

**FIRST LADY HILLARY RODHAM CLINTON
TIME-WARNER LUNCHEON
NEW YORK CITY
NOVEMBER 30, 1994**

TALKING POINTS -- DRAFT

[Joke: I'm glad to be here with you today, particularly given the ongoing media speculation about my role as First Lady. I want to assure you that, despite the Vice President's generous offer, I have no plans to be reinvented.]

TIME-WARNER HELPS SHAPE OUR VALUES AND INSTITUTIONS THROUGH ITS CIVIC CONTRIBUTIONS

I know Time Warner is regarded as a corporate leader in community outreach programs, contributions to charity, and in being attuned to the special circumstances of working mothers.

In these ways alone you help shape the values of our society. But you also do so through the products you create -- books and magazines, CDs, films, and so on.

TIME-WARNER ALSO INFLUENCES THE QUALITY OF OUR NATION'S PUBLIC DISCOURSE

Whatever division you are in, the decisions you make influence the quality of public discourse in this country. You give people words, images, and ideas that allow them to make judgments about the world they live in. And that is an extraordinary responsibility to carry with you to the office every day.

Today, in a world undergoing dramatic change, in a time when so many of our social and cultural institutions are being transformed, your role becomes that much more important.

THE EROSION OF DISCUSSION AND DIALOGUE IN AMERICA, AND WHAT THAT MEANS TO OUR DEMOCRACY

I'm sure you are familiar with the linguistics professor Deborah Tannen, who has written so eloquently about communication and discourse between men and women, as well as the language we use in the workplace.

She talks about the erosion of discussion and dialogue in our society and its replacement with what she calls "a culture of critique." Winning an argument, at any cost, becomes more important than the transmission of information. Tearing down

someone else's idea becomes more important than finding a higher, common ground. And with the devaluing of debate comes an erosion of civility in general, and a merchenting of hatred and vitriol that really undermines the foundations of our democracy.

AS A CORPORATE LEADER AND A LEADER IN THE MEDIA, TIME-WARNER WILL BE ESSENTIAL TO HELPING US REVITALIZE OUR PUBLIC DISCOURSE

Communication, understanding one another, cooperating, and finding our common language has been a linchpin of our free society for over 200 years -- and remains so today.

It is in that context that your work is especially important. You are and will continue to be essential to our nation's progress as we work to restore our institutions and the democratic values we cherish -- and to bring real discussion, dialogue, and debate back into our public discourse. That is the only way we will move forward, and thrive, as a society in the 21st century.

THESE ARE IMPORTANT IDEALS TO REMEMBER IN OUR PERSONAL LIVES AS WELL

As much as you shape our world through corporate decisions and actions, you do so as parents, siblings, and children whose values define your relationships with family and friends.

When I sat before the House Ways and Means Committee more than a year ago, I said I was motivated to work on reform because of my experiences as a mother, wife, sister, daughter, and as a woman who cared about the health of her family and her country. No matter what our professional incarnation, our roles as family members, as parents, as friends are, at base, what motivate most of the decisions we make and values we convey in our lives.

If you have a daughter the age of my daughter, or a granddaughter, or a sister, or niece, you have a vision of the kind of world you want that child to grow up in. And I think we all want a world that is peaceful, civil, and fair -- and that is what we must strive for in our personal and our professional lives.

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EACH OF YOU ALSO HELP SHAPE THE VALUES OF THE PEOPLE AROUND YOU

Perhaps most important, you do so as parents, and siblings, and children whose values define your relationships with family and friends.

When I sat before the House Ways and Means Committee more than a year ago testifying about health care reform, I said I was really there as a mother, wife, sister, daughter, and as a woman. I think those roles -- as family members, as parents, as friends -- are what motivate all of us to do what we do, no matter what profession we choose.

If you have a daughter the age of my daughter, or a granddaughter, or a sister, or niece, you have a vision of the kind of world you want that child to grow up in. And I think we all want a world that is peaceful, civil, and fair, which is something we must work for in our personal and our professional lives.

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My 3 yr
are also
Parents,
Sisters,
brothers -
Shape
relation ship
you as
daughters
as grand
or sisters -
When I see
myself as
talk about
Thoreau
re name
but what
we do
re Adm.

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WOMEN'S LAW DINNER

1,000 ppl > majority women: mostly lawyers

- corp supporters; unions; firms

- mostly Wash DC

Theme: Making a Diff. For Women's Health

Fran Visco, Sylvia Drew Hy (both lawyers)

Hy = legal services for poor women

how many a ^{legal} clinic for poor women

How people make a difference (breast cancer)

Women w/ a front lines (inner city)

women & families

[will be ppl first ^{the} coming together post-election
& will need a boost]

be upbeat & hopeful

we have made a difference & will cont to
make a difference

Presenters - (Linda Ellerbe)

VISCO - Elizabeth Coleman - chairman of Maidenform
(on bd) lawyer (mom - former chair died b.b. cancer)

IVIE - Karen Hask Williams - Committee of 100
father - Judy Hask - Phila. - preside of civ. rights
lawyers w/ Marshall
chair of Wash network
Bd of NWP Leg. Def. Fund.

LAW DINNER (2)

Williams - also involved in race for re cure

[all women on dais have made a difference]
but from different vantage points

Duke Ellington Girls Choir will sing

Co-Chairs - Bill Newcomb gen counsel/VP Michigan

Carolyn Lark - White & Case

Susan Stewart VP Nations Bank

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back

lm draft #2 11/29/94

**FIRST LADY HILLARY RODHAM CLINTON
REMARKS TO THE NEW YORK WOMEN'S AGENDA STAR BREAKFAST
NEW YORK CITY
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[Acknowledgements: Elinor Guggenheimer, Mrs. Cuomo, Mrs. Guiliani, Gloria Steinem (chair of the breakfast)]

It is a great privilege for me to be with all of you this morning, and also to be in the company of John Mack Carter, Coy Ecklund, and Howard Rubenstein, who have done so much to support women over the years.

I think it's important not to underestimate their contributions, nor the contributions that all of you have made in furthering the women's agenda here in New York, because ultimately progress depends on a cooperative effort involving women and men working together. Not just making token efforts but really getting involved, giving time and energy and resources, and being willing to stand up for the causes you believe in.

Ellie mentioned a range of issues that NYWA will be working on in the coming year. The fact that women from 53 organizations have come together to make their voices heard on such issues as economic empowerment, child care, elder care, foster care, domestic violence and so many others, speaks to the universality of women's concerns.

You are involved because you have a sense of the challenges and struggles we face -- not only as women, but as a society. And you share a vision of how we might meet those challenges to become the kind of society we ought to be.

At a time when the world is undergoing dramatic change, when there is a rise in insecurity and anxiety caused by rapid economic and social transformation, we have to rebuild. We have to rebuild how we see the world, and how we see ourselves. We have to overcome cynicism, discrimination, and hatred.

But we must also work to alleviate the legitimate pain of people -- men and women -- who are struggling to make their way in our society. People who are working hard for seemingly fewer rewards. People who are squeezed from inside and out -- financially, personally, and professionally. People who have lost faith in the concept of the American Dream.

And I think it's useful at times like this to turn to the real experts -- people like you, who are leaders in the

professions and know first-hand the kinds of challenges women face every day in our society.

You know that the path to rebuilding our families, our communities, and our most vital institutions requires us not only to value the work women do, but also their vision. The vision that comes from being the primary caretaker in a family -- whether caring for children, aging parents, or siblings. The vision that comes from working against the odds to succeed in a profession that was once off-limits to women. The vision that comes from having to weigh day-in and day-out the balance between career and family.

One of the most interesting pieces of research I've seen recently was a survey released earlier this month by the Women's Bureau at the Department of Labor. In an unprecedented outreach effort, this Administration asked more than 250,000 women to fill out surveys about their lives.

What we heard is that women who are in the workforce -- outside the home -- want the same things all of us want. They want respect. They want equal pay for the work they do. They want the opportunity to balance their work and family responsibilities. And they don't think they are getting enough of those choices now.

When the results of this survey, called *Women Count*, were announced in Washington a few weeks ago, three women spoke about their personal experiences. One woman had joined the workforce late in life and talked about how important work was for her because it provided health insurance for her family. Another woman spoke about how difficult it was to go home at the end of the day and take care of her children's needs, particularly to help with homework, to listen, to be there for them. And the third woman had been in a non-traditional job, raised three daughters as a single mother, and all she really wanted was the chance to compete for promotion and job opportunities she thought she deserved.

As I listened to each of these women I knew that, at one time or another, I had been in every situation they found themselves in -- and I think most of us can say that. I knew the feelings they described. The conflict. The guilt. The excitement. The confusion. The hopes and dreams.

All my life, since I started with part-time jobs or sought part-time jobs [name some of them], I had known how difficult it would be to do what I wanted to do. At every turn, it seemed there was someone who was willing to dispense advice to me -- usually advice discouraging me from taking an uncharted path.

But I think all of us in this room, and all of the women who

stay at home doing an incredible job raising their children full-time, know that there is only one person who really knows what path is appropriate for a woman -- and that is the woman herself. Each of us must make choices that fit the particular circumstances of our individual lives. And those choices must be respected, rather than labeled or categorized or judged by some irrelevant or out-of-date standard.

I think about the choices I've been able to make. I was able to take some time off when my daughter Chelsea was born. For the most part, I've been able to work in jobs that allowed me to go to her school activities and be at home most nights and weekends.

In my office at the White House we've tried to be sensitive to women with small children and other family obligations by enabling our colleagues to work from home when they needed to or arrange their hours in ways that maximize their flexibility. One woman even brought her baby into the office with her, which worked remarkably well because everyone was anxious to help her succeed at a point in her life and career when there were extraordinary demands on her time and energy.

We can also make progress on a larger scale, and the President has begun to do that -- not only by signing the Family and Medical Leave law and working to pass the Earned Income Tax Credit -- but through the appointments he has made.

He has appointed some of the most qualified people ever to sit on the federal bench. And it just so happens that those appointments include more women and people of color to the judiciary than ever before. The same is true for the senior levels of government.

Hopefully, in the jobs they do, those appointees will reflect the choices and experiences -- in short, the vision -- that comes from being a woman in our society. That might mean inspiring a sense of cooperation and community to help resolve conflicts. Or it might mean being demanding and aggressive on issues affecting children and families.

And that is true for all of us, no matter what jobs or roles we do, or what choices we make for ourselves. Whether you are Madeleine Albright, Laura Tyson, the President of the Nurses Association, the head of the PTA, or the neighborhood mom who knocks on doors registering people to vote, your voice and vision as a woman are essential to our progress as a society.

I look around this room and there is so much excitement here. Excitement about the jobs you do, the causes you believe in, the contributions you make in your personal and professional lives.

And I'm reminded of the wonderful words of Madam C. J. Walker, who laid the foundation for the black hair care business in this country. She said: "I got myself a start by giving myself a start"

And I think the same can be true for all of us collectively, if we continue to share our energy, spirit, and vision so that our voices as women are heard, our vision is respected, and our choices remains ours alone to make.

Thank you very much.

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Accts Ernst & Young
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Tel (804) 261-1300 Founded/Ownership 1986
Sales 35MM Emp 375
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Billing & bookkeeping service; Book & record
clubs; Data processing service.
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Tel (818) 309-1540 Founded/Ownership 1988
Sales NA Emp 6
SIC 6099 Foreign currency exchange.
Hamil Jin Ownr

D-U-N-S 09-615-7755

TIMELESS FABRICS INC (NC)
(Suby of CLASSIC KNITTING MILLS INC)
1724 Holbrook St, Greensboro, NC 27403-2713
Tel (919) 294-1742 Founded/Ownership 1979, 1988
Sales 10.9MM Emp 5
SIC 5131 Piece goods & other fabrics.
*Andre Robert Pr
*Konrad Kuehn Sec Tr

D-U-N-S 09-903-5529 EXP

TIMELINE INC (WA)
DIGITALC
3055 112th Ave NE Ste 106, Bellevue, WA 98004-
2067
Tel (206) 822-3140 Founded/Ownership 1977
Sales 4.2MM Emp 41
Bank Seattle First National Bank, Seattle, WA
SIC 7371 7379 8243 Computer software develop-
ment; Computer related consulting services;
Software training, computer.
*Charles Osenbaugh Pr
*Don Babcock CEO
*Fred Dean Ex VP
*Rob Wallace VP Ops
*Jered Cady VP Sls

TIMELY INDUSTRIES

See S D S INDUSTRIES INC

D-U-N-S 00-385-3488 EXP

TIMEMED LABELING SYSTEMS INC (IL)
TIME PRODUCTS
144 Tower Dr, Hinsdale, IL 60521-5785
Tel (708) 986-1800 Founded/Ownership 1953
Sales 29.6MM Emp 200
Bank Standard Chartered Bank, Chicago, IL
Accts Hutton Nelson & McDonald
SIC 2672 Tape, pressure sensitive: made from pur-
chased materials; Labels (unprinted), gummed:
made from purchased materials.

Charles E Johnson Cont
Board of Directors: James M Blue, James Roche,
Roger Weiler.

D-U-N-S 78-645-7689

TIMEPLEX FEDERAL SYSTEMS INC
(Suby of TIMEPLEX FEDERAL HOLDINGS INC)
12150 Monument Dr 750, Fairfax, VA 22033-
4053
Tel (703) 385-3366 Founded/Ownership 1991
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SIC 5065 Communication equipment.
*Chalres Dykas Pr

*Lorraine Pavelchack Sec
*Warren Grasty Tr

D-U-N-S 08-334-2253

■ TIMES FIBER COMMUNICATIONS INC
(DE)
(Suby of AMPHENOL CORP)
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*Lawrence J De George Ch Bd
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(OK)
(Suby of SOUTHWESTERN BELL PRINTING CO)
1 NW 6th St, Oklahoma City, OK 73102-6001
Tel (405) 272-9211 Founded/Ownership 1899, 1964
Sales 25MM Emp 150
Bank Liberty Bank & Trust Co of Oklahoma City
NA, Oklahoma City, OK
SIC 2759 2752 Directories, telephone; printing;
Commercial printing, lithographic.
*John Adams Pr
*Jerry Allen Sec Tr

D-U-N-S 00-903-8993 IMP

TIMES LITHO INC (OR)
1829 Pacific Ave, Forest Grove, OR 97116-2323
Tel (503) 359-0300 Founded/Ownership 1928, 1980
Sales 14.8MM Emp 140
Bank West One Bank Oregon, Portland, OR
Accts Heaton & Co PC
SIC 2752 Commercial printing, lithographic;
Color lithography; Periodicals, lithographed;
Catalogs, lithographed.
*Paul Mc Gilvra Pr
*Claudette C Mc Gilvra Sec

D-U-N-S 05-747-5097

■ TIMES MIRROR CABLE TELEVISION INC
(CA)
(Suby of TIMES MIRROR CO INC)
2381 Morse Ave, Irvine, CA 92714-6233
Tel (714) 660-0500 Founded/Ownership 1969
Sales 336MM Emp 2,500
SIC 4841 Cable television services.
*Larry W Wangberg Pr CEO
*James F Guthrie CFO Sr VP
*Christopher Forgy Sr VP
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*Curtis Blankenbiller VP
DIMENSION CABLE SERVICES DIV Cable
television services.

D-U-N-S 00-838-2400 EXP

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220 W 1st St, Los Angeles, CA 90012-4105
Tel (213) 237-3700 Founded/Ownership 1884
Sales 3.7MM Emp 28,313
Tkr Sym TMC

Exch BSE ECM NMS PCS
Bank Morgan Guaranty Trust Co of New York,
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Accts Ernst & Young
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not printed on site; Trade journals: publishing only,
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Board of Directors: Gwendolyn Garland Babcock,
David R Beall, John E Bryson, Bruce Chandler,
Otis Chandler, Dr Franklin D Murphy Dire,
Clayton W Frye Jr, Eli S Jacobs, Dr Alfred E Os-
borne Jr, Joan A Payden, William Stinehart Jr,
Harold M Williams, Warren B Williamson, Dr Ed-
ward Zapanta.

D-U-N-S 00-153-5038

■ TIMES MIRROR MAGAZINES INC (NY)
(Suby of TIMES MIRROR CO INC)
2 Park Ave, New York, NY 10016-5675
Tel (212) 779-5000 Founded/Ownership 1910, 1967
Sales 61.8MM Emp 550
SIC 2721 Magazines: publishing only, not printed
on site.

*Edward Johnson Ch Bd
*Francis Pandolfi Pr CEO
*Patricia Campbell Ex VP
*Mark Edmiston Ex VP
*James Kopper Ex VP
*Michael Haugh Sr VP
*Scott Kabak Sr VP
*John Martin VP
*Diane Potter VP
*Katherine Taylor VP
*Frederick Becker Publr
*Nick Decarlo Cont
*Tony Johnson Mgr Mktg
*Oliver Moore Dir

D-U-N-S 00-236-4107

TIMES OF TRENTON PUBLISHING CORP
(NJ)
TIMES THE
500 Perry St, Trenton, NJ 08618-3932
Tel (609) 989-5454 Founded/Ownership 1900, 1986
Sales 73MM Emp 730
Bank United Jersey Bank Central NA, Princeton,
NJ
SIC 7313 Newspaper advertising representative.
*Richard Bilotti Pr Publr
*Michael Newhouse Sec VP
*Martin Stewart Tr VP
*Robert Jarrach VP

TIMES PICAYUNE

See TIMES PICAYUNE PUBLISHING CORP

D-U-N-S 00-817-9319

TIMES PICAYUNE PUBLISHING CORP (LA)
TIMES PICAYUNE
(Suby of ADVANCE PUBLICATIONS INC)
3800 Howard Ave, New Orleans, LA 70140-1097
Tel (504) 826-3279 Founded/Ownership 1914, 1962
Sales 64.2MM Emp 1,100
SIC 2711 Newspapers, publishing & printing.
*Ashton Phelps Jr Pr Publr
*Earl Cobb Tr VP
*Linda Dennery VP
*Donald E Newhouse VP
*Robert G O'Neill VP

D-U-N-S 00-610-3691

TIMES PRINTING CO INC (WI)
453 5th St, Random Lake, WI 53075
Tel (414) 994-4396 Founded/Ownership 1918, 1958
Sales 28MM Emp 285
Bank First Bank Milwaukee, Milwaukee, WI
Accts Anderson Tackman & Co CPA's
SIC 2752 Commercial printing, offset.
*Ray Scholler Pr
*Bernice Scholler Sec Tr
*John R Scholler VP
*Lester Miller Cont
Board of Directors: Judith A Mueller, James L
Scholler, Jean M Vetter.

D-U-N-S 00-409-0312

TIMES PUBLISHING CO INC (FL)
ST PETERSBURG TIMES
490 1st Ave S, St Petersburg, FL 33701-4204
Tel (813) 893-8111 Founded/Ownership 1884, 1978
Sales 203MM Emp 4,050
Bank First Union National Bank of Florida, St
Petersburg, FL
Accts Gregory Sharer & Stuart
SIC 2711 2721 Newspapers, publishing & print-
ing; Magazines: publishing & printing; Peri-
odicals: publishing & printing.
*Andrew Barnes Ch Bd Pr
*John O'Hearn Ex VP
*Catherine Heron Sec Tr
*Diana Williams Cont
Board of Directors: Alfred Corey, Andrew Corty,
Richard R Edmonds, Michael Foley, Phillip Galey,
Robert Haiman, Lucy Morgan, Neil Skene, Paul
Tash.

D-U-N-S 00-503-1612

TIMES PUBLISHING CO INC (PA)
205 W 12th St, Erie, PA 16534-0001
Tel (814) 870-1600 Founded/Ownership 1888, 1974
Sales 15.5MM Emp 275
SIC 2711 Newspapers, publishing & printing.
*Edward Mead Pr
*Michael Mead Ex VP
*Kevin Mead VP
*Tom Dieffenbaugh Cont

D-U-N-S 00-610-5209

TIMES PUBLISHING CO INC (WI)
WATERTOWN DAILY TIMES
113-115 W Main St, Watertown, WI 53094
Tel (414) 261-4949 Founded/Ownership 1917
Sales 3.4MM Emp 91
Bank Bank One Milwaukee NA, Milwaukee, WI

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*Ralph K

*Patricia

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*Raymon

*Wallace

*George J

*Wayne T

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*C Michael

R De Ange

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Michael M

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David Bur

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*Robert E H

*Patricia Vo

*Michael Ha

*Randy Hart

*Sharis T Ha

*Tim Hart

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*W R Timken

*Peter J Ashti

*Joseph F Toi

*Charles H Vi

Maurice J A

Larry R Brov

Donald L H

Robert L Le

Public Interest Rankings

THE COUNCIL ON ECONOMIC PRIORITIES (CEP) is an independent public interest organization dedicated to researching and reporting on, among other issues, corporate social responsibility. Each year the CEP reviews hundreds of U.S. corporations and selects winners who meet standard criteria for excellence, improvement and innovation in the areas of charitable contributions, environmental concern, responsiveness to employees, equal opportunity and community outreach.

Contact Option

Council on Economic Priorities
30 Irving Pl.
New York, NY 10003
(212) 420-1133

CEP Corporate Conscience Awards

1990 Category	1990 Winner
Charitable Contributions	H.B. Fuller
Charitable Contributions	Stride Rite
Community Outreach	Foldcraft
Responsiveness to Employees	Time Warner
Equal Opportunity	Kellogg
Environment, Large Co.	Herman Miller
Environment, Small Co.	Smith & Hawken
Environment, honorable mention	H.J. Heinz

1991 Category	1991 Winner
Charitable Contributions	US West
Charitable Contributions	Tom's of Maine
Community Outreach	Supermarkets General Holdings
Community Outreach	Prudential Insurance
Responsiveness to Employees	Donnelley
Equal Opportunity	General Mills
Environment, Large Co.	Church & Dwight
Environment, Small Co.	Conservatree Paper

1992 Category	1992 Winner
Charitable Contrib., Large Co.	U.S. West
Charitable Contrib., Small Co.	Tom's of Maine
Community Outreach	Supermarkets General Holdings
Responsiveness to Employees	Prudential Insurance
Equal Opportunity	Donnelley
Environment, Large Co.	General Mills
Environment, Small Co.	Church & Dwight
	Conservatree Paper

1993 Category	1993 Winner
Community Involvement	Clorox Company
Equal Opportunity	Pitney Bowes
Responsiveness to Employees	Merck & Co.
	Quad/Graphics
Environment, Large Co.	Digital Equipment
Environment, Small Co.	Aveda Corp.
Special Recognition for Defense Conversion	Galileo Electro-Optics
	Kaman Aircraft
	Kavlico
	Science Applications International

CEP Corporate Conscience Dishonorable Mentions

Year	Company
1990	Exxon
	Perdue Farms
	USX Corporation
1991	American Cyanamid
	ConAgra
	Bristol-Myers
	Gerber Products
	Nestle/Carnation Foods

Year	Company
1992	Du Pont
	MAXXAM
	RJR Nabisco
1993	None Presented

Source: Council on Economic Priorities

Hiring the Disabled/Disadvantaged

THE AMERICANS WITH DISABILITIES ACT (ADA), July 26, 1992, prohibits discrimination against qualified individuals, defined as persons "with a physical or mental impairment that substantially limits one or more major life activities."

According to the U.S. Department of Education, Rehabilitation Services Administration, federal and state governments spent \$1.9 billion in rehabilitation services designed to restore, preserve and develop the ability of disabled persons to function in productive activity. The responsible corporate citi-

zen seeks ways to utilize the skills of all individuals. Advocates for such efforts point out that corporations can extend opportunities beyond the workplace into the community to allow disadvantaged or handicapped individuals the chance to perform jobs that will benefit the organization. A company may, for example, direct a corporate mailing project to a local organization that specializes in work/rehabilitation programs. Such groups are found in the Yellow Pages of the telephone book under "letter shop services."

Community Outreach

THE COUNCIL ON ECONOMIC PRIORITIES profiled 100 companies using a criterion of community outreach for a basis of judgment of corporate citizenship. Corporations receiving high marks included those that developed programs which promoted education, housing and/or volunteerism. Such companies invest in depressed neighborhoods, while others establish corporation foundations to fund programs that will support the community.

The companies with high scores in the area of community outreach include:

American Express
AT&T
Amoco
Apple Computer
Atlantic Richfield (ARCO)
Ben & Jerry's Homemade
Campbell Soup Company
Chevron Industries
Clorox
Delta Air Lines
Deluxe
Digital Equipment
Eastman Kodak
Ford Motor
H.B. Fuller
Gannett
General Mills
General Motors
Hawaiian Electric Industries
Herman Miller

Hershey Foods
Hewlett-Packard
IBM
Johnson & Johnson
Kellogg Co.
McDonalds
Merck
3M
JC Penney
PepsiCo
Pitney Bowes
Polaroid
Procter & Gamble
Quaker Oats
Rouse
Rubbermaid
Ryder System
Schering-Plough
Scott Paper
Sears, Roebuck
Time Warner
Walt Disney
Westinghouse Electric
Xerox

Source: *The Better World Investment Guide*

Recommended Resource

The Better World Investment Guide
Council on Economic Priorities
30 Irving Pl.
New York, NY 10003
(212) 420-1133

The Top Reference Sources

National Directory of Corporate Giving
The Foundation Center
(212) 620-4230

This directory profiles 1,791 companies making contributions to nonprofit organizations. It is intended for use by grantseekers in locating potential support, grantmakers in learning more

about other grantseekers, scholars researching the field, journalists reporting on contributions activities of the corporate world, and everyone generally interested in philanthropy.

It lists company, address, contacts, financial data, types of philanthropic support, geographic limitations, and application information.

Charitable Contributions

CORPORATE CITIZENS ARE those businesses that recognize the interconnectedness between industry and the surrounding world. This awareness prompts these companies to make notable philanthropic contributions to charitable organizations that support the major categories of public education, health and human services, culture and arts, and civic and community activities.

There is sometimes a veil of secrecy regarding a corporation's charitable contributions. The National Center for Responsible Philanthropy reports that a 2001 survey of the largest profit-making corporations in the country, approximately 25 percent make no contribution information available to grant seekers or to the general public, even after requested to do so. This reluctance to disclose philanthropic information may be an attempt to discourage those seeking corporate hand-outs or may be an attempt to obscure the company's parsimony.

The Council on Economic Priorities profiled 100 companies and assessed their records of charitable contributions based on percent of pre-tax income budgeted for charity. According to the Council, an annual outlay of one percent of pre-tax dollars is considered an average charitable program. Fifty-one of the 100 companies surveyed met or exceeded this criteria. The ratings that follow were determined by the amount of giving, based on worldwide taxable earnings, as well as corporate-giving programs that donated millions of dollars worth of drugs, equipment, medical supplies, or food products.

Company (% of pre-tax dollars to charity)

Ben & Jerry's Homemade (7.5)
 Hewlett-Packard (5.2*)
 Cummins Engine Company (5.0)
 Dayton-Hudson (5.0)
 H.B. Fuller (5.0)
 Herman Miller (5.0)
 Polaroid (4.0)
 The Stride Rite (4.0)
 Quaker Oats (3.0)
 Sara Lee (2.9*)
 General Mills (2.7*)
 J.P. Morgan (2.6)
 Dental Equipment (2.5)
 Merck (2.5*)
 Boehringer (2.5)
 Procter & Gamble (2.2*)
 Atlantic Richfield (ARCO) (2.1)
 Chambers Development (2.1)
 Ashland Oil (2.0**)
 Fortner-Burns (2.0**)
 Chase Manhattan (2.0**)
 Norwest (2.0**)
 New York Times (2.0**)
 Lotus Baking (2.0**)
 Electronix (2.0**)
 Texas Instruments (2.0**)
 Yellow Freight Systems (2.0**)

Colgate-Palmolive (2.0)
 Huffy (2.0)
 Tennant (2.0)
 American Telephone and Telegraph (1.0-2.0)
 General Mills (1.9)
 International Business Machines (1.9)
 Hershey Foods (1.8)
 Minnesota Mining & Mfg. (3M) (1.8*)
 Allied-Signal (1.7)
 Deluxe (1.7)
 General Electric (1.6*)
 McDonnell Douglas (1.6)
 Upjohn (1.6*)
 American Express (1.5)
 Lifeline Systems (1.5)
 JC Penney (1.5)
 PepsiCo (1.5)
 Sara Lee (1.5)
 Caterpillar (1.4)
 H.J. Heinz (1.4*)
 Kmart Corp. (1.4*)
 Time Warner (1.4)
 Eastman Kodak (1.3)
 General Dynamics (1.3)
 Apple Computer (1.2)
 Kellogg Co. (1.2)
 Pfizer (1.2)
 Scott Paper (1.2)
 Bristol-Myers Squibb (1.1)
 Clorox (1.1)
 The Coca-Cola (1.1)
 General Electric (1.1)
 General Motors (1.1)
 Quaker Oats (1.1)
 Rockwell International (1.1)
 Sears, Roebuck (1.1)
 Westinghouse Electric (1.1)
 Campbell Soup (1.0)
 Chevron Industries (1.0)
 E.I. du Pont de Nemours (1.0)
 Houghton Mifflin (1.0)
 Liz Claiborne (1.0)
 Merck (1.0)
 Pitney Bowes (1.0)

*Companies including dollar value of in-kind gifts in charitable giving.

**Greater Than 2.0%

Source: The Better World Investment Guide

Almanac Fact

Fortune magazine produces an annual issue devoted to the most admired corporations in America. Corporate citizenship is one of the criteria upon which the candidates are judged. The top three corporations in 1992, based on their attention to community and environmental responsibility, were Merck, Johnson & Johnson, and Rubbermaid.

Source: "America's Most Admired Corporations," Fortune, February 10, 1992

Companies for Working Mothers

Working Mother 100 Best Companies for Working Mothers

American Life and Casualty
 American Insurance
 American Express
 American Computer
 American Andersen & Co., SC
 American Telephone & Telegraph
 American Products
 Case of Hospital of Miami
 Capital Bank
 Chase & Lomb
 Chrysler International
 C. & K
 C. Atlantic
 C. & Jerry's Homemade
 Children's Beth Israel Hospital
 Children's Horizons Children's Centers
 Bureau of National Affairs
 Burnett
 Burroughs Wellcome
 Bank
 State-Palmolive
 Consolidated Edison Company of New York
 C. Inc.
 C. Hudson
 C. Bankshares
 K. Donnelley
 C. Chemical
 C. Pont
 Eastman Kodak
 C. Pro
 C. Bennett
 C. mentech
 General Mills
 C. Lavo
 Great Western Bank
 C. T. Water Products
 Hallmark Cards
 John Hancock Mutual Life Insurance
 Hanna Andersson
 Home Box Office
 Hewitt Associates
 Hewlett-Packard
 Hill, Holliday, Connors, Cosmopolous
 Hoechst Celanese
 Hoffmann-La Roche
 International Business Machines
 IDS Financial Services
 Johnson & Johnson

S.C. Johnson & Son
 Lancaster Laboratories
 Lincoln National
 Little Company of Mary Hospital
 Lotus Development
 Lucasarts Entertainment
 Magee-Women's Hospital
 Marquette Electronics
 Massachusetts Mutual Life Insurance
 MBNA America
 Catherine McAuley Health System
 Merck
 Minnesota Mining & Manufacturing (3M)
 Morrison & Foerster
 Motorola
 NationsBank
 Neuville Industries
 Northern Trust Corp.
 Northern States Power
 Nynex
 Pacificare Health Systems
 Patagonia
 Pacific Gas & Electric
 Phoenix Home Life Mutual Insurance
 Pitney Bowes
 Procter & Gamble
 Prudential Insurance
 The Putnam Companies
 Quad/Graphics
 Rohm & Haas
 The St. Paul Companies
 The St. Petersburg Times
 SAS Institute
 The Seattle Times
 Sequent Computer Systems
 Sprint
 Steelcase
 Stride Rite
 Syntex
 Time Warner
 The Travelers Companies
 United States Hosiery
 Unum Life Insurance
 The Upjohn Company
 USA Group
 Warner-Lambert
 Wegmans
 Wells Fargo & Company
 Work/Family Directions
 Xerox

Source: Working Mother, October, 1992

30 Most Overpaid CEOs

THE CRYSTAL REPORT ANALYZES the salaries of top CEOs in over 300 companies based on several criteria. The editors collect data on the Total Cash Compensation (TCC) and the Total Direct Compensation (TDC) which includes base salary, plus miscellaneous compensations such as annual bonus and stock options. Comparing these figures to the company's size and performance, the Report calculates a figure called the Final Competitive TDC, or the TDC considered most appropriate. The relationship between the Final Competitive TDC and the Actual TDC of the CEOs in thirty major companies is the

percent deviation and appears in the accompanying table.

Source: The Crystal Report 1992. Reprinted with permission.

Contact Option

Graef Crystal, Editor
The Crystal Report
564 Montecito Blvd.
Napa, CA 94559
(702) 832-3779

30 Most Relatively Overpaid CEOs according to The Crystal Report, 1992

(So they're not perfect)

Company	CEO	Actual TCC (\$ thous.)	Actual TDC (\$ thous.)	Final Competitive TDC (\$ thousands)	Percent Deviation
Coca Cola	Robert C. Goizueta	3,140	63,550	5,970	954
Time Warner	Steven J. Ross & N.J. Nicholas	6,960	11,000	1,260	773
UAL Corporation	Stephen M. Wolf	580	17,200	2,230	671
General Dynamics	William A. Anders	1,500	13,530	1,770	664
Grace (W.R.) & Company	J. Peter Grace	1,710	10,250	1,560	557
Occidental Petroleum	Ray R. Irani	4,240	8,800	1,420	538
Masco Corporation	Richard A. Manoogian	1,500	6,550	1,070	512
Merrill Lynch	William A. Schreyer	5,850	10,350	1,950	481
United States Surgical	Leon C. Hirsch	2,070	42,730	8,120	455
Int'l Flavors & Fragrances	Eugene P. Grisanti	790	9,240	1,790	415
National Medical Enterprises	Richard K. Eamer	1,540	6,570	1,350	387
Burlington Resources	Thomas H. O'Leary	1,290	6,510	1,430	353
McCaw Cellular Communications	Craig O. McCaw	160	7,560	1,790	322
ITT	Rand V. Araskog	2,880	7,390	1,850	299
Quaker Oats	William D. Smithburg	1,400	10,240	2,570	295
Burlington Northern	Gerald Grinstein	1,180	2,310	620	273
IBM	John F. Akers	1,180	4,930	1,330	271
RJR Nabisco Holdings	Louis V. Gerstner, Jr.	3,180	10,440	2,840	268
Tandy	John V. Roach	800	1,470	440	234
Imcera Group	George D. Kennedy	1,330	6,800	2,090	225
TRW	Joseph T. Gorman	1,100	3,880	1,200	223
Suntrust	James B. Williams	600	7,020	2,260	211
Monsanto	Richard J. Mahoney	1,530	7,470	2,430	207
Cooper Industries	Robert Cizik	1,120	5,820	2,000	191
Bear Stearns Companies	Alan C. Greenberg	5,300	5,300	1,840	188
Union Pacific	Andrew L. Lewis	2,030	6,100	2,120	188
Digital Equipment	Kenneth H. Olsen	1,000	2,230	780	186
Travelers Corporation	Edward H. Budd	920	2,220	780	185
Freeport-McMoran	James R. Moffett	1,170	4,650	1,640	184
Primerica Corporation	Sanford I. Weill	2,230	6,330	2,240	183

Source: The Crystal Report, 1992

TIME-WARNER FORUM/DRAFT Q + A

1. If the economy is performing so well, why isn't the President getting credit for it?

First, there has been an upturn in the economy, but it's coming after nearly two decades of stagnating wages. Clearly, the recovery is not yet going to erase anxieties that have built up over such a long period of time. The President understands that, and that's why he remains committed to an economic agenda that lowers the deficit, creates jobs, and gives working people ways to make their earnings go further.

Second, when you're paying the bills you have to make a lot of tough decisions. You have to make tough choices that help the economy but are not as immediately noticeable to people in their everyday lives.

Most important to keep in mind is that the President has taken the crucial first steps to getting our economic house in order. Obviously, people are still hurting, and because of that he will continue to look for ways to alleviate their distress, be it through student loan reform, the EITC, incentives for small businesses, or income tax credits.

2. Do you feel that health care, and the idea that it was a big government take-over, got in the way of an agenda that really was oriented to business and deficit reduction?

At its core, reform was designed to serve an economic and social purpose. It was about making our market and our free enterprise system work more efficiently. It was never about big government, or expanding government's role.

The perception may have been different, but that was the motivation behind what we were trying to do. Clearly we ran into a lot of powerful interests who spent \$300 million dollars on advertisements that succeeded in mischaracterizing our plan. In the face of that opposition we didn't do an adequate job of explaining that health care reform was about making the market more efficient and making it more equitable.

I'm not going to say our plan was a panacea, but the motivation behind it was to inject competition into the economy, to make the market work and to bring the right incentives into the system.

And one of the things we learned from the whole exercise was that big change is much more difficult to achieve than incremental change. You have to give things to people in stages.

3. Some members of the President's economic team seem to be

against a capital gains tax, while Secretary Bentsen seems to favor one. Where do you stand?

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My husband's criteria for looking at any economic proposal is whether it helps the economy create jobs, whether it improves the standard of living, and whether it is fair. I'm sure the President will judge the capital gains tax by the same standards as everything else.

4. What is your opinion on a middle class tax cut?

The President has always wanted to make the tax system fairer and he has taken important steps in that direction. The Earned Income Tax Credit gives relief to 15 million working Americans with incomes under \$27,000. It would be great to go further. But all tax relief measures must be weighed against our progress on the deficit. That is the only responsible course of action and I think the President will balance those same concerns in looking at tax proposals in the next budget cycle.

5. Do you think the President will support a balanced budget amendment?

[NOTE: The current plan is to oppose the balanced budget amendment but to make our public message one of "truth in budgeting" and "people have a right to know."]

We are making progress at the moment on reducing the deficit without a balanced budget amendment. So it's important to insist that whoever supports a balanced budget amendment shows the American people precisely how it will be achieved -- line by line in the budget.

If the new leaders in Congress think they can do more to reduce the deficit and grow the economy with an amendment, they at least must offer details of where cuts and savings will be made, and what will happen to the deficit. The worst thing would be to pass a balanced budget amendment without telling the American people how they're going to get the budget balanced.

6. What is your view on the Contract with America?

As the President has said, there are a lot of attractive elements in it, but taken together it's a trillion dollars worth of promises with no explanation of how those promises are going to be kept.

TIME-WARNER FORUM/DRAFT Q + A

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5. Do you think the President will support a balanced budget amendment?

[NOTE: The current plan is to oppose the balanced budget amendment but to make our public message one of "truth in budgeting" and "people have a right to know."]

We are making progress at the moment on reducing the deficit without a balanced budget amendment. So it's important to insist that whoever supports a balanced budget amendment shows the American people precisely how it will be achieved -- line by line in the budget.

If the new leaders in Congress think they can do more to reduce the deficit and grow the economy with an amendment, they at least must offer details of where cuts and savings will be made, and what will happen to the deficit. The worst thing would be to pass a balanced budget amendment without telling the American people how they're going to get the budget balanced.

6. What is your view on the Contract with America?

As the President has said, there are a lot of attractive elements in it, but taken together it's a trillion dollars worth of promises with no explanation of how those promises are going to be kept.

TIME-WARNER FORUM/DRAFT Q + A

1. If the economy is performing so well, why isn't the President getting credit for it?

First, there has been an upturn in the economy, but it's coming after nearly two decades of stagnating wages. Clearly, the recovery is not yet going to erase anxieties that have built up over such a long period of time. The President understands that, and that's why he remains committed to an economic agenda that lowers the deficit, creates jobs, and gives working people ways to make their earnings go further.

Second, when you're paying the bills you have to make a lot of tough decisions. You have to make tough choices that help the economy but are not as immediately noticeable to people in their everyday lives.

Most important to keep in mind is that the President has taken the crucial first steps to getting our economic house in order. Obviously, people are still hurting, and because of that he will continue to look for ways to alleviate their distress, be it through student loan reform, the EITC, incentives for small businesses, or income tax credits.

2. Do you feel that health care, and the idea that it was a big government take-over, got in the way of an agenda that really was oriented to business and deficit reduction?

At its core, reform was designed to serve an economic and social purpose. It was about making our market and our free enterprise system work more efficiently. It was never about big government, or expanding government's role.

The perception may have been different, but that was the motivation behind what we were trying to do. Clearly we ran into a lot of powerful interests who spent \$300 million dollars on advertisements that succeeded in mischaracterizing our plan. In the face of that opposition we didn't do an adequate job of explaining that health care reform was about making the market more efficient and making it more equitable.

I'm not going to say our plan was a panacea, but the motivation behind it was to inject competition into the economy, to make the market work and to bring the right incentives into the system.

And one of the things we learned from the whole exercise was that big change is much more difficult to achieve than incremental change. You have to give things to people in stages.

3. Some members of the President's economic team seem to be