

EMPLOYEE HEALTH SURVEY 2016

An American Heart Association
study conducted by Nielsen



CEO Roundtable

*Creating Healthy Companies
and Communities*

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Introduction

The 2016 American Heart Association Employee Health Survey was conducted to raise awareness of and support the goals of the CEO Roundtable, an unprecedented innovation incubator to build a culture of health in the workplace.

While many employers offer workplace health programs, few have the data they need to know what works best, and the know-how to implement best practices. That's why 26 CEOs from some of America's largest companies* have joined the American Heart Association (AHA) to form the AHA CEO Roundtable, dedicated to disseminating evidence-based policies and programs to support optimal workplace health. Guided by the scientific expertise of the AHA, these CEOs are collectively engaging nearly eight million employees and family members, along with countless other community members, to transform the culture of health in America's workplaces and beyond.

By testing, evaluating, and sharing information about what works in workplace health, the CEO Roundtable is helping to scale up evidence-based standards and best practices to help support the AHA's goal of improving the cardiovascular health of all Americans 20 percent by 2020.

The AHA Roundtable CEOs have collectively pledged to:

- **Serve** as role models in taking positive steps toward healthy living
- **Disseminate** AHA research and other evidence-based outcomes on the science of workplace health among employers and employees
- **Incorporate** innovative technologies that help employees build, maintain and monitor healthy lifestyle habits
- **Promote** AHA's Life's Simple 7[®] as an evidence-based common standard metric for health programs
- **Support a national award** to recognize companies that build a culture of health and measurable improvements in health outcomes for its workforce
- **Amplify** a clear call to action for other CEOs to take action in their own companies a communities

*For a list of AHA CEO Roundtable members please visit www.heart.org/ceoroundtable

Introduction (continued)

In an effort to both promote and measure its initiative, the AHA conducted this research to build upon learnings from 2014 research and to meet the following goals:

- Determine **key indicators which motivate** employees toward **participation and engagement** in workplace health and well-being programs
- Identify **the importance of sleep, stress, mental, and financial health** to a broader concept of health and well-being among U.S. employees
- Evaluate the **impact of senior leadership** in motivating employees to participate in employer-sponsored health promotion programs
- Discover **multi-generational communication and management preferences** that enhance engagement and productivity
- Investigate the **role of technology in health** including concepts of “digital detox” and “unplugging”
- Determine the **degree of trust for sharing personal health data** and terms like “data donor”

The outcome of the research provides employers insights into the health of employees in the U.S., their health goals, and the impact employee programs are having on their health. The research findings also provide guidance and considerations for employers as they design and implement efforts to improve their employees’ health and engage their workforce.

Method

The Employee Health Survey was conducted online in the U.S. by Nielsen on behalf of the American Heart Association between August 10 and August 19, 2016. The research was conducted among 2,009 U.S. adults aged 18+ who are employed full time or part time in an organization with 25 or more employees that offers a health plan. Figures for age, sex, race/ethnicity, education, region, and household income were weighted where necessary to bring them into line with their actual proportions in the population.

All sample surveys and polls, whether or not they use probability sampling, are subject to multiple sources of error which are most often not possible to quantify or estimate, including sampling error, coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments. Therefore, Nielsen avoids the words “margin of error” as they are misleading. All that can be calculated are different possible sampling errors with different probabilities for pure, unweighted, random samples with 100% response rates. These are only theoretical because no published polls come close to this ideal.

Respondents for this survey were selected among those who have agreed to participate in online surveys. No estimates of theoretical sampling error can be calculated.

Notes on Reading the Results

The percentage of respondents has been included for each item. An asterisk (*) signifies a value of less than one-half percent. A dash represents a value of zero. Percentages may not always add up to 100% because of computer rounding or the acceptance of multiple answers from respondents answering that question. Results from the 2014 study have been included where applicable and statistical testing is shown using letters for main survey questions. Please note that although statistical testing has been included, trends may have been impacted due to additional response items in 2016.

Executive Summary

In 2016, U.S. employees offer a mixed – and complicated – report on the state of their own health. The majority recognizes they feel better when they eat right and exercise and also when they get more sleep. While they may recognize the importance of health, many employees are working towards health goals including wanting to lose weight, be more active, eat healthier, get more sleep, and reduce stress. There are some indicators of success as employees currently participating in health and wellness programs self-report positive personal and work-related outcomes due to their commitment to their health and availability of programs. However, there is also still much more work to be done, and the 2016 Employee Health Survey demonstrates that employers (and CEOs themselves) have a clear and critical role in motivating employees to focus on their health and achieve their goals.

Today, three-quarters of employers offer at least some health programs to their employees, and participation in these programs appears to be very high. There is strong evidence that availability of – and participation in – these programs matters. Employees who participate express much more positive feelings about their employer and their participation also benefits the individual employee (many of whom feel better, exercise more regularly, and eat healthier) as well as the business overall. One-third or more of those who participate in health programs say they attribute their participation to better productivity, improved quality of work, fewer sick days, and higher job satisfaction. The same is true for health programs specifically, which are highly associated with improving work relationships, job satisfaction and perceptions of senior leadership.

Exercise and nutrition may be the most salient health goals, but other measures like sleep and stress also require support on the part of the employer. A large majority of employees admit they feel better and are more productive when they sleep well, but getting a good night's sleep is a struggle today for most adults. Although they get close to the recommended amount of sleep each night (6.7 hours, on average), only one-quarter feel they are sleeping very well right now. Today, employee stress levels continue to be high and unrelenting. More than one-quarter of employees say they often or always experience stress as a result of work, and four in ten employees wish their employers would recognize the stress they are under. In this digital age with technology woven into every aspect of professional lives, it is crucial to disconnect and unplug at least occasionally. For more than three-quarters of employees, unplugging is shown to have a positive impact on their health, and almost one in two employees say unplugging leads to a noticeable drop in stress.

Executive Summary (continued)

That said, many employees disclose that their job currently gets in the way of their health, and only three in ten (or even fewer) feel there is explicit encouragement to take advantage of health programs from their CEO, human resources department, colleagues, or immediate supervisor. This is where employers can and should take steps to promote a culture of health and wellness. Employers – and CEOs specifically – must:

Inspire: Communicating and demonstrating leadership participation is essential. Very few employees see role models in their own workplace. They either don't believe that – or don't know if – their CEO participates in any kind of program. But employee participation jumps significantly for those who feel their CEO fosters this kind of activity in the workplace. And, knowing a CEO participates himself or herself dramatically improves feelings that an employer cares about their employees' health.

Guide: Mentoring programs can play a key role. While most jobs (69%) offer some sort of mentoring today, there is currently a very low level of participation. But, the psychological and tangible benefits to mentoring are evident on both sides, for the mentee and the mentor. Given the low-cost of these endeavors, employers must make a concerted effort to raise awareness and increase participation.

Authorize: Employers must let employees know that it not only acceptable, but important, to unplug at certain points throughout the day. Today, one-third of employees say it is hard to unplug at home, but far more (44%) say it is hard at work. And, right now very few (only about one in three) say they are given any encouragement from their employer.

Entice: According to the vast majority of employees, fostering financial health can have a direct positive impact on overall well-being. Most employees are offered – and take advantage of – programs at their job (like 401Ks and retirement planning), and of those, nearly nine in ten say these programs have at least somewhat improved their financial health. Further increasing enrollment in these programs may lead to a secondary boost in employees' health, as well as their finances.

Educate: Knowledge matters and can help to alleviate employee concerns about the use of employee data. The vast majority of employees do not recognize the term "data donor," and most are not presently comfortable sharing their personal information. But, when provided an explanation, a slight majority recognize the benefits and express some willingness to provide information to help advance personalized health approaches and solutions.

Employers must take action to motivate healthy living. But, not all (health or financial) programs are utilized evenly by employees or offer the same impact. It is important for employers to take time to evaluate which programs align most closely with their employees' goals and which will be most effective, given the needs and demographics of their own workforce. Understanding the goals and preferences of their employees will allow employers to create and implement programs that produce the most meaningful difference for their employees – and their organization as a whole.

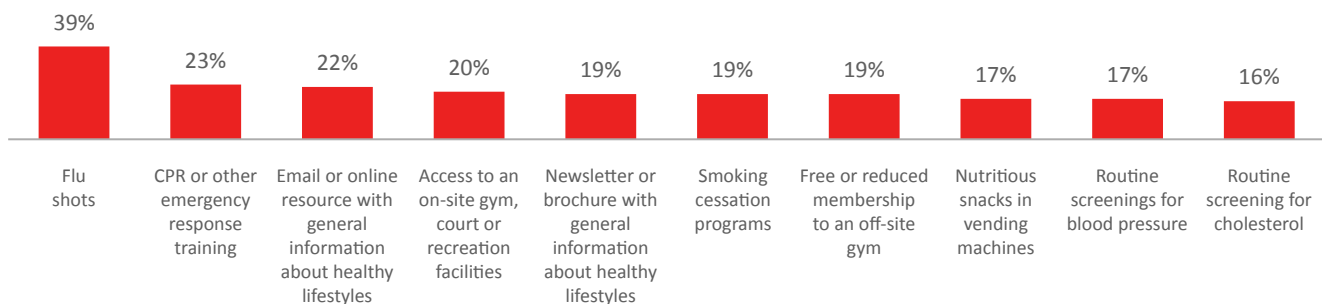
Employee Health Programs

Employee health programs are a vital way of engaging employees in both the company and their personal health. The programs have the potential to increase both employee attitudes and perceptions towards employers, as well as increase positive work and employee health-related outcomes.

Participation

Three quarters of employees (75%) say their employer offers some type of employee health program, on par with 2014 (78%). The most commonly offered programs, resources, or tools include flu shots (39%), CPR or other emergency response training (23%), email or online resources with general information about healthy lifestyles (22%), access to an on-site gym, court, or recreational facility (20%), smoking cessation programs (19%), or free or reduced membership to an off-site gym (19%). Among the 75% of employees who have an employee health program available to them, more than four in five (84%) say they participate in at least one of the programs. The most commonly used programs/tools of those whose company offers the programs include flu shots (68%), routine screenings for blood pressure (67%), routine screening for cholesterol (66%), routine screenings for blood sugar (65%), CPR or other emergency response training (55%), on-site health fair (55%), and walking course (55%). The three programs most commonly selected as having the biggest impact on health or health habits by those who use the programs are free or reduced membership to an off-site gym (66%), flu shots (63%), and access to an on-site gym, court, or recreation facilities (63%).

Top Ten Programs/Resources Offered



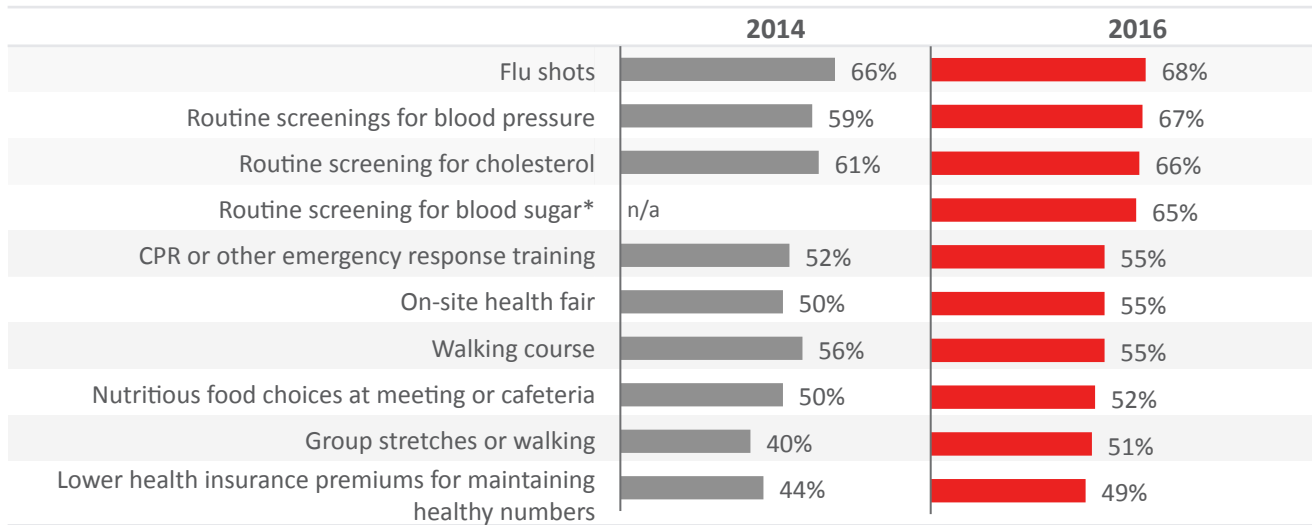
BASE: ALL QUALIFIED RESPONDENTS (n=2009)

Q1045 (Q605) Which of the following programs or resources are available through your employer? Please select all that apply.

Q1050 Employers may offer a variety of tools and resources to support employee health. Which of the following, if any, does your employer offer or make available? Please select all that apply.

Employee Health Programs (continued)

Programs/Resources Used (of those offered program)



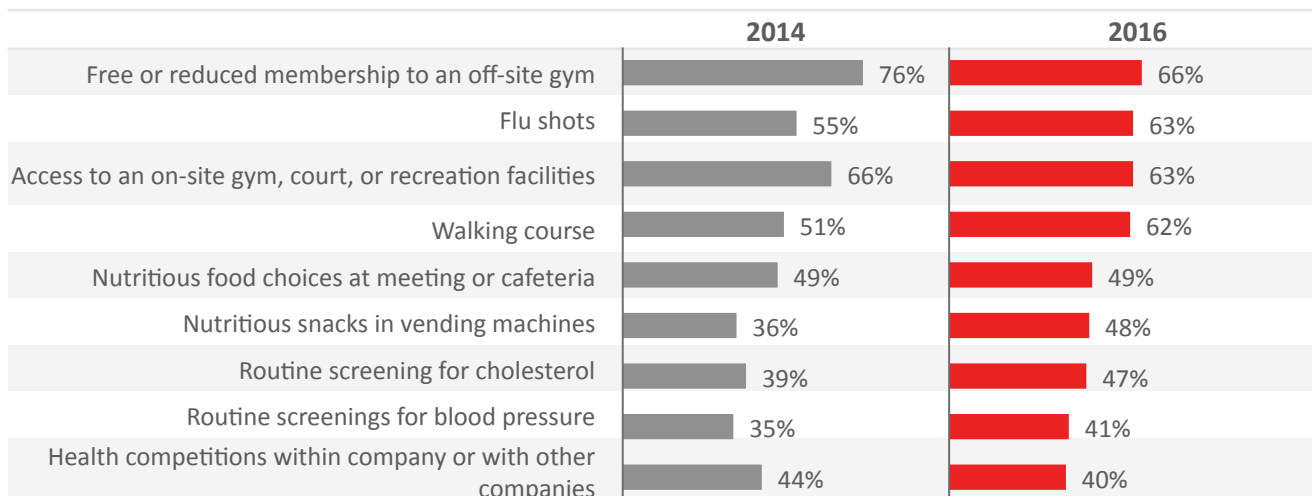
*NEW IN 2016. Trends may have been impacted due to additional response items in 2016.

BASES VARY BASED ON THOSE OFFERED PROGRAMS

Q1055 Which of these programs have you used? Please select all that apply.

84% of employees report using at least one health program offered

Programs/Resources with Biggest Impact (of those who have used program)



BASES VARY BASED ON THOSE WHO HAVE USED PROGRAMS

Q1060 Of the programs you participated in which two or three do you think have the biggest impact on your health or health habits? Please select up to three, if applicable.

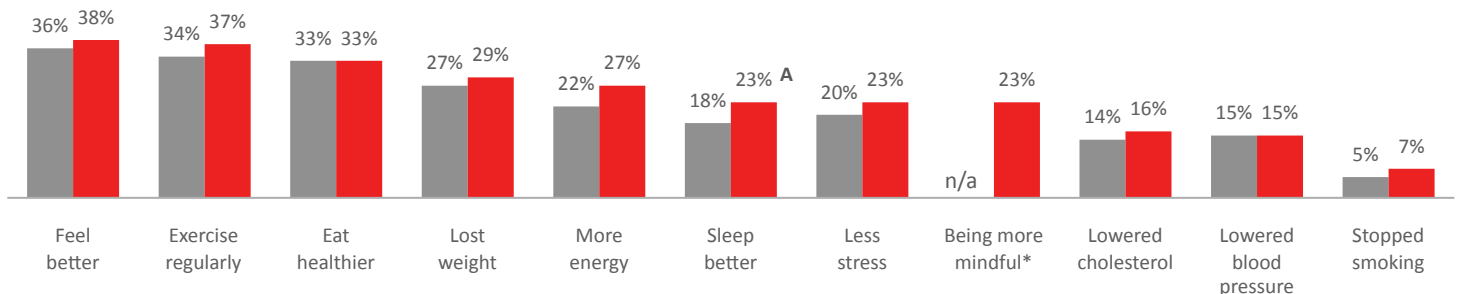
Employee Health Programs (continued)

Outcomes of Participation

Around three in ten employees (29%) say that their company cares a great deal or a lot about the health of its employees and two thirds (67%) agree their employer is committed to the health of employees. Those percentages rise to 38% and 76%, respectively, when looking at those who participate in employee health programs (vs. 14% and 52% of those who do not participate, respectively). More than half of employees think their employer offers employee health programs because of the belief that healthier employees will result in better business outcomes (59%) or a belief that the workplace health programs lead to greater employee productivity (57%). The results of the survey showed, as it did in 2014, that participation in employee health programs was related to a variety of perceived health outcomes. Specifically, one third or more say their participation in these programs have resulted in feeling better (38%), exercising regularly (37%), and eating healthier (33%).

Perceived Health Outcomes Attributed to Program Participation

■ 2014 [A] ■ 2016 [B]



*NEW IN 2016. Trends may have been impacted due to additional response items in 2016.

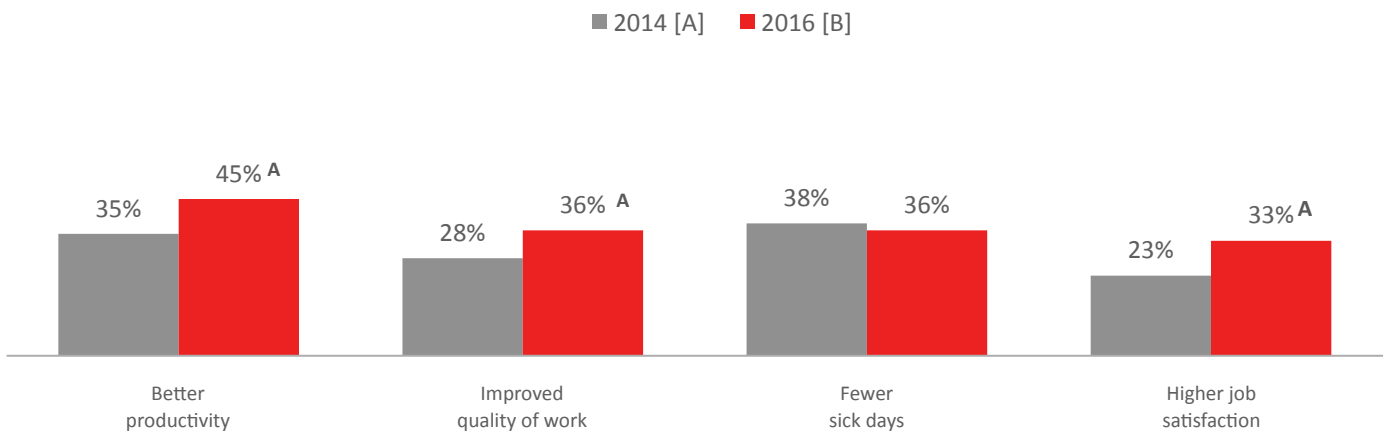
BASE: HAS USED WORKPLACE WELLNESS PROGRAMS AVAILABLE THROUGH EMPLOYER (2014: n=1220; 2016: n=1221)

Q1080 (Q650) What specific health outcomes do you attribute to your participation in these programs? Please select all that apply.

Employee Health Programs (continued)

In terms of work-related outcomes that can be attributed to program participation, one third or more report better productivity (45%), improved quality of work (36%), fewer sick days (36%), and higher job satisfaction (33%); most of which (with the exception of fewer sick days) have increased since 2014.

Work-Related Outcomes Attributed to Program Participation



*NEW IN 2016. Trends may have been impacted due to additional response items in 2016.

BASE: HAS USED WORKPLACE WELLNESS PROGRAMS AVAILABLE THROUGH EMPLOYER (2014: n=1220; 2016: n=1221)

Q1085 (Q655) What specific work-related outcomes do you attribute to your participation in these programs? Please select all that apply.

Additionally, nearly two in five employees who participate in health programs (39%) say it has improved their health a great deal or a fair amount. In fact, employees whose company offers health programs say their availability has had a strong or very strong impact on their commitment to their health (47%) and employer (36%), overall job satisfaction (38%), relationship with their colleagues (31%) and immediate supervisor (27%), and perception of their CEO (30%) and senior leadership (28%).

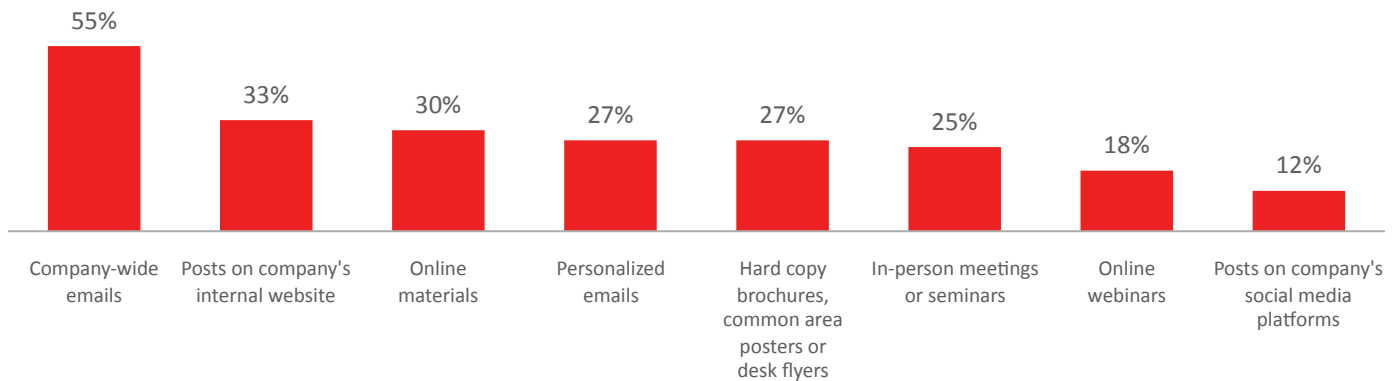
Employees whose company offers health programs say the availability has a strong/very strong impact on their commitment to their health (47%) and overall job satisfaction (38%)

Employee Health Programs (continued)

Communication Preferences

Of those employees whose company offers employee health programs, 81% say they would want their employer to communicate about health and company health programs a few times a year or more often, with nearly one third (31%) saying they would want monthly communications. This is especially true of those who participate in the programs with 33% preferring to receive monthly communications. The majority of employees whose company offers programs would also like their employer to communicate via company-wide emails (55%), followed by posts on the company's internal website (33%), online materials (30%), or personalized emails (27%). Those who participate in health programs are more likely to want communication in the form of online materials or online webinars.

Desired Ways for Employer to Communicate Program Information



BASE: COMPANY OFFERS WELLNESS PROGRAMS (n=1504)

Q2085 How would you like your employer to communicate information about health and company wellness programs? Please select all that apply.

In conclusion, employee health programs have a variety of benefits for both the employee and the employer. The most commonly offered programs though are not necessarily the most impactful to employees. Employers should consider the most frequently used programs and tools and assess employee preference as well as which programs are having the biggest impact on employee health in order to maximize employee participation and positive health outcomes.

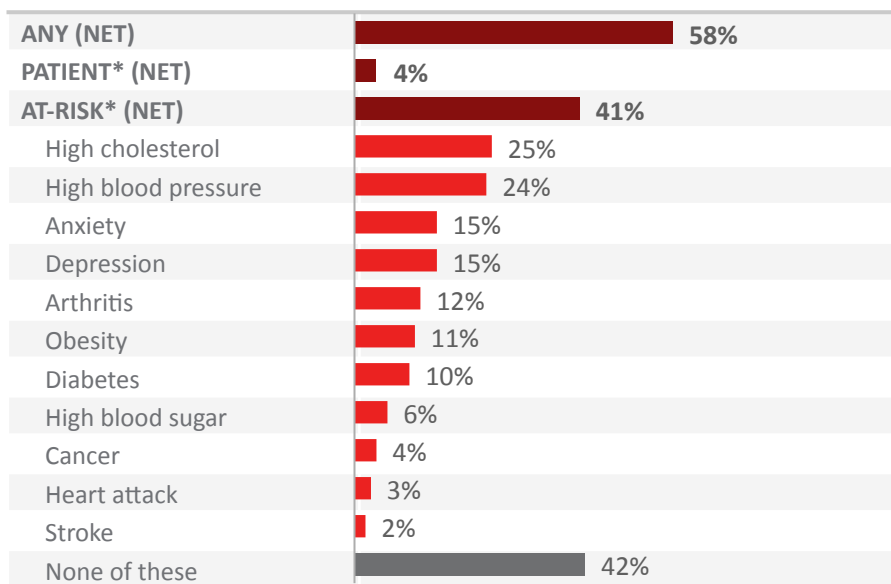
Health of Employees

Understanding employees both in terms of their current health and personal health goals is important to implementing employee health programs. Knowing the health goals of their employees can guide employers to create programs and foster participation in these programs which can result in employers being a helping hand, not a road block, as employees work towards their personal health goals.

Overall Health

When it comes to rating their own health, more than half of employees (55%) say they are in excellent or very good health and this percentage is even higher for males (60%) vs. females (48%). However, 58% of employees report they have been diagnosed with some chronic health condition, including high cholesterol (25%), high blood pressure (24%), and arthritis (12%). Additionally, 4% say they have had a heart attack or stroke (5% among those who rate their health as excellent/very good) and another 2 in 5 (41%) are at-risk for these conditions.* Hispanic employees (32%) are less likely than White employees (43%) and Black/African American employees (46%) and male employees (43%) are more likely than female employees (37%) to be at-risk for heart attack or stroke.

Chronic Health Issues



BASE: ALL QUALIFIED RESPONDENTS (n=2009)

Q1005 Has a doctor, nurse, or other health professional ever told you that you had any of the following? Please select all that apply.

* "Patient" defined as having a had a heart attack/heart disease or stroke. "At-risk" defined as having high blood pressure, high cholesterol, obesity, or diabetes and has not heart attack/heart disease or stroke.

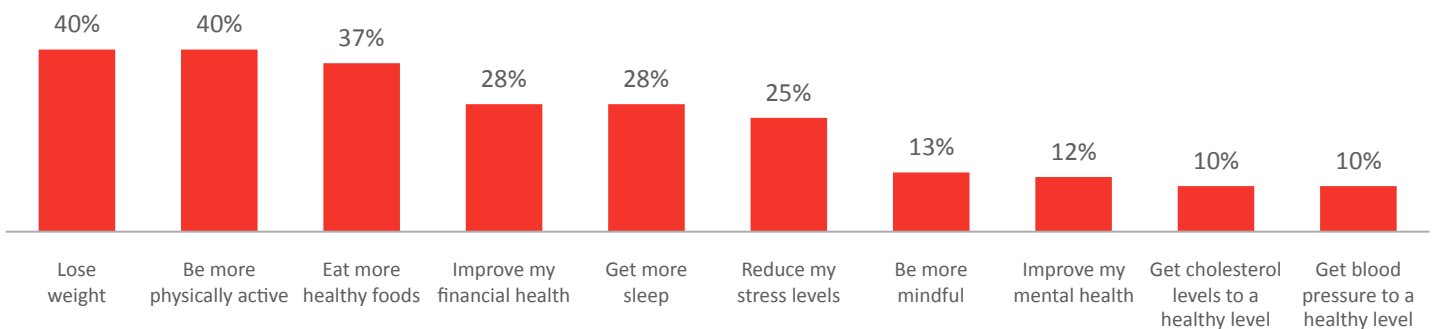
Health of Employees (continued)

Eating Right and Exercising

The overwhelming majority of employees (95%) agree that they feel better when they eat right and exercise which may be why around four in ten say that losing weight (40%), being more physically active (40%), and eating more healthy foods (37%) are in their top health and lifestyle goals. This may also help to explain why employees are logging more moderate intensity and vigorous intensity activity than in the past. On average, employees engage in moderate intensity activity 134 minutes per week (up from 106 minutes in 2014) and vigorous intensity activity 59 minutes per week (up from 48 minutes in 2014).

An overwhelming majority of employees (95%) agree that they feel better when they eat right and exercise

Top Health & Lifestyle Goals



BASE: ALL QUALIFIED RESPONDENTS (n=2009)

Q1020 What would you say are your top 3 health and lifestyle goals?

Health of Employees (continued)

Sleep

In addition to eating right and exercise, sleep is also important and essential to employees' well-being as well as their productivity. On average, employees say they are getting close to the recommended amount of sleep* per night at 6.7 hours, but only one in four (25%) say the quality of sleep they get is excellent or very good. More than a quarter (28%) say that getting more sleep is one of their top three health and lifestyle goals. Further, the majority of employees say they feel better when they get more sleep (95%) and they are less productive at work when they get less sleep (75%).

Stress

In addition to exercise and sleep, stress and mental health play a large part in employee health and well-being. A minority of employees say they have been diagnosed with anxiety (15%) or depression (15%) and more than a quarter (28%) experience stress as a result of work always, almost always, or very often. These aspects are also cited among the top health and lifestyle goals, with one in four employees (25%) stating reducing their stress levels, and more than one in ten employees stating being more mindful (13%) or improving their mental health (12%) is one of their top three health and lifestyle goals.

More than a quarter of employees (28%) experience stress as a result of work always, almost always, or very often

When asked what they would like their employers to do in order to help reduce or manage their workplace stress, 40% say they want their employer to recognize the level of stress employees are under, followed by allowing for flexibility when they work (30%) or where they work (26%). Much like sleep, participation in employee health programs is also associated with improved perceived employee health. Nearly one quarter of employees who participate in health programs (23%) say that they feel less stress as a result of their participation. Additionally, nearly half (48%) say that their stress levels are positively affected by occasionally unplugging or disconnecting from technology.

* The National Sleep Foundation recommends the following: 7-9 hours for Younger adults (18-25), 7-9 hours for Adults (26-64), and 7-8 hours for Older adults (65+).

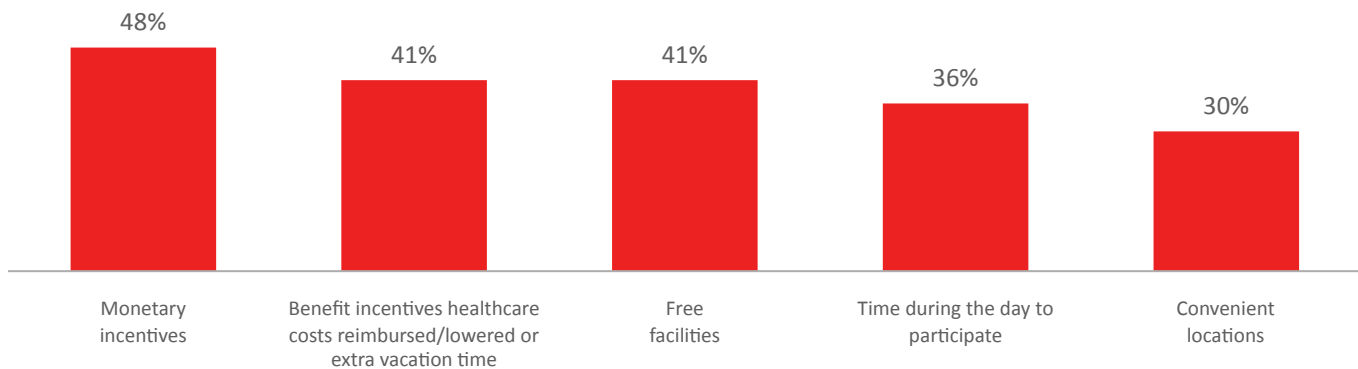
Health of Employees (continued)

Program and Tool Preferences

When asked to identify ways employers can encourage participation in health programs, eight in ten or more of employees say they favor incentives such as a day off or a reward program for achieving a specific health goal (81%), periodic cash bonuses for achieving a specific health goal (81%), incentives such as a day off or a rewards program based on level of participation in these programs (81%), or periodic cash bonuses based on level of participation in these programs (80%). Results were similar to the 2014 findings.

The most commonly mentioned offerings that would make participants and non-participants alike more likely to participate include: monetary incentives (48%), benefit incentives, healthcare costs reimbursed/lowered or extra vacation time (41%), free facilities (41%), time during the day to participate (36%), and convenient locations (30%).

Things That Would Make Employees More Likely to Participate/Increase Participation



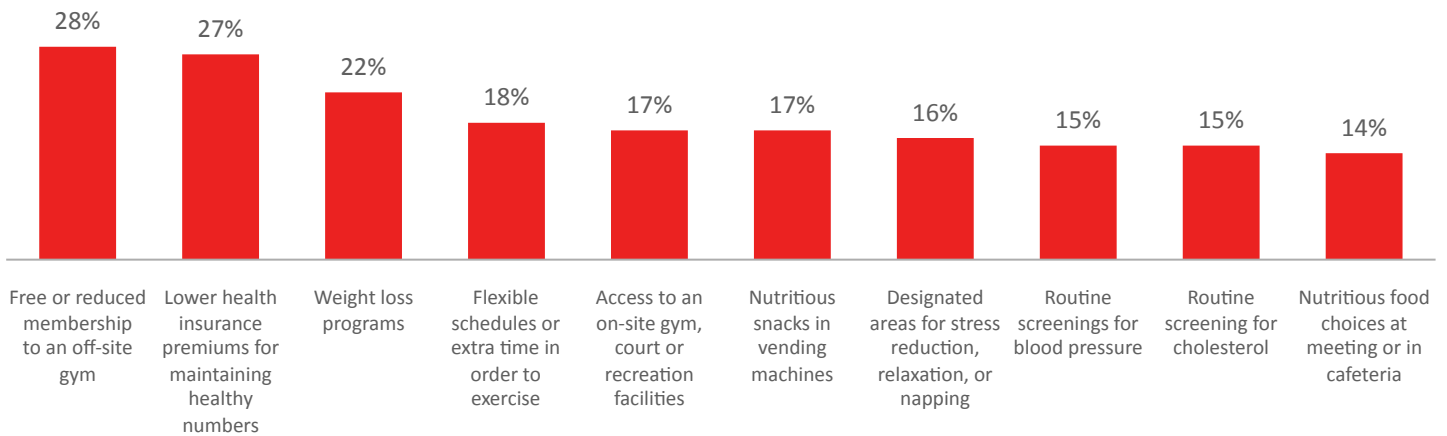
BASE: COMPANY OFFERS WELLNESS PROGRAMS (Total: n=1504; Participates: n=1221; Does not participate: n=283)

Q2000 (Q685) (NOT CURRENTLY PARTICIPATING): What would make you more likely to participate in the programs available to you in the workplace? Please select all that apply. **(CURRENTLY PARTICIPATING):** What would make you more likely to increase your participation in the programs available to you in the workplace? Please select all that apply.

Health of Employees (continued)

Among employees not offered all programs, when asked what programs they would like their employer to offer that would help them meet their health and wellness goals, employees said: free or reduced membership to an off-site gym (28%), lower health insurance premiums for maintaining healthy numbers (27%), weight loss programs (22%), flexible schedules or extra time in order to exercise (18%), or access to an on-site gym, court or recreational facility (17%).

Top Employee Health Programs Wanted



BASE: ALL PROGRAMS NOT OFFERED BY EMPLOYERS (n=2009)

Q1065 What programs would you like for your employer to offer that would help you meet your health and wellness goals?

Even though around three in ten employees say that their company cares about the health of its employees a great deal or a lot and two thirds say that their employer is committed to the health of employees, two in five employees (40%) say that their job gets in the way of their health. In order to help employees reach their health goals, in addition to offering programs, employers should consider their employees' health goals and examine the ways the workplace may be inhibiting their employees' path to health.

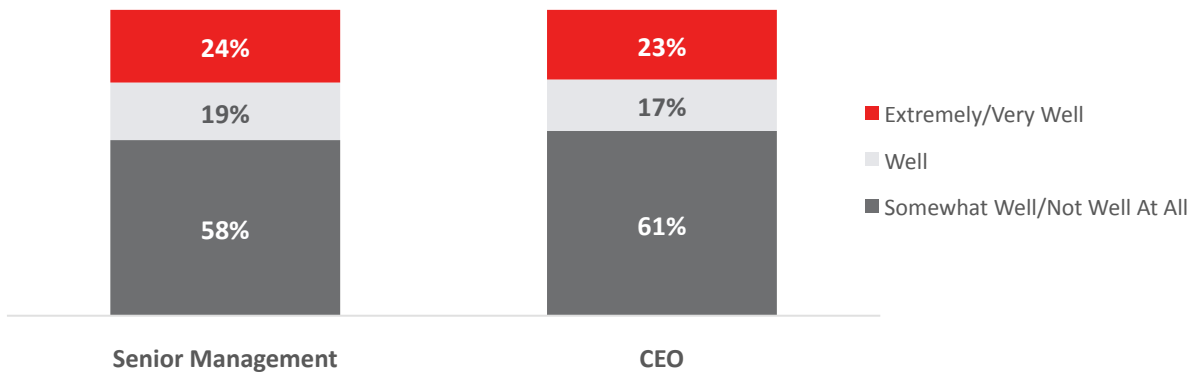
2 in 5 employees say that their job gets in the way of their health

Engagement

An engaged workforce has many positive self-reported outcomes for employers. When it comes to engagement in employee health programs, visibility of leaders is relatively low but encouragement and visibility is positively related to employee engagement as well as perceptions of employers.

Around one in three say human resources (30%), colleagues (29%), and immediate supervisor (28%) encourage participation in health programs extremely well or very well. Around one-quarter feel management (24%) and CEO (23%) encourage participation in health programs extremely well or very well.

How Well People/Groups Encourage Program Participation



BASE: COMPANY OFFERS WELLNESS PROGRAMS (n=1504)

Q2045(Q706) How well do each of the following people or groups encourage participation in wellness programs?

When asked about actual participation in workplace health programs, around a quarter or less of employees say most or all professional staff (non-management) (26%), administrative staff (non-management) (25%), middle management (23%), and senior management (22%) participate. However, around a quarter of employees say they do not know how many employees from those levels have participated in these programs (Range: 25% - 29%). When it comes to CEO participation, 25% of employees say their CEO participates but more than half (56%) say they do not know. Participation in health programs is higher among those who agree their CEO encourages participation (88%) than it is among those whose CEO does not encourage participation (78%).

One quarter of employees say their CEO participates in health programs

Engagement (continued)

Furthermore, when asked how much they think their employer cares about their health, nearly three in ten (29%) say their employer cares a great deal or a lot. However, nearly two in five (39%) say they feel their employer only cares a little or does not care at all. But, those who participate in programs (38%) are more likely than those who do not (14%) to say their employer cares about their health a great deal or a lot. Even more, those who say their CEO participates in programs (70%) are much more likely than those who say their CEO does not participate (12%) to say the same about their employer.

70% of employees who say their CEO participates in health programs say their **employer cares a great deal or a lot** about the health of employees compared to only 12% for employees who say their CEO does not participate

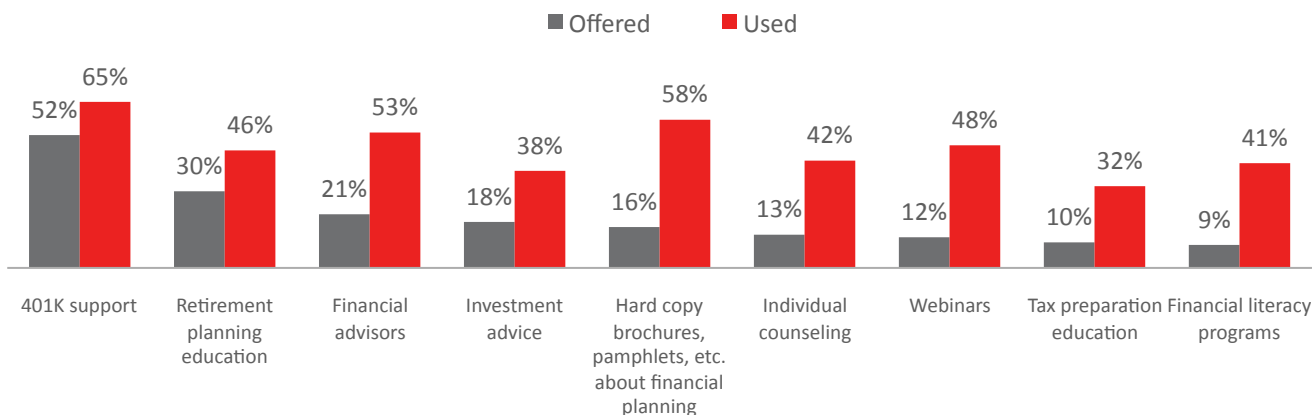
Encouragement from leadership – specifically CEOs – has positive impacts on employee participation in employee health programs but actually knowing CEO participation seems to have even more of a positive impact. Communicating participation of leaders in programs will likely result in multiple benefits to employers and employees through improving employee participation in programs, health outcomes, work outcomes, and also perceptions of employers.

Financial Programs

For employees, financial health is tied to their overall health. Whether employers are making the connection between financial health and overall health or not, most employees say they have at least one financial program available to them through their employer and the majority of the participants report a positive impact on their finances due to participation.

The vast majority of employees (91%) feel their financial health is important to their overall well-being. The majority (71%) also report that the organization they work for offers at least one financial program. Nearly three-quarters (72%) of employees who are offered at least one financial program say they have used at least one of the programs available to them. The most commonly reported programs available are 401K support (52%) and retirement planning education (30%). Financial advisors (21%), investment advice (18%), and hard copy materials about financial planning (16%) are less commonly offered. As mentioned, 401K support is by far the most commonly offered program and it is also the most likely to be used, with nearly two in three (65%) of those who are offered the program saying they have used this benefit.

Financial Programs Offered and Used Through Employer



BASE: ALL QUALIFIED RESPONDENTS (n=2009)

Q2100 Which of the following *financial* programs or resources are available through your employer? Please select all that apply.

BASES VARY BASED ON THOSE OFFERED PROGRAMS

Q2105 Which of these programs have you used? Please select all that apply.

Financial Programs (continued)

Among employees who have used a financial program that is available to them, 86% say that the program has improved their financial health at least somewhat with more than two in five (43%) reporting it has improved their financial health a great deal or a fair amount.

More than 2 in 5 employees who have used financial programs say it has improved their financial health a great deal or a fair amount

For employees, financial health is about more than money. Most employees are offered financial programs and the financial health of those who are enrolled is beneficial to them. However, there are a number of financial programs that are offered that are not widely being used by employees. Increased enrollment in these programs could lead to greater financial - and overall health - for employees.

Mentoring Programs

The availability of mentoring programs is widespread but only a minority of employees say they have participated in them. Of those who have participated as a mentor and/or a mentee, the benefits are felt by nearly all.

Most employees (69%) say there is a mentoring program available at their organization. Around one in five employees (19%) say they have participated in a mentoring program at their organization as either a mentor (12%) and/or mentee (11%).

Nearly all mentors (94%) and mentees (94%) say they experience at least one benefit as a result of their participation. For mentors, the most commonly experienced benefits are: feeling more engaged with their team (48%), learning something new (42%), improving management and/or leadership skills (40%), improved productivity (39%), and feeling more engaged with the organization (36%).

Benefits From Being A Mentor



BASE: PARTICIPATED IN MENTORING PROGRAM AS A MENTOR (n=214)

Q2205 You mentioned you participated in a mentoring program at your organization as a mentor, which of the following benefits did you experience as a result of your participation? Please select all that apply.

Mentoring Programs (continued)

For mentees, the most commonly reported benefits experienced are: learning something new (45%), helping them take on more control/responsibility (41%), feeling supported (40%), gaining new perspectives, ideas and approaches (38%), being better at their job (36%), and feeling more engaged with their team (35%).

Benefits From Being A Mentee



BASE: PARTICIPATED IN MENTORING PROGRAM AS MENTEE (n=148)

Q2210 You mentioned you participated in a mentoring program at your organization as a mentee, which of the following benefits did you experience as a result of your participation? Please select all that apply.

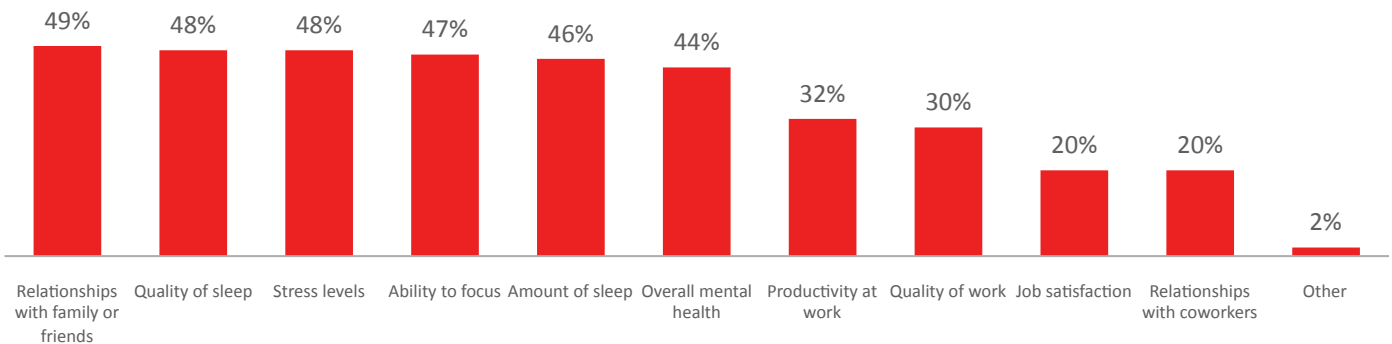
Regardless if employees participated in mentoring programs as mentors or mentees, the benefits - to employees as well as and employers - are undeniable. Many mentors and mentees reported learning something new and feeling supported and engaged with their team as well as the overall organization. When looking to improve engagement of employees, offering or making efforts to increase participation in mentoring programs may be a cost-effective path for employers to consider.

Technology and Health

In the digital age, there is much discussion about the benefits of “unplugging” and disconnecting from our ever-increasingly connected world. However, whether at work or at home, for employees, disconnecting from technology can be difficult.

The majority of employees feel unplugging or disconnecting from technology is important to their health (77%) and nearly all employees (90%) felt there was at least one benefit associated with unplugging. When asked what aspects they believe are positively affected by occasionally unplugging or disconnecting from technology, the most common responses are: relationships with family or friends (49%), quality of sleep (48%), stress levels (48%), ability to focus (47%), amount of sleep (46%), and overall mental health (44%).

Aspects Positively Affected by Unplugging from Technology



BASE: ALL QUALIFIED RESPONDENTS (n=2009)

Q3050a Which of the following, if any, do you believe are positively affected by occasionally unplugging or disconnecting from technology? Please select all that apply.

Technology and Health (continued)

Along with understanding the benefits of unplugging, most employees (73%) say they make an effort to occasionally unplug or disconnect from technology. However, only a minority of employees (33%) say their employer encourages employees to occasionally unplug from technology (i.e., not check emails, not be constantly available, etc.). When asked how easy or difficult they feel it is to occasionally unplug or disconnect one third (33%) of employees say it is difficult or very difficult to unplug at home and more than two in five (44%) said that it is difficult or very difficult to unplug at work.

One third of employees say their employer encourages employees to occasionally unplug from technology

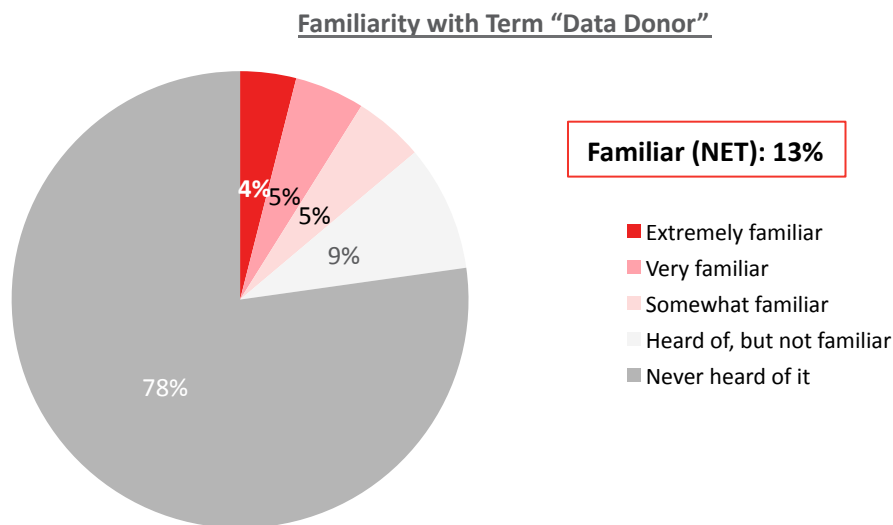
Employees who say their employer encourages employees to occasionally unplug from technology are more likely than those who do not to say they are in very good or excellent health (61% vs. 52%). They are also more likely to say unplugging or disconnecting from technology is important to their health (89% vs. 71%) and to say that one of their top three health and lifestyle goals is to be more mindful (17% vs. 12%). Further, they are more likely than their counterparts to say they find it easy or very easy to disconnect from technology while at work (75% vs. 46%). Of note, female employees are more likely than male employees to see the personal health benefits in unplugging (80% vs. 74%), but they are less likely than men to say their employers encourages employees to occasionally unplug (27% vs. 38%). Female employees are also more likely than male employees to say it is very difficult to unplug at work (28% vs. 21%) and to say it is difficult or very difficult (40% vs. 28%) to unplug at home.

Though the benefits of unplugging are understood by most, not all employees find it easy to do. Those who are encouraged to do so, however, are more likely to occasionally unplug or disconnect from technology more easily than those who are not - evidence that employers may be a key part of closing the gap.

Data Donor

In the age of electronic medical records, non-identifiable personal health information of employees can be useful for employers. Though employers may be interested in passing information onto third party vendors in order to lower health care costs and improve the health of their employees, many employees may not be familiar with the concept – and potential benefits – of authorizing their employer to share their non-identifiable health information.

When employees were asked how familiar they are with the term “data donor,” most (78%) say they are not aware of the term. Only 13% say they are extremely, very, or somewhat familiar with the term and 9% say they have heard of the term but are not familiar with it.



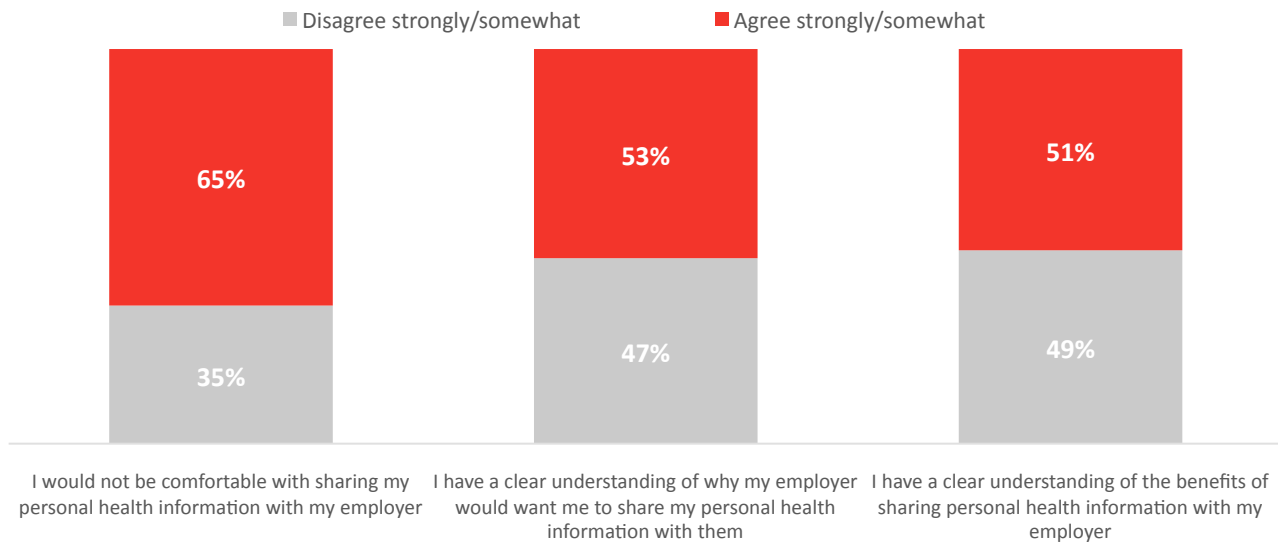
BASE: ALL QUALIFIED RESPONDENTS (n=2009)
Q4000a How familiar are you with the term “data donor”?

After being shown a definition* of “data donor,” around half of employees (53%) say they have a clear understanding of why their employer would want them to share their personal health information with them and nearly the same percentage (51%) say they have a clear understanding of the benefits of sharing personal health information with their employer, yet two in three (65%) said they would not be comfortable sharing their personal health information with their employer.

**Definition shown: A “data donor” can refer to an individual who agrees to share their non-identifiable personal health information (i.e., biometrics, etc.) with their employer or a health and research institution through a third party. The data is not tied to the individual but shared in aggregate.*

Data Donor (continued)

Attitudes around Sharing Personal Health Information



BASE: COMPANY OFFERS WELLNESS PROGRAMS (n=1504)

Q4005 A “data donor” can refer to an individual who agrees to share their non-identifiable personal health information (i.e., biometrics, etc.) with their employer or a health and research institution through a third party. The data is not tied to the individual but shared in aggregate. How much do you agree or disagree with the following statements?

Further, though around half say they understand the benefits of sharing their data, when asked to choose between two statements describing opposing views on sharing personal health information with their employer, employees were most likely to agree that their concerns about sharing their health information with their employer outweigh the potential benefits (61%). The remaining two in five (39%) say the potential benefits of sharing their health information with their employer outweigh their concerns. When employees were asked what concerns, if any, they would have about sharing their personal health information with their employer for the purpose of advancing research and insights, the most common concern was wanting personal health information to remain private (60%) followed by concerns about not trusting how personal health information will be used (50%), others will know their personal health information (35%), and personal health information being made public (31%). Interestingly, even though there is reluctance to share their data with their employer, three in five employees (60%) say they would be willing to share their personal health information with a non-profit or other organization for the purposes of helping advance personalized health approaches and solutions.

Data Donor (continued)

Employees who say they have a clear understanding of why their employer would want them to share their personal health information are more willing than their counterparts to participate in data donation. Specifically, they are more likely than those who do not to say the potential benefits of sharing their health information with their employer outweigh their concerns (53% vs. 22%). Employees who say they have a clear understanding are more likely to say nothing concerns them about sharing their personal health information with their employer (16% vs. 8%) and they are more likely to say they would be willing to share their personal health information with a non-profit or other organization (72% vs. 47%).

Despite familiarity with the term “data donor” being low and many employees having concerns about sharing their personal health information with their employer, many also say they understand the benefits. Coupled with the fact that those who say they understand why their employer would want them to share their personal health information are more likely than those who do not to say the potential benefits outweigh their concerns could mean that more education around the concept of being a “data donor” and its benefits - to employers and employees - could increase employees’ willingness to share their personal health information.

Please note, the American Heart Association is fundamentally opposed to the selling of personal health information that is collected as part of a biometric screening or health risk assessment within a workplace wellness program. This does not necessarily apply to de-identified or aggregate data that may be used for research or program evaluation purposes. Protecting privacy and preventing de-identified or aggregate data from being errantly or inadvertently re-identified requires quality control of data management and procedural/internal corporate governance. Many large accounting firms, law firms, health care consultants, and IT consultants can provide this, as they specialize in health care information-related audits.*

**American College of Occupational and Environmental Medicine; American Council on Exercise; American Heart Association; Bravo Wellness; Health Enhancement Research Organization; HealthFitness; HealthPartners; Healthways; Interactive Health; Johnson & Johnson Services Inc; Optum; Performance pH; Population Health Alliance; StayWell; Truven Health Analytics. A response to proposed Equal Employment Opportunity Commission regulations on employer-sponsored health, safety, and well-being initiatives. J Occup Environ Med. 2016;58(3):e103-10.*

Subgroup Findings

Generational Differences

It is important to understand the generational differences that exist among employees as it relates to the role of employers in employee health and well-being. This could provide valuable information to employers when looking at ways to engage and encourage their employees.

For the purposes of this report, 'Younger Millennials' refers to employees aged 18-26, 'Older Millennials' refers to employees aged 27-35, 'Gen Xers' refers to employees aged 36-50, 'Baby Boomers' refers to employees aged 51-69, and 'Matures' refers to employees aged 70+. Please note: Younger Millennials and Matures have base sizes of less than 100. Results for these groups are directional in nature.

Employee Health Programs

Millennials (particularly Older Millennials) are more likely than all other generations to participate in employee health programs (Younger Millennials: 73%, Older Millennials: 89%, Gen Xers: 85%, Baby Boomers: 82%, Matures: 77%). Of those who have participated in health programs, Younger Millennials (15%) are more likely than Older Millennials (2%), Gen Xers (5%), and Baby Boomers (3%) to say that flexible schedules or extra time in order to exercise has been most impactful. Older Millennials are more likely than all other generations to strongly or somewhat favor employers encouraging participation in employee health programs with periodic cash bonuses for achieving specific health goals; mandating health screenings for risk factors such as high blood pressure and cholesterol; and basing employee health insurance costs and benefits on employees level of participation in health programs, employees achieving specific goals, or their health status.

There are also differences when it comes to outcomes from participation in these programs. Millennials, particularly Older Millennials, are more likely than Gen Xers and Baby Boomers to say the health programs they participate in have improved their health a great deal or a fair amount. Millennials are also more likely than Gen Xers and Baby Boomers to report improved quality of work and higher job satisfaction as a result of their participation in health programs. Millennials, particularly Older Millennials, are more likely than Gen Xers and Baby Boomers to say that the availability of health programs has had a strong or very strong impact on their commitment to their health and employer, their overall job satisfaction, their relationship with colleagues and immediate supervisor, and their perception of their CEO and senior leadership. Older Millennials (43%) are more likely than Gen Xers (29%), Baby Boomers (23%) and Matures (24%) to think they offer programs because of genuine care and concern for the health of their employees.

Subgroup Findings (continued)

Technology also plays a large role for Millennials and employee health programs. Millennials (67%), and Older Millennials (71%) specifically, are more likely than Gen Xers (45%), Baby Boomers (34%) and Matures (40%) to say that technology, like apps and trackers, is important to improving or maintaining their health. Further, Older Millennials are more likely than Younger Millennials, Gen Xers, and Baby Boomers to say they would be more likely to participate/increase participation if their company offered a mobile app for their smartphone or tablet to track their progress. Among those whose company offers programs, Millennials are more likely than Gen Xers and Baby Boomers to want their employers to communicate about health programs via online webinars and posts on company's social media platform.

Health of Employees

When looking at their current health state, Younger Millennials (22%) are more likely than Older Millennials (6%), Gen Xers (10%), and Baby Boomers (10%) to say their health is fair or poor. And, not surprisingly, Baby Boomers (55%) and Matures (68%) are more likely than both Younger (19%) and Older (28%) Millennials as well as Gen Xers (39%) to be at-risk for heart disease.

Generational differences are also apparent when looking at the top health and lifestyle goals. Younger Millennials (41%) are more likely than Older Millennials (23%), Gen Xers (26%), and Baby Boomers (28%) to say that getting more sleep is in their top three health and lifestyle goals. Meanwhile, Older Millennials (32%) are more likely than Gen Xers (23%), Baby Boomers (24%), and Matures (9%) to say they want to reduce their stress levels. This may be because Millennials are more likely than all other generations to experience stress as a result of work always, almost always, or very often. Meanwhile, Gen Xers and Baby Boomers (45% each) are more likely than Younger (28%) and Older (30%) Millennials to list losing weight as a goal.

Engagement

Although Millennials (53%), and Older Millennials (57%) specifically, are more likely than Gen Xers (37%), Baby Boomers (32%) and Matures (5%) to say their job gets in the way of their health, Millennials (36%), and again particularly Older Millennials (39%), are more likely than Gen Xers (27%) and Baby Boomers (24%) to say that their company cares about the health of their employees a great deal or a lot. This may be because Millennials whose company offers programs are more likely than Gen Xers and Baby Boomers to perceive that their HR department (42% vs. 29% and 17%, respectively), colleagues (43% vs. 24% and 18%, respectively), and CEO (37% vs. 15% and 14%, respectively) encourage participation in employee health programs extremely well or very well.

Subgroup Findings (continued)

Millennials whose company offers programs are also more likely than Gen Xers and Baby Boomers to say that they are aware that all or most of senior management have actually participated in health programs (35% vs. 17% and 11%, respectively). Millennials are also more likely than Gen Xers and Baby Boomers to say that they know their CEO actually participates in health programs (41% vs. 20% and 12%, respectively).

Role of Technology/Data Donor

Although technology plays an important role in their health, Millennials also believe that disconnecting from it is also essential. Older Millennials (84%) are more likely than Younger Millennials (71%), Gen Xers (75%), Baby Boomers (76%), and Matures (59%) to say that unplugging or disconnecting from technology is important to their health. Millennials, and Older Millennials in particular, are more likely than all other generations to say that their employer encourages employees to occasionally unplug from technology and Millennials are more likely than all other generations to believe that their quality of work is positively affected by unplugging.

Millennials, particularly Older Millennials, are more likely than all other generations to be aware of the term “data donor.” Millennials are also more likely than all other generations to have a clear understanding of why their employer would want them to share their personal health information with them and the benefits associated with it. Additionally, they are more likely than all other generations to say that the potential benefits of sharing their health information with their employer outweigh their concerns and are the most willing to share their personal health information with a non-profit organization for the purposes of helping advance personalized health approaches and solutions.

Overall, Millennials seem to be the most engaged in employee health programs. They are also more likely to see the increased benefits from these programs – both work-related and their perceptions of their employers and CEO. Not too surprisingly, health goals differ by generation with Millennials focused on stress and sleep, while older generations have goals revolving around weight loss. Perhaps surprisingly, Millennials find more importance in unplugging or disconnecting from technology, while also citing it as important to their health.

Subgroup Findings (continued)

Income

The survey highlights the important role that household income has on health and behavior. Nearly all agree that they feel better when they eat right and exercise, but those with lower incomes are less likely to report being in good health. Employees with lower household incomes are also least likely to report having employee health programs available to them even though they may have the most to gain.

Regardless of income, the vast majority of employees say they feel better when they eat right and exercise (household income (HHI) of less than \$50,000 a year (92%), \$50K to less than \$100K (94%), \$100K or more (98%)). But, those with a HHI of less than \$50,000 a year, are less likely than those with a HHI of \$50K to less than \$100K and those with a HHI of \$100K or more to rate their health as excellent or very good (43% vs. 54% and 63%, respectively). Those with a HHI of \$100K or more are more likely than those with HHIs of less than \$100K to say they feel their job gets in the way of their health (47% vs. 34% less than \$50K and 37% \$50 to <100K).

Employees with a HHI of less than \$50,000 a year, are less likely than those with a HHI of \$50K to less than \$100K and those with a HHI of \$100K or more to say they feel their employer is committed to the health of employees (59% vs. 68% and 72%, respectively). It is possible this is related to the fact that those with a HHI of less than \$50,000 a year, are less likely than those with a HHI of \$50K to less than \$100K and those with a HHI of \$100K or more to report that their employer offers some type of employee health program (68% vs. 73% and 82%, respectively). Of those who participate, regardless of HHI, employees are equally likely to reap the same benefits with similar proportions reporting they feel better because of their participation in the programs (HHI of less than \$50,000 a year (40%), \$50K to less than \$100K (34%), \$100K or more (40%)). In fact, those with a lower HHI may benefit more from these programs. Employees who participated that have a HHI of less than \$50,000 a year, are less likely than those with a HHI of \$50K to less than \$100K and those with a HHI of \$100K or more to report they had fewer sick days as a result of their participation (47% vs. 33% and 35%, respectively).

Inequities in employer commitment to health are apparent within the workforce. Though lower income workers potentially have the most to gain from employee health programs, they are the least likely to report that these programs are available to them through their employer. Organizations with lower income workforces should consider offering health programs to help ensure that the benefits are being felt by both the employees and employers.

Subgroup Findings (continued)

Company Size

Not surprisingly, employees at small companies (<1,000 employees) are not as likely as employees at medium (1,000-9,999 employees) and large (10,000+ employees) companies to offer employee health programs and resources. However, CEO engagement and participation in these employees at small companies seem to be higher than employees at medium and large companies.

Employees at small companies are less likely than those at medium and large companies to have employee health programs available (68% vs. 82% and 78%, respectively). They are also least likely to have financial programs or resources available to them. However, employees at small companies are more likely than employees at medium and large companies to say that the availability of workplace health programs have had a strong/very strong impact on their commitment to their health (52% vs. 43% and 43%, respectively), their perception of their CEO (38% vs. 29% and 18%, respectively), and their relationships with their colleagues (39% vs. 27% and 22%, respectively) and immediate supervisor (34% vs. 25% and 20%, respectively).

Despite being more likely to have employee health programs available through their employer, employees at large companies are less likely than those at small and medium companies to say that the programs they participate in have improved their health a great deal or a fair amount (25% vs. 44% and 44%, respectively). They are also more likely than employees at small and medium companies to say that they have not experienced any work-related outcomes that can be attributed to these programs (33% vs. 21% and 23%, respectively).

There are also differences when it comes to senior engagement and encouragement. Small company employees are more likely than medium and large company employees to say that all or most of senior management have actually participated in their health programs (30% vs. 21% and 10%, respectively). Employees at large companies are less likely than those at small and medium companies to say that senior management (15% vs. 28% and 25%, respectively) or their CEO (13% vs. 27% and 25%, respectively) encourages participation in employee health programs well or extremely well. They are also least likely to say that their CEO actually participates in their employee health programs (10% vs. 31% and 28%, respectively).

Although employees at small companies may not be able to offer the types or amount of employee health programs as those at medium and large companies, it seems employees in these small companies are most likely to feel the positive effects if they are offered. Large company employees that have these programs available to employees may consider making senior leadership and CEO engagement in these programs more visible in order to boost employee engagement.

Conclusion

Employers are key to creating a culture of good health and well-being. By offering programs – whether they are related to health, finances, or mentorship – employers signal to their employees that they care about their health. Understanding their workforce and their personal goals and preferences can help employers assess, plan for, and implement programs that will have meaningful impact on individual employees as well as the organization as a whole.

Below are actions organizations can take as they strive to serve as role models in taking positive steps toward healthy living within their organization and encourage leaders at other organizations to take action in their own companies and communities.

Key Takeaways:

- Offer employee health programs that **align with employees’ personal health goals** – creating alignment has the potential for positive outcomes on the individual and organizational level
- Consider **generational differences in program offerings** and communications – employee health goals and preferences may vary based on their age
- Encourage employee program participation by communicating and **demonstrating leadership participation** – doing so may help create a culture of health throughout the organization
- **Increase financial program enrollment** – they have the potential to help more than just employees’ financial health
- Offer or make efforts to **increase participation in mentoring programs** – they are a relatively low-cost way to educate and engage workforces
- Let employees know **it is okay to occasionally “unplug”** – employees understand the benefits of disconnecting but may not feel they have permission to do so
- Educate employees about the concept and **potential benefits of being a data donor** while also recognizing employee rights and the importance of ensuring that organizations have rigorous procedures and governance rules that safeguard employee personal health information.*

The outcome of the research and action points above provide employers with recommendations that have the potential to increase employee participation in health programs, which could improve their health. Though no organization is the same, the research findings also provide a framework and considerations for employers as they design and implement efforts to improve their employees’ health and engage their workforce.

* The American Heart Association is fundamentally opposed to the selling of personal health information that is collected as part of a biometric screening or health risk assessment within a workplace wellness program. This does not necessarily apply to de-identified or aggregate data that may be used for research or program evaluation purposes. Protecting privacy and preventing de-identified or aggregate data from being errantly or inadvertently re-identified requires quality control of data management and procedural/internal corporate governance. Many large accounting firms, law firms, health care consultants, and IT consultants can provide this, as they specialize in health care information-related audits.

Appendix: Firmographics

BASE: ALL QUALIFIED RESPONDENTS

Q3081 On average, how many hours a day do you work?

	Total 2014 (A)	Total 2016 (B)
<i>n=</i>	2,004	2,009
Less than 4	1%	1%
4-7	17%	20%
8	46%	46%
9	17%	15%
10+	18%	18%
Mean	8.5 hours	8.3 hours
Median	8 hours	8 hours

BASE: ALL QUALIFIED RESPONDENTS

Q3085 Thinking of a typical workday, how many hours per day do you spend...?

SITTING	Total 2014 (A)	Total 2016 (B)
<i>n=</i>	2,004	2,009
Less than 4	30%	34%
4-7	54%	51%
8	9%	9%
9	3%	3%
10+	4%	3%
Mean	4.9 hours^B	4.6 hours
Median	5 hours	5 hours

STANDING OR MOVING AROUND	Total 2014 (A)	Total 2016 (B)
<i>n=</i>	2,004	2,009
Less than 4	55%	52%
4-7	32%	33%
8	7%	8%
9	2%	3%
10+	4%	4%
Mean	3.8 hours	3.9 hours
Median	3 hours	3 hours

Appendix: Firmographics (continued)

BASE: ALL QUALIFIED RESPONDENTS

Q3095aN Which of the following best describes your current work location where you spend the majority of your time?

	Total 2016
<i>n=</i>	<i>2,009</i>
Traditional office setting	35%
School or other educational institution	10%
Healthcare facility (e.g., hospital, clinic, etc.)	9%
Retail store	9%
Factory/manufacturing plant	9%
A co-working space (an office or other working environment used by people who are self-employed or working for different employers)	7%
A type of transportation (e.g., driving a car, bus, etc.)	5%
Home office	5%
Other	10%

BASE: DO NOT WORK FROM HOME

Q3097 Thinking about the current work location you spend the majority of your time, which of the following people, if any, are also most often at that location? Please select all that apply.

	Total 2016
<i>n=</i>	<i>1,900</i>
Functional work team	60%
Direct manager	50%
CEO of my company	17%
Other/None of these	29%

Appendix: Firmographics (continued)

BASE: ALL QUALIFIED RESPONDENTS

Q1425 About how many people work for your organization at all levels and in all locations across the United States? Your best guess will do.

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
1 to 24	-	-
25 to 49	8%	8%
50 to 99	9%	9%
100 to 249	9%	11%
250 to 499	7%	7%
500 to 999	10%	10%
1,000 to 2,499	12%	11%
2,500 to 4,999	8%	10%
5,000 to 9,999	9%	8%
10,000 or more	28%	25%

BASE: ALL QUALIFIED RESPONDENTS

Q1430 How many people work for your organization at your location?

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
1 to 24	16%	17%
25 to 49	13%	13%
50 to 99	16%	14%
100 to 249	16%	18%
250 to 499	10%	10%
500 to 999	9%	9%
1,000 to 2,499	8%	7%
2,500 to 4,999	3%	3%
5,000 to 9,999	3%	4%
10,000 or more	6%	4%

BASE: ALL QUALIFIED RESPONDENTS

Q1455 For what type of organization do you work?

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
For-profit organization	63%	65%
Not-for-profit organization	17%	19%
Local, state or federal government	20%	16%

Appendix: Demographics

BASE: ALL QUALIFIED RESPONDENTS

Q1420 What is your employment status? Please select all that apply.

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Employed full time	88%	85%
Employed part time	14%	17%
Student	5%	2%
Self-employed	1%	1%

BASE: ALL QUALIFIED RESPONDENTS

Q1435 Are you currently enrolled in a health plan offered by your employer?

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Yes, I am currently enrolled	81%	77%
No, I am not currently enrolled but my company offers a health plan	19%	23%

BASE: ALL QUALIFIED RESPONDENTS

Q1440 Do you manage or supervise staff?

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Yes	35%	38%
No	65%	62%

BASE: ALL QUALIFIED RESPONDENTS

Q268 Gender

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Male	55%	57%
Female	45%	43%

Appendix: Demographics (continued)

BASE: ALL QUALIFIED RESPONDENTS

Q280 Age

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
18-25	10%	8%
26-35	21%	25%
36-50	35%	34%
51-69	32%	32%
70+	1%	2%
Mean	43.6 years old	43.8 years old
Median	44 years old	44 years old

BASE: ALL QUALIFIED RESPONDENTS

Q485 Racial Background

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
White	69%	67%
Hispanic	15%	15%
Black/African American	12%	10%
Asian or Pacific Islander	2%	6%
Native American or Alaskan Native	*	*
Mixed Race	*	*
Some other race	*	*
Decline to answer	1%	1%

BASE: ALL QUALIFIED RESPONDENTS

Q320 U.S. Region

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
East	19%	22%
Midwest	22%	23%
South	35%	31%
West	23%	23%
Other	-	*

Appendix: Demographics (continued)

BASE: ALL QUALIFIED RESPONDENTS

Q434 Education

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
HIGH SCHOOL OR LESS (NET)	25%	22%
Less than high school	*	*
Completed some high school	2%	2%
Completed high school	24%	19%
ATTENDED COLLEGE OR COLLEGE DEGREE (NET)	53%	57%
Some college, but no degree	18%	18%
Associate degree	11%	12%
College (such as B.A., B.S.)	24%	26%
ATTENDED GRADUATE SCHOOL OR GRADUATE DEGREE (NET)	14%	16%
Some graduate school, but no degree	2%	3%
Graduate degree (such as MBA, MS, M.D., Ph.D.)	12%	13%
Job-specific training program(s) after high school	7%	6%

BASE: ALL QUALIFIED RESPONDENTS

Q462 Income

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Less than \$15,000	2%	2%
\$15,000 to less than \$25,000	5%	4%
\$25,000 to less than \$35,000	6%	7%
\$35,000 to less than \$50,000	11%	10%
\$50,000 to less than \$75,000	19%	18%
\$75,000 to less than \$100,000	17%	16%
\$100,000 to less than \$125,000	15%	14%
\$125,000 to less than 150,000	11%	10%
\$150,000 to less than \$200,000	5%	9%
\$200,000 to less than \$250,000	3%	2%
\$250,000 or more	2%	2%
Decline to answer	6%	5%

Appendix: Demographics (continued)

BASE: ALL QUALIFIED RESPONDENTS

Q434 Education

	Total 2014	Total 2016
<i>n=</i>	2,004	2,009
Never married	25%	20%
Married or civil union	55%	60%
Divorced	8%	9%
Separated	1%	1%
Widow/Widower	2%	2%
Living with partner	8%	8%



CEO Roundtable

*Creating Healthy Companies
and Communities*