



ASSOCIATED
INDUSTRIES OF
MASSACHUSETTS

ANNUAL REPORT | 2025

THE YEAR OF CONNECTION

Connecting Massachusetts Employers to Information, Policymakers, Opportunity and One Another



A MESSAGE FROM AIM'S LEADERSHIP



A Year of Connection

Welcome to the 2025 Annual Report of Associated Industries of Massachusetts. I am proud to share the many accomplishments of your association as we served the needs of more than 3,400 Massachusetts companies.

The year 2025 was one of connection for AIM. We connected member employers to state policymakers. We connected growing companies to AIM's unparalleled expertise and information. We connected people to one another. And we connected minority-owned enterprises to business opportunities throughout the state.

The AIM team was everywhere. Listening. Working. Building the kinds of relationships that make our members more competitive and our state's economy stronger.

None of this happens without our members. You are the reason AIM exists. Your businesses create jobs, drive innovation, and power the communities that make Massachusetts what it is. Thank you for being part of this association. We are grateful for your trust.

Brooke Thomson

President & CEO, AIM

Strong organizations are built on strong relationships.

As Board Chair, I have the privilege of seeing AIM's work from the inside. What I see is an organization that takes its mission seriously every day.

Brooke and the AIM team delivered during 2025. They showed up for members across every region and sector. They fought effectively on Beacon Hill. The results are visible in everything from event attendance to member engagement to press coverage.

Our board is focused on the long term. We ask hard questions. We make strategic investments. And we hold ourselves accountable to building an association that will serve Massachusetts employers for generations, not just quarters.

On behalf of the entire Board of Directors: thank you to our members, our staff, and our partners across the Commonwealth.

Greg Buscone

Board Chair, AIM

EVP, Chief Commercial Banking Officer, Eastern Bank



OUR VALUE PROPOSITION

How AIM Delivers Value

AIM membership is not a transaction. It is a relationship - one that delivers value across five distinct dimensions, day after day, year after year.

For more than 110 years, AIM has been the organization Massachusetts employers turn to when they need guidance, advocacy, connection, and expertise. The businesses that belong to AIM are not passive members - they show up. They serve on committees, attend events, submit testimony, hire graduates, and partner with peers. They make AIM what it is: a living network of Massachusetts commerce.

01 Information and Guidance

When regulations change, AIM members don't have to figure it out alone.

02 Advocacy and Representation

AIM's Government Affairs team is in the room when decisions are made that affect your business.

03 Networking and Business Development

Connect with peers, hear distinguished business leaders, and engage with the business community at every level.

04 Workforce and HR Solutions

We help member companies recruit, develop, and retain talent in a competitive market.

05 Economic Inclusion

The Massachusetts economy needs to work for everyone - including the businesses and communities that have historically been left out.



Member Testimony: florrent

As an early-stage startup, warm introductions go a long way toward meeting new partners or potential customers, and AIM's network is an excellent way to find them. Navigating policy work can also be difficult as a small team, and AIM provides resources that make it much more accessible. We were introduced to AIM through an investor of ours a couple of years ago, and the AIM team has been incredibly supportive ever since. We appreciate all that AIM does, not only for us at florrent, but for all of the manufacturers here in the Commonwealth.

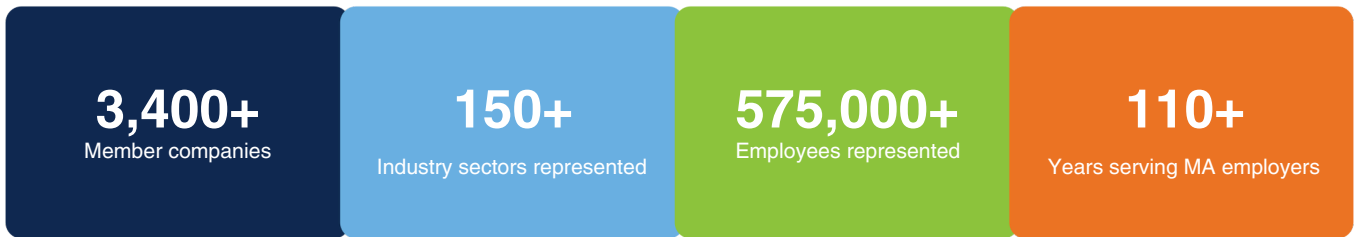


MEMBERSHIP

A Commitment to Community

AIM's 3,400 member companies represent the full breadth of the Massachusetts economy. Our members manufacture precision components, develop life-saving therapies, move goods, train workers, and create jobs in every corner of the Commonwealth - from the South Coast to the Pioneer Valley, the North Shore to the Berkshires.

They range from small family-owned manufacturers with a handful of employees to global companies headquartered in Massachusetts. Together, they employ more than 575,000 people - roughly one in every seven private-sector workers in Massachusetts.



Industries We Serve

Advanced Manufacturing	Life Sciences and Biotech
Technology and Software	Health Care and Medical Devices
Financial Services	Professional Services
Distribution and Logistics	Food and Beverage
Construction and Engineering	Energy and Clean Tech
Defense and Aerospace	Education and Workforce Development



Member Testimony: Mevion Medical Systems

"Mevion Medical Systems is making advanced radiation therapy an accessible reality in Massachusetts. In 2025, AIM was a strategic partner in our mission. AIM's advocacy, support, and well-placed introductions helped us transform the hidden gem label and elevate the impact we will bring to local providers and patients."

Sandra Rousselle, SPHR, SHRM-SCP | VP, People Operations and Public Affairs | Mevion Medical Systems



MANUFACTURING

Strengthening Manufacturing Across Massachusetts

AIM has been the voice of Massachusetts manufacturers for more than a century. In 2025, we connected manufacturers to policymakers, connected the next generation to the career opportunities manufacturing offers, and connected the Commonwealth to the global business relationships that keep Massachusetts competitive.

Manufacturing MashUP at Gillette Stadium

AIM was proud to co-sponsor the 2025 Manufacturing MashUP, which brought manufacturers, educators, students, and workforce development organizations together at Gillette Stadium for one of the year's most ambitious events.

State House Manufacturing Day

State House Manufacturing Day gave member companies the opportunity to meet with members of the Legislature, share their stories, and make the case - in person - for policies that support manufacturing in Massachusetts.

Regional Visits: Across the Commonwealth

Our team traveled the length of the state, visiting manufacturing facilities from the North Shore to Western Massachusetts. These visits give AIM's policy and advocacy team direct insight into what manufacturers are actually experiencing: workforce shortages, energy cost pressures, permitting delays, and capital investment decisions.

International Engagement and Global Partnerships

AIM hosted seven meetings and events with international policymakers and business leaders last year - including delegations from Quebec and Germany - deepening the Commonwealth's connections to key international partners and reinforcing Massachusetts' position as a destination for foreign investment and collaboration.

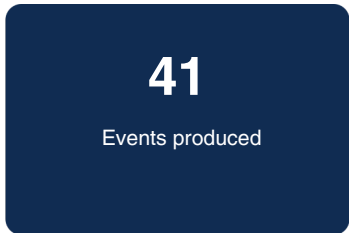


AIM members meet with key officials about manufacturing (left) and housing (right).

NETWORKING AND BUSINESS DEVELOPMENT

Events That Bring the Commonwealth Together

Events make AIM's mission tangible. Relationships form, information becomes conversation, deals are done and the Massachusetts business community sits in the same room as the people shaping its future.



Who Was in the Room

The caliber of speakers at AIM events reflects the trust and credibility AIM has built over more than a century as the Commonwealth's leading employer association. AIM in 2025 brought together governors and mayors, cabinet secretaries and congressional leaders, global CEOs and international diplomats - all engaging directly with Massachusetts employers.

<p>Governor Maura Healey Governor of Massachusetts</p>	<p>Secretary Patrick Tutwiler Massachusetts Executive Office of Education</p>
<p>Lieutenant Governor Kim Driscoll Lieutenant Governor of Massachusetts</p>	<p>Phillip Eng General Manager, MBTA</p>
<p>Mayor Michelle Wu Mayor, City of Boston</p>	<p>Rich Davey CEO, Massport</p>
<p>House Speaker Ronald Mariano Speaker, Massachusetts House of Representatives</p>	<p>Julie Kim President, Takeda U.S. Business Unit and Incoming CEO</p>
<p>Senate President Karen Spilka President, Massachusetts Senate</p>	<p>Delegate Rene Sylvestre Head of the Quebec Office</p>
<p>Congresswoman Lori Trahan U.S. House of Representatives</p>	<p>Consul General Sonja Kreibich Consulate General of Germany</p>
<p>Secretary Lauren Jones Massachusetts Executive Office of Labor and Workforce Development</p>	

HONORING EXCELLENCE

We learn from the best, and AIM in 2025 honored business leaders, organizations and elected officials for remarkable contributions to the economic well-being of Massachusetts.

VISION AWARDS

Vision Award: Julie Kim, President of Takeda's U.S. Business Unit and Incoming CEO
 Recognized for her unique contribution to the cause of economic opportunity in Massachusetts.

Lewis Latimer Award: Way Finders
 A Springfield-based affordable housing organization recognized for advancing economic opportunity in underserved communities.

Frances Perkins Award: House Speaker Ronald Mariano and Senate President Karen Spilka
 Recognized for their leadership in passing Massachusetts' new wage equity and transparency law.

EDUCATION AND WORKFORCE DEVELOPMENT AWARDS

John Gould Education and Workforce Development Award: Wayne J. Griffin Electric of Holliston
 Recognized for investing in the next generation of skilled professionals - building careers and creating opportunities.



Massachusetts Senate President Karen Spilka



Julie Kim, Takeda CEO



Massachusetts House Speaker Ron Mariano



Keith Fairey, Way Finders CEO

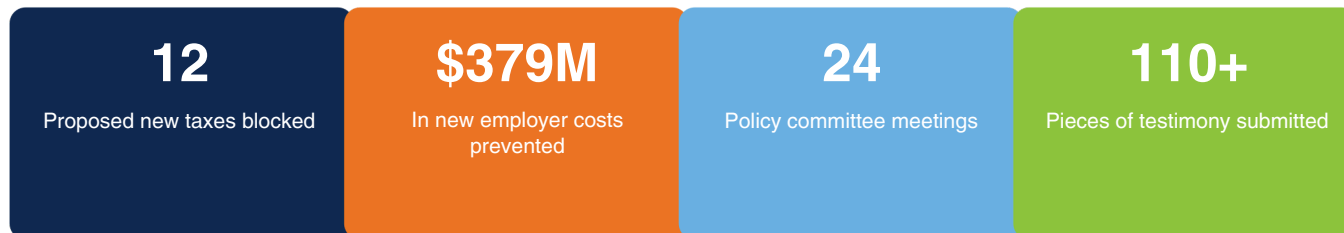


Jen Golojuch-Borden, Wayne J. Griffin Electric of Holliston

POLICY AND ADVOCACY

Advocacy That Protects Massachusetts Employers

AIM's advocacy work is not abstract. Every vote we influence, every testimony we submit, every meeting we convene with a policymaker is in direct service of the 3,400 member companies that depend on AIM to shape an environment where they can compete, grow, and hire.



Protecting Members from New Costs

AIM successfully advocated against 12 proposed new taxes included in the budget process, protecting Massachusetts employers from an estimated \$379 million in new costs. We supported a budget that is fiscally prudent - one that achieves our members' core policy goals without new taxes.

Policy Committees: Where the Work Gets Done

AIM's 24 policy committees are the engine of our advocacy strategy. These committees bring together member companies, subject matter experts and AIM's Government Affairs staff to monitor, analyze, and respond to the full range of issues affecting Massachusetts employers. From taxation and employment law to energy costs, health care, and emerging data privacy regulations - our committees are where strategy becomes action, and where the business community speaks with a unified voice.

Making the Case Through Testimony

AIM submitted more than 110 pieces of testimony and public comment last year on behalf of our members. That volume reflects a deliberate strategy of persistent, substantive engagement with every decision-making body that touches the business environment.

What's Ahead: The Policy Landscape

Massachusetts employers continue to navigate a complex policy environment. Health-care costs, energy prices, housing availability for workers and immigration policy all represent ongoing challenges that AIM continues to address.

ECONOMIC INCLUSION

Expanding Access. Strengthening Connection.

A strong Massachusetts economy must provide every business with a genuine opportunity to compete and succeed. AIM is committed to ensuring that every business enjoys access to the resources, relationships, and opportunities that this association provides.

We are concerned not solely with who is at the table, but how people find the table in the first place.

Vendor Showcase

The AIM Vendor Showcase last year connected small and diverse businesses with procurement decision-makers at large member companies. This is the kind of access that changes business trajectories - and it doesn't happen without an organization willing to build the bridge between suppliers who are ready and buyers who are looking.



AIM members do business at the association's vendor showcase.

Small Business Roundtables

AIM last year convened small-business roundtables across the Commonwealth to listen. What do small business owners need? What barriers are they facing? What would make the biggest difference? Those conversations informed AIM's advocacy agenda and deepened our understanding of what it takes to run a small business in Massachusetts in 2025.



House Ways and Means Chair Aaron Michlewitz speaks to an AIM small-business roundtable.

AIM HR SOLUTIONS

Expert Guidance for a Year of Transformation

The year 2025 was one of continual transformation for HR professionals, shaped by rapid regulatory developments, economic fluctuations, and a complex labor market. Through it all, AIM HR Solutions kept members informed, compliant, and confident as new requirements and workforce challenges emerged. Beyond meeting compliance demands, AIM HR Solutions actively monitored evolving workplace trends and delivered forward-looking guidance to help organizations build resilience. In every conversation, training session, and consultation, our commitment is the same: to equip our members with expert insights and practical strategies that meet the needs of the moment.

245+

Individuals trained

50/wk

HR Helpline calls avg.

220+

Organizations supported with handbook services

\$125K+

Grant-eligible training secured

COMPLIANCE

Pay Transparency Boot Camps Offered two boot camps to train member organizations on understanding their obligations under the new law, developing pay ranges, and preparing for employee questions.

I-9 and Immigration Compliance

Developed and delivered two I-9 webinars to assist members with immigration compliance, and worked directly with organizations to conduct I-9 compliance audits.

HR Helpline

Averaged 50 HR Helpline calls each week on topics ranging from Paid Family Medical Leave and discrimination under an evolving definition of DEI, to understanding executive orders related to EEO-1 changes, and more.

Employee Handbook Services

Supported more than 220 organizations with handbook services, including multi-state compliance reviews, custom policy development, and guidance for small employers.

SUPPORT

Public Training Programs Trained more than 245 individuals across programs covering supervisory skills, HR compliance, harassment and discrimination prevention, HR essentials, and project management.

Grant-Eligible Training

Secured and facilitated over \$125,000 of grant-eligible training, helping member organizations access workforce development funding they might otherwise leave on the table.

Fractional HR Support

Provided more than 6,000 hours of fractional HR support to organizations too small to maintain their own HR function, or with a current vacancy in their HR department.

Recruitment and Compensation Services

Delivered more than 1,350 hours of recruitment services - filling roles from machine operators and technicians to controllers and general managers - and more than 1,000 hours of compensation consulting to assist members with Massachusetts Pay Transparency compliance.

ENGAGEMENT**HR Roundtables**

Convened four in-person HR Roundtables in Wareham, Spencer, Lee, and Wilmington to network and discuss topics including a Benefits Outlook for 2025, the Legal Landscape Surrounding DEI, Pay Transparency, PFML, and What is Keeping HR Professionals Up at Night.

Podcasts

Reached an audience of more than 7,000 individuals through timely podcasts focused on pay transparency, challenging employee conversations, managing leaves of absence, compliance checklists, and other hot topics.

Digital Engagement

Engaged more than 64,000 website visitors, including interaction with Aimee, AIM's new member-facing chatbot, providing on-demand access to HR guidance and resources.

