The Economic Club of New York

ESTABLISHED 1907

END OF YEAR SUMMARY REPORT 2024

EQUITY & INCLUSION

IN PARTNERSHIP WITH

S&P Global

TACONIC CAPITAL

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EQUITY & INCLUSION
WHAT WE HEARD

> **If you're going to do something, be the best at it."**

Michael Strahan,
Pro Football Hall of Famer, Broadcaster & Entrepreneur

"If you're going to do something, be the best at it," former Super Bowl champ Michael Strahan told the New York Economic Club at an October luncheon. Strahan, who is now a TV host and co-founder of SMAC Entertainment, was one of eight speakers who joined the Club's fourth annual Equity & Inclusion series in 2024.

The speakers came from a range of professions - including economists and academics, athletes and authors, non-profit heads and government leaders. Like Strahan, they've all risen to the top of their respective fields, positioning them to support groups that are often overlooked. The Club was able to bring these diverse voices to its members thanks to essential support from **Mastercard**, **S&P Global** and **Taconic Capital**.

"When I look at the business community, I really think, like, why should this be of interest to anyone who is part of The Economic Club of New York?" asked Julieanna Richardson, founder and president of The HistoryMakers, a non-profit which strives to collect and catalog the stories of Black Americans.

EQUITY & INCLUSION
WHAT WE HEARD [CONTINUED]

Over the course of the series, ECNY members had the opportunity to learn from experts on a variety of topics. Some of these conversations held very practical implications for club members' day-to-day business affairs.

Dr. Lisa D. Cook, member of the Federal Reserve Board of Governors, and Susan M. Collins, President and CEO of the Federal Reserve Bank of Boston, both shared insights on the nation's current monetary policy.

And Eric H. Holder Jr., Senior Counsel, Covington & Burling LLP, and 82nd Attorney General of the United States, offered advice to companies re-evaluating DEI programs in the wake of recent Supreme Court decisions.

No matter the topic, several speakers reinforced the important role equity and inclusion must play in today's world. Some raised concern about the barriers they saw to full inclusion. And almost all offered ideas for improvement - practical steps leaders can take to better their companies, their communities and the larger economy.

The Fed's Collins applauded the ECNY's efforts to make space for these discussions. "I also just wanted to start by commending the Club for providing a really important forum to present views and analysis and discuss complex matters in a setting that is nonpolitical and nonpartisan. I think thoughtful engagement is really essential and I wanted to thank you for nurturing it."

EQUITY & INCLUSION

WHAT WE HEARD [CONTINUED]

Below are key takeaways and recommendations that our speakers shared, which we are publishing in order to broadly disseminate beyond the Club's immediate audiences. It is our hope that these findings will be used by organizations large and small. If you would like to hear more from any of the experts, please find video links for each of them at the end of this report. We've also included links to research and materials related to the topics raised during the Equity & Inclusion series to better inform the ongoing dialogue on these important issues.

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Esteemed Speakers

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

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Eric H. Holder, Jr., Senior Counsel, Covington & Burling LLP, and 82nd Attorney General of the United States

Valerie Jarrett, Former Senior Advisor to the President of the United States

Melissa Kearney, Neil Moskowitz Professor of Economics, University of Maryland

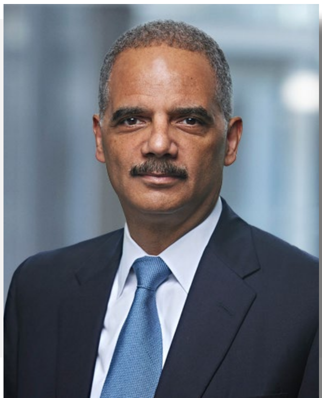
Julieanna Richardson, Founder and President, The HistoryMakers

Michael Strahan, Pro Football Hall of Famer, Broadcaster and Entrepreneur

Dr. Selwyn M. Vickers, President and Chief Executive Officer, Memorial Sloan Kettering Cancer Center

PART ONE

DIVERSITY REMAINS A BOON FOR BUSINESS



CHALLENGE:

"There is a bit of backlash with regard to diversity efforts, I think a lot of that is politically-driven."

ERIC H. HOLDER, JR., SENIOR COUNSEL, COVINGTON & BURLING LLP, AND 82ND ATTORNEY GENERAL OF THE UNITED STATES

ACTION LEADERS CAN TAKE:

"A lot of the studies that I have seen indicate that those businesses...that are more diverse or seen as more diverse have healthier bottom lines than their competitors."

Eric H. Holder, Jr., Senior Counsel, Covington & Burling LLP, and 82nd Attorney General of the United States

"As you think about what a vibrant economy looks like, it really requires participation in the workforce and in a variety of other ways in the economy, wide participation, the energy, the great ideas and innovation from all of us. And so if you have an environment in which there are lots of barriers and lots of gaps to participation, that actually puts limits on the extent of productivity gains. It puts limits on the extent of productive capacity and actually constrains the vibrancy of your economy."

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

"The AEA (American Economic Association) Summer Program that I was co-director of from 2016 to 2020 is focused on ... encouraging more people to participate in the economics profession and preparing them to do so. ...And I think that it has been really important. I think a broad set of ideas can come from anywhere. When I'm thinking about invention, when I'm thinking about the patent teams that I worked on before I got to the Fed, I'm thinking about bringing the most ideas, the best ideas to the table to expand the rate of arrival of ideas. And I'm thinking the same is true for the economics profession. And I think for us to do more interesting work, to have that work sustained, we just have to have broad participation in the field."

Dr. Lisa D. Cook, Member, Federal Reserve Board of Governors

WOMEN CONTINUE TO FACE BARRIERS IN THE WORKPLACE

CHALLENGE:

"Single moms who are very professionally educated are the exception...Only 12% of kids whose moms have a four-year degree are living with an unpartnered mom as compared to 30% of kids whose moms have either a high school degree or less than a high school degree. So, the single mom by choice who is highly educated and very successful is the exception to the pattern."

MELISSA KEARNY, NEIL MOSKOWITZ PROFESSOR ECONOMICS, UNIVERSITY OF MARYLAND

UNDERSTANDING THE CHALLENGES:

"I have been very focused on childcare challenges. When I talk to people across the First District, the three things that I hear about the most are the challenges of available, affordable housing. ...And the next thing is childcare. And the focus, hearing from employers in Maine about how childcare challenges actually restrict abilities to hire and the challenges from a childcare center that they can't open and therefore people can't go back to work."

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

"One of the things I would share with you is even in the White House, women who were in positions of leadership had a little bit of the imposter syndrome. And it didn't help that we were facing this horrible economic crisis and two wars and everything else that President Obama walked into. But I noticed early on that the women's voices were shrinking in the room. And it's because the men were talking over them. A woman colleague would say something and two minutes later a male colleague would say the exact same thing and everyone thought that it was a brilliant idea. And that was so diminishing to the woman who had the first brilliant idea."

Valerie Jarrett, Former Senior Advisor to the President of the United States

WE MUST BUILD A RESILIENT ECONOMY

CHALLENGE:

"It's hard because you want to be optimistic and say we're making progress. At the same time, if people's lives don't feel that all of that macroeconomic levers that you turn trickle down to their dining room table, then it's hard for them to feel optimistic. "

VALERIE JARRETT, FORMER SENIOR ADVISOR TO THE PRESIDENT OF THE UNITED STATES

WHAT LEADERS CAN DO:

"I think monetary policy is restrictive. If we're looking at mortgage rates, we see they are hovering near 7% if we're looking at 30-year mortgage rates. If we talk to small businesses and small banks, they're facing tighter credit conditions. So I think this monetary policy is restrictive."

Dr. Lisa D. Cook, Member, Federal Reserve Board of Governors

"Policymakers should be willing to invest in big programs like a Fatherhood Academy, where, okay, we're going to help you get job training, and we're going to pay for some sort of substance abuse program. We're going to actually address your barriers and give you some parenting classes. That would be a big shift in mindset from just sort of saying the family is outside of public policy regime."

Melissa Kearney, Neil Moskowitz Professor of Economics, University of Maryland

"It's important for policymakers to rigorously study data, for empirical insights, and to engage widely, explaining what we do and why, and sharing perspectives."

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

"So when we did the Affordable Care Act, we'd have in women who had previously existing conditions and needed preventive care, or moms whose young kids had cancer and they lost their insurance. (I)t kept you honest and it kept you real, but it also made you focus on what might be the unintended consequences. And I think that also gets back to the economy. What decisions were we making that, although they might help right the ship, could potentially have an unintended consequence on a CEO's decision about whether or not to invest in the United States."

Valerie Jarrett, Former Senior Advisor to the President of the United States

PART TWO

TECH WILL DRIVE INNOVATION

CHALLENGE:

"Technology was always a part of the underpinnings of our organization. We have underneath a lot of databases, a lot of metadata that can be ported to technology, whether it's virtual reality or anything, as a way of giving access to the collection."

JULIEANNA RICHARDSON, FOUNDER AND PRESIDENT, THE HISTORYMAKERS

PROMISES ON THE HORIZON:

"Ninety percent of the data in healthcare has been created in the last five years. That just tells you the massive explosion that is occurring. And yet, our ability to manage that data still remains nascent. And so the power of what we can do in both, either early detection - discovering patients who are at risk by looking at the data - and understanding processes that can allow us to have conclusions through AI can really be fundamentally powerful. There are studies now that are showing that just by looking at charts, understanding CT scans, blood tests, you can have a predictive understanding of who is at increased risk for pancreatic cancer."

Dr. Lisa D. Cook, Member, Federal Reserve Board of Governors

Looking ahead, I see adoption of artificial intelligence, or AI, technology as a potentially significant source of productivity growth, keeping in mind that breakthroughs, such as effective generative AI, will take time to fully reach their potential and disseminate throughout the economy and for complementary investment to bear fruit. "

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

TECH WILL DRIVE INNOVATION (CONT'D)

PROMISES ON THE HORIZON:

"We are in a transformative age for cancer discovery, and the advancements we're seeing across cancer care, treatment, and research are incredibly powerful. Many of these advancements are being driven by our ability to process the almost unimaginable amount of healthcare data at our fingertips. More than 90% of the data in healthcare has been created in the last five years. This statistic alone shows the massive explosion that is occurring. And yet, our ability to manage and interpret this data is nearly impossible using classic modeling.

This is why I'm excited that we've developed powerful tools to utilize data and advanced technologies, such as AI and machine learning, to more effectively and quickly predict cancer risk or reoccurrence, match patients to clinical trials, develop new drugs and treatment options, analyze scans and blood tests, and expand the use of existing drugs for several different kinds of cancer. For example, new studies show that AI can help us identify people at the highest risk for pancreatic cancer up to three years before diagnosis by using the technology to interpret CT scans, blood tests, and patient charts.

Perhaps most importantly, our hope is that technological advancements in cancer care, research, and treatment will improve outcomes for people who are in disparate communities. Data shows that if we achieve greater health equity, everyone benefits – it's not a zero-sum game. We have a responsibility to utilize these exciting technological cancer breakthroughs to expand accessibility and affordability of care in underserved communities, and improve overall health outcomes."

Dr. Selwyn M. Vickers, President and Chief Executive Officer,
Memorial Sloan Kettering Cancer Center

"I'm very excited about the, I'll say explosion, of potential use cases and some of the experimentation that's underway. ...I hope that we can marshal the opportunities in ways that help inclusivity as well so that it really increases our productive capacity in ways that help to raise living standards and that can have benefits more broadly."

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

BUSINESS HAS THE POWER TO IMPROVE COMMUNITIES

CHALLENGE:

"So just to look at the broader context of productivity growth, it is one of the most important sources of improvements in living standards."

DR. LISA D. COOK, MEMBER, FEDERAL RESERVE BOARD OF GOVERNORS

WHAT LEADERS CAN DO

"Much of the data says that if we improve outcomes for people who are in disparate communities or have worse outcomes... we improve outcomes for everybody. If we reduce costs for drugs, we improve access for everybody. So it's not a zero-sum game. So it's an opportunity for us to improve overall healthcare by taking those that are often less fortunate and less accessible to the care that we provide."

Dr. Selwyn M. Vickers, President and Chief Executive Officer,
Memorial Sloan Kettering Cancer Center

"[I want to] highlight the importance of community banks, which are one of the places that historically has been a resource for smaller businesses, given the relationships in communities, and it really speaks to the importance of the range of types of financial institutions that we have in our economy as part of that vibrancy that I've been talking about."

Susan M. Collins, President and Chief Executive Officer, Federal Reserve Bank of Boston

"And if you are the only woman at the table, shame on you if you don't open up the door and ensure that more people come behind you. I mean that's part of how I define my success is whether or not the aperture is bigger when I leave."

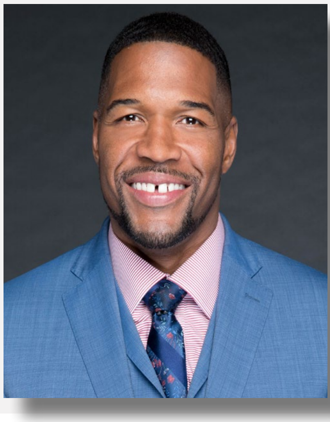
Valerie Jarrett, Former Senior Advisor to the President of the United States

TRAITS OF EFFECTIVE LEADERS

CHALLENGE:

"So, for me, as a teammate and as a human being, it's very important to make people feel seen. And even at SMAC, at my company, you don't work for me. We work together. Everybody's together. And so teamwork is the one thing that I take everywhere."

MICHAEL STRAHAN, PRO FOOTBALL HALL OF FAMER, BROADCASTER AND ENTREPRENEUR



ADVICE FOR LEADERS

"Be clear in your goals.Give people who are reporting to you the tools that they need, the necessary support, so they can hopefully achieve those goals. And understand that every attempt at achieving a goal is not going to be successful, and that's OK. We learn from failure in some ways more than we learn from success. You know, Nelson Mandela said ... I never lose. I either win, or I learn. And I think that's a good way to think about the leadership of an organization."

Eric H. Holder, Jr., Senior Counsel, Covington & Burling LLP, and 82nd Attorney General of the United States

"I think temperament is important. I think staying calm under fire, appreciating the fact that you don't have all the answers is important. So humility, a willingness to listen, a willingness to build a team that will tell you what they really think. You have to recognize, particularly the higher you go, the power dynamic makes it less likely that people will tell you what they think, particularly if they disagree with you. And so leaders have always impressed me who are willing to actually do what is necessary to make people feel comfortable opening up and telling them what they really think and developing a team in that way."

Valerie Jarrett, Former Senior Advisor to the President of the United States

"Number one, whatever we do as surgeons is done in teams. And you learn to function in a team effort by having everyone play their role, and that's fundamental for leadership as well."

Dr. Selwyn M. Vickers, President and Chief Executive Officer, Memorial Sloan Kettering Cancer Center

LINKS TO VIDEOS OF EACH SESSION

Susan M. Collins
President & Chief Executive Officer, Federal Reserve Bank of Boston

VIEW VIDEO

Dr. Lisa D. Cook
Member, Federal Reserve Board of Governors

VIEW VIDEO

Eric H. Holder, Jr.
Senior Counsel, Covington & Burling LLP, and 82nd Attorney General of the United States

VIEW VIDEO

Valerie Jarrett
Former Senior Advisor to the President of the United States

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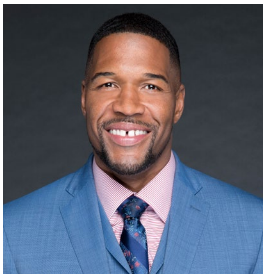
Julieanna Richardson
Founder & President, The HistoryMakers

VIEW VIDEO



Michael Strahan
Professional Football Hall of Famer, Broadcaster & Entrepreneur

VIEW VIDEO

Dr. Selwyn M. Vickers
President and Chief Executive Officer, Memorial Sloan Kettering Cancer Center

VIEW VIDEO

RESOURCES

Additional Readings

The State of Sustainability in 2024: DEI Will Survive, Harvard Law School Forum on Corporate Governance

Research: The Most Common DEI Practices Actually Undermine Diversity, Harvard Business Review

DEI Didn't Change the Workforce All That Much. A Look at 13 Million Jobs, Wall Street Journal

Developing a resilient, adaptable workforce for an uncertain future, McKinsey & Company

Continuing the Work of DEI, No Matter What Your Company Calls It, Harvard Business Review

Organizations Talk About Equity in AI, But Are They Following Through?

Views of DEI Have Become Slightly More Negative Among U.S. Workers, Pew Research Center

SERIES MEDIA COVERAGE

63K+

SOCIAL MEDIA IMPRESSIONS

We are proud to leverage our social media platform as a space to lead important conversations on equity and inclusion. Thus far in 2024, the Club shared a total of 117 pieces of content across Instagram, Facebook, X, LinkedIn, and YouTube dedicated to engaging, educating, and inspiring our community. This content captured the attention of thousands, receiving a total of 63K+ impressions and 1.3K+ engagements.

LEGALDIVE

SCOTUS affirmative action ruling leaves opening for corporate DEI, former AG Holder says

The Supreme Court's June 2023 decision knocking down race-based university admission practices won't necessarily scuttle corporate DEI efforts, former Attorney General Eric Holder told the Economic Club of New York last week.

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The Club is honored to welcome Eric H. Holder, Jr., 82nd U.S. Attorney General and Senior Counsel at Covington & Burling LLP, for a webinar discussion!

Eric will be joining the Club for a discussion on the intersection of law and corporate governance, the role of technology in shaping legal frameworks, and regulatory compliance for multinational corporations.

➡️ Follow @EconClubNY on X for live updates and join in the conversation with #ECNYHolder!

The Economic Club of New York
@EconClubNY

Kearney: In a study including 130 different countries, kids in the United States are more likely to live in a one-parent household than any other country, and it isn't because women in the United States can afford to be single mothers.

#ECNYKearney #Economics #Family

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The Club was honored to host Julieanna Richardson, Founder & President of The HistoryMakers, for an Equity and Inclusion webinar last week! 🤝

Julieanna joined the Club to discuss the importance of preserving cultural heritage, how historical narratives shape society, and the roles that technology and media play in archiving history. 💬

Don't miss this enlightening discussion! Watch the full webinar on our YouTube channel → https://lnkd.in/gzkJaPRi

The Economic Club of New York
@EconClubNY

Collins: When you think about what a vibrant #economy looks like, it requires high participation in the #workforce. Any barriers to employment can hinder the energy, the #innovation, and the #productivity growth that comes from high participation.

#ECNYCollins #LaborMarket #MonetaryPolicy @BostonFed