

THE  
ECONOMIC  
CLUB OF  
CHICAGO

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On Wednesday, November 22, the Club welcomed Chairman, President and CEO of JPMorgan Chase Jamie Dimon for a Special Meeting at The Standard Club. Chair Melody Hobson moderated the conversation with Mr. Dimon, who discussed JPMorgan Chase's recent \$40 million investment pledge to Chicago's south and west sides. Ms. Hobson started the conversation referencing Mr. Dimon's extended time in Chicago as chief executive officer of Bank One, and his self-professed love of the city.

"People always used to ask, what have you done for Chicago lately? You can ask anyone in Chicago that question and they'll answer it," said Mr. Dimon. "You ask a New Yorker that question and they'll say, 'What do you mean? What has New York done for me?'"

Mr. Dimon discussed the large civic projects JPMorgan Chase has initiated, citing corporate responsibility and the necessity of collaboration between businesses and civic society. Ms. Hobson questioned what importance shareholders place on civic involvement. Mr. Dimon emphasized that financial success is linked to customer, employee and community happiness, and that if he doesn't serve all interests, he will fail. For that reason he says he has never, "had a shareholder say 'you're wasting shareholder money.'"

JPMorgan Chase's investment in Chicago's south and west neighborhoods aims to target community groups that fund job training, small business expansion, infrastructure revitalization and personal financial health programs. These areas of development were also the focal point of a \$150 million investment in Detroit the company made in 2014.

Mr. Dimon is especially passionate about small business growth, which did not see the typical bounce back in the years following the 2008 financial crisis.

"I'm absolutely convinced that the reason small business formation has been low is regulations," he said. "In New York City, it takes one year and three licenses to become a barber. How many people have a year to wait? I consider that corruption."

He continued to explain that the amount of regulations in the country is an obstruction to development and the ability of the nation to move forward in various public and private industries.

"One of the things we're doing wrong is that we're not building infrastructure properly. It takes 12 years to get a permit to build a bridge. I was quoted somewhere as saying I'm embarrassed to be American. I'm not embarrassed to be an American. I'm embarrassed about that," he said.

In addition to discussing the challenges facing the United States, Mr. Dimon also addressed the key problems he intends on addressing at JPMorgan Chase, specifically those around diversity and

inclusion. In his 2017 Letter to Shareholders, Mr. Dimon said that they are failing to meet their standards in attracting and retaining black talent. In 2016, the company introduced a firm-wide initiative called “Advancing Black Leaders,” to attract external black talent and better understand where the company is failing its black employees. Mr. Dimon expressed the importance of inclusion for everyone at the company, and said that he’s ended relationships with clients because of the poor treatment of his employees.

“You want everyone to trust and respect the company and feel trusted and respected,” he said. “The real part of leadership is the heart.”