

WHITE PAPER



Pet Partners[®]

PETS IN THE WORKPLACE

Unleashing the Power of the Human-Animal Bond
to Influence Employee Satisfaction and Promote a
Positive Organizational Culture



ABOUT US

Our goal at Pet Partners is to touch lives and improve health through the power of the human-animal bond. As the world's most prestigious nonprofit registering therapy animals, we've written this white paper with the hopes that more and more people will benefit from intentionally delivered therapy animal interactions. We aim to cast a wide net in demonstrating the healing power of pets, fueling our mission to serve vulnerable populations while also incorporating therapy animal visitation programs within a context of health and well-being.

INTRODUCTION

Realizing that many of us will end up spending over a third of our lives at our jobs, there has been a massive movement across various vocational contexts to create a culture of work that is enjoyable, rewarding, and capable of inspiring innovation and, ultimately, ingenuity. In offices all around the world, cubicles are being replaced with pingpong tables, workspaces are becoming communal, and staff satisfaction is being recognized as a key factor in the overall success of a business.

As an organizational leader, you are likely inundated with ideas about the best ways to alleviate stress and encourage a healthier workplace. We understand that the options can be overwhelming, and there is a lot to consider in determining which investments will provide you with the greatest returns in affecting the overall sense of well-being in your office. We also understand that some of the strategies that are presented to you often sound unattainable, and while we applaud industrial powerhouses who can afford to build bowling alleys and basketball courts within their corporate facilities, very few of us are able to realistically model such amenities in our industries, leading to the question: What can we do to make our employees happier while on the job?

What if we were to tell you that it could be as simple as bringing animals into the workplace, and that with our help, doing so can be a relatively easy, low-cost means of promoting an atmosphere of contentedness within the office? In this paper, we'll outline the empirically supported benefits of animals in the workplace, providing insight into how this intervention can be incorporated at your place of work, even if you aren't in a position to allow your employees to freely bring their own pets with them while they're on the job. We think you'll find that it's an idea that is far more accessible than you may have ever imagined, and we firmly believe that it is one that will lead to a tangible boost in organizational morale—perhaps even more than those pingpong tables.

TABLE OF CONTENTS

WHY BRING ANIMALS INTO THE WORKPLACE?

- What Makes a Workplace Pet-Friendly?
- Impact on Employees
- Setting the Stage for Social Interaction
- Encouraging a Healthy Organizational Culture
- Amplify the Benefits of Your Already-Pet-Friendly Workplace
- Therapy Animal Programming: An Easy Way to Bring the Power of Pets to Your Company

WORKPLACE WELL-BEING: THE PET PARTNERS WAY

- How to Get Started
- Coordinating a Visit
- Why Choose Pet Partners?

SPECIAL CONSIDERATIONS FOR ANY ANIMAL-FRIENDLY WORKING ENVIRONMENT

- Zoonotic Considerations
- Promoting Animal Welfare
- Policies to Protect Employees Who Prefer Not to Interact with Pets

CONCLUSION

REFERENCES



WHY BRING ANIMALS INTO THE WORKPLACE?

Anyone who has ever lived with a pet knows that they change the dynamic of the household. From the arduous days of kittenhood to the loving greetings that we come to expect after years of tail-wagging welcome-homes from our beloved canine companions, pet owners around the world could share millions of personal testimonies about the life-altering love of an animal. Researchers have long studied the bond between a person and their pet, with constructs such as attachment theory⁹ commonly being applied to explain why many of us are so deeply impacted by the creatures with whom we share our homes.

As our appreciation for the human-animal bond is continually realized both in anecdotal endorsements and in empirical investigation, researchers have begun to focus in on studies that illuminate the ways in which pets aid us in more specific contexts. We now have evidence that suggests benefits of both owning pets and interacting with animals outside of the home.¹¹ These findings have been applied across all walks of life: in sickness and in wellness, in the young and in the old, in pet-lovers and in those who are more neutral to the presence of animals.¹⁰

The workplace is one such context in which the power of pets has seen increased empirical interest over the last decade. Overwhelming evidence suggests that by simply incorporating animals into the daily vocational grind, companies might enjoy benefits such as higher rates of employee satisfaction, decreased vocational stress, and the promotion of health for staff at the individual and organizational level.¹³

So, what is a pet-friendly workplace after all, and what have all of these studies uncovered? Let's take a look.

WHAT MAKES A WORKPLACE PET-FRIENDLY?

According to a Nationwide/Human Animal Bond Research Institute (HABRI) survey of 2,002 U.S. full-time employees in businesses that have 100+ employees, conducted online December 15-21, 2017, a pet-friendly workplace is defined as:

One that allows pets in the workplace (regularly or occasionally) and/or offers a pet-friendly employee benefit, such as pet health insurance.



This definition is inclusive of a wide range of pet policies, and it must thus be noted that the generalizability of findings related to pet-friendly workplaces may alter depending on the precise protocols and programming of any given business. Still, the benefits associated with having a pet-friendly workplace are impressive, influencing the enterprise both from the individual employee level and at a larger scale, impacting organizational culture and subsequent staff member morale.

One that allows pets in the workplace (regularly or occasionally) and/or offers a pet-friendly employee benefit, such as pet health insurance.

IMPACT ON EMPLOYEES

Many studies have been conducted to determine the impact that pets have on employees who interact with them in the office setting. The outcome variables that are represented in this body of research are diverse and include measures as specific as perceived stress level and going up to broader evaluations of overall physical and mental health.¹³

Increased Employee Productivity & Engagement¹²

Improved Staff Retention¹²

Enhanced Physical Health⁸

Reduced Stress¹³

Promotes Connection to Company's Mission¹²

Fosters Self-Expression¹³

Increased Perceptions of Work Being Rewarding and Exciting¹²

Higher Rates of Presenteeism¹²

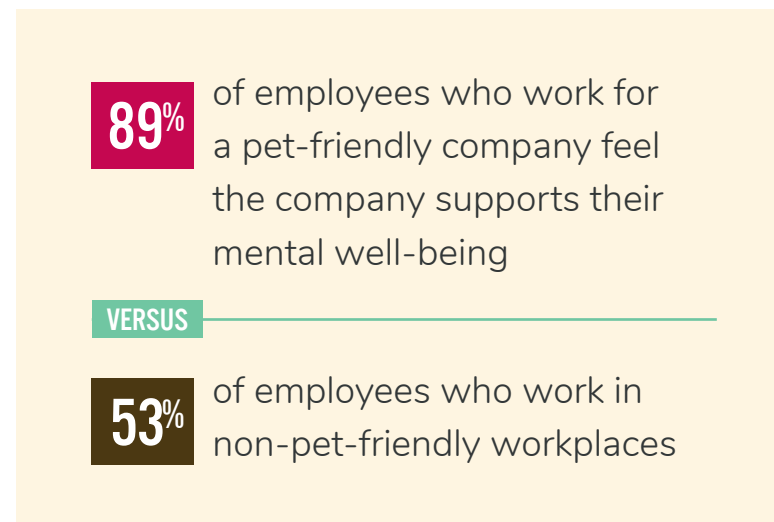


As demonstrated in the graphic above, there are numerous benefits associated with bringing pets into the workplace. Not only are animals combatting negative office experiences such as stress and anxiety, but pets have also been found to promote positive, feel-good variables including excitement, self-expression, productivity, and engagement. According to an employee who recounted her experience shortly after the conclusion of a company-sponsored therapy animal visit:

“I literally rearranged my travel schedule so that I wouldn’t miss the day when the dogs come to the office. We always joke that these are the days that our quarterly reports should be due, because nobody is going to call out and risk missing the time with the therapy animals.”

It may seem as though these benefits should only be expected for employees who love pets enough to be pet owners themselves. False! In the previously mentioned study¹² that surveyed over 2,000 respondents, the benefits associated with having pets in the office were reported even among non-pet-owning staff!

Some of the most pertinent findings of that investigation include the following:



72% of employees who work for a pet-friendly company would decline a job offer with another company at similar pay

VERSUS

44% of employees who work in non-pet-friendly workplaces.

91% of employees who work for a pet-friendly company feel the company supports their physical health and wellness

VERSUS

59% of employees who work in non-pet-friendly workplaces.

85% of employees who work for a pet-friendly company reported they rarely miss a day of work for well-being or recuperation

VERSUS

77% of employees who work in non-pet-friendly workplaces

Pretty impressive, right? We think so too. Similarly remarkable is the fact that the impact of a pet in the workplace doesn't stop at the individual. An animal's presence at the office does more than simply satisfy the staff cat lady. Animals have also been found to influence the workspace on the macro level, potentially impacting the ways in which your team connects, collaborates, and relates to your organization as a whole.

SETTING THE STAGE FOR SOCIAL INTERACTION

In researching the impact of animals across a wide range of settings, one of the most common outcomes of pet engagement is increased social interaction. These findings have bolstered the application of animal-assisted therapy in mental health treatment facilities as well as in more general wellness visits at locations such as college campuses and senior living communities.^{1,2} No matter the environment, there is just something about our furry friends that seems to inspire us to come together despite our differences and, instead, enjoy our shared humanity.

As you may have guessed, an animal's ability to foster social connections has also been demonstrated in the workplace. The presence of animals brings employees together, encouraging a kind of interaction and self-expression that staff in many industries often don't have an outlet for.¹³

A 2017 study⁶ echoes these findings. Researchers on this project tested the impact of a friendly dog across three different experimental objectives, each including a group activity in which members were tasked with a different assignment. For each of these designs, one group was accompanied by a canine companion, while the other group did not have a dog present. As compared to the group without an animal, the group with the dog demonstrated an increase in factors that enhance a group's ability to work together and complete their task.

| Experimental Focus | Group with a Dog |
|--|---|
| 1 Group Problem-Solving Task | <ul style="list-style-type: none"> • Verbal Cohesion • Cooperation • Physical Intimacy |
| 2 Group Decision-Making Task | <ul style="list-style-type: none"> • Verbal Cohesion • Physical Intimacy • Feelings of Trustworthiness Between Members of the Group |
| 3 Behavioral Indicators of Positive Emotions in a Group Setting | <ul style="list-style-type: none"> • Cooperation • Comfortability • Friendliness • Activity • Enthusiasm • Attentiveness |

As evidenced in these series of experiments, simply by adding a dog to the room, people felt closer to one another, were more attentive and enthusiastic about the task at hand, and even reported higher levels of trust for their teammates.

Findings like the ones outlined in this paper can impact more than just your employees. Customers who interact in pet-friendly businesses have reported being positively influenced by the presence of pets as well. With a pet around, customers are entertained, engaged with their environments, and are more relaxed while acting as a consumer.³

We all certainly have a desire to get along better with our peers and customers. But what about our bosses and direct reports? Pets can help here, too. More than three times as many employees at pet-friendly workplaces report a positive working relationship with their bosses and co-workers, a figure that is significantly higher when compared to relationships in non-pet-friendly environments.¹²

- 52 percent of employees who work for a pet-friendly company report a positive working relationship with their supervisors, as compared to the 14 percent who work in non-pet-friendly workplaces.¹²
- 53 percent of employees who work for a pet-friendly company report a positive working relationship with their co-workers, as compared to the 19 percent who work in non-pet-friendly workplaces.¹²

Now that we've seen how the power of pets might influence individuals, groups, and working relationships in the office, let's consider how these findings come together to ultimately impact your organizational culture at large.

ENCOURAGING A HEALTHY ORGANIZATIONAL CULTURE

Although employee wellness programs were once thought to be a nice but unnecessary addition to the workplace, data has emerged over the years to prove quite the contrary. Investigating the impact on this sort of strategic corporate asset, there is evidence to suggest that the return on investment in creating staff-driven wellness programming can be as high as six to one.⁵ We have come a long way in our collective conceptualization of these wellness programs, realizing that they foster our shared goals of attracting the highest caliber team members to our organizations while also further encouraging them to remain engaged and committed across the career span.

Pets in the workplace can aid in this objective, promoting your company's efforts to create an attractive

organizational perception within your community.⁷ Furthermore, a pet-friendly workplace contributes to the maintenance of a healthy company culture within the walls of your establishment, ultimately impacting day-to-day operations in a tangible way.

Even before a potential employee officially comes on board, the degree to which your company invests in wellness initiatives such as pet-friendly policies already has an impact. Organizations that have the reputation of being pet-friendly enjoy an enhanced ability to attract and recruit potential candidates.¹⁴ From the get-go, organizational awareness of the importance of the human-animal bond influences how your company is perceived, prompting staff members and consumers alike to conceptualize your business as one that offers a high level of organizational support.⁴ Once pet-friendly policies become ingrained as an integral part of your overall wellness program, animals in the workplace often take on a role as an organizational symbol, securing a lasting influence over the ways in which organizational life at your place of work is regarded.



Perhaps one of the best ways to measure the vitality of your organizational culture is to ask your employees if they would feel willing to suggest their employer to others. The impact of a pet-friendly workplace has been found to have a staggering impact on this measure as well.

Some things in life just seem too good to be true, and the idea that the occasional snuggle with an animal in the office could impact your entire company culture is one of them. However, with empirical data supporting this claim, we hope that employers will be just as excited as we are about the possibilities that arise when the power of the human-animal bond is unleashed in the workplace.

AMPLIFY THE BENEFITS OF YOUR ALREADY-PET-FRIENDLY WORKPLACE

Maybe your company is already on the cutting edge of promoting a pet-friendly work environment. Kudos to you! Chances are that given your existing policies around animals in the office, you've organically recruited a workforce made up of animal lovers. Why not take it to the next level and amplify the benefits of your company's pet-friendly policies on an even larger scale? Pet Partners can help you capitalize on your investment, highlighting your advocacy for the human-animal bond both within the organization and to the public at large.

HAVE A PET-FRIENDLY WORKPLACE?

Consider combining two of the most common strategies of corporate wellness into one by promoting the Pet Partners Therapy Animal Program for employees with pets that may have the potential to be therapy animals!

1

Host information sessions to educate staff on the process by which they can become a registered therapy animal team

2

Consider allowing employees to take designated time off to volunteer with their pets

3

Encourage giving by matching employee donations in support of the Pet Partners mission

4

Promote your company's commitment to giving back by sponsoring co-branded therapy animal swag (vests, bandannas, trading cards, and more!)





THERAPY ANIMAL PROGRAMMING: AN EASY WAY TO BRING THE POWER OF PETS TO YOUR COMPANY

Frenchies on the factory line? Cats in a cop car? We're simply not all in the position to change organizational policy and allow animals free access to our work environments. We get it: a bring-your-pet-to-work policy is not the best fit for everyone. Fortunately, by partnering with us, there are still a multitude of ways in which you can bring this powerful intervention into your place of work. In the upcoming section, you'll learn all about the Pet Partners Animal-Assisted Workplace Well-being Program, and you'll be empowered with next steps that you can take to harness the potential of pets in your office.

WORKPLACE WELL-BEING: THE PET PARTNERS WAY



COMMON BARRIERS TO PET-FRIENDLY OFFICES

- Leasing or property limitations in the office space
- The need for specialized cleaning services
- Animal welfare considerations
- Behavioral issues with employee-owned pets
- Staff allergies and personal preferences

Even once you've navigated this list of barriers, there are crucial factors to consider in developing a protocol that allows for pets at work. If pet policies are created haphazardly, businesses are at a higher risk of experiencing the concerns that are most frequently associated with animals being in the office. As champions of the human-animal bond, Pet Partners feels that these matters are worth noting.

In some workplaces, pets on the premises have been associated with undesirable outcomes, such as health and safety considerations, property damage,

and employee distraction.¹⁴ It is also essential to take into consideration the varying degree of receptivity that your staff might have in terms of receiving animals in the office, and special consideration must be made for employees who have fears, disinterest, and/or religious or cultural preferences that inform their outlook on animals.¹⁴

Furthermore, empirical investigations that have explored the impact of personal pets on employees have uncovered some mixed results worth noting. In a 2012 study⁴, employees who were able to bring their dogs with them to work reported decreased stress, but their counterparts who either did not have a pet or who left their own pet at home experienced an increase in stress in association with being around their colleagues' pets.

With these considerations in mind, policy that allows employees to bring their personal pets to work must be carefully created to maximize the benefits of the arrangement while also protecting the people, pets, and property that might be impacted by the pet-friendly practice.

When a company determines that an open-door pet policy is not the optimal fit for their organization, the opportunity for pets in the workplace remains. Organizations in these situations may be perfectly positioned for a partnership that will allow for the adoption of ready-to-use policy that was thoughtfully created and informed by extensive research and input from some of the top human-animal experts in the field who are part of the Pet Partners Human-Animal Bond Advisory Board. By bringing the Pet Partners Workplace Well-being Program to your office, you open the door for specifically trained, nationally registered therapy animals to visit with your employees on a set schedule that works for everyone involved.

HOW TO GET STARTED

The mission at the heart of Pet Partners focuses on bringing healing to the world through the power of the human-animal bond. A vast majority of our work allows for this intervention to change lives in vulnerable or

underserved populations, providing hope to people who are facing some of life's biggest challenges. However, Pet Partners is also committed to expanding our mission so that an animal's restorative capacity can be observed even in contexts of general wellness, bolstering health while also paving the way for humane education about the importance of the human-animal bond.

Any time our teams are visiting with populations outside of the realm of traditional volunteerism, there is an opportunity to amplify the good work that they do in settings such as hospitals, schools, senior living communities, and mental health facilities. Delivering therapy animal programming free of cost in these settings requires considerable effort. From volunteer training, evaluation, registration, and insurance, to the coordination of visitation programs and support of our therapy animal teams, there is much more to a therapy animal visit than meets the eye. By investing in a Pet Partners Workplace Well-being Program, your organization will financially support the heart of our work: connecting animals with the people who need them most.

COORDINATING A VISIT

Once you've decided to incorporate visits with Pet Partners therapy animals as an additional perk to working within your organization, we will work with you to determine a date and time for your workplace well-being visit. Some companies choose a one-day event to coincide with a high stress deadline or a company-wide wellness day. Other companies, such as Intel, Aetna, Farmers Insurance, and Google, have worked with us to create a year-round therapy animal visiting program.

As a portion of this program, Pet Partners will allocate staff resources to recruit requested therapy animal teams for your event. We target the recruitment based on your company's specific event needs including geographic location, species-specific requests, and requests to appear during specific dates and times. We will work closely with your company's designated representative to tailor our messaging and outreach.

Please note: Pet Partners therapy animal teams visit for no more than two hours during a 24-hour period. This policy helps prevent stress and fatigue for therapy animals and improves the safety of therapy animal visits. Because our teams are volunteers, participation cannot be guaranteed, though staff will make all reasonable efforts to coordinate volunteers for these visits. Pet Partners will keep you informed of volunteer response to your event opportunity.

Companies who team up with Pet Partners Workplace Well-being activities make a donation through our [Sponsored Visit Program](#). Pet Partners respectfully requests a minimum sponsorship per event to participate in this programming.

- Corporate Conference/Brand Expo Rate: \$5,000
- Workplace Well-being Rate: \$2,500
- Workplace Well-being Rate (fewer than 500 employees at location): \$1,500
- Association Rate: \$1,500
- Non-Profit Workplace Rate: \$500
- School/University Rate: \$500

To learn more about our Sponsored Visit Program and to get started with developing a Pet Partners Workplace Well-being Program, please [contact us](#).



What employees are saying about Workplace Well-being visits from Pet Partners teams

“I would like to let you know that I had a very good experience with the therapy dogs. I am a big animal lover and I knew it would be a relaxing experience for me. But it was much more than that! I saw people that were shy, but still felt good and came more than once to have that moment of tenderness. Wonderful experience!”

“Little back story...I’ve been monitoring my blood pressure at the Wellness Center per my doctor’s request. I email my doctor weekly with the results. Today on my walk down to the Wellness Center, I passed the auditorium and saw that it was Pet Partners day. What a great way to spend a few relaxing minutes before getting my blood pressure taken. And my pressure was great! Lower than normal. Kudos to the Pet Partners program! And many thanks!”

“I look forward to it all week when I know Pet Partners will be here. The dogs and owners are very sweet and calming, and it is nice to talk with fellow employees that you wouldn’t meet otherwise.”

“I can’t adequately explain how much I loved this! This completely made my day better.”

In surveys that we conducted with staff at Aetna who participated in a Pet Partners Corporate Wellness program:

- **99%** of employees felt their mood had improved; including **45%** who stated their mood significantly improved
- **99%** of employees felt more productive; including **55%** who felt significantly more productive

WHY CHOOSE PET PARTNERS?

We are the nation's most prestigious nonprofit registering handlers of multiple species as volunteer teams. We also have the highest caliber curriculum in the industry, and we are proud to offer our teams superior risk management and the industry's highest safety standards, continuing education, and insurance. In working with Pet Partners, your organization will be aligning with the most respected brand in the therapy animal community. Our volunteer teams make millions of visits each year to a variety of settings including hospitals, nursing homes, veterans' centers, hospice, Alzheimer's facilities, courtrooms, schools, and other locations, and we are prepared to bring the same life-changing work to your place of employment.



SPECIAL CONSIDERATIONS FOR ANY ANIMAL-FRIENDLY WORKING ENVIRONMENT

Pet Partners is proud to have compiled the field's expert guidance on Standards of Practice in Animal-Assisted Interventions (AAI). Originally published in 1996, these suggested protocols have been revised and released both in [hard copy](#) and as an [eBook](#) detailing current best practices animals and handlers should meet, regardless of their organizational affiliation.

We are committed to professionalizing volunteer-based therapy animal visitation. The Pet Partners Therapy Animal Program standards align not only with Standards of Practice in AAI, but also with recommendations by the Society of Healthcare Epidemiology of America, the *American Journal of Infection Control*, the International Association of Human-Animal Interaction Organizations, and the American Veterinary Medical Association.

Our field has only just begun to realize the benefits of therapy animal visits across the wide range of settings to which they are applied, but without careful consideration of safety standards, well-intentioned handlers, therapy animal organizations, and facilities could unintentionally jeopardize access to therapy animals.

As you consider bringing pets into your place of work, there is essential forethought required to ensure that you are providing the most secure intervention to the pets and the people who come into your office.

ZOONOTIC CONSIDERATIONS

To limit the risk of zoonotic transmission, comprehensive infection prevention protocols must exist whenever animals are interacting in the workplace.

Best practices to promote health when interacting with animals include the following:

- Hand hygiene protocols.
- Animal grooming standards.
- Rabies vaccination and other health requirements.
- Protocols that prohibit raw meat diets to limit the risk of zoonotic transmission.
- Handlers should be educated not to visit when they have a health condition that could be contagious to others.
- Procedures must exist for reviewing and addressing incidents and provide consistent resolutions in support of client safety and animal welfare.

PROMOTING ANIMAL WELFARE

Recognizing that animals are asked to participate in workplace well-being programs for the benefit of your employees, welfare of these animals should be prioritized. Pet Partners believes that animals should enjoy, not simply tolerate, therapy work.

If your office has a pet-friendly policy that allows for therapy animal visitation programs, be sure to follow these best practices and procedures:

- Minimum animal age and maximum visit length prevent animals from becoming overworked and burnt out.
- Animals should have regular veterinary care, and therapy animal training and guidance by handlers should be positive and force free.
- Therapy animals who come to visit your facility should not interact with one another during the workplace well-being program.
- If an animal's handler indicates that their pet seems ready to go home, they should be encouraged to end the therapy animal visit at that time.
- Therapy animal visits should take place in climate-controlled areas when possible. If visits take place outdoors, there should be cover to protect from precipitation or harsh sun, and outdoor visits should not take place in extreme temperatures or weather conditions.
- Therapy animals should have space for water and toilet breaks when needed.

If your company allows for employees' pets to accompany them to the office, suggested guidelines to promote animal welfare include the following:

- Animals should have regular veterinary care, and animal training and guidance by employees should be positive and force free.
- All animals should be provided with a place where they can safely retreat should they need a break from constant human interaction. Whether it be setting up a cozy bed in the corner of the cubicle or promoting kennel training so that animals have a secure place to stay when their handlers must leave their office space, any pet who regularly comes to the office should be made to feel comfortable in the workspace.
- If multiple animals will be interacting in the same office space, protective measures must be taken to minimize the risk of dangerous animal encounters. You can never be certain how animals will respond to meeting one another, especially when these interactions occur across species. Office barriers such as pet gates should be installed, and policies regarding leash requirements must be in place so that accidental encounters do not occur.
- Be sure that anyone who handles an animal in your office has an established working relationship with their pet. This developed relationship between handler and animal in combination with the provision of specialized training for any species that enters your office will empower the one on the human end of the leash to accurately interpret animal body language and proactively manage interactions that will promote everyone's safety.
- Facilities with elevators or escalators must educate employees on safely navigating the office with pets. For example, handlers will want to be especially careful not to catch leashes in closing elevator doors, and only animals that can be carried should be allowed access to escalators.

POLICES TO PROTECT EMPLOYEES WHO PREFER NOT TO INTERACT WITH PETS

Chances are, if you're reading this white paper, you are a fan of animals. However, we know that not everybody prefers to share their space with pets, and a key factor in creating a pet policy that is acceptable to all people in your workplace lies in creating boundaries for those who would rather not interact with animals on the job.

- When bringing pets into the office, be sure to clearly communicate to all staff the date, time, and location where the animals will be present.
- If allowing employees the option of bringing their own pets with them to work, neighboring staff members should have the opportunity to distance themselves from the animals according to their personal preference.
- When planning for therapy animal visits in your facility, choose a place that employees can avoid should they prefer not to interact with the animals.
- If pets are a part of your office space every day, consider designating certain portions of the facility as animal-friendly and animal-free.

CONCLUSION

Pet Partners appreciates you taking the time to consider an innovative way that you might inspire wellness within your organizational environment. Having considered the empirical evidence alongside some experiential testimonials about the incredible power of the human-animal bond in the vocational context, we sincerely hope that you'll decide to unleash the full potential of pets in your office space. Whether it be by creating or bolstering a pet-friendly policy, or finding yourself ready to take the next steps in bringing the Pet Partners Workplace Well-being program to your company, we're thrilled to be a part of your organization's wellness plan.



REFERENCES

1. Adamle, K. N., Riley, T. A., & Carlson, T. (2009). Evaluating college student interest in pet therapy. *Journal of American College Health*, 57(5), 545-548.
2. Barak, Y., Savorai, O., Mavashev, S., & Beni, A. (2001). Animal-assisted therapy for elderly schizophrenic patients: a one-year controlled trial. *The American Journal of Geriatric Psychiatry*, 9(4), 439-442.
3. Barker, R. T. (2005). On the edge or not? Opportunities for interdisciplinary scholars in business communication to focus on the individual and organizational benefits of companion animals in the workplace. *The Journal of Business Communication* (1973), 42(3), 299-315.
4. Barker, R. T., Knisely, J. S., Barker, S. B., Cobb, R. K., & Schubert, C. M. (2012). Preliminary investigation of employee's dog presence on stress and organizational perceptions. *International Journal of Workplace Health Management*, 5(1), 15-30.
5. Berry, L., Mirabito, A. M., & Baun, W. (2010). What's the hard return on employee wellness programs?. *Harvard Business Review*, December, 2012-68.
6. Colarelli, S. M., McDonald, A. M., Christensen, M. S., & Honts, C. (2017). A companion dog increases prosocial behavior in work groups. *Anthrozoös*, 30(1), 77-89.
7. Cunha, M. P. E., Rego, A., & Munro, I. (2018). Dogs in organizations. *Human Relations*, 0018726718780210.
8. Foreman, A., Glenn, M., Meade, B., & Wirth, O. (2017). Dogs in the workplace: a review of the benefits and potential challenges. *International Journal of Environmental Research and Public Health*, 14(5), 498.
9. Geist, T. S. (2011). Conceptual framework for animal assisted therapy. *Child and Adolescent Social Work Journal*, 28(3), 243.
10. Horowitz, S. (2008). The human-animal bond: Health implications across the lifespan. *Alternative & Complementary Therapies*, 14(5), 251-256.
11. McNicholas, J., Gilbey, A., Rennie, A., Ahmedzai, S., Dono, J. A., & Ormerod, E. (2005). Pet ownership and human health: a brief review of evidence and issues. *BMJ*, 331(7527), 1252-1254.
12. Nationwide/HABRI survey of 2,002 U.S. full-time employees in businesses that have 100+ employees, conducted online between December 15-21, 2017.
13. Wells, M., & Perrine, R. (2001). Critters in the cube farm: Perceived psychological and organizational effects of pets in the workplace. *Journal of Occupational Health Psychology*, 6(1), 81.
14. Wilkin, C. L., Fairlie, P., & Ezzedeen, S. R. (2016). Who let the dogs in? A look at pet-friendly workplaces. *International Journal of Workplace Health Management*, 9(1), 96-109.



Pet Partners[®]

345 118th Ave SE, Suite 200
Bellevue, WA 98005-3587

PetPartners.org |     