

## SUMMARY FOR SUSTAINABILITY ROUNDTABLE:

The main point that the majority of people discussed involved reducing waste and working to become more eco-friendly. By implementing certain changes, the hope is to yield less waste and be increase efficiency. For example, installing motion-activated LED lights in facilities and incorporating solar power in the communities is a great way to use less energy, which then costs less to the company. In addition, converting to a digital printing process decreases the amount of waste generated from the publishing process. Automation can likewise improve the amount of waste output.

Recycling is a huge factor as well, and it heavily relates to reducing waste. Instead of throwing out thousands of unsold books, for instance, we can recycle them. As another example, running max-sized images on rolls of paper yields the least amount of paper waste, and then you can recycle the waste that does come off. Overall, we need to better understand our carbon footprint and be as efficient as possible with our resources. In fact, Heidelberg estimates their exact carbon footprint of producing, shipping, and delivering press. They then plant trees in Ethiopia that exactly offset the numbers. LSB is talking about an in-depth greenhouse gas emissions calculation baseline from which they can benchmark and improve and develop best practices. However, these types of things still have a cost, and it's important to determine the value of these things.

The impact we have on the environment matters, so getting creative with how to improve in sustainability also means accounting for environmental processes. It could be beneficial to hire environmental specialists to evaluate the value of our investments into sustainability measures. Changing how we deliver or receive supplies, such as switching from truck to rail or even by ocean, can also have a great impact. In fact, ocean shipping is extremely eco-friendly because of its very low carbon footprint. We can also ask questions about the environmental processes of other suppliers and see if we can learn from them.

We likewise need to consider customers and our relationships with them when discussing this topic. Some have a lot of questions, some have a few, and some don't ask any questions at all. Regardless, we want to be as communicative and upfront with our customer base as possible. Many of our customers are willing to pay a little extra for things when we have to offset costs to them. They are also often willing to consider switching types of paper when the stock they want is unavailable. We want to be as efficient in this area as we can and try to get ahead of the customers' needs. They will generally be flexible to other offerings when they are aware of the situation. It may be useful to educate them more in some way, maybe through educational videos, so that they can be made aware of the current situation of the publishing industry and act accordingly.

One issue that many people are struggling with involves standards, or the lack thereof. Smaller players do not have a huge emphasis on standards, and it seems to some like questions about sustainability are more about conforming to standards than about improving the carbon footprint. A helpful solution is to create a checklist of standards or guidelines to recommend to publishers, or questions to ask manufactures, so that people will be made aware of things they didn't previously know or understand. For instance, a lot of people are unaware of whether or not their inks are cancer free and that they even can print on post-consumer waste product.

Along the same lines, compliance is also a difficult area because there seems to be some conflict there. Many publishers, for example, ask for ESG compliance. The problem is that we don't always understand what they want or have a difficult time measuring what they want us to.

They ask for management compliance measurements that either don't exist or are too complex for us to comply with or fully understand. They are driven by large companies like the Costcos and Walmarts and trying to comply down the supply chain, and it's coming back up at us. The lack of common terminology contributes to the issue. On the other hand, it is easy for some companies to comply with FSC certification. One company has their own ESG-type reports, and they may not match Blackstone's investment requirements, but they do represent to the public what they are doing. It is also helpful that certain aspects of some companies' supplies are already FSC certified because of other things that are happening in the industry and not because of anything the company itself did.

### SUMMARY FOR SUPPLY CHAIN ROUNDTABLE:

The biggest issue with supply chain right now is with the paper shortage. Even when there are specific types of paper or cover stock available, those products may not be the ones we need or the ones customers want. There are a few possible solutions that could help relieve some of the pressure. One solution is to change the specs of a particular job or run it multiple times on different stocks. Sometimes you may just have to find substitutes. The customer may not get what they want, however, but communicating the issue with them and being honest about the situation helps. Another option is to ask suppliers directly what you can expect to receive from them. Knowing what to expect helps you determine whether you need to offer fewer options to customers or work with customers to change the paper type to one you can use. Using scrap paper from elementary schools can add to the paper stream as well.

Apart from paper, parts and supplies are also difficult to get sometimes. Inventory on many items is an issue, such as roll stock, laminate, packaging, machine parts, pallets, and glue parts. Lots of people are hoarding supplies and making it hard for others to find or get any, and in a timely manner. One idea to help with this issue is finding alternatives for the fiber or chemicals or other raw materials and making little changes on the grades so that we can make the paper and get it to the customer. Overall, it would help to implement better forecasting and allocate accordingly based on prior years' forecasting. We would also need to communicate these forecasts to customers beforehand. It may also be necessary to partner with multiple vendors that you didn't work with before. They may be able to provide product that others can't. And establishing those new relationships can really benefit you in the long run. Additionally, you might have to piece together orders from different suppliers rather than getting everything from just one. If you have an opportunity to get a lot of something that you're low on, you might just want to get more than you need (hoard a little, within reason) so that you don't run out of stuff so quickly.

Prices are obviously an issue as well since costs are increasing continually, and we sometimes have to offset the costs to customers. It's an issue across the board and in all areas. With freight, for instance, it's getting difficult to find trucks to deliver inventory. The solution could simply be to find alternative modes of transportation when necessary, such as rail or boat. Ocean shipping is great for the heavy parts, but air freight is best for anything lighter. Communication is a great tool to help with the pricing issue. We need to overcommunicate with our customers what's going on and being transparent with them. Doing so will help build trust.

The labor shortage and employee burnout also have their effects right now. The transition from working in factories to at home and back to factories has taken its toll on some employees

as well. Other factories are suffering from a lack of personnel. We need to get in the habit of forecasting discussions, talking through options, simplifying portfolios, and working to find the right balance with labor force to avoid a tremendous amount of burnout. These problems further contribute to problems with satisfying demand. Late deliveries, unplanned orders, and a lack of supply is making it difficult to meet commitments to customers. Communication is the primary solution to this issue. It is a necessity to work with customers and be transparent about the supply chain problems in the industry so that they can understand and be flexible with us. We want to be proactive and let customers know what we're up against and maintain our relationships with them.

### SUMMARY FOR WORKFORCE DEVELOPMENT ROUNDTABLE:

When it comes to workforce development, one area we want to focus on is where to get our talent. Temp agencies are not always the best source because of the cost associated to interview no-shows. If you find the right person, it can be a great option. The industry doesn't always come off as the most attractive industry to work in. And traditional programs in certain universities aren't as prevalent and are outdated. However, investing in local and community colleges can benefit us as we tap into some of that available workforce. Refugee and immigration organizations can also really expand the labor pool of potential candidates. Additionally, we can take advantage of the opportunity to reach that missing segment of the labor pool of individuals who aren't looking for a job.

LBC has been able to work with someone who identifies legal Hispanic residents of the U.S. who might be interested in seasonal jobs. A temp agency is coordinating a program in which they can provide full benefits in terms of job opportunity with pay, housing, and access to transportation. The goal is that these individuals eventually grow into a full-time position after getting settled for a year or so. Other companies are looking into recruiting from local prisons. Graduates of prison sentences can be excellent potential employees. Those incarcerated for drug-related crimes could have a continual drug testing program administered by the state as part of their release.

Another aspect we should focus on is flexibility of hours. We need to come with ways to improve the lifestyle situation for hourly employees within the plant structure. One way to attract new employees in general is to come up with creative shifts. We can allow people to do parttime, flextime, straight shifts, and so on. We can allow for flexibility within the scheduling realm. Understanding what stage of life your employees are in also matters in this respect. When discussing hours with employee, you can use it as an opportunity to take a specialized approach to that employee's needs. You can listen to their concerns and talk with them to find out what they need to ensure a healthy work-life balance.

Along the same lines of retaining employees, focusing on incentives and employee recognition can greatly benefit the overall morale of the workforce. For example, we can implement recognition rewards for monumental events like work anniversaries and birthdays. We can add various bonus structures, such as sign-on bonuses, retention bonuses, referral bonuses and spot performance bonuses to existing employees, and so on. Another idea is to create various community groups, such as a women's group or a group where people can discuss grievances or loss. We want to figure out ways to develop those pockets of community with the organization so that employees feel that they are a part of something bigger.

Promotions can also be a great tool, both for existing employees and for new employees. For new employees, a mentorship program for a certain amount of time will help them figure out where they fit in to the whole organization. Hiring a consultant to review your promotion structure can be beneficial as well. One company raised the pay for their bindery employees who were willing to learn how to run three or four major pieces of equipment. They can't pay massive amounts of wages if they want to survive. But they took a tactical look at the circumstances and found that they could gain a lot of flexibility if they had people who could operate multiple pieces of equipment. They could get a lot more work done, and they found this strategy to be successful.

## Notes for Monday Morning Roundtable—Sustainability

Table 1

- Investing into sustainability and hiring environmental specialists for things like that
- Material side of things is hard and will be until the market retracts
- Customers are more flexible to other offerings when they understand the situation
- Going digital and saving energy, yielding less waste
- Look at what you can do better with cutoffs
- Recycling aspect
- Truck vs. rail: if you can get it by rail, it's more efficient

Table 2

- Get the book out vs. what are you doing for sustainability
- Getting more inquiries from customers but not getting a lot of pressure about implementing; think it will come once supply shocks balance out
- Questions about environmental process of other suppliers about what they're doing, such as for glue
- Single-use plastic; Europe is about reduce and recycle but U.S. is getting questions about whether glue is compostable
- Conversion to digital printing process has completely changed the waste dimension of how publishers order books—thousands of books that are no longer being thrown out because they didn't sell
- All implemented internal processes to reduce waste—LED lights in facilities that go on and off with motion to reduce energy footprint; community solar

Table 3

- FSC certification and reduction in waste through automation
- Going digital has made a big difference and is a huge improvement; so much less waste going into the output
- Running max size image on rolls of paper to have the least amount of paper waste coming off and then recycling that paper waste
- Water-based inks for ink jet to avoid waste with impact on environment
- Recycling everything you can is the best way to go
- Want to be forward-thinking and getting ahead of the customers; trying to be more efficient while doing the actual printing and processing of the books and trying to pass

along whatever costs you can pass; may have to increase a little bit to accommodate some of the things you're already doing

- Minimizing waste with less experienced people → if you have less experienced people but have better automation, the cost is there on the front end but you can have somebody with a little less experience on the back end running the machines
- What did NOT work: laminating paper → paper no longer good for recycling

#### Table 4

- Road to hell paved with good intentions; gotten a reprieve from sustainability as it takes back seat to paper issues and capacity issues
- Paper switches and figuring out how to get value out of that
- In the absence of any sort of badging program for sustainability, need to pat yourself on the back by giving the publisher credit for doing it and that you are a participant
- The people coming up in the ranks who are very keen on sustainability and we need to be mindful of that and respect their views on things and consider it an ongoing forward strategy

#### Table 5

- Three categories of customers: asking for lots of information, asking for some information, not asking for anything at all
- Manufacturing: Chemical-free components assessment of every component; having to change those components out; have been able to charge customers for that
- FSC for a few customers; very time consuming to do
- Need to better understand our own carbon footprint, and there's more for each of us to do in that space in our own companies
- Recycled content used in some products → manufacturer has to go out even further, and transportation costs to get recycled material is having direct effect; at the same time, ordering products of board coming in from Europe
- De-inking

#### Table 6

- Trying to practice ESG; publishers asking for ESG compliance that we don't understand and have a difficult time measuring; publishers asking us for management measurement systems that either don't exist or are too complex for us to comply with or fully understand
- Publishers being driven by the Costcos and Walmarts, etc.; trying to comply down the supply chain and it's coming back up at us
- Some us dealing with one-to-one answers and gaining confidence and networking with publishers where some of us are dealing with massive questionnaires, surveys, audits etc.
- Lot of focus on lean manufacturing practices and how to measure those
- What did NOT work: lack of a common terminology, fighting to answer the same things, not on the same page; large publishers' ESG compliance; difficult to measure carbon footprint
- What IS working: easy to comply and comfortable with FSC certification; have our own ESG-type reports published on behalf of our companies (may not match Blackstone's

investment requirements but they do represent to our public what we're doing); measurement of our paper sources and fiber sources

Table 7

- Two contradictory things occurring at the same time: smaller suppliers, publishers, and manufacturers tended to struggle and be frustrated by perceived need for eco-friendly compliances of all types that are mismatched from what's really possible for them—for some publishers, the question isn't about being eco-friendly but about whether or not they can get any book out the door; being small seems to make it hard to strive toward eco-friendly, but maybe only true at face value → smaller scale operations struggle with it while larger scale parts have been pushed to accept it for a long time
- For some companies, certain aspects, such as paper, are already FSC certified because of other things happening in the industry and not because of anything the company itself did
- Carla mentioned that she couldn't find a digital printer that would do 100% post-consumer waste during her panel; however, Canon offers nine different paper stocks that are already PCW compliant for digital papers
- Because of paper and supply shortages at IPG, occasionally getting giant chunks of endurance paper simply because I was out of paper, not because I was trying to be eco-friendly.
- Smaller publishers and manufacturer would be frustrated that they can't be conversant in all things eco-friendly in the way that larger companies can
- What's missing for the smaller players is an emphasis on standards
- A lot of people don't know their inks are cancer free or that they even can print on post-consumer waste product; if there's a group here that could lay out a list of standards or talking points for smaller players, that could go a long way

Table 8

- Every publisher is asking questions in a different way or format
- On materials side, starting to ask questions about some of those materials and also conversation about impact on performance; some of the better materials environmentally or for sustainability don't really work necessarily in every situation
- Generally, questions about sustainability right now are more about conformance or fitting standards, not yet so much about carbon footprint
- FSC has replaced FSI but cost in certain applications can be prohibitive if you don't have a bit footprint over the course of a year
- Consensus that efficiency with books out the door trumps issues with sustainability right now; might be short-term rather than mid-term or long-term thing
- Sustainability right now is a matter of staying in business and getting orders out
- There could be an inflection point, and when it comes, need to be prepared to address it
- Creating a checklist of sorts to recommend to publishers or questions to ask of manufacturers would be a good step
- Questions about social impact surveys and data security are part of the mix going forward when it comes to sustainability
- Implement broader customer education; cater questions to what's relevant to the intended goal

Matt: Should we consider white label educational videos to educate customers?

#### Table 9

- Efficient use of resources, recycling in the press room, etc., but have not as an industry done a good enough job communicating these things
- Being asked to do things that come at a cost
  - Heidelberg estimates the exact carbon footprint of producing and shipping and delivering press and then plant trees to offset that exactly in Ethiopia ← has a cost
  - LSB talking about intrinsic, in-depth greenhouse gas emissions calculation baseline and working on improving from there, benchmarking, best practices
  - What is the value in these things?
- Feels like supply chain is all that matters, but it's not going away so we need to invest
- What can be improved? How we're communicating this, determining answers to questions that will help make it more visual and make it easier; need streamlined communication and something to visualize
- Ocean shipping is an extremely eco-friendly way to ship things because of its extremely low carbon footprint; if you want to look at your footprint for paper or board or whatever, need to look at the production and its reliance on fossil fuels because that's where all the energy is being used

#### Notes for Monday Afternoon Roundtable—Supply Chain

##### Table 1

##### Issues

- Shortages with printers and printer parts
  - Pallets, plates, adhesives, machine parts, etc.
- Paper shortages
  - Sometimes there is a lot of paper on some items. However, they'll come up with jobs, and then they don't have that item.
- Late deliveries, including new equipment
- Major increase in shipping costs
- Decreasing quality of materials
- Finding trucks for freight of inventory

##### Solutions

- On critical items, increasing inventory levels on parts and on paper and even using local machine shops that they can't get from their OAMs
- Raw materials, chemicals, fiber → finding alternatives for the fiber or chemicals and making little changes on the grades so that we can make the paper and get it to the customer
  - change the spec or run jobs multiples times with different stocks—problem is that customer doesn't necessarily get what they want
- Transition from trucks to other modes of transportation such as rail

## Table 2

### Issues

- Paper shortage
- Always something missing (e.g., job complete but no box to put it in)
- Labor shortage in factories
- Hoarding issues (e.g., baby formula, toilet paper)
- No cushion or margin for error—operating in just-in-time environment when the market for that doesn't work
- Burnout with employees dealing with transitioning working in factories versus at home
- Unplanned orders from customers who come in for product and can't forecast in advance

### Solutions

- Allocations have helped based on prior years' forecasting
- Providing customers with perspective on what's happening in the industry worldwide
- Better forecasting and forecasting properly beforehand with customers, both short and long term
- Gain trust in such a way that customers are more like partners

## Table 3

### Issues

- Communication is dropping—suppliers are not finding out their parts are delayed (e.g., adhesives, inks, paper), which trickles down the line
- People being oversold
- Paper issue with coated v. uncoated
- Inventory issue with sourcing taking more time than it used to

### Solutions

- Communication about what's going on and informing customers of any delays, being honest with them
- Pushing back on what you intend to do so they're not hoarding paper for projects that they might be overprinting because they want to make sure it's there; want to make sure material isn't wasted
- Asking suppliers directly what you can expect from them to know whether you need to offer fewer options to customers or working with customers to change their paper type
- Get savvy with situations with multiple vendors that you didn't work with before; reach out to them to see where you can get supplies; figure out how much time it costs you to make sure you establish those relationships and even having more relationships than you needed in the past
- Use scrap paper from elementary schools to add to the paper stream and include books that were sitting around
- Need for training and making it available to people who aren't in these facilities every day

## Table 4

### Issues



- Cover stock (e.g., 10pt, 12pt, coated paper)
- Heavy demand for case binding and having to find outsources

#### Solution

- Cover stock: Either lose the business or find product substitute
- Need to spend more time planning, communicating with customers and suppliers, and managing logistics
- Leveling load capacity; communicating with customers about the busy season and asking if they can pull work up, which helps use capacity more effectively and order supplies more effectively so that there aren't spikes level loading it

#### Table 5

##### Issues

- Inventory issue for everything from roll stock to sheet stock to packaging and laminate
- Sourcing parts and pieces to get all equipment completed and shipped
- Shipping with the shipping containers and everything for delivering the machines down to the plant levels
- Hardcover capacity and getting press time and the material the customer wants
- Increasing prices across the board for all areas

##### Solutions

- Substitute different stock and materials, getting creative with what we have available at the time and offering that to customers and get them on board with it
- Being honest and upfront with customers and communicating as much as possible; eventually having to give longer SLAs if customer can't work with that
- Break up longer runs into smaller increments and spread them out across different providers to get everything manufactured in time
- Still ship by boat for heavy parts but try to use air freight for anything lighter
- Over-communicate at all times across the board to combat any of this and have any success

#### Table 6

##### Issues

- Essentially same issues as previously discussed

##### Solutions

- Doubling, tripling, and even quadrupling inventories
- Evaluating customers and kicking some out; what is it to keep customers in North American and satisfying them so that we don't need to go back to China to print—essentially focusing on relations and emphasizing how we keep customers satisfied
- All about honesty and discussing the truth up and down the production chain issues
- Being flexible and aware across the supply chain
- Considering that merchants and paper suppliers are not interested in seasonality, need to flatten the curve and have each month throughout the year be an easier to predict; forecasting is everything

## Table 7

### Issues

- Lacking in glue parts, packing materials, and of course paper

### Solutions

- Using preventative measures like being more accommodative and loyal customers to our suppliers to help prevent future issues; those long-term relationships will help you be at the top of the list when in need of whichever supplies
- If you can't find what you need from one certain supplier, piece together orders for whatever supplies you need from different suppliers instead

## Table 8

### Issues

- Paper and parts causing downtime on equipment making it harder to get a technician in once you get the part
- Freight quotes changing over time; paper pricing going up by time of delivery
- Increased downtime
- Not being able to meet commitments to customers

### Solutions

- Being proactive and letting customer know what you're up against if they don't already know and maintaining relationships
- Order multiple parts when you know you need one
- Getting creative and taking chances with buying off-brand components and making them work

## Table 9

### Issues

- Capacity a major issue and not having enough people or raw materials to make all the products to satisfy demand
- Pricing issue where we can't absorb costs and have to pass it on

### Solutions

- Communication is key, telling the truth as soon as possible, working with customers and having frequent conversations
- Understanding your costs is important as well
- Need to have these conversations and get in the habit of forecasting discussions, talking through options, simplifying portfolios, and working to find the right balance with labor force to avoid tremendous amount of burnout

## Notes for Tuesday Morning Roundtable—Workforce Development

## Table 1

- Inclusion, social media, but main focus on retaining and hiring new employees

- Flexibility in hours; a few people trying to come up with better lifestyle situation for hourly employees within the plant structure
- Point system that led a little more toward dismissal requirements, but we feel it's not the best thing to do these days; parked it for now in favor of better tactics to maintain employees moving forward
- Bus transportation → trying to be more flexible
- Working with hourly employees punching clocks with arriving times and leaving times
- Referral fees → big indicator as everyone was trying to bring somebody into organization; had better success with friends and family
- Looked into changes with HR; brought in consultant in and changed how they actually promoted the jobs and had better success associated with that
- One company can bring 10% foreign workers into Canada and has a program for French-speaking citizens in Africa; promoting bring them into the country
- Promoting from within is very important, but need to maintain that first employee for that six months; figure out what to do with the mentorship and where they fit in to the whole organization
- Talked about peer-to-peer hiring groups; makes sense to have more of a peer-to-peer type of exchange
- Partnerships with local colleges as well as emphasis on inkjet-based schooling efforts
- Looking more for people with computer skills than we had in the past
- Implement lifestyle bonuses that people can spend on anything they're looking for
- Gym memberships to try to keep people fit and more engaged in the company
- Reviewing talent was also important, especially with the younger group; looking for more feedback on affirmation in the working process
- Social lunches and sitting down with everyone whenever we can
- Mentorship for six months seems to be the norm

Table 2

- Drug testing and deciding what is and isn't allowed for the safety of the employee, given that it's legal in many states
- LBC has opportunity to work with somebody who is identifying legal Hispanic residents of the U.S. who might be in seasonal jobs; temp agency coordinating program to provide full benefits in terms of job opportunity with pay and housing and access to transportation, with the idea that they get settled for a year and then would grow into a potentially full-time job
- Some people looking at local prisons; when you have a graduate of a prison sentence, they might be an excellent potential employee; those incarcerated for drug-related crime could have, as part of their release, a continual drug testing program administered by the state
- Voluntary benefit programs and giving associated employees an opportunity to have a fixed amount of money every month to go toward pet insurance or cell phone bill or cable, etc.
- Struggle with balancing the value of time off versus losing 20 minutes of productivity times X shifts times X days

- Thecorematters.com company in AZ specializes in recruiting for manufacturing associations; did an audit, per se, measuring how we hire, what are key words are, website focus, and so on; no results yet but initially impressed; thought we were doing good job but see that we could do much better

Table 3

- If trying to recruit millennials or Gen Z kids, make sure your millennials and Gen Z people are involved in the process; need to have ability to talk peer-to-peer
- When it comes to retaining employees, celebrate successes and find ways to get out of the office or in on the plant floor and bring the celebration forward; do what you can do implement employee recognition for monumental events, like work anniversaries, etc.
- Trying to expand the labor pool of potential candidates; finding the immigration organizations that are trying to bring people into the country to see if you can bring people to your local area
  - How do you take advantage of this opportunity of that missing segment of the labor pool that aren't looking for jobs? → we're working to put a consortium together for childcare in our community because it is woefully underserved

Table 4

- Raised the pay for bindery employees that are willing to learn between 3 and 4 major pieces of equipment; aware that we can't pay massive amount of wages if we want to survive the business; looked tactical and realized that if people can operate more than 3 major pieces of equipment, we could gain a tremendous amount of flexibility in one week's production; can move people around and get more work done; has been successful
- One way to attract and retain people → coming up with really creative shifts; allow people to do parttime, flex-time, work when they want, straight shifts, and so on
- When new hires come in for their first day, all the managers get together and have lunch with them
- College in VA came up with job starter program; consortium of manufacturers in local area; recruit them to support people that maybe have never worked in manufacturing or left and want to come back; six-week program; paid by companies for their time there; guaranteed a couple plant tours and an interview with any of the companies that participate
- HP recognizes employees when they've been there for X number of years; always ask them why they stay for so long? Many respond that they can bring their whole selves to work; people feel like they are able to be fully who they are with all their family and personal challenges and successes and hobbies; HP makes real effort to give people space to communicate who they are and be who they are and embrace it
- Have HR read "A Hundred Year Life" to get a perspective on people of differing ages, both young and those entering the last phase of their careers; learn how people can fit into your workforce and what's important to them; have some rural communities—keeping people engaged and employed and keeping their skills in our workforce past the age of 65 is a critical foundation
- Even a company as big as HP can focus on the personal level for each employee; shift since pandemic on mental health; even CEO exposes his personal experience to his fellow employees and sets example for putting focus on personal level

- Investing in local colleges and community colleges to set foot in the community and tap into some of that available workforce
- Younger female workers worried about childcare; making partnerships with daycare in the area or just looking at what our needs are (e.g., transportation, adjustable work schedules, etc.)
- Realizing what stage of life your workforce is in so you can develop a specialized approach with them that tailors to their lives; overall, listening to concerns and talking to employees and finding out what they need to help make their work-life balance work for them

#### Table 5

##### Hasn't worked

- Tapping into the education pipeline; traditional programs in certain universities that aren't as prevalent anymore
- Interview no-show rates are a challenge
- Discretion regarding employees talking to each other about wages
- Burnout is a problem
- Industry not always coming off as very attractive

##### Has worked

- Tapping into refugee pool; in upstate New York, some Bosnians ended up being really good employees
- Tapping into military and bringing in discipline and leadership, especially in service-type roles
- Capitalizing on proximity; people may not be aware that there is a manufacturing-type job in a certain zip code or people have one- or two-hour commutes ← raise awareness and capitalize on the talent that is right there in that immediate zip code
- Temp agency: becoming more expensive due to no-show rates and having to rehire, but if you can find the right one, that can be a successful model
- Incentives with sign-on bonuses, retention bonuses, referral bonuses to existing employees, and spot performance bonuses to existing employees; try to control for some of that discretion where there's unevenness in terms of what you're paying to new talent
- Recognition in community: displaying charts and graphs of performance that you are measuring to show what people are doing and what they're outputting matters and that you care and recognize them
- Having different community groups such as a women's group or a group where people can discuss grievances or loss; how do you develop those pockets of community with the organization so that employees feel that they are part of something bigger