

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2021**

Introduction

Fiscal year 2021 marked the eighteenth full year of the University's progressive Wage and Benefit Parity Policy (WBPP) as recommended by the Harvard Committee on Employment and Contracting Policies. This report summarizes the University's efforts during fiscal year 2021, both to implement the WBPP and, more generally, to address issues related to service employees on the Harvard campus with particular emphasis on custodial, retail dining and security service workers.

Through the continued implementation of the WBPP, the University seeks to ensure that contracted custodial, retail dining and security service workers at Harvard receive total compensation comparable to that offered to corresponding University employees. The major aspects of this ambitious policy have now been established and the University continues to work closely with on-campus vendors as well as University contract managers to achieve compliance with the WBPP. Significant progress continues in the areas of wages and benefits, and conversion to full-time employment, workplace values, training and communication. In fiscal year 2022, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2021

In fiscal year 2021, the University continued to respond to the impacts of COVID-19. Remote learning continued for the entire 2020 – 2021 academic year. With that, the work for both Harvard direct hire and vendors employees providing custodial, dining and security services remained fully or partially idled. The University evaluated its Coronavirus policies on a regular basis and continued to provide pay and benefits to partially and fully idled Harvard direct hire employees and vendor employees where there continued to be a partial or total lack of work.

Wages and Benefits

A. Wage and Benefit Parity Policy (WBPP): The University continues to work with on-campus vendors providing custodial, retail dining and security services to ensure that they pay their on-campus employees total compensation (defined as wages, health and pension benefits, and paid time off) comparable to that received by corresponding University employed workers. In FY 2021, 12 vendors covered by the WBPP (7 custodial, 2 dining, and 3 security services) continued to provide services while operations for a few were fully suspended due to the pandemic. The Office of Labor and Employee Relations (LER) and the Office of Strategic Procurement (Strategic

Procurement) continue to identify new vendors that meet the applicability thresholds of the policy and therefore must comply with its provisions.

All of the vendors covered by the WBPP are required to sign the Master Services Contract, which was established by the University in 2002, and is administered and maintained by Strategic Procurement. The Master Services Contract sets forth the requirements for covered vendors and requires them to certify their compliance with the requirements of the WBPP. Strategic Procurement, in conjunction with the Office for Labor and Employees Relations, establishes and manages vendor agreements for services covered under the WBPP.

With implementation of the WBPP, LER developed a process by which vendors may establish comparable health and retirement benefit plans for compliance purposes. The goal is to ensure that vendor employees have comparable plans in which to participate.

In instances where a vendor does not offer a comparable plan, the WBPP requires those vendors to pay a financial offset equal to the University's contributions for health and dental plans. The University continues to offer health and pension plan comparability reviews and to work with vendors to establish comparable benefit plans to facilitate further vendor compliance with the WBPP.

B. Vendor Audits: The University has developed a process to audit selected vendors on an annual basis through the assistance of an outside auditing firm. Due to the COVID-19 public health emergency, the vendor audits for 2020 and 2021 were suspended. The University plans to resume the audit process in 2022 along with a comprehensive vendor training to prepare the vendors for the audit process. These audits allow the University to monitor compliance with WBPP requirements, provide the University with a fuller understanding of training needs for University contract managers and vendors, assist the University in its efforts to facilitate compliance, and inform future vendor selection decisions. The auditor reviews selected vendors to ensure that the following WBPP requirements are met:

- Wages paid to vendor employees are equal to those paid to Harvard employees in the corresponding service sector
- Vendor employees receive the same medical, dental, pension benefits and paid time off as Harvard employees in the corresponding service sector
- Vendors participate in the Harvard Bridge Program
- Vendors are providing tuition assistance and childcare assistance equal to that paid to Harvard Employees in the corresponding service sector

C. Conversion of Custodial Employees to 40 hours per week: Although not a requirement of the WBPP, the University has satisfied the contractual goal of 70% full-time employment among University custodians (defined as 40 hours/week) established pursuant to the Harvard University and SEIU collective bargaining agreement effective November 16, 2016 to November 15, 2020. As compared to March of 2002, the overall percentage of 40 hour/week custodians has increased from 32% in 2002 to 71.5% in

2021. As of January 2021, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 71.5% at 40 hours per week
- 8.3% between 30-39 hours per week
- 3.8% between 20⁺-29 hours per week
- 15.9% at 20 hours per week and below (below the threshold for full University benefits)

D. Wages: As provided for in their collective bargaining agreement, wages continued to increase in fiscal year 2021 for the members of the University's dining service union: Local 32BJ; Hotel Employees Restaurant Employees International Union (HERE), Local 26 and the University's custodial union: Service Employees' International Union (SEIU).

The collective bargaining agreement for the security union: Harvard University Security Parking and Museum Guards Union (HUSPMGU) expired on June 30, 2020. Current wages would continue as the University and Union began negotiating a new agreement.

Wage schedules for University-employed custodial, dining and security employees are set forth in Appendix A; additional wage data relating to these three service groups are set forth in Appendix B.

E. Collective Bargaining: In fiscal year 2021, the University entered into negotiations with both SEIU and HUSPMGU as their respective contracts were set to expire. Due to the pandemic, all negotiations were held remotely via zoom. In the hopes that the following year would see us through the pandemic, the University agreed to one-year contract extensions with both Unions in which members received bonuses in lieu of a wage increase:

- HERE, Local 26: 10/26/16 – 6/19/21
- HUSPMGU: 7/1/20 – 9/30/21
- SEIU Local 32BJ: 11/16/20 – 11/15/21

Copies of all the University's collective bargaining agreements and one-year extension agreements are available at: <https://hr.harvard.edu/union-contracts>

Training and Development

A. Harvard Bridge Program: The Bridge, formally launched in September 2000, has a two-fold mission: to help employees perform their current jobs more efficiently and to teach employees the necessary skills to advance professionally and in life. Since its inception, the Bridge has grown significantly from an initial 38 participants to approximately 3,735 participants by 2021 (participant numbers included class enrollments, tutorial services, and career development services). Initially, courses were offered only to Harvard service employees. Since 2001, the Bridge has been extended

to employees of WBPP contractors and continues to expand participation to additional contractor units. The Bridge collaborates with all the unions at Harvard including SEIU, UNITE HERE, HUSPMGU and HUCTW, to further their members' academic and technology skills and establish career pathways.

The Bridge Program is also committed to closing the digital divide that exists today. That said, in 2001 the Bridge team began offering a variety of technical courses (i.e., Basic to Advanced Computers). The Bridge Program continues to adapt and expand offerings to meet the disruptions/changes to the workplace. More students are learning remotely and becoming proficient using Zoom and Google Classroom. Our expanded offerings include: digital learning classes (beginning and advanced levels), email writing (basic and advanced), pronunciation classes (intermediate level ESOL), and a new career development workshop.

B. Harvard Internal Professional Pathways (HIPP): Designed to promote upward mobility within Harvard, HIPP is a customized skill-building program that is primarily designed for hourly service and trades employees. The year-long program consists of three components: Skills-based courses, an optional 16-week internship, and career coaching and job search support.

In academic year 2020 – 2021, two participants were hired into higher level jobs. The internship program was suspended due to COVID-19. However, it is expected to resume in the summer of 2022.

C. Training for Harvard Managers: The Center for Workplace Development (CWD) offers the Universal Manager Training course for all University managers which focuses on equipping managers with core knowledge and skills required to successfully manage at the University. In addition, the Office of Labor and Employee Relations continues to offer management training workshops designed to provide managers an overview key employment laws and policies, and managing in a union environment.

D. Consultation for Harvard Vendors: Through fiscal year 2021 vendors were provided guidance and feedback regarding compliance and general policy obligations required under the WBPP. During the year Labor and Employee Relations provides training, consultation, communication and template forms to ensure consistent application of the WBPP guidelines across the vendors working on campus.

Communication

A. Harvard University Labor Relations website: LER continues to manage a public website: <https://hr.harvard.edu/labor-and-employee-relations-department>. This website not only shares the University's progress in implementing the WBPP, but also serves as a central location for all labor relations related information at the University. The public may access information regarding the University's labor activities, current

negotiations, frequently asked questions, WBPP policy administration and the 2001 Report of the Harvard Committee on Employment and Contracting Policies Recommendations. The site also serves as a central depository for all of the University's collective bargaining agreements and annual reporting of WBPP efforts.

B. Strategic Procurement website for vendors: The Office of Strategic Procurement has an external facing web page, which includes information about the WBPP for potential new service providers that would be subject to the policy: <https://procurement.harvard.edu/for-vendors>

University Ombudsman Office:

The University Ombudsman Office, established in February 2003, is confidential, neutral and independent and continues to assist staff in resolving workplace issues, identifying options and strategies and providing appropriate referrals. The confidential University Ombudsman Office supplements, but does not replace, mechanisms under existing policies and union contracts for addressing grievances at various faculties and departments.

Service Employee Data

Data on service employees, including demographics, wage and benefits levels, termination rates, and part-time status continue to be collected to measure the impact of implementing the Wage and Benefit Parity Policy. These data are included in Appendix B.

Appendix A

Service Employees' International Union (SEIU), Local 615 **Agreement Effective November 16, 2016 to November 15, 2020**

	Increase Effective 7/1/16		Increase Effective 7/1/17		Increase Effective 7/1/18		Increase Effective 7/1/19		Increase Effective 7/1/20	
	Years of Service		Years of Service		Years of Service		Years of Service		Years of Service	
Classification	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years
Custodian	\$21.29	\$21.87	\$21.99	\$22.57	\$22.69	\$23.27	\$23.39	\$23.97	\$24.09	\$24.67
Assistant Crew Chief	\$21.87	\$22.44	\$22.57	\$23.14	\$23.27	\$23.84	\$23.97	\$24.54	\$24.67	\$25.24
Crew Chief	\$23.01	\$23.60	\$23.71	\$24.30	\$24.41	\$25.00	\$25.11	\$25.70	\$25.81	\$26.40
Red Circle Rates										
Custodian	\$22.44		\$23.14		\$23.84		\$24.54		\$25.24	
Custodian	\$22.74		\$23.44		\$24.14		\$24.84		\$25.54	

Hotel Employees, Restaurant Employees International Union (UNITE HERE), Local 26
Agreement Effective October 26, 2016 to June 19, 2021
(Years 3 - 5 Wage Rates)

Classification	6/17/18			6/16/19			6/21/20		
	Start	After 1 Year	After 2 Years	Start	After 1 Year	After 2 Years	Start	After 1 Year	After 2 years
First Cook	25.28	26.60	27.50	25.88	27.20	28.10	26.48	27.80	28.70
Pastry Cook	25.28	26.60	27.50	25.88	27.20	28.10	26.48	27.80	28.70
Second Cook	24.78	26.10	27.00	25.38	26.70	27.60	25.98	27.30	28.20
Host/Hostess	24.32	25.56	26.44	24.92	26.16	27.04	25.52	26.76	27.64
Assistant Second Cook	24.32	25.56	26.44	24.92	26.16	27.04	25.52	26.76	27.64
Butcher	24.11	25.31	26.18	24.71	25.91	26.78	25.31	26.51	27.38
Truck Driver/Storeroom Comb.	24.08	25.29	26.16	24.68	25.89	26.76	25.28	26.49	27.36
Fine Dining Cook	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
General Cook	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
Pantry Steward	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
Assistant Cook	22.87	23.91	24.61	23.47	24.51	25.21	24.07	25.11	25.81
Short Order Cook-Counter Comb.	22.87	23.91	24.61	23.47	24.51	25.21	24.07	25.11	25.81
Lead-Dining Room Service	22.50	23.51	24.13	23.10	24.11	24.73	23.70	24.71	25.33
Truck Operator – Electric	22.12	23.11	23.70	22.72	23.71	24.30	23.32	24.31	24.90
Kitchenperson-Pantry Combo	22.11	23.09	23.69	22.71	23.69	24.29	23.31	24.29	24.89
General Service Wait	21.96	22.89	23.46	22.56	23.49	24.06	23.16	24.09	24.66
Saladperson-Pantry Combo.	21.80	22.75	23.32	22.40	23.35	23.92	23.00	23.95	24.52
Kitchenperson/Chef's Helper/potwasher/Laundryperson Comb.	21.75	22.70	23.27	22.35	23.30	23.87	22.95	23.90	24.47
Storekeeper	21.75	22.70	23.27	22.35	23.30	23.87	22.95	23.90	24.47
Pantryperson	21.72	22.66	23.22	22.32	23.26	23.82	22.92	23.86	24.42
Checker	21.69	22.63	23.19	22.29	23.23	23.79	22.89	23.83	24.39
Checker/Barista**	21.69	22.63	23.19	22.29	23.23	23.79	22.89	23.83	24.39
General Service Employee	21.55	22.48	23.05	22.15	23.08	23.65	22.75	23.68	24.25
Grill Cook	21.27	21.91	22.12	21.87	22.51	22.72	22.47	23.11	23.32

Harvard University Security, Parking, and Museum Guards Union (HUSPMGU)
Agreement Effective July 1, 2016 to June 30, 2020

ARTICLE 6 - WAGES

- 6 (a) Any employee on the payroll as of 07/01/16, shall receive an increase in their base hourly rate according to the schedule set forth below:

Effective July 1, 2016: hourly base adjustment for employees at the following rates will be as follows:

\$15.47 to \$15.82	+ 2.25% After	Equivalent to 2.25% + \$0.35
\$15.82 to \$16.00	Base year Wage	Equivalent to 2.25% + \$0.18
\$16.28 to \$16.43	adjustment (per	Equivalent to 2.25% + \$0.15
\$16.80 to \$16.95	table below)	Equivalent to 2.25% + \$0.15

followed by percent increases for all employees as follows:

Current Base	2.25% Increase 7/1/16	3.00% Increase 7/1/17	3.00% Increase 7/1/18	3.00% Increase 7/1/19
\$15.47	\$16.18	\$16.67	\$17.17	\$17.69
\$15.82	\$16.36	\$16.85	\$17.36	\$17.88
\$16.28	\$16.80	\$17.30	\$17.82	\$18.35
\$16.80	\$17.33	\$17.85	\$18.39	\$18.94
\$17.33	\$17.72	\$18.25	\$18.80	\$19.36
\$17.86	\$18.26	\$18.81	\$19.37	\$19.95
\$18.01	\$18.42	\$18.97	\$19.54	\$20.13
\$18.39	\$18.80	\$19.36	\$19.94	\$20.54
\$19.45	\$19.89	\$20.49	\$21.10	\$21.73
\$20.49	\$20.95	\$21.58	\$22.23	\$22.90

In addition employees with a current base of \$17.33 or more shall receive a one-time bonus payment of \$300.

- 6 (b) Security Control Center Operators (formally known as Central Station Museum Monitors):

	<u>Range Minimum</u>
07/01/16	\$18.42
07/01/17	\$18.97
07/01/18	\$19.54
07/01/19	\$20.13

- 6 (c) New Employee Hiring Schedule for Employees Hired On or After 07/01/16

Any employee except Security Control Center Operators	7/1/16	7/1/17	7/1/18	7/1/19
	\$16.18	\$16.67	\$17.17	\$17.69

- 6 (d) The Parking Service Monitor II and Museum Attendant II job classification shall be paid an hourly premium of 17% above the hourly base rate of the Parking Service Monitor or Museum Attendant position respectively.

- 6 (e) The Mobile Patrol job classification shall be paid an hourly premium of 10% above that of the base hourly rate for the Museum Attendant position or the base

hourly rate of any incumbent Museum Attendant hired into the Mobile Patrol position.

Appendix B

Table 1
Pay and Time Status of Custodial Employees at Harvard
2010 - 2021

Table 1 Pay and Time Status of Custodial Employees at Harvard												
	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21
Total Count:	308	320	325	346	340	394	409	406	413	445	443	405
Time Status												
Percent working Part-Time (≤20 hours/week):*	22.4%	21.3%	16.3%	19.94%	18.82%	21.06%	20.30%	21.18%	19.37%	17.98%	15.35%	16.39%
Bargaining Unit Wages												
Hourly Wage:												
% \$16.00-\$17.99 (2009 and later)	78%	12%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
% \$18.00-\$19.99	22%	88%	88%	78%	14%	0%	0%	0%	0%	0%	0%	
% ≥\$20	0%	0%	12%	22%	71%	79%	15%	0%	0%	0%	0%	
% \$21.00 - \$21.99					15%	10%	71%	77%	15%	0%	0%	
% \$22.00 - \$23.99					0%	11%	14%	23%	72%	82%	80%	
% \$24.00 - 25.99					0%	0%	0%	0%	13%	18%	20%	89%
% \$26.00 - 27.99												11%
Median Wage (in 2021 dollars)	\$21.57	\$21.91	\$22.15	\$22.35	\$22.69	\$23.21	\$23.66	\$23.67	\$23.76	\$23.91	\$24.31	\$24.67
Avg. Annual Pay (in 2021 dollars):	\$44,775	\$45,940	\$46,599	\$40,934	\$42,078	\$43,222	\$44,554	\$45,926	\$47,241	\$50,154	\$50,942	\$51,605
Mean Hourly Wage Rate:	\$21.53	\$22.09	\$22.40	\$19.68	\$20.23	\$20.78	\$21.42	\$22.08	\$23.99	\$24.11	\$24.49	\$24.81
Hourly Wage + Benefits:												
% \$24.00-\$25.99	88%	12%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
% > \$26.00	11%	88%	100%	100%	0%	0%	0%	0%	0%	0%	0%	
% \$28.00 - \$30.00 (2014 and later)					78%	77%	15%	0%	0%	0%	0%	
% \$30.00 - \$31.99					22%	11%	71%	77%	15%	1%	0%	
% \$32.00 - \$33.99					0%	11%	14%	11%	67%	78%	18%	
% \$34.00 - \$35.99					0%	<1%	<1%	12%	18%	9%	66%	79%
% \$36.00 - \$37.99										12%	16%	10%
% \$38.00 - \$39.99												11%
Median Wage + Bens (in 2021 dollars):	\$30.87	\$31.85	\$32.45	\$32.88	\$33.22	\$33.77	\$34.23	\$34.41	\$34.58	\$34.76	\$35.73	\$35.94
Avg. Annual Pay + Benefits (in 2021 dollars):	\$64,073	\$66,797	\$68,274	\$69,047	\$69,761	\$70,821	\$71,850	\$72,273	\$72,618	\$72,913	\$73,913	\$75,379
Mean Hourly Wage + Benefit Rate:	\$30.80	\$32.11	\$32.82	\$33.20	\$33.54	\$34.05	\$34.54	\$34.75	\$34.91	\$35.05	\$35.54	\$36.24

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2021 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Table 2
Pay and Time Status of Security Guards, Museum Guard
and Parking Attendants at Harvard
2010 - 2021

Table 2 Pay and Time Status of Security Guards, Museum Guards and Parking Attendants at Harvard												
	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21
Total Count:	57	53	53	53	53	78	76	81	75	79	73	71
Time Status												
Percent working Part-Time (≤20 hours/week):*	18%	21%	21%	19%	20.70%	14.00%	13.00%	9.80%	12%	11.40%	10.95%	11.26%
Bargaining Unit Wages												
Hourly Wage:												
% \$12.00-\$13.99	18%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
% \$14.00-\$15.99	56%	64%	64%	35%	0%	48%	51%	0%	0%	0%	0%	
% \$16.00-\$17.99 (2009 and later)	25%	30%	13%	40%	76%	30%	26%	72%	67%	63%	62%	69%
% \$18.00-\$19.99	2%	2%	21%	23%	22%	20%	7%	15%	16%	19%	21%	16%
% \$20.00 - \$21.99	0%	2%	2%	2%	2%	2%	14%	12%	16%	4%	2%	4%
% \$22.00 - \$23.99				0%	0%	0%	1%	0%	0%	13%	14%	10%
% > \$24.00				0%	0%	0%	0%	1%	1%	1%	1%	1%
Median Wage (in 2021 dollars):	\$17.66	\$18.17	\$18.29	\$18.54	\$18.92	\$17.65	\$17.63	\$17.51	\$17.55	\$17.64	\$17.94	\$17.69
Avg. Annual Pay (in 2021 dollars):	\$38,066	\$39,128	\$39,252	\$39,639	\$40,156	\$39,111	\$39,494	\$39,119	\$39,309	\$39,470	\$39,931	\$38,938
Mean Hourly Wage Rate:	\$18.30	\$18.81	\$18.87	\$19.06	\$19.31	\$18.80	\$18.99	\$18.81	\$18.90	\$18.98	\$19.20	\$18.72
Hourly Wage + Benefits:												
% \$18.00-\$19.99	18%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
% \$20.00-\$21.99 (2009 and later)	54%	28%	21%	9%	13%	0%	0%	0%	0%	0%	0%	
% \$22.00-\$23.99	7%	43%	45%	55%	25%	54%	54%	59%	0%	0%	0%	
% \$24.00-\$25.99	19%	25%	9%	8%	36%	24%	24%	12%	67%	63%	62%	61%
% \$26.00 - \$27.99	2%	4%	25%	28%	4%	8%	6%	12%	13%	10%	7%	14%
% \$28.00 - \$29.99					20%	13%	16%	2%	6%	9%	16%	13%
% \$30.00 - \$31.99					0%	0%	0%	15%	13%	5%	1%	1%
% \$32.00 - \$33.99					2%	1%	0%	0%	0%	12%	13%	10%
% \$34.00 - \$35.99					0%	0%	<1%	<1%	0%	0%	0%	0%
% > \$36.00					0%	0%	0%	0%	<1%	1%	1%	1%
Median Wage + Bens (in 2021 dollars):	\$ 25.27	\$ 26.41	\$ 26.80	\$ 27.27	\$27.70	\$25.68	\$25.51	\$25.46	\$25.53	\$25.65	\$26.02	\$25.77
Avg. Annual Pay + Benefits (in 2021 dollars):	\$54,473	\$56,903	\$57,509	\$58,589	\$58,810	\$56,910	\$57,179	\$56,900	\$57,201	\$57,420	\$57,945	\$56,742
Mean Hourly Wage + Benefit Rate:	\$26.19	\$27.36	\$27.65	\$28.17	\$28.27	\$27.36	\$27.49	\$27.36	\$27.50	\$27.61	\$27.86	\$27.28

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2021 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Table 3
Pay and Time Status of Dining Services Employees at Harvard
2010 – 2021

Table 3 Pay and Time Status of Dining Service Employees at Harvard													
	1/09	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21
Total Count:	457	423	439	462	457	578	616	593	601	594	612	588	524
Time Status													
Percent working Part-Time (<20 hours/week):	4.8%	6.1%	4.8%	5.2%	4.2%	18.3%	18.83%	18.71%	20.63%	18.50%	17.59%	25.17%	13.84%
Bargaining Unit Wages													
Hourly Wage:													
% \$14.00-\$15.99	12%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
% \$16.00-\$17.99 (2009 and later)	62%	68%	17%	6%	1%	< 1%	< 1%	< 1%	< 1%	< 1%	0%	0%	
% \$18.00-\$19.99	19%	13%	57%	62%	66%	15%	8%	3%	< 1%	< 1%	0%	0%	
% \$20.00 - 21.99	7%	18%	26%	32%	33%	64%	65%	62%	47%	8%	4%	0%	
% \$22.00 - \$23.99						16%	22%	15%	32%	62%	62%	64%	6%
% \$24.00 - 25.99						4%	4%	18%	18%	25%	27%	16%	72%
% \$26 - 27.99						1%	<1%	1%	2%	4%	6%	19%	18%
% >=\$28						0%	0%	0%	< 1%	< 1%	1%	1%	4%
Median Wage (in 2021 dollars):	\$21.15	\$21.57	\$22.34	\$22.31	\$22.52	\$22.86	\$23.41	\$23.92	\$23.88	\$23.87	\$23.91	\$24.21	\$24.47
Avg. Annual Pay (in 2021 dollars):	\$ 45,357	\$ 46,031	\$ 47,648	\$ 47,738	\$ 48,250	\$ 48,871	\$ 50,001	\$ 51,083	\$ 50,913	\$ 50,981	\$74,259	\$51,617	\$52,250
Mean Hourly Wage Rate:	\$21.81	\$22.13	\$22.91	\$22.95	\$23.20	\$23.50	\$24.04	\$24.56	\$24.48	\$24.51	\$24.55	\$24.82	\$25.12
Hourly Wage + Benefits:													
% \$26.00 - \$27.99	26%	31%	88%	95%	100%	8	4%	<1%	<1%	<1%	0%	0%	
% \$28.00 - \$29.99						58	12%	9%	<1%	0%	0%	0%	
% \$30.00 - \$31.99						14	57%	57%	46%	6%	4%	0%	
% \$32.00 - \$33.99						15	8%	14%	25%	57%	59%	9%	2%
% \$34.00 - \$35.99						4	17%	15%	22%	15%	15%	62%	63%
% \$36.00 - \$37.99						<1%	1%	4%	4%	17%	15%	8%	13%
% \$38.00 - \$39.99						<1%	<1%	<1%	2%	4%	7%	21%	17%
% \$40.00 - \$41.99													4%
% > \$42.00													1%
Median Wage + Bens (in 2021 dollars):	\$30.37	\$30.87	\$32.48	\$32.68	\$33.13	\$33.47	\$34.06	\$34.62	\$34.73	\$34.72	\$34.76	\$35.12	\$35.65
Avg. Annual Pay + Benefits (in 2021 dollars):	\$65,116	\$65,871	\$69,283	\$69,946	\$70,969	\$71,575	\$72,741	\$73,936	\$74,029	\$74,173	\$74,259	\$74,884	\$76,149
Mean Hourly Wage + Benefit Rate:	\$31.31	\$31.67	\$33.31	\$33.63	\$34.12	\$34.41	\$34.97	\$35.55	\$35.59	\$35.66	\$35.70	\$36.00	\$36.61

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2020 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

*Employee counts updated, previously reported count of positions

Table 4
Turnover Rate for Service Workers
2009 – 2021

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<i>Custodians</i>	5.6%	4.6%	4.9%	4.7%	2.8%	4.9%	6.1%	4.6%	5.6%	4.7%	4.5%	3.7%
<i>Security, Museum, and Parking</i>	7.7%	5.7%	5.7%	13.0%	9.0%	7.9%	13.6%	18.7%	6.5%	13.9%	5.5%	11.3%
<i>Dining Services</i>	5.1%	4.9%	7.1%	5.4%	4.9%	8.3%	8.1%	5.3%	4.2%	7.1%	4.4%	4.2%

*Turnover rates are calculated on a calendar year basis. Turnover equals total number of employees terminating from the University divided by total number of employees. Data does not include transfers within the University.

Table 5
Demographics – Custodians
2010 - 2021

	1/1/2010	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
Gender:												
% Male	53%	54%	55%	54%	54%	57%	57%	57%	56%	54%	54%	53%
% Female	47%	46%	45%	46%	46%	43%	43%	43%	44%	46%	46%	47%
Ethnicity:												
% White	7.1%	7.5%	6.8%	6.1%	5.9%	7.4%	7.1%	7.1%	7.3%	7.6%	7.0%	6.9%
% Black	29.2%	26.9%	25.5%	24.6%	23.5%	21.1%	19.6%	18.5%	16.7%	17.1%	14.7%	13.1%
% Hispanic	62.7%	55.6%	27.2%	60.0%	61.8%	62.2%	62.4%	64.3%	64.9%	64.0%	65.0%	67.9%
% Asian	0.6%	0.9%	0.9%	0.6%	0.3%	0.3%	0.5%	0.5%	0.7%	1.1%	1.8%	1.7%
% Native Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity	0.3%	9.1%	8.9%	8.4%	8.5%	9.1%	10.5%	9.6%	10.4%	10.1%	11.5%	10.4%
% Missing	0.0%	0.0%	0.6%	0.3%								
Age:												
25 %ile	42	42	42	42	34	33	34	34	35	43	44	45
Median	49	49	50	50	46	47	47	46	47	52	52	51
75th %ile	58	57	58	57	59	60	61	60	60	59	59	58
Service:												
% < 1	1.3%	8.1%	6.2%	10.7%	1.7%	14.2%	6.4%	5.6%	5.1%	7.5%	0.5%	0.5%
25th %ile	6.96	7.08	6.42	4.54	4.60	3.00	3.29	3.00	3.66	4.42	4.42	4.42
Median	7.25	8.25	9.24	10.24	13.03	13.25	13.33	14.33	15.33	8.50	8.92	11.09
75th %ile	10.17	10.83	11.58	12.15	11.33	11.42	11.42	10.75	10.83	17.25	18.25	18.25
Residence:												
% Cambridge	9.1%	8.1%	8.0%	9.0%	7.9%	6.6%	6.1%	6.4%	6.5%	5.6%	5.7%	5.9%
% Boston	37.3%	37.5%	36.0%	35.8%	34.7%	35.8%	34.9%	29.4%	30.4%	24.6%	28.2%	27.2%
% Somerville, Watertown	10.1%	10.9%	10.8%	10.1%	10.3%	10.9%	9.8%	10.3%	10.1%	9.0%	8.4%	8.9%
% Other Mass	43.2%	42.8%	44.3%	44.8%	46.8%	46.4%	48.9%	53.7%	52.4%	59.9%	57.1%	57.5%
% None of the Above	0.3%	0.6%	0.9%	0.3%	0.3%	0.3%	0.2%	0.2%	0.5%	0.80%	0.60%	0.50%

Table 6
Demographics – Security Guards, Museum Guards and Parking Attendants
2010 - 2021

	1/1/2010	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
Gender:												
% Male	77%	79%	77%	79%	79%	70%	71%	74%	74%	71%	71%	73%
% Female	23%	21%	23%	21%	21%	30%	29%	26%	26%	29%	29%	27%
Ethnicity:												
% White	63.2%	60.4%	58.5%	56.6%	58.5%	66.7%	63.2%	59.3%	58.7%	58.2%	52.1%	43.7%
% Black	26.3%	26.4%	22.6%	24.5%	22.6%	18.0%	18.4%	18.5%	16.0%	19.0%	20.6%	29.6%
% Hispanic	3.5%	5.7%	7.5%	5.7%	7.6%	5.1%	6.6%	4.9%	5.3%	6.3%	6.9%	7.0%
% Asian	7.0%	7.5%	7.5%	7.5%	9.4%	7.7%	9.2%	13.6%	16.0%	14.0%	17.8%	16.9%
% Native Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity	0.0%	0.0%	3.8%	5.7%	1.9%	2.6%	2.6%	3.7%	4.0%	2.5%	2.7%	2.8%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:												
25 %ile	42	42	43	44	43	34	36	34	35	31	34	35
Median	54	54	55	56	50	48	51	46	48	47	48	47
75th %ile	62	63	64	65	63	60	62	60	60	54	60	57
Service:												
% < 1	1.8%	1.9%	5.7%	3.8%	9.6%	37.5%	13.1%	16.0%	12.8%	10.7%	8.5%	8.5%
25th %ile	3.25	4.17	4.67	5.67	5.98	0.33	1.33	1.58	1.87	3.42	3.33	3.00
Median	6.42	8.25	8.24	9.24	9.42	3.50	2.83	2.33	3.33	5.25	6.00	7.54
75th %ile	9.25	10.58	11.58	12.58	13.42	12.33	12.25	10.68	10.58	12.00	9.83	9.00
Residence:												
% Cambridge	15.8%	17.0%	15.1%	15.1%	17.3%	11.4%	17.3%	19.8%	16.7%	16.0%	13.7%	14.1%
% Boston	15.8%	15.1%	18.9%	15.1%	13.5%	21.5%	18.7%	14.8%	21.8%	18.7%	17.8%	16.9%
% Somerville, Watertown	21.1%	17.0%	15.1%	15.1%	13.5%	17.7%	20.0%	21.0%	19.2%	20.0%	21.9%	22.5%
% Other Mass	45.6%	50.9%	50.9%	54.7%	51.9%	46.8%	41.3%	43.2%	42.3%	45.3%	45.2%	46.5%
% None of the Above	1.8%	0.0%	0.0%	0.0%	0.0%	2.5%	2.7%	1.2%	0.0%	0.0%	1.4%	0.0%

Table 7
Demographics – Dining Services
2010 – 2021

	1/1/2010	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
Gender:												
% Male	56%	56%	58%	59%	59%	59%	60%	59%	59%	56%	56%	56%
% Female	44%	44%	42%	41%	41%	41%	40%	41%	41%	44%	44%	44%
Ethnicity:												
% White	53.7%	50.4%	49.1%	49.4%	46.7%	43.8%	43.2%	42.9%	41.6%	40.8%	37.2%	35.5%
% Black	19.6%	18.8%	19.9%	19.3%	20.4%	21.8%	22.6%	23.3%	24.4%	24.4%	24.5%	24.0%
% Hispanic	17.4%	14.5%	14.6%	15.2%	17.0%	17.5%	17.7%	17.5%	18.0%	16.4%	19.6%	21.6%
% Asian	7.3%	7.8%	8.1%	7.5%	7.8%	8.4%	7.6%	7.0%	7.2%	9.6%	10.7%	10.3%
% Native Amer	0.8%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hawaiian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.7%	0.8%
% Multiple Ethnicity	0.8%	7.6%	8.1%	8.2%	7.4%	7.6%	8.1%	8.7%	8.1%	7.8%	7.3%	7.8%
% Missing	0.4%	0.4%	0.4%	0.4%								
Age:												
25 %ile	35	35	35	36	32	33	32	33	34	38	40	41
Median	47	47	47	48	43	44	43	44	45	49	51	49
75th %ile	54	55	55	56	59	60	60	60	61	59	60	58
Service:												
% < 1	7.9%	4.9%	6.4%	4.5%	11.3%	9.3%	6.0%	5.5%	4.8%	5.0%	1.2%	1.1%
25th %ile	4.92	4.75	4.58	4.91	4.08	3.35	3.83	3.58	4.41	5.17	5.25	5.25
Median	8.25	8.66	9.24	10.24	10.25	10.83	10.33	10.33	11.00	11.42	11.17	13.26
75th %ile	14.25	14.33	14.92	15.49	16.40	16.83	17.16	17.87	18.41	19.33	19.08	19.08
Residence:												
% Cambridge	14.1%	13.1%	10.7%	10.1%	10.0%	10.3%	9.5%	9.2%	10.1%	9.8%	9.5%	9.2%
% Boston	19.4%	19.3%	20.4%	20.2%	19.7%	21.5%	20.9%	21.8%	20.3%	22.7%	19.6%	19.7%
% Somerville, Watertown	22.6%	20.1%	21.0%	20.8%	18.7%	17.5%	15.7%	15.3%	13.8%	11.6%	12.2%	11.8%
% Other Mass	0.6%	0.6%	1.1%	1.5%	50.6%	49.8%	52.4%	52.5%	54.4%	53.8%	56.8%	58.6%
% None of the Above					0.1%	0.1%	0.2%	0.1%	0.1%	2.1%	1.9%	0.8%