



Talent Report: **What Workers Want in 2012**

Prepared for:

Net Impact

Prepared by:

John J. Heldrich Center for Workforce Development
Rutgers, The State University of New Jersey

Professor Cliff Zukin

Mark Szeltner



May 2012

Introduction

In early 2012, with a grant from the MacArthur Foundation,¹ Net Impact and the Heldrich Center for Workforce Development at Rutgers University partnered to conduct a survey on the career priorities around sustainability and making a positive impact at work, or “impact jobs.” Our goal was to examine the extent to which “impact jobs” are a priority present in people today, the role these priorities play in looking for and accepting jobs, and the extent to which the desire to make a contribution to society affects people’s choices, especially those made by those in the Millennial generation. The survey was designed to address the following questions:

In College and Graduate School

- How committed are today’s students to making a difference, specifically through their career?
- How does being able to make a contribution to a collective good rank in importance compared to other job attributes such as salary, job security, health benefits, having interesting work to do, job autonomy and responsibility, among others?

On the Job

- What are the most important attributes of employers to today’s workers? How important are “impact jobs”, values, and corporate responsibility and sustainability?
- Will employees make financial trade-offs to work in organizations that enable them to feel like they make a difference through their work?
- How do Millennials differ from the generational groups — Generation X and Baby Boomers — that came before them?

In order to answer these questions we surveyed four groups, stratified by age: (1) 431 current junior, senior or graduate students at a four-year college in the fall of 2011; (2) 807 **Millennial Workers** who graduated from a four-year college and who are currently employed full time; (3) 230 **GenerationX Workers** who graduated from a four-year college and are currently employed full time; (4) 258 **Baby Boomer Workers** who graduated from a four-year college and who are currently employed full time. The survey was conducted by Knowledge Networks, with an on-line probability sample between February 15 and 28, 2012.² This design allows us to look at generational differences in outlook, and to see how the value of corporate social responsibility exists in the country as a whole among college-educated workers — those with the most potential for leadership in the private, non-profit and governmental sectors. A thumbnail description of each age cohort follows.

¹ We are grateful to Edelman for their support with media outreach.

² See Appendix A for information on the methodology. Appendix A also features the full text of the response categories referenced in the figures in this report.

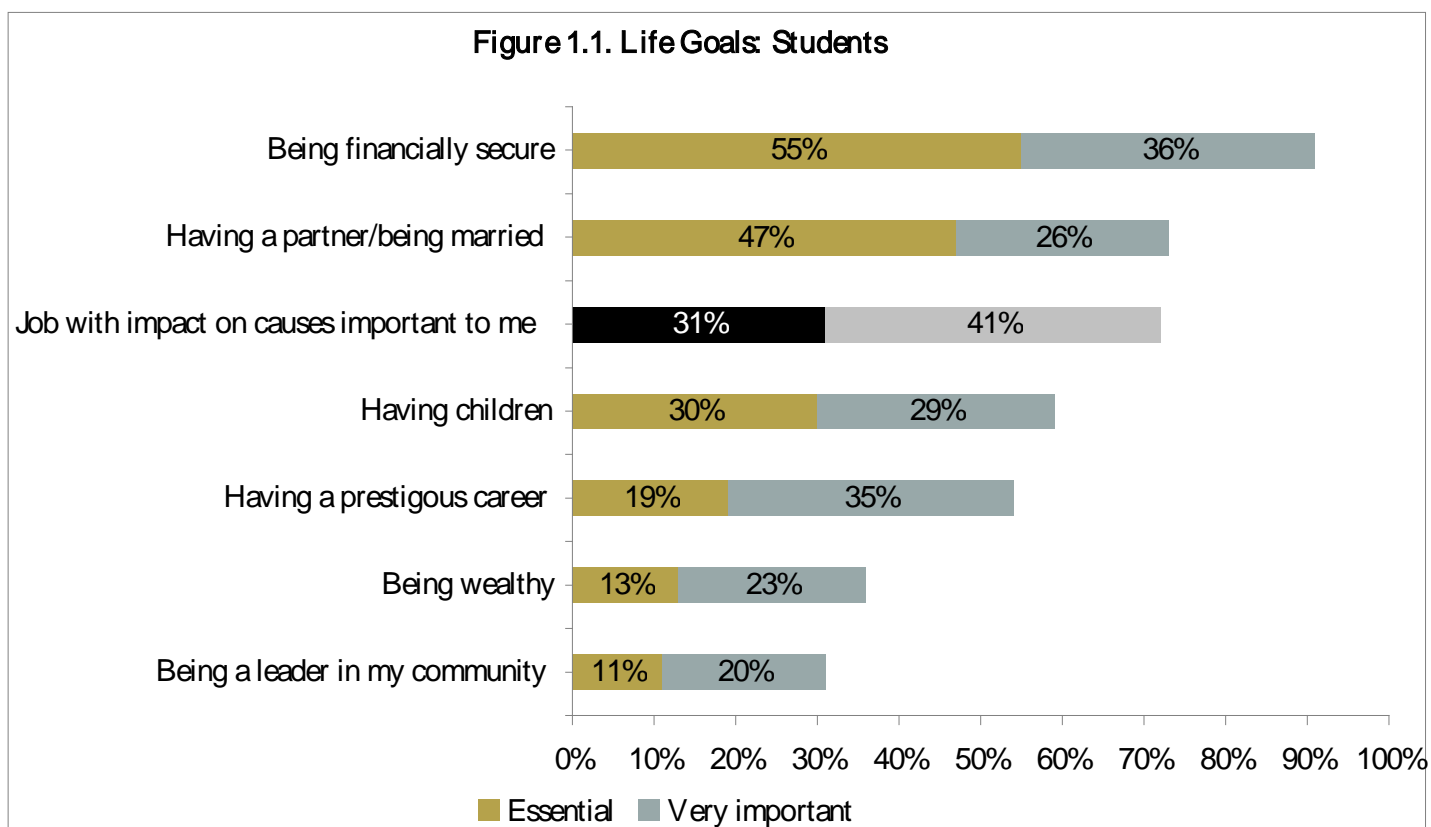
- **Baby Boomers**, defined as those between 49 and 65 at the time of the survey, now make up the oldest cohort of the workforce. This group was parented by prosperity, and shares a presumption of entitlement to their world view. Shaping political experiences were the Civil Rights movement, Viet Nam, and Watergate, not to mention rock music, drugs and the sexual revolution. The Boomer cohort has always been big enough to force the culture to adapt to them. For years they have dictated politics and culture by their sheer number in a market-driven economy, and policy to the degree they have had a coherent outlook.
- **Generation X**, or Xers, comprises those between 33 and 48, at the time of the survey. This group's formative experiences were framed by familial and financial insecurity. They grew up amidst rising rates of divorce and recession. Where the sexual revolution of the Boomers brought free expression and experimentation, the threat of AIDS brought Xers fear and caution. During adolescence and early adulthood, their political world view was shaped by, well, pretty much nothing. Described as "slackers," and scorned for a world view that begins and ends with themselves, even their moniker is about something that never happened.
- **Millennials**, defined as those between 21 and 32 in this study, are much more like Boomers than Xers. They grew up as an affirmed generation, with a re-focus on the family, and are generally thought of as having high self-esteem and self-confidence. They are racially and ethnically diverse and tolerant of a variety of lifestyles. They are occasionally called Generation Y, or Millennials, because one of their defining characteristics is having come of age along with the Internet. Information has always been virtually costless and universally available to them; technology cheap and easily mastered; community as much a digital place of common interest as a shared physical space. They may also be self-centered as a generation, defined a bit by the technology of iPods & iPhones, My Space and YouTube.

There are three sections in this report. The first focuses on college students. It examines their life goals, expectations of coming onto the job market, what attributes they find desirable in jobs, and the sectors of the economy they would like to work in. An emphasis of this section is on the role "impact jobs" plays in students' job desires and expectations. The second section focuses on the work force, looking first at the life goals for the three generational cohorts. It goes on to look first at overall job satisfaction, then components of job satisfaction, and then what they would look like in an ideal job. It also examines job tradeoffs — what they might be willing to give up in salary for other benefits including "impact jobs," having a better balance between work and family life, or working for an innovative company. The final section looks at how different generations participate, their civic values, and an assortment of attitudes.

1. University Students³

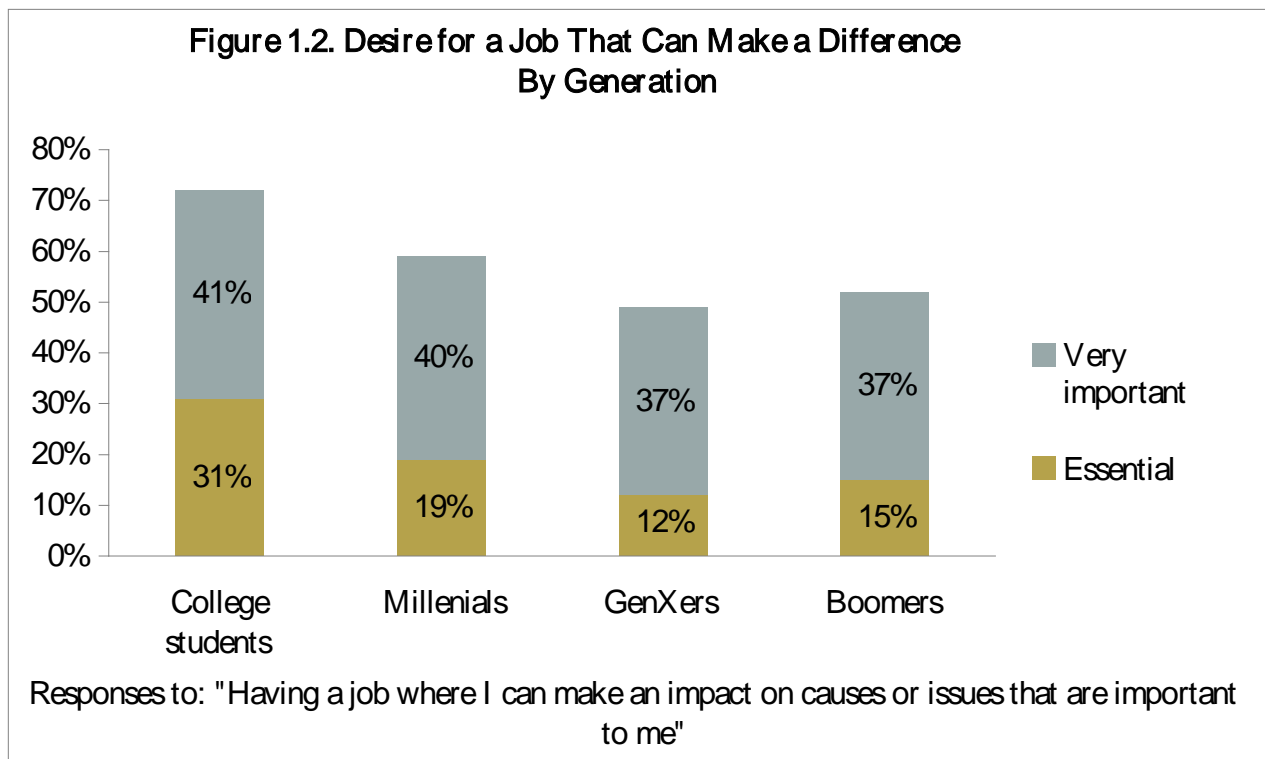
LIFE GOALS

Having a job where they can make an impact on causes and issues that are important to them is something the vast majority of undergraduate and graduate students want out of their work life. Seven-in-ten say this is “very important” to them, including 31 percent who say it is “essential.” At this point in their lives, the same number say having a job where they can make a difference and having children is essential to them. Having an impact on important issues through their work comes behind the goals of being financially secure and having a partner/being married, but is far more important to them than having a prestigious career, being wealthy and being a leader in their communities. It is interesting to note that this cohort of university graduates, who started college amidst the Great Recession, choose “being financially secure” as their top life goal. Additionally, women are about 10 percentage points higher than men in wanting a job with impact.



³ University students refers to the those who were juniors, seniors or graduate students in four year institutions of higher education during the Fall of 2011. We are using the terms *university* and *college* students interchangeably in this chapter.

The desire for a job with impact is stronger in college students than for those currently in the workforce, no matter which generation they are from. The percentage rating this goal as very important drops from 72 percent of students to 59 percent of Millennials in the workforce, and then to 49 percent of GenXers and 52 percent of Baby Boomers. About one-fifth of working Millennials say it is essential to them to be able to make an impact on causes and issues that are important to them through their work life. Slightly fewer Xers (12 percent) and Boomers (15 percent) voice similar feelings. From the data collected in this survey, it is not possible to determine if university students have a greater desire to make a difference than other generations or if this value declines when people enter the workforce. However, evidence from other studies, as well as the difficulty this generation faces in entering the labor market suggests the latter explanation is likely to be the stronger one.



Most university students — 65 percent — expect to be able to make some positive social or environmental difference through their work, although they are divided about how quickly this may occur. Some 37 percent feel this is something they will be able to do in the first five years of their work life, while the other 28 percent do not think this is a realistic goal in the first five years of their career. The predominant reason given by those who feel they will have to wait is that they need to get their career established before they can make a contribution (65 percent), followed by those who think that they will not have the necessary skills or experience to make a contribution (58 percent) at the beginning of their careers.

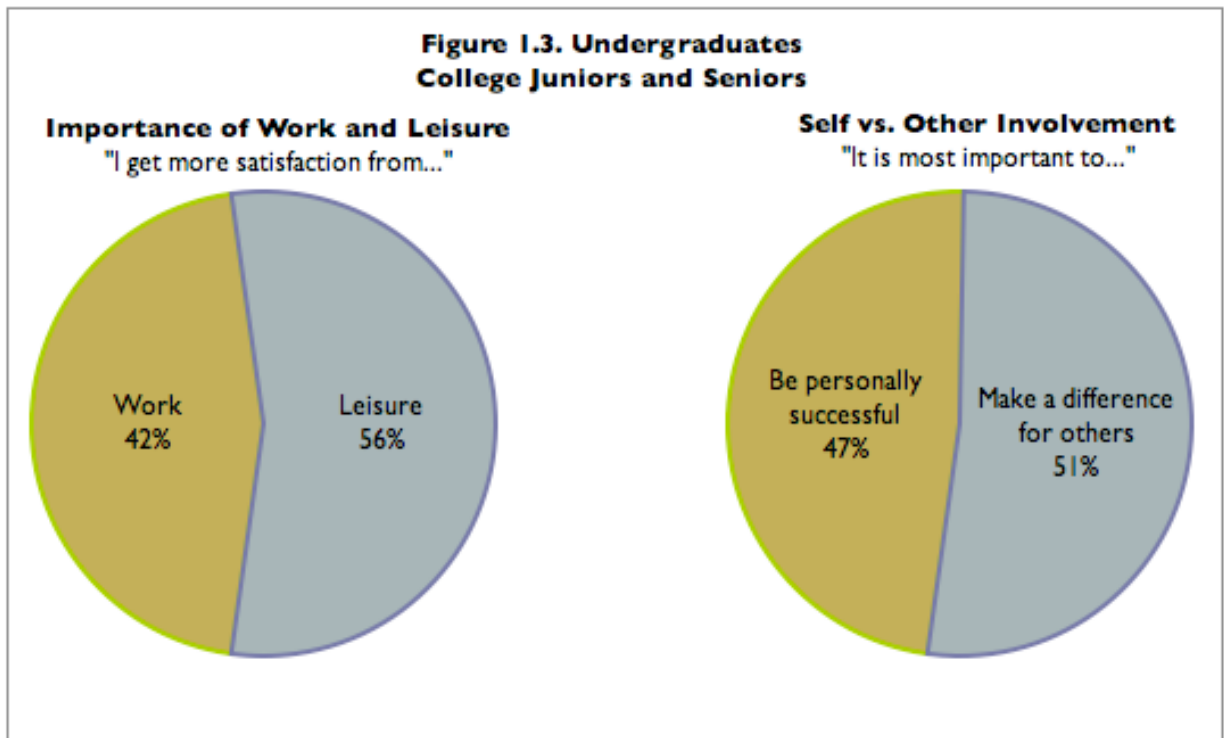
Current college undergraduates (juniors and seniors) appear to be split on two other work-related life goals asked about in the survey. First, they are somewhat divided about whether they get more satisfaction from the work that they do (42 percent), or from their hobbies and leisure time activities

(56 percent). Among Millennials in the workforce, however, leisure trumps work by a much larger margin of 68 percent to 31 percent. GenXers and Baby Boomers get more satisfaction from leisure than work by a margin of about 60 percent to 40 percent.

Table 1.1. Students: Why do you think you will have to wait (to make positive social/environmental impact)?

Need to get career established first	65%
Don't have the necessary skills or experience	58%
Have financial obligations to fulfill	33%
Don't know enough	21%
Won't be able to do it where I work at the beginning of my career	17%
Not a high priority	10%

**Includes only those who responded with "Yes, later (6+years)" in C10; N=133*



Second, the survey asked if it is more important for people to be **personally successful** or to **make a difference for others**. Undergraduates slightly tilt to the other-directed side, by a margin of 51 to 47 percent. Millennials in the workforce are evenly divided with 49 percent choosing each value. **The number of young people choosing altruism, however, is actually low when put in the context of other generations.** Selflessness trumps self-satisfaction in GenXers by a margin of 58 to 39 percent, and is even more pronounced among Baby Boomers, where 67 percent choose making a difference for others to 32 percent choosing personal success. Among all generations in the work force, those working for either non-profit organizations or government choose helping others over achieving personal success by a margin of 3 to 1. And more of those working for small businesses are externally than internally directed by a margin of 59 to 38 percent. Quite the reverse is true of those working for large companies. Among this group, 60 percent say it is more important for them to be personally successful, compared to just 39 percent who say it is more important to make a difference for others. Women are again about 10 percentage points more likely than men to choose making a difference for others than being personally successful in each generation of respondents.

Table 1.2

	I get more satisfaction...		It is more important to be successful...	
	From work	From leisure	For me personally	For others
By Generation				
<i>Undergraduates</i>	42%	56%	47%	51%
<i>All college students</i>	46%	52%	44%	54%
<i>Millenials</i>	31%	68%	49%	49%
<i>GenXers</i>	38%	59%	39%	58%
<i>Baby Boomers</i>	41%	59%	32%	67%
By Sector				
<i>Non-Profit</i>	46%	54%	26%	74%
<i>Government</i>	47%	54%	24%	75%
<i>Large Company</i>	27%	72%	60%	39%
<i>Small Business</i>	33%	63%	39%	59%

By Gender & Generation

<i>Millennial Males</i>	26%	73%	54%	44%
<i>Millennial Females</i>	36%	63%	45%	54%
<i>GenX & Boomer Males</i>	36%	63%	40%	59%
<i>GenX & Boomer Females</i>	44%	53%	30%	57%

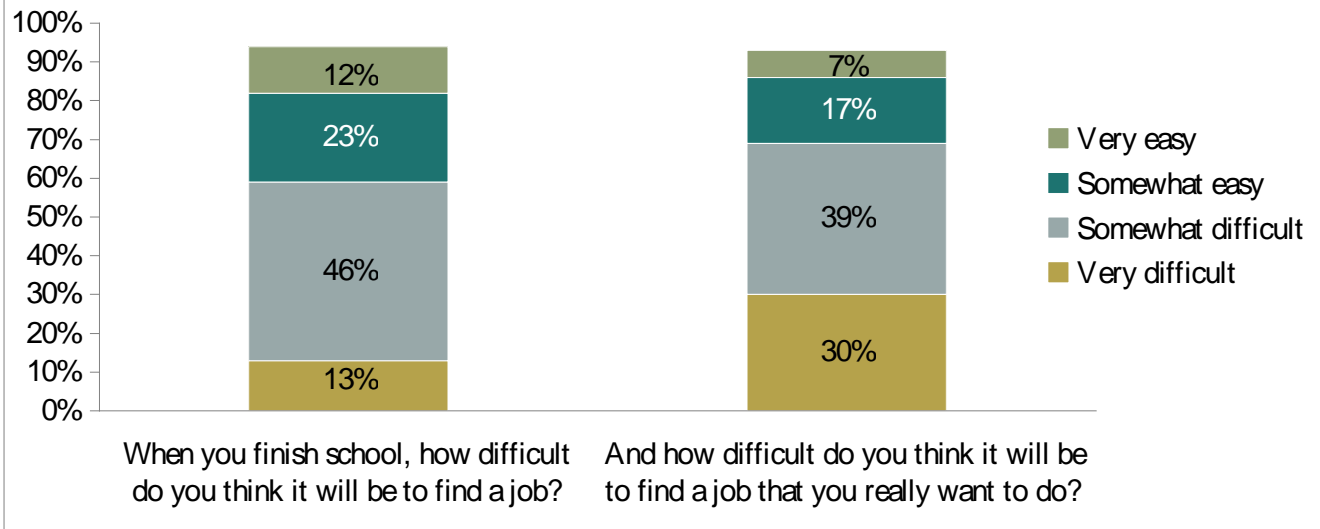
There are also some important differences by both employment sector and gender between the satisfaction people derive between work and leisure, displayed in Table 1.2. Those in the governmental and non-profits sectors get relatively more satisfaction from work than do those in the private sector. The difference between those choosing leisure over work satisfaction is eleven percentage points (55 leisure - 44 work) for those in government, and eight points for those in the non-profit world. This gap shoots up to 30 points for those working for small businesses and 45 points (72 leisure - 27 work) for those working for large companies. Women are about 10 percentage points more likely than men to derive satisfaction from work activities. Sixty-three percent of Millennial females say they get more satisfaction from leisure than work, compared to 73 percent of Millennial males; 53 percent of combined Xer and Boomer women get more satisfaction from leisure, compared to 63 percent of their male counterparts.

COMING OUT OF SCHOOL

Undergraduates are under no illusions about how difficult it will be to find a job when they graduate into an economy where unemployment is close to nine percent. Just one in ten thinks it is going to be “very easy” to find a job, and only another 23 percent say it will be “somewhat easy.” Nearly half — 46 percent — say finding a job will be “somewhat difficult,” with another 13 percent believing that it will be “very difficult.” When a follow up question is posed asking how difficult it will be to find a job they **really want to do**, just under a quarter think it will be either very or somewhat easy, 39 percent say somewhat difficult, and the percentage saying it will be **very** difficult jumps to one-third of all juniors and seniors. Likewise, university students do not expect to have much in the way of a choice between jobs: 28 percent expect no choice, having to take the first job that comes along. Many — 43 percent — expect they might have a limited choice, perhaps between two offers. **Just 15 percent believe they will have a lot of choice in jobs when they graduate college**, with the balance expressing no opinion.

Not only do they have slim job prospects, but most students are coming out of college with substantial debt. **Two thirds** of the undergraduates and three quarters of the graduate students surveyed say they expect to owe money for school or other reasons when they finish. Moreover the median debt is substantial, which could also curtail job choices as students may need to take jobs that allow them to pay off their loans. The median debt for those juniors and seniors saying they will owe money is \$25,000; the median debt for graduate students is a staggering \$60,000.

**Figure 1.4. Undergraduates
College Juniors and Seniors**

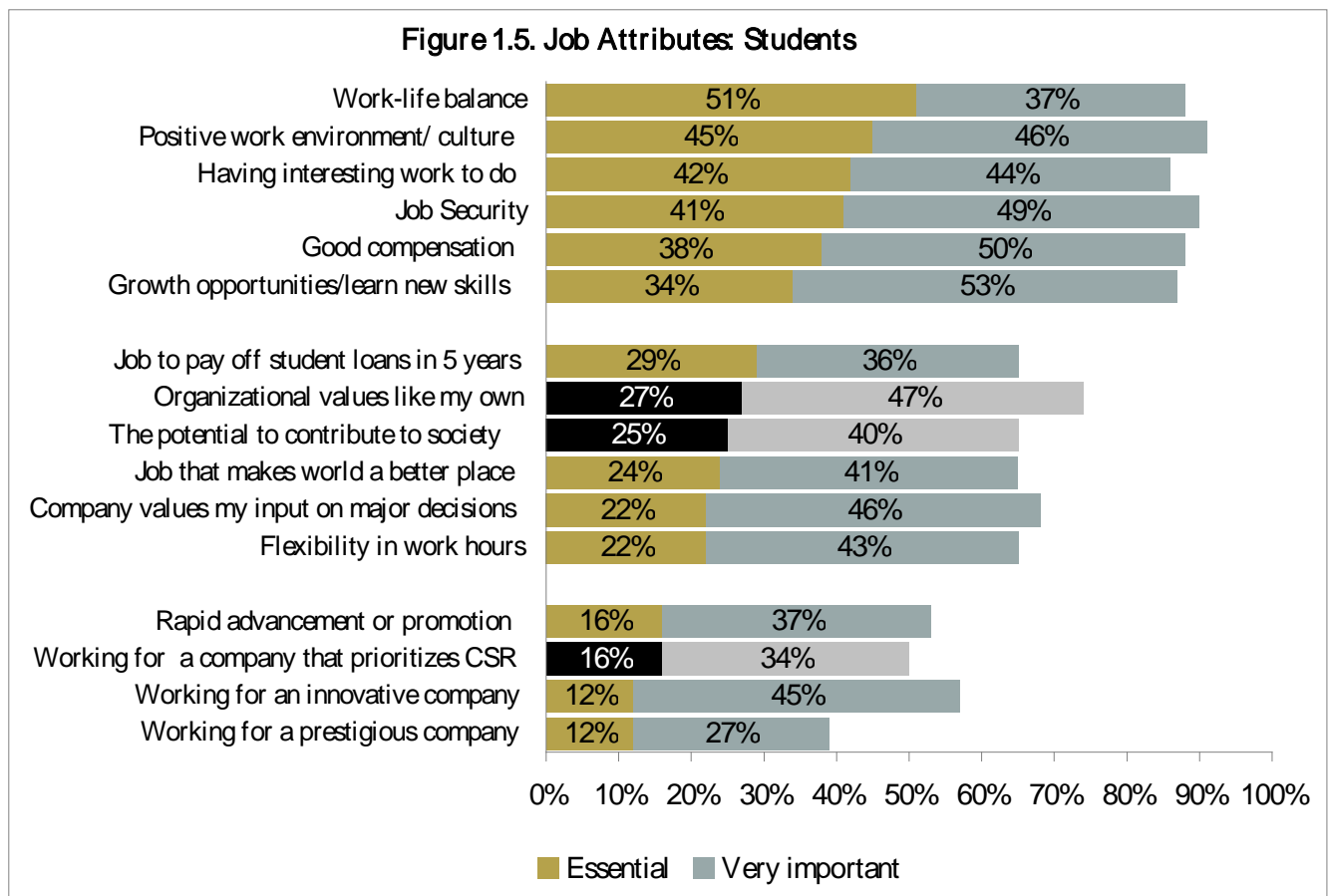


DESIRED JOB ATTRIBUTES

The survey asked students, both undergraduate and graduate, to rate the importance of 16 job attributes as either “essential,” “very important,” “somewhat important,” or “not at all important” (or not relevant to them). These are shown graphically in Figure 5. The items are sorted by the number rating each as essential.

The 16 items generally fall into three clumps. Six items fall into the first grouping, where between 86 and 91 rate each as at least very important in thinking about their ideal job. Further segmenting these by the percentage saying each is **essential** reveals two paramount items to college students: having “a balance between work and other areas of life,” and having “a positive work environment or culture.” Taken together, these two items would seem to argue that emerging students will value positions where they are **comfortable** as a main state of employment.

Slightly below these two paramount values are having “interesting work to do,” “good compensation” (in salary and benefits), and somewhat surprisingly, “job security.” Indeed, the inclusion of this last item as a penultimate value seems to highlight the imprint of the Great Recession on those now in college. While no comparable data are available to test the notion, it seems unusual for those in their early 20s to so highly value job security given how self-confident and entrepreneurial the Millennial generation has seemed to be. **It may well be that today’s university students are the follow-up to the Millennial generation, and may more closely resemble the GenX generation, which came of age in a climate of economic insecurity.** The trailing item in this first clump is the ability to learn new skills and grow on the job — deemed at least very important by 87 percent, but essential to just 34 percent.



Another six items comprise the second clump, and it is here that the “impact job” items are prominent. Two thirds (65 percent) each said that “the potential to contribute to society” and “a job that will make the world a better place” is very important to them, with about one in four deeming this to be essential. Roughly the same number endorsed a job with a “a company that will value my opinion and seek my input on major decisions,” and slightly more (74 percent) feel it is very important to work “for an organization or company whose values are like my own,” with one-quarter saying this is essential. Also in this clump are “flexibility in work hours,” and having a job that will allow workers to “pay off my

student loans.” About 30 percent say it is essential they take a job that will allow them to pay off their student loans, which may constrain the types of jobs they feel they are able to accept.

The final group, of the lowest importance to university students, contains some items often thought to be characteristics of the confident, entrepreneurial Millennials. This includes working for “a prestigious company,” “opportunities for rapid advancement,” “working for a company that is innovative,” and finally working for a company that “makes social and environmental responsibility” a top priority. Just between 12 and 16 percent rated each of these four items as something that is essential to their ideal job.

After rating the 16 individual items, survey respondents were asked to pick the top three out of all those they had rated as “essential.” As can be seen in Table 1.3, it is the bread and butter items that rise to the top of the most important job characteristics. About 40 percent each picked financial compensation and job security as most important on one of their three answers. This was followed by the 33 percent who ranked having a balance between work and other areas of life as a top value, and then by 29 percent who put having a positive work environment or culture at the top of their “must haves.” Nothing else cracked the 20 percent mark as a top value.

Because it may be easy to pay lip service to endorse a particular value without an offsetting cost, college students were asked about six values in the form of a tradeoff—whether they would be willing to earn a lower salary by 15 percent from what they would otherwise get in order to get any of the values listed in Figure 1.6.

Table 1.3. Top Three Elements in Desired Jobs

Good compensation	43%
Job security	38%
Having a balance between work and other areas of life	33%
Having a positive work environment/ culture	29%
The ability to grow and learn new skills	19%
Flexibility in work hours	15%
Having interesting work to do	15%
A job that will make the world a better place	14%
A job that will allow me to pay off my student loans within the next few years	14%
The potential to contribute to society	11%
Working for an organization or company whose values are like my own	8%
Working for a company that prioritizes social and environmental responsibility	7%

Opportunities for rapid advancement or promotion in the next few years	6%
A company that will value my opinion and seek my input on major decisions	6%
Working for a prestigious company or organization	2%
Working for a company that is innovative	1%

Overall, the ranking of values is quite consistent with earlier responses. At the top is “having a better balance between work and other areas of life,” with almost three-quarters willing to sacrifice 15 percent of their salary in order to achieve. Over half — 58 percent — say they are willing to accept less pay in order to work for an organization that shares their values, and 45 percent say they would give up 15 percent to have a job that seeks to make a social or environmental difference in the world. This group comprises 39 percent of undergraduates and 58 percent of those in graduate school. Fewer would give up 15 percent of their salary to work for an innovative company (40 percent), have a job in a company committed to corporate/ environmental responsibility (35 percent), or would take less in salary in order to have a job that starts with more responsibility (34 percent).



Table 1.4. Please indicate how you feel about a next job working in each of the following types of organizations

	Government: national, state, or local	A large company/ for-profit business	A small company/ for-profit business	A non-profit organization
First choice	22%	16%	11%	6%
Would like	32%	45%	52%	33%
Unexcited, but would consider	28%	26%	23%	36%
Would not consider	8%	4%	6%	15%
No opinion	8%	8%	8%	10%
Total	98%	99%	100%	100%

University students appear willing to consider jobs in a variety of sectors. When asked how they would feel about working for four different types of organizations, barely over half expressed a first choice. (See Table 1.4) Taking all preferences into account, the private sector has a greater allure for students than does government or the non-profit world. Overall, 63 percent say feel they would like to work for a small business/for-profit company or have it as their top choice. Similarly, 61 percent are interested in a large for-profit company. The number saying they would like to work for any level of government declines to 54 percent, however it is worth noting that **government** received the most “first choice” votes, at 22 percent. Finally, just 39 percent say they would like to work for a non-profit organization, with only six percent deeming this their top choice.⁴ There is a significant gender difference in preferences for the non-profit sector. Fully half of women believe they would like a career in the non-profit world or have it as their top choice, compared to just one-quarter of men. Women are more likely than men to say they know what they want to do when they finish school by a margin of 69 to 56 percent. Finally, just 17 percent say they would like to start their own company or non-profit organization in the next five years.

⁴ Follow up open-ended questions were asked about top choices (**In a few words, what is the most important reason why [government /a big business /a small company/ a non-profit organization] is your first choice?**), and for those who said they would not consider a job in either the non-profit sector or working for a large, for-profit company. These **verbatim** answers may be found in Appendix B.

2. The Workforce

LIFE GOALS

Those in the workforce have similar life priorities, regardless of which generation they are from. Financial security tops the list, as it did among college students, with almost everyone (95 percent) saying it is very important, and fully 55 percent describing it as **essential** to their overall happiness. It is speculation in the absence of data from an earlier time, but it may well be that the experience of the Great Recession that began around 2007 has had a strong imprint on the desire of people for economic certainty on even young people. Having a partner/being married again ranks second in the list of values. Having a job that enables them to affect issues that are important to them ranks with having children; two-thirds say each of these is essential or very important to them, although slightly more say that having children is essential to their happiness. Trailing far below again are the goals of having a prestigious career, being wealthy, and being a leader in one's community.

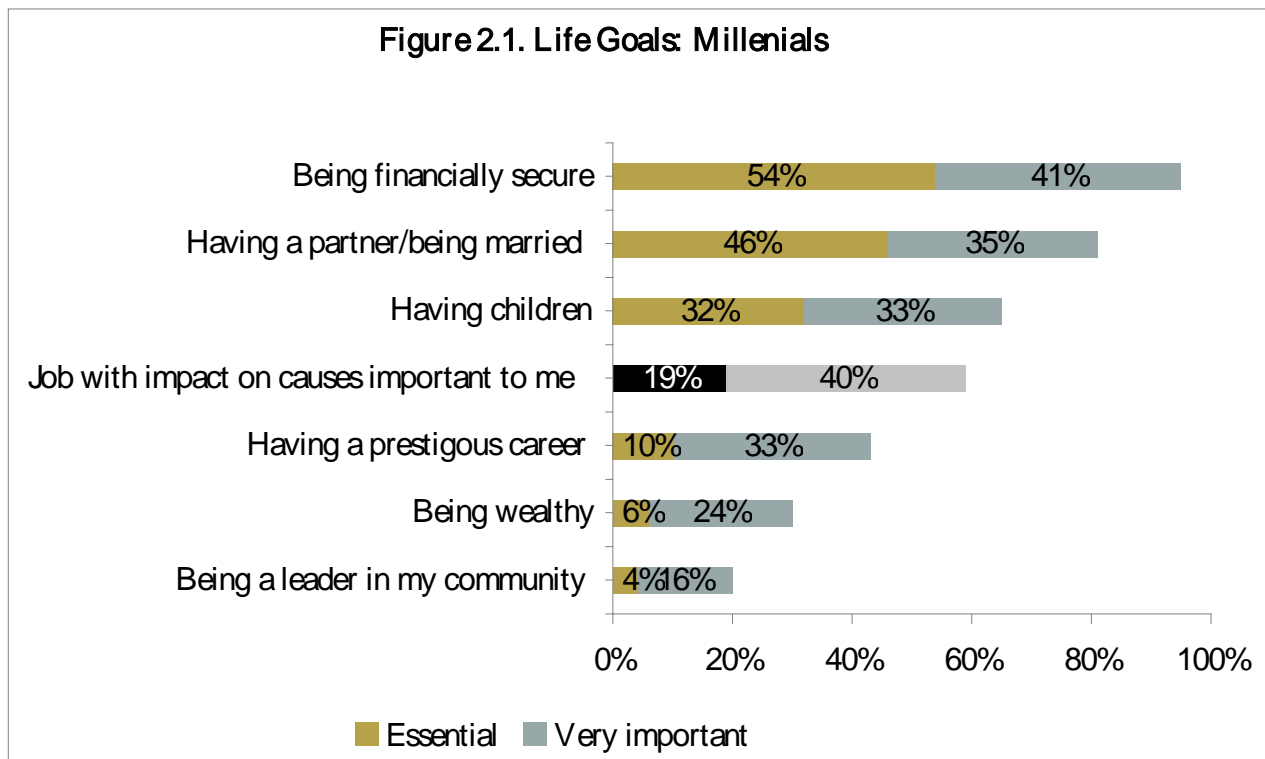


Figure 2.2 presents the answers of each of the four generational groups to the seven life-goal items. There are a number of observations that can be made from this array of data.

- First, there's great similarity among generations in the rankings of life goals from 1 to 7.
- Second, the generations are quite similar in three of these life values: financial security, having a partner, and having children.

- Third, there is a substantial difference between Millennials and college students on one hand and GenXers and Baby Boomers on the other in the remaining four: having a prestigious career, being wealthy, having a job they can make an impact, and being a community leader. In each of these cases the younger cohorts are more likely to say it is something that is very important to them. Whether that indicates youthful optimism on “having it all” or differences in generational priorities is difficult to assess.
- Fourth, Millennials are slightly higher (59 percent) than Xers (49 percent) and Boomers (52 percent) in the percentage saying having a job where they can make an impact is **very important** to them; there is a substantial drop in the percentage saying it is **essential** to make an impact in their job between students (31 percent) and Millennials in the workforce (19 percent), perhaps reflecting how aspirations in college may be adjusted when starting in the workforce.
- Finally, as a note of interest, those wanting to have a job that makes an impact also score higher than others in wanting to take on a leadership position in their community.

JOB SATISFACTION

Those with jobs were asked a number of questions including: how far along their career track they are, their overall job satisfaction, the importance of 16 different attributes to job satisfaction, and then how satisfied they are with each attribute they rated as either essential or very important. Four-in-ten Millennials report being firmly on their desired career path; a like amount believe they are in jobs that will lead to a career path, and 20 percent say they are not on the way to a career in their current job—it’s just something to get them by. The figures for the two groups of older workers are higher, as expected.⁵ In fact, there’s a split in the Millennials with the passage of time. One-third of those age 22 to 26 say they are on a career track; the figure is 10 percentage points higher among those 27 to 32.

Taken as a whole, 73 percent of all workers say they are satisfied with their jobs, with 39 percent reporting they are “very satisfied,” and 44 percent “somewhat satisfied.” Just 18 percent say they are either “very dissatisfied” (5 percent) or “somewhat dissatisfied” (13 percent). At this point in their careers, Millennials are less satisfied with their jobs than either GenXers or Baby Boomers. Just 31 percent say they are “very satisfied” with their job, compared to 39 percent of Xers and 44 percent of Boomers. (See Figure 2.3) And, while only about 15 percent of the older generations say they are dissatisfied with their job, one-quarter of Millennials are unhappy with their work life. Among the Millennial workers there is a modicum of difference in overall satisfaction by job sector.

⁵ Interested readers should consult Appendix A for the exact figures.

Figure 2.2. Life Goals: All Generations

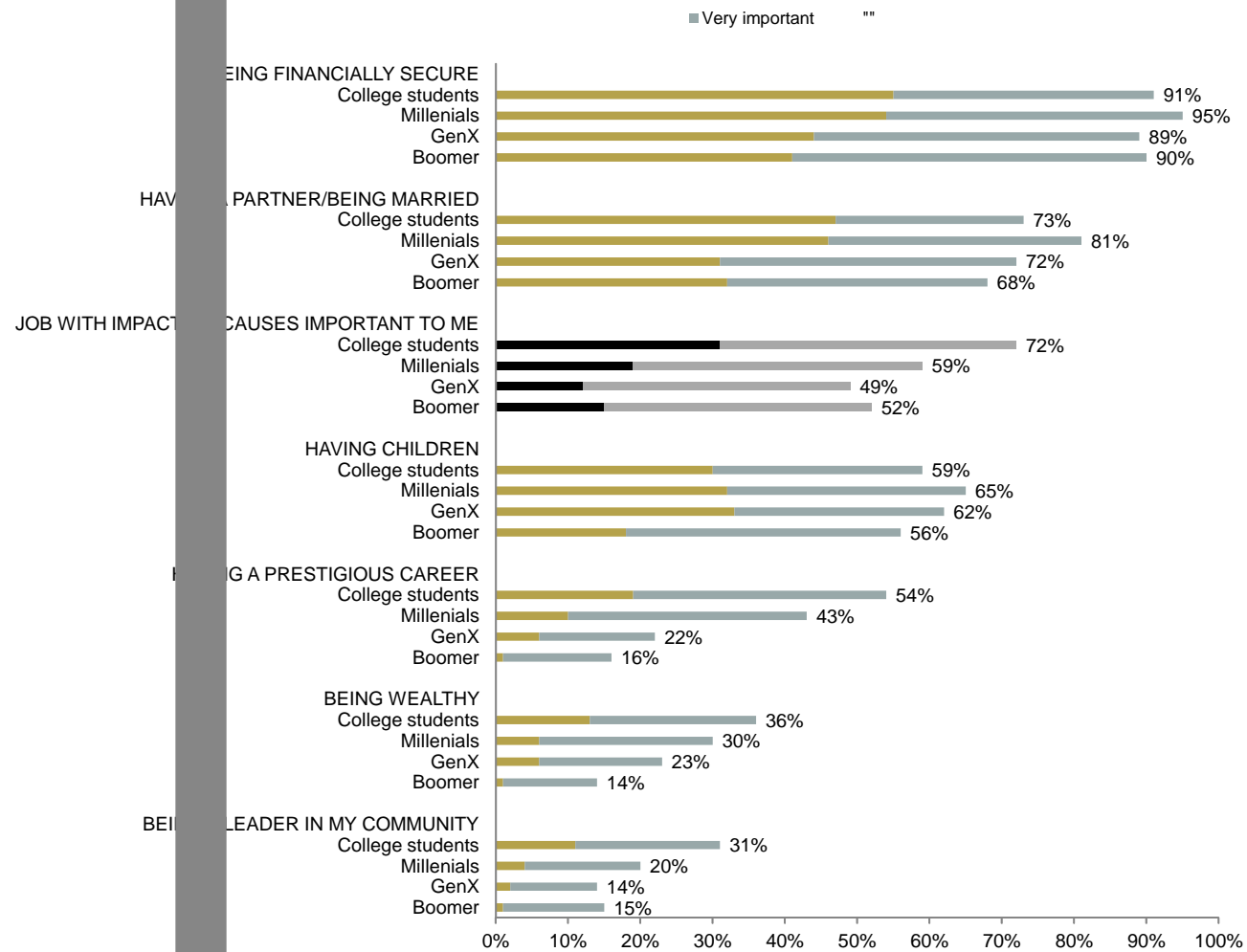


Figure 2.3. Overall Job Satisfaction by Generation

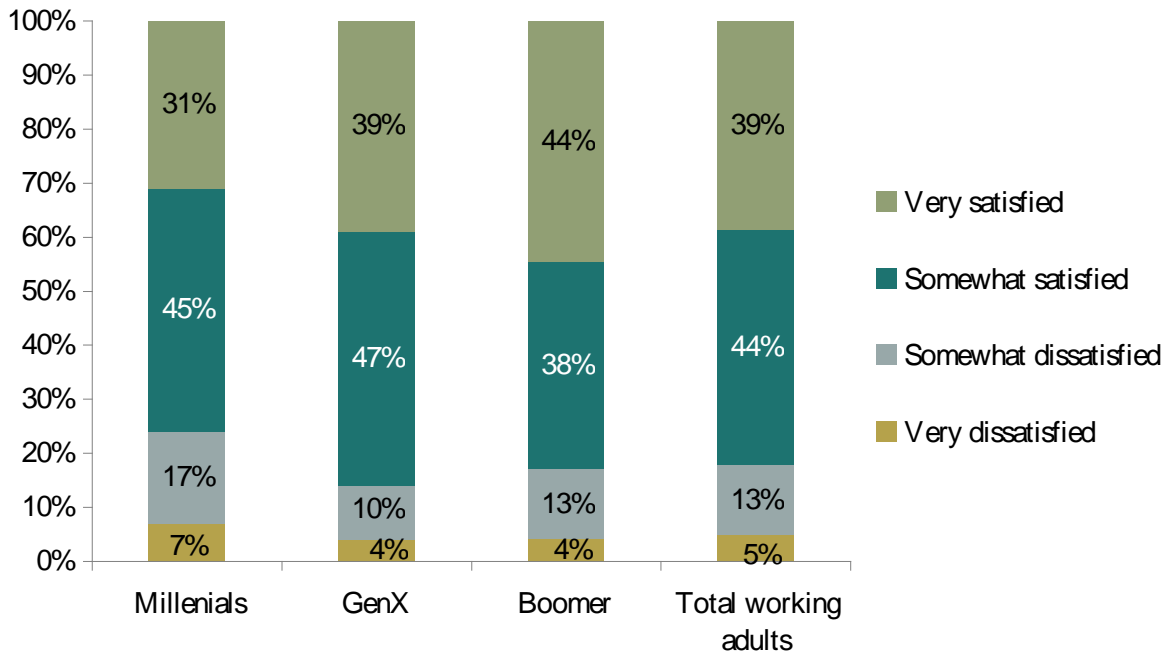
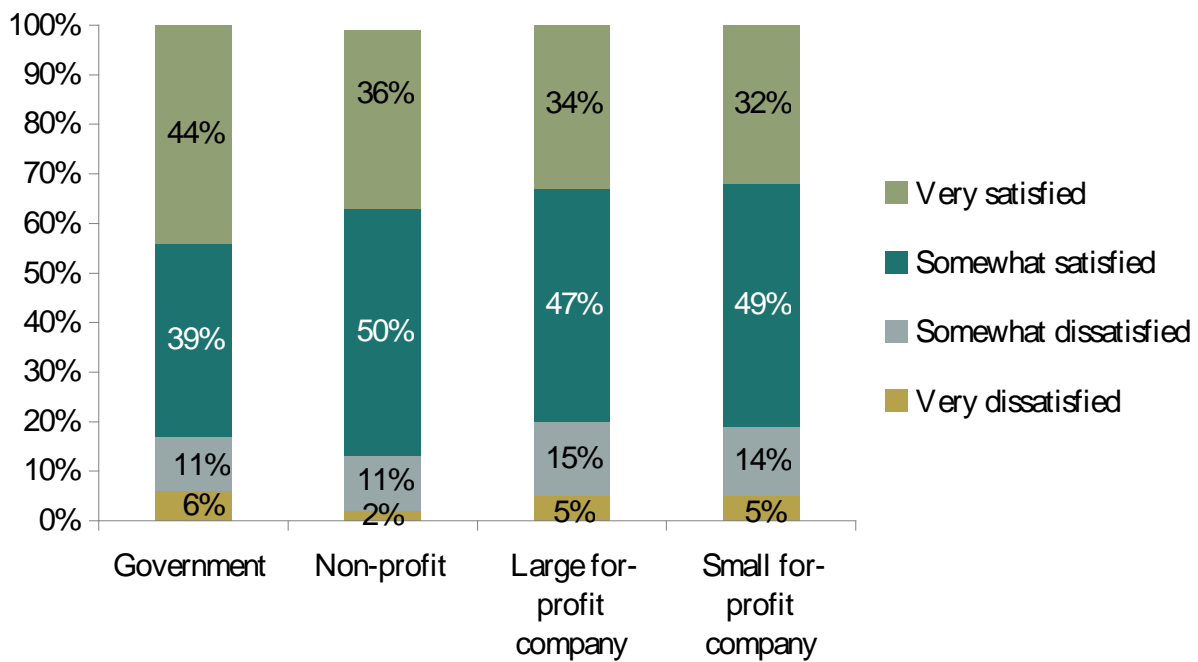


Figure 2.4. Overall Job Satisfaction By Career Sector of All Workers



A comparison of all working adults by job sector — those working in government, large companies, small businesses, and non-profits — reveals only slight differences in overall job satisfaction. However, there are greater differences when examining the proportion of each who say they are **very** satisfied. Forty four percent of government and 36 percent of those working in the non-profit sector say they are very satisfied with their jobs, compared to 34 of those working in small businesses and 32 percent working in large corporations.

Having an “impact job” has a direct relationship with overall job satisfaction. More of those who have opportunities to make a social or environmental contribution through their jobs are very satisfied with their work than those who do not have such opportunity. As the top row of data in Table 2.1 show, 55 percent of all workers say they have an opportunity to make a societal or environmental improvement through work, and 45 percent do not. Among those workers who say they an **Impact Job**, half (49 percent) say they are *very* satisfied with their job, compared to just a quarter of those who say they do not have this opportunity at work. Whereas just 10 percent of those who have an opportunity to make a social or environmental contribution at work say they are dissatisfied, 28 percent of those who do not have an opportunity to make a contribution say they are dissatisfied with their jobs.

Table 2.1. Opportunity to make a societal contribution at work and job satisfaction

	All Workers		
	Yes	No	Total
Opportunity for societal contribution at work?	55%	45%	100%
	-1%	-1%	
	Of those saying "Yes"	Of those saying "No"	
Job satisfaction			
Very satisfied	49%	26%	
Somewhat satisfied	42%	46%	
Dissatisfied	10%	28%	
Total	101%	100%	

Table 2.2 incorporates a follow-up question asked of respondents. Those with “impact jobs” were asked “Is this something that is or is not important to you.” Those saying they did not have opportunities to

make an impact at their current job were asked if “(not) having an opportunity to make society better something you would like to have where you work now, or don’t care much about?” This leads to the four-fold job categorization presented in Table 2.2. Among all workers, **46 percent of those who both have and want the opportunity to make a difference at work are very satisfied with their jobs. For workers who don’t have that opportunity but want it, just 18 percent report being very satisfied with their jobs.** In between these extremes, 36 percent of those who have it but don’t necessarily value it are very satisfied with their jobs, and 27 percent who neither have nor want the opportunity are similarly satisfied. The figures for Millennials (not shown here) follow this pattern to a very high degree.

Table 2.2. Job satisfaction under conditions of having and wanting a job that makes a difference

	Job satisfaction			Total
	Very satisfied	Somewhat satisfied	Dissatisfied	
	All Workers			
Has and cares about opportunities	46%	42%	12%	100%
Has but doesn’t care about opportunities	36%	54%	10%	100%
Doesn’t have but doesn’t care about opportunities	27%	44%	29%	100%
Doesn’t have but wants opportunities	18%	48%	34%	100%

The relationship between having an impact job and job satisfaction is reinforced by examining individuals who have jobs where they are directly involved in jobs where they practice environmental sustainability, corporate social responsibility, or civic participation. In general, they are about 15 percentage points more likely to be more satisfied with their job. As can be seen in Figure 2.4a, 45 percent of all workers who worked directly on a product making a social or environmental impact reported being **very satisfied** with their jobs, compared to 29 percent of those who did not do such work.⁶ Similar numbers pertain to those who have provided input to their workplace on issues of sustainability and/or corporate responsibility. Forty five percent of those who weighed in on this topic at work are **very satisfied** with their jobs, compared to 32 percent of those not doing so. The numbers are similar for those taking part in company-centered volunteer activity. Finally, those who contributed to a “green team” or other environmental effort are slightly more likely to be **very satisfied** with their jobs than those who have not, by a margin of 40 to 34 percentage points.



⁶ The questions read: In the last 12 months have you...

- Volunteered with your company or co-workers
- Worked directly on a product/service that has a positive social or environmental impact
- Contributed to a company “green team” or other environmental effort
- Provided input on sustainability/corporate responsibility issues

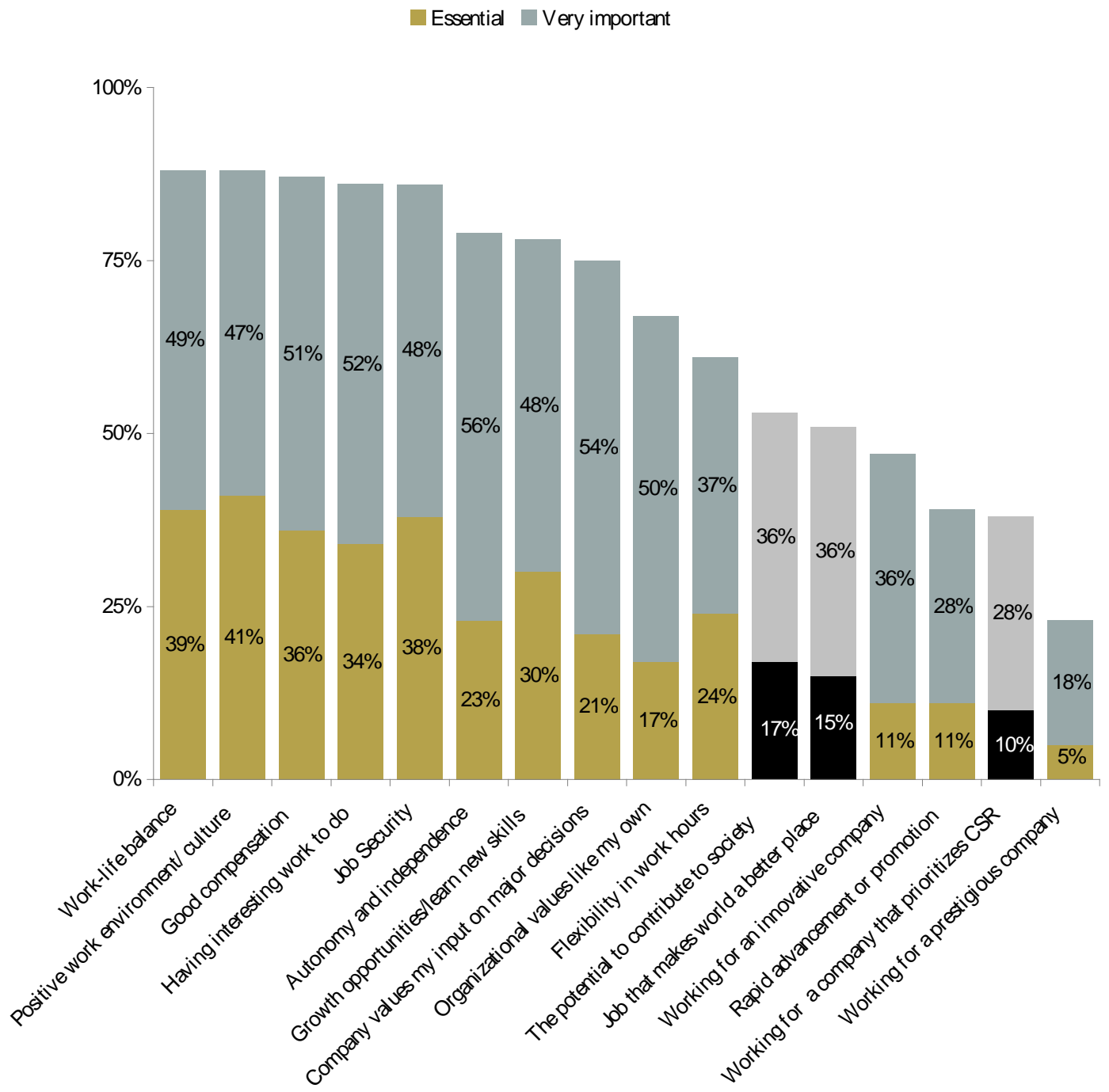
WHAT'S MOST IMPORTANT IN A JOB?

With regard to basic values of what makes a job good, there is substantial agreement among workers, regardless of generation.⁷ **In an essential finding, it is comfort and fit that make a job most rewarding in 2012; finding a comfortable balance between work life and non-work life is now a societal, consensual value.** Working in a positive or supportive organizational culture is a close twin. These two items are followed very closely by the basic economic elements of salary and job security. The last item in this defining cluster is having interesting work to do. These “core” five are the only items classified as essential by at least one-third of workers.

Next, as was true of university students, come items that workers would like to have, but their absence might not be enough of a problem to prevent them from taking a job. Items nestled here include having autonomy and independence, the ability to grow and learn new skills, a company that will value their opinion, and working for an organization with similar values to their own. Quite close are the items are “the potential to contribute to society,” and “a job that will make the world a better place.” Of lesser importance are opportunities for rapid advancement, working for a prestigious company, working for company that practices social/environmental responsibility, and working for a company that is innovative.

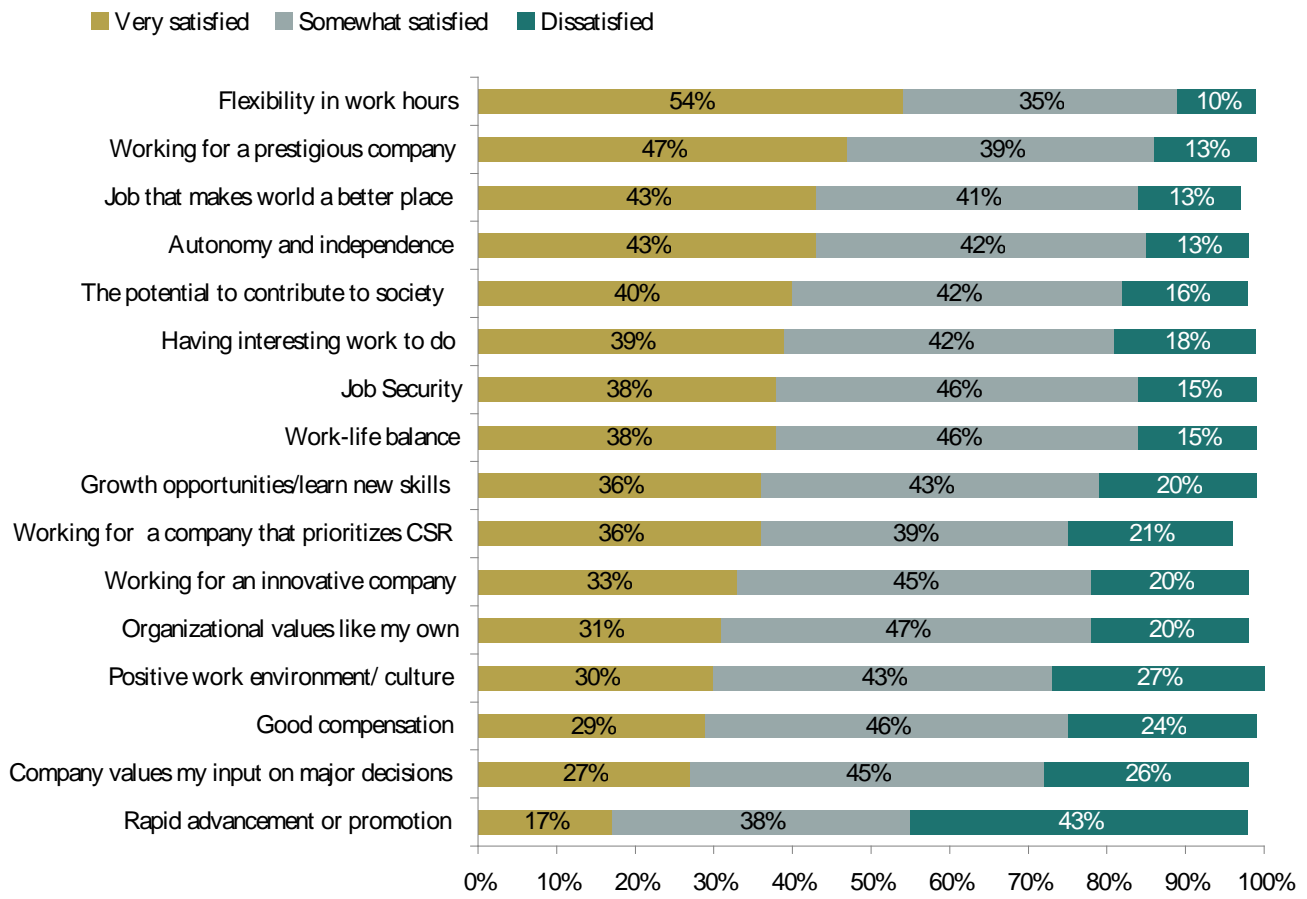
⁷ Data for each generation is presented separately in Appendix A.

Figure 2.5. Importance of Job Attributes
All Working Adults



Those judging an attribute to be either essential or very important to them were asked a follow-up question of how **satisfied** they were with the particular attribute at work. These answers are displayed in Figure 2.6a. Most of the sample of college-educated workers are well satisfied with the flexibility in work hours that comes with their job — in fact this is the only item in the list where a majority report being **very** satisfied. Other areas of high satisfaction are working for a prestigious company (among those for whom this is important), and two items associated with “Impact Jobs”: having a job that makes the world a better place (43 percent very satisfied) and having a job that allows them to make a contribution to society (40 percent). These rank with having autonomy and independence at work, having interesting work to do, having job security and having a balance between work and family life. Satisfaction is relatively low with having a comfortable working environment, compensation, working for a place that values their employees’ opinions, and is the absolute lowest with opportunities for advancement among all of those in the work force.

**Figure 2.6a. Satisfaction with Job Attributes
Working Adults***



* Data based on respondents saying each value was either "Essential" or "Very important" to them. "Not relevant" answers not shown in figure.

The list of attributes is further sorted by generation according to the key of the percent of “very satisfied” responses given by Millennials in Table 2.6b. Different lengths of the left-hand bars show different amounts of satisfaction for the various generations. It is apparent that Millennials are less satisfied with pretty much every item. For example, while Millennials show the most relative satisfaction with flexibility in work hours among all the traits asked about, just 40 percent of Millennials say they are very satisfied with work hour flexibility, compared to 59 percent of both GenXers and Baby Boomers.

This pattern holds for a number of items in Figure 2.6b. After flex time, the next item is “working for a prestigious company or organization.” Given that this is not very important, there’s general satisfaction with it, but again Millennials trail other cohorts in satisfaction. One third of young workers are very satisfied in this case, as are 52 percent of Xers and 57 percent of Boomers. This also is the case with having autonomy at the job, having interesting work to do, work/life balance, working for a company that is innovative and the potential to contribute to society. Responses to another item **“working for a company that prioritizes social and environmental responsibility,” stand out because of the dramatic difference between Millennials and others. Here just 18 percent of Millennials report being very satisfied, compared to over 40 percent of Xers and Boomers.**

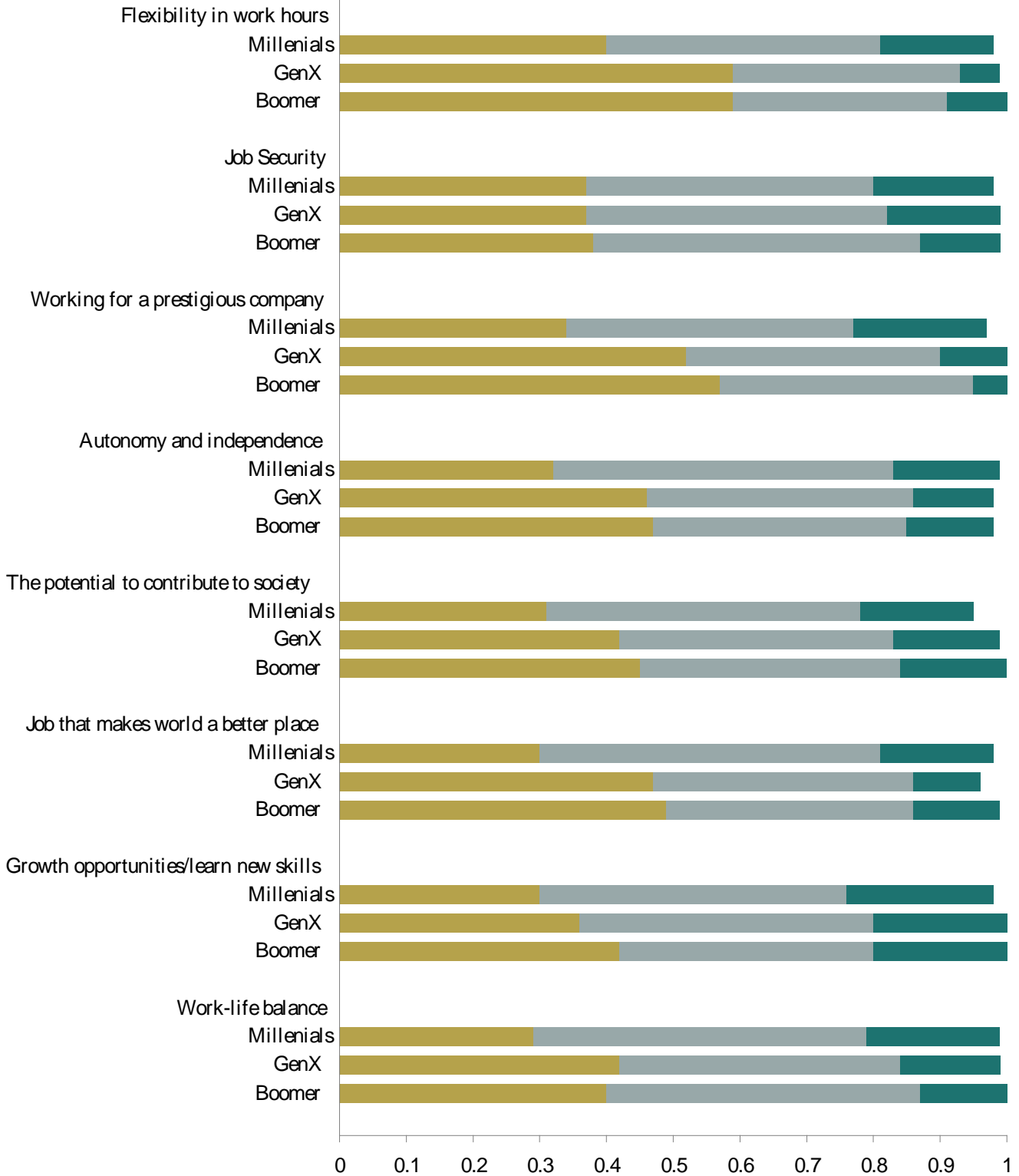
As with the university students, each worker was asked if they would give up 15 percent in salary to maximize other non-monetary benefits (See Figure 2.7). Two important data notes here are that **workers are less likely to give up salary for all of the six tradeoffs posed than are those currently in college.** This may be because the question is more hypothetical to many students, not yet in the workforce and having to stretch an actual paycheck. The second note is that the three generations are not pictured separately here because there was little difference between them, with Boomers being the group that stood out as slightly more likely to give up salary for an “impact job”.

“IMPACT JOBS” IN PRACTICE

Another set of questions about the motivations for working for a socially responsible company was asked only of those respondents who indicated that working for a socially responsible company/organization was either essential or very important to them. These items are listed in Table 2.3. Of the six items asked about, the most popular two involved internal motivations and invoked the first-person singular: “It aligns with **my** personal values” (58 percent of all workers) and “I get more satisfaction in a work environment that practices social responsibility.” More indirect or tangential items received less support, such as respecting the world’s limited environmental resources. It is worth noting that the item tapping general social justice “I want to do something about the gap between rich and poor people,” is at the bottom, along with “balancing profits and purposes” at work.

Figure 2.6b. Satisfaction with Job Attributes

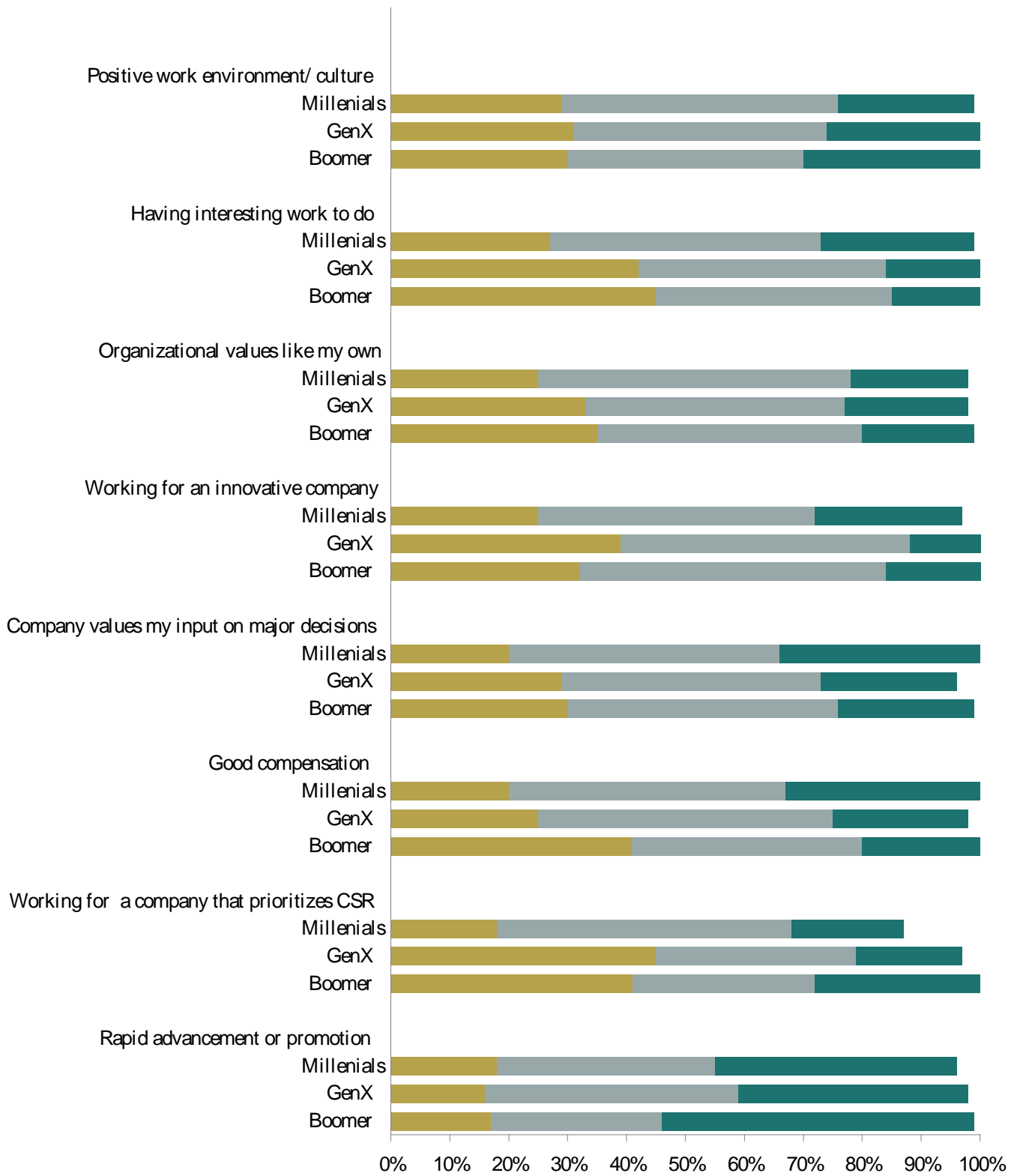
Very satisfied Somewhat satisfied Dissatisfied



* Data based on respondents saying each value was either "Essential" or "Very important" to them. "Not relevant" answers not shown in figure.

Figure 2.6b. Satisfaction with Job Attributes

Very satisfied Somewhat satisfied Dissatisfied



* Data based on respondents saying each value was either "Essential" or "Very important" to them. "Not relevant" answers not shown in figure.

**Figure 2.7. Trade-offs vs. 15% Higher Salary
Students vs. All workers**

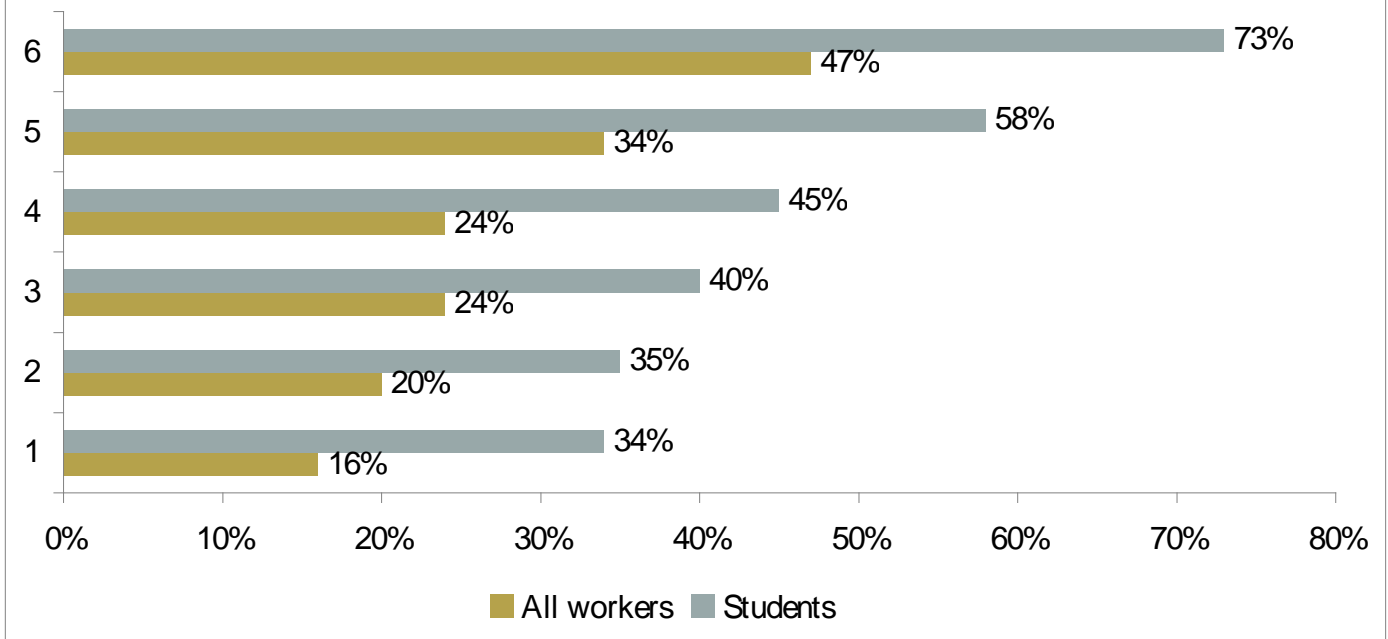


Table 2.3. Motivation for working for a socially responsible company*

	Millenials	GenX	Boomers	Total working adults
It aligns with my personal values	61%	52%	63%	58%
I gain more satisfaction in a work environment that practices social responsibility	46%	45%	48%	46%
Companies that have a socially responsible purpose at their core will be the most successful in the long run	36%	39%	38%	38%
The world's environmental resources are limited and business must do more to protect them	35%	43%	48%	42%
I want to do something about the gap between rich and poor people	18%	14%	29%	20%
Balancing profits and purpose is a challenge I want to engage with at work	17%	20%	13%	17%

**Based on those who said "working for a company that prioritizes social and environmental responsibility" was very important or essential to them. Up to three answers accepted so totals will be over 100 percent.*

A minority of the workforce reports some direct experience with environmental sustainability in the last year. About four in ten of each generation report working directly on a product or service that has a positive social or environmental impact. Additionally, just under one-third of Millennials and just over one-third of Xers and Boomers reports having engaged in volunteer activities with other organization members in the last 12 months. Finally, about one-quarter of workers report contributing to a company green team and providing input on some aspect of corporate social responsibility. There are no meaningful inter-generational differences to speak of in these activities.

Finally, for those workers having had prior employment, the survey examined why workers change their jobs. The vast majority say they left on their own (87 percent of Millennials; 82 percent of others) as opposed to being let go. Over half — 52 percent — of all workers found a better or more desirable job; 29 percent left because they had limited mobility potential in their old position; one-quarter say they were dissatisfied with compensation and/or benefits. Just over 10 percent left because of uninteresting work, lack of job security, limitations in learning new skills or personal problems with their superiors. Just three percent said they left a position because it lacked the potential to contribute to society.

3. Participation, Public Attitudes and Personality Traits

This section of the report examines how different generations have participated in citizen activities, the venues they believe are likely for future participation, public attitudes and personality traits they believe are necessary for success in life.

PARTICIPATION

Survey respondents were asked whether they had done three types of participatory activities in the last year, earlier, or never. These encompassed volunteering in one's community, boycotting or buycotting, and voting.⁸ While social scientists have found that people often tend to **overstate** what they have done because it is socially desirable, the *relative* numbers of each group claiming to have done each activity are reliable in making comparisons between groups. Participation in each of the three activities is broken down by generation and sector in Table 3.1, which presents the percentage reporting having participated in each way in the last 12 months.

Looking first by generation, there is a monumental difference in the proportion reported having voted recently. The Millennials are following GenX in eschewing the ballot box. And current students look to do no better. Whereas 77 percent of Boomers say they have recently cast a ballot, just 56 percent of Xers and 46 percent of Millennials have. College juniors, seniors and graduate students are closest to this lower figure, at 43 percent. Clearly, voting, as an act of political participation, is for those over 50.

This same pattern holds, albeit not as strongly for boycotting and buycotting—purchasing a product or service, or refusing to do so, because of the political, social or environmental values of the company producing it. While earlier studies found relative parity between the generations in this activity, Boomers now report more instances of this behavior than do other generations. About six-in-ten Boomers say they've boycotted or buycotted in the last year, compared to half of Xers and four-in-ten of Millennials and college students. There is very little difference in volunteering by generation.

Looking next by employment sector, the data in Table 3.1 show that government employees are far more likely to vote (72 percent) than are those who either work for large companies or in small businesses (55 percent each). Those working in the non-profit sector fall generally in the middle (62 percent). There is no real difference in boycotting/buycotting behavior by employment sector. There is, however, a huge difference in personal volunteering between those employed in the private sector versus others. Two-thirds (67 percent) of those working in the non-profit sphere report having volunteered time to a community service or other volunteer activity in the past 12 months, joined by 63 percent of those working for government. In contrast, just 43 percent of those working for a large company and 41 percent of those working in a small business report having volunteered in the past 12 months.

⁸ The items read: 1) Participated in a community service or volunteer activity for no money; 2) Bought or NOT bought a certain product or service because of the social, environmental or political values of the company that produces or provides it; 3) Voted in any national, state, or local election.

Table 3.1. Percent reporting participating in activities last 12 months

	Volunteer work	Boycott/ boycott	Voted in election
By Generation			
<i>Students</i>	53%	39%	43%
<i>Millenials</i>	49%	41%	46%
<i>GenXers</i>	52%	48%	56%
<i>Boomers</i>	56%	58%	77%
By Sector			
<i>Non-profit</i>	67%	54%	62%
<i>Government</i>	63%	53%	72%
<i>Large company</i>	43%	48%	55%
<i>Small company</i>	41%	48%	55%

In further probing the area of civic engagement, respondents were told “People find various ways to express their **political or social values**,” and then asked to check off how likely they are to actually get involved through a number of different venues in the next few years. The exact wording of these phrases is reproduced below. The answer choices were “definitely will,” “probably will,” “probably not,” or “definitely not” do each one. The percentage saying they either definitely or probably would do each is shown in Table 3.2 and Table 3.3, once again grouped by generation and sector. And, once again, these answers may be subject to over-reporting for social desirability reasons. The percentage saying they “definitely” would do each — a firmer guide to likely future behavior — can be found in Appendix A.

Venues of Involvement
1. Being involved with a church or religious group (more than attending services)
2. Through volunteer activities outside of work
3. Through volunteer activities at your workplace
4. Through donating money
5. Through activities with friends or social networking

6. Through political parties or groups you belong to

7. Through having a social or environmental impact while working at your job

Table 3.2. Percent who definitely or probably plan to express political or social views in various modes

	Students	Millenials	GenXers	Boomers
Through volunteer activities outside of work				
<i>Definitely</i>	22%	21%	19%	31%
<i>Probably</i>	43%	35%	41%	36%
Through friends/social networking				
<i>Definitely</i>	21%	20%	13%	19%
<i>Probably</i>	49%	40%	44%	44%
Through donating money				
<i>Definitely</i>	20%	22%	32%	42%
<i>Probably</i>	39%	36%	37%	32%
Being involved with a church or religious group				
<i>Definitely</i>	19%	17%	20%	29%
<i>Probably</i>	25%	20%	19%	23%
Through volunteer activities at your workplace				
<i>Definitely</i>	17%	12%	12%	13%
<i>Probably</i>	46%	33%	32%	26%
Through having a social/environmental impact through your work				
<i>Definitely</i>	14%	12%	12%	13%
<i>Probably</i>	46%	33%	32%	26%
Through political parties or groups you belong to				
<i>Definitely</i>	11%	6%	5%	15%
<i>Probably</i>	21%	15%	14%	20%

More students expect to make their values known through work (63 percent volunteer at work) than do those having encountered the reality of the workplace. Among those in the workforce only 45 percent of Millennials believe this to be a viable participatory avenue, the same as Xers (44 percent) and not too different from Boomers (39 percent). This discrepancy suggests that students may be in for a rude awakening when they join the labor force. The same pattern holds among those expecting to make a social or environmental impact through their work life—far more students expect to be able to do this than do those with jobs, although differences narrow to about 15 percent of each group when looking only at the “definitely” answers.

Table 3.3. Percent who definitely or probably plan to express political or social views in various modes

	Non-profit	Government	Large company	Small business
Through donating money				
<i>Definitely</i>	46%	37%	26%	28%
<i>Probably</i>	27%	32%	39%	39%
Through volunteer activities outside of work				
<i>Definitely</i>	32%	30%	15%	20%
<i>Probably</i>	36%	42%	34%	37%
Being involved with a church or religious group				
<i>Definitely</i>	27%	29%	15%	17%
<i>Probably</i>	20%	19%	23%	20%
Through having a social/ environmental impact through your work				
<i>Definitely</i>	22%	24%	6%	11%
<i>Probably</i>	36%	34%	29%	30%
Through friends/social networking				
<i>Definitely</i>	21%	19%	11%	16%
<i>Probably</i>	53%	43%	41%	41%

Through volunteer activities at your workplace

<i>Definitely</i>	18%	16%	9%	8%
<i>Probably</i>	40%	30%	27%	30%

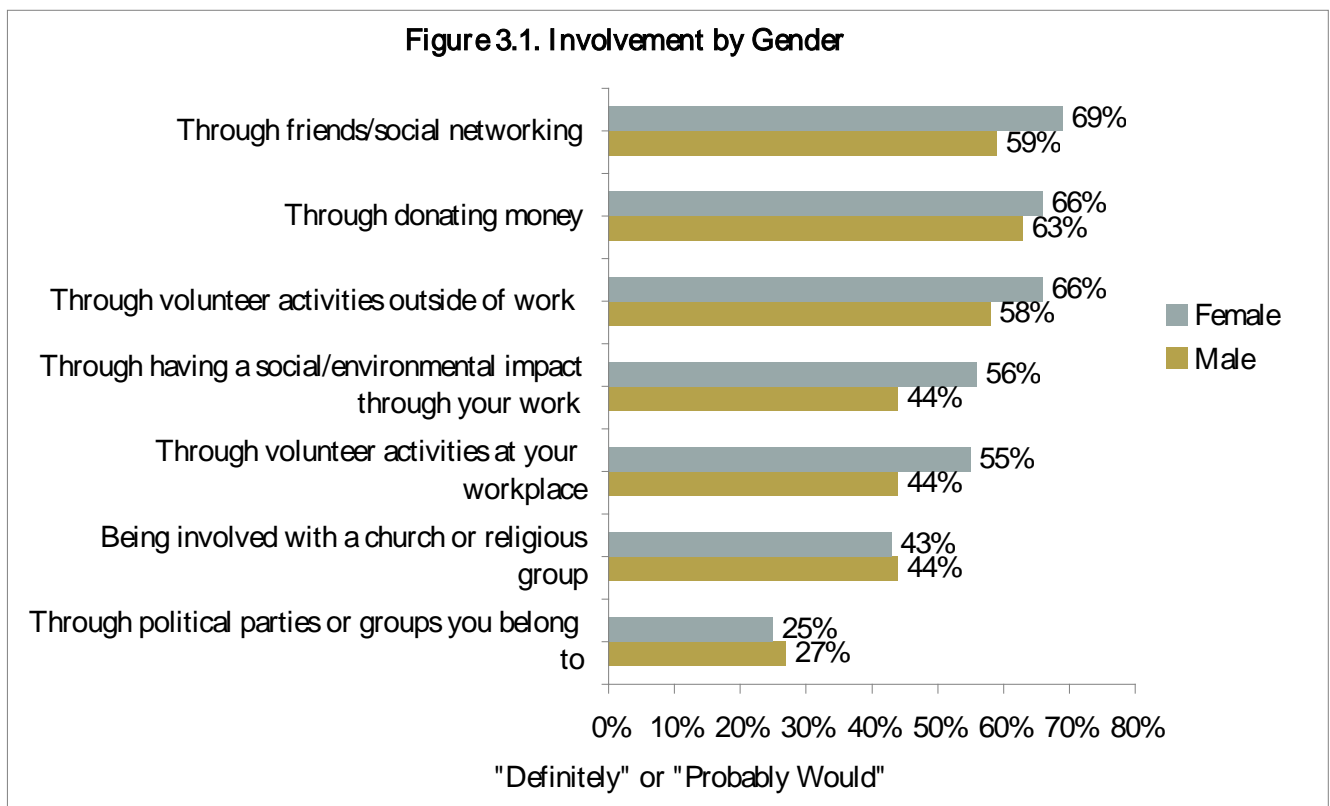
Through political parties or groups you belong to

<i>Definitely</i>	13%	14%	4%	3%
<i>Probably</i>	13%	22%	15%	17%

IN OTHER OBSERVATIONS:

- Fewer Xers than Boomers, and fewer Millennials than Xers, expect to express their voice through contributing money, unsurprising as financial resources increase with age.
- There is little in the way of generational differences in intentions to be active through church and religious groups (independent of going to attending services).
- Baby Boomers are more likely to expect to participate in volunteer activities outside of work (31 percent “definitely” plan to do so) than the other three generations (all about 20 percent).
- Many students expect to make their views known through social media or activities with friends (70 percent). This item is not technically comparable as it is not a directed avenue, but rather a style of possible participation. It is worth noting, nonetheless, as the rise of social media give this generation a way to participate not available to others when going through their formative years.
- A larger proportion of women than men, by about 10 percentage points, intend to participate in each of the following ways: through volunteer activities both outside and at within their places of work, through having a social/environmental impact through their work, and through friends/social networking (See Figure 3.1).

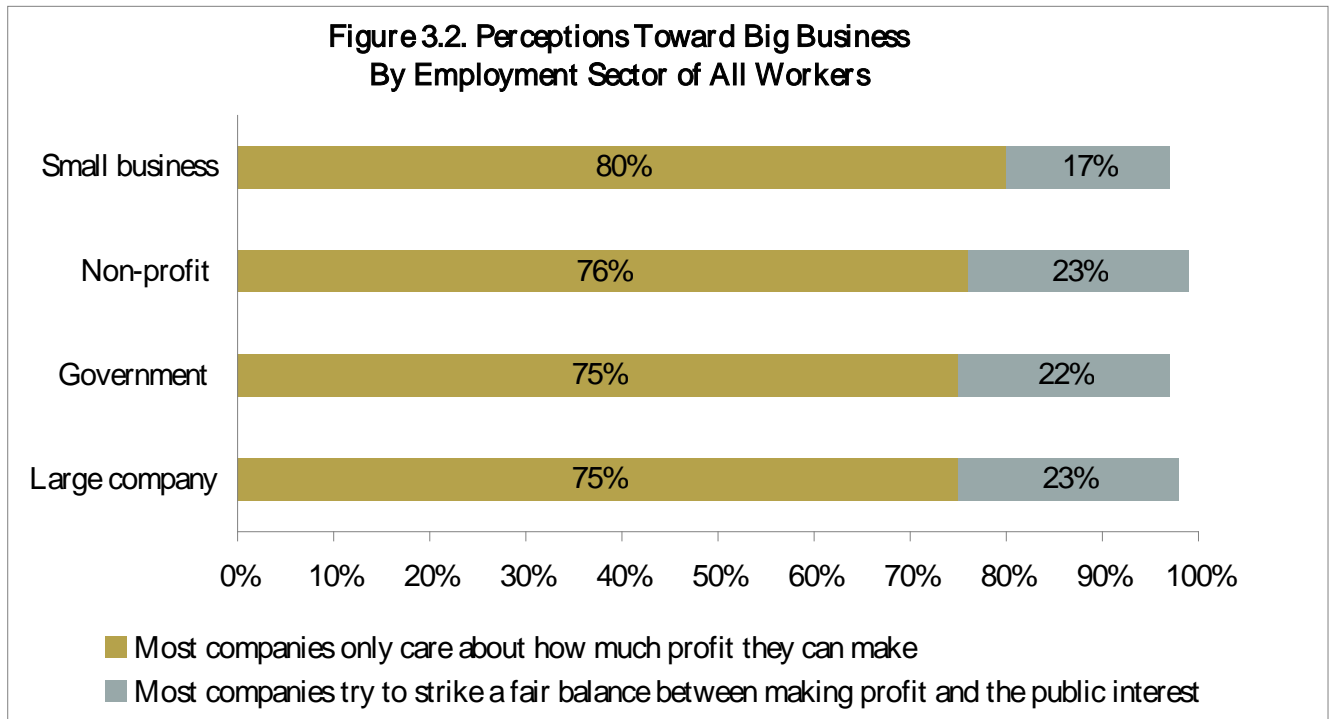
There are a number of significant differences by sector. **Those in the commercial sector, whether working for a large company or small business, are far less likely to engage in each and all forms of participation than are those in the governmental or non-profit sectors.** The willingness to volunteer **at work** is similar across sectors (Non-profit 58, Government 46, Small business 38, Large company 36), but the gap widens in terms of propensity to volunteer **outside** of work (Government 72, Non-profit 68, Small business 57, Large company 49). Those in the public sector are 15 to 25 percentage points more likely to think they will make a contribution to environmental or social justice through work than are those in the private sector. Public/non-profit sector workers are even more likely to say they expect to be able to express their views through social media/friends, religious-based activities and/or political parties/groups than are those working for for-profit entities.



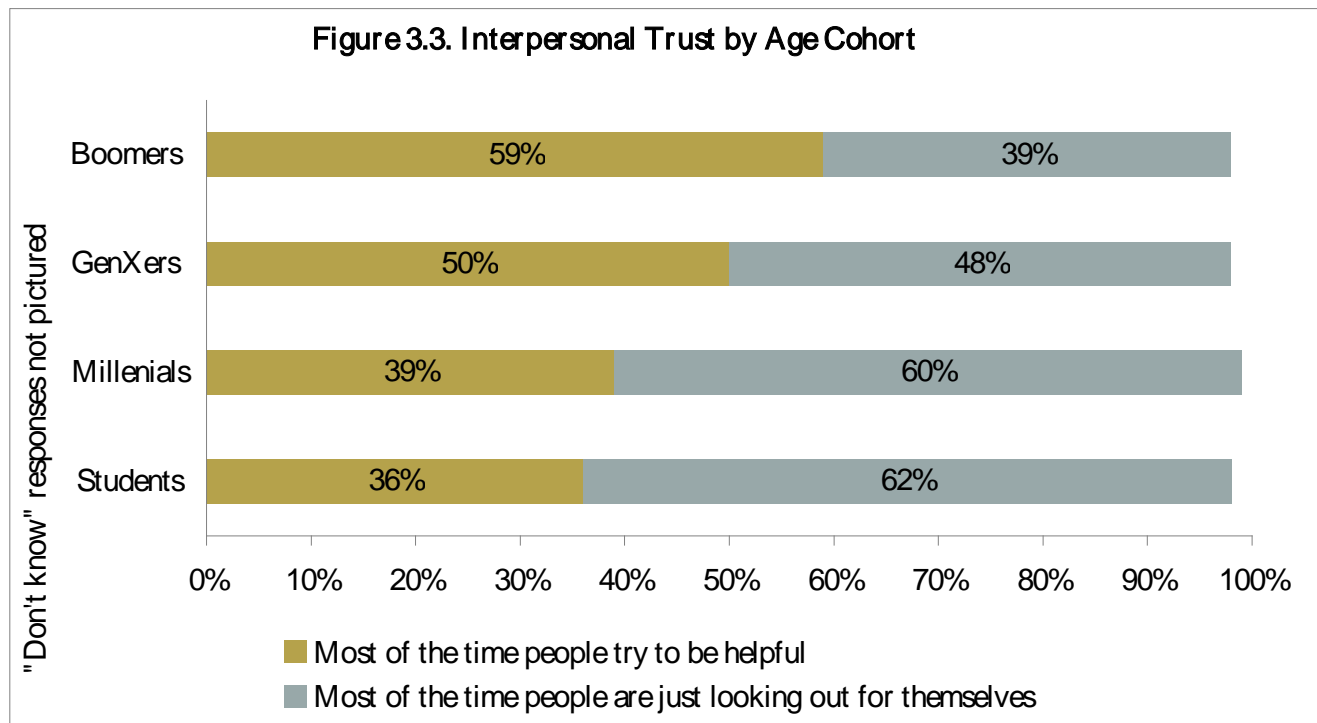
PUBLIC ATTITUDES

The survey contained a short section on various attitudes held by the public. Those on whether respondents get more satisfaction from their work or leisure time, and whether it is more important for them to be personally successful or help others have been presented earlier in this report. There are two others where there is very little difference between survey groups. When presented with a choice between the statements, 1) Most companies only care about how much profit they can make, or 2) Most companies try to strike a fair balance between making a profit and the public interest, about three-quarters of each of the generational groups choose the former. In fact, there is even little difference by sector. The percentages of each agreeing that companies only care about profits is: Small businesses 80

percent, Non-profits 76 percent, Government 75 percent, and Large companies 75 percent. When asked to choose between 1) College graduates are generally ready to be heard and make a contribution to their jobs from the start or 2) College graduates need to get some experience on the job before they are really able to make a contribution, college students (59 percent) and Millennials in the workforce (58 percent) are just slightly less likely to choose statement two than are Xers (65 percent) or Boomers (67 percent).



However, there is a dramatic difference between the generations on what social scientists commonly call interpersonal trust. As shown in Figure 3.3, each successive generation exhibits less trust in others than the one before it. Baby Boomers exhibit the most trust of others: 59 percent say that most of the time people try to be helpful, and 39 percent say most of the time people are just looking out for themselves. GenXers are equally divided in their view of human nature. Millennials are the mirror image of Boomers, with just 39 percent choosing the trusting response and 60 percent saying that most people just look out for themselves. Current students echo the sentiments of Millennials.



PERSONALITY TRAITS LEADING TO SUCCESS

The final screen in the survey presented to respondents listed 16 personality traits and invited respondents to check off all “the character traits you think are **extremely** important for success in life.” These are presented for the different generations in Table 3.4a. Three-quarters of all workers put self-discipline and honesty at the very top of the list, followed by four other traits deemed essential by about 70 percent: sense of responsibility, confidence, perseverance, and adaptability. At the very bottom of everyone’s list is entrepreneurialism and altruism, deemed essential to success by only 18 percent and 14 percent respectively.

There are often significant generational differences in views of what traits are necessary for life success. Somewhat surprisingly, **it is the Millennials who are the least distinct**. They really only stand out — noted in bold figures — in believing that ambition is important, and that creativity is not that valuable a commodity, at least in comparison to Boomers and college students. GenX’s distinctiveness is in a dismal sort of way, trailing all three other groups on the qualities of optimism, ambition and creativity. College students relatively value ambition, but devalue both self-reliance and adaptability. As indicated by the bold numbers, Baby Boomers are the most distinct generation in the largest number of ways. Relative to the other cohorts Boomers are the most likely to preach the virtues of self-discipline, honesty and sense of responsibility. They are also high in perseverance, adaptability, self-reliance and optimism. Finally, they are far more likely to embrace generosity as an essential element in a satisfying life.

Table 3.4a Traits essential to success by generation

	All workers	Generation			
		Students	Millennial	GenX	Boomer
Self-discipline	77%	70%	76%	72%	85%
Honesty	76%	70%	70%	71%	87%
Sense of responsibility	71%	66%	64%	66%	81%
Confidence	70%	71%	70%	66%	75%
Perseverance	70%	60%	64%	65%	80%
Adaptability	68%	55%	66%	63%	76%
Passion	54%	63%	59%	46%	59%
Self-reliance	49%	39%	46%	46%	54%
Optimism	48%	52%	48%	39%	60%
Ambition	47%	61%	55%	46%	43%
Creativity	47%	57%	45%	40%	57%
Empathy	46%	35%	39%	39%	59%
Independence	43%	50%	46%	41%	43%
Generosity	41%	41%	39%	33%	53%
Entrepreneurialism	18%	17%	19%	16%	20%
Altruism	14%	19%	13%	11%	19%

A sort of traits by **sector** reveals far fewer differences than by **generation**. A greater number of those in the non-profit sector believe that independence, self-reliance, creativity and altruism are essential to success. Those working for government join them in being high on self-discipline, and they are the most likely to value optimism as a virtuous trait. Fewer of those employed by large companies view adaptability and a sense of responsibility as essential commodities; they are also lower on empathy and generosity. Those working in small businesses are less likely to view independence as an essential trait,

while they are more likely to view entrepreneurialism as valuable.

Table 3.4b Traits essential to success by sector

	All workers	Sector (all workers)			
		Non-profit	Government	Large company	Small business
Self-discipline	77%	75%	76%	77%	79%
Honesty	76%	72%	76%	79%	77%
Sense of responsibility	71%	72%	73%	70%	71%
Confidence	70%	69%	70%	76%	66%
Adaptability	68%	64%	75%	65%	65%
Perseverance	70%	69%	72%	66%	75%
Passion	54%	54%	59%	53%	52%
Optimism	48%	53%	49%	49%	44%
Creativity	47%	49%	51%	42%	46%
Empathy	46%	44%	55%	38%	45%
Generosity	41%	50%	43%	29%	44%
Self-reliance	49%	44%	46%	53%	48%
Independence	43%	42%	48%	44%	33%
Ambition	47%	43%	45%	47%	49%
Altruism	14%	19%	20%	11%	8%
Entrepreneurialism	18%	10%	11%	21%	21%

Appendix A. Methodology and Toplines

5/22/2012

Knowledge Networks

Online survey

Field dates:

N= 1,726

Percentage totals may not equal 100 percent due to rounding

** indicates less than 1 percent reporting*

DEMOGRAPHICS (AGE)

College students (current student: College Junior, Senior, or Graduate status)	25%
Millenials (21-32, born 1979 or later)	47%
GenXers (33-48, born between 1965 and 1978)	13%
Boomers (49 and over, born between 1946 and 1964)	15%
Total	100%

COLLEGE SEQUENCE (C)

N = 431

C2: What year are you in school?

Junior	40%
Senior	33%
Graduate school (MBA)	3%
Graduate school (other)	24%
Total	100%

C3: Different people have different goals in life. Please indicate how important each of the following is to your overall happiness.

	College students
Having a partner/being married <i>Essential</i> <i>Very important</i> <i>Somewhat important</i> <i>Not important at all/Not relevant</i> <i>Total</i>	47% 26% 17% 10% 100%
Being wealthy <i>Essential</i> <i>Very important</i> <i>Somewhat important</i> <i>Not important at all/Not relevant</i> <i>Total</i>	13% 23% 44% 18% 98%
Having children <i>Essential</i> <i>Very important</i> <i>Somewhat important</i> <i>Not important at all/Not relevant</i> <i>Total</i>	30% 29% 23% 17% 99%
Having a prestigious career <i>Essential</i> <i>Very important</i> <i>Somewhat important</i> <i>Not important at all/Not relevant</i>	19% 35% 33% 12%

<i>Total</i>	99%
Being financially secure	
<i>Essential</i>	55%
<i>Very important</i>	36%
<i>Somewhat important</i>	7%
<i>Not important at all/Not relevant</i>	2%
<i>Total</i>	100%
Being a leader in my community	
<i>Essential</i>	11%
<i>Very important</i>	20%
<i>Somewhat important</i>	49%
<i>Not important at all/Not relevant</i>	20%
<i>Total</i>	100%
Having a job where I can make an impact on causes or issues that are important to me	
<i>Essential</i>	31%
<i>Very important</i>	41%
<i>Somewhat important</i>	24%
<i>Not important at all/Not relevant</i>	4%
<i>Total</i>	100%

C4a: Do you know what you want to do when you are finished with school?

Yes	63%
Maybe	26%
No/Not yet	12%
Total	101%

C5: Are you currently looking for a job?

Yes	35%
No	42%
No/I already have a job	24%
Total	101%

C6: We'd like to get a sense of what you are looking for in a job; ELSE INSERT: We'd like to get a sense of your ideal job;] please rate each of the factors below in terms of how important they are to you in your ideal job.

<p>Good compensation: salary and benefits</p> <p><i>Essential</i> 39%</p> <p><i>Very important</i> 50%</p> <p><i>Somewhat important</i> 8%</p> <p><i>Not at all important/not relevant</i> 3%</p> <p><i>Total</i> 100%</p>
<p>Opportunities for rapid advancement or promotion in the next few years</p> <p><i>Essential</i> 16%</p> <p><i>Very important</i> 37%</p> <p><i>Somewhat important</i> 37%</p> <p><i>Not at all important/not relevant</i> 8%</p> <p><i>Total</i> 98%</p>
<p>Having a positive work environment/ culture</p> <p><i>Essential</i> 45%</p> <p><i>Very important</i> 46%</p> <p><i>Somewhat important</i> 5%</p> <p><i>Not at all important/not relevant</i> 4%</p> <p><i>Total</i> 100%</p>

The potential to contribute to society	
<i>Essential</i>	25%
<i>Very important</i>	40%
<i>Somewhat important</i>	27%
<i>Not at all important/not relevant</i>	8%
<i>Total</i>	100%
The ability to grow and learn new skills	
<i>Essential</i>	34%
<i>Very important</i>	53%
<i>Somewhat important</i>	11%
<i>Not at all important/not relevant</i>	2%
<i>Total</i>	100%
Flexibility in work hours	
<i>Essential</i>	22%
<i>Very important</i>	43%
<i>Somewhat important</i>	27%
<i>Not at all important/not relevant</i>	8%
<i>Total</i>	100%
Working for a prestigious company or organization	
<i>Essential</i>	12%
<i>Very important</i>	27%
<i>Somewhat important</i>	38%
<i>Not at all important/not relevant</i>	22%
<i>Total</i>	99%
Working for a company that prioritizes social and environmental responsibility	

<i>Essential</i>	16%
<i>Very important</i>	34%
<i>Somewhat important</i>	38%
<i>Not at all important/not relevant</i>	11%
<i>Total</i>	99%
Job Security	
<i>Essential</i>	41%
<i>Very important</i>	49%
<i>Somewhat important</i>	8%
<i>Not at all important/not relevant</i>	1%
<i>Total</i>	99%

C7: When you finish school, how difficult do you think it will be to find a job?

Very easy	12%
Somewhat easy	23%
Somewhat difficult	46%
Very difficult	13%
Don't know	6%
Total	100%

C8: And how difficult do you think it will be to find a job that you really want to do?

Very easy	7%
Somewhat easy	17%
Somewhat difficult	39%
Very difficult	30%
Don't know	5%
Total	98%

C9: How much choice do you anticipate having before you accept your first job after school? (Your best guess will be fine.)

No choice/will take the first good offer	28%
Some choice/expect 2 or 3 offers	43%
A great deal of choice	15%
Don't know	13%
Total	99%

C10: Do you expect to make a positive social or environmental difference in the world through your work?

Yes, soon (in the next 5 years)	37%
Yes, later (6+ years)	28%
No	12%
Don't know	22%
Total	99%

C10a: Why don't you think you will have to wait?

**includes only those who responded with "Yes, later (6+years)" in C10; N=133*

Don't know enough	21%
Need to get career established first	65%
Not a high priority	10%
Don't have the necessary skills or experience	58%
Have financial obligations to fulfill	33%
Won't be able to do it where I work at the beginning of my career	17%

C12: Here are some other qualities that might be important to you. [IF C5=Yes: Thinking again about what you are now looking for in a job; ALL ELSE: Thinking again about your ideal job], please rate each of the factors below.

Working for a company that is innovative	
<i>Essential</i>	12%
<i>Very important</i>	45%
<i>Somewhat important</i>	33%
<i>Not important at all/Not relevant</i>	8%
<i>Total</i>	98%
Having interesting work to do	
<i>Essential</i>	42%
<i>Very important</i>	44%
<i>Somewhat important</i>	11%
<i>Not important at all/Not relevant</i>	2%
<i>Total</i>	99%
A job that will make the world a better place	
<i>Essential</i>	24%
<i>Very important</i>	41%
<i>Somewhat important</i>	23%
<i>Not important at all/Not relevant</i>	11%
<i>Total</i>	99%
Having a balance between work and other areas of life	
<i>Essential</i>	51%
<i>Very important</i>	37%
<i>Somewhat important</i>	7%
<i>Not important at all/Not relevant</i>	3%
<i>Total</i>	98%
Working for an organization or company whose values are like my own	
<i>Essential</i>	27%

<i>Very important</i>	47%
<i>Somewhat important</i>	18%
<i>Not important at all/Not relevant</i>	6%
<i>Total</i>	98%
A job that will allow me to pay off my student loans within the next few years	
<i>Essential</i>	29%
<i>Very important</i>	36%
<i>Somewhat important</i>	14%
<i>Not important at all/Not relevant</i>	19%
<i>Total</i>	98%
A company that will value my opinion and seek my input on major decisions	
<i>Essential</i>	22%
<i>Very important</i>	46%
<i>Somewhat important</i>	24%
<i>Not important at all/Not relevant</i>	6%
<i>Total</i>	98%

C12a: Now we would like you to rank the THREE/TWO qualities that are most important to you. First please select the quality that you consider MOST important.

C12b: Next, please consider the quality that you consider the MOST important among the following.

C12c: Finally, please consider the quality that you consider the MOST important among the following.

**Table below shows percentages for C12a, C12b, and C12c together*

	Listed as one of top three
Good compensation	43%
Opportunities for rapid advancement or promotion in the next few years	6%
Having a positive work environment/ culture	29%

	Listed as one of top three
The potential to contribute to society	11%
The ability to grow and learn new skills	19%
Flexibility in work hours	15%
Working for a prestigious company or organization	2%
Working for a company that prioritizes social and environmental responsibility	7%
Job security	38%
Working for a company that is innovative	1%
Having interesting work to do	15%
A job that will make the world a better place	14%
Having a balance between work and other areas of life	33%
Working for an organization or company whose values are like my own	8%
A job that will allow me to pay off my student loans within the next few years	14%
A company that will value my opinion and seek my input on major decisions	6%

C13: Please indicate how you feel about a next job working in each of the following types of organizations.

Government: national, state, or local	
<i>First choice</i>	22%
<i>Would like</i>	32%
<i>Unexcited, but would consider</i>	28%
<i>Would not consider</i>	8%
<i>No opinion</i>	8%
<i>Total</i>	98%
A large company/for-profit business	

<i>First choice</i>	16%
<i>Would like</i>	45%
<i>Unexcited, but would consider</i>	26%
<i>Would not consider</i>	4%
<i>No opinion</i>	8%
<i>Total</i>	99%
A small company/for-profit business	
<i>First choice</i>	11%
<i>Would like</i>	52%
<i>Unexcited, but would consider</i>	23%
<i>Would not consider</i>	6%
<i>No opinion</i>	8%
<i>Total</i>	100%
A non-profit organization	
<i>First choice</i>	6%
<i>Would like</i>	33%
<i>Unexcited, but would consider</i>	36%
<i>Would not consider</i>	15%
<i>No opinion</i>	10%
<i>Total</i>	100%

C13e: How attractive to you is the idea of starting your own company or non-profit organization in the next 5 years?

Very attractive	17%
Somewhat attractive	30%
Not very attractive	27%
Not attractive at all	26%
Total	100%

C14: Do you expect to owe money for school or other reasons when you graduate?

Yes	69%
No	31%
Total	100%

C14b: How quickly do you expect to move up or get promoted after you start your first job?

In first year	10%
In second year	29%
In third year	15%
Four or more years	8%
I have no idea	38%
Total	100%

C15: About how much do you think you will owe after you finish school? If you're unsure, just give us your best guess.

Median	\$30,000
--------	----------

C16: Would you be willing to earn a lower salary—say 15 percent—than what you might deserve in order to get any of the following?

	Yes
Having a job that seeks to make a social or environmental difference in the world	
<i>Yes</i>	45%
<i>No</i>	54%
<i>Total</i>	99%
Working for an organization whose values are like your own	
<i>Yes</i>	58%
<i>No</i>	41%
<i>Total</i>	99%
Having a better balance between work and other areas of life	
<i>Yes</i>	73%
<i>No</i>	26%
<i>Total</i>	99%
Having a job with an innovative company	
<i>Yes</i>	40%
<i>No</i>	58%
<i>Total</i>	98%
Having a job that starts with more responsibility	
<i>Yes</i>	34%
<i>No</i>	65%
<i>Total</i>	99%
Having a job in a company committed to corporate and environmental responsibility	
<i>Yes</i>	35%
<i>No</i>	64%
<i>Total</i>	99%

C17: What motivates you to desire to work for a socially responsible company? Please select up to 3 reasons from the list below.

	Listed within the top three
The world's environmental resources are limited and businesses must do more to protect them	41%
It aligns with my personal values	55%
I want to do something about the gap between rich and poor people	31%
I gain more satisfaction in a work environment that practices social responsibility	53%
Companies that have a socially responsible purpose at their core will be the most successful in the long run	31%
Balancing profits and purpose is a challenge I want to engage with at work	24%

C18: How likely are you to consider a career in banking or finance?

Definitely would	4%
Probably would	14%
Probably would not	24%
Definitely would not	49%
Not sure	8%
Total	99%

CURRENT JOB SEQUENCE (CJ)

N= 1,295

CJ1: Different people have different goals in life. Please indicate how important each of the following is to your overall happiness.

	Millenials	GenXers	Boomers	Total working adults
Having a partner/being married				
<i>Essential</i>	46%	31%	32%	35%
<i>Very important</i>	35%	41%	36%	38%
<i>Somewhat important</i>	17%	21%	20%	20%
<i>Not important at all/not relevant</i>	3%	7%	12%	7%
<i>Total</i>	101%	100%	100%	100%
Being wealthy				
<i>Essential</i>	6%	6%	1%	4%
<i>Very important</i>	24%	17%	13%	17%
<i>Somewhat important</i>	53%	54%	48%	52%
<i>Not important at all/not relevant</i>	17%	22%	36%	26%
<i>Total</i>	100%	99%	98%	99%
Having children				
<i>Essential</i>	32%	33%	18%	28%
<i>Very important</i>	33%	29%	38%	33%
<i>Somewhat important</i>	22%	16%	15%	17%
<i>Not important at all/not relevant</i>	14%	20%	29%	21%
<i>Total</i>	101%	98%	100%	99%
Having a prestigious career				
<i>Essential</i>	10%	6%	1%	5%

	Millenials	GenXers	Boomers	Total working adults
<i>Very important</i>	33%	16%	15%	20%
<i>Somewhat important</i>	44%	50%	52%	49%
<i>Not important at all/not relevant</i>	13%	27%	31%	25%
<i>Total</i>	100%	99%	99%	99%
Being financially secure				
<i>Essential</i>	54%	44%	41%	46%
<i>Very important</i>	41%	45%	49%	46%
<i>Somewhat important</i>	5%	8%	8%	8%
<i>Not important at all/not relevant</i>	1%	1%	1%	1%
<i>Total</i>	101%	98%	99%	101%
Being a leader in my community				
<i>Essential</i>	4%	2%	1%	2%
<i>Very important</i>	16%	12%	14%	13%
<i>Somewhat important</i>	49%	41%	36%	41%
<i>Not important at all/not relevant</i>	30%	44%	48%	42%
<i>Total</i>	99%	99%	99%	98%
Having a job where I can make an impact on causes or issues that are important to me				
<i>Essential</i>				
<i>Very important</i>	19%	12%	15%	15%
<i>Somewhat important</i>	40%	37%	37%	38%
<i>Not important at all/not relevant</i>	32%	41%	38%	38%
<i>Total</i>	8%	9%	10%	9%
	99%	99%	100%	100%

These next questions refer to your current job.

CJ2b: Do you think of your current job as:

	Millenials	GenXers	Boomers	Total working adults
Being firmly on your desired career path	40%	50%	63%	52%
As a stepping stone to your desired career path	37%	25%	6%	22%
Just a job to get you by for now	20%	14%	21%	18%
Other	4%	10%	10%	9%
Total	101%	99%	100%	101%

CJ3: Overall, how satisfied are you with your current job?

	Millenials	GenXers	Boomers	Total working adults
Very satisfied	31%	38%	44%	39%
Somewhat satisfied	45%	47%	38%	44%
Somewhat dissatisfied	17%	10%	14%	13%
Very dissatisfied	7%	4%	4%	5%
Total	100%	99%	100%	101%

CJ4: Please indicate how IMPORTANT each of the following aspects of your current job is to your overall job satisfaction. (If you feel the question does not apply in your current circumstances just check the Not Relevant box in the last column)

	Millenials	GenXers	Boomers	Total working adults
Good compensation: salary and benefits				
<i>Essential</i>	39%	36%	34%	36%
<i>Very important</i>	48%	52%	52%	51%
<i>Somewhat important</i>	11%	10%	11%	10%
<i>Not important at all/not relevant</i>	2%	1%	2%	2%
<i>Total</i>	100%	99%	99%	99%
Opportunities for rapid advancement or promotion in the next few years				
<i>Essential</i>	17%	14%	4%	11%
<i>Very important</i>	43%	29%	17%	28%
<i>Somewhat important</i>	29%	33%	40%	35%
<i>Not important at all/not relevant</i>	11%	23%	38%	25%
<i>Total</i>	100%	99%	99%	99%
Having a positive work environment/ culture				
<i>Essential</i>				
<i>Very important</i>	50%	43%	33%	41%
<i>Somewhat important</i>	39%	45%	56%	47%
<i>Not important at all/not relevant</i>	9%	10%	8%	9%
<i>Total</i>	2%	1%	2%	2%
	100%	99%	99%	99%
The potential to contribute to society				

	Millenials	GenXers	Boomers	Total working adults
<i>Essential</i>	14%	15%	20%	17%
<i>Very important</i>	42%	33%	37%	36%
<i>Somewhat important</i>	32%	39%	29%	34%
<i>Not important at all/not relevant</i>	12%	11%	12%	12%
<i>Total</i>	100%	98%	98%	99%
Job Security				
<i>Essential</i>	43%	39%	32%	38%
<i>Very important</i>	44%	46%	54%	48%
<i>Somewhat important</i>	11%	10%	11%	11%
<i>Not important at all/not relevant</i>	1%	2%	1%	2%
<i>Total</i>	99%	97%	98%	99%
A job that allows you to grow an learn new skills				
<i>Essential</i>				
<i>Very important</i>	39%	27%	27%	30%
<i>Somewhat important</i>	45%	51%	46%	48%
<i>Not important at all/not relevant</i>	14%	18%	20%	18%
<i>Total</i>	2%	3%	6%	4%
	100%	99%	99%	100%
Flexibility in work hours				
<i>Essential</i>	22%	29%	18%	24%
<i>Very important</i>	43%	33%	38%	37%
<i>Somewhat important</i>	27%	30%	28%	28%
<i>Not important at all/not relevant</i>	8%	6%	17%	10%
<i>Total</i>	100%	98%	101%	99%

	Millenials	GenXers	Boomers	Total working adults
Working for a prestigious company or organization				
<i>Essential</i>				
<i>Very important</i>	5%	6%	4%	5%
<i>Somewhat important</i>	27%	17%	14%	18%
<i>Not important at all/not relevant</i>	42%	44%	37%	41%
<i>Total</i>	25%	32%	44%	34%
	99%	99%	99%	98%
Working for a company that prioritizes social and environmental responsibility				
<i>Essential</i>	9%	11%	10%	10%
<i>Very important</i>	34%	26%	26%	28%
<i>Somewhat important</i>	40%	42%	38%	40%
<i>Not important at all/not relevant</i>	16%	20%	24%	20%
<i>Total</i>	99%	99%	98%	98%

CJ5: How many people does your organization or company employ?

	Millenials	GenXers	Boomers	Total working adults
Less than 25 people	15%	12%	13%	13%
25 to 100 people	12%	11%	10%	11%
101 to 1,000 people	23%	25%	23%	24%
1,001 to 5,000 people	19%	16%	22%	19%
5,0001 to 10,000 people	9%	8%	6%	8%
More than 10,000 people	22%	25%	22%	23%

Self-employed	1%	2%	4%	2%
Total	101%	99%	100%	100%

CJ6: Which of the following places best describes where you work?

	Millenials	GenXers	Boomers	Total working adults
Government: national, state, or local	20%	22%	30%	24%
A large company/for-profit business	34%	35%	26%	32%
A small company/for-profit business	26%	22%	18%	22%
A non-profit organization	15%	13%	16%	14%
Self-employed/Other	4%	6%	10%	7%
Total	99%	98%	100%	99%

CJ7: How long have you been working for your current employer?

	Millenials	GenXers	Boomers	Total working adults
Less than 1 year	23%	7%	8%	11%
1 to 2 years	25%	12%	7%	13%
3 to 5 years	31%	21%	13%	21%
6 to 10 years	20%	25%	15%	20%
More than 10 years	2%	35%	58%	34%
Total	101%	100%	101%	99%

CJ9: Below are some other aspects that may characterize your current jobs. Please indicate how IMPORTANT each of them is to your overall job satisfaction. (If you feel the question does not apply in your current circumstances, just check the Not Relevant box in the last column)

	Millenials	GenXers	Boomers	Total working adults
Working for a company that is innovative				
<i>Essential</i>	13%	11%	10%	11%
<i>Very important</i>	38%	36%	35%	36%

	Millenials	GenXers	Boomers	Total working adults
<i>Somewhat important</i>	39%	41%	41%	41%
<i>Not important at all/not relevant</i>	9%	10%	13%	11%
<i>Total</i>	99%	98%	99%	99%
Having interesting work to do				
<i>Essential</i>	36%	35%	32%	34%
<i>Very important</i>	51%	50%	55%	52%
<i>Somewhat important</i>	11%	13%	13%	12%
<i>Not important at all/not relevant</i>	2%	1%	1%	2%
<i>Total</i>	100%	100%	101%	100%

	Millenials	GenXers	Boomers	Total working adults
Having autonomy and independence				
<i>Essential</i>	18%	25%	25%	23%
<i>Very important</i>	58%	53%	57%	56%
<i>Somewhat important</i>	20%	18%	15%	17%
<i>Not important at all/not relevant</i>	3%	2%	3%	3%
<i>Total</i>	99%	98%	100%	99%
A job that makes the world a better place				
<i>Essential</i>				
<i>Very important</i>	15%	14%	17%	15%
<i>Somewhat important</i>	40%	34%	38%	36%
<i>Not important at all/not relevant</i>	35%	38%	31%	35%
<i>Total</i>	10%	13%	12%	12%
	100%	99%	98%	98%
A job that allows a good balance between work and other areas of life				
<i>Essential</i>	43%	40%	34%	39%
<i>Very important</i>	46%	50%	50%	49%
<i>Somewhat important</i>	8%	8%	11%	9%
<i>Not important at all/not relevant</i>	2%	1%	3%	2%
<i>Total</i>	99%	99%	98%	99%
Working for an organization or company whose values are like my own				
<i>Essential</i>				
<i>Very important</i>	14%	16%	21%	17%

<i>Somewhat important</i>	55%	49%	48%	50%
<i>Not important at all/not relevant</i>	26%	30%	20%	25%
<i>Total</i>	4%	4%	10%	6%
	99%	99%	99%	98%
Working for a place that values my opinion and seeks my input on major decisions				
<i>Essential</i>				
<i>Very important</i>	20%	20%	22%	21%
<i>Somewhat important</i>	55%	55%	54%	55%
<i>Not important at all/not relevant</i>	22%	22%	18%	21%
<i>Total</i>	2%	3%	7%	4%
	99%	100%	101%	101%

CJ9a: Now we would like you to rank the THREE/TWO qualities that are most important to you. First please select the quality that you consider MOST important.

CJ9b: Next, please consider the quality that you consider the MOST important among the following.

CJ9c: Finally, please consider the quality that you consider the MOST important among the following.

	Mentioned in top three			
	Millenials	GenXers	Boomers	Total working adults
Good compensation: salary and benefits	44%	38%	38%	39%
Job security	35%	36%	26%	32%
Having a positive work environment/ culture	40%	29%	20%	29%
A job that allows a good balance between work and other areas of life	32%	25%	23%	26%
A job that allows you to grow and learn new skills	26%	17%	21%	20%
Having interesting work to do	18%	14%	23%	18%
Flexibility in work hours	12%	22%	9%	15%
Having autonomy and independence	7%	9%	18%	11%
The potential to contribute to society	7%	8%	18%	11%
A job that helps make the world a better place	7%	6%	14%	9%
Working for a place that values my opinion and seeks my input on major decisions	6%	4%	12%	7%
Opportunities for rapid advancement or promotion in the next few years	10%	10%	0%	7%
Working for an organization or company whose values are like my own	3%	4%	13%	7%
Working for a company that prioritizes social and environmental responsibility	1%	3%	2%	2%
Working for a prestigious company or organization	2%	2%	0%	1%
Working for a company that is innovative	4%	1%	0%	1%

CJ10: This time please indicate how SATISFIED you are with the following aspects of your job.

	Millenials	GenXers	Boomers	Total working adults
Good compensation: salary and benefits				
<i>Very satisfied</i>	20%	25%	41%	29%
<i>Somewhat satisfied</i>	47%	50%	39%	46%
<i>Somewhat dissatisfied</i>	23%	18%	13%	18%
<i>Very dissatisfied</i>	10%	5%	7%	7%
<i>Not relevant/Important to me</i>	1%	2%	*	1%
<i>Total</i>	101%	100%	100%	101%
Opportunities for rapid advancement or promotion in the next few years				
<i>Very satisfied</i>	18%	16%	17%	17%
<i>Somewhat satisfied</i>	37%	43%	29%	38%
<i>Somewhat dissatisfied</i>	24%	21%	35%	24%
<i>Very dissatisfied</i>	17%	18%	18%	18%
<i>Not relevant/Important to me</i>	3%	1%	*	2%
<i>Total</i>	99%	99%	99%	99%
Having a positive work environment/ culture				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>	29%	31%	30%	30%
<i>Somewhat dissatisfied</i>	47%	43%	40%	43%
<i>Very dissatisfied</i>	17%	19%	24%	20%
<i>Not relevant/Important to me</i>	6%	8%	6%	7%
<i>Total</i>	1%	*	*	*
	100%	101%	100%	100%

The potential to contribute to society				
<i>Very satisfied</i>	31%	42%	45%	40%
<i>Somewhat satisfied</i>	47%	41%	39%	42%
<i>Somewhat dissatisfied</i>	12%	14%	13%	13%
<i>Very dissatisfied</i>	5%	2%	3%	3%
<i>Not relevant/Important to me</i>	4%	1%	*	1%
<i>Total</i>	99%	100%	100%	99%
Job Security				
<i>Very satisfied</i>	37%	37%	38%	38%
<i>Somewhat satisfied</i>	43%	45%	49%	46%
<i>Somewhat dissatisfied</i>	11%	11%	9%	10%
<i>Very dissatisfied</i>	7%	6%	3%	5%
<i>Not relevant/Important to me</i>	1%	*	*	*
<i>Total</i>	99%	99%	99%	99%

	Millenials	GenXers	Boomers	Total working adults
A job that allows you to grow and learn new skills				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>	30%	36%	42%	36%
<i>Somewhat dissatisfied</i>	46%	44%	38%	43%
<i>Very dissatisfied</i>	14%	13%	15%	14%
<i>Not relevant/Important to me</i>	8%	6%	5%	6%
<i>Total</i>	*	1%	*	1%
	98%	100%	100%	100%
Flexibility in work hours				
<i>Very satisfied</i>	40%	59%	59%	54%
<i>Somewhat satisfied</i>	41%	34%	32%	35%
<i>Somewhat dissatisfied</i>	10%	4%	7%	6%
<i>Very dissatisfied</i>	7%	2%	3%	4%
<i>Not relevant/Important to me</i>	1%	*	*	*
<i>Total</i>	99%	99%	101%	99%
Working for a prestigious company or organization				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>	34%	52%	57%	47%
<i>Somewhat dissatisfied</i>	43%	38%	37%	39%
<i>Very dissatisfied</i>	14%	11%	6%	11%
<i>Not relevant/Important to me</i>	6%	*	*	2%
<i>Total</i>	2%	*	1%	1%
	99%	101%	101%	100%

Working for a company that prioritizes social and environmental responsibility				
<i>Very satisfied</i>	18%	45%	41%	36%
<i>Somewhat satisfied</i>	56%	34%	31%	39%
<i>Somewhat dissatisfied</i>	13%	15%	21%	16%
<i>Very dissatisfied</i>	6%	3%	7%	5%
<i>Not relevant/Important to me</i>	6%	4%	1%	4%
<i>Total</i>	99%	101%	101%	100%
Working for a company that is innovative				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>	25%	39%	32%	33%
<i>Somewhat dissatisfied</i>	47%	39%	52%	45%
<i>Very dissatisfied</i>	20%	13%	11%	14%
<i>Not relevant/Important to me</i>	5%	5%	6%	5%
<i>Total</i>	3%	4%	*	2%
	100%	100%	101%	99%

	Millenials	GenXers	Boomers	Total working adults
Having interesting work to do				
<i>Very satisfied</i>	27%	42%	45%	39%
<i>Somewhat satisfied</i>	46%	42%	40%	42%
<i>Somewhat dissatisfied</i>	18%	12%	12%	13%
<i>Very dissatisfied</i>	8%	4%	3%	5%
<i>Not relevant/Important to me</i>	1%	1%	*	1%
<i>Total</i>	100%	101%	100%	100%
Having autonomy and independence				
<i>Very satisfied</i>	32%	46%	47%	43%
<i>Somewhat satisfied</i>	51%	40%	38%	42%
<i>Somewhat dissatisfied</i>	11%	6%	11%	9%
<i>Very dissatisfied</i>	5%	6%	2%	5%
<i>Not relevant/Important to me</i>	1%	2%	*	1%
<i>Total</i>	100%	100%	98%	100%
A job that makes the world a better place				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>	30%	47%	49%	43%
<i>Somewhat dissatisfied</i>	51%	39%	37%	41%
<i>Very dissatisfied</i>	11%	8%	10%	9%
<i>Not relevant/Important to me</i>	5%	2%	3%	3%
<i>Total</i>	1%	4%	1%	2%
	98%	100%	100%	98%
A job that allows a good balance between work and				

other areas of life				
<i>Very satisfied</i>	29%	42%	40%	38%
<i>Somewhat satisfied</i>	50%	42%	47%	46%
<i>Somewhat dissatisfied</i>	15%	11%	9%	11%
<i>Very dissatisfied</i>	5%	4%	4%	4%
<i>Not relevant/Important to me</i>	*	2%	*	1%
<i>Total</i>	99%	101%	100%	100%
Working for an organization or company whose values are like my own				
<i>Very satisfied</i>	25%	33%	35%	31%
<i>Somewhat satisfied</i>	53%	44%	45%	47%
<i>Somewhat dissatisfied</i>	12%	16%	17%	15%
<i>Very dissatisfied</i>	8%	5%	2%	4%
<i>Not relevant/Important to me</i>	2%	4%	1%	2%
<i>Total</i>	100%	102%	100%	99%

	Millenials	GenXers	Boomers	Total working adults
Working for a place that values my opinion and seeks my input on major decisions				
<i>Very satisfied</i>				
<i>Somewhat satisfied</i>				
<i>Somewhat dissatisfied</i>	20%	29%	30%	27%
<i>Very dissatisfied</i>	46%	44%	46%	45%
<i>Not relevant/Important to me</i>	24%	14%	20%	18%
<i>Total</i>	10%	9%	3%	7%
	1%	3%	*	2%
	101%	99%	99%	99%

CJ11: Which of the following corporate responsibility and environmental sustainability practices are most important to you as an employee? Please select the top three.

	Mentioned as one of three choices			
	Millenials	GenXers	Boomers	Total working adults
Corporate philanthropy/support of local communities where the company does business	19%	31%	18%	23%
Employee volunteerism (company encourages employees to volunteer to help community/causes)	18%	8%	6%	10%
Sustainable products / services (company creates products and services that are beneficial to the world)	26%	36%	27%	30%
Responsible sourcing (company seeks socially/environmentally sustainable supply chain and business partners)	21%	20%	16%	19%
Corporate ethics and governance	48%	47%	64%	52%

Transparency in decision making and reporting	39%	35%	49%	40%
Diversity and respect for employees	60%	60%	73%	64%

CJ12: In the last 12 months, have you...

**only respondents who reported YES*

	Millenials	GenXers	Boomers	Total working adults
Volunteered with your company or co-workers	31%	37%	38%	36%
Worked directly on a product/service that has a positive social or environmental impact	38%	44%	38%	40%
Contributed to a company “green team” or other environmental effort	23%	24%	27%	25%
Provided input on sustainability/corporate responsibility efforts	24%	27%	28%	27%

CJ13: What motivates you to desire to work for a socially responsible company? Please select up to 3 reasons from the list below.

	Millenials	GenXers	Boomers	Total working adults
The world’s environmental resources are limited and business must do more to protect them	35%	43%	48%	42%
It aligns with my personal values	61%	52%	63%	58%
I want to do something about the gap between rich and poor people	18%	14%	29%	20%
I gain more satisfaction in a work environment that practices social responsibility	46%	45%	48%	46%
Companies that have a socially responsible purpose at their core will be the most successful in the long run	36%	39%	38%	38%
Balancing profits and purpose is a challenge I want to engage with at work	17%	20%	13%	17%

CJ15: Since graduating from college, how many different full time jobs have you had, including the job you have now?

Median	2.0
--------	-----

CJ16: Were you let go from the job you had before the one you have now, or did you leave on your own?

	Millenials	GenXers	Boomers	Total working adults
Let go	13%	18%	17%	17%
Left on my own	87%	81%	82%	82%

CJ17: Why did you leave that job?

**percentage reporting YES*

	Millenials	GenXers	Boomers	Total working adults
Dissatisfied with compensation: salary and benefits	35%	22%	21%	24%
Lack of alignment with the values of the organization	10%	10%	9%	10%
Limited opportunity for advancement or promotion within the company	33%	24%	25%	26%
Lacked the potential to contribute to society	7%	2%	2%	3%
Lack of job security	11%	13%	11%	12%
Limited ability to be creative or learn new skills	16%	16%	10%	14%
The work was uninteresting	23%	14%	15%	16%
Not enough flexibility in working hours	11%	7%	8%	8%
Didn't like/get along with boss/supervisor/co-workers	18%	12%	12%	13%

Lack of autonomy and independence	11%	6%	13%	9%
Wanted to spend more time at home/with family/children	12%	9%	8%	9%
Found a better/more desirable job/lateral movement/got a promotion	55%	49%	54%	52%
Other	23%	29%	27%	27%

CJ19: Would you be willing to earn a salary that was 15 percent lower than you might otherwise make in order to do any of the following?

	Millenials	GenXers	Boomers	Total working adults
Having a job that seeks to make a social or environmental difference in the world				
<i>Yes</i>	21%	20%	30%	24%
<i>No</i>	78%	77%	68%	74%
<i>Total</i>	100%	100%	100%	100%
Working for an organization whose values are like your own				
<i>Yes</i>	30%	33%	38%	34%
<i>No</i>	69%	65%	61%	64%
<i>Total</i>	100%	100%	100%	100%
Having a better balance between work and other areas of life				
<i>Yes</i>	47%	47%	46%	47%
<i>No</i>	53%	50%	53%	52%
<i>Total</i>	100%	100%	100%	100%
Having a job with an innovative company				

Yes				
No	23%	23%	27%	24%
Total	76%	74%	71%	74%
	100%	100%	100%	100%
Having a job that starts with more responsibility				
Yes				
No	16%	15%	17%	16%
Total	82%	81%	82%	82%
	100%	100%	100%	100%
Having a job in a company committed to corporate and environmental responsibility				
Yes				
No	16%	20%	22%	20%
Total	83%	77%	76%	78%
	100%	100%	100%	100%

CJ20: Do you see opportunities to make a social or environmental improvement on society through your current job?

CJ20a: Is that something that is or is not important to you?

CJ21a: Is not having an opportunity to make society better something you would like to have where you now work or don't care much about?

**Combined variables below*

	Millenials	GenXers	Boomers	Total working adults
Have opportunity at current job and is important to them	44%	44%	50%	45%
Have opportunity at current job and is NOT important to them	10%	11%	7%	10%

Do not have opportunity at current job but would like it	19%	14%	18%	18%
Do not have opportunity at current job but don't care	29%	31%	25%	27%

CJ20B. Is that one of the reasons you stay at your current job rather than going somewhere else?

**Asked if respondents answered "YES" to CJ20; N=722*

	Millenials	GenXers	Boomers	Total working adults
Yes	46%	56%	48%	51%
No	54%	44%	51%	49%

CJ21: Would efforts to make a social or environmental improvement in society at your current place of work be...

	Millenials	GenXers	Boomers	Total working adults
Would efforts to make a social or environmental improvement in society at your current place of work be...				
<i>Encouraged</i>				
<i>Discouraged</i>	77%	80%	76%	78%
<i>Neither encouraged or discouraged</i>	1%	1%	*	1%
<i>Total</i>	22%	19%	24%	21%
	100%	99%	100%	100%

GENERAL SEQUENCE (GE)

N= 1726

GE1: Please mark whether you have done each of the following in the last 12 months, done it earlier, or have not done.

	College students	Millenials	GenXers	Boomers	Total working adults
Participated in a community service or volunteer activity for no money					
<i>Done is the last year</i>					
<i>More than a year ago</i>	53%	49%	52%	56%	52%
<i>Have not done</i>	33%	31%	22%	28%	26%
<i>Total</i>	13%	20%	24%	16%	21%
	100%	100%	98%	100%	99%
Bought or NOT bought a certain product or service because of the social, environmental or political values of the company that produces or provides it					
<i>Done is the last year</i>					
<i>More than a year ago</i>					
<i>Have not done</i>	39%	41%	48%	58%	50%
<i>Total</i>	12%	12%	9%	13%	11%
	47%	46%	41%	29%	38%
	98%	98%	99%	99%	99%
Voted in any national, state, or local election					

<i>Done is the last year</i>	43%	46%	56%	77%	61%
<i>More than a year ago</i>	25%	35%	28%	21%	27%
<i>Have not done</i>	31%	19%	14%	1%	11%
<i>Total</i>	98%	101%	99%	100%	99%

GE2: People find various ways to express their political or social values. Please check off how likely you are to actually get involved through each of the following ways in the next few years.

	College students	Millenials	GenXers	Boomers	Total working adults
Being involved with a church or religious group (more than attending services)					
<i>Definitely will</i>					
<i>Probably will</i>					
<i>Probably not</i>	19%	17%	20%	29%	22%
<i>Definitely not</i>	25%	20%	19%	23%	21%
<i>Total</i>	27%	27%	25%	23%	25%
	27%	35%	35%	25%	32%
	100%	99%	98%	99%	100%
Through volunteer activities outside of work					
<i>Definitely will</i>	22%	21%	19%	31%	23%
<i>Probably will</i>	43%	35%	41%	36%	38%
<i>Probably not</i>	25%	32%	28%	26%	28%
<i>Definitely not</i>	8%	11%	11%	7%	10%
<i>Total</i>	99%	98%	99%	100%	99%
Through volunteer activities at your workplace					

<i>Definitely will</i>					
<i>Probably will</i>					
<i>Probably not</i>	17%	12%	12%	13%	12%
<i>Definitely not</i>	46%	33%	32%	26%	30%
<i>Total</i>	26%	35%	39%	38%	37%
	9%	19%	17%	22%	19%
	99%	98%	99%	99%	98%
Through donating money					
<i>Definitely will</i>	20%	22%	32%	42%	33%
<i>Probably will</i>	39%	36%	37%	32%	35%
<i>Probably not</i>	26%	28%	19%	14%	19%
<i>Definitely not</i>	13%	13%	11%	10%	11%
<i>Total</i>	98%	98%	99%	98%	98%
Through activities with friends or social networking					
<i>Definitely will</i>					
<i>Probably will</i>					
<i>Probably not</i>	21%	20%	13%	19%	17%
<i>Definitely not</i>	49%	40%	44%	44%	43%
<i>Total</i>	19%	27%	25%	30%	26%
	10%	12%	15%	6%	11%
	98%	98%	97%	99%	97%

	College students	Millenials	GenXers	Boomers	Total working adults
Through political parties or groups you belong to					
<i>Definitely will</i>	11%	6%	5%	15%	8%
<i>Probably will</i>	21%	15%	14%	20%	16%
<i>Probably not</i>	42%	43%	43%	41%	42%
<i>Definitely not</i>	25%	34%	37%	23%	31%
<i>Total</i>	100%	97%	98%	100%	97%
Through having a social of environmental impact while working at your job					
<i>Definitely will</i>					
<i>Probably will</i>					
<i>Probably not</i>	14%	13%	17%	15%	15%
<i>Definitely not</i>	44%	30%	27%	36%	31%
<i>Total</i>	26%	40%	38%	31%	36%
	13%	16%	17%	17%	17%
	99%	99%	100%	101%	99%

GE3: Please mark which of the following pairs of statements is closest to what you think, even if neither is exactly right for your views.

	College students	Millenials	GenXers	Boomers	Total working adults
I have a personal responsibility for getting involved to make things better for society	63%	61%	64%	70%	65%

Making things better for society is for those who choose to take it on	36%	38%	33%	27%	33%
--	-----	-----	-----	-----	-----

	College students	Millenials	GenXers	Boomers	Total working adults
Most of the time people try to be helpful	36%	39%	50%	59%	50%
Most of the time people are just looking out for themselves	62%	60%	48%	39%	48%

	College students	Millenials	GenXers	Boomers	Total working adults
I get more satisfaction from the work I do	46%	31%	38%	41%	37%
I get more satisfaction from the hobbies and activities I do in my leisure time	52%	68%	59%	59%	61%

	College students	Millenials	GenXers	Boomers	Total working adults
Most companies only care about how much profit they can make	74%	78%	77%	73%	76%
Most companies try to strike a fair balance between making a profit and the public interest	24%	21%	19%	24%	21%

	College students	Millenials	GenXers	Boomers	Total working adults
It is most important to me to be personally successful	44%	49%	39%	32%	40%
It is most important to me to make a difference for others	54%	49%	58%	67%	59%

	College students	Millenials	GenXers	Boomers	Total working adults
College graduates are generally ready to be heard and make a contribution to their jobs from the start	38%	41%	33%	31%	34%
College graduates need to get some experience on the job before they are really able to make a contribution	59%	58%	65%	67%	64%

GE4: [IF C3_8=Essential or Very Important OR CJ1_8=Essential or Very important] In answers to earlier questions you've indicated you want to have a job where you can make an impact on things that are important to you. How would the following scenarios impact your willingness to stay at your employer?

	College students	Millenials	GenXers	Boomers	Total working adults
Company provides regular (annual or quarterly) opportunities to volunteer / get engaged in a hands-on way with the community					
<i>Strongly</i>					
<i>Mildly</i>					
<i>Not at all</i>	29%	20%	22%	19%	21%
<i>Not relevant</i>	49%	46%	39%	53%	45%
<i>Total</i>	13%	22%	32%	16%	24%
	8%	10%	6%	12%	9%
	99%	98%	99%	100%	99%
Your role entails direct work with a product or service that has a positive social or environmental impact					
<i>Strongly</i>					
<i>Mildly</i>					
<i>Not at all</i>	38%	36%	42%	49%	43%
<i>Not relevant</i>	42%	39%	34%	31%	35%
<i>Total</i>	12%	16%	18%	9%	15%
	6%	7%	6%	11%	8%
	98%	98%	101%	100%	101%
Company provides opportunities to serve on a "Green Team" or other employee group related to					

making a positive social or environmental impact					
<i>Strongly</i>					
<i>Mildly</i>					
<i>Not at all</i>	22%	13%	16%	18%	16%
<i>Not relevant</i>	47%	43%	36%	43%	41%
<i>Total</i>	18%	25%	38%	27%	31%
	12%	16%	10%	12%	12%
	98%	98%	99%	98%	100%

College students	Millenials	GenXers	Boomers	Total working adults	College students
Company is an excellent corporate citizen, but you aren't directly having a positive social or environmental impact in your role					
<i>Strongly</i>					
<i>Mildly</i>					
<i>Not at all</i>	12%	10%	14%	11%	12%
<i>Not relevant</i>	55%	54%	55%	55%	55%
<i>Total</i>	19%	22%	21%	25%	23%
	13%	13%	8%	10%	10%
	98%	98%	100%	99%	100%

GE6: Please check off the character traits you think are EXTREMELY important for success in life. Check all that apply.

**indicates the percentage that checked off the characteristic*

	Total working adults	College students	Millenials	GenXers	Boomers
Empathy	46%	35%	39%	39%	59%
Altruism	14%	19%	13%	11%	19%
Generosity	41%	41%	39%	33%	53%
Confidence	70%	71%	70%	66%	75%
Independence	43%	50%	46%	41%	43%
Honesty	76%	70%	70%	71%	87%
Ambition	47%	61%	55%	46%	43%
Creativity	47%	57%	45%	40%	57%
Self-reliance	49%	39%	46%	46%	54%
Perseverance	70%	60%	64%	65%	80%
Optimism	48%	52%	48%	39%	60%
Passion	54%	63%	59%	46%	59%
Adaptability	68%	55%	66%	63%	76%
Entrepreneurialism	18%	17%	19%	16%	20%
Sense of responsibility	71%	66%	64%	66%	81%
Self-discipline	77%	70%	76%	72%	85%

C13a: In a few words, what is the most important reason why [government /a big business /a small company/ a non-profit organization] is your first choice?

OPEN-ENDED

C13b: What is the most important reason why you would not want a career in a non-profit organization?

OPEN-ENDED

C13d: What is the most important reason why you would not consider a career working for a large for-profit company?

OPEN-ENDED

Appendix B. Open-Ended Responses

In a few words, what is the most important reason why [government /a big business /a small company/ a non-profit organization] is your first choice?

GOVERNMENT

As a computer major the exciting work would be in government departments, like the NSA or other protective agencies.

Because I plan to work for the school system

Because it would be a great experience for me to do. I have been accepted into numerous jobs provided by the U.S Government. Such as the Army, the Marines, and lastly the U.s Coast Gaurd.

Because of the job security and benefits. Also, what I am going to school for is mostly within the government sector.

benefits

Benefits would be great and my educational background is in public health so I think it would be ideal to start with a governmental organization.

Better benefits and pay, more exciting

Better salary,

Criminal justice system

Flexibility of job location. Benefits.

Gives a word out on how people feel in place they hate being at

Good benefits and retirement

Good benefits, secure job.

Good Pay, Good benefits, and job security

good salary

Good work environment that I could stay at for life

Government jobs have financial security and benefits which is essential at this time being a single mother.

great benefits

Have always wanted to work in the US Department of State.

I am considering government service already and know that where I am looking you do have good benefits/salary and flexible working hours.

I am going to school to be a teacher. Most of these jobs are government jobs.

I am in school to be an elementary school teacher.

I am prior Military and would love to get back into a government job.

I can be proud of my job.

i have an environmental health degree and want to work on superfund sites. that's government work

I have chosen to be a teacher

I love politics

I really want to work in city planning; these are usually government jobs.

I think it's a secure job that pays well, including benefits and retirement.

I think my degree in civil engineering would be suited for government projects and government seems to give good benefits and retirement programs

I want to be a school teacher.

i want to be a teacher

I want to be a teacher, most teachers are government employed

I want to be a teacher.

I want to teach

I want to work in a hospital

I want to work with government personnel

I would like to become a teacher, so it falls under this category.

job security

Job security

Job Security

Job security and pay is good along with benefits

Job security, benefits, retirement.

Job security,medical benefits,paid holidays.

Job security.

Job stability

Job stability, good pay, and often flexibility and programs for working parents.

knowing its a good and steady job

make a difference

Many positions in my field are government-related. They tend to be relatively stable.

Most relevant jobs for what I want to do.

Secure, tied to my interests

security,

stable and i give back to the community

Stick by the rich; you become rich

student loan repayment program

Want to be a public school teacher

Want to be dec officer

WOULD BE PROUD THAT YOU CAN DO SOMETHING FOR YOUR COUNTRY

A BIG BUSINESS

Ability to relocate and have many options as to where I want to live.

Because I want to pursue game development as a career, the large studios entice me the most. They offer the resources to pursue ambitious and innovative projects that will appeal to a mass market.

Because it is more likely to give better benefits and faster promotion.

Better benefits, happier employees, protocol in place for numerous situations

Big businesses tend to have higher salaries and job security in my area

Big business gives me a better chance to expand my career.

Exposure to top of the line training.

Good salary

I am a Business major and I would like to work for a big business that is successful.

I am a Republican!

i see myself as a leader

I value the big business ideal, and would like to experience it.

I want to do investment banking bigger is better

I would really like to work for a movie studio, 20th Century Fox, Paramount, etc. Small independent movie companies would be great too, but I'd love to work for a studio.

I would seek work in a theater and the larger and more well known the theater, I will more likely have a professional experience and expectations.

job security

job Security

job security and benefits

Job security and the opportunity for advancement

Known

Lots of opportunities.

money

more job security

More likely to have better job security and offer relocation

More opportunity for advancement.

More room for advancement.

more room for career growth

More stability, security, and opporotunities for growth

N/A

security

Security, lots of innovation potential

Since I'm interested in engineering, this gives a lot of room for lateral movement if I want to try my hand in different fields making different devices. Also, bigger companies tend to have more money to put towards innovation and top-of-the-line technology.

So I can be financially stable

solid and more stable.

The already established structure that comes with a large business. My intended field is medicine, so a large hospital system is the ideal placement for me.

The industry I want to work in (aviation) mostly consists of big companies

The possibility of entering different positions and growth opportunities

There seems to be more of a chance that the company will last longer, thus meaning more job security.

They typically have the funds to do the type of research into propulsion systems that I am interested in.

They usually have very good benefits

They would be most likely to offer me the international contact and position that I would like.
Opportunity for advancement might be greater.

Well established, job security

well paid, good benefit

A SMALL COMPANY

Ability to make more of an impact and possibly help it grow.

Assigned to more important job.

Because a small company with less employees can offer each employee special benefits.

Because everyone will know each other, hopefully there wouldn't be much competition between us.

Better chance at a job offer since it may be locally located.

Better sense of community and getting to know everyone.

close knit working relationships

Closer personal relationship with management.

company culture, mentor-relationship, family-like mentality

easier to find a job

Flexibility with fewer regulations.

Flexibility

Getting to know more people in organization; opportunity for more interesting work and advancement.

greater intimacy with fellow workers and project work

I am to be an occupational therapist, and I feel that smaller businesses will give me a greater opportunity to develop my skills from a few refined therapists rather than at a larger corporation, like a hospital.

I don't want to be just a number.

I like how intimate small companies are. You don't feel like you could easily be replaced.

I like the small business atmosphere.

I would like my opinion to be important and that's harder in larger companies.

In a small company, it's easier to make important contributions. A small company also has much more flexibility in terms of its business model.

It would be easier to make a larger, more important impact in a small company than in a large one.

Its a more personal experience.

Knowing everyone in the office which would help me feel more secure with my job.

Less pressure than working at a very large firm, more opportunity for merit-based advancement and salary increases (rather than lockstep), the opportunity to really connect with clients, the opportunity to take on responsibility sooner.

More contribution, less competition

More flexibility and input are allowed

More opportunities to contribute, large companies stick you in a cube and forget about you.

Never cared much for bigger businesses - smaller businesses are what make neighborhoods strong
not as much competition

opportunity to have an impact on the company itself and supporting local community

Small companies tend to be more close knit among the workers. There is more of a family feel in the environment.

Smaller companies have a different feel to them. That, and I want to own my own business, and I feel it's important to work with a small business to understand how it'll work for my own business.

Support the small business who will give new graduates a chance. I am looking at schools who will not hire until you have 2 years experience, which you cannot get until one of them will give you a chance.

The ability to affect positive change and create and advertise for something new and upcoming.

The country runs on small companies, and they usually need their employees more.

They usually take better care of their employees than larger companies. They also involve their employees in decisions and offer more flexibility.

Typically, small companies have an open door policy, this allows for ideas to be thrown around more easily.

A NON-PROFIT ORGANIZATION

Because it is the most likely to help people who need help.

Because the government isn't fully involved.

Because they are more socially-oriented.

Because they don't care about them only but society as whole.

Contribute in a less profit-centric environment

Focus on mission

Greater attention is paid to achieving the mission of the organization, as opposed to gaining profit.

I like the idea of helping others. I want to go into the medical field for that same reason.

I plan to work in libraries; the widespread access to information resources, entertainment, and technology is very important to me, and this is a key feature of many non-profit organizations.

I think that we ought to do our best to produce goods and services for their own sake and to help others, and I believe that an organization that is not interested in profit-maximization is the best way to do that.

I want to help people.

I want to teach at a non-profit college/university; it is the reason I'm going to school and the only job that really makes me excited.

I want to work in a church. That is what I am going to school for.

I'm working towards my MSW so chances are I will end up in a non-profit because it is the work I am drawn to.

It's where I feel my skills could be put to the best use

I've always wanted to leave a foot print somewhere, currently I spend all my free time designing for the Boys and Girls Clubs of the East Valley, I would love to work for them on the spot of a dime but I understand that the economy is hard and they can't afford it. Non profits, depending on what they do, are very helpful to the community around them. (except goodwill they're just plain out evil to their employees)

non-profit org. are usually interested in making a difference in the public sector.

Non-profit organizations typically work to improve life for specific populations

NPOs tend to make more of a difference in the world than for-profits.

Positive Impact to the community/ and environment

The field I am in is dominated by non-profit organizations.

They tend to have more religious views. I want to live my life doing what God wants me to do, so I want a company that feels the same. Also, non-profits will allow me to have wiggle room. I would have more control over situations and things I can do.

United Way

What is the most important reason why you would not want a career in a non-profit organization?

2 previous experiences

Because I want to create entertainment products and have a profitable career.

Does not apply to my field

Don't get paid

Donations are pain just to get do this would hurt me as an organization

Have worked many years in a non profit business and need a stable career

I believe non-profit organizations are a waste of people's money and time.

I don't want to deal with business.

I dont know

I dont't know

I need to have a good profit by a certain time in my carrer

I want to be a teacher.

I'd like to be financially stable

job security

More benefits and income usually possible with for-profit organizations

My attitude is that 90% of my time would be devoted to actively doing/supporting fundraising.

No financial security

no interest

No money

No Money

No profit, repetitive

Non-profits are a joke — their purpose is to line the pockets of their board and ceo, not fulfull their mission

Non-profits get a lot of bad press regarding higher up's salaries.

Not guaranteed job security/satisfaction

Not my major.

not of personal interest.

Not sure

Salary won't be big enough to live off of

Salary would not be as much as a for-profit

There is no money for programmers in such a place, and I would need to be able to pay for myself.

They aren't the best.

Too much stress involved with non-profit organizations, usually too small and underfunded.

What is the most important reason why you would not consider a career working for a large for-profit company?

Because I am studying for a career in the church field and large profit companies usually do not want to affiliate with church.

because they do not have flexible hours.

Df

I don't know, I just don't.

I don't like profit-maximization because it leads to decisions that hurt other people. If you're trying to get as much money as you can, you're inherently having to take advantage of other people. I think the system is a problem, and this is a huge part of the system.

I don't want to deal with money.

I prefer to hang on to my soul as long as possible

I think i would not have enough time to spend with my family and working long hours

I think out would be to big of a company to even get noticed

I want to teach elementary age children.

my career field is a helping profession not solely a business for profit

not interesting

People who work for a large profit company. Their job isn't safe.

To many people