

## United States Senate

WASHINGTON, DC 20510 - 3505

May 7, 2018

Jamie Dimon  
Chief Executive Officer  
JPMorgan Chase & Co.  
270 Park Avenue  
New York, New York 10017

Dear Mr. Dimon:

I write to express my concerns about the layoffs of American workers by the bank you manage. Banks, including yours, are among the biggest winners from the recent partisan tax bill and ongoing unraveling of financial protections. Although you have made some improvements to workers' pay and benefits, executives and shareholders are disproportionately reaping the benefits in their record compensation packages and stock buybacks. I, therefore, write to request that your bank produce a public plan to invest a far greater share of your company's resources in American jobs.

As noted in a recent report by the Communications Workers of America and the Committee for Better Banks,<sup>1</sup> banks have continued to slash jobs in America and also move and keep jobs overseas. Although changes to bank employee levels have not been uniform, overall, the nation's largest banks have cut at least 8,000 jobs over the second half of 2017, including many in the call center and customer service industry.<sup>2</sup> In many cases, these layoffs of American workers come as banks are outsourcing work to overseas facilities.

JPMorgan Chase has increased its number of U.S.-based employees by 3,000 since 2016, and you have announced the plan to add 400 branches and hire up to 4,000 employees in the U.S. in the next five years.<sup>3</sup> Your bank has not been immune to layoffs, however. In 2016, your bank laid off 1,000 U.S. workers and announced plans to slash at least 5,000 jobs, or 2% of its workforce, by the end of the year,<sup>4</sup> even though you were making record profits.<sup>5</sup> It is unclear if those layoff plans are still being implemented.

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<sup>1</sup> Communications Workers of America and Committee for Better Banks. "Tax Bill's Big Bank Beneficiaries Offshoring American Call Center Jobs." March 2018. Available at: <https://www.cwa-union.org/sites/default/files/20180306-cwa-cbb-bank-offshoring-report.pdf>

<sup>2</sup> Scheer, David. "Big U.S. Banks Slashed 8,000 More Jobs Before Tax-Cut Windfall." *Bloomberg*, January 18, 2018. Available at: <https://www.bloomberg.com/news/articles/2018-01-18/big-u-s-banks-slashed-8-000-more-jobs-before-tax-cut-windfall>

<sup>3</sup> Data reported on form FR 9-Y C and filed with the Federal Reserve.

<sup>4</sup> Glazer, Emily. "J.P.Morgan Aims to Cut 5,000 Jobs." *Wall Street Journal*, May 28, 2015. Available at: <https://www.wsj.com/articles/j-p-morgan-expected-to-lay-off-more-than-5-000-by-next-year-1432834029>

<sup>5</sup> JP Morgan Chase Annual Report 2016. Available at: <https://www.jpmorganchase.com/corporate/investor-relations/document/2016-annualreport.pdf>

The partisan tax bill signed into law in December 2017<sup>6</sup> is a huge gift to the banks, which are expected to be among the biggest winners from the tax bill.<sup>7</sup> Recent analysis examining the impact of the bill found that the six biggest banks, including yours, will save nearly \$14 billion in 2018 alone.<sup>8</sup> According to Goldman Sachs Global Investment Research, the partisan tax bill will reduce JPMorgan's effective tax rate by eight percentage points and increase the bank's net income by \$3.3 billion and earnings per share by 13 percent in 2018 alone.<sup>9</sup>

I am disappointed that you appear to be using most of those savings to improve your stock price. In mid-2017, you announced planned buybacks of up to \$19.4 billion through mid-2018.<sup>10</sup> In your most recent quarterly earnings release, you said that your bank paid out a net 98% of its earnings over the last twelve months to shareholders.<sup>11</sup>

These payouts do little to help workers – either yours or others throughout the economy. Even when accounting for indirect ownership of stocks via 401(k) retirement plans or similar investment vehicles, only around half of American households own any shares of public companies.<sup>12</sup> For those who do own shares, ownership is highly concentrated among the wealthiest households. The richest 10 percent of households in the U.S. controlled 84 percent of all stocks.<sup>13</sup> One analysis estimates that only 6 percent of the corporate tax cut will go to workers, while 57 percent will go to shareholders.<sup>14</sup>

In addition to benefiting shareholders, using last year's compensation packages as an indicator, the proceeds from the tax cut will overwhelmingly go to big bank executives. The average

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<sup>6</sup> See Tankersley, Jim. "Banks Are Big Winners from Tax Cut." *New York Times*, January 16, 2018. Available at: <https://www.nytimes.com/2018/01/16/us/politics/banks-are-big-winners-from-tax-cut.html>; and "Banks, Healthcare Service Firms Among Winners From U.S. Tax Bill." *Fox Business*, December 19, 2017. Available at: <https://www.foxbusiness.com/markets/banks-healthcare-service-firms-among-winners-from-u-s-tax-bill>

<sup>7</sup> Id.

<sup>8</sup> Ramsden, Richard, James Yaro and Sal Saroni. "Corporate Tax Reform Impact on Large Banks Expected to be Positive." *Goldman Sachs Equity Research Report*, December 18, 2017. Goldman Sachs did not include itself in this analysis, but estimates indicate a savings of approximately \$1.06 billion next year based on 2016 revenue. See Baird, Addy. "How the White House and Wells Fargo Are Trying to Manipulate You, In One Chart." *ThinkProgress*, December 21, 2017. Available at: <https://thinkprogress.org/goldman-report-tax-plan-759ec84f8eee/>. This includes the impact of certain one-time charges accrued due to the tax bill, and also includes changes to the deductibility of Federal Deposit Insurance Corporation payments.

<sup>9</sup> Ramsden, Richard, James Yaro and Sal Saroni. "Corporate Tax Reform Impact on Large Banks Expected to be Positive." *Goldman Sachs Equity Research Report*, December 18, 2017.

<sup>10</sup> "JPMorgan Chase Plans Dividend Increase and \$19.4 Billion Capital Repurchase Program," June 28, 2017. Available at: <https://www.jpmorganchase.com/corporate/investor-relations/pr/2017-capital-distribution-plan.htm>

<sup>11</sup> JPMorgan Chase & Co., Quarterly Earnings (Q1 2018). Available at: <https://www.jpmorganchase.com/corporate/investor-relations/document/28b8c22a-ab19-4837-b54e-ef1d3e70e518.pdf>.

<sup>12</sup> Board of Governors of the Federal Reserve System. "Changes in U.S. Family Finances from 2013 to 2016: Evidence from the Survey of Consumer Finances." *Federal Reserve vol. 103, no. 3*, September 2017. Available at: <https://www.federalreserve.gov/publications/files/scf17.pdf>

<sup>13</sup> Wolff, Edward N. "Household Wealth Trends in the United States, 1962 to 2016: Has Middle Class Wealth Recovered?" *National Bureau of Economic Research Working Paper 24085*, November 2017. Available at: <http://www.nber.org/papers/w24085.pdf>

<sup>14</sup> JUST Capital, "The JUST Capital Rankings on Corporate Tax Reform." February 28, 2018. Available at: <https://justcapital.com/news/tax-reform-rankings/>

banker bonus in New York City in 2017 soared to its highest levels since the financial crisis.<sup>15</sup> You personally received a generous compensation boost in 2017, earning a total of \$29.5 million,<sup>16</sup> and your recently released CEO to worker pay ratio was 364 to 1.

It's unlikely that ratio will change substantially despite your decision to ensure all employees will make over \$15 an hour – a meaningful raise, but one that appears to be small compared to what you are giving your shareholders. Although your bank recently announced “a \$20 billion, five-year comprehensive investment to help [your] employees while supporting job and local economic growth,”<sup>17</sup> that is about as much money as you announced you would be plowing into buybacks in just a single year.

Furthermore, your bank stands to gain an additional short-term boost from a rolling back of protections established after the financial crisis. The Administration is, at your bank's urging, in the midst of a widespread undoing of financial rules, which will boost your short-term profits substantially. According to a recent Congressional Research Service analysis, your bank could benefit from a \$52.1 billion windfall that lets it operate on more borrowed money.<sup>18</sup> As noted in a research report from Morgan Stanley, “the financial industry [will] be the biggest beneficiary of Republican deregulation attempts.”<sup>19</sup> However, this will inevitably come at the long-term expense of workers, consumers and investors when the next crisis hits.

As the above-referenced report documents, when times are good, American workers don't fully share in the benefits of your companies' profitability. And when times are bad, it's even worse. Eventually, the unraveling of financial protections for which banks advocate will contribute to another downturn in the economy, and your workers will be the first to suffer the consequences with layoffs and cuts to their pay, healthcare and retirement benefits.

In light of this imbalance and unfairness, I ask that you provide the public with detailed plans on how your company will reinvest in American workers and their communities.

Sincerely,



Sherrod Brown  
United States Senator

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<sup>15</sup> Demos, Telis. “Wall Street Bankers Get Biggest Raise in Four Years.” *Wall Street Journal*, March 26, 2018. Available at: <https://www.wsj.com/articles/wall-street-bankers-get-biggest-raise-in-four-years-1522089178>

<sup>16</sup> JPMorgan Chase & Co., Annual Report: 2017. Available at: <https://www.jpmorganchase.com/corporate/investor-relations/document/annualreport-2017.pdf>.

<sup>17</sup> Id

<sup>18</sup> Memorandum from Marc Labonte et al., Congressional Research Service, to the Senate Committee on Banking, Housing, and Urban Affairs, “Potential Effects of Two Policy Changes on the SLR,” Apr. 17, 2018. Available on Request.

<sup>19</sup> Franck, Thomas. “While Big Banks Have Failed, Wall Street Sees Opportunity in Trump's Massive Deregulation Movement.” *CNBC*, August 5, 2017. Available at: <https://www.cnbc.com/2017/08/04/wall-street-sees-opportunity-in-trumps-massive-deregulation-movement.html>