



# Racial Equity and Justice Initiative

Impact Report on Business Roundtable Member  
Company Efforts to Expand Economic Opportunity

## Introduction

In October 2020, Business Roundtable [released a report](#) outlining strategies to advance economic opportunity for Black and Latino communities. The report noted that while progress has been made in many areas to curb racial inequities, racial wealth gaps and a lack of economic mobility persist in communities of color. Business Roundtable companies issued a set of commitments around community development and finance, support for small business and partnerships with institutions like Thurgood Marshall College Fund to advance greater economic opportunity.

Business Roundtable member companies continue to make good on the organization's October 2020 commitments, and a number of them have made additional individual commitments. The dual focus of Business Roundtable member companies on economic support and talent development has been a powerful catalyst for expanding broader economic opportunity.

Though much has been done, there is still more to do. This report catalogues some company commitments and their impact; outlines opportunities to do more to close the racial wealth gap; provides insights into the impact of member company efforts to advance economic opportunity and talent development for Black and Latino communities; and highlights opportunities for companies to make their commitments even more impactful in coming years.

## Insights

### Economic Support

Most notably, economic support has taken the form of lending and grants that help Black and Latino Americans build wealth through home ownership and growing small- and medium-sized businesses. Over the last two years, Roundtable companies have collectively committed over \$2.5 billion to support Community Development Financial Institutions (CDFIs); \$615 million to Minority Depository Institutions (MDIs); more than \$33 billion in support to Black- and Latino-owned small businesses; over \$26 billion toward affordable housing; and \$50 billion to responsibly increase the number of Black and Latino homeowners. This support not only advances economic opportunity for communities of color, but some member companies have also situated support for Black and Latino Americans squarely in the core of their strategic business operations. This demonstrates that such financial commitments are a key component of their businesses.

In speaking with member companies and recipients of company support, several themes emerged about the impact of these investments.

## CDFIs and MDIs

- **CDFIs and MDIs have found direct funding to be the most impactful form of support.** This is especially true of equity investments in CDFIs and MDIs in the form of non-voting common shares. Such equity investment strengthens these institutions' balance sheets, which allows for stronger banking operations and the ability to service more customers. In addition, CDFIs' lending support and deposits have increased the capital base, enabling increased lending within their communities, geographic expansion and the ability to acquire, train and retain top-tier talent. One CDFI demonstrated the impact member company commitments have had on its business through increased lending capacity. Before 2020, this CDFI was lending approximately \$500,000 per month. Today, it can lend approximately \$30 million per month. This increase in lending capability represents an order of magnitude in additional lending capacity and a greater ability to meet the needs of the communities the CDFI serves.
- Additionally, member company support has enabled **CDFIs and MDIs to improve access to core banking business opportunities that were previously difficult to achieve.** This includes opportunities like inclusion in prime investments or underwriting opportunities that were previously inaccessible, as well as taking advantage of new business networks and other professional platforms to connect with partner institutions that expand their brand and generate new business. Among other things, these partnerships are enabling CDFIs to provide better services and savings to their customers, including services like free ATM withdrawals at major national bank ATMs and free online financial education platforms.
- Finally, member company support has provided critical **economic advice and operational management expertise to executive, banking and operational teams at many CDFIs and MDIs.** This support has come in many forms — loaning of executives, assisting with banking and operations strategy development, conducting training and capability building workshops and sharing market intelligence reports. One national bank has been actively loaning senior executives to Black-owned CDFIs and MDIs as part of a sustained mentorship program to help assist with sustainable long-term strategy and execution support. Additionally, a national financial institution helped an association of Black-led CDFIs craft their industry association strategy and has partnered to execute on this strategy over the next three years.

## Black and Latino Small Businesses and Suppliers

- **Black and Latino small business owners value direct grant funding and increased access to capital.** Accessing loans, especially those with favorable terms, and receiving grants enable Black and Latino small business owners to execute on their growth strategy rather than having to worry about operating capital. This allows them freedom to respond to customer demand, take advantage of local opportunities and scale their workforces as they see fit. Roundtable member companies understand the scale effect such support brings. For example, one member company has committed more than \$500 million in small business support precisely to create virtuous network effects of growth for both communities served by small businesses and for building generational wealth for business owners. Another committed \$5 million to a fund that preferentially invests in equity of promising Black and Latino startups. A group of member companies that has made a commitment to serve small businesses aggregated their support into an emergency fund to support Black and Latino small businesses impacted by hurricanes and other natural disasters.
- Like CDFIs and MDIs, **Black and Latino small business owners also report that receiving technical assistance has provided substantial uplift in terms of capability building and business operational expertise.** This has come in the form of training, access to business opportunities, support for lending applications and grant proposals, networking and mentorship. Such efforts increase business opportunities, build suppliers' expertise and expand opportunities to build their businesses. One software company has engaged Black and Latino suppliers in formal mentorship programs where they connect smaller suppliers with larger ones to communicate best practices and introduce the opportunity for business partnership. This same company also links Black- and Latino-owned small businesses with sponsors within the company to provide those suppliers access to business opportunities as they arise.
- **One area of focused support for Black and Latino small- and medium-sized business owners is member companies' commitment to expand both supplier diversity and improve supplier partnerships.** Member companies spend billions of dollars each year on suppliers and providers of critical business products and services. Many member companies have committed to increasing the number of Black and Latino suppliers they use, and many have surpassed their own goals and commitments. Additionally, many companies have prioritized Black- or Latino-owned and operated suppliers in their procurement process.

## Talent Development and Support

In addition to strong economic commitments, individual Roundtable member company commitments have also sought to promote a more equitable workforce and increase economic opportunity for all employees by focusing on talent development and professional support initiatives, including through Roundtable-backed initiatives like the [Multiple Pathways Initiative](#) and the [Second Chance Business Coalition](#), as well as partnership with the [Thurgood Marshall College Fund](#). These efforts help support not just the institutions that contribute to improving racial equity, but Black and Latino Americans who are themselves powerful engines of economic and societal impact. This support comes in several forms, including investment in knowledge and skills relevant for an evolving workforce, improving access to learning and business opportunities and growing the talent pipeline of Black and Latino executives.

Workforce development efforts have been achieved through dedicated training programs, support for community college or vocational education and certifications, business-focused skill building and other direct capability building, including through networking and sponsorship opportunities. Such support is critical for supporting Black and Latino Americans' individual personal and professional goals, as the knowledge and skills gained through such support are portable across professional opportunities.

In speaking with member companies and commitment recipients, several themes emerged related to talent development and support.

- **Programs that created direct support for and access to individual knowledge, skill and opportunity creation were most beneficial for workforce development.** Some member companies are helping shape the curriculum at institutions of higher learning, community colleges and career technical programs to focus on knowledge and skills highly relevant for well-paying jobs open now, including in cybersecurity and quantum computing. Others are helping provide industry credentials by offering company-funded training and certification programs. Still others are committing significant time through structured mentorship, internship and apprenticeship programs. Finally, some member companies are investing in learning and skill-building infrastructure like campuswide Wi-Fi, computing and machine learning centers of excellence. These programs, tools and other support give Black and Latino learners the opportunity to learn and grow their skills to further their professional career.
- **Member companies are building and scaling programs to attract, retain and support Black and Latino talent, including through the Business Roundtable Multiple Pathways Initiative.** Member companies are investing in efforts to diversify hiring, reform performance review and promotion practices and provide skills training to employees. Debt-free learning to acquire and scale knowledge and skills relevant for both current and broader professional roles is available

at many member companies, including through partnerships with Historically Black Colleges and Universities (HBCUs) and other minority serving institutions (MSIs). Some proactively identify and offer internal training courses necessary for skill development and career progression to diverse talent ahead of tenure to help accelerate their corporate growth through promotion. Other companies have reassessed their hiring practices and taken steps like removing the four-year degree requirement for roles that do not strictly require it. Several member companies are removing four-year degree requirements for open jobs. For instance, one global health-care technology company has removed the requirement for 25 percent of their IT job roles, relying on skills-based interviews instead. Another company provided \$15 million in grants, capacity-building support and technology-enabled services to 50 nonprofit workforce development and digital skilling groups serving Black communities that have reached nearly 8,000 people. Such steps create professional pathways to many who might otherwise not have the opportunity to enter or grow into sustained, supported professional careers.

- **Member companies are developing long-term partnerships with HBCUs to support the pipeline of Black talent.** In the realm of talent development, special focus has been given to HBCUs, Hispanic serving institutions (HSIs) and other MSIs — and with good reason. Long stalwarts of Black and Latino higher education, these institutions are proven leaders in growing and graduating skilled talent. Since 2020, member companies have committed more than \$765 million to enhancing on- and off-campus programs; academic and research support; business, internship and scholarship opportunities; recruitment; and other forms of direct support to HBCUs and MSIs. One member company has provided direct support to HBCU students who experience emergencies during the academic year. That same company also offers financial literacy courses to HBCU students. Another member company provided significant contributions to provide students with access to more favorable and flexible loan terms, as well as assisted over 51 HBCUs and MSIs with comprehensive support and capacity building, including enhancing HBCU information technology infrastructure, broadband access and cybersecurity. Additionally, since 2020, over 100 member companies have partnered with Thurgood Marshall College Fund to support HBCU students through programming and other direct support, including scholarships and internships.
- **Through the Second Chance Business Coalition (SCBC), companies — Business Roundtable member companies and others — are addressing barriers to hiring people with criminal histories.** Qualified workers are being excluded from economic opportunities due to their criminal records, which disproportionately affects people of color. Black adults are nearly six times more likely to be incarcerated than their white counterparts, and Latino adults are more than three times more likely. The SCBC is a cross-sector coalition of large private-sector firms that are committed to expanding second chance hiring and advancement practices within their companies. To promote second chance employment, SCBC members have participated in regional and local pilot programs, revised internal practices to remove questions regarding an applicant's criminal history

on initial job applications and organized and hosted expungement clinics for people with criminal records. SCBC companies have also shortened the look-back periods for certain misdemeanors. In 2021, roughly half of companies track the number of individuals with criminal records they employ. Of those, nearly three-quarters reported that at least 5 percent of their new hires are second chance candidates. Many companies have moved the background check to the end of the hiring process. Since its launch in April 2021, the coalition has grown from 29 to 46 members.

## Opportunities for Greater Impact

Even with the progress made through individual Roundtable member company commitments, opportunities remain to accelerate the closure of the racial wealth gap. Below are insights learned from Business Roundtable member companies and external stakeholders that have been recipients of member company commitments.

### Roundtable Member Companies

- **Developing a more complete understanding of the impact of corporate support for underserved communities is a complex task, but would provide for a better awareness around best practices that achieve the desired outcomes of a company's respective commitments.** Many companies made multiyear commitments with the plan to strategically invest funds in initiatives that help to move the needle on racial equity and justice. Since support is in the form of incremental investments and grants, it can be difficult to assess disbursements and understand the full scope of impact across companies over time.

Among Business Roundtable members, there were varying degrees of internal infrastructure in place to make, implement and measure new commitments. The very scale of the support provided has proven hard for organizations on both sides of the equation. For member companies, it has been difficult to process these commitments through existing investment channels. Relatedly, given the historic breadth and scale of underinvestment in many of these areas, some recipient organizations simply are not equipped to absorb large capital investments within a short period of time or lack the resources and infrastructure to provide data on impacts in a timely manner.

This is an area that deserves more concerted study and reporting, both to assist with recognizing best practices for addressing the racial wealth gap, as well as to help facilitate future investments that create sustainable change for individuals, communities and companies. Business Roundtable will continue to spotlight member company progress and connect member companies with resources to better assess the impact of their commitments.

- **Member companies remain focused on fulfilling their commitments and identifying opportunities to improve internal practices and external partnerships.** Several Roundtable member companies expressed a desire to expand existing investments and continue to focus on driving the many initiatives they already support. This clearly communicates that these topics remain top of mind for Roundtable CEOs and their executive teams. Specifically, member companies expressed a desire to further integrate racial equity efforts into day-to-day business operations, continue to ensure senior leaders embrace and lead racial equity efforts through implementation and deepen engagement with recipient organizations to better understand challenges and needs. Business Roundtable will continue to share best practices, quantify progress on its member company action on racial equity, address workforce needs and develop meaningful partnerships.

## Recipient Organizations

Through conversations with external stakeholders, including individual recipient organizations and the organizations, associations and other groups that represent them, the following themes emerged around opportunities for continued support that could lead to more impactful investments.

- **Operationalize racial equity work.** To really drive impact at-scale, recipient organizations value commitments that are sustainable and core to the businesses' day-to-day strategy and operations. Additionally, commitment from senior leadership at companies increases the rate of change and accountability that organizations must act on on different initiatives to advance racial equity. Building equity efforts into core business operations with company leaders as champions can ensure the sustainability of efforts to help close the racial wealth gap. For example, one member company committed to deposit approximately 2 percent of the company's cash balance with CDFIs and MDIs on an ongoing basis. By considering CDFIs and MDIs as part of the ecosystem of financial institutions they bank with, this company will help these community-based banks leverage capital to provide more loans to underserved communities. Each company's context, strategy and operations are different, but the overall sentiment of making a focus on racial equity a core part of a company's day-to-day business strategy and standard operating procedure holds true across all institutions.
- **Focus on the recipients, in addition to intermediary organizations.** Some Business Roundtable member companies provided direct support to CDFIs, MDIs, HBCUs, small business owners and entrepreneurs rather than providing resources to large pass-through organizations. This direct support allows companies to better understand the strategy of the recipient organization and



the needs of the communities and customers. Direct engagement and ongoing personal relationships with both intermediary organizations and, where possible, end recipients enable greater impact because the company making the commitments understands fully how to best structure and disperse those commitments to have the most impact. This also allows a company making commitments to stay abreast of dynamic shifts in the market and the recipient organization, as well as align their commitments and investments with the company's internal business objectives. Partnering with larger intermediary organizations can also be helpful for companies that are interested in focusing on certain regions or expanding their commitments across several recipients.

- **Look for stacked wins.** Just as with the member company that assisted suppliers in getting access to funds and then routed that business through CDFIs, those on the frontline of racial equity and justice work can also look for and benefit from stacked wins. Another example of a stacked win could be that a company invests its deposits in an MDI, which gives that MDI more capacity to lend, and then the company takes out a large loan to cover an operating expense. There are many more examples, of course, but these illustrate the potential effect that deliberately stacking wins brings.
- **Broaden scope.** As recipient organizations continue to grow and scale both their business operations and their ability to absorb funding, they are already starting to look beyond the core of their main business and its activity or activities for opportunities to broaden their scope to other areas of need. For instance, an MDI may have sufficient deposits and equity investments, but there is a continued need to invest in its internal infrastructure. This could include companies lending executives to support an MDI on a discrete project or providing a grant for a CDFI to update its technology systems to conduct its business and meet customer needs more efficiently. This also creates an opportunity for companies that do not have existing relationships with MDIs or CDFIs to think more creatively about how they develop those partnerships beyond deposits. Broadening the scope of the type of support provided to organizations can expand the capacity of recipient organizations to serve their communities.

## Conclusion

Business Roundtable member companies have built on their individual commitments to help address the racial wealth gap. While more work remains to be done, member companies are making a real and meaningful impact in expanding broader economic opportunity.

*Business Roundtable would like to thank its knowledge partner, McKinsey & Company, for its subject-matter expertise and extensive contributions to this analysis.*

## Appendix A

To produce this report, Business Roundtable interviewed a number of member companies. Descriptions provided by those companies of their programs and strategies follow.

### BCG

#### Developing Engines to Accelerate Systemic Change

BCG engages an ecosystem of corporate, government and non-profit partners to accelerate the growth of minority-owned businesses, catalyze change through business/supplier diversity initiatives and inspire the next generation of entrepreneurs.

BCG partnered with Macy's Inc. to expand their inclusion of underserved suppliers through the design and launch of an innovative, jointly invested \$200 million ["S.P.U.R. Pathways: Shared Purpose, Unlimited Reach" fund](#). The fund intends to accelerate the growth of underrepresented businesses and communities while activating the broader Minority Business Enterprise (MBE) ecosystem of partnerships. Macy's Inc. directly invested \$30 million to provide access to capital, mentorship and markets for Minority and Women-owned Business Enterprises (M/WBEs), building on their Workshop at Macy's and Mission Everyone initiative. [BCG also supported Grameen America](#) in extending its customer base to Black female entrepreneurs by implementing a new service model to secure additional funding and grow its distribution footprint into new markets.

BCG solidified its investment in equitable and inclusive consulting through establishing its [North America Center for Inclusion and Equity \(CIE\)](#). The CIE, with 250+ diversity, equity and inclusion experts covering all industries, supports clients to embed inclusion and equity in their [business strategy](#), talent practices and community engagement.

In 2021, BCG co-founded the [Southern Community Initiative \(SCI\)](#) with Vista Equity, PayPal and the Kellogg Foundation to close the racial wealth gap across six cities in the South. The Initiative works to break down silos and channel the \$100+ billion in racial equity commitments made since 2020 towards high-impact opportunities to drive MBE entrepreneurship, access to capital, education, workforce development and digital access. SCI has been endorsed by 90+ corporate and philanthropic signatories to date.

In partnership with the Majira Project, BCG also runs BCG Spark, a program that provides consulting, business development and mentorship to underserved entrepreneurs/businesses across a range of sectors. The program, which had 400+ volunteers from 16+ BCG North America offices this year, has worked with more than 140 companies that have raised \$400+ million since its founding seven years ago.

## **Boeing**

### **Prioritizing Equity, Diversity and Inclusion With Thurgood Marshall College Fund**

Since 2018, The Boeing Company has partnered with Thurgood Marshall College Fund to establish a talent pipeline that is vital to future innovation at the company and across the aerospace industry. Its partnership with Thurgood Marshall College Fund has become the company's primary source of diverse talent hiring.

A four-year, \$6 million investment in 2018 funded scholarships, internships, on-campus engagement and immersive programs that introduced students to Boeing's culture and career paths. In 2022, the company reaffirmed its commitment with an \$8 million investment through 2026, creating The Boeing Scholars. The program provides students with certain majors an opportunity for leadership and professional development through internships, immersive experiences, mentorship and scholarships.

In addition to this signature program, Boeing also participates as a Presidential Partner at the Thurgood Marshall College Fund Leadership Institute. During the Institute, Boeing interviews candidates for both internship and full-time job opportunities, making as many as 20 offers in some years.

The Thurgood Marshall College Fund partnership has allowed Boeing to engage with over 50 different HBCUs, meet thousands of talented HBCU students, invite over 300 students to its facilities and convert upwards of 90 percent of participants in its internship and immersive experiences to full-time employees.

## Cisco

### 12 Bold Actions for Social Justice

In 2020, Cisco launched its [12 Actions for Social Justice](#), a five-year commitment backed by a \$300 million investment to explore new ways to address inequities, break down barriers and create more inclusive opportunities for people to thrive. What began as a commitment to the African American/Black community now serves as a blueprint for creating lasting, generational change within Cisco, across its partners and suppliers and in communities around the world.

Through Social Justice Action 8, Cisco committed a total of \$150 million through 2025 to preserve the legacy and sustainability of HBCUs. [The company's commitment](#) is the largest corporate donation in HBCU history and the only corporate donation with the intended purpose of supporting the [entire HBCU system](#).

Within the total commitment, Cisco is directing \$50 million to fund STEM education as the first corporate donor to the Student Freedom Initiative's (SFI) Access to Education endowment. Through the endowment, all juniors and seniors in a STEM discipline at any HBCU can receive up to \$20,000 per year (a maximum of \$40,000) in a low-cost loan with income-dependent repayment terms. To date, the endowment has distributed over \$25 million to more than 250 students at 26 HBCUs.

Cisco is directing the remaining \$100 million to HBCU technology modernization. Together with SFI and its implementation partners, Cisco is donating cybersecurity software, services, training and support over a five-year period to help HBCUs achieve National Institute of Standards and Technology (NIST) self-certification. These upgrades preserve the schools' eligibility for federal funding, keep their data secure and thwart cyberattacks that have targeted HBCUs in recent years. Cisco is also addressing the issue of broadband deserts by providing broadband access to schools and to their surrounding communities.

## Citi

### Breaking Down Barriers to Capital

Citi launched a new initiative in September 2020 – Action for Racial Equity – to help address the racial wealth gap in a more tailored way. Through a range of strategic investments and programs totaling over \$1 billion, the initiative aims to help provide better access to banking and credit in communities of color; invest in Black-owned businesses; expand affordable housing and homeownership for Black Americans; and advance anti-racist practices within Citi and the financial services industry.

Unfortunately, just as Black business owners have historically faced higher barriers to capital, trusted local Black-owned banks have also lacked equitable access to capital. This is why Citi allocated \$100 million to support MDI growth and revenue generation as part of Action for Racial Equity. Citi has also committed to a variety of capacity-building assistance programs, including through close collaboration with and support from the National Bankers Association.

Overall, Citi has collaborated with over 16 Black-owned banks, including Optus Bank, OneUnited Bank and Carver State Bank. Citi has also:

- Assigned three Citi employees with MDI banks to support technology and strategy advancements as part of the MDI Rotational Program.
- Enlisted three MDIs to take part in a \$1.23 billion syndicated corporate loan, proceeds from which will finance quality affordable housing for low- to moderate-income populations.

## Cummins

### Building Black-owned Businesses

The Cummins Advocating for Racial Equity (CARE) commitment, in partnership with Black Business Boom (BBB), provides technical assistance to build and sustain black-owned businesses through two programs: Booming to the Bank and The Fundamentals of Digital Marketing.

Booming to the Bank is a no-cost virtual experience to help companies prepare to get the credit and funding they need to build a thriving business while activating money strategies to grow their bottom lines. This program is designed for business owners who never set up bookkeeping procedures and offers free bookkeeping, free access to QuickBooks, mandatory group learning sessions and personalized one-on-one coaching sessions.

The Fundamentals of Digital Marketing is a free virtual experience to help businesses learn low-cost digital marketing techniques and strategies to attract and retain their customer base. This 12-week program offers pricing strategies, social media platforms, promotional videos and advice on how to brand your business.

## CVS Health

### **A Faith-based, Community-led Approach to Advancing Social Justice and Equity**

CVS Health® has partnered with Ebenezer Baptist Church in Pittsburgh, Pennsylvania, to forge a first-of-its-kind, community-led Workforce Innovation and Talent Center (WITC) in the under-represented, predominantly Black Hill District community.

Collocated with Ebenezer Baptist Church, a long-time center of gravity in the neighborhood, the Pittsburgh WITC offers training and wrap-around services for individuals seeking employment at CVS Health. Through the initiative, the company is working to break a generational cycle of poverty and address complex challenges related to health and well-being.

Tailored to the specific needs of the community, the Pittsburgh WITC offers a robust set of programs and services to prepare individuals for careers as pharmacy technicians, customer service associates, call center associates and retail associates, including training programs for CVS Health Career Paths, Job Readiness Training and Life Skills Programming. It also includes supportive services to set participants up for success, including a Basic Needs Resource Center and Food Pantry, Child Care, Transportation, Health Clinic and After-School Programming. Dozens of community partners also contribute to community outreach efforts, like regular health screenings, engagement with nearby senior living residences and more.

The Pittsburgh WITC is part of the CVS Health Faith-Based Collaborative and the company's \$600 million commitment to social justice and equity. Nationwide, CVS Health has trained more than 13,000 participants at its WITCs and established more than 1,400 partners to attract and build talent pipelines.

## Gap Inc.

### Providing a Way In and a Way Up to Careers for Black and Latinx Youth

Through the Old Navy program [This Way ONward](#), Gap Inc. provides one-on-one mentorship, coaching and on-the-job skills building to create transparent and accessible pathways for economic advancement, with a focus on Black and Latinx youth. The Old Navy program is tackling systemic barriers to employment by providing a way in and a way up for underserved youth to advance their careers.

This Way ONward builds a strong pipeline of talent, especially for Black and Latinx talent. Program alumni stay longer and have higher engagement scores than their peers. Of the 1,300 alumni of the program who still work at Old Navy, 86 percent identify as people of color.

This Way ONward supports Gap Inc.'s goal to increase representation of Black employees by 50 percent in store leader roles in the United States by 2025.



## **General Motors, Nike and Visa**

### **Partnering with Black Girl Ventures to Fund Black and Brown Business Founders**

Black Girl Ventures (BGV) provides Black and Brown women-identifying founders with access to community, capital and capacity building that leads to economic advancement through entrepreneurship.

BGV has partnered with Business Roundtable member companies to lead the charge on financial inclusion by funding over 300 founders, directly impacting more than 20,000 people in major regions across the United States.

For example, BGV's work with General Motors will help double the impact and size of BGV's HBCU program, NextGen. This collaboration is furthering BGV's commitment to champion equity through economic empowerment and pioneer the innovations of the future.

Nike, Inc. provided catalyst support to launch BGV Chicago. The company also placed inspirational murals across multiple cities and amplified BGV founders through national campaigns including the NBA All-Star Game and Nike Give.

BGV's work with Visa supported small businesses with digitization; granted access to capital and connections for over 100 Black and Brown women-owned companies; and activated a multi-city Pull Up and Pitch program that lowers the barrier to accessing capital.

## IBM

### Delivering Racial Equity Through New Collar Careers

IBM's [New Collar](#) initiative addresses the skills gap in the technology industry, with a specific focus on improving access to opportunities in related careers for people of color.

The skills-first policy IBM brings to the initiative — which recognizes that hiring good talent does not just mean hiring someone with a diploma — creates a pathway for diverse talent to work in technology's fastest-growing areas such as cloud computing, AI, cybersecurity and digital design.

IBM made the commitment to provide [30 million people of all ages with new skills](#) needed for the jobs of tomorrow by 2030 including partnerships with NGOs that focus on groups such as underserved youth, women and military veterans. Additionally, IBM will invest \$250 million in [Apprenticeship](#) and other New Collar programs by 2025.

## **PwC**

### **Collaborating With Higher Ed to Increase Diversity in the Accounting Industry**

To expand avenues for Black and Hispanic/Latinx individuals to enter the accounting industry, PwC established the While You Work – CPA Acceleration Program in 2021 in collaboration with Northeastern University’s D’Amore-McKim School of Business. This fellowship program provides Black and Hispanic/Latinx rising college seniors or recent graduates the opportunity to earn a tuition-paid, industry-recognized master’s degree while working part time at PwC.

PwC and Northeastern teams designed an immersive experience that deeply integrates learning and working across tax and audit capabilities, data analytics, business acumen and leadership skills. Fellows also earn the final 30 credit hours needed to meet the 150-credit hour requirement for a CPA license – without incurring any additional school debt or delaying entry to the workforce.

Following the first year of the program, over 70 percent of the class received an offer for a full-time position at PwC, adding 29 new employees to the firm. The second class began in July 2022 with 56 new fellows. Recruiting for the third class started in September 2022 with plans to double the size of the program, bringing together more than 120 fellows and providing new experiential opportunities across the firm.

Through this program and other efforts, PwC hopes to achieve a 50 percent increase in its Black and Hispanic/Latinx workforce and bring at least 10,000 Black and Hispanic/Latinx students into the firm by Fiscal Year 2026.

## State Farm

### Building Safer, Stronger, Better-Educated Communities

State Farm embodies the Good Neighbor spirit by supporting community development organizations like Local Initiatives Support Corporation (LISC), which leverages public and private funding to help revitalize underserved communities.

Over the past 20 years, State Farm has provided roughly \$151 million in flexible resources to LISC to support affordable housing, small business revitalization and economic and workforce development through programs like the Financial Opportunity Centers (FOCs). FOCs focus on improving clients' financial health through financial and employment counseling with the goal of increasing a client's income, net worth and credit score. In 2021, State Farm grant dollars helped 12,000 people through FOCs, which resulted in more than 3,000 clients boosting their credit scores; over 2,200 increasing their net income; and more than 2,250 improving their net worth.

State Farm also supports LISC's Developers of Color Training program in New York City, which equips real estate developers with the knowledge and resources they need to grow their businesses and generate sustainable wealth while supporting the creation and preservation of affordable housing.

## Target

### REACHing and Achieving Greater Diversity, Equity and Inclusion

In 2020, Target established the **Racial Equity Action and Change (REACH) committee** to accelerate its DE&I strategy for its Black team members and guests.

REACH is aligned to four key areas of focus for Target: helping Black team members build meaningful careers and experience success at every level; creating an environment where Black guests feel welcome and see themselves represented at Target; finding new ways to support Black communities across the country; and working with policymakers on key issues that impact Black Americans.

Examples of the REACH investments and commitments Target has made include:

- Committing to spend more than [\\$2 billion with Black-owned businesses](#) by 2025 to enhance its retail operations and shopping experience, as well as help its Black-owned vendors grow and successfully scale their businesses.
- Investing [\\$100 million](#) through 2025 to help fuel economic prosperity in Black communities by supporting local, Black-led organizations. This investment provides scholarships and support to students attending HBCUs, expands the company's funding of Black-led nonprofits and sponsors programs that elevate Black stories and voices.
- Working to catalyze civic engagement — focused on building greater trust, transparency and accountability — and convening partners to create change, which includes advancing the company's [voting rights principles](#) to ensure everyone's voice is heard.

## United Airlines

### Increasing Diversity Among Its Workforce and in Leadership Roles

United Airlines offers training and development programs for prospective and current employees that help increase diversity among its frontline roles and leadership ranks.

As the only major U.S. airline to own a flight training school, United Aviate Academy is a key part of the airline's goal to train new pilots and diversify the flight deck. According to the U.S. Bureau of Labor Statistics, only 5.6 percent of pilots are women and 6 percent are people of color.

Recognizing that cost is a reason for access among underrepresented groups, United and JPMorgan Chase & Co. established a scholarship fund to award more than \$5 million in scholarships for prospective academy students. In addition, the airline partners with industry organizations like the Organization of Black Aerospace Professionals and Sisters of the Skies to recruit students and fund scholarships.

As a result of these efforts, United Aviate Academy has received more than 22,000 applications, with nearly 70 percent of applicants being women or people of color.

Last Fall, United launched Calibrate, a 36-month in-house apprenticeship program to help grow and diversify its pipeline of Aircraft Maintenance Technicians. Participants "earn and learn," getting paid while completing the full-time certification and training process, and forgoing the expense, up to \$50,000, of going to a technical school.

The inaugural apprentice cohort started in Houston with 69 percent people of color and recently launched in San Francisco. The airline plans to expand Calibrate to more than a dozen locations and train more than 1,000 people by 2026, with the goal of at least half being women or people of color.

United also launched the Airport Operations Leadership Academy, which provides development opportunities to the airline's current workforce, offering certificates of completion by skills category. Just two weeks after launching the Academy, more than 500 United employees had enrolled.

## Vista Equity Partners

### Investing in Businesses and Programs That Serve Black and Other Minority Communities

Vista is working on several fronts to invest in banks and businesses dedicated to servicing Black Americans and other minorities as well as the communities held back by the racial wealth gap.

First, the company and its founder, [Robert F. Smith](#), along with partners PayPal and BCG, co-founded the [Southern Communities Initiative \(SCI\)](#) to invest in six cities in the South where approximately 50 percent of the Black population in the United States lives. SCI advances four main priorities:

- MBE entrepreneurship and supplier diversity
- Access to capital and modernization of CDFIs and MDIs
- Education and workforce development
- Digitization and access to broadband

SCI is locally led by The King Center (Atlanta), Prosper Birmingham, Charlotte Regional Business Alliance, Greater Houston Partnership, The Collective Blueprint (Memphis) and the Urban League of Louisiana.

Second, when the COVID-19 pandemic laid bare disparities in access to modern IT infrastructure as financial institutions struggled to process PPP loans, Vista partnered with Finastra and the W.K. Kellogg Foundation, among others, to help CDFIs and MDIs upgrade their technology. To date, Vista and its partners have secured \$1.7M and confirmed 15 CDFIs/MDIs for IT modernization efforts.

Third, Vista and Smith are committed to advancing the [2% Solution](#), which asks U.S. companies to invest 2 percent of their profits into communities that have been systematically held back by the racial wealth gap – investments with tangible areas of focus including healthcare, education, infrastructure and finance. As a founding member of the Economic Opportunity Coalition, Vista committed to shifting 2 percent of the firm’s cash balance to CDFIs and MDIs.

## Wells Fargo

### Supporting Minority-Owned Small Businesses

Wells Fargo fulfilled its Open for Business Fund commitment in 2021, as part of its ongoing efforts to strengthen historically marginalized communities and build a more inclusive economy.

The Open for Business Fund is a roughly \$420 million small business recovery effort focused on access to capital, expertise and owning tangible assets like property and equipment. By the end of 2021, the company had fully awarded those funds to more than 200 nonprofit community-based organizations, which are creating lasting impact for entrepreneurs.

As of September 2022, the fund has served more than 178,000 small businesses and preserved or created an estimated 222,000 jobs. Approximately 79 percent of small businesses served by grantees are projected to be those hardest hit by the pandemic, including Black-, African American-, Hispanic-, Native American- and Asian American-owned small businesses.

## Appendix B

To help understand the impact of company commitments, in addition to interviewing member companies for this report, Business Roundtable conducted interviews with community-based organizations they have partnered with to advance racial equity. The discussions focused on three types of member company commitments — partnerships with CDFIs and MDIs, support for Black- and Latino-owned small businesses and engagement with HBCUs and other MSIs. The conversations allowed the Roundtable to better understand the impact the commitments have had for Black and Latino communities, as well as opportunities for continued support.