

The Largest Employers in the City of Boston

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EXECUTIVE SUMMARY
The Largest Private Employers in the City of Boston
 Policy Development and Research Department, BRA/EDIC, June 1997

- ⇒ There are 43 private sector companies within the city of Boston that employ over 1,000 people each.
- ⇒ The four largest industries among these employers, in terms of employment, are: health care, financial services, insurance, and higher education.
- ⇒ The 43 largest private employers in Boston account for nearly 132,000 jobs or about 21% of the total employment in the city.
- ⇒ The health care industry, and hospitals in particular, employ far more people than any other sector in Boston.
- ⇒ With 11,415 employees, Massachusetts General Hospital is Boston's largest private employer.
- ⇒ Two manufacturers also make the list: Gillette and Teradyne.
- ⇒ 40% of the employees at Boston's largest companies are also Boston residents.
- ⇒ 51% of the employees at Boston's largest companies have at least a four year college degree and another 18% have some college education.
- ⇒ Nearly one in four jobs is a part-time position.
- ⇒ The slight tendency for Boston residents to be employed more on a part-time basis when compared to non-residents disappears when companies which hire more part-time workers are removed.

The Largest Private Employers in Boston	
Employer	Employees
Massachusetts General Hospital	11,415
Brigham and Women's Hospital	8,661
Fidelity Investments (FMR Corp.)	8,000
Boston University	7,410
Beth Israel Co.	6,205
BankBoston	5,429
New England Medical Center	4,955
Children's Hospital	4,729
Liberty Mutual	4,657
John Hancock Mutual Life Ins. Co.	4,494
Boston Medical Center	3,628
NYNEX	3,433
Gillette Company	3,404
Northeastern University	3,186
Stop & Shop	3,000
Putnam Investments	2,946
St. Elizabeth's Medical Center	2,927
Deaconess Hospital	2,845
Fleet Bank of Massachusetts	2,822
Harvard/ Pilgrim Health	2,375
State Street Bank & Trust Co.	2,251
Boston Globe	2,250
The New England	2,155
Au Bon Pain	1,912
Dana Farber	1,904
Filene's	1,868
Teradyne, Inc.	1,650
Boston Edison	1,625
American Airlines	1,600
Thomson Financial Services	1,588
Star Market	1,562
Blue Cross/ Blue Shield	1,449
Visiting Nurses Association	1,443
Carney Hospital	1,333
Stone & Webster	1,274
Coopers & Lybrand L.L.P.	1,250
First Security Services Corp.	1,233
Faulkner [Hospital] Corp.	1,212
Federal Reserve Bank of Boston	1,202
USAir	1,200
Mass. Eye and Ear Infirmary	1,165
Liberty Financial Cos. Inc.	1,075

Delta Airlines	1,045
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OVERVIEW

The Boston Redevelopment Authority/
Economic Development and Industrial
Corporation (BRA/EDIC) conducted a survey of
Boston's largest employers during the latter half
of 1996 and beginning of 1997. The survey
sought to identify:

- the largest private sector employers (over 1000 employees),
- the number of employees working at their company sites within the city of Boston,
- the number of those employees residing in Boston, and
- the educational level of these Boston-based employees.

The survey revealed that there are 43 private sector companies that employ over 1,000 employees at sites located in Boston. (See Table 1.) The number of employees ranges from 11,415 employees at Mass. General Hospital to 1,045 employees at Delta Airlines.

Together, these 43 private employers provide nearly 132,000 full- and part-time jobs - or more than one in every five persons working in the private sector in the city of Boston.

The industry sectors with the greatest number of large employers are health care,

F.I.R.E. (finance, insurance and real estate), and higher education.

**Table 1
The Largest Private Employers in Boston**

Employer	Employees
Massachusetts General Hospital	11,415
Brigham and Women's Hospital	8,661
Fidelity Investments (FMR Corp.)	8,000
Boston University	7,410
Beth Israel Co.	6,205
BankBoston	5,429
New England Medical Center	4,955
Children's Hospital	4,729
Liberty Mutual	4,657
John Hancock Mutual Life Ins. Co.	4,494
Boston Medical Center	3,628
NYNEX	3,433
Gillette Company	3,404
Northeastern University	3,186
Stop & Shop	3,000
Putnam Investments	2,946
St. Elizabeth's Medical Center	2,927
Deaconess Hospital	2,845
Fleet Bank of Massachusetts	2,822
Harvard/ Pilgrim Health	2,375
State Street Bank & Trust Co.	2,251
Boston Globe	2,250
The New England	2,155
Au Bon Pain	1,912
Dana Farber	1,904
Filene's	1,868
Teradyne, Inc.	1,650
Boston Edison	1,625
American Airlines	1,600
Thomson Financial Services	1,588
Star Market	1,562
Blue Cross / Blue Shield	1,449
Visiting Nurses Association	1,443
Carney Hospital	1,333
Stone & Webster	1,274
Coopers & Lybrand L.L.P.	1,250
First Security Services Corp.	1,233
Faulkner [Hospital] Corp.	1,212
Federal Reserve Bank of Boston	1,202

USAir	1,200
Mass. Eye and Ear Infirmary	1,165
Liberty Financial Cos. Inc.	1,075

A significant number of the jobs at

Boston's largest private companies are part-time. Thirty-five of the 43 employers reported both full-time and part-time positions. These employers accounted for a total of 104,198 employees (78% of the total), of which 25,651 – 24.6% or almost one in four -- is part-time. (See Table 2.)

Sixteen of these 35 largest employers report workforces that are more than 25% part-time. A few companies have more part-time than full-time employees. Star Market and Stop & Shop, for example, report more part-time than full-time employees. Other employers with more part-time than full-time positions are the Visiting Nurses Association and the Faulkner Hospital.

(See also the discussion of the relationship between Boston residency and full- or part-time employment later in the report.)

Delta Airlines	1,045
Total	131,767

Table 2
Full-Time and Part-Time Employment in the Largest Private Employers in Boston

Employer	Full-Time	Part-Time
Massachusetts General Hospital	8,514	2,901
Brigham and Women's Hospital	5,751	2,910
Boston University	6,132	1,278
Beth Israel Co.	4,282	1,923
New England Medical Center	2,957	1,998
Children's Hospital	3,183	1,546
Liberty Mutual	4,538	119
John Hancock Mutual Life Ins. Co.	4,123	371
NYNEX	3,359	74
Gillette Company	3,381	23
Northeastern University	2,219	967
Stop & Shop	1,000	2,000
Putnam Investments	1,946	1,000
St. Elizabeth's Medical Center	1,657	1,270
Harvard/ Pilgrim Health	1,620	755
State Street Bank & Trust Co.	2,170	81
Boston Globe	1,500	750
The New England	2,032	123
Dana Farber	1,547	357
Filene's	1,388	480
Teradyne, Inc.	1,631	19
Boston Edison	1,591	34
Thomson Financial Services	1,543	45
Star Market	306	1,256
Blue Cross / Blue Shield	1,369	80
Visiting Nurses Association	555	888
Stone & Webster	1,274	0
Coopers & Lybrand L.L.P.	1,100	150
First Security Services Corp.	861	372
Faulkner [Hospital] Corp.	503	709
Federal Reserve Bank of Boston	1,030	172
USAir	1,000	200
Mass. Eye and Ear Infirmary	798	367
Liberty Financial Cos. Inc.	1,060	15
Delta Airlines	627	418
Total	78,547	25,651

THE LARGEST INDUSTRY SECTORS

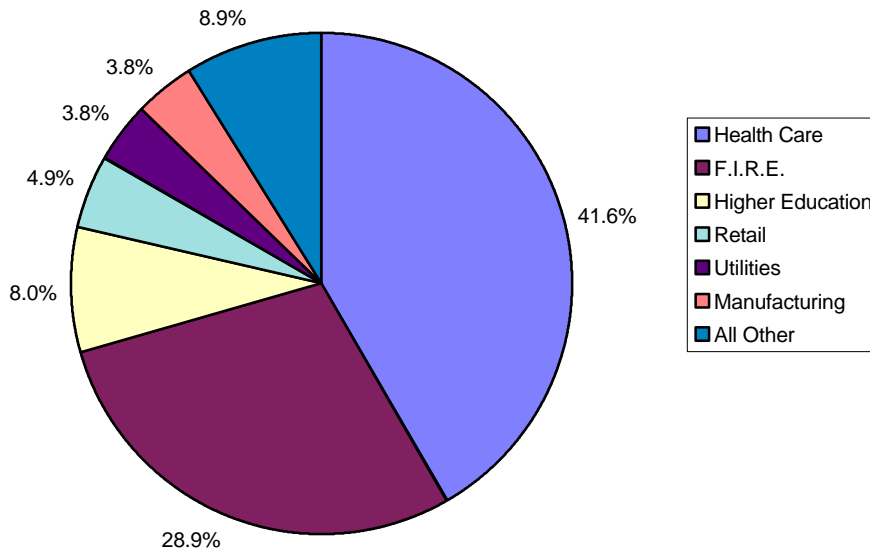
Health Care, F.I.R.E., and Higher Education are the dominant industry sectors within the city of Boston. Table 3 and Figure 1 below summarize the impact of those and other industries represented by Boston's largest employers.

Table 3
Industry Sectors Represented by Boston's Largest Employers

Industry Sector	No. Employees By Industry	Percentage of Total Jobs
Health Care, Hospitals & Other	54,797	41.6%
F.I.R.E.*	38,068	28.9%
Higher Education	10,596	8.0%
Retail, Grocery & Dept.	6,430	4.9%
Utilities	5,058	3.8%
Manufacturing	5,054	3.8%
Airlines	3,845	2.9%
Business Services	2,483	1.9%
Newspaper	2,250	1.7%
Food Service	1,912	1.5%
Engineering	1,274	1.0%
Total (Largest Employers)	131,767	100%

*F.I.R.E. = Finance, Insurance, and Real Estate

Figure 1
Percentage of Total Employment by Industry Sector
For Boston's Largest Employers



HEALTH CARE

Eleven hospitals tip the scales with over 1,000 employees each. In fact, Massachusetts General Hospital, with 11,415 employees, is the largest private employer in the city. The second largest employer in the city is another hospital, Brigham and Women's, with 8,661 employees. Beth Israel employs over 6,000, while New England Medical Center and Children's Hospital both have nearly 5,000 employees each. Boston Medical Center, St. Elizabeth's Medical Center, Dana Farber, Carney Hospital, and the Faulkner Hospital complete the list of Boston's largest hospitals. Deaconess Hospital, counted as one of the forty-three largest employers, merged with Beth Israel in October of 1996. Together, they would rank as the second largest employer with 9,050 employees. The remaining health care providers (Harvard/Pilgrim Health, Visiting Nurses Association, and Mass. Eye and Ear Infirmary) add almost 5,000 more jobs. As a result, the health care sector is the dominant source of private sector employment providing nearly 55,000 jobs, with the three largest institutions alone providing 48% of the jobs (53% if the Beth Israel and Deaconess are counted as combined.)

Table 4
The Importance of the Health Care Sector

Employer	Health Care Category	Full-Time Employees	Part-Time Employees	Total Employees
Massachusetts General Hospital	Hospital	8,514	2,901	11,415
Brigham and Women's Hospital	Hospital	5,751	2,910	8,661
Beth Israel Co.	Hospital	4,282	1,923	6,205
New England Medical Center	Hospital	2,957	1,998	4,955
Children's Hospital	Hospital	3,183	1,546	4,729
Boston Medical Center	Hospital	*N/A	N/A	3,628
St. Elizabeth's Medical Center	Hospital	1,657	1,270	2,927
Deaconess Hospital	Hospital	N/A	N/A	2,845
Harvard/ Pilgrim Health	Other	1,620	755	2,375
Dana Farber	Hospital	1,547	357	1,904
Visiting Nurses Association	Other	555	888	1,443
Carney Hospital	Hospital	N/A	N/A	1,333
Faulkner [Hospital] Corp.	Hospital	503	709	1,212
Mass. Eye and Ear Infirmary	Other	798	367	1,165
Total Health Care Employees		31,367	15,624	54,797

*N/A = not available

F.I.R.E.

The finance, insurance, real estate sector (F.I.R.E.) employs the second largest number of people in the city of Boston. Four banks, four insurance companies, and four financial services companies employ more than 1,000 employees each. FMR Corporation (Fidelity Investments) is Boston's third largest private employer with 8,000 employees. Putnam, Thomson, and Liberty Financial round out the largest financial services companies. BankBoston, with more than 5,400, employs far more people than any other bank in the city. Fleet, State Street, and the Federal Reserve are the next largest, in rank order. Boston's four largest insurance companies employ nearly 13,000 people. Liberty Mutual, the largest, and John Hancock Mutual Life, second largest, account for 9,151 of those jobs. The New England and Blue Cross/Blue Shield add 3,604 more jobs to the total. Together, Boston's largest banks, insurance companies, and other financial institutions employ over 38,000 people.

Table 5
Financial Institutions including Banks, Financial Services and Insurance Companies

Employer	F.I.R.E. Category	Full-Time Employees	Part-Time Employees	Total Employees
Fidelity Investments (FMR Corp.)	Financial Services	*N/A	N/A	8,000
BankBoston	Bank	N/A	N/A	5,429
Liberty Mutual	Insurance	4,538	119	4,657
John Hancock Mutual Life Ins. Co.	Insurance	4,123	371	4,494
Putnam Investments	Financial Services	1,946	1,000	2,946
Fleet Bank of Massachusetts	Bank	N/A	N/A	2,822
State Street Bank & Trust Co.	Bank	2,170	81	2,251
The New England	Insurance	2,032	123	2,155
Thompson Financial Services	Financial Services	1,543	45	1,588
Blue Cross/ Blue Shield	Insurance	1,369	80	1,449
Federal Reserve Bank of Boston	Bank	1,030	172	1,202
Liberty Financial Cos. Inc.	Financial Services	1,060	15	1,075
Total F.I.R.E. Employees		19,811	2,006	38,068

*NA = not available

HIGHER EDUCATION

The only other sector in which the largest private employers generate over 10,000 jobs is Higher Education. Boston University -- 7,410 employees -- and Northeastern University -- 3,186 employees -- are Boston's largest private universities. Of course, the large number of smaller colleges and universities, as well as those located on Boston's periphery, add to the overall impact of the Higher

Education sector on Boston's economy. Notably, such important institutions of higher education as Boston College, Harvard, and Tufts are not included even though portions of their campuses are located within the city of Boston.

Table 6
The Largest Universities with their Main Campuses in Boston

Employer	Full-Time Employees	Part-Time Employees	Total Employees
Boston University	6,132	1,278	7,410
Northeastern University	2,219	967	3,186
Total Higher Education Employees	8,351	2,245	10,596

OTHER LARGE EMPLOYERS

Eight other industry sectors are represented by companies with more than 1,000 employees. Both Airlines and Retail categories have three companies each with over 1,000 employees. The three airlines - American, USAir, and Delta - employ 3,845 people. Retail includes two large grocery stores, Stop & Shop and Star Market which both reported that a large portion of their part-time workers are high school students, and Filene's - the only retail department store to make the largest employer list. Together these

Table 7
Other Large Employers

Employer	Sector Category	Full-Time Employees	Part-Time Employees	Total Employees
American Airlines	Airline	*N/A	N/A	1,600
USAir	Airline	1,000	200	1,200
Delta Airlines	Airline	627	418	1,045
Stop & Shop	Retail, Grocery	1,000	2,000	3,000
Star Market	Retail, Grocery	306	1,256	1,562
Filene's	Retail, Dept.	1,388	480	1,868
NYNEX	Utility	3,359	74	3,433
Boston Edison	Utility	1,591	34	1,625
Gillette Company	Manufacturing	3,381	23	3,404
Teradyne, Inc.	Manufacturing	1,631	19	1,650
Coopers & Lybrand L.L.P.	Business Services	1,100	150	1,250
First Security Services Corp.	Business Services	861	372	1,233
Boston Globe	Newspaper	1,500	750	2,250

Au Bon Pain	Food Service	N/A	N/A	1,912
Stone & Webster	Engineering	1,274	0	1,274

*NA = not available

stores employ 6,430 people.

The Utilities and Manufacturing sectors have two companies each with over 1,000 employees, and these industries account for slightly more than 5,050 jobs each. Business Services also has two companies which employ a total of about 2,500 people. The Boston Globe, with over 2,250 employees, is the only newspaper in Boston with more than 1,000 employees. Au Bon Pain is the only food service company on the list and it employs 1,868 people. Stone & Webster is the only engineering company and it lists 1,274 employees.

WHERE BOSTON RESIDENTS ARE EMPLOYED

Table 8 shows the listing of the largest employers which reported residency of their employees.

Table 8

Percent of Employees of Boston's Largest Employers who are Boston Residents

Employer	Resident Percentage	Resident Number
Stop & Shop	88%	2,650
Star Market	72%	1,117
Massachusetts General Hospital	67%	7,681
Visiting Nurses Association	59%	856
Boston Medical Center	58%	2,120
Blue Cross/ Blue Shield	53%	773
Brigham and Women's Hospital	48%	4,169
NYNEX	45%	1,542
First Security Services Corp.	45%	549
Filene's	44%	828
Harvard/ Pilgrim Health	44%	1,042
St. Elizabeth's Medical Center	41%	1,214
Faulkner [Hospital] Corp.	41%	498
Fleet Bank of Massachusetts	41%	1,155
Dana Farber	41%	773
Average	40.2%	
Boston Edison	40%	653
Coopers & Lybrand L.L.P.	40%	500
BankBoston	37%	2,028
New England Medical Center	36%	1,804
Boston University	35%	2,607
Mass. Eye and Ear Infirmary	32%	377
Children's Hospital	32%	1,517
Beth Israel Co.	31%	1,942
Gillette Company	30%	1,016
Liberty Mutual	29%	1,366
Boston Globe	29%	650
The New England	29%	618
Stone & Webster	28%	360
John Hancock Mutual Life Ins. Co.	26%	1,188
Teradyne, Inc.	24%	403
Federal Reserve Bank of Boston	24%	289
Putnam Investments	23%	679
Fidelity Investments (FMR Corp.)	23%	1,800
USAir	21%	250
Thomson Financial Services	19%	306
Liberty Financial Cos. Inc.	19%	203
Delta Airlines	14%	150

On average, just over 40% of the employees of the largest private firms are also Boston residents. This percentage ranged from a high of 88% for Stop & Shop to a low of 14% reported by Delta Airlines. Thirty-seven (86%) of the 43 largest employers, accounting for 118,640 jobs (90%) responded to the survey question asking for the number of Boston-based employees who also live in one of Boston's sixteen neighborhoods.

In general, hospitals and other health care institutions have above average resident percentages. Of those reporting resident percentages, Massachusetts General Hospital draws upon Boston residents for 67% of its workers. Given its large size, this translates to 7,681 Boston residents. Thus, Massachusetts General Hospital employs, by far, more city people than any other private employer in the city of Boston.

Paralleling Stop & Shop, Star Market reports that 72% of their employees at Boston locations are also Boston residents. The Visiting Nurses Association, Boston Medical Center, and Blue Cross/Blue Shield (Boston locations) all draw upon Boston residents for over 50% of their employees.

While 41% of Fleet Bank's Boston-based employees live in Boston, all other banks and financial services firms employ a below-average percentage of Boston residents.

RESIDENCY AND FULL-TIME OR PART-TIME EMPLOYMENT

Thirty-two employers provided information on both the employees' residency in Boston and full- or part-time employment. The results (Table 9) show that this sub-population of the largest employers represents 97,173 jobs or 73.2% of the total reported by all 43 companies. (This sub-set of data is quite similar to the complete set of full-time and part-time employment data shown earlier in Table 2, with about one-quarter (25.6%) of these employees working part time.)

Table 9

Nature of Employment in Companies Reporting Boston Residency

	Number of Residents	Number of Non-Residents	Total
Full-Time	28,856	43,759	72,615
Part-Time	11,408	13,150	24,558
Total	40,264	56,909	97,173

There is, however, a slight tendency for Boston residents to be employed on a part-time basis when compared to non-residents. As shown in Table 10, Boston residents constituted 46.5% of the part-time employees in these largest companies, whereas they made up 39.7% of the full-time employees. On the other hand, non-residents made up only 53.5% of the part-time workers but 60.3% of the full-time employees. (See also Figure 2.)

Table 10

Relationship Between Residency and Full-Time or Part-Time Employment

Employment	Residents (% of employment)	Non-Residents (% of employment)	Total
Full-Time	39.7	60.3	100
Part-Time	46.5	53.5	100

The difference can be explained by the large numbers of part-time employees working for the two grocery store chains - Stop & Shop and Star Market, the Visiting Nurses Association, and the Faulkner Hospital, all of which reported more part-time than full-time employees. When these are removed from the data, the tendency for Boston residents to be employed in part-time positions

disappears. (See Table 11.) It should also be noted that Mass. Eye and Ear Infirmary and Children's Hospital each employ ten percent more Boston residents than non-residents in full-time positions.

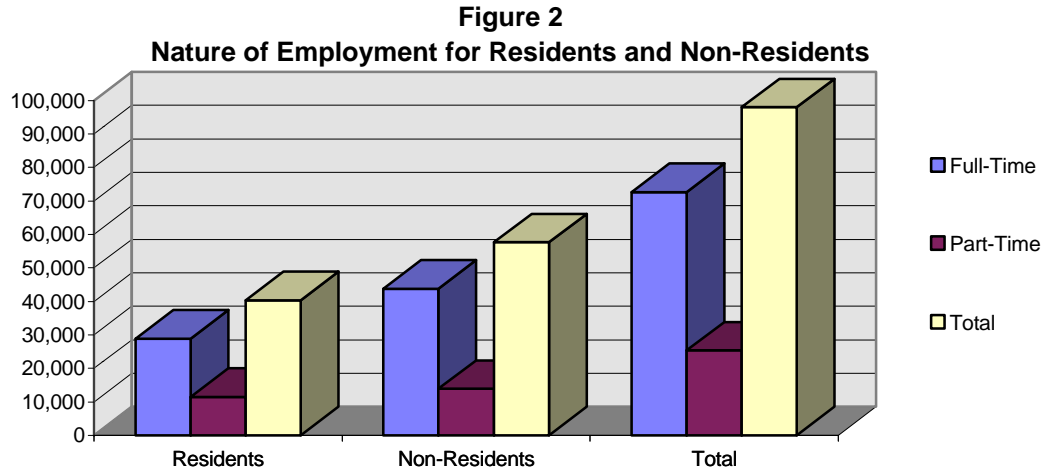


Table 11

Relationship Between Residency and Full-Time or Part-Time Employment with Selected Companies Removed

Employment	Residents (% of employment)	Non-Residents (% of employment)	Total
Full-Time	39.2	60.8	100
Part-Time	38.7	61.3	100

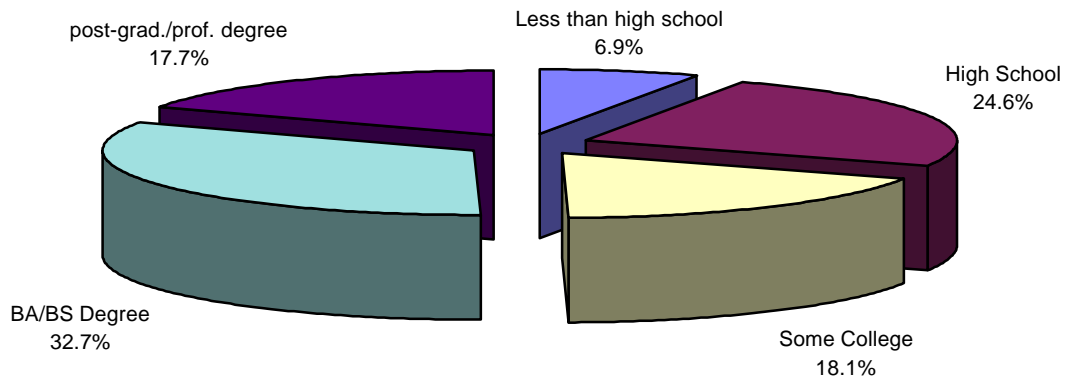
EDUCATIONAL ATTAINMENT OF LARGEST EMPLOYERS' WORKFORCE

Only 25 (58%) of the 43 largest employers responded to the question concerning the educational levels of their employees in Boston, and nearly all of those responses were estimates. Based upon these responses, on average, 69% of the employees at Boston's largest companies have some level of college education -- 33% have a college degree, 18% have an additional post-graduate, professional, or doctoral degree, and another 18% of the employees have some college experience. Twenty-five percent of the Boston based employees have high school diplomas and only 6% have less than a high school education. (See Table 12 and Figure 3.)

Table 12
Educational Level of Employees in Boston's Largest Companies

Educational Level	Number of Employees	Percent of Employees
Post-Grad., Prof., Doct. Degree	12,945	17.7%
4 Year College Degree	23,997	32.7%
Less Than 4 Years of College	13,292	18.1%
High School Diploma	18,003	24.6%
Less Than High School	5,073	6.9%

Figure 3
Educational Level of Employees in Boston's Largest Companies



Stop & Shop and Star Market, both with high percentages of employees with less than high school diplomas, have many high school students working part-time. First Security Corp., a provider of on-site security, investigative, and protective services, is the only other company with a significant number of employees who have less than a high school education; 20% of their employees have not completed high school.

Hospitals and universities employ the largest percentage of people with post-graduate, professional or doctoral degrees. Also of note, 70% of State Street Bank's employees and 65% of Coopers & Lybrand's employees have a four-year college degree. On the other hand, 66% of the employees with the Visiting Nurses Association and 55% of the employees at the Federal Reserve Bank have only a high school diploma.

APPENDIX

SURVEY DESIGN AND QUESTIONNAIRE

Drawing upon such resources as previous BRA large employer surveys, Dun and Bradstreet, and the Boston Business Journal, a list of Boston's 80 largest private companies was compiled. Beginning in the summer of 1996, a one page questionnaire was then mailed to these companies believed to have close to, or in excess of, 1,000 Boston-based employees. To assist companies in the sorting and identification of appropriate data, a map of Boston zip code areas and a list of all zip codes for Boston's neighborhoods was included in the mailing. After extensive follow-up by mail, telephone and fax during the fall of 1996 and spring of 1997, 66 responses were received - an 83% return rate. Forty-three of the questionnaires came from companies employing more than 1,000 workers within the city of Boston.

Of the 43 companies with more than 1000 employees:

- 35 employers (81%) responded to the question about full- or part-time employment. These employers accounted for 104,198 employees or 78% of the total 132,735 reported by all 43 companies.
- Thirty-seven employers (86%) responded to the question concerning residency of their employees. These firms employed 118,640 people or 90% of the total employment.
- Thirty-two employers (74%) provided information on both the employees' residency in Boston and full- or part-time employment.. This sub-population of the largest employers represents 97,173 jobs or 73% of the total reported by all 43 companies.
- Only 25 (58%) of the 43 largest employers responded to the question concerning the educational levels of their employees in Boston, and nearly all of those responses were estimates.

A copy of the questionnaire follows.