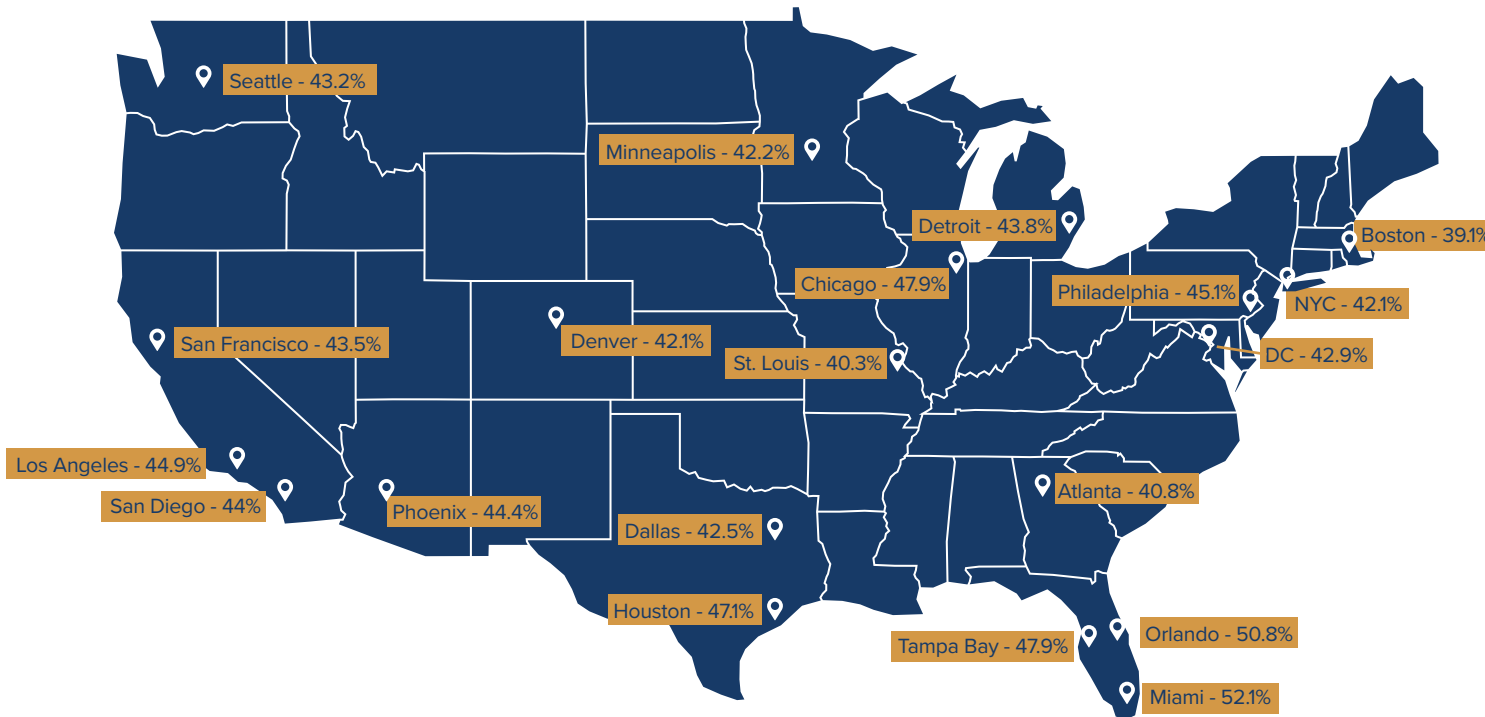


SHRM RANKS TOP 20 METRO AREAS BY WORKER FULFILLMENT



1. Miami
2. Orlando
3. Chicago
4. Tampa Bay
5. Houston
6. Philadelphia
7. Los Angeles
8. Phoenix
9. San Diego
10. Detroit
11. San Francisco
12. Seattle
13. Washington, DC
14. Dallas
15. Minneapolis
16. Denver
17. New York
18. Atlanta
19. St. Louis
20. Boston

METHODOLOGY

The study examined the 20 most populous metro areas in the U.S. and the San Diego area to determine which cities have the most and least fulfilled workers and which of 26 workplace factors (e.g., supportive leadership, pay, work-life flexibility) individuals say are most important to their fulfillment. Factors were identified as either 'cultural' (the type of work, relationships with coworkers) factors or 'financial' (pay, benefits) factors. Fulfilled was defined as those who indicated that they were either extremely or very fulfilled at work. The final rankings for the workplace factors that most contribute to fulfillment at work were calculated using maxdiff ranking methodology.

The study was conducted in August 2019 using a non-probability based online panel. A total of 8064 employed workers and individuals looking for work were surveyed. Of these 8064 individuals, 4011 were from the 20 most populous metro areas in the U.S. and San Diego, and 4053 were from a U.S. national sample.



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SHRM 2019 Fulfillment Index: 1.Miami- 52.1%, 2.Orlando - 50.8%, 3.Chicago - 47.9%, 4.Tampa Bay - 47.9%, 5.Houston - 47.1%, 6.Philadelphia - 45.1%, 7.Los Angeles - 44.9%, 8.Phoenix - 44.4%, 9.San Diego - 44%, 10.Detroit- 43.8%, 11. San Francisco - 43.5%, 12.Seattle - 43.2%, 13.Washington, DC - 42.9%, 14.Dallas - 42.5%, 15.Minneapolis - 42.2%, 16.Denver - 42.1%, 17.New York - 42.1%, 18.Atlanta - 40.8%, 19.St. Louis - 40.3%, 20.Boston - 39.1%