Building From the Bottom Up

Upward mobility survey of employers of low-wage workers (Overall Results)
Introduction:
This deck represents the overall results from an online survey of 1,150 U.S. employers of low-wage workers conducted September–November 2020 by the Project on Managing the Future of Work at Harvard Business School. The survey questionnaire is also available on our website.

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Preferred citation:

General notes:
• Numbers may not sum to 100% due to rounding. All numbers are rounded to the nearest integer. However, the data is recorded to two decimal places – thus some data points labeled “0%” may be nonzero but rounded down.
• For the purposes of this survey, we define low-wage employees as full-time or part-time employees who earn hourly wages that are 200% or below the federal poverty threshold. Depending on which part of the country they work in, these employees typically earn wages around $7 per hour (or approximately $14,000 per year) to $20 per hour (or approximately $40,000 per year).
A1. Prior to COVID-19, in January 2020, which of the following best described your employment status?

- Full-time (35 or more hours per week)

N = 1,150
### Survey Population

**Job Title**

<table>
<thead>
<tr>
<th>Senior executive (president, CEO, senior vice president, vice president)</th>
<th>Mid-level manager (director, senior manager)</th>
<th>Front-line manager (manager, supervisor)</th>
</tr>
</thead>
<tbody>
<tr>
<td>38%</td>
<td>29%</td>
<td>34%</td>
</tr>
</tbody>
</table>

**A2. Prior to COVID-19, in January 2020, what was your job title? (Pick the closest)**

*N = 1,150*
A3: Prior to COVID-19, in January 2020, how many employees did your company have?

N = 1,150
A4. Prior to COVID-19, in January 2020, did your company have employees in the United States?

100%

Yes

N = 1,150
A5. Is your business a:

- 30% Public company
- 42% Private personally-owned company
- 16% Private family-led company
- 8% Private venture-backed startup
- 3% Private equity-backed company
- 2% I don't know

N = 1,150
A6. Using this definition of low-wage employees, did your company have any low-wage employees prior to COVID-19, in January 2020?

100%

Yes

N = 1,150
A7: What percentage of your full-time employees are low-wage employees?

- 41% of employees are in the 1% – 24% category.
- 30% of employees are in the 25% – 49% category.
- 17% of employees are in the 50% – 74% category.
- 8% of employees are in the 75% – 99% category.
- 1% of employees are in the 100% category.

N = 1,150
### A8. What percentage of your company’s low-wage workforce and total workforce consist of part-time employees?

<table>
<thead>
<tr>
<th></th>
<th>Low-wage employees only</th>
<th>All employees (including low-wage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>2%</td>
<td>15%</td>
</tr>
<tr>
<td>1% – 24%</td>
<td>3%</td>
<td>35%</td>
</tr>
<tr>
<td>25% – 49%</td>
<td>6%</td>
<td>20%</td>
</tr>
<tr>
<td>50% – 74%</td>
<td>9%</td>
<td>18%</td>
</tr>
<tr>
<td>75% – 99%</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>


N = 1,150
A9. What is the average hourly wage of your low-wage employees?

- $7/hour or less: 2%
- $7.01/hour – $10.00/hour: 30%
- $10.01/hour – $15.00/hour: 47%
- $15.01/hour – $20.00/hour: 21%

N = 1,150
A10. Prior to COVID-19, in January 2020, were you primarily employed in a human resources function?

- Yes: 46%
- No: 54%

N = 1,150
A11. Prior to COVID-19, in January 2020, was your company’s headquarters located within the US or outside the US?

- Within the US: 97%
- Outside the US: 3%
- I don't know: 0%

N = 1,150
A12. Prior to COVID-19, in January 2020, were the majority of your company's employees located within the US or outside the US?

- Within the US: 97%
- Outside the US: 3%
- I don't know: 0%

N = 1,150
A13. Please indicate all the regions where your company had low-wage employees prior to COVID-19, in January 2020:

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Atlantic</td>
<td>36%</td>
</tr>
<tr>
<td>East North Central</td>
<td>27%</td>
</tr>
<tr>
<td>Pacific</td>
<td>27%</td>
</tr>
<tr>
<td>West South Central</td>
<td>26%</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>24%</td>
</tr>
<tr>
<td>Mountain</td>
<td>20%</td>
</tr>
<tr>
<td>West North Central</td>
<td>19%</td>
</tr>
<tr>
<td>New England</td>
<td>18%</td>
</tr>
<tr>
<td>East South Central</td>
<td>18%</td>
</tr>
</tbody>
</table>

N = 1,150
A14. Please indicate the region where your company was headquartered prior to COVID-19, in January 2020:

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Atlantic</td>
<td>21%</td>
</tr>
<tr>
<td>Pacific</td>
<td>17%</td>
</tr>
<tr>
<td>East North Central</td>
<td>14%</td>
</tr>
<tr>
<td>West South Central</td>
<td>13%</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>11%</td>
</tr>
<tr>
<td>West North Central</td>
<td>8%</td>
</tr>
<tr>
<td>Mountain</td>
<td>6%</td>
</tr>
<tr>
<td>New England</td>
<td>5%</td>
</tr>
<tr>
<td>East South Central</td>
<td>5%</td>
</tr>
</tbody>
</table>

N = 1,120 (company is headquartered in the U.S.)
A15. What percentage of your full-time employees report the following as their gender?

<table>
<thead>
<tr>
<th>Gender</th>
<th>0%</th>
<th>1% – 24%</th>
<th>25% – 49%</th>
<th>50% – 74%</th>
<th>75% – 99%</th>
<th>100%</th>
<th>Prefer to self-describe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>10%</td>
<td>12%</td>
<td>41%</td>
<td>27%</td>
<td>8%</td>
<td></td>
<td>91%</td>
</tr>
<tr>
<td>Male</td>
<td>10%</td>
<td>7%</td>
<td>21%</td>
<td>46%</td>
<td>15%</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>91%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
</tbody>
</table>

Average:
- Female: 41.4%
- Male: 50.5%
- Prefer to self-describe: 1.4%

N = 1,150
A16. What percentage of your full-time employees describe themselves as the following?

- **Black or African American**: 32% (1% - 24%), 49% (75% - 99%), 16% (100%)
- **Middle Eastern or North African**: 64% (1% - 24%), 35% (1% - 24%), 1% (100%)
- **Asian or Asian American**: 51% (1% - 24%), 45% (1% - 24%), 1% (100%)
- **American Indian, Alaska Native, or Other Indigenous**: 71% (1% - 24%), 28% (1% - 24%), 1% (100%)
- **Native Hawaiian or Other Pacific Islander**: 78% (1% - 24%), 22% (1% - 24%), 1% (100%)
- **Hispanic or Latinx**: 35% (1% - 24%), 43% (1% - 24%), 17% (1% - 24%), 4% (100%)
- **White**: 16% (1% - 24%), 12% (1% - 24%), 25% (25% - 49%), 24% (50% - 74%), 16% (75% - 99%), 9% (100%)
- **Prefer to self-describe**: 93% (1% - 24%), 7% (100%)

**Average**: 13.3% (0% - 24%), 2.9% (1% - 24%), 5.8% (1% - 24%), 2.4% (1% - 24%), 1.6% (1% - 24%), 14.5% (1% - 24%), 46.7% (100%), 0.4% (1% - 24%)

N = 1,150
A17. In order to understand the personal challenges low-wage employees face which can inhibit upward mobility, please tell us the percentage of your full-time low-wage employees that you believe:

- Are US immigrants
  - 0% – 9%: 23%
  - 10% – 29%: 42%
  - 30% – 49%: 10%
  - 50% – 69%: 6%
  - 70% – 100%: 8%
  - I don't know: 12%

- Have a disability
  - 0% – 9%: 13%
  - 10% – 29%: 71%
  - 30% – 49%: 3%
  - 50% – 69%: 10%
  - I don't know: 2%

- Are subject to wage garnishment
  - 0% – 9%: 6%
  - 10% – 29%: 57%
  - 30% – 49%: 16%
  - 50% – 69%: 6%
  - 70% – 100%: 17%
  - I don't know: 1%

- Have a criminal background issue
  - 0% – 9%: 3%
  - 10% – 29%: 62%
  - 30% – 49%: 14%
  - 50% – 69%: 4%
  - 70% – 100%: 15%
  - I don't know: 2%

- Have a drug abuse issue
  - 0% – 9%: 3%
  - 10% – 29%: 64%
  - 30% – 49%: 11%
  - 50% – 69%: 3%
  - 70% – 100%: 19%
  - I don't know: 1%

N = 1,150
A18. What best describes your primary industry?

- Manufacturing: 14%
- Retail Trade: 12%
- Construction: 10%
- Professional, Scientific, and Technical Services: 9%
- Finance and Insurance: 8%
- Other Services (except Public Administration): 8%
- Health Care and Social Assistance: 7%
- Information: 4%
- Transportation and Warehousing: 4%
- Educational Services: 3%
- Real Estate and Rental and Leasing: 3%
- Arts, Entertainment, and Recreation: 3%
- Agriculture, Forestry, Fishing and Hunting: 2%
- Wholesale Trade: 2%
- Management of Companies and Enterprises: 1%
- Mining, Quarrying, and Oil and Gas Extraction: 1%
- Administrative and Support and Waste Management and Remediation Services: 1%
- Utilities: 0%
- Public Administration: 0%

N = 1,150
A19. Does your company use a franchise model?

- **Yes**: 75%
- **No**: 22%
- **I don't know**: 3%

N = 1,150

A20. Is your company the parent company or the franchisee?

- **Parent company**: 56%
- **Franchisee**: 43%
- **I don't know**: 1%

N = 256 (company uses a franchise model)
A21. For managers/supervisors who supervise low-wage employees, what is the average number of low-wage employees that each manager/supervisor supervises?

- 0 – 5 employees per manager/supervisor: 26%
- 6 – 10 employees per manager/supervisor: 28%
- 11 – 15 employees per manager/supervisor: 19%
- 16 – 20 employees per manager/supervisor: 13%
- 21 or more employees per manager/supervisor: 11%
- I don't know: 2%

N = 1,150
B1. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

- Low-wage employees don’t have reliable transportation to and from work
  - Agree: 17%
  - Somewhat agree: 29%
  - Neither agree nor disagree: 19%
  - Somewhat disagree: 18%
  - Disagree: 14%
  - I don’t know: 2%

- Low-wage employees don’t have reliable caregiving options for looking after family
  - Agree: 22%
  - Somewhat agree: 32%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 14%
  - Disagree: 9%

- Low-wage employees don’t feel comfortable asking their manager/supervisor for assistance when they have personal circumstances preventing them from moving up (e.g., cannot afford training costs, cannot make their shift due to sick family member)
  - Agree: 21%
  - Somewhat agree: 28%
  - Neither agree nor disagree: 18%
  - Somewhat disagree: 17%
  - Disagree: 13%

- Low-wage employees cannot afford the upfront costs for actions they need to take to move up (e.g., training fees, relocation costs)
  - Agree: 23%
  - Somewhat agree: 33%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 14%
  - Disagree: 13%

- Low-wage employees don’t have the time needed to invest in obtaining the training, certifications, and/or skills needed to move up
  - Agree: 18%
  - Somewhat agree: 28%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 20%
  - Disagree: 16%

- Low-wage employees can’t stay in their job long enough to move up
  - Agree: 15%
  - Somewhat agree: 24%
  - Neither agree nor disagree: 19%
  - Somewhat disagree: 22%
  - Disagree: 19%

N = 1,150
B2. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

- Low-wage employees don’t have the English language fluency needed to move up
- Low-wage employees don’t have the literacy skills to move up
- Low-wage employees don’t have the numeracy skills to move up
- Low-wage employees don’t have a secondary diploma or a GED
- Low-wage employees don’t have soft skills needed to move up
- Low-wage employees don’t have technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up

<table>
<thead>
<tr>
<th>Condition</th>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Disagree</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-wage employees don’t have the English language fluency needed to move up</td>
<td>12%</td>
<td>22%</td>
<td>16%</td>
<td>22%</td>
<td>26%</td>
<td>1%</td>
</tr>
<tr>
<td>Low-wage employees don’t have the literacy skills to move up</td>
<td>12%</td>
<td>26%</td>
<td>17%</td>
<td>22%</td>
<td>21%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t have the numeracy skills to move up</td>
<td>14%</td>
<td>25%</td>
<td>20%</td>
<td>22%</td>
<td>18%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t have a secondary diploma or a GED</td>
<td>17%</td>
<td>26%</td>
<td>19%</td>
<td>18%</td>
<td>18%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t have soft skills needed to move up</td>
<td>16%</td>
<td>27%</td>
<td>19%</td>
<td>22%</td>
<td>15%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t have technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up</td>
<td>19%</td>
<td>34%</td>
<td>15%</td>
<td>18%</td>
<td>14%</td>
<td>2%</td>
</tr>
</tbody>
</table>

N = 1,150
B3. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

- **My company does not give autonomy at work to low-wage employees**
  - Agree: 11%
  - Somewhat agree: 18%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 21%
  - Disagree: 27%
  - I don't know: 3%

- **My company does not provide stable enough work schedules to low-wage employees**
  - Agree: 9%
  - Somewhat agree: 13%
  - Neither agree nor disagree: 13%
  - Somewhat disagree: 25%
  - Disagree: 39%
  - I don't know: 1%

- **My company does not provide flexible enough work schedules to low-wage employees**
  - Agree: 13%
  - Somewhat agree: 16%
  - Neither agree nor disagree: 15%
  - Somewhat disagree: 24%
  - Disagree: 32%
  - I don't know: 1%

N = 1,150
B4. Finding qualified applicants for low-wage jobs in my company is:

- Very easy: 13%
- Somewhat easy: 30%
- Neither easy nor hard: 22%
- Somewhat hard: 25%
- Very hard: 9%
- I don't know: 1%

N = 1,150

B5. Finding qualified applicants for all other jobs is:

- Very easy: 7%
- Somewhat easy: 20%
- Neither easy nor hard: 24%
- Somewhat hard: 36%
- Very hard: 12%
- I don't know: 0%

N = 1,150

B6. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

My industry doesn’t have many opportunities for low-wage employees to move to a job with higher pay, skills, and productivity:

- Agree: 14%
- Somewhat agree: 25%
- Neither agree nor disagree: 13%
- Somewhat disagree: 25%
- Disagree: 22%
- I don't know: 1%

My company doesn’t have many opportunities for low-wage employees to move to a job with higher pay, skills, and productivity:

- Agree: 16%
- Somewhat agree: 25%
- Neither agree nor disagree: 13%
- Somewhat disagree: 24%
- Disagree: 22%
- I don't know: 0%

N = 1,150
B7. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

- Low-wage employees don’t have a role model or mentor at work:
  - Agree: 10%
  - Somewhat agree: 17%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 25%
  - Disagree: 31%
  - I don’t know: 0%

- Low-wage employees don’t have anyone at work to turn to for advice about how to move up:
  - Agree: 10%
  - Somewhat agree: 15%
  - Neither agree nor disagree: 13%
  - Somewhat disagree: 27%
  - Disagree: 35%
  - I don’t know: 1%

- Low-wage employees don’t have anyone at work who they trust:
  - Agree: 8%
  - Somewhat agree: 13%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 26%
  - Disagree: 35%
  - I don’t know: 1%

- Low-wage employees don’t have a sense of belonging at work:
  - Agree: 9%
  - Somewhat agree: 16%
  - Neither agree nor disagree: 17%
  - Somewhat disagree: 24%
  - Disagree: 33%
  - I don’t know: 1%

- Low-wage employees don’t have anyone at work who cares about their advancement:
  - Agree: 8%
  - Somewhat agree: 15%
  - Neither agree nor disagree: 14%
  - Somewhat disagree: 27%
  - Disagree: 35%
  - I don’t know: 1%

N = 1,150
### Awareness and Attitudes

**Employee Awareness About Career Pathways**

B8. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Disagree</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-wage employees are not aware of career pathways in their current area of work (i.e., function or department) within my company</td>
<td>12%</td>
<td>26%</td>
<td>17%</td>
<td>24%</td>
<td>20%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees are not aware of career pathways outside their area of work (i.e., function or department) within my company</td>
<td>17%</td>
<td>26%</td>
<td>19%</td>
<td>21%</td>
<td>16%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t know what training, certifications, and/or skills are needed to move up within my company</td>
<td>14%</td>
<td>25%</td>
<td>18%</td>
<td>21%</td>
<td>20%</td>
<td>2%</td>
</tr>
<tr>
<td>Low-wage employees don’t know how to get the training, certifications, and/or skills needed to move up within my company</td>
<td>13%</td>
<td>25%</td>
<td>18%</td>
<td>24%</td>
<td>19%</td>
<td>1%</td>
</tr>
<tr>
<td>Low-wage employees don’t know what they need to do to move to a job with higher pay, skills, and productivity within my company</td>
<td>12%</td>
<td>28%</td>
<td>16%</td>
<td>23%</td>
<td>20%</td>
<td>1%</td>
</tr>
<tr>
<td>My company doesn’t provide the training and/or certifications low-wage employees need to move up</td>
<td>14%</td>
<td>18%</td>
<td>16%</td>
<td>24%</td>
<td>27%</td>
<td>1%</td>
</tr>
</tbody>
</table>

N = 1,150
B9. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Disagree</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-wage employees don’t have interest in moving up</td>
<td>12%</td>
<td>20%</td>
<td>19%</td>
<td>23%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Low-wage employees don’t want to take on the additional responsibility</td>
<td>16%</td>
<td>27%</td>
<td>20%</td>
<td>20%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>if they were to move up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low-wage employees don’t believe moving up is possible</td>
<td>15%</td>
<td>30%</td>
<td>18%</td>
<td>19%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Low-wage employees’ family and/or peers are not supportive of them</td>
<td>9%</td>
<td>14%</td>
<td>24%</td>
<td>20%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>trying to move up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Low-wage employees don’t want to be rejected for a promotion</td>
<td>23%</td>
<td>27%</td>
<td>23%</td>
<td>13%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Low-wage employees worry if they apply to a higher-level job and their</td>
<td>11%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>application is not accepted there will be negative consequences for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>their job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 1,150
B10. What is the most common occupation among low-wage employees at your company?

- Janitors and Cleaners, Except Maids and Housekeeping Cleaners: 9%
- Maintenance and Repair Workers, General: 7%
- Construction Laborers: 6%
- Customer Service Representatives: 6%
- Cashiers: 4%
- Maids and Housekeeping Cleaners: 3%
- Laborers and Freight, Stock, and Material Movers, Hand: 3%
- Retail Salespersons: 3%
- Receptionists and Information Clerks: 3%
- Office and Administrative Support Workers, All Other: 3%

B11. What percentage of your overall workforce is in this occupation?

- 1% – 24%: 41%
- 25% – 49%: 29%
- 50% – 74%: 19%
- 75% – 99%: 7%
- 100%: 2%
- I don’t know: 1%

N = 1,150
B12. From January 2019 to January 2020 (the year prior to COVID-19), what percentage of your company’s low-wage workforce and total workforce experienced upward mobility?

- Low-wage employees only
- All employees (including low-wage employees)

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Low-wage Employees</th>
<th>All Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>1%-5%</td>
<td>18%</td>
<td>28%</td>
</tr>
<tr>
<td>6%-10%</td>
<td>22%</td>
<td>25%</td>
</tr>
<tr>
<td>11%-15%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>16%-20%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>More than 20%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>I don't know</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>
B13. From January 2019 to January 2020 (the year prior to COVID-19), in your company, what would you estimate were the turnover rates of:

- Low-wage employees only
- All employees (including low-wage employees)

**0%-24%**
- Low-wage employees only: 42%
- All employees: 49%

**25%-49%**
- Low-wage employees only: 30%
- All employees: 28%

**50%-74%**
- Low-wage employees only: 16%
- All employees: 13%

**75%-99%**
- Low-wage employees only: 5%
- All employees: 4%

**More than 99%**
- Low-wage employees only: 1%
- All employees: 1%

**I don't know**
- Low-wage employees only: 5%
- All employees: 5%

N = 1,150
B14. Prior to COVID-19, in January 2020, what would you estimate was the average tenure employed at your company of:

- Less than a year: 10% (4% low-wage employees only, 6% all employees)
- 1-2 years: 38% (14% low-wage employees only, 24% all employees)
- 3-5 years: 31% (11% low-wage employees only, 20% all employees)
- 6-10 years: 27% (11% low-wage employees only, 16% all employees)
- More than 10 years: 16% (5% low-wage employees only, 11% all employees)
- I don't know: 5% (5% low-wage employees only, 5% all employees)

N = 1,150

B15. You previously said that the average tenure of low-wage employees at your company was [Pipe in tenure from B14]. In your experience, is this:

- Significantly higher than your industry's average: 11%
- Somewhat higher than your industry's average: 23%
- About the same as your industry's average: 51%
- Somewhat lower than your industry's average: 7%
- Significantly lower than your industry's average: 6%
- I don't know: 2%
C1. For the following questions, please indicate how much you agree or disagree with the following set of statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Disagree</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-wage employees are crucial to my company’s success</td>
<td>52%</td>
<td>28%</td>
<td>13%</td>
<td>5%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>I am open to learning about how increasing the upward mobility of low-wage employees might benefit my company</td>
<td>51%</td>
<td>30%</td>
<td>14%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>My company values low-wage employees</td>
<td>50%</td>
<td>30%</td>
<td>11%</td>
<td>6%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>My company is a great place to work for low-wage employees</td>
<td>41%</td>
<td>34%</td>
<td>16%</td>
<td>6%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>My company has a culture that prioritizes “hiring from within” over “hiring from outside”</td>
<td>39%</td>
<td>30%</td>
<td>18%</td>
<td>8%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>It is essential to my company’s success for low-wage employees to have upward mobility</td>
<td>36%</td>
<td>35%</td>
<td>19%</td>
<td>7%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>My company’s culture inspires low-wage employees to try to move up</td>
<td>36%</td>
<td>30%</td>
<td>22%</td>
<td>8%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>I am proud of how my company invests in the upward mobility of low-wage employees</td>
<td>33%</td>
<td>30%</td>
<td>22%</td>
<td>10%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>I am skeptical of the benefits of investing in the upward mobility of low-wage employees</td>
<td>12%</td>
<td>18%</td>
<td>19%</td>
<td>26%</td>
<td>24%</td>
<td>1%</td>
</tr>
</tbody>
</table>

N = 1,150
C2. For the following questions, please indicate how much you agree or disagree with the following set of statements.

- **My company works to maintain headcount through economic downturns**
  - Agree: 35%
  - Somewhat agree: 32%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 8%
  - Disagree: 4%

- **My company typically fills higher-level jobs by hiring experienced employees from the job market**
  - Agree: 24%
  - Somewhat agree: 31%
  - Neither agree nor disagree: 23%
  - Somewhat disagree: 14%
  - Disagree: 7%

- **My company views low-wage employees as easily replaceable**
  - Agree: 17%
  - Somewhat agree: 26%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 23%
  - Disagree: 18%

- **My company doesn’t invest in training low-wage employees because they will leave**
  - Agree: 12%
  - Somewhat agree: 18%
  - Neither agree nor disagree: 16%
  - Somewhat disagree: 26%
  - Disagree: 28%

- **Low-wage employees don’t require additional upskilling to serve my company better**
  - Agree: 11%
  - Somewhat agree: 20%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 28%
  - Disagree: 20%

N = 1,150
C3. How important do you think the following benefits are to people applying to low-wage positions at your company?

- **Stable and predictable pay**: 64% Important, 28% Somewhat important, 5% Neither unimportant nor important, 1% Somewhat unimportant, 1% Unimportant, 1% I don't know
- **Stable and predictable hours**: 60% Important, 29% Somewhat important, 8% Neither unimportant nor important, 2% Somewhat unimportant, 1% Unimportant, 0% I don't know
- **Job security**: 59% Important, 29% Somewhat important, 8% Neither unimportant nor important, 2% Somewhat unimportant, 1% Unimportant, 0% I don't know
- **Supportive supervisors**: 58% Important, 30% Somewhat important, 8% Neither unimportant nor important, 2% Somewhat unimportant, 1% Unimportant, 1% I don't know
- **Level of pay**: 57% Important, 33% Somewhat important, 7% Neither unimportant nor important, 1% Somewhat unimportant, 0% Unimportant, 0% I don't know
- **Other company benefits (e.g., healthcare benefits)**: 54% Important, 26% Somewhat important, 13% Neither unimportant nor important, 3% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Supportive team members**: 52% Important, 35% Somewhat important, 9% Neither unimportant nor important, 2% Somewhat unimportant, 1% Unimportant, 2% I don't know
- **Convenient to get to work location**: 45% Important, 37% Somewhat important, 12% Neither unimportant nor important, 3% Somewhat unimportant, 1% Unimportant, 2% I don't know
- **Location**: 45% Important, 34% Somewhat important, 15% Neither unimportant nor important, 3% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Flexible sick time policy**: 44% Important, 34% Somewhat important, 13% Neither unimportant nor important, 4% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Opportunities for upward mobility**: 42% Important, 35% Somewhat important, 16% Neither unimportant nor important, 4% Somewhat unimportant, 1% Unimportant, 2% I don't know
- **Clear communication about opportunities for upward mobility**: 42% Important, 33% Somewhat important, 18% Neither unimportant nor important, 4% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Skill development opportunities (e.g., training programs)**: 40% Important, 36% Somewhat important, 15% Neither unimportant nor important, 5% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Type of work fits my interest and goals**: 40% Important, 35% Somewhat important, 16% Neither unimportant nor important, 4% Somewhat unimportant, 2% Unimportant, 2% I don't know
- **Control over hours**: 35% Important, 37% Somewhat important, 20% Neither unimportant nor important, 7% Somewhat unimportant, 2% Unimportant, 3% I don't know
- **Control over work location**: 32% Important, 33% Somewhat important, 22% Neither unimportant nor important, 11% Somewhat unimportant, 11% Unimportant, 7% I don't know
- **Transportation assistance benefit**: 25% Important, 26% Somewhat important, 22% Neither unimportant nor important, 11% Somewhat unimportant, 8% Unimportant, 5% I don't know
- **Caregiving assistance benefit**: 25% Important, 29% Somewhat important, 22% Neither unimportant nor important, 11% Somewhat unimportant, 8% Unimportant, 6% I don't know
- **Worker stock options program or other worker ownership structure**: 23% Important, 24% Somewhat important, 19% Neither unimportant nor important, 12% Somewhat unimportant, 17% Unimportant, 5% I don't know
- **Tuition benefits**: 23% Important, 27% Somewhat important, 22% Neither unimportant nor important, 12% Somewhat unimportant, 12% Unimportant, 4% I don't know

N = 1,150
<table>
<thead>
<tr>
<th>Action</th>
<th>Frequency</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internally communicate success stories of my company’s employees who start as low-wage employees and then go on to achieve career progression within the company</td>
<td>16%</td>
<td>27%</td>
<td>27%</td>
<td>16%</td>
<td>11%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Externally communicate success stories of my company’s employees who start as low-wage employees and then go on to achieve career progression within the company</td>
<td>14%</td>
<td>23%</td>
<td>26%</td>
<td>18%</td>
<td>16%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) during the hiring process</td>
<td>36%</td>
<td>30%</td>
<td>20%</td>
<td>8%</td>
<td>5%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Describe career pathways on the company website</td>
<td>14%</td>
<td>23%</td>
<td>24%</td>
<td>16%</td>
<td>21%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Describe career pathways in job postings</td>
<td>15%</td>
<td>25%</td>
<td>26%</td>
<td>17%</td>
<td>15%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Describe career pathways in job interviews</td>
<td>19%</td>
<td>28%</td>
<td>26%</td>
<td>16%</td>
<td>9%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways on the company website</td>
<td>17%</td>
<td>25%</td>
<td>21%</td>
<td>15%</td>
<td>20%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job postings</td>
<td>18%</td>
<td>27%</td>
<td>25%</td>
<td>13%</td>
<td>16%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job interviews</td>
<td>20%</td>
<td>26%</td>
<td>26%</td>
<td>15%</td>
<td>10%</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

N = 1,150
C5: Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

Internally communicate success stories of my company’s employees who start as low-wage employees and then go on to achieve career progression within the company

- Very optimistic: 30%
- Somewhat optimistic: 35%
- Neither optimistic nor pessimistic: 20%
- Somewhat pessimistic: 9%
- Very pessimistic: 4%
- I don’t know: 3%

Externally communicate success stories of my company’s employees who start as low-wage employees and then go on to achieve career progression within the company

- Very optimistic: 24%
- Somewhat optimistic: 35%
- Neither optimistic nor pessimistic: 23%
- Somewhat pessimistic: 10%
- Very pessimistic: 5%
- I don’t know: 2%

Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers may also be expected to clean the restrooms) during the hiring process

- Very optimistic: 34%
- Somewhat optimistic: 34%
- Neither optimistic nor pessimistic: 20%
- Somewhat pessimistic: 8%
- Very pessimistic: 3%
- I don’t know: 3%

Describe career pathways on the company website

- Very optimistic: 24%
- Somewhat optimistic: 31%
- Neither optimistic nor pessimistic: 23%
- Somewhat pessimistic: 12%
- Very pessimistic: 6%
- I don’t know: 4%

Describe career pathways in job postings

- Very optimistic: 24%
- Somewhat optimistic: 34%
- Neither optimistic nor pessimistic: 26%
- Somewhat pessimistic: 9%
- Very pessimistic: 5%
- I don’t know: 3%

Describe career pathways in job interviews

- Very optimistic: 29%
- Somewhat optimistic: 36%
- Neither optimistic nor pessimistic: 22%
- Somewhat pessimistic: 8%
- Very pessimistic: 4%
- I don’t know: 3%

Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways on the company website

- Very optimistic: 27%
- Somewhat optimistic: 31%
- Neither optimistic nor pessimistic: 24%
- Somewhat pessimistic: 10%
- Very pessimistic: 6%
- I don’t know: 3%

Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job postings

- Very optimistic: 26%
- Somewhat optimistic: 34%
- Neither optimistic nor pessimistic: 23%
- Somewhat pessimistic: 10%
- Very pessimistic: 5%
- I don’t know: 3%

Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job interviews

- Very optimistic: 29%
- Somewhat optimistic: 36%
- Neither optimistic nor pessimistic: 20%
- Somewhat pessimistic: 8%
- Very pessimistic: 4%
- I don’t know: 3%

N = 1,150
### C6: How often does your company:

<table>
<thead>
<tr>
<th>Action</th>
<th>Always (%)</th>
<th>Often (%)</th>
<th>Sometimes (%)</th>
<th>Rarely (%)</th>
<th>Never (%)</th>
<th>I don't know (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relax degree requirements</td>
<td>17%</td>
<td>22%</td>
<td>28%</td>
<td>16%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>Relax criminal background checks</td>
<td>12%</td>
<td>14%</td>
<td>18%</td>
<td>18%</td>
<td>32%</td>
<td>5%</td>
</tr>
<tr>
<td>Relax English language fluency requirements</td>
<td>14%</td>
<td>20%</td>
<td>25%</td>
<td>18%</td>
<td>20%</td>
<td>5%</td>
</tr>
<tr>
<td>Practice skills-based (i.e., using skills and competencies as the</td>
<td>21%</td>
<td>34%</td>
<td>28%</td>
<td>9%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>requirements for the job rather than a degree or credential job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>descriptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practice name-blind resume review</td>
<td>12%</td>
<td>17%</td>
<td>20%</td>
<td>14%</td>
<td>28%</td>
<td>10%</td>
</tr>
<tr>
<td>Work with trusted community organizations to recruit candidates</td>
<td>15%</td>
<td>26%</td>
<td>30%</td>
<td>12%</td>
<td>13%</td>
<td>4%</td>
</tr>
</tbody>
</table>

**N = 1,150**
C7: Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

- Relax degree requirements
- Relax criminal background checks
- Relax English language fluency requirements
- Practice skills-based job descriptions
- Practice name-blind resume review
- Work with trusted community organizations to recruit candidates

- Very optimistic
- Somewhat optimistic
- Neither optimistic nor skeptical
- Somewhat skeptical
- Very skeptical
- I don't know

N = 1,150
<table>
<thead>
<tr>
<th>Action</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate upward mobility opportunities and pathways during onboarding</td>
<td>20%</td>
<td>28%</td>
<td>28%</td>
<td>14%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate to low-wage employees the pay ranges at different levels of progression</td>
<td>21%</td>
<td>28%</td>
<td>25%</td>
<td>14%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate expectations for soft skills required to move up</td>
<td>22%</td>
<td>30%</td>
<td>26%</td>
<td>13%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up</td>
<td>27%</td>
<td>32%</td>
<td>23%</td>
<td>12%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate expectations for qualifications or credentials (e.g., a certain certificate or diploma) required to move up</td>
<td>22%</td>
<td>31%</td>
<td>25%</td>
<td>13%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate how low-wage employees can obtain the skills, training, certifications, and experience required for progression</td>
<td>22%</td>
<td>30%</td>
<td>26%</td>
<td>12%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Communicate how low-wage employees can request help when needed (e.g., providing a method to swap shifts in the event of an emergency)</td>
<td>26%</td>
<td>31%</td>
<td>24%</td>
<td>12%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Pair new low-wage employees with a buddy or mentor in the initial phase of employment</td>
<td>23%</td>
<td>28%</td>
<td>23%</td>
<td>15%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Speak with new low-wage employees to understand what personal circumstances might affect the employee’s ability to perform as required for success at work (e.g., reliable transportation to work, reliable childcare, household’s financial circumstances)</td>
<td>22%</td>
<td>30%</td>
<td>27%</td>
<td>12%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Discuss challenges that low-wage employees may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)</td>
<td>16%</td>
<td>27%</td>
<td>28%</td>
<td>16%</td>
<td>10%</td>
<td>3%</td>
</tr>
</tbody>
</table>

N = 1,150
C9. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

- Communicate upward mobility opportunities and pathways during onboarding
  - Very optimistic: 27%
  - Somewhat optimistic: 29%
  - Neither optimistic nor skeptical: 28%
  - Somewhat skeptical: 32%
  - Very skeptical: 33%
  - I don't know: 2%

- Communicate to low-wage employees the pay ranges at different levels of progression
  - Very optimistic: 32%
  - Somewhat optimistic: 34%
  - Neither optimistic nor skeptical: 23%
  - Somewhat skeptical: 22%
  - Very skeptical: 10%
  - I don't know: 3%

- Communicate expectations for soft skills
  - Very optimistic: 28%
  - Somewhat optimistic: 38%
  - Neither optimistic nor skeptical: 22%
  - Somewhat skeptical: 8%
  - Very skeptical: 3%
  - I don't know: 2%

- Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up
  - Very optimistic: 30%
  - Somewhat optimistic: 32%
  - Neither optimistic nor skeptical: 26%
  - Somewhat skeptical: 7%
  - Very skeptical: 3%
  - I don't know: 2%

- Communicate how low-wage employees can obtain the skills, training, certifications, and experience required for progression
  - Very optimistic: 33%
  - Somewhat optimistic: 34%
  - Neither optimistic nor skeptical: 20%
  - Somewhat skeptical: 8%
  - Very skeptical: 4%
  - I don't know: 2%

- Communicate how low-wage employees can request help when needed (e.g., providing a method to swap shifts in the event of an emergency)
  - Very optimistic: 32%
  - Somewhat optimistic: 34%
  - Neither optimistic nor skeptical: 22%
  - Somewhat skeptical: 7%
  - Very skeptical: 3%
  - I don't know: 2%

- Pair new low-wage employees with a buddy or mentor in the initial phase of employment
  - Very optimistic: 35%
  - Somewhat optimistic: 34%
  - Neither optimistic nor skeptical: 18%
  - Somewhat skeptical: 8%
  - Very skeptical: 3%
  - I don't know: 3%

- Speak with new low-wage employees to understand what personal circumstances might affect the employee’s ability to perform as required for success at work (e.g., reliable transportation to work, reliable childcare, household’s financial circumstances)
  - Very optimistic: 31%
  - Somewhat optimistic: 33%
  - Neither optimistic nor skeptical: 22%
  - Somewhat skeptical: 8%
  - Very skeptical: 3%
  - I don't know: 2%

- Discuss challenges that low-wage employees may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)
  - Very optimistic: 28%
  - Somewhat optimistic: 36%
  - Neither optimistic nor skeptical: 22%
  - Somewhat skeptical: 9%
  - Very skeptical: 4%
  - I don't know: 2%

N = 1,150
### Actions

**On-the-Job Support: Benefits**

C10. How often does your company:

<table>
<thead>
<tr>
<th>Action</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide adequate notice of upcoming shifts</td>
<td>38%</td>
<td>29%</td>
<td>18%</td>
<td>7%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days)</td>
<td>37%</td>
<td>31%</td>
<td>18%</td>
<td>8%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Provide caregiving assistance (e.g., time off for appointments, Employee Assistance Program or care concierge access) to low-wage employees for looking after family</td>
<td>18%</td>
<td>22%</td>
<td>21%</td>
<td>15%</td>
<td>22%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for personal sick time (e.g., low-wage employees allowed to take advances on sick leave that would be accrued in later months)</td>
<td>22%</td>
<td>28%</td>
<td>23%</td>
<td>11%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for caring for a sick family member (e.g., low-wage employees permitted to stay home to take care of sick family member)</td>
<td>26%</td>
<td>28%</td>
<td>24%</td>
<td>11%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide transportation assistance</td>
<td>12%</td>
<td>15%</td>
<td>18%</td>
<td>18%</td>
<td>34%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide tuition benefits</td>
<td>16%</td>
<td>19%</td>
<td>20%</td>
<td>13%</td>
<td>30%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide employee stock options program or other employee ownership structure</td>
<td>14%</td>
<td>17%</td>
<td>18%</td>
<td>11%</td>
<td>38%</td>
<td>3%</td>
</tr>
</tbody>
</table>

N = 1,150
C11. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

<table>
<thead>
<tr>
<th>Action</th>
<th>Very optimistic</th>
<th>Somewhat optimistic</th>
<th>Neither optimistic nor skeptical</th>
<th>Somewhat skeptical</th>
<th>Very skeptical</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide adequate notice of upcoming shifts</td>
<td>41%</td>
<td>29%</td>
<td>17%</td>
<td>7%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days)</td>
<td>42%</td>
<td>32%</td>
<td>16%</td>
<td>6%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Provide caregiving assistance (e.g., time off for appointments, Employee Assistance Program or care concierge access) to low-wage employees for looking after family</td>
<td>26%</td>
<td>30%</td>
<td>23%</td>
<td>10%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for personal sick time (e.g., low-wage employees allowed to take advances on sick leave that would be accrued in later months)</td>
<td>31%</td>
<td>35%</td>
<td>18%</td>
<td>8%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for caring for a sick family member (e.g., low-wage employees permitted to stay home to take care of sick family member)</td>
<td>33%</td>
<td>33%</td>
<td>20%</td>
<td>8%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide transportation assistance</td>
<td>21%</td>
<td>25%</td>
<td>25%</td>
<td>12%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>Provide tuition benefits</td>
<td>25%</td>
<td>26%</td>
<td>22%</td>
<td>9%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Provide employee stock options program or other employee ownership structure</td>
<td>22%</td>
<td>25%</td>
<td>21%</td>
<td>9%</td>
<td>18%</td>
<td>5%</td>
</tr>
</tbody>
</table>

N = 1,150
C12. How often does your company:

- Provide a mentorship program for low-wage employees:
  - Always: 20%
  - Often: 26%
  - Sometimes: 23%
  - Rarely: 13%
  - Never: 15%
  - I don't know: 3%

- Hold supervisors and/or mentors accountable for low-wage employees' upward mobility:
  - Always: 20%
  - Often: 25%
  - Sometimes: 22%
  - Rarely: 16%
  - Never: 16%
  - I don't know: 3%

- Empower supervisors or mentors to make judgment calls to help low-wage employees balance life demands outside of work (e.g., giving the afternoon off for a care appointment):
  - Always: 24%
  - Often: 32%
  - Sometimes: 23%
  - Rarely: 10%
  - Never: 8%
  - I don't know: 3%

N = 1,150
C13. How often do supervisors and/or mentors at your company:

- Communicate the impact of low-wage employees’ work on the company’s success:
  - Always: 28%
  - Often: 31%
  - Sometimes: 22%
  - Rarely: 10%
  - Never: 6%
  - I don’t know: 3%

- Communicate benefits and how low-wage employees can access them:
  - Always: 29%
  - Often: 31%
  - Sometimes: 23%
  - Rarely: 9%
  - Never: 6%
  - I don’t know: 2%

- Coach low-wage employees to on how to move up:
  - Always: 23%
  - Often: 30%
  - Sometimes: 25%
  - Rarely: 13%
  - Never: 7%
  - I don’t know: 2%

- Hold performance review conversations with low-wage employees at regular intervals:
  - Always: 34%
  - Often: 28%
  - Sometimes: 21%
  - Rarely: 9%
  - Never: 6%
  - I don’t know: 2%
### Actions

**On-the-Job Support: Mentor and Supervisor Support**

### C14. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

<table>
<thead>
<tr>
<th>Action</th>
<th>Very Optimistic</th>
<th>Somewhat Optimistic</th>
<th>Neither Optimistic nor Skeptical</th>
<th>Somewhat Skeptical</th>
<th>Very Skeptical</th>
<th>I Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a mentorship program for low-wage employees</td>
<td>33%</td>
<td>33%</td>
<td>19%</td>
<td>8%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Hold supervisors and/or mentors accountable for low-wage employees' upward mobility</td>
<td>26%</td>
<td>33%</td>
<td>22%</td>
<td>10%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Empower supervisors or mentors to make judgment calls to help low-wage employees balance life demands outside of work (e.g., giving the afternoon off for a care appointment)</td>
<td>32%</td>
<td>35%</td>
<td>20%</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Supervisors and/or mentors communicate the impact of low-wage employees' work on the company's success</td>
<td>33%</td>
<td>37%</td>
<td>17%</td>
<td>8%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Supervisors and/or mentors communicate benefits and how low-wage employees can access them</td>
<td>33%</td>
<td>35%</td>
<td>18%</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Supervisors and/or mentors coach low-wage employees to on how to move up</td>
<td>33%</td>
<td>36%</td>
<td>19%</td>
<td>7%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Supervisors and/or mentors hold performance review conversations with low-wage employees at regular intervals</td>
<td>38%</td>
<td>33%</td>
<td>17%</td>
<td>7%</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

N = 1,150
### C15. How often does your company:

<table>
<thead>
<tr>
<th>Action</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer training programs that teach English language skills</td>
<td>11%</td>
<td>15%</td>
<td>14%</td>
<td>15%</td>
<td>41%</td>
<td>3%</td>
</tr>
<tr>
<td>Offer training programs that teach basic adult education or GED</td>
<td>11%</td>
<td>16%</td>
<td>15%</td>
<td>14%</td>
<td>41%</td>
<td>3%</td>
</tr>
<tr>
<td>Offer training programs that teach soft skills required to move up</td>
<td>18%</td>
<td>26%</td>
<td>23%</td>
<td>14%</td>
<td>17%</td>
<td>1%</td>
</tr>
<tr>
<td>Offer training programs that teach technical skills (e.g., knowledge</td>
<td>23%</td>
<td>29%</td>
<td>22%</td>
<td>12%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>of certain equipment, systems, or tools) required to move up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer training programs that teach digital literacy</td>
<td>15%</td>
<td>22%</td>
<td>20%</td>
<td>14%</td>
<td>26%</td>
<td>3%</td>
</tr>
<tr>
<td>Offer training programs for qualifications or credentials (e.g., a</td>
<td>17%</td>
<td>22%</td>
<td>23%</td>
<td>15%</td>
<td>21%</td>
<td>3%</td>
</tr>
<tr>
<td>certain certificate or diploma) required to move up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer training programs that teach financial literacy (e.g., how to</td>
<td>11%</td>
<td>18%</td>
<td>18%</td>
<td>15%</td>
<td>35%</td>
<td>3%</td>
</tr>
<tr>
<td>save money, how to avoid debt)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 1,150
**Actions**

*On-the-job Support: Learning and Development*

C16. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

<table>
<thead>
<tr>
<th>Action</th>
<th>Very optimistic</th>
<th>Somewhat optimistic</th>
<th>Neither optimistic nor skeptical</th>
<th>Somewhat skeptical</th>
<th>Very skeptical</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer training programs that teach English language skills</td>
<td>21%</td>
<td>25%</td>
<td>23%</td>
<td>11%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>Offer training programs that teach basic adult education or GED</td>
<td>20%</td>
<td>24%</td>
<td>24%</td>
<td>12%</td>
<td>17%</td>
<td>4%</td>
</tr>
<tr>
<td>Offer training programs that teach soft skills required to move up</td>
<td>31%</td>
<td>33%</td>
<td>20%</td>
<td>9%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Offer training programs that teach technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up</td>
<td>36%</td>
<td>31%</td>
<td>18%</td>
<td>8%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Offer training programs that teach digital literacy</td>
<td>25%</td>
<td>32%</td>
<td>23%</td>
<td>8%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>Offer training programs for qualifications or credentials (e.g., a certain certificate or diploma) required to move up</td>
<td>28%</td>
<td>33%</td>
<td>19%</td>
<td>9%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Offer training programs that teach financial literacy (e.g., how to save money, how to avoid debt)</td>
<td>21%</td>
<td>29%</td>
<td>23%</td>
<td>9%</td>
<td>15%</td>
<td>3%</td>
</tr>
</tbody>
</table>

N = 1,150
## Actions

**Pathways for Advancement**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create career pathways for low-wage employees</td>
<td>19%</td>
<td>25%</td>
<td>27%</td>
<td>14%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>Describe career pathways and skills progression on an ongoing basis in company communications</td>
<td>20%</td>
<td>25%</td>
<td>26%</td>
<td>14%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews</td>
<td>22%</td>
<td>29%</td>
<td>22%</td>
<td>14%</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews</td>
<td>24%</td>
<td>27%</td>
<td>25%</td>
<td>12%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Describe how to obtain the skills, training, and certifications needed to get to the next role level in performance reviews</td>
<td>23%</td>
<td>29%</td>
<td>25%</td>
<td>12%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience</td>
<td>25%</td>
<td>28%</td>
<td>25%</td>
<td>11%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Publicly recognize low-wage employees for reaching milestones of skills, training, credentials, or experience</td>
<td>23%</td>
<td>25%</td>
<td>22%</td>
<td>15%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate examples of worker success stories to current low-wage employees</td>
<td>21%</td>
<td>24%</td>
<td>25%</td>
<td>13%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job</td>
<td>21%</td>
<td>26%</td>
<td>25%</td>
<td>14%</td>
<td>12%</td>
<td>2%</td>
</tr>
</tbody>
</table>

N = 1,150

C18. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

<table>
<thead>
<tr>
<th>Action</th>
<th>Very optimistic</th>
<th>Somewhat optimistic</th>
<th>Neither optimistic nor skeptical</th>
<th>Somewhat skeptical</th>
<th>Very skeptical</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create career pathways for low-wage employees</td>
<td>31%</td>
<td>33%</td>
<td>22%</td>
<td>8%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Describe career pathways and skills progression on an ongoing basis in company communications</td>
<td>28%</td>
<td>35%</td>
<td>23%</td>
<td>7%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews</td>
<td>30%</td>
<td>38%</td>
<td>20%</td>
<td>6%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews</td>
<td>33%</td>
<td>37%</td>
<td>19%</td>
<td>6%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Describe how to obtain the skills, training, and certifications needed to get to the next role level in performance reviews</td>
<td>31%</td>
<td>37%</td>
<td>18%</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience</td>
<td>37%</td>
<td>36%</td>
<td>16%</td>
<td>6%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Publicly recognize low-wage employees for reaching milestones of skills, training, credentials, or experience</td>
<td>29%</td>
<td>33%</td>
<td>23%</td>
<td>7%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Communicate examples of worker success stories to current low-wage employees</td>
<td>29%</td>
<td>32%</td>
<td>23%</td>
<td>8%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job</td>
<td>31%</td>
<td>34%</td>
<td>21%</td>
<td>7%</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

N = 1,150
### C19. How often does your company:

<table>
<thead>
<tr>
<th>Action</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track why low-wage employees quit or take jobs with other employers</td>
<td>20%</td>
<td>23%</td>
<td>21%</td>
<td>15%</td>
<td>19%</td>
<td>3%</td>
</tr>
<tr>
<td>Track which companies or industries your low-wage employees move to</td>
<td>14%</td>
<td>19%</td>
<td>21%</td>
<td>16%</td>
<td>25%</td>
<td>5%</td>
</tr>
<tr>
<td>when they quit your company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ask low-wage employees leaving the company if they felt valued</td>
<td>20%</td>
<td>24%</td>
<td>21%</td>
<td>14%</td>
<td>18%</td>
<td>5%</td>
</tr>
<tr>
<td>while in their jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold exit interviews when low-wage employees leave</td>
<td>22%</td>
<td>22%</td>
<td>21%</td>
<td>14%</td>
<td>18%</td>
<td>2%</td>
</tr>
<tr>
<td>Identify and track root causes of turnover for low-wage employees</td>
<td>19%</td>
<td>25%</td>
<td>21%</td>
<td>17%</td>
<td>15%</td>
<td>3%</td>
</tr>
<tr>
<td>Create a plan to address root causes of turnover for low-wage employees</td>
<td>17%</td>
<td>25%</td>
<td>21%</td>
<td>17%</td>
<td>17%</td>
<td>4%</td>
</tr>
</tbody>
</table>

N = 1,150

## Actions

### Offboarding and Post-exit

C20. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

<table>
<thead>
<tr>
<th>Action</th>
<th>Very optimistic</th>
<th>Somewhat optimistic</th>
<th>Neither optimistic nor skeptical</th>
<th>Somewhat skeptical</th>
<th>Very skeptical</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track why low-wage employees quit or take jobs with other employers</td>
<td>30%</td>
<td>31%</td>
<td>19%</td>
<td>10%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Track which company or industry your low-wage employees move to</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>when they quit your company</td>
<td>23%</td>
<td>28%</td>
<td>25%</td>
<td>10%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>Ask low-wage employees leaving the company if they felt valued</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>while in the job</td>
<td>28%</td>
<td>31%</td>
<td>22%</td>
<td>9%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Hold exit interviews when low-wage employees leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>27%</td>
<td>33%</td>
<td>20%</td>
<td>9%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Identify and track root causes of turnover for low-wage employees</td>
<td>28%</td>
<td>33%</td>
<td>19%</td>
<td>10%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Create a plan to address root causes of turnover for low-wage workers</td>
<td>28%</td>
<td>33%</td>
<td>21%</td>
<td>8%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

N = 1,150
C21. Typically, when a low-wage employee leaves your company, where do they go?

- 46% A company in the same industry
- 30% A company in a different industry
- 5% School
- 2% Other
- 17% I don’t know

N = 1,150
D1. Who is responsible for the overall upward mobility of low-wage employees? Please rank the following options from most responsible to least responsible:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Average rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employees</td>
<td>3.3</td>
</tr>
<tr>
<td>My company</td>
<td>2.9</td>
</tr>
<tr>
<td>Education institutions (e.g., high schools, colleges)</td>
<td>2.3</td>
</tr>
<tr>
<td>The government</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Percentage of respondents ranking as most responsible:

- The employees: 53%
- My company: 32%
- Education institutions (e.g., high schools, colleges): 8%
- The government: 7%

N = 1,115 (35 respondents responded “I don’t know”)
D2. How would you grade your company’s performance in increasing the upward mobility of your company’s low-wage employees?

- Excellent: 14%
- Good: 40%
- Fair: 30%
- Poor: 11%
- Very Poor: 5%
- I don’t know: 1%

N = 1,150
D3. How important is it for your company's future success and competitiveness to invest time and effort in the upward mobility of your low-wage employees in the future (e.g., through implementing more actions like those listed above)?

- Important: 38%
- Somewhat important: 42%
- Neither important nor unimportant: 13%
- Somewhat unimportant: 5%
- Unimportant: 2%
- I don't know: 1%

N = 1,150
Final Thoughts

D4. Please tell us how strongly you agree or disagree with the following statements.

My company has no need to invest in the upward mobility of low-wage employees because of our business model

- Agree: 12%
- Somewhat agree: 17%
- Neither agree nor disagree: 18%
- Somewhat disagree: 23%
- Disagree: 28%
- I don't know: 2%

My company seeks input from low-wage employees when developing programs to increase their upward mobility

- Agree: 24%
- Somewhat agree: 31%
- Neither agree nor disagree: 18%
- Somewhat disagree: 12%
- Disagree: 12%
- I don't know: 4%

My company tracks whether low-wage employees are participating in benefits (e.g., care assistance, tuition assistance)

- Agree: 30%
- Somewhat agree: 26%
- Neither agree nor disagree: 18%
- Somewhat disagree: 9%
- Disagree: 12%
- I don't know: 5%

N = 1,150
D5: Think about the upward mobility practices your company has already implemented. Rate the impact of these practices on the following contributors to your company’s competitiveness:

- Increased morale
- Increased productivity
- Increased retention
- Increased overall company profitability
- Increased attendance
- Improved safety record
- Reduced absenteeism (e.g., employees don’t attend a scheduled shift)
- Increased customer goodwill
- Increased reputation with job seekers
- Reduced expense of hiring temporary employees
- Reduced loss of revenue
- Reduced cost of recruitment
- Reduced presenteeism (e.g., employees show up, but are not productive)
- Reduced cost of training new employee
- Reduced overtime costs
- Reduced loss of institutional/process knowledge

<table>
<thead>
<tr>
<th>Impact Level</th>
<th>N = 1,150</th>
</tr>
</thead>
<tbody>
<tr>
<td>High impact</td>
<td>32%</td>
</tr>
<tr>
<td>Somewhat high impact</td>
<td>31%</td>
</tr>
<tr>
<td>Neither high nor low impact</td>
<td>27%</td>
</tr>
<tr>
<td>Somewhat low impact</td>
<td>26%</td>
</tr>
<tr>
<td>Low impact</td>
<td>25%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>21%</td>
</tr>
</tbody>
</table>

N = 1,150
D6. There are many influences from whom you might learn best practices for upward mobility. Please rank your choices from most trusted to least trusted.

- Industry associations and industry experts: 26%
- Other business leaders in my region: 20%
- Membership organizations who instruct in best practices (e.g., U.S. Chambers of Commerce, Society for Human Resources Management [SHRM], etc.): 17%
- Vendors and providers of company employment benefits to my employees: 11%
- The large (e.g., Fortune 500) companies whose supply chain my company is a part of: 10%
- Vendors and providers of IT tools that shape employment (e.g., Applicant Tracking Systems [ATS] like Taleo, Human Capital Management [HCM] like Workday): 9%
- Business journalism (e.g., Wall Street Journal) and business schools (e.g., Harvard Business Review): 8%

N = 1,063 (87 people responded “None of the above”)
Final Thoughts

D10. Please rate your company’s willingness to implement practices for increased upward mobility.

- Highly likely: 26%
- Somewhat likely: 30%
- Neither unlikely nor likely: 18%
- Somewhat unlikely: 14%
- Highly unlikely: 9%
- I don't know: 2%

N = 1,150
D11. Please rate the effect of COVID-19 on your company's willingness to implement practices for increased upward mobility.

- More likely: 12%
- Somewhat more likely: 20%
- Neither less likely nor more likely: 40%
- Somewhat less likely: 15%
- Less likely: 11%
- I don't know: 3%

N = 1,150