

ROUNDTABLE ON POPULATION HEALTH IMPROVEMENT

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# Exploring Relevant Policy Domains — Labor Policy and Population Health: A Workshop

June 9<sup>th</sup>, 2025 | 9:00am–4:30pm EST | Hybrid

ATTENDEE PACKET



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# Agenda

**MONDAY, JUNE 9, 2025**  
**NATIONAL ACADEMY OF SCIENCE, ROOM 120**

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**Objectives:**

- Provide an overview of the context for and key themes of policymaking (formal and informal) related to labor and employment
- Explore implications of environmental threats (from climate to pathogens) on the workforce
- Highlight research findings and gaps
- Examine considerations and tradeoffs across different subdomains of labor policy (at all levels of government and the private sector), including effects on families
- Help participants identify their role in improving public understanding of the relationship between labor policies and health

**9:00am**      **Welcome**

**Ana Diez Roux**, Roundtable Co-Chair, Drexel University

**9:10am**      **Context Setting Talks: Trends and implications of labor policy for population health; The policy environment for U.S. workers & business**

**Moderator: Aparna Mathur**, Amazon and FREOPP, *planning committee member*

**Speakers:**

**Daniel Griswold**, CATO Institute (*virtual*)

**Gregory Wagner**, Harvard University

**Tami Simon**, HR and Employee Benefits Consulting

**Q&A/Discussion**

**10:20am**      **Session 1: Labor policy pertaining to broader risks to health (e.g., environmental, pandemic)**

**Moderator: John August**, Cornell University, *planning committee member (virtual)*

**Speakers:**

**Alina Schnake-Mahl**, Drexel University

**Matt Darling**, MEF Associates

**David Leathers**, Health Action Alliance

**Q&A/Discussion**

**11:30am**      **Session 2: Policies related to the basic parameters of work (e.g., pay, schedule) and effects on workers and families**

**Moderator: Julie Vogtman**, National Women's Law Center, *planning committee member*

**Speakers:**

**Daniel Schneider**, The Shift Project (*virtual*)

**Jeremy Al-Haj**, Missouri Workers Center (*virtual*)  
**Liz Ananat**, Barnard College  
**Anna Gassman-Pines**, Duke University  
**Maureen Perry-Jenkins**, University of Massachusetts Amherst

**Q&A/Discussion**

**1:00pm**      **Lunch Break**

**2:00pm**      **Session 3: Employee Benefits: The future of employment-based insurance, leave policies, implications of non-standard work**

**Moderator:** **Matthew Rae**, KFF

**Speakers:**

**Barak Richman**, George Washington University

**Anjum Hajat**, University of Washington

**Ben Gitis**, USAFacts

**Jeff McGuire**, Tyson Foods (*virtual*)

**Janis Davis-Street**, Chevron (*virtual*)

**3:00pm**      **Break**

**3:15pm**      **Session 3 Q&A/Discussion**

**3:45pm**      **Total Worker Health: A policy umbrella for the workforce**

**John Howard**, National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention

**4:00pm**      **Closing Discussion and Remarks**

**Mary Pittman**, Roundtable Co-Chair, formerly Public Health Institute (retired)

**4:30pm**      **Adjourn**

# Article I. Roundtable on Population Health Improvement

## Vision, Mission and Roster

**Vision |** A thriving, healthful, and equitable society

**Mission |** In recognition that health and quality of life for all are shaped by interdependent historical and contemporary social, political, economic, environmental, genetic, behavioral, and health care factors, the Roundtable on Population Health Improvement exists to provoke and catalyze urgently needed multi-sector community engaged collaborative action.

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## MEMBERS

**Ana V. Diez Roux, MD, PhD,  
MPH (co-chair)**

Drexel University  
Philadelphia, PA

**Mary Pittman, DrPH (co-chair)**

Public Health Institute (retired)

**Manal Aboelata, MPH**

The California Endowment  
Los Angeles, CA

**Philip M. Alberti, PhD**

Association of American Medical  
Colleges  
Washington, DC

**Debbie I. Chang, MPH**

Blue Shield of California  
Foundation  
San Francisco, CA

**Marc N. Gourevitch, MD, MPH**

NYU Langone Health  
New York, NY

**Meg Guerin-Calvert, MPA**

FTI Consulting  
Washington, DC

**Hilary Heishman, MPH**

Robert Wood Johnson  
Foundation  
Princeton, NJ

**Dora Hughes, MD, MPH**

U. S. Department of Health and  
Human Services  
Washington, DC

**Sheri Johnson, PhD**

University of Wisconsin-Madison  
Madison, WI

**Robert M. Kaplan, PhD**

Stanford University  
Stanford, CA

**Milton J. Little, Jr., MA**

United Way of Greater Atlanta  
Atlanta, GA

**Tiffany Manuel, PhD, MPP,  
MPS**

TheCaseMade

**Bobby Milstein, PhD, MPH**

ReThink Health  
Morristown, NJ

**José T. Montero, MD, MHCDS**

Centers for Disease Control and  
Prevention  
Atlanta, GA

**Willie (Billy) Oglesby, PhD**

Jefferson University  
Philadelphia, PA

**Kosali Simon, PhD**

Indiana University  
Bloomington, IN

**Lorna Thorpe, MPH, PhD**

NYU Grossman School of  
Medicine  
New York, NY

**Kara Odom Walker, MD, MPH,  
MSHS**

Nemours  
Washington, DC

**Terry Williams, MBA, Dip.  
Econ.**

Atrium Health  
Winston-Salem, NC

## Article II. Biosketches

\*denotes planning committee member, †denotes roundtable member

### Mary Pittman\*†, Roundtable Co-Chair

**Mary Pittman, Dr.PH**, recently stepped down from her role as chief executive officer and president of the Public Health Institute (PHI), a U.S. and global non-profit public health organization dedicated to improving health and equity through economic, social, and healthcare innovation. Dr. Pittman is a national leader in community health, addressing social determinants leading to health inequities and promoting prevention and quality of care. Her experience in public health and healthcare, including Medicaid financing and safety net systems, make her an expert adviser in the field of population health and building healthier and more equitable communities and health systems. She has designed and launched leadership programs for women in health as well as for other population health leaders.

Dr. Pittman served for six years on the National Academies of Sciences, Engineering, and Medicine Roundtable on Population Health Improvement, and the Healthy People 2030 advisory committee to the Secretary of HHS. She served as an expert advisor to the Let's Get Healthy California Task Force, and serves on numerous advisory boards for UC Berkeley, School of Public Health, Loma Linda School of Public Health, Charles Drew University Medical School, and other non-profits and a small diagnostic company.

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### Jeremy Al-Haj

**Jeremy Al-Haj** is co-founder and Executive Director of the Missouri Workers Center. He was a founder and principal organizer of Stand Up KC, the Kansas City arm of the national Fight for \$15 movement. Over eight years of organizing, Stand Up KC developed some of the strongest fast food leaders in the country, built out a broad base of community support throughout the Kansas City area, and won a statewide minimum wage increase for all working people in Missouri. After leaving Stand Up KC, Jeremy was recruited by SEIU Local 1 as an organizing manager where he led contract campaigns in Cleveland, Columbus, and Cincinnati, spearheaded a campaign to win sectoral bargaining for fast food workers in Chicago, and oversaw external organizing across the state of Missouri.

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### Elizabeth (Liz) Ananat

**Elizabeth (Liz) Ananat, PhD, MPP**, is the Mallya Professor of Women and Economics at Barnard College, Columbia University. Since joining Columbia, she has served as Co-Convenor of the Cross-Cutting Initiative on Policy and Inequality at the Columbia University Population Center and as a faculty affiliate of the Columbia Center on Poverty and Social Policy. Prior to joining Columbia, Ananat was Assistant (2006-2014) and then tenured Associate (2014-2018) Professor of Public Policy and Economics at the Sanford School of Public Policy, Duke University, where she co-

directed the Early Childhood Initiative of Duke's Center for Child and Family Policy. Dr. Ananat was a visiting associate professor at Northwestern's School of Education and Social Policy in 2015-16, and is on the Scientific Advisory Board of Northwestern's Institute for Innovations in Developmental Sciences. In 2010 she served as Senior Economist for Labor, Education, and Welfare for President Obama's White House Council of Economic Advisers.

Dr. Ananat's research focuses on the intergenerational dynamics of poverty and inequality and has been supported by the National Science Foundation, National Institutes of Health, National Institute of Child and Human Development, Russell Sage Foundation, and William T. Grant Foundation, among others. She is a recipient of the Rosabeth Moss Kanter Award for Excellence in Work-Family Research. She holds a doctorate in economics from the Massachusetts Institute of Technology as well as a Master of Public Policy from the University of Michigan.

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### John August\*

**John August** is the Scheinman Institute's Director of Healthcare and Partner Programs at Cornell University. His expertise in healthcare and labor relations spans 40 years. John previously served as the Executive Director of the Coalition of Kaiser Permanente Unions from April 2006 until July 2013. With revenues of 88 billion dollars and over 300,000 employees, Kaiser is one of the largest healthcare plans in the U.S. While serving as Executive Director of the Coalition, John was the co-chair of the Labor-Management Partnership at Kaiser Permanente, the largest, most complex, and most successful labor-management partnership in U.S. history. He also led the Coalition as chief negotiator in three successful rounds of National Bargaining in 2008, 2010, and 2012 on behalf of 100,000 members of the Coalition.

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### Matt Darling

**Matt Darling, BA, MS**, is a Senior Research Associate at MEF Associates, working on projects related to unemployment insurance modernization, workforce development and human-centered design. Prior to joining MEF Associates, Darling worked as the Senior Employment Analyst at the Niskanen Center, where he primarily focused on Unemployment Insurance reform and modernization. Previously, Darling was a Vice President at ideas42 where he managed projects related to economic security, climate change, and domestic healthcare, and served as the strategic lead on labor and workforce development. His work has been featured in publications such as the Washington Post, Vox, and The Atlantic. Darling holds a master's degree in economics from Tufts University and a BA in Economics and Cognitive Science from Hampshire College.

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### Janis Davis-Street

**Janis Davis-Street, PhD, MSN**, is the Manager for Workforce and Community Health at Chevron and previously managed the health and productivity group of Chevron's

Global Health and Medical department, providing targeted interventions for identified health risks and designing health education and health promotion programming for employee groups. Prior to Chevron, Dr. Davis-Street spent 15+ years as a nutritionist at NASA. Her interests include corporate wellness, resilience, human performance, health disparities, education outreach and chronic disease prevention. She has co-authored several publications on corporate wellness and more than 20 peer-reviewed scientific papers in the areas of nutrition and spaceflight. Dr. Davis-Street is co-author of "Space Nutrition," a middle school textbook. She has a doctorate in health education from University of Houston and a master's degree in nutrition from University of Alberta.

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## Anna Gassman-Pines

**Anna Gassman-Pines, PhD**, is Professor of Public Policy and Psychology and Neuroscience and Senior Associate Dean for Faculty Affairs at the Sanford School of Public Policy, Duke University. She is also a Faculty Affiliate of the Duke Center for Child and Family Policy and the Duke Population Research Institute.

Her research focuses on the development of low-income children in the United States and, in particular, how parents' experiences outside the home – in low-wage workplaces, labor markets, accessing social services – spillover to the home and affect family functioning and child well-being.

Dr. Gassman-Pines has received awards for both research and teaching, including the 2024 Mavis Hetherington Award for Excellence in Applied Developmental Science from the American Psychological Association, the 2022 Rosabeth Moss Kanter Award for Excellence in Work-Family Research, and the 2017 William Duncombe Excellence in Doctoral Education Award from the Network of Schools of Public Policy, Affairs and Administration. In 2024, she was elected as a member of the National Academy of Social Insurance. Dr. Gassman-Pines received her BA with distinction in psychology from Yale University, where she was an Affiliate of the Bush Center for Child Development and Social Policy, and her PhD in Community and Developmental Psychology from New York University.

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## Ben Gitis

**Ben Gitis, MBA**, is currently Data Policy and Advocacy Manager at USAFacts, where he is working to elevate government statistics in public discourse and policymaking. Previously, he was Senior Associate Director for Economic Policy at the Bipartisan Policy Center, where he led initiatives on workforce, paid family leave, and fiscal policy. Ben also served as co-chair of the National Academy of Social Insurance's Task Force on Unemployment Insurance, a group consisting of the nation's leading experts on UI.

He was also Director of Labor Market Policy at the American Action Forum, where he researched and wrote about paid family leave, the opioid crisis, the minimum wage, and immigration, among others. Additionally, Ben was a member of the American Enterprise Institute-Brookings Institution Working Group on Paid Family Leave, where he developed a model for estimating the cost of paid leave proposals.

Ben's studies have been referenced by virtually every major media outlet, and he regularly advises members of Congress and their aids. Ben received an MBA from the University of Virginia's Darden School of Business and earned his BA from Davidson College.

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## Daniel Griswold

**Daniel Griswold**, was an adjunct scholar at the Cato Institute specializing in trade and immigration policy. Griswold is a former director of the Center for Trade Policy Studies at Cato and former co-director of the trade and immigration project at the Mercatus Center at George Mason University. From 2012–2016, he served as president of the National Association of Foreign-Trade Zones. Griswold is the author of the 2009 Cato book, *Mad about Trade: Why Main Street America Should Embrace Globalization*. He has authored numerous studies; testified before congressional committees; commented for CNBC, CSPAN, Fox News and other TV and radio outlets; and written articles for the Wall Street Journal, the Los Angeles Times, and other publications. Griswold holds a bachelor's degree in journalism from the University of Wisconsin at Madison and a master's degree in the Politics of the World Economy from the London School of Economics and Political Science.

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## Anjum Hajat

**Anjum Hajat, PhD, MPH**, is an epidemiologist who seeks to understand how social and environmental determinants of health contribute to poor health and health disparities. She is an Associate Professor in the Department of Epidemiology at the University of Washington School of Public Health in Seattle. One of Dr. Hajat's current research interests surrounds the health impacts of multidimensional employment quality across the life course. She strives to engage with communities most impacted by injustice and disparities while also answering questions to guide policy and action.

Dr. Hajat received her undergraduate degree in International Affairs from the George Washington University, her MPH in Epidemiology and International Health from the University of Michigan, and her PhD in Epidemiology from the University of North Carolina, Chapel Hill. Prior to academia, she spent several years working in public health practice.

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## John Howard

**John Howard, JD, MD, MPH**, is the Director of the National Institute for Occupational Safety and Health in the U.S. Department of Health and Human Services. Dr. Howard also serves as the Administrator of the World Trade Center Health Program in the U.S. Department of Health and Human Services. Dr. Howard was first appointed NIOSH Director in 2002 during the George Bush Administration and served in that position until 2008. In 2008 and 2009, Dr. Howard worked as a consultant with the U.S. Government's Afghanistan Health Initiative. In September of 2009, Dr. Howard was again appointed NIOSH Director in the Barack Obama Administration. Prior to his appointments as NIOSH Director, Dr. Howard served as Chief of the Division of Occupational Safety and Health in the State of California's Labor and Workforce Development Agency from 1991 through 2002.

Dr. Howard received a Doctor of Medicine degree from Loyola University of Chicago, a Master of Public Health degree from the Harvard School of Public Health, a Doctor of Law degree from the University of California at Los Angeles, and a Master of Law degree in Administrative Law and Economic Regulation from The George Washington University in Washington, D.C. Dr. Howard is board-certified in internal medicine and occupational medicine. He is admitted to the practice of medicine and law in the State of California and in the District of Columbia, and he is a member of the U.S. Supreme Court bar. He has written numerous articles on occupational health law and policy.

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## David Leathers

**David Leathers**, is a sustainability leader helping businesses define and deliver meaningful impact amid growing environmental, social, and resilience challenges. He works at the intersection of business, climate, health, and impact—supporting companies in turning commitments into action. As Program Director of the National Commission on Climate and Workforce Health, David leads a coalition of business, climate, and health leaders helping companies across the country understand and address rising climate-related risks to workers, including extreme heat, wildfires, storms, and other disasters. The Commission is an initiative of the Health Action Alliance, a network of more than 11,000 employers committed to strengthening worker and community health. Leading the Alliance’s climate work, David and his team catalyze private sector action on health—a key pillar of climate adaptation and resilience.

Previously, he led initiatives at B Lab to develop and implement global sustainability standards and impact measurement frameworks for nearly 10,000 Certified B Corporations. Prior to that, at Deloitte, he managed impact measurement for World Impact, Deloitte’s portfolio of climate and social impact initiatives, and advised public and private sector clients. David brings a global perspective to his work, having lived and worked in Jordan and Egypt, including as a Presidential Fellow at the American University in Cairo. He is a Climatebase Fellow and New Leaders Council Fellow, and lives in New York City.

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## Aparna Mathur\*

**Aparna Mathur, PhD**, is a former senior research manager in economics at Amazon. In this role, she tracks and conducts research to help identify labor and employment related challenges faced by Amazon’s domestic and global workforce, with a view to informing best policy. She is also a senior fellow at Harvard Kennedy School’s Mossavar-Rahmani Center, where she is researching safety net issues, and a visiting fellow at The Foundation for Research on Equal Opportunity. Prior to joining Amazon, she spent a year as a senior economist at the Council of Economic Advisers (CEA). She joined CEA as part of the COVID-19 response task force at the peak of the crisis in April 2020 and worked with epidemiologists on the health aspects of the crisis, while also tracking the economic downturn that came with the lockdowns.

Prior to joining CEA, she was a resident scholar in economic policy studies at the American Enterprise Institute (AEI). At AEI, she directed the AEI-Brookings Project on Paid Family and Medical Leave, building bipartisan momentum on paid leave, for which she was recognized in the POLITICO 50 list for 2017. Her academic research

has focused on income inequality and mobility, tax policy, labor markets and small businesses.

She received her doctorate in economics from the University of Maryland, College Park in 2005, and is currently serving on the University of Maryland Economics Leadership Council. She is also on the boards of the National Academy of Social Insurance, Simply Green, and the National Economists Club. Additionally, Dr. Mathur is a member of the Advisory Council of the Aspen Institute Economic Opportunities Program.

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## Jeff McGuire

**Jeffrey McGuire, JD, MBA**, is Senior Counsel - Benefits and Compensation at Tyson Foods. He provides strategic advice and counsel to Tyson Foods leadership on a complex array of benefits and compensation-related issues. Representative work includes providing legal advice to Tyson Foods' fiduciary committees; providing legal and strategic advice on health and welfare plan design, administration, and vendor management; providing advice on design and administration of paid and unpaid leave programs; and leading and coordinating response to complex benefit-related claims, litigation, government audits, and investigations.

Prior to joining Tyson Foods, he was a partner in Kutak Rock's employee benefits and compensation practice, where he worked with a broad spectrum of publicly-traded, privately-held, and governmental clients. Jeff also serves as an adjunct lecturer in employee benefits and compensation at the University of Arkansas School of Law (Fayetteville).

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## Maureen Perry-Jenkins

**Maureen Perry-Jenkins, PhD**, is Professor, and former Chair, of the department of Psychological and Brain Sciences at the University of Massachusetts Amherst. She has garnered national and international recognition for her research focused on the challenges facing working-poor families as they cope with the stress of new parenthood and holding down full-time work. In her time at UMass, Dr. Perry-Jenkins received over 2.5 million dollars in funding from the National Institute of Mental Health to conduct her longitudinal research that examines how work conditions and policies affect the well-being of new parents transitioning to parenthood.

She served for eight years as Director for the Center for Research on Families at UMass Amherst and was Co-President of the Council for Contemporary Families from 2018-21. She is a member of the Planning Committee for the Work and Family Research Network; an international organization aimed at highlighting the cross-disciplinary research on work and family. She was awarded the Ernest Burgess Award for Excellence in Family Science and the Alexis Walker Lifetime Achievement Award from the National Council on Family Relations. She serves on the editorial board of the five top family journals, has served on NIH review panels, and is committed to mentoring the next generation of junior faculty scholars through the Mellon program and as a NIH K-Award Mentor..

## Matthew Rae

**Matthew Rae, PhD, MPH**, is the Associate Director of the Program on the Health Care Marketplace at KFF, where he has managed the Employer Health Benefits Survey since 2011. His expertise lies in analyzing the private insurance market and evaluating policy proposals aimed at its reform. Dr. Rae has a particular interest in analytic methods and data analysis, especially in deriving insights from survey and claims data. He has co-authored numerous reports and issue briefs on employer-sponsored insurance, health care costs, and coverage trends, contributing to the broader understanding of how private insurance markets function and evolve.

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## Barak Richman

**Barak Richman, AB, JD, PhD**, is the Alexander Hamilton Professor of Business Law at the George Washington University Law School. Dr. Richman has primary research interests including the economics of contracting, new institutional economics, antitrust, and healthcare policy. His work has been published in the *Columbia Law Review*, the *University of Pennsylvania Law Review*, *Law and Social Inquiry*, the *New England Journal of Medicine*, the *Journal of the American Medical Association*, and *Health Affairs*. In 2006, he co-edited with Clark Havighurst a symposium volume of *Law and Contemporary Problems* entitled "Who Pays? Who Benefits? Distributional Issues in Health Care," and his book *Stateless Commerce* was published by Harvard University Press in 2017.

Professor Richman has an AB from Brown University, a JD from Harvard Law School, and a PhD from the University of California, Berkeley, where he studied under Nobel Laureate in Economics Oliver Williamson. He served as a law clerk to Judge Bruce M. Selya of the United States Court of Appeals for the First Circuit, and from 1994-1996 he handled international trade legislation as a staff member of the United States Senate Committee on Finance, then chaired by Senator Daniel Patrick Moynihan.

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## Alina Schnake-Mahl

**Alina Schnake-Mahl, ScD, MPH**, is an Assistant Professor in the Urban Health Collaborative and the Department of Health Management and Policy at Drexel's Dornsife School of Public Health. She is a social epidemiologist and health services researcher, and her primary research interest is in the social and political determinants of health inequities. Her current work aims to identify the compositional and contextual features of places — including neighborhood factors, social policies, and governance structures — that are associated with health disparities. Her policy work focuses on occupational- and housing-related social policies. She uses a combination of descriptive and causal methods to identify and inform policies and interventions that can mitigate health inequity.

Dr. Schnake-Mahl earned a ScD and MPH in social epidemiology from the Harvard T.H. Chan School of Public Health. Before joining the faculty, she was a postdoctoral fellow at the Drexel Urban Health Collaborative and previously worked in applied population health research and evaluation.

## Daniel Schneider

**Daniel Schneider, AB, PhD**, is the Malcolm Wiener Professor of Social Policy at the Harvard Kennedy School and Professor of Sociology in FAS at Harvard University. As co-director of the Shift Project, Schneider has co-led original survey data collection from over 200,000 hourly service-sector workers to construct novel employer-employee linked data that contains innovative measures of working conditions, economic security, and health and wellbeing. Using these data, he has described the contours of precarious work in the service sector and the role of within- and between-firm segregation in producing workplace inequalities. He has also detailed the consequences of such precarity for workers' economic security, health and wellbeing, and the wellbeing of parents and their children. Through the Shift Project, Schneider's work seeks to understand how both progressive labor standards and high-road company policies can improve working conditions for service sector workers and improve equity and wellbeing.

Dr. Schneider received his AB from Brown University in Public Policy and his PhD from Princeton University in Sociology and Social Policy. He was a Robert Wood Johnson Foundation Postdoctoral Scholar in Health Policy Research at UC Berkeley/UCSF and was previously on the faculty in the Department of Sociology at UC Berkeley.

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## Tami Simon

**Tami Simon, JD**, was named one of “The Top 25 Human Capital Consultants and Leaders” and “Most Influential Women in Benefit Advising.” Tami Simon is a nationally respected human capital, health and employee benefits business executive and attorney. She provides trusted and value-added guidance for mid-cap to Fortune 100 companies, nonprofit and healthcare organizations, privately-owned businesses, and higher education institutions, among others.

Ms. Simon has held executive leadership roles with global HR and employee benefit consulting firms including Mercer, Conduent (formerly Xerox), and most recently served as Segal's Global Corporate and Nonprofit Consulting Business Leader. While at Conduent, she was the Managing Director and Global Practice Leader for the Career, Compensation and Management Consulting Practice, as well as the Thought Leadership, Compliance & Innovation Practice. Prior to consulting, Ms. Simon was in private law practice with McDermott, Will & Emery where she advised her clients on employment, labor and employee benefit issues. In addition to business lines, Ms. Simon has led global geographies, sales, service and product development, analytics, and business operations.

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## Julie Vogtman\*

**Julie Vogtman, JD**, is Senior Director of Job Quality for the National Women's Law Center. At NWLC, Julie engages in research, policy analysis and advocacy, and public education to advance federal and state policies that benefit both women in low-paid jobs and their families, including higher wages, fair work scheduling practices, and childcare assistance. She has written extensively about women and the economy and the factors contributing to racial and gender pay disparities. Prior to joining NWLC, Julie

was an associate with Covington & Burling LLP in Washington, DC. She is a graduate of Georgetown University Law Center, where she served as an editor for the Georgetown Journal on Poverty Law & Policy and holds a bachelor's degree in sociology from Furman University.

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## Gregory Wagner

**Gregory Wagner, MD**, is Adjunct Professor of Environmental Health at Harvard T.H. Chan School of Public Health. At Harvard, he teaches about the science behind occupational and environmental policies and regulations and the limits of regulatory health protective strategies. Dr. Wagner has provided organizational leadership at the juncture between scientific research and public health policy, both nationally and internationally.

Until recently, he served as Senior Advisor to the Director of the National Institute for Occupational Safety and Health (NIOSH/CDC). At NIOSH, he developed and led the WorkLife Initiative, the precursor to the NIOSH Total Worker Health program. From 2009 to early 2012, Dr. Wagner served as Deputy Assistant Secretary of Labor for Mine Safety and Health, providing organizational leadership for a federal agency with more than 2200 employees and 100 field offices. While there, he led efforts to develop and enforce regulations protecting the health and safety of US miners, including efforts to improve protections against silicosis and black lung, and he had a primary role in the response to the worst mining disaster in the U.S. in 40 years.

Dr. Wagner has worked closely with both the World Health Organization and International Labor Organization to stimulate and support international efforts to better recognize and prevent lung diseases from work and improve screening and surveillance practices.

## Article III. Recommended Readings and Resources

### Section 3.01 Context-Setting: The Policy Environment for U.S. Workers

American Benefits Council. Destination 2030: A Roadmap for the Future of Employer-Provided Benefits. (American Benefits Council). <https://www.americanbenefitscouncil.org/pub/?id=94fa13ca-e54b-4650-af60-c1e1a8a0ba8e>.

Chari, Ramya, Chia-Chia Chang, Steven L. Sauter, Elizabeth L. Petrun Sayers, Jennifer L. Cerully, Paul Schulte, Anita L. Schill, and Lori Uscher-Pines. "Expanding the Paradigm of Occupational Safety and Health: A New Framework for Worker Well-Being." *Journal of Occupational and Environmental Medicine* 60, no. 7 (2018): 589-93. <https://doi.org/10.1097/jom.0000000000001330>.

"Federal Budget Cuts and Worker Safety." University of Michigan School of Public Health, 2025, <https://sph.umich.edu/news/2025posts/federal-budget-cuts-and-worker-safety.html>.

Griswold, Daniel. Fail or Flourish: American Workers, Globalization, and Automation. (George Mason University, January 30, 2020). <https://www.mercatus.org/research/research-papers/fail-or-flourish-american-workers-globalization-and-automation>.

Griswold, Daniel. "The Misplaced Nostalgia for a Less Globalized Past: The "Great Again" Economy Wasn't So Great." (September 12, 2023). <https://www.cato.org/publications/misplaced-nostalgia-less-globalized-past>.

"Just the Facts: Using Evidence to Make Employment Policy." NCSL Legislative Video Resource Center, National Conference of State Legislatures, <https://videos.ncsl.org/category/ncsl-legislative-video-resource-center/just-the-facts-using-evidence-to-make-employment-policy>.

Kinder, Molly. "The Unexpected Visionary: Pope Francis on AI, Humanity, and the Future of Work." (April 29, 2025). <https://www.brookings.edu/articles/the-unexpected-visionary-pope-francis-on-ai-humanity-and-the-future-of-work/>.

Lovejoy, Meg, Erin L. Kelly, Laura D. Kubzansky, and Lisa F. Berkman. "Work Redesign for the 21st Century: Promising Strategies for Enhancing Worker Well-Being." *American Journal of Public Health* 111, no. 10 (2021): 1787-95. <https://doi.org/10.2105/ajph.2021.306283>.

National Academies of Sciences, Engineering, and Medicine. Reorienting Health Care and Business Sector Investment Priorities toward Health and Well-Being: Proceedings of a Workshop. Washington, DC: The National Academies Press, 2022. doi:10.17226/25667. <https://nap.nationalacademies.org/catalog/25667/reorienting-health-care-and-business-sector-investment-priorities-toward-health-and-well-being>.

National Academies of Sciences, Engineering, and Medicine. *The Role of Business in Improving Health and Health Equity: Proceedings of a Workshop—in Brief*. Washington, DC: The National Academies Press, 2024. doi:10.17226/27789. <https://nap.nationalacademies.org/catalog/27789/the-role-of-business-in-improving-health-and-health-equity>.

National Conference of State Legislatures. Mental Health Matters: Policy Framework on Workforce Mental Health. (National Conference of State Legislatures, October 2023). <https://documents.ncsl.org/wwwncsl/Labor/Policy-Framework-Workforce-Mental-Health-v03.pdf>.

Sorensen, Glorian, Jack T. Dennerlein, Susan E. Peters, Erika L. Sabbath, Erin L. Kelly, and Gregory R. Wagner. "The Future of Research on Work, Safety, Health and Wellbeing: A Guiding Conceptual

Framework." *Social Science & Medicine* 269 (2021/01/01/ 2021): 113593.  
<https://www.sciencedirect.com/science/article/pii/S0277953620308121>.

Wagner, Gregory R., and David Michaels. "Work Matters: Mainstreaming Worker Health and Safety Is Not Limited to Pandemic Response." *American Journal of Public Health* 114, no. 4 (2024): 372-76.  
<https://doi.org/10.2105/ajph.2023.307565>.

"Workforce Development & Economic Policy." National Governors Association,  
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### **Section 3.02 Labor Policy Pertaining to Broader Risks to Health (i.e. environmental, pandemic)**

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## Article IV. Preventing Discrimination, Harassment, and Bullying Expectations for Participants in NASEM Activities

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

**Discrimination** is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

**Sexual harassment** is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

**Other types of harassment** include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

**Bullying** is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

### Section 4.01 REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

### Section 4.02 CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.