



# THE POWER OF MEMBERSHIP

# Annual Report 2021

# LEADERSHIP MESSAGE



**We are pleased to share the second Annual Report of Associated Industries of Massachusetts (AIM), a community of employers who believe that we can work together to make business a positive force for change in creating a better, more prosperous world.**

AIM worked on behalf of Massachusetts businesses during 2021 to address challenges ranging from the ongoing COVID-19 pandemic to a labor shortage to massive supply chain disruptions. We did so guided by two overarching objectives — to forge a lasting economic recovery in Massachusetts and to ensure that the recovery includes the full diversity of the people in the state. We are a “Commonwealth,” which means we must continually strive to create a state in which everyone has the same opportunity to achieve economic success.



We advocated fiercely for public policies that create the chance for our members to succeed and for every citizen to realize the American dream. We worked with elected officials to ensure that employers do not carry the burden of unemployment insurance taxes generated by a public-health emergency beyond their control.

We responded to the exodus of women from the workforce by calling upon employers to adjust their policies to help women and caregivers balance their responsibilities at work and at home. In 2022, we will continue the work of providing creative solutions that will move Massachusetts down the road to economic recovery.

The theme for this year’s report is “The Power of Membership.” It reflects our extraordinary pride in the work done by the organization to empower our members with the information, education and resources needed to successfully navigate a fast-paced complex business world.

We invite your comments and feedback.

**Joanne K. Hilferty**  
*Chair, Board of Directors*

**John R. Regan**  
*President and Chief Executive Officer*

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# OUR MISSION

**Every day we work to help businesses unlock their full potential. We fiercely advocate for positive public policy change that creates economic opportunity.**

We empower businesses with the information, tools, and resources needed to successfully navigate a fast-paced complex business world. We foster connections, networks, and the flow of ideas among people and businesses. We help shape the future of business in Massachusetts.



# OUR VISION

**We believe that the role of business is more than bottom lines. We believe the role of business is to increase value for society.**

Business is a force for positive change. We strive to inspire a better state of business to ensure Massachusetts businesses, jobs, and economy thrive today and tomorrow, for a brighter future for all.

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# ADVOCACY

**At AIM we know that a thriving business community means a thriving Massachusetts. That is why we let our members lead our advocacy to address the issues that matter the most to them.**

We spent much of 2021 helping member businesses manage the constantly changing regulatory environment at the local, state, and federal levels. We accomplished all of this while simultaneously managing the hearings, budgets, and responsibilities of a traditional legislative session on behalf of our members.

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## Accomplishments

# \$500M

**Secured \$500 million in federal relief funding** to reduce the deficit in the unemployment insurance trust fund which will lower the tax burden on employers.



**Resolved the unemployment insurance solvency assessment spike** by removing roughly \$4 billion in employer obligations and establishing a more manageable payment schedule.

Successfully **obtained non-taxable treatment for PPP loans**, as well as COVID-19 federal and state business grants.



**Improved the accelerated sales tax program** by giving employers enhanced flexibility when remitting their monthly sales tax obligations.



**Launched AIM's Pink Slip initiative** to address the loss of women and caregivers in the workforce during the pandemic. These efforts resulted in resources and proactive steps businesses could take to address the issue.

Educated members on the **vaccine, the emergency vaccine mandates, ARPA**, and various other items related to the pandemic in over 10 forums.



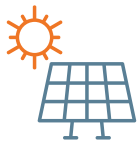
# ADVOCACY

## Accomplishments *continued*



**Sent over 50 letters or testimony** on behalf of AIM members to the Massachusetts Legislature and Administration.

**Connected key policy makers to AIM members** through our Executive Forum and Commonwealth Conversations webcast series.



**Made it more economical for companies to install on-site solar energy** by making net-metering rules more favorable to businesses.

“

AIM goes to bat for us in ways that we cannot do on our own.”

—Howard Goldman, CEO,  
Humboldt Storage and Moving

“

AIM enables me to have a voice, especially as a business located in western Massachusetts.”

—Carol Campbell, President and CEO,  
Chicopee Industrial Contractors

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# MEMBER SPOTLIGHT

## AIM 2021 Next Century Award Winners

Six Massachusetts companies that found ways to succeed and serve their communities during the COVID-19 pandemic have been honored with AIM Next Century Awards for 2021. Next Century Awards honor employers, community organizations and individuals who have made unique contributions to the Massachusetts economy and the well-being of the people who live here.

### Meet three of the winners:



**Dependable Cleaners**  
Quincy, MA



**Gemline**  
Lawrence, MA



**Greylock Federal Credit Union**  
Pittsfield, MA

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# HR SOLUTIONS

Learn more

**Our members continued to benefit from the power of AIM HR Solutions. Our team guided companies of all sizes through recruitment challenges, management compliance, and retention of employees.**

The HR Hotline, HR Edge and AIM HR Consultants were valuable resources in a time of uncertainty for many businesses. [AIM HR Solutions](#) provided daily guidance through the new [On-Demand HR service](#), allowing smaller employers to access a dedicated HR professional. In addition, AIM HR Solutions promoted diversity through thought-provoking presentations and conversations in the “Year of Understanding,” a webinar series.



Developed and delivered a 9-part **diversity webinar series**. 50 companies participated.

Provided guidance through [On-Demand HR Service](#) allowing access to a dedicated HR professional.



Provided **more than 11,000 hours of support** for both member and non-member companies.

Provided **HR consulting\*** for 250 companies and **recruiting services\*\*** for approximately 70 companies.

**\$175K+**

Provided **more than \$175,000 of grant-eligible training**, including more than 170 public training programs.

**~500**

member companies utilized the **HR Hotline** to get answers to their HR questions.

Provided **handbook policy guidance** to more than 300 companies.



**“** Even though we have >1000 employees, we still called the AIM hotline because they give us ‘real answers.’”

—Paul Kussell, President, P.K. Consulting LLC

\*Compensation analysis, recruiting, investigations, part-time HR, audits, and affirmative action plans

\*\*Creating job postings, sourcing candidates, interviewing, and conducting reference checks

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# COMMUNITY & EVENTS

## International Business Council

[Learn more](#)

**AIM's International Business Council helps Massachusetts companies engage in international trade, expand their businesses to new markets and understand the rapidly changing trade environment. In 2021:**



Hosted several **successful events including: 3 Trade Talks, each of which addressed Supply Chain issues; and 1 Global Trade symposium** which had participation from greater than 100 different companies. Speakers include representatives from New Balance, Wayfair, Intel, Northeastern University, Rocheleau Tool & Die, Massport, University of Massachusetts, Gillette/P&G, Mainstream Global, and KPMG.

**Fostered engagement among the international business community:** We conducted four AIM IBC Board meetings. Additionally, members received more than 40 newsletters focusing on the critical issues faced by the international trade community.



**Established and strengthened relationships with the British, Canadian and Mexican Consulates.**

NEARLY **100%**

**of AIM-IBC Council members were financial sponsors of AIM-International Business Council.** Special thanks to IBC Gold Sponsors, **New Balance** and **MassMEP**.

**“AIM is important in building relationships and meaningful connections with other businesses.”**

—Lynn Tokarczyk, Government Tax Incentives Consultant

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Six Massachusetts companies that found ways to succeed and serve their communities during the COVID-19 pandemic have been honored with AIM Next Century Awards for 2021. Next Century Awards honor employers, community organizations and individuals who have made unique contributions to the Massachusetts economy and the well-being of the people who live here.

### Meet our final three winners:



**Intel**  
Hudson, MA



**Hollingsworth & Vose**  
East Walpole, MA



**White Lion Brewing Company**  
Springfield, MA

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# COMMUNITY & EVENTS

## HR Roundtables

[Learn more](#)

A close-knit community of committed human resource professionals who discuss best practices and current events impacting HR. Members benefit from the frank and open peer to peer discussions.

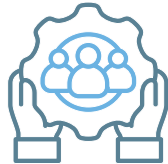
115+

companies participated

600+

individuals attended

Discussed pertinent topics that resonated with all HR professionals such as **workers compensation, sexual harassment, and recruiting** in 2021.



Showcased **guest speakers** including AllWays Health Partners, Novo Nordisk and the General Counsel for Massachusetts Commission on Discrimination.

## AIM 2021 Events By the Numbers



45

events



4,373

attendees

21%

increase in sponsors



24%

increase in sponsorship dollars



1,600+

downloads of recorded events

Participants' locations:

247

cities in Massachusetts

Participants' industries:

38

unique major industry types

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# COMMUNITY & EVENTS

30 YEARS | 1991–2021

## Business Confidence Index

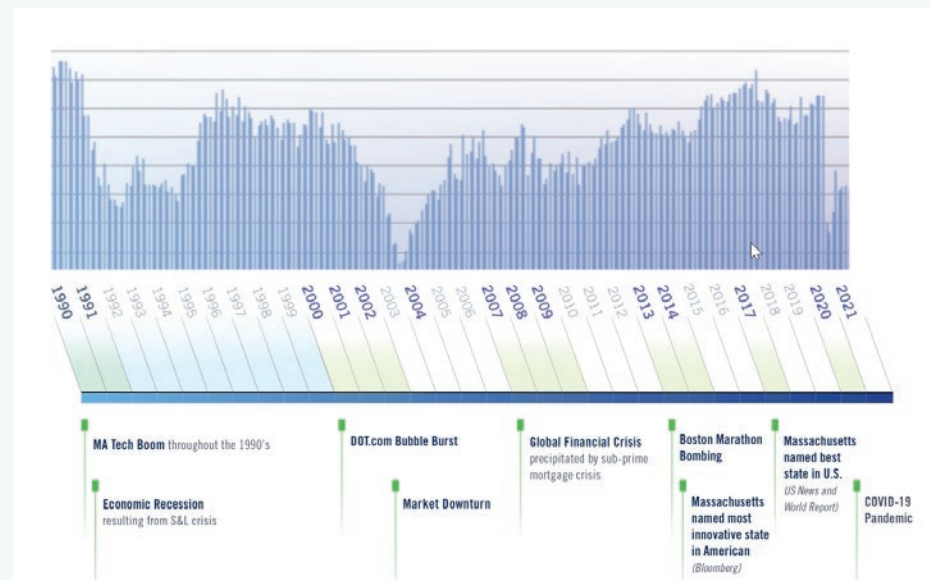
The year was 1991. The Soviet Union ceased to exist. The Dow Jones Industrial Average topped 3,000 for the first time. Larry Bird played his final season with the Boston Celtics.

And Associated Industries of Massachusetts (AIM) quietly initiated a business confidence survey that for three decades has gauged the outlook of employers during the some of the most economically tumultuous times ever.

The BCI has become one of the most prominent measures of the health of the Massachusetts economy. It is widely reported in the news media as a measure of the willingness of employers to expand, hire and make capital investments.

That close relationship between employer confidence and economic trends has been seen throughout the 30-year history of the BCI. The Index has traced everything from the “irrational exuberance” of the 1990s to the financial crisis of 2008/2009 and subsequent “jobless recovery” to the economic whipsaw of COVID-19.

This year, we expanded participation in the index to include more businesses. This expansion has enabled us to do a deeper analysis and get results specific to certain geographies and members in the commonwealth.



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# DIVERSITY, EQUITY, & INCLUSION

## We are committed to inclusion throughout our organization

[Learn more](#)

Diversity, equity and inclusion (DEI) are fundamental to AIM. The organization's Board of Directors and staff are committed to creating a Massachusetts economy that provides opportunity to every citizen of the commonwealth. AIM will continue to create a diverse and inclusive organization, build a governance structure and workforce culture that is welcoming, and apply a DEI lens across all of AIM's policy positions.

**2x** The **representation of people of color on the AIM Board of Directors doubled** from 10.7 percent to 21.2 percent between 2019 and 2021. Thirty-four percent of board members are women, including the board chair and treasurer.



**Sixty percent of the AIM staff and 50 percent of the executive leadership team are women.**

**97%**

of the AIM Board of Directors and every member of the AIM staff have **completed training in Unconscious Bias.**

AIM will announce a bold initiative during 2022 to **ensure that the Massachusetts economy reflects all the diversity and creativity that makes the commonwealth such a great place to live and work.**



The AIM Board of Directors Diversity, Equity and Inclusion Committee establishes the **strategic framework for the organization's DE&I efforts.**



**AIM's Diversity, Equity and Inclusion Roundtables in 2021 allowed employers to learn best practices** for diversifying the workplace from global leaders such as Microsoft, Intel and Blue Cross Blue Shield of Massachusetts.

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# MEMBER SPOTLIGHT

## Lancaster Packaging

In 1989, Marianne Lancaster established Lancaster Packaging, Inc. from her home. Today the company operates from a 17,000 square foot facility located in Hudson, Massachusetts. Lancaster has grown from one product line of ESD flexible packaging materials into a National Wholesale Distribution & Purchasing Company providing vendor and supply chain management services.

Lancaster's goal is to meet their customer's exacting needs through both sourcing and managing the supply chain, as well as direct wholesale distribution. Their operations are driven by Six-Sigma and AS91020/ISO principles and are always guided by "What the customer requires." They are a link in the supply chain that provides competitive pricing for name brands and industrial manufacturers either on a direct basis or supporting their clients' integrated facility supplier.

As a woman-minority owned firm, Marianne has created an organization devoted to developing woman and minority owned businesses across the US. Lancaster seeks out diverse suppliers to not only use with their own organization, but to promote to their customer base. AIM is proud to have Lancaster Packaging as a member.



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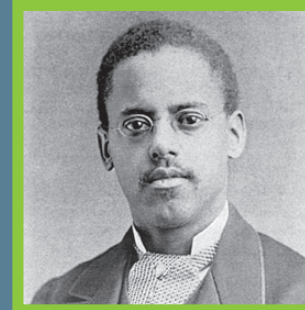
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# AWARD SPOTLIGHT

In 2021, AIM announced the creation of the Latimer Award. The award will be presented annually to a Massachusetts organization or business leader who has demonstrated commitment, innovation, and/or action in the area of Diversity, Equity and Inclusion to create a more equitable commonwealth.

The award honors Lewis Howard Latimer, a Chelsea native who became a noted inventor and draftsman. The child of former slaves, Mr. Latimer developed everything from an air conditioning system to a safety elevator and worked with both Thomas Edison and Alexander Graham Bell.



## The Inaugural Lewis Latimer Award

The inaugural Latimer Award was given to the **New Commonwealth Racial Equity and Social Justice Fund**, a coalition of Black and Brown executives from Massachusetts' corporations. They raised \$20 million to support communities of color across the commonwealth. The founders are:

**Dominic Blue**, Head of Strategic Planning & Delivery, MassMutual

**Mo Cowan**, President, Global Government Affairs and Policy, and Developed Markets Leader, Boston Development and Operations, General Electric

**Pamela Everhart**, SVP, Head of Regional Public Affairs & Community Relations, Fidelity Investments

**Linda Dorcena Forry**, VP of Diversity, Inclusion & Community Relations, Suffolk Construction

**Paul Francisco**, SVP, Chief Diversity Officer, State Street

**Damon Hart**, EVP, Deputy Chief Legal Officer, Liberty Mutual Group

**Malia Lazu**, Lecturer at MIT's Sloan School of Management and Founder of The Urban Labs

**Fred Lowery**, SVP, President Life Sciences and Laboratory Products, Thermo Fisher

**Stephanie Lovell**, EVP, Chief Legal Officer, Blue Cross Blue Shield of Massachusetts

**Quincy Miller**, President, Eastern Bank

**Myechia Minter-Jordan**, President & CEO, DentaQuest Partnership for Oral Health Advancement and Catalyst Institute

**Valerie Mosley**, CEO, Valmo Ventures

**Rodney C. Pratt**, VP, General Counsel, Converse

**Desiree Ralls-Morrison**, SVP, General Counsel, Boston Scientific

**Rebekah Splaine Salwasser**, Executive Director, Red Sox Foundation

**Greg Shell**, Managing Director, Double Impact, Bain Capital

**Corey E. Thomas**, CEO, Rapid7

**BJ Trach**, Partner and Executive Committee Member, Lathan & Watkins

**Damian W. Wilmot**, SVP, Chief Risk & Compliance Officer, Vertex Pharmaceuticals Incorporated

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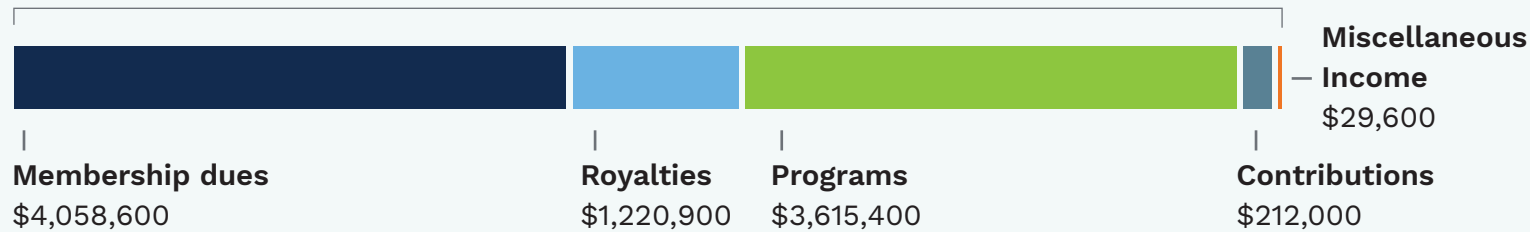
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# FINANCIALS\*

AIM takes seriously its responsibility to exercise prudent stewardship over the financial support provided by its member companies. The association employs generally accepted accounting principles with oversight from the AIM Board of Directors.

## Support and Revenue

\$9,136,500

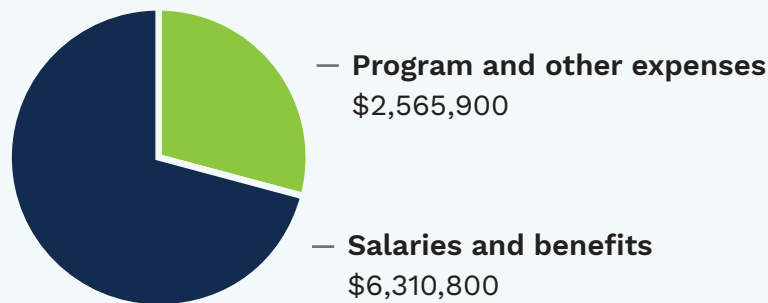


## Investment Income

\$784,800

## Operating Expenses

\$8,876,700

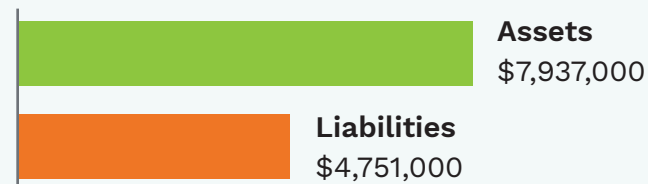


## Increase in Net Assets

\$1,044,600

## Financial Position

\$3,186,000



\*Presented are preliminary, unaudited results for the year ended December 31, 2021. Final Audited Financial Statements and the IRS Form 990 will be available later in the year. Associated Industries of Massachusetts, Inc. is a 501 (c) 6 organization. The AIM Service Corporation dba AIM HR Solution, a C Corporation, and The AIM Foundation, a 501 (c) 3 organization, are wholly-owned subsidiaries.

# LEADERSHIP TEAM

## Board of Directors Executive Team

**Joanne Hilferty**, Chair of the Board  
President & CEO, Morgan Memorial Goodwill  
Industries

**John Regan**, President and Chief Executive  
Officer, AIM

**Patricia Begrowicz**, Treasurer  
President, Onyx Specialty Papers Inc.

**Donna Latson-Gittens**, Assistant Treasurer  
Founder and CEO MORE Advertising

**Christopher Geehern**, Clerk  
Executive Vice President, Public Affairs &  
Communications, AIM

## AIM Leadership Team

**John Regan**, President and Chief Executive Officer

**Christopher Geehern**, Executive Vice President,  
Public Relations and Communications

**Christopher Kealey**, Executive Vice President,  
Chief Operating Officer

**Robert Paine**, Executive Vice President  
Membership, Sales and Engagement

**Kyle Pardo**, Executive Vice President, AIM HR  
Solutions

**Kristen Rupert**, Senior Vice President, External  
Affairs & Executive Director, AIM International  
Business Council

**Lisi Sesnovich**, Senior Vice President, Finance  
and Administration

**Brooke Thomson**, Executive Vice President,  
Government Affairs

**Reid Tomihara**, Chief of Staff

**Karen Wallace**, Executive Vice President,  
Marketing

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# THANK YOU

The staff of AIM would like to thank all of our committed and generous sponsors for their continued contributions and support.



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Page 3, lower left: Courtesy of Intel. Pages 6 & 9: Courtesy of the award winners. All other photos: Shutterstock.