

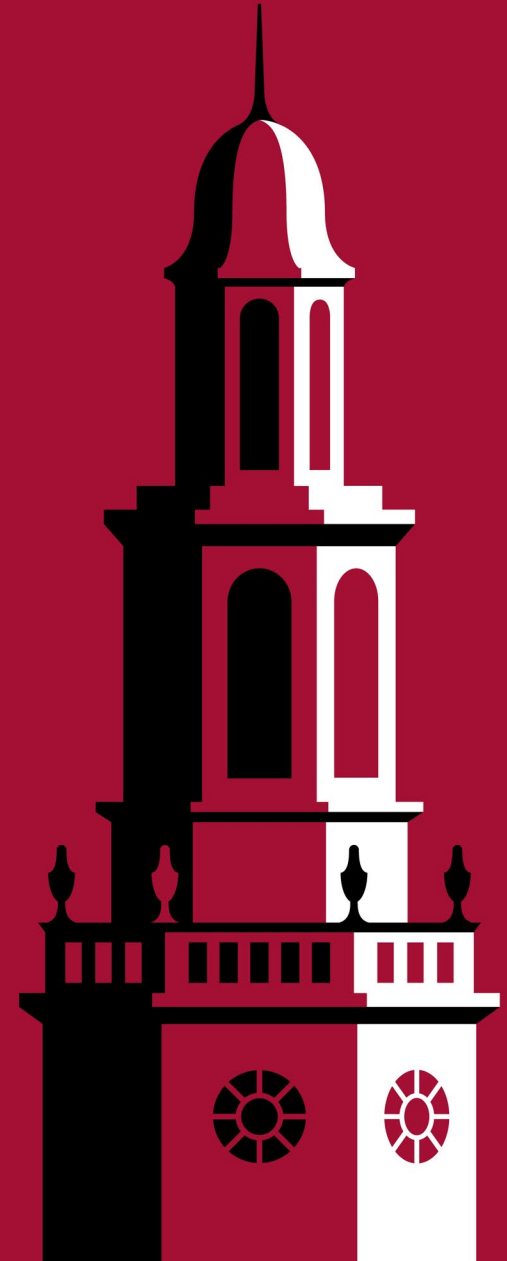
Building From the Bottom Up

Upward mobility survey of low-wage workers
(Results by Upward Mobility)



Harvard
Business
School

Managing the Future
of Work



Notes

Worker Survey – 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.

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:

“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).
- 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).

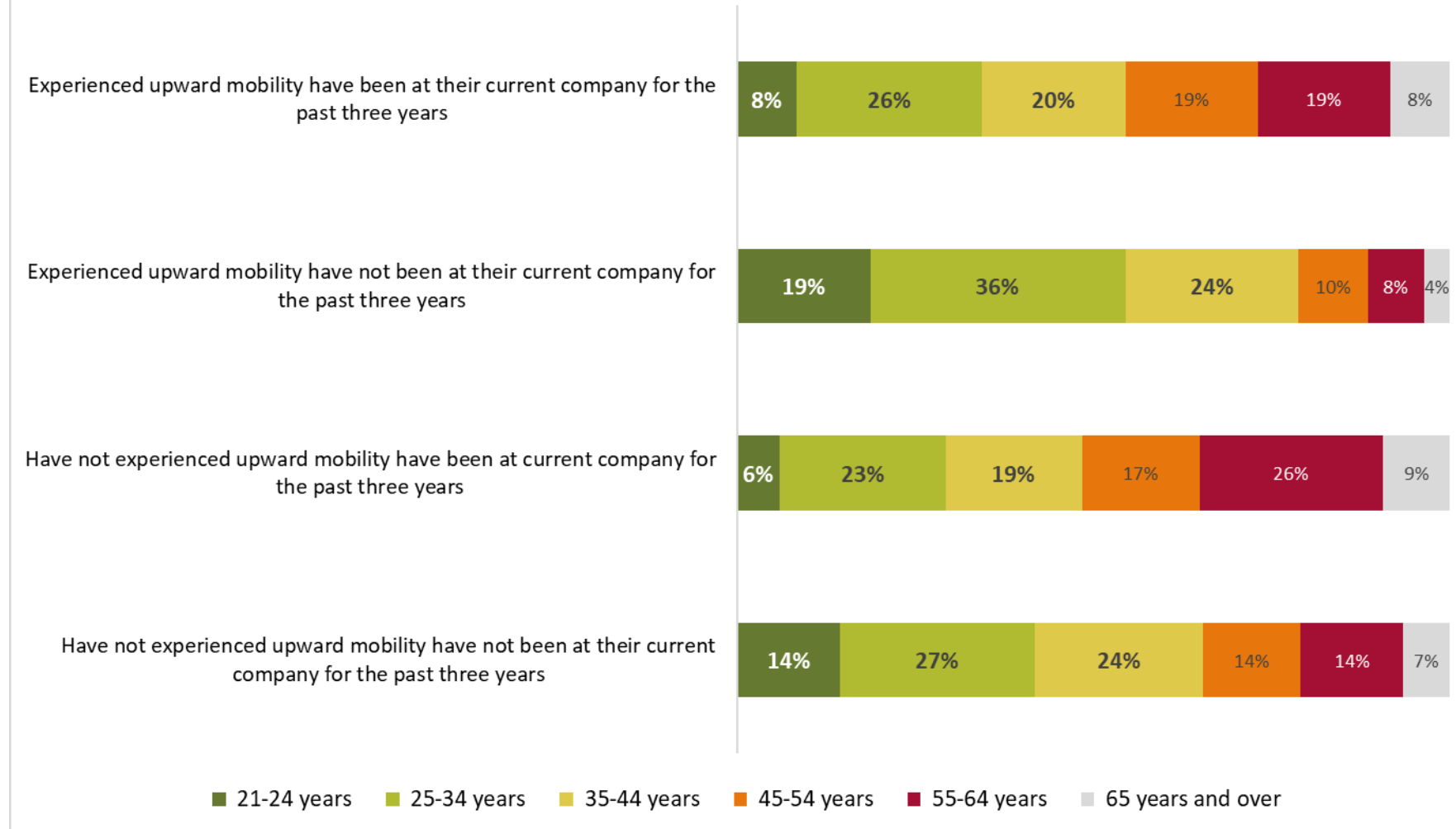
Section A

Screening Questions

Section A

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.

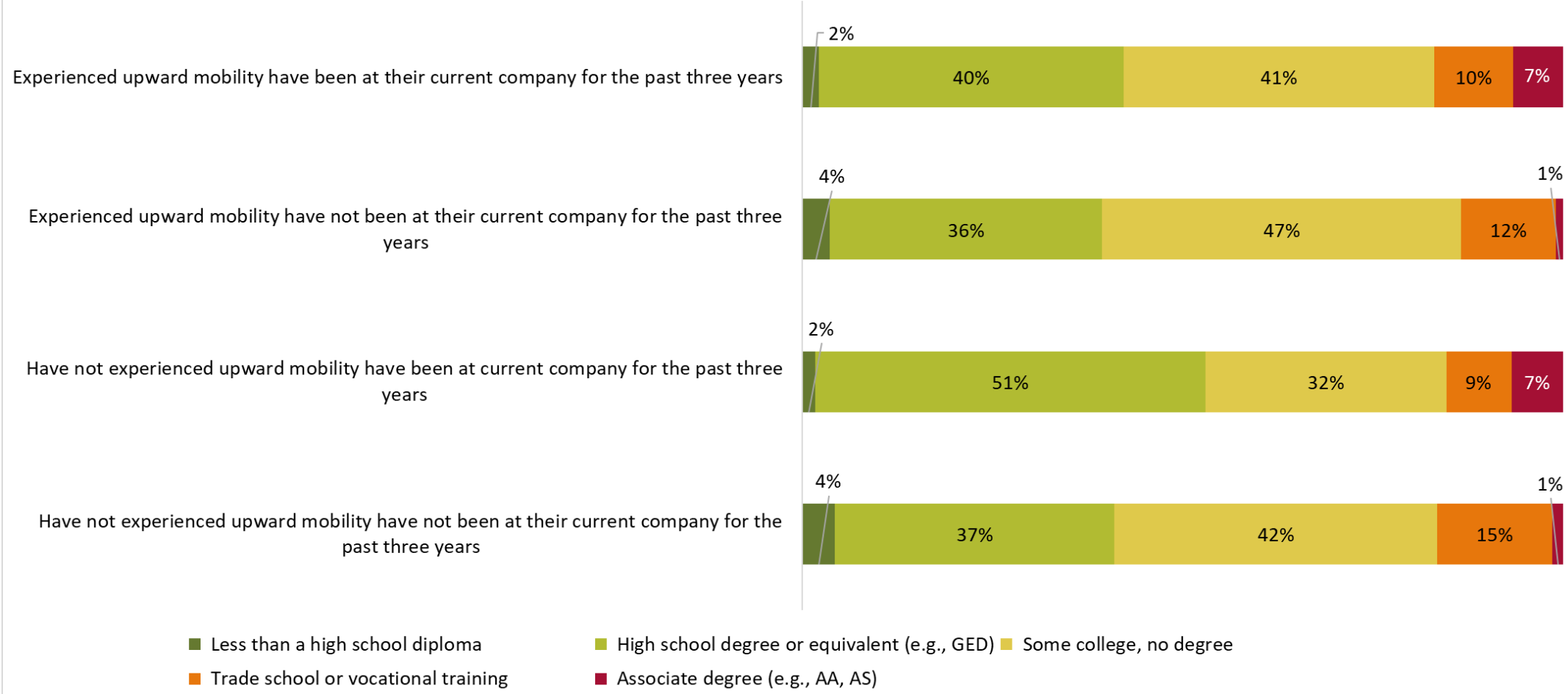
A1: How old were you in January 2020?



Section A

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.

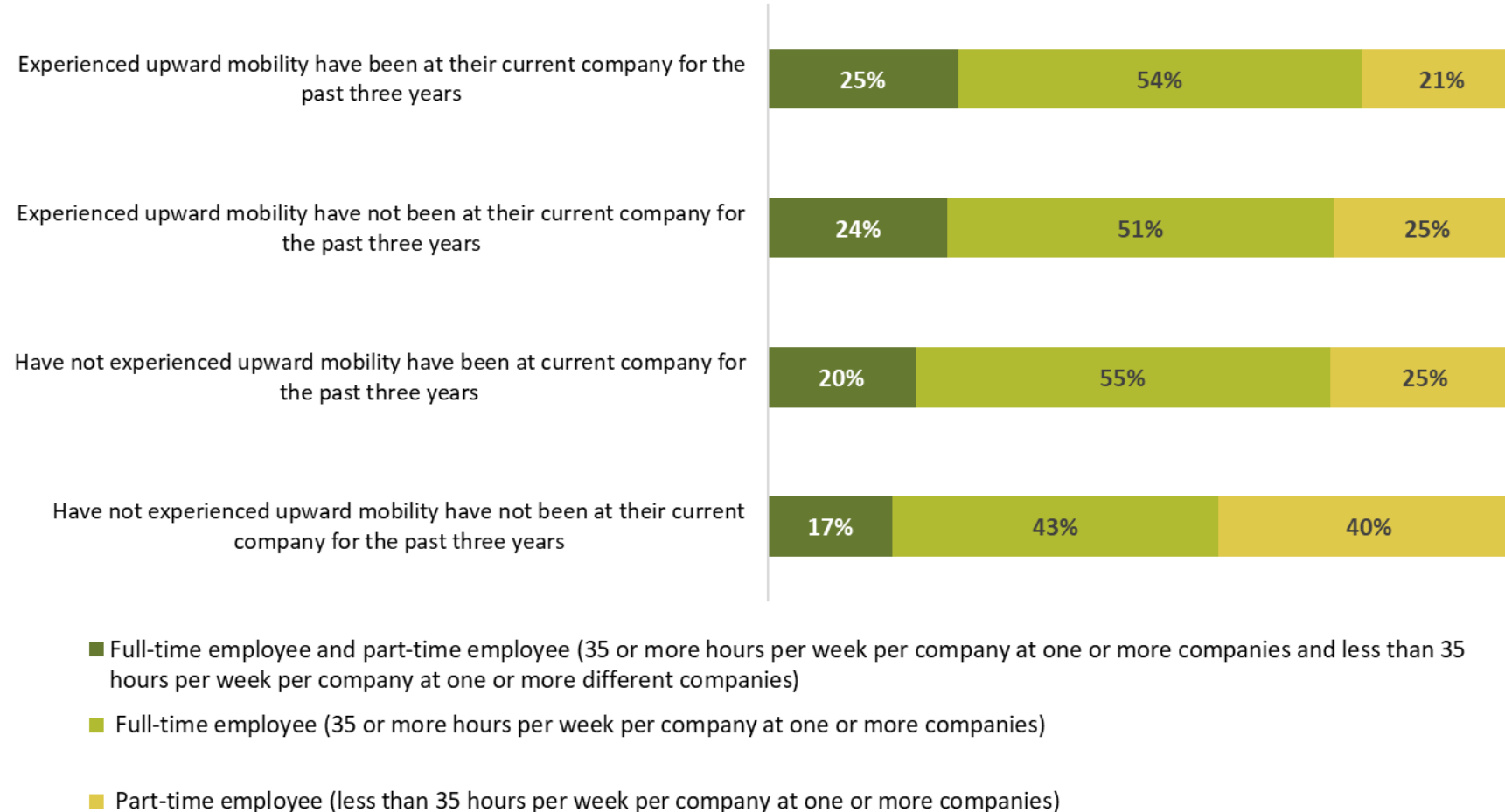
A3: What was the highest level of education you had completed by January 2020? If you were pursuing a degree or in the midst of training at that time, please choose the highest level already completed.



Section A

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.

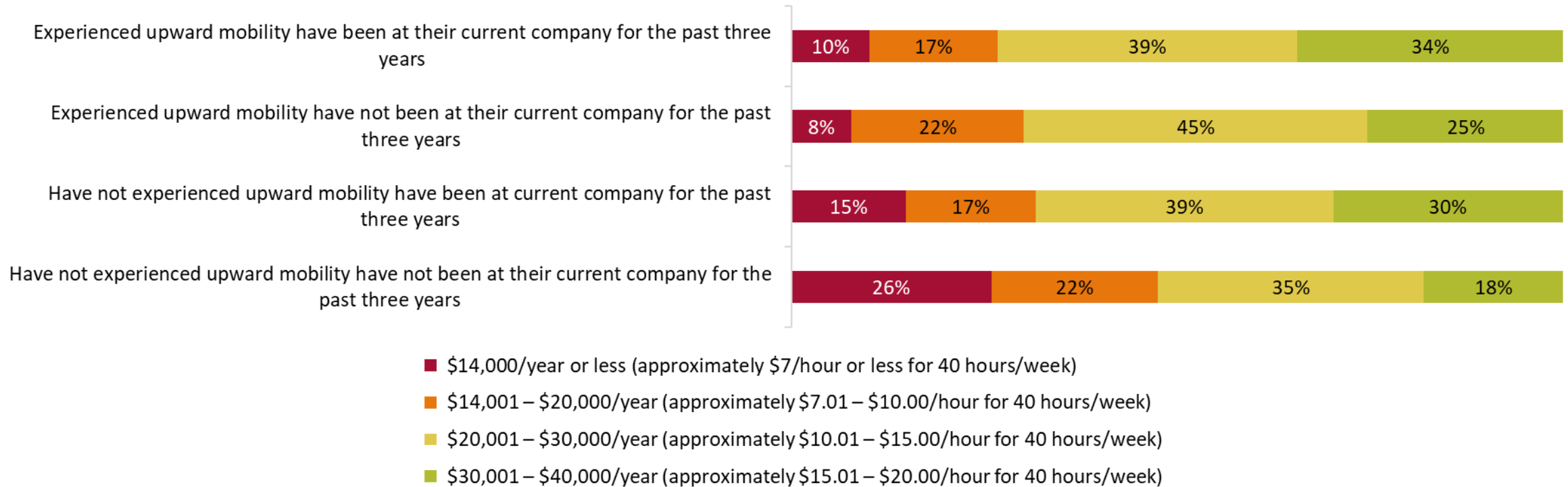
A4: Which of the following best describes your employment status in January 2020?



Section A

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.

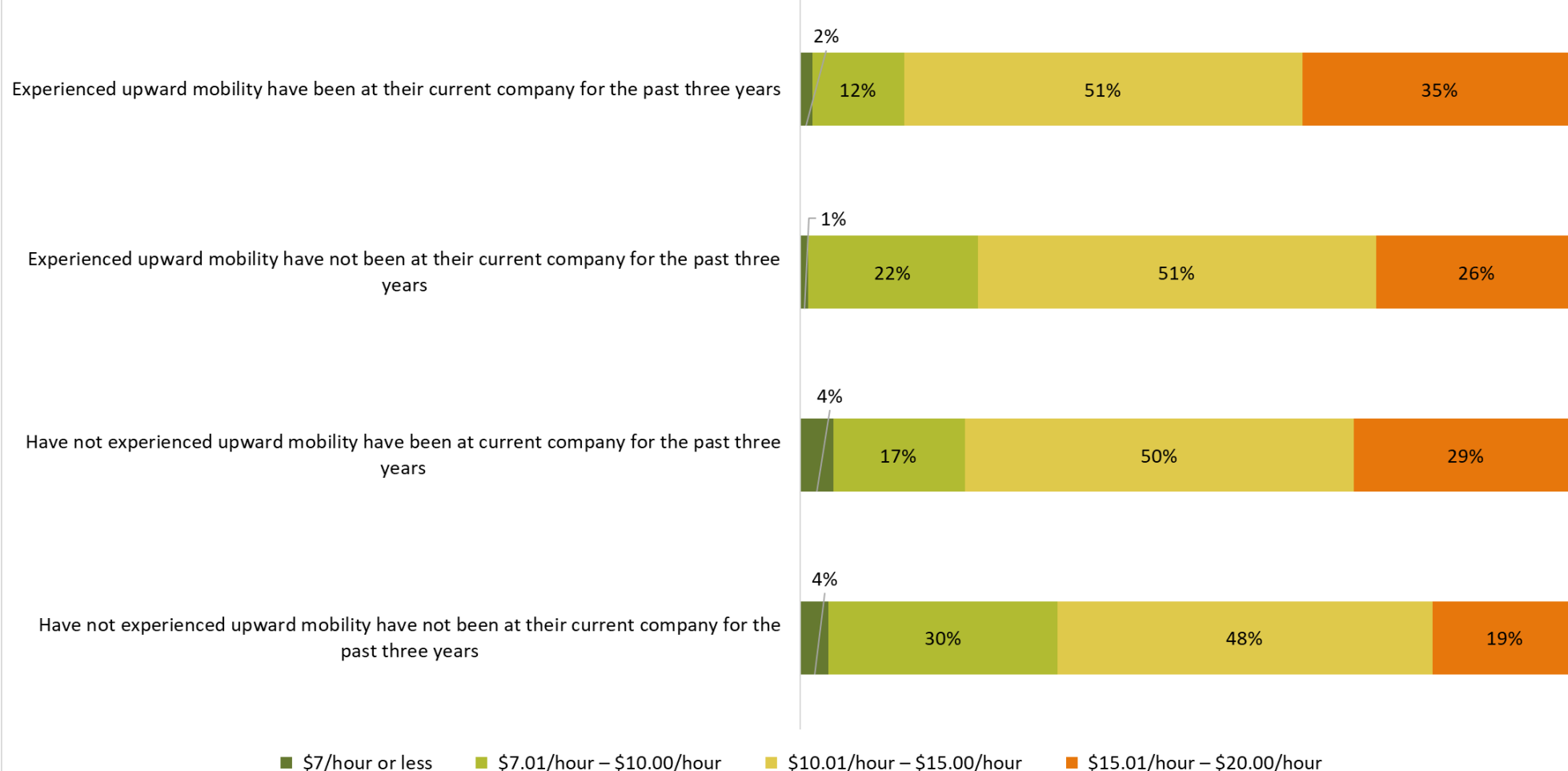
A4new: What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.



Section A

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.

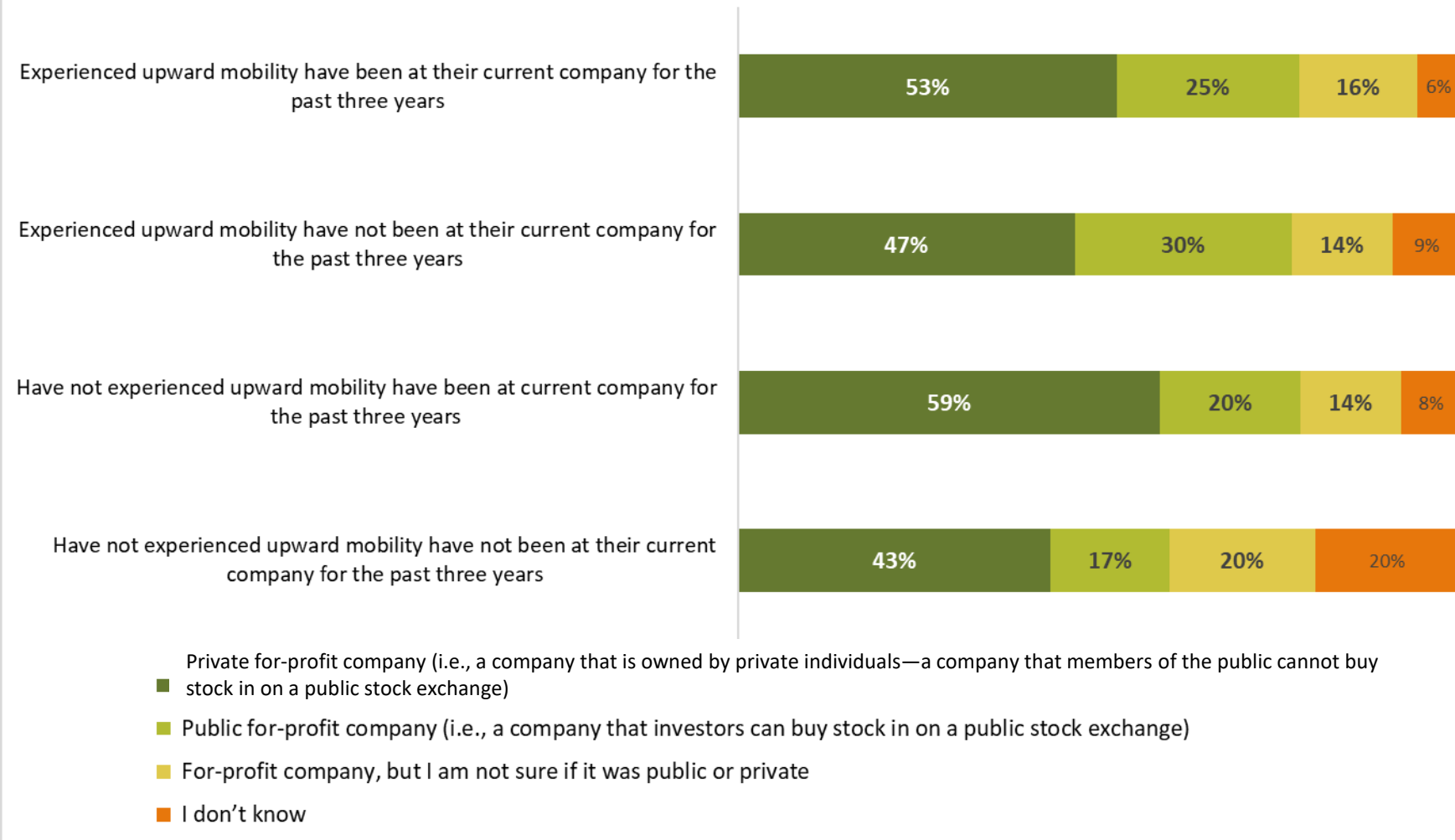
A5new: What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.



Section A

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.

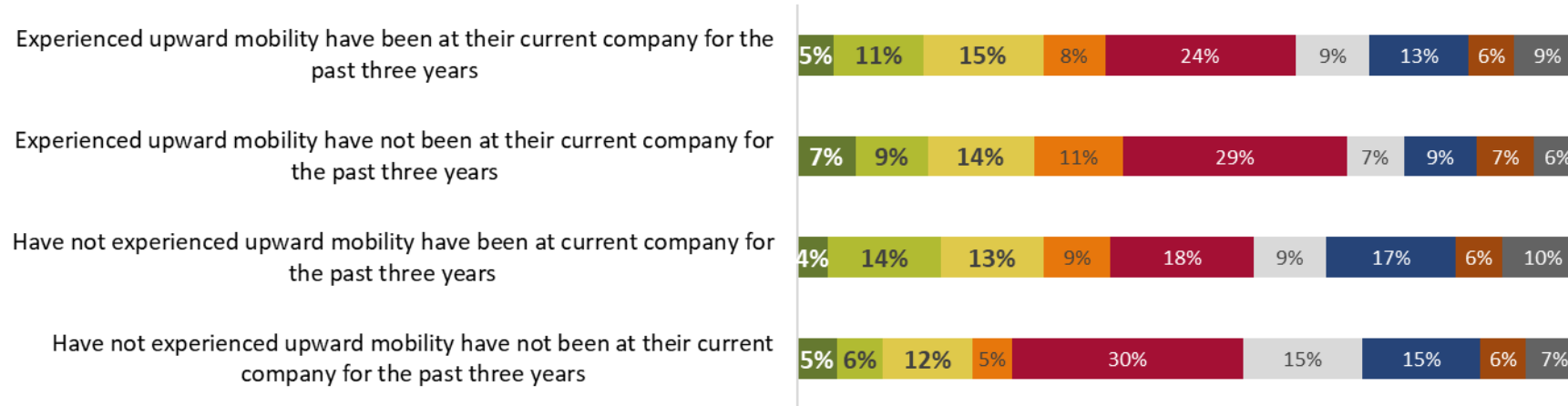
A5: In January 2020, was your primary company a:



Section A

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?

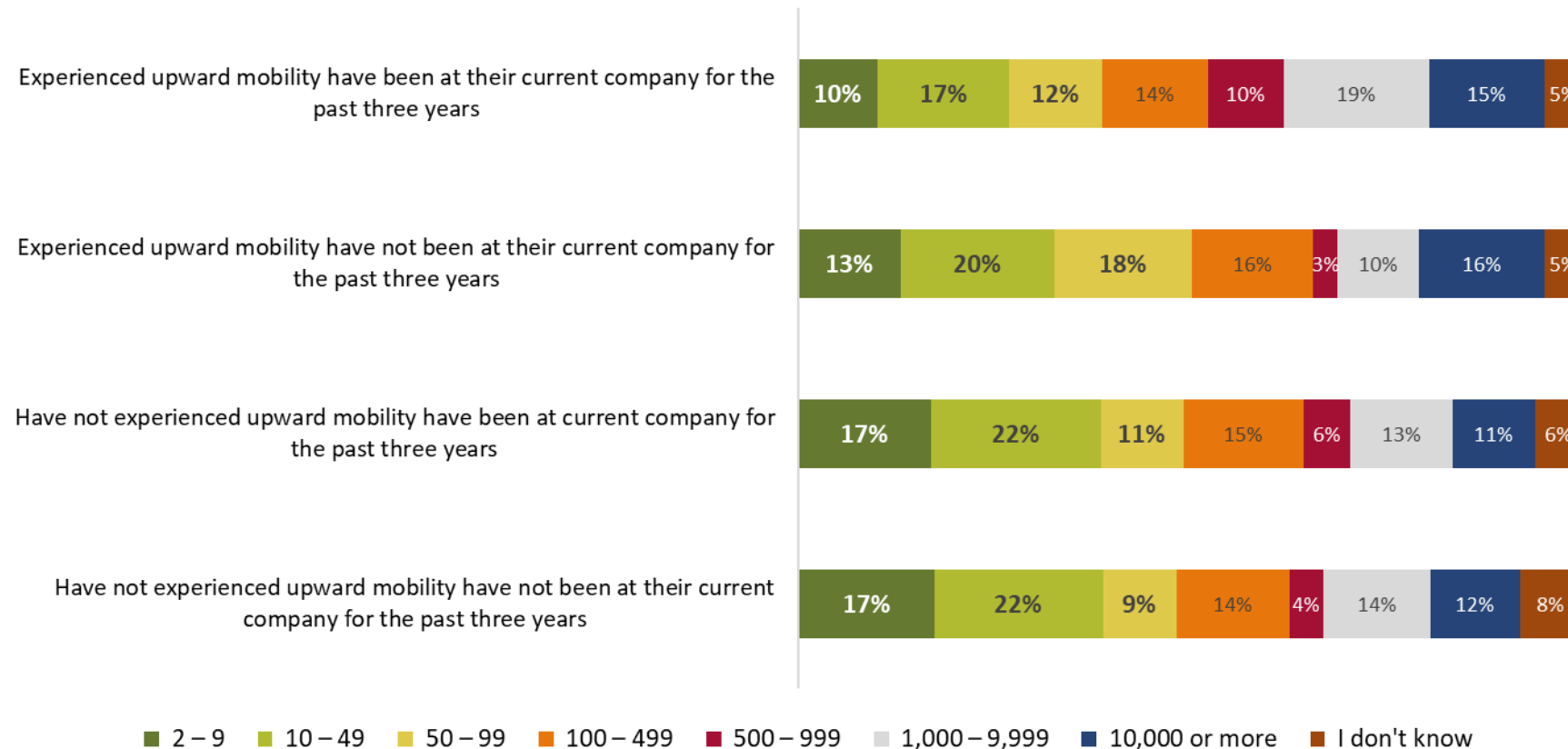


- New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
- Middle Atlantic (New Jersey, New York, Pennsylvania)
- East North Central (Indiana, Illinois, Michigan, Ohio, Wisconsin)
- West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)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

Section A

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.

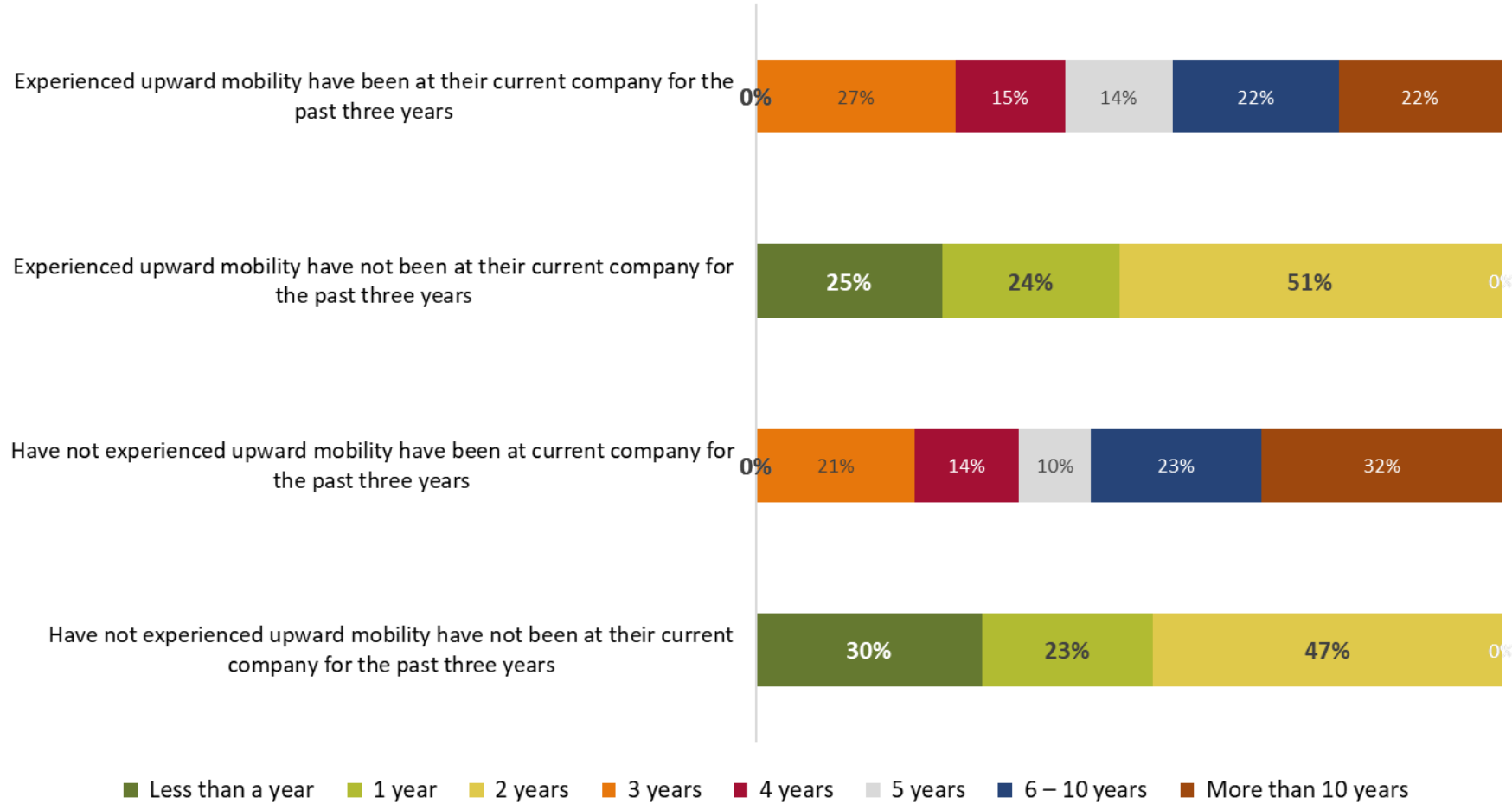
A7: Approximately how many workers did your primary company employ in January 2020? If your company has multiple locations, please include workers at all locations, including corporate headquarters, subsidiaries, and any company branches.



Section A

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.

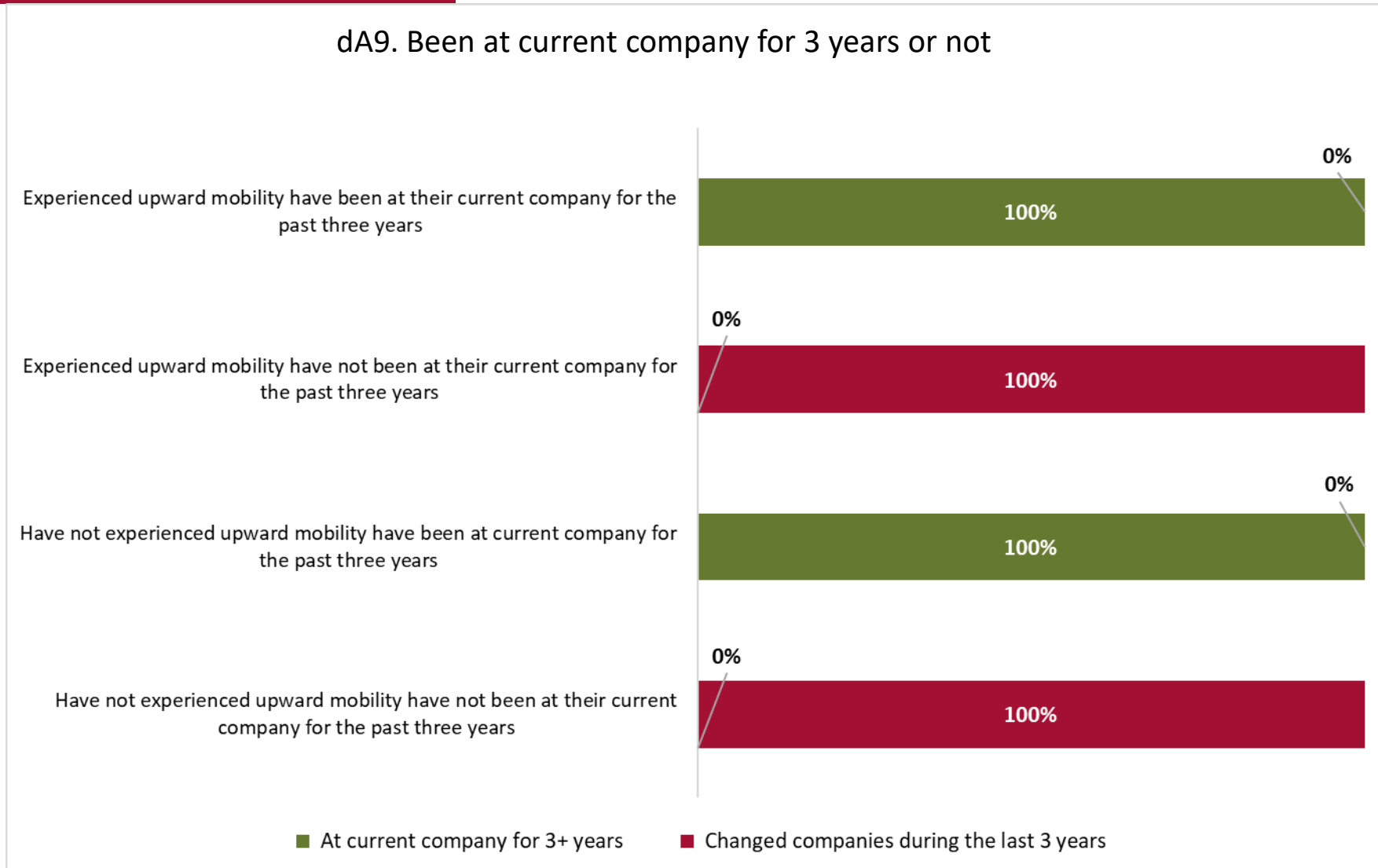
A9: How long had you been working at your primary company as of January 2020?



Section A

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

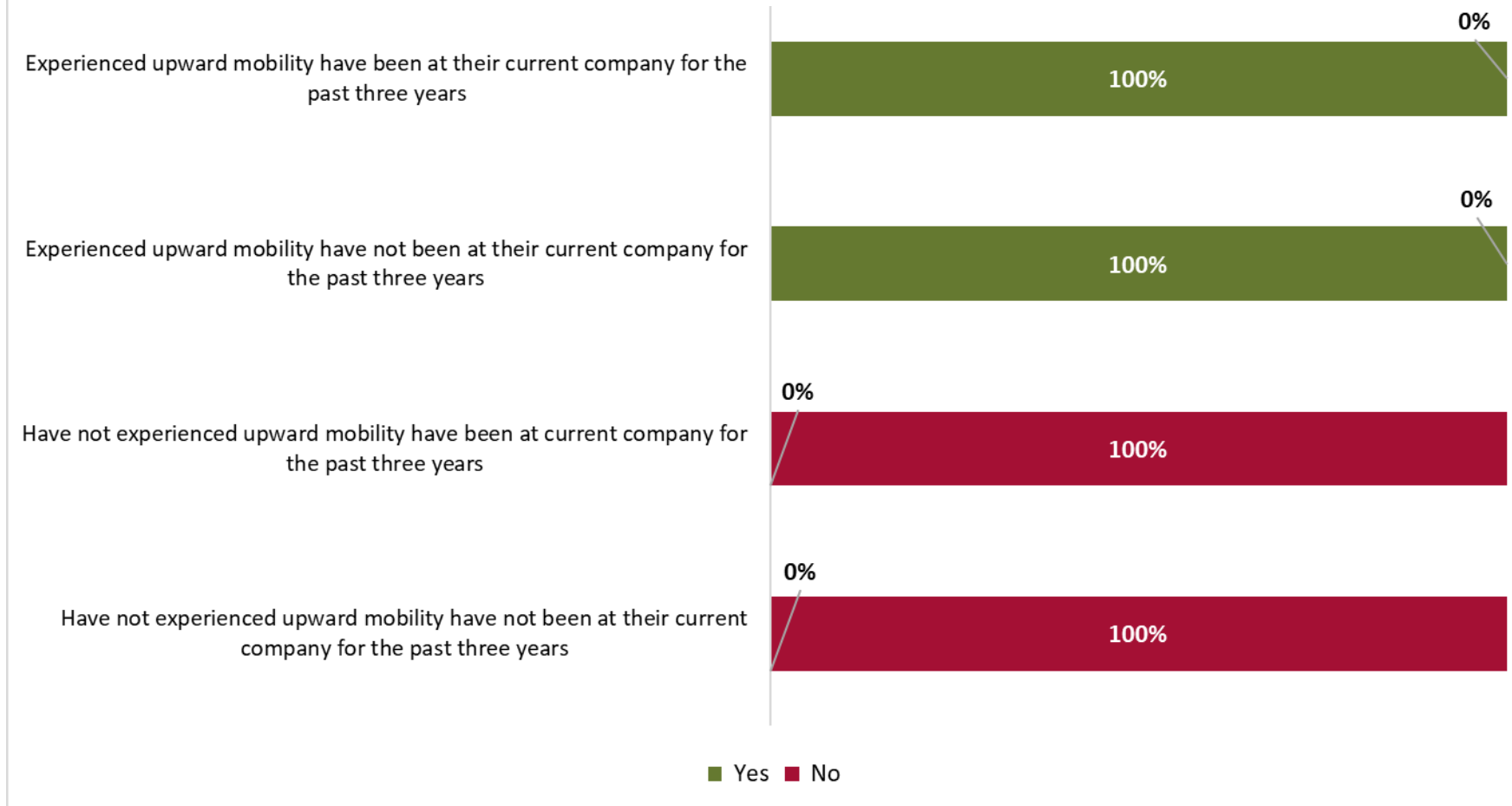


Note: this is calculated based on responses to the previous question A9

Section A

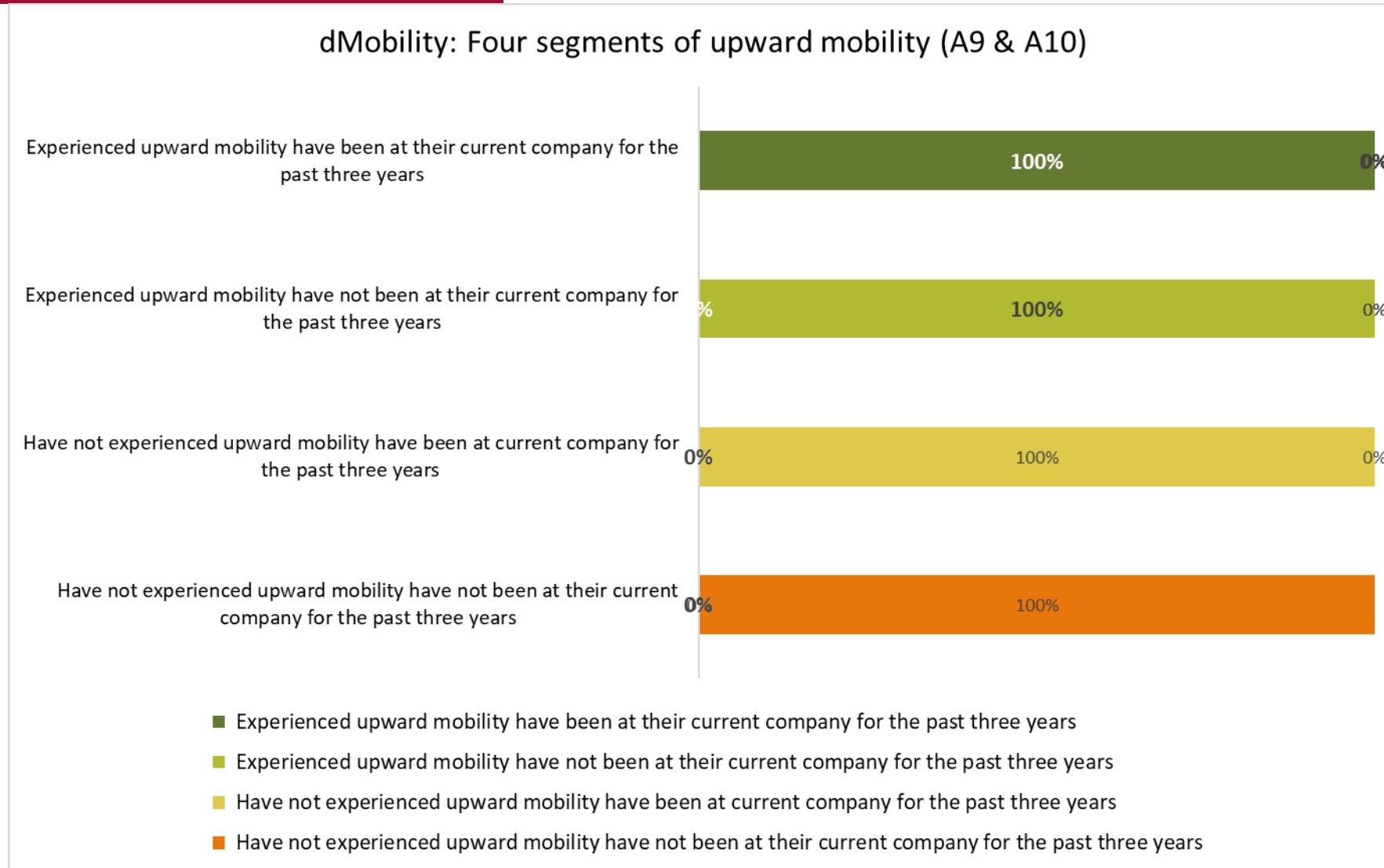
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

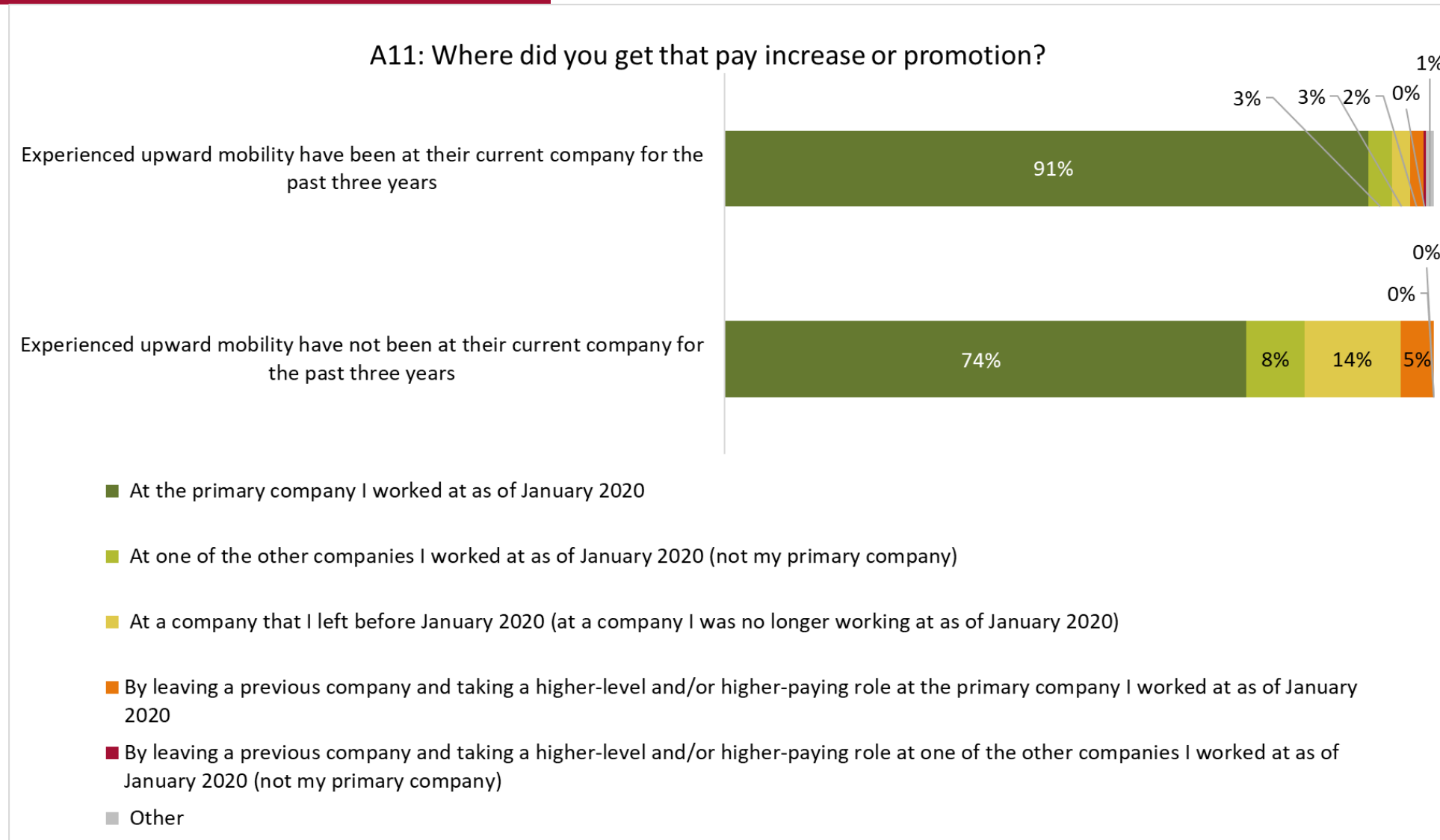
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Section A

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.

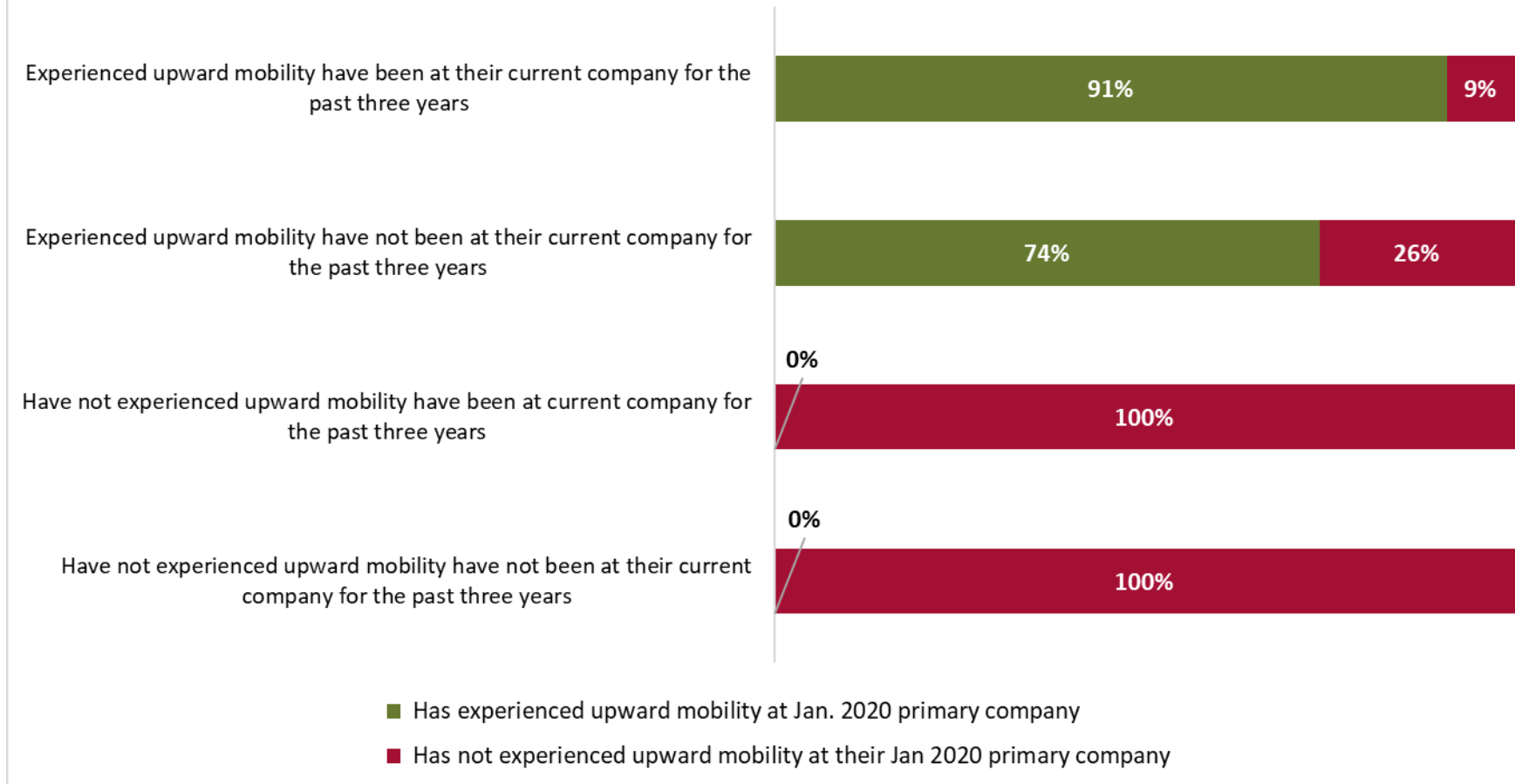


Note: Only those who achieved upward mobility (answered “yes” to question A10) answered this question

Section A

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



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.

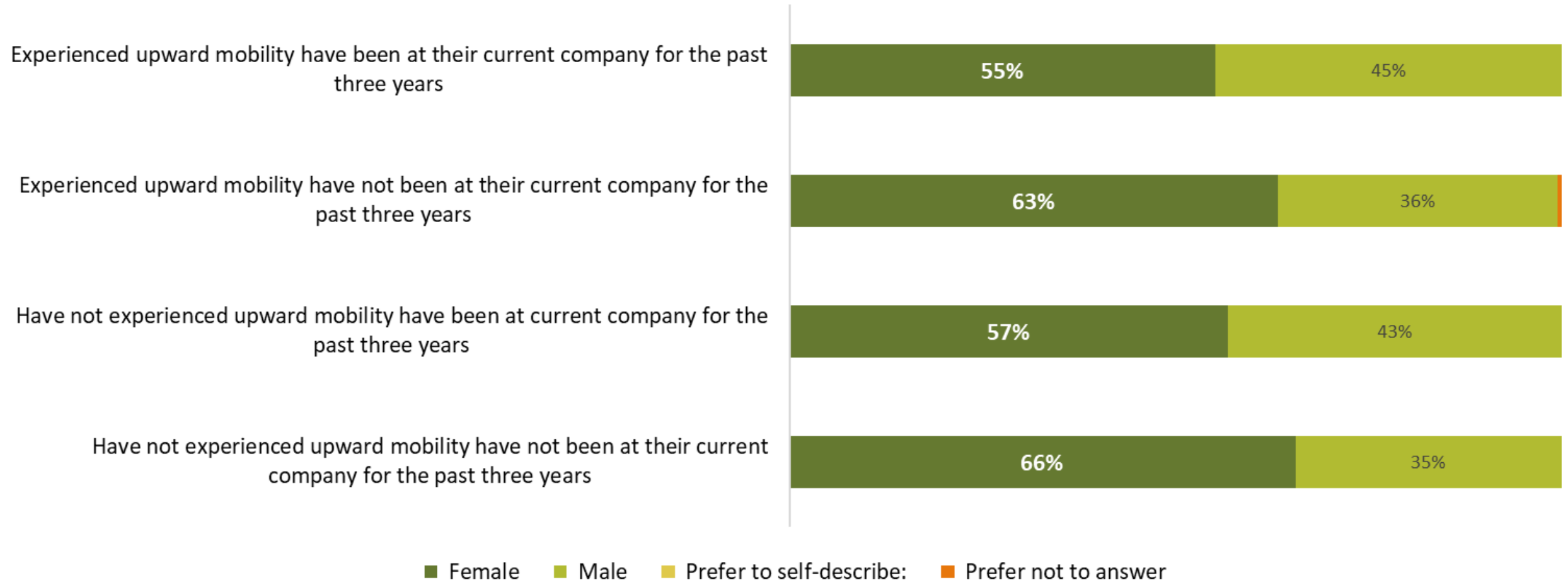
Section B

About you

Section B

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.

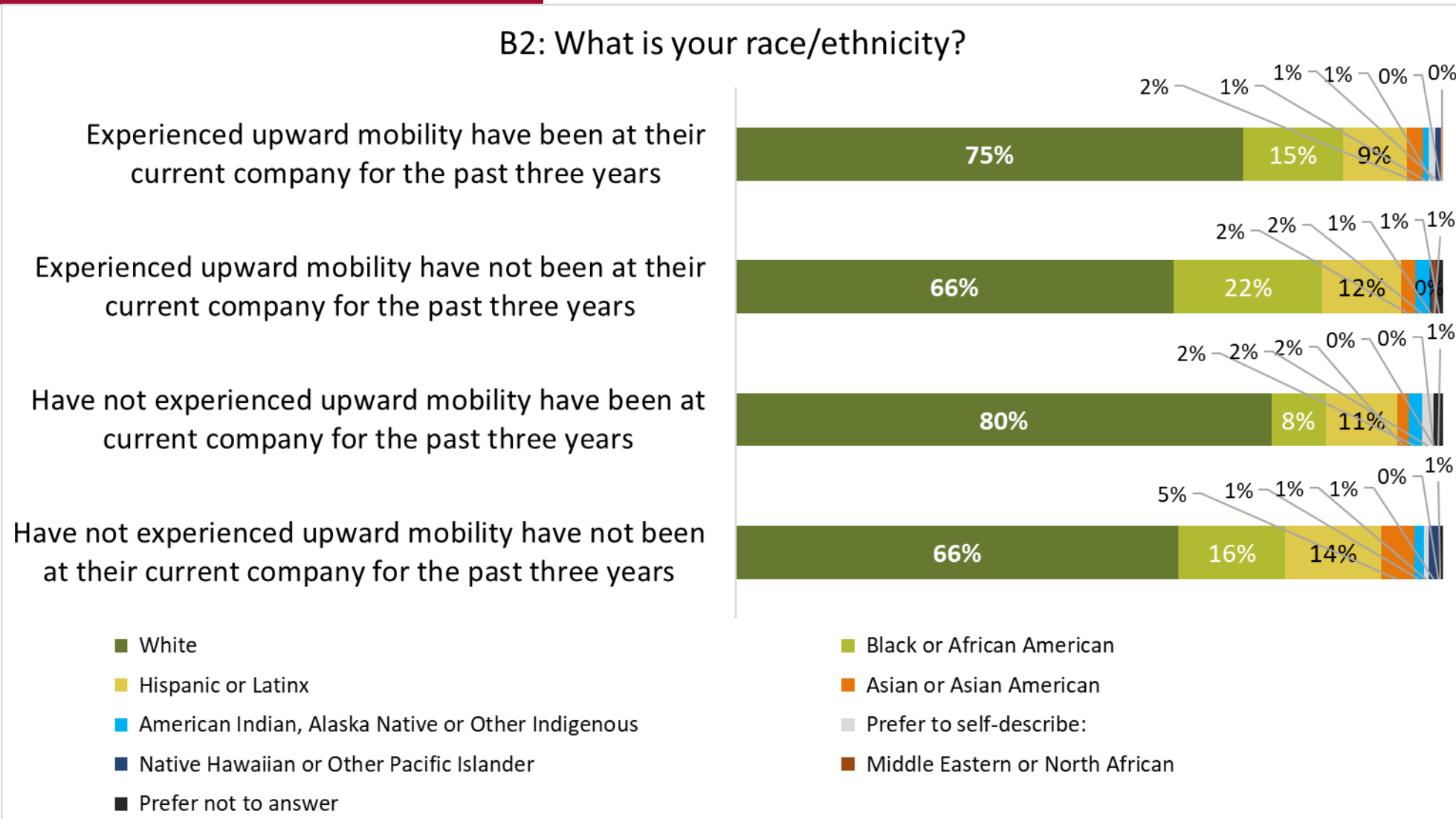
B1: What is your gender?



Section B

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.

B2: What is your race/ethnicity?

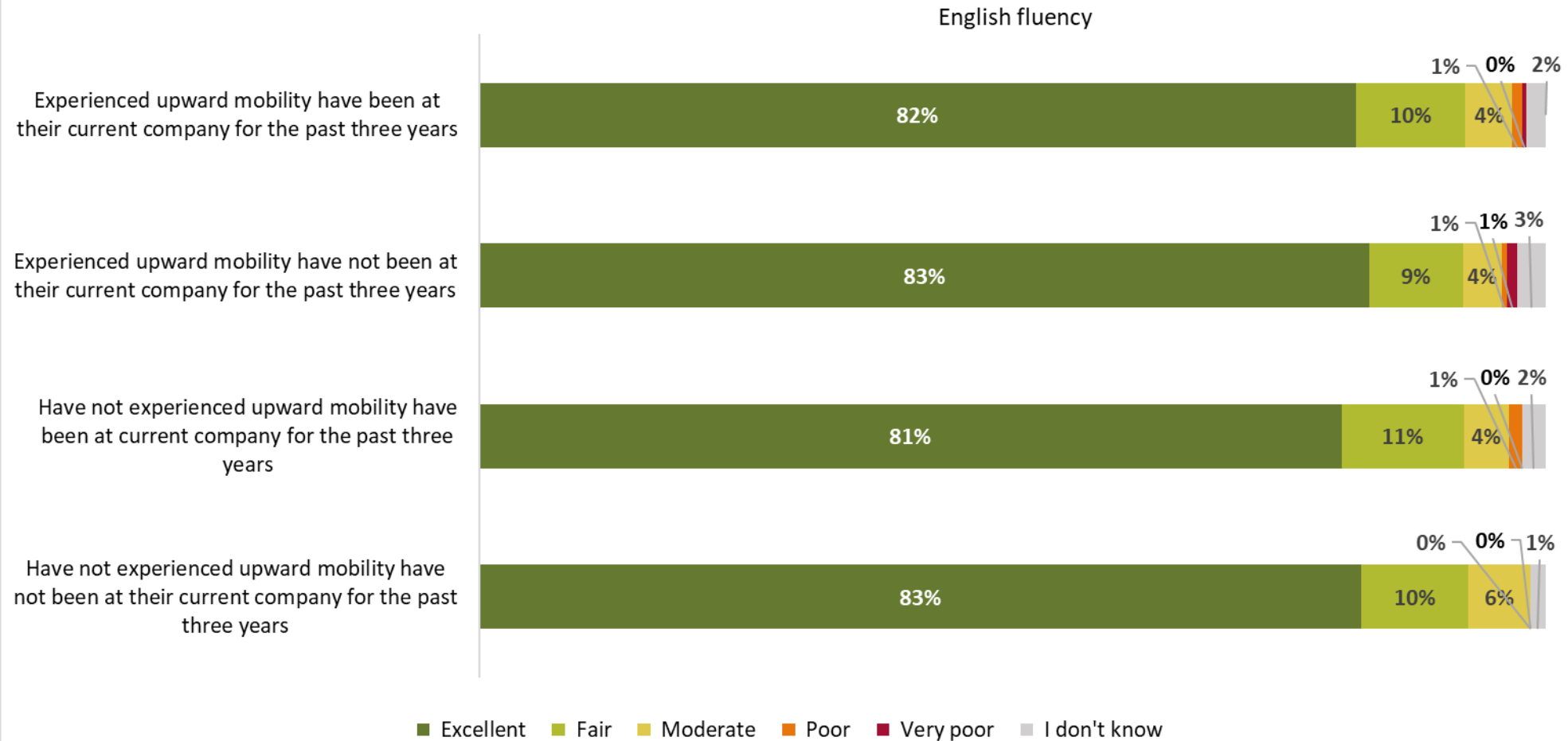


Note: Respondents could select all that apply.

Section B

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?

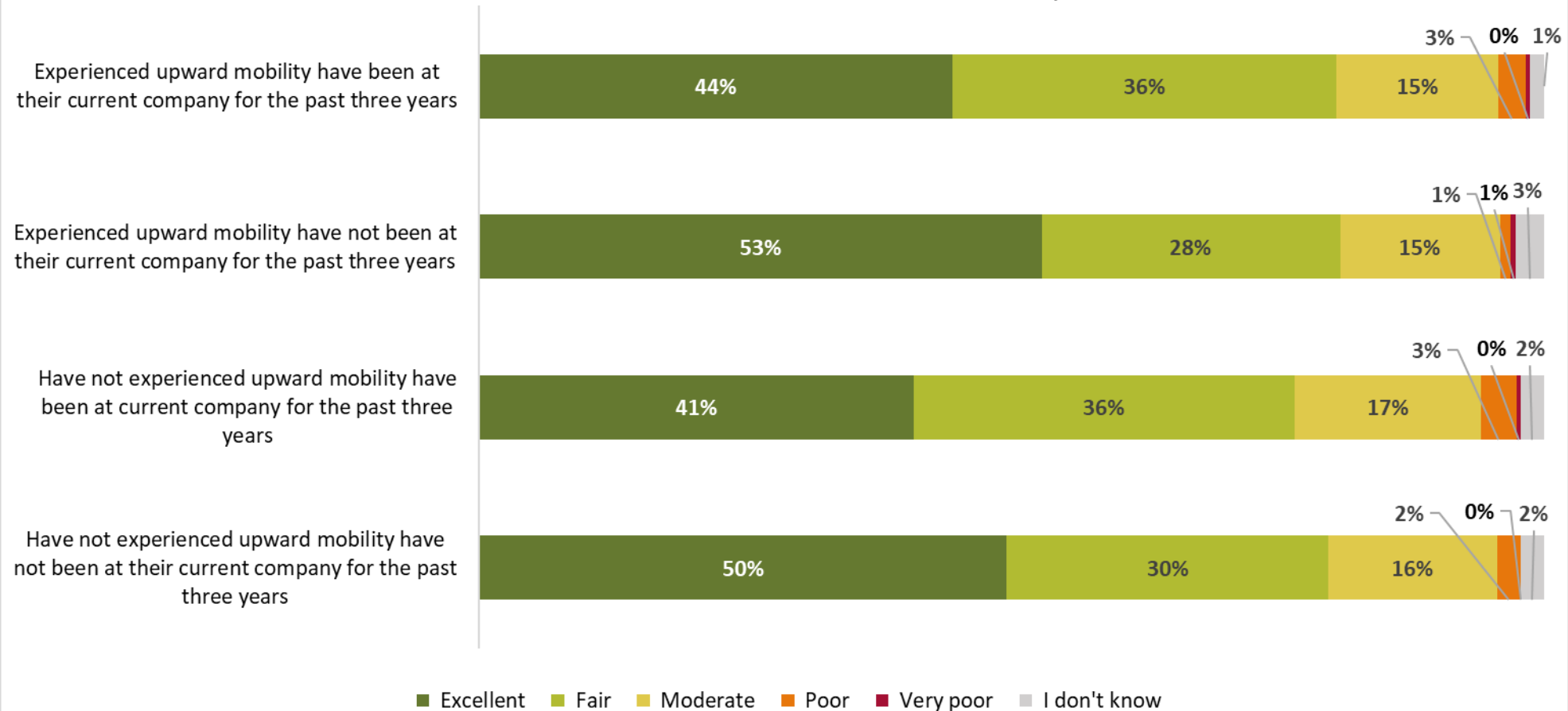


Section B

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?

Creativity

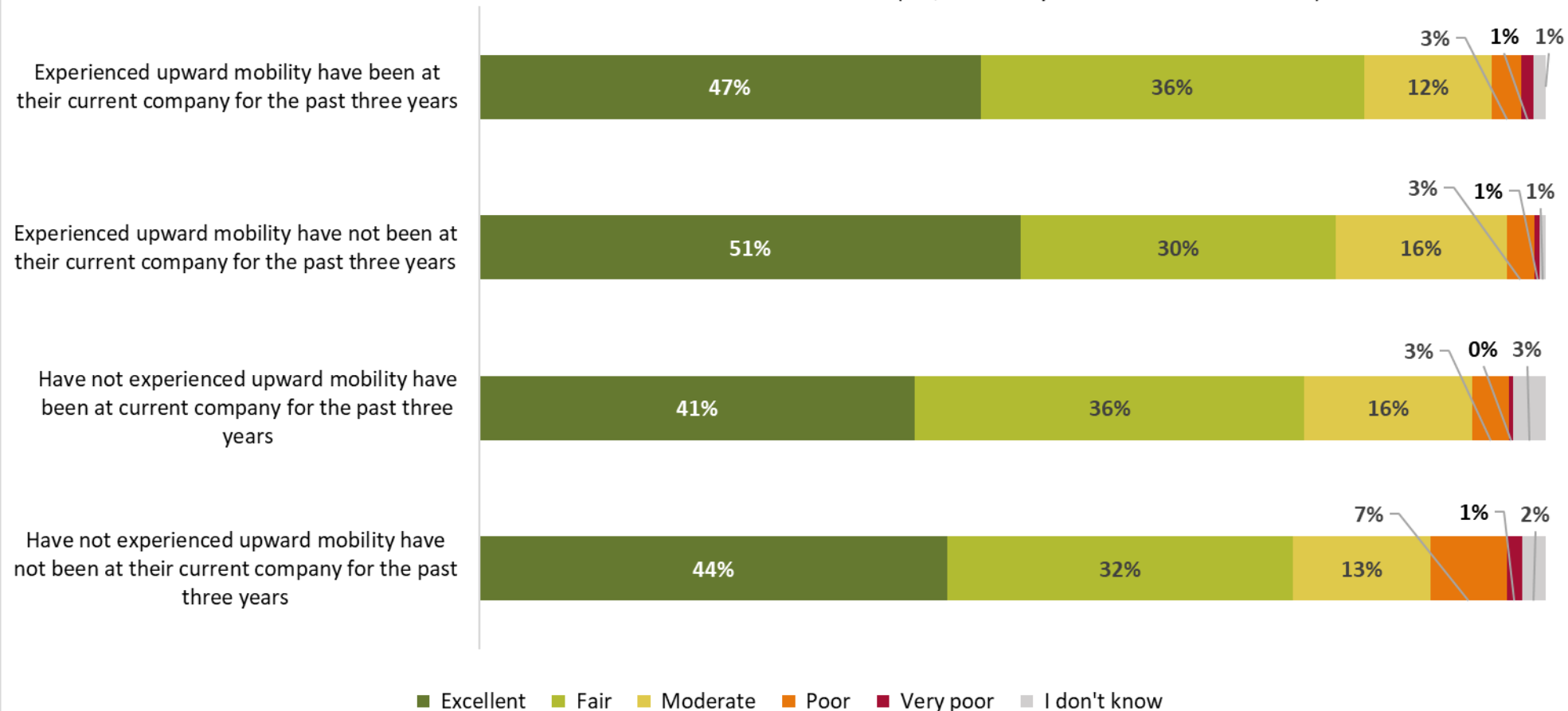


Section B

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.

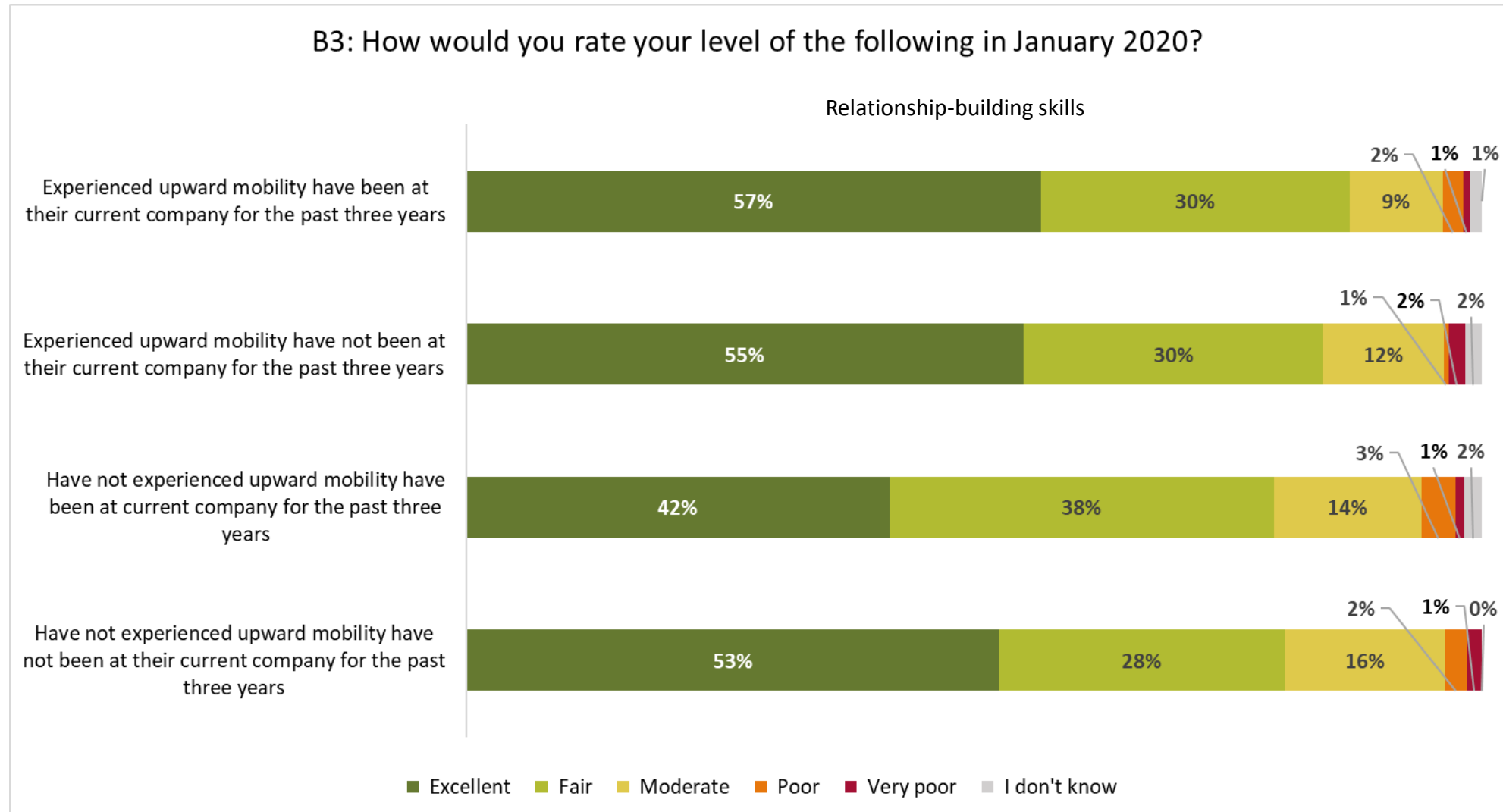
B3: How would you rate your level of the following in January 2020?

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



Section B

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.

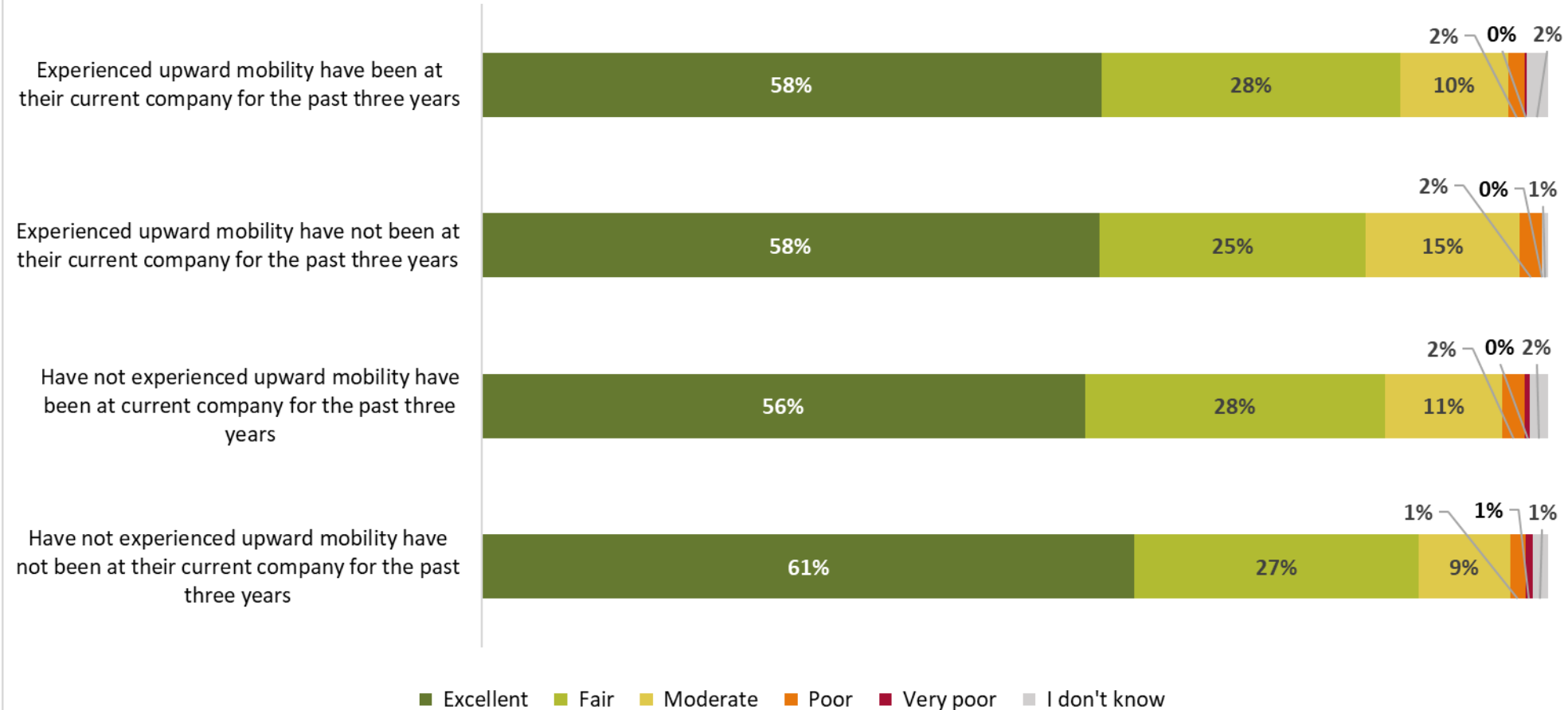


Section B

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?

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

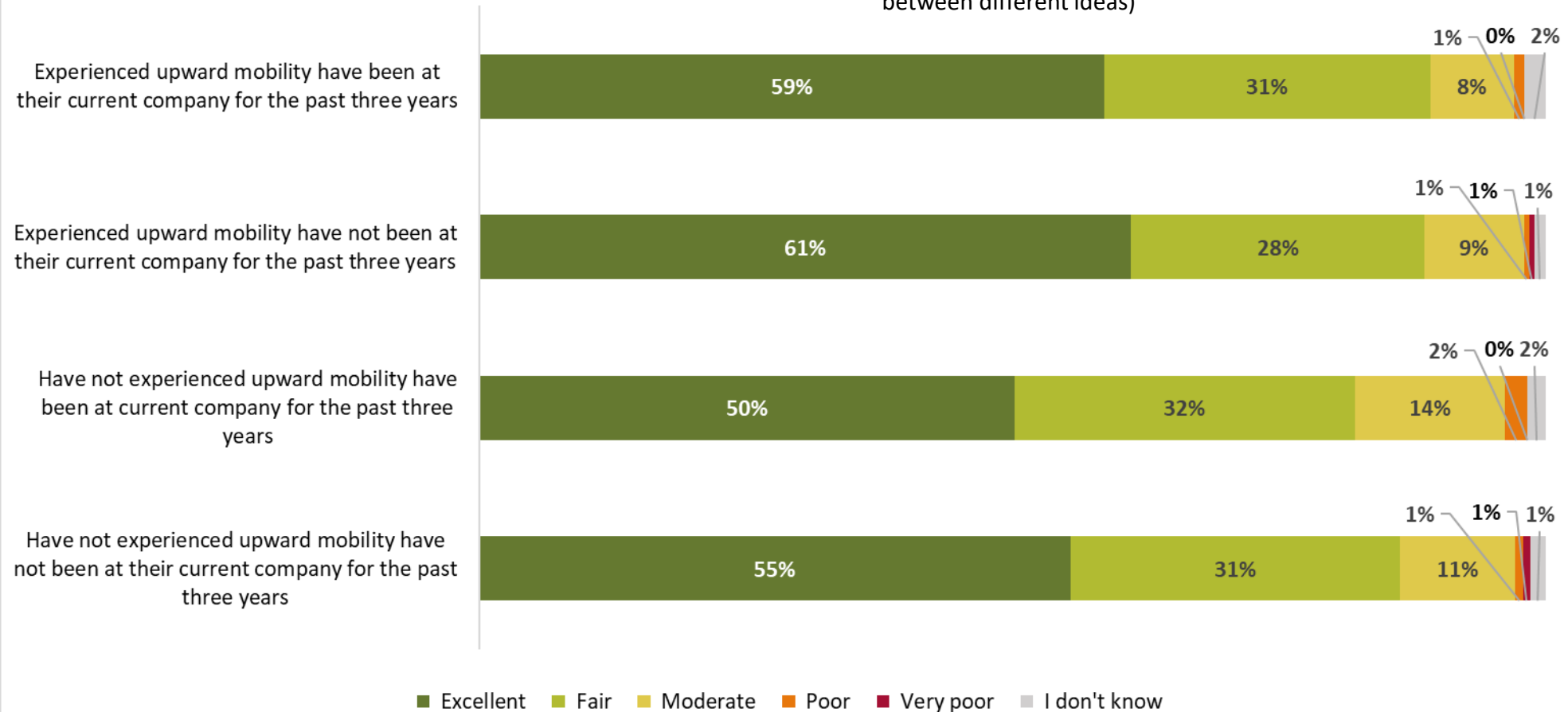


Section B

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.

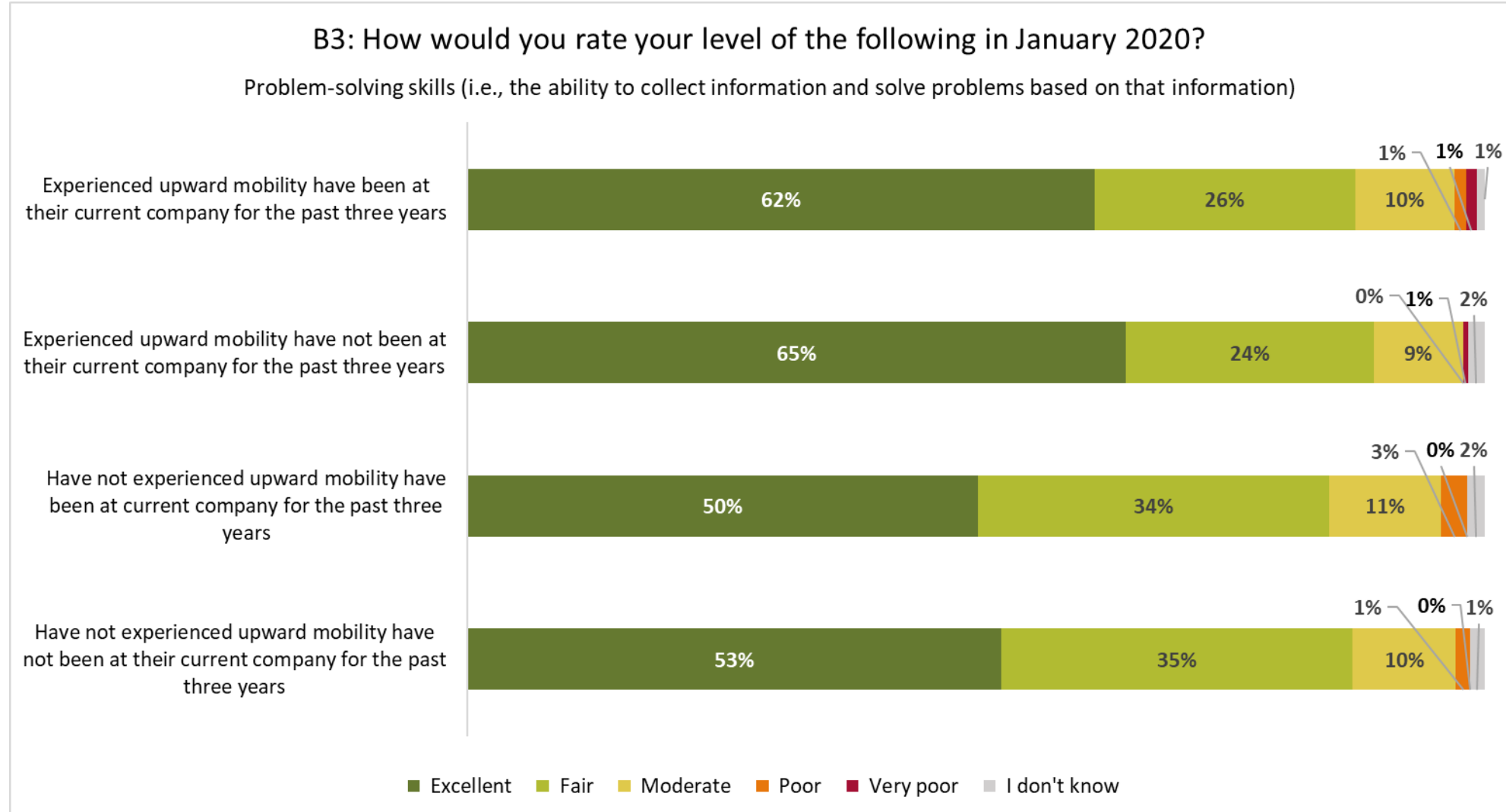
B3: How would you rate your level of the following in January 2020?

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



Section B

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.

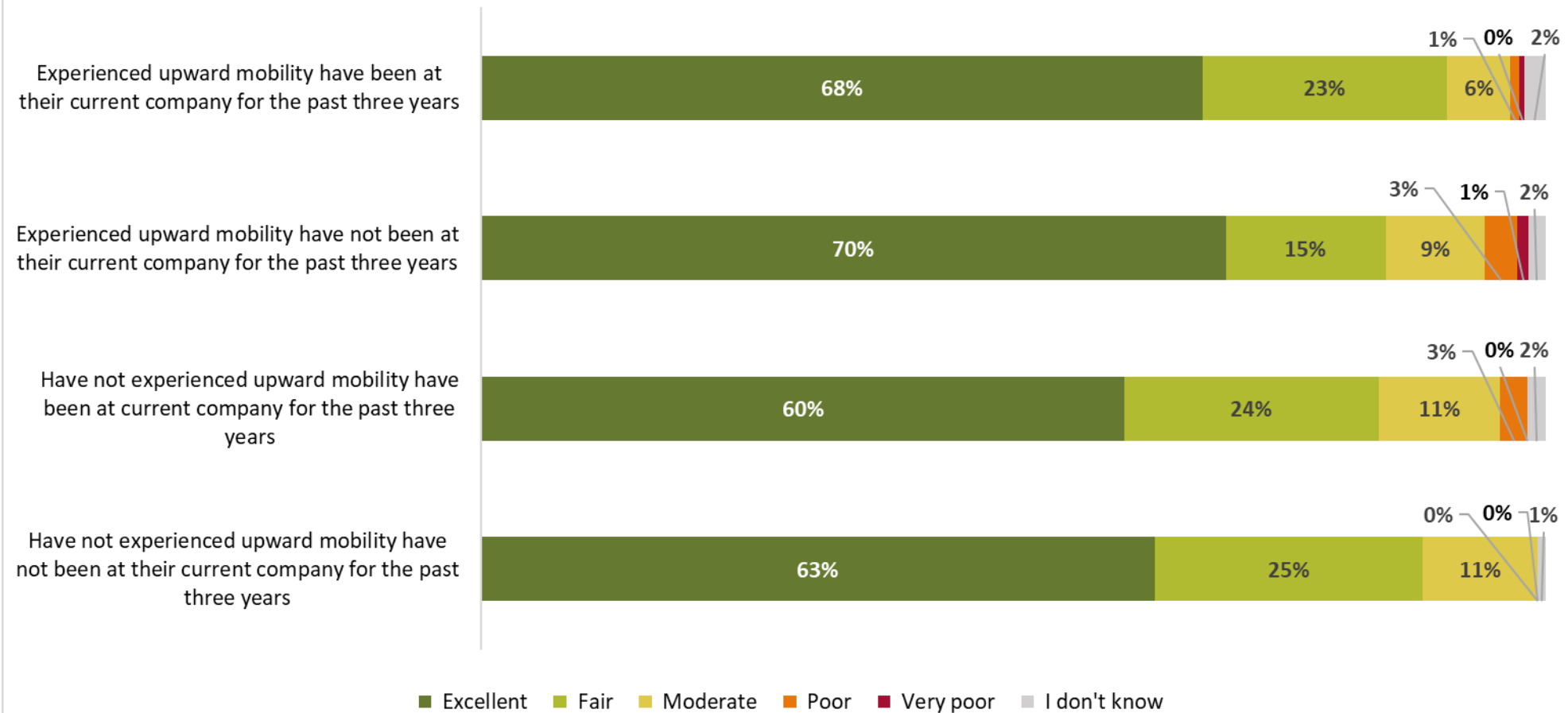


Section B

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?

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

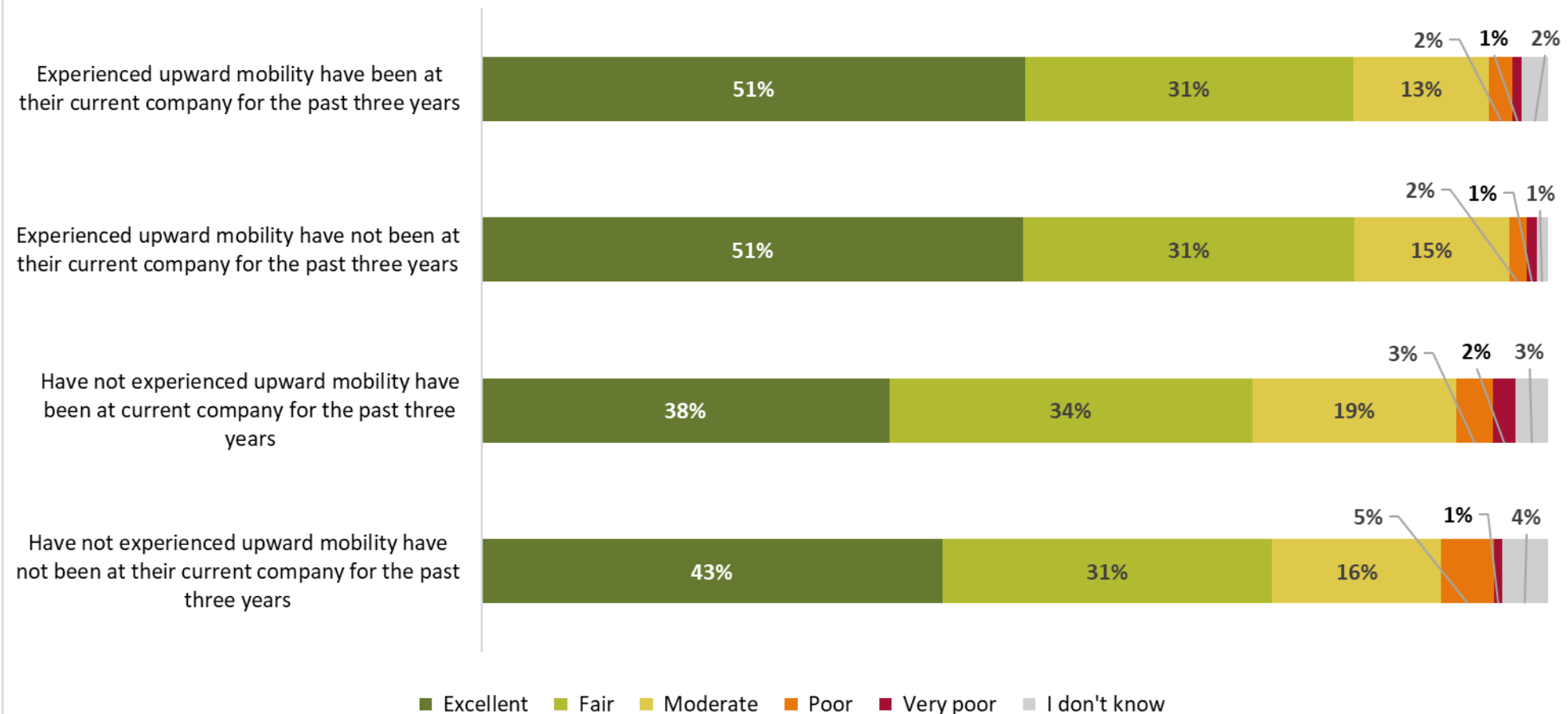


Section B

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?

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

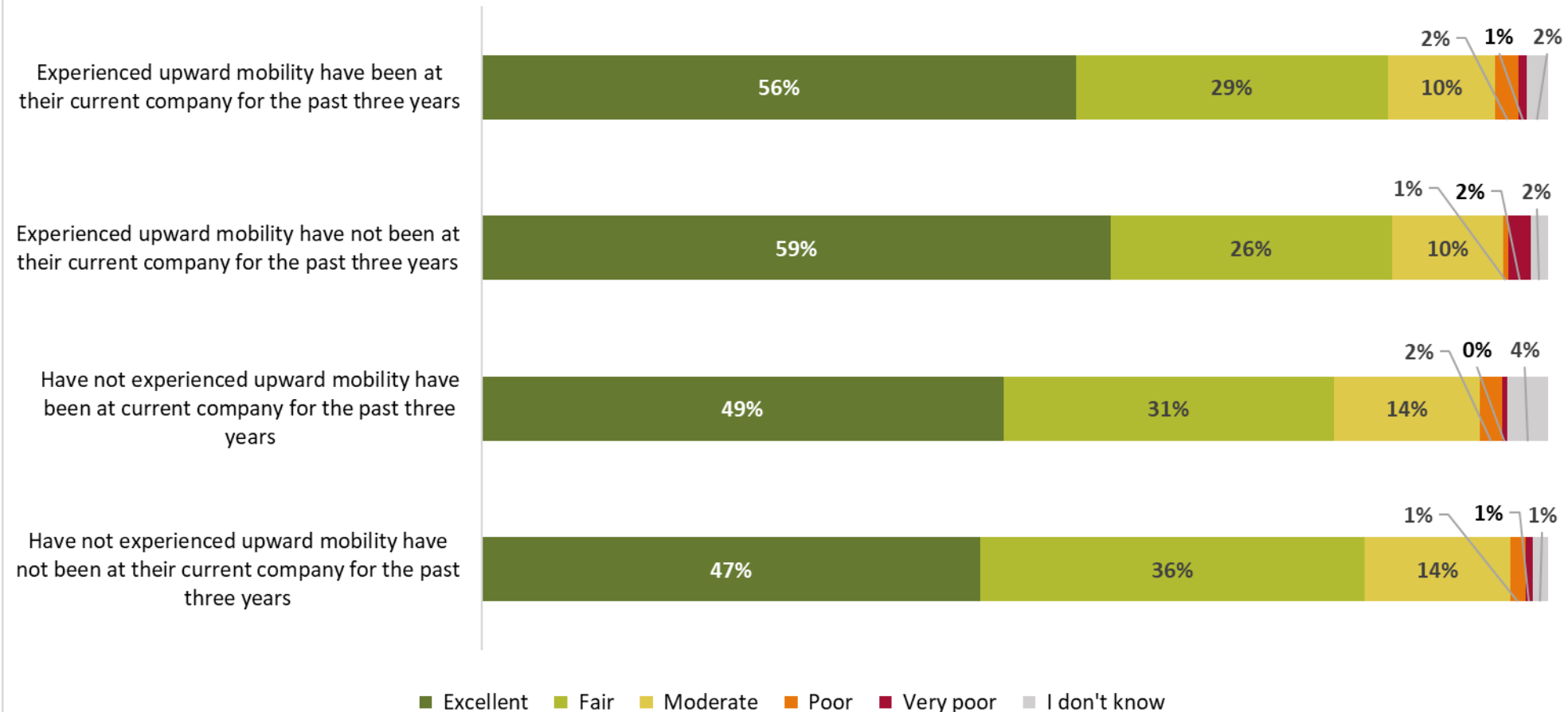


Section B

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?

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

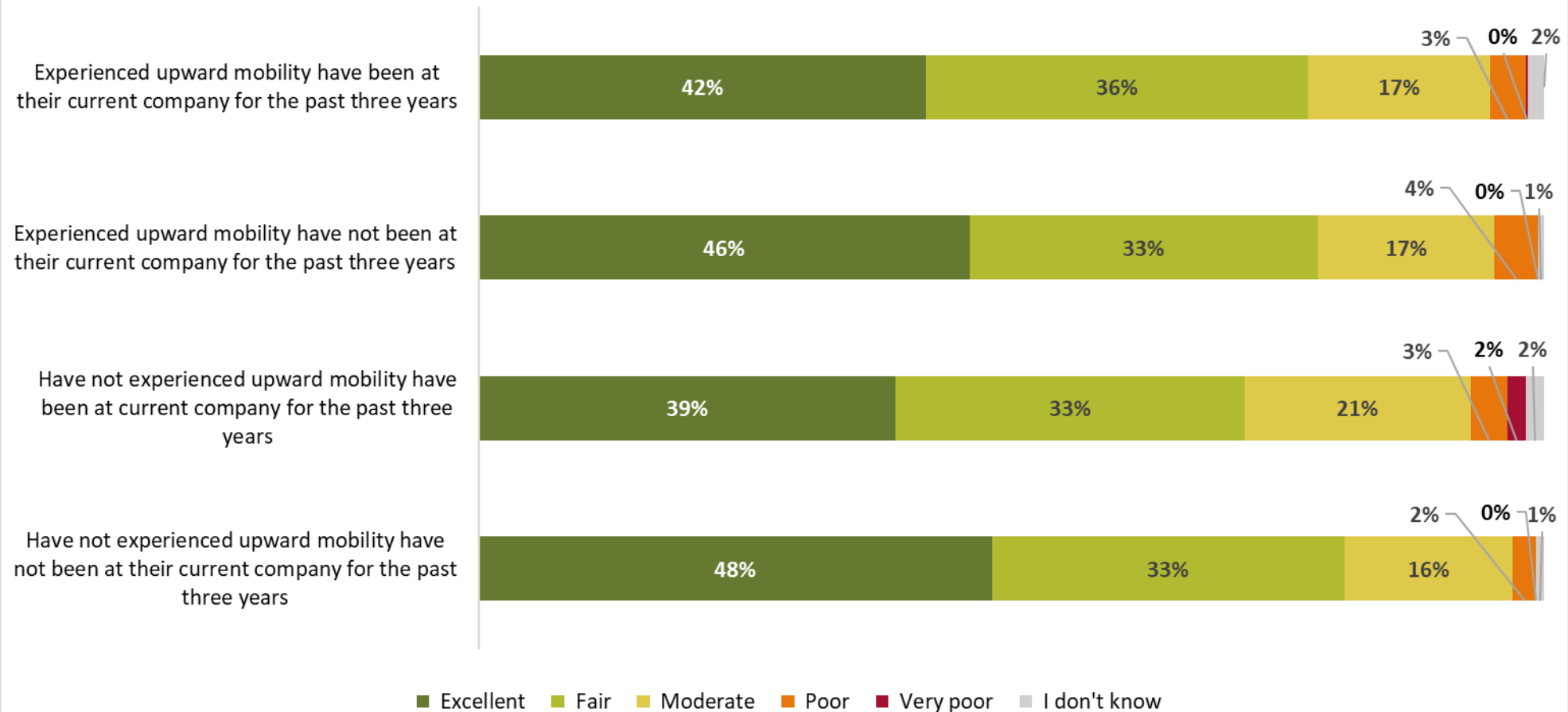


Section B

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?

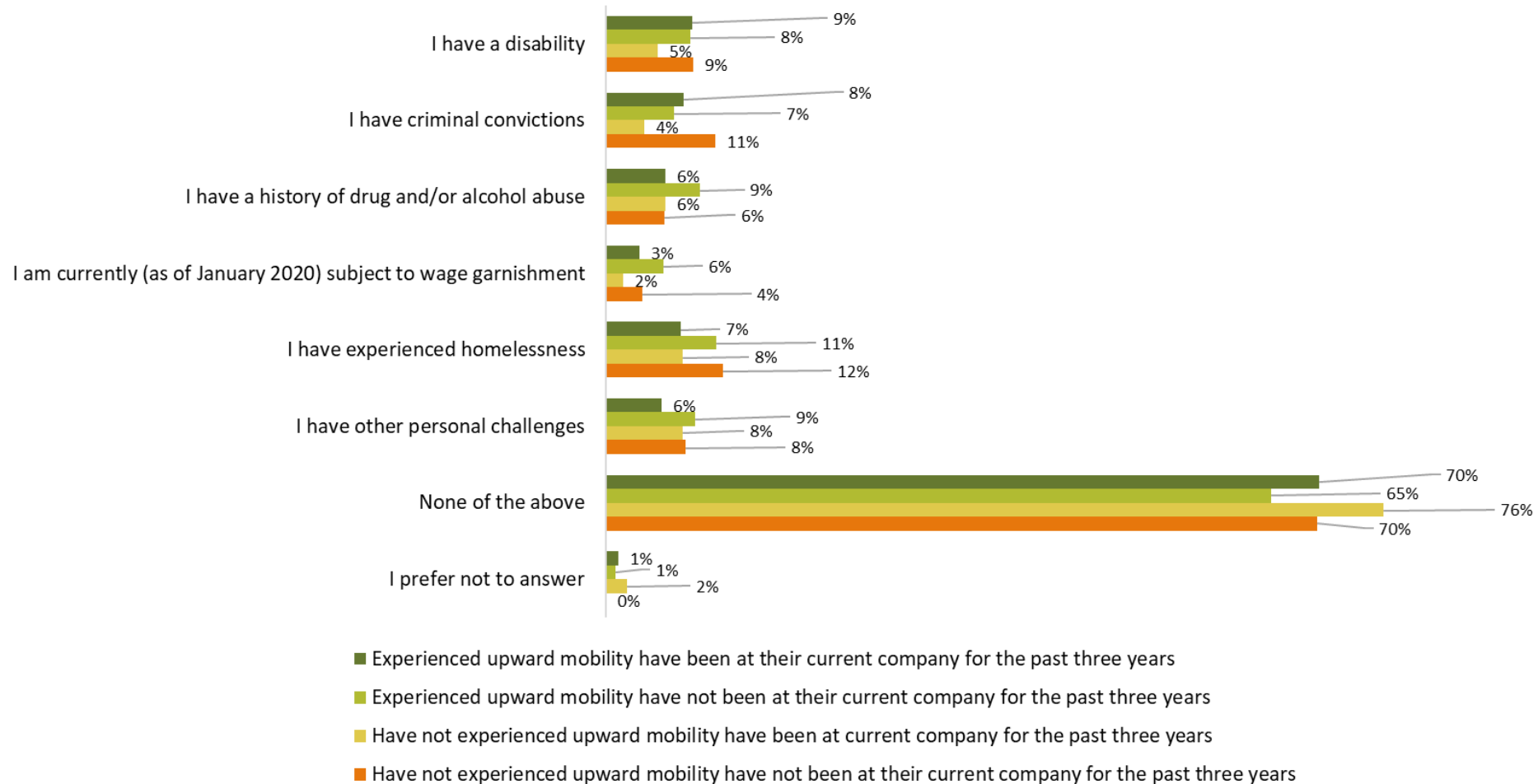
Physical skills (i.e., strength, physical endurance)



Section B

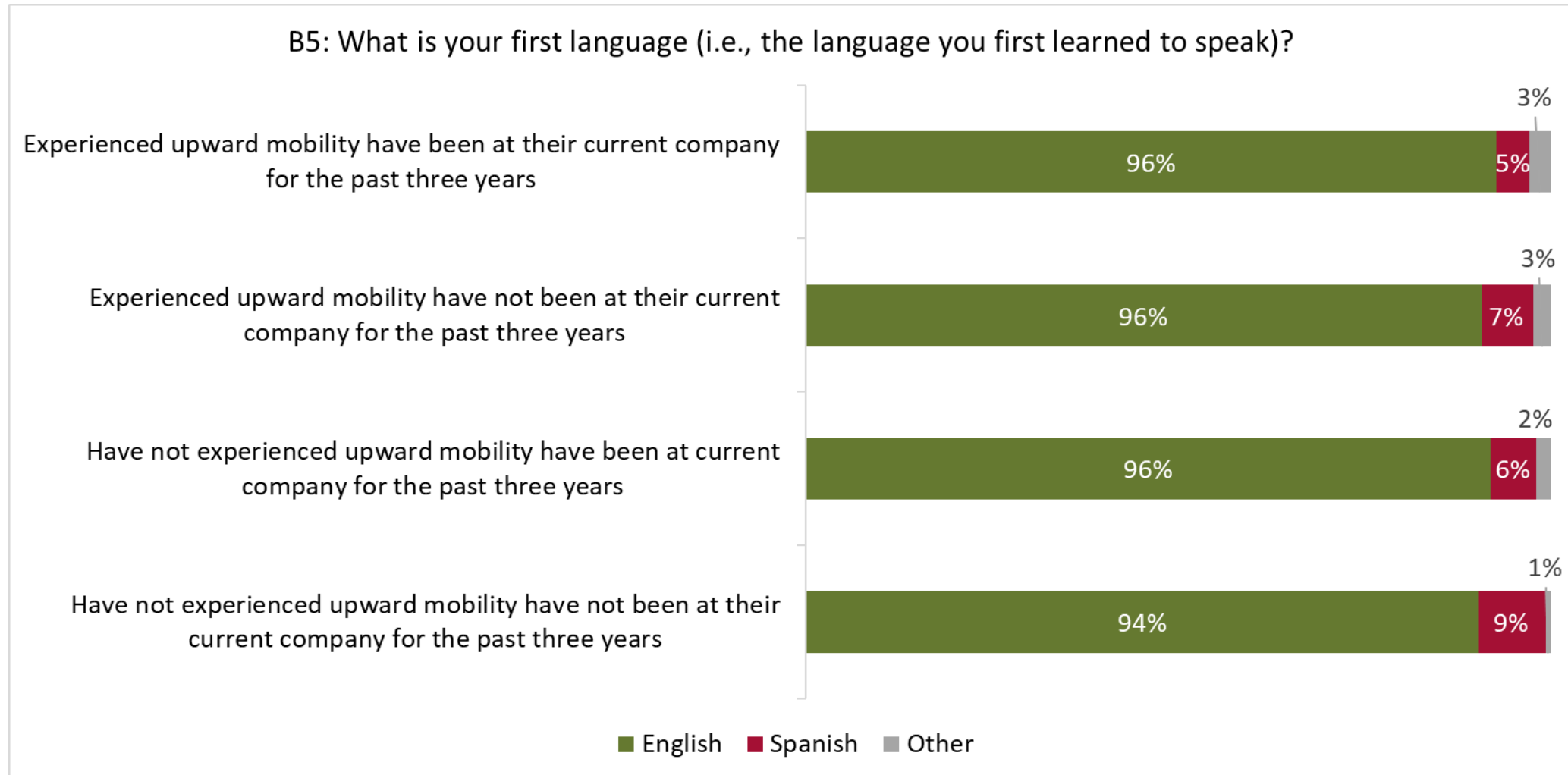
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

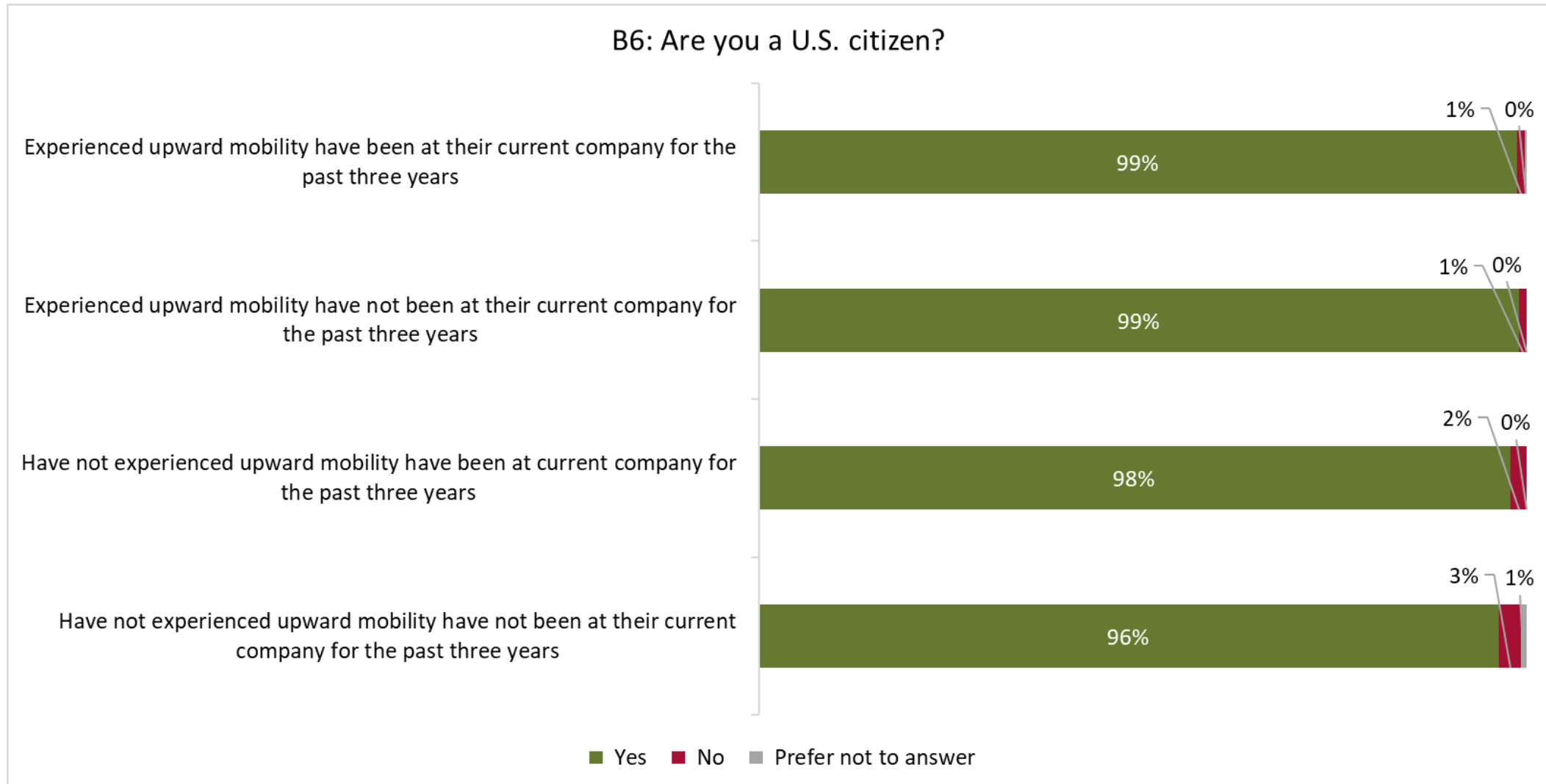
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Respondents could select all that apply.

Section B

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.



Section B

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?

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



■ Immediate relative or family-sponsored permanent resident

■ Employment-based permanent resident

■ Other permanent resident

■ Granted refugee status or granted asylum

■ Non-immigrant (e.g., diplomatic, student, business, or tourist visa)

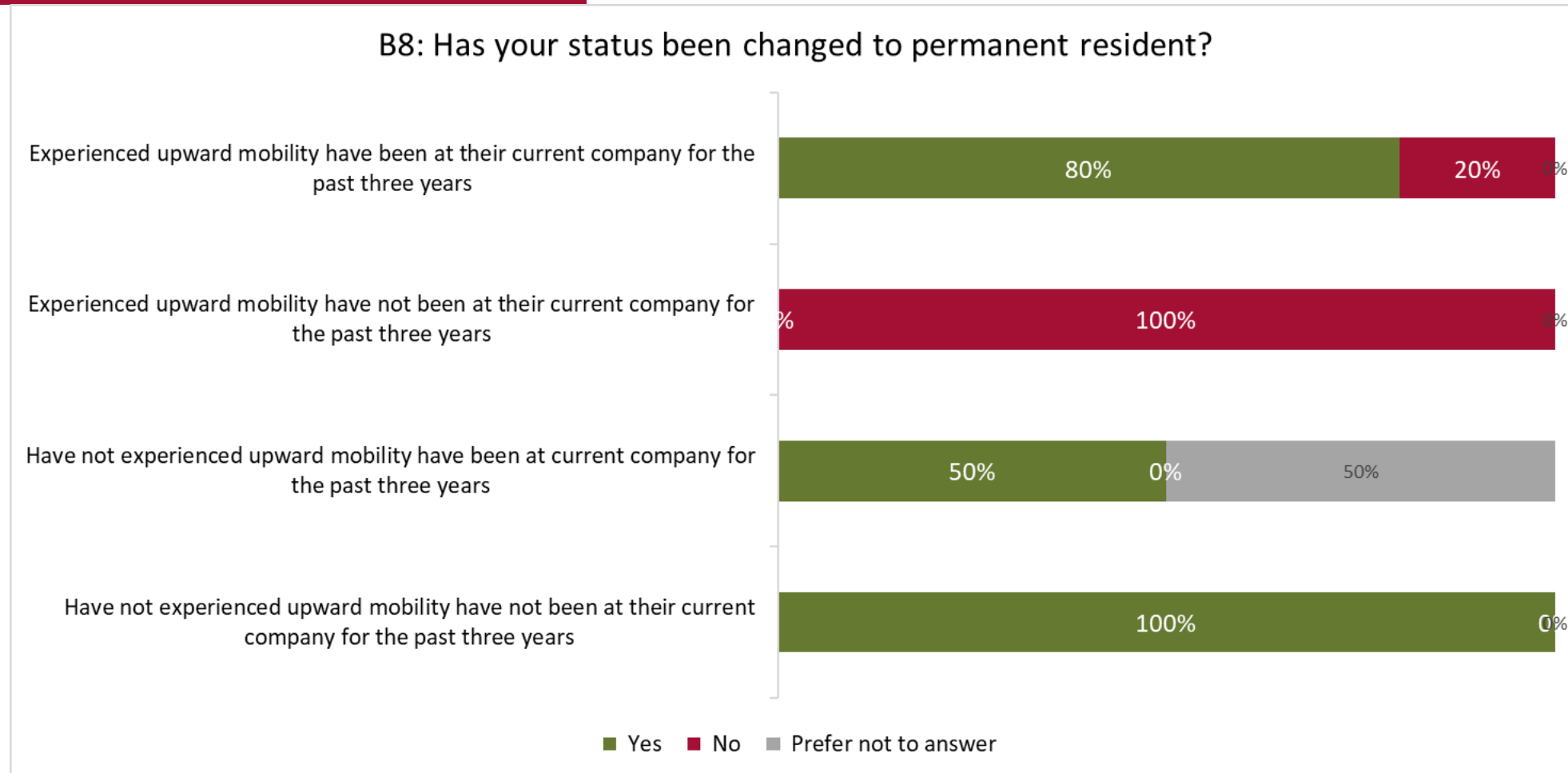
■ Other

■ 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

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.

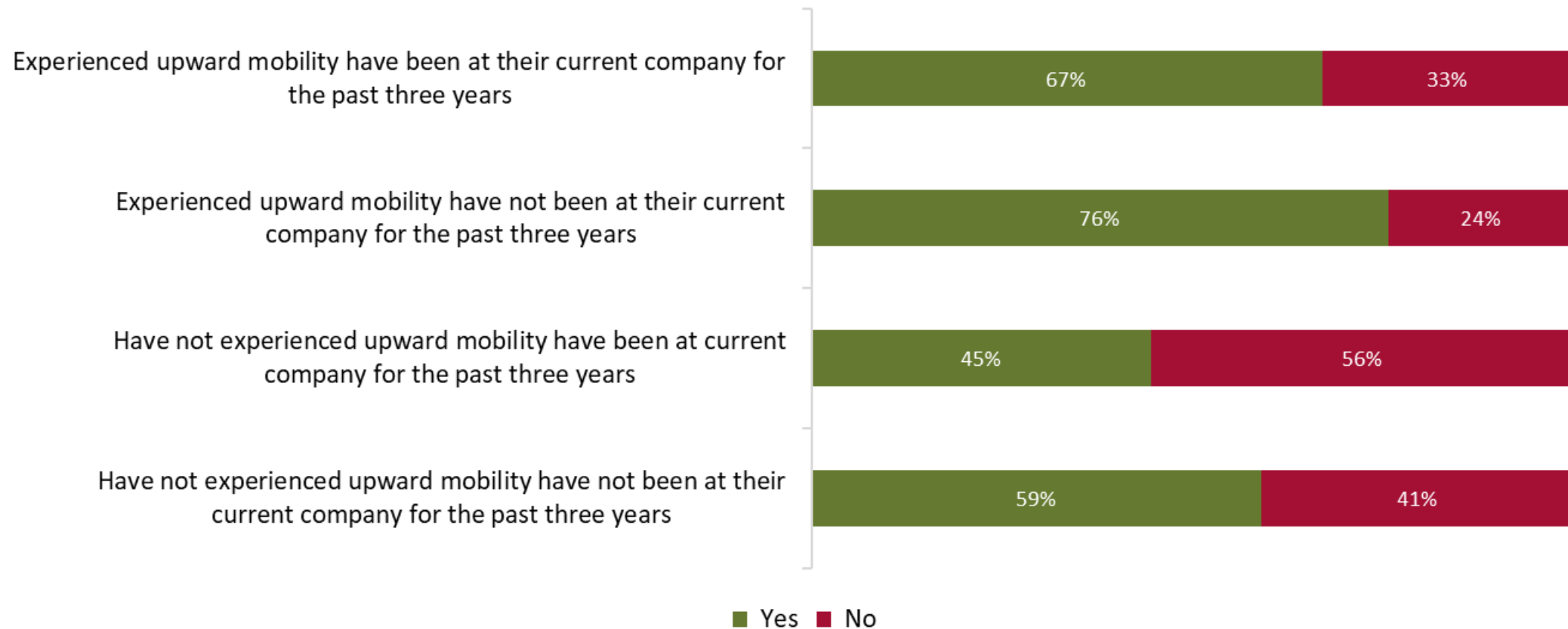


Note: Only those who answered no to being a U.S. citizen and are a non-permanent arrival answered this question

Section B

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.

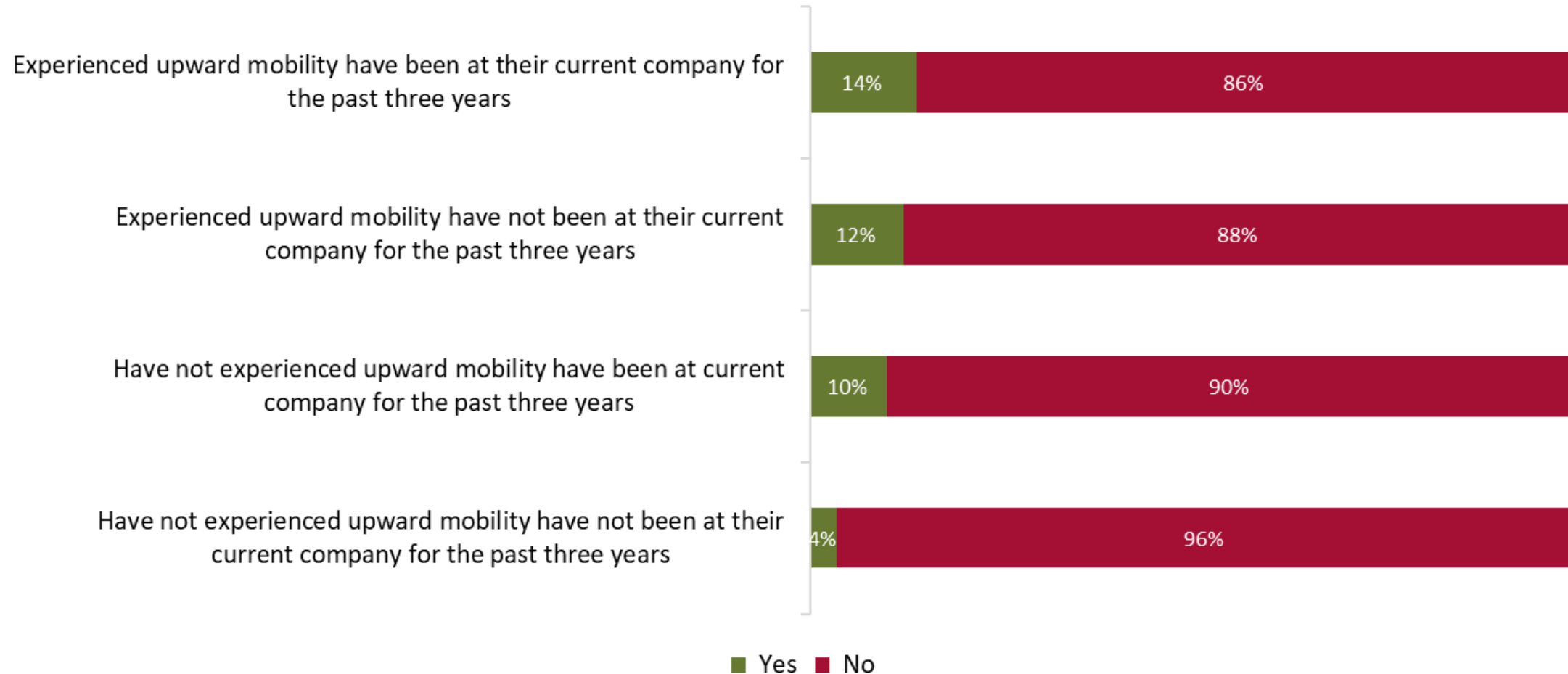
B9: Did you submit a resume when you initially applied for the primary job you held in January 2020?



Section B

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.

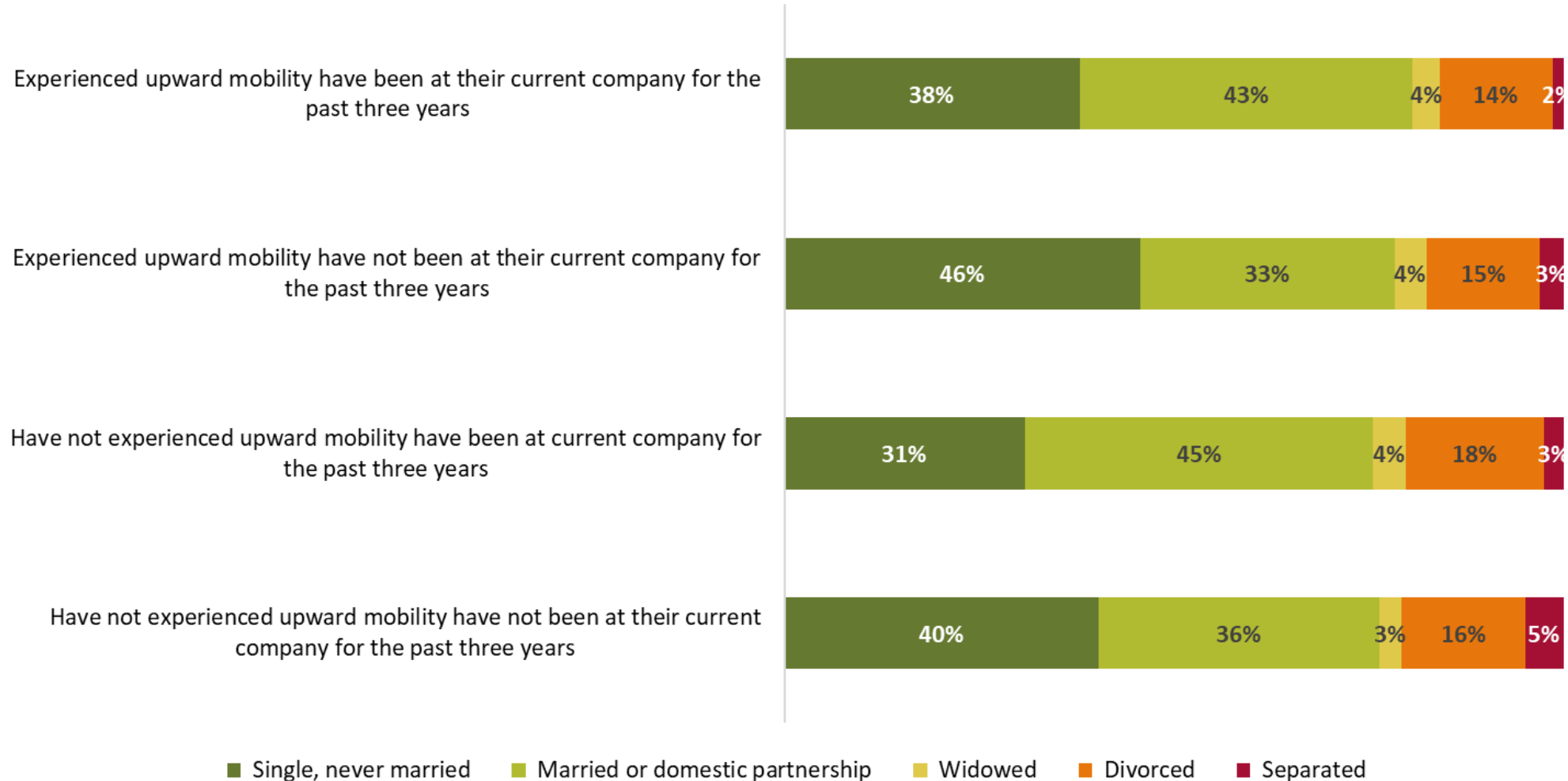
B10: Were you a member of a union in January 2020?



Section B

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.

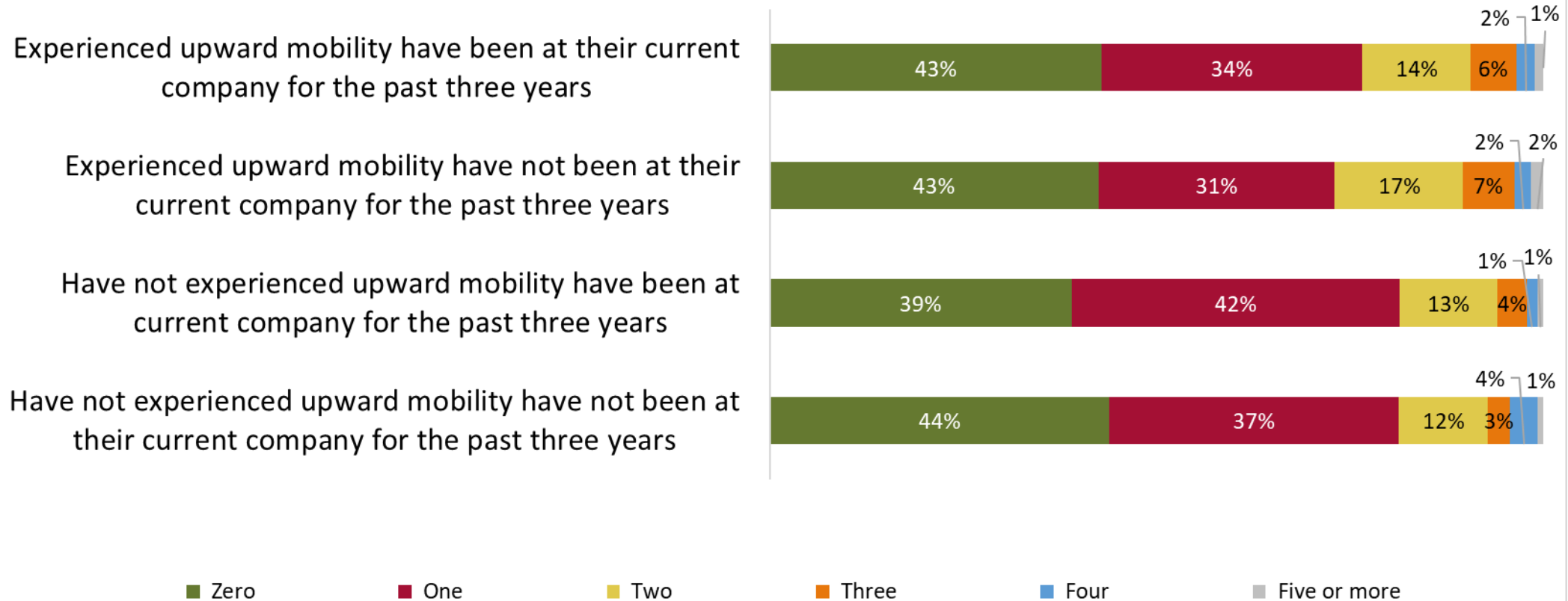
B11: What was your marital status in January 2020?



Section B

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.

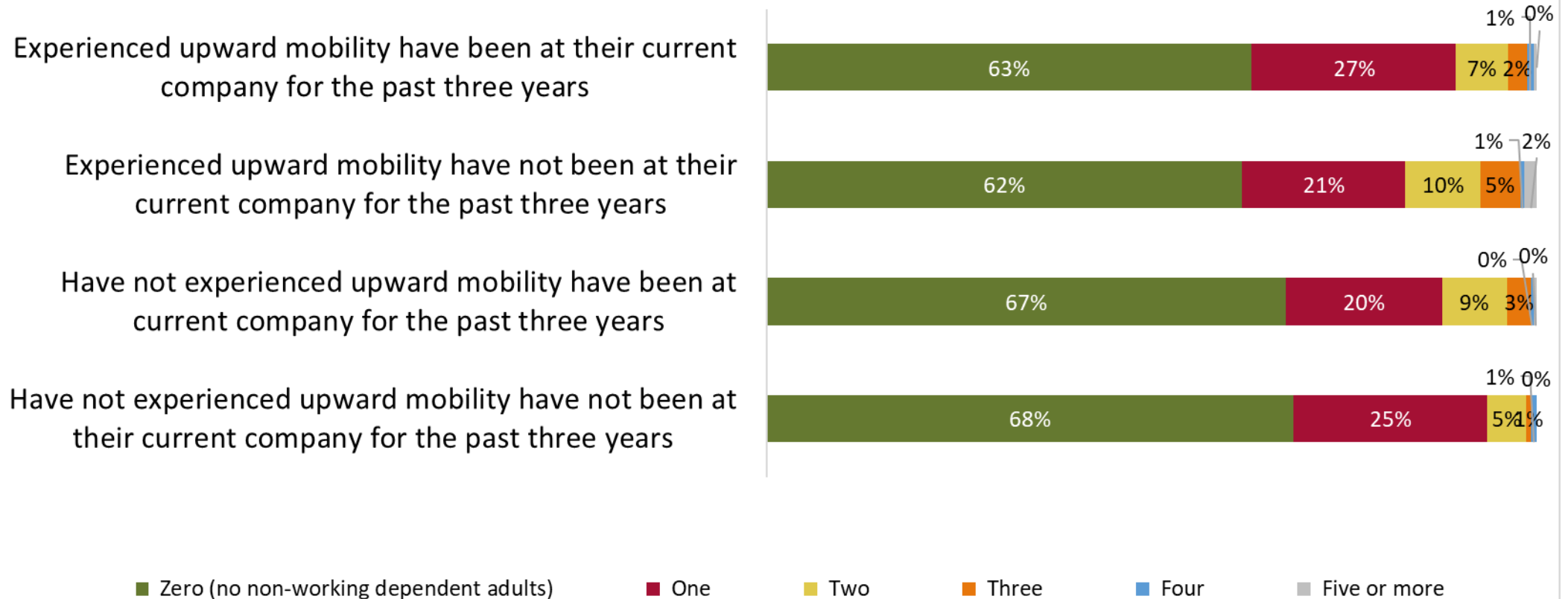
B12: How many other working adults were living in your family household in January 2020?



Section B

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.

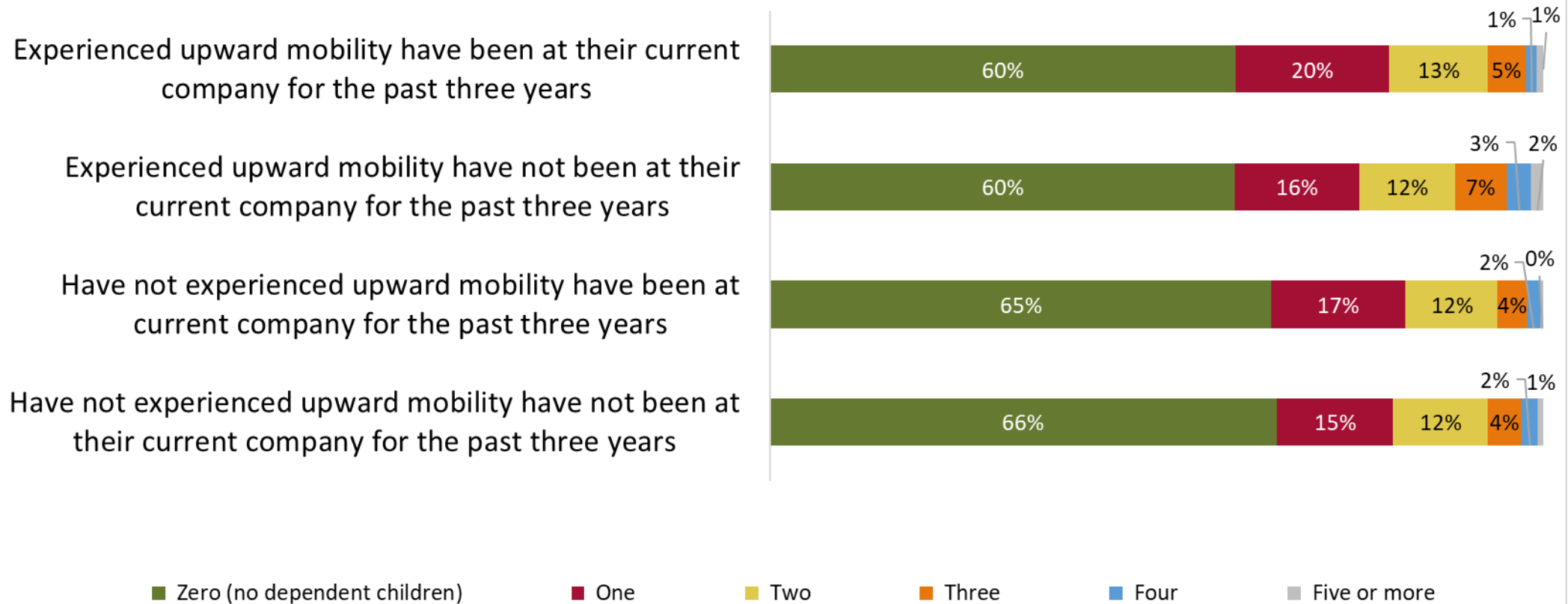
B13: How many non-working dependent adults (i.e., age 18 or older) were you supporting in January 2020?



Section B

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.

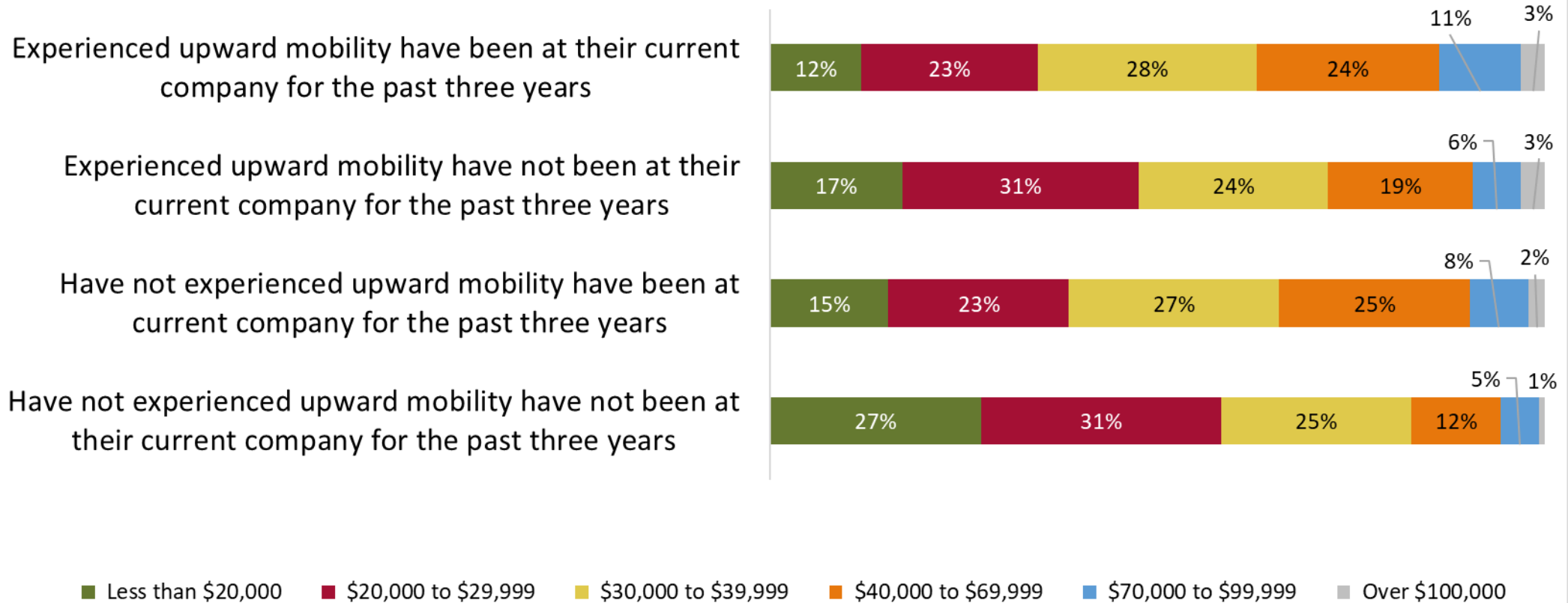
B14: How many dependent children (i.e., under age 18) were you supporting in January 2020?



Section B

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.

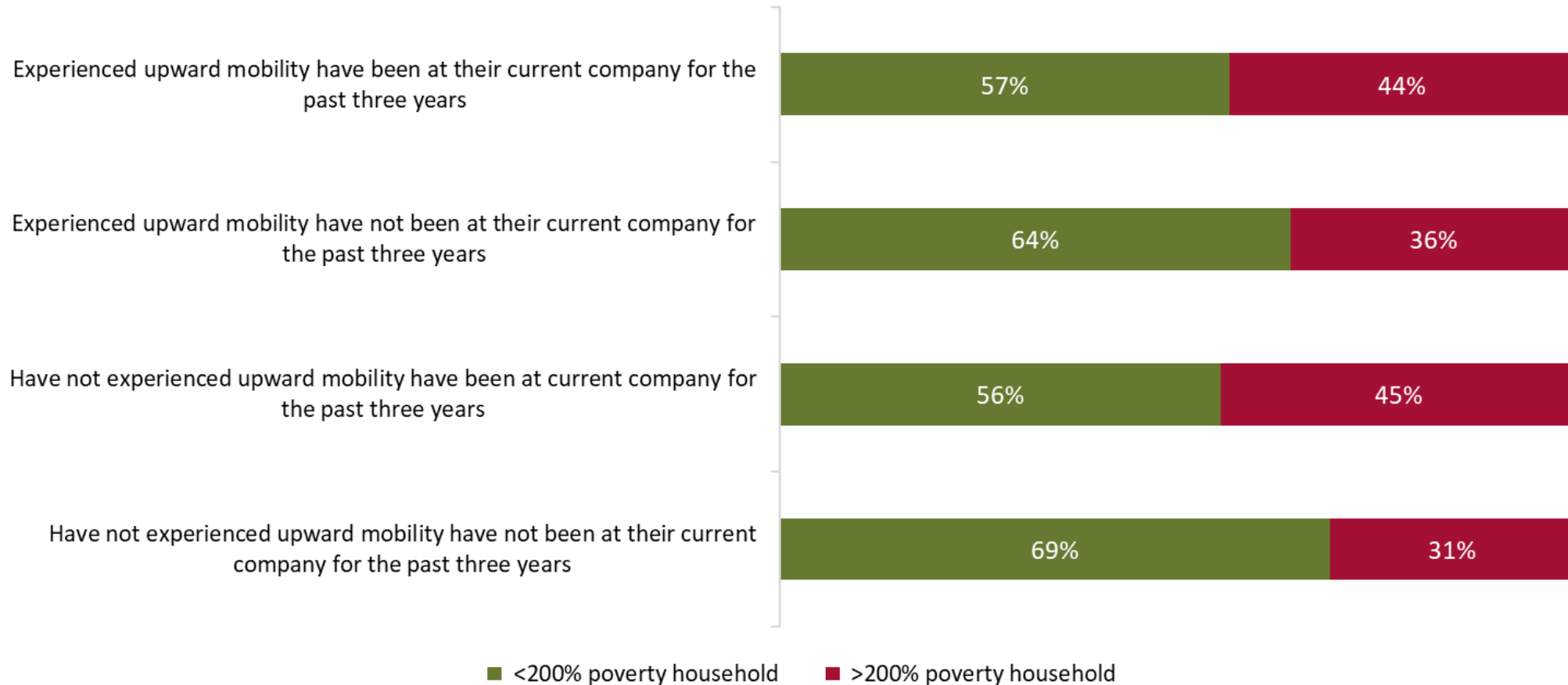
B15: What was your family household’s average total annual income from paid work (i.e., income from all working adults in your family household) in January 2020?



Section B

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



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.

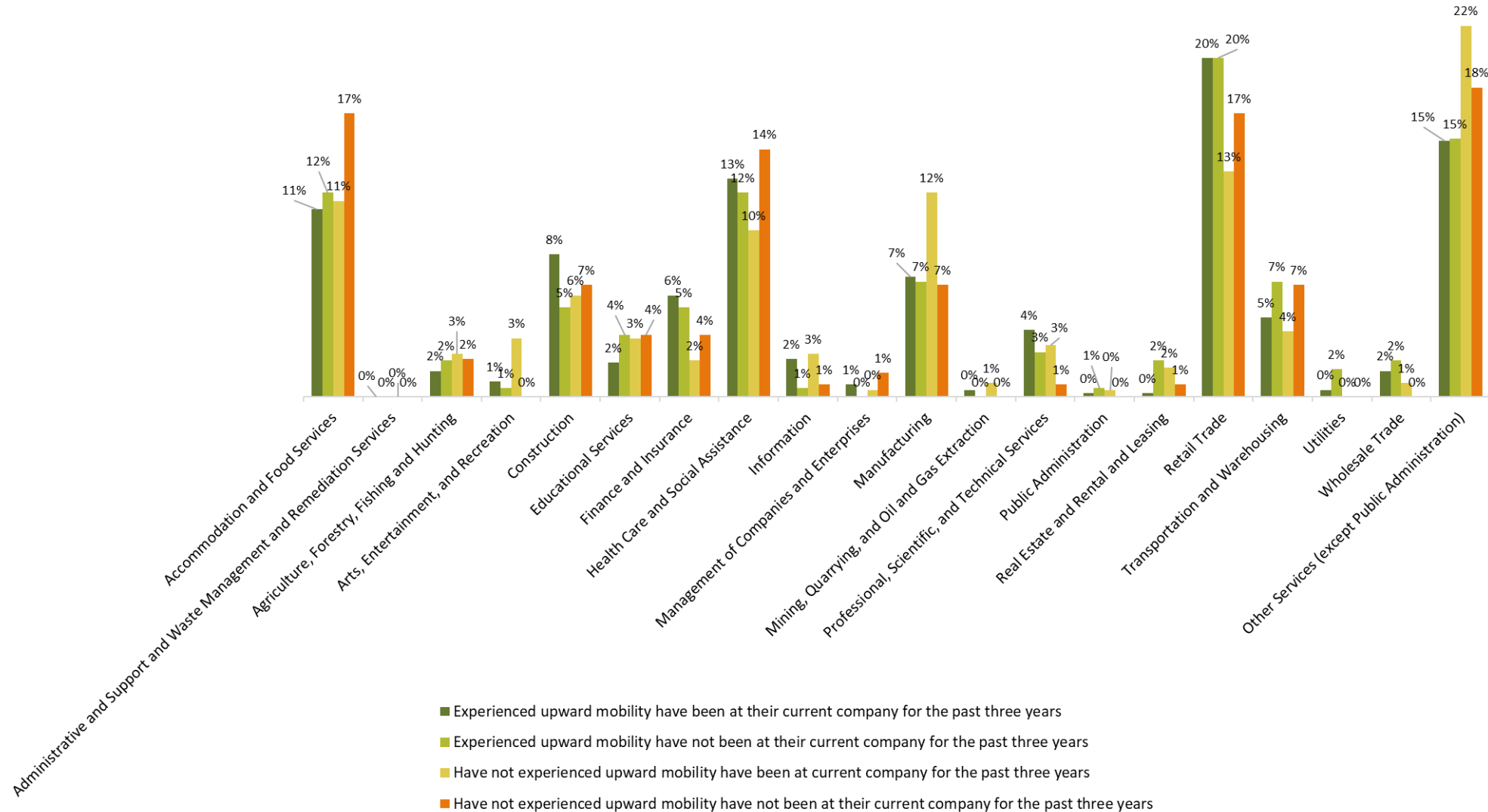
Section C

Your employment

Section C

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.

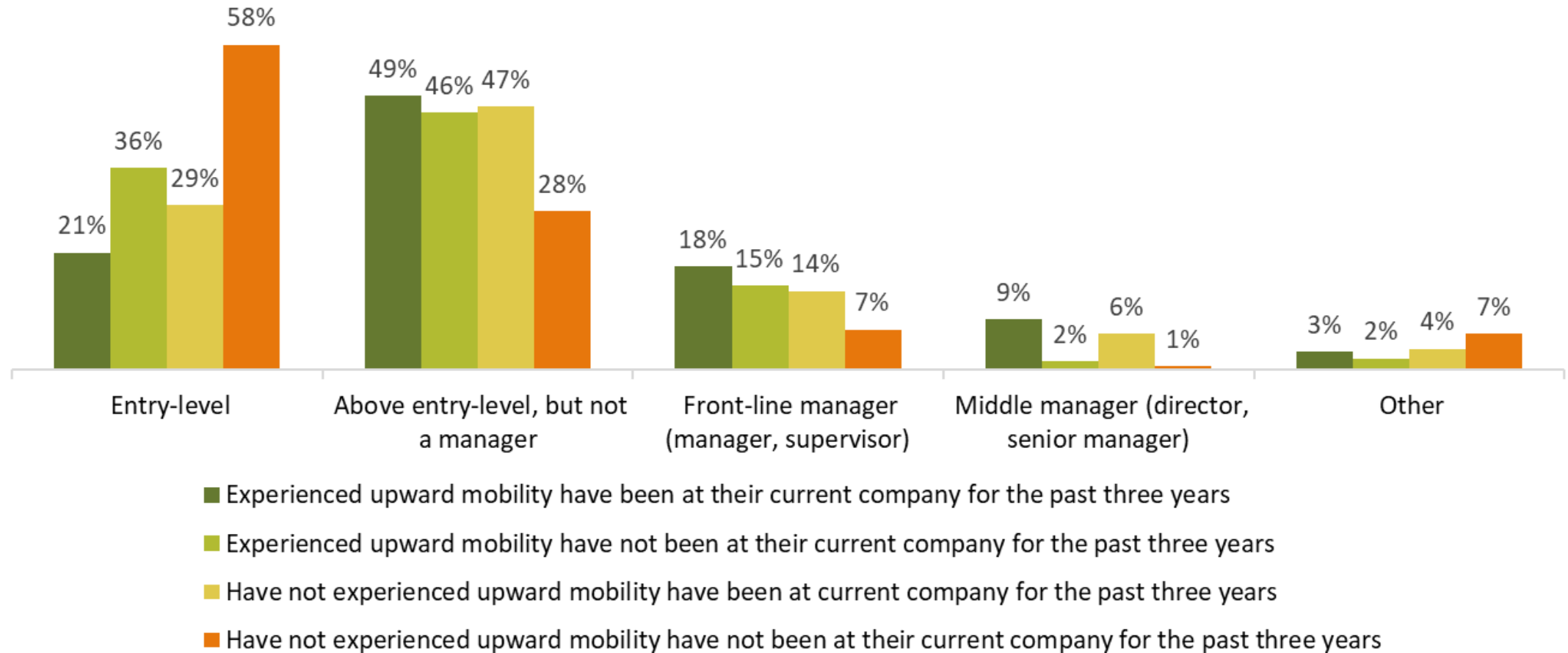
C1: What best describes the industry of your primary company in January 2020?



Section C

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.

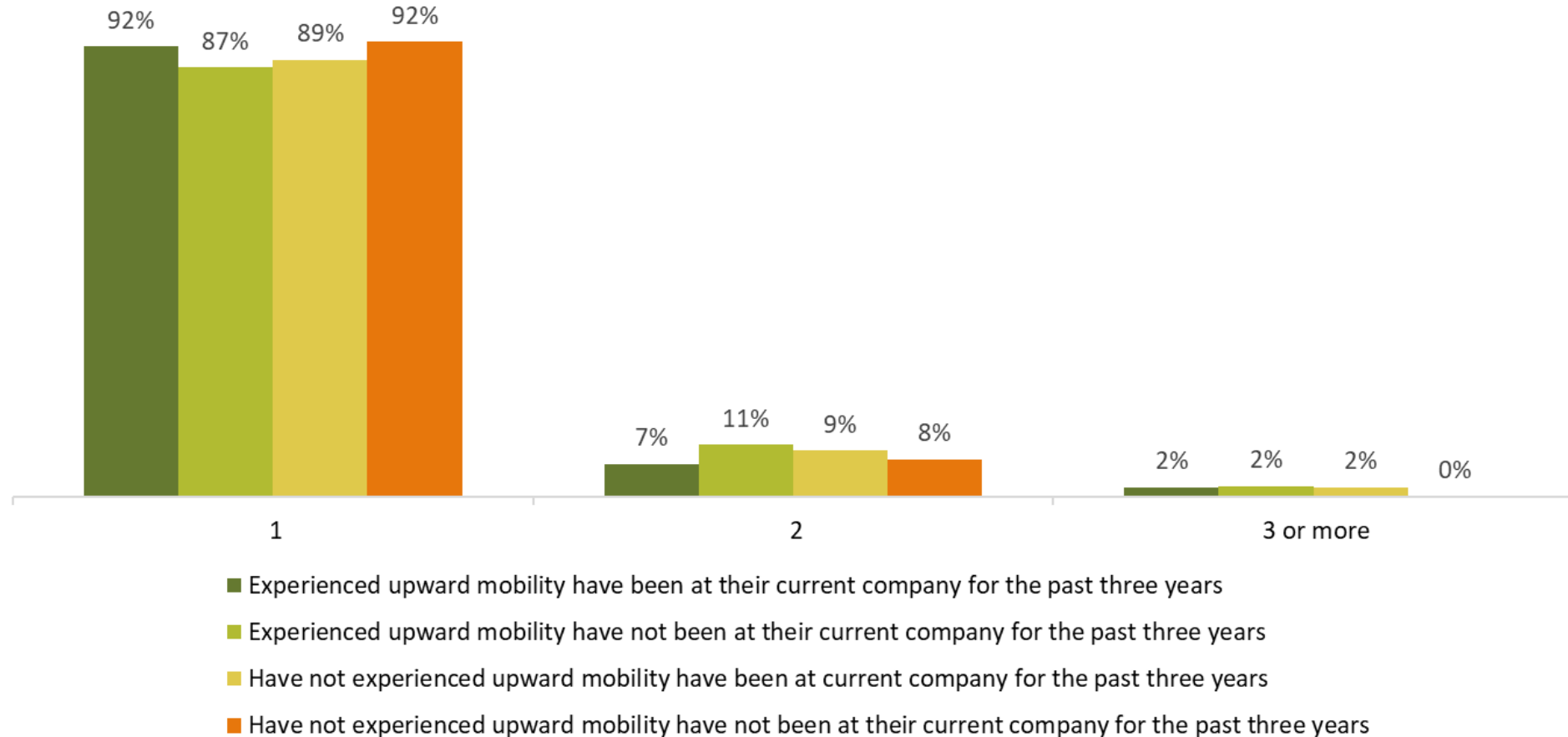
C3: What was your level at your primary company in January 2020?



Section C

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?

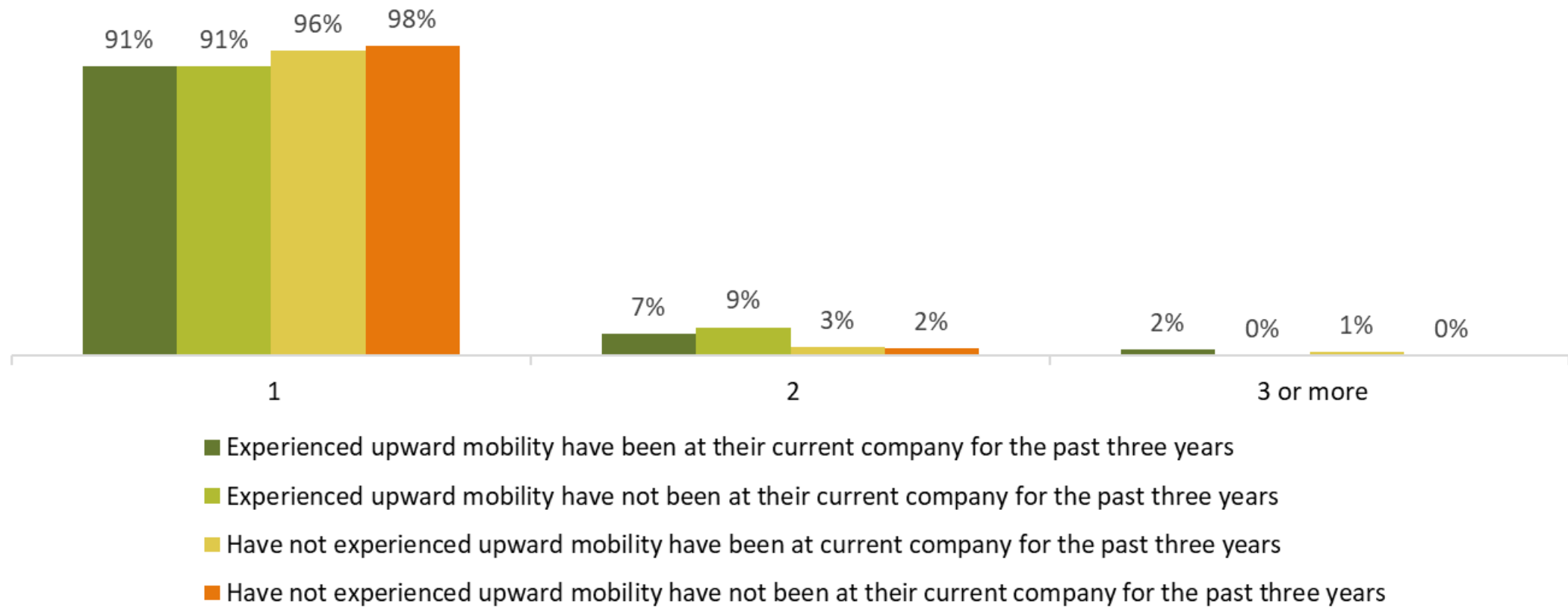


Note: Only respondents who answered “Full-time employee *and* part-time employee” or “Part-time employee” in A4 answered this question, excludes freelance/gig work

Section C

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.

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

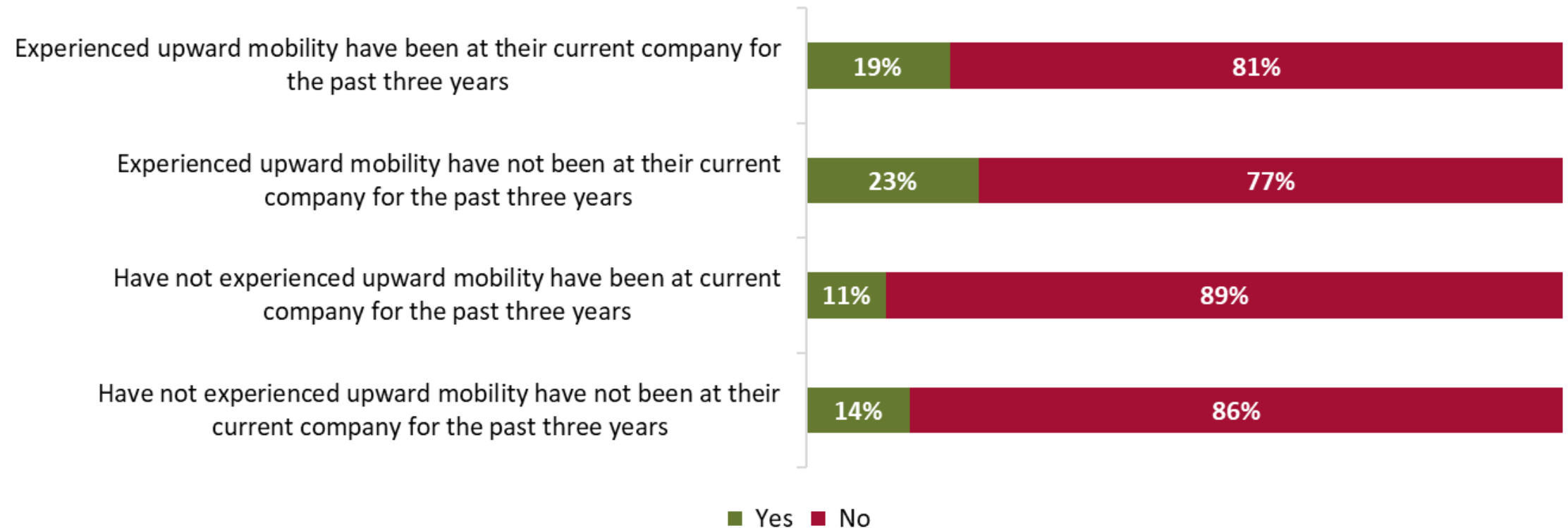


Note: Only respondents who answered “Full-time employee *and* part-time employee” or “Full-time employee” in A4 answered this question, excludes freelance/gig work

Section C

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.

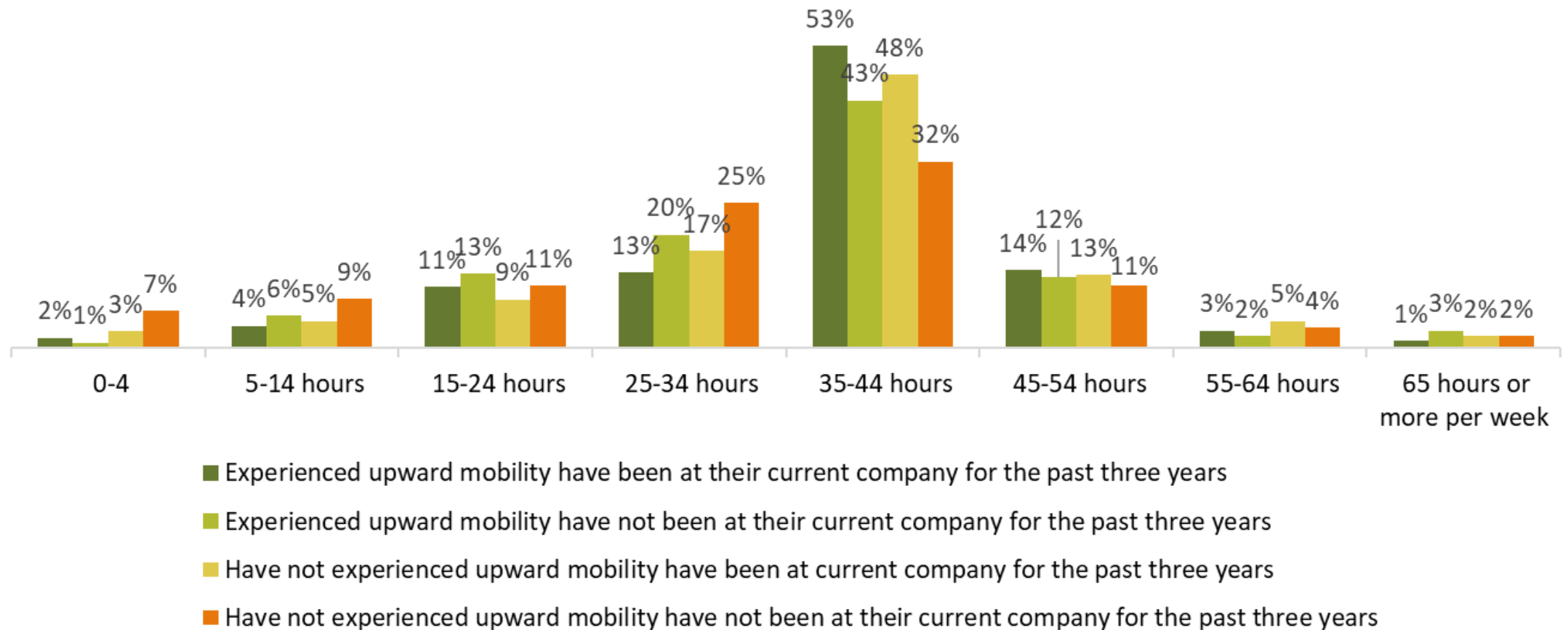
C5: In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?



Section C

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.

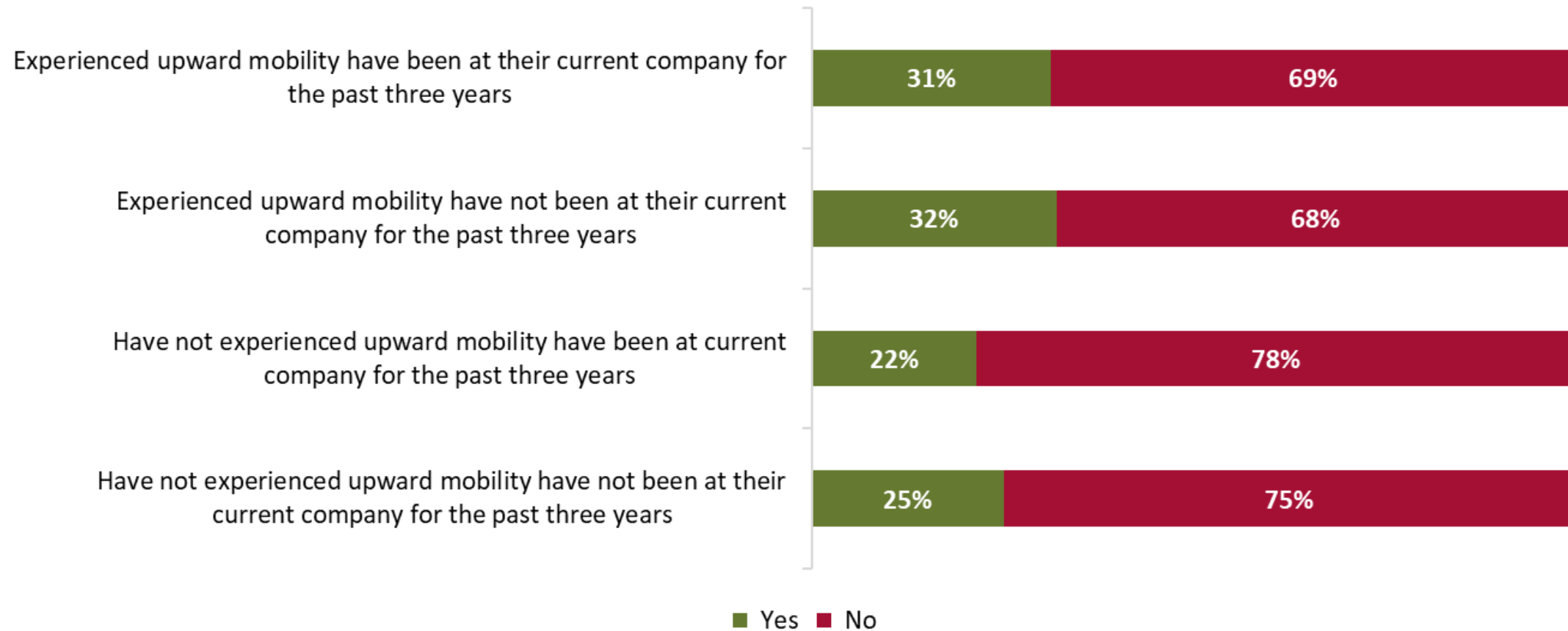
C6: How many total hours did you work per week across all of your jobs (including freelance or gig jobs) in January 2020?



Section C

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.

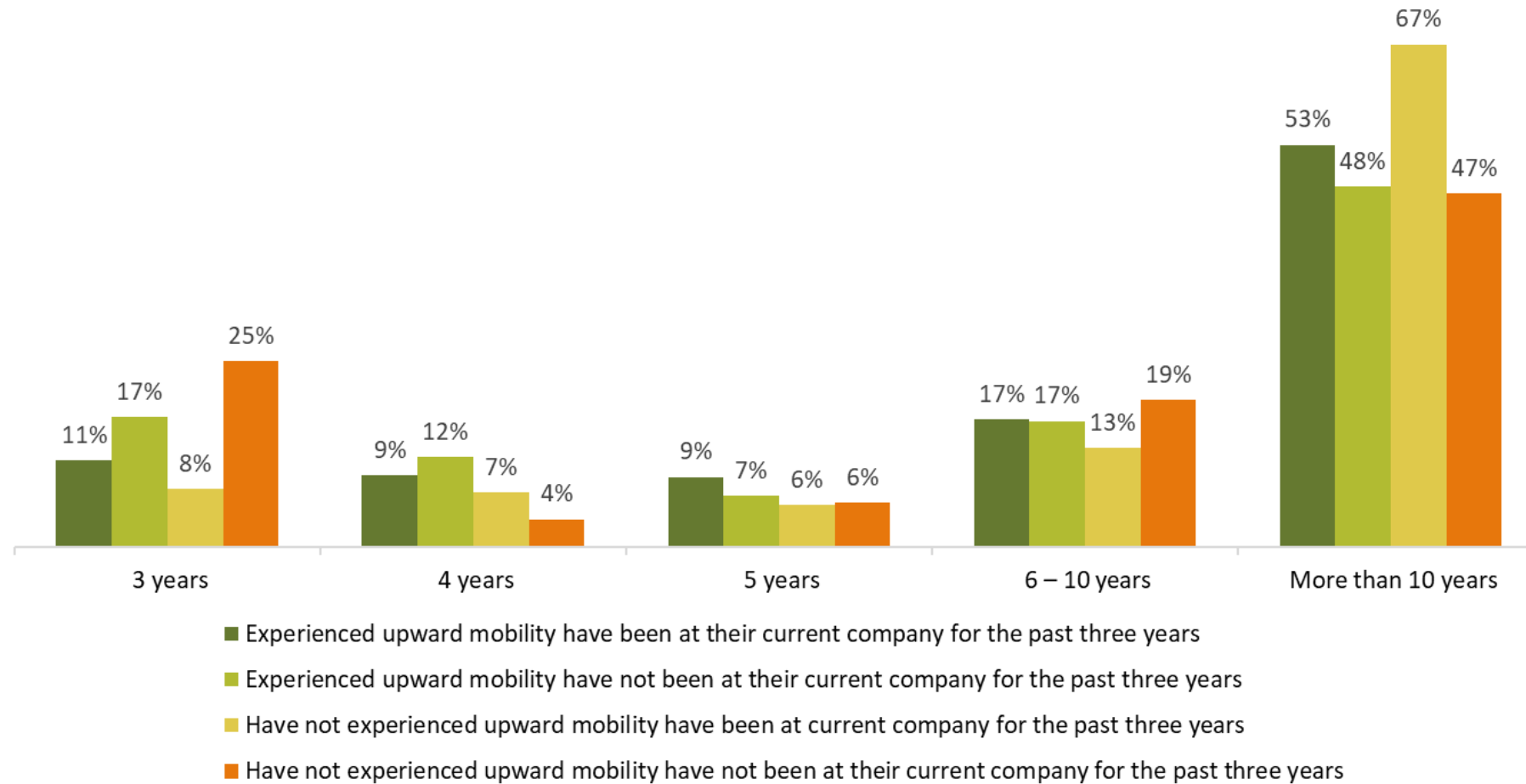
C7: Did the primary job you had in January 2020 require you to have a certain credential before you could be hired?



Section C

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.

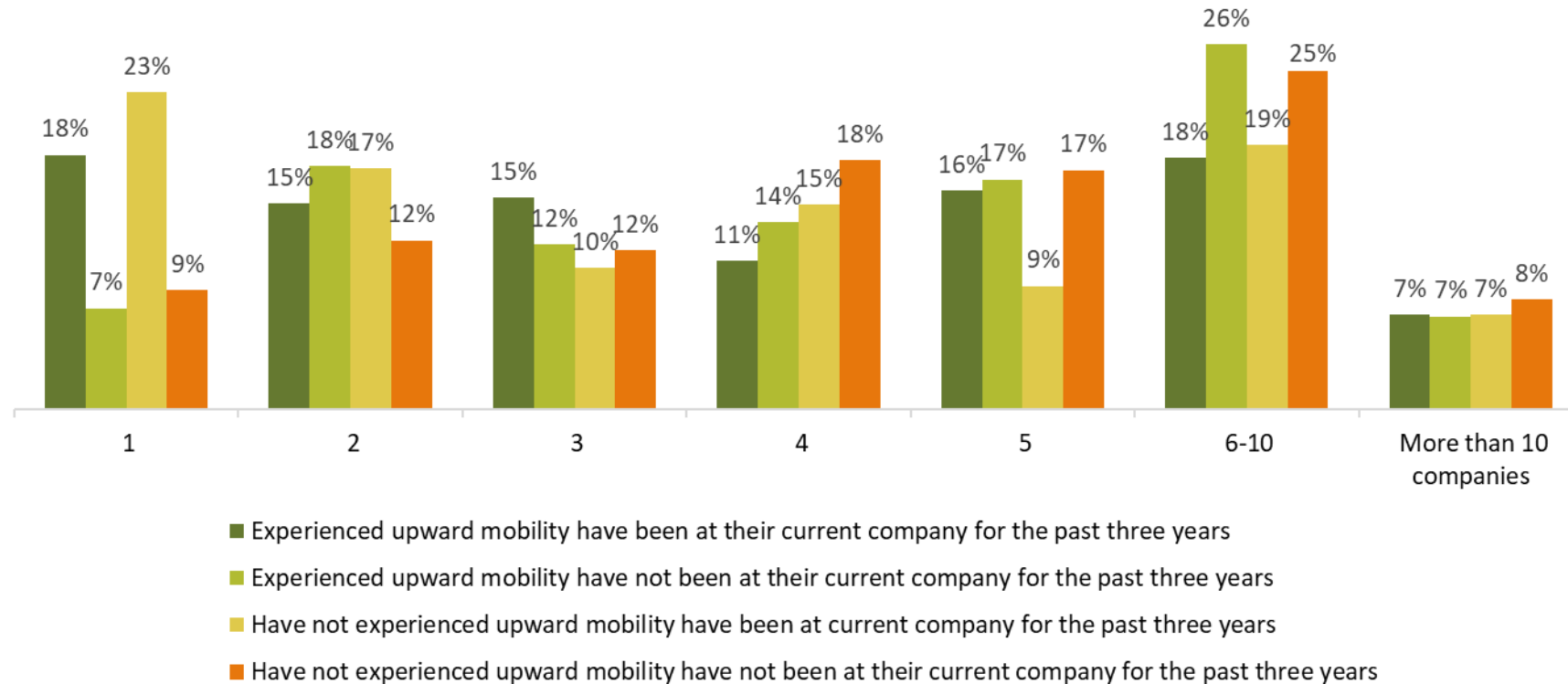
C9: How many total years had you been working as of January 2020?



Section C

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.

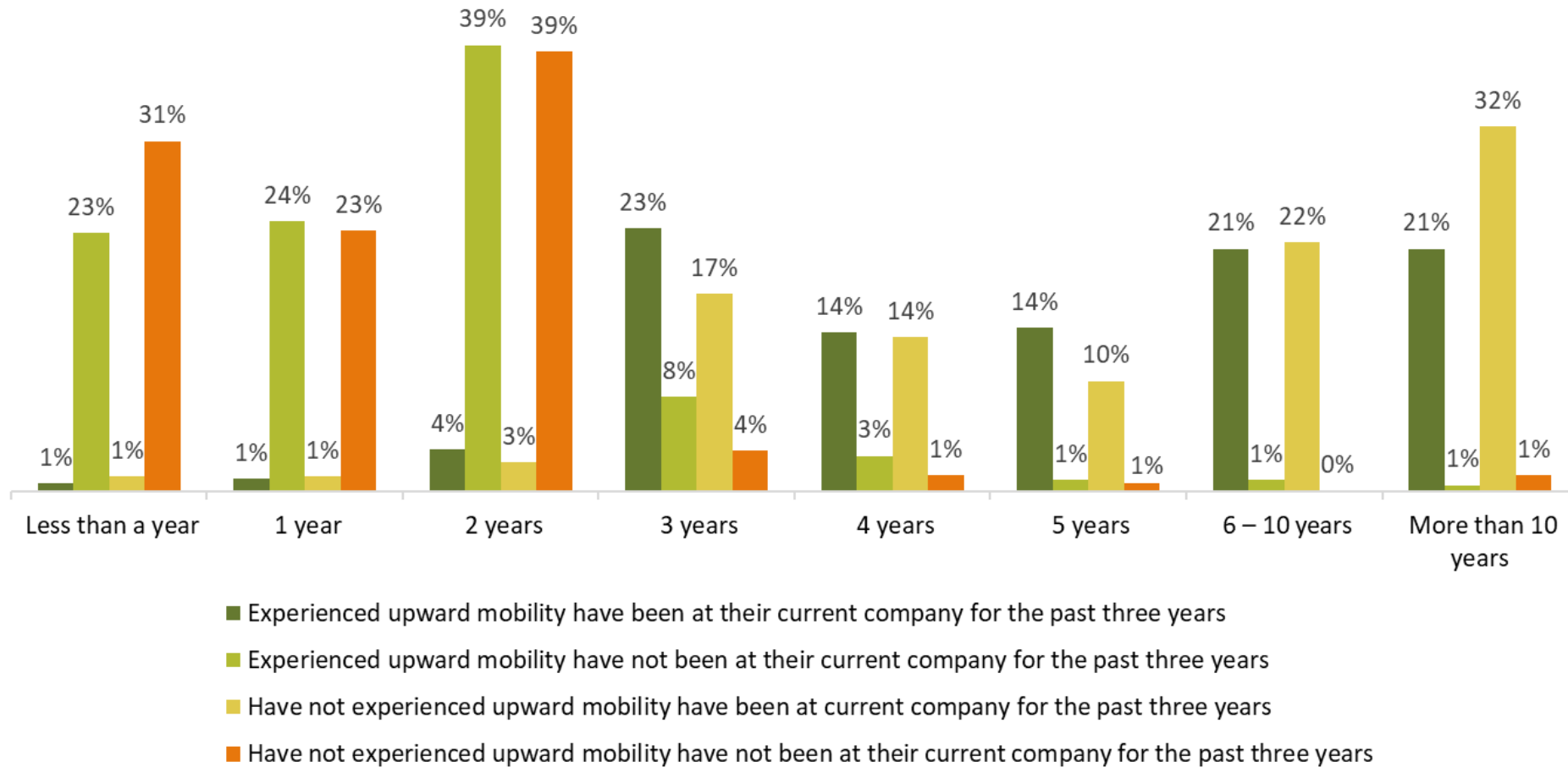
C10: During those working years, (beginning with age 18), how many different companies have you worked in, including the companies you worked at in January 2020?



Section C

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.

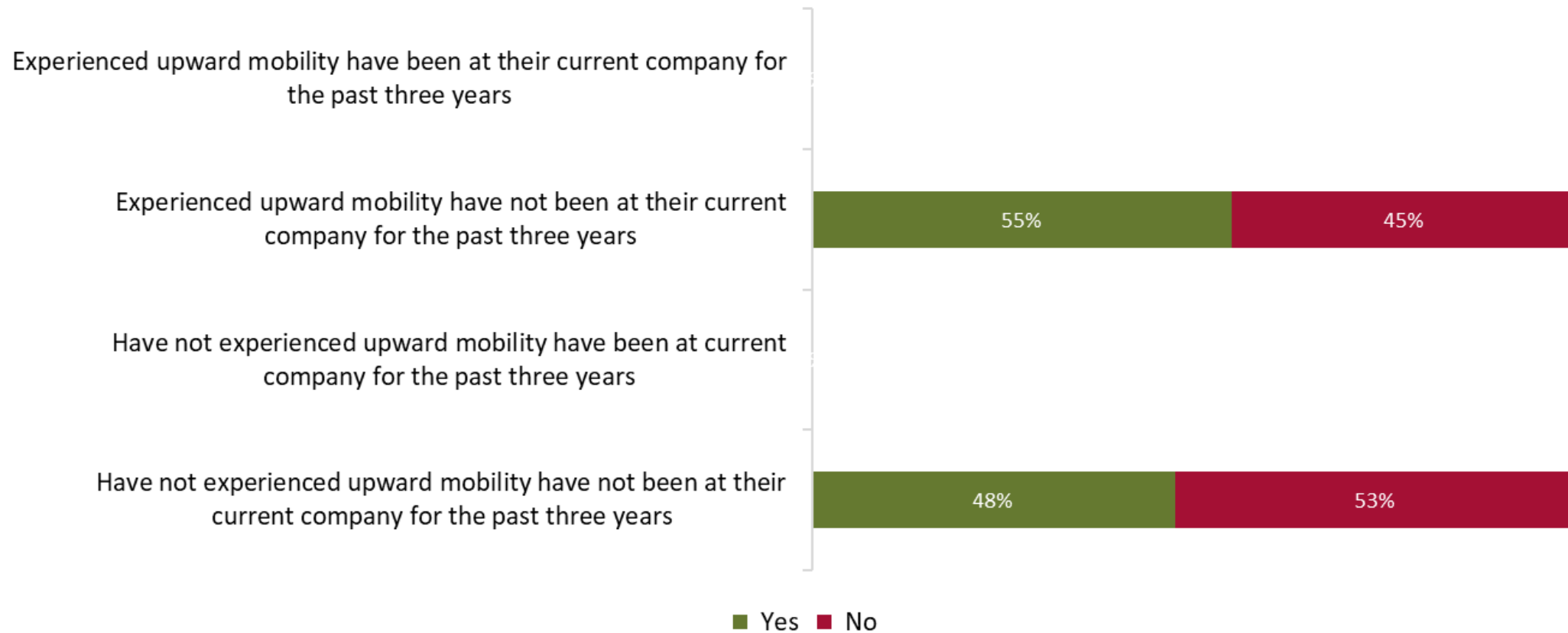
C11: How long had you been in your primary job as of January 2020?



Section C

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.

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

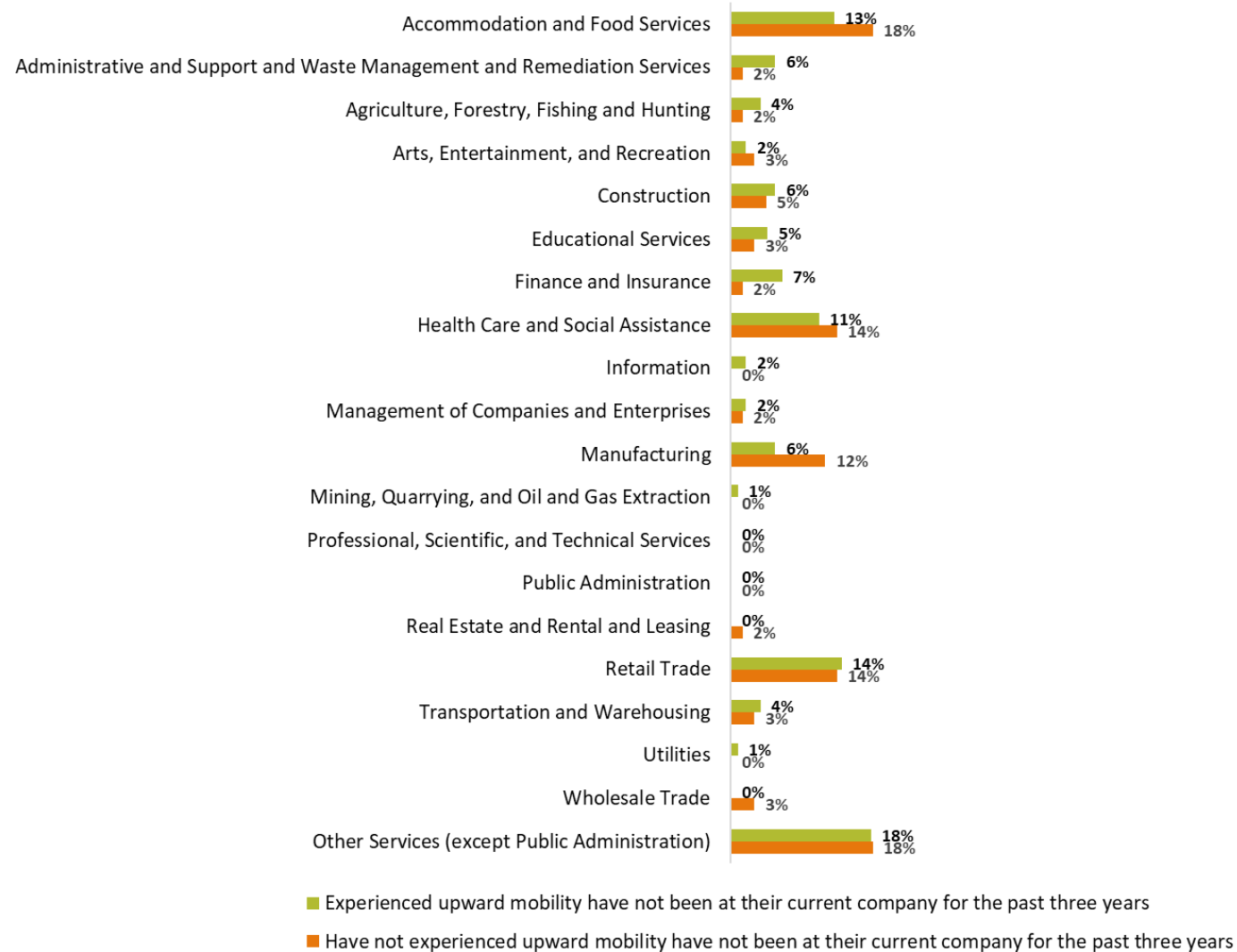


Note: Only respondents who had changed companies in the last 3 years answered this question, thus the first and third upward mobility groups in this chart did not see this question.

Section C

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?

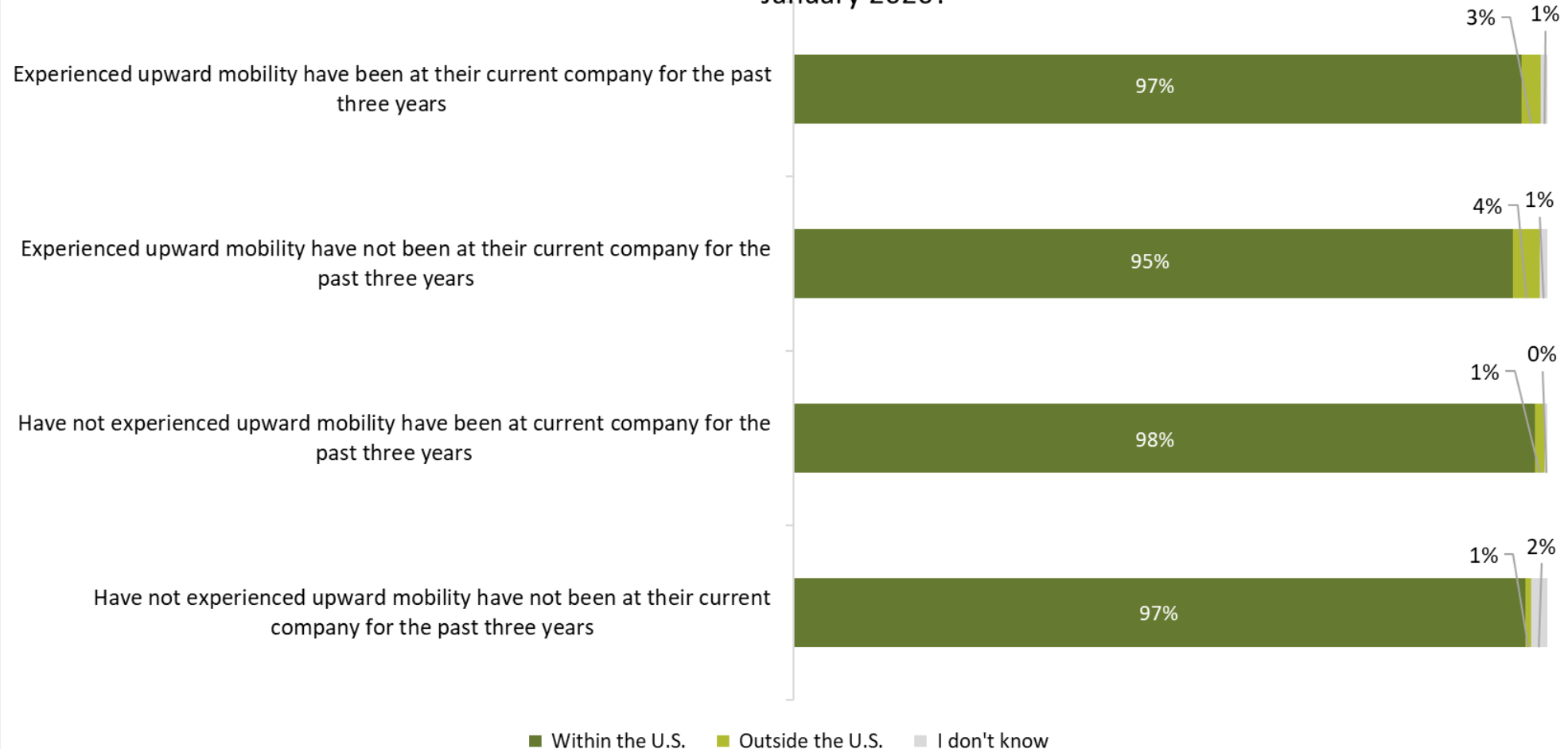


Note: Only respondents who had changed industries in the last 3 years answered this question

Section C

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.

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



Section C

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.

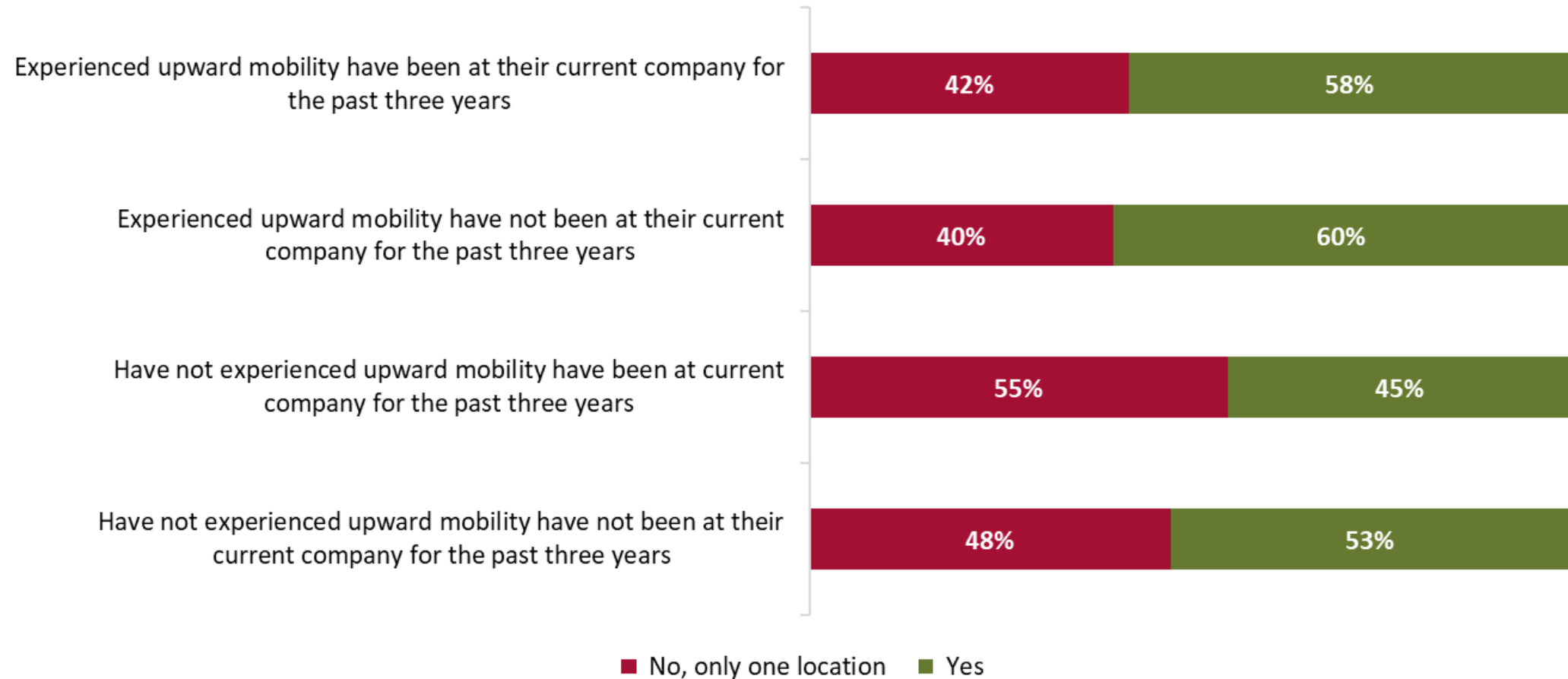
C15: Were the majority of your primary company's workers located within the U.S. or outside the U.S. in January 2020?



Section C

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.

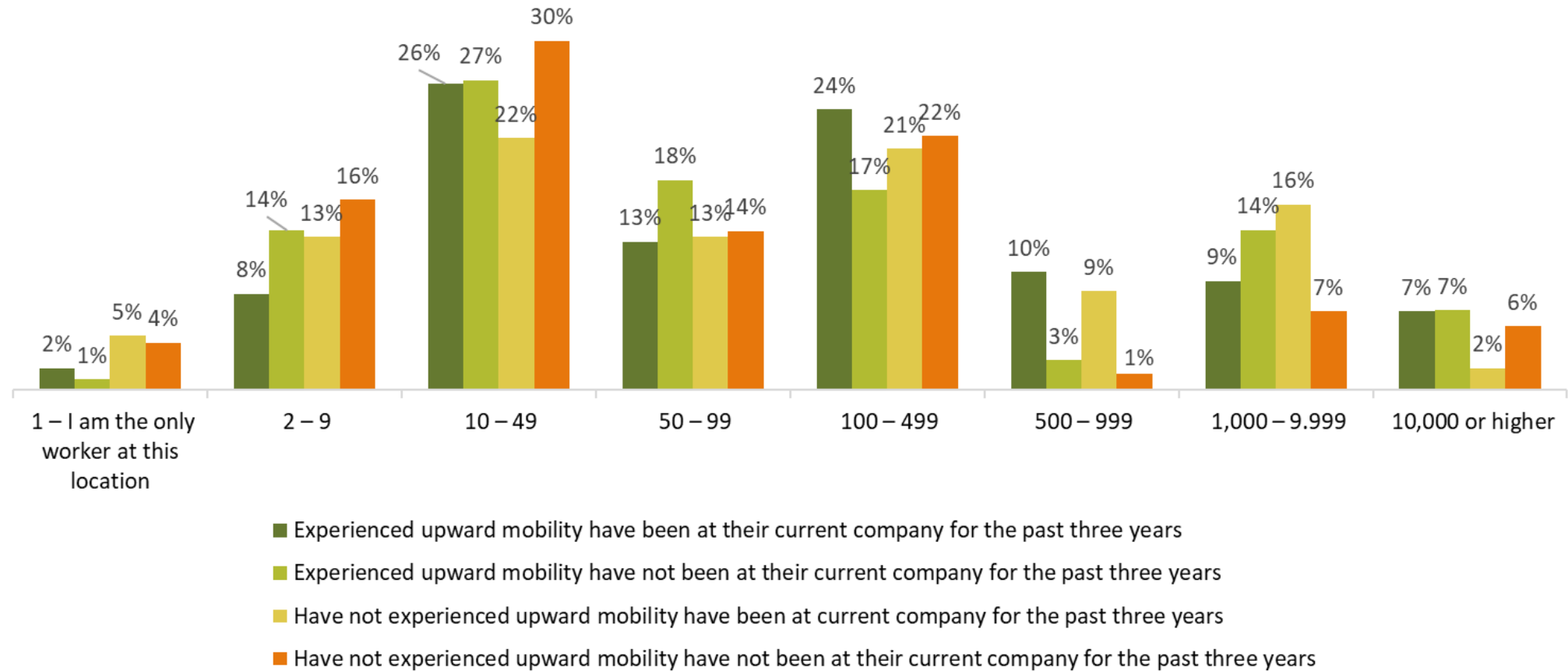
C16: Did your primary company have multiple locations in January 2020?



Section C

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?

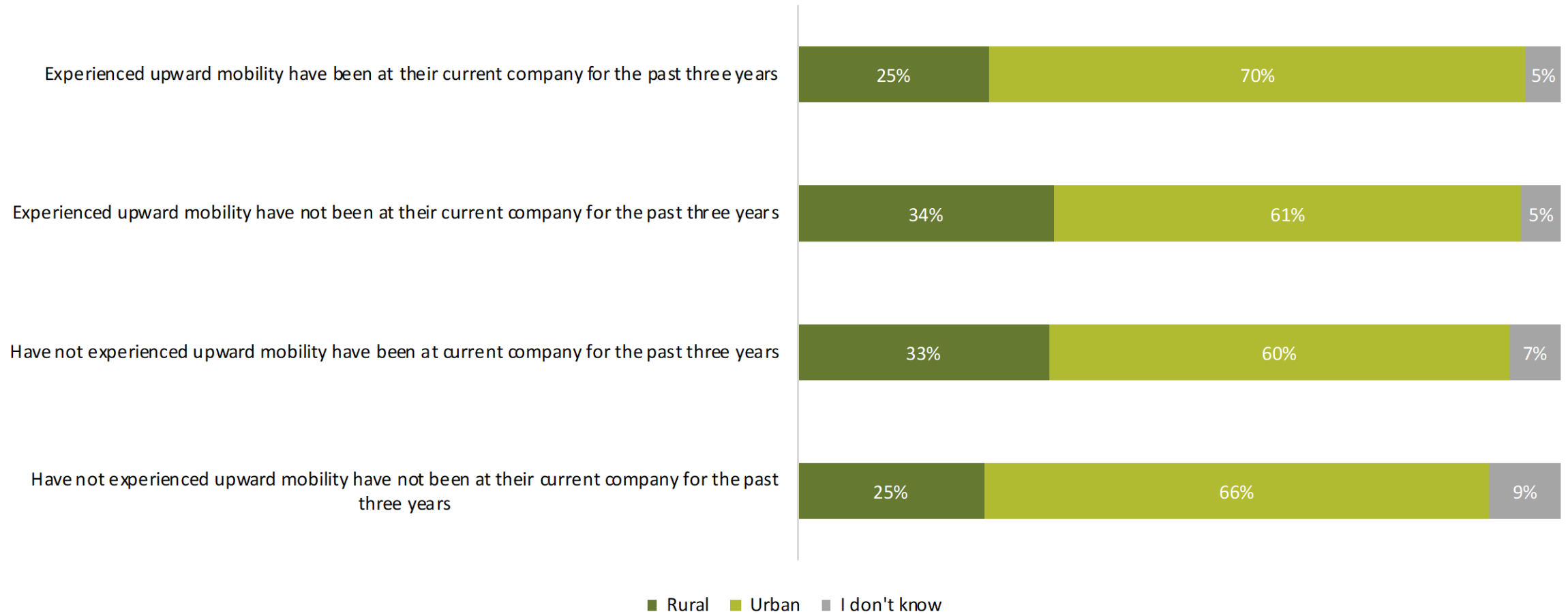


Note: Only respondents whose primary company has multiple locations answered this question

Section C

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.

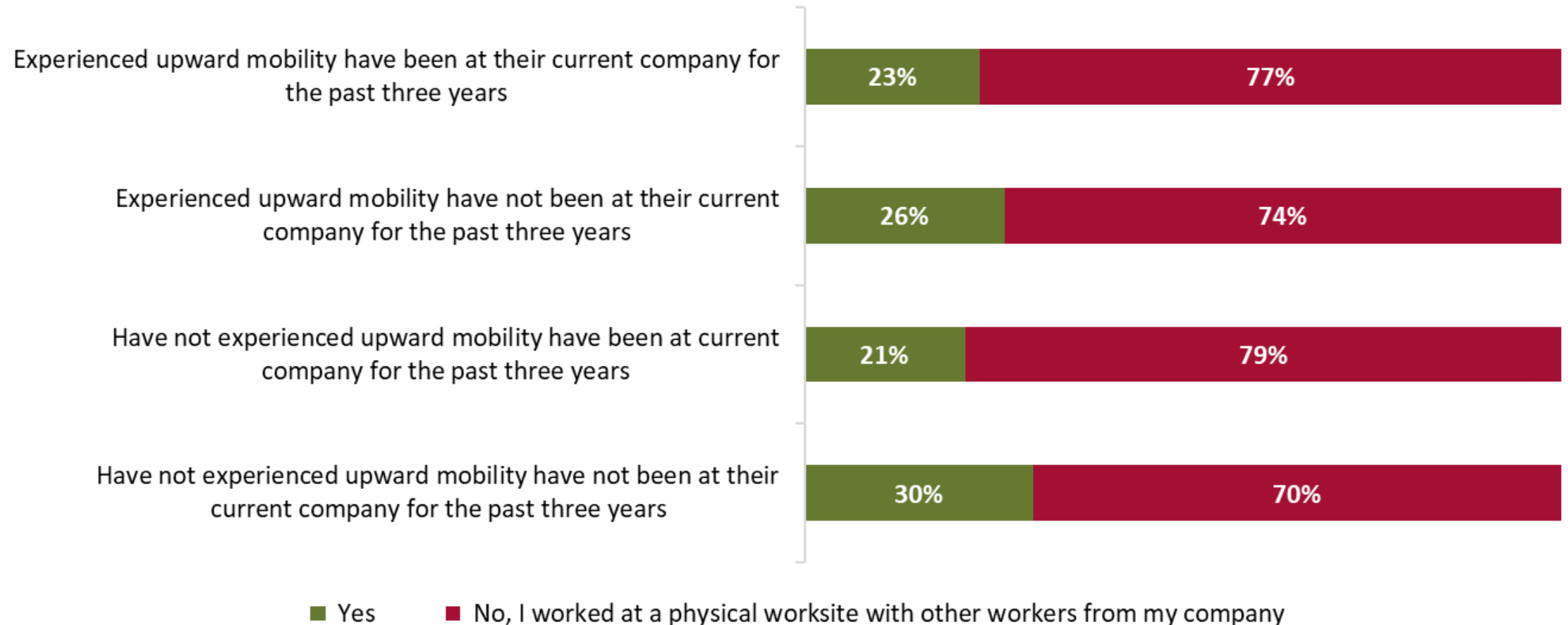
C18: Was your primary worksite located in a primarily rural or urban area in January 2020?



Section C

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.

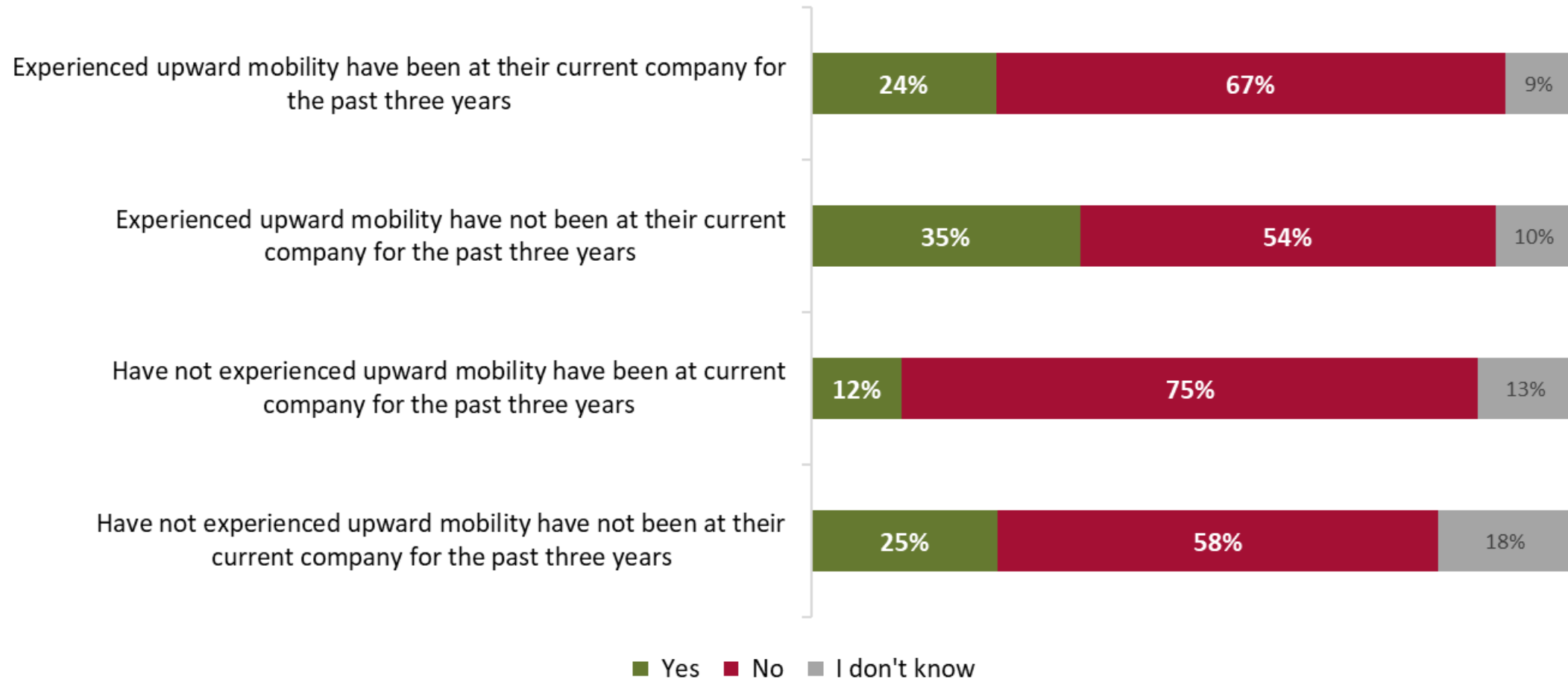
C18new: Did you typically work remotely for your primary company in January 2020?



Section C

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.

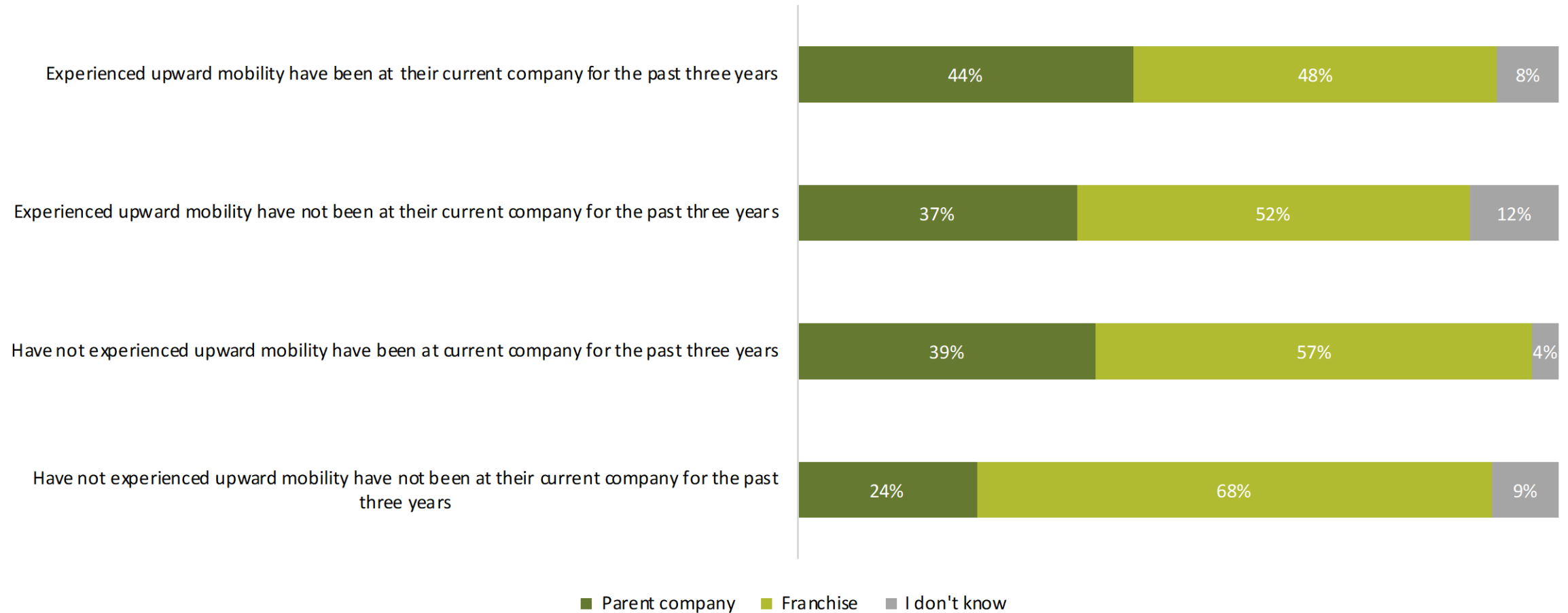
C19: Did your primary company use a franchise model in January 2020?



Section C

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?

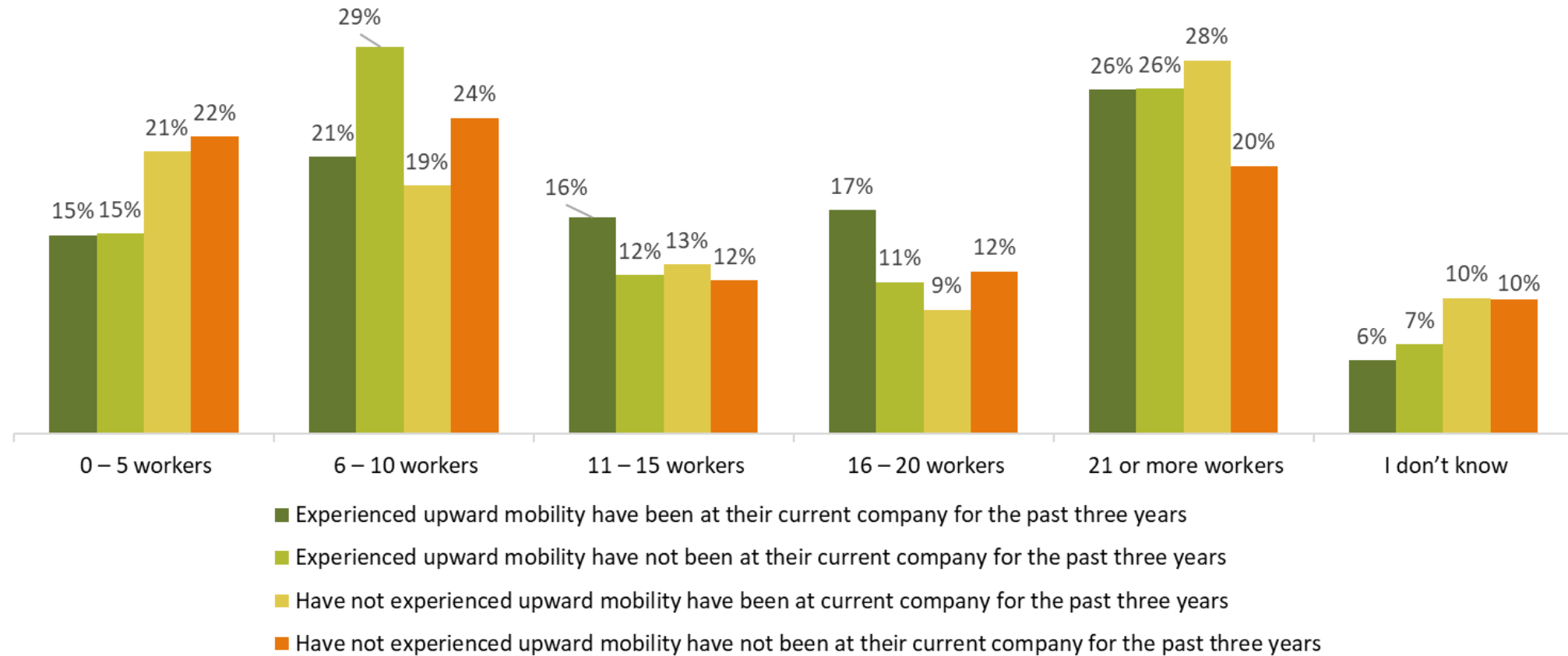


Note: Only respondents whose company uses a franchise model answered this question

Section C

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.

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



Section D

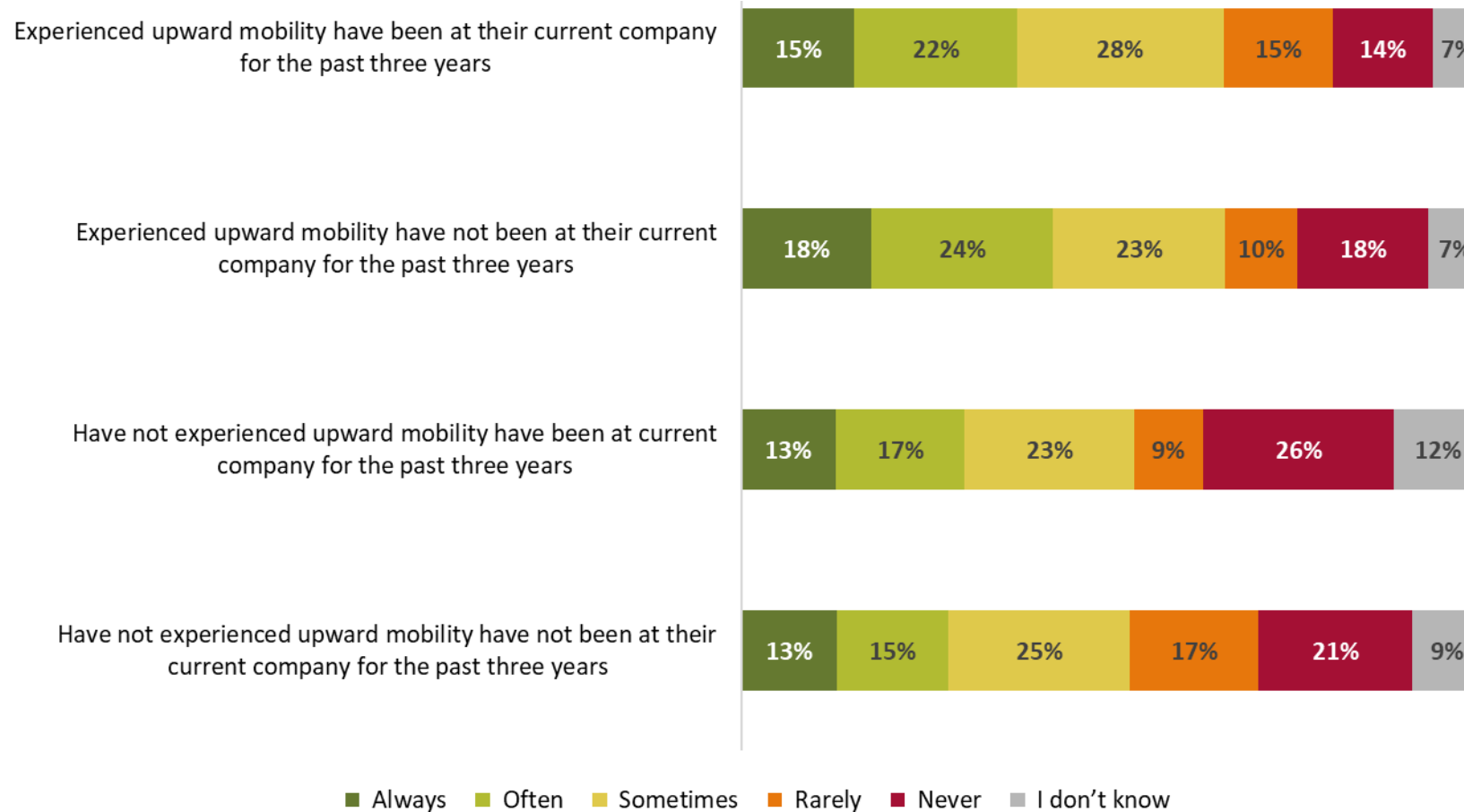
Your experience with company practices

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:

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)

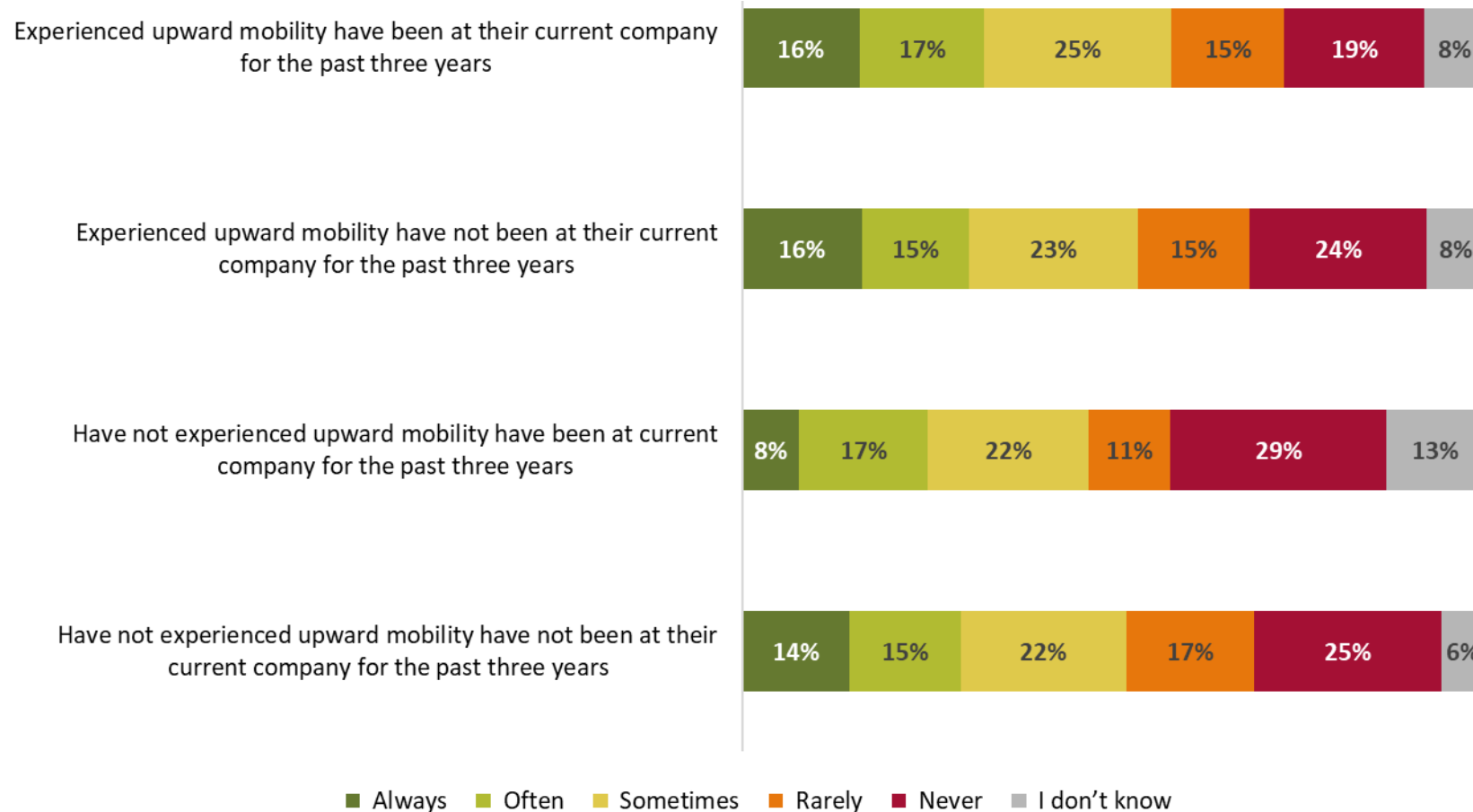


Section D Pre-employment

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.

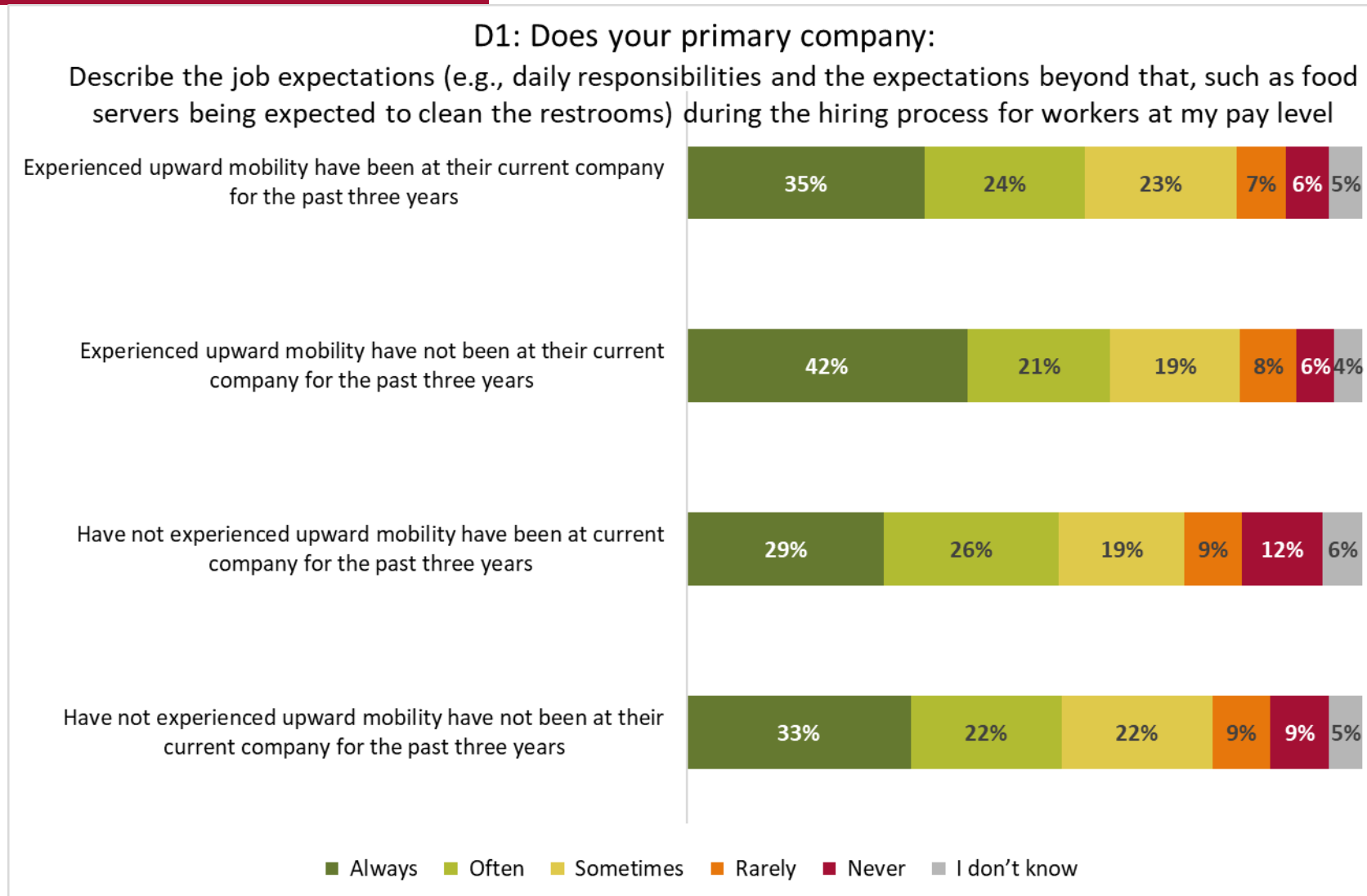
D1: Does your primary company:

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)



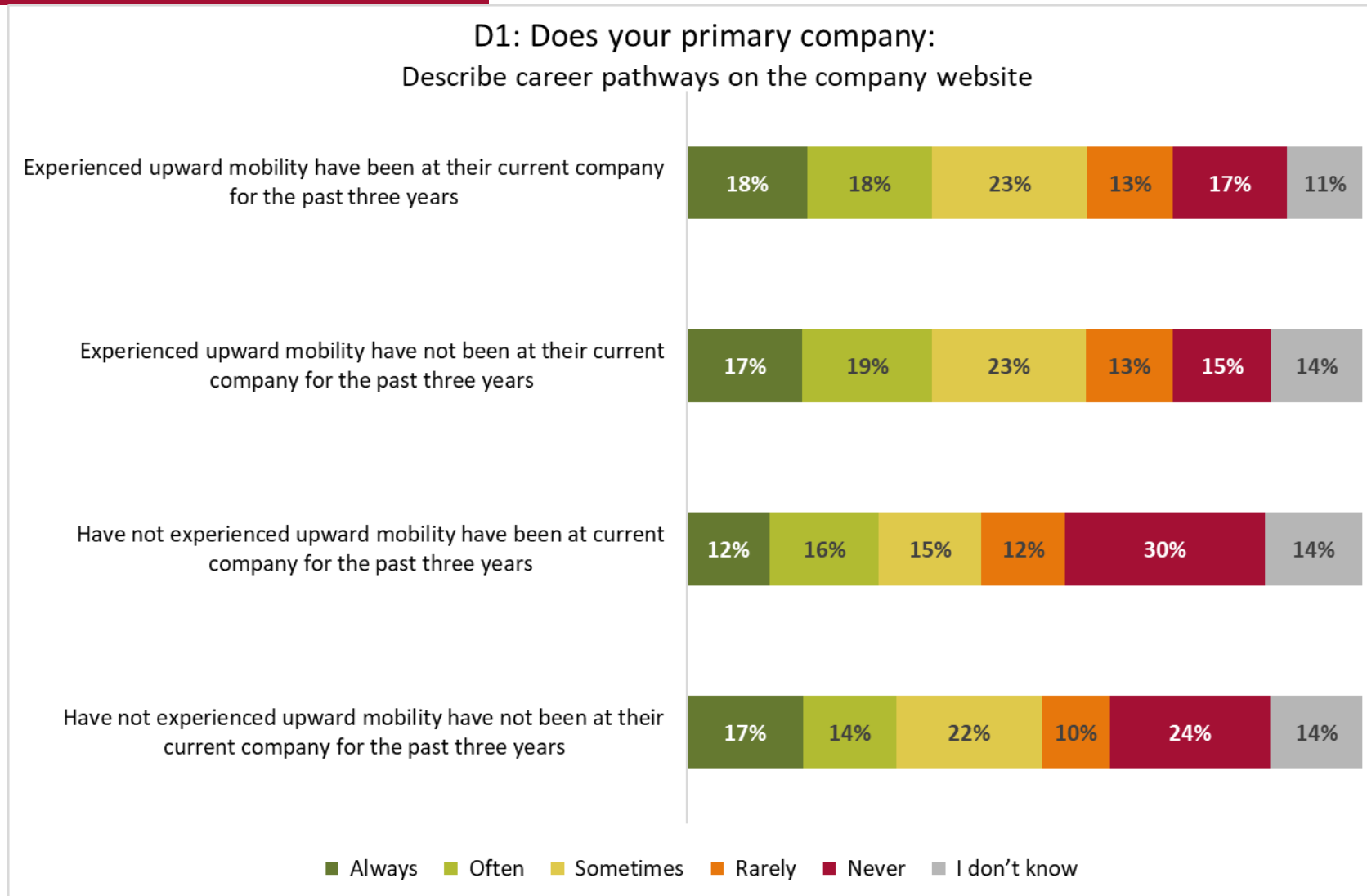
Section D Pre-employment

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.



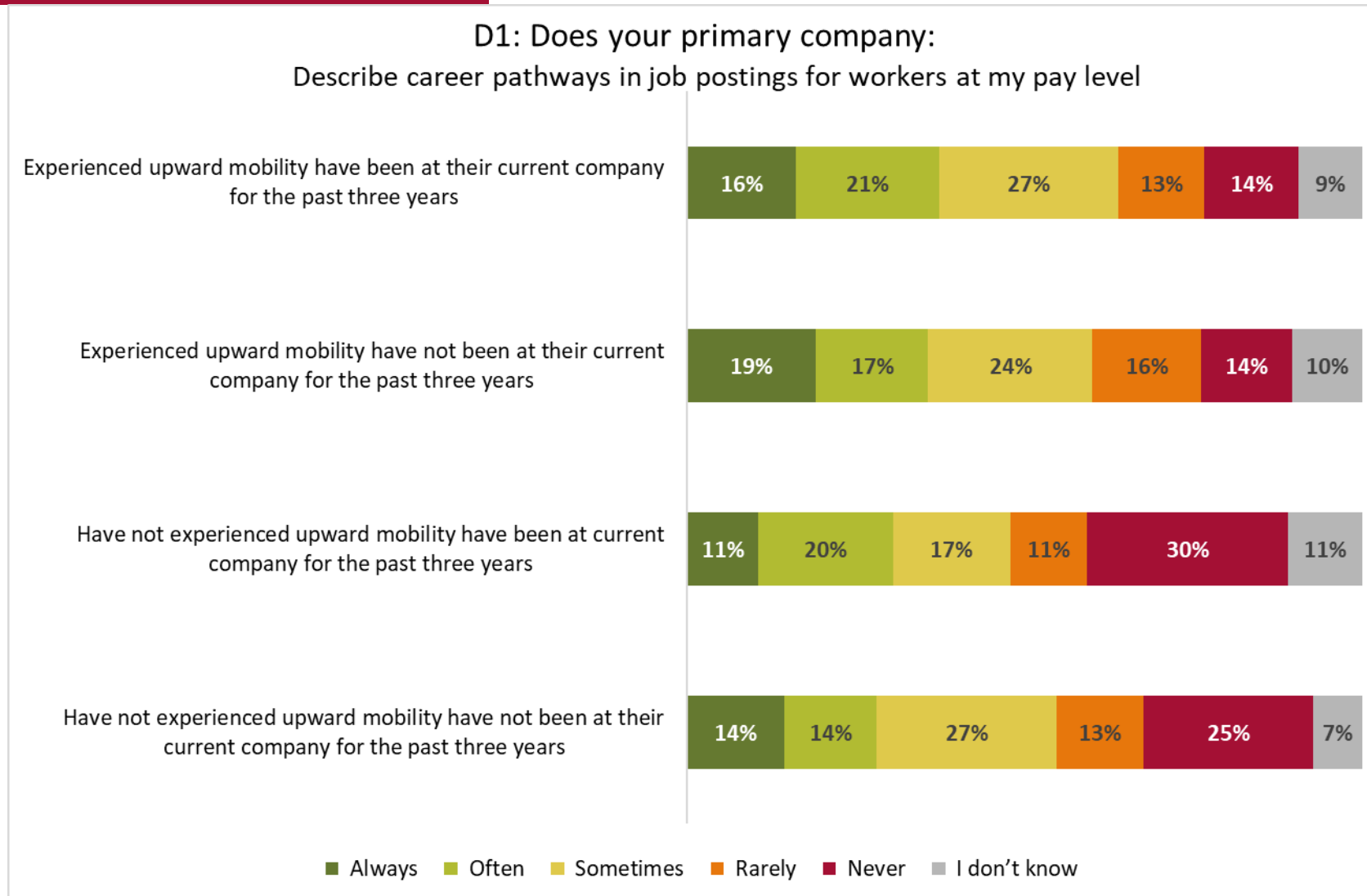
Section D Pre-employment

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.



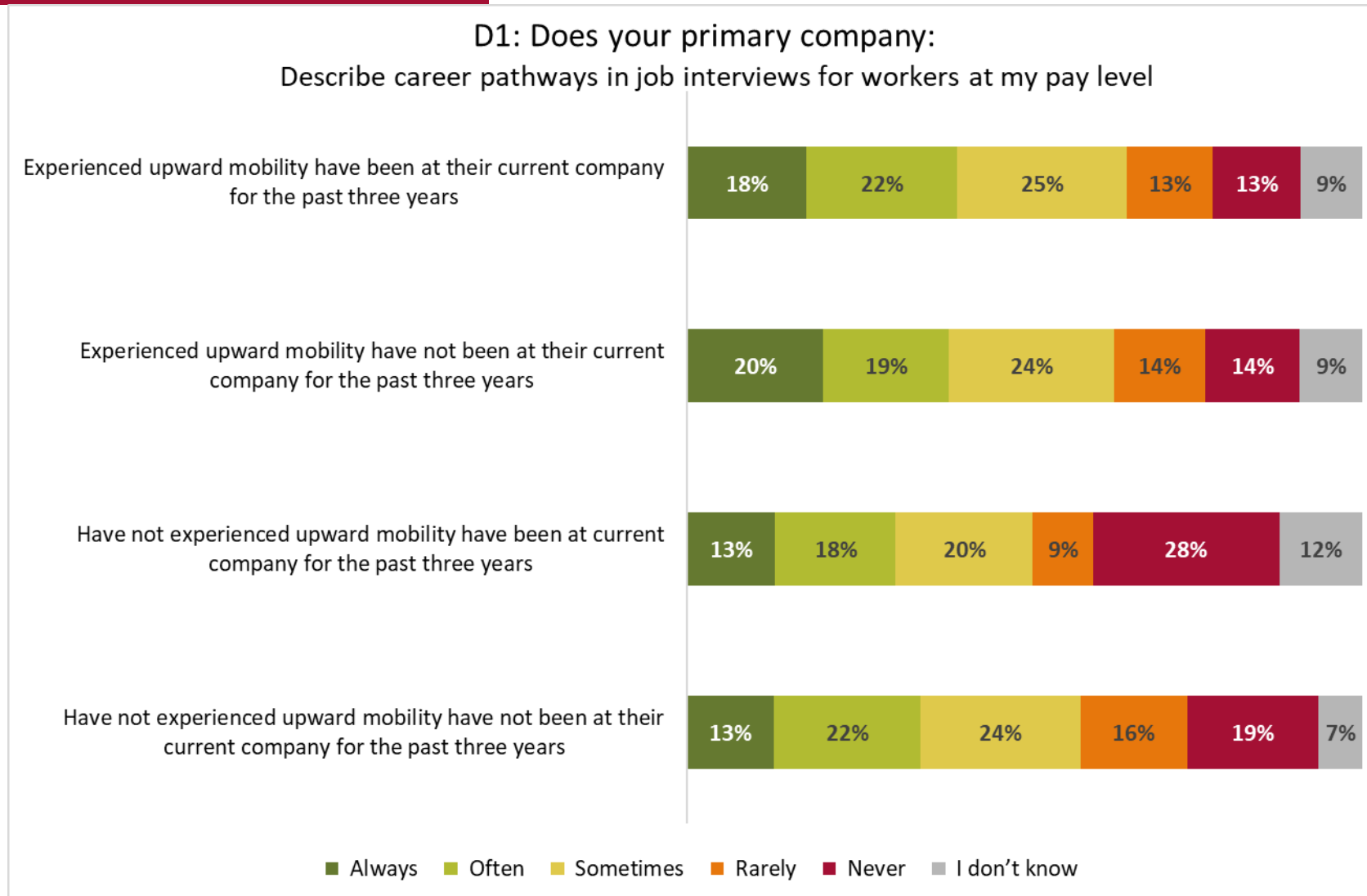
Section D Pre-employment

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.



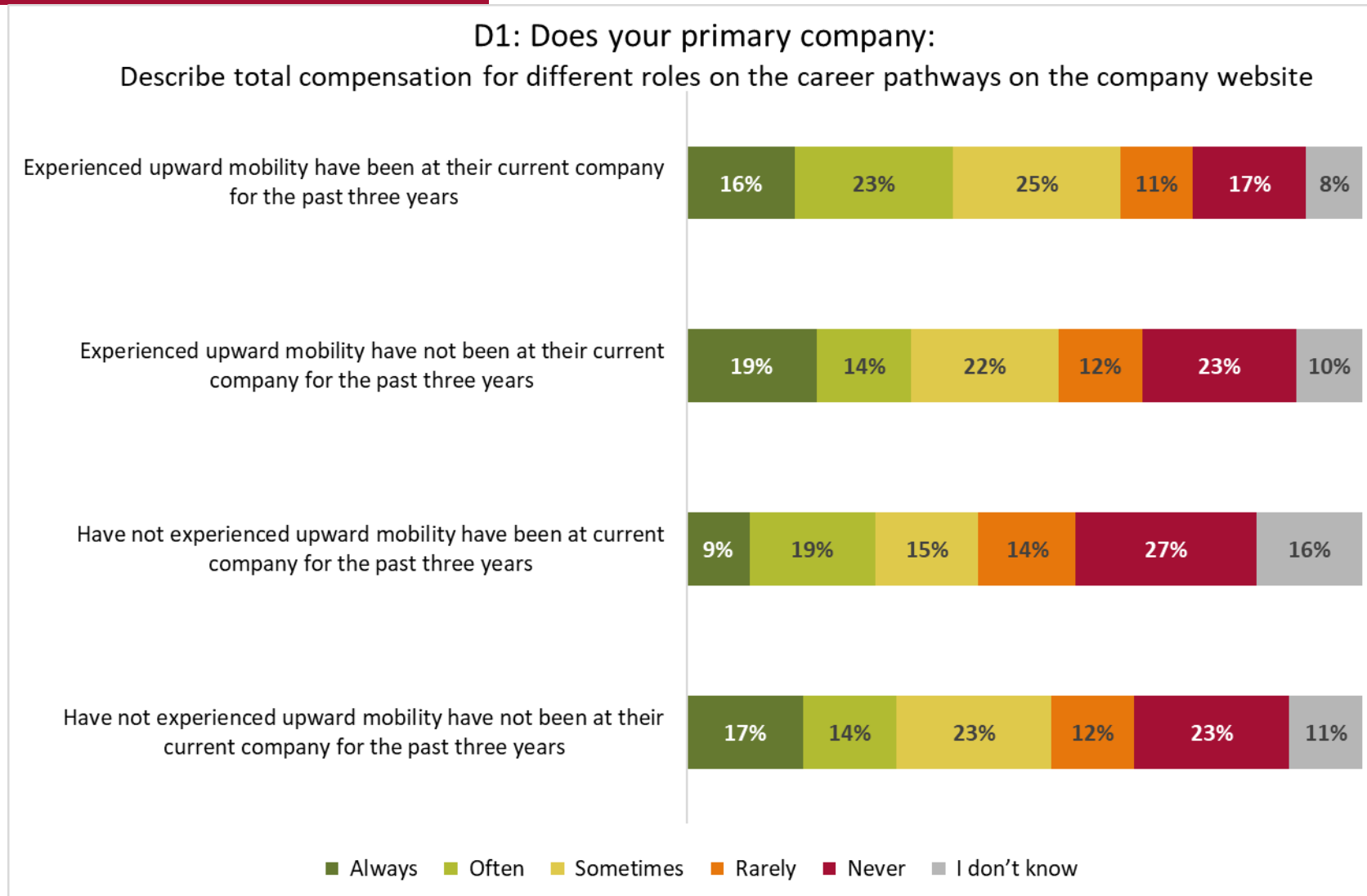
Section D Pre-employment

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.



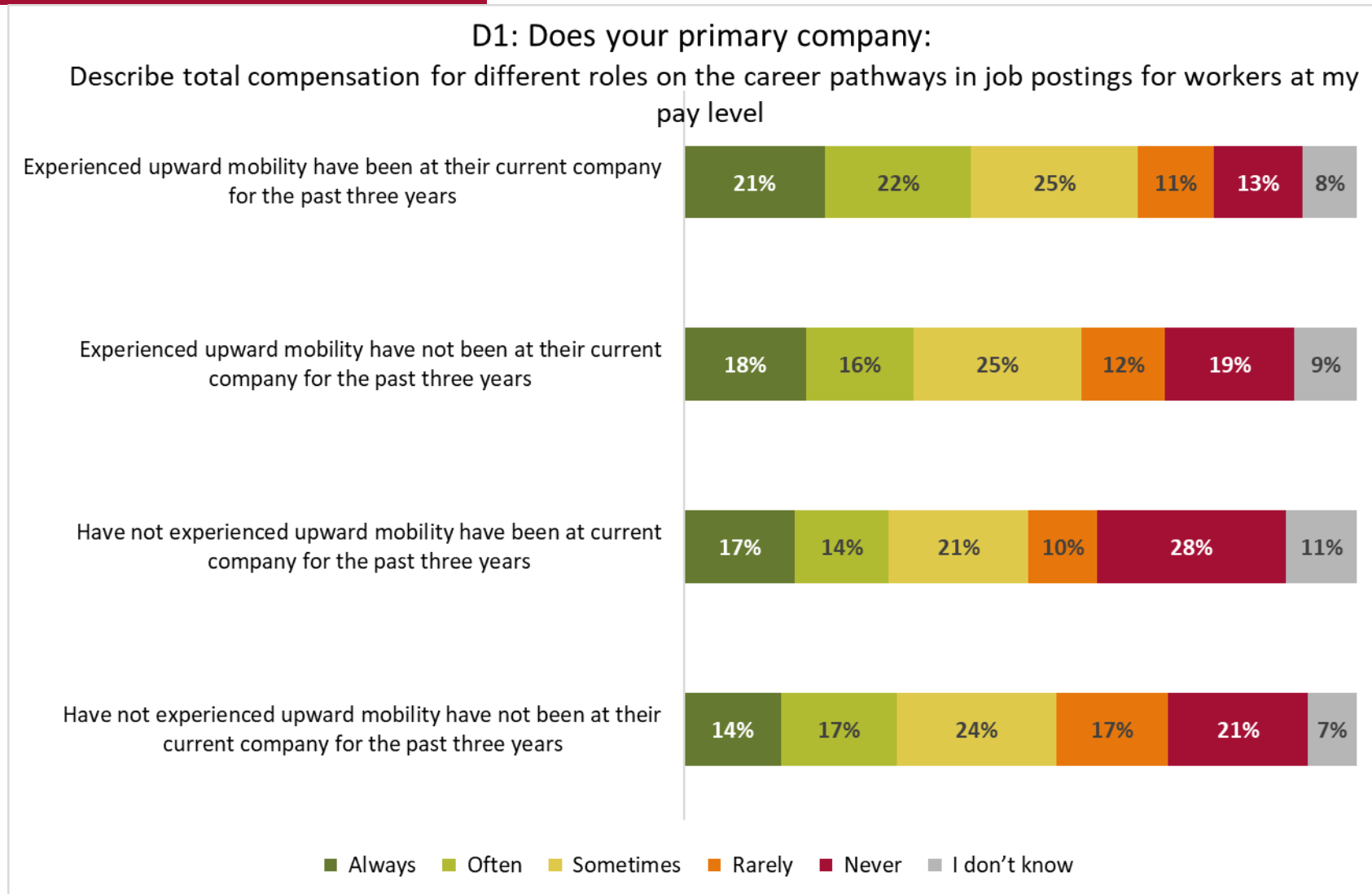
Section D Pre-employment

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.



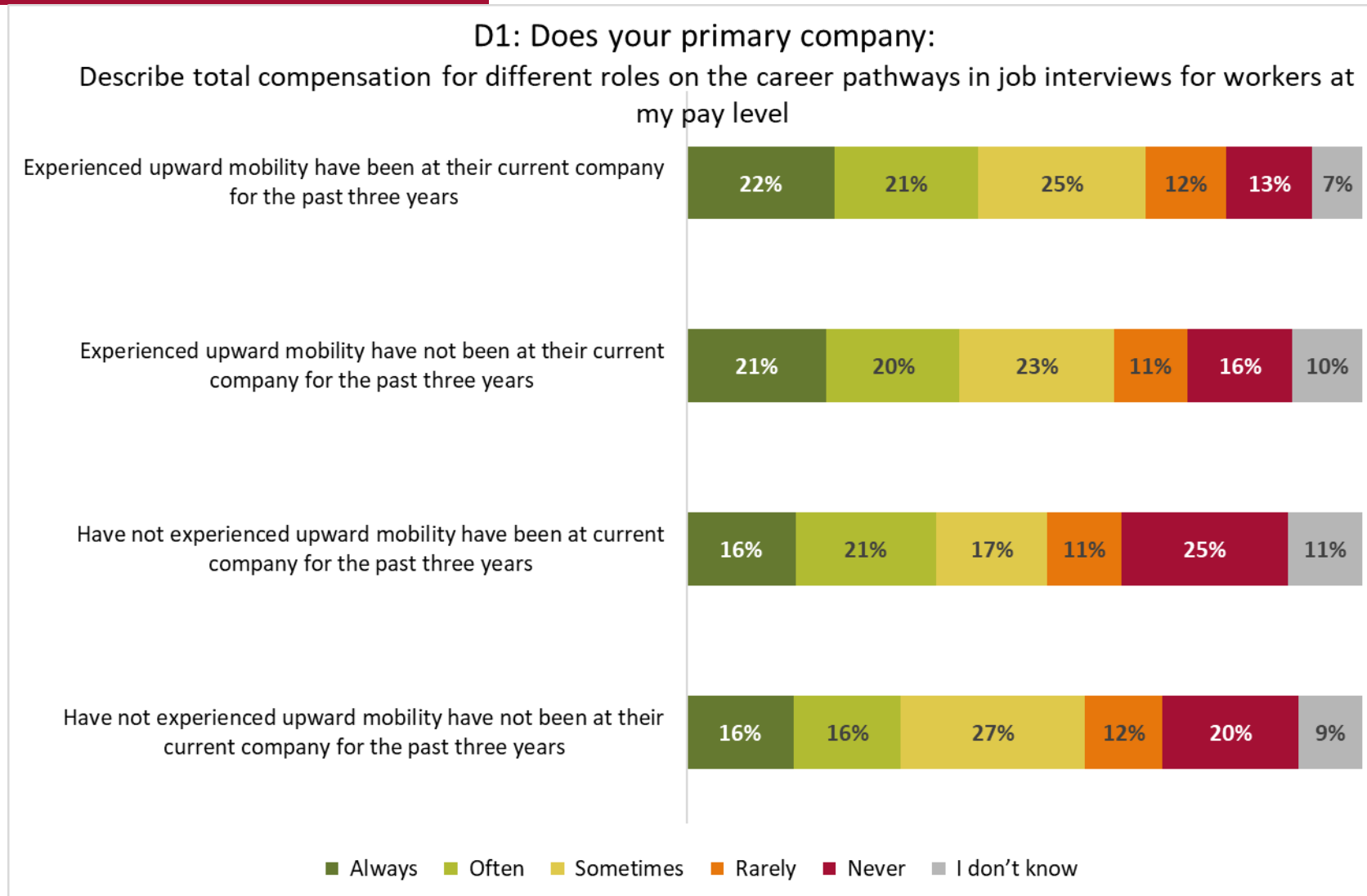
Section D Pre-employment

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.



Section D Pre-employment

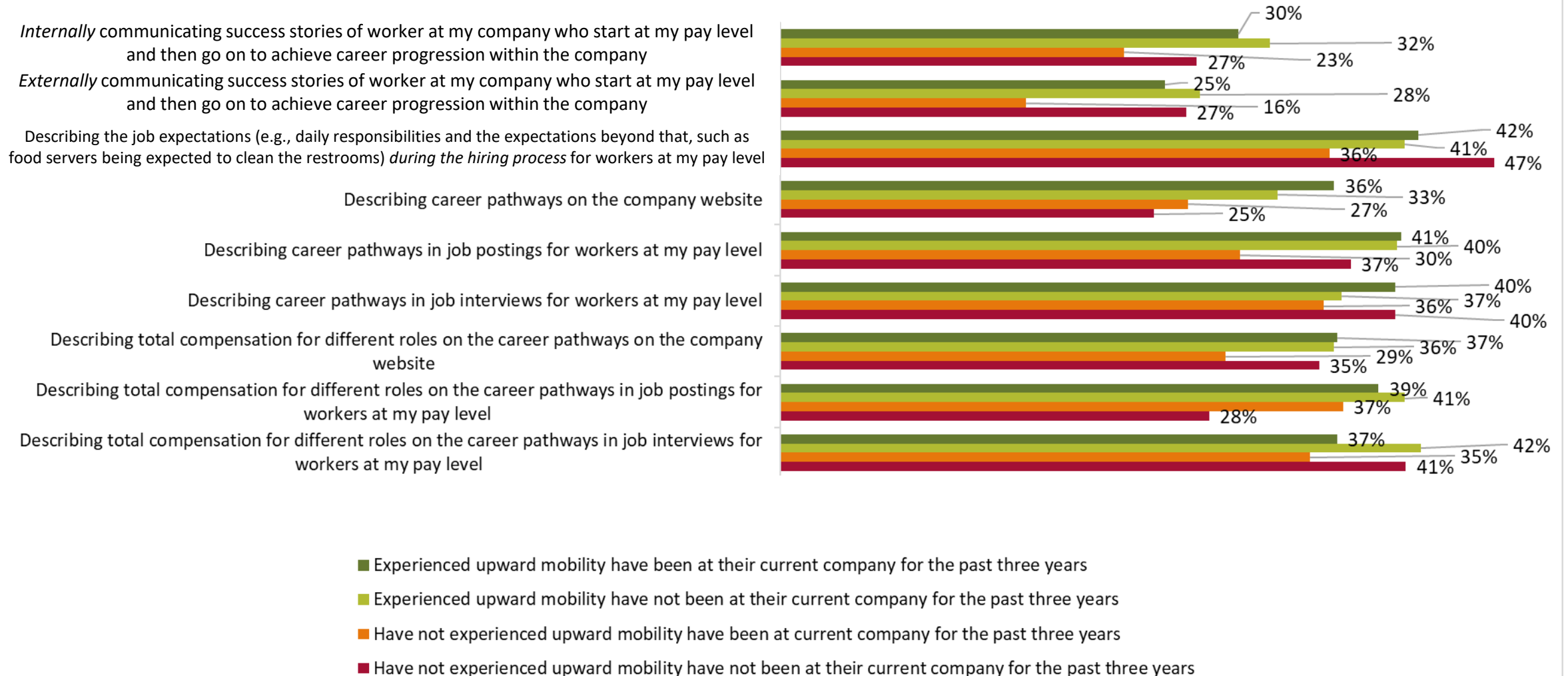
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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.

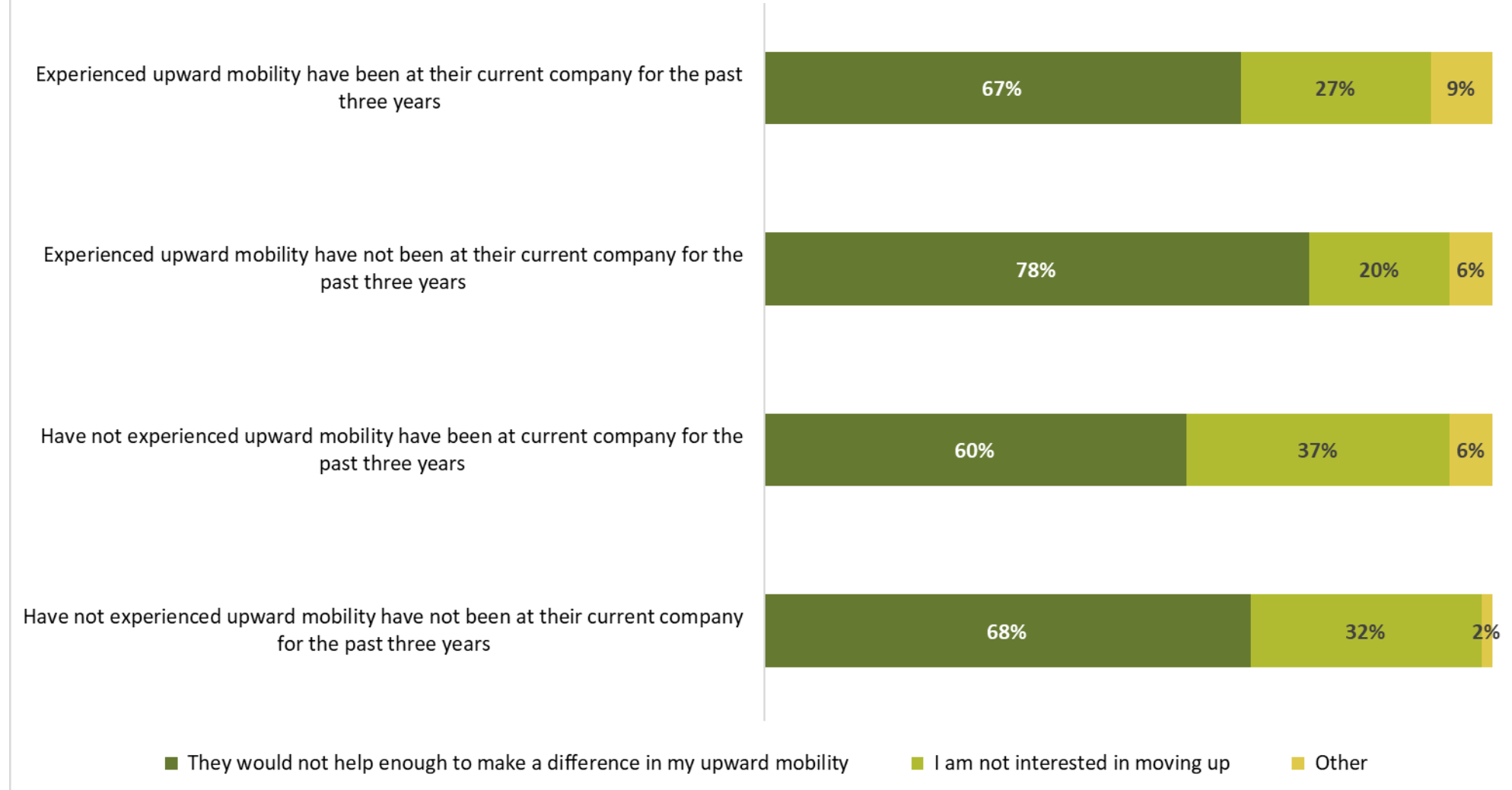
D2: Which of the below company practices would be helpful:



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.

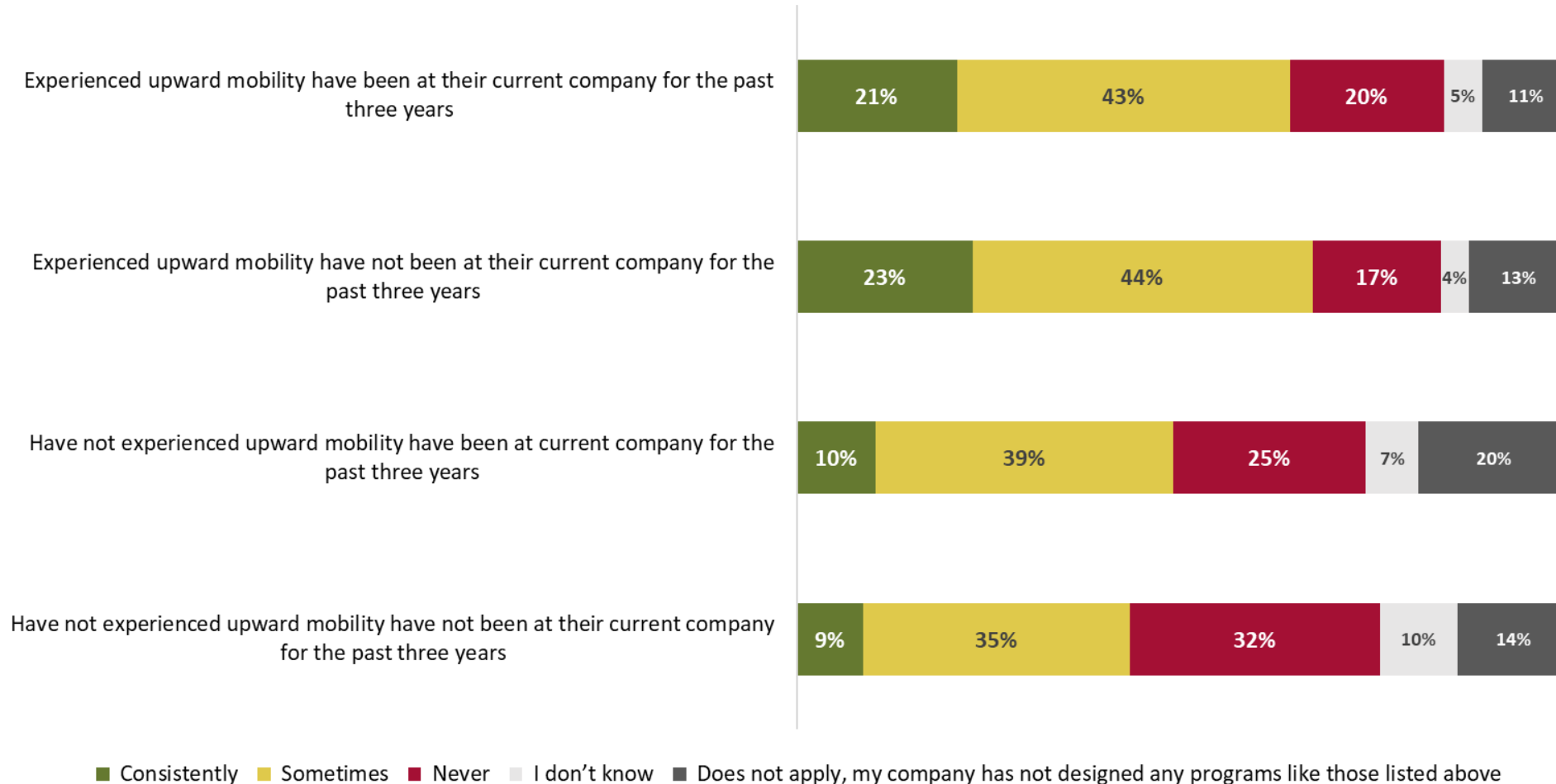
D3: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D Pre-employment

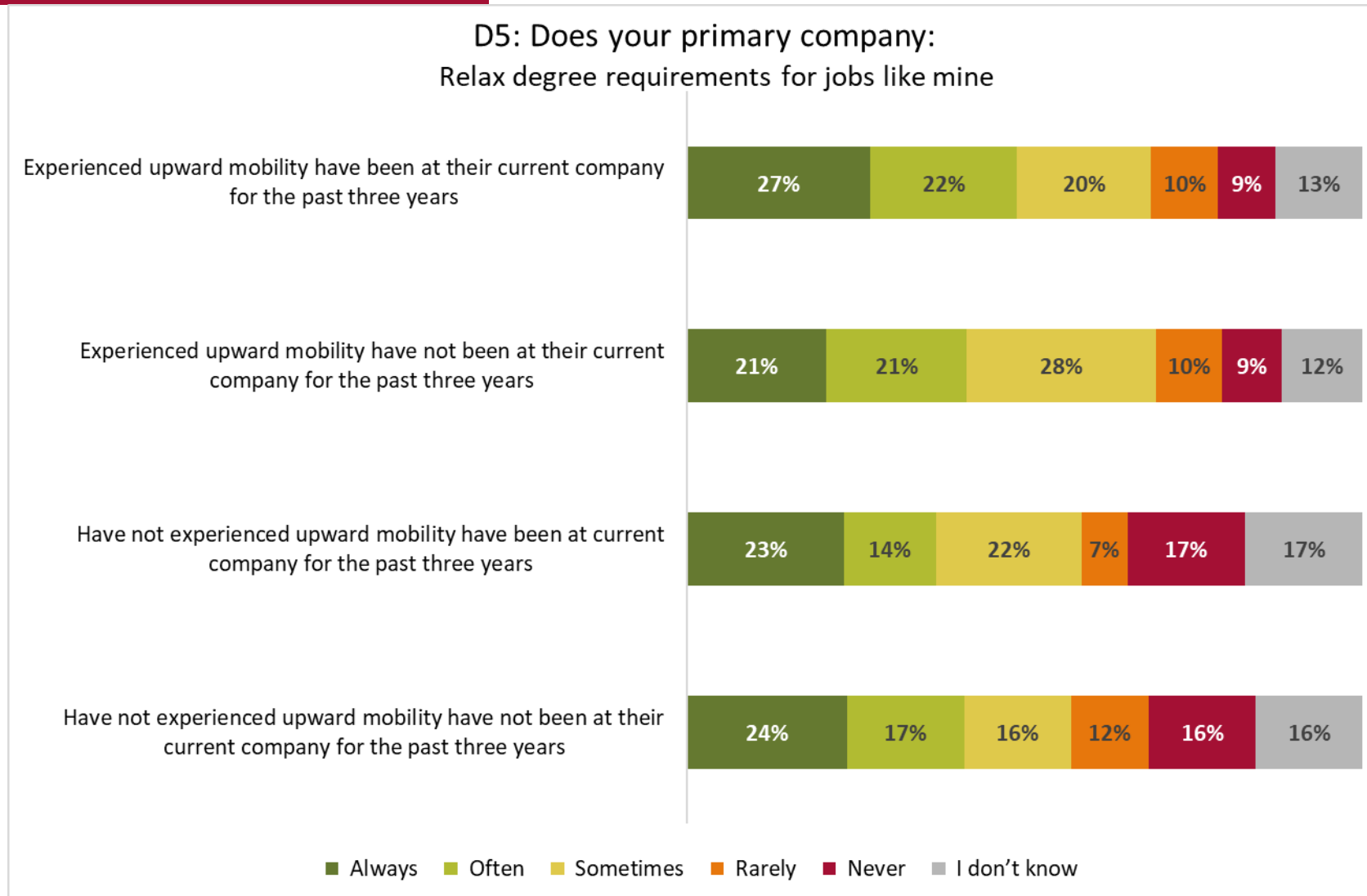
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



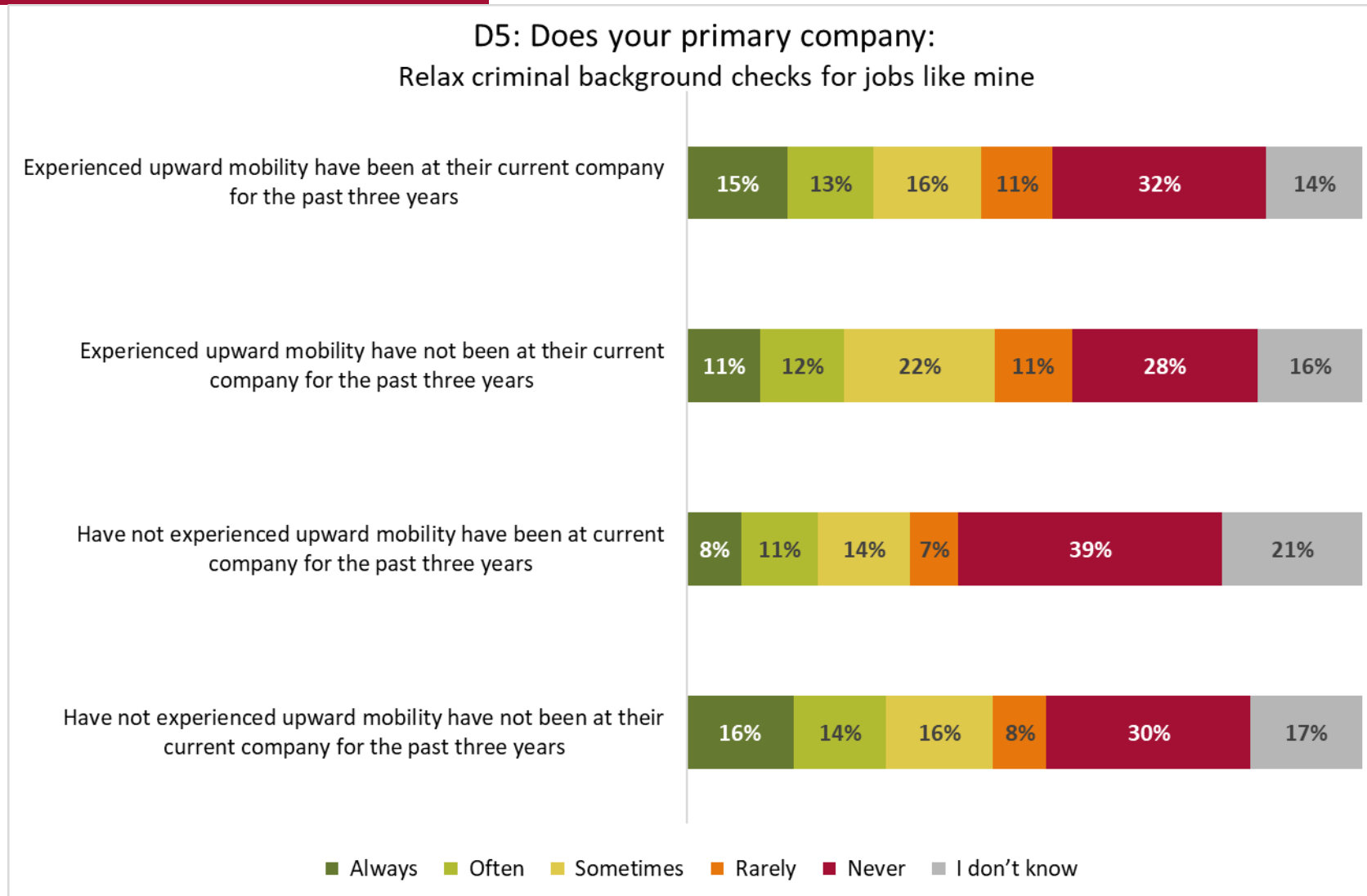
Section D Hiring

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.



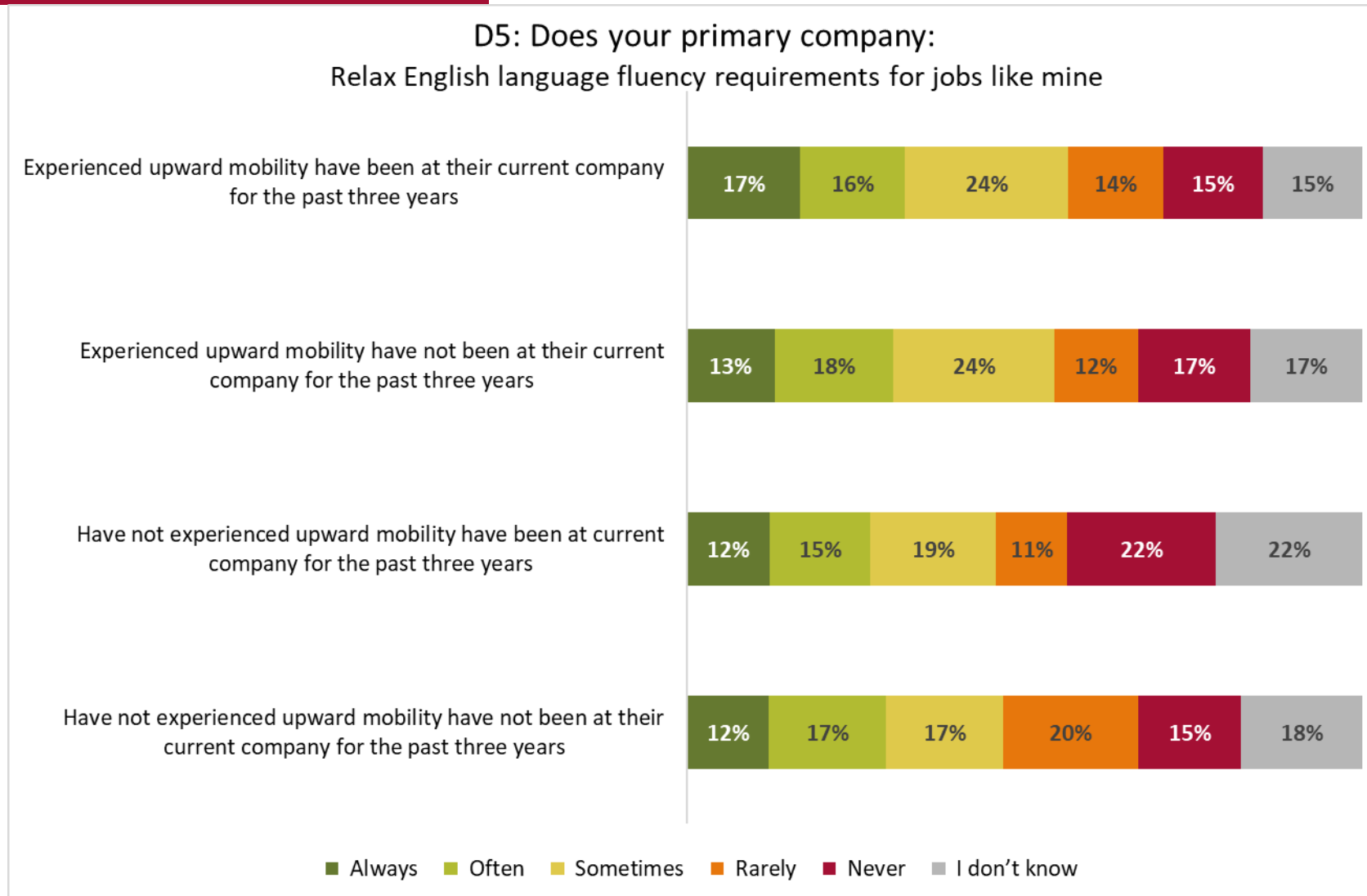
Section D Hiring

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.



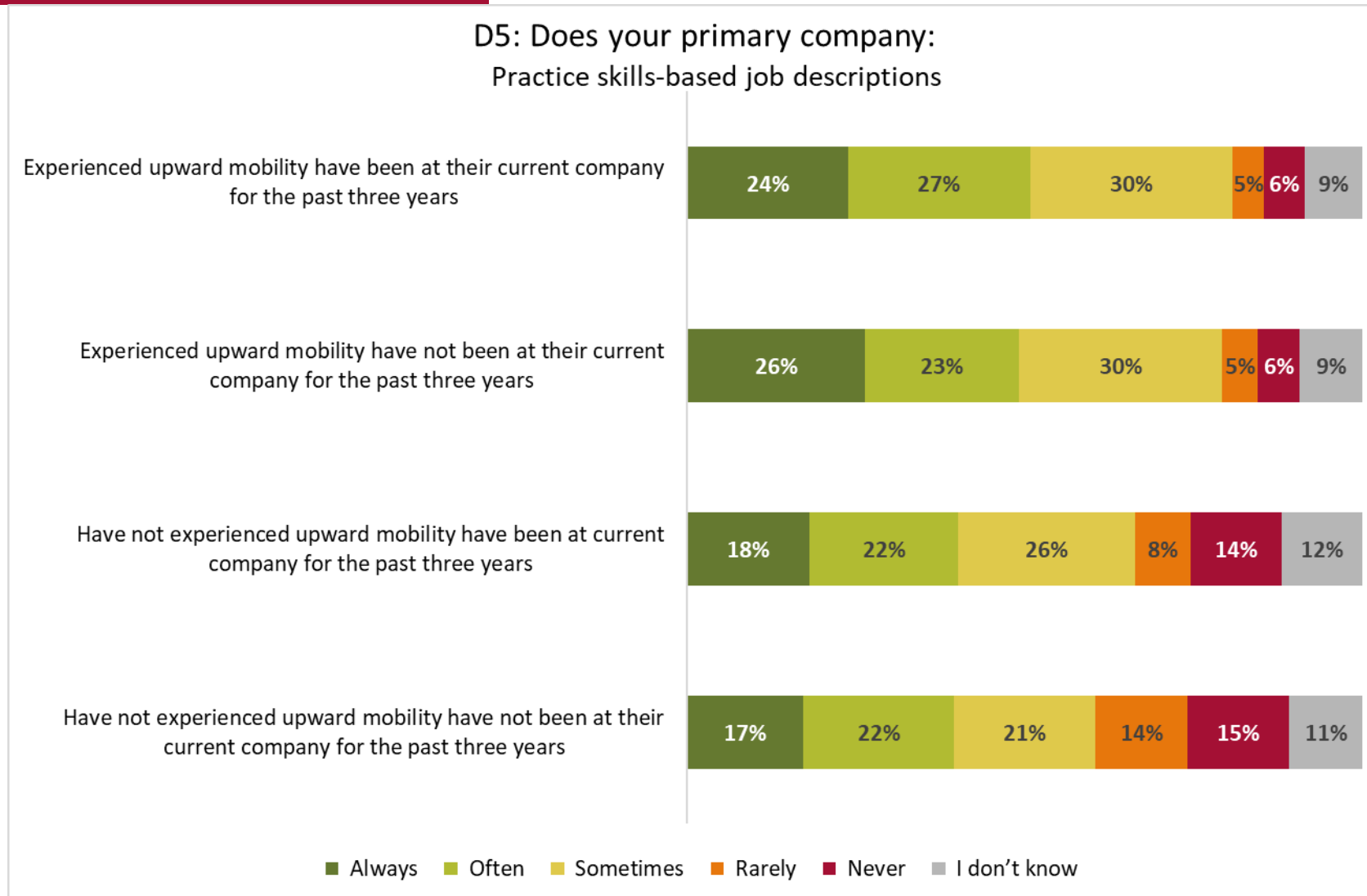
Section D Hiring

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.



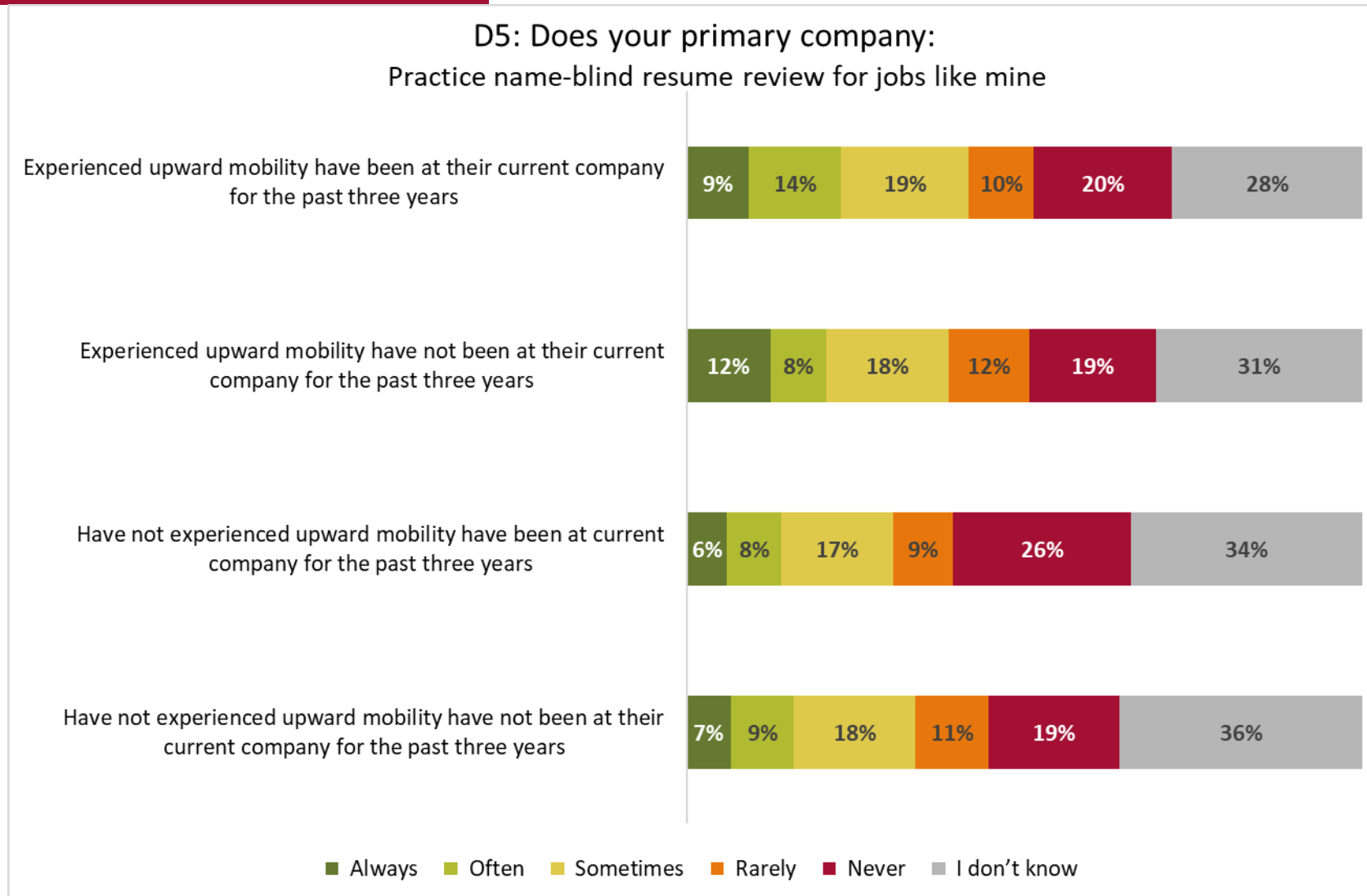
Section D Hiring

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.



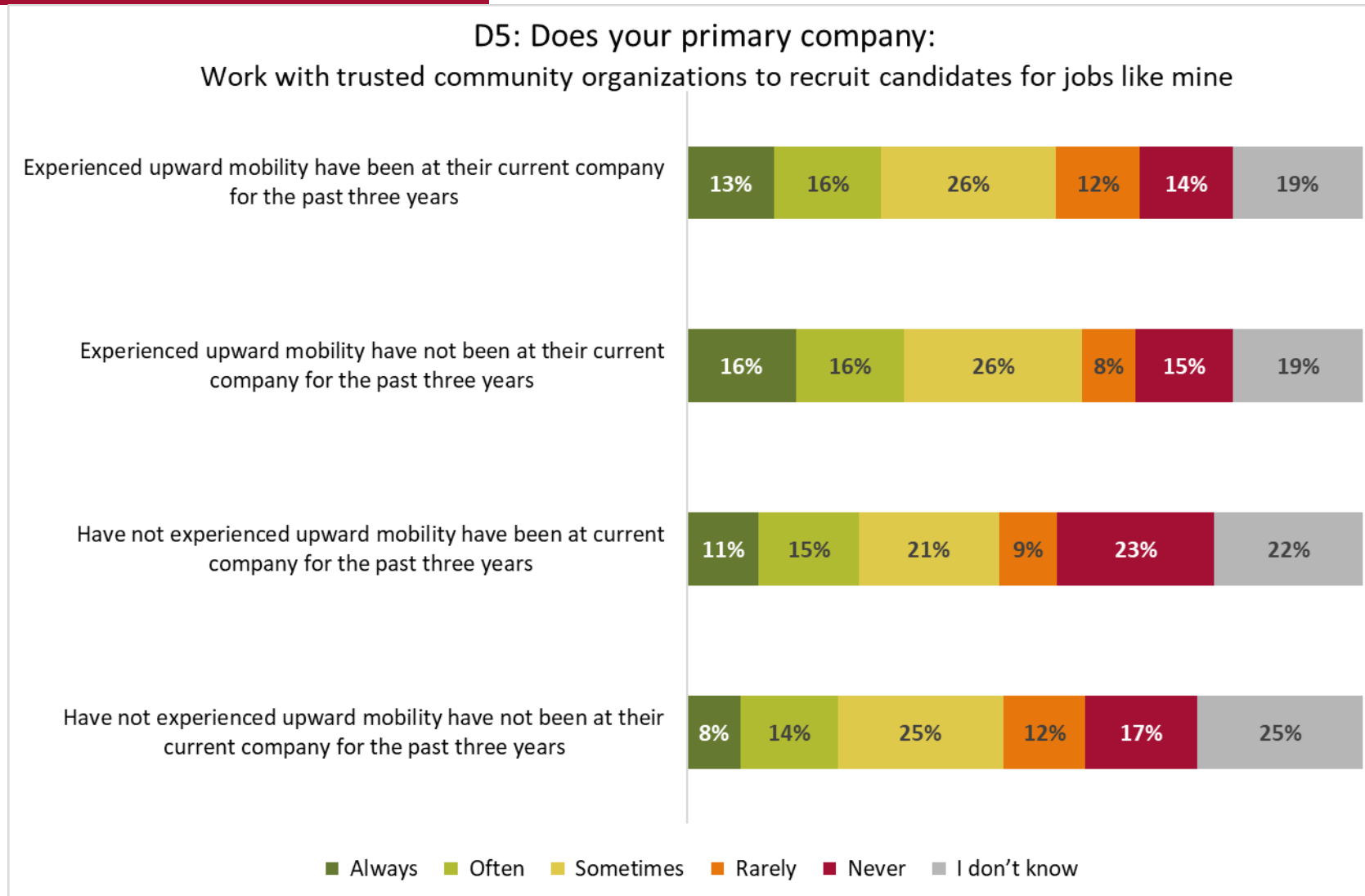
Section D Hiring

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.



Section D Hiring

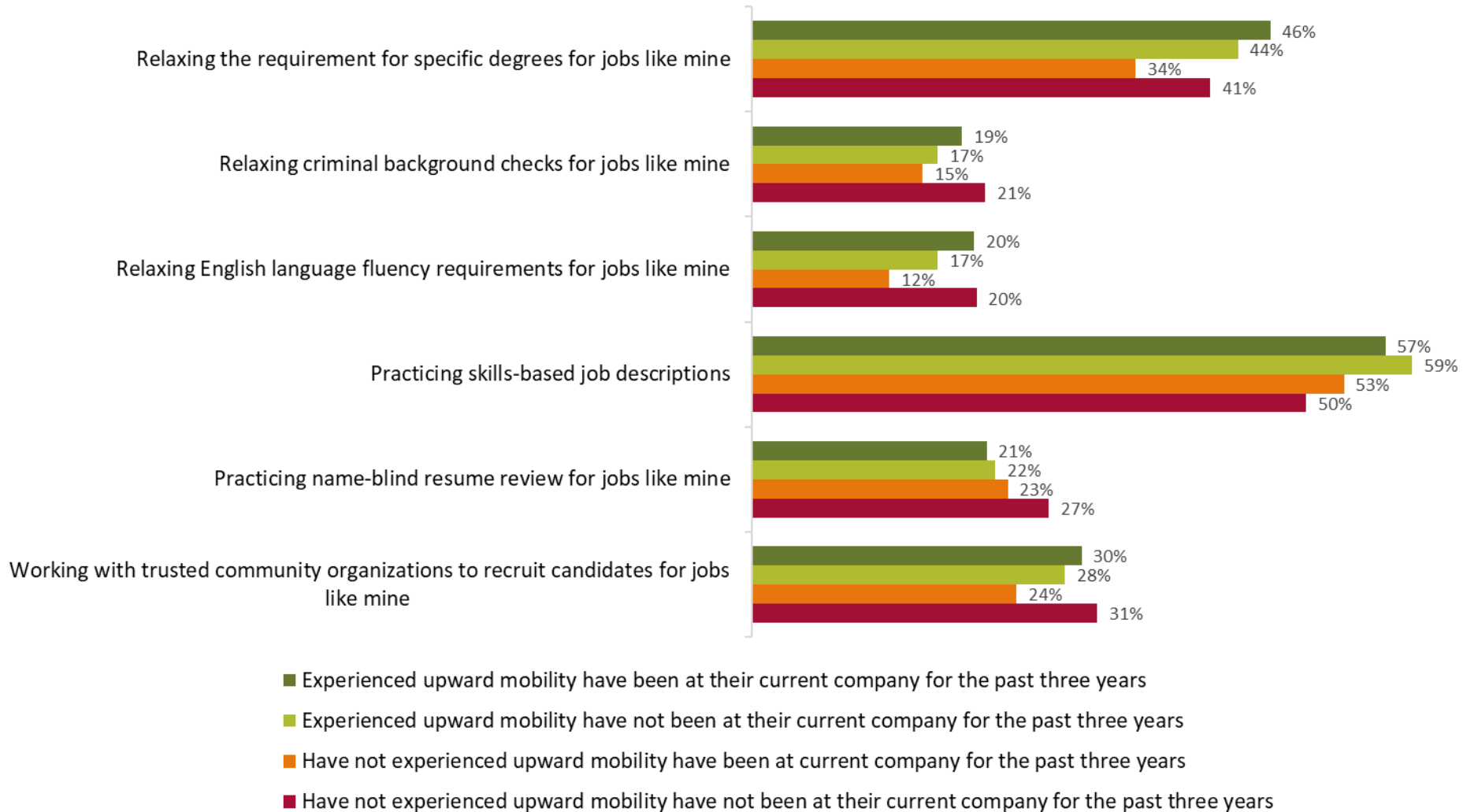
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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.

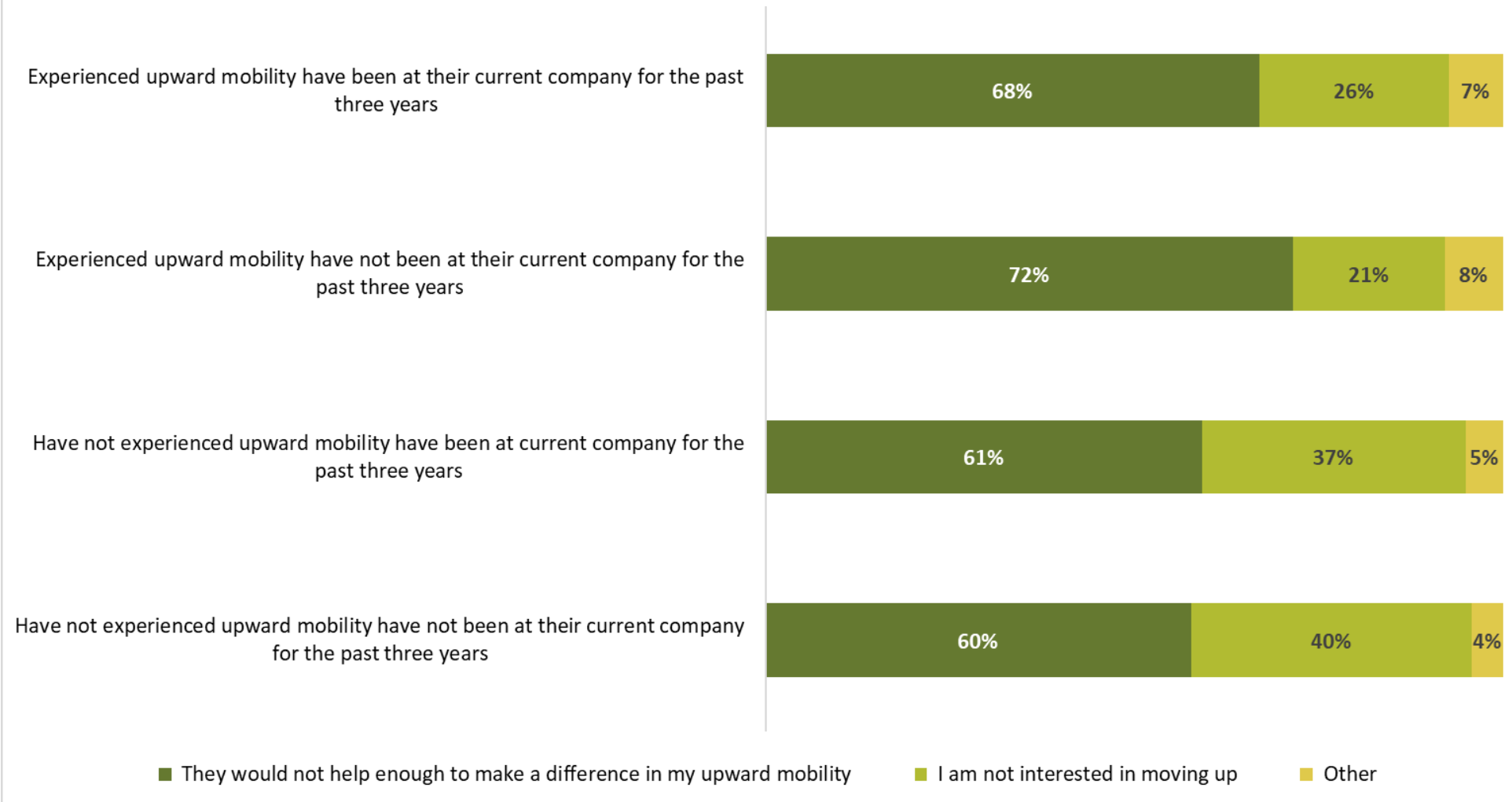
D6: Which of the below company practices would be helpful to your upward mobility:



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.

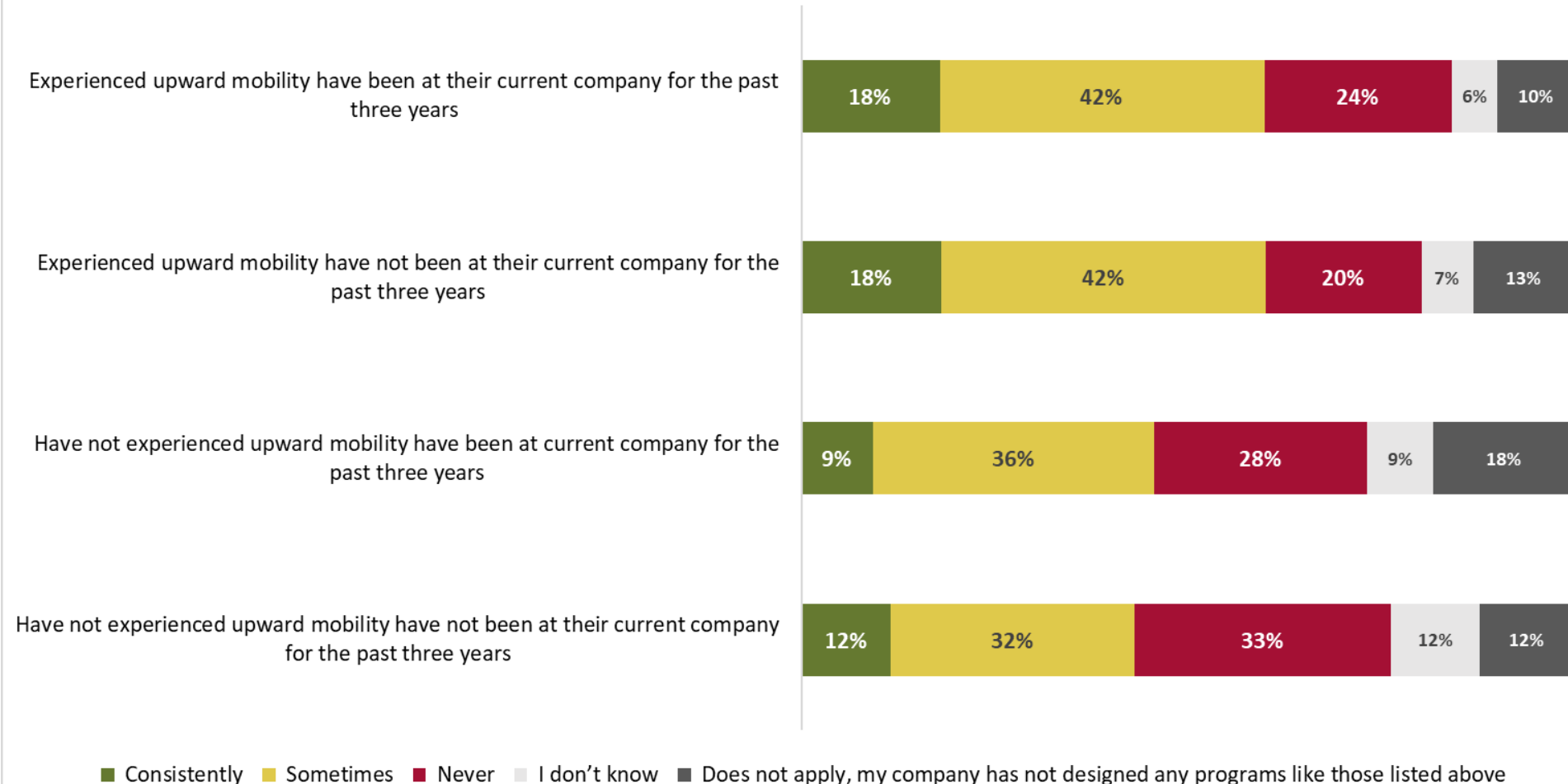
D7: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



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.

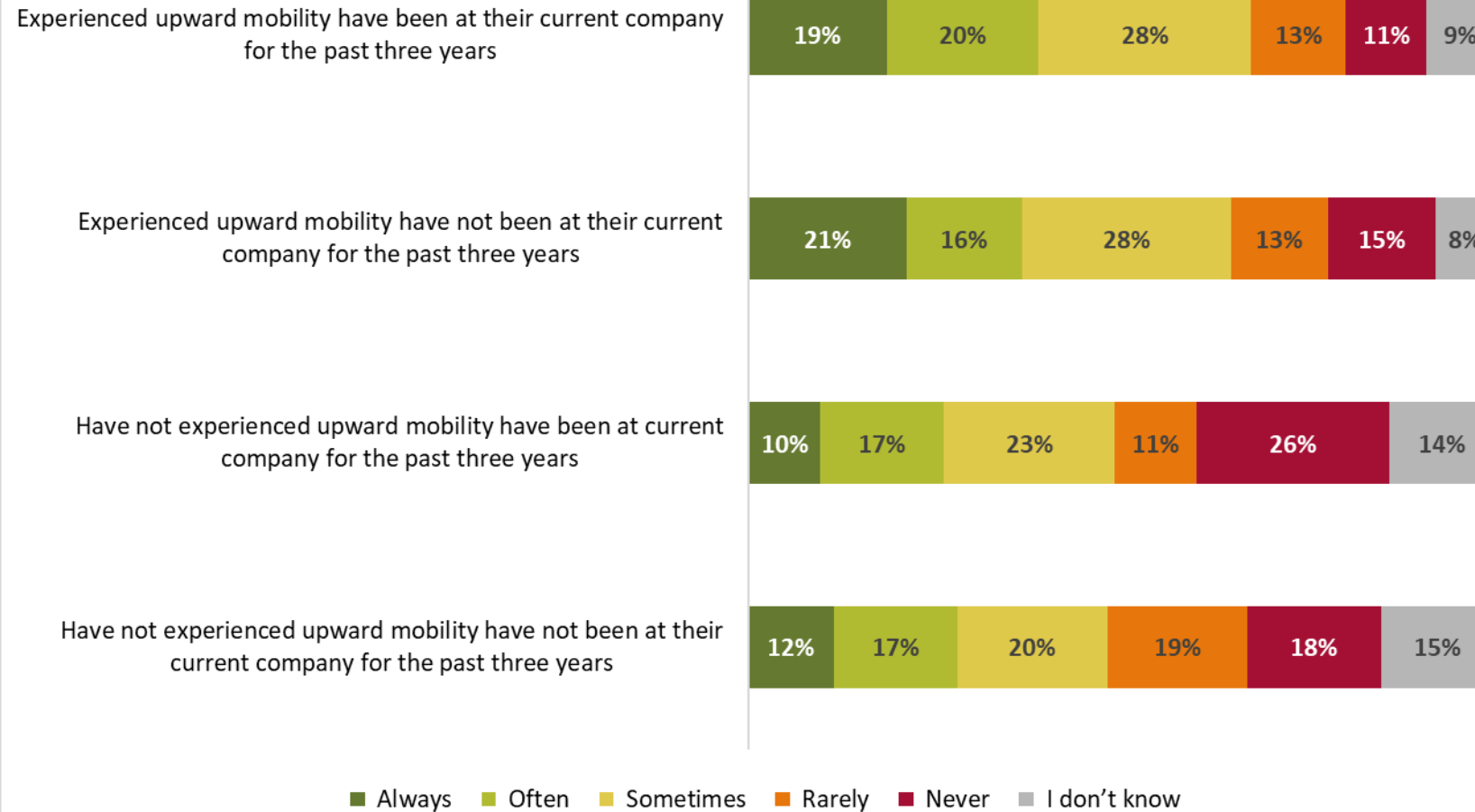
D8: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



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.

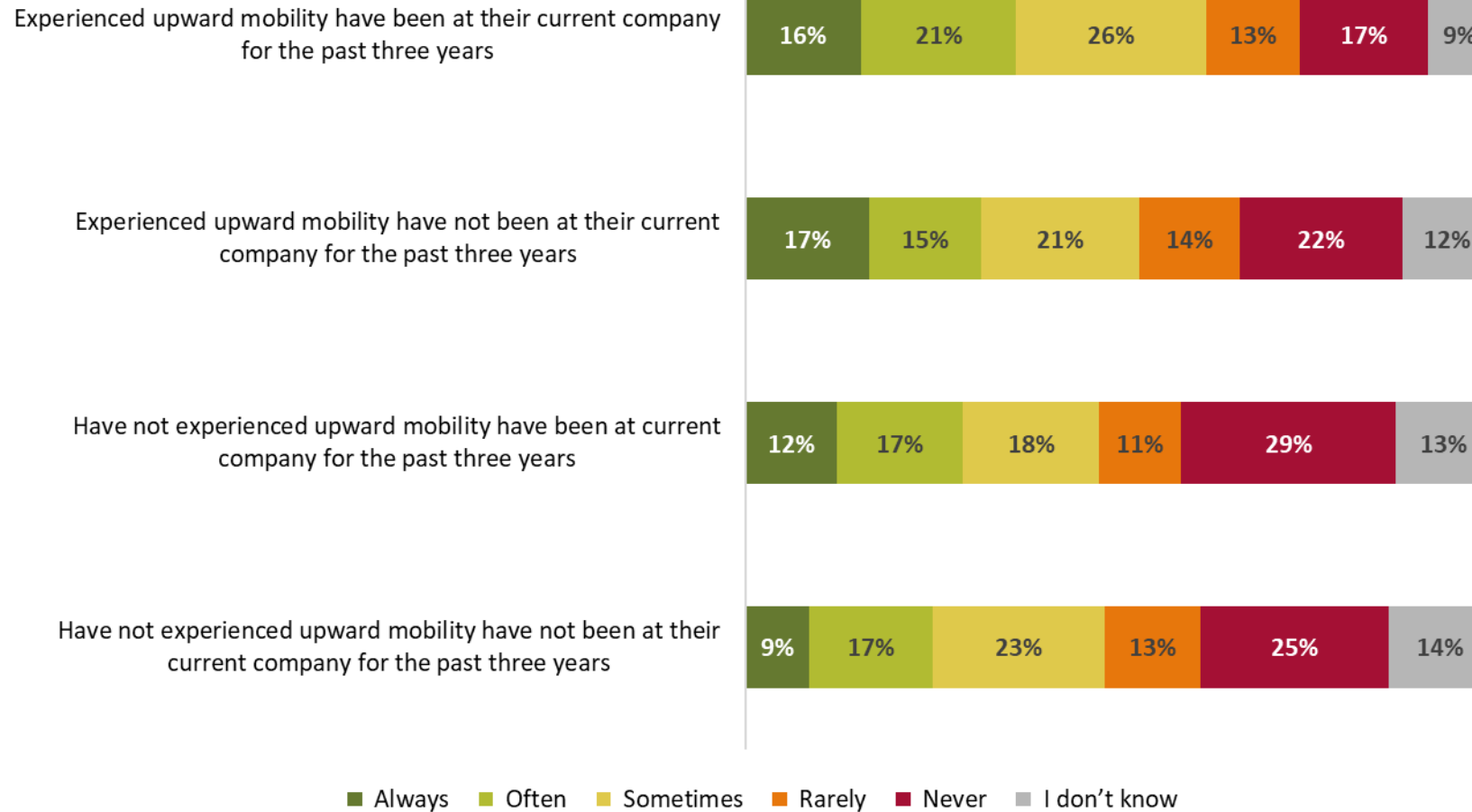
D9: During the onboarding process, does your primary company: Communicate upward mobility opportunities and pathways for workers at my pay level



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.

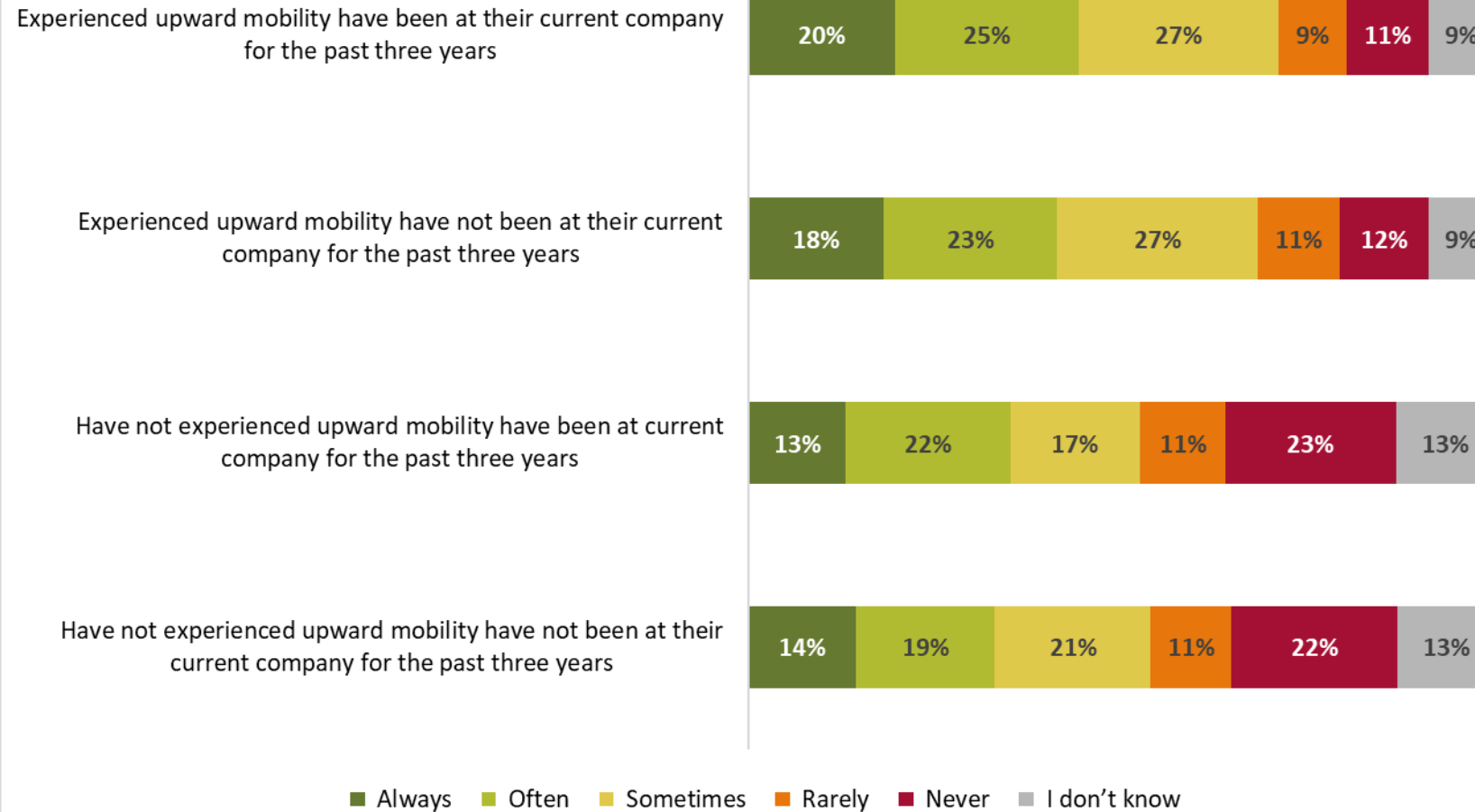
D9: During the onboarding process, does your primary company: Communicate the pay ranges at different levels of progression for workers at my pay level



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.

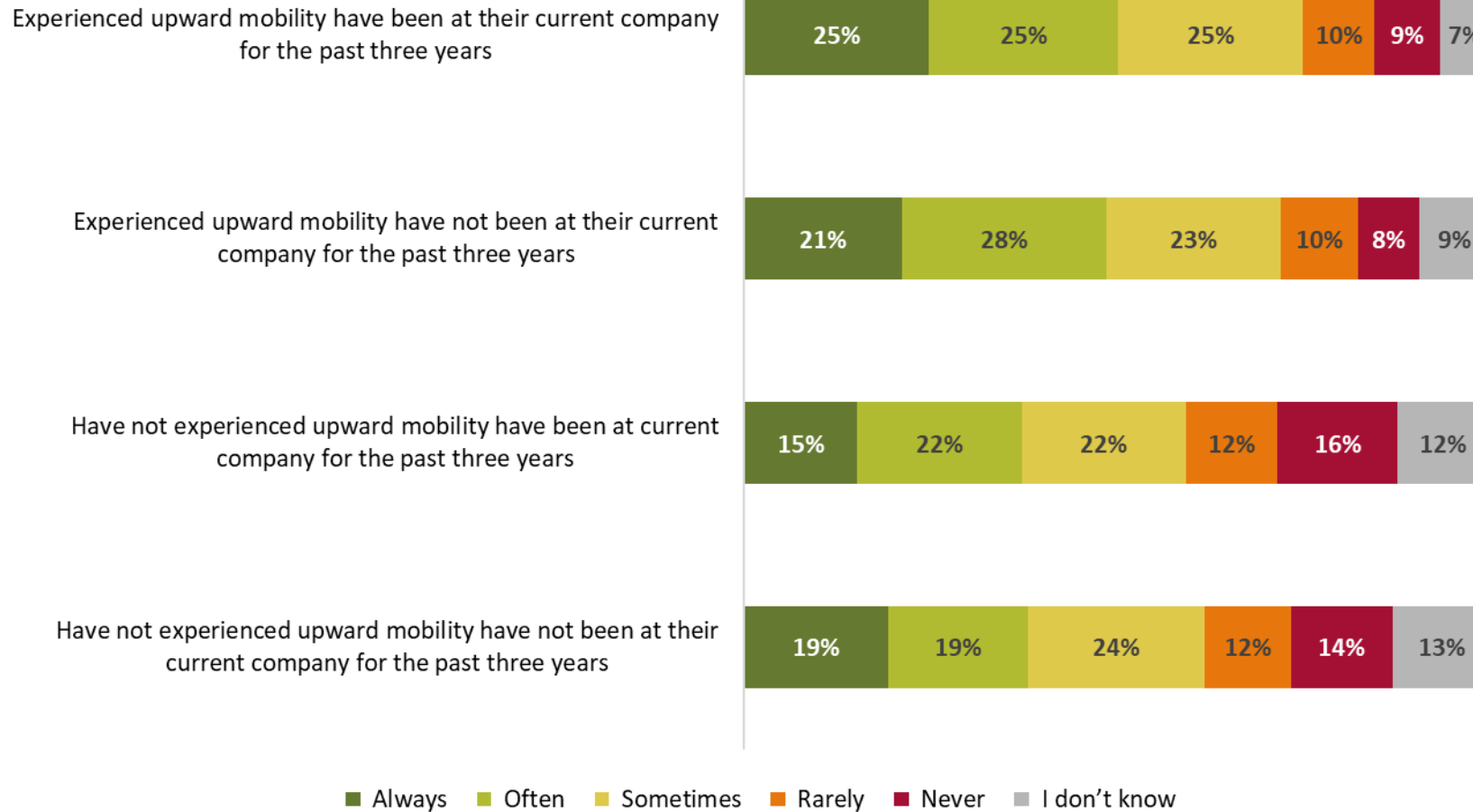
D9: During the onboarding process, does your primary company: Communicate expectations for soft skills required to move up for workers at my pay level



Section D Onboarding

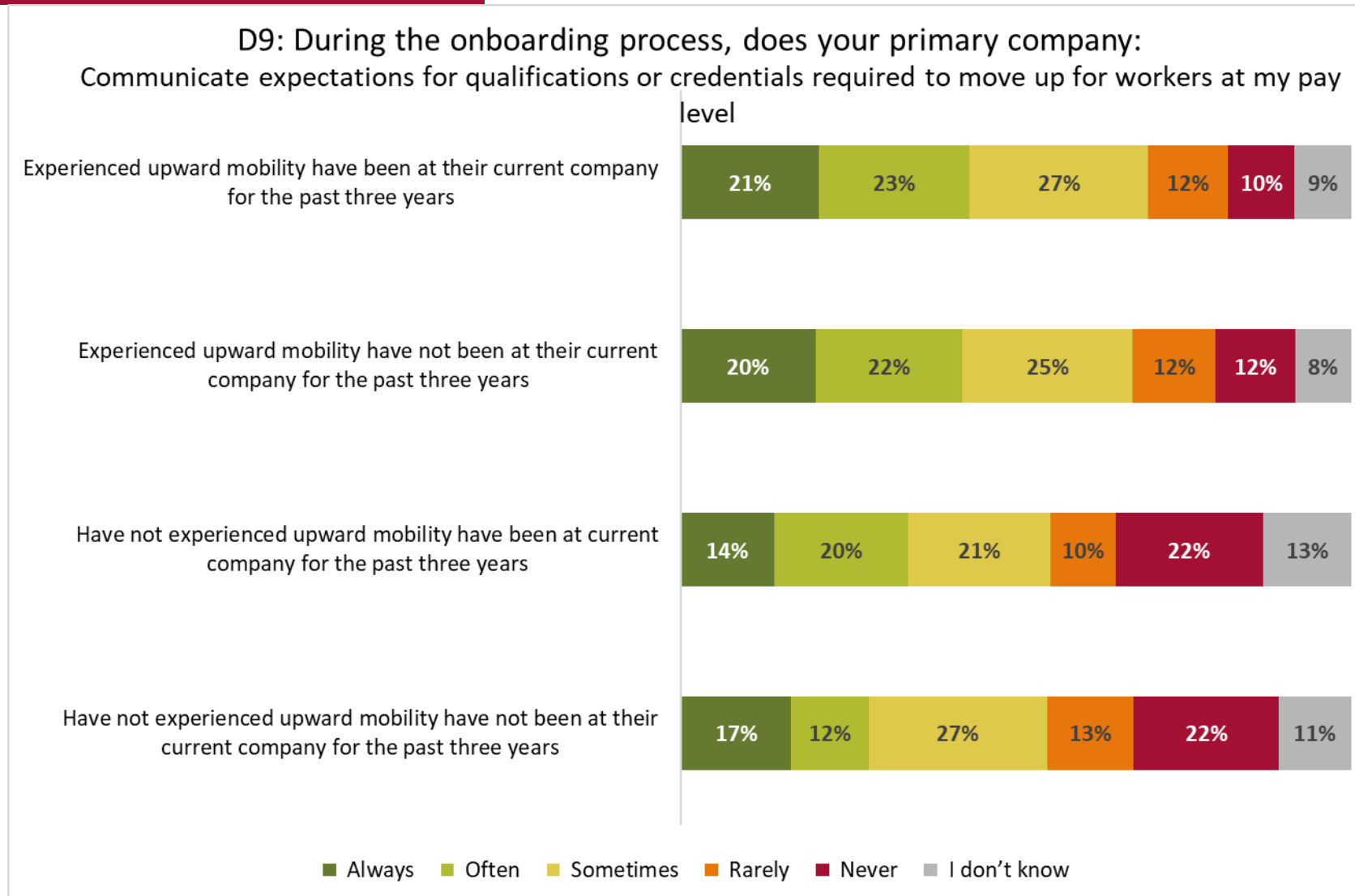
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



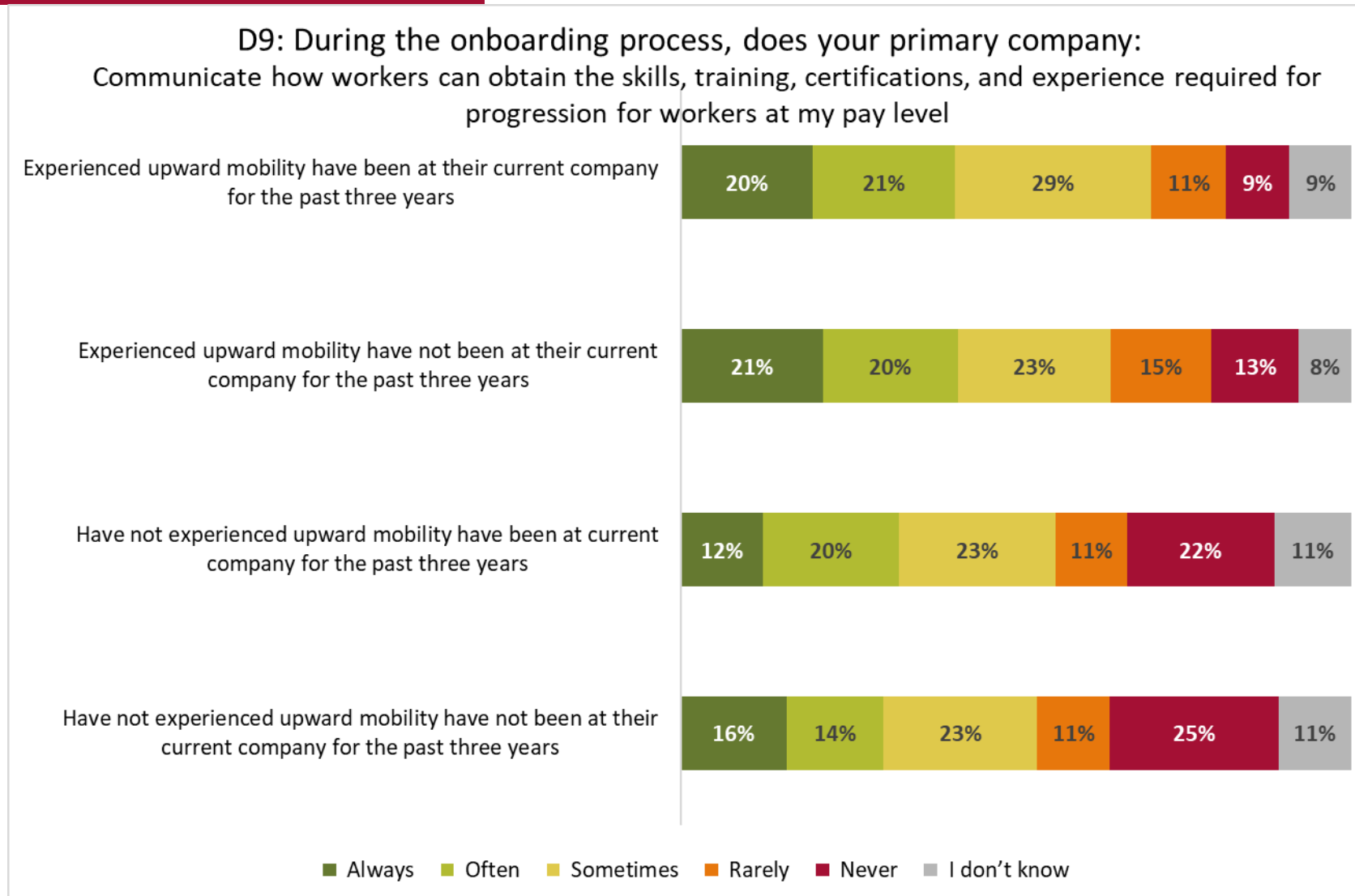
Section D Onboarding

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.



Section D Onboarding

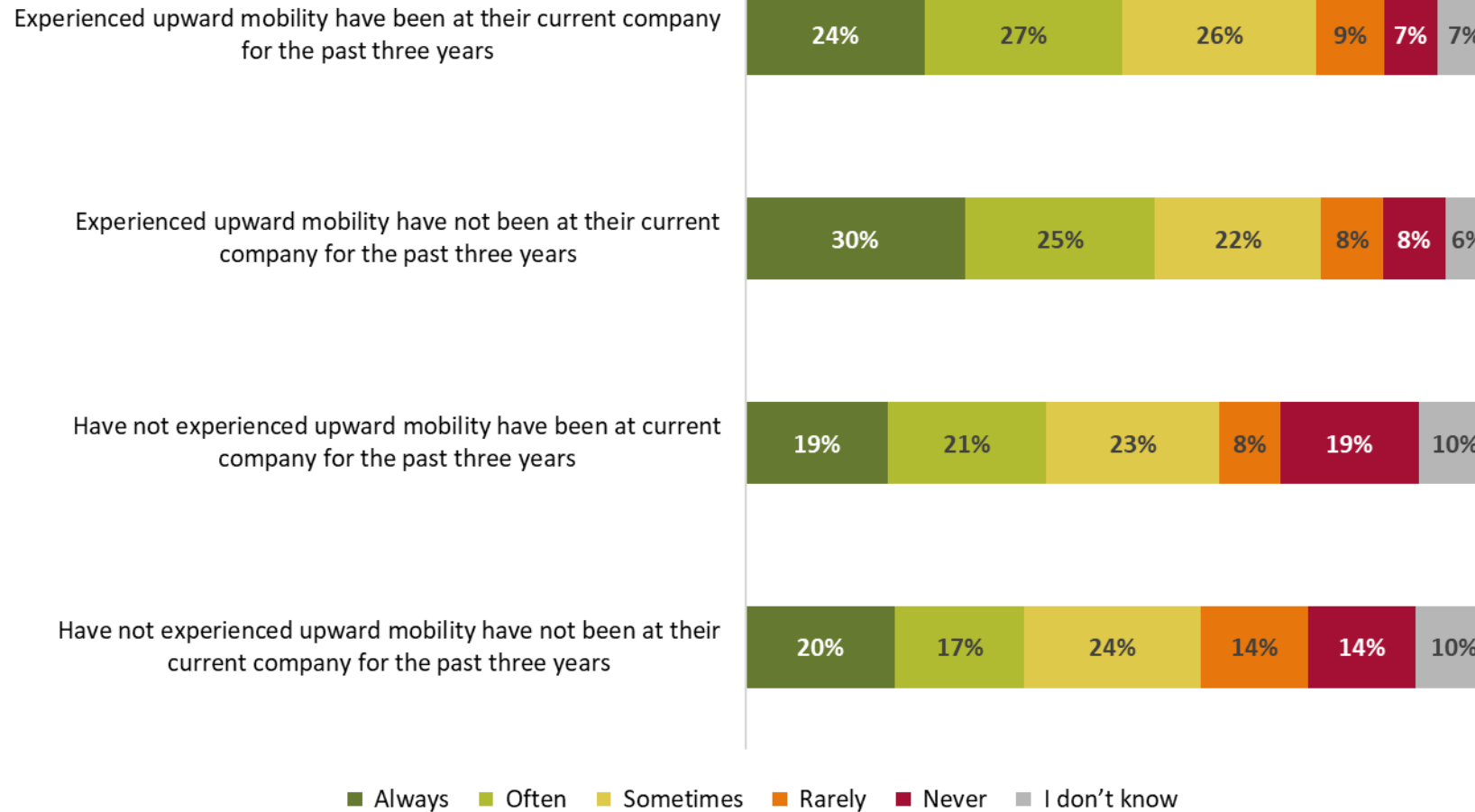
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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.

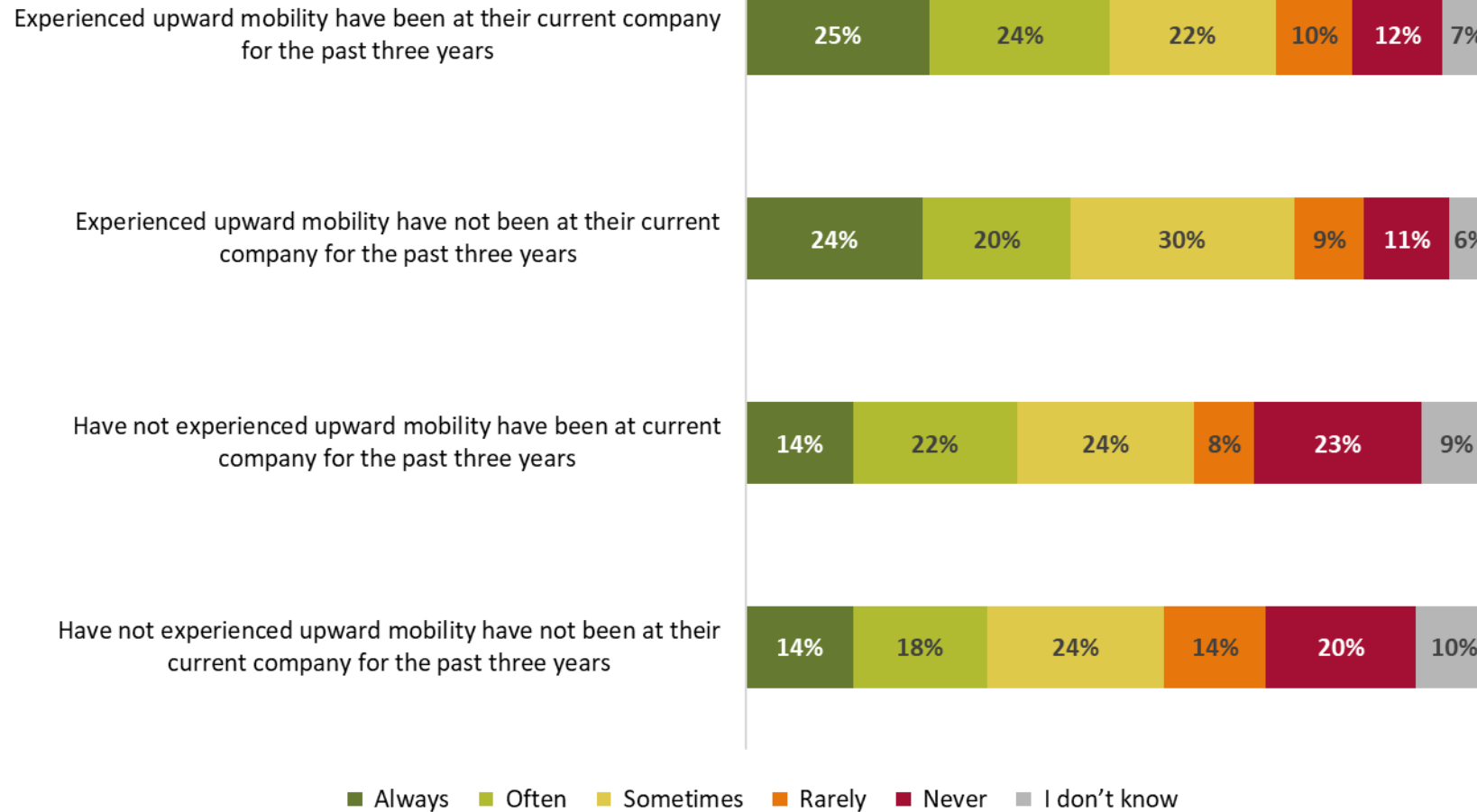
D9: During the onboarding process, does your primary company: Communicate how workers can request help when needed for workers at my pay level



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: Pair new workers at my pay level with a buddy or mentor in the initial phase of employment

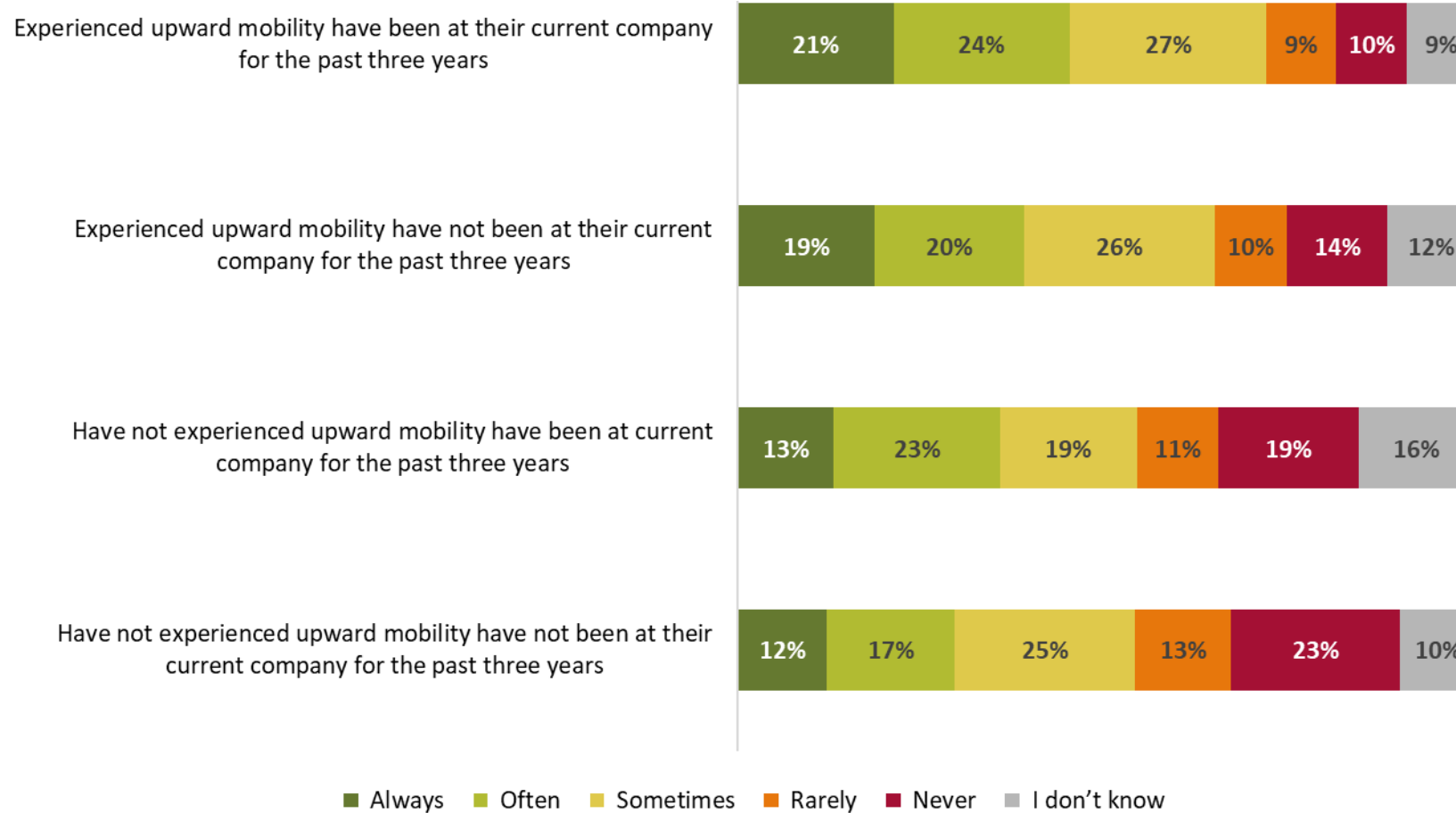


Section D Onboarding

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:

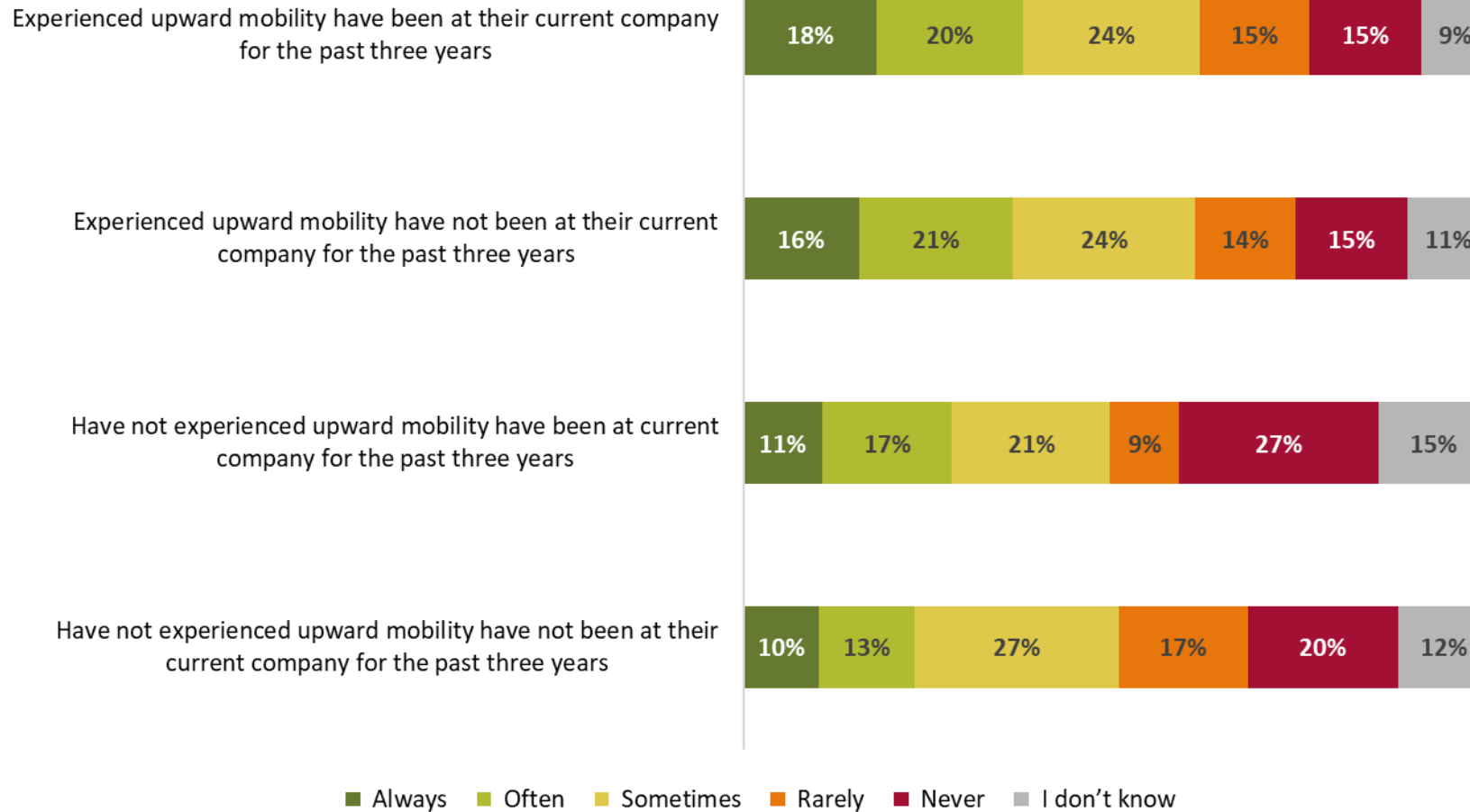
Speak with new workers at my pay level to understand what personal circumstances might affect the worker’s ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)



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.

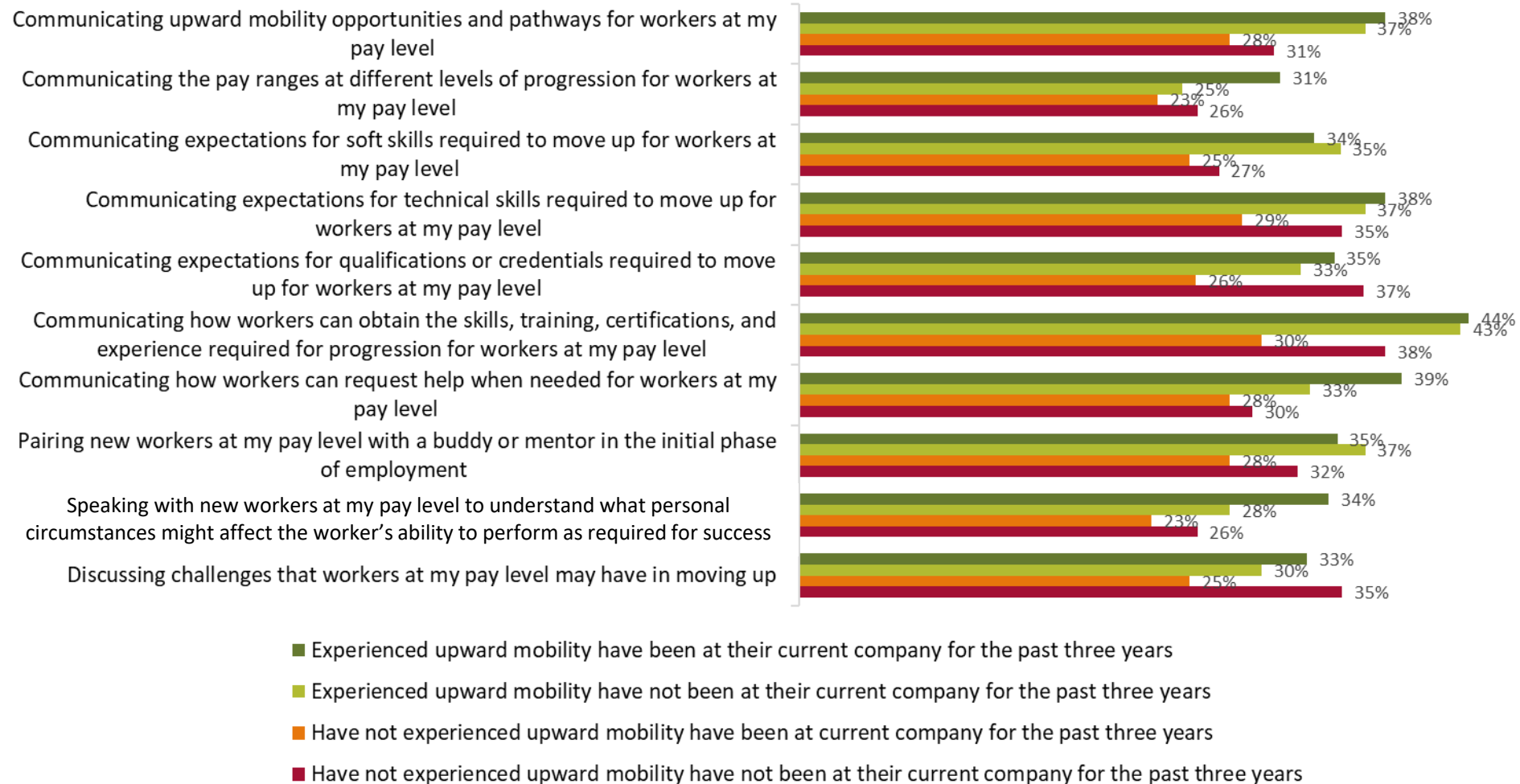
D9: During the onboarding process, does your primary company: Discuss challenges that workers at my pay level may have in moving up



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.

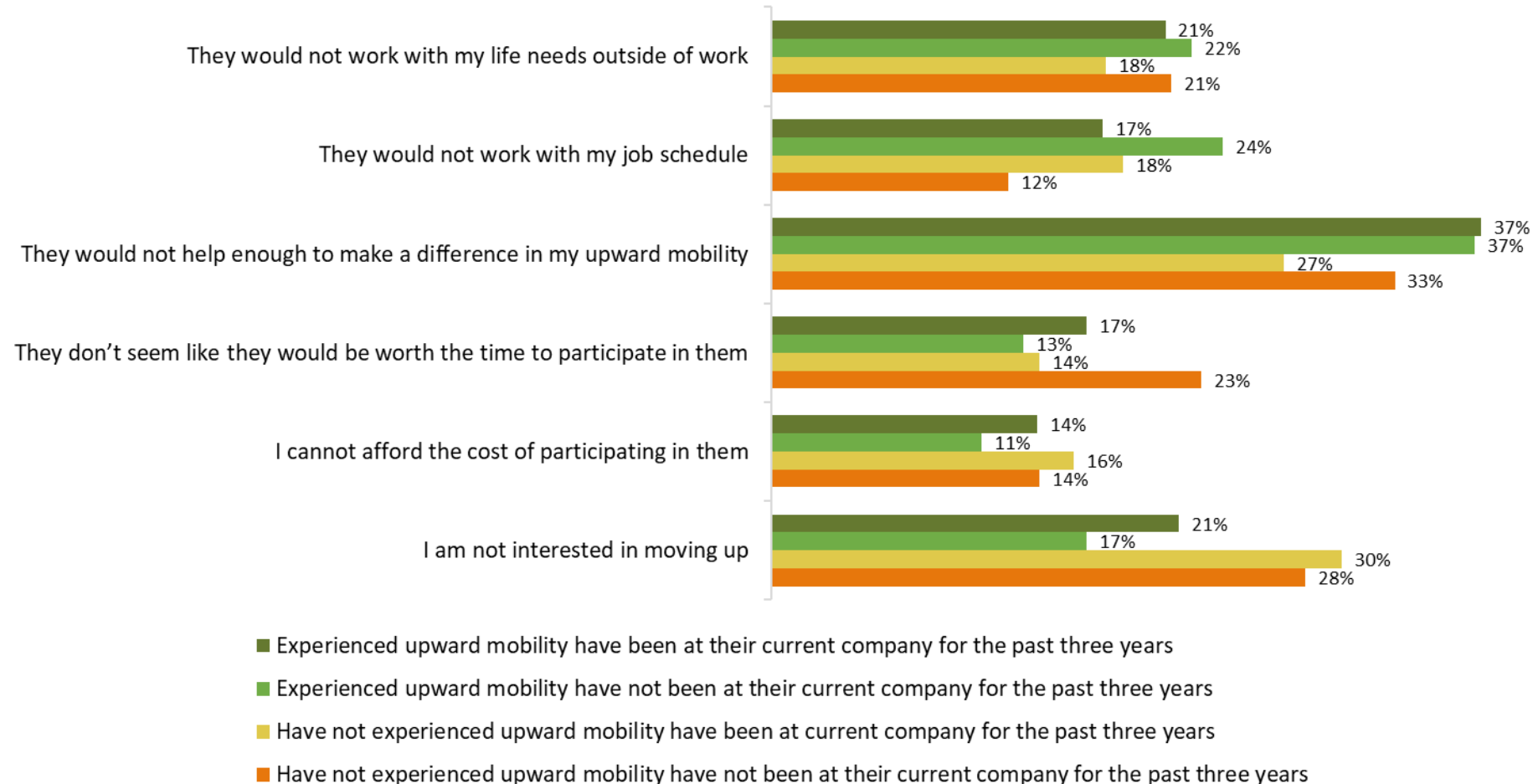
D10: Which of the below company practices would be helpful to your upward mobility (during the onboarding process)?



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.

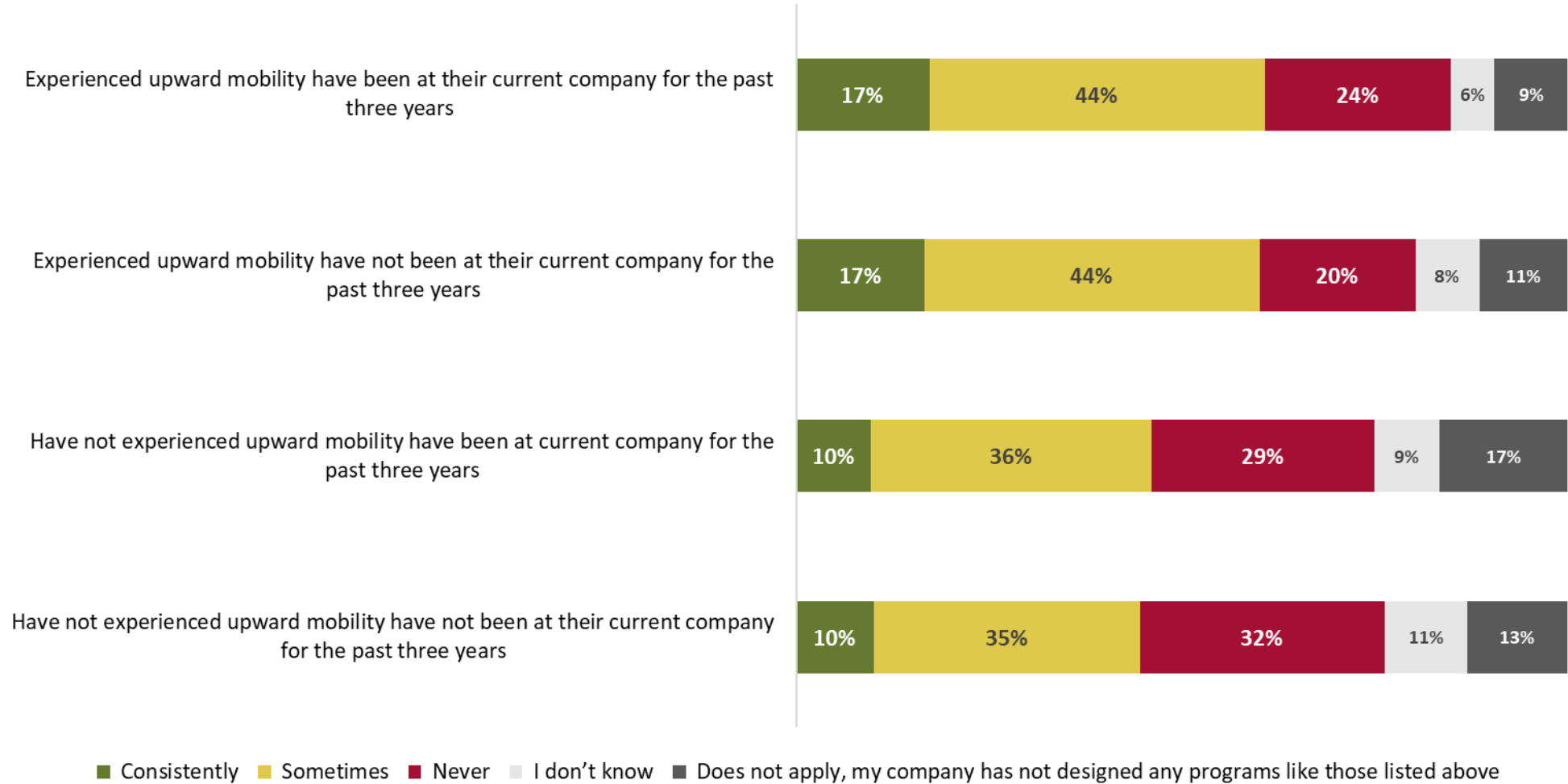
D11: For the programs and policies in this section that you do not think would be helpful to your upward mobility, why do you not think these programs would be helpful? Please select all that apply.



Section D Onboarding

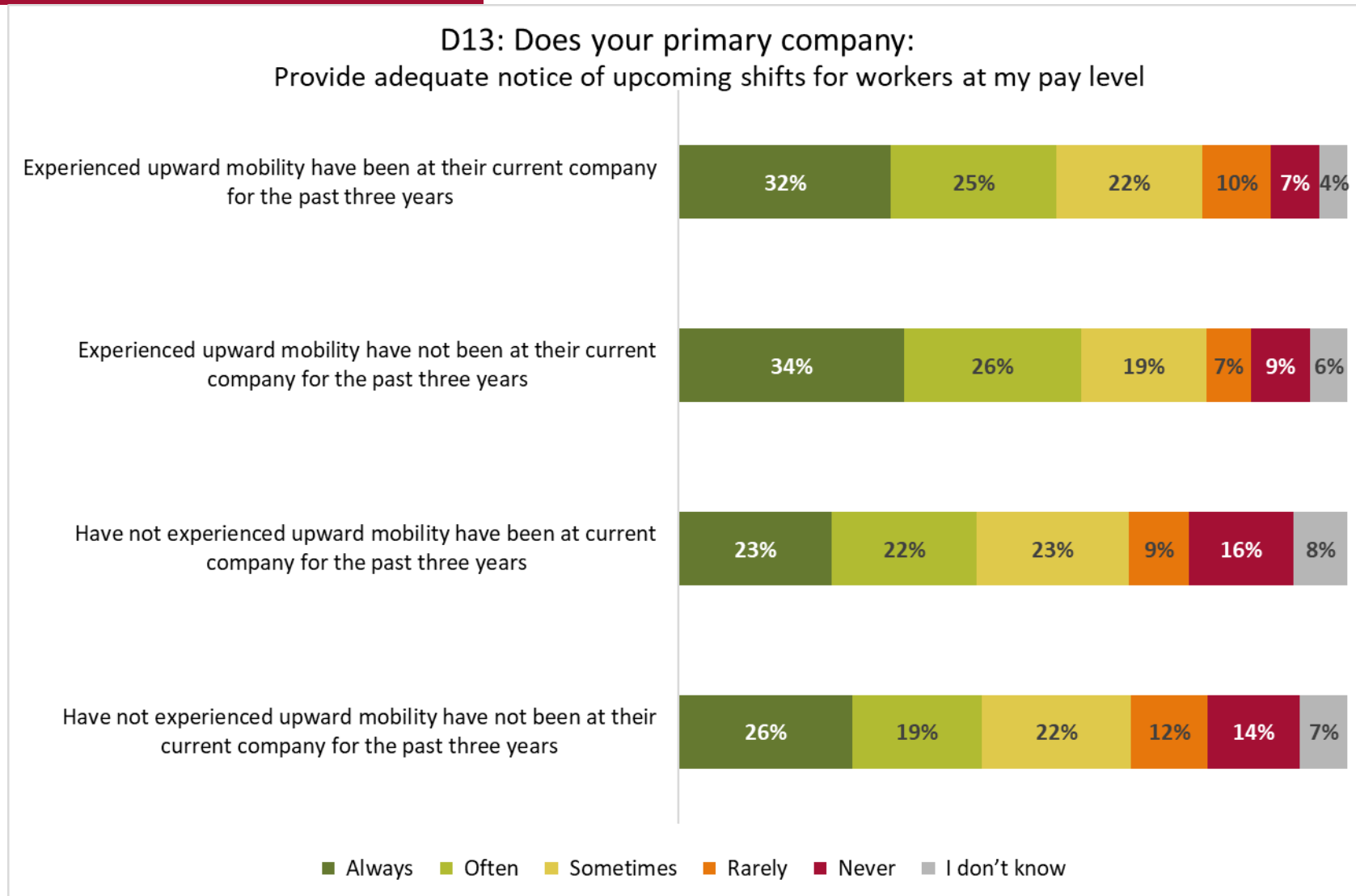
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



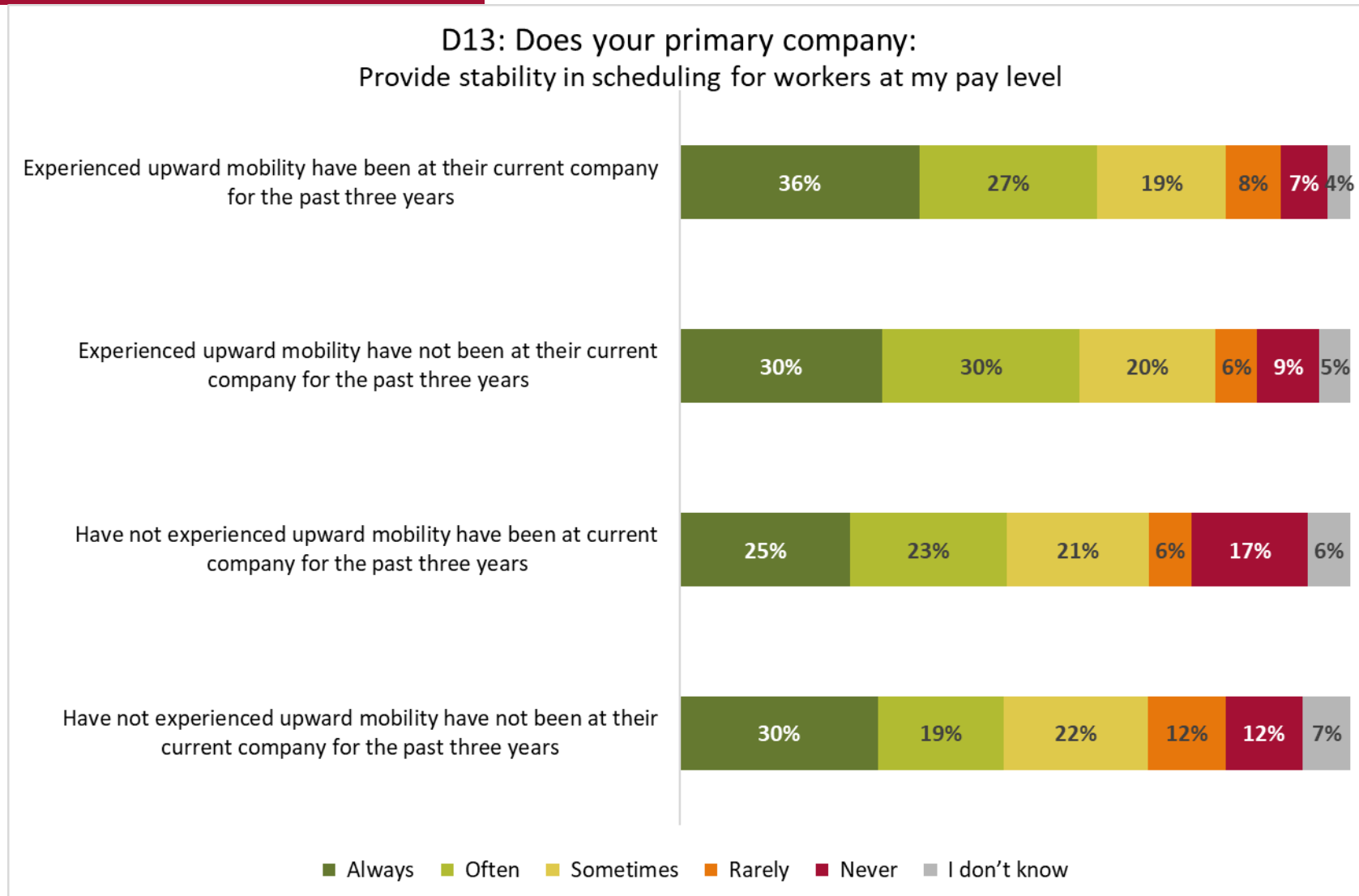
Section D Benefits

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.



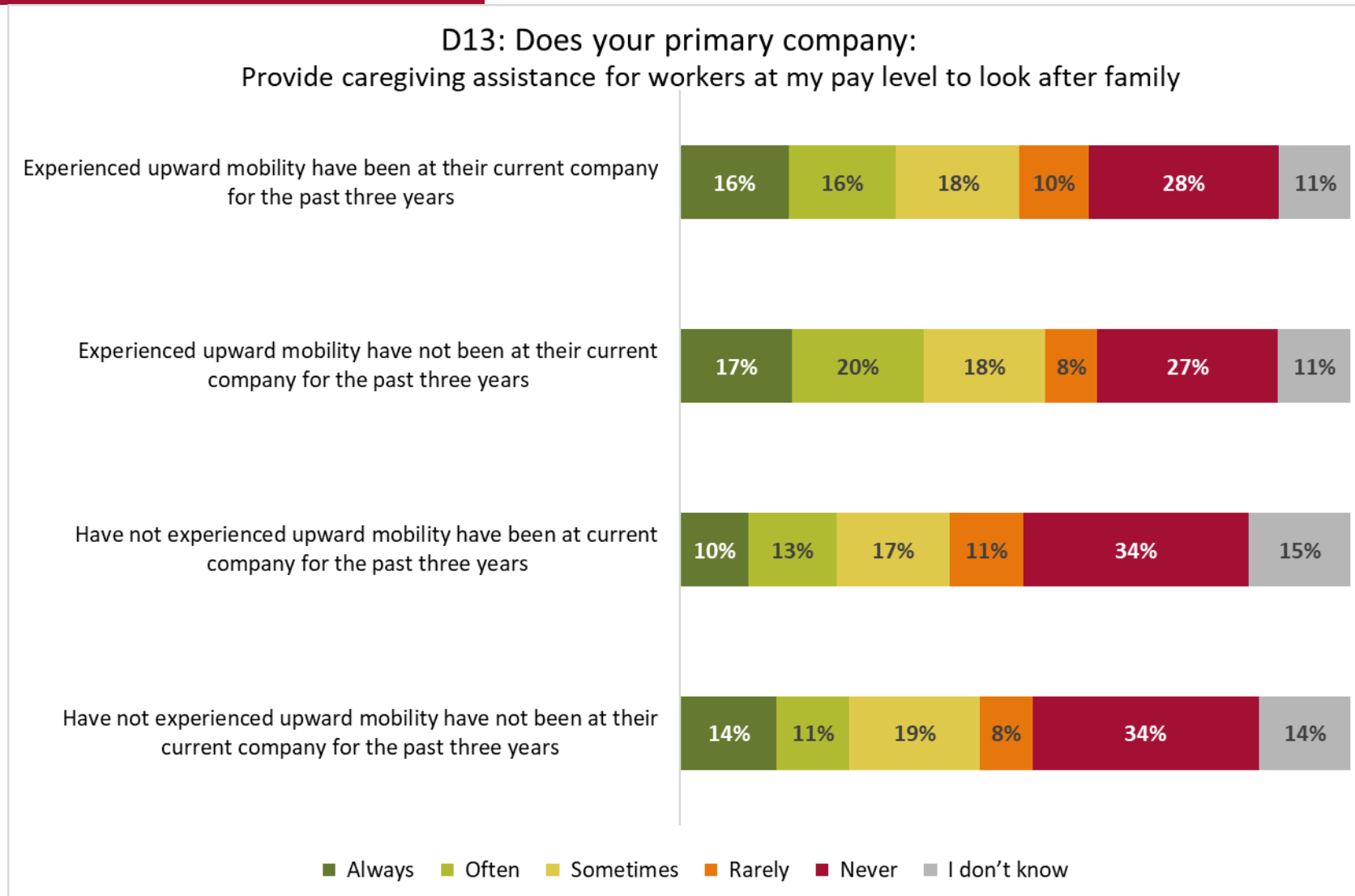
Section D Benefits

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.



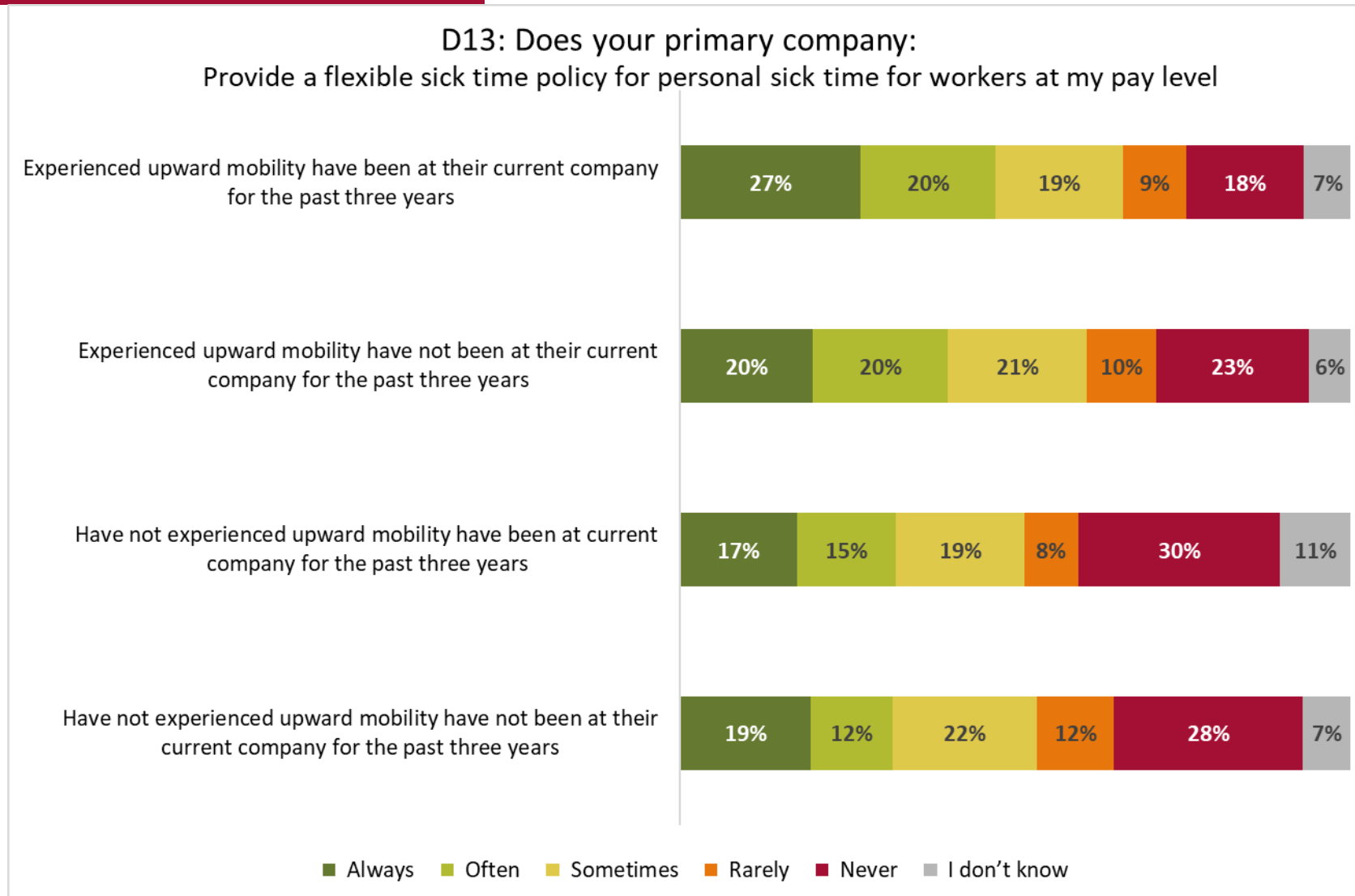
Section D Benefits

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.



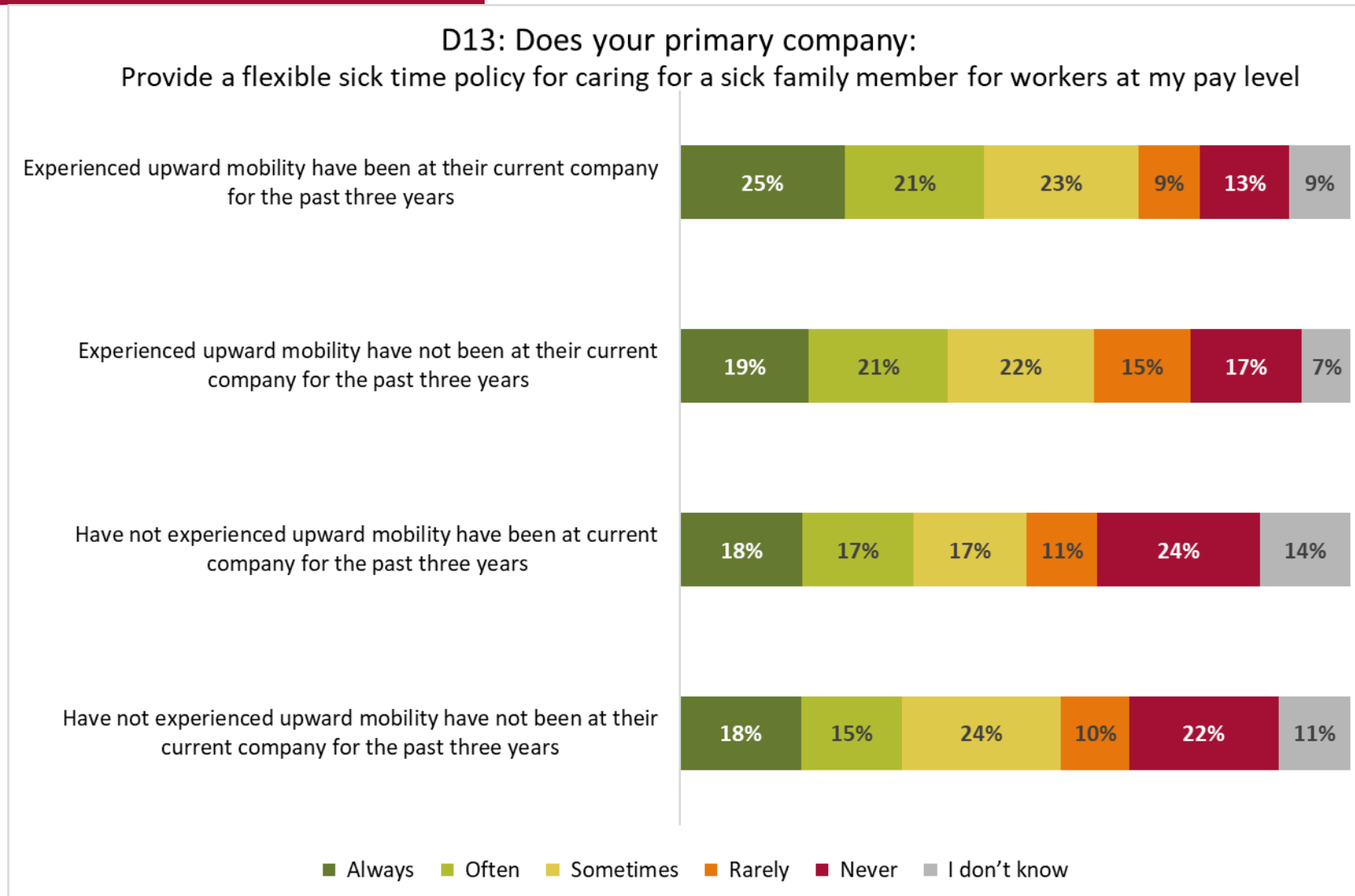
Section D Benefits

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.



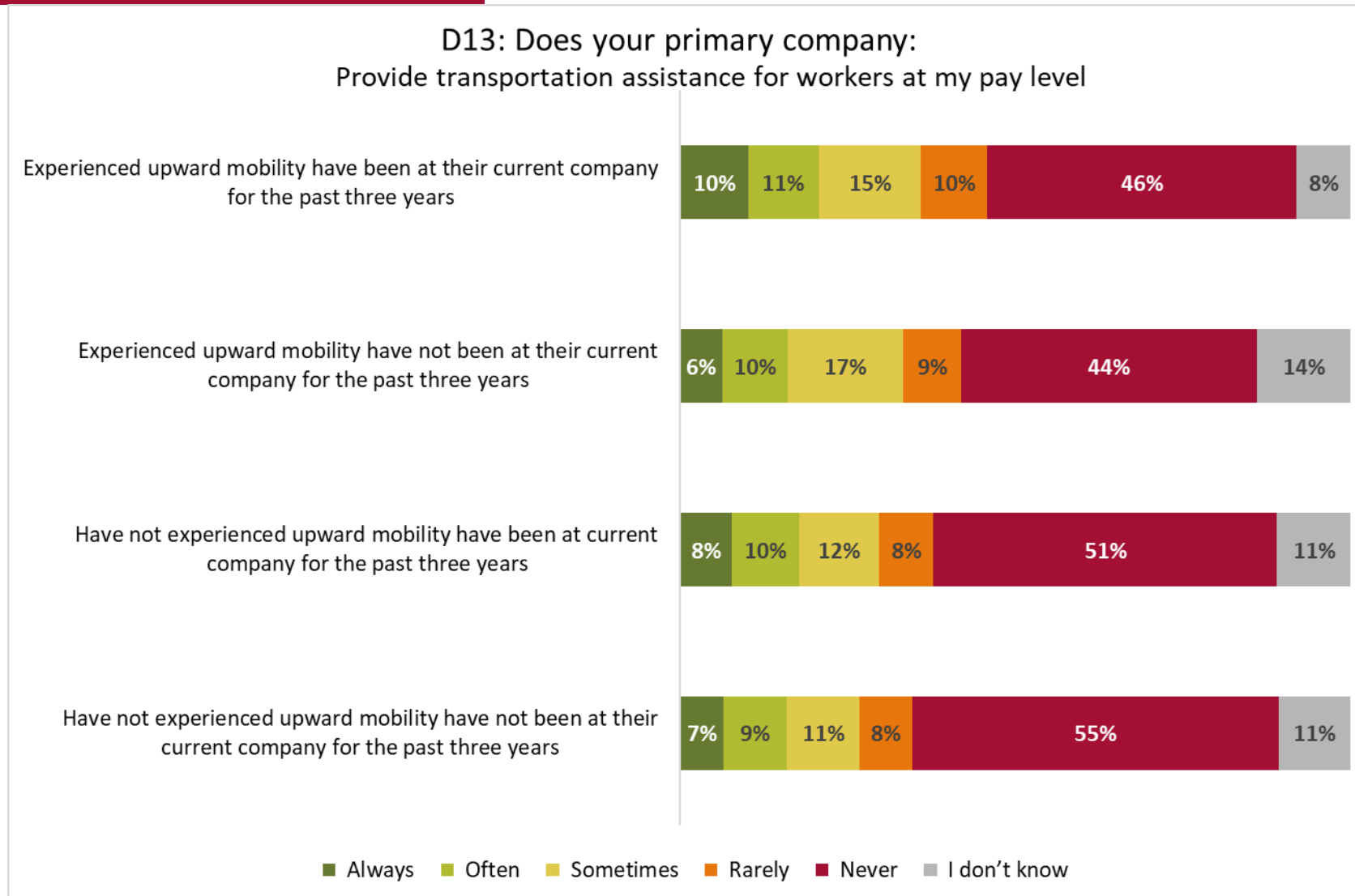
Section D Benefits

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.



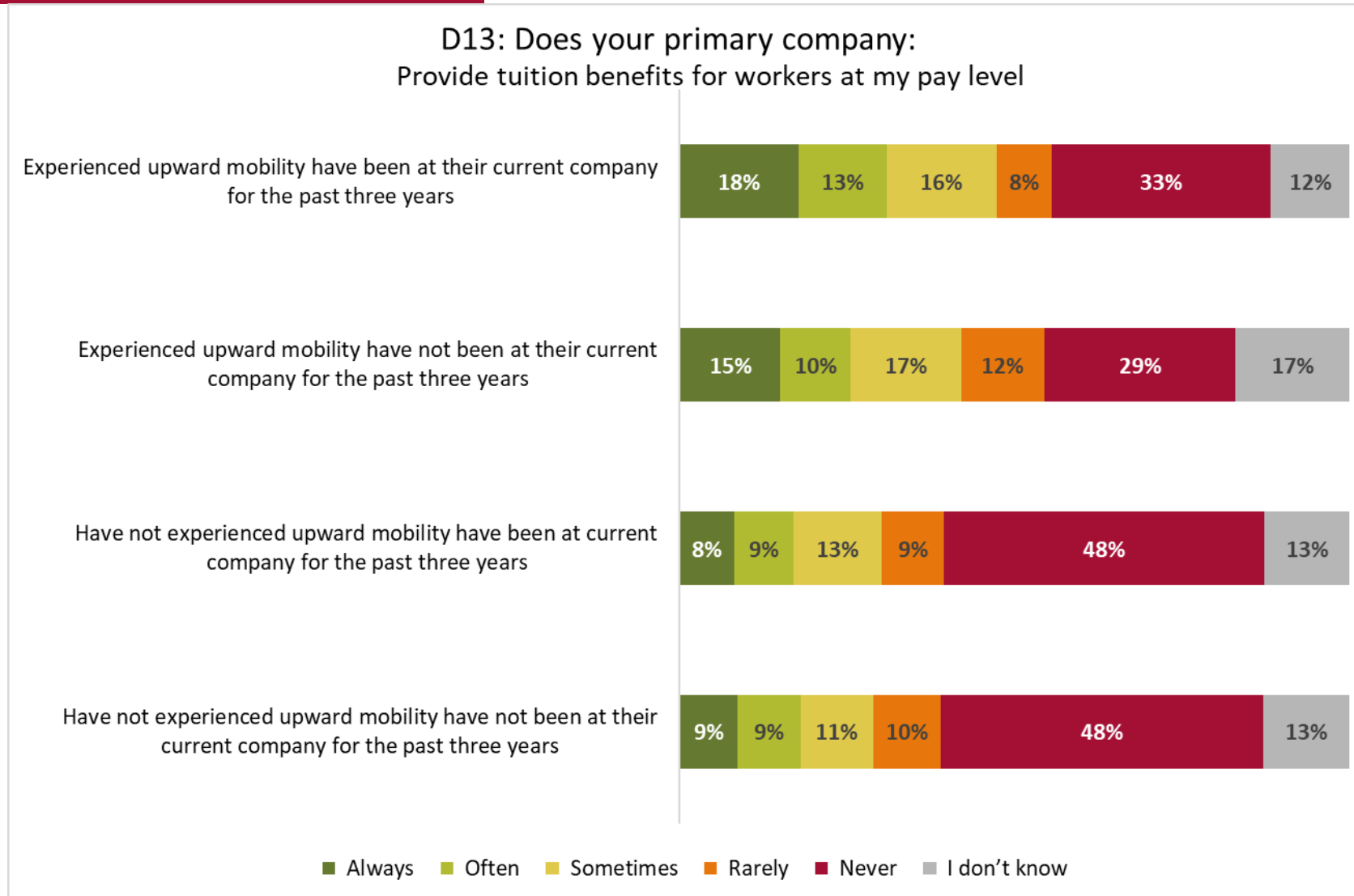
Section D Benefits

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.



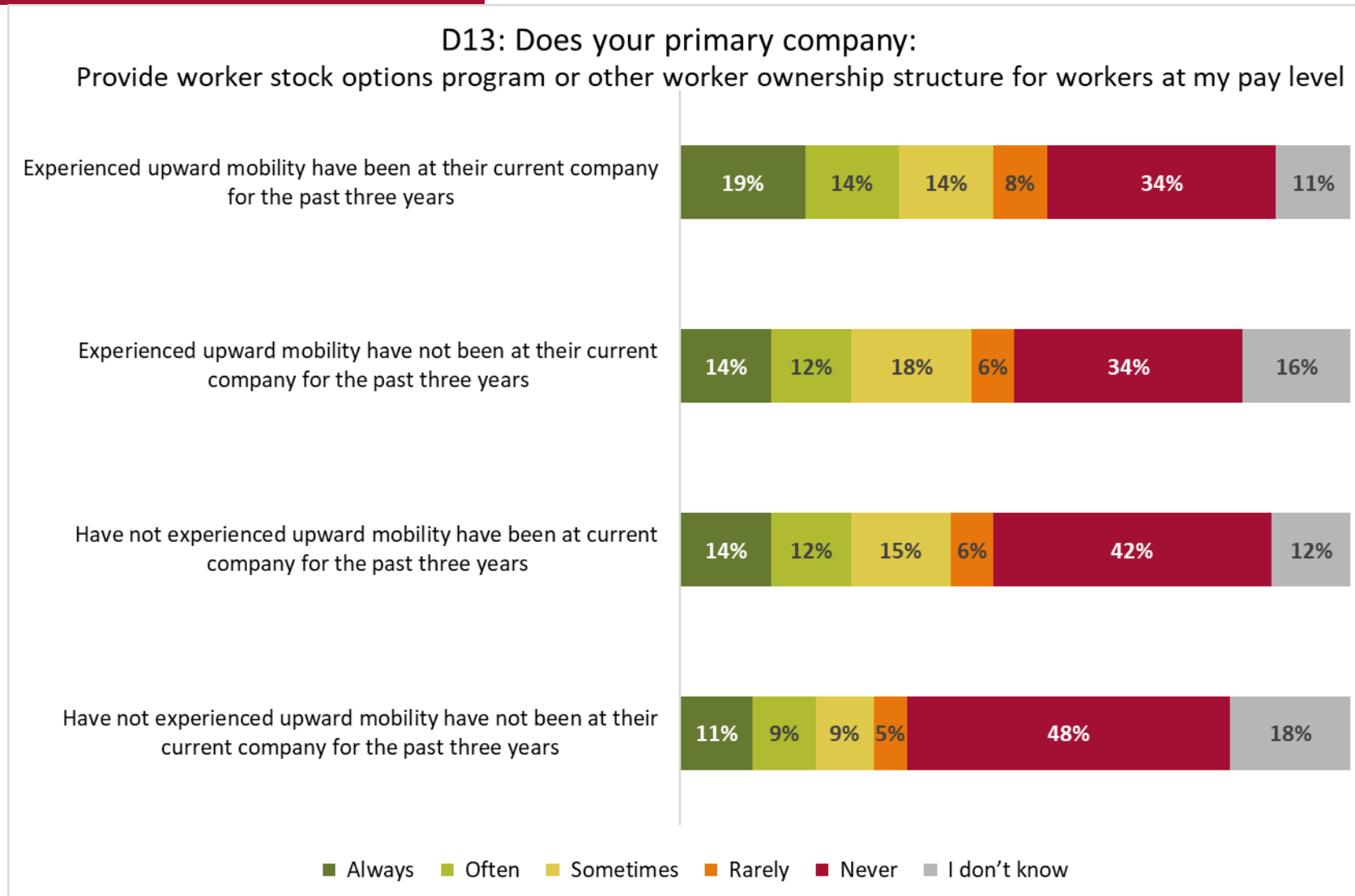
Section D Benefits

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.



Section D Benefits

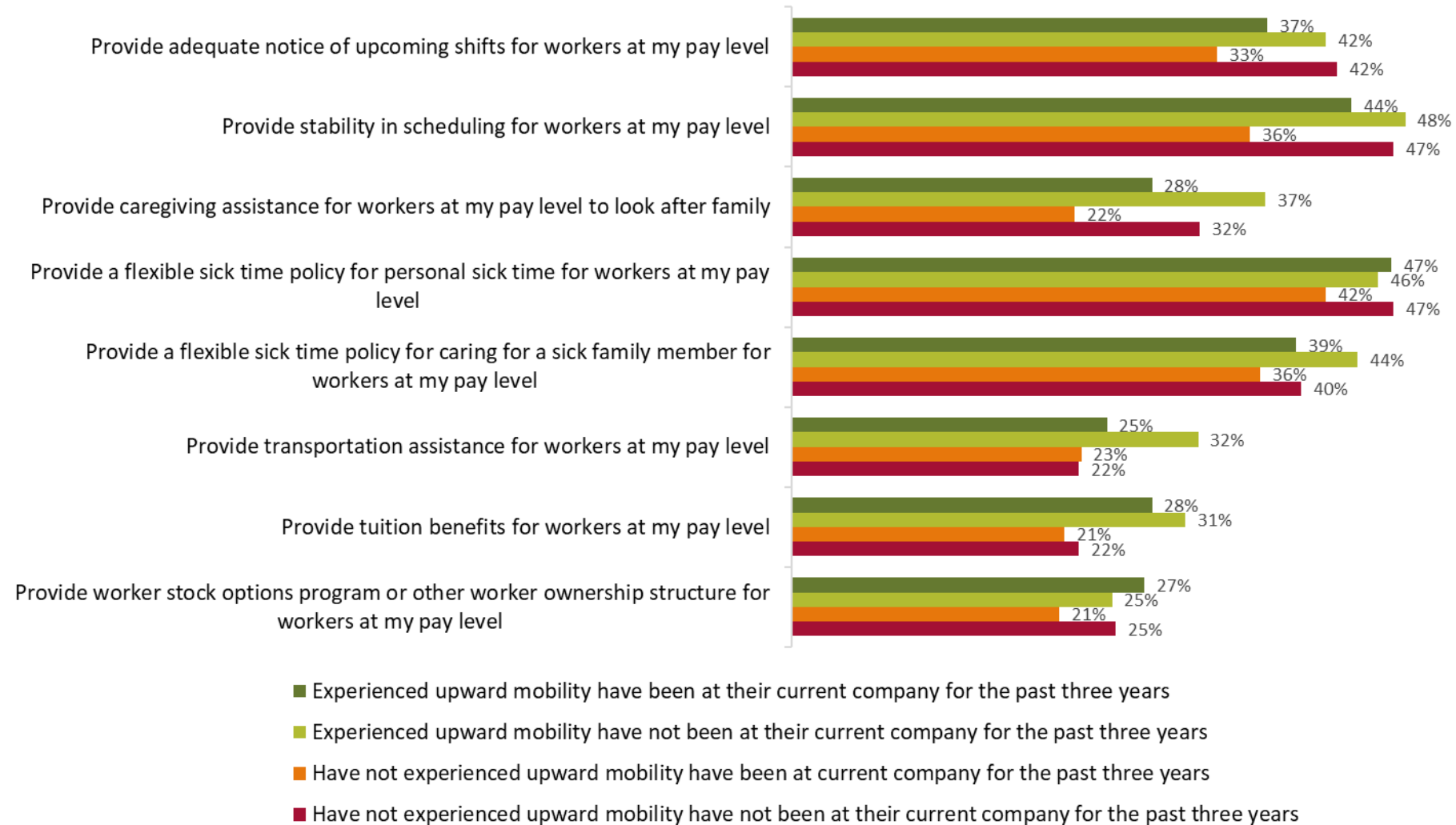
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D 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.

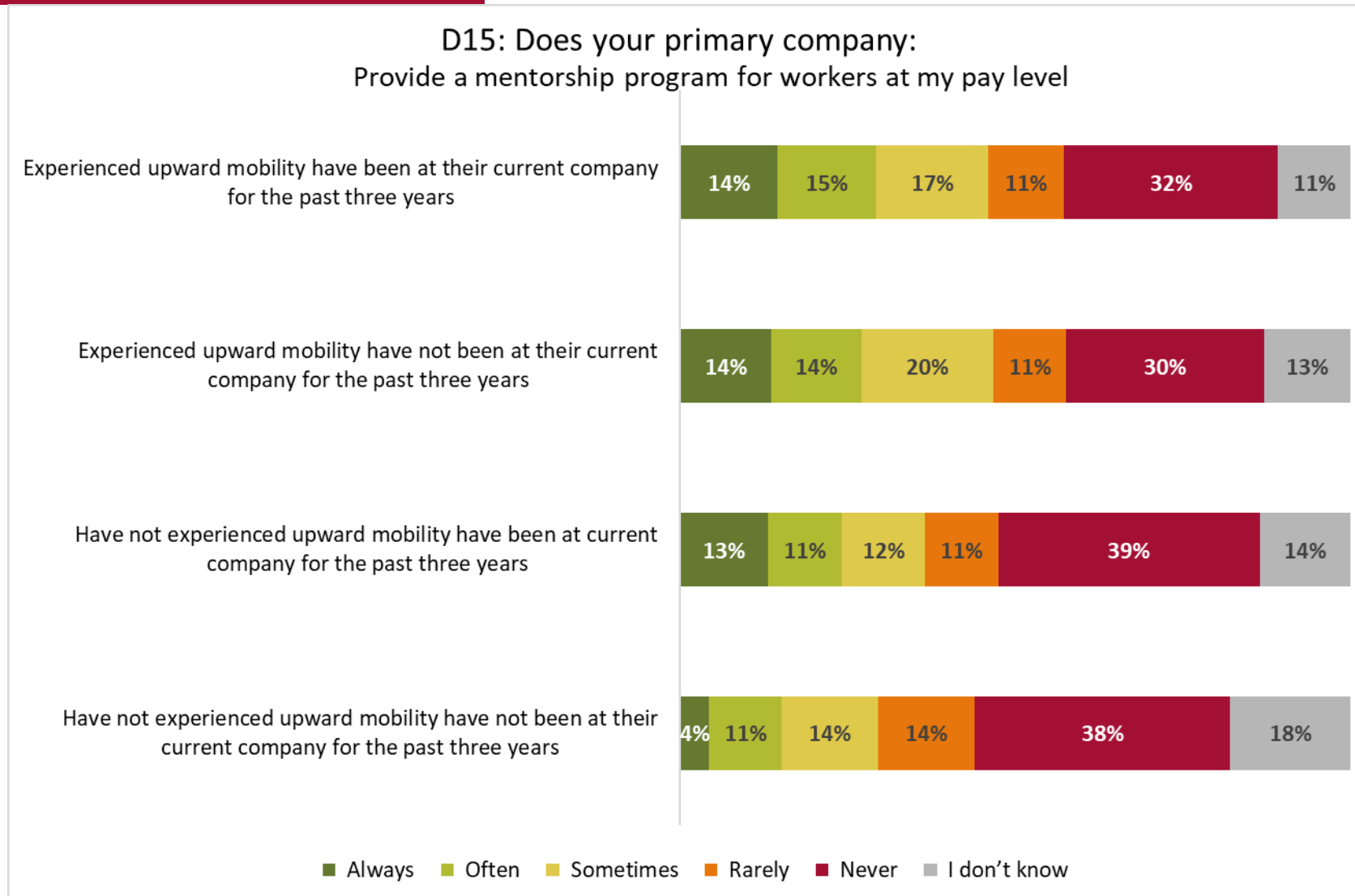
D14: Which of the below company practices would be helpful to your upward mobility?



Section D

Mentor and supervisor support

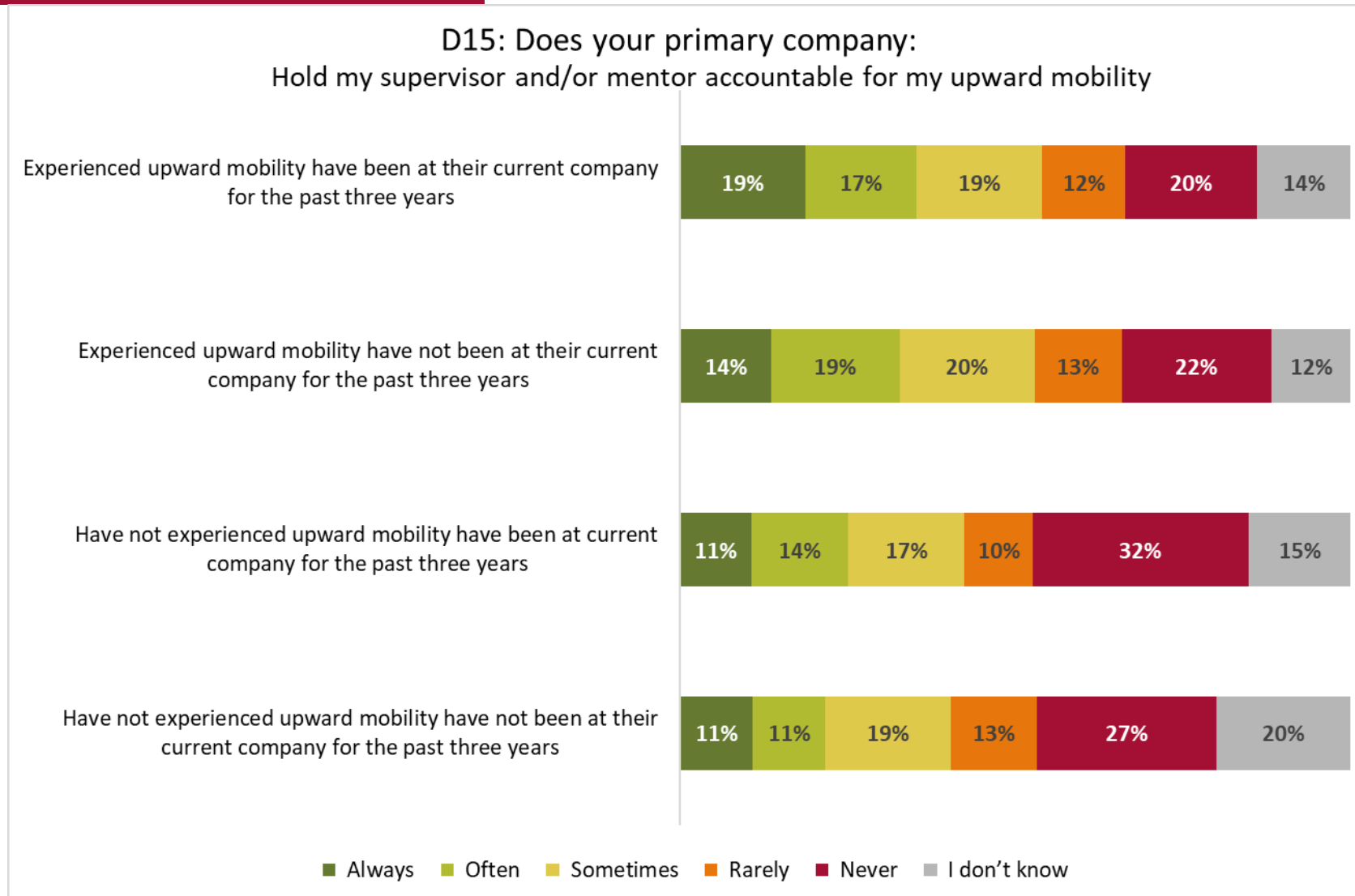
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Mentor and supervisor support

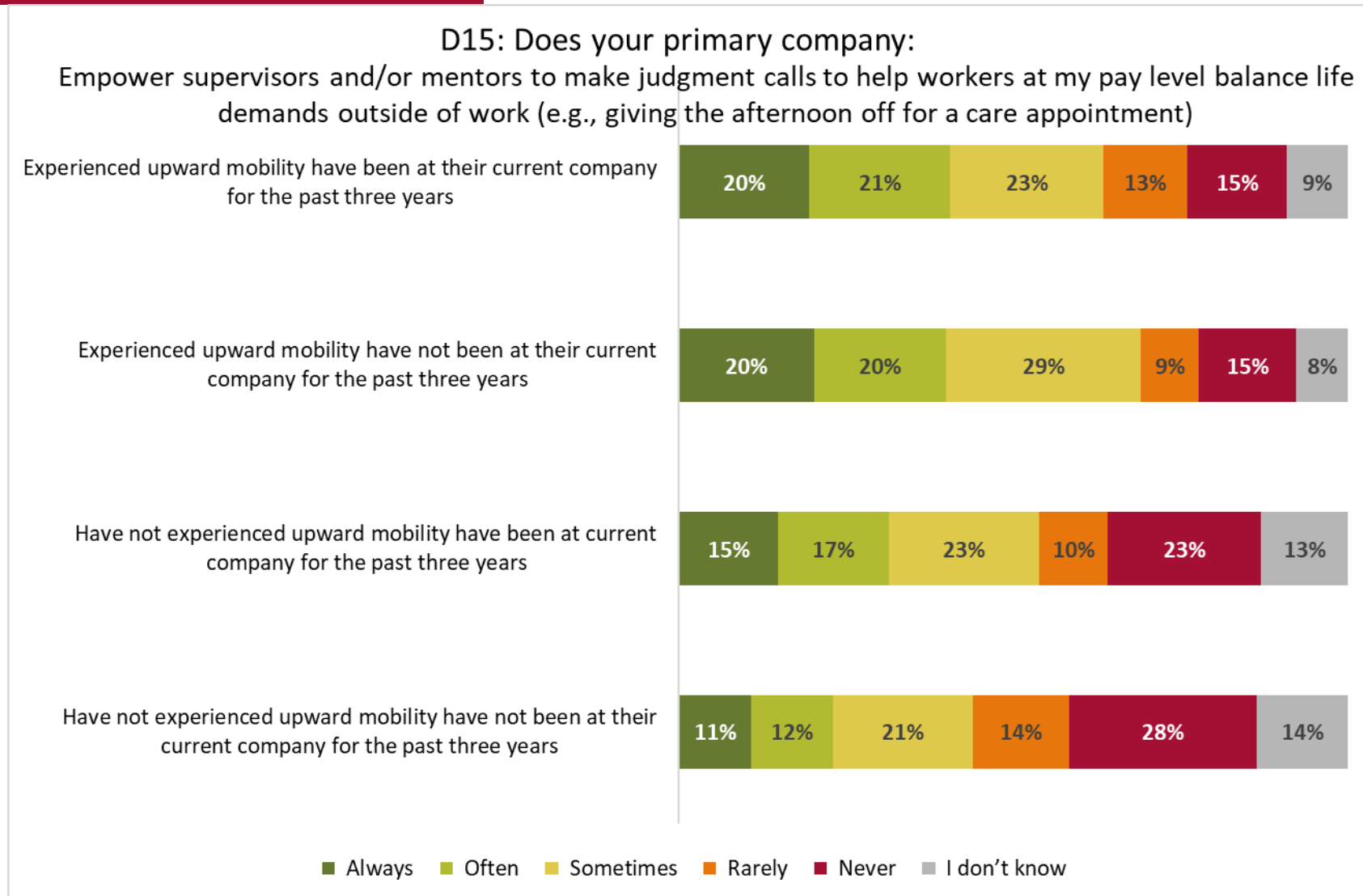
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

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.



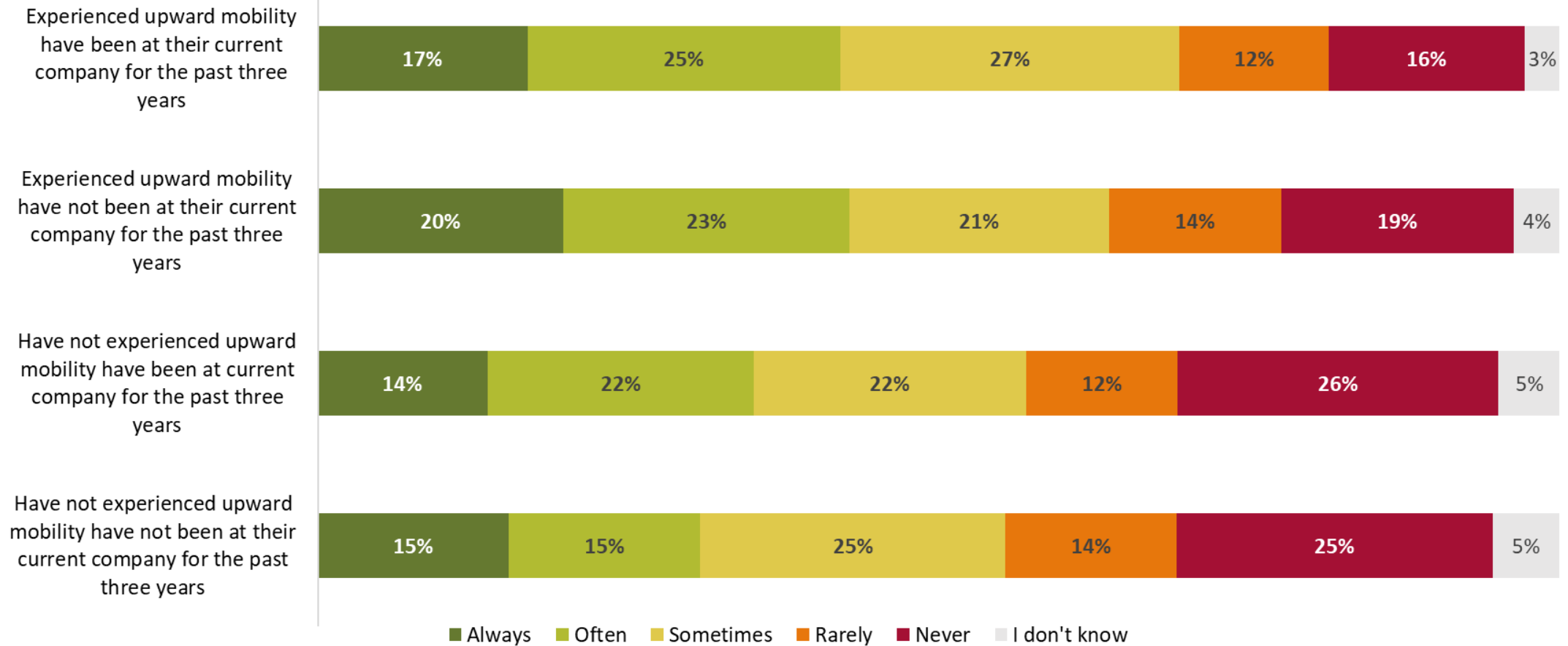
Section D

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.

D16NEVV2: Do you have a supervisor or mentor who:

Communicates the impact of the work of workers at my pay level on the company's success



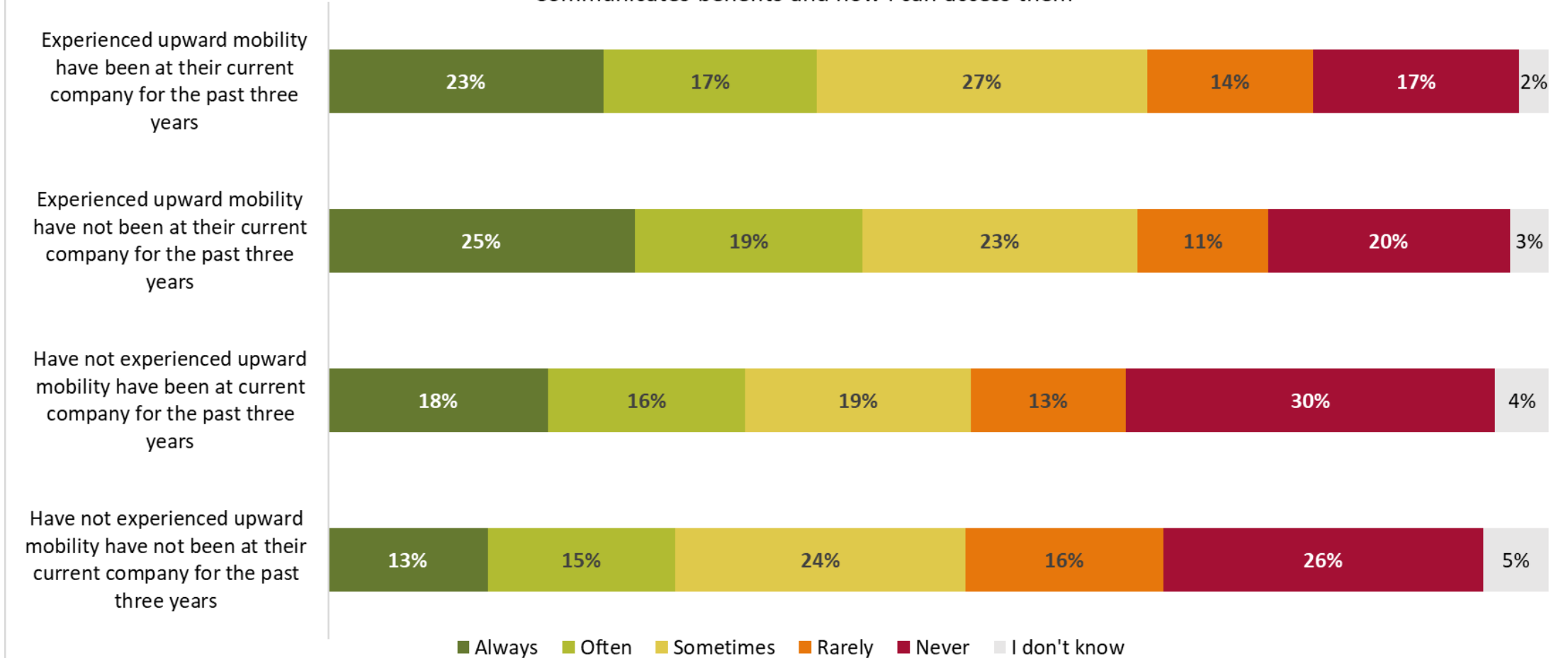
Section D

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:

Communicates benefits and how I can access them



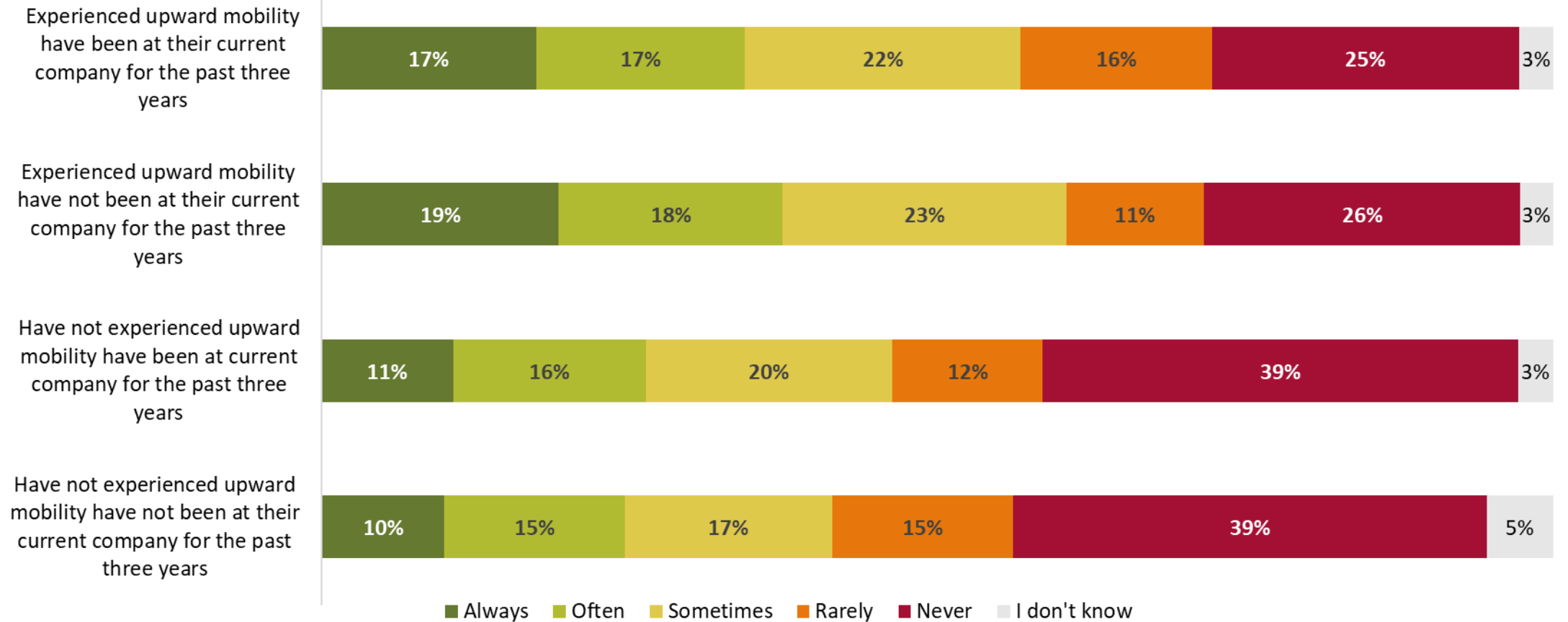
Section D

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:

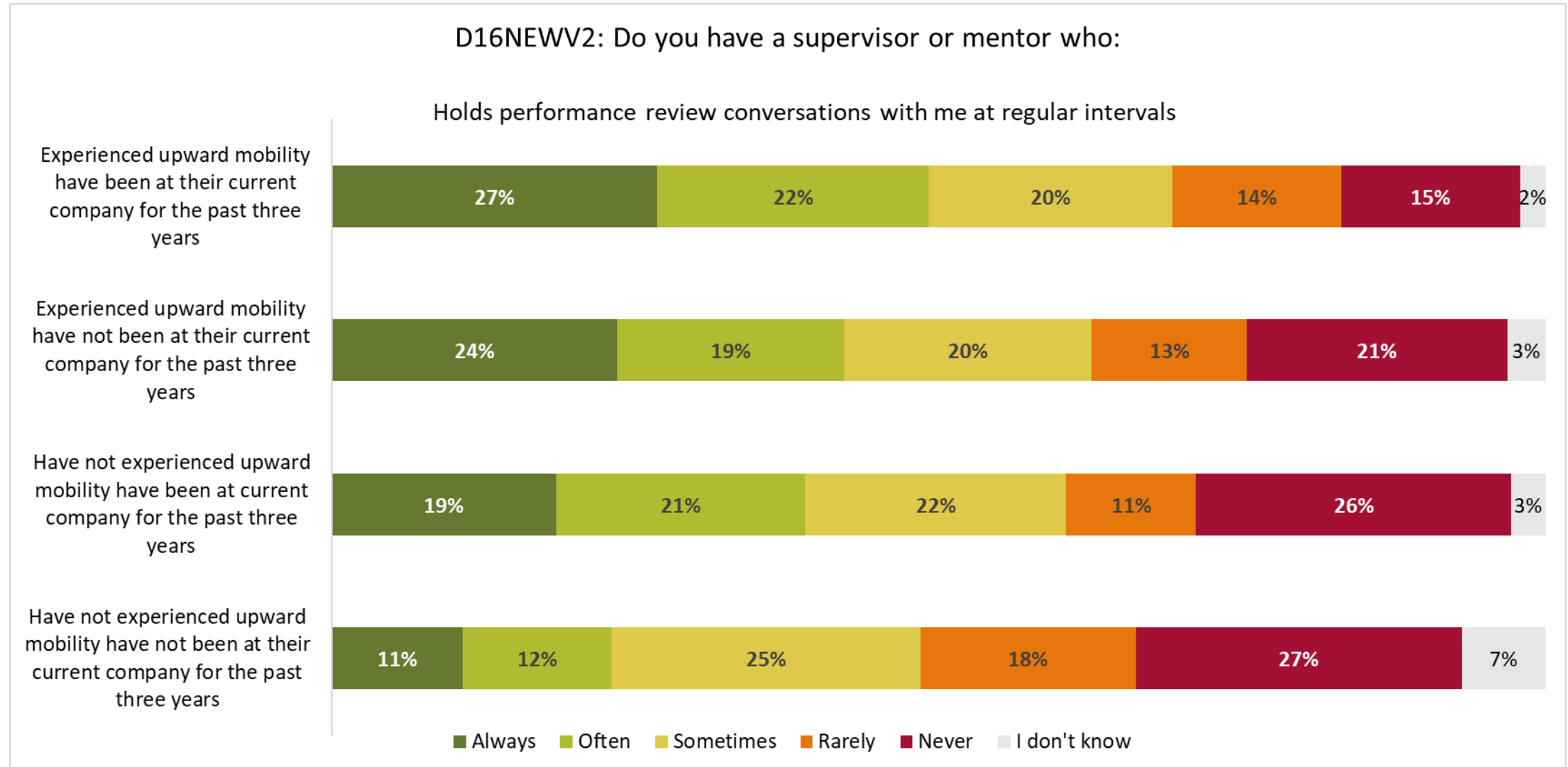
Coaches me on how to move up



Section D

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.



Section D

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.

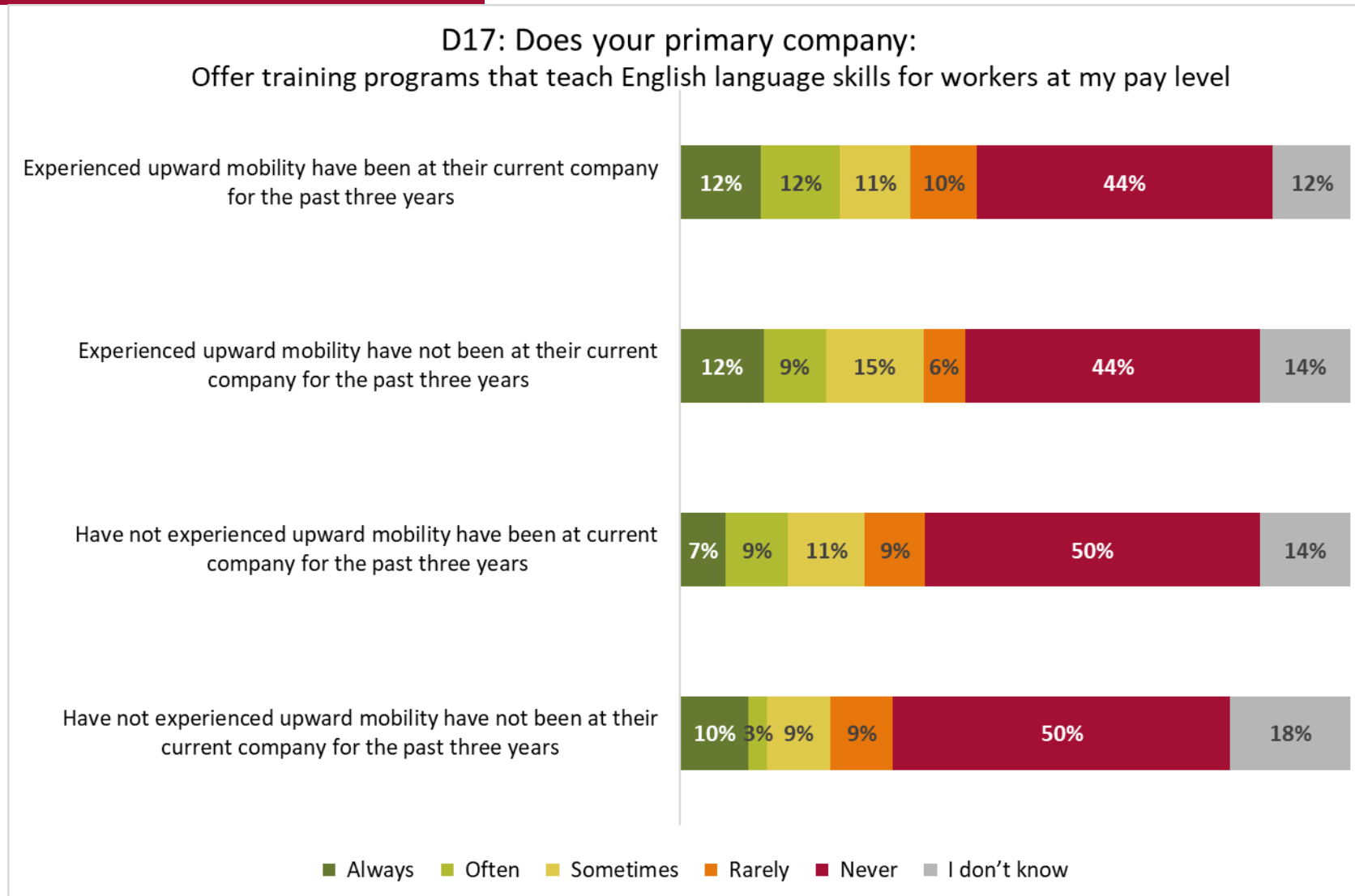
D16: Which of the below company practices would be helpful to your upward mobility?



Section D

Learning and development

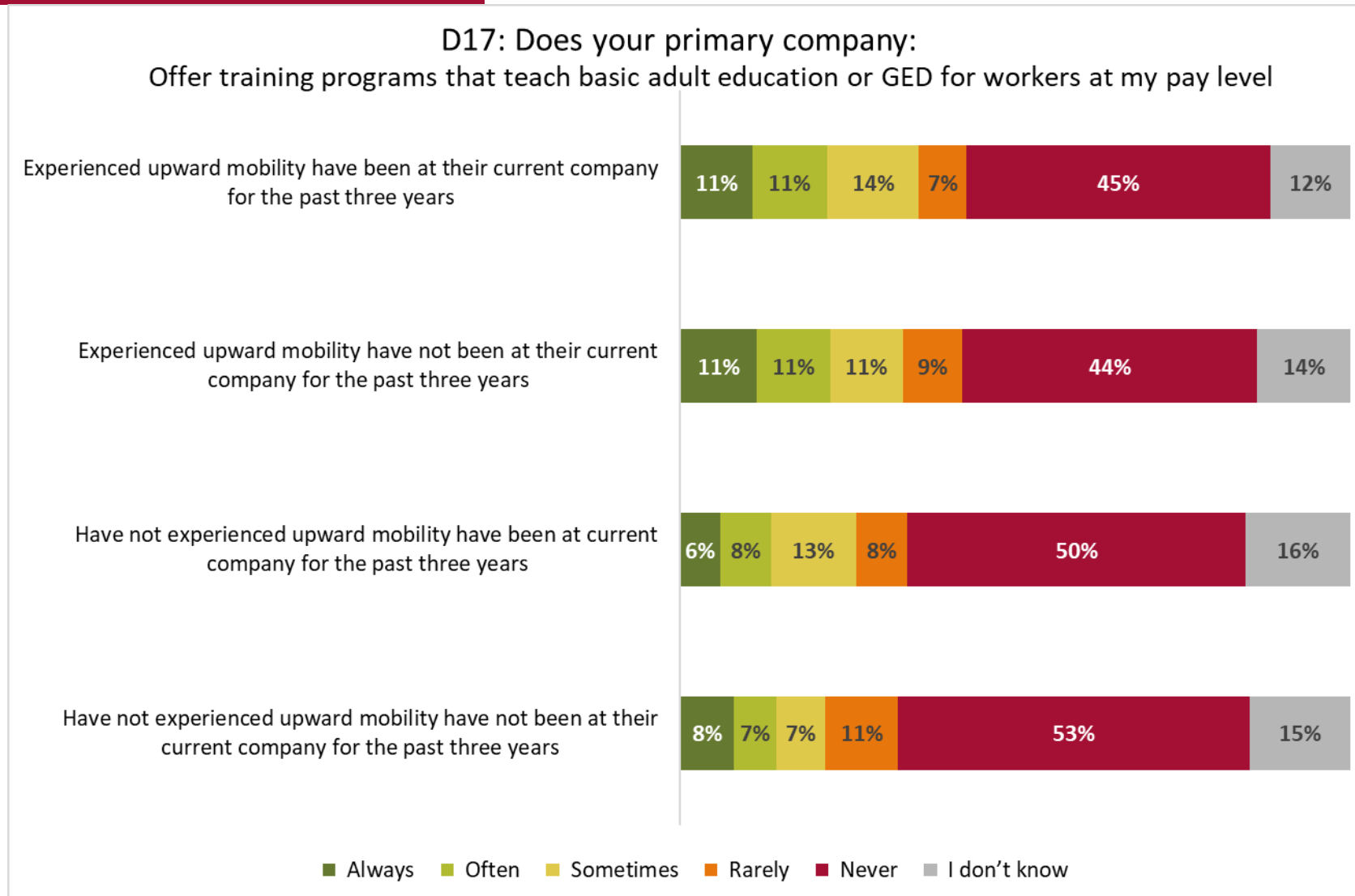
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

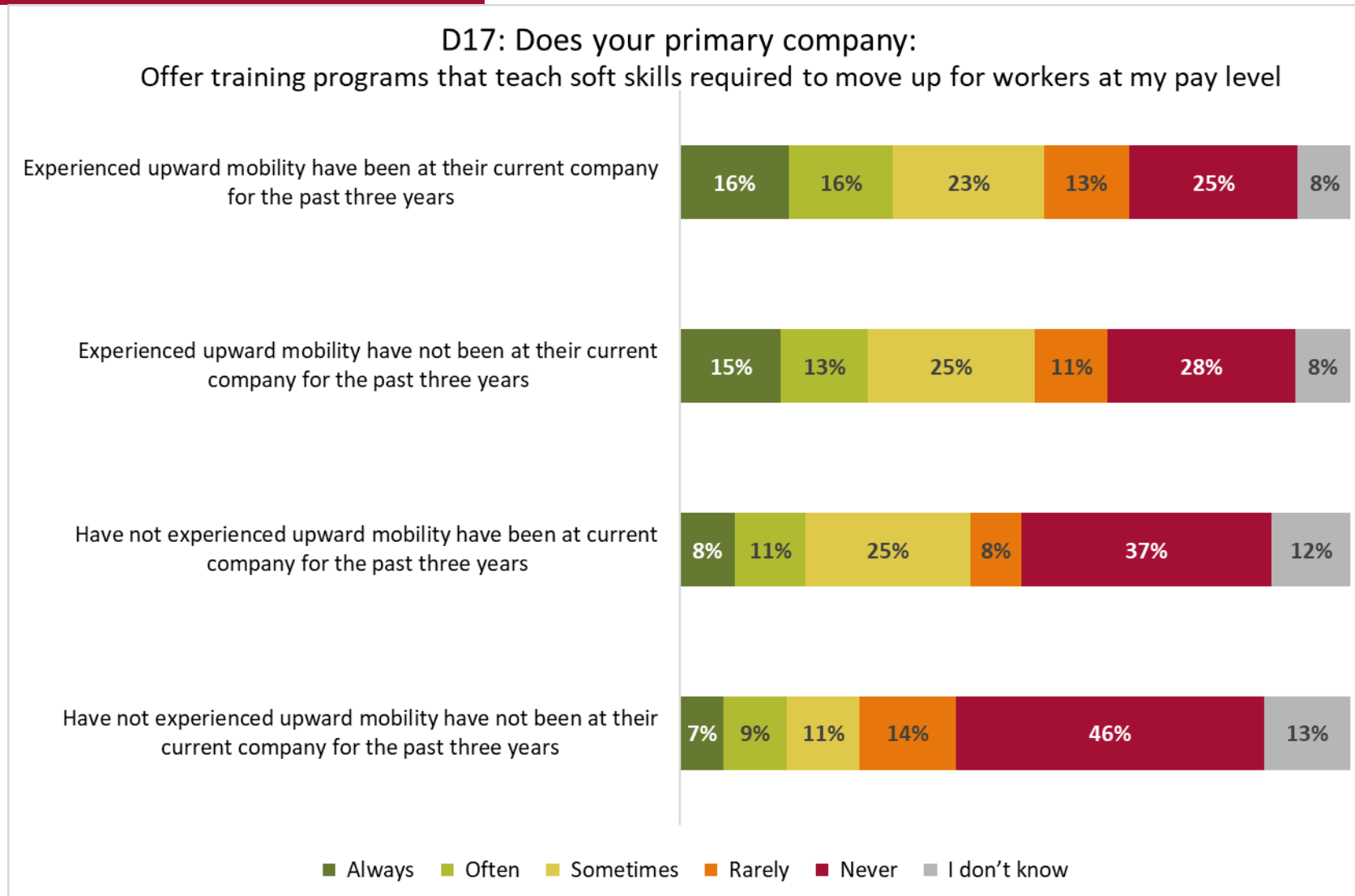
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

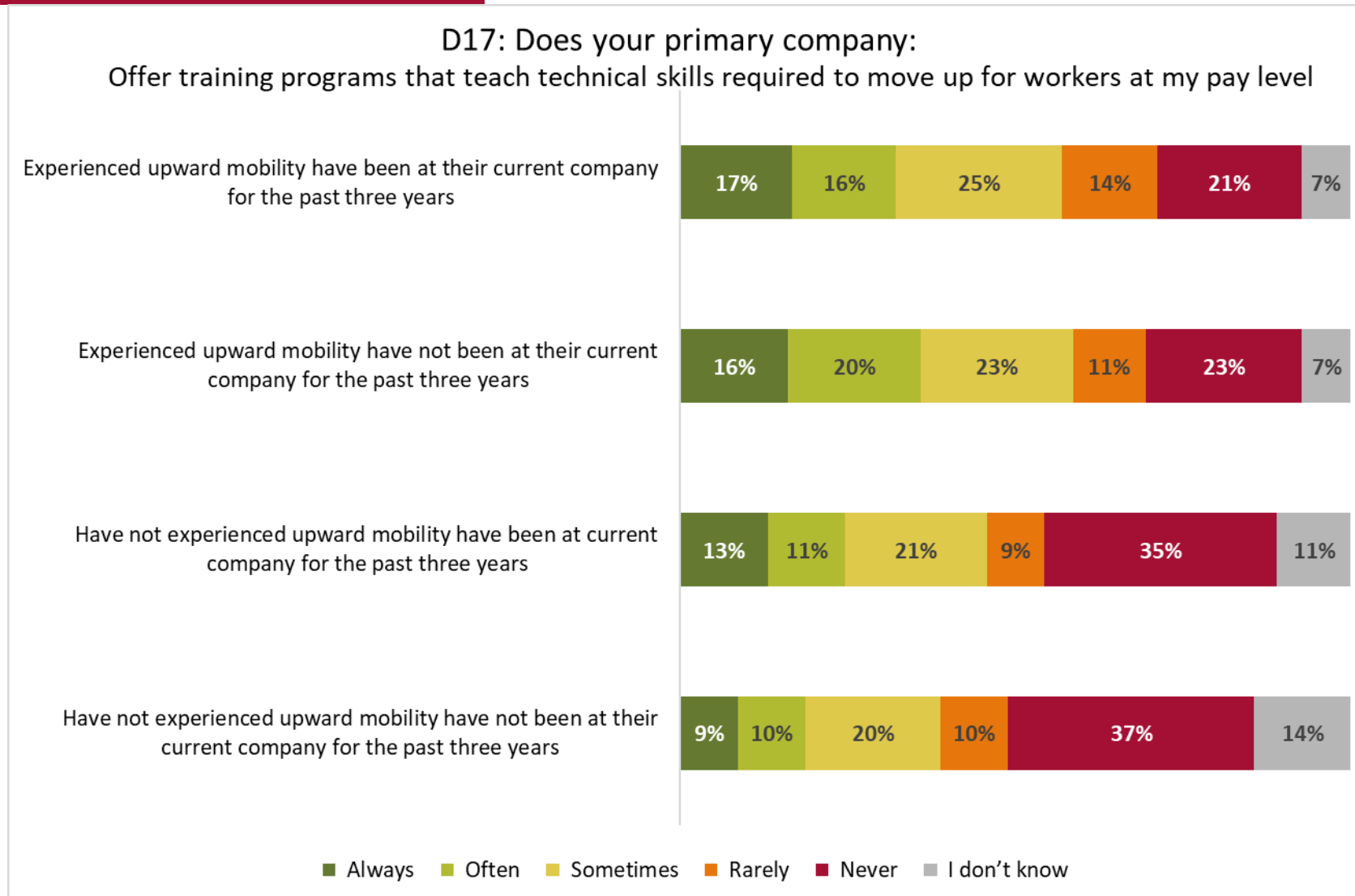
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

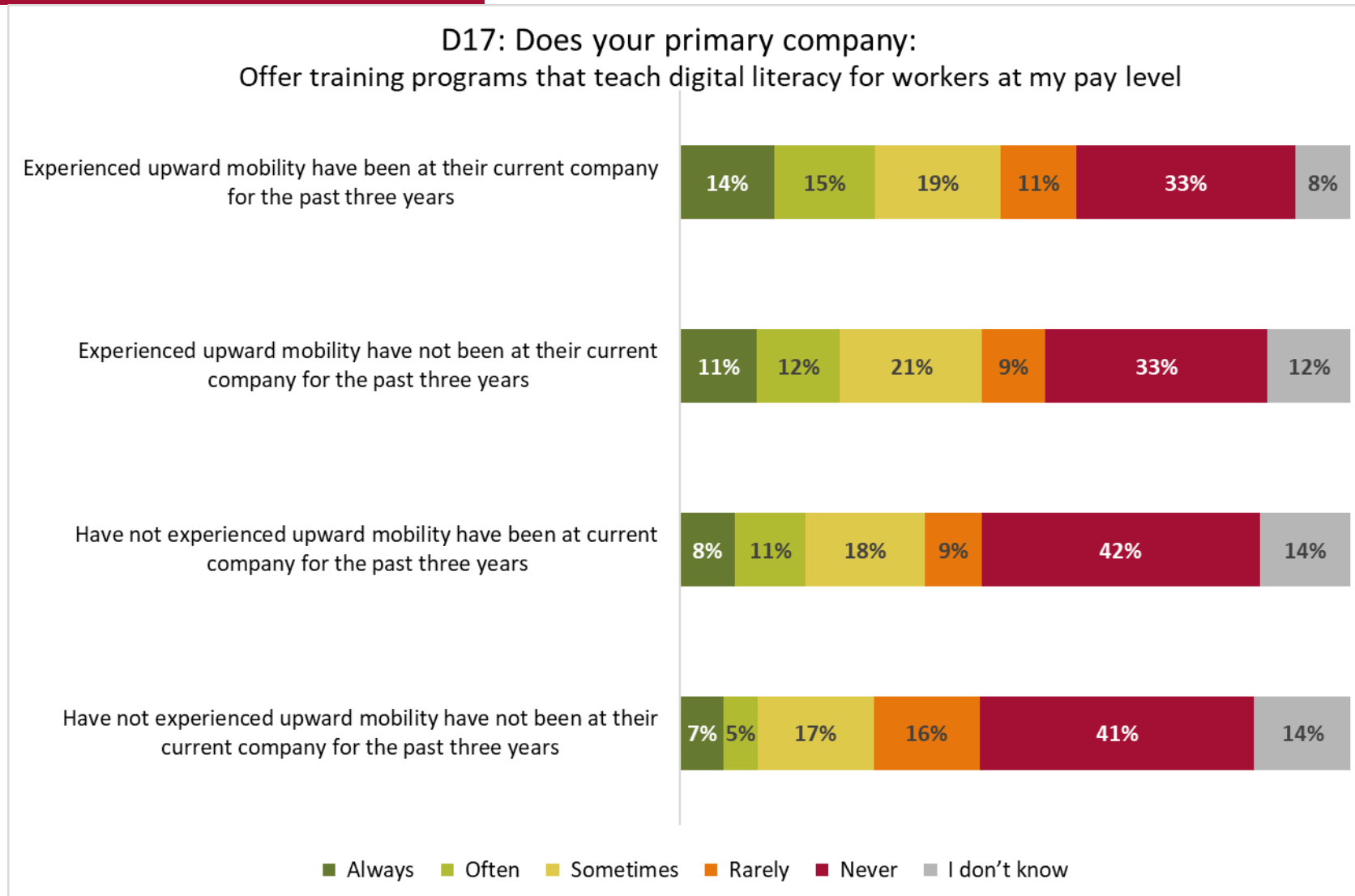
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

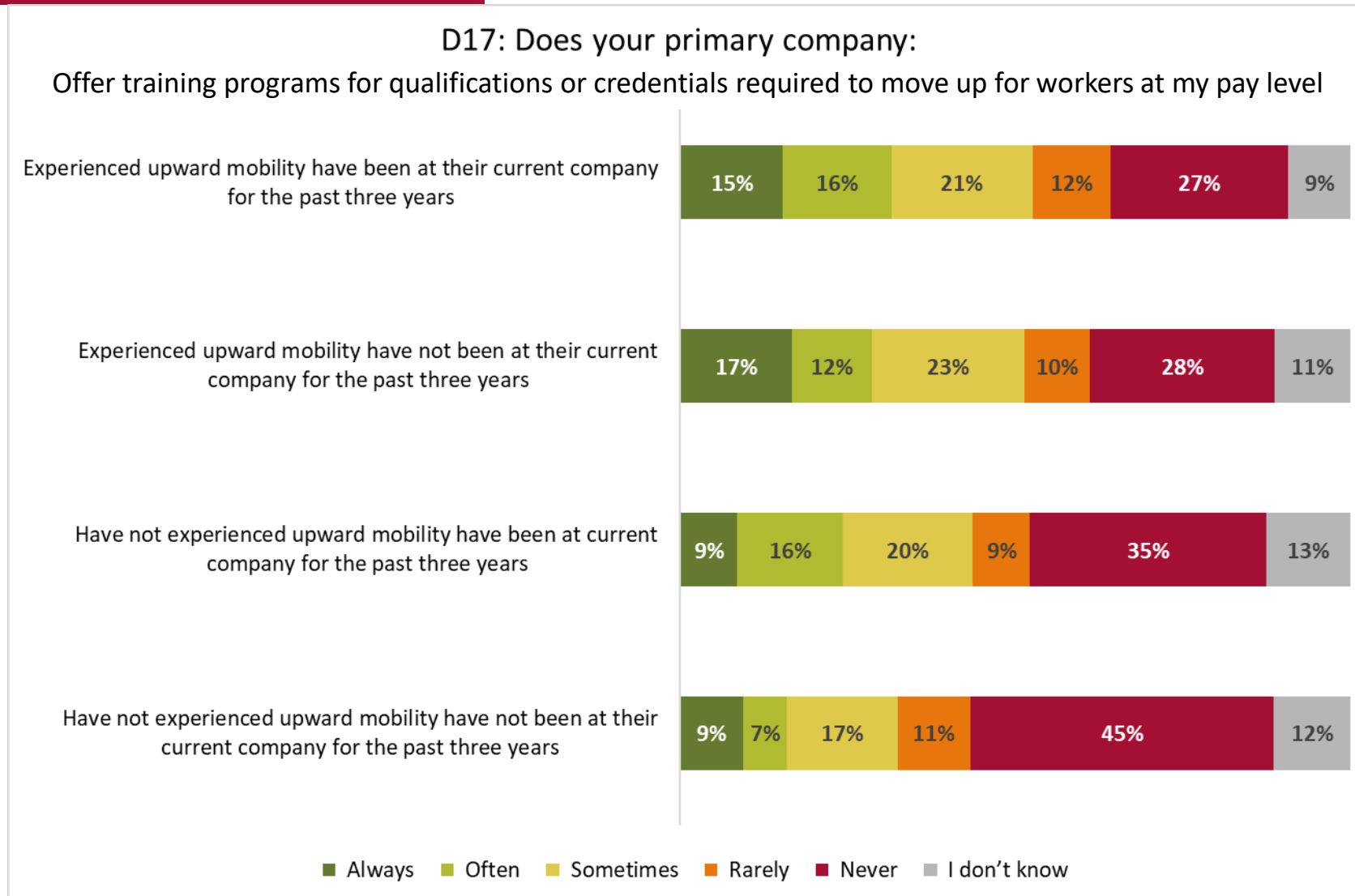
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

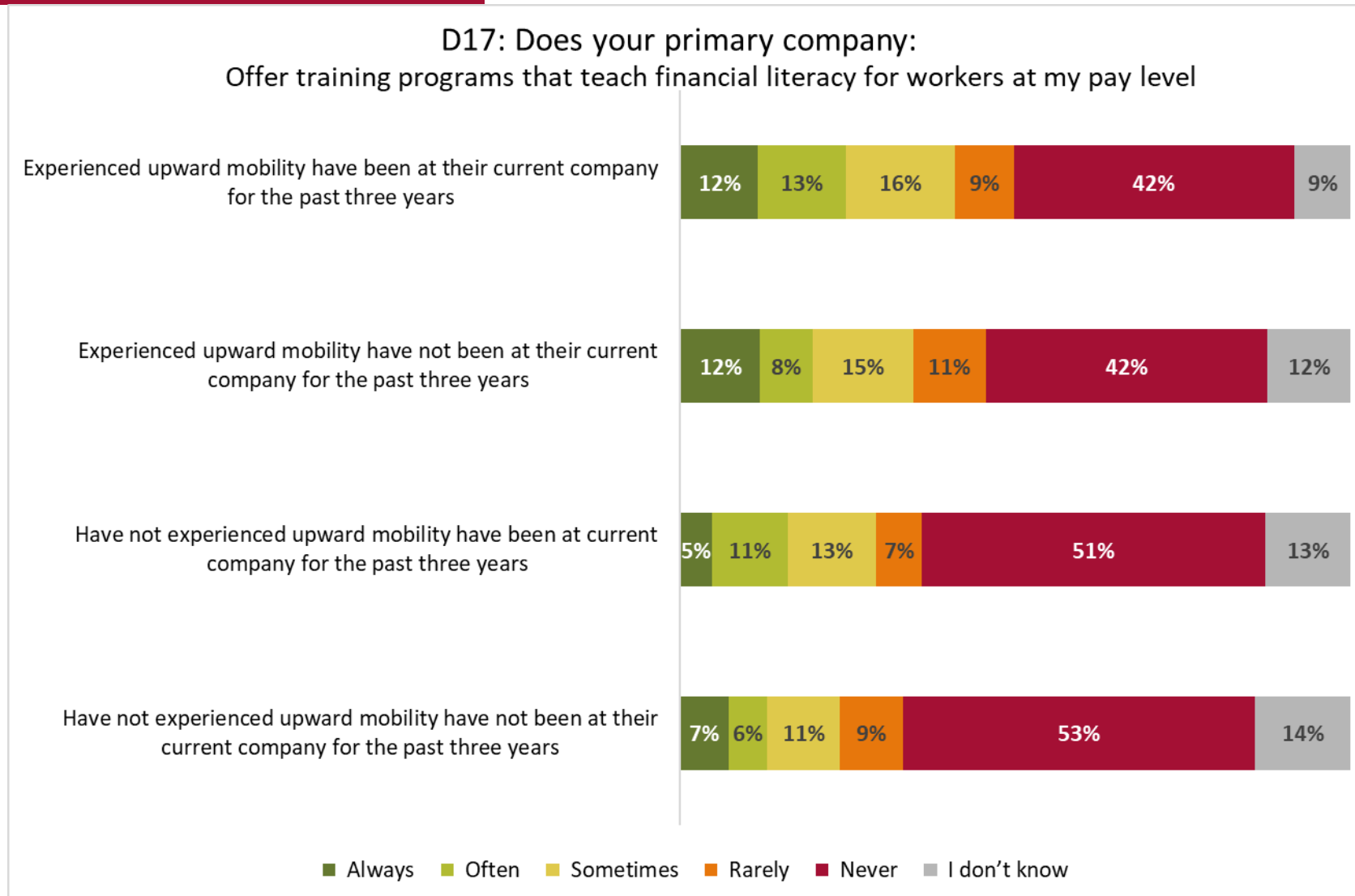
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Learning and development

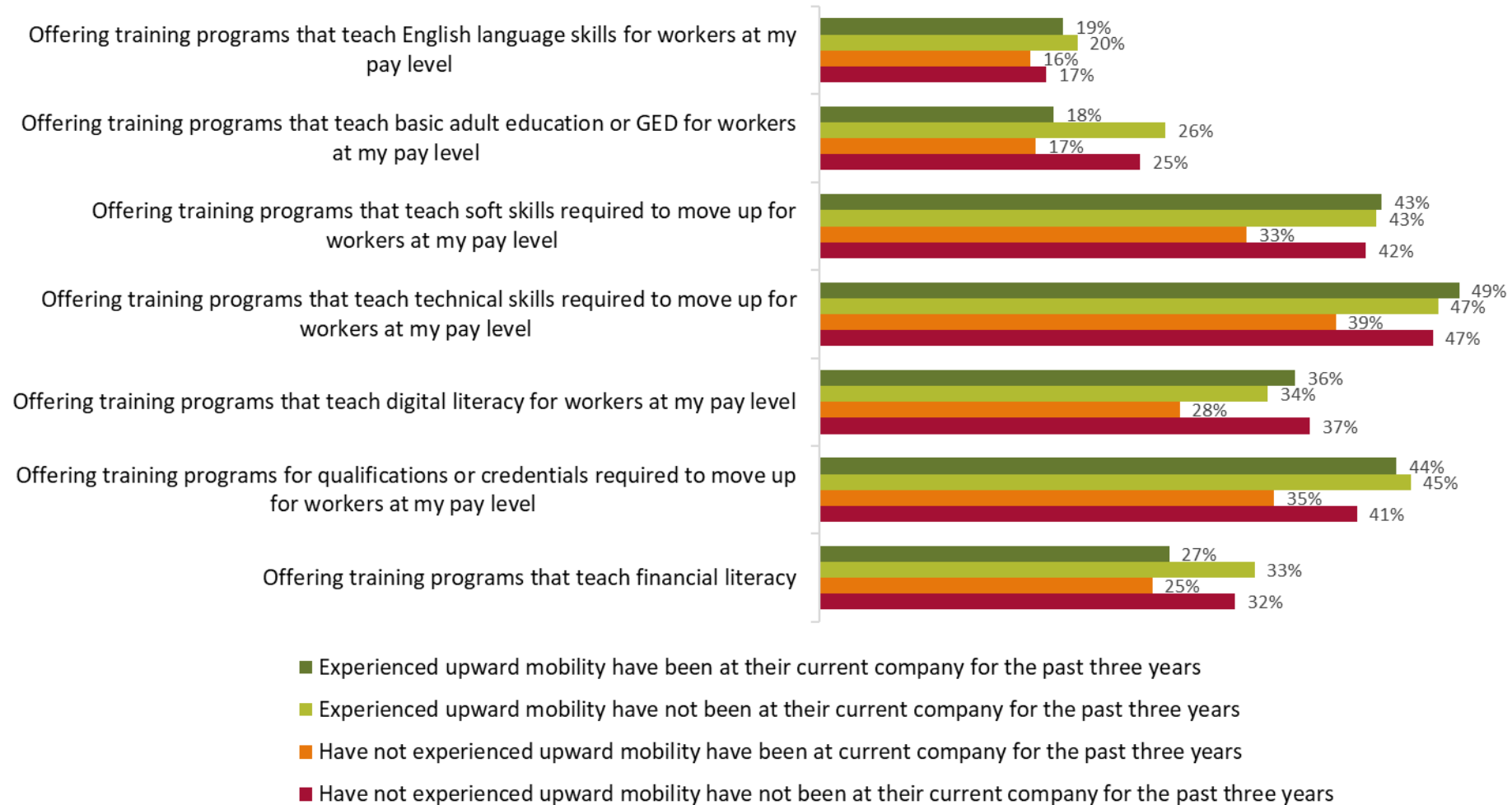
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D *Learning and development*

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.

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

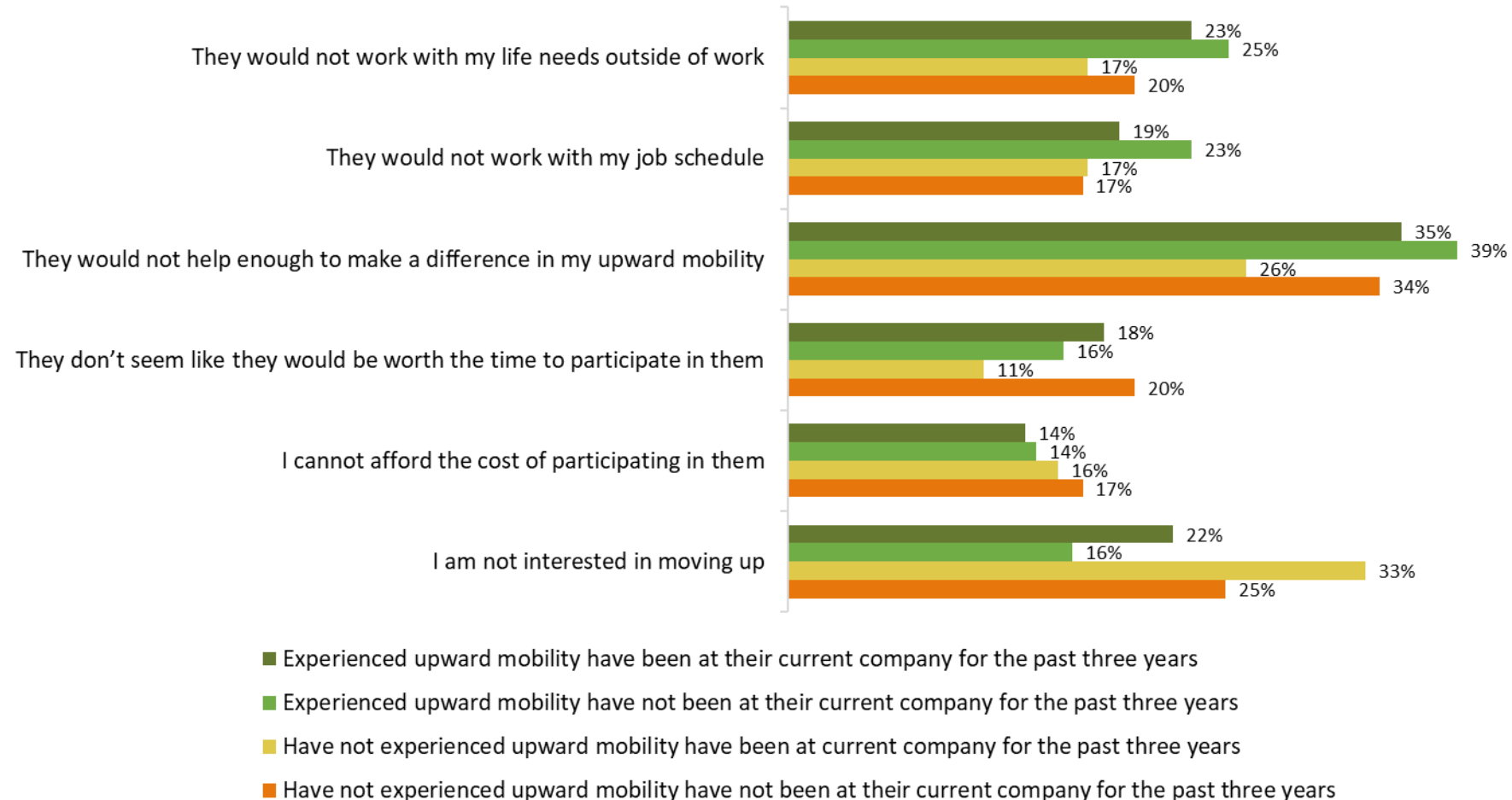


Section D

Learning and development

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.

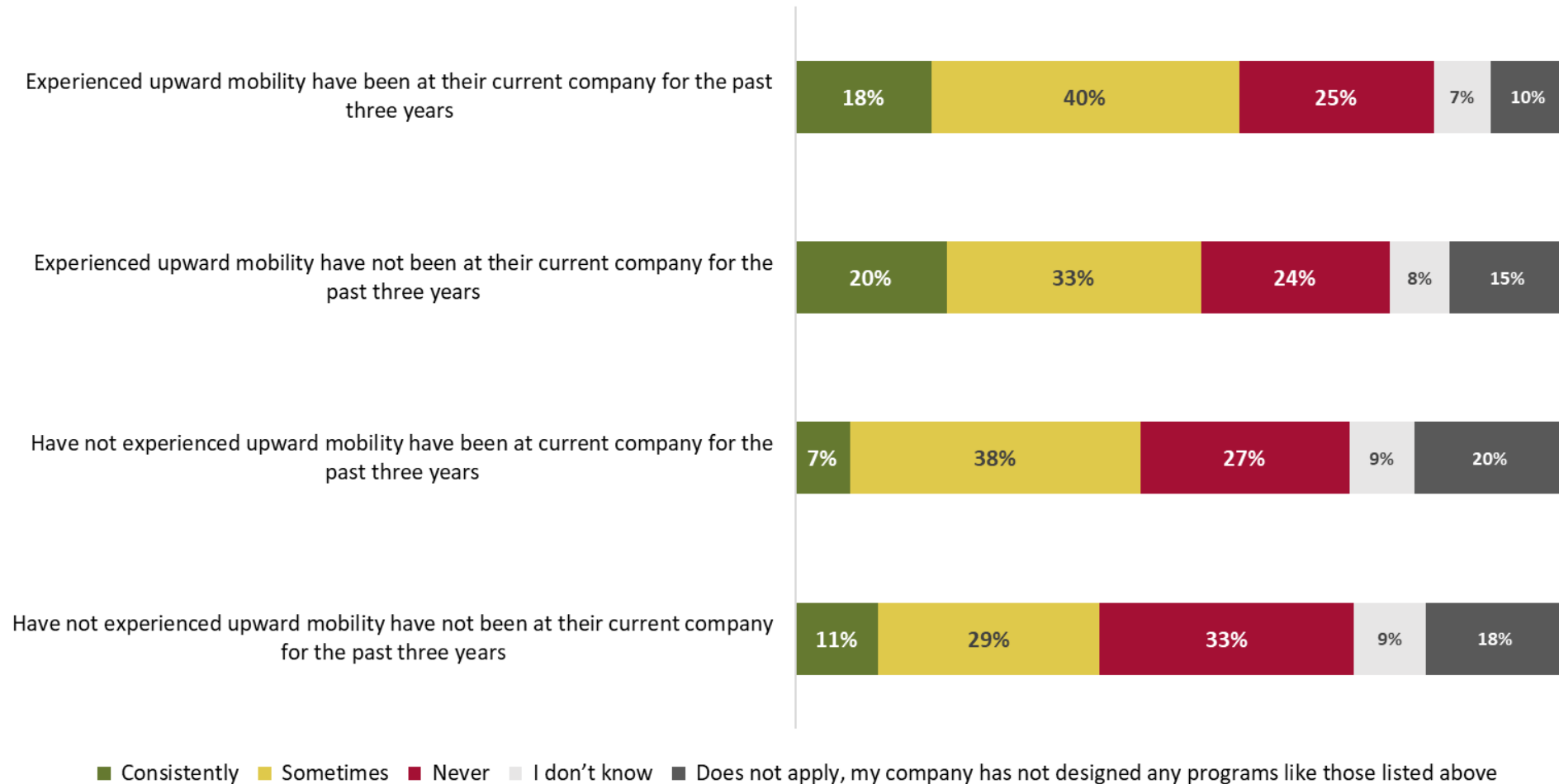
D19: For the programs and policies in this section that you do not think would be helpful to your upward mobility, why do you not think these programs would be helpful? Please select all that apply.



Section D *Learning and development*

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.

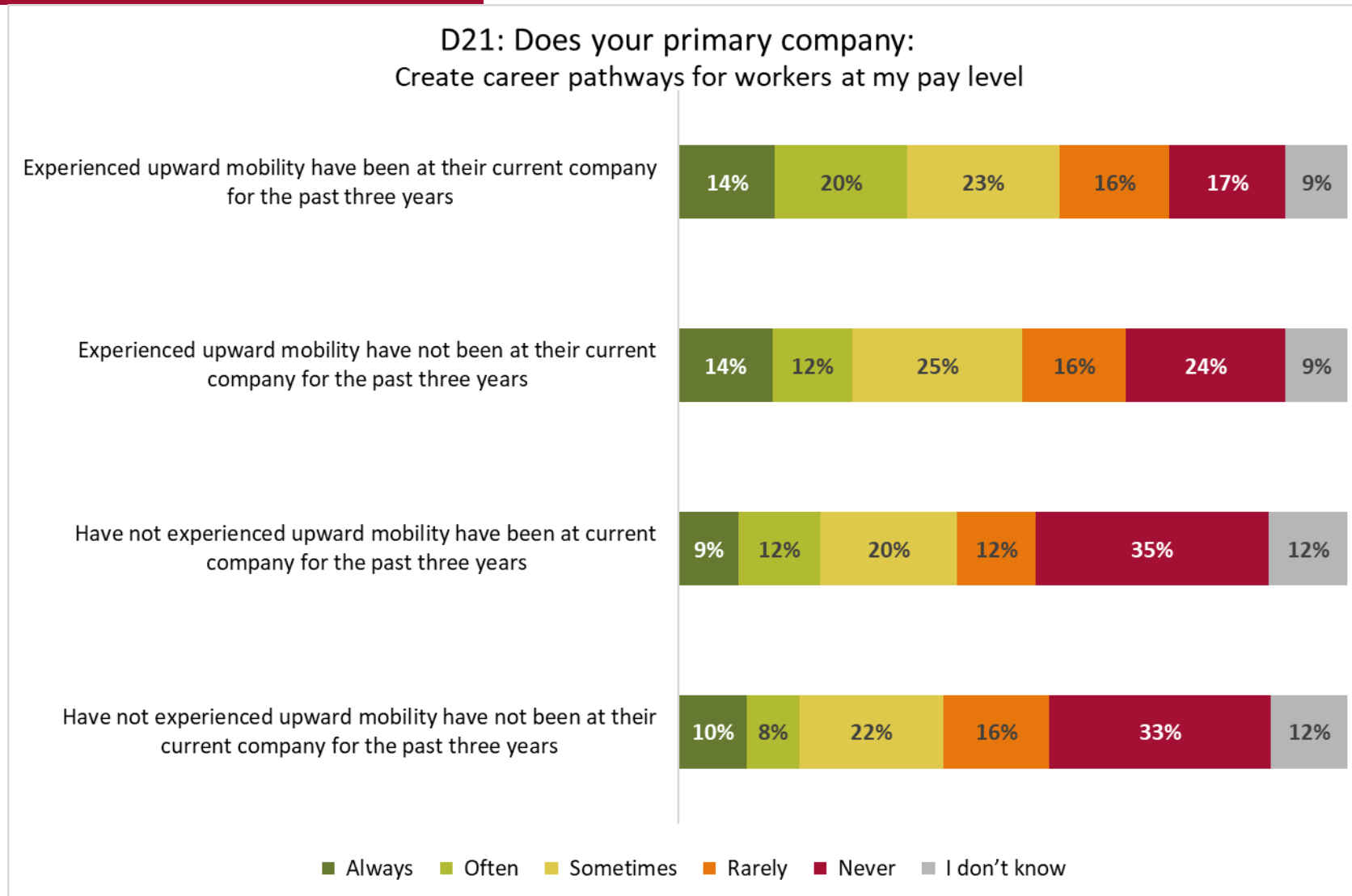
D20: When your primary company designs programs like those described in this section, do they ever seek input from you or your coworkers:



Section D

Pathways for advancement

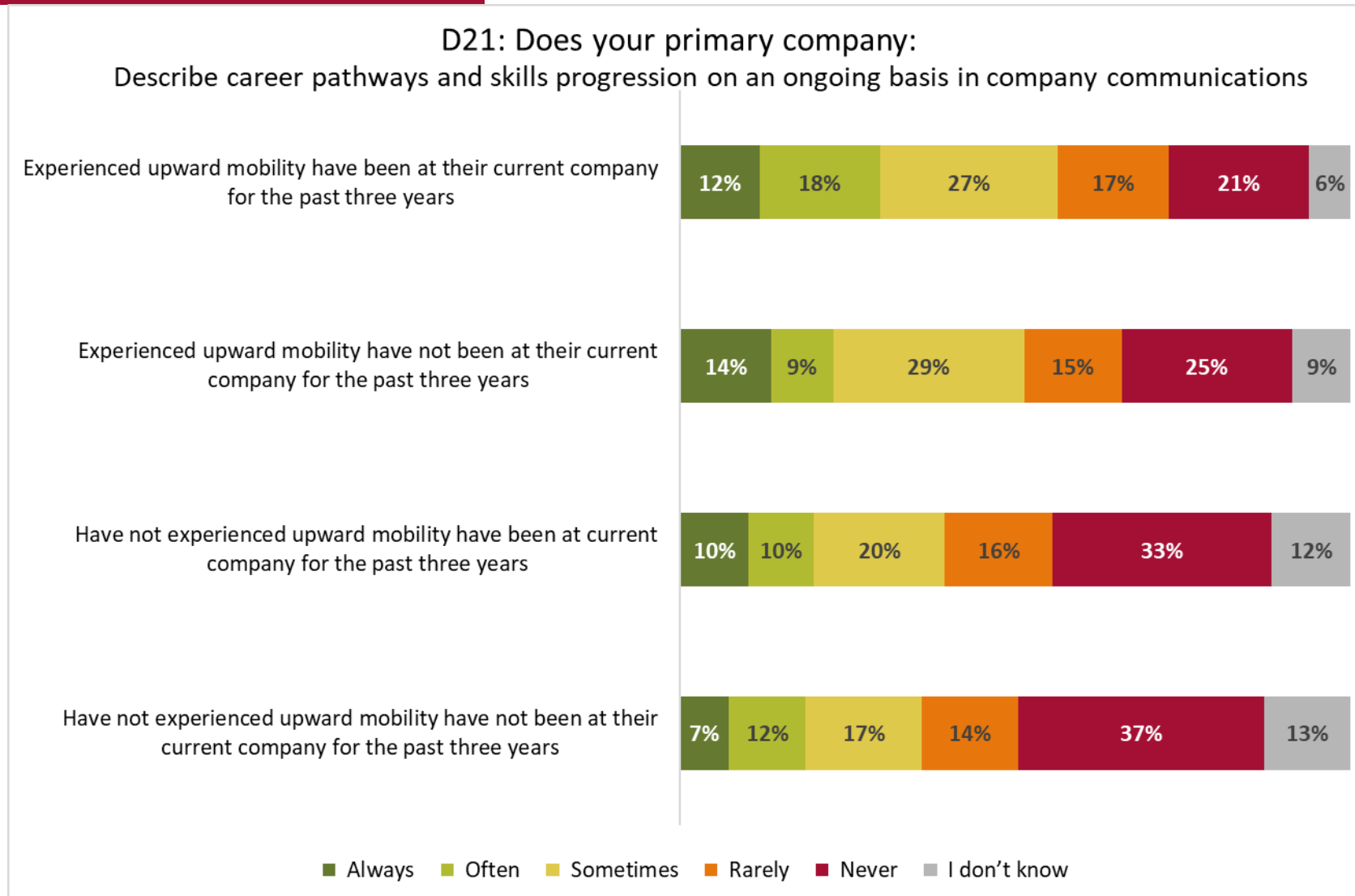
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

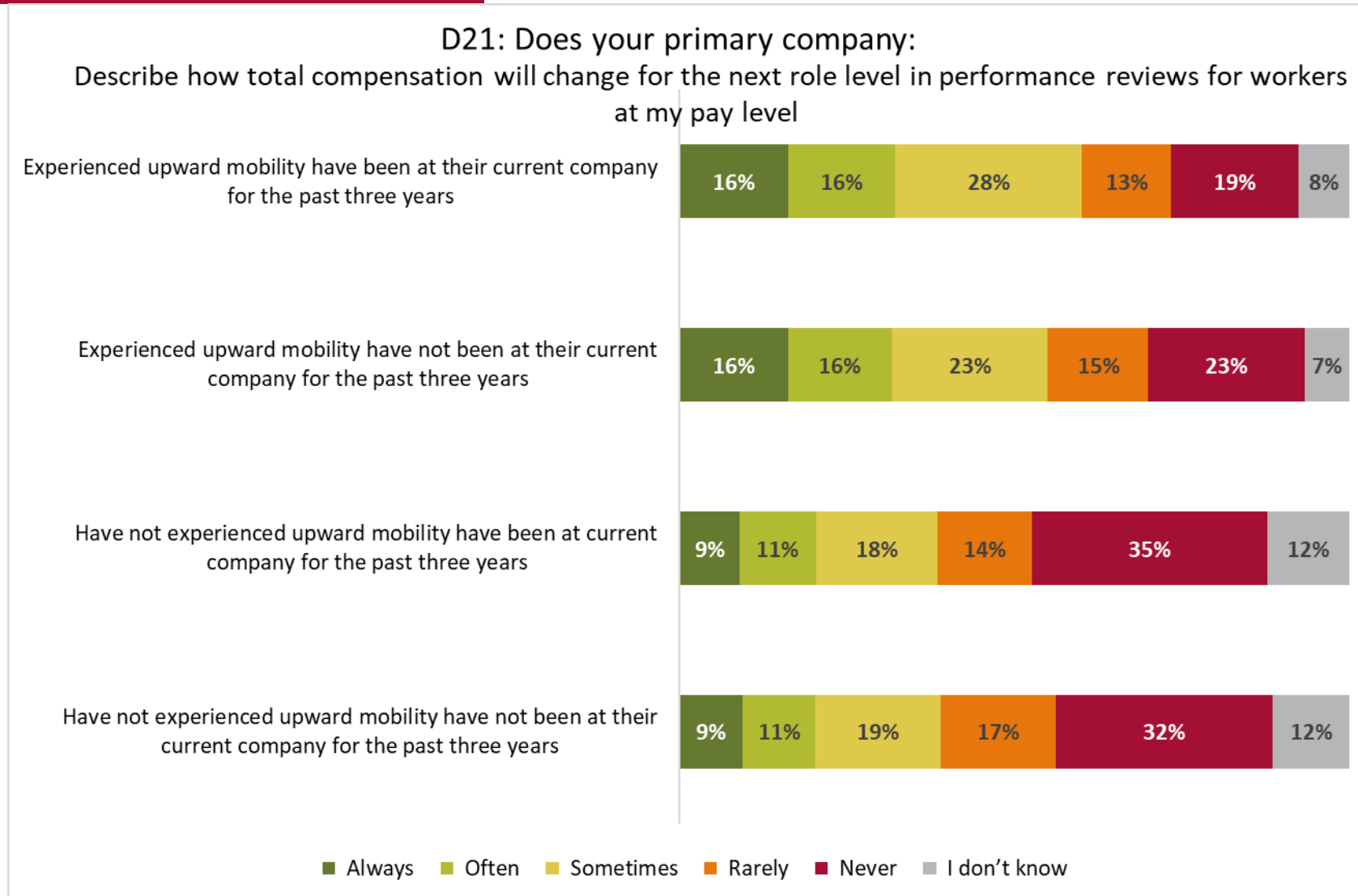
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

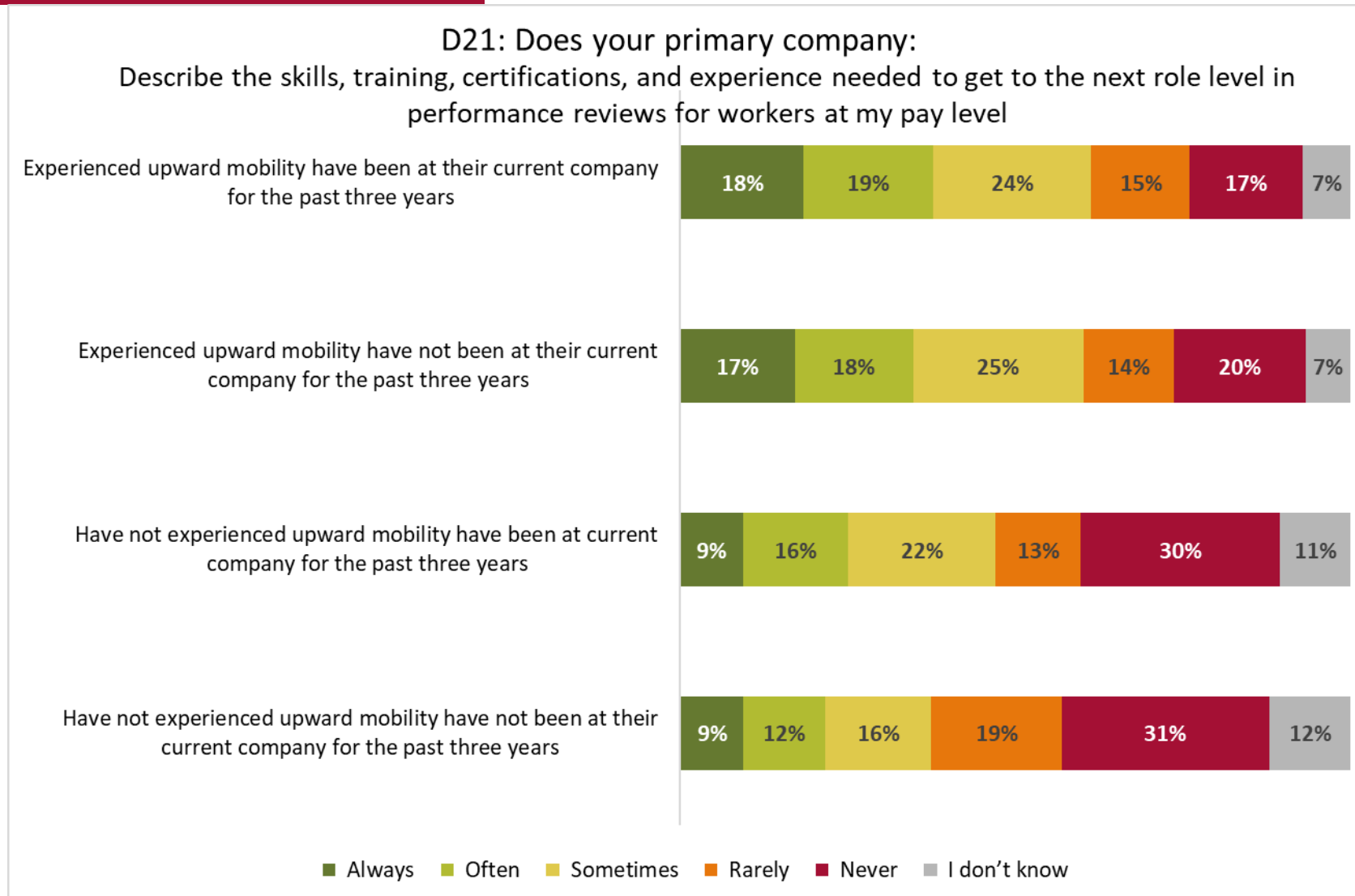
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

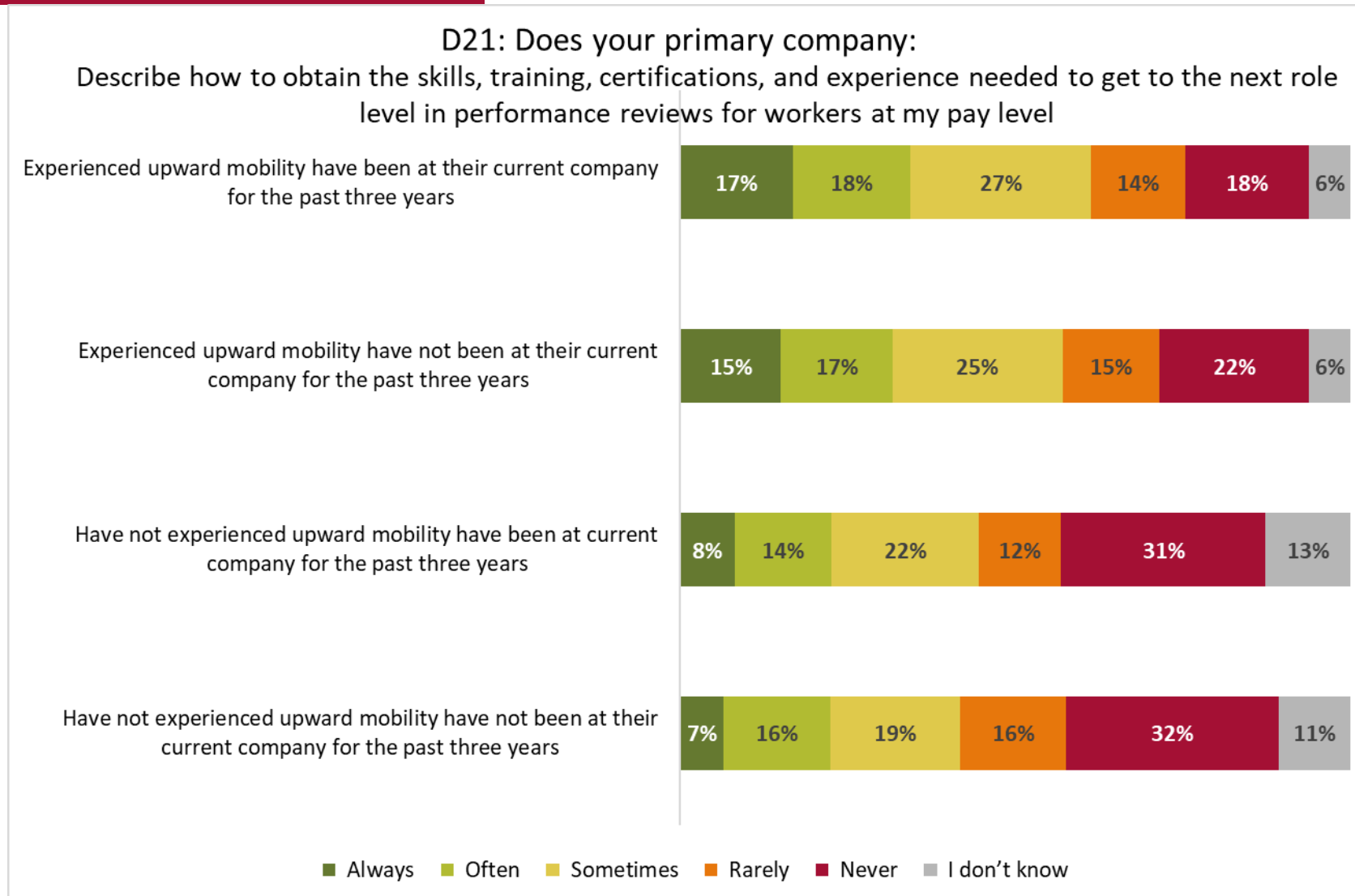
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

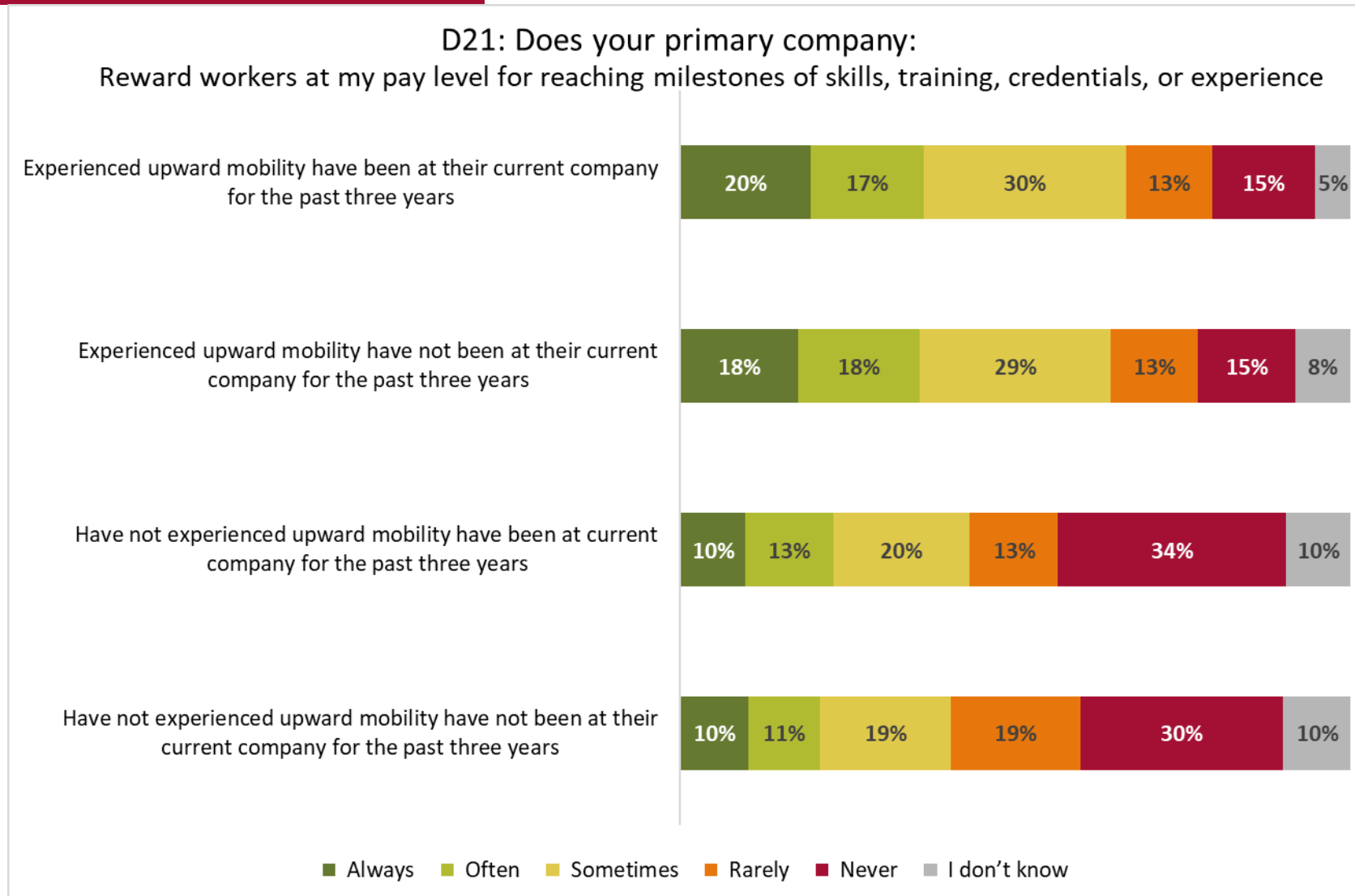
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

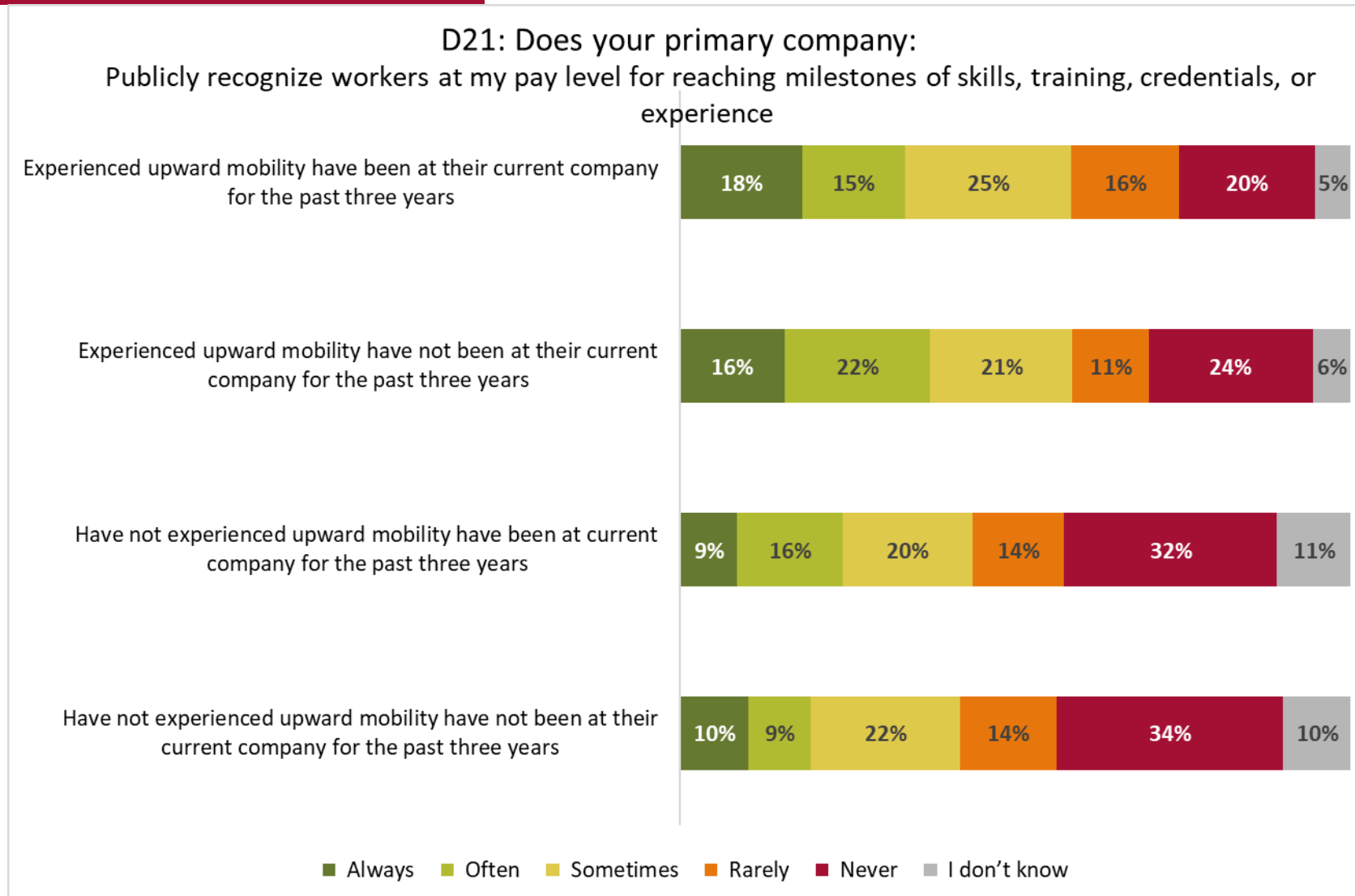
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

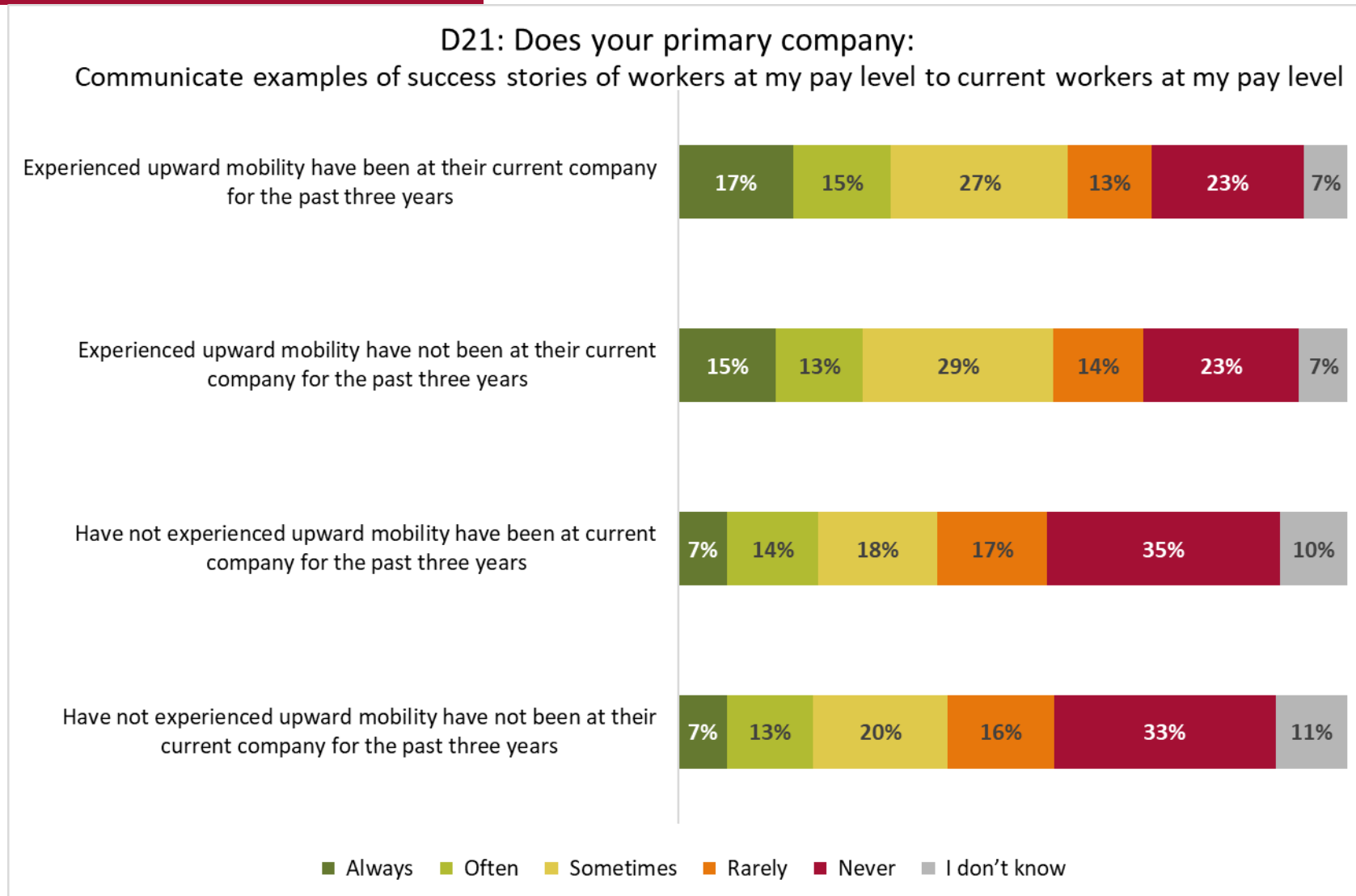
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

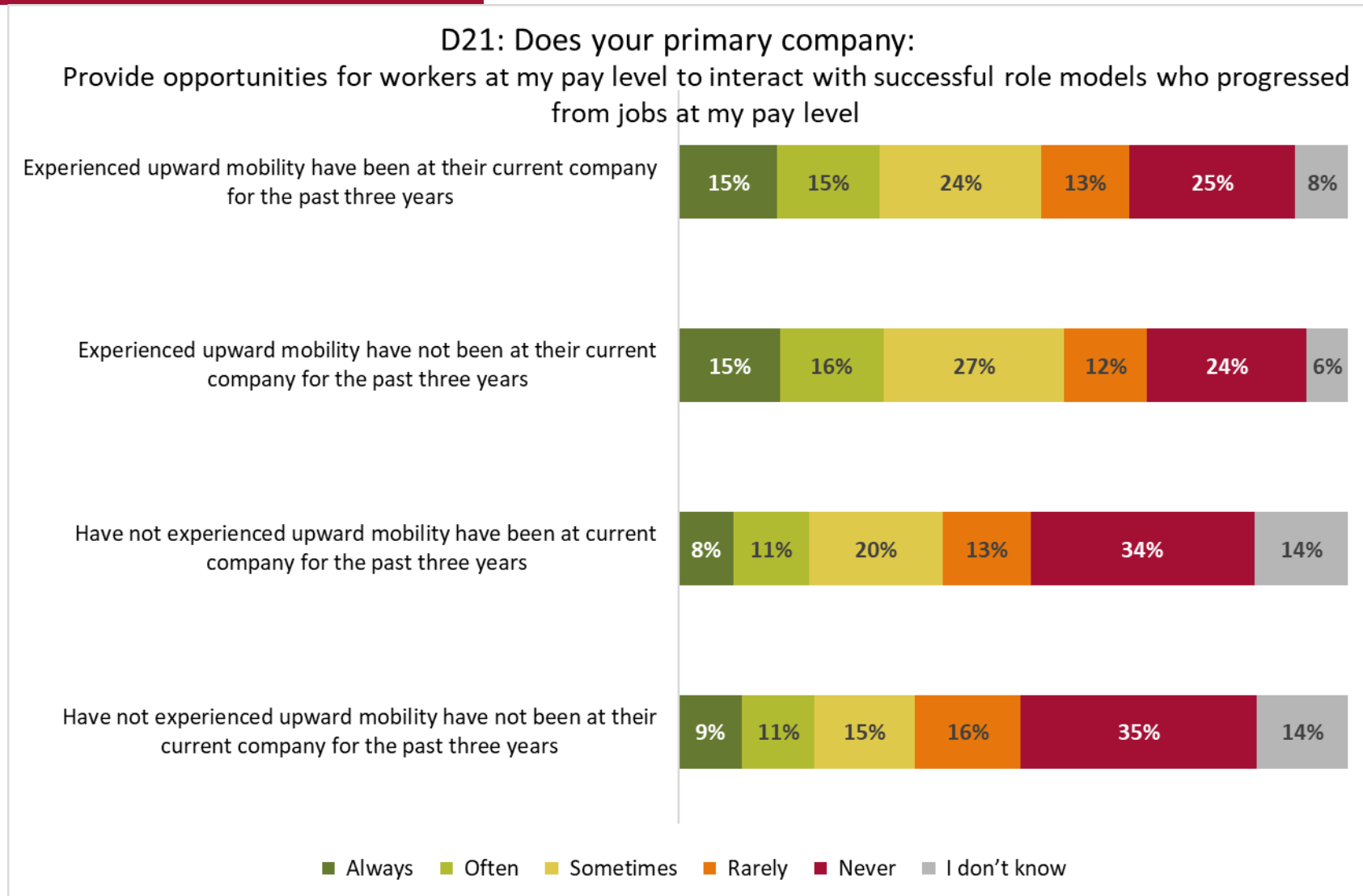
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Pathways for advancement

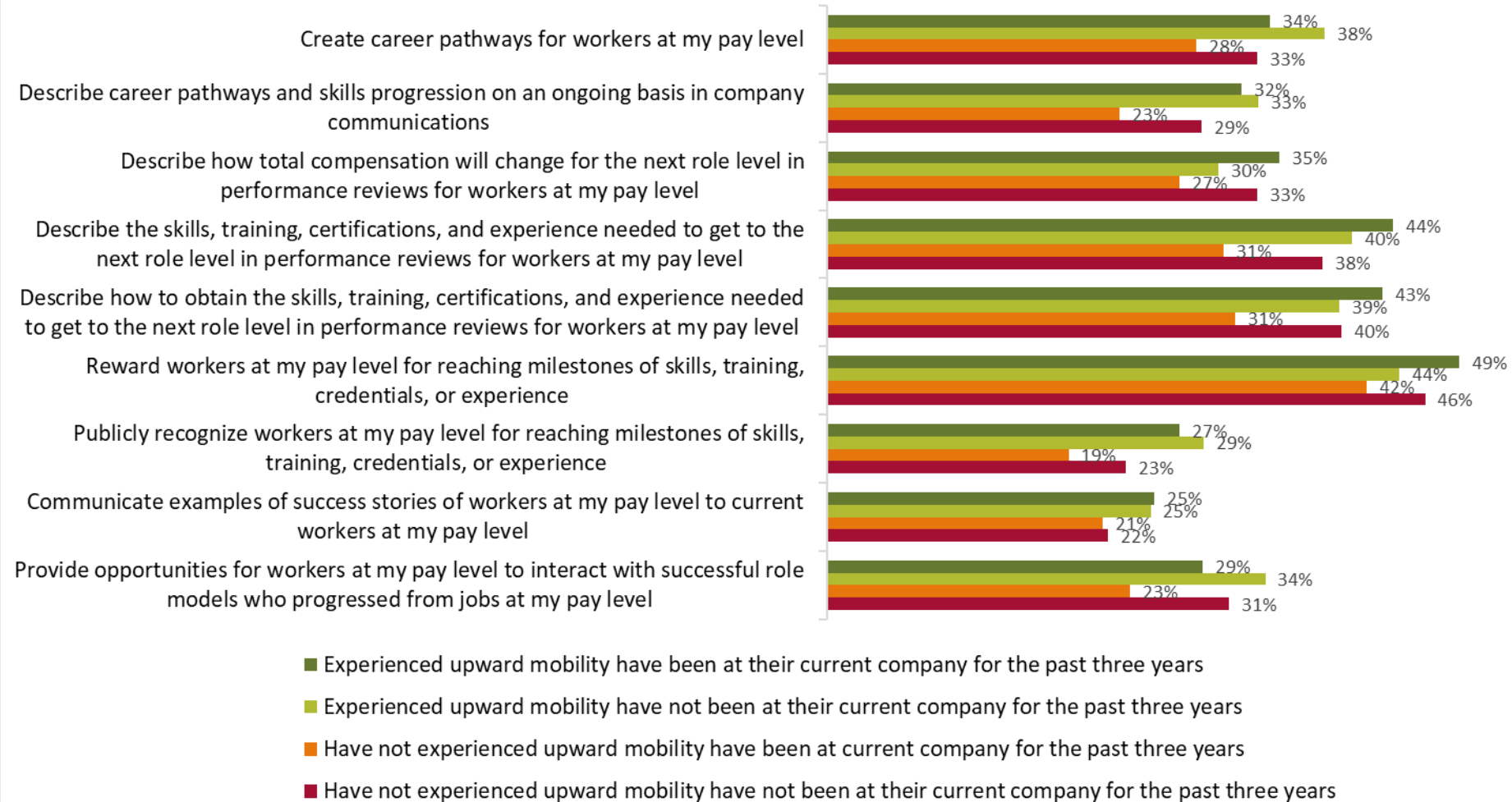
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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.

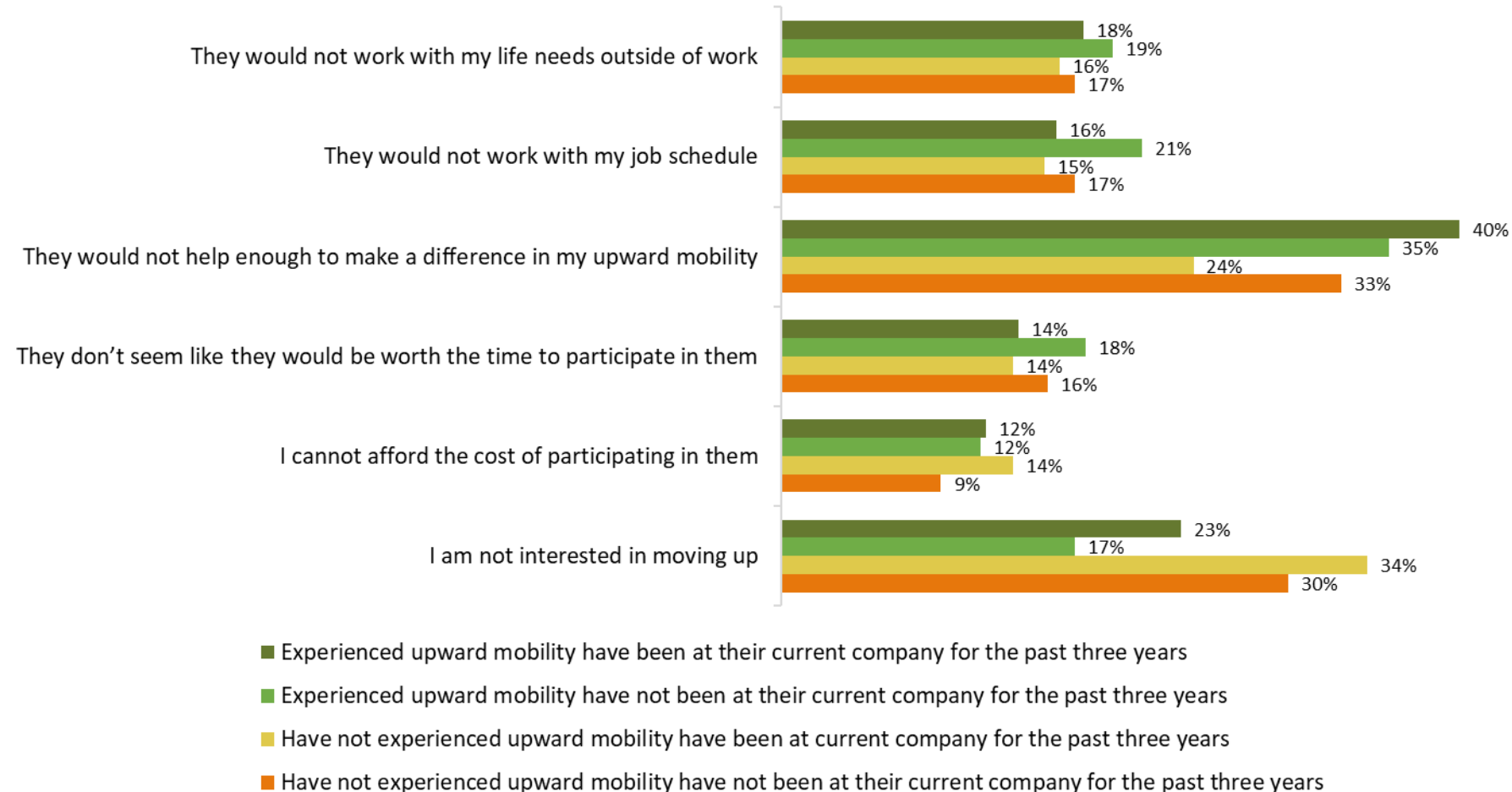
D22: Which of the below company practices would be helpful to your upward mobility?



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.

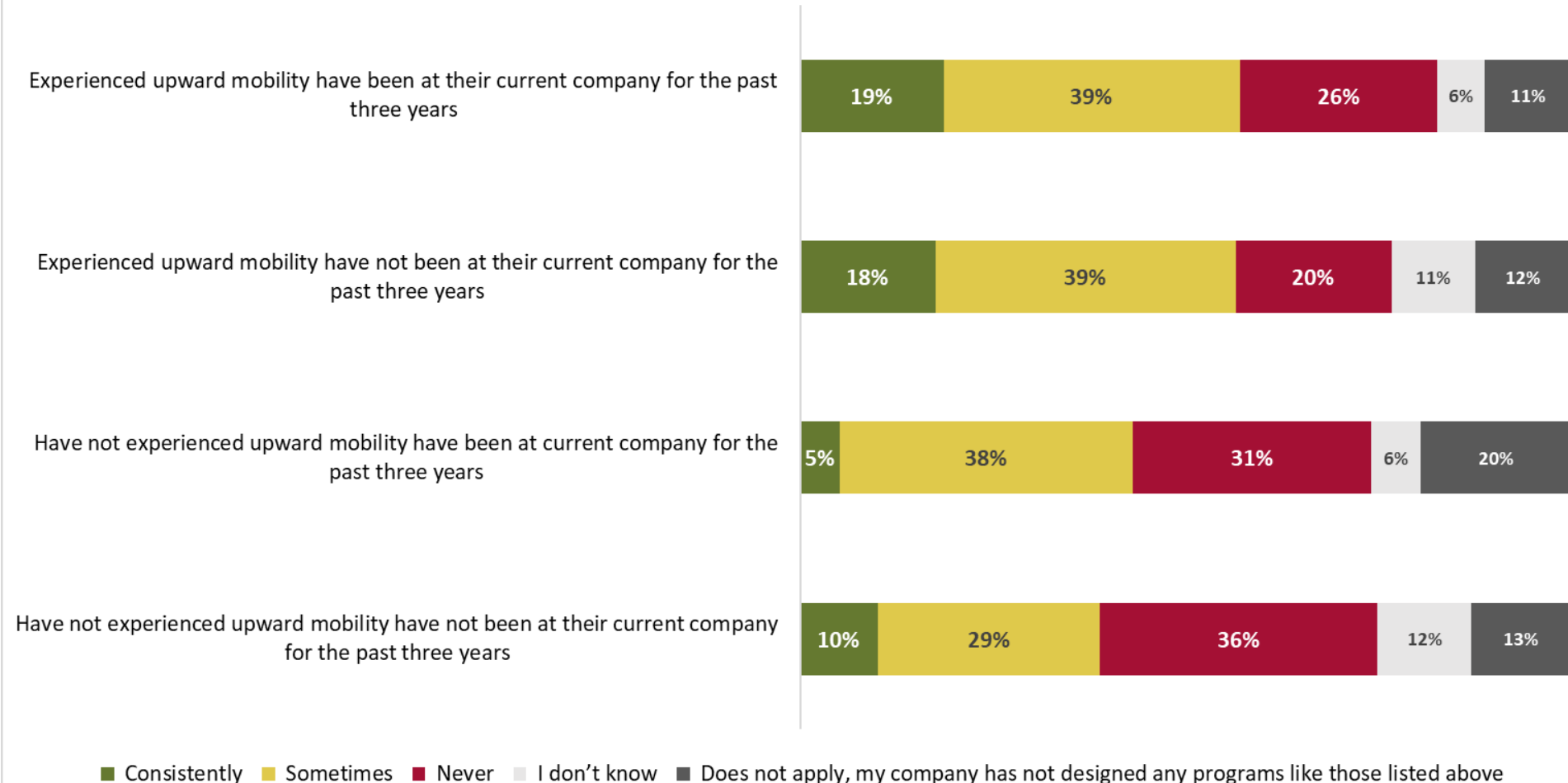
D23: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful? Please select all that apply.



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.

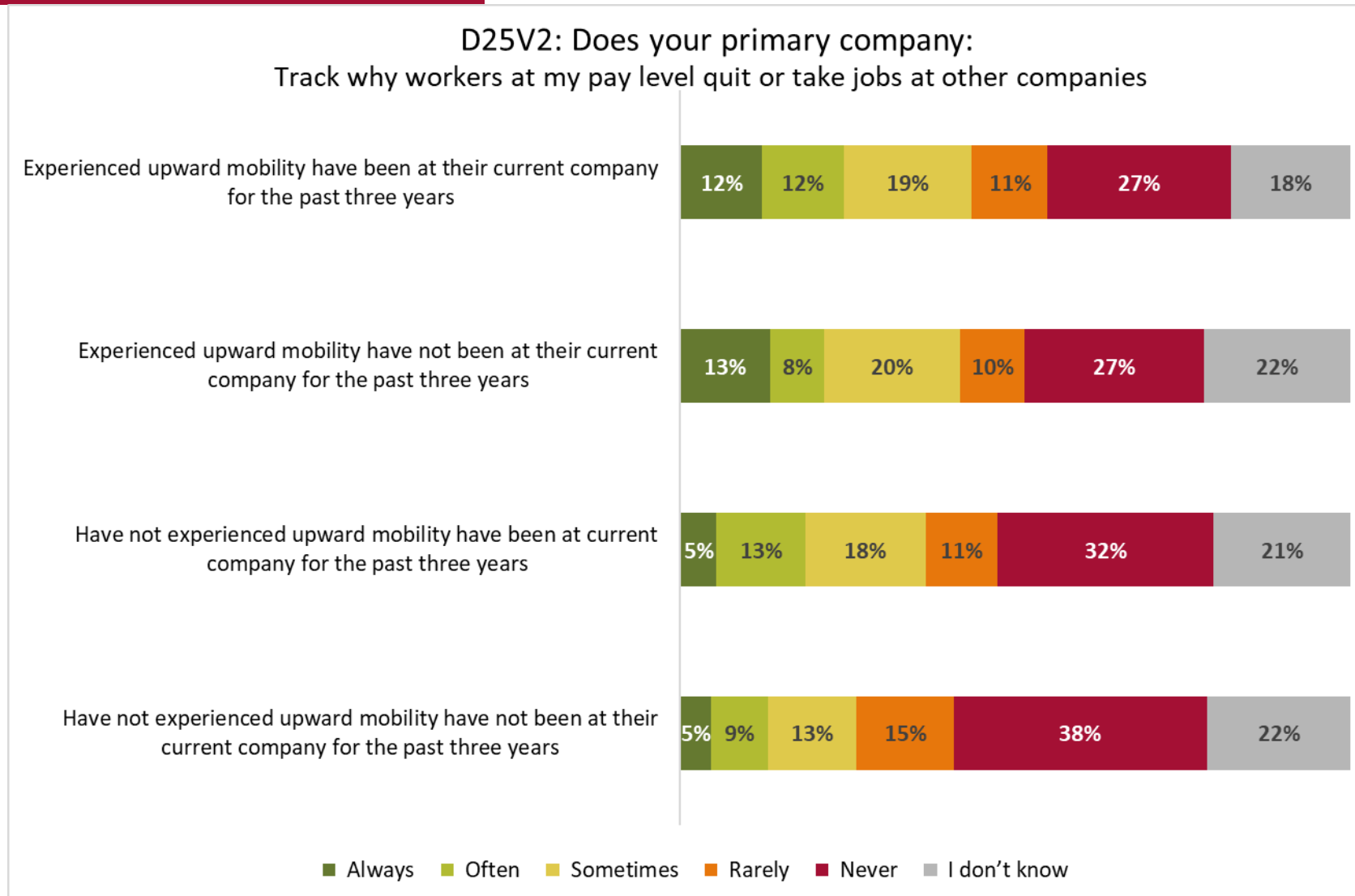
D24: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



Section D

Offboarding and post-exit

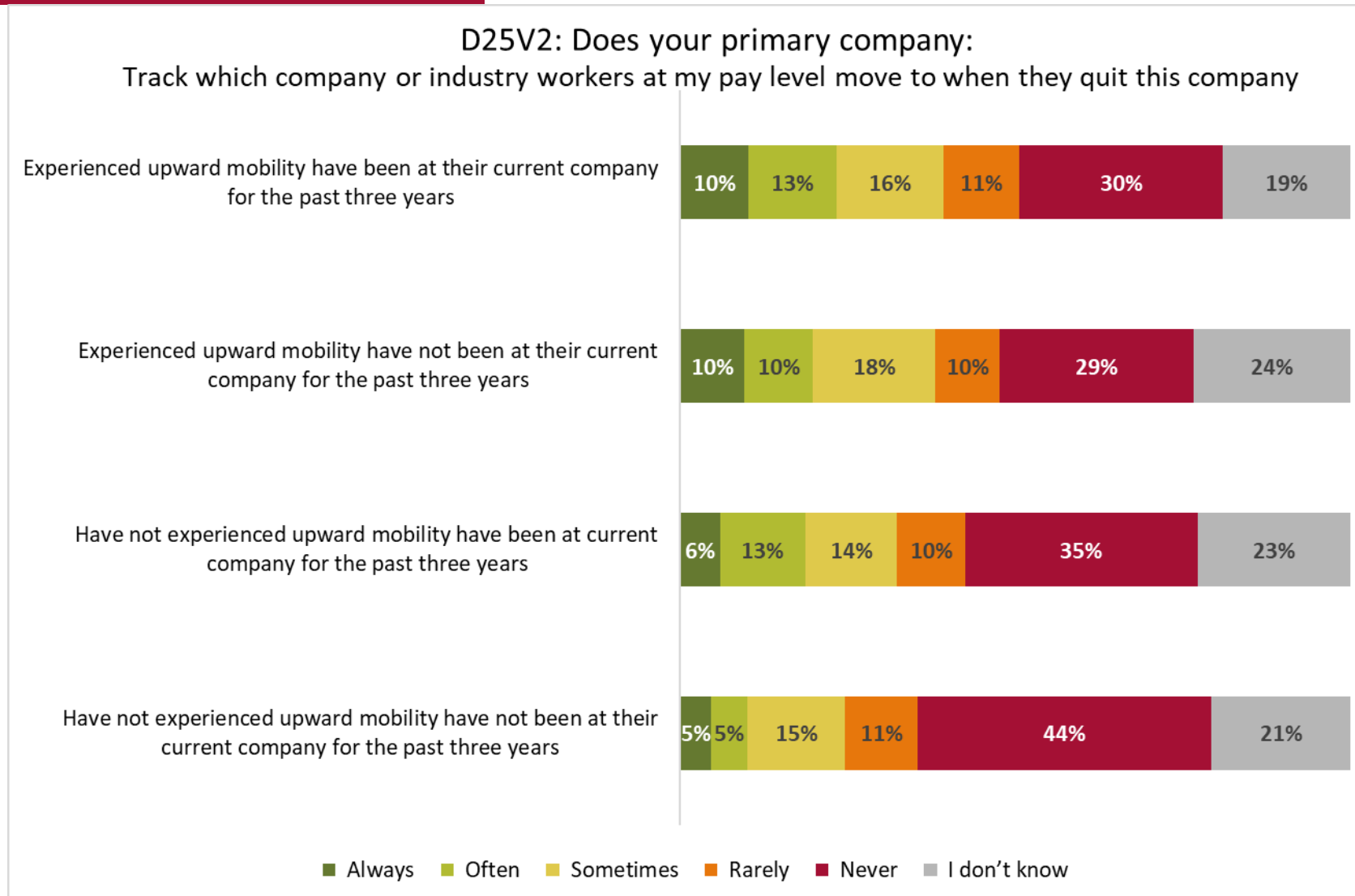
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Offboarding and post-exit

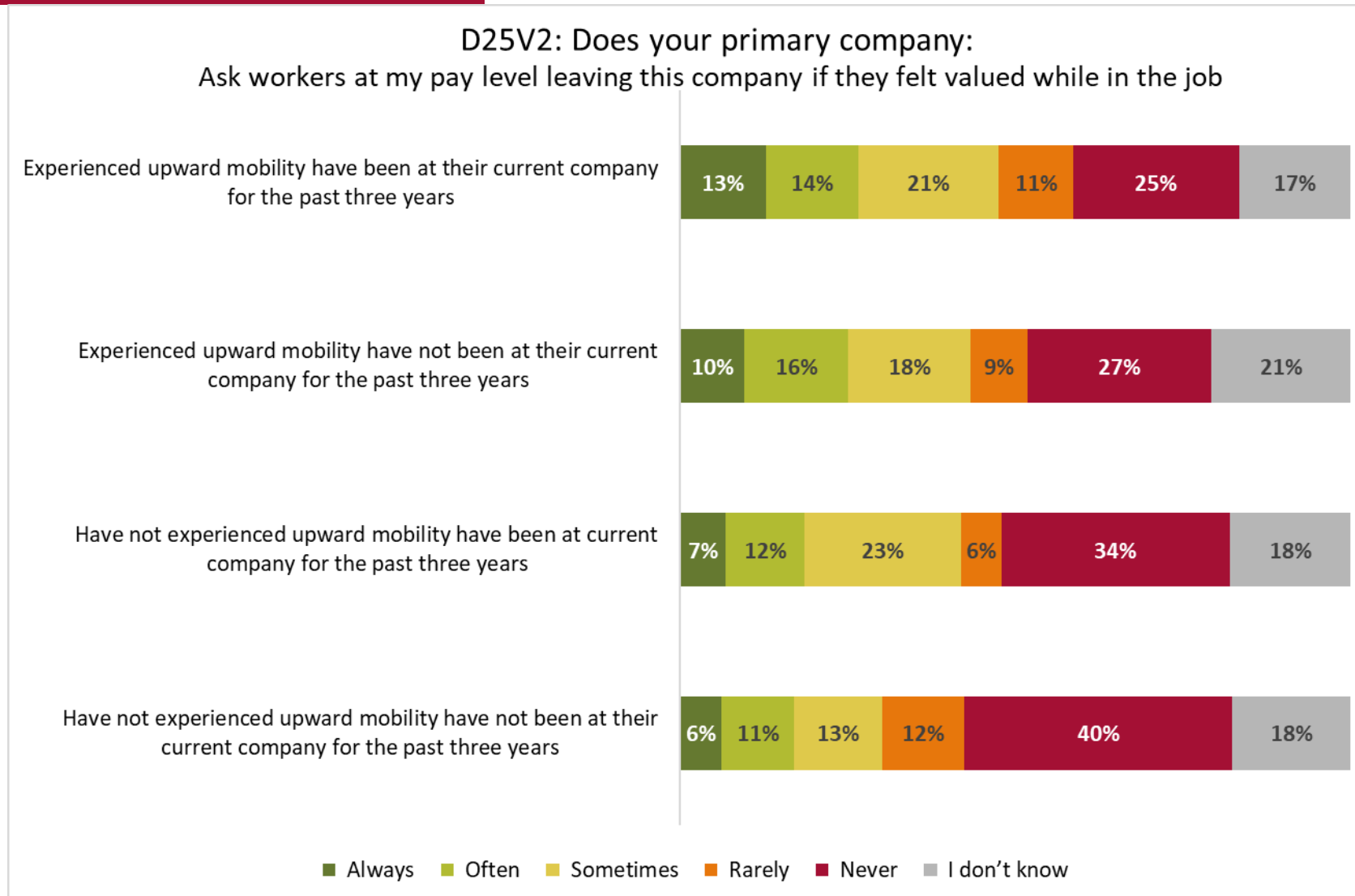
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Offboarding and post-exit

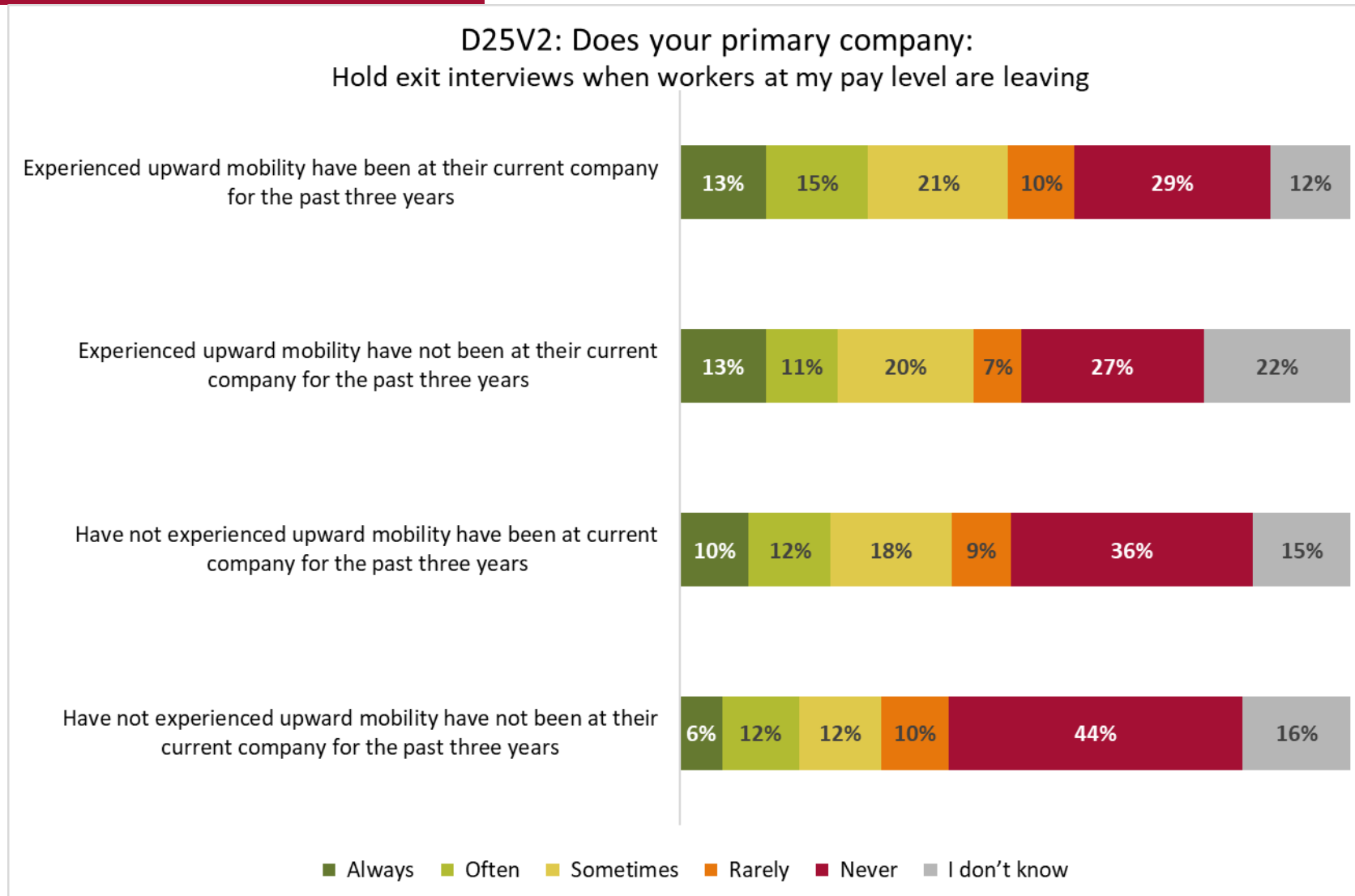
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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.

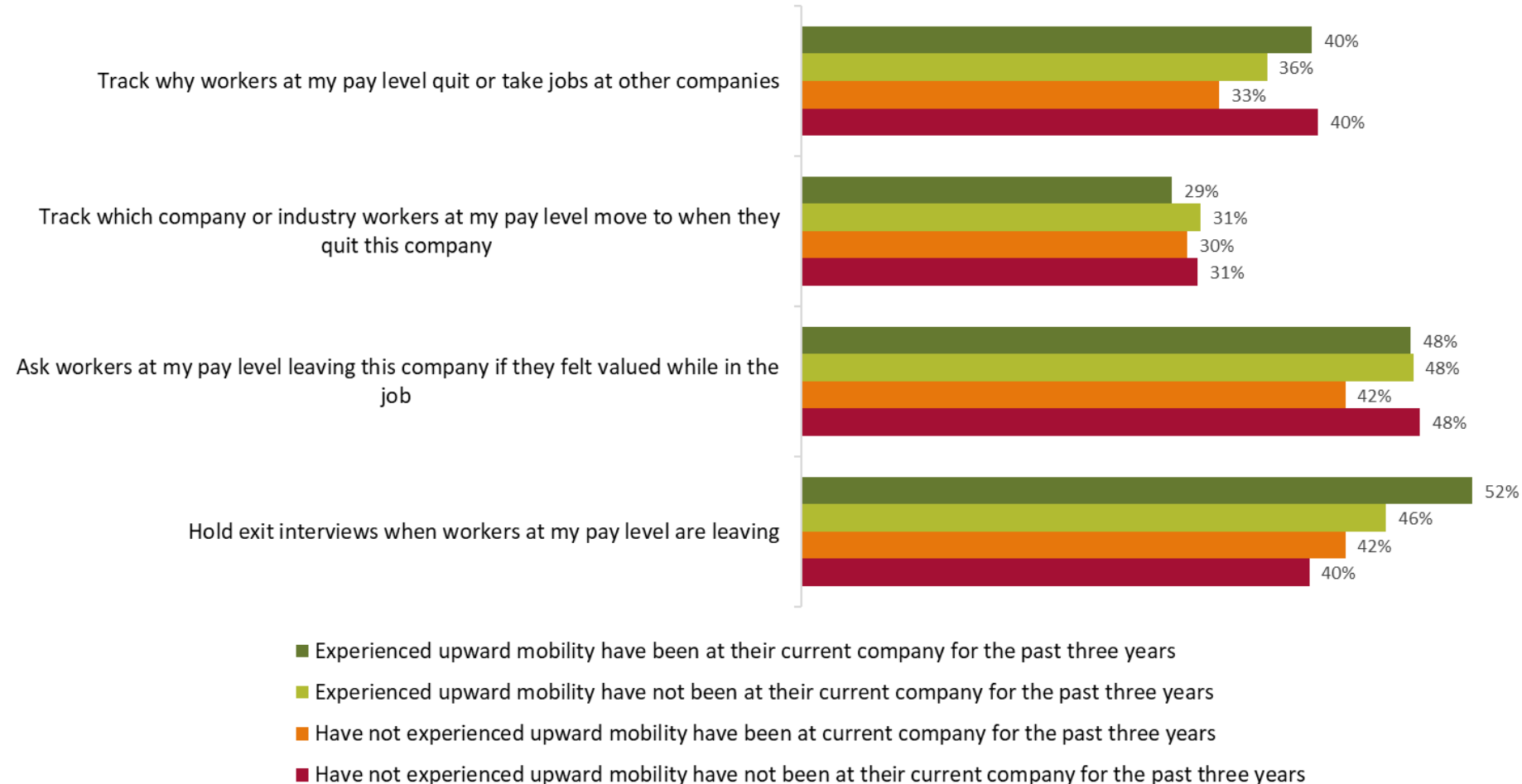


Section D

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.

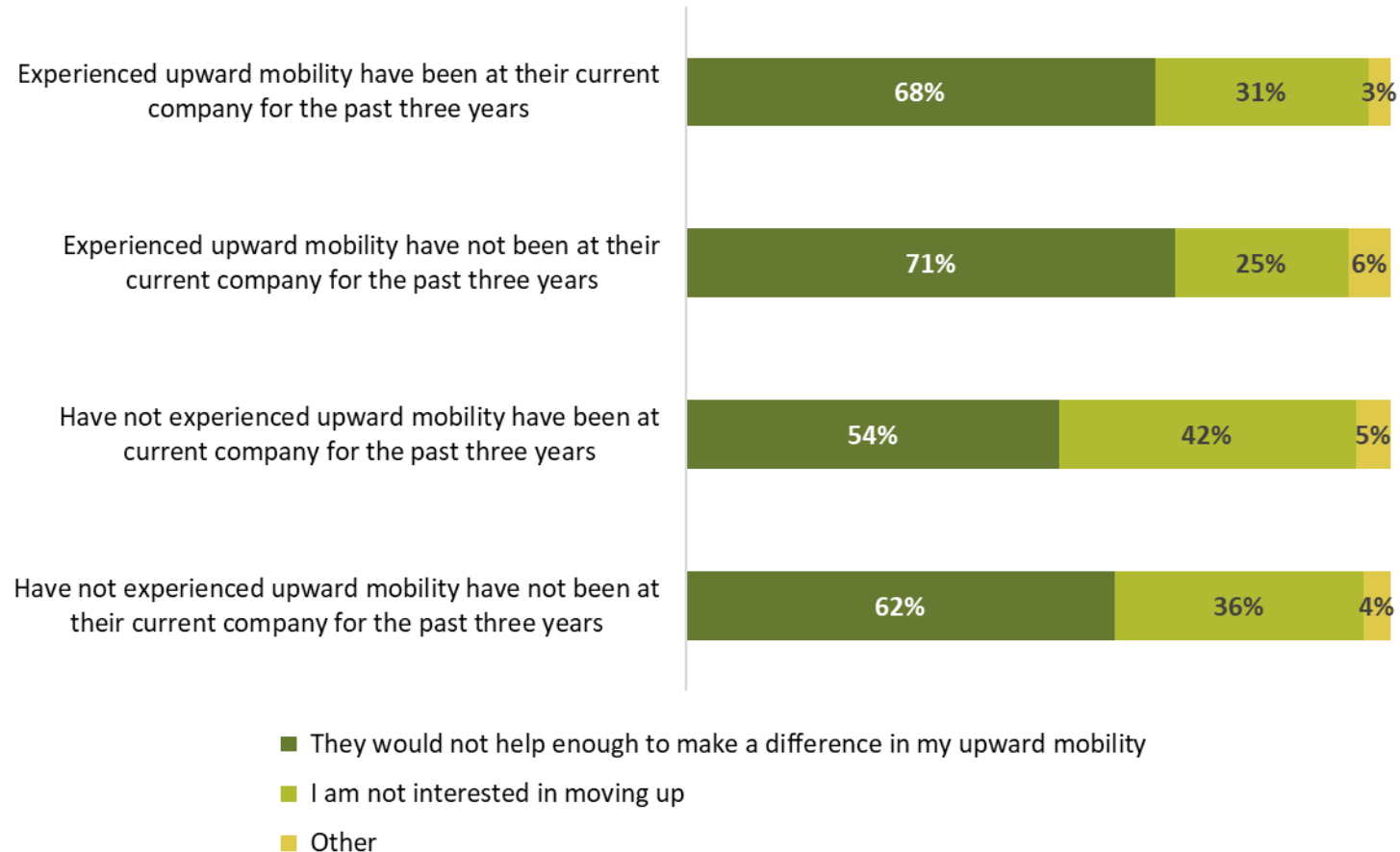
D26: Which of the below company practices would be helpful to your upward mobility?



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:



Section E

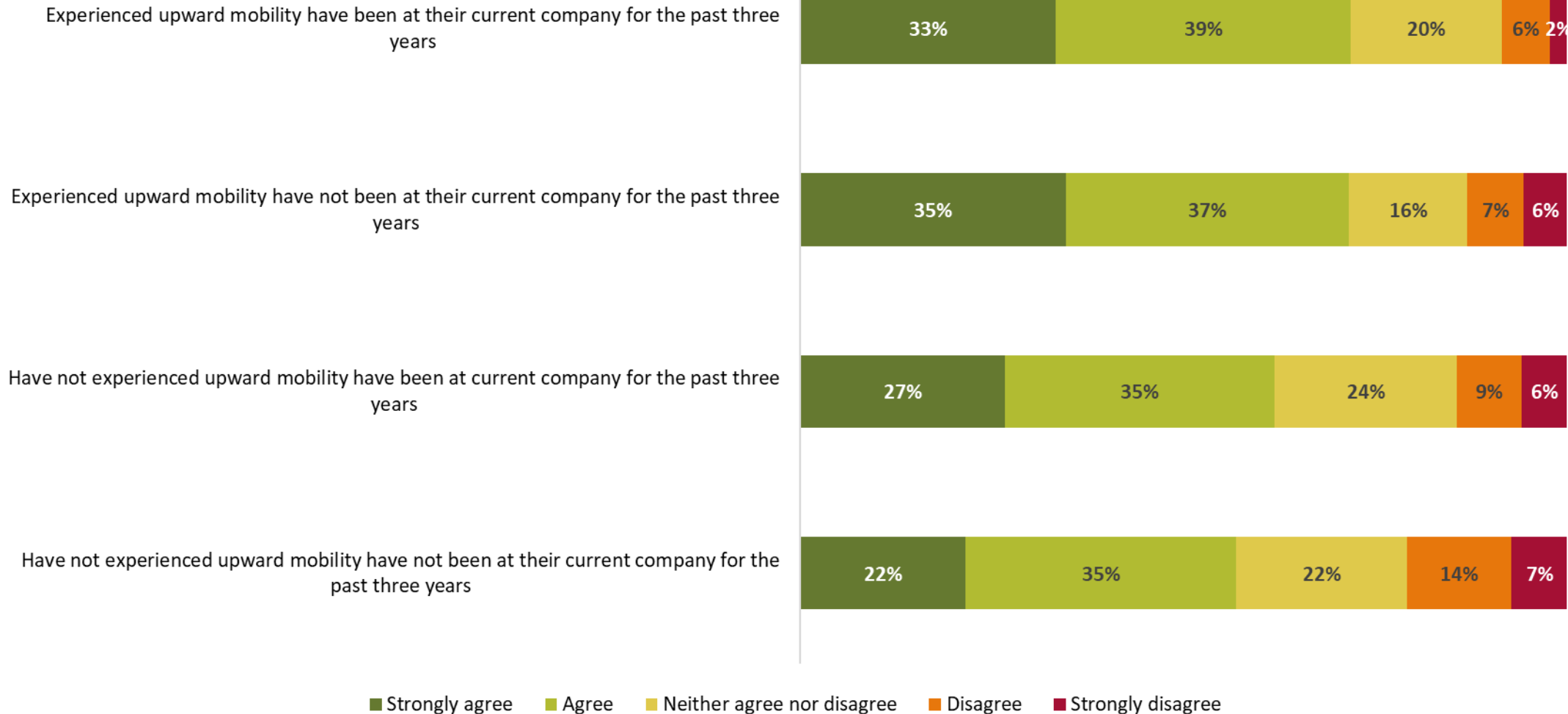
Your thoughts about your primary company

Section E

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:

I feel like I belong at my company

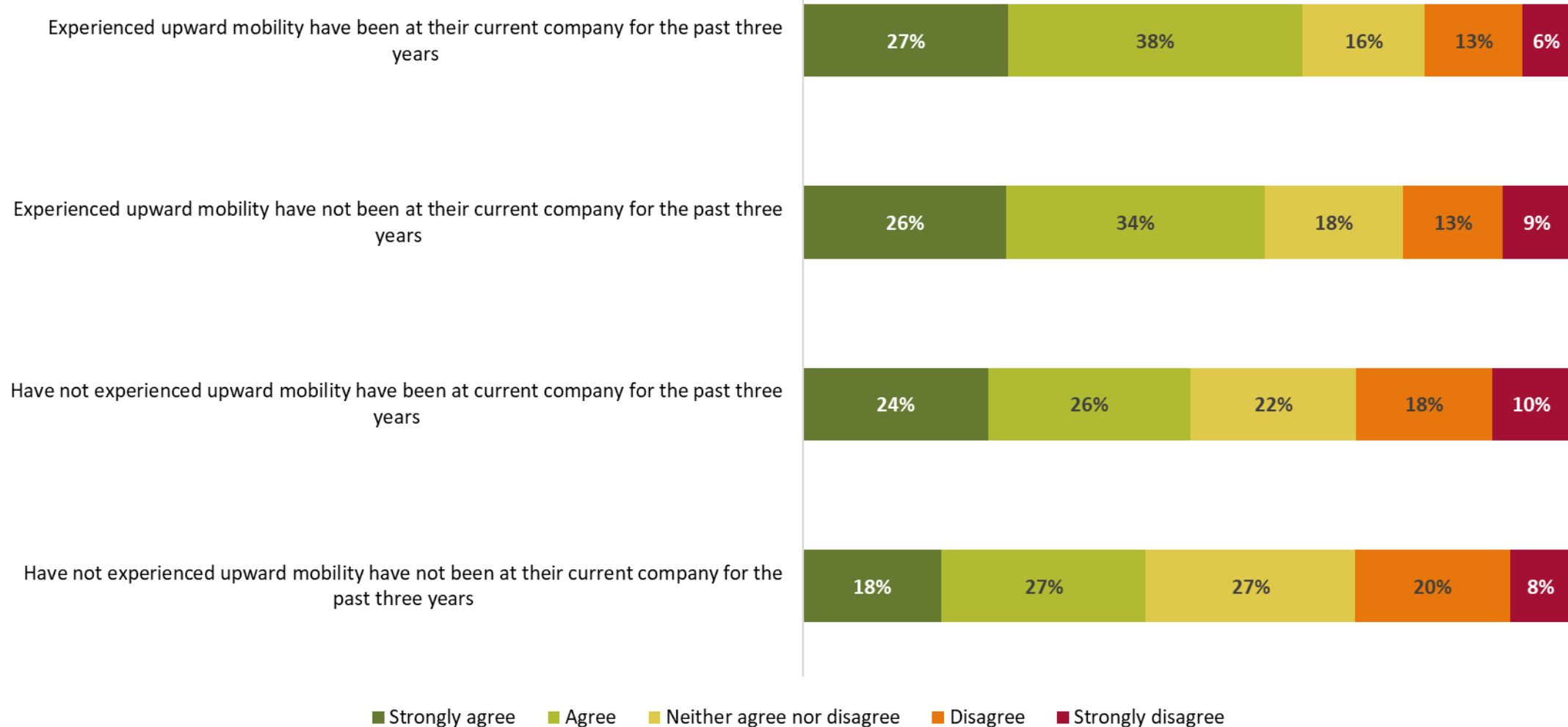


Section E

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:

I feel valued by my company

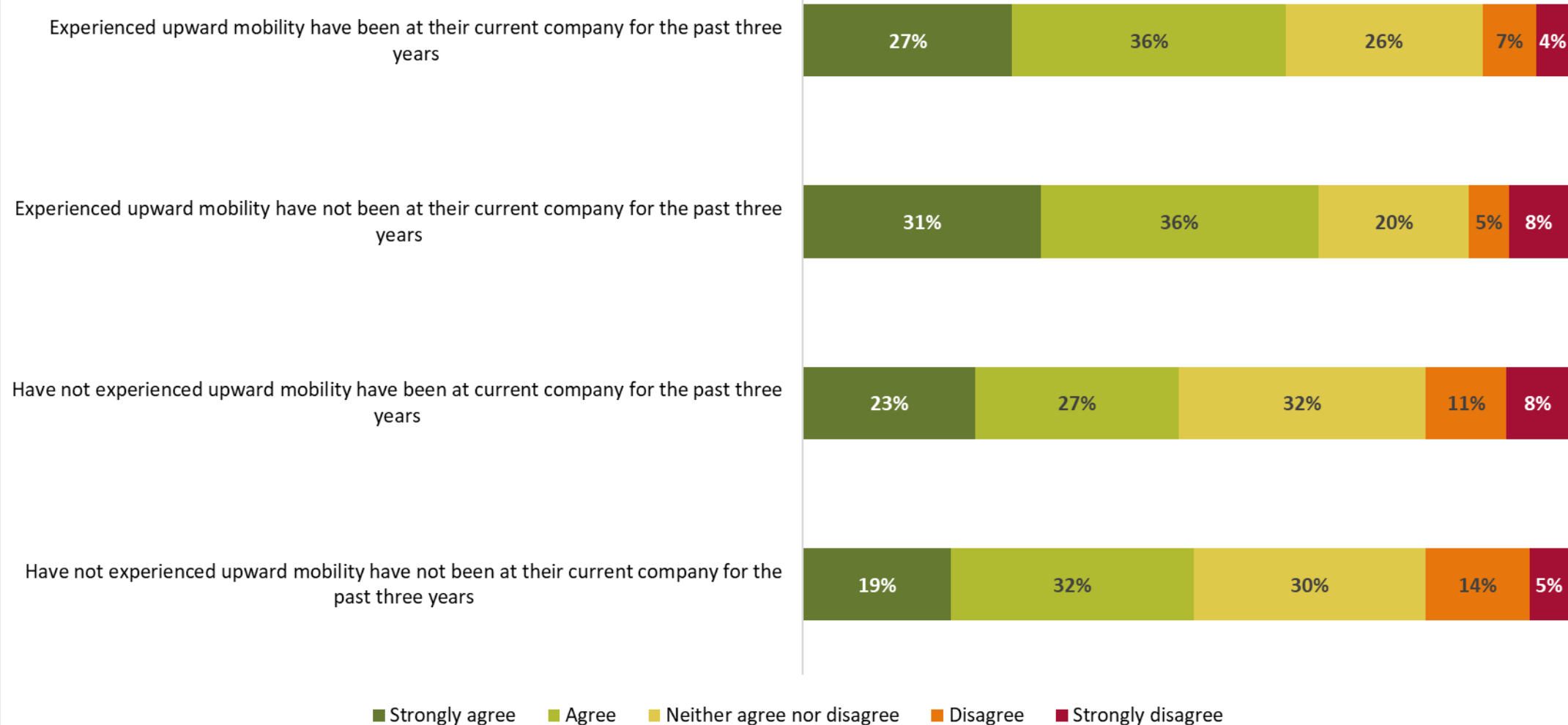


Section E

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:

My company is a great place to work

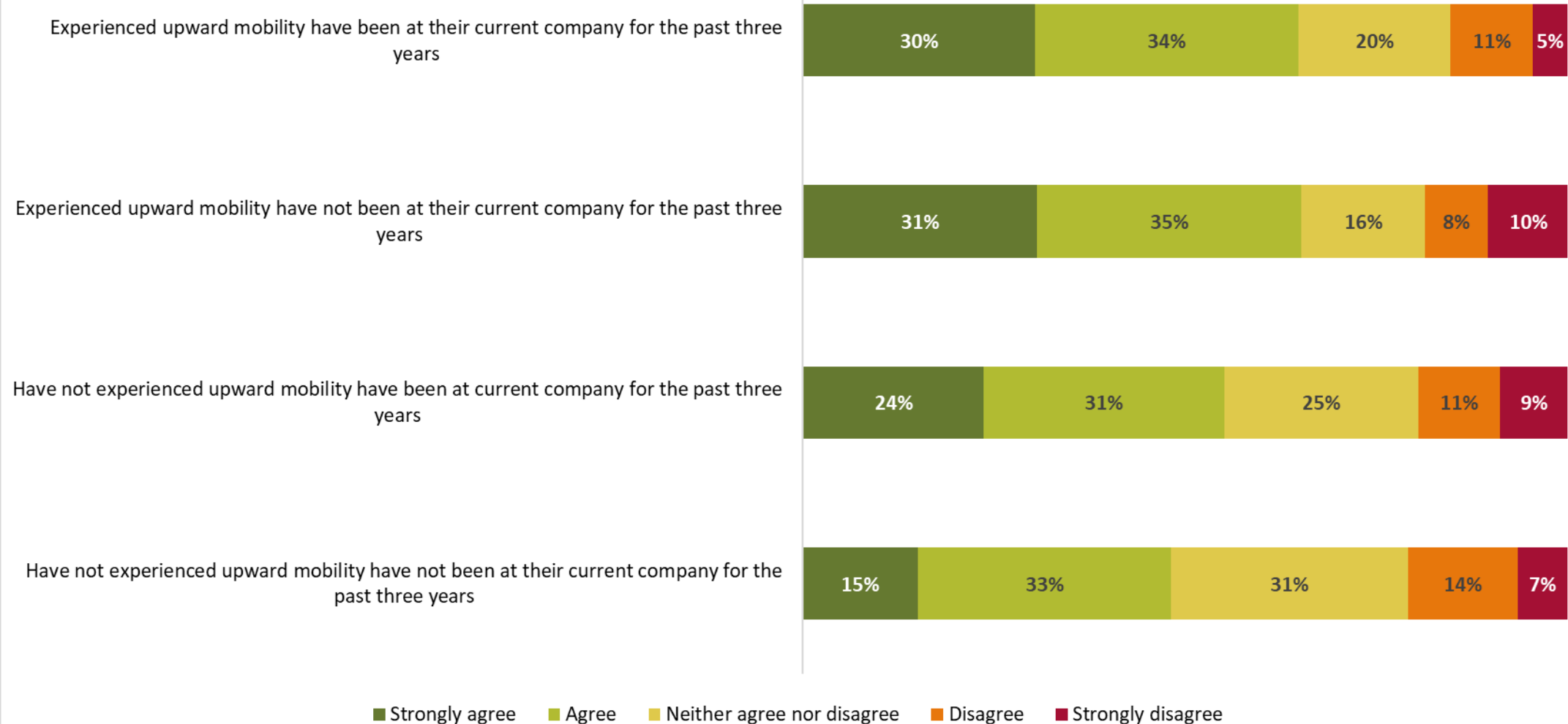


Section E

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:

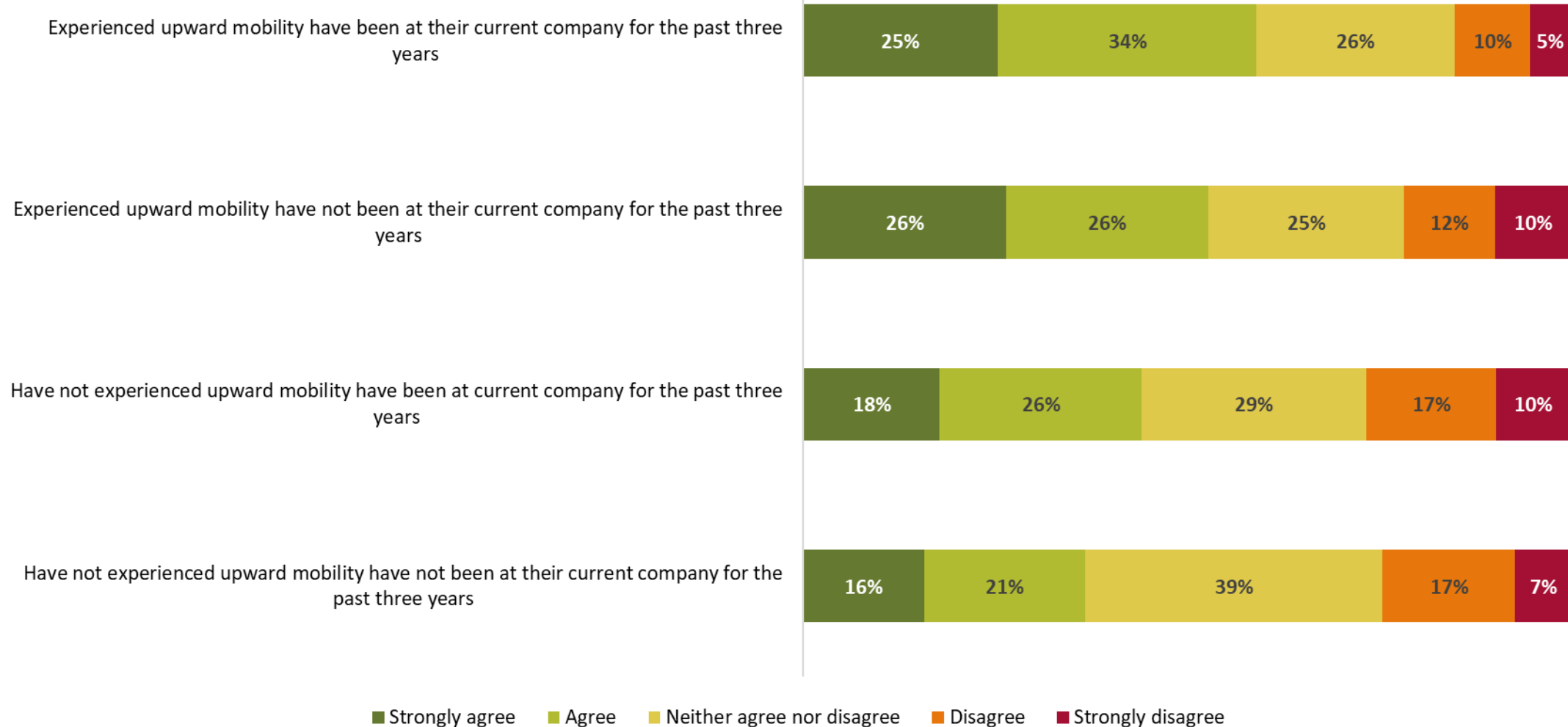
My company believes workers at my pay level are crucial to the company's success



Section E

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

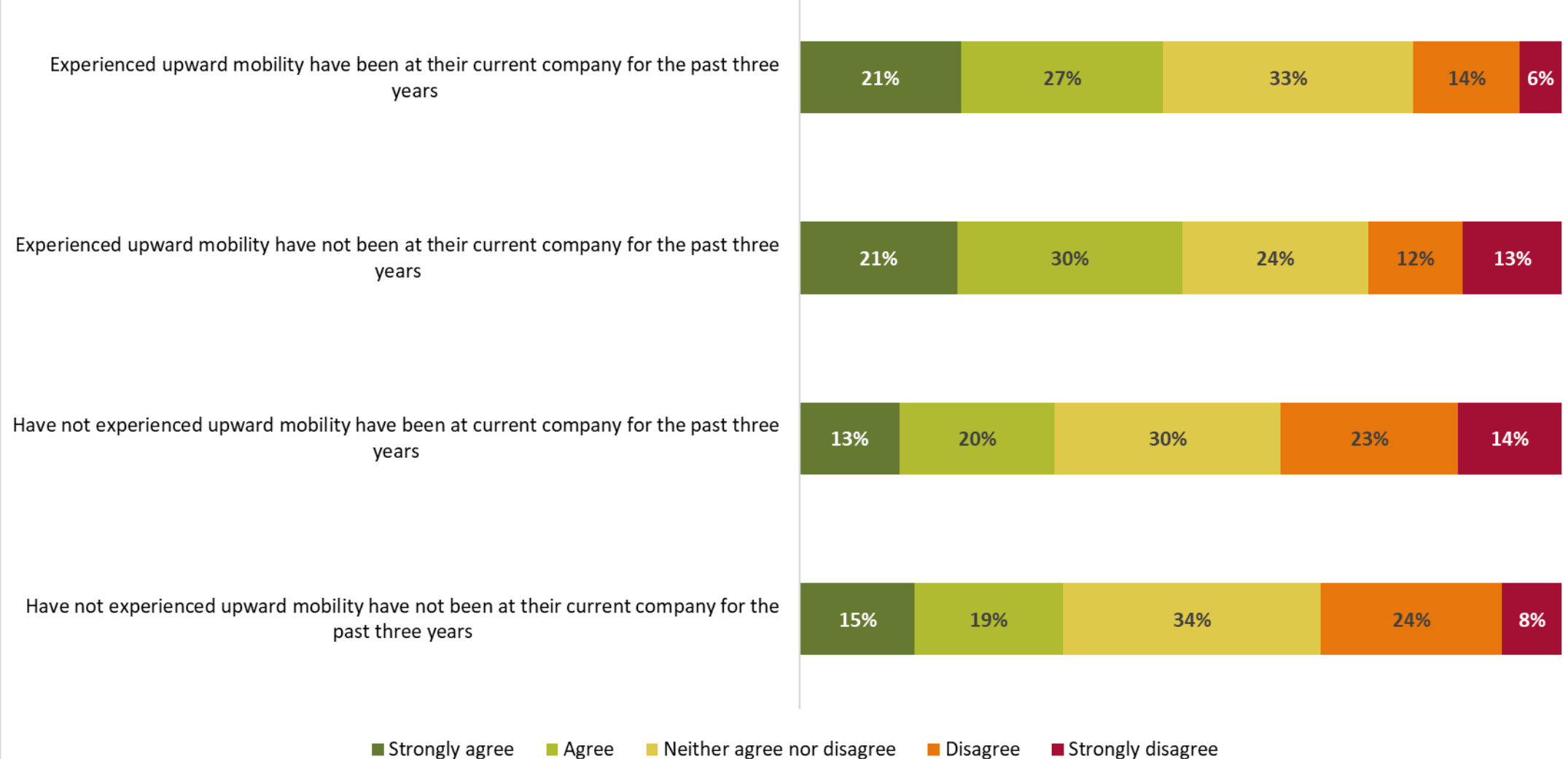


Section E

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:

My company's culture inspires me to try to move up

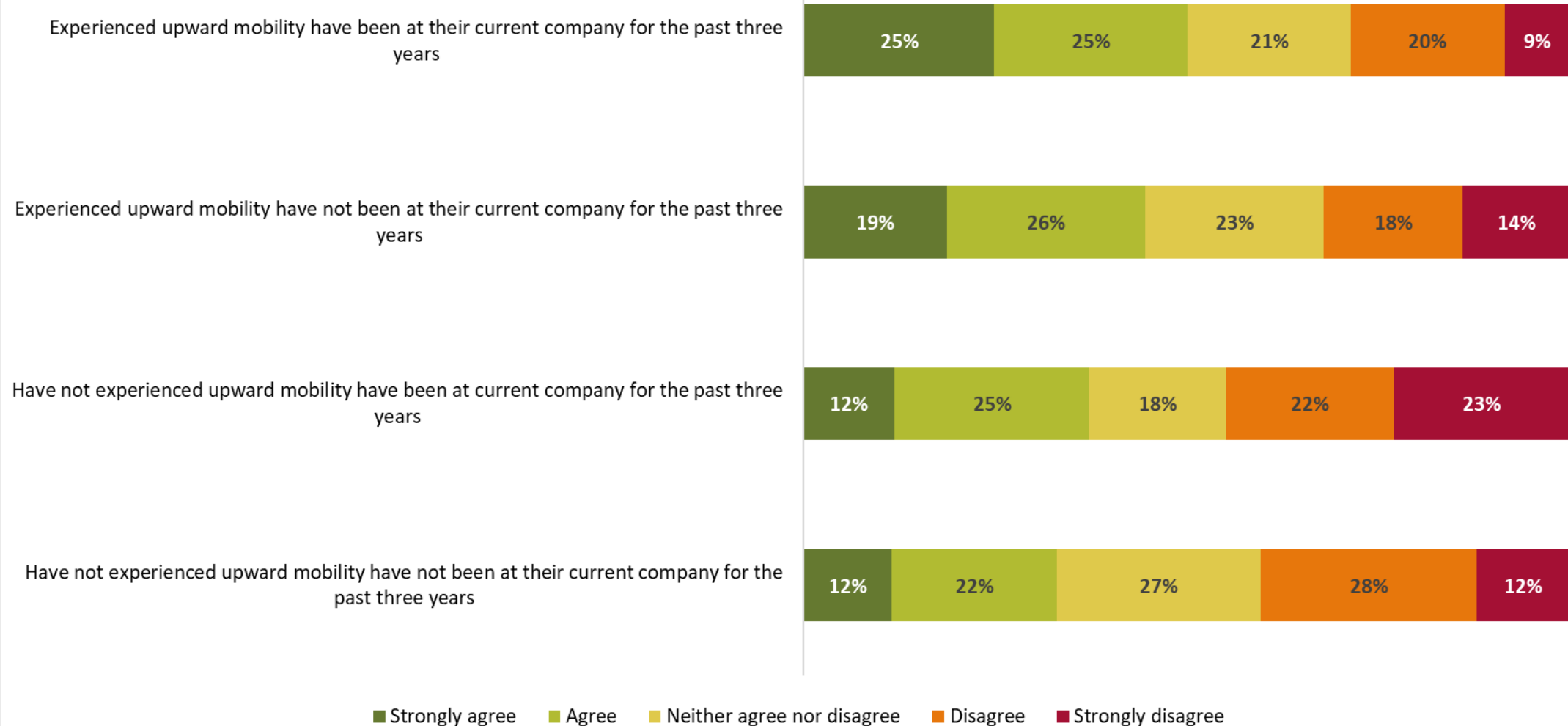


Section E

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:

I have many opportunities to move up in my company

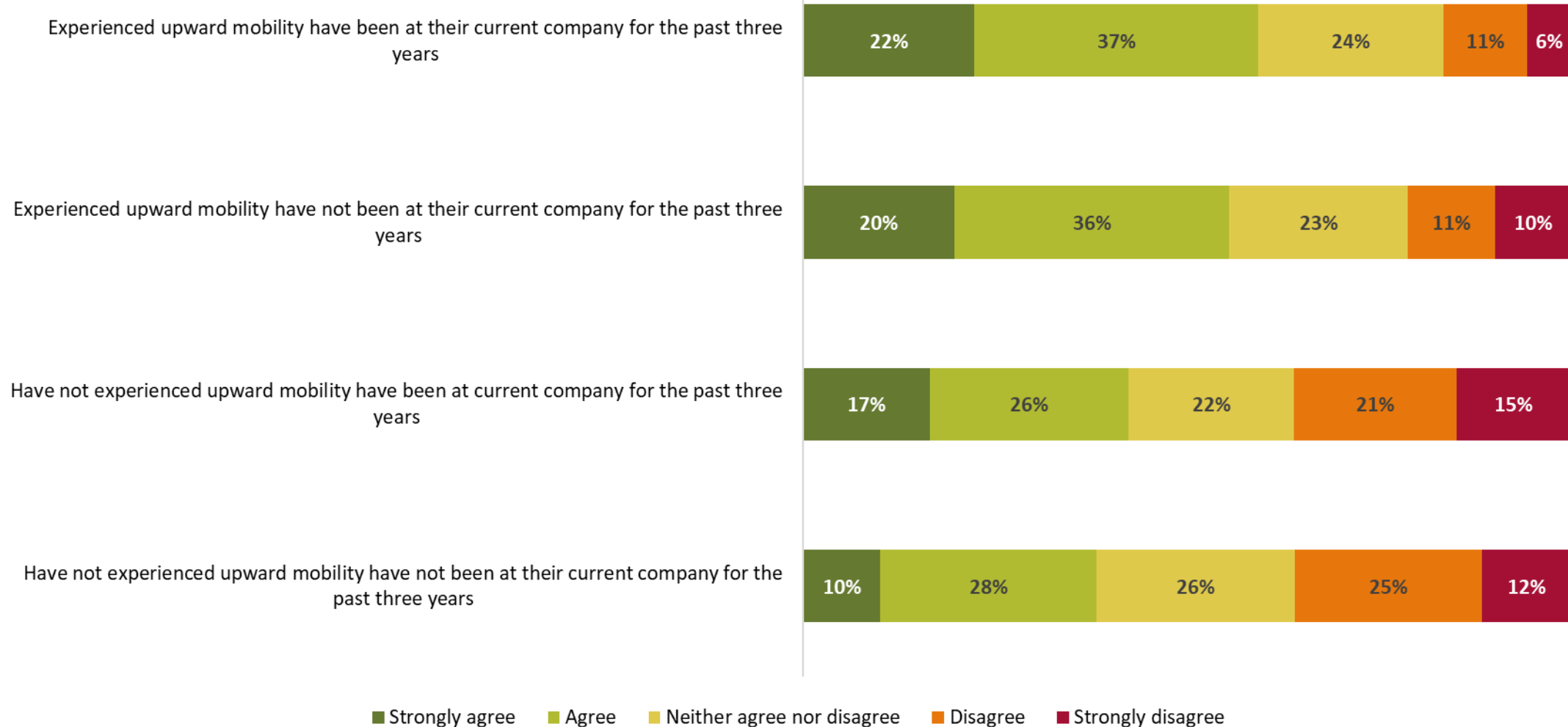


Section E

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:

I see the benefits of moving up in my company

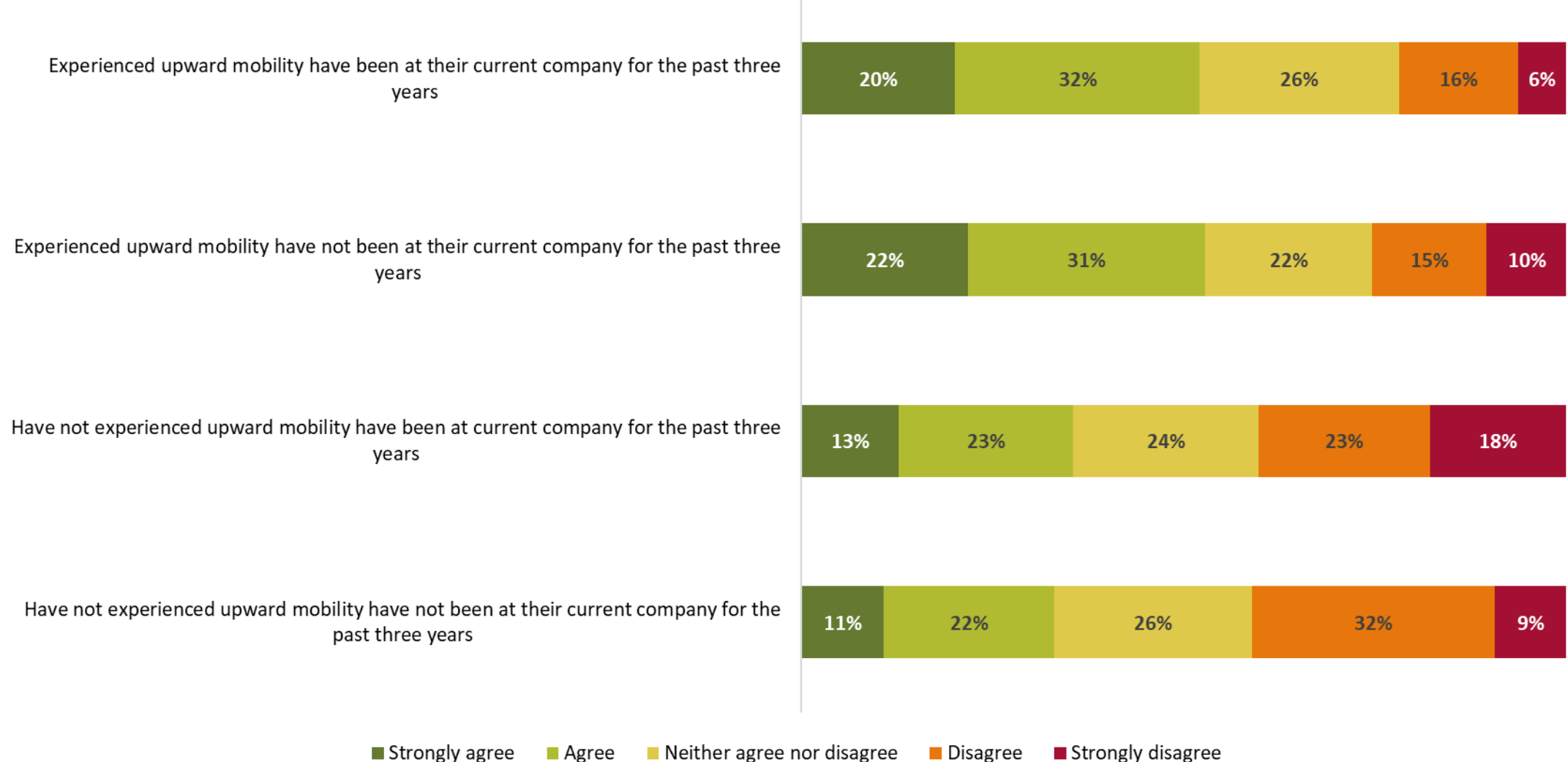


Section E

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:

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

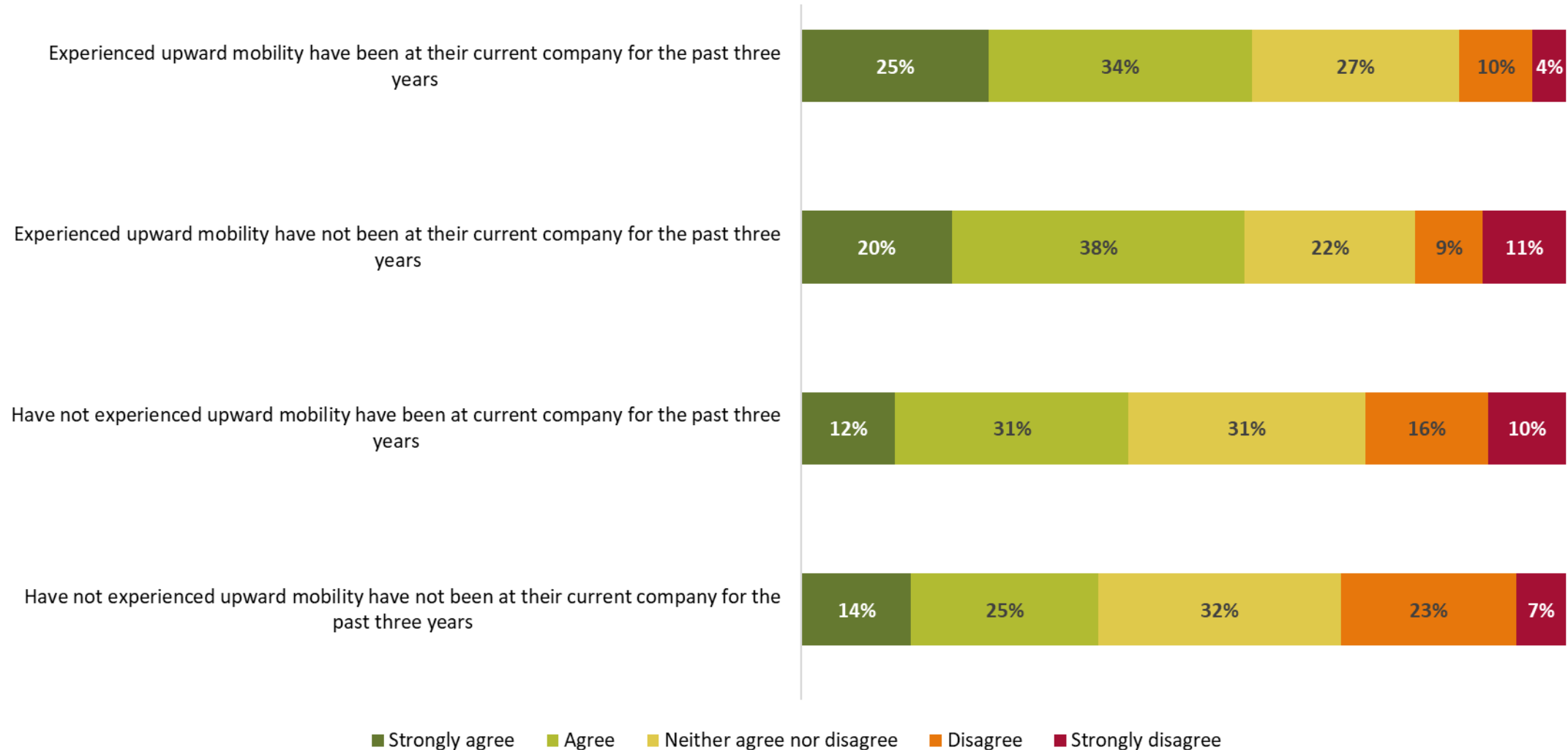


Section E

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:

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

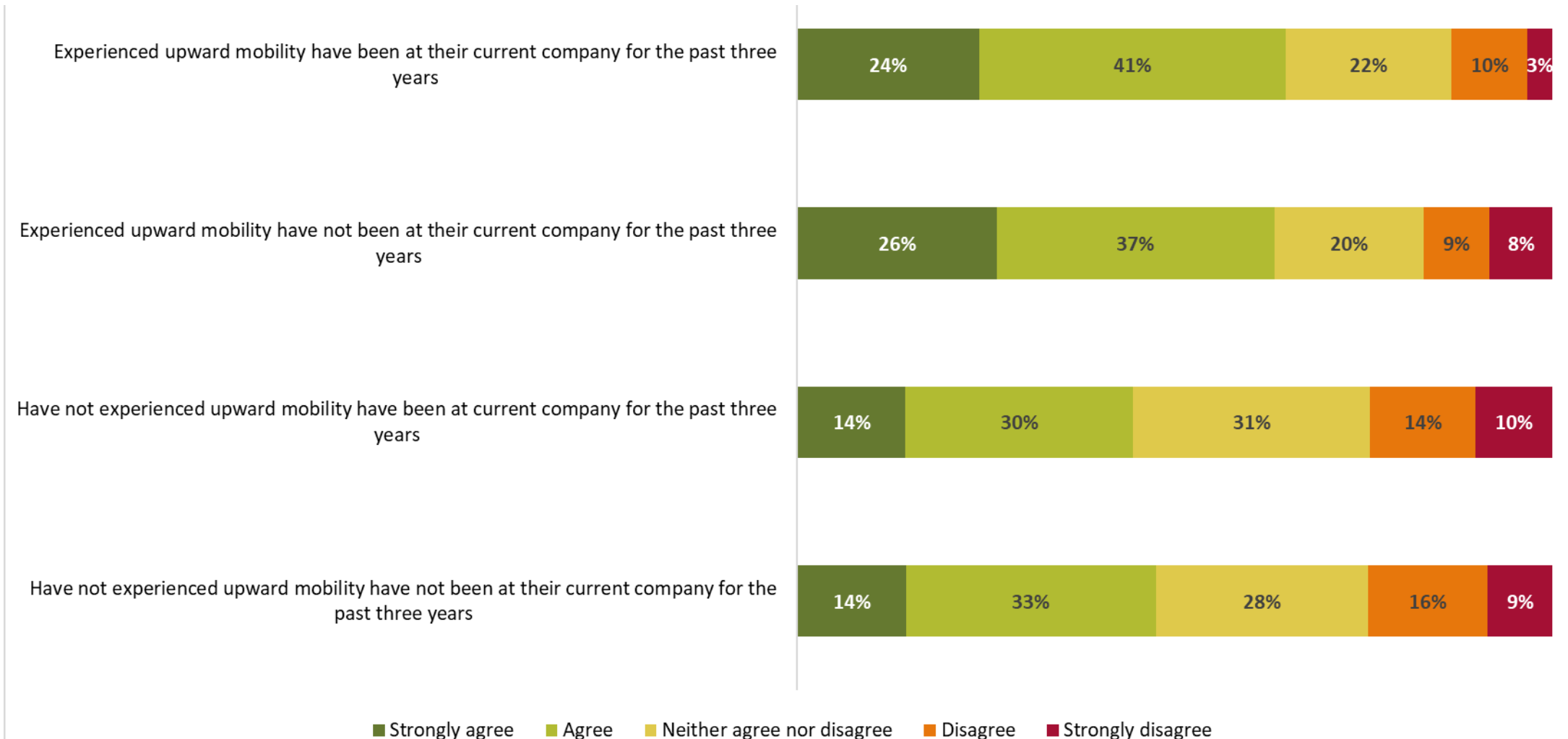


Section E

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:

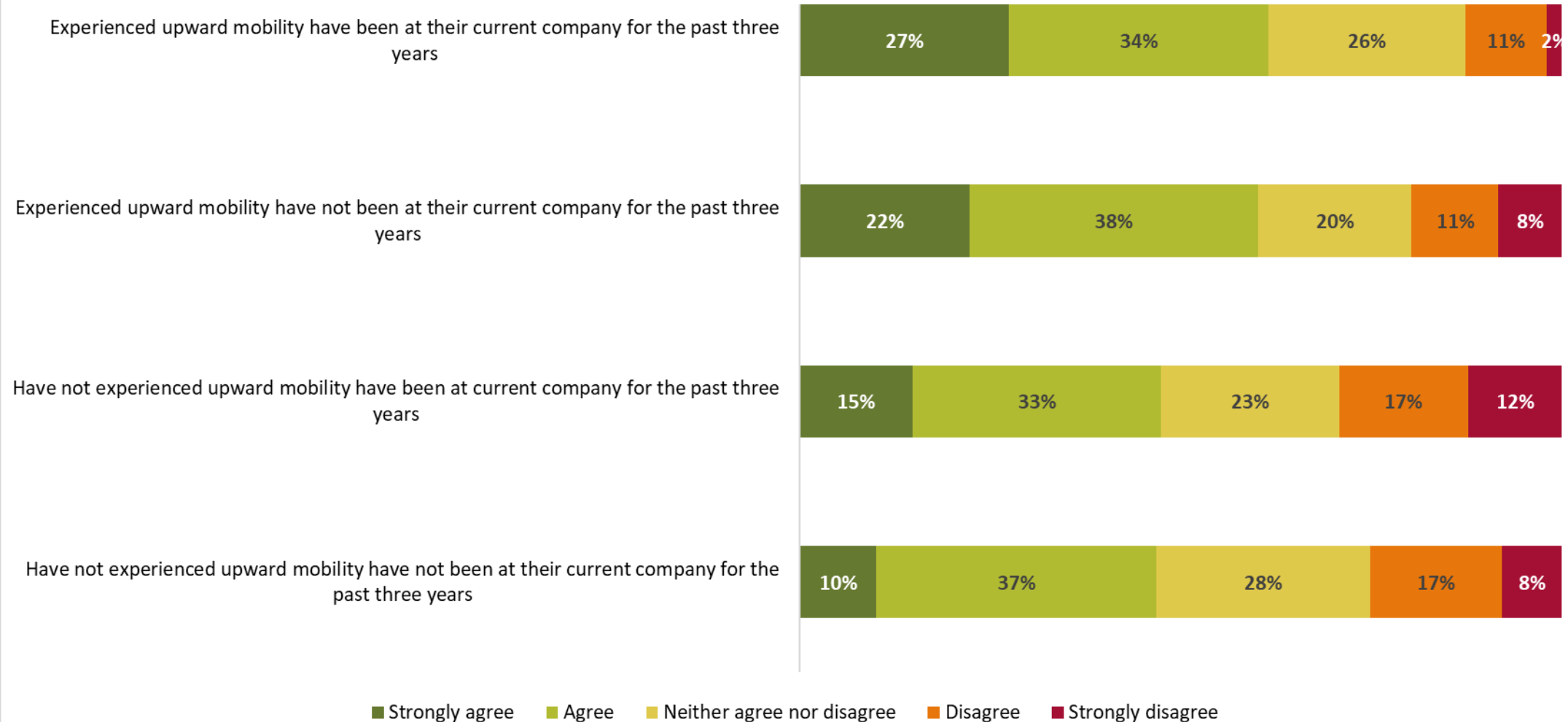
Through my normal job responsibilities, I have the opportunity to develop soft skills that I need to move up



Section E

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:
 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

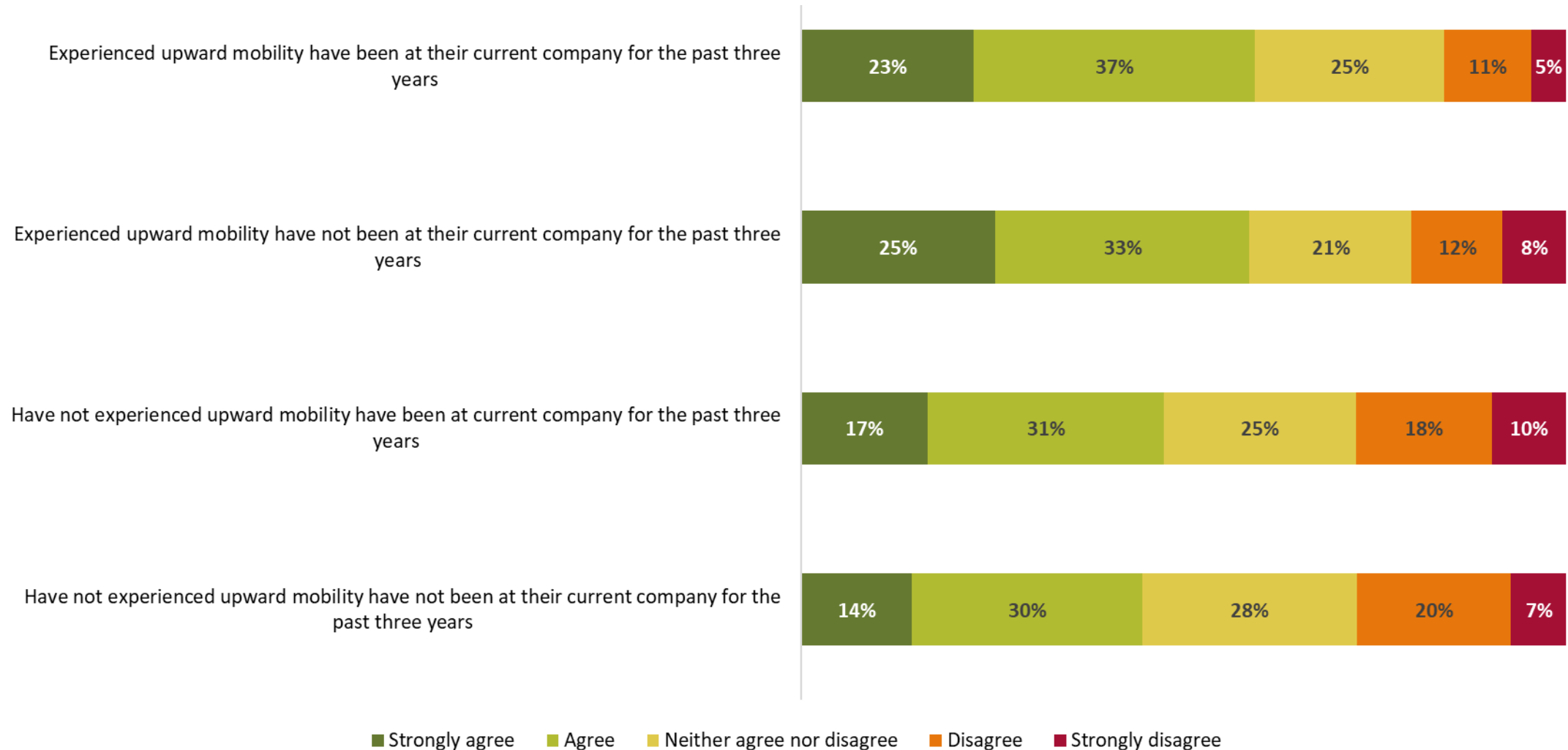


Section E

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:

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

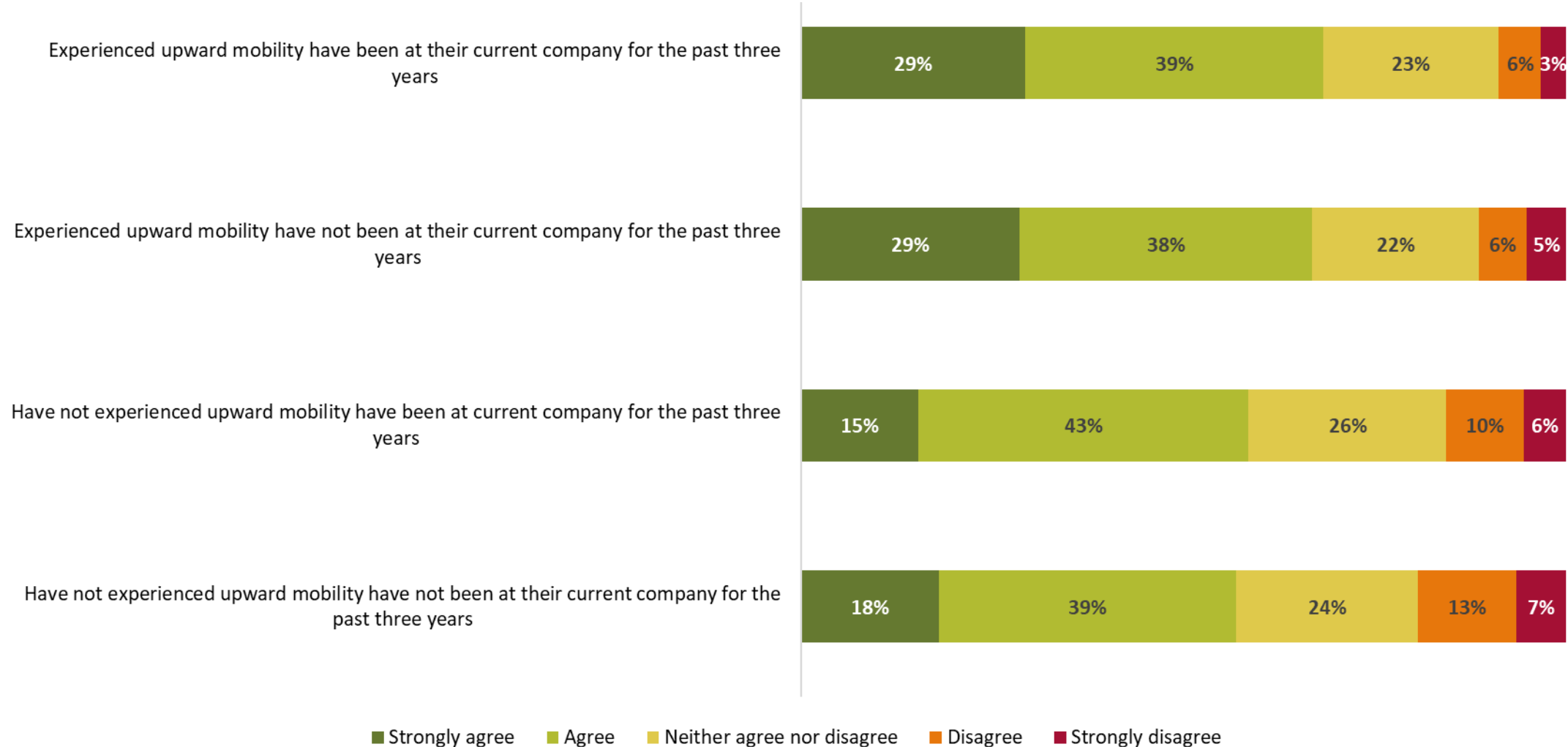


Section E

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:

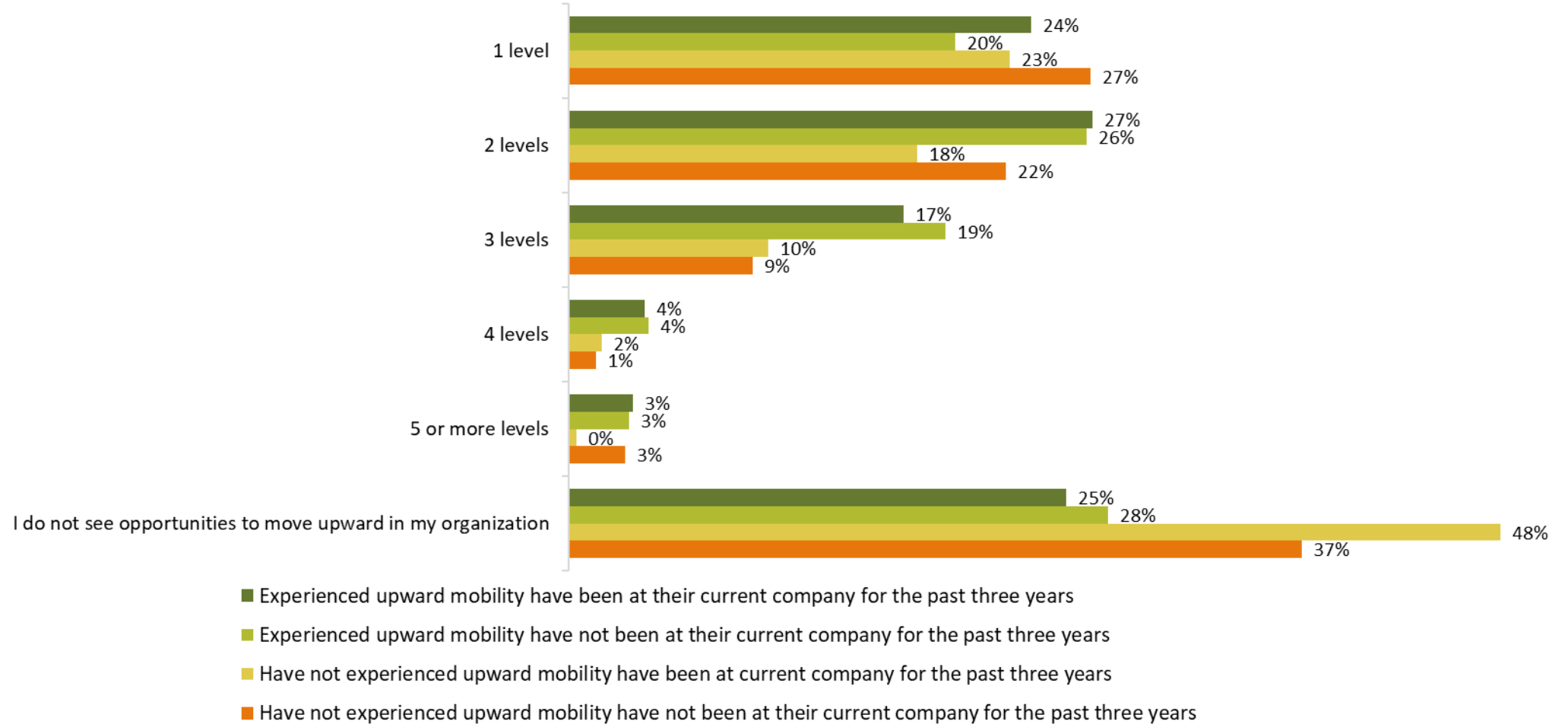
I can explain how what I've learned and done in this job is related to future jobs I would be interested in



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.

Section E

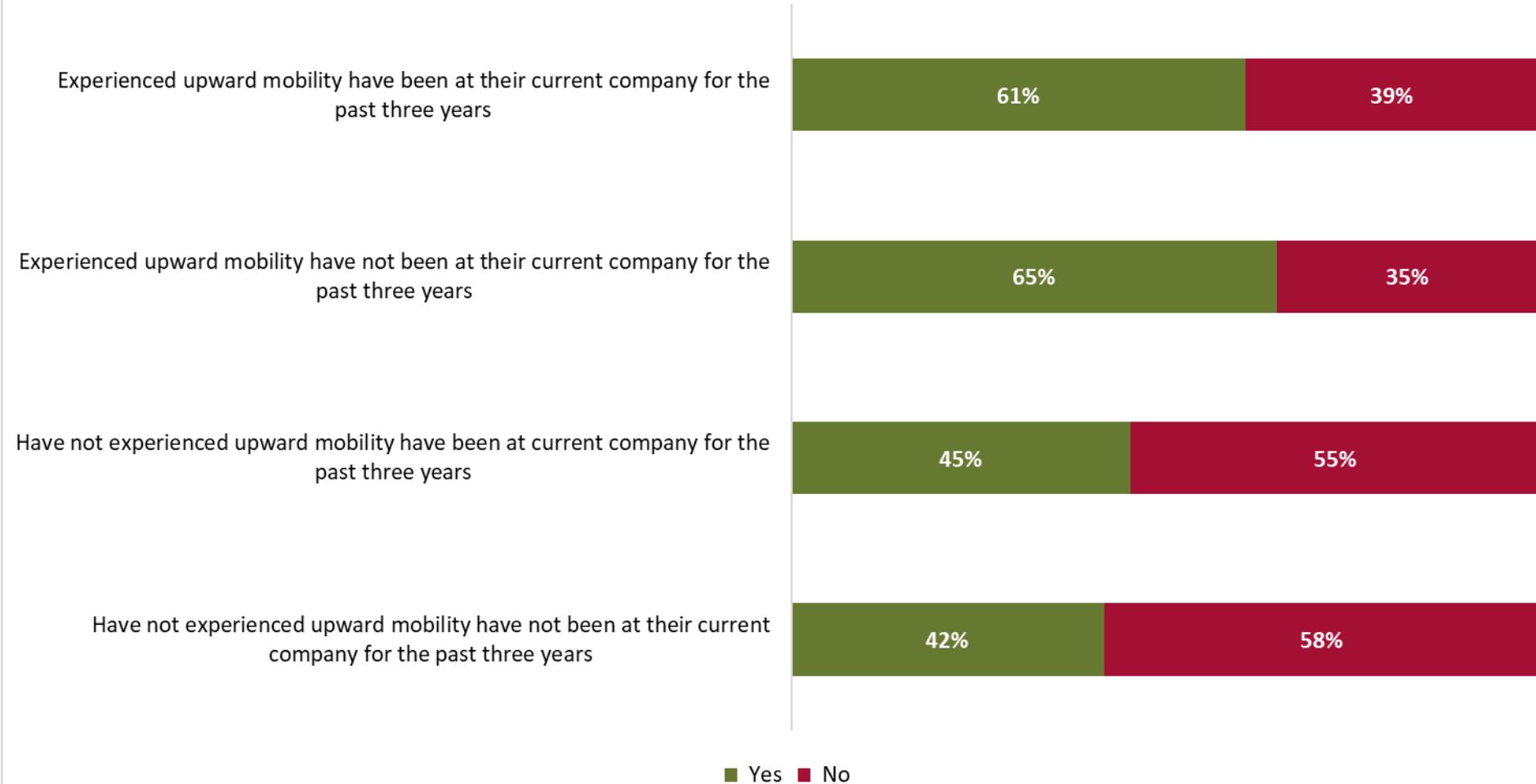
E3: In my organization, I see a path forward for me to move _____ job levels upward.



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.

Section E

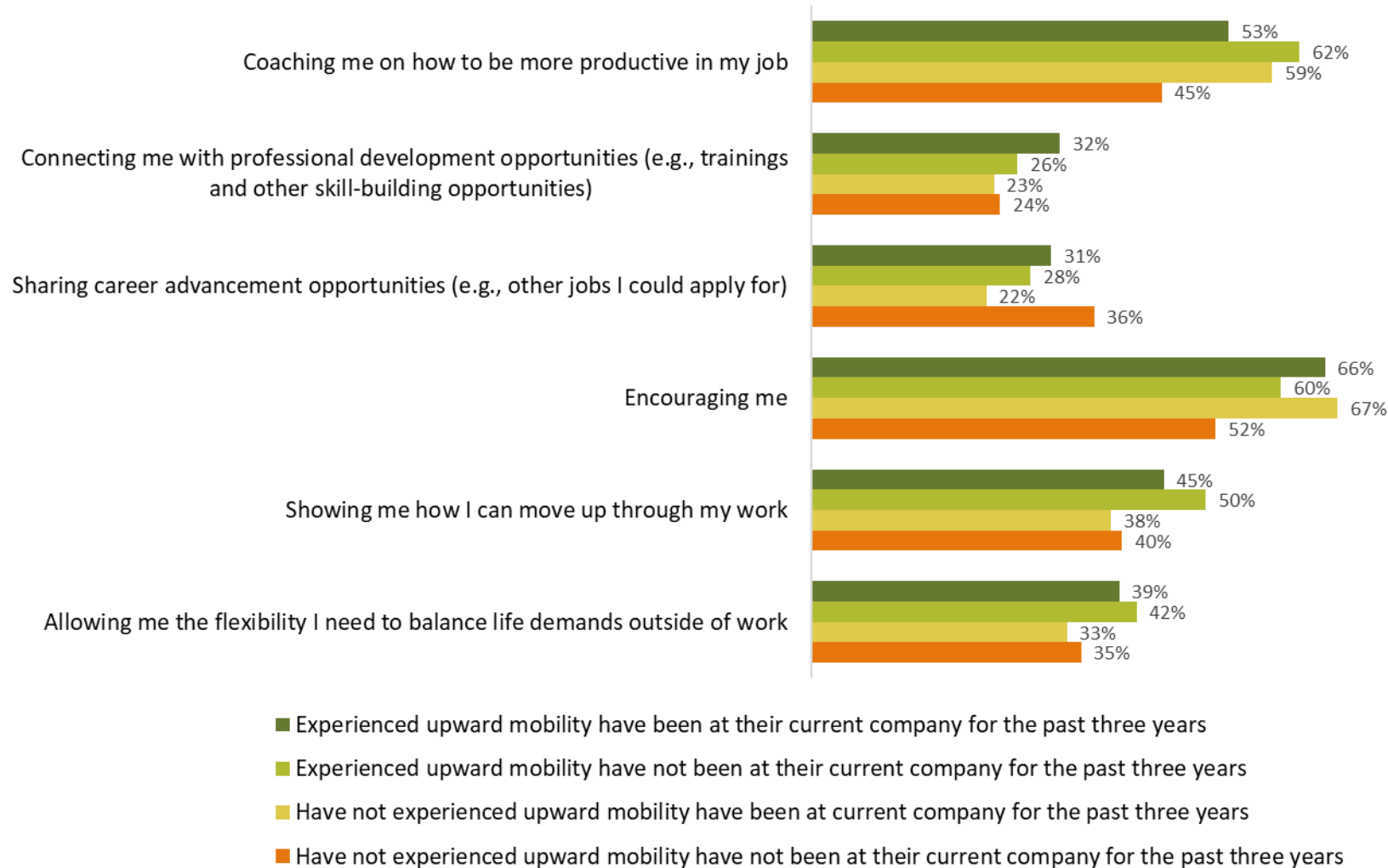
E4: Do you currently have, or have you previously had, a supervisor and/or mentor who has helped you be more successful in your career?



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.

Section E

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



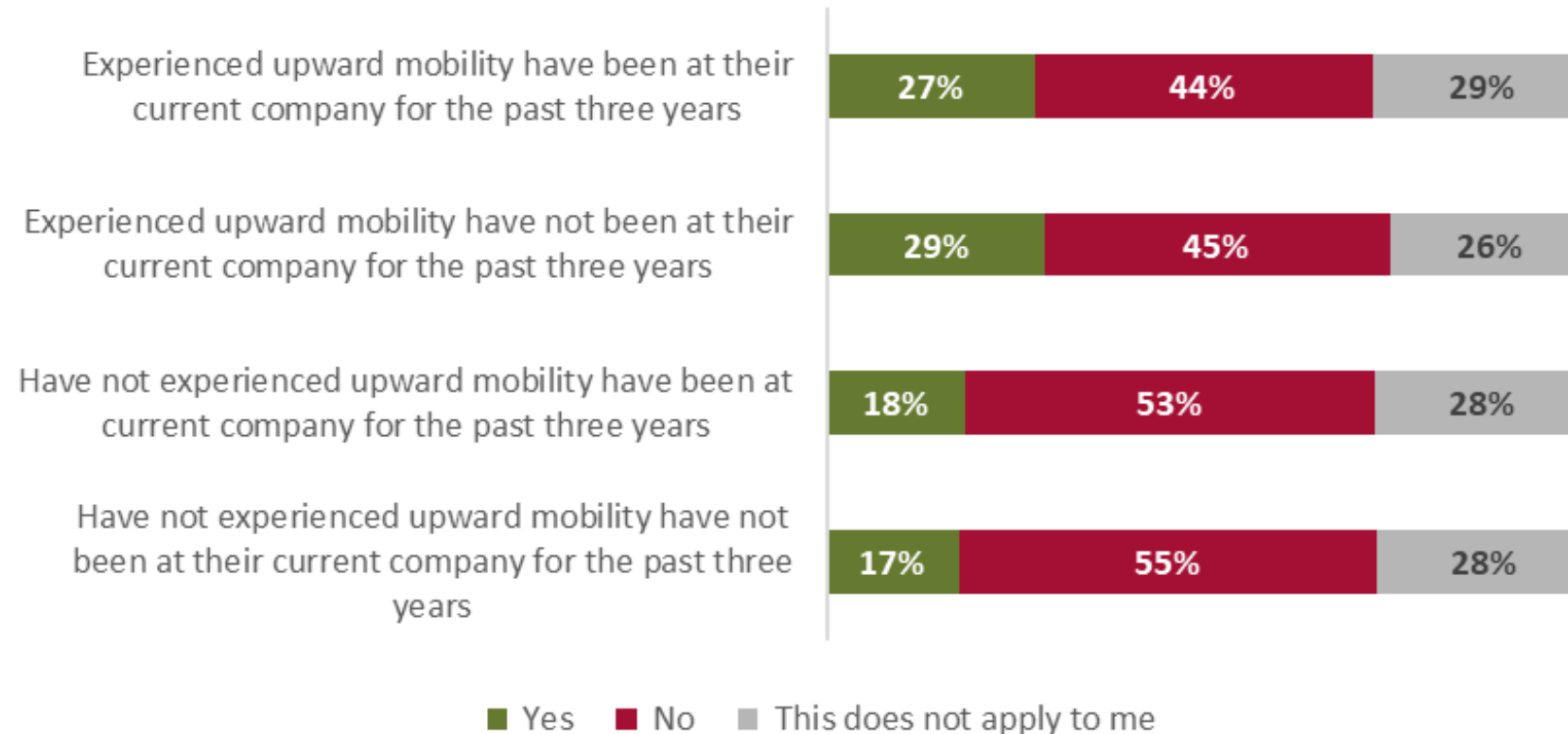
Note: Only respondents who indicated they have/had a mentor in question E4 answered this question.

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.

Section E

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)

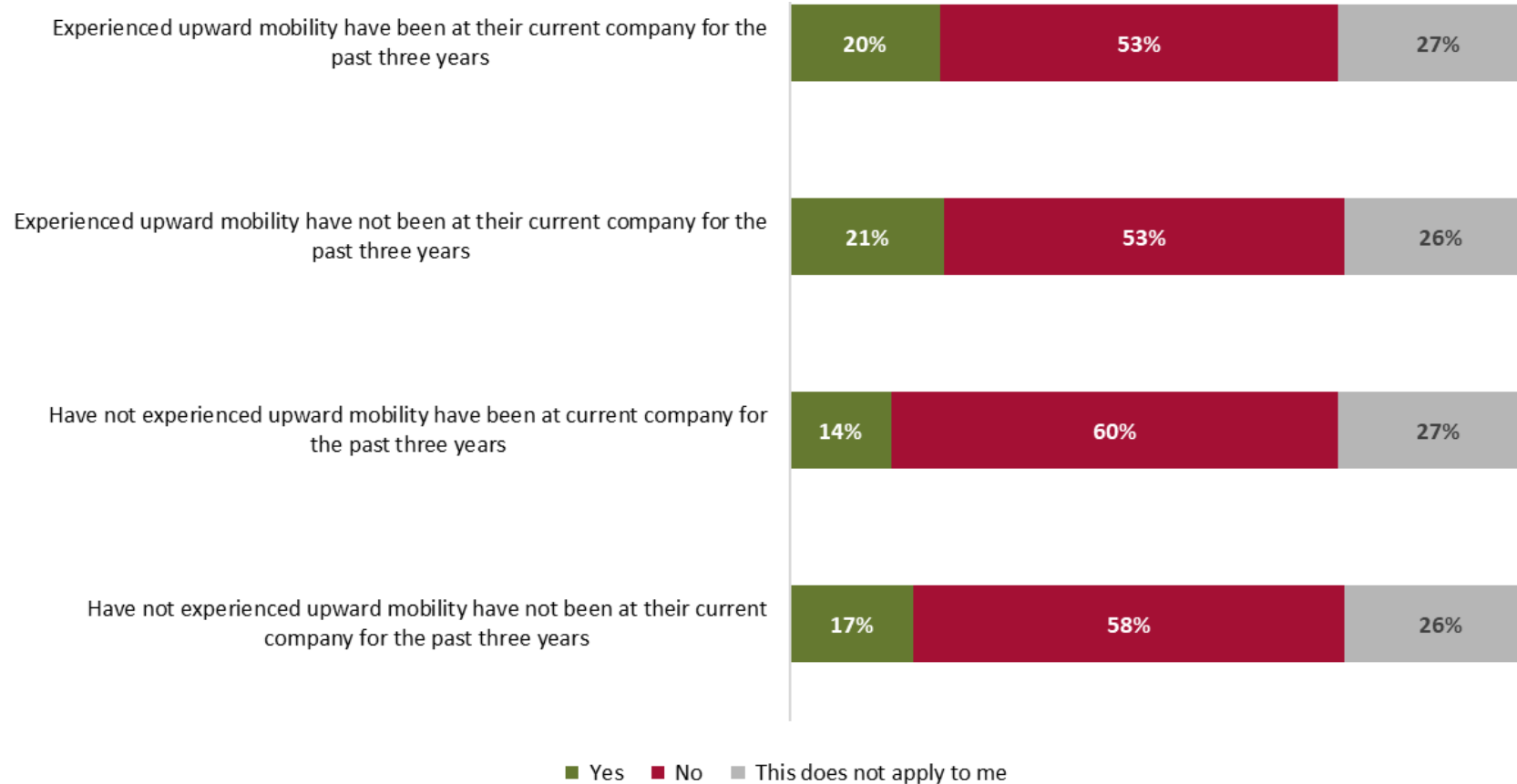


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your transportation needs

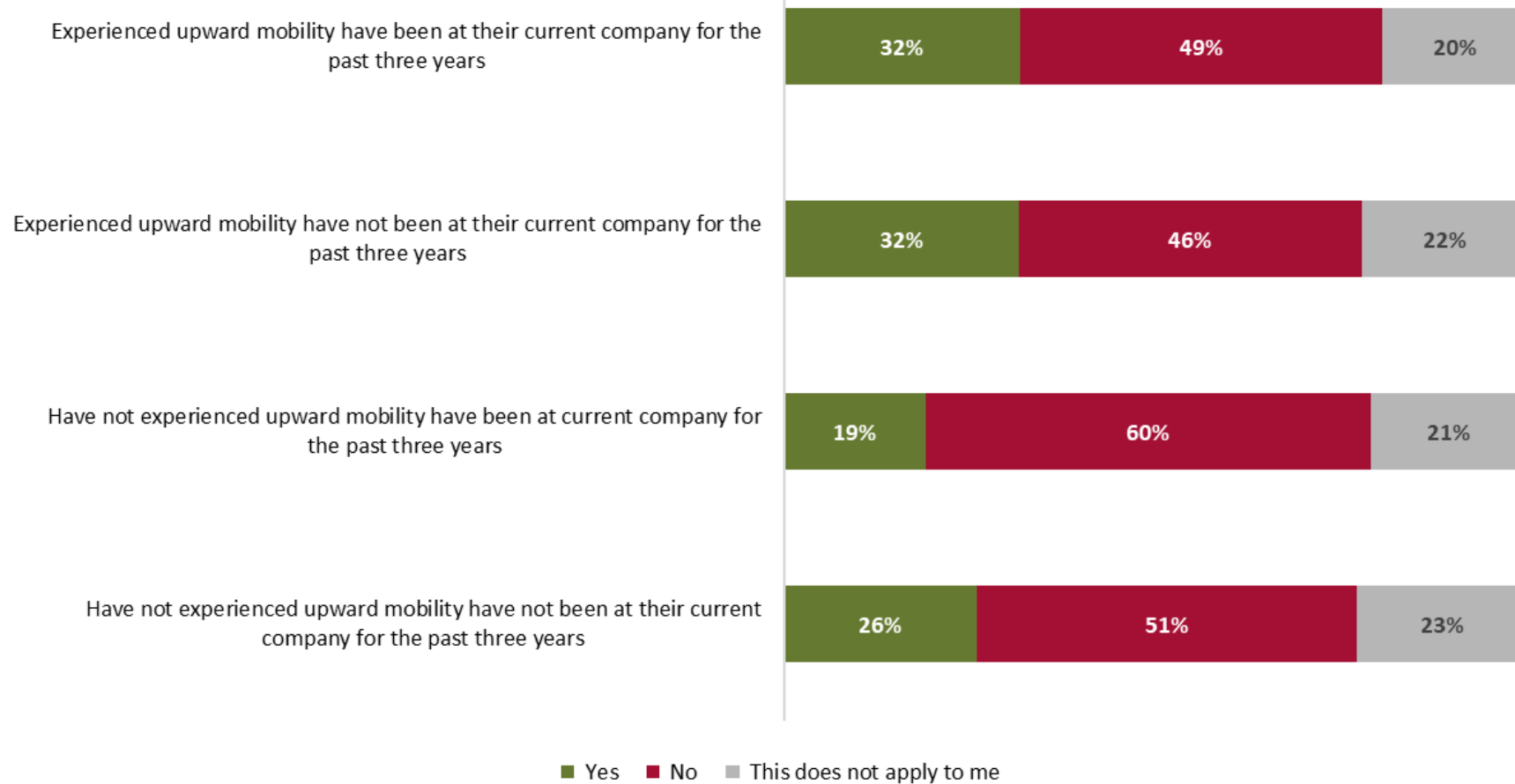


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your need for a particular skill or certification

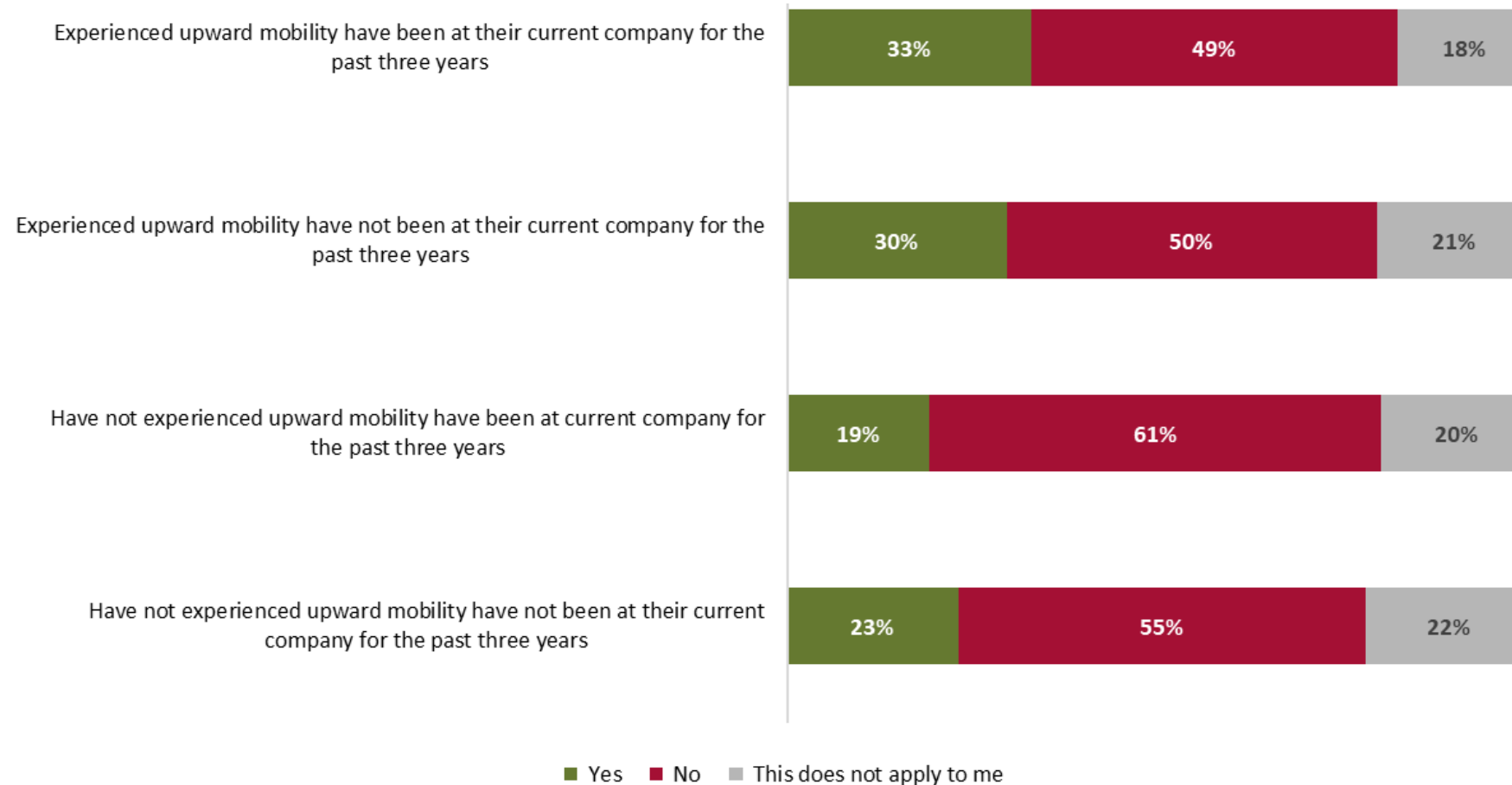


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your need for more training

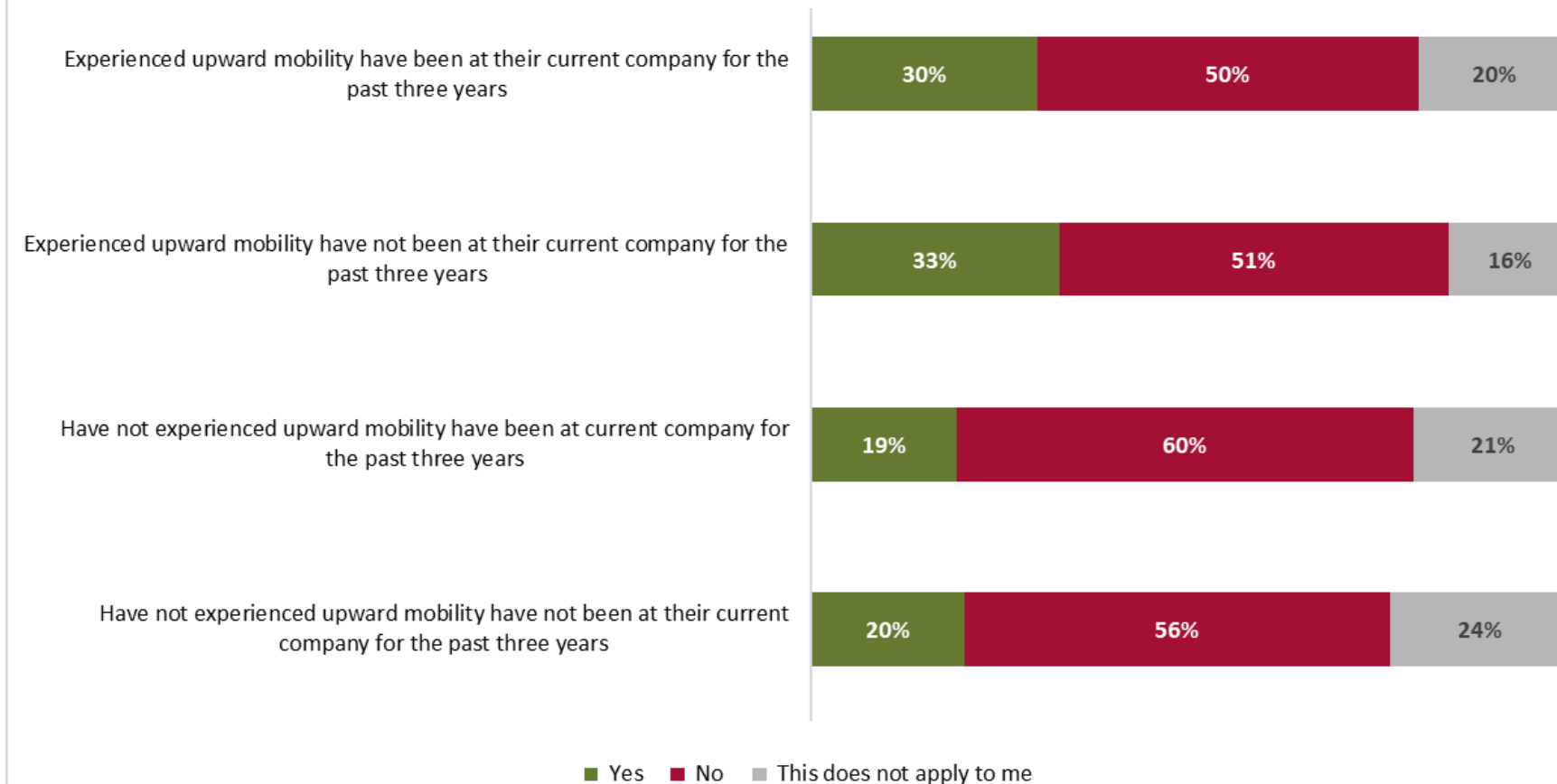


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

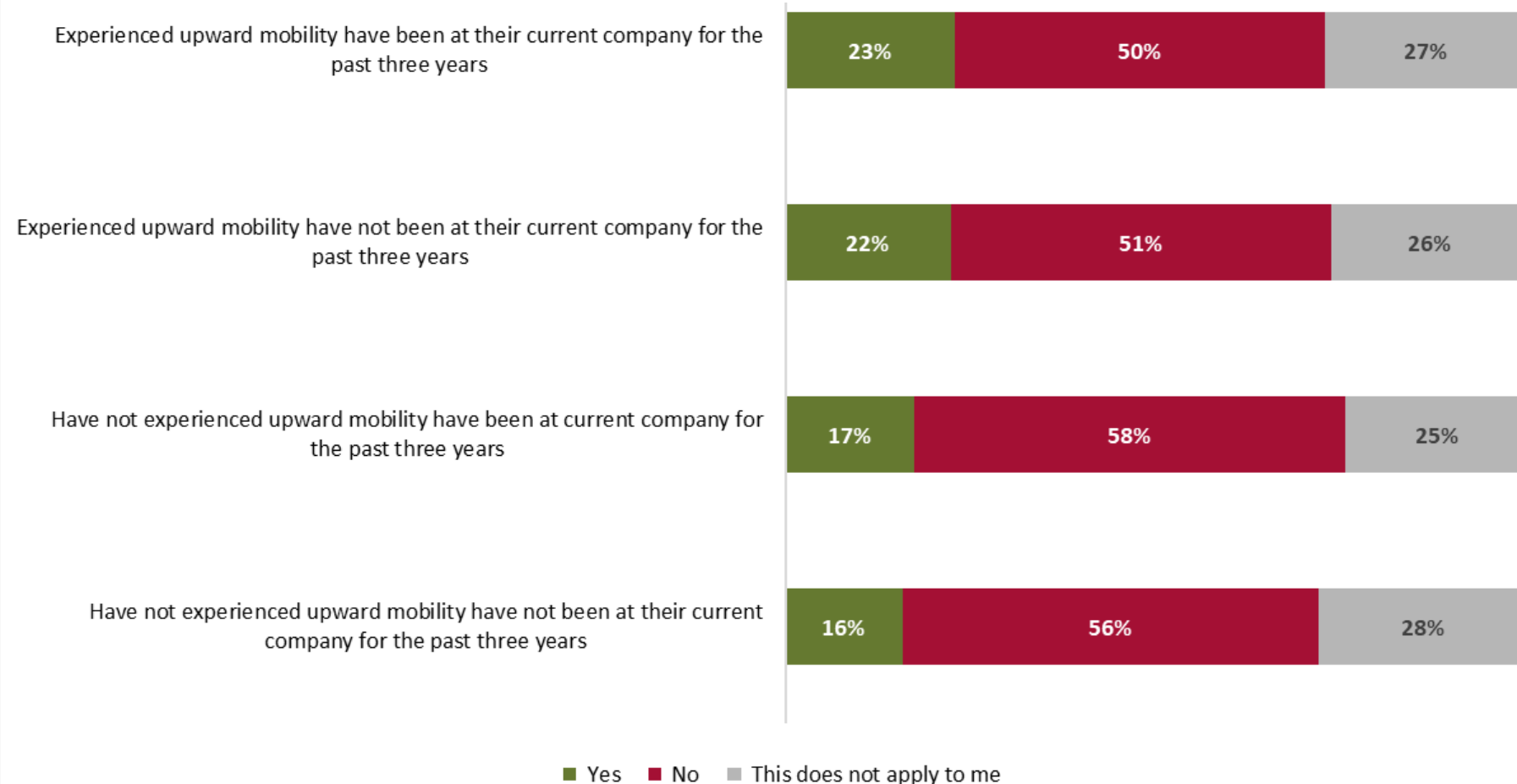


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your language and communication skills

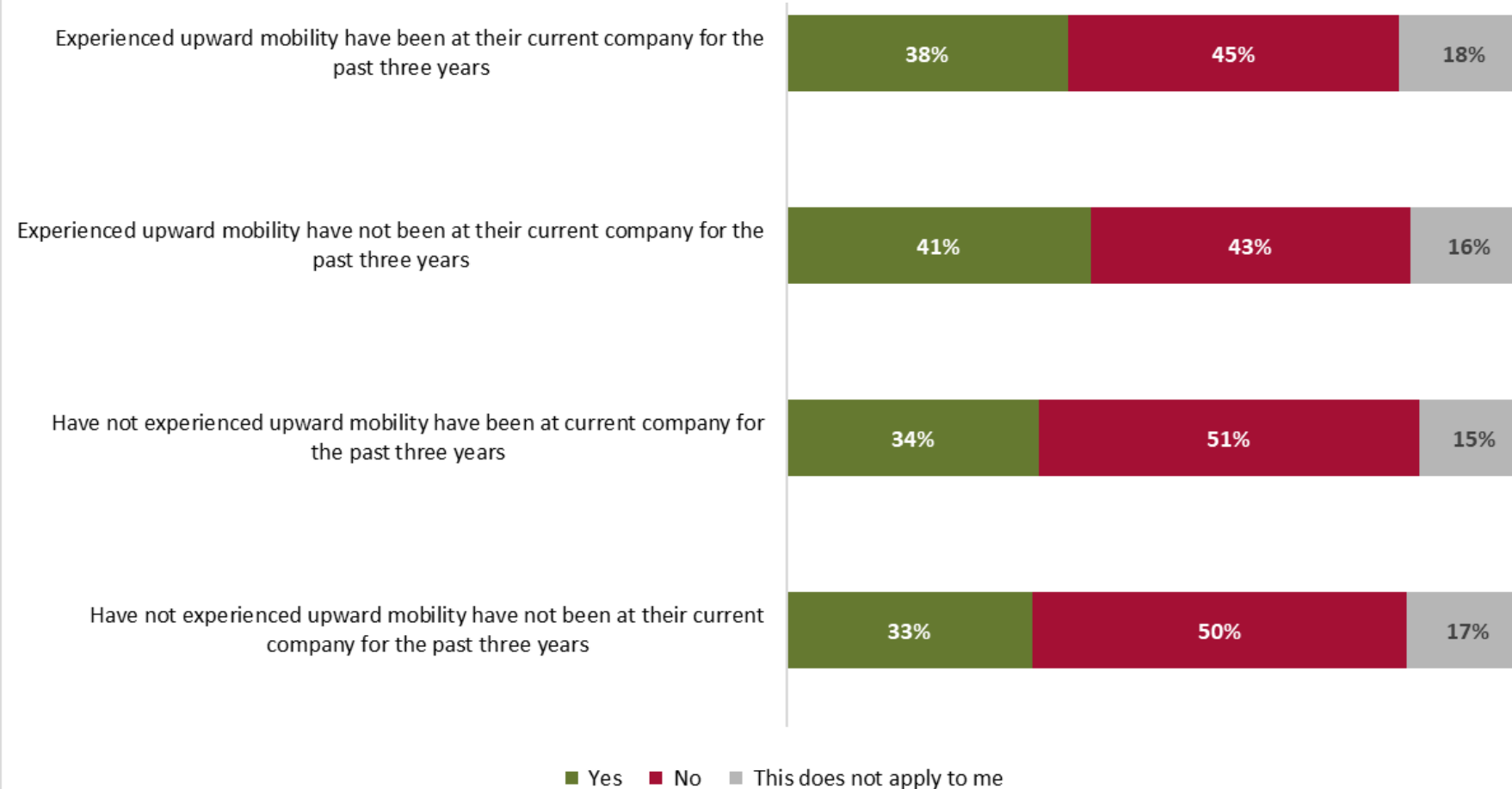


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your scheduling concerns

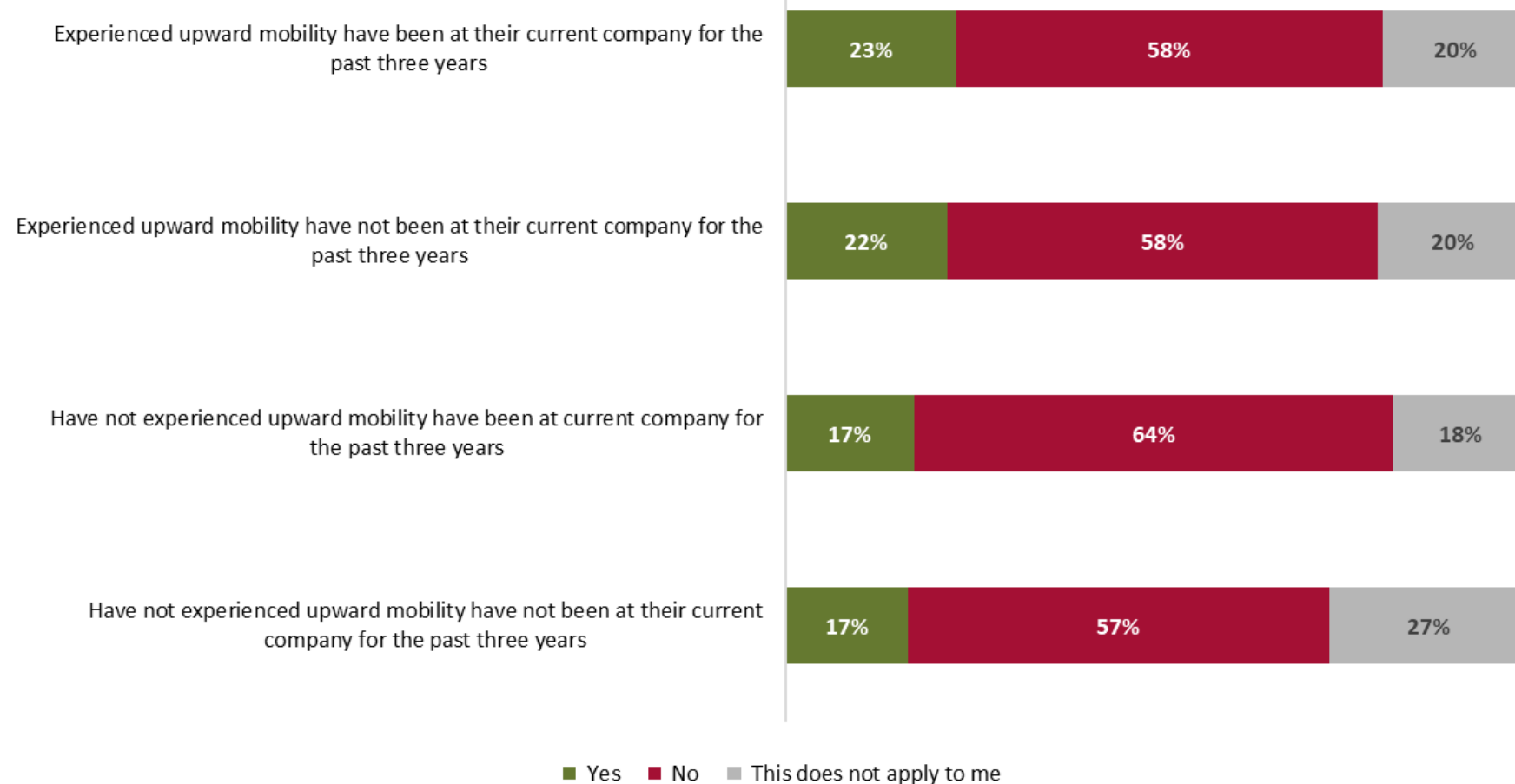


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your household's financial circumstances

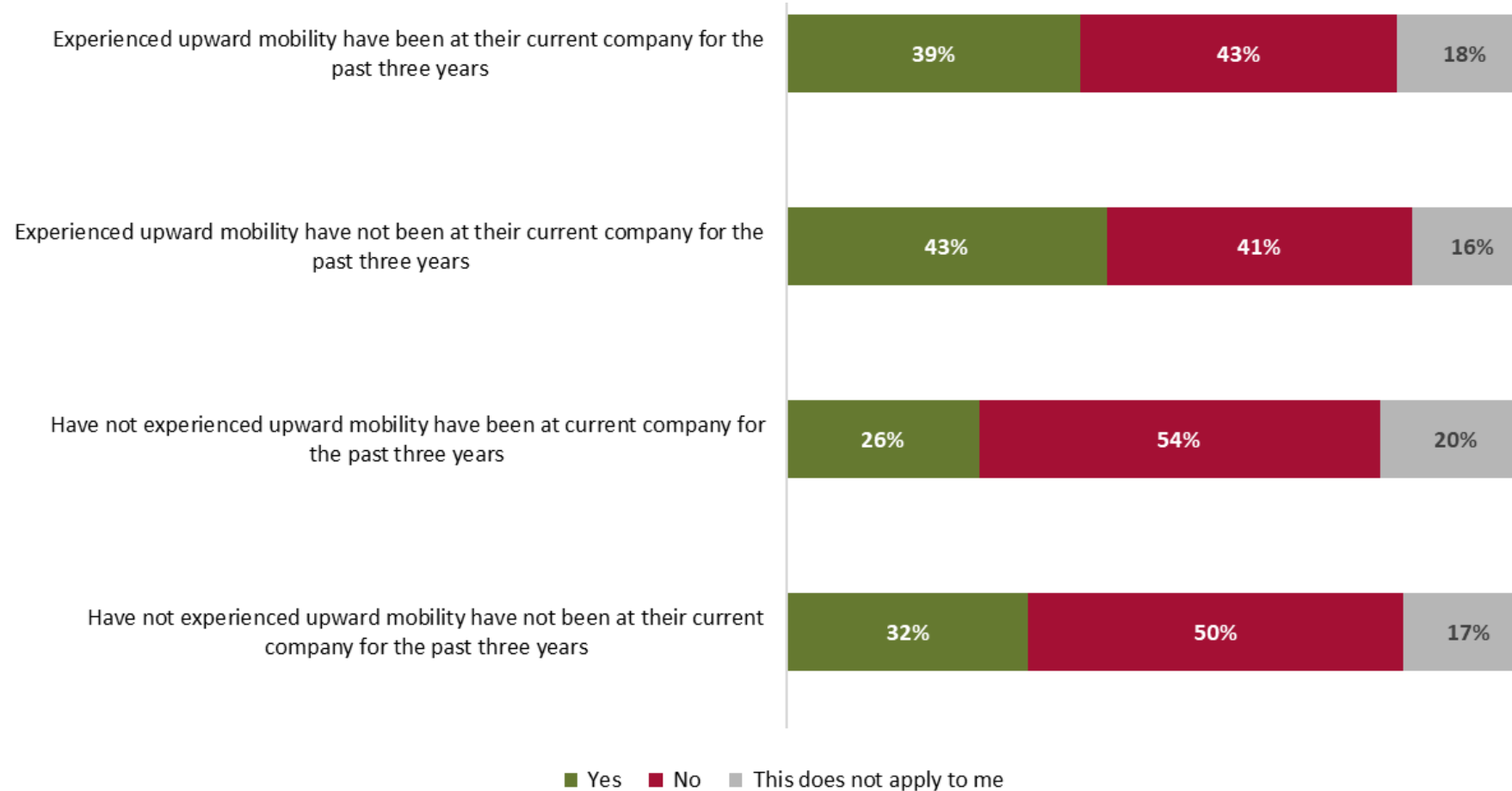


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your need for flexible time off

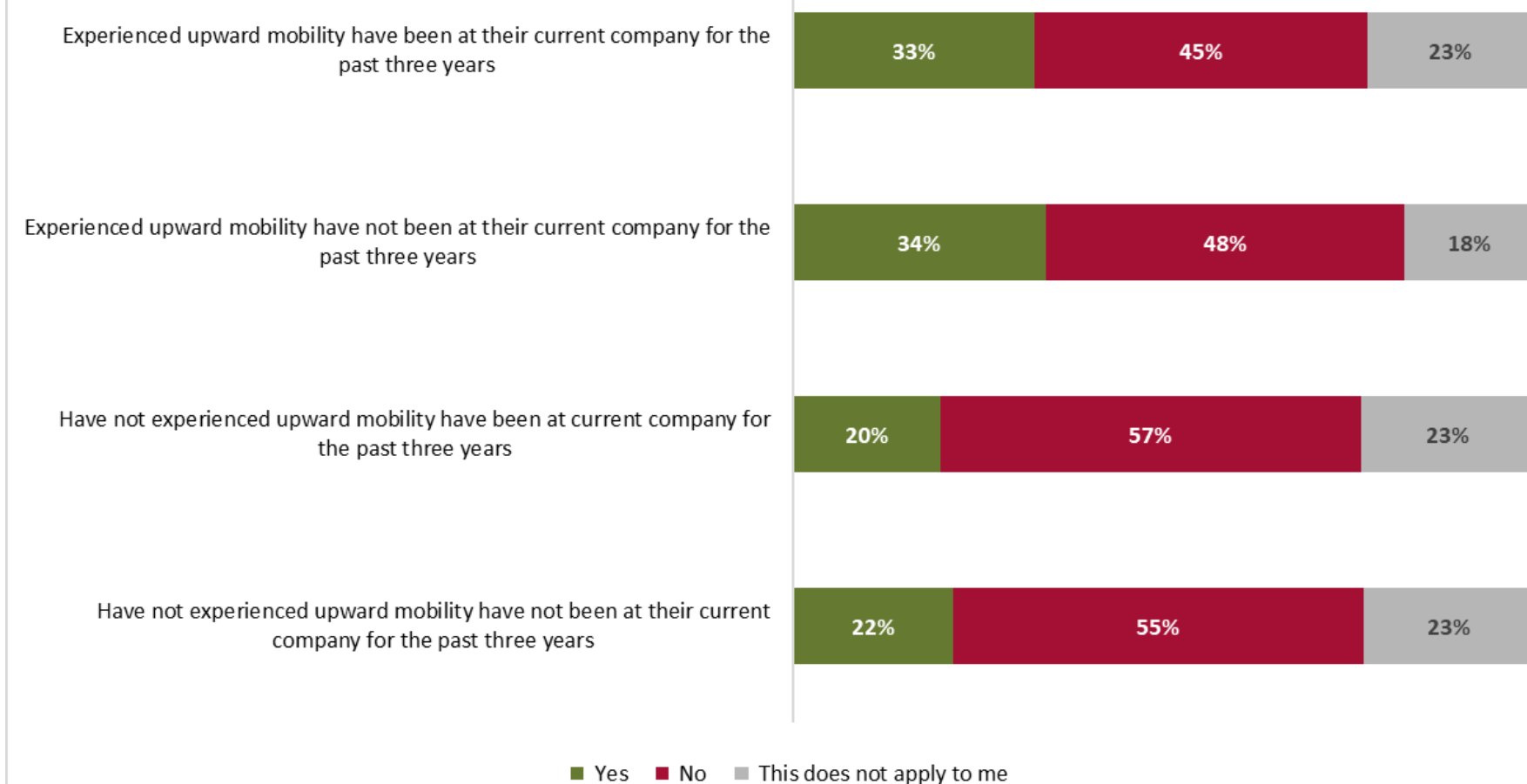


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

Your need for paid leave

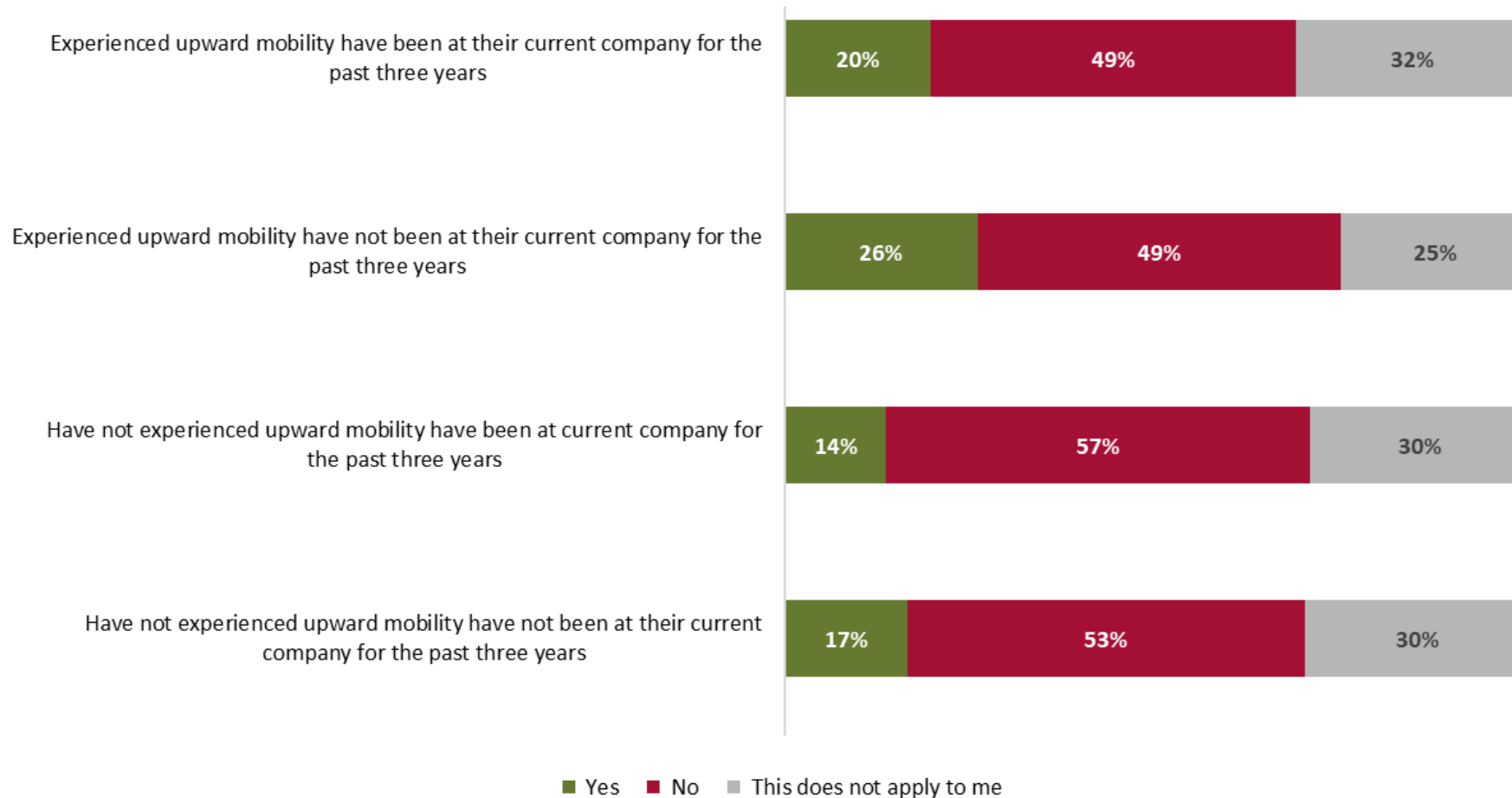


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

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

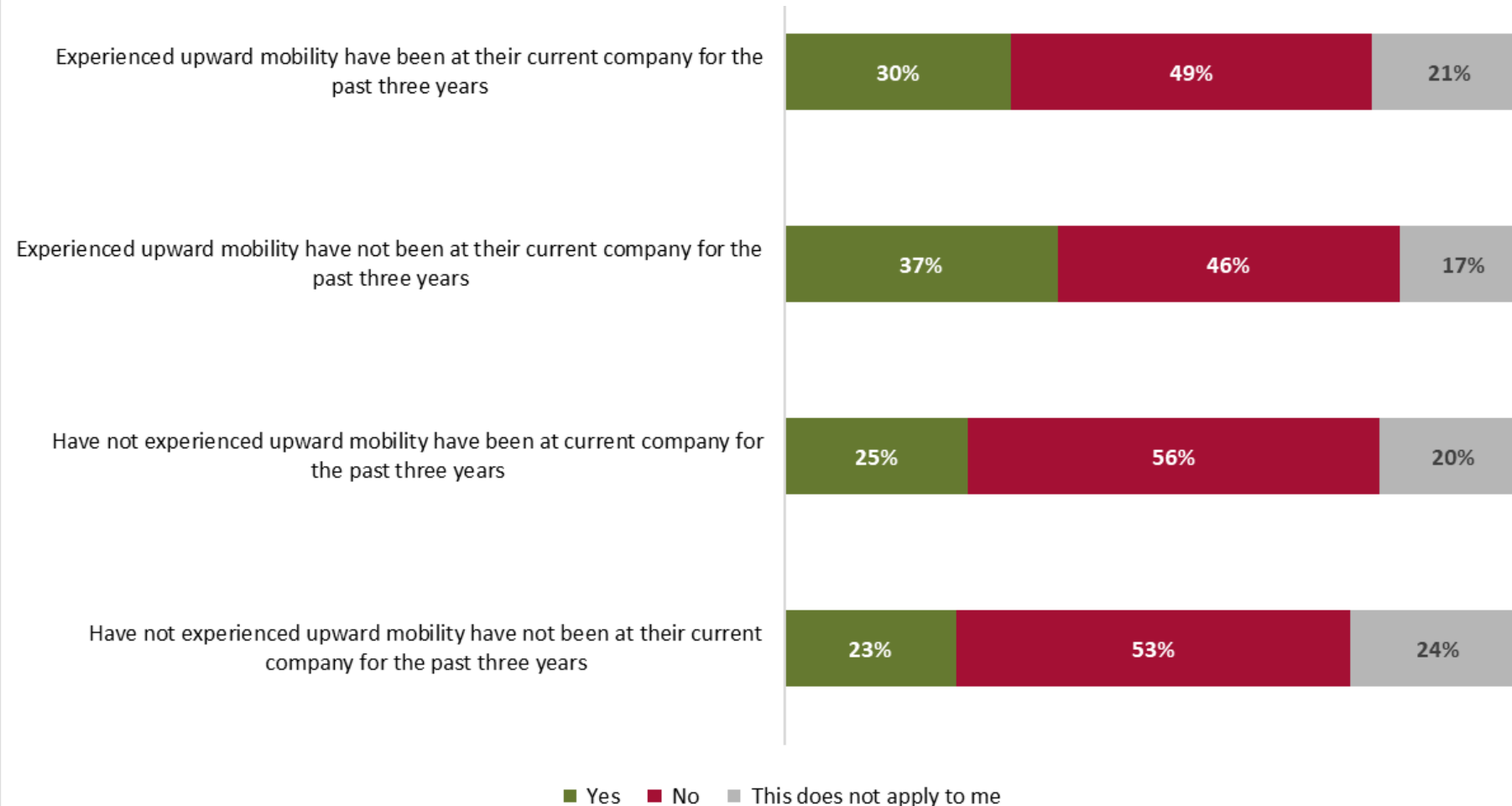
Your access to safe shelter



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.

Section E

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

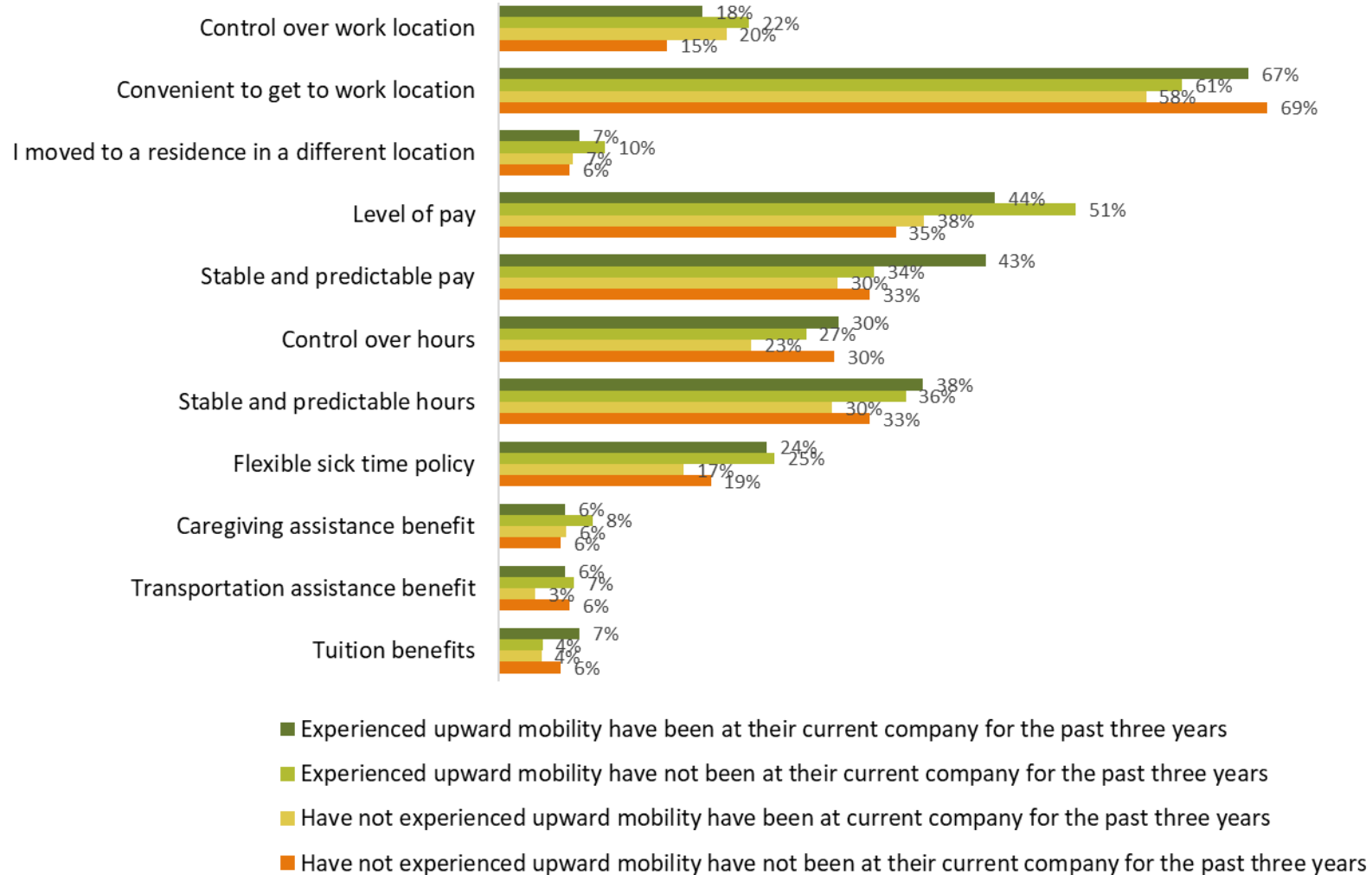


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

Part 1 (continued on next slide)

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.



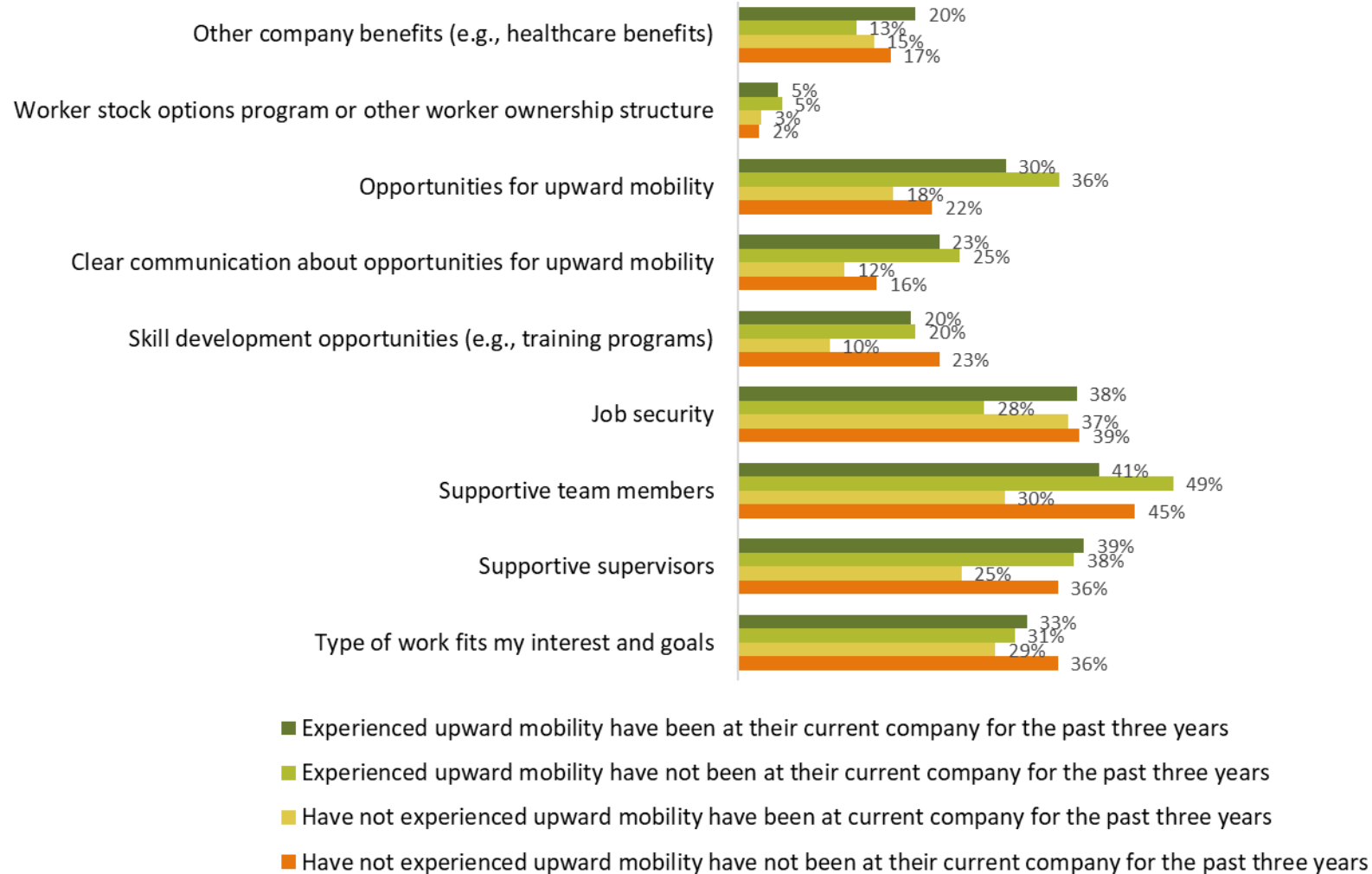
Note: Only respondents who have worked at two or more companies in their career answered this question.

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.

Section E

Part 2 (continued from previous slide)

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.

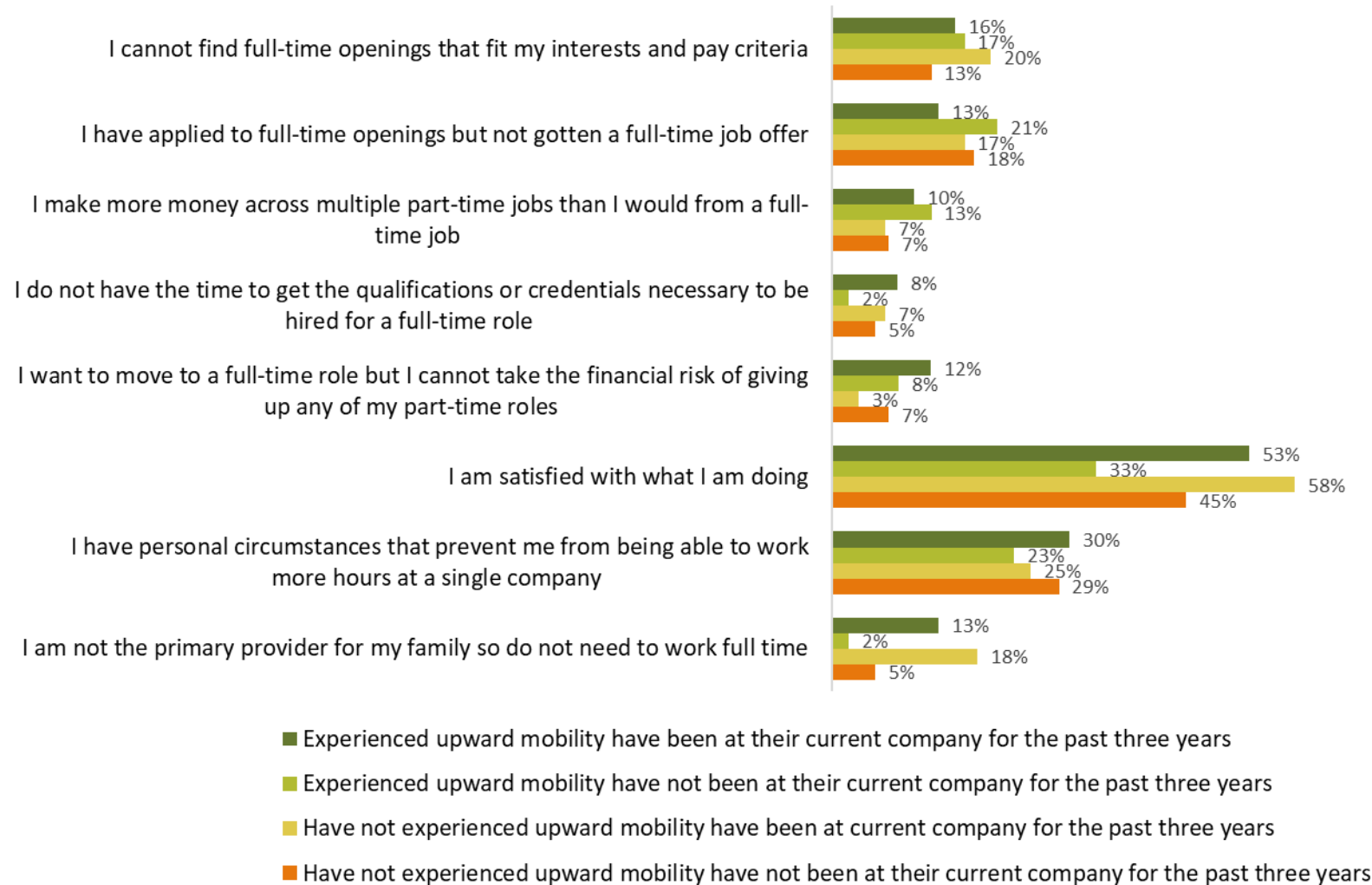


Note: Only respondents who have worked at two or more companies in their career answered this question.

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.

Section E

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

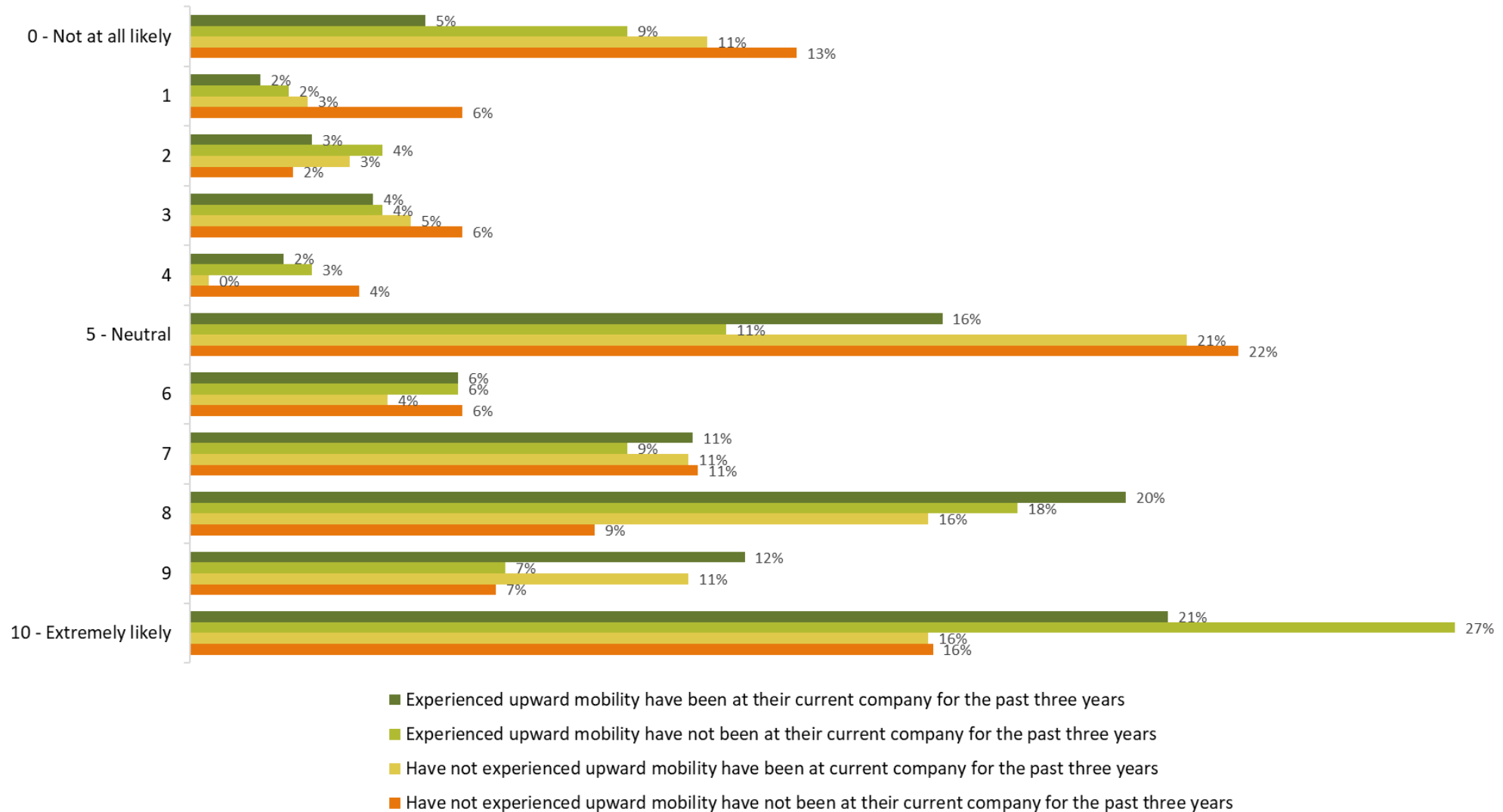


Note: Only respondents who are part-time workers answered this question.

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.

Section E

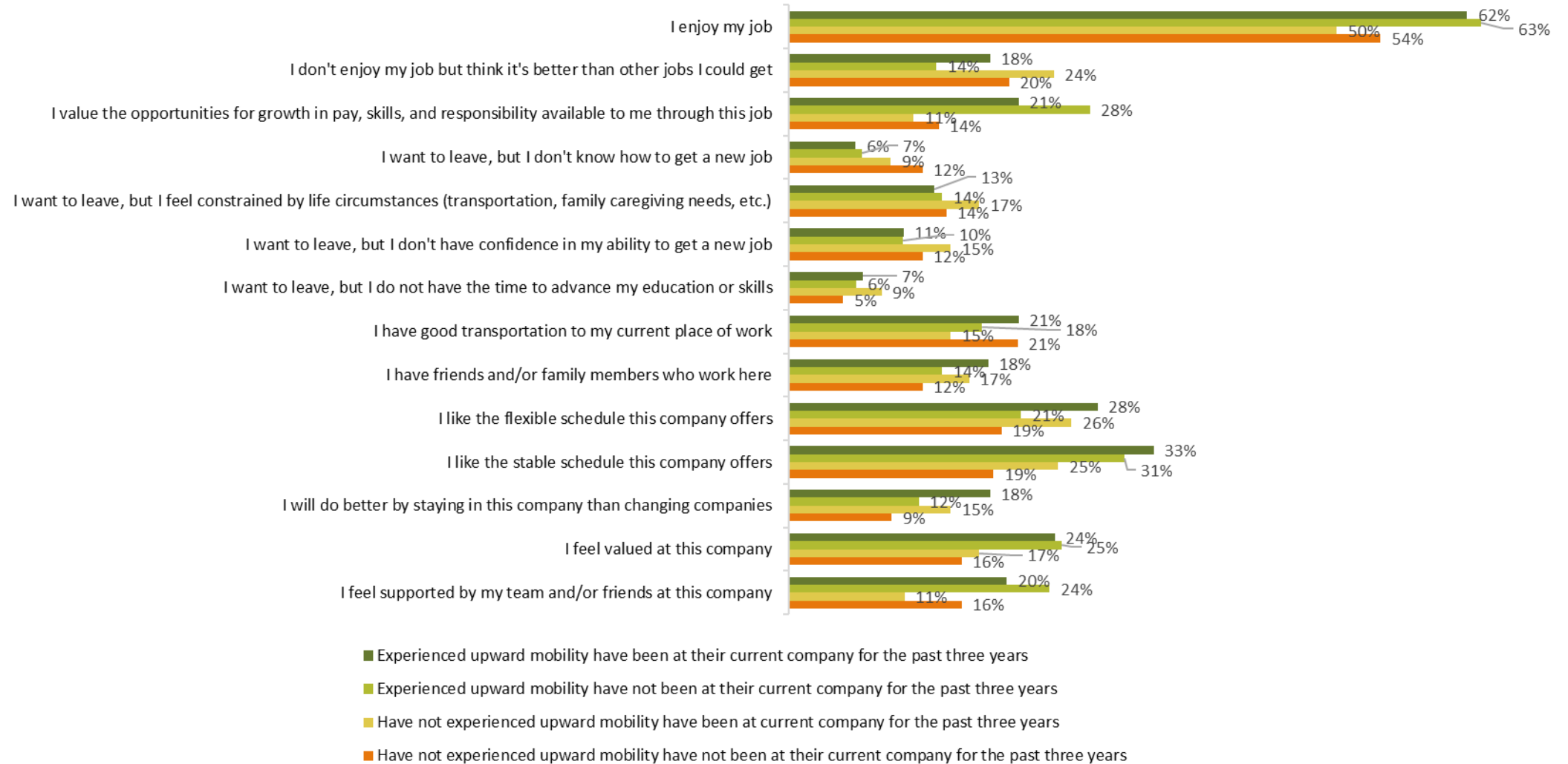
E9: How likely is it that you would recommend your current job to a friend?



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.

Section E

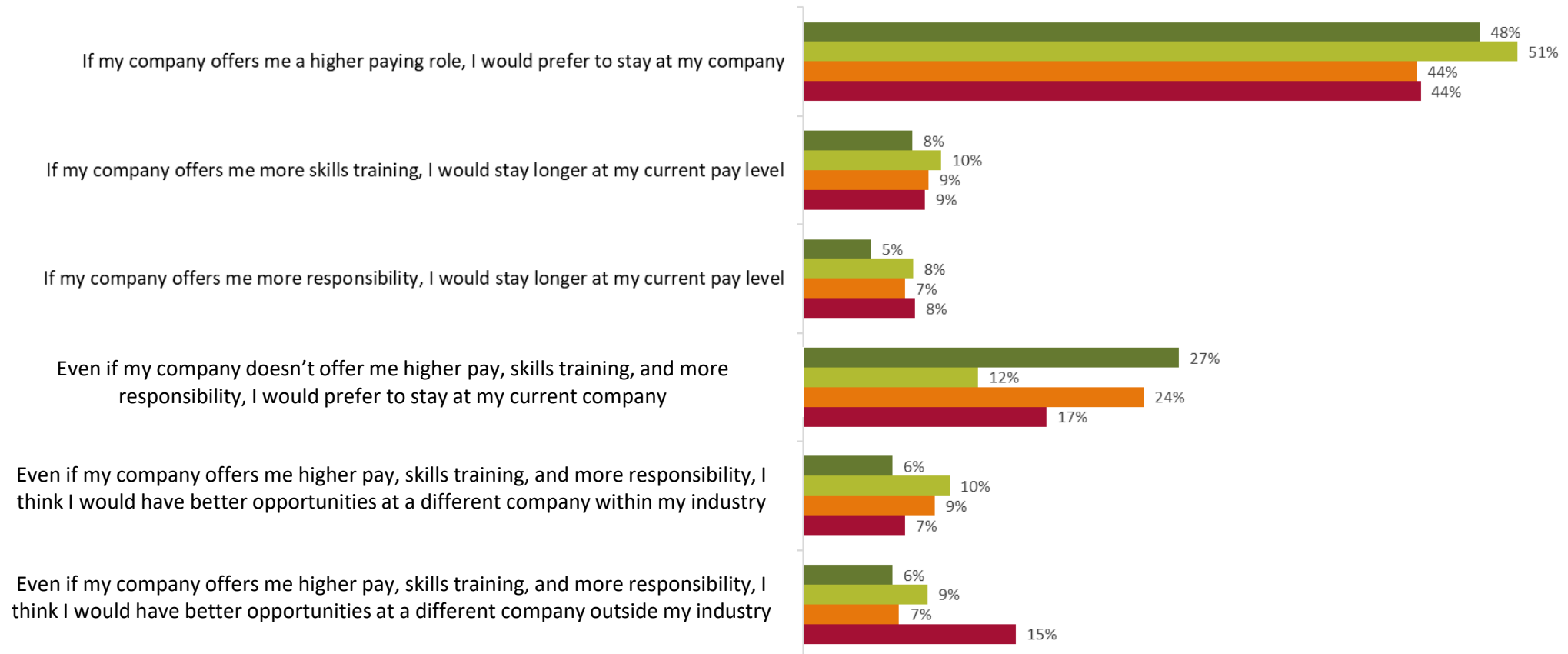
E10: Why have you stayed at your current company? Please select all that apply.



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.

Section E

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



- 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 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*

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?

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



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



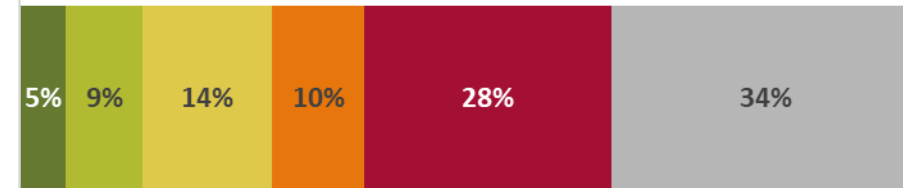
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *Personal circumstances*

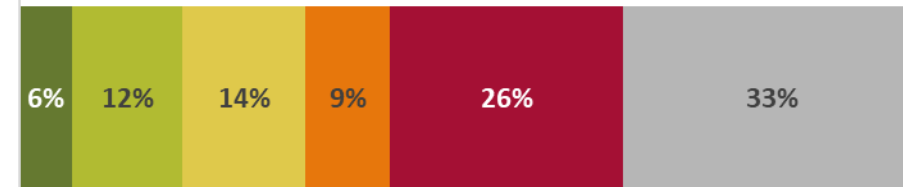
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

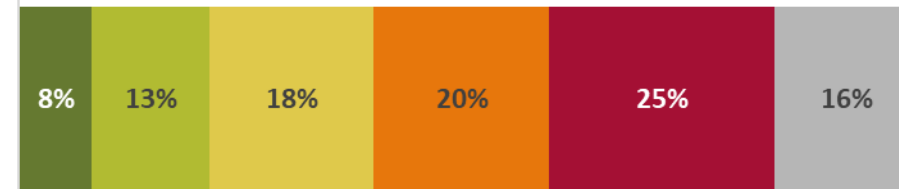
Section F *Personal circumstances*

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.

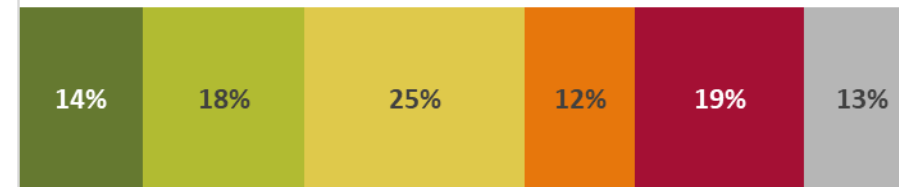
F1: What have been the biggest barriers to your upward mobility?

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



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

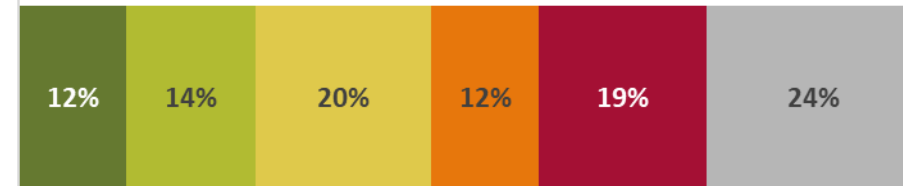
Section F

Personal circumstances

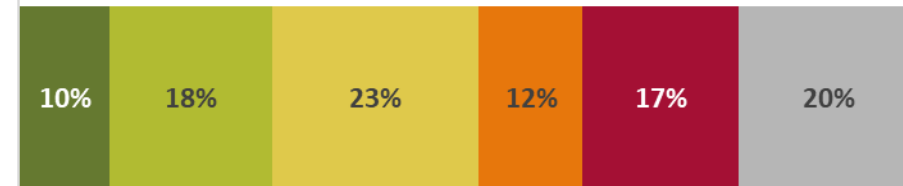
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

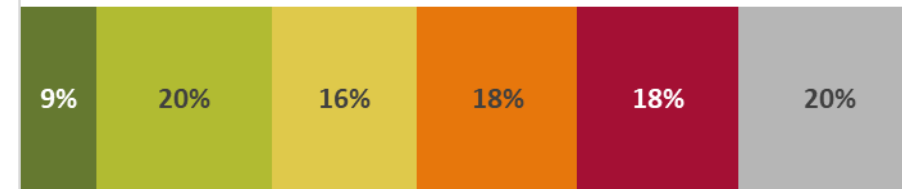
Section F

Personal circumstances

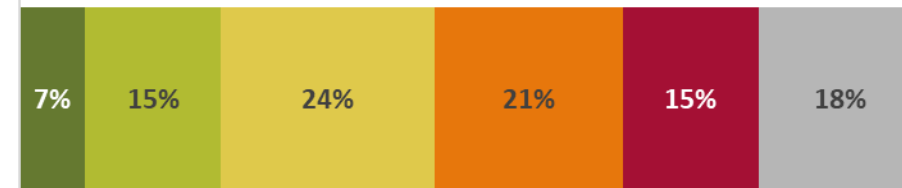
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

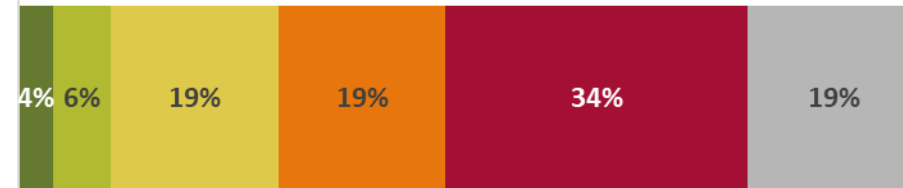
Section F

Personal circumstances

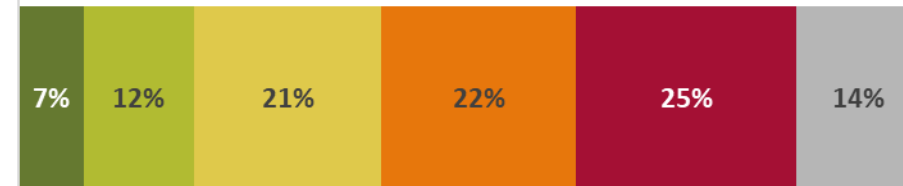
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



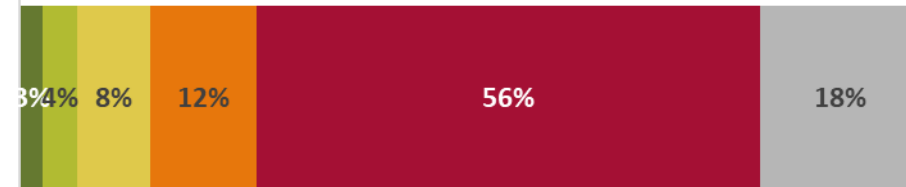
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Does not apply

Section F *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? 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



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

Section F *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?

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



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

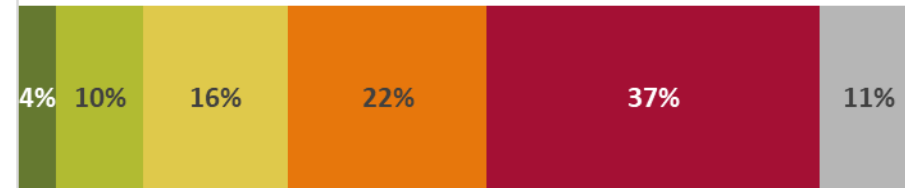
Section F *Education and skills*

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.

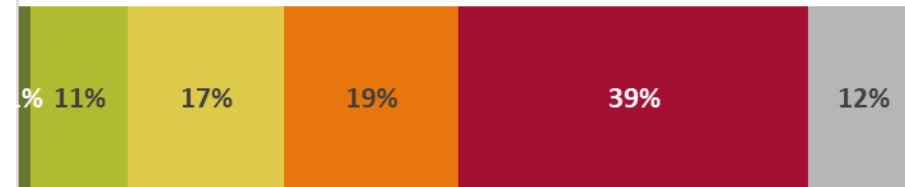
F1: What have been the biggest barriers to your upward mobility?

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



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



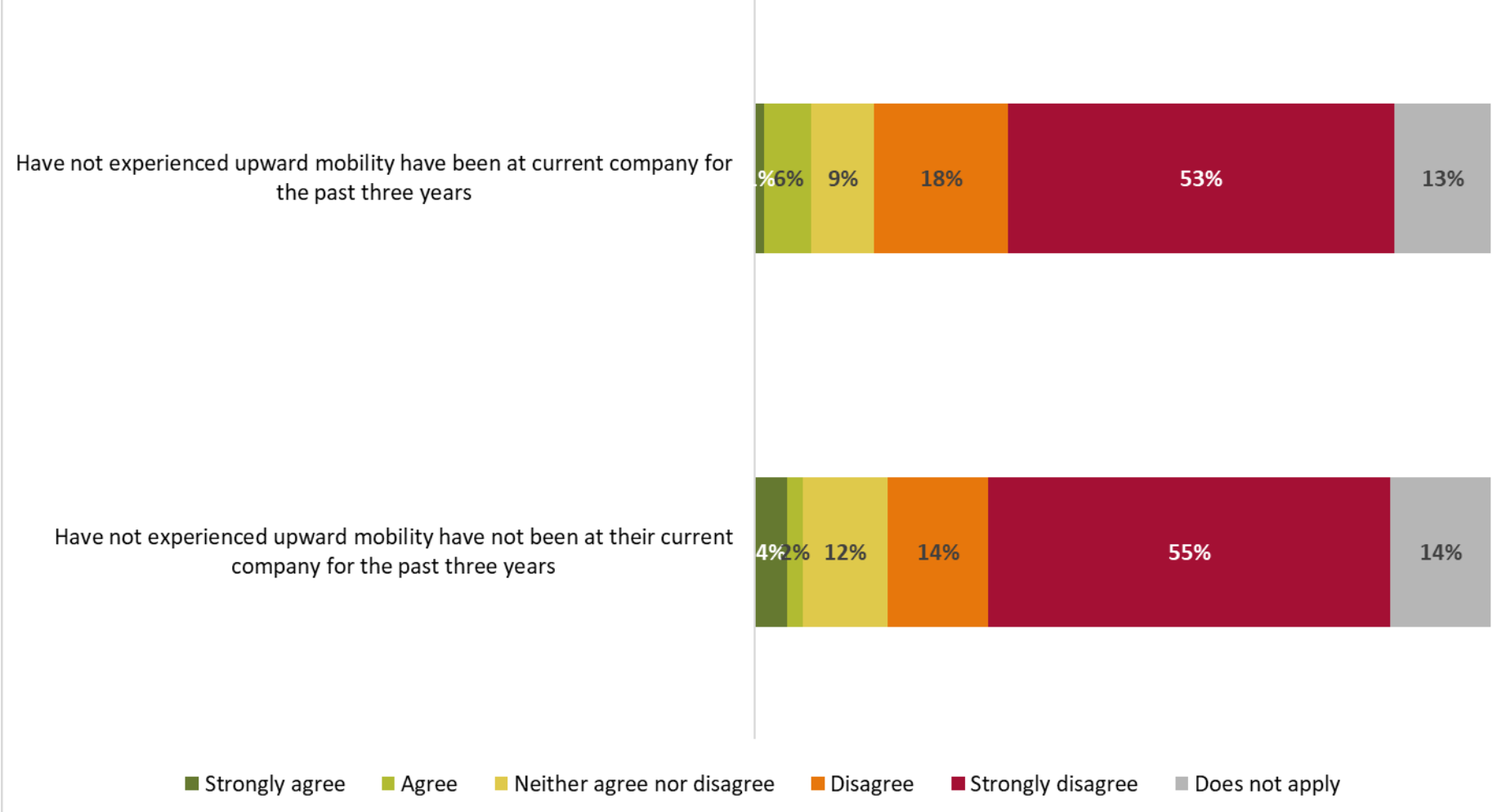
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *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?

I do not have the literacy skills needed to move up



Section F *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? 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



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



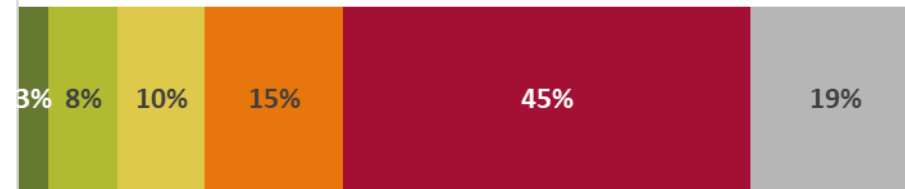
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Does not apply

Section F *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? 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



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



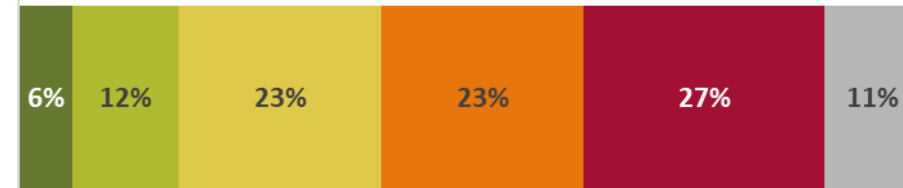
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *Job structure*

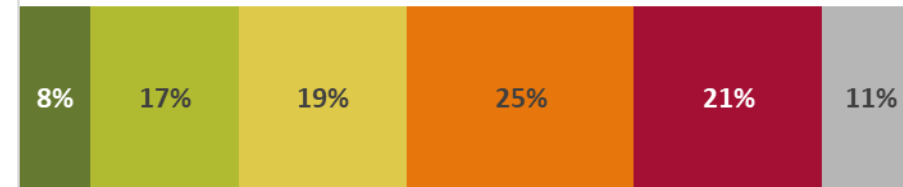
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

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



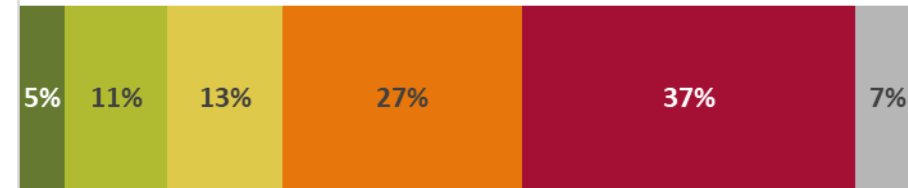
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *Job structure*

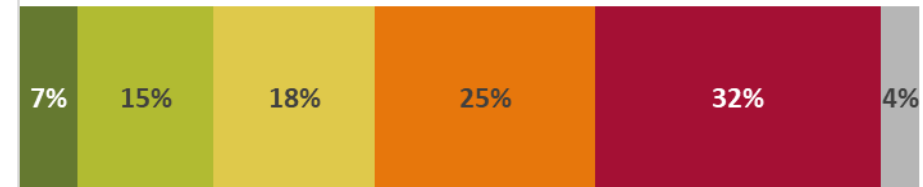
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



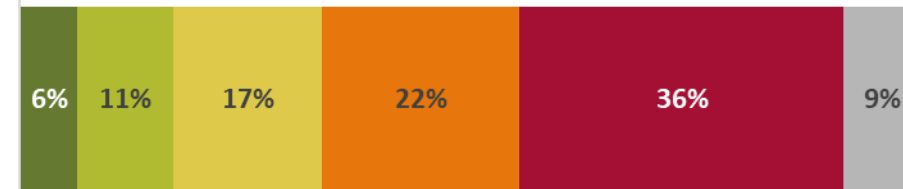
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *Job structure*

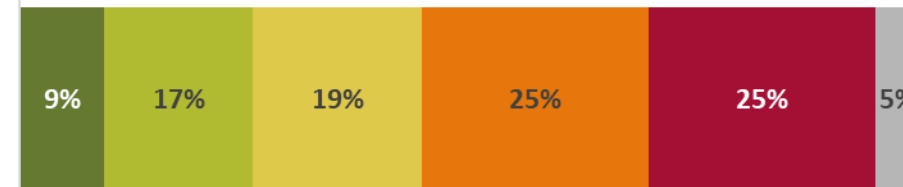
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

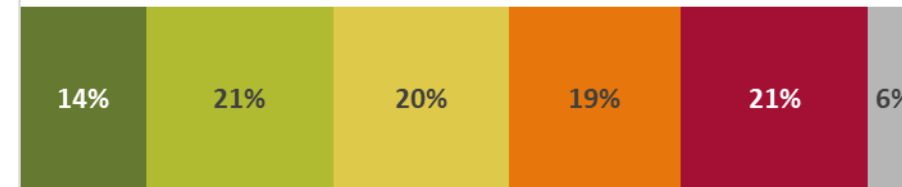
Section F

Company and industry opportunities

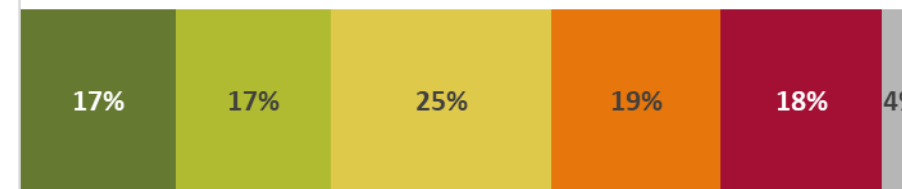
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

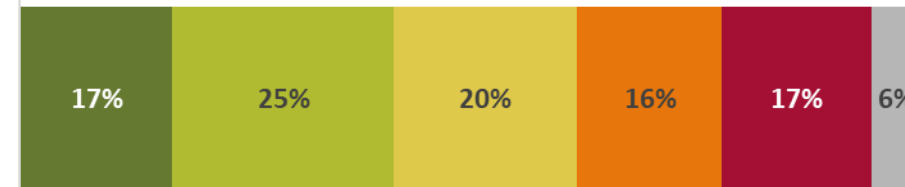
Section F

Company and industry opportunities

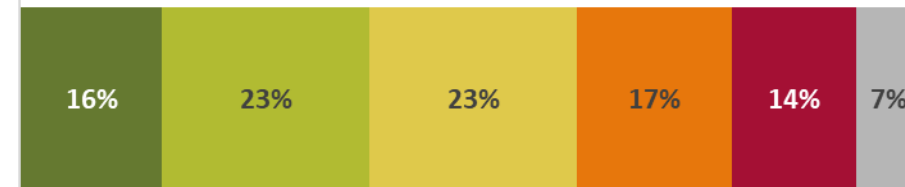
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

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



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

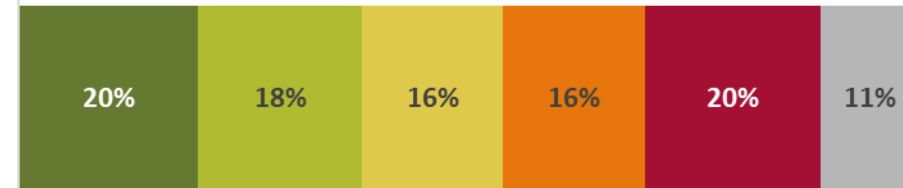
Section F Mentorship

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.

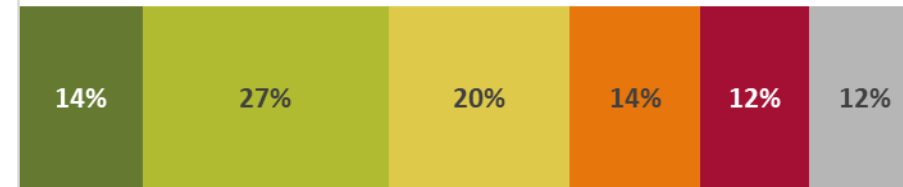
F1: What have been the biggest barriers to your upward mobility?

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



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



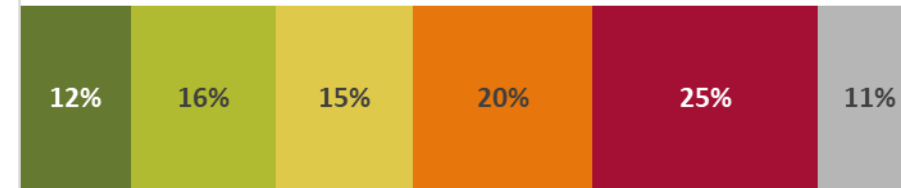
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Does not apply

Section F Mentorship

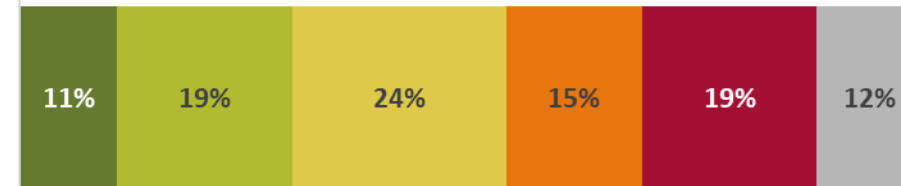
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



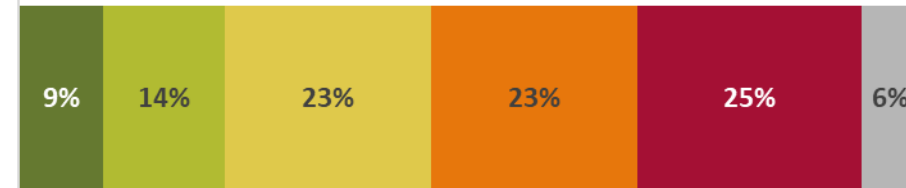
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F Mentorship

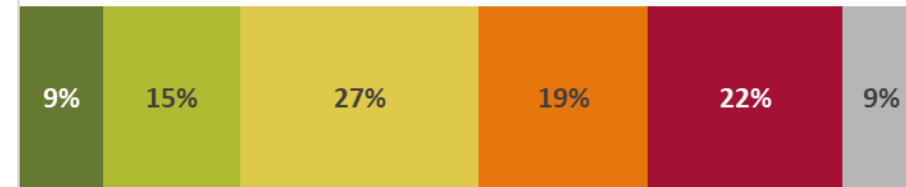
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

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

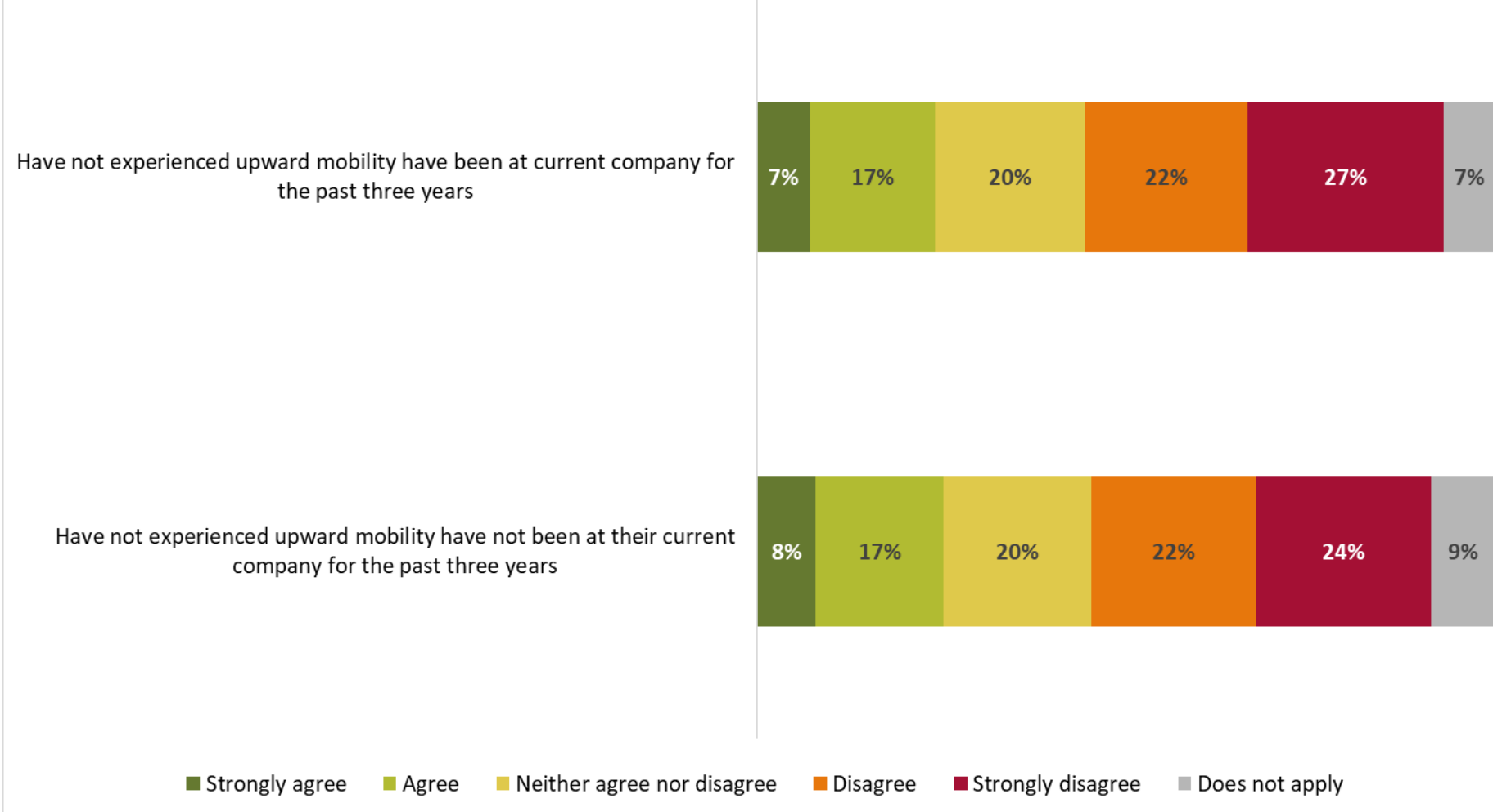


■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F 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? I do not have a sense of belonging at work

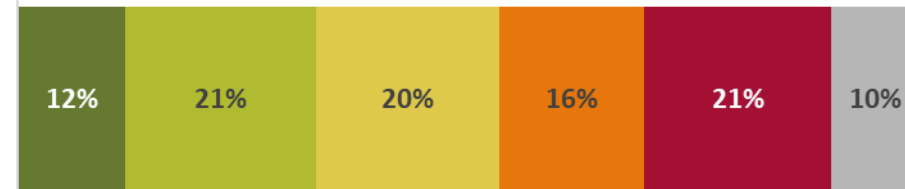


Section F Mentorship

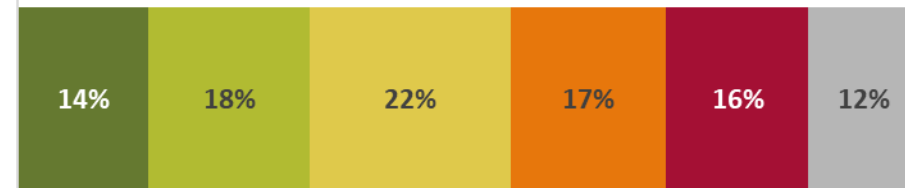
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



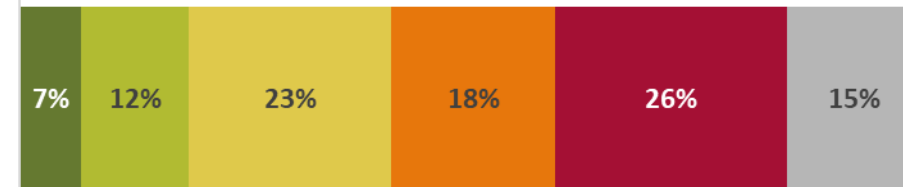
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Section F *Career pathways*

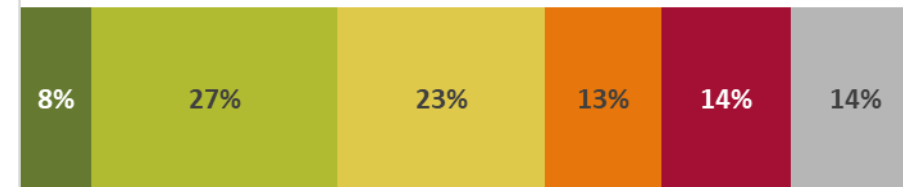
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



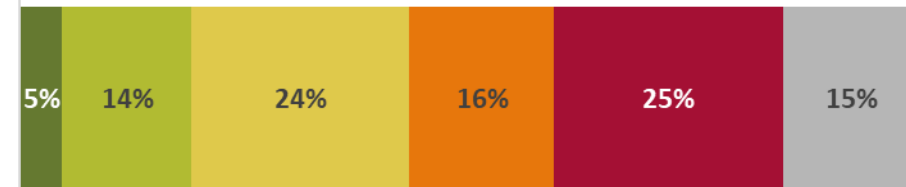
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Section F *Career pathways*

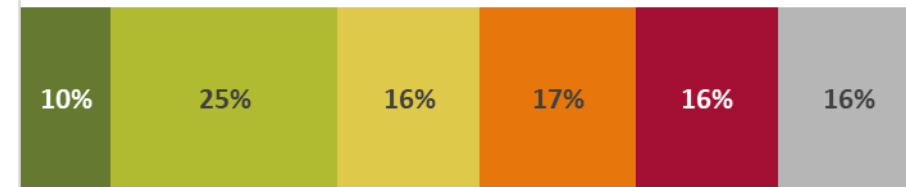
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



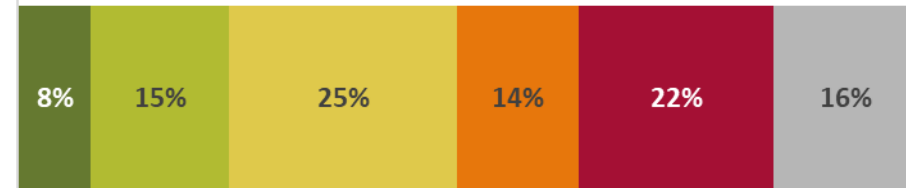
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F *Career pathways*

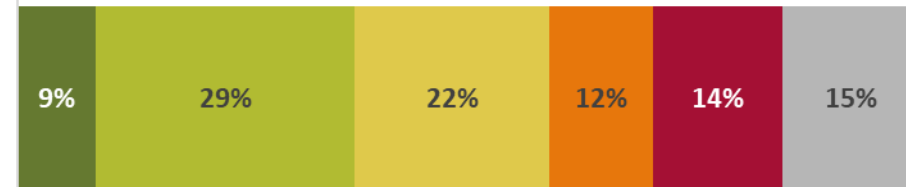
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



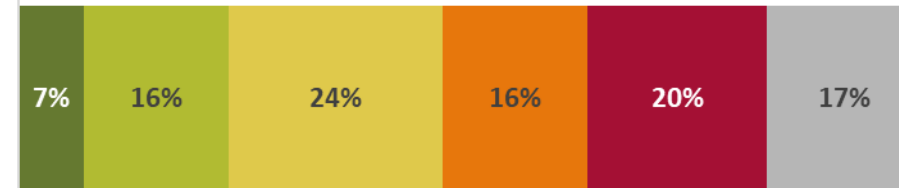
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Section F Career pathways

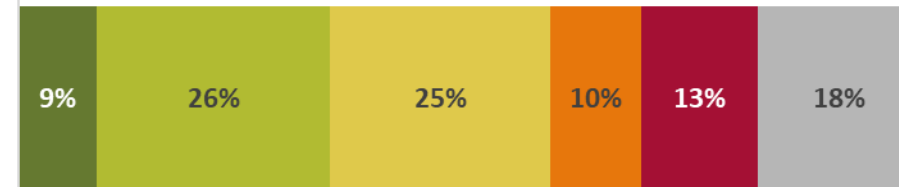
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



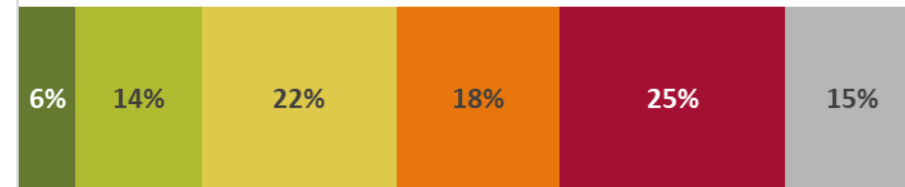
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F Career pathways

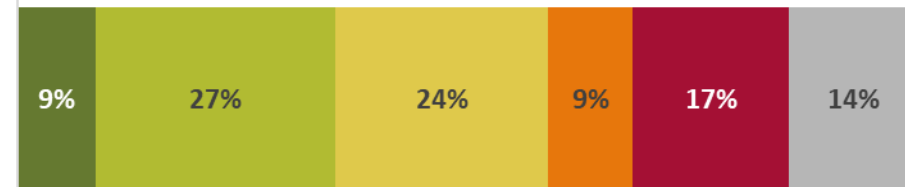
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



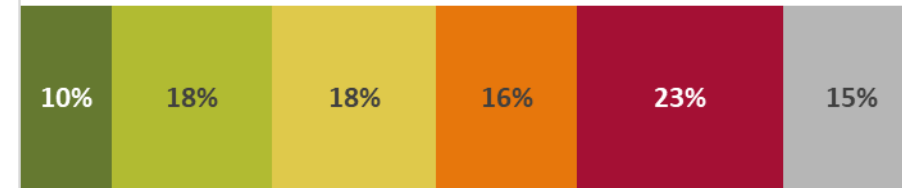
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Does not apply

Section F Career pathways

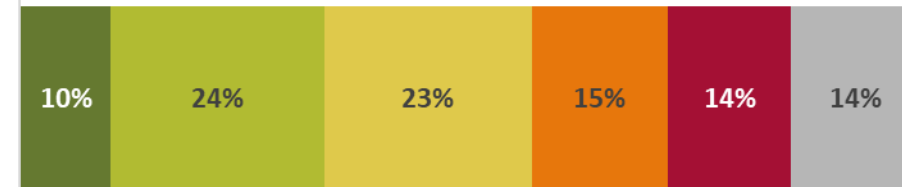
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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



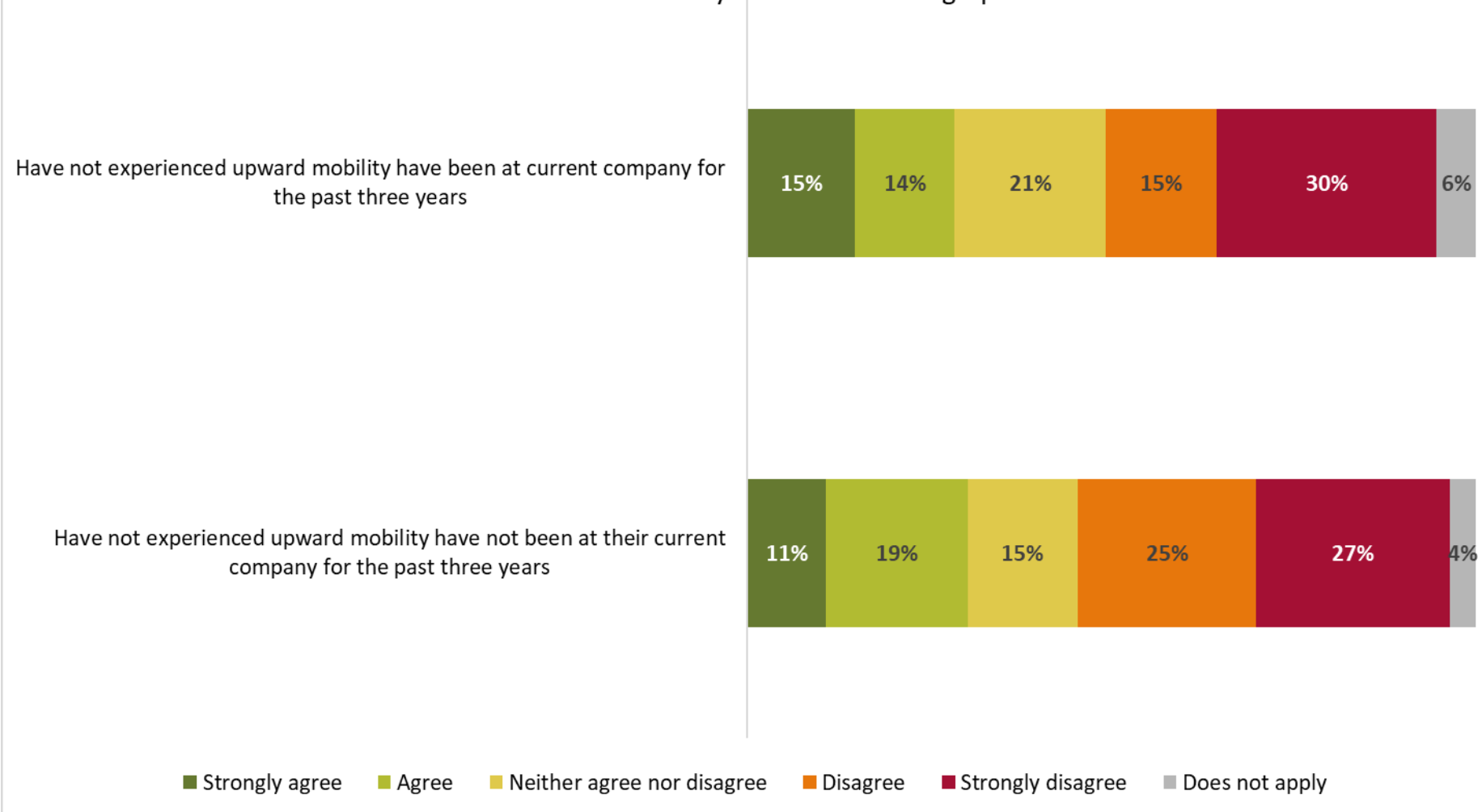
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section F

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?
I don't have any interest in moving up



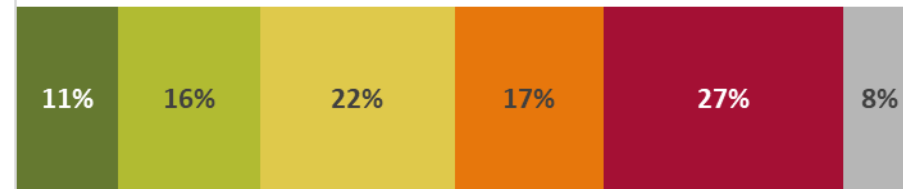
Section F

Attitudes about upward mobility

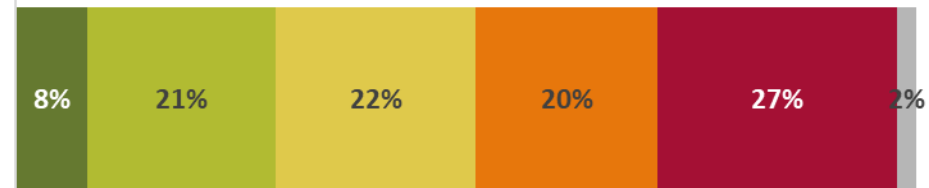
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section F

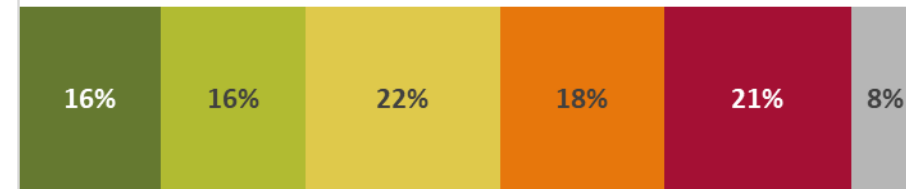
Attitudes about upward mobility

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.

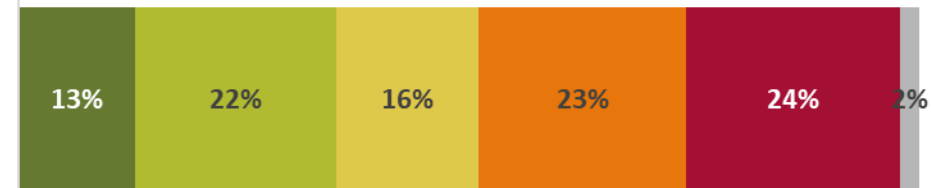
F1: What have been the biggest barriers to your upward mobility?

I don't believe moving up is possible

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



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

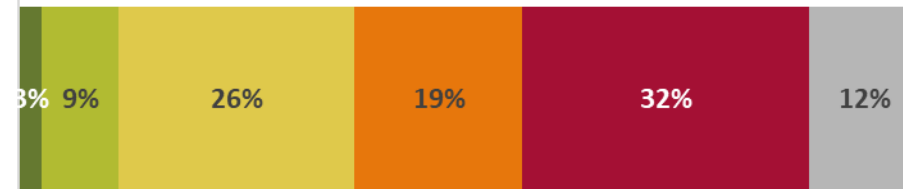
Section F

Attitudes about upward mobility

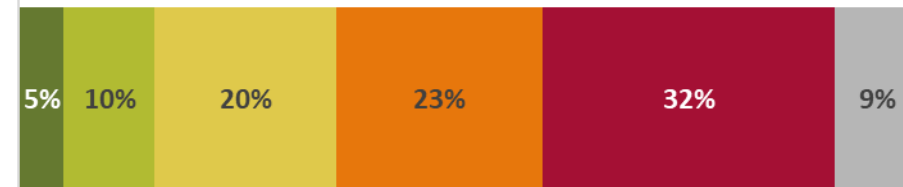
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

Section F

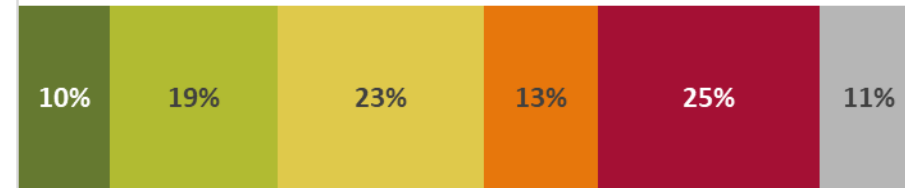
Attitudes about upward mobility

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.

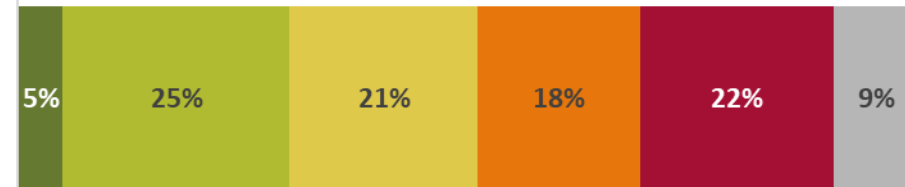
F1: What have been the biggest barriers to your upward mobility?

I do not want to be rejected for a promotion

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



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

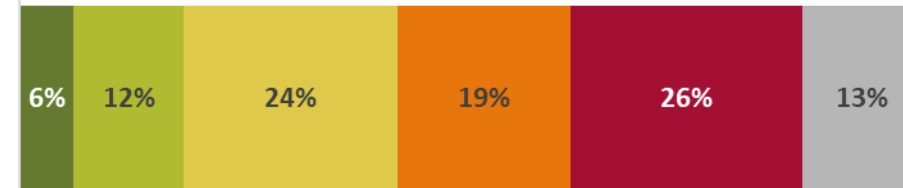
Section F

Attitudes about upward mobility

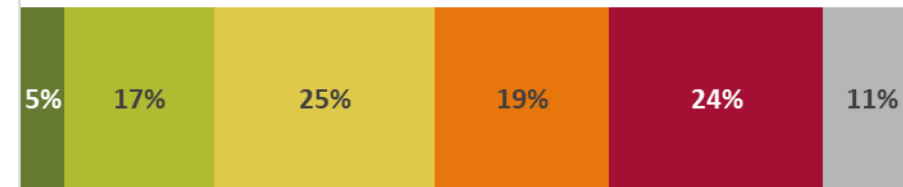
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

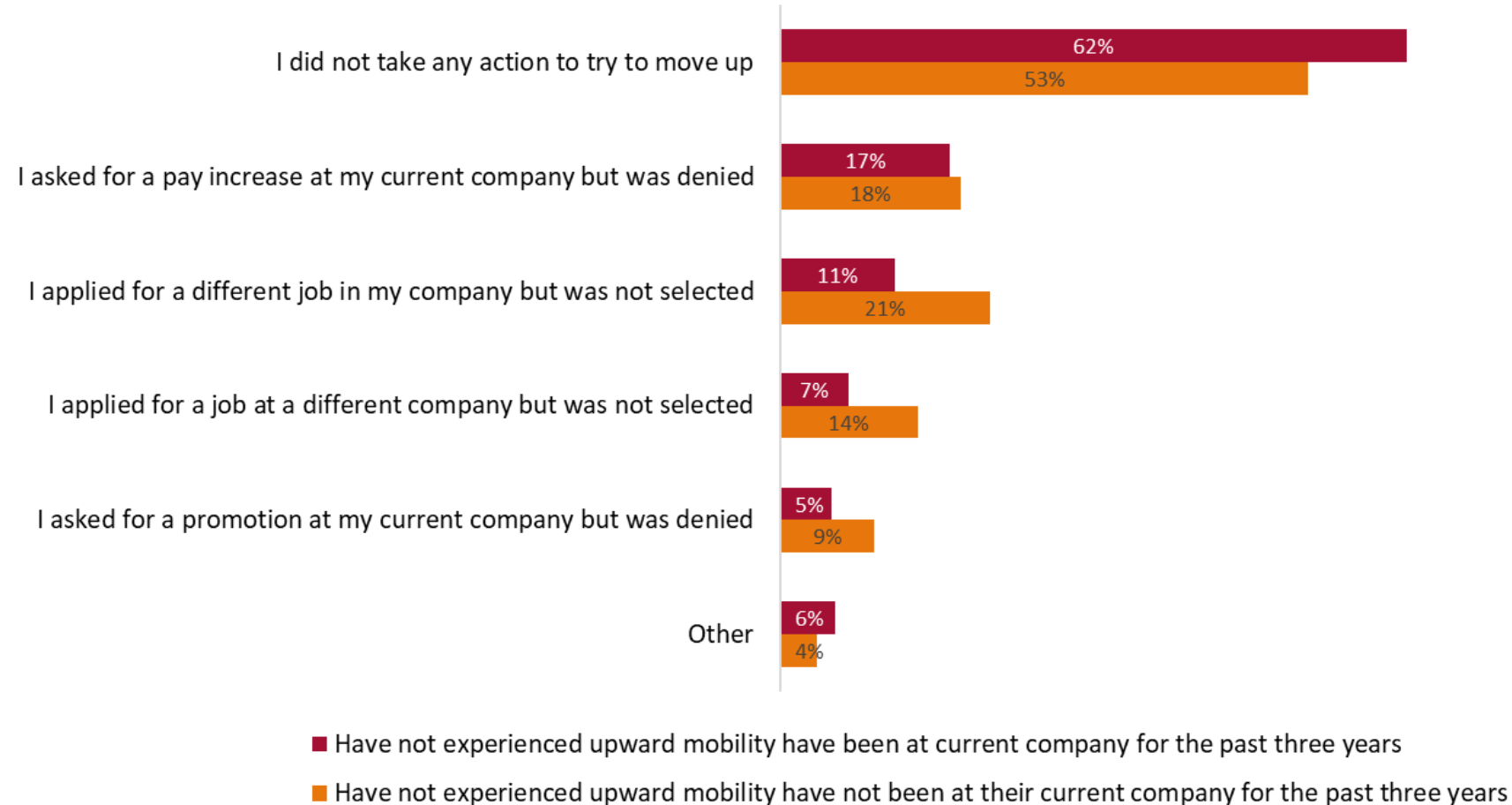


■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree
■ Does not apply

Section F

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.

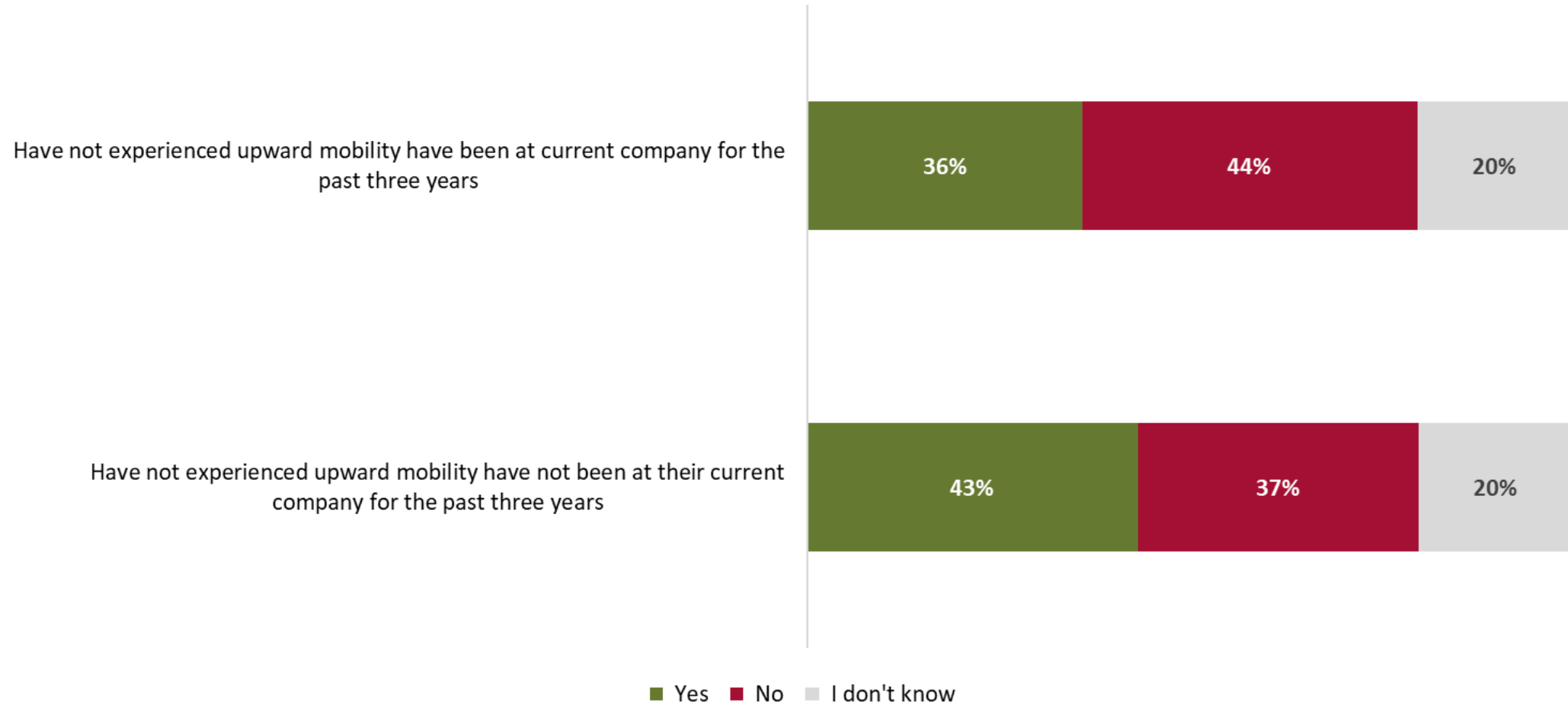
F2: What action did you take to try to move up in your career over the past three years?



Section F

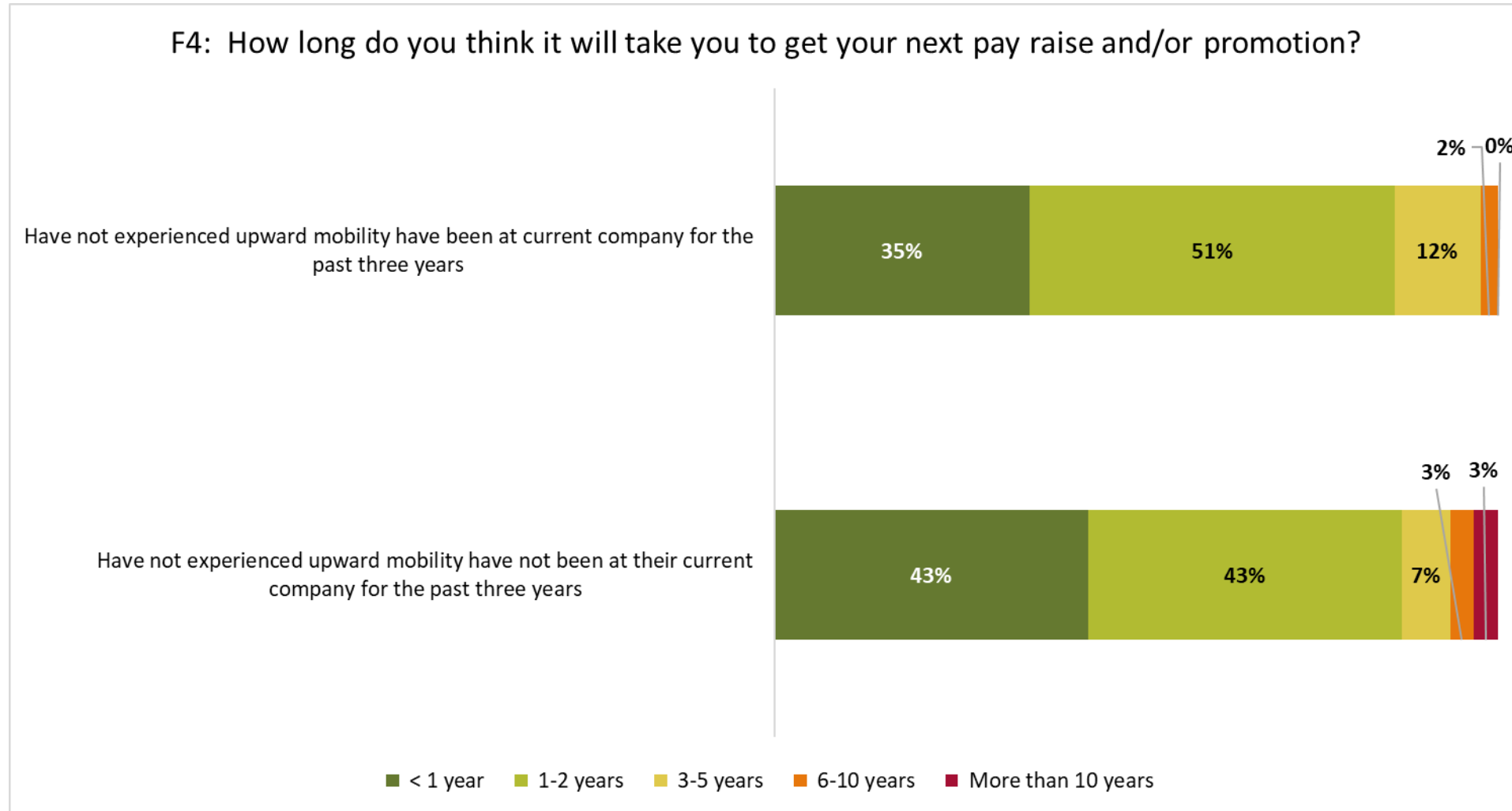
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



Section F

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.

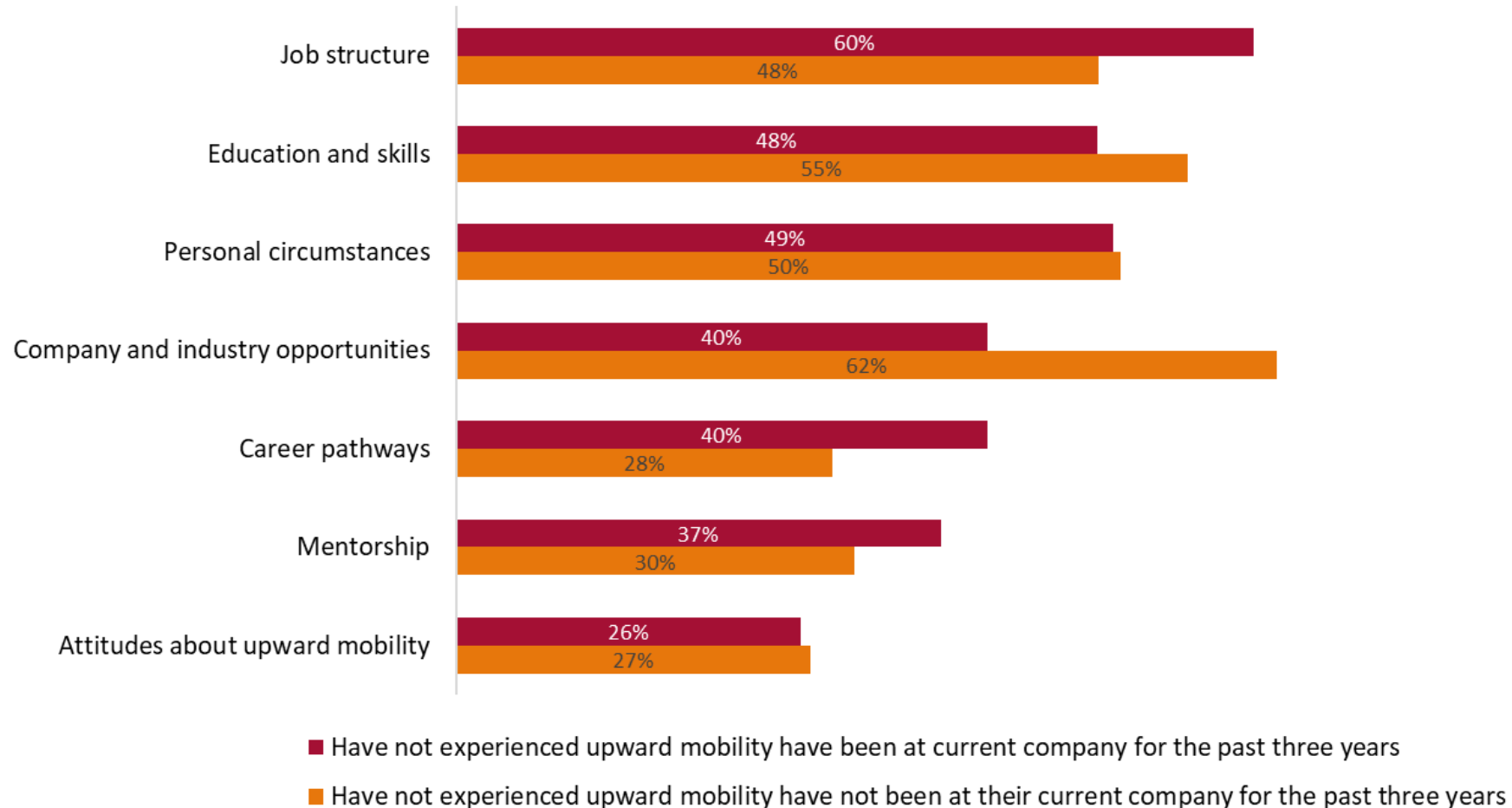


Note: Only respondents who expect upward mobility in the future answered this question.

Section F

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?

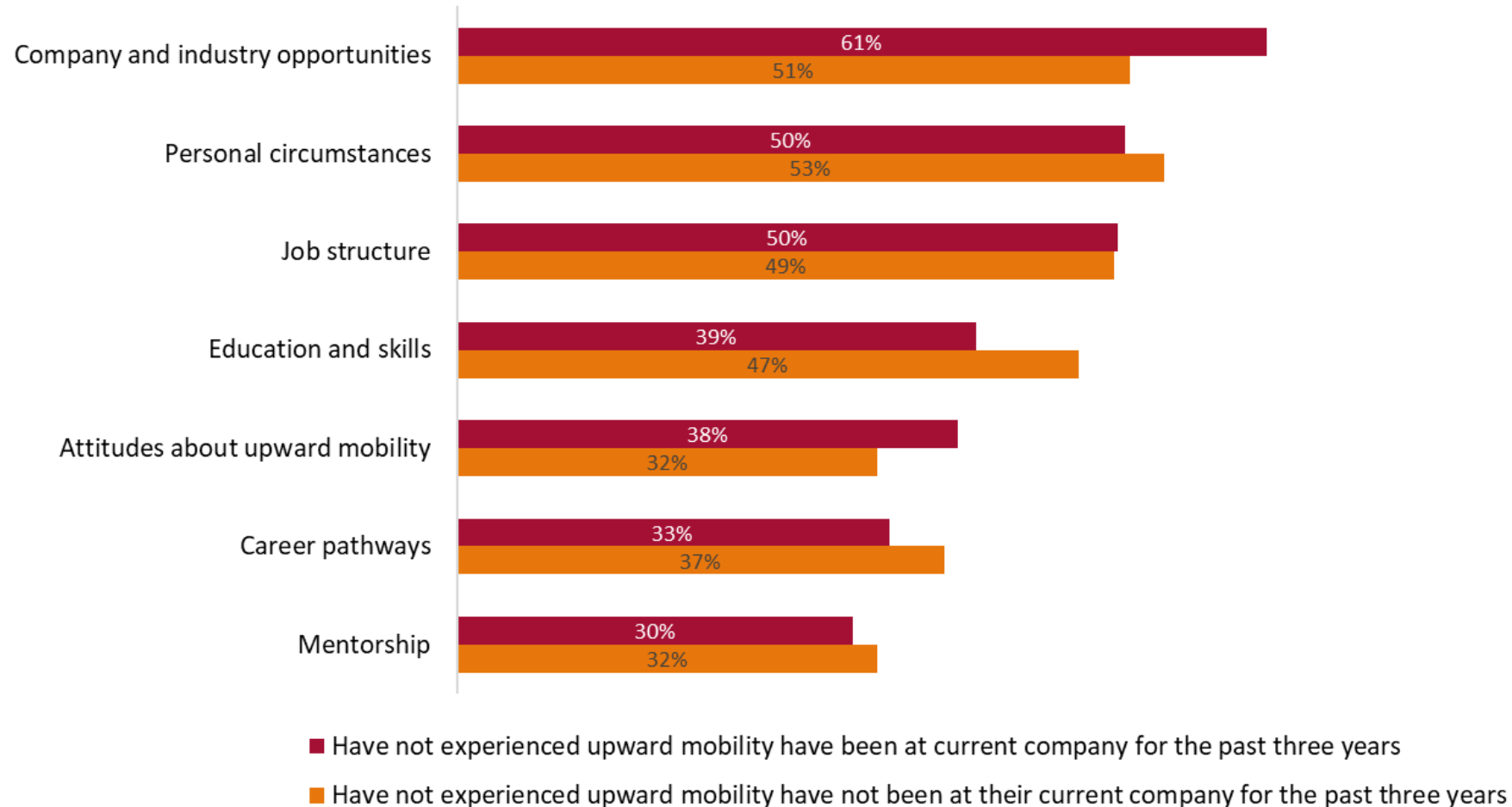


Note: Only respondents who expect upward mobility in the future answered this question.

Section F

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.

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



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

Section G

Contributors

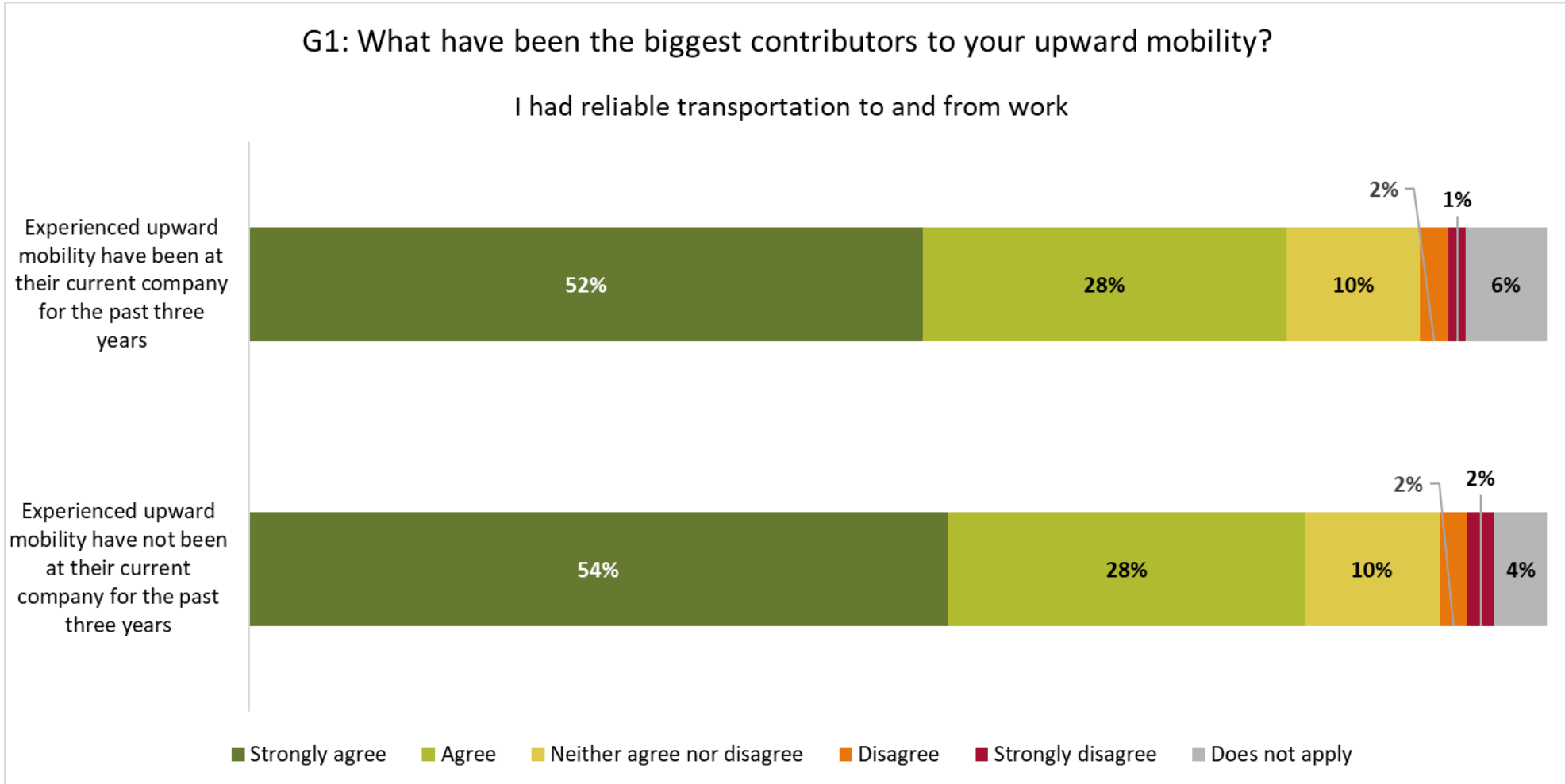
Only shown to those who DID achieve upward mobility in the last three years.

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

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.



Section G

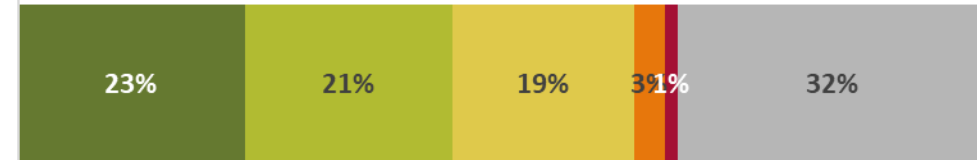
Personal circumstances

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.

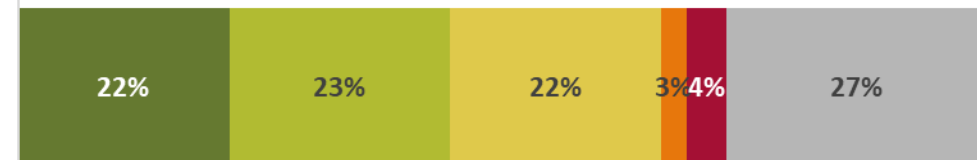
G1: What have been the biggest contributors to your upward mobility?

I had reliable caregiving options for looking after family

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

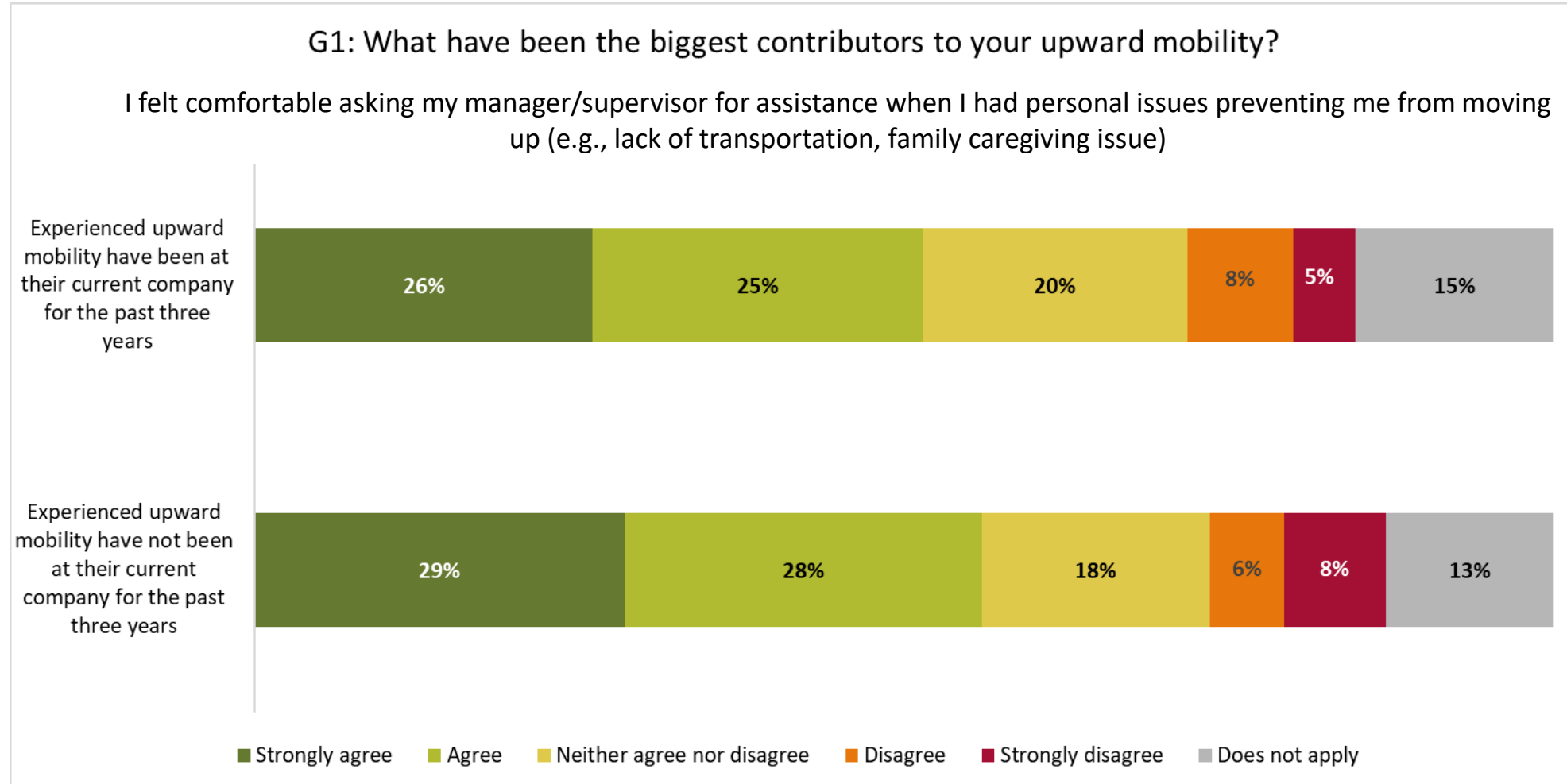


■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

Section G

Personal circumstances

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Section G

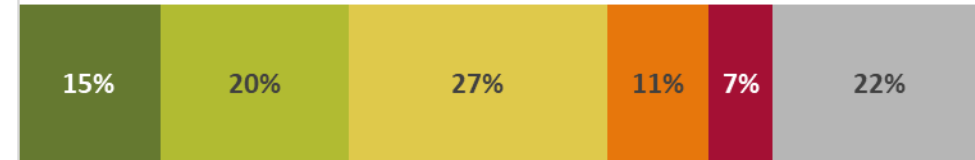
Personal circumstances

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.

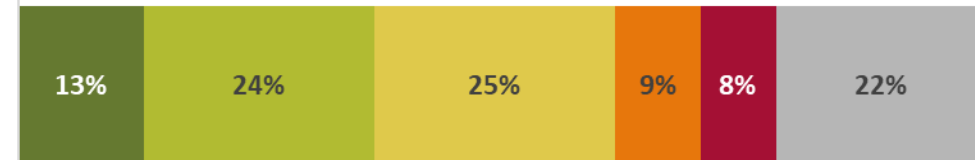
G1: What have been the biggest contributors to your upward mobility?

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



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

Section G

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?

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



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

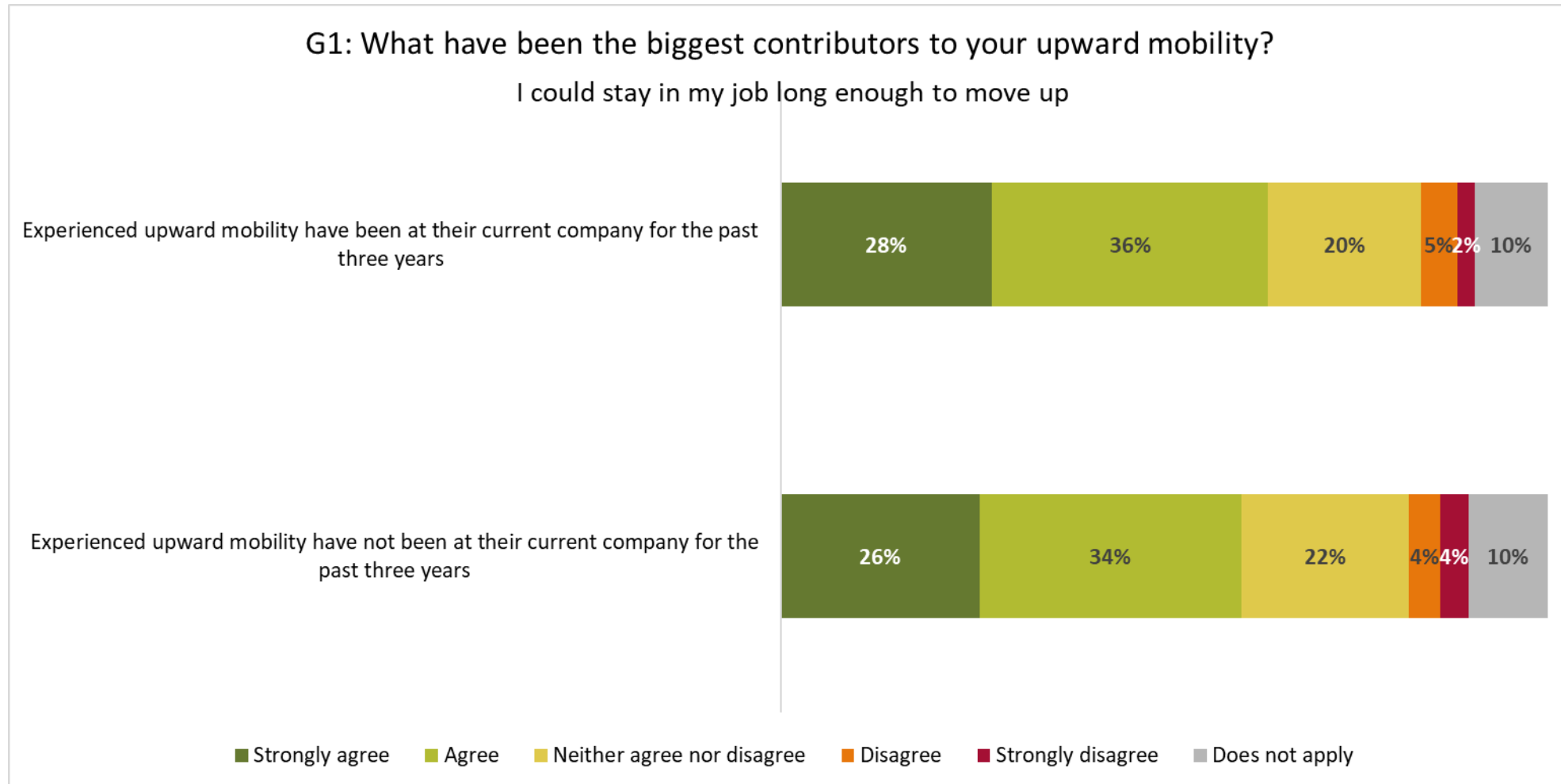


■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Does not apply

Section G

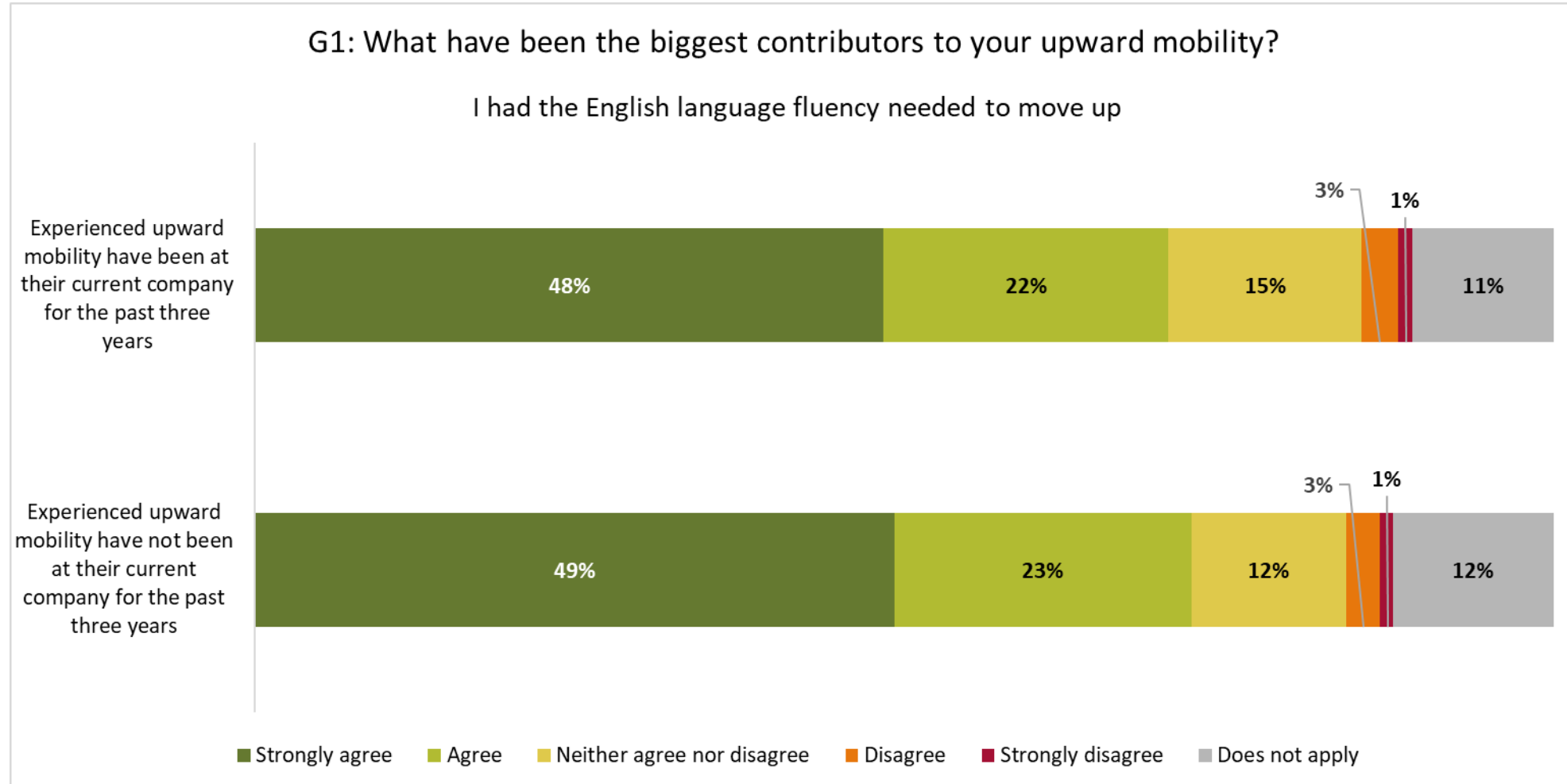
Personal circumstances

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.



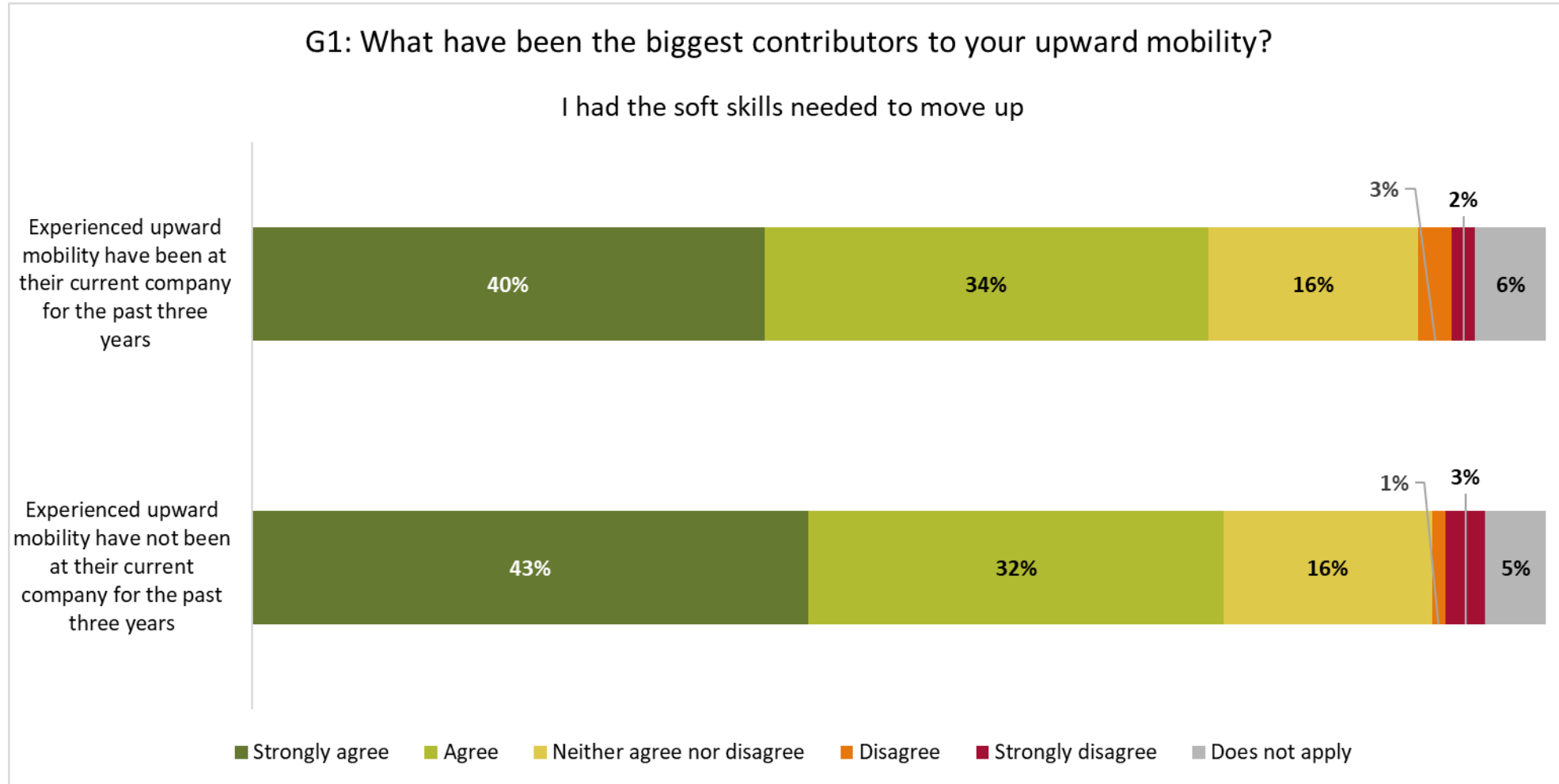
Section G *Education and skills*

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.



Section G *Education and skills*

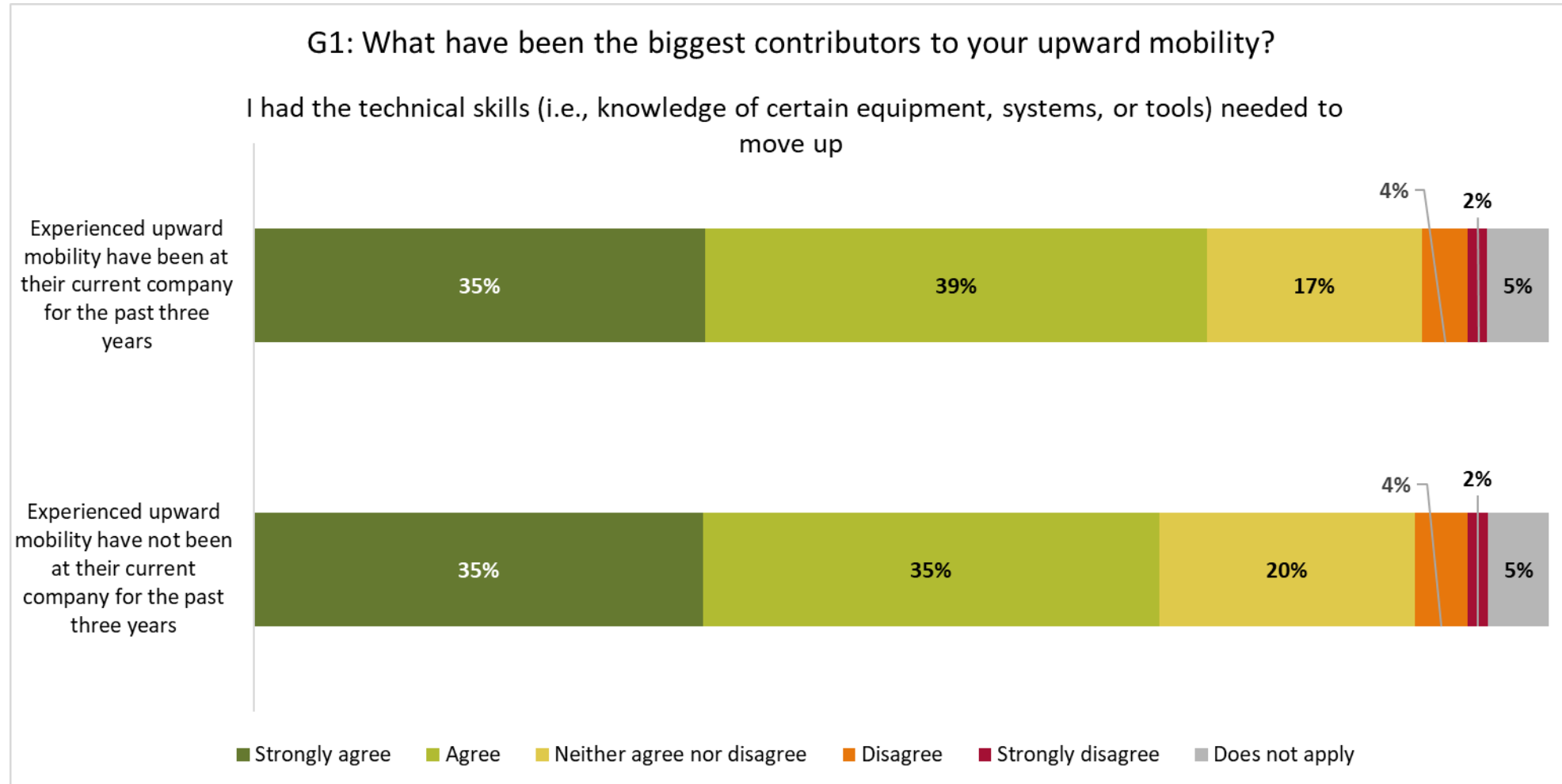
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Education and skills

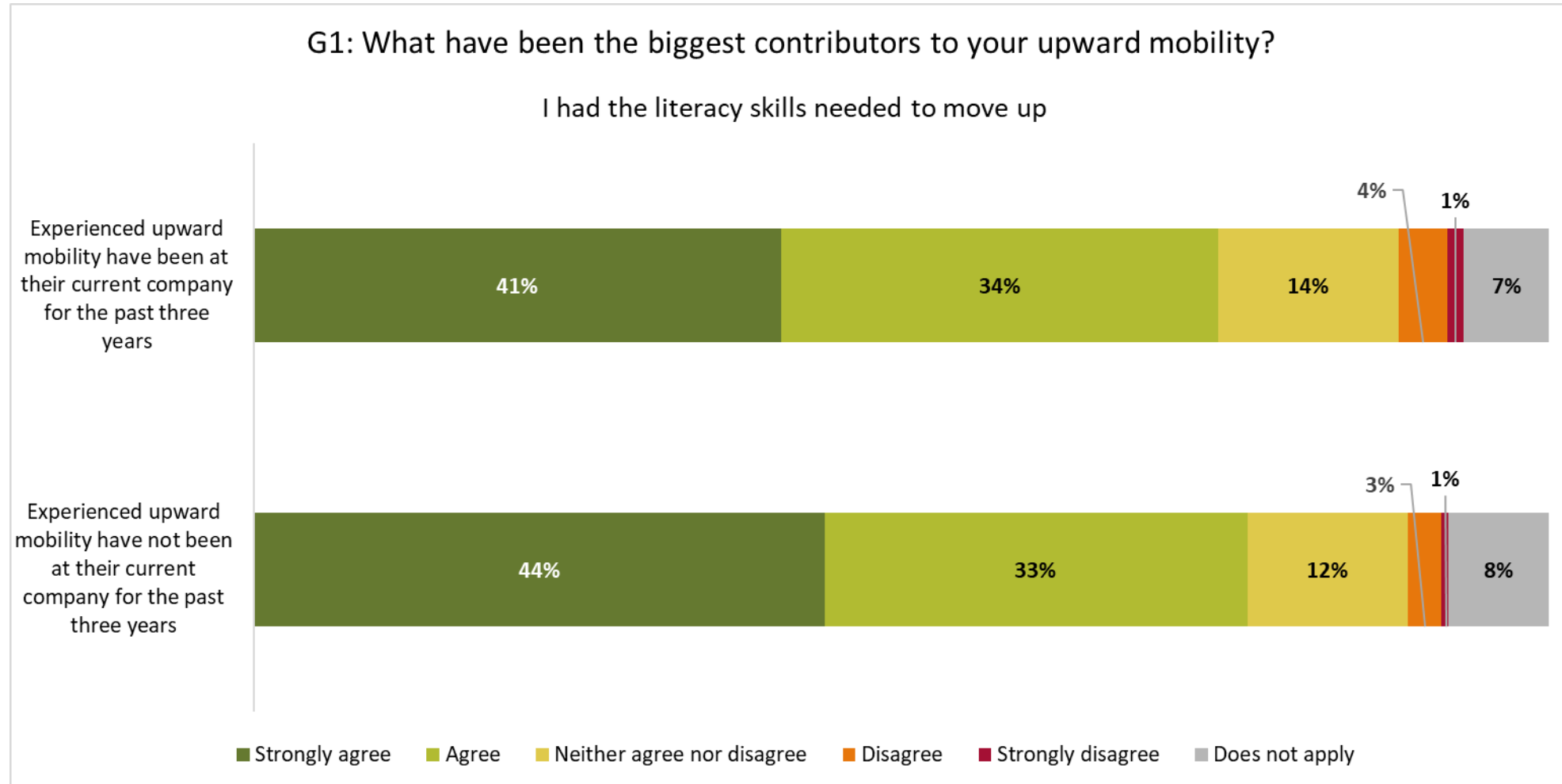
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Education and skills

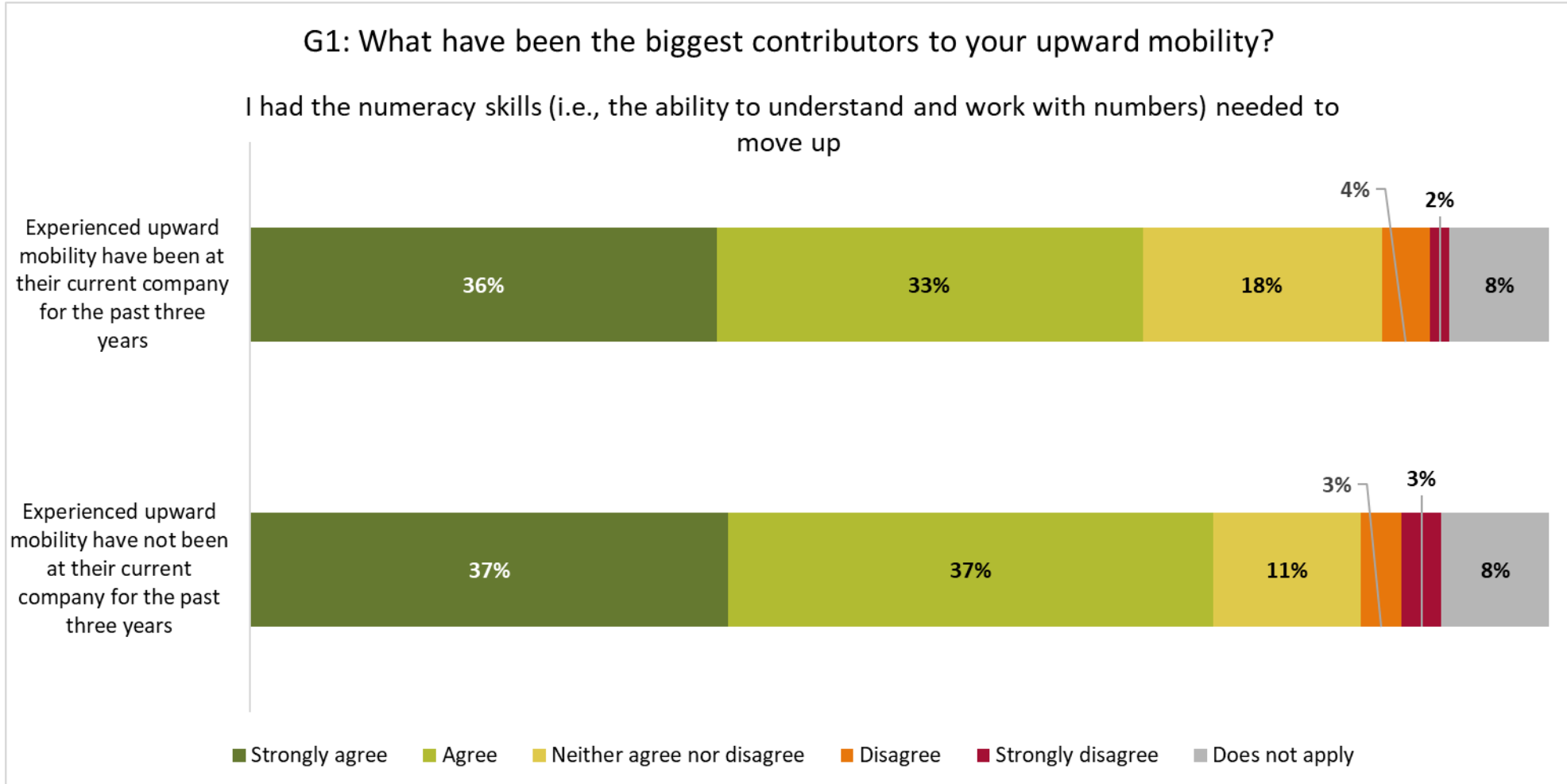
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Section G

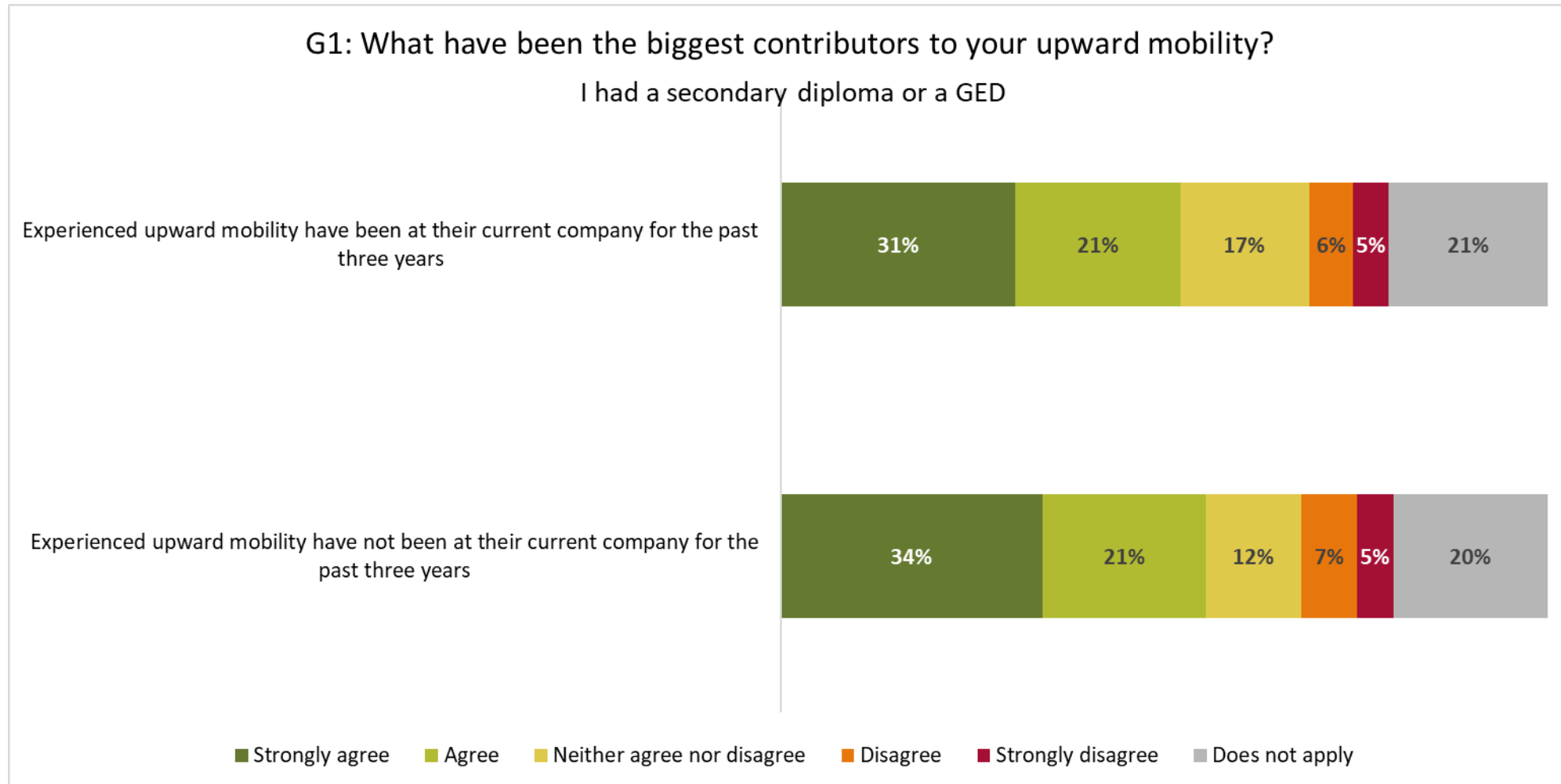
Education and skills

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.



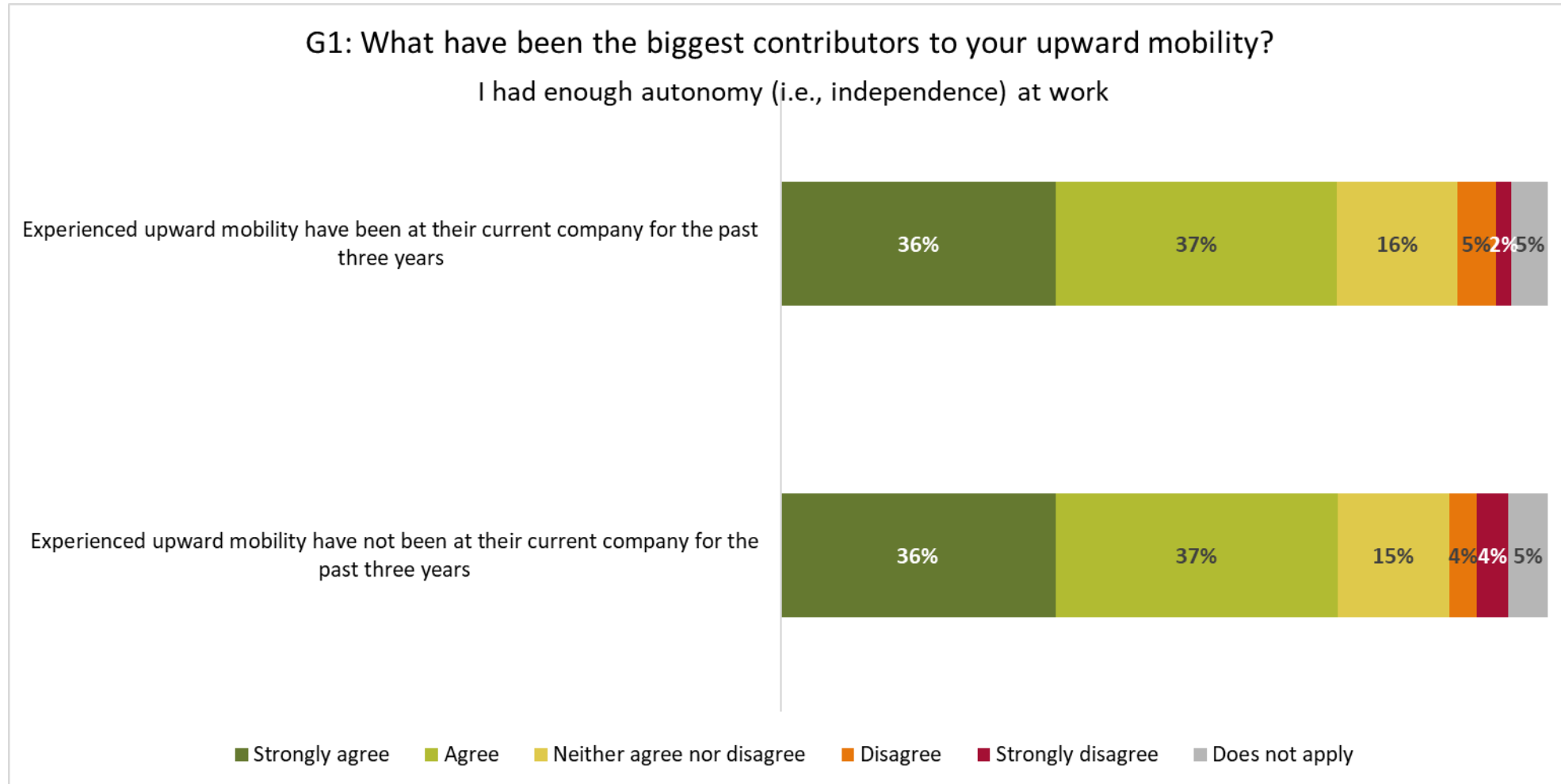
Section G *Education and skills*

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.



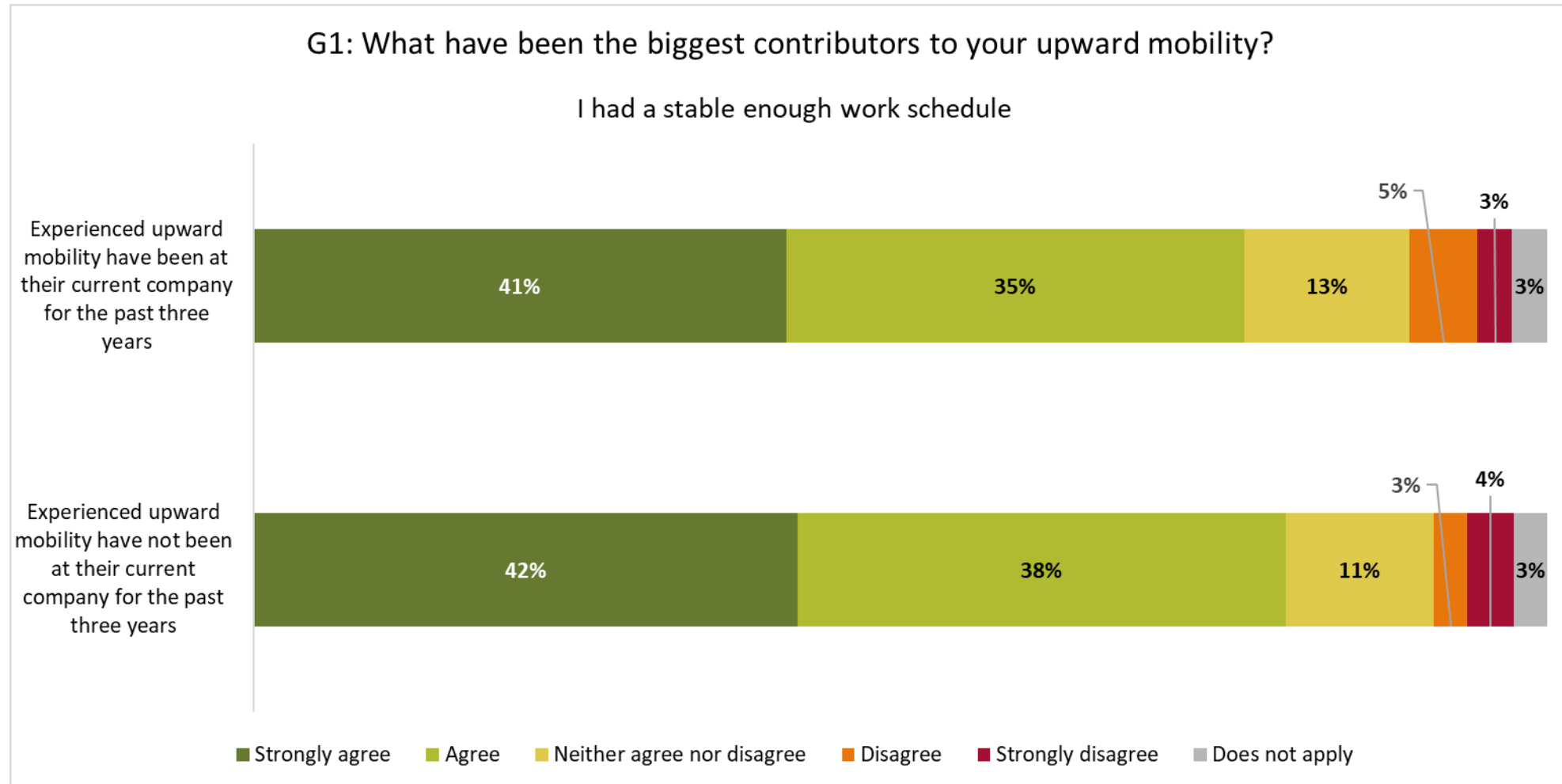
Section G *Job structure*

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.



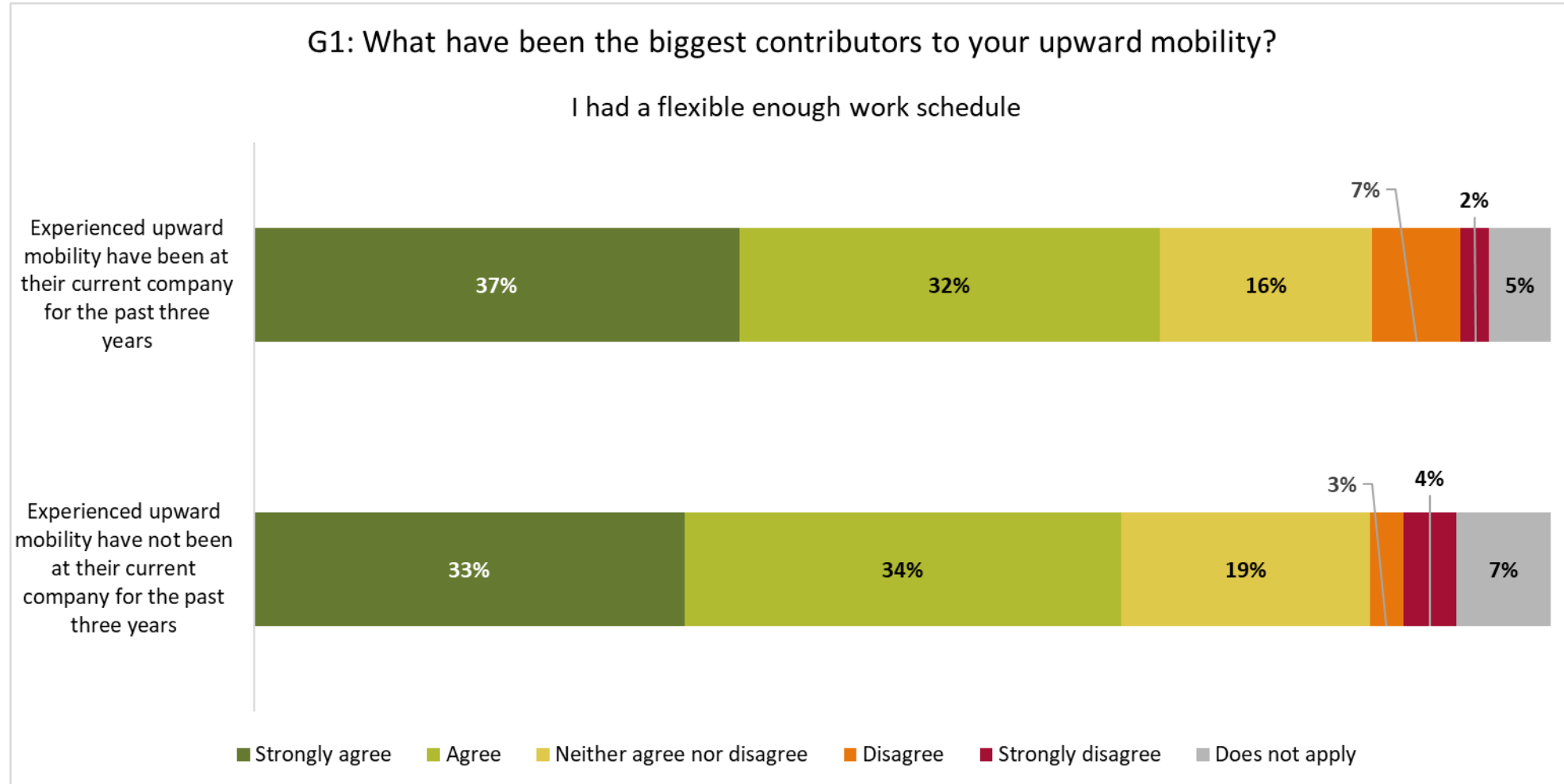
Section G *Job structure*

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.



Section G Job structure

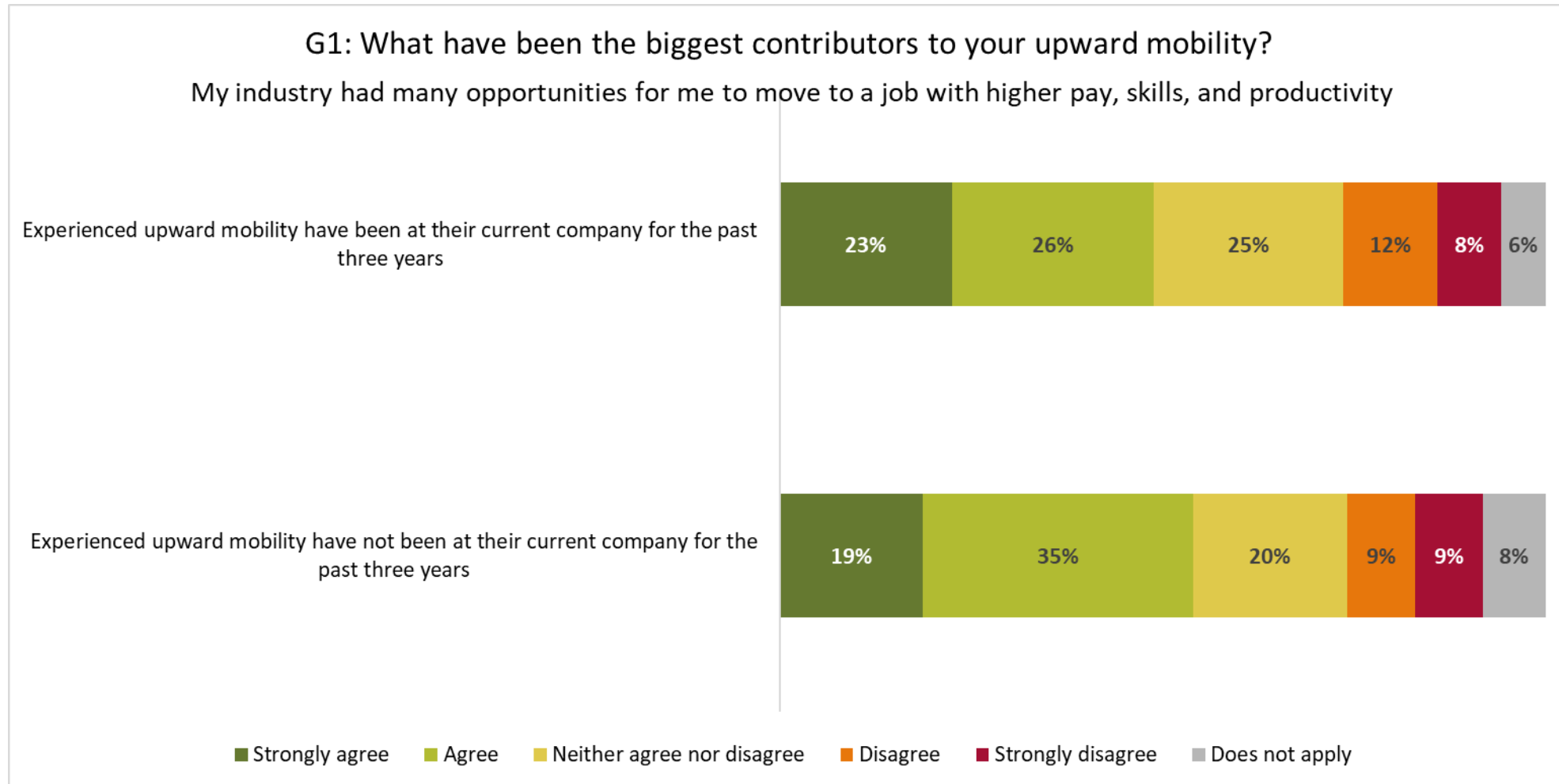
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

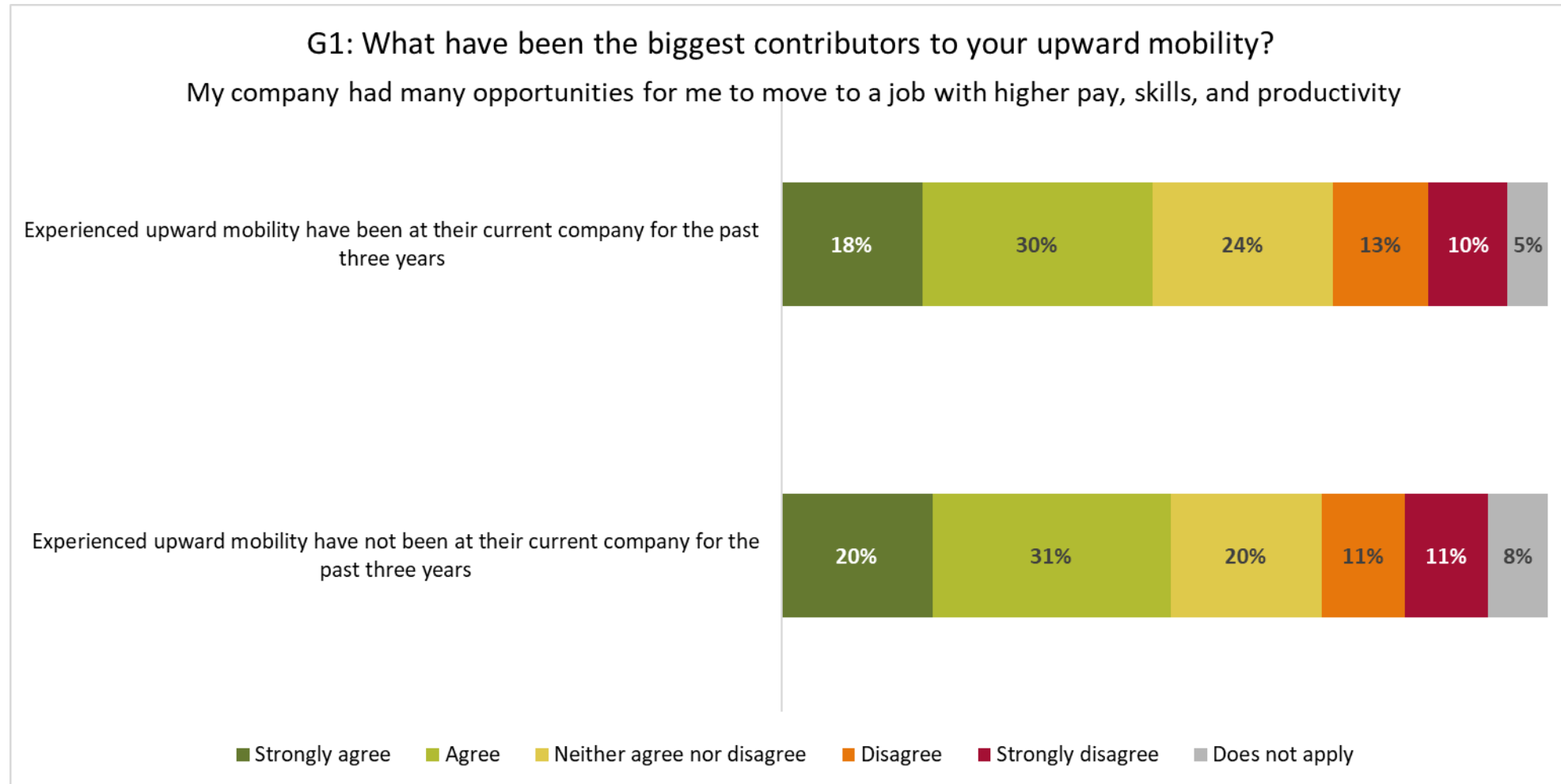
Company and industry opportunities

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.



Section G
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.



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?

I had a role model or mentor at 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



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not 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.

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

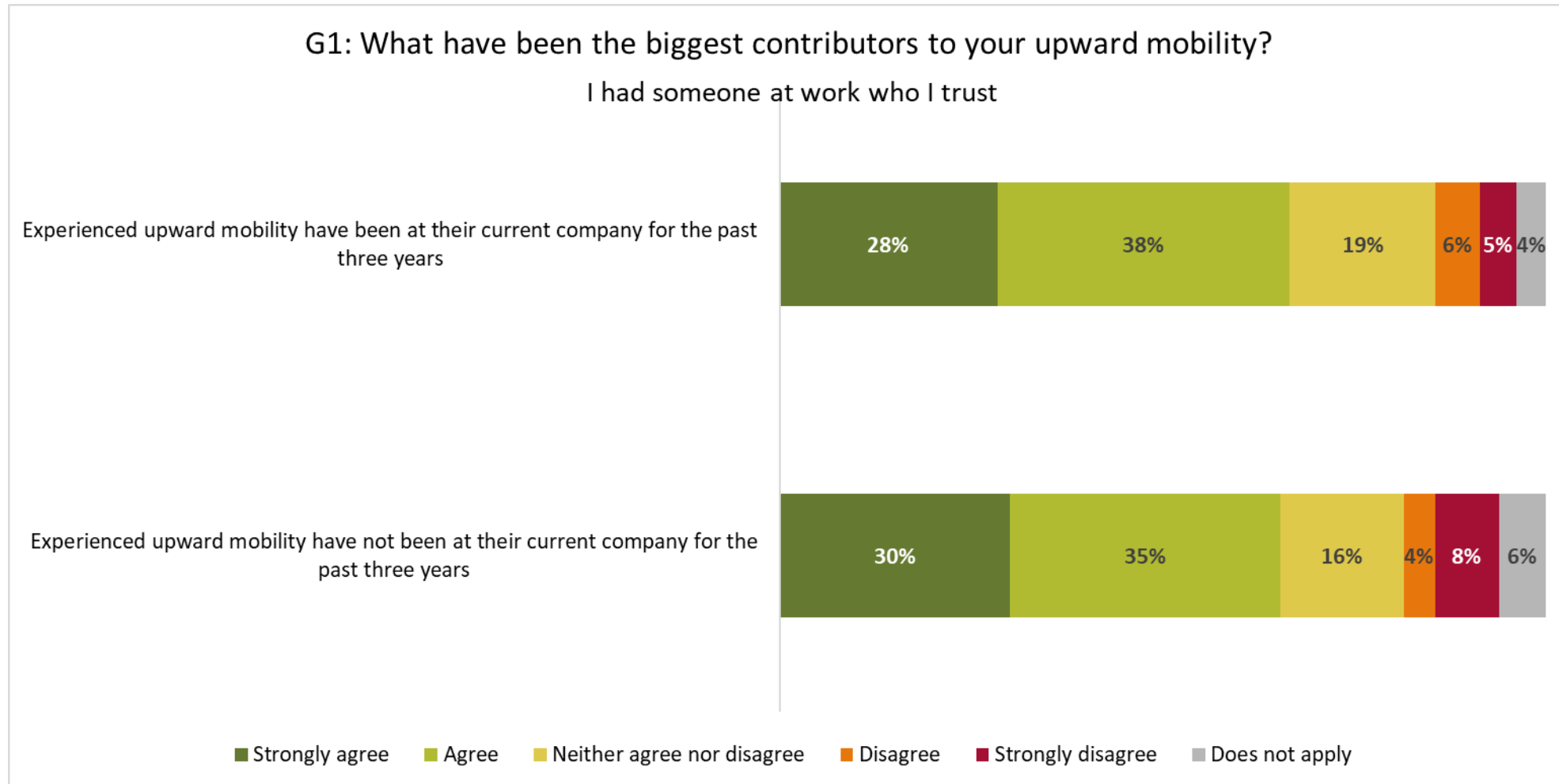


Experienced upward mobility have not been at their current company for the past three years



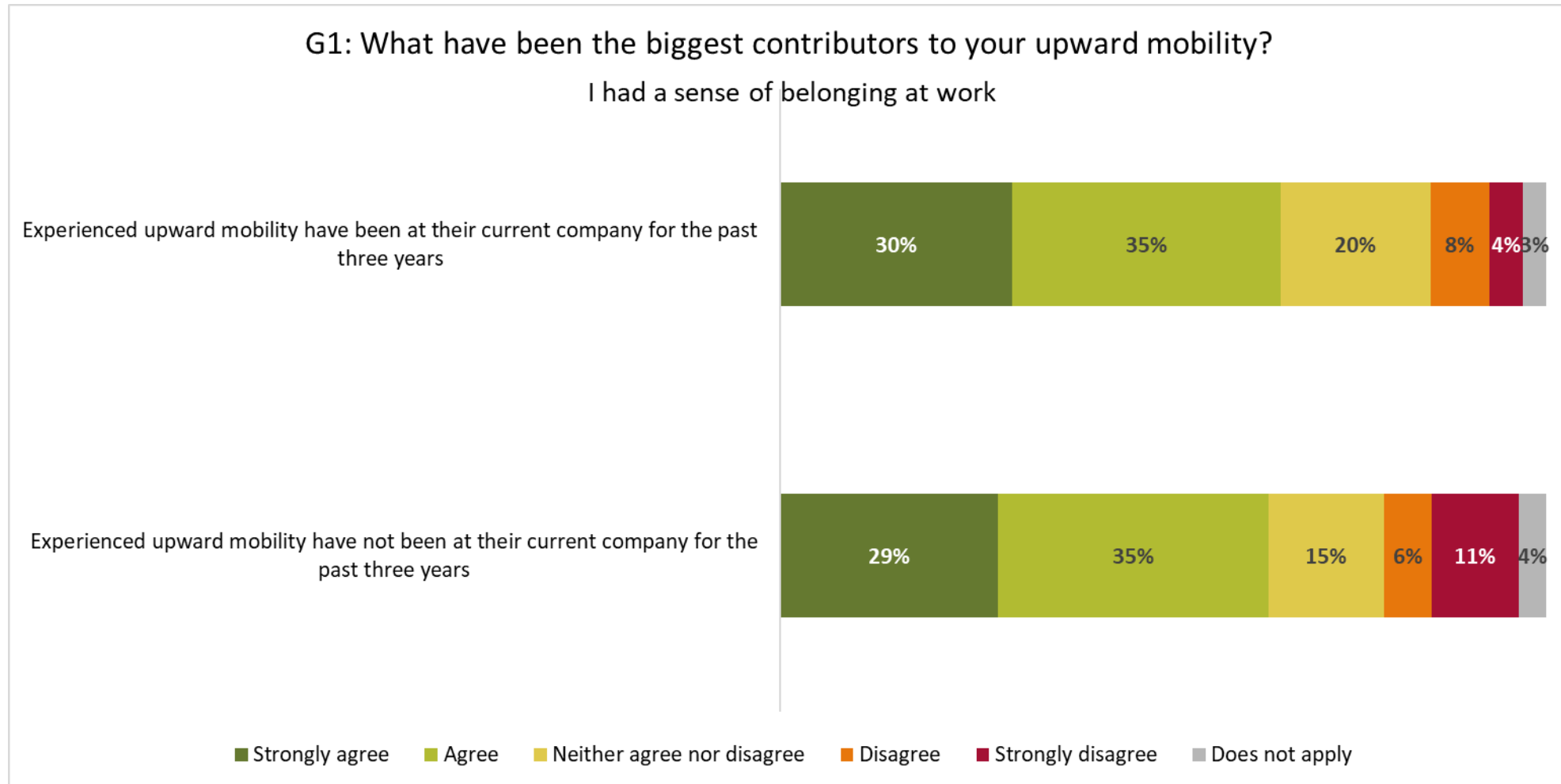
■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Does not apply

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.

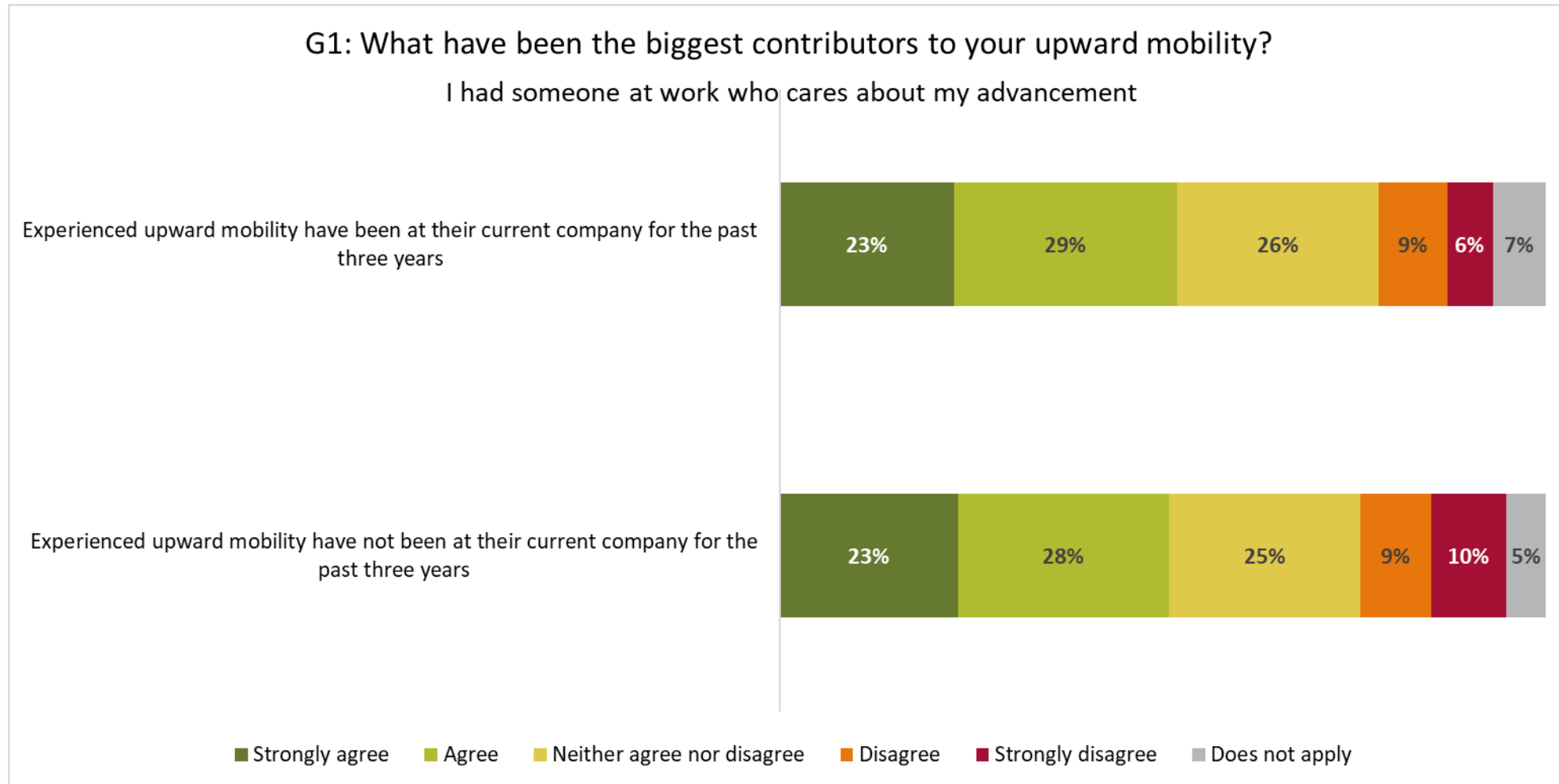


Section G Mentorship

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.

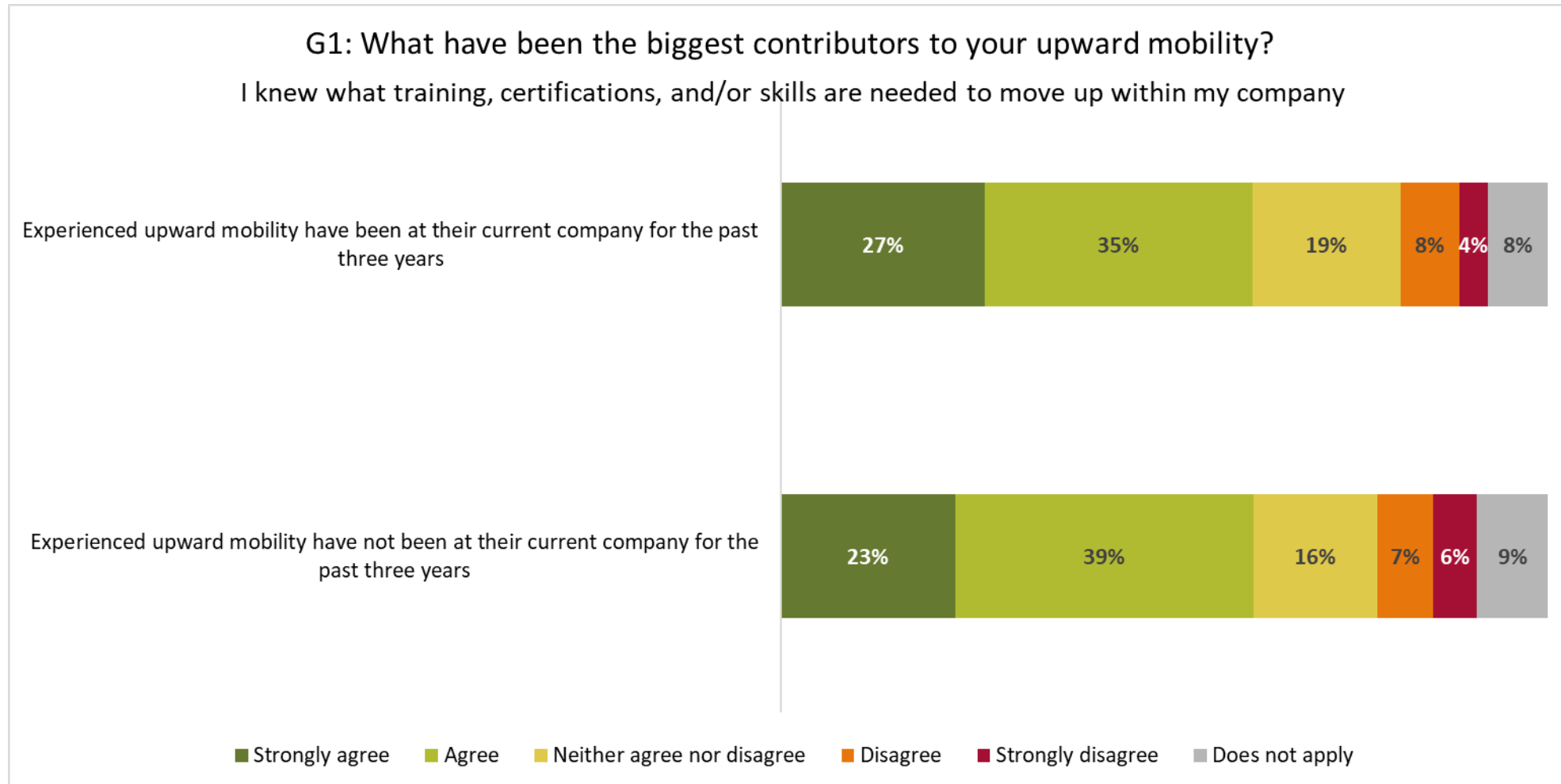


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G 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.



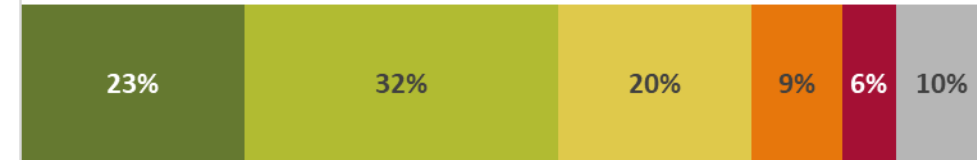
Section G Career pathways

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.

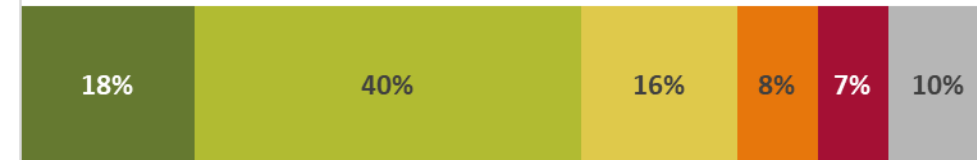
G1: What have been the biggest contributors to your upward mobility?

I knew how to get the training, certifications, and/or skills needed to move up within my company

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



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

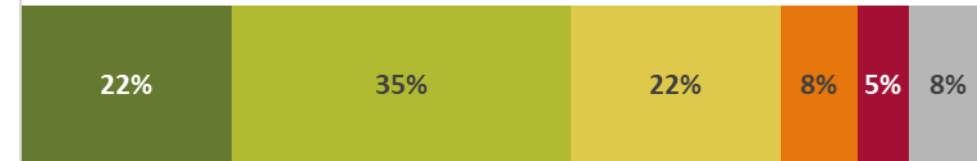
Section G Career pathways

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.

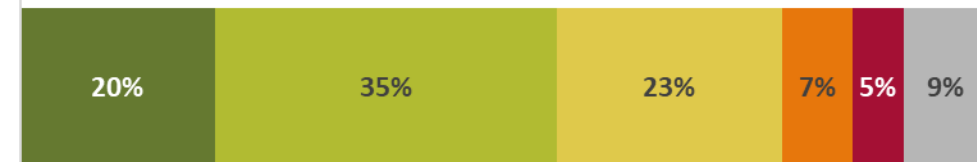
G1: What have been the biggest contributors to your upward mobility?

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

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



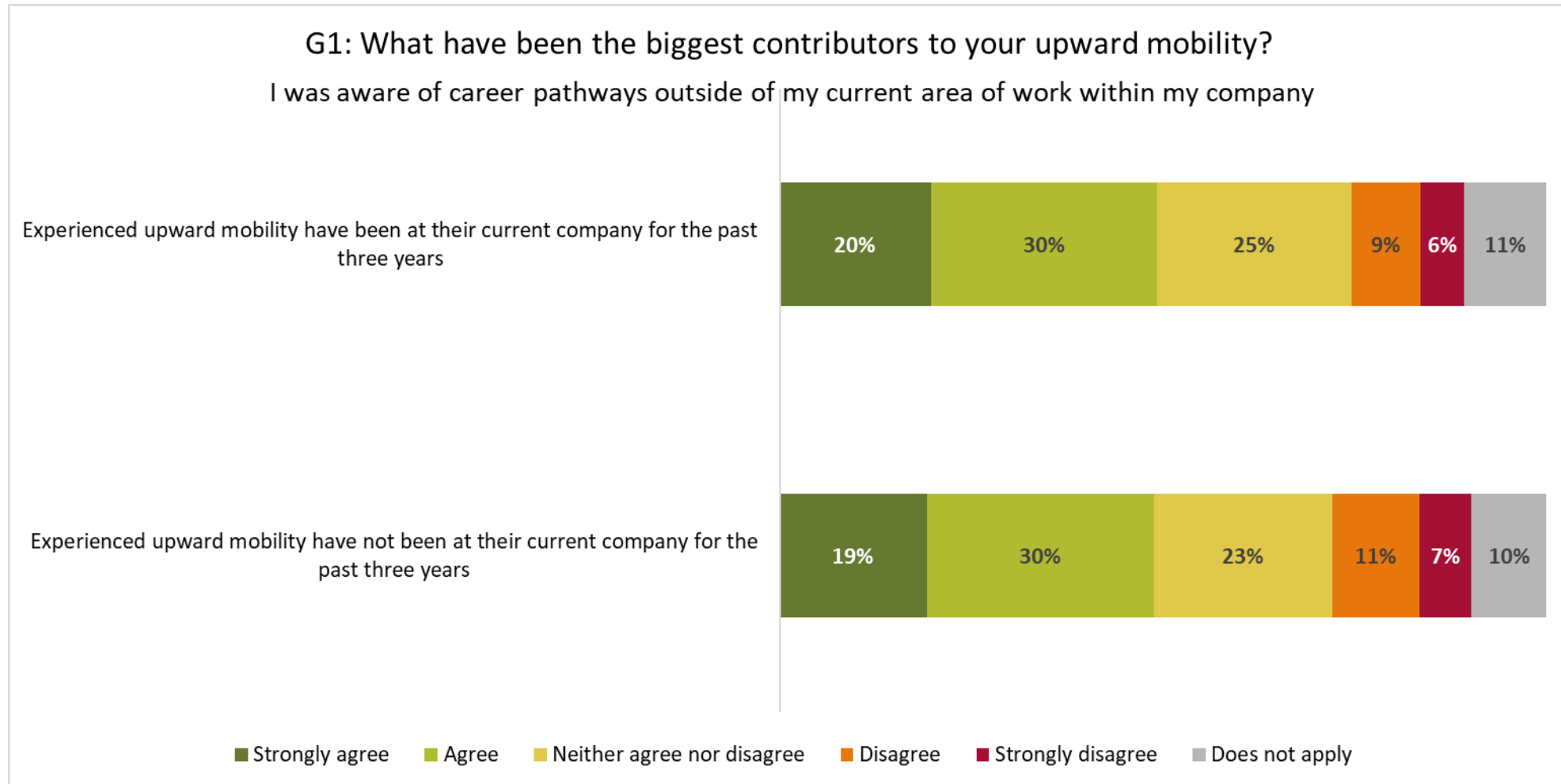
Experienced upward mobility have not been at their current company for the past three years



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

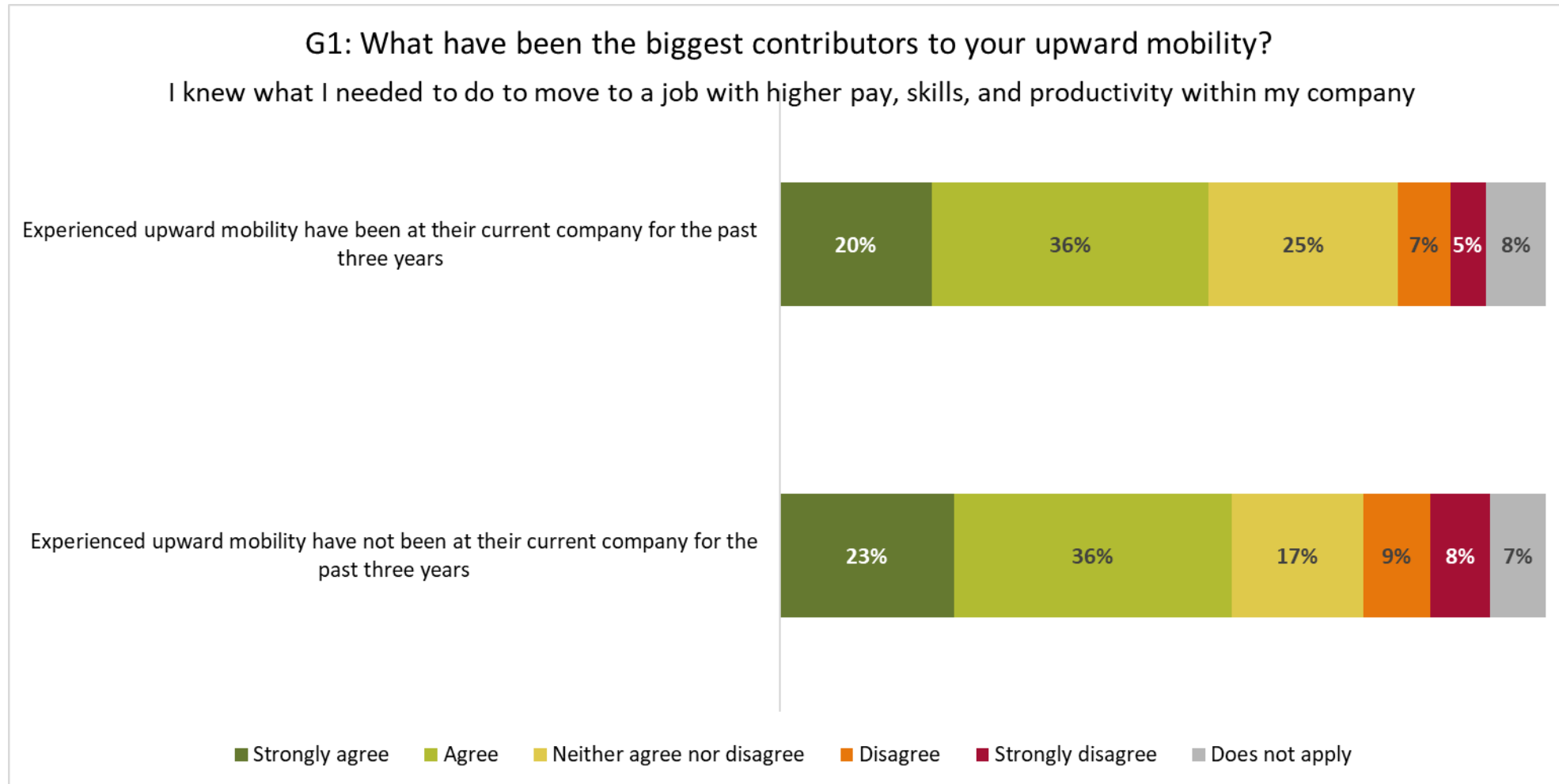
Section G Career pathways

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.



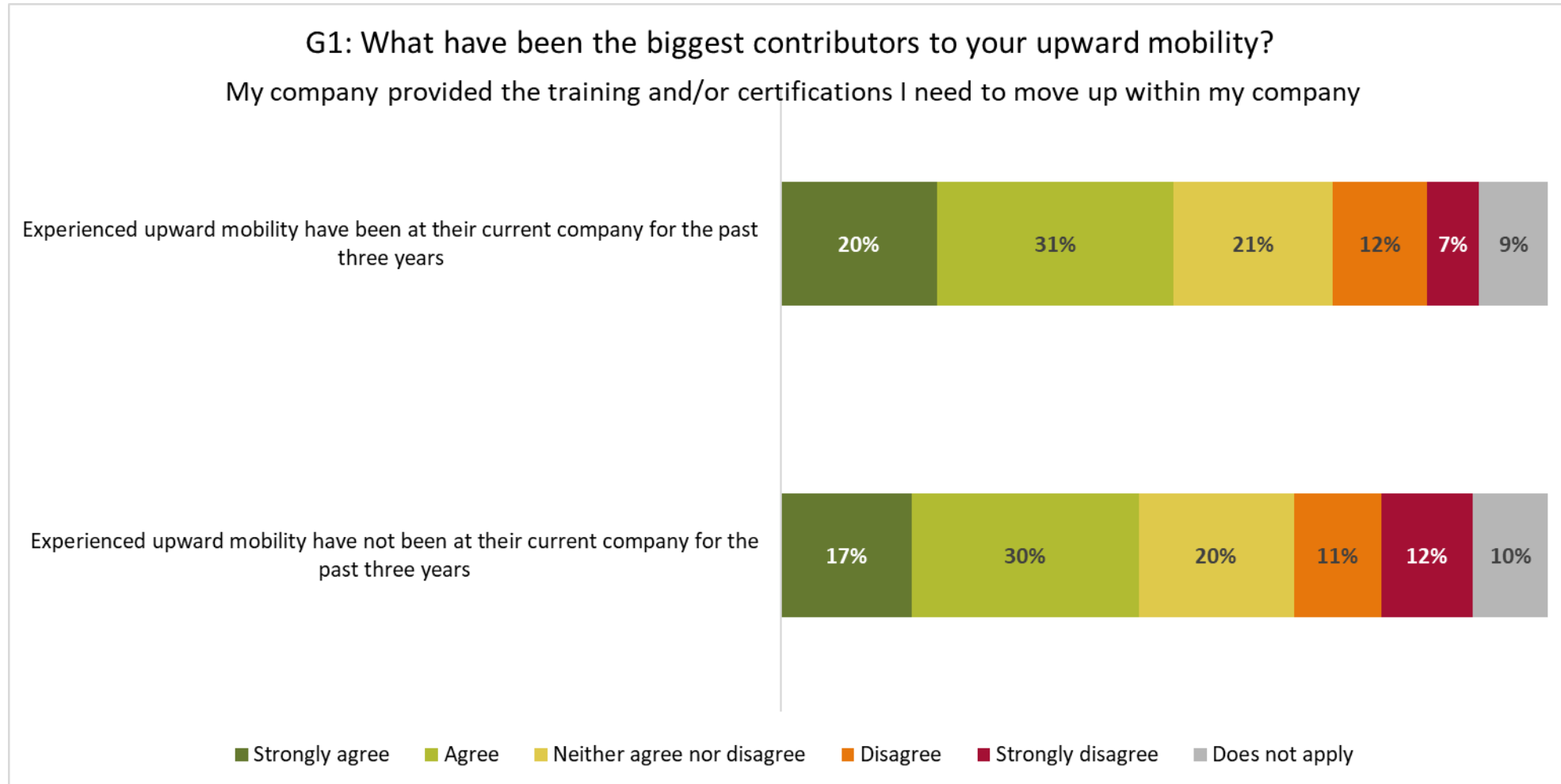
Section G Career pathways

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.



Section G Career pathways

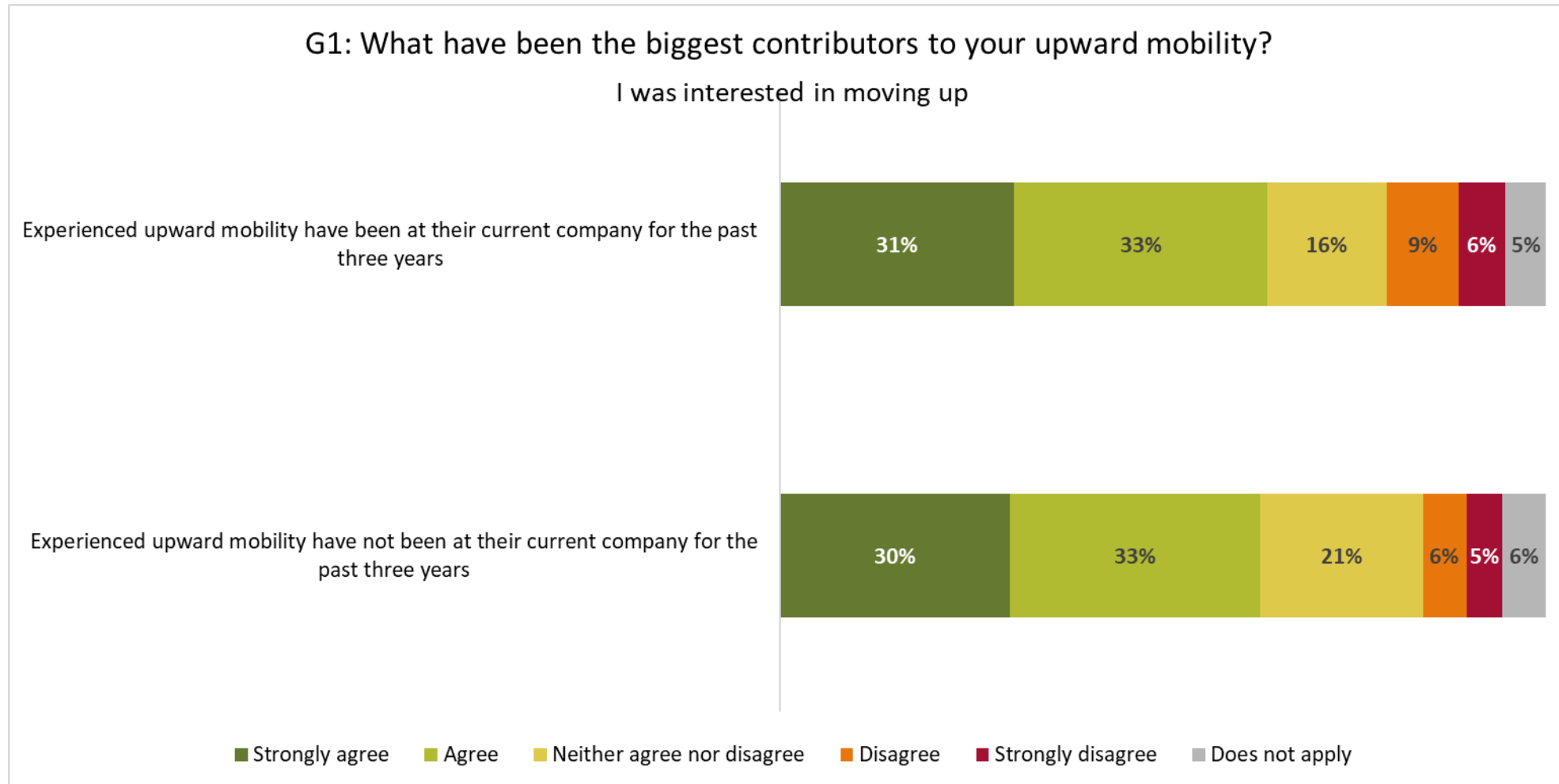
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Attitudes about upward mobility

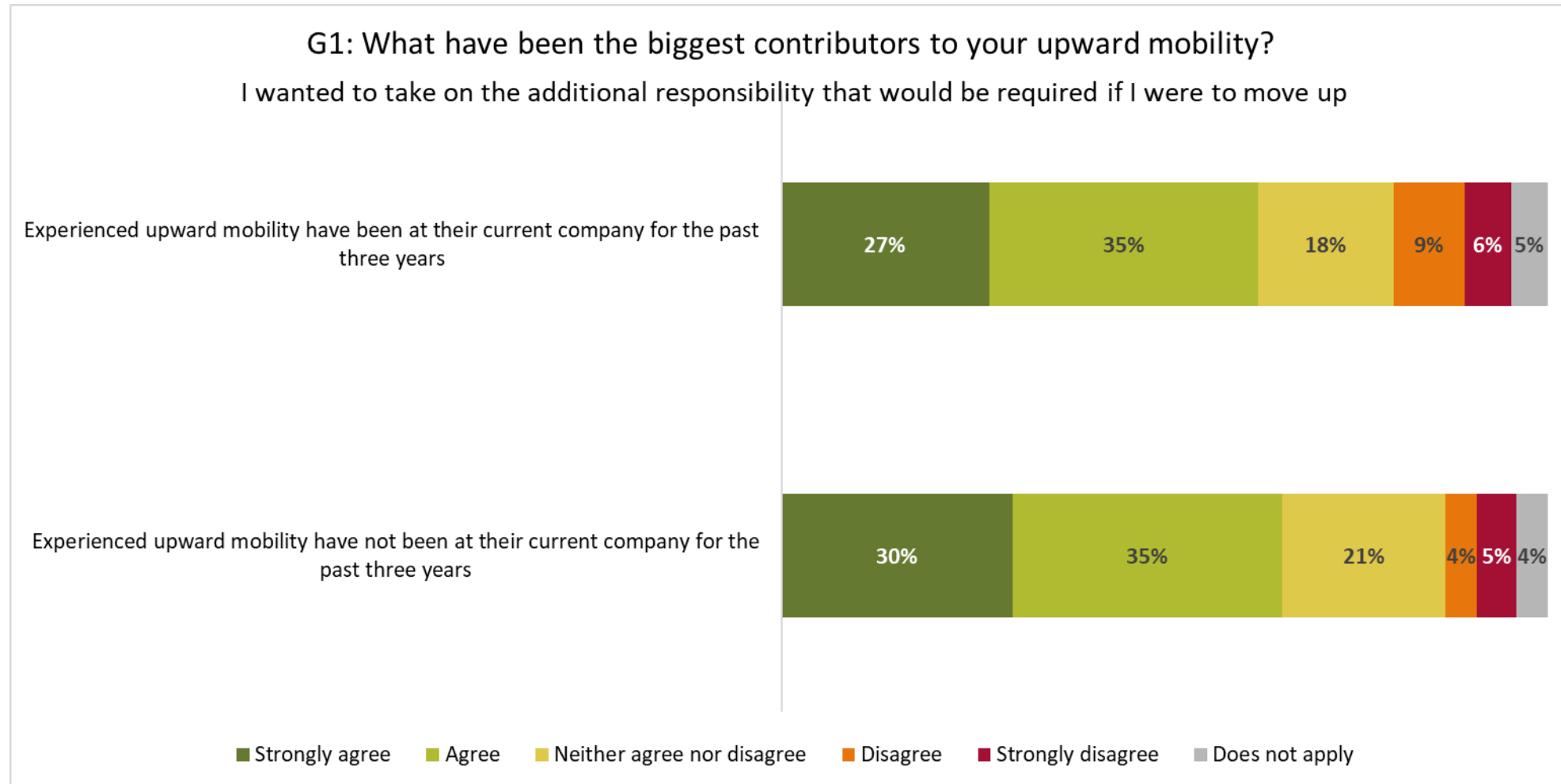
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Attitudes about upward mobility

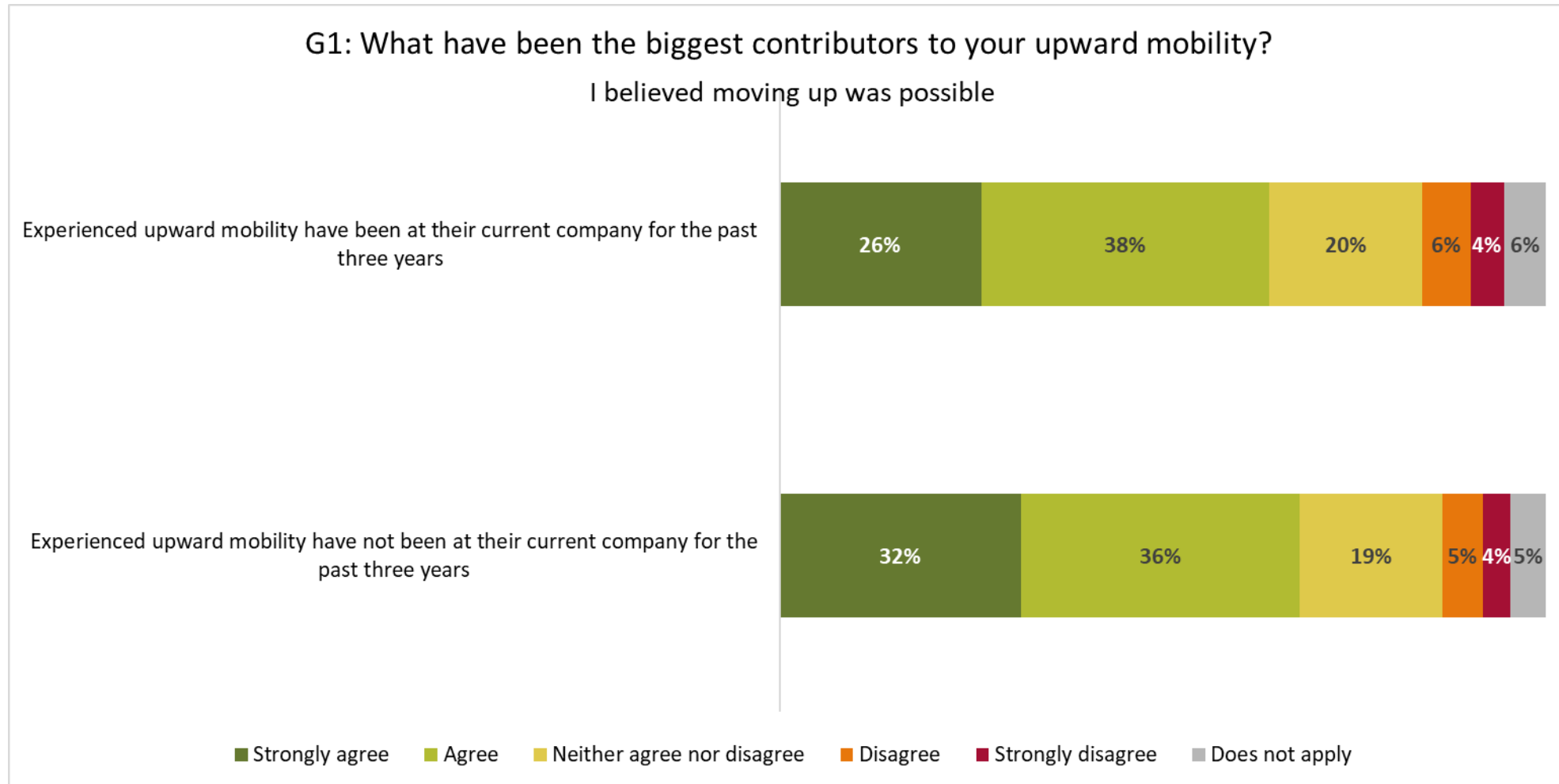
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Attitudes about upward mobility

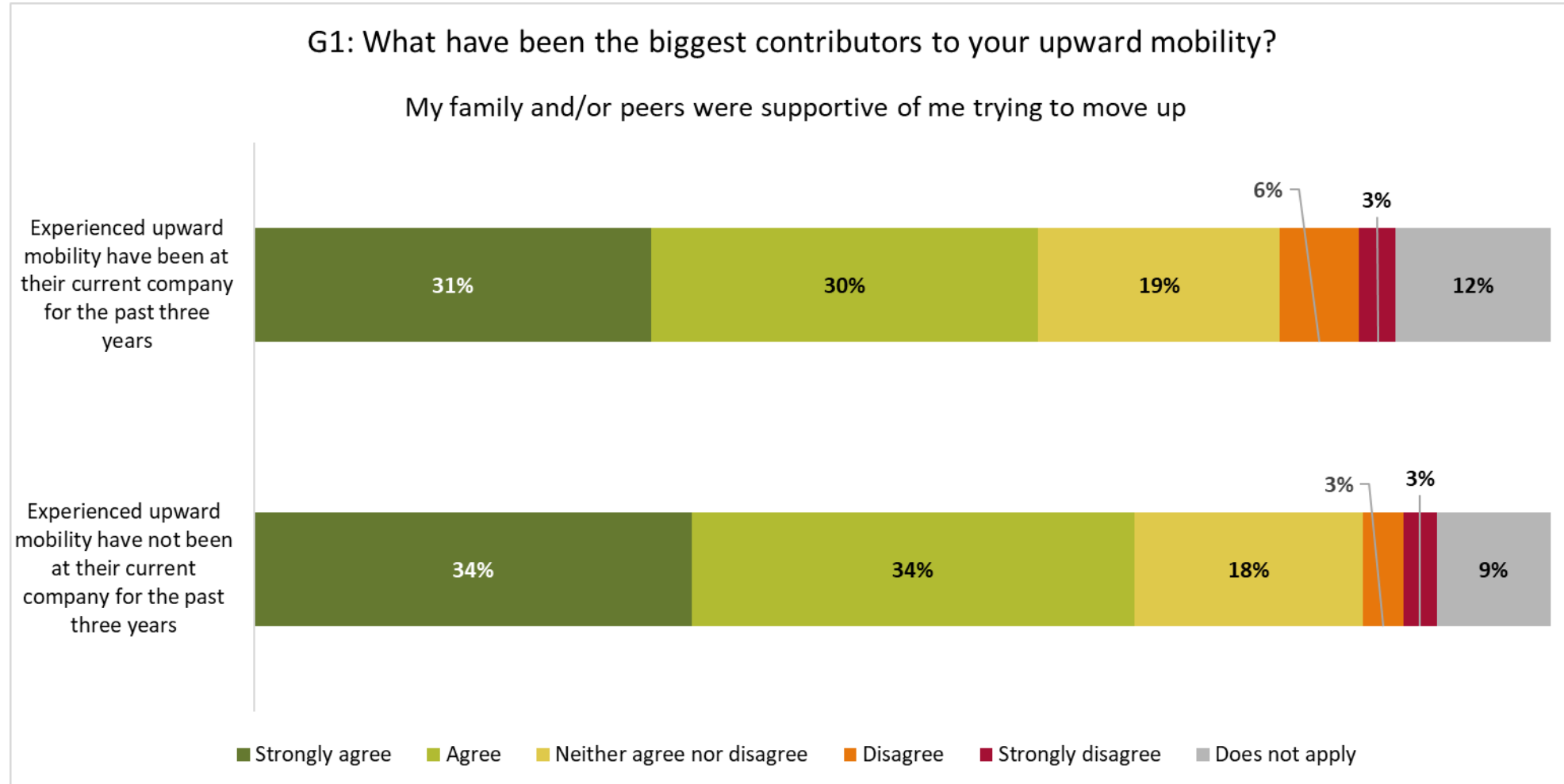
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Attitudes about upward mobility

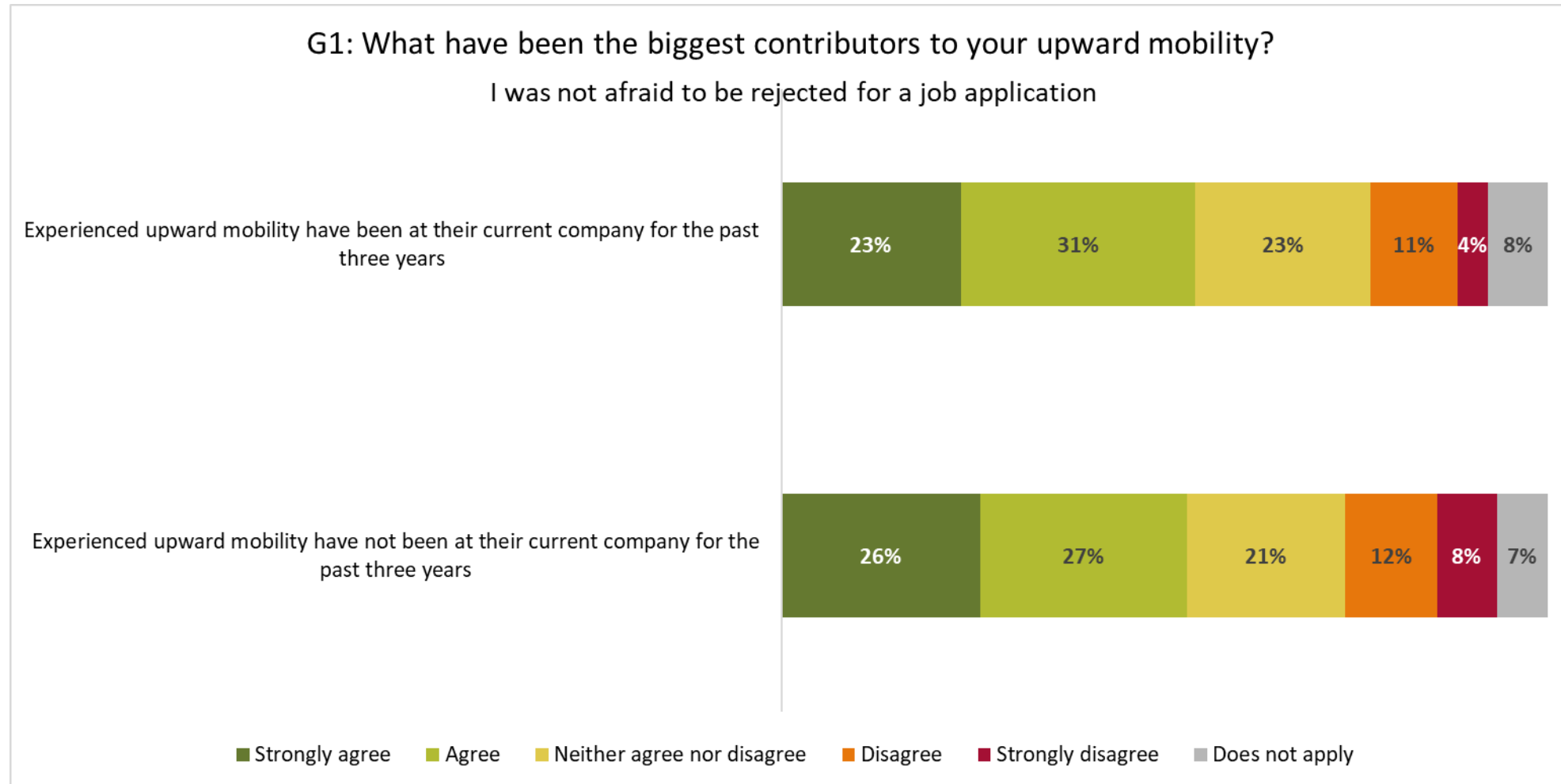
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

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.



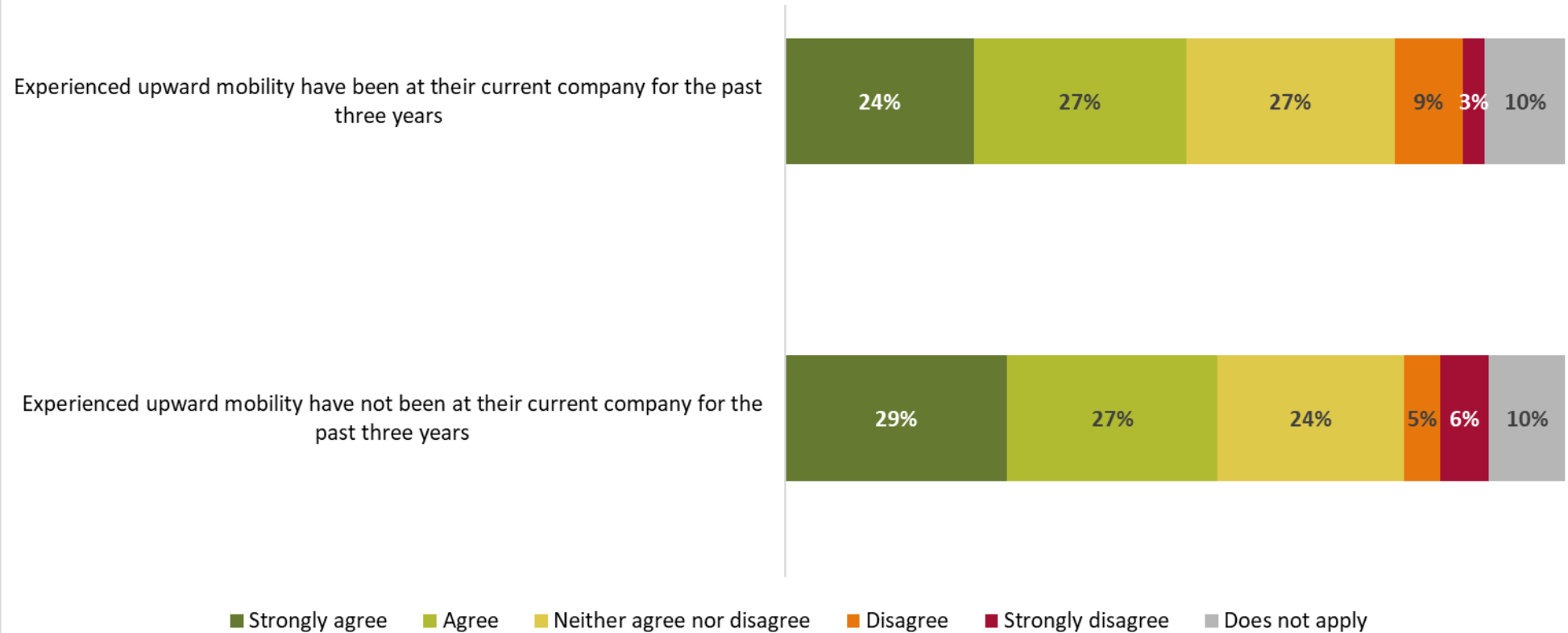
Section G

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?

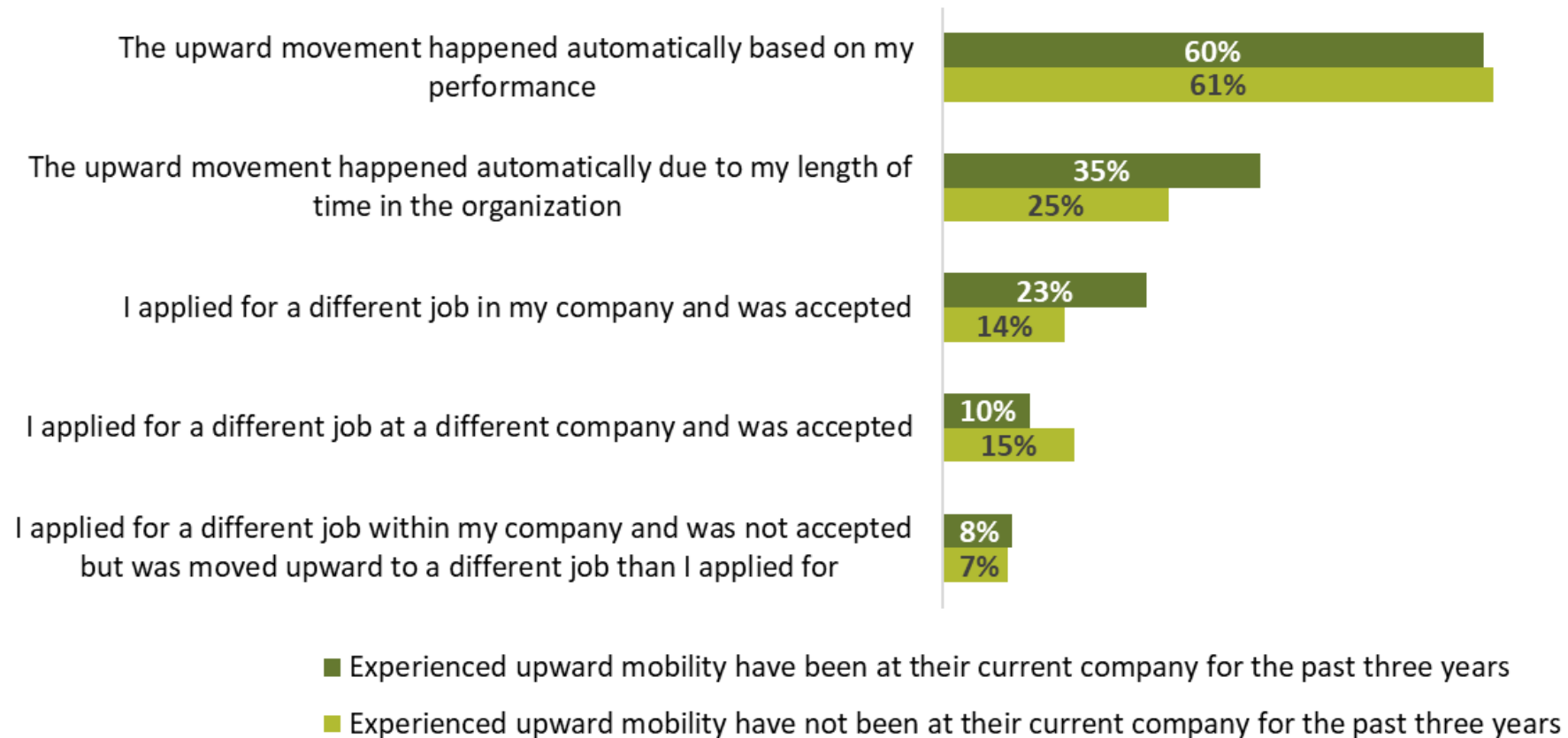
I did not worry that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job



Section G

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?



Section G

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)?

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

54%

27%

20%

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

61%

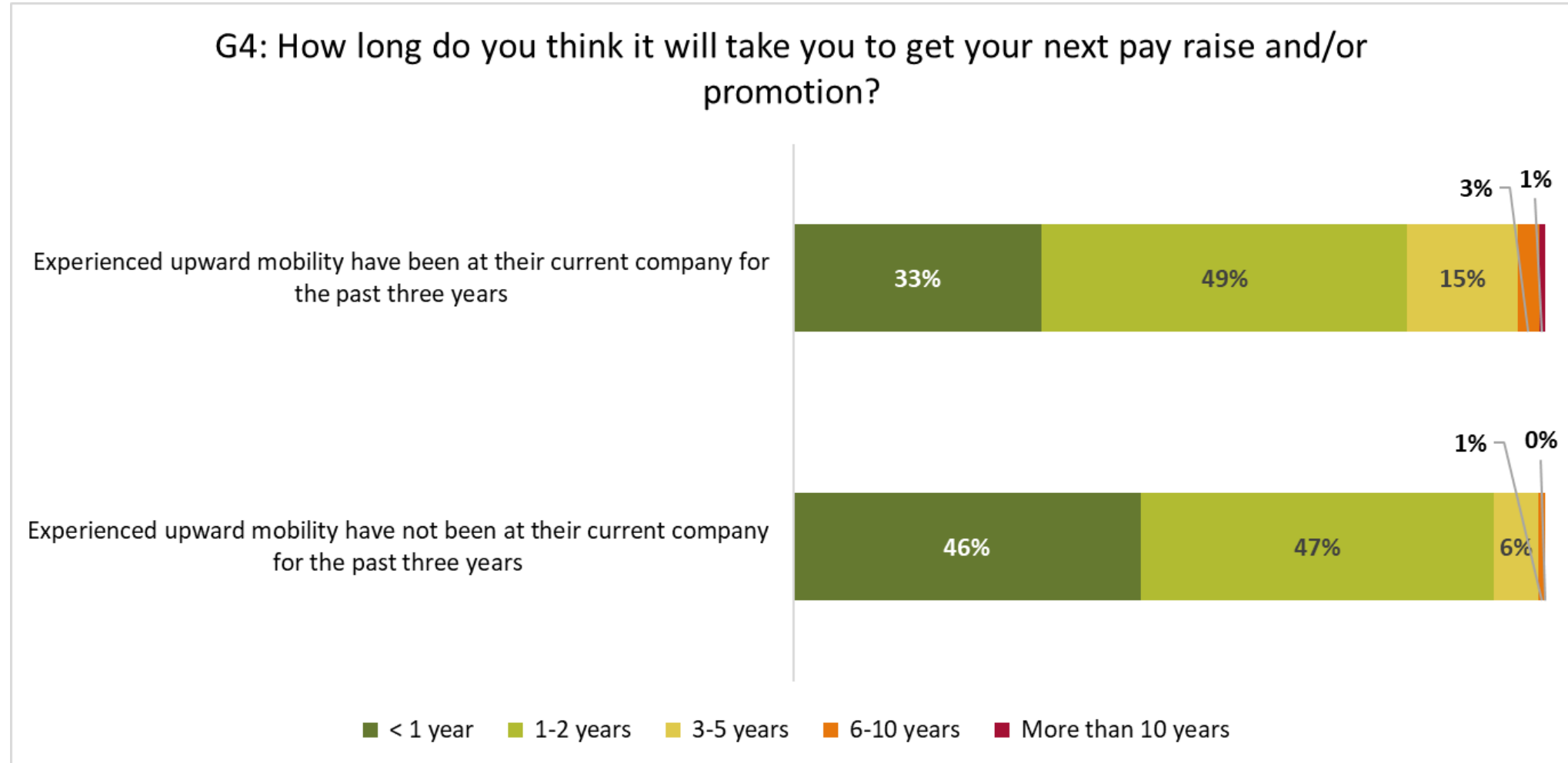
17%

23%

■ Yes ■ No ■ I don't know

Section G

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.

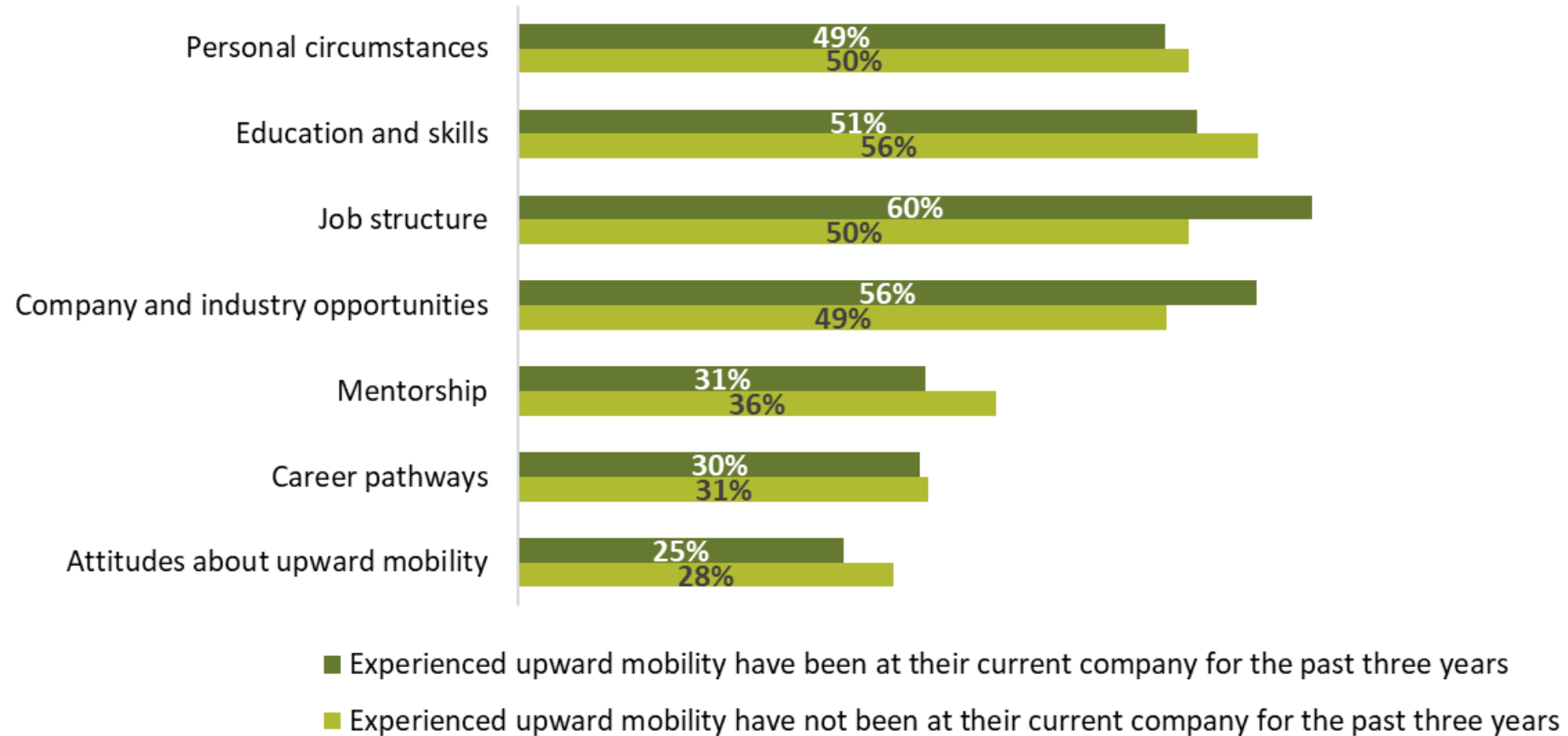


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

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?

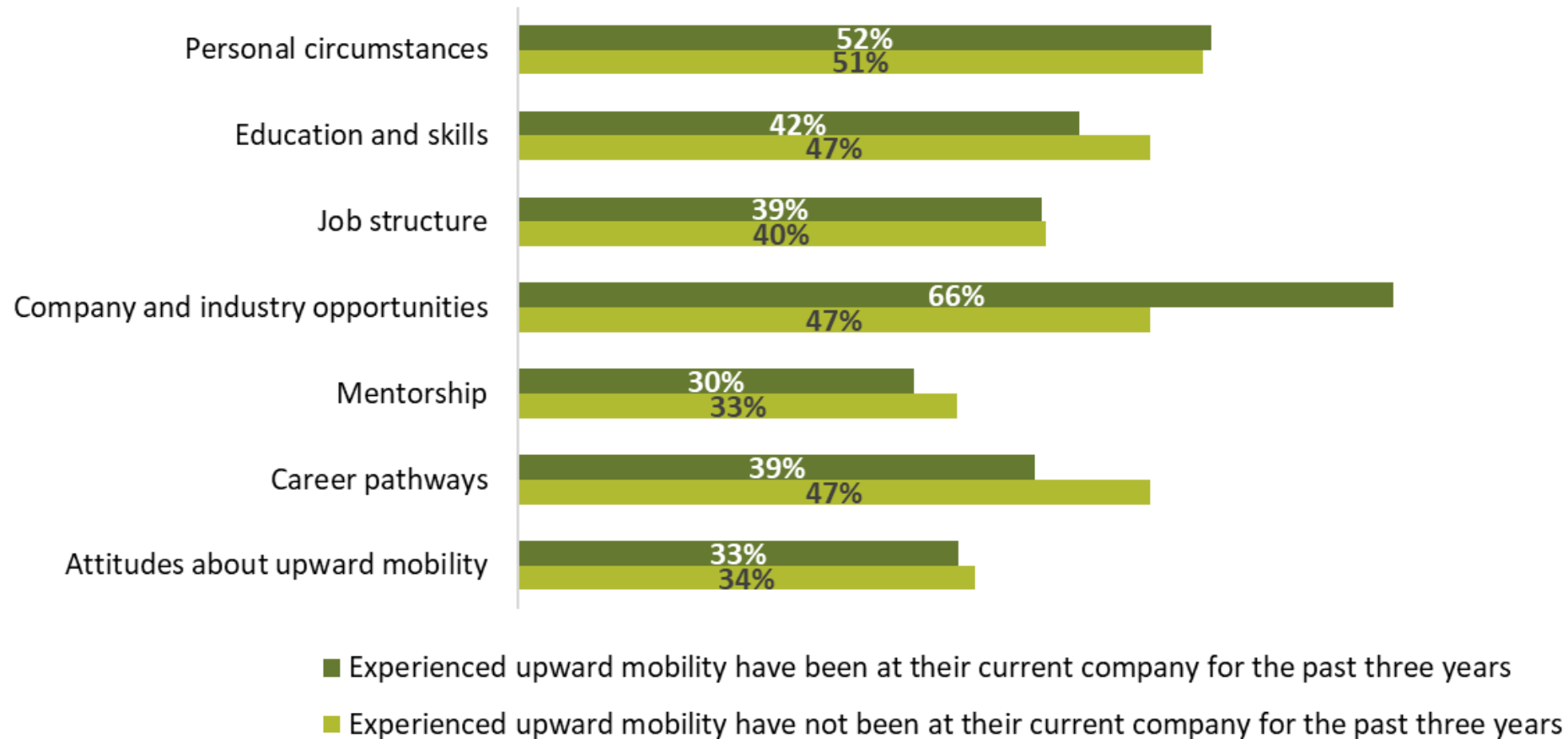


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

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.

G8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?



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

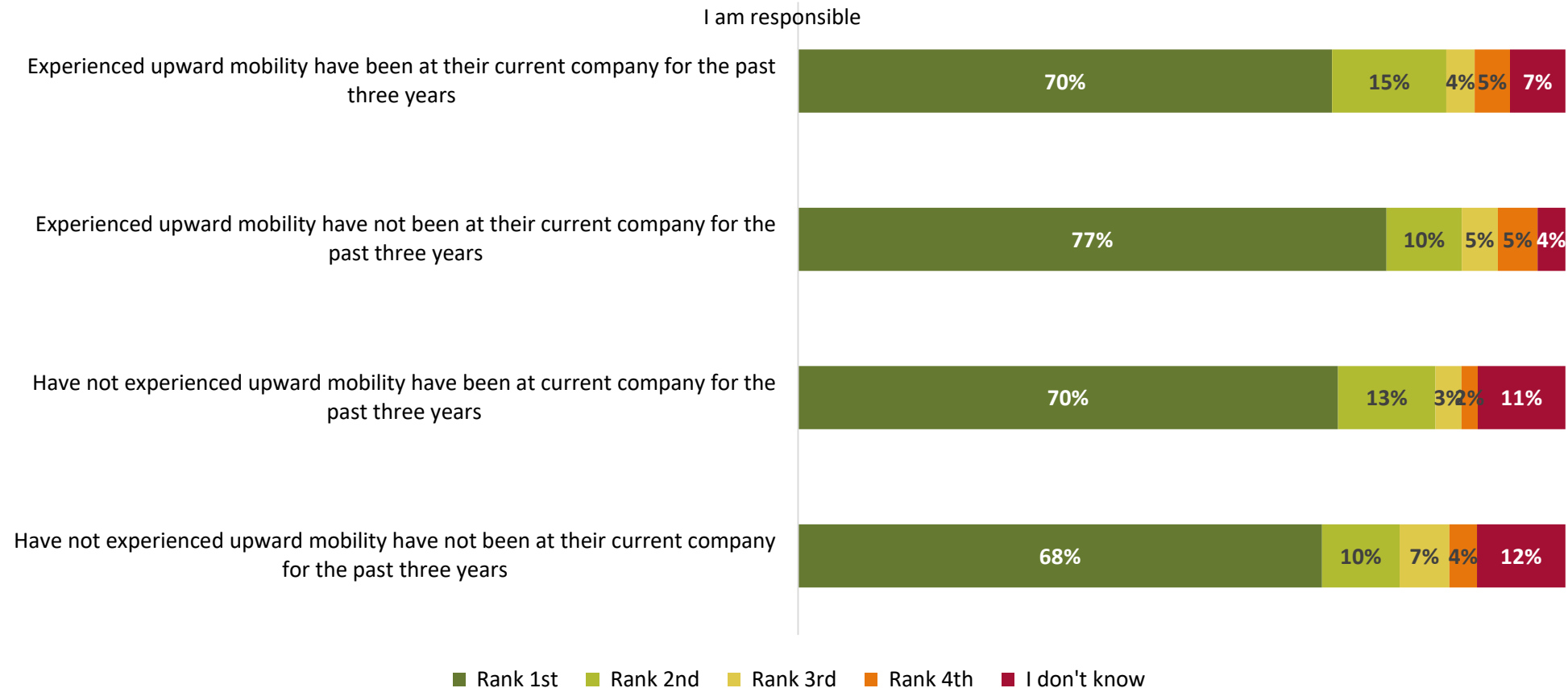
Section H

Your attitudes about upward mobility

Section H

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.

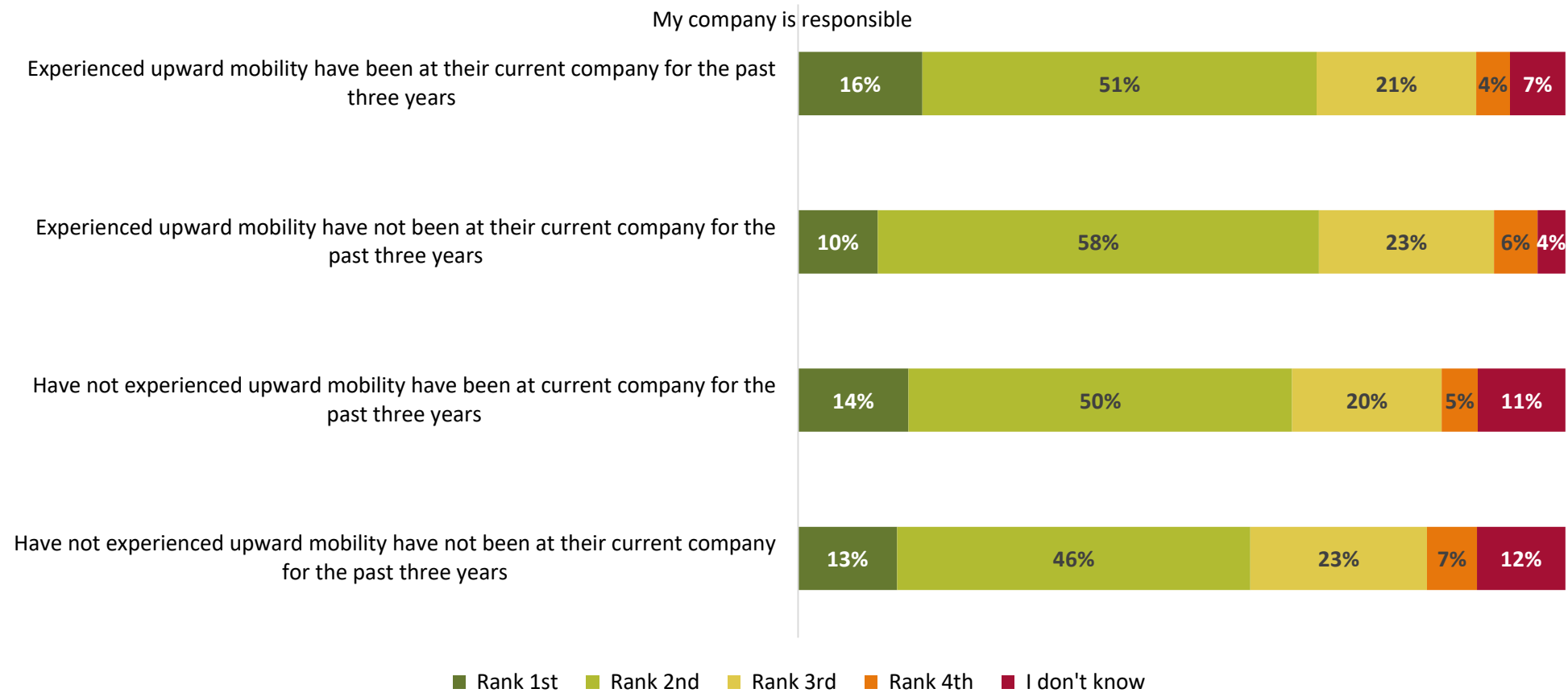
H1: Who is responsible for your overall upward mobility?



Section H

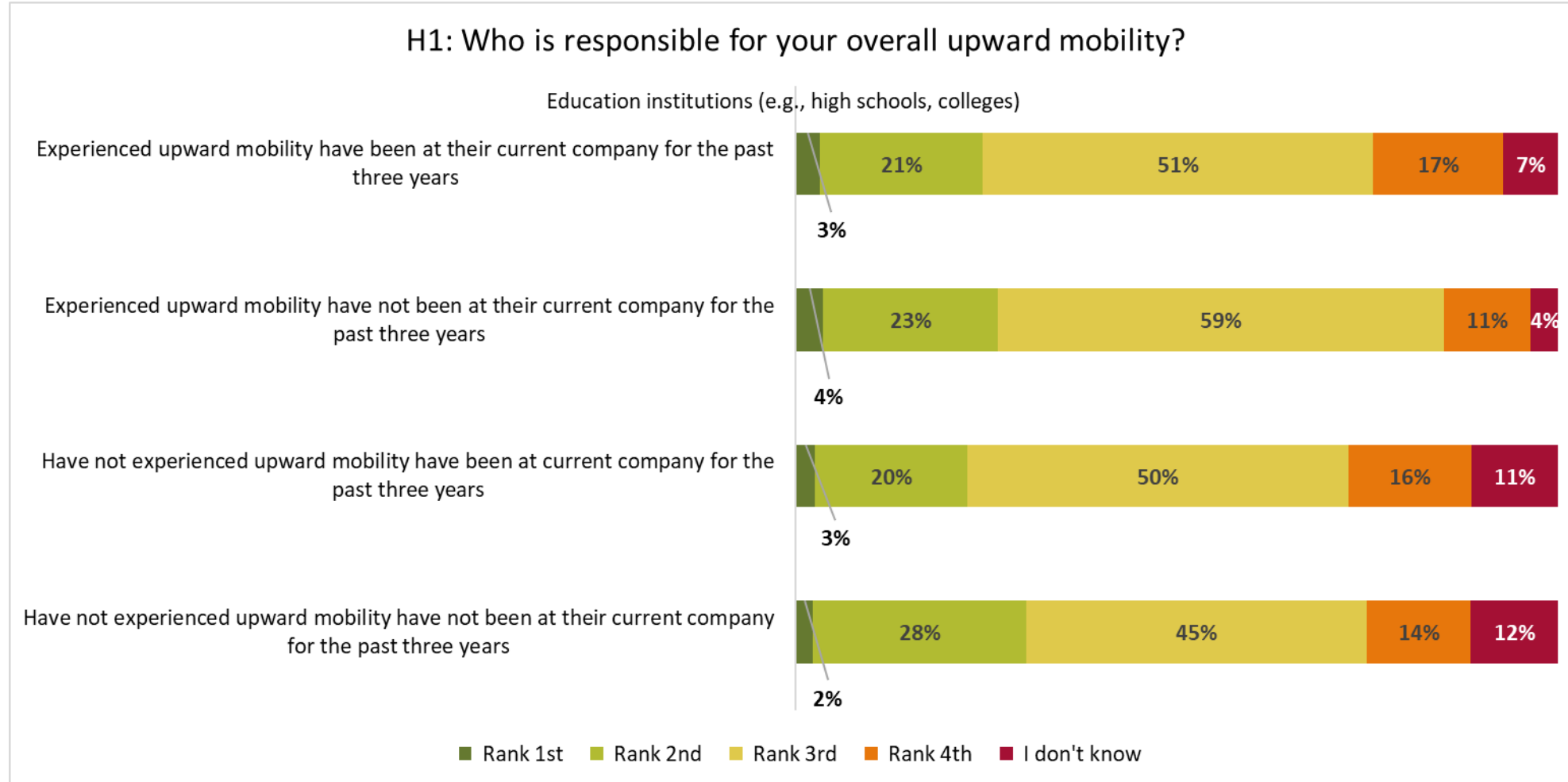
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Section H

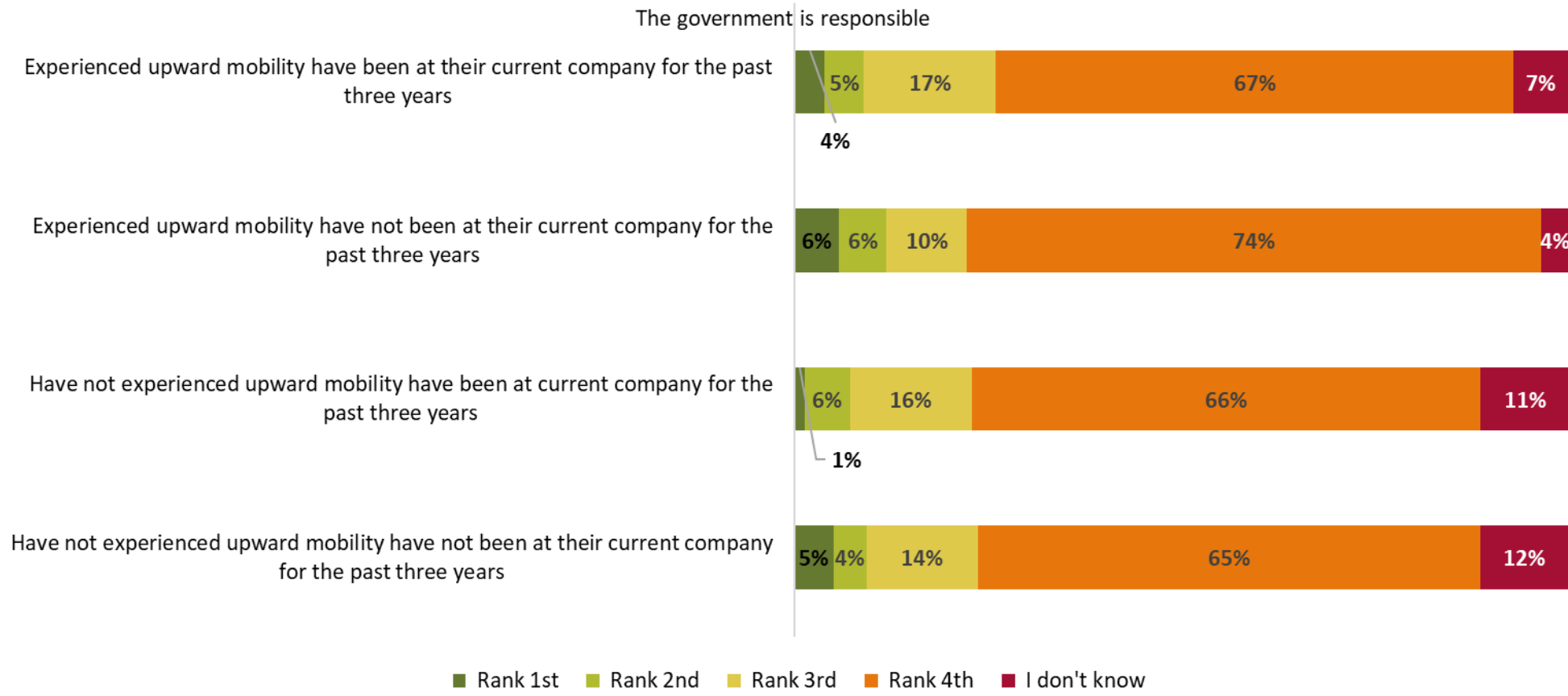
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section H

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H1: Who is responsible for your overall upward mobility?

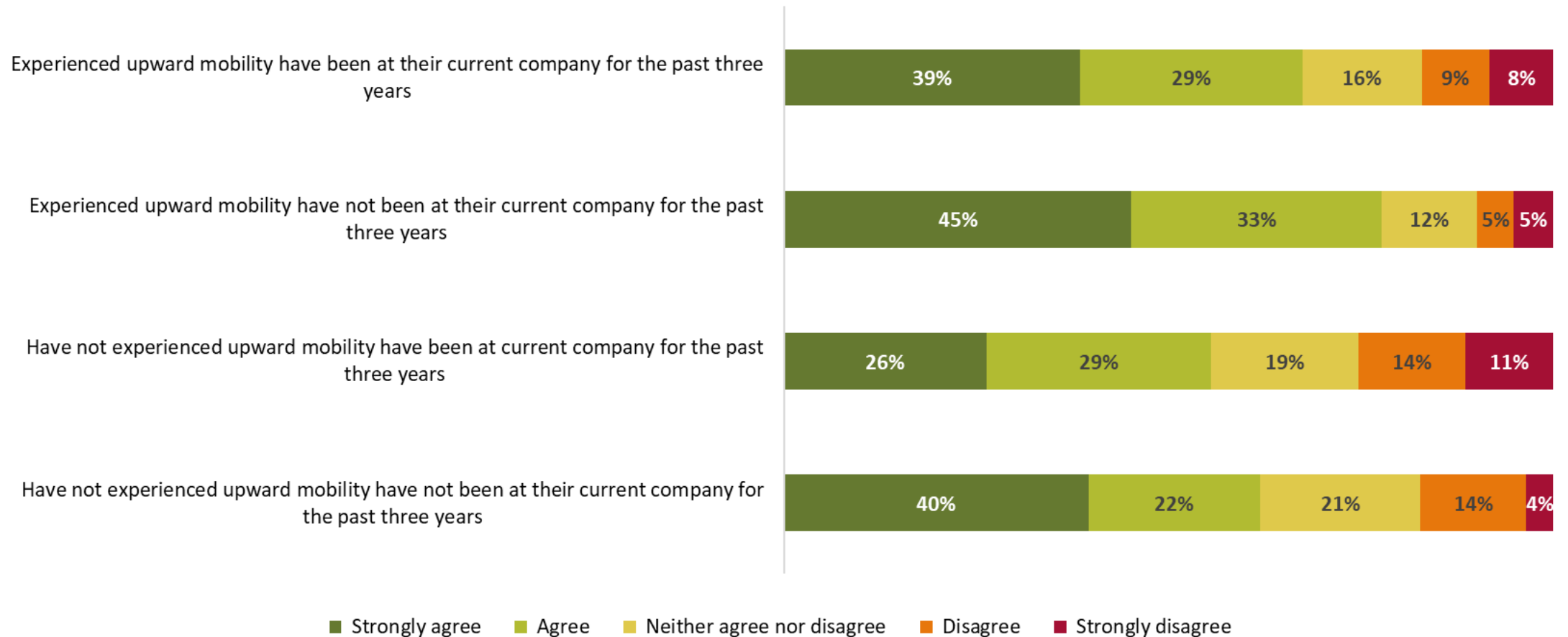


Section H

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:

I want to move up in my career

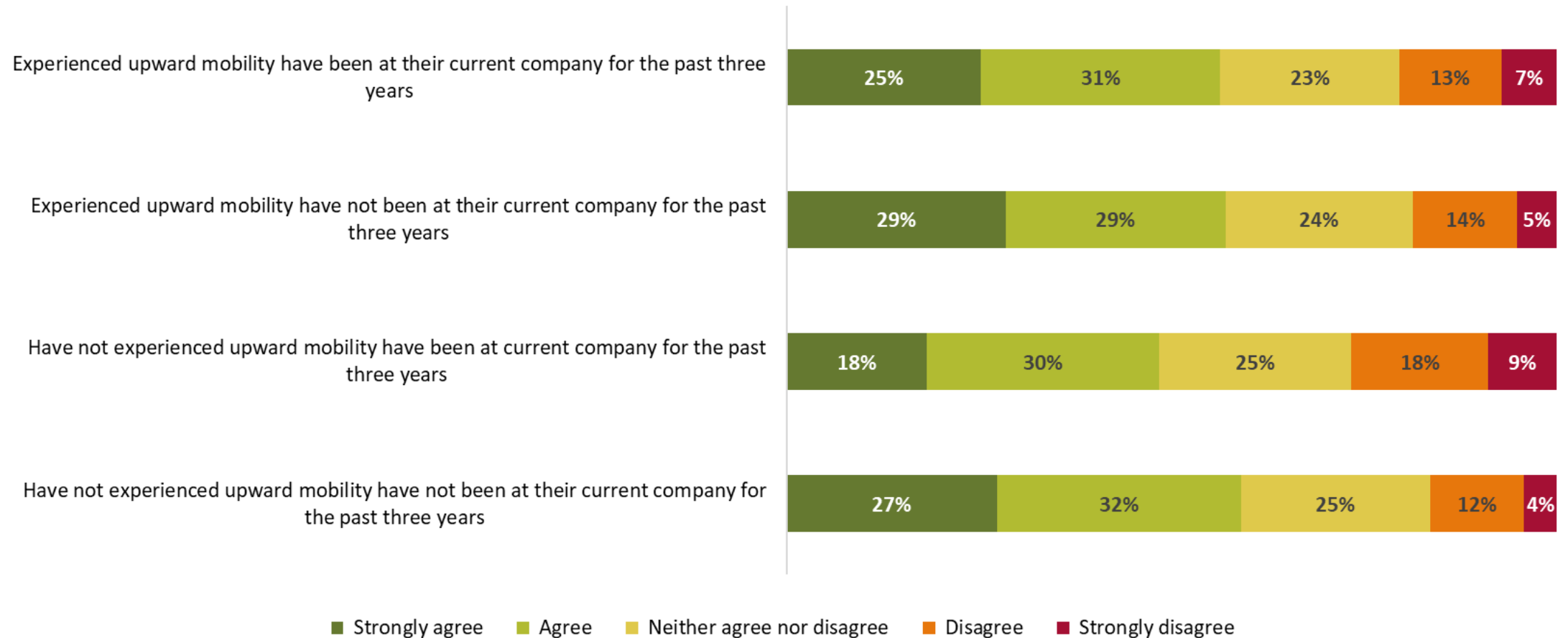


Section H

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:

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

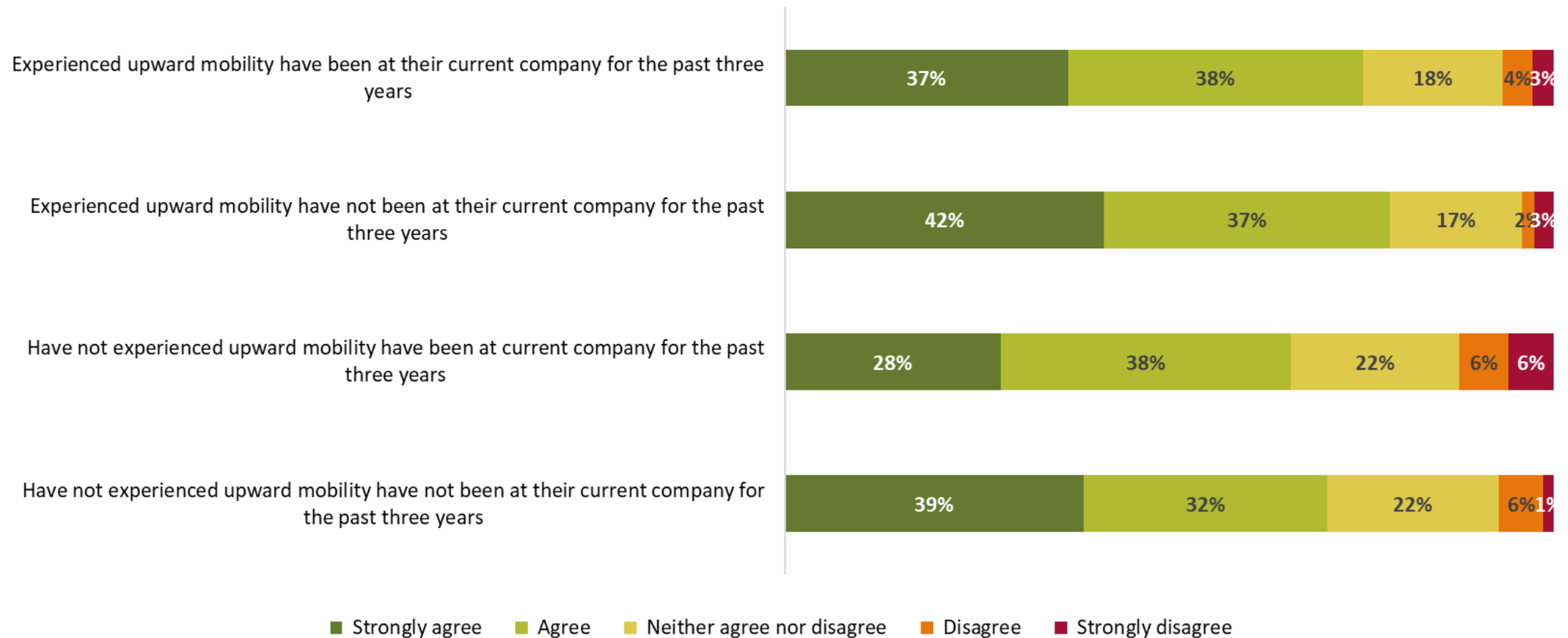


Section H

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:

I believe I should have the opportunity to move up

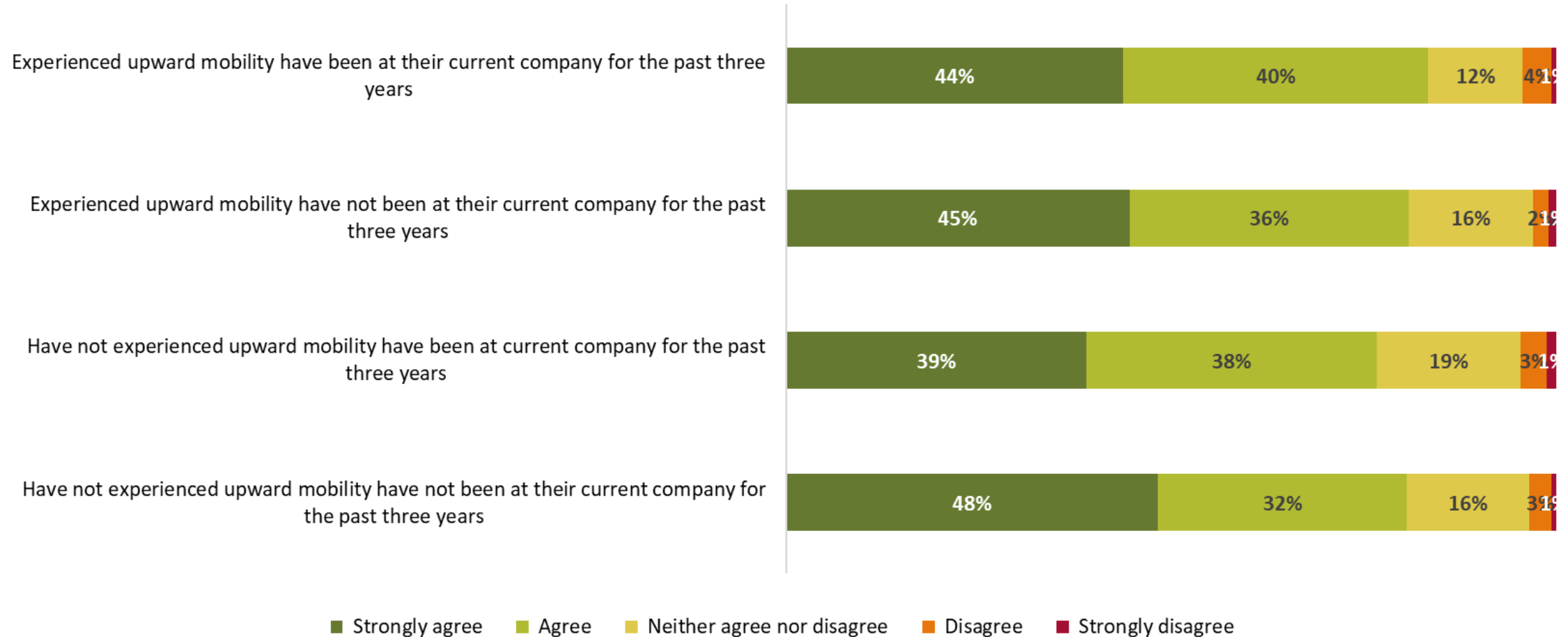


Section H

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:

I believe all workers should have the opportunity to move up

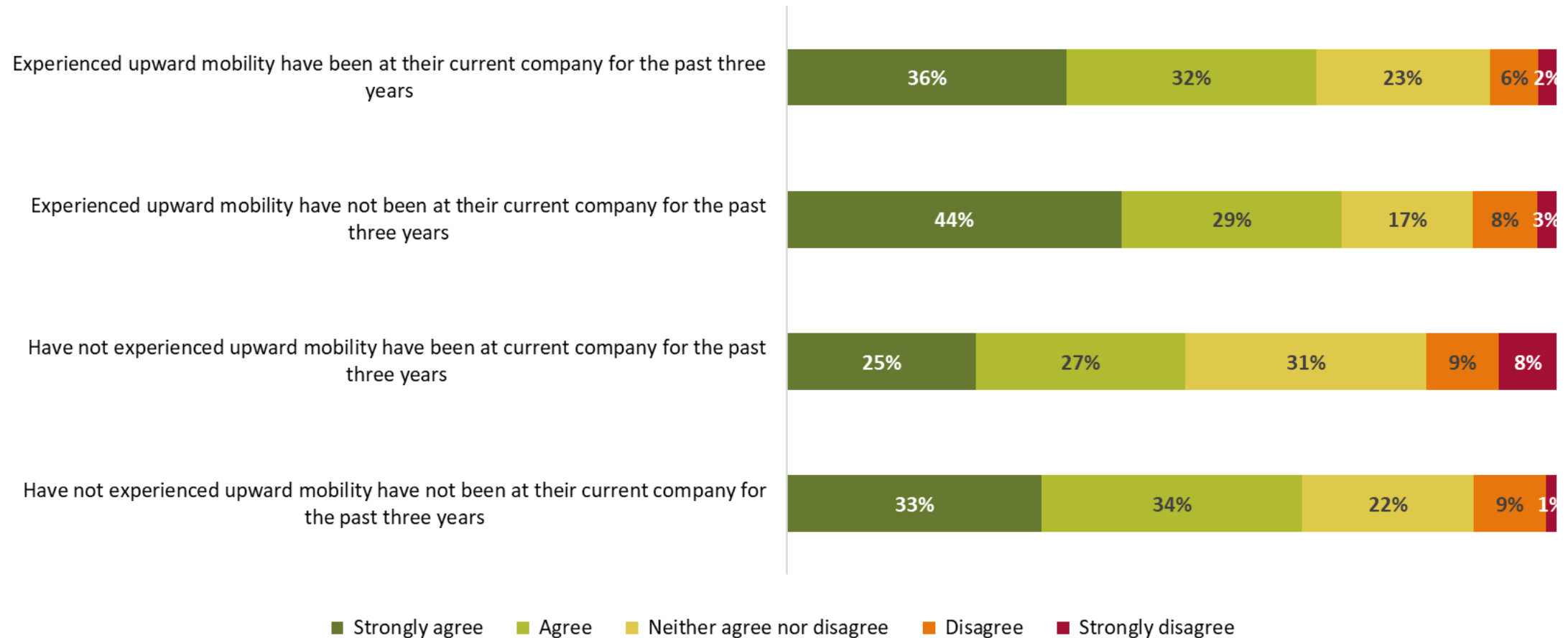


Section H

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:

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

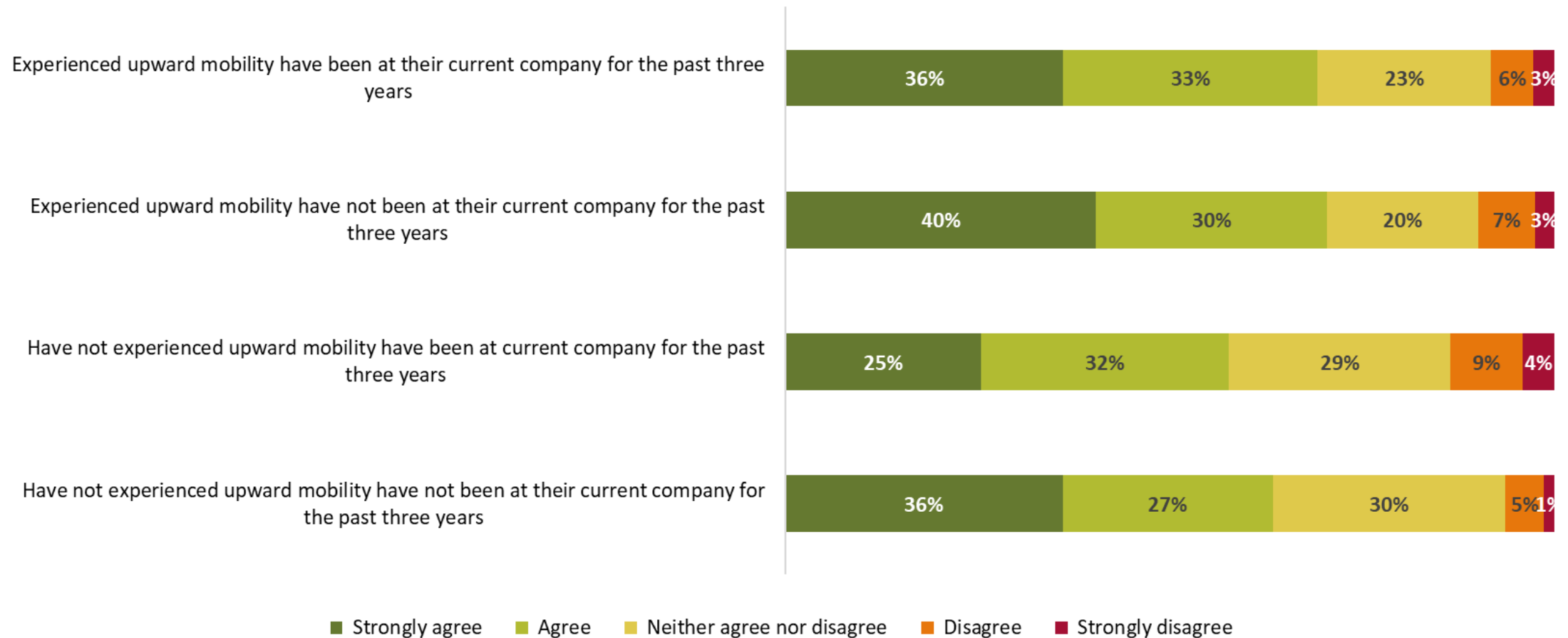


Section H

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:

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



Section H

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.

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



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

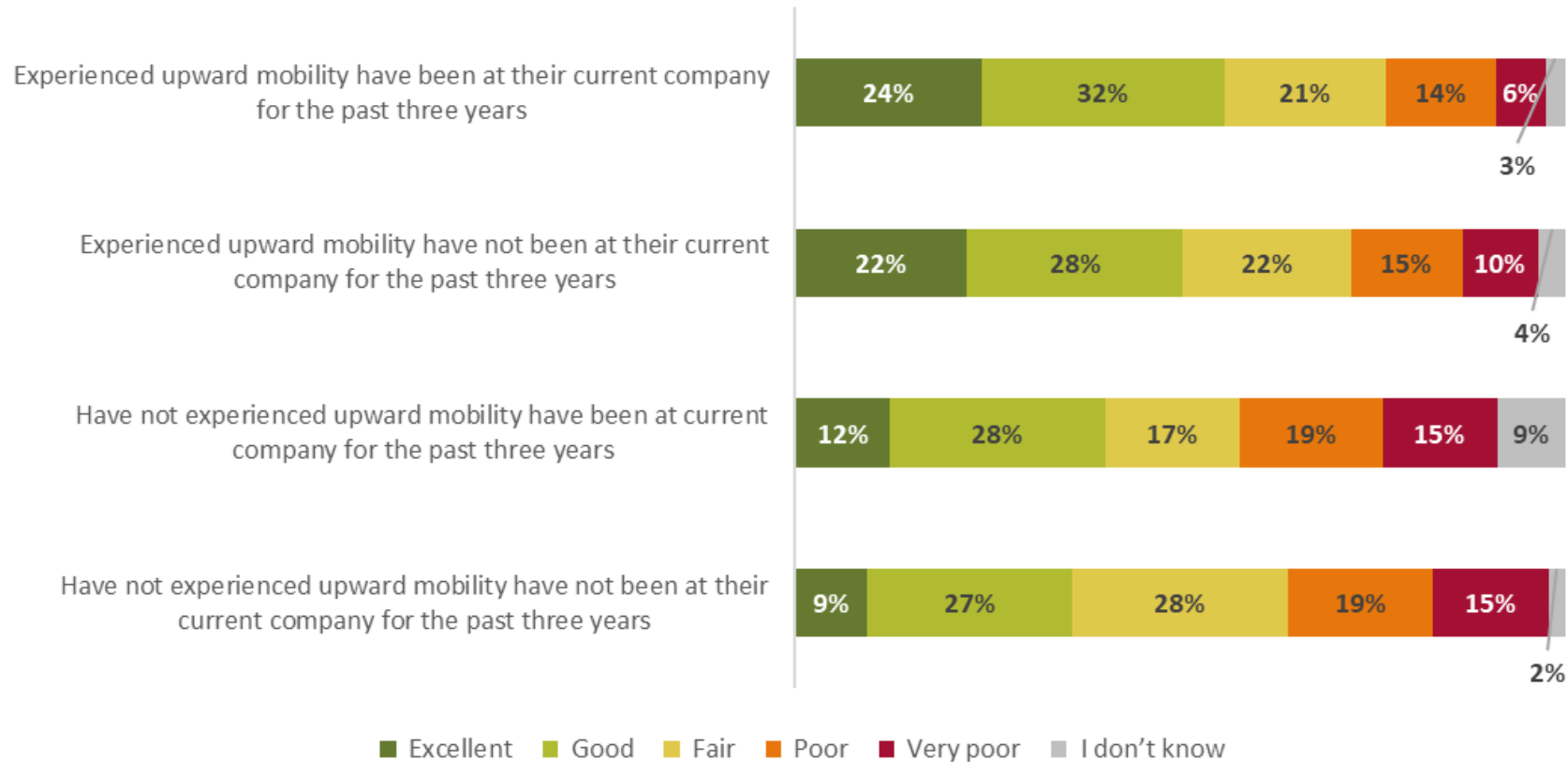
Section I

Final thoughts

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.

Section I

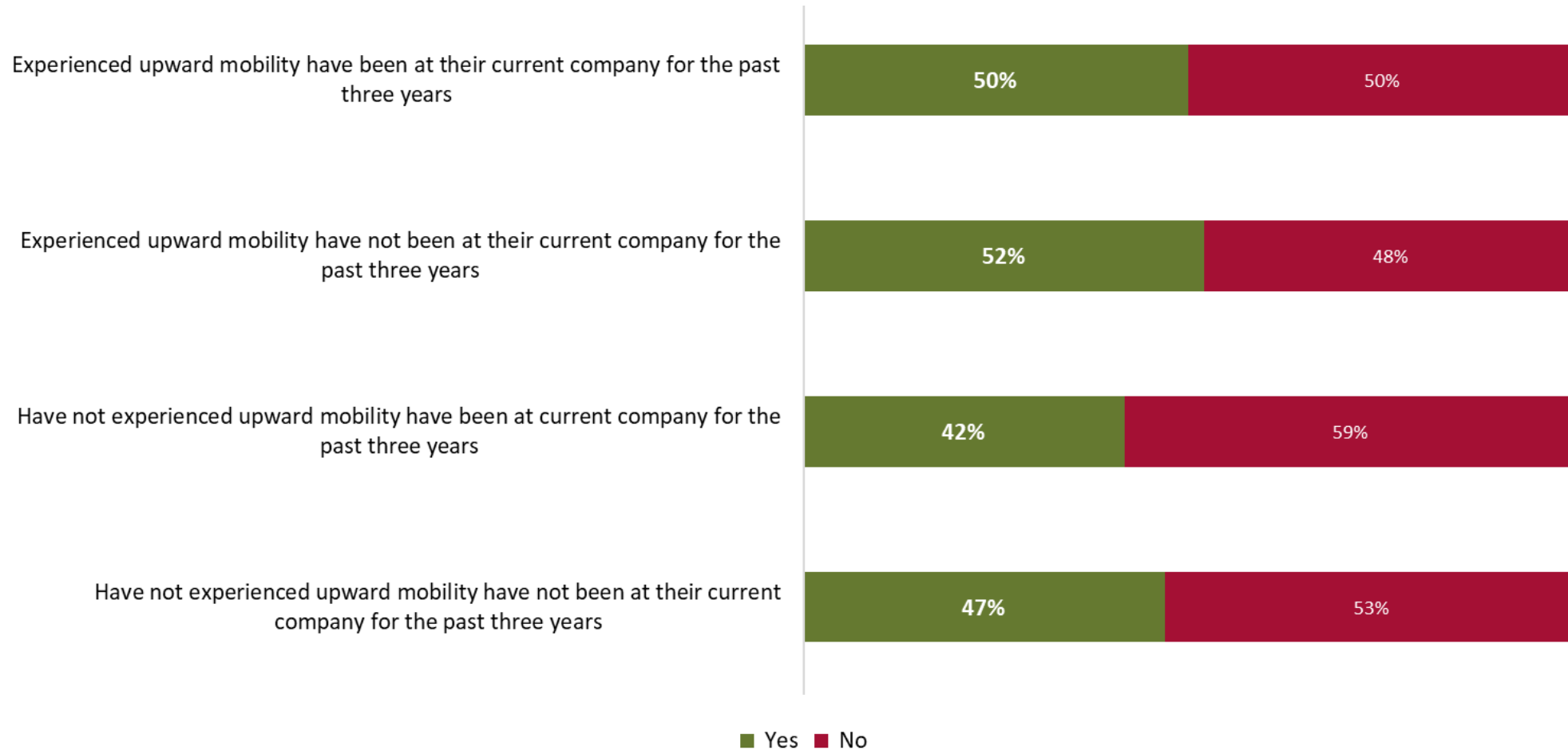
I1: How would you grade your current company's performance in increasing the upward mobility of workers at your pay level?



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.

Section I

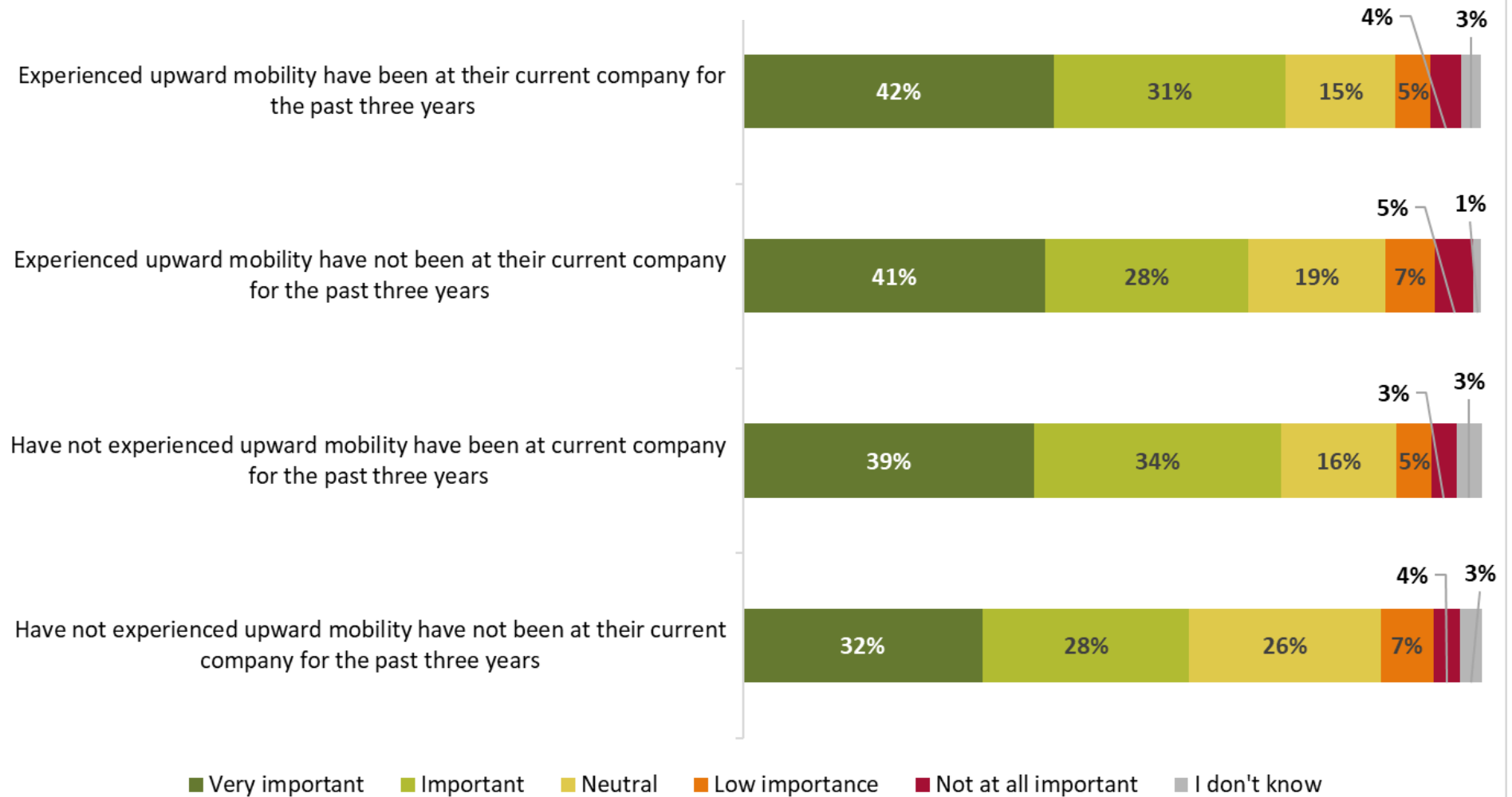
12new: Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



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.

Section I

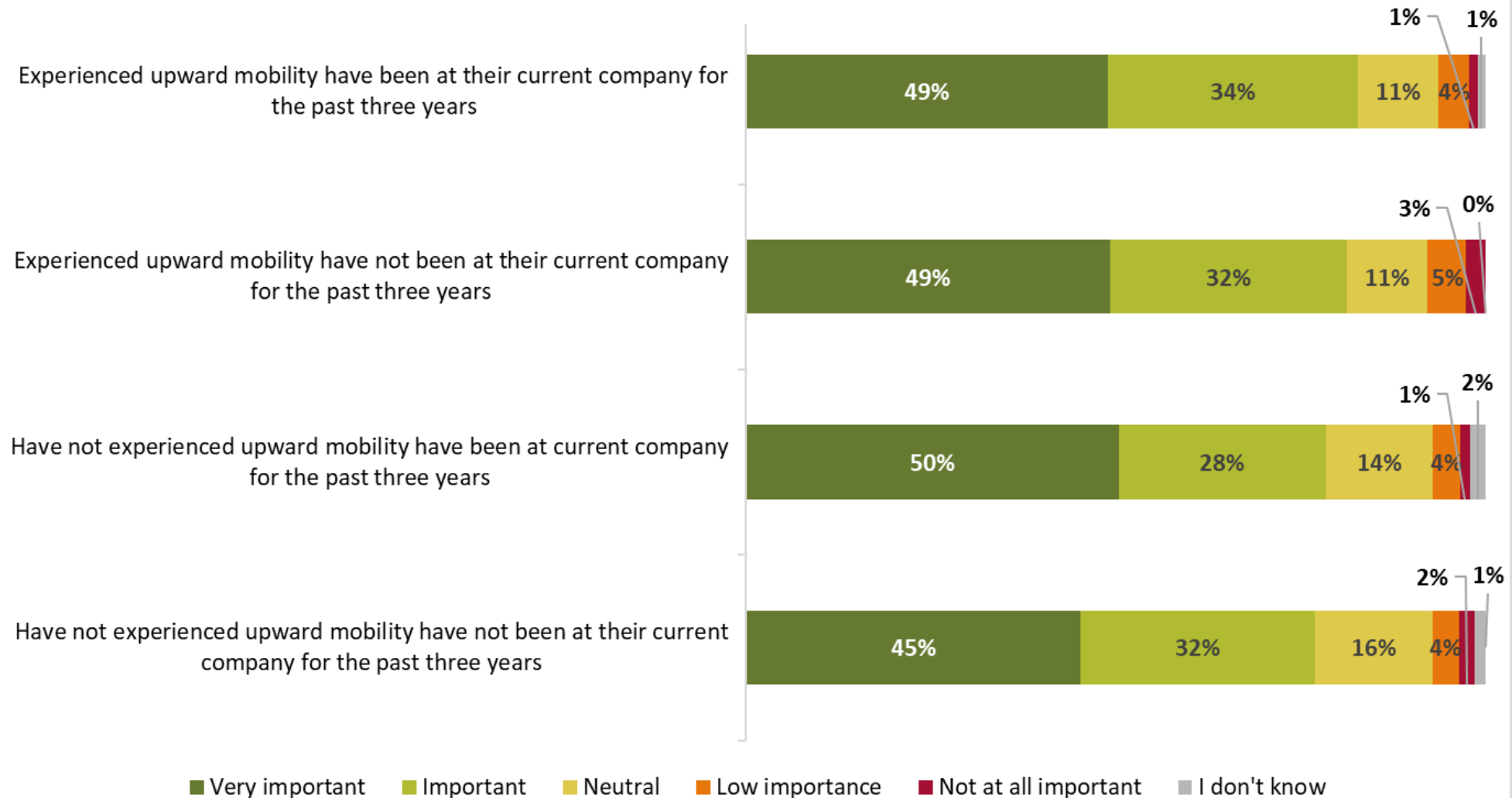
I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over work location



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.

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

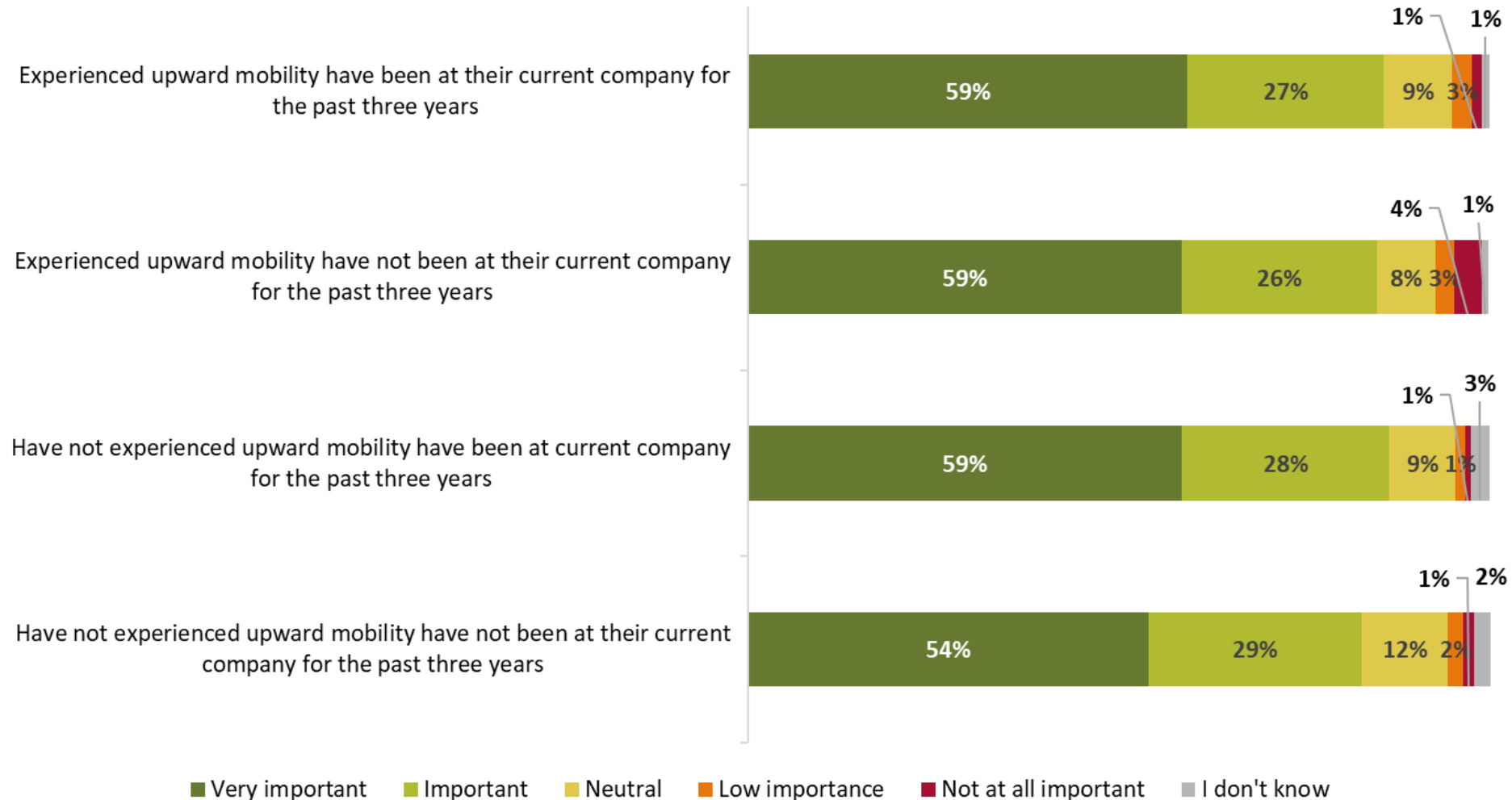


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

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

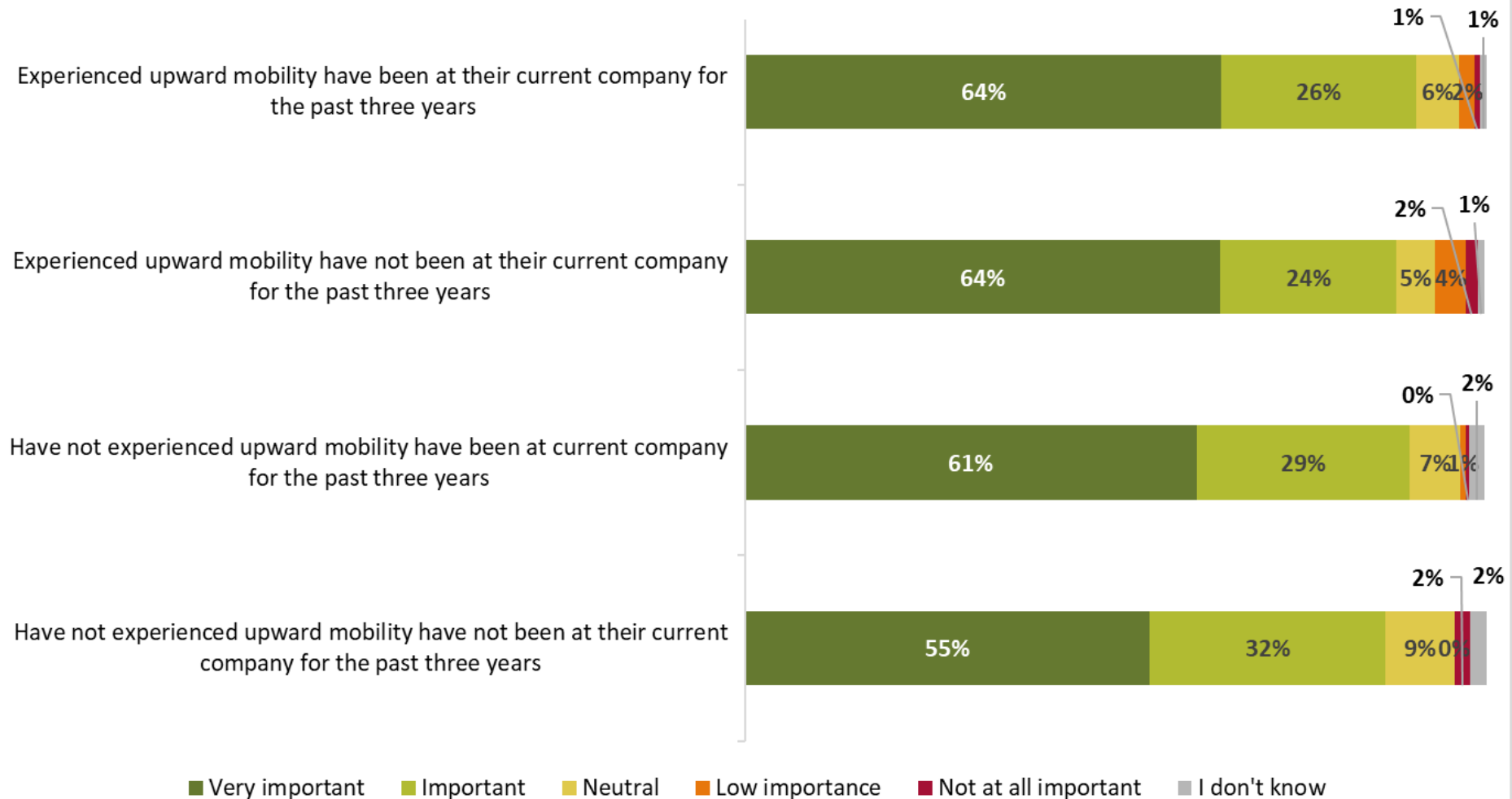
Level of pay



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.

Section I

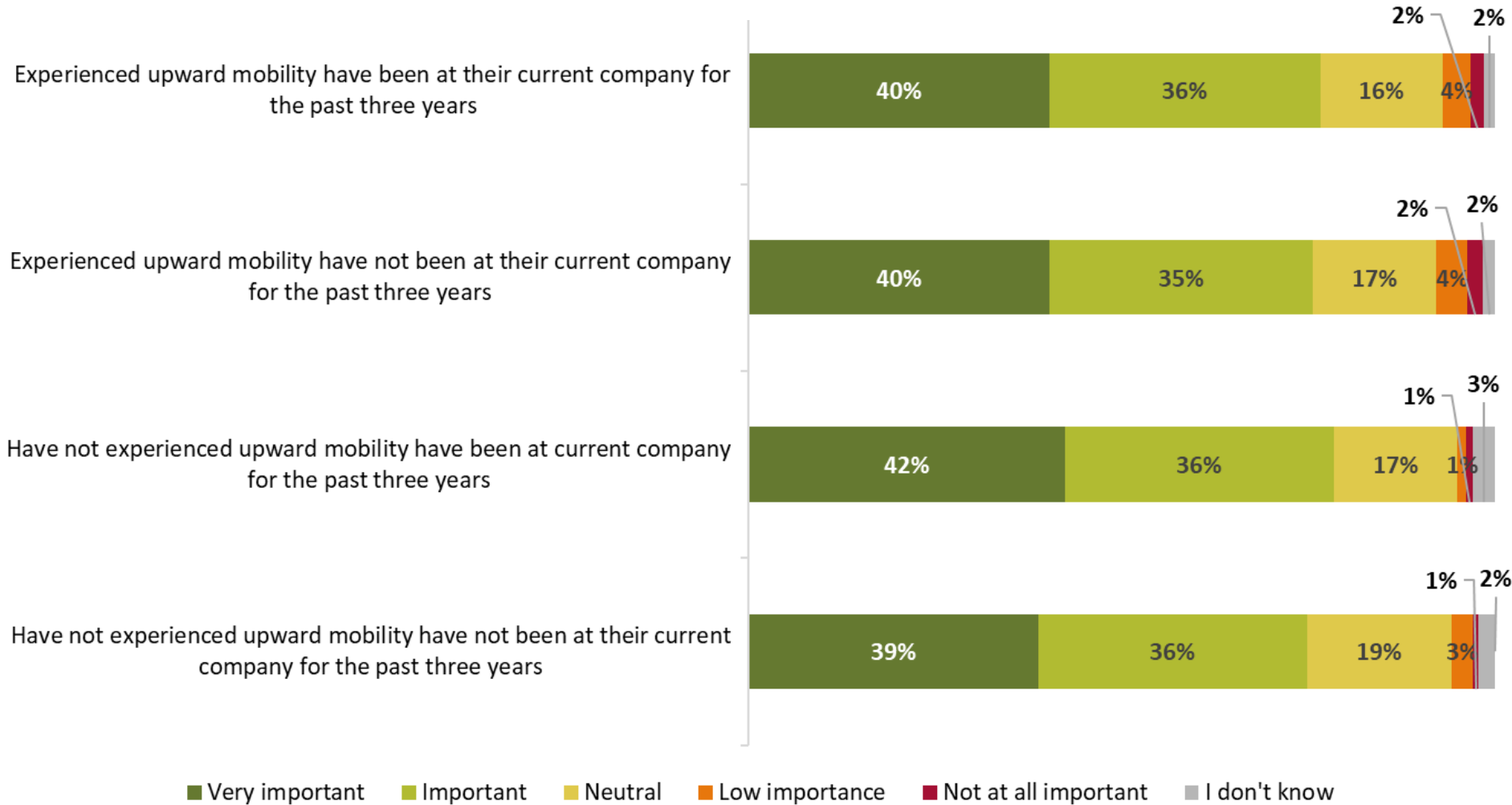
I2: Please rate how important the following factors would be to you if you were to search for another job
Stable and predictable pay



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.

Section I

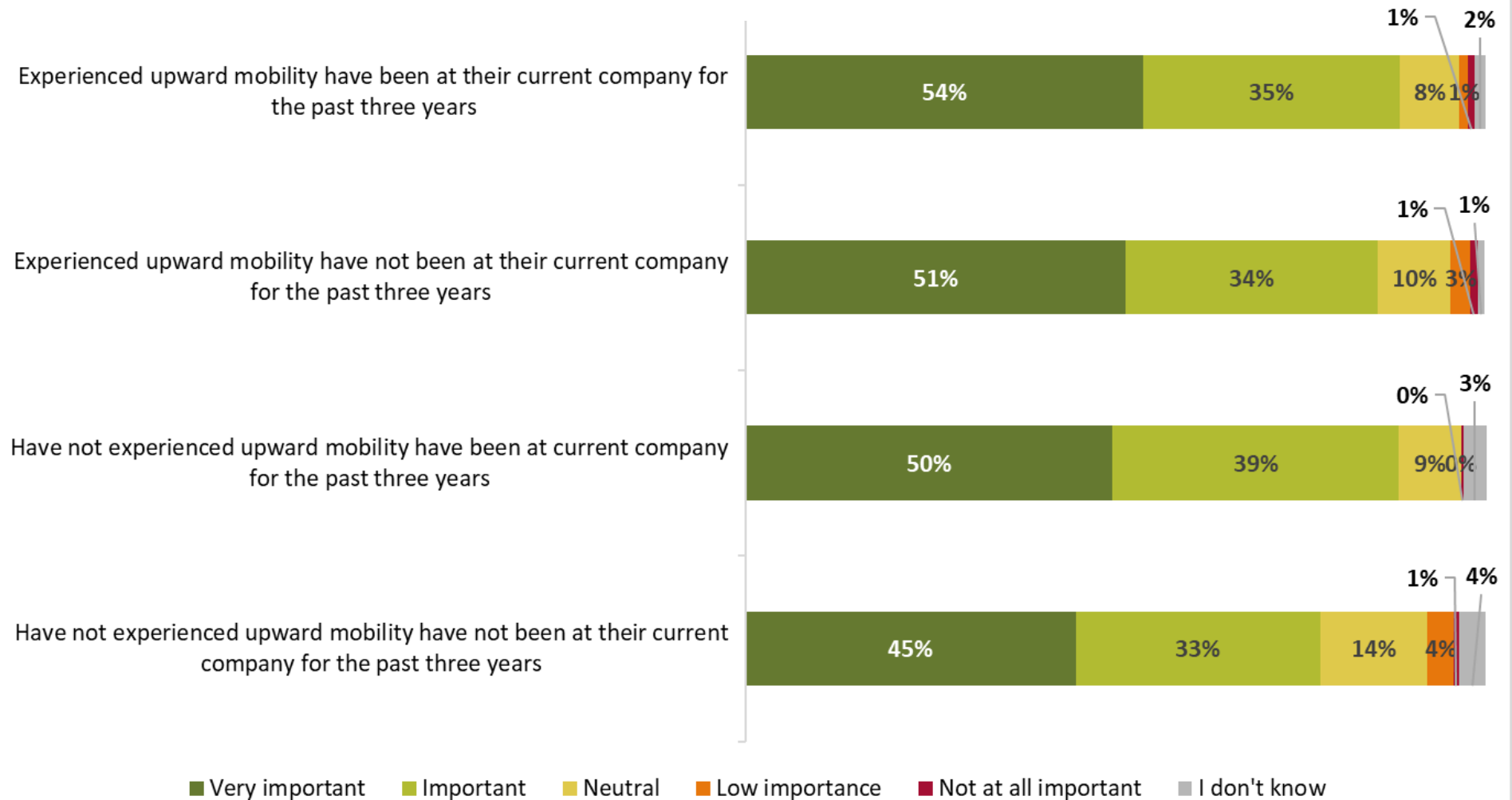
I2: Please rate how important the following factors would be to you if you were to search for another job
Control over hours



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.

Section I

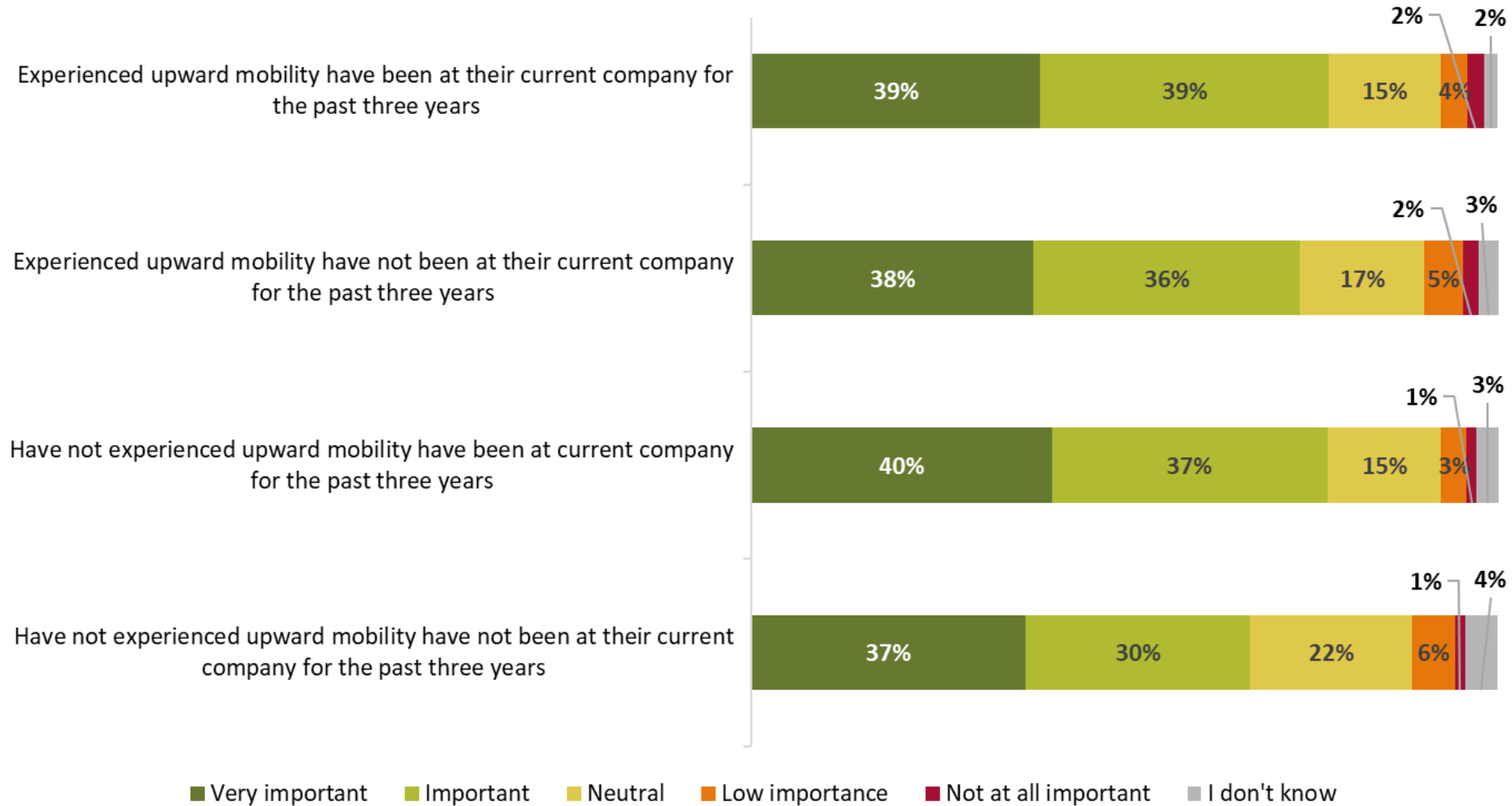
I2: Please rate how important the following factors would be to you if you were to search for another job
Stable and predictable hours



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.

Section I

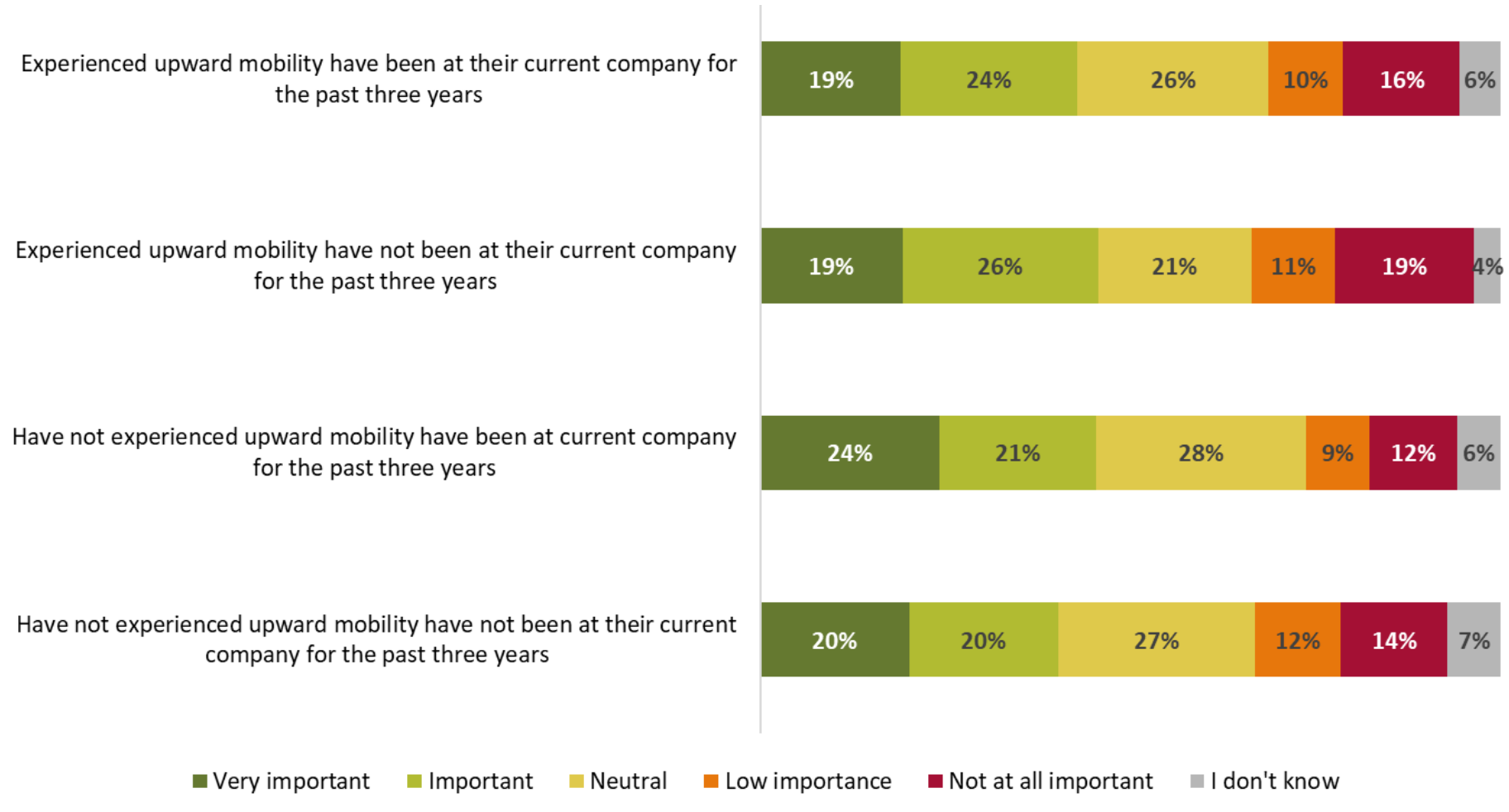
I2: Please rate how important the following factors would be to you if you were to search for another job
Flexible sick time policy



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.

Section I

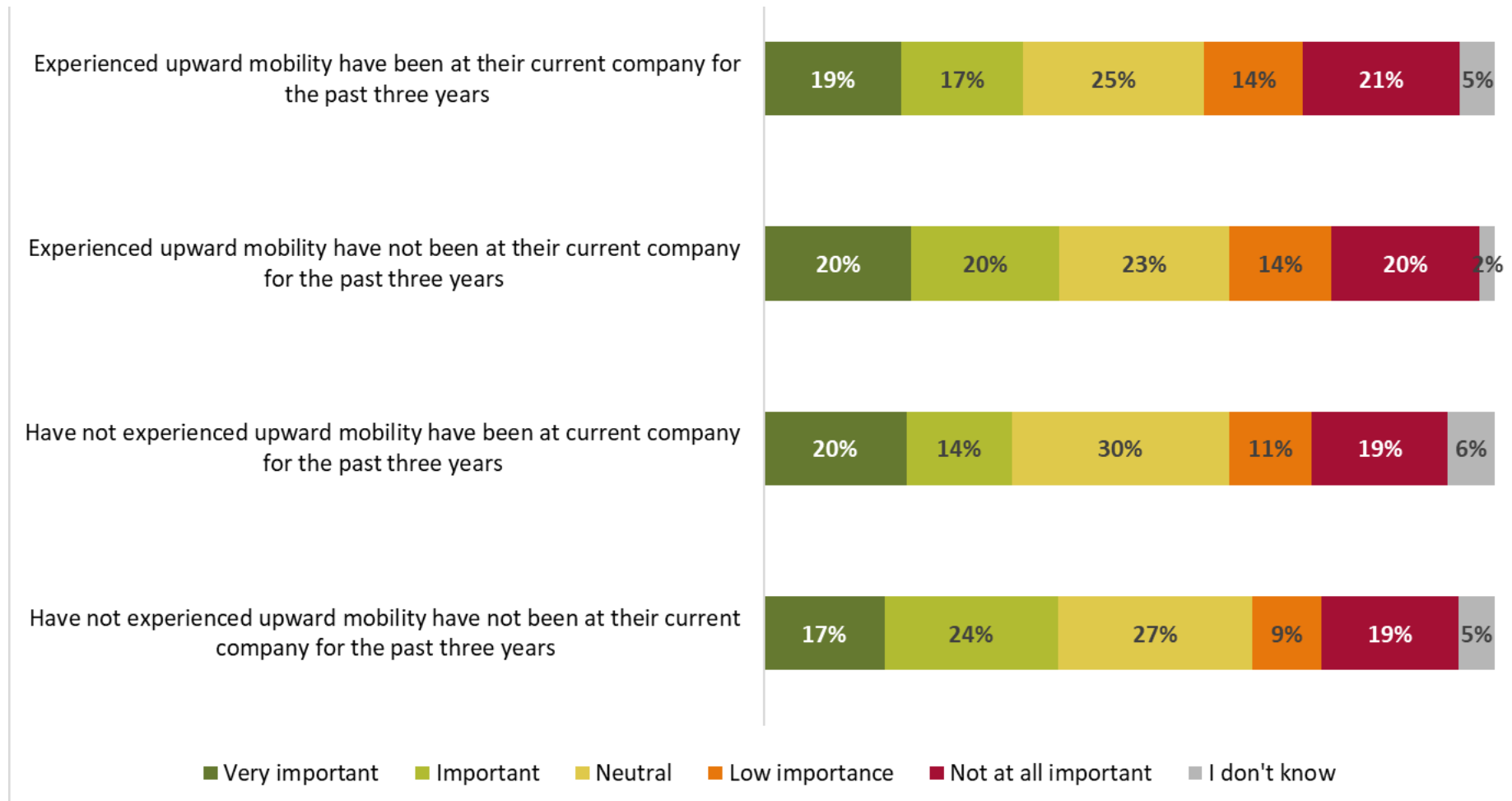
I2: Please rate how important the following factors would be to you if you were to search for another job
Caregiving assistance benefit



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.

Section I

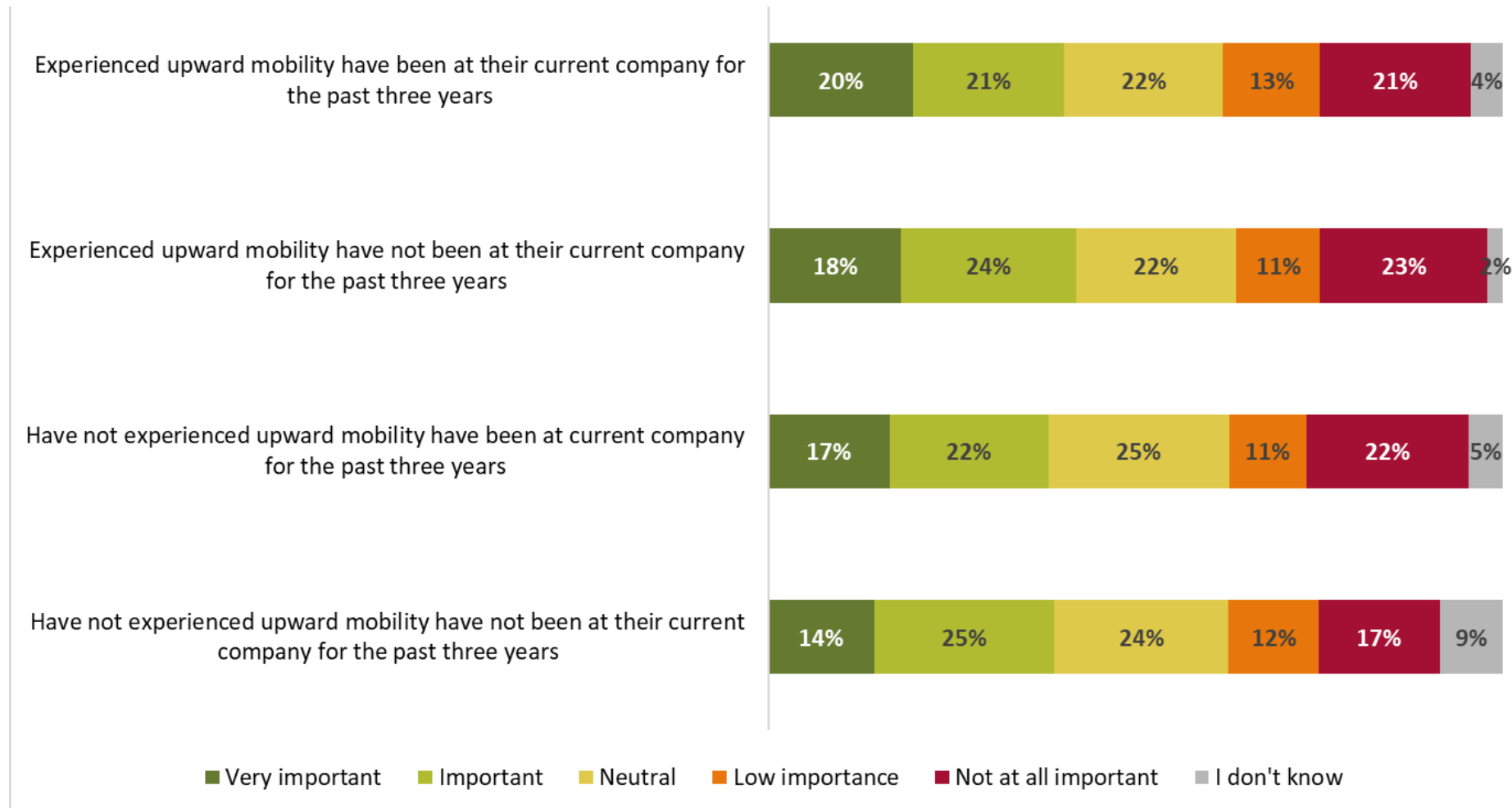
I2: Please rate how important the following factors would be to you if you were to search for another job
Transportation assistance benefit



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.

Section I

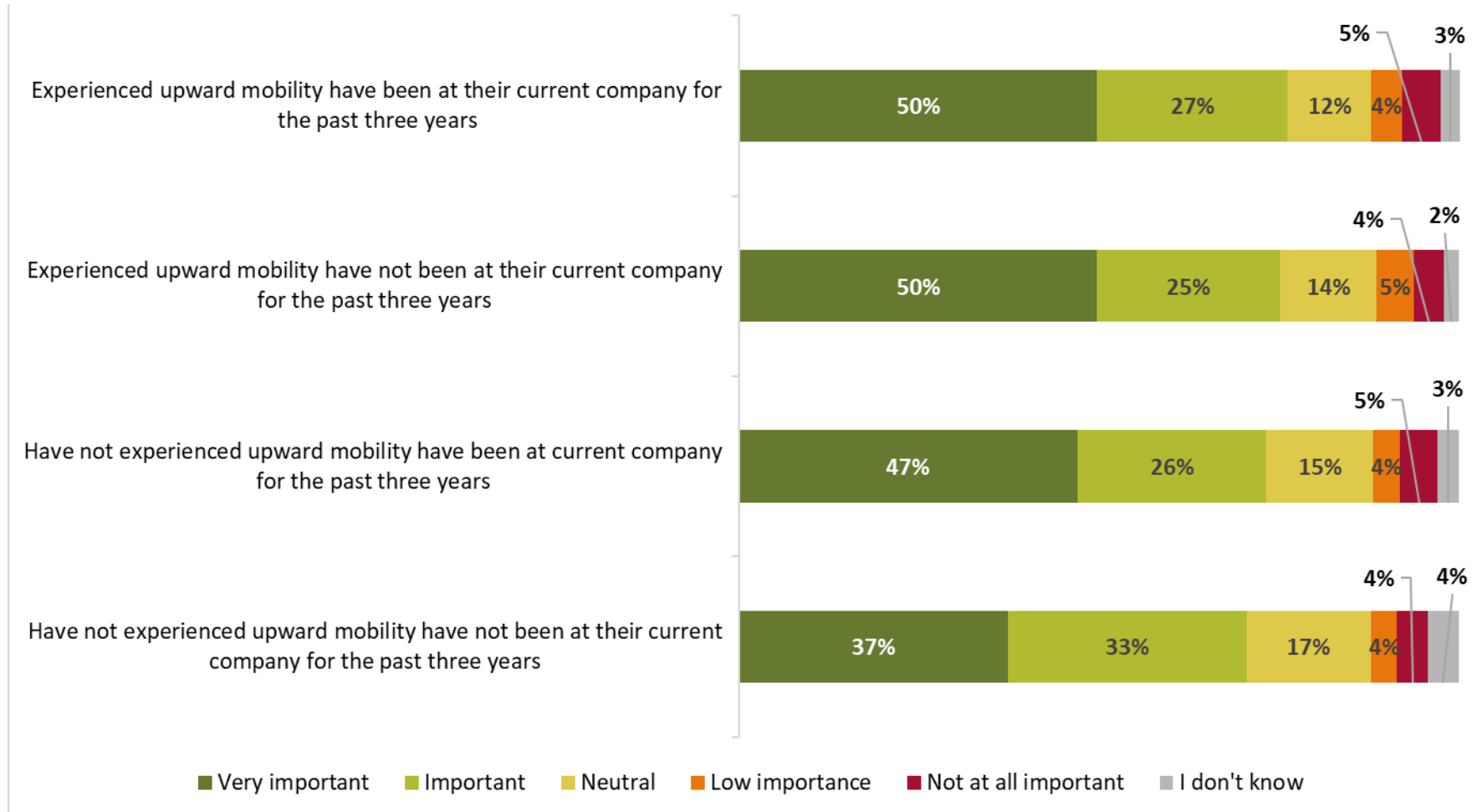
I2: Please rate how important the following factors would be to you if you were to search for another job
Tuition benefits



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.

Section I

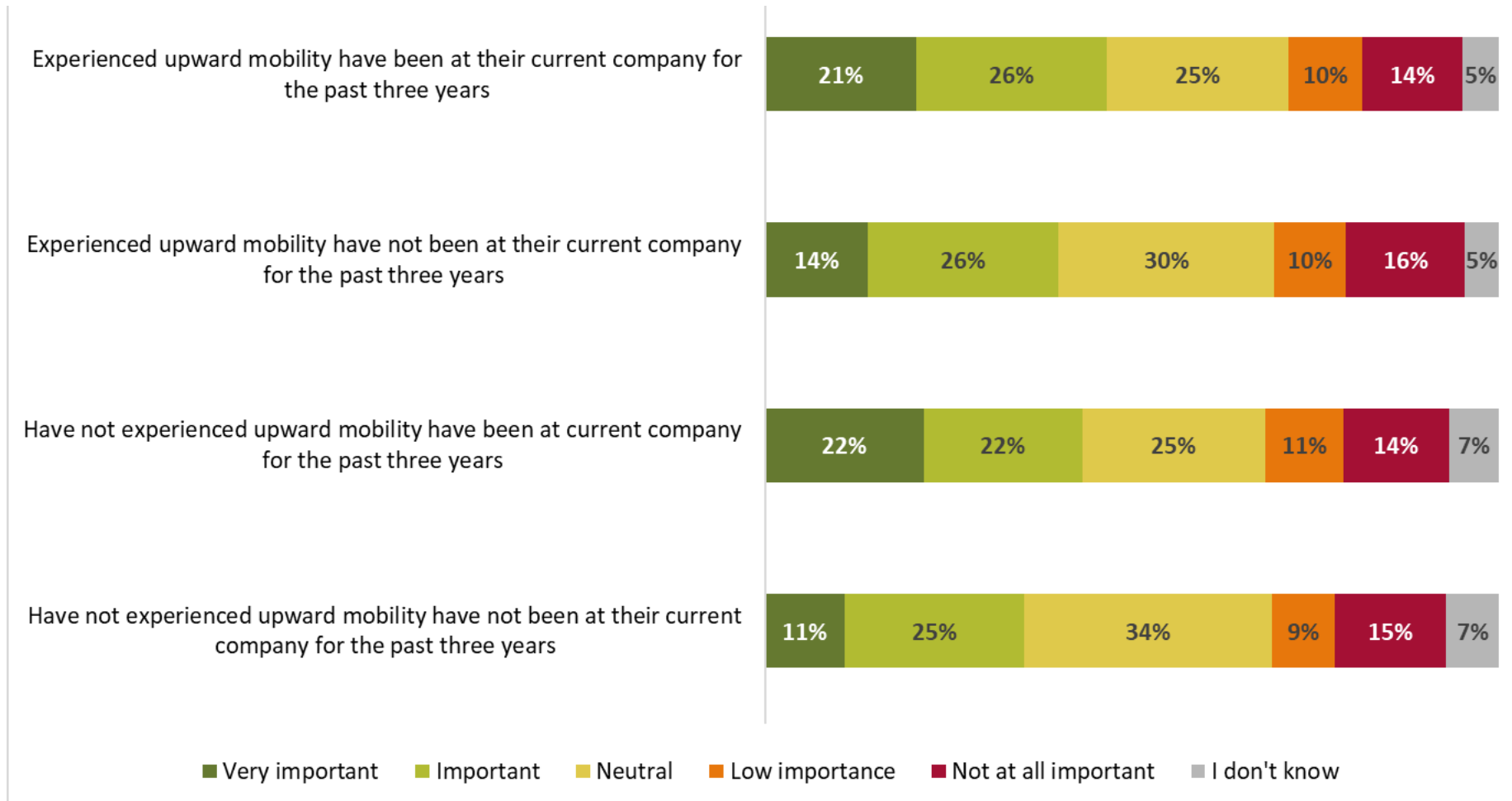
I2: Please rate how important the following factors would be to you if you were to search for another job
 Other company benefits (e.g., healthcare benefits)



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.

Section I

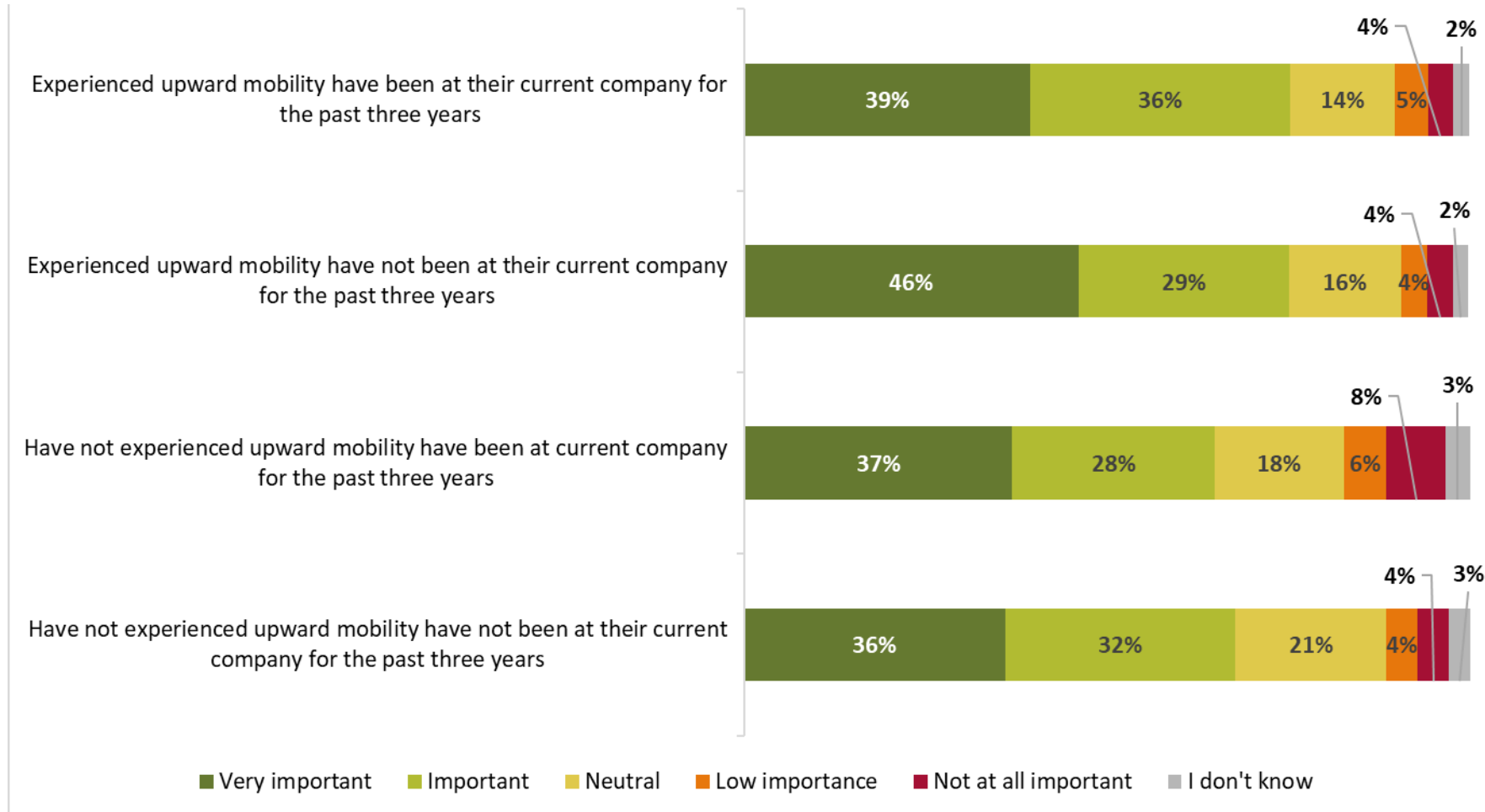
I2: Please rate how important the following factors would be to you if you were to search for another job
 Worker stock options program or other worker ownership structure



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.

Section I

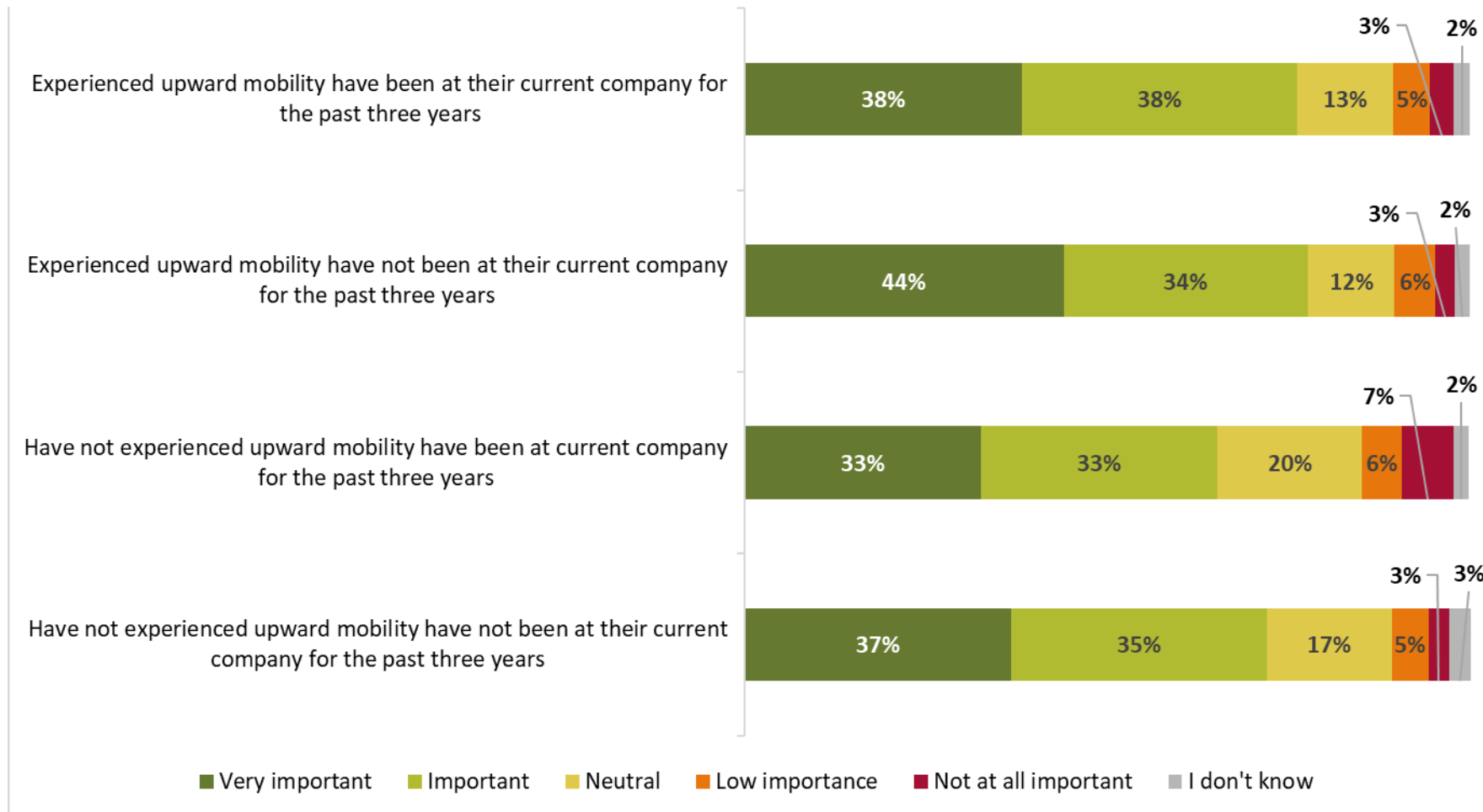
I2: Please rate how important the following factors would be to you if you were to search for another job
 Opportunities for upward mobility



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.

Section I

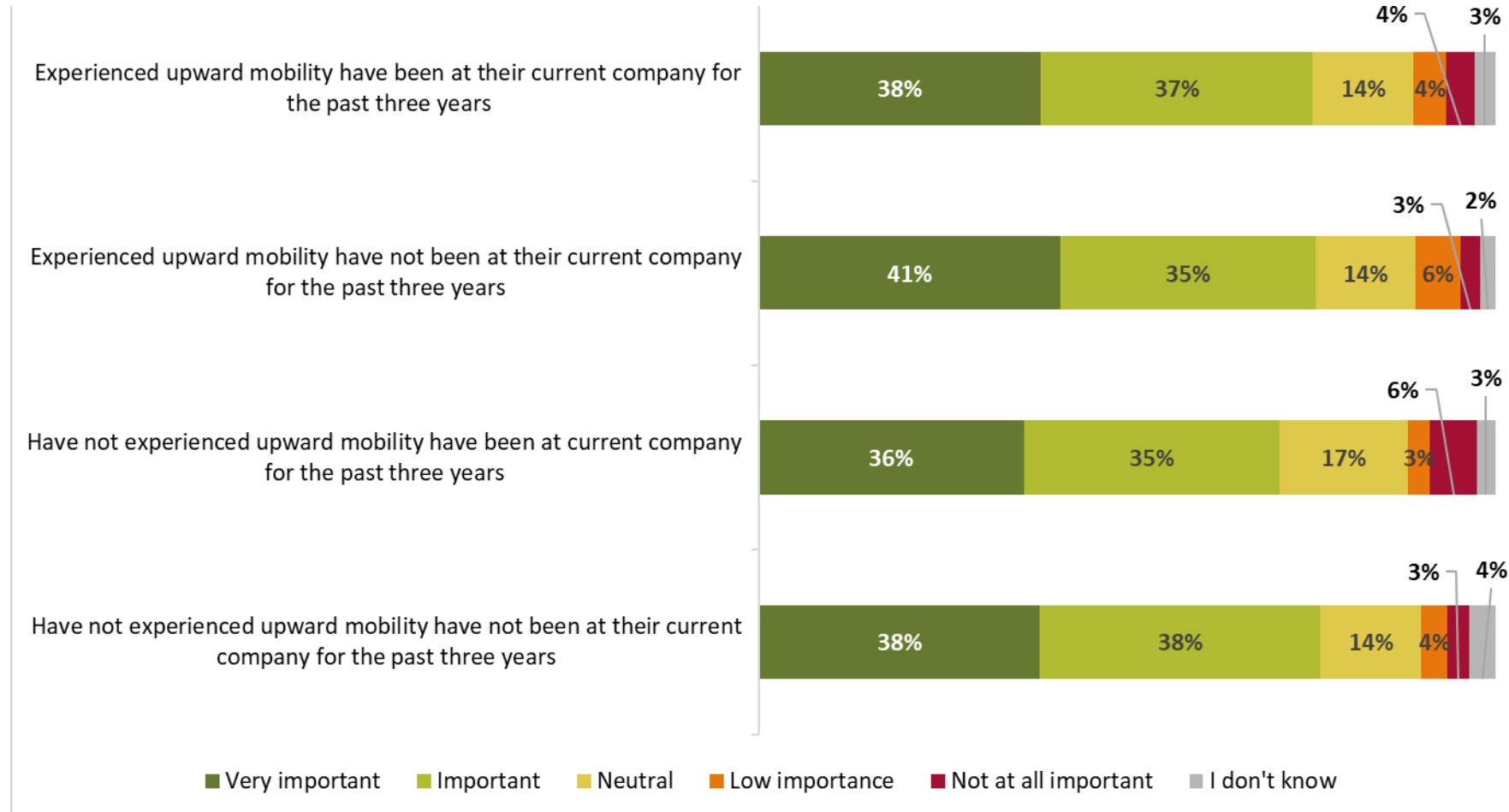
I2: Please rate how important the following factors would be to you if you were to search for another job
 Clear communication about opportunities for upward mobility



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.

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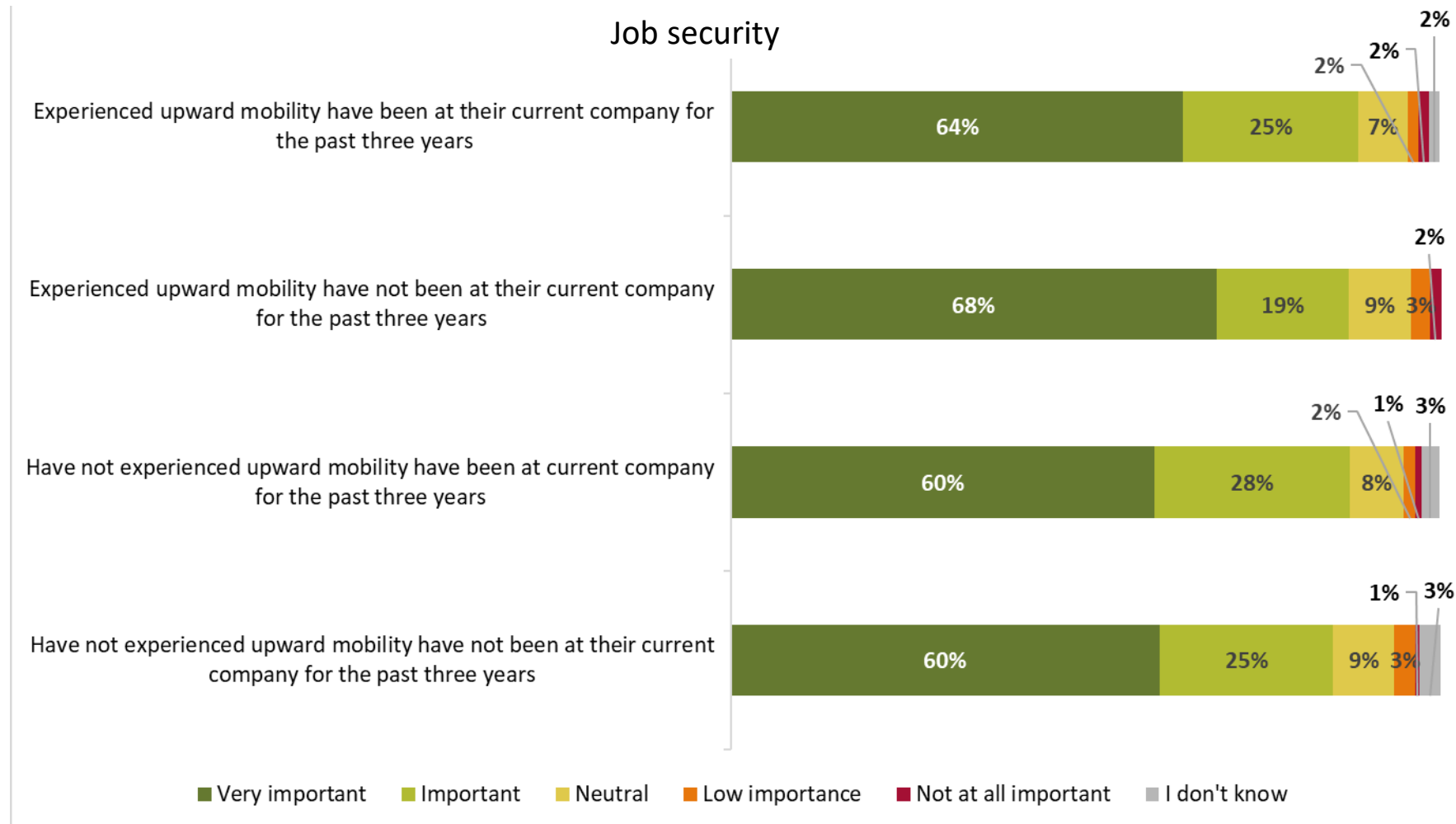
I2: Please rate how important the following factors would be to you if you were to search for another job
 Skill development opportunities (e.g., training programs)



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.

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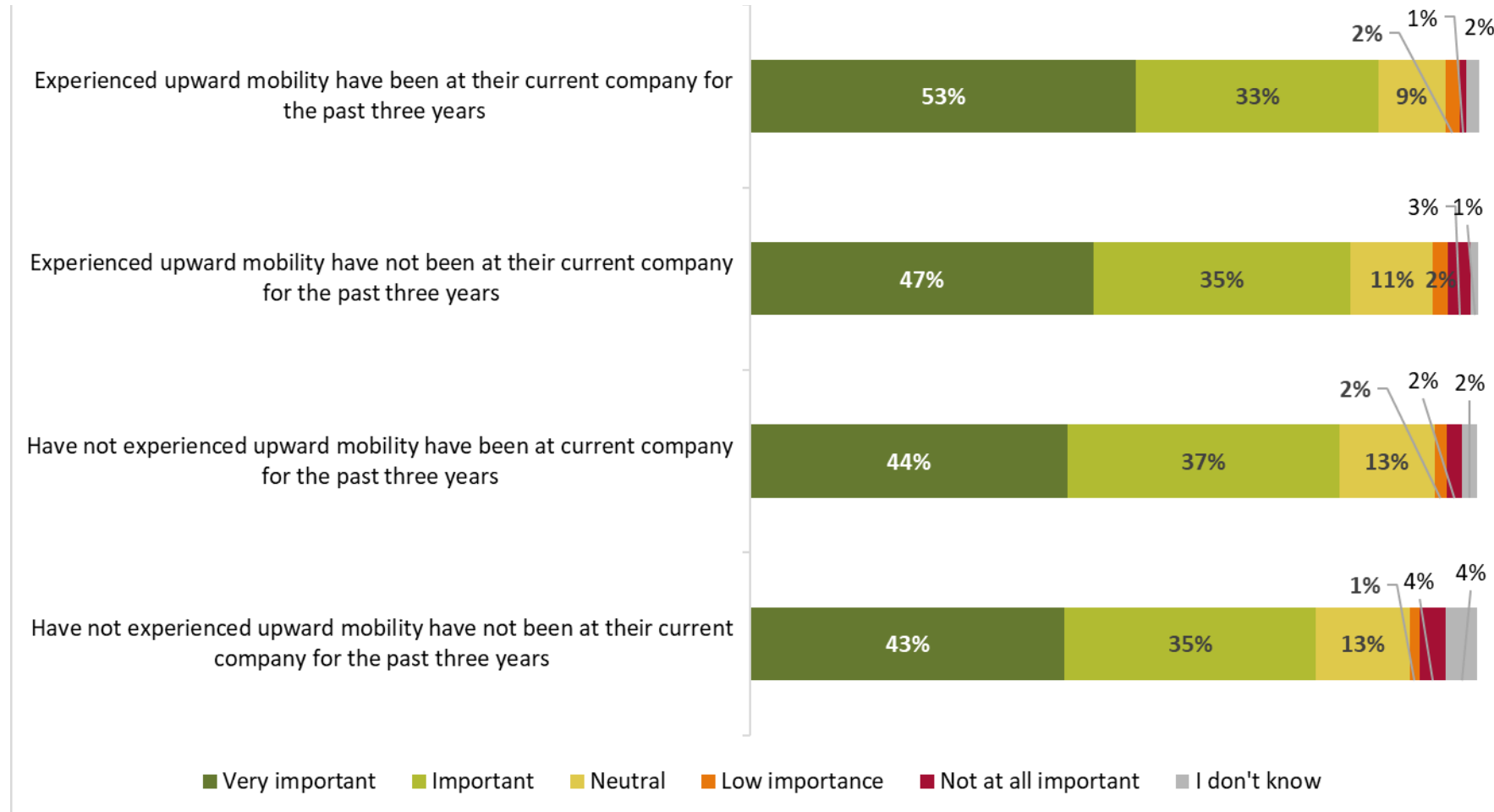
I2: Please rate how important the following factors would be to you if you were to search for another job



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.

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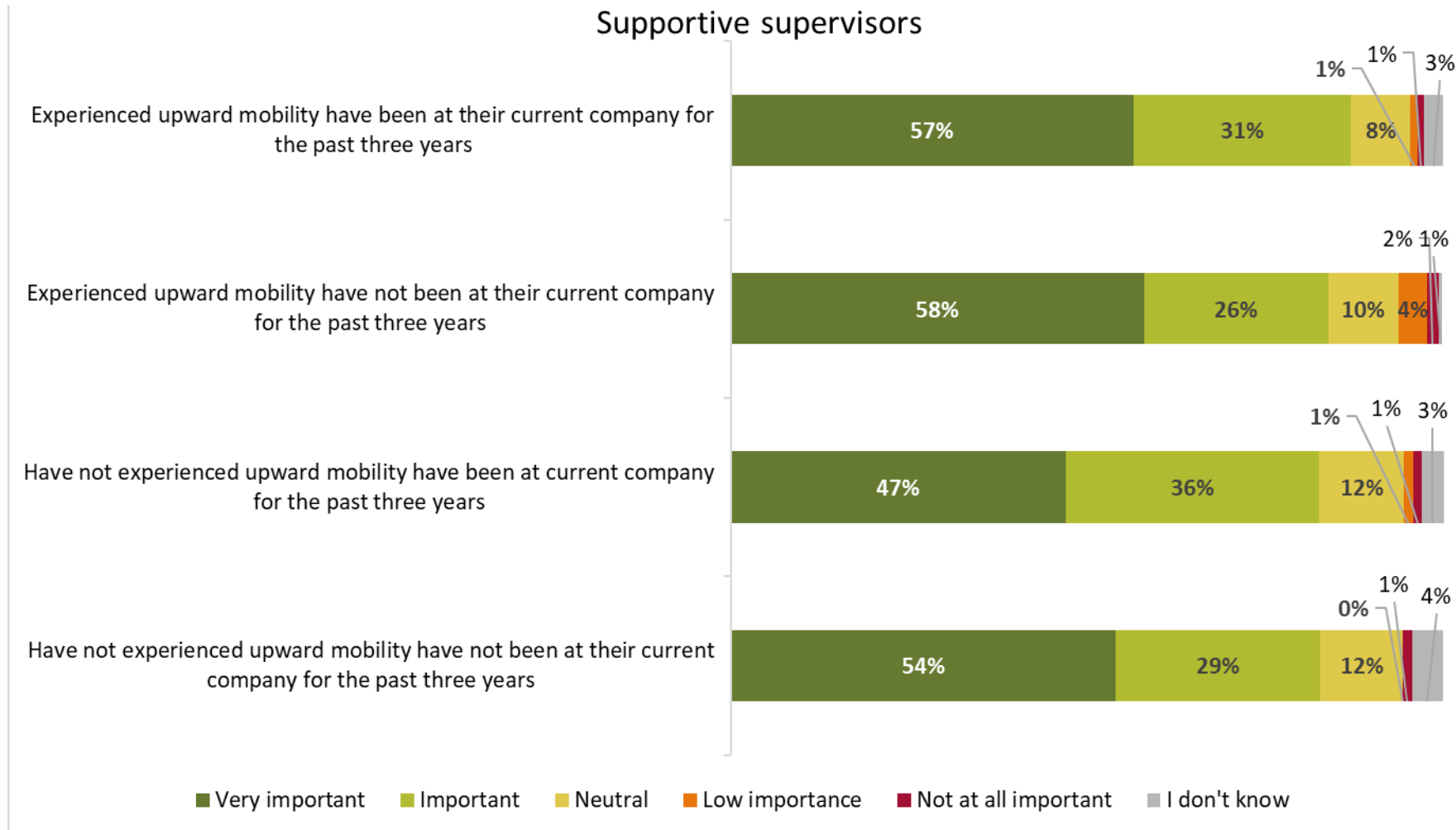
I2: Please rate how important the following factors would be to you if you were to search for another job
Supportive team members



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.

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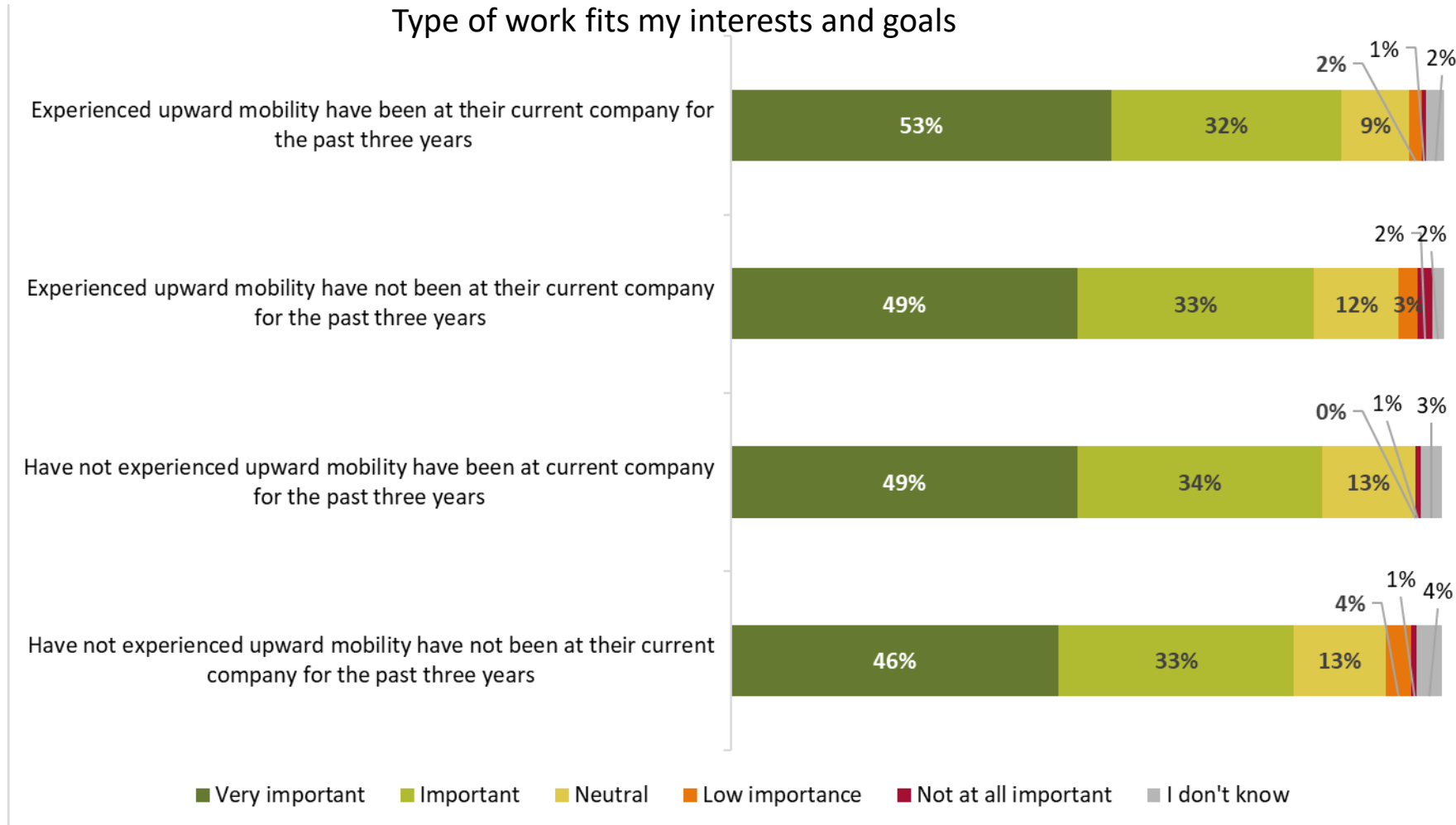
I2: Please rate how important the following factors would be to you if you were to search for another job



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.

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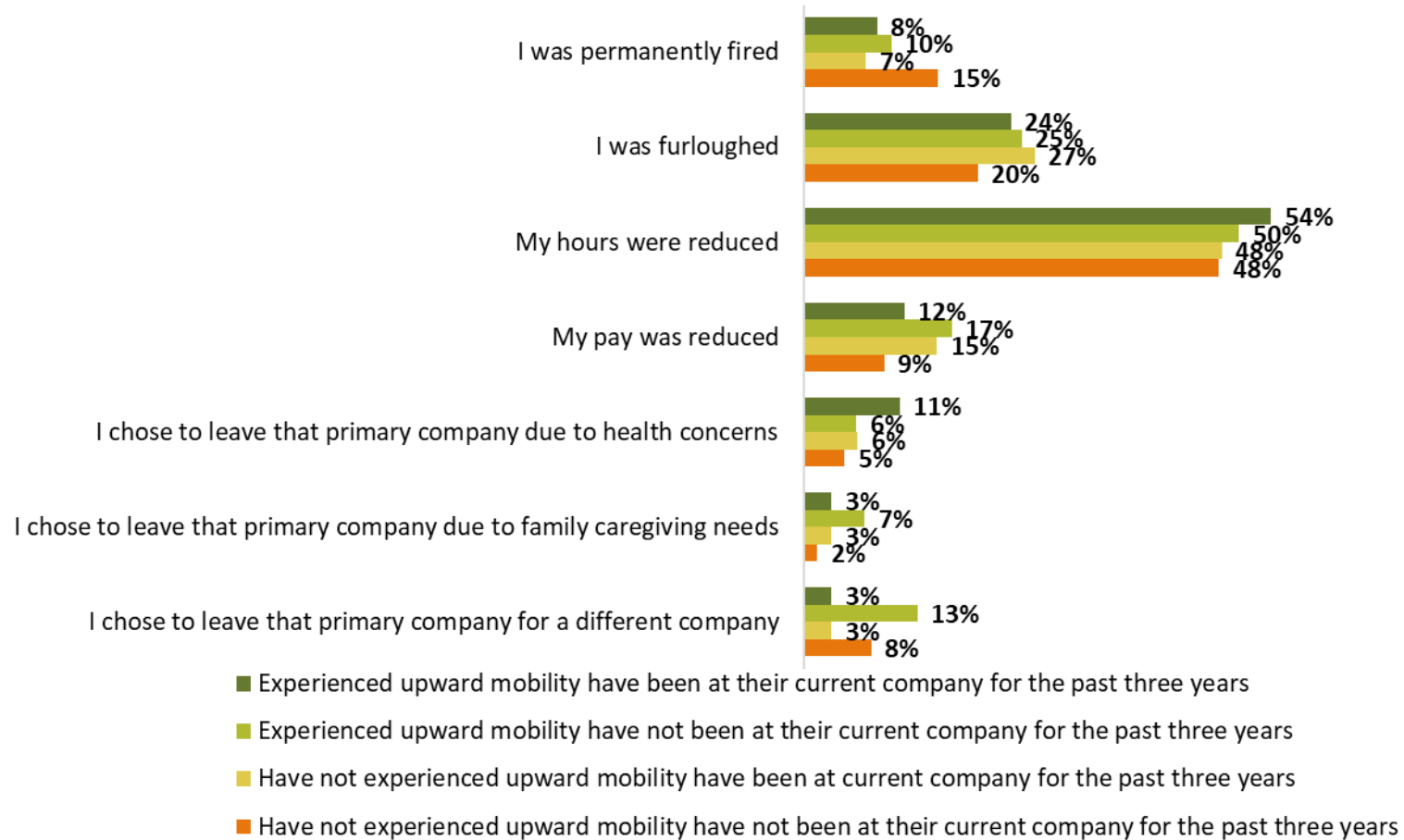
I2: Please rate how important the following factors would be to you if you were to search for another job
 Type of work fits my interests and goals



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.

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I3new: How did your employment at your primary company change between January 2020 and today?

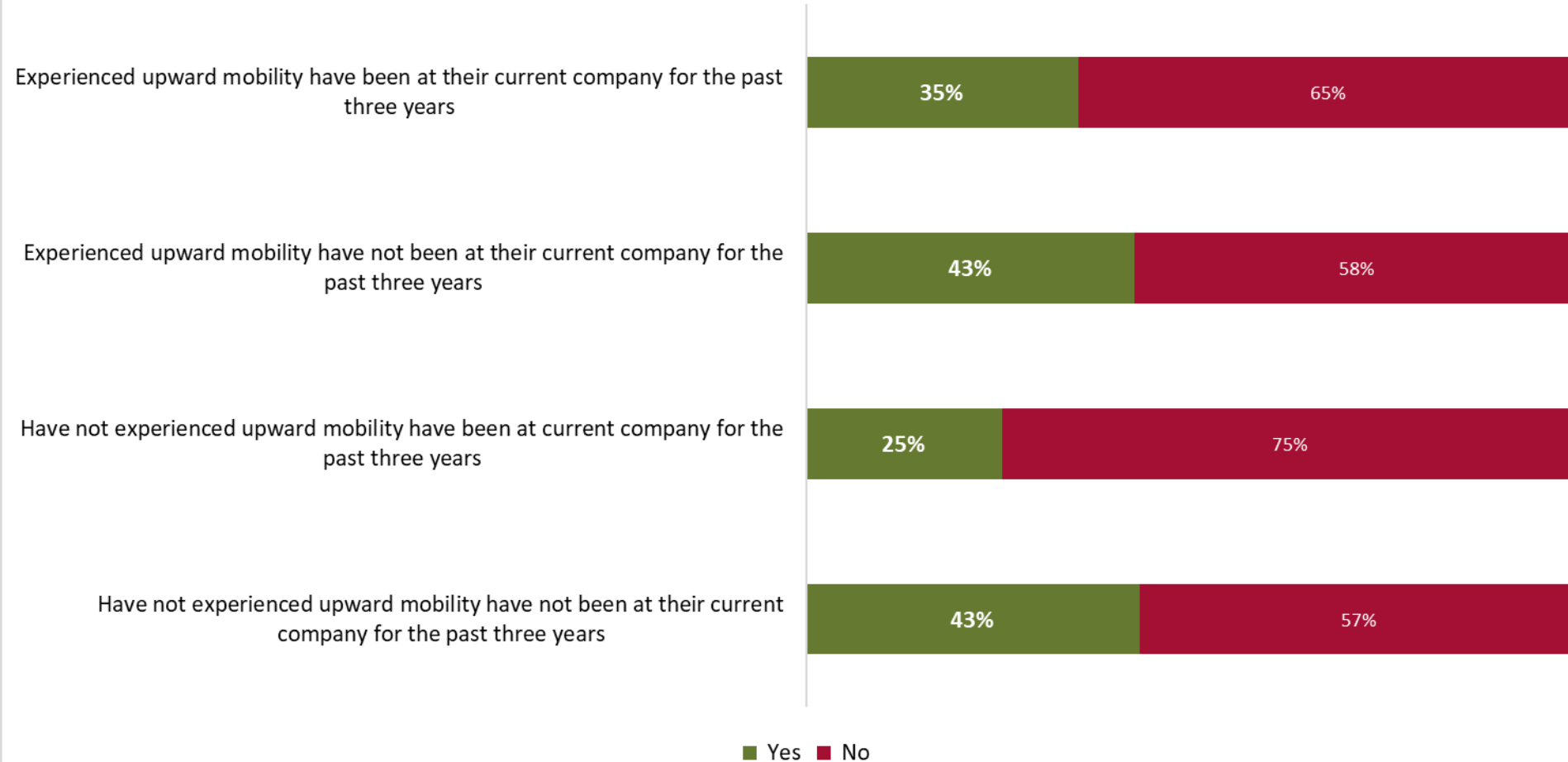


Note: Only respondents whose employment at their primary company changed between January 2020 and today answered this question.

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.

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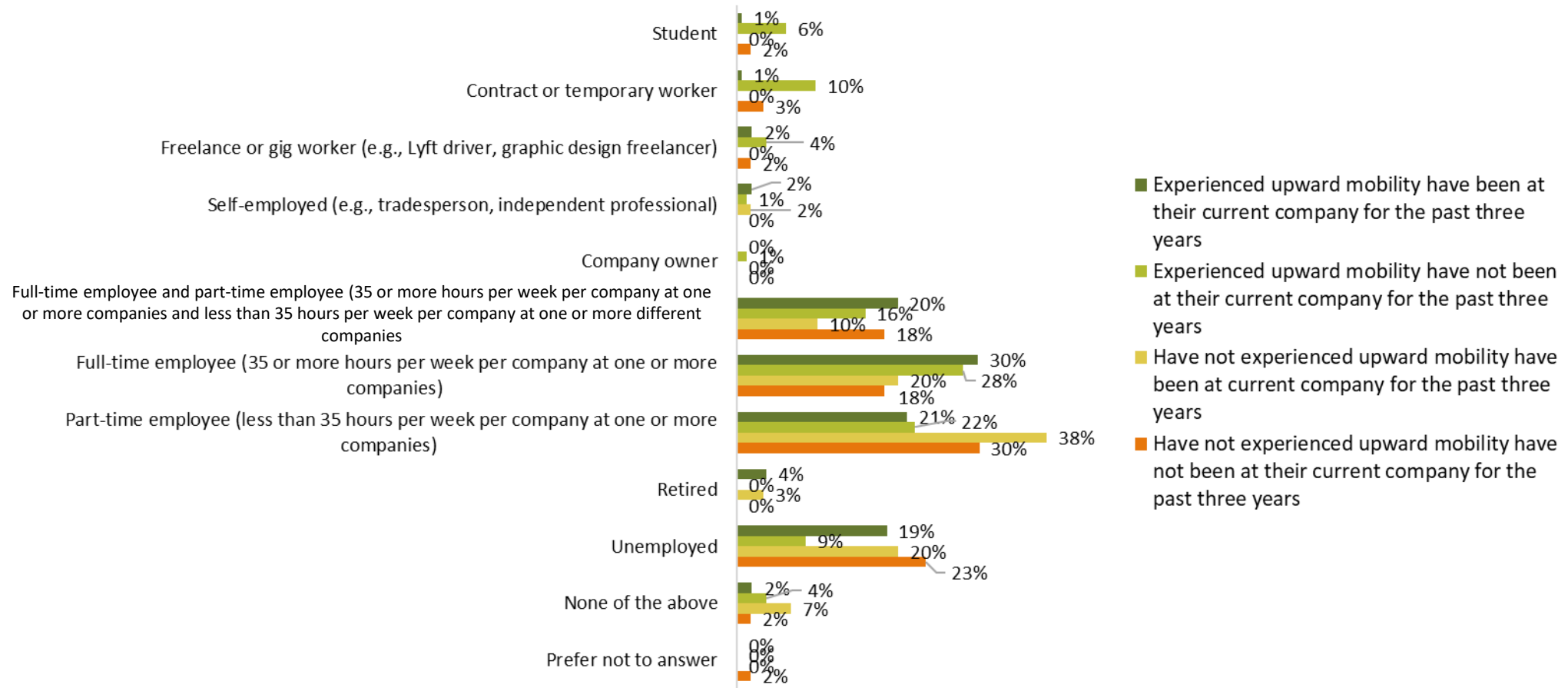
I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?



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.

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

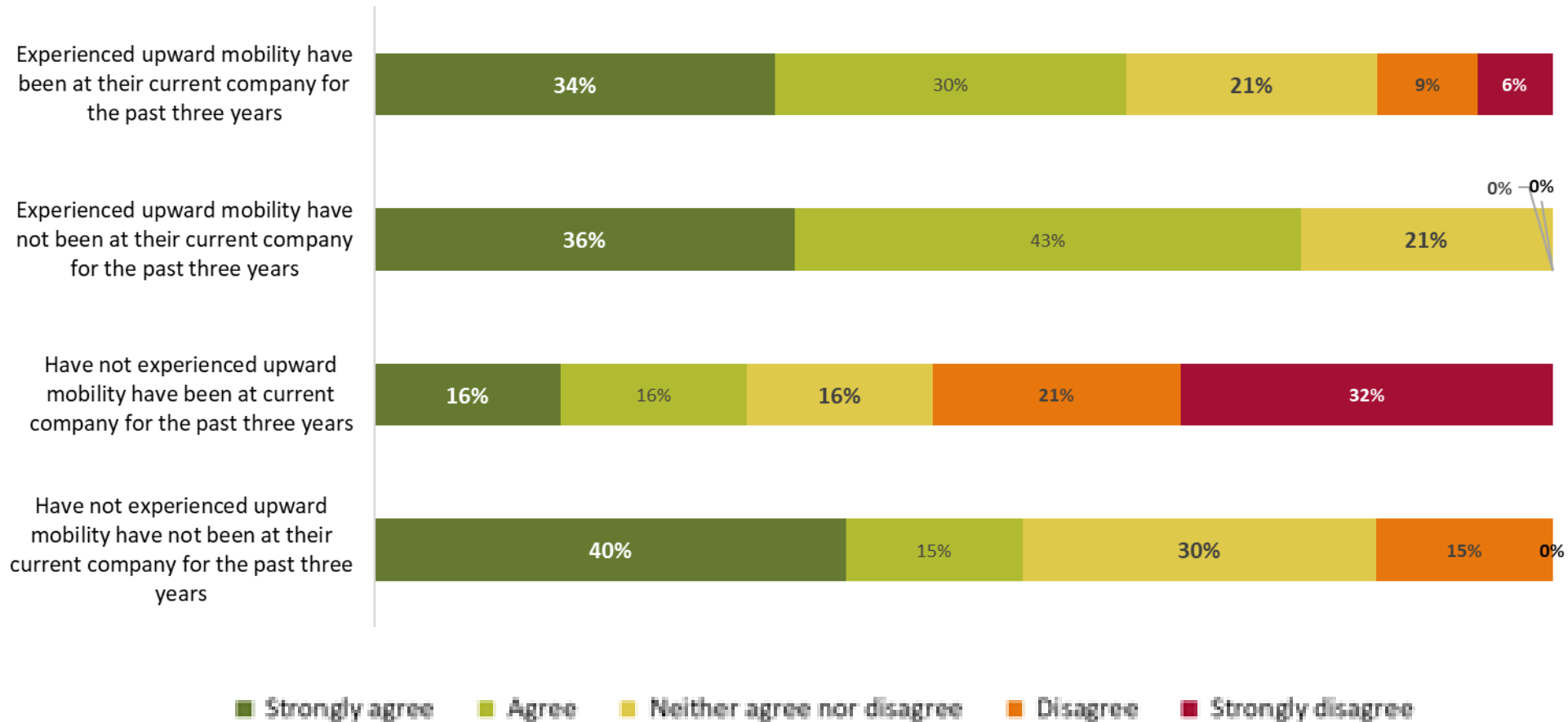


Note: Only respondents whose employment status changed since January 2020 answered this question.

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.

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15: 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”

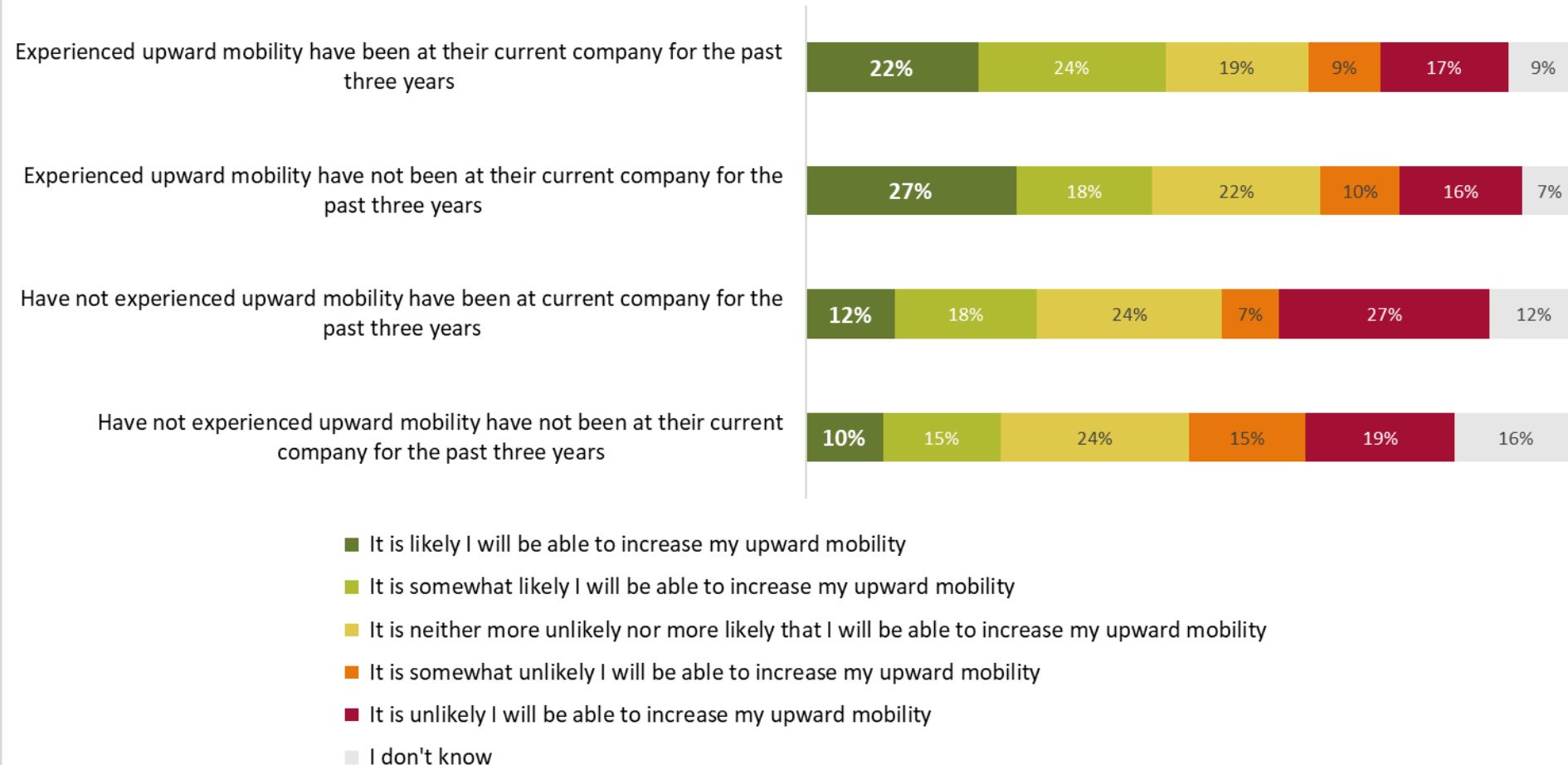


Note: Only respondents who are not currently a full-time and/or part-time employee answered this question.

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.

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

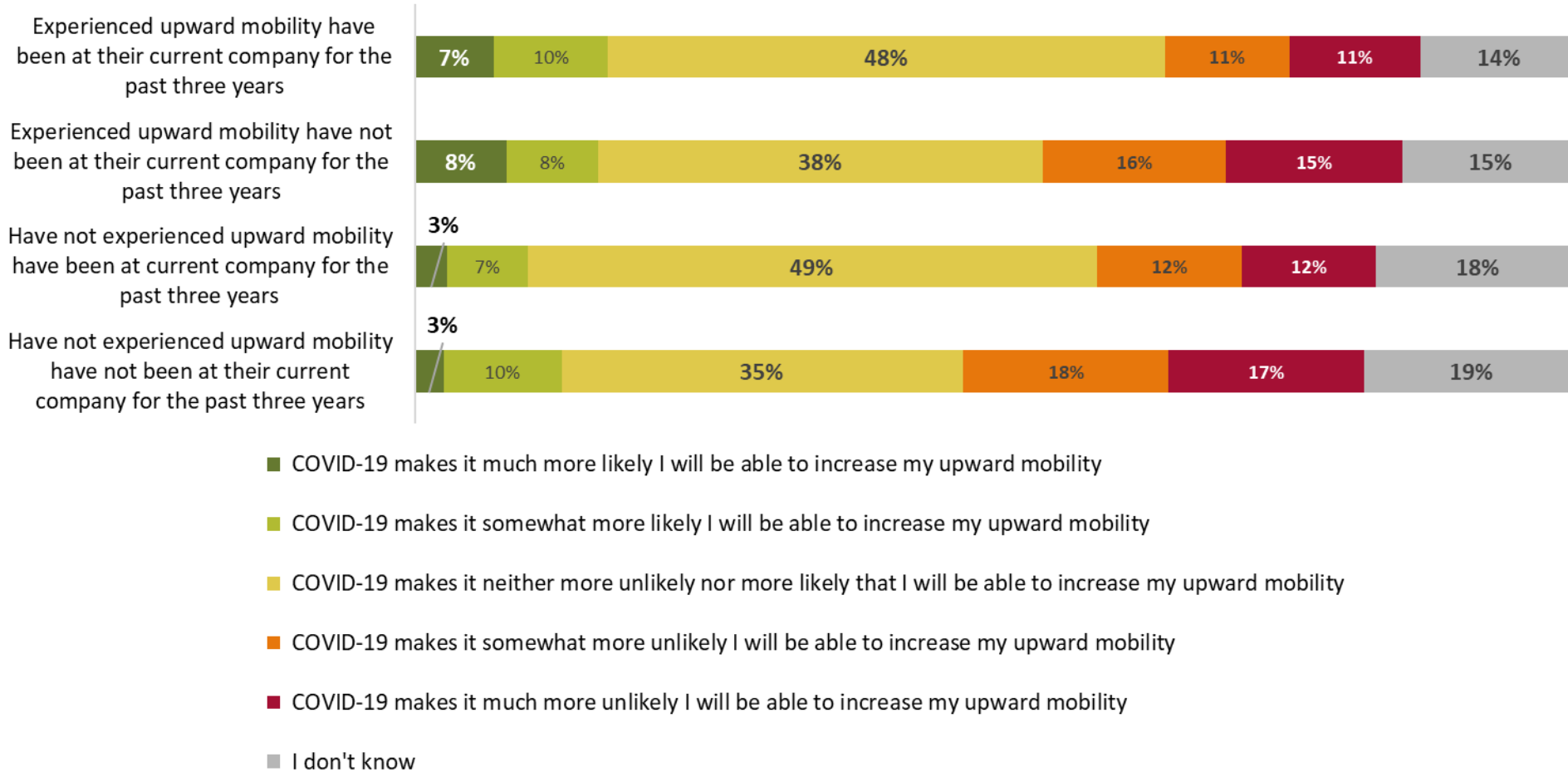


Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.

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.

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



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.