

What does it mean to be a People-First Company?

The names have been changed but the story remains the same

March 19, 2020

- In four days Gov Cuomo will issue a stay home order for non-essential workers.
- Within 10 days, the city will provide refrigerator trucks to serve as temporary morgues
- No vaccines
- No treatments
- No PPE
- 90 days later, over 20,000 New Yorkers will die of Covid-related illnesses
- I knew 5 of them

{The President of Island Elevator is having a conversation with the CFO}

We're not laying anyone off, Eric, so stop bringing it up

Chris, we have to cut expenses or your gonna go out of business

When?

When what?

When are we going to go out of business?

If the revenue drops as predicted and we keep expenses at this level, sometime in May or June

So we can get to June...

Just barely.

I need another credit card

For what?

PPE. Masks, gloves, hand sanitizer

There is no PPE

We'll get it. I'm talking directly to China through a supplier website. Call AMEX and get as much credit as they'll give us

We have to make cuts

Fine. Let's cut payroll across the board. 10% from everyone. If we all give a little then no one will have to give it all.

That's not enough.

Cut me to zero. I'll talk to the rest of leadership. They'll do it... to help save their people

That's only going to buy a couple more weeks

I'll take it. We have the application in for the SBA money. That will give us a few more months to see what happens.

I think it's a bad idea

I know. And we also need to get everyone on the benefits.

What the fuck are you doing?

It's a health emergency. People need their health benefits. I'm going to email the PEO today and get them to waive the waiting period so **everyone** will be on starting April 1st.

You'll go bankrupt

Maybe.

April 9, 2020

Island Elevator's seniormost member of the team, leader, and mentor, Greg, fell ill with Covid on March 30th

The president of Island Elevator gets an update on his recovery everyday

(phone rings, Greg's brother is calling)

Hey bud, how's everyone doing over there?

I'm sorry Chris. He's gone. (softly choking back tears)

I have to go

Fuck...

Sometime in October

(President of Island Elevator is speaking with the CFO)

Chris, What are we going to do about Matt?

I don't know. What are you suggesting?

I suggest we put him on disability

Do you know how much he would get from disability? It's like \$300 a week

We're gettting killed here

He's got four kids. How the fuck is he going to feed his kids?

We paid him for six weeks while he was out with Covid and now he is back out again.

He's fucking blind, Eric. He's not sitting on the fucking couch, jerking off. The doctors said it's inflammation of his optic nerve from Covid. He's gonna take his antibiotics and he'll be back

When?

When he says he's ready.

We can't afford to keep paying everyone to stay home

You're right. Just keep paying him

January 2021

{Excerpts from the President of Island Elevator speech to the entire team during a company-wide zoom meeting}

This company is hemorrhaging money due to all the lost time for Covid recovery and testing. Without making a change, the company will continue to weaken as we miss deadlines, spread our team thin, and are unable to project who will be at work tomorrow

Therefore I am making the tough decision to **mandate** the vaccine with zero exceptions

I am a firm believer in freedom of choice and if you elect to not participate, I will make sure to lean into every one of my relationships to ensure you land at another spot and never miss a paycheck

Teddy Roosevelt said "In any moment of decision, the best thing you can do is the right thing. The next best thing is the wrong thing. And the worst thing you can do is nothing"

We will not stand here, twisting in the wind, doing nothing.

We are all in this foxhole together. And when it is all said and done, we will make the appropriate adjustments and drive forward with a unified, safe, and healthy team.

I will be available, privately, for anyone that has questions or concerns

Team Members at the Time: 28

Private Conversations Regarding the Decision: 5

Team Members that Declined to Participate: 0

January 2023

(Meeting with new accounting team to review previous Year-End Financials)

I don't know what you did this year, Chris. But after losing a ton of money in '20 and '21, you basically broke even.

I didn't do shit. Our people did this