Building From the Bottom Up

Upward mobility survey of low-wage workers
(Results by Upward Mobility)
Notes
Worker Survey – Upward Mobility

Introduction:
This deck represents the 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. This deck shows the survey results by if a respondent has achieved upward mobility in the past three years or not, and if they have stayed at their company for the past three years or not.

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).
• Upward mobility groups: Experienced upward mobility, have not been at their current company for the past three years (N=193); Have not experienced upward mobility, have not been at their current company for the past three years (N=139); Experienced upward mobility, have been at their current company for the past three years (N=457); Have not experienced upward mobility, have been at current company for the past three years (N=236).
Section A

Screening Questions
### A1: How old were you in January 2020?

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>21-24 years</th>
<th>25-34 years</th>
<th>35-44 years</th>
<th>45-54 years</th>
<th>55-64 years</th>
<th>65 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>8%</td>
<td>26%</td>
<td>20%</td>
<td>19%</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>36%</td>
<td>24%</td>
<td>10%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6%</td>
<td>23%</td>
<td>19%</td>
<td>17%</td>
<td>26%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>27%</td>
<td>24%</td>
<td>14%</td>
<td>14%</td>
<td>7%</td>
</tr>
</tbody>
</table>
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.

- Experienced upward mobility have been at their current company for the past three years:
  - Less than a high school diploma: 40%
  - High school degree or equivalent (e.g., GED): 41%
  - Some college, no degree: 10%
  - Associate degree (e.g., AA, AS): 7%

- Experienced upward mobility have not been at their current company for the past three years:
  - Less than a high school diploma: 36%
  - High school degree or equivalent (e.g., GED): 47%
  - Some college, no degree: 12%

- Have not experienced upward mobility have been at current company for the past three years:
  - Less than a high school diploma: 51%
  - High school degree or equivalent (e.g., GED): 32%
  - Some college, no degree: 9%
  - Associate degree (e.g., AA, AS): 7%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Less than a high school diploma: 37%
  - High school degree or equivalent (e.g., GED): 42%
  - Some college, no degree: 15%
A4: Which of the following best describes your employment status in January 2020?

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>25%</td>
<td>54%</td>
<td>21%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>24%</td>
<td>51%</td>
<td>25%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>20%</td>
<td>55%</td>
<td>25%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>43%</td>
<td>40%</td>
</tr>
</tbody>
</table>

- 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)
### A4new: 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>Description</th>
<th>$14,000/year or less</th>
<th>$14,001 – $20,000/year</th>
<th>$20,001 – $30,000/year</th>
<th>$30,001 – $40,000/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>10%</td>
<td>17%</td>
<td>39%</td>
<td>34%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>8%</td>
<td>22%</td>
<td>45%</td>
<td>25%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>15%</td>
<td>17%</td>
<td>39%</td>
<td>30%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
<td>22%</td>
<td>35%</td>
<td>18%</td>
</tr>
</tbody>
</table>

- $14,000/year or less (approximately $7/hour or less for 40 hours/week)
- $14,001 – $20,000/year (approximately $7.01 – $10.00/hour for 40 hours/week)
- $20,001 – $30,000/year (approximately $10.01 – $15.00/hour for 40 hours/week)
- $30,001 – $40,000/year (approximately $15.01 – $20.00/hour for 40 hours/week)
A5new: What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.

- Experienced upward mobility have been at their current company for the past three years:
  - $7/hour or less: 12%
  - $7.01/hour – $10.00/hour: 51%
  - $10.01/hour – $15.00/hour: 35%

- Experienced upward mobility have not been at their current company for the past three years:
  - $7/hour or less: 22%
  - $7.01/hour – $10.00/hour: 51%
  - $10.01/hour – $15.00/hour: 26%

- Have not experienced upward mobility have been at current company for the past three years:
  - $7/hour or less: 17%
  - $7.01/hour – $10.00/hour: 50%
  - $10.01/hour – $15.00/hour: 29%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - $7/hour or less: 30%
  - $7.01/hour – $10.00/hour: 48%
  - $15.01/hour – $20.00/hour: 19%
A5: In January 2020, was your primary company a:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>53%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>47%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>59%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>43%</td>
</tr>
</tbody>
</table>

- 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)
- Public for-profit company (i.e., a company that investors can buy stock in on a public stock exchange)
- For-profit company, but I am not sure if it was public or private
- I don’t know
A6: Which region did you work in (i.e., where was your primary physical worksite located) in January 2020?

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>5%</td>
<td>11%</td>
<td>15%</td>
<td>8%</td>
<td>24%</td>
<td>9%</td>
<td>13%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>9%</td>
<td>14%</td>
<td>11%</td>
<td>29%</td>
<td>7%</td>
<td>9%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>4%</td>
<td>14%</td>
<td>13%</td>
<td>9%</td>
<td>18%</td>
<td>9%</td>
<td>17%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>5%</td>
<td>6%</td>
<td>12%</td>
<td>5%</td>
<td>30%</td>
<td>15%</td>
<td>15%</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>
### Section A

**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>Category</th>
<th>% 2-9</th>
<th>% 10-49</th>
<th>% 50-99</th>
<th>% 100-499</th>
<th>% 500-999</th>
<th>% 1,000-9,999</th>
<th>% 10,000 or more</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section A

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

- Experienced upward mobility have been at their current company for the past three years: 27% 15% 14% 22% 22%
- Experienced upward mobility have not been at their current company for the past three years: 25% 24% 51% 0%
- Have not experienced upward mobility have been at current company for the past three years: 21% 14% 10% 23% 32%
- Have not experienced upward mobility have not been at their current company for the past three years: 30% 23% 47% 0%

- Less than a year
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6 – 10 years
- More than 10 years
Section A

dA9. Been at current company for 3 years or not

- Experienced upward mobility have been at their current company for the past three years: 100%
- Experienced upward mobility have not been at their current company for the past three years: 0%
- Have not experienced upward mobility have been at current company for the past three years: 100%
- Have not experienced upward mobility have not been at their current company for the past three years: 0%

Note: this is calculated based on responses to the previous question A9
### Section A

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)?

<table>
<thead>
<tr>
<th>Experience</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>


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### Section A

**dMobility: Four segments of upward mobility (A9 & A10)**

<table>
<thead>
<tr>
<th>Segment Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>100%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Note: this is calculated based on responses to the previous questions A9-A10*
Section A

Note: Only those who achieved upward mobility (answered “yes” to question A10) answered this question

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

- Experienced upward mobility have been at their current company for the past three years:
  - At the primary company I worked at as of January 2020: 91%
  - At one of the other companies I worked at as of January 2020 (not my primary company): 3%
  - At a company that I left before January 2020 (at a company I was no longer working at as of January 2020): 2%
  - 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: 3%
  - 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): 14%
  - Other: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - At the primary company I worked at as of January 2020: 0%
  - At one of the other companies I worked at as of January 2020 (not my primary company): 0%
  - At a company that I left before January 2020 (at a company I was no longer working at as of January 2020): 0%
  - 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: 0%
  - 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: 0%
dA11: Experienced upward mobility at primary company vs. no upward mobility at primary company

- Experienced upward mobility have been at their current company for the past three years: 91% (green), 9% (red)
- Experienced upward mobility have not been at their current company for the past three years: 74% (green), 26% (red)
- Have not experienced upward mobility have been at current company for the past three years: 100% (green)
- Have not experienced upward mobility have not been at their current company for the past three years: 100% (green)

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.
B1: What is your gender?

- Experienced upward mobility have been at their current company for the past three years
  - Female: 55%
  - Male: 45%

- Experienced upward mobility have not been at their current company for the past three years
  - Female: 63%
  - Male: 36%

- Have not experienced upward mobility have been at current company for the past three years
  - Female: 57%
  - Male: 43%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Female: 66%
  - Male: 35%
Section B

<table>
<thead>
<tr>
<th>Question</th>
<th>White</th>
<th>Black or African American</th>
<th>Hispanic or Latinx</th>
<th>American Indian, Alaska Native or Other Indigenous</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Prefer to self-describe:</th>
<th>Middle Eastern or North African</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>75%</td>
<td>15%</td>
<td>9%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>66%</td>
<td>22%</td>
<td>12%</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at their current company for the past three years</td>
<td>80%</td>
<td>8%</td>
<td>11%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>66%</td>
<td>16%</td>
<td>14%</td>
<td>5%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: Respondents could select all that apply.
### B3: How would you rate your level of the following in January 2020?

<table>
<thead>
<tr>
<th>English fluency</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>82%</td>
<td>10%</td>
<td>0%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>83%</td>
<td>9%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>81%</td>
<td>11%</td>
<td>0%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>83%</td>
<td>10%</td>
<td>0%</td>
<td>1%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>
Section B

B3: How would you rate your level of the following in January 2020?

- Experienced upward mobility have been at their current company for the past three years:
  - Excellent: 44%  
  - Fair: 36%  
  - Moderate: 15%  
  - Poor: 3%  
  - Very poor: 0%  
  - I don't know: 1%

- Experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 53%  
  - Fair: 28%  
  - Moderate: 15%  
  - Poor: 1%  
  - Very poor: 3%  
  - I don't know: 3%

- Have not experienced upward mobility have been at current company for the past three years:
  - Excellent: 41%  
  - Fair: 36%  
  - Moderate: 17%  
  - Poor: 3%  
  - Very poor: 0%  
  - I don't know: 2%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 50%  
  - Fair: 30%  
  - Moderate: 16%  
  - Poor: 2%  
  - Very poor: 0%  
  - I don't know: 2%
Section B

B3: How would you rate your level of the following in January 2020?

Quantitative skills (i.e., the ability to use data and numbers)

- Experienced upward mobility have been at their current company for the past three years
  - Excellent: 47%
  - Fair: 36%
  - Moderate: 12%
  - Poor: 3%
  - Very poor: 1%
  - I don't know: 1%

- Experienced upward mobility have not been at their current company for the past three years
  - Excellent: 51%
  - Fair: 30%
  - Moderate: 16%
  - Poor: 3%
  - Very poor: 1%
  - I don't know: 1%

- Have not experienced upward mobility have been at current company for the past three years
  - Excellent: 41%
  - Fair: 36%
  - Moderate: 16%
  - Poor: 3%
  - Very poor: 0%
  - I don't know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Excellent: 44%
  - Fair: 32%
  - Moderate: 13%
  - Poor: 7%
  - Very poor: 1%
  - I don't know: 2%

Section B

B3: How would you rate your level of the following in January 2020?

Relationship-building skills

- Experienced upward mobility have been at their current company for the past three years:
  - Excellent: 57%
  - Fair: 30%
  - Moderate: 9%

- Experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 55%
  - Fair: 30%
  - Moderate: 12%

- Have not experienced upward mobility have been at current company for the past three years:
  - Excellent: 42%
  - Fair: 38%
  - Moderate: 14%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 53%
  - Fair: 28%
  - Moderate: 16%

Colors indicate the percentage of responses:
- Excellent: Green
- Fair: Yellow
- Moderate: Light Green
- Poor: Light Red
- Very poor: Red
- I don't know: Orange

B3: How would you rate your level of the following in January 2020?

Communication skills (i.e., the ability to clearly convey information to another person)

- Experienced upward mobility, have been at their current company for the past three years: 58% Excellent, 28% Fair, 10% Moderate, 2% Poor, 0% Very poor, 2% I don't know
- Experienced upward mobility, have not been at their current company for the past three years: 58% Excellent, 25% Fair, 15% Moderate, 2% Poor, 0% Very poor, 1% I don't know
- Have not experienced upward mobility, have been at current company for the past three years: 56% Excellent, 28% Fair, 11% Moderate, 2% Poor, 0% Very poor, 2% I don't know
- Have not experienced upward mobility, have not been at their current company for the past three years: 61% Excellent, 27% Fair, 9% Moderate, 1% Poor, 1% Very poor, 1% I don't know
Section B

B3: How would you rate your level of the following in January 2020?

Critical thinking skills (i.e., the ability to evaluate an issue and understand the connection between different ideas)

- Experienced upward mobility have been at their current company for the past three years:
  - Excellent: 59%
  - Fair: 31%
  - Moderate: 8%
  - Poor: 2%
  - Very poor: 0%
  - I don't know: 0%

- Experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 61%
  - Fair: 28%
  - Moderate: 9%
  - Poor: 1%
  - Very poor: 1%

- Have not experienced upward mobility have been at current company for the past three years:
  - Excellent: 50%
  - Fair: 32%
  - Moderate: 14%
  - Poor: 2%
  - Very poor: 0%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 55%
  - Fair: 31%
  - Moderate: 11%
  - Poor: 1%
  - Very poor: 1%
  - I don't know: 1%
B3: How would you rate your level of the following in January 2020?

Problem-solving skills (i.e., the ability to collect information and solve problems based on that information)

- Experienced upward mobility have been at their current company for the past three years:
  - Excellent: 62%
  - Fair: 26%
  - Moderate: 10%
  - I don't know: 1%

- Experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 65%
  - Fair: 24%
  - Moderate: 9%
  - I don't know: 2%

- Have not experienced upward mobility have been at current company for the past three years:
  - Excellent: 50%
  - Fair: 34%
  - Moderate: 11%
  - I don't know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 53%
  - Fair: 35%
  - Moderate: 10%
  - I don't know: 1%
### B3: How would you rate your level of the following in January 2020?

#### Teamwork/collaboration skills (i.e., the ability to work well with others on a team)

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>68%</td>
<td>23%</td>
<td>6%</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>70%</td>
<td>15%</td>
<td>9%</td>
<td>3%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>60%</td>
<td>24%</td>
<td>11%</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>63%</td>
<td>25%</td>
<td>11%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Section B**

**B3: How would you rate your level of the following in January 2020?**

*People leadership skills (i.e., the ability to manage other team members)*

1. Experienced upward mobility have been at their current company for the past three years
   - Excellent: 51%
   - Fair: 31%
   - Moderate: 13%
   - Poor: 2%
   - Very poor: 1%
   - I don't know: 2%

2. Experienced upward mobility have not been at their current company for the past three years
   - Excellent: 51%
   - Fair: 31%
   - Moderate: 15%
   - Poor: 2%
   - Very poor: 1%
   - I don't know: 2%

3. Have not experienced upward mobility have been at current company for the past three years
   - Excellent: 38%
   - Fair: 34%
   - Moderate: 19%
   - Poor: 3%
   - Very poor: 2%
   - I don't know: 3%

4. Have not experienced upward mobility have not been at their current company for the past three years
   - Excellent: 43%
   - Fair: 31%
   - Moderate: 16%
   - Poor: 5%
   - Very poor: 1%
   - I don't know: 4%
Section B

B3: How would you rate your level of the following in January 2020?

Technical skills specific to your role (i.e., knowledge of certain equipment, systems, or tools)

- Experienced upward mobility have been at their current company for the past three years
  - Excellent: 56%
  - Fair: 29%
  - Moderate: 10%
  - Poor: 2%
  - Very poor: 1%
  - I don't know: 2%

- Experienced upward mobility have not been at their current company for the past three years
  - Excellent: 59%
  - Fair: 26%
  - Moderate: 10%
  - Poor: 2%
  - Very poor: 1%
  - I don't know: 2%

- Have not experienced upward mobility have been at current company for the past three years
  - Excellent: 49%
  - Fair: 31%
  - Moderate: 14%
  - Poor: 2%
  - Very poor: 4%
  - I don't know: 0%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Excellent: 47%
  - Fair: 36%
  - Moderate: 14%
  - Poor: 1%
  - Very poor: 1%
  - I don't know: 1%
**Section B**

### B3: How would you rate your level of the following in January 2020? (Physical skills i.e., strength, physical endurance)

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>42%</td>
<td>36%</td>
<td>17%</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>46%</td>
<td>33%</td>
<td>17%</td>
<td>4%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>39%</td>
<td>33%</td>
<td>21%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>48%</td>
<td>33%</td>
<td>16%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>
84: To provide a more complete picture of the personal challenges that can limit upward mobility, please mark whether any of the following apply:

- I have a disability: 5% (8%), 9% (9%)
- I have criminal convictions: 4% (11%), 8% (8%)
- I have a history of drug and/or alcohol abuse: 6% (6%), 9% (6%)
- I am currently (as of January 2020) subject to wage garnishment: 3% (6%), 6% (4%)
- I have experienced homelessness: 7% (12%), 8% (11%)
- I have other personal challenges: 6% (9%), 8% (8%)
- None of the above: 65% (70%), 70% (76%)
- I prefer not to answer: 1% (1%), 2% (0%)
Section B

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

- Experienced upward mobility have been at their current company for the past three years:
  - English: 96%
  - Spanish: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - English: 96%
  - Spanish: 7%

- Have not experienced upward mobility have been at current company for the past three years:
  - English: 96%
  - Spanish: 6%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - English: 94%
  - Spanish: 9%

Note: Respondents could select all that apply.
B6: Are you a U.S. citizen?

- Experienced upward mobility have been at their current company for the past three years: 99%
- Experienced upward mobility have not been at their current company for the past three years: 99%
- Have not experienced upward mobility have been at current company for the past three years: 98%
- Have not experienced upward mobility have not been at their current company for the past three years: 96%
Section B

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

- Experienced upward mobility have been at their current company for the past three years: 60\% Immediate relative or family-sponsored permanent resident, 20\% Other permanent resident, 20\% Prefer not to answer
- Experienced upward mobility have not been at their current company for the past three years: 50\% Employment-based permanent resident, 50\% Other
- Have not experienced upward mobility have been at current company for the past three years: 40\% Granted refugee status or granted asylum, 20\% Other, 20\% Prefer not to answer
- Have not experienced upward mobility have not been at their current company for the past three years: 25\% Immediate relative or family-sponsored permanent resident, 25\% Other permanent resident, 25\% Prefer not to answer

Note: Only those who answered no to being a U.S. citizen in the previous question answered this question.
Section B

B8: Has your status been changed to permanent resident?

- Experienced upward mobility have been at their current company for the past three years:
  - Yes: 80%
  - No: 20%

- Experienced upward mobility have not been at their current company for the past three years:
  - Yes: 0%
  - No: 100%

- Have not experienced upward mobility have been at current company for the past three years:
  - Yes: 50%
  - No: 0%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Yes: 100%
  - No: 0%

Note: Only those who answered no to being a U.S. citizen and are a non-permanent arrival answered this question.
B9: Did you submit a resume when you initially applied for the primary job you held in January 2020?

- Experienced upward mobility have been at their current company for the past three years: 67% Yes, 33% No
- Experienced upward mobility have not been at their current company for the past three years: 76% Yes, 24% No
- Have not experienced upward mobility have been at current company for the past three years: 45% Yes, 56% No
- Have not experienced upward mobility have not been at their current company for the past three years: 59% Yes, 41% No
B10: Were you a member of a union in January 2020?

- Experienced upward mobility have been at their current company for the past three years
  - Yes: 14%
  - No: 86%

- Experienced upward mobility have not been at their current company for the past three years
  - Yes: 12%
  - No: 88%

- Have not experienced upward mobility have been at current company for the past three years
  - Yes: 10%
  - No: 90%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Yes: 4%
  - No: 96%
### B11: What was your marital status in January 2020?

<table>
<thead>
<tr>
<th>Marital Status Description</th>
<th>Single, never married</th>
<th>Married or domestic partnership</th>
<th>Widowed</th>
<th>Divorced</th>
<th>Separated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>38%</td>
<td>43%</td>
<td>4%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>46%</td>
<td>33%</td>
<td>4%</td>
<td>15%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>31%</td>
<td>45%</td>
<td>4%</td>
<td>18%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>40%</td>
<td>36%</td>
<td>3%</td>
<td>16%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### Section B

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

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Zero</th>
<th>One</th>
<th>Two</th>
<th>Three</th>
<th>Four</th>
<th>Five or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>43%</td>
<td>34%</td>
<td>14%</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>43%</td>
<td>31%</td>
<td>17%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>39%</td>
<td>42%</td>
<td>13%</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>44%</td>
<td>37%</td>
<td>12%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**B13: How many non-working dependent adults (i.e., age 18 or older) were you supporting in January 2020?**

<table>
<thead>
<tr>
<th>Description</th>
<th>Zero (no non-working dependent adults)</th>
<th>One</th>
<th>Two</th>
<th>Three</th>
<th>Four</th>
<th>Five or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>63%</td>
<td>27%</td>
<td>7%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>62%</td>
<td>21%</td>
<td>10%</td>
<td>0%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at their current company for the past three years</td>
<td>67%</td>
<td>20%</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>68%</td>
<td>25%</td>
<td>5%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
B14: How many dependent children (i.e., under age 18) were you supporting in January 2020?

- Experienced upward mobility have been at their current company for the past three years:
  - Zero (no dependent children): 60%
  - One: 20%
  - Two: 13%
  - Three: 5%
  - Four: 1%
  - Five or more: 1%

- Experienced upward mobility have not been at their current company for the past three years:
  - Zero (no dependent children): 60%
  - One: 16%
  - Two: 12%
  - Three: 7%
  - Four: 2%
  - Five or more: 1%

- Have not experienced upward mobility have been at current company for the past three years:
  - Zero (no dependent children): 65%
  - One: 17%
  - Two: 12%
  - Three: 4%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Zero (no dependent children): 66%
  - One: 15%
  - Two: 12%
  - Three: 4%
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?

- Experienced upward mobility have been at their current company for the past three years:
  - Less than $20,000: 12%
  - $20,000 to $29,999: 23%
  - $30,000 to $39,999: 28%
  - $40,000 to $69,999: 24%
  - $70,000 to $99,999: 11%
  - Over $100,000: 3%

- Experienced upward mobility have not been at their current company for the past three years:
  - Less than $20,000: 17%
  - $20,000 to $29,999: 31%
  - $30,000 to $39,999: 24%
  - $40,000 to $69,999: 19%
  - $70,000 to $99,999: 6%
  - Over $100,000: 3%

- Have not experienced upward mobility have been at current company for the past three years:
  - Less than $20,000: 15%
  - $20,000 to $29,999: 23%
  - $30,000 to $39,999: 27%
  - $40,000 to $69,999: 25%
  - $70,000 to $99,999: 8%
  - Over $100,000: 2%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Less than $20,000: 27%
  - $20,000 to $29,999: 31%
  - $30,000 to $39,999: 25%
  - $40,000 to $69,999: 12%
  - $70,000 to $99,999: 5%
  - Over $100,000: 1%
### B12-B15. Respondents in households estimated to be below the 200% poverty level

<table>
<thead>
<tr>
<th>Description</th>
<th>&lt;200% Poverty Household</th>
<th>&gt;200% Poverty Household</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>57%</td>
<td>44%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>64%</td>
<td>36%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>56%</td>
<td>45%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>69%</td>
<td>31%</td>
</tr>
</tbody>
</table>

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 (e.g., 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?

- Administrative and Support and Waste Management Services
- Agriculture, Forestry, Fishing, and Hunting
- Arts, Entertainment, and Recreation
- Construction
- Educational Services
- Finance and Insurance
- Health Care and Social Assistance
- Management of Companies and Enterprises
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Professional, Scientific, and Technical Services
- Public Administration
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade
- Other Services (except Public Administration)

Legend:
- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years

C3: What was your level at your primary company in January 2020?

- **Entry-level**: 58% (Completed), 36% (Not completed)
- **Above entry-level, but not a manager**: 49% (Completed), 46% (Not completed), 7% (Not applicable)
- **Front-line manager (manager, supervisor)**: 28% (Completed), 18% (Not completed), 14% (Not applicable)
- **Middle manager (director, senior manager)**: 7% (Completed), 9% (Not completed), 6% (Not applicable), 2% (Not applicable)
- **Other**: 7% (Completed), 3% (Not completed), 4% (Not applicable), 2% (Not applicable)

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
Section C

C4: How many companies did you work at as a part-time employee in January 2020?

- Experienced upward mobility have been at their current company for the past three years: 92%
- Experienced upward mobility have not been at their current company for the past three years: 87%
- Have not experienced upward mobility have been at current company for the past three years: 89%
- Have not experienced upward mobility have not been at their current company for the past three years: 92%

Note: Only respondents who answered “Full-time employee and part-time employee” or “Part-time employee” in A4 answered this question, excludes freelance/gig work
Section C

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

- **91%** Existed at one company
- **91%** Existed at one company
- **96%** Existed at two companies
- **98%** Existed at two companies

Note: Only respondents who answered “Full-time employee and part-time employee” or “Full-time employee” in A4 answered this question, excludes freelance/gig work
Section C

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?

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>'Yes' (%)</th>
<th>'No' (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>19%</td>
<td>81%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>11%</td>
<td>89%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>86%</td>
</tr>
</tbody>
</table>
C6: How many total hours did you work per week across all of your jobs (including freelance or gig jobs) in January 2020?

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
### C7: Did the primary job you had in January 2020 require you to have a certain credential before you could be hired?

<table>
<thead>
<tr>
<th>Experience</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>31%</td>
<td>69%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>22%</td>
<td>78%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>25%</td>
<td>75%</td>
</tr>
</tbody>
</table>
C9: How many total years had you been working as of January 2020?

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years

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?

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
C11: How long had you been in your primary job as of January 2020?

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
C12: Did you change industries over the past three years before January 2020?

- Experienced upward mobility have been at their current company for the past three years: 55%
- Experienced upward mobility have not been at their current company for the past three years: 45%
- Have not experienced upward mobility have been at current company for the past three years: 48%
- Have not experienced upward mobility have not been at their current company for the past three years: 53%

Note: Only respondents who had changed companies in the last 3 years answered this question, thus the first and third upward mobility groups in this chart did not see this question.
Section C

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

- Accommodation and Food Services: 13%
- Administrative and Support and Waste Management and Remediation Services: 2%
- Agriculture, Forestry, Fishing and Hunting: 2%
- Arts, Entertainment, and Recreation: 2%
- Construction: 6%
- Educational Services: 5%
- Finance and Insurance: 2%
- Health Care and Social Assistance: 11%
- Information: 2%
- Management of Companies and Enterprises: 2%
- Manufacturing: 6%
- Mining, Quarrying, and Oil and Gas Extraction: 1%
- Professional, Scientific, and Technical Services: 6%
- Public Administration: 2%
- Real Estate and Rental and Leasing: 2%
- Retail Trade: 14%
- Transportation and Warehousing: 4%
- Utilities: 3%
- Wholesale Trade: 5%
- Other Services (except Public Administration): 3%

Note: Only respondents who had changed industries in the last 3 years answered this question.
C14: Was your primary company’s headquarters located within the U.S. or outside the U.S. in January 2020?

<table>
<thead>
<tr>
<th>Category</th>
<th>Within the U.S.</th>
<th>Outside the U.S.</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>97%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>95%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>98%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>97%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Section C

C15: Were the majority of your primary company’s workers located within the U.S. or outside the U.S. in January 2020?

- Experienced upward mobility have been at their current company for the past three years: 95%
- Experienced upward mobility have not been at their current company for the past three years: 96%
- Have not experienced upward mobility have been at current company for the past three years: 98%
- Have not experienced upward mobility have not been at their current company for the past three years: 98%

Legend:
- Within the U.S.
- Outside the U.S.
- I don't know

Section C

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

- Experienced upward mobility have been at their current company for the past three years:
  - No, only one location: 42%
  - Yes: 58%

- Experienced upward mobility have not been at their current company for the past three years:
  - No, only one location: 40%
  - Yes: 60%

- Have not experienced upward mobility have been at current company for the past three years:
  - No, only one location: 55%
  - Yes: 45%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - No, only one location: 48%
  - Yes: 53%
Section C

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
- 2 – 9
- 10 – 49
- 50 – 99
- 100 – 499
- 500 – 999
- 1,000 – 9,999
- 10,000 or higher

Note: Only respondents whose primary company has multiple locations answered this question.
C18: Was your primary worksite located in a primarily rural or urban area in January 2020?

- Experienced upward mobility have been at their current company for the past three years:
  - Rural: 25%
  - Urban: 70%
  - I don’t know: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - Rural: 34%
  - Urban: 61%
  - I don’t know: 5%

- Have not experienced upward mobility have been at current company for the past three years:
  - Rural: 33%
  - Urban: 60%
  - I don’t know: 7%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Rural: 25%
  - Urban: 66%
  - I don’t know: 9%
C18new: Did you typically work remotely for your primary company in January 2020?

- Experienced upward mobility have been at their current company for the past three years
  - Yes: 23%
  - No: 77%

- Experienced upward mobility have not been at their current company for the past three years
  - Yes: 26%
  - No: 74%

- Have not experienced upward mobility have been at current company for the past three years
  - Yes: 21%
  - No: 79%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Yes: 30%
  - No: 70%
C19: Did your primary company use a franchise model in January 2020?

- Experienced upward mobility have been at their current company for the past three years:
  - Yes: 24%
  - No: 67%
  - I don’t know: 9%

- Experienced upward mobility have not been at their current company for the past three years:
  - Yes: 35%
  - No: 54%
  - I don’t know: 10%

- Have not experienced upward mobility have been at current company for the past three years:
  - Yes: 12%
  - No: 75%
  - I don’t know: 13%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Yes: 25%
  - No: 58%
  - I don’t know: 18%
C20: Did you work at the parent company or the franchise in January 2020?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Parent company</th>
<th>Franchise</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>44%</td>
<td>48%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>37%</td>
<td>52%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>39%</td>
<td>57%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>24%</td>
<td>68%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Note: Only respondents whose company uses a franchise model answered this question.
C21: How many workers, including yourself, did your manager/supervisor at your primary company supervise in January 2020?

- 0 – 5 workers:
  - Experienced upward mobility: 15%
  - Not experienced upward mobility: 15%

- 6 – 10 workers:
  - Experienced upward mobility: 29%
  - Not experienced upward mobility: 21%

- 11 – 15 workers:
  - Experienced upward mobility: 16%
  - Not experienced upward mobility: 19%

- 16 – 20 workers:
  - Experienced upward mobility: 17%
  - Not experienced upward mobility: 12%

- 21 or more workers:
  - Experienced upward mobility: 26% (26%)
  - Not experienced upward mobility: 28%

- I don't know:
  - 6%
  - 7%
  - 10%

Legend:
- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
Section D

Your experience with company practices
Section D

Pre-employment

D1: Does your primary company:

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)

- Experienced upward mobility have been at their current company for the past three years:
  - Always: 15%
  - Often: 22%
  - Sometimes: 28%
  - Rarely: 15%
  - Never: 14%
  - I don't know: 7%

- Experienced upward mobility have not been at their current company for the past three years:
  - Always: 18%
  - Often: 24%
  - Sometimes: 23%
  - Rarely: 10%
  - Never: 18%
  - I don't know: 7%

- Have not experienced upward mobility have been at current company for the past three years:
  - Always: 13%
  - Often: 17%
  - Sometimes: 23%
  - Rarely: 9%
  - Never: 26%
  - I don’t know: 12%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Always: 13%
  - Often: 15%
  - Sometimes: 25%
  - Rarely: 17%
  - Never: 21%
  - I don’t know: 9%
Section D
Pre-employment

D1: Does your primary company:

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)

- Experienced upward mobility have been at their current company for the past three years: 16% Always, 17% Often, 25% Sometimes, 15% Rarely, 19% Never, 8% I don't know

- Experienced upward mobility have not been at their current company for the past three years: 16% Always, 15% Often, 23% Sometimes, 15% Rarely, 24% Never, 8% I don't know

- Have not experienced upward mobility have been at current company for the past three years: 8% Always, 17% Often, 22% Sometimes, 11% Rarely, 29% Never, 13% I don't know

- Have not experienced upward mobility have not been at their current company for the past three years: 14% Always, 15% Often, 22% Sometimes, 17% Rarely, 25% Never, 6% I don't know
### 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

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>35%</th>
<th>24%</th>
<th>23%</th>
<th>7%</th>
<th>6%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>42%</td>
<td>21%</td>
<td>19%</td>
<td>8%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>29%</td>
<td>26%</td>
<td>19%</td>
<td>9%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>33%</td>
<td>22%</td>
<td>22%</td>
<td>9%</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**
## Section D

### Pre-employment

### D1: Does your primary company:

Describe career pathways on the company website

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>18%</td>
<td>18%</td>
<td>23%</td>
<td>13%</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>19%</td>
<td>23%</td>
<td>13%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>12%</td>
<td>16%</td>
<td>15%</td>
<td>12%</td>
<td>30%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>14%</td>
<td>22%</td>
<td>10%</td>
<td>24%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Section D

Pre-employment

D1: Does your primary company:
Describe career pathways in job postings for workers at my pay level

<table>
<thead>
<tr>
<th>Experience and Duration</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>21%</td>
<td>27%</td>
<td>13%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>17%</td>
<td>24%</td>
<td>16%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>11%</td>
<td>20%</td>
<td>17%</td>
<td>11%</td>
<td>30%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>14%</td>
<td>27%</td>
<td>13%</td>
<td>25%</td>
<td>7%</td>
</tr>
</tbody>
</table>
### Section D

#### Pre-employment

<table>
<thead>
<tr>
<th>D1: Does your primary company:</th>
<th>Describe career pathways in job interviews for workers at my pay level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>18%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>13%</td>
</tr>
</tbody>
</table>

- Always
- Often
- Sometimes
- Rarely
- Never
- I don’t know

### D1: Does your primary company:

Describe total compensation for different roles on the career pathways on the company website

<table>
<thead>
<tr>
<th>Group</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>23%</td>
<td>25%</td>
<td>11%</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>14%</td>
<td>22%</td>
<td>12%</td>
<td>23%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>9%</td>
<td>19%</td>
<td>15%</td>
<td>14%</td>
<td>27%</td>
<td>16%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>14%</td>
<td>23%</td>
<td>12%</td>
<td>23%</td>
<td>11%</td>
</tr>
</tbody>
</table>
Section D
Pre-employment

D1: Does your primary company:
Describe total compensation for different roles on the career pathways in job postings for workers at my pay level

- Experienced upward mobility have been at their current company for the past three years:
  - Always: 21%
  - Often: 22%
  - Sometimes: 25%
  - Rarely: 11%
  - Never: 13%
  - I don’t know: 8%

- Experienced upward mobility have not been at their current company for the past three years:
  - Always: 18%
  - Often: 16%
  - Sometimes: 25%
  - Rarely: 12%
  - Never: 19%
  - I don’t know: 9%

- Have not experienced upward mobility have been at current company for the past three years:
  - Always: 17%
  - Often: 14%
  - Sometimes: 21%
  - Rarely: 10%
  - Never: 28%
  - I don’t know: 11%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Always: 14%
  - Often: 17%
  - Sometimes: 24%
  - Rarely: 17%
  - Never: 21%
  - I don’t know: 7%
### D1: Does your primary company:

Describe total compensation for different roles on the career pathways in job interviews for workers at my pay level

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>22%</td>
<td>21%</td>
<td>25%</td>
<td>12%</td>
<td>13%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>21%</td>
<td>20%</td>
<td>23%</td>
<td>11%</td>
<td>16%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>16%</td>
<td>21%</td>
<td>17%</td>
<td>11%</td>
<td>25%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>16%</td>
<td>27%</td>
<td>12%</td>
<td>20%</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>
### Section D: Pre-employment

**D2: Which of the below company practices would be helpful:**

<table>
<thead>
<tr>
<th>Practice</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internally communicating success stories of worker at my company who start at my pay level and then go on to achieve career progression within the company</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>Externally communicating success stories of worker at my company who start at my pay level and then go on to achieve career progression within the company</td>
<td>27%</td>
<td>25%</td>
</tr>
<tr>
<td>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</td>
<td>16%</td>
<td>28%</td>
</tr>
<tr>
<td>Describing career pathways on the company website</td>
<td>36%</td>
<td>41%</td>
</tr>
<tr>
<td>Describing career pathways in job postings for workers at my pay level</td>
<td>25%</td>
<td>33%</td>
</tr>
<tr>
<td>Describing career pathways in job interviews for workers at my pay level</td>
<td>37%</td>
<td>40%</td>
</tr>
<tr>
<td>Describing total compensation for different roles on the career pathways on the company website</td>
<td>36%</td>
<td>37%</td>
</tr>
<tr>
<td>Describing total compensation for different roles on the career pathways in job postings for workers at my pay level</td>
<td>35%</td>
<td>39%</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>29%</td>
<td>41%</td>
</tr>
</tbody>
</table>

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
D3: 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?

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes (67%)</th>
<th>No (27%)</th>
<th>Other (9%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td></td>
<td>27%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>78%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>60%</td>
<td>37%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>68%</td>
<td>32%</td>
<td>2%</td>
</tr>
</tbody>
</table>

- They would not help enough to make a difference in my upward mobility
- I am not interested in moving up
- Other
### D4: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

<table>
<thead>
<tr>
<th>Category</th>
<th>Consistently</th>
<th>Sometimes</th>
<th>Never</th>
<th>I don’t know</th>
<th>Does not apply, my company has not designed any programs like those listed above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>21%</td>
<td>43%</td>
<td>20%</td>
<td>5%</td>
<td>11%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>23%</td>
<td>44%</td>
<td>17%</td>
<td>4%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>10%</td>
<td>39%</td>
<td>25%</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>35%</td>
<td>32%</td>
<td>10%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Section D

Hiring

D5: Does your primary company:
Relax degree requirements for jobs like mine

- Experienced upward mobility have been at their current company for the past three years:
  - Always: 27%
  - Often: 22%
  - Sometimes: 20%
  - Rarely: 10%
  - Never: 9%
  - I don’t know: 13%

- Experienced upward mobility have not been at their current company for the past three years:
  - Always: 21%
  - Often: 21%
  - Sometimes: 28%
  - Rarely: 10%
  - Never: 9%
  - I don’t know: 12%

- Have not experienced upward mobility have been at current company for the past three years:
  - Always: 23%
  - Often: 14%
  - Sometimes: 22%
  - Rarely: 7%
  - Never: 17%
  - I don’t know: 17%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Always: 24%
  - Often: 17%
  - Sometimes: 16%
  - Rarely: 12%
  - Never: 16%
  - I don’t know: 16%
## Section D

### Hiring

#### D5: Does your primary company:

* Relax criminal background checks for jobs like mine*

<table>
<thead>
<tr>
<th>Experience with Upward Mobility</th>
<th>Percentage Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>15% Always</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>11% Always</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8% Always</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>16% Always</td>
</tr>
</tbody>
</table>
### D5: Does your primary company: 
Relax English language fluency requirements for jobs like mine

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>16%</td>
<td>24%</td>
<td>14%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>13%</td>
<td>18%</td>
<td>24%</td>
<td>12%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>12%</td>
<td>15%</td>
<td>19%</td>
<td>11%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>17%</td>
<td>17%</td>
<td>20%</td>
<td>15%</td>
<td>18%</td>
</tr>
</tbody>
</table>
### Section D

**Hiring**

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Practice Skills-Based Job Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>24%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
</tr>
</tbody>
</table>

### D5: Does your primary company:
Practice name-blind resume review for jobs like mine

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>9%</th>
<th>14%</th>
<th>19%</th>
<th>10%</th>
<th>20%</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>8%</td>
<td>18%</td>
<td>12%</td>
<td>19%</td>
<td>31%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6%</td>
<td>8%</td>
<td>17%</td>
<td>9%</td>
<td>26%</td>
<td>34%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>9%</td>
<td>18%</td>
<td>11%</td>
<td>19%</td>
<td>36%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**

Section D

Hiring

D5: Does your primary company:
Work with trusted community organizations to recruit candidates for jobs like mine

- Experienced upward mobility have been at their current company for the past three years
  - Always: 13%
  - Often: 16%
  - Sometimes: 26%
  - Rarely: 12%
  - Never: 14%
  - I don’t know: 19%

- Experienced upward mobility have not been at their current company for the past three years
  - Always: 16%
  - Often: 16%
  - Sometimes: 26%
  - Rarely: 8%
  - Never: 15%
  - I don’t know: 19%

- Have not experienced upward mobility have been at current company for the past three years
  - Always: 11%
  - Often: 15%
  - Sometimes: 21%
  - Rarely: 9%
  - Never: 23%
  - I don’t know: 22%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Always: 8%
  - Often: 14%
  - Sometimes: 25%
  - Rarely: 12%
  - Never: 17%
  - I don’t know: 25%
D6: Which of the below company practices would be helpful to your upward mobility:

- Relaxing the requirement for specific degrees for jobs like mine: 46% (experienced upward mobility), 34% (have not experienced upward mobility)
- Relaxing criminal background checks for jobs like mine: 19% (experienced upward mobility), 17% (have not experienced upward mobility)
- Relaxing English language fluency requirements for jobs like mine: 21% (experienced upward mobility), 20% (have not experienced upward mobility)
- Practicing skills-based job descriptions: 57% (experienced upward mobility), 59% (have not experienced upward mobility)
- Practicing name-blind resume review for jobs like mine: 21% (experienced upward mobility), 22% (have not experienced upward mobility)
- Working with trusted community organizations to recruit candidates for jobs like mine: 30% (experienced upward mobility), 28% (have not experienced upward mobility)

Colors:  
- Experienced upward mobility have been at their current company for the past three years.
- Experienced upward mobility have not been at their current company for the past three years.
- Have not experienced upward mobility have been at current company for the past three years.
- Have not experienced upward mobility have not been at their current company for the past three years.
D7: 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?

- Experienced upward mobility have been at their current company for the past three years:
  - They would not help enough to make a difference in my upward mobility: 68%
  - I am not interested in moving up: 26%
  - Other: 7%

- Experienced upward mobility have not been at their current company for the past three years:
  - They would not help enough to make a difference in my upward mobility: 72%
  - I am not interested in moving up: 21%
  - Other: 8%

- Have not experienced upward mobility have been at current company for the past three years:
  - They would not help enough to make a difference in my upward mobility: 61%
  - I am not interested in moving up: 37%
  - Other: 5%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - They would not help enough to make a difference in my upward mobility: 60%
  - I am not interested in moving up: 40%
  - Other: 4%
## D8: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

<table>
<thead>
<tr>
<th>Status</th>
<th>Consistently</th>
<th>Sometimes</th>
<th>Never</th>
<th>I don’t know</th>
<th>Does not apply, my company has not designed any programs like those listed above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>18%</td>
<td>42%</td>
<td>24%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>42%</td>
<td>20%</td>
<td>7%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>9%</td>
<td>36%</td>
<td>28%</td>
<td>9%</td>
<td>18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>32%</td>
<td>33%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>
### Section D

**Onboarding**

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>19%</td>
<td>20%</td>
<td>28%</td>
<td>13%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>21%</td>
<td>16%</td>
<td>28%</td>
<td>13%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>10%</td>
<td>17%</td>
<td>23%</td>
<td>11%</td>
<td>26%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>17%</td>
<td>20%</td>
<td>19%</td>
<td>18%</td>
<td>15%</td>
</tr>
</tbody>
</table>

**D9: During the onboarding process, does your primary company:** Communicate upward mobility opportunities and pathways for workers at my pay level.
<table>
<thead>
<tr>
<th>Experience</th>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>21%</td>
<td>26%</td>
<td>13%</td>
<td>17%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>15%</td>
<td>21%</td>
<td>14%</td>
<td>22%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>12%</td>
<td>17%</td>
<td>18%</td>
<td>11%</td>
<td>29%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>17%</td>
<td>23%</td>
<td>13%</td>
<td>25%</td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>
Section D
Onboarding

D9: During the onboarding process, does your primary company: Communicate expectations for soft skills required to move up for workers at my pay level

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>20%</td>
<td>25%</td>
<td>27%</td>
<td>9%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>23%</td>
<td>27%</td>
<td>11%</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
<td>22%</td>
<td>17%</td>
<td>11%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>19%</td>
<td>21%</td>
<td>11%</td>
<td>22%</td>
<td>13%</td>
</tr>
</tbody>
</table>

D9: During the onboarding process, does your primary company:
Communicate expectations for technical skills required to move up for workers at my pay level

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>10%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>21%</td>
<td>28%</td>
<td>23%</td>
<td>10%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>15%</td>
<td>22%</td>
<td>22%</td>
<td>12%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>19%</td>
<td>24%</td>
<td>12%</td>
<td>14%</td>
<td>13%</td>
</tr>
</tbody>
</table>
### Section D

**Onboarding**

**D9: During the onboarding process, does your primary company:**

<table>
<thead>
<tr>
<th>Communicate expectations for qualifications or credentials required to move up for workers at my pay level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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</thead>
<tbody>
<tr>
<td>21%</td>
<td>23%</td>
<td>27%</td>
<td>12%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>20%</td>
<td>22%</td>
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<td>8%</td>
</tr>
<tr>
<td>14%</td>
<td>20%</td>
<td>21%</td>
<td>10%</td>
<td>22%</td>
<td>13%</td>
</tr>
<tr>
<td>17%</td>
<td>12%</td>
<td>27%</td>
<td>13%</td>
<td>22%</td>
<td>11%</td>
</tr>
</tbody>
</table>

### D9: During the onboarding process, does your primary company:
Communicate how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
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<td>21%</td>
<td>29%</td>
<td>11%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>21%</td>
<td>20%</td>
<td>23%</td>
<td>15%</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>12%</td>
<td>20%</td>
<td>23%</td>
<td>11%</td>
<td>22%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>14%</td>
<td>23%</td>
<td>11%</td>
<td>25%</td>
<td>11%</td>
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</tbody>
</table>
## Section D

### Onboarding

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>24%</td>
<td>27%</td>
<td>26%</td>
<td>9%</td>
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<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
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<td>8%</td>
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<td>21%</td>
<td>23%</td>
<td>8%</td>
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<td>10%</td>
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<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
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<td>17%</td>
<td>24%</td>
<td>14%</td>
<td>14%</td>
<td>10%</td>
</tr>
</tbody>
</table>

D9: During the onboarding process, does your primary company: Communicate how workers can request help when needed for workers at my pay level

### Section D

### Onboarding

**D9: During the onboarding process, does your primary company:**
Pair new workers at my pay level with a buddy or mentor in the initial phase of employment

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
</tr>
<tr>
<td>25%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
</tr>
<tr>
<td>24%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have been at current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
</tr>
<tr>
<td>14%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
</tr>
<tr>
<td>14%</td>
</tr>
</tbody>
</table>
### Section D

**Onboarding**

**D9: During the onboarding process, does your primary company:**

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)

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>21%</th>
<th>24%</th>
<th>27%</th>
<th>9%</th>
<th>10%</th>
<th>9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>20%</td>
<td>26%</td>
<td>10%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
<td>23%</td>
<td>19%</td>
<td>11%</td>
<td>19%</td>
<td>16%</td>
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<tr>
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<td>17%</td>
<td>25%</td>
<td>13%</td>
<td>23%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**
### D9: During the onboarding process, does your primary company:
Discuss challenges that workers at my pay level may have in moving up

<table>
<thead>
<tr>
<th>Condition</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>Experienced upward mobility have been at their current company for the past three years</td>
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<td>20%</td>
<td>24%</td>
<td>15%</td>
<td>15%</td>
<td>9%</td>
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<td>Experienced upward mobility have not been at their current company for the past three years</td>
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<td>24%</td>
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<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>11%</td>
<td>17%</td>
<td>21%</td>
<td>9%</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>13%</td>
<td>27%</td>
<td>17%</td>
<td>20%</td>
<td>12%</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>Helpful among experienced mobility</th>
<th>Helpful among non-experienced mobility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating upward mobility opportunities and pathways for workers at my pay level</td>
<td>38%</td>
<td>37%</td>
</tr>
<tr>
<td>Communicating the pay ranges at different levels of progression for workers at my pay level</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>Communicating expectations for soft skills required to move up for workers at my pay level</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Communicating expectations for technical skills required to move up for workers at my pay level</td>
<td>34%</td>
<td>35%</td>
</tr>
<tr>
<td>Communicating expectations for qualifications or credentials required to move up for workers at my pay level</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Communicating how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Communicating how workers can request help when needed for workers at my pay level</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>Pairing new workers at my pay level with a buddy or mentor in the initial phase of employment</td>
<td>39%</td>
<td>37%</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</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>Discussing challenges that workers at my pay level may have in moving up</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
D11: For the programs and policies in this section that you do not think would be helpful to your upward mobility, why do you not think these programs would be helpful? Please select all that apply.

- They would not work with my life needs outside of work
  - Experienced upward mobility have been at their current company for the past three years
  - Experienced upward mobility have not been at their current company for the past three years

- They would not work with my job schedule
  - Have not experienced upward mobility have been at current company for the past three years
  - Have not experienced upward mobility have not been at their current company for the past three years

- They would not help enough to make a difference in my upward mobility
  - Experienced upward mobility have been at their current company for the past three years

- They don’t seem like they would be worth the time to participate in them
  - Have not experienced upward mobility have been at current company for the past three years

- I cannot afford the cost of participating in them
  - Have not experienced upward mobility have not been at their current company for the past three years

- I am not interested in moving up
D12: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

- Experienced upward mobility have been at their current company for the past three years:
  - Consistently: 10%
  - Sometimes: 36%
  - Never: 29%
  - I don’t know: 9%
  - Does not apply, my company has not designed any programs like those listed above: 17%

- Experienced upward mobility have not been at their current company for the past three years:
  - Consistently: 10%
  - Sometimes: 35%
  - Never: 32%
  - I don’t know: 11%
  - Does not apply, my company has not designed any programs like those listed above: 13%

<table>
<thead>
<tr>
<th>Scenario</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>32%</td>
<td>25%</td>
<td>22%</td>
<td>10%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>34%</td>
<td>26%</td>
<td>19%</td>
<td>7%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>23%</td>
<td>22%</td>
<td>23%</td>
<td>9%</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
<td>19%</td>
<td>22%</td>
<td>12%</td>
<td>14%</td>
<td>7%</td>
</tr>
</tbody>
</table>
D13: Does your primary company:
Provide stability in scheduling for workers at my pay level

- Experienced upward mobility have been at their current company for the past three years:
  - Always: 36%
  - Often: 27%
  - Sometimes: 19%
  - Rarely: 8%
  - Never: 7%
  - I don’t know: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - Always: 30%
  - Often: 30%
  - Sometimes: 20%
  - Rarely: 6%
  - Never: 9%
  - I don’t know: 5%

- Have not experienced upward mobility have been at current company for the past three years:
  - Always: 25%
  - Often: 23%
  - Sometimes: 21%
  - Rarely: 6%
  - Never: 17%
  - I don’t know: 6%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Always: 30%
  - Often: 19%
  - Sometimes: 22%
  - Rarely: 12%
  - Never: 12%
  - I don’t know: 7%
### D13: Does your primary company:
Provide caregiving assistance for workers at my pay level to look after family

<table>
<thead>
<tr>
<th>Status</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>Experienced upward mobility have been at their current company</td>
<td>16%</td>
<td>16%</td>
<td>18%</td>
<td>10%</td>
<td>28%</td>
<td>11%</td>
</tr>
<tr>
<td>for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company</td>
<td>17%</td>
<td>20%</td>
<td>18%</td>
<td>8%</td>
<td>27%</td>
<td>11%</td>
</tr>
<tr>
<td>for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company</td>
<td>10%</td>
<td>13%</td>
<td>17%</td>
<td>11%</td>
<td>34%</td>
<td>15%</td>
</tr>
<tr>
<td>for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their</td>
<td>14%</td>
<td>11%</td>
<td>19%</td>
<td>8%</td>
<td>34%</td>
<td>14%</td>
</tr>
<tr>
<td>current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section D
Benefits

D13: Does your primary company:
Provide a flexible sick time policy for personal sick time for workers at my pay level

- Experienced upward mobility have been at their current company for the past three years
  - Always: 27%
  - Often: 20%
  - Sometimes: 19%
  - Rarely: 9%
  - Never: 18%
  - I don't know: 7%

- Experienced upward mobility have not been at their current company for the past three years
  - Always: 20%
  - Often: 20%
  - Sometimes: 21%
  - Rarely: 10%
  - Never: 23%
  - I don't know: 6%

- Have not experienced upward mobility have been at current company for the past three years
  - Always: 17%
  - Often: 15%
  - Sometimes: 19%
  - Rarely: 8%
  - Never: 30%
  - I don't know: 11%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Always: 19%
  - Often: 12%
  - Sometimes: 22%
  - Rarely: 12%
  - Never: 28%
  - I don't know: 7%
D13: Does your primary company:
Provide a flexible sick time policy for caring for a sick family member for workers at my pay level

| Experienced upward mobility have been at their current company for the past three years | 25% | 21% | 23% | 9% | 13% | 9% |
| Experienced upward mobility have not been at their current company for the past three years | 19% | 21% | 22% | 15% | 17% | 7% |
| Have not experienced upward mobility have been at current company for the past three years | 18% | 17% | 17% | 11% | 24% | 14% |
| Have not experienced upward mobility have not been at their current company for the past three years | 18% | 15% | 24% | 10% | 22% | 11% |

- Always
- Often
- Sometimes
- Rarely
- Never
- I don't know
## Section D

### Benefits

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>10%</td>
<td>11%</td>
<td>15%</td>
<td>10%</td>
<td>46%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>6%</td>
<td>10%</td>
<td>17%</td>
<td>9%</td>
<td>44%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8%</td>
<td>10%</td>
<td>12%</td>
<td>8%</td>
<td>51%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>9%</td>
<td>11%</td>
<td>8%</td>
<td>55%</td>
<td>11%</td>
</tr>
</tbody>
</table>
### D13: Does your primary company:
Provide tuition benefits for workers at my pay level

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>18%</th>
<th>13%</th>
<th>16%</th>
<th>8%</th>
<th>33%</th>
<th>12%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>10%</td>
<td>17%</td>
<td>12%</td>
<td>29%</td>
<td>17%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8%</td>
<td>9%</td>
<td>13%</td>
<td>9%</td>
<td>48%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>9%</td>
<td>11%</td>
<td>10%</td>
<td>48%</td>
<td>13%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**
## Benefits

### D13: Does your primary company:

Provide worker stock options program or other worker ownership structure for workers at my pay level

| Experienced upward mobility have been at their current company for the past three years | 19% | 14% | 14% | 8% | 34% | 11% |
| Experienced upward mobility have not been at their current company for the past three years | 14% | 12% | 18% | 6% | 34% | 16% |
| Have not experienced upward mobility have been at current company for the past three years | 14% | 12% | 15% | 6% | 42% | 12% |
| Have not experienced upward mobility have not been at their current company for the past three years | 11% | 9% | 9% | 5% | 48% | 18% |

Legend:
- Always
- Often
- Sometimes
- Rarely
- Never
- I don't know
D14: Which of the below company practices would be helpful to your upward mobility?

- Provide adequate notice of upcoming shifts for workers at my pay level
- Provide stability in scheduling for workers at my pay level
- Provide caregiving assistance for workers at my pay level to look after family
- Provide a flexible sick time policy for personal sick time for workers at my pay level
- Provide a flexible sick time policy for caring for a sick family member for workers at my pay level
- Provide transportation assistance for workers at my pay level
- Provide tuition benefits for workers at my pay level
- Provide worker stock options program or other worker ownership structure for workers at my pay level

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
### Section D

**Mentor and supervisor support**

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>D15: Does your primary company: Provide a mentorship program for workers at my pay level?</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>14% 15% 17% 11% 32% 11%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>14% 14% 20% 11% 30% 13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13% 11% 12% 11% 39% 14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>4% 11% 14% 14% 38% 18%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don't know**

## Section D

### Mentor and supervisor support

**D15: Does your primary company:**

Hold my supervisor and/or mentor accountable for my upward mobility

| Experiencing upward mobility have been at their current company for the past three years | 19% | 17% | 19% | 12% | 20% | 14% |
| Experiencing upward mobility have not been at their current company for the past three years | 14% | 19% | 20% | 13% | 22% | 12% |
| Have not experienced upward mobility have been at current company for the past three years | 11% | 14% | 17% | 10% | 32% | 15% |
| Have not experienced upward mobility have not been at their current company for the past three years | 11% | 11% | 19% | 13% | 27% | 20% |

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don't know**
## Section D

**Mentor and supervisor support**

<table>
<thead>
<tr>
<th>D15: Does your primary company:</th>
</tr>
</thead>
<tbody>
<tr>
<td>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)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have been at current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
</tr>
</tbody>
</table>

- Always
- Often
- Sometimes
- Rarely
- Never
- I don't know

## Mentor and supervisor support

**D16NEWV2: Do you have a supervisor or mentor who:**

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>25%</td>
<td>27%</td>
<td>12%</td>
<td>16%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
<td>23%</td>
<td>21%</td>
<td>14%</td>
<td>19%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>14%</td>
<td>22%</td>
<td>22%</td>
<td>12%</td>
<td>26%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>15%</td>
<td>25%</td>
<td>14%</td>
<td>25%</td>
<td>5%</td>
</tr>
</tbody>
</table>

## Section D

### Mentor and supervisor support

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Communicates benefits and how I can access them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td><img src="chart1.png" alt="Bar Chart" /></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td><img src="chart2.png" alt="Bar Chart" /></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td><img src="chart3.png" alt="Bar Chart" /></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td><img src="chart4.png" alt="Bar Chart" /></td>
</tr>
</tbody>
</table>

## Mentor and supervisor support

**D16NEWV2: Do you have a supervisor or mentor who:**

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>17%</td>
<td>22%</td>
<td>16%</td>
<td>25%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>18%</td>
<td>23%</td>
<td>11%</td>
<td>26%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>11%</td>
<td>16%</td>
<td>20%</td>
<td>12%</td>
<td>39%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>15%</td>
<td>17%</td>
<td>15%</td>
<td>39%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### Section D

**Mentor and supervisor support**

<table>
<thead>
<tr>
<th>D16NEWV2: Do you have a supervisor or mentor who:</th>
<th>Holds performance review conversations with me at regular intervals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>27%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>24%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>19%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>11%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don't know**

Section D
Mentor and supervisor support

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

- Providing a mentorship program for workers at my pay level
  - Experienced upward mobility have been at their current company for the past three years: 31%
  - Experienced upward mobility have not been at their current company for the past three years: 25%
  - Have not experienced upward mobility have been at current company for the past three years: 30%
  - Have not experienced upward mobility have not been at their current company for the past three years: 32%

- Holding my supervisor and/or mentor accountable for my upward mobility
  - Experienced upward mobility have been at their current company for the past three years: 31%
  - Experienced upward mobility have not been at their current company for the past three years: 31%
  - Have not experienced upward mobility have been at current company for the past three years: 38%
  - Have not experienced upward mobility have not been at their current company for the past three years: 31%

- Empowering supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work
  - Experienced upward mobility have been at their current company for the past three years: 32%
  - Experienced upward mobility have not been at their current company for the past three years: 30%
  - Have not experienced upward mobility have been at current company for the past three years: 29%
  - Have not experienced upward mobility have not been at their current company for the past three years: 27%

- Having a supervisor who communicates the impact of the work of workers at my pay level on the company’s success
  - Experienced upward mobility have been at their current company for the past three years: 39%
  - Experienced upward mobility have not been at their current company for the past three years: 30%
  - Have not experienced upward mobility have been at current company for the past three years: 27%
  - Have not experienced upward mobility have not been at their current company for the past three years: 37%

- Having a supervisor and/or mentor who communicates benefits and how I can access them
  - Experienced upward mobility have been at their current company for the past three years: 43%
  - Experienced upward mobility have not been at their current company for the past three years: 33%
  - Have not experienced upward mobility have been at current company for the past three years: 38%
  - Have not experienced upward mobility have not been at their current company for the past three years: 42%

- Having a supervisor and/or mentor who coaches me on how to move up
  - Experienced upward mobility have been at their current company for the past three years: 46%
  - Experienced upward mobility have not been at their current company for the past three years: 34%
  - Have not experienced upward mobility have been at current company for the past three years: 42%
  - Have not experienced upward mobility have not been at their current company for the past three years: 43%

- Having a supervisor and/or mentor who holds performance review conversations with me at regular intervals
  - Experienced upward mobility have been at their current company for the past three years: 42%
  - Experienced upward mobility have not been at their current company for the past three years: 33%
  - Have not experienced upward mobility have been at current company for the past three years: 37%
  - Have not experienced upward mobility have not been at their current company for the past three years: 42%
Section D
Learning and development

D17: Does your primary company:
Offer training programs that teach English language skills for workers at my pay level

<table>
<thead>
<tr>
<th>Experience of upward mobility</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>12%</td>
<td>12%</td>
<td>11%</td>
<td>10%</td>
<td>44%</td>
<td>12%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>9%</td>
<td>15%</td>
<td>6%</td>
<td>44%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>7%</td>
<td>9%</td>
<td>11%</td>
<td>9%</td>
<td>50%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>3%</td>
<td>9%</td>
<td>9%</td>
<td>50%</td>
<td>18%</td>
</tr>
</tbody>
</table>
### Section D

**Learning and development**

**D17: Does your primary company:**

Offer training programs that teach basic adult education or GED for workers at my pay level

<table>
<thead>
<tr>
<th>Experience with upward mobility</th>
<th>Percentage Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>11% Often, 11% Sometimes, 14% Rarely, 7% Never, 45% Always, 12%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>11% Often, 11% Sometimes, 11% Rarely, 9% Never, 44% Always, 14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6% Often, 8% Sometimes, 13% Rarely, 8% Never, 50% Always, 16%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>8% Often, 7% Sometimes, 7% Rarely, 11% Never, 53% Always, 15%</td>
</tr>
</tbody>
</table>

Legend:
- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don't know**
### D17: Does your primary company:

Offer training programs that teach soft skills required to move up for workers at my pay level

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>16%</td>
<td>23%</td>
<td>13%</td>
<td>25%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>13%</td>
<td>25%</td>
<td>11%</td>
<td>28%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8%</td>
<td>11%</td>
<td>25%</td>
<td>8%</td>
<td>37%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>9%</td>
<td>11%</td>
<td>14%</td>
<td>46%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Section D
Learning and development

D17: Does your primary company:
Offer training programs that teach technical skills required to move up for workers at my pay level

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>16%</td>
<td>25%</td>
<td>14%</td>
<td>21%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>20%</td>
<td>23%</td>
<td>11%</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
<td>11%</td>
<td>21%</td>
<td>9%</td>
<td>35%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>10%</td>
<td>20%</td>
<td>10%</td>
<td>37%</td>
<td>14%</td>
</tr>
</tbody>
</table>
### Section D
**Learning and development**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D17: Does your primary company:</strong></td>
<td></td>
</tr>
<tr>
<td>Offer training programs that teach digital literacy for workers at my pay level</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>14% 15% 19% 11% 33% 8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>11% 12% 21% 9% 33% 12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8% 11% 18% 9% 42% 14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7% 5% 17% 16% 41% 14%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**

### D17: Does your primary company:

Offer training programs for qualifications or credentials required to move up for workers at my pay level

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>Always: 15%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>Always: 17%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>Always: 9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>Always: 9%</td>
</tr>
</tbody>
</table>
### Section D

**Learning and development**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>12%</th>
<th>13%</th>
<th>16%</th>
<th>9%</th>
<th>42%</th>
<th>9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

D17: Does your primary company: Offer training programs that teach financial literacy for workers at my pay level

- Always
- Often
- Sometimes
- Rarely
- Never
- I don't know

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

- Offering training programs that teach English language skills for workers at my pay level
- Offering training programs that teach basic adult education or GED for workers at my pay level
- Offering training programs that teach soft skills required to move up for workers at my pay level
- Offering training programs that teach technical skills required to move up for workers at my pay level
- Offering training programs that teach digital literacy for workers at my pay level
- Offering training programs for qualifications or credentials required to move up for workers at my pay level
- Offering training programs that teach financial literacy

Experienced upward mobility have been at their current company for the past three years
Experienced upward mobility have not been at their current company for the past three years
Have not experienced upward mobility have been at current company for the past three years
Have not experienced upward mobility have not been at their current company for the past three years
D19: For the programs and policies in this section that you do not think would be helpful to your upward mobility, why do you not think these programs would be helpful? Please select all that apply.

- They would not work with my life needs outside of work (23%)
- They would not work with my job schedule (23%)
- They would not help enough to make a difference in my upward mobility (39%)
- They don’t seem like they would be worth the time to participate in them (20%)
- I cannot afford the cost of participating in them (17%)
- I am not interested in moving up (33%)

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
### Section D

**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:

<table>
<thead>
<tr>
<th>Experience with Upward Mobility</th>
<th>Consistently</th>
<th>Sometimes</th>
<th>Never</th>
<th>I don’t know</th>
<th>Does not apply, my company has not designed any programs like those listed above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>18%</td>
<td>40%</td>
<td>25%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
<td>33%</td>
<td>24%</td>
<td>8%</td>
<td>15%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>7%</td>
<td>38%</td>
<td>27%</td>
<td>9%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>11%</td>
<td>29%</td>
<td>33%</td>
<td>9%</td>
<td>18%</td>
</tr>
</tbody>
</table>

### Section D

**Pathways for advancement**

| D21: Does your primary company:  
Create career pathways for workers at my pay level |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></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>Experienced upward mobility have been at their current company for the past three years</td>
<td>14%</td>
<td>20%</td>
<td>23%</td>
<td>16%</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>12%</td>
<td>25%</td>
<td>16%</td>
<td>24%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>9%</td>
<td>12%</td>
<td>20%</td>
<td>12%</td>
<td>35%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>8%</td>
<td>22%</td>
<td>16%</td>
<td>33%</td>
<td>12%</td>
</tr>
</tbody>
</table>
## Section D
### Pathways for advancement

<table>
<thead>
<tr>
<th>D21: Does your primary company:</th>
<th>Describe career pathways and skills progression on an ongoing basis in company communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>12% 18% 27% 17% 21% 6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>14% 9% 29% 15% 25% 9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>10% 10% 20% 16% 33% 12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7% 12% 17% 14% 37% 13%</td>
</tr>
</tbody>
</table>

- **Always**
- **Often**
- **Sometimes**
- **Rarely**
- **Never**
- **I don’t know**

### D21: Does your primary company:
Describe how total compensation will change for the next role level in performance reviews for workers at my pay level

<table>
<thead>
<tr>
<th>Pathway</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>16%</td>
<td>28%</td>
<td>13%</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>16%</td>
<td>23%</td>
<td>15%</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>9%</td>
<td>11%</td>
<td>18%</td>
<td>14%</td>
<td>35%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>11%</td>
<td>19%</td>
<td>17%</td>
<td>32%</td>
<td>12%</td>
</tr>
</tbody>
</table>
Section D
Pathways for advancement

D21: Does your primary company:
Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level

<table>
<thead>
<tr>
<th>Pathway Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>18%</td>
<td>19%</td>
<td>24%</td>
<td>15%</td>
<td>17%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>18%</td>
<td>25%</td>
<td>14%</td>
<td>20%</td>
<td>7%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>9%</td>
<td>16%</td>
<td>22%</td>
<td>13%</td>
<td>30%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>12%</td>
<td>16%</td>
<td>19%</td>
<td>31%</td>
<td>12%</td>
</tr>
</tbody>
</table>

### D21: Does your primary company:
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

<table>
<thead>
<tr>
<th>Pathway Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>18%</td>
<td>27%</td>
<td>14%</td>
<td>18%</td>
<td>6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>17%</td>
<td>25%</td>
<td>15%</td>
<td>22%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>8%</td>
<td>14%</td>
<td>22%</td>
<td>12%</td>
<td>31%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>16%</td>
<td>19%</td>
<td>16%</td>
<td>32%</td>
<td>11%</td>
</tr>
</tbody>
</table>

### D21: Does your primary company:

**Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience**

<table>
<thead>
<tr>
<th>Pathway Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>20%</td>
<td>17%</td>
<td>30%</td>
<td>13%</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>18%</td>
<td>29%</td>
<td>13%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>10%</td>
<td>13%</td>
<td>20%</td>
<td>13%</td>
<td>34%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>11%</td>
<td>19%</td>
<td>19%</td>
<td>30%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Section D
Pathways for advancement

D21: Does your primary company:
Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience

- Experienced upward mobility have been at their current company for the past three years: 18% Always, 15% Often, 25% Sometimes, 16% Rarely, 20% Never, 5% I don’t know

- Experienced upward mobility have not been at their current company for the past three years: 16% Always, 22% Often, 21% Sometimes, 11% Rarely, 24% Never, 6% I don’t know

- Have not experienced upward mobility have been at current company for the past three years: 9% Always, 16% Often, 20% Sometimes, 14% Rarely, 32% Never, 11% I don’t know

- Have not experienced upward mobility have not been at their current company for the past three years: 10% Always, 9% Often, 22% Sometimes, 14% Rarely, 34% Never, 10% I don’t know

## D21: Does your primary company:
Communicate examples of success stories of workers at my pay level to current workers at my pay level

<table>
<thead>
<tr>
<th>Pathway Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>17%</td>
<td>15%</td>
<td>27%</td>
<td>13%</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>13%</td>
<td>29%</td>
<td>14%</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>7%</td>
<td>14%</td>
<td>18%</td>
<td>17%</td>
<td>35%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>7%</td>
<td>13%</td>
<td>20%</td>
<td>16%</td>
<td>33%</td>
<td>11%</td>
</tr>
</tbody>
</table>
### Section D

**Pathways for advancement**

<table>
<thead>
<tr>
<th>D21: Does your primary company: Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<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>15%</td>
<td>15%</td>
<td>24%</td>
<td>13%</td>
<td>25%</td>
<td>8%</td>
</tr>
<tr>
<td>15%</td>
<td>16%</td>
<td>27%</td>
<td>12%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>8%</td>
<td>11%</td>
<td>20%</td>
<td>13%</td>
<td>34%</td>
<td>14%</td>
</tr>
<tr>
<td>9%</td>
<td>11%</td>
<td>15%</td>
<td>16%</td>
<td>35%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Section D
Pathways for advancement

D22: Which of the below company practices would be helpful to your upward mobility?

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

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
D23: 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? Please select all that apply.

<table>
<thead>
<tr>
<th>Practice</th>
<th>Experience 1</th>
<th>Experience 2</th>
<th>Experience 3</th>
<th>Experience 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>They would not work with my life needs outside of work</td>
<td>18%</td>
<td>16%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>They would not work with my job schedule</td>
<td>16%</td>
<td>15%</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>They would not help enough to make a difference in my upward mobility</td>
<td>15%</td>
<td>14%</td>
<td>24%</td>
<td>20%</td>
</tr>
<tr>
<td>They don’t seem like they would be worth the time to participate in them</td>
<td>14%</td>
<td>14%</td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td>I cannot afford the cost of participating in them</td>
<td>12%</td>
<td>12%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>I am not interested in moving up</td>
<td>9%</td>
<td>12%</td>
<td>17%</td>
<td>14%</td>
</tr>
</tbody>
</table>

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
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:

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Consistently</th>
<th>Sometimes</th>
<th>Never</th>
<th>I don’t know</th>
<th>Does not apply, my company has not designed any programs like those listed above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>19%</td>
<td>39%</td>
<td>26%</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>39%</td>
<td>20%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>5%</td>
<td>38%</td>
<td>31%</td>
<td>6%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>29%</td>
<td>36%</td>
<td>12%</td>
<td>13%</td>
</tr>
</tbody>
</table>
## Section D

### Offboarding and post-exit

<table>
<thead>
<tr>
<th>D25V2: Does your primary company:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Track why workers at my pay level quit or take jobs at other companies</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>12% 12% 19% 11% 27% 18%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>13% 8% 20% 10% 27% 22%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>5% 13% 18% 11% 32% 21%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>5% 9% 13% 15% 38% 22%</td>
</tr>
</tbody>
</table>

Legend: Always, Often, Sometimes, Rarely, Never, I don’t know
### Section D

**Offboarding and post-exit**

D25V2: Does your primary company:
Track which company or industry workers at my pay level move to when they quit this company

<table>
<thead>
<tr>
<th>Experience</th>
<th>Number</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>10%</td>
<td>13%</td>
<td>16%</td>
<td>11%</td>
<td>30%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>10%</td>
<td>18%</td>
<td>10%</td>
<td>29%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6%</td>
<td>13%</td>
<td>14%</td>
<td>10%</td>
<td>35%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>5%</td>
<td>5%</td>
<td>15%</td>
<td>11%</td>
<td>44%</td>
<td>21%</td>
<td></td>
</tr>
</tbody>
</table>

### Section D
Offboarding and post-exit

#### D25V2: Does your primary company:
Ask workers at my pay level leaving this company if they felt valued while in the job

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</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>13%</td>
<td>14%</td>
<td>21%</td>
<td>11%</td>
<td>25%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>16%</td>
<td>18%</td>
<td>9%</td>
<td>27%</td>
<td>21%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>7%</td>
<td>12%</td>
<td>23%</td>
<td>6%</td>
<td>34%</td>
<td>18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>6%</td>
<td>11%</td>
<td>13%</td>
<td>12%</td>
<td>40%</td>
<td>18%</td>
</tr>
</tbody>
</table>

### D25V2: Does your primary company:
Hold exit interviews when workers at my pay level are leaving

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</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>13%</td>
<td>15%</td>
<td>21%</td>
<td>10%</td>
<td>29%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</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>13%</td>
<td>11%</td>
<td>20%</td>
<td>7%</td>
<td>27%</td>
<td>22%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have been at current company for the past three years</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>10%</td>
<td>12%</td>
<td>18%</td>
<td>9%</td>
<td>36%</td>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have not been at their current company for the past three years</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>6%</td>
<td>12%</td>
<td>12%</td>
<td>10%</td>
<td>44%</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>
Section D
Offboarding and post-exit

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

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

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years

### 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:

<table>
<thead>
<tr>
<th>Description</th>
<th>68%</th>
<th>31%</th>
<th>3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>71%</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>54%</td>
<td>42%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>62%</td>
<td>36%</td>
<td>4%</td>
</tr>
</tbody>
</table>

- They would not help enough to make a difference in my upward mobility
- I am not interested in moving up
- Other
Section E

Your thoughts about 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>Experienced upward mobility have been at their current company for the past three years</td>
<td>33%</td>
<td>39%</td>
<td>20%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>35%</td>
<td>37%</td>
<td>16%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>27%</td>
<td>35%</td>
<td>24%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>35%</td>
<td>22%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Statement</td>
<td>Strongly agree</td>
<td>Agree</td>
<td>Neither agree nor disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------</td>
<td>----------------------------</td>
<td>----------</td>
<td>------------------</td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the</td>
<td>27%</td>
<td>38%</td>
<td>16%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for</td>
<td>26%</td>
<td>34%</td>
<td>18%</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for</td>
<td>24%</td>
<td>26%</td>
<td>22%</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current</td>
<td>18%</td>
<td>27%</td>
<td>27%</td>
<td>20%</td>
<td>8%</td>
</tr>
<tr>
<td>company for the past three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Section E

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

**My company is a great place to work**

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>27%</td>
<td>36%</td>
<td>26%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>31%</td>
<td>36%</td>
<td>20%</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>23%</td>
<td>27%</td>
<td>32%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>32%</td>
<td>30%</td>
<td>14%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

**My company believes workers at my pay level are crucial to the company's success**

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>30%</td>
<td>34%</td>
<td>20%</td>
<td>11%</td>
<td>5%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>31%</td>
<td>35%</td>
<td>16%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>24%</td>
<td>31%</td>
<td>25%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>33%</td>
<td>31%</td>
<td>14%</td>
<td>7%</td>
</tr>
</tbody>
</table>
**Section E**

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

- **My company has a culture that prioritizes 'hiring from within' over 'hiring from outside'**

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>25%</td>
<td>34%</td>
<td>26%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
<td>26%</td>
<td>25%</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>18%</td>
<td>26%</td>
<td>29%</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>21%</td>
<td>39%</td>
<td>17%</td>
<td>7%</td>
</tr>
</tbody>
</table>
### 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>Experienced upward mobility have been at their current company for the past three years</td>
<td>21%</td>
<td>27%</td>
<td>33%</td>
<td>14%</td>
<td>6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>21%</td>
<td>30%</td>
<td>24%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
<td>20%</td>
<td>30%</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>15%</td>
<td>19%</td>
<td>34%</td>
<td>24%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Section E

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>25%</td>
<td>25%</td>
<td>21%</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>26%</td>
<td>23%</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>12%</td>
<td>25%</td>
<td>18%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>22%</td>
<td>27%</td>
<td>28%</td>
<td>12%</td>
</tr>
</tbody>
</table>
Section E

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I see the benefits of moving up in my 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>Experienced upward mobility have been at their current company for the past three years</td>
<td>22%</td>
<td>37%</td>
<td>24%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
<td>36%</td>
<td>23%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>17%</td>
<td>26%</td>
<td>22%</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>28%</td>
<td>26%</td>
<td>25%</td>
<td>12%</td>
</tr>
</tbody>
</table>
### Section E

**E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:**

- I know of other workers who have moved up on a path I would like to follow

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>20%</td>
<td>32%</td>
<td>26%</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>31%</td>
<td>22%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>13%</td>
<td>23%</td>
<td>24%</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>11%</td>
<td>22%</td>
<td>26%</td>
<td>32%</td>
<td>9%</td>
</tr>
</tbody>
</table>
### Section E

**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 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>25%</td>
<td>34%</td>
<td>27%</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>20%</td>
<td>38%</td>
<td>22%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>12%</td>
<td>31%</td>
<td>31%</td>
<td>16%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>14%</td>
<td>25%</td>
<td>32%</td>
<td>23%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>24%</td>
<td>41%</td>
<td>22%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
<td>37%</td>
<td>20%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>14%</td>
<td>30%</td>
<td>31%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>33%</td>
<td>28%</td>
<td>16%</td>
<td>9%</td>
</tr>
</tbody>
</table>

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop soft skills that I need to move up.
Section E

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop technical skills (e.g., knowledge of important equipment, systems, or tools) that I need to move up

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>27%</td>
<td>34%</td>
<td>26%</td>
<td>11%</td>
<td>29%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>38%</td>
<td>20%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>15%</td>
<td>33%</td>
<td>23%</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>37%</td>
<td>28%</td>
<td>17%</td>
<td>8%</td>
</tr>
</tbody>
</table>
E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop leadership skills (e.g., managing others) that I need to move up

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>23%</td>
<td>37%</td>
<td>25%</td>
<td>11%</td>
<td>5%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>25%</td>
<td>33%</td>
<td>21%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>17%</td>
<td>31%</td>
<td>25%</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>30%</td>
<td>28%</td>
<td>20%</td>
<td>7%</td>
</tr>
</tbody>
</table>
### E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I can explain how what I’ve learned and done in this job is related to future jobs I would be interested in

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>29%</td>
<td>39%</td>
<td>23%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>29%</td>
<td>38%</td>
<td>22%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>15%</td>
<td>43%</td>
<td>26%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>39%</td>
<td>24%</td>
<td>13%</td>
<td>7%</td>
</tr>
</tbody>
</table>
E3: In my organization, I see a path forward for me to move _____ job levels upward.

- 1 level: 24% (27% for experienced upward mobility)
- 2 levels: 20% (27% for experienced upward mobility)
- 3 levels: 18% (26% for experienced upward mobility)
- 4 levels: 17% (19% for experienced upward mobility)
- 5 or more levels: 10% (9% for experienced upward mobility)

I do not see opportunities to move upward in my organization: 25% (28% for experienced upward mobility)

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
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?

<table>
<thead>
<tr>
<th>Experience</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>61%</td>
<td>39%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>42%</td>
<td>58%</td>
</tr>
</tbody>
</table>
Section E

E5: My supervisor and/or mentor helped me be more successful by:

- Coaching me on how to be more productive in my job: 53% experienced upward mobility, 62% not.
  - Experienced upward mobility: 59%, not: 52%.
- Connecting me with professional development opportunities (e.g., trainings and other skill-building opportunities): 32%, 23%.
  - Experienced upward mobility: 26%, not: 24%.
- Sharing career advancement opportunities (e.g., other jobs I could apply for): 31%, 28%.
  - Experienced upward mobility: 22%, not: 36%.
- Encouraging me: 66%, 60%.
  - Experienced upward mobility: 67%, not: 52%.
- Showing me how I can move up through my work: 45%, 38%.
  - Experienced upward mobility: 50%, not: 40%.
- Allowing me the flexibility I need to balance life demands outside of work: 39%, 33%.
  - Experienced upward mobility: 42%, not: 35%.

Note: Only respondents who indicated they have/had a mentor in question E4 answered this question.
E6. Has your company spoken with you to understand whether this is an issue for you?

Your care responsibilities (e.g., childcare; caring for a sick family member)

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>44%</td>
<td>29%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>45%</td>
<td>26%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have been at current company for the past three years</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>53%</td>
<td>28%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have not been at their current company for the past three years</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>55%</td>
<td>28%</td>
<td></td>
</tr>
</tbody>
</table>
E6. Has your company spoken with you to understand whether this is an issue for you?

Your transportation needs

- Experienced upward mobility have been at their current company for the past three years
  - Yes: 20%
  - No: 53%
  - This does not apply to me: 27%

- Experienced upward mobility have not been at their current company for the past three years
  - Yes: 21%
  - No: 53%
  - This does not apply to me: 26%

- Have not experienced upward mobility have been at current company for the past three years
  - Yes: 14%
  - No: 60%
  - This does not apply to me: 27%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Yes: 17%
  - No: 58%
  - This does not apply to me: 26%
### E6. Has your company spoken with you to understand whether this is an issue for you?

<table>
<thead>
<tr>
<th>Your need for a particular skill or certification</th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>This does not apply to me (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>32</td>
<td>49</td>
<td>20</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>32</td>
<td>48</td>
<td>22</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>19</td>
<td>60</td>
<td>21</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>26</td>
<td>51</td>
<td>23</td>
</tr>
</tbody>
</table>
### E6. Has your company spoken with you to understand whether this is an issue for you?

#### Your need for more training

<table>
<thead>
<tr>
<th>Condition</th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>This does not apply to me (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>33%</td>
<td>49%</td>
<td>18%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
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<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>19%</td>
<td>61%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>23%</td>
<td>55%</td>
<td>22%</td>
</tr>
</tbody>
</table>
### E6. Has your company spoken with you to understand whether this is an issue for you?

**Your need to develop skills like problem solving and leadership**

<table>
<thead>
<tr>
<th>Experience with upward mobility</th>
<th>Response</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
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</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>30%</td>
<td>50%</td>
<td>20%</td>
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</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>33%</td>
<td>51%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>19%</td>
<td>60%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
<td>56%</td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>
E6. Has your company spoken with you to understand whether this is an issue for you?

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>23%</td>
<td>50%</td>
<td>27%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>51%</td>
<td>26%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>17%</td>
<td>58%</td>
<td>25%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>16%</td>
<td>56%</td>
<td>28%</td>
</tr>
</tbody>
</table>
E6. Has your company spoken with you to understand whether this is an issue for you?

Your scheduling concerns

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>This does not apply to me (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>38</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>41</td>
<td>43</td>
<td>16</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>34</td>
<td>51</td>
<td>15</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>33</td>
<td>50</td>
<td>17</td>
</tr>
</tbody>
</table>
E6. Has your company spoken with you to understand whether this is an issue for you?

<table>
<thead>
<tr>
<th>Your household’s financial circumstances</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>23%</td>
<td>58%</td>
<td>20%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
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<td>58%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>17%</td>
<td>64%</td>
<td>18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17%</td>
<td>57%</td>
<td>27%</td>
</tr>
</tbody>
</table>
### E6. Has your company spoken with you to understand whether this is an issue for you?

#### Your need for flexible time off

<table>
<thead>
<tr>
<th>Experience and Current Company Status</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>39%</td>
<td>43%</td>
<td>18%</td>
</tr>
<tr>
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<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>26%</td>
<td>54%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>32%</td>
<td>50%</td>
<td>17%</td>
</tr>
</tbody>
</table>
### E6. Has your company spoken with you to understand whether this is an issue for you?

#### Your need for paid leave

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</th>
<th>Company Spoken</th>
<th>Need for Paid Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>34%</td>
<td>48%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>20%</td>
<td>57%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>55%</td>
</tr>
</tbody>
</table>
E6. Has your company spoken with you to understand whether this is an issue for you?

Your access to safe shelter

<table>
<thead>
<tr>
<th>Condition</th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>This does not apply to me (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>20</td>
<td>49</td>
<td>32</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>26</td>
<td>49</td>
<td>25</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>14</td>
<td>57</td>
<td>30</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17</td>
<td>53</td>
<td>30</td>
</tr>
</tbody>
</table>
### E6. Has your company spoken with you to understand whether this is an issue for you?  
**Your health concerns**

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes</th>
<th>No</th>
<th>This does not apply to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>30%</td>
<td>49%</td>
<td>21%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>37%</td>
<td>46%</td>
<td>17%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>25%</td>
<td>56%</td>
<td>20%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>23%</td>
<td>53%</td>
<td>24%</td>
</tr>
</tbody>
</table>
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.

Note: Only respondents who have worked at two or more companies in their career answered this question.
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.

- Other company benefits (e.g., healthcare benefits)
- Worker stock options program or other worker ownership structure
- Opportunities for upward mobility
- Clear communication about opportunities for upward mobility
- Skill development opportunities (e.g., training programs)
- Job security
- Supportive team members
- Supportive supervisors
- Type of work fits my interest and goals

Note: Only respondents who have worked at two or more companies in their career answered this question.
Section E

E8: Why do you remain a part-time worker? Please select all that apply.

- I cannot find full-time openings that fit my interests and pay criteria
- I have applied to full-time openings but not gotten a full-time job offer
- I make more money across multiple part-time jobs than I would from a full-time job
- I do not have the time to get the qualifications or credentials necessary to be hired for a full-time role
- 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
- I am satisfied with what I am doing
- I have personal circumstances that prevent me from being able to work more hours at a single company
- I am not the primary provider for my family so do not need to work full time

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years

Note: Only respondents who are part-time workers answered this question.
Section E

E9: How likely is it that you would recommend your current job to a friend?

- Experienced upward mobility have been at their current company for the past three years
- Experienced upward mobility have not been at their current company for the past three years
- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years

Section E

E10: Why have you stayed at your current company? Please select all that apply.

- I enjoy my job
- I don’t enjoy my job but think it’s better than other jobs I could get
- I value the opportunities for growth in pay, skills, and responsibility available to me through this job
- I want to leave, but I don’t know how to get a new job
- I want to leave, but I feel constrained by life circumstances (transportation, family caregiving needs, etc.)
- I want to leave, but I don’t have confidence in my ability to get a new job
- I want to leave, but I do not have the time to advance my education or skills
- I have good transportation to my current place of work
- I have friends and/or family members who work here
- I like the flexible schedule this company offers
- I like the stable schedule this company offers
- I will do better by staying in this company than changing companies
- I feel valued at this company
- I feel supported by my team and/or friends at this company

Section E

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

- If my company offers me a higher paying role, I would prefer to stay at my company: 48% yes, 51% no.
- If my company offers me more skills training, I would stay longer at my current pay level: 8% yes, 9% no.
- If my company offers me more responsibility, I would stay longer at my current pay level: 5% yes, 8% no.
- Even if my company doesn’t offer me higher pay, skills training, and more responsibility, I would prefer to stay at my current company: 17% yes, 24% no.
- 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: 6% yes, 10% no.
- 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: 6% yes, 9% no.
Section F

Barriers

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

Have not experienced upward mobility, have been at current company for the past three years: N = 236; Have not experienced upward mobility, have not been at their current company for the past three years: N = 139
Section F
Personal circumstances

F1: What have been the biggest barriers to your upward mobility?
I do not have reliable transportation to and from work

| Have not experienced upward mobility have been at current company for the past three years |
|----------------------------------|-------|-------|-------|-------|-------|-------|
| Strongly agree                  | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply |
| 8%                               | 6%    | 10%   | 16%    | 46%    | 15%    |

| Have not experienced upward mobility have not been at their current company for the past three years |
|----------------------------------|-------|-------|-------|-------|-------|-------|
| Strongly agree                  | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply |
| 11%                              | 7%    | 7%    | 18%    | 44%    | 14%    |
Section F
Personal circumstances

F1: What have been the biggest barriers to your upward mobility?
I do not have reliable caregiving options for looking after family

Have not experienced upward mobility have been at current company for the past three years

<table>
<thead>
<tr>
<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>5%</td>
<td>9%</td>
<td>14%</td>
<td>10%</td>
<td>28%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Have not experienced upward mobility have not been at their current company for the past three years

<table>
<thead>
<tr>
<th>Strongly agree</th>
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<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>6%</td>
<td>12%</td>
<td>14%</td>
<td>9%</td>
<td>26%</td>
<td>33%</td>
</tr>
</tbody>
</table>
Section F
Personal circumstances

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

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 8%
- Agree: 13%
- Neither agree nor disagree: 18%
- Disagree: 20%
- Strongly disagree: 25%
- Does not apply: 16%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 14%
- Agree: 18%
- Neither agree nor disagree: 25%
- Disagree: 12%
- Strongly disagree: 19%
- Does not apply: 13%
F1: What have been the biggest barriers to your upward mobility?
I cannot afford the upfront costs for actions I need to take to move upward

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 12%
- Agree: 14%
- Neither agree nor disagree: 20%
- Disagree: 12%
- Strongly disagree: 19%
- Does not apply: 24%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 10%
- Agree: 18%
- Neither agree nor disagree: 23%
- Disagree: 12%
- Strongly disagree: 17%
- Does not apply: 20%
Section F
Personal circumstances

F1: What have been the biggest barriers to your upward mobility?
I don't have the time needed to get the training, certifications, and/or skills needed to move up

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 9%
- Agree: 20%
- Neither agree nor disagree: 16%
- Disagree: 18%
- Strongly disagree: 18%
- Does not apply: 20%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 7%
- Agree: 15%
- Neither agree nor disagree: 24%
- Disagree: 21%
- Strongly disagree: 15%
- Does not apply: 18%
Section F
Personal circumstances

F1: What have been the biggest barriers to your upward mobility?
I can't stay in my job long enough to move up

Have not experienced upward mobility have been at current company for the past three years

- 4% Strongly agree
- 5% Agree
- 19% Neither agree nor disagree
- 19% Disagree
- 34% Strongly disagree
- 19% Does not apply

Have not experienced upward mobility have not been at their current company for the past three years

- 7% Strongly agree
- 12% Agree
- 21% Neither agree nor disagree
- 22% Disagree
- 25% Strongly disagree
- 14% Does not apply
Section F

Education and skills

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

I do not have the English language fluency needed to move up

- Have not experienced upward mobility have been at current company for the past three years:
  - Strongly agree: 34%
  - Agree: 8%
  - Neither agree nor disagree: 12%
  - Disagree: 56%
  - Strongly disagree: 18%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 5%
  - Agree: 9%
  - Neither agree nor disagree: 9%
  - Disagree: 53%
  - Strongly disagree: 24%
Section F
Education and skills

F1: What have been the biggest barriers to your upward mobility?
I do not have the soft skills needed to move up

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 25%
- Agree: 12%
- Neither agree nor disagree: 42%
- Disagree: 3%
- Strongly disagree: 12%
- Does not apply: 13%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 22%
- Agree: 14%
- Neither agree nor disagree: 43%
- Disagree: 6%
- Strongly disagree: 96%
- Does not apply: 14%
Section F
Education and skills

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

I do not have the technical skills needed to move up

Have not experienced upward mobility have been at current company for the past three years

Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply
--- | --- | --- | --- | --- | ---
4% | 10% | 16% | 22% | 37% | 11%

Have not experienced upward mobility have not been at their current company for the past three years

Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply
--- | --- | --- | --- | --- | ---
9% | 11% | 17% | 19% | 39% | 12%
Section F
Education and skills

F1: What have been the biggest barriers to your upward mobility?
I do not have the literacy skills needed to move up

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 56%
- Agree: 18%
- Neither agree nor disagree: 12%
- Disagree: 9%
- Strongly disagree: 6%
- Does not apply: 13%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 49%
- Agree: 14%
- Neither agree nor disagree: 14%
- Disagree: 12%
- Strongly disagree: 55%
- Does not apply: 14%
Section F
Education and skills

F1: What have been the biggest barriers to your upward mobility?
I do not have the numeracy skills needed to move up

- Have not experienced upward mobility have been at current company for the past three years
  - 57%
  - 13%
  - 20%
  - 45%
  - 14%

- Have not experienced upward mobility have not been at their current company for the past three years
  - 24%
  - 21%
  - 14%
  - 45%
  - 14%

F1: What have been the biggest barriers to your upward mobility?
I do not have a secondary diploma or a GED

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 3%
- Agree: 8%
- Neither agree nor disagree: 10%
- Disagree: 15%
- Strongly disagree: 45%
- Does not apply: 19%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 3%
- Agree: 10%
- Neither agree nor disagree: 11%
- Disagree: 12%
- Strongly disagree: 48%
- Does not apply: 17%
Section F
Job structure

F1: What have been the biggest barriers to your upward mobility?
My company does not give me autonomy (i.e., independence) at work

<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>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6%</td>
<td>12%</td>
<td>23%</td>
<td>23%</td>
<td>27%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>8%</td>
<td>17%</td>
<td>19%</td>
<td>25%</td>
<td>21%</td>
<td>11%</td>
</tr>
</tbody>
</table>
Section F
Job structure

F1: What have been the biggest barriers to your upward mobility?
My company does not provide a stable enough work schedule

- Have not experienced upward mobility have been at current company for the past three years
  - Strongly agree: 5%
  - Agree: 11%
  - Neither agree nor disagree: 13%
  - Disagree: 27%
  - Strongly disagree: 37%
  - Does not apply: 7%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 7%
  - Agree: 15%
  - Neither agree nor disagree: 18%
  - Disagree: 25%
  - Strongly disagree: 32%
  - Does not apply: 4%
F1: What have been the biggest barriers to your upward mobility?
My company does not provide a flexible enough work schedule

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 6%
- Agree: 11%
- Neither agree nor disagree: 17%
- Disagree: 22%
- Strongly disagree: 36%
- Does not apply: 9%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 9%
- Agree: 17%
- Neither agree nor disagree: 19%
- Disagree: 25%
- Strongly disagree: 25%
- Does not apply: 5%
Section F

Company and industry opportunities

F1: What have been the biggest barriers to your upward mobility?
My industry does not have many opportunities for me to move to a job with higher pay, skills, and productivity

Have not experienced upward mobility have been at current company for the past three years

14% 21% 20% 19% 21% 6%

Have not experienced upward mobility have not been at their current company for the past three years

17% 17% 25% 19% 18% 4%

Strongly agree  Agree  Neither agree nor disagree  Disagree  Strongly disagree  Does not apply
Section F
Company and industry opportunities

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

Have not experienced upward mobility have been at current company for the past three years

- 17% Strongly agree
- 25% Agree
- 20% Neither agree nor disagree
- 16% Disagree
- 17% Strongly disagree
- 6% Does not apply

Have not experienced upward mobility have not been at their current company for the past three years

- 16% Strongly agree
- 23% Agree
- 23% Neither agree nor disagree
- 17% Disagree
- 14% Strongly disagree
- 7% Does not apply

Section F
Mentorship

F1: What have been the biggest barriers to your upward mobility?
I do not have a role model or mentor at work

- Have not experienced upward mobility have been at current company for the past three years
  - Strongly agree: 20%
  - Agree: 18%
  - Neither agree nor disagree: 16%
  - Disagree: 16%
  - Strongly disagree: 20%
  - Does not apply: 11%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 14%
  - Agree: 27%
  - Neither agree nor disagree: 20%
  - Disagree: 14%
  - Strongly disagree: 12%
  - Does not apply: 12%

F1: What have been the biggest barriers to your upward mobility?
I don't have anyone at work to turn to for advice about how to move up

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 12%
- Agree: 16%
- Neither agree nor disagree: 15%
- Disagree: 20%
- Strongly disagree: 25%
- Does not apply: 11%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 11%
- Agree: 19%
- Neither agree nor disagree: 24%
- Disagree: 15%
- Strongly disagree: 19%
- Does not apply: 12%
Section F

Mentorship

F1: What have been the biggest barriers to your upward mobility?
I don't have anyone at work who I trust

<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>
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<td>23%</td>
<td>25%</td>
<td>6%</td>
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<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>9%</td>
<td>15%</td>
<td>27%</td>
<td>19%</td>
<td>22%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Section F
Mentorship

F1: What have been the biggest barriers to your upward mobility?
I do not have a sense of belonging at work

Have not experienced upward mobility have been at current company for the past three years
- Strongly agree: 7%
- Agree: 17%
- Neither agree nor disagree: 20%
- Disagree: 22%
- Strongly disagree: 27%
- Does not apply: 7%

Have not experienced upward mobility have not been at their current company for the past three years
- Strongly agree: 8%
- Agree: 17%
- Neither agree nor disagree: 20%
- Disagree: 22%
- Strongly disagree: 24%
- Does not apply: 9%
Section F
Mentorship

F1: What have been the biggest barriers to your upward mobility?
I don't have anyone at work who cares about my advancement

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 12%
- Agree: 21%
- Neither agree nor disagree: 20%
- Disagree: 16%
- Strongly disagree: 21%
- Does not apply: 10%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 14%
- Agree: 18%
- Neither agree nor disagree: 22%
- Disagree: 17%
- Strongly disagree: 16%
- Does not apply: 12%
Section F
Career pathways

F1: What have been the biggest barriers to your upward mobility?
I don't know what training, certifications, and/or skills are needed to move up within my company

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 7%
- Agree: 12%
- Neither agree nor disagree: 23%
- Disagree: 18%
- Strongly disagree: 26%
- Does not apply: 15%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 8%
- Agree: 27%
- Neither agree nor disagree: 23%
- Disagree: 13%
- Strongly disagree: 14%
- Does not apply: 14%
**F1: What have been the biggest barriers to your upward mobility?**
I don't know how to get the training, certifications, and/or skills needed to move up within my company

- Have not experienced upward mobility have been at current company for the past three years
  - Strongly agree: 5%
  - Agree: 14%
  - Neither agree nor disagree: 24%
  - Disagree: 16%
  - Strongly disagree: 25%
  - Does not apply: 15%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 10%
  - Agree: 25%
  - Neither agree nor disagree: 16%
  - Disagree: 17%
  - Strongly disagree: 16%
  - Does not apply: 16%
Section F
Career pathways

F1: What have been the biggest barriers to your upward mobility?
I was not aware of career pathways in my current area of work within my company

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 8%
- Agree: 15%
- Neither agree nor disagree: 25%
- Disagree: 14%
- Strongly disagree: 22%
- Does not apply: 16%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 9%
- Agree: 29%
- Neither agree nor disagree: 22%
- Disagree: 12%
- Strongly disagree: 14%
- Does not apply: 15%
Section F
Career pathways

F1: What have been the biggest barriers to your upward mobility?
I was not aware of career pathways outside of my current area of work within my company

Have not experienced upward mobility have been at current company for the past three years

7% 16% 24% 16% 20% 17%

Have not experienced upward mobility have not been at their current company for the past three years

9% 26% 25% 10% 13% 18%

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Does not apply

Section F
Career pathways

F1: What have been the biggest barriers to your upward mobility?
I don't know what I need to do to move to a job with higher pay, skills, and productivity within my company

- Have not experienced upward mobility have been at current company for the past three years:
  - Strongly agree: 6%
  - Agree: 14%
  - Neither agree nor disagree: 22%
  - Disagree: 18%
  - Strongly disagree: 25%
  - Does not apply: 15%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 9%
  - Agree: 27%
  - Neither agree nor disagree: 24%
  - Disagree: 9%
  - Strongly disagree: 17%
  - Does not apply: 14%
Section F
Career pathways

F1: What have been the biggest barriers to your upward mobility?
My company does not provide the training and/or certifications I need to move up within my company

Have not experienced upward mobility have been at current company for the past three years

<table>
<thead>
<tr>
<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>
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<tbody>
<tr>
<td>10%</td>
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<td>16%</td>
<td>23%</td>
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</tbody>
</table>

Have not experienced upward mobility have not been at their current company for the past three years

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<tr>
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<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tr>
<td>10%</td>
<td>24%</td>
<td>23%</td>
<td>15%</td>
<td>14%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
I don't have any interest in moving up

Have not experienced upward mobility have been at current company for the past three years

- Strongly agree: 15%
- Agree: 14%
- Neither agree nor disagree: 21%
- Disagree: 15%
- Strongly disagree: 30%
- Does not apply: 6%

Have not experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 11%
- Agree: 19%
- Neither agree nor disagree: 15%
- Disagree: 25%
- Strongly disagree: 27%
- Does not apply: 4%
Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
I don't want to take on the additional responsibility that would be required if I were to move up

Have not experienced upward mobility have been at current company for the past three years
- 11% Strongly agree
- 16% Agree
- 22% Neither agree nor disagree
- 17% Disagree
- 27% Strongly disagree
- 8% Does not apply

Have not experienced upward mobility have not been at their current company for the past three years
- 8% Strongly agree
- 21% Agree
- 22% Neither agree nor disagree
- 20% Disagree
- 27% Strongly disagree
- 3% Does not apply

Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
I don't believe moving up is possible

- Have not experienced upward mobility have been at current company for the past three years
  - Strongly agree: 16%
  - Agree: 16%
  - Neither agree nor disagree: 22%
  - Disagree: 18%
  - Strongly disagree: 21%
  - Does not apply: 8%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 13%
  - Agree: 22%
  - Neither agree nor disagree: 16%
  - Disagree: 23%
  - Strongly disagree: 24%
  - Does not apply: 2%
Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
My family and/or peers are not supportive of me trying to move up

Have not experienced upward mobility have been at current company for the past three years

Strongly agree  Agree  Neither agree nor disagree  Disagree  Strongly disagree  Does not apply

9% 9% 26% 19% 32% 12%

Have not experienced upward mobility have not been at their current company for the past three years

9% 10% 20% 23% 32% 9%
Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
I do not want to be rejected for a promotion

<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>
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<td>19%</td>
<td>23%</td>
<td>13%</td>
<td>25%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>5%</td>
<td>25%</td>
<td>21%</td>
<td>18%</td>
<td>22%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Section F
Attitudes about upward mobility

F1: What have been the biggest barriers to your upward mobility?
I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job

Have not experienced upward mobility have been at current company for the past three years

<table>
<thead>
<tr>
<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>6%</td>
<td>12%</td>
<td>24%</td>
<td>19%</td>
<td>26%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Have not experienced upward mobility have not been at their current company for the past three years

<table>
<thead>
<tr>
<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>5%</td>
<td>17%</td>
<td>25%</td>
<td>19%</td>
<td>24%</td>
<td>11%</td>
</tr>
</tbody>
</table>
F2: What action did you take to try to move up in your career over the past three years?

<table>
<thead>
<tr>
<th>Action</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>I did not take any action to try to move up</td>
<td>62%</td>
<td>53%</td>
</tr>
<tr>
<td>I asked for a pay increase at my current company but was denied</td>
<td>17%</td>
<td>18%</td>
</tr>
<tr>
<td>I applied for a different job in my company but was not selected</td>
<td>11%</td>
<td>21%</td>
</tr>
<tr>
<td>I applied for a job at a different company but was not selected</td>
<td>7%</td>
<td>14%</td>
</tr>
<tr>
<td>I asked for a promotion at my current company but was denied</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>4%</td>
</tr>
</tbody>
</table>

- Have not experienced upward mobility have been at current company for the past three years
- Have not experienced upward mobility have not been at their current company for the past three years
F3: Do you expect to have upward mobility in your future (at your current company or elsewhere)?

Have not experienced upward mobility have been at current company for the past three years:

- Yes: 36%
- No: 44%
- I don't know: 20%

Have not experienced upward mobility have not been at their current company for the past three years:

- Yes: 43%
- No: 37%
- I don't know: 20%
Section F

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

Have not experienced upward mobility have been at current company for the past three years

- 35% < 1 year
- 51% 1-2 years
- 12% 3-5 years
- 2% 6-10 years
- 0% More than 10 years

Have not experienced upward mobility have not been at their current company for the past three years

- 43% < 1 year
- 43% 1-2 years
- 7% 3-5 years
- 3% 6-10 years
- 3% More than 10 years

Note: Only respondents who expect upward mobility in the future answered this question.
Section F

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Have not experienced upward mobility</th>
<th>Have not experienced upward mobility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job structure</td>
<td>60%</td>
<td>48%</td>
</tr>
<tr>
<td>Education and skills</td>
<td>55%</td>
<td>48%</td>
</tr>
<tr>
<td>Personal circumstances</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Company and industry opportunities</td>
<td>62%</td>
<td>40%</td>
</tr>
<tr>
<td>Career pathways</td>
<td>28%</td>
<td>40%</td>
</tr>
<tr>
<td>Mentorship</td>
<td>30%</td>
<td>37%</td>
</tr>
<tr>
<td>Attitudes about upward mobility</td>
<td>27%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Note: Only respondents who expect upward mobility in the future answered this question.
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>Orange Bar</th>
<th>Maroon Bar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company and industry opportunities</td>
<td>51%</td>
<td>61%</td>
</tr>
<tr>
<td>Personal circumstances</td>
<td>53%</td>
<td>50%</td>
</tr>
<tr>
<td>Job structure</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td>Education and skills</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>Attitudes about upward mobility</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td>Career pathways</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>Mentorship</td>
<td>32%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Note: Only respondents who don’t know or do not expect upward mobility in the future answered this question.
Section G

Contributors

Only shown to those who DID achieve upward mobility in the last three years.

Experienced upward mobility, have been at their current company for the past three years: N = 457; Experienced upward mobility, have not been at their current company for the past three years: N = 193
### Section G

**Personal circumstances**

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

<table>
<thead>
<tr>
<th>I had reliable transportation to and from work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>52%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>54%</td>
</tr>
</tbody>
</table>

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

I had reliable caregiving options for looking after family

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 23%
- Agree: 21%
- Neither agree nor disagree: 19%
- Disagree: 31%
- Strongly disagree: 32%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 22%
- Agree: 23%
- Neither agree nor disagree: 22%
- Disagree: 34%
- Strongly disagree: 27%

Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Does not apply
### G1: What have been the biggest contributors to your upward mobility?

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)

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
<td>Neither agree nor disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
<td>Does not apply</td>
</tr>
<tr>
<td>26%</td>
<td>25%</td>
<td>20%</td>
<td>8%</td>
<td>5%</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
<td>Neither agree nor disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
<td>Does not apply</td>
</tr>
<tr>
<td>29%</td>
<td>28%</td>
<td>18%</td>
<td>6%</td>
<td>8%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Section G

Personal circumstances

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

I could afford the upfront costs for actions I needed to take to move upward

Experienced upward mobility have been at their current company for the past three years

<table>
<thead>
<tr>
<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>15%</td>
<td>20%</td>
<td>27%</td>
<td>11%</td>
<td>7%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Experienced upward mobility have not been at their current company for the past three years

<table>
<thead>
<tr>
<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>13%</td>
<td>24%</td>
<td>25%</td>
<td>9%</td>
<td>8%</td>
<td>22%</td>
</tr>
</tbody>
</table>
Section G

Personal circumstances

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

I had the time needed to get the training, certifications, and/or skills needed to move up

| Experienced upward mobility have been at their current company for the past three years |
|                                                                                | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply |
|                                                                                | 22%            | 29%   | 21%                         | 7%       | 4%                | 17%            |

| Experienced upward mobility have not been at their current company for the past three years |
|                                                                                | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Does not apply |
|                                                                                | 22%            | 31%   | 15%                         | 5%       | 9%                | 18%            |
### Section G

**Personal circumstances**

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

**I could stay in my job long enough to move up**

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>28%</td>
<td>36%</td>
<td>20%</td>
<td>5%</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>26%</td>
<td>34%</td>
<td>22%</td>
<td>4%</td>
<td>4%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Section G

Education and skills

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

I had the English language fluency needed to move up

- Experienced upward mobility have been at their current company for the past three years:
  - Strongly agree: 48%
  - Agree: 22%
  - Neither agree nor disagree: 15%
  - Disagree: 3%
  - Strongly disagree: 1%
  - Does not apply: 11%

- Experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 49%
  - Agree: 23%
  - Neither agree nor disagree: 12%
  - Disagree: 3%
  - Strongly disagree: 1%
  - Does not apply: 12%
Section G
Education and skills

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

I had the soft skills needed to move up

Experienced upward mobility have been at their current company for the past three years

- 40% Strongly agree
- 34% Agree
- 16% Neither agree nor disagree
- 3% Disagree
- 2% Strongly disagree
- 6% Does not apply

Experienced upward mobility have not been at their current company for the past three years

- 43% Strongly agree
- 32% Agree
- 16% Neither agree nor disagree
- 3% Disagree
- 1% Strongly disagree
- 5% Does not apply

Section G
Education and skills

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

I had the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up

- Experienced upward mobility have been at their current company for the past three years:
  - Strongly agree: 35%
  - Agree: 39%
  - Neither agree nor disagree: 17%
  - Disagree: 4%
  - Strongly disagree: 2%
  - Does not apply: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 35%
  - Agree: 35%
  - Neither agree nor disagree: 20%
  - Disagree: 4%
  - Strongly disagree: 2%
  - Does not apply: 5%

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

#### I had the literacy skills needed to move up

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>41%</td>
<td>34%</td>
<td>14%</td>
<td>7%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>44%</td>
<td>33%</td>
<td>12%</td>
<td>8%</td>
<td>3%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Section G

Education and skills

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

I had the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up

- Experienced upward mobility have been at their current company for the past three years
  - Strongly agree: 36%
  - Agree: 33%
  - Neither agree nor disagree: 18%
  - Disagree: 2%
  - Strongly disagree: 8%

- Experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 37%
  - Agree: 37%
  - Neither agree nor disagree: 11%
  - Disagree: 3%
  - Strongly disagree: 3%
  - Does not apply: 8%
Section G

Education and skills

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

I had a secondary diploma or a GED

- Experienced upward mobility have been at their current company for the past three years
  - 31%
  - 21%
  - 17%
  - 6%
  - 5%
  - 21%

- Experienced upward mobility have not been at their current company for the past three years
  - 34%
  - 21%
  - 12%
  - 7%
  - 5%
  - 20%

Strongly agree  Agree  Neither agree nor disagree  Disagree  Strongly disagree  Does not apply
Section G

Job structure

<table>
<thead>
<tr>
<th>G1: What have been the biggest contributors to your upward mobility?</th>
</tr>
</thead>
<tbody>
<tr>
<td>I had enough autonomy (i.e., independence) at work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>36%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>36%</td>
</tr>
</tbody>
</table>
Section G
Job structure

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

I had a stable enough work schedule

- Experienced upward mobility have been at their current company for the past three years:
  - Strongly agree: 41%
  - Agree: 35%
  - Neither agree nor disagree: 13%
  - Disagree: 3%
  - Strongly disagree: 3%
  - Does not apply: 5%

- Experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 42%
  - Agree: 38%
  - Neither agree nor disagree: 11%
  - Disagree: 4%
  - Strongly disagree: 3%
  - Does not apply: 3%

Section G
Job structure

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

I had a flexible enough work schedule

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 37%
- Agree: 32%
- Neither agree nor disagree: 16%
- Disagree: 7%
- Strongly disagree: 2%
- Does not apply: 5%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 33%
- Agree: 34%
- Neither agree nor disagree: 19%
- Disagree: 3%
- Strongly disagree: 4%
- Does not apply: 7%
Section G
Company and industry opportunities

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

Experienced upward mobility have been at their current company for the past three years
- Strongly agree: 23%
- Agree: 26%
- Neither agree nor disagree: 25%
- Disagree: 12%
- Strongly disagree: 8%
- Does not apply: 6%

Experienced upward mobility have not been at their current company for the past three years
- Strongly agree: 19%
- Agree: 35%
- Neither agree nor disagree: 20%
- Disagree: 9%
- Strongly disagree: 9%
- Does not apply: 8%
Section G
Company and industry opportunities

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

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

- Experienced upward mobility have been at their current company for the past three years
  - Strongly agree: 18%
  - Agree: 30%
  - Neither agree nor disagree: 24%
  - Disagree: 13%
  - Strongly disagree: 10%
  - Does not apply: 5%

- Experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 20%
  - Agree: 31%
  - Neither agree nor disagree: 20%
  - Disagree: 11%
  - Strongly disagree: 11%
  - Does not apply: 8%
### G1: What have been the biggest contributors to your upward mobility?

**I had a role model or mentor at work**

<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>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>21%</td>
<td>28%</td>
<td>18%</td>
<td>13%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>22%</td>
<td>26%</td>
<td>19%</td>
<td>14%</td>
<td>12%</td>
<td>8%</td>
</tr>
</tbody>
</table>
G1: What have been the biggest contributors to your upward mobility?

I had someone at work to turn to for advice about how to move up

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 20%
- Agree: 33%
- Neither agree nor disagree: 19%
- Disagree: 12%
- Strongly disagree: 7%
- Does not apply: 9%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 21%
- Agree: 32%
- Neither agree nor disagree: 17%
- Disagree: 11%
- Strongly disagree: 12%
- Does not apply: 7%
Section G  Mentorship

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

I had someone at work who I trust

- Experienced upward mobility have been at their current company for the past three years
  - Strongly agree: 28%
  - Agree: 38%
  - Neither agree nor disagree: 19%
  - Disagree: 6%
  - Strongly disagree: 5%
  - Does not apply: 4%

- Experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 30%
  - Agree: 35%
  - Neither agree nor disagree: 16%
  - Disagree: 4%
  - Strongly disagree: 8%
  - Does not apply: 6%
Section G

Mentorship

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

I had a sense of belonging at work

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 30%
- Agree: 35%
- Neither agree nor disagree: 20%
- Disagree: 8%
- Strongly disagree: 4%
- Does not apply: 3%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 29%
- Agree: 35%
- Neither agree nor disagree: 15%
- Disagree: 6%
- Strongly disagree: 11%
- Does not apply: 4%
Section G
Mentorship

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

I had someone at work who cares about my advancement

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 23%
- Agree: 29%
- Neither agree nor disagree: 26%
- Disagree: 9%
- Strongly disagree: 6%
- Does not apply: 7%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 23%
- Agree: 28%
- Neither agree nor disagree: 25%
- Disagree: 9%
- Strongly disagree: 10%
- Does not apply: 5%
Section G
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

| Experienced upward mobility have been at their current company for the past three years |
|---------------------------------------------------------------|-----------------|----------------|-----------------|-----------------|
| Strongly agree                                               | Agree           | Neither agree nor disagree | Disagree       | Strongly disagree |
| 27%                                                          | 35%             | 19%                         | 8%             | 4%              |
| Experienced upward mobility have not been at their current company for the past three years |
| Strongly agree                                               | Agree           | Neither agree nor disagree | Disagree       | Strongly disagree |
| 23%                                                          | 39%             | 16%                         | 7%             | 6%              |
Section G
Career pathways

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

<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>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>I knew how to get the training, certifications, and/or skills needed to move up within my company</td>
<td>23%</td>
<td>32%</td>
<td>20%</td>
<td>9%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>23%</td>
<td>32%</td>
<td>20%</td>
<td>9%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>40%</td>
<td>16%</td>
<td>8%</td>
<td>7%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Section G  
Career pathways

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

I was aware of career pathways in my current area of work within my company

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>22%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>20%</td>
</tr>
</tbody>
</table>

Section G
Career pathways

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

I was aware of career pathways outside of my current area of work within my company

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 20%
- Agree: 30%
- Neither agree nor disagree: 25%
- Disagree: 9%
- Strongly disagree: 6%
- Does not apply: 11%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 19%
- Agree: 30%
- Neither agree nor disagree: 23%
- Disagree: 11%
- Strongly disagree: 7%
- Does not apply: 10%
Section G
Career pathways

G1: What have been the biggest contributors to your upward mobility?
I knew what I needed to do to move to a job with higher pay, skills, and productivity within my company

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 20%
- Agree: 36%
- Neither agree nor disagree: 25%
- Disagree: 7%
- Strongly disagree: 5%
- Does not apply: 8%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 23%
- Agree: 36%
- Neither agree nor disagree: 17%
- Disagree: 9%
- Strongly disagree: 8%
- Does not apply: 7%
Section G
Career pathways

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

My company provided the training and/or certifications I need to move up within my company

| Experienced upward mobility have been at their current company for the past three years | 20% | 31% | 21% | 12% | 7% | 9% |
| Experienced upward mobility have not been at their current company for the past three years | 17% | 30% | 20% | 11% | 12% | 10% |

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Does not apply

Section G
Attitudes about upward mobility

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

I was interested in moving up

- Experienced upward mobility have been at their current company for the past three years
  - Strongly agree: 31%
  - Agree: 33%
  - Neither agree nor disagree: 16%
  - Disagree: 9%
  - Strongly disagree: 6%
  - Does not apply: 5%

- Experienced upward mobility have not been at their current company for the past three years
  - Strongly agree: 30%
  - Agree: 33%
  - Neither agree nor disagree: 21%
  - Disagree: 6%
  - Strongly disagree: 5%
  - Does not apply: 6%
### Section G

**Attitudes about upward mobility**

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

I wanted to take on the additional responsibility that would be required if I were to move up

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>27%</th>
<th>35%</th>
<th>18%</th>
<th>9%</th>
<th>6%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>30%</td>
<td>35%</td>
<td>21%</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
</tr>
</tbody>
</table>

- **Strongly agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly disagree**
- **Does not apply**
Section G
Attitudes about upward mobility

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

I believed moving up was possible

- Experienced upward mobility have been at their current company for the past three years:
  - Strongly agree: 26%
  - Agree: 38%
  - Neither agree nor disagree: 20%
  - Disagree: 6%
  - Strongly disagree: 4%
  - Does not apply: 6%

- Experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 32%
  - Agree: 36%
  - Neither agree nor disagree: 19%
  - Disagree: 5%
  - Strongly disagree: 4%
  - Does not apply: 5%
Section G
Attitudes about upward mobility

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

My family and/or peers were supportive of me trying to move up

<table>
<thead>
<tr>
<th>Experienced upward mobility have been at their current company for the past three years</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>31%</td>
<td>30%</td>
<td>19%</td>
<td></td>
<td></td>
<td></td>
<td>12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</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>34%</td>
<td>34%</td>
<td>18%</td>
<td></td>
<td></td>
<td></td>
<td>9%</td>
</tr>
</tbody>
</table>
Section G
Attitudes about upward mobility

G1: What have been the biggest contributors to your upward mobility?
I was not afraid to be rejected for a job application

- Experienced upward mobility have been at their current company for the past three years:
  - Strongly agree: 23%
  - Agree: 31%
  - Neither agree nor disagree: 23%
  - Disagree: 11%
  - Strongly disagree: 4%
  - Does not apply: 8%

- Experienced upward mobility have not been at their current company for the past three years:
  - Strongly agree: 26%
  - Agree: 27%
  - Neither agree nor disagree: 21%
  - Disagree: 12%
  - Strongly disagree: 8%
  - Does not apply: 7%
Section G
Attitudes about upward mobility

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

Experienced upward mobility have been at their current company for the past three years

- Strongly agree: 24%
- Agree: 27%
- Neither agree nor disagree: 27%
- Disagree: 9%
- Strongly disagree: 3%
- Does not apply: 10%

Experienced upward mobility have not been at their current company for the past three years

- Strongly agree: 29%
- Agree: 27%
- Neither agree nor disagree: 24%
- Disagree: 5%
- Strongly disagree: 6%
- Does not apply: 10%
### G2: What action did you take that led to these positive increases in your upward mobility?

<table>
<thead>
<tr>
<th>Action</th>
<th>Experienced upward mobility have been at their current company for the past three years</th>
<th>Experienced upward mobility have not been at their current company for the past three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>The upward movement happened automatically based on my performance</td>
<td>60%</td>
<td>61%</td>
</tr>
<tr>
<td>The upward movement happened automatically due to my length of time in the organization</td>
<td>35%</td>
<td>25%</td>
</tr>
<tr>
<td>I applied for a different job in my company and was accepted</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>I applied for a different job at a different company and was accepted</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>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</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Experience of Upward Mobility</td>
<td>Yes (%)</td>
<td>No (%)</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------</td>
<td>--------</td>
</tr>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>54%</td>
<td>27%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>61%</td>
<td>17%</td>
</tr>
</tbody>
</table>
Section G

G4: How long do you think it will take you to get your next pay raise and/or promotion?

- Experienced upward mobility have been at their current company for the past three years:
  - < 1 year: 33%
  - 1-2 years: 49%
  - 3-5 years: 15%
  - 6-10 years: 3%
  - More than 10 years: 1%

- Experienced upward mobility have not been at their current company for the past three years:
  - < 1 year: 46%
  - 1-2 years: 47%
  - 3-5 years: 6%
  - 6-10 years: 1%
  - More than 10 years: 0%

Note: Only respondents who expect upward mobility in the future answered this question.
Section G

G5: Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility?

- Personal circumstances
- Education and skills
- Job structure
- Company and industry opportunities
- Mentorship
- Career pathways
- Attitudes about upward mobility

Note: Only respondents who expect upward mobility in the future answered this question.
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>Not Experiencing</th>
<th>Experiencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal circumstances</td>
<td>52%</td>
<td>51%</td>
</tr>
<tr>
<td>Education and skills</td>
<td>42%</td>
<td>47%</td>
</tr>
<tr>
<td>Job structure</td>
<td>39%</td>
<td>40%</td>
</tr>
<tr>
<td>Company and industry opportunities</td>
<td>47%</td>
<td>66%</td>
</tr>
<tr>
<td>Mentorship</td>
<td>30%</td>
<td>33%</td>
</tr>
<tr>
<td>Career pathways</td>
<td>39%</td>
<td>47%</td>
</tr>
<tr>
<td>Attitudes about upward mobility</td>
<td>33%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Note: Only respondents who don’t know or do not expect upward mobility in the future answered this question.
Section H

Your attitudes about upward mobility
H1: Who is responsible for your overall upward mobility?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Rank 1st</th>
<th>Rank 2nd</th>
<th>Rank 3rd</th>
<th>Rank 4th</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>70%</td>
<td>15%</td>
<td>4%</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>77%</td>
<td>10%</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>70%</td>
<td>13%</td>
<td>3%</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>68%</td>
<td>10%</td>
<td>7%</td>
<td>4%</td>
<td>12%</td>
</tr>
</tbody>
</table>

H1: Who is responsible for your overall upward mobility?

My company is responsible

<table>
<thead>
<tr>
<th>Category</th>
<th>Rank 1st</th>
<th>Rank 2nd</th>
<th>Rank 3rd</th>
<th>Rank 4th</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>16%</td>
<td>51%</td>
<td>21%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>10%</td>
<td>58%</td>
<td>23%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>14%</td>
<td>50%</td>
<td>20%</td>
<td>5%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>13%</td>
<td>46%</td>
<td>23%</td>
<td>7%</td>
<td>12%</td>
</tr>
</tbody>
</table>
H1: Who is responsible for your overall upward mobility?

- Experienced upward mobility have been at their current company for the past three years:
  - Education institutions (e.g., high schools, colleges): 21% Rank 1st, 51% Rank 2nd, 17% Rank 3rd, 7% Rank 4th, 3% I don't know

- Experienced upward mobility have not been at their current company for the past three years:
  - 23% Rank 1st, 59% Rank 2nd, 11% Rank 3rd, 4% Rank 4th, 4% I don't know

- Have not experienced upward mobility have been at current company for the past three years:
  - 20% Rank 1st, 50% Rank 2nd, 16% Rank 3rd, 11% Rank 4th, 3% I don't know

- Have not experienced upward mobility have not been at their current company for the past three years:
  - 28% Rank 1st, 45% Rank 2nd, 14% Rank 3rd, 12% Rank 4th, 2% I don't know

### H1: Who is responsible for your overall upward mobility?

<table>
<thead>
<tr>
<th>Category</th>
<th>The government is responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>4% 17% 67% 7% 5%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>6% 6% 10% 74% 4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>6% 16% 66% 11% 1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>5% 4% 14% 65% 12%</td>
</tr>
</tbody>
</table>

Legend:
- Rank 1st
- Rank 2nd
- Rank 3rd
- Rank 4th
- I don't know

### H2: Please indicate how strongly you agree or disagree with each of the following statements:

**I want to move up in my career**

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>39%</td>
<td>29%</td>
<td>16%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>45%</td>
<td>33%</td>
<td>12%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>26%</td>
<td>29%</td>
<td>19%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>40%</td>
<td>22%</td>
<td>21%</td>
<td>14%</td>
<td>4%</td>
</tr>
</tbody>
</table>
### Section H

**H2: Please indicate how strongly you agree or disagree with each of the following statements:**

I have the skills to move up but other barriers are preventing me from doing so

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>25%</td>
<td>31%</td>
<td>23%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>29%</td>
<td>29%</td>
<td>24%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>18%</td>
<td>30%</td>
<td>25%</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>27%</td>
<td>32%</td>
<td>25%</td>
<td>12%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe I should have the opportunity to move up

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>37%</td>
<td>38%</td>
<td>18%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>42%</td>
<td>37%</td>
<td>17%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>28%</td>
<td>38%</td>
<td>22%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>39%</td>
<td>32%</td>
<td>22%</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>
H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe all workers should have the opportunity to move up

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>44%</td>
<td>40%</td>
<td>12%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>45%</td>
<td>36%</td>
<td>16%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>39%</td>
<td>38%</td>
<td>19%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>48%</td>
<td>32%</td>
<td>16%</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>
H2: Please indicate how strongly you agree or disagree with each of the following statements:

If I work hard, I will be able to move up

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>36%</td>
<td>32%</td>
<td>23%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>44%</td>
<td>29%</td>
<td>17%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>25%</td>
<td>27%</td>
<td>31%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>33%</td>
<td>34%</td>
<td>22%</td>
<td>9%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

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

<table>
<thead>
<tr>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>36%</td>
</tr>
</tbody>
</table>

| Experienced upward mobility have not been at their current company for the past three years |
| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
| 40% | 30% | 20% | 7% | 3% |

| Have not experienced upward mobility have been at current company for the past three years |
| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
| 25% | 32% | 29% | 9% | 4% |

| Have not experienced upward mobility have not been at their current company for the past three years |
| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
| 36% | 27% | 30% | 5% | 9% |
Note: Only 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
I1: How would you grade your current company’s performance in increasing the upward mobility of workers at your pay level?

- Experienced upward mobility have been at their current company for the past three years:
  - Excellent: 24%
  - Good: 32%
  - Fair: 21%
  - Poor: 14%
  - Very poor: 6%
  - I don’t know: 3%

- Experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 22%
  - Good: 28%
  - Fair: 22%
  - Poor: 15%
  - Very poor: 10%
  - I don’t know: 4%

- Have not experienced upward mobility have been at current company for the past three years:
  - Excellent: 12%
  - Good: 28%
  - Fair: 17%
  - Poor: 19%
  - Very poor: 15%
  - I don’t know: 9%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Excellent: 9%
  - Good: 27%
  - Fair: 28%
  - Poor: 19%
  - Very poor: 15%
  - I don’t know: 2%
Section I

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?

- Experienced upward mobility have been at their current company for the past three years: 50% Yes, 50% No.
- Experienced upward mobility have not been at their current company for the past three years: 52% Yes, 48% No.
- Have not experienced upward mobility have been at current company for the past three years: 42% Yes, 59% No.
- Have not experienced upward mobility have not been at their current company for the past three years: 47% Yes, 53% No.
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over work location

- Experienced upward mobility have been at their current company for the past three years:
  - Very important: 42%
  - Important: 31%
  - Neutral: 15%
  - Low importance: 5%
  - Not at all important: 3%
  - I don't know: 4%

- Experienced upward mobility have not been at their current company for the past three years:
  - Very important: 41%
  - Important: 28%
  - Neutral: 19%
  - Low importance: 7%
  - Not at all important: 5%
  - I don't know: 1%

- Have not experienced upward mobility have been at current company for the past three years:
  - Very important: 39%
  - Important: 34%
  - Neutral: 16%
  - Low importance: 5%
  - Not at all important: 3%
  - I don't know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Very important: 32%
  - Important: 28%
  - Neutral: 26%
  - Low importance: 7%
  - Not at all important: 4%
  - I don't know: 3%
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

Convenient to get to work location

<table>
<thead>
<tr>
<th>Experience Status</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>49%</td>
<td>34%</td>
<td>11%</td>
<td>4%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>49%</td>
<td>32%</td>
<td>11%</td>
<td>5%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>50%</td>
<td>28%</td>
<td>14%</td>
<td>4%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>45%</td>
<td>32%</td>
<td>16%</td>
<td>4%</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job.

<table>
<thead>
<tr>
<th>Level of pay</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>59%</td>
<td>27%</td>
<td>9%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>59%</td>
<td>26%</td>
<td>8%</td>
<td>3%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>59%</td>
<td>28%</td>
<td>9%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>54%</td>
<td>29%</td>
<td>12%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Section I

Q2: Please rate how important the following factors would be to you if you were to search for another job

Stable and predictable pay

- Experienced upward mobility have been at their current company for the past three years:
  - Very important: 64%
  - Important: 26%
  - Neutral: 6%
  - Low importance: 2%
  - Not at all important: 1%
  - I don't know: 2%

- Experienced upward mobility have not been at their current company for the past three years:
  - Very important: 64%
  - Important: 24%
  - Neutral: 5%
  - Low importance: 4%
  - Not at all important: 1%
  - I don't know: 2%

- Have not experienced upward mobility have been at current company for the past three years:
  - Very important: 61%
  - Important: 29%
  - Neutral: 7%
  - Low importance: 1%
  - Not at all important: 2%
  - I don't know: 2%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Very important: 55%
  - Important: 32%
  - Neutral: 9%
  - Low importance: 0%
  - Not at all important: 0%
  - I don't know: 2%

### Section I

#### I2: Please rate how important the following factors would be to you if you were to search for another job

**Control over hours**

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>40%</td>
<td>36%</td>
<td>16%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>40%</td>
<td>35%</td>
<td>17%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>42%</td>
<td>36%</td>
<td>17%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>39%</td>
<td>36%</td>
<td>19%</td>
<td>3%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

Stable and predictable hours

- Experienced upward mobility have been at their current company for the past three years:
  - Very important: 54%
  - Important: 35%
  - Neutral: 8%
  - Low importance: 0%
  - Not at all important: 0%
  - I don’t know: 1%

- Experienced upward mobility have not been at their current company for the past three years:
  - Very important: 51%
  - Important: 34%
  - Neutral: 10%
  - Low importance: 3%
  - Not at all important: 1%
  - I don’t know: 1%

- Have not experienced upward mobility have been at current company for the past three years:
  - Very important: 50%
  - Important: 39%
  - Neutral: 9%
  - Low importance: 3%
  - Not at all important: 0%
  - I don’t know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Very important: 45%
  - Important: 33%
  - Neutral: 14%
  - Low importance: 4%
  - Not at all important: 1%
  - I don’t know: 4%
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

Flexible sick time policy

<table>
<thead>
<tr>
<th>Description</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>39%</td>
<td>39%</td>
<td>15%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>38%</td>
<td>36%</td>
<td>17%</td>
<td>5%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>40%</td>
<td>37%</td>
<td>15%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>37%</td>
<td>30%</td>
<td>22%</td>
<td>6%</td>
<td>1%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>19%</td>
<td>24%</td>
<td>26%</td>
<td>10%</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>19%</td>
<td>26%</td>
<td>21%</td>
<td>11%</td>
<td>19%</td>
<td>4%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>24%</td>
<td>21%</td>
<td>28%</td>
<td>9%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>20%</td>
<td>20%</td>
<td>27%</td>
<td>12%</td>
<td>14%</td>
<td>7%</td>
</tr>
</tbody>
</table>

## Section I

12: Please rate how important the following factors would be to you if you were to search for another job

### Transportation assistance benefit

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>19</td>
<td>17</td>
<td>25</td>
<td>14</td>
<td>21</td>
<td>5</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>20</td>
<td>20</td>
<td>23</td>
<td>14</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>20</td>
<td>14</td>
<td>30</td>
<td>11</td>
<td>19</td>
<td>6</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>17</td>
<td>24</td>
<td>27</td>
<td>9</td>
<td>19</td>
<td>5</td>
</tr>
</tbody>
</table>

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

<table>
<thead>
<tr>
<th>Experience</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>20%</td>
<td>21%</td>
<td>22%</td>
<td>13%</td>
<td>21%</td>
<td>4%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>18%</td>
<td>24%</td>
<td>22%</td>
<td>11%</td>
<td>23%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>17%</td>
<td>22%</td>
<td>25%</td>
<td>11%</td>
<td>22%</td>
<td>5%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>14%</td>
<td>25%</td>
<td>24%</td>
<td>12%</td>
<td>17%</td>
<td>9%</td>
</tr>
</tbody>
</table>
I2: Please rate how important the following factors would be to you if you were to search for another job

Other company benefits (e.g., healthcare benefits)

1. Experienced upward mobility have been at their current company for the past three years
   - Very important: 50%
   - Important: 27%
   - Neutral: 12%
   - Low importance: 4%
   - Not at all important: 5%
   - I don't know: 3%

2. Experienced upward mobility have not been at their current company for the past three years
   - Very important: 50%
   - Important: 25%
   - Neutral: 14%
   - Low importance: 5%
   - Not at all important: 2%
   - I don't know: 4%

3. Have not experienced upward mobility have been at current company for the past three years
   - Very important: 47%
   - Important: 26%
   - Neutral: 15%
   - Low importance: 4%
   - Not at all important: 5%
   - I don't know: 3%

4. Have not experienced upward mobility have not been at their current company for the past three years
   - Very important: 37%
   - Important: 33%
   - Neutral: 17%
   - Low importance: 4%
   - Not at all important: 4%
   - I don't know: 4%
### I2: Please rate how important the following factors would be to you if you were to search for another job

<table>
<thead>
<tr>
<th>Worker stock options program or other worker ownership structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
</tr>
<tr>
<td>21%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>14%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
</tr>
<tr>
<td>22%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
</tr>
<tr>
<td>11%</td>
</tr>
</tbody>
</table>

- Very important
- Important
- Neutral
- Low importance
- Not at all important
- I don’t know
Section I

12: Please rate how important the following factors would be to you if you were to search for another job

Opportunities for upward mobility

- Experienced upward mobility have been at their current company for the past three years
  - Very important: 39%
  - Important: 36%
  - Neutral: 14%
  - Low importance: 5%
  - Not at all important: 2%
  - I don't know: 2%

- Experienced upward mobility have not been at their current company for the past three years
  - Very important: 46%
  - Important: 29%
  - Neutral: 16%
  - Low importance: 4%
  - Not at all important: 2%
  - I don't know: 4%

- Have not experienced upward mobility have been at current company for the past three years
  - Very important: 37%
  - Important: 28%
  - Neutral: 18%
  - Low importance: 6%
  - Not at all important: 3%
  - I don't know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Very important: 36%
  - Important: 32%
  - Neutral: 21%
  - Low importance: 4%
  - Not at all important: 3%
  - I don't know: 3%

### Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

**Clear communication about opportunities for upward mobility**

<table>
<thead>
<tr>
<th>Experience of Upward Mobility</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>Experienced upward mobility have been at their current company for the past three years</td>
<td>38%</td>
<td>38%</td>
<td>13%</td>
<td>5%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>44%</td>
<td>34%</td>
<td>12%</td>
<td>6%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>33%</td>
<td>33%</td>
<td>20%</td>
<td>6%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>37%</td>
<td>35%</td>
<td>17%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

I2: Please rate how important the following factors would be to you if you were to search for another job

Skill development opportunities (e.g., training programs)

- Experienced upward mobility have been at their current company for the past three years:
  - Very important: 38%
  - Important: 37%
  - Neutral: 14%
  - Low importance: 4%
  - Not at all important: 3%
  - I don't know: 2%

- Experienced upward mobility have not been at their current company for the past three years:
  - Very important: 41%
  - Important: 35%
  - Neutral: 14%
  - Low importance: 6%
  - Not at all important: 3%
  - I don't know: 6%

- Have not experienced upward mobility have been at current company for the past three years:
  - Very important: 36%
  - Important: 35%
  - Neutral: 17%
  - Low importance: 3%
  - Not at all important: 3%
  - I don't know: 3%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Very important: 38%
  - Important: 38%
  - Neutral: 14%
  - Low importance: 4%
  - Not at all important: 3%
  - I don't know: 4%
I2: Please rate how important the following factors would be to you if you were to search for another job

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>64%</td>
<td>25%</td>
<td>7%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>68%</td>
<td>19%</td>
<td>9%</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>60%</td>
<td>28%</td>
<td>8%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>60%</td>
<td>25%</td>
<td>9%</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

Supportive team members

- Experienced upward mobility have been at their current company for the past three years:
  - Very important: 53%
  - Important: 33%
  - Neutral: 9%

- Experienced upward mobility have not been at their current company for the past three years:
  - Very important: 47%
  - Important: 35%
  - Neutral: 11%

- Have not experienced upward mobility have been at current company for the past three years:
  - Very important: 44%
  - Important: 37%
  - Neutral: 13%

- Have not experienced upward mobility have not been at their current company for the past three years:
  - Very important: 43%
  - Important: 35%
  - Neutral: 13%

I2: Please rate how important the following factors would be to you if you were to search for another job

Supportive supervisors

- Experienced upward mobility have been at their current company for the past three years
  - Very important: 57%
  - Important: 31%
  - Neutral: 8%
  - Low importance: 2%
  - Not at all important: 1%
  - I don't know: 3%

- Experienced upward mobility have not been at their current company for the past three years
  - Very important: 58%
  - Important: 26%
  - Neutral: 10%
  - Low importance: 1%
  - Not at all important: 3%
  - I don't know: 1%

- Have not experienced upward mobility have been at current company for the past three years
  - Very important: 47%
  - Important: 36%
  - Neutral: 12%
  - Low importance: 1%
  - Not at all important: 1%
  - I don't know: 1%

- Have not experienced upward mobility have not been at their current company for the past three years
  - Very important: 54%
  - Important: 29%
  - Neutral: 12%
  - Low importance: 1%
  - Not at all important: 0%
  - I don't know: 4%
I2: Please rate how important the following factors would be to you if you were to search for another job

Type of work fits my interests and goals

<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>Experienced upward mobility have been at their current company for the past three years</td>
<td>53%</td>
<td>32%</td>
<td>9%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>49%</td>
<td>33%</td>
<td>12%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>49%</td>
<td>34%</td>
<td>13%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>46%</td>
<td>33%</td>
<td>13%</td>
<td>4%</td>
<td>1%</td>
<td>4%</td>
</tr>
</tbody>
</table>
### Section I

#### I3new: How did your employment at your primary company change between January 2020 and today?

<table>
<thead>
<tr>
<th>Change in Employment</th>
<th>January 2020</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was permanently fired</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>I was furloughed</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>My hours were reduced</td>
<td>54%</td>
<td>48%</td>
</tr>
<tr>
<td>My pay was reduced</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>I chose to leave that primary company due to health concerns</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>I chose to leave that primary company due to family caregiving needs</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>I chose to leave that primary company for a different company</td>
<td>13%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Note: Only respondents whose employment at their primary company changed between January 2020 and today answered this question.
## Section I

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>43%</td>
<td>58%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Section I

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

- Student
- Contract or temporary worker
- Freelance or gig worker (e.g., Lyft driver, graphic design freelancer)
- Self-employed (e.g., tradesperson, independent professional)
- Company owner
  - 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)
- Retired
- Unemployed
- None of the above
- Prefer not to answer

Note: Only respondents whose employment status changed since January 2020 answered this question.
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>Experienced upward mobility have been at their current company for the past three years</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>34%</td>
<td>30%</td>
<td>21%</td>
<td>9%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experienced upward mobility have not been at their current company for the past three years</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>36%</td>
<td>43%</td>
<td>21%</td>
<td>0%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have been at current company for the past three years</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>16%</td>
<td>16%</td>
<td>16%</td>
<td>21%</td>
<td>32%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have not experienced upward mobility have not been at their current company for the past three years</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>40%</td>
<td>15%</td>
<td>30%</td>
<td>15%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Only respondents who are not currently a full-time and/or part-time employee answered this question.
Section I

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

- Experienced upward mobility have been at their current company for the past three years
  - It is likely I will be able to increase my upward mobility: 22%
  - It is somewhat likely I will be able to increase my upward mobility: 24%
  - It is neither more unlikely nor more likely that I will be able to increase my upward mobility: 19%
  - It is somewhat unlikely I will be able to increase my upward mobility: 9%
  - It is unlikely I will be able to increase my upward mobility: 17%
  - I don't know: 9%

- Experienced upward mobility have not been at their current company for the past three years
  - It is likely I will be able to increase my upward mobility: 27%
  - It is somewhat likely I will be able to increase my upward mobility: 18%
  - It is neither more unlikely nor more likely that I will be able to increase my upward mobility: 22%
  - It is somewhat unlikely I will be able to increase my upward mobility: 10%
  - It is unlikely I will be able to increase my upward mobility: 16%
  - I don't know: 7%

- Have not experienced upward mobility have been at current company for the past three years
  - It is likely I will be able to increase my upward mobility: 12%
  - It is somewhat likely I will be able to increase my upward mobility: 18%
  - It is neither more unlikely nor more likely that I will be able to increase my upward mobility: 24%
  - It is somewhat unlikely I will be able to increase my upward mobility: 7%
  - It is unlikely I will be able to increase my upward mobility: 27%
  - I don't know: 12%

- Have not experienced upward mobility have not been at their current company for the past three years
  - It is likely I will be able to increase my upward mobility: 10%
  - It is somewhat likely I will be able to increase my upward mobility: 15%
  - It is neither more unlikely nor more likely that I will be able to increase my upward mobility: 24%
  - It is somewhat unlikely I will be able to increase my upward mobility: 15%
  - It is unlikely I will be able to increase my upward mobility: 19%
  - I don't know: 16%

Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.
### Section I

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced upward mobility have been at their current company for the past three years</td>
<td>7% 10% 48% 11% 11% 14%</td>
</tr>
<tr>
<td>Experienced upward mobility have not been at their current company for the past three years</td>
<td>8% 8% 38% 16% 15% 15%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have been at current company for the past three years</td>
<td>3% 7% 49% 12% 12% 18%</td>
</tr>
<tr>
<td>Have not experienced upward mobility have not been at their current company for the past three years</td>
<td>3% 10% 35% 18% 17% 19%</td>
</tr>
</tbody>
</table>

- COVID-19 makes it much more likely I will be able to increase my upward mobility
- COVID-19 makes it somewhat more likely I will be able to increase my upward mobility
- COVID-19 makes it neither more unlikely nor more likely that I will be able to increase my upward mobility
- COVID-19 makes it somewhat more unlikely I will be able to increase my upward mobility
- COVID-19 makes it much more unlikely I will be able to increase my upward mobility
- I don't know

Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.