

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2023**

Introduction

Fiscal year 2023 marked the twentieth 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 2023, 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 2024, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2023

In fiscal year 2023, the University successfully negotiated an agreement with the Harvard University Security, Parking and Museum Guards Union (HUSPMGU), which represented Harvard direct hire employees in security services. This agreement allowed HUSPMGU members to join another established Union at the University, Harvard Union for Clerical and Technical Workers (HUCTW).

The University also returned to its regular practice of auditing vendors to ensure and facilitate compliance with the WBPP.

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 2023, 14 vendors covered by the WBPP (7 custodial, 4 dining, and 3 security services) continued providing services. 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 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. After suspending these audits during the COVID-19 pandemic and selecting all vendors for review in 2022, the University returned to its regular practice of auditing a sample selection of vendors in 2023. 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 77.9% in

2023. As of January 2023, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 77.9% at 40 hours per week
- 6.3% between 30-39 hours per week
- 3.1% between 20⁺-29 hours per week
- 12.7 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 2023 for the members of the University's dining service union: UNITE HERE (Hotel Employees Restaurant Employees International Union), Local 26 and the University's custodial union: SEIU (Service Employees' International Union), Local 32BJ.

Effective October 1, 2022, the members of the Harvard University Security Parking and Museum Guards Union (HUSPMGU) successfully negotiated inclusion with the Harvard Union of Clerical and Technical Worker's (HUCTW). This change provided security and parking employees, both Harvard direct hire and vendor employees, with a significant wage increase. This change in Union representation for Harvard direct-hire employees will not change the requirement for security and parking vendors to comply with the WBPP.

Wage schedules for University direct hire 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 2023, the University continued negotiations with HUSPMGU and successfully reached an agreement to allow them to become members of HUCTW. All negotiations were held remotely via zoom.

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

- UNITE HERE, Local 26: 6/20/21 – 6/19/2026
- HUSPMGU Inclusion Agreement: 10/1/22 – 9/30/2025
- SEIU, Local 32BJ: 11/16/21 – 11/15/25

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 3,901 participants by 2022 (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, 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. This program was suspended for the 2022 – 2023 academic year.

In academic year 2022 – 2023, the internship program resumed with two participants.

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 2023 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 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, 2021 to November 15, 2025

	Increase 1		Increase 2		Increase 3		Increase 4		Increase 5	
	11/16/2021		7/1/2022		7/1/2023		7/1/2024		7/1/2025	
Classification	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs
Custodian	\$24.75	\$25.35	\$25.49	\$26.11	\$26.32	\$26.96	\$27.18	\$27.84	\$28.00	\$28.68
Assistant Crew Chief	\$25.35	\$25.93	\$26.11	\$26.71	\$26.96	\$27.58	\$27.84	\$28.48	\$28.68	\$29.33
Crew Chief	\$26.52	\$27.13	\$27.32	\$27.94	\$28.21	\$28.85	\$29.13	\$29.79	\$30.00	\$30.68
<i>Red Circle Rates</i>										
Custodian	\$25.93		\$26.71		\$27.58		\$28.48		\$29.33	
Custodian	\$26.24		\$27.03		\$27.91		\$28.82		\$29.68	

Hotel Employees, Restaurant Employees International Union (UNITE HERE), Local 26
Agreement Effective June 20, 2021 to June 19, 2026

Classification	6/19/2022			6/18/2023			6/16/2024			6/22/2025		
	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years
First Cook	28.02	29.34	30.24	28.82	30.14	31.04	29.65	30.97	31.87	30.50	31.82	32.72
Pastry Cook	28.02	29.34	30.24	28.82	30.14	31.04	29.65	30.97	31.87	30.50	31.82	32.72
Second Cook	27.52	28.84	29.74	28.32	29.64	30.54	29.15	30.47	31.37	30.00	31.32	32.22
Host/Hostess	27.06	28.30	29.18	27.86	29.10	29.98	28.69	29.93	30.81	29.54	30.78	31.66
Assistant Second Cook	27.06	28.30	29.18	27.86	29.10	29.98	28.69	29.93	30.81	29.54	30.78	31.66
Butcher	26.85	28.05	28.92	27.65	28.85	29.72	28.48	29.68	30.55	29.33	30.53	31.40
Truck Driver/Storeroom Comb.	26.82	28.03	28.90	27.62	28.83	29.70	28.45	29.66	30.53	29.30	30.51	31.38
Fine Dining Cook	26.59	27.75	28.60	27.39	28.55	29.40	28.22	29.38	30.23	29.07	30.23	31.08
General Cook	26.59	27.75	28.60	27.39	28.55	29.40	28.22	29.38	30.23	29.07	30.23	31.08
Pantry Steward	26.59	27.75	28.60	27.39	28.55	29.40	28.22	29.38	30.23	29.07	30.23	31.08
Assistant Cook	25.61	26.65	27.35	26.41	27.45	28.15	27.24	28.28	28.98	28.09	29.13	29.83
Short Order Cook-Counter Comb.	25.61	26.65	27.35	26.41	27.45	28.15	27.24	28.28	28.98	28.09	29.13	29.83
Lead-Dining Room Service	25.24	26.25	26.87	26.04	27.05	27.67	26.87	27.88	28.50	27.72	28.73	29.35
Truck Operator - Electric	24.86	25.85	26.44	25.66	26.65	27.24	26.49	27.48	28.07	27.34	28.33	28.92
Kitchenperson-Pantry Comb.	24.85	25.83	26.43	25.65	26.63	27.23	26.48	27.46	28.06	27.33	28.31	28.91
General Service/Wait	24.70	25.63	26.20	25.50	26.43	27.00	26.33	27.26	27.83	27.18	28.11	28.68
Saladperson-Pantry Comb.	24.54	25.49	26.06	25.34	26.29	26.86	26.17	27.12	27.69	27.02	27.97	28.54
Kitchenperson/Chef's Helper/Potwasher/Laundryperson Comb.	24.49	25.44	26.01	25.29	26.24	26.81	26.12	27.07	27.64	26.97	27.92	28.49
Storekeeper	24.49	25.44	26.01	25.29	26.24	26.81	26.12	27.07	27.64	26.97	27.92	28.49
Pantryperson	24.46	25.40	25.96	25.26	26.20	26.76	26.09	27.03	27.59	26.94	27.88	28.44
Checker	24.43	25.37	25.93	25.23	26.17	26.73	26.06	27.00	27.56	26.91	27.85	28.41
Checker/Barista	24.43	25.37	25.93	25.23	26.17	26.73	26.06	27.00	27.56	26.91	27.85	28.41
General Service Employee	24.29	25.22	25.79	25.09	26.02	26.59	25.92	26.85	27.42	26.77	27.70	28.27
Grill Cook	24.01	24.65	24.86	24.81	25.45	25.66	25.64	26.28	26.49	26.49	27.13	27.34

Harvard Union of Clerical and Technical Workers (HUCTW)
Agreement Effective October 1, 2022 to September 30, 2025

Current Hourly Rate	Effective 10/1/21	Effective 10/1/22	Effective 10/1/23	Effective 10/1/24	
	\$2.00	\$1.05	\$0.90	\$0.80	
\$17.69	\$19.69	\$20.74	\$21.64	\$22.44	New Hire Rate for PM I & MA I
\$17.88	\$19.88	\$20.93	\$21.83	\$22.63	
\$18.35	\$20.35	\$21.40	\$22.30	\$23.10	
\$18.94	\$20.94	\$21.99	\$22.89	\$23.69	
\$19.36	\$21.36	\$22.41	\$23.31	\$24.11	
\$19.46	\$21.46	\$22.51	\$23.41	\$24.21	New Hire Rate for Mobile Patrol
\$19.95	\$21.95	\$23.00	\$23.90	\$24.70	
\$20.13	\$22.13	\$23.18	\$24.08	\$24.88	New Hire Rate for SCCO
\$20.54	\$22.54	\$23.59	\$24.49	\$25.29	
\$21.47	\$23.47	\$24.52	\$25.42	\$26.22	
\$20.70	\$22.70	\$23.75	\$24.65	\$25.45	New Hire Rate for PM II & MA II
\$20.92	\$22.92	\$23.97	\$24.87	\$25.67	
\$21.73	\$23.73	\$24.78	\$25.68	\$26.48	
\$22.14	\$24.14	\$25.19	\$26.09	\$26.89	
\$22.90	\$24.90	\$25.95	\$26.85	\$27.65	
\$26.79	\$28.79	\$29.84	\$30.74	\$31.54	
These rules no longer apply:					
*Mobile Patrol	10% above base hourly rate of Museum Attendant. The 3 year rate adds 1% to the base; the 5 year rate adds 1% to the 3 year rate.				
**Parking Service Monitor II & Museum Attendant II	17% above hourly base rate of Parking Service Monitor. The 3 year rate adds 1% to the base; the 5 year rate adds 1% to the 3 year rate.				

Table 1
Pay and Time Status of Custodial Employees at Harvard
2014 - 2023

Table 1 Pay and Time Status of Custodial Employees at Harvard										
	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21	1/22	1/23
Total Count:	340	394	409	406	413	445	443	405	402	443
Time Status										
Percent working Part-Time (≤ 20 hours/week):*	18.82%	21.06%	20.30%	21.18%	19.37%	17.98%	15.35%	16.39%	11.69%	12.64%
Bargaining Unit Wages										
Hourly Wage:										
% \$21.00 - \$21.99	15%	10%	71%	77%	15%					
% \$22.00 - \$23.99	0%	11%	14%	23%	72%	82%	80%			
% \$24.00 - \$25.99	0%	0%	0%	0%	13%	18%	20%	89%	83%	16%
% \$26.00 - \$27.99								11%	17%	83%
% \$28.00 - \$29.99										1%
Median Wage (in 2021 dollars)	\$22.69	\$23.21	\$23.66	\$23.67	\$23.76	\$23.91	\$24.31	\$25.77	\$25.51	\$26.11
Avg. Annual Pay (in 2022 dollars):	\$42,078	\$43,222	\$44,554	\$45,926	\$47,241	\$50,154	\$50,942	\$53,899	\$53,364	\$54,725
Mean Hourly Wage Rate:	\$20.23	\$20.78	\$21.42	\$22.08	\$23.99	\$24.11	\$24.49	\$25.91	\$25.66	\$26.31
Hourly Wage + Benefits:										
% \$30.00 - \$31.99	22%	11%	71%	77%	15%	1%				
% \$32.00 - \$33.99	0%	11%	14%	11%	67%	78%	18%			
% \$34.00 - \$35.99	0%	<1%	<1%	12%	18%	9%	66%	79%	79%	
% \$36.00 - \$37.99						12%	16%	10%	6%	83%
% \$38.00 - \$39.99								11%	15%	3%
% > \$40.00										14%
Median Wage + Bens (in 2022 dollars):	\$33.22	\$33.77	\$34.23	\$34.41	\$34.58	\$34.76	\$35.73	\$37.54	\$37.17	\$37.73
Avg. Annual Pay + Benefits (in 2021 dollars):	\$69,761	\$70,821	\$71,850	\$72,273	\$72,618	\$72,913	\$73,913	\$78,730	\$77,949	\$79,082
Mean Hourly Wage + Benefit Rate:	\$33.54	\$34.05	\$34.54	\$34.75	\$34.91	\$35.05	\$35.54	\$37.85	\$37.48	\$38.02
Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2022 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
2014 - 2023

Table 2 Pay and Time Status of Security Guards, Museum Guards and Parking Attendants at Harvard										
	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21	1/22	1/23
Total Count:	53	78	76	81	75	79	73	71	68	70
Time Status										
Percent working Part-Time (≤ 20 hours/week):*	20.70%	14.00%	13.00%	9.80%	12%	11.40%	10.95%	11.26%	11.76%	11.42%
Bargaining Unit Wages										
Hourly Wage:										
% \$16.00-\$17.99 (2009 and later)	76%	30%	26%	72%	67%	63%	62%	69%	62%	
% \$18.00-\$19.99	22%	20%	7%	15%	16%	19%	21%	16%	21%	
% \$20.00 - \$21.99	2%	2%	14%	12%	16%	4%	2%	4%	4%	70%
% \$22.00 - \$23.99	0%	0%	1%	0%	0%	13%	14%	10%	12%	17%
% > \$24.00	0%	0%	0%	1%	1%	1%	1%	1%	1%	13%
Median Wage (in 2022 dollars):	\$18.92	\$17.65	\$17.63	\$17.51	\$17.55	\$17.64	\$17.94	\$18.48	\$18.29	\$20.74
Avg. Annual Pay (in 2022 dollars):	\$40,156	\$39,111	\$39,494	\$39,119	\$39,309	\$39,470	\$39,931	\$40,669	\$40,265	\$45,552
Mean Hourly Wage Rate:	\$19.31	\$18.80	\$18.99	\$18.81	\$18.90	\$18.98	\$19.20	\$19.55	\$19.36	\$21.90
Hourly Wage + Benefits:										
% \$24.00-\$25.99	36%	24%	24%	12%	67%	63%	62%	61%		
% \$26.00 - \$27.99	4%	8%	6%	12%	13%	10%	7%	14%	68%	
% \$28.00 - \$29.99	20%	13%	16%	2%	6%	9%	16%	13%	16%	60%
% \$30.00 - \$31.99	0%	0%	0%	15%	13%	5%	1%	1%	3%	10%
% \$32.00 - \$33.99	2%	1%	0%	0%	0%	12%	13%	10%	1%	14%
% \$34.00 - \$35.99	0%	0%	<1%	<1%	0%	0%	0%	0%	10%	3%
% > \$36.00	0%	0%	0%	0%	<1%	1%	1%	1%	1%	13%
Median Wage + Bens (in 2022 dollars):	\$27.70	\$25.68	\$25.51	\$25.46	\$25.53	\$25.65	\$26.02	\$26.92	\$26.65	\$29.97
Avg. Annual Pay + Benefits (in 2021 dollars):	\$58,810	\$56,910	\$57,179	\$56,900	\$57,201	\$57,420	\$57,945	\$59,265	\$58,677	\$65,832
Mean Hourly Wage + Benefit Rate:	\$28.27	\$27.36	\$27.49	\$27.36	\$27.50	\$27.61	\$27.86	\$28.49	\$28.21	\$31.65

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2022 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
2014 – 2023

Table 3 Pay and Time Status of Dining Service Employees at Harvard										
	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1/21	1/22	1/23
Total Count:	578	616	593	601	594	612	588	524	488	539
Time Status										
Percent working Part-Time (<20 hours/week):	18.3%	18.83%	18.71%	20.63%	18.50%	17.59%	25.17%	13.84%	10.40%	2.80%
Bargaining Unit Wages										
Hourly Wage:										
% \$20.00 - \$21.99	64%	65%	62%	47%	8%	4%				
% \$22.00 - \$23.99	16%	22%	15%	32%	62%	62%	64%	6%	<1%	<1%
% \$24.00 - \$25.99	4%	4%	18%	18%	25%	27%	16%	72%	62%	48%
% \$26.00 - \$27.99	1%	<1%	1%	2%	4%	6%	19%	18%	31%	29%
% \$28.00 - \$29.99	0%	0%	0%	<1%	<1%	1%	1%	4%	6%	21%
% \$30.00 - \$31.99									<1%	2%
Median Wage (in 2022 dollars):	\$22.86	\$23.41	\$23.92	\$23.88	\$23.87	\$23.91	\$24.21	\$25.56	\$25.30	\$26.01
Avg. Annual Pay (in 2022 dollars):	\$48,871	\$ 50,001	\$ 51,083	\$ 50,913	\$ 50,981	\$74,259	\$51,617	\$54,573	\$54,031	\$55,349
Mean Hourly Wage Rate:	\$23.50	\$24.04	\$24.56	\$24.48	\$24.51	\$24.55	\$24.82	\$26.24	\$25.98	\$26.61
Hourly Wage + Benefits:										
% \$30.00 - \$31.99	14	57%	57%	46%	6%	4%				
% \$32.00 - \$33.99	15	8%	14%	25%	57%	59%	9%	2%		
% \$34.00 - \$35.99	4	17%	15%	22%	15%	15%	62%	63%	<1%	9%
% \$36.00 - \$37.99	<1%	1%	4%	4%	17%	15%	8%	13%	60%	54%
% \$38.00 - \$39.99	<1%	<1%	<1%	2%	4%	7%	21%	17%	15%	13%
% \$40.00 - \$41.99								4%	18%	19%
% \$42.00 - \$43.99								1%	5%	5%
% \$44.00 - \$45.99									1%	<1%
Median Wage + Bens (in 2022 dollars):	\$33.47	\$34.06	\$34.62	\$34.73	\$34.72	\$34.76	\$35.12	\$37.23	\$36.87	\$37.58
Avg. Annual Pay + Benefits (in 2021 dollars):	\$71,575	\$72,741	\$73,936	\$74,029	\$74,173	\$74,259	\$74,884	\$79,534	\$78,745	\$79,997
Mean Hourly Wage + Benefit Rate:	\$34.41	\$34.97	\$35.55	\$35.59	\$35.66	\$35.70	\$36.00	\$38.24	\$37.86	\$38.46

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2022 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
2014 – 2023

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<i>Custodians</i>	2.8%	4.9%	6.1%	4.6%	5.6%	4.7%	4.5%	3.7%	2.5%	6.7%
<i>Security, Museum, and Parking</i>	9.0%	7.9%	13.6%	18.7%	6.5%	13.9%	5.5%	11.3%	8.7%	2.8%
<i>Dining Services</i>	4.9%	8.3%	8.1%	5.3%	4.2%	7.1%	4.4%	4.2%	3.5%	6.2%

*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
2014 - 2023

	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
Gender:										
% Male	54%	57%	57%	57%	56%	54%	54%	53%	53%	52%
% Female	46%	43%	43%	43%	44%	46%	46%	47%	47%	48%
Ethnicity:										
% White	5.9%	7.4%	7.1%	7.1%	7.3%	7.6%	7.0%	6.9%	6.2%	6.8%
% Black	23.5%	21.1%	19.6%	18.5%	16.7%	17.1%	14.7%	13.1%	13.4%	13.6%
% Hispanic	61.8%	62.2%	62.4%	64.3%	64.9%	64.0%	65.0%	67.9%	66.2%	58.9%
% Asian	0.3%	0.3%	0.5%	0.5%	0.7%	1.1%	1.8%	1.7%	2.0%	2.9%
% Native Amer										
% Multiple Ethnicity	8.5%	9.1%	10.5%	9.6%	10.4%	10.1%	11.5%	10.4%	12.2%	17.8%
% Missing										
Age:										
25 %ile	34	33	34	34	35	43	44	45	46	45
Median	46	47	47	46	47	52	52	51	53	52
75th %ile	59	60	61	60	60	59	59	58	59	60
Service:										
% < 1	1.7%	14.2%	6.4%	5.6%	5.1%	7.5%	0.5%	0.5%	4.2%	12.90%
25th %ile	4.60	3.00	3.29	3.00	3.66	4.42	4.42	4.42	5.25	4.00
Median	13.03	13.25	13.33	14.33	15.33	8.50	8.92	11.09	9.58	5.58
75th %ile	11.33	11.42	11.42	10.75	10.83	17.25	18.25	18.25	19.00	20.00
Residence:										
% Cambridge	7.9%	6.6%	6.1%	6.4%	6.5%	5.6%	5.7%	5.9%	6.0%	5.4%
% Boston	34.7%	35.8%	34.9%	29.4%	30.4%	24.6%	28.2%	27.2%	26.6%	26.0%
% Somerville, Watertown	10.3%	10.9%	9.8%	10.3%	10.1%	9.0%	8.4%	8.9%	8.0%	7.0%
% Other Mass	46.8%	46.4%	48.9%	53.7%	52.4%	59.9%	57.1%	57.5%	59.0%	60.7%
% None of the Above	0.3%	0.3%	0.2%	0.2%	0.5%	0.80%	0.60%	0.50%	0.40%	0.90%

Table 6
Demographics – Security Guards, Museum Guards and Parking Attendants
2014 - 2023

	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
Gender:										
% Male	79%	70%	71%	74%	74%	71%	71%	73%	72%	71%
% Female	21%	30%	29%	26%	26%	29%	29%	27%	28%	29%
Ethnicity:										
% White	58.5%	66.7%	63.2%	59.3%	58.7%	58.2%	52.1%	43.7%	42.7%	45.7%
% Black	22.6%	18.0%	18.4%	18.5%	16.0%	19.0%	20.6%	29.6%	33.7%	30.0%
% Hispanic	7.6%	5.1%	6.6%	4.9%	5.3%	6.3%	6.9%	7.0%	7.4%	7.1%
% Asian	9.4%	7.7%	9.2%	13.6%	16.0%	14.0%	17.8%	16.9%	16.2%	15.7%
% Native Amer										
% Multiple Ethnicity	1.9%	2.6%	2.6%	3.7%	4.0%	2.5%	2.7%	2.8%	0.0%	1.5%
% Missing										
Age:										
25 %ile	43	34	36	34	35	31	34	35	40	37
Median	50	48	51	46	48	47	48	47	51	52
75th %ile	63	60	62	60	60	54	60	57	59	59
Service:										
% < 1	9.6%	37.5%	13.1%	16.0%	12.8%	10.7%	8.5%	8.5%	8.8%	17.4%
25th %ile	5.98	0.33	1.33	1.58	1.87	3.42	3.33	3.00	3.42	1.41
Median	9.42	3.50	2.83	2.33	3.33	5.25	6.00	7.54	3.80	6.75
75th %ile	13.42	12.33	12.25	10.68	10.58	12.00	9.83	9.00	12.50	9.83
Residence:										
% Cambridge	17.3%	11.4%	17.3%	19.8%	16.7%	16.0%	13.7%	14.1%	22.0%	18.6%
% Boston	13.5%	21.5%	18.7%	14.8%	21.8%	18.7%	17.8%	16.9%	16.2%	17.1%
% Somerville, Watertown	13.5%	17.7%	20.0%	21.0%	19.2%	20.0%	21.9%	22.5%	14.7%	11.4%
% Other Mass	51.9%	46.8%	41.3%	43.2%	42.3%	45.3%	45.2%	46.5%	47.1%	51.4%
% None of the Above	0.0%	2.5%	2.7%	1.2%	0.0%	0.0%	1.4%	0.0%	0.0%	1.4%

Table 7

Demographics – Dining Services 2014 – 2023

	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
Gender:										
% Male	59%	59%	60%	59%	59%	56%	56%	56%	56%	56%
% Female	41%	41%	40%	41%	41%	44%	44%	44%	44%	44%
Ethnicity:										
% White	46.7%	43.8%	43.2%	42.9%	41.6%	40.8%	37.2%	35.5%	35.9%	37.1%
% Black	20.4%	21.8%	22.6%	23.3%	24.4%	24.4%	24.5%	24.0%	24.8%	22.9%
% Hispanic	17.0%	17.5%	17.7%	17.5%	18.0%	16.4%	19.6%	21.6%	20.0%	18.0%
% Asian	7.8%	8.4%	7.6%	7.0%	7.2%	9.6%	10.7%	10.3%	9.4%	11.1%
% Native Amer										0.2%
Hawaiian	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.7%	0.8%	0.7%	0.7%
% Multiple Ethnicity	7.4%	7.6%	8.1%	8.7%	8.1%	7.8%	7.3%	7.8%	9.2%	10.0%
% Missing										
Age:										
25 %ile	32	33	32	33	34	38	40	41	42	42
Median	43	44	43	44	45	49	51	49	52	52
75th %ile	59	60	60	60	61	59	60	58	59	59
Service:										
% < 1	11.3%	9.3%	6.0%	5.5%	4.8%	5.0%	1.2%	1.1%	9.4%	11.1%
25th %ile	4.08	3.35	3.83	3.58	4.41	5.17	5.25	5.25	5.17	3.42
Median	10.25	10.83	10.33	10.33	11.00	11.42	11.17	13.26	10.58	9.33
75th %ile	16.40	16.83	17.16	17.87	18.41	19.33	19.08	19.08	19.24	19.25
Residence:										
% Cambridge	10.0%	10.3%	9.5%	9.2%	10.1%	9.8%	9.5%	9.2%	9.7%	9.3%
% Boston	19.7%	21.5%	20.9%	21.8%	20.3%	22.7%	19.6%	19.7%	19.5%	20.4%
% Somerville, Watertown	18.7%	17.5%	15.7%	15.3%	13.8%	11.6%	12.2%	11.8%	11.7%	9.8%
% Other Mass	50.6%	49.8%	52.4%	52.5%	54.4%	53.8%	56.8%	58.6%	57.9%	59.4%
% None of the Above	0.1%	0.1%	0.2%	0.1%	0.1%	2.1%	1.9%	0.8%	1.2%	1.1%