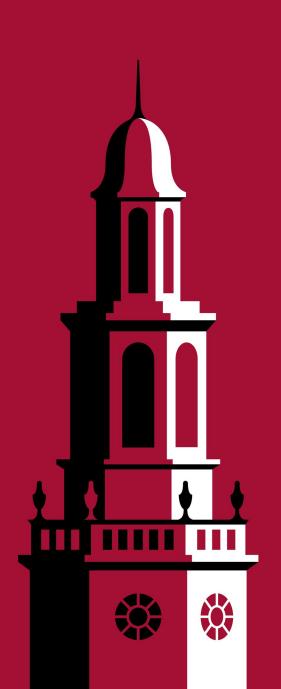
Building From the Bottom Up

Upward mobility survey of employers of lowwage workers (Overall Results)



Managing the Future of Work



Notes Employer Survey – Overall

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

Introduction:

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

Please direct inquiries to:

Manjari Raman, mraman@hbs.edu

Preferred citation:

"Upward Mobility Survey of Employers 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).



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

A1. Prior to COVID-19, in January 2020, which of the following best described your employment status?

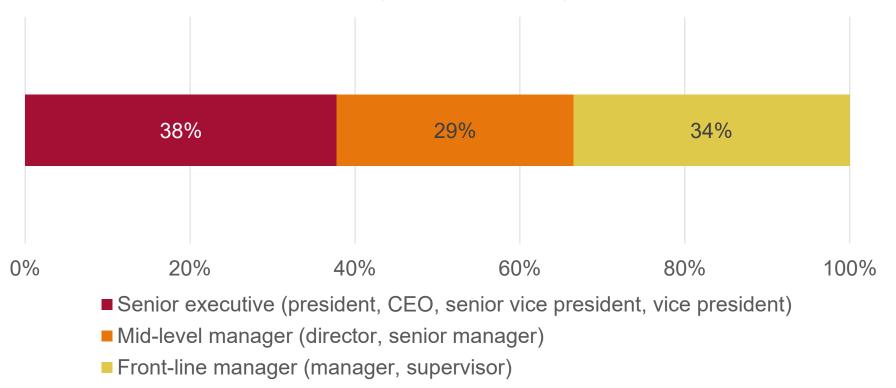


■ Full-time (35 or more hours per week)



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

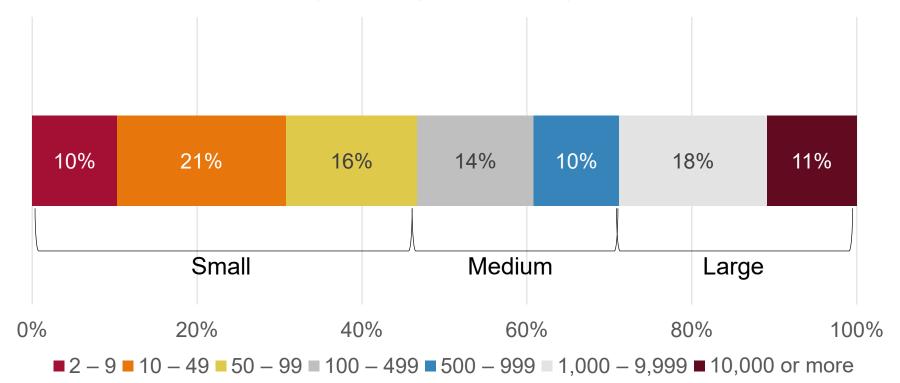
A2. Prior to COVID-19, in January 2020, what was your job title? (Pick the closest)





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

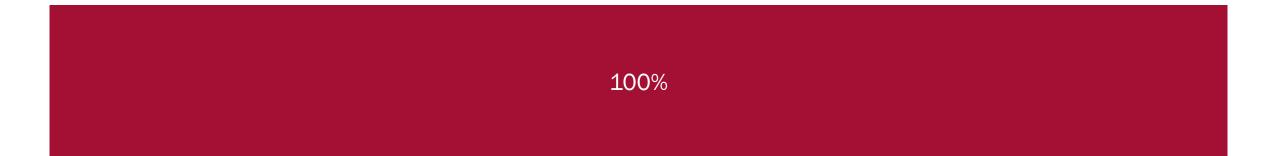
A3: Prior to COVID-19, in January 2020, how many employees did your company have?





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

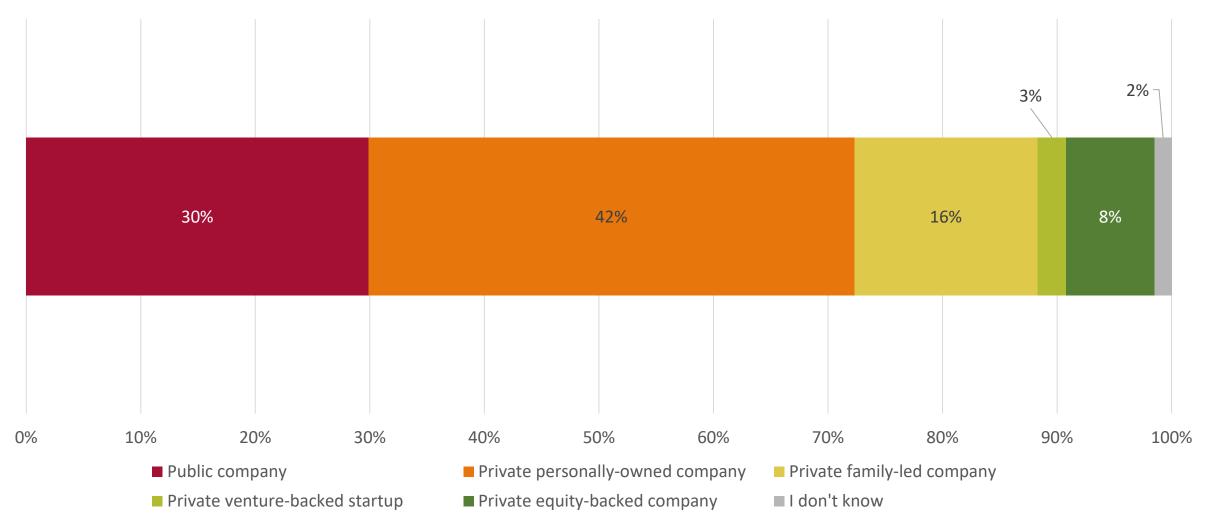
A4. Prior to COVID-19, in January 2020, did your company have employees in the United States?





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

A5. Is your business a:





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

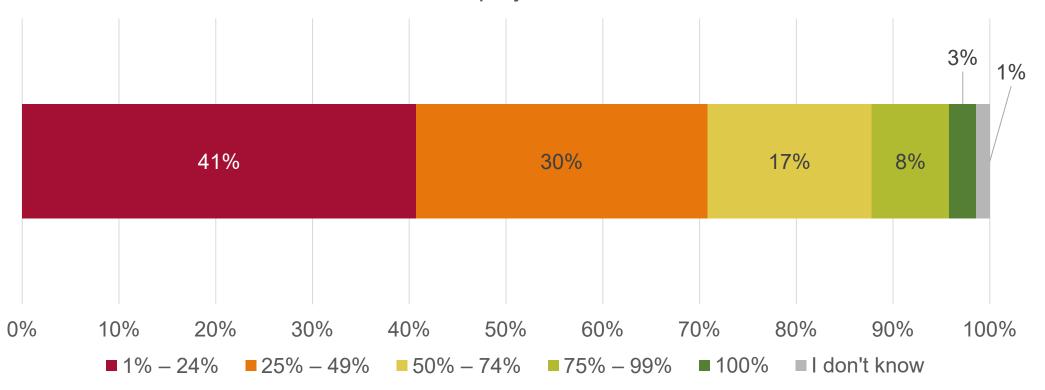
A6. Using this definition of low-wage employees, did your company have any low-wage employees prior to COVID-19, in January 2020?





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

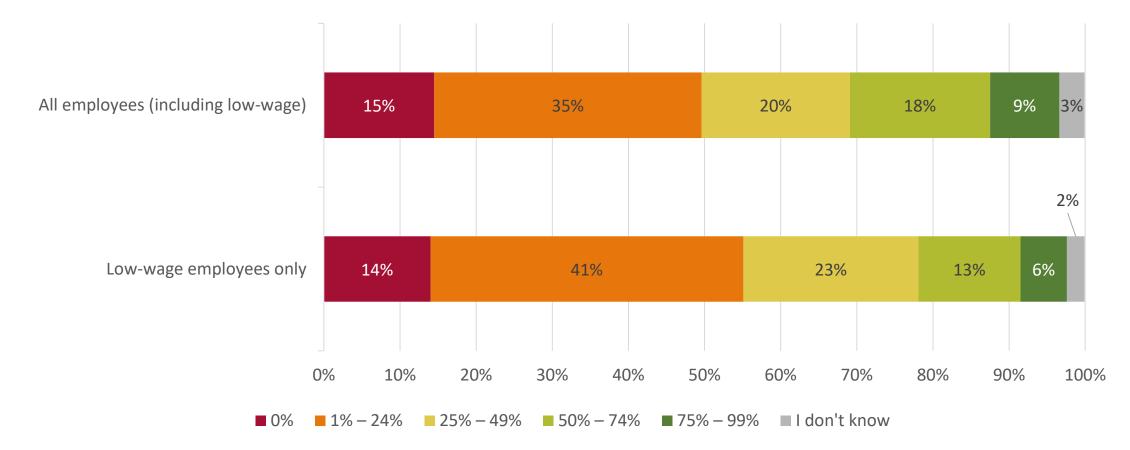
A7: What percentage of your full-time employees are low-wage employees?



Survey Population Percent of Employees Who Are Part-Time

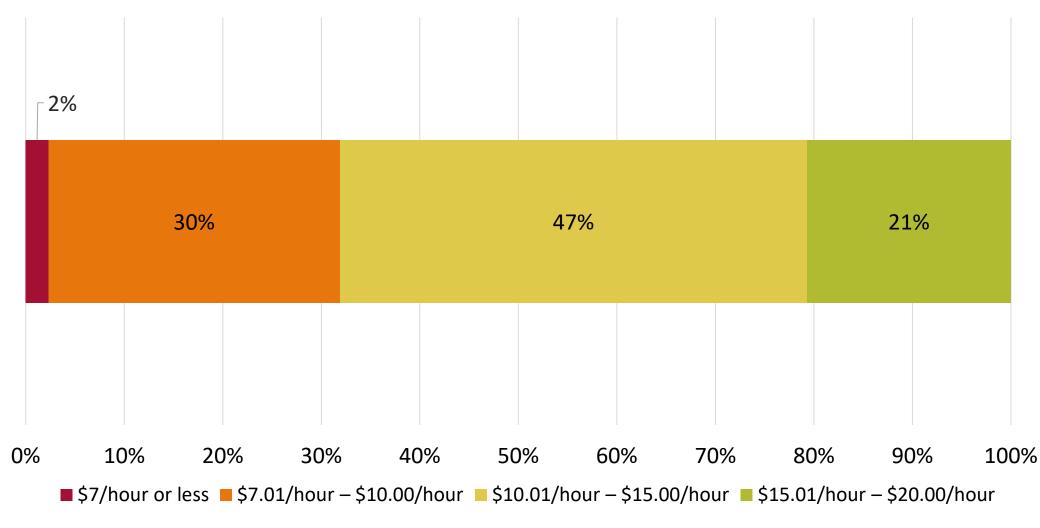
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A8. What percentage of your company's low-wage workforce and total workforce consist of part-time employees?



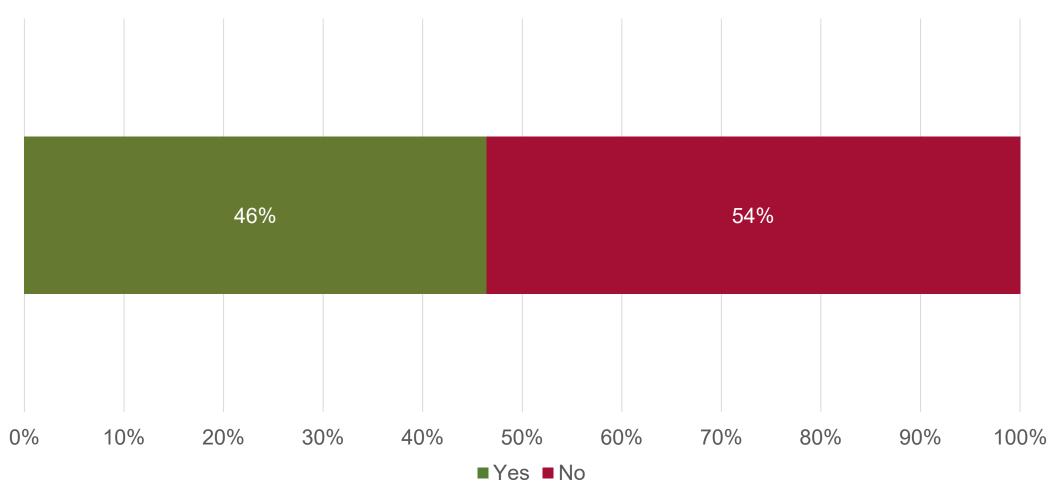
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A9. What is the average hourly wage of your low-wage employees?



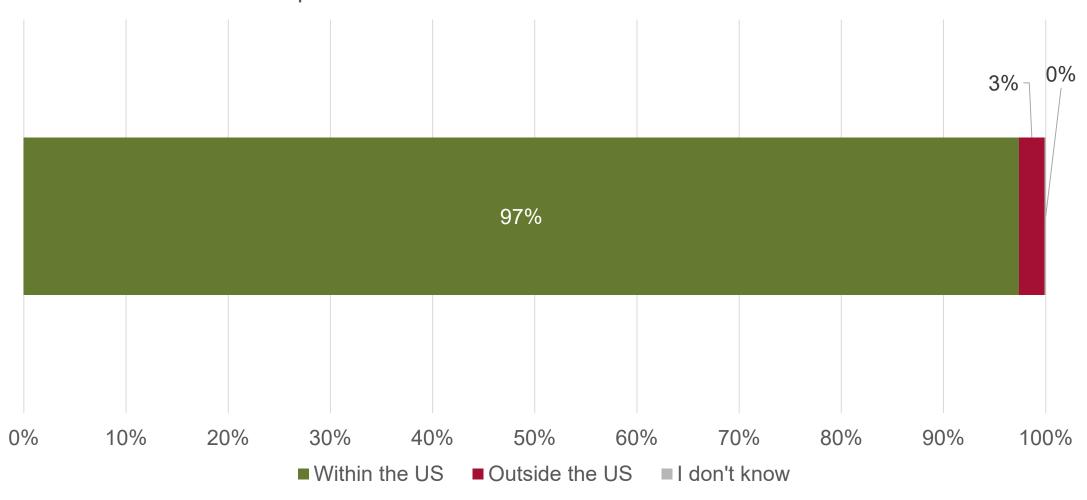
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



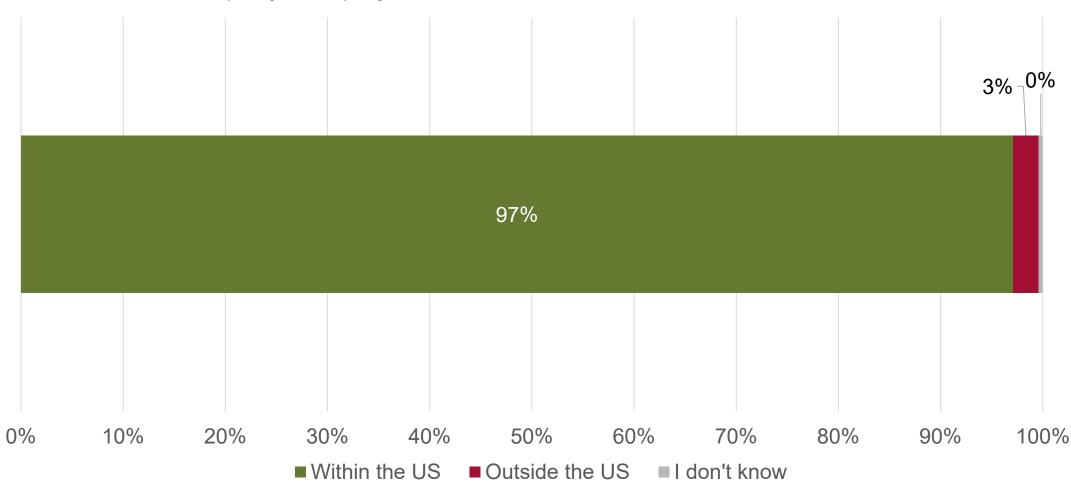
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A11. Prior to COVID-19, in January 2020, was your company's headquarters located within the US or outside the US?



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

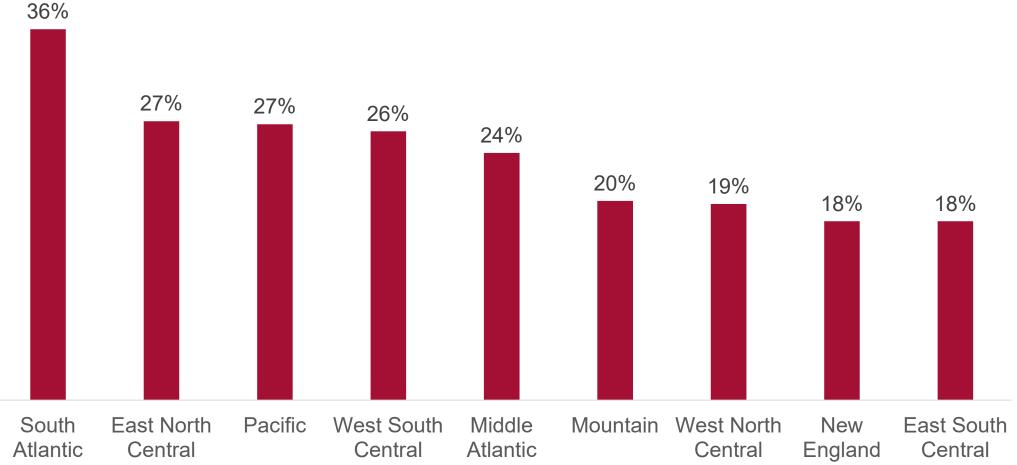
A12. Prior to COVID-19, in January 2020, were the majority of your company's employees located within the US or outside the US?



Survey Population Geography

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

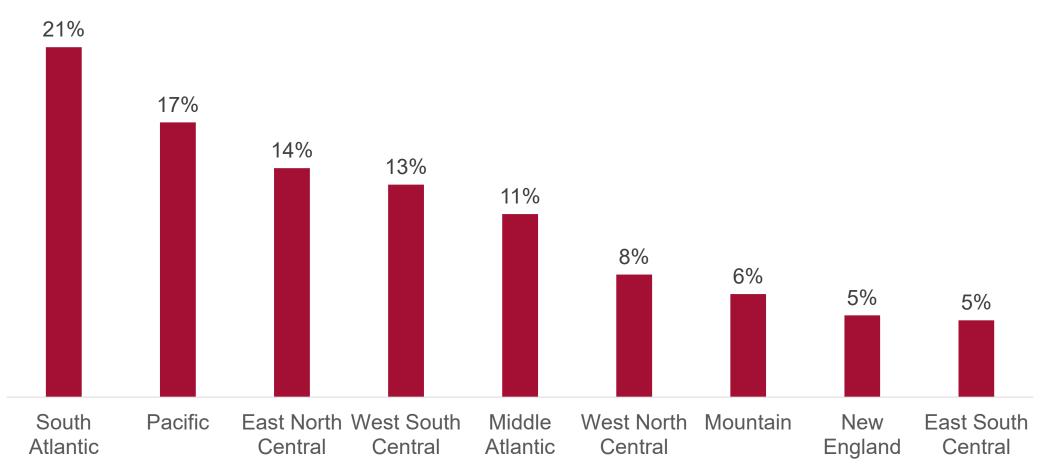
A13. Please indicate all the regions where your company had low-wage employees prior to COVID-19, in January 2020:



Survey Population Geography of Company Headquarters

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

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

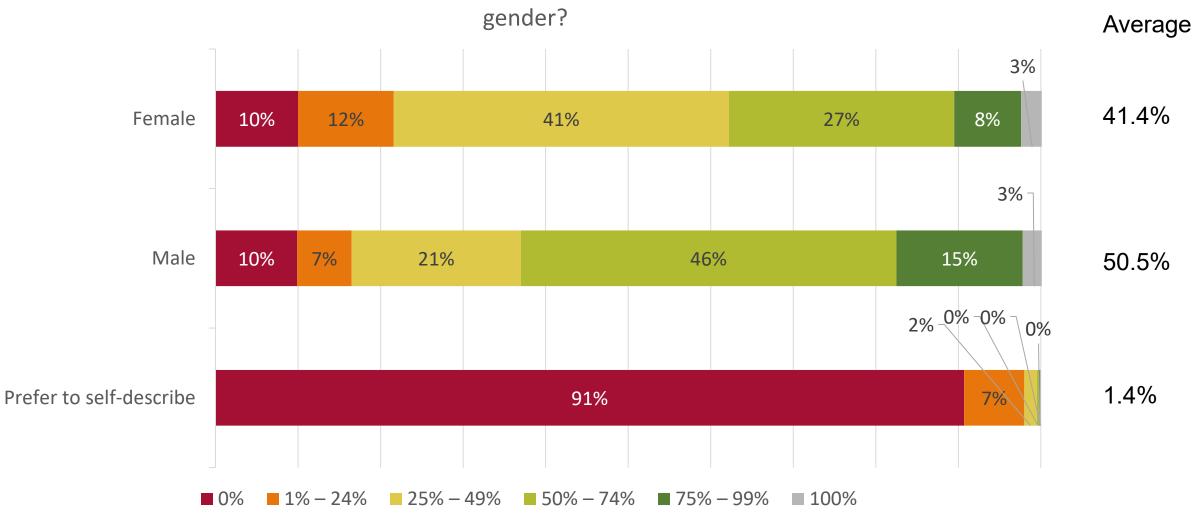


N = 1,120 (company is headquartered in the U.S.)

Survey Population

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

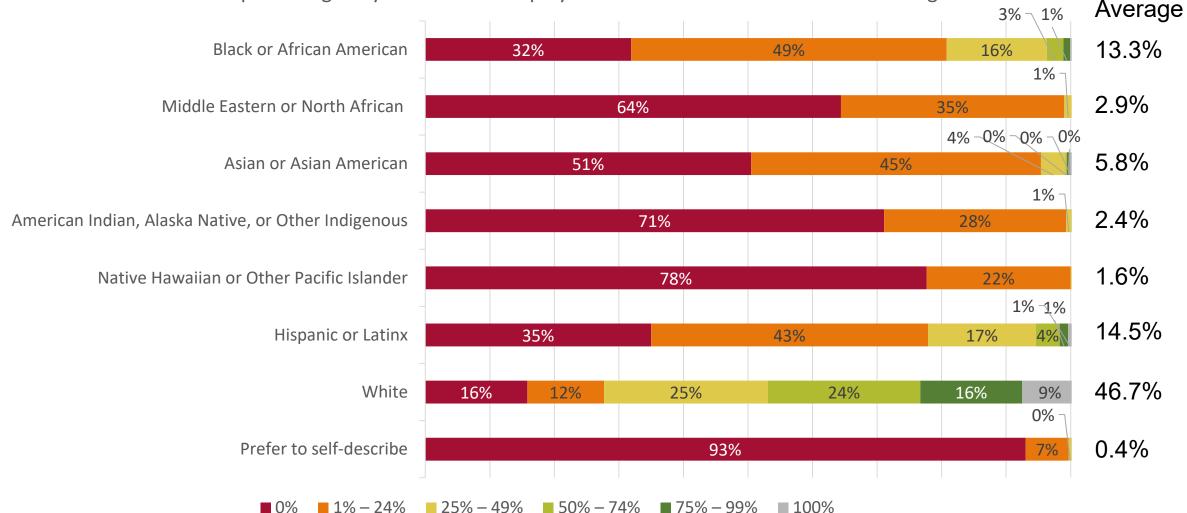
A15. What percentage of your full-time employees report the following as their



Survey Population Race/Ethnicity

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

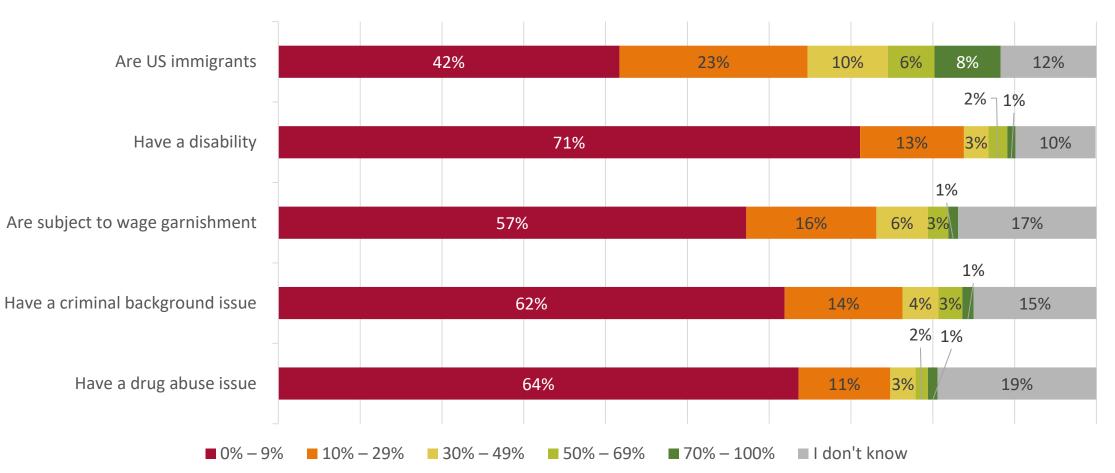
A16. What percentage of your full-time employees describe themselves as the following?



Survey Population Personal Challenges

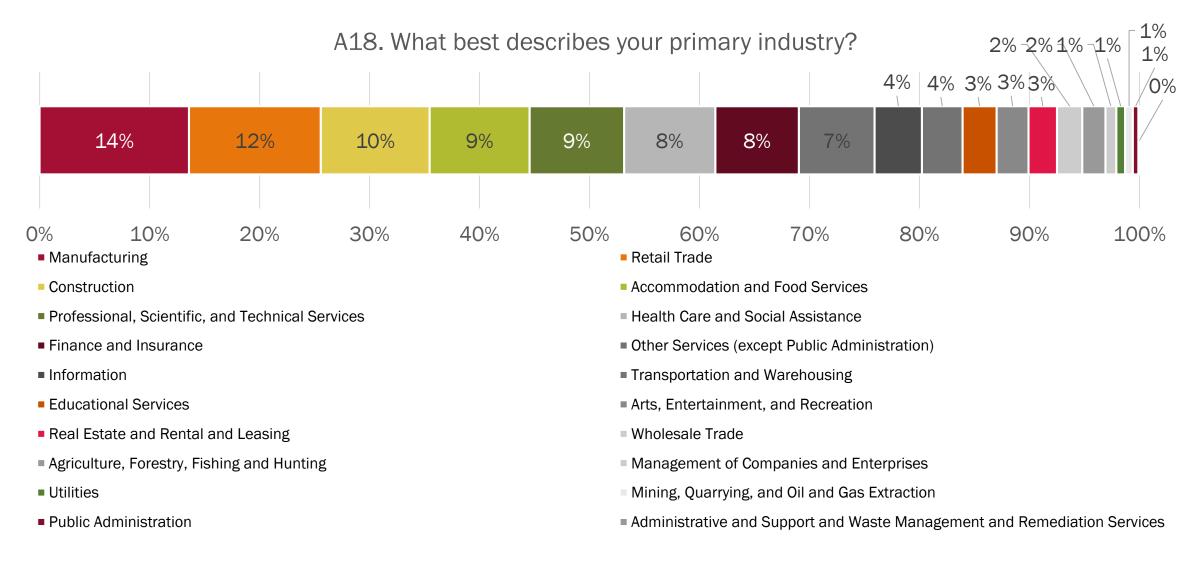
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



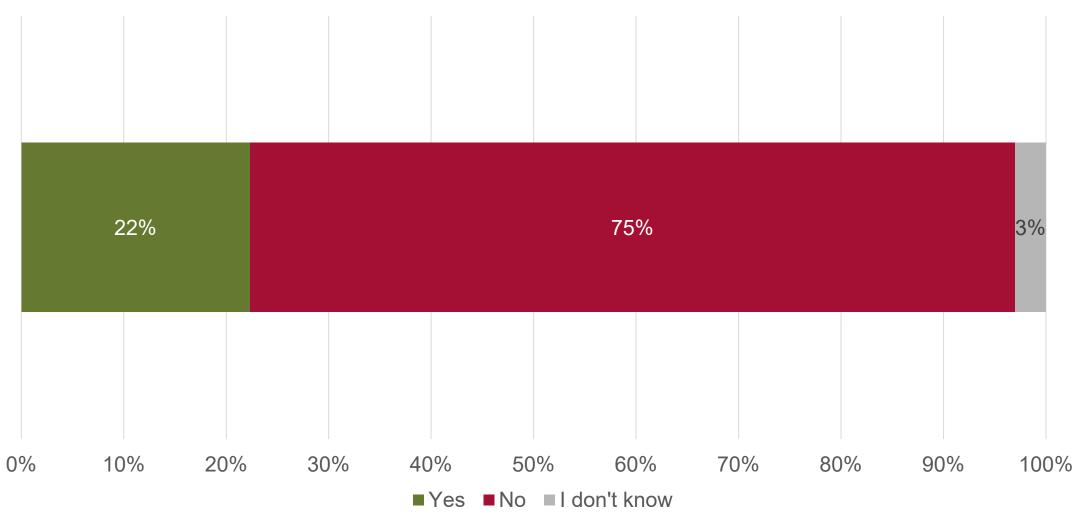
Survey Population

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



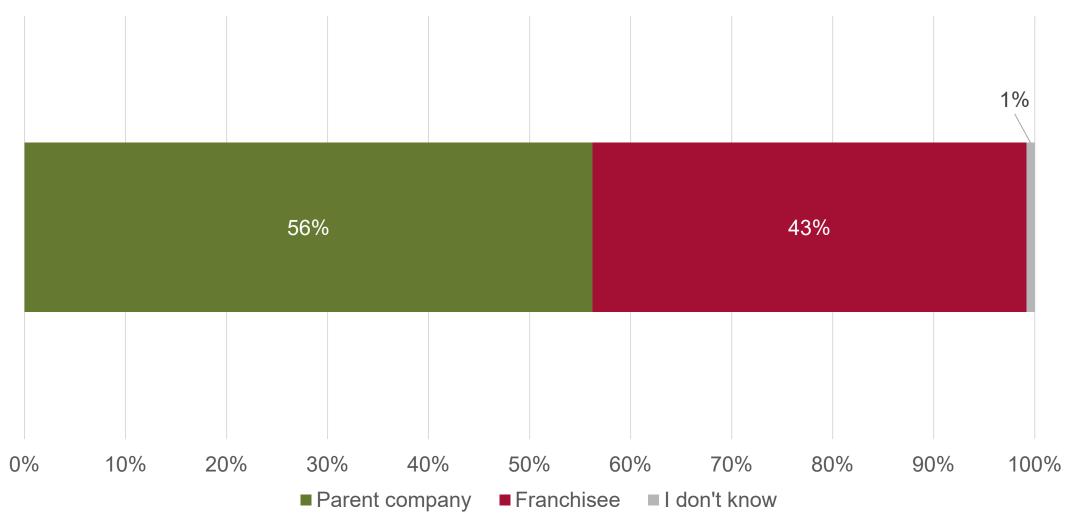
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A19. Does your company use a franchise model?



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

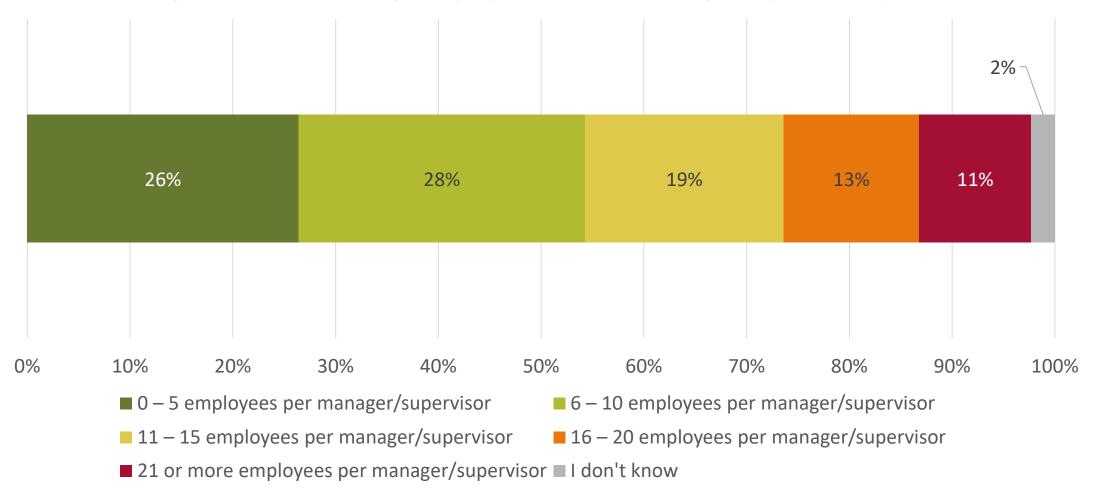
A20. Is your company the parent company or the franchisee?



N = 256 (company uses a franchise model)

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

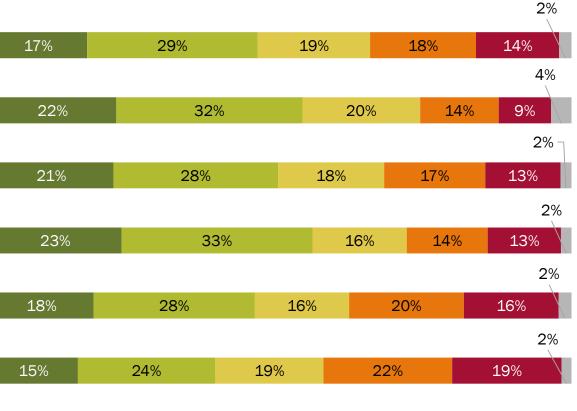
A21. For managers/supervisors who supervise low-wage employees, what is the average number of low-wage employees that each manager/supervisor supervises?



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

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

29% Low-wage employees don't have reliable transportation to and from work 17% Low-wage employees don't have reliable caregiving options for looking after family 22% 32% Low-wage employees don't feel comfortable asking their manager/supervisor for assistance when they have personal circumstances preventing them from moving up (e.g., cannot afford 21% 28% training costs, cannot make their shift due to sick family member) Low-wage employees cannot afford the upfront costs for actions they need to take to move up 23% 33% (e.g., training fees, relocation costs) Low-wage employees don't have the time needed to invest in obtaining the training, 18% 28% certifications, and/or skills needed to move up 15% Low-wage employees can't stay in their job long enough to move up 24%



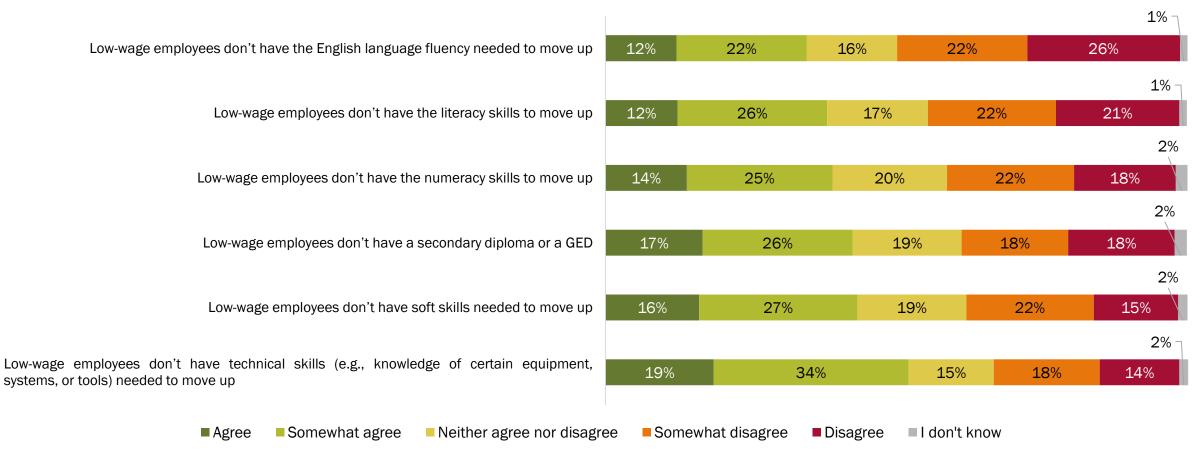
I don't know

Disagree

Agree Somewhat agree Neither agree nor disagree Somewhat disagree

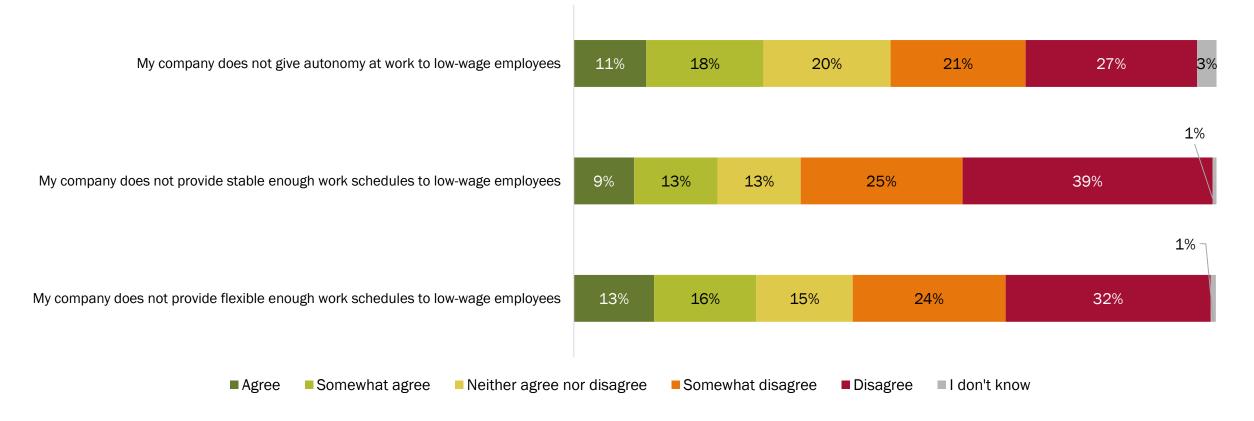
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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

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

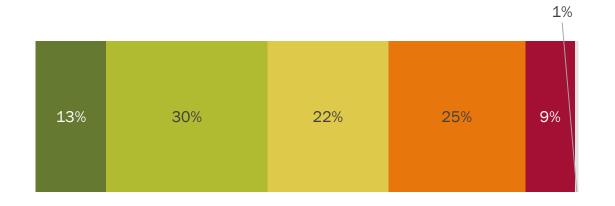


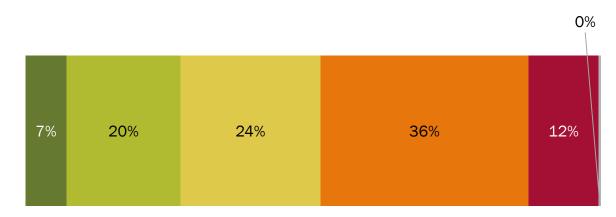
Awareness and Attitudes Ease of Finding Applicants

B4. Finding qualified applicants for lowwage jobs in my company is:

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

B5. Finding qualified applicants for all other jobs is:





Very easy
 Somewhat hard

Somewhat easy
 Very hard

Neither easy nor hard
 I don't know

Very easy
Somewhat hard

Somewhat easy
 Very hard

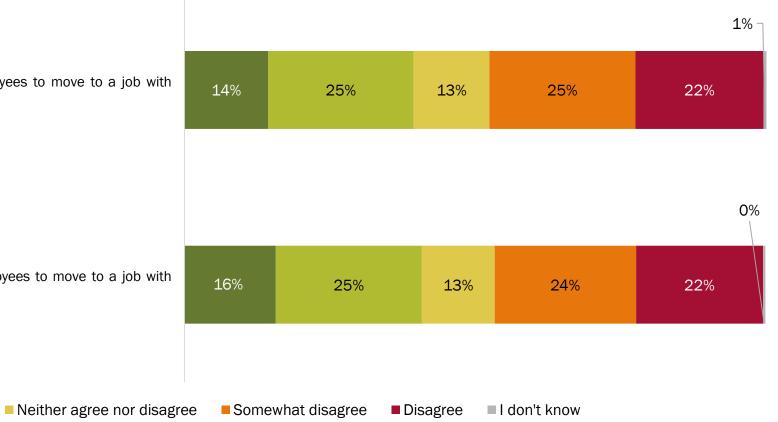
Neither easy nor hard

I don't know

N = 1,150

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

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



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

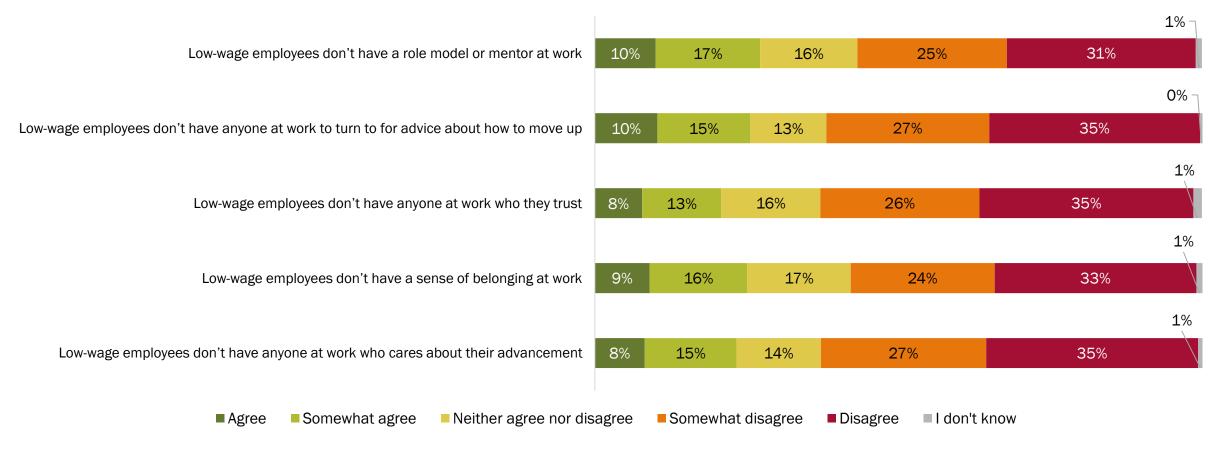
My company doesn't have many opportunities for low-wage employees to move to a job with higher pay, skills, and productivity

Agree

Somewhat agree

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

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



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

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

Low-wage employees are not aware of career pathways in their current area of work (i.e.,
function or department) within my company12%Low-wage employees are not aware of career pathways outside their area of work (i.e., function
or department) within my company17%Low-wage employees don't know what training, certifications, and/or skills are needed to move
up within my company14%Low-wage employees don't know how to get the training, certifications, and/or skills needed to
move up within my company13%Low-wage employees don't know how to get the training, certifications, and/or skills needed to
move up within my company13%

My company doesn't provide the training and/or certifications low-wage employees need to move up

						270
12%	26%	-	L7%	24%	20%	
						2%
17%	26%		19%	21	% 16%	
						2%
14%	25%		18%	21%	20%	
						1%
13%	25%		18%	24%	19%	
						1%
12%	28%		16%	23%	20%	
						1%
14%	18%	16%		24%	27%	

Agree Somewhat agree

e 🛛 📕 Neither agree nor disagree

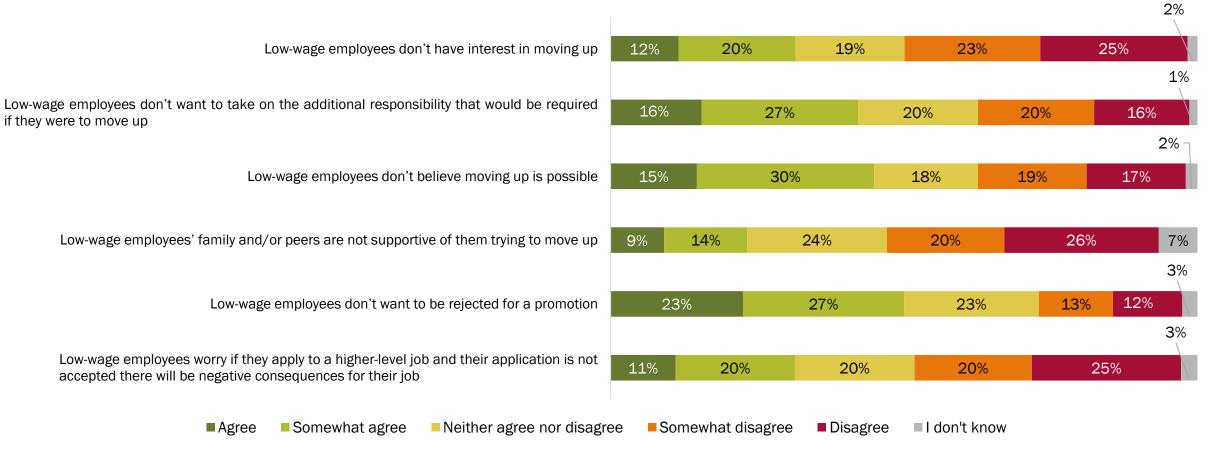
Somewhat disagree Disagree

agree 🛛 🔳 I don't know

2%

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

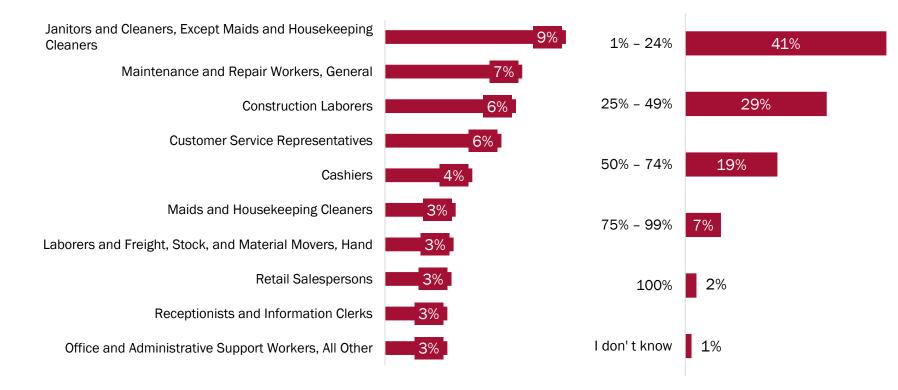
B9. Please tell us how strongly you agree or disagree that each of the following conditions is a barrier to the upward mobility of low-wage employees at your company.



Awareness and Attitudes Low-Wage Employees

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

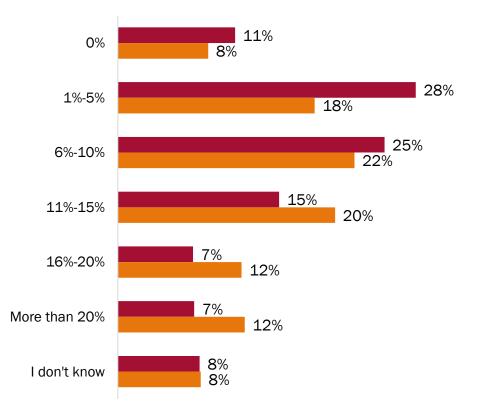
B10. What is the most common occupation among low-wage employees at your company?



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

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

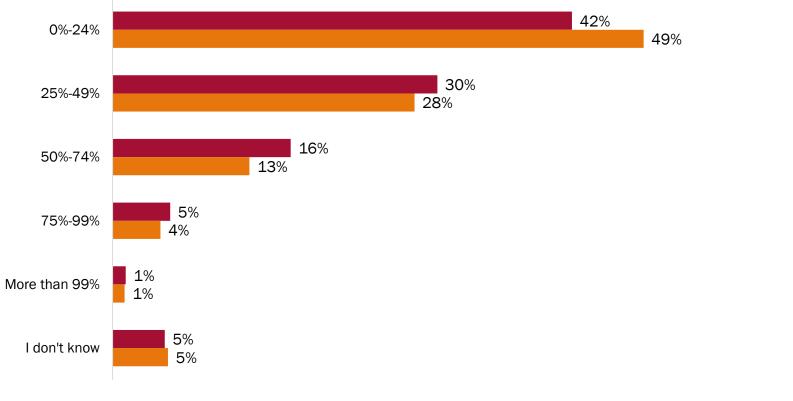
B12. From January 2019 to January 2020 (the year prior to COVID-19), what percentage of your company's low-wage workforce and total workforce experienced upward mobility?



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

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

B13. From January 2019 to January 2020 (the year prior to COVID-19), in your company, what would you estimate were the turnover rates of:

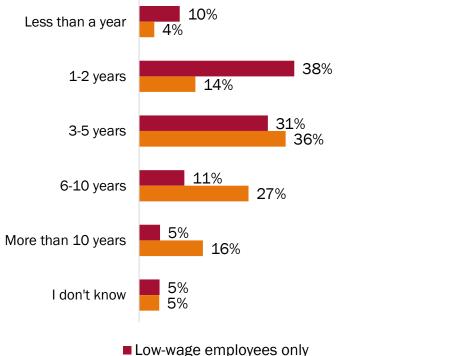


Low-wage employees only
All employees (including low-wage employees)

Awareness and Attitudes

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

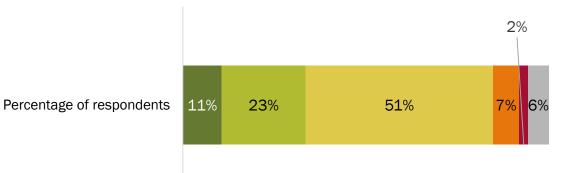
B14. Prior to COVID-19, in January 2020, what would you estimate was the average tenure employed at your company of:



Low-wage employees only

All employees (including low-wage employees)

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

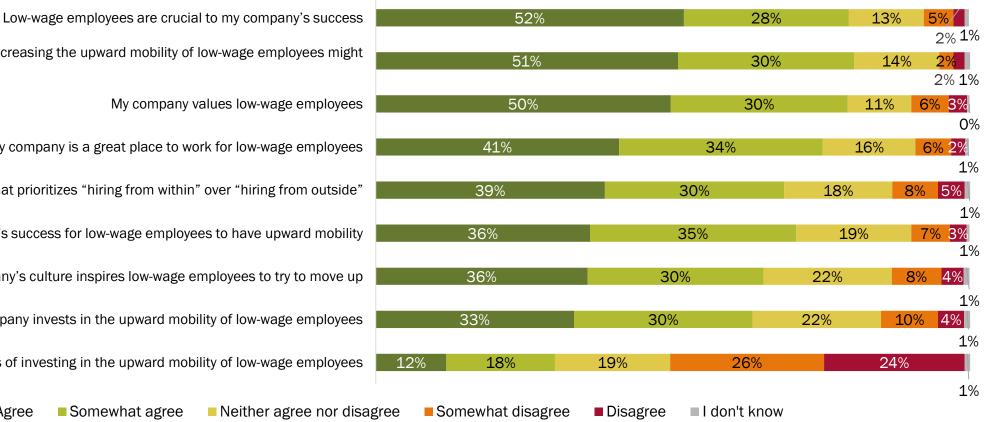


- Significantly higher than your industry's average
- Somewhat higher than your industry's average
- About the same as your industry's average
- Somewhat lower than your industry's average
- Significantly lower than your industry's average
- I don't know



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

C1. For the following questions, please indicate how much you agree or disagree with the following set of statements.



I am open to learning about how increasing the upward mobility of low-wage employees might benefit my company

My company values low-wage employees

My company is a great place to work for low-wage employees

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

It is essential to my company's success for low-wage employees to have upward mobility

My company's culture inspires low-wage employees to try to move up

I am proud of how my company invests in the upward mobility of low-wage employees

Somewhat agree

I am skeptical of the benefits of investing in the upward mobility of low-wage employees

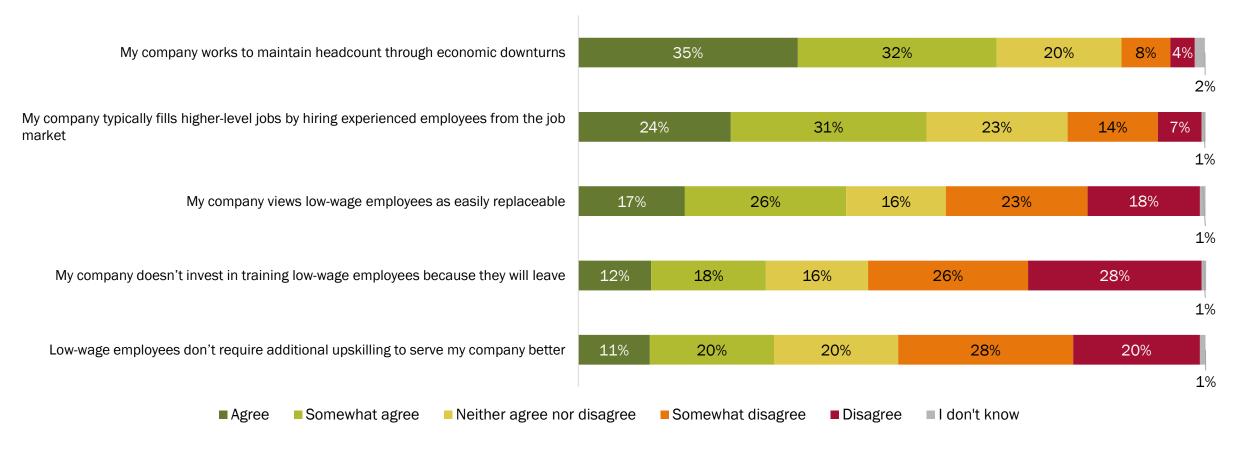
Agree

Neither agree nor disagree



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

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





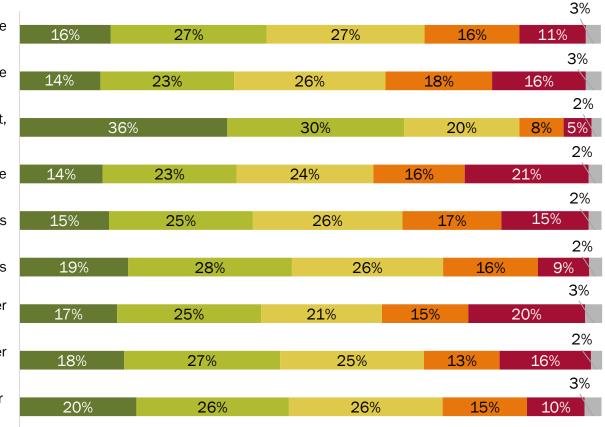
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

Ctable and we distable you		4.0/		
Stable and predictable pay		4%	28%	5% 1% 1%
Stable and predictable hours	60%		29%	8% <mark>2%</mark> 0% 2%
Job security	59%		29%	8% <mark>2%</mark> 1% 2%
Supportive supervisors	58%		30%	<mark>8% 2% 1%</mark> 1%
Level of pay	57%		33%	7% <mark>1% 0%</mark> 1%
Other company benefits (e.g., healthcare benefits)	54%		26%	13% <mark>3%</mark> 2% 2%
Supportive team members	52%		35%	9% 2 <mark>%</mark> 1% 2%
Convenient to get to work location	45%	37%)	<u>12%</u> 3% <u>1%</u> 2%
Location		34%		15% <mark>3%</mark> 2% 2%
Flexible sick time policy	44%	34%	1	3% 4% 2% 2%
Opportunities for upward mobility	42%	35%	1	6% <mark>4%</mark> 1% _ 2%
Clear communication about opportunities for upward mobility	42%	33%	18	<mark>%4%</mark> 2% 2%
Skill development opportunities (e.g., training programs)	, 40%	36%	15	<mark>% 5%</mark> 2% 2%
Type of work fits my interest and goals	40%	35%	16%	6 4 <mark>% 2%</mark> - 2%
Control over hours	35%	37%	18%	<mark>6% 3%</mark> 2%
Control over work location	32%	33%	20%	7% 7% 2%
Transportation assistance benefit	25%	26% 22%	11%	11% 5%
Caregiving assistance benefit	25%	29% 229	6 11%	8% 6%
Worker stock options program or other worker ownership structure	23%	24% 19%	12%	17% 5%
Tuition benefits	23%	27% 22%	12%	12% 4%
Important Somewhat important	ther unimportant nor important	Somewhat unimportant	Unimportant	don't know

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

C4: How often does your company:



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

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

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

Describe career pathways on the company website

Describe career pathways in job postings

Describe career pathways in job interviews

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

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

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

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

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

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

Internally communicate success stories of my company's employees who start as low-wage employees and then go on to achieve career progression within the company Externally communicate success stories of my company's employees who start as low-wage 24% employees and then go on to achieve career progression within the company Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers may also be expected to clean the restrooms) during the hiring process Describe career pathways on the company website 24% 24% Describe career pathways in job postings Describe career pathways in job interviews Describe total compensation (i.e., pay ranges and benefits) for different roles on the career 27% pathways on the company website Describe total compensation (i.e., pay ranges and benefits) for different roles on the career 26% pathways in job postings Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job interviews

Somewhat optimistic

30% 35% 20% 4% 9% 3% 5% 35% 23% 10% 2% 8% 3% 34% 34% 20% 31% 23% 6% 4% 12% 34% 26% 5% 3% 9% 2% 4% 29% 36% 22% 8% 31% 24% 6% 3% 10% 2% 34% 23% 10% 5% 3% 29% 36% 20% 4% 8% Neither optimistic nor pessimistic Somewhat pessimmistic I don't know Very pessimistic

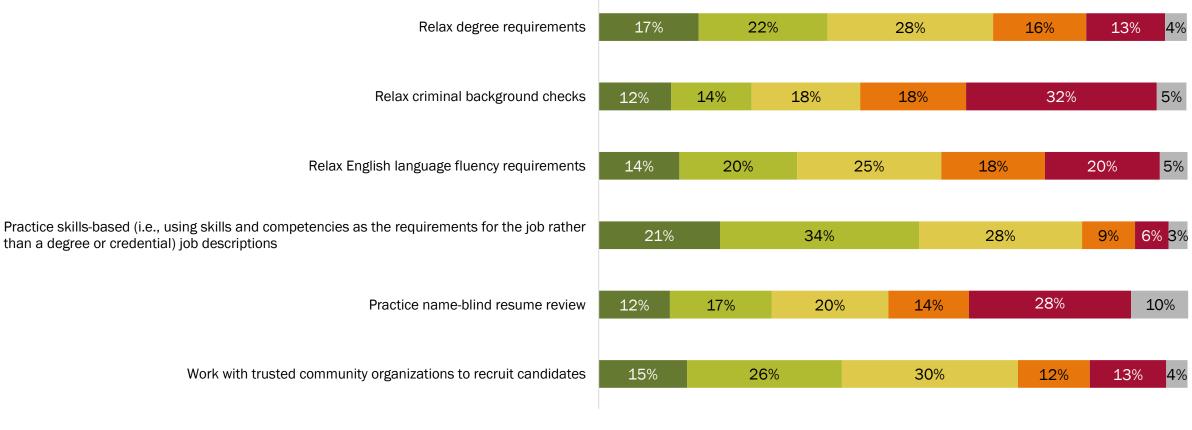
N = 1,150

Very optimistic

3%

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

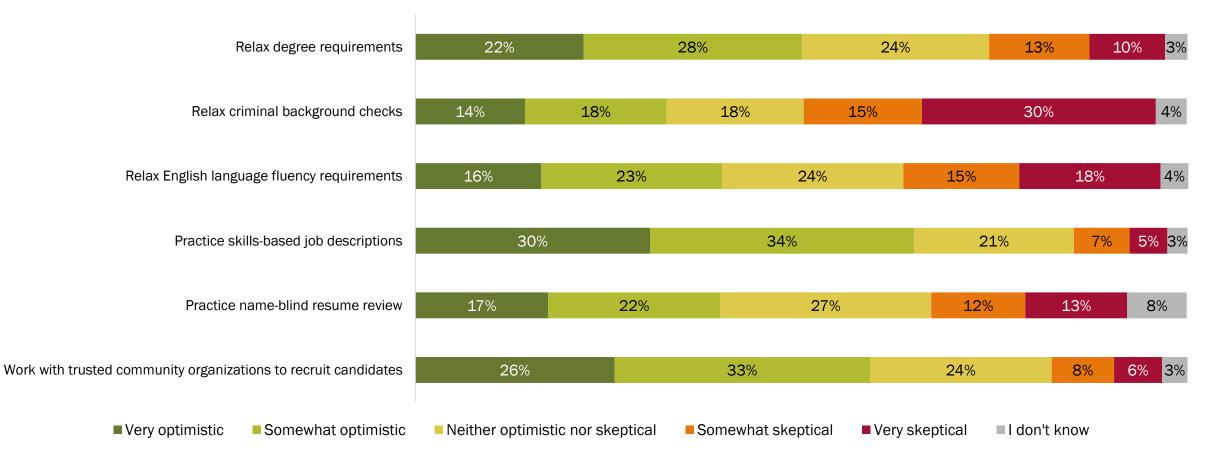
C6: How often does your company:



Always Often Sometimes Rarely Never I don't know

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

C7: Please rate how you feel about the value each of the following actions has to the competitiveness of your company.



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

C8: How often does your company:

Communicate upward mobility opportunities and pathways during onboarding20%Communicate to low-wage employees the pay ranges at different levels of progression21%Communicate to low-wage employees the pay ranges at different levels of progression21%Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up22%Communicate expectations for qualifications or credentials (e.g., a certain certificate or diploma) required to move up22%Communicate how low-wage employees can obtain the skills, training, certifications, and experience required for progression22%Communicate how low-wage employees can request help when needed (e.g., providing a method to swap shifts in the event of an emergency)26%Pair new low-wage employees with a buddy or mentor in the initial phase of employment23%

Speak with new low-wage employees to understand what personal circumstances might affect the employee's ability to perform as required for success at work (e.g., reliable transportation to work, reliable childcare, household's financial circumstances)

Discuss challenges that low-wage employees may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)

				2% ¬
20%	28%	28%	14%	8%
				2%
21%	28%	25%	14%	10%
				2%
22%	30%	26%	13%	7%
				2%
27%	32%	23%	129	% 4%
				2%
22%	31%	25%	13%	7%
				2%
22%	30%	26%	12%	7%
				3%
26%	31%	24%	12%	5%
				2%
23%	28%	23%	15%	9%
				3%
22%	30%	27%	12%	6%
16%	27%	28%	16%	10% 3%

Always Often Sometimes Rarely Never I don't know

23%

22%

22%

26%

20%

20%

22%

18%

22%

22%

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

36%

34%

38%

32%

37%

34%

34%

33%

36%

34%

C9. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.

Communicate upward mobility opportunities and pathways during onboarding	27%
unicate to low-wage employees the pay ranges at different levels of progression	29%
	000%
Communicate expectations for soft skills	28%
expectations for technical skills (e.g., knowledge of certain equipment, systems, red to move up	32%
unicate expectations for qualifications or credentials (e.g., a certain certificate or a) required to move up	30%
nicate how low-wage employees can obtain the skills, training, certifications, and ce required for progression	33%
nicate how low-wage employees can request help when needed (e.g., providing a to swap shifts in the event of an emergency)	32%
low-wage employees with a buddy or mentor in the initial phase of employment	35%
w-wage employees to understand what personal circumstances might affect the employee's as required for success at work (e.g., reliable transportation to work, reliable childcare, cial circumstances)	31%
llenges that low-wage employees may have in moving up (e.g., skill deficiencies, sibilities, transportation needs, schedule concerns)	28%

Communica

Communicate expe or tools) required to

Communica diploma) red

Communicate experience re

Communicate method to sw

Pair new low-

Speak with new low-way ability to perform as req household's financial ci

Discuss challeng care responsibili

Somewhat optimistic Neither optimistic nor skeptical Somewhat skeptical

Very skeptical I don't know 2%

4% 2%

3%

2% 3%

2%

2%

3%

2%

4%

3%

2%

3%

2%

3%

4%

2%

7% 3%

8%

10%

8%

7%

8%

7%

8%

9%

8% 3%

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

C10. How often does your company:

Provide adequate notice of upcoming shifts		38%		29%		18% 7
Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to- week, and advance notice of working days)		37%		31%		18% 8
Provide caregiving assistance (e.g., time off for appointments, Employee Assistance Program or care concierge access) to low-wage employees for looking after family	18%	22	%	21%	15%	22%
Provide a flexible sick time policy for personal sick time (e.g., low-wage employees allowed to take advances on sick leave that would be accrued in later months)	22%		28%		23%	11%
Provide a flexible sick time policy for caring for a sick family member (e.g., low-wage employees permitted to stay home to take care of sick family member)	26%	6	28%		24%	11%
Provide transportation assistance	12%	15%	18%	18%		34%
Provide tuition benefits	16%	19%	200	%	13%	30%
Provide employee stock options program or other employee ownership structure	14%	17%	18%	11%		38%

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

2% 6% 1%

6%

3%

2%

2%

2%

2%

3%

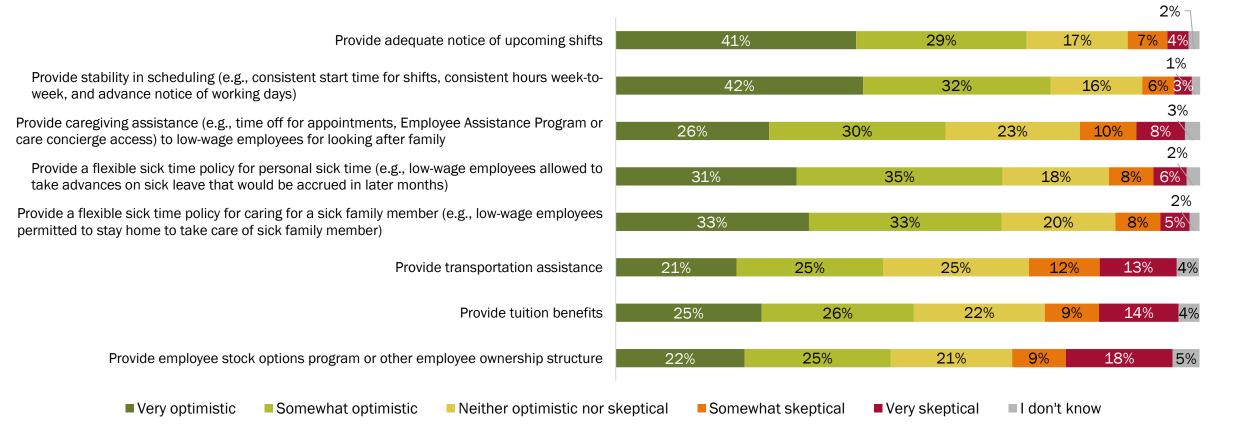
9%

14%

8%

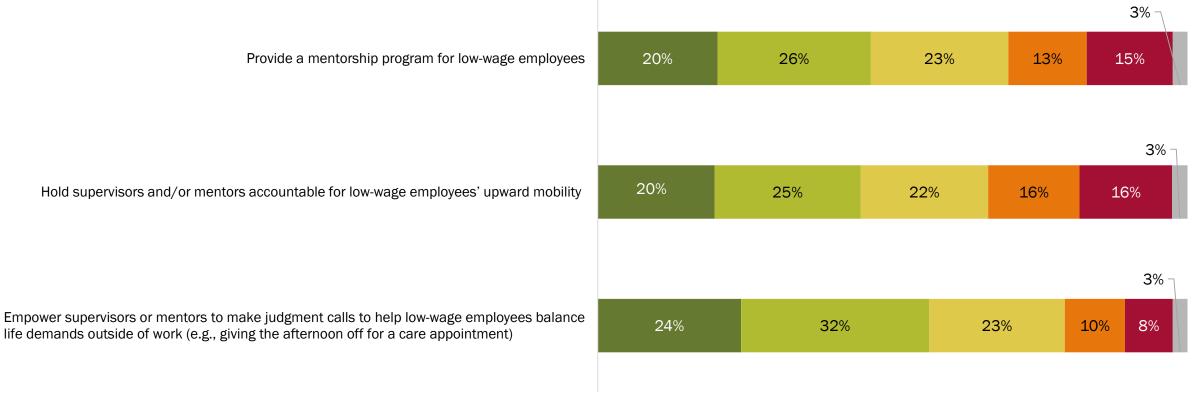
Actions On-the-job Support: Benefits Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C11. Please rate how you feel about the value each of the following actions has to the competitiveness of your company.



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

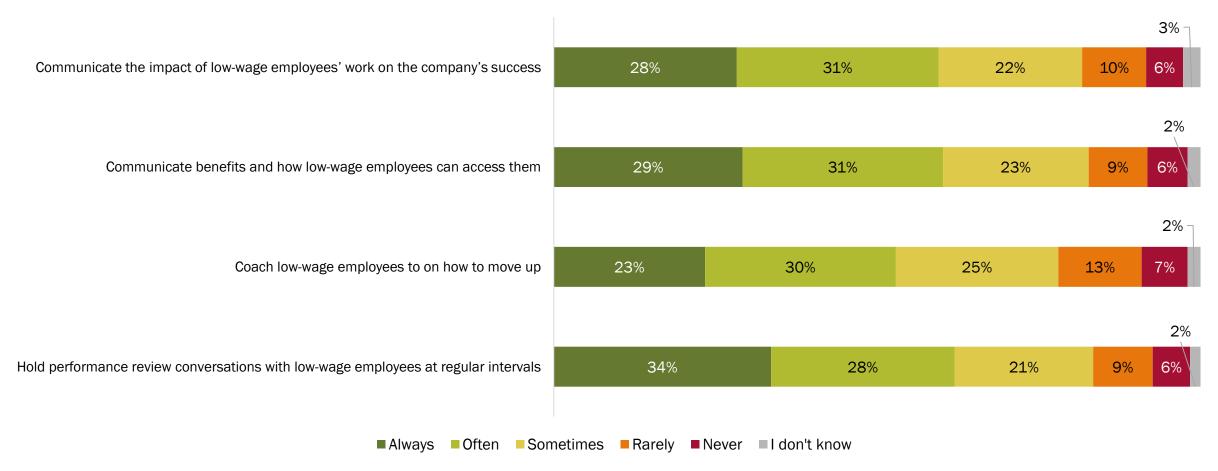
C12. How often does your company:



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

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

C13. How often do supervisors and/or mentors at your company:



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

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

2% 33% 33% 19% 8% 5% 3% 26% 33% 22% 10% 7% 2% 32% 35% 20% 8% 4% 2% 33% 37% 17% 8% 3% 2% 33% 35% 18% 8% 4% 2% 33% 36% 19% 7% 4% 2% 38% 33% 17% 7% 3%

Provide a mentorship program for low-wage employees

Hold supervisors and/or mentors accountable for low-wage employees' upward mobility

Empower supervisors or mentors to make judgment calls to help low-wage employees balance life demands outside of work (e.g., giving the afternoon off for a care appointment)

Supervisors and/or mentors communicate the impact of low-wage employees' work on the company's success

Supervisors and/or mentors communicate benefits and how low-wage employees can access them

Supervisors and/or mentors coach low-wage employees to on how to move up

Supervisors and/or mentors hold performance review conversations with low-wage employees at regular intervals

Very optimistic Som

Somewhat optimistic

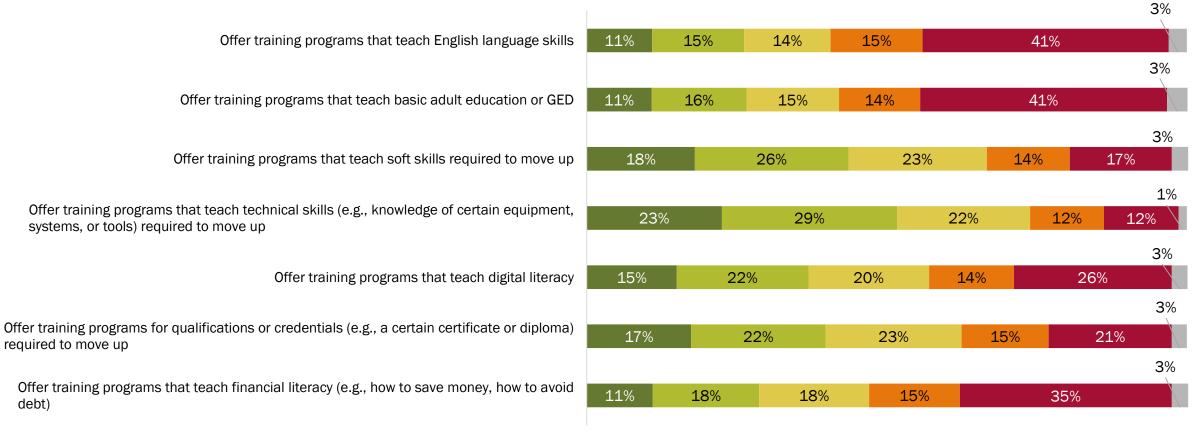
Neither optimistic nor skeptical

Somewhat skeptical

■ Very skeptical ■ I o

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

C15. How often does your company:



Always Often Sometimes Rarely Never I don't know

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

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

Offer training programs that teach English language skills	21%	25%	23%	11%	16%	4%
Offer training programs that teach basic adult education or GED	20%	24%	24%	12%		4%
Offer training programs that teach soft skills required to move up	31%		33%	20%	2% 9% 7%	
Offer training programs that teach technical skills (e.g., knowledge of certain equipment,	36%		31%	18%		2%
systems, or tools) required to move up Offer training programs that teach digital literacy	25%	32%		23%	39 8% 9%	%
Offer training programs for qualifications or credentials (e.g., a certain certificate or diploma)	23%	5270		2370	2% 2%	%
required to move up	28%	33	3%	19%	9% 9%	
Offer training programs that teach financial literacy (e.g., how to save money, how to avoid debt)	21%	29%	239	% 9%	15%	3%
Very optimistic Somewhat optimistic Neither optimistic no	r skeptical Som	newhat skeptical	Very skeptical	l ■I don't kr	IOW	

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

C17. How often does your company:

Create career pathways for low-wage employees Describe career pathways and skills progression on an ongoing basis in company communications

Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews

Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews

Describe how to obtain the skills, training, and certifications needed to get to the next role level in performance reviews

Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience

Publicly recognize low-wage employees for reaching milestones of skills, training. credentials, or experience

Communicate examples of worker success stories to current low-wage employees

Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job

				3% ¬
19%	25%	27%	14%	12%
				3% -
20%	25%	26%	14%	13%
				2% –
22%	29%	22%	14%	11%
				2% ¬
24%	27%	25%	12%	10%
				2% ¬
23%	29%	25%	12%	10%
				2% ¬
25%	28%	25%	11%	10%
				2% –
23%	25%	22%	15%	14%
				3% –
21%	24%	25%	13%	13%
				2% –
21%	26%	25%	14%	12%

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

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

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

Neither optimistic nor skeptical

Create career pathways for low-wage employees

Describe career pathways and skills progression on an ongoing basis in company communications

Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews

Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews

Describe how to obtain the skills, training, and certifications needed to get to the next role level in performance reviews

Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience

Publicly recognize low-wage employees for reaching milestones of skills, training. credentials, or experience

Communicate examples of worker success stories to current low-wage employees

Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job

Somewhat optimistic

			270
31%	33%	22%	8% 5%
			3%
28%	35%	23%	7% 5%
			2%
30%	38%	20%	6% 4%
			2%
33%	37%	19%	<u>6%</u> 4%
			2%
31%	37%	18%	8% 4%
			2% ¬
37%	36%	16%	<u>6%</u> 4%
			2%
29%	33%	23%	7% 6%
			2%
29%	32%	23%	8% 6%
			2%
31%	34%	21%	7% 5%

Somewhat skeptical

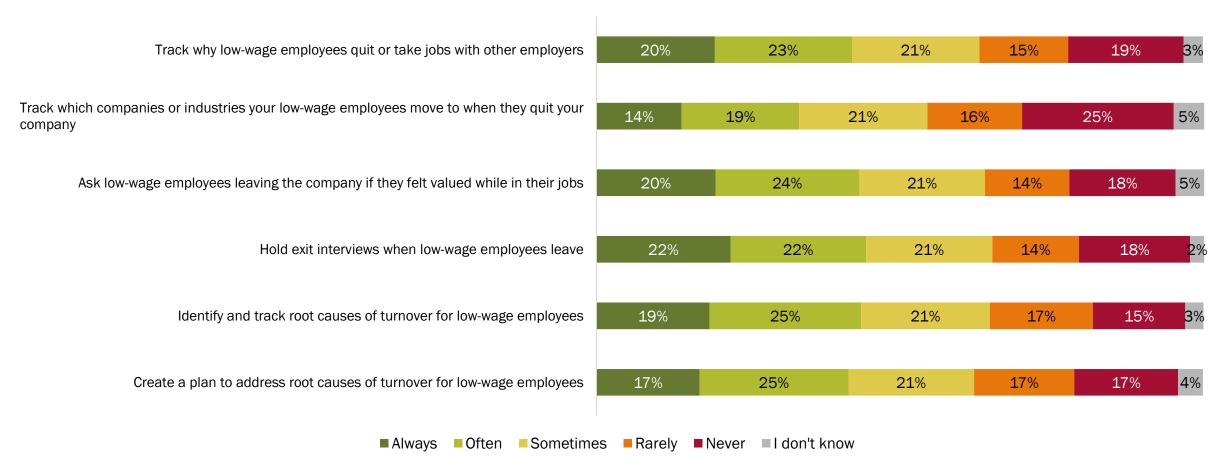
Very skeptical

Very optimistic

2% ¬

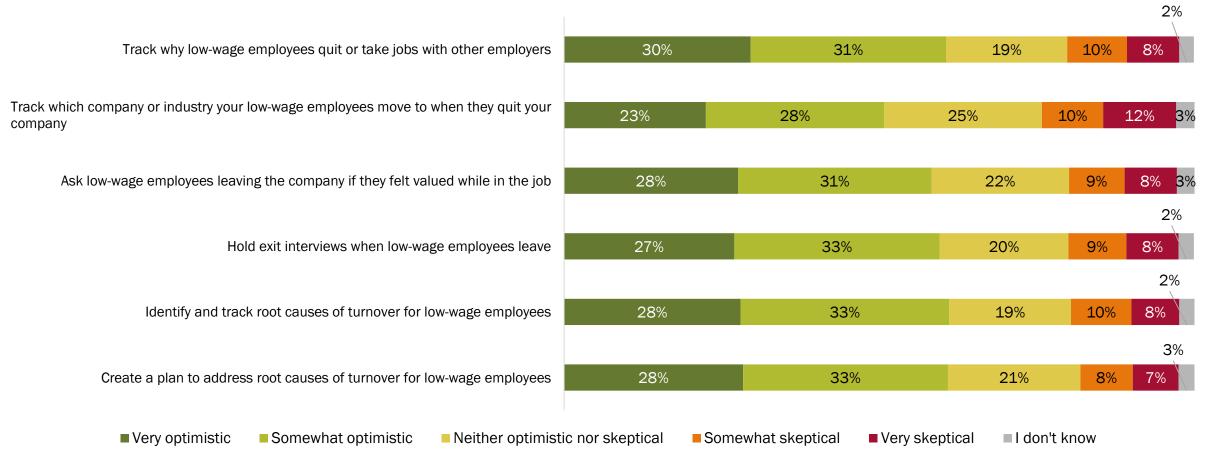
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C19. How often does your company:



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

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



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

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

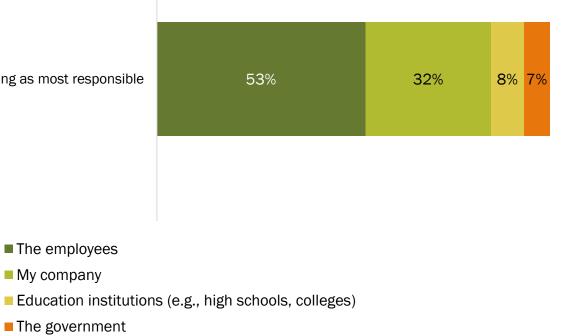


A company in the same industry A company in a different industry School Other I don't know

Final Thoughts

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

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



Percentage of respondents ranking as most responsible

N = 1,115 (35 respondents responded "I don't know")

The employees My company

The government

Stakeholder	Average rank (4= most responsible, 1 = least responsible)
The employees	3.3
My company	2.9
Education institutions (e.g., high schools, colleges)	2.3
The government	1.5



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

D2. How would you grade your company's performance in increasing the upward mobility of your company's low-wage employees?



Excellent Good Fair Poor Very Poor I don't know



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

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



Final Thoughts

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

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

My company has no need to invest in the upward mobility of low-wage employees because of our business model	12% 17%	18%	23%	28	29 3%	% -
My company seeks input from low-wage employees when developing programs to increase their upward mobility	24%	31%	18%	12%	12%	4%
My company tracks whether low-wage employees are participating in benefits (e.g., care assistance, tuition assistance)	30%	26%	18%	9%	12%	5%
Agree Somewhat agree Neither agree nor disa	gree Somewhat	disagree Disagree	e ■I don't know			

I don't know



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

D5: Think about the upward mobility practices your company has already implemented. Rate the impact of these practices on the following contributors to your company's competitiveness:

Increased morale	32%	34%	21%	7% 4% 3%
Increased productivity	31%	37%	20%	7% 3°2%
Increased retention	27%	35%	23%	<mark>8% 4%</mark> 3%
Increased overall company profitability	27%	35%	23%	8% 5% 3%
Increased attendance	26%	35%	23%	<mark>9% 4%</mark> 3%
Improved safety record	25%	31%	26%	8% 5% 5%
Reduced absenteeism (e.g., employees don't attend a scheduled shift)	24%	36%	22%	9% 5% 3%
Increased customer goodwill	24%	33%	25%	8% 6% 4%
Increased reputation with job seekers	23%	32%	27%	8% 5% 4%
Reduced expense of hiring temporary employees	23%	32%	25%	9% 6% 4%
Reduced loss of revenue	23%	33%	26%	9% 6% 3%
Reduced cost of recruitment	21%	32%	27%	10% 6% 3%
Reduced presenteeism (e.g., employees show up, but are not productive)	21%	32%	28%	11% 5% 3%
Reduced cost of training new employee	21%	36%	27%	<mark>8% 5%</mark> 3%
Reduced overtime costs	21%	29%	29%	11% 7% 3%
Reduced loss of institutional/process knowledge	18%	34%	29%	10% 6% 5%

■ High impact ■ Somewhat high impact ■ Neither high nor low impact ■ Somewhat low impact ■ Low impact

Final Thoughts

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

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



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

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N = 1,063 (87 people responded "None of the above")
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Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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





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

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

