

HRPI

newsletter
SPRING 2020

Human Resources Policy Institute

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HRPI Fall 2019 Meeting

The 2019 Human Resources Policy Institute Fall Meeting was held at the Questrom School of Business on October 17 and 18. The meeting topic was "New Strategies for Managing Employee Experiences". Professor Fred Foulkes opened the meeting by inviting participants to introduce themselves and share topics they would like addressed in the HR Roundtable. Following introductions, HRPI Fellows Charlie Tharp and Brad Harrington shared updates on compensation and parental leave, respectively.

These updates were followed by the HR Roundtable, moderated by Professor Foulkes. Topics discussed included concerns about employees and offices in Hong Kong: What are companies doing with respect to fears about the future and employees thinking of leaving Hong Kong? Tuition reimbursement: Pay in advance or reimburse once course and grades are complete? Measurement/Engagement surveys: What are companies doing and using successfully? Commuting and flexible work arrangements: Some companies continue to move forward on this while other companies have pulled back. What is best?

Professor Foulkes introduced the first speaker, John Reid-Dodick, Senior Vice President of Culture at WeWork. He discussed managing employee experience and briefly introduced WeWork's space-as-a-service model with a global platform for businesses from entrepreneurs to enterprises. Mr. Reid-Dodick stated that culture matters and whatever you do, you will get a culture. Therefore, companies should try to build the culture they want and the culture they need. He suggested that companies need to consider the external forces affecting all companies: climate change, technology, globalization. In addition, companies need to consider the business imperatives of their company. These imperatives should be specific to the context of the business, be supported by the board, and owned by the C-suite, with the CHRO and CEO the choreographer and conductor, respectively.

The Dean's Speaker Series followed. Dean Susan Fournier welcomed and congratulated HR Executive of the Year, David Rodriguez, who participated in a question and answer session moderated by Kenneth Freeman, Dean Emeritus and Professor of the Practice. In response to questions, Dr. Rodriguez discussed how he ended up working at Marriott; innovations he has been involved in at the company that have been successful; and cultural innovation at Marriott. Cocktails and dinner followed this session, where Dr. Rodriguez and other HR Executive Honor Roll recipients were honored.



Professor Fred Foulkes, Director, Human Resources Policy Institute.



John Reid-Dodick, Senior Vice President of Culture at WeWork.



Dean Susan Fournier welcomes and congratulates HR Executive of the Year, David Rodriguez. All photos by David Green.

NAHR Installs 28th Class

On November 7, 2019, the National Academy of Human Resources installed its 28th class of Fellows, one of the most prestigious honors in the field of human resources. Only 176 people have been elected Fellows since its founding in 1992 and 14 have been further honored as Distinguished Fellows. Thirteen organizations have been inducted as Honored Organizations.

The Class of 2019 is comprised of Josh Bersin, Founder and CEO, Josh Bersin Academy, Inc.; W. Warner Burke, Thorndike Professor of Psychology and Education, Teachers College, Columbia University; Ashley Goldsmith, Chief People Officer, Workday; and Skip Spriggs, President and CEO, The Executive Leadership Council. Jeffrey McGuinness, CEO Emeritus, HR Policy Association was named an NAHR Distinguished Fellow.

The NAHR Foundations and Fellows also announced that an eighteenth Chief Human Resources Officer Academy will be held June 10-11, 2020 in New York City. The by-invitation-only program is intended to offer development opportunities for newly appointed CHROs.

"National Academy of Human Resources Announces Class of 2019", *NAHR Press Release*, November 7, 2019

Amazon Announces Retraining

Amazon recently announced that it will spend \$700 million to retrain approximately one third of its American employees to do more high-tech tasks. The retraining effort will extend across the entire company, from corporate employees to warehouse staff. The company anticipates retraining approximately 100,000 employees by 2025.

The retraining effort will be watched with interest across the corporate world as companies begin to reimagine their workforce to fit the fast-changing tech world. Automation already has a significant role at the company's warehouses where devices instruct employees where to pick up packages from shelves.

"Amazon's Latest Experiment: Retraining Its Workforce", *The New York Times*, July 11, 2019

Private Pumping Space Required In California

Since January 1, 2020, California employers, including the state, are obliged to provide private rooms for women to express breast milk in the workplace. The room must not be a bathroom and must include a place to sit and a surface for a breast pump and personal items. There must also be a sink with running water and a space to keep milk cold nearby.

Employers not complying with the law may be fined up to \$100 per day. Employers with fewer than 50 employees may seek an exemption from the requirement if the accommodation would impose "undue hardship". Employers must also develop policies to educate employees about their rights and the process for providing this space.

"Private Breast-Pumping Rooms Required In California Starting January 1", *The State Worker of the Sacramento Bee*, December 31, 2019

Perks and Benefits Roundup

With the U.S. unemployment at 3.7 percent, many employers are revising their benefit offerings as part of their efforts to recruit and retain much-needed talented staff.

Insurer Blue Cross Blue Shield of Massachusetts has added student loan repayments to its benefit offerings, contributing \$75 per month, as well as providing employees with individualized financial coaching and guidance on repayment strategies. The Hartford is also adding a student loan repayment benefit. U.S. employees at the company are now eligible to receive \$10,000 to put toward student loan debt. The benefit will be in addition to the loan counseling and refinancing benefit that the company added in 2019.

Several companies have chosen to focus on parental leave as a competitive advantage. Goldman Sachs now offers 20 weeks of paid leave to all parents, regardless of gender or caregiving status. Technology firm Intel also revised paid leave benefits to support employees at critical life moments. Employees are now eligible for 12 weeks of leave as new parents; eight weeks to care for family members with a serious illness; and two weeks of paid bereavement leave. The company has also introduced a new parent reintegration program that allows new parents to work a part time schedule for up to four weeks, while earning full pay.

Tuition benefits continue to be a popular benefit choice and several companies have expanded their offerings. Chipotle will now cover tuition costs upfront for 75 different technology and business degrees. Employees at food company Pacific Seafood, can now take advantage of a full-tuition assistance program to earn degrees at Ashford University, an accredited online university. The benefit also covers books and graduation fees—all billed directly to the employer.

Finally, expanded healthcare benefits are also gaining popularity as a retention tool. Chipotle is offering personalized mental health

assistance through Health Advocate, whether or not employees are enrolled in the company's medical plan. The assistance can be provided at any time via phone, virtual or in-person visits with a licensed counsellor. German grocery chain Lidl added medical benefits for part-time employees, regardless of the number of hours worked per week. This benefit means that about 30 percent of the company's workforce will be eligible to buy into the company's medical coverage. Finally, Starbucks has expanded fertility benefits to cover surrogacy, reimbursing employees up to \$10,000 per qualifying event, up to a lifetime maximum of \$30,000.

"Fifteen Employers That Made Employee Benefit Changes In 2019", *www.hrexecutive.com* December 30, 2019

Sexual Harassment Training Evolves

Two years after the inception of the #MeToo movement, one in five American workers now lives in a state that requires employers to offer sexual harassment training, a significant increase from one in 100 reported two years ago.

In New York State, companies are required to educate employees on what constitutes sexual harassment and make it easy for employees to find and file complaint forms. Other states, including, California, Connecticut, Delaware, Washington and Illinois have passed or revamped laws to expand training to cover more employees.

Sexual harassment in the workplace has been illegal since 1986, but, until recently, sexual harassment training was focused on protecting employers from lawsuits and was focused on training employees to identify, rather than prevent and eliminate inappropriate behavior. Now, many states have passed laws limiting forced arbitration and non-disclosure agreements that have discouraged employees from reporting harassment.

"Sexual Harassment Training Now Required For Twenty Percent of U.S. Workers", *Bloomberg News*, October 10, 2019

Zippity Brings Car Care Perk To Boston Workplaces

Boston start-up Zippity plans to make car care the next perk in the employee benefits world. The company, which has raised more than \$7.6 million in venture capital, operates a fleet of mobile car-repair trailers that serve Boston, New Hampshire, Rhode Island and Dallas, Texas. Each trailer carries enough tools and equipment to handle most common

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CVS Health Focuses On Gene Therapy

CVS Health is leveraging its acquisition of health insurer Aetna to make gene therapy accessible through employer-sponsored plans. The company is working on ways to spread out the cost of gene therapy treatment and plans to launch a new insurance product later this year that will absorb the financial risk associated with covering such therapies.

The price for a single treatment can be as high as \$2 million—a cost that many employers would struggle to cover. Furthermore, the cost hits plans all at once, instead of being spread across time. In response, CVS is leveraging Aetna's National Medical Excellence Program—specialist centers with good

outcomes and reasonable prices and proposing a value-based model for gene therapy. Employers and health plans would receive a partial refund if the treatment doesn't work as expected. Currently, the company is waiting for the government to determine how much the therapy will cost under the Medicaid Drug Rebate Program.

"CVS Health To Launch New Product For Gene Therapy", *Employee Benefit News*, January 16, 2020

Benefit Changes at Unum

Unum has made some significant changes to its benefit offerings over the past few years. Recognizing the company's workforce is 67 percent female, the company rolled out a six week parental leave policy in 2018, that

allows parents employed at the company six weeks of paid time off to care for a new born or a child placed through adoption or foster care, to be taken anytime within 12 months of the qualifying event. The company also increased fertility benefits to \$25,000. In addition, the company now offers flexible work arrangements, dedicated lactation rooms at offices and a breast milk shipping benefit through Milk Stork. In January 2020, the company also increased its adoption assistance benefit and now provides \$25,000 to employees adopting a child—a significant increase from the \$5,000 previously offered.

"Unum Makes Investment In Adoption Benefit Program", *www.hrexecutive.com*, January 2020 ■

HR News | Continued from page 1

maintenance and repair tasks, and any needed replacement parts are typically available within an hour, because of a relationship with Advance Auto Parts.

The company has agreements with several Boston-area companies, including MathWorks, Staples, Tufts Health Plan and Boston Scientific. Companies pay nothing for the service. They allow Zippity to set up on their property and notify employees of the service. Employees can make appointments through the Zippity website, enter their credit card data and drop their keys off onsite. They pay nothing until they approve the specific repairs via text or email. Employees pick up their car at the end of the work day, often never seeing the repair staff.

"Zippity Aims To Make Car Repairs At Your Worksites A Job Benefit", *The Boston Globe*, September 29, 2019

More State Governments Allow Infants At Work

On January 1, 2020, New Hampshire joined several other state governments, including Vermont, as well as a number of New England companies, in allowing employees to bring infants to work. The perk usually lasts until babies reach the crawling stage around six months. Both New Hampshire and Vermont have aging populations and hope that this program will attract young families interested in working and living in the states.

Other employers see the perk as a morale boost—allowing parents to save on day-care costs and spend more time with their infants. While admitting that productivity may drop

temporarily, employee loyalty increases significantly and incentivizes some employees who would otherwise have left the workforce.

The success of these programs depends on having clear policies in place regarding such issues as diaper changing, backup care providers and sick or disruptive babies. Furthermore, the experience can be stressful for parents who may return to work earlier than usual with such arrangements in place.

"More Employers Are Offering Employees A Chance To Bring Their Babies To Work", *The Boston Globe*, January 20, 2020

Generous Incentive To Take Vacation

Marketing company Full Contact is stepping away from 24/7 workplace demands and unused vacation days by offering employees a \$7,500 bonus for travel, provided they do not look at work emails while away. After one year of employment, full-time employees are eligible to receive the bonus. They receive it as a lump sum every year before going on vacation, provided that they agree to completely unplug from work while away. In addition, the bonus must be used to travel somewhere, either within or outside the United States.

The company has been offering the benefit for seven years and almost all employees use it. With experience, employees have learned to plan in advance, arrange backups and document how to perform their role, so others can more easily step in while colleagues are away.

"Company Pays Employees \$7,500 To Go On Vacation", *Employee Benefit News*, January 17, 2020

Massachusetts Consortium Addresses the Opioid Crisis

A consortium of Massachusetts businesses are attempting to reduce the stigma associated with the opioid crisis and increase access to treatment. The Massachusetts Communication and Awareness Around Recovery and Employer Support Program (Mass CARES) includes leaders from the Massachusetts Taxpayers Foundation, John Hancock, KPMG, Liberty Mutual, PwC, Bank of America, Rockland Trust, EY and the Boston Business Journal. These employers have pledged to make their workplaces more accommodating to those suffering from opioid-use disorder by performing risk assessments; revising benefits; improving the workplace; and reducing the associated stigma.

According to a 2018 report conducted by the Massachusetts Taxpayer Foundation, the opioid epidemic was taking thousands of lives throughout the state and kept more than 32,000 people from participating in the labor force—adding to the state-wide labor shortage. The report also revealed that lost productivity due to inability to work and foregone income due to fatalities, absenteeism and healthcare costs to be approximately \$9.7 billion. The initiative has the support of Governor Baker, who noted that it builds off the administration's own funding goals to address the crisis.

"Businesses Launch Effort To Help Employees Struggling With Opioids", *The Boston Business Journal*, January 14, 2020

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NEW MEMBERS



Roxanne Martinez is Executive Vice President, and Chief Human Resources Officer at DentaQuest. She drives business and talent transformations, and coaches teams on building and

implementing innovative talent solutions.

Prior to joining DentaQuest Ms. Martinez was Senior Vice President and Talent Officer for the U.S. region of Liberty Mutual's Global Retail Markets business. She joined Liberty Mutual in 2005 and held multiple HR leadership positions in each of the company's core business lines. She was the first executive sponsor of Amigos@Liberty, the company's first employee resource group (ERG) dedicated to empowering Hispanic/Latino employees.

Ms. Martinez has also served as a human resources management consultant and professional, working for such companies as State Street, EMD Serono and Allaire/Macromedia. Prior to concentrating on HR as an area of expertise, she was a management consultant with American Management Systems (AMS), a global technology and management consultancy, where she worked on business solutions for Fortune 500 financial services, life sciences, technology, and professional services companies.

A graduate of Brandeis University, where she earned her B.A., Ms. Martinez also has a J.D. from the University of Denver Sturm College of Law. She has been named by *Fortune Magazine* in 2017 and 2018 as one of the 50 Most Powerful Latinas in the United States and was also recognized in 2018 as a Leading Latina in the US by Hispanic Executive magazine.



Lisa DiPaolo is Senior Vice President, North American Human Resources & Global Talent Acquisition at Ipsen. She is responsible for developing and leading the North American HR strategy and driving global

talent acquisition strategies. She is also member of the Global HR Leadership team.

Prior to joining Ipsen, Ms. DiPaolo spent nearly a decade at Biogen, most recently serving as Vice President of HR, Global Therapeutic

Operations and Executive Search, providing strategic support to the US and European operations as well as supporting growth strategies and setting up new entities in Latin America and Asia Pacific.

She also held several other positions with the company, including Global Head of Executive Search, Vice President of Corporate Functions, and Head of HR for the Hemophilia Business Unit. Prior to joining Biogen, she worked at Smiths Medical and Novartis. Ms. DiPaolo holds a Master's in Human Resources Management from Rutgers University and an undergraduate degree in English from Montclair State University.

Pam Kimmet is Chief Human Resources Officer at Manulife. She oversees the Company's Human Resources function and provides leadership to the people and culture elements of the Company's transformation.

Prior to joining Manulife, she was Chief Human Resources Officer at Cardinal Health, a healthcare services and products company with 50,000 employees in nearly 60 countries. She previously led the HR function at several global companies, including Coca-Cola Enterprises, Bear, Stearns & Co. and Lucent Technologies. She also held strategic HR roles at Citigroup and General Motors. Ms. Kimmet was named a Fellow by the National Academy of Human Resources in 2009.



Dennis Berger is Chief Culture Officer at Suffolk Construction. He oversees Suffolk's People & Culture team. Mr. Berger serves on the Executive Committee and reports directly to Suffolk Construction's

Chairman and CEO John Fish. He has more than 30 years of experience in human resources and people management, including the last 14 years as Chief Human Resources Officer.

Prior to joining Suffolk, Mr. Berger was a key partner in CDW Corporation's transformational growth. He was responsible for fostering and leveraging the organization's high-performing co-worker-centric culture, which was widely viewed as the driving force behind the company's financial success. Before joining CDW, Mr. Berger spent more than 12 years at Pepsi, serving in roles of increasing responsibility, including as head of U.S. Human Resources at PepsiAmericas, Inc.

Amy Fardella is Chief Human Resources Officer at TJX Corporation. She is responsible for aligning the appropriate talent, organizational, and human resource strategies to support the business objectives for The TJX Companies.

Ms. Fardella began her career in mental health and crisis management. In 1983, she began a career in training and development at Filene's Department Stores where she ultimately led that function. In 1991, she joined TJ Maxx where she managed the training and development function at the corporate headquarters. She also served as Director of Management and Organizational Development in the retail organization at Fidelity Investments before re-joining TJX where she created the executive development function and held HR generalist responsibility for the corporate headquarters.

In 2002, Ms. Fardella was named Senior Vice President, Director of Human Resources for the Marmaxx organization. She held that position until 2012, when she was assigned to lead the talent and organizational functions for the corporation. She was promoted to her current role in 2012.

Ms. Fardella holds a bachelor's degree from Miami University of Ohio with majors in psychology and sociology, and a Master's in Counselling Psychology from Boston University.



David Rodriguez is Executive Vice President and Global Chief Human Resources Officer at Marriott International. He assumed this role in 2006. Dr. Rodriguez was appointed a corporate officer in 2000, and in

2004, to the board of directors' Committee for Excellence that focuses on advancing employee wellbeing and inclusion in the company.

Dr. Rodriguez joined Marriott International and assumed the role of Senior Vice President, Human Resources in 1998. In 2003, he was appointed EVP with corporate-wide responsibility for various human resources functions as well as for the Marriott Lodging division. Prior to joining Marriott International, Dr. Rodriguez held various human resources leadership positions at Citicorp.

A graduate of New York University with a Bachelor of Arts and later, a Ph.D. in Industrial/Organizational Psychology, Dr. Rodriguez was inducted as a Fellow of the National Academy of Human Resources in 2014 and named HR Executive of the Year in 2019. ■



BOSTON UNIVERSITY NEWS

University Breaks Ground On Data Sciences Center

In September 2019, Boston University's Board of Trustees approved the construction of a building to house the Center for Computing & Data Sciences, as well as the creation of a new faculty unit for the discipline. The ceremonial groundbreaking took place in December 2019. Construction of the 19-story building, that will resemble a giant stack of books and will be completely fossil fuel free, is expected to begin in spring 2020.

The Faculty of Computing & Data Services will bring together faculty from across the University, led by an Associate Provost for Computing and Data Science. It addresses the need for faculty and staff to have access to better analytics to advance their research. For students, the center will address a growing need for data analytics and computing skills across all disciplines and the rise of data scientist needs.

"Two Big Steps Forward for BU's Big Move Into Data Sciences", www.bu.edu/today, September 30, 2019

Career Professor Awards For Questrom Professors

Two Questrom School of Business professors recently received Boston University Career Professorship awards. These Career Professorships, named for the donors and alumni who fund them, are awarded annually from among those nominated by their deans and colleagues as promising scholars in their fields. Most are tied to specific BU schools; all are for three years and provide stipends for the recipients' salaries and scholarship.

Sanaz Mobasser, is a Questrom School of Business Assistant Professor of Management

and Organizations. She was named an Isabel Anderson Career Development Professor for her research in discrimination against black job applicants. Inspired by others' research showing the difficulty applicants with criminal records experience securing work, Professor Mobasser recently studied almost 400 applications submitted to 184 employers in Oakland, California.

Robert Metcalfe, a Questrom Assistant Professor of Markets, Public Policy, and Law, was named a Reidy Family Career Development Professor. He uses extensive data sets to help large companies address managerial problems, from health to the environment to digital matters. Metcalfe studied hundreds of airline captains across 40,000 flights and found that if they knew their fuel efficiency was being monitored, it improved, thus lowering carbon dioxide emissions.

"Junior Faculty Recognized With Career Development Awards" www.bu.edu/today, September 18, 2019

Questrom Programs Continue To Climb

The Questrom School of Business continues to attract attention from *Poets & Quants*, a forum and community of experts that share information on business schools around the world. In the forum's ranking of 97 undergraduate programs, Boston University's Questrom School of Business increased its position by three places to 27th. As part of this ranking, *Poets & Quants for Undergrads* assessed schools on: academic experience, employment outcomes, and admissions standards. Data was collected directly from schools and via an alumni survey.

The forum also ranked Questrom among the top 10 business schools to watch this year, noting that "eight years ago, the school rolled the dice, anchoring its full-time curriculum to healthcare and life sciences, digital technology, and alternative energy and sustainability. Now, Questrom is starting down a new path."—a reference to the BU Questrom Online MBA, scheduled to launch in the fall of 2020. The article highlights the Online MBA's innovative curriculum and the new degree's accessible price point—\$24,000. The article also highlighted Dean Fournier's commitment to simultaneously furthering the on-campus MBA programs, referencing her view of the programs as different segments with different needs and audiences.

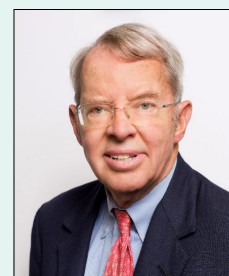
"Questrom Among Top 10 B-Schools To Watch In 2020" www.bu.edu/questrom, January 16, 2020 and "Questrom Undergraduate Program Rises To #27 In Poets & Quants Rankings", www.bu.edu/Questrom, December 20, 2019

Expanded Howard Thurman Center Opens

A grand opening was held on January 21 for the newly expanded Howard Thurman Center for Common Ground, now located at 808 Commonwealth Avenue. Celebrations included hors d'oeuvres and refreshments as well as guided tours of the Center by Associate Provost and Dean of Students Kenneth Elmore (Wheelock '97)

"Grand Opening of Howard Thurman Center for Common Ground", www.bu.edu/today, January 21, 2020

HRPI Director In The News



HRPI Director Professor Fred K. Foulkes was interviewed recently by Bloomberg News following Goldman Sachs CEO David Solomon's announcement that it will no longer

do business with companies that do not have a female or diversity representative on their board of directors. Professor Foulkes commented that "this is a seismic change" and he wondered if JP Morgan and Morgan Stanley might follow.

"Goldman Rule Adds To Death Knell Of The All White, Male Board", *Bloomberg News*, January 23, 2020 ■



From left to right: Dean Susan Fournier, Fred Foulkes, and David Rodriguez.

Professor Foulkes began the Friday morning meeting by introducing Professor Evan Apfelbaum, HRPI Research Director, who discussed ramping up research quality to match the caliber of the HRPI members. HRPI will continue funding early stage, promising and relevant research. Additionally, he described the possibility of a new post-doctoral position focused on research excellence in diversity and inclusion with an HR focus. He concluded his remarks by introducing Audrey Holm, recipient of an HRPI research grant. Ms. Holm presented the preliminary findings of her research into employment after incarceration.

Professor Foulkes then introduced Jeanne Meister, founding partner of Future Workplace, an HR Advisory and Research firm, and bestselling author of three books including, *The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees*. Ms. Meister discussed creating compelling employee experiences and the changes she sees in work, workspace and workforce.

Following her presentation, Ms. Meister, moderated an employee experiences panel, featuring Luciana Duarte, Global Head of Employee Experience, HP; Damon Deaner, Director of Employee Experience Design, IBM; and John Reid-Dodick, Senior Vice President of Culture, WeWork.

Concluding the meeting, Professor Foulkes thanked the presenters and speakers for their contributions to the meeting, all of the members and guests for their participation and attendance and Sandy Keldsen for managing the event. ■

Accolade Streamlines Health Benefit Access for American Airlines

After facing significant challenges with benefits engagement for its 130,000 employees, American Airlines turned to Accolade, a personalized health and benefits solution that uses various technologies to help employees navigate health benefits. Since it was launched in January 2019, Accolade has assisted 58,000 staff members, as well as 46 percent of families at the airline. For high-cost families that number increases to 91 percent.

Employee satisfaction with the service is high, at 94 percent, and the partnership has helped to increase significantly the utilization of telehealth and second opinion services. In addition, the service's personal health assistants, that help employees with benefits questions, claims, eligibility and billing have been very popular and useful. Overall, the company reports seeing fewer in-patient days and emergency room visits since adopting Accolade.

"American Airlines Sees Engagement Soar With New Benefits Tech", *Human Resource Executive*, September 30, 2019 ■

RECOMMENDED READING

Create a Gender Balanced Workforce, by Ann Francke, Penguin Business Experts, 2019

People Must Live By Work: Direct Job Creation in American From FDR to Reagan, by Steven Attewell, University of Pennsylvania Press, 2018

Seeing Around Corners: How to Spot Inflection Points in Business Before They Happen, by Rita McGrath, Houghton Mifflin Harcourt, 2019

Temp: How American Work, American Business and American Dream Became Temporary, by Louis Hyman, Viking Press, 2018

The Captain Class: A New Theory of Leadership, by Sam Walker, Random House Publishing, 2018

The Four-Day Work Week, by Robert Gross, Routledge, 2018

The Power of Experiments: Decision-Making in a Data-Driven World, by Michael Luca and Max Bazerman, The MIT Press, 2020

Workers Without Borders: Posted Work and Precarity in the EU, by Ines Wagner, ILR Press, 2018

Working Daughter: A Guide to Caring for Your Aging Parents While Making a Living, by Liz O'Donnell, Rowman & Littlefield Publishers, 2019





More Women On Boards Worldwide

Over the past decade, the percentage of women on company boards has doubled worldwide, according to a

2019 study by Credit Suisse Research Institute. According to the report, the percentage of women on boards worldwide stands at 20.6 percent, up from 15.3 since 2015.

The research illustrates noteworthy differences across the world. In Europe, 29.7 percent of board positions are held by women, while the percentage in Japan is 5.7 percent. Significant improvements have been noted in North America, without the use of formal regulatory pressure, with board representation jumping from 17.3 percent in 2015 to 24.7 percent in 2019. Outside of Japan, women hold 14.4 percent of positions in Asia, an increase from 11.6 in 2015. Although these figures lag behind Europe and North America, the region has the highest number of female CEOs and CFOs globally.

The report also reveals that the proportion of women in management increases as the percentage of women on boards rises, suggesting that greater boardroom gender diversity helps improve balance in executive positions.

"One- Fifth Of Board Positions Globally Now Held By Women", *The Irish Times*, October 11, 2019

Irish PLCs Slow To Appoint Female Board Members

Irish public limited companies (plcs) are at the bottom of the list of European countries appointing women to their boards, according to research by Heidrick & Struggles. Women accounted for 29 percent of 34 boardrooms seats filled by Irish plcs., the lowest of seven European countries monitored, where the average was 38 percent.

Germany, the Netherlands and Spain have set quotas for female representation, but do not sanction companies for non-compliance. Ireland and the United Kingdom have only set guidelines.

"Irish Public Companies Bottom Of Pile For Female Board Appointments", *The Irish Times*, September 26, 2019

Altria Group Supports Catalyst's Women on Board™ Program

Catalyst received a \$1 million grant from Altria Group to expand Women on Board™, a sponsorship program that matches high potential female executives with CEOs and board chairs with the goal of advancing more women candidates onto corporate boards. Currently, women hold 22 percent of all Fortune 500 board seats. Only 4.6 percent are held by women of color.

The grant will be used to engage more CEOs and directors to sponsor board-ready women. In addition, the grant will allow more senior female executives to join the program to prepare them for their first board position. Women on Board™ was launched in the United States in 2016 and since then has had alumnae appointed to more than 170 boards.

"Catalyst Receives \$1 Million Grant From Altria Group To Expand Highly Successful Catalyst Women On Board Program", www.catalyst.org, March 28, 2019

Citigroup Adjusts Women's Pay In Singapore

In Singapore, Citigroup has adjusted the pay of women who earned less than male peers in the same job. This follows a global pay review and assessment by the company, which found that female employees earned, on average, 29 percent less than men at the company.

According to a study from the Singapore Ministry of Manpower and the National University of Singapore, the average pay differential was six percent, when adjusted for age and education. This compared to similar analyses that showed an eight percent gap in the United States, a 7.7-8.3 percent gap in Canada and 18.3 gap in China.

"Citi Singapore Adjusts Pay For Woman Earning Less Than Their Male Peers", *Bloomberg News*, January 16, 2020

Gender Pay Gap A Concern In Ireland

Within a year of leaving college or university, a significant pay gap opens up between male and female graduates in Ireland, according to the country's Higher Education Authority (HEA). While women outperform men in college and university assessments, compensation for men outstrips that of women by, on average, €14 per week within a year of graduating, rising to a €130 differential per week after eight years of employment.

The HEA's study tracked the earnings of thousands of graduates between 2010 and 2017 and suggests that future earnings remain linked to the type of school attended, higher education institutions and subject choices. The study also reveals that much of the gender pay gap can be explained by a high proportion of men opting for higher-earning careers, such as engineering and medicine. Furthermore, a higher number of women take career breaks for family and child rearing reasons, further contributing to the gender pay gap.

Overall this study shows that graduates in medicine are the best paid within four years of leaving college, followed by those with qualifications in statistics, chemical engineering and medical diagnostic imagery. The lowest earners include education and liberal arts graduates.

"Graduate Gender Pay Gap Widens Over Time", *The Irish Times*, December 19, 2019

Workplace Tech Lags Behind Personal Devices

Research by the Workforce Institute at Kronos reveals that the majority of employees across the world wish their workplace technology was as easy and powerful as their personal technology. More than 2,800 hourly and salaried employees in Australia, Canada, France, Germany, Mexico, New Zealand, the U.K. and the U.S. were surveyed to investigate the impact of emerging technology on employee experience.

Unlike the case many years ago, most employees now have better access to sophisticated technology in their personal lives than at work. Many reported that workplace technology needs to be more intuitive—with no more training manuals or classes. Forty-eight percent of those surveyed noted a desire for their workplace technology to perform like their personal devices.

Employees in Mexico were least content with their workplace technology, with only eight percent reporting that their workplace technology was more user-friendly than their personal devices. Germany reported the most employee satisfaction with workplace technology at 24 percent. More than half of all employees surveyed agreed that it is easier to search for a movie on Netflix than it is to check their benefits online.

"Workers Globally Wish For Better Technology", *The Workforce Institute @Kronos*, February 2019 ■



Human Resources Policy Institute
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SAVE THE DATE!!

Spring 2020 Meeting, May 7 & 8 at Kronos.

HRPI Steering Committee

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Mr. John Letcher
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