

Racial Discrimination, Repression and Retaliation at New Era Cap: One Company's Crusade to Deny Employees Their Right to Choose Union Representation.

January 28, 2008

I. Company and Employee Information

New Era Cap, founded in 1920 and based in Buffalo, New York, has been privately owned by the Koch family for four generations. They make more than 30 million caps a year and they are one of the leading licensed headwear companies in the world. New Era is the exclusive manufacturer of official Major League Baseball caps. They also produce caps for many major collegiate athletic programs. Their estimated annual revenues are between \$250-300 million and they seek to double their revenues by 2010. In addition to the New Era Cap retail stores in Buffalo, New York City, Toronto, London and Atlanta, New Era Caps are sold at major retail stores, including Foot Locker, Modell's, Hatworld/Lids, university bookstores, and at Major League Baseball stadiums throughout the United States.

The company sources the lion's share of its products abroad in manufacturing facilities located in China, India and Vietnam. The company owns and operates one union plant in Buffalo where workers are represented by the Communication Workers of America. It has two nonunion plants in Alabama, one in Jackson and one in Demopolis with a combined estimated total of 700 workers. Its Mobile facility, with about 120 workers, recently was organized by the Teamsters Union. Workers at the Jackson and Demopolis plants have expressed interest in joining the Teamsters and are now facing the same corporate, anti-union tactics confronting the Mobile workers.

Wage data provided to us by New Era for its Mobile facility for 95 employees showed an average wage of \$9.68 with 64 percent making less than the average. The majority of workers are paid between \$8-\$10 an hour, producing an annual income in the range of \$17,000-\$21,000 per year. The Economic Policy Institute's estimate for the cost of living for a one-parent, two-child family in Mobile is \$39,048.

According to 2006 U.S. Census data, the median family income for Mobile is \$45,217 (compared with \$49,207 for Alabama and \$58,526 for the U.S.). In the August 2007 National Compensation Survey for Mobile, published by the U.S. Department of Labor, production, transportation and material-moving workers are paid an average of \$14.66 per hour, compared with New Era workers, who make an average of \$9.68 per hour.

Approximately 75 percent of Mobile workers are enrolled in the company's Blue Cross /Blue Shield PPO healthcare plan. Employee contributions in 2007 range from \$432/year for the most basic single coverage to \$3,948/year for family coverage. Dental insurance ranges from \$18/month (single) to \$42/month (family).

The company also offers a 401(k) plan for employees after 1 year of service and/or 21 years of age. There is a company match of 50 percent for each dollar contributed up to 8 percent of employee earnings. Approximately 45 percent of employees are enrolled in the 401(k) plan.

Though we do not have official wage data from the Jackson facility, we were told by workers in Jackson that they are paid on a piece rate system and that the minimum hourly wage is \$6/hour, just 15 cents over the legal minimum wage.

II. Request for NAACP Assistance

In September of 2007, the NAACP was asked by New Era workers and Teamster representatives to investigate allegations of racial discrimination and labor violations at New Era Cap's distribution center in Mobile, Alabama.

Since then, we have met and talked with company executives (including CEO Chris Koch) as well as New Era workers and Teamsters representatives. These meetings have taken place in Washington DC and Mobile, Alabama from September to December 2007. We have been provided with extensive background materials and affidavits from both the company and the workers. This includes information regarding worker terminations, wage discrimination, discrimination in promotions and corporate anti-union activity.

This report is based on these materials, interviews and meetings conducted by Julian Bond, Chairman of the Board of the NAACP and Hilary Shelton, Director of the Washington DC Bureau of The NAACP.

III. Mary: An Introduction

The woman had to lift her voice to be heard. She was in her living room in Mobile, Alabama, the Deep South, sitting near the space heater occupying the fireplace, talking about working at New Era Cap, but the train rolling by just outside her front door made it difficult to hear. The Christmas tree in the living room was next to a well-worn bunk bed—both bunks are occupied each night by two of her three children. Framed photos of family occupied every wall.

This African-American woman, who we will call Mary as she didn't want her name to be used for fear of retaliation from her employer, has worked at New Era's Mobile facility since 2006. Her story is eerily similar to many others who work there. The majority of workers at that location are also African-American women.

Mary was hired-on permanently only after initially being employed there through a temp agency, which gave her no health insurance or other benefits. She doesn't make much money. She gets no respect from her bosses. She faces discrimination from the plant's white managers. When she joined with her fellow workers to bring in the Teamsters Union, she faced intimidation from management and was forced to sit through company propaganda films and meetings about how bad the union is. Even more intimidating, she had to watch as numerous worker leaders were terminated and escorted out of the facility by security guards.

Many of her statements were echoed later that evening at a meeting with about 35 current and former New Era employees from the Mobile facility. Issues described by the workers include racial discrimination, lack of transparency in hiring, firing and promotions, nepotism, poverty wages, unfair work rules and countless other problems. Across the board, these workers said retribution from management has only worsened these issues since they started organizing a union to protect themselves.

Mary is a packer, a common job at the distribution center. "I pack hats in a box, write on the box where it goes and put it on a shipping line." Each shift, she packs thousands and thousands of caps. Other job descriptions there include "pickers," who gather the various hats from all over the warehouse and bring them to the packers and the forklift drivers.

Mary works the night shift, from 4 p.m. to 12:30 a.m., even though she has three children. With her job and a family to take care of, she still uses her valuable personal time to work with the Teamsters Union to attempt to make things better for her and her co-workers. Management has always been tough at work, but it has only grown worse in the last year. Workers faced an intense anti-union campaign by the company, which included firing dozens of workers in an apparent attempt to dilute the unity of the pro-union workers.

"Supervisors and plant managers, they don't care. You just don't stand a chance alone," Mary said.

Through all of it, though, this woman and many of her co-workers still take pride in New Era. It is, after all, one of the most popular and recognizable cap brands in the world. It is the exclusive manufacturer of official Major League Baseball caps and more recently a staple of Hip Hop and fashion caps marketed to the black urban community. By organizing into a union, these workers have made the choice to stand up for fairness and respect on the job. They want to help New Era grow and they want to grow along with it. They want good jobs that provide them with the ability to afford decent food, housing, healthcare, and education for their children.

IV. Charges of Racial Discrimination

On Sunday, December 16, the NAACP met with New Era workers at the Teamsters Local 991 union hall in Mobile, Alabama. Even though it was a Sunday evening, about 35 passionate workers came out. There were five African-American men in attendance and one white woman. The rest were African-American women. About 12 of the people in attendance had been terminated by New Era during the course of the organizing campaign; others had been laid off when New Era announced before Thanksgiving that they would lay off 35 workers during the slow holiday season. Many of the workers at the meeting had been hired on permanently at New Era only after working there first through temp agencies from periods ranging from two to seven months.

We also received personnel and wage data from New Era Cap and an analysis of that data from a consultant hired by New Era.

After our many discussions with workers and managers and review of the data, our analysis is that there exists a pattern of discrimination with regard to pay-rate at New Era. Specifically black employees are paid significantly less than their white counterparts, and females are paid less than their male counterparts, and this difference is not related to time on the job or whether or not employees in question hold a lead position. A pattern of discrimination also exists with regard to who gets promoted to lead positions with whites being more than four times as likely as blacks to attain this position.

Among non-management shop-floor workers white males are paid 21% more than black females (who constitute the majority of workers at New Era's Mobile facility.) This conclusion is not reached by comparing higher paid white, male managers with African American, female shop floor workers. This differential exists between black and white workers of similar skill and experience. It is also clear that seniority cannot explain the large differences in pay between white workers and black workers who otherwise share very similar characteristics as employees. We could not find uniform, objective, fair criteria for assigning pay and position.

The imbalance in income is even greater when taking into account management as well as shop-floor workers. African-Americans constitute 76.77% of permanent shop-floor workers, but only 37.5% of lead workers and only 4.54% of management and supervisory positions. The results would be even more skewed if we included the dozens of "temporary" workers (a vast majority of whom are black) from the temp agencies.

The workers may be correct that these outcomes are the result of overt, conscious racial discrimination in hiring and promotion. Surely there is plenty of anecdotal evidence that this may be true; whites with less skill promoted over Black workers, Black workers discouraged from applying for higher positions, etc. Yet, there may be other explanations for these inequalities as well.

Without clear, transparent hiring and promotion criteria, it is likely, as many workers allege that local management simply tends to hire and promote friends and relatives.

Without a corporate policy encouraging diverse hiring for high paying jobs, the lack of in-house promotion is compounded by the lack of outreach to qualified African-Americans from outside the facility (we know, for instance, that some white managers were transferred from as far away as New York.)

In the end, it doesn't matter what causes the racial imbalance and discriminatory outcomes. What matters is the corporate response. When faced with similar circumstances, some corporations stonewall, obfuscate, and entrench; others institute programs and management training to correct the imbalance.

We are including a sampling of the workers comments. Clearly management has a long way to go to make their employees feel that New Era Cap is an equal opportunity employer with fair and transparent hiring and promotion practices and a proper grievance procedure to respond to those who believe they have been unfairly treated. Without a doubt, this is a key reason the workers are insisting on union representation and a binding union contract.

Workers at New Era had no shortage of stories about discrimination. Here are just a few things they said on this topic:

- “If you do a job well, you should be able to advance. If you’re black and work at New Era, you can’t.”
- “I had certification in health and safety and was qualified for the health and safety coordinator position. Despite this, New Era hired a white male from outside the company without qualifications for the job.”
- “I knew I wasn’t going to get the job because [a white person] applied,” said another African-American woman who was passed over for a promotion in favor of a white woman who had been working there for the same length of time.. “Getting that job would have made a big difference in my paycheck.”
- “They [management] know before they post a job who is going to get it. That’s why I wanted the union, so they wouldn’t discriminate any more,” said another African-American woman.
- “I’ve been there with New Era for seven years, since the beginning, and I’ve applied to be the supervisor in my department. But instead of promoting me, I was actually made to train the white guy they brought in to do the job.”
- “In some cases, the plant manager brought in some nieces, and relatives and cousins and put them in positions where they were over us and we had been there years. We’d been there 5-6 years, they would come in making more pay than we were making. Then they had to ask us what to do.”

- One African-American woman said that, in the personnel department, white people replace white people in the same jobs and it has been that way since New Era opened the plant there seven years ago.
- “The plant manager would often come out, stop and talk to the white women but would never stop and talk to the black women.”

V. The Point System

One of the biggest issues among the New Era workers is the “point system.” In this system, management allots points to workers who miss work, are late for work, get sick and have to leave early and for a variety of other reasons. Once a worker has seven points, he or she is terminated. There is a way to “work off” the points. If you don’t get a point for a month, a point is erased. But you can’t work off more than one point in a month. For example, if you get a point a day for three consecutive days, it will take 90 days of point-free working to have them all erased.

According to management, the point system is an accounting system, a way of keeping track of attendance. However, points are used to discipline workers. So according to the system, missing work on account of a medical emergency is the same as skipping work for the day.

The Teamsters union reports that many companies have absentee policies with various forms of point systems. Having a system that is reasonable and is applied fairly is not in itself a problem. The biggest complaint workers at the Mobile facility expressed about the point system is that favoritism and the use of the point system by management to punish certain workers plays a part in who gets points and who doesn’t.

Here are a few comments from New Era workers about the point system:

- “The point system is crazy. If you have to go to the emergency room, they point you.”
- “Points aren’t just about leave. You’re being chastised.”
- “Some people aren’t “pointed” while others are for the same thing.”
- “You don’t get your points in writing. They contact you after you’ve accrued 3.5 points and they show you the dates you got them, but not what they are for.”
- “One day I left work because my house was burning down. I came in and showed them a letter from the fire department. They pointed me.”

Management at New Era didn’t see it the same way. They told us “it’s essentially an accounting system.” They have to monitor attendance and this is a “reasonable” system.

The points are also graded on severity, management said. Sometimes quarter-points or half-points are given.

Management also said that “if the Family and Medical Leave Act (FMLA) applies to the absence, or if a worker has to be absent for a court date or anything relating to the military reserves, no points are given.”

“Consecutive absences are counted as one point, but you have to bring a doctor’s note saying they’re not going to be there for consecutive days. But if there’s no note, you get a point for every day,” the Mobile human resources manager said. If a family member, such as a sick child, has to be taken care of for more than one day, nobody in the management meeting could tell me how many points would accrue, including the VP of Global Human Resources for New Era.

There seemed to be confusion about the point system among both management and workers. The point system is an issue that the Teamsters Union is currently attempting to address in contract negotiations

VI. Respect and Fair Treatment

Racial Discrimination is inextricably linked to respect, and workers at the Mobile plant say a lack of respect is something they face on a daily basis and not just from management in Mobile but from the home office in Buffalo as well. Over and over, workers spoke of disrespect shown by the company’s Vice President of Global Human Resources; the Mobile plant manager; and the head of Human Resources in Mobile. Clearly, with white supervisors and a predominantly African-American workforce, the occurrence of racially disparate treatment of workers became more of an issue.

Former and present New Era workers in Mobile said:

- “My supervisor talks to us like we’re two years old. She talks to us like we’re stupid and whatever she says goes. They show no respect to us, and if you don’t kiss up to them, watch out.”
- “They don’t respect experience, skill or service.”
- “Sometimes you get disciplined for things that are totally out of your control.”
- “Supervisors found out I was assisting another employee [because the employee was making mistakes]. They told me I couldn’t do that or I would be disciplined.”
- “I was pregnant at the time and feeling extremely tired. I asked my supervisor if I could sit down and he said, “If you go into labor we can just get someone to bring a bucket of water and some towels.”

- “A lot of them [management] have ties to each other, or they are just friends and they just abuse the powers they got.”

Workers also told stories about safety violations, like the time they said an African-American worker got a needle from one of the embroidery machines stuck in her finger. She went to the Health and Safety coordinator, and was told to drive herself to the hospital. When we brought this and other stories up to management on the day of our meeting, the VP of Global Human Resources told us, “I find those examples hard to believe.”

VII. Right to Choose

The workers, with the assistance of the Teamster union in Mobile are currently negotiating their first union contract, but getting to this point did not come easily and unless management commits itself to recognizing their employees’ right to choose their own representative in an atmosphere free of fear, intimidation and discrimination, the outcome of this process is still uncertain. The workers have faced intimidation and harassment from management every step of the way. Jim Gookins, Secretary-Treasurer of Teamsters Local 991, promised us the union is not going to stop until they get justice for these workers and they will do everything in their power to get it for them.

Even after the Teamsters won the organizing drive, the company continued to retaliate against the workers for their union activity. After workers voted the union in, management retaliated against the workers by changing work rules in ways that make the day more unpleasant.

Shortly before Thanksgiving, New Era laid off 35 workers from the Mobile distribution center. Workers report that though the month of December has always been a slow season, and that they have always had a temporary layoff during Christmas week, there has never before been a layoff like this.

Union leaders said that the recent layoffs came at a time when the press and the Mobile community are increasingly raising concerns about the mistreatment of New Era’s workers in Mobile.

“New Era tells the public that they’re family-owned and operated and thus treat employees very well. Holiday layoffs and other scare tactics sure don’t add up to treating workers like family,” said one former Mobile plant worker who was terminated during the union organizing campaign. “How do you as a parent explain to your child that there will be no turkey for Thanksgiving dinner? How do you tell your kids that Christmas is cancelled, because you no longer have a job?”

Workers at the Mobile facility report that New Era launched a campaign of systematic worker intimidation as soon as the workers indicated support for a union election. The campaign included mandatory meetings where they had to watch anti-union films and videos. The National Labor Relations Board is now investigating charges that the

company illegally interrogated, intimidated and terminated workers during the union election campaign. Twenty four workers at the Mobile facility, including many union activists, were terminated.

At various meetings in Mobile, past and current employees of New Era said the following things about what company management did during the union's organizing drive:

- “New Era told us in a meeting that [if we voted in the union], jobs would be lost.”
- “They showed an anti-union video that said that all the union wants is your money.”
- “They started having mandatory anti-union meetings and telling people you won't be able to get this, and you won't be able to get that, and you'll lose your food stamps. If New Era was paying us enough we wouldn't need food stamps.”
- “They were talking about the CWA union in their New York factory. In one film, they showed the union in New York had a strike. The workers in New York had a similar list of contract issues [to what we are asking for in our current contract negotiations]. Management said ‘And you better believe we're going to do our homework for negotiations and it's not a friendly deal at the table.’”
- “The anti-union flyers never stopped. The anti-union meetings never stopped. The day of the election I pull up to the building and there is this gigantic banner on the side of the building that says ‘VOTE NO’.”
- “When Keishaun [worker leader on our union committee] was fired, it was definitely a big blow to our cause because people started thinking if they can get him, they can get me.”
- “The bosses definitely started paying attention to who was supporting the union. They were interrogating us one by one on the night shift about who was for the union.”
- “We used to be able to sit down at work. We can't now. That changed after we voted to choose union representation.”
- “They're giving our work to the non-union plants since we voted the union in. We used to be overwhelmed with work.”

VIII. Management Meeting

On Monday, December 17, we met with five members of the New Era management team including the Plant Operations Manager, Human Resources Manager, and Director of Global Quality (based in Mobile) and present through a video conference call from

Buffalo were the Vice President of Global Human Resources, and the Vice President of Global Operations.

We spoke about the point system, job postings, the management at the Mobile facility, their utilization of temp agencies and other issues.

Here are some of the things managers said during our meeting, followed by what workers said on the same topic:

“Generally, every position that becomes available is posted in the facility. Some entry-level positions are not posted because generally people want to move up. We post the jobs at bulletin boards in four places [by the time clocks and in the break room]. We put anything of importance on the bulletin boards. We let them know in orientation where stuff is posted and checking the locations is up to them. Pretty much every bulletin board has every posting,” the Mobile Human Resources manager said.

Workers asserted that not every job is posted, including some of the more highly coveted positions.

All three Mobile managers in the meeting said they never decide who is going to get the job before they post it and that they never ask anyone to apply for the positions.

This stands in stark contrast to what the workers said, which is that managers decide who is going to get the positions before they post the jobs. Workers also said managers urge their white friends and family to apply for jobs, knowing the jobs will go to the white person they urge to apply. Most damning was the worker’s contention that African American workers were discouraged from applying for jobs that are posted with high education requirements, only to find that white friends of management are eventually awarded the jobs even without meeting those requirements.

About the recent round of layoffs, New Era’s VP of Global Human Resources said they had to let the workers go because it was simply a seasonal slowdown.

The workers believe it was retaliation for them voting in the union. They contend New Era has not laid off workers during slow times in previous years.

On their use of temporary workers, management at New Era could not answer the question of whether the temp agencies provide health insurance or other benefits. “I’m not 100 percent sure on that,” the Mobile Human Resources manager said. “They’re not our employees. They’re contract employees,” the VP of Global Human Resources said, as if that cleared New Era of any responsibility for the well being of “contract” employees working at their facilities.

The workers we spoke to who started out with a temp agency were quite clear, they did not have health insurance or any other benefits while working month after month at New Era as temps.

IX. Workers' Rights Perspective

Teamster leaders say the company's actions are part of a pattern of ongoing violations of worker rights. They cited the 11-month strike in 2001 by workers at New Era's New York manufacturing facility, represented by the Communications Workers of America.

The Workers Rights Consortium (WRC), a Washington, D.C.-based nonprofit organization created by college and university administrations, students and labor rights experts, investigated New Era's conduct during that labor dispute.

In a 2001 report of their findings, the WRC documented anti-worker behavior by New Era in New York designed to punish the pro-union workers, including cutting wages, laying off workers and moving production to its Alabama facilities. The report documents an instance in March of 1998 in which New Era managers called workers and union representatives into a room for disciplinary action. "One male manager menaced the female workers by lunging across the conference table, pounding his fists, pacing in front of the workers with his fists clenched and screaming obscenities at the [mostly female] workers."

In the spring of 1998, the National Labor Relations Board found that New Era engaged in a coercive campaign motivated by "intense" anti-union animus against the efforts at its Buffalo facility to join the Derby workers in affiliating with the CWA. "It took 11 months on the picket line before the company would agree to a union contract at their flagship plant in New York," said Teamsters Human Rights Commission director, Cheryl Johnson. "How much suffering will they inflict on their African American workers in Alabama?"

Over the past several months, Teamsters, students, religious, and community organizations have come together to support the Mobile New Era workers. On November 3, Teamsters held protests at New Era's flagship stores in five cities. On November 16, the workers and representatives from local churches and the local NAACP held a prayer vigil in front of the Mobile plant.

On December 12, members of the Teamsters Human Rights Commission and United Students Against Sweatshops leafleted a Foot Locker in Buffalo to kick off an international campaign for solidarity to demand that New Era Cap end discrimination and worker intimidation at its Mobile facility.

Teamsters were joined by civil rights, student, and religious groups as they continued leafleting the following weekend at Foot Lockers in 36 cities nationwide including New York, Detroit and Los Angeles. Leafleting at stores that carry New Era brands also took place in Hong Kong, London, Paris and Vancouver

X. Conclusion- The Right to Choose A Better Life

What the hardworking men and women at the Mobile New Era facility want is not unreasonable. They want to be treated fairly. They want an end to management's racially biased hiring and promotion practices. They want respect and sustainable wages in return for a hard days work. For these reasons, they chose to exercise their rights to organize and collectively bargain--only to be met with an anti-union campaign that included more discrimination, intimidation, and terminations.

Mary, the African-American worker whose house we visited, told us she wants a better life for herself and her family and she wants to see her coworkers who were fired and laid off come back to work. That sentiment was echoed by many of the New Era workers we spoke with. We think that is reasonable. And in a democratic nation such as ours, the right for workers to choose union representation free of intimidation is a fundamental civil and human right.

New Era employees in Jackson and Demopolis, Alabama are just starting a process of seeking union representation and none of the workers at the Mobile facility wants these workers to have to endure what they are going through. New Era has already started waging a similar anti-union effort in Jackson that has included mandatory anti-union meetings, letters and films. "They call us in here and say the union is not going to benefit us, that the union will take our money. But if we're the ones paying for it, why are they so upset? It should be our choice," a worker at the Jackson New Era plant told us.

Undoubtedly, both local managers in Alabama, and those at New Era Cap's New York headquarters sincerely believe that they are looking out for the best interests of their workers. As we know from a long history of racial discrimination in America, paternal benevolence does not make up for systemic discrimination and intimidation.

The virtual absence of African Americans in management positions at New Era Cap's overwhelmingly African American work facility in Alabama is highly suspect. A confusing hiring and promotion system that allows New Era Cap to post jobs with one set of requirements and hire with another, is just plain wrong.

New Era Cap's ongoing, systematic retaliation against workers who seek union representation is morally and legally reprehensible. New Era is now touting their mature relationship with their unionized workforce in Buffalo, New York. Surely Management should learn from that experience and not repeat the prolonged period of pain and suffering inflicted on their New York workers before reconciling with their Alabama workers.

All in all, the total number of New Era's American production and distribution workers is a small percentage of the global workforce producing New Era caps. However, New Era has expressed that their American production is important to them and gives them pride. Surely, then, the owners of New Era Cap can make a commitment to treat their American workers with dignity, respect and fairness.

XI. Recommendations

New Era Cap is a fundamentally sound company, with the potential for being as highly regarded for its labor relations as it is for its fashion. But there is a long way to go. First it must shed practices that, intentionally or unintentionally, discriminate against non-white and female workers, whether employees or contract workers. Secondly, it must demonstrate that as much as management believes it knows best, it respects the rights of its employees to choose a collective bargaining representative in an atmosphere free of intimidation and retaliation.

Trust must be built between New Era Cap workers in Alabama and the company in order to have a well functioning, efficient and socially responsible company. We are confident that the Teamsters and New Era Cap can develop a healthy relationship just as New Era Cap was able to in Buffalo, New York with the Communication Workers of America. In order to accomplish this, the NAACP makes the following recommendations:

1. New Era Cap should quickly resolve outstanding issues with their workers' chosen collective bargaining agent at the Mobile facility, the International Brotherhood of Teamsters. This is a professional union with over 30,000 contracts nationwide and over 105 years of experience. New Era Cap should expedite negotiations with the Teamsters and avoid forcing a strike as they did in New York before agreeing to a first contract with the CWA.
2. New Era Cap should offer to rehire all workers terminated during the union organizing campaign and contract negotiations.
3. New Era Cap should adopt and follow policies that provide a clear and transparent hiring and bidding process for promotions. The attendance point system should be clarified and reformed. The company should develop a plan to ensure a diverse management team much more consistent with its workers and the communities around their facilities. New Era Cap should produce an annual audit that documents their progress in creating a system free of all forms of discrimination.
4. New Era Cap should announce its neutrality with regards to union representation and cease all anti-union efforts in Jackson and Demopolis. There can be no excuse for repeating programs similar to those used by management in their Buffalo and Mobile facilities to intimidate their employees at other facilities from freely choosing union representation.

Major League Baseball has taken significant steps to institute a comprehensive program to address historic patterns of racial discrimination in America's favorite pastime. As Major League Baseball's official cap company, New Era should move quickly and decisively to eliminate discrimination in hiring, promotions and their employees rights to choose union representation.