenton Communications
Robert Triefus, Ketchum Public Relations
Doug Cahn, Reebok

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Moderated by Dominic Kulik, Take the Lead, and Susan Spriggs, Soapbox Trading Company

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Keynote: Dr. Rosabeth Moss Kanter, Harvard Business School

2:30 p.m. **Optional Plant Tour: Veryfine Products, Inc.**

See the nearly 100% waste-free facility, recycling plant, and $8.5 million water-purification facility.

* Invited

FOR RELEASE

Contact: Denise Kaigler
(617) 341-5000

REEBOK EXPANDS SOCIAL RESPONSIBILITY INITIATIVE

STOUGHTON, MA -- Since 1979, Reebok has been making a difference both in the athletic footwear industry and society as a whole by developing a socially responsible worldwide corporate giving program.

In the last decade, Reebok has sponsored an anti-racism educational series; inner-city redevelopment programs; internship programs for underprivileged youth and entertainment and fundraising activities. The company was the only corporate representative to serve on the committee coordinating Nelson Mandela's 1991 visit to Boston. Reebok also sponsors the Reebok Human Rights Award, the only award to honor young people who have significantly raised awareness in the international struggle for human rights, and "Witness", a project designed to help human rights activists report on the abuses they observe by arming them with video cameras, fax machines and computers.

The Reebok Foundation provides funding for charitable activities and community outreach programs around the world. Last year, company employees donated their time to high school and university educational programs, and corporate owned stores in Santa Monica, CA., Boston and New York City helped support local area charities. Among the organizations benefiting from long-term Reebok support are: City Year, an urban "Peace Corps" for youth; the Jackie Robinson Foundation, a youth advocacy organization providing scholarships and counseling to minorities and economically disadvantaged young people; the United Negro College Fund; National Urban League and Urban League of Eastern Massachusetts; TransAfrica; NAACP; Boys and Girls Clubs of Boston and the CIAA basketball tournament.

In addition, Reebok was one of the founding sponsors of Club B, an academic club designed to encourage scholastic excellence among New York City public high school students. For maintaining at least a B average, the student members receive discounted Reebok product.. Reebok has also developed its own urban youth tennis academy -- a program that identifies and provides full tennis scholarships for talented, financially disadvantaged youngsters -- and a court renewal program, which has refurbished nearly 30 high-use, run-down basketball courts across the country.

(more)

Other socially responsible activities include Reebok's support of the American Oceans Campaign. Under the leadership of its executive director, actor Ted Danson, the AOC works to preserve America's oceans by raising both funds and awareness.

The Reebok Foundation also donated $125,000 to SAFE (South Africa Free Elections) to support the recently successful democratic elections in South Africa; sent more than 1,000 pairs of shoes to refugees in the war-torn Balkans (the former Yugoslavia) and organized employee volunteerism at homeless shelters during holiday festivities.

This Fall, Boks, the casual shoe division of Reebok, kicked off its new community service campaign, "Boks Sole Difference", designed to empower twentysomethings to make a difference in the communities in which they live and work. The campaign, which debuted in San Francisco in October 94, is a salute to the re-emergence of the volunteer spirit within America's youth. Scores of young people throughout the Bay Area joined forces to improve the dilapidated conditions of various neighborhoods. The "Boks Sole Difference" community service projects included painting a graffiti-ridden school, planting flowers in an inner-city park, feeding the homeless and coordinating a shoe drive for homeless and disadvantaged people.

"Reebok has made being socially responsive a corporate priority," said Paul Fireman, the company's chairman and chief executive officer. "From implementing a minority business purchasing program - guaranteeing a certain percentage of Reebok's business to minority-owned companies - to establishing the Reebok Human Rights Production Standards, we have incorporated social responsibility in every aspect of our business and encourage other corporations to do the same."

Reebok believes that helping to preserve the mind and the body is also an important part of being socially responsible. Through Reebok University, the company's "university without walls", instructors are trained to develop exercise programs which encourage and teach people throughout the world and at every fitness level how to begin and maintain a healthy lifestyle through fitness.

Reebok International Ltd., headquartered in Stoughton, MA., is a leading worldwide designer, marketer and distributor of sports, fitness and casual footwear and apparel. Principal operating units include the Reebok Division, Avia Group International, Inc. and The Rockport Company, Inc.

# # #

CONTACT: Diane Bancroft -- 415/984-6358
Claire Nickelson -- 415/984-6348
KETCHUM PUBLIC RELATIONS

BOKS STEPS FORWARD TO MAKE A "SOLE DIFFERENCE" WITH COMMUNITY IMPACT

-- Bay Area Day of Service Encourages Young People to Get Involved--

SAN FRANCISCO, August 24 -- They're not Yuppies, post-baby-boomers, or members of the so-called "lost" x-generation. In fact, there is no term yet to accurately describe the growing number of young professionals in their twenties who are leading grassroots efforts to make a difference in their communities.

In a salute to the re-emergence of the volunteer spirit within America's youth, Boks, the casual shoe division of Reebok, will sponsor the Bay Area Day of Service on October 8, 1994 including Boks Sole Difference and Project Impact. Boks Sole Difference is part of Project America, a national servathon initiative slated for October in cities nationwide.

"We designed Boks Sole Difference and focused on a Bay Area servathon day to make it easier for people in my generation to make an impact in their community," says Jennifer Clifford, Boks Sole Difference coordinator. "We can either design our own project, or join local volunteer agencies to help implement service projects already in progress. The message is, no matter what vehicle we choose -- we're involved."

BOKS SOLE DIFFERENCE -- BRINGING IDEAS TO LIFE

The Boks Sole Difference Service Campaign will kick-off Labor Day weekend with Bay Area wide promotions on KGO-TV, KITS-FM (Live 105), and advertising at retail outlets throughout the Bay Area. Listeners will be encouraged to submit their best ideas for a one-day community service project within the Bay Area.

- more -

The top 100 community service ideas submitted by Bay Area listeners will be awarded a Boks Sole Difference Action Kit. The kit will include a Project America Action Guide to community service, and mini-grants for service project supplies. All Boks project winners will conduct their projects on the Bay Area Day of Service.

PROJECT IMPACT -- COMMUNITY IMPACT AROUND THE BAY

For those who want to join an existing effort, Boks has teamed up with Community Impact, a local non-profit community service organization that creates service projects for volunteers. The October 8th event marks Community Impact's first Bay Area Servathon, Project Impact.

Project Impact will pair more approximately 1,000 individuals with nearby public service agencies. Volunteers will then spend the day on projects such as refurbishing homeless shelters, planting trees, building trails or sorting donations at food banks.

"We've found over the years that many people want to get involved in service-oriented activities, but have difficulty finding programs that match their interests," says Peggy Propp, executive director of Community Impact. "We're here to match those volunteers with programs and projects that interest them. Our hope is that they'll continue some sort of commitment long after this service day has come and gone."

The Boks Sole Difference and Project Impact day of projects will end with a blowout party for all of the Boks Sole Difference and Project Impact volunteers to celebrate their hard work.

PROJECT AMERICA

The Bay Area Day of Service is designed to kick-off Project America's first annual national day of community improvement -- scheduled for October 15, 1994. As with the Bay Area's kick-off day of service, the national servathon day will match project leaders with volunteers, and volunteers with local service agencies.

- more -

"Our goal at Project America is to teach and inspire people to take positive steps to improve their communities, and to facilitate relationships between volunteers and the organizations that need them," says Project America founder, Tim Fazio. "We believe the Bay Area Day of Service is a perfect way to kick-off the national campaign."

TO PARTICIPATE:

Boks Sole Difference:	Pick-up a project form at a local retailer, complete it, and mail it to KITS-FM for consideration by Community Impact.
Project Impact:	Call (415) 323-7131
Project America Handbook:	Call 1 (800) 880-3352

###

Reebok Human Rights Programs

Reebok and Human Rights

Reebok first became involved in the cause of human rights in 1988, when the company joined with Amnesty International in sponsoring the **Human Rights Now!** international concert tour. The tour, featuring artists such as Bruce Springsteen, Sting and Peter Gabriel, sought to raise awareness of human rights on the 40th anniversary of the U.N. Declaration of Human Rights.

As an outgrowth of the tour and in tribute to the many young activists Reebok met around the world, the **Reebok Human Rights Award** was created that same year. Five years later, the Reebok Human Rights Award remains the only corporate human rights award exclusively for young people.

The Reebok Human Rights Award recognizes young people on the front lines of human rights work who, early in their lives and against great odds, have significantly improved the human rights conditions of people in their communities. Each year, four recipients are chosen by the Reebok Human Rights Board of Advisors from nominations from around the world. The recipients must all be 30 years of age or younger and cannot advocate violence.

To support their work, The Reebok Foundation distributes $25,000 to a human rights organization designated by each recipient. Past Award recipients have put this money to work for projects such as: rebuilding Kurdish villages, fighting for Native American land rights, educating black South Africans, fighting for the rights of battered women, and establishing an information network for Chinese dissident students.

In 1992, The Reebok Foundation joined with the Lawyers Committee for Human Rights and musician Peter Gabriel to create "Witness," a program to arm human rights groups with the tools of mass communication such as video cameras, fax machines and computers. Through "Witness," activists everywhere will be able to alert the world to the abuses they observe.

100 Technology Center Drive, Stoughton, MA 02072, U.S.A., 617-341-5000 FAX 617-297-4806

REEBOK MKTG/COMM ID:6172974312 OCT 12'94 16:29 No.011 P.07

The BSR Conference draws business leaders and academicians from across the country to examine a variety of issues. This year, we are pleased to welcome Dr. Robert Coles of Harvard, who will introduce our next area of program development--children's issues. As citizens, employers and neighbors, we all have a significant stake in the well-being of our children. BSR will identify initiatives in the areas of workplace policies, community partnerships and, occasionally, public policy where our leadership as a business group can make a difference.

ADDRESS BY THE FIRST LADY

The First Lady will be introduced by Helen Mills, President of The Mills Group and Soapbox Trading Company, headquartered in Fairfax, VA. Helen has been a frequent participant in White House business-related events and is acquainted with Mrs. Clinton. I will be in touch with you regarding the remarks she should make in her intro.

I have been told that you prefer an interactive format with the ability to focus cameras both on the group and on selected individuals. There will be a number of familiar faces in the group: Arnold Hiatt, Stride Rite Foundation; Alan Hassenfeld, Hasbro; Ashley Korenblat; Mary Ann Mills, Earth Force; Helen Mills, Sr.; Ben Cohen, Ben & Jerry's; Judy Wicks, White Dog Cafe; Gary Hirshberg, Stonyfield Farm Yogurt to name a few.

The themes of affecting change, taking responsibility and providing leadership are quite appropriate for this group. Helen told me of a NAWBO event at the White House a few weeks ago and how inspiring and effective the First Lady's remarks were. Given her strong record of leadership on children's issues, we would be happy to have her touch on that theme as well.

3 pages

BSR

Business for Social Responsibility

October 8, 1994
1:15 p.m.

To: Julie Hopper

Fr: Kathy Grimes, BSR

Re: First Lady's Speech to BSR Conference (via satellite)

I just spoke to Arnold Hiatt regarding our conversation about the First Lady addressing the BSR Conference via satellite. While we are of course disappointed that she can't join us in person, we very much appreciate your offering the satellite option.

Attached you will find a summary of the program agenda for the conference. In reviewing the program, I think it would make more sense for the First Lady's remarks to occur during the Thursday evening session, which is entirely devoted to children's issues. Dr. Robert Coles will speak, and the leaders of Hasbro, Fel-Pro and Freddie Mac will convene a panel on the programmatic initiatives their companies have undertaken. Given the First Lady's strong leadership in this area, I think it would be a wonderful opportunity to offer her perspective to the group.

We can be flexible with the evening schedule to accommodate the First Lady's needs. I will forward additional information on BSR, the conference, and our children's agenda to you over the weekend, and then will follow-up with you on Monday to discuss the technical aspects of the arrangement.

Thanks for your assistance with this matter.

1030 15th Street, N.W.
Suite 1010
Washington, D.C.
20005

Tel 202.842.5400
Fax 202.842.3135

printed on recycled paper with soy-based inks

Carla Mortensen, Social Investment Forum * Invited

• Partnering with Utilities: Sharing the Environmental and Economic Gains
Derrick Forrister, DOE (moderator)*
Karl Christ, Gillette*
Marsha Gorden, Mass. Water Resources Authority
Peter Keat, Sacramento Municipal Utility Dist.
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Lester Lave, Carnegie Mellon University

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7:00 a.m. **Breakfast**

7:30 a.m. **Panel: "Transforming American Business: Moving Toward Ecologically Sustainable Commerce"**
Joel Makower, author, *Beyond the Bottom Line* (moderator)
Paul Dolan, Fetzer Vineyards
Bryan Thomlison, Church & Dwight
Barbara Ennis, AT&T

9:15 a.m. **BREAK-OUT SESSIONS**

- **Business and the Environment: Creating a Public Policy Agenda for Environmentally Sustainable Commerce**

John DeVillars, EPA Regional Administrator (moderator)
Joe Romm, Department of Energy
Armond Cohen, Conservation Law Foundation
John Imes, Quad/Graphics

- **Environmental Tools for Small Business**

Rebecca Reynolds, Environmental Futures (moderator)
Stephan Gersh, Essex Retreat/Conference Center*
Eva Anderson, Eva Anderson Design
Karen Brown, EPA Small Business Ombudsman*

- **Business Responds to AIDS**

Michael Durney, Lotus Development Corporation
Michael Seltzer, Funders Concerned About AIDS

- **Business and Community: Creating A Successful Volunteer Program**

Ken Freitas, Timberland
Mark Vasu, City Year
Pat Bland, Points of Light
Mark Feldman, Americorps
Suzanne Douglas, Supermarket Communications

- **Pension Funds vs. Performance: Does Social Investing Make a Difference?**

Fran Coopersmith, Brandywine Asset Management
John Freeman, Martingale Asset Management
Greg Hamilton, Security Management Company
Carla Mortensen, Social Investment Forum

- **The Employee-Owned Business**

Employees of Webster Industries*

11:00 a.m. **BREAK-OUT SESSIONS**

- **Business Responds to Global Climate Change: How to Reduce Greenhouse Gas Emission and Improve the Bottom Line**

Rebecca Calahan Klein, BSR Education Fund (moderator)
Bill Sikute, Honeywell
Dick Morgenstern, EPA
Peter Fox-Penner, DOE

- **Eco-Auditing**

Nancy Hirshberg, Stonyfield Farm
Jody Wright, Motherwear
Tedd Saunders, Saunders Hotel Group
Greg Steltenpohl, Odwalla
Gil Friend, Gil Friend & Associates

- **Creating Economic Opportunity Within Community**

Ella Williams, Aegir Systems
Susan Spriggs, City Works
Jef Hoeberichts, Greyston Corporation

- **Your Business and the ADA: Creating Accessibility**

Terry Ann Lunt, Greater Boston Rehabilitation Services
Katherine McGuiness, Katherine McGuiness & Assoc.
Ellen Carno, Au Bon Pain*

- **Financing a Socially Responsible Small Business**

Tim Joukousky, Highland Financial Group
Ron Homer, Boston Bank of Commerce
Kim Wilson, Working Capital
Steve Rothstein, Environmental Futures

- **Ten Million Socially Responsible Consumers: Can They Be Organized?**

Mitch Rofsky, Amalgamated Insurance
Laura Scher, Working Assets Funding Service
Alisa Gravitz, Co-op America
Richard Cross, Cross Rapp Associates

12:30 p.m. **Luncheon/Program: Perspectives on Socially Responsible Business**
Udayan Gupta, Wall Street Journal
Frank Walker, Walker Research
Caleb Schutz, IBM
Bob Dunn, BSR President

2:15 p.m. **BREAK-OUT SESSIONS**

- **Social Responsibility Research: Who Needs It (and Who Needs to Do It)?**

Peter Kinder, Kinder Lydenberg Domini
Donna Wood, University of Pittsburgh

- **Daycare in the Workplace**

Karen Leibold, Stride Rite

* Invited

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Phone No. (Partial) (1 page)	10/11/1994	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Speechwriting
OA/Box Number: 8170

FOLDER TITLE:

HRC [Hillary Rodham Clinton]/BSR [Business for Social Responsibility] (via Satellite) 10/13/94

2012-1004-S
ms529

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

-Bio of Bob Dunn

[001]

Post-it® Fax Note 7671	Date 10/11	# of pages ▶ 6
To Liz Bowyer	From Kathy Grimes	
Co./Dept.	Co.	
Phone #	Phone #	
Fax #	Fax #	

BSR

Business for Social Responsibility

1030 15th Street, N.W.
Suite 1010
Washington, D.C.
20005

Tel 202.842.5400
Fax 202.842.3135

October 11, 1994

To: First Lady's Scheduling Office
Attention: Liz

Jeremy Benami
Admin. on Aging

Fr: Kathy Grimes, BSR

Moya Thompson

Re: First Lady's Address to BSR Conference (via satellite)

KATH FONTENO 5-7757 Belle Sawhill → 5484

We are very excited to have the First Lady address the BSR Conference on Thursday. I've put together some background information on BSR and the conference for your use. I am at the Cambridge Marriott, and can be reached either through the BSR Conference registration desk or by leaving a voice mail message in my room. The main number of the hotel is 617.494.6600. [redacted] P6/b(6)

N.A. Min
Medicare

BSR

BSR was formed in 1992 to advocate and promote socially responsible business practices, including workplace, environmental and community policies. From 54 companies, BSR membership has grown to over 850 member and affiliated companies, including such well-known businesses as Stride Rite, Levi Strauss & Co., Hasbro, Timberland, Ben & Jerry's, Lotus Development, Fel-Pro, Honeywell, Target, The Body Shop, The Calvert Group, Reebok and South Shore Bank.

BSR member companies span the political spectrum, but they share the belief in the power of business to affect change.

We are very proud to note that Bob Dunn, Executive Vice President for Corporate Affairs for Levi Strauss & Co., has recently been named President and CEO of BSR and the BSR Education Fund. Bob's long history in the public sector, with President Carter and Ambassador Lucey, coupled with his distinguished career in the business world, will serve BSR well as we seek to change the way business is done in the 21st century.

THE BSR CONFERENCE

Our conference will convene on Wednesday evening, October 12 and conclude following lunch on Friday, October 14. A draft agenda is attached. We anticipate an audience of 300-350 people for the First Lady's address.

as building a strong, socially responsible community. We have to regard our people as our greatest resourse, one worth investing in. We have to accept that change requires time and effort, that we will

one of the lessons we learn is that there are many equally good ways to achieve the same goal.

empowering individuals with the tools they need to make better lives for themselves and their families. In that way government plays a part in making sure

And finally, I am extremely pleased to see the coalition taking up children's issues as its next area of program development. Too often we assume that children's issues are solely a province of government, or schools, or non-profit organizations. But clearly the business community has a strong role to play, be it in developing workplace policies that enable parents to care for their children more effectively, or in partnerships with community organizations that sponsor children's programs, or in influencing public policy on behalf of children. I hope you will explore all the different ways that businesses can invest in our children and in our futures.

timberland and lotus premier sponsors of city year -- national service concept came from that....timberland makes an incredible financial donation.....and volunteers. same with lotus...giving AIDS prevention and research

strive to have worker friendly, family friendly workers

testified in favor of family leave

fetzer has large migrant workers --- education, ESL, day care, clean and safe housing, to integrate into social and strong environmental initiative to make wine industry go organic

Target discount stores -- kids to save the earth, youth environmental program

raising a new generation of consumers who care about environment

job sharing, flex time, paternity and maternity leave, Fel-Pro in Skokie == cradle to grave....savings accounts . . . .

Quad Graphics -- privately owned printing company in wisconisn full range of worker programs, day care, summer camps.

we continue to hear from advocacy groups is that they need business partners -- fighting hunger

alan hassenfeld -- ceo of hasbro..toys . . .to make an entire community in rhode island hunger-free, endowed own children's hospital. . . .

The Business Enterprise Trust

HILLARY RODHAM CLINTON

CLOSING REMARKS

The Business Enterprise Trust
1993 Awards Ceremony
November 9, 1993

I believe that this is the first after-breakfast speech I have ever given. And it is going to be mercifully short, because there is very little that I think any of us can add to what we have already seen and learned this morning.

When Warren and Jim and Norman came to see me some months ago to share with me, really, the vision of what this Trust is doing and hopes to do in the future, I was immediately taken as I always am by the three of them — individually or collectively — because they were once again seeing beyond where most of us can see. But as I thought about what they were attempting to do when they created this Trust, and how we have seen how in each of these stories of the companies and individuals honored this morning that that vision is taking root and being exemplified.

I was really moved by several thoughts. The first is that this needs to be much more broadly shared than among the group here. And I was delighted to hear that the business schools of our country — I was a little concerned to hear that there are 200 — but I was delighted to hear that at least 200 business schools are going to be studying these videos and learning about the lessons from them. But more than that, I was struck by how in so many ways with the collapse of many institutions in what used to be called "civil society" — whether we talk about the church — whether we talk about the kind of neighborhood community, civic organization — whether even we talk about the school or the family, that in many ways you who are in business and its leaders have responsibilities that were never envisioned. Because for many Americans their contacts in the work place, the lessons they learn there, the values that are transmitted, may be the only ones that

204 Junipero Serra Blvd, Stanford, CA 94305 415 321.5100 FAX 415 321.5774

they are continually, persistently exposed to. That is something of a daunting realization. But if you think about how we spend our time now, as individuals — where we put our energies. It is true that relationships in work, as was said before, can broadly summarize, but there are no intermediary institutions as there used to be, playing the extraordinary roles that I think many of us enjoyed in an earlier time as we came to maturity.

And, at the bottom of every story we heard was a very fundamental faith in human potential and a willingness to translate that faith into respect for the individual. Whether we are talking about going into an inter-city urban neighborhood to provide groceries to people who by and large work hard for a living, are too often stereotyped by the images we see, and who for the first time in years felt that they, too, had a right to be treated as the consumers they are. That was respect.

Whether it is recognizing that when illness and difficult times strike, not turning one's back but instead turning forward to face it, is a mark of courage as well as good business. That, too, is respect.

Seeing the men, and women, being employed in the building trade and looking at their faces and recognizing what it meant to them — both to be given as women the opportunities that were extended — but also men, who are working themselves to figure out how to translate values into daily life. It was lessons in respect that made that possible.

And then the extraordinary images we saw of workers on a shop floor being given information that for too long they could only speculate about and often speculate wrongly, being brought in as partners in an enterprise. Being given the tools so that they could become more fully involved in making the right decisions for themselves and their company. That could only come because there was respect.

And then, finally, the lifetime achievement given to someone who combined all of the extraordinary values we heard described, but really coming from a basic respect for our constitution, for the institutions that are necessary for this country to keep growing and meeting new challenges.

So there are many wonderful lessons. But these lessons have to be seen in the light of a time that demands that they be applied more vigorously than ever before. We need to clone and multiply the lessons and the leaders we have seen this morning. This country as it confronts the twenty-first century, will more and more listen to the words of business leaders — not just because that is the way people make their living — but because of this new expanded role that you all are playing in conveying values, not only to your employees and your shareholders and with those whom you do business, but to the larger society. Many of the great debates we are engaged in now are values debates. How we treat one another. How we support one another. How we hold one another responsible and accountable. And without adding more burdens to making a living, to making a profit, I hope that this Trust can live up to its name by instilling in all of us a recognition that we have a larger role to play in creating the environment that will not only be good for business but good for all of us in the country we love.

Thank you very much.

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THE WHITE HOUSE

WASHINGTON

from ORM

October 5, 1994

Mr. Arnold Hiatt
Co-Chair BSR Board of Directors
Business For Social Responsibility
Suite 1010
1030 15th Street, N.W.
Washington, D.C. 20005

Dear Mr. Hiatt:

Thank you for the kind letter and invitation to Mrs. Clinton to attend and address your 1994 national conference. Thank you also for your book, "Beyond the Bottom Line: Putting Social Responsibility to Work for Your Business and the World".

Although Mrs. Clinton's official schedule will not permit her to accept the invitation, she appreciates your thoughtfulness and sends her best wishes.

Please do not hesitate to contact our office if we can be of any assistance to you in the future.

date of event: 10/12

contact codes:
state of event- MA

issues-
[illegible]

type of event-
conference

HRC's role-
[illegible]

city/town event is in-
[illegible]

Sincerely,

Patti Solis

Patti Solis
Special Assistant to the President
Director of Scheduling
for the First Lady

satellite

R

add thank you for book.

September 22, 1994

First Lady Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mrs. Clinton:

I am writing to follow up on the invitation extended to you by the Board of Directors of Business for Social Responsibility to address our national conference October 12-14, in Cambridge, Massachusetts.

This national gathering of business leaders will mark Simon & Schuster's publication of our book, **"Beyond the Bottom Line: Putting Social Responsibility to Work for Your Business and the World"**. I am pleased to include an advance copy of the book for you, as well as additional materials on BSR and our conference.

I hope that your schedule will permit you to join us. Our 1994 conference promises to provide a significant forum on the discussion of the role of business in our society, and we would welcome your insights. We were honored to welcome President Clinton at our 1993 conference, which also featured Secretary Reich and numerous corporate leaders. I think you're a worthy successor--for both the conference and the office!

Best wishes.

Arnold Hiatt

Arnold Hiatt
Co-Chair
BSR Board of Directors

enclosures

Note: book sent to gifts office 9/30. WLAT

BSR

Business for Social Responsibility

**1030 15th Street, N.W.
Suite 1010
Washington, D.C.
20005**

Tel 202.842.5400
Fax 202.842.3135

Called 10/5
12:30pm

BSR

Business for Social Responsibility

1030 15th Street, N.W.
Suite 1010
Washington, D.C.
20005

Tel 202.842.5400
Fax 202.842.3135

May 9, 1994

First Lady Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20050

Dear Mrs. Clinton:

On behalf of the Board of Directors of Business for Social Responsibility, we are writing to invite you to address our upcoming national conference, which will be held in Cambridge, MA on October 12-14 at the Cambridge Marriott Hotel.

BSR was formed in 1992 to bring together businesses of all sizes and sectors to develop, support, disseminate and advocate responsible corporate practices and public policies that benefit not only our companies, but also our employees and communities, our economy and environment. During the past two years, BSR membership has grown to over 850 companies, including such innovative businesses as: The Stride Rite Corporation, Hasbro, Lotus Development Corporation, Ben & Jerry's, The Body Shop USA, The Calvert Group, Honeywell, Target, Time-Warner, The Timberland Company--plus national and local manufacturers, distributors and retailers.

We were honored to welcome President Clinton at our first national conference, held in Washington in October 1993. The event, which also featured Secretary Reich, brought together 500 business leaders from across the country to discuss a wide variety of issues related to corporate practices and public policy. What this diverse group has in common is a point of view; a belief that profitability and socially responsible corporate policies and practices are not only compatible, but are inextricably linked.

Throughout the campaign and since taking office, the Clinton Administration has stressed the need for the American people to take personal responsibility for affecting change in our country. While they are drawn from all points on the political spectrum, these business leaders not only share that vision, they are making it a reality in their companies by integrating social, environmental and employee well-being in corporate planning and decision-making. They understand that there is a tremendous cost--in human, economic and environmental terms--to ignoring the impact, the potential and the responsibilities of the business sector.

As we prepare to enter the 21st century in an increasingly competitive global marketplace, the challenge of promoting both competitiveness and sustainability has never been clearer. As employers, we are concerned about the well-being of our current employees; the growth of our children into the next generation of citizens, leaders, customers, workers, and neighbors; and the quality of our lives and our society. We hope that you will be able to join us to share your views on the pressing issues facing our nation and our global neighbors.

The BSR conference will begin with dinner on Wednesday, October 12 and will conclude following lunch on Friday, October 14.

We would be honored to welcome you as our keynote speaker for the conference, and would be happy to work with your staff to accommodate any availability you would have during our event.

Thank you for your consideration of our request.

Sincerely,

Bob Dunn | Arnold Hiatt | H Mills

Robert H. Dunn
levi Strauss & Co.

Arnold Hiatt
The Stride Rite Foundation

Helen Mills
The Body Shop

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Business for Social Responsibility

Business for Social Responsibility was created in 1992 to develop, support, advocate, and disseminate business strategies and practices that aim for high performance, innovation, and corporate prosperity. It focuses on policies that are responsible for the well-being of the bottom line as well as the work force, the environment, and our communities. Recognizing the impact of business on society, the BSR alliance of companies brings the unique perspective of the business community to address the many problems and opportunities that confront our businesses and our society today.

BSR has a diverse membership of large, medium, and small companies in manufacturing, retailing, and service from across the United States. The organization welcomes companies that already have implemented socially responsible corporate programs as well as those that want to build their futures through strategies that respond to both the need for and the benefits from socially responsible policies.

BSR provides access to successful corporate strategies and practices through member education and information programs and materials. The organization has created regional learning and action networks for business leaders that deliver programs and opportunities to help members integrate and benefit from a full range of responsible practices. BSR also offers a strong national voice that introduces the policies and goals of the organization as well as the winning practices of individual members to the national and local media and the public.

The BSR Education Fund, which supported the development of this book, is an independent nonprofit organization that gathers and develops socially responsible policies and practices, while serving as a resource for and disseminator to the public, the academic community, and other businesses.

For more information, contact Business for Social Responsibility, 1030 Fifteenth Street N.W., Suite 1010, Washington, DC 20005. Phone: 202-842-5400. Fax: 202-842-3135.

Business for Social Responsibility Membership

A Steno Service, New York, NY
A Success Resume, Smithtown, NY
A Thousand Cranes, New York, NY
The Acacia Group/Calvert, Phoenix, AZ
Acadia Consulting Group, Providence, RI
ACCION International, Cambridge, MA
ACE Financial Services, Boulder, CO
Adolescent Employment Readiness Center, Washington, DC
The A.D.S. Group, Andover, MA
Aegir Systems, Oxnard, CA
AIDS, Medicine and Miracles, Boulder, CO
Akasaka, Ortiz & Varela, Orange, CA
Alaska Animal Eye Clinic, Anchorage, AK
Albion Financial Associates, Berkeley, CA
All That Glitters, San Francisco, CA
The Alliance Network, Mesa, AZ
Ally Capital Corp., Sausalito, CA
Aloe & Ash Ltd. dba The Body Shop, Scottsdale, AZ
Alpha Partners, Chapel Hill, NC
Alphawave Designs, Beltsville, MD
Alternative Garden Supply, Streamwood, IL
AM Consulting, Mill Valley, CA
Amalgamated Life Insurance Co., New York, NY
American Data Management, Mt. View, CA
American Income Life Insurance Co., Waco, TX
Eva Anderson Design, Providence, RI
Hanna Andersson, Portland, OR
Applied Waste Minimization, Sebastopol, CA
Arch Drafting Supply, San Francisco, CA
Ariel Capital Management, Chicago, IL
Armstrong Creative, Boulder, CO
Eric Arnow, CLU, Mill Valley, CA
Asheville Fund, Asheville, NC
ASI International, Levcadia, CA
Association for Portland Progress, Portland, OR
Au Bon Pain Co., Boston, MA
Auchan U.S.A., Houston, TX
Aurora Press Inc., Santa Fe, NM
Austin Sculpture, Holbrook, NY
Avalon Consulting Group, Harvard, MA
Avant Garden Vermicomposting System, Ross, CA
Aveda Corp., Minneapolis, MN

Babylon Burning Screen Printing, San Francisco, CA
Babyworks, Portland, OR
Baccharis Capital, Menlo Park, CA
Bagel Works, Keene, NH
The Bagelry, Durham, NH
Susan Baldomar Public Relations, Wellesley, MA
The Bank of Boston/First Community, Boston, MA
The Bank of Newport, Lake Oswego, OR
Bank of Newport, Newport, RI
Banquet Sound/Media Sonics, Santa Rosa, CA
Patricia Bario Associates, Washington, DC
Barrett Sportswear, Bloomington, MN
Bart's Homemade, Northampton, MA
Bass and Howes, Inc., Washington, DC
Bay Area Ethics Consortium—CSEP, Berkeley, CA
Beans and Grains and Things, Little Rock, AR
Bearsdley's Natural Foods, Ashland, OR
Beauty Service, Carlsbad, CA
Beethoven's, Ridgewood, NJ
Beliard Gordon & Partners, Chicago, IL
Ben & Jerry's Homemade, Waterbury, VT
Ben & Jerry's, Old Town, Alexandria, VA
Ben & Jerry's San Francisco, San Francisco, CA
Benson Woodworking Co., Alstead, NH
Bernstein-Albano Associates, San Francisco, CA
Bertucci's, Woburn, MA
Bewley Irish Imports, West Chester, PA
Beyond Boundaries, Oakland, CA
Beyond Words Publishing, Portland, OR
Susie Biehler & Associates, San Francisco, CA
BioBottoms, Petaluma, CA
Blaising St. Claire Associates, Carmel, IN
J. A. Blauner & Co., Mattapoisett, MA
Marvin Blitz Real Estate, Santa Barbara, CA
Maurice F. Blouin, Rollinsford, NH
Blue Fish Clothing, Frenchtown, NJ
Blue Moon Industries, Barrington, RI
Blue Muse, Novato, CA
BlueSky, Unlimited, Berkeley, CA
BlueSky, Unlimited, Los Angeles, CA
N. Susanna Bluestein, D.C., Ross, CA
The Body Shop International PLC, West Sussex, England
The Body Shop-Stanford, San Carlos, CA
The Body Shop USA, Wake Forest, NC
Boulder Barter Network, Boulder, CO
Braddock Group, Alexandria, VA
Breadsmith, Narberth, PA
Brenneke School of Massage, Seattle, WA
The Brewford Group, Denver, CO
The Brightside, Brattleboro, VT
Broadside Bookshop, Northampton, MA
Brookwood Cos. Inc., New York, NY
Brown Glass & Aluminum, Melrose, MA
Buck Consultants, Washington, DC
The Buffalo Exchange, Tucson, AZ
Bullivant, Houser, Bailey, Pendergrass & Hoffman, Portland, OR
Burness Communications, Bethesda, MD
Burrito Brothers, Washington, DC
Business Against Drunk Drivers, Springfield, VA
Business Ethics Magazine, Minneapolis, MN
Business Resource Institute, Tiburon, CA

C3 Strategies, Portland, OR
Cabbages and Kings, Weston, CT
Cable Science Network, Inc., Wilton, CT
Cafe De La Paz, Berkeley, CA
Cafe Via Teatro, San Francisco, CA

Caltan East Distributors, Syracuse, NY
The Calvert Group, Bethesda, MD
Cambridge Translation Resources, Boston, MA
Camel's Hump Christmas Trees, Huntington, VT
Castle Dental Group, Glendale, AZ
The Castle Group, Lake Oswego, OR
Center for Children's Environmental Literature, Washington, DC
Center for Economic Organizing, Washington, DC
Center for Ethics and Social Policy, Berkeley, CA
Center for International Leadership, Washington, DC
Center for Responsible Investing, Boulder, CO
Centsible Ideas, Nederland, CO
CFS BenSalem, Naturally!, Bensalem, PA
Change for Planet Earth, Phoenix, AZ
Charlotte's Webb Children's Bookstore, San Francisco, CA
H. K. Chatham & Co., Harwich, MA
Chicago Focus, Chicago, IL
Childreach, Warwick, RI
Chlopak, Leonard, Schechter & Associates, Washington, DC
Choice Sales & Marketing, Chicago, IL
Christopher's Restaurant, Cambridge, MA
Kelley Chunn Consulting, Boston, MA
Church & Dwight Co., Princeton, NJ
Cid's Food Market, El Prado, NM
The Cin-Made Corp., Cincinnati, OH
Cities Management, Minneapolis, MN
The John A. Clark Co., Washington, DC
Clivus Multrum, Cambridge, MA
C.L.L. Properties, South Dartmouth, MA
CMHS, East Greenwich, RI
Coastal International, San Francisco, CA
Cohn & Wolfe, New York, NY
CoHousing Co., Berkeley, CA
C. M. Collins & Associates, San Francisco, CA
Community Products, Montpelier, VT
Compas, Brooklyn, NY
Conant Custom Brass, Burlington, VT
The Concept Organization, San Francisco, CA
Concord-Assabet Adolescent Services, Concord, MA
Cone/Coughlin Communications, Boston, MA
Conover & Company Communications, Washington, DC
Conrad & Associates, McLean, VA
The Conscientious Investor, South Hadley, MA
The Continuum Center, Minneapolis, MN
Convention Newspapers, Villanova, PA
Co-op America, Washington, DC
Coopers & Lybrand, Boston, MA
Corporation for Enterprise Development, San Francisco, CA
Coyote Found Candles, Port Townsend, WA
Coyuchi Inc, Point Reyes Station, CA
The Crafts Center, Washington, DC
Creative Associates International, Washington, DC
Creative Solutions, Boulder, CO
Creatrix, Rumford, RI
Crib Diaper Service, Crystal, MN
Crystal Blue Beading Co., Watertown, MA
Crystal Point, Inc., Bothell, WA
Cummings Consulting, Concord, MA
The Curator, Walpole, NH
Cyberlore Studios Inc., Northampton, MA

Dairy Concepts, Marietta, NY
Dancing Tree Recycled Paper, Berkeley, CA
Daniels and Associates, San Rafael, CA
D'Artefax, Fairfax, CA
Carol Davis Reporting, Houston, TX
The Delahaye Group, Portsmouth, NH

Delstar Group, Phoenix, AZ
Delta Dental Plan of MA, Medford, MA
Design Matters, Sarasota, FL
Diaperaps Ltd., Chatsworth, CA
Diarchy Development, Gloucester, MA
DMA Group, Hampton, NH
Double Rainbow Gourmet Ice Cream, San Francisco, CA
The Dreyfus Corporation, New York, NY
Ducktrap River Fish Farm, Belfast, ME
Lucy Dunaway & Associates, Falls Church, VA
Dunbar, Hunter and Associates, Boston, MA
The DXTR'S, Los Angeles, CA
Dynamic PC Systems, Needham, MA

E Magazine, Norwalk, CT
Earth Communications, Mogadore, OH
Earth Share, Washington, DC
The Earth Shop, Latham, NY
Earthbath, San Francisco, CA
Earthrise Co., Petaluma, CA
EarthWrite Environmental/Business Communications, Minneapolis, MN
East Bluff Cleaning Systems, Tustin, CA
East End Food Co-op, Pittsburgh, PA
Eastern Computer Systems, New York, NY
Eco Clean, Scottsdale, AZ
Eco-Cycle, Boulder, CO
Eco Expo, Sherman Oaks, CA
Ecofranchising, New York, NY
Econatural Solutions, Boulder, CO
Economic Innovation Center of Rhode Island, Middletown, RI
Economy Linen and Towel Service, Dayton, OH
Ecoprint, Silver Spring, MD
Eden Rising, Bar Harbor, ME
A.G. Edwards & Sons, Inc., Portsmouth, NH
Effective Communities International, Tiburon, CA
Eileen Fisher Inc., Irvington, NY
Emerald Consulting, Hayward, CA
eMerchants, Oakland, CA
Emily's Toy Box, Altamount, NY
Encore Press Works, Nashville, TN
Energia Global Inc., Washington, DC
Energy Unlimited, Villanova, PA
Enersave, New York, NY
Enterprise Social Investment Corporation, Columbia, MD
Enviro Monde Inc., New York, NY
Environmental Effects, San Francisco, CA
Environmental Federation of New England, Boston, MA
Environmental Futures, Boston, MA
Envirotire Technologies, Amagansett, NY
Erickson's Diversified Corp., Hudson, WI
Drs. Escalante & Morphopoulos, D.D.S., Kensington, CA
Esprit de Corp, San Francisco, CA
Essex Conference & Retreat Center, Essex, MA
Estate Conservation Associates, San Rafael, CA
Estates of America, Brooklyn, NY
Everything Earthly, Tempe, AZ
Executive Citizen, Cambridge, MA
Exline Environmental Evaluation, Chandler, AZ
Exploration Inventories, Eden Prairie, MN

Faces Typography, Providence, RI
Falcon Trading, Santa Cruz, CA
Family Care Necessities, Summit, NJ
Fanlight Productions, Boston, MA
Fasolino Consulting, Portland, OR
Feeling Mind Institute, Lexington, MA
Ronald Feldman Fine Arts, New York, NY
Fel-Pro, Skokie, IL
Fenton Communications, Washington, DC

Fetzer Vineyards, Redwood Valley, CA
Financial Architects, Lexington, MA
Fingerhut Companies, Minnetonka, MN
Fitness Food, Dallas, TX
Flagship Bank & Trust, Worcester, MA
T. Wilson Flanders, Attorney, Northampton, MA
Flocksholm Design, Cambridge, MA
Fly By Night Rubber Stamps Co., Ithaca, NY
Tom Flynn, Inc., Larkspur, CA
Follow Your Heart, Canoga Park, CA
Forum Travel, Pittsburgh, PA
Fossil Rim Wildlife Center, Glen Rose, TX
Four Winds, Tucson, AZ
Foxboro Stadium Associates, Boston, MA
Frameworks, Cambridge, MA
Franklin Research & Development, Boston, MA
Franzen & Associates, Woodland Hills, CA
Freddie Mac, McLean, VA
Friday Harbor Snack Foods, Vancouver, WA
Fried & Sher, Herndon, VA
Gil Friend and Associates, Berkeley, CA
Fudgecycle Bike Shop, Key West, FL
Funny Times, Cleveland Heights, OH
The Future Group Sportswear Co., Bellingham, WA

G & A Recycling, Wilmington, MA
Gaia Bookstore, Berkeley, CA
Gordon Gamm, Boulder, CO
The Gap, San Francisco, CA
Gardeners Supply Co., Burlington, VT
GCS Services, Danbury, CT
General Management Solutions, St. Paul, MN
General Parts & Supply Co., Minneapolis, MN
Gentle Strength Co-operative, Tempe, AZ
J. Gibson & Co., Washington, DC
Gifts From Madagascar, San Francisco, CA
Give Something Back, Oakland, CA
Global Gourmet, Cambridge, MA
Global Insights, Berkeley, CA
Global Resource Consultants, Manassas, VA
Goldman Associates, Oakland, CA
Good Harvest Financial Group, Huntington, NY
Goodman Group, San Rafael, CA
Goodwill Industries of ME, Portland, ME
Gozdz & Associates, Menlo Park, CA
Graffik Natwicks, Pacifica, CA
Graham Contracting Inc., Wayland, MA
Graham Photography, San Anselmo, CA
Bill Graham Presents, San Francisco, CA
Grand Circle Travel, Boston, MA
Graphics Unlimited, San Rafael, CA
Green Communications, Topanga, CA
Green Goods, Takoma Park, MD
The Green Money Journal, Spokane, WA
The Greenworld Project, Kingston, NY
Greyston Corp., Yonkers, NY
Gryphon Stringed Instruments, Palo Alto, CA

Harrington Investments, Napa, CA
Jay Harris, Berwyn, PA
Hary Dary International, South Burlington, VT
Hasbro, Pawtucket, RI
Hasenfuss Management Associates, Concord, NH
Hasten Design, Washington, DC
HCC Group, Goshen, CT
Healthy Companies, Washington, DC
Heartwood Creations, Rockford, IL
Heidi Wise, Mill Valley, CA
Hemmings Motor News, Bennington, VT
Herman Stoller Coliver Architects, San Francisco, CA

Hermanson's Employment Services, San Francisco, CA
Hertlein Consulting, San Francisco, CA
Hexacomb Corp., Lincolnshire, IL
HFG Expansion Fund 1. L.P., Wellesley, MA
Higher Octave Music, Los Angeles, CA
Highpoint Graphics, Claremont, CA
Hill International, Tucson, AZ
HMS Associates, San Francisco, CA
Hoka-Hai Associates, Philadelphia, PA
Holman Cooking Equipment, Saco, ME
Homeopathic Educational Services, Berkeley, CA
Homestone Financial, Wayland, MA
Honeywell Inc., Minneapolis, MN
Hope Unlimited, Vancouver, BC
HRG, San Diego, CA
Hudson Dental Care, Hudson, MA
Human Investment Program, New York, NY
Human Works, South Orange, NJ
Human-I-Tees, Pleasantville, NY
Hunter Industries, San Marcos, CA
Hyde Street Studios, San Francisco, CA

IdeaScope Associates, Cambridge, MA
IKEA U.S.-Washington, Woodbridge, VA
Imagine, San Rafael, CA
IMF Financial Corp., San Rafael, CA
Phillys Imonti, Consultant, Dana Point, CA
Innovative Management Systems, Arlington, MA
Innovative Moves, Jamaica Plain, MA
Input Culture, Trumansburg, NY
Insights in Action, Washington, DC
Integral Results, Inc., San Francisco, CA
Integrated Financial Services, Boulder, CO
Internews, Arcata, CA
Interval Research Corp., Palo Alto, CA
Investments in Nature, San Jose, CA
Isaacson, Miller, Boston, MA
Issue Network Group, Grand Rapids, MI

J & P Consulting, Boulder, CO
Robert William James & Associates, Portland, OR
Jennings, Chicago, IL
Robert B. Johnson, DMD, FAGD, Herndon, VA
Edward D. Jones & Co., Cranston, RI
Joule Paintings, Eugene, OR
JourneyWare Media, Moraga, CA
JTM Reports, New York, NY
Jubilee Jobs, Washington, DC
Jumpstart, Del Mar, CA
Just 'Cause Marketing, Phoenix, AZ
Just Desserts, San Francisco, CA

Kahn-Sults, Ltd., Boulder, CO
Katzinger's Delicatessen, Columbus, OH
Neil Kelly Designers/Remodelers, Portland, OR
Kent Homeopathic Associates, Fairfax, CA
Kepler's Books & Magazine, Menlo Park, CA
Keystone Coffee Co., San Jose, CA
Kids' Stuff, South Portland, ME
Kinder, Lydenberg, Domini & Co., Cambridge, MA
Kinderworks Corp., Portsmouth, NH
King Avenue Coffeehouse, Colombus, OH
Kirkpatrick & Associates, Corte Madera, CA
Klara Simpla Store, Wilmington, VT
K-Medic, Leonia, NJ
Mel Knox Barrel and Bottle Broker, San Fransico, CA
Katherine Krefft, Ph.D., Plymouth, MA
Kripalu By Mail, Lenox, MA

La Flecha Amarilla, San Francisco, CA
La Paloma Clothing & Jewelry, Portland, OR
Lampein, Sacramento, CA
Landmark Publishing Co., York, ME

Scott Larson Construction, Portland, OR
Laufer Associates, Los Angeles, CA
Laughing Horse Inn, Taos, NM
Ann L. Laughlin & Daughters, Phoenixville, PA
Law Office of Bruce D. Todesco, Providence, RI
Law Office of Douglas K. Mertz, Juneau, AK
Law Office of Patricia J. Cummings, San Rafael, CA
Sam Lawson, Consulting, San Francisco, CA
The Leadership Corp., Boulder, CO
Learn PC, Minneapolis, MN
Lenore Vanderkooi Pottery, Nashville, TN
Les Amis De La Terre, New Orleans, LA
Levi Strauss & Co., San Francisco, CA
Life Tools Adventure Outfitters, Green Bay, WI
Light Work for Body, Mind and Spirit, Syracuse, NY
Lighten, Berkeley, CA
Lightlife Foods, Greenfield, MA
Little Oak, Portland, ME
Alan Littman & Associates, Boulder, CO
L.M.S. Associates, Maitland, FL
Longfellow Clubs, Wayland, MA
Lotus Development Corp., Cambridge, MA
Lotus Publishing Corporation, Cambridge, MA
Dr. Frank H. Lucido, M.D., Berkeley, CA
Lynch Jarvis Jones, Minneapolis, MN
Lynx Systems, Winooski, VT

The Madison Co., Kentfield, CA
Madison Publishing Corp., Boston, MA
Josh Mailman, New York, NY
Maineshare, Augusta, ME
Terry Mandel Communications, San Fransico, CA
Marketing Communications, Albuquerque, NM
Marketing Magnetics, Boulder, CO
Marketing Partners, Burlington, VT
Marketing Works, Phoenix, AZ
Marlene's Market & Deli, Federal Way, WA
Massachusetts Credit Union Association, Southborough, MA
Larry Maurer, C.P.A., Huntington Beach, CA
MBL Group, Portland, OR
McCarthy Medical Marketing, Vancouver, WA
McCoffee, Half Moon Bay, CA
McCrillis & Eldredge Insurance, Newport, NH
C. E. Macdonald, Colchester, VT
McGovern Communications, Arlington, VA
Medical Lease Management, San Francisco, CA
Merix Corporation, Forest Grove, OR
Merlin Metalworks, Cambridge, MA
Message! Check Corp., Seattle, WA
MGMT Consultant, Portsmouth, NH
Millenium Communications Group, Washington, DC
Miller Communications, Kentfield, CA
The Mills Group, Fairfax, VA
Milwaukee Recycling Services, Milwaukee, WI
Minnesota Environmental Initiative, Minneapolis, MN
Minutemen Press of Providence, Providence, RI
Mirror Image, Cambridge, MA
Missabe Group, Minneapolis, MN
Miyako Hotel-Japan Center, San Francisco, CA
Michael Moore, Consultant, Boulder, CO
Morgan Memorial Goodwill Industry, Boston, MA
Morgin Press, Wayne, PA
S. W. Morris & Co., Bethesda, MD
Robert K. Morrison, Cambridge, MA
The Morrison Co., San Francisco, CA
Mother Jones, San Francisco, CA
Motherwear, Northampton, VA
Moving Comfort, Springfield, VA

Multi Media Associates, Northport, NY
Multi-Fax Services, Santa Rosa, CA
Munro & Company, Hot Springs, AR
Music for Little People, Redway, CA
Musical Energi, Wilkes-Barre, PA

Nataraj Publishing, Novato, CA
Nature's Acres, New Freedom, WI
Nature's Food Patch, Clearwater, FL
Net Worth Consulting, Washington, DC
New Leaders Press, San Francisco, CA
Newsweek, New York, NY
Miwot Chiropractic Center, Niwot, CO
Nobody's Girl, Fredericksburg, TX
Noel Hosiery, Old Bridge, NJ
North Loop Chiropractic, Chicago, IL
Northwest Strategies, Portland, OR

Odwalla, Davenport, CA
Odyssey House, Hampton, NH
Office Information Systems, Oakland, CA
Olde Sturbridge Country Farms, Sturbridge, MA
Open Communications, Costa Mesa, CA
Organix Ag Advisors, Colfax, CA
Organizational Futures, Providence, RI
Outback, Berkeley, CA

Pacific Partners, New York, NY
Lincoln Pain, Consultant, Berkeley, CA
Pan Vera Corp., Madison, WI
Pandora Systems, San Francisco, CA
The Parker Group, Del Mar, CA
Patagonia, Ventura, CA
Pathways Through Career Transition, Portland, OR
Ron Paul, Portland, OR
Peaceable Kingdom Press, Berkeley, CA
Peak Dynamics, Brookline, MA
Penn's Village Natural Foods, Doylestown, PA
Penret Services, Holliston, MA
The Perennial Tea Room, Seattle, WA
Philadelphia Coca-Cola Bottling, New York, NY
Phoenix Rising, Providence, RI
Pilgrim New Media, Cambridge, MA
Pioneer Nutritional Formulas, Shelburne Falls, MA
Planet Central TV, Los Angeles, CA
Plastic Bottle Corp., Libertyville, IL
Platinum Technology, Oakbrook Terrace, IL
Pleca Communcacion, S.A. de D.V., Mexico City, Mexico
Point of View Productions, San Francisco, CA
Pollution Prevention Consulting, Hartford, CT
Precision Motorcars, Cincinnati, OH
PreDent, Ltd., Hudson, MA
Prince Communications, Portsmouth, NH
Princeton Entrepreneurial Resources, Princeton, NJ
Principle Profits Asset Management, Amherst, MA
Printers Inc. Bookstore, Palo Alto, CA
Prism Associates, Boulder, CO
Pro Tem Professional Staffing Service, Portland, OR
The Professional Movers, Los Altos, CA
Progressive Asset Management, Oakland, CA
The Progressive Group, Hadley, MA
The Proscenium Group, San Rafael, CA
Puna Orchards, Pahoa, HI
Putumayo, New York, NY

Quad/Graphics, Pewaukee, WI
Quality Media Resources, Bellevue, WA
Quantum Construction Corp., Bayonne, NJ
Quorum Communications, Oakland, CA

Radical Food, Mill Valley, CA
Rainbow Bridge Trading Co., San Francisco, CA
Rainbow Programming Holdings, Woodbury, NY
Rainforest Products, Berkeley, CA
Real Goods Trading Corp., Ukiah, CA
Red Rose Collection, Burlingame, CA
Red Victorian Bed & Breakfast, San Francisco, CA
Redkey Associates, Easthampton, MA
Reebok International, Ltd., Stoughton, MA
RE Festival, Portola Valley, CA
Rejuvenation Inc., Portland, OR
The Relaxation Station, Augusta, GA
The Renaissance Group, Durham, NC
Renewable Energy Development Corp., Villanova, PA
Resource Decision Consultants, San Francisco, CA
Resource Management, San Francisco, CA
Response Management Technologies, Berkeley, CA
Rex Art Co., Miami, FL
Rhino Records, Santa Monica, CA
Richardson & Co., Boulder, CO
Rio!, Ithaca, NY
Riverside Industries, Easthampton, MA
John Rizzo Photography, Portland, OR
The Roanoke Co., Menlo Park, CA
Roberta's Bed & Breakfast, Seattle, WA
Robertson Stephens & Co., San Francisco, CA
Robinson & Associates, Washington, DC
Rodale Press, Emmaus, PA
Rosemary's Bakery, Point Richmond, CA
Rosemary's Garden, Sebastopol, CA
Rosewood Stone Group, Sausalito, CA
Round River Records, Seekonk, MA
The Rumpp Company dba The Body Shop, Portland, OR
Ryka, Norwood, MA
Sage Co., Minnetonka, MN
St. Albans Cooperative Creamery, St. Albans, VT
St. Moritz Eyewear, Chatsworth, CA
SAIRA Corp., King of Prussia, PA
Salt River Project, Phoenix, AZ
Santana Management, San Francisco, CA
Satori Fine Herbals, Santa Cruz, CA
Save A Tree Bag Company, Berkeley, CA
Save the Bay, Providence, RI
John Scherer & Associates, Spokane, WA
Sea Change, Sausalito, CA
2nd Street Photography, Encinitas, CA
Seeds of Change, Santa Fe, NM
Sequoia Realty Corporation, Mentor, OH
Sgro Promo Associates, Emeryville, CA
Shaman Pharmaceuticals, South San Francisco, CA
Share Systems, Somerville, MA
Shearer & Connelly, Auburn, NH
J. L. Sherwin & Associates, Denville, NJ
Shingle Belting, Plymouth Meeting, PA
Shirt Stains, Chicago, IL
Shorebank Corp., Chicago, IL
Signature Coffee, Redway, CA
Simply Natural, Incline Village, NV
Siteworks, Hinesburg, VT
Slide Center, Boston, MA
Smart Choices, Raleigh, NC
Robert Smith, Personal Consultant, Sausalito, CA
Soap by the Yard dba The Body Shop, Newtown, MA
Soapbox Trading Co., Fairfax, VA
Sokol Blosser Winery, Dundee, OR
Solar Light Co., Philadelphia, PA
Soloflex, Hillsboro, OR
Joel Solomon Co., Nashville, TN
Jay Sordean, O.M.D., L.A.C., Berkeley, CA
Sorensen's Resort, Hope Valley, CA

Sound Rx Cassettes and CDs, San Anselmo, CA
Soundings of the Planet, Tucson, AZ
South Mountain Co., Chilmark, MA
Spanky's, Fairfax, CA
Spic and Span, Milwaukee, WI
Springfield ReManufacturing Corp., Springfield, MO
Squash Blossom Market, Memphis, TN
Starbucks Coffee Co., Seattle, WA
Starlane Farms, Lansing, NY
Stein No-Load Mutual Fund Service, Venice, CA
Stonyfield Farm, Londonderry, NH
Strategic Foundation, Washington, DC
Strategic Resource Management Associates, San Francisco, CA
Stauber & Associates, Madison, WI
Stride Rite Foundation, Boston, MA
Subway Guitars, Berkeley, CA
Success By Design, Mill Valley, CA
Sufficient Systems, St. Paul, MN
Summa Associates, Tempe, AZ
The Summit Group, Minneapolis, MN
Sundance Natural Foods, Eugene, OR
Sunfeather Herbal Soap Co., Potsdam, NY
Sunrise Retirement Homes & Communities, Fairfax, VA
Supermarket Communications Systems, Norwalk, CT
Surplus Agents of America, St. Petersburg, FL
Surya, San Diego, CA
Synchromic Studios International, Kihei, HI
The Synchronicity Group, Vienna, VA

Tabra Inc., Novato, CA
Tackett Barbaria Designs, Sacramento, CA
Taco Bell Corp., Irvine, CA
Take the Lead, Fort Lee, NJ
Tangent Corp., Washington, DC
TAOC Marketing & Communications, Riverdale, NY
Target Stores, Minneapolis, MN
Queenie Taylor, San Francisco, CA
Taylor, Keene, Blanchard, Lyon, Watson, Portsmouth, NH
Teamwork Promotions, Topanga, CA
TeamWorks Training Corp., Boulder, CO
Technical Risks, Houston, TX
Telegroup/The ICA Group, Cambridge, MA
Telesis, Washington, DC
Tempxpress Temporaries Inc., Boston, MA
Tender Loving Things, Oakland, CA
Tenth Planet, San Francisco, CA
Thanksgiving Coffee Co., Fort Bragg, CA
Theoria Association for Health, Mansfield Center, CT
Sue Thomas & Associates, Cameron Park, CA
Eric Thompson Consulting, Oakland, CA
Thumb & Thimble, Willits, CA
Tierra Pacifica Corp., Irvine, CA
Tilden Press Inc., Washington, DC
Timberland Co., Hampton, NH
Time Warner Inc., New York, NY
Times Change Press, Ojai, CA
Times Square Scoop Shop Corp., New York, NY
TKR Associates, Mill Valley, CA
Tom's of Maine, Kennebunk, ME
TouchStone Consulting, Acton, MA
Tower Records/Video, West Sacramento, CA
Trade Routes Alternative Market, Boulder, CO
Traditional Medicinals, Sebastopol, CA
Training & Development Corp., Bucksport, ME
Transitions Collaborative, Providence, RI
Travel Inc., Washington, DC
Trees for Tomorrow, Mahopac, NY
Trust for Public Land, Boston, MA
Turning Point Consultants, Newton, MA
Tweezerman Corp., Glen Cove, NY
Twin Cities Public Television, St. Paul, MN

Ultradian Institute, Falls Church, VA
Uma Jewelry/Music, San Rafael, CA
United Special Events, Mt. View, CA
United Way of Southeastern NE, Providence, RI
University of New England, Biddeford, ME
UNUM Corp., Portland, ME
US Assist, Washington, DC
U.S. Electric Car Inc., Sebastopol, CA
USTeleCenters, Boston, MA
Utne Reader, Minneapolis, MN

Vagabond Imports, Quintam Roo, Mexico
Valley Plastics Manufacturing, Santa Rosa, CA
Venture Designs Network, Baldwin, NY
The Venture Group Ltd., Washington, DC
Venture Point Consulting, Boston, MA
Vermont National Bank, Socially Responsible Banking, Brattleboro, VT
Veryfine Products, Westford, MA
Vesper Society Institutional Development, Oakland, CA
Viable Systems International, Princeton, NJ
Jacqueline L. Viau, Harvard, MA
Amy Vickers & Associates, Boston, MA
Victorian on Main Street Antiques, Washington, DC
Video Update, San Francisco, CA
Violet Crown Instruments, Austin, TX
Vision III Architects, Providence, RI
Vista Productions, Phoenix, AZ
The Vital Voice, Boulder, CO
Vizion Corp., Red Bank, NJ
Vogt & Associates, Upper Montclair, NJ
V.T.R. Associates, Berkeley, CA
Walden 1120, Concord, MA
Walker Research & Analysis, Indianapolis, IN
Wallack Management Co., New York, NY
Mal Warwick & Associates, Berkeley, CA
Waste Management Co., Cranston, RI
WDHB, Walnut Creek, CA
Wet Light, Cambridge, MA
White Dog Cafe, Philadelphia, PA
Wieder Enterprises, San Francisco, CA
Wild Horse Records & Tapes, Garberville, CA
Wild Oats Market, Boulder, CO
Wild Planet, Minneapolis, MN
Wild Planet Toys, San Francisco, CA
Willow Bay Co., Cincinnati, OH
Willpower Productions, Portsmouth, NH
Nancy Wilson Consulting, Scottsdale, AZ
WLNE-TV 6, Providence, RI
Women's Opportunities Resource Center, Philadelphia, PA
Woodstock Percussion, West Hurley, NY
Work/Family Directions, Boston, MA
Working Assets Common Holdings, Portsmouth, NH
Working Assets, San Francisco, CA
Workways, Cambridge, MA
World Environment Technology System, Wayland, MA
Worldware, San Francisco, CA
Worldwide Events & Environmental Programs, Sausalito, CA
Wyoming Wildcrafters, Wilson, WY

Youth Project, Framingham, MA

R. W. Ziegler Enterprises, Lexington, MA robots, computers, or other high-tech wizardry. And not because of the facility itself, which is located in a nondescript, cinderblock warehouse in a suburban industrial park in Petaluma, California, about 35 miles north of San Francisco. Rather, it's because of the people.

Tabra's modest work force—ranging seasonally between 60 and 120 people—is a congregation of Third World immigrants, from Cambodia, China, El Salvador, Ethiopia, India, Laos, Mexico, Thailand, Tibet, Vietnam, and other countries. Hanging from the ceiling of the main production facility are flags representing the countries of origin of Tabra's employees; there are typically ten to twelve different flags aloft.

Tabra makes jewelry and accessories—mostly high-end necklaces, earrings, bracelets, and belts—sold by a network of sales reps to boutiques around the country and overseas, as well as to Tiffany's. The items sell for prices ranging from $35 for a simple pair of earrings to as much as $2,000 for an ornate belt encrusted with stones, jewels, and other ornaments collected from around the world, usually by the company's founder and owner, Tabra Tunoa, in person.

Tunoa herself is not an immigrant. Born in the Midwest, she moved to Samoa and then spent several years traveling around the world before setting up a small jewelry-making business. In the mid-1980s, needing a bookkeeper, Tunoa hired a Vietnamese woman, then a woman from Laos, both of whom still work for her. Things got better, business doubled, and she began seeking out other immigrants to hire. Over time, Tabra Inc. became known as a port of entry for immigrants.

But Tabra Inc. is no sweatshop. Tunoa pays her employees above-average wages, gives them health coverage, and offers other benefits. She pays for classes to teach English to employees. When business is good, there is profit sharing for employees with two years or more of employment. Her light, spacious, and airy factory exceeds federal and state worker health and safety standards.

Tabra Inc. may seem far removed from the corporate corridors of big business, but it has proven that there is strength in diversity. Bringing a variety of nationalities and cultures together and helping them understand one another is not only possible, it can be a powerful force in building a company as well as fostering commitment and productivity among the disparate individuals who walk through the front door each workday morning. "I would like for this to be a little United Nations, everybody getting along and learning to appreciate each other's culture, instead of just tolerating it," she says. "I want them to appreciate it and celebrate it."

How Teamwork Transformed Timberland

If Fireman, Tunoa, and others make it seem easy to bring diversity to a company with a few simple programs, don't be fooled. "You can't just become diverse," says Richard Morgan, vice president for human resources at Timberland, the New Hampshire–based $700-million-a-year manufacturer of shoes, boots, and other outdoors apparel. "It's not like just hiring people of color or hiring women and putting them into a senior position. That's way too easy and also the kiss of death, because generally what happens is they don't succeed and the whole thing falls flat on its face.

"Timberland is competing on a worldwide basis," Morgan goes on. "Our competition, our brand, competes in global markets. A most definite competitive edge that a company like ours needs is an appreciation for diversity: diversity in culture, in language, background, and perspective. So many American companies that are trying to do business globally think very locally. They think about how to sell in Europe as if they're in the United States. Although we believe in our brand and there is a lot of brand continuity on a worldwide basis, our employees need to be empowered with the skill to engage with people from different walks of life."

Jeffrey Swartz is one firm believer in the power of diversity to boost the bottom line. Swartz, chief operating officer at Timberland, sees diversity as far more than the ability of people of different races and cultures to work together harmoniously. He considers it nothing less than the key to building the productive and dynamic teams he sees as critical to the future success of his 900-employee company.

Timberland's diversity program is somewhat unusual, to say the least. Swartz bypassed outside consultants and internal training programs, opting instead for a synergistic relationship with an innovative Boston-based nonprofit group called City Year. The brainchild of Harvard Law School graduates Michael Brown and Alan Khazei, City Year enrolls more than 200 young people between ages 17 and 22 from a variety of racial, cultural, and socioeconomic groups in a program that has been called a combination of boot camp and the Peace Corps. They serve the community for a year and are paid a $100-a-week stipend; when their year is up, they get a $5,000 scholarship. The public-private partnership, begun in 1987, became a model for Bill Clinton's vision of voluntary national service, one of the cornerstones of his 1992 presidential campaign. City Year aims not just to transform communities through volunteer projects—

cleaning and restoring vacant lots, creating after-school programs, mentoring physically and mentally challenged senior citizens, rehabilitating rundown neighborhood business districts—but to transform the volunteers themselves.

In 1989, Timberland became a major sponsor of the program, contributing $1 million to sponsor Team Timberland, one of City Year's eight twelve-member teams. That $1 million was no small investment at a time when Timberland's net income was only about $8 million. In addition, the company has outfitted the entire corps with Timberland boots and apparel. Team Timberland's mission is to focus on urban environmental issues—the environment is a key concern for Swartz—cleaning up empty lots, reviving urban parks, landscaping, planting, and so on.

City Year is no passive investment for Timberland. The company has leveraged its funds by actively involving its own employees with Team Timberland, to the benefit of both. Bringing diverse employees together to work side by side with a diverse group of youth helps build better teams and foster teamwork, as well as an appreciation for diversity. "Working with City Year is a very different mode of problem solving than the traditional business manager is used to," says Swartz. "A cross-function team—where we are stuck together, and we may be of different ranks, but it doesn't matter; we have a common goal—it's a very uncomfortable position for some traditional people to be in. City Year is fundamentally about cross-functionalism: ten to twelve young people of diverse backgrounds and life experiences working together to solve common problems. You have college graduates and high school dropouts. You have inner-city kids and suburban kids. You have men and women, black and white, yellow and green, and they're forced to work together against this common mission, and problem-solve in a way that's dynamic. That model is extraordinarily educational to the Timberland people."

Richard Morgan sees City Year as a boon to his efforts as Timberland's human resources head. "I have been in the human resources business for twelve years and I have been involved in the affirmative action movement, had specific training around equal employment opportunity, and I understand how that applies to the workplace. Yet there are very few real good examples of what's good about diversity in the work force. If you could spend a day with a team of people at City Year, that is one of the best empirical pieces of evidence of diversity in its pure form and how it is working, how it gives you an advantage. If you want a really good example of how they're a better team as a result of diversity, go down and spend a few days with City Year. I have, personally, and it all started to click for me. I began to understand that once you get through the barriers and once you get the essential trainings learned, that team of people is a very strong team. I'd like to recreate that same environment here at Timberland."

Swartz underscores the fact that the value of this hands-on, real-life approach surpasses traditional human resources programs. "I say to some of my business colleagues, 'How much did you spend on Outward Bound courses last year? How much did you spend on leadership-development seminars? How much did you spend on these externalities?' " says Swartz. "And the answer is always something like, 'Oh, you mean our training budget? We spent $750,000.'

"I ask, 'Well, how'd you do?'

"They respond, 'Well, it was interesting but I'm not really sure it made a difference.' "

In contrast, says Swartz, "City Year creates value for us. We don't do any executive training except City Year. We do all our team building with City Year; we consume services from City Year in that regard. We do team building four times a year with City Year. I know what that would cost to do on the outside with seven hundred employees—a hell of a lot more than we're currently investing in City Year. So you could say we're saving money."

Timberland is also *making* a lot of money. Its 1993 profits rose more than 60 percent to $21 million on sales of $410, a 41 percent increase. During the third quarter of 1993, Timberland's stock doubled in value. And Swartz predicts that heady growth will only get better: $700 million for 1994, heading toward $1 billion. "Not only are we getting bigger, we are constantly reinventing ourselves," he says. "We have to reinvent ourselves because our competition is smarter, our consumer is more informed."

Diversity is one road to a smarter organization. It can be a difficult road to travel—with potholes, roadblocks, and detours galore—but the journey is usually well worth the effort. Transforming a business into a competitive, high-performance organization demands everyone's creativity, cooperation, and can-do spirit. Tapping into those resources will require that business leaders not only bring out the best in everyone but also foster a new appreciation of the power of differences, and the idea that fresh thinking, though at times unsettling, brings opportunities as well as challenges.

> You're welcome to talk to any employee in my company. I would bet you a case of Ben & Jerry's ice cream that you'll find a much higher degree of happiness here than elsewhere. I'm not saying life's a panacea here. But in general if you ask them what their favorite job was of anywhere, I'm willing to bet that most are going to tell you that it's here. Even though they're getting paid less. Most of them realize that there was a price that they paid for that high-tech-era employment. They never saw their wife or husband or children. Or they were discarded on the streets when things went sour.
>
> —GARY HIRSHBERG,
> *president, Stonyfield Farm*

warded in a number of ways, not the least of which is their employees' commitment, motivation, productivity, and general physical and psychological well-being. For example, Northwestern National Life's researchers concluded that employer policies could go a long way toward minimizing stress: "Companies with supportive work and family policies, health coverage for mental illness and chemical dependency treatment, effective communication, and flexible work hours have nearly half the burnout rate of employers who don't have such policies."

Social responsibility in the workplace moves beyond human resource programs to integrate a new breed of thinking throughout the company, from top managers down, based on the recognition that how employees are treated can have a powerful impact throughout the company and in the larger community. This is where corporate vision meets the front office and the factory floor.

The range of programs, philosophies, and practices is vast. They differ for large and small companies, manufacturers and service firms, startups and old-line operations. However disparate, they combine human resource issues—issues that contribute to the well-being and productivity of employees, such as work-family policies, wellness programs, diversity training, and the whole range of employee benefits—and organizational development issues—issues that affect the nature and structure of the organization, such as employee ownership and empowerment, increased job flexibility, and layoff reduc-

BALANCING WORK AND FAMILY

There's probably no better example than Fel-Pro Inc. to demonstrate what can happen when socially responsible business leaders apply their philosophies to human resource practices. Based in the Chicago suburb of Skokie, Illinois, Fel-Pro is one of those privately held, family-owned companies that tries to stay out of the limelight and stick to its knitting, which in this case involves the mundane business of manufacturing gaskets for internal combustion engines that power cars, trucks, and other vehicles and equipment. Founded in 1918 as the Felt Products Manufacturing Company to make products for Henry Ford's Model Ts, Fel-Pro's products are sold only to manufacturers and advertised only to the automobile trade.

Despite its preference for a low profile, Fel-Pro, with sales of more than $300 million a year, has been getting a lot of attention lately, winning awards and praise for its innovative and generous family-oriented policies. The company has been written about everywhere from *Newsweek* to the *Harvard Business Review*. It has been listed among the best companies to work for in *Working Mother* and *The 100 Best Companies to Work For in America*, given an "America's Corporate Conscience Award" by the Council on Economic Priorities, cited by the Congressional Caucus for Women's Issues, and named "Employer of the Year" by several organizations.

The policies behind all this praise stem from the owners' long-standing tradition of treating employees like family. That's somewhat natural: the owners comprise three families, all blood relations, who are also related in temperament, according to Paul Lehman, grandson of the company founder and now Fel-Pro's president of administration. "My grandfather always operated in a very informal way, with his door open," he says. "There were few executive perks; there still are. He just treated people decently. He loaned employees money. He got involved in their personal problems. He tried to be helpful."

Today, there is a lengthy list of ways in which the company tries to be helpful to its 2,300 or so employees, both inside and outside the workplace.

Early on in its history, the company established policies that reflected the owners' own commitment to family and community. The company wears that commitment proudly. "We believe that if workers feel their company has consistently dealt with them openly and fairly, they will give full support to productivity and quality pro-

We implement this philosophy through a carefully conceived communications program with the following goals:

1. To promote a feeling that we are truly a Corporate Family.
2. To give employees an opportunity to air grievances openly and address these grievances promptly and effectively.
3. To monitor the pulse of the work force to adequately deal with minor grievances before they become major problems.
4. To make each employee feel important.

Beyond these heartfelt goals lies a foundation of employee programs and benefits that may qualify it as "the best employer in the land," in the words of Robert Levering and Milton Moskowitz, coauthors of *The 100 Best Companies to Work For in America*. Indeed, Fel-Pro employees and their families are covered literally from cradle to grave:

• Employees are given money or other gifts when they get married, become parents, have birthdays (when they get an extra day's pay), on the anniversary of their employment with the company, and when they suffer the death of a spouse, parent, child, in-law, or sibling.

• Their children benefit, too, beginning with a $1,000 Treasury certificate given by the company at birth, which matures on the child's twenty-first birthday, as well as a pair of bronzed baby shoes engraved with the baby's name and birth date. Employees who participate in the company's free Healthy Start Prenatal Program also receive a $100 gift certificate for disposable diapers or a diaper service. More than 300 employee children attend summer day camp at the company's 220-acre "Triple R" (for "rest, relaxation, and recreation") recreational facility about 40 miles from headquarters.

• Kids come to work with their parents, eat breakfast with them before the start of the work shift, then board yellow school buses to Triple R for the day. The bus returns to headquarters at shift's end. Families pay $25 a week per child for use of the camp, for up to three children per family (there is a $5 discount for early registration). Triple R also provides facilities for family recreation. Employees can invite their friends and families; the camp is a favorite facility for reunions. Employees who are interested in farming their own land are given a twenty-by-twenty-foot tract of land at Triple R, along with

water and gardening tools, to plant a "mini-farm." All the mini-farms are plowed by Fel-Pro before the planting season begins.

• The company also offers a day care center, adjacent to the plant, only the second such facility opened in the state of Illinois. In 1988, Fel-Pro began offering emergency child care, where professional caregivers provide up to five days of care for a Fel-Pro employee's child, at a cost to employees of $16 per day.

• The benefits continue as employees' children grow. For example, there are college scholarships of up to $3,300 annually, and professional counselors to help high school kids and their parents select a college and arrange visits. Children with functional or emotional disabilities receive one-on-one tutoring in their homes three days a week, paid for by the company. And the company encourages employees' children to work for the company in the summer and during winter and spring breaks, where they earn above minimum wage.

There's more:

• an elder care consulting and referral service to help employees care for elderly relatives;

• a physical fitness center located in the Fel-Pro factory, offering equipment and classes along with a wellness education program;

• an artist-in-residence program, in which works are created out of scrap materials and using Fel-Pro manufacturing processes;

• a weekly visit by a lawyer, available to consult with employees on legal matters;

• a voucher for free income tax preparation by a professional firm; and

• full tuition reimbursement to encourage employees to further their education.

How can the company afford all these programs and benefits? If you ask Fel-Pro chairman emeritus Elliot Lehman, he'll likely respond with, "How can we afford *not* to? We feel that if an employee is preoccupied with personal, legal, or psychological problems, his job performance is affected. If our counselor program alleviates that preoccupation, our company benefits." Clearly, Lehman's philosophy has paid off. Its investment in its people has been a key to building the company's bottom line.

One proof of Fel-Pro's success can be seen in its low turnover rate, currently under 6 percent. The company has never had a layoff or experienced a work stoppage in its seventy-five years (although during hard times it has gone temporarily to a four-day work week), going so far as to reduce the company's liquidity in order to keep its workers employed.

How did Fel-Pro manage to put together its package of programs and benefits? "It wasn't an elaborate management philosophy," admits Paul Lehman. "It was a common-sense approach to dealing honestly and decently with people and paying them well and trying to understand that they had needs beyond nine to five. It was much more a sense of managing by gut and managing by human decency."

Paul's father, Elliot, agrees. "You deal with the fact that these are people, they are not merely an extension of a machine. And the minute you say that you then establish all of the human reactions to all situations, both tangible and intangible. You listen to what they need and how you can attempt as best you can to answer those needs, and what you can afford and what risks you are taking, and whether those risks are affordable. And you then proceed."

The bottom-line result of Fel-Pro's policies was underscored in a pioneering study conducted by researchers at the University of Chicago, who studied the links between the company's family-friendly policies and job performance. Susan Lambert, assistant professor at the University of Chicago School of Social Service Administration and the study's principal investigator, said of the 599 employees studied, those using the programs at Fel-Pro the most had the strongest sense of "corporate citizenship." She said these employees were more likely to volunteer for extra work and participate in team problem solving, and that they suggested twice as many product and process improvements as employees who did not use the benefits.

Lambert's study found that high-benefit users—employees using five to sixteen benefits per year—had the highest performance evaluations and the lowest intentions of leaving Fel-Pro. Few of these workers had received disciplinary actions. Employees using few benefits had lower performance ratings and greater intentions to leave Fel-Pro; a larger proportion had been subject to disciplinary actions.

The researchers tested the relationship between benefits use and job performance to make sure it couldn't be explained by other factors. They found that it held up no matter how long workers had been at the company, how much they earned, or other variables.

There are intangible benefits as well. As one five-year Fel-Pro office worker told the University of Chicago researchers: "Benefits are in some ways like money in the bank—you don't have to use them to make you feel good. Just knowing they're there gives you a secure feeling." She might have added that the benefits are like "money in the bank" for the company, too.

For Fel-Pro's management, the process of responding to employee needs never ends. "These are evolutionary concerns," says Elliot Lehman, "mainly because the nature of people's problems changes." For example, as the rise of two-worker families has increased, the company has begun to focus on the needs of employees' children to see if additional benefits or policy changes would ease the burden for Fel-Pro employees. "You just take a variety of influences that people are subjected to, and if you place yourself in the position where you encourage them to talk, and you encourage yourself to listen, you then start to move in directions that you feel are helpful that may not be possible for them to do on their own without great difficulty."

Like any company—large or small, public or private—Fel-Pro has felt the effects of economic and market shifts. In 1993, the company began moving toward self-managed work teams, which require fewer managers. That move potentially could involve laying off managers. But as we'll see later in this chapter, the company's owners have tried to do everything possible to avoid putting its employees on the street.

INVESTING IN PEOPLE

The idea of accommodating employees' needs outside work is relatively new for many companies. One reason is that the top people often haven't naturally related to their employees' needs. "Something like 70 percent of professional men still have wives at home," explains Fran Sussner Rogers, CEO of Work/Family Directions, a Boston consulting firm that helps companies such as American Express, Citicorp, General Electric, Hewlett-Packard, IBM, and NationsBank put together work-family programs. "So there isn't the experience of having to juggle both the home and business. The rules essentially are set for people who don't have responsibilities. It's not necessarily done with business rationale, just with tradition." In other words, the reason that some chief executives don't sympathize with work-family conflicts is simple: they don't have them.

Rogers believes part of the problem is that top management still doesn't listen carefully enough to those farther down the line. "You've got these companies talking empowerment, talking teamwork, talking cultural change, but they still aren't listening to people on these issues. It's as though those are really business issues and this is some other kind of social do-goodism, and never the twain shall meet. I think there is a disconnect that this is really a business issue. I think it's easier for people to write checks than to examine themselves and the way they manage people. Companies will sometimes start out fearing that if they get into this field they will have to set up day care centers, but by the time they understand it more deeply, they wish they could solve it by writing a check and building a day care center."

Rogers practices what she preaches. Her own 260-employee company—which itself has been named one of the "100 Best Companies for Working Mothers" by *Working Mother* magazine—has helped set up work-family programs at more than 100 companies serving some 2 million employees. In addition to creating programs for these companies, Work/Family Directions offers support services, such as a toll-free phone line staffed by experts in areas such as day care, schoolwork, and elder care. Employees can get individual answers to questions as well as a variety of brochures and workbooks full of tips, checklists, and suggestions on everything from planning a child's after-school activities to safety guidelines for leaving pets unattended.

Rogers cautions that simply offering day care or other work-family programs solves only some of the problems employees are encountering. "A company that does a day care center and makes people work ninety hours a week without any flexibility isn't going to have a happy population," she notes. Another way some companies undermine themselves, says Rogers, is by evaluating their employees on rigid time-based criteria. "People's families can't lead lives that are neat and tidy about what hour you get there, what hour you get back. They'll tell you, 'I can't get anywhere in my career because I'm written off because I can't stay late.' They'll tell you, if they work in a factory, that 'We have this absence policy that if I'm late three times, I'm out,' despite the fact that a parent can't not be late three times. The company cannot justify why these policies are in place for

> I think there is a difference about the way that men and women approach problems. I think that the need for the feminine part of business is very real. When you look at the models of management styles that have been promulgated in the last fifteen years, if you had to break them down into male-female values, I think you would say that a lot of them are female values. It's working for the betterment of the whole. Sharing. Team playing. Open, honest communication. And I don't see a lot of men who really hold those values near and dear.
>
> —DEBBIE AGUIRRE,
> *principal, Tierra Pacifica Corporation*

these people. That's just the way it's always been. Things that may have been designed twenty years ago to catch malingerers end up catching families."

Rogers underscores the importance of a broader perspective on the value of employees, one that looks beyond individual policies toward a strategy that embraces individuals' need to flourish.

"Employees are entrepreneurial by nature," says Helen Mills of Soapbox Trading Company. "If you give them a chance to open up and blossom in their environment, they will produce ten times more than if they are stuck in the daily grind and left in their graven step in the corporate compensation scheme, and not given the opportunity to meet new challenges and be stimulated into learning, growing, thinking, and contributing." Mills has integrated this belief into her own company. In an industry—retail sales—known for high turnover and low retention, she has managed to achieve low turnover and high retention.

Johnson & Johnson, the giant pharmaceutical and personal care products company based in New Brunswick, New Jersey, has for years been developing programs that recognize the need for companies to invest in employees' overall well-being. In 1978, Johnson & Johnson introduced Live for Life, a wellness program providing employees with free, comprehensive health promotion programs. A decade later, the company implemented an even more ambitious and equally groundbreaking initiative, the Balancing Work and Family

Program. Like Live for Life, the work-family program offers a wide range of benefits and services: child care services; on-site child development centers; dependent care assistance plans; paid family leave to care for newborns, adoptions, and illnesses among family members; and flexible work schedules. There are also adoption benefits, a resource and referral service that assists parents in choosing public or private schools appropriate for their children, elder care resource and referral, and relocation planning for families.

Johnson & Johnson's programs have been scrutinized by academic researchers as well as executives at hundreds of other companies. One study, the first of its kind, attempted to weigh the claims made for Johnson & Johnson's work-family programs against the actual effects the programs had on the work environment and on the attitudes and behavior of employees. Employees were asked five questions to assess the extent to which their jobs made it difficult for them to have time and energy for themselves and their families and to get everything done at home each day. Researchers concluded that for the majority of employees, "Johnson & Johnson has become a better place to work." Specifically, they found that more than 53 percent of the employees surveyed felt their work environment had improved and that their jobs interfered less with their family lives. This decrease in what the researchers called "negative spillover" from work to family occurred despite the fact that the average employee worked longer hours, spent more nights away on company travel, and reported that his or her job had become more demanding in the preceding two years. Other studies, using the same measures of spillover, found that the more jobs interfere with family life, the higher the levels of marital tension and conflict, and the poorer the developmental prospects for children.

Moreover, the company's generous and flexible leave policies had not been abused by employees. The researchers found that absenteeism and tardiness had not increased following the introduction of the Balancing Work and Family Program. And, as at Fel-Pro, employees' loyalty and commitment to the company appeared to have increased with their use of the work-family benefits, while those who didn't use the services appreciated their existence: 71 percent of those who had used time-off and family-leave programs cited them as "very important" in their deciding to stay on at the company, for example, but the same sentiment was also expressed by 58 percent of those who did *not* use the programs.

In the end, the study concluded, Johnson & Johnson's programs didn't just ease stress and improve job satisfaction. They changed the way people worked, providing direct benefits to the company. "What is most remarkable about Johnson & Johnson's Balancing Work and Family Program," wrote the researchers, "is not that it announced new and progressive work-family policies and provided additional work-family benefits for employees, but rather that in just two years it has begun to transform the work environment in ways that promise to reap greater benefits for both employees and the company than could ever be achieved through policies and programs alone."

THE CASE FOR FAMILY LEAVE

Fel-Pro and Johnson & Johnson may be pioneers, but these days they are by no means alone. Hundreds of companies now offer some kind of program to increase employees' flexibility in meeting ever-changing family needs. Many are doing so because they are required to. In 1993, the Family and Medical Leave Act mandated all employers with fifty or more workers to provide up to twelve weeks of unpaid leave for family medical emergencies, childbirth, or adoption. While passage of that law—the first major legislation of the Clinton administration—provided what some saw as generous benefits, they are far less generous than those offered in Japan and parts of Western Europe (regions known for high-productivity workers), where companies are often required to offer longer leave with pay. In Japan, for example, women are entitled to six weeks' maternity leave both before and after childbirth, at 60 percent salary. In Germany, parents can receive six weeks' paid maternity leave before childbirth and eight weeks' paid leave afterward, with an optional partially paid four-month leave. Swedish parental-leave policy provides for twelve months' leave, with the state making up 90 percent of lost income. Mothers may take an additional six-month leave at 70 percent pay.

Early on, the U.S. law was bitterly fought by most business groups—until its imminent passage, that is, when a few companies and trade associations stepped up to support it. (In 1993, BSR—represented by Lotus Development Corporation—was the only business organization that testified in favor of the Family Leave Act before a congressional committee.) Most opponents cited the cost to companies, especially smaller ones.

Yet companies large and small with several years' experience with family-leave policies usually find them relatively easy and inexpensive to administer and—as Fel-Pro, Soapbox Trading Company, Johnson & Johnson, and others have found—ultimately beneficial to a company's bottom line. When Aetna Life & Casualty Co. introduced a generous leave policy in 1986, turnover dropped from 23 percent to 9 percent in four years. With nearly 90 percent of family-leavetaking employees returning to work, Aetna estimates it saves $2 million per year in not having to train new workers. Smaller companies have fared well, too. A 1994 survey by William M. Mercer, Inc., a benefits consultant, and the University of California at Berkeley found that despite initial fears that smaller companies might be hurt by the federal family-leave law, they actually have felt the law's impact less than larger companies. More than 90 percent of employers complying with California's family-leave law—essentially the same as the federal version, but enacted two years earlier—said they had experienced either insignificant or minor costs. The 4 percent who incurred major costs were all businesses with 10,000 or more employees.

There is good public policy rationale for family leave. Such policies ease the burden on working parents by reducing the conflict between job and family. That's especially helpful when dealing with problems: marital strife, children's problems at home and school, and family members with substance-abuse or other serious problems. If these matters can be handled within the family, it can often prevent higher social costs down the line—school dropouts, child abuse, and drug-related crimes, for example—that cost individuals, government agencies, and companies more money. Most of the companies supporting family-leave legislation said they did not view it as good social policy, however, but as a program directly beneficial to business.

INCREASING FLEXIBILITY

Even employees without dependents are finding that they can flourish at work when their personal and work lives aren't driven by the rigid constraints of a company's time clock. And in the same way that such programs and benefits as day care facilities, adoption assistance, and tuition scholarships help engender dedication and motivation, so, too, can a range of organizational policies and structures, from

flextime to compressed work weeks, job sharing, and telecommuting. Each of these can provide employees with the ability to manage their personal lives more effectively, leaving them less distracted at work. Such policies have exploded in recent years among major corporations and smaller companies, who recognize that they bring a variety of benefits to the company. According to a survey by The Conference Board, recruiting employees, increasing productivity, and reducing turnover were three of the top seven reasons given for initiating flexible work plans.

Some companies are afraid to give up the control they have over employees' schedules. "They think they're going to open up Pandora's box and have worse results," says Fran Rogers. But, she says, "the evidence is that flexibility makes people commit more." Another barrier is that flexibility requires a different management style, says Suzanne Smith, co-director of New Ways to Work, a San Francisco–based group that works with companies to develop alternative work programs. She says managers and supervisors often have difficulty overseeing employees who aren't physically there all the time, such as telecommuters, who may work at home one or more days a week. "It means that it's incumbent upon every supervisor and manager to be flexible managing employees," says Smith. "And quite a few of them aren't. The critical point is that they need to be trained so that they do feel comfortable." But, says Smith, training programs that teach managers to deal with flexibility are still few and far between.

Another barrier to flexibility, says Rogers, is a major gap in understanding between companies and employees. "If you ask women with families, 'What is the thing you need most to do better at work?' the answer is, 'I need my flexibility.' If you ask their bosses, 'How do you view a person who asks for flexibility?', more than half say, 'Somebody who's not very serious about their career here.' So you have the very tool people need to be successful being viewed as a sign that they're not serious." That sets employees up for a dilemma: If they take advantage of a company's invitation to make their lives less stressful—and, by extension, their work lives more productive—they may be short-changing their chances for advancement and promotion. "You don't want to be punished simply because that's your lifestyle," says Rogers. "You want to be judged by results."

What's required is a cultural change, a need for companies to measure employees less by how much they work and more by the quality of their work and professional relationships. Changing that

> Rapid growth has been really difficult. And one of the things that we never really checked was how you systematize values. How do we put it into a briefing when you come into the company? It has to be on every printed word: How you enter and exit; how you are interviewed. One of the things that eroded our culture very fast was the bringing in of such a huge amount of new people from blue-chip corporations.
>
> We used to have a process where anyone who came in had a three-week induction course, where they went out on community programs. That dropped out of practice for a year. And to bring that back has taken an astonishing amount of energy. What we've done now is gone through a three-month process of talking to every member of our company in groups of twenty for two hours at a time, seeing how we can take those values and put them into every practice.
>
> —ANITA RODDICK,
> *founder, The Body Shop*

culture may require training managers to appreciate different expressions of motivation and commitment, and perhaps revamping the criteria used to evaluate performance. Says Rogers: "A company has to at least make an effort to take out of its culture things that penalize people for no good reason."

DAY CARE, FROM CRADLE TO GRAVE

Stride Rite's in-house day care center is now an intergenerational facility, a model for the business community, but when it was opened in 1971 it was viewed as revolutionary and was not universally well received. Some 6,000 companies—only a fraction of the 6 million employers in the United States—currently offer day care for employees' children as a regular benefit, according to the Families and Work Institute, though that represents a fourfold increase over the past ten years. The day care facilities and programs offered vary widely, as do the costs, if any, to employees. Some programs are in house, others

take place off site. There are also consortiums of smaller companies pooling resources to make day care more affordable to all. But underlying all of the programs is the recognition that parents simply cannot work as effectively—or in some cases work at all—without quality care for their children. The continued growth of two-career couples has spurred growth in the number of "latchkey" children left at home after school without supervision. And then there's the financial stress: Working women in the United States routinely spend 25 percent of their take-home pay for child care. Even the grandmother next door—if she is willing to risk cutting her Social Security stipends by reporting baby-sitting income—can command up to $125 a week.

The lack of quality child care presents additional problems for working-class parents, who are caught in a double bind, according to a 1993 study by the Harvard University Graduate School of Education. On the one hand, they cannot afford to pay for private care; on the other, they earn too much money to get the subsidies that poor parents receive to pay for preschool programs like Head Start. As a result, many of these parents make do with low-quality care, which can have an adverse affect on their children's futures. The Harvard researchers contended, as many educators do, that some formal day care experience helps prepare children for elementary school.

Caring for elders—parents, grandparents, and even aunts and uncles—can take an even greater toll. Several surveys found that up to 45 percent of employees with adult dependents work less effectively because of concerns about their relatives. A survey conducted by the Older Women's League and the Families and Work Institute found that elder care duties led to nearly a fourth of workers changing jobs, quitting, or becoming self-employed; about a third arrived late to work, left early, or were absent; some reported turning down training, new opportunities, and relocations in order to devote time to caring for older relatives. Absenteeism and turnover among employees who are caring for elderly or disabled relatives cost companies about $2,500 a year per employee, according to Andrew Scharlach, a professor of aging at the University of California at Berkeley.

Companies can benefit by offering employees some kind of help in caring for aging parents, according to research by Work/Family Directions. A survey of its client companies' employees found that every call employees made to the organization's toll-free help line

Back in 1986, we had a whole day that we dedicated to AIDS awareness. It was really early; hardly anyone spoke of AIDS in those days. We had workshops, speakers, from doctors to hospice, and the final speaker was this very passionate, articulate man who was living with AIDS. It was so shakening. Everybody was crying and shaking afterwards. I felt such a sense of responsibility and pride and I got so much support from all the employees. They said "Thank you. It's so great to know that companies are doing this thing." It really empowered me. We realized that it was a very rewarding opportunity that we had to help our employees. We took a lot of pride and responsibility in being a company where people were getting more than just a salary. We were really helping people have more enlightened lives.

—SUSIE TOMPKINS,
founder, Esprit de Corp

(paid for by the employers) saved the worker about fifteen hours of time they would have spent trying to solve a problem. About 80 percent of that time would have been taken off of work, they said. A handful of other companies are helping employees in other ways. NationsBank in Atlanta has free lunch-hour seminars on what to expect as someone ages. IBM subsidizes a home care nursing service for its employees in New York. Other companies offer special payroll accounts with tax advantages, long-term elder care insurance, flexible work schedules, and therapy groups.

Again, proponents of child care and elder care focus on these programs' positive effect on morale and productivity, although a succession of studies have been inconclusive in this regard. The more widely held belief is that such programs enhance corporate reputation and enable companies to attract and retain employees. "There's a difference between what people think and what the objective measures say," says Ellen Galinsky, co-president of the Families and Work Institute. "People think helping with child care is going to improve morale, loyalty, and reduce absenteeism. In fact, the behavioral studies show it is much more crucial in recruitment and retention."

DOES DAY CARE PAY?

Stride Rite's Arnold Hiatt sees intergenerational care as a direct means of giving his company a competitive advantage. "Stride Rite is perceived as a company that cares. We didn't go out and say, 'We care.' We just made these investments in day care. When we made the investments, we thought it was in our interest to do so. By attracting and retaining better people and having less turnover, we're able to achieve what may be the key to this country's future in the global market—that is to be more productive, to circumvent the low-wage competition, because we're never going to be the lowest wage unless we want to become a developing country again. My impression is that the traditional businessman must expand his consciousness or his range of options in terms of what investments are going to have a payback."

Clearly, child care has had a payback for Stride Rite, says Hiatt. "The only natural resource we have, particularly in Massachusetts, is people. And unless we continue to have a highly trained and educated work force, we're going to have increasing difficulty in competing. Records show that we have lower turnover than other companies in this area. And in the mid- to late eighties, when there was a phenomenon known as the Massachusetts Miracle, it was hard to find really good people. Stride Rite never wanted for a large pool of skilled applicants. We always had people wanting to come to work at Stride Rite, whether it was the more difficult positions to fill, like programmers or analysts, when everyone was expanding their management information systems, or marketing people or human resources people. We could always attract them."

Stride Rite's social programs not only helped attract employees, says Hiatt, it helped keep them. "On average, it costs $21,000 a year to advertise for, attract, and train a new employee who is filling a position that is vacated. Furthermore, the loss of productivity until the new employee achieves the level of productivity of the old employee is expensive. We were spared much of that cost. That to me is a nonproductive investment. That's a good example of an expense—an investment in training costs that could have been avoided."

Hiatt's bottom-line thinking about child care, elder care, and other work-family strategies is what's needed if these programs are to spread as broadly as possible to both large and small companies. What's also needed is for companies to pool their resources locally, enabling all to offer their employees more than each of them can do alone. That's the idea behind the American Business Collaboration for Quality Dependent Care, a groundbreaking initiative begun in 1992. The project, coordinated by Work/Family Directions, brings together nearly 150 companies and other organizations to commit more than $25 million toward a broad range of child and elder care programs in 44 cities in 25 states and the District of Columbia. The goal of the collaboration is to invest in diverse types of care, including day care centers, family day care training, adult day care, senior volunteer programs, and programs for school-age children. The collaboration has funded more than 300 different projects serving more than 106,000 people. It's not just big companies, of course. Examples abound of small and mid-sized firms that support day care for employees, whether on site, off site, or through community collaborations.

For all the attention these programs give to working mothers, or even working parents, there are few that explicitly target working fathers. While many companies profess support for fathers' family roles, only a few put money and effort into this area. One that does is the Los Angeles Department of Water and Power, the nation's largest municipally owned utility, with 11,000 employees—80 percent of them male. Over the past few years, the department has established a set of innovative services that support men from impending fatherhood through their children's adolescent years. Fathers can take up to four months of unpaid leave for a birth or adoption, and use department-affiliated child care programs. There are lunchtime workshops for expectant fathers on such things as how to coach and support their wives during breastfeeding. There is also a "Tips for Dads" information hotline and a peer support group, as well as a "Dad's Department" within the company's Parent Resource Library.

Whether for dads or moms, the point of these efforts is the same:

> Our people come first, then customers, then shareholders. We can't exceed the expectations of our customers unless we exceed them for our employees first.
>
> —HOWARD SCHULTZ,
> *chairman and CEO, Starbucks Corporation*

Today's working parents need much more than a paycheck. They desperately need to balance their lives at work with their lives at home if they are to be happy and successful in either environment.

DIVERSITY: THE COMPANY OF MANY COLORS

In 1987, the Hudson Institute stunned corporate America with a study done for the U.S. Labor Department, "Workforce 2000," which concluded that fully 85 percent of new entrants into the work force between now and the end of the century will be comprised of members of minority groups, women, and immigrants; that is, only 15 percent will be white, native-born males. With already working white males retiring in record numbers, the U.S. Bureau of Labor Statistics predicts that by the year 2000, the American work force will be 47 percent female and 26 percent minority.

Integrating all this diversity into one seamless work force is a formidable task, and a vital one. Indeed, there are those who see diversity as a powerful force that, harnessed effectively, can enhance productivity and propel a company to success well into the twenty-first century. Mismanaged, it can become a drain on a company's time and resources.

One good example of the power of diversity is Reebok International Ltd., the athletic footwear and apparel company. At Reebok, the need for diversity came about as part of an evolution that took place as the company grew from a small $12-million-a-year shoe company to a $3 billion footwear powerhouse in less than a decade. "When we were growing very, very fast, all we did was bring another friend into work the next day," recalls Sharon Cohen, Reebok's vice president of public affairs and executive director of the Reebok Foundation, as well as a longtime company employee. "Everybody hired nine of their friends. Well, it happened that nine white people hired nine of their friends, so guess what? They were white, all about the same age. And then we looked up and said, 'Wait a minute. We don't like the way it looks here.' That's the kind of thing that can happen when you are growing very fast and thoughtlessly."

The financial breakthrough for Reebok came in the early 1980s, when a group of women in the company bemoaned the fact that there was no good shoe available to use for aerobics, which had caught on as a major fitness activity. So, Reebok began marketing aerobic shoes, which within two years became a phenomenally prof-

Reebok Human Rights Production Standards

Nondiscrimination. Reebok will seek business partners that do not discriminate in hiring and employment practices on grounds of race, color, national origin, gender, religion, or political or other opinion.

Working hours/overtime. Reebok will seek business partners who do not require more than 60-hour work weeks on a regularly scheduled basis, except for appropriately compensated overtime in compliance with local laws, and we will favor business partners who use 48-hour work weeks as their maximum normal requirement.

Forced or compulsory labor. Reebok will not work with business partners that use forced or other compulsory labor, including labor that is required as a means for political coercion or as punishment for holding or for peacefully expressing political views, in the manufacture of its products. Reebok will not purchase materials that were produced by forced prison or other compulsory labor and will terminate business relationships with any sources found to utilize such labor.

Fair wages. Reebok will seek business partners who share our commitment to the betterment of wage and benefit levels that address the basic needs of workers and their families so far as possible and appropriate in light of national practices and conditions. Reebok will not select business partners that pay less than the minimum wage required by local law or that pay less than prevailing local industry practices (whichever is higher).

Child labor. Reebok will not work with business partners that use child labor. The term "child" generally refers to a person who is less than 14 years of age, or younger than the age for completing compulsory education if that age is higher than 14. In countries where the law defines "child" to include individuals who are older than 14, Reebok will apply that definition.

Reebok Human Rights Production Standards (continued)

Freedom of association. Reebok will seek business partners that share its commitment to the right of employees to establish and join organizations of their own choosing. Reebok will seek to assure that no employee is penalized because of his or her non-violent exercise of this right. Reebok recognizes and respects the right of all employees to organize and bargain collectively.

Safe and healthy work environment. Reebok will seek business partners that strive to assure employees a safe and healthy workplace and that do not expose workers to hazardous conditions.

factories, making recommendations and following up on them. "It's an ongoing effort," he says. "It's not a one-shot deal, something you do on Tuesday and if there are any problems they're cleaned up by Friday and that's the last of it. It's a corporate commitment on an ongoing basis to produce the highest-quality shoes using factories that engage in the highest-quality workplace environments."

The two are inextricably linked, he says. "You can't produce a high-quality athletic shoe in an environment that isn't clean and safe. You won't be able to retain the highest-quality workers and you won't have shoes clean enough to put in the box at the end of the line. So there is a direct correlation between the human rights standards, the workplace environment, and the quality of the product that comes out."

Cahn admits there are limits to his company's impact on government policies. "We are not a government, not an all-knowing, all-powerful force in the world. But I strongly believe that corporations have a responsibility to the consumers who purchase their products to assure that those products are manufactured in ways that are consistent with the values of those consumers."

The folks at Levi Strauss would agree, though they came to view the China situation somewhat differently. The company has a long-held reputation for adhering to its social values in determining where

The Caux Round Table Principles (continued)

6. Respect for the Environment.

A business should protect, and where possible, improve the environment, promote sustainable development, and prevent the wasteful use of natural resources.

7. Avoidance of Illicit Operations.

A business should not participate in or condone bribery, money laundering, and other corrupt practices: indeed, it should seek cooperation with others to eliminate them. It should not trade in arms or other materials used for terrorist activities, drug traffic or other organized crime.

At the very least, they should provide a basis for socially responsible companies to create their own set of rules for business behavior wherever they may operate.

THE CHINA CONUNDRUM

There's probably no issue that better illustrates the complexity of making ethical decisions than the question of doing business in China. Following the Chinese government's 1989 crackdown on the student-led pro-democracy movement—an event that has become known to the world simply as "Tiananmen Square"—several companies began to rethink their growing business links with China. Then as now, China had been relinquishing its tight control on economic activity, luring hundreds of major corporations with a 1.5 billion populace as a new cheap source of manufacturing and a gigantic market for selling products. *The Economist* magazine, for one, has flatly predicted that China will have the world's largest economy within the next quarter century.

But the government's controls on its citizens have not faded as quickly. The government does not tolerate free speech or dissident political activists and tightly regulates citizens' lives and work habits,

including whether and when they can have children. Violators can lose their jobs or even their lives. The situation has befuddled experts around the world and became the focus of a fractious debate within the Clinton administration and throughout the country in 1994, over whether to extend Most Favored Nation trading status to the Chinese government. As that debate revealed, determining the "right" course is far from easy. It has been no less easy for some company executives.

The Tiananmen Square uprising shook the world—including the business world. Large corporations, such as AT&T, Coca-Cola, and Ford Motor Company, already had invested tens of millions of dollars in China-based enterprises, with commitments of many millions more, all of which suddenly seemed in jeopardy. Meanwhile, executives at some companies that had begun or were considering manufacturing goods in Chinese factories asked themselves whether they should be doing business at all in a nation whose government killed countless unarmed students, among other atrocities.

Three companies known for their socially responsible policies—Levi Strauss, Timberland, and Reebok—took different approaches and reached different conclusions. Timberland executives had a visceral reaction to China's policies, citing human rights conditions, and decided immediately to pull their operations out of the country. Levi Strauss stepped back and studied the situation, ultimately deciding to curtail or forgo its Chinese operations. Reebok, like most other companies, reaffirmed its commitment to doing business in China. The company decided to try and work within the country to effect changes in China's human rights policies, and developed a framework for instituting workplace and human rights standards for people in its factories there. It began manufacturing shoes soon afterward.

"We were concerned about the reports we had heard about the use of forced labor in workplace settings," says Reebok's Doug Cahn. "We certainly didn't want to be a part of any factory that was engaged in human rights abuses. So we adopted a policy that no Reebok shoes would be manufactured in factories that used prison labor. We required our business partners to sign a statement attesting to that, and it became part of the arrangement between Reebok and the factories we contracted with."

In 1992, Reebok broadened its workplace standards to include such factors as child labor and the length of the work week. A Reebok task force devised a system for auditing all of its overseas business partners. Working with an inspection team, Cahn now visits all the