Building From the Bottom Up

Upward mobility survey of low-wage workers (Overall Results)
Introduction:
This deck represents the overall results from an online survey of 1,025 U.S. 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.

Please direct inquiries to:
Manjari Raman, mraman@hbs.edu

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).
Section A

Screening Questions
Section A
Screening Questions

A1: How old were you in January 2020?

- 21-24 years: 11%
- 25-34 years: 27%
- 35-44 years: 21%
- 45-54 years: 16%
- 55-64 years: 18%
- 65 years and over: 7%

N = 1,025
Note: Respondents age 20 or younger were terminated from the survey.
A3. What was the highest level of education you had completed by January 2020? If you were pursuing a degree or in the midst of training at that time, please choose the highest level already completed.

- Less than a high school diploma: 3%
- High school degree or equivalent (e.g., GED): 41%
- Some college, no degree: 40%
- Trade school or vocational training: 11%
- Associate degree (e.g., AA, AS): 5%

N = 1,025

Note: Collection of associate degree data limited to n=50. All respondents had to have less than a Bachelors degree.
A4: Which of the following best describes your employment status in January 2020?

- Full-time employee and part-time employee (35 or more hours per week per company at one or more companies and less than 35 hours per week per company at one or more different companies)
- Full-time employee (35 or more hours per week per company at one or more companies)
- Part-time employee (less than 35 hours per week per company at one or more companies)

N = 1,025
Note: Other respondents (e.g., those who selected contract worker as primary status) were terminated from the survey
### Section A: Screening Questions

**Q4new: What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.**

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14,000/year or less</td>
<td>13%</td>
</tr>
<tr>
<td>$14,001 – $20,000/year</td>
<td>18%</td>
</tr>
<tr>
<td>$20,001 – $30,000/year</td>
<td>29%</td>
</tr>
<tr>
<td>$30,001 – $40,000/year</td>
<td>39%</td>
</tr>
</tbody>
</table>

N = 1,025
Section A
Screening Questions

A5new: What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.

<table>
<thead>
<tr>
<th>Wage Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7/hour or less</td>
<td>2%</td>
</tr>
<tr>
<td>$7.01/hour – $10.00/hour</td>
<td>17%</td>
</tr>
<tr>
<td>$10.01/hour – $15.00/hour</td>
<td>51%</td>
</tr>
<tr>
<td>$15.01/hour – $20.00/hour</td>
<td>30%</td>
</tr>
</tbody>
</table>

N = 1,025
A5: In January 2020, was your primary company a:

- 52% Private for-profit company (i.e., a company that is owned by private individuals—a company that members of the public cannot buy stock in on a public stock exchange)
- 24% Public for-profit company (i.e., a company that investors can buy stock in on a public stock exchange)
- 16% For-profit company, but I am not sure if it was public or private
- 9% I don’t know

N = 1,025
Section A
Screening Questions

A6: Which region did you work in (i.e., where was your primary physical worksite located) in January 2020?

- New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont): 5%
- Middle Atlantic (New Jersey, New York, Pennsylvania): 11%
- East North Central (Indiana, Illinois, Michigan, Ohio, Wisconsin): 14%
- West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota): 8%
- South Atlantic (Delaware, Washington D.C., Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia): 24%
- East South Central (Alabama, Kentucky, Mississippi, Tennessee): 10%
- West South Central (Arkansas, Louisiana, Oklahoma, Texas): 13%
- Mountain (Arizona, Colorado, Idaho, New Mexico, Montana, Utah, Nevada, Wyoming): 6%
- Pacific (Alaska, California, Hawaii, Oregon, Washington): 8%

N = 1,025

A7: Approximately how many workers did your primary company employ in January 2020? If your company has multiple locations, please include workers at all locations, including corporate headquarters, subsidiaries, and any company branches.

<table>
<thead>
<tr>
<th>Size</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 – 9</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 – 49</td>
<td>19%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 – 99</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>100 – 499</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>500 – 999</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000 – 9,999</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10,000 or more</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t know</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section A
Screening Questions

A9: How long had you been working at your primary company as of January 2020?

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>9%</td>
</tr>
<tr>
<td>1 year</td>
<td>8%</td>
</tr>
<tr>
<td>2 years</td>
<td>16%</td>
</tr>
<tr>
<td>3 years</td>
<td>17%</td>
</tr>
<tr>
<td>4 years</td>
<td>10%</td>
</tr>
<tr>
<td>5 years</td>
<td>9%</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>15%</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>17%</td>
</tr>
</tbody>
</table>

N = 1,025

Section A
Screening Questions

dA9: Been at current company for 3 years or not

- At current company for 3+ years: 68%
- Changed companies during the last 3 years: 32%

N = 1,025
Note: this is calculated based on responses to the previous question A9
A10: Did you receive a promotion, a pay increase due to your job performance, or both between January 2017 and January 2020 at any company you worked at during that time (or by changing companies)?

N = 1,025
Section A
Screening Questions

N = 1,025
Note: this is calculated based on responses to the previous questions A9-A10
Section A
Screening Questions

A11: Where did you get that pay increase or promotion?

- 86% At the primary company I worked at as of January 2020
- 5% At one of the other companies I worked at as of January 2020 (not my primary company)
- 6% At a company that I left before January 2020 (at a company I was no longer working at as of January 2020)
- 3% By leaving a previous company and taking a higher-level and/or higher-paying role at the primary company I worked at as of January 2020
- 1% By leaving a previous company and taking a higher-level and/or higher-paying role at one of the other companies I worked at as of January 2020 (not my primary company)
- 0% Other

N = 650 (the 63% of respondents who had experienced upward mobility in A10)
Section A
Screening Questions

dA11: Experienced upward mobility at primary company vs. no upward mobility at primary company (survey question A11)

- 54% Has experienced upward mobility at Jan. 2020 primary company
- 46% Has not experienced upward mobility at their Jan 2020 primary company

N = 1,025
Note: this is measuring upward mobility only at a respondent's primary company, based on questions A10 and A11. The red category could include people who have achieved upward mobility in the past three years, but not at their current company as of January 2020.
Section B

About you

N = 1,025

B1: What is your gender?

Total

- Female: 58%
- Male: 42%
- Prefer to self-describe: 0%
- Prefer not to answer: 0%
Section B

About you

B2: What is your race/ethnicity?

Total

- White: 73%
- Black or African American: 15%
- Hispanic or Latinx: 11%
- Asian or Asian American: 3%
- American Indian, Alaska Native or Other Indigenous: 2%
- Prefer to self-describe: 1%
- Prefer not to answer: 1%
- Native Hawaiian or Other Pacific Islander: 1%
- Middle Eastern or North African: 0%

Note: respondents could select all that apply.
N = 1,025
**B3: How would you rate your level of the following in January 2020?**

<table>
<thead>
<tr>
<th>Skill</th>
<th>Excellent</th>
<th>Fair</th>
<th>Moderate</th>
<th>Poor</th>
<th>Very poor</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>English fluency</td>
<td>82%</td>
<td>10%</td>
<td>4%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Teamwork/collaboration skills (i.e., the ability to work well with others on a team)</td>
<td>66%</td>
<td>22%</td>
<td>9%</td>
<td>1%</td>
<td>-1%</td>
<td>-1%</td>
</tr>
<tr>
<td>Problem-solving skills (i.e., the ability to collect information and solve problems based on that information)</td>
<td>58%</td>
<td>29%</td>
<td>10%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Communication skills (i.e., the ability to clearly convey information to another person)</td>
<td>58%</td>
<td>27%</td>
<td>11%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Critical thinking skills (i.e., the ability to evaluate an issue and understand the connection between different ideas)</td>
<td>57%</td>
<td>30%</td>
<td>10%</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Technical skills specific to your role (i.e., knowledge of certain equipment, systems, or tools)</td>
<td>54%</td>
<td>30%</td>
<td>11%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Relationship-building skills</td>
<td>52%</td>
<td>32%</td>
<td>12%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>People leadership skills (i.e., the ability to manage other team members)</td>
<td>47%</td>
<td>32%</td>
<td>15%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Creativity</td>
<td>46%</td>
<td>34%</td>
<td>16%</td>
<td>4%</td>
<td>2%</td>
<td>-2%</td>
</tr>
<tr>
<td>Quantitative skills (i.e., the ability to use data and numbers)</td>
<td>46%</td>
<td>34%</td>
<td>14%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Physical skills (i.e., strength, physical endurance)</td>
<td>43%</td>
<td>34%</td>
<td>18%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

N = 1,025
### Section B

#### About you

**B4:** To provide a more complete picture of the personal challenges that can limit upward mobility, please mark whether any of the following apply:

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a disability</td>
<td>8%</td>
</tr>
<tr>
<td>I have criminal convictions</td>
<td>7%</td>
</tr>
<tr>
<td>I have a history of drug and/or alcohol abuse</td>
<td>7%</td>
</tr>
<tr>
<td>I am currently (as of January 2020) subject to wage garnishment</td>
<td>3%</td>
</tr>
<tr>
<td>I have experienced homelessness</td>
<td>9%</td>
</tr>
<tr>
<td>I have other personal challenges</td>
<td>7%</td>
</tr>
<tr>
<td>None of the above</td>
<td>71%</td>
</tr>
<tr>
<td>I prefer not to answer</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Total N = 1,025*
Section B

About you

B5: What is your first language (i.e., the language you first learned to speak)?
(Select all that apply.)

- English: 96%
- Spanish: 6%
- Other: 1%

N = 1,025
Section B
About you

B6: Are you a U.S. citizen?

- Yes: 98%
- No: 2%
- Prefer not to answer: 0%

N = 1,025
Section B
About you

B7: When you moved to the United States to live, what was your immigration status?

- Immediate relative or family-sponsored permanent resident: 38%
- Employment-based permanent resident: 6%
- Other permanent resident: 13%
- Granted refugee status or granted asylum: 13%
- Non-immigrant (e.g., diplomatic, student, business, or tourist visa): 19%
- Other: 13%
- Prefer not to answer: 13%

N = 16 (respondents who answered No to U.S. citizen)
Section B

About you

B8: Has your status been changed to permanent resident?

Total

- Yes: 67%
- No: 22%
- Prefer not to answer: 11%

N = 9 (If non-citizen and non-permanent arrival)
Section B
About you

B9: Did you submit a resume when you initially applied for the primary job you held in January 2020?

- Yes: 62%
- No: 38%

N = 1,025
B10: Were you a member of a union in January 2020?

- Total: 11% Yes, 89% No

N = 1,025
Section B
About you

B11: What was your marital status in January 2020?

N = 1,025
Section B
About you

B12: How many other working adults were living in your family household in January 2020?

- Zero: 42%
- One: 36%
- Two: 14%
- Three: 5%
- Four: 2%
- Five or more: 1%

N = 1,025
Section B

About you

B13: How many non-working dependent adults (i.e., age 18 or older) were you supporting in January 2020?

- Zero (no non-working dependent adults): 65%
- One: 24%
- Two: 8%
- Three: 3%
- Four: 1%
- Five or more: 1%

N = 1,025

B14: How many dependent children (i.e., under age 18) were you supporting in January 2020?

- Zero (no dependent children): 62%
- One: 18%
- Two: 12%
- Three: 5%
- Four: 2%
- Five or more: 1%

N = 1,025
Section B

About you

B15: What was your family household’s average total annual income from paid work (i.e., income from all working adults in your family household) in January 2020?

- Less than $20,000: 16%
- $20,000 to $29,999: 26%
- $30,000 to $39,999: 27%
- $40,000 to $69,999: 21%
- $70,000 to $99,999: 8%
- Over $100,000: 3%

N = 1,025
Section B
About you

B12-B15: Respondents in households estimated to be below the 200% poverty level

59%  41%

Part of <200% poverty household  Part of >= 200% poverty household

N = 1,025
Note: this was calculated using questions B12-B15. For questions B12-B14, we totaled up the number of people in the respondent’s household. We then used a table listing the 200% poverty cutoff for each household number (ex. 3 person household cutoff was $39,970). If the salary in question B15 was below the threshold for their household number, they were deemed <200% poverty, if the salary was above the threshold, they were deemed >200% poverty. Note question B15 gave ranges of salaries, so this is an estimate.
Section C

Your employment
C1: What best describes the industry of your primary company in January 2020?

- Retail Trade: 18%
- Other Services (except Public Administration): 17%
- Health Care and Social Assistance: 12%
- Accommodation and Food Services: 12%
- Manufacturing: 8%
- Construction: 7%
- Transportation and Warehousing: 5%
- Finance and Insurance: 5%
- Professional, Scientific, and Technical Services: 3%
- Educational Services: 3%
- Agriculture, Forestry, Fishing and Hunting: 2%
- Administrative and Support and Waste Management and Remediation Services: 2%
- Information: 2%
- Arts, Entertainment, and Recreation: 1%
- Wholesale Trade: 1%
- Real Estate and Rental and Leasing: 1%
- Management of Companies and Enterprises: 1%
- Utilities: 1%
- Mining, Quarrying, and Oil and Gas Extraction: 0%
- Public Administration: 0%

N = 1,025
C3: What was your level at your primary company in January 2020?

- Entry-level: 31%
- Above entry-level, but not a manager: 45%
- Front-line manager (manager, supervisor): 15%
- Middle manager (director, senior manager): 6%
- Other: 4%

N = 1,025
Section C
Your employment

C4new: How many companies did you work at as a full-time employee in January 2020?

N = 764 (respondents who answered “Full-time employee and part-time employee” or “Full-time employee” in A4, excludes freelance/gig work)
C4: How many companies did you work at as a part-time employee in January 2020?

- 90% worked at 1 company.
- 8% worked at 2 companies.
- 2% worked at 3 or more companies.

N = 491 (respondents who answered “Full-time employee and part-time employee” or “Part-time employee” in A4, excludes freelance/gig work)
C5. In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?

N = 1,025

- Yes: 17%
- No: 83%
Section C

Your employment

C6: How many total hours did you work per week across all of your jobs (including freelance or gig jobs) in January 2020?

N = 1,025

C7: Did the primary job you had in January 2020 require you to have a certain credential before you could be hired?

- Yes: 28%
- No: 72%

N = 1,025
Section C

C9: How many total years had you been working as of January 2020?

- 3 years: 13%
- 4 years: 9%
- 5 years: 7%
- 6 - 10 years: 16%
- More than 10 years: 54%

N = 1,025
C10: During those working years, (beginning with age 18), how many different companies have you worked in, including the companies you worked at in January 2020?

- 1 company: 16%
- 2 companies: 16%
- 3 companies: 13%
- 4 companies: 13%
- 5 companies: 15%
- 6-10 companies: 21%
- More than 10 companies: 7%

N = 1,025
Section C
Your employment

C11: How long had you been in your primary job as of January 2020?

- Less than a year: 9%
- 1 year: 8%
- 2 years: 15%
- 3 years: 16%
- 4 years: 10%
- 5 years: 9%
- 6 - 10 years: 15%
- More than 10 years: 17%

N = 1,025
Section C
Your employment

C12: Did you change industries over the past three years before January 2020?

Total

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>52%</td>
<td>48%</td>
<td></td>
</tr>
</tbody>
</table>

N = 332 (respondents who had changed companies in the last 3 years)
Section C
Your employment

C13: Which industry were you working in before you changed industries?

- Other Services (except Public Administration): 18%
- Accommodation and Food Services: 15%
- Retail Trade: 14%
- Health Care and Social Assistance: 12%
- Manufacturing: 8%
- Construction: 5%
- Finance and Insurance: 5%
- Educational Services: 4%
- Administrative and Support and Waste Management and Remediation Services: 4%
- Transportation and Warehousing: 4%
- Agriculture, Forestry, Fishing and Hunting: 3%
- Arts, Entertainment, and Recreation: 2%
- Management of Companies and Enterprises: 2%
- Information: 1%
- Wholesale Trade: 1%
- Real Estate and Rental and Leasing: 1%
- Utilities: 1%
- Mining, Quarrying, and Oil and Gas Extraction: 1%
- Professional, Scientific, and Technical Services: 0%
- Public Administration: 0%

N = 172 (respondents who had changed industries in last 3 years)
Section C
Your employment

C14: Was your primary company’s headquarters located within the U.S. or outside the U.S. in January 2020?

N = 1,025

- 97% Within the U.S.
- 2% Outside the U.S.
- 1% I don’t know
C15: Were the majority of your primary company’s workers located within the U.S. or outside the U.S. in January 2020?

- Within the U.S.: 96%
- Outside the U.S.: 1%
- I don’t know: 3%

N = 1,025
Section C
Your employment

C16: Did your primary company have multiple locations in January 2020?

- No, only one location: 45%
- Yes: 55%

N = 1,025

Section C
Your employment

C17: How many fellow workers were employed at the location you worked at as of January 2020?

1 – I am the only worker at this location: 3%
2 – 9: 11%
10 – 49: 26%
50 – 99: 14%
100 – 499: 22%
500 – 999: 7%
1,000 – 9,999: 11%
10,000 or higher: 6%

N = 560 (primary company has multiple locations)
Section C
Your employment

C18: Was your primary worksite located in a primarily rural or urban area in January 2020?

- Rural: 29%
- Urban: 66%
- I don't know: 6%

N = 1,025
Section C
Your employment

C18new: Did you typically work remotely for your primary company in January 2020?

N = 1,025

Total  24%  76%

Yes No, I worked at a physical worksite with other workers from my company
Section C

Your employment

C19: Did your primary company use a franchise model in January 2020?

- Yes: 24%
- No: 65%
- I don’t know: 11%

N = 1,025
C20: Did you work at the parent company or the franchise in January 2020?

- Parent company: 39%
- Franchise: 53%
- I don't know: 9%

N = 241 (company uses a franchise model)
Section C
Your employment

C21: How many workers, including yourself, did your manager/supervisor at your primary company supervise in January 2020?

- 0 – 5 workers: 17%
- 6 – 10 workers: 22%
- 11 – 15 workers: 14%
- 16 – 20 workers: 14%
- 21 or more workers: 26%
- I don’t know: 7%

N = 1,025
Section D

Your experience with company practices
Section D

Pre-employment

D1: Does your primary company:

- 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 for workers at my pay level
  
  - Always: 35%
  - Often: 24%
  - Sometimes: 21%
  - Rarely: 8%
  - Never: 8%
  - I don’t know: 5%

- Describe total compensation for different roles on the career pathways in job interviews for workers at my pay level
  
  - Always: 20%
  - Often: 20%
  - Sometimes: 23%
  - Rarely: 12%
  - Never: 17%
  - I don’t know: 9%

- Describe total compensation for different roles on the career pathways in job postings for workers at my pay level
  
  - Always: 19%
  - Often: 18%
  - Sometimes: 24%
  - Rarely: 12%
  - Never: 19%
  - I don’t know: 9%

- Describe career pathways in job interviews for workers at my pay level
  
  - Always: 17%
  - Often: 21%
  - Sometimes: 24%
  - Rarely: 12%
  - Never: 17%
  - I don’t know: 10%

- Describe career pathways on the company website
  
  - Always: 16%
  - Often: 17%
  - Sometimes: 21%
  - Rarely: 12%
  - Never: 20%
  - I don’t know: 13%

- Describe total compensation for different roles on the career pathways on the company website
  
  - Always: 15%
  - Often: 19%
  - Sometimes: 22%
  - Rarely: 12%
  - Never: 21%
  - I don’t know: 11%

- Describe career pathways in job postings for workers at my pay level
  
  - Always: 15%
  - Often: 19%
  - Sometimes: 24%
  - Rarely: 13%
  - Never: 19%
  - I don’t know: 10%

- Internally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories within my company)
  
  - Always: 15%
  - Often: 20%
  - Sometimes: 26%
  - Rarely: 13%
  - Never: 18%
  - I don’t know: 8%

- Externally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories outside of my company)
  
  - Always: 14%
  - Often: 16%
  - Sometimes: 24%
  - Rarely: 15%
  - Never: 23%
  - I don’t know: 9%

N = 1,025
D2: Which of the below company practices would be helpful to your upward mobility?

- Describing 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 for workers at my pay level: 41% (N = 420)
- Describing career pathways in job interviews for workers at my pay level: 39% (N = 395)
- Describing career pathways in job postings for workers at my pay level: 38% (N = 387)
- Describing total compensation for different roles on the career pathways in job interviews for workers at my pay level: 38% (N = 387)
- Describing total compensation for different roles on the career pathways in job postings for workers at my pay level: 38% (N = 384)
- Describing total compensation for different roles on the career pathways on the company website: 35% (N = 355)
- Describing career pathways on the company website: 32% (N = 326)
- Internally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company: 28% (N = 290)
- Externally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company: 24% (N = 243)

N = 1,025 (workers could select all that apply)
**Section D**

**Pre-employment**

D2NEW. Please rank the company practices you selected as helpful.

<table>
<thead>
<tr>
<th>Practice</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<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 for workers at my pay level</td>
<td>182</td>
</tr>
<tr>
<td>Describing career pathways in job interviews for workers at my pay level</td>
<td>134</td>
</tr>
<tr>
<td>Describing total compensation for different roles on the career pathways in job interviews for workers at my pay level</td>
<td>124</td>
</tr>
<tr>
<td>Describing career pathways in job postings for workers at my pay level</td>
<td>106</td>
</tr>
<tr>
<td>Describing total compensation (i.e., pay ranges and benefits) for different roles on the career pathways on the company website</td>
<td>101</td>
</tr>
<tr>
<td>Describing career pathways on the company website</td>
<td>96</td>
</tr>
<tr>
<td>Externally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories outside of my company)</td>
<td>94</td>
</tr>
<tr>
<td>Internally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories within my company)</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>65</td>
</tr>
</tbody>
</table>

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
Section D
Pre-employment

D3: For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply.

- They would not help enough to make a difference in my upward mobility: 67%
- I am not interested in moving up: 29%

N = 968 (respondents who did not select all practices as helpful)
Section D
Pre-employment

D4: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

- 17% Consistently
- 41% Sometimes
- 22% Never
- 6% I don’t know
- 14% Does not apply, my company has not designed any programs like those listed above

N = 1,025

## D5: Does your primary company:

<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>Relax degree requirements for jobs like mine</td>
<td>25%</td>
<td>19%</td>
<td>21%</td>
<td>9%</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Practice skills-based job descriptions</td>
<td>22%</td>
<td>24%</td>
<td>28%</td>
<td>7%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Relax English language fluency requirements for jobs like mine</td>
<td>14%</td>
<td>16%</td>
<td>22%</td>
<td>14%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Relax criminal background checks for jobs like mine</td>
<td>13%</td>
<td>13%</td>
<td>17%</td>
<td>10%</td>
<td>32%</td>
<td>16%</td>
</tr>
<tr>
<td>Work with trusted community organizations to recruit candidates for jobs like mine</td>
<td>12%</td>
<td>15%</td>
<td>25%</td>
<td>11%</td>
<td>17%</td>
<td>21%</td>
</tr>
<tr>
<td>Practice name-blind resume review for jobs like mine</td>
<td>9%</td>
<td>11%</td>
<td>18%</td>
<td>10%</td>
<td>21%</td>
<td>31%</td>
</tr>
</tbody>
</table>

N = 1,025
Section D

Hiring

D6: Which of the below company practices would be helpful to your upward mobility:

- Practicing skills-based job descriptions: 55% (N = 567)
- Relaxing the requirement for specific degrees for jobs like mine: 42% (N = 434)
- Working with trusted community organizations to recruit candidates for jobs like mine: 28% (N = 288)
- Practicing name-blind resume review for jobs like mine: 22% (N = 229)
- Relaxing criminal background checks for jobs like mine: 18% (N = 180)
- Relaxing English language fluency requirements for jobs like mine: 18% (N = 180)

N = 1,025 (workers could select all that apply)
D6NEW. Please rank the company practices you selected as helpful.

- Practicing skills-based job descriptions: 353
- Relaxing the requirement for specific degrees for jobs like mine: 211
- Working with trusted community organizations to recruit candidates for jobs like mine: 138
- Practicing name-blind resume review for jobs like mine: 82
- Relaxing criminal background checks for jobs like mine: 78
- Relaxing English language fluency requirements for jobs like mine: 69

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it
### Section D

**Hiring**

D7: For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>They would not help enough to make a difference in my upward mobility</td>
<td>66%</td>
</tr>
<tr>
<td>I am not interested in moving up</td>
<td>29%</td>
</tr>
</tbody>
</table>

N = 1,001 (respondents who did not select all practices as helpful)

Section D

Hiring

D8: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

- Consistently: 15%
- Sometimes: 39%
- Never: 26%
- I don’t know: 7%
- Does not apply, my company has not designed any programs like those listed above: 13%

N = 1,025
### D9: During the onboarding process, does your primary company:

<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>Communicate how workers can request help when needed for workers at my pay level</td>
<td>23%</td>
<td>24%</td>
<td>24%</td>
<td>9%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Communicate expectations for technical skills required to move up for workers at my pay level</td>
<td>21%</td>
<td>24%</td>
<td>24%</td>
<td>11%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Pair new workers at my pay level with a buddy or mentor in the initial phase of employment</td>
<td>21%</td>
<td>22%</td>
<td>24%</td>
<td>10%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Communicate expectations for qualifications or credentials required to move up for workers at my pay level</td>
<td>18%</td>
<td>20%</td>
<td>25%</td>
<td>12%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Speak with new workers at my pay level to understand what personal circumstances might affect the worker’s ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)</td>
<td>18%</td>
<td>22%</td>
<td>24%</td>
<td>10%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Communicate how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level</td>
<td>18%</td>
<td>20%</td>
<td>26%</td>
<td>12%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Communicate expectations for soft skills required to move up for workers at my pay level</td>
<td>17%</td>
<td>23%</td>
<td>24%</td>
<td>10%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Communicate upward mobility opportunities and pathways for workers at my pay level</td>
<td>16%</td>
<td>18%</td>
<td>26%</td>
<td>13%</td>
<td>16%</td>
<td>11%</td>
</tr>
<tr>
<td>Discuss challenges that workers at my pay level may have in moving up</td>
<td>15%</td>
<td>18%</td>
<td>24%</td>
<td>14%</td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>Communicate the pay ranges at different levels of progression for workers at my pay level</td>
<td>14%</td>
<td>18%</td>
<td>23%</td>
<td>12%</td>
<td>22%</td>
<td>11%</td>
</tr>
</tbody>
</table>
### Section D: Onboarding

D10: Which of the below company practices would be helpful to your upward mobility (during the onboarding process)?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level</td>
<td>40%</td>
<td>406</td>
</tr>
<tr>
<td>Communicating expectations for technical skills required to move up for workers at my pay level</td>
<td>35%</td>
<td>362</td>
</tr>
<tr>
<td>Communicating upward mobility opportunities and pathways for workers at my pay level</td>
<td>35%</td>
<td>354</td>
</tr>
<tr>
<td>Communicating how workers can request help when needed for workers at my pay level</td>
<td>34%</td>
<td>350</td>
</tr>
<tr>
<td>Pairing new workers at my pay level with a buddy or mentor in the initial phase of employment</td>
<td>33%</td>
<td>342</td>
</tr>
<tr>
<td>Communicating expectations for qualifications or credentials required to move up for workers at my pay level</td>
<td>33%</td>
<td>334</td>
</tr>
<tr>
<td>Communicating expectations for soft skills required to move up for workers at my pay level</td>
<td>31%</td>
<td>319</td>
</tr>
<tr>
<td>Discussing challenges that workers at my pay level may have in moving up</td>
<td>31%</td>
<td>318</td>
</tr>
<tr>
<td>Speaking with new workers at my pay level to understand what personal circumstances might affect the worker’s ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)</td>
<td>29%</td>
<td>301</td>
</tr>
<tr>
<td>Communicating the pay ranges at different levels of progression for workers at my pay level</td>
<td>28%</td>
<td>282</td>
</tr>
</tbody>
</table>

N = 1,025 (workers could select all that apply)
Section D
Onboarding

D10NEW. Please rank the company practices you selected as helpful.

- Pairing new workers at my pay level with a buddy or mentor in the initial phase of employment: 136
- Communicating how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level: 134
- Communicating upward mobility opportunities and pathways for workers at my pay level: 102
- Communicating expectations for technical skills required to move up for workers at my pay level: 94
- Communicating expectations for soft skills required to move up for workers at my pay level: 88
- Speaking with new workers at my pay level to understand what personal circumstances might affect the worker’s ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability): 85
- Communicating expectations for qualifications or credentials required to move up for workers at my pay level: 81
- Communicating how workers can request help when needed for workers at my pay level: 80
- Discussing challenges that workers at my pay level may have in moving up: 79
- Communicating the pay ranges at different levels of progression for workers at my pay level: 77

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
Section D
Onboarding

D11: For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>They would not help enough to make a difference in my upward mobility</td>
<td>34%</td>
</tr>
<tr>
<td>I am not interested in moving up</td>
<td>23%</td>
</tr>
<tr>
<td>They would not work with my life needs outside of work</td>
<td>20%</td>
</tr>
<tr>
<td>They would not work with my job schedule</td>
<td>18%</td>
</tr>
<tr>
<td>They don't seem like they would be worth the time to participate in them</td>
<td>16%</td>
</tr>
<tr>
<td>I cannot afford the cost of participating in them</td>
<td>14%</td>
</tr>
</tbody>
</table>

N = 962 (respondents who did not select all practices as helpful)
Section D
Onboarding

D12: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

- Consistently: 14%
- Sometimes: 41%
- Never: 26%
- I don’t know: 8%
- Does not apply, my company has not designed any programs like those listed above: 12%

N = 1,025
## Section D

### On-the-job support: Benefits

#### D13: Does your primary company:

<table>
<thead>
<tr>
<th>Benefit</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 stability in scheduling for workers at my pay level</td>
<td>31%</td>
<td>25%</td>
<td>20%</td>
<td>8%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Provide adequate notice of upcoming shifts for workers at my pay level</td>
<td>29%</td>
<td>24%</td>
<td>22%</td>
<td>9%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for personal sick time for workers at my pay level</td>
<td>22%</td>
<td>18%</td>
<td>20%</td>
<td>10%</td>
<td>23%</td>
<td>8%</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for caring for a sick family member for workers at my pay level</td>
<td>21%</td>
<td>19%</td>
<td>22%</td>
<td>11%</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>Provide worker stock options program or other worker ownership structure for workers at my pay level</td>
<td>15%</td>
<td>13%</td>
<td>14%</td>
<td>7%</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>Provide caregiving assistance for workers at my pay level to look after family</td>
<td>15%</td>
<td>15%</td>
<td>18%</td>
<td>10%</td>
<td>30%</td>
<td>12%</td>
</tr>
<tr>
<td>Provide tuition benefits for workers at my pay level</td>
<td>14%</td>
<td>11%</td>
<td>15%</td>
<td>10%</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>Provide transportation assistance for workers at my pay level</td>
<td>8%</td>
<td>10%</td>
<td>14%</td>
<td>9%</td>
<td>48%</td>
<td>10%</td>
</tr>
</tbody>
</table>

N = 1,025
Section D
On-the-job support: Benefits

D14: Which of the below company practices would be helpful to your upward mobility? - On-the-job support: Benefits

- Provide a flexible sick time policy for personal sick time for workers at my pay level: 45% (N = 464)
- Provide stability in scheduling for workers at my pay level: 43% (N = 440)
- Provide a flexible sick time policy for caring for a sick family member for workers at my pay level: 40% (N = 405)
- Provide adequate notice of upcoming shifts for workers at my pay level: 38% (N = 386)
- Provide caregiving assistance for workers at my pay level to look after family: 29% (N = 295)
- Provide tuition benefits for workers at my pay level: 26% (N = 268)
- Provide transportation assistance for workers at my pay level: 25% (N = 257)
- Provide worker stock options program or other worker ownership structure for workers at my pay level: 25% (N = 257)

Total N = 1,025 (workers could select all that apply)
**Section D  
On-the-job support: Benefits**

D14NEW. Please rank the company practices you selected as helpful.

<table>
<thead>
<tr>
<th>Description</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide stability in scheduling for workers at my pay level</td>
<td>203</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for personal sick time for workers</td>
<td>174</td>
</tr>
<tr>
<td>Provide adequate notice of upcoming shifts for workers at my pay level</td>
<td>138</td>
</tr>
<tr>
<td>Provide a flexible sick time policy for caring for a sick family member</td>
<td>127</td>
</tr>
<tr>
<td>Provide tuition benefits for workers at my pay level</td>
<td>93</td>
</tr>
<tr>
<td>Provide worker stock options program or other worker ownership structure</td>
<td>81</td>
</tr>
<tr>
<td>Provide transportation assistance for workers at my pay level</td>
<td>74</td>
</tr>
<tr>
<td>Provide caregiving assistance for workers at my pay level to look after</td>
<td>68</td>
</tr>
</tbody>
</table>

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
### Section D

**On-the-job support: Mentor and supervisor support**

| Empower supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work (e.g., giving the afternoon off for a care appointment) | 17% | 19% | 24% | 12% | 18% | 10% |
| Hold my supervisor and/or mentor accountable for my upward mobility | 15% | 16% | 19% | 12% | 24% | 15% |
| Provide a mentorship program for workers at my pay level | 13% | 13% | 16% | 12% | 34% | 13% |

### Section D

**On-the-job support: Mentor and supervisor support**

<table>
<thead>
<tr>
<th>Question</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>Holds performance review conversations with me at regular intervals</td>
<td>22%</td>
<td>20%</td>
<td>21%</td>
<td>14%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>Communicates benefits and how I can access them</td>
<td>21%</td>
<td>17%</td>
<td>24%</td>
<td>13%</td>
<td>22%</td>
<td>3%</td>
</tr>
<tr>
<td>Communicates the impact of the work of workers at my pay level on the company’s success</td>
<td>17%</td>
<td>23%</td>
<td>25%</td>
<td>13%</td>
<td>20%</td>
<td>4%</td>
</tr>
<tr>
<td>Coaches me on how to move up</td>
<td>15%</td>
<td>17%</td>
<td>21%</td>
<td>14%</td>
<td>30%</td>
<td>3%</td>
</tr>
</tbody>
</table>

N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)
### Section D
**On-the-job support: Mentor and supervisor support**

D16: Which of the below company practices would be helpful to your upward mobility?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Total</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a supervisor and/or mentor who coaches me on how to move up</td>
<td>41%</td>
<td>421</td>
</tr>
<tr>
<td>Having a supervisor and/or mentor who holds performance review conversations with me at regular intervals</td>
<td>40%</td>
<td>411</td>
</tr>
<tr>
<td>Having a supervisor and/or mentor who communicates benefits and how I can access them</td>
<td>40%</td>
<td>406</td>
</tr>
<tr>
<td>Having a supervisor who communicates the impact of the work of workers at my pay level on the company's success</td>
<td>36%</td>
<td>367</td>
</tr>
<tr>
<td>Holding my supervisor and/or mentor accountable for my upward mobility</td>
<td>31%</td>
<td>315</td>
</tr>
<tr>
<td>Empowering supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work</td>
<td>31%</td>
<td>313</td>
</tr>
<tr>
<td>Providing a mentorship program for workers at my pay level</td>
<td>30%</td>
<td>304</td>
</tr>
</tbody>
</table>

N = 1,025 (workers could select all that apply)
Section D
On-the-job support: Mentor and supervisor support

D16NEW2. Please rank the company practices you selected as helpful.

- Having a supervisor and/or mentor who coaches me on how to move up: 200
- Having a supervisor and/or mentor who holds performance review conversations with me at regular intervals: 168
- Having a supervisor and/or mentor who communicates benefits and how I can access them: 142
- Having a supervisor who communicates the impact of the work of workers at my pay level on the company’s success: 124
- Empowering supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work: 116
- Providing a mentorship program for workers at my pay level: 101
- Holding my supervisor and/or mentor accountable for my upward mobility: 97

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
## Section D

### On-the-job support: Learning and development

D17: Does your primary company:

<table>
<thead>
<tr>
<th>Option</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 technical skills required to move up for workers at my pay level</td>
<td>15%</td>
<td>15%</td>
<td>23%</td>
<td>12%</td>
<td>27%</td>
<td>9%</td>
</tr>
<tr>
<td>Offer training programs for qualifications or credentials required to move up for workers at my pay level</td>
<td>13%</td>
<td>14%</td>
<td>20%</td>
<td>10%</td>
<td>31%</td>
<td>11%</td>
</tr>
<tr>
<td>Offer training programs that teach soft skills required to move up for workers at my pay level</td>
<td>13%</td>
<td>13%</td>
<td>22%</td>
<td>11%</td>
<td>31%</td>
<td>10%</td>
</tr>
<tr>
<td>Offer training programs that teach digital literacy for workers at my pay level</td>
<td>11%</td>
<td>12%</td>
<td>19%</td>
<td>11%</td>
<td>36%</td>
<td>11%</td>
</tr>
<tr>
<td>Offer training programs that teach English language skills for workers at my pay level</td>
<td>11%</td>
<td>10%</td>
<td>11%</td>
<td>9%</td>
<td>46%</td>
<td>13%</td>
</tr>
<tr>
<td>Offer training programs that teach basic adult education or GED for workers at my pay level</td>
<td>9%</td>
<td>10%</td>
<td>12%</td>
<td>8%</td>
<td>47%</td>
<td>14%</td>
</tr>
<tr>
<td>Offer training programs that teach financial literacy for workers at my pay level</td>
<td>10%</td>
<td>11%</td>
<td>15%</td>
<td>9%</td>
<td>46%</td>
<td>11%</td>
</tr>
</tbody>
</table>

N = 1,025
### Section D
On-the-job support: Learning and development

D18: Which of the below company practices would be helpful to your upward mobility?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offering training programs that teach technical skills required to move up for workers at my pay level</td>
<td>46%</td>
</tr>
<tr>
<td>Offering training programs for qualifications or credentials required to move up for workers at my pay level</td>
<td>42%</td>
</tr>
<tr>
<td>Offering training programs that teach soft skills required to move up for workers at my pay level</td>
<td>40%</td>
</tr>
<tr>
<td>Offering training programs that teach digital literacy for workers at my pay level</td>
<td>34%</td>
</tr>
<tr>
<td>Offering training programs that teach financial literacy</td>
<td>28%</td>
</tr>
<tr>
<td>Offering training programs that teach basic adult education or GED for workers at my pay level</td>
<td>20%</td>
</tr>
<tr>
<td>Offering training programs that teach English language skills for workers at my pay level</td>
<td>18%</td>
</tr>
</tbody>
</table>

N = 1,025 (workers could select all that apply)

Section D

On-the-job support: Learning and development

D18NEW. Please rank the company practices you selected as helpful.

- Offering training programs that teach technical skills required to move up for workers at my pay level: 222
- Offering training programs for qualifications or credentials required to move up for workers at my pay level: 197
- Offering training programs that teach soft skills required to move up for workers at my pay level: 158
- Offering training programs that teach digital literacy for workers at my pay level: 120
- Offering training programs that teach financial literacy: 106
- Offering training programs that teach basic adult education or GED for workers at my pay level: 74
- Offering training programs that teach English language skills for workers at my pay level: 69

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
### Section D
**On-the-job support: Learning and development**

D19: For the programs and policies in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think these programs would be helpful?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>They would not help enough to make a difference in my upward mobility</td>
<td>34%</td>
</tr>
<tr>
<td>I am not interested in moving up</td>
<td>24%</td>
</tr>
<tr>
<td>They would not work with my life needs outside of work</td>
<td>22%</td>
</tr>
<tr>
<td>They would not work with my job schedule</td>
<td>19%</td>
</tr>
<tr>
<td>They don’t seem like they would be worth the time to participate in them</td>
<td>16%</td>
</tr>
<tr>
<td>I cannot afford the cost of participating in them</td>
<td>15%</td>
</tr>
</tbody>
</table>

N = 1,001 (respondents who did not select all practices as helpful)

Section D
On-the-job support: Learning and development

D20: When your primary company designs programs like those described in this section, do they ever seek input from you or your coworkers:

- Consistently: 15%
- Sometimes: 37%
- Never: 27%
- I don’t know: 8%
- Does not apply, my company has not designed any programs like those listed above: 14%

N = 1,025

## Section D
### Pathways for advancement

<table>
<thead>
<tr>
<th>D21: Does your primary company:</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don’t know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience</td>
<td>16%</td>
<td>15%</td>
<td>26%</td>
<td>14%</td>
<td>22%</td>
<td>8%</td>
<td>N = 1,025</td>
</tr>
<tr>
<td>Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level</td>
<td>15%</td>
<td>17%</td>
<td>23%</td>
<td>15%</td>
<td>22%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience</td>
<td>14%</td>
<td>16%</td>
<td>23%</td>
<td>14%</td>
<td>26%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level</td>
<td>13%</td>
<td>16%</td>
<td>25%</td>
<td>14%</td>
<td>24%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Describe how total compensation will change for the next role level in performance reviews for workers at my pay level</td>
<td>14%</td>
<td>14%</td>
<td>24%</td>
<td>14%</td>
<td>25%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level</td>
<td>13%</td>
<td>14%</td>
<td>22%</td>
<td>13%</td>
<td>28%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Communicate examples of success stories of workers at my pay level to current workers at my pay level</td>
<td>13%</td>
<td>14%</td>
<td>24%</td>
<td>14%</td>
<td>27%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Create career pathways for workers at my pay level</td>
<td>13%</td>
<td>15%</td>
<td>23%</td>
<td>15%</td>
<td>25%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Describe career pathways and skills progression on an ongoing basis in company communications</td>
<td>11%</td>
<td>14%</td>
<td>24%</td>
<td>16%</td>
<td>27%</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>
### D22: Which of the below company practices would be helpful to your upward mobility?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience</td>
<td>46%</td>
<td>469</td>
</tr>
<tr>
<td>Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level</td>
<td>39%</td>
<td>402</td>
</tr>
<tr>
<td>Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level</td>
<td>39%</td>
<td>400</td>
</tr>
<tr>
<td>Create career pathways for workers at my pay level</td>
<td>34%</td>
<td>343</td>
</tr>
<tr>
<td>Describe how total compensation will change for the next role level in performance reviews for workers at my pay level</td>
<td>32%</td>
<td>327</td>
</tr>
<tr>
<td>Describe career pathways and skills progression on an ongoing basis in company communications</td>
<td>30%</td>
<td>303</td>
</tr>
<tr>
<td>Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level</td>
<td>29%</td>
<td>295</td>
</tr>
<tr>
<td>Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience</td>
<td>25%</td>
<td>256</td>
</tr>
<tr>
<td>Communicate examples of success stories of workers at my pay level to current workers at my pay level</td>
<td>24%</td>
<td>243</td>
</tr>
</tbody>
</table>

**N = 1,025 (workers could select all that apply)**
Section D
Pathways for advancement

D22NEW. Please rank the company practices you selected as helpful.

- Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience: 211
- Create career pathways for workers at my pay level: 147
- Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level: 123
- Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level: 111
- Describe how total compensation will change for the next role level in performance reviews for workers at my pay level: 90
- Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level: 86
- Describe career pathways and skills progression on an ongoing basis in company communications: 66
- Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience: 63
- Communicate examples of success stories of workers at my pay level to current workers at my pay level: 59

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it.
Section D
Pathways for advancement

D23: For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful?

- They would not help enough to make a difference in my upward mobility: 34%
- I am not interested in moving up: 26%
- They would not work with my life needs outside of work: 18%
- They would not work with my job schedule: 17%
- They don’t seem like they would be worth the time to participate in them: 15%
- I cannot afford the cost of participating in them: 12%

N = 959 (respondents who did not select all practices as helpful)
Section D
Pathways for advancement

D24: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

- Consistently: 14%
- Sometimes: 37%
- Never: 27%
- I don't know: 8%
- Does not apply, my company has not designed any programs like those listed above: 14%

N = 1,025
### D25V2: Does your primary company:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold exit interviews when workers at my pay level are leaving</td>
<td>11%</td>
<td>13%</td>
<td>19%</td>
<td>9%</td>
<td>32%</td>
<td>15%</td>
</tr>
<tr>
<td>Ask workers at my pay level leaving this company if they felt valued</td>
<td>10%</td>
<td>13%</td>
<td>20%</td>
<td>10%</td>
<td>29%</td>
<td>18%</td>
</tr>
<tr>
<td>why workers at my pay level quit or take jobs at other companies</td>
<td>10%</td>
<td>11%</td>
<td>18%</td>
<td>11%</td>
<td>30%</td>
<td>20%</td>
</tr>
<tr>
<td>Track which company or industry workers at my pay level move to when</td>
<td>8%</td>
<td>11%</td>
<td>16%</td>
<td>11%</td>
<td>33%</td>
<td>21%</td>
</tr>
<tr>
<td>they quit this company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)
## Section D
### Offboarding and post-exit

D26: Which of the below company practices would be helpful to your upward mobility?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold exit interviews when workers at my pay level are leaving</td>
<td>47%</td>
</tr>
<tr>
<td>Ask workers at my pay level leaving this company if they felt valued while in the job</td>
<td>46%</td>
</tr>
<tr>
<td>Track why workers at my pay level quit or take jobs at other companies</td>
<td>38%</td>
</tr>
<tr>
<td>Track which company or industry workers at my pay level move to when they quit this company</td>
<td>30%</td>
</tr>
</tbody>
</table>

N = 1,025 (workers could select all that apply)
Section D
Offboarding and post-exit

D26NEW. Please rank the company practices you selected as helpful.

- Hold exit interviews when workers at my pay level are leaving: 291
- Ask workers at my pay level leaving this company if they felt valued while in the job: 279
- Track why workers at my pay level quit or take jobs at other companies: 199
- Track which company or industry workers at my pay level move to when they quit this company: 128

Varied Ns – Only those who selected a company practice in the previous question would be able to rank it
D27: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful:

- They would not help enough to make a difference in my upward mobility: 64%
- I am not interested in moving up: 33%

N = 920 (respondents who did not select all practices as helpful)
Section E

Your thoughts about your primary company
Section E
Company culture

E1. Please indicate how strongly you agree or disagree with the following statements for your primary company:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel like I belong at my company</td>
<td>30%</td>
<td>37%</td>
<td>20%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>I feel valued by my company</td>
<td>25%</td>
<td>33%</td>
<td>19%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>My company is a great place to work</td>
<td>26%</td>
<td>33%</td>
<td>27%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>My company believes workers at my pay level are crucial to the company's success</td>
<td>27%</td>
<td>34%</td>
<td>22%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>My company has a culture that prioritizes 'hiring from within' over 'hiring from outside'</td>
<td>23%</td>
<td>29%</td>
<td>28%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>My company's culture inspires me to try to move up</td>
<td>18%</td>
<td>25%</td>
<td>31%</td>
<td>17%</td>
<td>9%</td>
</tr>
</tbody>
</table>

N = 1,025
### E2. Please indicate how strongly you agree or disagree with the following statements for your primary company:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have many opportunities to move up in my company</td>
<td>19%</td>
<td>25%</td>
<td>22%</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>I see the benefits of moving up in my company</td>
<td>19%</td>
<td>33%</td>
<td>24%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>I know of other workers who have moved up on a path I would like to follow</td>
<td>18%</td>
<td>28%</td>
<td>25%</td>
<td>19%</td>
<td>10%</td>
</tr>
<tr>
<td>I am confident that I know what I need to do to move up from my current role to one with higher pay and responsibility at my company</td>
<td>19%</td>
<td>33%</td>
<td>28%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Through my normal job responsibilities, I have the opportunity to develop soft skills that I need to move up</td>
<td>21%</td>
<td>37%</td>
<td>25%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>Through my normal job responsibilities, I have the opportunity to develop technical skills that I need to move up</td>
<td>21%</td>
<td>35%</td>
<td>25%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Through my normal job responsibilities, I have the opportunity to develop leadership skills that I need to move up</td>
<td>21%</td>
<td>34%</td>
<td>25%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>I can explain how what I’ve learned and done in this job is related to future jobs I would be interested in</td>
<td>24%</td>
<td>40%</td>
<td>24%</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>
E3: In my organization, I see a path forward for me to move ____ job levels upward.

- 1 level: 23%
- 2 levels: 24%
- 3 levels: 15%
- 4 levels: 3%
- 5 or more levels: 3%
- I do not see opportunities to move upward in my organization: 33%

N = 1,025
Section E
Your thoughts about your primary company

E4: Do you currently have, or have you previously had, a supervisor and/or mentor who has helped you be more successful in your career?

Total 55%  45%

N = 1,025
E5: My supervisor and/or mentor helped me be more successful by:

- Encouraging me: 63%
- Coaching me on how to be more productive in my job: 56%
- Showing me how I can move up through my work: 44%
- Allowing me the flexibility I need to balance life demands outside of work: 38%
- Sharing career advancement opportunities (e.g., other jobs I could apply for): 29%
- Connecting me with professional development opportunities (e.g., trainings and other skill-building opportunities): 28%

N = 567 (respondents who indicated they have/had a mentor in question E4)
### E6. Has your company spoken with you to understand whether this is an issue for you?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your scheduling concerns</td>
<td>37%</td>
<td>47%</td>
<td>17%</td>
</tr>
<tr>
<td>Your need for flexible time off</td>
<td>36%</td>
<td>46%</td>
<td>18%</td>
</tr>
<tr>
<td>Your health concerns</td>
<td>29%</td>
<td>50%</td>
<td>20%</td>
</tr>
<tr>
<td>Your need for paid leave</td>
<td>29%</td>
<td>50%</td>
<td>22%</td>
</tr>
<tr>
<td>Your need for a particular skill or certification</td>
<td>28%</td>
<td>51%</td>
<td>21%</td>
</tr>
<tr>
<td>Your need for more training</td>
<td>28%</td>
<td>53%</td>
<td>20%</td>
</tr>
<tr>
<td>Your need to develop skills like problem solving and leadership</td>
<td>27%</td>
<td>54%</td>
<td>20%</td>
</tr>
<tr>
<td>Your care responsibilities</td>
<td>24%</td>
<td>48%</td>
<td>28%</td>
</tr>
<tr>
<td>Your household’s financial circumstances</td>
<td>21%</td>
<td>59%</td>
<td>20%</td>
</tr>
<tr>
<td>Your language and communication skills</td>
<td>21%</td>
<td>53%</td>
<td>27%</td>
</tr>
<tr>
<td>Your access to safe shelter</td>
<td>19%</td>
<td>51%</td>
<td>30%</td>
</tr>
<tr>
<td>Your transportation needs</td>
<td>18%</td>
<td>55%</td>
<td>26%</td>
</tr>
</tbody>
</table>

N = 1,025
Section E
Your thoughts about your primary company

E7. Please select all of the following factors that were important to your decision to move to your primary company as of January 2020 from your previous primary company.

- Convenient to get to work location: 64%
- Level of pay: 43%
- Supportive team members: 41%
- Stable and predictable pay: 37%
- Job security: 36%
- Supportive supervisors: 36%
- Stable and predictable hours: 35%
- Type of work fits my interest and goals: 32%
- Control over hours: 28%
- Opportunities for upward mobility: 28%
- Clear communication about opportunities for upward mobility: 22%
- Control over work location: 20%
- Skill development opportunities (e.g., training programs): 19%
- Other company benefits (e.g., healthcare benefits): 18%
- I moved to a residence in a different location: 17%
- Caregiving assistance benefit: 7%
- Transportation assistance benefit: 6%
- Tuition benefits: 6%
- Worker stock options program or other worker ownership structure: 4%

N = 861 (worked at two or more companies in their career)
## Your thoughts about your primary company

### E7NEW. Please rank the company practices you selected as helpful.

<table>
<thead>
<tr>
<th>Practice</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenient to get to work location</td>
<td>200</td>
</tr>
<tr>
<td>Level of pay</td>
<td>177</td>
</tr>
<tr>
<td>Job security</td>
<td>73</td>
</tr>
<tr>
<td>Stable and predictable pay</td>
<td>59</td>
</tr>
<tr>
<td>Control over work location</td>
<td>55</td>
</tr>
<tr>
<td>Control over hours</td>
<td>47</td>
</tr>
<tr>
<td>Type of work fits my interest and goals</td>
<td>38</td>
</tr>
<tr>
<td>Stable and predictable hours</td>
<td>35</td>
</tr>
<tr>
<td>Supportive team members</td>
<td>26</td>
</tr>
<tr>
<td>I moved to a residence in a different location</td>
<td>21</td>
</tr>
<tr>
<td>Other company benefits (e.g., healthcare benefits)</td>
<td>21</td>
</tr>
<tr>
<td>Supportive supervisors</td>
<td>21</td>
</tr>
<tr>
<td>Flexible sick time policy</td>
<td>17</td>
</tr>
<tr>
<td>Opportunities for upward mobility</td>
<td>15</td>
</tr>
<tr>
<td>Transportation assistance benefit</td>
<td>8</td>
</tr>
<tr>
<td>Clear communication about opportunities for upward mobility</td>
<td>7</td>
</tr>
<tr>
<td>Skill development opportunities (e.g., training programs)</td>
<td>6</td>
</tr>
<tr>
<td>Tuition benefits</td>
<td>5</td>
</tr>
<tr>
<td>Caregiving assistance benefit</td>
<td>3</td>
</tr>
<tr>
<td>Worker stock options program or other worker ownership structure</td>
<td>0</td>
</tr>
</tbody>
</table>

Varied Ns – Only those who selected a factor in the previous question would be able to rank it.
Section E
Your thoughts about your primary company

E8: Why do you remain a part-time worker?

- I am satisfied with what I am doing: 49%
- I have personal circumstances that prevent me from being able to work more hours at a single company: 27%
- I have applied to full-time openings but not gotten a full-time job offer: 17%
- I cannot find full-time openings that fit my interests and pay criteria: 16%
- Other: 12%
- I am not the primary provider for my family so do not need to work full time: 11%
- I make more money across multiple part-time jobs than I would from a full-time job: 9%
- I want to move to a full-time role but I cannot take the financial risk of giving up any of my part-time roles: 8%
- I do not have the time to get the qualifications or credentials necessary to be hired for a full-time role: 6%

N = 261 (part-time workers)
E9: How likely is it that you would recommend your current job to a friend?

- 0 - Not at all likely: 8%
- 1: 2%
- 2: 3%
- 3: 4%
- 4: 2%
- 5 - Neutral: 17%
- 6: 5%
- 7: 10%
- 8: 17%
- 9: 10%
- 10 - Extremely likely: 20%

N = 1,025
### Section E

#### Your thoughts about your primary company

**E10: Why have you stayed at your current company?**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I enjoy my job</td>
<td>58%</td>
</tr>
<tr>
<td>I like the stable schedule this company offers</td>
<td>29%</td>
</tr>
<tr>
<td>I like the flexible schedule this company offers</td>
<td>25%</td>
</tr>
<tr>
<td>I feel valued at this company</td>
<td>22%</td>
</tr>
<tr>
<td>I don't enjoy my job but think it's better than other jobs I could get</td>
<td>19%</td>
</tr>
<tr>
<td>I value the opportunities for growth in pay, skills, and responsibility available to me through this job</td>
<td>19%</td>
</tr>
<tr>
<td>I have good transportation to my current place of work</td>
<td>19%</td>
</tr>
<tr>
<td>I feel supported by my team and/or friends at this company</td>
<td>18%</td>
</tr>
<tr>
<td>I have friends and/or family members who work here</td>
<td>16%</td>
</tr>
<tr>
<td>I will do better by staying in this company than changing companies</td>
<td>15%</td>
</tr>
<tr>
<td>I want to leave, but I feel constrained by life circumstances (transportation, family caregiving needs, etc.)</td>
<td>15%</td>
</tr>
<tr>
<td>I want to leave, but I don't have confidence in my ability to get a new job</td>
<td>12%</td>
</tr>
<tr>
<td>I want to leave, but I don't know how to get a new job</td>
<td>8%</td>
</tr>
<tr>
<td>I want to leave, but I do not have the time to advance my education or skills</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
</tr>
</tbody>
</table>

Total: N = 1,025
Section E
Your thoughts about your primary company

E11: In the future, would you prefer to stay at your current company or seek other opportunities at a different company?

Total 47%
- 9%
- 6%
- 22%
- 8%
- 8%

- If my company offers me a higher paying role, I would prefer to stay at my company
- If my company offers me more skills training, I would stay longer at my current pay level
- If my company offers me more responsibility, I would stay longer at my current pay level
- Even if my company doesn’t offer me higher pay, skills training, and more responsibility, I would prefer to stay at my current company
- Even if my company offers me higher pay, skills training, and more responsibility, I think I would have better opportunities at a different company within my industry
- Even if my company offers me higher pay, skills training, and more responsibility, I think I would have better opportunities at a different company outside my industry

N = 1,025
Section F

Barriers

Only shown to those who did NOT achieve upward mobility in the last three years.

N = 375
## Section F - Barriers

### Personal circumstances

### F1: What have been the biggest barriers to your upward mobility?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)</td>
<td>10%</td>
<td>15%</td>
<td>21%</td>
<td>17%</td>
<td>23%</td>
<td>15%</td>
</tr>
<tr>
<td>I cannot afford the upfront costs for actions I need to take to move upward</td>
<td>11%</td>
<td>16%</td>
<td>21%</td>
<td>12%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>I do not have reliable transportation to and from work</td>
<td>9%</td>
<td>6%</td>
<td>9%</td>
<td>17%</td>
<td>45%</td>
<td>15%</td>
</tr>
<tr>
<td>I don't have the time needed to get the training, certifications, and/or skills needed to move up</td>
<td>8%</td>
<td>18%</td>
<td>19%</td>
<td>19%</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>I do not have reliable caregiving options for looking after family</td>
<td>5%</td>
<td>10%</td>
<td>14%</td>
<td>10%</td>
<td>27%</td>
<td>34%</td>
</tr>
<tr>
<td>I can't stay in my job long enough to move up</td>
<td>5%</td>
<td>9%</td>
<td>20%</td>
<td>20%</td>
<td>30%</td>
<td>17%</td>
</tr>
</tbody>
</table>

N = 375 (respondents who have not experienced upward mobility)
F1: What have been the biggest barriers to your upward mobility?

1. I do not have a secondary diploma or a GED
   - Strongly agree: 9%
   - Agree: 10%
   - Neither agree nor disagree: 14%
   - Disagree: 46%
   - Strongly disagree: 18%

2. I do not have the technical skills needed to move up
   - Strongly agree: 10%
   - Agree: 17%
   - Neither agree nor disagree: 21%
   - Disagree: 38%
   - Strongly disagree: 12%

3. I do not have the literacy skills needed to move up
   - Strongly agree: 5%
   - Agree: 10%
   - Neither agree nor disagree: 17%
   - Disagree: 53%
   - Strongly disagree: 13%

4. I do not have the numeracy skills needed to move up
   - Strongly agree: 6%
   - Agree: 16%
   - Neither agree nor disagree: 18%
   - Disagree: 45%
   - Strongly disagree: 14%

5. I do not have the soft skills needed to move up
   - Strongly agree: 6%
   - Agree: 13%
   - Neither agree nor disagree: 24%
   - Disagree: 42%
   - Strongly disagree: 13%

6. I do not have the English language fluency needed to move up
   - Strongly agree: 4%
   - Agree: 8%
   - Neither agree nor disagree: 11%
   - Disagree: 55%
   - Strongly disagree: 20%

N = 375 (respondents who have not experienced upward mobility)
F1: What have been the biggest barriers to your upward mobility?

- My company does not provide a flexible enough work schedule
  - Strongly agree: 8%
  - Agree: 13%
  - Neither agree nor disagree: 17%
  - Strongly disagree: 23%
  - Neither agree nor disagree: 32%
  - Does not apply: 7%

- My company does not give me autonomy (i.e., independence) at work
  - Strongly agree: 7%
  - Agree: 14%
  - Neither agree nor disagree: 21%
  - Strongly disagree: 24%
  - Neither agree nor disagree: 25%
  - Does not apply: 11%

- My company does not provide a stable enough work schedule
  - Strongly agree: 6%
  - Agree: 13%
  - Neither agree nor disagree: 15%
  - Strongly disagree: 26%
  - Neither agree nor disagree: 35%
  - Does not apply: 6%

N = 375 (respondents who have not experienced upward mobility)
F1: What have been the biggest barriers to your upward mobility?

My company does not have many opportunities for me to move to a job with higher pay, skills, and productivity

- Strongly agree: 17%
- Agree: 24%
- Neither agree nor disagree: 21%
- Disagree: 17%
- Strongly disagree: 16%
- Does not apply: 6%

My industry does not have many opportunities for me to move to a job with higher pay, skills, and productivity

- Strongly agree: 15%
- Agree: 20%
- Neither agree nor disagree: 21%
- Disagree: 19%
- Strongly disagree: 20%
- Does not apply: 5%

N = 375 (respondents who have not experienced upward mobility)
### Section F - Barriers

**Mentorship**

#### F1: What have been the biggest barriers to your upward mobility?

<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not have a role model or mentor at work</td>
<td>18%</td>
<td>22%</td>
<td>17%</td>
<td>15%</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>I don't have anyone at work who cares about my advancement</td>
<td>13%</td>
<td>20%</td>
<td>21%</td>
<td>17%</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>I don't have anyone at work to turn to for advice about how to move up</td>
<td>12%</td>
<td>17%</td>
<td>18%</td>
<td>18%</td>
<td>23%</td>
<td>12%</td>
</tr>
<tr>
<td>I don't have anyone at work who I trust</td>
<td>9%</td>
<td>14%</td>
<td>24%</td>
<td>21%</td>
<td>24%</td>
<td>7%</td>
</tr>
<tr>
<td>I do not have a sense of belonging at work</td>
<td>8%</td>
<td>17%</td>
<td>20%</td>
<td>22%</td>
<td>26%</td>
<td>8%</td>
</tr>
</tbody>
</table>

N = 375 (respondents who have not experienced upward mobility)
## Section F - Barriers

### Career pathways

**F1: What have been the biggest barriers to your upward mobility?**

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>My company does not provide the training and/or certifications</td>
<td>10%</td>
<td>20%</td>
<td>20%</td>
<td>16%</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>I need to move up within my company</td>
<td>8%</td>
<td>20%</td>
<td>24%</td>
<td>13%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>I was not aware of career pathways in my current area of work</td>
<td>8%</td>
<td>20%</td>
<td>24%</td>
<td>14%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>within my company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was not aware of career pathways outside of my current area of work</td>
<td>7%</td>
<td>19%</td>
<td>22%</td>
<td>15%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>within my company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t know what I need to do to move to a job with higher</td>
<td>7%</td>
<td>18%</td>
<td>23%</td>
<td>16%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>pay, skills, and productivity within my company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t know what training, certifications, and/or skills are</td>
<td>7%</td>
<td>18%</td>
<td>21%</td>
<td>17%</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>needed to move up within my company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t know how to get the training, certifications, and/or skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>needed to move up within my company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 375 (respondents who have not experienced upward mobility)
Section F - Barriers
Atitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?

- I don't believe moving up is possible
  - Strongly agree: 15%
  - Agree: 18%
  - Neither agree nor disagree: 20%
  - Disagree: 20%
  - Strongly disagree: 22%
  - Does not apply: 6%

- I don't have any interest in moving up
  - Strongly agree: 13%
  - Agree: 16%
  - Neither agree nor disagree: 19%
  - Disagree: 19%
  - Strongly disagree: 29%
  - Does not apply: 5%

- I don't want to take on the additional responsibility that would be required if I were to move up
  - Strongly agree: 10%
  - Agree: 18%
  - Neither agree nor disagree: 22%
  - Disagree: 18%
  - Strongly disagree: 27%
  - Does not apply: 6%

- I do not want to be rejected for a promotion
  - Strongly agree: 8%
  - Agree: 21%
  - Neither agree nor disagree: 22%
  - Disagree: 15%
  - Strongly disagree: 24%
  - Does not apply: 10%

- I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job
  - Strongly agree: 6%
  - Agree: 14%
  - Neither agree nor disagree: 24%
  - Disagree: 19%
  - Strongly disagree: 25%
  - Does not apply: 12%

- My family and/or peers are not supportive of me trying to move up
  - Strongly agree: 4%
  - Agree: 9%
  - Neither agree nor disagree: 24%
  - Disagree: 20%
  - Strongly disagree: 32%
  - Does not apply: 11%

N = 375 (respondents who have not experienced upward mobility)
F2: What action did you take to try to move up in your career over the past three years?

- I did not take any action to try to move up: 59%
- I asked for a pay increase at my current company but was denied: 17%
- I applied for a different job in my company but was not selected: 15%
- I applied for a job at a different company but was not selected: 9%
- I asked for a promotion at my current company but was denied: 7%
- Other: 5%

N = 375 (respondents who have not experienced upward mobility)
Section F  
Your thoughts about upward mobility

F3: Do you expect to have upward mobility in your future (at your current company or elsewhere)?

- Yes: 39%
- No: 41%
- I don’t know: 20%

N = 375 (respondents who have not experienced upward mobility)
Section F
Your thoughts about upward mobility

F4: How long do you think it will take you to get your next pay raise and/or promotion?

- Total: 39%
- 1-2 years: 48%
- 3-5 years: 10%
- More than 10 years: 3%

N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)
Section F - Contributors

F5: Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility?

- **Job structure**: 55% (N = 80)
- **Education and skills**: 51% (N = 74)
- **Personal circumstances**: 50% (N = 72)
- **Company and industry opportunities**: 49% (N = 71)
- **Career pathways**: 35% (N = 51)
- **Mentorship**: 34% (N = 49)
- **Attitudes about upward mobility**: 26% (N = 38)

N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)
F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having reliable transportation to and from work</td>
<td>32</td>
</tr>
<tr>
<td>Having reliable caregiving options for looking after family</td>
<td>28</td>
</tr>
<tr>
<td>Being able to afford the upfront costs for actions I needed to take to move upward (e.g., training fees, relocation costs)</td>
<td>27</td>
</tr>
<tr>
<td>Having the time needed to get the training, certifications, and/or skills needed to move up</td>
<td>24</td>
</tr>
<tr>
<td>Feeling comfortable asking my manager/supervisor for assistance when I had personal issues preventing me from moving up</td>
<td>21</td>
</tr>
<tr>
<td>Being able to stay in my job long enough to move up</td>
<td>19</td>
</tr>
</tbody>
</table>

N = 72 (those who selected “Personal Circumstances” as one of their top three groups of contributors for anticipated future mobility)
Section F – Contributors

Education and skills

F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

- Having the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
  - Count: 45

- Having the soft skills needed to move up
  - Count: 27

- Having the literacy skills needed to move up
  - Count: 25

- Having the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
  - Count: 23

- Having the English language fluency needed to move up
  - Count: 22

- Having a secondary diploma or a GED
  - Count: 15

N = 74 (those who selected “Education and skills” as one of their top three groups of contributors for anticipated future mobility)
F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply.

- Having a stable enough work schedule: 44
- Having a flexible enough work schedule: 36
- Having enough autonomy (i.e., independence) at work: 22

N = 80 (those who selected “Job structure” as one of their top three groups of contributors for anticipated future mobility)
F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

- My industry having many opportunities for me to move to a job with higher pay, skills, and productivity: 40
- My company having many opportunities for me to move to a job with higher pay, skills, and productivity: 37

N = 71 (those who selected “Company and industry opportunities” as one of their top three groups of contributors for anticipated future mobility)
Section F – Contributors

Mentorship

F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a role model or mentor at work</td>
<td>24</td>
</tr>
<tr>
<td>Having someone at work who I trust</td>
<td>23</td>
</tr>
<tr>
<td>Having someone at work to turn to for advice about how to move up</td>
<td>22</td>
</tr>
<tr>
<td>Having someone at work who cares about my advancement</td>
<td>17</td>
</tr>
<tr>
<td>Having a sense of belonging at work</td>
<td>16</td>
</tr>
</tbody>
</table>

N = 49 (those who selected “Mentorship” as one of their top three groups of contributors for anticipated future mobility)
Section F – Contributors

**Career pathways**

F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowing how to get the training, certifications, and/or skills needed to move up within my company</td>
<td>25</td>
</tr>
<tr>
<td>Being aware of career pathways in my current area of work (i.e., function or department) within my company</td>
<td>23</td>
</tr>
<tr>
<td>Knowing what I needed to do to move to a job with higher pay, skills, and productivity within my company</td>
<td>22</td>
</tr>
<tr>
<td>Knowing what training, certifications, and/or skills are needed to move up within my company</td>
<td>21</td>
</tr>
<tr>
<td>Having my company provide the training and/or certifications I need to move up within my company</td>
<td>18</td>
</tr>
<tr>
<td>Being aware of career pathways outside of my current area of work (i.e., function or department) within my company</td>
<td>17</td>
</tr>
</tbody>
</table>

N = 51 (those who selected “Career pathways” as one of their top three groups of contributors for anticipated future mobility)
### Section F – Contributors

**Attitudes about upward mobility**

F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being interested in moving up</td>
<td>21</td>
</tr>
<tr>
<td>Wanting to take on the additional responsibility that would be required if I were to move up</td>
<td>20</td>
</tr>
<tr>
<td>Not being afraid to be rejected for a job application</td>
<td>20</td>
</tr>
<tr>
<td>Believing moving up was possible</td>
<td>16</td>
</tr>
<tr>
<td>My family and/or peers being supportive of me trying to move up</td>
<td>12</td>
</tr>
<tr>
<td>Not worrying that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job</td>
<td>12</td>
</tr>
</tbody>
</table>

N = 38 (those who selected “Attitudes about upward mobility” as one of their top three groups of contributors for anticipated future mobility)
Section F - Barriers

F8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company and industry opportunities</td>
<td>57%</td>
<td>132</td>
</tr>
<tr>
<td>Personal circumstances</td>
<td>51%</td>
<td>118</td>
</tr>
<tr>
<td>Job structure</td>
<td>50%</td>
<td>114</td>
</tr>
<tr>
<td>Education and skills</td>
<td>42%</td>
<td>96</td>
</tr>
<tr>
<td>Attitudes about upward mobility</td>
<td>36%</td>
<td>82</td>
</tr>
<tr>
<td>Career pathways</td>
<td>34%</td>
<td>78</td>
</tr>
<tr>
<td>Mentorship</td>
<td>30%</td>
<td>70</td>
</tr>
</tbody>
</table>

N = 230 (those who have not experienced upward mobility and don’t know or are not expecting future upward mobility)
Section F – Barriers
Personal Circumstances

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>_barrier</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don't have the time needed to get the training, certifications, and/or skills needed to move up</td>
<td>30</td>
</tr>
<tr>
<td>I cannot afford the upfront costs for actions I need to take to move upward</td>
<td>28</td>
</tr>
<tr>
<td>I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up</td>
<td>26</td>
</tr>
<tr>
<td>I do not have reliable caregiving options for looking after family</td>
<td>19</td>
</tr>
<tr>
<td>I can’t stay in my job long enough to move up</td>
<td>15</td>
</tr>
<tr>
<td>I do not have reliable transportation to and from work</td>
<td>10</td>
</tr>
</tbody>
</table>

N = 118 (those who selected “Personal circumstances” as one of their top three groups of barriers for anticipated future mobility)
Section F – Barriers

Education and skills

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I do not have the technical skills needed to move up: 39
- I do not have a secondary diploma or a GED: 18
- I do not have the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up: 14
- I do not have the soft skills needed to move up: 10
- I do not have the literacy skills needed to move up: 7
- I do not have the English language fluency needed to move up: 2

N = 96 (those who selected “Education and skills” as one of their top three groups of barriers for anticipated future mobility)
Section F – Barriers

Job structure

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I do not have enough autonomy (i.e., independence) at work: 32
- I do not have a flexible enough work schedule: 30
- I do not have a stable enough work schedule: 23

N = 114 (those who selected “Job structure” as one of their top three groups of barriers for anticipated future mobility)
Section F – Barriers

Company and industry opportunities

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- My company does not have many opportunities for me to move to a job with higher pay, skills, and productivity: 71
- My industry does not have many opportunities for me to move to a job with higher pay, skills, and productivity: 56

N = 132 (those who selected “Company and industry opportunities” as one of their top three groups of barriers for anticipated future mobility)
Section F – Barriers

Mentorship

N = 70 (those who selected “Mentorship” as one of their top three groups of barriers for anticipated future mobility)

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I do not have a role model or mentor at work: 27
- I don’t have anyone at work who cares about my advancement: 14
- I don’t have anyone at work to turn to for advice about how to move up: 9
- I do not have a sense of belonging at work: 8
- I don’t have anyone at work who I trust: 6
### Section F – Barriers

#### Career pathways

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>My company does not provide the training and/or certifications I need</td>
<td>26</td>
</tr>
<tr>
<td>to move up within my company</td>
<td></td>
</tr>
<tr>
<td>I am not aware of career pathways in my current area of work (i.e.,</td>
<td>20</td>
</tr>
<tr>
<td>function or department) within my company</td>
<td></td>
</tr>
<tr>
<td>I don’t know what training, certifications, and/or skills are needed</td>
<td>18</td>
</tr>
<tr>
<td>to move up within my company</td>
<td></td>
</tr>
<tr>
<td>I am not aware of career pathways outside of my current area of work</td>
<td>12</td>
</tr>
<tr>
<td>(i.e., function or department) within my company</td>
<td></td>
</tr>
<tr>
<td>I don’t know how to get the training, certifications, and/or skills</td>
<td>10</td>
</tr>
<tr>
<td>needed to move up within my company</td>
<td></td>
</tr>
<tr>
<td>I don’t know what I need to do to move to a job with higher pay,</td>
<td>7</td>
</tr>
<tr>
<td>skills, and productivity within my company</td>
<td></td>
</tr>
</tbody>
</table>

N = 78 (those who selected “Career pathways” as one of their top three groups of barriers for anticipated future mobility)
Section F – Barriers

Attitudes about upward mobility

F10. [If No or I don’t know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t have any interest in moving up</td>
<td>35</td>
</tr>
<tr>
<td>I don’t believe moving up is possible</td>
<td>18</td>
</tr>
<tr>
<td>I do not want to be rejected for a promotion</td>
<td>13</td>
</tr>
<tr>
<td>I don’t want to take on the additional responsibility that would be</td>
<td>10</td>
</tr>
<tr>
<td>required if I were to move up</td>
<td></td>
</tr>
<tr>
<td>I worry if I apply to a higher-level job and my application is not</td>
<td>10</td>
</tr>
<tr>
<td>accepted there will be negative consequences for my job</td>
<td></td>
</tr>
<tr>
<td>My family and/or peers are not supportive of me trying to move up</td>
<td>3</td>
</tr>
</tbody>
</table>

N = 82 (those who selected “Attitudes about upward mobility” as one of their top three groups of barriers for anticipated future mobility)
Section G

Only shown to those who DID achieve upward mobility in the last three years.
N = 650
G1: What have been the biggest contributors to your upward mobility?

- I had reliable transportation to and from work
  - Strongly agree: 53%
  - Agree: 28%
  - Neither agree nor disagree: 10%
  - Disagree: 2%
  - Strongly disagree: 6%

- I felt comfortable asking my manager/supervisor for assistance when I had personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
  - Strongly agree: 27%
  - Agree: 26%
  - Neither agree nor disagree: 20%
  - Disagree: 7%
  - Strongly disagree: 6%

- I could stay in my job long enough to move up
  - Strongly agree: 27%
  - Agree: 35%
  - Neither agree nor disagree: 21%
  - Disagree: 5%
  - Strongly disagree: 3%

- I had reliable caregiving options for looking after family
  - Strongly agree: 23%
  - Agree: 22%
  - Neither agree nor disagree: 20%
  - Disagree: 3%
  - Strongly disagree: 31%

- I had the time needed to get the training, certifications, and/or skills needed to move up
  - Strongly agree: 22%
  - Agree: 30%
  - Neither agree nor disagree: 19%
  - Disagree: 6%
  - Strongly disagree: 6%

- I could afford the upfront costs for actions I needed to take to move upward
  - Strongly agree: 14%
  - Agree: 21%
  - Neither agree nor disagree: 26%
  - Disagree: 10%
  - Strongly disagree: 7%
  - Does not apply: 22%

N = 650 (respondents who have experienced upward mobility)
### Section G – Contributors

#### Education and skills

**G1: What have been the biggest contributors to your upward mobility?**

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I had the English language fluency needed to move up</td>
<td>49%</td>
<td>22%</td>
<td>14%</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had the literacy skills needed to move up</td>
<td>42%</td>
<td>33%</td>
<td>14%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had the soft skills needed to move up</td>
<td>41%</td>
<td>34%</td>
<td>16%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up</td>
<td>36%</td>
<td>34%</td>
<td>16%</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up</td>
<td>35%</td>
<td>38%</td>
<td>18%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had a secondary diploma or a GED</td>
<td>32%</td>
<td>21%</td>
<td>16%</td>
<td>5%</td>
<td>21%</td>
<td></td>
</tr>
</tbody>
</table>

N = 650 (respondents who have experienced upward mobility)
Section G – Contributors

Job structure

G1: What have been the biggest contributors to your upward mobility?

- I had a stable enough work schedule
  - Strongly agree: 41%
  - Agree: 36%
  - Neither agree nor disagree: 12%
  - Disagree: 5%
  - Strongly disagree: 3%
  - I don't know: 3%

- I had a flexible enough work schedule
  - Strongly agree: 36%
  - Agree: 33%
  - Neither agree nor disagree: 17%
  - Disagree: 6%
  - Strongly disagree: 6%
  - I don't know: 3%

- I had enough autonomy (i.e., independence) at work
  - Strongly agree: 36%
  - Agree: 37%
  - Neither agree nor disagree: 15%
  - Disagree: 5%
  - Strongly disagree: 5%
  - I don't know: 3%

N = 650 (respondents who have experienced upward mobility)
G1: What have been the biggest contributors to your upward mobility?

My industry had many opportunities for me to move to a job with higher pay, skills, and productivity

- Strongly agree: 21%
- Agree: 29%
- Neither agree nor disagree: 23%
- Disagree: 11%
- Strongly disagree: 9%
- Does not apply: 7%

My company had many opportunities for me to move to a job with higher pay, skills, and productivity

- Strongly agree: 19%
- Agree: 30%
- Neither agree nor disagree: 23%
- Disagree: 12%
- Strongly disagree: 11%
- Does not apply: 6%

N = 650 (respondents who have experienced upward mobility)
### G1: What have been the biggest contributors to your upward mobility?

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Does not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>I had a sense of belonging at work</td>
<td>30%</td>
<td>35%</td>
<td>18%</td>
<td>7%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>I had someone at work who I trust</td>
<td>29%</td>
<td>37%</td>
<td>18%</td>
<td>5%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>I had someone at work who cares about my advancement</td>
<td>23%</td>
<td>29%</td>
<td>26%</td>
<td>9%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>I had a role model or mentor at work</td>
<td>21%</td>
<td>27%</td>
<td>18%</td>
<td>13%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>I had someone at work to turn to for advice about how to move up</td>
<td>20%</td>
<td>32%</td>
<td>18%</td>
<td>12%</td>
<td>9%</td>
<td>9%</td>
</tr>
</tbody>
</table>

- **N = 650** (respondents who have experienced upward mobility)
Section G – Contributors

Career pathways

G1: What have been the biggest contributors to your upward mobility?

- I knew what training, certifications, and/or skills are needed to move up within my company
  - Strongly agree 26%  Agree 36%  Neither agree nor disagree 18%  Disagree 8%  Strongly disagree 4%  Does not apply 8%

- I knew how to get the training, certifications, and/or skills needed to move up within my company
  - Strongly agree 22%  Agree 35%  Neither agree nor disagree 19%  Disagree 9%  Strongly disagree 6%  Does not apply 10%

- I was aware of career pathways in my current area of work within my company
  - Strongly agree 21%  Agree 35%  Neither agree nor disagree 22%  Disagree 8%  Strongly disagree 5%  Does not apply 9%

- I knew what I needed to do to move to a job with higher pay, skills, and productivity within my company
  - Strongly agree 21%  Agree 36%  Neither agree nor disagree 23%  Disagree 7%  Strongly disagree 6%  Does not apply 8%

- I was aware of career pathways outside of my current area of work within my company
  - Strongly agree 20%  Agree 30%  Neither agree nor disagree 25%  Disagree 10%  Strongly disagree 6%  Does not apply 11%

- My company provided the training and/or certifications I need to move up within my company
  - Strongly agree 19%  Agree 31%  Neither agree nor disagree 21%  Disagree 12%  Strongly disagree 8%  Does not apply 9%

N = 650 (respondents who have experienced upward mobility)
### G1: What have been the biggest contributors to your upward mobility?

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>My family and/or peers were supportive of me trying to move up</td>
<td>32%</td>
<td>31%</td>
<td>18%</td>
<td>5%</td>
<td>3%</td>
<td>11%</td>
</tr>
<tr>
<td>I was interested in moving up</td>
<td>31%</td>
<td>33%</td>
<td>17%</td>
<td>8%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>I wanted to take on the additional responsibility that would be required if I were to move up</td>
<td>28%</td>
<td>35%</td>
<td>19%</td>
<td>8%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>I believed moving up was possible</td>
<td>28%</td>
<td>37%</td>
<td>20%</td>
<td>6%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>I did not worry that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job</td>
<td>26%</td>
<td>27%</td>
<td>26%</td>
<td>8%</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>I was not afraid to be rejected for a job application</td>
<td>24%</td>
<td>30%</td>
<td>22%</td>
<td>12%</td>
<td>5%</td>
<td>8%</td>
</tr>
</tbody>
</table>

N = 650 (respondents who have experienced upward mobility)
G2: What action did you take that led to these positive increases in your upward mobility?

- The upward movement happened automatically based on my performance: 60%
- The upward movement happened automatically due to my length of time in the organization: 32%
- I applied for a different job in my company and was accepted: 20%
- I applied for a different job at a different company and was accepted: 11%
- I applied for a different job within my company and was not accepted but was moved upward to a different job than I applied for: 8%

N = 650 (respondents who have experienced upward mobility)
G3: Do you expect to have further upward mobility in your future (at your current company or elsewhere)?

- **Total:**
  - Yes: 56%
  - No: 24%
  - I don't know: 21%

N = 650 (respondents who have experienced upward mobility)
G4: How long do you think it will take you to get your next pay raise and/or promotion?

- < 1 year: 37%
- 1-2 years: 48%
- 3-5 years: 12%
- 6-10 years: 2%
- More than 10 years: 1%

N = 362 (respondents who have experienced upward mobility and expect future upward mobility)
G5: Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility?

- Job structure: 57% (N = 205)
- Company and industry opportunities: 53% (N = 193)
- Education and skills: 53% (N = 190)
- Personal circumstances: 49% (N = 178)
- Mentorship: 32% (N = 117)
- Career pathways: 30% (N = 110)
- Attitudes about upward mobility: 26% (N = 93)

N = 362 (respondents who have experienced upward mobility and expect future upward mobility)
### Section G – Contributors

**Personal Circumstances**

G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having reliable transportation to and from work</td>
<td>104</td>
</tr>
<tr>
<td>Feeling comfortable asking my manager/supervisor for assistance when</td>
<td>87</td>
</tr>
<tr>
<td>I had personal issues preventing me from moving up</td>
<td></td>
</tr>
<tr>
<td>Having reliable caregiving options for looking after family</td>
<td>54</td>
</tr>
<tr>
<td>Being able to afford the upfront costs for actions I needed to take to</td>
<td>48</td>
</tr>
<tr>
<td>move upward</td>
<td></td>
</tr>
<tr>
<td>Having the time needed to get the training, certifications, and/or skills</td>
<td>47</td>
</tr>
<tr>
<td>needed to move up</td>
<td></td>
</tr>
<tr>
<td>Being able to stay in my job long enough to move up</td>
<td>38</td>
</tr>
</tbody>
</table>

N = 178 (those who selected “Personal circumstances” as one of their top three groups of contributors for anticipated future mobility)
G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

- Having the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up: 101
- Having the soft skills needed to move up: 95
- Having the literacy skills needed to move up: 59
- Having the English language fluency needed to move up: 57
- Having the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up: 55
- Having the soft skills needed to move up: 50
- Having the technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up: 49
- Having a secondary diploma or a GED: 32

N = 190 (those who selected “Education and skills” as one of their top three groups of contributors for anticipated future mobility)
Section G – Contributors

Job structure

G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

- Having a stable enough work schedule: 123
- Having enough autonomy (i.e., independence) at work: 84
- Having a flexible enough work schedule: 68

N = 205 (those who selected “Job structure” as one of their top three groups of contributors for anticipated future mobility)
Section G – Contributors

Company and industry opportunities

G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply.

- My company having many opportunities for me to move to a job with higher pay, skills, and productivity: 103
- My industry having many opportunities for me to move to a job with higher pay, skills, and productivity: 96

N = 193 (those who selected “Company and industry opportunities” as one of their top three groups of contributors for anticipated future mobility)
G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

- Having a role model or mentor at work: 52
- Having someone at work to turn to for advice about how to move up: 50
- Having someone at work who I trust: 49
- Having a sense of belonging at work: 39
- Having someone at work who cares about my advancement: 31

N = 117 (those who selected “Mentorship” as one of their top three groups of contributors for anticipated future mobility)
G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being aware of career pathways in my current area of work (i.e., function or department) within my company</td>
<td>54</td>
</tr>
<tr>
<td>Knowing what training, certifications, and/or skills are needed to move up within my company</td>
<td>50</td>
</tr>
<tr>
<td>Knowing how to get the training, certifications, and/or skills needed to move up within my company</td>
<td>44</td>
</tr>
<tr>
<td>Knowing what I needed to do to move to a job with higher pay, skills, and productivity within my company</td>
<td>40</td>
</tr>
<tr>
<td>Being aware of career pathways outside of my current area of work (i.e., function or department) within my company</td>
<td>38</td>
</tr>
<tr>
<td>Having my company provide the training and/or certifications I need to move up within my company</td>
<td>30</td>
</tr>
</tbody>
</table>

N = 110 (those who selected “Career pathways” as one of their top three groups of contributors for anticipated future mobility)
### Section G – Contributors

**Attitudes about upward mobility**

G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply.

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being interested in moving up</td>
<td>58</td>
</tr>
<tr>
<td>Wanting to take on the additional responsibility that would be required</td>
<td>52</td>
</tr>
<tr>
<td>if I were to move up</td>
<td></td>
</tr>
<tr>
<td>Believing moving up was possible</td>
<td>50</td>
</tr>
<tr>
<td>My family and/or peers being supportive of me trying to move up</td>
<td>37</td>
</tr>
<tr>
<td>Not being afraid to be rejected for a job application</td>
<td>24</td>
</tr>
<tr>
<td>Not worrying that if I applied to a higher-level job and my application was</td>
<td>23</td>
</tr>
<tr>
<td>not accepted there would be negative consequences for my job</td>
<td></td>
</tr>
</tbody>
</table>

N = 93 (those who selected “Attitudes about upward mobility” as one of their top three groups of contributors for anticipated future mobility)
### G8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company and industry opportunities</td>
<td>61%</td>
<td>175</td>
</tr>
<tr>
<td>Personal circumstances</td>
<td>52%</td>
<td>149</td>
</tr>
<tr>
<td>Education and skills</td>
<td>43%</td>
<td>125</td>
</tr>
<tr>
<td>Career pathways</td>
<td>41%</td>
<td>118</td>
</tr>
<tr>
<td>Job structure</td>
<td>39%</td>
<td>113</td>
</tr>
<tr>
<td>Attitudes about upward mobility</td>
<td>33%</td>
<td>96</td>
</tr>
<tr>
<td>Mentorship</td>
<td>31%</td>
<td>88</td>
</tr>
</tbody>
</table>

N = 288 (respondents who have experienced upward mobility but don't know or are not expecting future upward mobility)
Section G – Barriers

Personal Circumstances

G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I do not feel comfortable asking my manager/ supervisor for assistance when I have personal issues preventing me from moving up: 32
- I cannot afford the upfront costs for actions I need to take to move upward: 31
- I do not have reliable caregiving options for looking after family: 30
- I don't have the time needed to get the training, certifications, and/or skills needed to move up: 22
- I do not have reliable transportation to and from work: 20
- I can't stay in my job long enough to move up: 19

N = 149 (those who selected “Personal circumstances” as one of their top three groups of barriers for anticipated future mobility)
Section G – Barriers

Education and skills

G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I do not have the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up: 54
- I do not have the soft skills needed to move up: 18
- I do not have the numeracy skills needed (i.e., the ability to understand and work with numbers) to move up: 18
- I do not have the literacy skills needed to move up: 12
- I do not have a secondary diploma or a GED: 12
- I do not have the English language fluency needed to move up: 1

N = 125 (those who selected “Education and skills” as one of their top three groups of barriers for anticipated future mobility)
G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply.

- I do not have a stable enough work schedule: 34
- I do not have a flexible enough work schedule: 29
- I do not have enough autonomy (i.e., independence) at work: 24

N = 113 (those who selected “Job structure” as one of their top three groups of barriers for anticipated future mobility)
Section G – Barriers
Company and industry opportunities

G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- My company does not have many opportunities for me to move to a job with higher pay, skills, and productivity
  - Count: 98

- My industry does not have many opportunities for me to move to a job with higher pay, skills, and productivity
  - Count: 58

N = 175 (those who selected “Company and industry opportunities” as one of their top three groups of barriers for anticipated future mobility)
### Section G – Barriers

#### Mentorship

G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply.

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not have a role model or mentor at work</td>
<td>38</td>
</tr>
<tr>
<td>I don’t have anyone at work who cares about my advancement</td>
<td>24</td>
</tr>
<tr>
<td>I don’t have anyone at work to turn to for advice about how to move up</td>
<td>18</td>
</tr>
<tr>
<td>I don’t have anyone at work who I trust</td>
<td>18</td>
</tr>
<tr>
<td>I do not have a sense of belonging at work</td>
<td>11</td>
</tr>
</tbody>
</table>

N = 88 (those who selected “Mentorship” as one of their top three groups of barriers for anticipated future mobility)
G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am not aware of career pathways in my current area of work (i.e., function or department) within my company</td>
<td>32</td>
</tr>
<tr>
<td>I am not aware of career pathways outside of my current area of work (i.e., function or department) within my company</td>
<td>27</td>
</tr>
<tr>
<td>My company does not provide the training and/or certifications I need to move up within my company</td>
<td>23</td>
</tr>
<tr>
<td>I don’t know what I need to do to move to a job with higher pay, skills, and productivity within my company</td>
<td>17</td>
</tr>
<tr>
<td>I don’t know what training, certifications, and/or skills are needed to move up within my company</td>
<td>14</td>
</tr>
<tr>
<td>I don’t know how to get the training, certifications, and/or skills needed to move up within my company</td>
<td>7</td>
</tr>
</tbody>
</table>

N = 118 (those who selected “Career pathways” as one of their top three groups of barriers for anticipated future mobility)
Section G – Barriers
Attitudes about upward mobility

G10. [If No or I don’t know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

- I don't have any interest in moving up: 48
- I don't want to take on the additional responsibility that would be required if I were to move up: 20
- I don't believe moving up is possible: 20
- I do not want to be rejected for a promotion: 8
- My family and/or peers are not supportive of me trying to move up: 6
- I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job: 6

N = 96 (those who selected “Attitudes about upward mobility” as one of their top three groups of barriers for anticipated future mobility)
Section H

Your attitudes about upward mobility
### Section H

#### Attitudes about upward mobility

**H1. Who is responsible for your overall upward mobility?**

<table>
<thead>
<tr>
<th>I am responsible</th>
<th>71%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My company is responsible</td>
<td>14%</td>
</tr>
<tr>
<td>The government is responsible</td>
<td>4%</td>
</tr>
<tr>
<td>Education institutions (e.g., high schools, colleges) are responsible</td>
<td>3%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>8%</td>
</tr>
</tbody>
</table>

N = 1,025

Note: Respondents were shown all four response options and asked to rank them. 1 = ranked most responsible, 4 = ranked most responsible.
### H2: Please indicate how strongly you agree or disagree with each of the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe all workers should have the opportunity to move up</td>
<td>43%</td>
<td>38%</td>
<td>15%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>I want to move up in my career</td>
<td>37%</td>
<td>29%</td>
<td>17%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>I believe I should have the opportunity to move up</td>
<td>36%</td>
<td>37%</td>
<td>19%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>If I work hard, I will be able to move up</td>
<td>35%</td>
<td>31%</td>
<td>24%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>If I know what skills I need to move up and I am able to get the training I need to acquire them, I will be able to move up</td>
<td>34%</td>
<td>32%</td>
<td>25%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>I have the skills to move up but other barriers are preventing me from doing so</td>
<td>25%</td>
<td>30%</td>
<td>24%</td>
<td>14%</td>
<td>7%</td>
</tr>
</tbody>
</table>

**N = 1,025**
Section H
Attitudes about upward mobility

H3: I do not want to move up in my career because:

- I am satisfied with my current situation: 70%
- I am not interested in taking on more responsibility: 41%
- The pay I would receive for moving up is not worth the extra responsibility I would need to take on: 20%
- The pay I would receive for moving up is not worth the effort: 18%
- I am not interested in learning new skills: 16%
- I do not need higher pay to support my family or lifestyle: 15%
- I do not believe the next role would not work with my life demands outside of work: 12%
- I am not confident I am good enough to move up: 11%
- It seems impossible to move up: 9%
- I do not have the qualifications or credentials required to move up: 8%
- I do not have the technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up: 8%
- I do not want to put myself out there to be rejected: 8%
- I do not have the soft skills needed to move up: 7%
- I am intimidated about moving up: 6%

N = 181 (those who do not want to move up in their career – those who answered “strongly disagree” or “disagree” in previous question “I want to move up in my career” – answered this question)
Section I

Final thoughts
Section I
Final thoughts

Q1: How would you grade your current company’s performance in increasing the upward mobility of workers at your pay level?

- Excellent: 19%
- Good: 29%
- Fair: 21%
- Poor: 16%
- Very poor: 10%
- I don’t know: 4%

N = 1,025

### Section I

**Final thoughts**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very important</th>
<th>Important</th>
<th>Neutral</th>
<th>Low importance</th>
<th>Not at all important</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable and predictable pay</td>
<td>62%</td>
<td>27%</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td>63%</td>
<td>24%</td>
<td>8%</td>
<td>1%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Stable and predictable hours</td>
<td>51%</td>
<td>35%</td>
<td>9%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Level of pay</td>
<td>58%</td>
<td>27%</td>
<td>9%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Supportive supervisors</td>
<td>54%</td>
<td>31%</td>
<td>10%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Type of work fits my interests and goals</td>
<td>50%</td>
<td>33%</td>
<td>11%</td>
<td>2%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Supportive team members</td>
<td>48%</td>
<td>35%</td>
<td>11%</td>
<td>2%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Convenient to get to work location</td>
<td>49%</td>
<td>32%</td>
<td>12%</td>
<td>2%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Control over hours</td>
<td>41%</td>
<td>36%</td>
<td>17%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Flexible sick time policy</td>
<td>39%</td>
<td>37%</td>
<td>16%</td>
<td>4%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Other company benefits (e.g., healthcare benefits)</td>
<td>47%</td>
<td>27%</td>
<td>14%</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Skill development opportunities (e.g., training programs)</td>
<td>35%</td>
<td>36%</td>
<td>15%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Clear communication about opportunities for upward mobility</td>
<td>35%</td>
<td>36%</td>
<td>15%</td>
<td>5%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Opportunities for upward mobility</td>
<td>40%</td>
<td>32%</td>
<td>16%</td>
<td>5%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Control over work location</td>
<td>40%</td>
<td>31%</td>
<td>17%</td>
<td>6%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Caregiving assistance benefit</td>
<td>70%</td>
<td>23%</td>
<td>26%</td>
<td>10%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>Worker stock options program or other worker ownership structure</td>
<td>18%</td>
<td>25%</td>
<td>27%</td>
<td>10%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>Tuition benefits</td>
<td>18%</td>
<td>22%</td>
<td>23%</td>
<td>12%</td>
<td>21%</td>
<td>5%</td>
</tr>
<tr>
<td>Transportation assistance benefit</td>
<td>19%</td>
<td>18%</td>
<td>26%</td>
<td>13%</td>
<td>20%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**N = 1,025**
Final thoughts

I2NEW: Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?

- Yes: 48%
- No: 52%

N = 1,025
N = 490 (respondents whose employment at their primary company changed between January 2020 and today)
I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?

- Yes: 35%
- No: 65%

N = 1,025
I4: Which of the following best describes your main employment status as of today, when you are filling out this survey?

- Student: 2%
- Contract or temporary worker: 3%
- Freelance or gig worker (e.g., Lyft driver, graphic design freelancer): 2%
- Self-employed (e.g., tradesperson, independent professional): 1%
- Company owner: 0%
- Full-time employee and part-time employee (35 or more hours per week per company at one or more companies and less than 35 hours per week per company at one or more different companies): 17%
- Full-time employee (35 or more hours per week per company at one or more companies): 26%
- Part-time employee (less than 35 hours per week per company at one or more companies): 26%
- Retired: 2%
- Unemployed: 17%
- None of the above: 3%
- Prefer not to answer: 0%

N = 363 (those whose employment status changed since January 2020)
Section I
Final thoughts

I5: Please indicate how strongly you agree or disagree with the statement “I am confident I will be able to get a full-time or part-time job within the next six months”

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>33%</td>
<td>28%</td>
<td>22%</td>
<td>10%</td>
<td>8%</td>
</tr>
</tbody>
</table>

N = 114 (respondents who are not currently a full-time and/or part-time employee)
Section I
Final thoughts

N = 911 (Did not change employment status/Changed employment status and are full-time or part-time employee)

I6: Please select the answer choice that most closely matches your thoughts about your ability to increase your upward mobility over the next year.

- It is likely I will be able to increase my upward mobility
- It is somewhat likely I will be able to increase my upward mobility
- It is neither more unlikely nor more likely that I will be able to increase my upward mobility
- It is somewhat unlikely I will be able to increase my upward mobility
- It is unlikely I will be able to increase my upward mobility
- I don't know

Section I
Final thoughts

I7: Please rate the effect of COVID-19 on your ability to increase your upward mobility over the next year.

- 6%: COVID-19 makes it much more likely I will be able to increase my upward mobility
- 9%: COVID-19 makes it somewhat more likely I will be able to increase my upward mobility
- 45%: COVID-19 makes it neither more unlikely nor more likely that I will be able to increase my upward mobility
- 13%: COVID-19 makes it somewhat more unlikely I will be able to increase my upward mobility
- 13%: COVID-19 makes it much more unlikely I will be able to increase my upward mobility
- 16%: I don't know

N = 911 (Did not change employment status/Changed employment status and are full-time or part-time employee)