

HRPI

newsletter

FALL 2019

Human Resources Policy Institute

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HRPI Spring 2019 Meeting

The Spring 2019 meeting of the Human Resources Policy Institute took place in Boston on May 9-10 at Vertex Pharmaceuticals. Professor Fred K. Foulkes, Director, Human Resources Policy Institute and Stephanie Franklin, Senior Vice President & Chief Human Resources Officer at Vertex, welcomed members and guests. Ms. Franklin then introduced the CEO of Vertex, Jeff Leiden.

Mr. Leiden shared that HR has been a large part of the company's success and HR leaders have been crucial for the company through its recent evolution given challenges around scaling and maintaining culture through growth. Founded in 1989, Vertex faced an existential crisis in 2011, as it was losing hundreds of millions of dollars. In 2012, led by Mr. Leiden, the company flipped its strategy to focus more on R&D and less in sales and marketing.

Following Mr. Leiden's presentation, Kim Rose, Senior Director, Employee Services, led a presentation on the "Employee Experience and the Future of Work". She discussed how mobile technologies are changing the way we connect with the workforce and the ways the workforce connects with company culture. Cathy Rochford, Vice President, Total Rewards, described the Vertex vision of having meaningful impact and a relevant global total rewards program to continuously drive employee engagement.

After a brief break, Melodie Knowlton showcased The Vertex Learning Lab and the company's partnership with Boston Public Schools (BPS). Following the presentation, HRPI members and guests had the opportunity to tour the on-site Learning Lab and were encouraged to participate in lab activities.

Moving the meeting focus to HR and data analytics. Jimmy Zhang, Director of People Strategy and Analytics described the focus areas of the HR analytics team: increased analytical capability, data-driven decisions, and creating the building blocks to support the ongoing analytics network. Alex Aronov, Senior Director, Data Science, joined the conversation to explain how Vertex is working to understand turnover using machine learning, building an in-house system to analyze data and why the company chose macro interventions.

During dinner on Thursday evening, the group heard from Gary Eevee about cyber security, the specific risks associated with HR, and the importance of a plan to respond to data breaches.



Professor Fred Foulkes, Director, Human Resources Policy Institute.



Jeff Leiden, CEO, Vertex Pharmaceuticals.



Melodie Knowlton leads a tour of The Vertex Learning Lab.
All photos by Tim Hall.



Michigan Program For Autistic Job Seekers Sees Continued Success

Ford Motor Company was among the first U.S. companies to provide employment opportunities to autistic job-seekers. In 2016, the company partnered with the Autism Alliance of Michigan to offer job-ready candidates a chance to try out a position at Ford and then elect to be recruited. After three years, 17 people are working at the company in full-time, part-time and contractor positions. Several other companies across the state of Michigan, including DTE Energy Co., General Motors Co., and MotorCity Casino Hotel, have subsequently hired more than 150 autistic employees.

The program has been successful, in part because of the work done by the Autism Alliance prior to having employees join companies. Candidates are led through various steps that prepare them for the workplace, including resume preparation, social media etiquette and communication skills. Candidates practice interview skills monthly and take various skills assessments. Positions frequently involve predictable and consistent tasks and often allow employees to work alone. When employees face a stressful issue or change in the workplace, they can call a staff member at the Autism Alliance for assistance or request regular meetings with someone from the organization for support.

DTE Energy has been so impressed with the program that it began a program with Detroit Public Schools, where students with developmental disabilities work as interns in a range of positions at the company during the school year. Students then have the opportunity to discuss their experience and successful strategies with teachers and job coaches while still at school.

"Giving Disabled Workers A Chance To Succeed", HR Executive, September 2018

Hire A CXO To Improve Employee Experience

Several companies, including, Fresenius Medical Care North America, Qualtrics, and Snag have recently appointed Chief Experience Officers (CXOs). These individuals have experience in HR and are tasked with managing and improving employee experiences and engagement at their company.

At Fresenius, the focus of the new CXO will be on leading the development of an experience strategy for all audiences, including employees, patients, families and physicians. At Snag, the CXO will focus on improving customer

experience, for both employers and job seekers. At Qualtrics, the new CXO will be responsible for customer, employee, product and brand experiences.

"HR's Expanding Role In The Employee Experience", www.hrexecutive.com, October 29, 2018

Saving For Retirement While Repaying Student Loans At Abbott Laboratories

At Abbott Laboratories, employees can save for retirement while also paying off student loans. With the company's "Freedom to Save" program, instituted in 2019, employees contribute two percent of their salary to student debt and Abbott contributes five percent to the employee's 401(k) account. In addition, employees with at least a year of business experience get reimbursed for business-related classes they take in college, up to \$7,000 per year for undergraduate classes and up to \$10,000 for graduate school.

"Tuition Reimbursement Appears To Be Paying Off", Workforce Magazine, November 27, 2018

Walmart Covers Cost Of College Prep Courses

In the current tight labor market, education reimbursement and college debt relief programs have become attractive employee benefits. Companies offering low cost college classes include Walmart, but the company is now expanding that benefit to cover SAT and ACT prep courses for high school students (as well as other employees) working in their stores. The company is also introducing more flexible and accommodating scheduling options for high schoolers, so they can balance school and work commitments. The company also plans to offer seven hours of free college credit for these employees.

"Will College Prep Become The Next Hot Employee Benefit?", Human Resource Executive, June 9, 2019

Paying Employees To Quit At Amazon

As Amazon moves to single-day shipping, it is incentivizing employees to quit and start their own delivery businesses. The company has announced that it will fund up to \$10,000 in start-up costs and provide three months of pay to employees that decide to transition to being a business owner. In addition, these former employees will get a consistent stream of packages to deliver and receive discounts on insurance and Amazon-branded vans and uniforms.

With this program offsetting many of the risks involved in starting up a delivery business, more than 200 businesses have been created since the program began. More are expected to be created within the next year. Business owners can expect to earn profits of \$75,000-\$300,000 annually.

"Amazon Will Pay Workers to Quit and Deliver Packages", The New York Times, May 13, 2019

Target Expands Family Friendly Benefits

In an effort to boost employee loyalty, Target has announced that it will expand several family-friendly benefits, such as paid leave and caregiving benefits for its full and part time staff throughout the United States. Beginning in fall 2019, the company will offer employees 20 days of backup childcare through a partnership with Bright Horizons. This will allow employees access to childcare or elder care when their usual arrangement is temporarily unavailable. The service will cost employees \$20 per day for center-based care or a low hourly rate for in-home care, with Target picking up the remaining cost.

The company has also instituted a new paid leave policy. Effective June 2019, employees can take four weeks of paid time off to care for an immediate family member, including the addition of a new child and for care of a family member with a critical illness. Adoption and surrogacy reimbursement have also been doubled to \$10,000.

"Target Aims To Boost Employee Loyalty With Enhanced Family-Friendly Benefits", www.benefitsnews.com, June 12, 2019

Kraft Heinz Improves Corporate Equality Index Score

Following the 2015 merger of Kraft Foods and Heinz, the newly-merged company committed to improving its score on the Corporate Equality Index, a rating prepared by the Human Rights Campaign to compare corporate policies and practices around LGBTQ inclusion in the workplace. After scoring 80/100 in 2016, the company formed an LGBTQ Business Resource Group to tackle the issue. Among the changes made by the company were the creation of a gender-neutral restroom at headquarters in Chicago; increased philanthropic work and volunteer opportunities with nonprofits, such as the AIDS Foundation of Chicago and Equality Illinois; and the development and implementation of guidelines for employees going through gender transition which were

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Glassdoor Honors Kronos CEO

Aron Ain, CEO of Kronos Incorporated won the Glassdoor Employees Choice Award for the fourth successive year. Mr. Ain ranked 30th out of the 100 highest-rated CEOs in North America and parts of Europe across all industries. He has an approval rating of 95 percent, based on anonymous and voluntary employee reviews posted by Glassdoor over the past year.

Since becoming company CEO in 2005, Mr. Ain has led company-wide initiatives that focus on employee engagement as a growth strategy. Under his leadership, the company has seen a direct link between employee engagement, customer satisfaction, and business success. Global employee engagement scores currently stand at 87 percent and the company has revenues of over \$1.4 billion. In addition, Kronos has been honored for its workplace culture in every country where it has a significant business presence, including, Australia, Canada, China, India, Mexico and the United Kingdom.

"Kronos CEO Aron Ain Named Glassdoor Top CEO For Fourth Straight Year", *Business Wire*, June 19, 2019

HRPI Fellow Featured On NPR

Just prior to Father's Day 2019, Brad Harrington, Executive Director of the Boston College Center for Work & Family and HRPI Fellow, was featured on NPR's Marketplace, reflecting on developments in paid parental leave.

"BCCWF in the News", *BCCWF Newsletter*, June 2019

CVS Health Introduces New Health and Wellness Benefit Management Tool

CVS Health has introduced a new health and wellness benefit management service tool for Pharmacy Benefit Management Clients. As healthcare plans evolve beyond the standard medical, pharmacy, dental and vision benefit offerings, the tool, Vendor Benefit Management, is intended to help clients to contract with, implement, and manage third party health and wellness vendors as well as accessing pricing, eligibility verification, billing and reporting.

CVS Health has already signed up one company to the service. Big Health is a digital company that develops apps based on cognitive behavior therapy and currently has

two products on the market. "Daylight" helps employees better address negative thoughts and feelings, while "Sleepio" helps employees improve sleep.

"CVS Health Unveils New Benefits Management Tool", *www.benefitnews.com*, June 11, 2019

Liberty Mutual and MIT Collaborate on AI Use

Liberty Mutual will work with The Massachusetts Institute of Technology (MIT) on an initiative to investigate ways to use artificial intelligence in the insurance business. A five-year, \$25 million collaboration will look at topics including, whether machines can analyze insurance claims, how computer vision might assist with avoiding crashes by recognizing dangerous conditions, and how decision-making algorithms can better understand risk. The collaboration is part of MIT's "Quest for Intelligence", a project that aims to gain insights into the human mind and how computers could approximate its workings.

"Liberty Mutual, MIT Team Up To Explore Using AI in Insurance Industry", *The Boston Globe*, April 30, 2019 ■

REPORTS AND STUDIES

Women's Wages On The Rise

A report from ADP's Research Institute reveals that women's wages are rising faster than those of males. The "Workforce Vitality Report" shows female job holders receiving average wage gains of five percent, compared with 4.8 for male job holders in 2019.

Overall, wages grew four percent compared with last year. The growth was driven by large gains in manufacturing and construction, while information, trade and business services were major contributors to the gains in the service sector. Job switchers realized the largest gains across all industries and employees in the Midwest fared better than other regions, seeing average wage growth of 7.3 percent.

"As Wages Rise, Who Benefits More: Men Or Women?", *www.hrexecutive.com*, July 25, 2019

Younger Employees Value Financial Security

Millennial employees are most likely to stay with employers that offer financial security. A

study by the American Institute of Certified Public Accountants, who surveyed 547 job seekers identified health insurance (54 percent), paid time off (45 percent) and student loan repayment assistance (41 percent) as the top three benefits identified by this population. Comparatively, only 36 percent choose 401(k) match as a top benefit, while 25 percent selected tuition reimbursement benefits.

Other research on this topic paints a similar picture. Self-Lender, an Austin based fintech startup, surveyed 1,000 millennials across America. Of those who had student debt, 60 percent said they would give up an existing benefit for debt repayment. The most disposable benefit cited in this survey was the ability to work from home. One in four surveyed would give up working from home in exchange for debt relief.

"Younger Workers Put Student Loan Aid Near Top Of Desired Benefits," *www.shrm.org*, June 5, 2019 and "What Benefits Do Millennials Crave Most?" *HRExecutive*, January 16, 2019

Americans Remain Reluctant to Vacation For Long

Alliance Partners annual Vacation Confidence Index offers some perspectives on U.S. vacation habits each year. For the first time since the Great Recession, summer vacation spending is predicted to exceed \$101 billion, with the average vacation costing in excess of \$2,000. In addition, while six out of 10 Americans report feeling that it is important to take an annual week-long vacation, only four out of 10 are confident that they will be able to take that much time this year. Fifty-seven percent reported that they did not take a leisure trip longer than four nights in the past year. Of those not confident they will get a break this summer, most cite financial reasons. Forty-four percent say they don't have the extra money to spend, while almost 20 percent reported not wanting to spend money on vacations.

"Vacation Confidence Index 2019", *www.allianzworldwidepartners.com*, July 2019 ■



Kerry D. Chandler re-joined HRPI as the new Chief Human Resources Officer at Endeavor. Ms. Chandler joined the company from Under Armour where she also served as Chief Human Resources Officer. Prior to

Under Armour, she held senior executive HR roles with Christie's International, the National Basketball Association (NBA), Disney and ESPN, IBM, and Motorola, among others.

Ms. Chandler began her career as an HR representative at the McDonnell Douglas Corporation before a series of positions with Exxon, Motorola, and IBM. A love of sports brought her to ESPN in 2000 where she served as a Senior Vice President, overseeing HR operations for the company. She later held several similar positions within the Disney family including, a key role at Hong Kong Disneyland before transitioning to the NBA in 2007 where she rose to Executive Vice President. She then moved on to Christie's before joining Under Armour as Chief Human Resources Officer in 2015.

A graduate of Lincoln University, Ms. Chandler holds two master's degrees in Human Resources and Management from Washington University and McGill University, respectively. She also participated in the International Masters in Practicing Management Program, where she earned a certificate from INSEAD in Fontainebleau, France.

She is also a long-term HRPI steering committee member.



Ginger Gregory, Ph.D., is the Executive Vice President and Chief Human Resources Officer at Biogen and has served on the Executive Committee since July 2017. Dr. Gregory joined Biogen from Shire

PLC, where she had served as Executive Vice President and Chief Human Resources Officer.

Prior to joining Shire in 2014, Dr. Gregory held executive-level human resources positions

for several multinational companies across a variety of industries, including Dunkin' Brands, where she served as Chief Human Resource Officer; Novartis, AG, where she was the division head of Human Resources for Novartis Vaccines and Diagnostics, Novartis Consumer Health, and Novartis Institutes of BioMedical Research from 2005-2012; and Novo Nordisk, where she served as Senior Vice President, Corporate People & Organization at the company's headquarters in Copenhagen, Denmark. Earlier in her career, she held a variety of human resources generalist and specialist positions at Bristol Myers Squibb and served as a consultant with Booz Allen & Hamilton in the area of organization change and effectiveness.

Dr. Gregory is a graduate of the University of Massachusetts and The George Washington University with a B.A., M.Phil. and Ph.D. in Psychology.



Rob Hecker is the Vice President of Global Total Rewards at UNUM. He is responsible for UNUM's Health, Medical and Retirement plans, wellbeing strategies as well as the company's compensation and

rewards programs. Prior to this current role, Mr. Hecker was the Vice President of National Client Group Services, responsible for developing client service delivery strategies for UNUM's 2000+ lives customer segment that support top line growth and persistency. His areas of responsibility included, client management strategy, new customer implementation, premium collections, contract services and administrative management services. He previously served as Vice President of UNUM's Leave Management Center, Voluntary Claims Operations and the LTD Benefits Center.

Prior to joining UNUM, Mr. Hecker was employed by Holiday Inn Corporations as a labor relations specialist and director of human resources. He earned a BA from Clark University in Worcester, Massachusetts, and an MBA from George Washington University in Washington D.C. In addition, he holds executive education diplomas from Wharton Business School, Penn State University and the IBM Technology Institute. ■

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shared with all company HR representatives worldwide.

In addition, the company revised its supplier diversity statement to emphasize LGBTQ inclusion and added LGBTQ-owned businesses to its minority supplier diversity measurements. The company has also begun focusing its diversity and inclusion work at recruiting events, particularly in college recruiting. It has cultivated a relationship with Reaching Out MBA (an association of LGBTQ MBA candidates, graduate students and alumni) to promote career pathways at Kraft Heinz. It also plans to place recruitment ads in LGBTQ publications for the next recruiting season.

These changes, instituted over a 36-month period, earned the company a perfect score on the Corporate Equality Index published in June 2019.

"How One Company Got Top Marks For Inclusion", www.hrexecutive.com, June 3, 2019

Returnships Yield Success For Walmart

Walmart Labs, a California-based engineering division of Walmart, Inc., has announced that it will triple the number of spots in its "returnship" program to accept up to 100 participants and expand the program to other offices throughout the United States. The company hired three quarters of the participants who participated in the first program.

To qualify, applicants must have at least five years of work experience and have been out of the workforce taking care of children, elderly parents or other personal reasons. The company will continue to work with non-profit Path Forward, an organization that has successfully developed similar programs for companies including, Apple, Inc; Verizon Communications and NBC Universal.

"Walmart Expands 'Returnship' Program To Bring Moms Back To Work", www.bloomberg.net, May 1, 2019

Milk Stork Delivers For Working Moms

More than 400 employers, including Hilton, Kohler, Dentons, Oxfam and Oregon State University now offer the services of Milk Stork, a service designed to make life easier for breastfeeding, traveling moms. The company, which was launched in 2015, claims to have shipped more than two million ounces of breast

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BOSTON UNIVERSITY NEWS

HRPI Announces Grant Funding

In February 2019 the Human Resources Policy Institute announced the distribution of \$40,000 in grant funding for research into current human resources issues. The awards are intended to support doctoral students and faculty with promising early-stage research. Funding was awarded to doctoral students and faculty members from across the University.

Michel Anteby is a Dean's Research Scholar and Associate Professor of Management and Organizations. His research focuses on the phenomenon of foreign workers paying to work in the United States. **Francois Brochet** is a Dean's Research Scholar and Associate Professor of Accounting. His research will investigate corporate boardroom diversity and if gender diversity is associated with increasing corporate social responsibility within organizations. **Patricia Cortes** is Associate Professor, Markets, Public Policy and Law, and will study gender inequality, particularly gender differences in the process of negotiating job offers. **Audrey Holm** is a doctoral candidate at the Questrom School of Business. Her funded research focuses on the outcomes following the reintroduction of formerly incarcerated individuals into the workplace. Two funded projects look at different aspects of workplace misconduct. **Arunima Krishna**, Assistant Professor, Public Relations, will attempt to better understand employees' perceptual and behavioral reactions to organizational misconduct, while **Sanaz Mobasser**, Assistant Professor, Management and Organizations will focus on the consequences of alleged workplace misconduct on the future labor market and on the employment status of the accused.

Finally, **Micah Rajunov** a DBA candidate at the Questrom School of Business will investigate the world of professional gaming and the intersection of digitized life, shorter-term, insecure employment and the blurred relationship between work and non-work.

"HRPI Awards \$40,000 In Grants To Fund Research Tackling Today's Workplace Concerns", www.bu.edu, February 14, 2019

2019 Commencement Exercises

Dr. Marcia McNutt, president of the National Academy of Sciences, delivered Boston University's 146th Commencement Address on Sunday, May 19. University Trustee, Dr. John Howe, former president and CEO of Project HOPE gave the Baccalaureate Address. Both received honorary degrees, along with Lauren Shuler Donner, a Hollywood producer and philanthropist; and Karen Holmes Ward, director of Public Affairs and Community Services at WCVB.

"All University Commencement", *Boston University Press Release*, May 3, 2019

University Contributes to MLK Memorial

Boston University will contribute \$250,000 to a local initiative honoring the Rev. Martin Luther King. Dr. Robert Brown, president of Boston University, announced the contribution in January 2019, at events commemorating the civil rights leader's birthday.

The \$12 million initiative will include a \$5 million monument on Boston Common, titled, "The Embrace" which will be designed by Hank Willis Thomas with the MASS Design

Group. In addition, the initiative will include a center in Roxbury that will pursue Dr. King's work addressing economic inequality, an endowment to fund MLK-related programs at Roxbury's Twelfth Baptist Church and the production of a new documentary that will explore the life of Dr. King and his wife in Boston and their work in the area.

"BU To Contribute \$250,000 To MLK Memorial On Boston Common", *BU Today*, January 21, 2019

Provost Gives Testimony On Capitol Hill

Professor Jean Morrison, provost of Boston University and a professor of geology, testified on July 12, 2019 before the U.S. House Committee on Science, Space and Technology. She was one of a small group of leaders in higher education invited to speak about the efforts underway at their institutions to combat sexual harassment, primarily committed against women, by federally funded researches in the STEM (science, technology, engineering and mathematics) fields.

In her written and spoken remarks, Provost Morrison outlined how Boston University has taken steps to improve culture among researchers both before and after recent harassment claims against a faculty member in the College of Arts & Sciences. She also noted that Boston University has joined more than 20 other institutions to launch the National Academies Action Collaborative on Preventing Sexual Harassment in Higher Education. In addition, she noted that the University hired its first associate provost for Diversity and Inclusion in 2017.

"BU Provost Speaks On Capitol Hill About Sexual Harassment in STEM", *BU Today*, June 13, 2019

Menino Scholars Honored

Twenty-six graduates of Boston Public Schools were awarded Thomas M. Menino Scholarships that fully cover four years of tuition expenses at Boston University. The scholarship was established in 1973 as the

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HRPI AFFILIATED FACULTY

Michel Anteby, Dean's Research Scholar, Associate Professor, Management & Organizations

Paul Carlile, Associate Professor of Management and Information Systems and Senior Associate Dean for Innovation

Karen Golden-Biddle, Questrom Professor in Management, Professor and Department Chair, Management & Organizations

Sanaz Mobasser, Assistant Professor, Management & Organizations

Kristin Smith Crowe, Associate Professor, Management & Organizations

Venkat Venkatraman, David J. McGrath Jr. Professor in Management, Professor, Information Systems

Boston High School Scholars and renamed after Mayor Menino in 2013. Applicants must be nominated by their high school and write an essay about their neighborhood as part of the application process.

The University also awarded 42 Community Service Awards, available to all Boston Public School graduates accepted to the University. These awards fully fund all financial need in excess of a family's expected contribution. In return, students are expected to perform 25 hours of community service annually.

"Boston University Honors Boston Public School Scholars", *The Boston Globe*, June 19, 2019

Worldwide Online MBA For Questrom

In July 2019, Boston University's Questrom School of Business announced that it will begin offering an online MBA program worldwide, beginning in fall 2020. The University will partner with edX, an online education platform in offering this program. Tuition for the program will be \$24,000 and applications were accepted beginning in August for admission in fall 2020. This is the first time that edX, which was created in 2012 and has more than 21 million registered users, is offering an MBA. The program will present some new challenges for the University, including how to produce course materials and marketing to students around the world.

"Questrom to Offer Online MBA With edX in 2020", *Questrom School of Business Press Release*, July 23, 2019 ■



Dr. Evan Apfelbaum, HRPI Research Director shares his research on diversity.

Friday's meeting began with an update on HRPI-sponsored research from Dr. Evan Apfelbaum, HRPI Research Director. He shared insights from his research that helps to answer the question: how does diversity change the way people behave? Following this update, Professor Foulkes led the customary HR Roundtable discussion on topics suggested by members. HRPI Fellow Charlie Tharp provided an update from Washington, DC and the topics of parental leave design, staffing for diverse



Damian Wilmot and Erin Cowhing of Vertex present on diversity and inclusion acquisition.



Stephanie Franklin of Vertex.

pipelines, and the challenges of partnering with universities to identify future talent were discussed.

Returning to presentations from Vertex, the group heard from several presenters on D&I, talent acquisition and university relations. They shared ways that Vertex is focusing on diverse and inclusive teams that make better decisions, drive innovation, and impact the bottom line.

Robert Buck, Vice President, Human Resources Business Partners led the final session of the meeting with a discussion of functional talent plans, while Steve Dwight, VP, Talent Management, shared the approach the company has taken in talent management, starting with the business strategy, growth and vision and then moving on to the employee population, with a separate strategy for each population.

Concluding the meeting Stephanie Franklin thanked the Vertex team, the BU team, and participants who have helped the Vertex team continue to think and grow. ■

milk. It offers kits that include breast milk storage bags, a refrigerated box for packing and a tote if mothers opt to carry milk with them.

"Major Law Firm Adds Milk Stork Benefit For Working Moms", *Employee Benefit News*, July 29, 2019 and "100 Employers Add Breast Milk Shipping Benefit", *Employee Benefit News*, May 17, 2019

Pittsburgh Expands Pregnancy Protections

In March 2019, the City of Pittsburgh mayor signed into law an ordinance that expands pregnancy protections under the city's antidiscrimination laws. Under the new law, pregnancy has been made a protected class and protections are extended to both pregnant employees and their partners. The new law

defines pregnancy as "the state of being pregnant, including the partner of a pregnant person, seeking to become pregnant, and related symptoms of pregnancy". The term "related medical condition or event" is broadly defined as "any medical condition or event related to or caused by pregnancy or childbirth occurring before, during or after gestation or childbirth, including being the partner of a person affected". Furthermore, the term "partner" is broadly defined as "a person of any gender with whom a pregnant person or person with a related condition has a relation of mutual emotional and/or physical support". A marital or domestic relationship is not required.

"Pittsburgh Expands Employment Protections For Pregnant Workers and Their Partners", *BUCK FYI*, June 5, 2019

Catalyst Awards and Conference Update

On March 14, 2019, the 2019 Catalyst Awards Conference and Dinner celebrated several organizational initiatives that are addressing the recruitment, development and advancement of women, including diverse women. The companies recognized this year were Bank of America, "Investing in Women"; Deutsche Post DHL Group, "Women in Management"; Eli Lilly and Company, "Employee Journeys and People Strategy"; and Schneider Electric, "Attracting and Retaining Women in Schneider Electric India".

"Honoring Excellence For More Than 30 Years", www.catalyst.org, March 2019 ■



Gig Economy On The Rise

Research from the University of Hertfordshire in the United Kingdom, which polled 2,235 UK residents, reveals that one in ten working-age

adults work on gig economy platforms, more than double the number that did so in 2016. The study found that there are 4.7 million gig workers today, compared with 2.3 million in 2016. It also found that more than 7.5 people had worked via a gig economy platform at some point in time. Younger workers are also more likely to be gig workers, with two-thirds of those who work in this way aged between 16 and 32. The majority of people reported doing this work to supplement other earnings, and for most (71.5 percent) it represented less than half of their income.

"Gig Economy Doubles In Three Years", *Personnel Today*, June 28, 2019

New Zealand Company Adopts Four Day Working Week

Following a two-month trial period in March and April 2018, Perpetual Guardian, a wills, trusts and estate planning company in New Zealand announced that it will be adopting a four-day working week full time. Almost 250 employees trialed the venture, getting paid for five days of work, while only working four. Now employees can opt for this schedule permanently or continue to work five days, with flexible start and finishing times.

The trial was prompted by the observation of company founder Andrew Barnes, that his staff were under significant pressure to balance their personal and professional lives. His idea that staff would be more focused and productive at work with an extra day to manage their home lives was proved right by both the data and anecdotal evidence. Before the trial, 54 percent of staff felt they could balance work and home commitments. After, the number jumped to 78 percent.

"No Downside: New Zealand Firm Adopts Four Day Week After Successful Trial", *The Guardian*, October 1, 2018

Gender Pay Gap Narrows Worldwide

The gender pay gap is narrowing around the world, according to a 2019 study by Glassdoor. The report also considers the impact of other factors such as job title, education differences, work experience and the degree of work segregation. Overall, the study revealed that the size of the gap narrows, when factors such as experience, job title, age and location are considered.

The compensation gap was found to be smallest in Australia, with unadjusted figures showing a 15.1 percent median base pay gap, with adjustment factors, the gap dropped to 3.1 percent. Germany has the largest gap according to the study, with the adjusted pay gap at 6.4 for base pay and also has the largest unexplained gender pay gap at 45 percent. Regarding figures from the United States, the research found that media, retail and construction had the worst gender-related pay gaps, with the narrowest gaps being in education, biotechnology and pharmaceuticals.

"Germany Lags Behind As Gender Pay Gap Narrows", *Personnel Today*, March 27, 2019 ■

RECOMMENDED READING

Where Bad Jobs Are Better: Retail Jobs Across Countries and Companies, by Francoise J. Carré and Chris Tilly. Russell Sage Foundation, 2017

Invisible Women, by Caroline Criado Perez, Chatto and Windus, 2019

Human + Machine: Reimagining Work in the Age of AI, by Paul Daugherty, Harvard Business Review Press, 2018

A New Deal for China's Workers?, by Cynthia Estlund, Harvard University 2017

The Best Team Wins: The New Science of High Performance, by Adrian Gostick and Chester Elton, Simon & Schuster, 2018

More Than Medicine, The Broken Promise of American Health, by Robert M. Kaplan, Harvard University Press, 2019

Mothers at Work: Who Opt's Out?, by Liana Christin Landivar, Lynne Rienner Publishers, 2017

Powerful: Building a Culture of Freedom and Responsibility, by Patty McCord, Silicon Guild, 2018

The Enlightened Capitalists: Cautionary Tales of Business Pioneers Who Tried to Do Well by Doing Good, by James O'Toole, Harper Business, 2019

Offshore: Exploring the Worlds of Global Outsourcing, by Jamie Peck, Oxford University Press, 2017

Race, Work, and Leadership: New Perspectives on the Black Experience, by Laura Morgan Roberts, Anthony J. Mayo, and David A. Thomas, Harvard Business Review Press, 2019

The Big Nine, by Amy Webb, PublicAffairs, 2019

The Age of Surveillance Capitalism, by Shoshana Zuboff, Hachette Book Group, 2019





Human Resources Policy Institute
Boston University Questrom School of Business
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Boston, MA 02215



✓ **SAVE THE DATES!!**

Fall 2019 Meeting, October 17 & 18 at Boston University Questrom School of Business.

Spring 2020 Meeting, May 7 & 8 at Kronos.

HRPI Steering Committee

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Professor of Management & Organizations
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Mr. John Letcher
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Mr. Daniel Marsili (Chair)
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Johnson & Johnson
Kronos

Liberty Mutual Insurance
Lincoln Financial Group
LinkedIn
McKesson Corporation
Partners Healthcare
PerkinElmer
Press Ganey Associates, Inc.
Procter & Gamble
Raytheon
SHRM
Sig Sauer
TESARO

Textron, Inc.
The Mentor Network
Under Armour
UNFI
United Site Services, Inc.
UnitedHealth Group
UNUM
UPS
Vertex
Waters Corporation