

Statement of Outside Activities  
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January, 2024

Harvard Business School's Policy on Conflicts of Interests requires faculty members to disclose all paid and unpaid activities with outside organizations (i.e., organizations not associated with Harvard University or Harvard Business School), sources of incremental compensation paid by Harvard University, and sources of external research funding during the previous three years if they are directly related to a specific work product (e.g., an article, book, case study, speech, or class) that is in the public domain.

**Current Paid Activities:**

- Expert witness services on cases related to labor and personnel economics. Some engagements are subject to non-disclosure restrictions.
- Executive education through Harvard.
- Executive education through the Advanced Practices Council.
- Advisory work for Dexai Robotics (equity pay).
- Short-term consultations on future of work related topics through expert networks.

**Past Paid Activities:**

- Cloudflare (Speaking engagement)
- Short-term consultations with hedge funds to understand remote work
- Catalyst research (consulting project on tech products for small businesses)

**Financial Holdings:**

- I hold a small amount of preferred stock in Akooda Inc. that was acquired during their most recent fundraising. At the time of writing the Akooda case I had no financial interest in the company.