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Methodology

• The Workplace Survey was conducted online within the United States by Harris Poll on behalf of the American Psychological Association between January 28 – February 5, 2015 among 1,552 adults aged 18+ who reside in the U.S who are employed full-time, part-time, or self-employed. This is the fifth year this study has been conducted:

<table>
<thead>
<tr>
<th>Field Months</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Completes</td>
<td>1,552</td>
<td>1,562</td>
<td>1,501</td>
<td>1,714</td>
<td>1,546</td>
</tr>
</tbody>
</table>

• The following report also segments the total audience into several key groups, including 753 males and 799 females, 817 who feel valued by their company or organization and 311 who do not, and 314 Millennials (ages 18-34), 558 Generation Xers (ages 35-50), 642 Boomers (ages 51-69), and 38 Matures (ages 70 or older).

• Results were weighted as needed for age, sex, race/ethnicity, education, region and household income to be representative of the US employed population. Propensity score weighting was also used to adjust for respondents’ propensity to be online.

• Respondents for this survey were selected from among those who have agreed to participate in Harris Poll surveys. Because the sample is based on those who were invited to participate in the Harris Poll online research panel, no estimates of theoretical sampling error can be calculated.
Executive Summary
Executive Summary

How people feel about their employer's workplace practices and their day-to-day experiences on the job depends on their rank in the organization, according to the American Psychological Association’s 2015 Work and Well-Being Survey conducted online by Harris Poll among more than 1,500 U.S. adults in January and February. Compared to front-line employees (those who are directly involved with the production of products or provision of services), more senior leaders viewed their organization's culture positively, reported having opportunities available to them and said they regularly tap into programs and policies designed to benefit employees.

– Senior leaders were more likely than front-line workers to say their organization values employee involvement (71 percent vs. 51 percent), work-life balance (68 percent vs. 55 percent) and recognition (63 percent vs. 52 percent). Compared to front-line employees, more senior leaders also reported having sufficient opportunities for involvement in decision making (78 percent vs. 48 percent) and internal advancement (55 percent vs. 41 percent).

– Similarly, about 7 in 10 senior leaders said they regularly participate in training activities (68 percent), take part in activities designed to involve employees (71 percent) and use flexible work practices (69 percent), compared to half or less of front-line workers (49 percent, 38 percent and 39 percent, respectively). Approximately half of working Americans in senior-level positions (49 percent) also say they regularly participate in their employer’s health and wellness programs, compared to less than a third (32 percent) of those with front-line jobs. With senior leaders benefitting disproportionately from available workplace programs and policies, it is no surprise that 70 percent say they feel valued by their employer, compared to just over half of front-line workers (51 percent).
Executive Summary

– In addition, the 2015 Work and Well-Being Survey included a validated scale used to identify potential cases of depression and anxiety. Findings suggest that 4 percent of working Americans were experiencing severe elevations in symptoms related to these common mental health disorders, with another 7 percent reporting moderate elevations and 17 percent describing mild elevations.

– The survey also looked at positive mental health. Scores on a six-item resilience scale and an eight-item measure of psychological well-being suggest that working Americans have an average ability to recover from stress and that just under half (45 percent) are flourishing, defined as self-perceived success in important areas, such as positive relationships, feelings of competence and having a meaningful life.

– Senior leaders were significantly more likely to report higher levels of both psychological well-being and resilience, compared to front-line workers. Working Americans who reported higher levels of anxiety and depression were less likely to be resilient and also showed lower levels of psychological well-being.
Executive Summary

– Although survey results suggest a generally positive trend when it comes to employee sentiment, with job satisfaction, motivation, turnover intent and the percentage of employees reporting chronic job stress all improving from previous years, striking differences emerge when psychological factors are considered.

– For example, 94 percent of employees who feel valued by their employer say they are motivated to do their very best, compared to just 37 percent of those who do not feel valued. Similarly, 9 out of 10 working Americans who trust their employer and feel they are treated fairly say they are motivated to do their best work, compared to less than half (48 percent) of those who do not trust their employer and less than a third (31 percent) of employees who feel treated unfairly.
Detailed Findings
Overall Satisfaction With the Workplace

The majority of workers (71%) continue to report that they are satisfied with their jobs. Satisfaction with growth and developmental opportunities offered by employers has continued to slightly increase over the last five waves of this study. This year, just over half (52%) report they are satisfied with growth and developmental opportunities at their workplace which significantly higher than in 2011 and 2012.

% Strongly Agree/Agree

Overall, I am satisfied with the health and safety practices of my employer.

All in all, I am satisfied with my job.

Overall, I am satisfied with the amount of control and involvement I have at work.

Overall, I am satisfied with the work-life balance practices offered by my employer.

Overall, I am satisfied with the growth and development opportunities offered by my employer.

Overall, I am satisfied with the employee recognition practices of my employer.

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q826, Q840, Q855, Q870, Q885, Q905
Overall, I am satisfied with the amount of control and involvement I have at work.

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<tbody>
<tr>
<td>Overall</td>
<td>64%</td>
<td>65%</td>
<td>61%</td>
<td>64%</td>
<td>62%</td>
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</tbody>
</table>

My employer provides employees with sufficient control over how they perform their jobs.*

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</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>54%</td>
<td>53%</td>
<td>51%</td>
<td>60%</td>
<td>53%</td>
</tr>
</tbody>
</table>

My employer provides sufficient opportunities for me to be involved in decision making, problem solving, and goal setting at work.

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>55%</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
</tr>
</tbody>
</table>

My employer values employee involvement in daily decision making, problem solving and goal setting.*

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>46%</td>
<td>48%</td>
<td>46%</td>
<td>51%</td>
<td>51%</td>
</tr>
</tbody>
</table>

I regularly participate in activities designed to involve employees in decision making, problem solving and goal setting.

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>46%</td>
<td>48%</td>
<td>46%</td>
<td>51%</td>
<td>51%</td>
</tr>
</tbody>
</table>

*Not asked in 2011 or 2012

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q831, Q835, Q840, Q832, Q836
Satisfaction with Growth and Development

Just over half of employees (52%) are satisfied with the growth and development opportunities offered by their employer, continuing to show a small growth trend year-over-year for this measurement. Similar to results found last year, three in five employees report that their employer values employee training and development (60%). Slightly fewer report that their employer offers them opportunities to apply new knowledge (57%), which has remained consistent since 2013.

% Strongly Agree/Agree

- Overall, I am satisfied with the growth and development opportunities offered by my employer.
- My employer values employee training and development.*
- My employer offers employees opportunities to apply new knowledge and skills.*
- I regularly participate in employee training and development activities.
- My employer provides sufficient opportunities for internal career advancement.

*Not asked in 2011 or 2012

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q845, Q850, Q855, Q841, Q846
Satisfaction with Work-Life Balance

Just 6 in 10 employed adults continue to be satisfied with their work-life balance (61%), a metric that has seen only slight fluctuation in results from the first year of this study in 2011. Just more than 2 in 5 workers (44%) report that their employer offers programs and policies that allow for this balance. Four in ten also regularly utilize their benefits to more easily meet non-work demands (43%) or regularly participate in programs or policies (42%) that allow for work-life balance.

<table>
<thead>
<tr>
<th>% Strongly Agree/Agree</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am satisfied with the work-life balance practices offered by my employer</td>
<td>61%</td>
<td>59%</td>
<td>60%</td>
<td>61%</td>
<td>59%</td>
</tr>
<tr>
<td>My employer values work-life balance.*</td>
<td>54%</td>
<td>52%</td>
<td>54%</td>
<td>52%</td>
<td>53%</td>
</tr>
<tr>
<td>My employer has programs and policies that allow employees to be flexible in where, how much, or when they work.</td>
<td>44%</td>
<td>39%</td>
<td>45%</td>
<td>43%</td>
<td>46%</td>
</tr>
<tr>
<td>I regularly participate in programs or utilize policies that allow me to be flexible in where, how much or when I work.</td>
<td>42%</td>
<td>40%</td>
<td>43%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>I regularly utilize benefits that allow me to more easily meet my non-work demands.*</td>
<td>43%</td>
<td>40%</td>
<td>43%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>My employer provides benefits that allow me to more easily meet my non-work demands.*</td>
<td>29%</td>
<td>32%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
</tbody>
</table>

*Not asked in 2011 or 2012

**BASE:** All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546

Q860, Q865, Q870, Q856, Q866, Q867
Satisfaction with Employee Recognition

Significantly more employees are satisfied with the employee recognition practices of their employer (51%) compared to 2013 and 2012. The percentage of employees who report employee recognition is based on fair and useful performance evaluation systems has also significantly increased.

<table>
<thead>
<tr>
<th>% Strongly Agree/Agree</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am satisfied with the employee recognition practices of my employer</td>
<td>51%</td>
<td>47%</td>
<td>47%</td>
<td>48%</td>
<td>46%</td>
</tr>
<tr>
<td>My employer values employee recognition.*</td>
<td>53%</td>
<td>50%</td>
<td>52%</td>
<td>51%</td>
<td>50%</td>
</tr>
<tr>
<td>I receive adequate monetary compensation (for example, competitive pay, merit raises or bonuses) for my contributions at work.</td>
<td>51%</td>
<td>48%</td>
<td>48%</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>Employee recognition is based on a fair and useful performance evaluation system.*</td>
<td>50%</td>
<td>50%</td>
<td>45%</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>I receive non-monetary rewards (for example, awards, praise from supervisors or thank-you cards) for my achievements and contributions at work.</td>
<td>45%</td>
<td>42%</td>
<td>43%</td>
<td>43%</td>
<td>46%</td>
</tr>
</tbody>
</table>

*Not asked in 2011 or 2012

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q875, Q880, Q885, Q871, Q872
Satisfaction with Health and Safety Practices

Just over 2 in 5 employees report their employer helps them develop and maintain a healthy lifestyle. While the percentage who report regularly participating in health and wellness programs provided by their employer dropped in 2014, it is now almost back to the percentage reported in 2013 and remains significantly higher than the percentage recorded at the launch of this survey in 2011.

% Strongly Agree/Agree

- Overall, I am satisfied with the health and safety practices of my employer.
- My employer provides a safe work environment.*
- My employer values the health and safety of its employees.*
- My employer provides its employees with adequate health insurance.*
- My employer helps employees develop and maintain a healthy lifestyle.
- I regularly participate in the health and wellness programs provided by my employer.

*Not asked in 2011 or 2012

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q890, Q900, Q905, Q886, Q887, Q899
Communication

With more than six in ten (62%) employed adults reporting that their company or organization regularly communicates with their employees, many are satisfied with their employer’s communication practices (58%). However, just half report that their employers collect feedback from employees (49%) and even fewer report their employers make changes based on feedback (39%). In contrast to last year, most employer communication metrics have increased although not to a significant degree.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am satisfied with my employer's communication practices.*</td>
<td>58%</td>
<td>55%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>My company or organization regularly communicates with employees.*</td>
<td>62%</td>
<td>62%</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>My company or organization regularly considers the diversity of its workforce when developing new programs, policies or practices.*</td>
<td>50%</td>
<td>46%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>My company or organization regularly collects feedback from employees.*</td>
<td>49%</td>
<td>45%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>My employer regularly makes changes in response to employee feedback.</td>
<td>39%</td>
<td>36%</td>
<td>37%</td>
<td>37%</td>
</tr>
</tbody>
</table>

*Not asked in 2011 or 2012

**BASE:** All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714
Q909, Q906, Q907, Q1016, Q908
Employment Experience

In 2015, the percentage of employees reporting they are motivated to do their very best for their employer is at its peak, while the percentage saying they intend to seek employment outside of the company is at its lowest since the survey began in 2011. The percentage of employees reporting their company makes them feel valued has also directionally increased.

% Strongly Agree/Agree

- **I am motivated to do my very best for my employer.**
  - 2015: 73%
  - 2014: 70%
  - 2013: 70%
  - 2012: 72%
  - 2011: 66%

- **My company or organization makes me feel valued.**
  - 2015: 55%
  - 2014: 52%
  - 2013: 51%
  - 2012: 51%
  - 2011: 52%

- **My values and the values of my employer are very similar.**
  - 2015: 52%
  - 2014: 51%
  - 2013: 54%
  - 2012: 52%
  - 2011: 50%

- **I intend to seek employment outside of my company or organization in the next year.**
  - 2015: 23%
  - 2014: 27%
  - 2013: 31%
  - 2012: 28%
  - 2011: 32%

*BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546*
Fairness and Trust

About two-thirds (67%) of employed adults feel that their organization treats them fairly; but 1 in 5 (20%) do not trust their employer.

% Strongly Agree/Agree

2014

2015

The organization I work for treats me fairly.

64%

67%

I don't trust my employer.

24%

20%
Fairness

Nine out of ten working Americans who feel they are treated fairly say they are motivated to do their best at work, compared to less than a third of employees who feel treated unfairly. Employees who feel treated fairly are also more likely to be satisfied with their job. Employees who say they are treated unfairly are more likely to report feeling stressed out on a typical work day, to say they are more cynical and negative at work and to say they intend to look for a new job within the next year.
Trust

Nine out of ten working Americans who say they trust their employer report being motivated to do their best at work, compared to less than half of employees who don’t trust their employer. Those who trust their employer are also more likely to be satisfied with their job, have a positive relationship with their supervisor, and say they are satisfied with the organization’s communication practices. Employees who say they don’t trust their employer are more than three times as likely to say they plan to look for a new job within the next year, compared to those who trust their employer.

<table>
<thead>
<tr>
<th></th>
<th>Trust Their Employer</th>
<th>Don't Trust Their Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>90%</td>
<td>48%</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>89%</td>
<td>36%</td>
</tr>
<tr>
<td>Would recommend organization as a good place to work</td>
<td>81%</td>
<td>26%</td>
</tr>
<tr>
<td>Positive Relationship With Supervisor</td>
<td>91%</td>
<td>55%</td>
</tr>
<tr>
<td>Satisfied With Organization's Communication Practices</td>
<td>79%</td>
<td>29%</td>
</tr>
<tr>
<td>Turnover intent</td>
<td>14%</td>
<td>49%</td>
</tr>
</tbody>
</table>
Work Stress
Work Stress

In the 2015 results, we find the highest percentage ever reported in the history of this study for workers having the resources they need to manage stress – and the lowest percentage ever recorded for workers reporting they typically feel stressed during the work day. More than three in five employed adults feel they have the resources to manage the stress they experience in the workplace (62%). Less than three in ten (29%) feel tense or stressed out during their workday, a percentage found to be a statistically significant fall from 2013 (35%), 2012 (41%) and 2011 (36%).

% Strongly Agree/Agree

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</thead>
<tbody>
<tr>
<td>I have the resources that I need to manage the stress I experience in my daily work life.</td>
<td>62%</td>
<td>61%</td>
<td>59%</td>
<td>58%</td>
<td>54%</td>
</tr>
<tr>
<td>During my workday, I typically feel tense or stressed out.</td>
<td>29%</td>
<td>31%</td>
<td>35%</td>
<td>41%</td>
<td>36%</td>
</tr>
</tbody>
</table>

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Q948, Q951
Top Five Work Stress Factors in 2015

Again, the number one factor impacting stress levels at work is low salaries, followed by a lack of opportunity for growth or advancement.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very Significant</th>
<th>Somewhat Significant</th>
<th>Not Very Significant</th>
<th>Not At All Significant</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low salaries</td>
<td>25%</td>
<td>23%</td>
<td>22%</td>
<td>21%</td>
<td>9%</td>
</tr>
<tr>
<td>Lack of opportunity for growth or advancement</td>
<td>21%</td>
<td>22%</td>
<td>20%</td>
<td>27%</td>
<td>10%</td>
</tr>
<tr>
<td>Too heavy of a workload</td>
<td>19%</td>
<td>22%</td>
<td>22%</td>
<td>29%</td>
<td>8%</td>
</tr>
<tr>
<td>Unrealistic job expectations</td>
<td>20%</td>
<td>19%</td>
<td>19%</td>
<td>32%</td>
<td>9%</td>
</tr>
<tr>
<td>Uncertain or undefined job expectations</td>
<td>18%</td>
<td>19%</td>
<td>24%</td>
<td>30%</td>
<td>10%</td>
</tr>
</tbody>
</table>

BASE: All respondents 2015 n=1552

Q955 Below is a list of factors people say impact stress levels in their work. For each one, please indicate how significant the impact is on your stress level at work.
Work Stress Factors: Trended Comparison

In 2015, job security fall out of the top five, but remains close to the top of significant factors impacting stress levels at work. Although only about a quarter (26%) of working adults report personal life interfering during work hours impacts their stress level at work, this is significantly higher than what has been reported in the last four years.

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</thead>
<tbody>
<tr>
<td>Low salaries</td>
<td>48%</td>
<td>51%</td>
<td>47%</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Lack of opportunity for growth or advancement</td>
<td>43%</td>
<td>44%</td>
<td>44%</td>
<td>40%</td>
<td>42%</td>
</tr>
<tr>
<td>Too heavy of a workload</td>
<td>41%</td>
<td>36%</td>
<td>39%</td>
<td>41%</td>
<td>43%</td>
</tr>
<tr>
<td>Unrealistic job expectations</td>
<td>40%</td>
<td>36%</td>
<td>36%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>Uncertain or undefined job expectations</td>
<td>37%</td>
<td>39%</td>
<td>36%</td>
<td>36%</td>
<td>38%</td>
</tr>
<tr>
<td>Long hours</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>Job Insecurity</td>
<td>36%</td>
<td>38%</td>
<td>34%</td>
<td>32%</td>
<td>33%</td>
</tr>
<tr>
<td>Lack of participation in decision making</td>
<td>34%</td>
<td>31%</td>
<td>33%</td>
<td>29%</td>
<td>33%</td>
</tr>
<tr>
<td>Work interfering during personal or family time</td>
<td>33%</td>
<td>34%</td>
<td>33%</td>
<td>35%</td>
<td>36%</td>
</tr>
<tr>
<td>Inflexible hours</td>
<td>32%</td>
<td>31%</td>
<td>31%</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>Commuting</td>
<td>31%</td>
<td>29%</td>
<td>26%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Problems with my supervisor</td>
<td>29%</td>
<td>29%</td>
<td>27%</td>
<td>24%</td>
<td>26%</td>
</tr>
<tr>
<td>Physical illnesses and ailments</td>
<td>26%</td>
<td>27%</td>
<td>25%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Personal life interfering during work hours</td>
<td>26%</td>
<td>21%</td>
<td>23%</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>Problems with my co-workers</td>
<td>25%</td>
<td>26%</td>
<td>23%</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>Unpleasant or dangerous physical conditions</td>
<td>24%</td>
<td>24%</td>
<td>23%</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>

**BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546**

Q955 Below is a list of factors people say impact stress levels in their work. For each one, please indicate how significant the impact is on your stress level at work.
Mental Health and Stress Management

The majority of working adults report mental health and stress management resources are not widely available to them through their employer. Only four in ten employed adults (45%) report that their employer provides resources to help meet mental health needs and even less report receiving sufficient resources from their employers to help manage stress (37%), consistent with results seen in previous years.

% Strongly Agree/Agree

My employer provides the resources necessary for employees to meet their mental health needs.*

- 2015: 45%
- 2014: 45%
- 2013: 44%

My employer provides sufficient resources to help employees manage their stress.*

- 2015: 37%
- 2014: 36%
- 2013: 36%

*Not asked in 2011 or 2012

BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501
Q888, Q898
Employee Well-Being
Employee Physical Health

About four out of five employees report that they are in good physical (79%) health. Less than a fifth report experiencing physical symptoms during their workday (17%) or engaging in unhealthy behaviors, such as eating or smoking, more at work than they do outside of work (12%). Metrics in negativity and engagement in unhealthy behaviors at work show a slight decline year over year.

**Overall, I am in good physical health.**

- **2015:** 79%
- **2014:** 79%
- **2013:** 77%
- **2012:** 76%
- **2011:** 76%

**During my workday, I experience physical symptoms, such as shortness of breath, dizziness, muscle spasms, headaches and neck stiffness.**

- **2015:** 17%
- **2014:** 16%
- **2013:** 18%
- **2012:** 17%
- **2011:** 18%

**The challenges of my job were harder to handle because of physical health problems such as a chronic illness, allergies, headaches, back pain or other physical health conditions.**

- **2015:** 14%
- **2014:** 17%
- **2013:** 19%

**During my workday, I eat or smoke more than I do outside of work.**

- **2015:** 12%
- **2014:** 13%
- **2013:** 16%

**Physical problems such as a chronic illness, allergies, headaches, back pain or other physical health conditions kept me from achieving my goals at work.**

- **2015:** 11%
- **2014:** 14%
- **2013:** 16%

*Not asked in 2011 or 2012*

**BASE:** All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546
Overall, most employees say they are in good psychological health. Only 12% of employed adults report that in the past month they are not achieving their work goals due to mental health problems. Mental health problems made challenges more difficult to handle for about one in ten adults, but this metric has dropped significantly since 2013.

**In the past month...**

<table>
<thead>
<tr>
<th>% Strongly Agree/Agree</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am in good psychological health.</td>
<td>84%</td>
<td>82%</td>
<td>81%</td>
<td>85%</td>
<td>80%</td>
</tr>
<tr>
<td>When at work, I find that I am more cynical and negative in my dealings with others.*</td>
<td>19%</td>
<td>21%</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The challenges of my job were harder to handle because of mental health problems such as depression, anxiety or other mental health issues.*</td>
<td>11%</td>
<td>14%</td>
<td>15% A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental health problems such as depression, anxiety or other mental health issues kept me from achieving my goals at work.*</td>
<td>12%</td>
<td>11%</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Not asked in 2011 or 2012

**BASE: All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501**
Q918, Q914, Q916, Q917
Anxiety and Depression

The 2015 Work and Well-Being Survey included the PHQ-4, a validated scale used to identify potential cases of depression and anxiety. Findings suggest that 4 percent of working Americans were experiencing severe elevations in symptoms related to these common mental health disorders (total score of 9-12), with another 7 percent reporting moderate elevations (total score of 6-8) and 17 percent describing mild elevations (total score of 3-5).

- Nearly every day (3)
- More than half the days (2)
- Several days (1)
- Not at all (0)

**BASE: All respondents 2015 n=1552**

Q1155 Over the last 2 weeks, how often have you been bothered by the following problems? [NEW QUESTION IN 2015]
Psychological Well-Being

The survey also looked at positive mental health, with the inclusion of the Flourishing Scale (Diener & Biswas-Diener, 2009), an eight-item measure of psychological well-being. Results suggest that just under half (45 percent) are flourishing (total score of 48 or higher), defined as self-perceived success in important areas, such as positive relationships, feelings of competence and having a meaningful life.

% Strongly Agree/Agree/Slightly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am competent and capable in the activities that are important to me</td>
<td>87%</td>
</tr>
<tr>
<td>I am a good person and live a good life</td>
<td>86%</td>
</tr>
<tr>
<td>People respect me</td>
<td>81%</td>
</tr>
<tr>
<td>I lead a purposeful and meaningful life</td>
<td>79%</td>
</tr>
<tr>
<td>I am optimistic about my future</td>
<td>79%</td>
</tr>
<tr>
<td>I am engaged and interested in my daily activities</td>
<td>78%</td>
</tr>
<tr>
<td>I actively contribute to the happiness and well-being of others</td>
<td>78%</td>
</tr>
<tr>
<td>My social relationships are supportive and rewarding</td>
<td>74%</td>
</tr>
</tbody>
</table>

SCORING

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 5</td>
<td>-</td>
</tr>
<tr>
<td>6 – 10</td>
<td>1%</td>
</tr>
<tr>
<td>11 – 15</td>
<td>*</td>
</tr>
<tr>
<td>16 – 20</td>
<td>1%</td>
</tr>
<tr>
<td>21 – 25</td>
<td>1%</td>
</tr>
<tr>
<td>26 – 30</td>
<td>3%</td>
</tr>
<tr>
<td>31 – 35</td>
<td>10%</td>
</tr>
<tr>
<td>36 – 40</td>
<td>12%</td>
</tr>
<tr>
<td>41 – 45</td>
<td>16%</td>
</tr>
<tr>
<td>46 – 50</td>
<td>31%</td>
</tr>
<tr>
<td>51+</td>
<td>25%</td>
</tr>
</tbody>
</table>

MEAN: 44.3
MEDIAN: 47
Resilience

The survey also included the Brief Resilience Scale (Smith et al., 2008), a six-item measure of people’s ability to recover from stress. Results suggest that working Americans have an average ability to bounce back.

% Strongly Agree/Agree

**POSITIVE STATEMENTS**

- I tend to bounce back quickly after hard times: 72%
- It does not take me long to recover from a stressful event: 62%
- I usually come through difficult times with little trouble: 60%

**NEGATIVE STATEMENTS**

- I have a hard time making it through stressful events: 19%
- It is hard for me to snap back when something bad happens: 17%
- I tend to take a long time to get over setbacks in my life: 16%

**Scoring**

1 - Strongly disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly agree

Total score calculated by reverse scoring the negative items and calculating the mean of the six items.

**MEAN: 3.65**

**BASE: All respondents 2015 n=1552**

Q1175 Please indicate the extent to which you agree with each of the following statements:

[NEW QUESTION IN 2015]
Subgroup Analysis
Senior Leaders vs. Front-Line Employees

Senior leaders were more likely than front-line workers to say their organization values employee involvement, work-life balance and recognition. Compared to front-line employees, more senior leaders also reported having sufficient opportunities for involvement in decision making and internal advancement. Similarly, more senior leaders said they regularly participate in training and wellness activities, take part in efforts to involve employees and use flexible work practices, compared to front-line workers. 7 in 10 senior leaders say they feel valued by their employer, compared to just over half of front-line workers.

---

**Organizational Culture**

- **Organization values employee involvement**
  - Senior Leaders: 71%
  - Front-Line Workers: 51%

- **Organization values work-life balance**
  - Senior Leaders: 68%
  - Front-Line Workers: 55%

- **Organization values employee recognition**
  - Senior Leaders: 63%
  - Front-Line Workers: 52%

**Available Opportunities**

- **Sufficient opportunities for involvement in decision making**
  - Senior Leaders: 78%
  - Front-Line Workers: 48%

- **Sufficient opportunities for internal advancement**
  - Senior Leaders: 55%
  - Front-Line Workers: 41%

**Outcomes**

- **Regularly participate in training**
  - Senior Leaders: 68%
  - Front-Line Workers: 49%

- **Regularly participate in involvement efforts**
  - Senior Leaders: 71%
  - Front-Line Workers: 38%

- **Regularly use flexible work practices**
  - Senior Leaders: 69%
  - Front-Line Workers: 39%

- **Regularly participate in health and wellness programs**
  - Senior Leaders: 49%
  - Front-Line Workers: 32%

- **Feel valued by employer**
  - Senior Leaders: 70%
  - Front-Line Workers: 51%

**BASE:** All respondents 2015 Total n=1552; Feel valued n=817; Do not feel valued n=311
Q826, Q831, Q835, Q845, Q850, Q855, Q875, Q880
Feeling Valued

Employees who say their employer makes them feel valued are more likely to be satisfied with their jobs overall, the compensation and recognition practices of their employers, and growth opportunities. They are also less likely to say they typically feel tense or stressed out during their workday.
Gender Comparison

Women are less likely than men to be satisfied with the growth and development opportunities of their employer, to say they think their employer provides sufficient opportunities for internal career advancement, and to say they receive adequate monetary compensation for their contributions at work. In addition, they are less likely than men to say their employer provides its employees with adequate health insurance.

**Growth and Development**
- Overall, I am satisfied with the growth and development opportunities offered by my employer.
- My employer provides sufficient opportunities for internal career advancement.

**Compensation and Recognition**
- I receive adequate monetary compensation for my contributions at work.

**Health and Safety Practices**
- My employer provides its employees with adequate health insurance.

BASE: All respondents 2015 Total n=1552; Feel valued n=817; Do not feel valued n=311
Q826, Q831, Q835, Q845, Q850, Q855, Q875, Q880
Generation Comparison

Younger workers are more likely than those in the Boomer generation to report mental health problems including problems that kept them from achieving their goals at work. They are also more likely to report experiencing a variety of work stress factors.

**Workplace Satisfaction**
- I intend to seek employment outside of my company or organization in the next year.
  - Millennial: 36%
  - Gen X: 22%
  - Boomer: 13%

**Compensation**
- I receive adequate monetary compensation for my contributions at work.
  - Millennial: 45%
  - Gen X: 52%
  - Boomer: 55%

**Health and Safety Practices**
- My employer provides benefits that allow me to more easily meet my non-work demands.
  - Millennial: 35%
  - Gen X: 35%
  - Boomer: 25%

**Mental Health Management**
- In the past month, the challenges of my job were harder to handle because of mental health problems.
  - Millennial: 14%
  - Gen X: 14%
  - Boomer: 6%

- In the past month, mental health problems kept me from achieving my goals at work.
  - Millennial: 18%
  - Gen X: 14%
  - Boomer: 6%

- During my workday, I typically feel tense or stressed out.
  - Millennial: 35%
  - Gen X: 31%
  - Boomer: 21%

- During my workday, I eat or smoke more than I do outside of work.
  - Millennial: 16%
  - Gen X: 14%
  - Boomer: 9%

- When at work, I find that I am more cynical and negative in my dealings with others.
  - Millennial: 24%
  - Gen X: 20%
  - Boomer: 15%

**Work Stress Factors**
- % Very Significant/Somewhat Significant
  - Low salaries
    - Millennial: 37%
    - Gen X: 35%
    - Boomer: 38%
  - Lack of opportunity for growth...
    - Millennial: 41%
    - Gen X: 41%
    - Boomer: 41%
  - Too heavy of a workload
    - Millennial: 54%
    - Gen X: 54%
    - Boomer: 52%
  - Unrealistic job expectations
    - Millennial: 31%
    - Gen X: 31%
    - Boomer: 31%
  - Uncertain or undefined job...
    - Millennial: 27%
    - Gen X: 34%
    - Boomer: 34%
  - Long hours
    - Millennial: 27%
    - Gen X: 45%
    - Boomer: 48%
  - Job Insecurity
    - Millennial: 26%
    - Gen X: 35%
    - Boomer: 48%
  - Lack of participation...
    - Millennial: 29%
    - Gen X: 44%
    - Boomer: 44%
  - Work interfering during...
    - Millennial: 19%
    - Gen X: 33%
    - Boomer: 51%
  - Inflexible hours
    - Millennial: 22%
    - Gen X: 33%
    - Boomer: 44%
  - Commuting
    - Millennial: 21%
    - Gen X: 32%
    - Boomer: 43%
  - Problems with my supervisor
    - Millennial: 25%
    - Gen X: 25%
    - Boomer: 47%
  - Physical illnesses and ailments
    - Millennial: 18%
    - Gen X: 26%
    - Boomer: 38%
  - Personal life interfering...
    - Millennial: 12%
    - Gen X: 26%
    - Boomer: 43%
  - Problems with my co-workers
    - Millennial: 14%
    - Gen X: 23%
    - Boomer: 40%
  - Unpleasant or dangerous...
    - Millennial: 14%
    - Gen X: 23%
    - Boomer: 33%

BASE: All respondents 2015 Total n=1552; Millennials (18-34) n=314, Gen X (35-50) n=558, Boomer (51-69) n=642
Q826, Q831, Q835, Q845, Q850, Q855, Q875, Q880
Workplace and Demographic Profile
Workplace Duties

- **Front line job within organization:** directly involved with production of products or providing services, such as sales, secretarial, bookkeeping, clerical, customer service, etc.
  - **2015:** 27%
  - **2014:** 33%
  - **2013:** 23%
  - **2012:** 16%
  - **2011:** 31%

- **Individual contributor:** do not have management responsibilities, but have a middle level or senior position
  - **2015:** 29%
  - **2014:** 25%
  - **2013:** 24%
  - **2012:** 22%
  - **2011:** 34%

- **Middle level job within organization:** involves some management and supervision or coordination of other people or departments, etc.
  - **2015:** 27%
  - **2014:** 28%
  - **2013:** 29%
  - **2012:** 29%
  - **2011:** 27%

- **Upper level job within organization:** upper level manager involving coordination of organization, development of plans/goals for the organization, supervision of managers, etc.
  - **2015:** 16%
  - **2014:** 14%
  - **2013:** 13%
  - **2012:** 15%
  - **2011:** 13%

**BASE:** All respondents 2015 n=1552; 2014 n= 1562; 2013 n= 1501; 2012 n=1714; 2011 n=1546

Q810 Now we would like to ask about your employment experiences. Which of the following best describes most of your duties within your company or organization?
**Company Profile**

### Type of Company

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>For-profit</td>
<td>70%</td>
<td>68%</td>
<td>68%</td>
<td>70%</td>
<td>67%</td>
</tr>
<tr>
<td>Local, state, or federal government</td>
<td>15%</td>
<td>16%</td>
<td>15%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Not-for-profit</td>
<td>15%</td>
<td>16%</td>
<td>17%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

### Number of Employees

- **Fewer than 20**
  - 2015: 25%
  - 2014: 22%
  - 2013: 23%
  - 2012: 25%
  - 2011: 22%

- **20 to 49**
  - 2015: 7%
  - 2014: 8%
  - 2013: 7%
  - 2012: 8%
  - 2011: 7%

- **50 to 99**
  - 2015: 6%
  - 2014: 8%
  - 2013: 7%
  - 2012: 6%
  - 2011: 7%

- **100 to 499**
  - 2015: 15%
  - 2014: 14%
  - 2013: 13%
  - 2012: 16%
  - 2011: 15%

- **500 to 999**
  - 2015: 6%
  - 2014: 8%
  - 2013: 9%
  - 2012: 6%
  - 2011: 7%

- **1,000 to 4,999**
  - 2015: 7%
  - 2014: 8%
  - 2013: 7%
  - 2012: 6%
  - 2011: 7%

- **5,000 to 9,999**
  - 2015: 6%
  - 2014: 8%
  - 2013: 8%
  - 2012: 7%
  - 2011: 7%

- **10,000 or more**
  - 2015: 21%
  - 2014: 20%
  - 2013: 19%
  - 2012: 21%
  - 2011: 20%

**BASE:** All respondents 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546

Q815 Which of the following best describes the company or organization where you currently work? If you are presently employed by more than one organization, please think about the organization for which you work the most hours per week.

Q820 How many employees does your company or organization have in the U.S. and globally? If your company has more than one location, please provide the total number of employees that your organization has at all locations. Your best estimate is fine.
## Demographic Profile

### Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2012</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>2013</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>2014</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>2015</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### Age

<table>
<thead>
<tr>
<th>Year</th>
<th>18-24</th>
<th>25-34</th>
<th>35-44</th>
<th>45-54</th>
<th>55-64</th>
<th>65 and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>73%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2012</td>
<td>75%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2013</td>
<td>74%</td>
<td>7%</td>
<td>8%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2014</td>
<td>75%</td>
<td>7%</td>
<td>8%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2015</td>
<td>76%</td>
<td>7%</td>
<td>8%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Ethnicity

<table>
<thead>
<tr>
<th>Year</th>
<th>White</th>
<th>Black/African American</th>
<th>Hispanic</th>
<th>Asian or Pacific Islander</th>
<th>Native American/Alaskan native</th>
<th>Mixed racial background</th>
<th>Other race</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>79%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2012</td>
<td>79%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
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<tr>
<td>2013</td>
<td>78%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2014</td>
<td>77%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>2015</td>
<td>77%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Hours Worked per Week

<table>
<thead>
<tr>
<th>Year</th>
<th>1-8 hrs</th>
<th>9-16 hours</th>
<th>17-24 hours</th>
<th>25-31 hours</th>
<th>32 or more hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>2012</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>2013</td>
<td>4%</td>
<td>6%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>2014</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>2015</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
</tbody>
</table>

### Marital Status

<table>
<thead>
<tr>
<th>Year</th>
<th>Single, never married</th>
<th>Married</th>
<th>Divorced</th>
<th>Separated</th>
<th>Widowed</th>
<th>Living with partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>36%</td>
<td>49%</td>
<td>5%</td>
<td>2%</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>2012</td>
<td>31%</td>
<td>49%</td>
<td>7%</td>
<td>3%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>2013</td>
<td>22%</td>
<td>51%</td>
<td>7%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>2014</td>
<td>22%</td>
<td>59%</td>
<td>8%</td>
<td>2%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>2015</td>
<td>27%</td>
<td>55%</td>
<td>8%</td>
<td>2%</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

*NOTE: A ( * ) means less than one-half percent responding; and a ( - ) means non-response or zero percent*
## Demographic Profile (continued)

### Income

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East</td>
<td>22%</td>
<td>22%</td>
<td>23%</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>Midwest</td>
<td>22%</td>
<td>22%</td>
<td>23%</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>South</td>
<td>33%</td>
<td>32%</td>
<td>31%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>West</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
<td>22%</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High school or less</td>
<td>28%</td>
<td>24%</td>
<td>25%</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Some college</td>
<td>19%</td>
<td>20%</td>
<td>19%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Associate degree</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>23%</td>
<td>24%</td>
<td>23%</td>
<td>26%</td>
<td>33%</td>
</tr>
<tr>
<td>Graduate School</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
<td>14%</td>
<td>18%</td>
</tr>
</tbody>
</table>

### Industry

<table>
<thead>
<tr>
<th>Region</th>
<th>2015 N=1552</th>
<th>2014 N=1562</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Construction</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Information</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Utilities</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Administrative and Support and Waste</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Management and Remediation Services</td>
<td>*</td>
<td>1%</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>*</td>
<td>1%</td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>25%</td>
<td>20%</td>
</tr>
</tbody>
</table>