

HUMAN RESOURCES POLICY *Institute*



Boston University Questrom School of Business
Human Resources Policy Institute

HRPI Fall 2021 Newsletter

HRPI Spring Meeting 2021

The 2021 Human Resources Policy Institute (HRPI) met virtually on May 6-7. The meeting was hosted by UKG—Ultimate Kronos Group. Opening the meeting, Professor Foulkes shared that UKG was a special pick to host because they routinely win many awards for being a great place to work and because they have a CEO who wrote a wonderful book. He then welcomed David Almeda, Chief People Officer at UKG, who introduced Aron Ain, Chairman and CEO of UKG.

Mr. Ain began by sharing his belief that great organizations are powered by great people. He spoke about his book, *WorkInspired*, and discussed the Kronos/Ultimate merger that closed shortly after the start of the COVID-19 pandemic. He introduced his book by noting that great organizations are powered by great people. However, great people have choices regarding where they work, so organizations must create an engaged environment to attract, develop, and retain people. The book describes the ways he and his team have worked to create a great environment to get people to stay and produce excellent outcomes for the organization and its customers.

UKG underwent the unimaginable process of merging two companies in the middle of a pandemic. The newly branded UKG expressed to its people a commitment to protecting employees and their families by avoiding reductions-in-force, pay and benefit cuts, and furloughs. In exchange, UKG asked employees to help protect the balance sheet.

On May 7, Mr. Almeda opened the session by explaining that UKG has been working to build an intentional culture to support its tagline “our purpose is people” UKG

leadership drew on the strengths of each legacy culture to create an entirely new culture to support the new company's vision.

Beginning with the understanding that “our purpose is people”, the leadership team explored what they wanted to accomplish with the merger, focusing on the culture they wanted to build. They crowdsourced three core values from the “U Krew”: United, Kind, and Growing, with a 6-month activation plan to bring the values to life. They then began the integration process to institutionalize the values.

Members then heard from two UKG HR leaders—Mark Williams, Director of Employee Brand and Communications and Jarrod Harden, Program Manager of Belonging, Diversity, and Equity. Mr. Williams described how UKG brings its vision and culture to life through communications and discussed how UKG announced the merger to employees of the companies and how the newly blended organization responded to COVID-19. He noted that moving forward, UKG communications will center on “Our Purpose is People.

Jarrod Harden, Program Manager of Belonging, Diversity, and Equity described how UKG puts the “B”, referring to belonging first, because it is viewed as a unifier. This focus helps improve diversity efforts because it shifts the focus to everyone, rather than focusing on one particular dimension of diversity.

Concluding the meeting, Professor Foulkes thanked all of the panelists for their contributions to the meeting and all of the members for their participation and attendance.

HRPI Updates

In Spring 2021, the Human Resources Policy Institute hosted two “virtual roundtables” for members and guests. The first, titled, **Return to Work Challenges After the Vaccine, and Executive Compensation Plan Challenges Given the Uncertain Economy**, featured a member discussion on return-to-work challenges and a discussion about executive compensation challenges led by Charlie Tharp.

The second roundtable, **Emotional Wellbeing in the Workplace** was hosted by Dr. Jeremy Nobel, MD, MPH from the Centre for Primary Care at Harvard Medical School and Founder of the Foundation for Art & Healing. The discussion also featured Elaine Beddome, Global Head of Total Rewards, HP; Lisa Buckingham, EVP and Chief People, Place and Brand Officer, Lincoln Financial; and Dr Doug Nemecek, Chief Medical Officer of Behavioral Health, CIGNA.

Save the Dates!

The **2021 HRPI Fall meeting** will be held virtually on **October 21-22** and will include the HR Executive of the Year award ceremony.

The **2022 HRPI Spring meeting** will be held in person on **May 5-6** in Boston.

Congratulations!

Congratulations to HRPI member **Kerry Chandler**, CHRO, Endeavor, on being named a Fellow of the National Academy of Human Resources. She joins several HRPI members who have been previously elected.

Richard L. Antoine, President, AO Consulting, LLC and former CHRO, Procter & Gamble

Lisa Buckingham, Formerly EVP, Chief People, Place & Brand Officer Lincoln Financial Group

Ted Childs, Founder, Ted Childs, LLC, Formerly Vice President, Global Workforce Diversity, IBM Corporation

Fred K. Foulkes, Director, HRPI, Professor, Boston University Questrom School of Business

Jean M. Halloran, Principal & Founder Halloran Consulting, LLC Formerly Senior Vice President of Human Resources, Agilent Technologies, Inc.

Tracy Keogh, CHRO, Great Hill Partners, and former Executive Vice President, Human Resources Hewlett-Packard Company

Daniel Marsili, Formerly CHRO, Colgate-Palmolive Company

David A. Rodriguez, EVP & CHRO Marriott International, Inc.

Jill B. Smart, President National Academy of Human Resources, Formerly CHRO, Accenture

Charles G. Tharp, Professor of the Practice, Management & Organization Boston University Questrom School of Business. Charlie is in fact a Distinguished NAHR Fellow.

New Members and New Representatives

Carolyn Flanagan is Head of Human Resources at Adams Street Partners. Prior to joining Adams Street, Ms. Adams managed the direct hire services division of Smart Resources, a Chicago-based search firm. Before this, she was the manager of human resources at a large not-for-profit organization headquartered in Boston. Her responsibilities included recruiting, training, program development for employee activity, and incentive programs.



Ms. Adams is a member of the Society for Human Resource Management and World at Work. She is also a member of Adams Street's Operating Committee and Charitable Giving Committee, and Co-Chair of the firm's Diversity, Equity, and Inclusion Committee.

Christina Hall is CHRO at Instacart. In this role, she supports Instacart's teams across North America, building a holistic people and talent strategy designed to attract, retain, and develop employees. Ms. Hall brings to Instacart more than 20 years of experience advancing talent goals at high-performing tech companies. Most recently, she served as Chief People Officer at LinkedIn and previously held key human resources roles at Facebook and Intuit. At Instacart, she will oversee the company's Human Resources, Recruiting, and Diversity, Equity and Inclusion functions.



A graduate of Stanford University, Ms. Hall also holds a J.D. from the Hastings College of Law at the University of California.

Belinda Hyde was appointed Senior Vice President, Global Human Resources of Waters Corporation in January 2021. In this role, she is responsible for all aspects of the Global Human Resources function including talent management, total rewards, HR business partners, HR operations and technology, employee engagement, and diversity and inclusion.



Prior to joining Waters, Dr. Hyde served as the Chief Human Resources Officer for SPX FLOW, Inc. and Schnitzer Steel. She has also held leadership roles in business and cultural transformation, executive development, talent management, compensation, benefits, training, internal communications, and business partner support at companies such as Caltex Petroleum, Dell Technologies, Invitrogen, and Celanese Corporation.

A graduate of the University of Texas, Dr. Hyde also earned both a master's degree and doctorate in industrial and organizational psychology from the University of Houston.

Tracy Keogh recently joined private equity partners Great Hill Partners, in the newly-created role of Chief People Officer. Ms. Keogh will also become a Growth Partner. She will be responsible for overseeing and scaling all people-focused and human resources initiatives and supporting growth across the firm's portfolio through strategic talent initiatives.



Ms. Keogh is joining Great Hill Partners from HP Inc., where she held the role of Chief Human Resources Officer for over a decade and oversaw the company's global strategic HR activities and employee communications. Ms. Keogh spearheaded many transformative initiatives at HP Inc., including overseeing all people aspects of the company's historic split into two industry leading-companies, the evolution of HP's iconic culture of innovation and the creation of one of the most diverse board of directors of any U.S. technology company.

Prior to joining HP Inc., Ms. Keogh served in a variety of senior HR roles at leading companies, including, Senior Vice President of HR at Hewitt Associates and Vice President of HR at Analog Devices.

Ms. Keogh has been recognized as HR Executive of the Year by *Human Resources Executive Magazine*, and is a Fellow by the National Academy of Human Resources. She has also been named one of the 50 Most Powerful Women in Technology by the National Diversity Council, a Global Top 10 Breakaway Leader in Human Resources by Evanta and HR Leader of the Year by Digiday

Jane Moyer is Chief Human Resources Officer at Commonwealth Financial. In this role she helps create an organization where people are heard and fairly treated, while providing service to advisors.



Prior to joining Commonwealth, Ms. Moyer was CHRO, Vice President Human Resources at [Northeastern University](#), a private research university in Boston with 25,000 students and 5,000 members of faculty and staff. In this role, she led all HR functions, including compensation, benefits, HRIT, Learning and OD, payroll, shared services and talent acquisition. She has also served as Member of the inaugural faculty of Penn State's LSER Department's World Campus, where she designed accredited courses in Human Resource Management and Comparative Benefits for graduate and undergraduate student levels. Earlier in her career, Ms. Moyer also held senior HR roles at several large companies, including, Icon plc, Maersk Line, Starbucks and Kendall Jackson Wine Estates.

A graduate of Penn State, Ms. Moyer also holds a master's degree in Industrial Relations and Management from Cornell University.

Jen Warne is Executive Vice President, Chief People Officer for Lincoln Financial Group. She reports to President and CEO Dennis R. Glass and sits on Lincoln's Senior Management Committee.



Ms. Warne is responsible for setting, implementing and providing strategic oversight over all aspects of Lincoln's Human Resources programs, including Diversity and Inclusion, Employee Relations, HR Business Partnering, HR Operations and Technology, Leadership and Employee Development, Organization and Leadership Effectiveness, Talent Management, Total Rewards, and Corporate Social Responsibility and Sustainability efforts.

At Lincoln Financial for more than 10 years, Ms. Warne has served as Chief Talent Officer since 2011. She has also served as the Head of HR Business Partnering for a variety of business lines and led multiple, critical enterprise HR initiatives. As Chief Talent Officer, she led the development and execution of effective talent strategies to differentiate Lincoln in the marketplace as a destination employer. She also played a critical role in the company's response to COVID-19, return-to-office planning and the development of Lincoln's new work model.

Ms. Warne joined Lincoln Financial from Towers Watson, formerly Towers Perrin, where she served on the HR leadership team and held various HR roles. She holds a Bachelor of Business Administration in Human Resources from Temple University.

New Steering Committee Representatives

Dennis Berger, Chief Culture Officer, Suffolk Construction and **Stephanie Franklin**, Senior Vice President and Chief Human Resources Officer, Vertex recently joined the HRPI steering committee.

BU News

Covid-Era Commencement

Boston University's 148th Commencement took place on May 17, 2021. Due to COVID-19 constraints, there were two ceremonies—one for advanced degree recipients in the morning and another for undergraduates in the afternoon. No guests were permitted at either ceremony.

Robert Brown, President of Boston University began both ceremonies by acknowledging the uniqueness of the 2021 event and how much campus life had changed since March 2020. He paid tribute to the University's Healthway team responsible for administering the University's testing program, contact tracing and quarantine and isolation protocols since summer 2020.

Undergraduates heard from Representative Ayanna Pressley, (D-MA) who noted *"You need not take the world as it is, as you inherited it. In fact, you cannot. We need each and every one of you to meet this moment, to imagine a better world, and then to work for it."* The Metcalf Cup and Prize and Metcalf Awards for Excellence in Teaching, the University's highest teaching awards, were also announced. The Metcalf Cup and Prize went to Steve Ramirez (CAS'10), a College of Arts & Sciences assistant professor of psychological and brain sciences and David Sullivan, a master lecturer in computer science at CAS won the Medcalf Award.

Advanced degrees were awarded at the morning ceremony, where the Commencement speaker was Noubar Afeyan, co-founder and chairman of Moderna Therapeutics. He spoke about the revolution underway in healthcare with a focus on protection and early detection, instead of reaction and treatment. Fadie Coleman (CAS'97, MED'16), an assistant professor at the School of Medicine received the Medcalf Award.

"A BU Commencement Unlike Any In History", *BU Today*, May 16, 2021

Rankings Rise

The Questrom School of Business research ranking by UT Dallas hit an all-time high in March 2021. Since 2014, the school has experienced a 52% growth in qualifying publications and its ranking has jumped almost 20 places. The ranking is based on publications in a selection of academic journals.

Although many business schools rise through the UT Dallas rankings because they grow in size, Questrom's improvement was achieved without any net growth in tenured and tenure track faculty.

Boston University Buys Clean Energy

In December 2020 Boston University began buying clean energy from a [South Dakota wind farm](#) enabled by support from the University. This move fulfills an important goal of the University's Climate Action Plan (CAP).

The University will buy 205,000 megawatt hours of electricity annually for 15 years from the wind farm developer, builder, and operator, and resell that clean power to Midwest consumers. In the process it will help decarbonize that region's power grid, earning the University legal credits, called Renewable Energy Certificates (RECs), against its own carbon emissions in Boston. Those credits are a key part of the CAP's strategy for cutting campus and global operations emissions to zero by 2040.

According to the Environmental Protection Agency (EPA), this purchase is the largest single active clean power purchase agreement by any of the 126 colleges and universities in the [EPA's Green Power Partnership](#), a consortium of organizations that voluntarily commit to clean power.

"BU Supported Wind Farm Now Up and Generating Clean Energy, www.butoday.com, December 1, 2020

New Major Debuts at BU

Beginning in fall 2021, Boston University students will be able to declare Data Science as a major. It is designed to give students and analytical and computational skills that are now necessary in many fields. Students will gain foundational and practical training in algorithmic and statistical data analysis, machine learning, and software engineering.

This year, students will apply through the Intra-University Transfer process. In September 2022, the first class of students will be admitted directly.

"BU Launches Data Science as an Undergraduate Major", www.butoday.com, July 29, 2021

Member News

Corporate Ally Awards for HRPI Member Companies

HRPI members Biogen and John Hancock were 2021 Corporate Ally Award Honorees at the *Boston Business Journal's* fifth annual "Business of Pride" event, held virtually on June 3, 2021

New Marriott HQ in Downtown Bethesda

Marriott International is moving ahead with plans to relocate to a new headquarters in downtown Bethesda, Maryland. However, most employees who work there will not have assigned workspaces, nor will they commute to the office daily. The new headquarters has been designed with 30 percent fewer workspaces and more collaboration space than the previous building, as the company moves toward having more employees work remotely for longer.

The new office building, intended to be a sustainable workplace, is equipped with current technology and amenities, with easy access to a variety of transportation options, including the Bethesda Metro and the Bethesda Circulator bus. The building is designed to LEED GOLD standards. In addition to workspace, the building will also offer Marriott staff a childcare facility, a fitness center, and a cafeteria. There will also be a full-service Marriott Hotel with 244 rooms and more than 8,000 square feet of flexible meeting and event space on site, as well as a coffee shop, roof-top bar and a restaurant which will all be open to the public.

"Downtown Bethesda HQ Development", www.mhqbethesda.com, May 2021

Best Large Employer Honors for UKG

Ultimate-Kronos Group (UKG) has been ranked No. 2 on the latest "Best Large Employers" list published by *Forbes* Magazine. The group is the combined entity of Kronos Inc and Ultimate Software.

In compiling the list, *Forbes* worked with market research company Statista to survey 50,000 employees at businesses with at least 1,000 employees and rank the top 500 companies. Respondents were asked whether they would recommend their employer to friends and family and were also asked to nominate other organizations.

“UKG Ranked No. 2 On Forbes List Of Best Big Employers”, *Boston Business Journal*, February 2, 2021

Waters Corporation Keeps Covid Out

HRPI member company Waters was featured in *The Boston Business Journal* which highlighted the company’s innovative efforts to keep employees safe during the Covid-19 pandemic. After shutting down in March 2020, the company began developing plans to bring employees back to work in summer 2020. The company installed plexiglass partitions and developed a health screening protocol administered via an app that every employee completed before coming to work.

The company created an “innovation response team” which, along with physicians and engineers, met with subgroups of manufacturing and R&D employees (who were considered essential employees) weekly and crafted a plan.

Working with the Board Institute, Waters provided on-site Covid testing to employees twice weekly. The company also utilized fluid mechanics models to create airflow plans that allowed them to determine how long a person could stay in a room before they were at risk of contracting Covid.

The company also monitored local infection and vaccination rates that informed the appropriate level of restriction. If local infection levels were about 100 per 100,000 or the local vaccination rate was less than 60%, the restriction level was “constrained” and employees needed to wear masks and social distance. At the “relaxed” level, vaccinated employees no longer needed to wear masks, while “normal” protocols allow full capacity, no masks and no social distancing. However, this level was only reached with a local infection rate of 10 per 100,000 and a minimum vaccination rate of 80%. Social distancing is taken very seriously and the company uses a German-made device that sounds an alarm if two employees get within six feet of each other. These measures have allowed Waters to maintain almost full production and the company share prices have almost doubled over the past year.

“How Waters Corp Kept Employees Working—And The Coronavirus Out”, *Boston Business Journal*, June 18, 2021

Liberty Mutual HR Leader Discusses Future Flexible Work

Melanie Foley, Senior Vice President and Chief Talent and Enterprise Services Officer at Liberty Mutual was featured on a “care@work” podcast discussing the post-pandemic working world. She spoke about the “new normal” of remote working, supporting employee mental health and how culture leadership and values-led leadership will play a larger role in helping employees and companies thrive in the years ahead.

“An HR Leader’s Plans For The Flexible Future Of Work”, www.care.com/careatwork, June 2021

CVS Raising Minimum Wage

Beginning in July 2022, CVS employees will earn a minimum of \$15 per hour. To reach this goal, incremental raises will begin in August 2021. Approximately 65 percent of CVS employees already earn more than \$15 per hour.

The company has also removed the requirement that employees must have a high school diploma or GED for entry-level positions and will also eliminate all GPA requirements for university recruitment.

“CVS Will Raise Employees Minimum Wage To \$15”, *The Boston Globe*, August 4, 2021

Around the Globe

Asset Management Firm Monitors Carbon Emissions

Ninety-five percent of employees at Standard Life Aberdeen work from home and the company estimates that these employees account for 55% of the company’s carbon emissions. Employees working from home usually use more electricity and heating than they would in an office environment.

With this in mind, the company is working with Pawprint, a carbon measurement company to help employees be more mindful of their carbon footprint. Employees download an app that asks them specific questions and sets challenges to encourage them to be more mindful of how their activities impact the environment. The company has been monitoring its carbon emissions since 2006. Pre-pandemic travel accounted for 65% of the company’s carbon footprint, but that has now decreased to 14%. Other initiatives at the company that support sustainability include electric car leasing and offsetting the company’s operational carbon footprint.

“Standard Life Aberdeen To Monitor Homeworkers’ Carbon Emissions”, *Personnel Today*, May 19, 2021

Bereavement Leave in New Zealand

In New Zealand, mothers and their partners who experience a miscarriage or stillbirth will be allowed three days of bereavement leave, thanks to legislation passed unanimously by parliament. The leave will be available to mothers, their partners and parents planning to have a child through adoption or surrogacy.

According to the New Zealand college of midwives, approximately one in four women experience a miscarriage, with 95 percent happening in the first 12-14 weeks of pregnancy.

“Miscarriages and Stillbirths: New Zealand to Allow Bereavement Leave”, www.bbc.com, March 24, 2021

Volvo Debuts Parental Leave

Beginning on April 1, 2021, all 40,000 employees who have worked with Volvo for more than a year will be eligible for six months parental leave, while earning eighty percent of their salary. The leave may be taken at any time during the child’s first three years of life.

This new benefit is in line with Swedish policy, which mandates the same benefit for all employers in the country.

“Volvo To Offer Six Months Of Paid Parental Leave To All Employees”, *Norway Today*, April 3, 2021

Time Off to Grieve at Hiroro

A Tokyo-based creative direction company, Hiroro, Inc., is offering employees up to 10 paid leave days to mourn or to celebrate the marriage, retirement or graduation to their idols. The leave is intended to acknowledge the importance of mental and emotional health.

“Japanese Company Offers Paid Leaves To Employees Grieving Over Retirement, Marriage of Idols”, www.inquirer.net, March 24, 2021

Spain Experiments with Four-Day Workweek

Later in 2021, Spain will become the first country to experiment with a four-day work week. Details of the pilot program, which is projected to cost approximately 50 million Euros and last three years, are still under discussion. Worldwide, several large corporations have experimented with the concept, but the Spanish program is expected to be much larger, with the budget expected to allow approximately 200 companies to participate.

“Spain Will Experiment With Four Day Workweek, A First for Europe”, *The Washington Post*, March 15, 2021

Remote Working Success Prompts Employee-Led Decentralization Efforts in Ireland

Following the success of remote working during the Covid-19 pandemic, government employees in Ireland will be able to continue working remotely under a decentralization plan revealed by the Irish government in March. This “worker led” decentralization plan intends to have 20 percent of public sector employees working remotely or blended between home and office by the end of 2021, with increasing targets over the following five years.

The initiative will involve identifying 400 remote working hubs across the country and a focus on improving rural broadband capability in rural areas. Incentives to attract employees to live in rural areas are also being explored.

“New Rural Ireland Plan Says 20% Of Public Sector Staff To Work Remotely By End Of 2021”, *The Irish Times*, March 29, 2021

HR News

New Mental Health Supports at Amazon

Employees at Amazon will now be able to access free counseling, a 24-hour crisis support line and a mental health app as the company responds to Covid-19 related stress at the company. Called “Resources for Living”, the benefit will be available to all Amazon employees in the United States and their families. It will offer in-person, phone, video and text access to three counseling sessions per person, per topic.

“Amazon Takes Big Step In Improving Workers’ Mental Health”, www.hrexecutive.com, May 21, 2021

Zoom Free Fridays at Citigroup

Responding to reports of stressed employees, Citigroup has launched “Zoom Free Fridays”, which bans internal video calls on Friday. However, employees will still be expected to participate in internal audio calls and external Zoom calls with clients. In

addition, employees have been asked not to schedule calls on weekends and outside of traditional pre-pandemic working hours.

Employees are also being urged to avail of their vacation time and the company held a firm-wide holiday, "Citi Reset Day" on May 28.

"Citi Launches Zoom-Free Fridays, But There's A Catch", www.cnn.com, March 23, 2021

Employers Rethink Compensation

With the sudden reopening of the U.S. economy and the approach of summer, employers are rethinking what constitutes a robust compensation package. At Waste Management, employees can earn a bachelor's or associate's degree or earn certification in data analytics or business management at the company's expense. This year, the company has extended this benefit to spouses and children of employees.

Meatpacking company JBS USA, will also pay employees and one child per employee to earn a college degree. The company has also increased hourly pay by more than thirty percent over the past year. Floor workers now start at \$21 per hour, while hourly pay for more skilled employees starts at \$30 per hour.

"From Appetizers to Tuition, Incentives To Job Seekers Grow", *The New York Times*, June 8, 2021

KPMG Attempts to Reduce Stress

Big Four firm KPMG, is utilizing staff feedback, gathered during the pandemic to institute new work practices aimed at reducing work-related stress. Moving forward, Wednesday afternoons from 2:00 p.m. to 5:30 p.m. are designated as "Heads-down" time for employees to focus on work. Non-essential meetings are discouraged during this time. Fridays are for "voice only" meetings and meeting blocks are now 25 and 50 minutes instead of 30 and 60 minutes. Finally, the company has set the availability window on staff calendars back by one hour to discourage early morning meetings and allow staff to better prepare for the workday.

"KPMG Launches Relaxed Work Policies To Combat Remote Work Fatigue", *Accounting Today*, May 26, 2021

Marijuana Testing Change at Amazon

In early June, Amazon announced that it supports the federal legalization of marijuana. Changing state laws on marijuana mean that Amazon will no longer be included in the company's pre-employment drug testing. In the future, marijuana will be treated in the same way as alcohol. Furthermore, the company is endorsing a federal marijuana legalization bill, the Marijuana Opportunity Reinvestment and Expungement Act.

However, for positions at the company that are subject to regulation by the US Department of Transportation, the marijuana test will still be to included and the company will continue to undertake impairment and will test for all drugs and alcohol after any incident.

"Amazon Changes Employee Policies For Time Off, Marijuana", *CNN.com*, June 2, 2021

Walmart Foundation Gives Grants to Sixteen Organizations

Following the killing of George Floyd on Memorial Day 2020, Walmart pledged \$100 million over five years to support racial equity, overseen by the company's Center for Racial Equity. Since then, the company has given grants to sixteen organizations, including \$1 million to the Student Freedom Initiative, to support historically black colleges, an \$1 million to the Association of Black Foundation Executives, to promote philanthropy in black communities.

"Walmart Donates \$14M To Promote Racial Equity", www.bloomberg.com, February 1, 2021

Pricewaterhouse Coopers Marks Pride Month

Marking the beginning of LGBTQ+ Pride Month, PricewaterhouseCoopers US (PwC US) announced that it is increasing its lifetime maximum for transgender-related health care coverage and procedures from \$25,000 to \$75,000, beginning on July 1, 2021. PwC US has eight, diversity-focused Inclusion Networks, including one specifically for LGBTQ+ allies, members and supporters.

"PwC US Expands Transgender-Related Health Care Benefits" *Accounting Today*, June 1, 2021

Big Box Retailers Revamp Educational Support

Target and Walmart are making it easier for U.S. based team members to get degrees and other qualifications, beginning in Fall 2021.

Target is working with Guild Education to provide access to over 200 programs from 40 schools, colleges and universities. Offerings will include courses for associates to complete high school, college preparation, English language learning, as well as certifications, associate and undergraduate degrees. The company will also fund advanced degrees, directly paying institutions up to \$10,000 annually for master's programs, as well as covering the cost of textbooks and other course fees for eligible employees.

At Walmart, the cost of college tuition and books at a group of schools, including Johnson & Wales University, The University of Arizona and the University of Denver, will be covered for part and full-time employees. The company will also abandon the \$1 daily fee that has been charged to employees who participate in its "Live Better U" program. The company will also add course offerings in business administration and cybersecurity.

"Offering Debt-Free Degrees To More Than 340,000 Target Team Members? Now That's A Smart Move", *Target Press Release*, August 4, 2021 and "Walmart, The Country's Largest Private Employer, To Pay 100% Of College Tuition For Employee Program", *USA Today*, July 27, 2021

Recommended Reading

Glass Half-Broken: Shattering the Barriers That Still Hold Women Back at Work, by Colleen Ammerman and Boris Groysberg, Harvard Business Review Press

Grow the Pie: How Great Companies Deliver Both Purpose and Profit, by Alex Edmans, Cambridge University Press

Reimagining Capitalism: How Business Can Save the World, by Rebecca Henderson, Portfolio Penguin

No Rules Rules: Netflix and the Culture of Reinvention, by Reed Hastings and Erin Meyer, Penguin Random House

Uncharted: How to Map the Future Together, by Margaret Heffernan, Simon & Schuster

When More is Not Better: Overcoming America's Obsession with Economic Efficiency, by Roger Martin, Harvard Business Review Press

The Power of Trust, by Sandra J. Sucher and Shalene Gupta, Public Affairs Publishing

A World Without Work: Technology, Automation and How We Should Respond, by Daniel Susskind

HRPI Member Companies

Accenture
Adams Street Partners
Aon Corporation
APTIV
Avery Dennison
Biogen
Boston Scientific
Caterpillar Inc.
Cell Signaling Technology
Colgate-Palmolive Company
Commonwealth Financial Network
Curriculum Associates
CVS Health
DentaQuest
Dover Corporation
Endeavor
Excelitas Technologies
Fidelity Investments
Forrester
GE
Great Hill Partners
Hexcel Corporation
HP, Inc.
IBM
Instacart
Insulet
Ipsen
Johnson & Johnson
Liberty Mutual Insurance
Lincoln Financial Group
Manulife
Marriott
Mass. General Brigham
Procter & Gamble
Q2 Solutions

Raytheon Missiles and Defense
SHRM
Sig Sauer
Suffolk Construction
Textron, Inc.
TJX
UKG
UNFI
UnitedHealth Group
UNUM
UPS
Vertex
Waters Corporation

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