



# LEADERSHIP AND ACTION

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JPMorganChase Delivers a Powerful Combination

JANUARY 2026

## At a Glance

JPMorganChase (JPMC) creates economic opportunities for individuals with criminal records through industry-leading, comprehensive second chance employment practices. By removing barriers to employment and advocating for public policy changes, JPMC supports individuals, strengthens communities and contributes to the broader economy.

### Key achievements include:

- **Increased Hiring:** About 10% of JPMC new hires annually in the United States have a criminal record, totaling over 21,000 individuals over the last six years whose history had no bearing on the requirements of the job they were seeking.
- **Building the Business Case:** Co-founded the Second Chance Business Coalition (SCBC), which includes more than 50 major employers committed to advancing best practices in second chance employment. JPMC Chairman and CEO Jamie Dimon co-chairs the SCBC.
- **Advocacy and Policy Support:** Advances common sense public policy reforms, including the Fair Hiring in Banking Act and "Clean Slate" record-clearing legislation at the state and federal levels for eligible offenses.
- **Community Impact:** Hosts legal pro bono expungement clinics, collaborates with local nonprofits and invests in programs that support people with a criminal record.
- **Culture and Narrative Change:** Commissioned "[The Waiting Workforce](#)" art installation and an award-winning film featuring the voices of people with criminal records to raise awareness of the economic impact of record-related barriers.

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## Committing to Second Chances From the Top Down

JPMC Chairman and CEO Jamie Dimon recognizes second chance employment as a smart workforce strategy with great potential to positively impact the U.S. economy. People with a criminal record often face employment challenges and find themselves unemployed or underpaid, which costs the United States between [\\$78 and \\$87 billion](#) in productivity every year, according to the Center for Economic and Policy Research.



**I'm doing this because I've seen firsthand the merits of this work and the dignity a good job can provide. ... [A]n inclusive economy – in which there is equal access to opportunity – is a stronger, more resilient economy. That's something we should all get behind."**

— Jamie Dimon, Chairman and CEO, JPMorganChase

A pivotal moment came in 2017 when Dimon met with individuals with a criminal record who were participating in a mechanic training program led by the North Lawndale Employment Network (NLEN) in Chicago, Illinois. This meeting highlighted the significant barriers these individuals faced in securing quality employment opportunities. A conversation with criminal justice reform advocate Bryan Stevenson a year later further deepened company executives' commitment to second chance employment and motivated the company to move into action.

In 2018, JPMC made a decisive move by "banning the box" — removing questions about criminal records on its job applications — and focusing on individualized background assessments after a conditional offer of employment was made. The company steered more than \$7 million toward organizations that provide job- and life-skills training for people with a criminal record. JPMC also launched its [PolicyCenter](#) to help advance federal and state reforms.

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**[Ban the Box] is important so that [individuals with criminal records] get a fair shot — so that their skills and their talents speak for them.”**

— Michelle Kuranty, Executive Director, Talent Acquisition Product Director, JPMorganChase

This multi-layered approach to examining policies and practices generated quick results. In 2020 alone, the company hired approximately 2,100 people with criminal records. Since then, the company has sustained this momentum, exemplified by its roughly 10% annual rate of new hires with a criminal record.

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**Over the last six years, we've hired more than 21,000 people with criminal records whose history had no bearing on the requirements of the job they were seeking. Let me be clear: we've made these changes to our hiring practices because recruiting the best talent is critical to our company's success.”**

— Tim Berry, Global Head of Corporate Responsibility and Chairman of the Mid-Atlantic Region, JPMorganChase

## Partnering With Community Organizations and Businesses

A cornerstone of JPMC's commitment to second chances is collaboration with community organizations and businesses, leveraging public-private partnerships to drive impact.

For example, JPMC has partnered with local nonprofits to create job training and mentorship programs tailored to people with a criminal record. The company's early programs were focused on Chicago, where JPMC has a significant presence as a business and employer. The collaboration with the NLEN, which provides technical and life-skills training to formerly incarcerated individuals, has been particularly impactful and has led JPMC to invest over \$1.4 million in similar initiatives.

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**The most important thing has been to approach our community members with an open mind, embodying a willingness to pivot when you hear valuable feedback. Those instances are where the true ‘aha’ moments exist.”**

— Jared Evans, Community Manager, Stony Island Chicago Chase Branch

JPMC also hosts expungement clinics, launched in partnership with local legal aid organizations, to provide free legal services to help individuals clear eligible criminal records. JPMC attorneys volunteer their time to help participants understand their eligibility for expungement, navigate the legal process and compile necessary documentation. A successful pilot clinic in Chicago in 2022 has led to the expansion of these services in other cities, including Columbus, Ohio; Wilmington, Delaware; and Philadelphia, Pennsylvania.

To scale these efforts, JPMC partnered with the law firm Blank Rome LLP to develop the [Record Clearance Clinic Playbook](#), which was released in April 2025 during Second Chance Month.

The playbook offers a step-by-step guide for organizations interested in hosting or conducting pro bono clinics, drawing from JPMC's on-the-ground experience across several communities.

JPMC's commitment to second chances extends beyond community investment. Through its leadership of the SCBC, JPMC has influenced broader industry practices by regularly sharing insights and encouraging employers to set measurable goals and scale their programs, creating a network of support that sends a clear market signal and advances second chances for thousands across the United States.

The company has also helped forge relationships with leading business schools, including Columbia Business School, The Wharton School of the University of Pennsylvania, the University of Virginia Darden School of Business and the Georgetown University McDonough School of Business, that are offering coursework for currently incarcerated individuals, as well as preparing the next generation of business leaders to drive strategies to expand second chance best practices and programs.

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## Advancing Opportunity With Public Policy

The JPMC PolicyCenter works to advance legislative and regulatory changes to lower barriers to employment, education and housing for individuals with a criminal record — strengthening the talent pool for companies nationwide.

Clearing or sealing a record can be a time-consuming, costly and confusing process for individuals to take on alone, and too many people do not pursue this option. A key focus of the company's approach is supporting Clean Slate legislation, which aims to automate the process of sealing or clearing eligible criminal records. Clean Slate policies can raise average earnings by 20% over two years for those whose records are cleared, demonstrating its substantial economic benefits.

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**We need enhanced public policy to create systemic change for people and communities across the country. Every state has their own process for either sealing or expunging records. In a state without Clean Slate legislation, an individual eligible to have their record cleared may have to hire a lawyer, petition a court and wait for the court to get back to them about their decision.”**

— Nan Gibson, Executive Director, JPMorganChase PolicyCenter

JPMC also worked to restore Pell Grants — federal grants for education and training programs — for incarcerated individuals. The [1994 Violent Crime Control and Law Enforcement Act](#) banned incarcerated individuals from using these grants, despite clear evidence showing that access to education reduces recidivism, increases employment and enhances public safety. Restoring these grants helps incarcerated individuals gain the skills and education needed to secure meaningful employment upon release from prison.

Another significant focus for JPMC is reforming hiring rules within the financial services industry. Under the [Federal Deposit Insurance Act](#) (FDIA), financial institutions face limitations on hiring individuals with certain criminal records unless they obtain a waiver, which is time-consuming. JPMC has worked with policymakers to make common-sense reforms to FDIA Section 19 rules as part of the Fair Hiring in Banking Act, which became law in 2022, to increase access to employment for people with a criminal record while maintaining financial system safety and soundness.

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**CEOs and community leaders must urge more states and the federal government to pursue similar legislative solutions. ... I am personally picking up the phone and meeting with business leaders, regulators and government leaders around the country to make the case for these reforms.”**

— Jamie Dimon, Chairman and CEO, JPMorganChase

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## Recommendations for Businesses

Based on its national leadership and ongoing commitment to second chance employment, JPMC offers insights for other employers:

- **Identify a senior leadership champion.** At JPMC, Chairman and CEO Jamie Dimon's strong endorsement has been instrumental in incorporating the company's strategy for second chance employment. Senior leaders can set a powerful example and encourage widespread organizational buy-in.

- **Measure and share outcomes to build momentum for broader industry adoption.** JPMC tracks the impact of its second chance employment practices. By publicly sharing these results and demonstrating the positive effects on both the workforce and the economy, the company helps to build a compelling case for other employers to adopt similar practices.
  - **Advance common-sense second chance public policy, including industry-specific reforms.** JPMC actively supports federal and state legislation, as well as regulatory reforms specific to the financial services industry. These efforts are crucial for removing systemic barriers and creating more equitable employment opportunities.
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## Empowering Second Chances – JPMC’s Investment in Entrepreneurship

Through the support of JPMC, formerly incarcerated women in Chicago are finding new hope and opportunities, proving that everyone deserves a second chance. In April 2023, the company invested \$2.25 million through its Annual Challenge competition to support second chance employment and entrepreneurship for formerly incarcerated women in the city.

The Chicago Solidarity Collective was one of five recipients of this transformative investment. The organization is using the funds to bolster the existing ChiFresh Kitchen co-op, which employs formerly incarcerated individuals to prepare meals for schools and community groups. After 18 months on the job, workers can gain an ownership stake, a role on the board and a vote in business decisions — creating a sense of empowerment and belonging.



**For a long time, formerly incarcerated people have been looked at as a person with an X on their back — not really being able to integrate back into their community and society. With this, we’re able to show them that it’s good people that deserve a second chance.”**

— Kimberly Britt, Co-Owner, ChiFresh Kitchen

The investment in the Chicago Solidarity Collective is also supporting the creation of two new co-ops in food distribution and property management, further broadening the scope of opportunities for formerly incarcerated individuals.

The Annual Challenge, launched by JPMC in 2018, has since evolved to address the impact of the COVID-19 pandemic by supporting grassroots efforts that foster collaboration and systemic, sustainable change. JPMC has awarded more than \$45 million in philanthropic capital to support innovative solutions that contribute to building opportunity for all in communities. This initiative is a powerful example of how corporate investment in community-driven solutions can create lasting change that benefits individuals, communities and business.

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## The Power of a Second Chance – Henry Edwards

Chicago-based Henry Edwards [exemplifies](#) the transformative power of second chance employment. Through the NLEN's U-Turn Permitted job-readiness training initiative, Henry secured his first transitional job at Beelove, eventually earning Sales Associate of the Month recognition. Beelove is part of Sweet Beginnings, an NLEN-supported organization that helps second chance employees receive the skills, resources and support needed to reintegrate into the workforce.

Through JPMC's partnership with NLEN and other local nonprofit organizations, the company has been a pivotal partner in advancing second chances for individuals like Henry.

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**JPMorganChase is a leader in corporate America. When they support workforce initiatives like Sweet Beginnings, it's not only helping a person be able to support themselves with a job, but it helps people be able to support their family and be a positive role model in the community.”**

— Henry Edwards

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Sweet Beginnings' impactful work is evident; the company boasts a recidivism rate of less than 8% among its employees compared to the national average of 40%. As Henry's story illustrates, these investments are life-changing, offering dignity, security and mobility to those who deserve a second chance.

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## Making Second Chances Happen – The Waiting Workforce

Everyone deserves a second chance at opportunity, yet even for individuals who have fulfilled their justice system obligations, their pasts can pose a significant barrier in the search for meaningful employment. Keeping this population on the sidelines of the economy is a cost borne by individuals, their families and communities — and this “waiting workforce” costs the United States up to \$87 billion a year in lost economic growth.

In 2024, to drive awareness of the economic costs of having a record, JPMC commissioned an art installation in Philadelphia's Independence Plaza to represent the "[Waiting Workforce](#)," with 38 statues made of expungement paperwork representing the 38 states yet to enact Clean Slate legislation. The awareness campaign also included an award-winning film depicting the first-person accounts of people with a criminal record and the barriers they continue to face even after fulfilling their justice system obligations.