

JUNE 2016

ORGANIZATION
for INTERNATIONAL
INVESTMENT
Global Investment Grows
America's Economy

global investment provides the

JOBS



NEED

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ABOUT

About OFII | Created more than two decades ago, the Organization for International Investment (OFII) is a non-profit business association in Washington, DC representing the U.S. operations of many of the world's leading global companies, which insource millions of American jobs. OFII works to ensure the United States remains the top location for global investment. As such, OFII advocates for fair, non-discriminatory treatment of foreign-based companies and promotes policies that will encourage them to establish U.S. operations, increase American employment, and boost U.S. economic growth.

EXECUTIVE SUMMARY

OVERVIEW

When global companies invest in the United States, they bring much more than capital and the jobs it creates. These employers provide expertise and resources that benefit U.S. workers and local communities across the country. In fact, it may surprise you to learn that Americans connected to global companies earn higher wages and benefits than the economy-wide average. This report, which provides **new data on the impact that foreign direct investment (FDI) has on workers in all 50 states**, underscores the importance for policymakers of recognizing how global investment makes us more economically competitive.

JOB THAT INNOVATE



American scientists and engineers employed by FDI companies are leading our nation's innovation advantage. R&D carried out by FDI companies in the United States supports thousands of high-paying American jobs, helps spur the discovery of new products and processes, and contributes to America's economic growth. Manufacturing makes up more than two-thirds of all R&D employment supported by FDI companies in the United States.

GLOBAL INVESTMENT DIRECTLY SUPPORTS 178,200 U.S. JOBS FOCUSED ON INNOVATION.

JOB THAT GROW MORE JOBS



Regional economies are growing from locally-sourced supply chains. As this new data show, global investment supports more than 24 million U.S. workers. While there is certainly growth generated in economic hot-spots like Silicon Valley, the locations where global investment is having the biggest impact on U.S. workers are in states like North Carolina, Indiana, New Jersey, Michigan and Kansas.

GLOBAL INVESTMENT SUPPORTS ONE IN SEVEN PRIVATE-SECTOR JOBS.

JOB WITH WORLD-CLASS TRAINING



It may seem counterintuitive for foreign-based employers to develop world-class workforce development programs in the United States, but that is exactly what is happening in communities across the country. Beyond the numbers, this report shares the perspectives of individuals from all walks of life who have seen their communities transformed by global investment.

A "SKILLED WORKFORCE" IS A TOP DRIVER OF WHERE FDI COMPANIES INVEST.

JOB THAT BUILD COMMUNITY



Thanks to foreign direct investment, neighborhoods are made stronger from corporate support and employee engagement. Teachers in South San Francisco are getting badly-needed assistance as they help students discover STEM education. Learn what Mercedes Benz Financial Services employees are doing in Texas, Pennsylvania and Michigan to help their communities.

FDI COMPANIES HAVE INCREASED THEIR CHARITABLE CONTRIBUTIONS BY 125 PERCENT SINCE 2001.

#JOBSWENEED

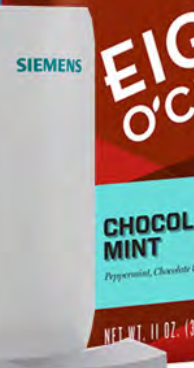
WHO WE ARE

When you hear the term *investment*, you may picture that big bull outside of the New York Stock Exchange, your financial advisor, or the quarterly report for your retirement nest egg. Those types of investments are not what we're talking about here.

Foreign Direct Investment (FDI) is a technical term used to describe when companies from abroad build facilities, purchase equipment, hire workers and create products and services in the United States. Many of those products and services will be sold to U.S. consumers, while others will be exported to markets around the world.

In fact, there is a good chance that you and your family depend on the products and services that global investment provides. The products made in America thanks to global investment are in just about every room of your home and may be parked in your driveway. They take your kids safely to school. The services provided by global investment enable you to access your favorite news and information and check your bank account from anywhere. Global investment is in your phone, the apps on your phone and the technology systems that make your phone work in the first place. In fact, there is a good chance that foreign direct investment provides your first cup of coffee and your favorite drink after work.

**WHEN YOU THINK ABOUT IT,
GLOBAL INVESTMENT
IS REALLY NOT
"FOREIGN" AT ALL.**



FOREIGN DIRECT INVESTMENT DEFINED

Foreign Direct Investment (FDI) & Global Investment are two terms used interchangeably in this report. Loosely defined, these terms describe when a company based in one country makes an investment into another, where it establishes operations either through new construction or acquiring assets, including ownership in other businesses.





WHAT KIND OF JOBS DO AMERICANS WANT?

Politicians talk a lot about creating jobs. Most describe wanting more high-paying jobs in innovative industries that are accessible to people who live in cities and rural areas alike – jobs that give people the chance to create and discover.

Those jobs exist in every congressional district in the country. What goes unnoticed by many, however, is the link between these quality jobs and the global economy. Foreign direct investment is responsible for creating millions of great jobs throughout the United States.

To better understand what global investment means for America's economy, we interviewed people from different walks of life to learn their perspectives on the impact it is having on their hometowns.

Their conclusion:



**GLOBAL
INVESTMENT
PROVIDES
THE**

**JOBS
WE
NEED**



Photo Courtesy of <http://www.forestwander.com>

CLOSE TO HOME

Global Investment Changes Lives in Rural Communities

CGI
GLOBAL HQ: CANADA

Matthew Chafin grew up on the family farm near Lebanon, Virginia. They grew tobacco, raised cattle, and had horses. Sometimes, even though they had a tractor, he liked to hitch up the horses and use them to plow, instead.

“I grew up very ‘rural’, you could say,” said Chafin.

Given that background, many people might be surprised to find out that in June, Chafin marked his eighth anniversary as a senior consultant with CGI Group, the global information technology (IT) and business process services company headquartered in Canada, with a large presence in the United States. But as it turns out, farming and writing code share a common thread: finding solutions to problems.

“Regardless of what I do, whether it’s working ‘inside’ or ‘outside’, there’s always a problem to solve,” said Chafin.

That’s what attracted him to math when he was a student. It might also have been what appealed to him about the DOS command line on his first computer when he was young, or fooling around with HTML on the Windows PC he had in high school.

So when Chafin saw in the local paper that CGI was coming to Lebanon and bringing information technology jobs with it, he was intrigued but still unsure.

“I liked computers, but I didn’t really know what such a job might entail,” he said. “I thought I would

probably never have the ability or education or be intelligent enough to do something like that.”

But the right seeds for a career writing software were planted when he heard about the state’s Fast Track program; an accelerated set of coursework offered through community colleges and designed to give students the skill set they needed to find jobs in specific fields. One of the companies supporting the Fast Track software program was CGI.

“I went to Virginia Highlands Community College and was in the second cohort of the Fast Track program,” said Chafin. “That was August 2007 to May 2008. I interviewed at CGI, and started work on June 16, 2008.”

The languages and skills he learned at Virginia Highlands – logical thinking, Javascript, Java, C++, object-focused programming – were exactly the skill set he needed as a new software developer. In fact, some of his instructors at the school were CGI employees. It was a natural partnership.

“I think that helped drive the curriculum – tech companies were directly involved with the program – it was ‘real time’ learning,” Chafin said. “I feel one of the great things about the Fast Track program was learning a lot of computer languages that businesses were actually using.”

For John Lewis, a software developer at CGI’s campus on the outskirts of his hometown of Lafayette, Louisiana, the company not only offered him a chance to further develop the coding skills he learned in college, it also was his ticket back home.

After graduating in 2009, Lewis couldn't find a coding job near Lafayette.

"I had a choice of working at Walgreen's or Bed, Bath and Beyond," he said ruefully. "Being able to practice my craft and work close to home just didn't match up."

After about a year he found a software coding job in Houston, Texas, and soon he had a better job offer in Virginia. He moved there, planning to spend two years and then come back to Louisiana – but again, he couldn't find anything close. Then one day his father, whom he calls Pops, called him.

"Pops said, 'There's this new company moving down here, CGI,'" Lewis recalled. "I looked on the website and didn't see any openings for Lafayette, but Pops said apply anyway."

He did, and in August 2013, he moved back for a job with CGI that put him near his Pops and saw his career continue to develop at a company that's interested in making use of his potential.

"You have the opportunity to touch a lot of new things," Lewis said of working with CGI. "They really try to use all of their resources to their full potential. I came in as a Java developer, but because of my previous job, I had some expertise in Ruby (another computer language) and they had a project using Ruby. On that project, I was able to broaden my skills, using Ruby and Javascript, and also do more database management."

And it's that progression of learning that keeps Lewis engaged and enthusiastic in his job. Chafin, as well, said CGI is making sure his skills stay relevant to the projects he works on. And it all goes back to the Fast Track program at Virginia Highlands, which he credits "100 percent" for preparing him to step into a career with the company.

"Fast Track was a great program. There wasn't anything I did as far as course work that I can't apply to my job now," he said. "It gave me the basis to get started at CGI, and CGI gave me the experience I wanted. I continue to learn and grow every day."



CLOCKWISE FROM LEFT: **JOHN LEWIS**, A SOFTWARE DEVELOPER FROM LAFAYETTE, LA, WALKS THROUGH A SOLUTION WITH HIS COLLEAGUE AT CGI'S NEW LOCAL FACILITY. **MATT CHAFIN**, FROM LEBANON, VA, LEADS A TEAM DISCUSSION AT THE COMPANY'S HIGH-TECH FACILITY IN THE HEART OF SOUTHWEST VIRGINIA. **SENATOR MARK WARNER** WAS ON HAND TO CELEBRATE THE 10TH ANNIVERSARY OF CGI'S LEBANON, VA OPERATIONS EARLIER THIS YEAR. CGI'S U.S. ONSHORE IT SERVICES DELIVERY CENTERS HELP ORGANIZATIONS DIVERSIFY THEIR IT SOURCING MODELS TO REDUCE COST AND RISK WITH ACCESS TO FLEXIBLE, AFFORDABLE MANAGED SERVICES THAT ARE "MADE IN AMERICA." CGI OPERATES ONSHORE DELIVERY CENTERS IN BELTON, TX; LAFAYETTE, LA; LEBANON, VA; AND TROY, AL.



CAPITAL+EXPERTISE=ZOOM+BOOM

MICHELIN
GLOBAL HQ: FRANCE

The connection between the Michelin Man, bicycle wheels, and baseball bats may not be readily apparent – unless you live in upstate South Carolina, near the company’s North American headquarters in the city of Greenville.

That’s where Boyd and Nicole Johnson build and sell high-end bicycle wheels; and where the father-son team of Eddie and Matthew Rollins turn out Anchor Bats. Both family-owned companies were established to put professional-grade products into the hands of consumers who desire top-quality gear. And both have received loans from Michelin Development Upstate that allowed them to grow their businesses.

Established in 2009 to identify local businesses that have potential but are being held back by social or economic disadvantages, Michelin Development Upstate is part of the overall Michelin Development program, founded in 2006 and inspired by a similar program the company runs in France. In this one corner of South Carolina, the company has made 61 loans totaling more than \$2.8 million, and in turn, helped create more than 560 jobs.

For the Johnsons, recipients of two \$50,000 loans, it has allowed Boyd Cycling to outgrow their living room, where it was founded at the end of 2009 after Boyd retired from his pro racing career.

“We started it out of our house, hand-building wheels,” said Nicole. “We were selling directly to customers and had a website... offering a high-quality product that was more affordable.”

But the Johnsons were at a turning point. The company was started with their savings. They had a solid customer base and industry connections, and their wheels sold from \$700 to \$1,800 per set. But they couldn’t get a bank loan to expand.

“We found very quickly things were costing lots of money,” she said with a laugh.

Then, serendipity: A friend saw an article about Michelin Development Upstate and mentioned it, urging them to talk to the company.

“Right away they were very interested in what we were doing,” said Nicole. “They loved the concept and were really pleased with how far we’d taken it in a year and a half. They granted us a \$50,000 loan at a low rate.”

And more than that, Michelin put their own experts at the Johnsons’ disposal.



MICHELIN DEVELOPMENT UPSTATE OFFERS LOCAL BUSINESSES BEING HELD BACK BY SOCIAL OR ECONOMIC DISADVANTAGES ACCESS TO CAPITAL AND ITS OWN EXPERTISE. BASED ON ITS PROGRAM IN FRANCE, MICHELIN HAS HELPED LOCAL BUSINESSES IN SC CREATE MORE THAN 560 JOBS. TOP: BOYD AND NICOLE JOHNSON WITH BOYD CYCLING. BELOW: TEAM ANCHOR BAT CO. BOTH HAVE BENEFITED FROM MICHELIN'S INITIATIVE.



“They told us if there’s something you don’t know how to do, ask us. We said, ‘Are you kidding me?’” Nicole said. “Because a small business has tons of stuff they don’t know how to do.”

And so they met with accountants, marketing experts, and others who gave them the insights they needed. Boyd Cycling doubled in size the next year and paid off its first loan in two years. They doubled in size again two years later, and now they have a second loan and have moved out of the living room into a new building.

“It was exciting for us and for them,” Nicole said. “We’ve stayed in touch, and they’ve always been very much into our success, even when we didn’t have a loan with them.”

Anchor Bat is another local business founded on a family’s passions. Matthew Rollins was a standout college baseball player who went on to play on independent professional teams, then worked in the athletic industry. One thing had always stuck out to him when it came to that most essential piece of baseball gear, the bat.

“The way the industry works,” Matthew said, “often-times the people who pay the most get the worst, and the people who pay the least or nothing get the best. For us, it didn’t seem right.”

Working out of their garage, he and his father, Eddie, set out to craft professional quality baseball bats at a price point that made them available to any serious player. After they were featured on a local television news program, a couple of Michelin employees reached out to

them about the loan program. The steering committee liked what the Rollinses showed them.

“We got the approval for \$50,000 and it allowed us to buy some material we needed desperately, gave us a little bit of breathing room with some cash to get some equipment we needed,” Matthew said.

And, as with Boyd Cycling, they got access to Michelin’s expertise – in this case, access to 3D scanning technology that allowed them to analyze and tweak their bats in incredibly small, but significant, increments.

“Why not tap science into the craftsmanship of America’s pastime?” said Matthew. “We’ve been fortunate enough to be aligned with a company that gives us access to that kind of resource.”

And the name recognition of their benefactor hasn’t hurt, either.

“It also gave us the ability to appear to the public as a legitimate company, especially to other investors,” he said. “Once you start mentioning Michelin’s name, from a credibility standpoint, you get what you otherwise couldn’t have gotten.”

For Nicole Johnson, having Michelin Upstate Development support Boyd Cycling hasn’t just been a good thing – it’s been everything.

“This could not have happened without Michelin,” she said.



CLOCKWISE FROM TOP-LEFT: REP. JEFF DUNCAN CHATS WITH MATTHEW ROLLINS AT ANCHOR BAT CO., WHERE THEY CRAFT PROFESSIONAL GRADE BASEBALL BATS FOR A PRICE THAT ANY SERIOUS PLAYER CAN AFFORD. WHEN BOYD JOHNSON RETIRED FROM HIS PRO RACING CAREER, HE AND HIS WIFE FOUNDED BOYD'S CYCLING. BOTH CREDIT MICHELIN'S INITIATIVE TO HELP LOCAL SMALL BUSINESSES WITH HELPING THEM SUCCEED.

BY THE NUMBERS

With Foreign Direct Investment workers in your state are going to need bigger piggy banks




Good Paying Jobs

\$80,000

Across the country, U.S. workers at FDI companies earn 33 percent higher compensation than the economy-wide average - making \$79,979 annually.

From 2008 to 2013,
America's FDI employment...

 **8.3%**

while the country's overall
private-sector employment

 **-0.3%**

KEY FACTS ABOUT GLOBAL INVESTMENT

INNOVATION



Global employers spend more than **\$53 billion** on U.S. R&D activities, or **16%** of all R&D performed by U.S. companies.

REINVESTMENT



88% of the global investment that entered the U.S. in 2014 came from reinvested earnings - nearly **\$100 billion**.

EXPORTS



U.S. workers of global companies produce **23%** of U.S. exports, providing **\$360 billion** in goods and services to customers around the world.

SUPPLY CHAINS



Global employers purchase goods and services worth **hundreds of billions** of dollars from local suppliers.

U.S. TAXES



Global employers pay **16%** of all federal corporate income taxes despite representing less than **1%**

Meet Jake

A hardworking American employed by foreign direct investment.

MAKES SOMETHING



Jake is one of 2.3 million Americans who works for a global investment manufacturing company. With a jobs attrition rate of less than half the U.S. manufacturing average, companies like the one Jake works for have helped put the brakes on sector-wide job losses.



EARNs A GOOD LIVING



Jake earns \$87,000 in

his company. That is nearly \$32,000 more than the economy-wide average.

GIVES BACK



Jake gets to help build up his community through employer-sponsored volunteer days and year-round initiatives. Built on the global heritage of his company, Jake appreciates being part of an effort to help others and the environment.

GETS JOB TRAINING




Jake was able to attain his job with an associates degree combined with a comprehensive job training program offered by his employer.

A woman with her hair in a ponytail, wearing safety glasses and a white lab coat, is looking through a microscope. The entire image has a blue color cast. The text is overlaid on the left side of the image.

**GLOBAL
INVESTMENT
PROVIDES**

**JOBS
THAT
INNOVATE**



U.S. scientists and engineers at global investment companies are fueling America's innovation advantage. They are working on diverse research and development projects here in the United States.

These FDI firms spend \$53 billion annually on U.S. research and development activities. That equates to 16.4 percent of all R&D performed by U.S. companies. Here are three quick examples of how global companies are investing heavily in innovation:

GlaxoSmithKline is investing in a state-of-the-art vaccine research center in Maryland, creating 700 new jobs in Montgomery County. This facility, which is close to the National Institute of Allergy and Infectious Diseases (NIAID), will serve as a global vaccine R&D facility. In collaboration with NIAID, GlaxoSmithKline is working on a vaccine for the Ebola virus, which led to an epidemic in West Africa, causing nearly 30,000 deaths in 2014.

According to **Thomson Reuters**, more than 22,000 new inventions related to self-driving cars have been created since 2010. That research has shown that a number of global investment employers are leading the way in self-driving vehicle innovation, including **Toyota, Bosch, Denso, Hyundai** and **Nissan**.

While **Samsung** is certainly a household name, perhaps best known for their high-tech TVs and mobile devices, they also set records in innovation and investment. In 2015, Samsung was the top global innovator in the telecommunications industry, according to Thompson Reuters. In 2012, Samsung announced plans to invest \$4 billion in Texas, the largest single foreign investment in the Lone Star State. That facility is helping to meet growing demand for advanced mobile processors like those found in tablets and smartphones.

CLEARLY, GLOBAL INVESTMENT IS BOOSTING AMERICA'S INNOVATION ADVANTAGE.

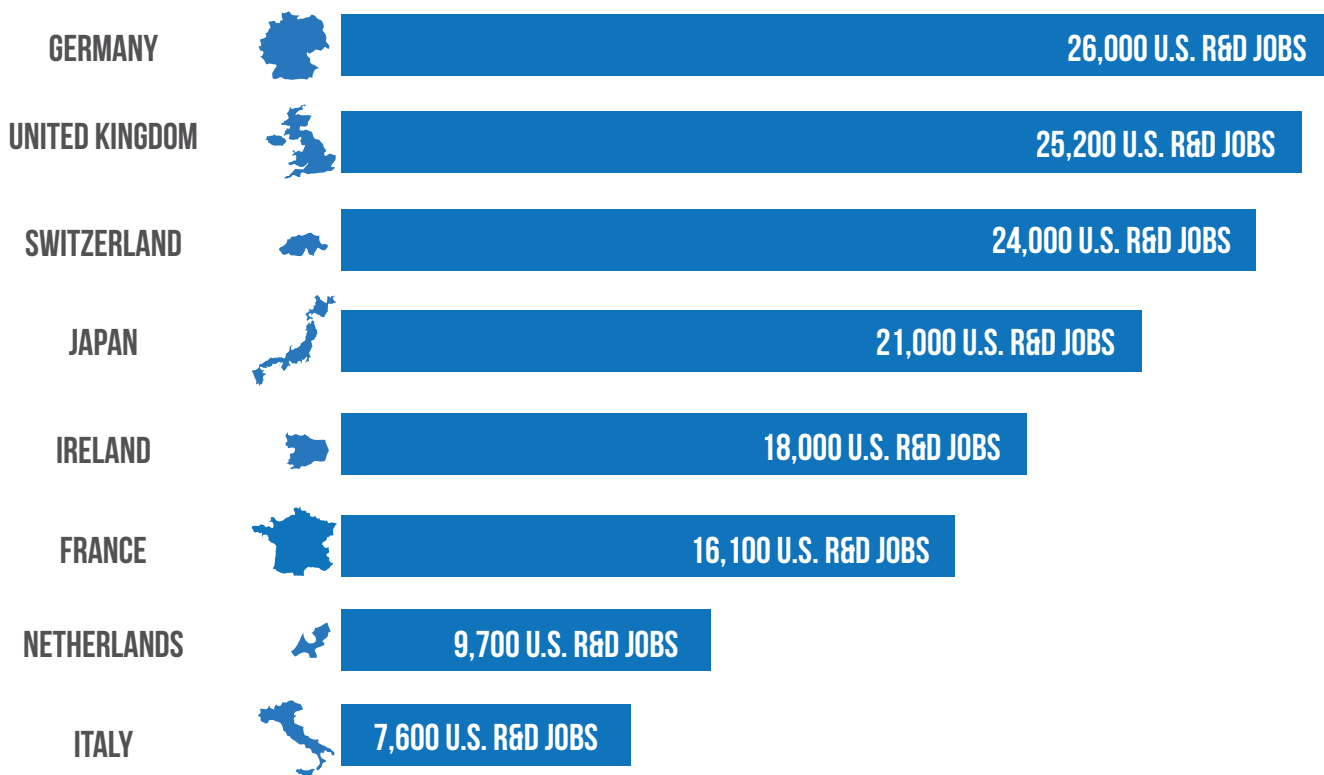
GLOBAL INVESTMENT IS BOOSTING AMERICA'S INNOVATION ADVANTAGE

American scientists and engineers at global investment companies continue to expand their research and development (R&D) activities in the United States.

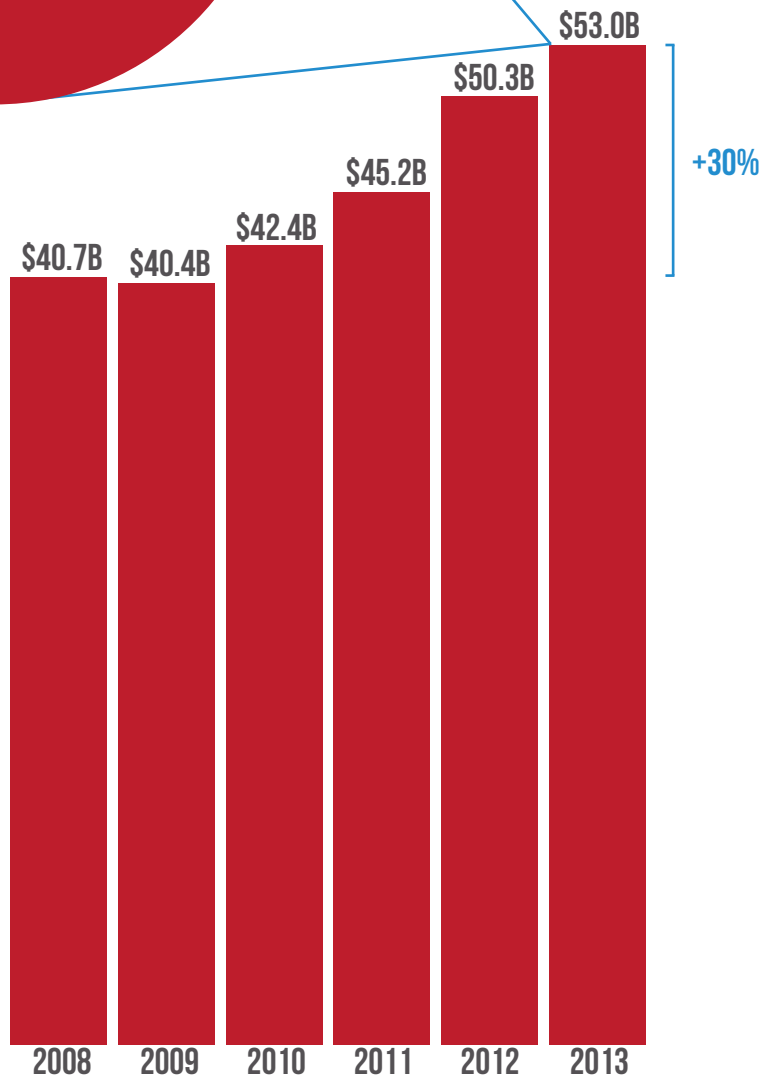
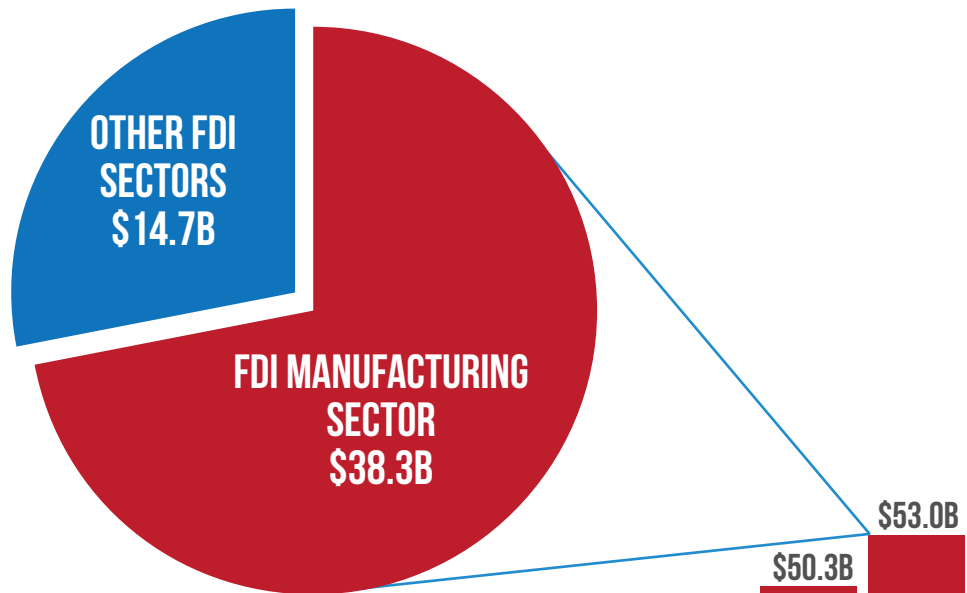
R&D carried out by FDI companies in the United States supports hundreds of thousands of high-paying American jobs, helps spur the discovery of new products and processes, and contributes to America's economic growth.

Global investment directly supports 178,200 U.S. jobs focused on innovation. Manufacturing makes up more than two-thirds of all R&D employment supported by FDI companies in the United States.

U.S. R&D jobs supported by global investment, by country (2013)



Global investment R&D spending by sector (2013)



Over six years, foreign companies spent more than a quarter-trillion dollars on R&D in the United States.

America's research-intensive manufacturing sector attracted the lion's share of R&D spending from foreign companies, totaling more than \$38 billion in 2013, or 72 percent of all global investment R&D.

Global investment R&D spending over time (2008-2013)



COLLABORATION

FDI Supports Medical Research in Mission Bay

BAYER
GLOBAL HQ: GERMANY

By any measure, the footprint of Bayer in the United States is significant. The company employs more than 12,000 people in almost 50 sites around the country. More than 2,000 work at its U.S. headquarters in Whippany, New Jersey. Sites in Pennsylvania and California make up more than 2,000 employees each, and other major research centers for pharmaceuticals, consumer health, animal health and crop science can be found in San Francisco, CA, Raleigh, NC and Shawnee, KS.

The U.S. Innovation Center in the Mission Bay neighborhood of San Francisco is the home of Bayer's U.S. pharmaceuticals research team. Within this site is the U.S. Science Hub, directed by Chris Haskell, who's been with Bayer since it acquired Schering AG in 2006. The U.S. Science Hub was established in 2011 to forge partnerships with academic institutions and life science companies in support of early drug discovery collaborations.

Having become a major presence around the country, Bayer is now implementing programs to expand its partnership footprint in the United States and worldwide. One of those is the CoLaborator in Mission Bay, an incubator that provides lab space for startups. It is an example of how major insourcing employers are facilitating significant research and development in the United States. Insourcing companies like Bayer are helping to lead America's innovation advantage.

"We are heavily invested in nurturing the local

life science ecosystem," said Haskell. "We're the fourth-largest biotech employer in the San Francisco Bay area and one of the few large pharmaceutical companies that have this footprint here."

The CoLaborator is an incubator for small life science companies who want to be in the heart of the Mission Bay ecosystem. Bayer's CoLaborator provides access to equipment for the life science startups to quickly begin putting their ideas to the test. This support includes on-site Environmental Health & Safety, and access to nearby University of California, San Francisco's core services such as imaging, bioinformatics, and proteomics. Partnering with Bayer can also provide access to the global expertise and equipment of Bayer's research network.

"We give them physical infrastructure with capital equipment and facilities support," Haskell said. "That gives them the ability not to waste time before testing their ideas. That's what I heard from a lot of serial entrepreneurs – how much time was wasted moving into a space and getting started."

Historically, pharmaceutical companies have had solid vertical integration, so that everything – from the earliest discoveries, to product development, to taking those products to market – was handled within the organization. But that has gotten much more difficult as decades passed, for a very basic reason.

"The simplest approaches were done first," Haskell pointed out. "The low-hanging fruit is gone.

Today, we're looking to have people in regions of innovation where we can identify and work with partners earlier," Haskell said. "It's a spectrum of finding ways to work with external innovators and help Bayer deliver its products to patients."

Advances in technology and an increased understanding of the deeper complexities of diseases, such as cancer, also allow for a better understanding of how to develop therapies. With much of that developmental work happening at the startup level, Bayer is determined to foster it. They want not only to help in the discovery of new therapies, but also to propagate the best practices through organizations that share its life sciences focus.

"That allows us to put our energy into emerging technology and places where great life science work is being done," said Haskell. "And we continue to experiment with ways to engage the external community."

This is all part of Bayer's transformation over the decades from a chemical company to a life sciences company purely focused on crop science, pharmaceuticals, and consumer and animal health.

It is estimated that one-third to one-half of a pharmaceutical company's late portfolios – those products in clinical trials – come from partnerships of licensing. And these days, Haskell added, more and more of the early product pipeline is coming from partnered portfolios, as well.

"We've had a series of leaders who have been very appreciative and supportive of looking outside our four walls to find the best solutions, no matter where they fit, then developing structures within our organization to help," Haskell said.

The emerging fields of digital health and gene therapy are prime examples. They are areas where Bayer is working on the leading edge of available technologies and treatments while identifying and partnering with companies – like gene therapy pioneer CRISPR Therapeutics of Cambridge, MA – that have the expertise to probe the frontiers of this fast-changing sector.

"We've done significant deals in the United States with external parties that have specific goals for impacting our early pipeline," he said. "This is definitely a way that we're looking to engage over multiple years, making an investment with these research groups and trying to transform their ideas into therapies."

The pace at which Bayer is changing as an organization is increasing, and that kind of responsiveness is crucial for a life sciences company today.

"It's definitely continuing to evolve," Haskell said. "I can guarantee you it's not going to look the same in 10 years."

What's more, the company is doing so while maintaining its core skill sets and values. He appreciates the fact that he works for a company that can mesh such flexibility and long-range vision with its long-held standards.

"I've seen, especially over the last five years, cultural revolutions in our organization – acceptance and willingness and enthusiasm to engage with these

external partners," Haskell said. "It makes you proud to work with a company that has taken the steps to evolve, the steps that are necessary to make it competitive and continue to develop and deliver therapies."



IN 2011, BAYER OPENED ITS U.S. INNOVATION CENTER IN SAN FRANCISCO TO ENABLE THE COMPANY'S SCIENTISTS TO REACH OUT TO ACADEMIC INSTITUTIONS AND LIFE SCIENCE FIRMS AND FORGE NEW DRUG DISCOVERY COLLABORATIONS. THIS FOCUS HAS LED THE COMPANY TO OPEN THE COLABORATOR IN 2012, A UNIQUE INCUBATOR SPACE FOR STARTUP COMPANIES.



COOL CAR TECH

Innovation From Portland, Parked In Your Driveway

TATA GROUP
GLOBAL HQ: INDIA

Matt Jones drives to work every day in a car with experimental features you will probably never, ever see in a production vehicle. That's one of the perks he can claim as the director of future technology for Jaguar Land Rover.

But his car – a black Land Rover LR4 – is also chock-full of tech that absolutely will make it to the market. And it's the job of Jones and his team at the Jaguar Land Rover Tech Incubator in Portland, Oregon, to get those features into cars at a pace their customers have come to expect.

“In the past, the customer's expectations were on automotive timescales – it would take three to four years sometimes to produce the products,” said Jones. “But now the expectation is, ‘If I liked it and downloaded it yesterday, will it work with my vehicle today?’”

“It's not just Jaguar Land Rover that wants to meet that expectation, but also its parent company Tata Motors – part of the Tata group of companies – that has invested in propagating new technology through its brands.

The Tata group is a global enterprise, headquartered in India, comprising over 100 independent companies with operations in more than 100 countries.

The group also maintains a strong focus on investments in innovative technologies to develop new products and services. Those investments include the tech incubator that Jones leads in Portland, which came out of a 2012 West Coast visit to meet with Intel, one of their strategic partners.”

During that trip, Jones and his team also had conversations with startups up and down the coast, many of which felt their products have a place in Jaguar Land Rover's vehicles. Recognizing that these nimble, innovating enterprises had a lot to offer, the company established its Portland campus to facilitate collaboration.

“In July 2013, we opened the first office with 40 desks, and we thought that would be enough for 10 years,” said Jones. “Within six months, the center was full, and we had more startups than we could support at that point. But we wanted to collaborate with them all.”

The incubator itself was devised to identify, support, and help grow startups whose products could benefit Jaguar Land Rover and other divisions of Tata Group. With plans to welcome three companies into the first cohort, Jones opened the doors to hopeful entrepreneurs in October 2015.

“We had well over 100 applications,” he said. “We shortlisted that to 20, then to 10. Then we had to go through the incredibly hard selection process to get down to the final three.”

Incubatees receive workspace, mentoring, a \$250,000 direct investment, and a six-month partnership with Jaguar Land Rover. New cohorts will be brought in every quarter.

“We have committed to at least 120 companies over the next 10 years,” said Jones. “At the moment we have more than 150 desks in Portland for Jaguar Land Rover and another 50 for innovators and entrepreneurs.”

The first cohort includes parking facilitator ParkIt and

Urban.Systems, which supports electric vehicle infrastructure. Those are clearly car-oriented, but the third sounds like a bit of a head-scratcher.

“BabyBit?” Jones said with a chuckle. “You’re absolutely right, it’s not obvious. When I announced internally we were investing in a baby wearables company, people didn’t get it.”

BabyBit’s infant products transmit data to a caregiver’s smart device: the child’s temperature, heart rate, breathing rate, location. Jones likens it to “a Find My iPhone app for the next generation of infants.” And to his team, its usefulness in a car was clear.

“Imagine you’re in the middle of a Minnesota winter,” he said. “You put the bundled-up baby in the rear, and then you’ll probably take off your jacket and set the temperature so you’re comfortable. There’s a possibility that the child in back is still wrapped up for -40 degree weather in a 68 degree vehicle – they can’t turn the temperature down and can’t say they’re uncomfortable.”

So imagine your car being able to tell you the kid’s situation, so you can address it right away. That’s the

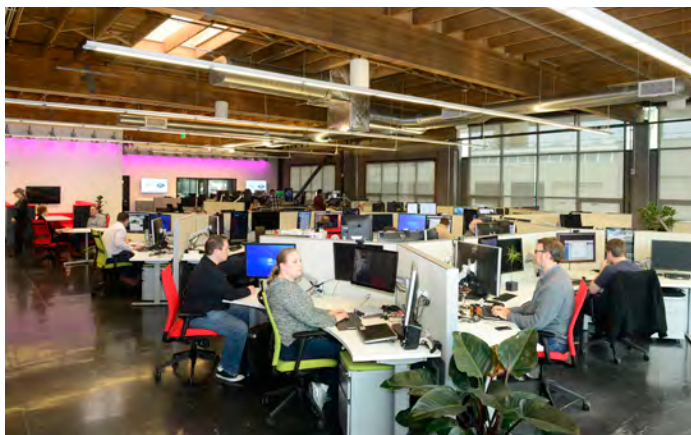
MATT JONES AND HIS TEAM AT THE JAGUAR LAND ROVER TECH INCUBATOR IN PORTLAND, OR WORK WITH START-UPS, OFFERING THEM WORKSPACE, MENTORING, A \$250,000 DIRECT INVESTMENT, AND A SIX-MONTH PARTNERSHIP WITH JAGUAR LAND ROVER.

kind of adaptation Jones and his team are looking for in the startups they’re considering for their tech incubator.

“We have a great team here with a lot of expertise in automotive and other features,” he said. “We understand the tech the startup is putting forward, and if we can imagine ourselves using that tech on the way to work in the morning, or at work, or on public transportation after work, then it’s playing a part in our daily lives.”

And because people potentially lose a lot of time in their cars, Jones and his team want to help people recapture that time in ways that are safe and intuitive by incorporating technologies that help them do so. Given the reach of Tata Group, the cumulative amount of hours given back to those people is probably incalculable. And for Jones, that’s just a start.

“We’re growing, we’re working with a huge number of startups, and we’re going to be working with even more external companies,” he said. “I think the future’s looking very healthy for Jaguar Land Rover and the Tata Group, in general.”



STEM EDUCATION

Global Investment Spurs Innovation in Schools

WIPRO
GLOBAL HQ: INDIA

Here's the thing you have to keep in mind when you're dealing with science: it's not about the answers.

Yes, answers are a by-product of the process. But science is all about asking the questions. That's how you get results, after all, by asking questions and gathering data.

So when Wipro, a global internet technology company with 13,000 employees in the United States, wanted to find a way to make an impact on STEM – science, technology, engineering, and math – education in this country, the question they asked was, “How can we do this most effectively?”

Wipro got its answer from Arthur Eisenkraft of the University of Massachusetts-Boston. A professor of physics and distinguished professor of science education, Eisenkraft is also the director of the school's Center of Science and Math in Context, or COSMIC.

Wipro's work in education is driven by the belief that

DR. ARTHUR EISENKRAFT IS A PROFESSOR OF PHYSICS AND SCIENCE EDUCATION AT THE UNIVERSITY OF MASSACHUSETTS-BOSTON. HE HELPED WIPRO CREATE ITS SCIENCE EDUCATION PROGRAM, WHICH TODAY SERVES FIVE SCHOOL DISTRICTS IN MASSACHUSETTS, NEW JERSEY, AND NEW YORK. THE PROGRAM EQUIPS TEACHERS WITH THE BEST METHODS FOR TEACHING STEM SUBJECTS TO THEIR STUDENTS.



Photo Courtesy of the Chemical Heritage Foundation

education is a key enabler of social change and a better society. Good education according to them, is that which enables the growth and development of the child in multiple dimensions, so that he or she is able to fulfill and expand her potential, and also to become an active, contributing and concerned citizen of the world.

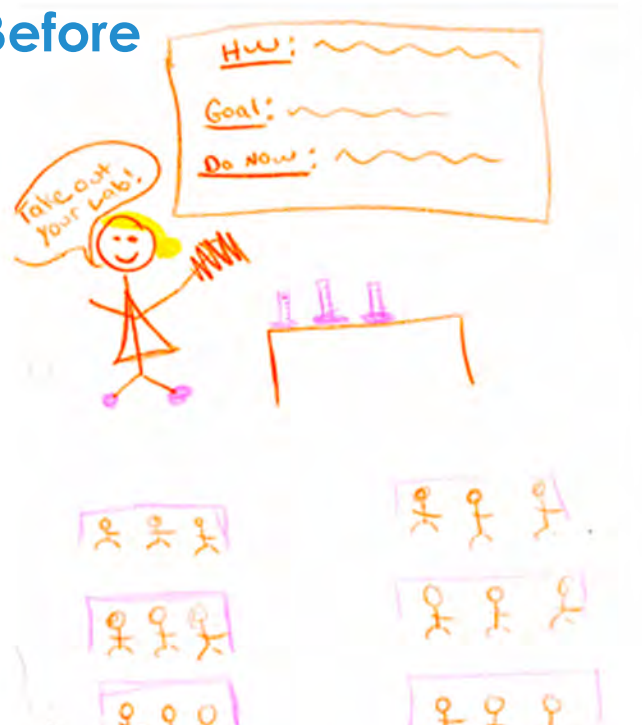
“Being an IT company, they wanted to do something in science and recognized they don't have the expertise to do that,” said Eisenkraft. “So they turned to the University of Massachusetts-Boston and said, ‘What ideas do you have for improving science we might be able to get behind?’ We proposed a number of ideas and the one we focused and collaborated on made sure to meet the needs of STEM education as well as Wipro's interest in a fellowship program.”

What came out of it was the Wipro Science Education Program, which today serves five school districts in each of three states: Massachusetts, New Jersey, and New York. Each district sends four teachers – a mix of high school, middle school, and elementary teachers – who will not only put in 125 hours of work over the next two years learning how best to teach STEM subjects to their students, but will also learn how to share those skills with colleagues back in their districts.

The fact that teachers from a mix of grade levels take part in the program is important, Eisenkraft noted, because they're often not aware of just how different the teaching of science is outside of their own students' grade level, and just how much their work impacts each other.

“The high school teachers are always overwhelmed by what's going on in first and second grade, and had no idea that kids were never held accountable for that knowledge,” Eisenkraft said. “And the elementary

Before



After



ABOVE: STUDENT DRAWINGS SHOWING THEIR TEACHER'S APPROACH TO LEARNING BEFORE AND AFTER SHE PARTICIPATED IN THE WIPRO SCIENCE EDUCATION PROGRAM. IN THE AFTER DRAWING, THE STUDENT SAID HER TEACHER IS "WALKING AROUND THE ROOM... AND GUIDING [THE STUDENTS'] UNDERSTANDING THROUGH QUESTIONS." BELOW: A FEW OF THE EDUCATORS WHO HAVE TAKEN PART IN WIPRO'S STEM EDUCATION FELLOWSHIP AND ARE HELPING TO EXPAND THOSE TEACHING PRINCIPLES WITH OTHER TEACHERS IN THEIR SCHOOL DISTRICT.

teachers look at the high school teachers and say, 'I see how our work feeds into your work, as well.'

"Academia has to be an area with good ideas and measured successes so companies can feel their money is being spent wisely," he said.

During the two-year program, each Wipro fellow comes up with their own plan to support professional development in their district and support district initiatives in science education. Each year culminates in a two-day conference where all 60 fellows from all three states meet to discuss STEM education, build a bigger network, and find more ways to collaborate and extend what they've learned.



The three participating universities – UMass-Boston, Montclair State University in New Jersey, and Mercy College in New York – also host the science education coordinators from their state's districts for regular meetings to cover challenges and opportunities they all share. Those 15 state coordinators also collaborate several times a year.



But at the same time, if a company goes into education investment with the mindset that it's somehow like that logo-splashed race car, they won't see the most return out of their own efforts, too. Which is why from the start of the fellowship program, Wipro has shared the idea with other companies and encouraged them to adopt similar programs wherever they have a presence in the United States.

Eisenkraft says Wipro deserves lot of credit for having that approach. The STEM fellowships are "a program that can change science education," he said, and the comparative investment is small considering the return will influence multiple school districts that serve the areas around their headquarters and other campuses.

For Eisenkraft, this kind of investment in education is a "no-brainer" for companies like Wipro, since they could easily spend as much or more money putting their logo on the side of an Indy 500 car. He understands that, in partnerships like this, it is incumbent upon institutions like UMass-Boston to make sure they deliver the best bang for the supporting corporation's buck.

"To me, as an academic, someone who's life has been trying to improve the science education of students, it's a no-brainer," he said. "Support science education, the future of these kids. So when I see an organization and industry making the right choice, I feel great about America."



WHAT'S NEXT

Anheuser-Busch's Brews Are Born from Innovation

ANHEUSER-BUSCH INBEV
GLOBAL HQ: BELGIUM

For 24 years, Jill Vaughn has been pondering what kind of beer to have... and then making a batch of it, just to see if it tastes the way she anticipated.

Her job title is a mouthful – Process and Product Development Manager, North America, Anheuser-Busch – but it sums up her work at Anheuser-Busch InBev's U.S. headquarters in St. Louis, Missouri. Vaughn leads a team that develops, tests, and brings to market new varieties of beer from scratch.

"I love working on new products and innovations," she said. "I love the art of brewing, the creativity of brewing. Basically we're taking trends and insights from customers and translating that need from the written word into the actual product. To go into the grocery store and see 20 things you've had a hand in; it's pretty amazing."

Vaughn holds a master's degree in food science and recently completed a certificate in sensory and consumer science from the University of California, Davis. She went to work at Anheuser-Busch straight out of grad school as a group manager at a brewery.

"You can't understand Anheuser-Busch until you've worked in a brewery," she said. "Having that background of working with my peers, the brewers, making day-to-day decisions that impact the quality of product, and making sure it is absolutely meeting the standards we expect of our beers."

She spent four years at the Fort Collins, CO brewery before moving to St. Louis, where she eventually started working as part of the innovation team.

"Back then, we probably launched three to five things a year, specialty products," she said. "Michelob Ultra was one of the new products we launched back then, and we worked on Bud Light Lime."

But today, leading a team dedicated to innovation in product development, Vaughn says they're much more proactive, responding to the changing tastes of the public. They're also free to put just about anything they want through the brewing process to see how it tastes. There are misses, of course, but a fair share of hits, as well.

One of their biggest hits was Bud Light Lime-A-Rita.

"What is so interesting about that development is it is really a cross section of things that happened to knock that product out of the park," said Vaughn. "A pre-mixed cocktail was not new; a small, 8-ounce can was not new. But looking at trends, customers wanted something that was refreshing, didn't involve making anything complicated, and was good-tasting. We made a totally awesome product and put it in a unique can that made it very flexible in terms of handling."

It certainly hit a nerve with their audience. Plug "Lime-A-Rita" into your favorite search engine and you'll find lists of "hacks" that suggest all sorts of ways to serve it. That kind of customer response is really gratifying to Vaughn – and is part of the reason she got her certificate from UC Davis.

"I wanted to understand consumer behavior and how consumers react to innovation," she said. "This way, I make sure that I am not making new products that I want, but what our consumers really want."

A product doesn't have to be a runaway hit to be successful, though. For instance, Vaughn and her team tried brewing flavors to match staple St. Louis foods like... pretzels.

"We actually developed a beer that literally tastes like a freshly baked pretzel," she said. "That was actually launched as Shock Top Twisted Pretzel Wheat. But that one was pretty normal."

As for the not-so-normal, they also tried to match another St. Louis favorite: the gooey butter cake.

"We brewed it with wheat and cream cheese," she said. "That actually turned out pretty good, but I don't know how scalable it is."

As for the not-so-successful attempts? Well, there was that time when they tried to use tomatoes in the brewhouse.

"I've also been trying to get someone on my team to do a sushi beer," she said, paused, then added, "We haven't gotten to that one. But to brew something like that would be pretty cool to me."

Having an employer that supports that kind of outside-the-brewpub thinking means a lot to Vaughn and her team, because it shows that Anheuser-Busch isn't resting and producing just its traditional lager to the exclusion of everything else. It trusts the instincts of its brewers.


"We like to play, just like other brewers, big and small, to see how far out there we can go," she said.

So, Vaughn has the freedom to try and make beer out of just about anything and the resources to find and perfect varieties that will appeal to the broader beer-drinking public. Is this the best job Vaughn could imagine having?

"Oh, yeah!" she answers quickly and with a laugh. "I love what I do. It's like being a chef, but I get to work in a brewery."

LEFT: JILL VAUGHN, HARD AT WORK. BELOW: VAUGHN AND HER TEAM WORK UP NEW BREWS INSIDE ANHEUSER-BUSCH'S ST. LOUIS HEAD-QUARTERS. THEY ARE GIVEN THE FREEDOM TO INNOVATE AND CREATE NEW, GREAT TASTING BEVERAGES, SUCH AS THE BUD LIGHT LIME-A-RITA. ANHEUSER-BUSCH EMPLOYS 13,000 AMERICANS, OFFERING AN AVERAGE OF \$94,000 IN WAGES AND BENEFITS. THEY PURCHASE MORE THAN \$6 BILLION FROM LOCAL U.S. SUPPLIERS ANNUALLY.





Speaker of the House Paul Ryan once said, “Behind every small business, there’s a story worth knowing.” Democratic Leader Nancy Pelosi has often said, “There’s nothing more optimistic a person can do than start a small business.”

Those thoughts tap into the essence of the American character – being willing to pour yourself into an idea you believe in, taking the risk, responsibility and expense head-on in the hopes that others will see value in what you are creating.

One of the great-untold stories of global investment is the extent to which these employers’ success is tied to their connection with local small businesses, and vice versa. To fully understand the depth of this symbiotic relationship, we commissioned the expert analysts at PwC to quantify the impact that global investment has on America’s economy because of these supply-chain connections.

EVEN WE WERE SURPRISED BY THE RESULTS.



GLOBAL
INVESTMENT
PROVIDES

**JOBS
THAT
GROW
MORE
JOBS**

global investment supports

24.3 MILLION AM



6.1 MILLION
DIRECT FDI JOBS

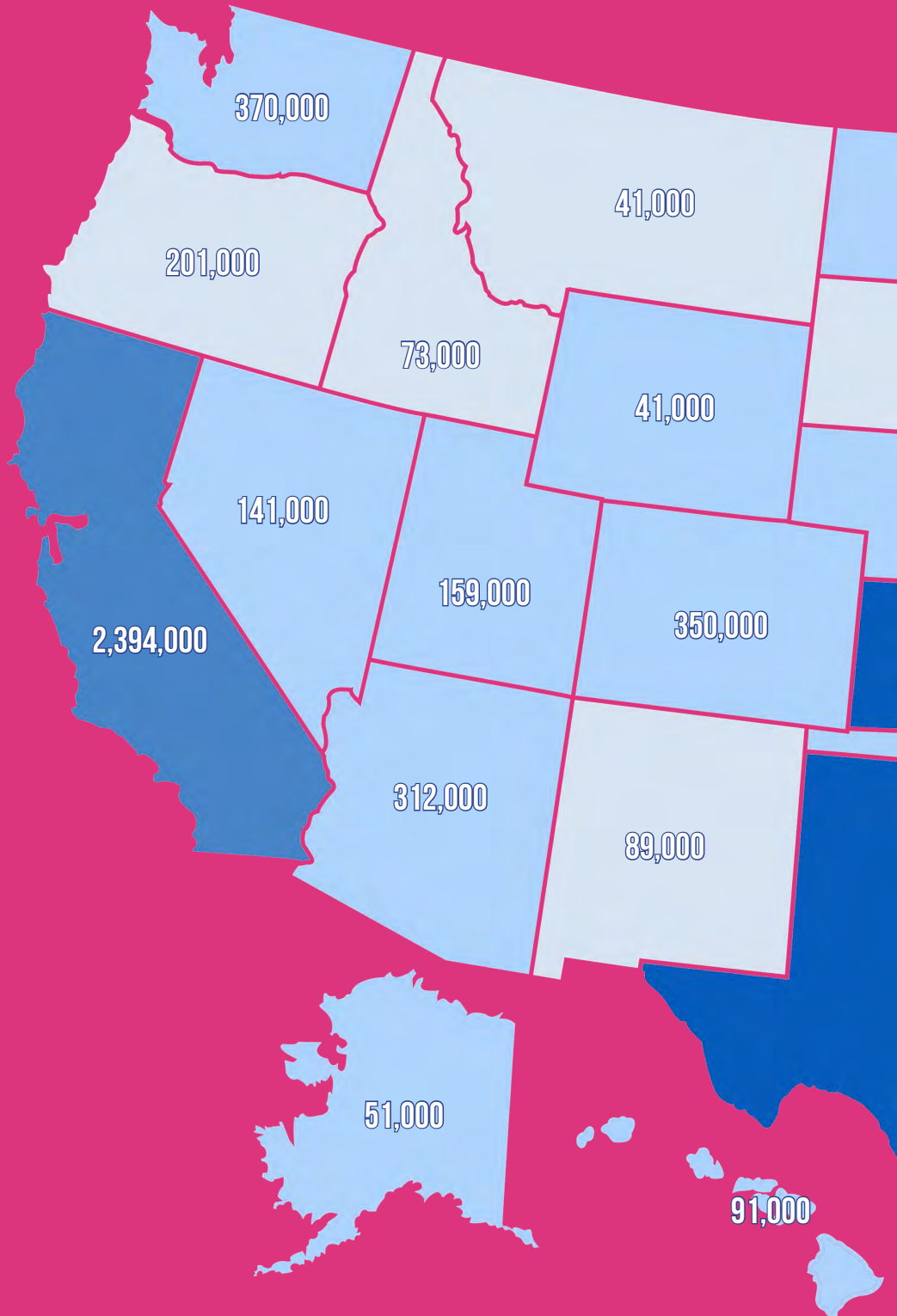
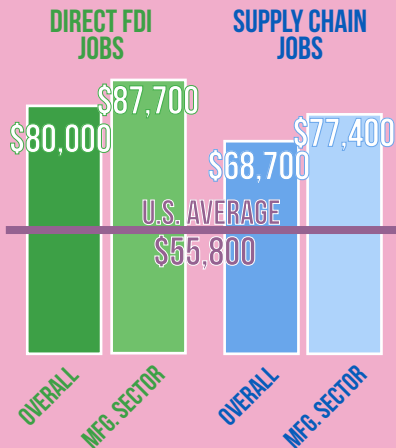


8.5 MILLION
RELATED SUPPLY
CHAIN JOBS



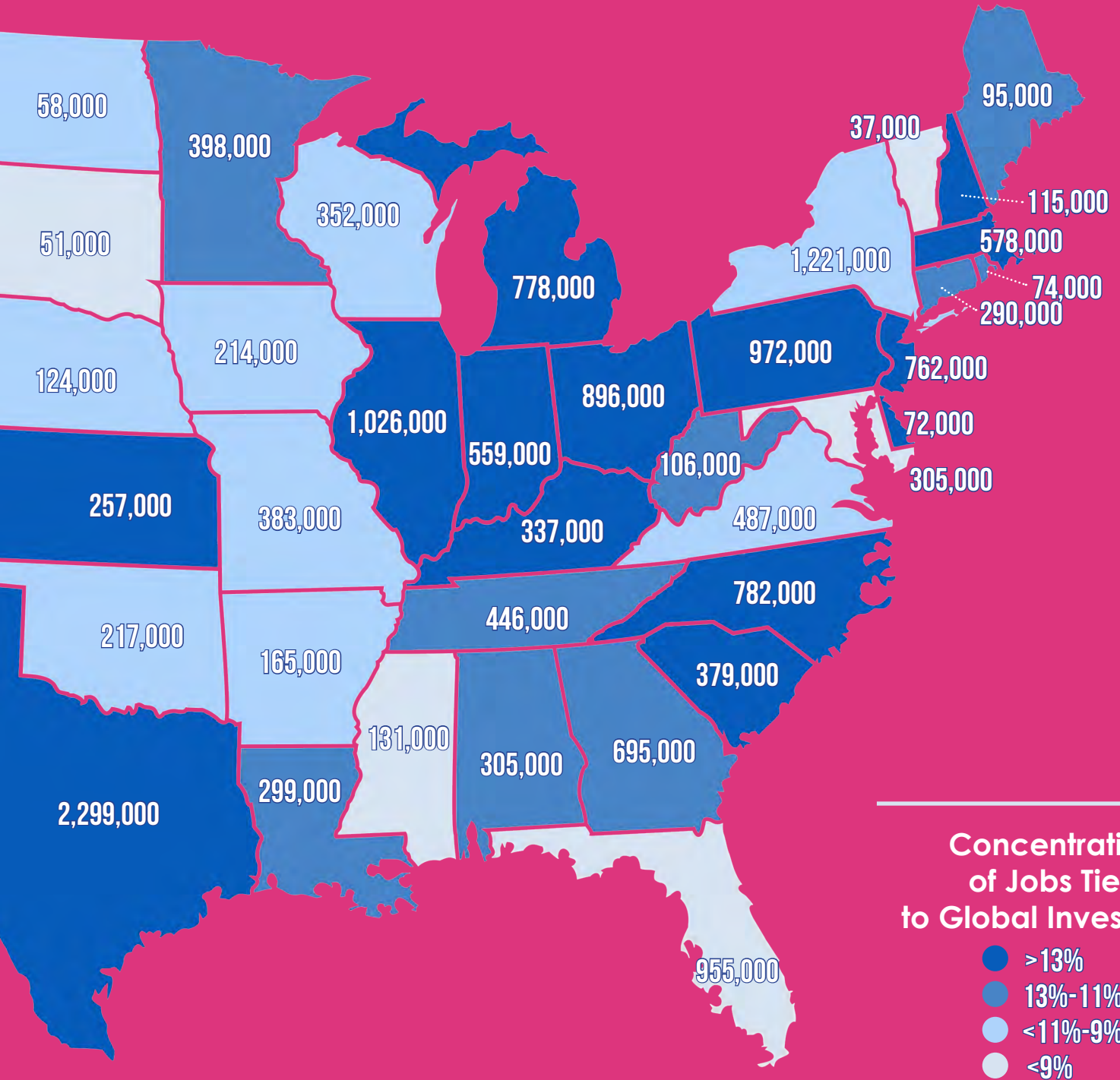
9.7 MILLION
PAYCHECK
SUPPORTED JOBS

GOOD PAY & BENEFITS



Figures based on analysis by PwC from data for U.S. subsidiaries at the national and state levels from the Bureau of Economic Analysis (BEA). Supply chain and paycheck impacts are calculated using the IMPLAN model. See the Methodology section for further details.

AMERICAN WORKERS



THAT'S



ONE

IN



SEVEN

private-sector jobs tied to global investment.

'MADE IN AMERICA'

thanks to global investment

GLOBAL INVESTMENT PLAYS A CRITICAL ROLE IN THE MANUFACTURING SECTOR

More foreign direct investment flows into the manufacturing sector than any other part of our economy. The corresponding manufacturing jobs offer higher wages and benefits than the economy-wide average, outpacing even the overall FDI compensation level of \$80,000.

On top of that, just in the manufacturing sector, global investment supports nearly four million U.S. jobs. That's nearly one-third of all U.S. manufacturing jobs.

When you consider all of the manufacturing jobs supported by global investment, U.S. workers add \$605 billion to our GDP.

Total impacts of direct FDI manufacturing jobs represent 7.9 percent of total GDP in the United States.

BY THE NUMBERS

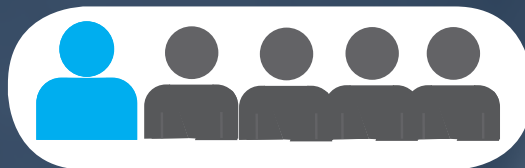
Direct manufacturing employment:

2,265,100 U.S. WORKERS
\$87,700 IN COMPENSATION

Related supply chain and payroll manufacturing employment:

1,602,300 U.S. WORKERS

FOR EVERY **DIRECT FDI MANUFACTURING JOB**, FOUR MORE JOBS ARE CREATED



2.3 MILLION MANUFACTURING WORKERS ARE EMPLOYED BY DIRECT INVESTMENT

FDI manufacturers, more than 1,700 nationwide, employ millions of Americans in high-paying jobs. Since supplier companies often locate nearby to furnish manufacturers with materials, component parts, and various support services, global investment in manufacturing provides significant employment spillovers.

Global investment companies support American manufacturing jobs in every state and the District of Columbia. Five states accounted for a third of these factory jobs. California ranks first in the number of direct FDI manufacturing jobs, ahead of Texas. Foreign companies also support more than 100,000 factory jobs in Ohio, Michigan, and North Carolina. In fact, when you add Illinois, Indiana and Pennsylvania, those eight states represent almost half of the direct FDI manufacturing jobs in the country.

Global investment the United States added nearly 65,000 factory jobs between 2012 and 2013. North Carolina led in job growth, gaining 14,000 new manufacturing jobs, mainly in food manufacturing. Michigan secured nearly 13,000 new direct FDI manufacturing jobs, due to large employment gains in chemicals and transportation equipment.

TOP STATES FOR DIRECT FDI JOB GROWTH IN THE MANUFACTURING SECTOR¹ (2012-2013)



¹ Figures based on the Bureau of Economic Analysis (BEA), Survey of Current Business, Activities of U.S. Affiliates of Foreign Multinational Enterprises in 2013, released November 2015;



BUCKEYE BOOM

Ohio Sees the Job-Creating of Global Investment

FUYAO GLASS
GLOBAL HQ: CHINA

In 2008, in the depths of the Great Recession, General Motors shut down its Moraine, Ohio assembly plant.

“They went from 4,000 employees to zero employees,” said Michael Davis, the city’s economic development director.

Alone, that would have been bad enough, but it was part of a string of reductions and closures that had devastated a region that was once a major automobile manufacturing center. Moraine and the state of Ohio saw potential in this turn of events.

In 2015, after years of reinvention and outreach by the city, they welcomed the North American arm of Chinese manufacturing giant Fuyao Glass Industry Group into that vacant building – and just a year later, they are now watching them expand their operations.

For the city of Moraine, the Dayton Development Coalition and for JobsOhio, the privately funded statewide economic development agency, recruiting Fuyao’s investment was the result of a concentrated effort to learn what foreign companies need and how to match those needs with infrastructure the state had in place.

“We had probably seven million square feet of space available, four million directly related to the General

Motors facility,” said Davis. “We looked at it as an asset: Cheap space, significant amounts of it, and a skilled workforce ready to work.”

After years of promoting the site, Davis received a site inquiry from JobsOhio in 2013 to participate in an effort called Project Southbound. It was that effort that ultimately brought representatives of Fuyao to Moraine for a tour of the building.

“We were unique in that Fuyao had never located into an existing building before,” said Davis. “We knew we had challenges, but also knew we’d be cheaper than building new on a Greenfield site.”



“We’ve picked up the phone to a lot of callers who said, ‘I heard Fuyao’s in Ohio and we’d like to come and meet with you.’”

- Kristi Tanner
JobsOhio

“It’s a great case study of how you take a behemoth building like this and actually do something with it,” said Kristi Tanner, senior managing director for JobsOhio. “It’s just incredible. That’s what we live for.”

Tanner was one of the officials who dealt directly with Fuyao’s representatives on the Moraine site. She said there had initially been resistance to looking at an existing facility, given the company’s history of building new.

“But it ended up making its way to the short list, and having the chairman come look at it,” she said.

Chairman Tak Wong Cho – who founded the company in 1987 – is renowned for his hands-on leadership and business acumen. It has made him a billionaire and one of the world’s leading philanthropists. For the

prospect to move forward, Chairman Cho ultimately needed to be convinced to embrace a “brownfield” facility in Ohio for their flagship North American operation.

The key factor was showing Fuyao how the company could benefit from a quick turnaround. It would take much longer to build a factory from scratch than to retrofit existing space. Fuyao could also save significant costs by not building a new building, freeing up capital for other uses.

It was a winning argument. Fuyao initially bought 1.4 million square feet on 110 acres in the old General Motors plant and has since expanded its holding there. Their investment has grown to \$450 million and the number of U.S. jobs they created has risen from around 800 to 1,400, with on-site employment expected to exceed 2,000 people by the end of the year.

“Knowing the client is the biggest piece of advice for anyone working on an international basis,” Tanner said. “You have to know them intimately, their business problems, their needs, what they want to accomplish, and then figure out how to take your product and fit it into that need.”

That kind of awareness is paying further dividends. Davis noted that, with Fuyao in place and growing, further foreign investment is being encouraged. One of Fuyao’s suppliers is looking at Moraine – a small operation at first, with 20 jobs and 40,000 square feet – but he thinks it will likely encourage other suppliers to consider locating next door to the auto glass manufacturer.

“We started the [foreign outreach] effort before, but definitely needed Fuyao to put us over and make us a healthy diversified environment,” said Davis.

Fuyao is not alone in bringing foreign direct investment to Ohio. Honda established one of the first Japanese auto manufacturing plants in the country in the early 1980s, and there are companies from Germany, the UK, Canada, France, and Switzerland represented.

But there is definitely a ripple effect from the high-profile Fuyao project in Moraine, according to Tanner. Jobs-Ohio has been engaging in furthering its outreach to foreign companies and using Fuyao as an example of what can be done with existing infrastructure and workforce and how that plays to a company’s advantage. But the state is also seeing proactive interest because of what’s happening in Moraine.

“We’ve picked up the phone to a lot of callers who said, ‘I heard Fuyao’s in Ohio and we’d like to come and meet with you,’” she said.



AS THIS AERIAL VIEW OF MORAIN, OHIO DEMONSTRATES, IT WAS CRITICAL FOR COMMUNITY LEADERS TO FIND A NEW EMPLOYER TO FILL THE VACANT FACILITY (HIGH-LIGHTED) LEFT WHEN GENERAL MOTORS CLOSED ITS OPERATIONS. FUYAO INITIALLY BOUGHT 1.4 MILLION SQUARE FEET IN THE OLD GM PLANT, AND HAS SINCE EXPANDED ITS HOLDING THERE TO 1.7 MILLION SQ FT. THEIR INVESTMENT HAS GROWN TO \$450 MILLION AND THE NUMBER OF U.S. JOBS THEY CREATED HAS RISEN FROM AROUND 800 TO 1,400, WITH ON-SITE EMPLOYMENT EXPECTED TO EXCEED 2,000 PEOPLE BY THE END OF THE YEAR.

SMALLBIZ

Two Woman-Owned Businesses Grow Jobs Thanks to Nokia

NOKIA
GLOBAL HQ: FINLAND

Betty Manetta started Argent Associates in 1998 because she saw a gap for the telecom industry and the women and minority business communities.

“As a Hispanic woman business owner, I felt I could not only bring value but diversity along,” said Manetta, who is the company’s president and CEO.

Of course, she also brought more than two decades of experience in the telecom industry, dating back to the “Ma Bell” days. She started Argent as a supply chain logistics company but, having seen that sector morph during her previous career, made sure her company changed with the demands of customers like Finnish network technology giant Nokia.

“We continued to grow and evolve as the industry changed,” Manetta said. “Now we’re transitioning one more time, looking at virtualizing networks; the whole Internet of Things.”

Headquartered in Plano, Texas, outside of Dallas, Argent was actually founded in New Jersey. The company still maintains a presence in the Garden State, as well as facilities in Atlanta and San Francisco, which allows them to support their customers and minimize their cost.

“I think Nokia, like a lot of other companies, realized the impact of having a local infrastructure,” said Manetta. “Having companies that support you that are nimble, that can pivot and grow with you as you grow.”

“And I think Nokia understood the value of having small minority- and women-owned businesses that are able to expand and contract with the needs of the industry,” she said.

One of the segments in which Argent is focusing on with Nokia is small cell, which creates denser networks.



“[Nokia] really took us down that path, taught us and got the processes in place, allowing us to become a full-blown integrator for them.”

**- JoAnn Brumit
KARLEE**

“Because of the growth in the mobility sector, that hogs bandwidth – it eats up a lot of data, voice, and so forth,” said Manetta. “What carriers are doing is instead of having big cell sites, they’re densifying. You follow where the traffic is coming from.”

Argent has participated in Nokia’s small cell training that will help them be prepared to support the deployment of this technology.

“While it’s still in its infancy... I think it’s going to be an area we’re [going to be] able to excel in, especially in areas where Nokia has base stations and a major presence,” said Manetta.

Another woman-run Texas company in Nokia’s supply chain is KARLEE, located in Garland. CEO and Chairman JoAnn Brumit said it’s a classic

American, started-in-the-garage story, founded by a machinist named Lee Brumit.

When JoAnn first got involved with the business in 1982, she was working for another company – a metal fabricator – and she had a different last name. But after helping establish accounting functions for KARLEE, Lee Brumit offered her half-ownership if she'd stay and run the business. And a year later, he proposed marriage.

Today KARLEE is a generational company – one of their sons is president – and JoAnn Brumit has shepherded it through growth to more than 260 employees. They came to be a Nokia supplier when Nokia bought Alcatel-Lucent, which was already a KARLEE customer. Today, they do a great deal of sheet metal fabrication and integration testing for Nokia – things that were nowhere on the radar when Lee Brumit started his shop.

“They really took us down that path, taught us and got the processes in place, allowing us to become a full-blown integrator for them,” JoAnn Brumit said. “They actually took us over to Nokia in Europe. They educated us on how to build that product, and we built all of it here in the United States.”

KARLEE’s products aren’t ones you’ll see unless

you work behind the scenes in the telecom industry, but they can be found all over the globe, wherever Nokia is doing business. One of their growth areas now is Mexico and Central America, where the growth in cellular and data networks is just staring to climb.

“It’s nice that Nokia and some of the big global companies want to make that investment over here,” Brumit said. “They see the importance of being invested across the globe, and to be able to support North America with North American suppliers.”

Argent has experienced success as they have continuously evolved the business. Manetta started the company with just \$100,000 in an industry she acknowledges has often been “volatile.” But in their second year revenues rose to \$70 million, and last year they closed at \$250 million and had 105 employees.

“Nokia has been a true partner,” she said. “During times when things weren’t great, they continually found opportunities. Everything we do is truly adding value to their supply chain, and they understand the importance of working with diversity.”



BETSY MANETTA, WITH ARGENT ASSOCIATES HAS SEEN HER BUSINESS GROWTH SINCE SHE STARTED SUPPLYING NOKIA. SHE NOW HAS MORE THAN ONE HUNDRED EMPLOYEES IN FOUR STATES, EARNING THE TITLE OF “BUSINESS WOMAN OF THE YEAR” FROM THE U.S. HISPANIC CHAMBER OF COMMERCE. SHE CREDITS NOKIA FOR BEING A TRUE PARTNER.

IN 2015, NOKIA US PURCHASED 15% OF ITS GOODS AND SERVICES FROM DIVERSE SUPPLIERS.





GLOBAL
INVESTMENT
PROVIDES

**JOBS
WITH
WORLD
CLASS
TRAINING**

World Class Workforce Development

American workers are known for their dedication, dependability and grit. To remain competitive, however, our country must create a pipeline of highly skilled workers ready to compete in the 21st century economy. One often-overlooked benefit of foreign direct investment is the insight and expertise that globally successful companies bring to the United States when they invest in local communities. It may seem counterintuitive for foreign-based employers to develop world-class workforce development programs in the United States, but that is exactly what is happening in communities across the country.

For **Siemens**, employee development is a significant part of safeguarding the company's success. Currently, the German-based global powerhouse offers its employees 26 Core Learning Programs. Last year, 4,068 employees from 70 countries signed up for those offerings. In addition, Siemens works to train other company's employees. One example is its Power Academy, designed to cover the "A to Z" of transmission and distribution systems.

Last summer, **Nestlé** launched Project Opportunity in the United States. This career acceleration initiative is designed to help people of all ages gain work experience and strengthen their professional development skills in food and beverage manufacturing.

Nestlé has pledged to expand its apprenticeship program to 31 factories in the United States and reach 300,000 people with "readiness for work" activities annually. Project Opportunity offers a three-year program that combines on-the-job and coursework-based training to develop critical manufacturing job skills.

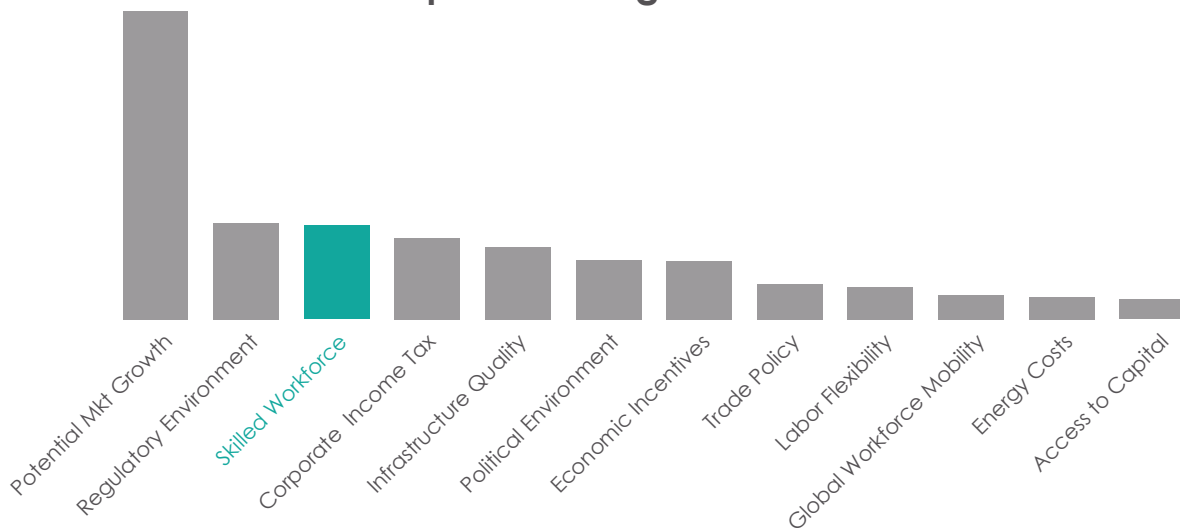
In 2015, Project Opportunity's apprenticeship program launched with apprenticeship programs for Electrical and Controls Technicians, and this year, Nestlé is adding a Maintenance Mechanic apprenticeship program.

Apprenticeships are not just for the manufacturing sector. Other industries, including the insurance sector, are also starting apprenticeship initiatives to strengthen the next batch of workers. In accordance with its Swiss origin, **Zurich Insurance North America** has pioneered a unique apprenticeship program that not only readies new recruits for one aspect of the job, but rather teaches the apprentices skills in every aspect of the industry.

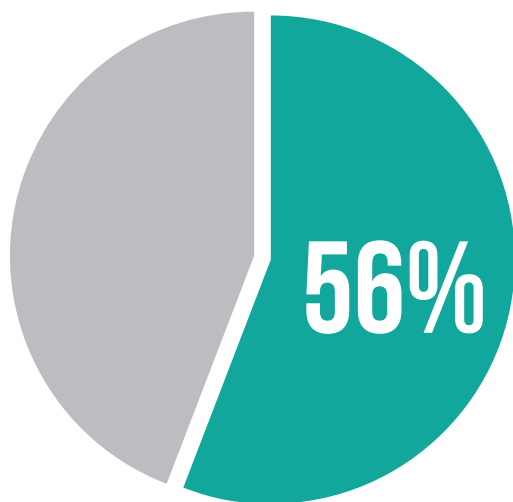
GLOBAL INVESTMENT PROVIDES JOBS THAT COME WITH EXCELLENT TRAINING FOR THE 21ST CENTURY ECONOMY.

We recently polled 100 chief financial officers of global investment companies to get their views on what drives their decisions to invest in a certain country, and in terms of the United States, within a certain region. In both cases, a location's level of skilled workforces was a top priority. In fact, a majority of CFOs say that it is important for state and local policymakers to help facilitate public-private partnerships with local universities and colleges.

top drivers of global investment*



public-private partnerships with local universities and colleges*



Percentage of CFOs from FDI companies who think public-private partnerships with local educational institutions are important.



APPRENTICESHIPS

Zurich Introduces Apprenticeships in Chicago

ZURICH INSURANCE
GLOBAL HQ: SWITZERLAND

When Zurich Insurance in North America – an insourcing company based in Illinois that has operated in the United States for more than a century – needed to ensure a pipeline of qualified employees for its insurance business, it adopted a workforce training model familiar in Europe: white collar apprenticeships.

As part of an initiative started by the White House, Zurich committed to hire 100 apprentices by 2020, established a relationship with Harper College in Illinois and then set out to fill the first 24 slots.

Often, FDI brings more than just capital to the United States. It also attracts the best ideas from around the world to our shores, benefiting our communities and workers. Yet, apprenticeships, especially in service industries, are virtually unheard of in the United States. How would this effort go over in a country where the term “apprentice” is more likely to evoke the skilled trades, or perhaps the Walt Disney movie *Fantasia*?

As the plan was announced, some wondered if Americans would be receptive to this relatively unknown opportunity.

“Eventually, we had to turn away hundreds and hundreds of well-qualified candidates,” said Al Crook, Zurich North America vice president of human resources and business partners, still sounding a little stunned by

the turnout. “That shows just what a great entry point it is to employment.”

The apprenticeship program resonated across a diverse talent pool: People already in the industry, those in school, and workers interested in mid-career changes. And that, said Brian Little, senior vice president for human resources and country head of human resources for Zurich North America, hints at its potential.

“The apprenticeship program shows we can attract people who may not have been on our radar previously,” said Little. “When I joined the company seven years ago, I wondered why the Swiss economy was so good; most of the people there go through an apprenticeship program. That’s how we learned how effective these programs are, and I always thought if we did that here in the United States, we could change our economy.”



“Every day when I come into work, it’s always something new and different. I think it’s just great being here.”

- Louis Erkins
Zurich Apprentice

Zurich rotates apprentices through its departments so they can learn all aspects of the insurance industry; at the same time, apprentices attend school two days a week. By the time they finish, they will have a deeper understanding of the insurance industry than a typical short-term training program could impart.

Among the first class of apprentices are Laura Hanselman and Louis Erkins, who embody the diversity of workforce the program attracted.

“I was a stay-at-home mom for more than 17 years,” said Hanselman. “Now that my kids are getting ready to go to college and I know that cost is there, it was

time for me to go back into the workplace.”

Hanselman worked as a claims adjuster after college and liked the insurance business. But after nearly two decades out of the industry, she knew things had changed. So she enrolled at Harper College where, one day, she received an email about the apprenticeship program. And she had a light bulb moment.

“I liked the idea I would be returning to school two of the five days [per week] and I’d be earning a business degree, as well as getting some insurance credentials,” said Hanselman. “That was very appealing to me, and something I thought would be a good fit for my family.”

Erkins, on the other hand, graduated with a sociology degree just two years ago. A friend who had worked for Zurich told him it was a great company, and Erkins was looking for something that would fit his skills and help him grow as a professional. But when he heard about the apprenticeship program, he was initially confused.

“I thought apprentice programs were more for blue collar work,” said Erkins. “It was definitely something new to me.”

New and, it turned out, a perfect fit. While both he and Hanselman are currently on the claims rotation, the fact he’s not settled into one department is a big part of the appeal to Erkins.

“Every day when I come into work, it’s always something new and different,” he said. “I think it’s just great being here.”

Erkins says he is quick to tell his friends and contemporaries about the apprenticeship and what a great opportunity it has been for him. In fact, he is pleased to be an ambassador for the program.

“I wish I could’ve gotten it straight out of high school,” he said. “I hope I can go back and tell my story, how I went back to school and gained knowledge and a corporate apprenticeship with on-the-job training. You can always go back and learn more.”

Hanselman echoed those sentiments, and said her participation in the apprenticeship program is providing a good example to the next generation in her own home.



“I liked the idea I would be returning to school two of the and I’d be earning a business degree.”

**- Laura Hanselman
Zurich Apprentice**

“It makes me feel good that I am preaching to [my children] that whatever you decide to do, you have choices, you’re not stuck on one path,” she said. “If you want something, you’ll go after it and have choices. It’s up to you to make things happen. I think that’s a good example for my kids to see.”

Zurich’s Little found similar interest among his company’s corporate peers at a recent meeting in Chicago with the U.S. Deputy Secretary of Labor.

“[There were] a number of officials and executives from companies we normally compete with who were actually trying to work with us to start programs like this one,” he said. “As Zurich increases the amount of apprenticeships, that’s great. But in all reality, the industry needs to have apprentices – to create not just hundreds of jobs but thousands of jobs; not only to build a pipeline for us to be successful, but also what’s good for communities and the United States.”





HOMEGROWN

Training the Next Generation of Manufacturers

TOYOTA
GLOBAL HQ: JAPAN

When Toyota Motors North America wanted to find their next batch of employees, they didn't take the normal route. They didn't look outwards to find their new employees. Toyota looked inwards. More specifically, Toyota looked towards their own community.

The Kentucky plant is one of Toyota's largest in the world, so it came as no surprise when the company came to the Bluegrass Community & Technical College in nearby Lexington with a plan to both hire new workers and help facilitate growth in the community.

Toyota set up the Advanced Manufacturing Program in partnership with Bluegrass in 2009 to help the next generation of workers get a head-start on their careers.

The program, which boasts a paid two-year curriculum, gives its students the knowledge to have a successful career and offer something very few schools can: a degree with little to no debt.

"I chose the Toyota AMT Program because it offered a job while going to school, affordable tuition, an opportunity for growth, and it was challenging," said Paul Switzer, an AMT program graduate.

Students can pick from a diverse pool of manufacturers, with companies such as Link Belt

Construction Equipment Co., 3M, Central Motor Wheel of America and TOPY America all located in the area for students to gain experience. The option to pick which manufacturer students want to work at is important, because it gives the students freedom to pick a company, and with it a career that interests them.

Students in the AMT Program spend three days a week working directly on the manufacturing floor. They learn the technical side of the trade by getting firsthand experience which can't be learned in the classroom. The hands-on nature of the program readies students to jump right into a job without having to learn the ins and outs of the job, which helps both employers as well as employees.

The other two days are spent in the classrooms built in the Toyota facilities in Georgetown. In the Bluegrass curriculum, all the classes are laid out for the students. They take classes that will prepare them for the technical side, learning skills such as electricity engineering, fluid power and mechanics. But the course also prepares the workers for other aspects of a career. Mandatory classes such as public speaking and safety ensure that the students are prepared for the culture of manufacturing as well.

The fact that the program will pay its students is also a big incentive for many applicants. With the ever rising cost of college tuition, the chance

to get paid while you learn a trade is a chance very few students will get. To then go out and get a job right out of school is even better.

Although workers aren't guaranteed a job after they receive their Associates degree, the program does give them more than enough experience and knowledge, as well as the right work ethic to jump right into the workforce. Many students get offered jobs at the plants they worked at, which keeps the growth in the community, which is what Toyota wanted in the first place when they started the program.

Unsurprisingly, when other schools heard about the success of the AMT program, they wanted in. Toyota now has partnerships with over a dozen community colleges in nine different states. Toyota has been more than happy to set up these programs, with the thought that more skilled workers in the market can mean nothing but success.

Schools weren't the only ones noticing the program either. The National Career Pathways Network named the AMT program the top career Pathway in the United States at its national conference in 2013. The win was just another accolade in a long line of praise that the programs around the country have received.

Dennis Dio Parker, a Toyota North American Production Support Center employee, has faith in the program for years to come and believes it will benefit the United States as a whole.

"The AMT program is designed to develop skilled manufacturing technicians who have no equal globally," Parker said. "Successful graduates of the program will be the best in the world, and will play an instrumental role in helping U.S. advanced manufacturing remain No. 1 in the world."

STUDENTS IN THE AMT PROGRAM SPEND THREE DAYS A WEEK WORKING DIRECTLY ON THE MANUFACTURING FLOOR. THEY LEARN THE TECHNICAL SIDE OF THE TRADE BY GETTING FIRSTHAND EXPERIENCE WHICH CAN'T BE LEARNED IN THE CLASSROOM. THE HANDS-ON NATURE OF THE PROGRAM READIES STUDENTS TO JUMP RIGHT INTO A JOB WITHOUT HAVING TO LEARN THE INS AND OUTS OF THE JOB.





GLOBAL
INVESTMENT
PROVIDES

**JOBS
THAT
BUILD
COMMUNITY**



VISITOR
06-22-2015 1:00 AM
Joe Kallala
L. SCHOOL, GARDNER
Singapore Hill Elementary



Strong Communities. Healthy Environment.

Unlike stock-market investments, which may be bought and sold several times in a day, foreign direct investment usually comes with a decades-long commitment to local communities. When a company expands and grows in the U.S. market, it depends on the region where it sets up operations.

The company also packs along a few cultural traditions. In many cases, that rich heritage involves being deeply connected to the communities. Economist Dan Ikenson, director of the Herbert Stiefel Center for Trade Policy Studies at the Cato Institute, has researched the connection between global investment and community connection. In a study that looked at a decades worth of data, he found that FDI companies in the United States increased their charitable contributions by 125 percent, while the economy-wide average grew by 14 percent.¹

changes in charitable contributions (2001-2012)



Many FDI companies offer their employees the opportunity to volunteer and help direct the company's corporate social responsibility efforts. Here are a few examples of that diverse community involvement:

The **Sanofi** Foundation for North America, although not geographically based near the affected area, felt a personal connection to the people of Flint, Michigan. The Foundation donated \$25,000 to the Children's Health Fund in order to fund mobile medical units to be used in and around Flint, which has seen its water contaminated with lead. The units will be used for screenings, health education and will also connect children and their families to intensive medical support.

At a more local level, Sanofi, which is based in New Jersey, donated \$100,000 to 11 different nonprofit organizations in the Garden State. The Sanofi in Our Communities: Celebrating Diversity provided each of the company's nine groups an opportunity to fund up to two nonprofit organizations. Each group selected a New Jersey organization to fund

¹ Figures based on research presented in "Insourcing Companies: How They Raise Our Game," published by OFII, 2013. Updated June 2016.



based upon their own unique initiative and demographic that their employee members support.

National Grid has also had an impact on its local communities. Based in New York, the natural gas and electricity company runs a grant program specifically for economic development in its New York service territories. The program aims to promote job growth, infrastructure development, urban revitalization, and disaster recovery, among others. The grant program has awarded more than \$70 million for projects that have supported 40,000 area jobs.

National Grid also provides \$7 million a year in support of programs geared towards STEM (Science, Technology, Engineering and Mathematics) education. The company further helps its community through its “Power to Serve” program, which coordinates several events focused on local issues, including environmental awareness, hunger action and cancer awareness.

Stop & Shop has taken local recycling to another level with its new initiative. Its Freetown, Massachusetts facility will convert inedible foods (foods that cannot be donated or sold to local food shelters or farms) from all 212 of its New England stores into a biogas that can be used as a power source. The resulting biogas will fuel up to 40 percent of the energy that the facility needs to run for the entire year while keeping 34,000 tons of waste out of landfills. In fact, Stop & Shop already sends approximately 90 percent of its waste to places other than landfills.

Ahold USA, the parent company of Stop & Shop and **Giant**, has also donated more than 5.8 million pounds of safe meat through its “Meat the Needs” program, which offers meat to food banks or other food services.





CONNECTION

Community Matters at Mercedes-Benz Financial Services

DAIMLER AG
GLOBAL HQ: GERMANY

It's not surprising for your employer to send you back to school. But then, it's not usually grade school.

In 2014, Jai Kately was a contractor for Mercedes-Benz Financial Services, the captive financial services division of Daimler AG in the United States. When he heard about the company's annual Week of Caring, which gave team members the opportunity to volunteer for organizations in their communities, he was pretty impressed. Learning that the opportunity also included contract staff exceeded his expectations.

"I was honored to be able to participate in this volunteer activity as a contract employee," he said. "Then I saw Sagamore Hill Elementary on the list and I said, 'Hey, I went to Sagamore Hill!'"

So Kately found himself back in his old neighborhood, passing the house he grew up in, and walking into his old school, where he helped build bookshelves for the students to take home and read to a pair of second graders, Luis and Angel. Within a few weeks he was hired on by Mercedes-Benz Financial Services, and just as he has continued to volunteer at his old school, the company has continued to support that volunteer work.

It's one example of the broad commitment Mercedes-Benz Financial Services has to corporate social responsibility, both in the cities where they have their main presence—Dallas/Fort Worth and Metro Detroit—as well as in their field operations throughout the coun-

try. Greg Ruvolo, manager of community relations, said the company's philanthropic philosophy focuses on four areas: arts and culture; community enhancement; diversity and inclusion; and education.

"As a company, we believe that it is our responsibility to make a difference in the communities where we live and work, said Ruvolo. "We look beyond just sponsorships to build true collaborative partnerships with non profit community organizations. Equally important is empowering our team members to get involved and contribute to helping the people and communities they serve."



"When I walked in there, my life changed.... I felt like I had come to this school for a reason, there was something I needed to do here."

**- Mary DiGennaro-Latina
Dealer Relations Manager**

This is why Mercedes-Benz Financial Services often lets its employees have an active voice when it comes to selecting the organizations the company supports. While there are primary partners the company works with—Habitat for Humanity, City Year, the Sphynx Organization in Detroit and Real School Gardens in Fort Worth to name just a few—Mercedes-Benz Financial

Services also understands that its field agents located across the U.S. are invested in their communities and know where the greatest impact can be made.

"We are committed to creating life-changing experiences, not only for our employees but for our community partners and beyond," Ruvolo said. "Volunteers are often very moved by their volunteer experience. Whether it's packing food, planting trees or using a skill set from their professional experience to support an organization – for example, financial literacy programs – many of our volunteers return to the community partner on their own time to get further involved."

Last September during the annual Week of Caring, nearly 1,100 employees of the two main campuses volunteered 7,000 hours of service, organizing 40 projects with 23 nonprofits. In addition to this, every employee also has the ability to use a paid “Individual Volunteer Day” to work with a community organization of their choosing.

But the volunteerism is certainly not limited to just these activities in the main business locations.

Mary DiGennaro-Latina, a dealer relations manager in the Northeast Region for the Philadelphia and Baltimore market, has been with the company more than 16 years. Last year, she was invited by a local City Year group to see how they’d been using previous Mercedes-Benz Financial Services donations at Beeber Dimmer Middle School.

“When I walked in there, my life changed,” said DiGennaro-Latina. “I went through the tour and these 22-year-olds were telling me how they try to motivate the kids to come to school, how they stand outside and cheer them on. I felt like I had come to this school for a reason, there was something I needed to do here.”

She went back out to her car and called Ruvolo, told him about her experience, and he simply said: “What can I do to help?”

DiGennaro-Latina swung into action, getting friends and family to help fill backpacks the company provided with school supplies to be distributed in the area.

She also reached out to brand partner Mercedes-Benz USA to arrange a career day at the

school, and organized Pi Day activities for students on March 14.

Her efforts did not go unnoticed. DiGennaro-Latina was nominated by her coworkers for the company’s annual volunteer recognitions and she was presented with the President’s Award for Volunteer of the Year. That award came with a donation to a charity of her choice, and she chose the Children’s Hospital of Pittsburgh because a coworker’s daughter had received treatment for cancer there. The recognition and the opportunity to give funds to another deserving cause are still cause for a little amazement to her.

“I can’t believe we have an award for this, because it’s something I do from my heart,” said DiGennaro-Latina.

Ruvolo said the work of employees like DiGennaro-Latina and Kately is inspiring. For the employees, the same can be said of the backing they get from their company.

This is the third year that Kately, who is a subject matter expert in commercial vehicle collections, will go back to Sagamore Hill Elementary for the Week of Caring. He has kids of his own the age of the students, and he remembers what it was like growing up in a disadvantaged neighborhood. He’s pleased to be able to give the current students a chance at opportunities he didn’t have growing up.

“It’s pretty amazing to be able to give back to the community I was raised in for 25 years, where my mom still lives,” he said.” For my company to support me in doing that, it really means a lot.”

DURING MBFS’ PREVIOUS WEEK OF CARING, 1,100 EMPLOYEES FROM THE COMPANY’S TWO MAIN MBFS CAMPUSES VOLUNTEERED 7,000 HOURS OF SERVICE, ORGANIZING 40 PROJECTS WITH 23 NONPROFITS. BUT THE VOLUNTEERISM IS CERTAINLY NOT LIMITED TO THOSE TWO METRO AREAS. TOP: JAI KATELY, HELPS A SAGAMORE HILL ELEMENTARY STUDENT WITH AN ART PROJECT.





BRIGHT FUTURES

Genentech Makes Learning Fun in South San Francisco

ROCHE
GLOBAL HQ: SWITZERLAND

The huge landmark sign on the hill reads South San Francisco is “The Industrial City.” It is where See’s Candies are made and also known as the birthplace of biotechnology. But there’s been somewhat of a disconnect between biotechnology and the residents of the area, with Highway 101 effectively dividing the houses and schools from the campuses of high-tech companies that call the area home.

So when Genentech, a U.S. subsidiary of Roche, the Swiss global healthcare company, was looking for a way to invest in its community, it decided to bridge that gap by partnering with the South San Francisco Unified School District to create an education program that would inspire K-12 kids to pursue a career in STEM. Futurelab provides powerful mentoring for students along with hands-on learning experiences and gives teachers the curriculum, professional development and resources they need to bring STEM concepts to life in an engaging, impactful way.

Starting in elementary school, students are offered a 1:1 mentoring program.

Lise Dumont, a senior manager for corporate relations, mentored one student from the third through fifth grades and is now mentoring a second student, a third-grader. She calls the experience “powerful and inspiring.”

“It’s great to see the world and science problems through a child’s eyes,” Dumont said, “I am also reminded of some of the challenges of learning.”

Dumont has enjoyed the experience so much that she

has joined the advisory committee of Gene Academy, one of Futurelab’s programs, and is helping to develop the program so it is even more appealing to the students.

“We came up with a three-year plan so they get a variety of offerings from us,” she said. “This year, we visited the Innovation Center of Excellence on the Genentech campus, a place custom-built for brainstorming and vetting ideas. We brought kids in and had a mini-brainstorming session for them.” They also brought the students to visit the Founders Research Center and the robotics lab.

“I found myself imagining being in my dream job as a scientist,” said one Gene Academy student in her 5th grade program graduation speech. That really hit home for Dumont.

Those kinds of opportunities have not always been available to students in the South San Francisco Unified School District, where Sara Shayesteh has been a teacher for six years. Compared to neighboring communities, SSFUSD spends 31 percent less per student, and only 30 percent of high school graduates attend a four-year institution. Further, 40 percent of students come from families living in poverty and 65 percent of elementary school students are English language learners.

“The Futurelab program is a fantastic and innovative partnership,” Shayesteh said. “It has been invaluable to our district.”

For one thing, she’d never been able to take her students on field trips until this partnership was established because of lack of funding.

“Genentech has made a commitment that for every science class in middle school and high school, every student goes on a field trip every year,” she said. “This is huge! Our students typically don’t go on field trips, especially science-related field trips.”

For many of her students, these trips have been their first visits to places like the Monterey Bay Aquarium or the California Academy of Sciences, despite the fact both are nearby.

Futurelab has also allowed Shayesteh to bring a four-week biotechnology unit to her high school, incorporating a more hands-on approach than students were accustomed to in the past.

“The biotech unit triggered such a shift in student engagement and behavior,” she said. “We really saw all the students invested in participating.”

Another part of Futurelab is the Helix Cup, a science competition for all eighth graders in the district that helps students develop problem-solving, teamwork and science skills, coached by Genentech employees.

Shayesteh says the full impact of Futurelab in the district can’t yet be calculated. Middle schools are in their second year of the Helix Cup science competition, high schools are in their second year of the biotech unit and a buzz of interest is growing throughout the district.

That makes Shayesteh, as a teacher, extremely grateful.

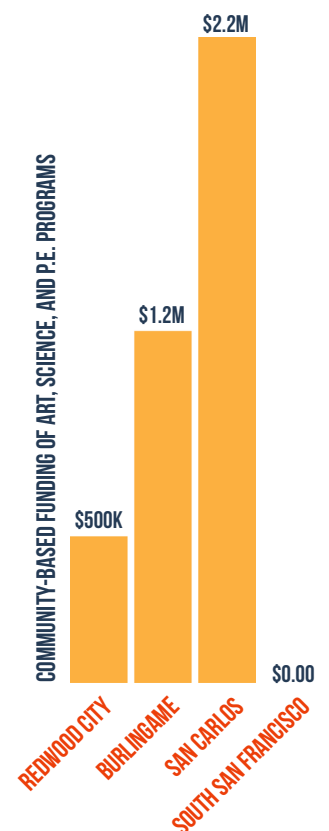
“It makes me so happy to see this growing opportunity for our students. I think our kids and community welcome that opportunity and what better partner to do it with than Genentech? They’re right here and have such a strong presence. How wonderful that they’re investing in their backyard,” said Shayesteh.

The next project for Futurelab is the Science Garage, a state-of-the-art 7,000 sq. foot biotech classroom facility that is being built on the South San Francisco High School campus. The Genentech Foundation is funding the building with a \$7.8 million donation and their Site Services team is overseeing construction.

For Dumont, working at a company that puts this kind of investment into the local schools and community is a huge point of pride. She sees it beyond her own volunteerism through Futurelab. “I’m also a big sister through Big Brothers, Big Sisters,” she said. “[My Little Sister] is currently in seventh grade and I’m so excited because next year she’ll be able to participate in the Helix Cup, and by the time she gets into high school in 2017, we will have opened the Science Garage. When you think about all the kids that are impacted by what we are doing, I know we are making a huge and lasting difference in their lives.”

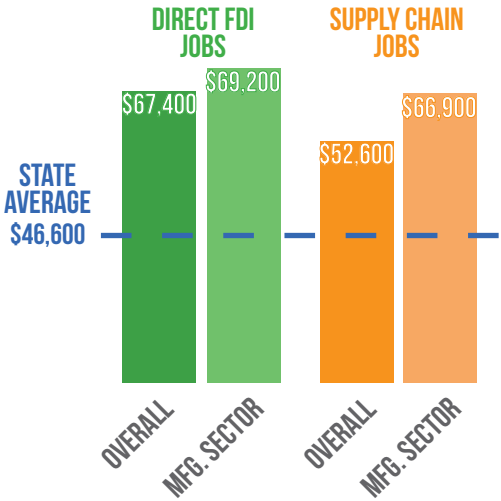


ABOVE: THIRD GRADE STUDENTS AT SPRUCE ELEMENTARY, ONE OF 15 SCHOOLS IN THE SOUTH SAN FRANCISCO UNIFIED SCHOOL DISTRICT, WHERE MORE THAN 44 DIFFERENT LANGUAGES ARE SPOKEN IN THE CLASSROOM AND 40 PERCENT OF STUDENTS’ FAMILIES ARE LOW INCOME. RIGHT: A COMPARISON OF NEARBY COMMUNITY SUPPORT FOR THE ARTS AND STEM EDUCATION PROGRAMMING.



304,700

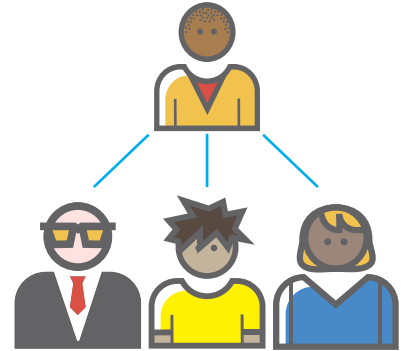
global investment supports jobs in Alabama



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

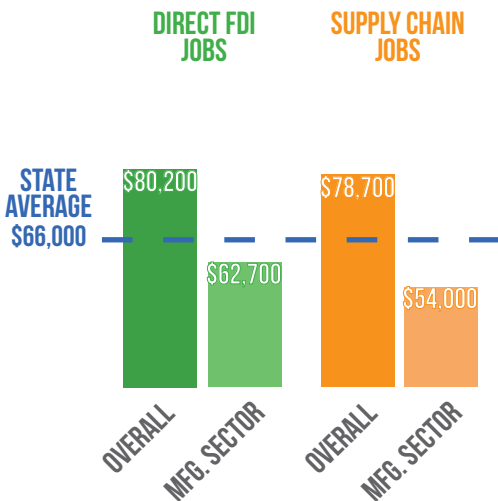
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

51,200

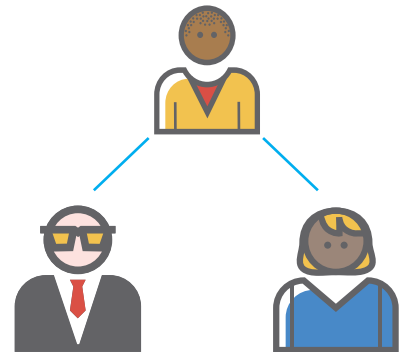
global investment supports jobs in Alaska



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

Manufacturing Jobs



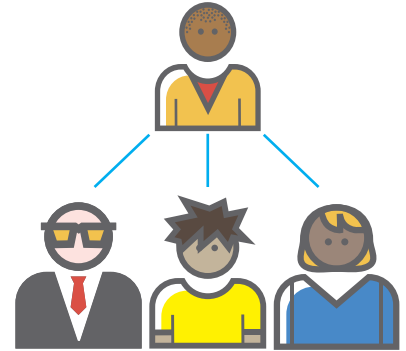
4 out of 10 manufacturing workers are supported by global investment in the state.

311,600

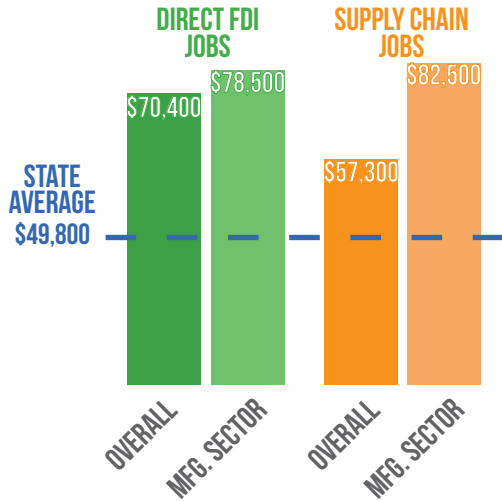
global investment supports jobs in Arizona

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



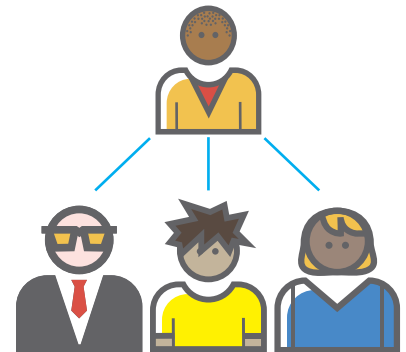
2 out of 10 manufacturing workers are supported by global investment in the state.

165,100

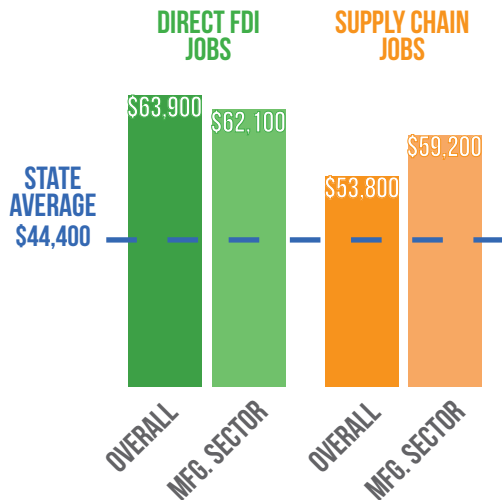
global investment supports jobs in Arkansas

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

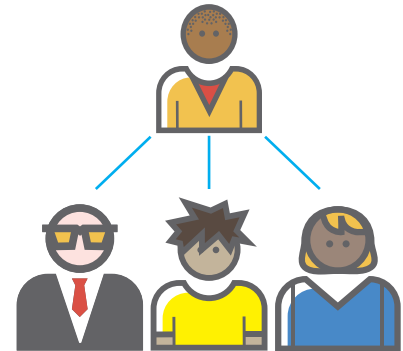
2,393,800



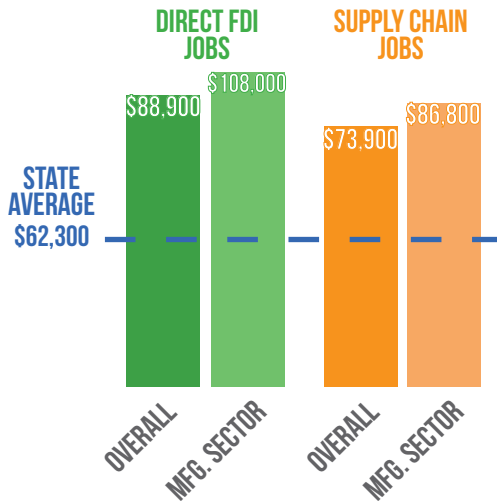
global investment supports jobs in California

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



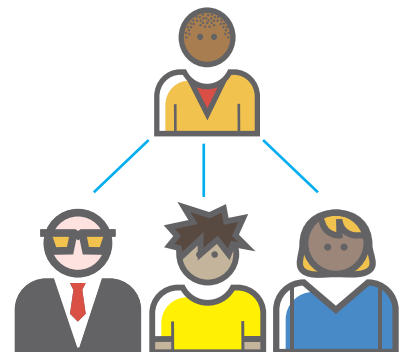
3 out of 10 manufacturing workers are supported by global investment in the state.

350,400

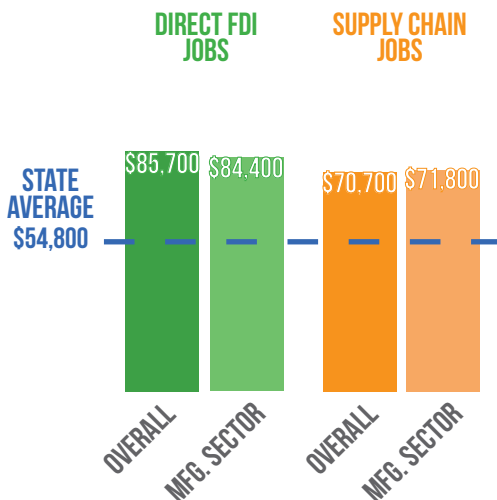
global investment supports jobs in Colorado

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



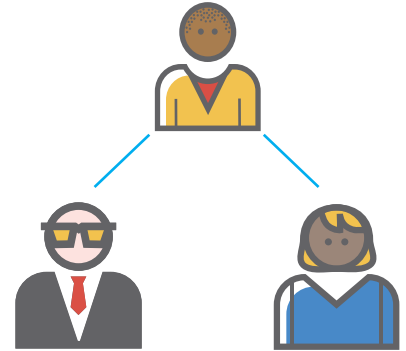
3 out of 10 manufacturing workers are supported by global investment in the state.

290,400

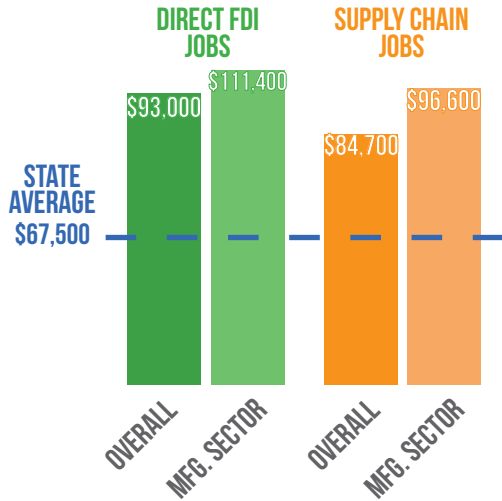
global investment supports jobs in Connecticut

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



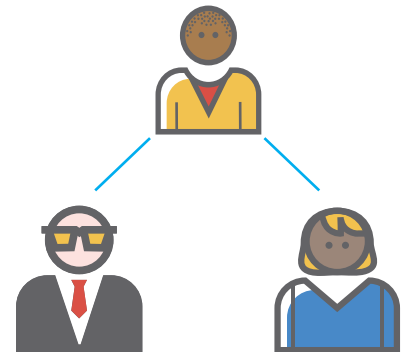
3 out of 10 manufacturing workers are supported by global investment in the state.

72,200

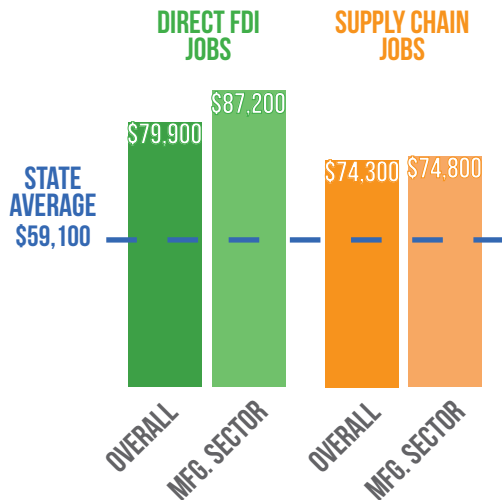
global investment supports jobs in Delaware

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

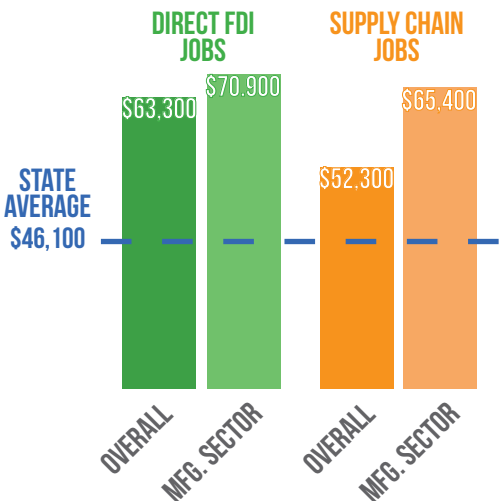
Manufacturing Jobs



4 out of 10 manufacturing workers are supported by global investment in the state.



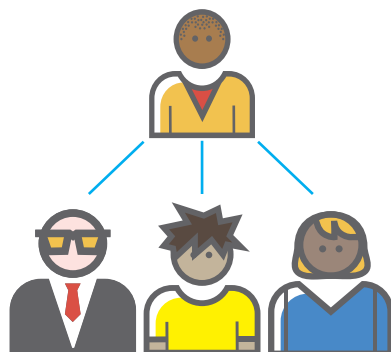
global investment supports jobs in Florida



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

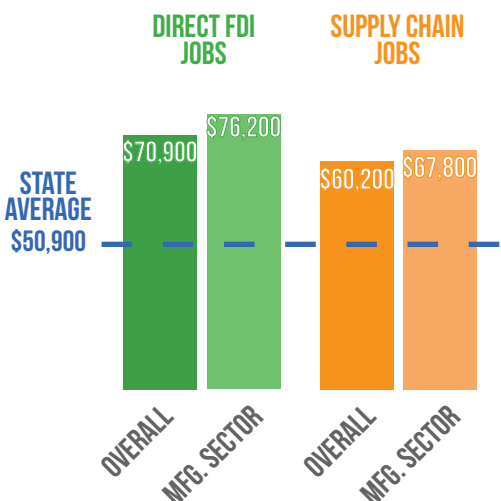
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.



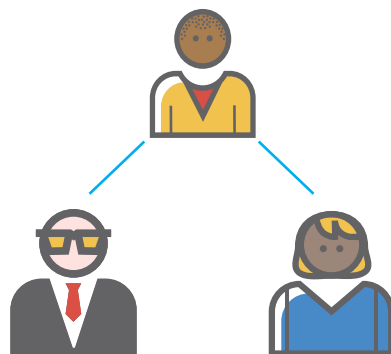
global investment supports jobs in Georgia



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



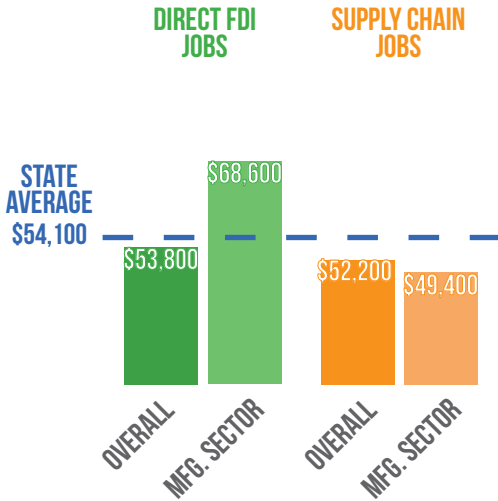
2 additional jobs are supported in the state.

Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

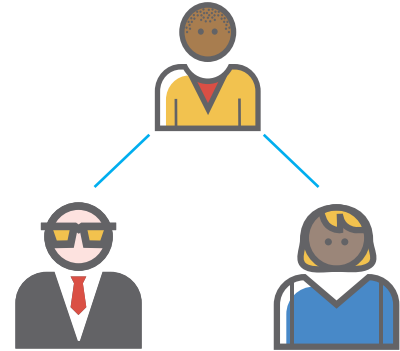
90,900 jobs in Hawaii



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



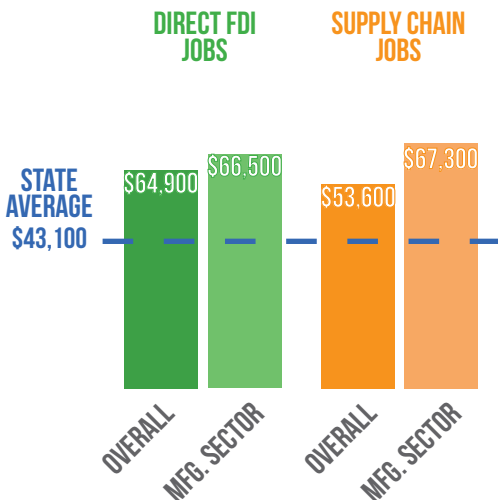
2 additional jobs are supported in the state.

Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

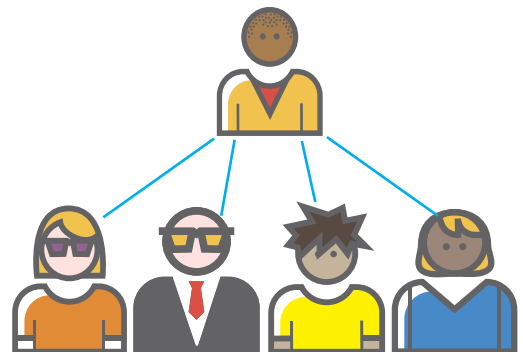
72,900 jobs in Idaho



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



4 additional jobs are supported in the state.

Manufacturing Jobs

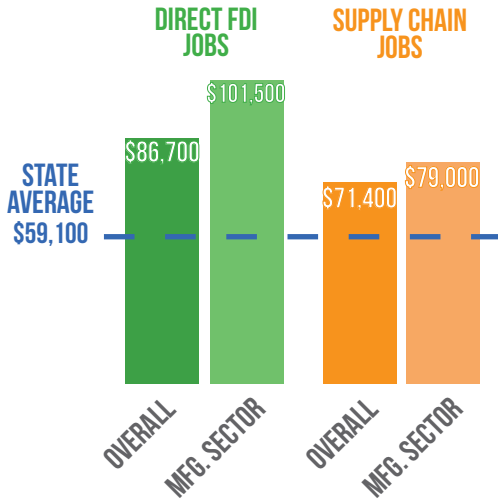


2 out of 10 manufacturing workers are supported by global investment in the state.

1,025,500



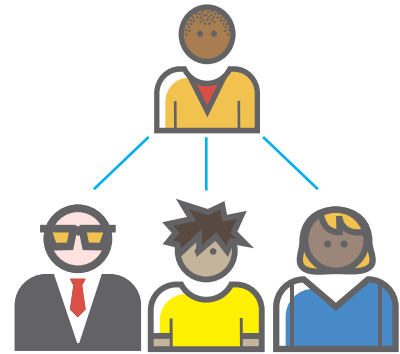
global investment supports jobs in Illinois



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

Manufacturing Jobs

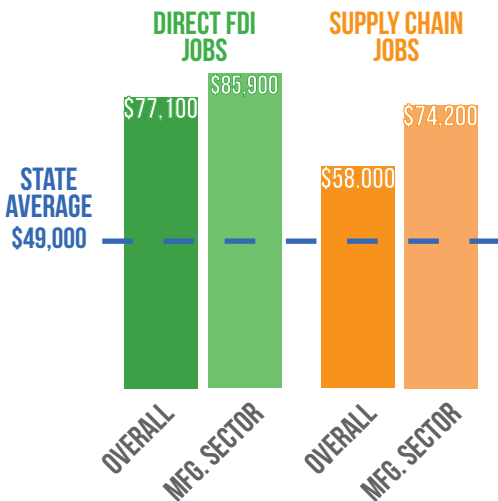


3 out of 10 manufacturing workers are supported by global investment in the state.

558,600



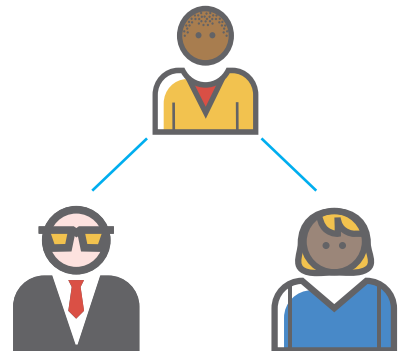
global investment supports jobs in Indiana



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

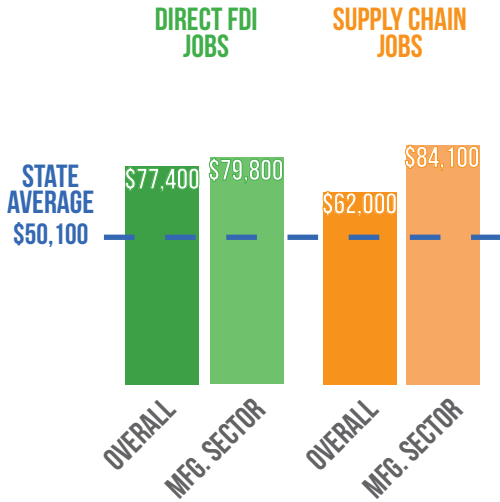
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

213,500

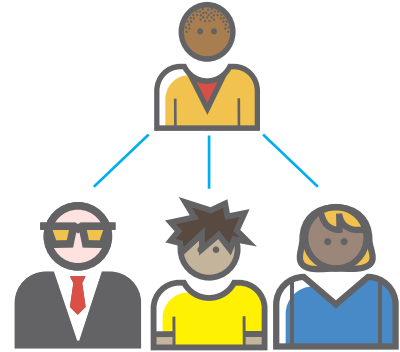
global investment supports jobs in Iowa



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

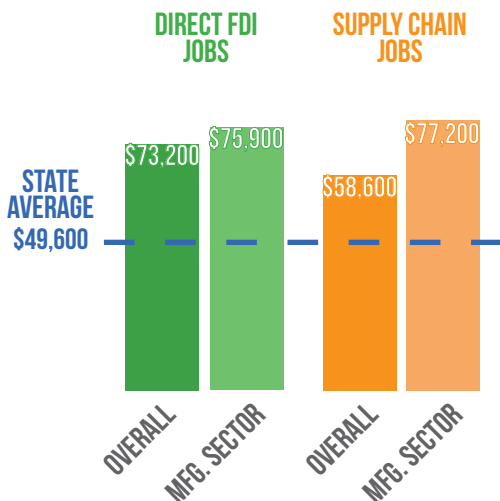
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

256,500

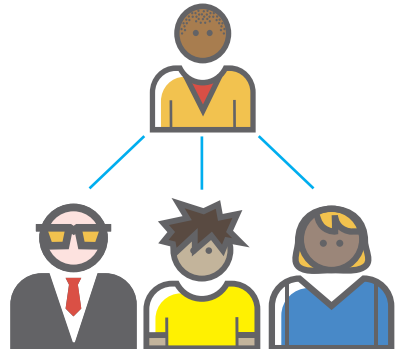
global investment supports jobs in Kansas



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

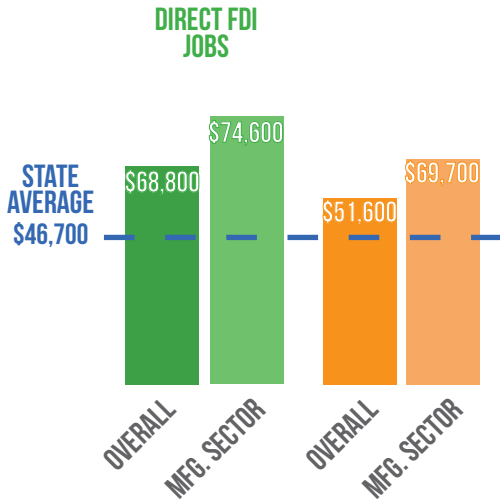
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

337,000

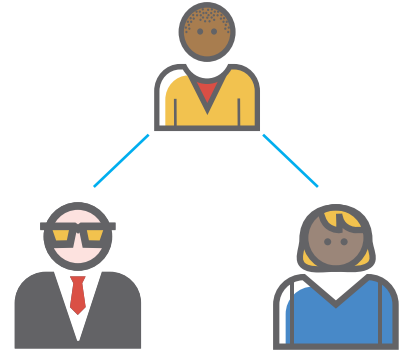
global investment supports jobs in Kentucky



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

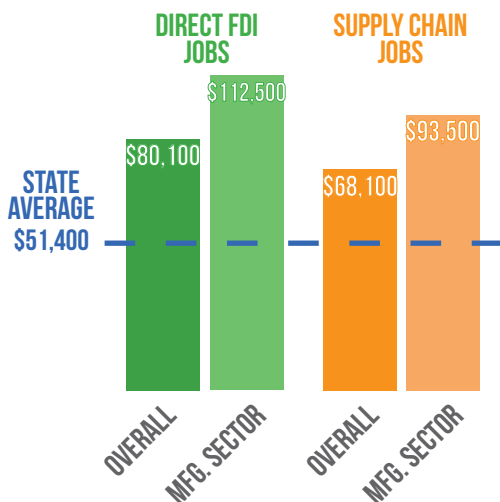
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

298,500

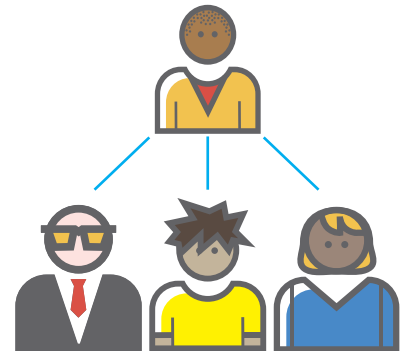
global investment supports jobs in Louisiana



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

Manufacturing Jobs



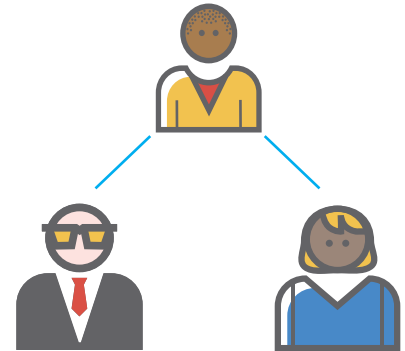
2 out of 10 manufacturing workers are supported by global investment in the state.



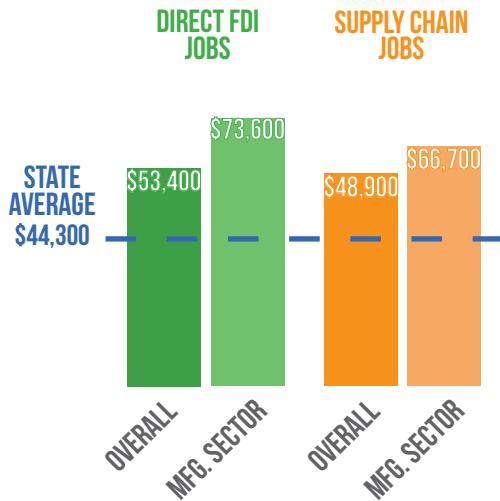
global investment supports jobs in Maine

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

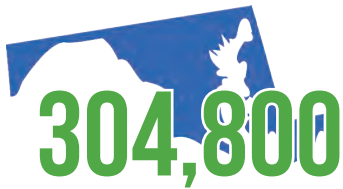


Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



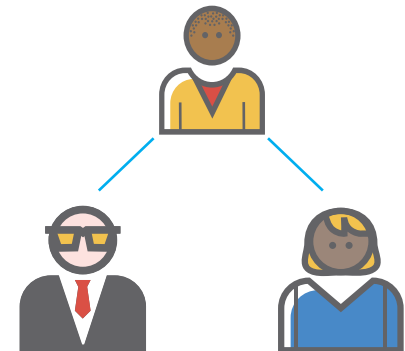
3 out of 10 manufacturing workers are supported by global investment in the state.



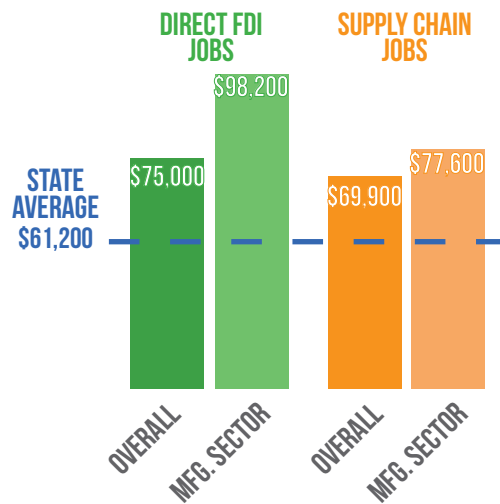
global investment supports jobs in Maryland

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

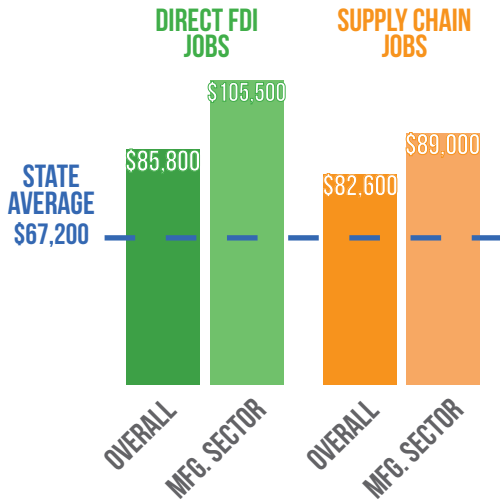
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

577,700

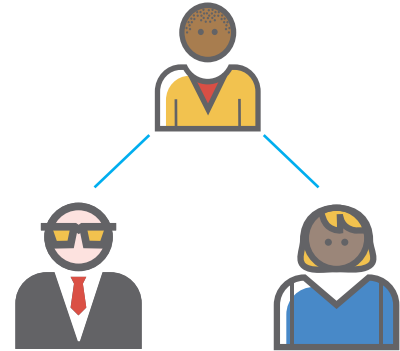
global investment supports jobs in Massachusetts



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

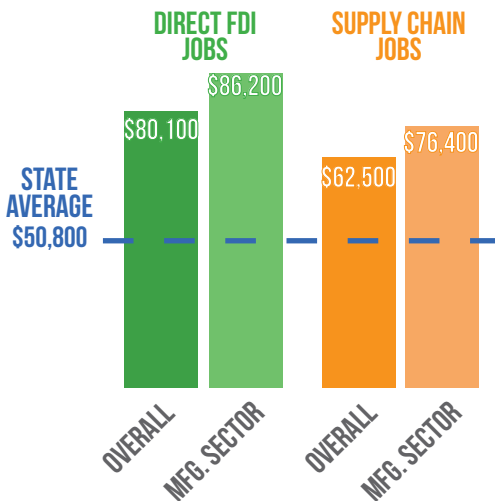
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

777,900

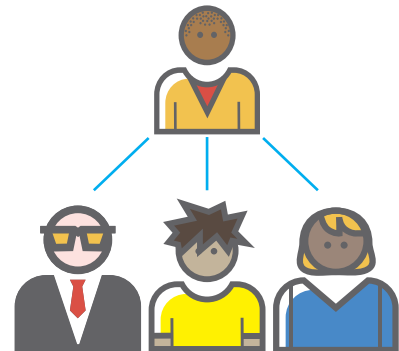
global investment supports jobs in Michigan



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

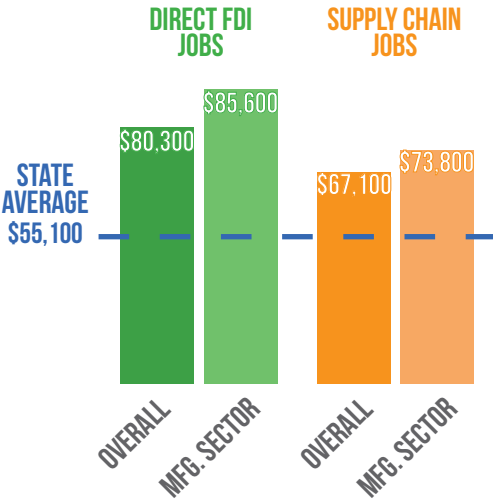
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

398,200

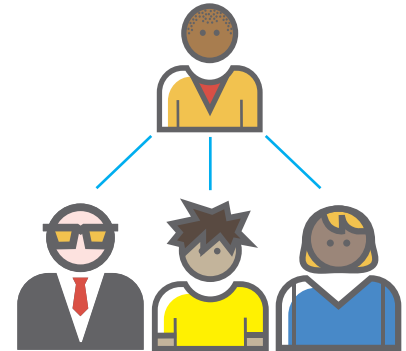
global investment supports jobs in Minnesota



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

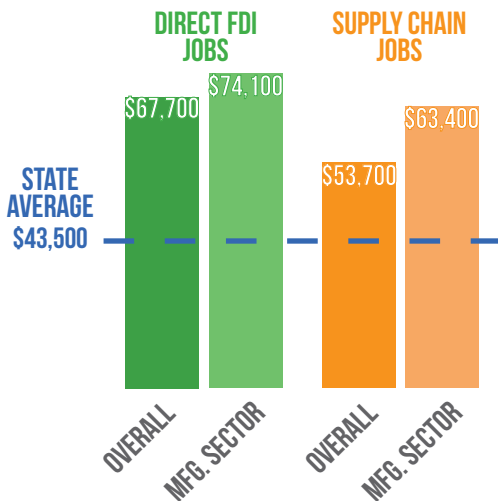
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

130,800

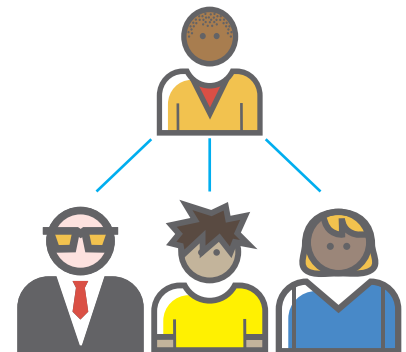
global investment supports jobs in Mississippi



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

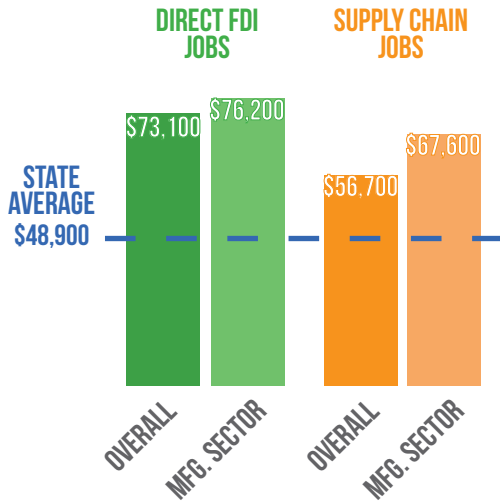
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

383,000

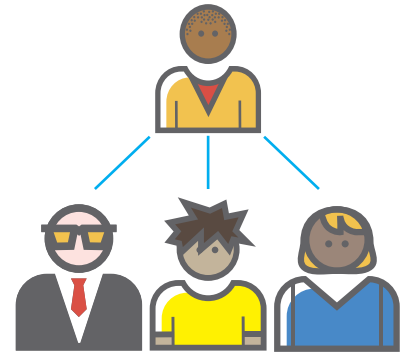
global investment supports jobs in Missouri



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

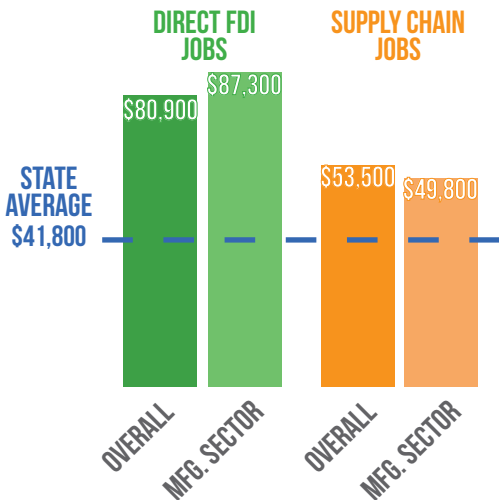
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

41,100

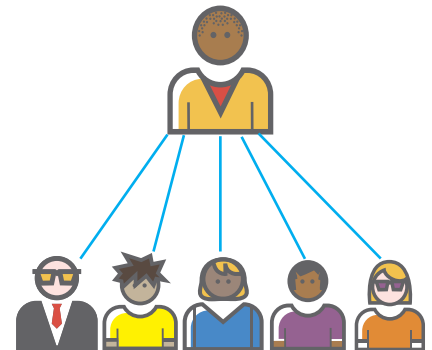
global investment supports jobs in Montana



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



5 additional jobs are supported in the state.

Manufacturing Jobs



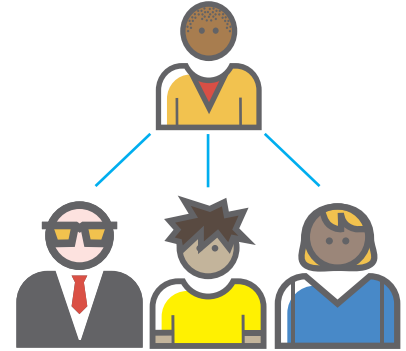
2 out of 10 manufacturing workers are supported by global investment in the state.

123,600

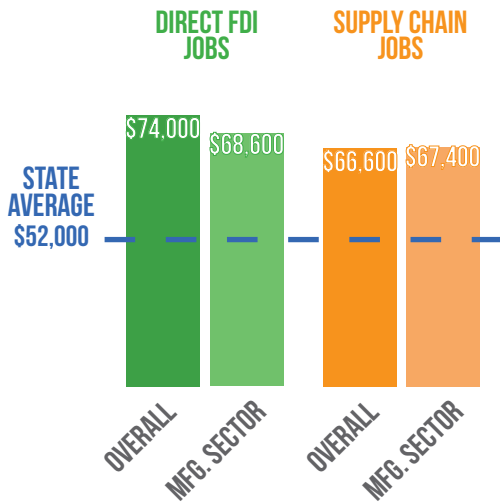
global investment supports jobs in Nebraska

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



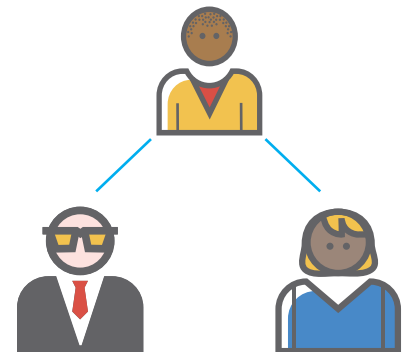
3 out of 10 manufacturing workers are supported by global investment in the state.

140,800

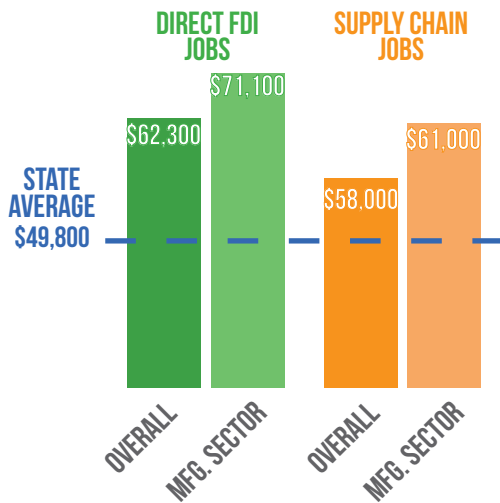
global investment supports jobs in Nevada

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

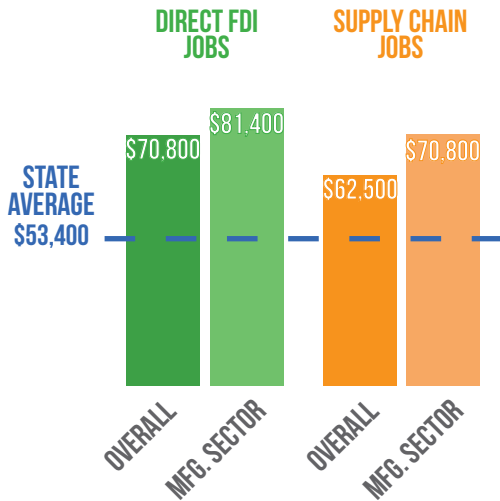
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

115,000

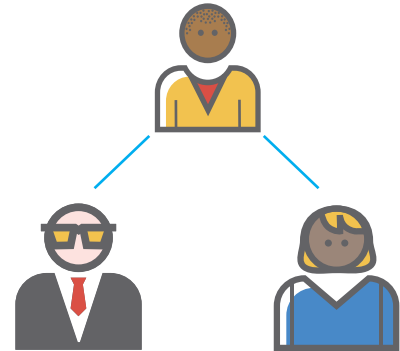
global investment supports jobs in New Hampshire



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

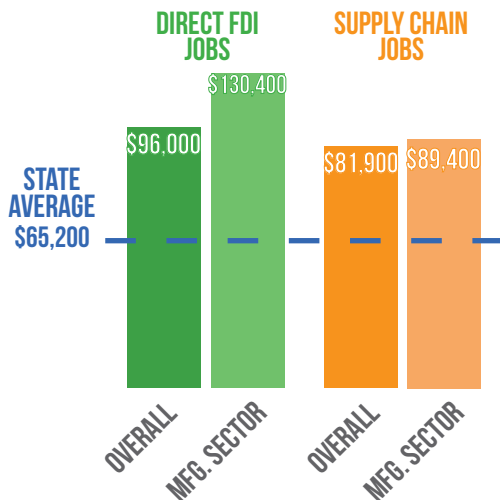
Manufacturing Jobs



4 out of 10 manufacturing workers are supported by global investment in the state.

726,300

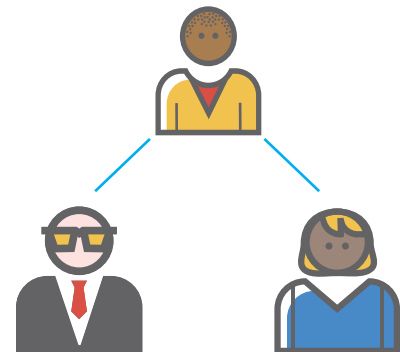
global investment supports jobs in New Jersey



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

Manufacturing Jobs



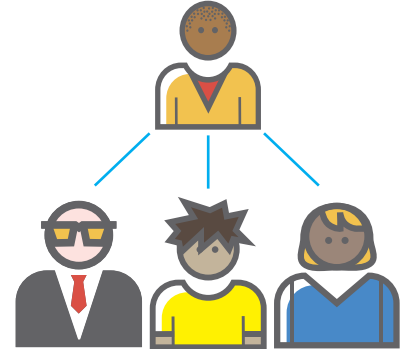
4 out of 10 manufacturing workers are supported by global investment in the state.

88,700

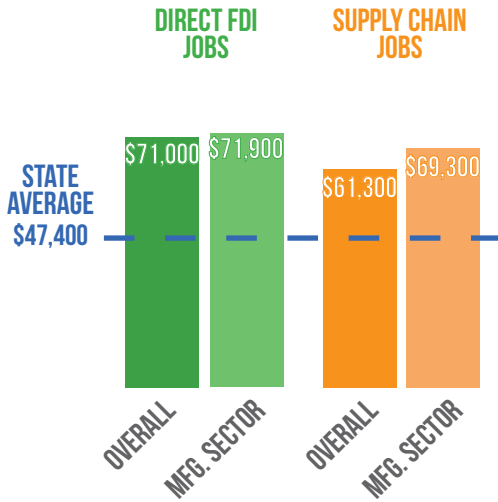
global investment supports jobs in New Mexico

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



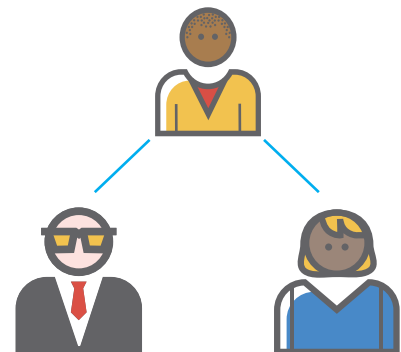
3 out of 10 manufacturing workers are supported by global investment in the state.

1,220,500

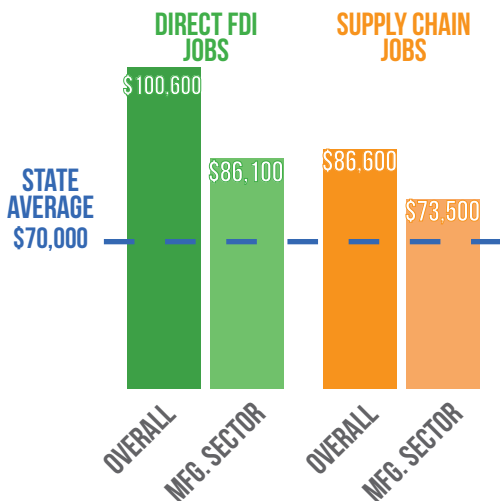
global investment supports jobs in New York

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



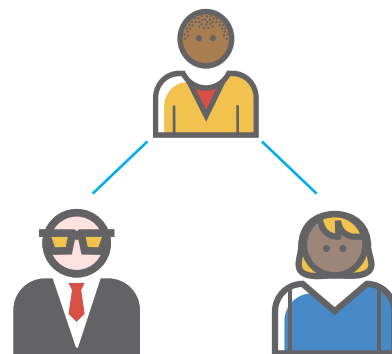
2 out of 10 manufacturing workers are supported by global investment in the state.

781,800

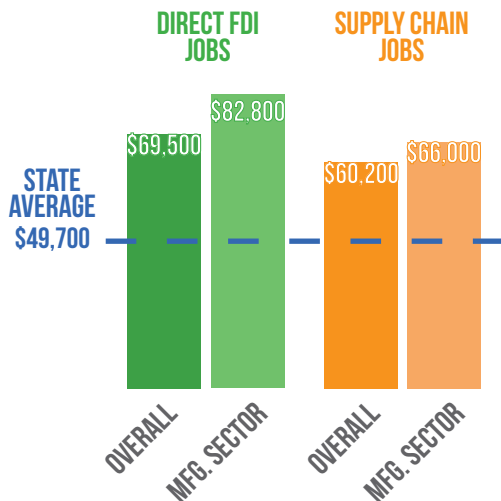
global investment supports jobs in North Carolina

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



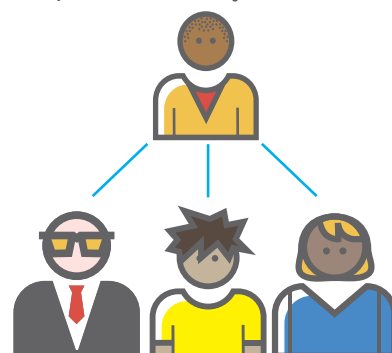
3 out of 10 manufacturing workers are supported by global investment in the state.

58,100

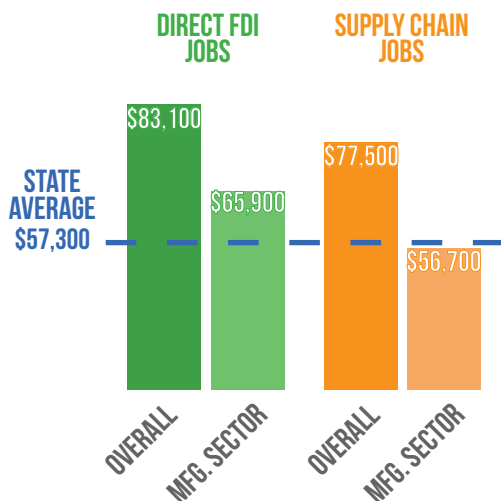
global investment supports jobs in North Dakota

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



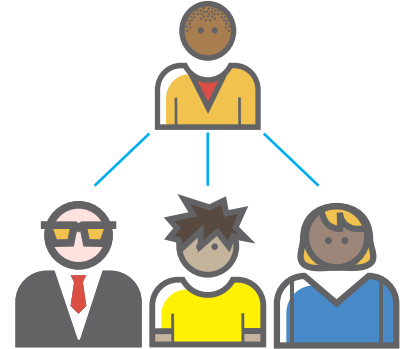
3 out of 10 manufacturing workers are supported by global investment in the state.

895,700

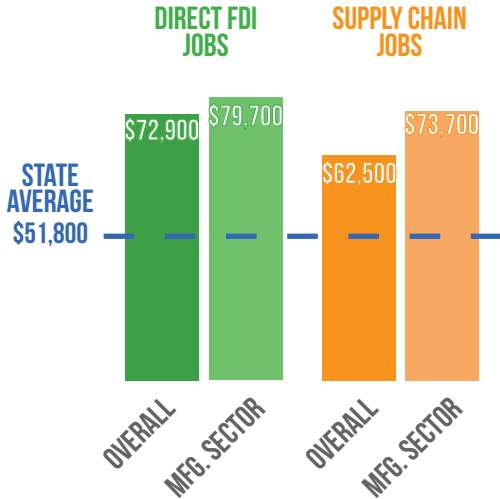
global investment supports jobs in Ohio

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



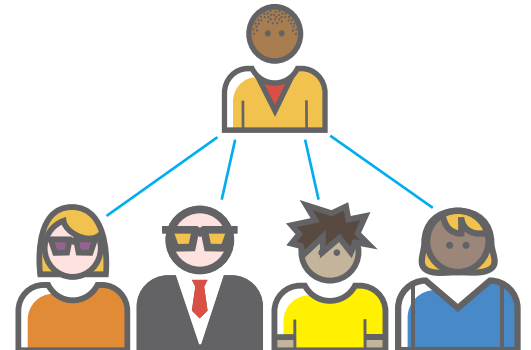
3 out of 10 manufacturing workers are supported by global investment in the state.

216,700

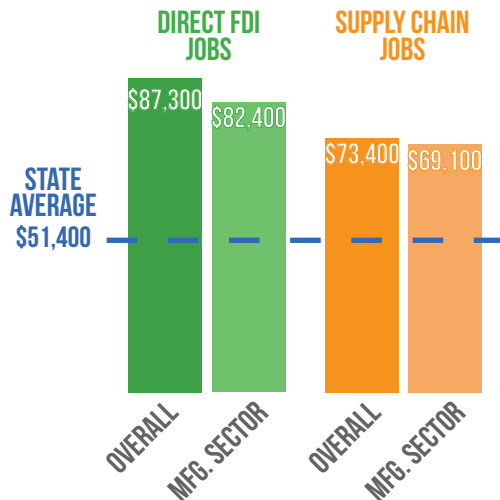
global investment supports jobs in Oklahoma

Job Growth

For every direct FDI job created...



4 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

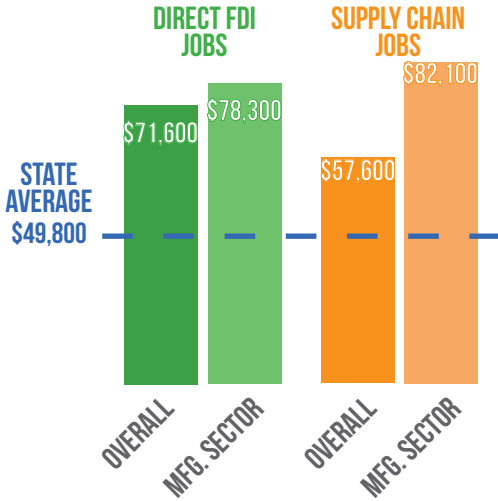
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

201,100

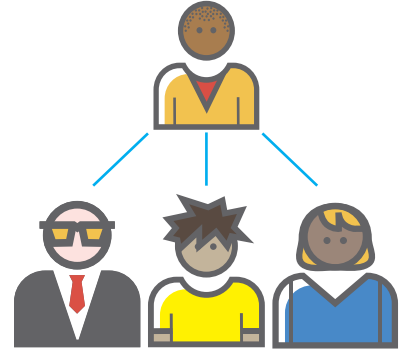
global investment supports jobs in Oregon



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

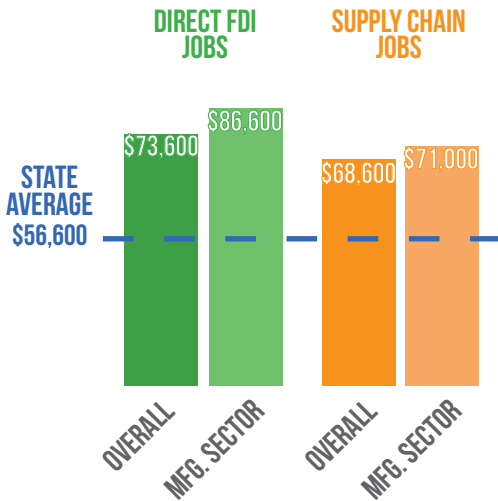
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

971,800

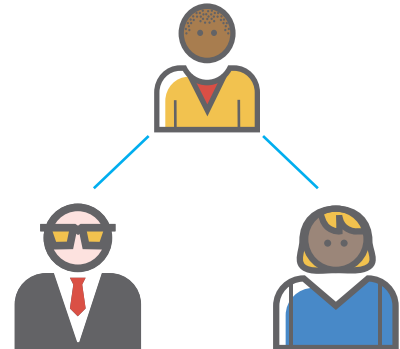
global investment supports jobs in Pennsylvania



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

Manufacturing Jobs



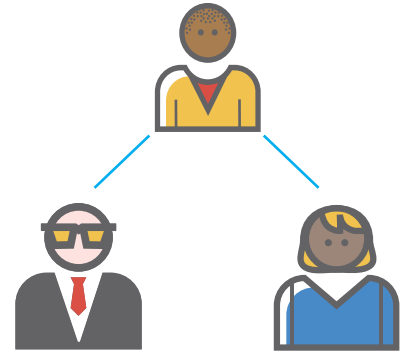
3 out of 10 manufacturing workers are supported by global investment in the state.

73,800

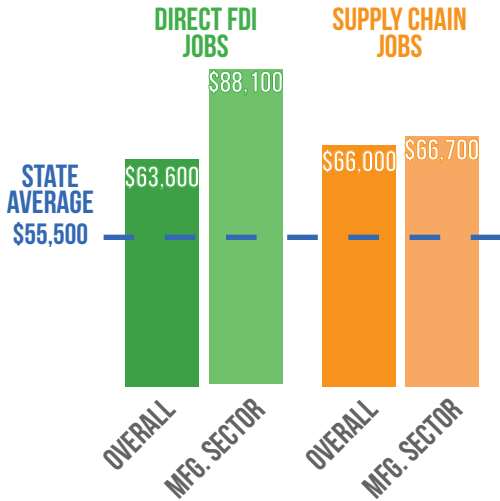
global investment supports jobs in Rhode Island

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



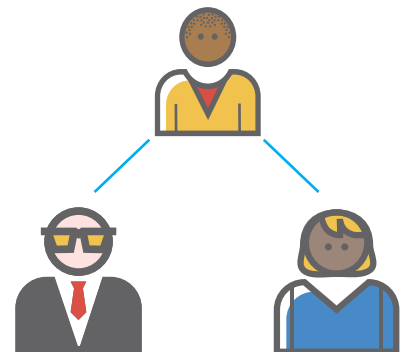
2 out of 10 manufacturing workers are supported by global investment in the state.

379,100

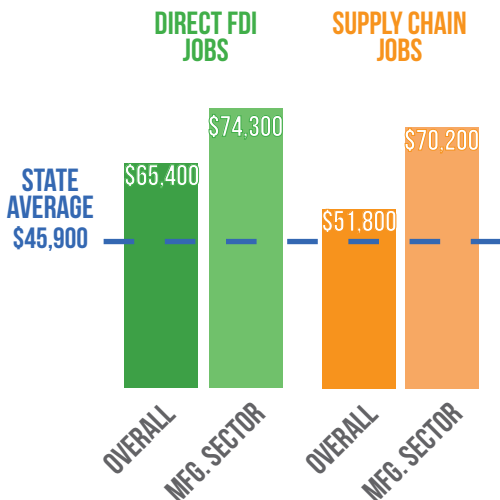
global investment supports jobs in South Carolina

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

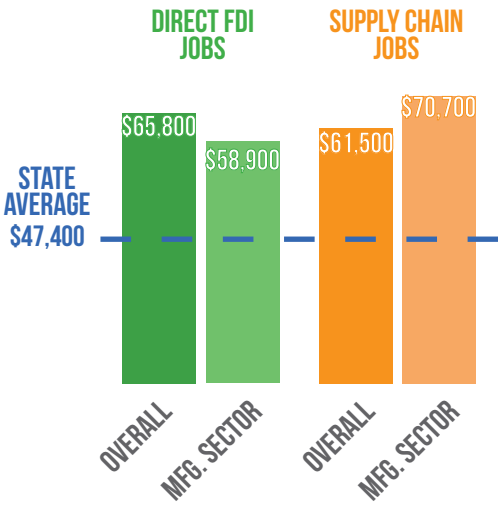
Manufacturing Jobs



4 out of 10 manufacturing workers are supported by global investment in the state.

50,500

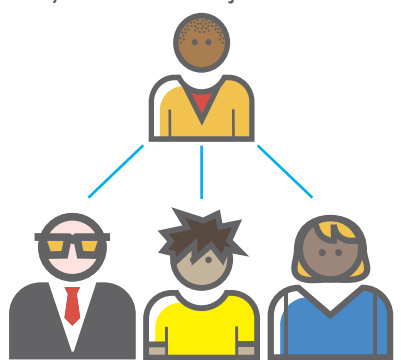
global investment supports jobs in South Dakota



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

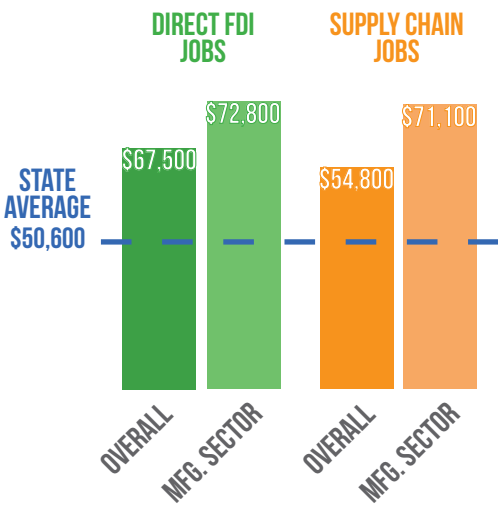
Manufacturing Jobs



3 out of 10 manufacturing workers are supported by global investment in the state.

446,200

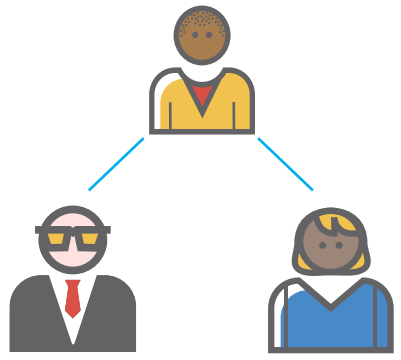
global investment supports jobs in Tennessee



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

Manufacturing Jobs



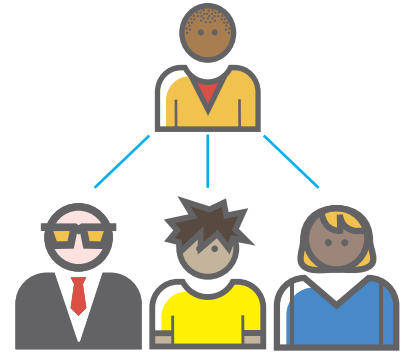
3 out of 10 manufacturing workers are supported by global investment in the state.

2,298,500

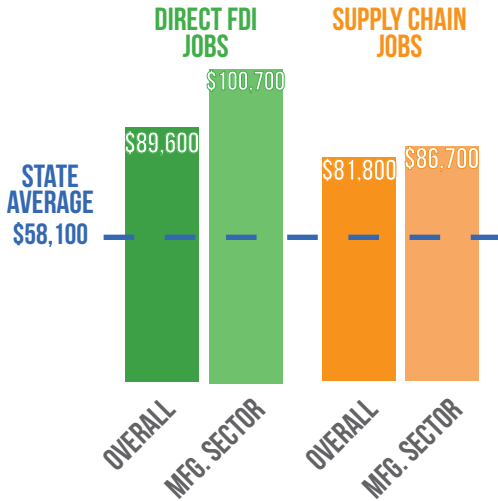
global investment supports jobs in Texas

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



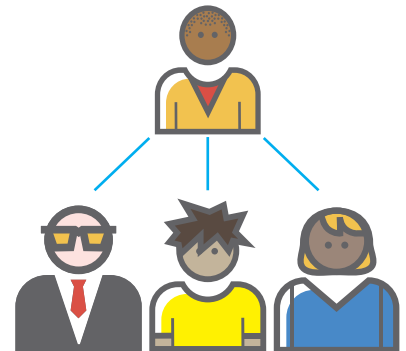
3 out of 10 manufacturing workers are supported by global investment in the state.

158,800

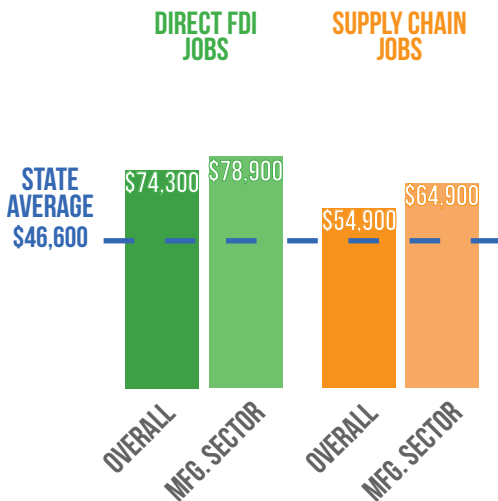
global investment supports jobs in Utah

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

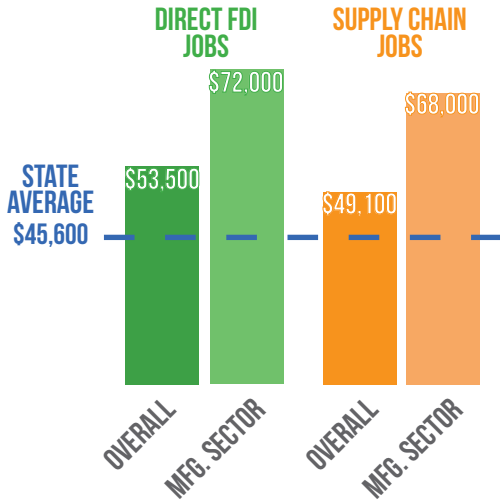
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

36,700

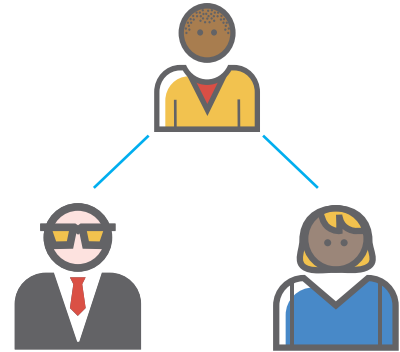
global investment supports jobs in Vermont



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

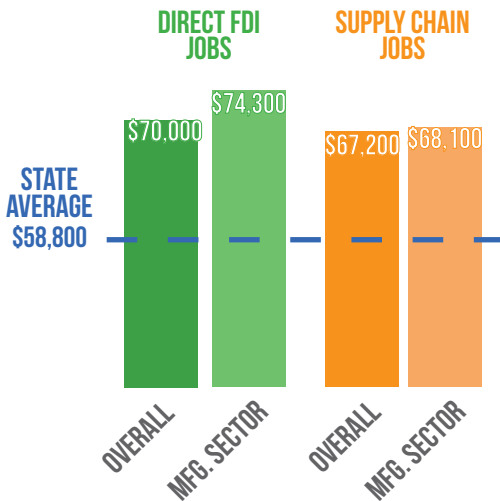
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

486,900

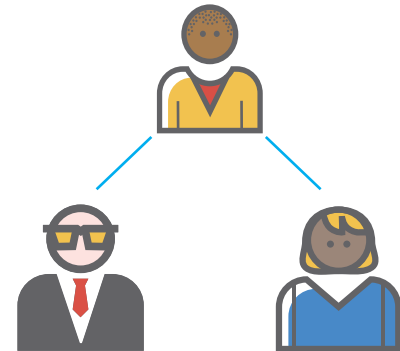
global investment supports jobs in Virginia



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



2 additional jobs are supported in the state.

Manufacturing Jobs



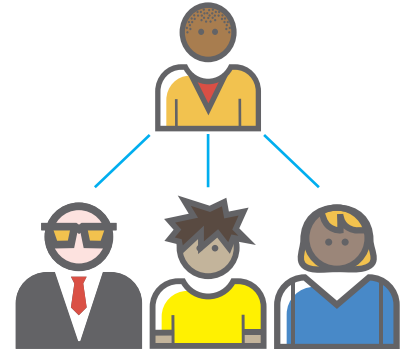
3 out of 10 manufacturing workers are supported by global investment in the state.

370,100

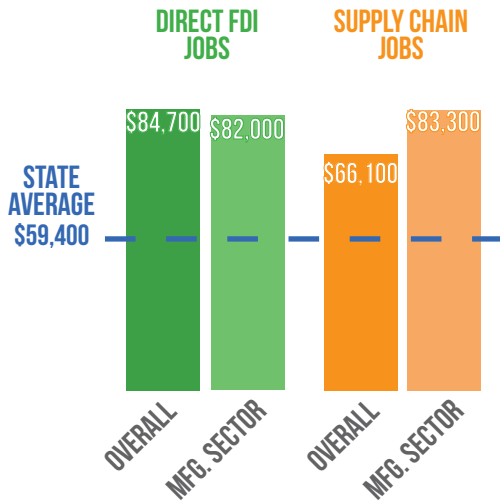
global investment supports jobs in Washington

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Manufacturing Jobs



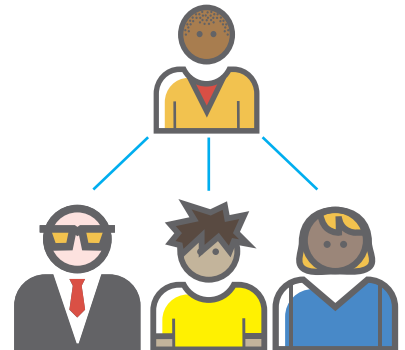
2 out of 10 manufacturing workers are supported by global investment in the state.

106,300

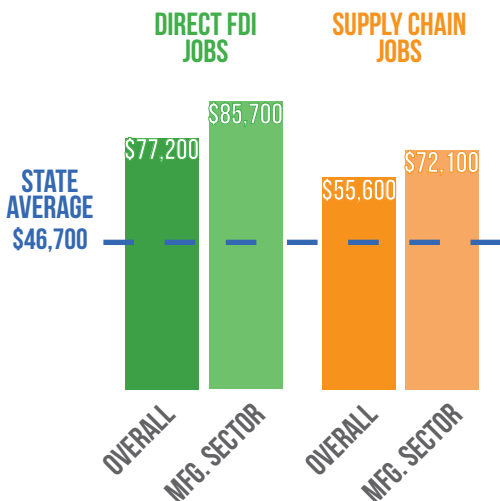
global investment supports jobs in West Virginia

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

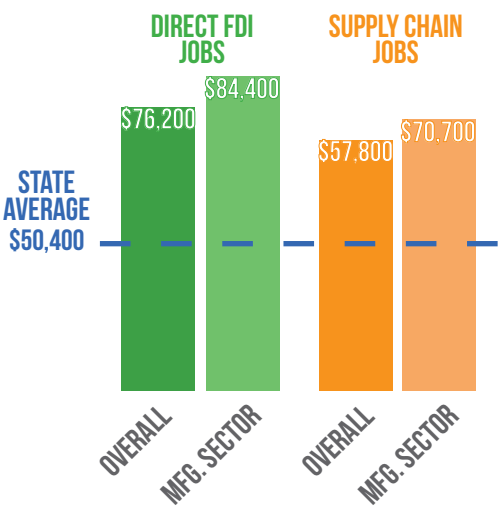
Manufacturing Jobs



4 out of 10 manufacturing workers are supported by global investment in the state.

352,300

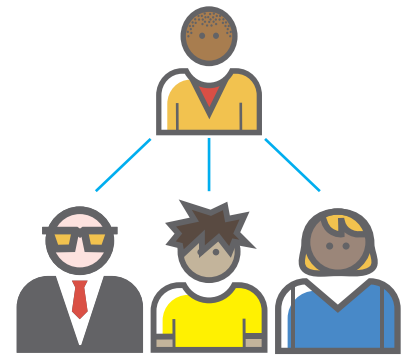
global investment supports jobs in Wisconsin



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



3 additional jobs are supported in the state.

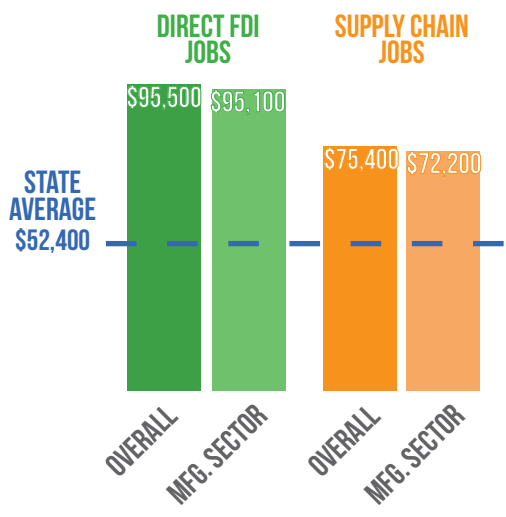
Manufacturing Jobs



2 out of 10 manufacturing workers are supported by global investment in the state.

40,700

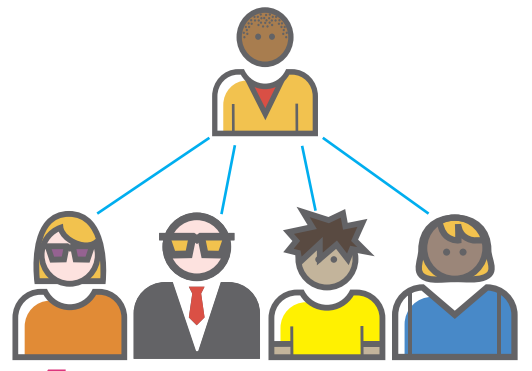
global investment supports jobs in Wyoming



Direct FDI and related Supply Chain jobs both earn higher compensation than the overall state average.

Job Growth

For every direct FDI job created...



4 additional jobs are supported in the state.

Manufacturing Jobs



4 out of 10 manufacturing workers are supported by global investment in the state.

METHODOLOGY

Direct economic impacts of U.S. subsidiaries are based on data for U.S. subsidiaries at the national and state levels from the Bureau of Economic Analysis (BEA). Supply chain and paycheck impacts are calculated using the IMPLAN model. The derivation of the direct, supply chain, and paycheck estimates is described below.

A. DIRECT IMPACTS

The BEA administers an annual survey of U.S. subsidiaries and has published data through 2013. Separate tabulations are available for subsidiaries (a) with at least 10 percent foreign ownership and (b) with at least 50 percent foreign ownership (“majority-owned domestic”). A relatively small share of the economic activity is accounted for by those with foreign ownership of between 10 percent and 50 percent. In terms of employment and total sales, these companies are responsible for between 6 to 8 percent of the total. Given the relatively small share of the total and the fact that detail on industry and state activities is only available for the majority-owned domestic, we have adopted the more

The BEA industry data by state are only available at aggregated industry (the equivalent of 2-digit NAICS codes). We have derived the state totals by detailed industries using a “raking” procedure that allocates state economic activity to detailed industries based on national totals by detailed industry and state totals.

B. SUPPLY CHAIN AND PAYCHECK IMPACTS

We have relied on the IMPLAN model to calculate the impact of U.S. subsidiaries. IMPLAN is a modeling system developed for estimating economic impacts and is similar to the Regional Input-Output Modeling System developed by the U.S. Department of Commerce. The model is primarily based on government data sources.

IMPLAN is built around an “input-output” table that relates the purchases that each industry has made from other industries to the value of the output of each industry. To meet the demand for goods and services from an industry, purchases are made in other industries according to the patterns recorded in the input-output table. These purchases in turn spark still more purchases by the industry’s suppliers, and so on. Additionally, employees and business owners make personal purchases out of the additional income that is generated by this process, further increasing demand that ripples through the economy. Multipliers describe these iterations. The Type I multiplier measures the direct and supply chain effects of a change in economic activity. It captures the inter-industry effects only, i.e., industries buying from local industries. The SAM (Social Accounting Matrix) multiplier captures the direct and supply chain effects. In addition, it also captures paycheck effects (i.e., changes in spending from households as income increases or decreases due to the changes in production).

Economic multipliers are often used to measure the overall change in production that would result from a marginal increase in a particular industry. For example, an output multiplier converts a \$1 million increase in output of a U.S. subsidiary into the total change in output throughout the supply chain. Because some suppliers of these companies might rely on other U.S. subsidiaries for inputs, a marginal change in U.S. subsidiary economic activity could lead to an additional change in U.S. subsidiary activity attributable to the goods it provides its suppliers throughout the economy. For example, a supplier to a subsidiary manufacturer may purchase inputs from another subsidiary company.

While this impact is appropriate to include when modeling a marginal change, when evaluating the overall impact of all U.S. subsidiaries, these own-industry supply chain impacts should be excluded to prevent double-counting. Therefore, we have adjusted the IMPLAN model results to exclude any supply chain or paycheck effects taking place in companies.

Two other adjustments were made to the IMPLAN model. First, average compensation and value added per job were adjusted to be consistent with values reported in the BEA data. As demonstrated in the report, U.S. subsidiaries exhibit higher average compensation and value added per job on average. These higher averages impact the size of the multipliers embedded in the model. Increasing the average compensation, for example, increases the paycheck impact as employees have more income to spend.

The second adjustment was to differences between the supplier relationships of U.S. subsidiaries compared to the overall economy. U.S. subsidiaries appear to import a higher proportion of their intermediate inputs compared to the overall economy. As a result, the supply chain and paycheck impacts of U.S. subsidiaries would be smaller than the average of the other companies in the economy as more economic activity leaks out of the system through higher imports. To adjust for this difference, we have decreased the supply chain impact of manufacturers to their higher utilization of imported inputs. We derived this adjustment factor by comparing the ratio of intermediate imports to sales for U.S. subsidiaries and the overall economy. Manufacturer imports of intermediate inputs relative to sales were approximately 19 percent; for manufacturers overall, the ratio was 15 percent. Therefore, U.S. subsidiary manufacturers relied on domestic markets for 81 percent of inputs, compared to 85 percent for the overall economy. The ratio of these values is 95.7 percent; therefore, to adjust for the difference we decreased U.S. subsidiary manufacturing sector's supply chain impact by 4.3 percent. This reduction in supply chain impact also leads to a reduction in paycheck impact for these companies.

We have assumed that relationships outside of the manufacturing sector are similar for U.S. subsidiaries and other companies.

The IMPLAN model for the United States provides state detail for all 50 states and the District of Columbia. U.S. possessions and territories are not included in the model, nor are foreign employees of U.S. companies. Therefore, we have not calculated supply chain and paycheck impacts associated with U.S. subsidiary economic activity in the possessions and territories, nor any impacts of employees based in foreign countries.

ABOUT

About OFII | Created more than two decades ago, the Organization for International Investment (OFII) is a non-profit business association in Washington, DC representing the U.S. operations of many of the world's leading global companies, which insource millions of American jobs. OFII works to ensure the United States remains the top location for global investment. As such, OFII advocates for fair, non-discriminatory treatment of foreign-based companies and promotes policies that will encourage them to establish U.S. operations, increase American employment, and boost U.S. economic growth.

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