

Annual Report 2022

Goodwill Industries
of Southeastern
Wisconsin and
Metropolitan Chicago







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Introducing Our Goodwill



A LOOK AHEAD WITH OUR PRESIDENT & CEO

Jackie Hallberg

Dear Friends of Goodwill,

Emerging from the uncertainty and unrest of the past few years, we are more focused around our vision to transform lives and communities through *The Power of Work* than ever before. Our resilience was tested and we were collectively reminded of what really matters: **our people.**

At our core, we are people serving people. Our mission? *Connecting people to work. Preparing people for life.* As we build our future, Goodwill is focusing more intently on cultivating an inclusive and equitable workplace for our employees, creating life-changing opportunities for both our employees and community members, and providing an exceptional shopping and donating experience across southeastern Wisconsin and metropolitan Chicago.

While diversity, equity and inclusion have long been central principles at Goodwill, guiding how our teams work together and how we serve our communities, diversity, equity and inclusion is becoming embedded in and shaping everything we do. Diversity, equity and inclusion is now at the heart of our planning, informs every decision we make and is part of every action we take. Within our company and community, we are seeking to close the opportunity gap by working to achieve a zero-barrier culture of employment equity and inclusion.

Strengthening culture with our commitment to diversity, equity and inclusion is just one part of our 10-year strategic plan. We are deepening our investments to further develop our mission programs, transform our brand, engage with donors across our territory and grow our retail and e-commerce footprint. As we make strategic and financial planning decisions, we are leveraging technology and partnerships to innovate, while at the same time drawing on our enduring guiding principles—Inspired by People, Power of the Whole and Results Matter—to keep a laser-focus on our people and our culture.

This year, we are proud to be identifying opportunities to provide programs and services across the entirety of our territory, concentrating specifically on expanding our support within metropolitan Chicago. We are incredibly grateful for the guidance and support of our board of directors, the dedication of our leaders and employees, and the support of all our partners and friends of Goodwill, who make this work possible and who have joined our efforts to transform lives as the world continues to change. Together, we are Goodwill.

Sincerely,



Jackie Hallberg
President & CEO

Our Leaders

Jacqueline L. Hallberg

President & Chief Executive Officer

Angela Adams

Chief Communications & Diversity Officer

Basil Buchko

Vice President, General Counsel & Chief Compliance Officer

Skip Dexter

Chief Retail Officer

Jeff Docalavich

Chief Financial & Administrative Officer

Elizabeth McNally

Vice President, President's Office & Chief of Staff

Clayton Pryor

Chief Mission Officer

Nicol Britten

Vice President, Human Resources

Shamiran Chalabi

Vice President, Financial Planning, Analysis & Strategy

Nadeem Choudhary

Vice President, Information Technology

Catherine Girard

Vice President, Development & Mission Services

Anita Guerrero

Vice President, Corporate Communications & Brand Management

Lisa Heider

Vice President, Finance

Clayton Kalweit

Vice President, Real Estate & Facilities

Suzanne Maldonado

Vice President, TalentBridge & Business Development

Shawn McCourt

Vice President, Supply Chain

Dan Michael

Vice President, Stores & Donation Centers

Ayom Siengo

Vice President, Mission Services

Chris Talton

Vice President, Operations

Kent Walters

Senior Vice President, Operations



“

Transforming lives and communities through *The Power of Work* remains at the forefront of what we do every day as we expand our support throughout southeastern Wisconsin and metropolitan Chicago. Our leaders are working to foster an inclusive and equitable workplace, create life-changing opportunities in our communities, and provide an unmatched experience for donors and shoppers.

”

ELIZABETH MCNALLY

Vice President, President's Office and Chief of Staff

Our Board of Directors

Rob Birse

VP, Global Advanced Analytics, AI & E-Commerce
Kellogg Company

James D. Borris

President and CEO
Zilber, Ltd.

Jacqueline Moore Bowles

Chairman & CEO
Creative Marketing Resources, Inc.

John L. Dziewa

Conversions Manager
Fiserv, Inc.

Laura H. Gough

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Michelle D. Greene

Senior Vice President / Chief Information Officer
- Pharmaceutical Segment
Cardinal Health

Bradley J. Kalscheur

Partner
Michael Best & Friedrich LLP

Robert J. Klug, *treasurer*

Managing Director
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President
Marcus Investments, LLC

Timothy J. Matthe, *past board chair*

Chief Executive Officer
MGIC Investment Corporation

Richard A. Meeusen

RETIRED - Chairman, President & CEO
Badger Meter

Thomas V. Richtman

Wisconsin Market President
U.S. Bank

Mason G. Ross

RETIRED - Executive Vice President and Chief
Investment Officer
Northwestern Mutual

Thomas R. Savage, *secretary*

RETIRED - Senior Vice President,
Corporate Development
Briggs & Stratton Corporation

Irene S. Sudac, *board chair*

Vice President, Financial Services
Snap-on Incorporated

Ike T. Umnah

Director Office of Public Affairs
and Communications
U.S. Economic Development Administration

Carl E. Vander Wilt

RETIRED - Former Chief Financial Officer, Federal
Reserve Bank of Chicago; and former Chairman
and Chief Executive Officer, CenTrust Bank

Marilyn A. Vollrath

Senior Consultant
Reputation Partners, LLC





MEET OUR BOARD CHAIR

Irene Sudac

“

The board of directors is dedicated to ensuring that Goodwill's future will continue to be bright. We will provide our support and guidance as they execute our 10-year strategic plan and position us a workforce development leader across the region.

”

Who We Are

At Goodwill, we transform lives and communities through *The Power of Work*. We achieve our mission of connecting people to work and preparing people for life by applying three Guiding Principles that help us anticipate needs across the organization, achieve our goals more quickly and be clear about what it takes to be successful at Goodwill. We call it The Goodwill Way.



Inspired by People. People are at the heart of what we do and at the center of the decisions we make. We value the talents, uniqueness and potential in each one of us and embrace a culture where individuals get to truly be themselves.



Power of the Whole. We dream big and together we will accomplish our goals. From the people we hire to our community partners, we are at our best when we work with those who share our passion. Together, we can do anything.



Results Matter. Results drive our mission. We run successful businesses that open opportunities for the communities we serve. Each of us impacts our mission and we take pride in our results. *Better every day* is a way of life.

Our Culture

We are cultivating a workplace where every voice matters. We take this approach because we care and because it's good for business. We strive to support our words with actions and show up in a collaborative, authentic and respectful way.



Our Business At-a-Glance

Our Goodwill region employs nearly 5,200 employees who help us meet the needs of more than 43,000 people across our territories. For more than 100 years, since 1919, we've employed job seekers, supported our communities, and provided an exceptional experience for our customers and donors—the backbone of our mission.

TalentBridge is our full-service staffing and recruiting service, placing employees in entry-level through professional positions across industry sectors. Areas of focus include healthcare, manufacturing, education, business services, and finance and accounting.

Laundry & Linen Services employs, trains and supports people with significant disabilities, and processes more than nine million pounds of laundry annually for healthcare, the U.S. Navy, and clinics throughout our region.

Goodwill Store & Donation Centers do triple duty by giving people a chance to earn a paycheck and independence, funding our operations through sales, and keeping clothes and household items out of landfills.

Our **Goodwill Great Lakes** operation provides food service, administrative and logistic services to Sailors and Recruits at the Navy's only bootcamp, Naval Station Great Lakes, in Great Lakes, Illinois.



Committed to Being People First

People are at the center of everything we do, and we believe that the good work we do in our communities starts with how we care for our own team members.

In 2022, we announced new and enhanced benefits for the coming year:

Our people love to give back, and we now offer **paid volunteer time off** to both full- and part-time employees so they can further serve their communities with our support. In 2022 alone, employees volunteered 504 hours.

We extended **stronger bereavement benefits** with more inclusive qualifying loss categories and more time off (one to three days) to full-time employees. We also started offering bereavement benefits for part-time employees.

We added **Martin Luther King Jr. Day** as a recognized holiday for all Goodwill employees aligning to our history of enhancing the dignity and quality of life of individuals, families and communities.

2022 By the Numbers



43,353
PEOPLE SERVED



3,863
JOB PLACEMENTS



5,197
EMPLOYEES



75
RETAIL LOCATIONS



23
COUNTIES SERVED



2
STATES SERVED

Awards and Rankings

Nominated for BizTimes Nonprofit Excellence Awards, *Nonprofit of the Year* by Dr. Howard Fuller Collegiate Academy

Delavan Store & Donation Center

recognized as *best resale store in 2022*
Best of Walworth County

President & CEO Jackie Hallberg named to BizTimes' List of *275 Most Influential Wisconsin Leaders*

Former Great Lakes employee **Cherie Hill-Mayers** received *SourceAmerica 2022 Evelyn Villines Award*

Basil Buchko appointed to *Wisconsin State Bar Board of Governors*

Former Laundry & Linen Services employee **John Toliver** recognized as *distinguished nominee for the Goodwill Industries International Carol and Tommy Moore Veteran of the Year Award*

René Jovel received Milwaukee Business Journal's *Top Corporate Counsel Award*

EMPLOYEE Empowerment Network

In 2022, we realized many of our team members who work in our store and donation centers were facing similar barriers to employment as the people in our communities. So we decided to extend our mission services to our first community from the inside out. We launched the Employee Empowerment Network at the Retail Operations Center in Racine, Wisconsin with the goal of confidentially engaging 100 employees. Thirty employees enrolled with concerns related to economic stability, including emergency housing, rent and utility assistance, and car repair. We also discovered they needed support understanding and accessing the benefits already available to them, such as our Employee Assistance Program and Employee Life Fund. The launch was so successful that we have created a plan to scale the program across our enterprise to reach more employees in 2023 and beyond.

Will Page is a member of the team launching the program. "It's been incredibly rewarding to help our own employees overcome challenges they are facing both personally and professionally in order to set them up to be the best versions of themselves."



Will Page, Program Manager,
Employee Empowerment Network



Embracing Diversity, Equity and Inclusion at Goodwill

WORKPLACE DIVERSITY

We believe in reducing and eliminating barriers, and our goal is to create a zero-barrier culture for employment equity and inclusion. Improving employees' sense of belonging and purpose at our Goodwill is key to ensuring our long-term operational success, program and service design and delivery, and lower overall attrition for the health of our workforce.



OUR DIVERSITY, EQUITY AND INCLUSION STRATEGY

In 2022, we made a big push to deepen our diversity, equity and inclusion commitments. Our board members identified a gap in connecting diversity, equity and inclusion to committee strategies and many of them volunteered to be part of a task force that met regularly to evaluate what we were doing as an organization to move forward and how we were embedding diversity, equity and inclusion. From that short-term task force, a formal diversity, equity and inclusion board committee was created in November 2022, consisting of eight board members with support from our senior leadership team and responsible for ensuring and is collectively responsible for ensuring continual organizational progress in Goodwill's strategic plan, the diversity, equity and inclusion scorecard, the diversity, equity and inclusion maturity model, and the committee's goals concerning diversity, equity and inclusion. These are significant steps in acknowledging the importance diversity, equity and inclusion plays in Goodwill's ability to fuel innovation, achieve strategic goals, reach revenue targets and drive overall growth as an organization—and it starts at the top.

OUR DIVERSITY, EQUITY AND INCLUSION GOVERNANCE MODEL IS SHAPED BY FOUR STRATEGIC PRIORITIES

LEADERSHIP

Equip and empower leaders to lead inclusively with clarity and accountability.



CULTURE

Create a culture of inclusion, equity and trust, in which all employees feel they belong.



TALENT

Invest in diversity, equity and inclusion talent practices that attract, develop and retain top talent.



MARKETPLACE

Embrace and expand DEI externally to become a Neighbor of Choice and diversity, equity and inclusion leader in the community.



“Bringing diversity, equity and inclusion into work is about hearing new perspectives, voices and ideas, and recognizing the humanity in each and every one of us. That powers the engine of ingenuity, and that’s what drives us forward.”

BASIL BUCHKO

Vice President, General Counsel and Chief Compliance Officer



IN CONVERSATION WITH OUR DIRECTOR, DIVERSITY, EQUITY AND INCLUSION,

Deidre Garrett



What is your role at Goodwill, in your own words?

As director, diversity, equity and inclusion, my role is to ensure that we are embedding diversity, equity and inclusion throughout the fabric of our organization. Part of that involves identifying and solving any organizational challenges that impact culture, productivity and bottom-line results. Ultimately, I am focused on leading the development of our strategic diversity, equity and inclusion plans in order to build a truly inclusive culture that encourages, supports and celebrates the diverse voices of our employees.

What achievements are you proud of from 2022?

While we're still early in our journey, I'm confident in how we are embedding sustainable long-term efforts as part of our 10-year strategic plan. I am proud that we have continued to increase diversity on our executive leadership team—including recent additions Shamiran Chalabi, vice president, financial planning, analysis and strategy; Anita Guerrero, vice president, corporate communications and brand management; Ayom Siengo, vice president, mission services—so our leaders better reflect the diversity of our employees and the people we serve. I'm also proud of the launch of our Business Resource Groups at our 2022 Inaugural DEI Summit. Since then, the Business Resource

Groups have really been doing the work—having nuanced and complex conversations and gaining valuable insights that are laying the groundwork for our next steps. The steps we are taking now are moving us closer to our goal of creating a zero-barrier culture of inclusion and equity.

What is a diversity, equity and inclusion imperative planned for 2023?

I'm excited about the impending launch of a set of Employee Resource Groups, which have been designed around real data and feedback from our employees and will build off the early success of our Business Resource Groups. These Employee Resource Groups will allow us to get into the deepest parts of our organization and engage everyone in our organization's diversity, equity and inclusion journey while fostering community, helping drive organizational change and improving the overall quality of our culture.





Our Business Resource Groups

Our 2022 Inaugural DEI Summit made room for diversity of thought, hosting 78 leaders across 12 departments to share their stories and empower teams to be more effective by looking through a diversity lens. During the Summit, we launched four Business Resource Groups, each centered around one of our four diversity, equity and inclusion strategic priorities: leadership, culture, talent and marketplace. These cross-functional groups, which also function as workstreams, include 50 passionate individuals from nine departments across the organization who meet monthly to promote collaboration, strategic plans, and courageous conversations, and provide diversity, equity and inclusion learning and consultation to build a more inclusive Goodwill.



Our Progress

Having clear diversity, equity and inclusion targets helps us measure and make progress on our efforts. Over the course of the year:



68%

OF EXECUTIVE TEAM MEMBERS COMPLETED DEI LEADERSHIP PROGRAMS



700

EMPLOYEES ENGAGED WITH OUR DEI RESOURCES, including our monthly DEI film series and DEI-related surveys, accessed tools and worksheets from our dedicated SharePoint page to guide conversations, and interacted with our webpage highlighting DEI observances each month.



78

EMPLOYEES VOLUNTEERED TO BECOME DEI CHAMPIONS



18

ADDITIONAL LEADERS PARTICIPATED IN THE INTERCULTURAL DEVELOPMENT INVENTORY PROCESS, a cultural competency assessment, and one-on-one coaching with a diversity, equity and inclusion consultant.



4

BUSINESS RESOURCE GROUPS LAUNCHED





Our 2022 Goodwill Community Impact

IN CONVERSATION WITH OUR CHIEF MISSION OFFICER,

Clayton Pryor



What does impact look like in the communities you serve?

Our impact embodies our mission: *Connecting people to work. Preparing people for life.* In 2022, we served 43,353 individuals and started 3,863 jobs. The dignity of work is life-changing. People are able to gain and retain self-sufficiency.

We help employers too. Goodwill is a cost-effective resource, and companies save time and money because we build relationships with businesses to learn about their culture, preferences and needs. And we are available after hiring to assist with training and problem-solving to ensure success.

The community impact is real. Employers are improving the communities where we all live by hiring people with barriers to employment. Wages earned by new employees are often reinvested in the community, contributing to the strength of the economy. So when individuals are empowered through work, families and communities are strengthened, too.

Since becoming chief mission officer in 2021, what are your proudest achievements?

I am most proud of our mission transformation work. We are building on our past and moving into the future, and spending a significant amount of time developing

our mission strategy to align with our corporate strategy. We do this by creating intentional programs and services to support youth engagement, workforce development and community services. Our work is rooted in creating equity throughout our organization and across the diverse communities we serve.

Tell us about the significance of Summit Place, your new office in Wisconsin. (See page 25 for more details.)

The opening of our new space within Summit Place was a major milestone. It is home to many neighboring organizations, which creates opportunities for our program participants to have daily interactions that enhance their social connections and skills. This is what makes operating out of Summit Place special—not only are we connecting with these businesses on an organizational level, but our program participants and team members are integrating into the local community.



Our Community Impact: TalentBridge & Beyond

TalentBridge—our full-service staffing and recruitment agency—is on the forefront of transforming lives and communities through *The Power of Work*. We provide people with opportunities and support to empower themselves through training, development and meaningful employment in the communities where we all live, work and serve. We work one-on-one to help people understand their own potential and navigate to where they want to be in life. This is the start of transforming individuals, families and communities. Since the introduction of TalentBridge in 2009, conversations with employer partners have led to strengthening mission development based on needs for critical workforce challenges and shortages.

In 2022, against a backdrop of ongoing labor market challenges, which included very low unemployment rates, rising wages, and a mismatch between available talent and available jobs, TalentBridge created alternative workforce solutions. We supported job seekers and employers, and forged strategic partnerships and programs, ultimately helping thousands of people find work in the communities we serve, including 13 counties in Wisconsin and 10 counties in Illinois.

Our leaders met weekly to share what was happening in those territories. We established dozens of new customer relationships and expanded existing ones, partnering with the United Way of Greater Milwaukee and Waukesha County, Children's Wisconsin, Ascension Healthcare, and many other companies to provide



GOODWILL IN ACTION

With the support of TalentBridge, Seneca was provided a job with a liveable wage within 24 hours of interviewing. We covered the cost of gas for his first day of work to make sure he could get there, offered access to the Goodwill Cares Community Assistance Program, and connected him to the Racine Financial Empowerment Center and the Employee Life Fund. Seneca maintained more than six months of employment, giving him the ability to move his family to a stable living situation.

training and development to prepare people to work in new fields. Our recruiting efforts prioritized under-resourced populations and created significant wage growth opportunities. We showed up every day with the mindset of making sure people were not only prepared for work, but equipped to grow into full-on careers.

Our expansion into Chicago continued, with the notable launch of several new customers and a more robust recruitment process. The drumbeat of business in southeastern Wisconsin was also steady, with many customers beginning to return to pre-pandemic hiring levels by mid-year. But growth was still constrained by labor shortages and recruiting remained difficult, and the scarcity of talent meant many unfilled opportunities, so we worked overtime to maximize our impact.

As part of our commitment to continued growth, we also started using technology more to our advantage in late 2022 to allow for better search and placement efficiency.





Deepening Impact with Summit Place

Goodwill's mission and TalentBridge teams welcomed employees from Wisconsin and Illinois, along with neighboring organizations, to their new office in the Summit Place building in West Allis, Wisconsin for an open house. President & CEO Jackie Hallberg and Chief Mission Officer Clayton Pryor spoke, and employees and participants of Goodwill programs shared success stories. Visitors toured our office and learned more about the services at Summit Place, including the Clubhouse Day Service program, Community Access, Employment Services and Vocational Support, Supported Employment and TalentBridge. With the opening of our Summit Place location, we have reaffirmed our commitment to deepening our local impact and strengthening our dedication to people on the south side of Milwaukee County and surrounding communities.



GOODWILL IN ACTION

To find a good career fit, Gunther partnered with our Goodwill funded by the Department of Vocational Rehabilitation as well as a job developer through our Temporary Work Experience program. He was hired at Planet Fitness in Milwaukee where his responsibilities included cleaning and sanitizing the gym and providing customer service. Throughout the process, Gunther partnered with a job coach to build relationships and communication skills to ensure that his needs were met. Recently, Gunther was promoted to assistant manager.



GOODWILL IN ACTION

Amaya joined the Goodwill Day Services Clubhouse program in April 2021 with the goals of developing social skills and graduating from high school. We created a plan with her day services case manager and Milwaukee Public Schools Hospice and Home program to support her path to graduation, providing a safe and quiet place to work, technology, and support to complete assignments. Amaya successfully graduated from high school on a traditional education track in May 2022.

Amaya's mother, Angela, believes her daughter was successful because she was able to be in an environment that was safe and secure. "Because of Goodwill's programming, your space and your flexibility, Amaya was able to work with Milwaukee Public Schools' special education department to get the accommodations she needed to graduate on the traditional education track. Because of that you opened up a whole new world for Amaya. She would not have been able to graduate without the persistence of Goodwill staff."

“Goodwill taught me American Sign Language, which helps me communicate with people who are deaf, go places more easily, and feel less isolated. I also enjoy Goodwill's cooking classes!”

AMAYA

Our Partnerships



CLOSING A TALENT GAP

Our Goodwill launched a program called IMPACT with Children's Wisconsin that recruited, trained and supported nine classes of temporary clinic service representatives with the goal of offering permanent positions to those who completed 520 hours of temporary employment. We ran nine cohorts in 2022 and 61 percent of those who completed the program moved into permanent employment, with three accepting lead positions.



TRAINING THE NEXT GENERATION OF CERTIFIED NURSING ASSISTANTS

United for Good, funded in part by the MacKenzie Scott grant in partnership with United Way of Greater Milwaukee & Waukesha County and education partner Herzing University, provides training to certified nursing assistants aligned to Goodwill's work and life skills training. In 2022, we ran six cohorts and 66 percent of students who were eligible earned their CNA license. Our students passed the test on the first attempt in greater numbers (70 percent passed, recently) and we started increasing class sizes from 16 to 24. We also worked with employer partner Milwaukee Public Schools, with plans to add more employer partners in the future.



GOODWILL IN ACTION

LeeAnn participated in our July class for aspiring certified nursing assistants. While waiting to take the certification exam, she began working as a substitute secretary at North Division High School. Not only has LeeAnn now passed the exam and received her CNA license, but she has also been hired by Milwaukee Public School system as a secretary at North Division High School. She plans to work Monday through Friday at the school and part-time in a certified nursing assistant role, too.



**Dr. Howard Fuller
Collegiate Academy**
— Founded in 2004 —

BUILDING THE WORKFORCE OF THE FUTURE

We kicked off a five-year community impact partnership with the Dr. Howard Fuller Collegiate Academy (HFCA), a tuition-free, nonprofit public charter high school open to all students in the City of Milwaukee, by announcing plans to donate our property at 4030 N. 29th Street in Milwaukee to the organization. Together, Goodwill and HFCA are engaging students, their families, and the community in experiences that advance education, employment training, and career pipeline opportunities. The partnership supports Milwaukee's future workforce and will impact the families of HFCA scholars for generations to come. Our team members joined the Academy for their Back-to-School Block Party for the enrolled students on August 24, participating in an Act of Goodwill by handing out backpacks, school supplies and other giveaways, and sharing employment opportunities and job readiness workshops with parents and guardians. Additionally, in September, in partnership with Milwaukee Film, we provided an experience for HFCA students to visit the Oriental Theater in Milwaukee to watch the documentary *When Cade Got Shot* and participate in a talk-back session.



CAREER PREP FOR STUDENTS WITH DISABILITIES

The Englewood Workforce Connection Center in Illinois continued helping high school juniors and seniors with disabilities by offering workshops on job exploration, higher education opportunities (with a focus on college applications, admissions, and completing federal student aid applications) and workplace readiness. This covered everything from how to use public transportation and meal preparation, to money and household management and understanding employer expectations. Our teams were on-site for two days every two weeks.

HEARTLAND ALLIANCE

JOB READINESS FOR IMMIGRANT YOUTH

Goodwill's Workforce Connection Center and Heartland Alliance Unaccompanied Minor Youth program collaborated on a project to help immigrant youth from Nicaragua, Guatemala, Central Mexico, and other South American countries prepare to work in the U.S. as they await host family and foster family placement. We created a special version of our job readiness program in both Spanish and English to help the 14 to 17-year-old Hispanic men learn about IDs, work permits, and other documents required to work in the states, as well as job applications, how to prepare a resume and what to wear and how to use body language during interviews.



Jill Brown (left), regional manager, retail, Maurice Hunter (center), job site instructor and Louis Farmer (right), case manager II

GOODWILL IN ACTION

TAKE ME OUT TO THE BALL GAME

Our Goodwill partnered with the Milwaukee Brewers Major League Baseball team for the full baseball season. On August 17, National Nonprofit Day, we honored three Goodwill employees—one of whom got to throw the first pitch! At the Milwaukee Brewers vs. Chicago Cubs game on August 26, we recognized employees who volunteer with Acts of Goodwill, which supports community nonprofits that help people address barriers to work. And in September, we ran a promotion giving every Club Goodwill REwards member who spent \$20 a pair of tickets to an upcoming Milwaukee Brewers vs. New York Mets game. Across all three games, 2,500 tickets were given away, with 1,000 more tickets given away by the Brewers at one of our store and donation centers.

Our Community Impact: Store and Donation Centers

Our Goodwill is made up of a robust network of store and donation centers, outlets, and an e-commerce platform that are integral to funding our mission. Our efforts have contributed to ending cycles of unemployment and reversing poverty as many families were struggling.

HOW WE'RE DRIVING PROGRESS

We made it a priority to elevate each employee's experience across our retail operations in 2022. To that end, we piloted the Employee Empowerment Network with a population of our retail employees, providing resources and support to enable them to overcome barriers and be successful. We also focused on increasing career development opportunities, providing incentives for great attendance and enhancing training offerings.

On the customer experience side, several efforts led to strong conversion rates in our store and donation centers in 2022. Our strategy built customer engagement, leveraged data to understand our customers and led to designing experiences to increase spend and visit frequency, while promoting cross-channel shopping and donation opportunities.

We also took a deeper customer segmentation approach, focusing on generational segments. This allowed us to entice new customers, especially Millennials and Gen Zers, into our stores. Strategies around driving conversion and enhancing reporting enabled our leaders to ramp up marketing to push additional traffic into high-priority store and donation centers.

OUR AMBITIONS

In 2023, these initiatives are continuing as we look to deepen employee engagement and retention. Our retail arm has lofty goals, including growing our retail footprint with new store and donation centers, deploying a new customer loyalty program that will resonate with all customer segments, and deepening engagement while driving sales and growing our donor base by expanding into new donation opportunities.



GOODWILL IN ACTION

GOODWILLFINDS

Last year was a transformative one for our Goodwill as we partnered with five other Goodwill organizations to establish GoodwillFinds, the first member-led e-commerce platform in the Goodwill network, which positions merchandise and customer experience alongside leaders in the resale space. We were pivotal in developing the platform, which launched in October 2022, supporting efforts through staff time, loaned executives, thought leadership, expertise, and testing software and experiences at every customer touchpoint. We are pleased to report that GoodwillFinds has already opened new avenues to grow revenue, boost our retail customer base, and promote cross-channel shopping in our network.

2022 Wins



3

NEW LOCATIONS DEBUTED ACROSS
WISCONSIN AND ILLINOIS



GoodwillFinds.com

HELPED PILOT THE LAUNCH OF GOODWILL'S
NEW ONLINE SHOPPING PLATFORM



+2%

MAXIMIZED IN-STORE TRAFFIC,
INCREASING SHOPPER CONVERSION
FROM 46.5% TO 48.1%



Modernized

BREAK ROOMS AND ADDED DEDICATED
TRAINING SPACES INTO OUR STORES



134

EMPLOYEES PROMOTED



Updated

SPACE AT OUR RETAIL SUPPORT
CENTER IN RACINE, WISCONSIN
TO HOLD MANAGER MEETINGS



593

EMPLOYEES PARTICIPATED IN THE
GOODWILL WAY GUIDE PROGRAM
TO BECOME MORE SUCCESSFUL
AT WORK AND HOME

At a Glance: Store and Donation Centers in 2022

73

GOODWILL STORE
& DONATION CENTERS

8,419,530

RETAIL SALES
TRANSACTIONS



Jill Brown (right), regional manager, retail, with Chrissy Green, store manager.

GOODWILL IN ACTION

Jill Brown is a regional manager who celebrated her 15th year with Goodwill in 2022. A graduate of our career path program, Jill started out as a store manager, then became an area manager before being promoted to regional manager, a position she's held for the last decade. 2022 was a busy year for Jill: she oversaw the 91st Street store and donation center, which transformed into Goodwill's first Milwaukee outlet location. During this transitional period as the store was being remodeled, Jill made it a priority to ensure that staff remained employed. She also oversaw the start of the Mukwonago, Wisconsin location, working in the community to build relationships and hold job fairs at the city hall to ensure local residents knew about the resources and job opportunities available to them.

Jill is also a member of our leadership Business Resource Group, which she describes as, "a wonderful experience because I understand the importance of making everyone feel welcome and having their voice heard—that's important to me."

"I very much enjoy working at Goodwill," Jill elaborates. "It's rewarding—not only professionally, but personally, too, through the relationships I've built. If I look around the landscape, there are a lot of people who I have hired for different positions who have all been promoted. And those are the real proud mama moments!"

Our Community Impact: Laundry & Linen Services

Since 1974, our commercial laundry operation has offered training, employment and support for people with significant disabilities or disadvantages who seek greater independence. Our operation has grown into one of the largest laundry facilities in Wisconsin, processing more than nine million pounds of laundry every year for healthcare and military facilities throughout southeastern Wisconsin and northern Illinois. We partner with the AbilityOne® Program, the largest employer of people who are blind or have other significant disabilities in the U.S. For many people, employment at Goodwill is the first step toward learning crucial on-the-job skills.

**9,090,342 pounds
of laundry and linen
processed, a 19.5%
increase from 2021**



Our Community Impact: Goodwill Great Lakes

Our Goodwill Great Lakes operation provides food service, administrative and logistic services to Sailors and Recruits at the Navy's only bootcamp, Naval Station Great Lakes, in Great Lakes, Illinois.

Every year, Goodwill Great Lakes hosts the Commander Navy Installations Command (CNIC) culinary arts competition. 2022 was the eleventh year of the CNIC competition and the seventh year that Naval Station Great Lakes hosted the event. Seven teams consisting of three members from Navy Galleys across the U.S. and overseas participated. The Goodwill Great Lakes team is the only civilian team that competed. Before the competition, all of the teams took part in a three-day workshop that included team-building exercises, mock competitions, and a variety of demos on topics like basic knife cuts, plate presentations, nutrition lectures and more.

Goodwill Great Lakes competitor Cynthia noted, "I learned a lot of skills that I can take with me into the future. This is a great experience for anyone who is passionate about becoming a chef!"







Sustainability at Our Goodwill

Pioneering Sustainability

Our Goodwill was founded on sustainable principles more than 100 years ago and operates with a triple bottom line of people, planet and prosperity to this day. By donating to Goodwill, people are not only extending the life of household items and keeping them out of landfills, they are also helping create jobs, strengthen families and reduce our collective impact on the planet.

OUR AMBITIONS

In 2023, we are continuing to expand our outlet footprint into Illinois. We are also continuing our efforts to reduce paper usage, with plans to go paperless for our customer loyalty program. Our physical cards will be replaced with a virtual sign-up and portal process.



156,333,528

**POUNDS OF MATERIALS KEPT OUT OF LANDFILLS
THROUGH OUR STORE AND DONATION CENTERS**

“Our retail operations are wide-reaching, allowing us to support both job seekers and employers in our communities. These stakeholders put an emphasis on sustainability, which we are continuing to prioritize as we look to maximize the value of every donation to ensure a healthy planet and thriving communities. As a leading thrift retailer, I’m eager to exceed expectations around sustainability with exceptional experiences for shoppers and donors alike.”



SKIP DEXTER
Chief Retail Officer



GOODWILL IN ACTION

HOW WE'RE DRIVING PROGRESS

Throughout 2022, we made efforts to keep items out of landfills by expanding selling channels for donations, including the addition of secondary markets categories and vendor partnerships, new product rotations in store and donation centers and outlets, and maximized product assortments and fixture layouts in our locations. We also converted a store and donation center into an outlet, providing another selling channel while building a new customer base in Milwaukee.

Our operations also evolved to promote sustainability efforts in our store and donation centers. We eliminated the use of plastic shopping bags and began selling eco-friendly reusable shopping bags. We also expanded our use of digital promotional and messaging communications, allowing us to reach more customers while reducing paper usage.





Organizing to Win



50%
OFF ALL
ORANGE
PRICE TAGS

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Fitting Room

Organizing To Win

As our Goodwill grows, we increase our capacity to serve more communities and have a bigger impact. Last year our revenue totaled \$336,000,000, up from \$323,298,000 in 2021.

As part of our 10-year strategic plan, we are focused on achieving growth targets across our organization. An example of this is our aim to grow revenue across brick-and-mortar and e-commerce channels by expanding our footprint, primarily in greater Chicago, by opening two to three more store and donation centers annually.

IN CONVERSATION WITH OUR CHIEF FINANCIAL OFFICER,

Jeff Docalavich



What are Goodwill's leading drivers of growth?

Our first driver of revenue is the resale retail market, which encompasses our two main channels: brick-and-mortar store and donation centers and e-commerce. We have found broad consumer demand for brick-and mortar locations, which grew significantly in 2022 as shoppers and donors were inspired to make return visits for our unique inventory. We've created a great ability to grow revenue through our e-commerce operations, which have seen the largest growth overall, thanks to growing awareness of our online presence.

Federal contracts, which we have in place through our operations and our home-delivered meal program, are another driver of growth. These contracts spur revenue and support our community by creating jobs.

Growth across Illinois has created opportunities to service the market, which has in turn created jobs in the communities we serve. When there's a market opportunity for business, there's also a job opportunity that's created.

How do monetary donations support Goodwill's work?

Monetary donations help us push our mission forward by expanding into new communities and broadening our ability to make an impact. They allow us to expand our program offerings more quickly throughout our territory and allow us to engage more deeply with the services we already offer.

What are you most excited about in 2023?

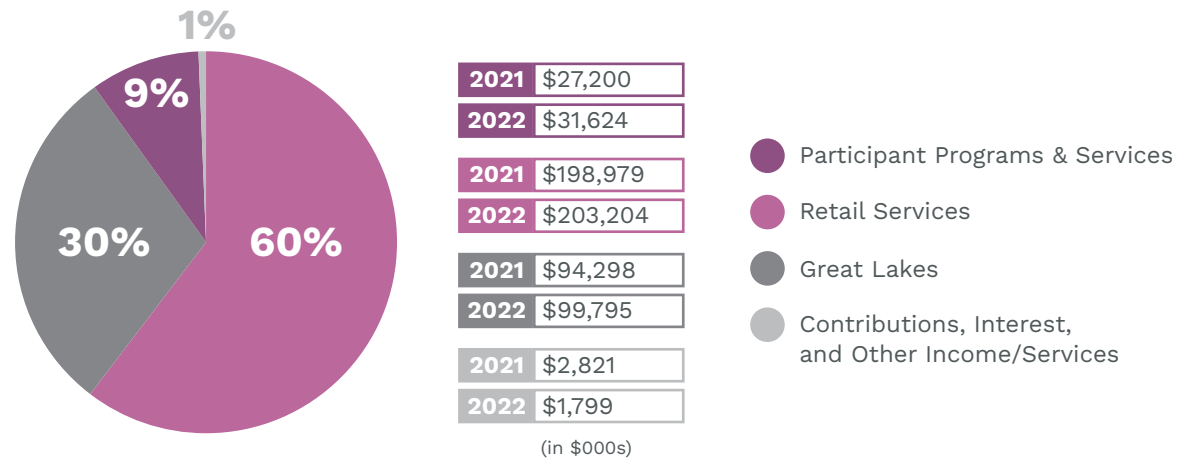
I'm looking forward to continued success in areas like retail and TalentBridge. And I'm incredibly excited about the growth within our mission services, with a focus on supporting youth and having more opportunities to serve more people, especially as we grow our presence in Illinois.

We're also continually working to improve our store and donation centers so that our customers and donors can enjoy an exceptional shopping and donating experience when they visit us.



Financials

SOURCES OF REVENUE AND SUPPORT

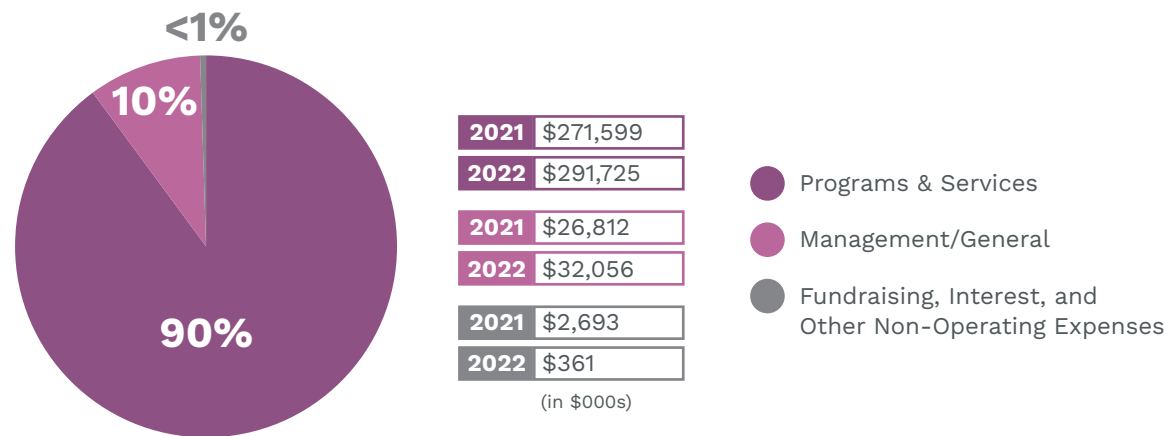


REVENUE AND SUPPORT

(in \$000s)

2018	\$302,510
2019	\$305,544
2020	\$266,315
2021	\$323,298
2022	\$336,421

ALLOCATION OF EXPENSES



Our Contributors

\$100,000+

Bernice Laita Estate

\$50,000-\$99,999

BMO Harris Bank

\$20,000-\$49,999

Mr. Hall Adams, Jr.

A.G. Cox Charity Trust

Anonymous

Greater Milwaukee Foundation's
JayKay Foundation Fund

Mary L. Medlock Trust Fund

\$10,000-\$19,999

Adreani Foundation

Anonymous

A.O. Smith Foundation, Inc.

Jim and Lisa Borris

Greater Milwaukee Foundation
Ted and Arleen Koenigs
Designated Fund

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James O. Wright Fund

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Paul and Joan Rubschlager
Foundation

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The Silseth Family Charitable Fund

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U.S. Bank Foundation

Wispact Foundation

Zilber Ltd.

\$5,000-\$9,999

Anonymous

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\$2,500-\$4,999

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\$1,000-\$2,499

1335 Foundation

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