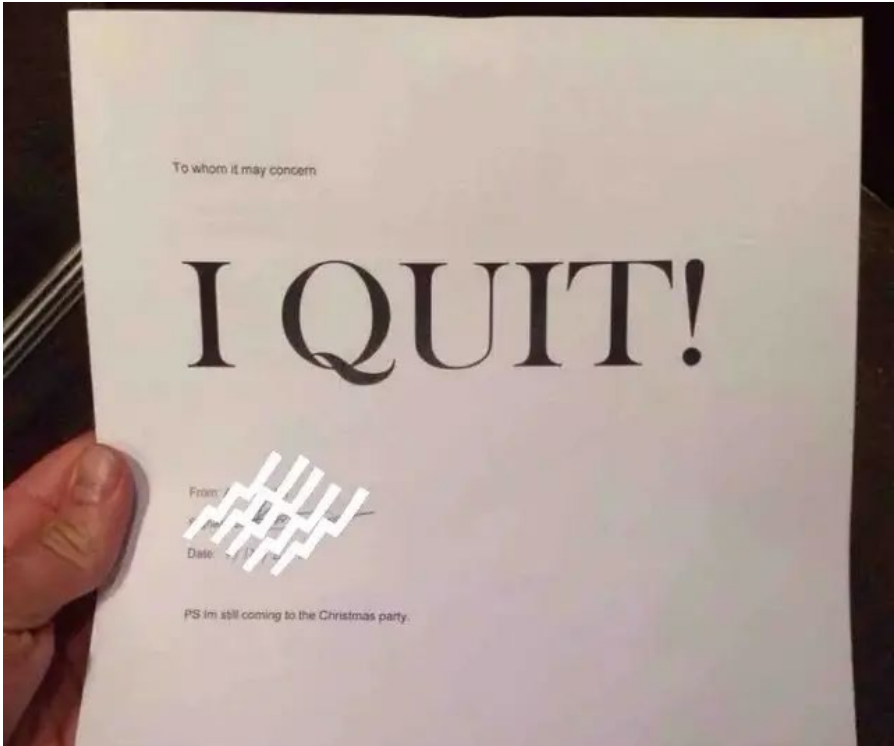
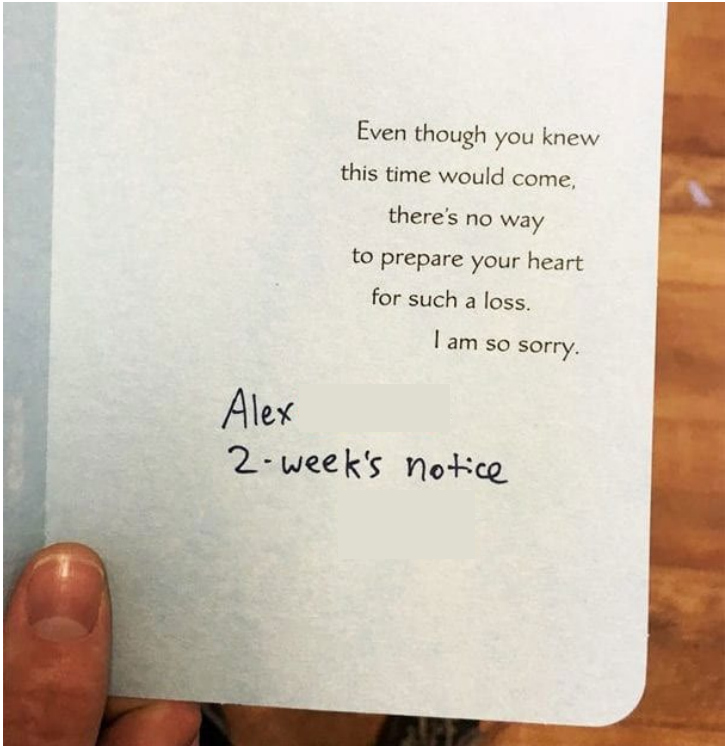
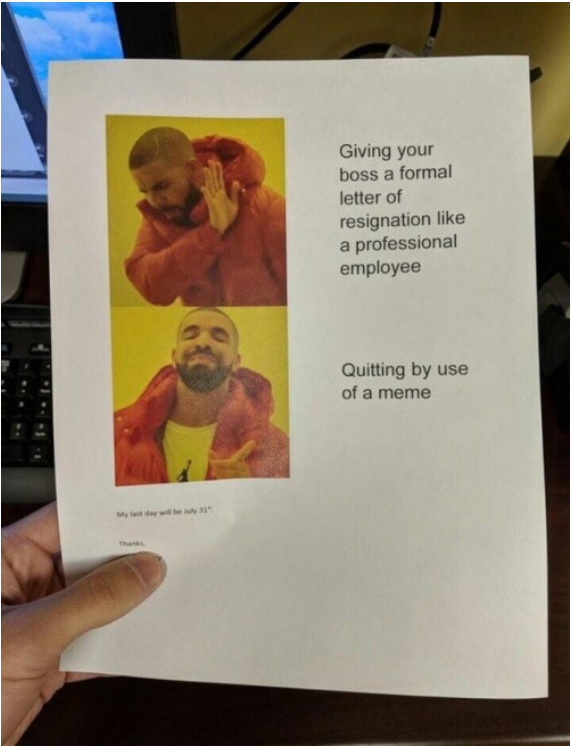




Welcome Back



If the Communications Grid Goes Out...

- Your instincts are likely to be wrong about the value proposition your employees want; the people in this room want different things than do the rest of the employee base
- If you were hoping for the quick demise of employee interest in job flexibility, think again; interest in flexible work appears here to stay
- Some of the job attributes with the most promise for improving the value of the offer are found in organizational culture; good news for organizations worried about the financial impact of making improvements
- Specifically, one of the key building blocks of arts careers in the past—artistic reputation—holds significantly less sway than it used to

Where This Fits



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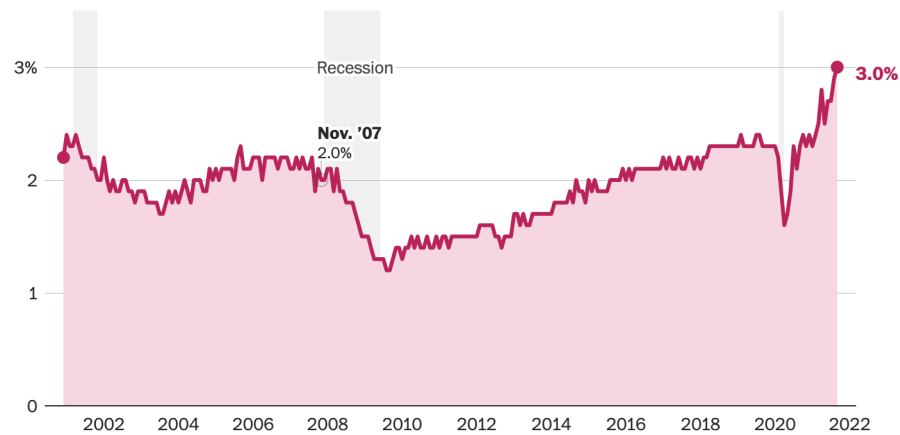
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The Great Resignation or the Great Renegotiation?

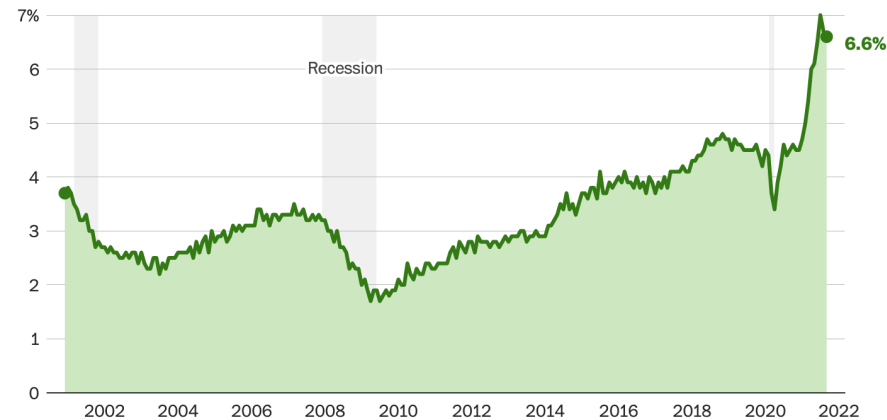
Voluntary (Non-Farm) Labor Force Quit Rate



5.7%

Percentage of arts, entertainment and recreation workforce quitting in *September 2021 alone*.

Rate of Job Postings as a Percentage of the Labor Force



4.5M

US workers who quit their jobs in March 2022

A Global Phenomenon

“Dissatisfaction with working conditions, uninspiring jobs and bad bosses has gone global, as has a desire to seek out a better deal from companies short on staff.

“The data for other markets often lags. But the latest figures now show that resignations have jumped in the **United Kingdom, Australia and France, too.**”

Source: Bureau of Labor Statistics; *The Great Resignation is Taking Root around the World*, Julia Horowitz, CNN Business.

The Landscape for Talent Has Changed

What Arts Organizations Needed from Employees in the Pandemic

Fluid Job
Descriptions

Role
Flexibility

Re-work
and Re-
planning

Furloughs
and Work
Breaks

What Employees Are Asking for Emerging from the Pandemic

“Walking the
Talk” on
DEI&A

Organizational
Statements on
Current Events

A Bigger Voice in
Decision-Making

Remote Work/
Flexible
Schedules

Pay Equity/
Transparency

Fewer Hours

Source: ABA.

What Got Us Here Won't Get Us There

Quotes from recent interviews

“The ‘The show must go on’ mentality is dead. Our budgets in the arts are predicated on people willing to throw themselves into this work and don’t mind being underpaid, and that’s not working anymore.”

“In my short time here, I’ve noticed what I initially referred to as an inordinate level of love for our mission and the experiences we offer. I’ve also recognized that **the love for our institution is increasingly secondary to the love for self-care and family.** As such, we are being a lot more intentional about looking inwardly and putting practices in place for our employees to have their personal needs better coexist with the needs of the institution.”

“There’s a real sense, that in some cases, [arts organizations] have **‘weaponized the mission’** to keep us working at full tilt. “You can’t work tonight? What about the children?”

“Staff are starting to draw lines about what they’re willing to do in a way that’s much more protective of their lives outside of work.”

How Do We Appeal Today?

1 Artistic Excellence

Careers

Ready for your next career step? Consider joining the talented, diverse, and passionate staff of New York's most iconic music institution: Carnegie Hall.

As a 501(c)(3) nonprofit organization, Carnegie Hall's mission is to present extraordinary music and musicians on the three stages of this legendary hall, to bring the transformative power of music to the widest possible audience, to provide visionary education programs, and to foster the future of music through the cultivation of new works, artists, and audiences.

We depend on a wide range of skill sets, experiences, and personalities to fulfill this mission. If you think you would be a good fit for one of our open positions, we want to hear from you! New opportunities are posted frequently, so please check back often.

Carnegie Hall is proud to be an equal opportunity employer.

2 Community Engagement

Join the dynamic team of arts professionals at the Goodman Theatre! Chicago's theater since 1925, Goodman Theatre is a not-for-profit arts and community organization in the heart of the Loop, distinguished by the excellence and scope of its artistic programming and community engagement. The theater's artistic priorities include new play development (more than 150 world or American premieres), large scale musical theater works and reimagined classics. As a cultural and community organization, Goodman Theatre is committed to using the art of theater for a better Chicago. Using the tools of the theatrical profession, the Goodman's Education and Engagement programs aim to develop generations of citizens who understand the cultures and stories of diverse voices.

3 Comprehensive Benefits

Employment Opportunities

The Orchestra offers a broad range of career opportunities in a wide variety of departments. We seek highly motivated individuals, dedicated to excellence and willing to contribute to the mission of the Orchestra.

We provide a comprehensive benefit package for our full-time employees, which includes health, dental, life and disability insurance; flexible spending accounts; pension and 403(b) plans, domestic partnership benefits, complimentary concert tickets and other discount programs.

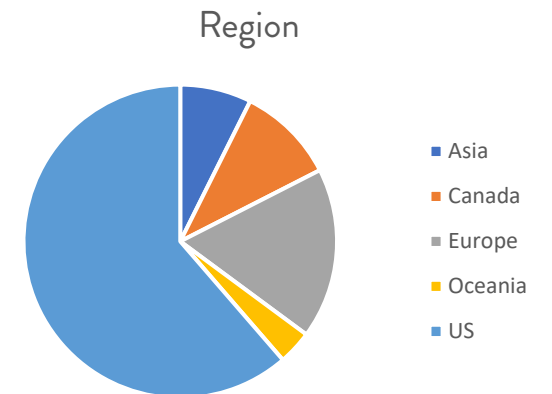
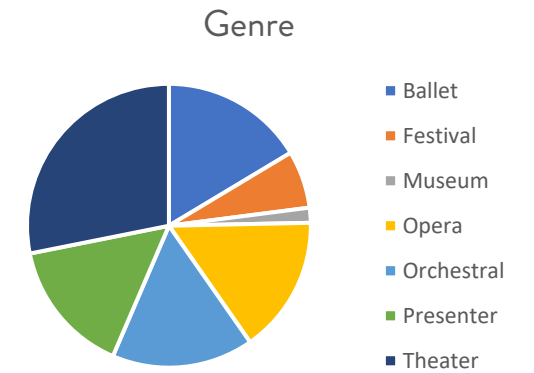
In our goal to create and maintain a diverse community, The Philadelphia Orchestra does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation or any other characteristic protected by law.

The Largest Arts Staff Survey Conducted

Participating Organizations

Adelaide Symphony Orchestra	Nashville Symphony	The Bass Museum of Art
Alabama Shakespeare Festival	Newcastle Theatre Royal	The Old Globe
Alberta Ballet	Opera Omaha	The Santa Fe Opera
Alberta Theatre Projects	Opera Theatre of St. Louis	Thyssen-Bornemisza National Museum
Alley Theatre	Oregon Symphony	Verbier Festival
Aspen Music Festival and School	Pasadena Playhouse	Wellin Museum of Art
Berkeley Repertory Theatre	Philadelphia Ballet	West Kowloon Cultural District
Bravo! Vail	Pittsburgh Ballet Theatre	Westport Country Playhouse
Brevard Music Center	Portland Opera	Wolf Trap
Calgary Opera	Ravinia Festival	Young Concert Artists
Canadian Opera Company	Richmond Symphony	
Charlotte Ballet	ROCO	
Dallas Symphony Orchestra	Royal Albert Hall	
Grand Teton Music Festival	Royal New Zealand Ballet	
Houston Grand Opera	Royal Ontario Museum	
Joffrey Ballet	San Diego Opera	
Lyric Opera of Kansas City	San Diego Repertory Theatre	
McCarter Theatre	San Diego Symphony	
Melbourne Symphony Orchestra	Sarasota Opera	
Midland Center for the Arts	Scottish Ballet	
Minnesota Opera	Tasmanian Symphony Orchestra	

N=1491 staff globally



Forcing Choices Gives a Window into Staff Preferences

Example of Conjoint Analysis Applied to the Job Offer

Attribute/Feature	Job Offer #1	Job Offer #2
Base Pay	20% increase in pay	No increase in pay
Health Benefits	Company offers no benefits	Company offers full benefits
Manager Quality	Work for an average manager	Work for “best” manager
Org DEIA effort	Mostly performative	True commitment
Artistic Reputation	Known for artistic quality	Known for artistic innovation
Work from Home	1-2 days per week	No work from home

For several ‘rounds,’ employees choose between 3 job offers to reveal most valued elements in a job offer.

Importance Scores

How important are changes in base pay compared to amount of vacation time?

Utility Scores

How much more (or less) utility does an individual receive from an offer 20% above market compensation versus a market-level offer?

Source: ABA.

Attributes for the Survey

Organizational

1. **Artistic reputation:** reputation for highest-caliber/innovative artists
2. **Inclusive decision-making:** extent to which decisions are collaborative
3. **Organizational transparency:** extent of communications/degree of participative decision-making
4. **Organizational recognition:** extent of performance recognition
5. **Organizational commitment to DEIA:** Commitment to improving diversity, equity, inclusion and accessibility
6. **Community impact:** extent to which organization is embedded in the community it serves

Job

7. **Job accountability for outcomes:** clarity of job responsibilities and accountabilities across the organization
8. **Job schedule:** total number, predictability and flexibility of work hours
9. **Ability to work from home:** amount work allowed away from the office
10. **Manager quality:** degree of your manager's skills and coaching
11. **Opportunity to manage others:** the ability to delegate and support career development of others as part of your job responsibilities

Job (Continued)

12. **Room for advancement:** opportunity to progress in responsibilities, skills, and salary
13. **Job Security:** endurance of job and reliability of income over time

Benefits

14. **Onsite benefits:** Access to range of in-office amenities (e.g., fitness, coffee/snacks, free event tickets or memberships, or reimbursed parking)
15. **Office environment:** Extent of office environment spaciousness/privacy
16. **Technology:** the extent of technology to make your job easier
17. **Professional development:** the extent to which development opportunities (e.g., training, conferences) are offered/paid for
18. **Caregiving Leave:** the extent to which the company exceeds legally-required parental leave
19. **Healthcare support:** Generosity of healthcare benefits (beyond legal requirements)

Critical Comparison Point

20. **Base Salary:** Total annual compensation provided by the job

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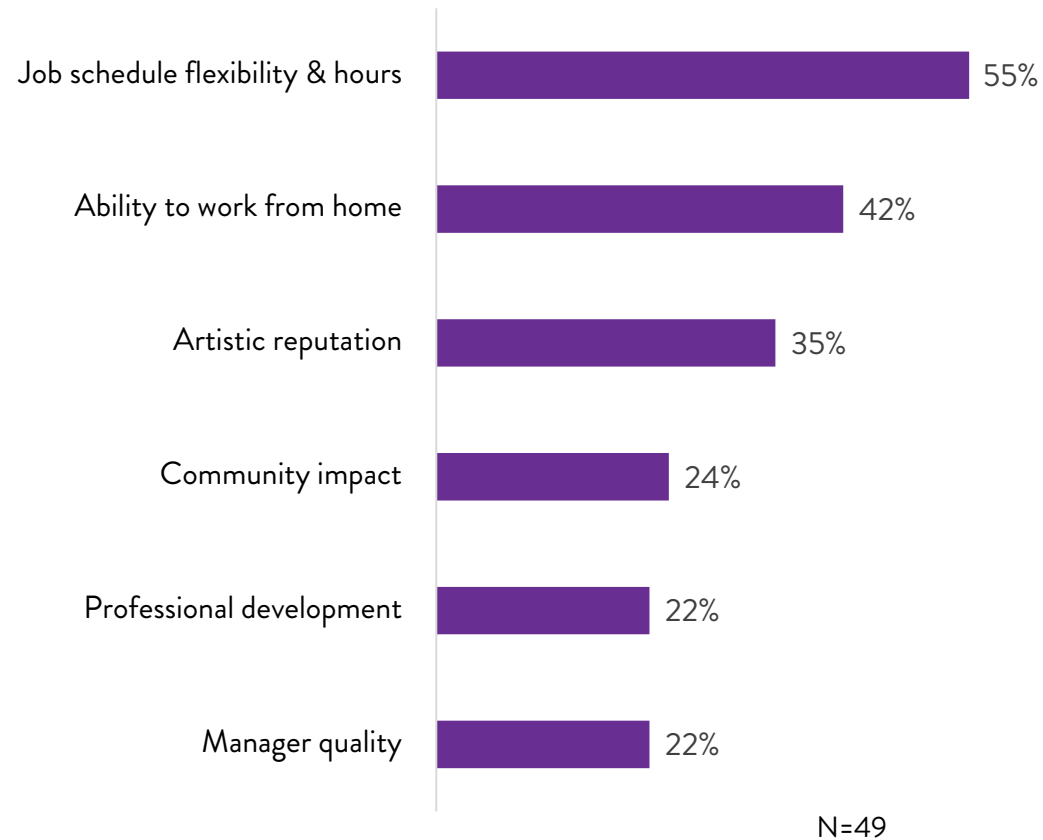
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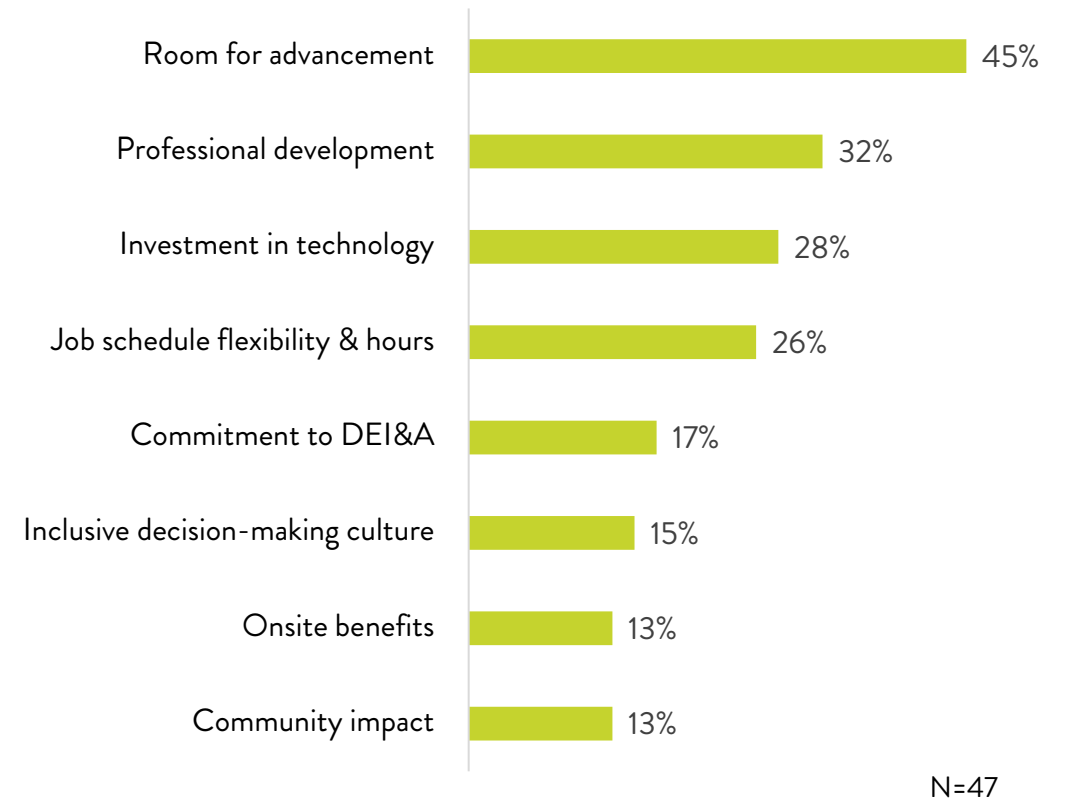
Implications
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Your Perception of What Matters Most

What You Believe Matters Most



What You Plan to Improve, to Attract Staff



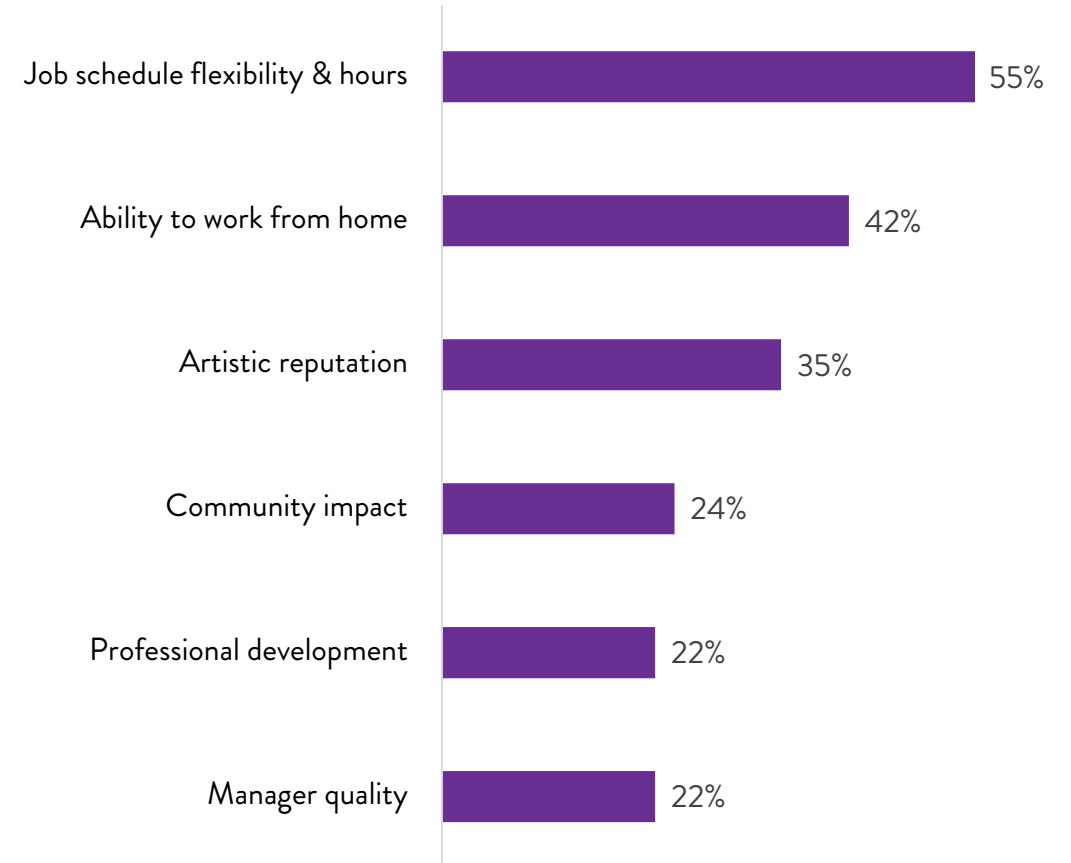
What Arts Execs Think – And What the Survey Says

Top Ten Priorities From Survey

1. Healthcare benefits
2. Manager quality
3. Job security
4. Job schedule flexibility & hours
5. Artistic reputation
6. Org commitment to DEI&A
7. Organizational transparency
8. Room for advancement
9. Ability to work from home
10. Community impact

N=1491

What You Believe Matters Most



From “Utility” to Salary

1 We understand the utility for each attribute

Label	Utility
Artistic reputation	
OrgArtsRep:none	-66.56
OrgArtsRep:innovator	23.89
OrgArtsRep:quality	42.55
OrgArtsRep:educator	0.12
Community impact	
OrgCommImpact:None	-32.74
OrgCommImpact:Emerging	12.81
OrgCommImpact:Strong	19.93
Organizational transparency	
OrgTransparency:None	-45.48
OrgTransparency:Selective	9.52
OrgTransparency:High	35.9

2 We understand the value of a 10% or 20% increase in salary

Base salary	
Pay 20% less than current salary	-315.55
Pay 10% less than current salary	-151.59
Pay the same as you are currently paid	61.06
Pay 10% more than current salary	156.18
Pay 20% more than current salary	249.91

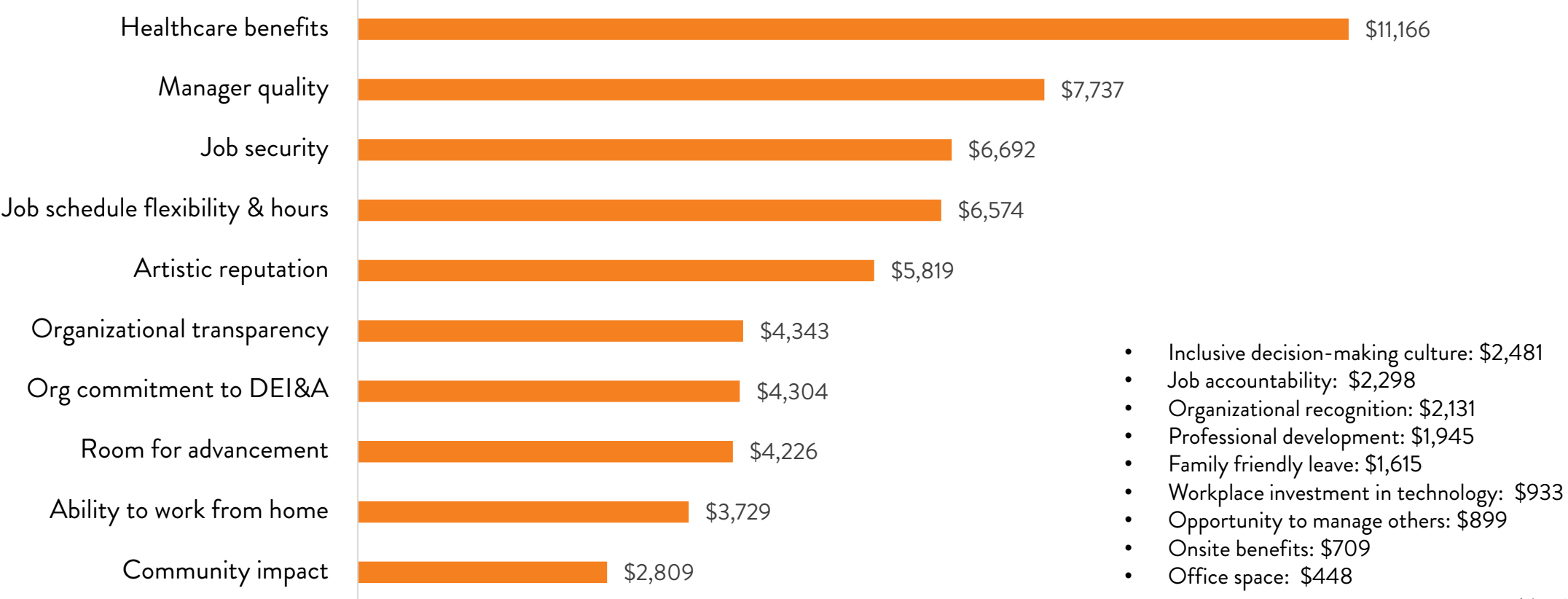
3 We use average salaries for a given group to “convert” utilities into salaries

Label	Utility	Relative value	Maximum value
Artistic reputation			
OrgArtsRep:none	-66.5621		\$ 5,819
OrgArtsRep:innovator	23.89377	\$ 4,824	
OrgArtsRep:quality	42.54903	\$ 5,819	
OrgArtsRep:educator	0.119279	\$ 3,556	
Community impact			
		Each step	
OrgCommImpact:None	-32.7384		\$ 2,809
OrgCommImpact:Emerging	12.80652	\$ 2,429	
OrgCommImpact:Strong	19.93192	\$ 2,809	
Organizational transparency			
		Each step	
OrgTransparency:None	-45.4751		\$ 4,343
OrgTransparency:Selective	9.52862		
OrgTransparency:High	35.9		

Going from Worst to Best

Maximum Salary Benefit of Going from Worst to Best

Per person per year, based on average salary level

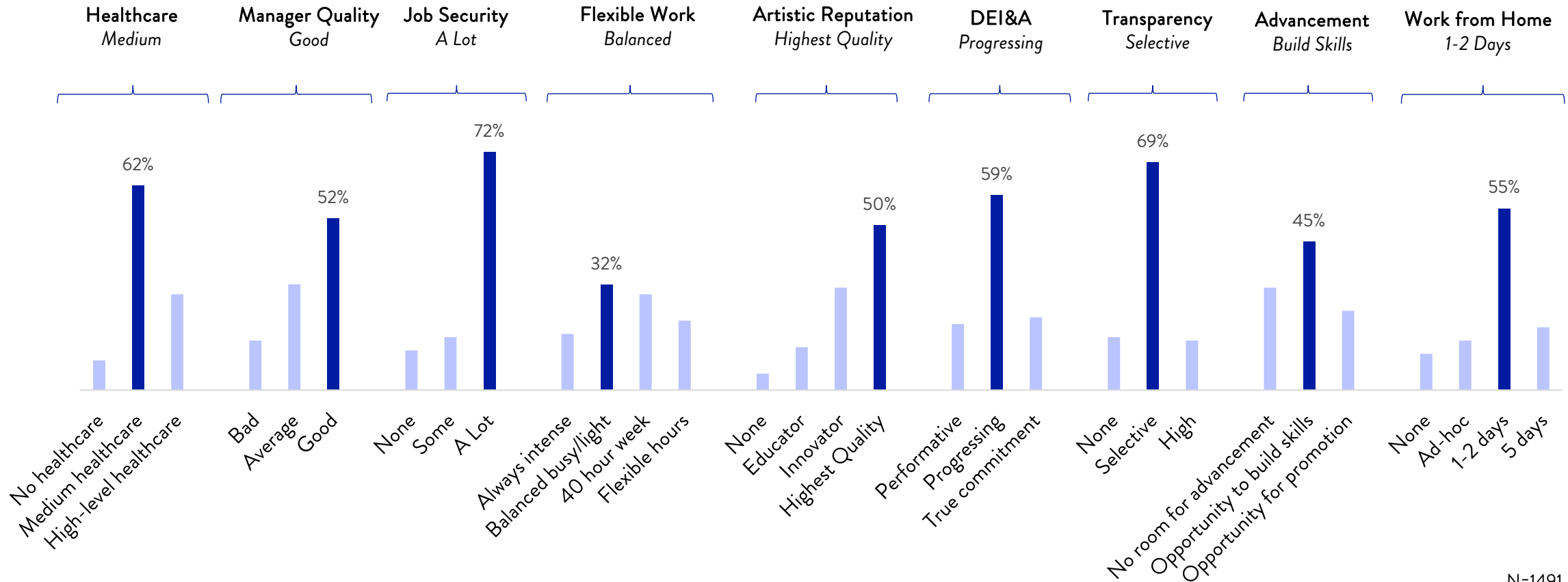


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The Average Organization

How Institutions Are Rated By Staff

Most common answer in italics

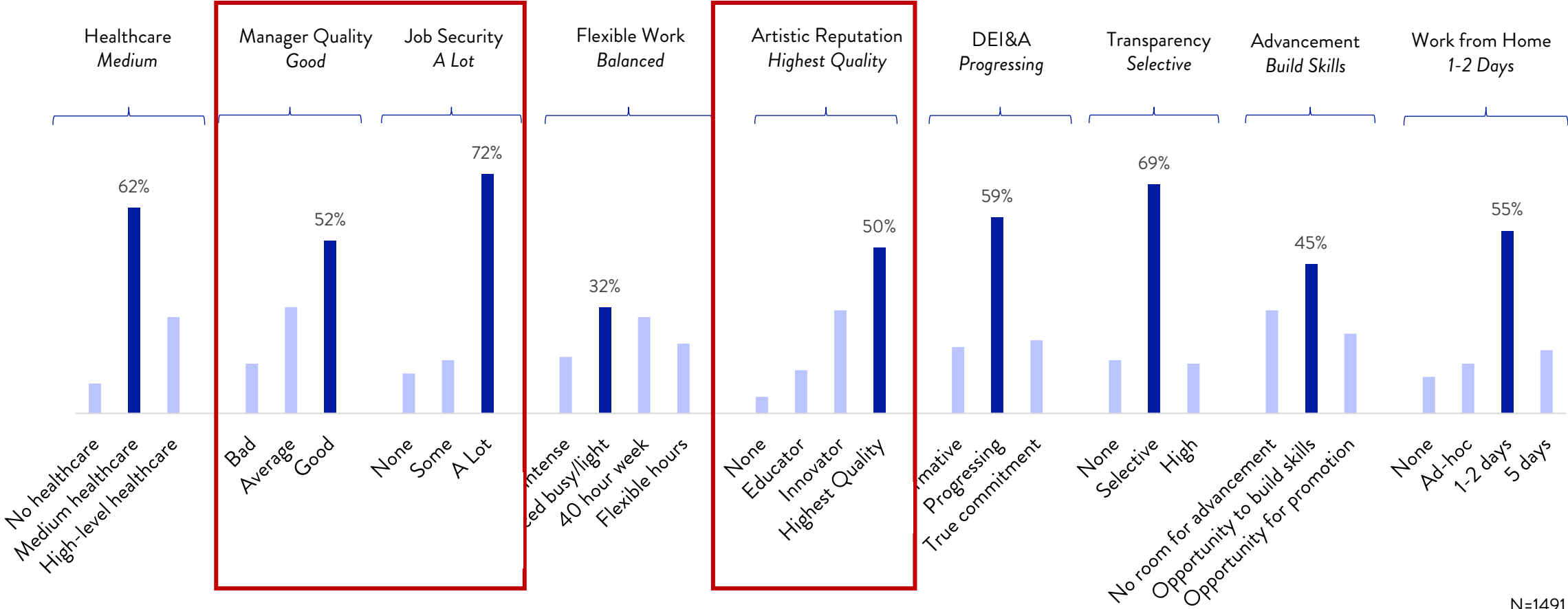


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We're Excelling in Three Areas

How Institutions Are Rated By Staff

Most common answer in italics

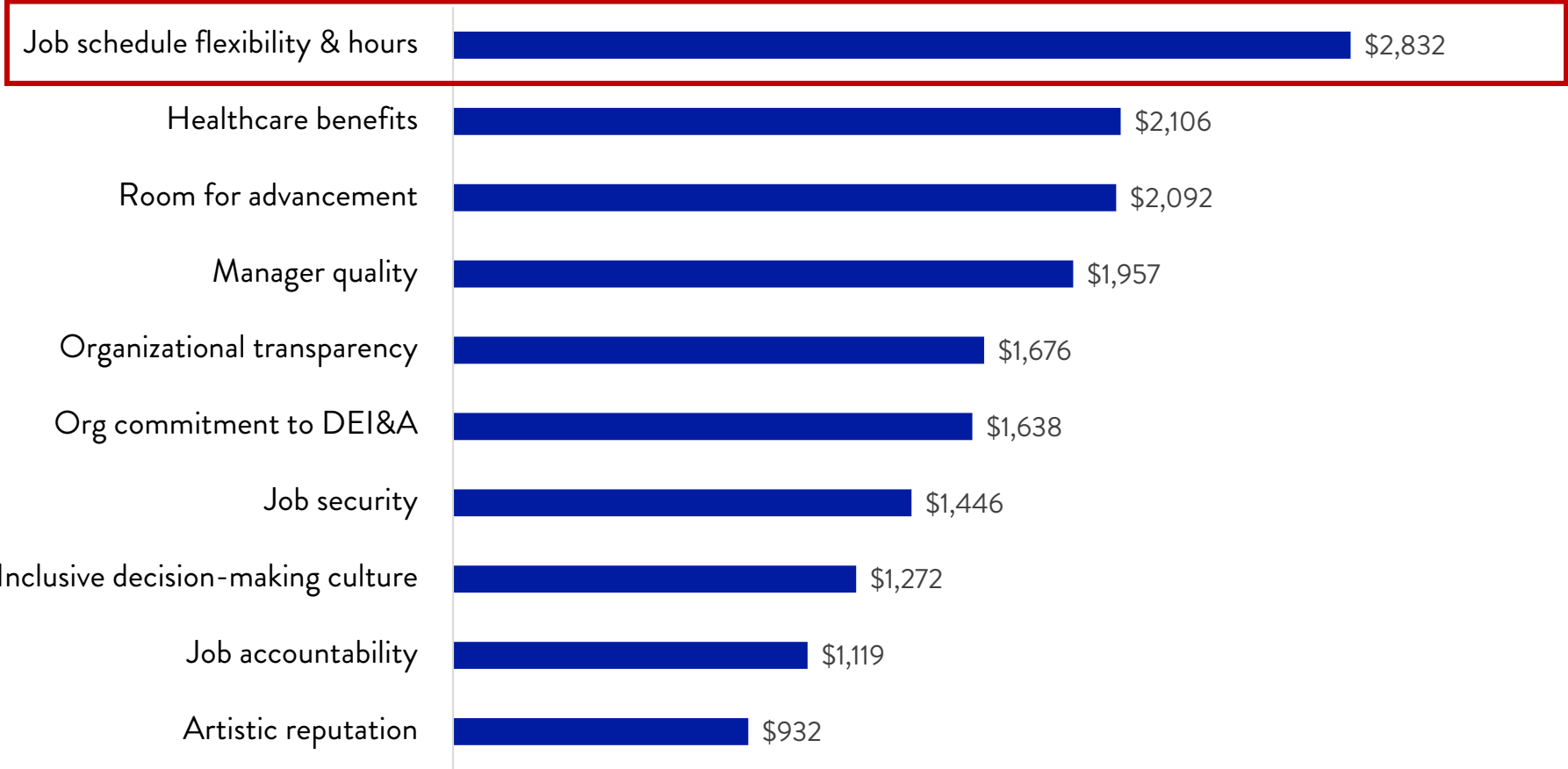


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More Realistic Opportunity for Value

Weighted Relative Impact of Moving to “Best”

Per person per year, based on average salary level

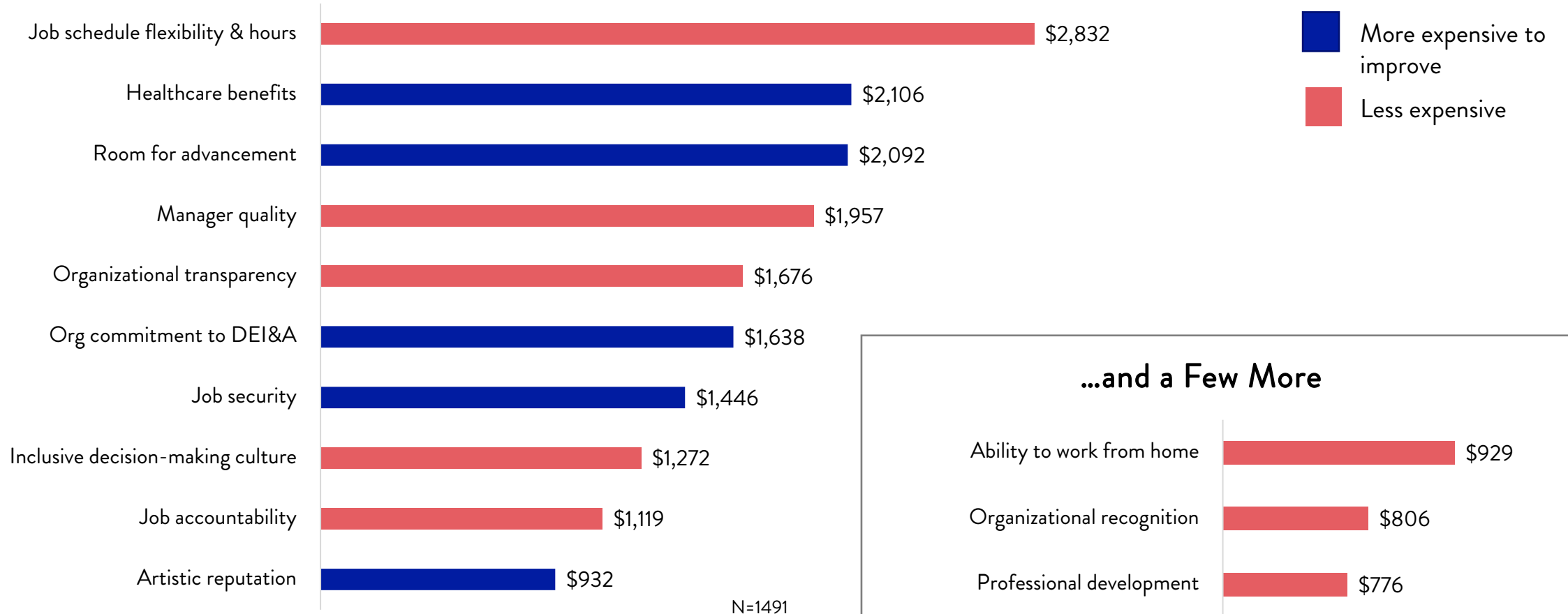


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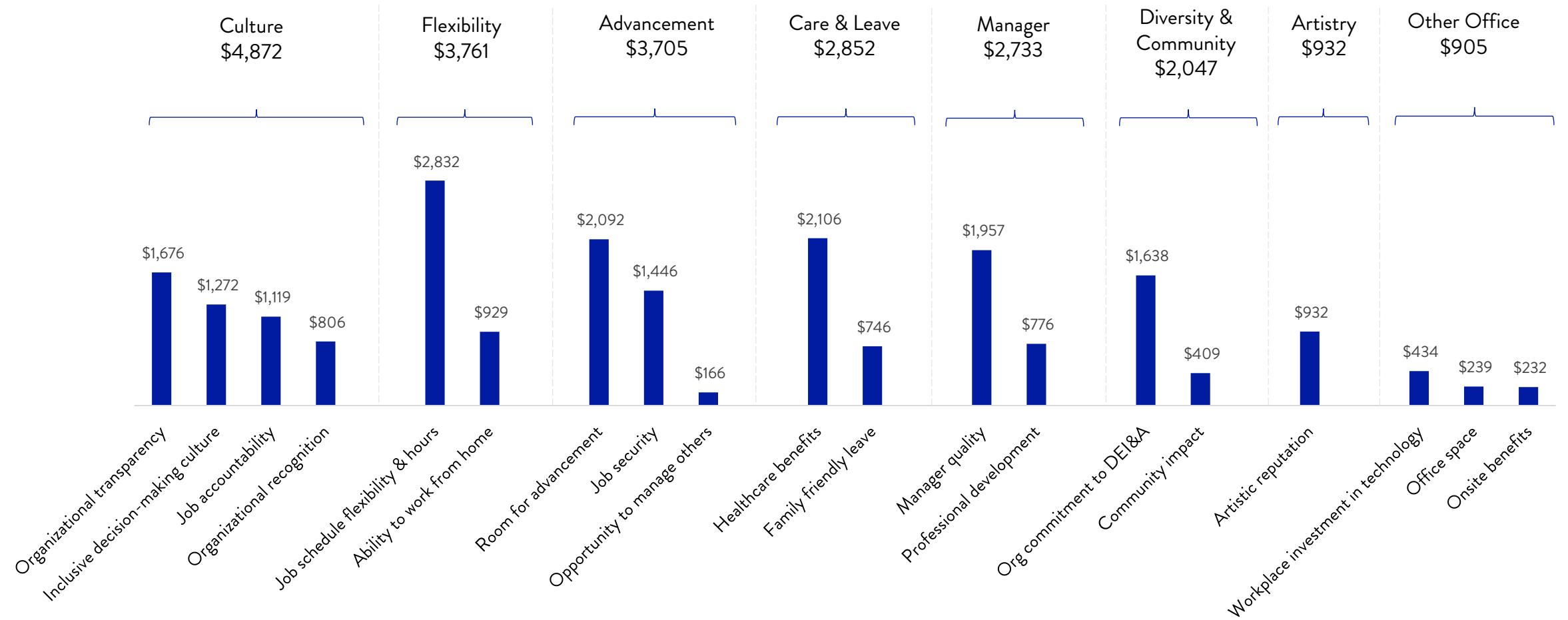
Lower-Cost Places to Invest

Weighted Relative Impact of Moving to “Best”

Per person per year, based on average salary level

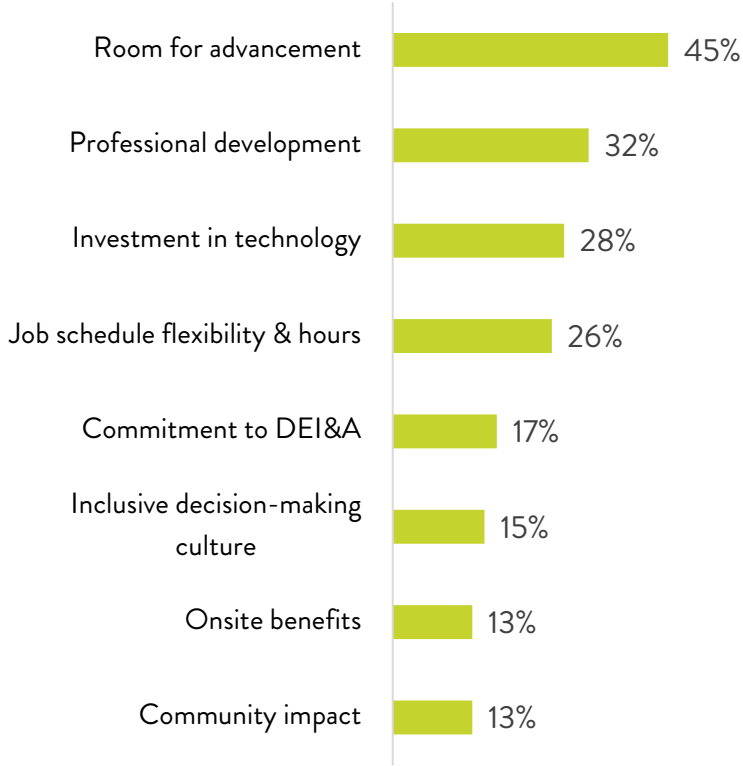


Value of Different Employment Brands



Mismatched Understanding

What You Plan to Improve, to Attract Staff



N=47

<p>✗ Where we are investing, but may not need to (to attract staff)</p> <ul style="list-style-type: none">1) Technology2) Onsite benefits3) Professional development (e.g., conferences)	<p>✓ Where we need to start investing</p> <ul style="list-style-type: none">1) Job schedule flexibility2) Organizational transparency3) Manager quality4) Organizational commitment to DEI&A
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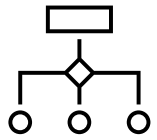
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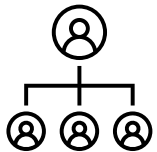
Where We Expected Differences... But There Were Few



Preferences are remarkably consistent across **genre**. Museums value artistic reputation less, festivals value community impact more.



Most **departments** have similar preferences overall, except for working from home (prioritized by marketing/development, not important to artistic/technical)



Managers and nonmanagers have similar preferences.



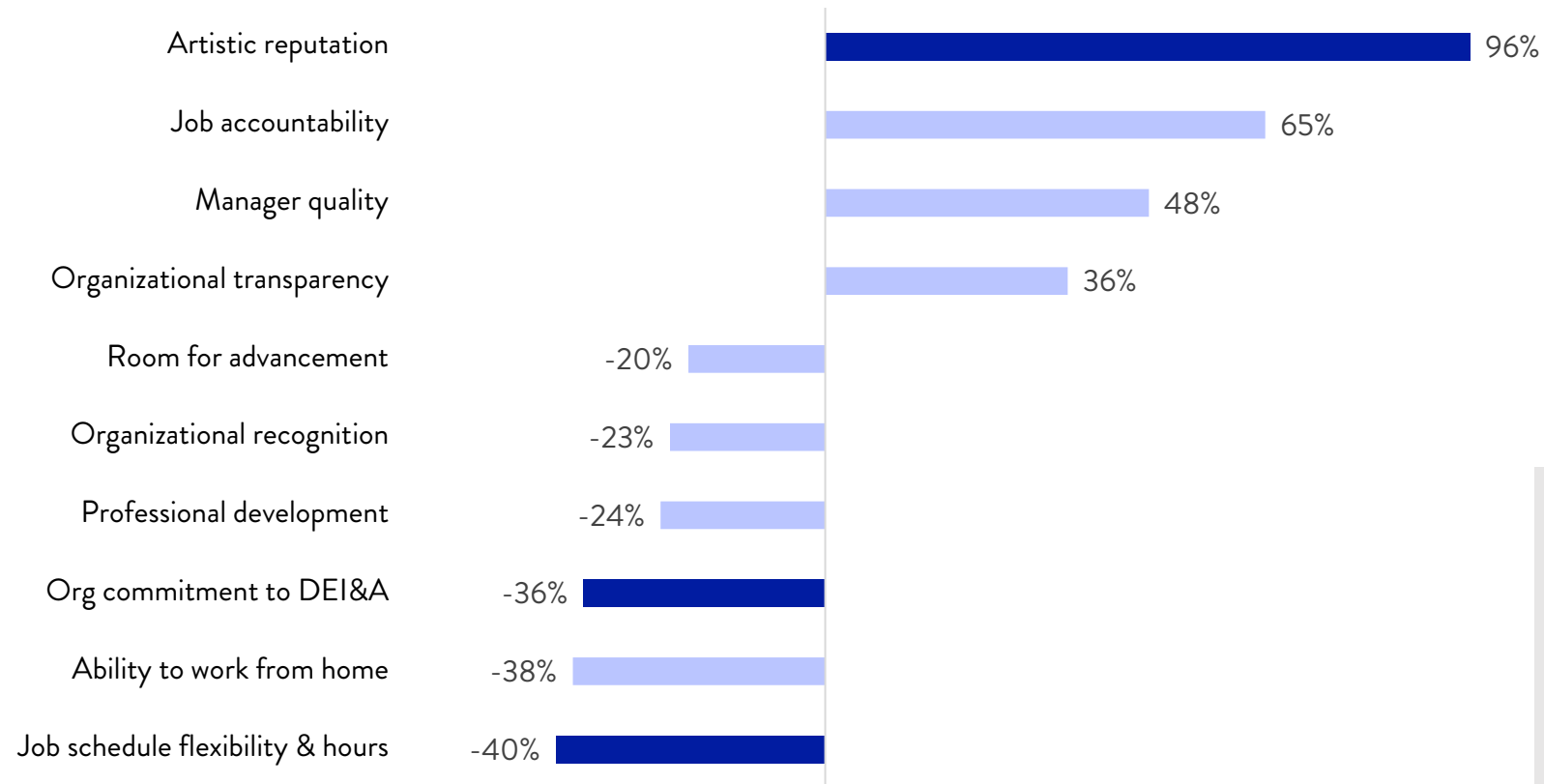
High performing staff (when identified) have similar preferences to others, with slightly higher priority on artistic reputation

You Are Not the Consumer



C-Suite Preferences Different from Other Departments

C-Suite Preferences
Key % Differences from Mean



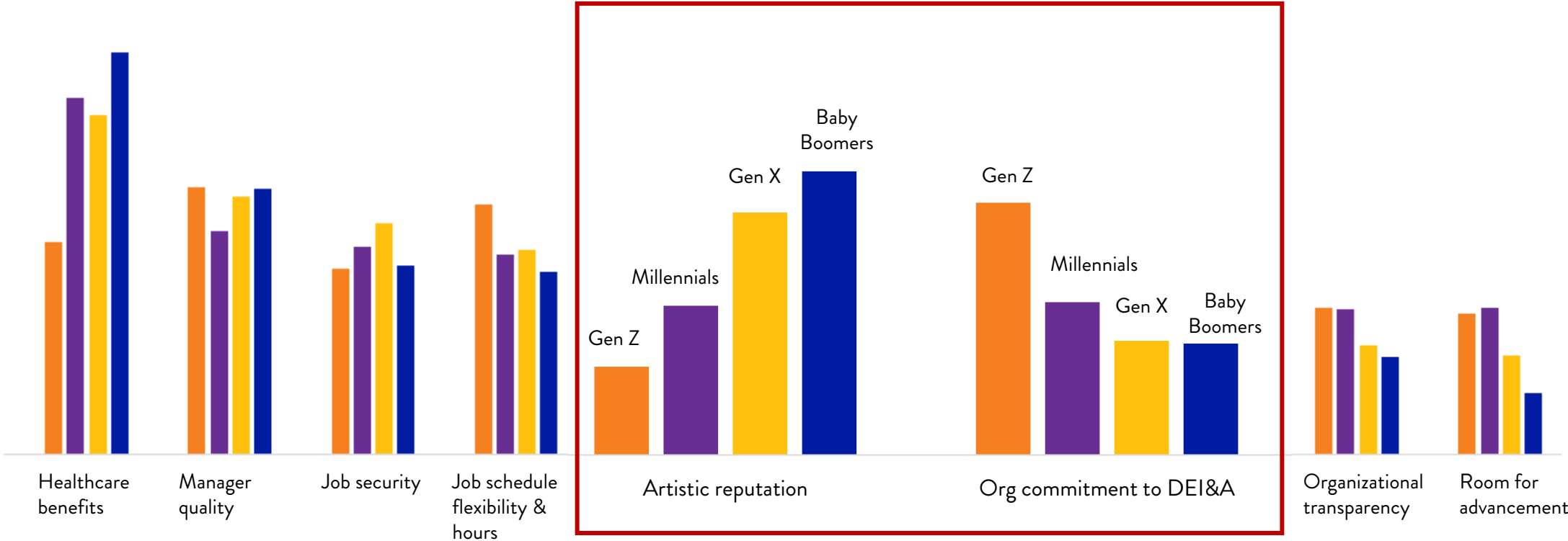
N=41

HR Has Blind Spots Too

- HR staff care about job schedule flexibility 53% more than average

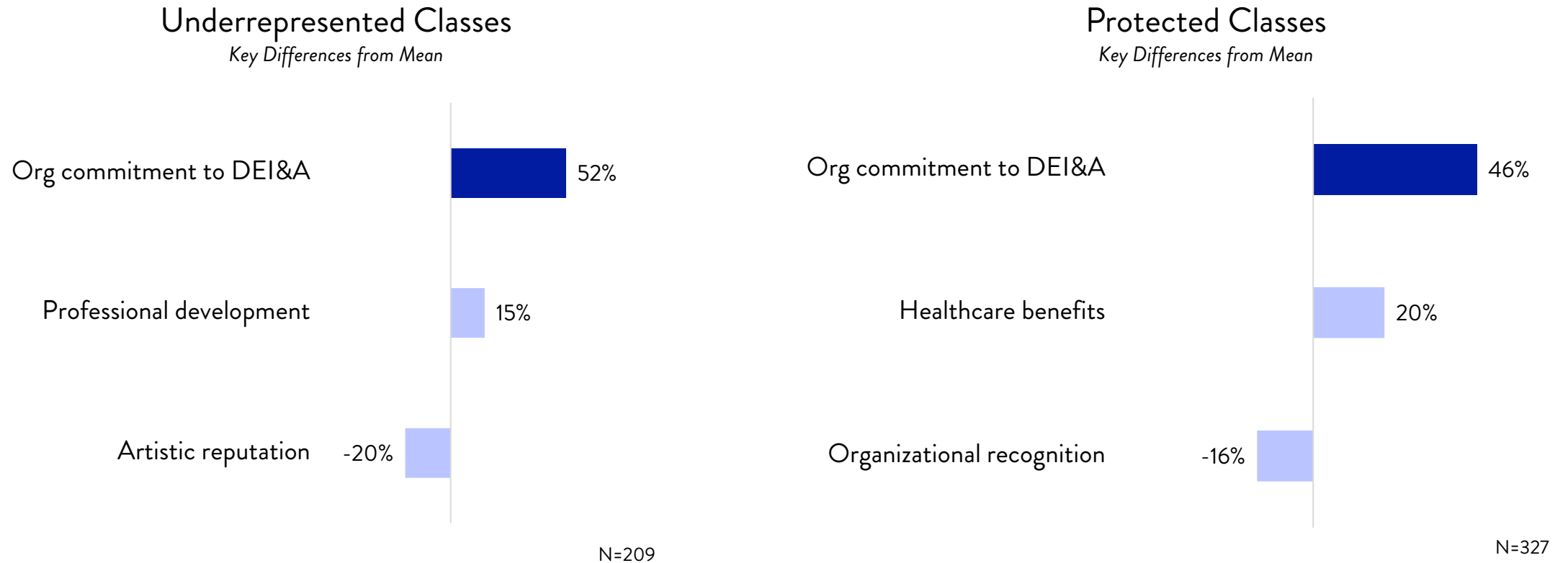
Generational Differences Are Remarkable

- Under 25 (N=85)
- 26-41 (N=620)
- 42-57 (N=451)
- 58-76 (N=152)



N=1491

DEI&A Commitment Critical to Protected Classes



Definitions

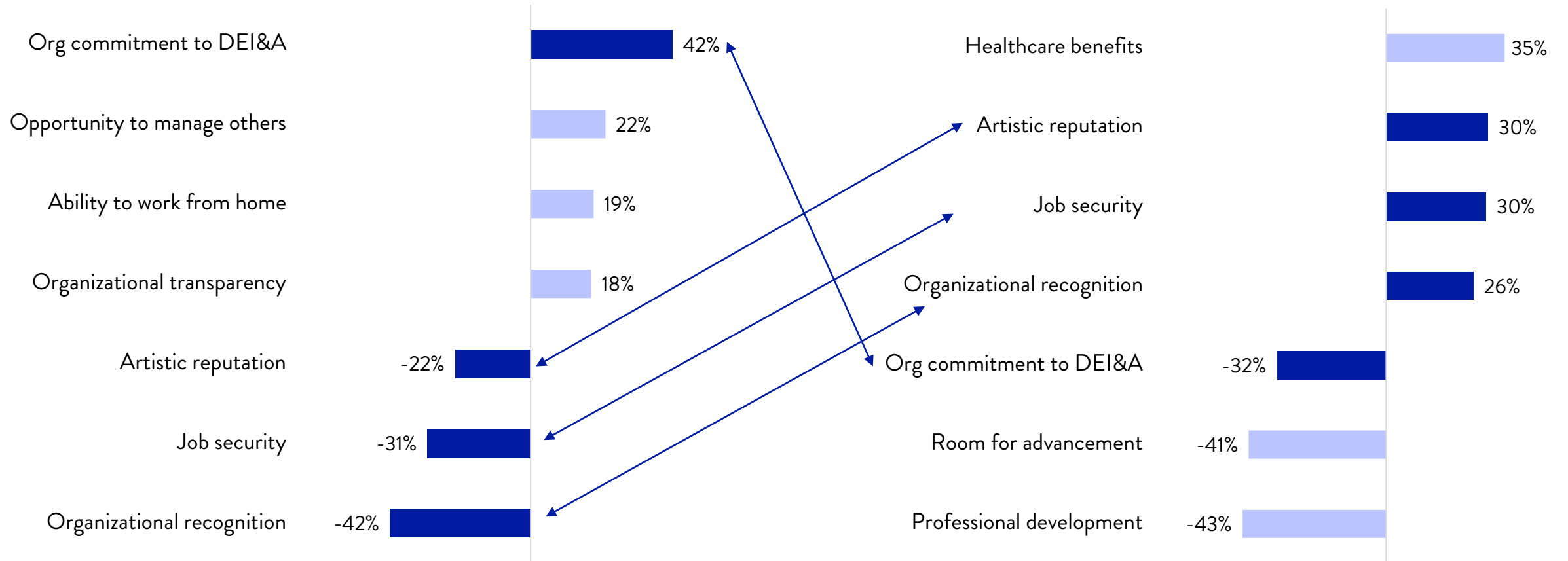
Underrepresented: Do you consider yourself part of a minority or underrepresented group in your country of residence, based on your race or ethnicity?

Protected: Do any of the following describe you: Member of the LBGTQ+ community; Have a disability that is evident in the workplace; The language you speak at work is your second language; Immigrated to your current country of residence; Wear religious dress (e.g., head covering) or practice religious rituals (e.g., prayer) in the workplace?

Long-Timers & New Hires Very Different

New Hires (<1 year)
Key % Differences from Mean

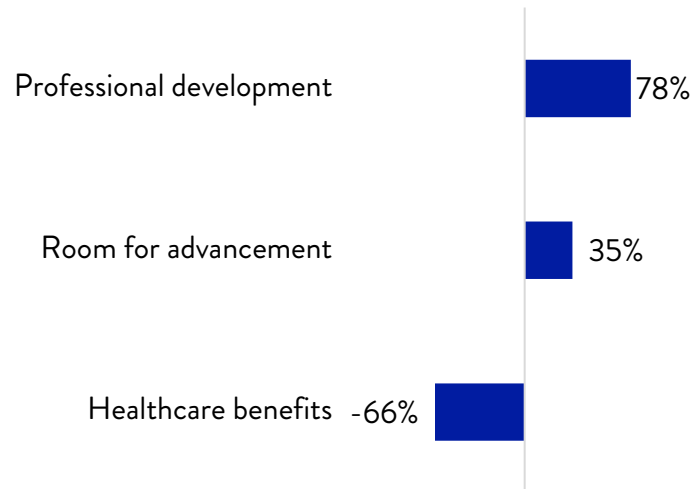
Long-Timers (11+ years)
Key % Differences from Mean



Regional Differences Were Clear

Europe

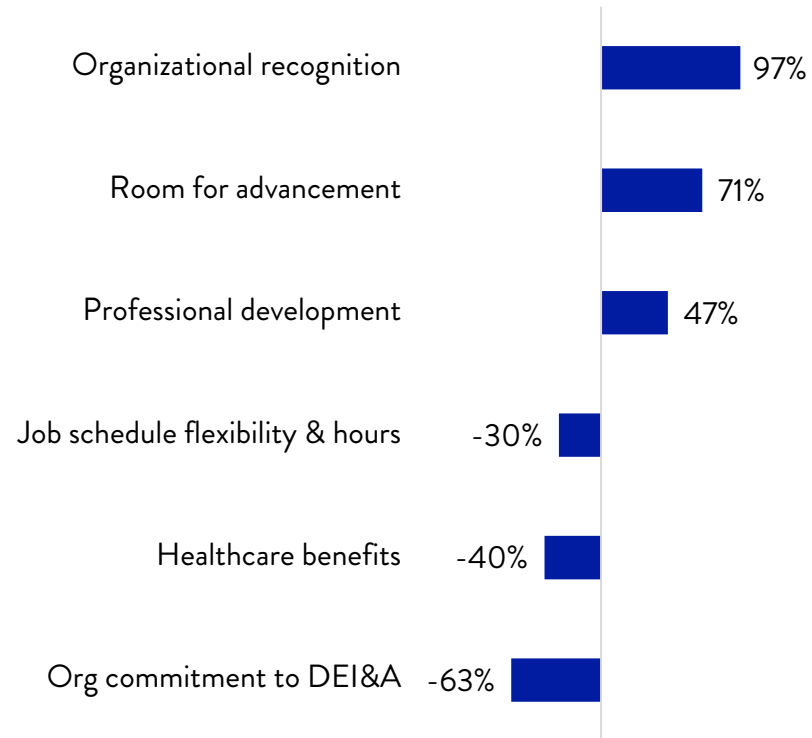
Key % Differences from Mean



N=221

Asia

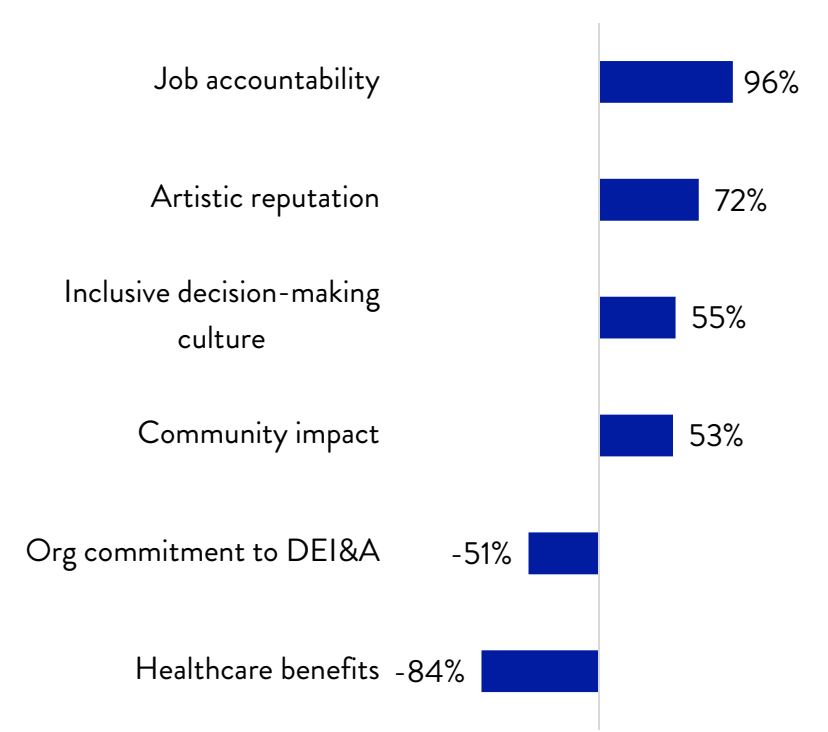
Key % Differences from Mean



N=68

Oceania

Key % Differences from Mean



N=41

*Canadian staff did not have meaningful differences from US staff

In Summary

While differences among employee groups exist (and it's natural to focus on them), **many more similarities exist across groups** about the employment offer they desire.

The **biggest differences among groups are generational**. The instincts of top executives are not good proxies for the next generation.

While it's important to know what staff wants, **we can't use their preferences as a checklist to decide where to invest**. We must also consider our specific mission, differentiating capabilities and existing culture.

To stand out in a competitive labor market, we must build an offer that is “outstanding” for some, not “pretty good” for everyone. **It's important to decide what we want to be known for.**

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Why Do We Need Simulations?

Respondents to hypothetical soda conjoint

		Respondent1	Respondent 2	<u>Average Utilities</u>	
	Coke	90	-100	Coke	-5
	Pepsi	-100	90	Pepsi	-5
	Sprite	10	10	Sprite	10

Actual Choice When Purchasing

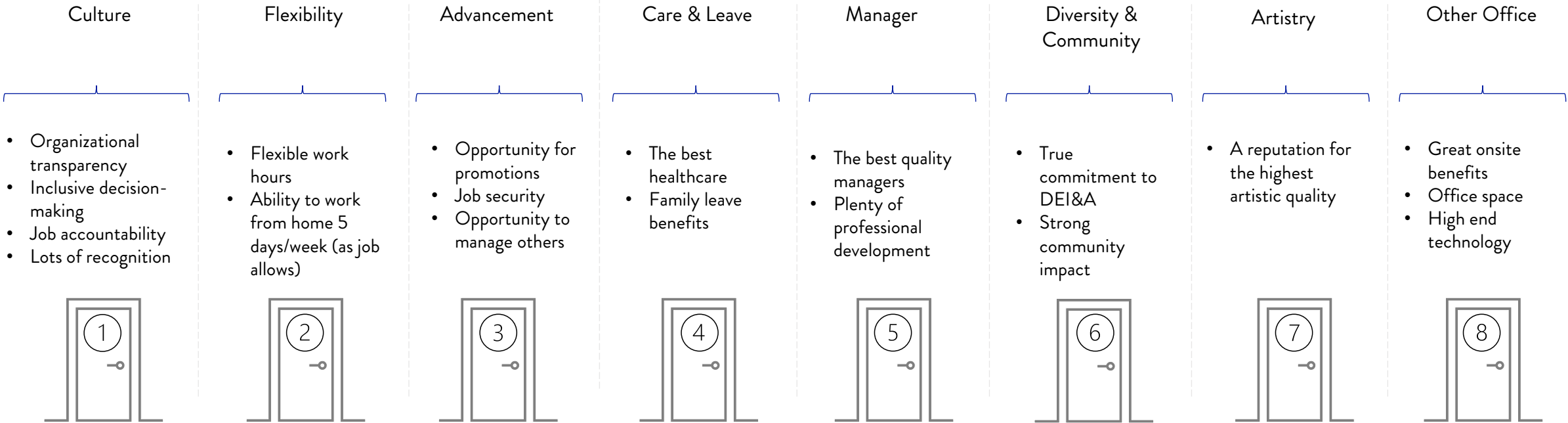
Which Soda would you choose?

			
	Coke	Pepsi	Sprite
Respondent 1	X		
Respondent 2		X	

Taking an average of utilities across respondents can mask how individuals will act when actually purchasing.

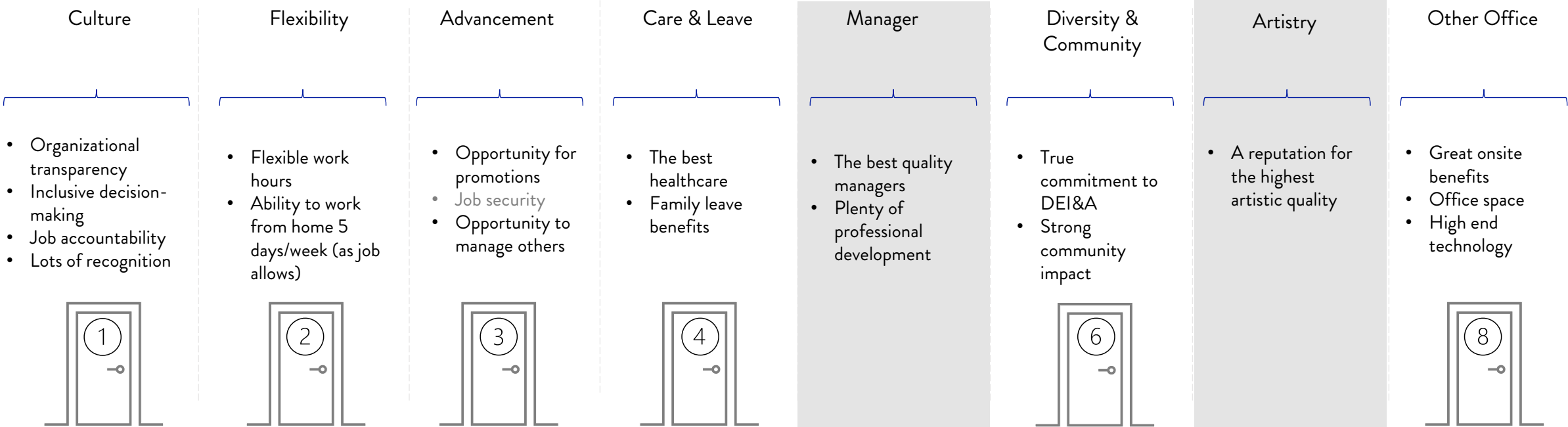
Source: <https://sawtoothsoftware.com/resources/blog/posts/market-simulators-and-why-you-should-use-one>

Which Job Do You Choose?



Antoine
 Fundraiser
 Looking for a new job anywhere in the country
 Has worked in the arts for 5 years

Which Job Do You Choose?

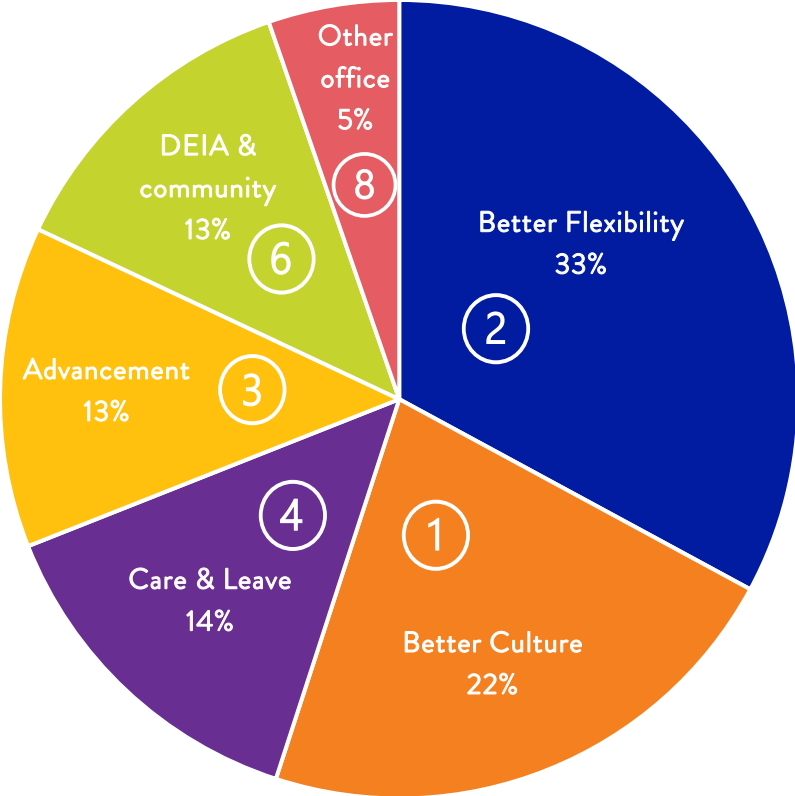


Antoine
 Fundraiser
 Looking for a new job anywhere in the country
 Has worked in the arts for 5 years

Which Value Prop Wins?

In this simulation, we tested which job candidates would pick, if pay remains the same. Assumption: the candidate assumes all other attributes are average

Share of First Choice



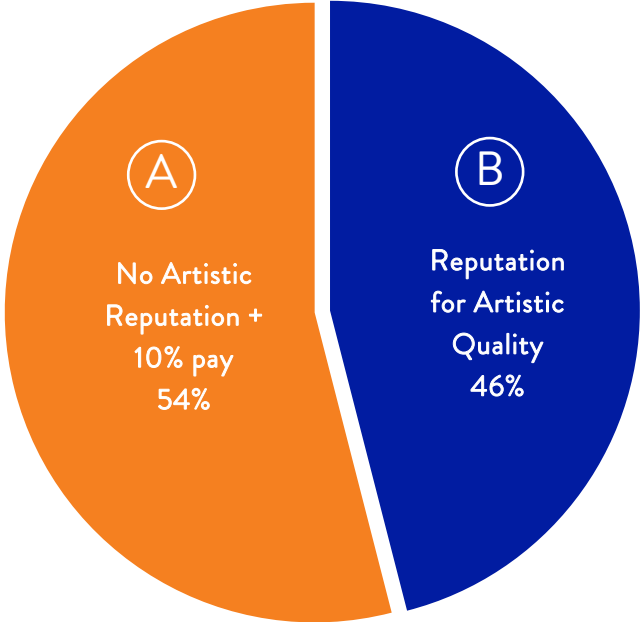
Observations

- Flexibility is the strongest value proposition for job seekers
- Culture also acts as a strong attractor
- Opportunity for advancement has much less impact

Simulation: Artistic Reputation

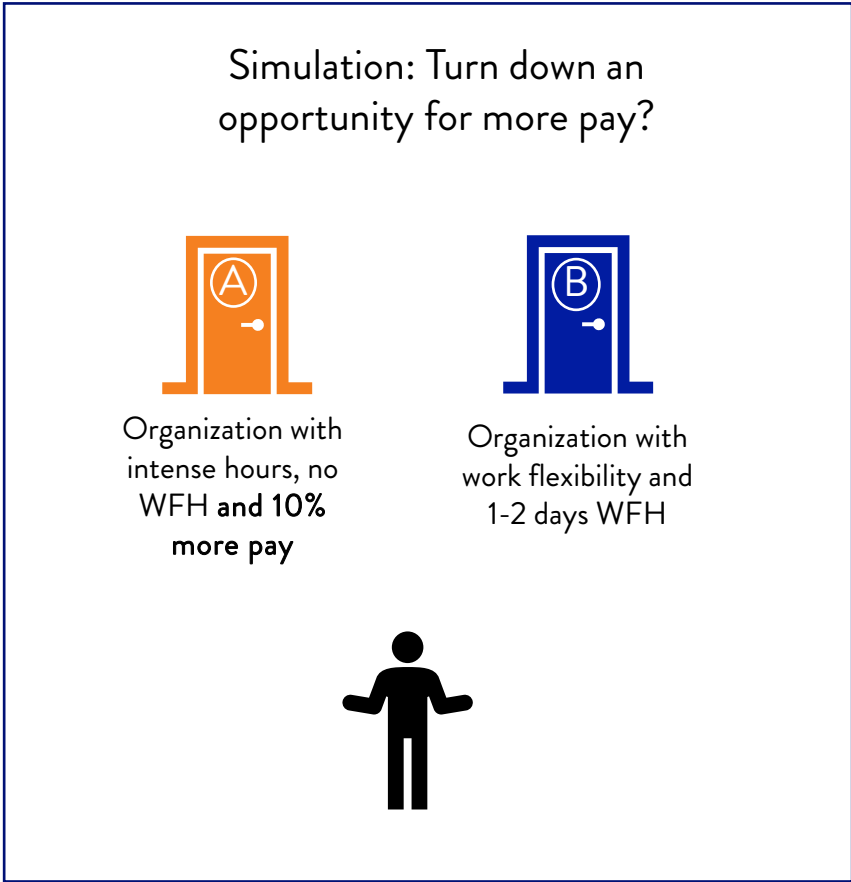


Share of First Choice

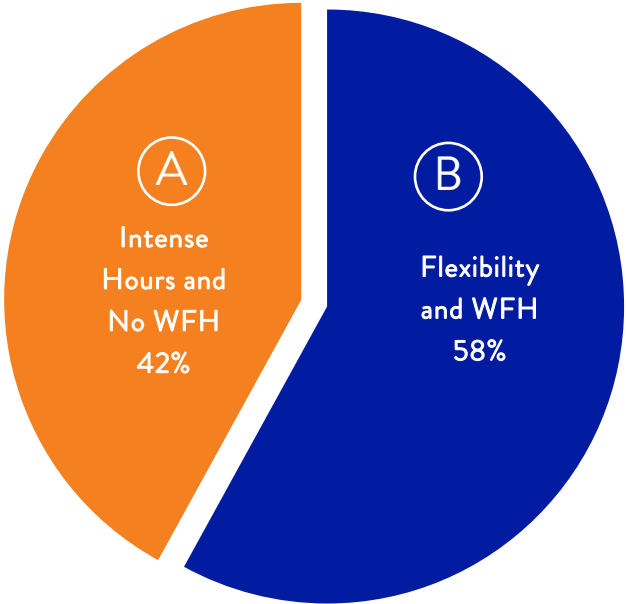


54% of staff will go to an organization with no artistic reputation for a 10% pay increase

Simulation: Flexibility

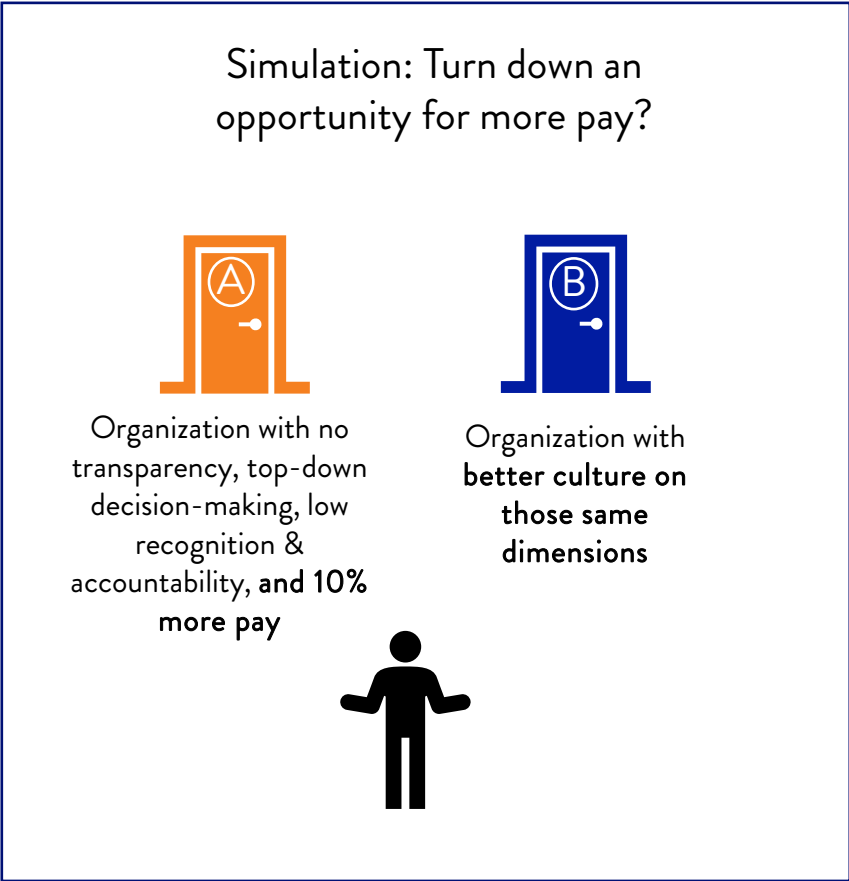


Share of First Choice

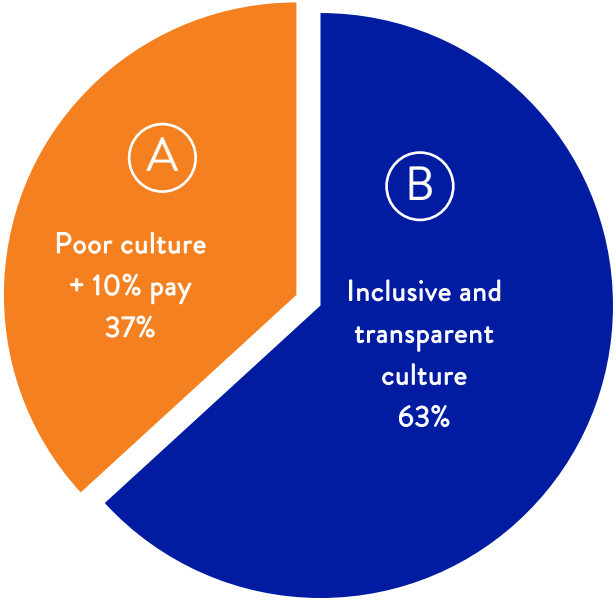


58% of staff will turn down a pay increase for flexibility improvements

Simulation: Inclusive & Transparent Culture



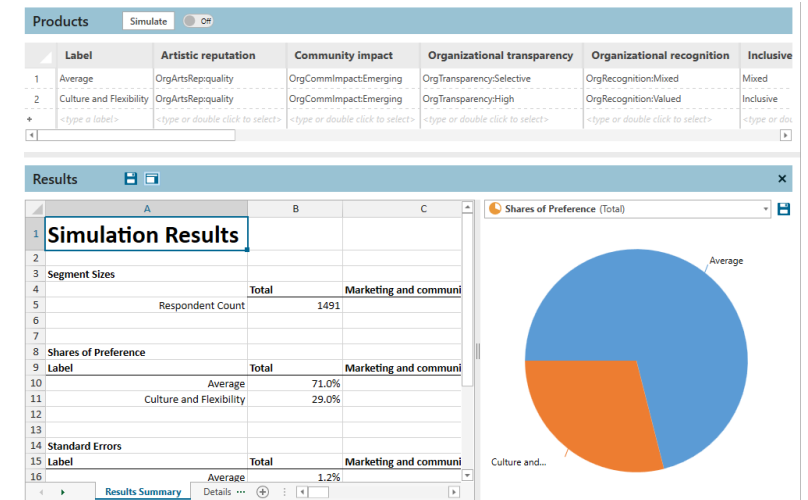
Share of First Choice



63% of staff will turn down a pay increase for an inclusive and transparent culture

You'll Get A Chance To Try Your Own

1. Starting in August, we will send individual reports to participating organizations
2. Those with 20+ responses will have access to the personalized simulation tool
3. Stay tuned for early September webinar invitations to walk through interpreting your results and how to use the scenario tool
4. We are always here to help! If you want to run some scenarios on the general population, if you want to talk through results, just let us know



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What We've Learned

1. There is a lot of opportunity to adjust the employee value proposition without a lot of cost.
2. The greatest opportunity to improve value for existing staff comes from investing in culture (improving inclusivity, transparency, accountability and recognition). This can provide nearly \$5,000 per person in value each year.
3. Improving flexibility and opportunity to work from home offers another \$4,000 in value per person per year
4. Improving flexibility or culture will keep over half of staff from leaving, even for a 10% pay increase
5. True commitment to DEI&A matters more than artistic reputation to many important staff groups; its importance for staff recruitment and retention will only grow.
6. The way we advertise ourselves on career sites and job descriptions does not match what matters to staff.
7. Artistry is not the best way to compete for administrative talent
8. The greatest way to attract people is advertising your flexibility; if organizations get better at signaling culture this can be a good differentiator for attracting candidates as well.
9. We in HR or the C-Suite cannot rely on our instincts about what matters to staff; our preferences do not match the general population

What's to Come in Content

We've conducted 20+ interviews – currently writing up a set of practices and discussions for the Fall meeting series.
Some of what's to come:



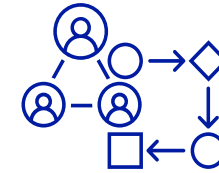
Differentiating Culture Through Management

- Inclusive decision making
- Growth opportunities
- Effective team dynamics



Communicating Culture in Recruitment and Onboarding

- Culture signaling during recruitment
- Communicating “intangibles” to candidates
- Cultural stewardship for new staff



Embedding Progress into Process Improvements

- Formal mechanisms for:
- Understanding staff motivations and aspirations
 - Personalizing goals
 - Succession planning

A Deliberate Approach to People Planning



Employee snapshot *Individual*

9 box Talent Grid evaluation and retention risk:

- Retention Flag
- 9 grid assessment
- Potential
- Performance

Career aspirations: Continue growing in current role for next 2 years to advance Bowl Vision Plan. Ultimately Bowl Ops Director or VP of Ops

Ready for next move: (limiting) 2 to 5 years

Strengths: (As they relate to career aspirations) Broad range of operations experience. Strong analytical skills. Strategic thinking. Impeccable customer service and de-escalation skills.

Development needs: (As they relate to career aspirations) Budget projection during fluctuating concert attendance. Continue learning predictive staffing model tool to increase efficiency.

Personal Development Plan and possible next career steps: Identify mentor to continue growing. Build external network to allow for more best practice sharing.

Understanding employee personal goals and ambitions

9 Box discussion *Team*

	New to Role More time needed for true assessment. No signs of concern at this point in short tenure.	Growth Employee Does extremely well at current job with potential to do more; give stretch assignments to continue assessing and help prepare for next level.	High Potential Perennial exceptional performer with the ability to advance at least 2 roles beyond current position. Consistently performs well in a variety of assignments; superstar employee.
Potential Increase	Improvement With coaching, could progress within level; focus on stretch goals for this employee to determine true potential.	Core Employee May be considered for job enlargement at the same level but may have not performed as well when given other opportunities.	High Impact Performer Consistently gets job done at a high level and is critical to the company's success. Desire or specific role/skill set may limit ability to advance to higher levels in the organization.
Stay	Lower Performer May be a candidate for reassignment, reclassification to a lower level or to exit the organization.	Solid Performer Effective performer but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.	Key Performer Experienced high performer but has reached limit of career potential. Still a valuable employee and leader must find way to maximize this employee's contributions.
	Lower Performer	Performer Performance	High Performer

Viewing talent as a portfolio

Succession Planning *Organization*

Name and role	Rating:	Comments:	Short-term succession			
			Successors ready after current role	Successors ready after 1 more role	Successors ready after 2 or more roles	Emergency successor
Imon Dennis	4	Consistent Performer but limited to current role and level of responsibility. Upgrade talent upon attrition.	Daniel Crayton Luff Anco Ariel Vaughn	Tia Fraser Zachary Foster	Maud Rendon	Daniel Crayton Luff Anco Ariel Vaughn Pearl Williams
Cubert Alexander	4	Shows great promise to be future superstar. Need more exposure since he is new to this role.	Jennifer Sanders Byron Robertson	Chad Peterson	Art Wake Jasenia Garcia	Jennifer Sanders Byron Robertson
Laboya Moore	3	Hands down most valuable player on team. Concern that we don't have strong pipeline which limits ability to promote her immediately.			Artico Smith	
Rachael Hernandez	3	Long term employee who lacks motivation. Need to find ways to motivate and increase pipeline of successors.			Gréta Penco	Nita Perkins Vict Nguyen

Retention Risk: ● Retention Flag ● No Retention Risk

Succession Plan strength definitions:
■ 2 successors ready, short term
■ 1 successor ready, short term
■ No successors ready, short term

Planning for attrition

Performance Reviews *Consistency*

LA Phil GUSTAVO DUDAMEL
Music & Artistic Director

Performance Agreement: Goal Setting and Review Tool

LA Phil 2022 Priorities:

1. Define and embrace leading edge practices on and off stage.
2. Expand internal and external access to and opportunities in what we create and how we create it.
3. Evolve and strengthen our digital capabilities in creating and disseminating content, engaging stakeholders, and enabling organizational activity.

Focus on Essential Info: What is the goal? - How will you measure result? - Was it achieved?

Maintain Balance of "What/How": Behaviors critical to achieve these goals

Reduce Unnecessary Info: Simple statement of what was achieved? Goals met, exceeded, etc.

Goal Setting and Performance Agreements - 2022

Name: _____ Title: _____
 Dept: _____ Manager: _____

Keep it Simple: Specific, important (business and employee), Measurable

Department's 2022 Priorities:

1. _____
2. _____
3. _____

Goal #1	Metric	Results
Department-related individual goal		Employee completes prior to mid-year and annual reviews.

Goal #2	Metric	Results
Department-related individual goal		Employee completes prior to mid-year and annual reviews.

Goal #3	Metric	Results
Individual-assigned goal		Employee completes prior to mid-year and annual reviews.

Goal #4	Metric	Results
EDI Goal		Employee completes prior to mid-year and annual reviews.

Describe the two behaviors that are most critical to achieve the goals listed above.

A. _____
 B. _____

Summary Rating:

Exceeds Expectations Meets Expectations Did Not Meet Expectations

Manager's Comments: Insert Manager Comments here

We have agreed to these objectives at goal setting. A performance evaluation was conducted at mid / year-end review.

Employer Signature	Date
Manager Signature	Date

Connecting individual & institutional goals

Source: <https://www.nakisa.com/blog/transformation/how-to-succeed-at-succession-planning-centered-approach>

Skylines

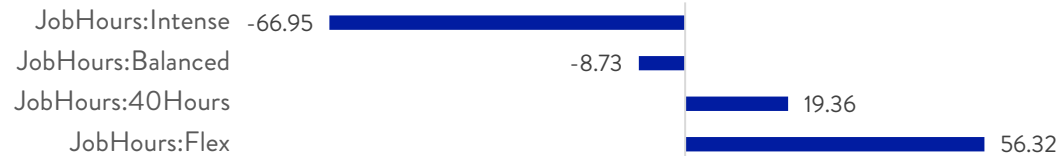
Healthcare



Manager Quality



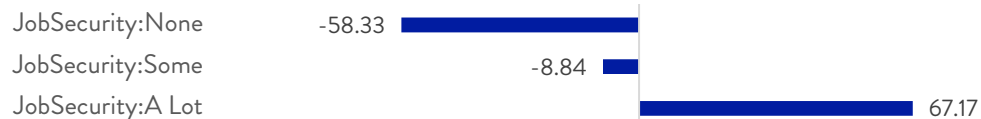
Job Schedule Flexibility & Hours



Artistic Reputation



Job Security



DEI&A



WFH



Transparency



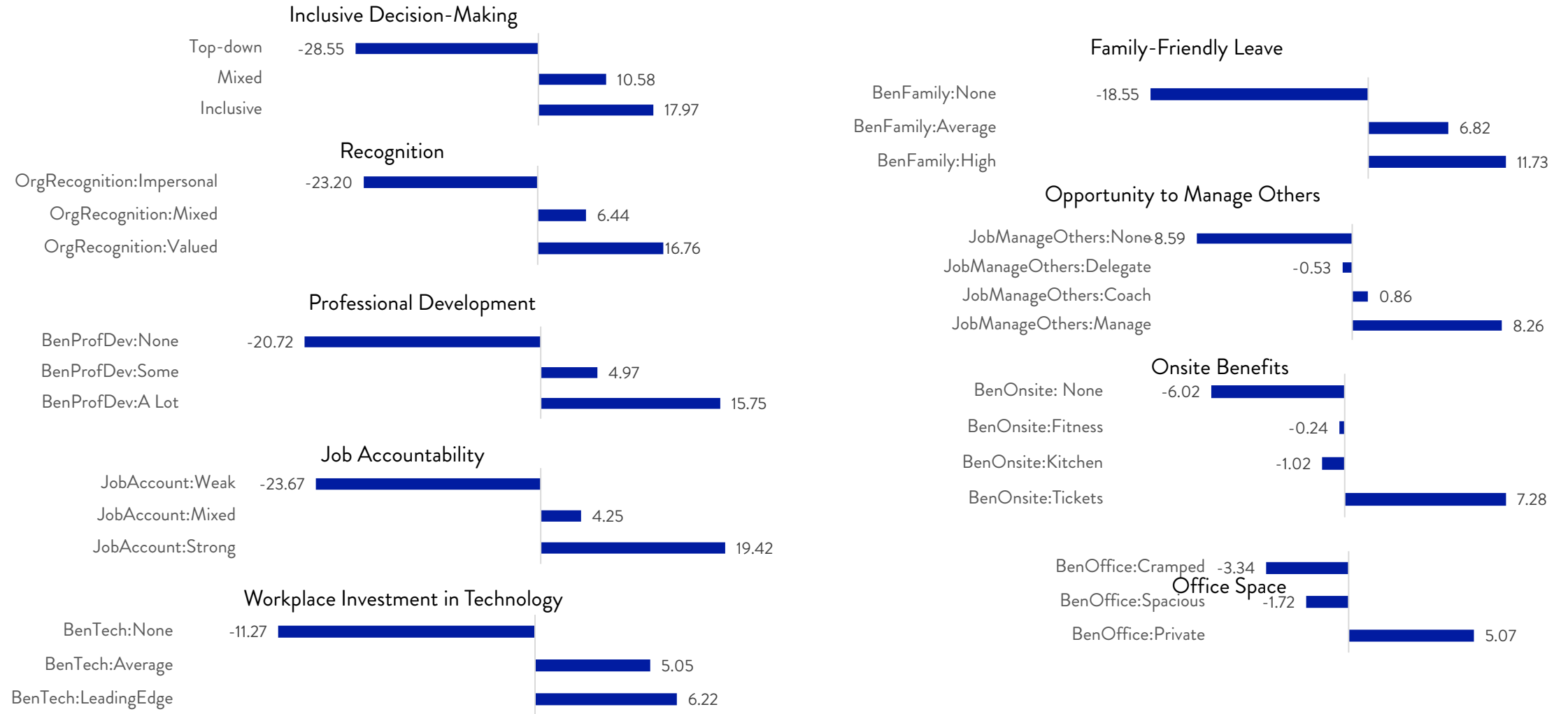
Room for Advancement



Community Impact

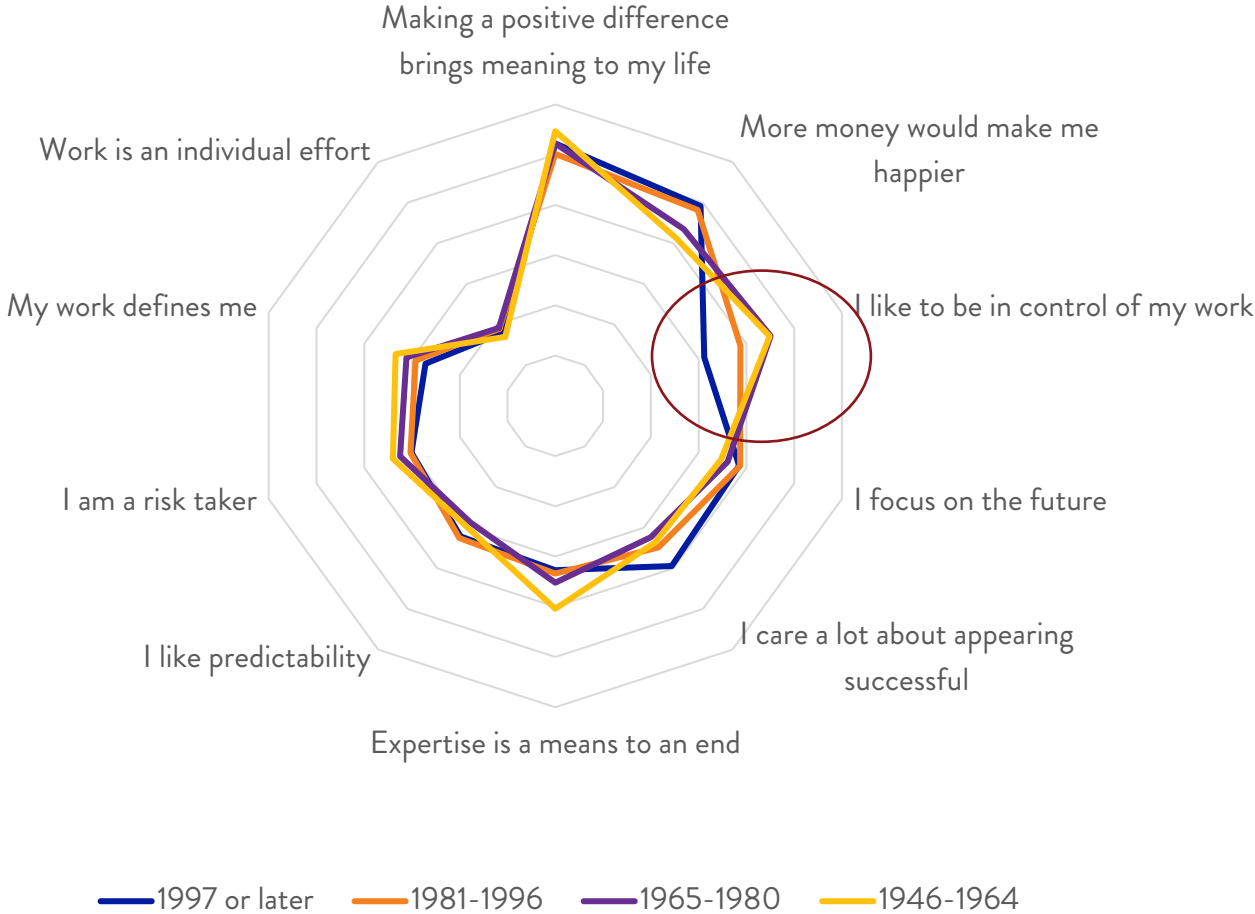


Skyline



Work Attitudes, By Age

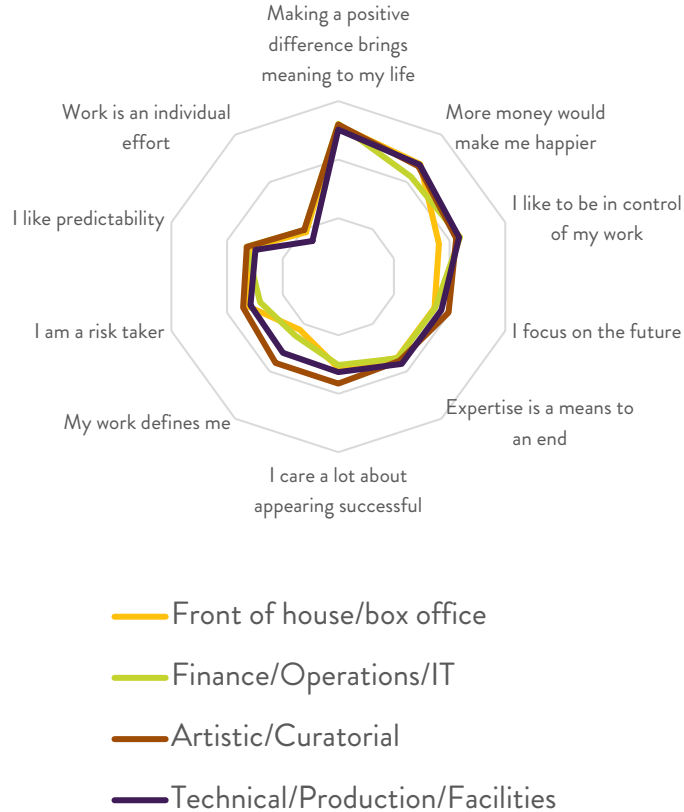
Work Attitudes, By Department



Point to bars

Work Attitudes By Department

Work Attitudes, By Department



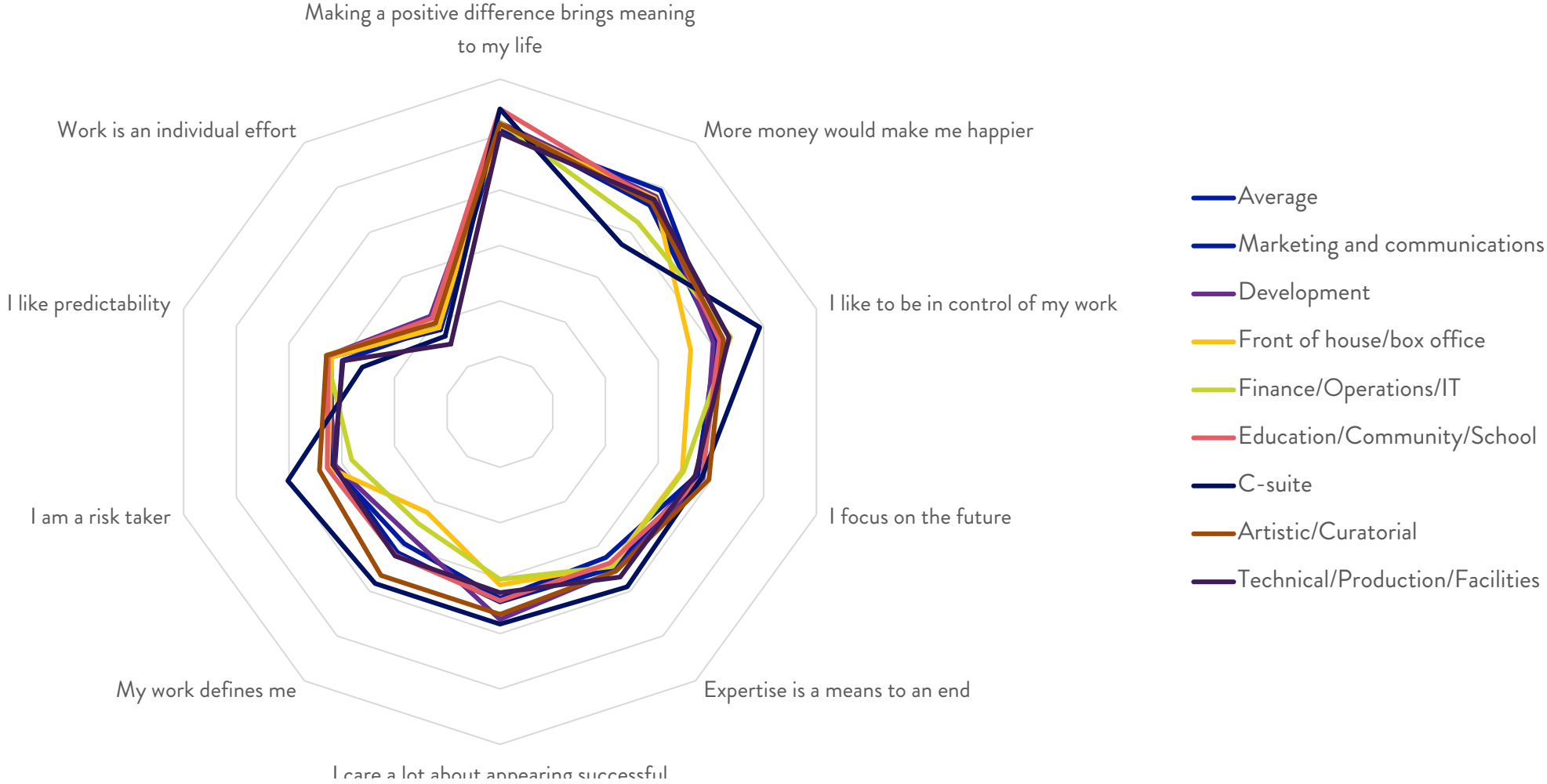
Work Attitudes, On Average

Work Attitudes, On Average



N=1,459

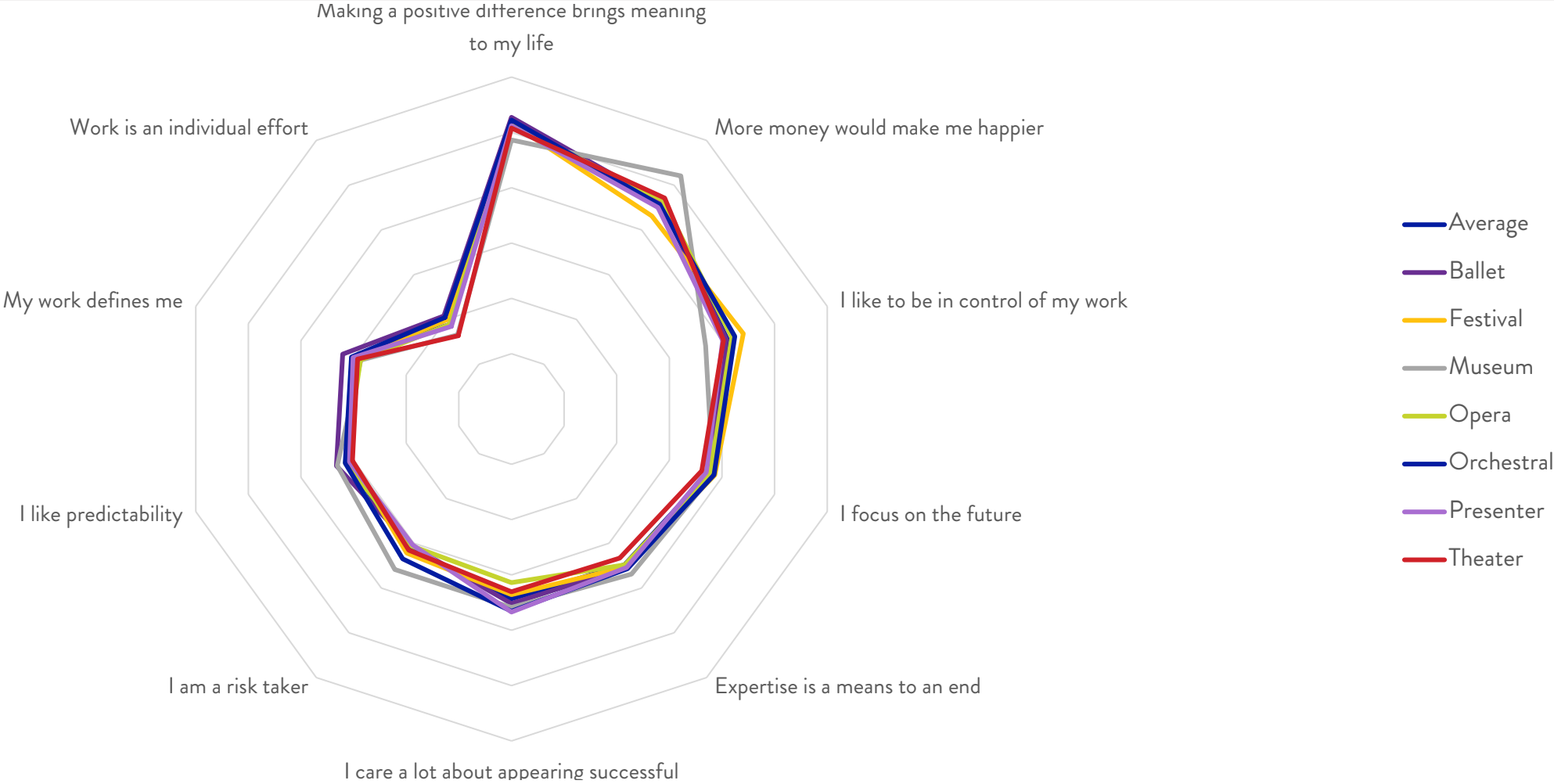
Work Attitudes By Department



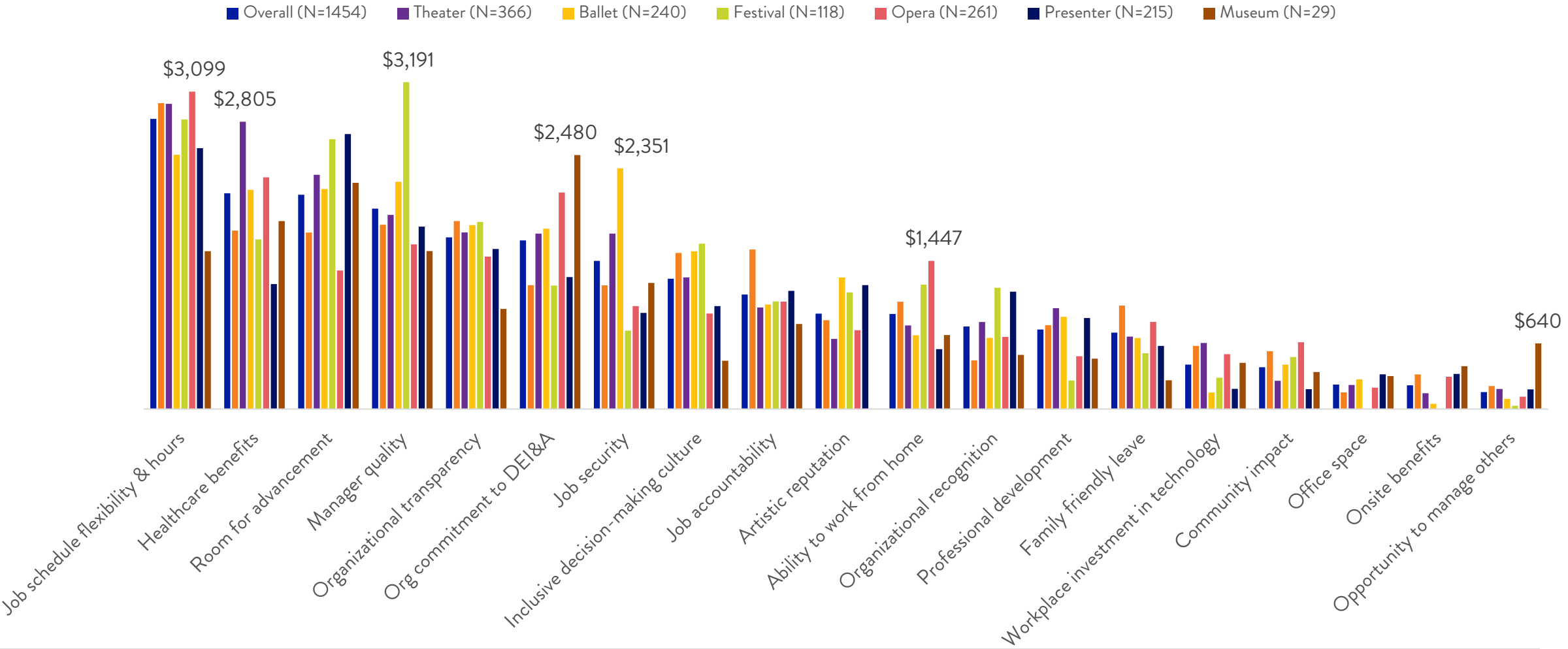
Work Attitudes By Region



Work Attitudes By Region

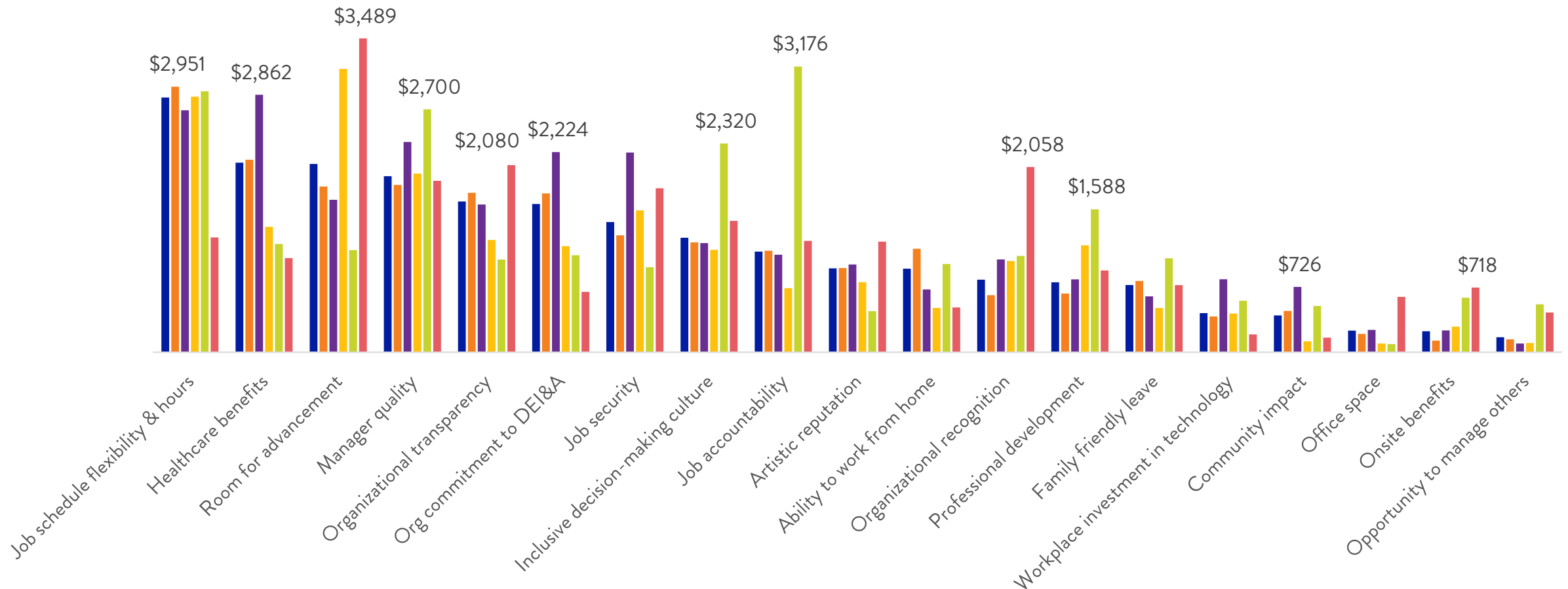


Genre Differences – Utility \$\$

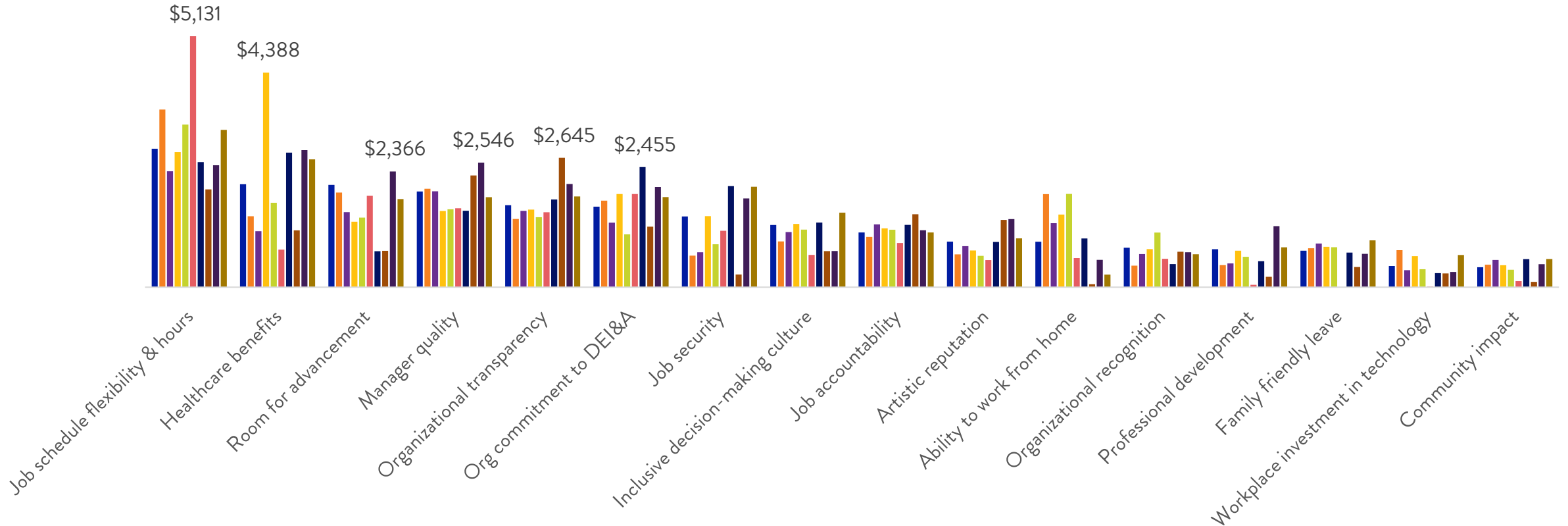
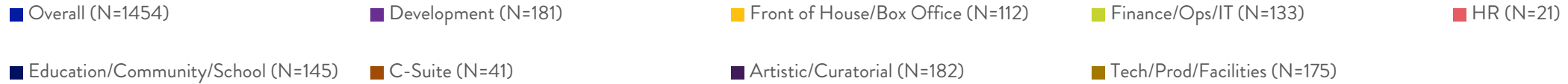


Region Differences – Utility \$\$

Overall (N=1454) Canada (N=117) Europe (N=212) Oceania (N=40) Asia (N=67)

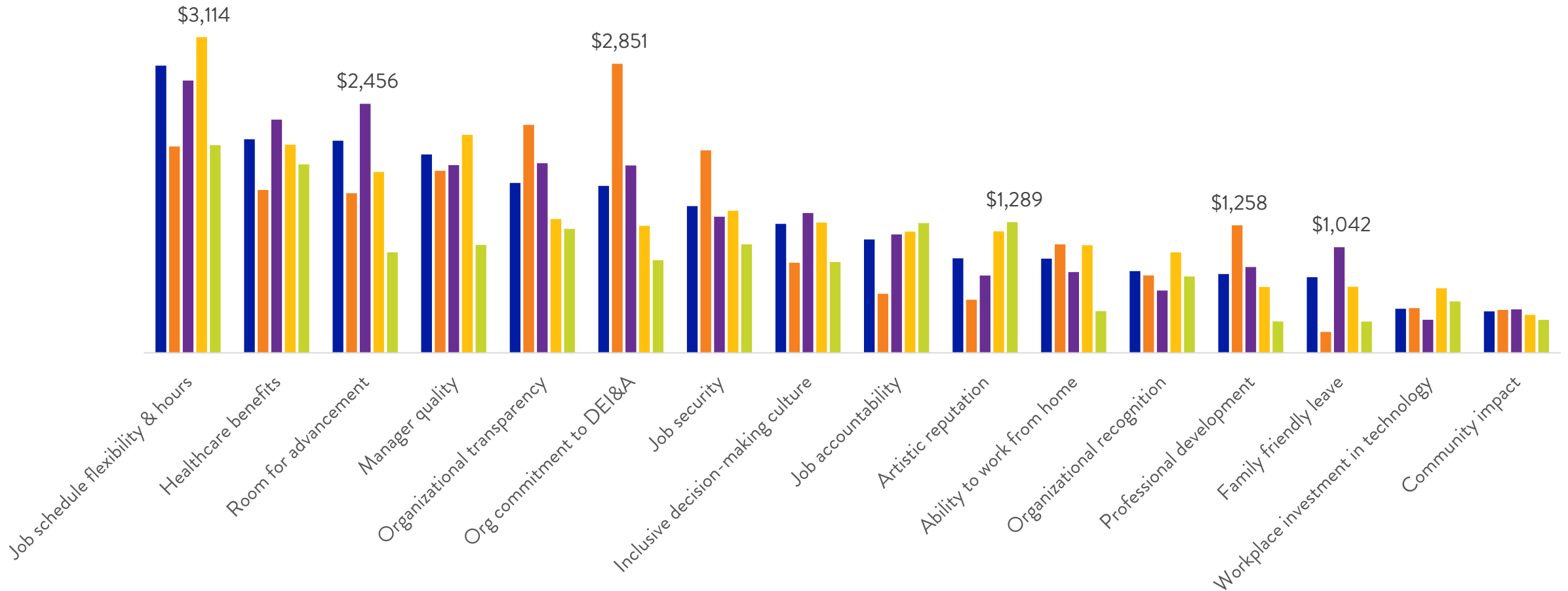


Department Differences – Utility \$\$

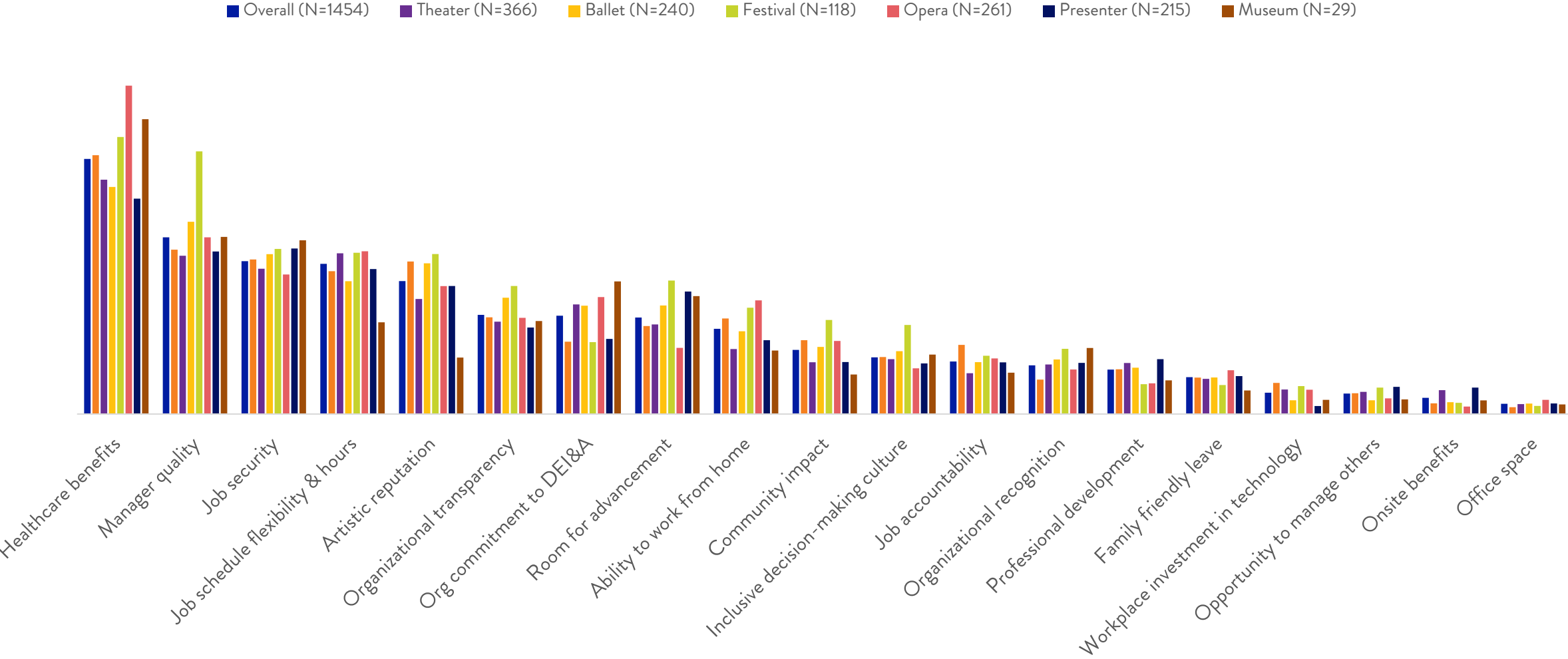


Year Born Differences – Utility \$\$

■ Overall (N=1454)
 ■ 1997 or later (N=85)
 ■ 1981-1996 (N=620)
 ■ 1965-1980 (N=451)
 ■ 1946-1964 (N=152)

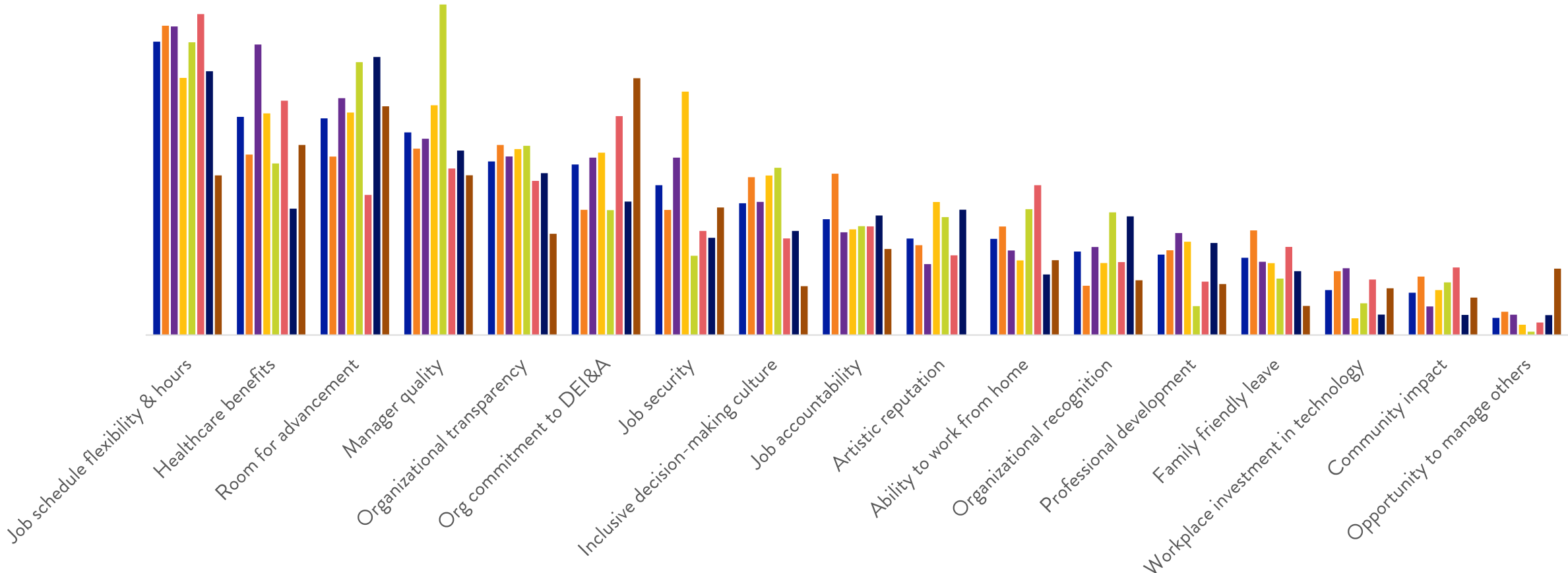


Genre Differences — Max Value



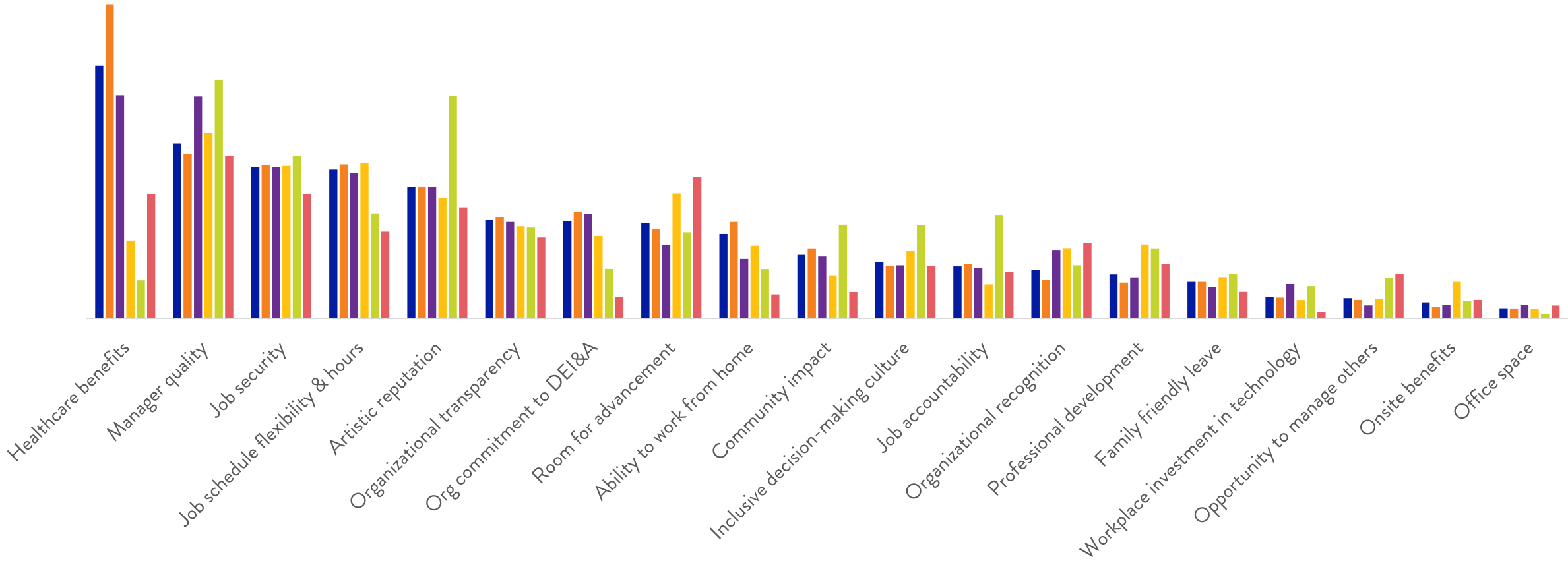
Genre Differences – Utility \$\$

■ Overall (N=1454)
 ■ Theater (N=366)
 ■ Ballet (N=240)
 ■ Festival (N=118)
 ■ Opera (N=261)
 ■ Presenter (N=215)
 ■ Museum (N=29)



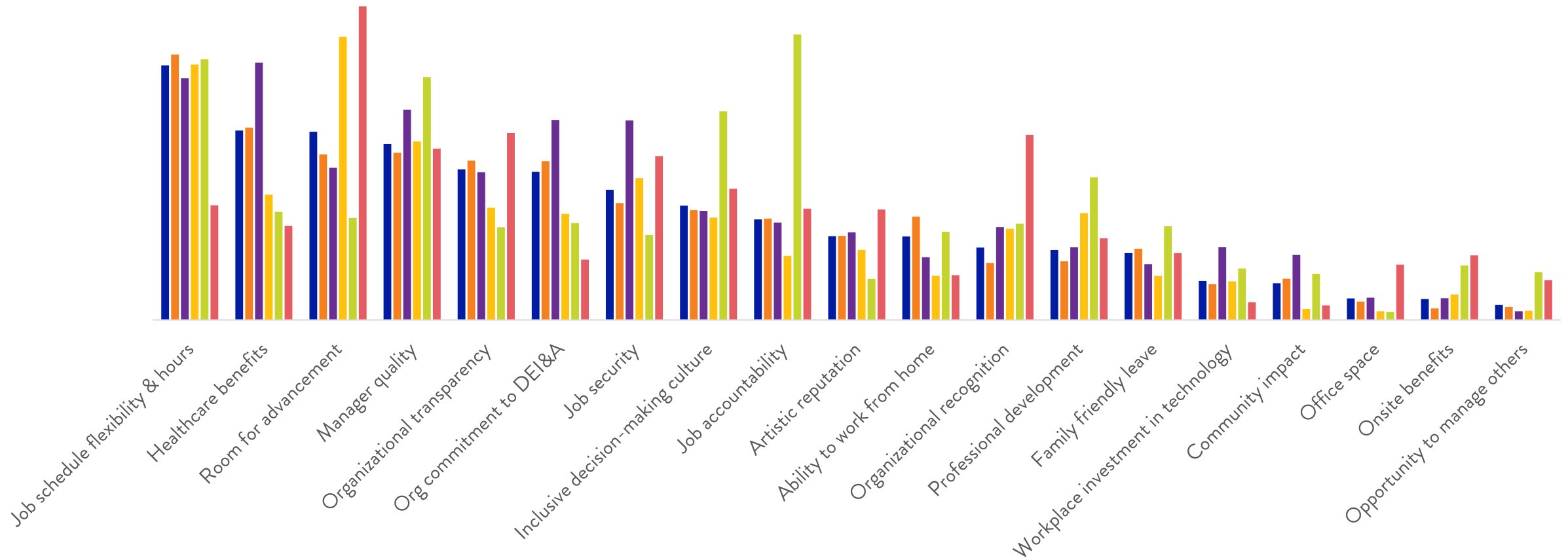
Region Differences — Max Value

■ Overall (N=1454)
 ■ Canada (N=117)
 ■ Europe (N=212)
 ■ Oceania (N=40)
 ■ Asia (N=67)

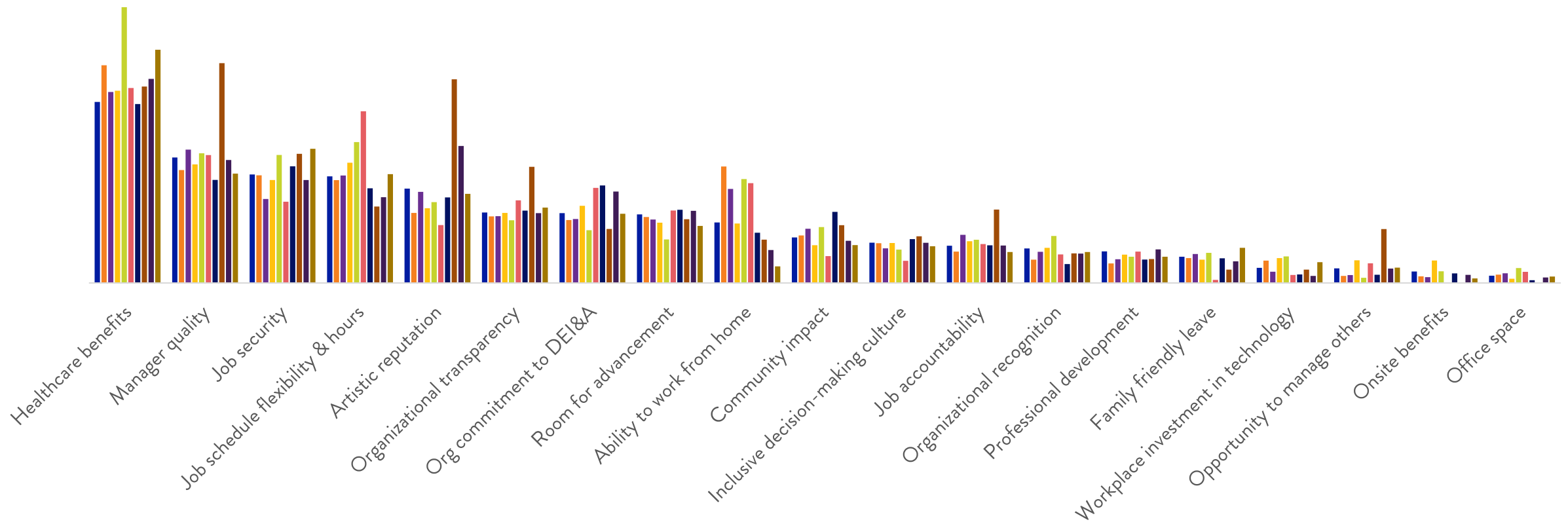


Region Differences – Utility \$\$

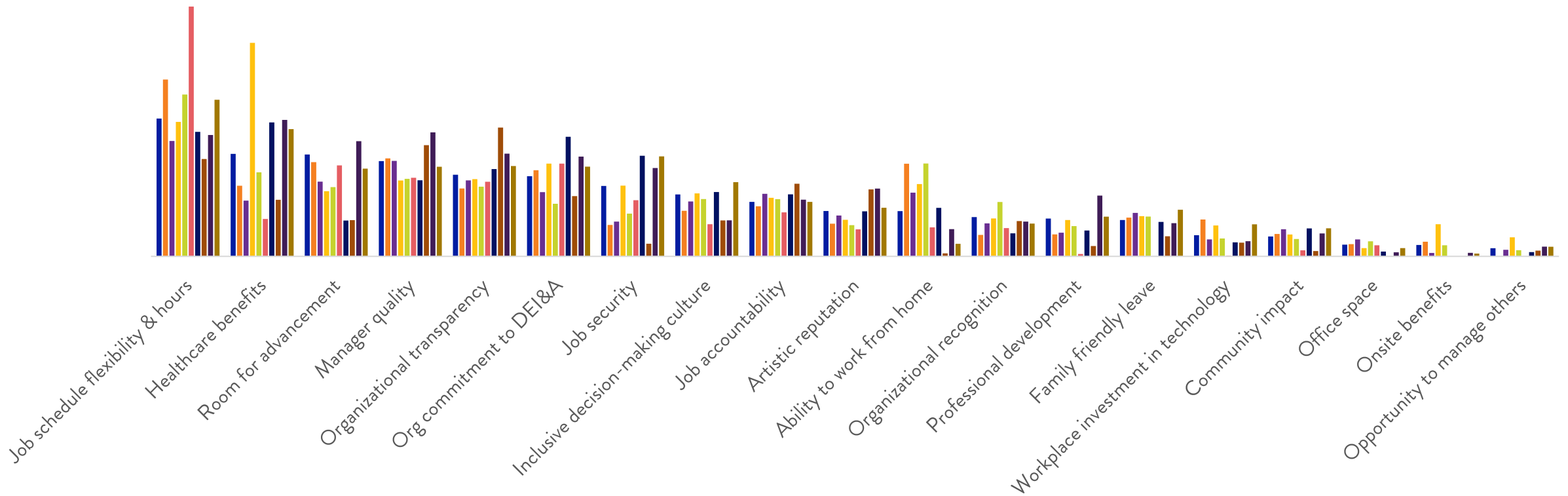
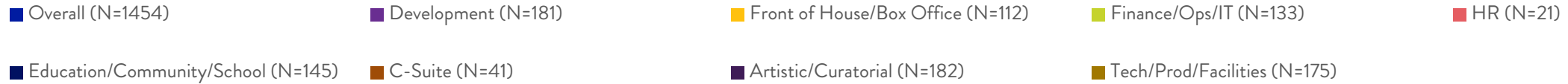
Overall (N=1454) Canada (N=117) Europe (N=212) Oceania (N=40) Asia (N=67)



Department Differences — Max Value

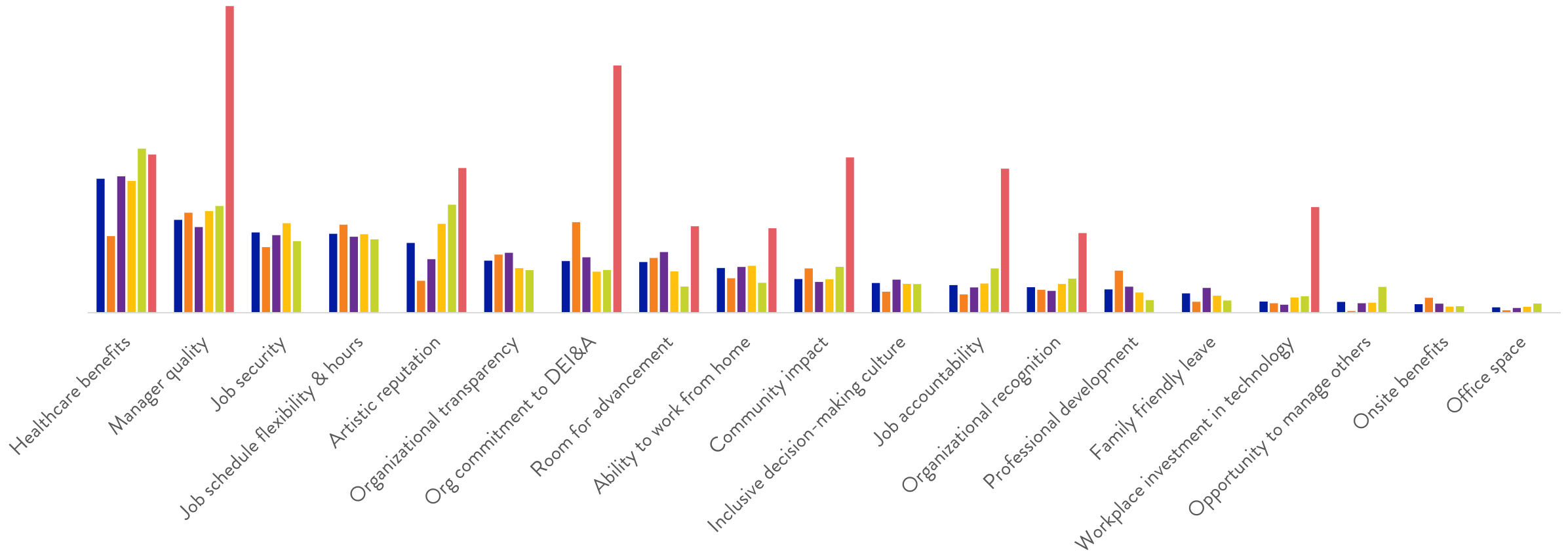


Department Differences – Utility \$\$



Year Born Differences — Max Value

■ Overall (N=1454)
 ■ 1981-1996 (N=620)
 ■ 1965-1980 (N=451)
 ■ 1946-1964 (N=152)
 ■ 1945 or earlier (N=3)



Year Born Differences – Utility \$\$

■ Overall (N=1454)
 ■ 1981-1996 (N=620)
 ■ 1965-1980 (N=451)
 ■ 1946-1964 (N=152)
 ■ 1945 or earlier (N=3)

