

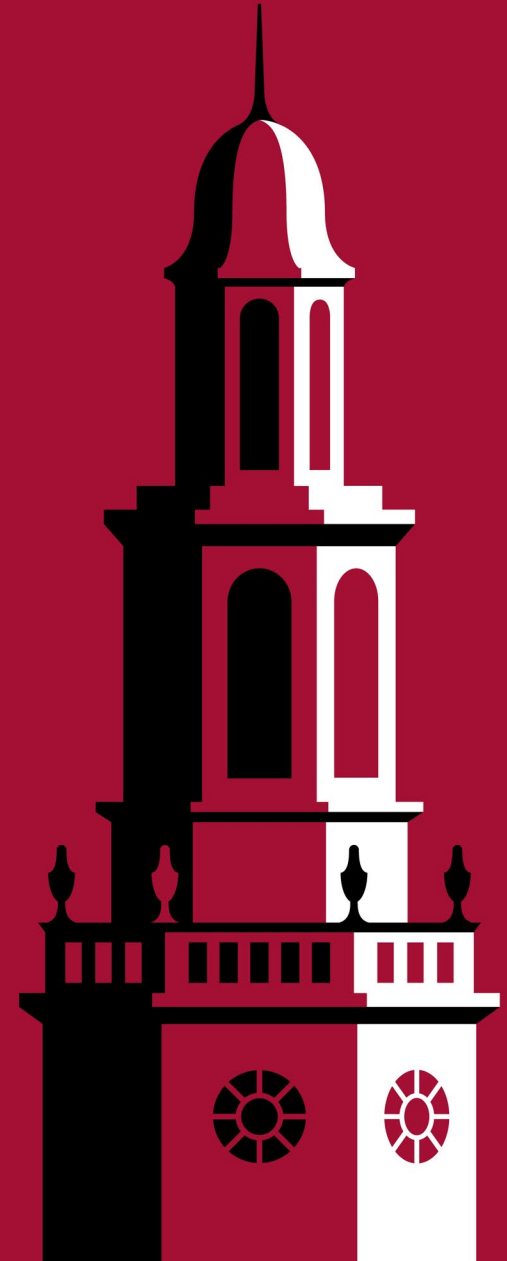
Building From the Bottom Up

Upward mobility survey of low-wage workers
(Overall Results)



Harvard
Business
School

Managing the Future
of Work



Notes

Worker Survey – Overall

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Introduction:

This deck represents the overall results from an online survey of 1,025 U.S. low-wage workers conducted September–November 2020 by the Project on Managing the Future of Work at Harvard Business School. The survey questionnaire is also available on our website.

Please direct inquiries to:

Manjari Raman, mraman@hbs.edu

Preferred citation:

“Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

General notes:

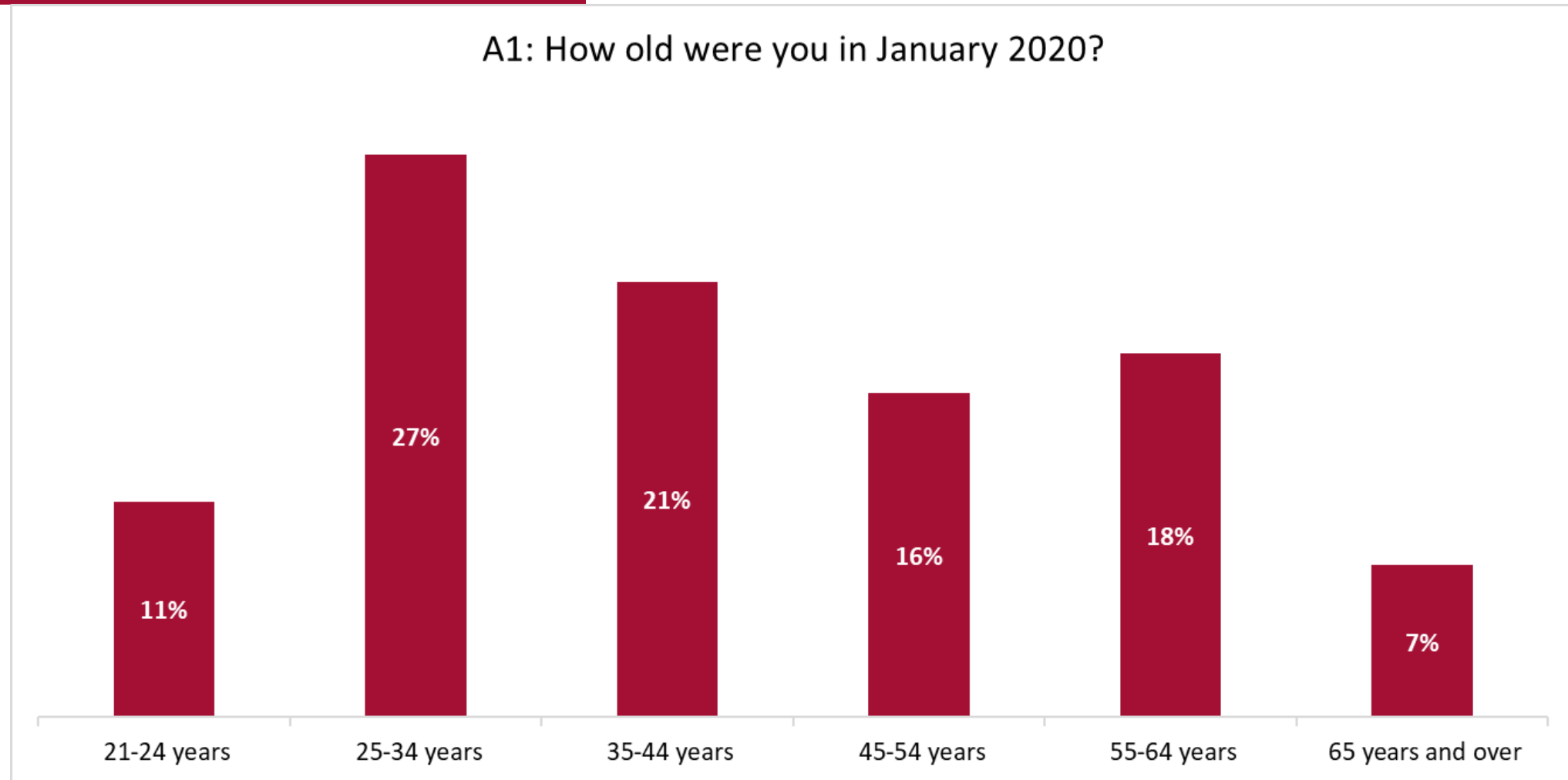
- Numbers may not sum to 100% due to rounding. All numbers are rounded to the nearest integer. However, the data is recorded to two decimal places – thus some data points labeled “0%” may be nonzero but rounded down.
- For the purposes of this survey, we define low-wage employees as full-time or part-time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

Section A

Screening Questions

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

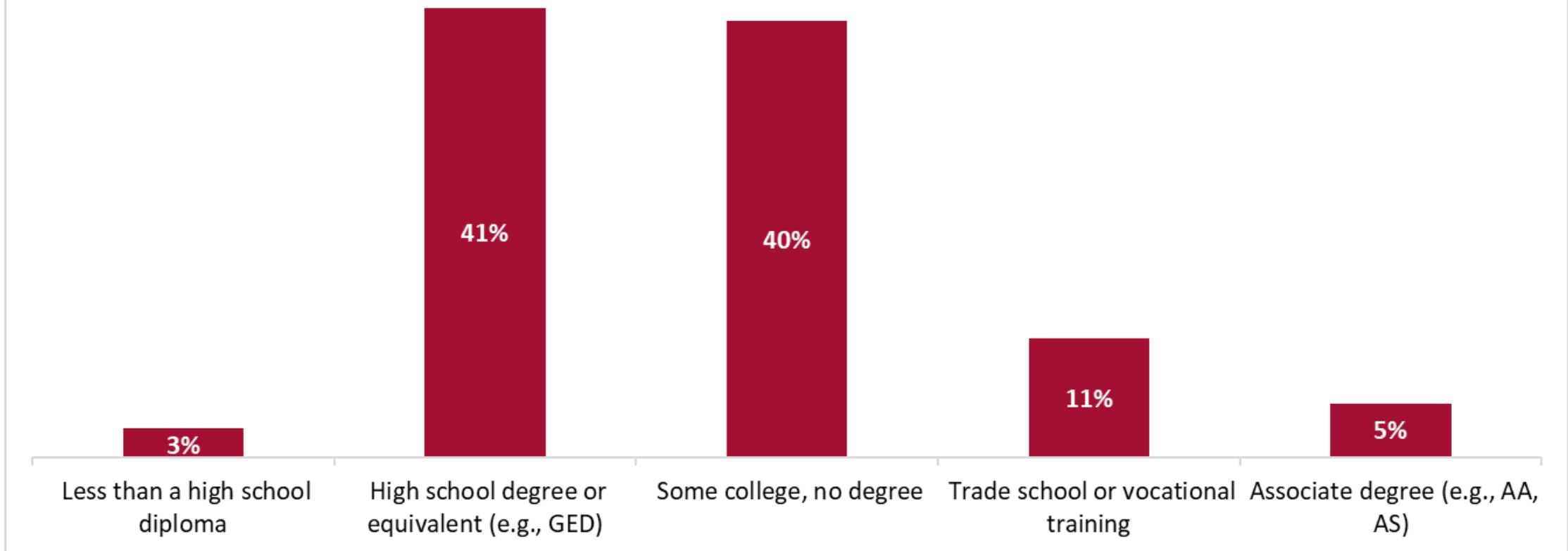
Note: Respondents age 20 or younger were terminated from the survey.

Section A

Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.



N = 1,025

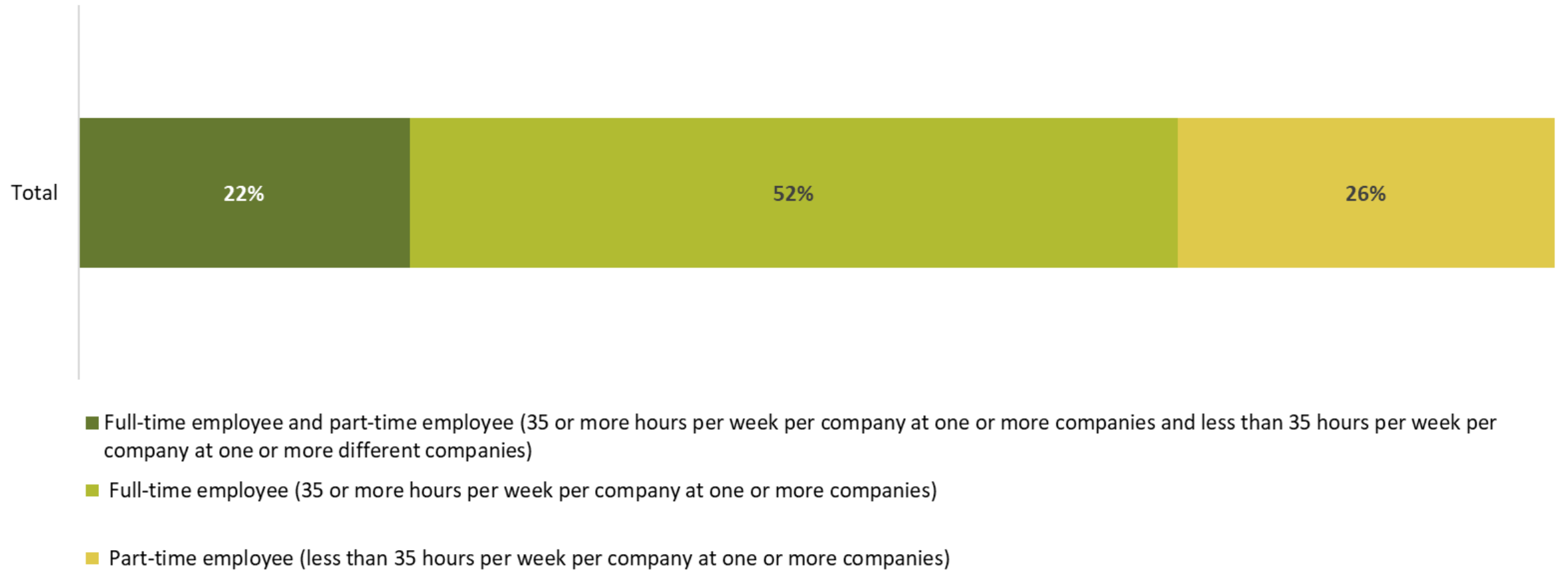
Note: Collection of associate degree data limited to n=50. All respondents had to have less than a Bachelors degree.

Section A

Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A4: Which of the following best describes your employment status in January 2020?



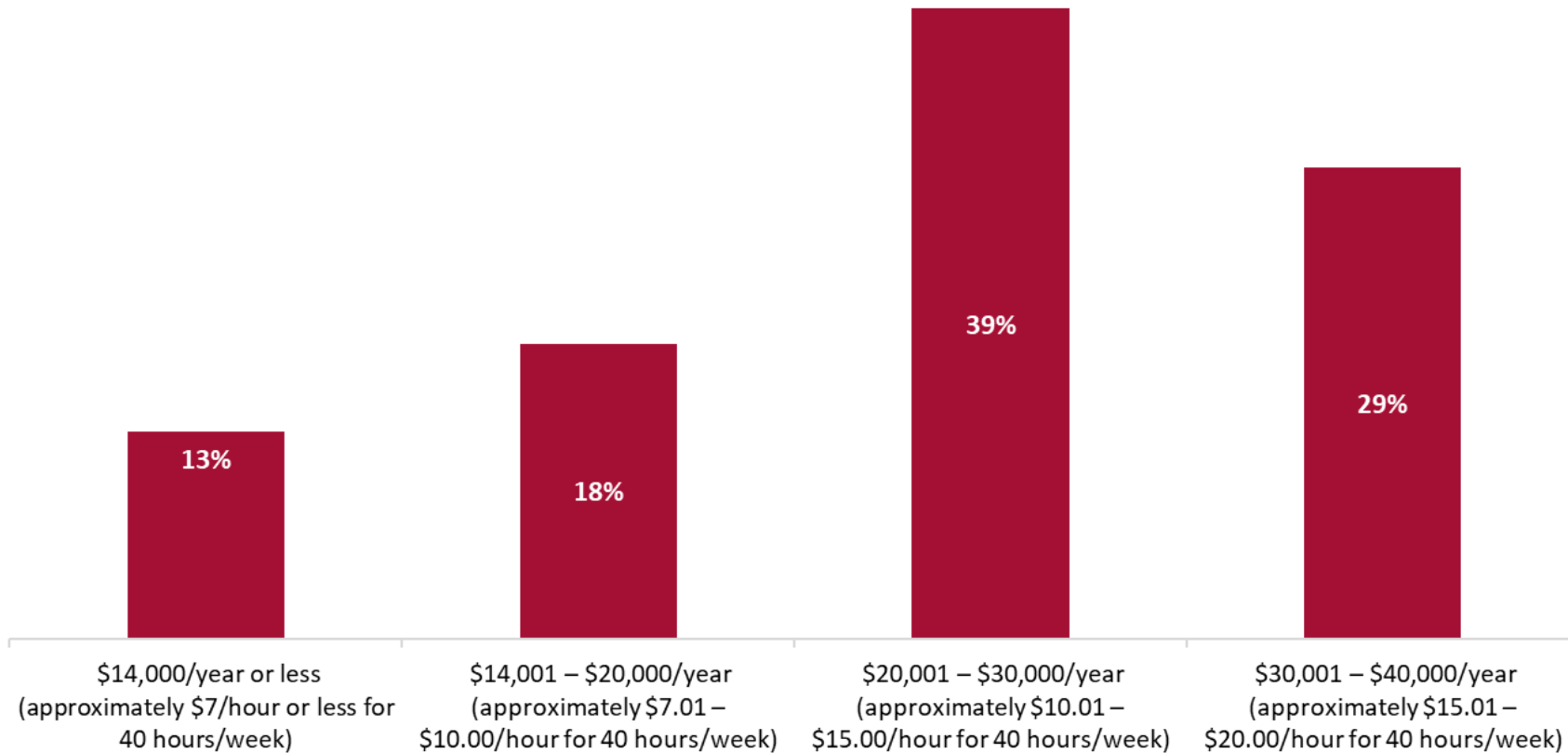
N = 1,025

Note: Other respondents (e.g., those who selected contract worker as primary status) were terminated from the survey

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A4new: What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.

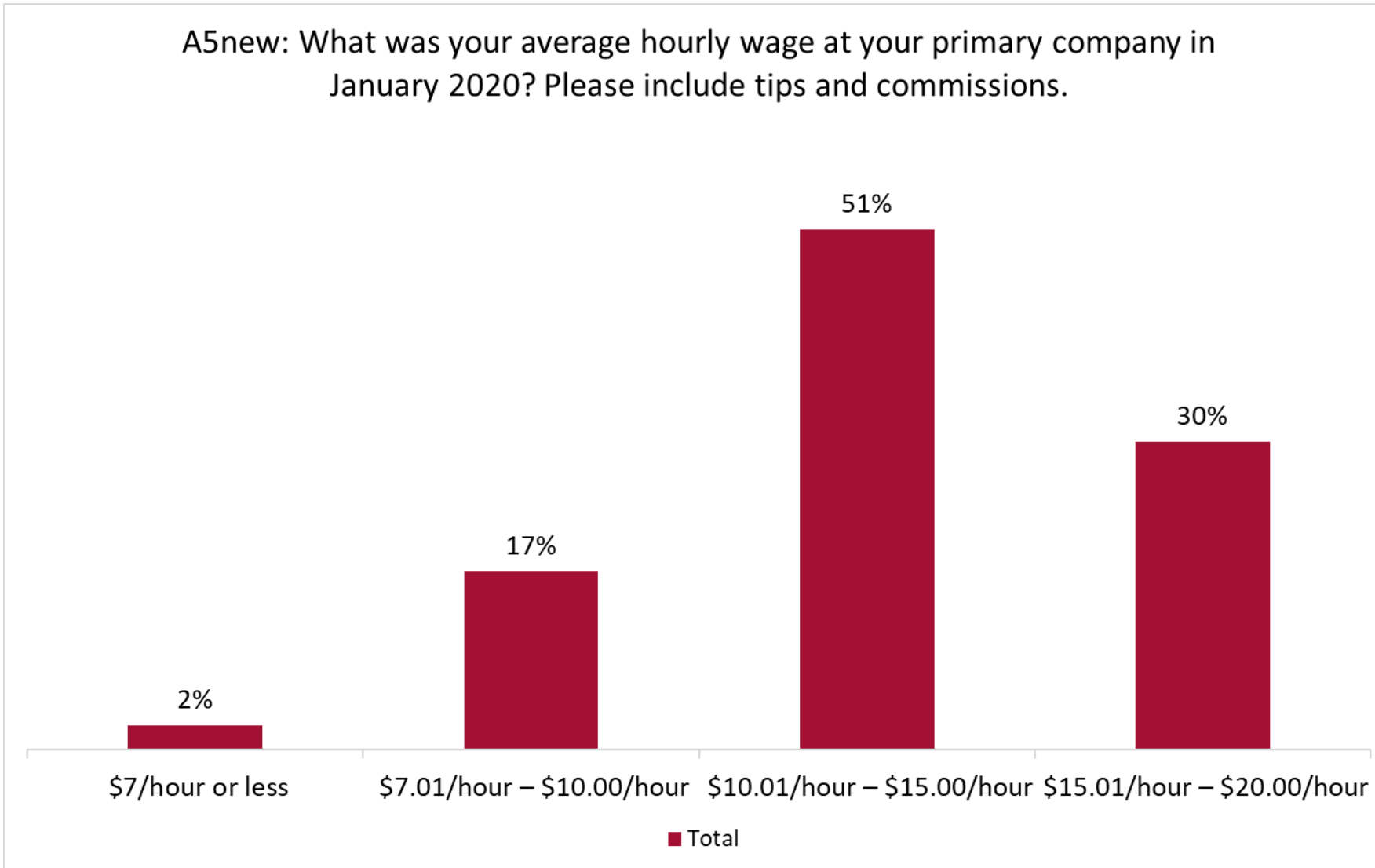


N = 1,025

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

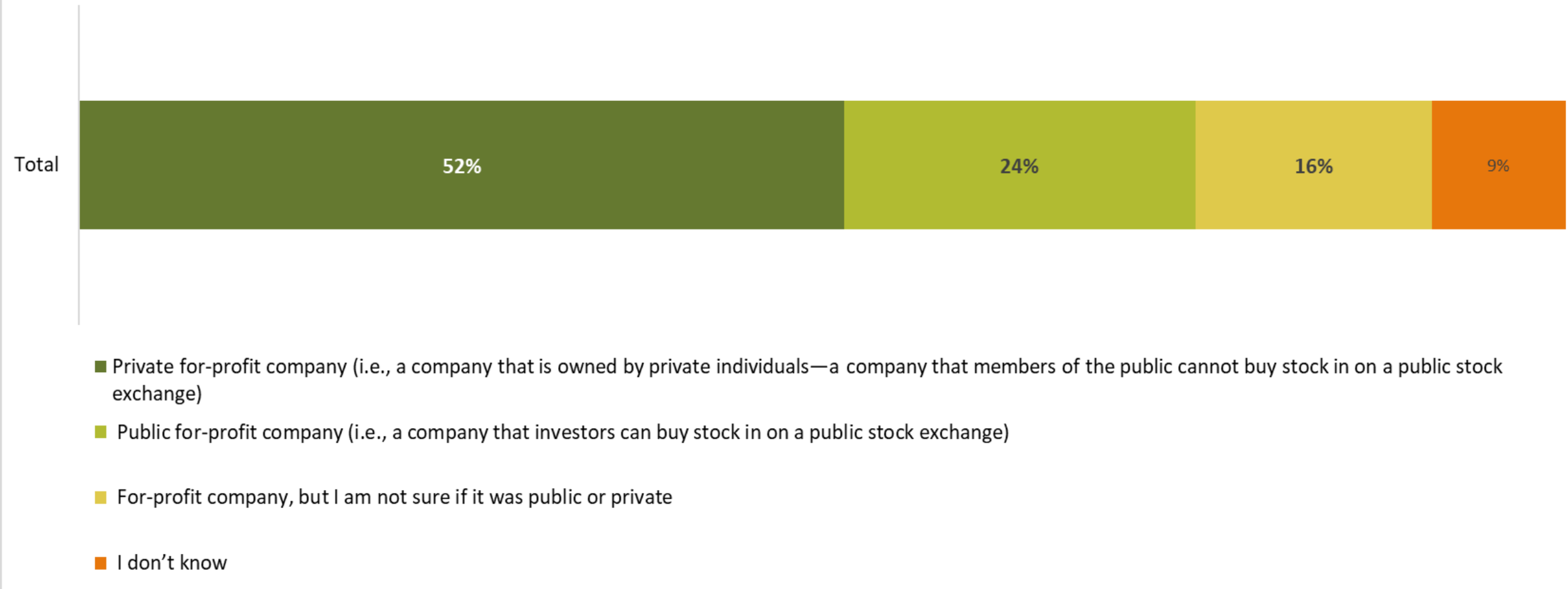


N = 1,025

Section A Screening Questions

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A5: In January 2020, was your primary company a:



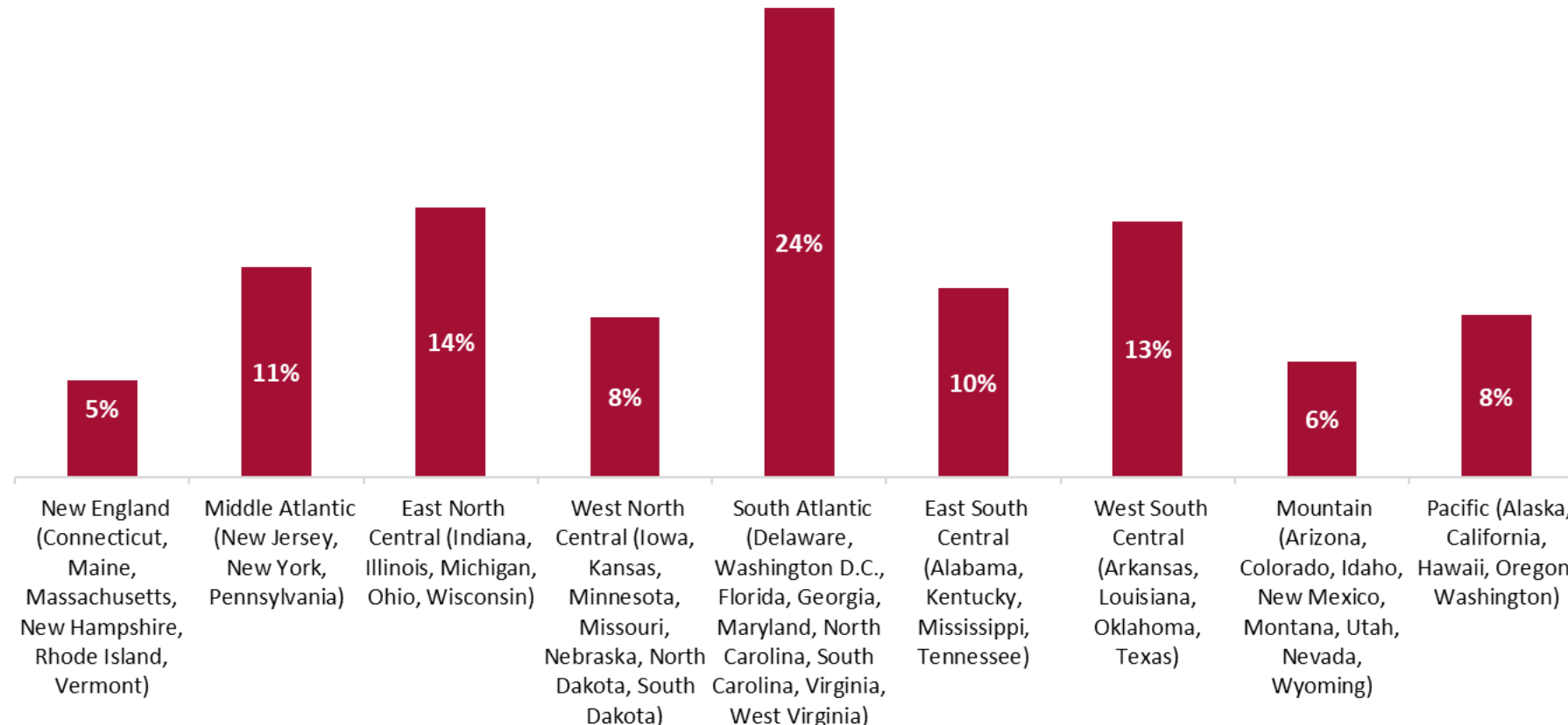
N = 1,025

Section A

Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

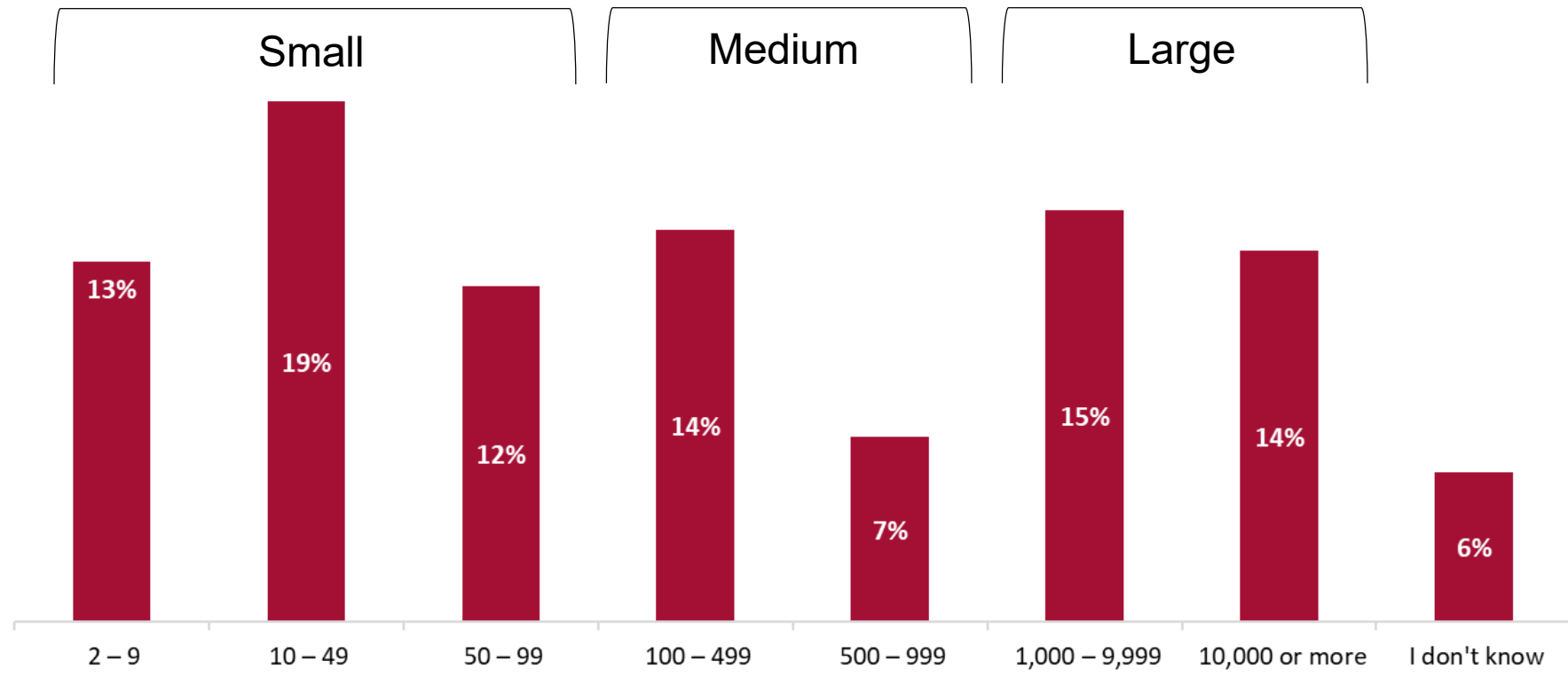


N = 1,025

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.

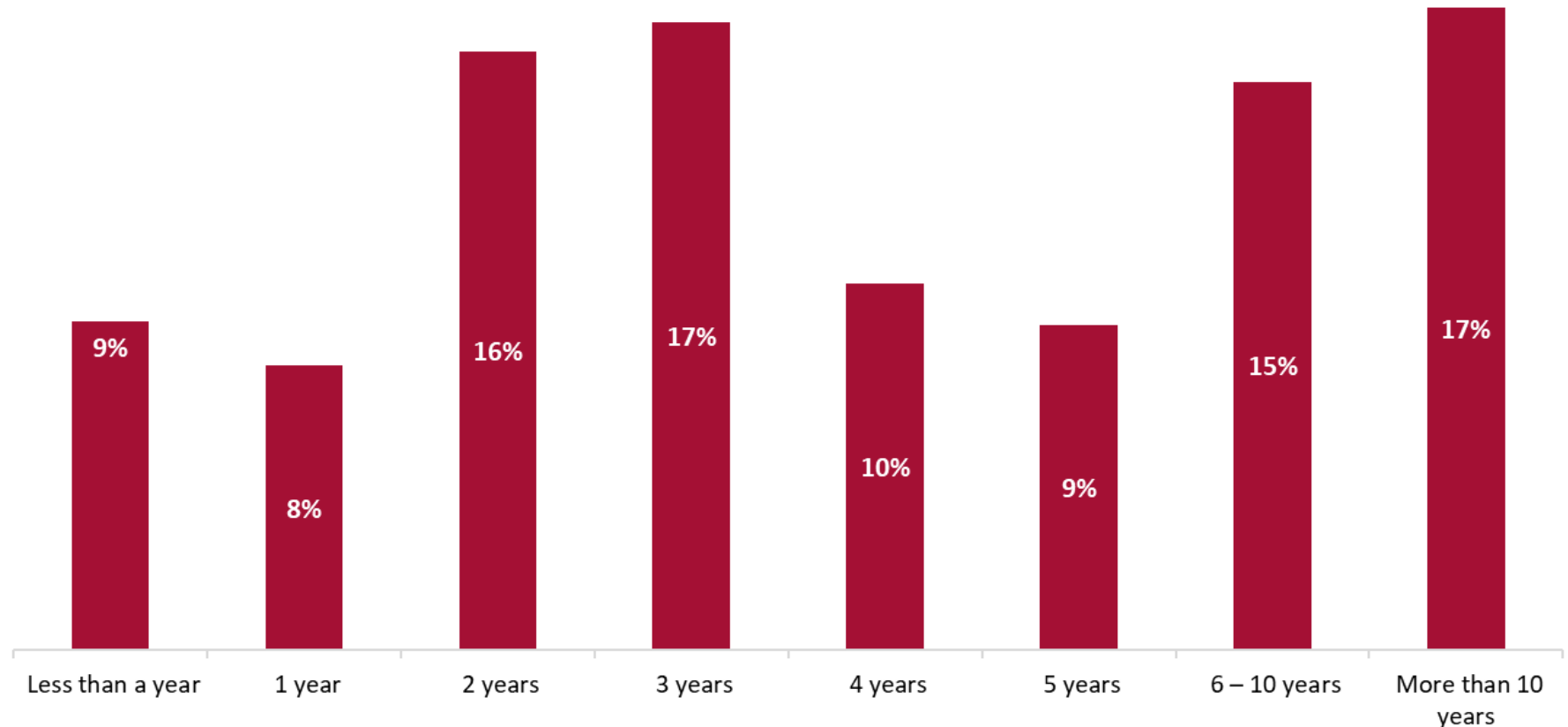


N = 1,025

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

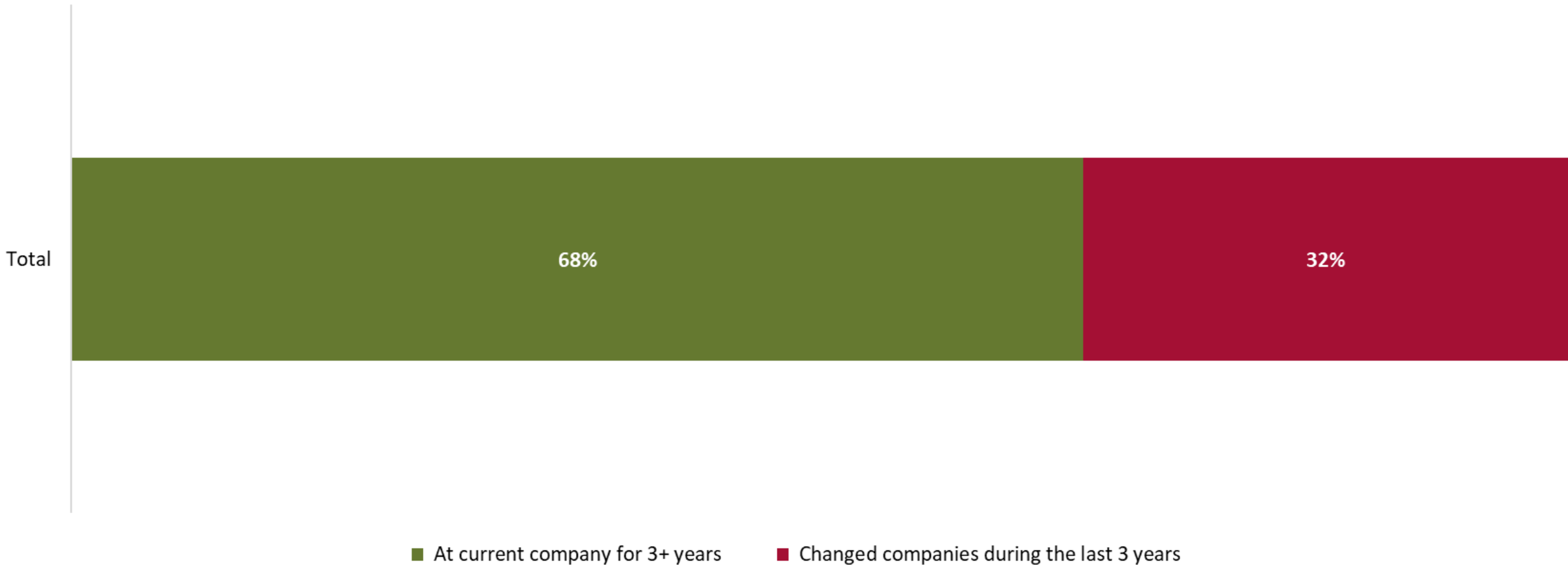


N = 1,025

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

dA9: Been at current company for 3 years or not



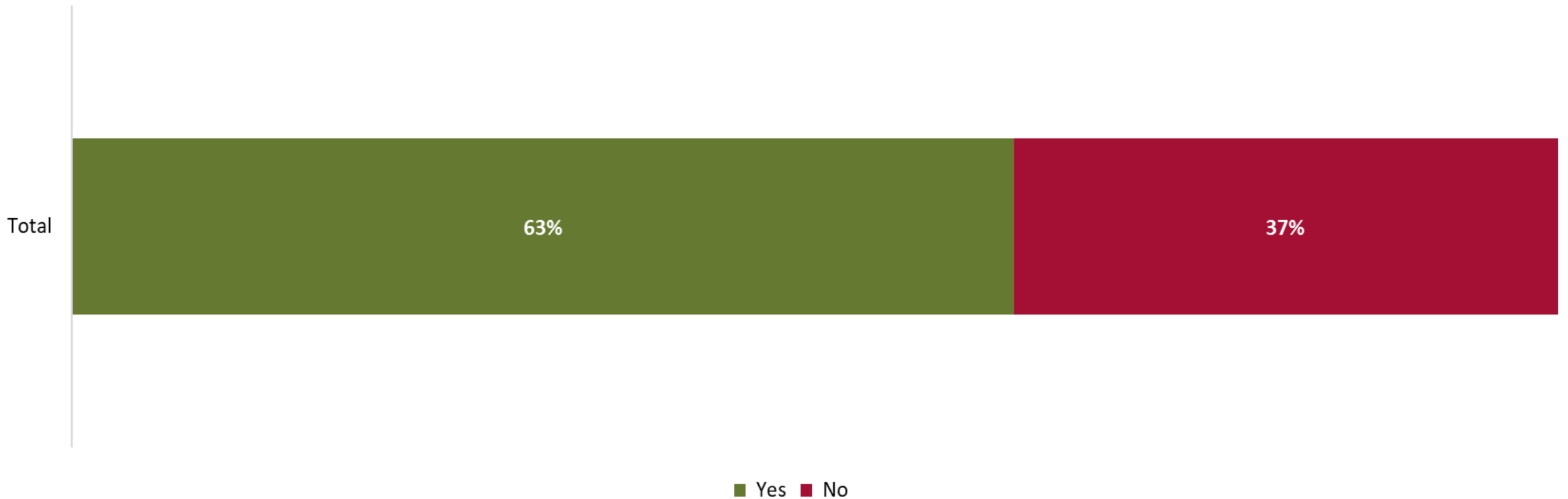
N = 1,025

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

Section A Screening Questions

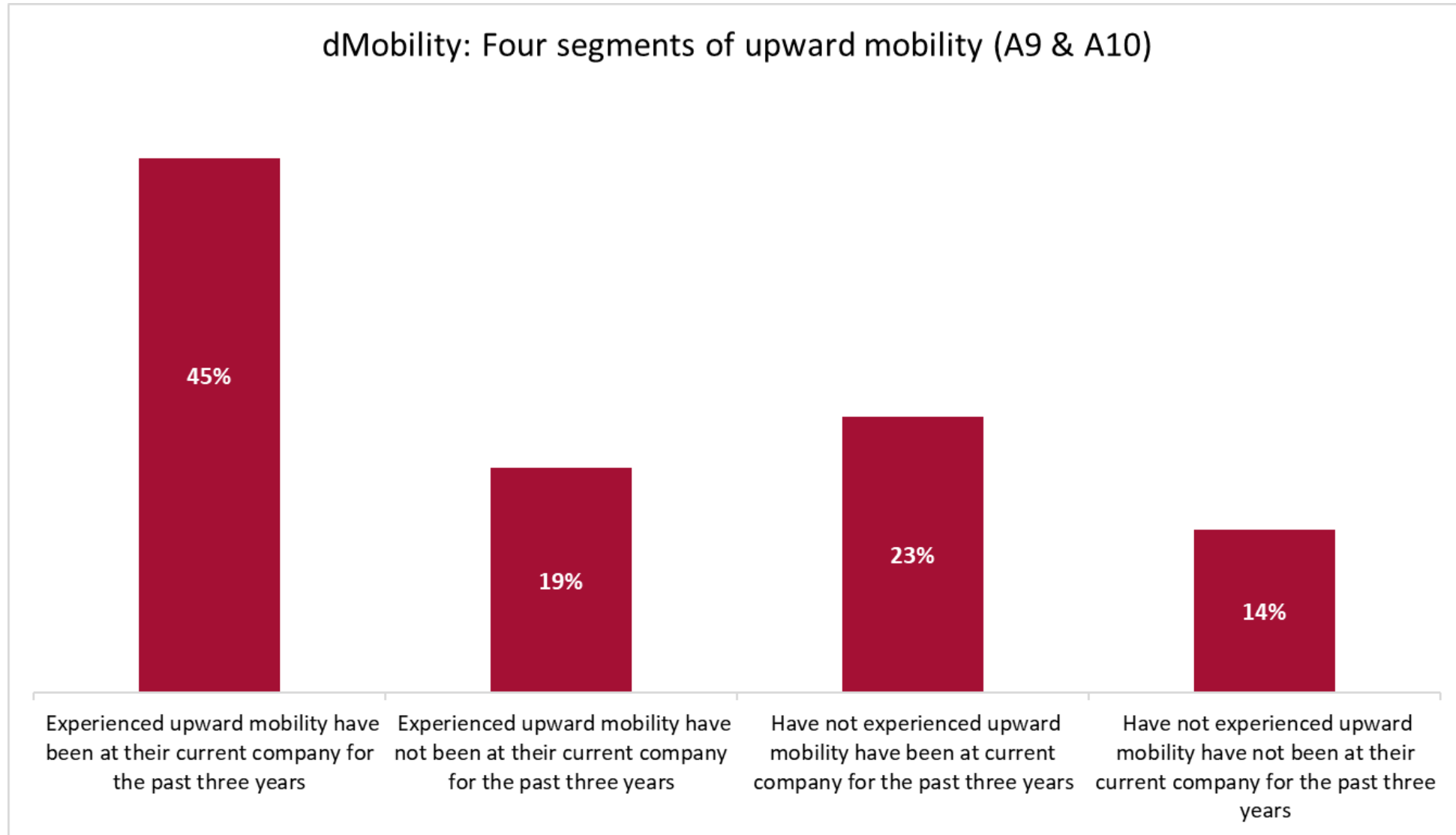
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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)?



Section A
Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

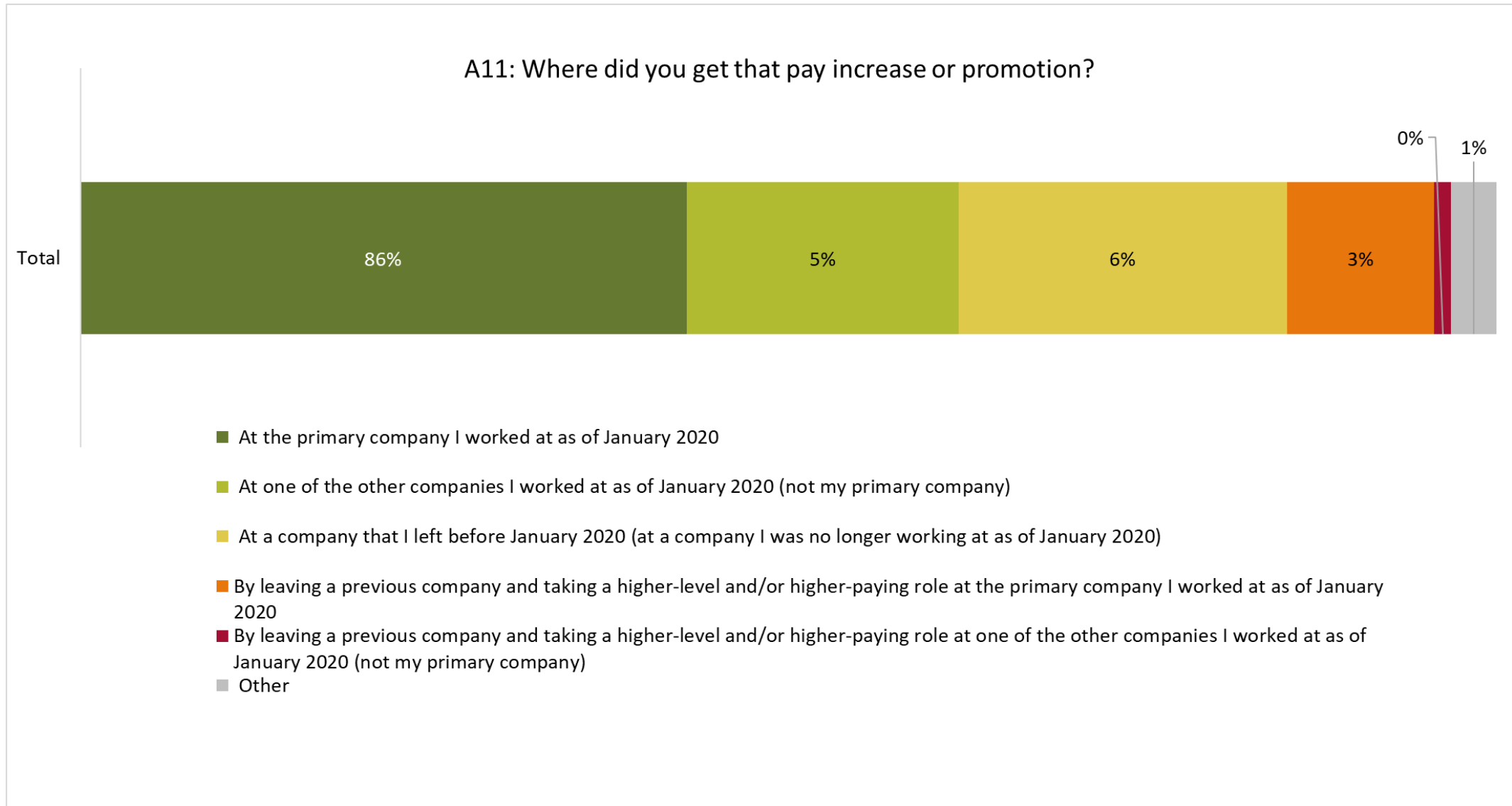


N = 1,025

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

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

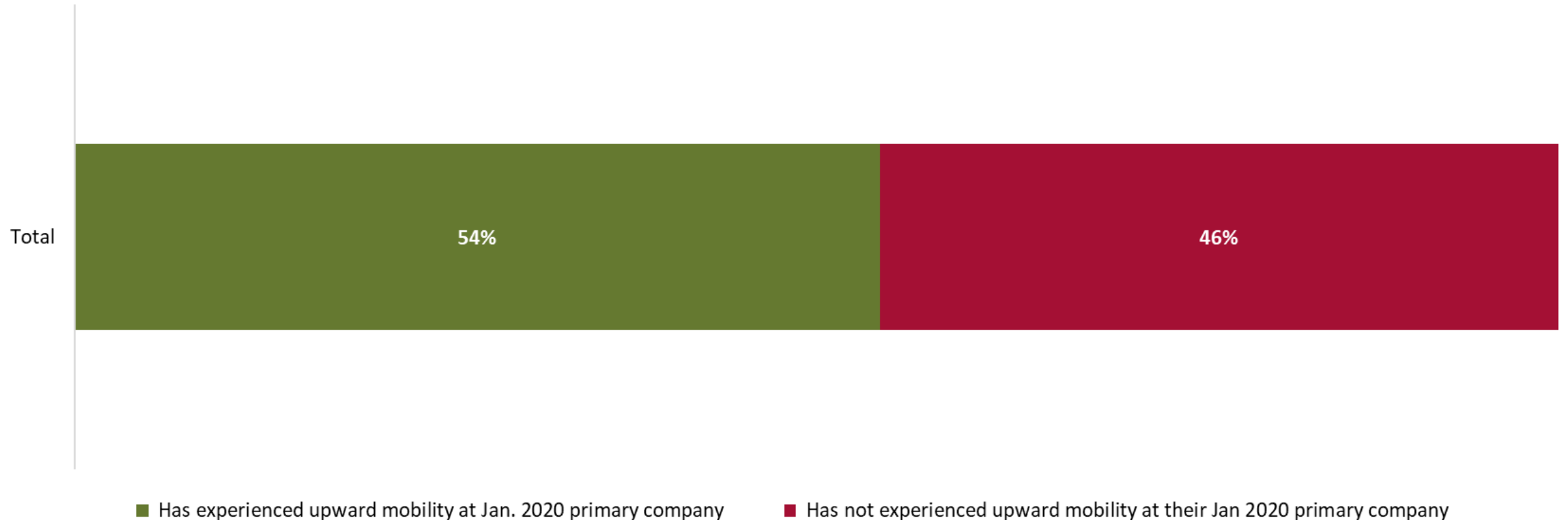


N = 650 (the 63% of respondents who had experienced upward mobility in A10)

Section A Screening Questions

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 1,025

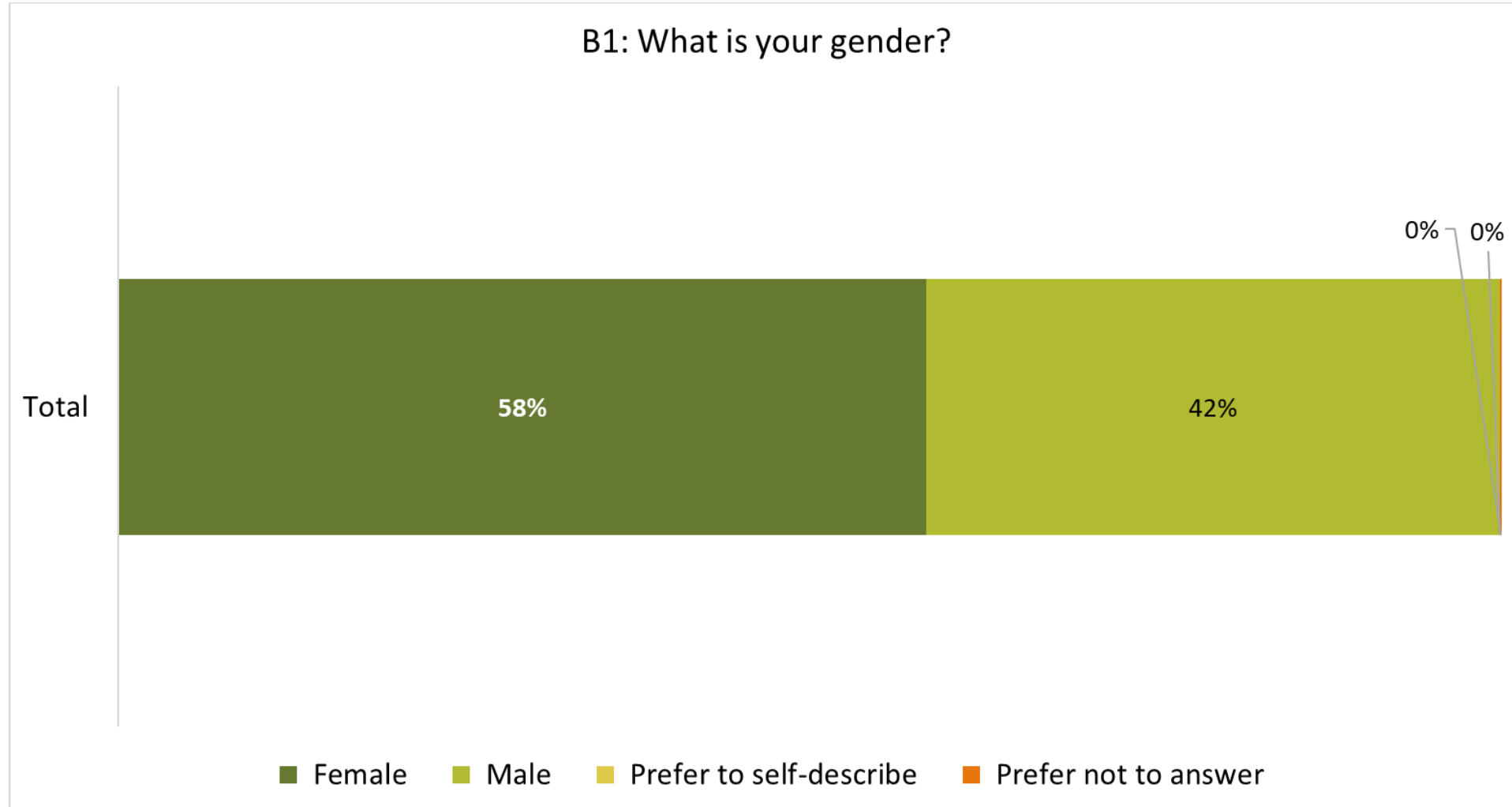
Note: this is measuring upward mobility only at a respondent's primary company, based on questions A10 and A11. The red category could include people who have achieved upward mobility in the past three years, but not at their current company as of January 2020.

Section B

About you

Section B
About you

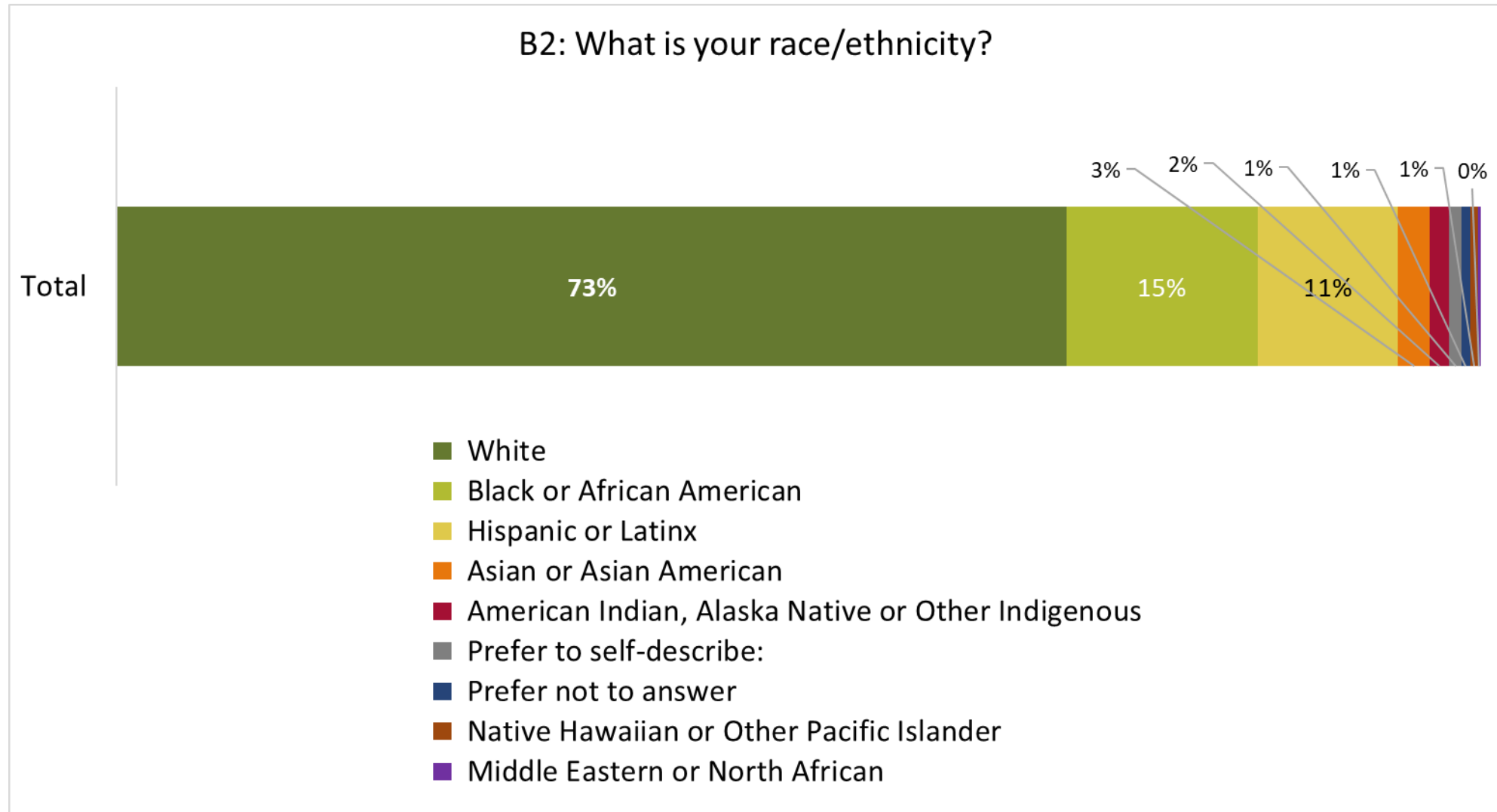
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

Section B *About you*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



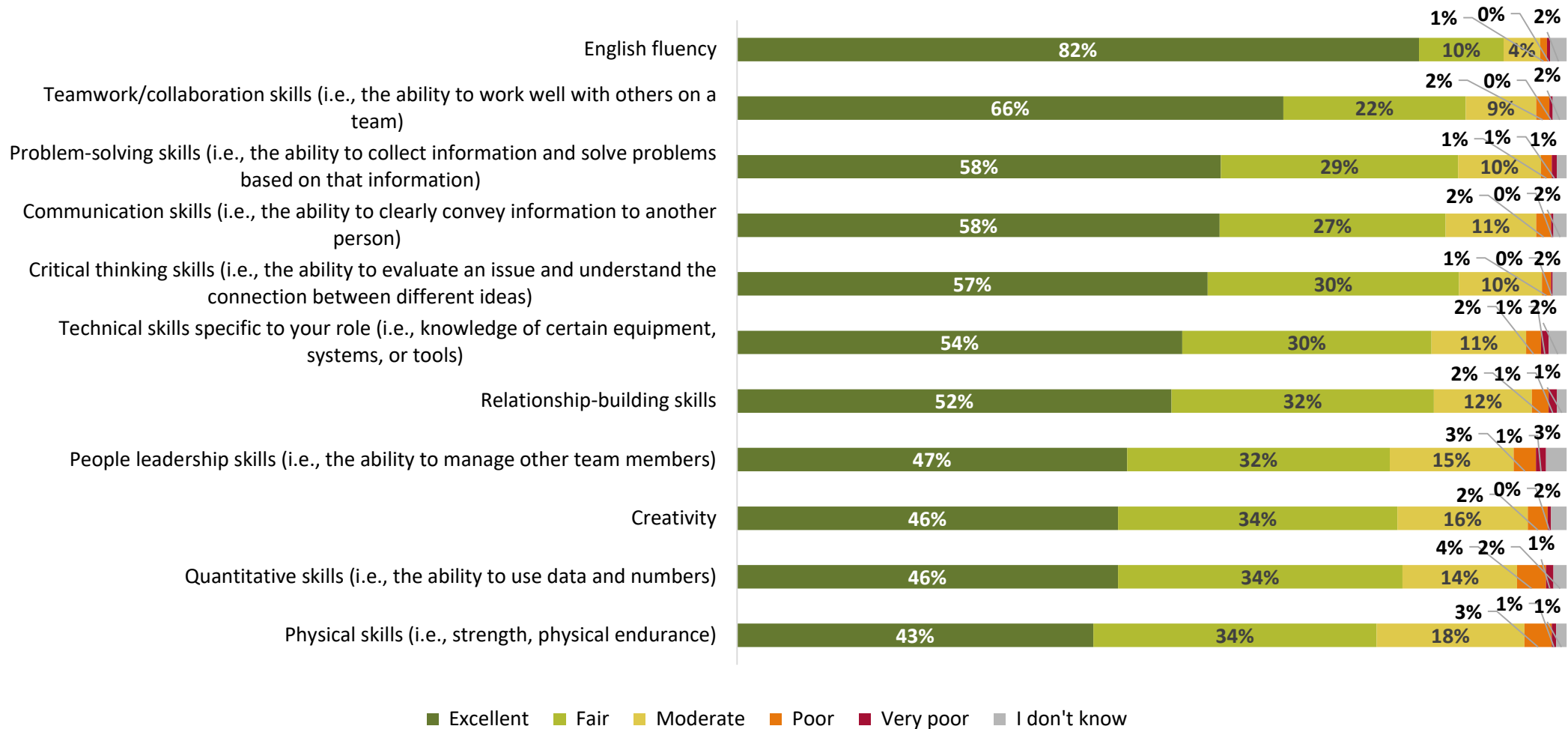
Note: respondents could select all that apply.

N = 1,025

Section B About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



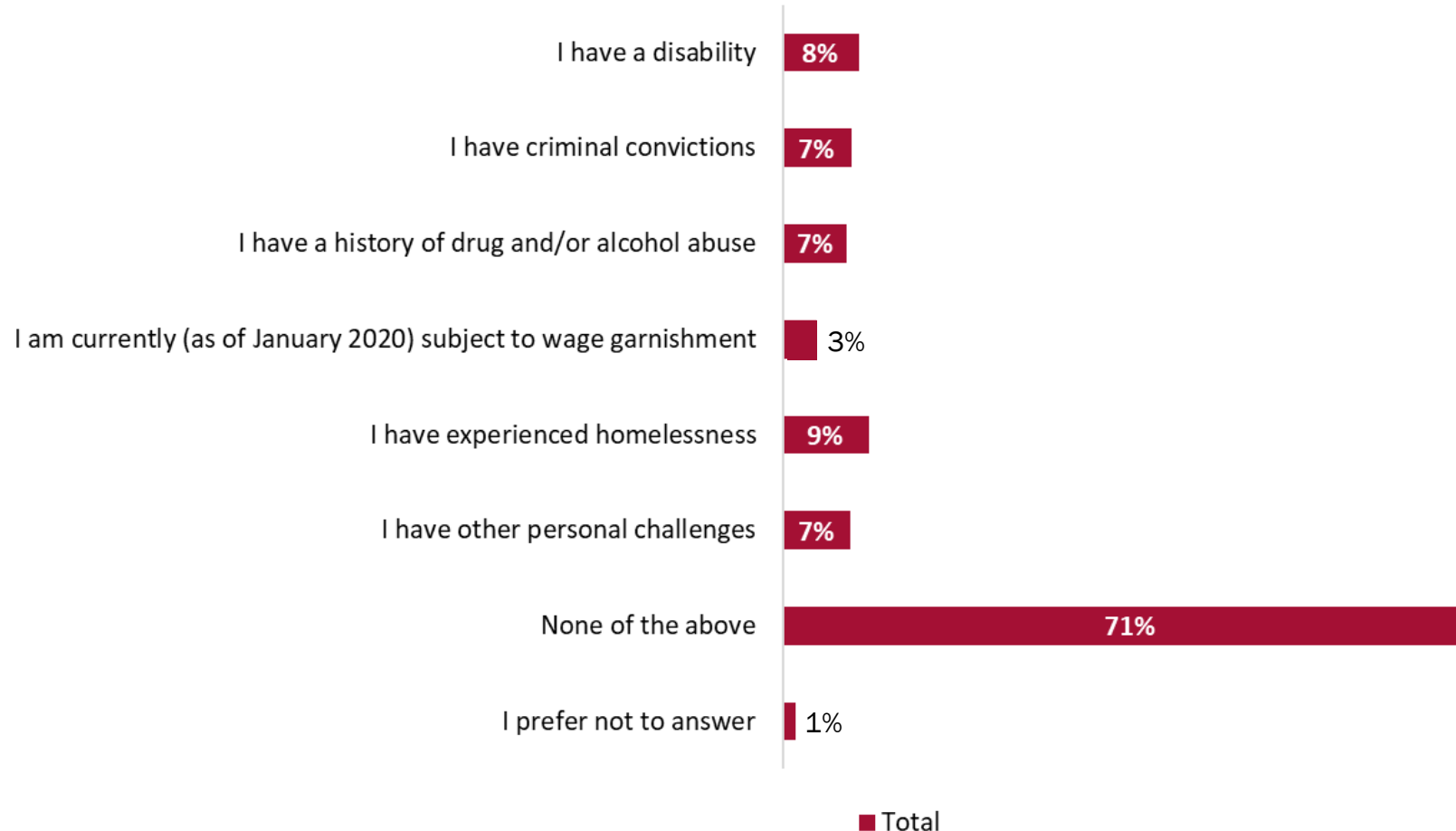
N = 1,025

Section B

About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

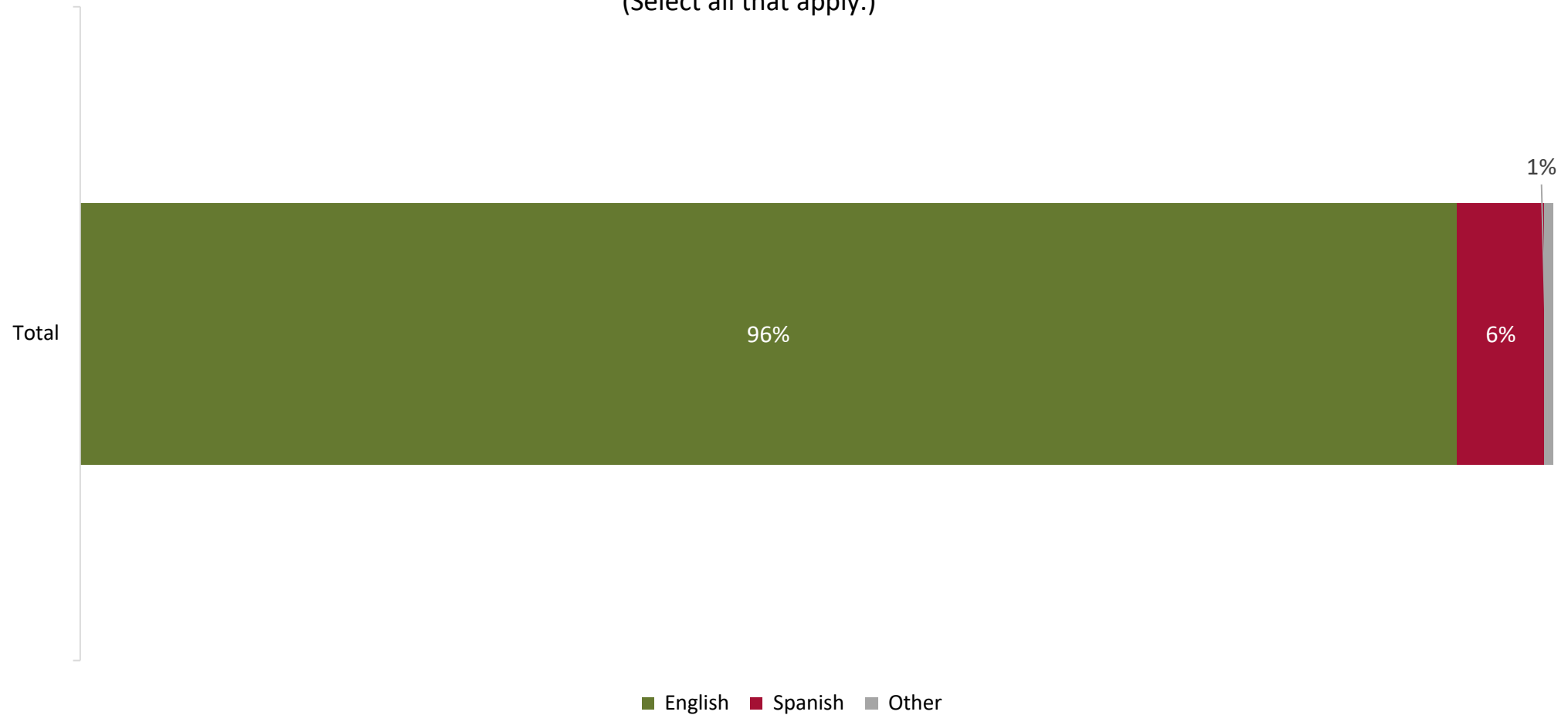


Section B

About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

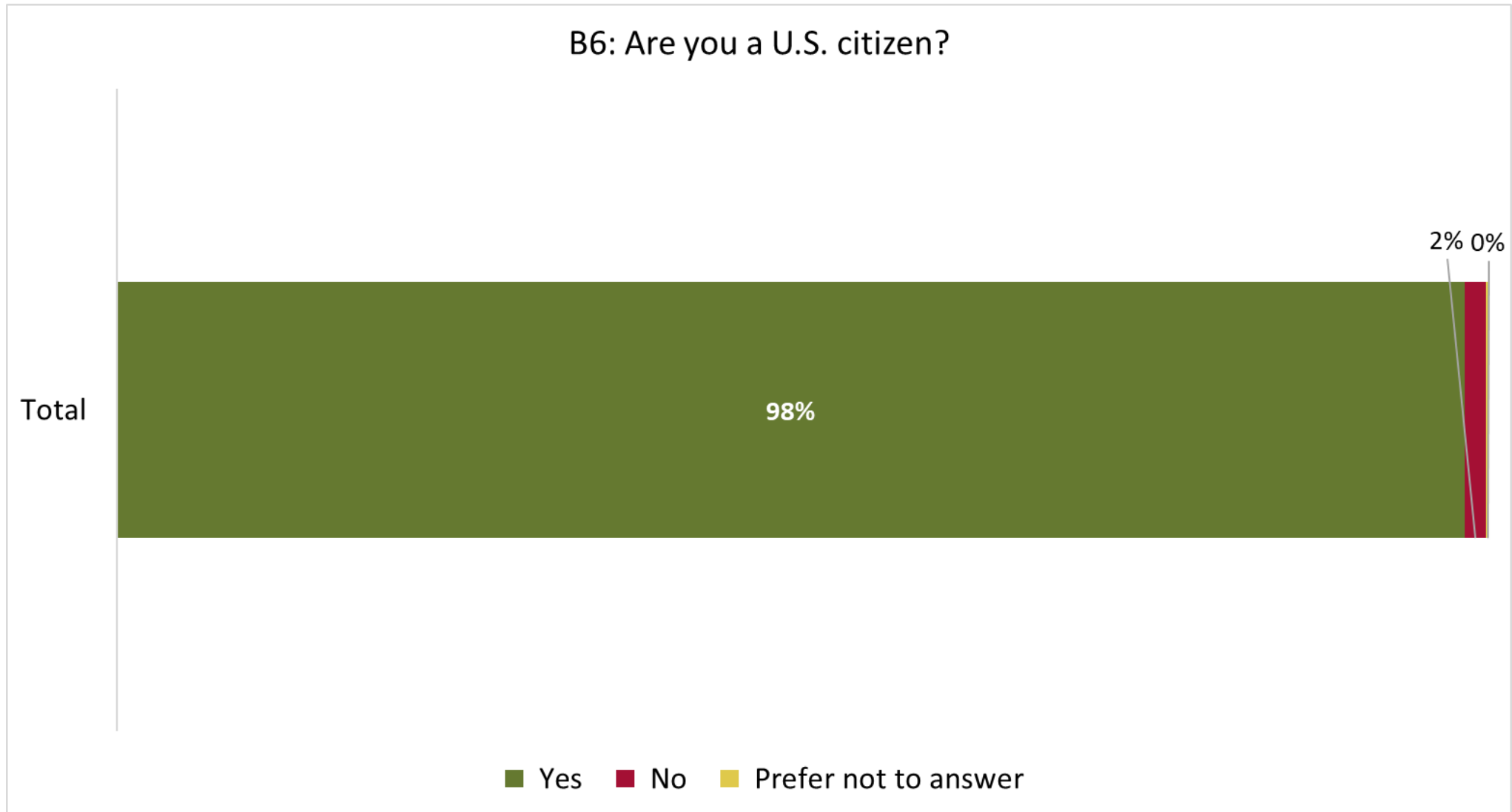
B5: What is your first language (i.e., the language you first learned to speak)?
(Select all that apply.)



N = 1,025

Section B *About you*

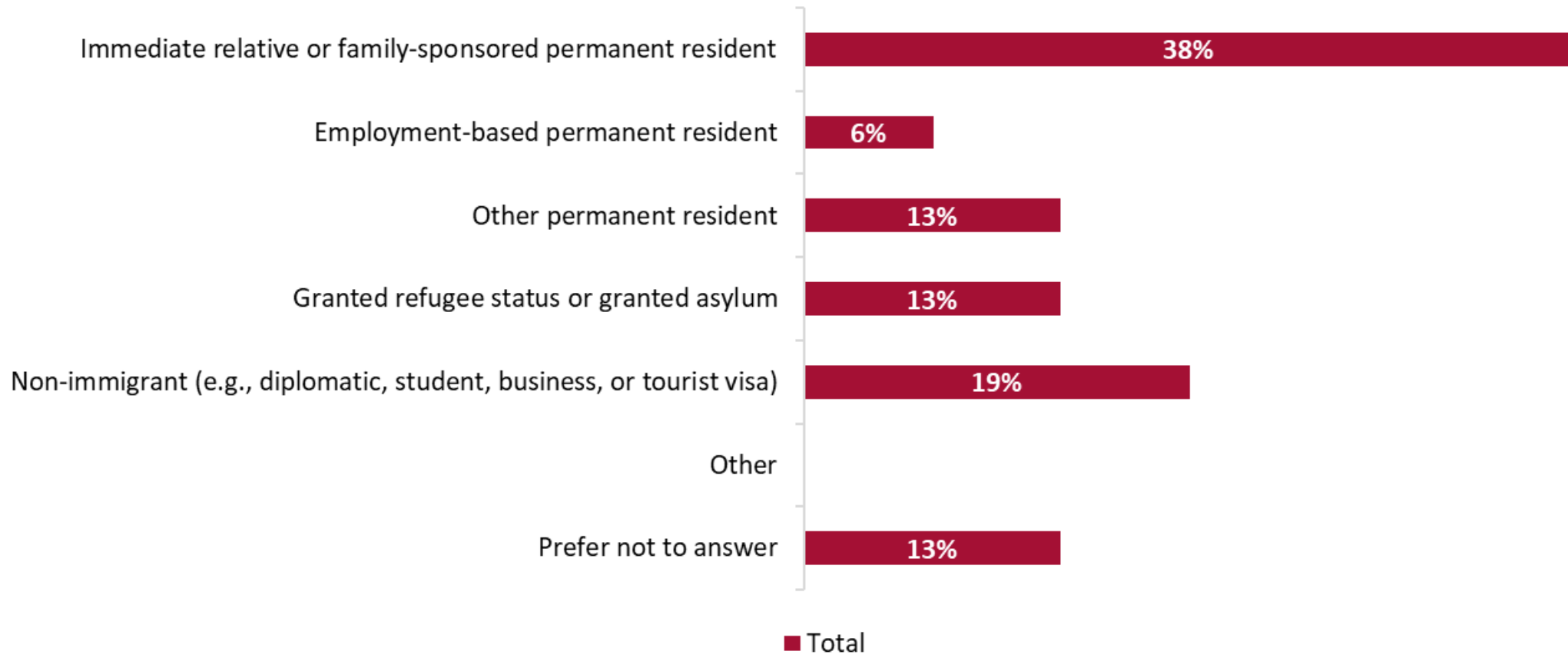
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

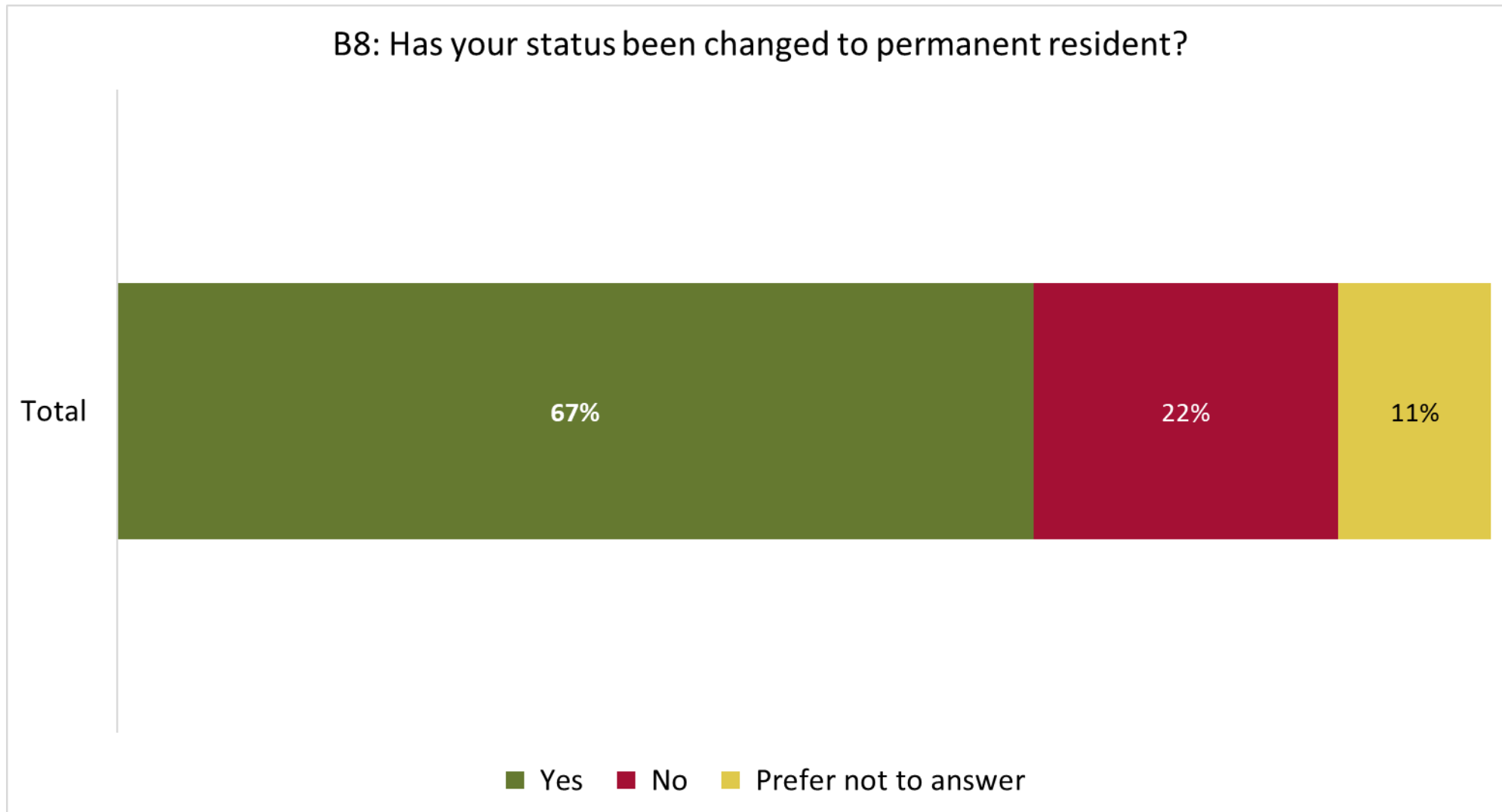
B7: When you moved to the United States to live, what was your immigration status?



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

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B8: Has your status been changed to permanent resident?

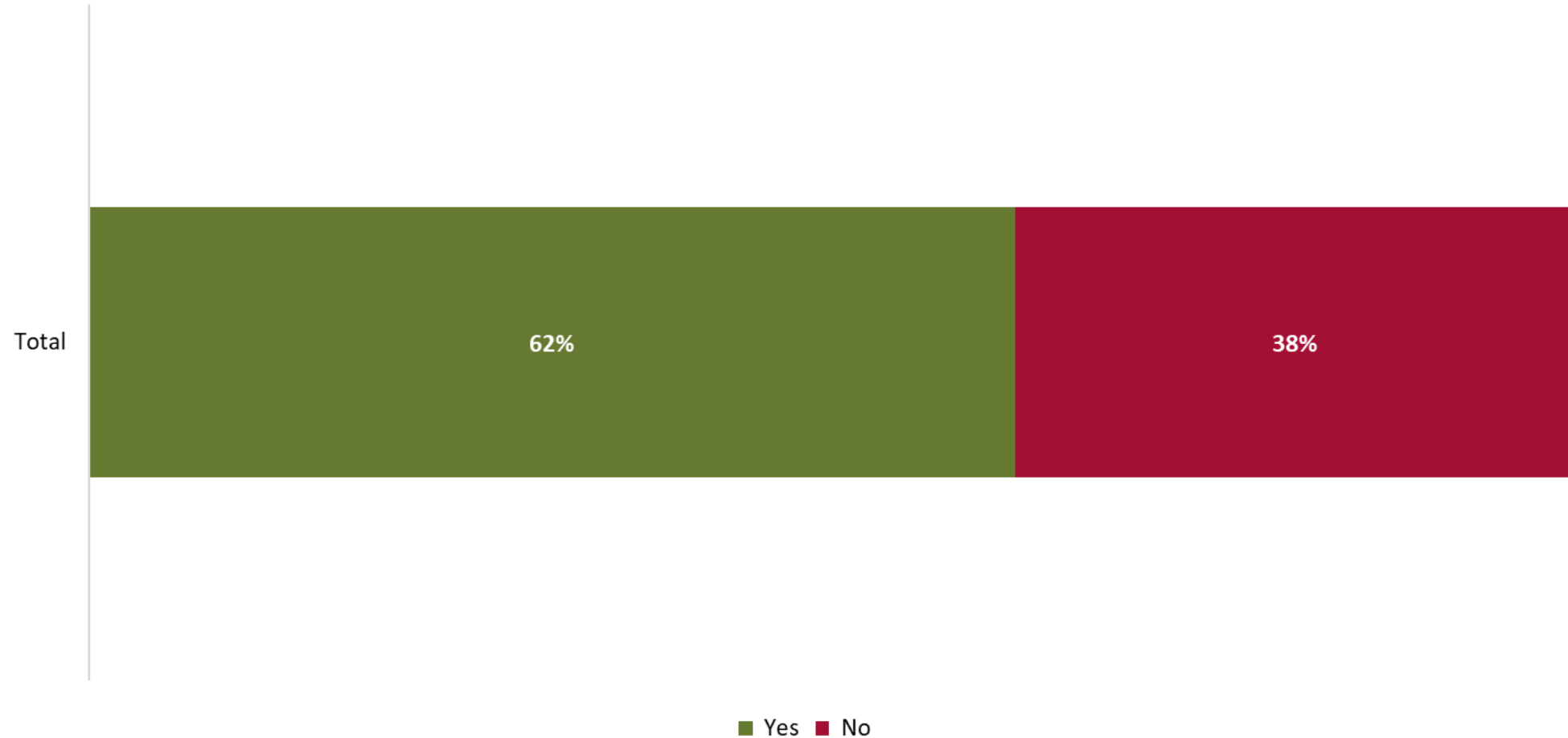


N = 9 (If non-citizen and non-permanent arrival)

Section B
About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

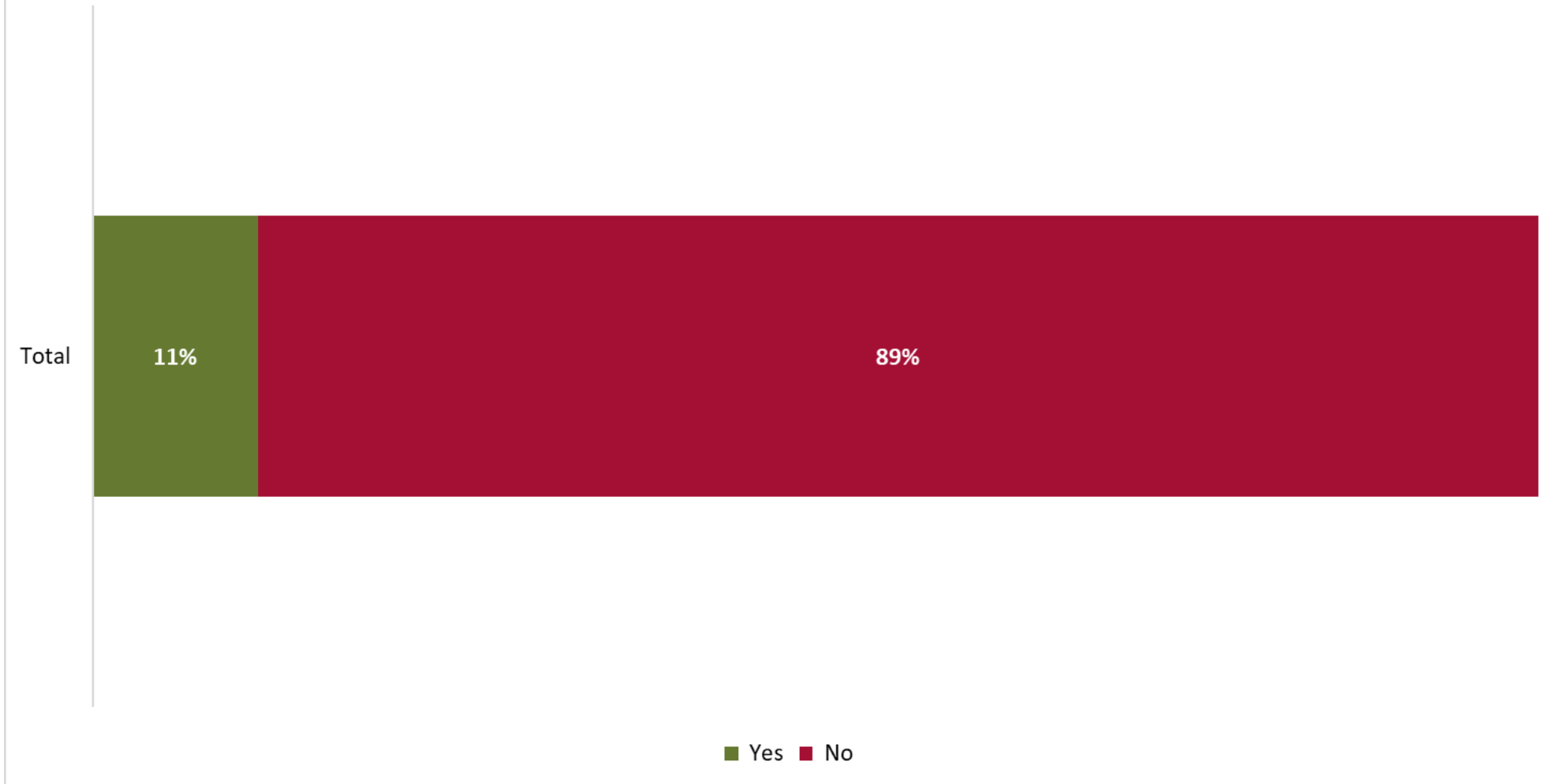


N = 1,025

Section B
About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B10: Were you a member of a union in January 2020?

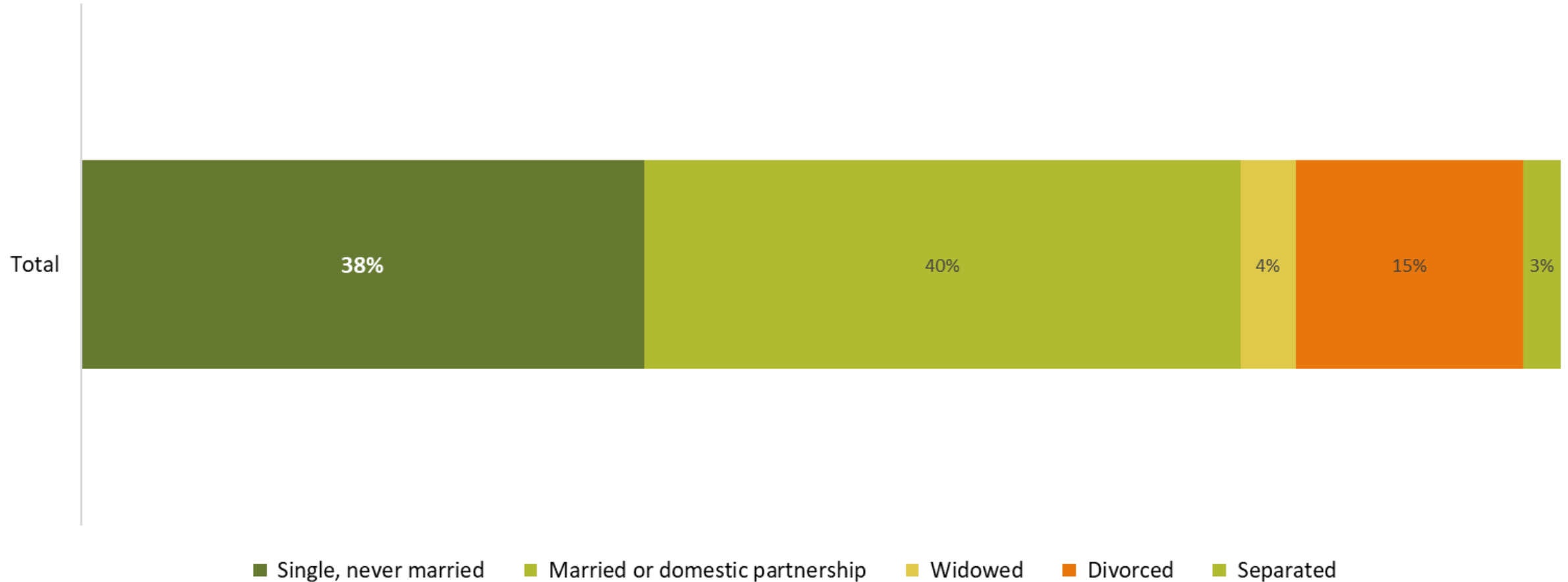


N = 1,025

Section B
About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

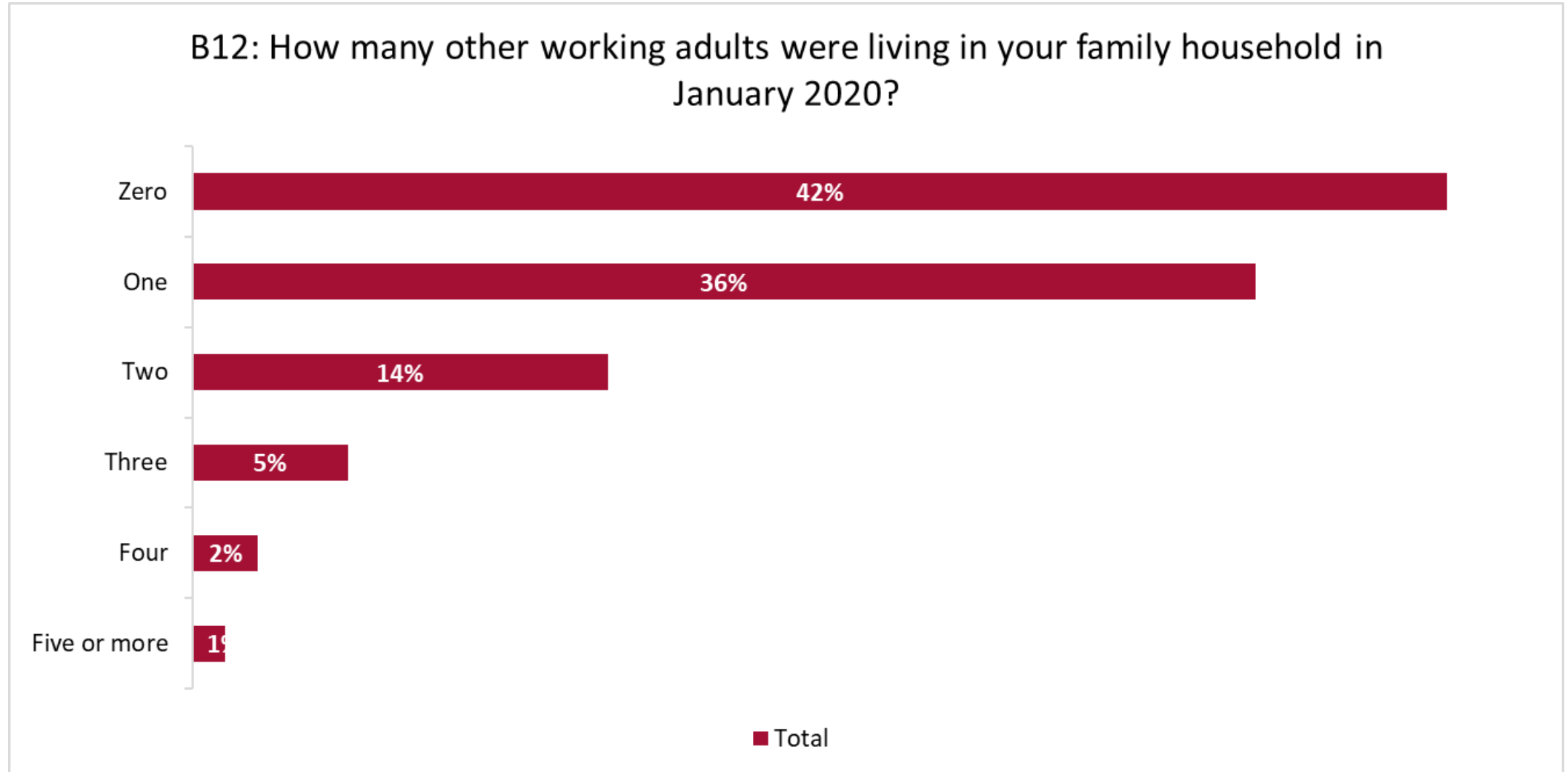
B11: What was your marital status in January 2020?



N = 1,025

Section B
About you

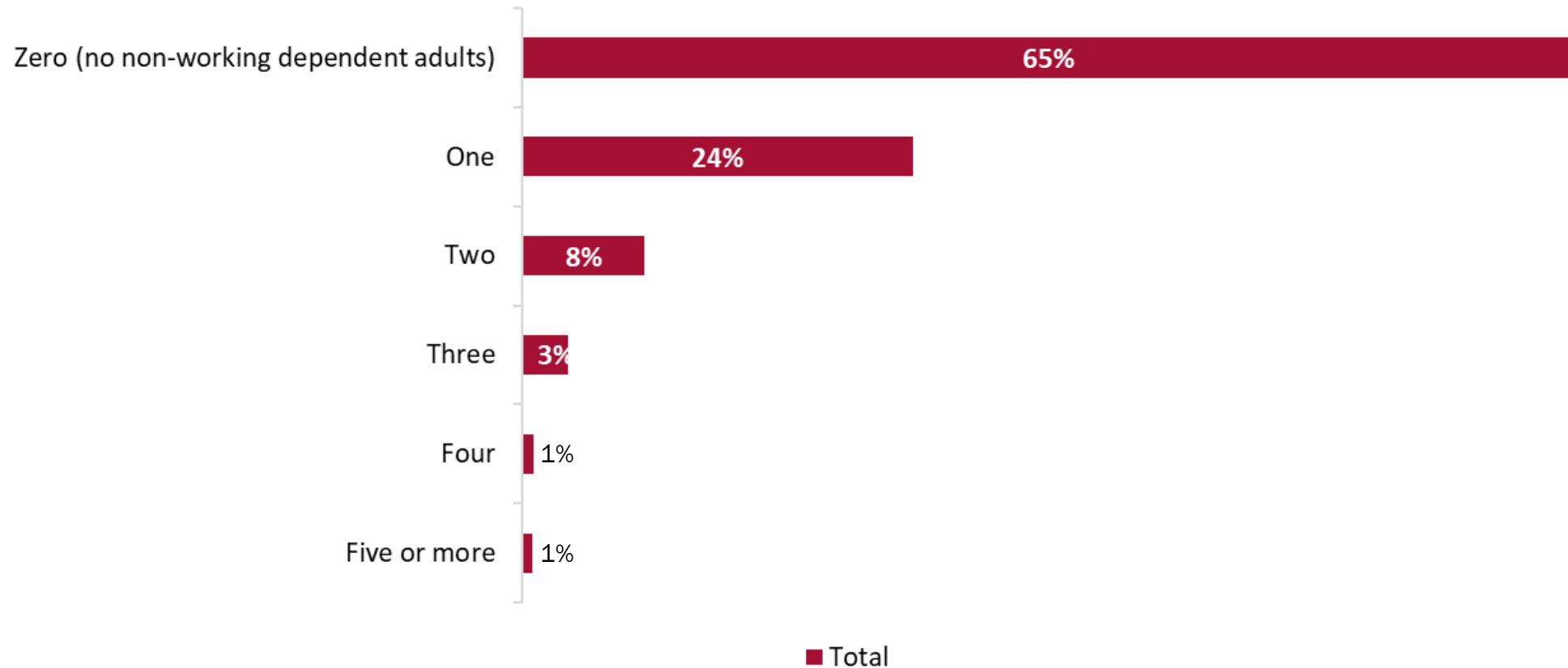
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

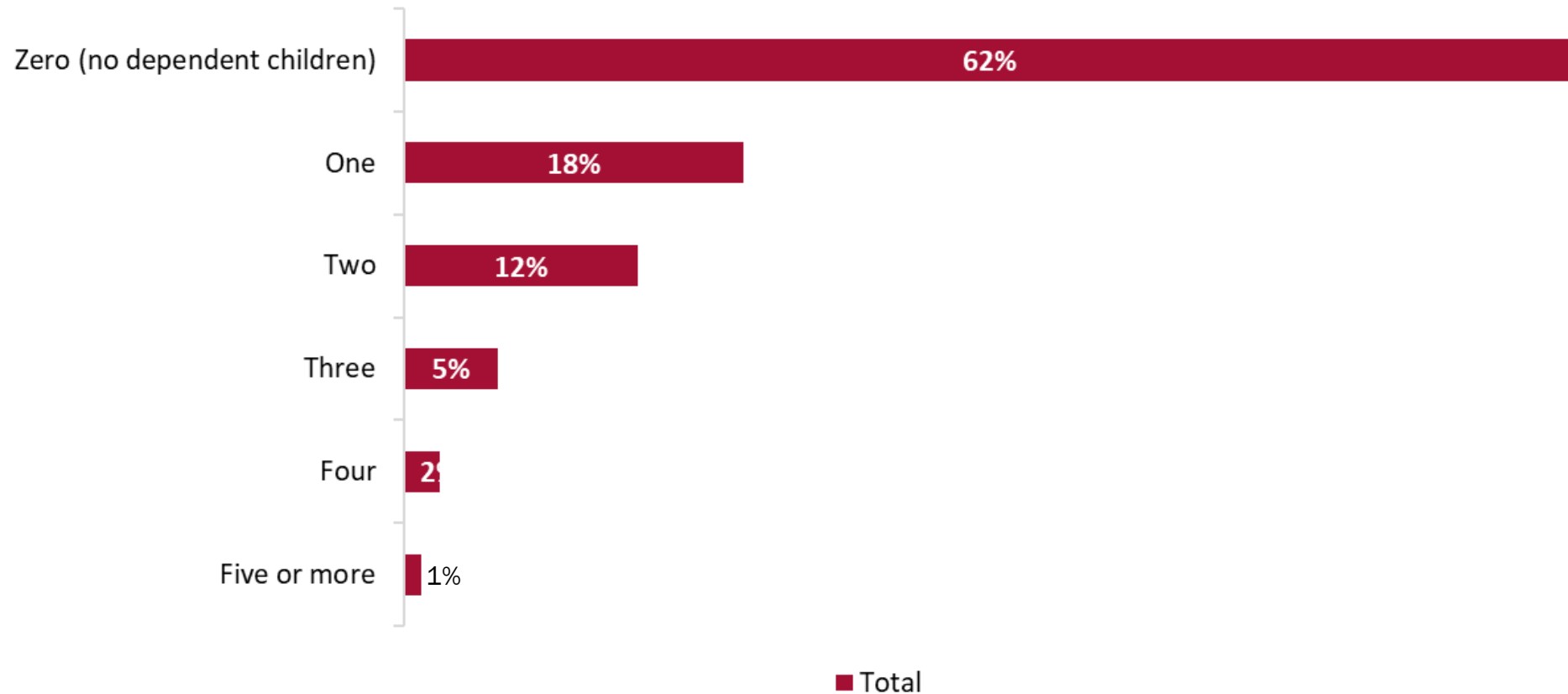
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

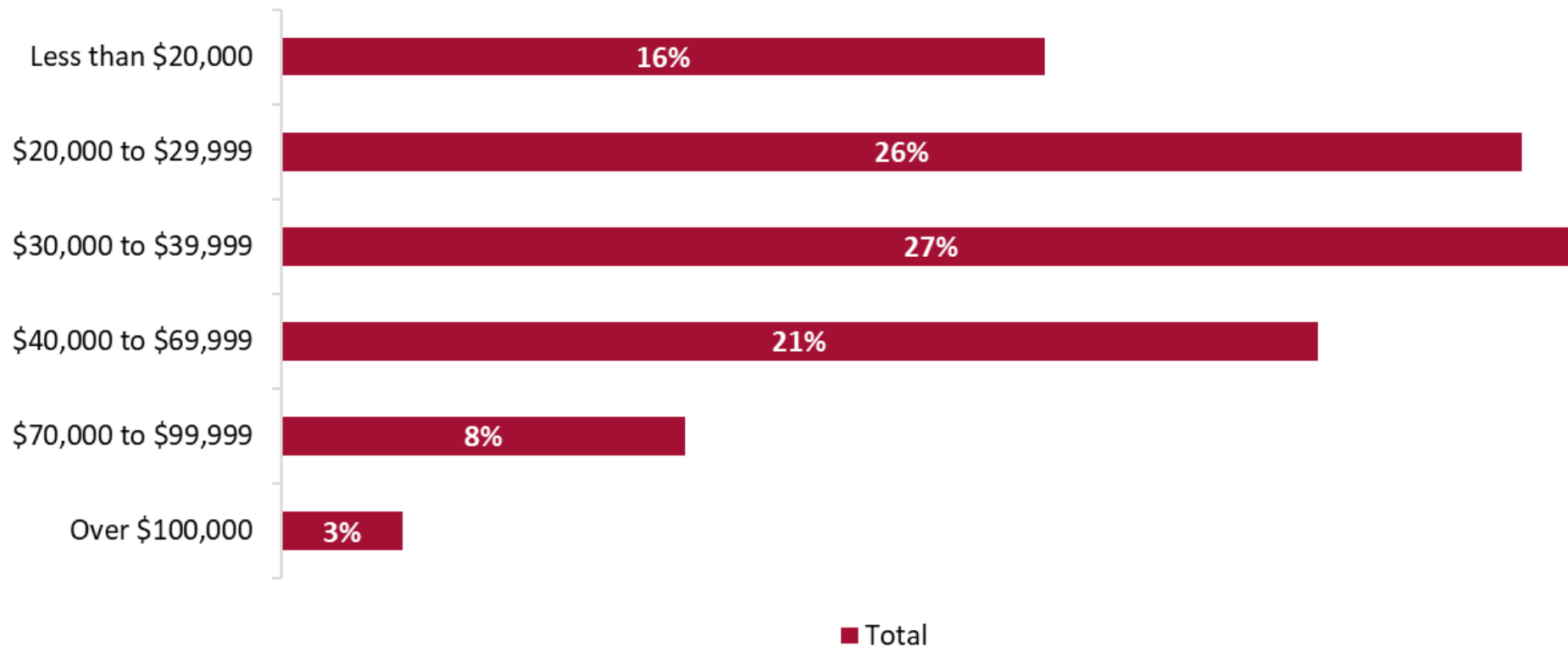


Section B

About you

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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?



N = 1,025

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 1,025

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

Section C

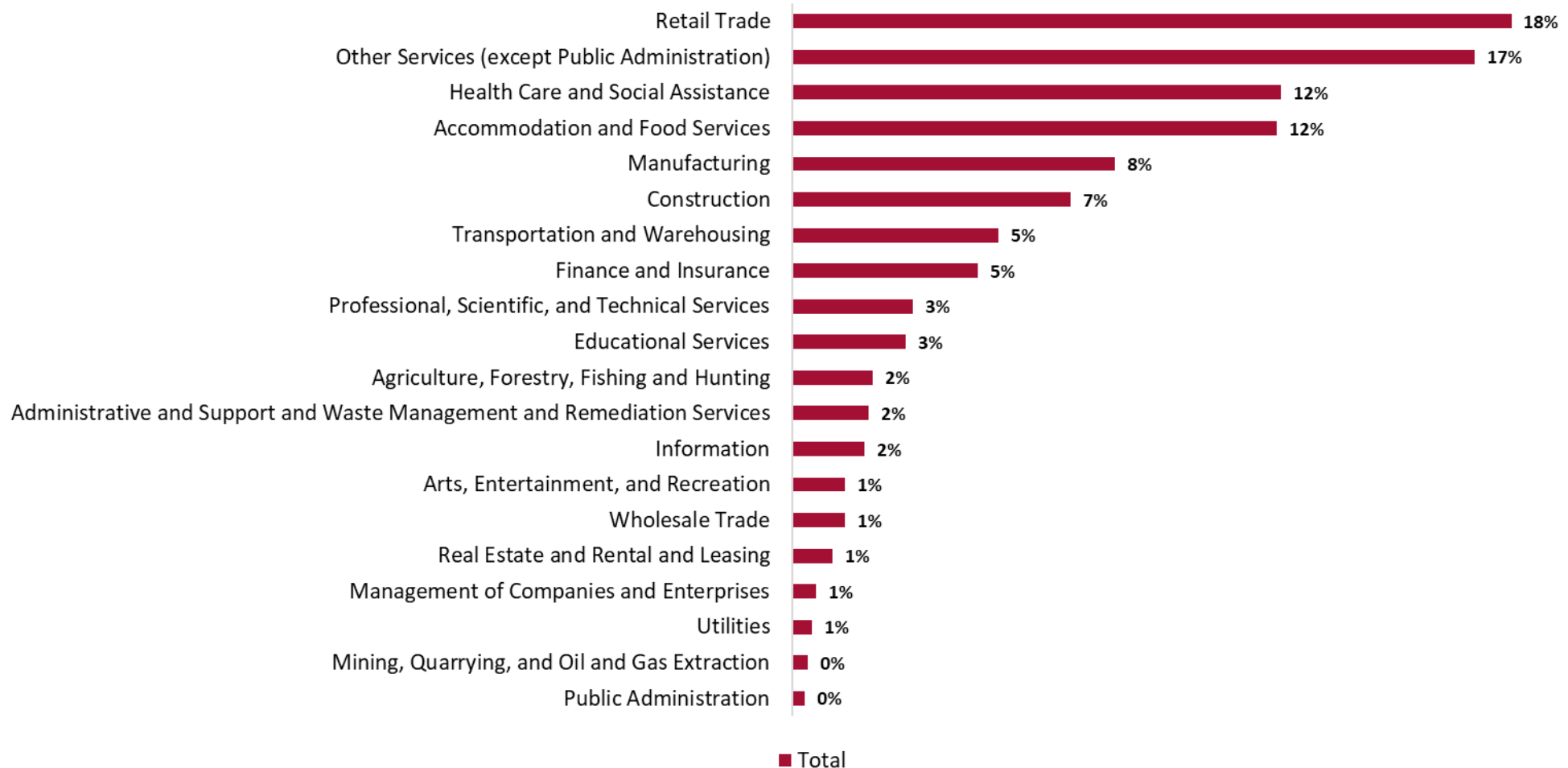
Your employment

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

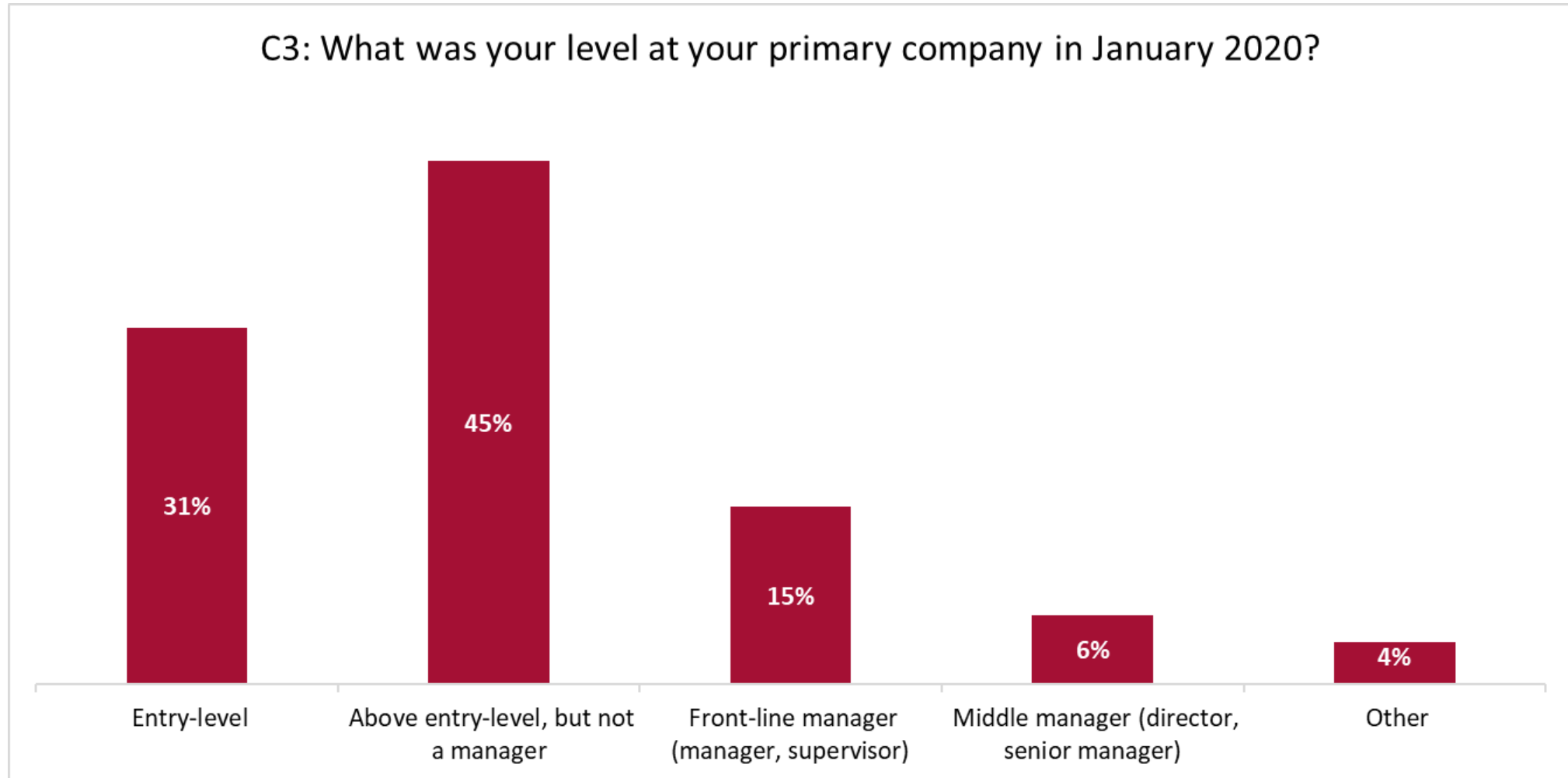
C1: What best describes the industry of your primary company in January 2020?



Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

Section C

Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



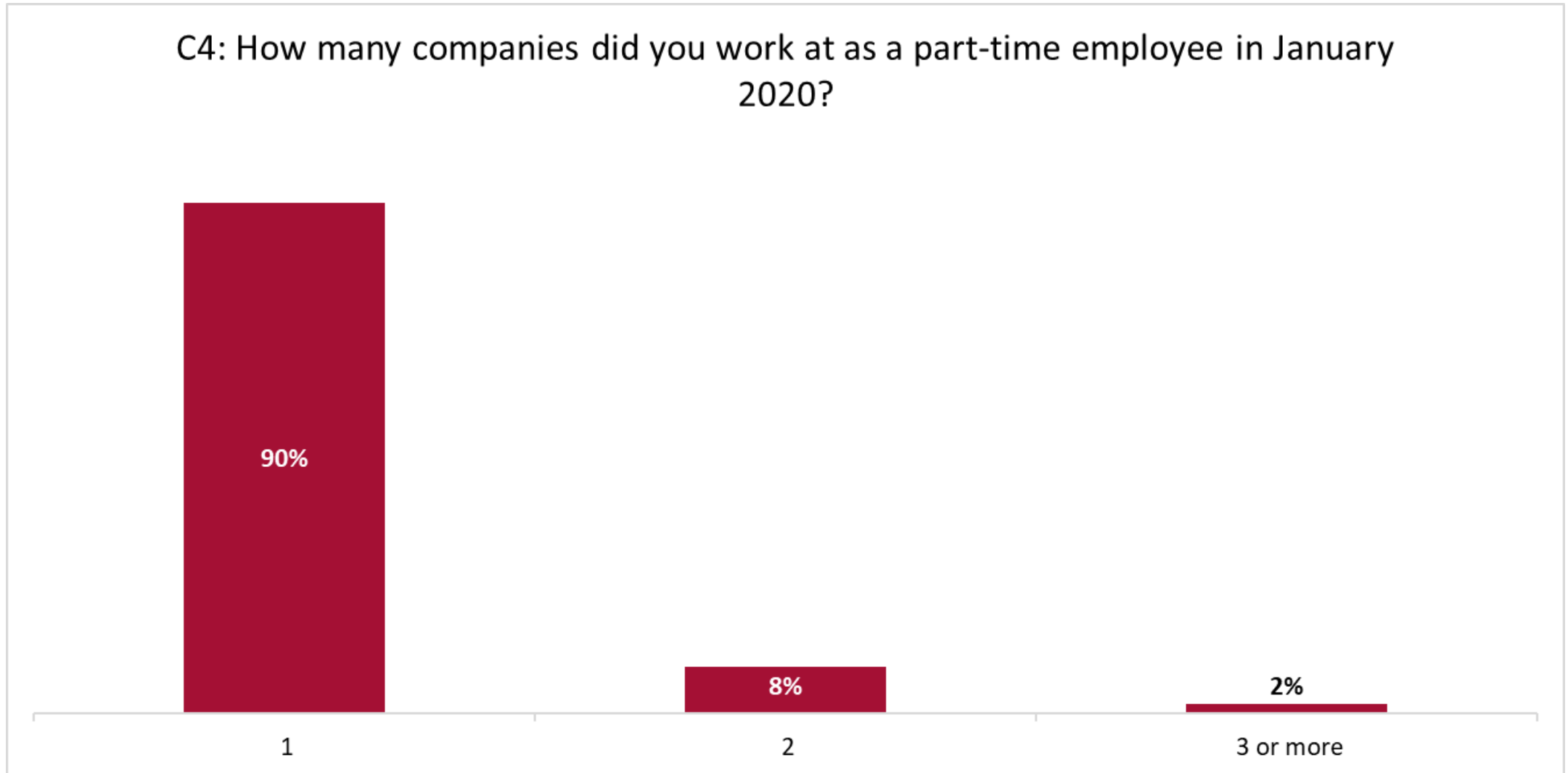
N = 764 (respondents who answered “Full-time employee *and* part-time employee” or “Full-time employee” in A4, excludes freelance/gig work)

Section C

Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



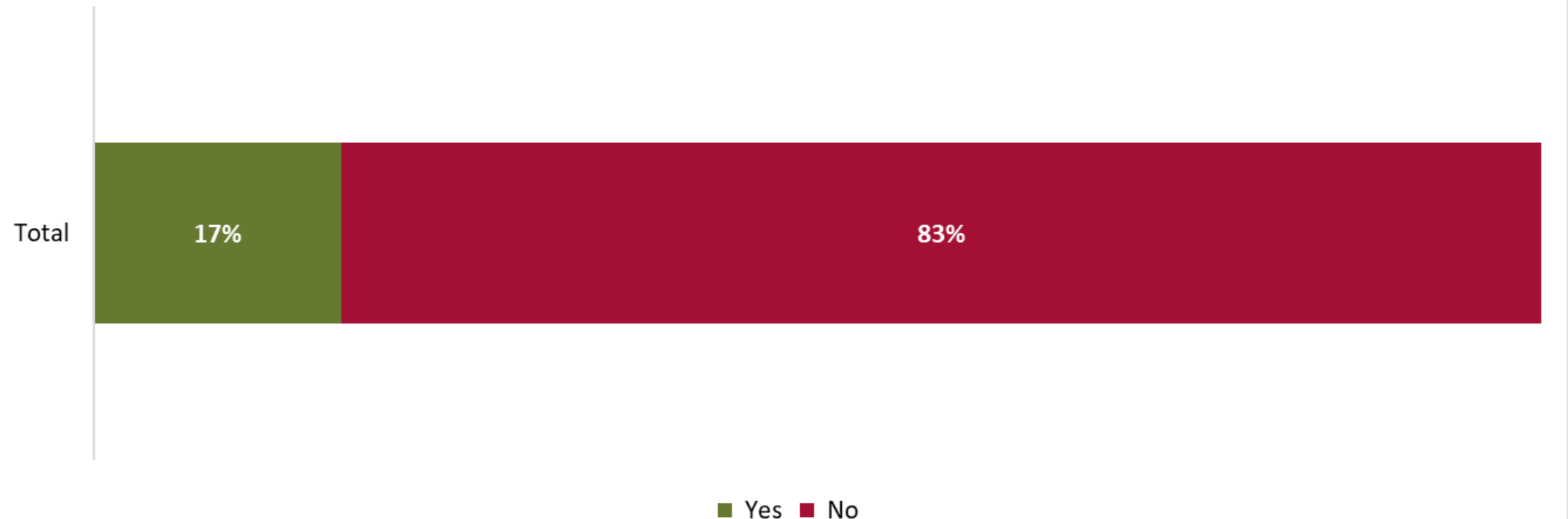
N = 491 (respondents who answered “Full-time employee *and* part-time employee” or “Part-time employee” in A4, excludes freelance/gig work)

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C5. In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?

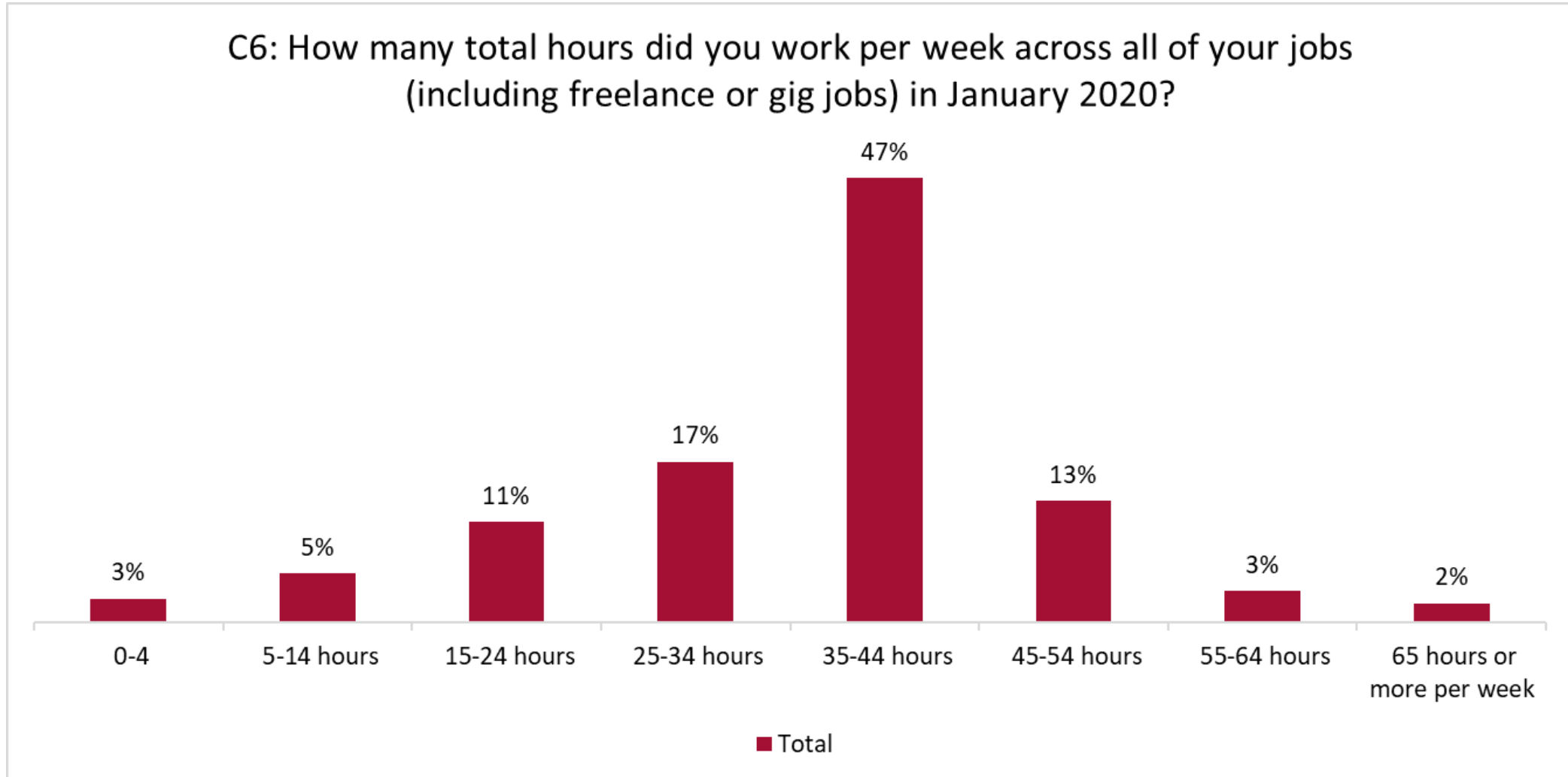


N = 1,025

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

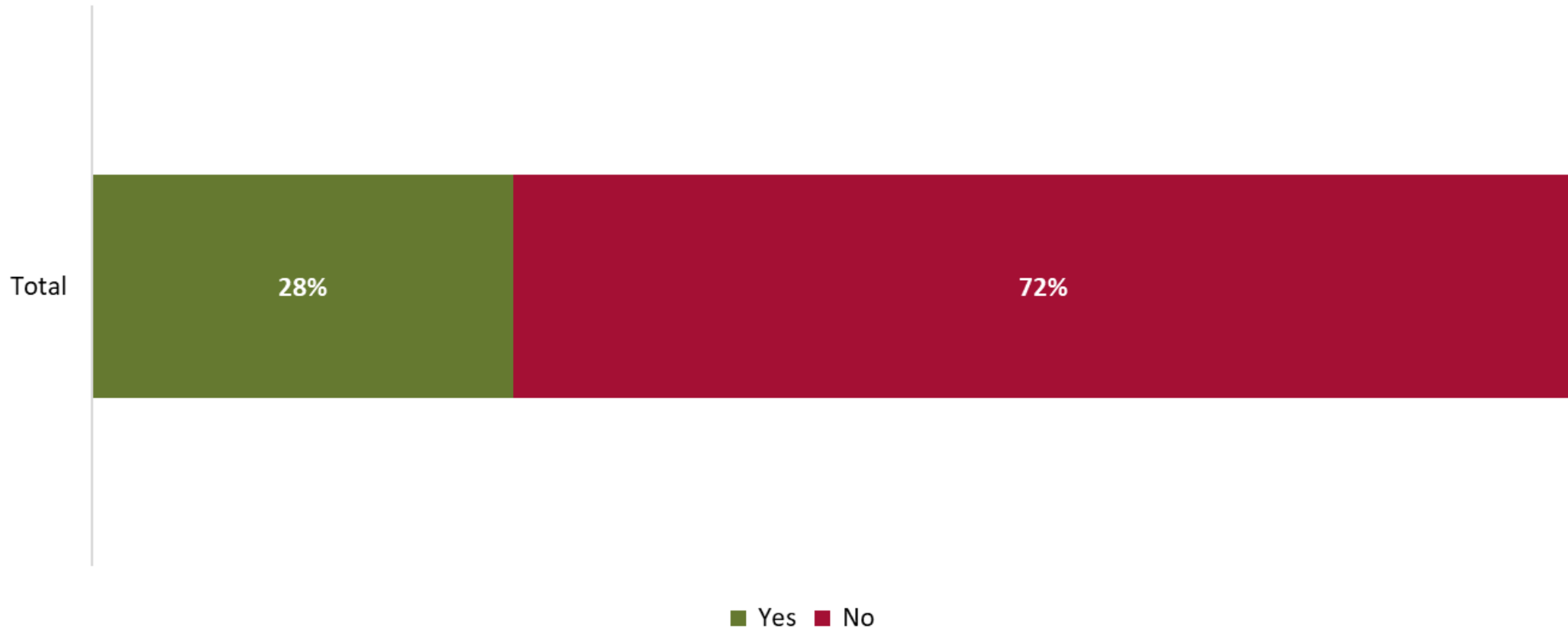


N = 1,025

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

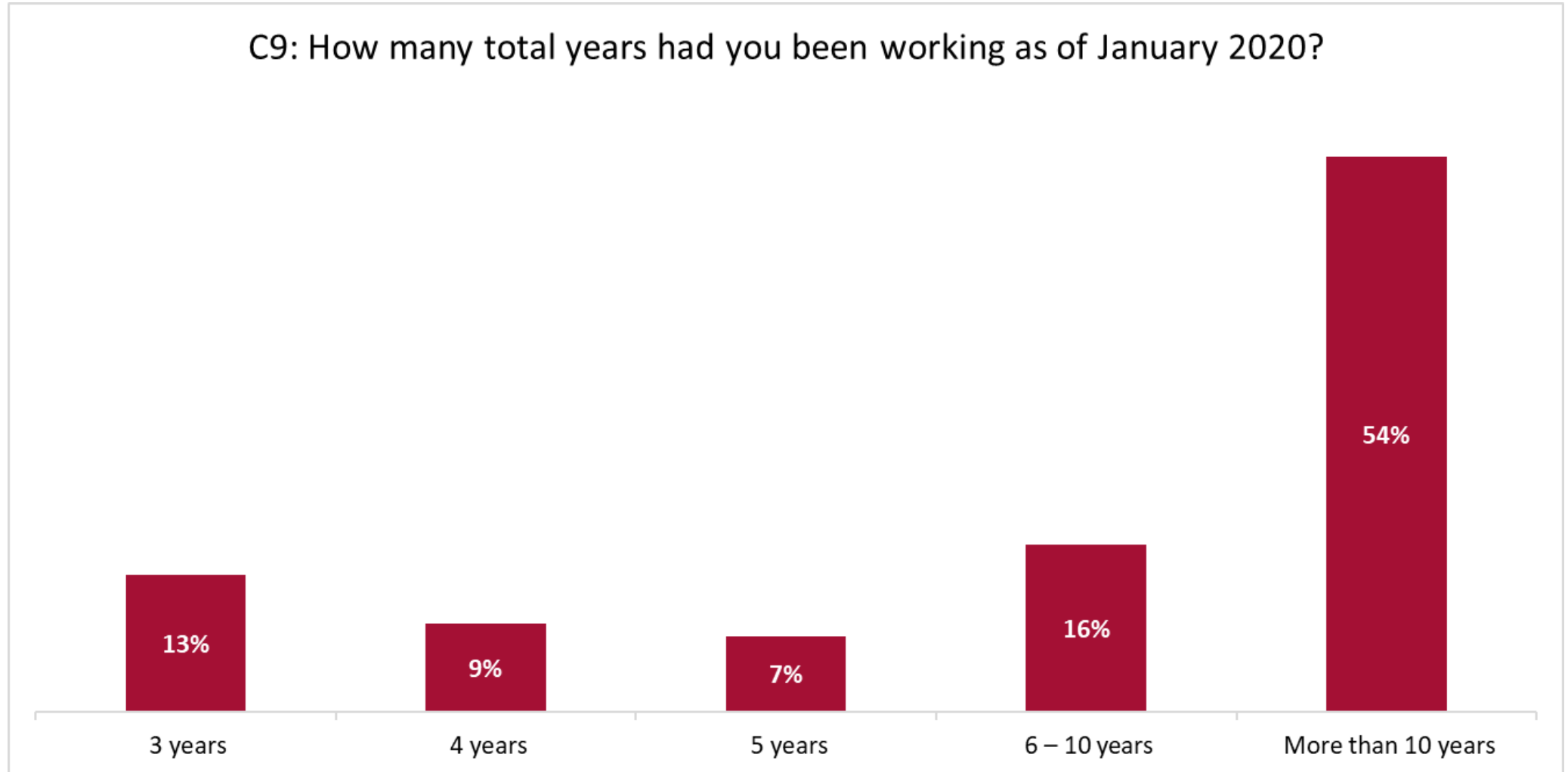
C7: Did the primary job you had in January 2020 require you to have a certain credential before you could be hired?



N = 1,025

Section C
Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



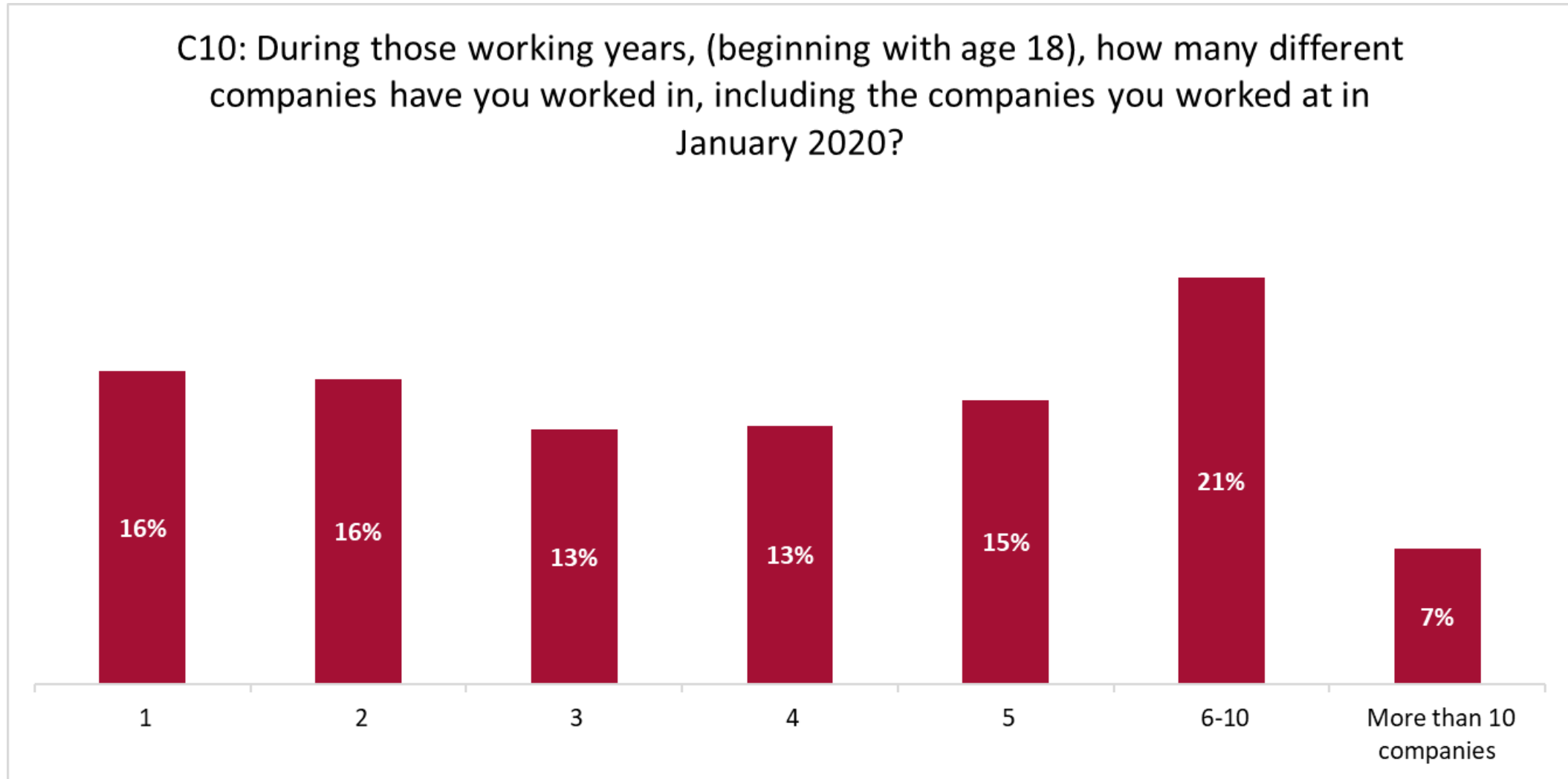
N = 1,025

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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?

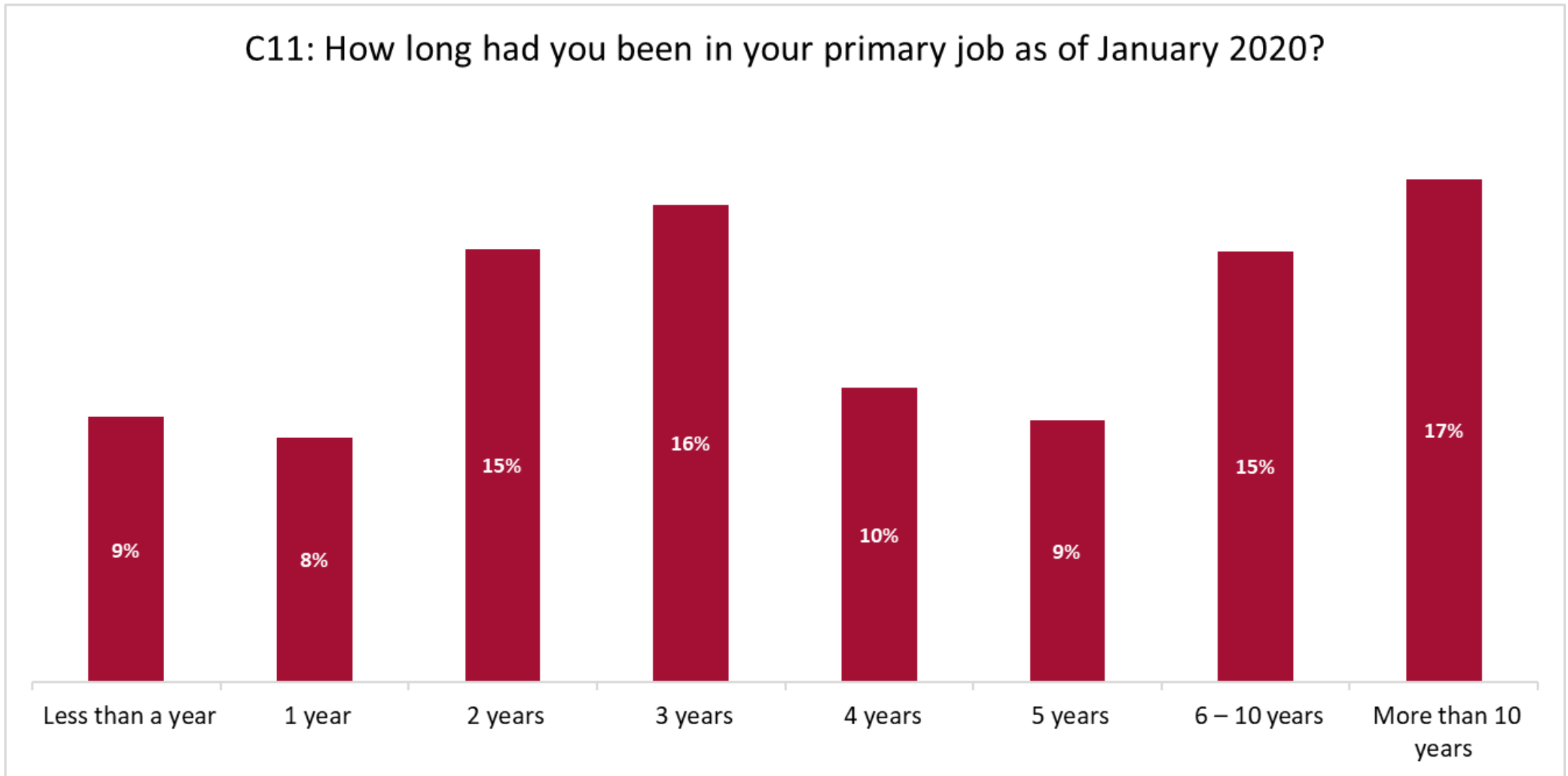


N = 1,025

Section C
Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

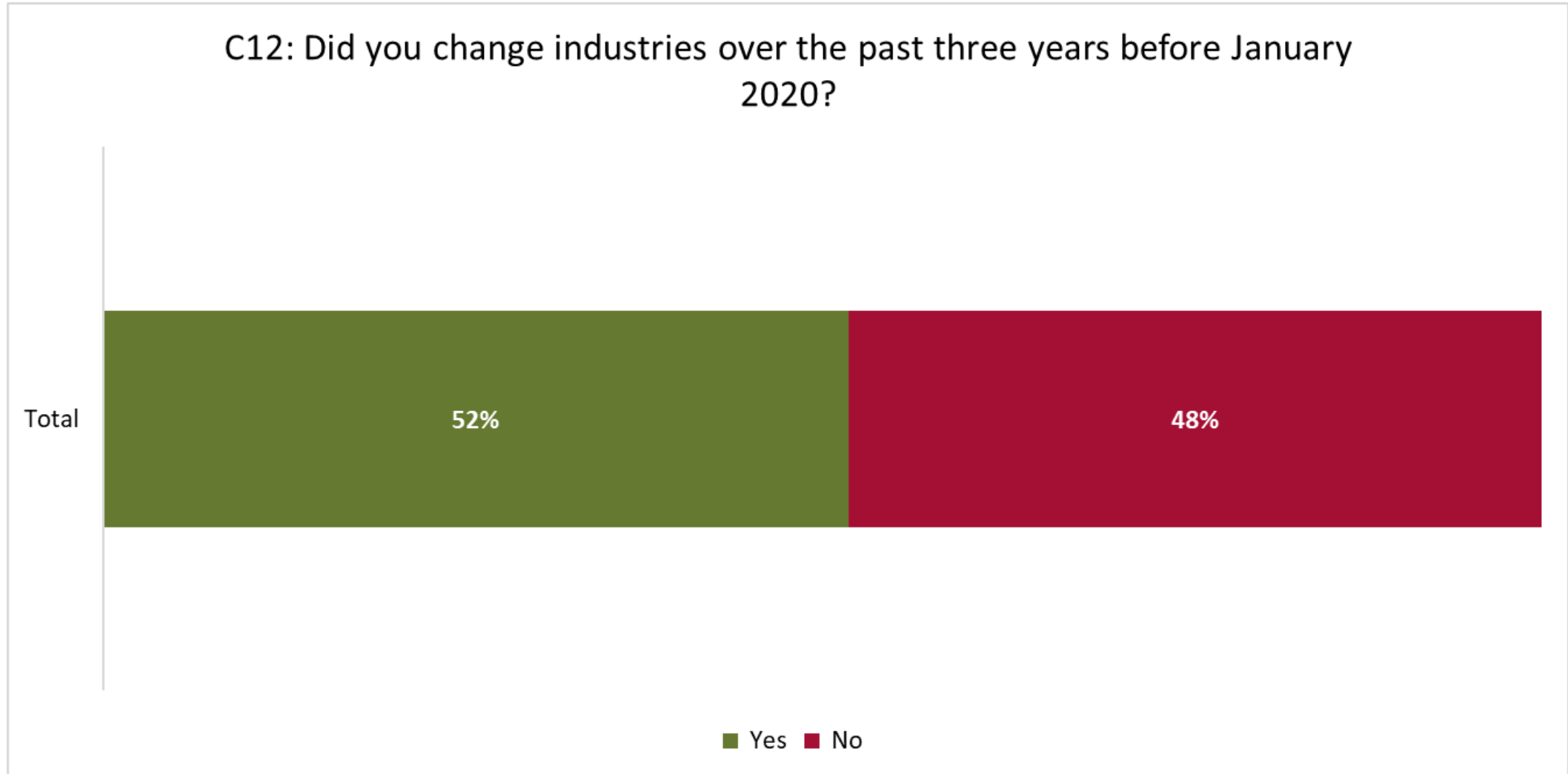
C11: How long had you been in your primary job as of January 2020?



N = 1,025

Section C
Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



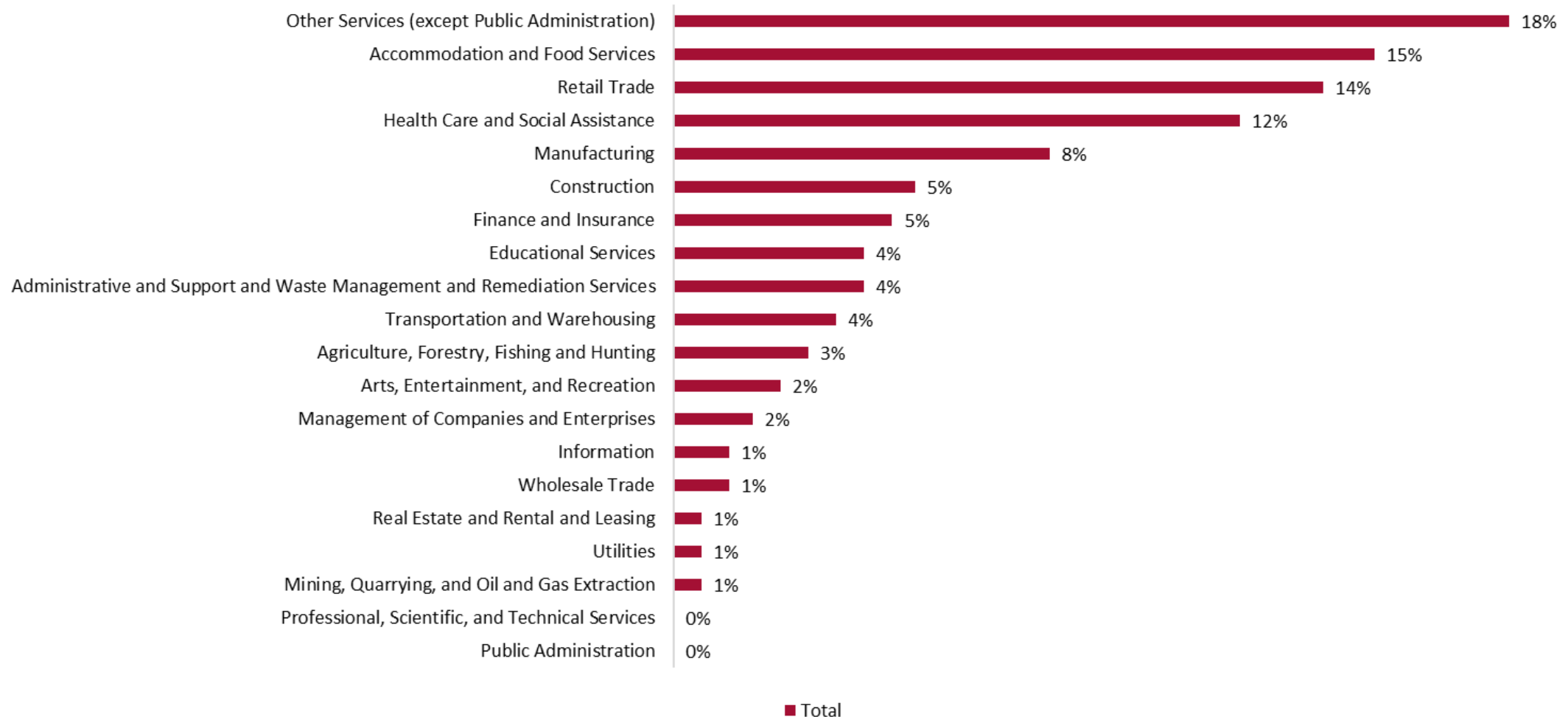
N = 332 (respondents who had changed companies in the last 3 years)

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 172 (respondents who had changed industries in last 3 years)

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

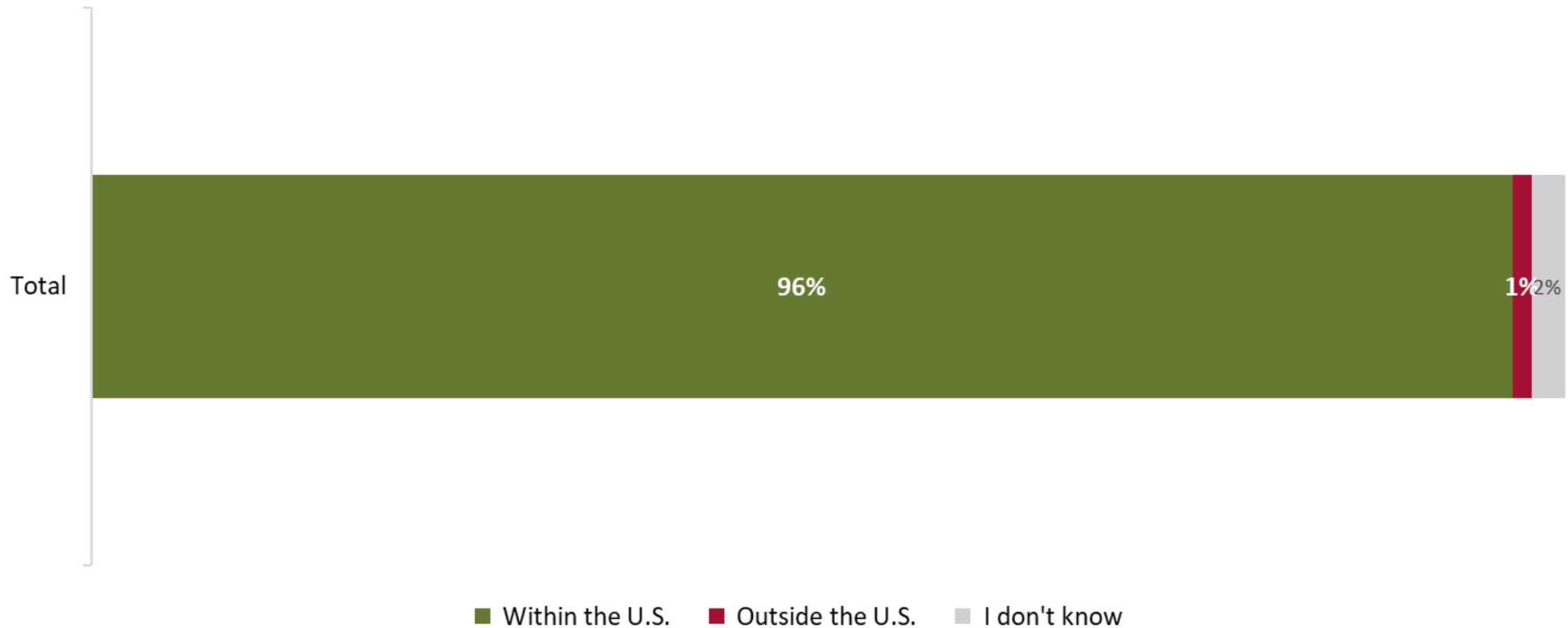


N = 1,025

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

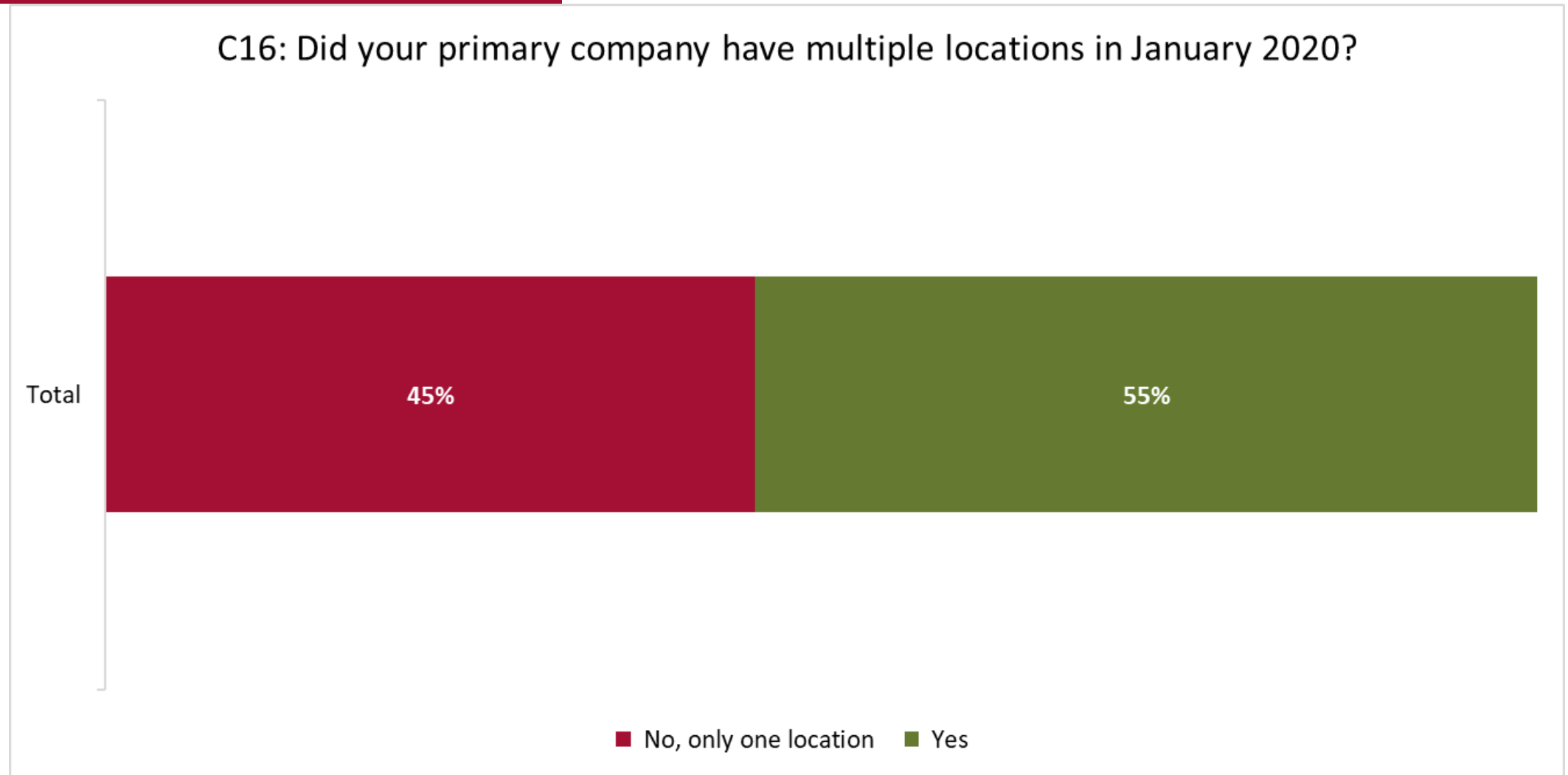


N = 1,025

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

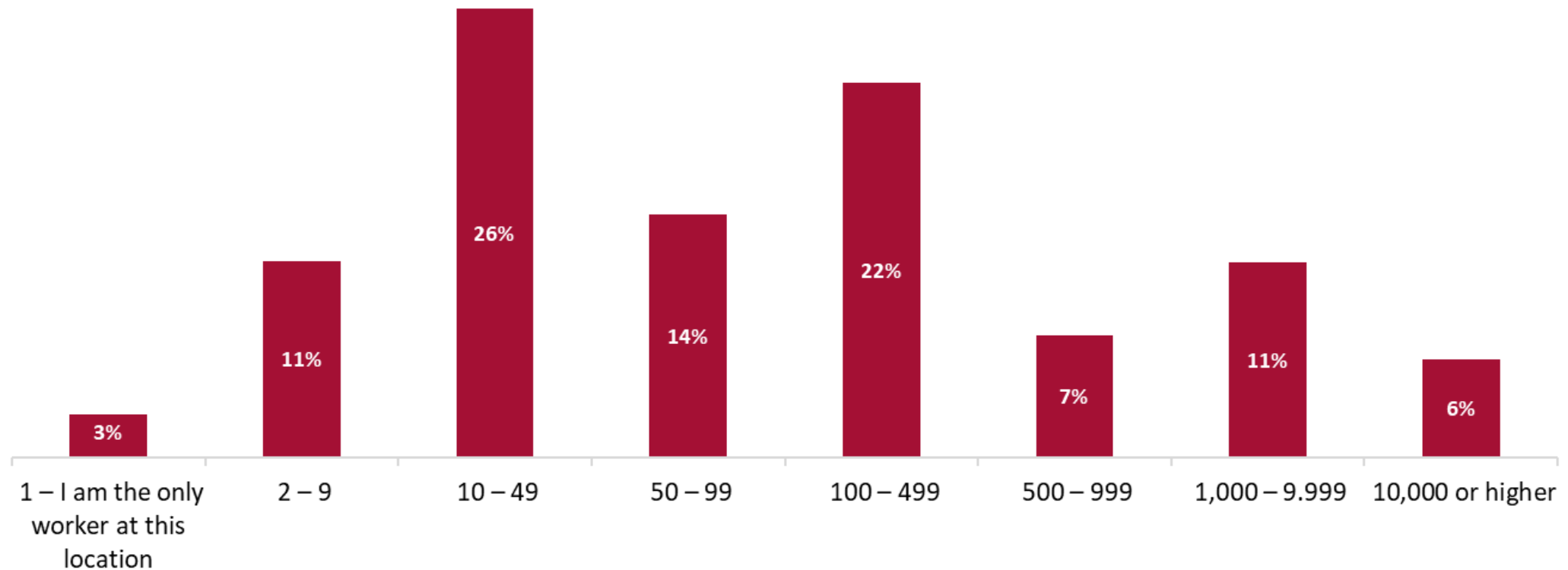


Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



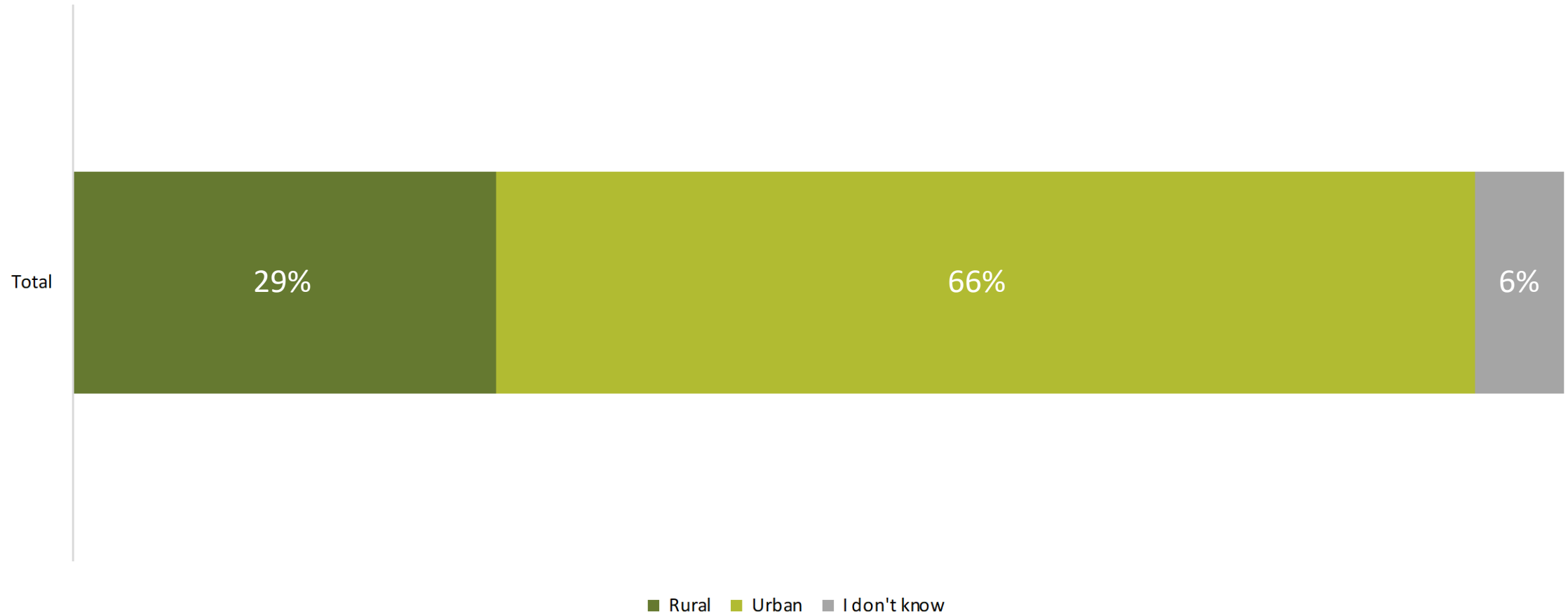
N = 560 (primary company has multiple locations)

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

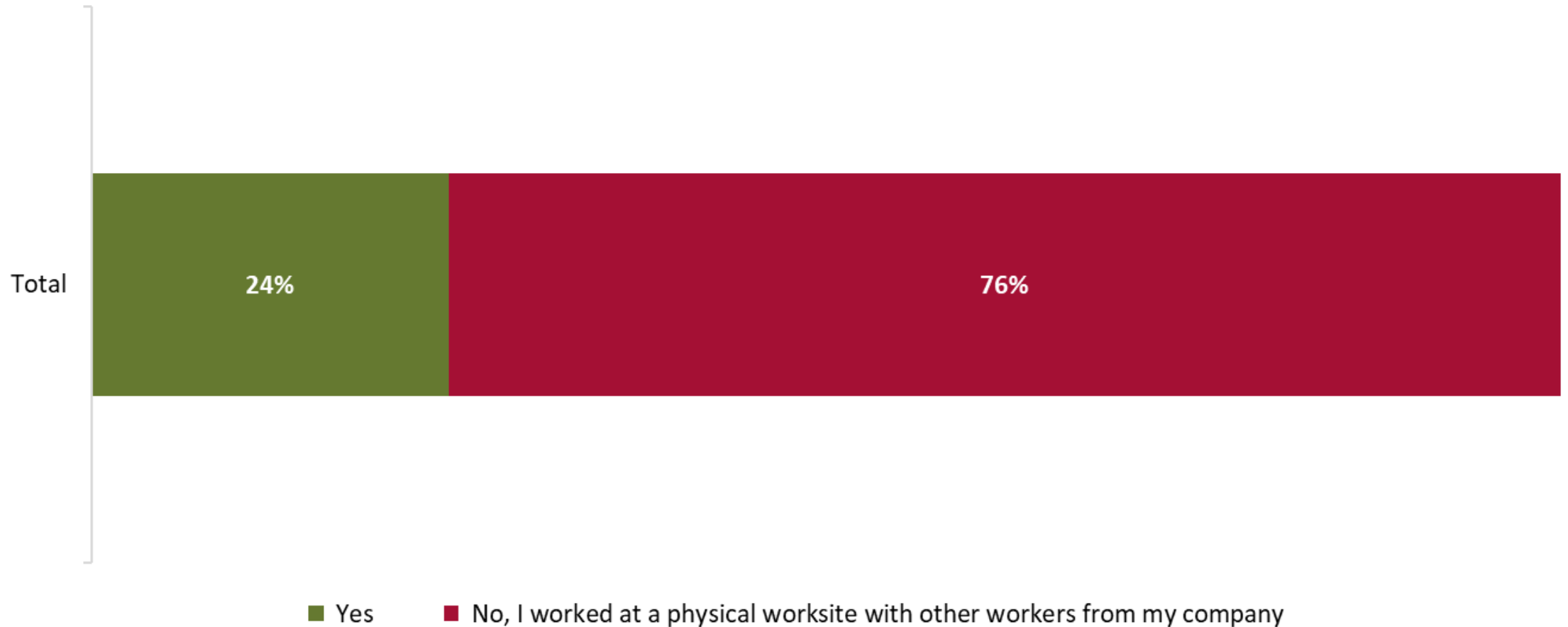


N = 1,025

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

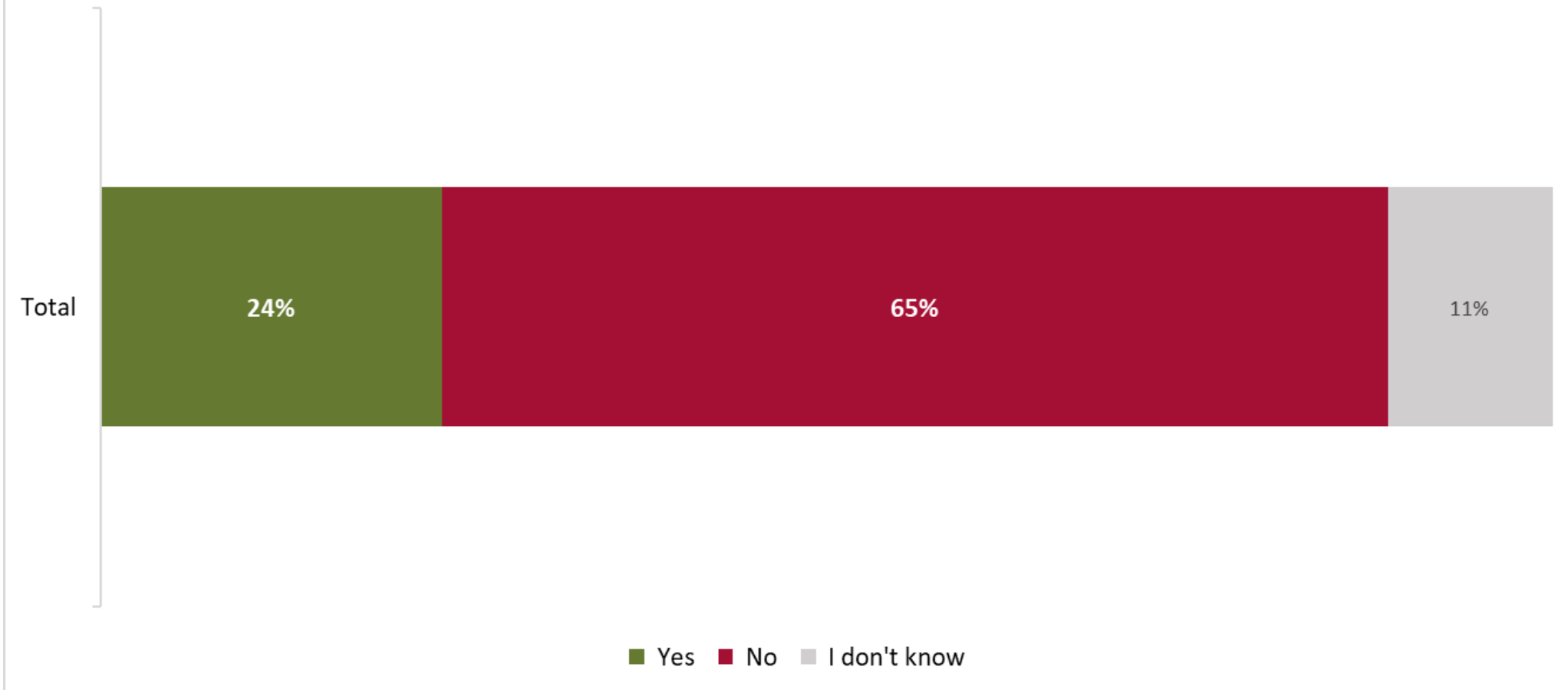


N = 1,025

Section C
Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



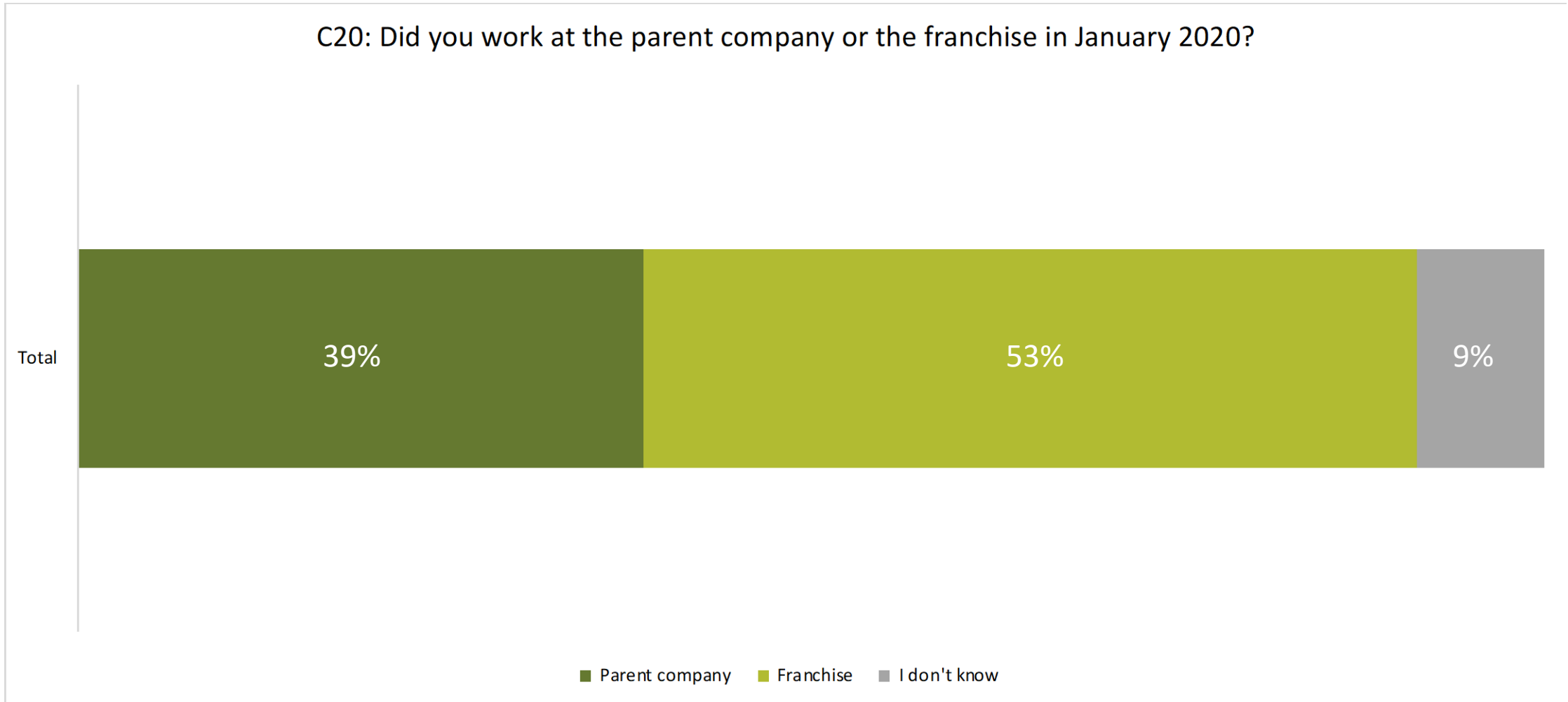
N = 1,025

Section C

Your employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C20: Did you work at the parent company or the franchise in January 2020?



N = 241 (company uses a franchise model)

Section C
Your employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

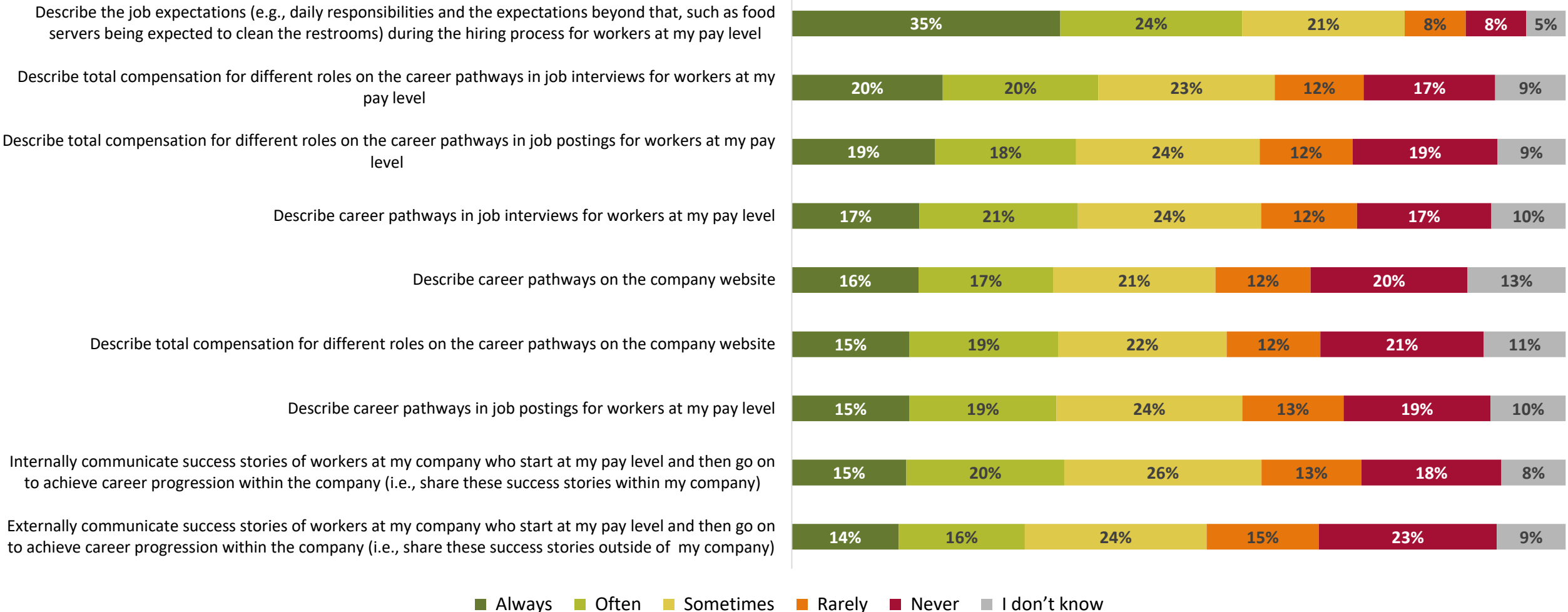
Section D

Your experience with company practices

Section D Pre-employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

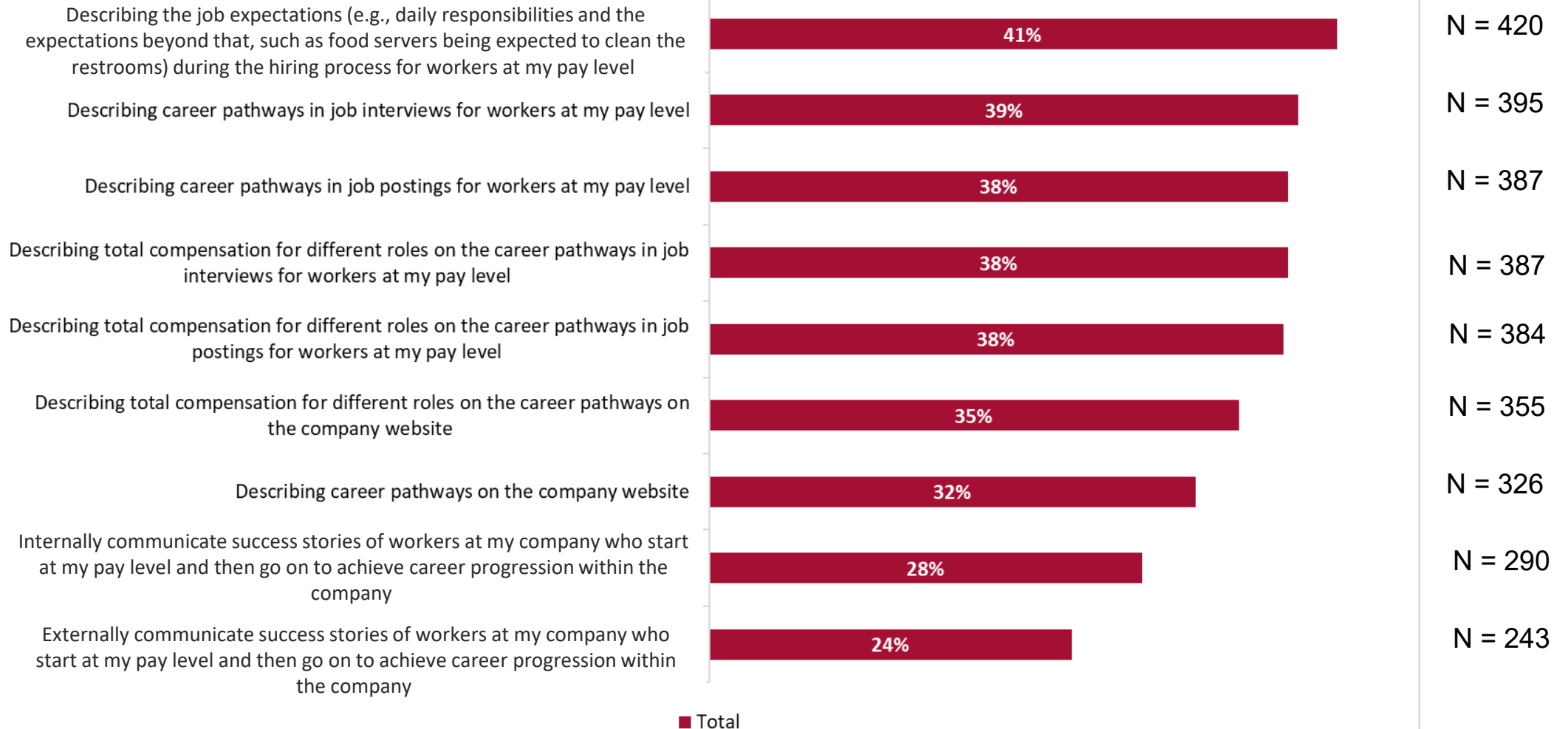
D1: Does your primary company:



Section D Pre-employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D2: Which of the below company practices would be helpful to your upward mobility?



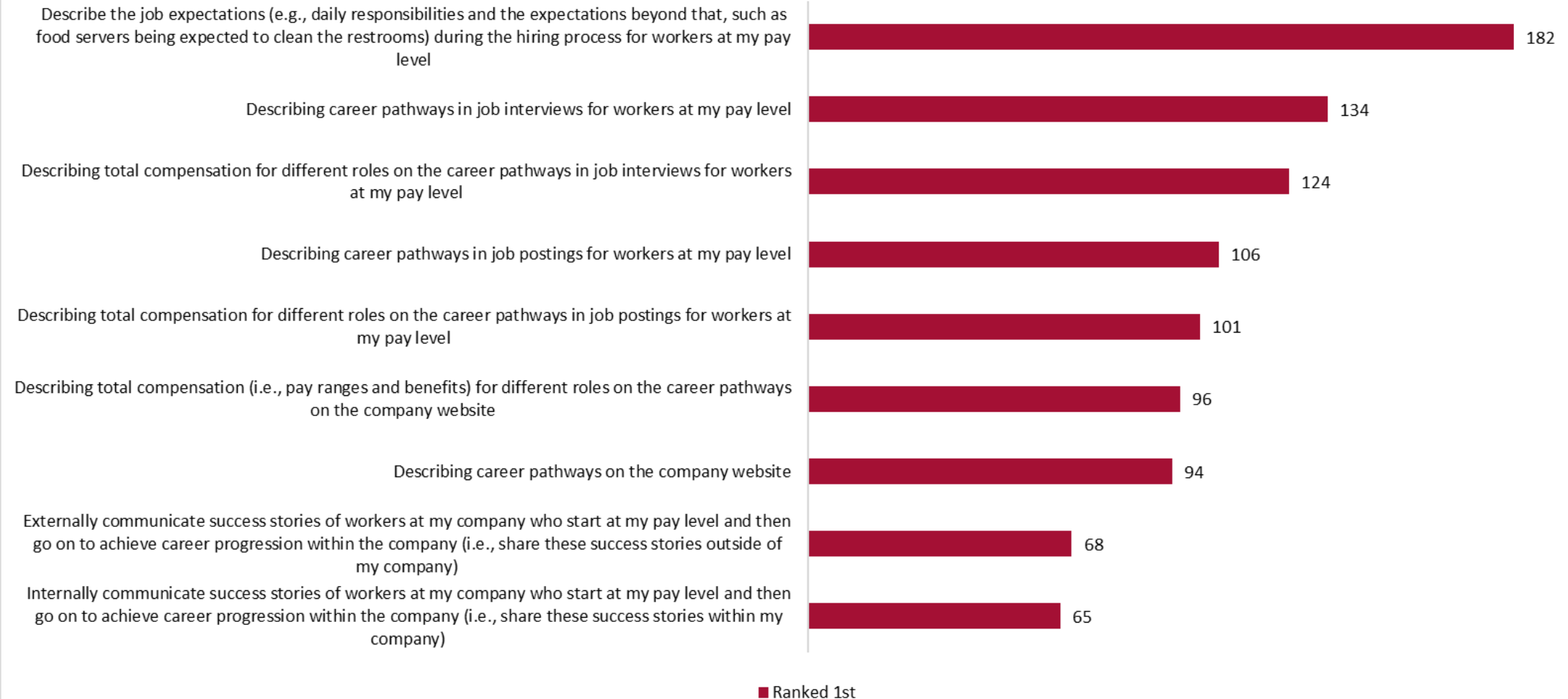
N = 1,025 (workers could select all that apply)

Section D

Pre-employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



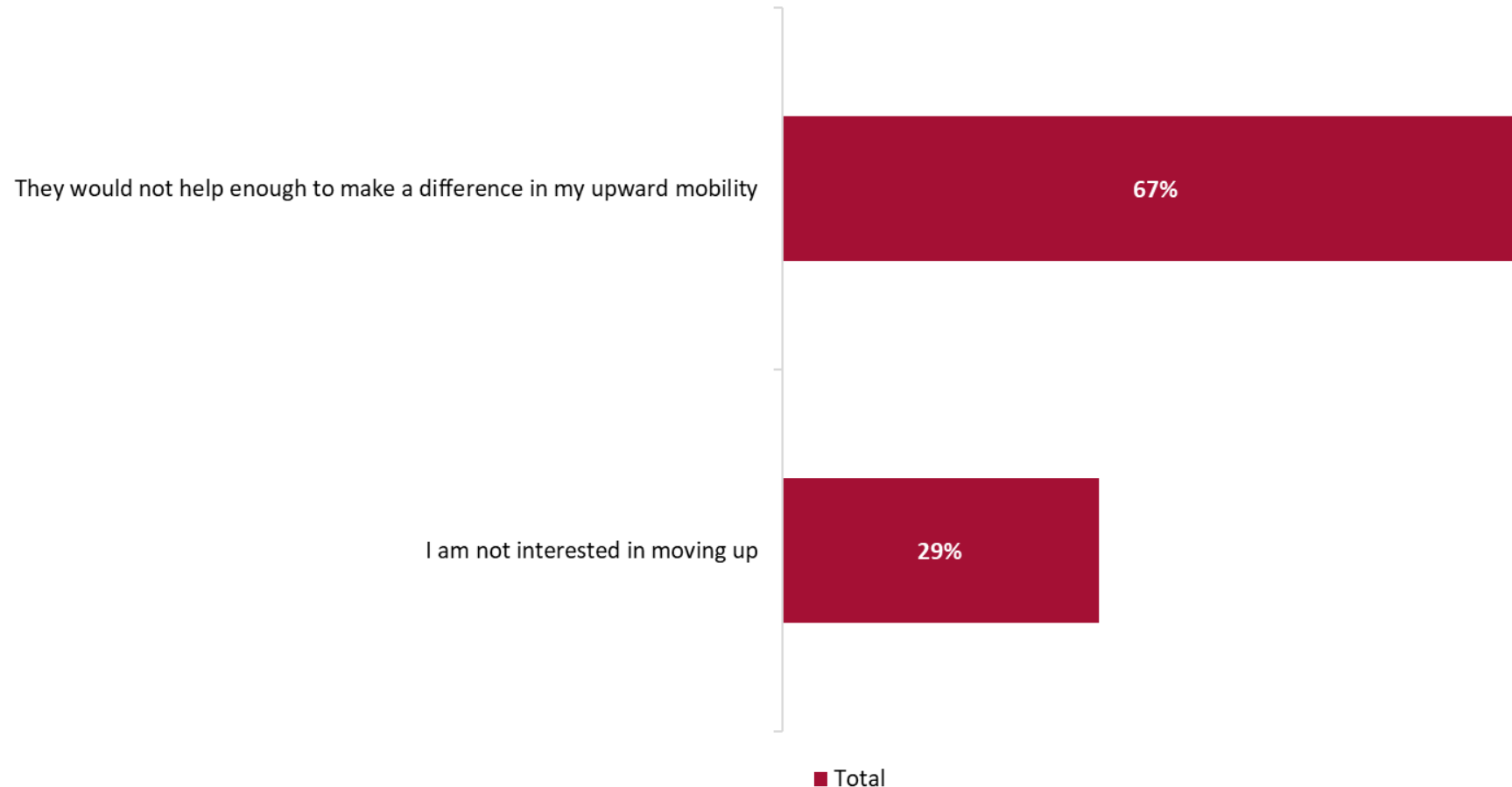
Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D

Pre-employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

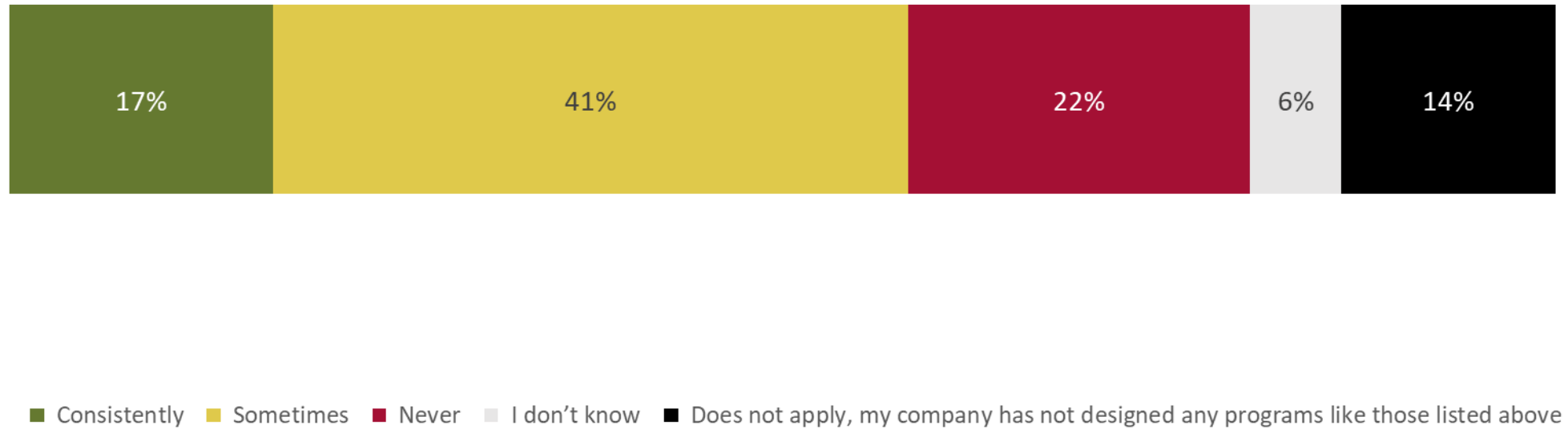


N = 968 (respondents who did not select all practices as helpful)

Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

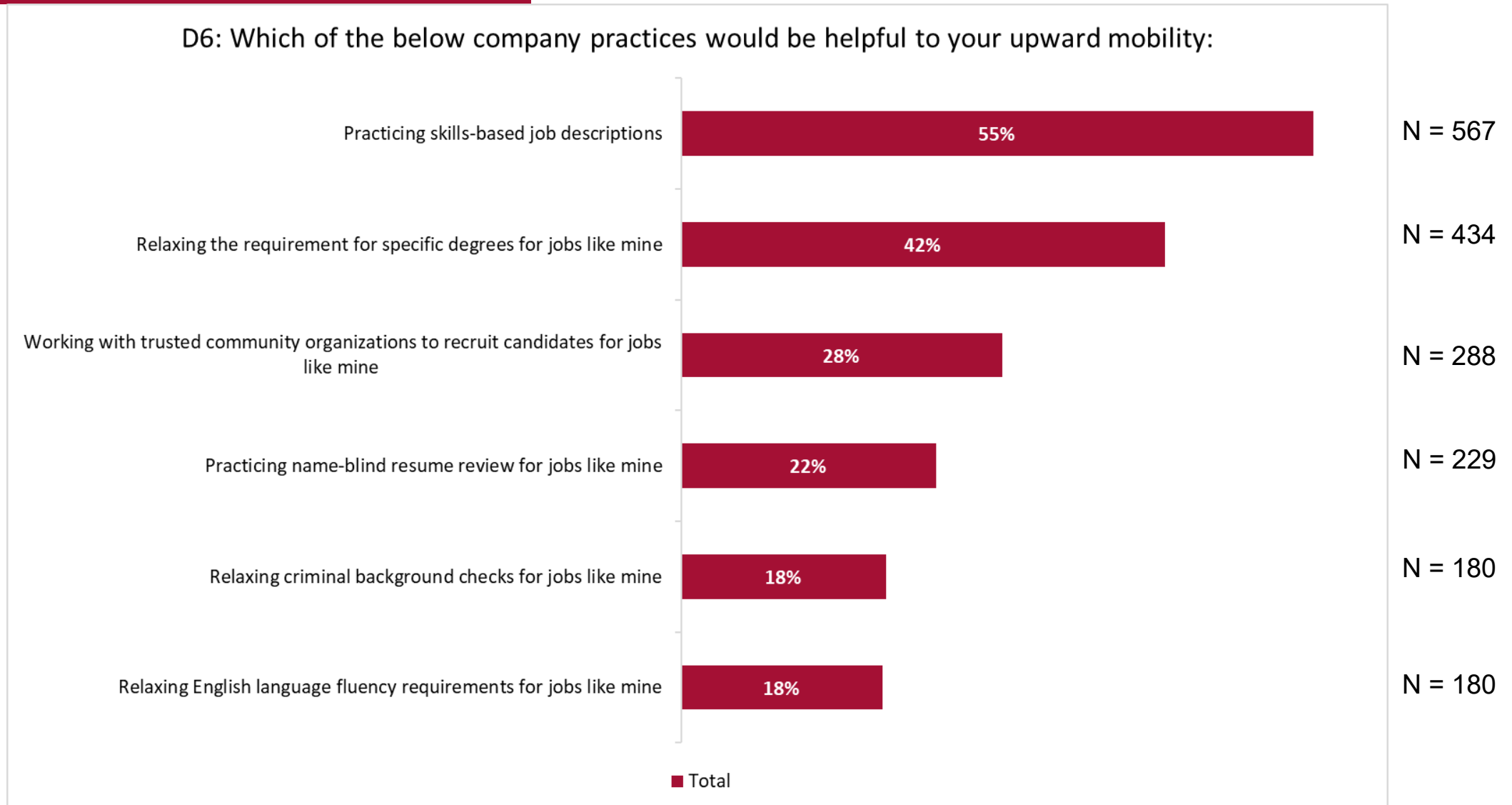
D5: Does your primary company:



N = 1,025

Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

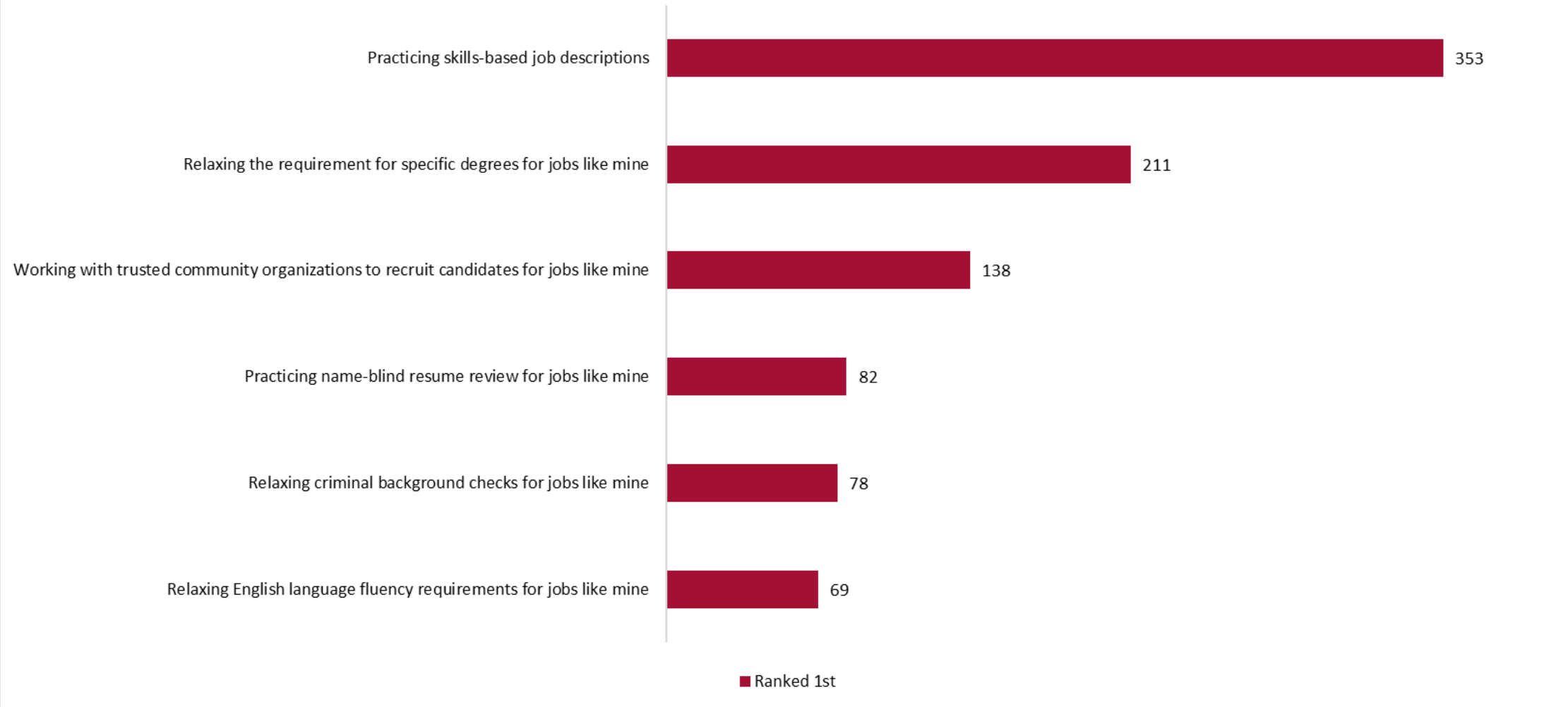


N = 1,025 (workers could select all that apply)

Section D Hiring

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D6NEW. Please rank the company practices you selected as helpful.

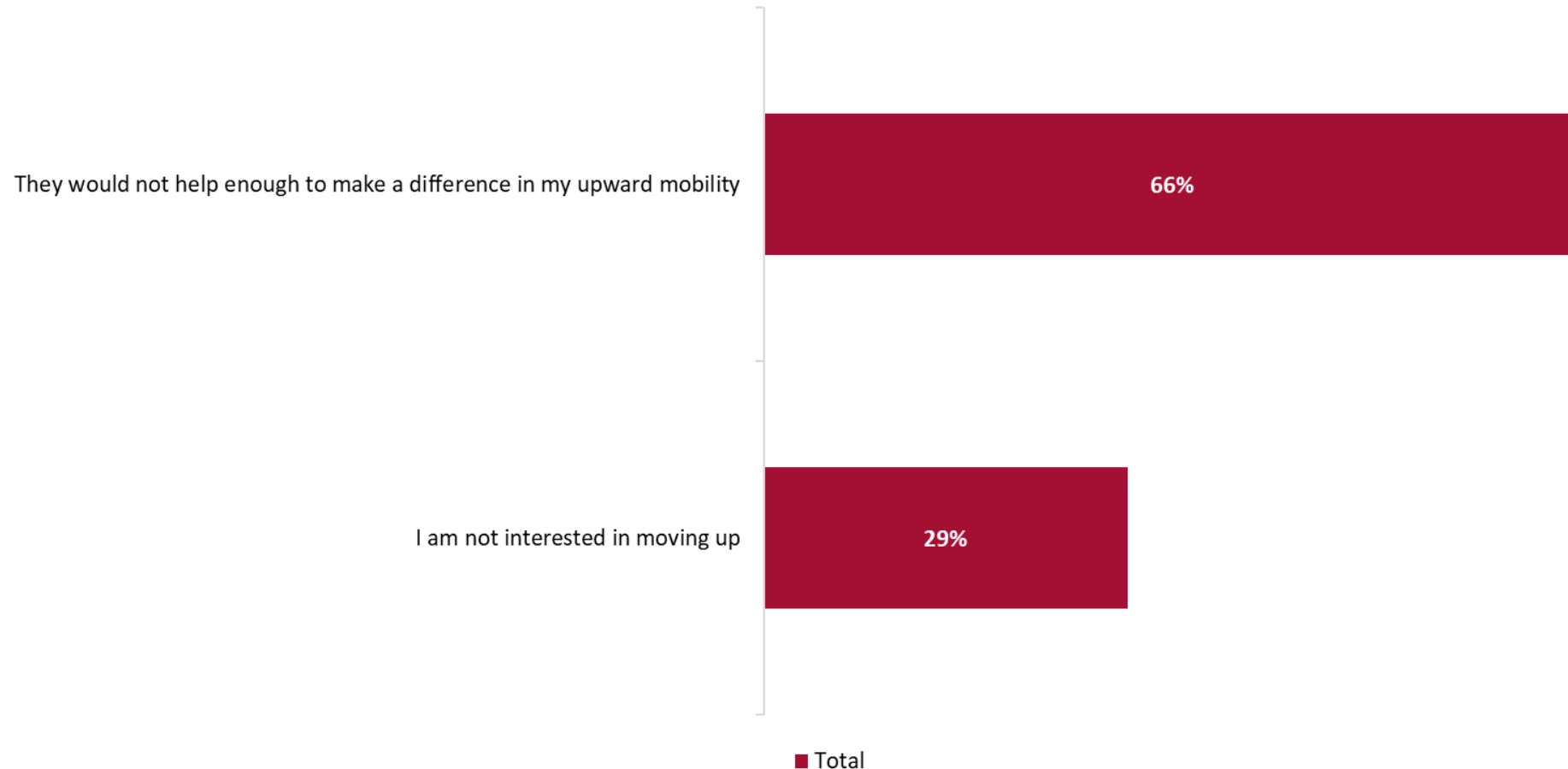


Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

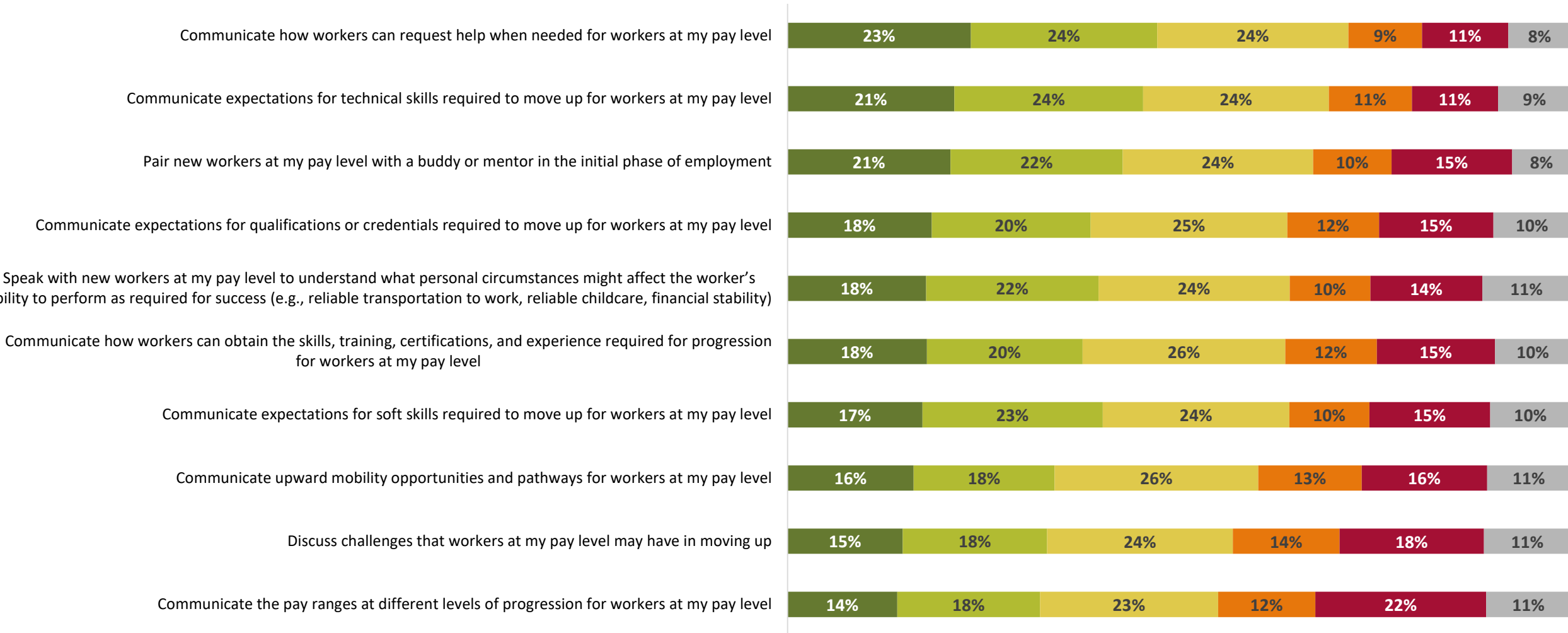


■ Consistently ■ Sometimes ■ Never ■ I don't know ■ Does not apply, my company has not designed any programs like those listed above

Section D Onboarding

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



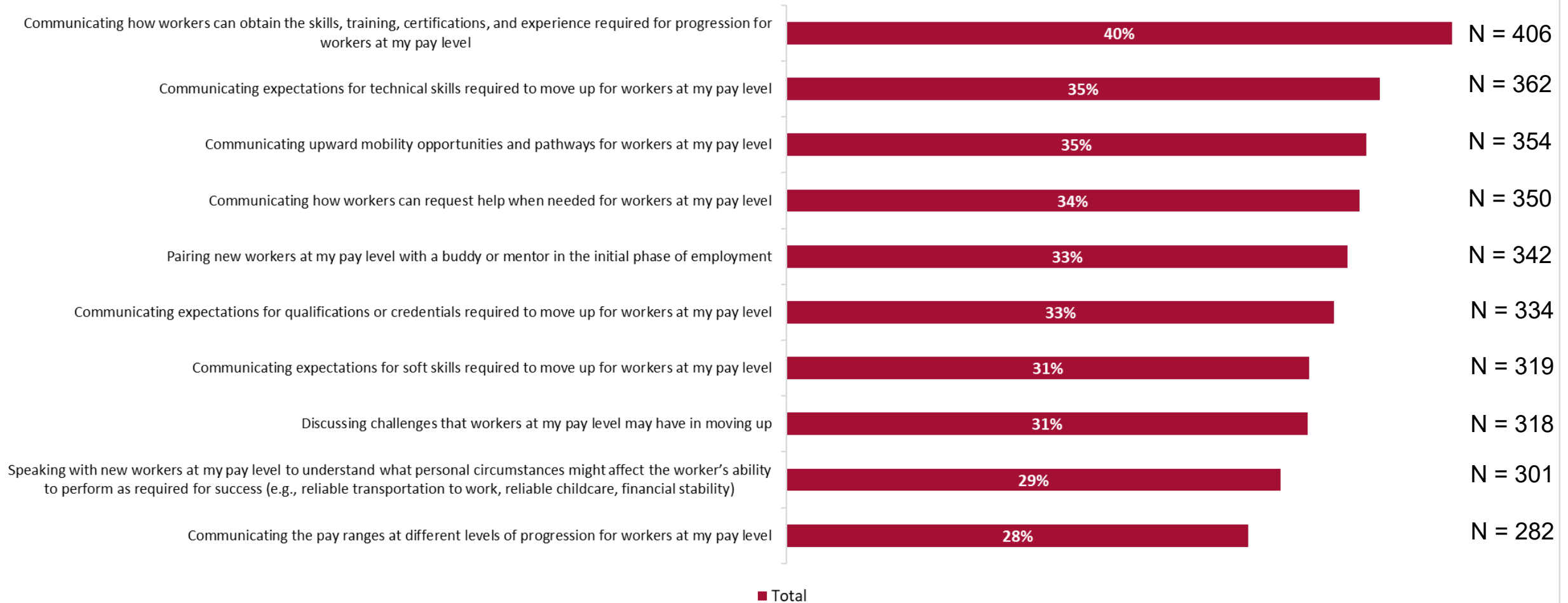
N = 1,025

Always Often Sometimes Rarely Never I don't know

Section D Onboarding

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



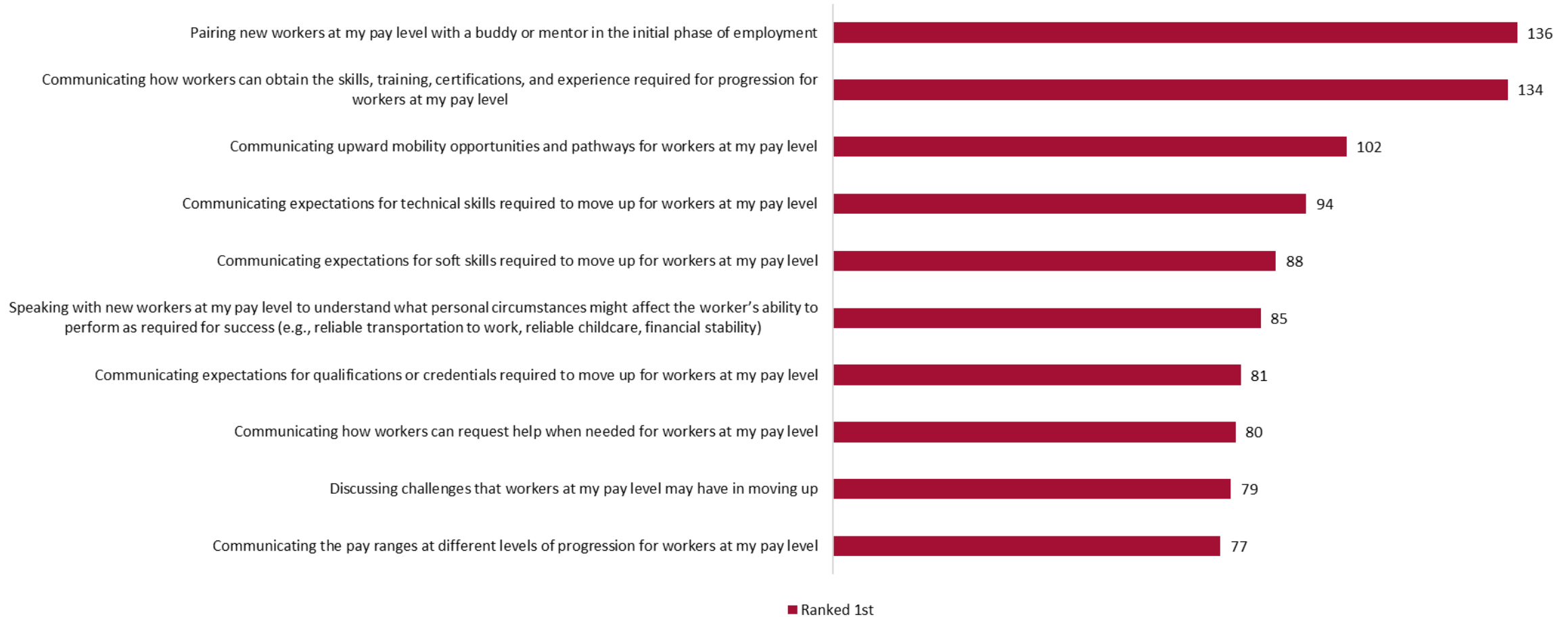
N = 1,025 (workers could select all that apply)

Section D

Onboarding

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

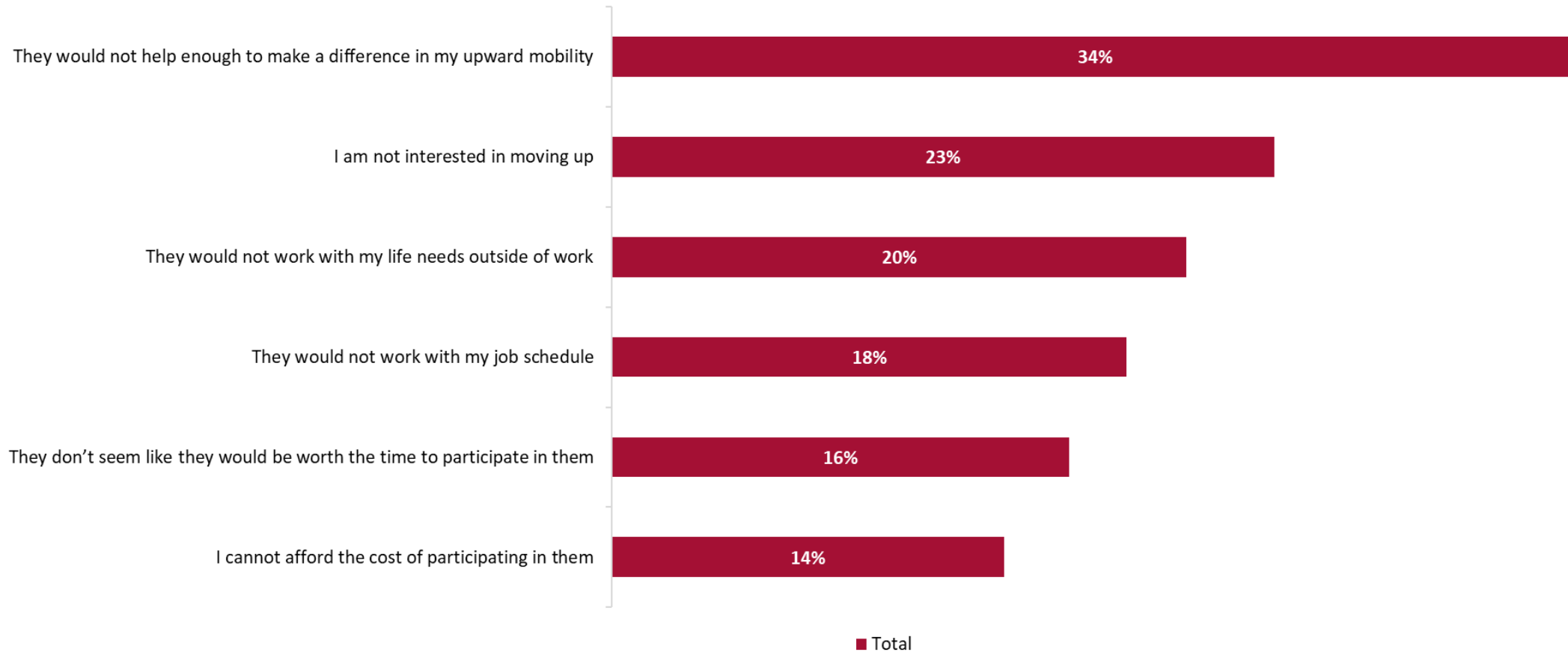


Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

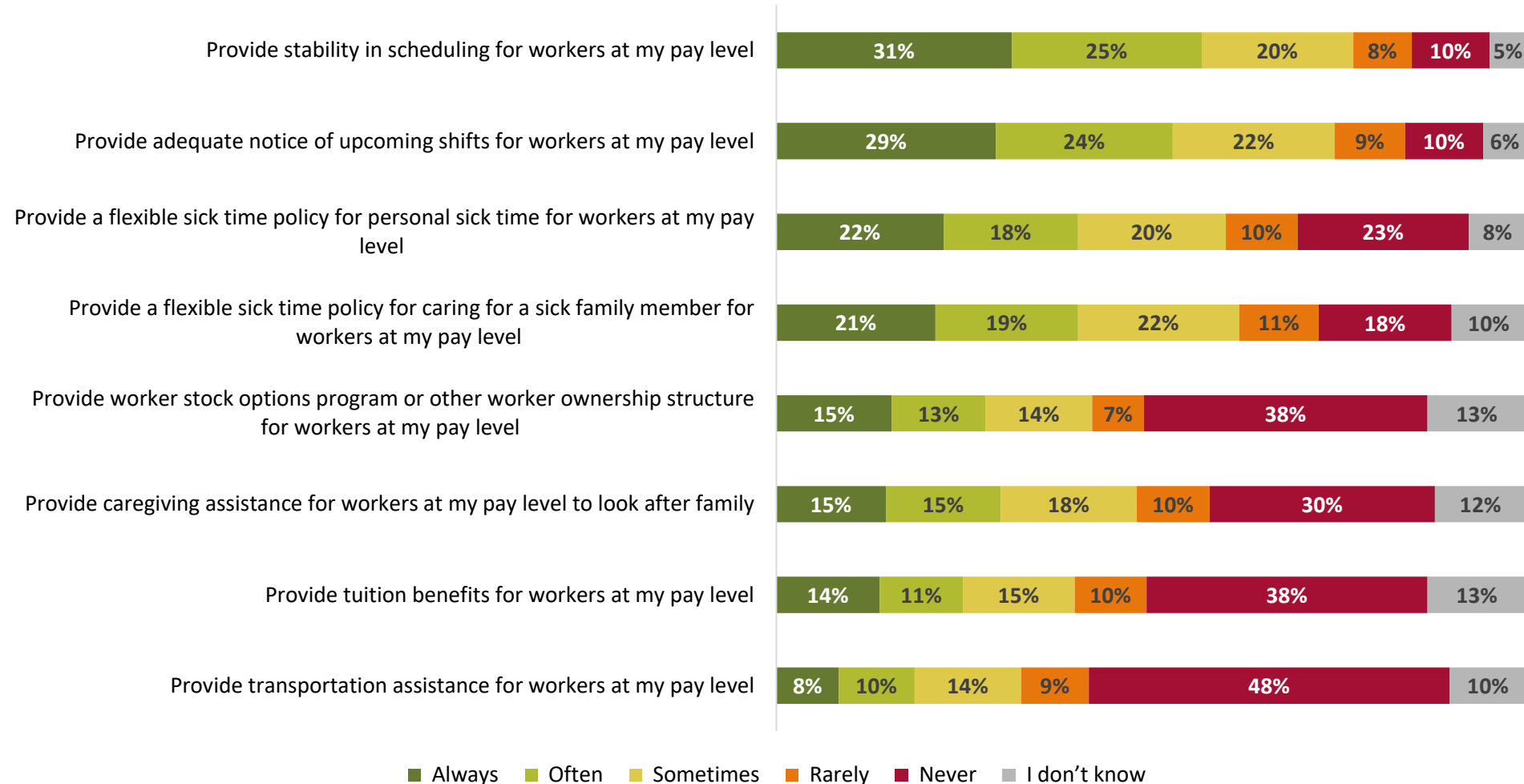
D12: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



Section D
On-the-job support: Benefits

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

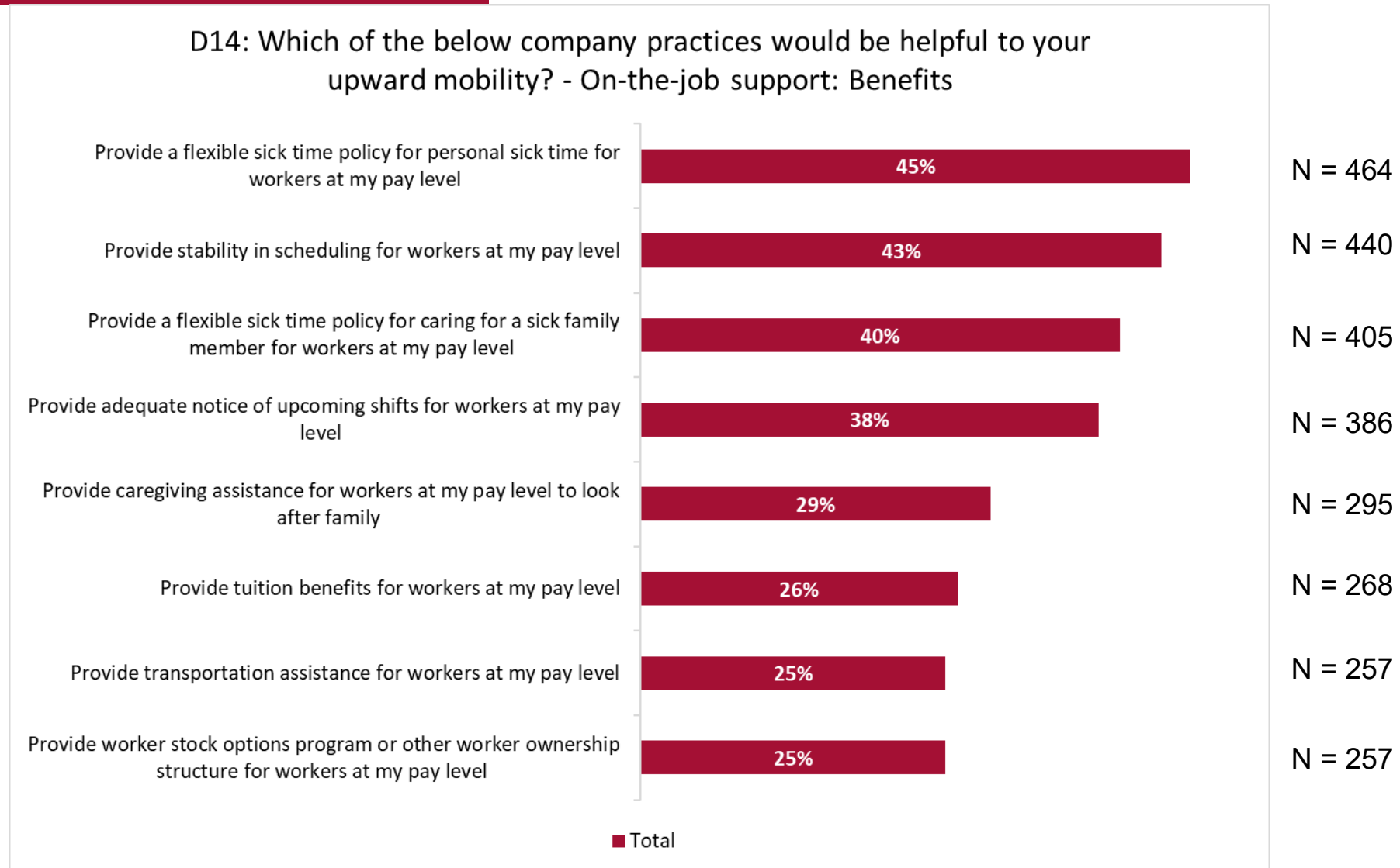


N = 1,025

Section D

On-the-job support: Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



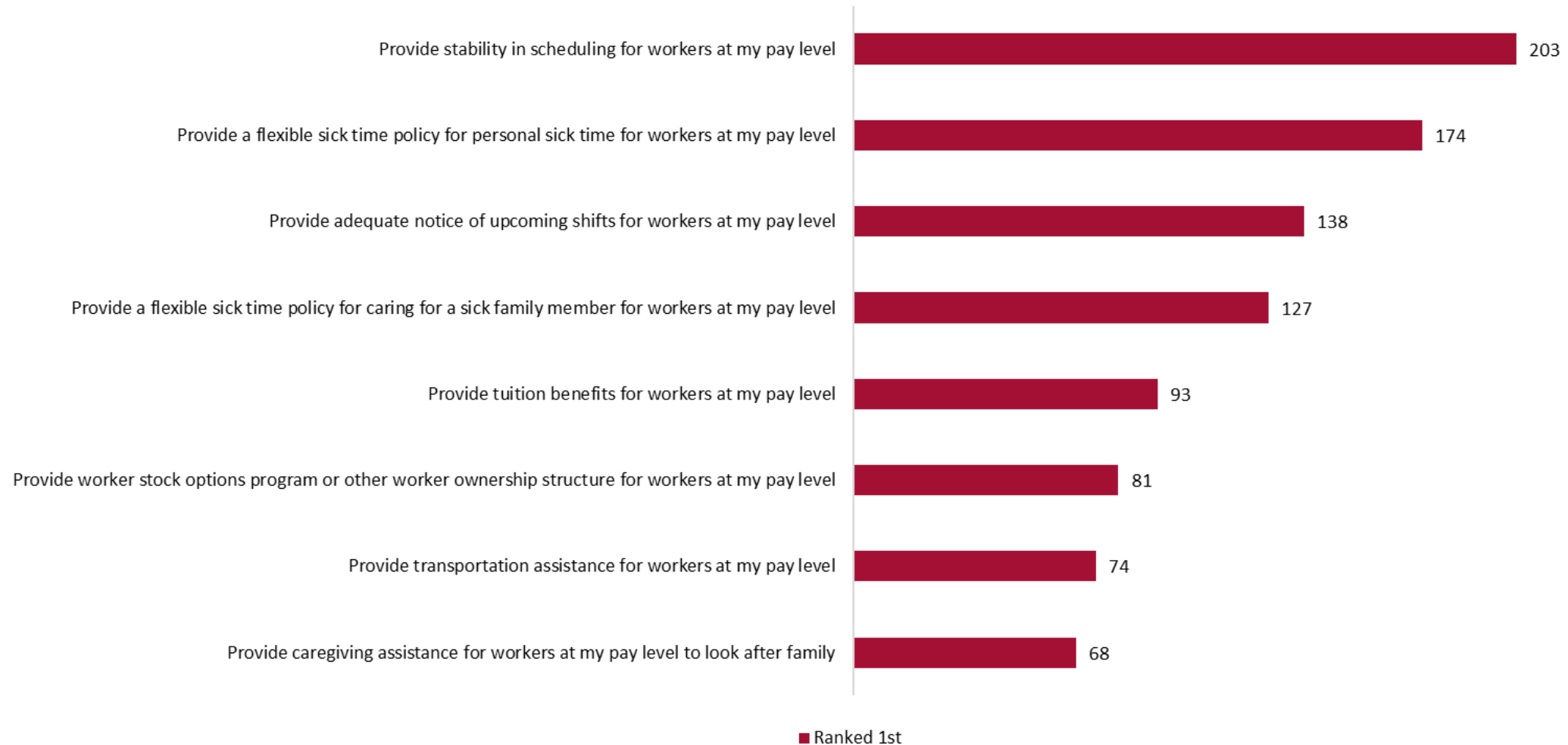
N = 1,025 (workers could select all that apply)

Section D

On-the-job support: Benefits

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

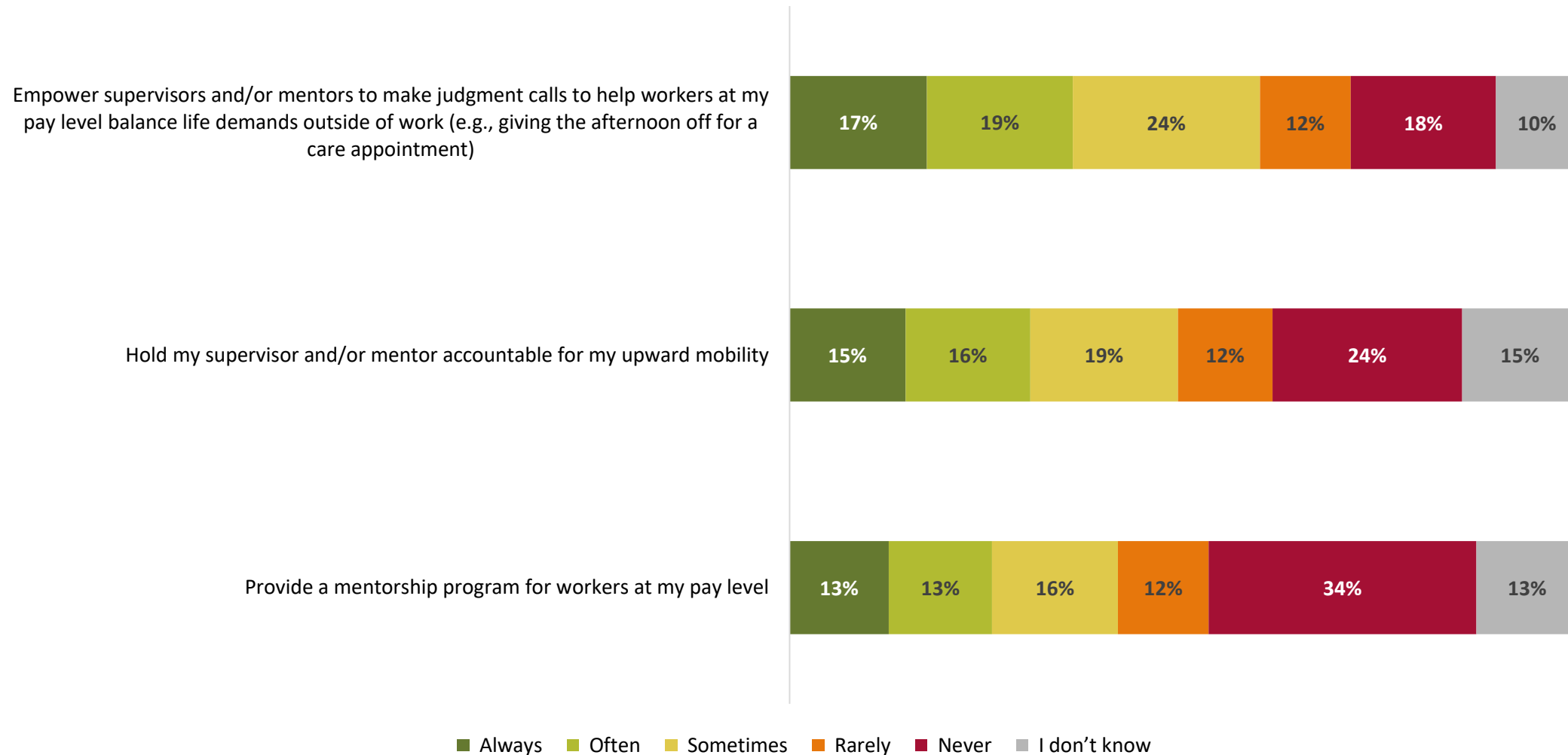
D14NEW. Please rank the company practices you selected as helpful.



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

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D15: Does your primary company:

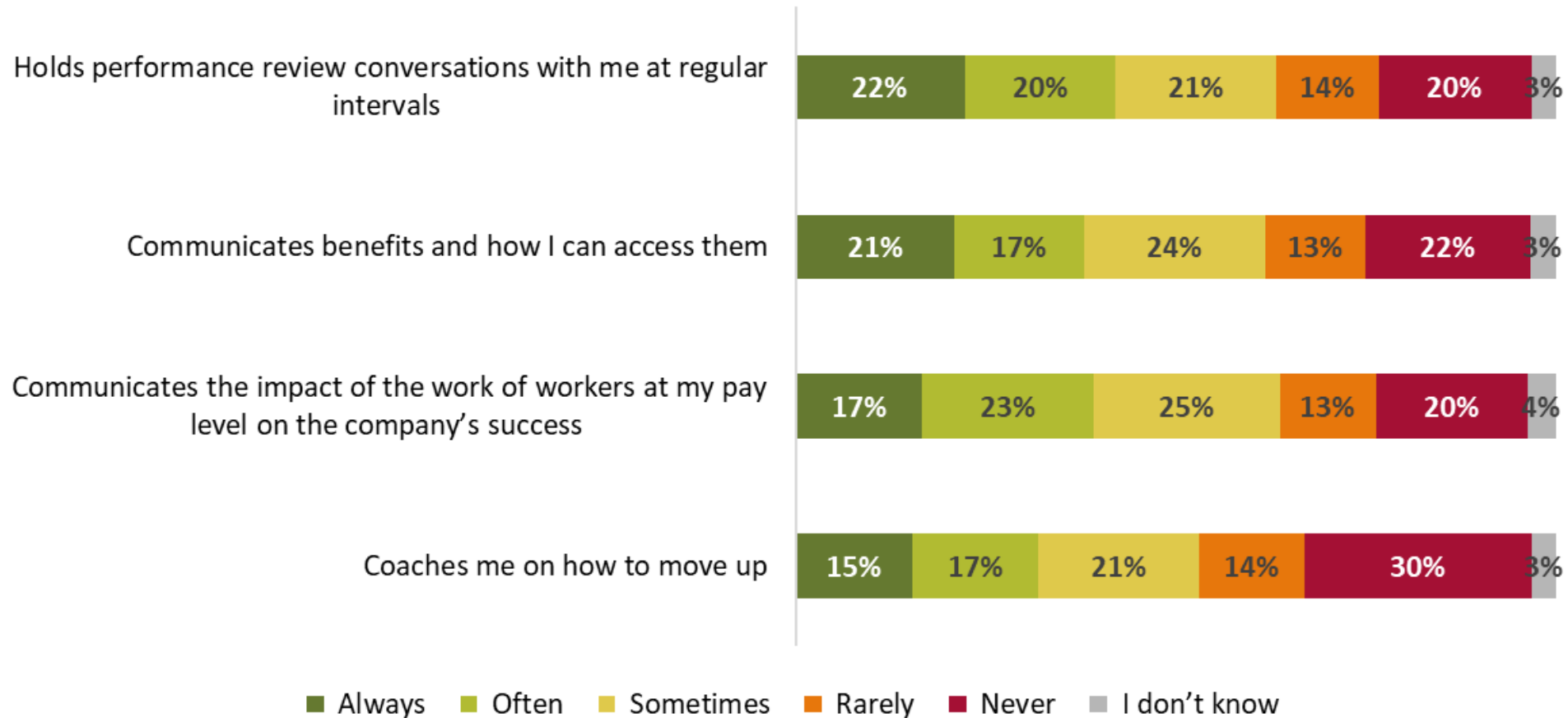


Section D

On-the-job support: Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

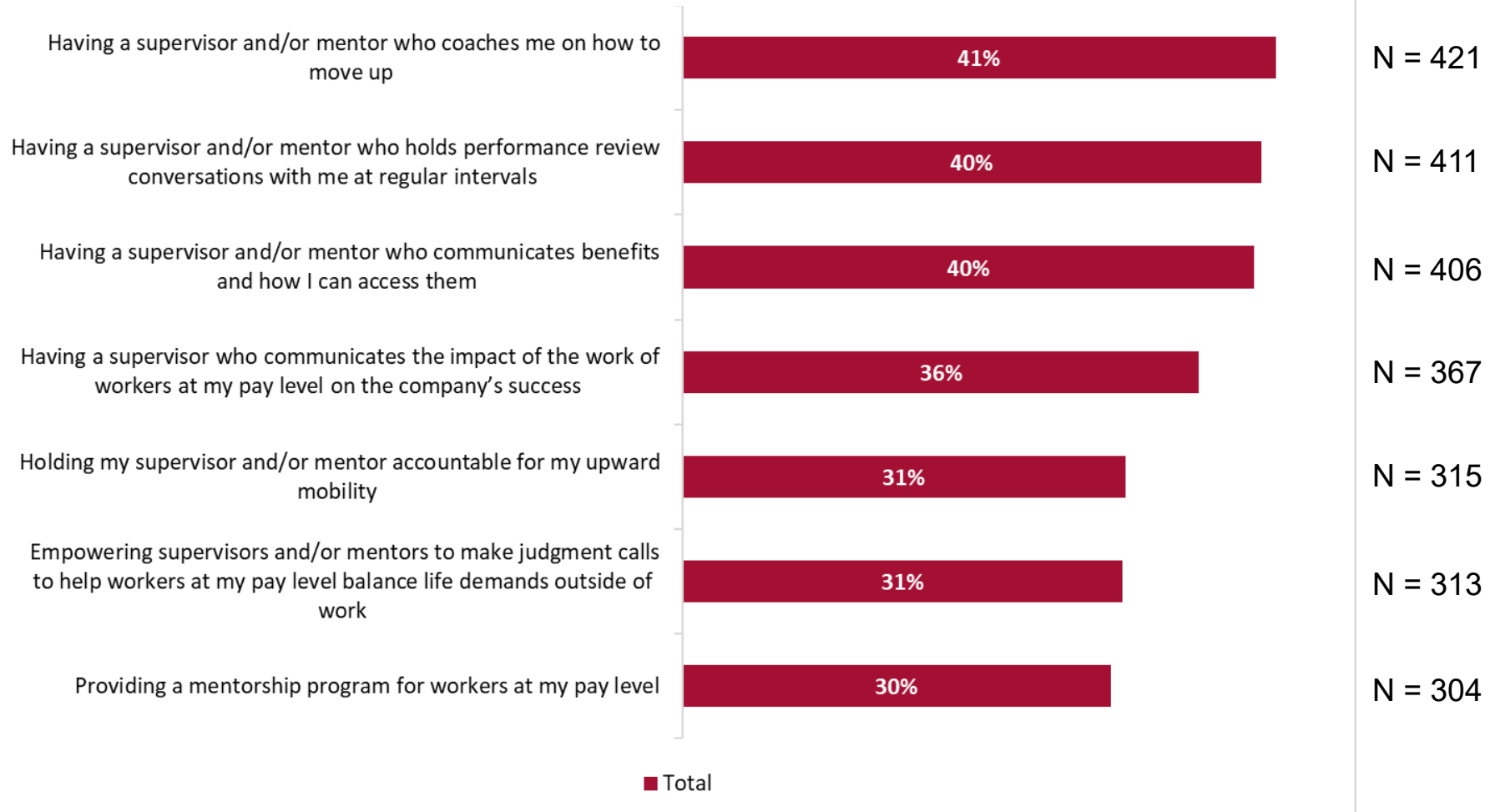
D16NEWV2: Do you have a supervisor or mentor who:



N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section D

On-the-job support: Mentor and supervisor support

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

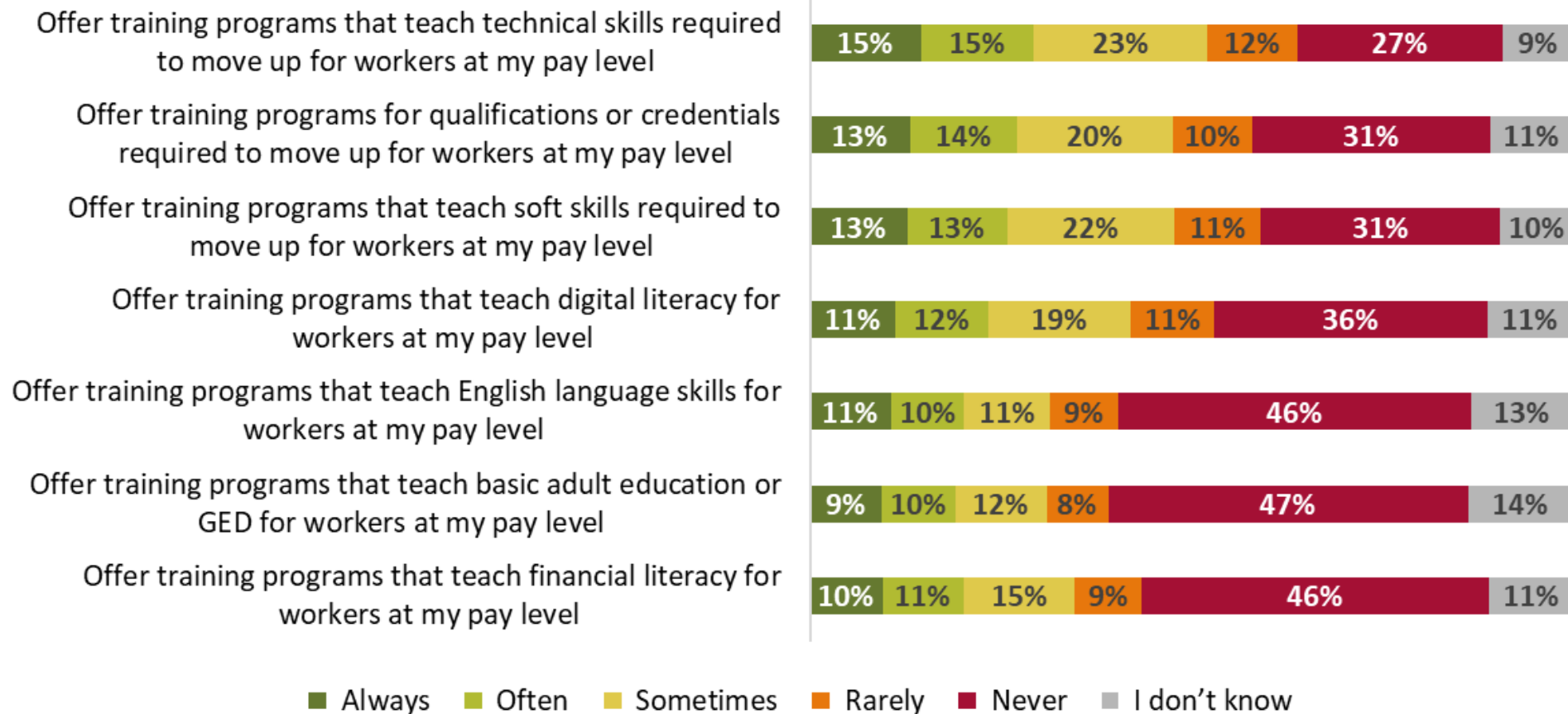
D16NEW2. Please rank the company practices you selected as helpful.



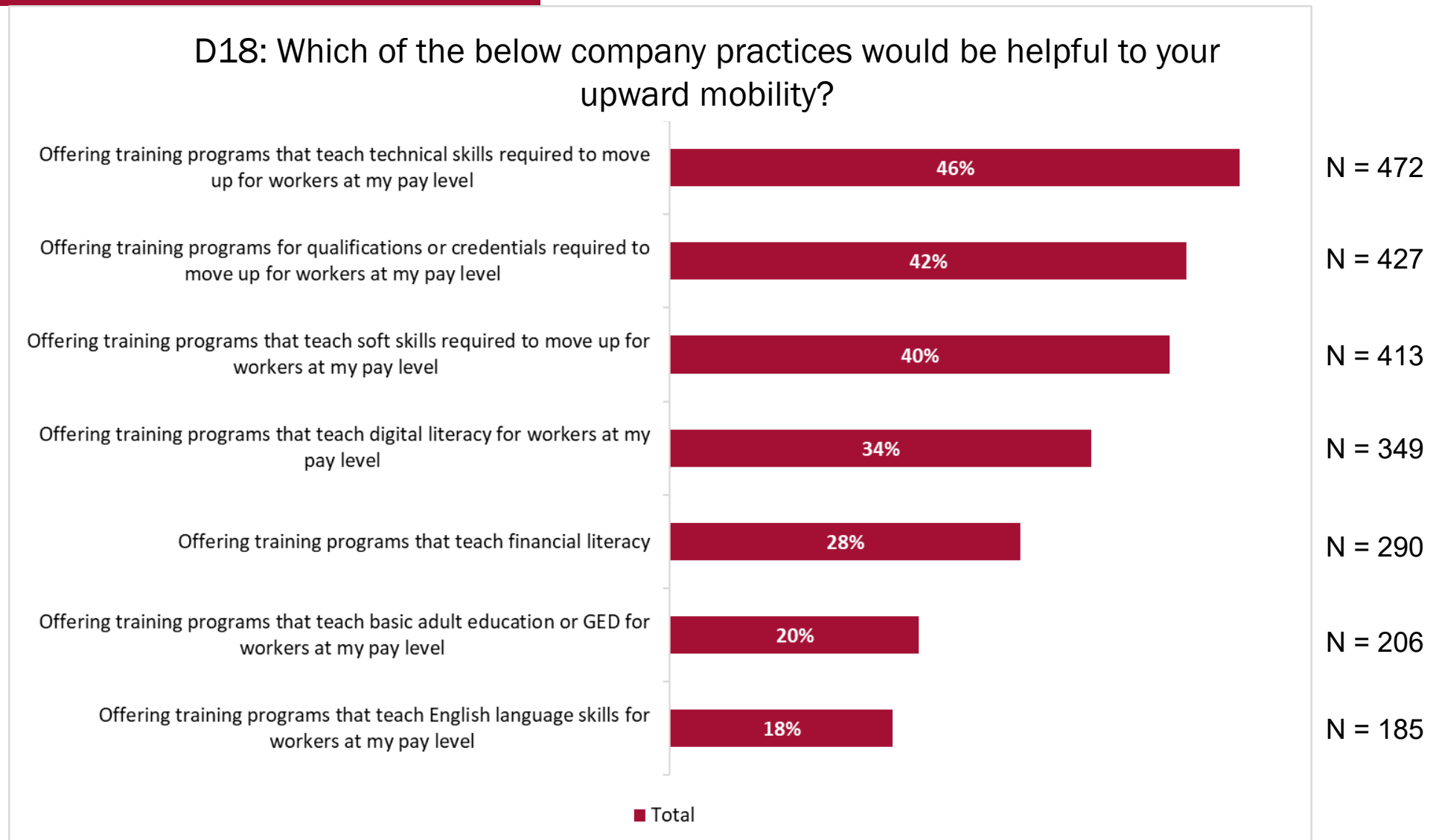
Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:



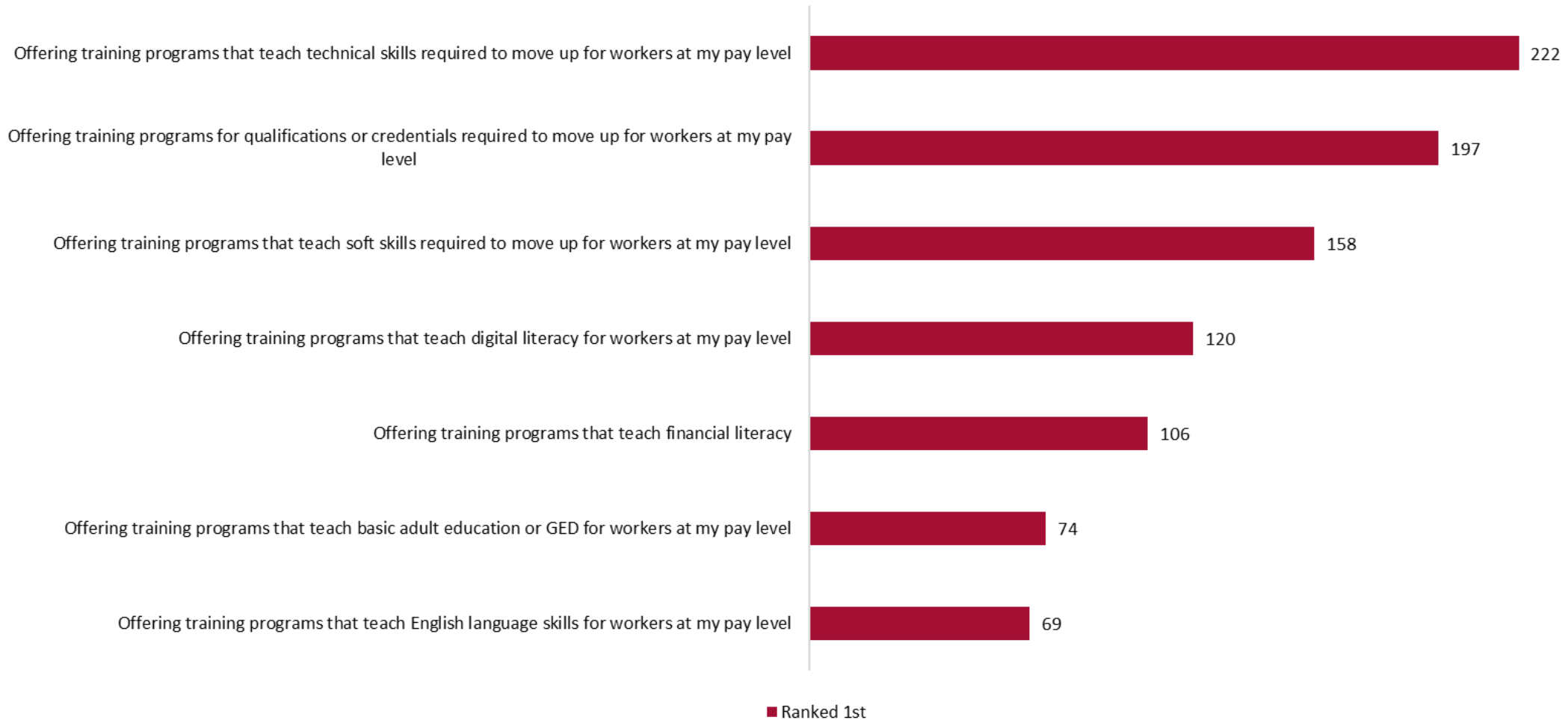
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

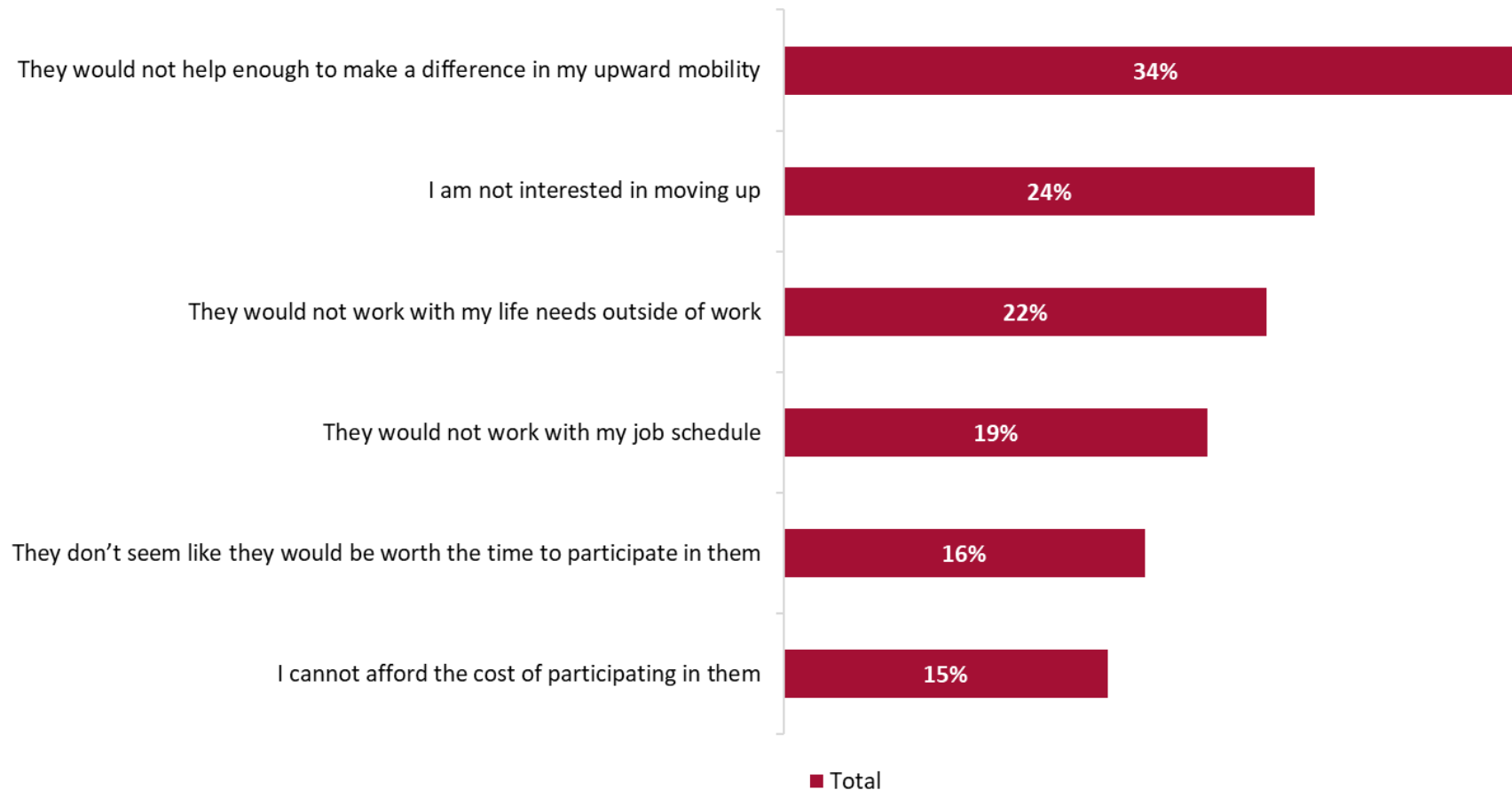
D18NEW. Please rank the company practices you selected as helpful.



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

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



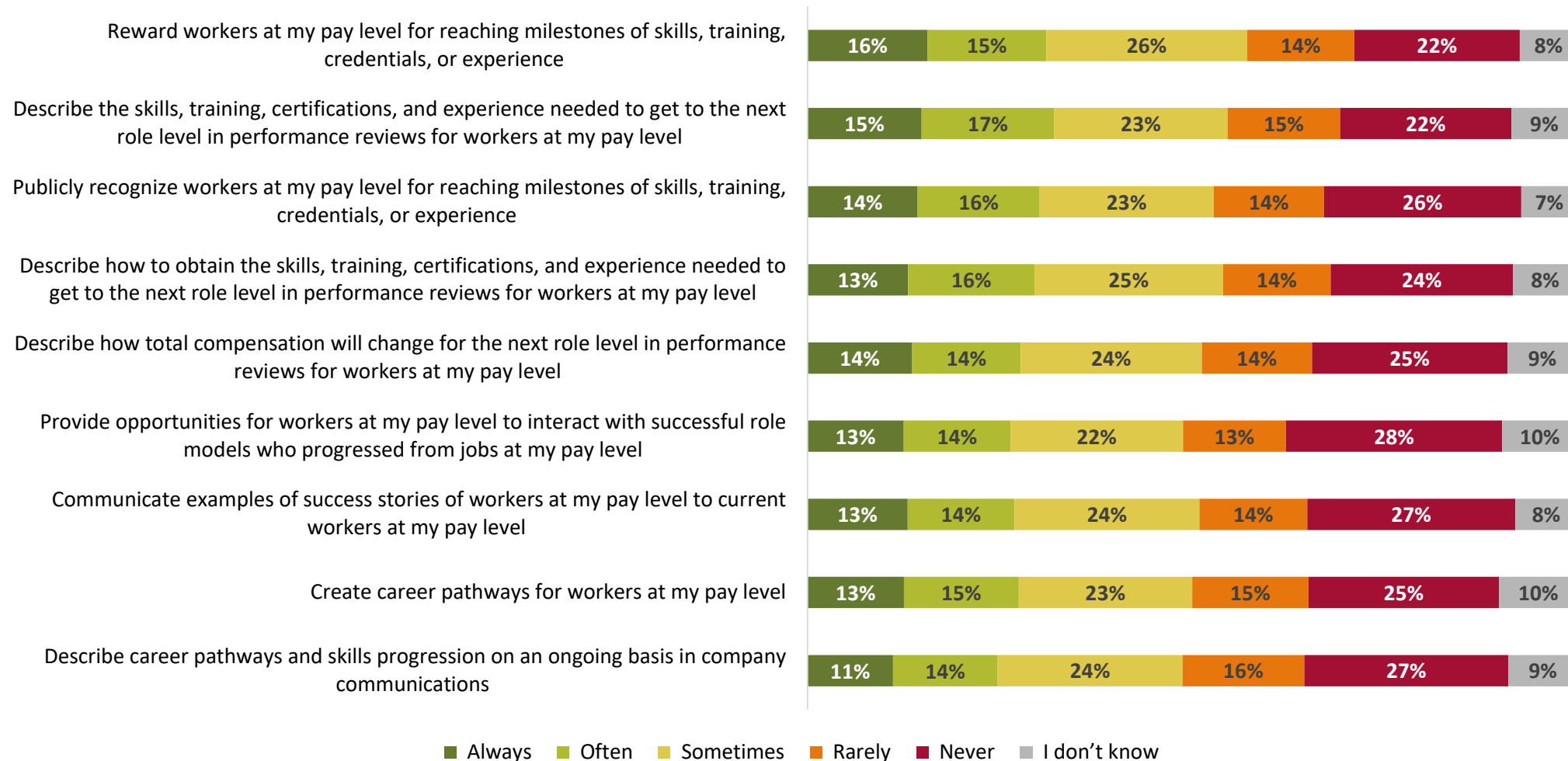
■ Consistently ■ Sometimes ■ Never ■ I don't know ■ Does not apply, my company has not designed any programs like those listed above

Section D

Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:



N = 1,025

Section D

Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section D

Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

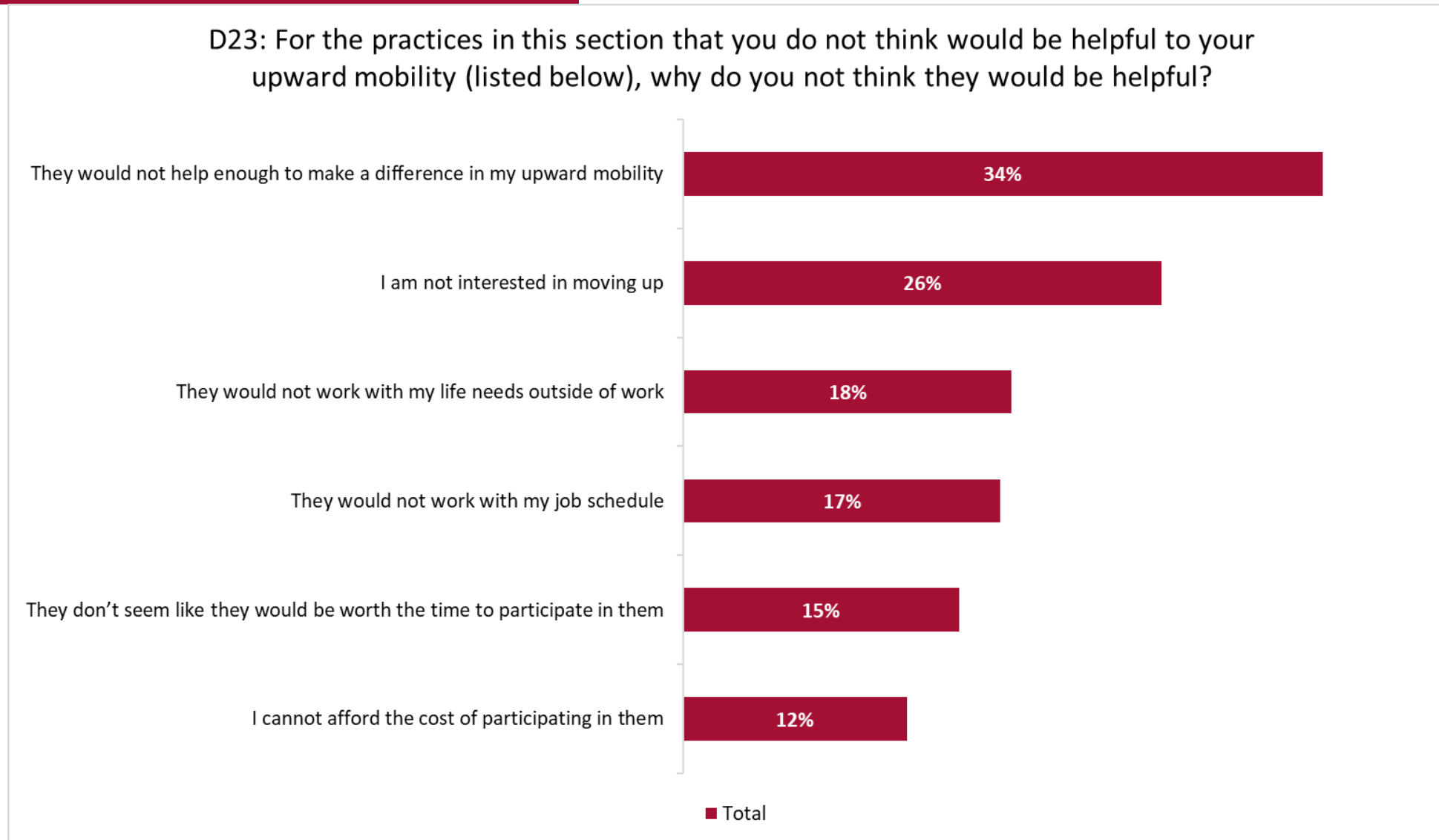


Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 959 (respondents who did not select all practices as helpful)

Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



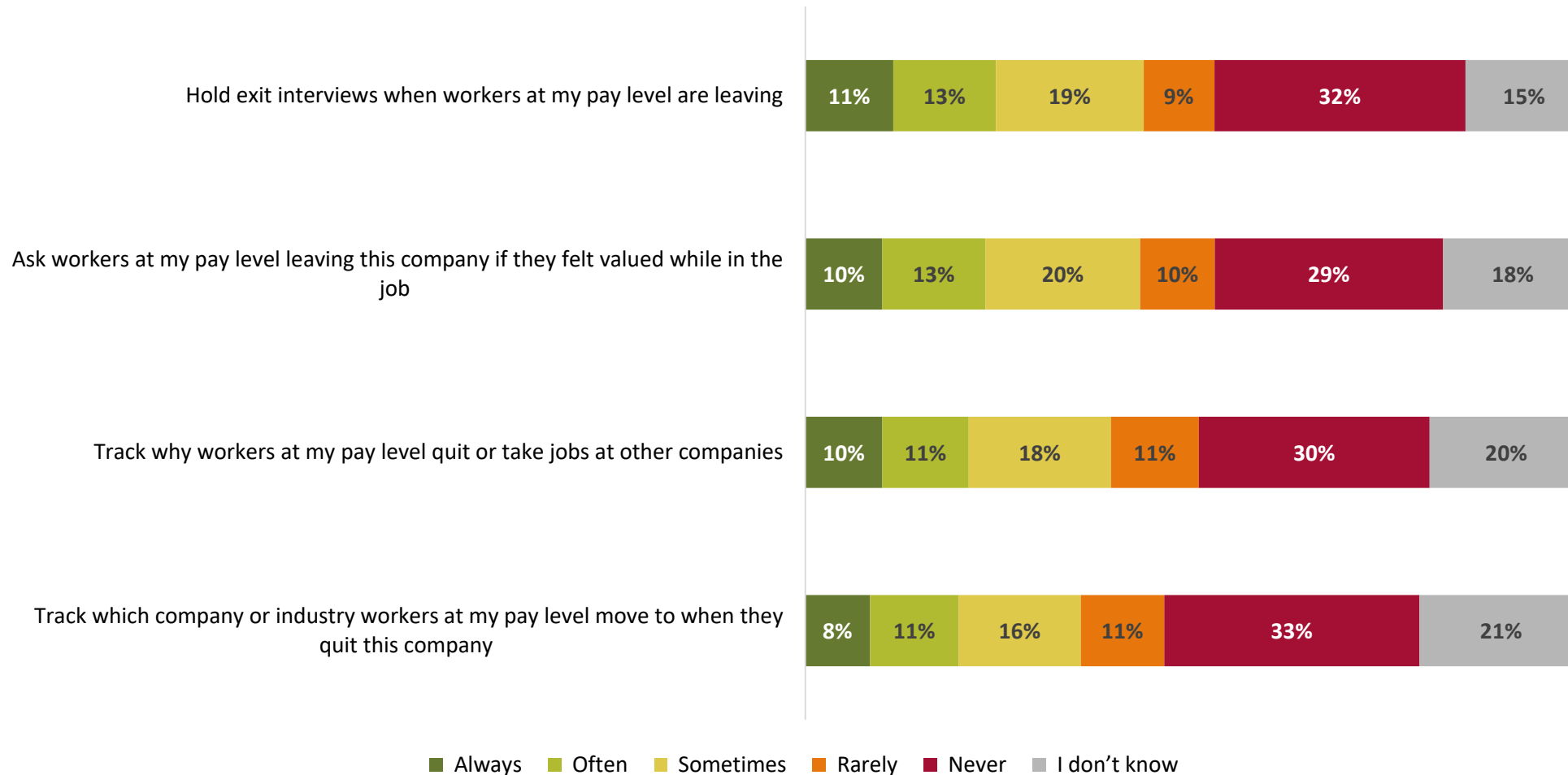
■ Consistently ■ Sometimes ■ Never ■ I don't know ■ Does not apply, my company has not designed any programs like those listed above

Section D

Offboarding and post-exit

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

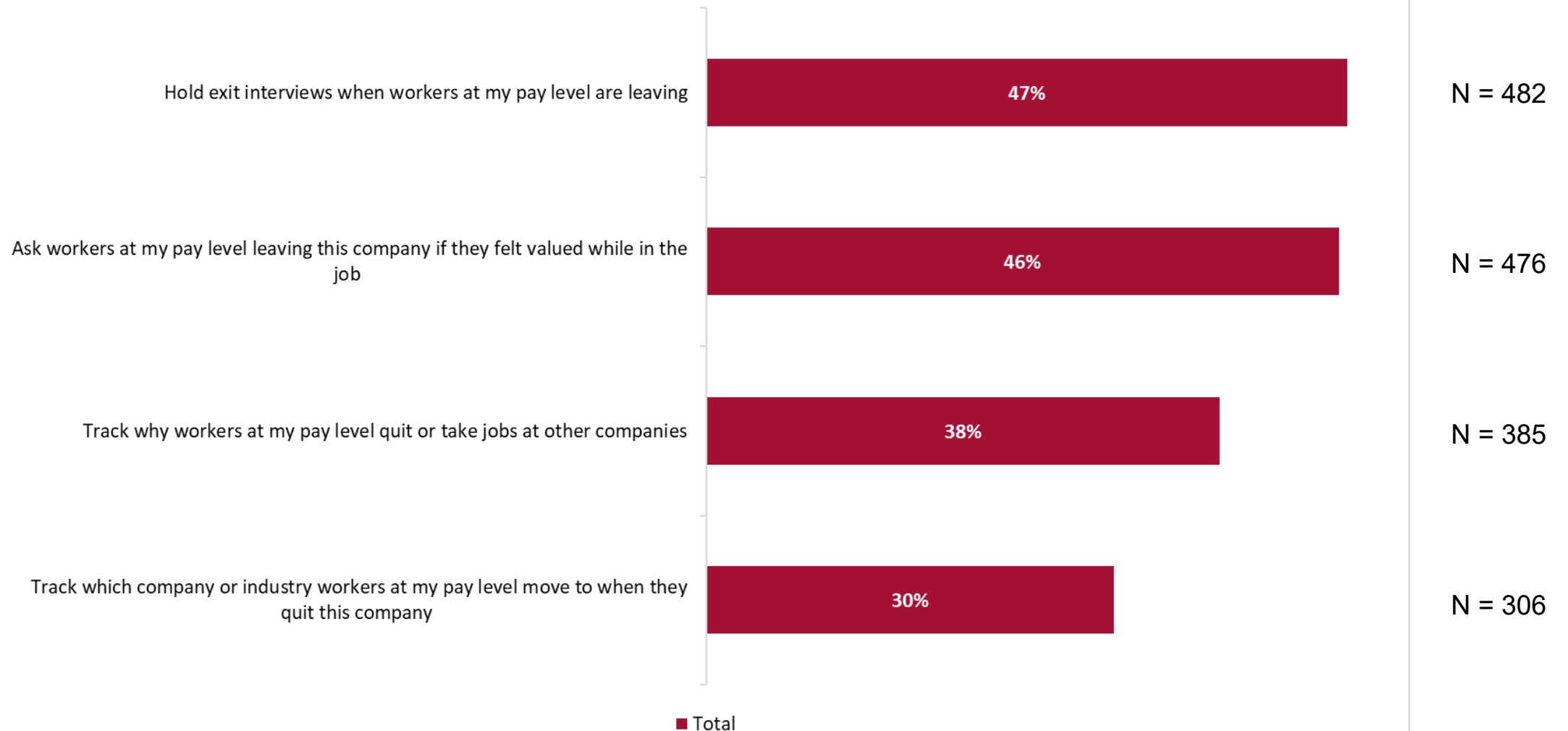


N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)

Section D
Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



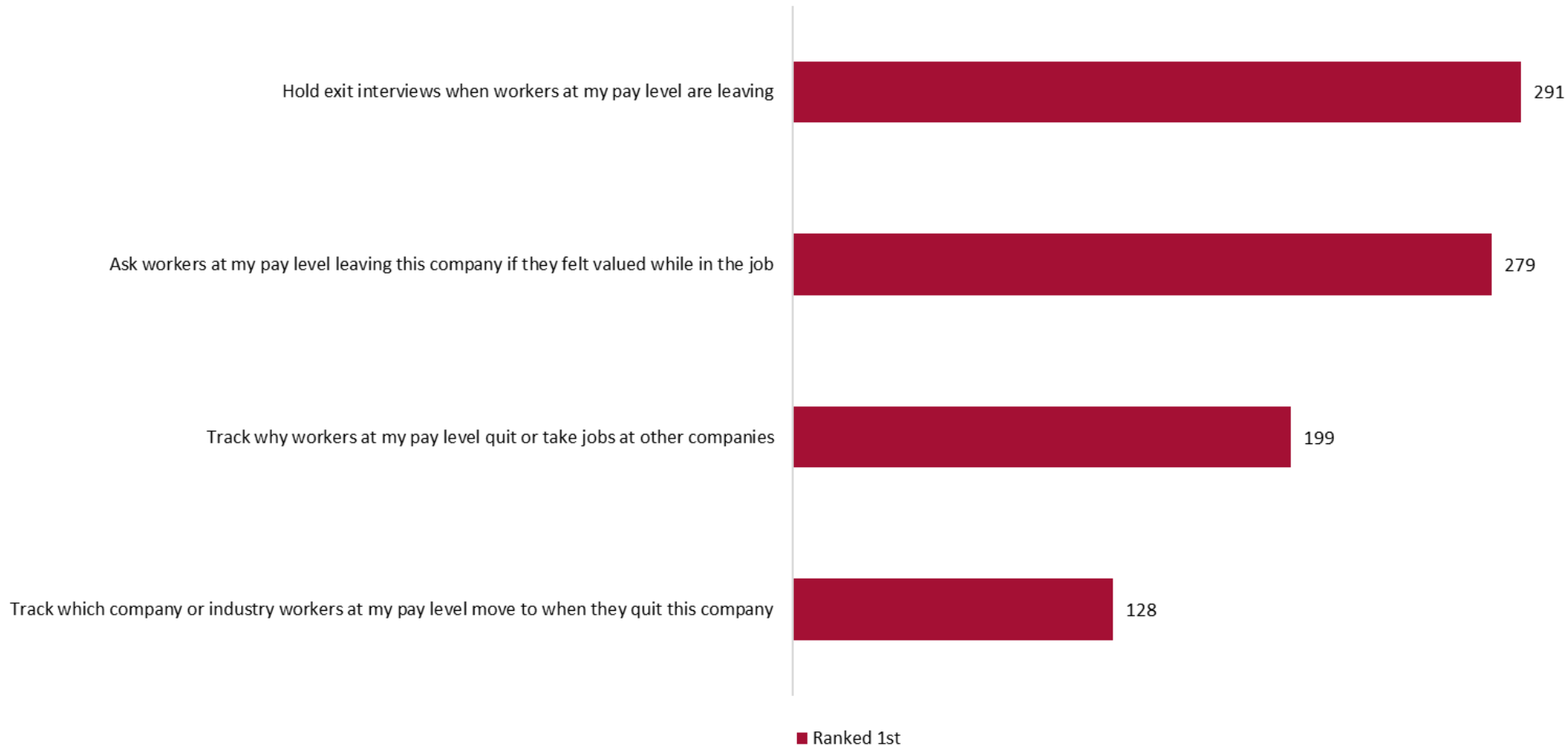
N = 1,025 (workers could select all that apply)

Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



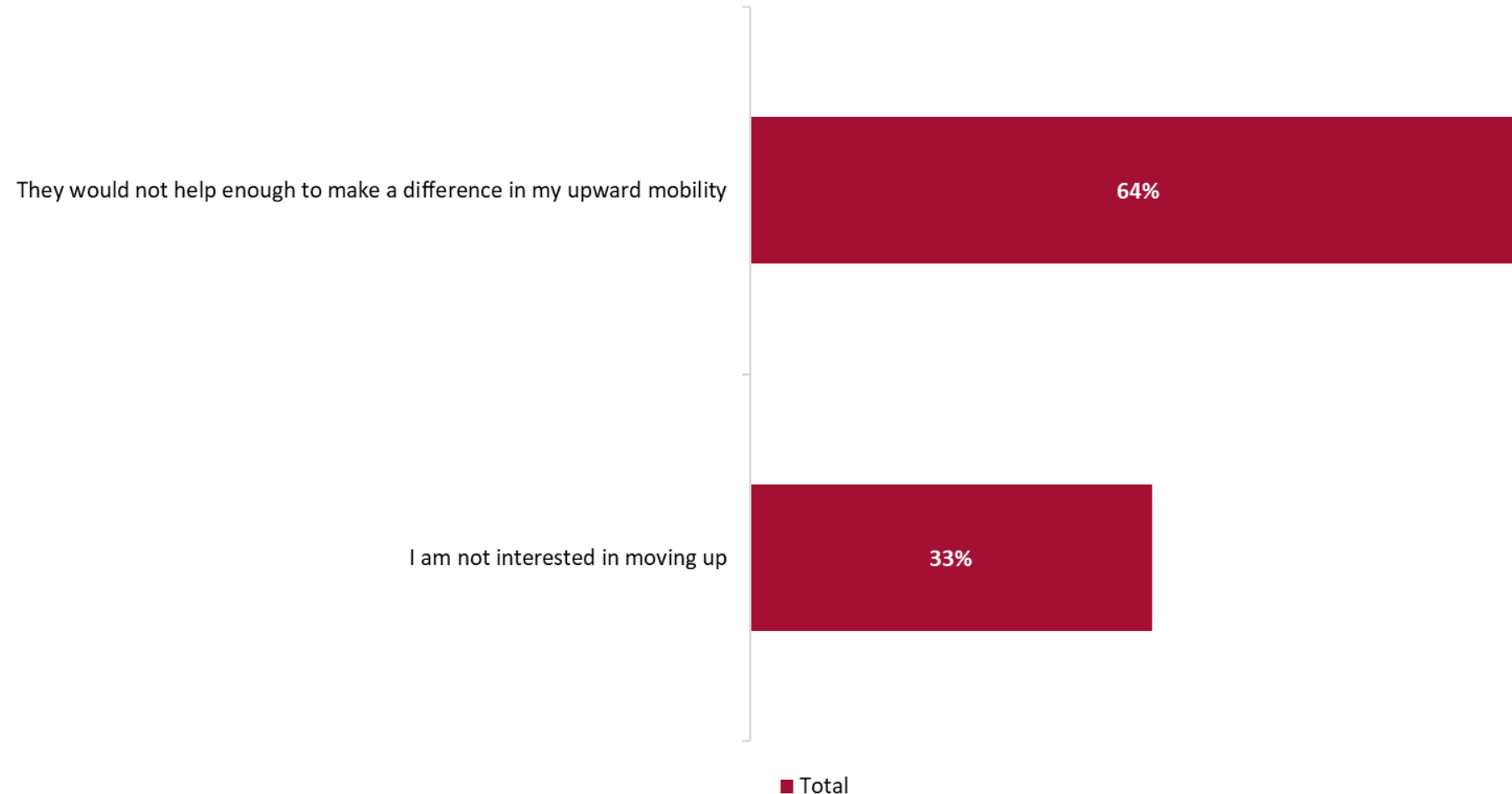
Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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:



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

Section E

Your thoughts about your primary company

Section E Company culture

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



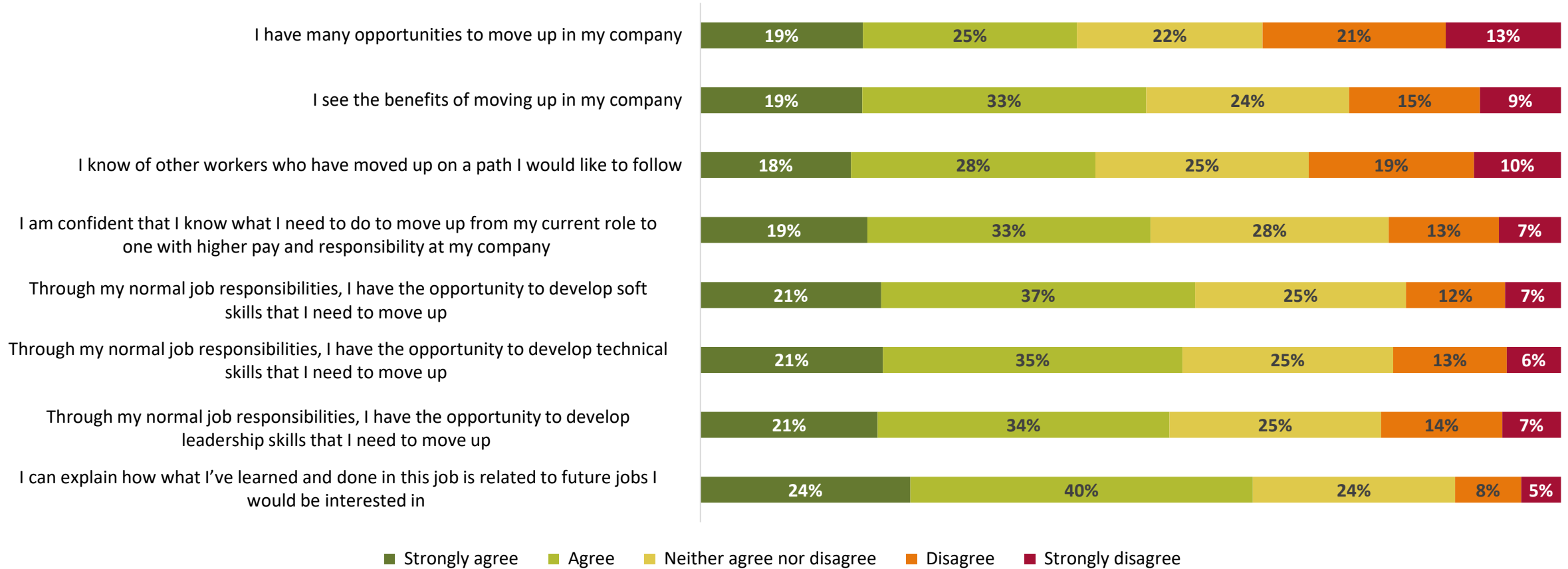
N = 1,025

Section E

Opportunities at your company

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

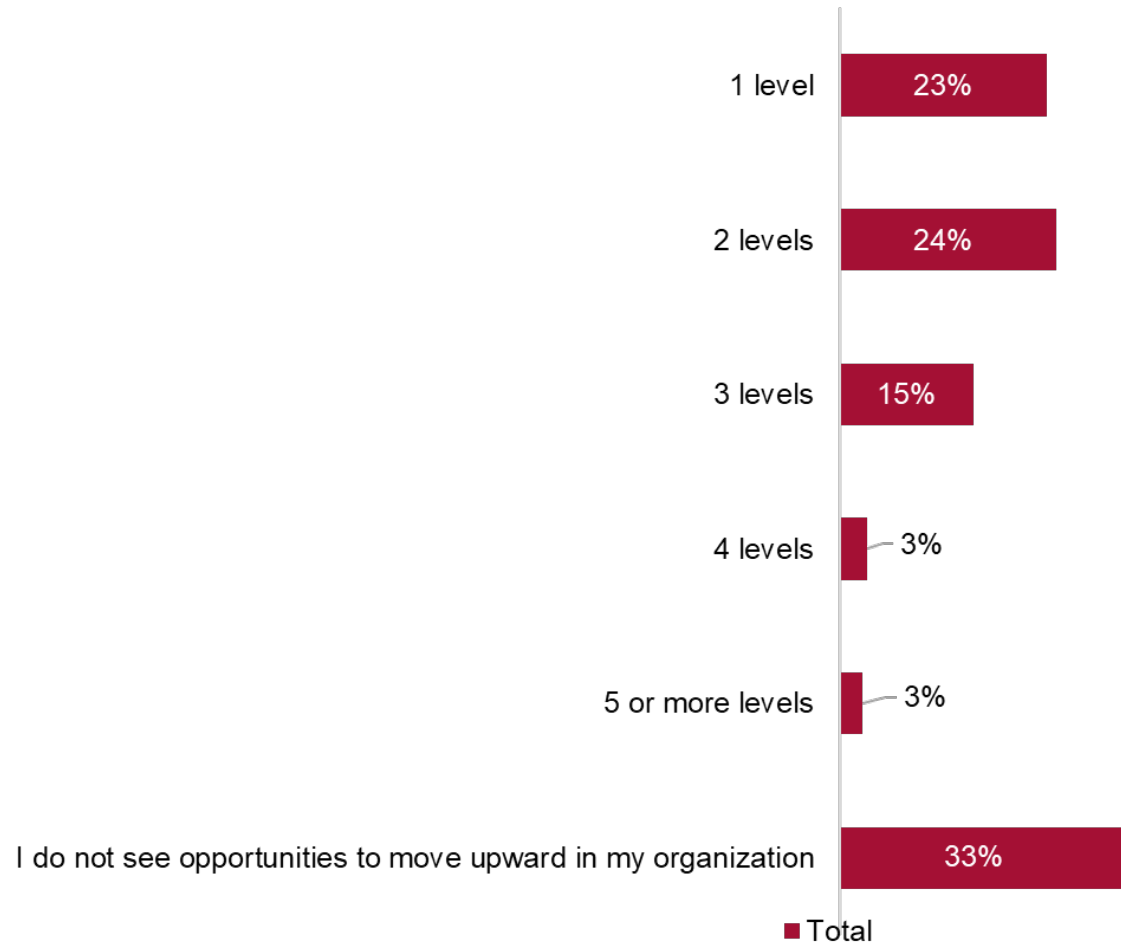


Section E

Your thoughts about your primary company

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

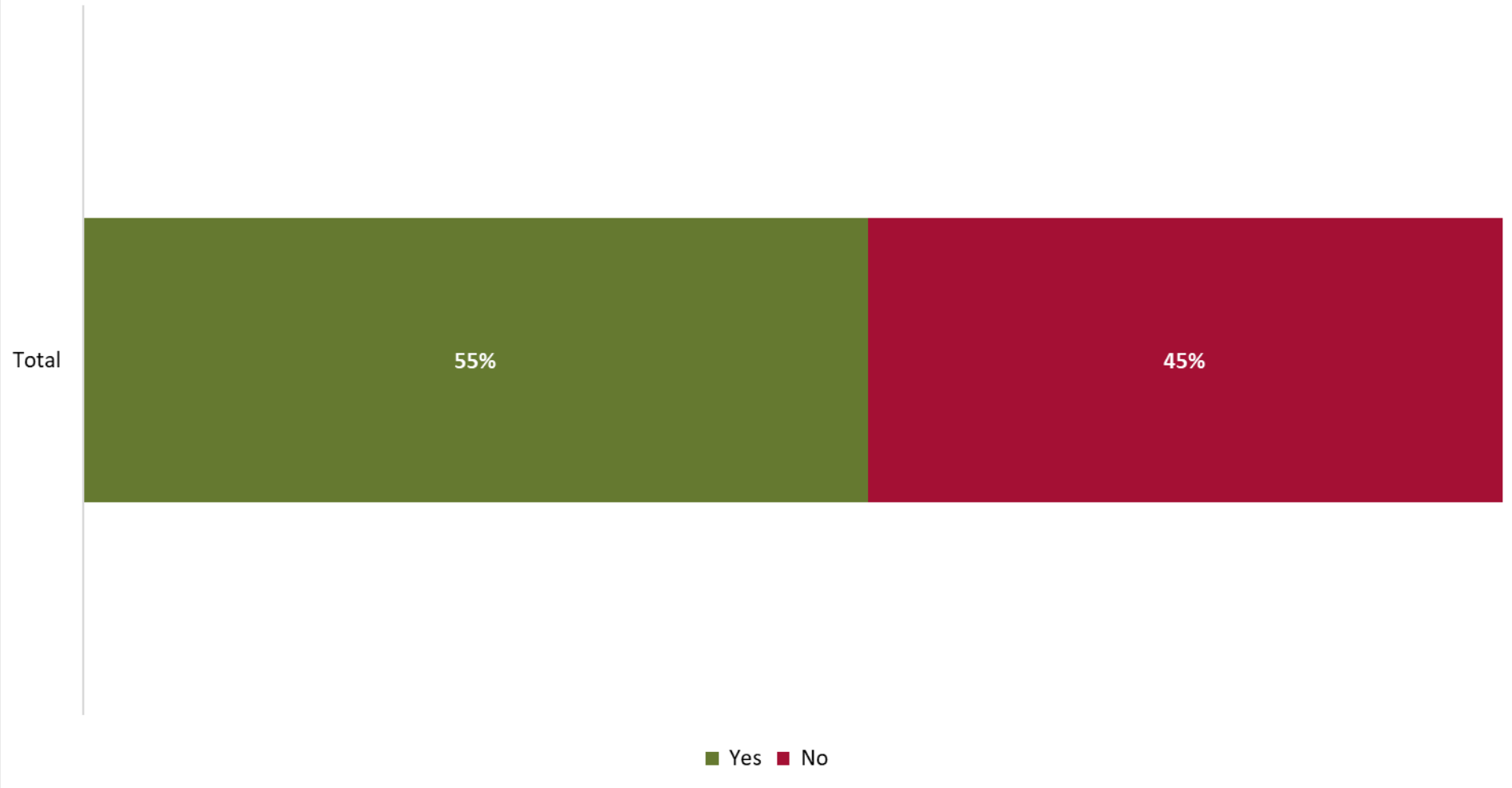
E3: In my organization, I see a path forward for me to move ____ job levels upward.



N = 1,025

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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?



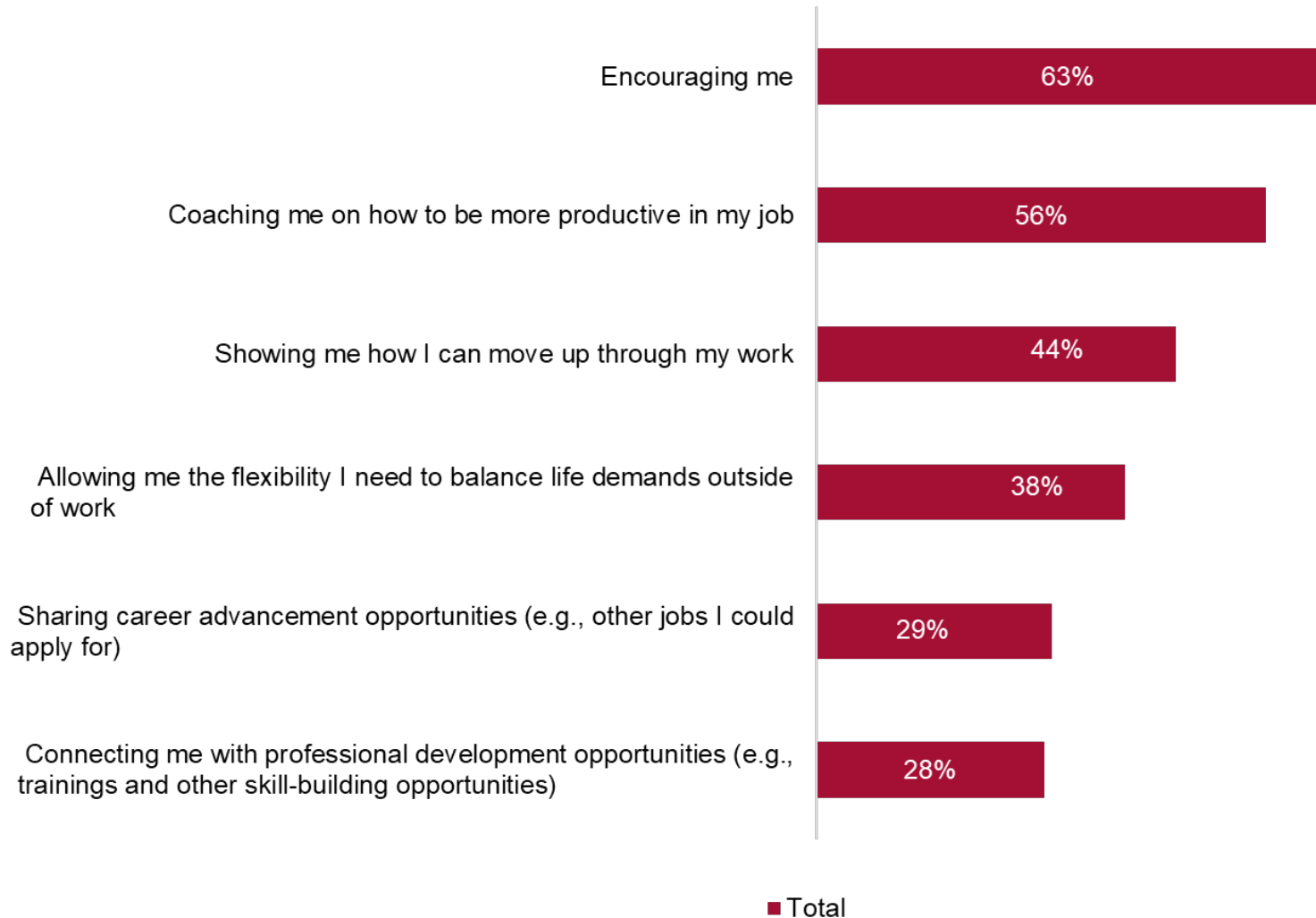
N = 1,025

Section E

Your thoughts about your primary company

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

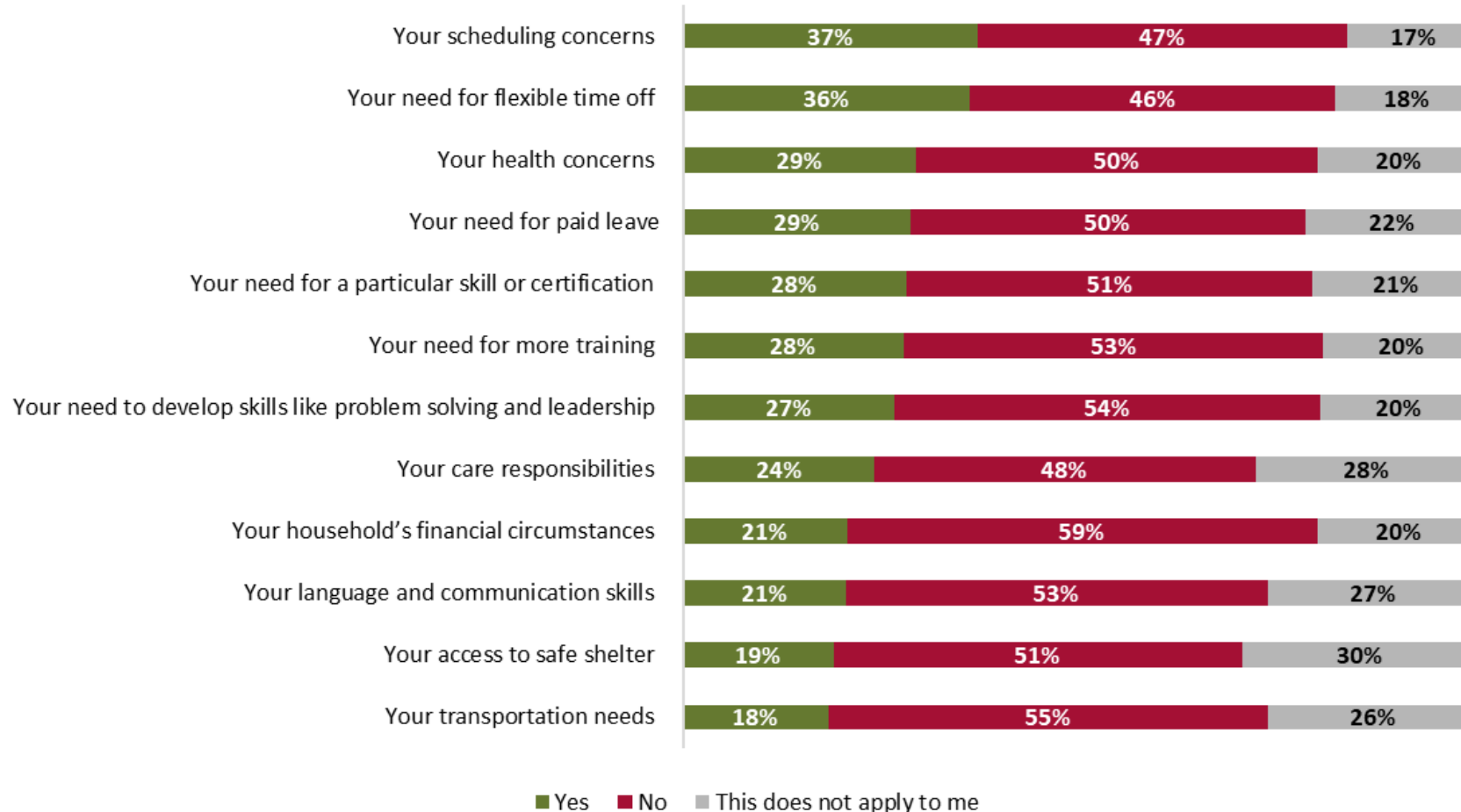
E5: My supervisor and/or mentor helped me be more successful by:



N = 567 (respondents who indicated they have/had a mentor in question E4)

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E6. Has your company spoken with you to understand whether this is an issue for you?

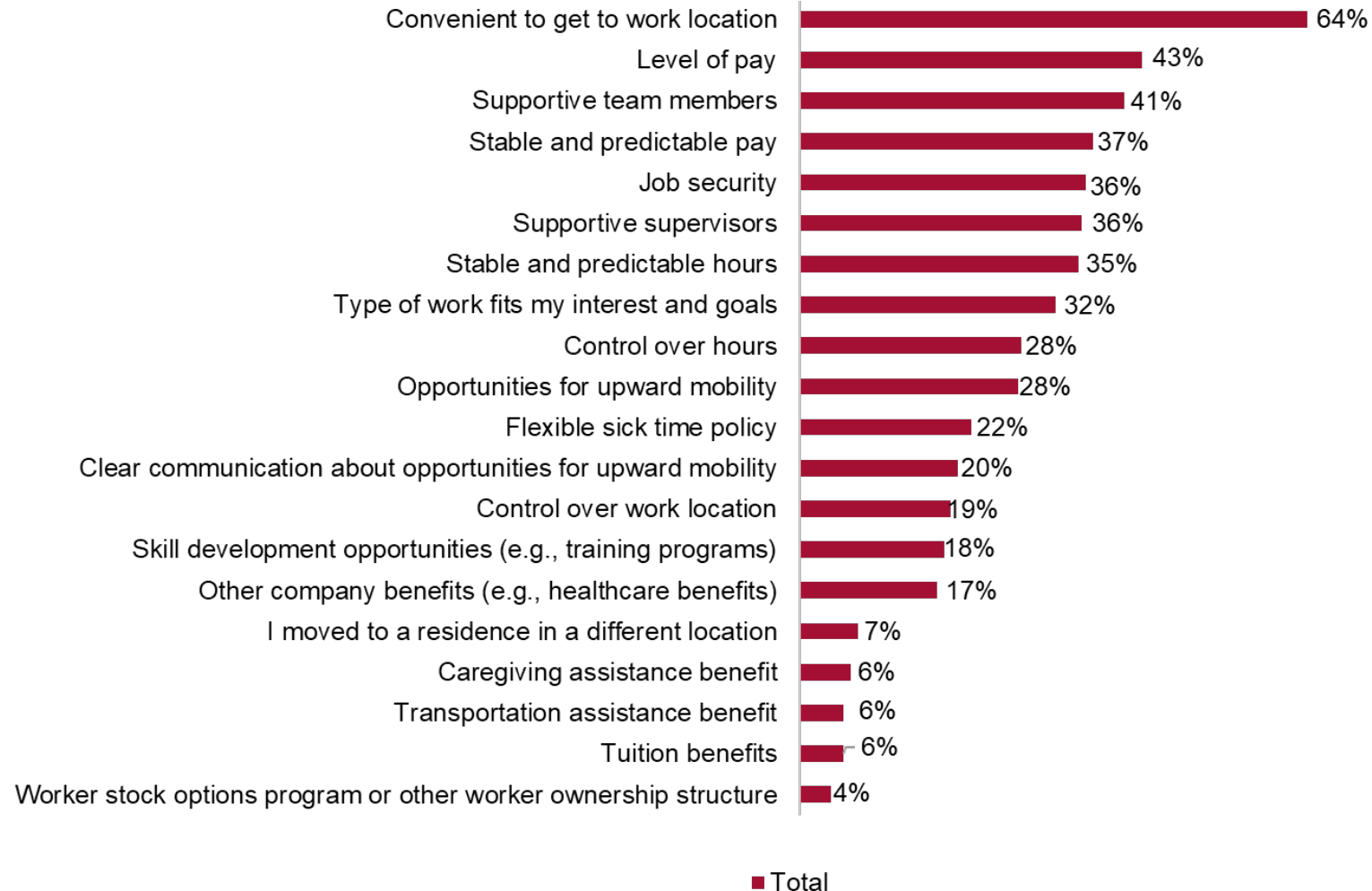


Section E

Your thoughts about your primary company

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.



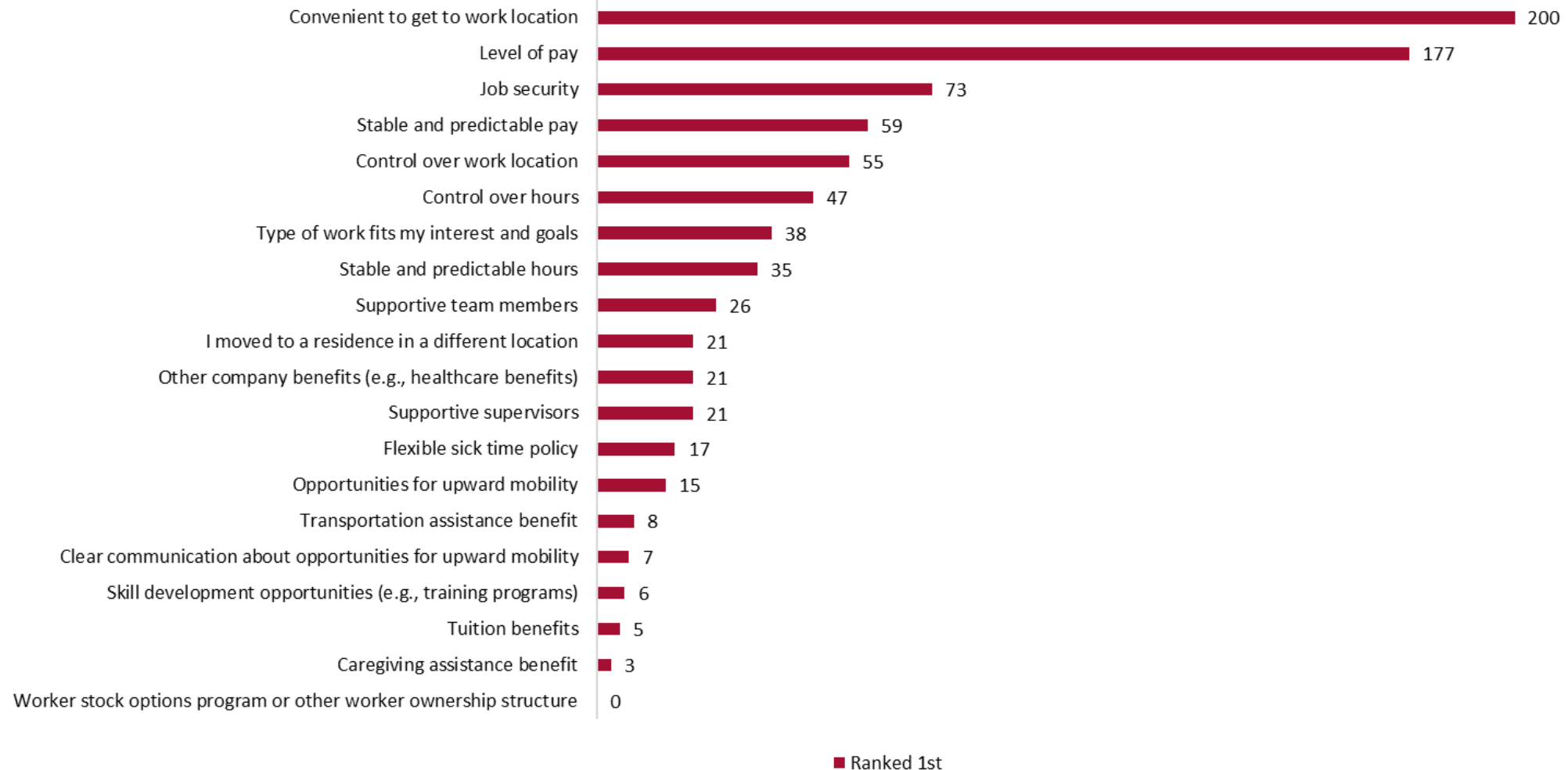
N = 861 (worked at two or more companies in their career)

Section E

Your thoughts about your primary company

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

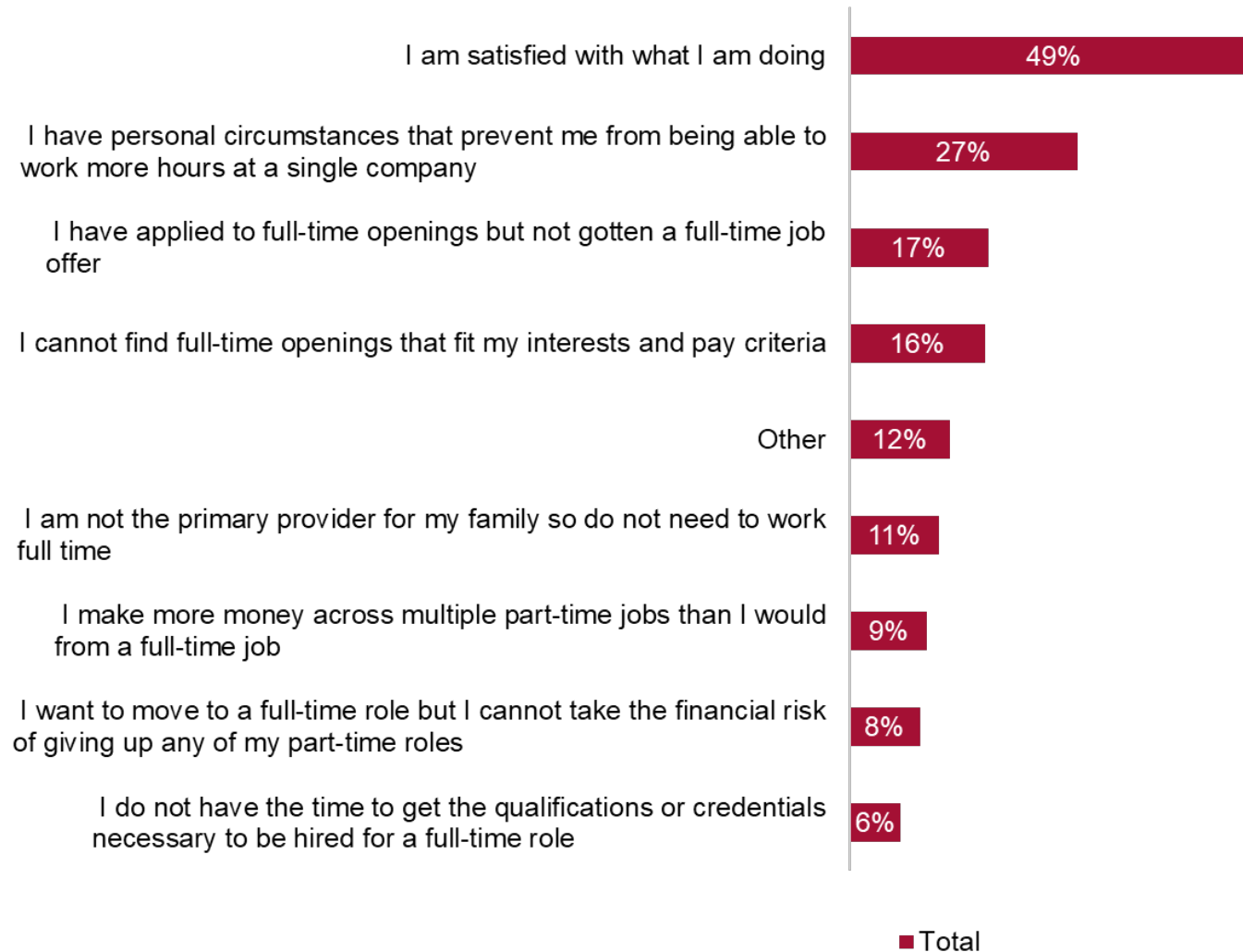
E7NEW. Please rank the company practices you selected as helpful.



Varied Ns – Only those who selected a factor in the previous question would be able to rank it

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



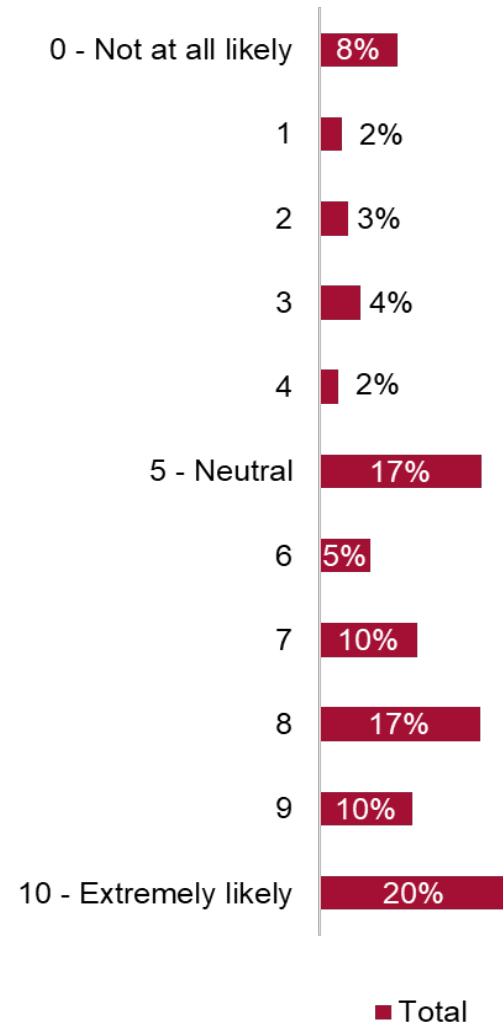
N = 261 (part-time workers)

Section E

Your thoughts about your primary company

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

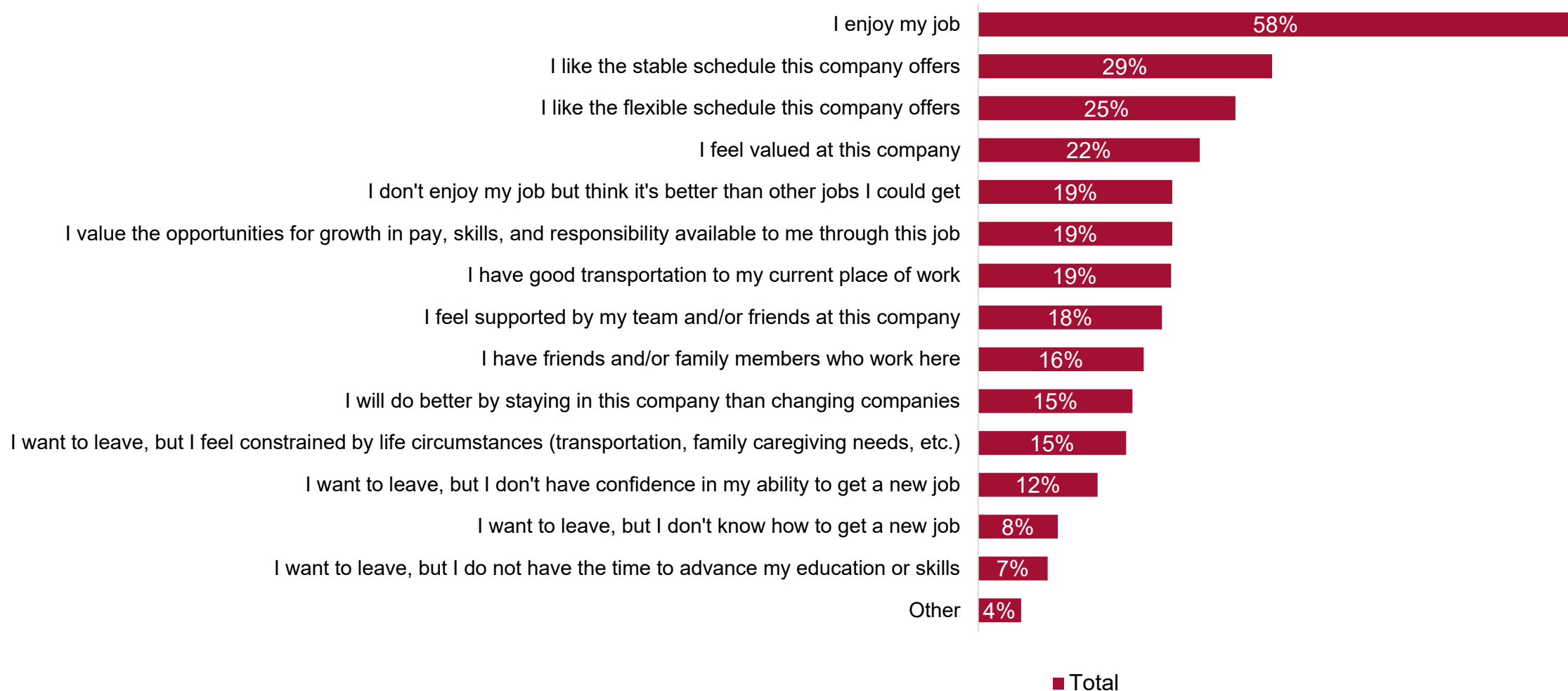
E9: How likely is it that you would recommend your current job to a friend?



N = 1,025

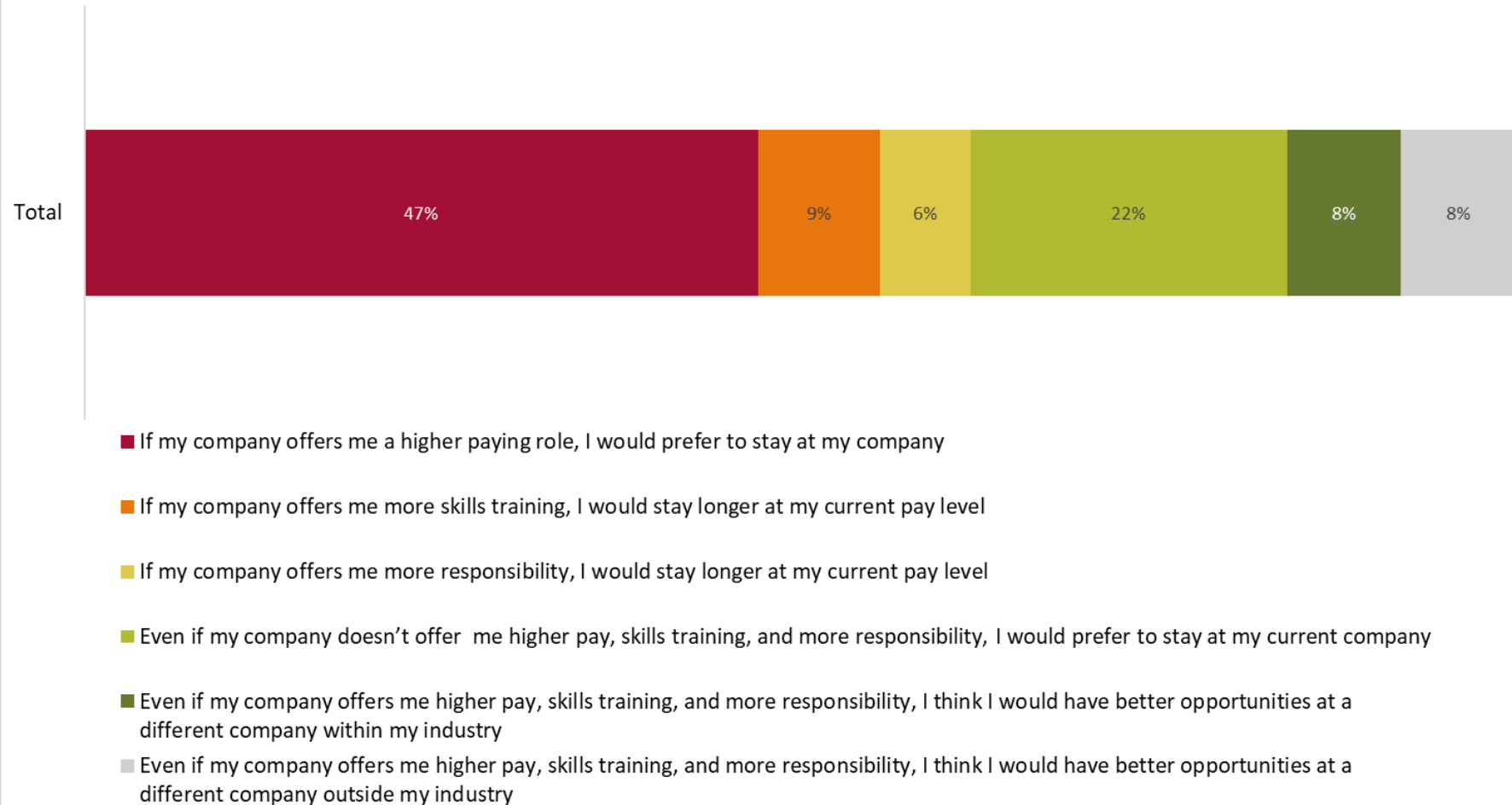
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E10: Why have you stayed at your current company?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



Section F

Barriers

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

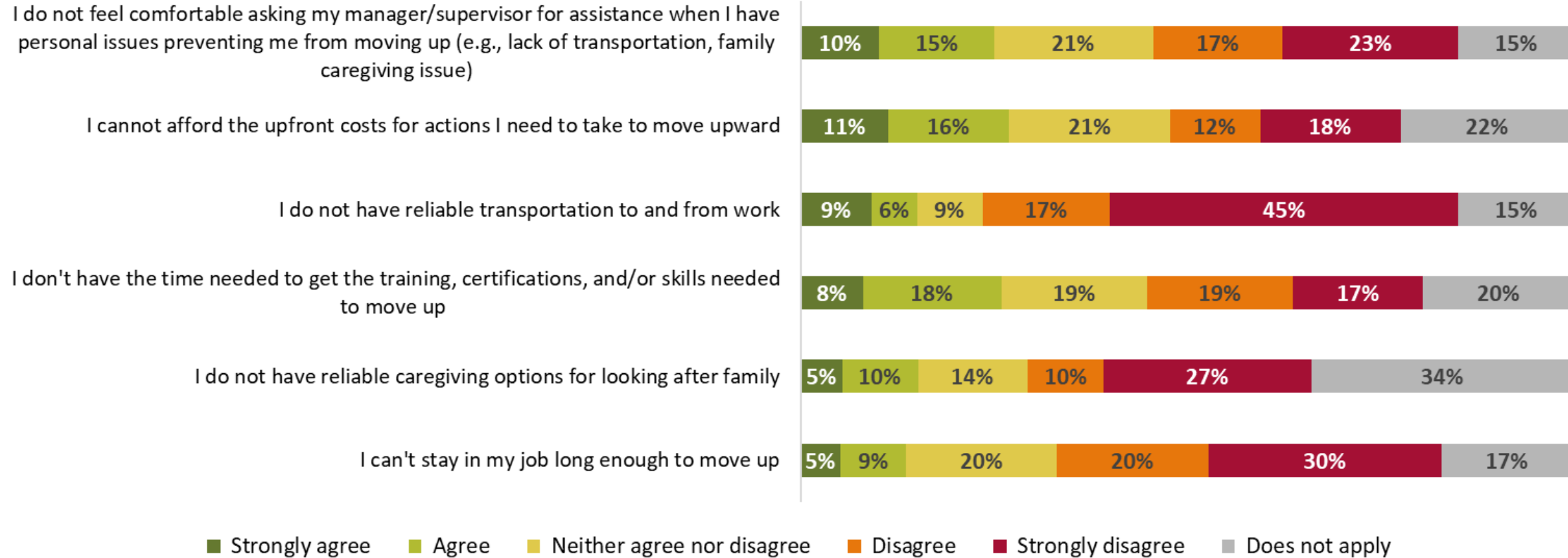
N = 375

Section F - Barriers

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

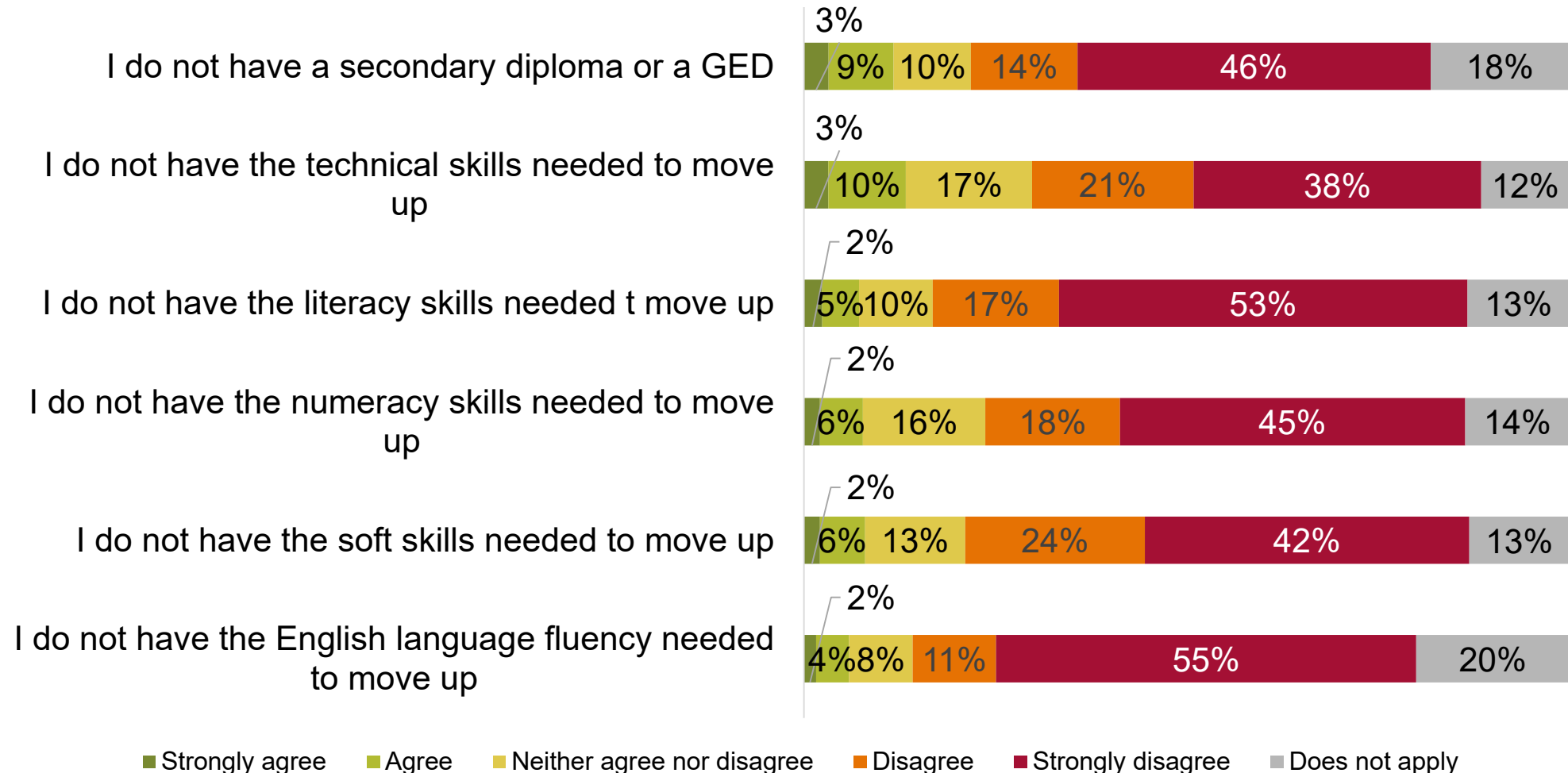


N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers
Education and skills

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



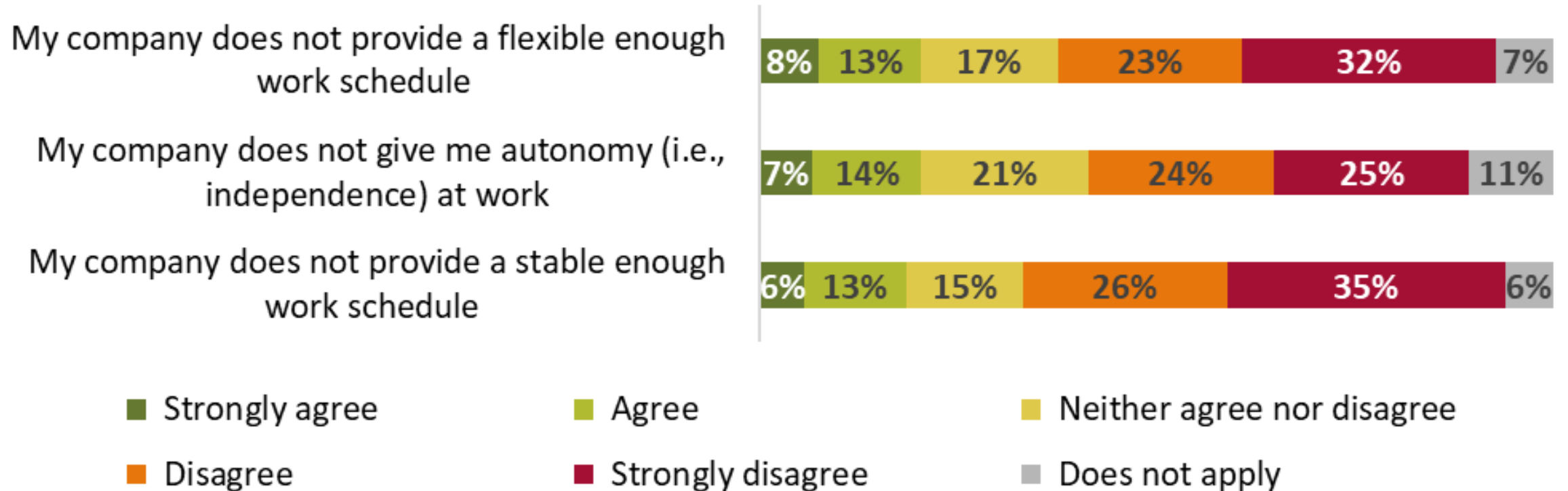
N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers

Job structure

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers

Company and industry opportunities

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



■ Strongly agree

■ Agree

■ Neither agree nor disagree

■ Disagree

■ Strongly disagree

■ Does not apply

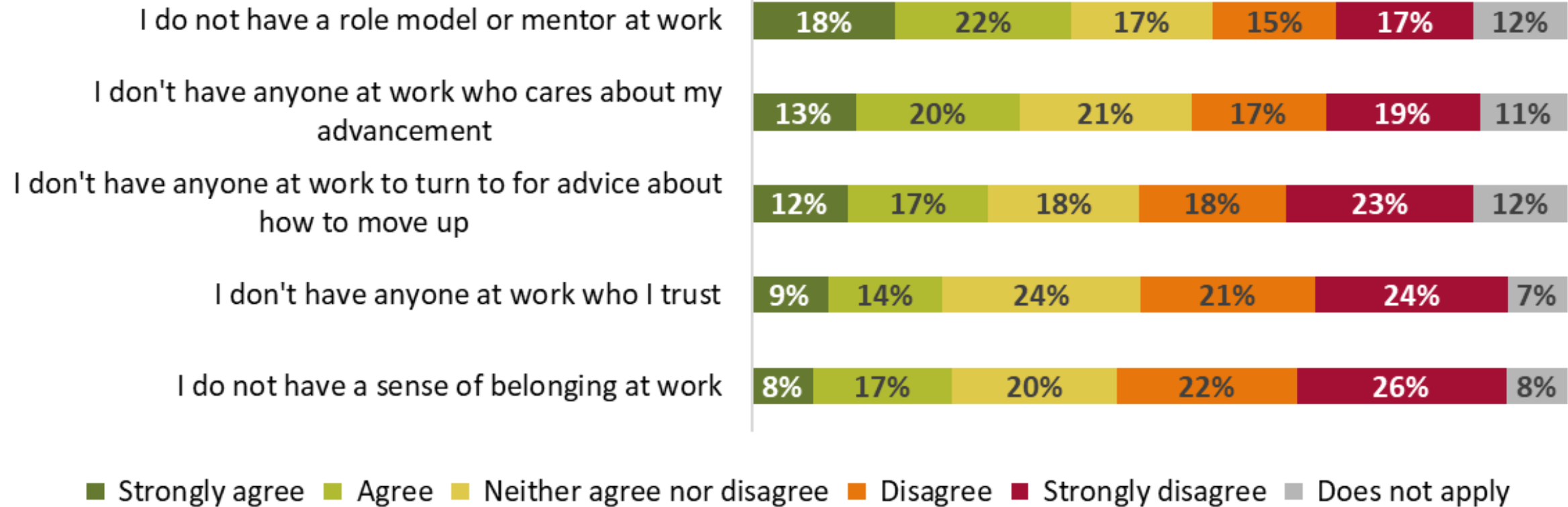
N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers

Mentorship

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



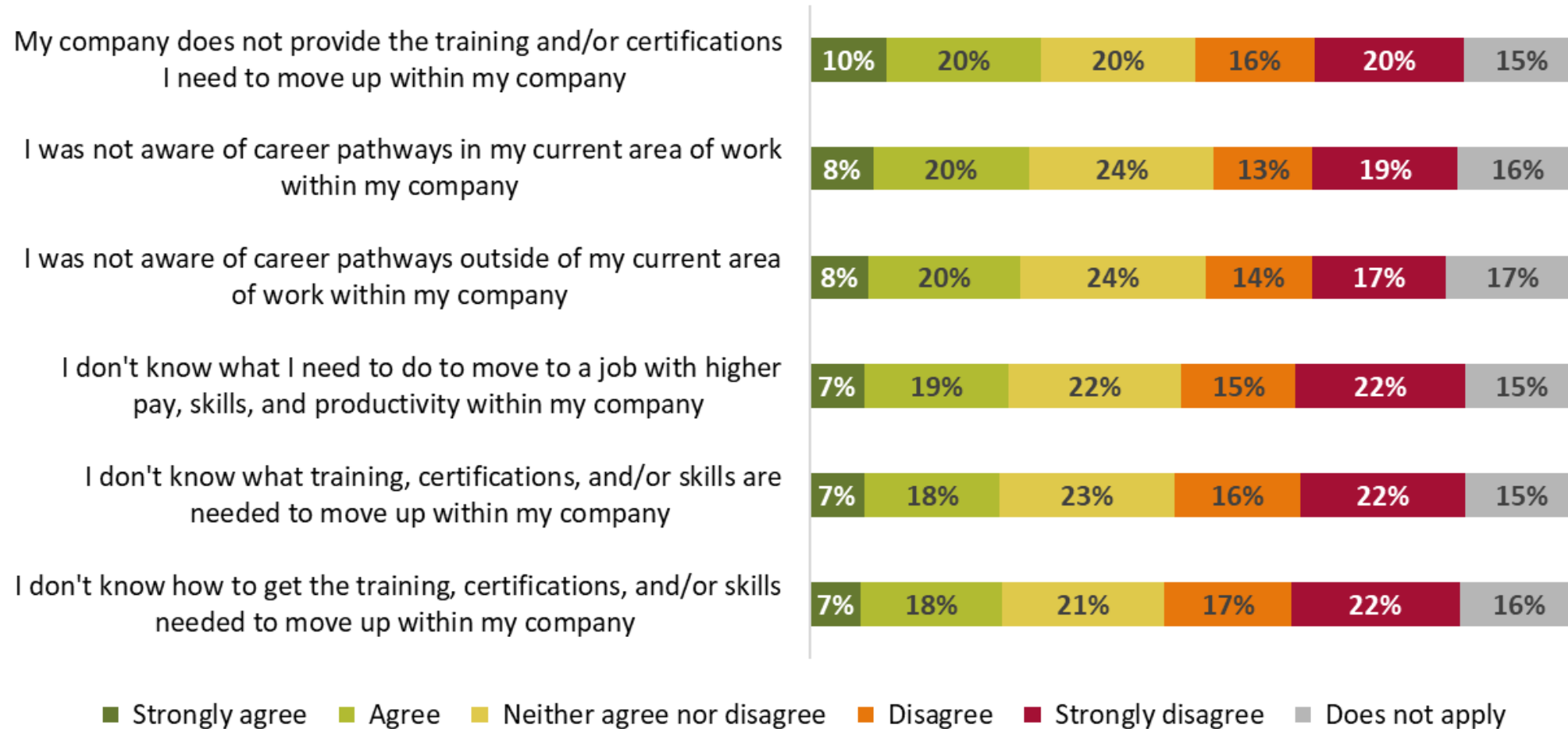
N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers

Career pathways

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



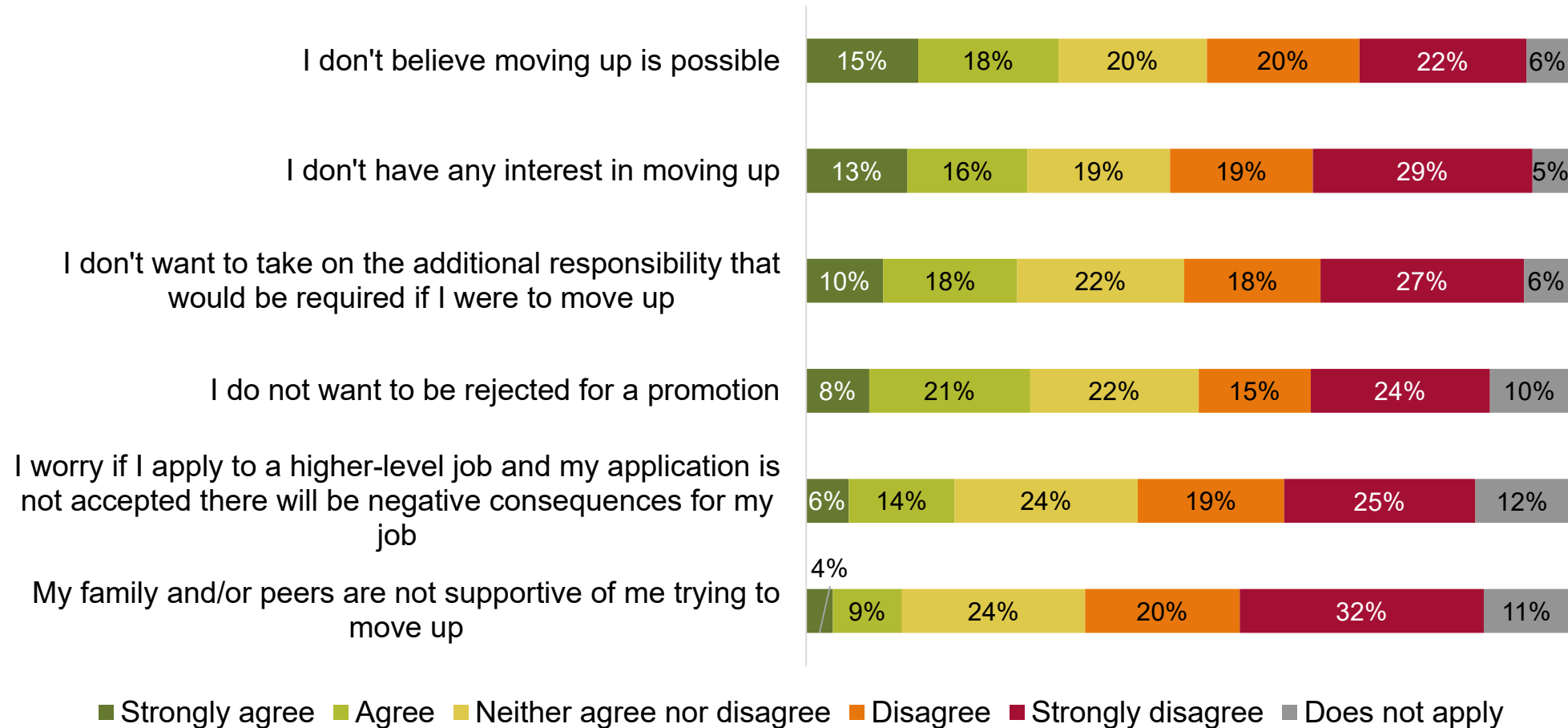
N = 375 (respondents who have not experienced upward mobility)

Section F - Barriers

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



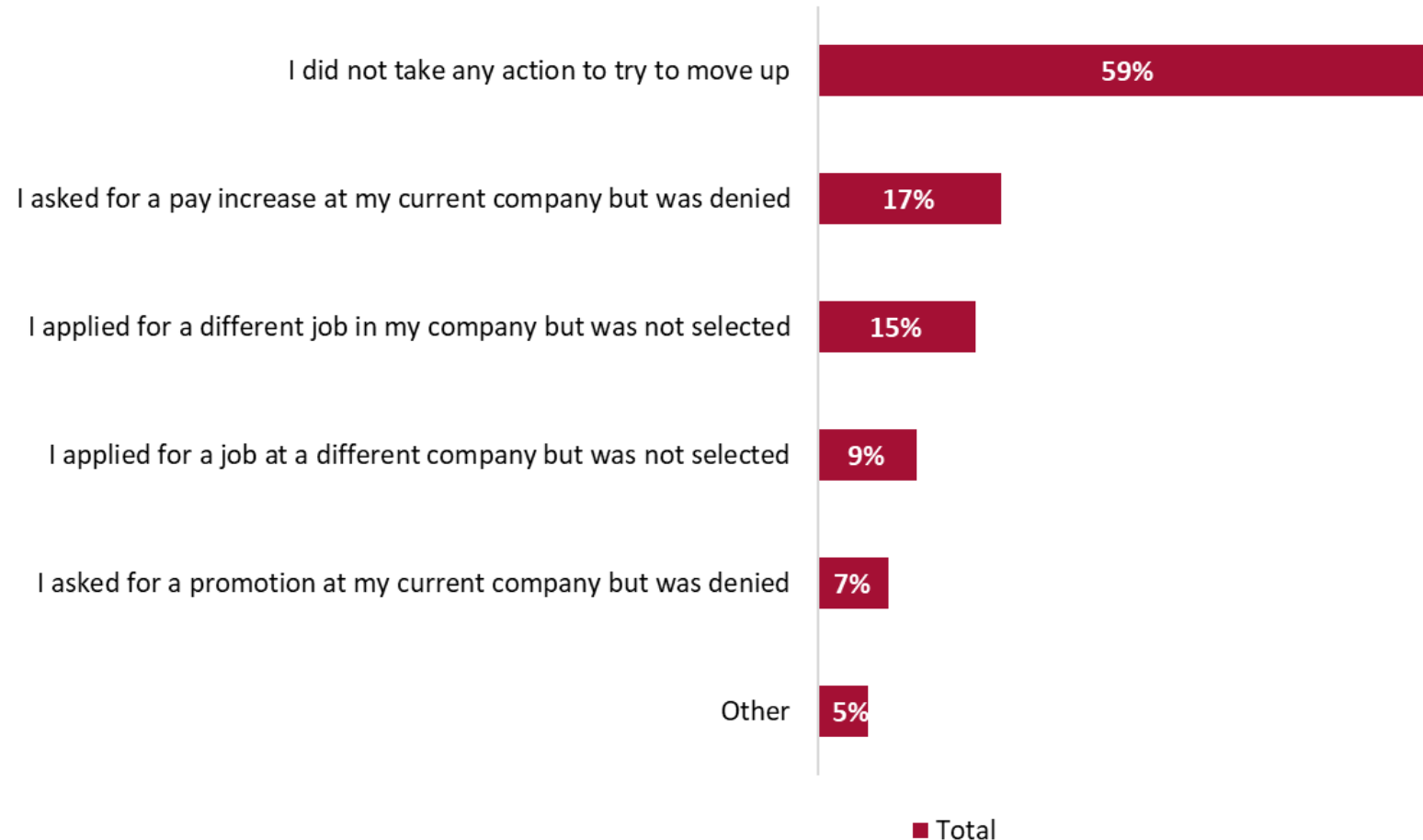
N = 375 (respondents who have not experienced upward mobility)

Section F

Your thoughts about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

F2: What action did you take to try to move up in your career over the past three years?



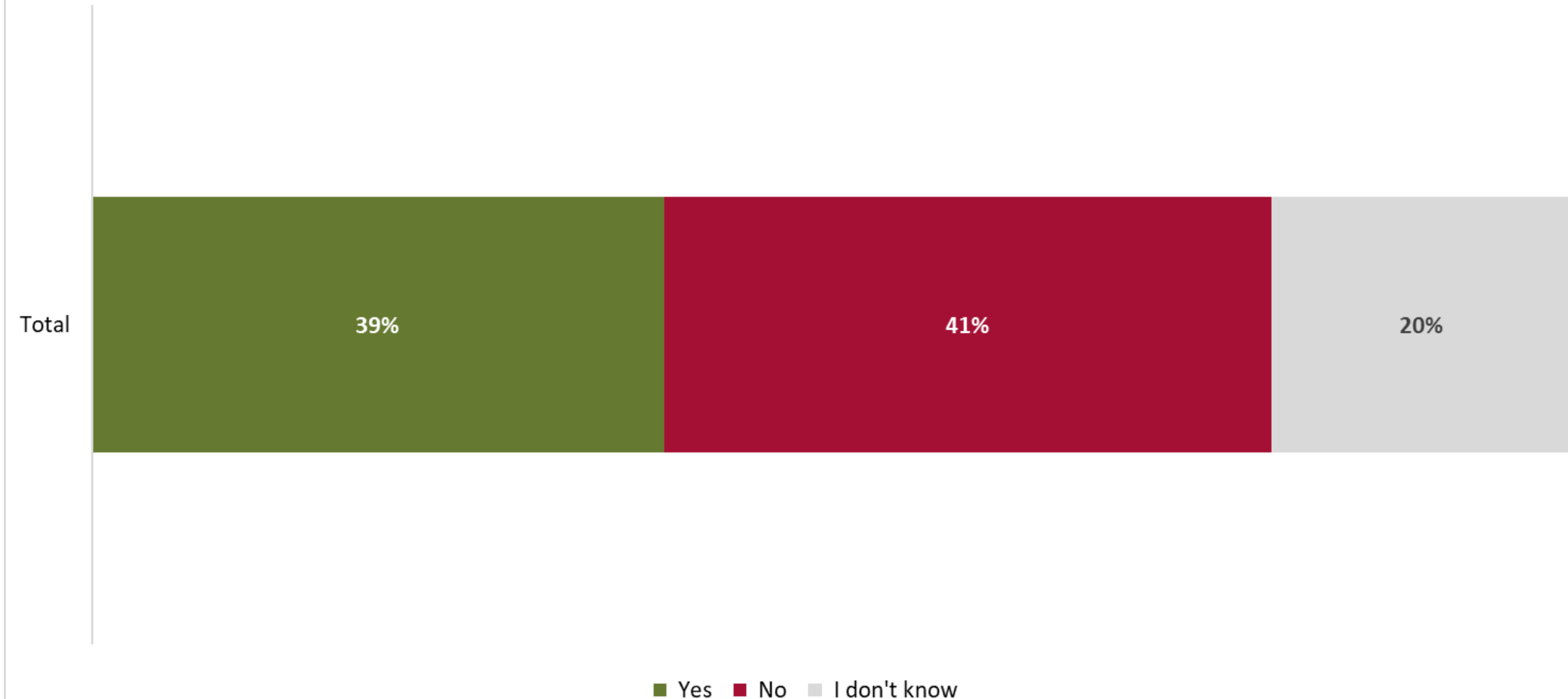
N = 375 (respondents who have not experienced upward mobility)

Section F

Your thoughts about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

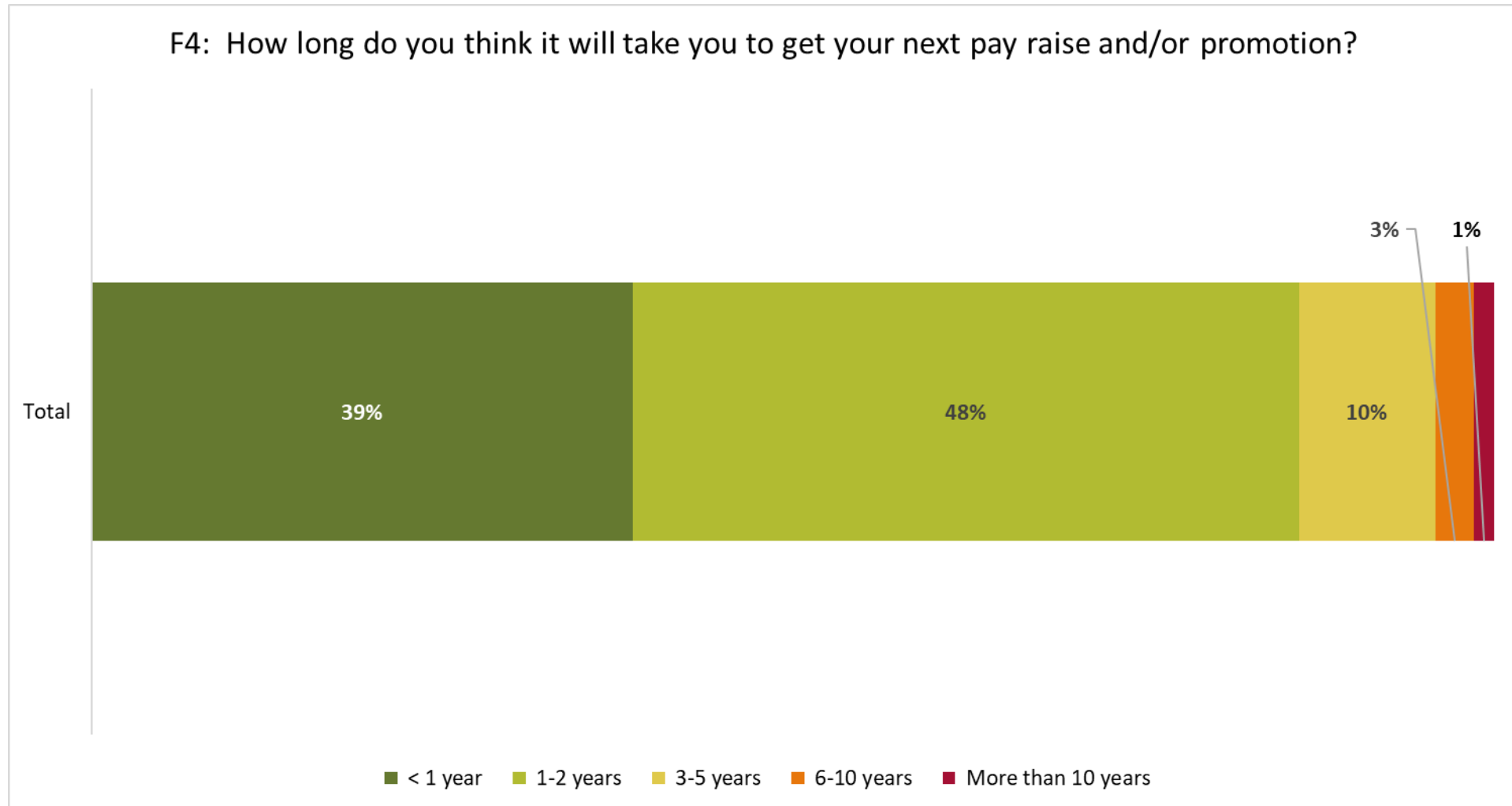


N = 375 (respondents who have not experienced upward mobility)

Section F

Your thoughts about upward mobility

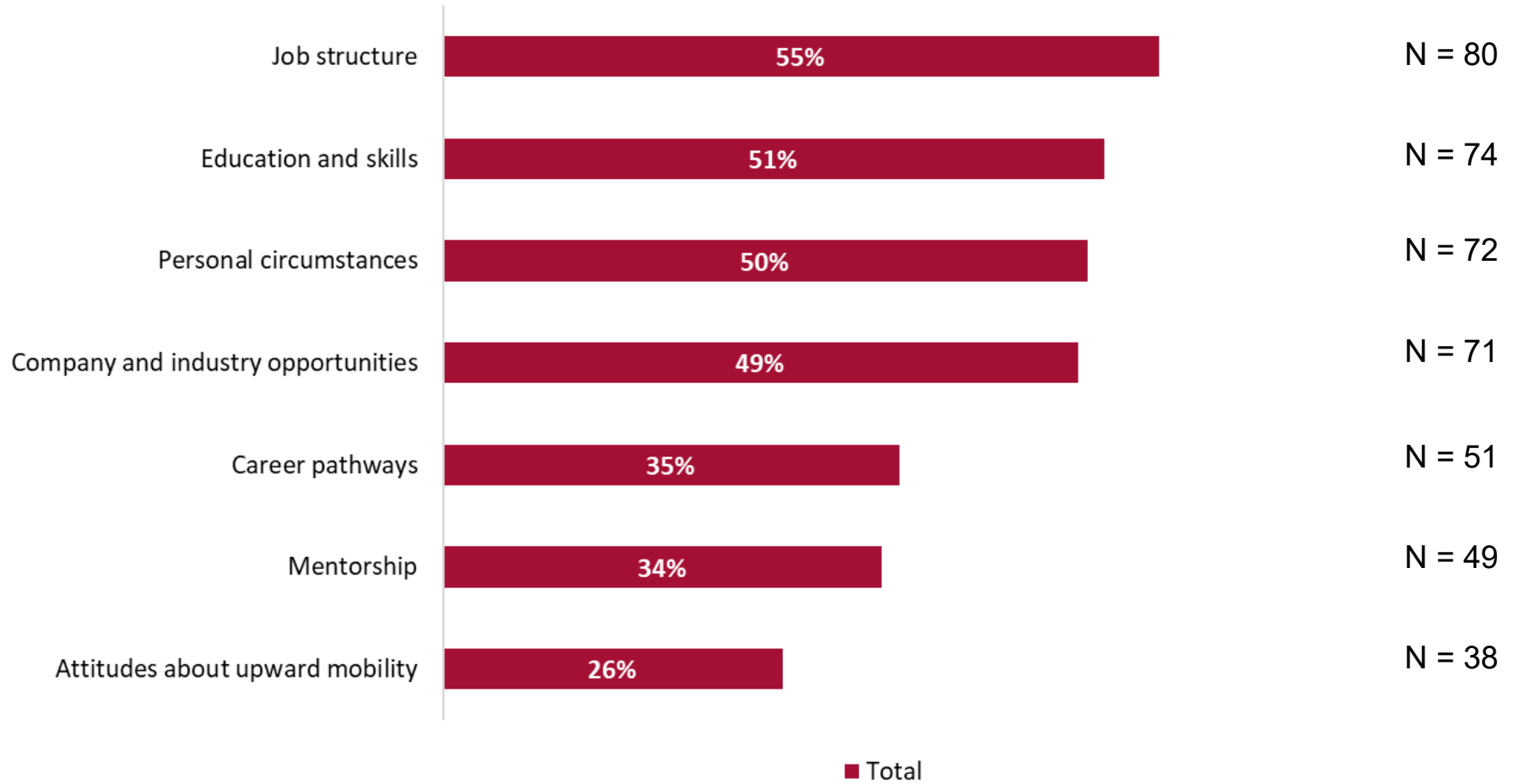
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)

Section F – Contributors

Personal Circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

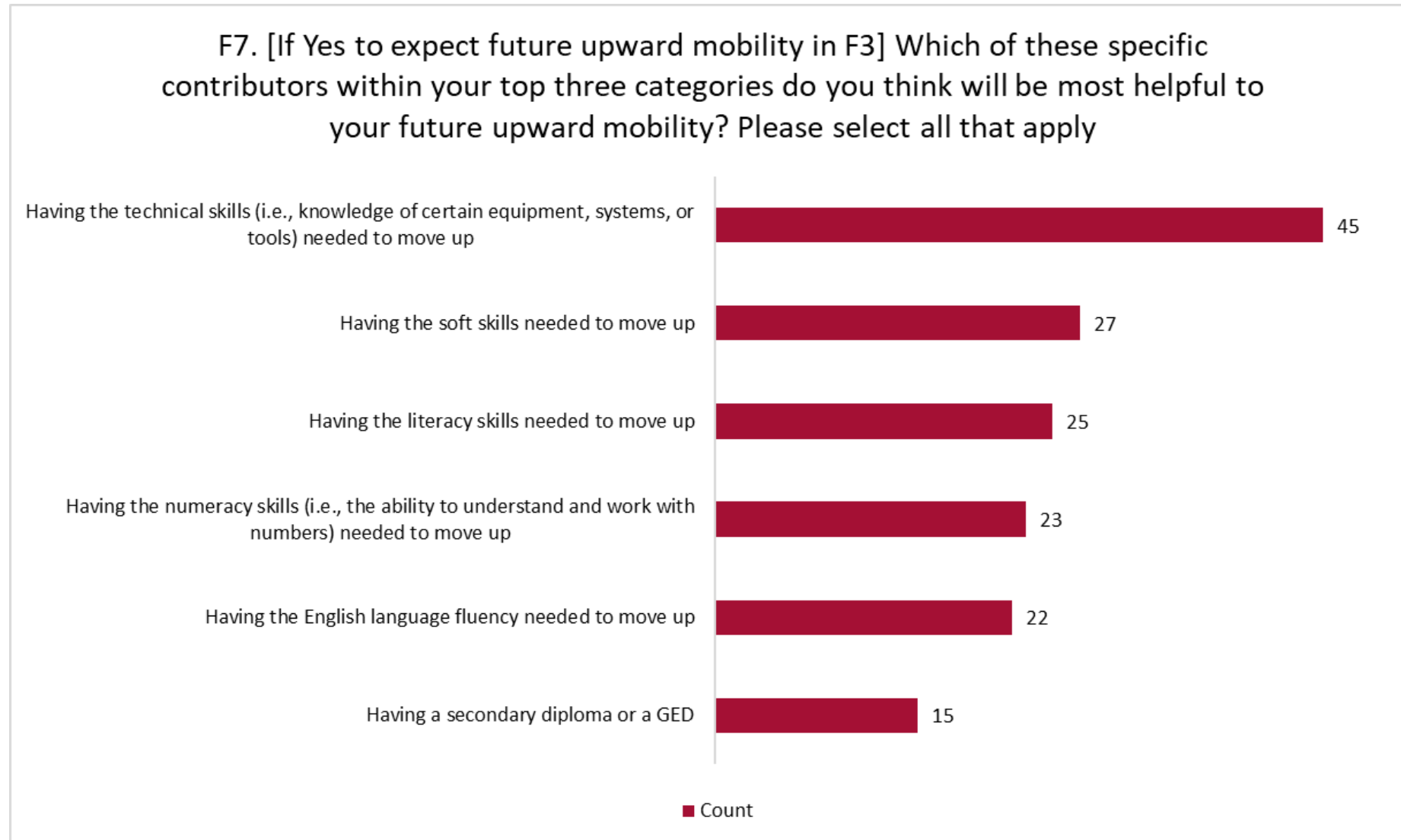


N = 72 (those who selected “Personal Circumstances” as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

Education and skills

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



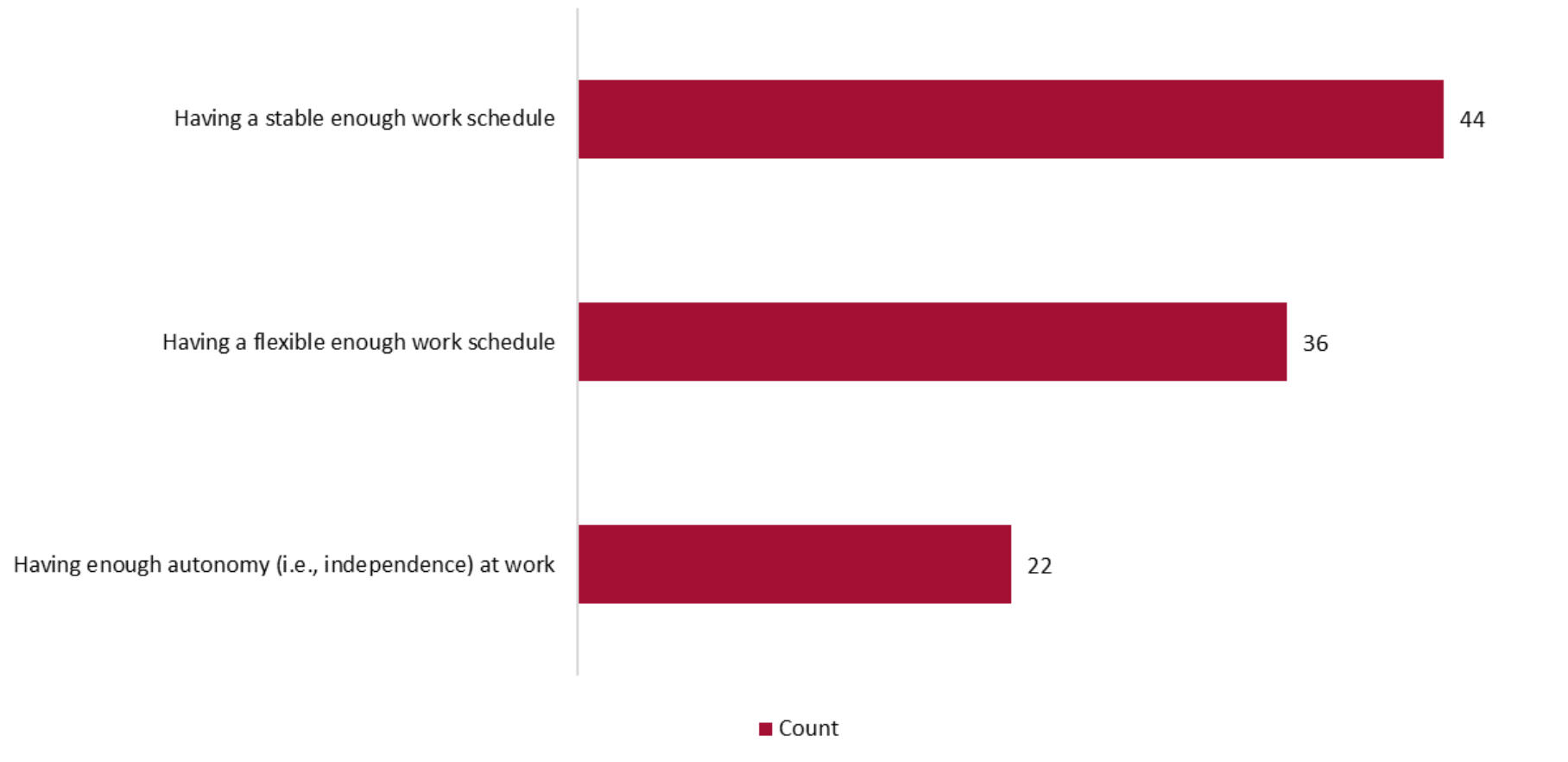
N = 74 (those who selected “Education and skills” as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

Job structure

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



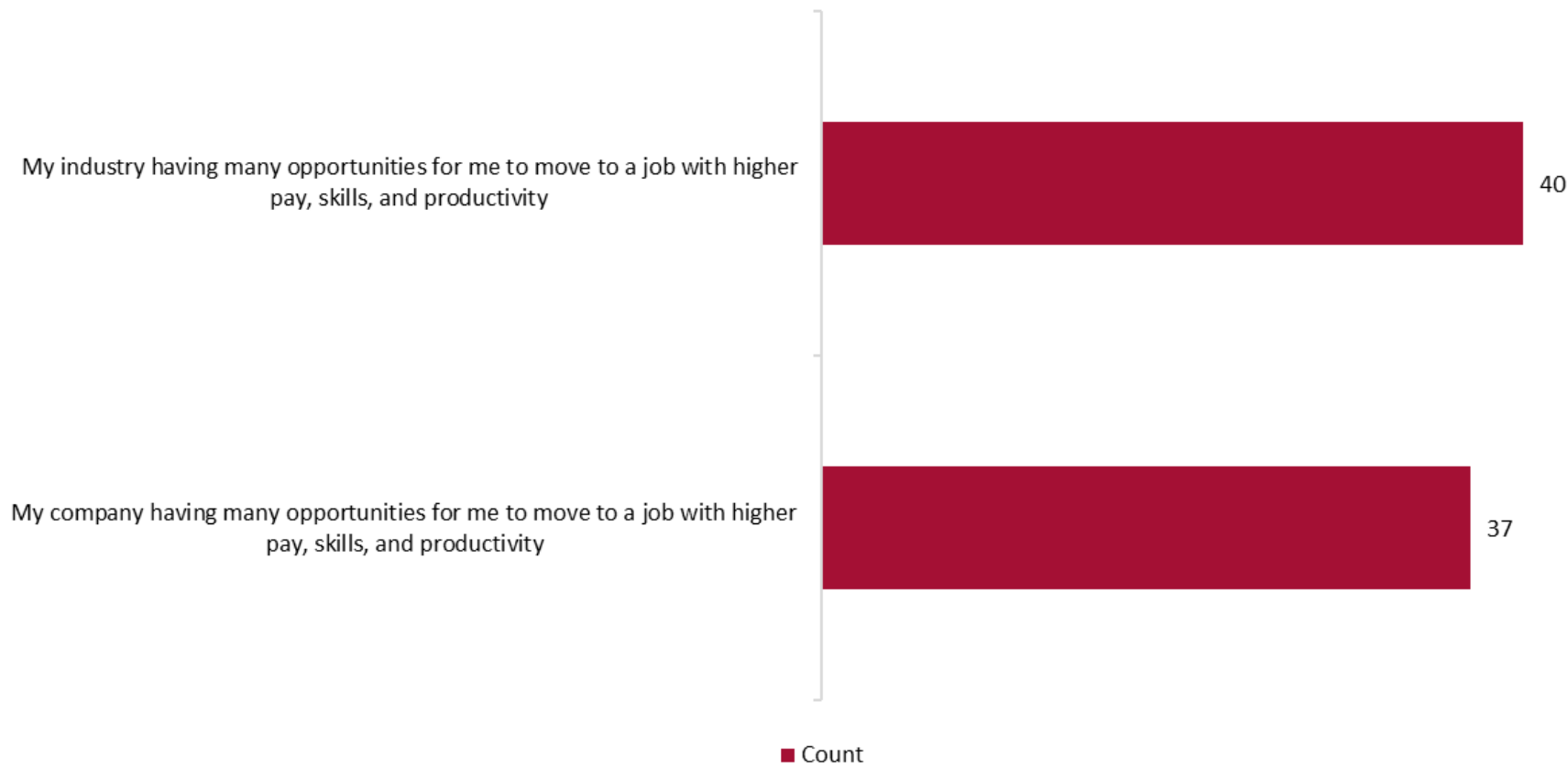
N = 80 (those who selected “Job structure” as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

Company and industry opportunities

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



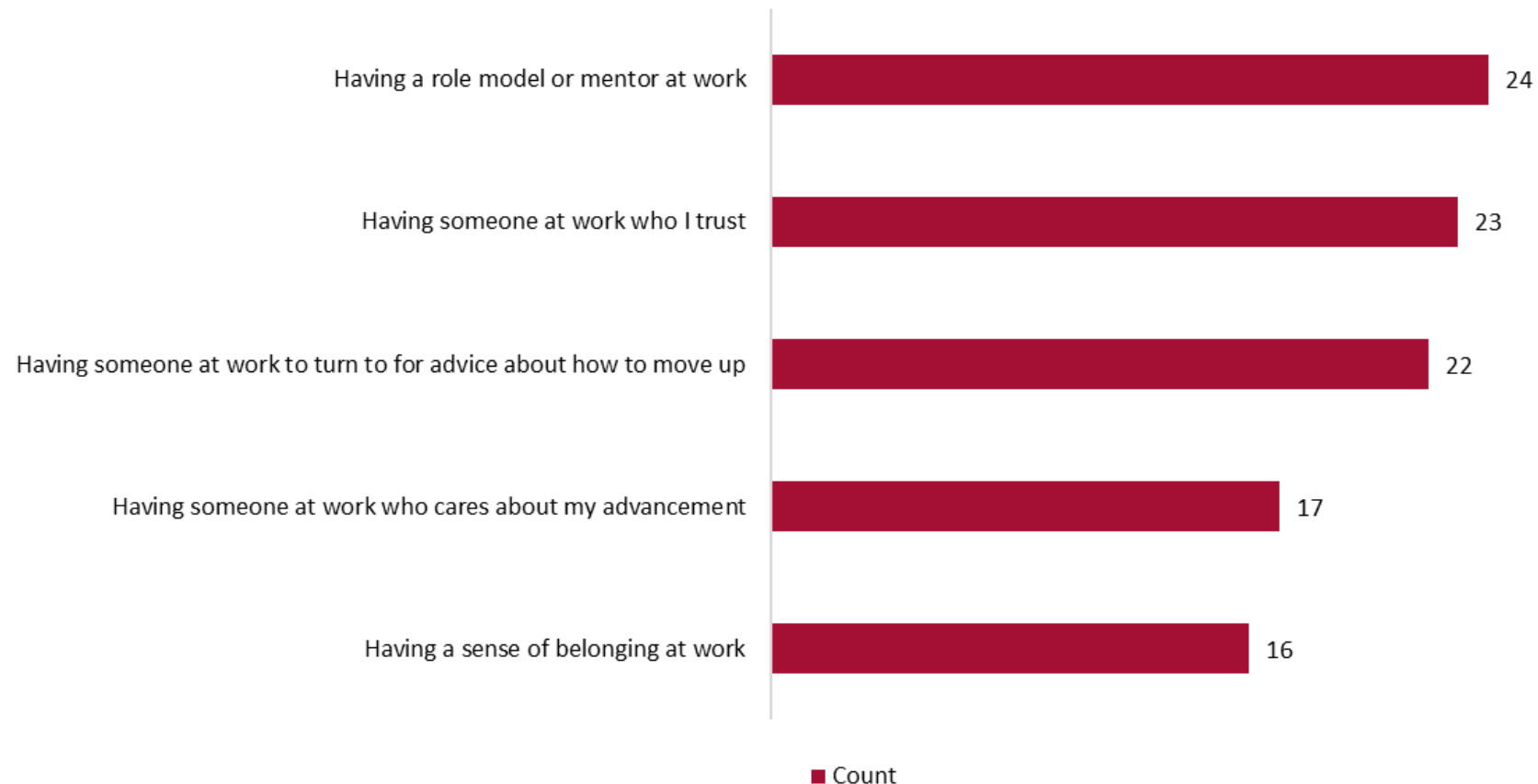
N = 71 (those who selected “Company and industry opportunities” as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

Mentorship

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section F – Contributors

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

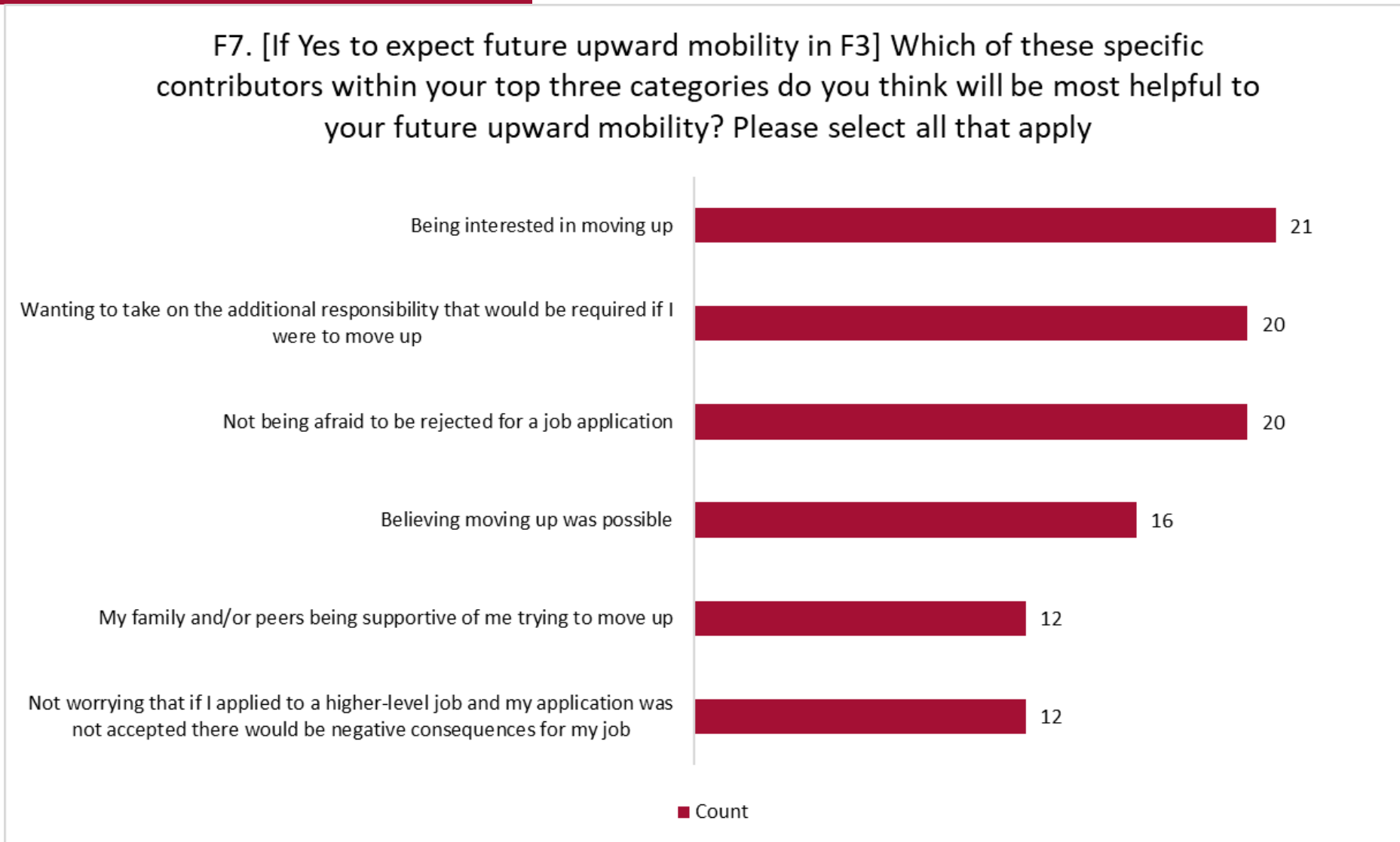


N = 51 (those who selected “Career pathways” as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

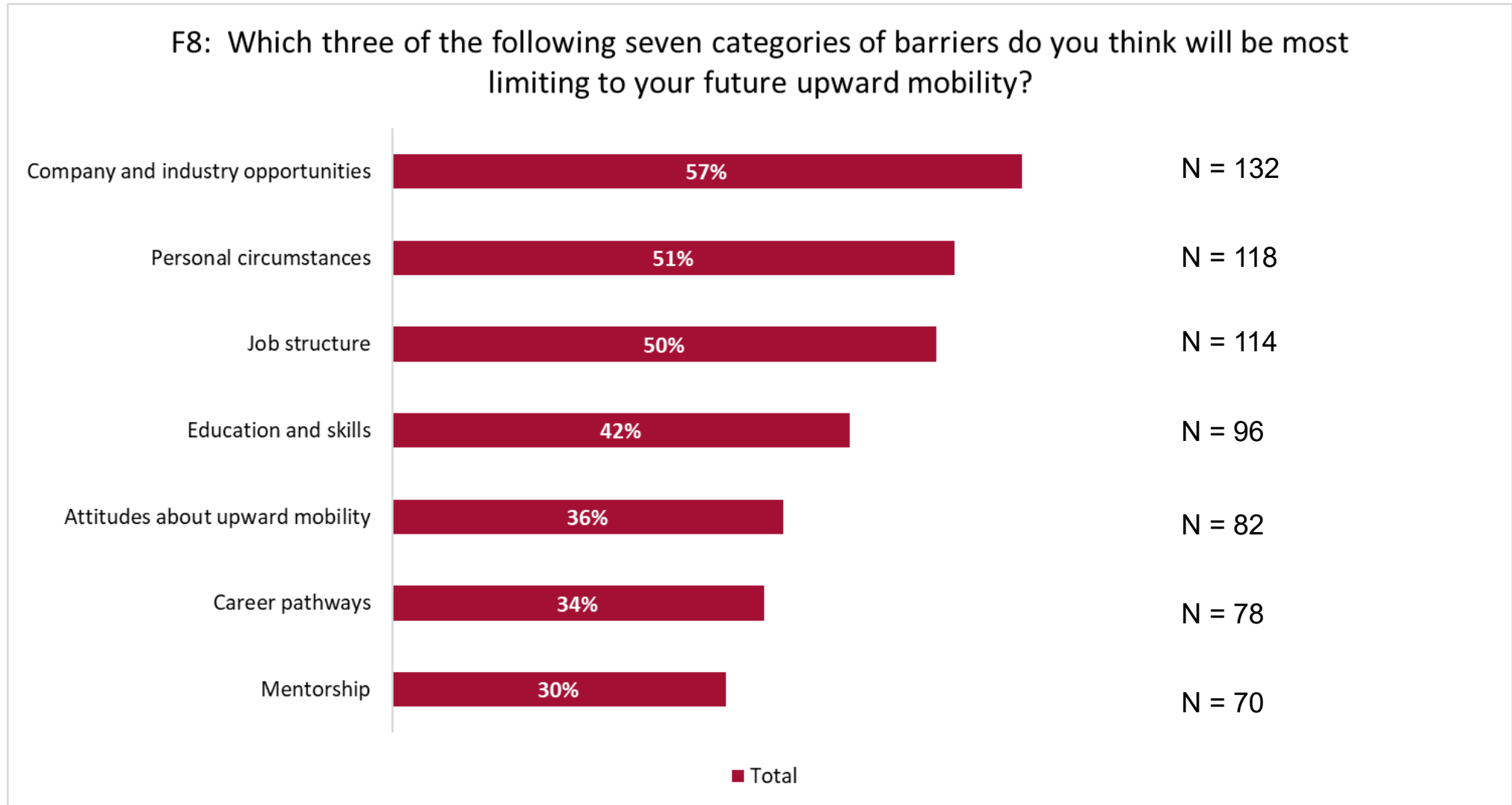
Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 230 (those who have not experienced upward mobility and don't know or are not expecting future upward mobility)

Section F – Barriers

Personal Circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



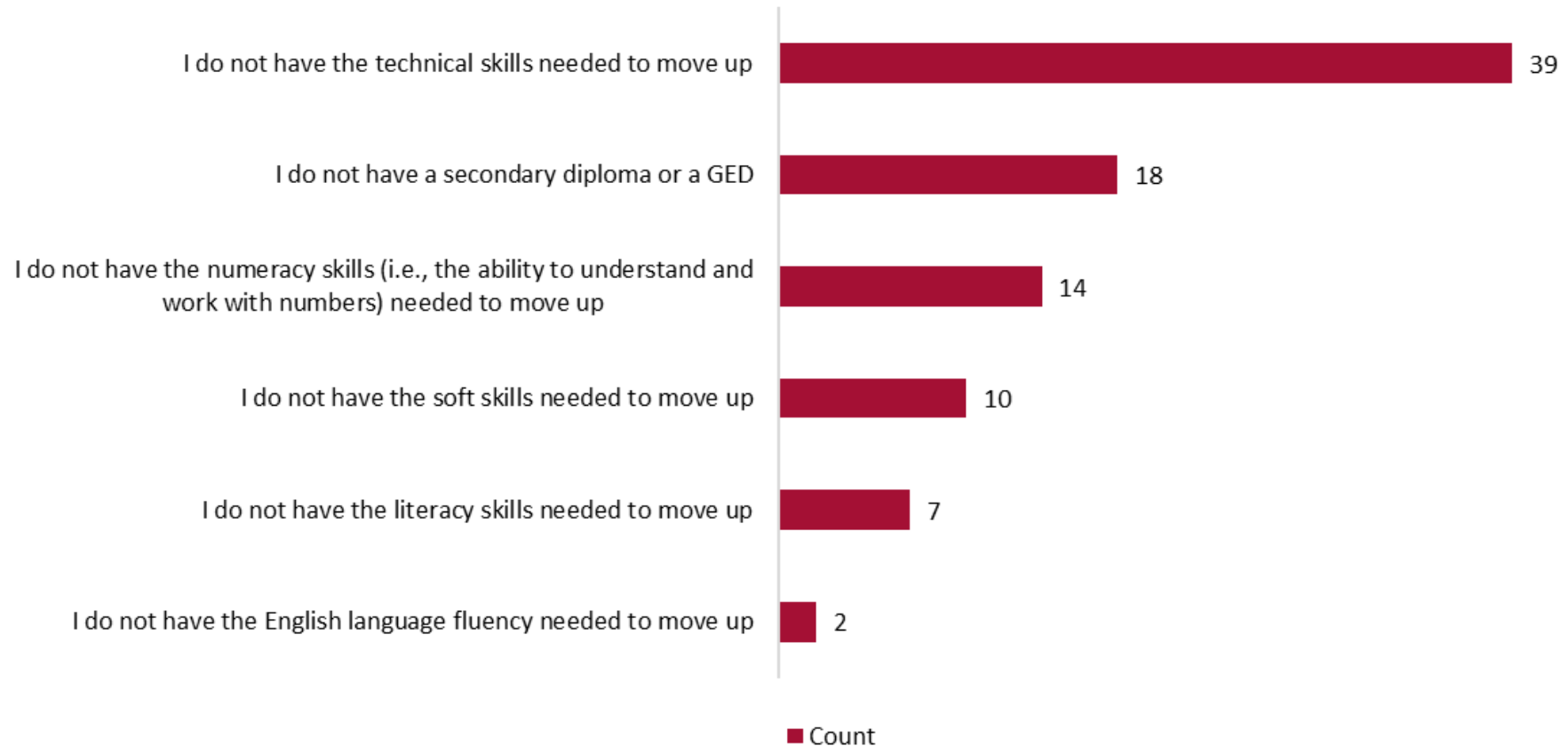
N = 118 (those who selected “Personal circumstances” as one of their top three groups of barriers for anticipated future mobility)

Section F – Barriers

Education and skills

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



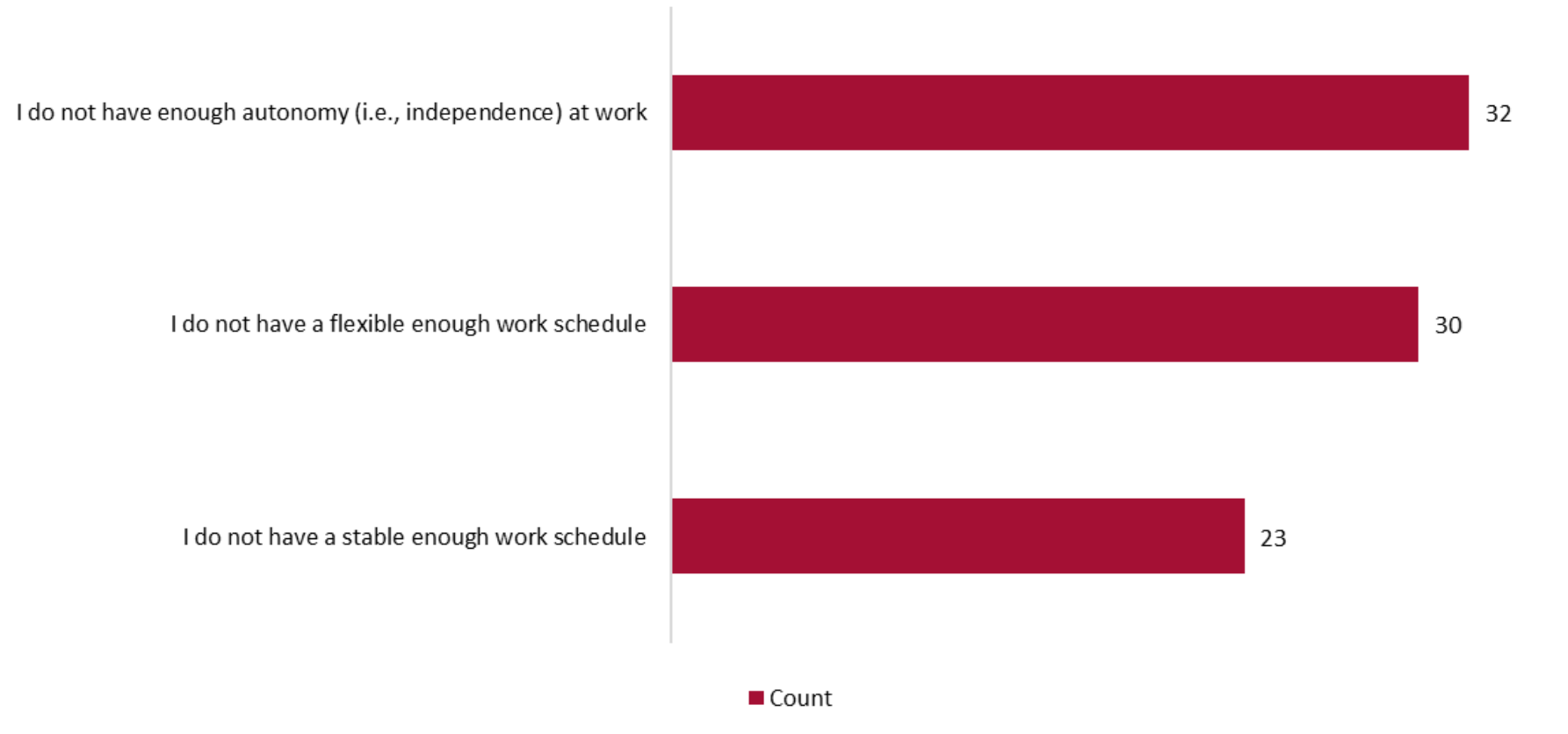
N = 96 (those who selected “Education and skills” as one of their top three groups of barriers for anticipated future mobility)

Section F – Barriers

Job structure

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



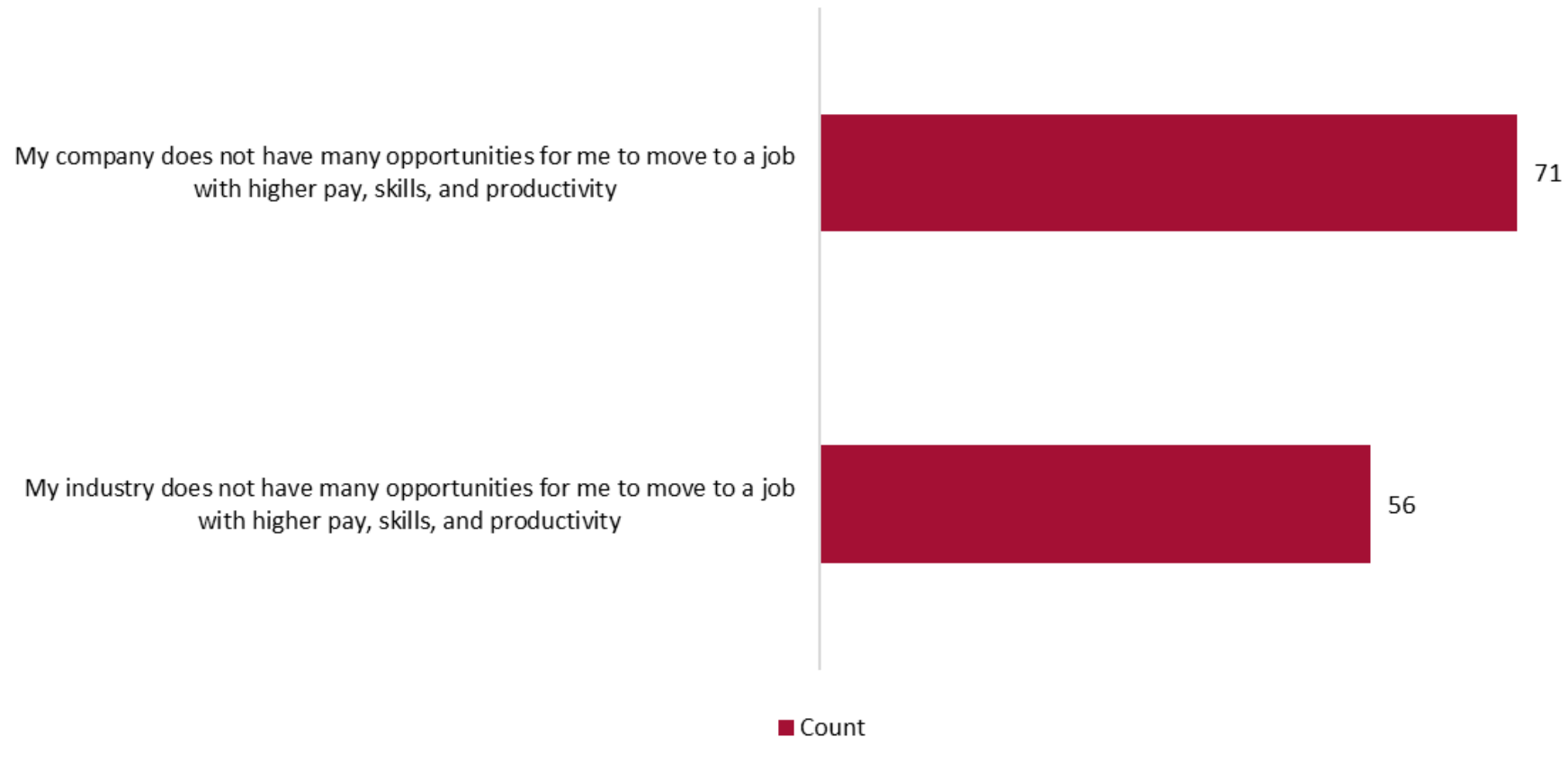
N = 114 (those who selected “Job structure” as one of their top three groups of barriers for anticipated future mobility)

Section F – Barriers

Company and industry opportunities

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section F – Barriers

Mentorship

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section F – Barriers

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



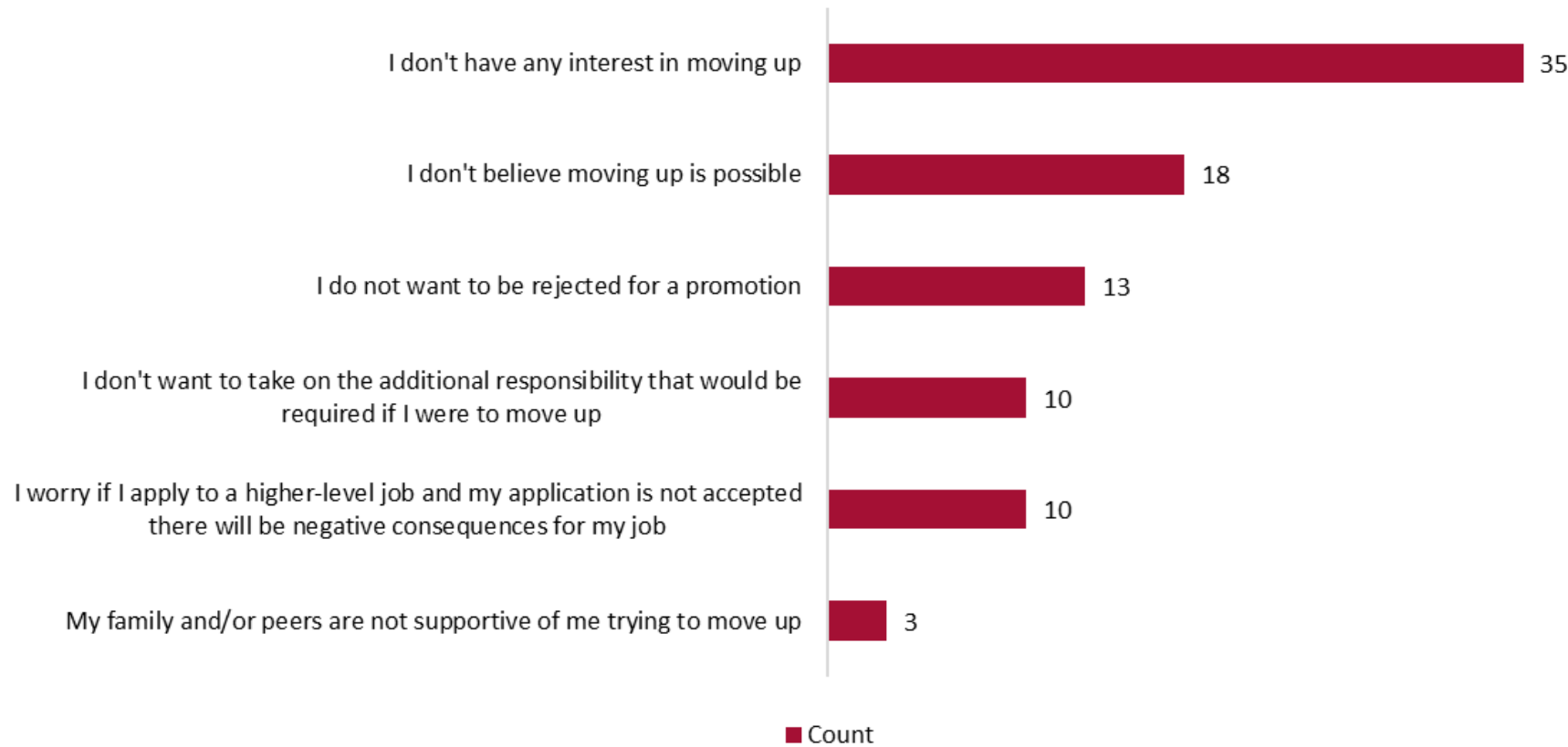
N = 78 (those who selected “Career pathways” as one of their top three groups of barriers for anticipated future mobility)

Section F – Barriers

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section G

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

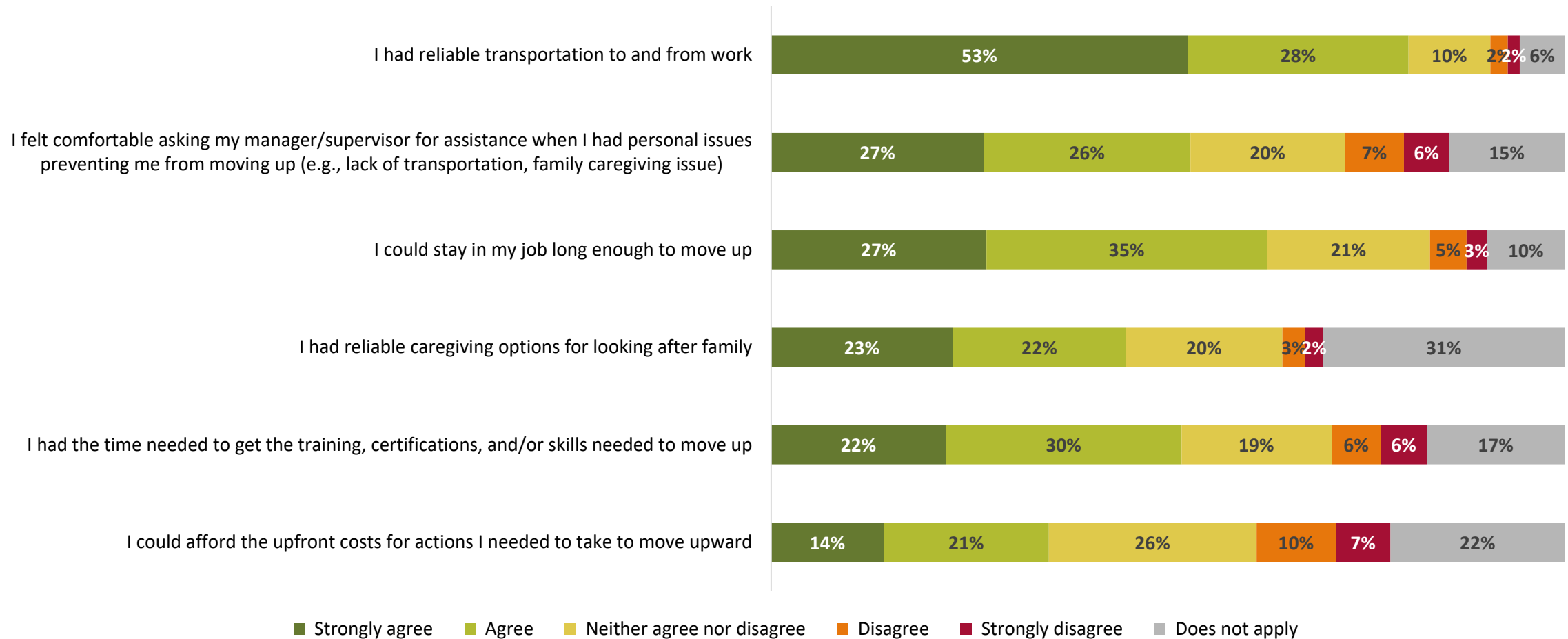
N = 650

Section G – Contributors

Personal circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



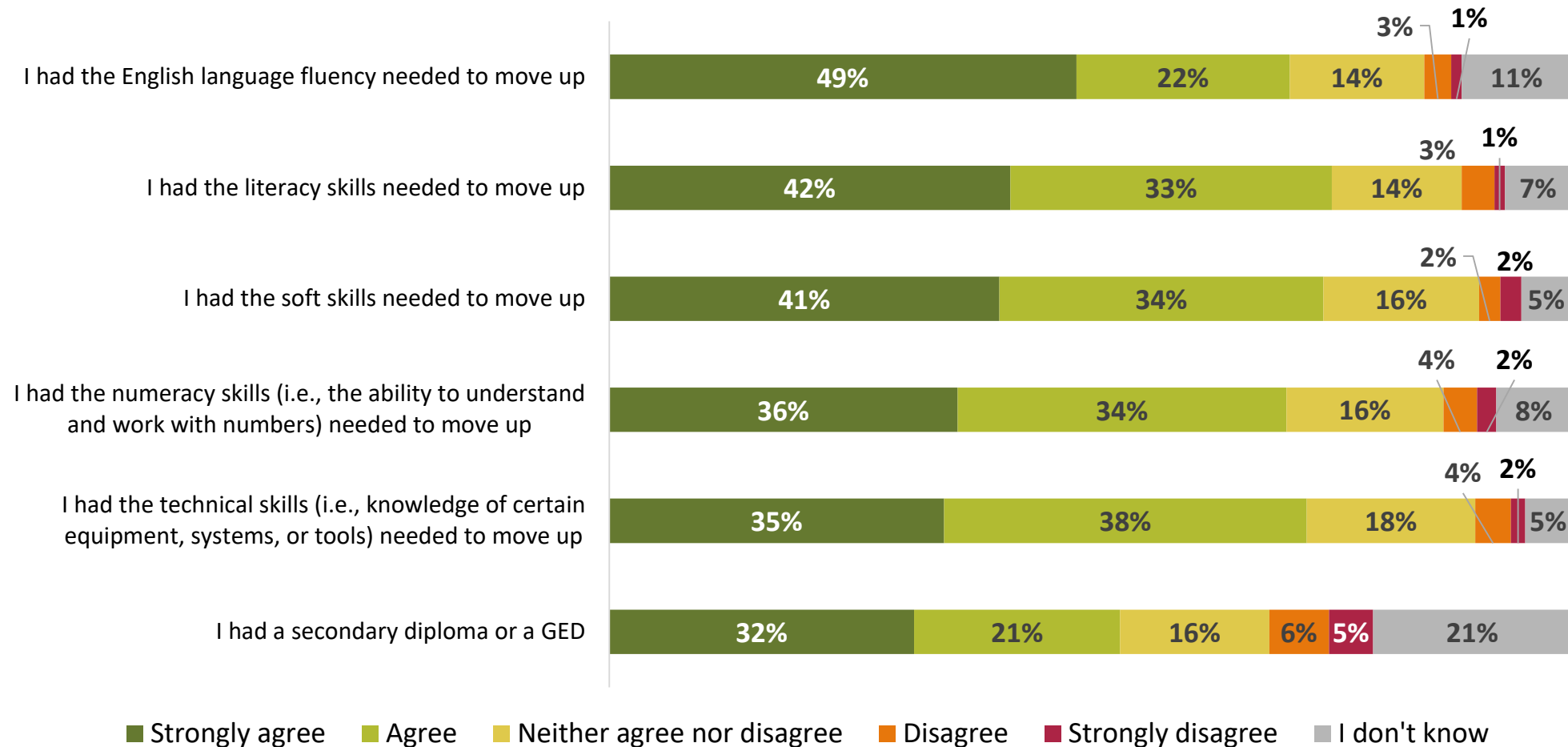
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Education and skills

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



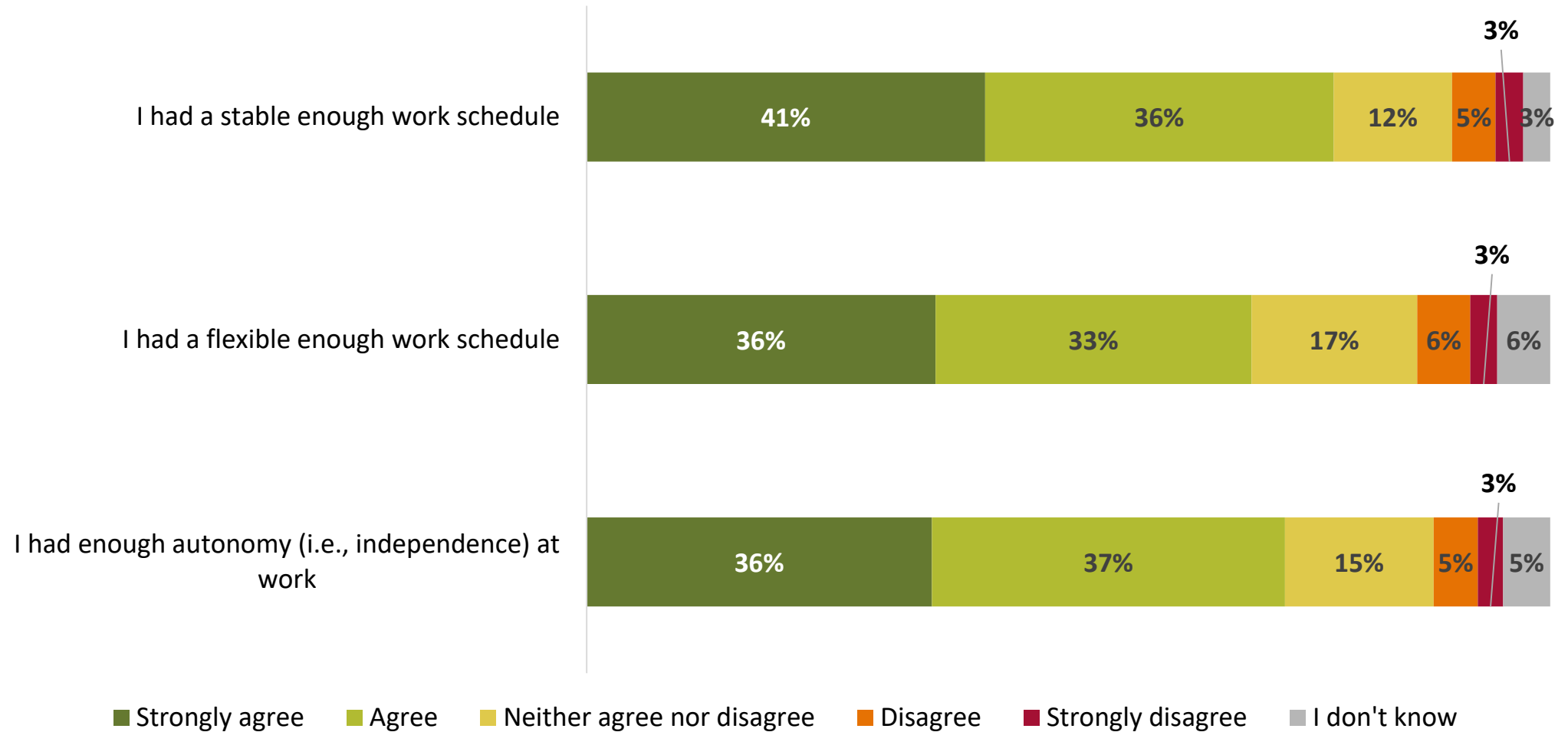
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Job structure

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



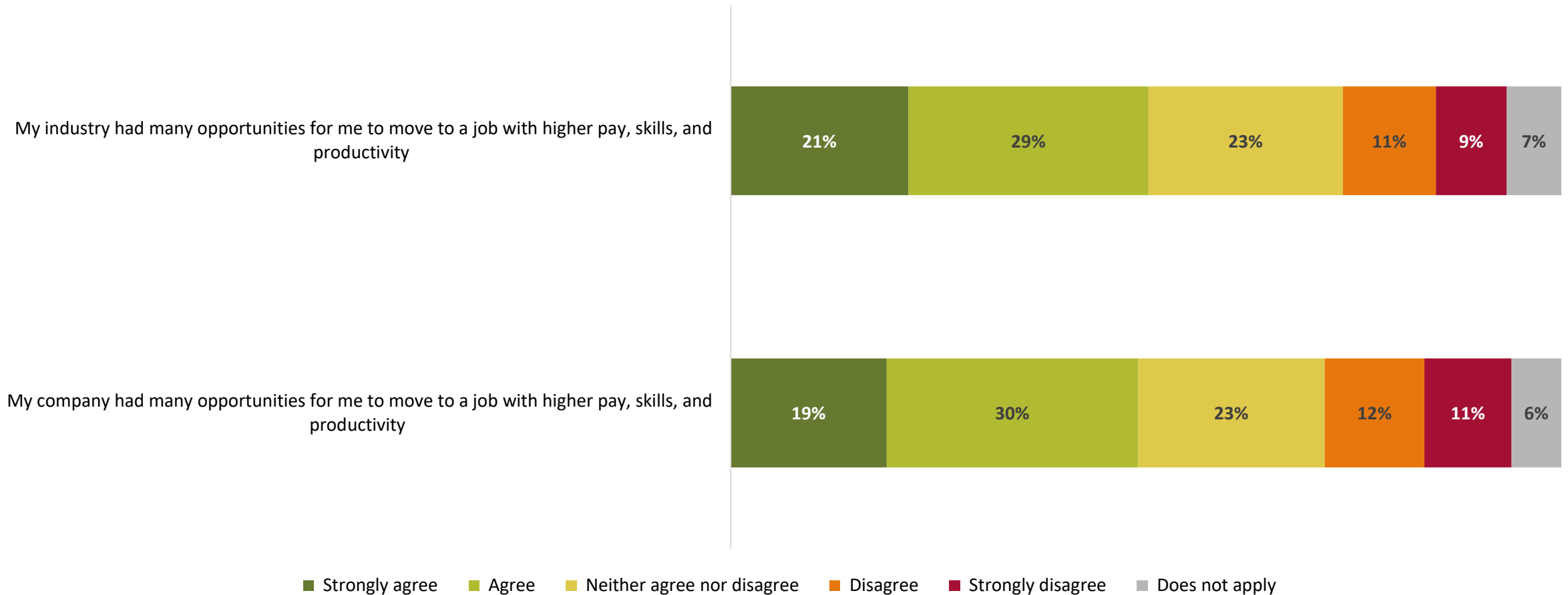
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Company and industry opportunities

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



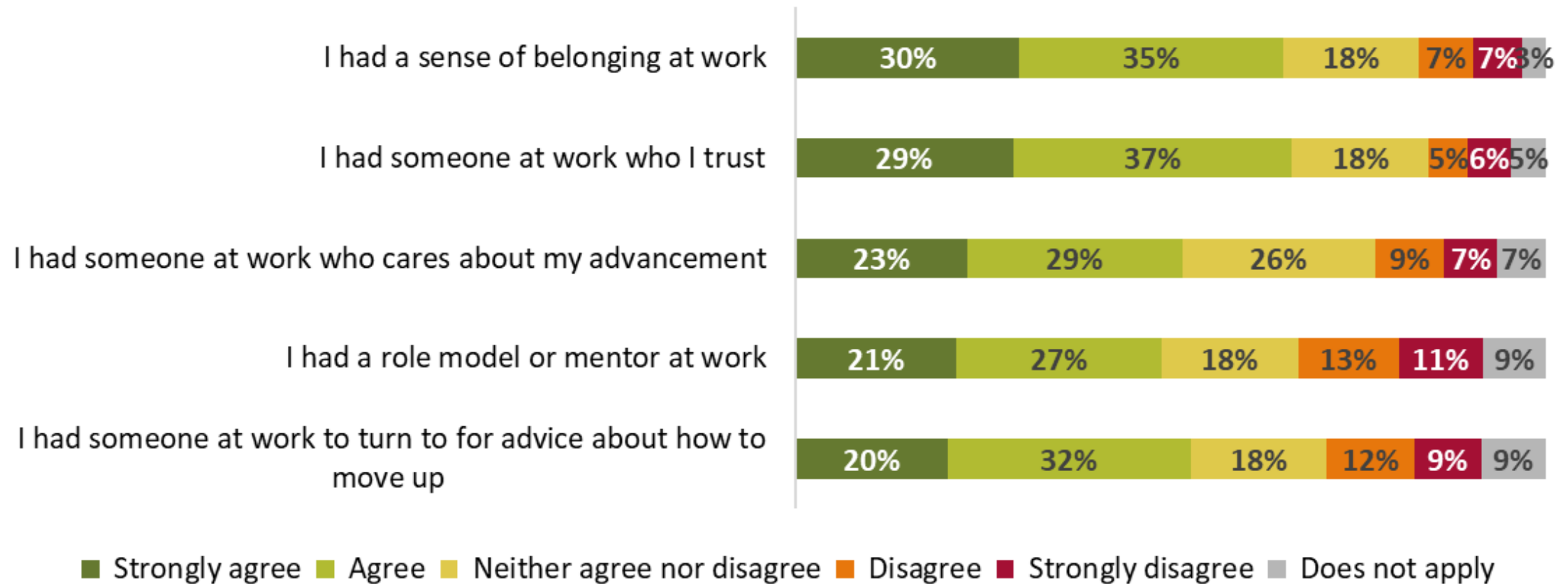
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Mentorship

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



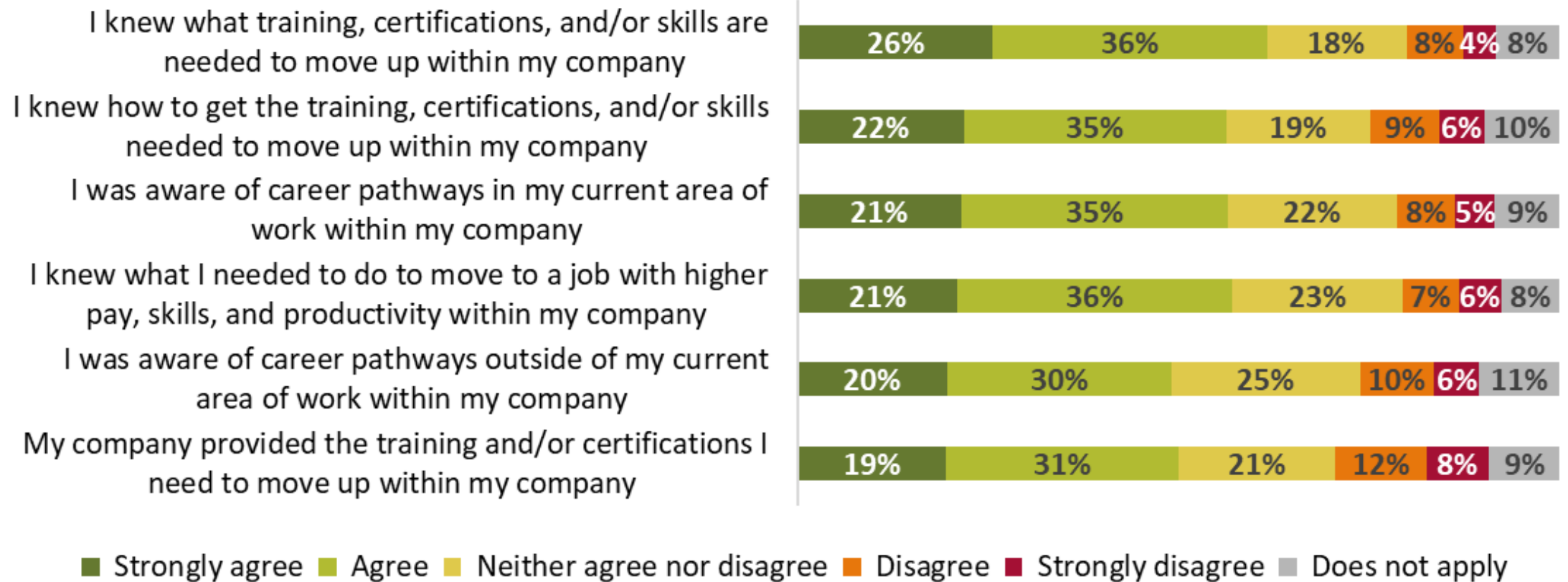
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



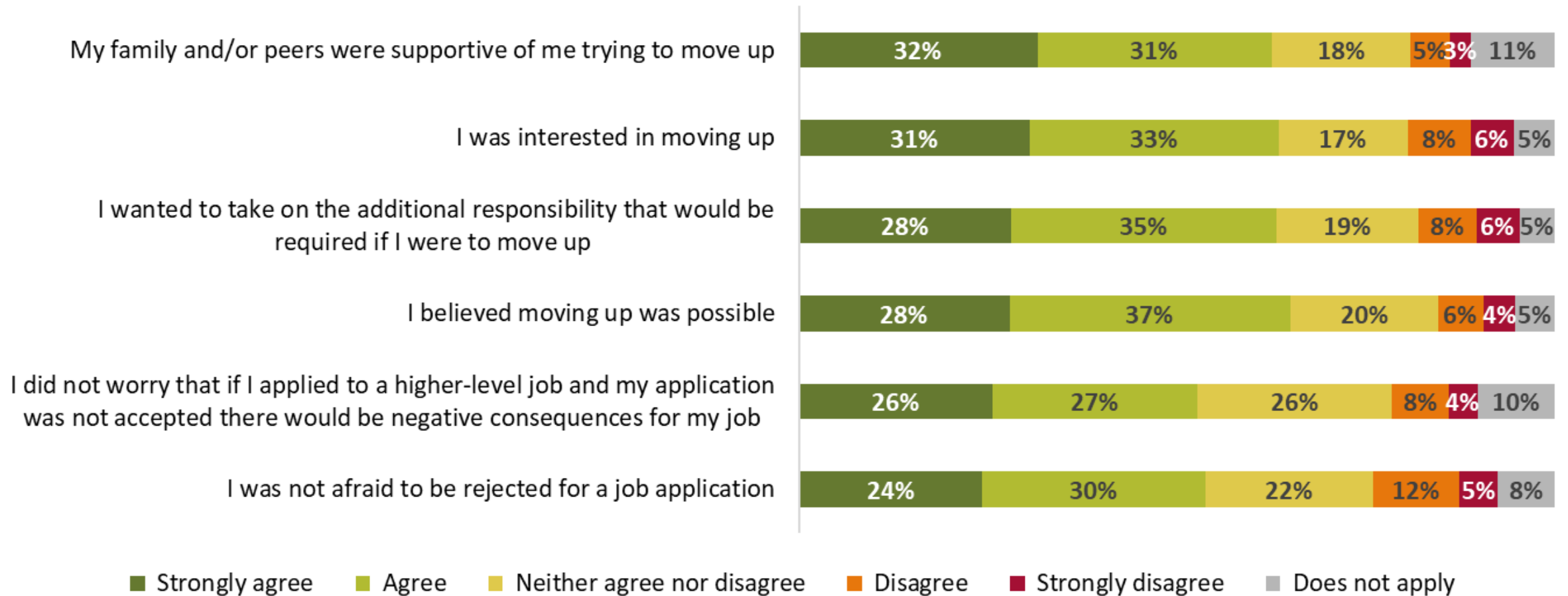
N = 650 (respondents who have experienced upward mobility)

Section G – Contributors

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

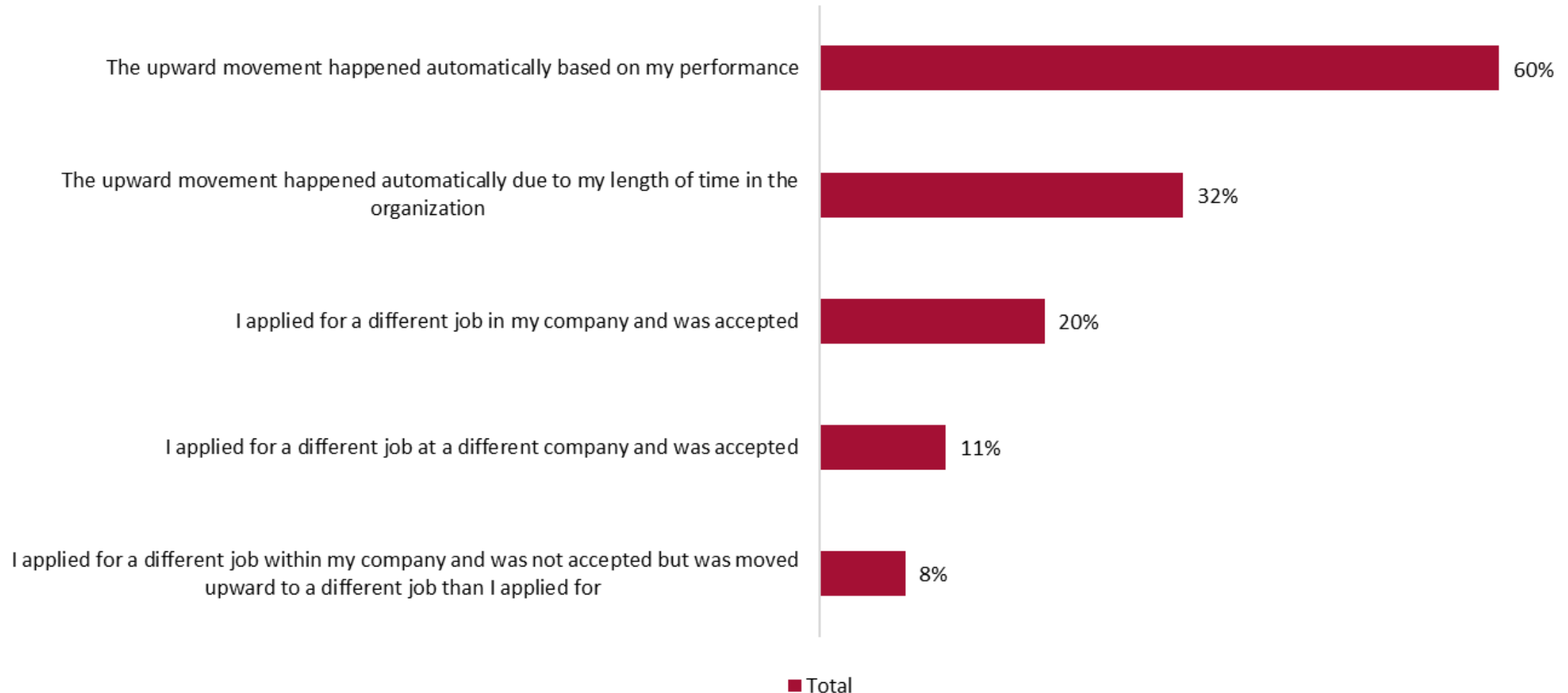


N = 650 (respondents who have experienced upward mobility)

Section G - Contributors

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G2: What action did you take that led to these positive increases in your upward mobility?

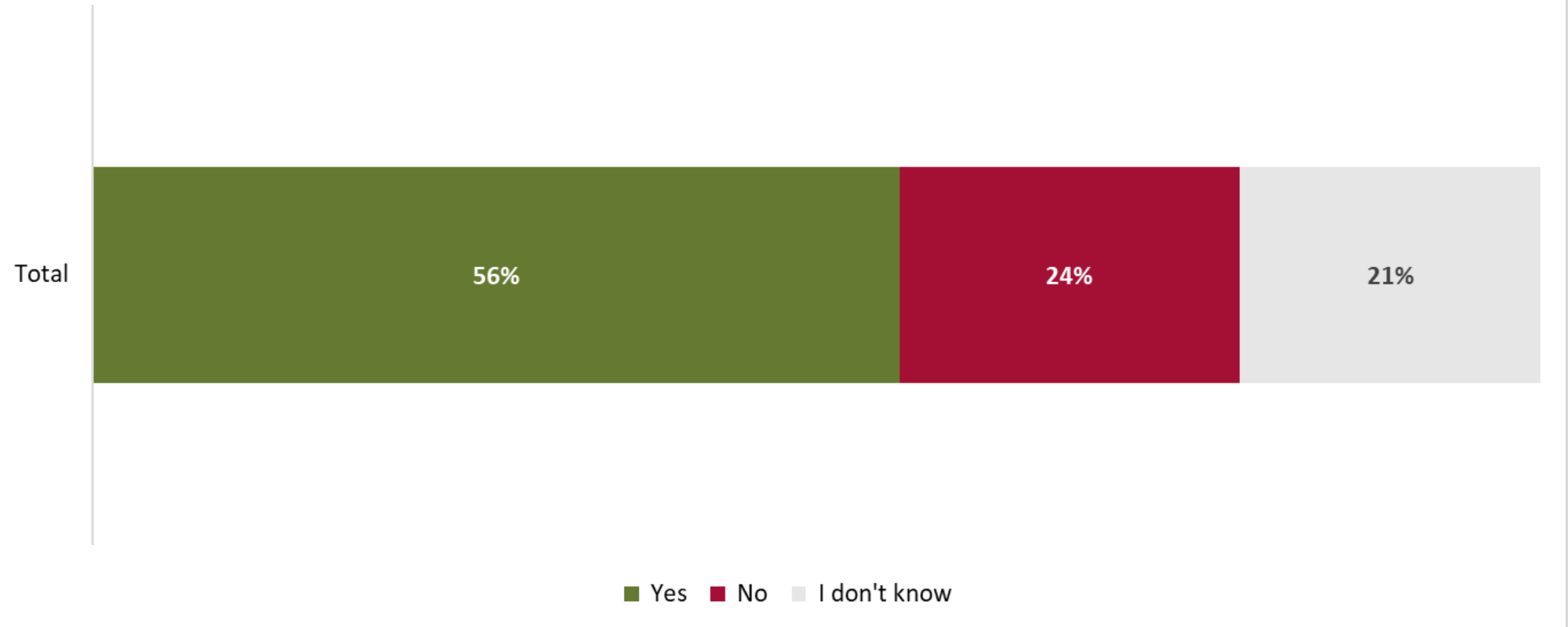


N = 650 (respondents who have experienced upward mobility)

Section G - Contributors

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G3: Do you expect to have further upward mobility in your future (at your current company or elsewhere)?

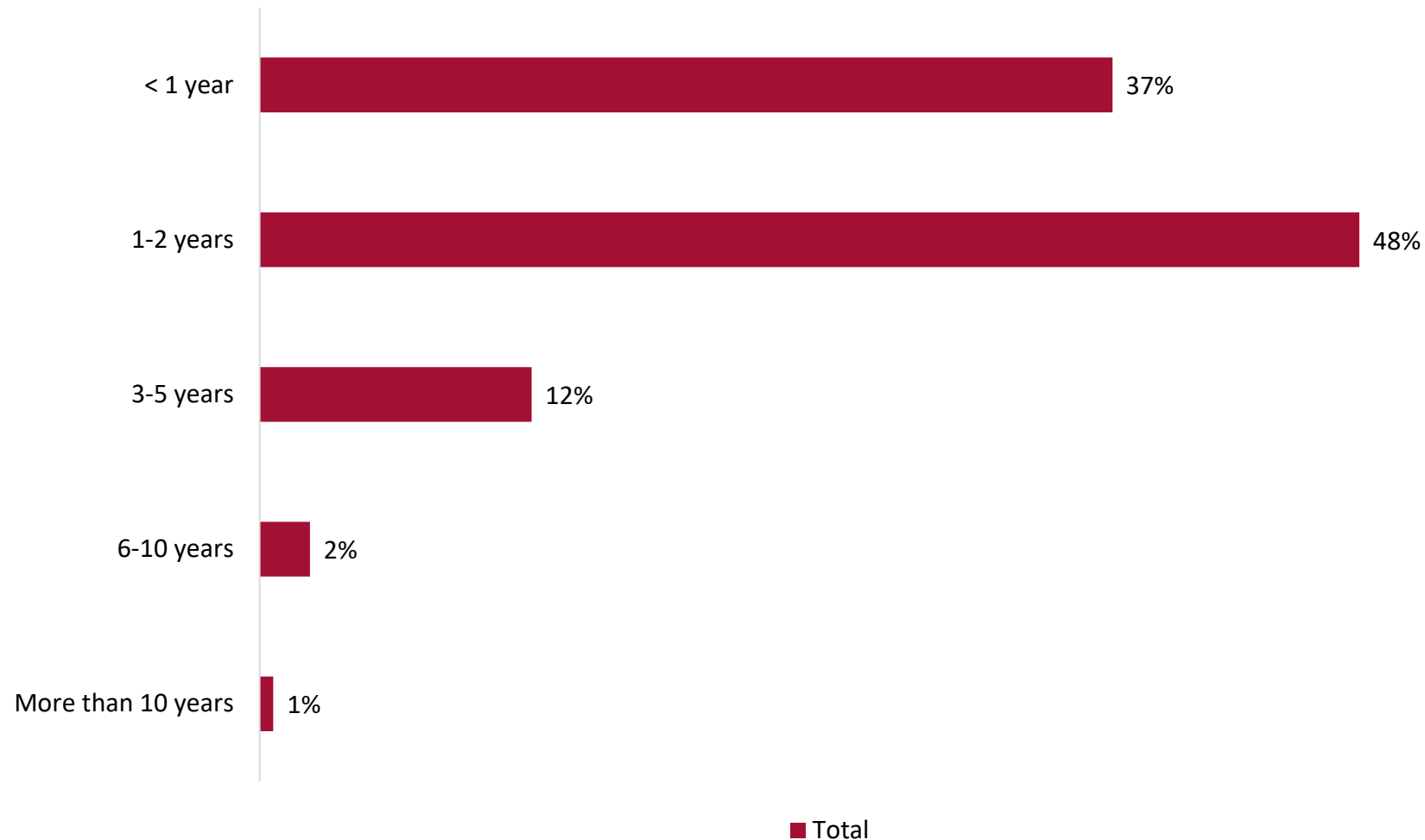


N = 650 (respondents who have experienced upward mobility)

Section G - Contributors

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

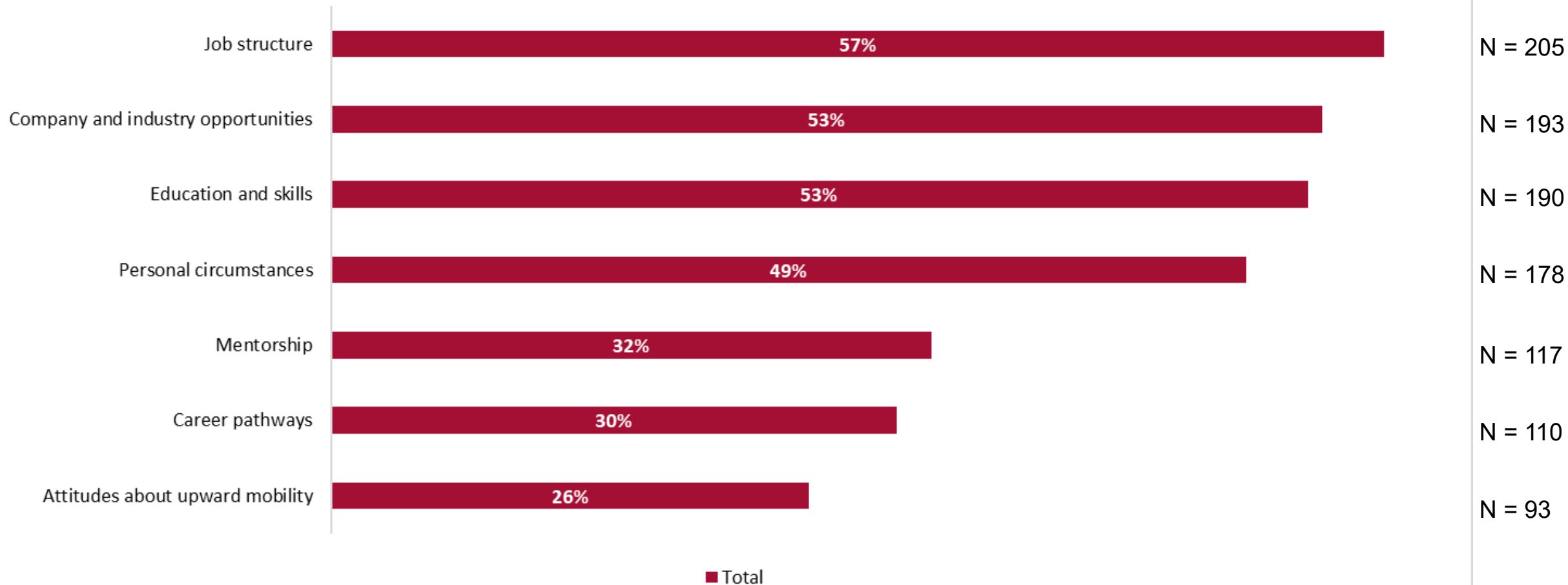


N = 362 (respondents who have experienced upward mobility and expect future upward mobility)

Section G - Contributors

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



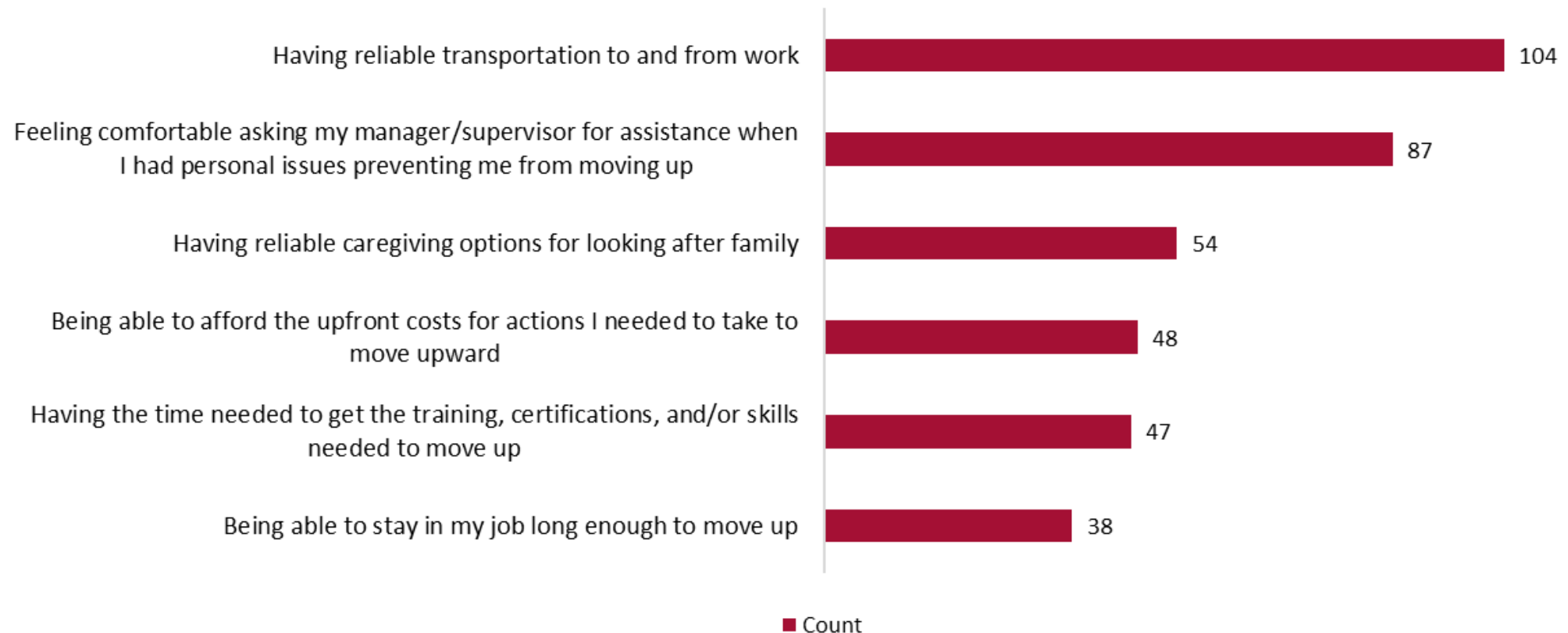
N = 362 (respondents who have experienced upward mobility and expect future upward mobility)

Section G – Contributors

Personal Circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



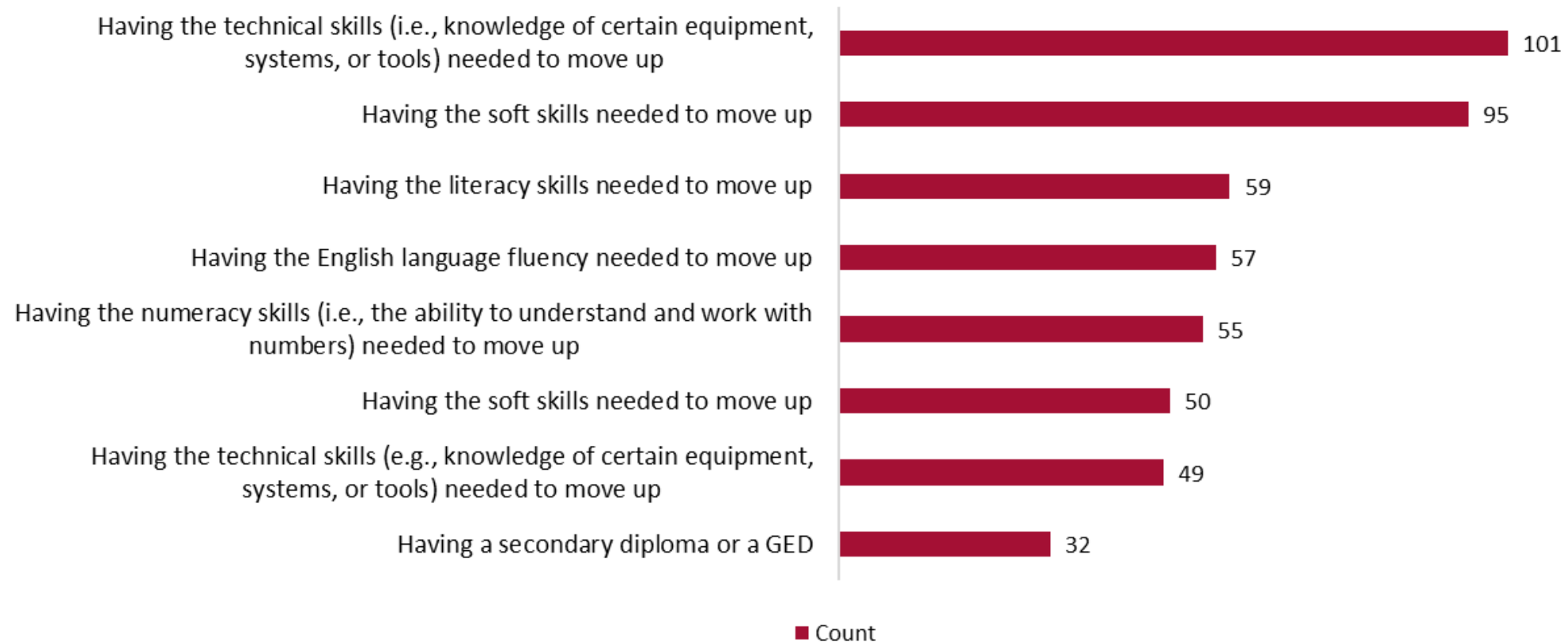
N = 178 (those who selected “Personal circumstances” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Education and skills

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



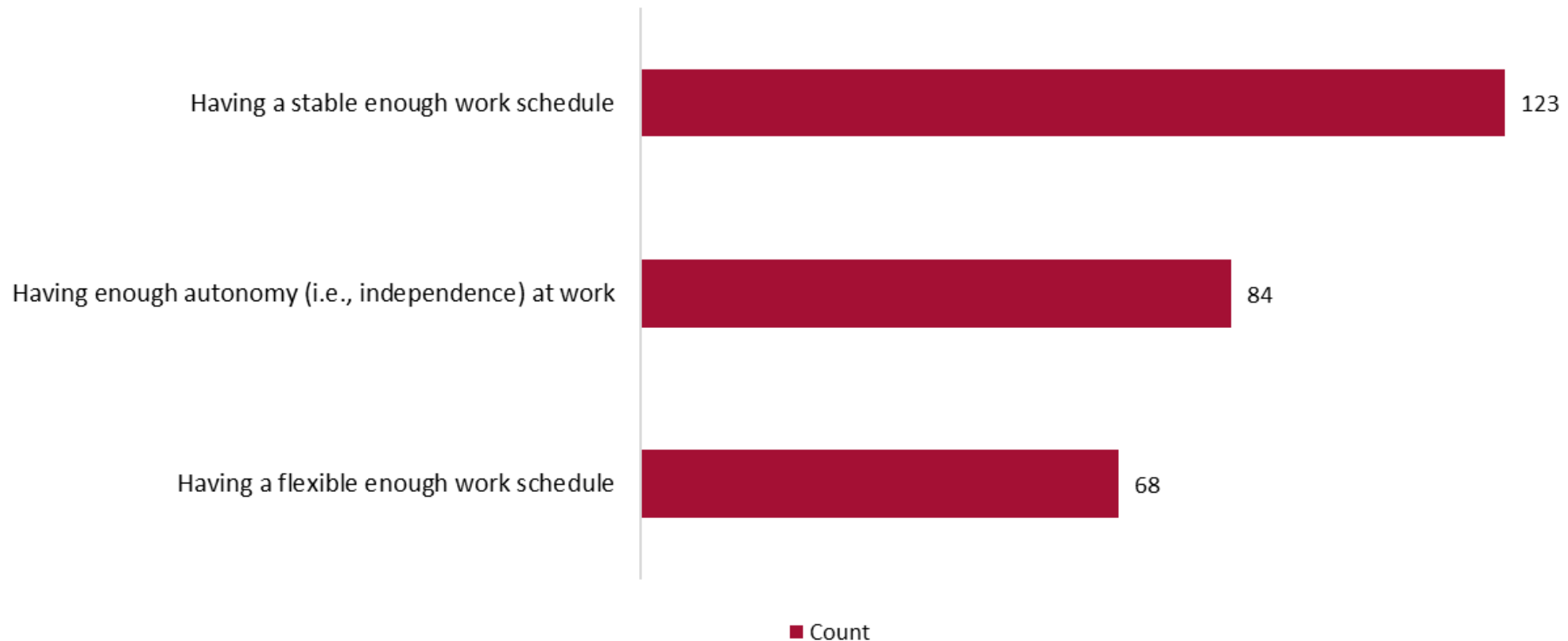
N = 190 (those who selected “Education and skills” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Job structure

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



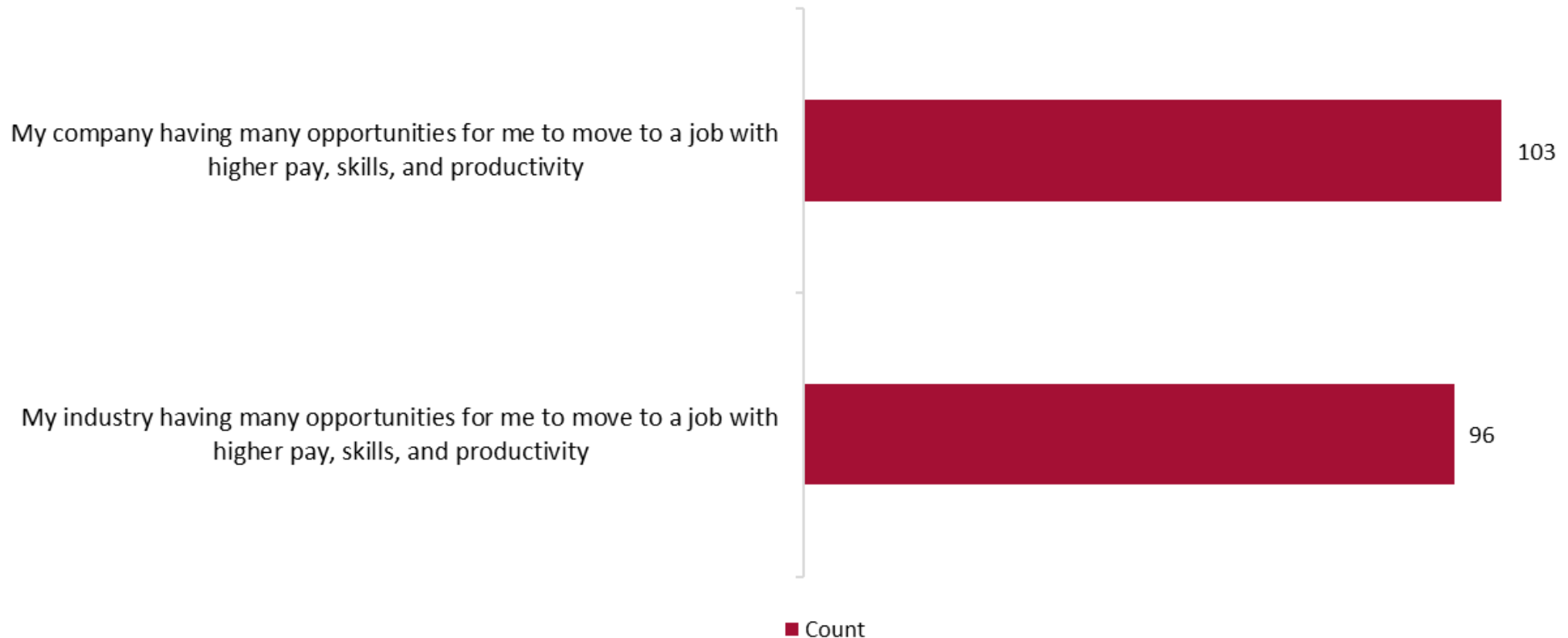
N = 205 (those who selected “Job structure” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Company and industry opportunities

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

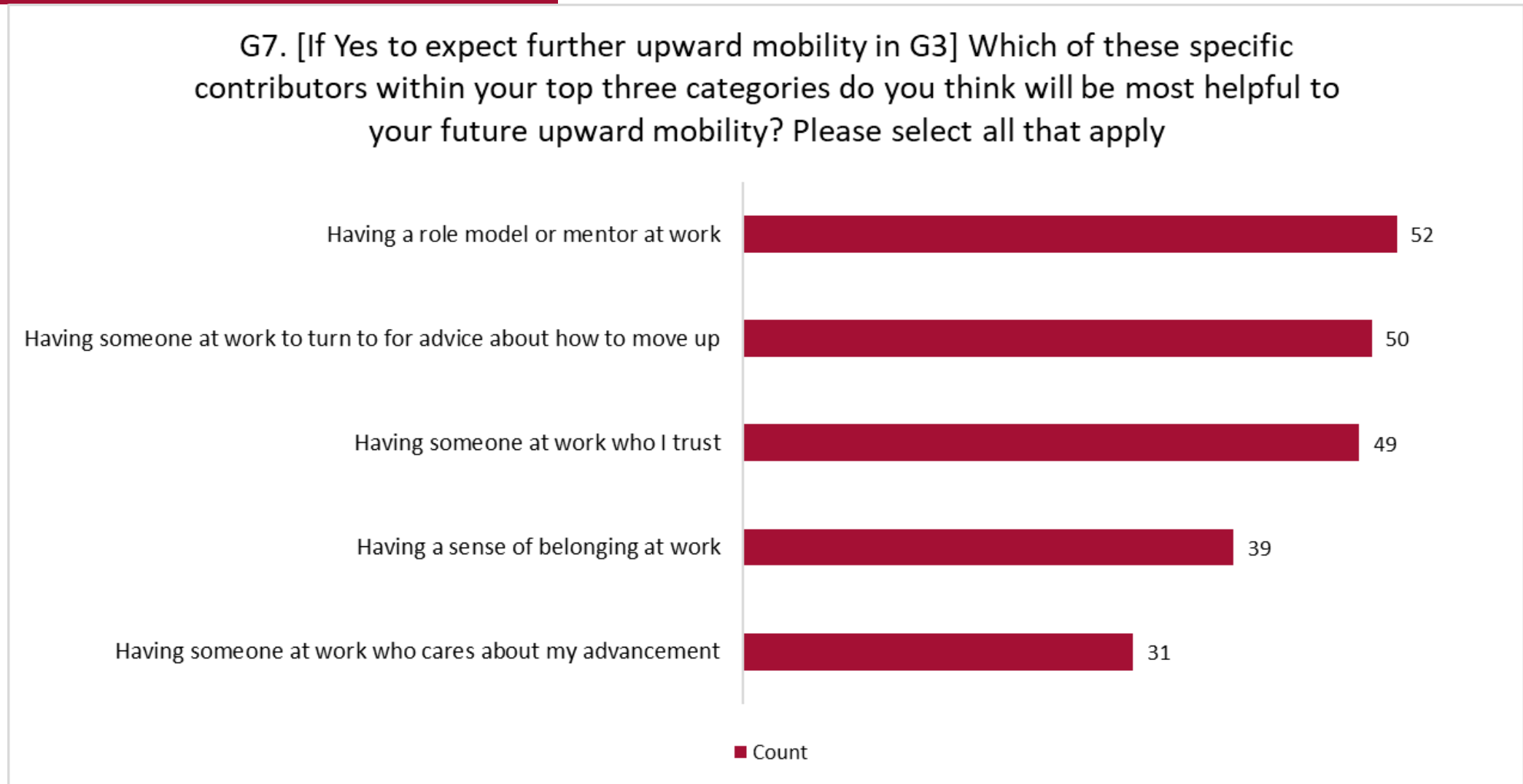


N = 193 (those who selected “Company and industry opportunities” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Mentorship

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 117 (those who selected “Mentorship” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



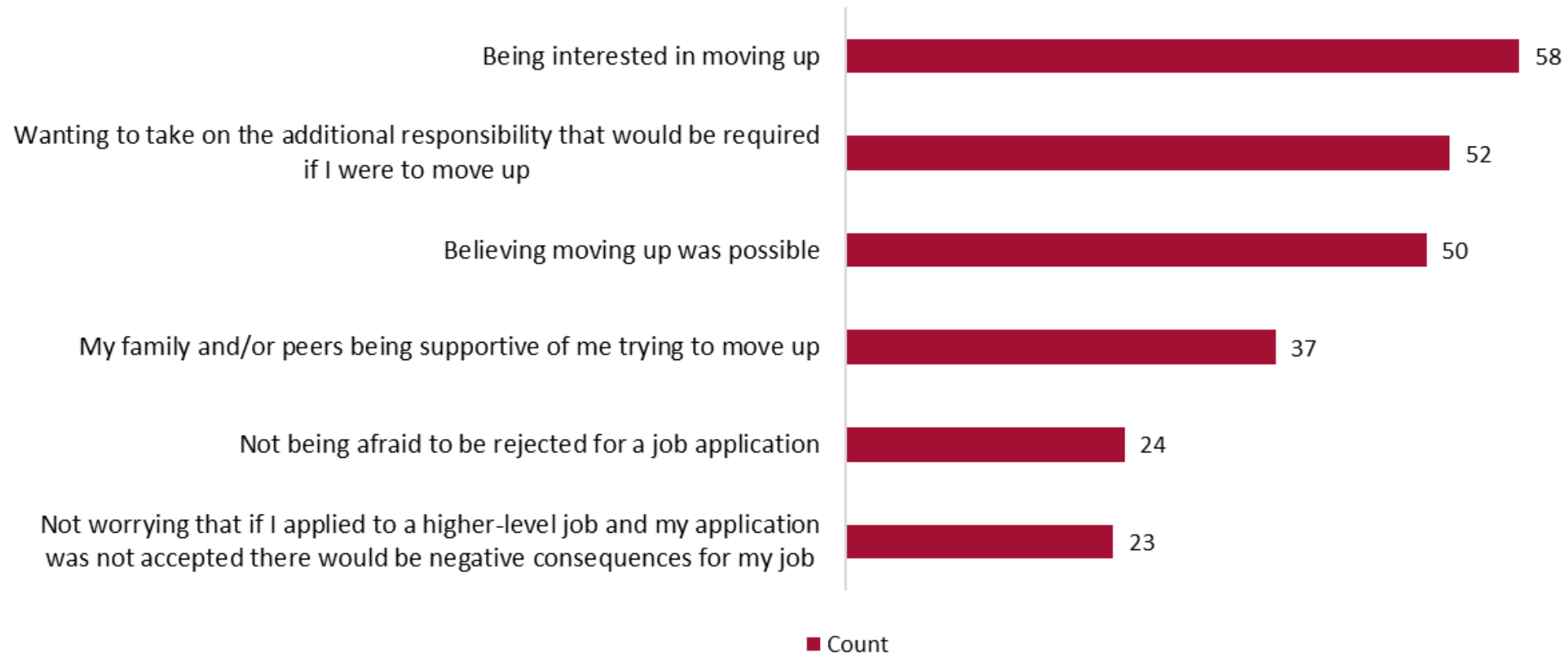
N = 110 (those who selected “Career pathways” as one of their top three groups of contributors for anticipated future mobility)

Section G – Contributors

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

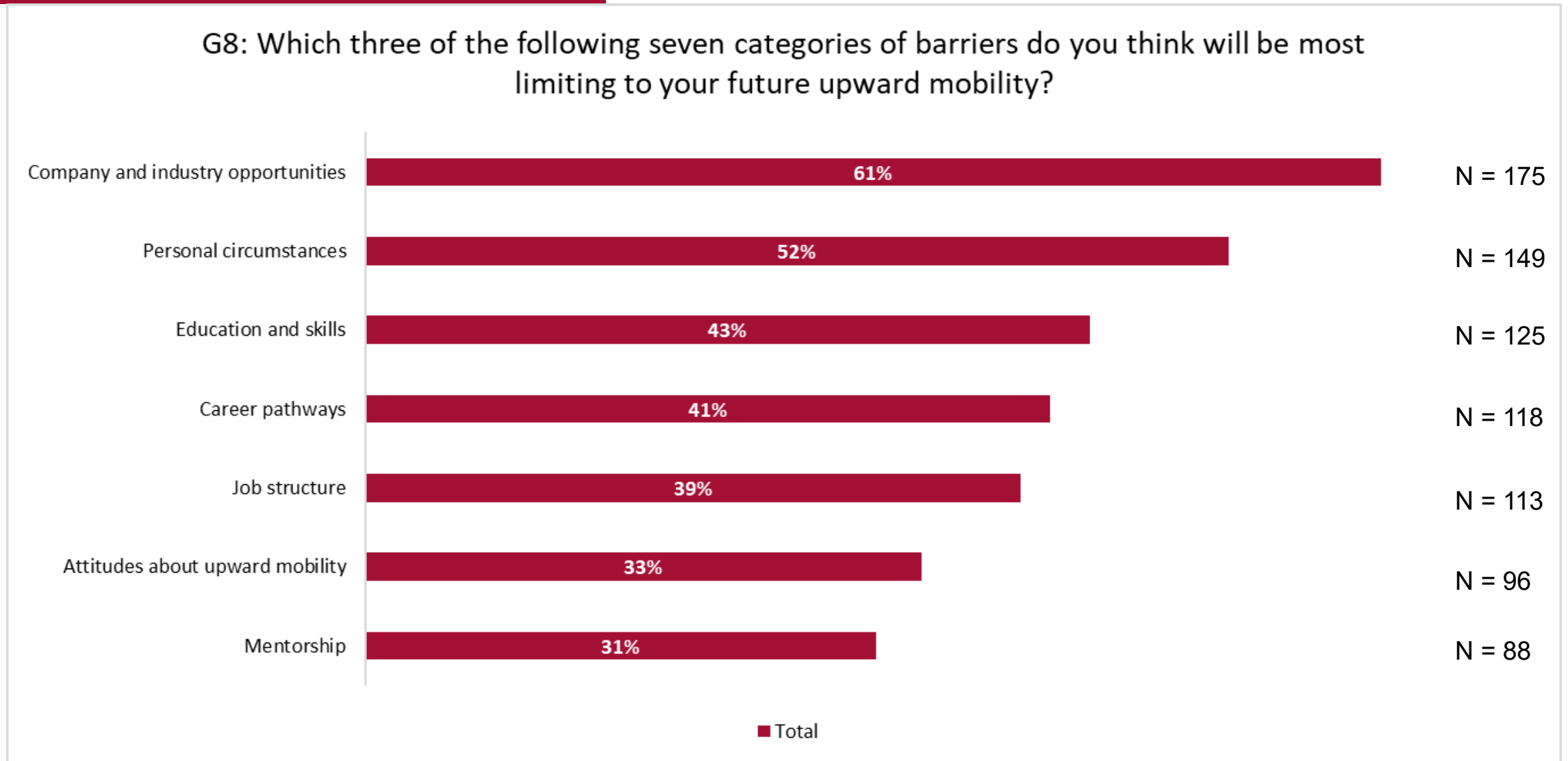
G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply



N = 93 (those who selected “Attitudes about upward mobility” as one of their top three groups of contributors for anticipated future mobility)

Section G - Contributors

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Section G – Barriers

Personal Circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

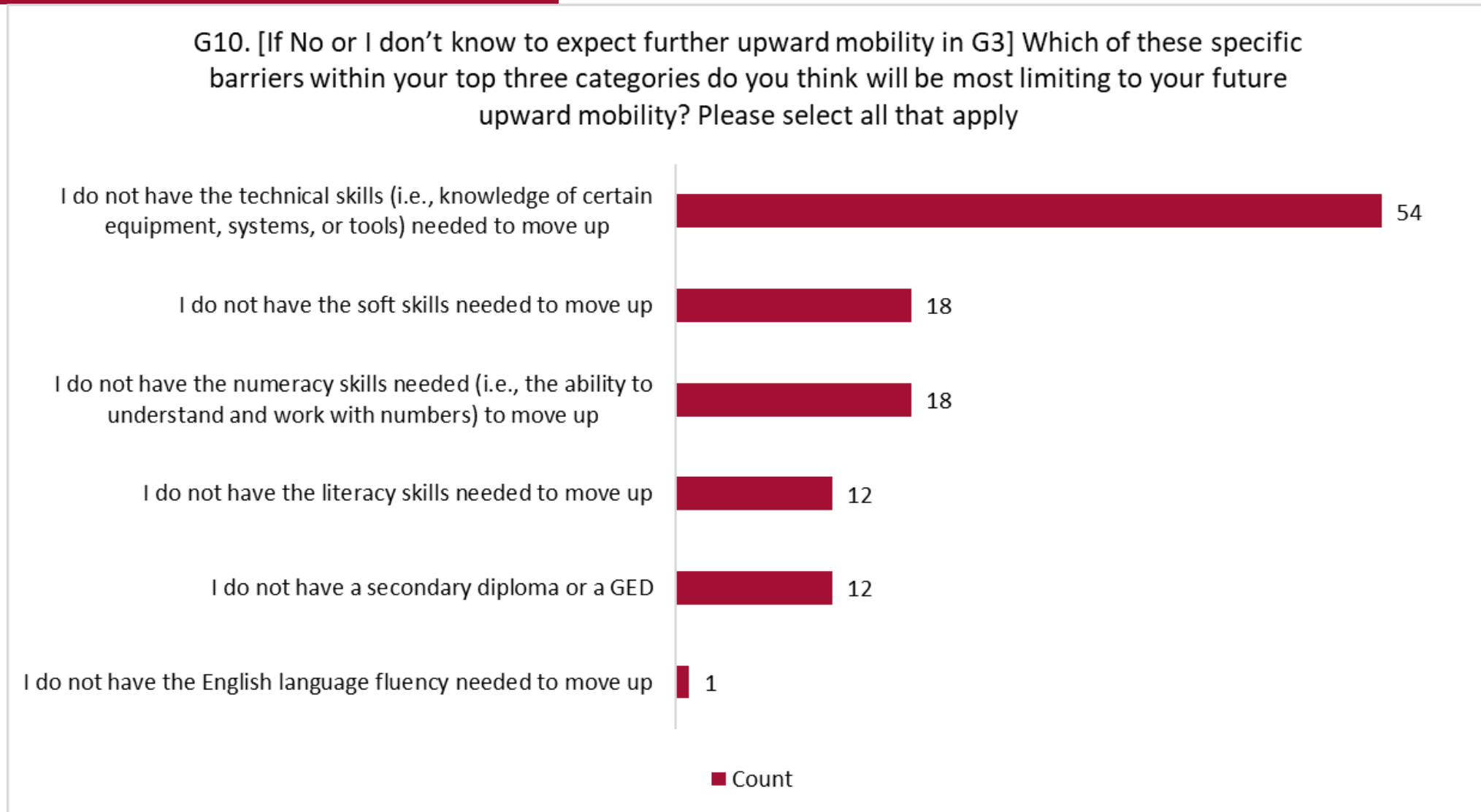


N = 149 (those who selected “Personal circumstances” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Education and skills

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



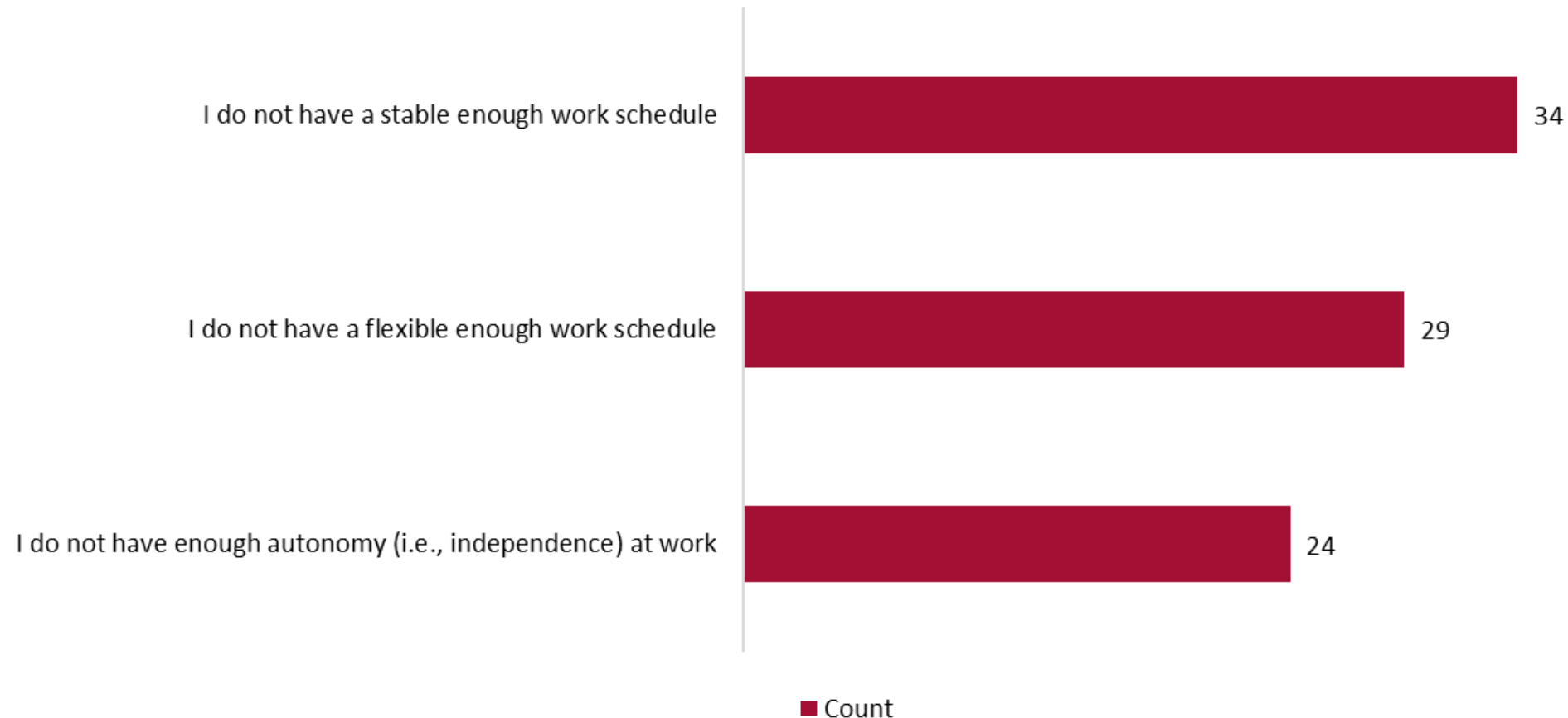
N = 125 (those who selected “Education and skills” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Job structure

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



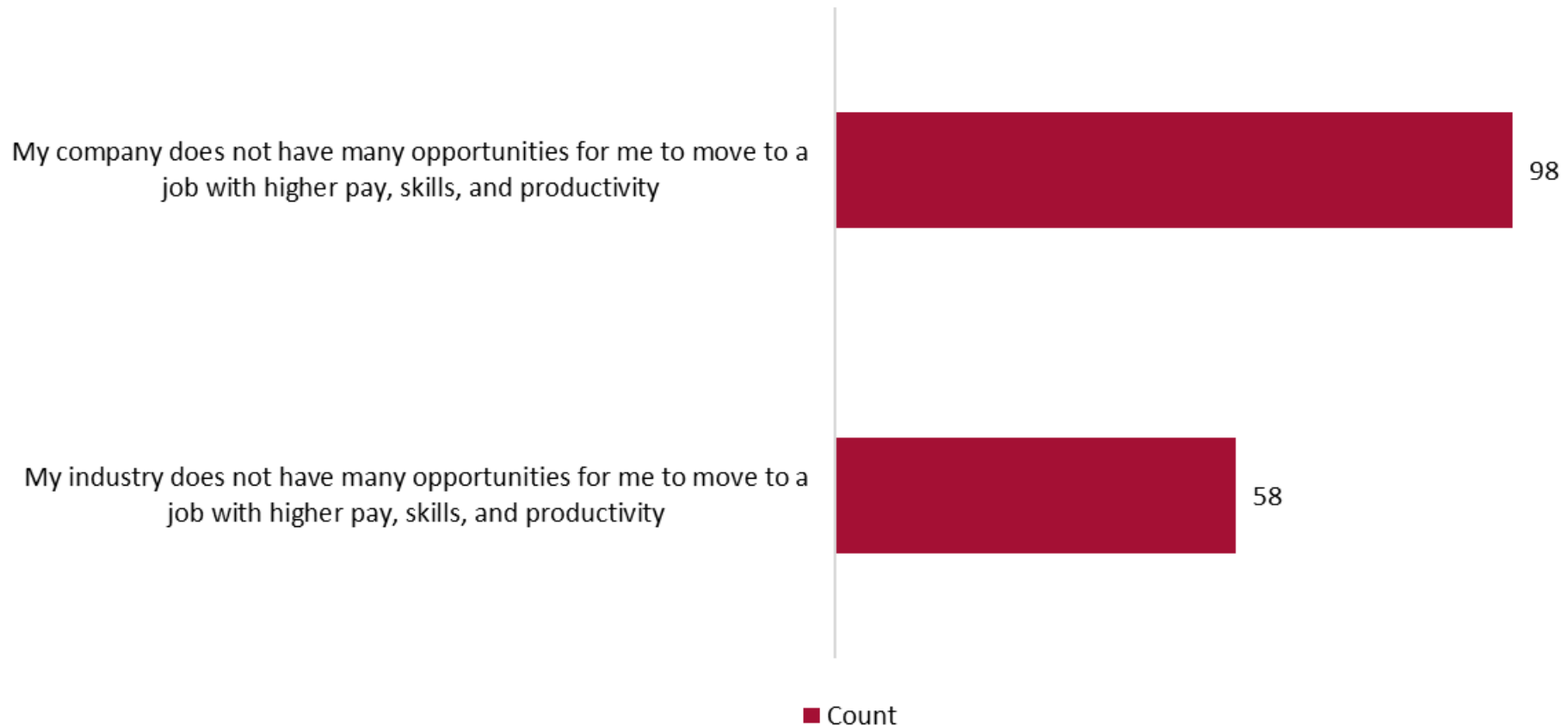
N = 113 (those who selected “Job structure” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Company and industry opportunities

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



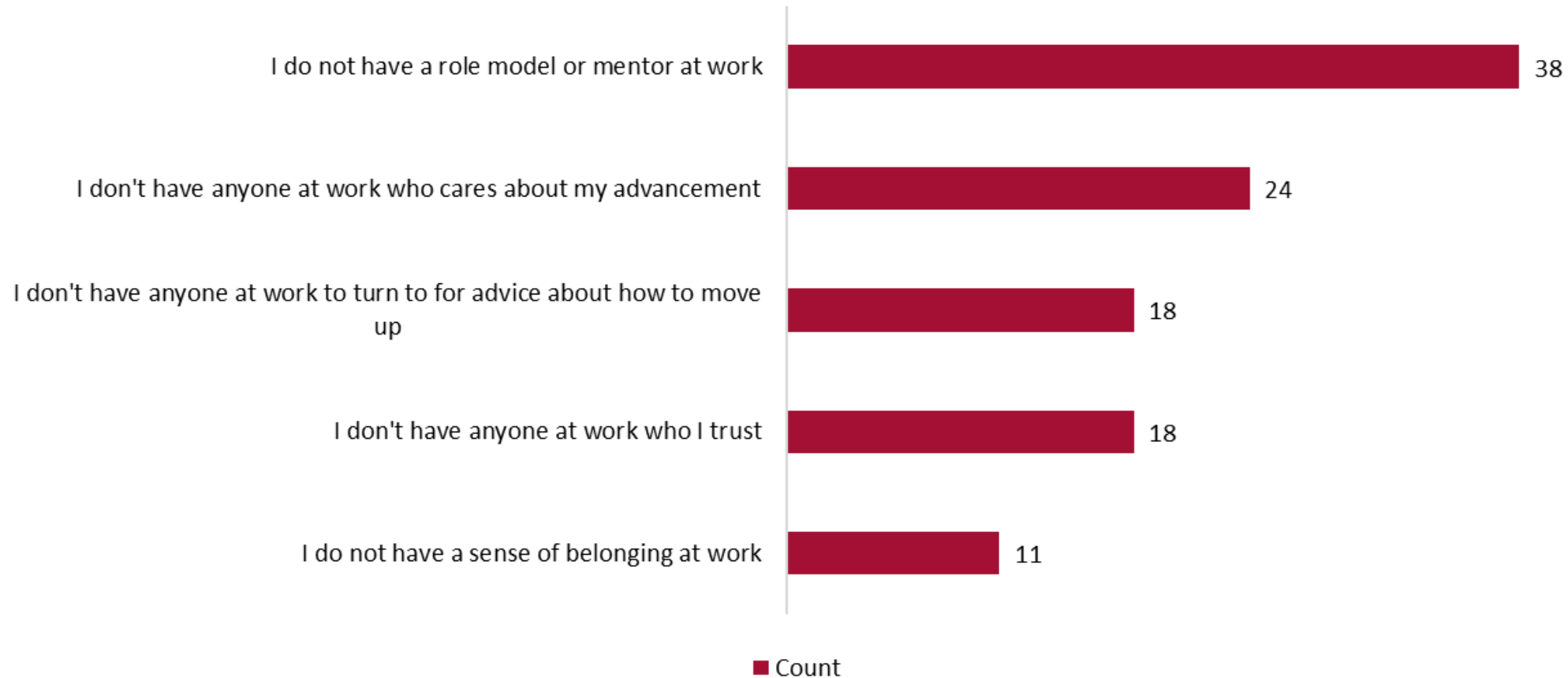
N = 175 (those who selected “Company and industry opportunities” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Mentorship

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



N = 88 (those who selected “Mentorship” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

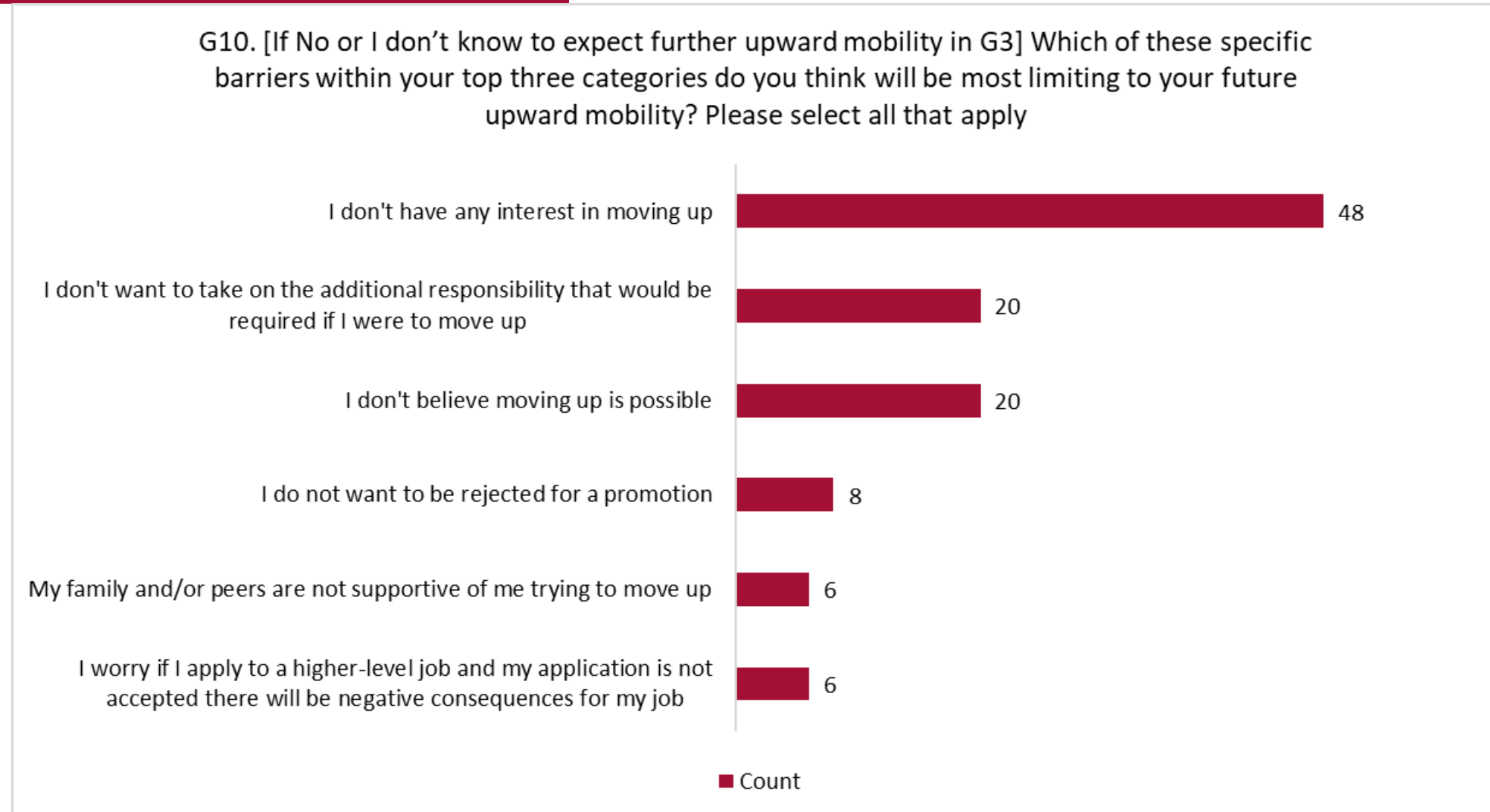


N = 118 (those who selected “Career pathways” as one of their top three groups of barriers for anticipated future mobility)

Section G – Barriers

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

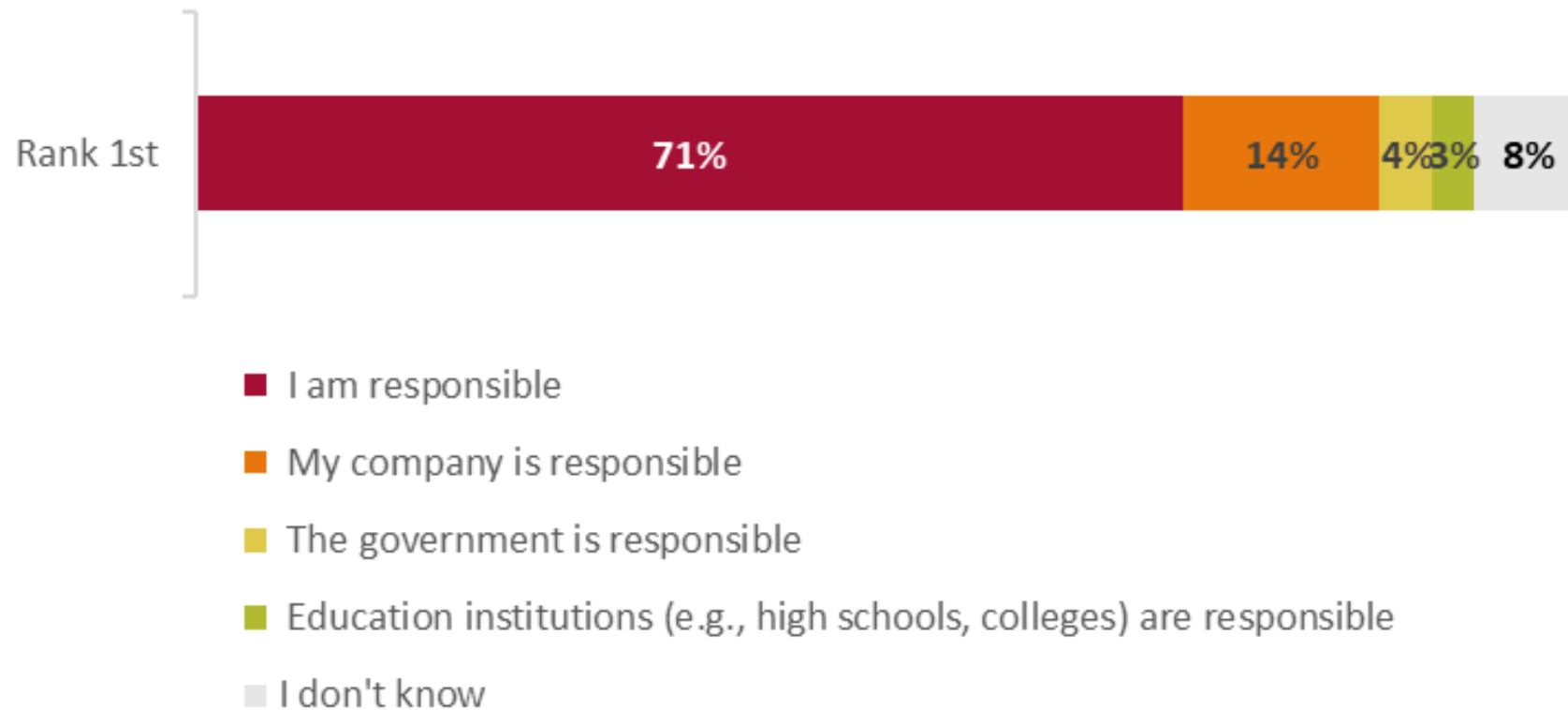
Section H

Your attitudes about upward mobility

Section H
Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H1. Who is responsible for your overall upward mobility?



	Average Rank
I am responsible	1.25
My company is responsible	2.01
The government is responsible	3.30
Education institutions are responsible	2.63

N = 1,025

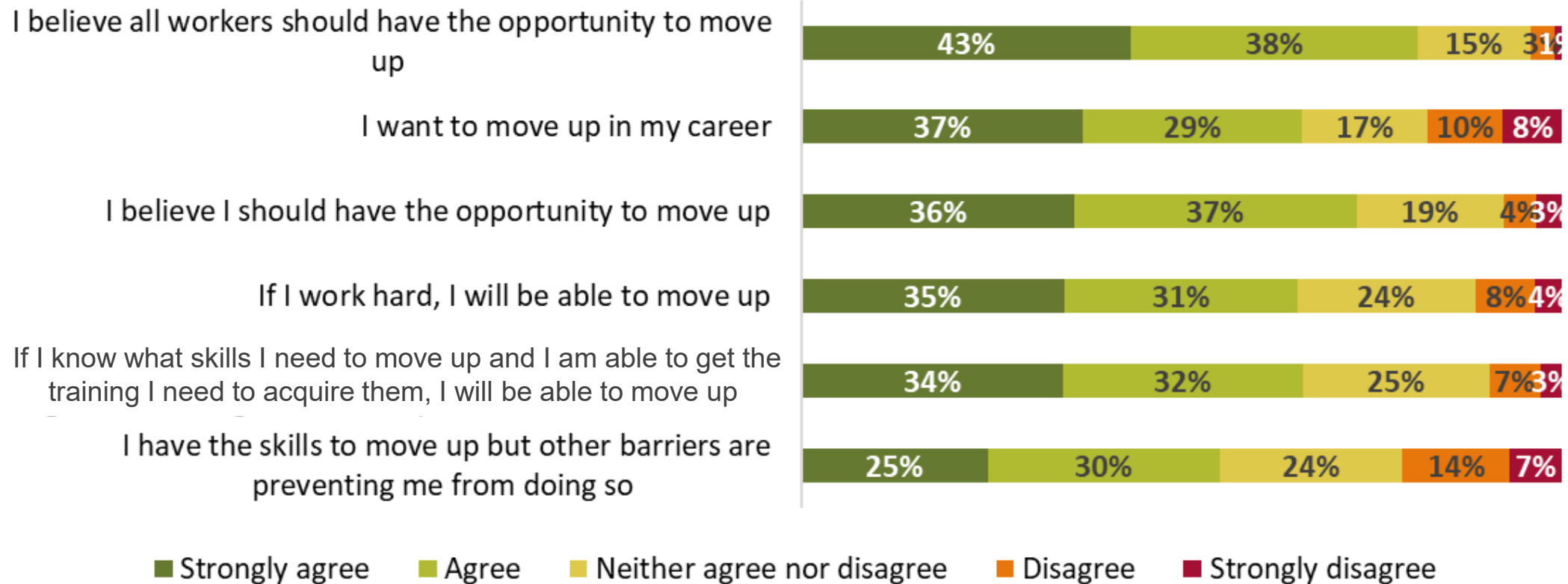
Note: Respondents were shown all four response options and asked to rank them. 1 = ranked most responsible, 4 = ranked most responsible.

Section H

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

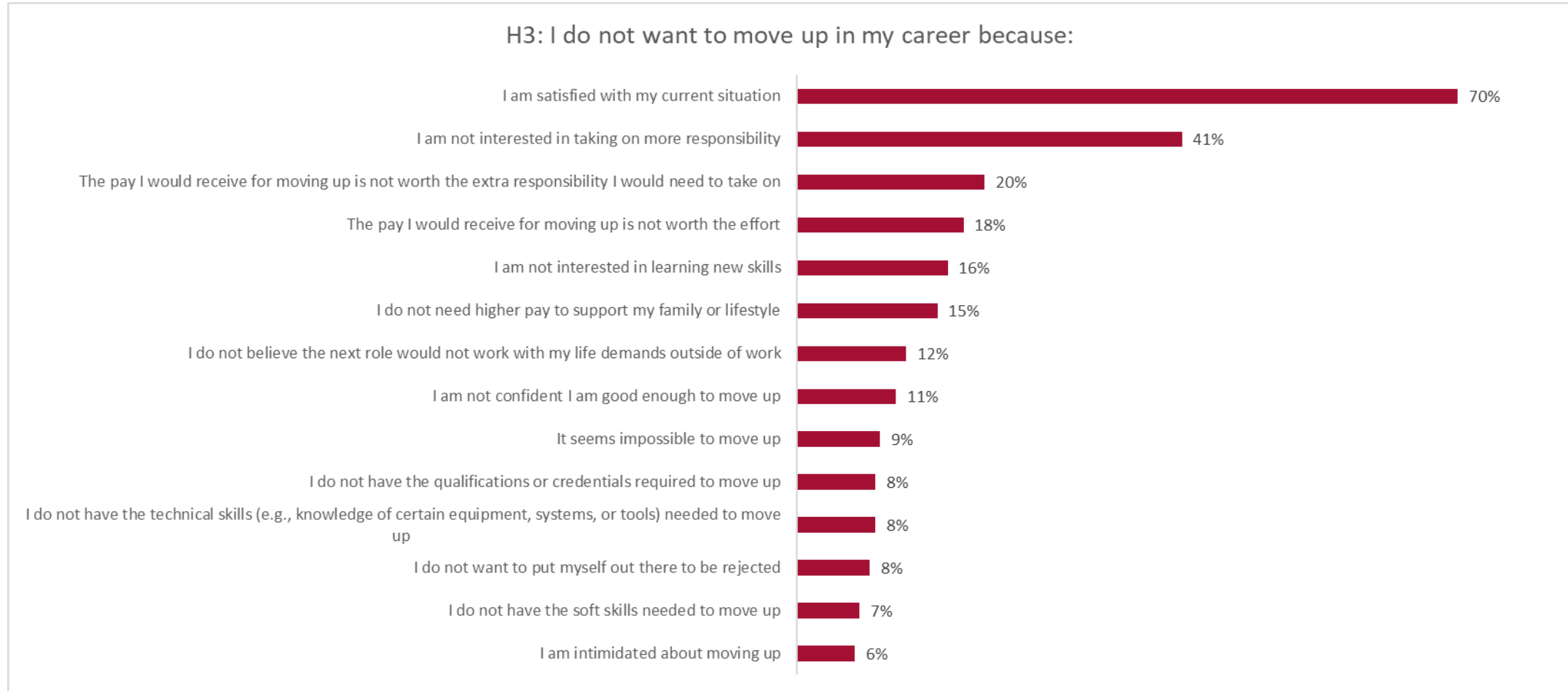
H2: Please indicate how strongly you agree or disagree with each of the following statements:



Section H

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Section I

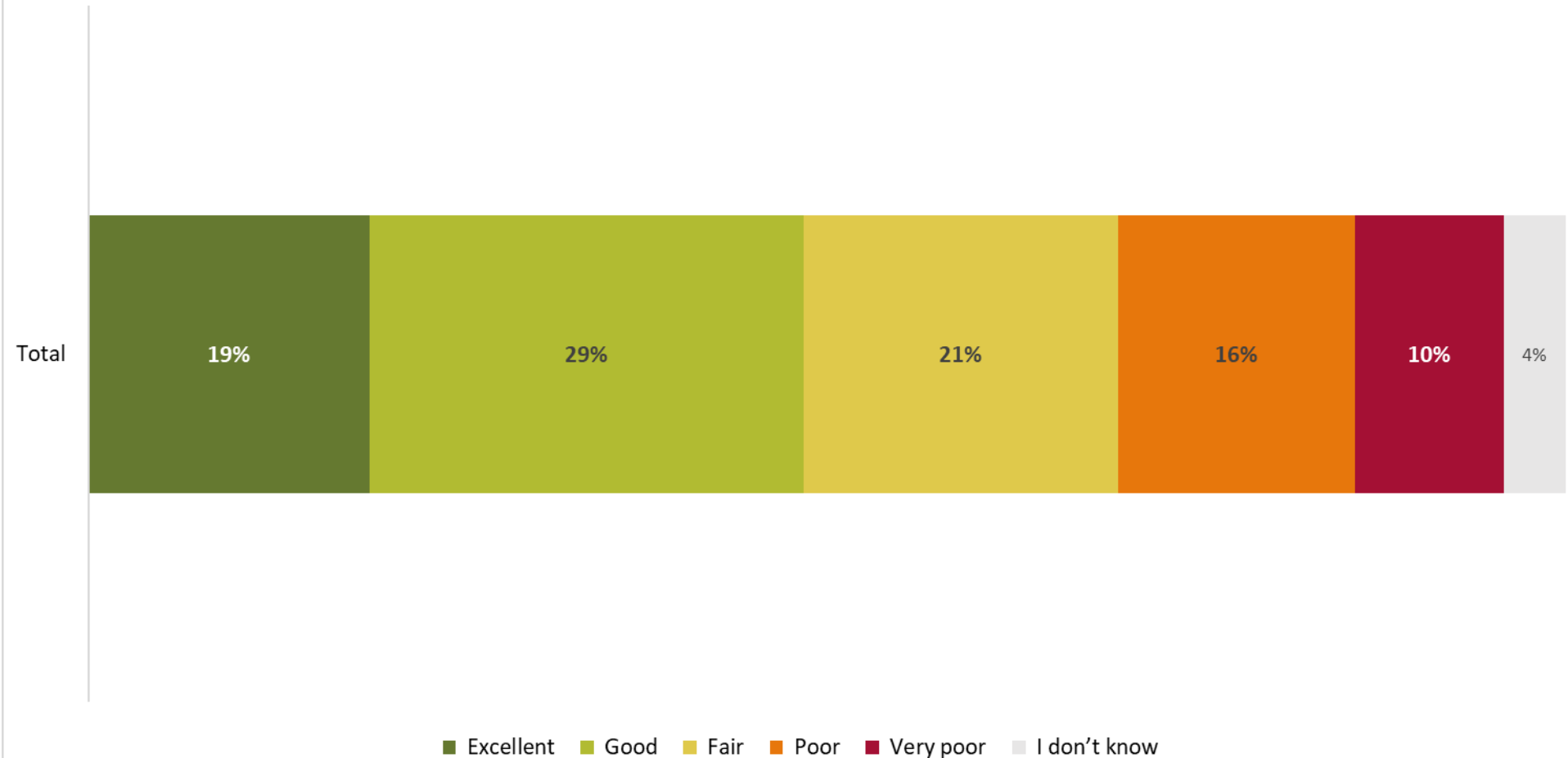
Final thoughts

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

I1: How would you grade your current company's performance in increasing the upward mobility of workers at your pay level?



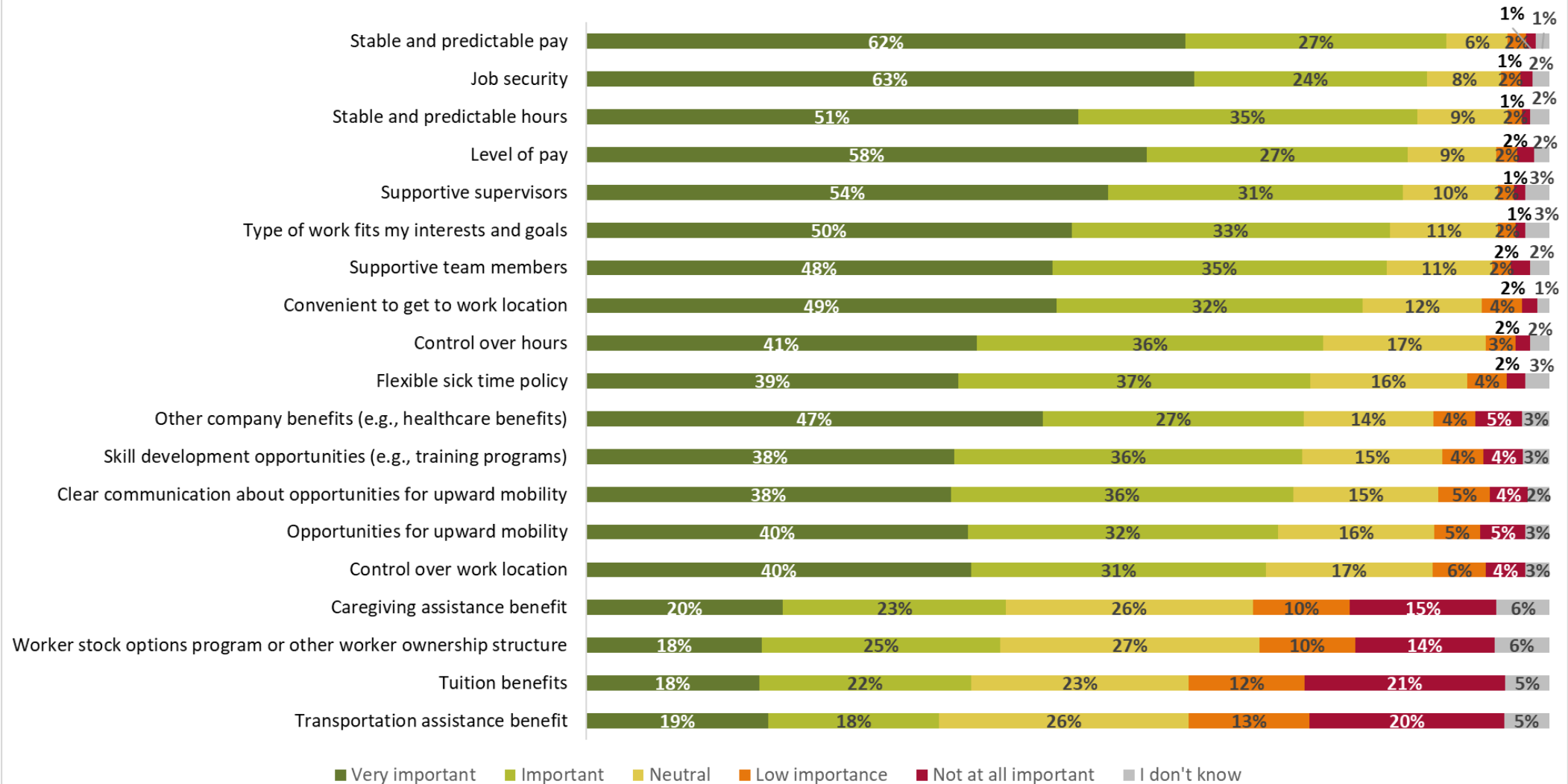
N = 1,025

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



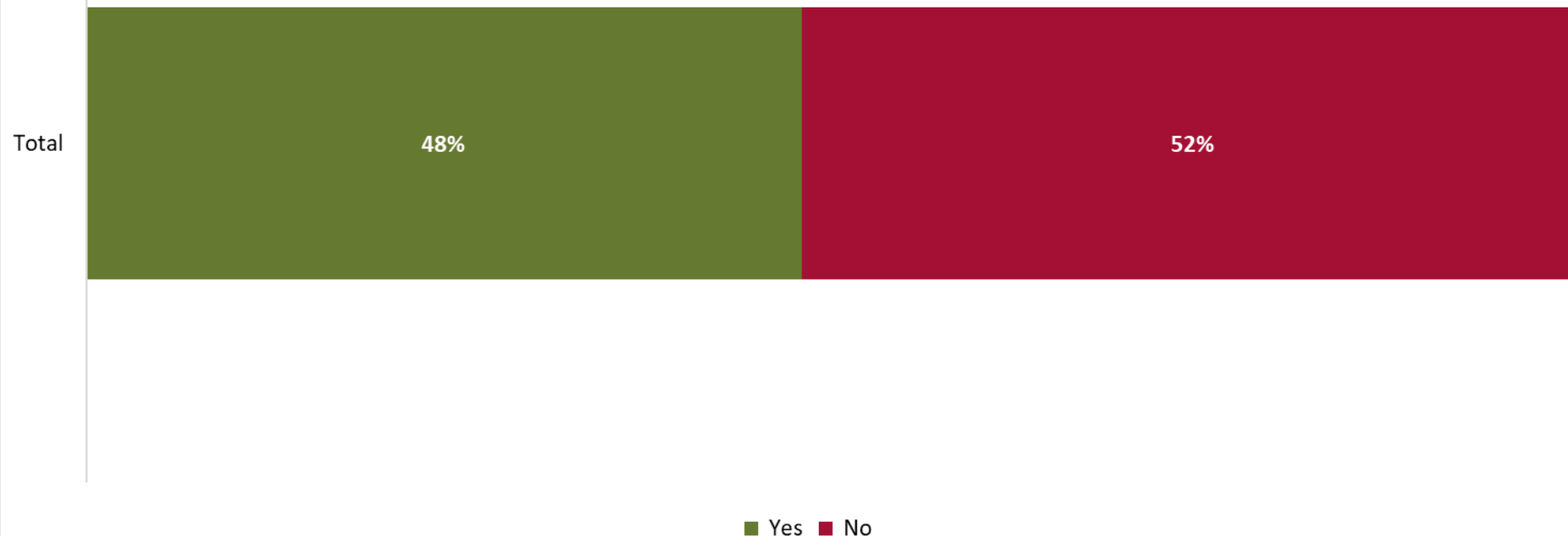
N = 1,025

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

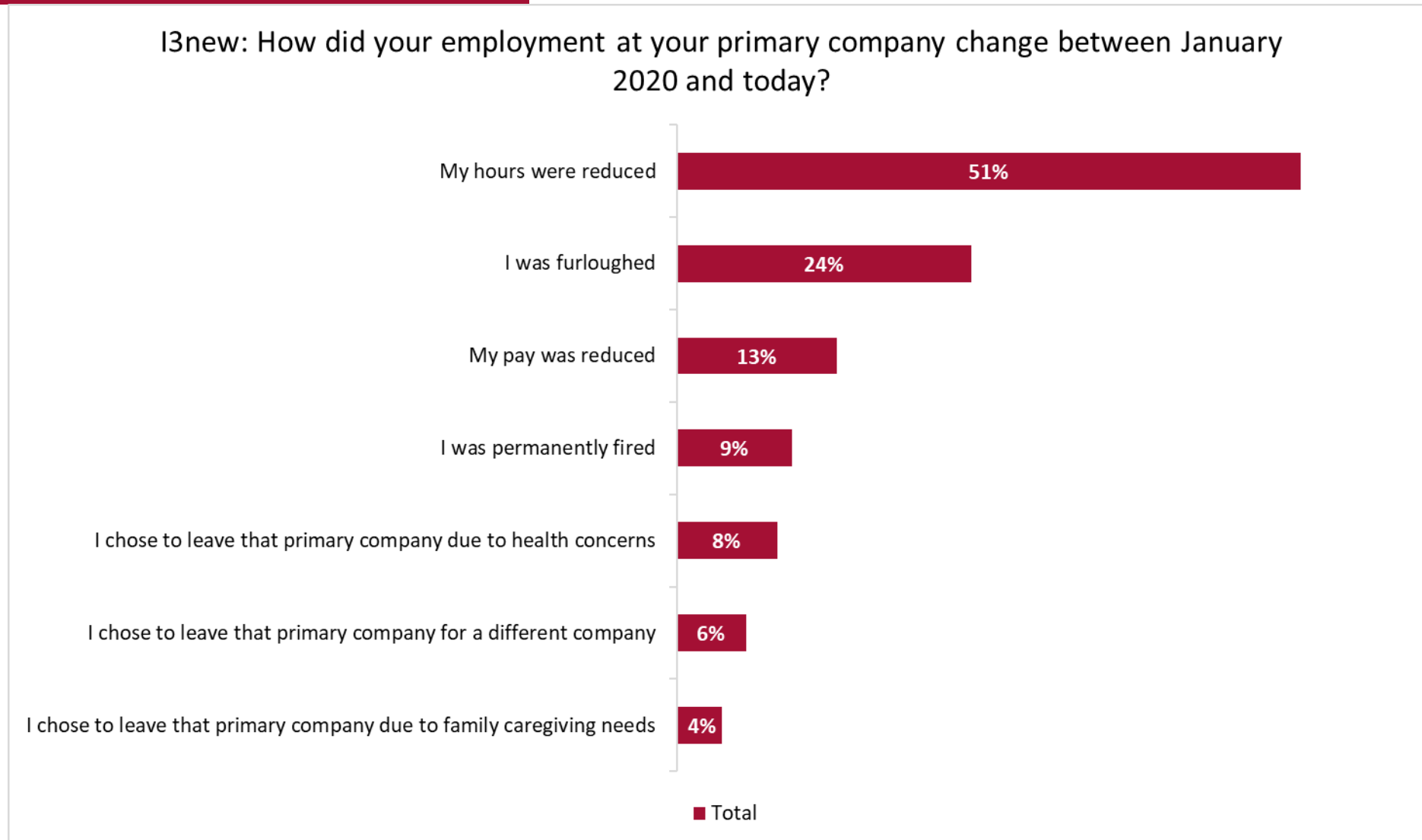
I2NEW: Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



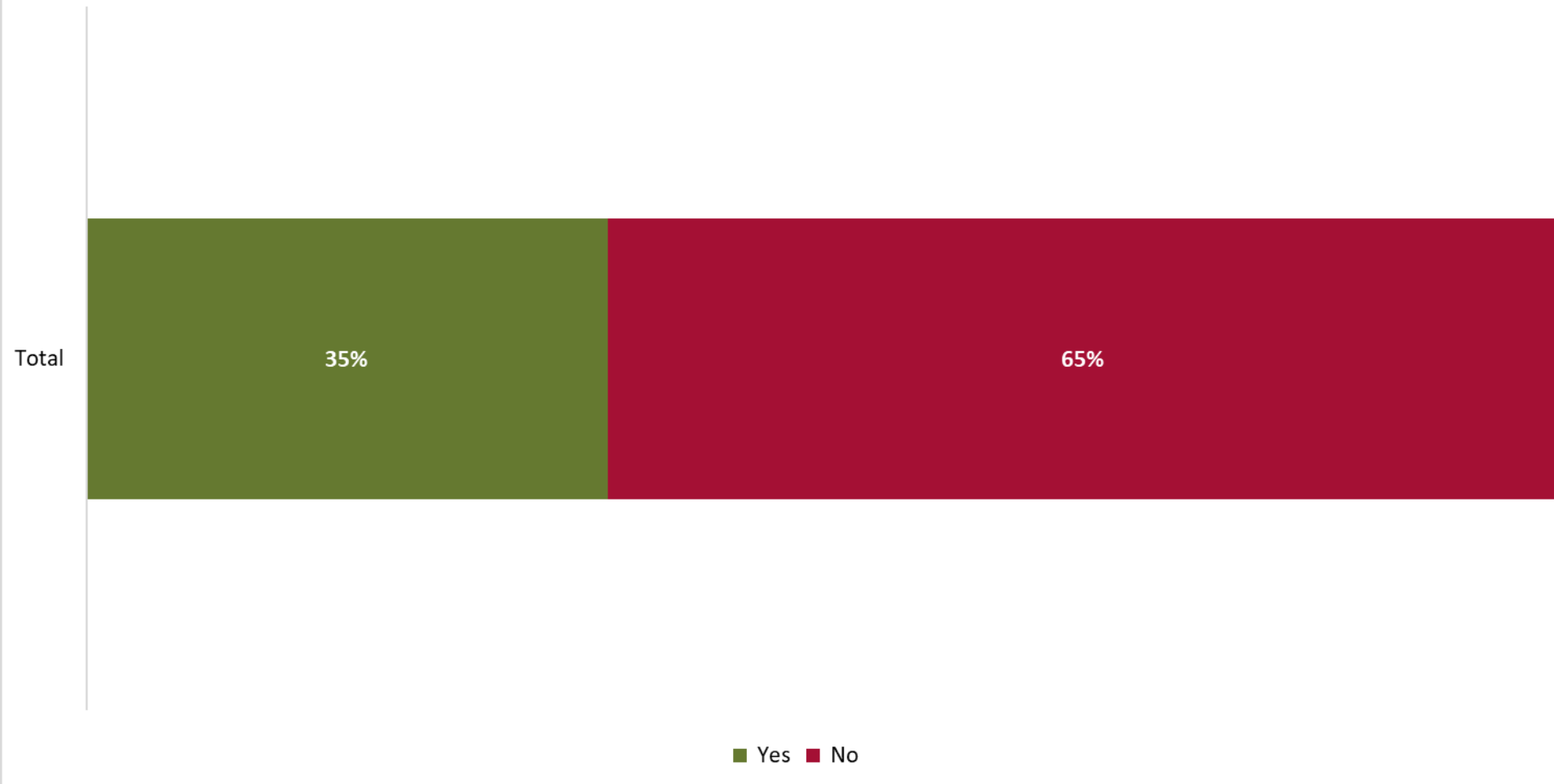
N = 490 (respondents whose employment at their primary company changed between January 2020 and today)

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?



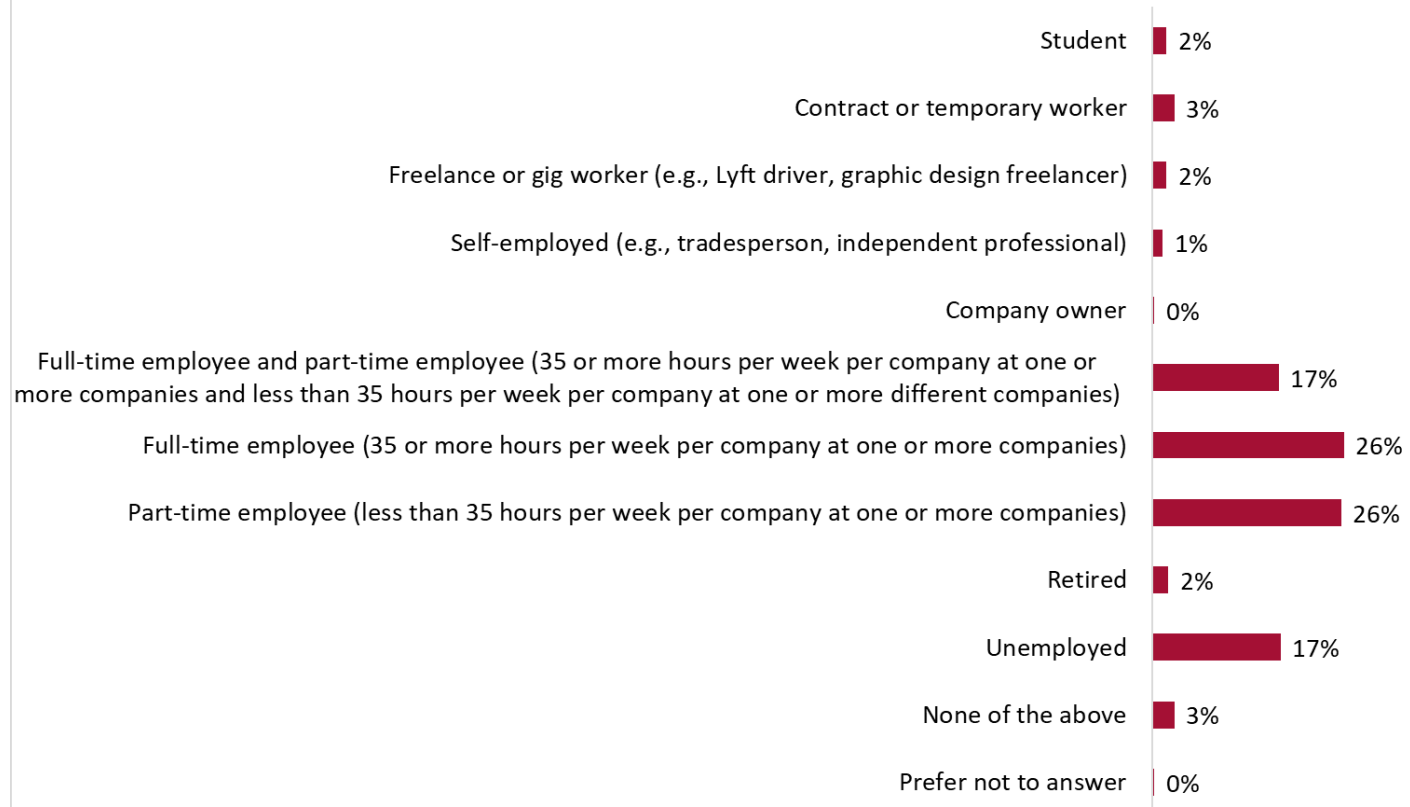
N = 1,025

Section I

Final thoughts

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

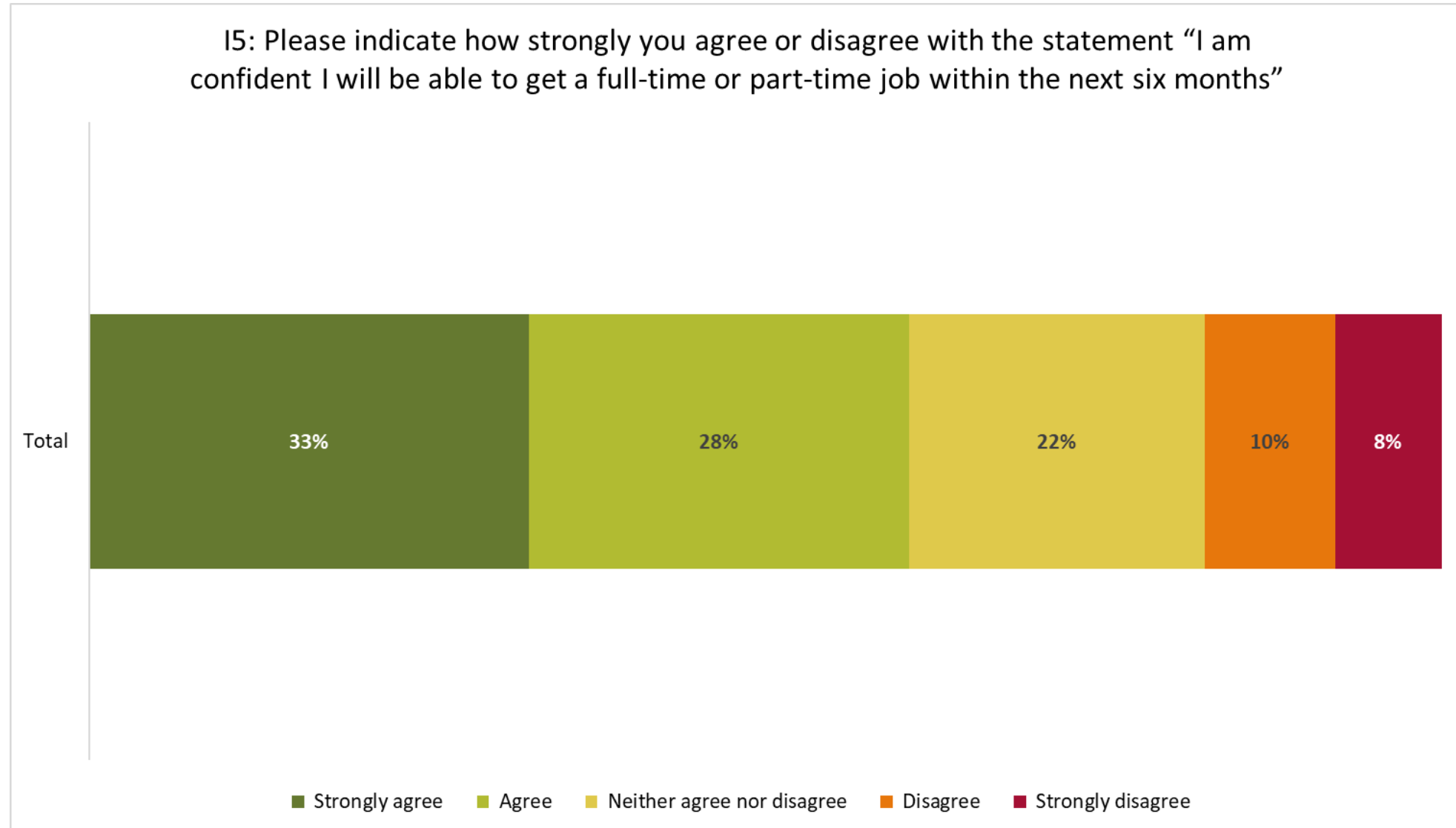


N = 363 (those whose employment status changed since January 2020)

Section I

Final thoughts

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



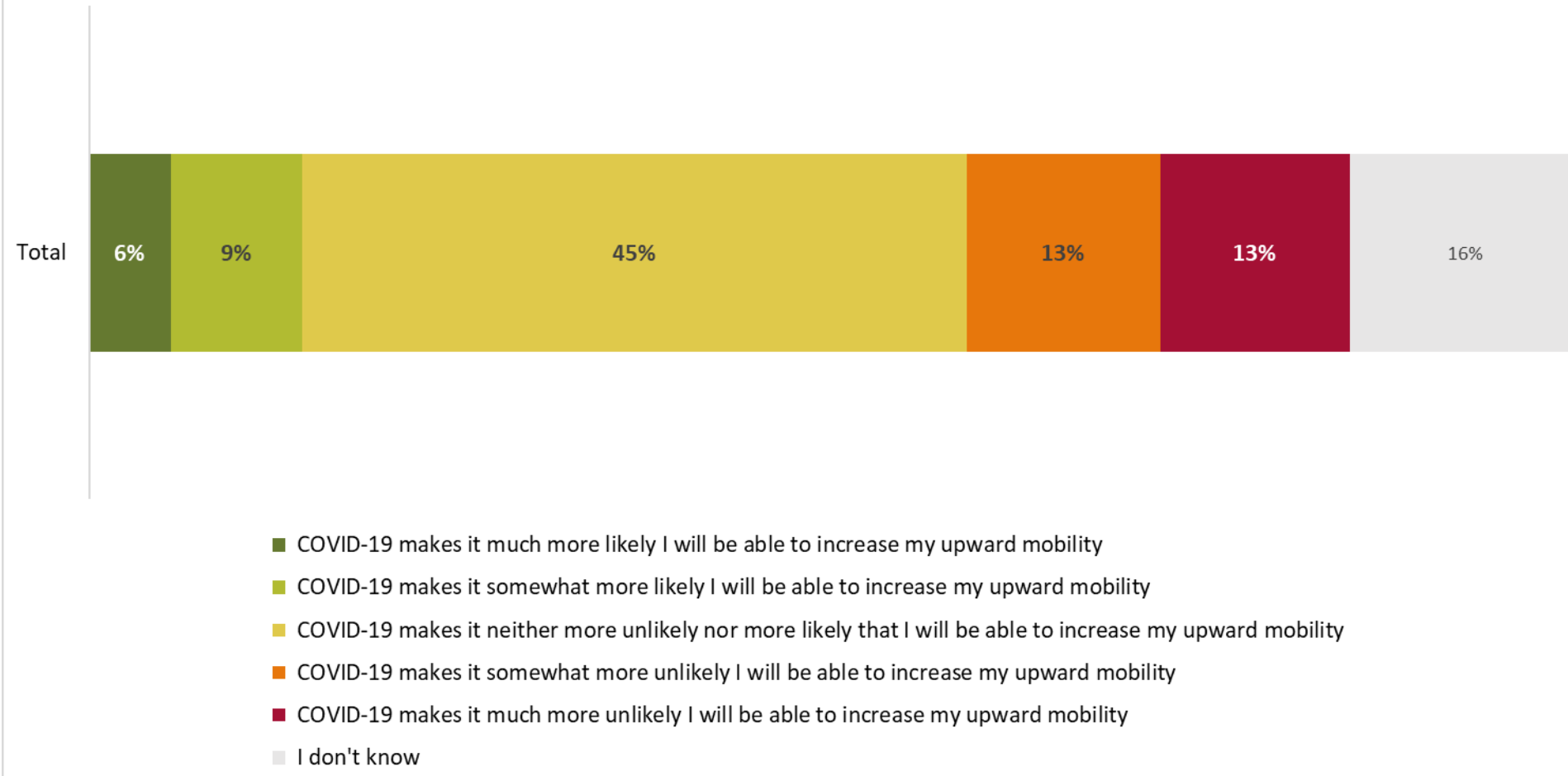
N = 911 (Did not change employment status/Changed employment status and are full-time or part-time employee)

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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