

ONLY AT THE NAM: LEADING THROUGH 2024

➤ September 2024







➤ LEADING THROUGH 2024

In 2024, the National Association of Manufacturers has once again delivered hard-fought victories for the 13 million people who make things in the United States. We've leveraged our unique trust and credibility with congressional leaders and key White House officials and policymakers to tackle regulatory challenges, advocate for pro-growth tax policies, defend energy security, protect intellectual property rights, promote AI adoption in manufacturing, secure court victories and champion overall industry competitiveness.

As the premier voice for manufacturers, the NAM has reinforced the critical role our industry plays in shaping the future of the nation. With unparalleled insights into the direction of policy discussions and deep connections with key advisers and decision-makers, we are actively navigating the complex political landscape, ensuring that the interests of manufacturers are at the forefront.

By connecting industry leaders with top experts and providing actionable intelligence, the NAM has empowered your companies to drive digital transformation, R&D and strategic decision-making for both top- and bottom-line growth. Meanwhile, the Manufacturing Institute, our 501(c)3 nonprofit workforce development and education affiliate, continues to deliver best-in-class solutions to address critical workforce challenges.

As we approach Election Day, the NAM is in a unique position to influence policy outcomes, defeat threats in the short and long term and continue to drive the U.S. economy forward—no matter the election outcome or the challenges ahead.

Thank you for your trust and commitment as we tackle these challenges together; your continued support is essential as we advocate for policies and provide resources that strengthen our competitiveness and ensure a prosperous future for both our industry and our nation.

Jay Timmons

President and CEO
NAM



2024 Brand Survey Results

- **Ninety-one percent** of NAM members are very likely or somewhat likely to recommend membership in the NAM to industry associates or colleagues.
- **Ninety percent** of members agree with the following statement: “Considering the cost of our membership and the benefits we receive, the dues we pay to the NAM are a good value for the money.”
- **Eighty-eight percent** of members believe that over the past year, the NAM has been effective in influencing legislation and policy on key public policy issues.
- **Ninety-four percent** of members believe that over the past year, we have been effective in delivering news and industry data that inform members.

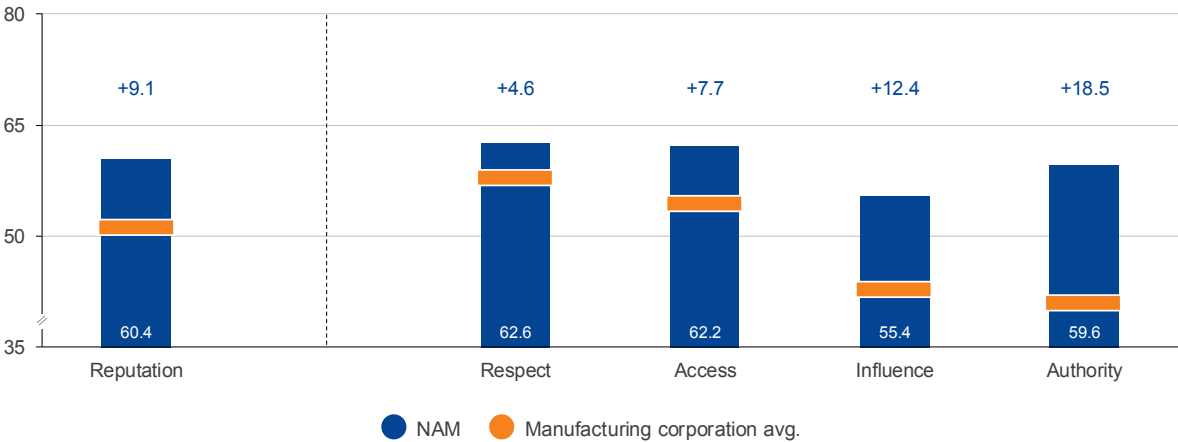


Penta Research is a leading authority in assessing the influence and reputation of prominent organizations across various sectors. Their comprehensive research delves deep into the perceptions of senior decision-makers in Washington, providing critical insights into the effectiveness of these organizations’ advocacy work. By surveying more than 1,200 senior policymakers, Penta evaluates how these organizations impact key national policy issues and the return on investment of their efforts. The latest findings from Penta’s study highlight the unique value of the NAM, demonstrating our significant influence and long-standing reputation in Washington.

The NAM Is the Strongest Voice for Manufacturing in Washington

Measures of Reputation

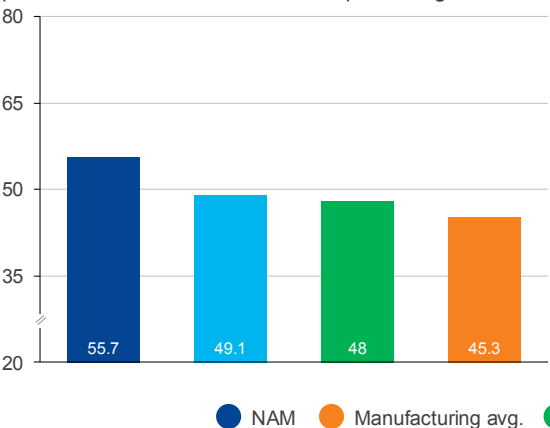
NAM vs. manufacturing corp. avg.



The NAM’s Reputation Is Stronger Than That of Manufacturing Subsectors Studied

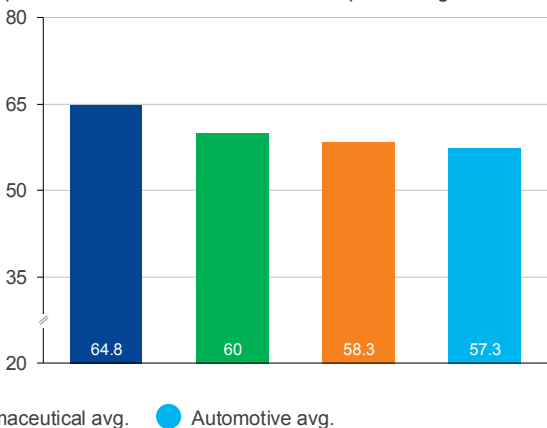
Overall Policymaker Reputation

NAM vs. individual American manufacturing, pharmaceutical and automotive corps. among Democrats



Overall Policymaker Reputation

NAM vs. individual American manufacturing, pharmaceutical and automotive corps. among GOP



Influence: The NAM is seen as more than 20% more influential compared to other associations.

Policymaker Engagement: Policymakers are more than 30% more inclined to reach out to the NAM on important national policy issues, making it the most sought-after association in Washington.

Reputation: Along with two other associations, the NAM is recognized for having the strongest overall long-term reputation in Washington.

Consensus Building: The NAM is now regarded as one of the top 10 associations in effectively working toward reasonable consensus.

Leadership: The NAM’s leadership is the most effective among all associations studied in 2024.

Cost Efficiency: Despite being out-resourced in a competitive space, the NAM delivers a more significant impact for its resources, getting a bigger reputational bang for its buck.



> FIGHTING THE REGULATORY ONSLAUGHT

From broadband regulation and noncompete agreements to energy security, PFAS and overtime rules, your NAM is relentlessly fighting regulatory burdens by leveraging every available tool—engaging lawmakers, mobilizing manufacturers and pursuing legal challenges—to ensure manufacturers remain competitive, innovative and secure.



Learn more









“If you want to continue America’s manufacturing resurgence, focus on constructive policies to strengthen our industry—reinstating key tax provisions, achieving immigration solutions and advancing permitting reform. But if President Biden wants to put his manufacturing legacy at risk, nothing will do that faster than raising taxes on manufacturers or continuing this regulatory onslaught.”

– NAM President and CEO Jay Timmons, 2024 NAM State of Manufacturing Address, Feb. 22, 2024



NAM’S UNMATCHED VALUE

-  Engaged on more than 100 regulations with hundreds of thousands of jobs at stake
-  Dedicated teams keeping up-to-the-minute track with reams of new regulations
-  Constant challenges lobbied with critical policymakers, objections and lawsuits
-  Marshaling key data, stories and research for decision-makers and congressional supporters

-  Constant pressure applied to lawmakers to understand the impact of misguided policies
-  Millions saved by NAM members because the NAM is working for you
-  A network of national industry association partners and state partners to power the manufacturing industry’s collective voice

➤ **The Demise of the Chevron Doctrine:** The U.S. Supreme Court's watershed decision in *Loper Bright Enterprises v. Raimondo*, which overturns the longstanding Chevron doctrine that required federal courts to defer to an administrative agency's interpretation of an ambiguous statute, has created enormous opportunities for manufacturers, and your NAM hasn't waited to start capitalizing on the ruling. The NAM Legal Center and policy team brought together key legal experts and manufacturers immediately to strategize on the implications of the decision and how to capitalize on them, which puts the NAM Legal Center and other groups looking to push back against agency overreach and regulatory burdens on even stronger footing. As Congress and regulators turn to our industry for input as policies are adopted and statutes are reinterpreted, your NAM will make the most of these new opportunities.

➤ **Permitting Reform:** The NAM continues to leverage the advances we've made through landmark legislation like the CHIPS and Science Act and key provisions of the Inflation Reduction Act to secure reform of the broken permitting process. Thanks to the NAM's sustained advocacy with each member of the Senate Energy and Natural Resources Committee, the Energy Permitting Reform Act of 2024 was favorably reported out to the whole Senate in a bipartisan 15-4 vote. We are engaging with key members of the Senate and the House of Representatives to secure passage of this legislation, which will make it easier to develop domestic energy projects and access minerals that are critical to the clean energy transition, by the end of the year.



- **PM2.5:** We are continuing our work leading the business community in opposing the Environmental Protection Agency's proposed expansion to its National Ambient Air Quality Standards for PM2.5, which risks jobs and livelihoods across the nation and would make it significantly more difficult to obtain permits to build new factories, bridges and roads that will power our economic growth. Our lawsuit challenging the rule is the most viable path to reversing it, and at the White House, NAM Executive Committee members met with Jeff Zients, President Biden's chief of staff, to discuss the potentially disastrous impact of the PM2.5 expansion and strongly advised the administration to reconsider its approach.
- **OSHA Heat Rule:** The NAM is engaging directly with the Occupational Safety and Health Administration to ensure that its newly proposed rule requiring employers to create a plan to evaluate and control heat hazards in their workplace does not impose inflexible or unbalanced regulations on manufacturers. Manufacturers are committed to safety for our teams, and we are meeting directly with OSHA decision-makers so that the finalized rule accounts for the measures manufacturers are already taking to protect employees.
- **Vehicle Emissions:** Your NAM is leading the industry's efforts to halt the promulgation of overly aggressive and unrealistic vehicle emissions standards. Thanks to input from the NAM, the EPA's new regulation grants automakers more time for implementation than initially proposed—and we're continuing to press lawmakers to pass the Choice in Automobile Retail Sales Act, which prohibits the EPA from finalizing, implementing or enforcing its proposed tailpipe emissions limits through 2032.
- **Climate Disclosure:** After the Securities and Exchange Commission proposed an overreaching, unworkable climate disclosure mandate that would have imposed tremendous compliance costs to manufacturers of all sizes, especially small and family-owned businesses, the NAM took its case directly to the SEC—and won. We successfully pressed the agency, which feared an NAM legal challenge, to make significant changes to remove inflexible and infeasible mandates, including the onerous Scope 3 supply chain emissions reporting mandate, require disclosure only of material information and protect small manufacturers from the impact of these requirements.



Manufacturers talk 2024, what's needed to keep US thriving

Regulations cost manufacturers about \$350 billion every year: NAM





- ▶ **Power Plants Regulation:** Our committed advocacy has helped blunt some of the worst elements of the EPA's proposed power plants regulation. In March, the EPA announced that it was removing existing natural gas facilities from proposed regulation, limiting the rule's application to existing coal-fired power generation and new natural gas facilities. Natural gas facilities represent more than 40% of our total power generation, and the proposal could have been devastating to energy security.
- ▶ **Clean Hydrogen:** As the U.S. Treasury Department finalizes rules around the use of the 45V tax credit to incentivize companies to develop, produce and use clean hydrogen, the NAM is shaping policy, with recommendations that focus on implementing the credit in a manner that supports manufacturers' investments in the technology. The NAM is working with the Treasury and the administration to ensure that the final version of the 45V credit provides the right incentives to spur manufacturers' investments in clean hydrogen.
- ▶ **Broadband Regulation:** The NAM is opposing the Federal Communications Commission's decision to restore Obama-era broadband regulations, also known as "net neutrality," which ultimately would make it harder for manufacturers to realize the full potential of broadband. When the previous administration dropped these regulations, the NAM went to court to support its decision. As the FCC implements its latest rules, we are supporting the current legal challenge with an amicus brief, arguing that the FCC's approach will harm the broadband industry by stifling investment and innovation, which, in turn, will leave American businesses at a competitive disadvantage in the global economy.

- **Overtime Standards:** Your NAM is fighting back against the Department of Labor’s decision to arbitrarily amend the salary level that determines which employees qualify for overtime pay. The NAM sent detailed feedback to the DOL when the rule was first announced, warning that the new overtime standards would be problematic especially for small manufacturers.
- **PFAS:** The EPA’s rules governing PFAS in municipal water systems sets impossibly low, unachievable standards that will create many complications for our industry. In June, the NAM Legal Center joined with the American Chemistry Council to file a petition in the D.C. Circuit challenging the EPA’s final rule. We are preparing to file our opening brief in October, which will make clear that the EPA relied on a deeply flawed cost-benefit analysis and failed to follow the clear-cut statutory procedures required by the Safe Drinking Water Act, among other substantive and procedural deficiencies. We are asking the D.C. Circuit to vacate the rule in its entirety.
- **Plastics Treaty:** NAM President and CEO Jay Timmons met with senior White House officials to discuss the change in policy direction for the UN Plastics Treaty negotiations, stressing that it is not possible to include production caps in the Treaty, as production caps would have a cascading set of unintended consequences that would undermine the administration’s goals and would upend manufacturing supply chains across the board.
- **LNG Exports:** Your NAM is leading efforts to reverse the Biden administration’s decision to freeze export permits for new liquefied natural gas projects, taking our challenge directly to the highest levels of government. We also submitted detailed feedback to members of Congress ahead of the first congressional hearing on this unnecessary policy reversal, warning that the Department of Energy’s pause in U.S. LNG exports and LNG infrastructure projects will make it more difficult for manufacturers in the U.S. to thrive and puts our allies at risk. We testified before the House Committee on Small Business that it risks both reducing American energy security and leaving our European allies out in the cold.
- **Toxic Substances Control Act:** We’ve engaged with the EPA to temper its proposed procedural framework rule for conducting risk evaluations under the Toxic Substances Control Act and its proposed regulation of trichloroethylene, an essential input for refrigerants and battery separators for lithium batteries. We sent detailed feedback to the EPA warning that its proposed risk evaluations framework would create an unnecessary level of complexity and delay reviews, as well as create de facto bans on chemistries essential to both existing technologies and in developing new innovative materials, risking supply chain disruption and limiting consumer choice.
- **Cybersecurity Rule:** The NAM is warning the Department of Homeland Security’s Cybersecurity and Infrastructure Security Agency that its proposed cyber incident reporting requirements are overly broad and would prove unduly burdensome to manufacturers. CISA has proposed a rule under the Cyber Incident Reporting for Critical Infrastructure Act of 2022—scheduled to go into effect next year—that would require manufacturers in “critical infrastructure sectors” to report major cyber incidents to CISA within 72 hours and ransomware payments within just 24 hours. We warned the agency that this rule would affect unrelated manufacturers. We also urged the agency to reduce the number of agencies required to report, and to limit and narrow the volume and scope of reported information, to ensure that the information it receives is useful and actionable.

➤ ADVANCING MANUFACTURERS' PRIORITIES

In an increasingly unpredictable legislative and regulatory environment, the NAM is actively engaging with key stakeholders and power brokers in crucial policy discussions to ensure that the voices of manufacturers are heard. Leveraging our unparalleled reputation as the trusted advocate for manufacturing, the NAM has maintained relentless pressure on policymakers, securing significant victories for the industry in areas such as global IP rights, energy regulation, climate disclosure requirements and other regulations that threaten to disrupt manufacturing goals.

[Learn more](#)



Our ongoing collaboration with lawmakers, industry leaders, association partners and innovators creates a dynamic network that not only strengthens our membership but also drives the manufacturing industry's ambitions toward tangible successes. By deepening relationships with influential lawmakers, facilitating dialogues between manufacturing leaders and top administration officials, deploying targeted digital campaigns and delivering compelling messages, the NAM's comprehensive advocacy efforts are exerting strong pressure on policymakers on the critical issues facing manufacturing.



Manufacturing Wins

The NAM launched the “Manufacturing Wins” campaign to combat tax increases set for 2025, focusing on preserving pro-growth tax rates critical to small manufacturers and the broader economy. We created an explainer, “What’s at Stake,” detailing the potential impact and convened a roundtable at NAM headquarters with key members of the House Ways and Means Committee’s Manufacturing Tax Team, including Reps. Vern Buchanan (R-FL), Greg Murphy (R-NC), Claudia Tenney (R-NY), Jodey Arrington (R-TX) and Nicole Malliotakis (R-NY), to strategize on upcoming tax legislation.

Central to the campaign is preserving the 21% corporate tax rate from the 2017 reforms, which President Biden’s 2025 budget proposes raising to 28%. Steve Sukup, CEO of Sukup Manufacturing Co. and NAM board member, testified at a House field hearing, highlighting the widespread benefits of the current tax structure and urging the restoration of key provisions like full R&D expensing and interest deductibility. Rep. Carol Miller (R-WV), head of the House Ways and Means Committee’s Supply Chain Tax Team, emphasized the need to maintain the corporate tax rate at 21% or lower.

Thanks to the NAM’s sustained advocacy, the House passed legislation reinstating full R&D expensing, capital investment expensing and a pro-growth interest deductibility standard. The NAM continues to lead the charge, urging the Senate to pass this critical legislation and send the Tax Relief for American Families and Workers Act of 2024 to President Biden’s desk.

Congress must act to prevent ‘tax Armageddon’

By Jay Timmons and Rep. Vern Buchanan

July 19, 2024 6:00 am



Rep. Lori Chavez-DeRemer
@RepLCD

I enjoyed participating in a roundtable discussion with manufacturers & small business leaders in #OR05. I learned more about the challenges they're facing & priorities for the industry, including tax relief to help create good-paying jobs & spur economic growth. @ShopFloorNAM



1:32 PM · Aug 28, 2024 · 1,282 Views

Rep. Tim Walberg
@RepWalberg

Great to visit Madsen Steel Wire Products in Bronson with @ShopFloorNAM to discuss the critical importance of maintaining competitive tax policies.

We must act to preserve 2017 tax reforms to support manufacturing growth and job creation. #ManufacturingWins

The NAM @ShopFloorNAM · Jun 21
During a recent visit to Madsen Steel Wire Products in Bronson, Michigan, @RepWalberg discussed critical tax priorities with company leadership and members of the NAM. Congress must act before the end of 2025 to preserve 2017 tax reform. #ManufacturingWins
nam.org/rep-walberg-vi...

4:57 PM · Jun 21, 2024 · 646 Views

Strong Bipartisan Support for Passing the Tax Trifecta

169–47
Republican

188–23
Democratic

357–70
Final Vote

- **Strengthening Democracy and Securing Jobs:** Following sustained support and advocacy by the NAM, the House and Senate passed a national security supplemental package with bipartisan support, sending a powerful message that our nation is committed to standing strong in defense of democracy at a critical juncture for our national security and for global stability. This funding is not just critical for defending democratic values abroad, but will also create vital new jobs for manufacturers in the U.S.
- **Taking on Trade Barriers:** Since the expiration of the Miscellaneous Tariff Bill, manufacturers and other businesses pay \$1.3 million per day in tariffs—\$1.5 billion over three years—that could be invested in job creation and innovation. In January, the NAM joined 16 manufacturers and industry groups to meet with 17 congressional offices, including 15 lawmakers and staff on the House Ways and Means Committee, to urge immediate action to renew the MTB.
- **Preparing for Future Crises and Protecting IP:** After years of NAM advocacy, including taking our concerns directly to World Trade Organization Director-General Ngozi Okonjo-Iweala and U.S. Trade Representative Katherine Tai, the WTO chose not to expand the agreement on Trade-Related Aspects of Intellectual Property Rights to include diagnostics and therapeutics, hearing the NAM's stark warnings that an expansion of the TRIPS waiver would have endangered manufacturers' fundamental ability to fight global crises and would have chipped away at American innovation and jeopardized our ability to fight future pandemics and health crises.
- **Driving Action to Reduce Health Care Costs:** As Congress debates increased transparency on pharmacy benefit managers, the NAM worked with leadership of the House Committee on Energy and Commerce to craft legislation that ensures pharmaceutical savings are passed on to plan sponsors and patients. In July, the NAM submitted detailed feedback to guide the House Committee on Oversight and Accountability and worked with committee member offices to make them aware of manufacturers' perspective on how PBM reform can help make health care more affordable. Our advocacy also helped secure the bipartisan passage in the House of the Lower Costs, More Transparency Act, which prohibits PBMs from charging Medicaid more than they pay pharmacies. Through a six-figure digital ad campaign targeting viewers in influential Senate and House districts, the NAM is continuing our efforts to raise awareness about the negative impact of PBMs. The NAM continues to advocate comprehensive reform of PBMs.





- **Making the Case for Balanced Trade Policy:** After direct NAM engagement and detailed feedback with the Department of Commerce and the U.S. Trade Representative regarding China's unfair practices, the White House called on the USTR in April to consider tripling the existing 301 tariff rate on Chinese steel and aluminum. The USTR also initiated an investigation into China's unfair trade practices in shipbuilding, maritime and logistics sectors, and President Biden directed senior administration officials to work with Mexico to jointly prevent China's and other countries' evasion of tariffs on steel and aluminum that are imported from Mexico into the United States.
- **Warning Against Anti-Trade Amendments:** We are cautioning the Mexican government, as well as leading U.S. policymakers, about constitutional amendments in Mexico that would greatly complicate the business environment for U.S. companies doing business in Mexico. These challenges carry the risk of greatly complicating the upcoming review of the United States–Mexico–Canada Agreement, which the U.S., Canada and Mexico will conduct in 2026. Your NAM will continue making the case for the incoming Sheinbaum administration to use caution as it considers these reforms, as well as urging U.S. leadership to raise these concerns through official channels.
- **Shaping Trade Policy:** When the United States–India Trade Policy Forum convened in New Delhi between U.S. Trade Representative Katherine Tai and India Minister of Commerce and Industry Piyush Goyal, the NAM worked with our allies in the Alliance for Trade Enforcement to provide guidance to USTR, warning about sectoral and cross-sectoral barriers that manufacturers and other businesses in the U.S. face to operate in India. At the meeting's conclusion, both ministers agreed to deepen cooperation on critical minerals, customs and trade facilitation, supply chains and trade in high-tech products for healthier, more sustainable trade between the U.S. and India.
- **Leveling the Playing Field:** We sent detailed feedback to the U.S. Department of Commerce on the wide range of issues that manufacturers face in the China market, meeting with Commerce officials and member companies on the new U.S.–China Commercial Issues Working Group, which aims to find solutions on trade and investment issues and to advance U.S. commercial interests in China.



The NAM shared feedback from manufacturers with the committee and continues to ensure its work is focused on our industry's concerns about the wide range of challenges that manufacturers face in China's market and with Chinese trade practices.

- **Treating Tariffs Seriously:** Policymakers are considering scaling back the de minimis treatment of low-value goods entering the U.S., and the NAM is pushing back on the 301 tariff to emphasize the importance of continuing this policy. We joined with a coalition of business groups to warn the White House about the dangers of rolling back de minimis and will continue urging lawmakers to maintain streamlined, tariff-free customs entry process for such imports.
- **Protecting IP:** The NAM is leading the charge in opposition to the Biden administration's proposed march-in guidance, which would allow the federal government to "march in" and seize manufacturers' IP. This threat to innovation would enable the government to set price controls on products that incorporate IP from federally funded research. The NAM submitted detailed comments in response to the proposed guidance, launched a seven-figure advertising campaign and dispatched NAM policy experts to congressional and private-sector events to highlight the proposal's major risks to innovation and IP.
- **Pushing Back on PM2.5 Regulation:** When the EPA finalized a standard for PM2.5 that would hamstring U.S. economic growth, job creation and competitiveness, the NAM filed a lawsuit to stop its implementation and testified directly to the House Energy and Commerce Subcommittee on Environment, Manufacturing and Critical Materials that the unworkable standard must be reversed and called on lawmakers to introduce a Congressional Review Act resolution to overturn the new standard as soon as possible.
- **Keeping Your Technology Safe:** Your NAM joined with other business groups to advise the Biden administration and the USTR to stand up for manufacturers in the U.S. and teams who face digital trade barriers from other countries, protecting cross-border data flows, prohibit data localization mandates, preclude discrimination against U.S. companies and safeguard source code from malicious cyberactivity and theft.
- **Cutting Through Unfair Mandates:** The NAM testified before the U.S. Copyright Office to explain how legislation designed to allow the so-called "right-to-repair" by enabling access to operational data (including diagnostic and telematics data) from automobiles, agricultural vehicles, marine vessels and more would undermine manufacturers' IP rights in service of right-to-repair. The NAM warned policymakers that the exemptions are too broad and inadequately defined.
- **Developing Your Workforce:** The MI is backing federal legislation that would expand support for workforce development efforts across the country, including employer-led initiatives. The Stronger Workforce for America Act would increase federal funding for job training and allow states to create funds to cover sector partnerships and employee upskilling, among other reforms. The MI's advocacy helped secure overwhelmingly bipartisan support in the House, which passed the bill 378–26, and the MI continues to work to secure passage in the Senate.



▶ WINNING IN THE COURTS

The NAM Legal Center is a powerful advocate in the U.S. court system, using strategic litigation and proactive defense to protect the rights of manufacturers. Our recent successes and ongoing cases demonstrate our steadfast dedication to preserving free enterprise, enhancing competitiveness, safeguarding individual liberty and ensuring equal opportunity—fundamental principles that underpin a strong manufacturing industry and an exceptional America.



▶ **Corporate Governance:** The NAM Legal Center continues its legal offensive to rein in proxy advisory firms and shareholder activism. The Legal Center has three pending lawsuits in this space, with final decisions expected soon from the 5th Circuit in our challenge to the SEC's rescission of a rule providing modest oversight over proxy firms and our intervention action pushing back on the SEC's authority to compel corporations to disseminate shareholder speech—on divisive political issues—on their proxy ballots. We recently appealed a decision by the district court for the District of Columbia curtailing the SEC's authority to regulate proxy voting advice.

▶ **Proxy Advisory Firm Rule:** The NAM Legal Center secured a significant victory for manufacturers in late June when a unanimous 5th Circuit panel struck down the SEC's unlawful rescission of critical provisions of the 2020 proxy advisory firm rule. That rule, which followed a decade-long bipartisan policymaking process and persistent advocacy by the NAM, would have provided modest oversight of proxy firms—the powerful and effectively unregulated entities that provide research and voting recommendations to institutional investors and other entities that control most of America's stock. In ruling for the NAM, the 5th Circuit completely endorsed our argument that the SEC's rescission was neither rational nor rationally explained.

POLITICO PRO



Court sides with manufacturers in challenge to SEC proxy rule rollback

- **The NAM Legal Center has two additional lawsuits in the corporate governance space that remain pending:** our intervention action pushing back on the SEC’s authority to compel corporations to disseminate shareholder speech—on divisive political issues—on their proxy ballots and our appeal before the D.C. Circuit defending the SEC’s statutory authority to regulate proxy voting advice from attack by the proxy firms. The SEC recently withdrew its appeal, making the NAM the last bulwark against the SEC being permanently foreclosed from asserting the authority to regulate proxy firms.
- **PM2.5 Standards:** In March, the NAM joined a coalition of other major business trade associations to file suit in the D.C. Circuit to challenge the EPA’s misguided final rule lowering the National Ambient Air Quality Standards for PM2.5. As the NAM has been warning, this unacceptably low standard threatens to chill manufacturing investment, job creation and economic activity in large parts of the country. Briefing in this case is ongoing.
- **OSHA Walkaround:** After OSHA finalized a new rule that would permit third parties, such as union representatives, plaintiffs’ attorneys and community organizers, to serve as “employee representatives,” accompanying OSHA inspectors on facility inspections, the NAM Legal Center took the fight to court. The Legal Center joined a coalition of other major business trade associations to challenge the rule in Federal District Court in Texas. We have argued that the rule raises statutory, constitutional and Administrative Procedure Act–based concerns. We await the court’s decision on summary judgment.
- **PFAS Regulation:** The NAM Legal Center filed a lawsuit to challenge the EPA’s PFAS National Primary Drinking Water Regulation, which sets the maximum contaminant level for six PFAS chemicals in drinking water at levels roughly equivalent to a couple of drops in an Olympic-size swimming pool. PFAS are necessary to a range of essential items, including batteries, electric vehicles, green hydrogen, semiconductors and solar components, as well as items for the national defense, such as aircraft, wearable batteries for warfighters and communications devices. And for many of these technologies, there are no current viable alternatives for PFAS. Our lawsuit asks the D.C. Circuit to vacate the maximum contaminant levels based on the EPA’s failure to adhere to the requirements of the Safe Drinking Water Act, as well as procedural and substantive deficiencies under the Administrative Procedure Act. We will file our opening brief on Oct. 7.
- **Taxable Income:** The NAM Legal Center defended a manufacturer against the IRS’s decision to increase the company’s taxable income by more than \$23 million by erroneously applying a hypothetical arm’s-length transaction. We argued that the IRS’s actions would upend the public’s settled expectations upon which businesses rely to make investment decisions.
- **Noncompetes:** A Texas district court vacated the Federal Trade Commission’s ban of noncompete agreements after the NAM Legal Center filed an amicus brief rebutting the FTC’s unsupported assertion that nondisclosure agreements and IP law provide adequate protection for trade secrets, underscoring the vital nature of trade secrets for manufacturing innovation.
- **Critical Minerals:** After the NAM Legal Center filed an amicus brief highlighting the vital role of critical minerals in manufacturing—providing crucial inputs needed to make electric vehicles, batteries, computers and a wide range of other products—the D.C. Circuit upheld an important Bureau of Land Management rule that authorizes the use of multiple pieces of nonmineral land for mining support projects and protects the domestic mining of critical minerals.

- **Product Liability:** The NAM Legal Center helped achieve successful outcomes in two separate product liability cases before the Texas Supreme Court: (1) preserving a presumption of nonliability where the manufacturer complied with federal safety standards and (2) upholding the proper application of the Texas statute of repose, which bars the filing of personal injury actions against a manufacturer more than 15 years after the sale of the allegedly defective product.
- **Broadband Access:** The NAM Legal Center filed an amicus brief pushing for vacatur of the FCC's digital discrimination rule, which would discourage the development of high-speed internet by subjecting broadband providers to devastating liability, hampering manufacturers' ability to innovate given the need for reliable high-speed internet.
- **Duty to Innovate:** After the NAM Legal Center led a multi-association amicus brief urging the California Supreme Court to review a dangerous expansion of tort law—imposing a duty to develop and market a different product that might be safer for some users—the court granted review.

➤ AMERICA DECIDES 2024: ENSURING THE FUTURE OF MANUFACTURING, REGARDLESS OF THE OUTCOME

As we approach the pivotal 2024 national election, the NAM is fully prepared to navigate the diverse political landscapes that could emerge. Both presidential candidates have recognized the importance of the NAM's four pillars—free enterprise, competitiveness, equal opportunity and individual liberty—in their platforms and policy-focused remarks, proof that the parties see these values as critical both to victory in November and to success in the long term. All parties, and key leaders, see the NAM as the most trusted representative for manufacturers, guaranteeing our industry and our members a seat at the table as new leadership takes hold of Washington in January.





➤ ARTIFICIAL INTELLIGENCE

Innovation is the driving force behind manufacturing, and manufacturers have always been pioneers in adopting new technologies. As leaders in the implementation of artificial intelligence, machine learning, natural language processing and robotics, manufacturers are already seeing significant improvements in operations and the creation of groundbreaking products through AI integration. AI offers immense potential for the manufacturing industry, enabling manufacturers to increase speed and agility, enhance operational efficiency, boost sustainability, foster innovation and create safer workplaces.

Learn more



Given AI's vast potential, it is crucial that policy approaches are developed to foster these technologies and support their responsible use across diverse manufacturing applications. Leveraging manufacturing expertise to strengthen and protect innovation will be key to maintaining U.S. competitiveness on the global stage.

“All possible futures for modern manufacturing in the U.S. involve AI.”

Johnson & Johnson Executive Vice President and Chief Technical Operations & Risk Officer and NAM Board Chair Kathryn Wengel

The NAM has held discussions with key lawmakers, including House Speaker Mike Johnson (R-LA) and House Minority Leader Hakeem Jeffries (D-NY), to deliberate on strategies for enabling AI adoption in the industry. These talks were instrumental in the NAM's publication of a white paper that highlights the advantages of AI for manufacturers in the U.S. The document not only underscores the economic and efficiency gains possible through AI, but also calls for the implementation of commonsense regulations to ensure its responsible deployment. The NAM's proactive approach aims to ensure that AI technology benefits the manufacturing landscape while addressing potential challenges and ethical considerations.





In May, the NAM released a new study outlining how manufacturers use AI to advance modern manufacturing, gathering insights from the NAM's thought leadership partners, the Manufacturing Leadership Council (the NAM's digital transformation division) and the Innovation Research Interchange (the NAM's innovation division). The study found that manufacturers most frequently invest in AI to reduce costs and improve operational efficiency, and that AI deployment enables manufacturers to make improvements in efficiency, safety, product development and design, training and the supply chain. These tools are central to the MLC's mission of Manufacturing 4.0 implementation and provide a roadmap for policymakers to create a supportive environment for AI innovation.

THE NAM'S PLAN FOR AN AI FUTURE



Review Existing Laws Before Enacting New Ones

Policymakers should take stock of existing laws and regulations—whether they are focused on privacy, IP, fraud, safety or other critical topics—to determine whether regulations need to be clarified in the AI age.



AI Is Context-Specific; AI Regulation Should Be Too

Focusing on specific uses of AI also means not taking a rigid approach to regulating the transformative underlying technology, which could be used in a host of applications with different purposes and risk profiles.



Rightsize the Compliance Burden

Policymakers keen on spurring AI innovation and use should be mindful of the potential compliance burdens that both developers and deployers of AI could face—and remember that regulatory frameworks must allow developers and deployers to collaborate with each other to ensure compliance is seamless.



Invest in R&D and Workforce Pathways

Policymakers should support the industry's moves toward digitization and Manufacturing 4.0 by supporting the career and technical education institutions that train the industry's shop floor workforce. Manufacturers must be supported and have the resources to maintain the progress they have been making with AI.



Maintain U.S. Global Leadership

Manufacturers operate globally, which is why they need a globally aligned regulatory environment as countries compete to set the standard for AI guidelines. The U.S. can and should be a leader in adopting policy approaches to AI that support innovation, and the NAM is committed to working with policymakers to ensure the growth of industrial AI innovation while maintaining regulatory certainty for manufacturers.



➤ PROVIDING SOLUTIONS TO THE WORKFORCE CRISIS



The Manufacturing Institute is providing innovative solutions to help manufacturers build, diversify and strengthen their workforce, while offering the latest insights and best practices in workforce development. Supported by non-dues contributions and grants, the MI has become the premier resource for knowledge and initiatives that are shaping the workforce of today and tomorrow, ensuring manufacturers can stay competitive in a challenging labor market. Whether through daylong strategy sessions or extended engagements, the MI is collaborating with leading companies to develop tailored solutions that address their evolving and complex workforce needs.



Workforce Strategy Examples

The MI is partnering with leading manufacturers, economic development authorities, foundations and educational institutions to drive impactful programs and innovative workforce solutions, bringing its wealth of experience and expertise to advise and support employers as they develop comprehensive strategies for creating a world-class manufacturing workforce.

- In Fresno, California, the MI is working with the Fresno County Economic Development Corporation and the San Joaquin Valley Manufacturing Alliance to build a regionwide manufacturing workforce development strategy for the Central Valley, including the development and deployment of recruiting, training and retention strategies for a full range of occupations, with the direction, buy-in and support of the region's leading manufacturing companies.
- In Ohio, through the deployment of the MI's Second Chance Toolkit, its expertise in recruiting and retaining women in manufacturing and Heroes MAKE America—its industry-leading military-to-manufacturing initiative—the MI is supporting the Ohio Manufacturers' Association and its network of industry sector partnerships to expand recruiting practices to a more diverse population.

The latest version of the MI's far-reaching workforce study, conducted with Deloitte, indicates that manufacturers in the U.S. will need to fill 3.8 million jobs over the next 10 years, and that as the need for higher-level skills grows, nearly half of these positions could remain unfilled. Manufacturers in the U.S. have emerged from the global pandemic on strong footing and will need even more workers, including entry-level workers, to keep up with that growth, whether skilled or unskilled—meaning that manufacturers must lean heavily on the retention and upskilling tools that the MI provides.



[Learn more](#) ➔



HEROES MAKE AMERICA

The MI's Heroes MAKE America initiative continues to grow in influence and impact, evolving from a five-site program into a national military-to-manufacturing strategy with many new opportunities to connect manufacturing employers with top talent from the military community across the country.



Heroes MAKE America's live and virtual career fairs have welcomed more than 2,300 registrants seeking manufacturing careers and bridging the gap between veterans, military spouses and potential employers.

This year, Heroes MAKE America expanded its training portfolio with the support of the Caterpillar Foundation, to include a 100% virtual Logistics Technician certification, an accelerated course that offers veterans and military spouses a comprehensive learning experience to achieve certifications that are vital for success in the logistics roles in manufacturing. **To date across all training pathways, the Heroes MAKE America program has issued more than 7,600 certifications and placed nearly 1,500 graduates with 350 companies across 48 states.**





WOMEN MAKE AMERICA

In April, 130 accomplished, talented and ambitious women were recognized in Washington, D.C., during the MI's Women MAKE Awards leadership conference and awards gala. The awards recognize women in science, technology, engineering and production careers who exemplify leadership within their companies and who have made a profound difference in reducing the gender gap in manufacturing. The two-day event featured networking and philanthropic engagement for the program's Honorees and Emerging Leaders, culminating in a gala and awards ceremony, which saw near-record attendance, demonstrating the broad industry support for these women leaders.

**WOMEN
MAKE
AMERICA**

Through the 35x30 Women's Campaign, the MI is sharing insights on the impact of women in manufacturing careers who serve as the best recruiters for other women to pursue career opportunities in our industry. To complement the Multiplier Effect Case Study, which demonstrates how the success of one entrepreneur leads to the success of other entrepreneurs, the MI also developed an Ambassador Toolkit, with the support from General Motors, which serves as an effective recruiting resource for employers seeking to diversify their talent pipelines.

SECOND CHANCE

The MI launched its Manufacturing 101 Bootcamp as part of its second chance hiring initiative, working with manufacturers to develop a virtual training program that will help justice-affected individuals better understand what working in manufacturing is all about. Building on the MI's second chance work over the past three years, the MI partnered with manufacturers from their pilot programs in Los Angeles, Minneapolis, Houston and San Antonio and the community-based organizations that refer justice-involved individuals to these companies.

Second Chance Hiring

**MANUFACTURING
Institute**

FAME

The MI continues to grow and strengthen the Federation for Advanced Manufacturing Education (FAME) USA network, which has become the new American model for skills training. Started by Toyota and entrusted to the MI in 2019, its work has resulted in growing interest in the program. In the past five years, the MI has doubled the number of FAME chapters and is on track to expand it with five new regional chapters being formed so far this year. In addition to providing Advanced Manufacturing Technician training, the program has expanded with a new Process Technician offering as the initial cohort graduated in May.

FAMeUSA



ANNUAL WORKFORCE SUMMIT AND SOLUTIONS CENTER

The actionable insights provided by the MI's Solutions Center are focused on the biggest workforce issues: recruitment, upskilling and retention. As part of these efforts, the MI will be convening hundreds of workforce leaders in October at its Workforce Summit, which will focus on "Solving the Talent Equation" with interactive sessions focusing on the top issues facing our workforce. The MI is also convening employers at workshops and building out new opportunities as part of its Solutions Series to speed manufacturers' efforts to address these challenges and ensure they have the workforce they need to compete, facilitating a structured problem-solving methodology for a small group of companies to create solutions.





MFG DAY

The MI is gearing up for MFG Day, which will be held on Oct. 4. MFG Day is the industry's biggest annual day to shape perceptions among young people about modern manufacturing careers, convening hundreds of manufacturing companies already to help plan, market and promote this year's events and activities.



CREATORS WANTED

In concert with the NAM, the MI is advancing the momentum of the Creators Wanted Tour of 2021–2023, sharing education and job resources with our industry-leading network of students and career mentors online to continue building excitement about manufacturing careers. The MI is also developing, with the support of Honda, new immersive and hands-on tools to help manufacturers leverage the lessons of Creators Wanted to engage and inspire the next generation and their educators in their communities nationwide.

CREATORS WANTED

➤ DRIVING OPERATIONAL EXCELLENCE

MANUFACTURING LEADERSHIP COUNCIL

Since its founding, the MLC has built on its mission to guide manufacturers in the Manufacturing 4.0 era, just as digital transformation has had a convergent effect on technologies, organizational structure and leadership at manufacturers of all sizes and across all industries.



The MLC continues to expand the scope and utility of its resources for industry professionals. The MLC hosted more than 400 manufacturing operational executives at Rethink: Accelerating Digital Transformation in Manufacturing in June, convening leaders to learn from each other on issues like smart factories, data mastery and analytics, AI, the circular economy and more.

Learn more



The MLC honored more than 150 high-performing teams and individuals at its 20th annual Manufacturing Leadership Awards Gala, a program dedicated to recognizing achievement in digital manufacturing. Since its inception, the awards have recognized more than 1,000 world-class digital manufacturing projects, their executive leadership and the up-and-coming leaders who are taking on an emergent role in the industry's rapidly transforming future.



The MLC has also hosted exclusive plant tours for Manufacturing 4.0 leaders to see how their peers are utilizing digital transformation to enhance their competitiveness, productivity and performance. In conjunction with hosting in-person events and resources focused on digital transformation, the MLC has authored highly cited research reports on the future of the industry and the status of technology adoption.



The MLC has continued to grow the Future of Manufacturing Project, a comprehensive, forward-looking initiative helping manufacturers understand the coming megatrends in technology, the economy and global competitiveness. The most recent Future of Manufacturing Project event, focusing on data mastery and building data value, produced a comprehensive white paper developed in partnership with technology-focused industry thought leaders.

INNOVATION RESEARCH INTERCHANGE

The IRI has launched a yearlong programming agenda focusing on the issues innovators believe have the most impact on their ability to deliver top-line growth. Through this, IRI members are engaging in peer-to-peer learning, thought leader insights and professional development focusing on increasing innovation ROI, improving the innovation pipeline, enhancing sustainability, boosting speed and agility with digital technology and building more resilient supply chains.

In May, nearly 200 innovators gathered in Boston for the IRI's flagship event, the Innovators Summit, which featured key insights on sustainability, AI, building the innovation pipeline and demonstrating the return on investment that innovation brings.



A division of the National Association of Manufacturers

Learn more



In conjunction with the conference, the IRI celebrated innovation excellence with its Innovation Excellence Awards for leadership, culture, sustainability, digital and technological innovation and scientific advancement as well as the IRI Promising Young Innovation Professional Award.

The IRI's professional development program provides innovators with opportunities to expand their knowledge base in key areas such as IP, advanced services, AI and portfolio management. The Shaping Innovation Leadership Executive Management program, in partnership with Northwestern University's Kellogg School of Management, celebrated its 26th class of students this year, providing more than 600 graduates since its inception with the skills needed to become the next leaders in innovation.

The IRI continues to lead the way by providing innovators with access to individuals and organizations at the leading edge of the areas impacting manufacturing innovation the most today: sustainability and AI. Innovators can take deep dives into the experiences of advanced organizations to understand how manufacturers are developing sustainable practices and products and using AI to enhance the pace and quality of innovation. The IRI's Foresights Engine looks to the future of these areas and others, highlighting ways that innovators can prepare now to face tomorrow's challenges.

➤ TELLING YOUR STORY

Through compelling storytelling and relentless media and digital engagement, the NAM continues to cement its role as the industry's leading communicator, enhancing the visibility and understanding of manufacturing's crucial contributions. With ever-expanding platforms and efficient, targeted digital campaigns, utilizing proprietary in-house data science resources, we have amplified the voices of manufacturers, influencing policy, shaping public opinion and fortifying the industry's reputation.



COMPETING TO WIN

The NAM's 2024 Competing to Win Tour, launched earlier this year, has traveled across the country and to dozens of manufacturing facilities to put a spotlight on the opportunities and issues ahead for our industry, including the urgent need to enact a competitiveness agenda on policy issues such as tax, trade, immigration, energy, regulatory reform and more. The tour ignited with NAM President and CEO Jay Timmons delivering the NAM State of Manufacturing Address at RCO Engineering in Michigan. Since kickoff, the NAM hosted more events in our ongoing Competing to Win speaker series, which provides manufacturing leaders with access to influential policy figures who could have a major say in policy debates over the coming months and years, including a fireside chat with Citigroup Chief Legal Officer and Corporate Secretary Brent McIntosh, who previously served as undersecretary of the U.S. Treasury for international affairs, to discuss trade policy in an era of geopolitical risk.



With lawmakers in their home districts during the congressional recess in August, the NAM seized on the opportunity to bring them to manufacturing facilities, where they heard directly from teams on shop floors and from small manufacturing business owners about the priorities that matter to our industry. Rep. Dusty Johnson (R-SD) toured Smurfit Westrock's container plant in Sioux Falls, South Dakota, where Plant General Manager Gerald Loftin showcased recent equipment upgrades aimed at increasing capacity and creating jobs. Other visits included Rep. Max Miller (R-OH), who participated in a manufacturing roundtable with local businesses at PLIDCO and toured its shop floor; Rep. Buddy Carter (R-GA) touring RYAM's manufacturing facility in Jesup, Georgia, to discuss manufacturers' health care and tax policy priorities; and Rep. Glenn Grothman (R-WI) at Wisconsin Aluminum Foundry, where he hailed its "commitment to excellence."

> IMPACT BY THE NUMBERS

In the first nine months of 2024, the NAM achieved more than 9,900 media mentions, about 15.3 million in publicity value and our digital platforms reached more than 3 million users through our websites, social media platforms, daily and weekly newsletters and digital issue advocacy campaigns.



In 2024, more Americans (68%) viewed manufacturing positively for America than any other single private-sector industry tested in our surveys.



NAM.org now hosts a data resource tool visualizing the strength of the manufacturing industry in all 435 congressional districts. Parallel to the NAM's best-in-class government relations team, which keeps a pulse on Capitol Hill, NAM brand strategy now operates its own polling unit launching monthly surveys of the American public to measure the Main Street strength and standing of the industry.



Our flagship newsletter, Input, has 29,000 subscribers, of which the overwhelming majority are manufacturing executives and professionals. In an average week, 51% of our total manufacturing executive audience and 64% of our small manufacturers read Input at least once.

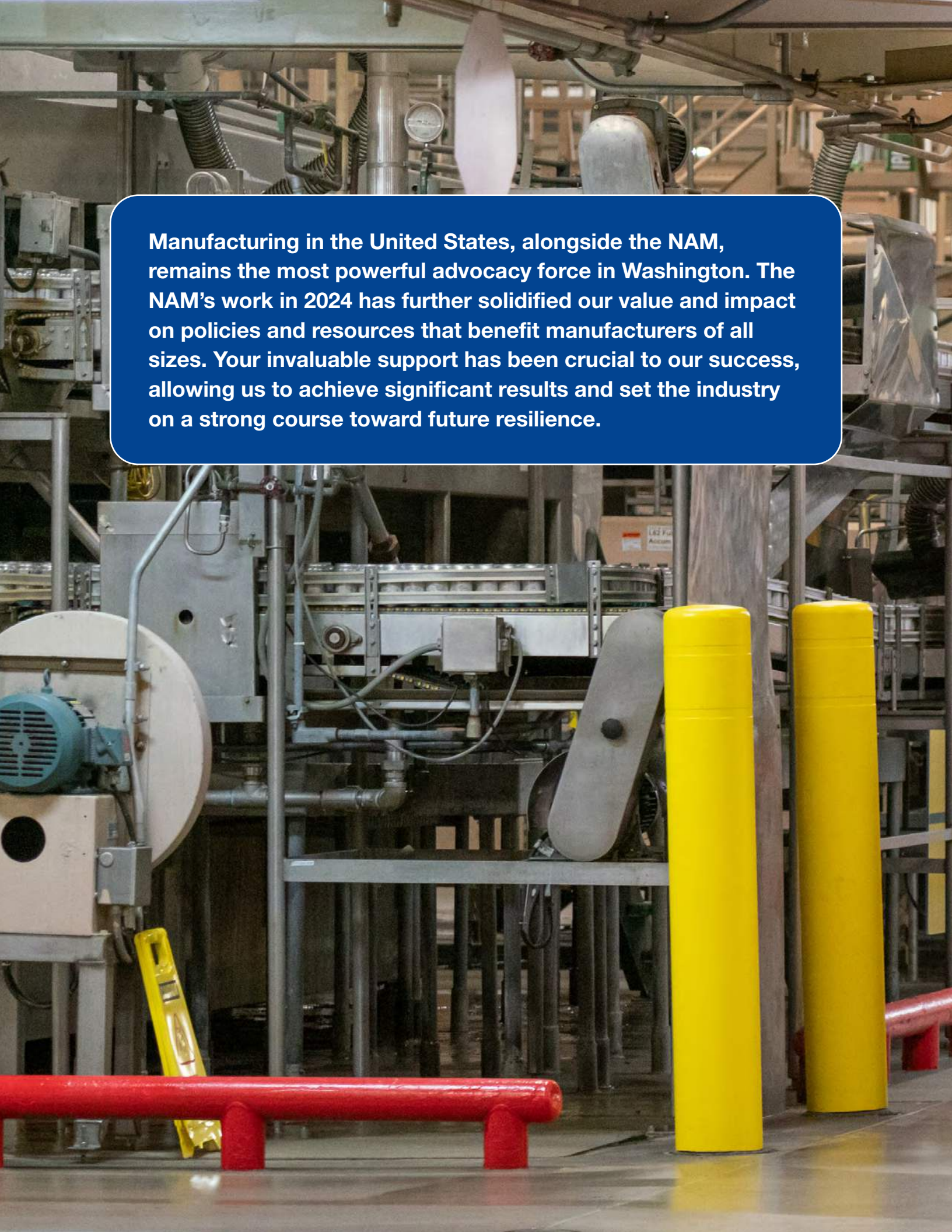


Power of Small, our weekly newsletter dedicated to news for small and medium-sized manufacturers, has more than 10,000 avid subscribers who have opened the newsletter more than 58,000 times so far in 2024.



NAM.org is visited approximately 1,200 times a day, with more than 60% of page views going to our news and insights and issue advocacy content streams.



The background of the image is a photograph of an industrial manufacturing facility. In the foreground, there are two prominent yellow cylindrical safety bollards and a red horizontal safety rail. Behind these, various pieces of industrial machinery are visible, including pipes, valves, and a large circular component on the left. The scene is well-lit, typical of a factory environment.

Manufacturing in the United States, alongside the NAM, remains the most powerful advocacy force in Washington. The NAM's work in 2024 has further solidified our value and impact on policies and resources that benefit manufacturers of all sizes. Your invaluable support has been crucial to our success, allowing us to achieve significant results and set the industry on a strong course toward future resilience.



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