

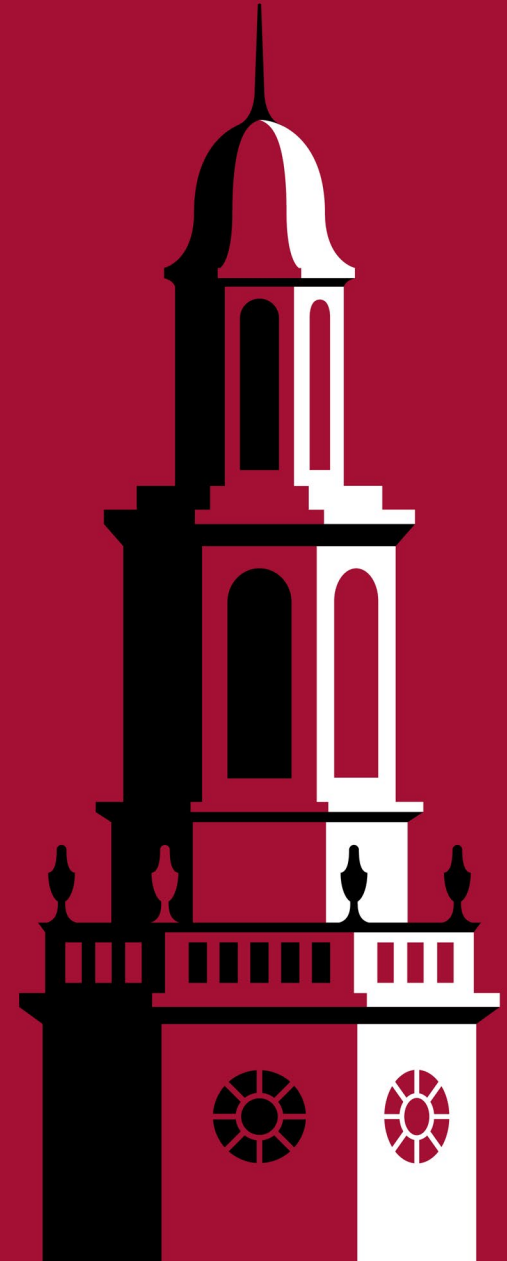
# Building From the Bottom Up

Upward mobility survey of employers of low-wage workers  
(Results by Level at Company)



Harvard  
Business  
School

Managing the Future  
of Work



# Notes

## Employer Survey – Level at 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.

### ***Introduction:***

This deck represents the 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. This deck shows the survey results by which level of the company the respondent works at (i.e., Senior Executive, Mid-level Manager, or Front-line Manager.)

### ***Please direct inquiries to:***

Manjari Raman, [mraman@hbs.edu](mailto:mraman@hbs.edu)

### ***Preferred citation:***

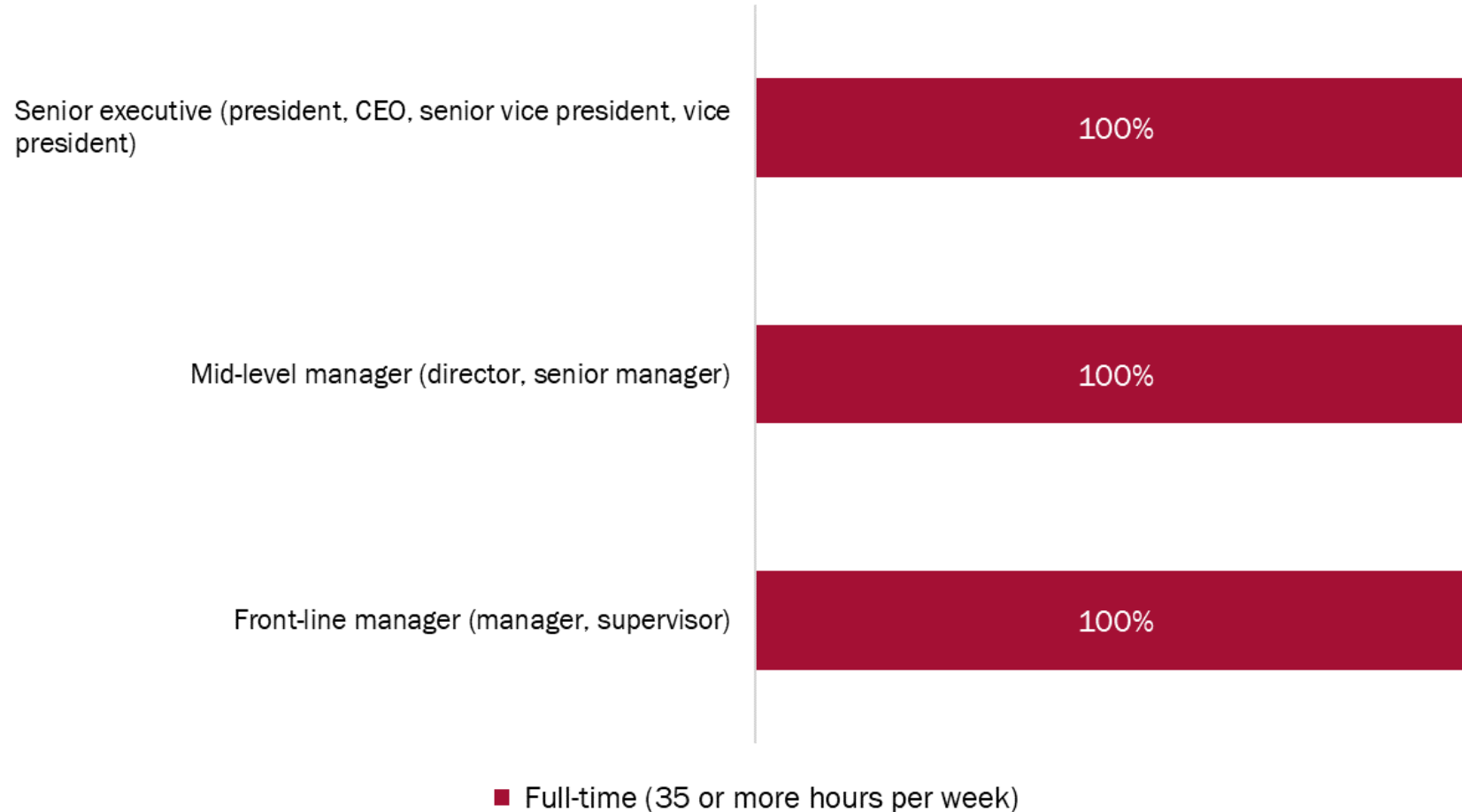
“Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

### ***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).
- Level at Company groups: Senior Executive (president, CEO, senior vice president, vice president): N=435; Mid-level Manager (director, senior manager): N=330; and Front-line Manager (manager, supervisor): N=385.

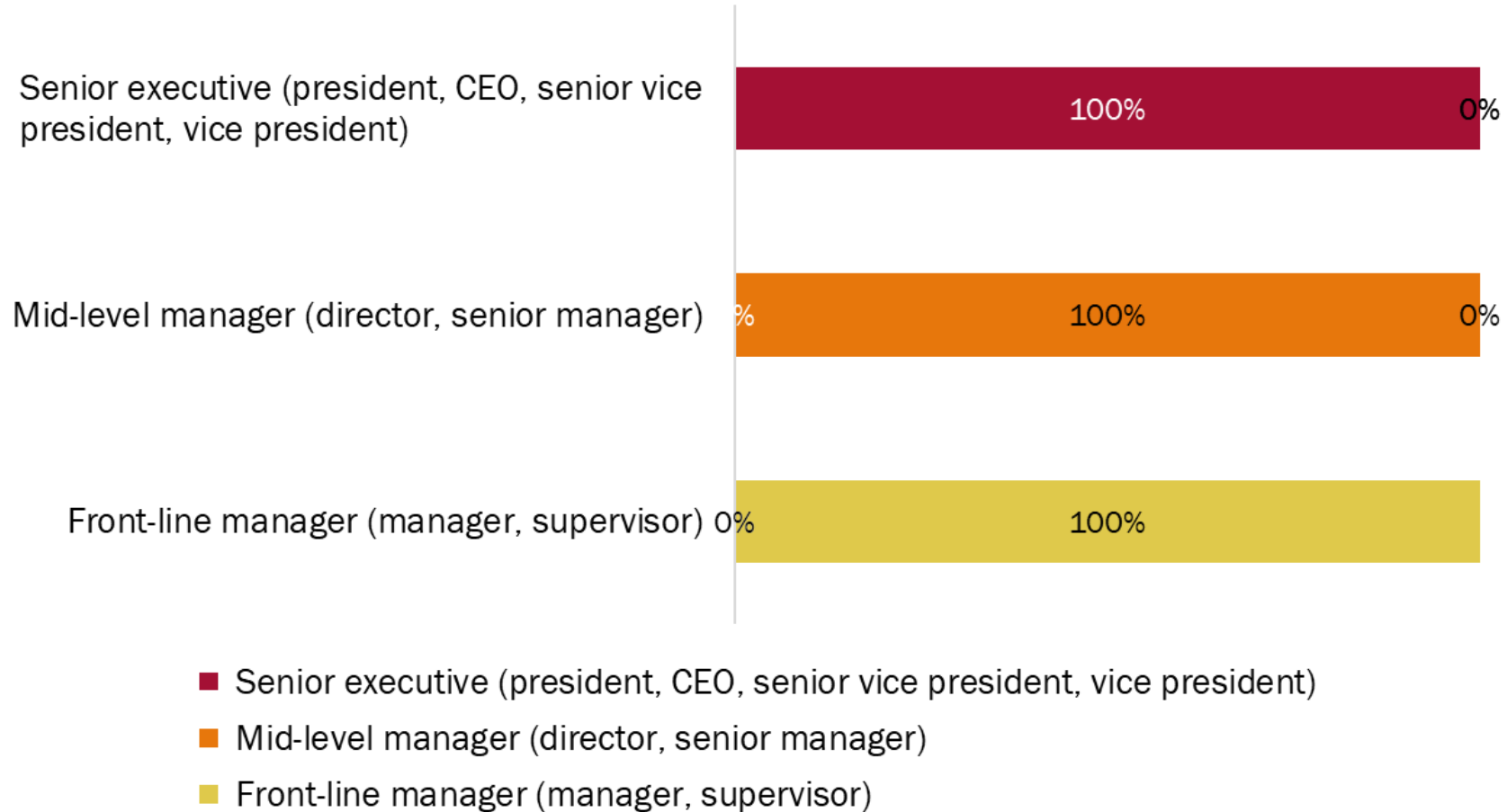
Source: “Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



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)

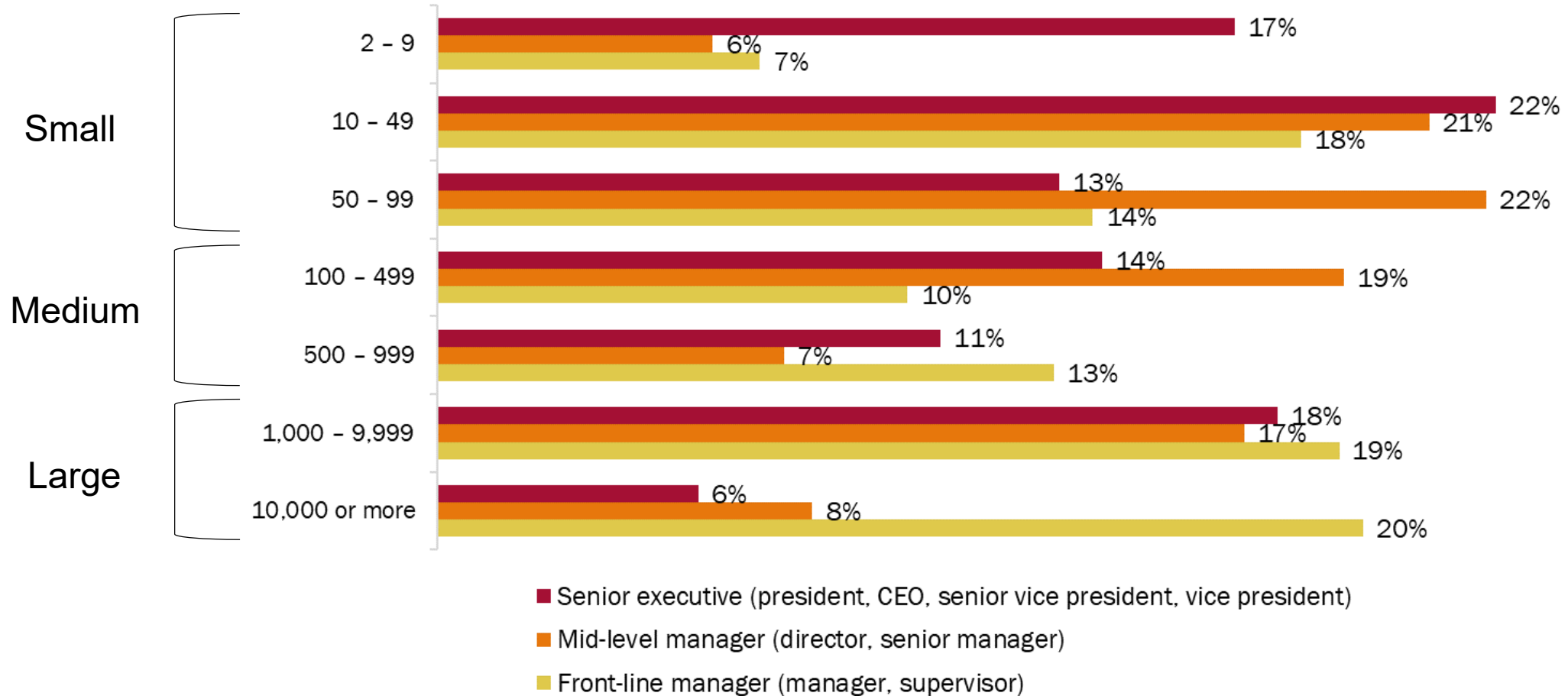


# Survey Population

## Firm Size

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.

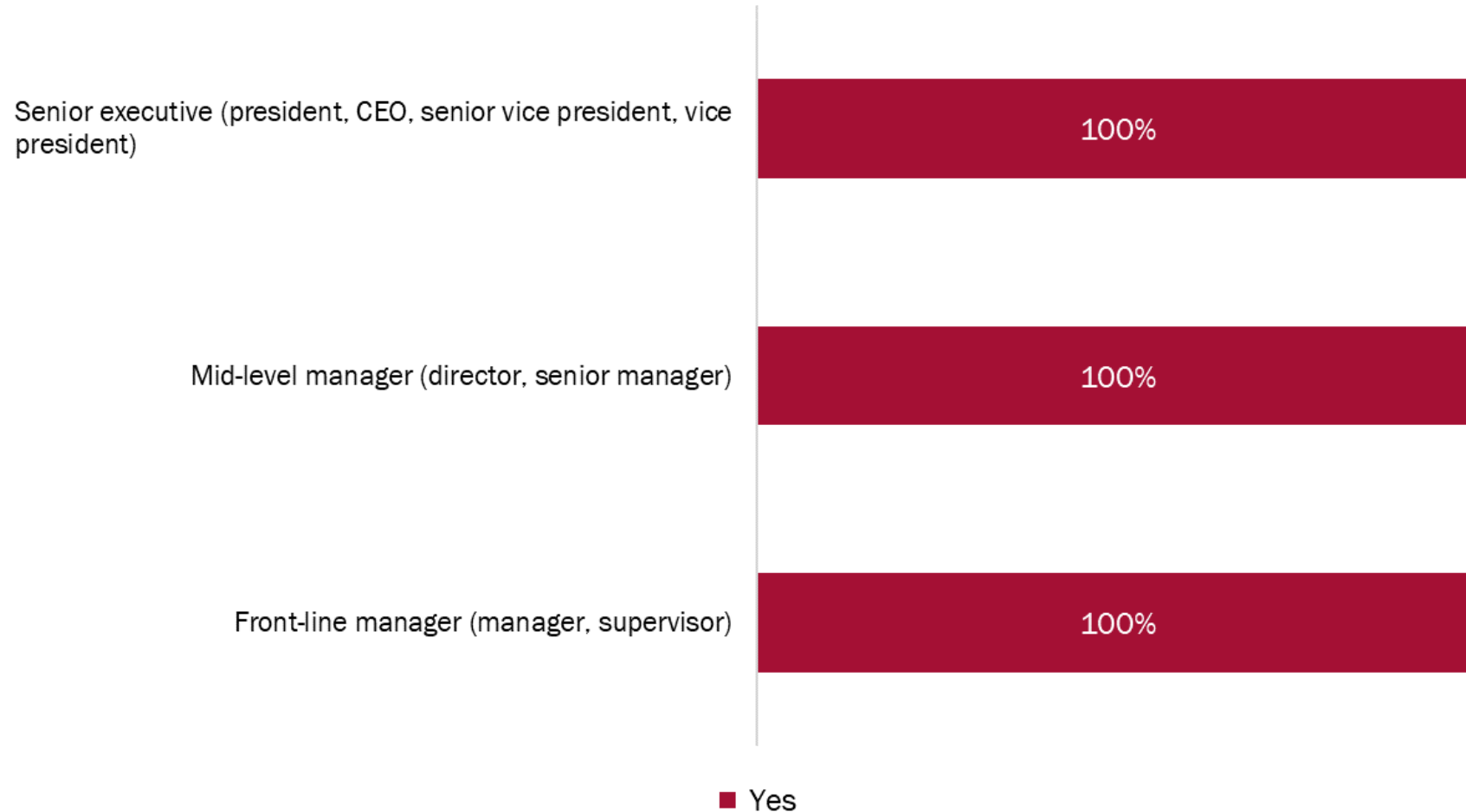
A3. Prior to COVID-19, in January 2020, how many employees did your company have? (Including corporate headquarters, subsidiaries, and any company branches)



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.

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

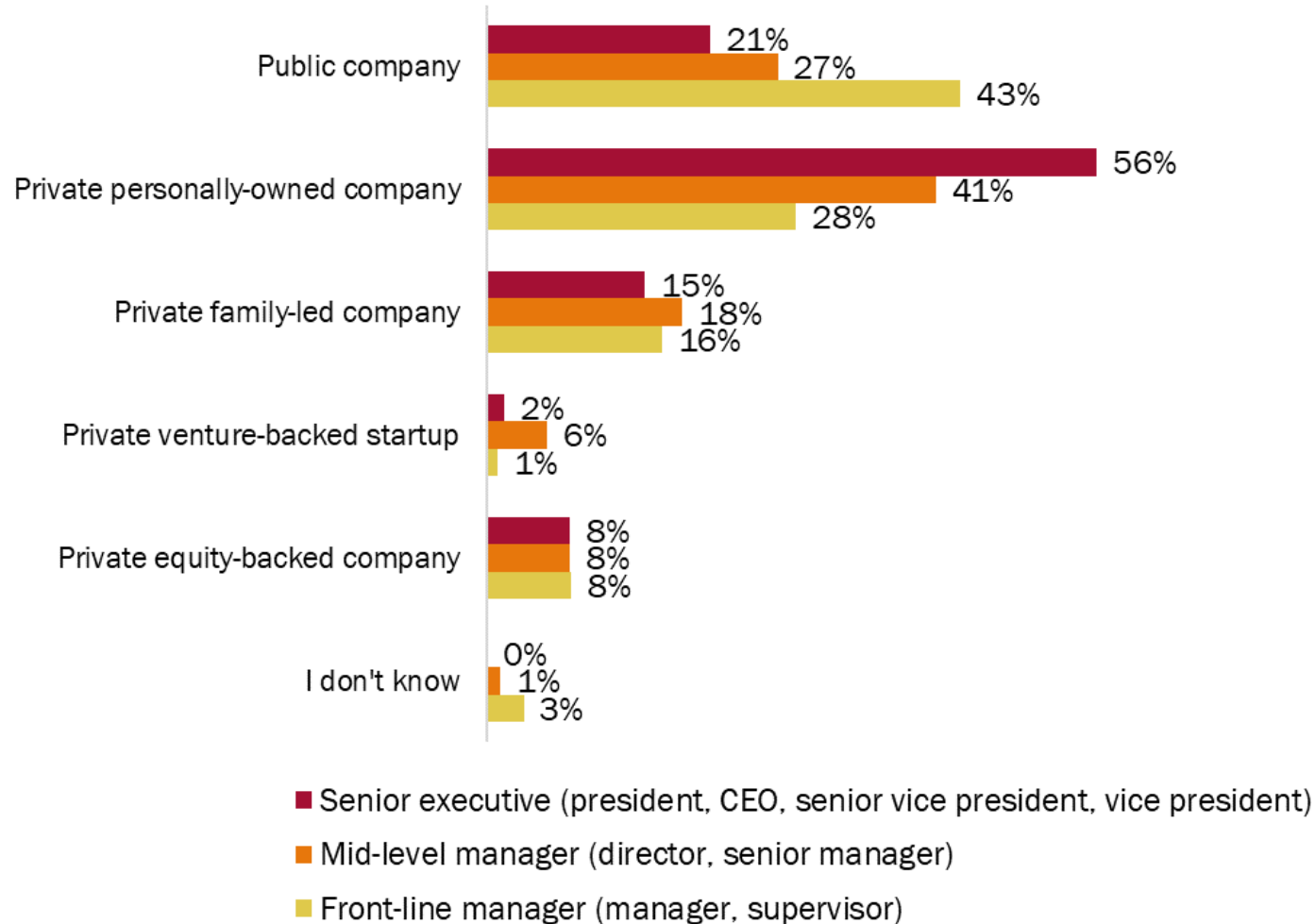


# Survey Population

Public/Private

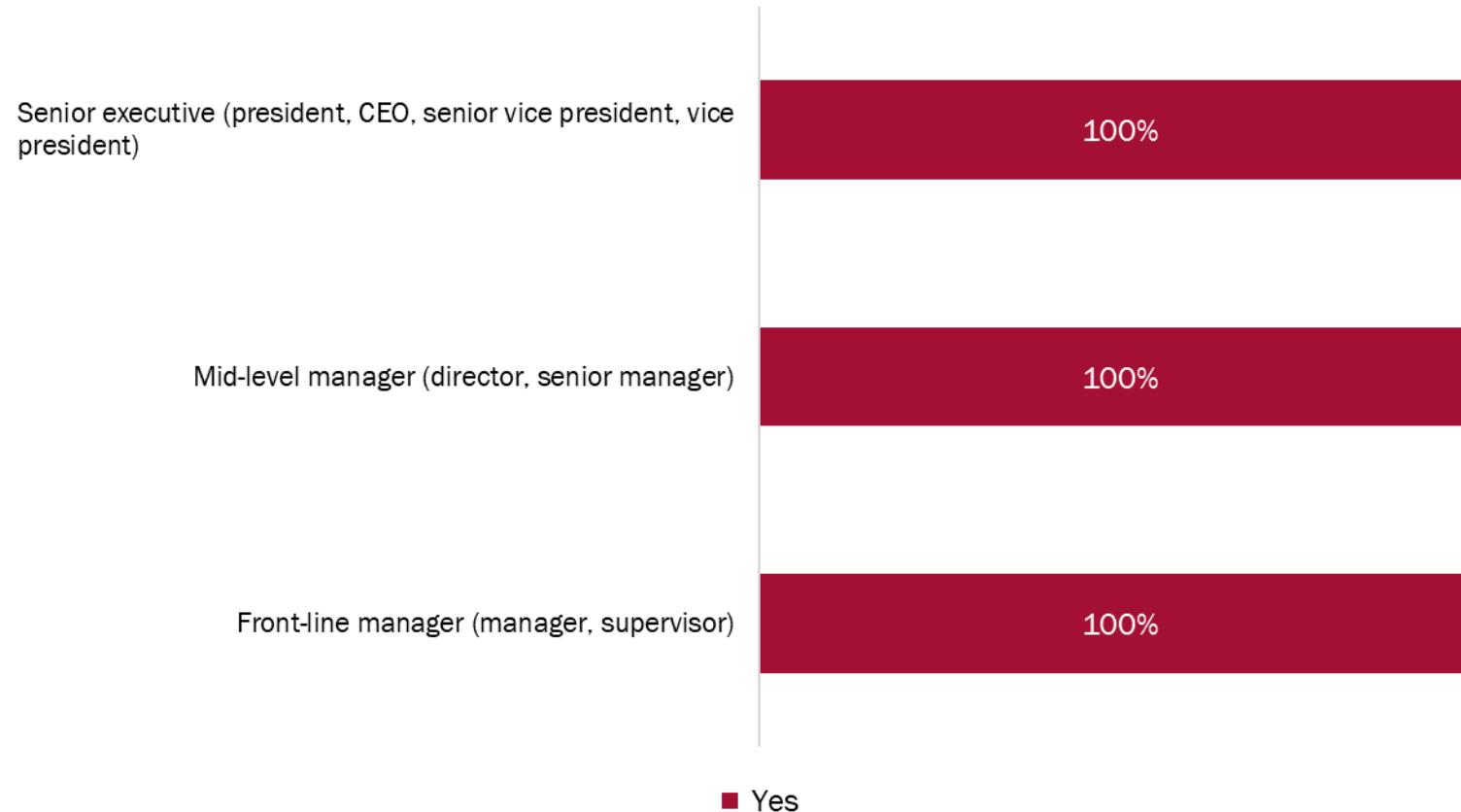
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

## 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?



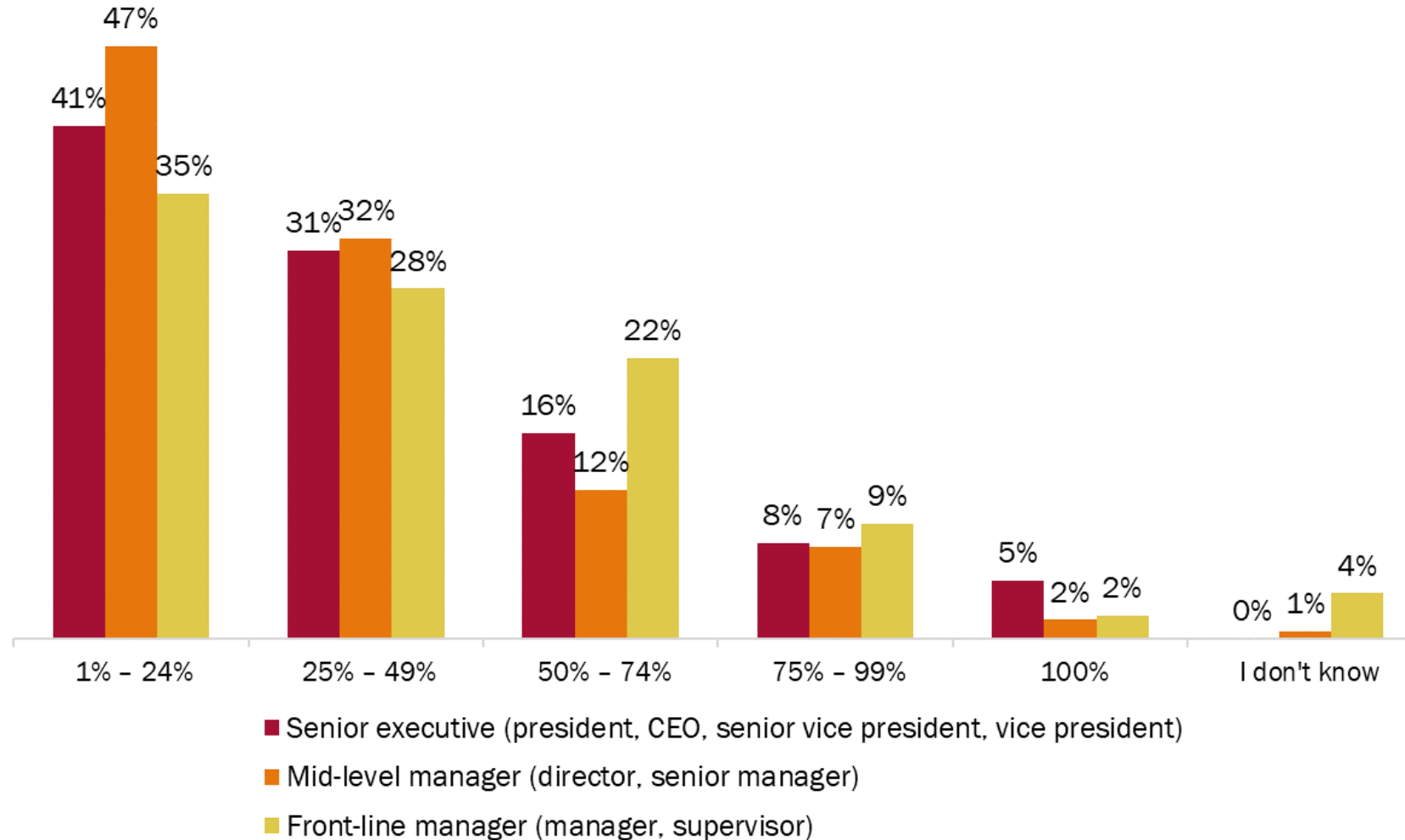


# Survey Population

Percent of Full-Time Employees Who Are Low-Wage

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?



N = 1,150

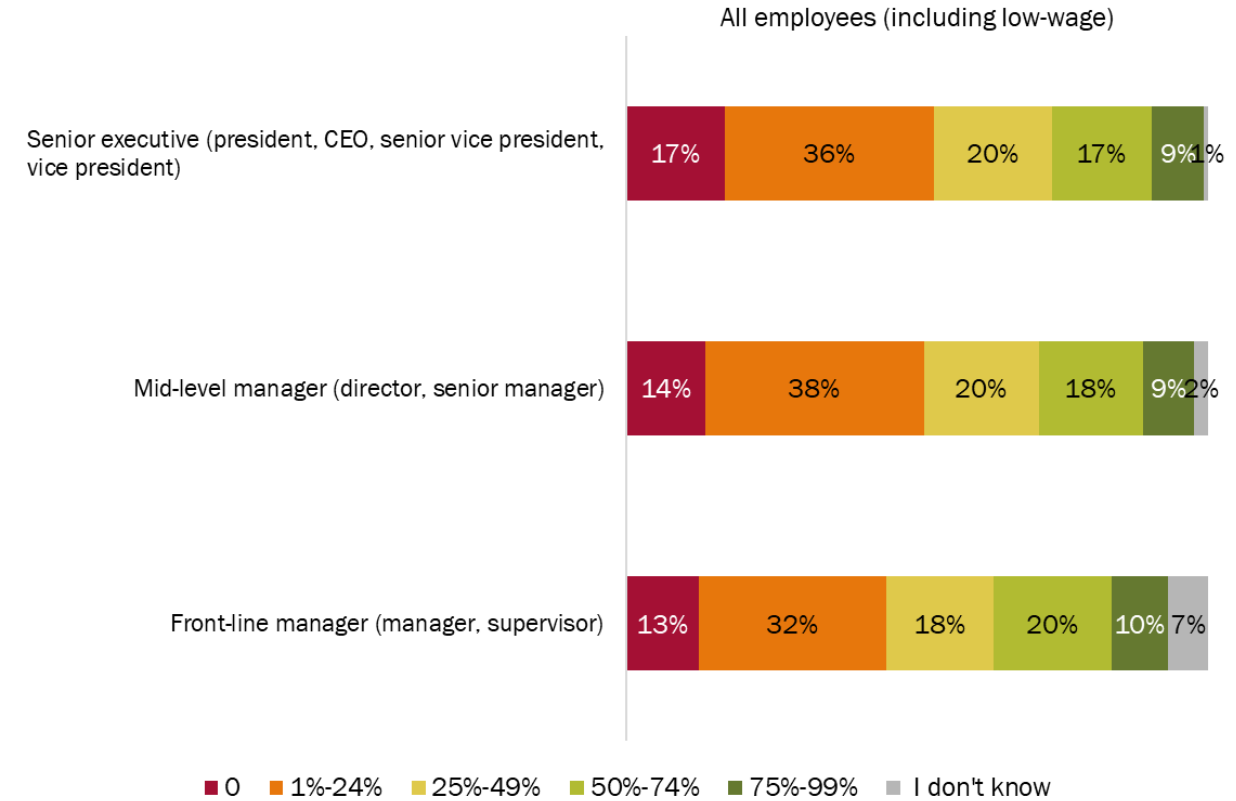
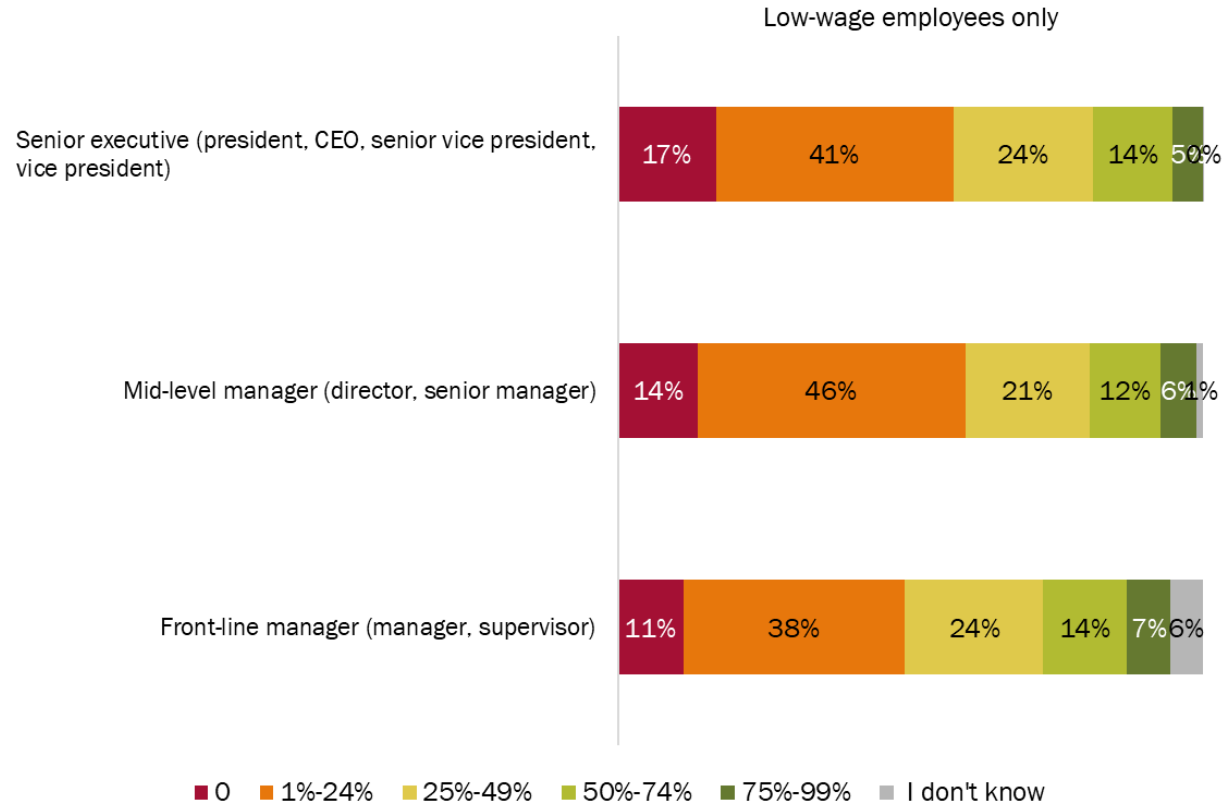
# Survey Population

## 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.

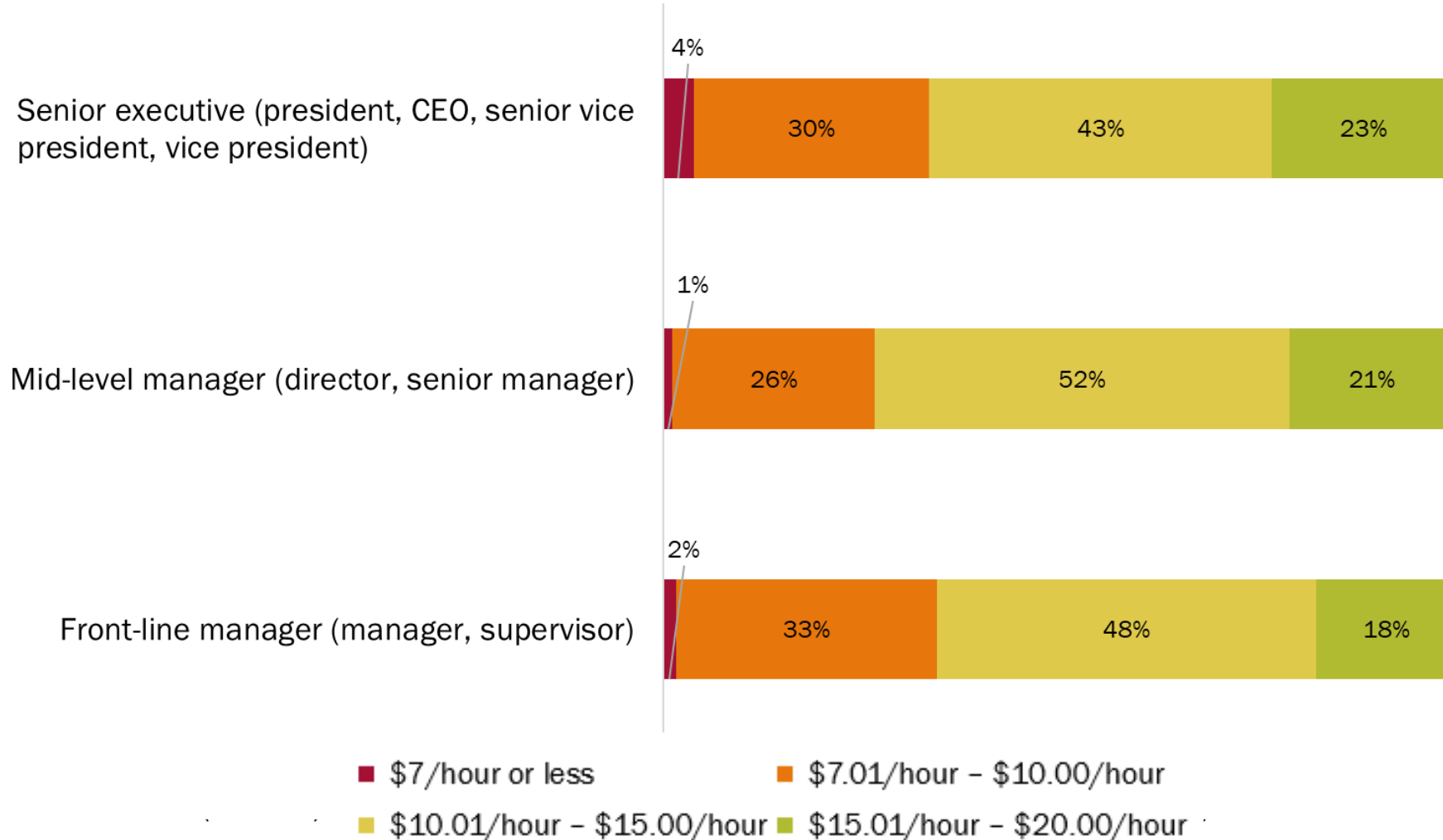
A8. What percentage of your company's low-wage workforce and total workforce consist of part-time employees?

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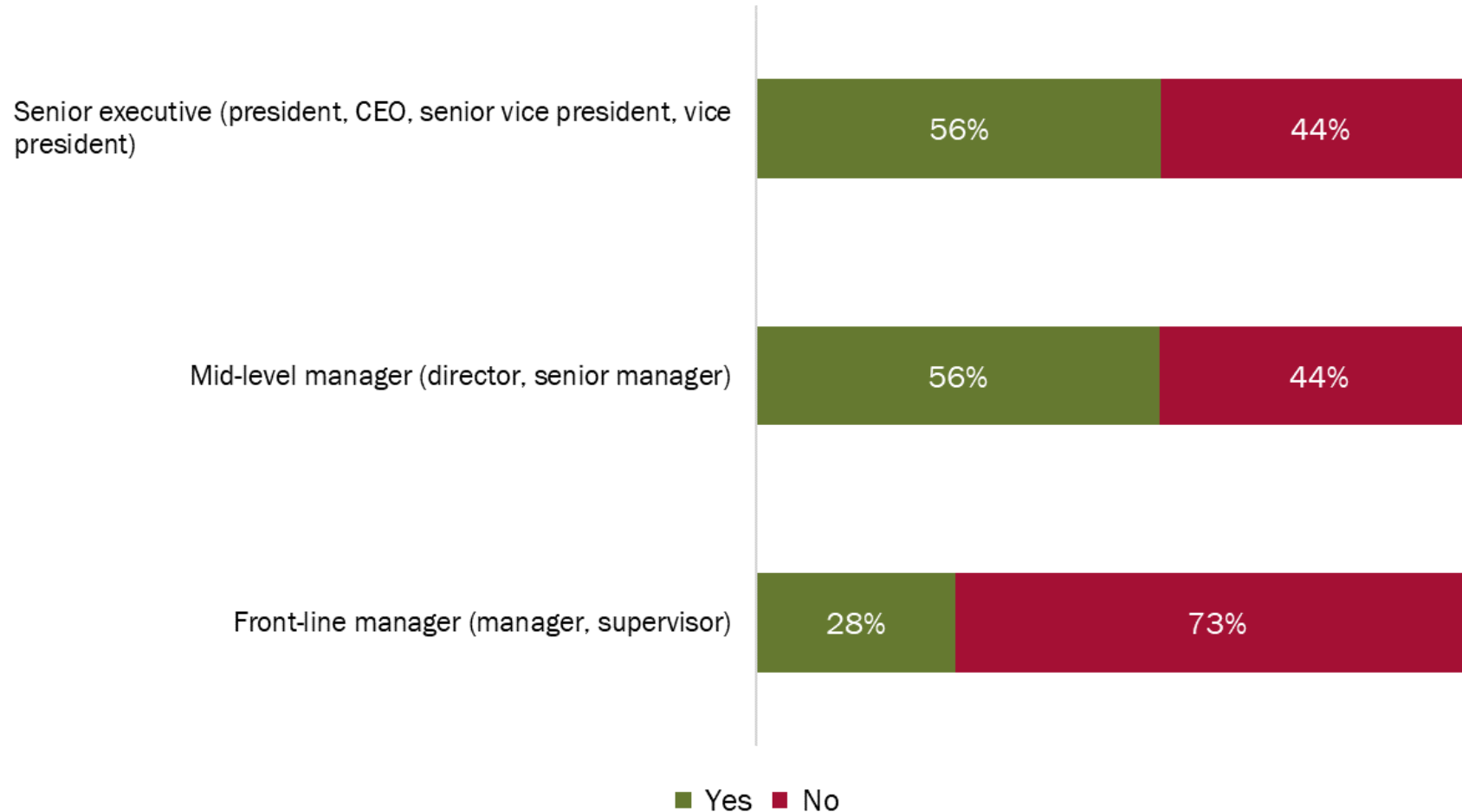
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



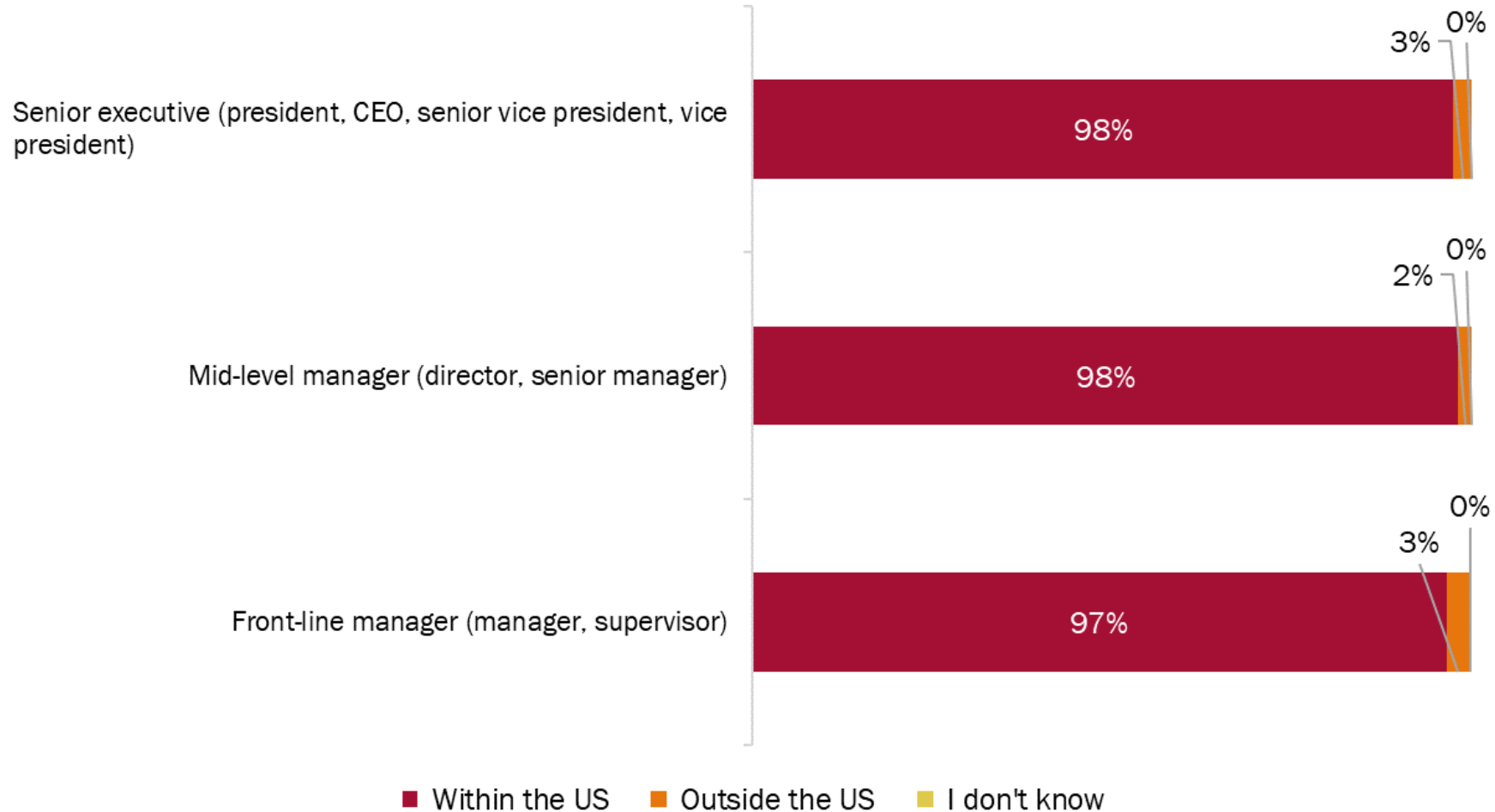
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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



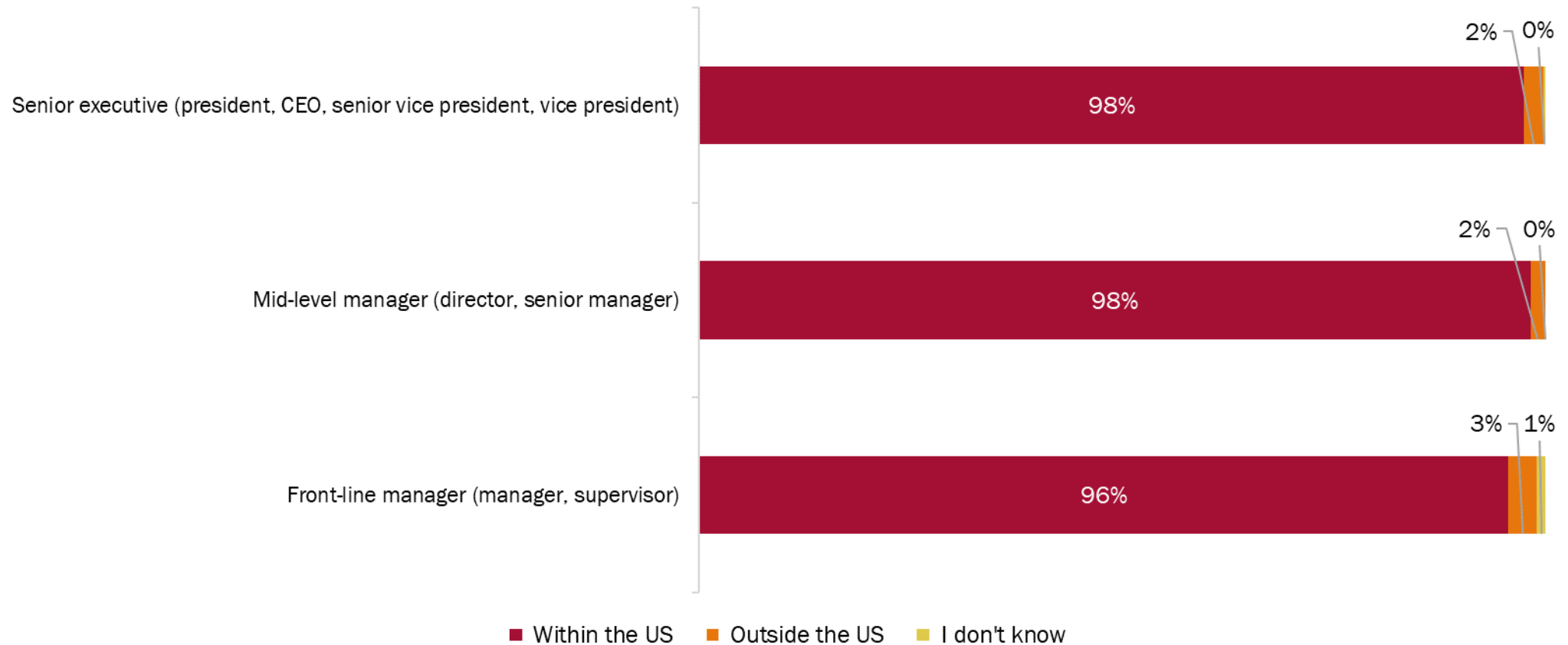
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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?

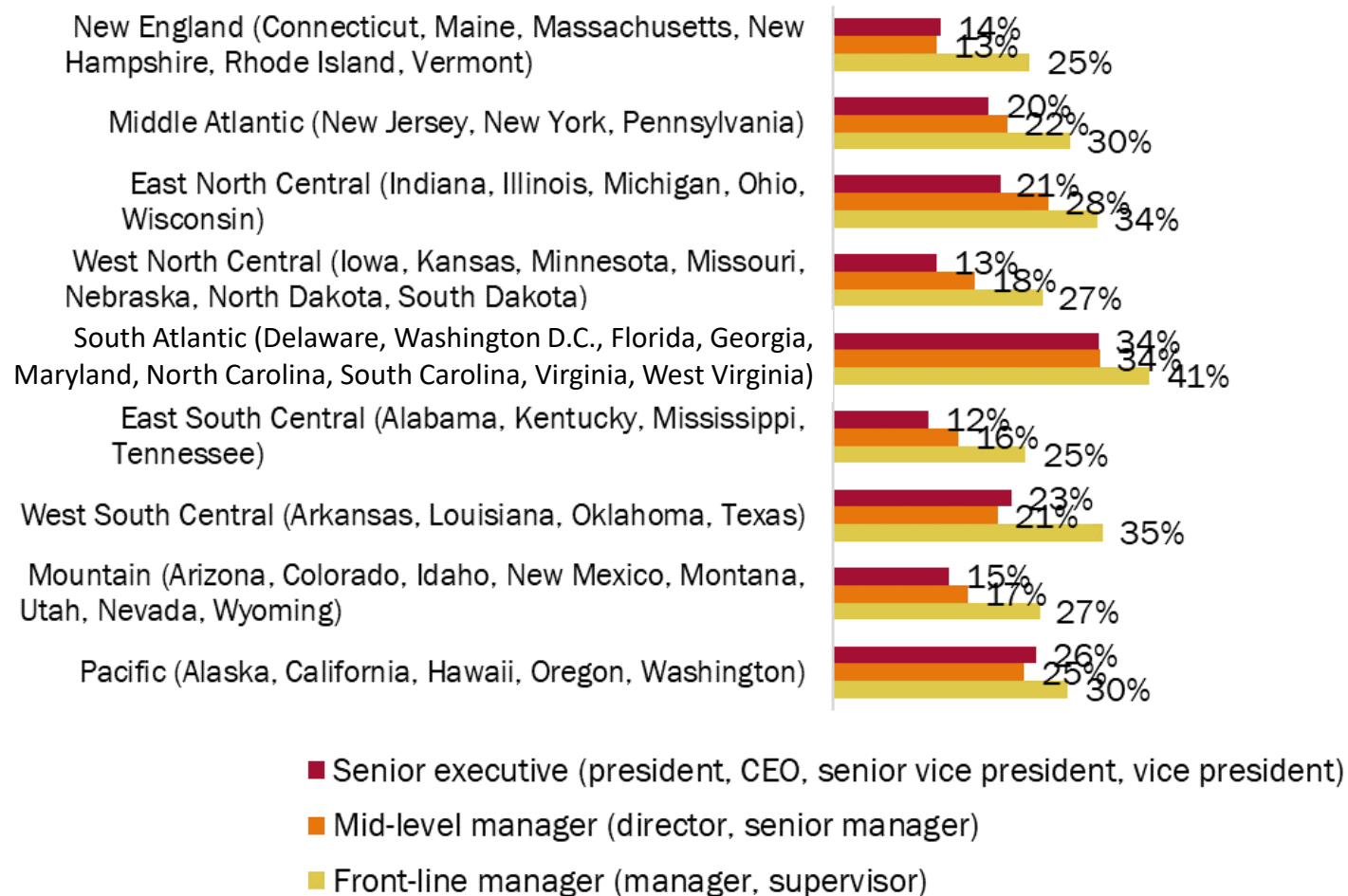


## Survey Population

### Geography of 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.

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

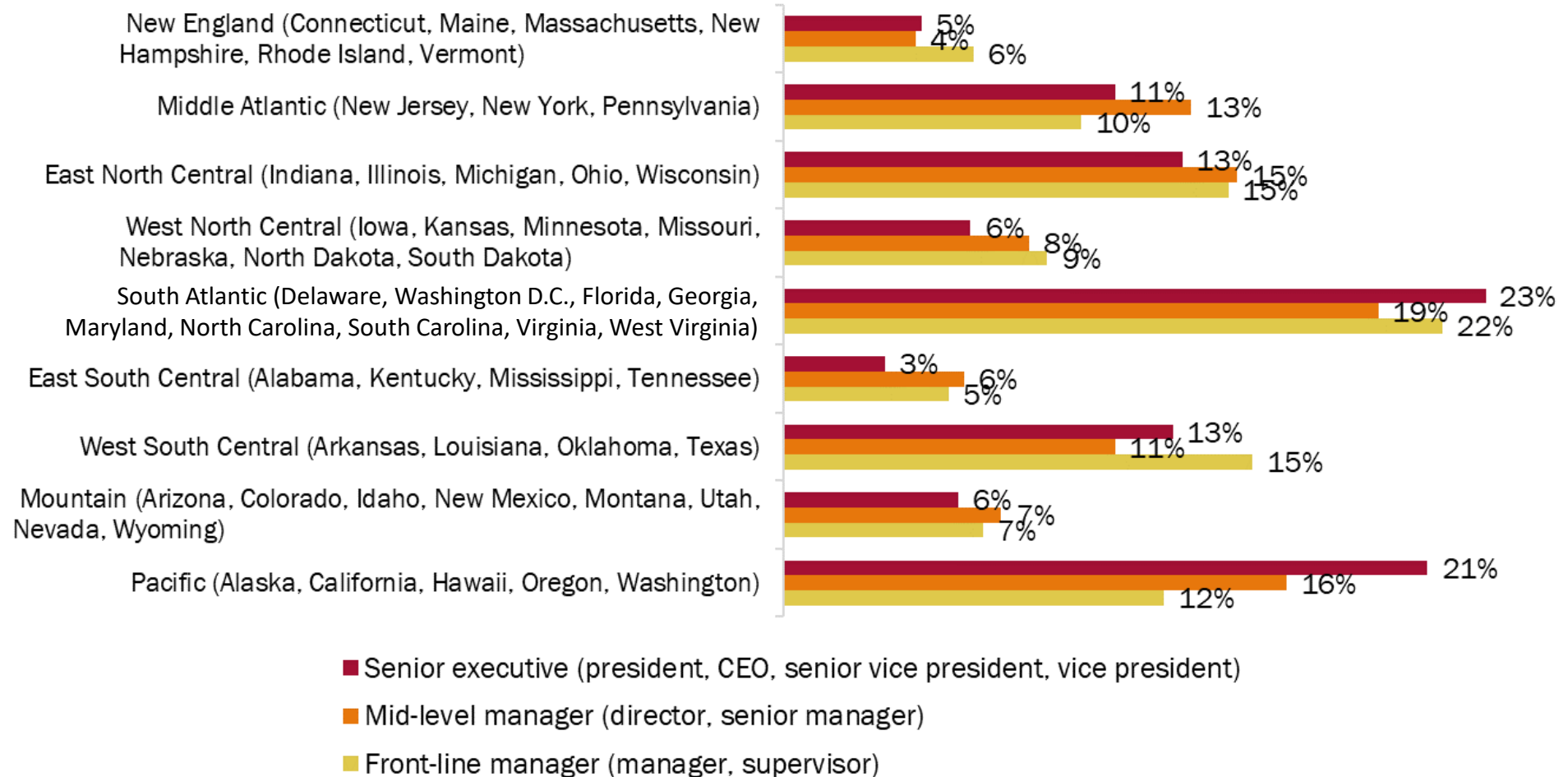


# Survey Population

## 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.)

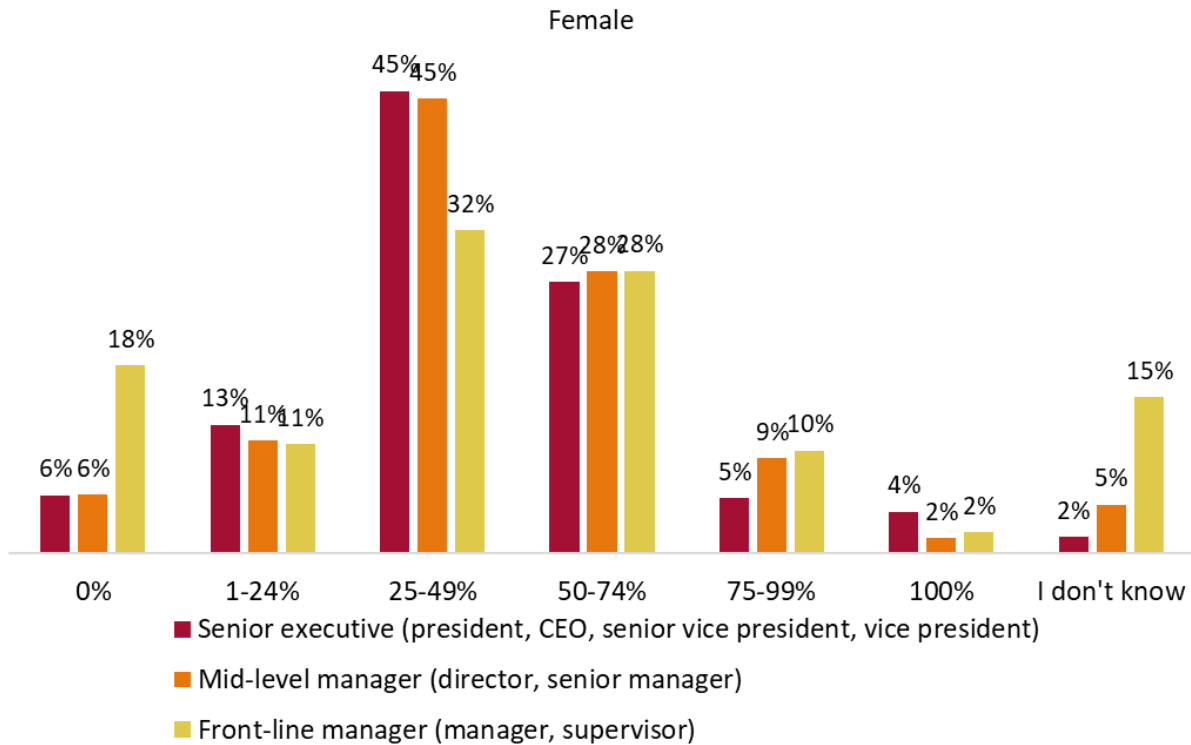


# Survey Population

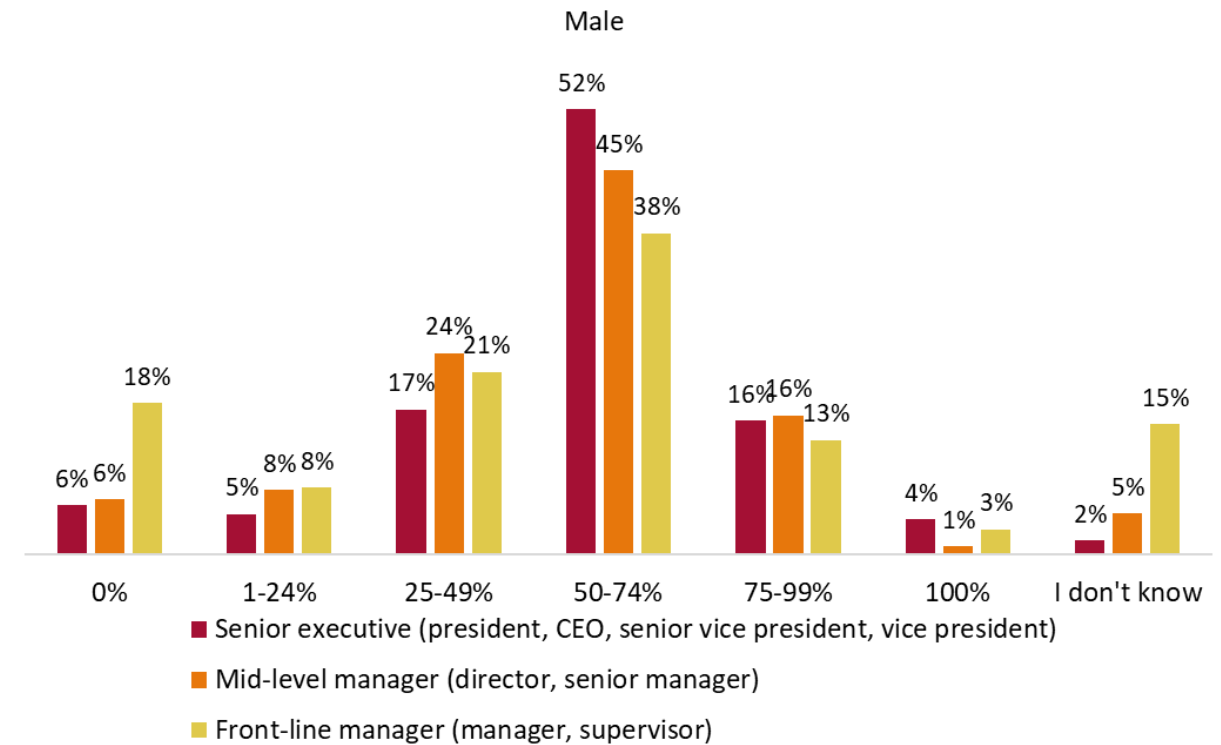
## Gender

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 gender?



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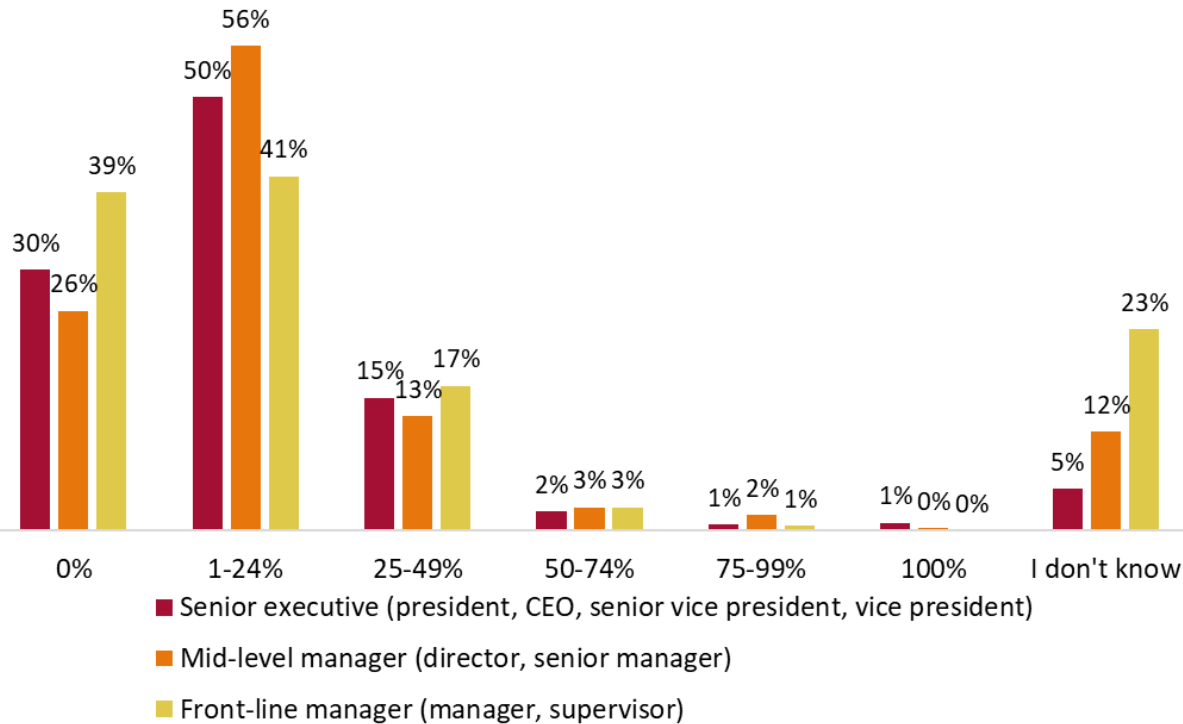
# Survey Population

## Race

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.

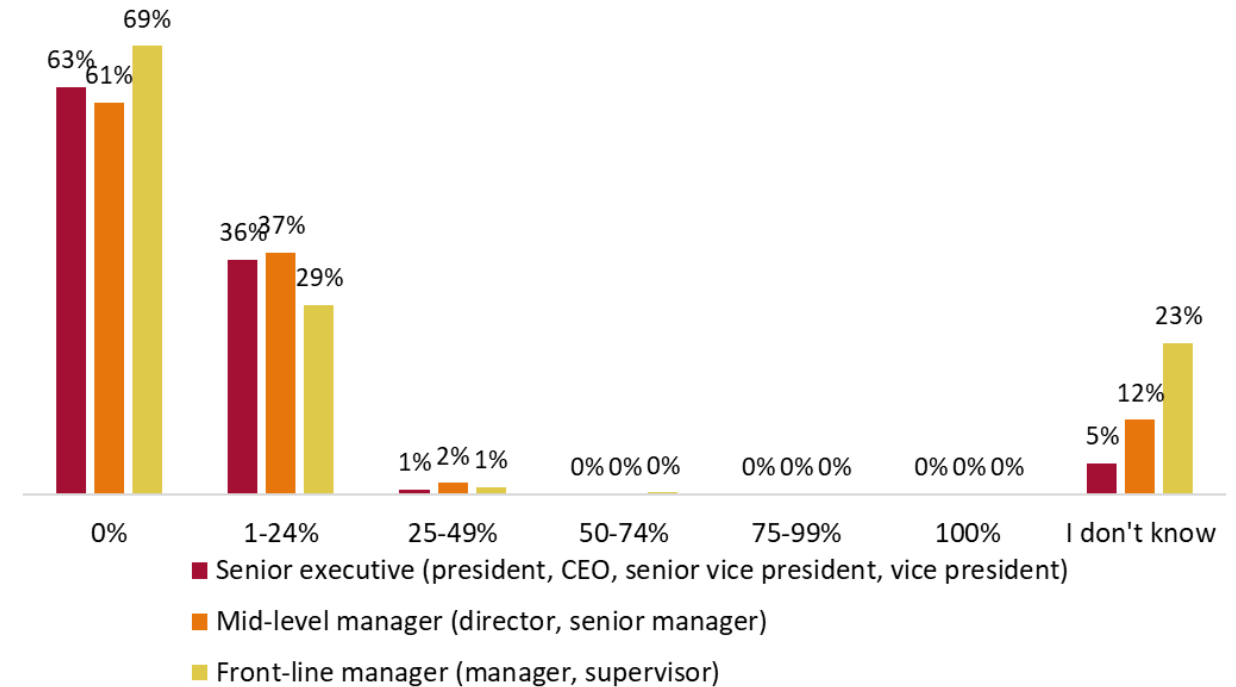
A16. What percentage of your full-time employees describe themselves as the following?

Black or African American



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

Middle Eastern or North African

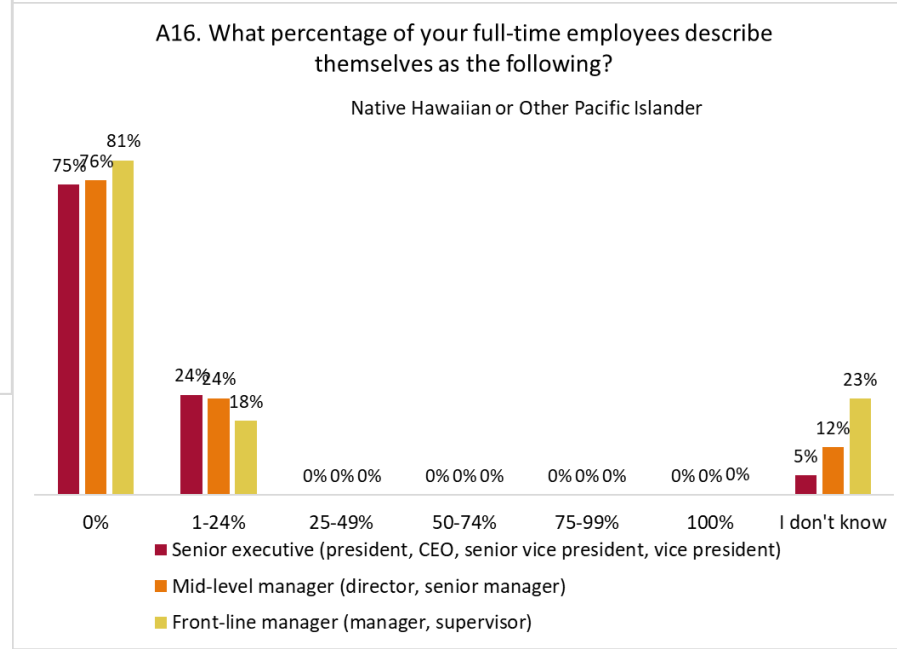
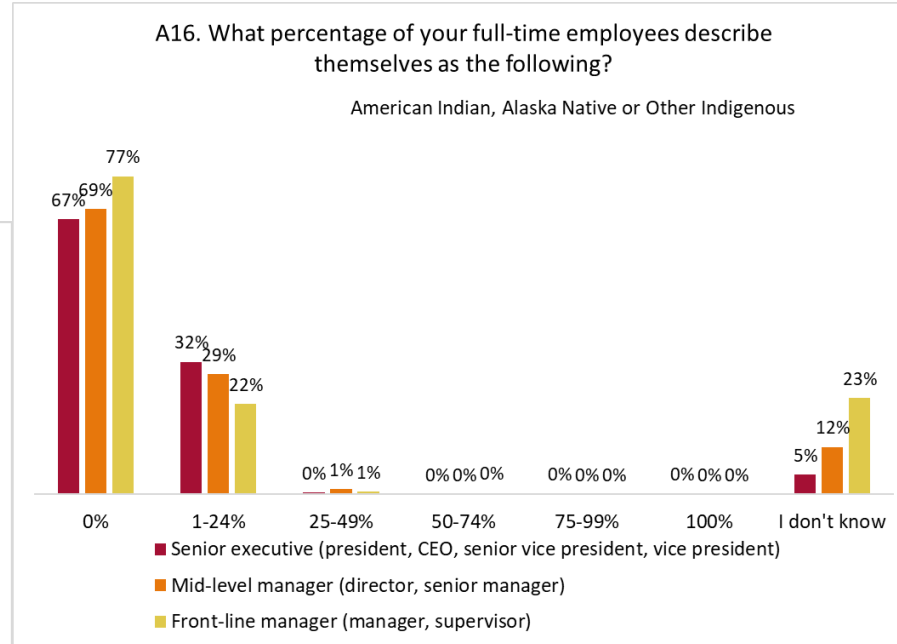
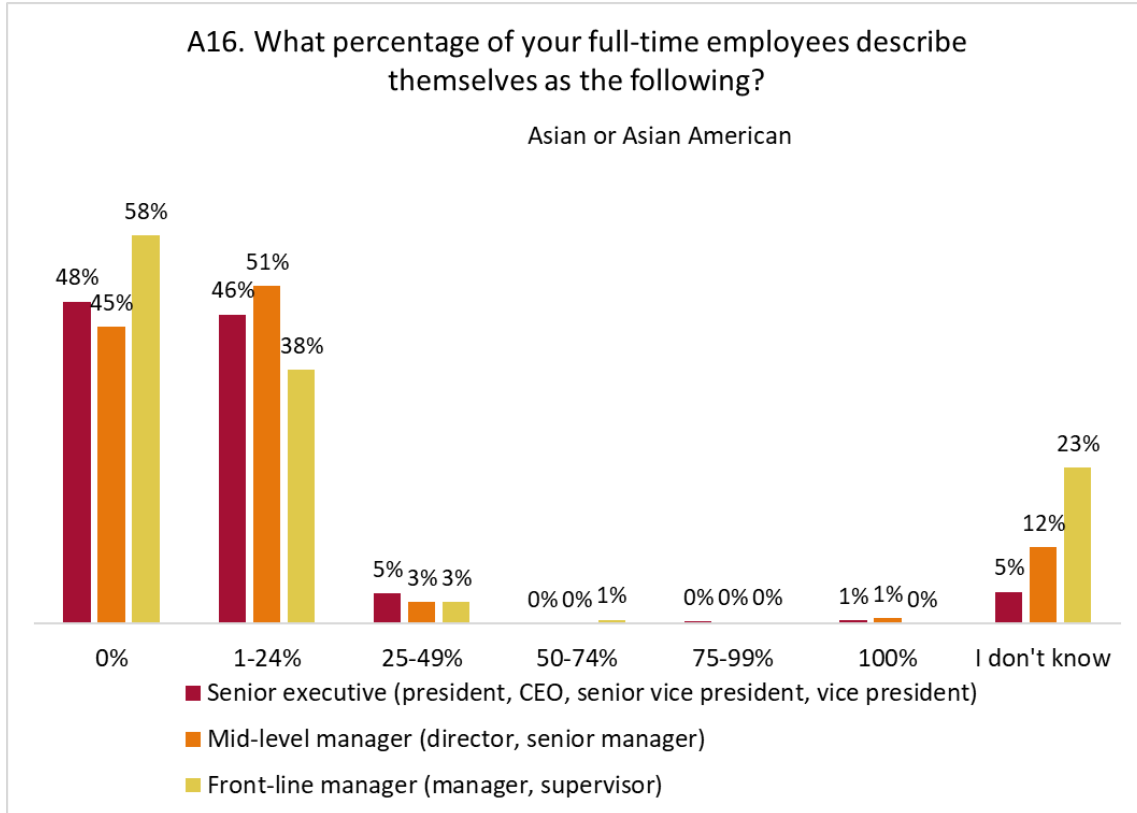


N = 1,150

# Survey Population

Race cont.

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.



N = 1,150

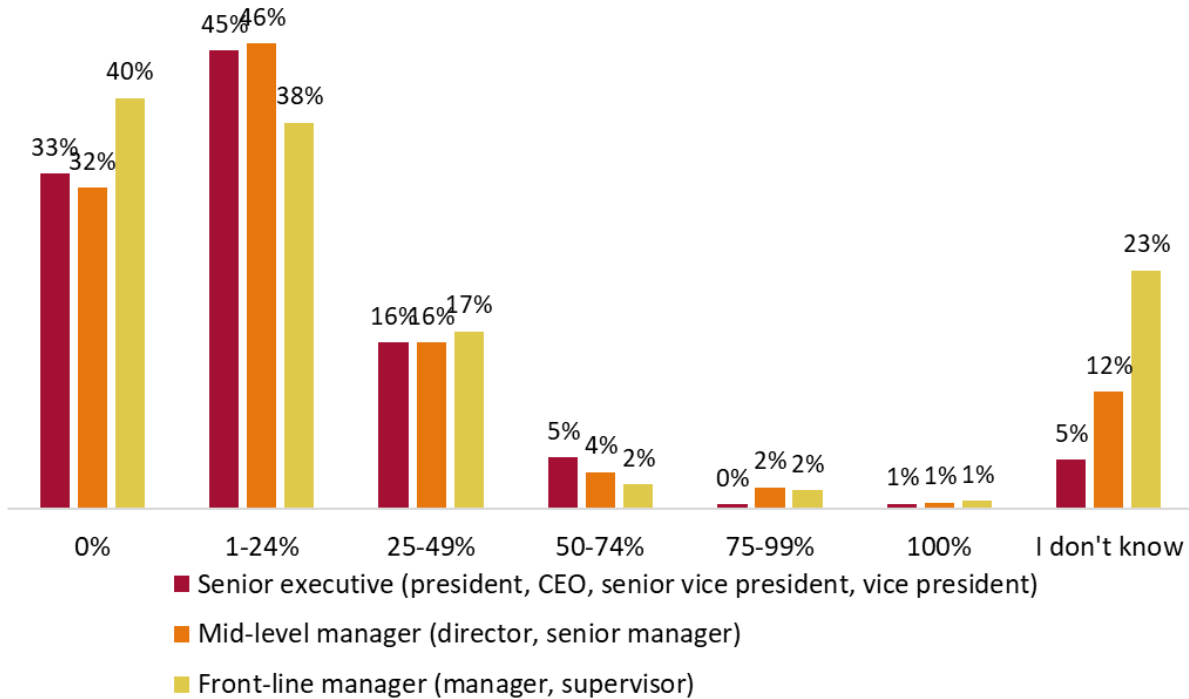
# Survey Population

Race cont.

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.

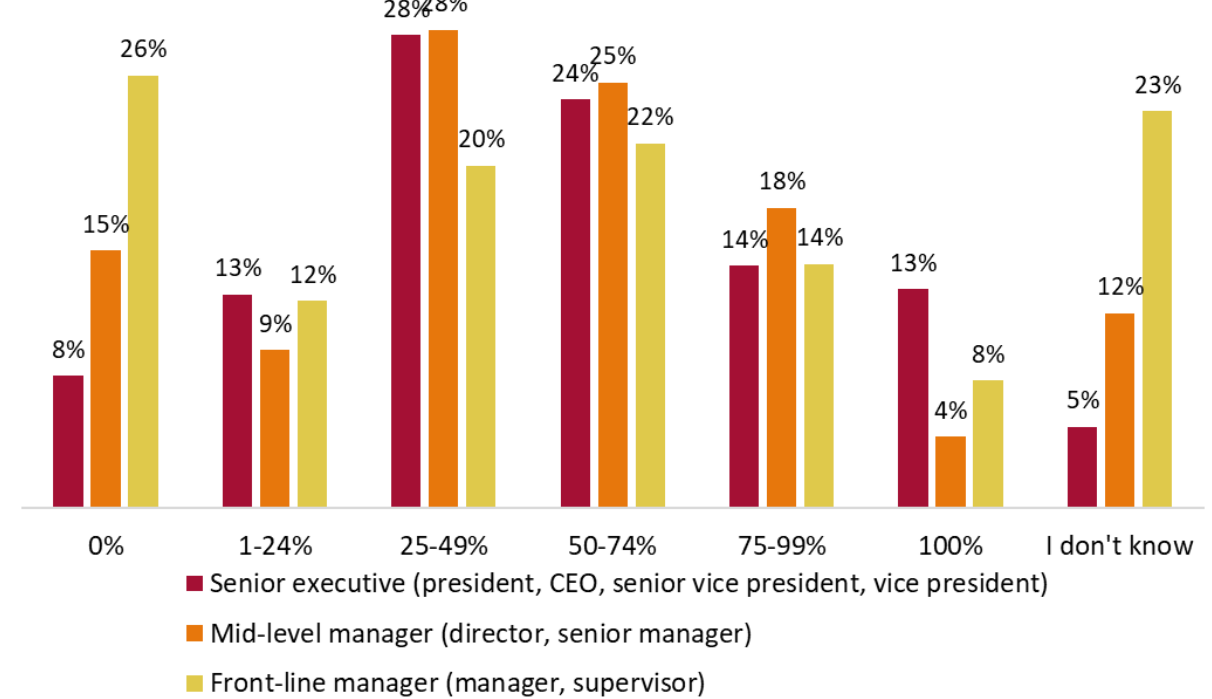
A16. What percentage of your full-time employees describe themselves as the following?

Hispanic or Latino



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

White

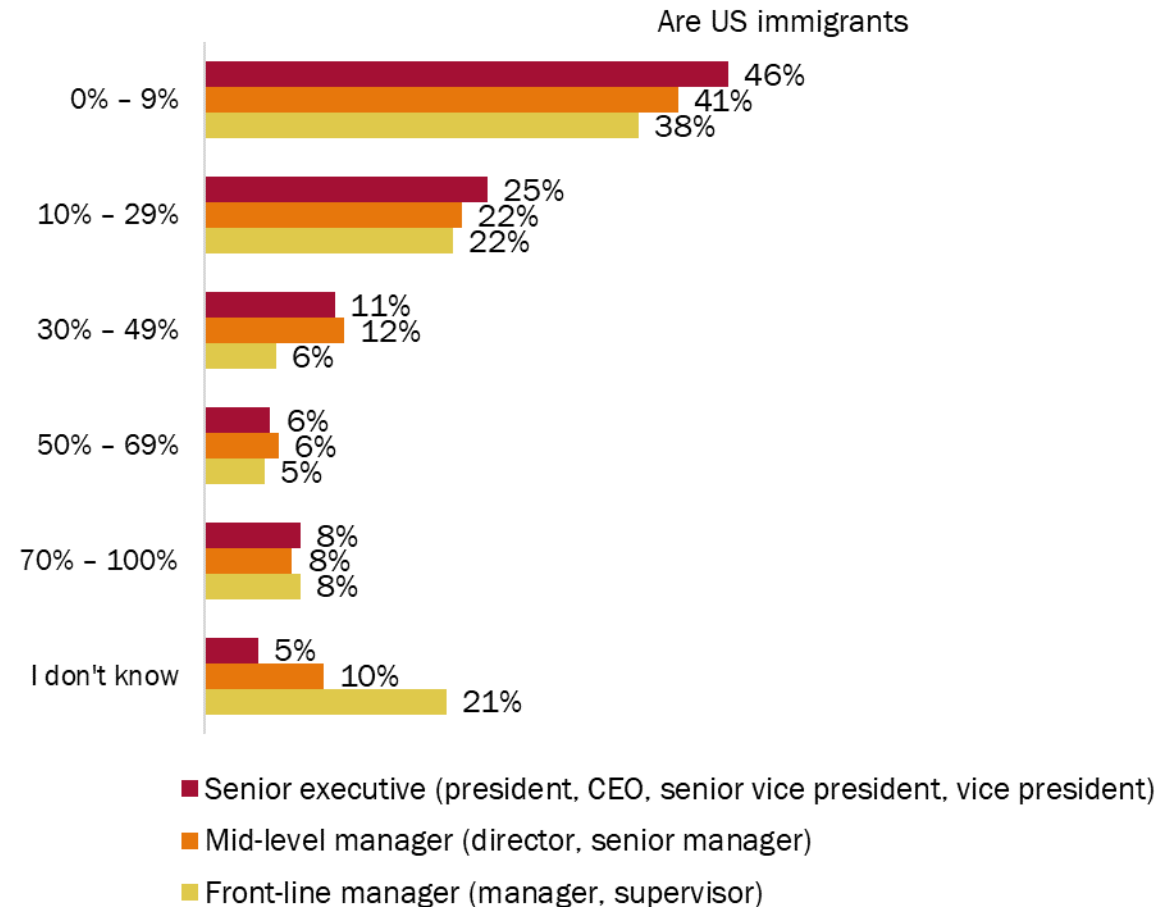


# Survey Population

## 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:

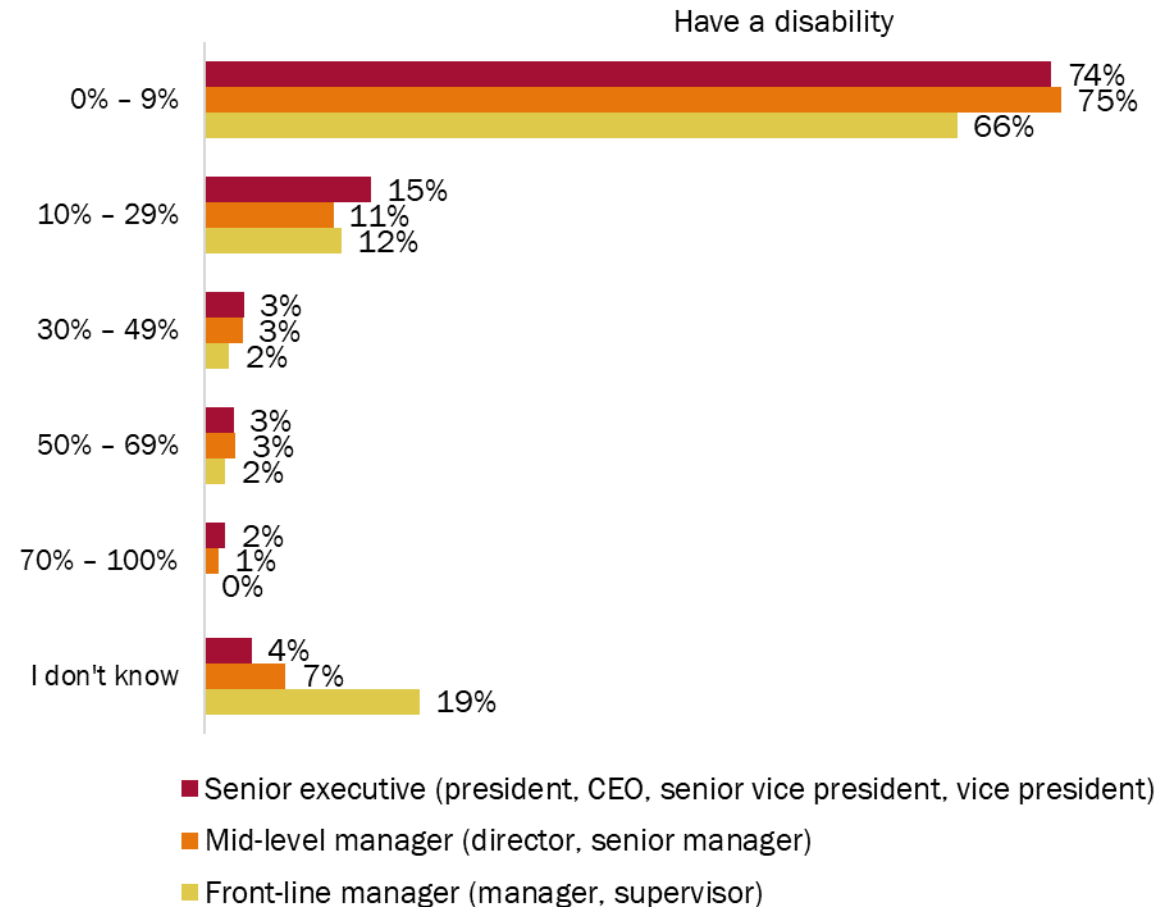


# Survey Population

## 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.

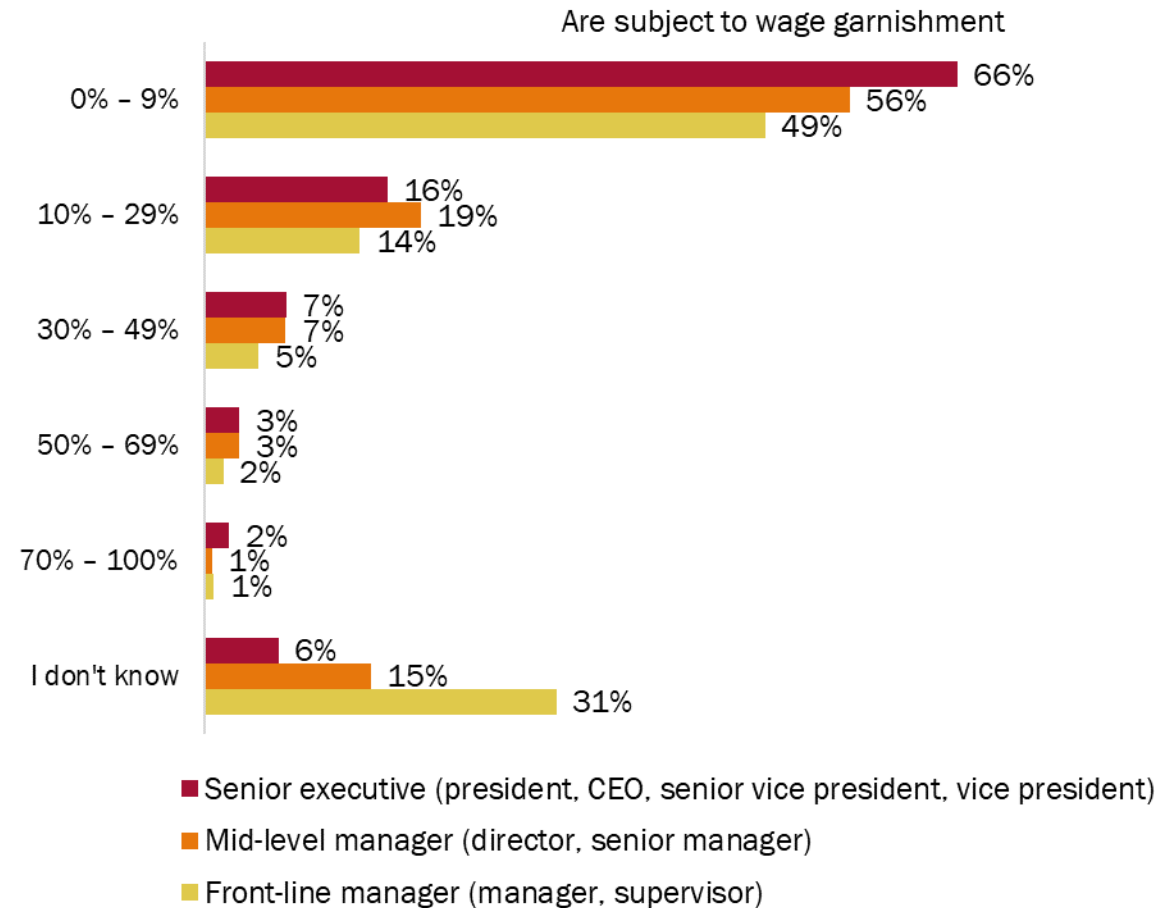
A17. In order to understand the personal challenges low-wage employees face which can inhibit upward mobility, please tell us the percentage of your full-time low-wage employees that you believe:



Survey Population  
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.

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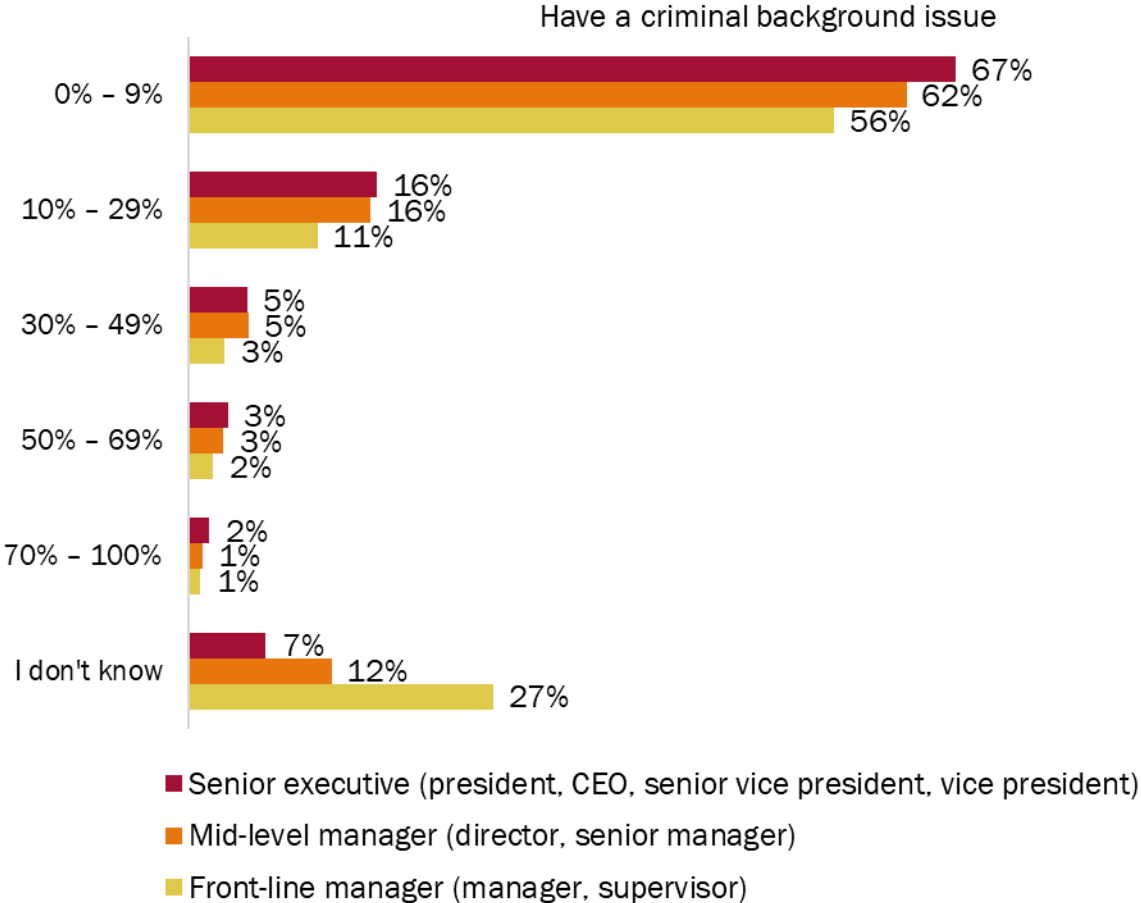


Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

# Survey Population

## Personal Challenges

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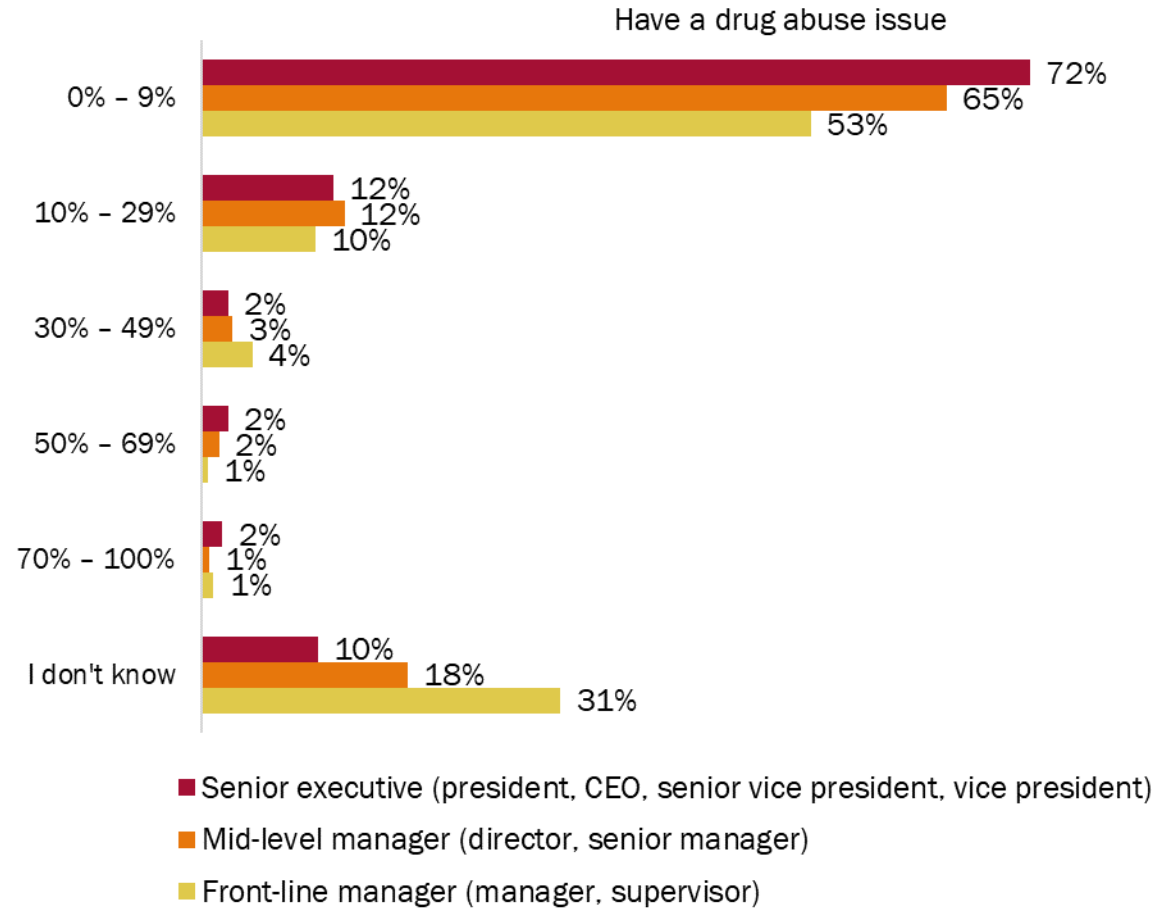




Survey Population  
Personal Challenges

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:

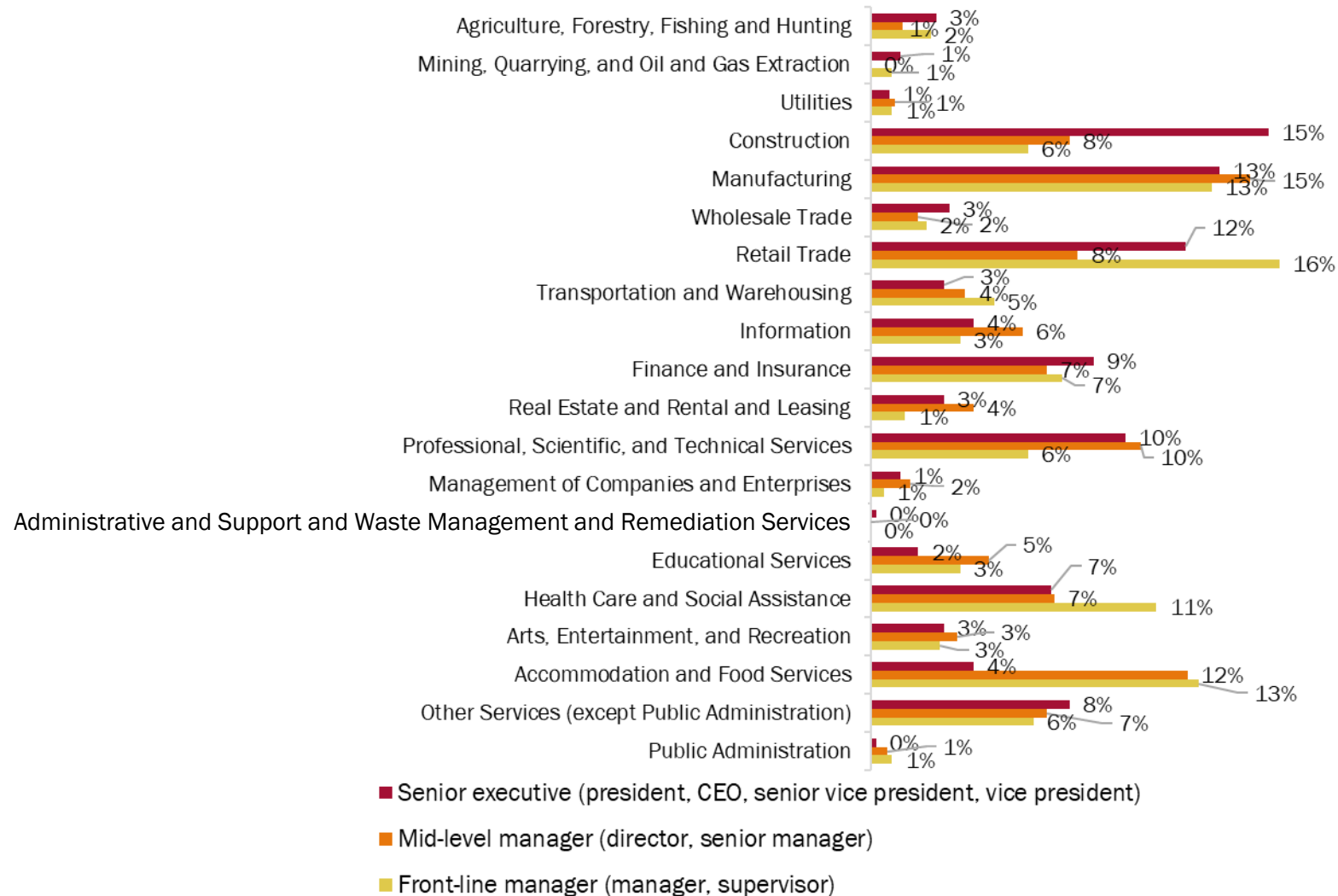


# Survey Population

## Industry

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.

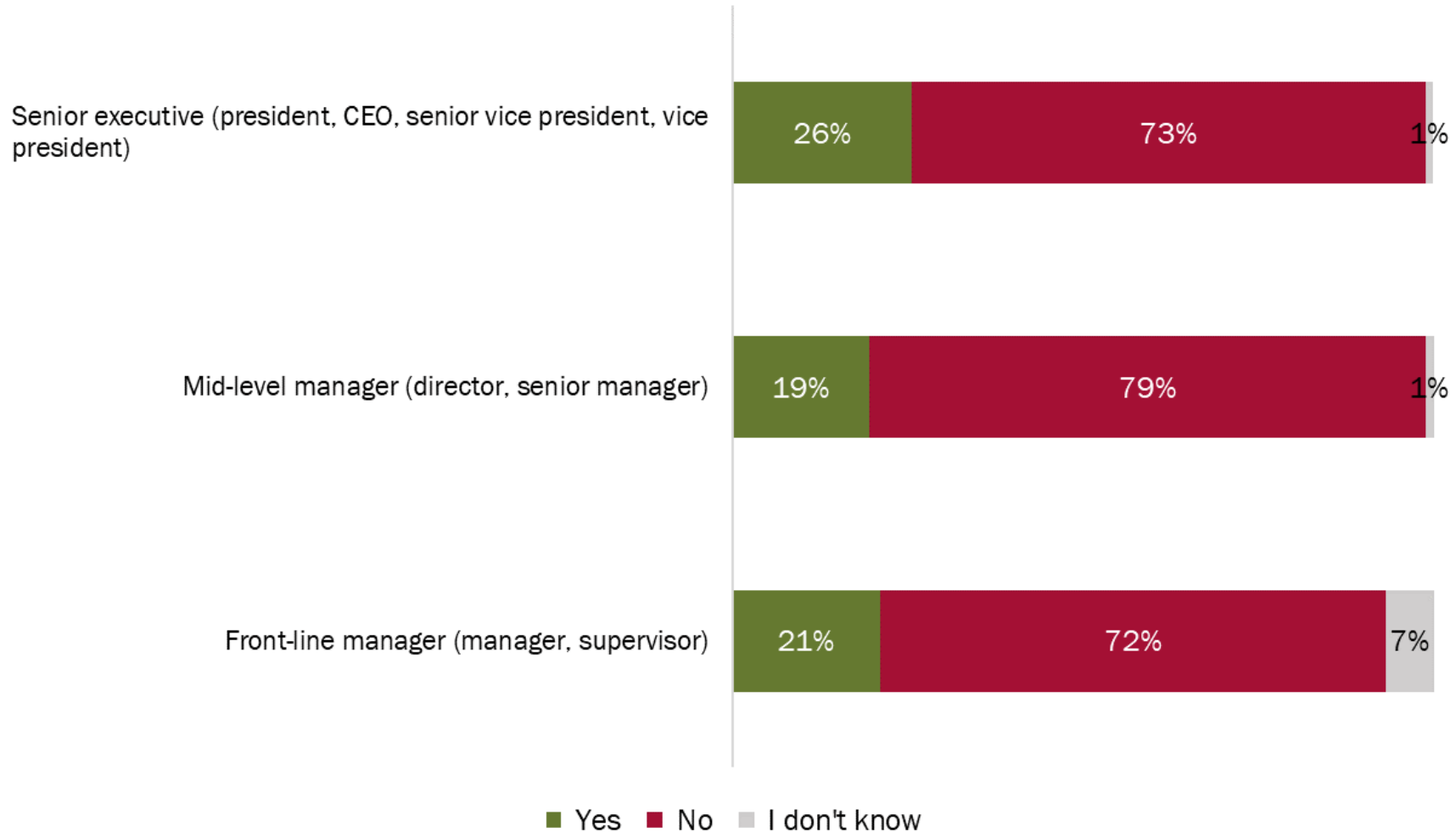
### A18. What best describes your primary industry?



N = 1,150

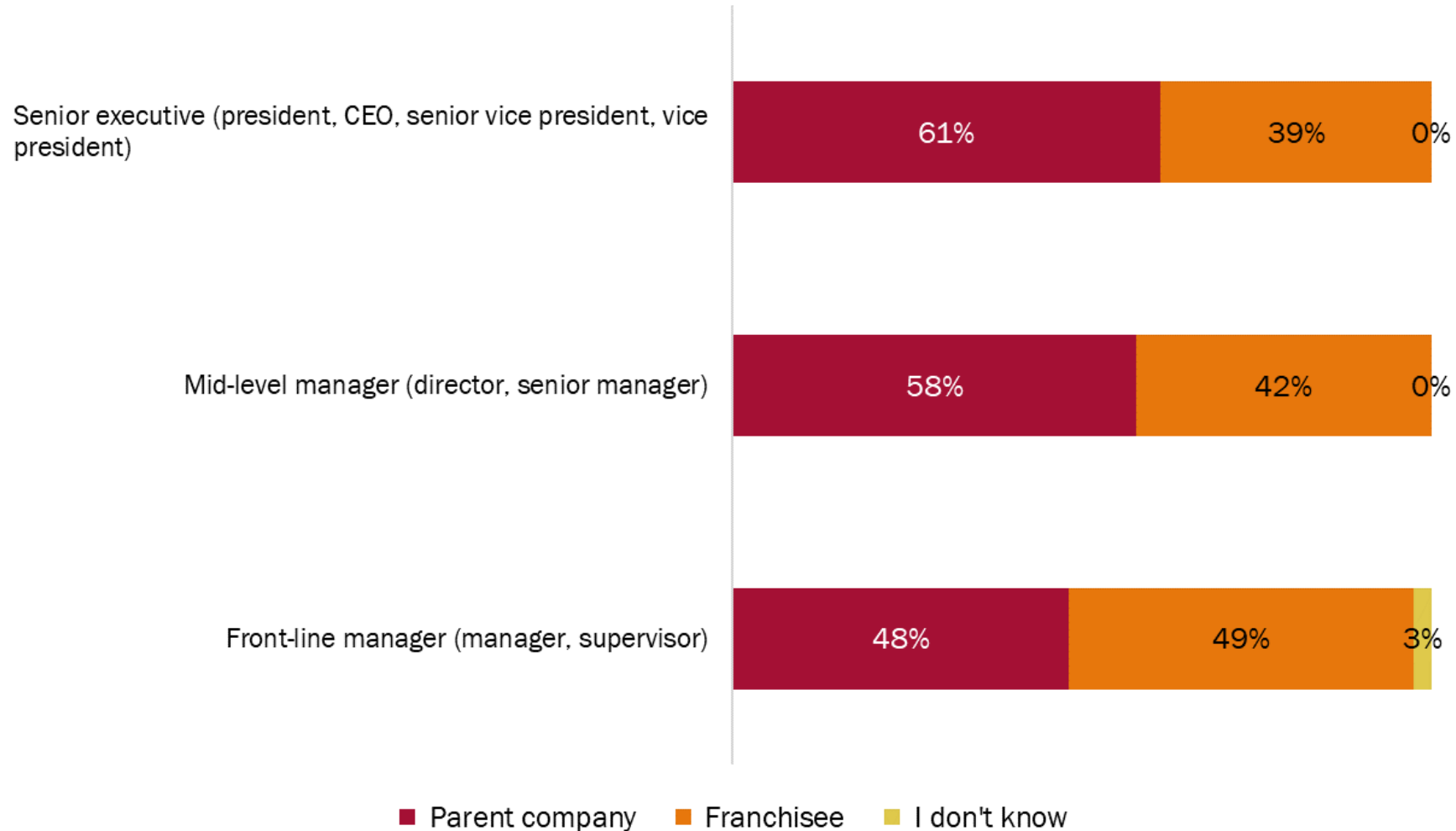
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.

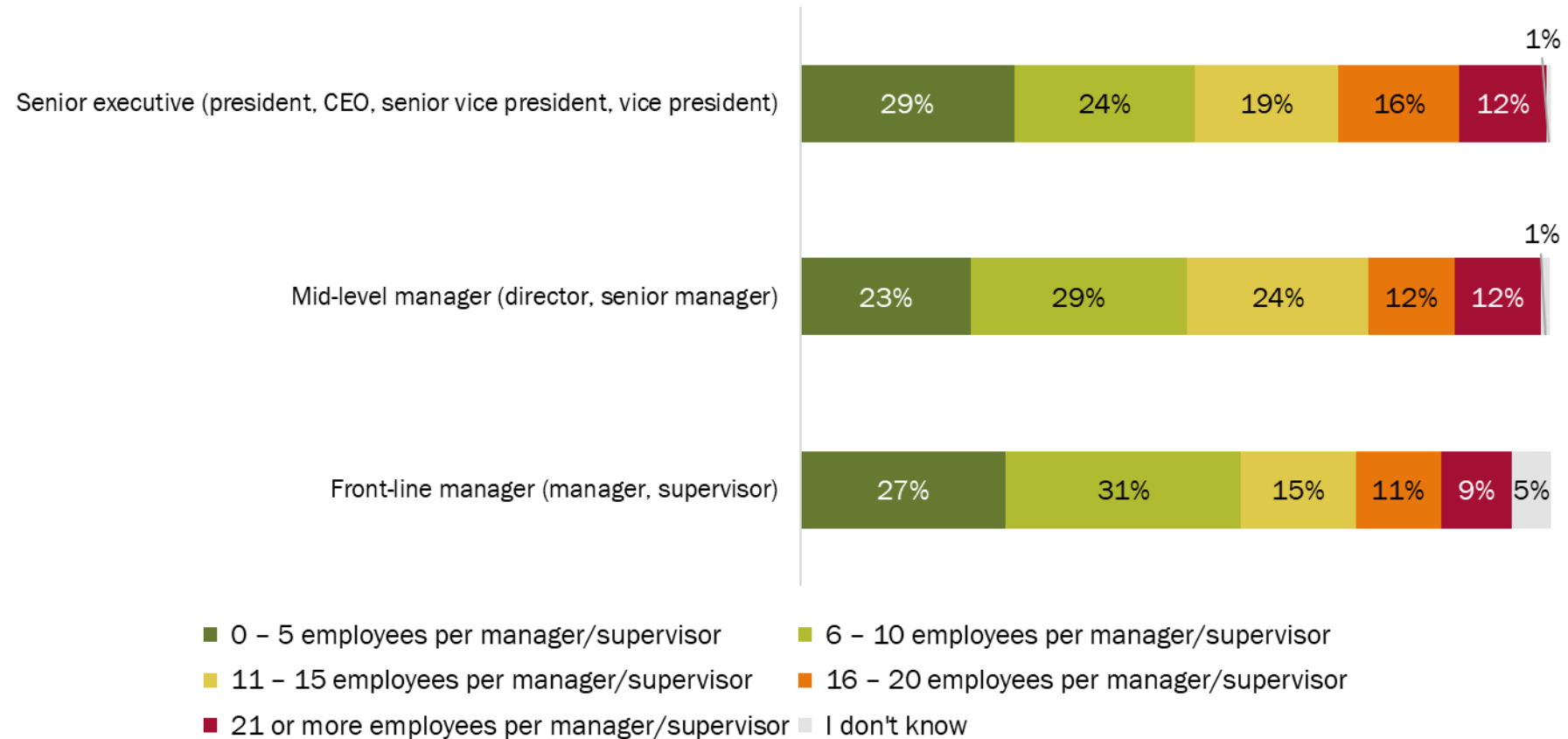
A20. Is your company the parent company or the franchisee?



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?



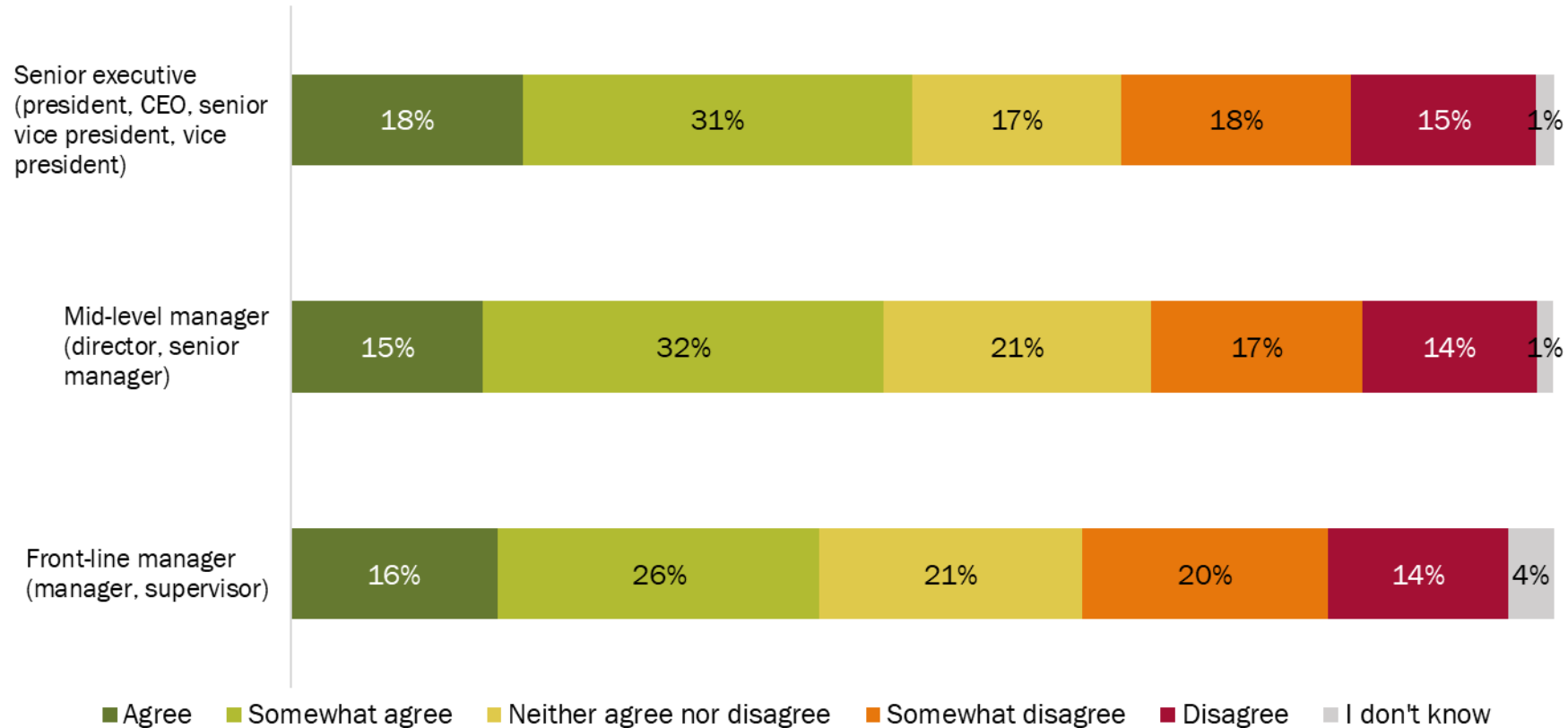
# Awareness and Attitudes

## Personal Circumstances

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.

B1R1. Low-wage employees don't have reliable transportation to and from work



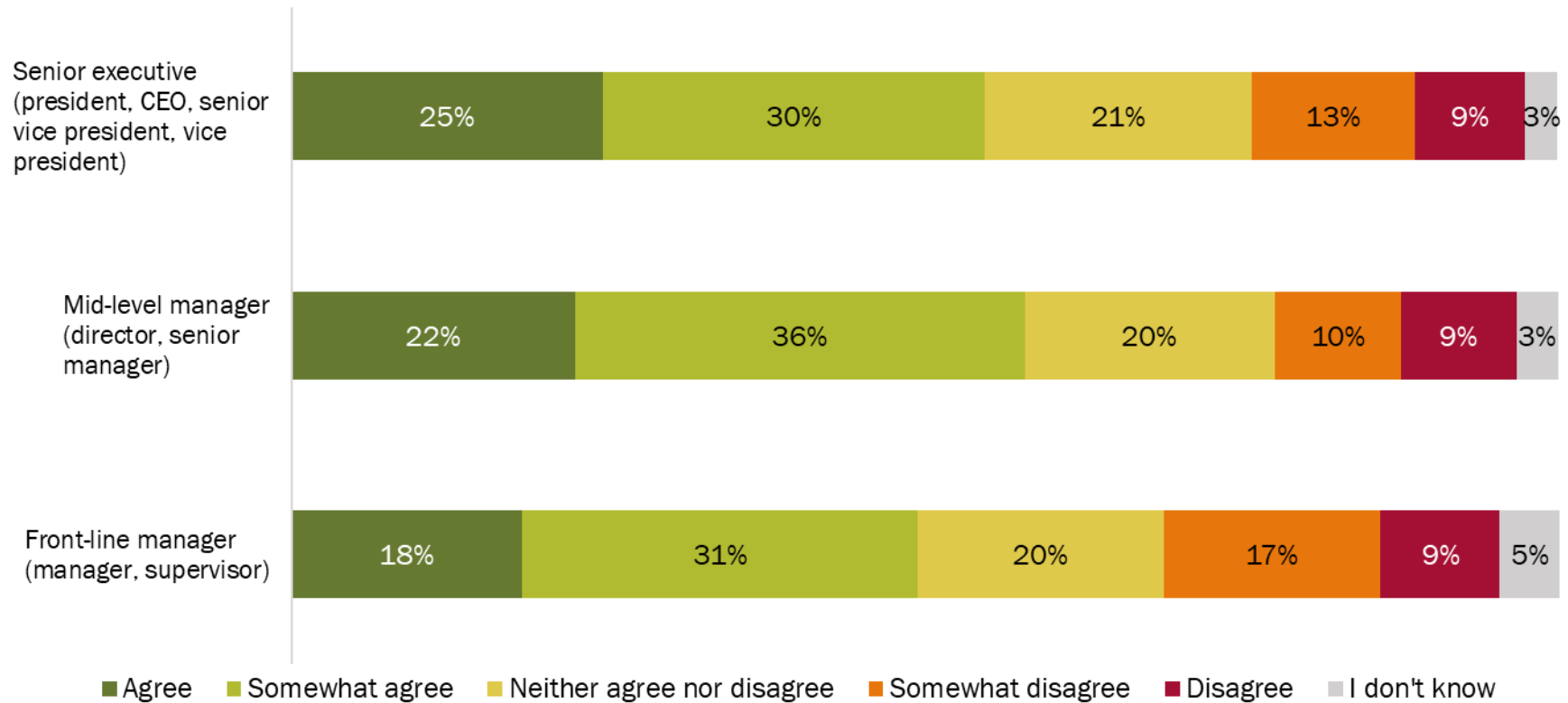
# Awareness and Attitudes

## Personal Circumstances

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.

B1R2. Low-wage employees don't have reliable caregiving options for looking after family



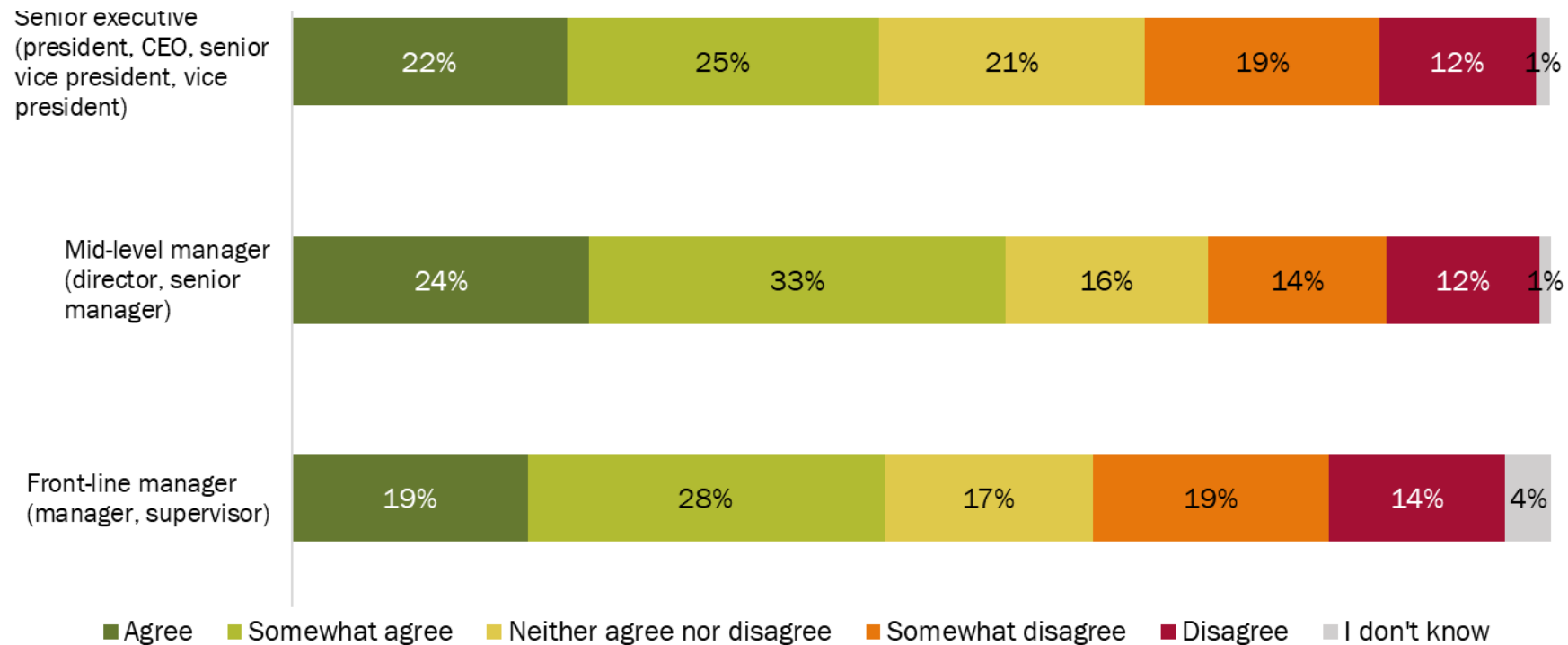
# Awareness and Attitudes

## Personal Circumstances

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.

QB1R3. 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 training costs, cannot make their shift due to sick family member)





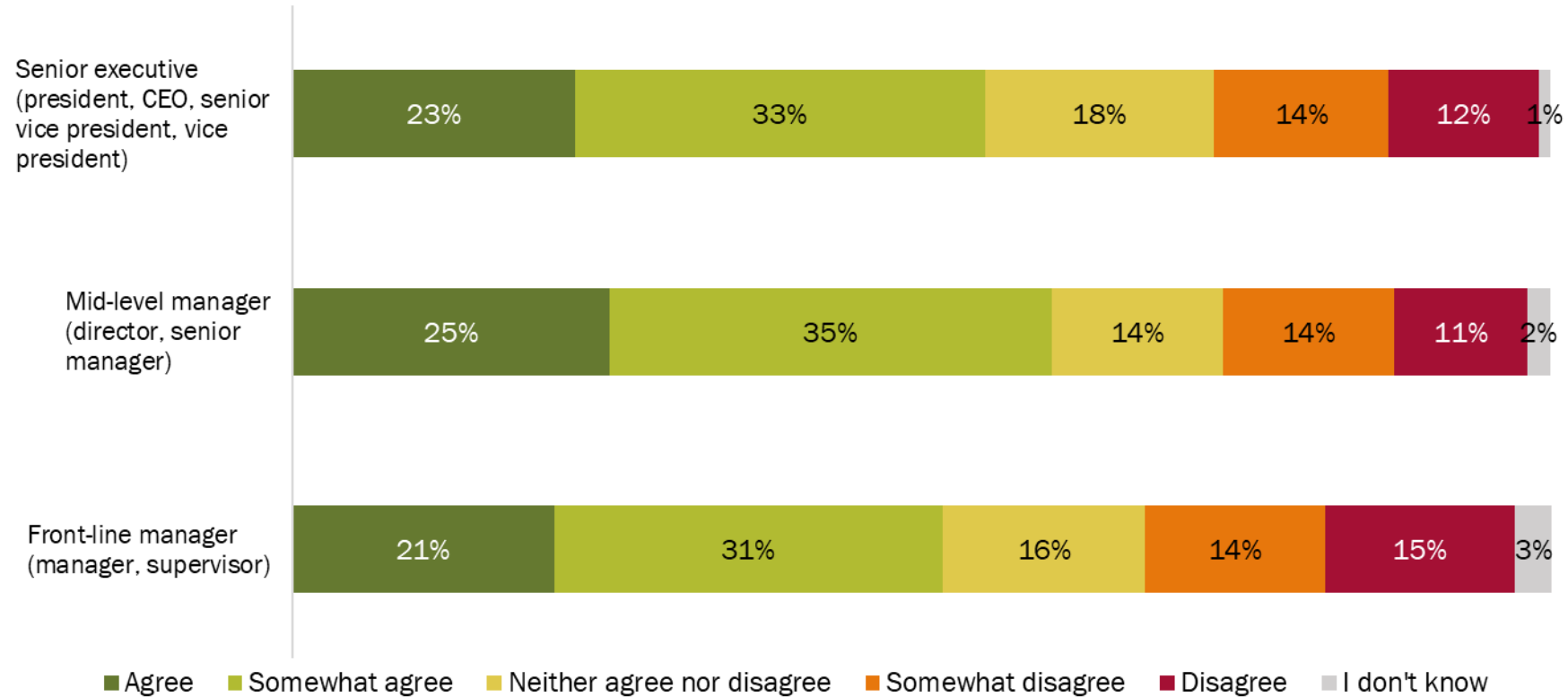
# Awareness and Attitudes

## Personal Circumstances

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.

B1R4. Low-wage employees cannot afford the upfront costs for actions they need to take to move up (e.g., training fees, relocation costs)



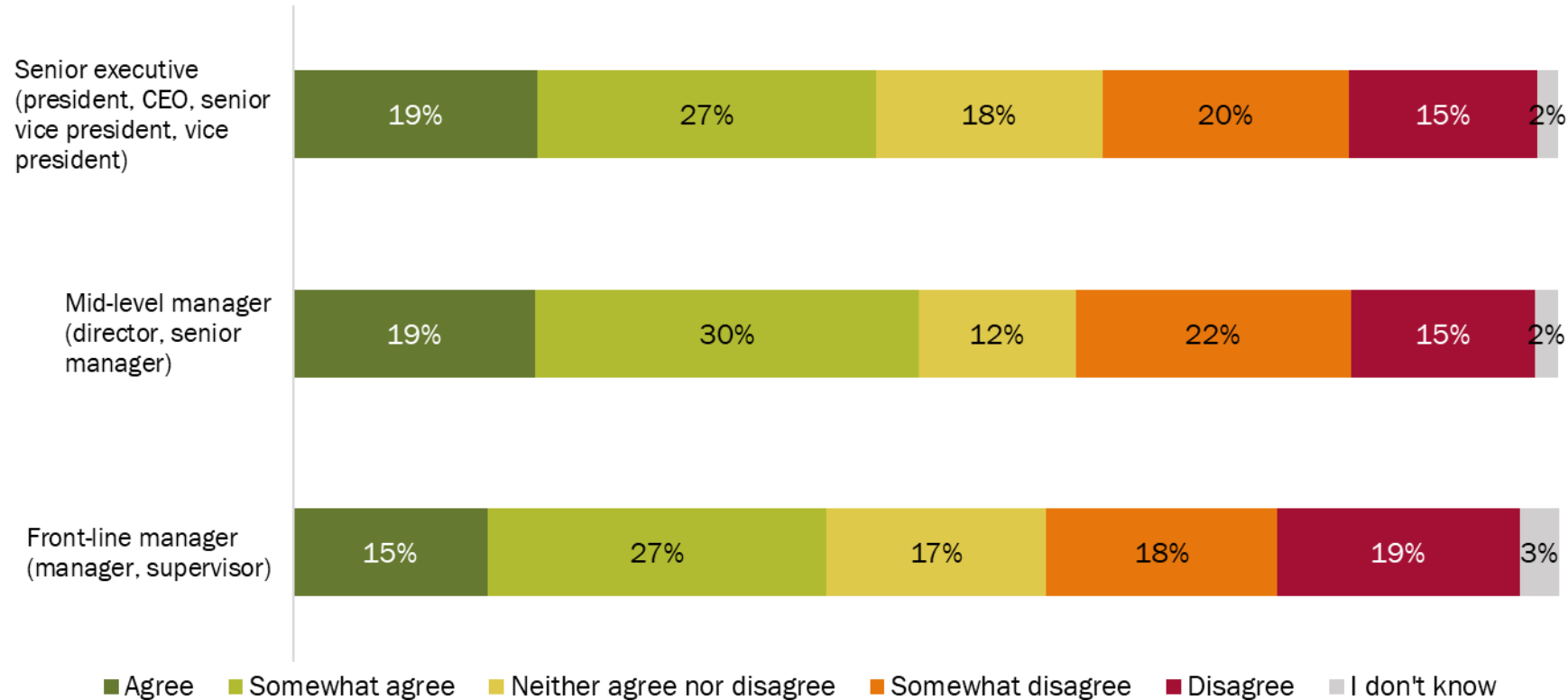
# Awareness and Attitudes

## Personal Circumstances

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.

B1R5. Low-wage employees don't have the time needed to invest in obtaining the training, certifications, and/or skills needed to move up



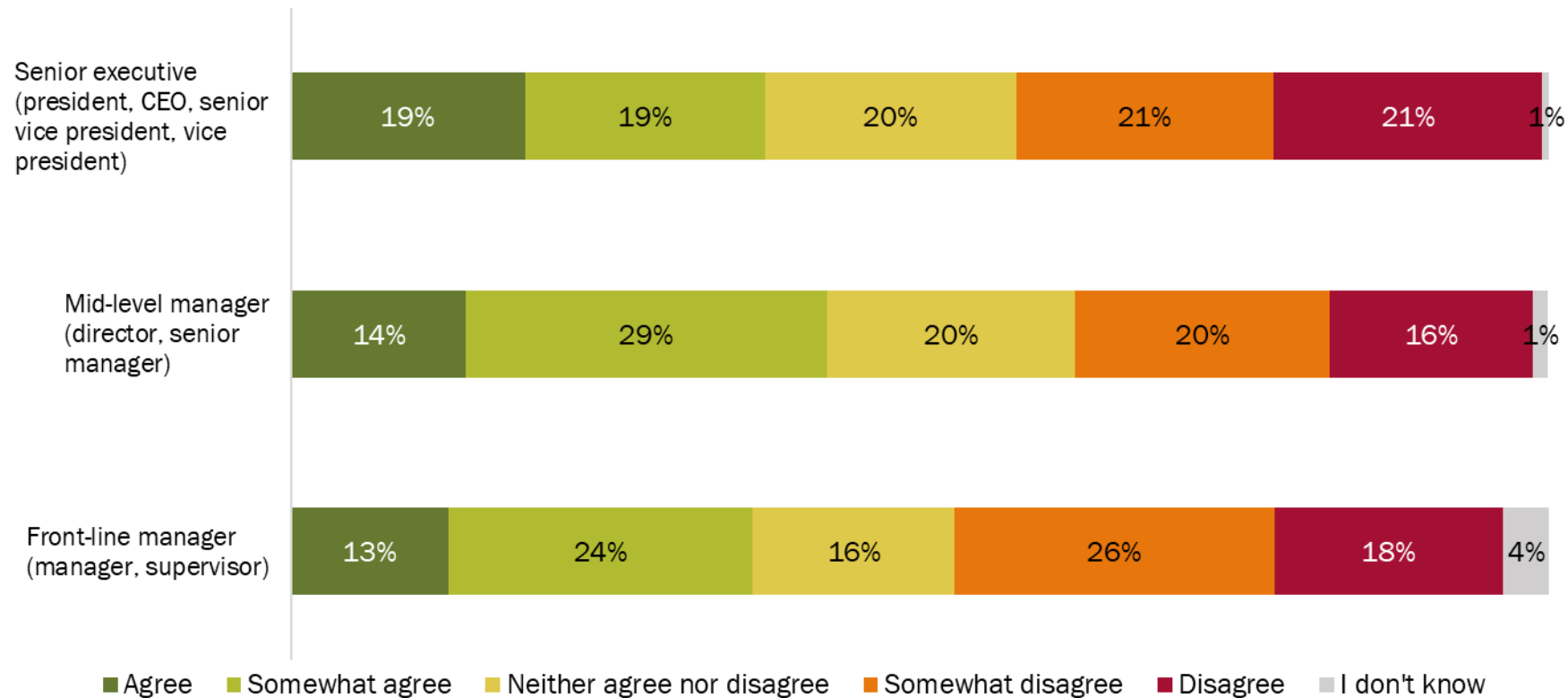
# Awareness and Attitudes

## Personal Circumstances

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.

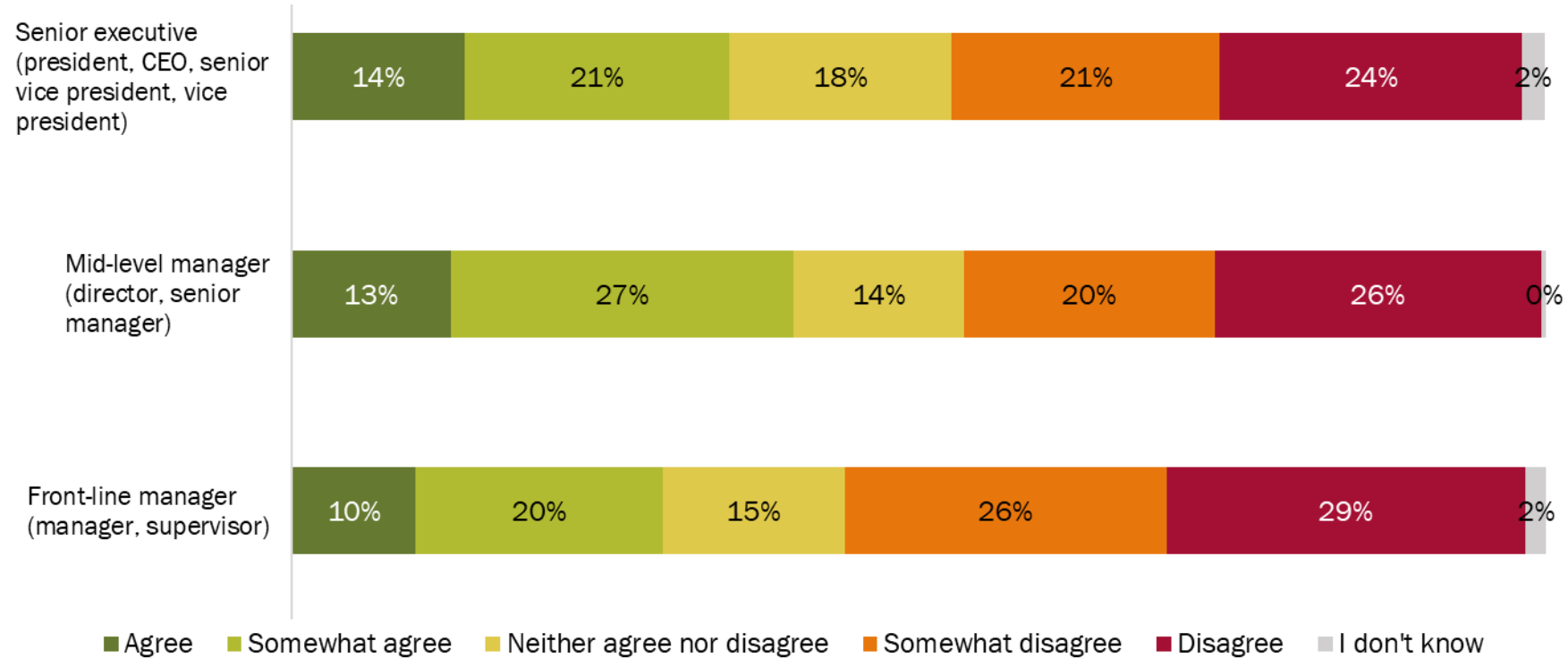
B1R6. Low-wage employees can't stay in their job long enough to move up



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.

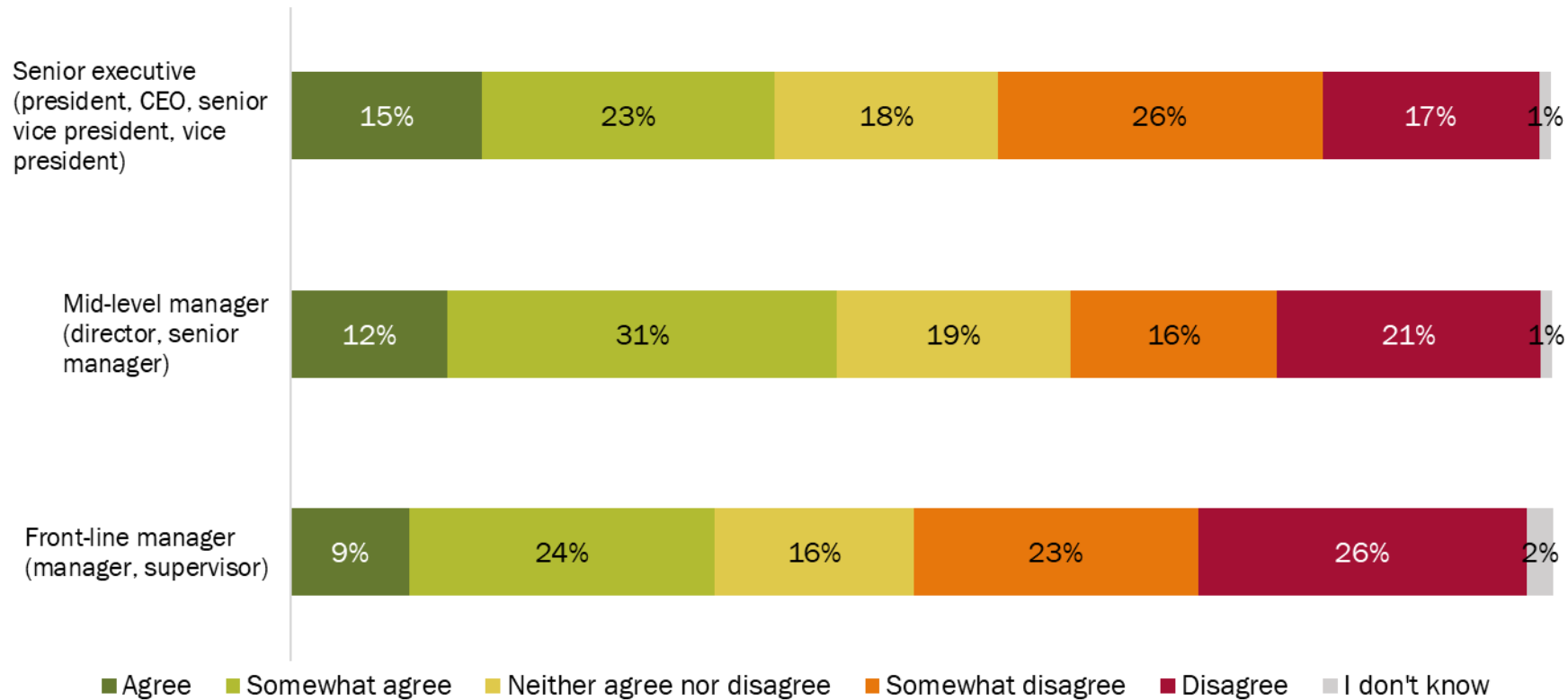
B2R1. Low-wage employees don't have the English language fluency needed to move up



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.

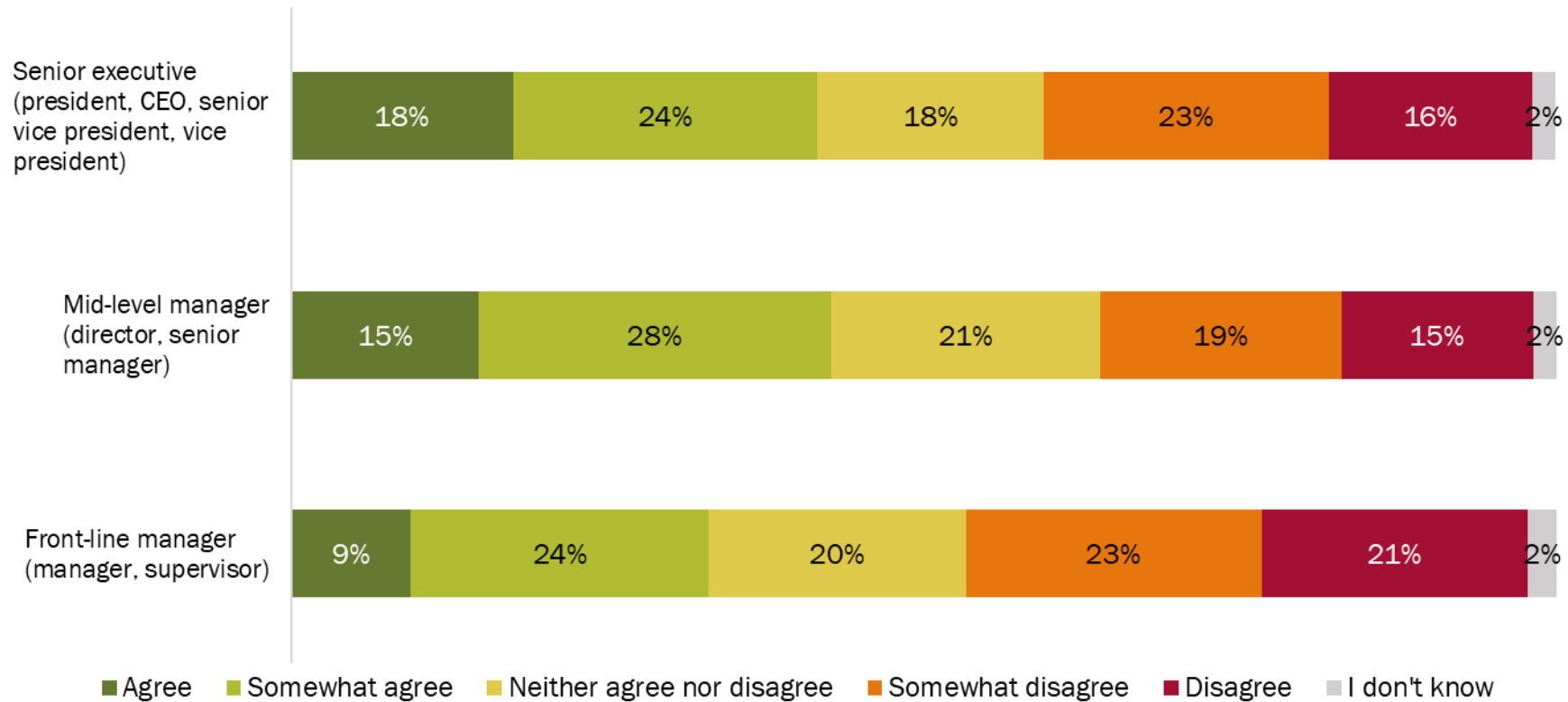
B2R2. Low-wage employees don't have the literacy skills to move up



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.

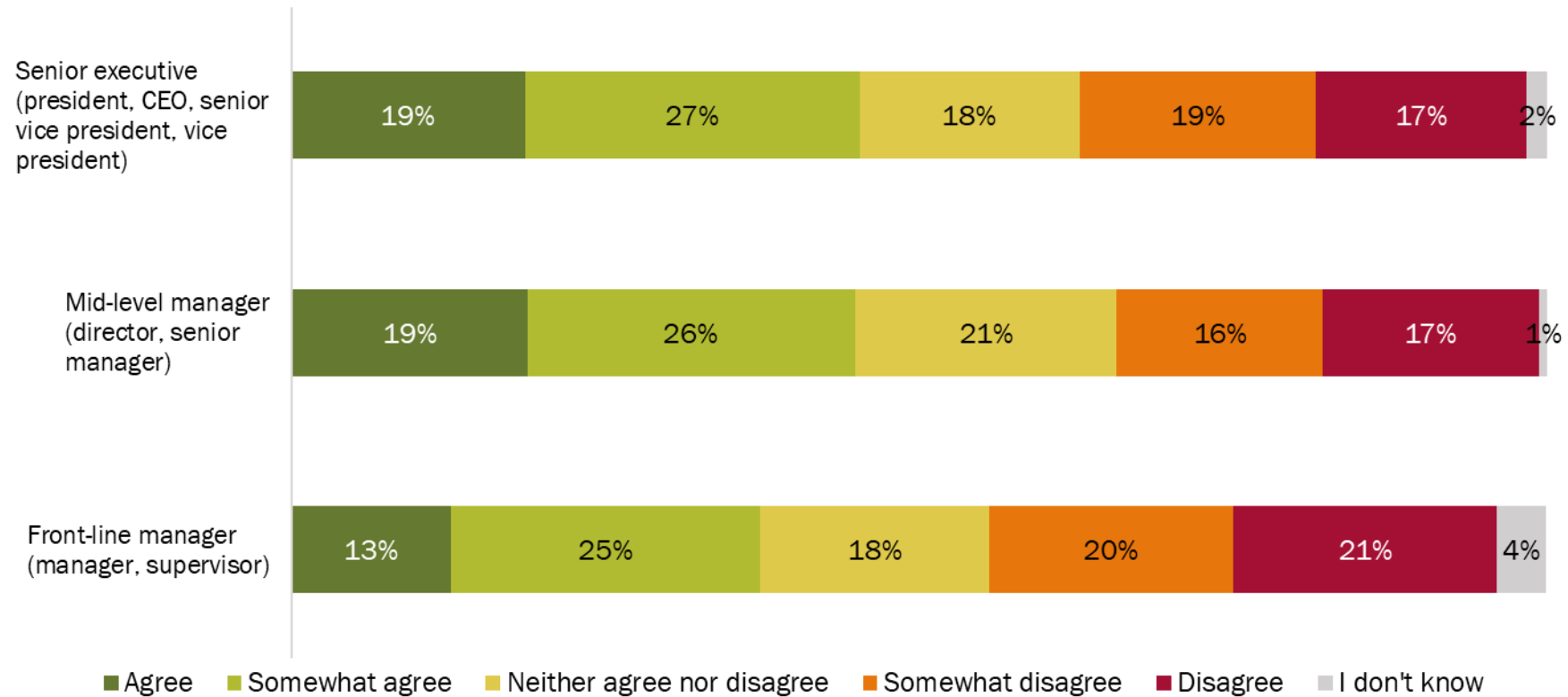
B2R3. Low-wage employees don't have the numeracy skills to move up



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.

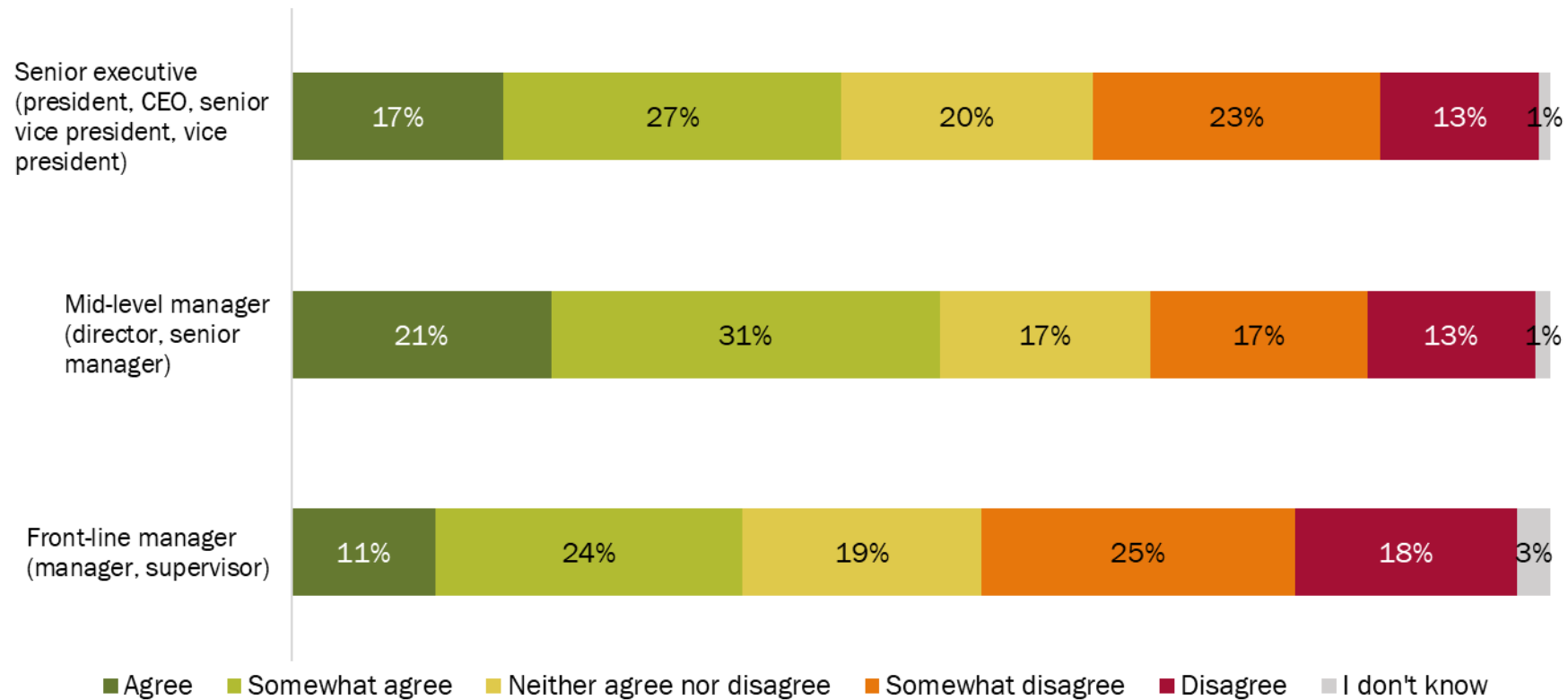
B2R4. Low-wage employees don't have a secondary diploma or a GED



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.

B2R5. Low-wage employees don't have soft skills needed to move up

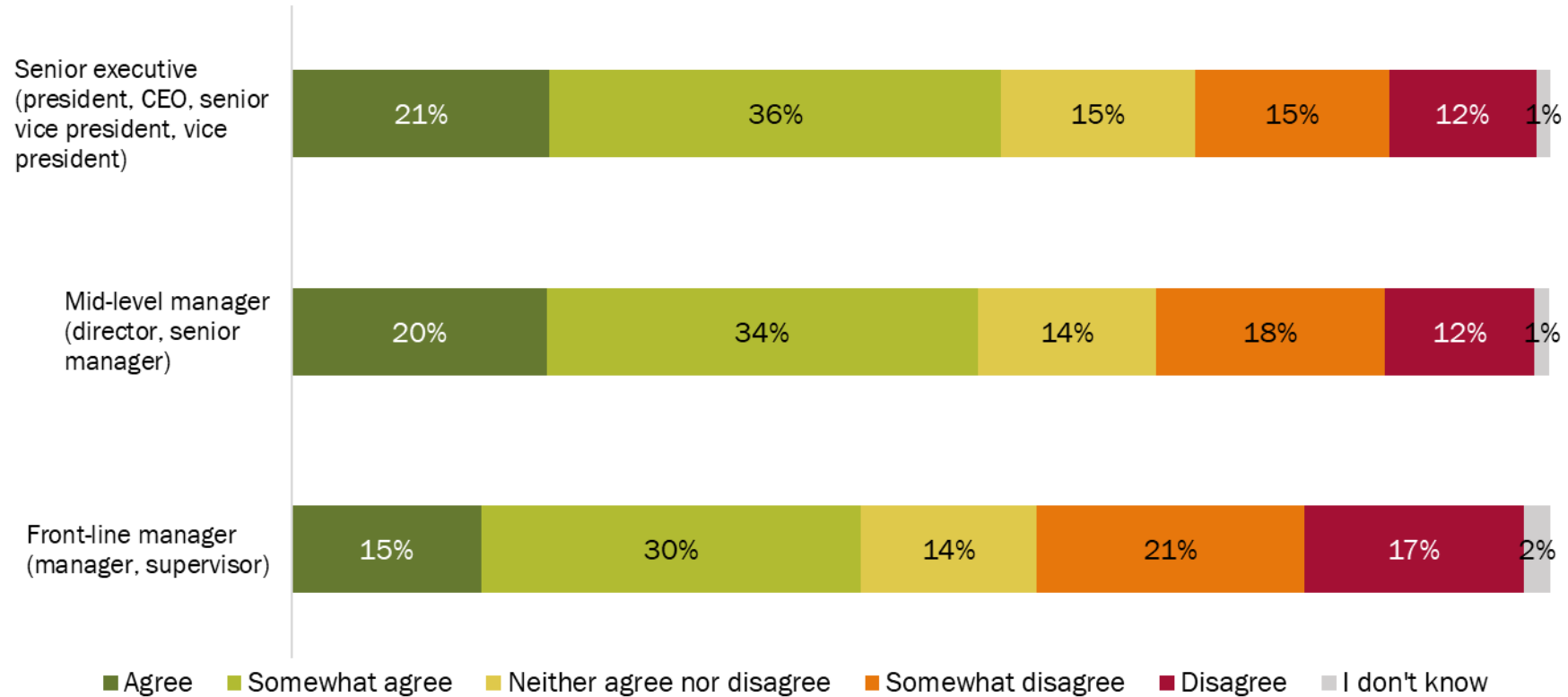




Source: “Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.

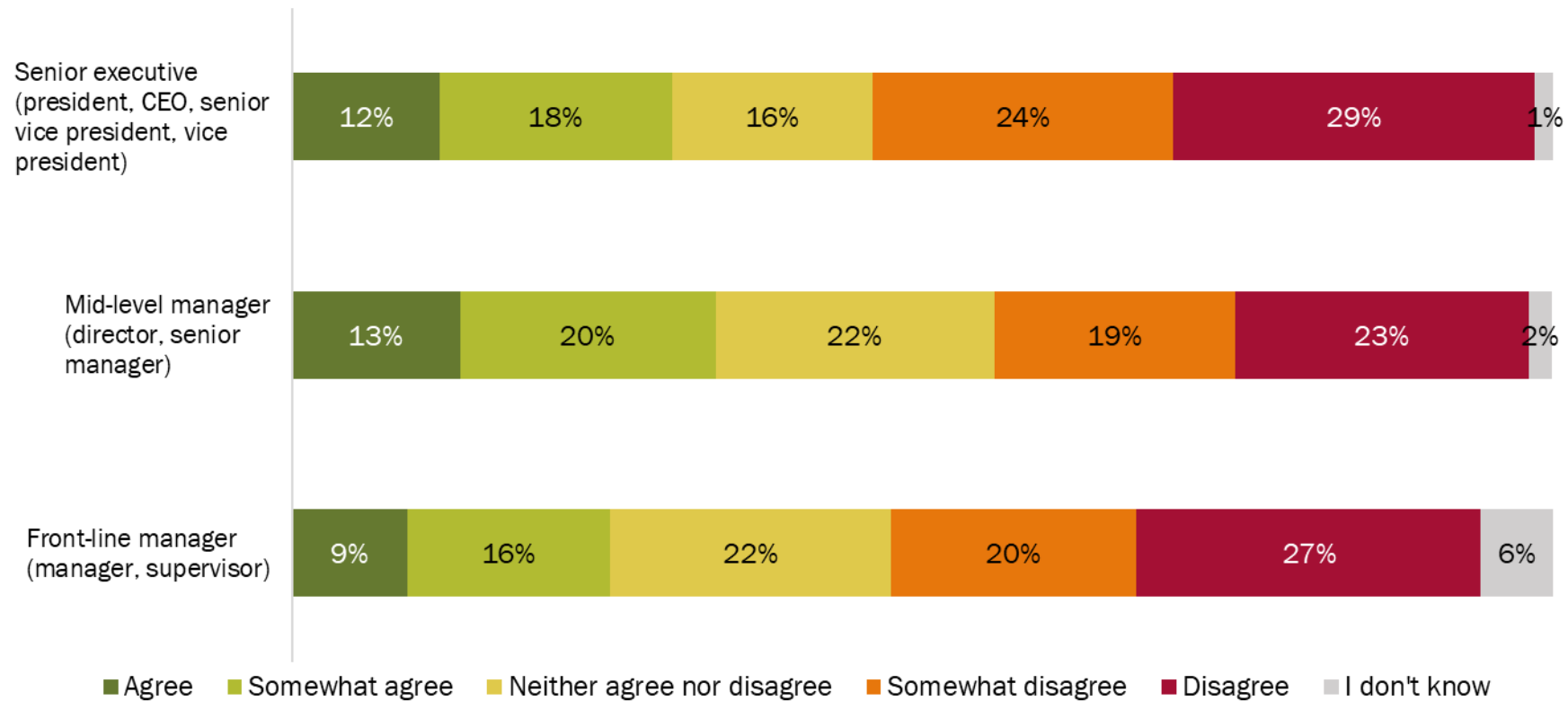
QB2R6. Low-wage employees don’t have technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up



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.

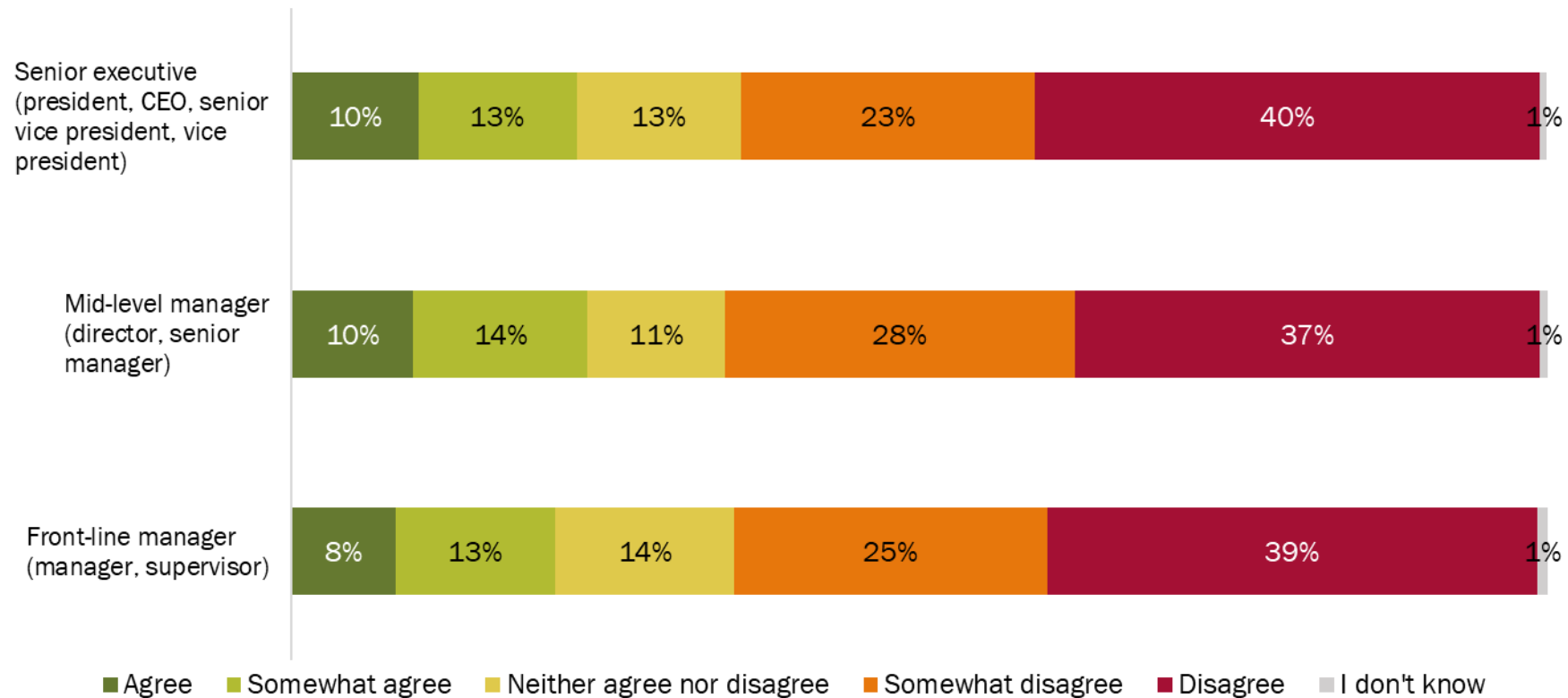
B3R1. My company does not give autonomy at work to low-wage employees



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.

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.

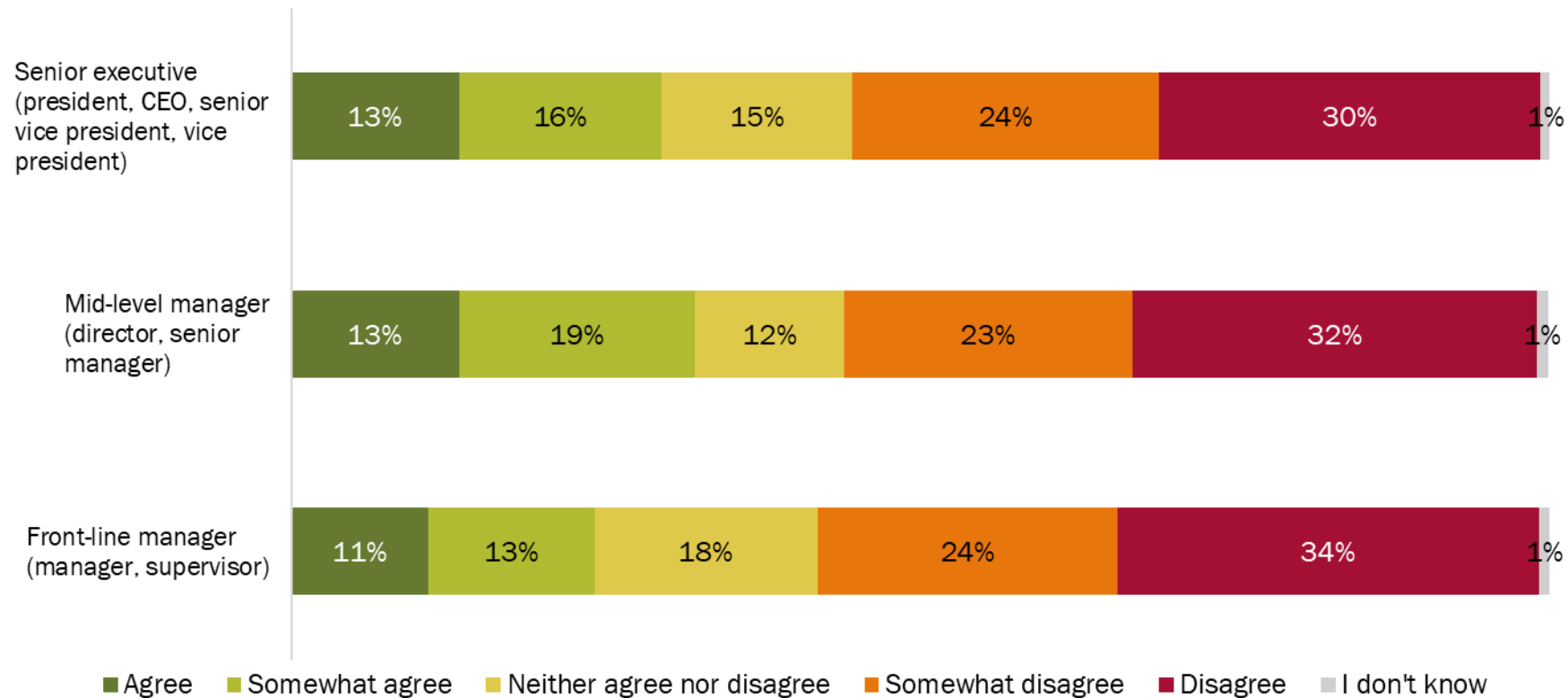
B3R2. My company does not provide stable enough work schedules to low-wage employees



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.

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.

B3R3. My company does not provide flexible enough work schedules to low-wage employees



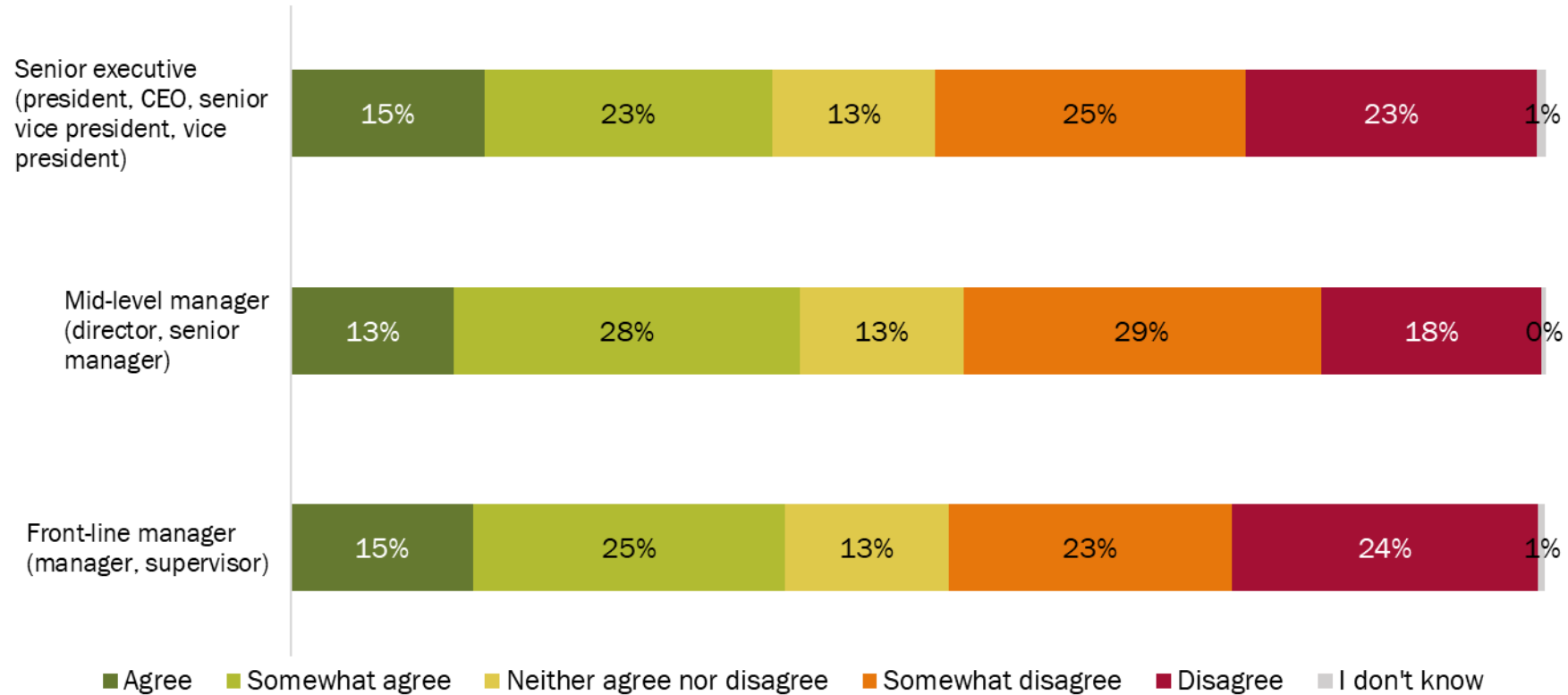
# Awareness and Attitudes

## Company and Industry Opportunities

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.

B4. 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.

B4R1. My industry doesn't have many opportunities for low-wage employees to move to a job with higher pay, skills, and productivity



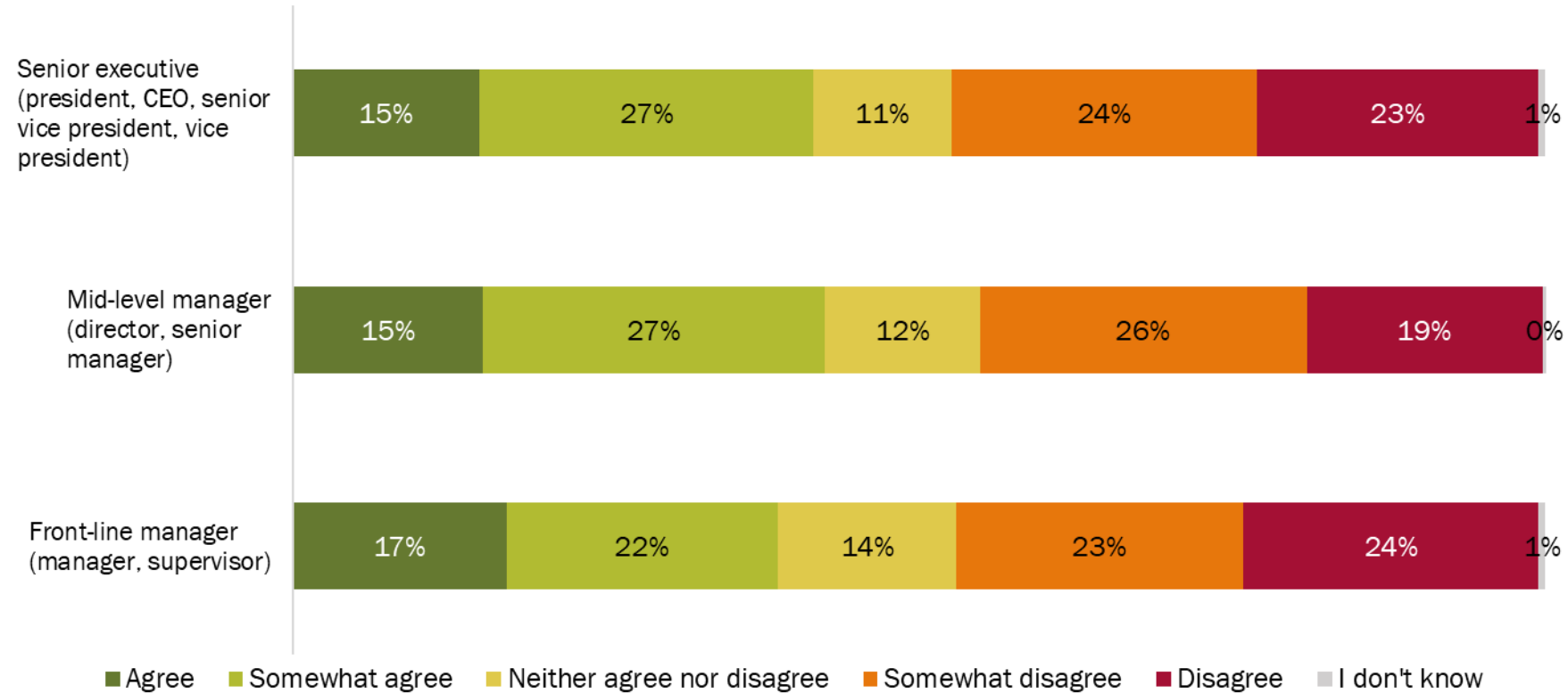
# Awareness and Attitudes

## Company and Industry Opportunities

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.

B4. 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.

B4R2. My company doesn't have many opportunities for low-wage employees to move to a job with higher pay, skills, and productivity

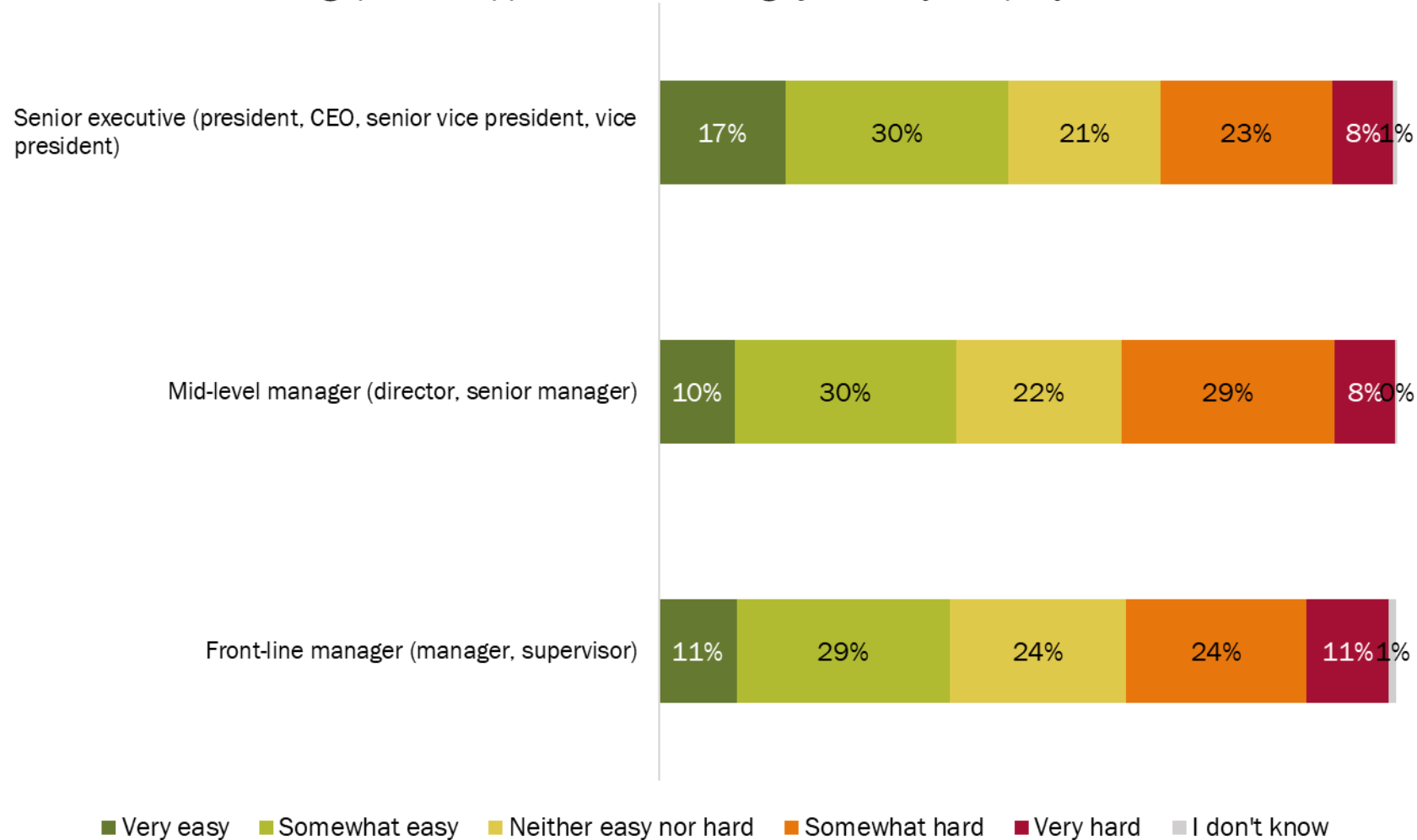


# Awareness and Attitudes

## *Ease of Finding Low-Wage Applicants*

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 low-wage jobs in my company is:

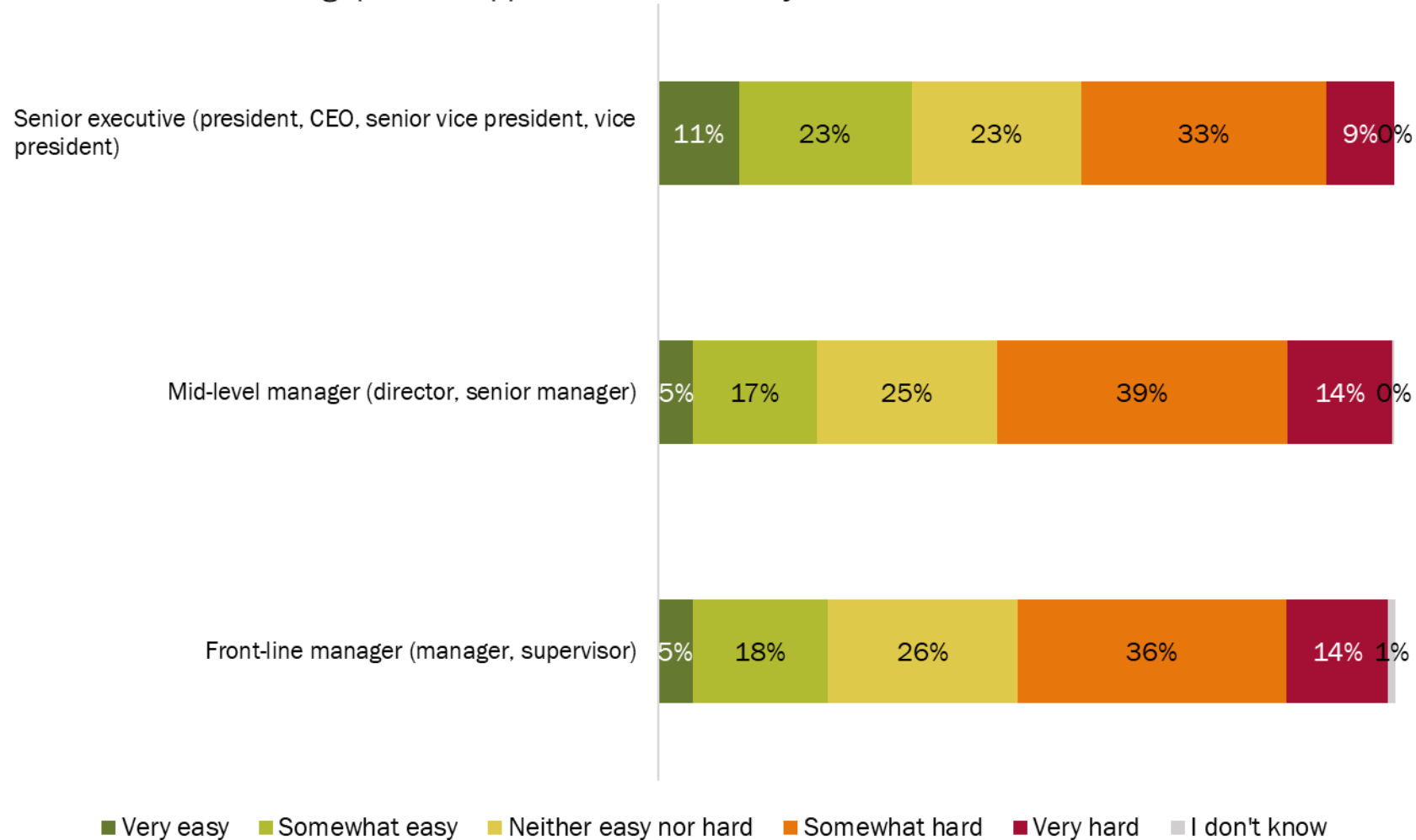


# Awareness and Attitudes

## Ease of Finding All Applicants

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. Finding qualified applicants for all other jobs is:

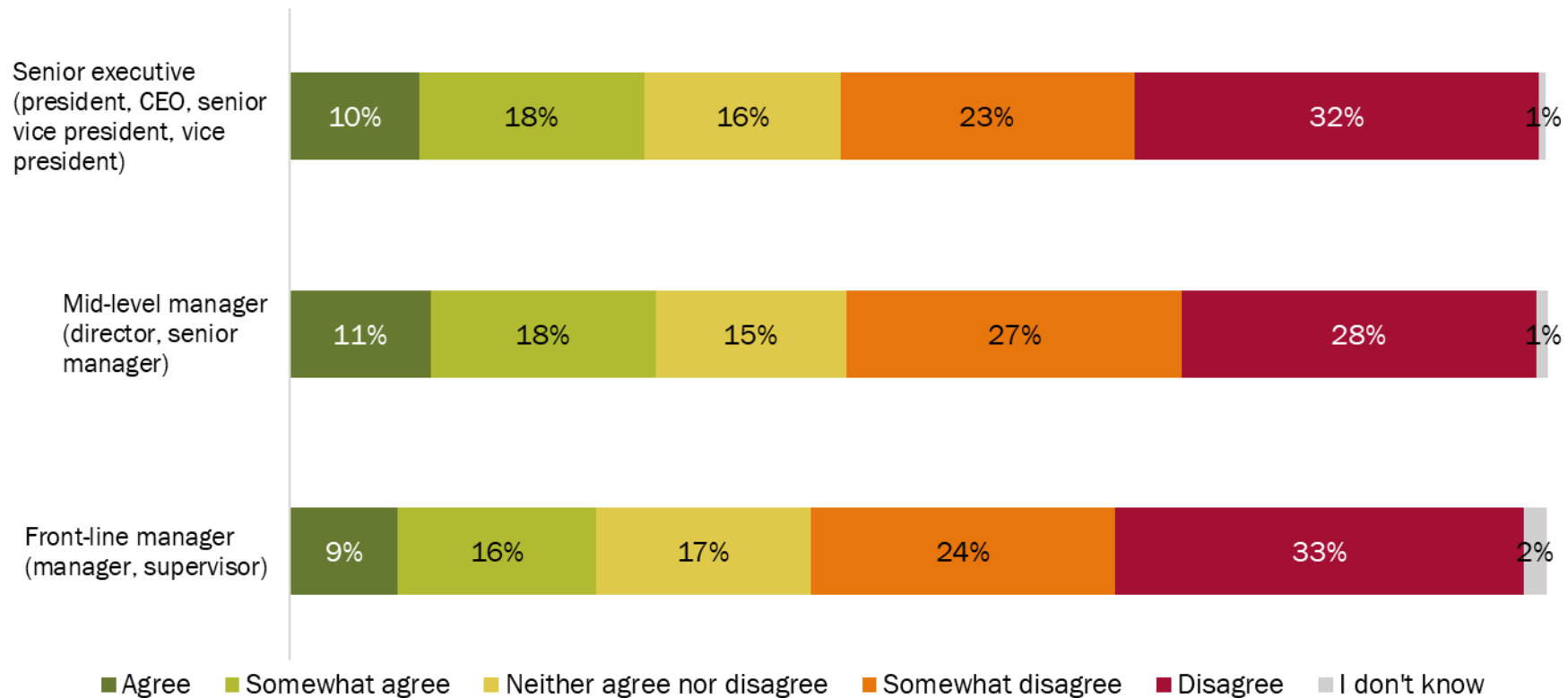




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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.

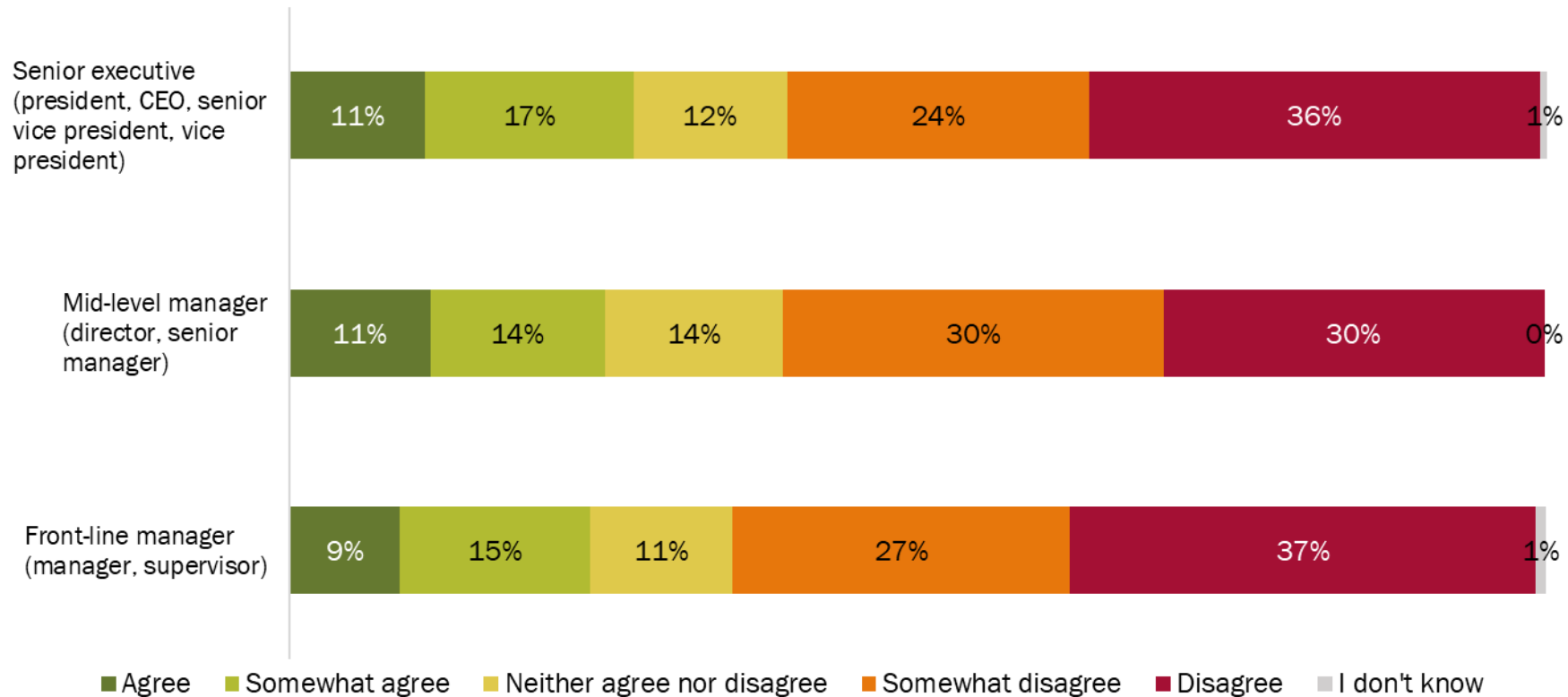
B7R1. Low-wage employees don't have a role model or mentor at work



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.

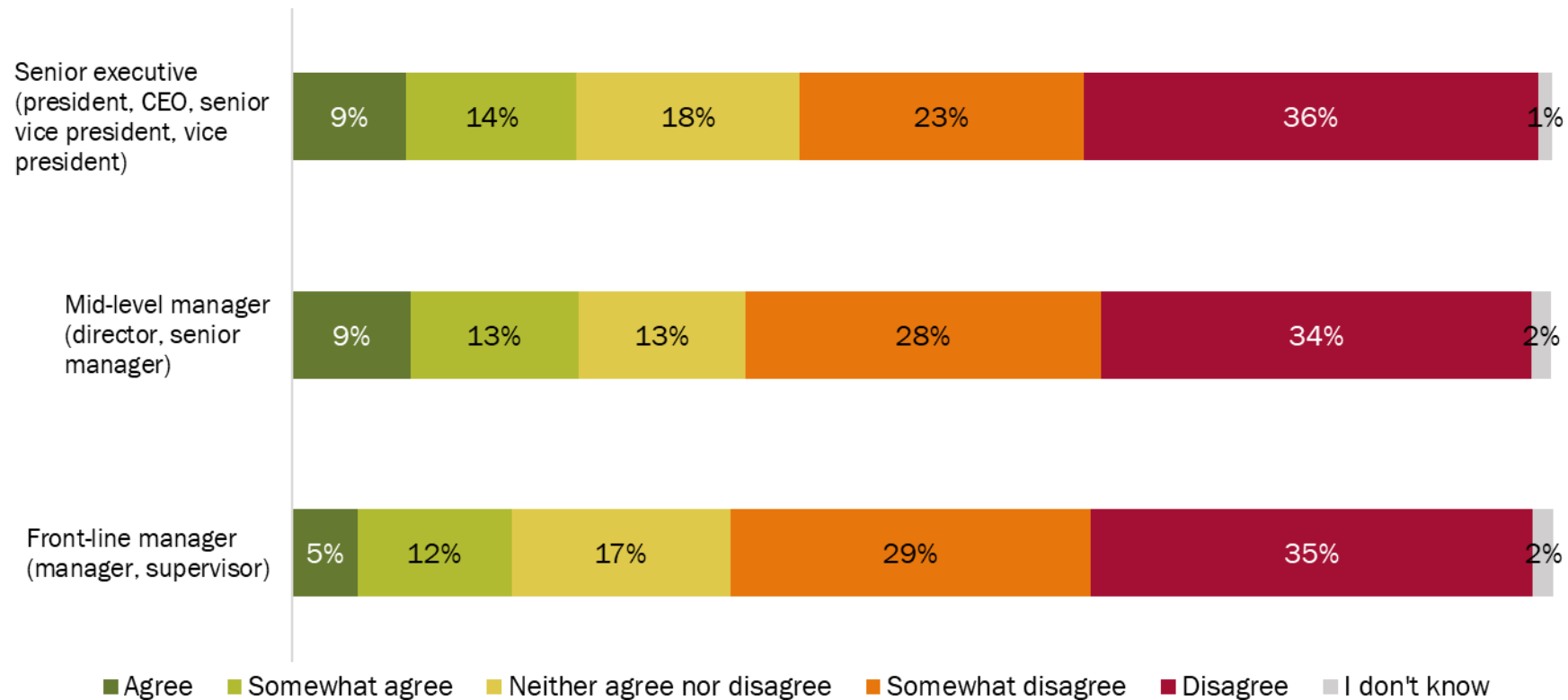
B7R2. Low-wage employees don't have anyone at work to turn to for advice about how to move up



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.

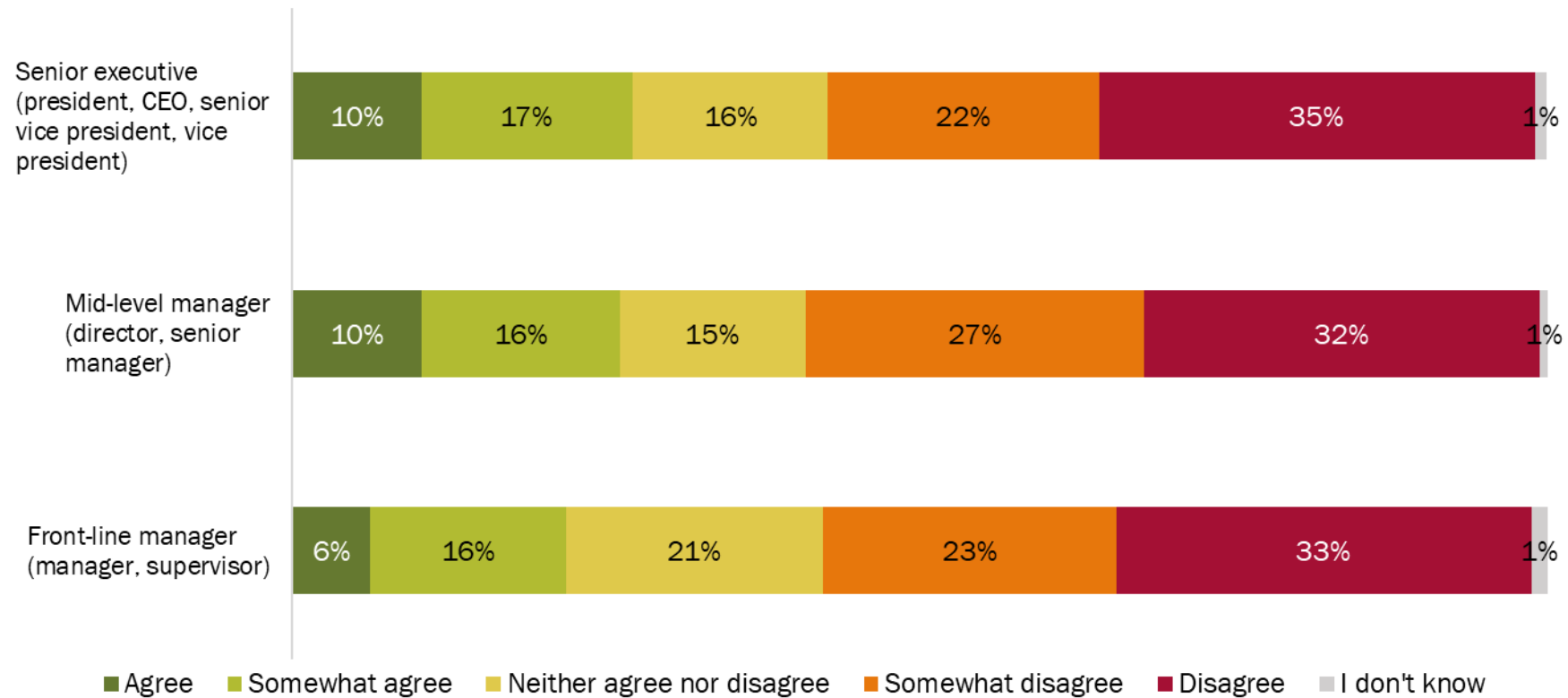
B7R3. Low-wage employees don't have anyone at work who they trust



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.

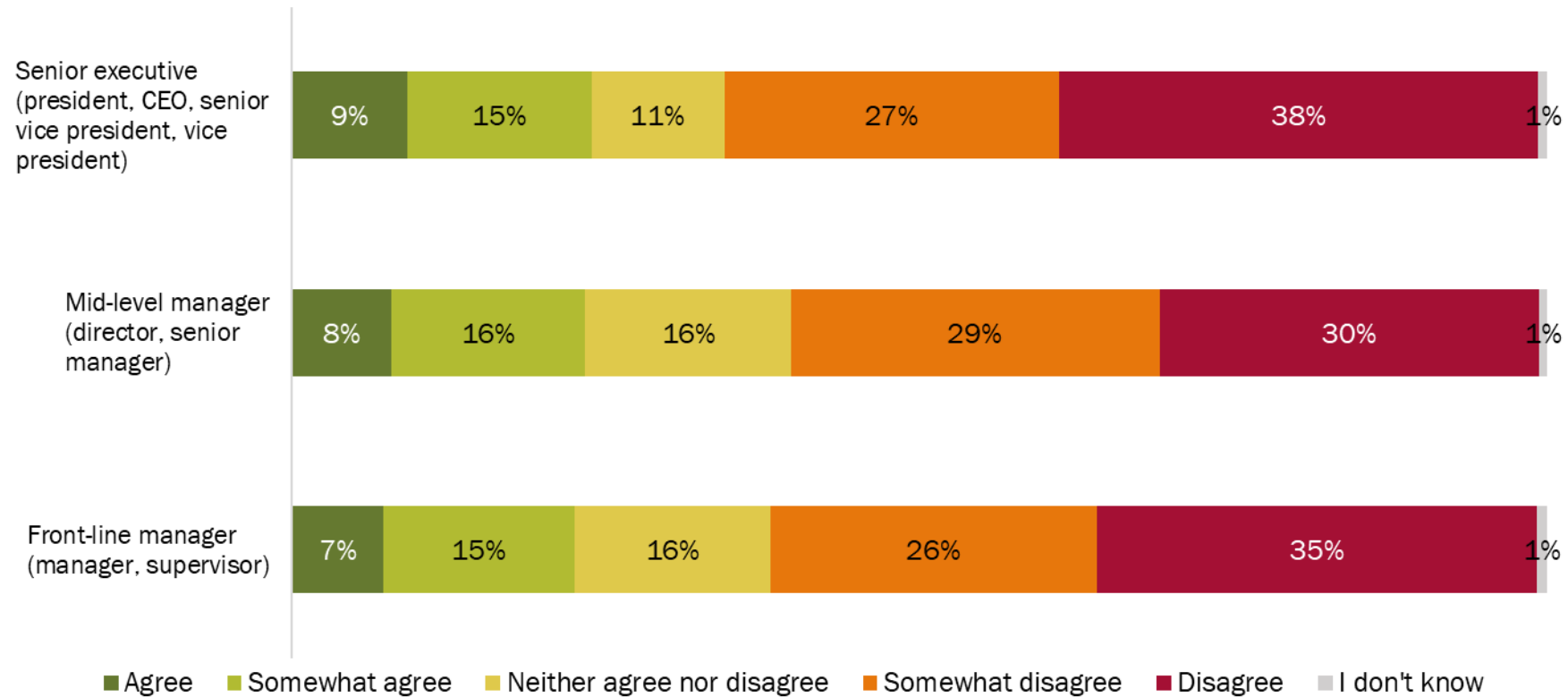
B7R4. Low-wage employees don't have a sense of belonging at work



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.

B7R5. Low-wage employees don't have anyone at work who cares about their advancement



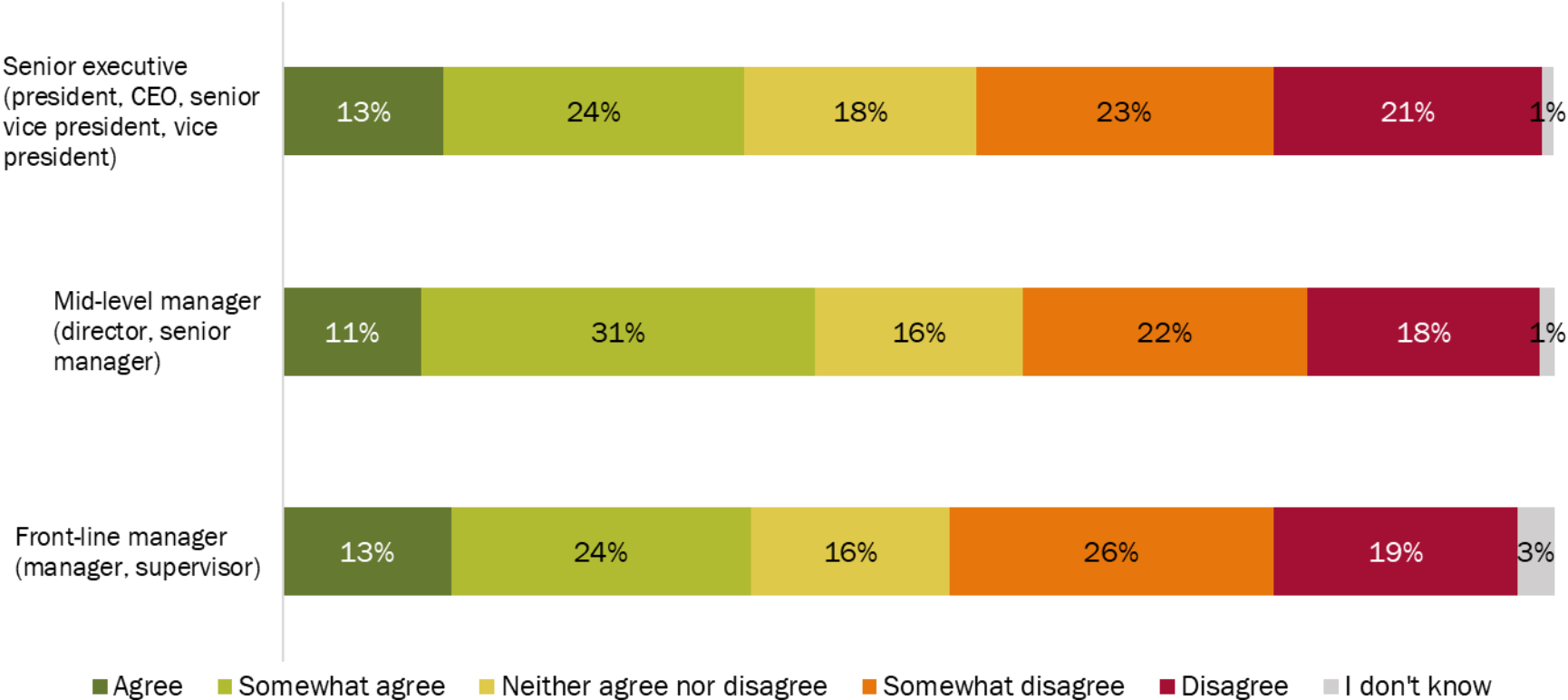
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R1. Low-wage employees are not aware of career pathways in their current area of work (i.e., function or department) within my company



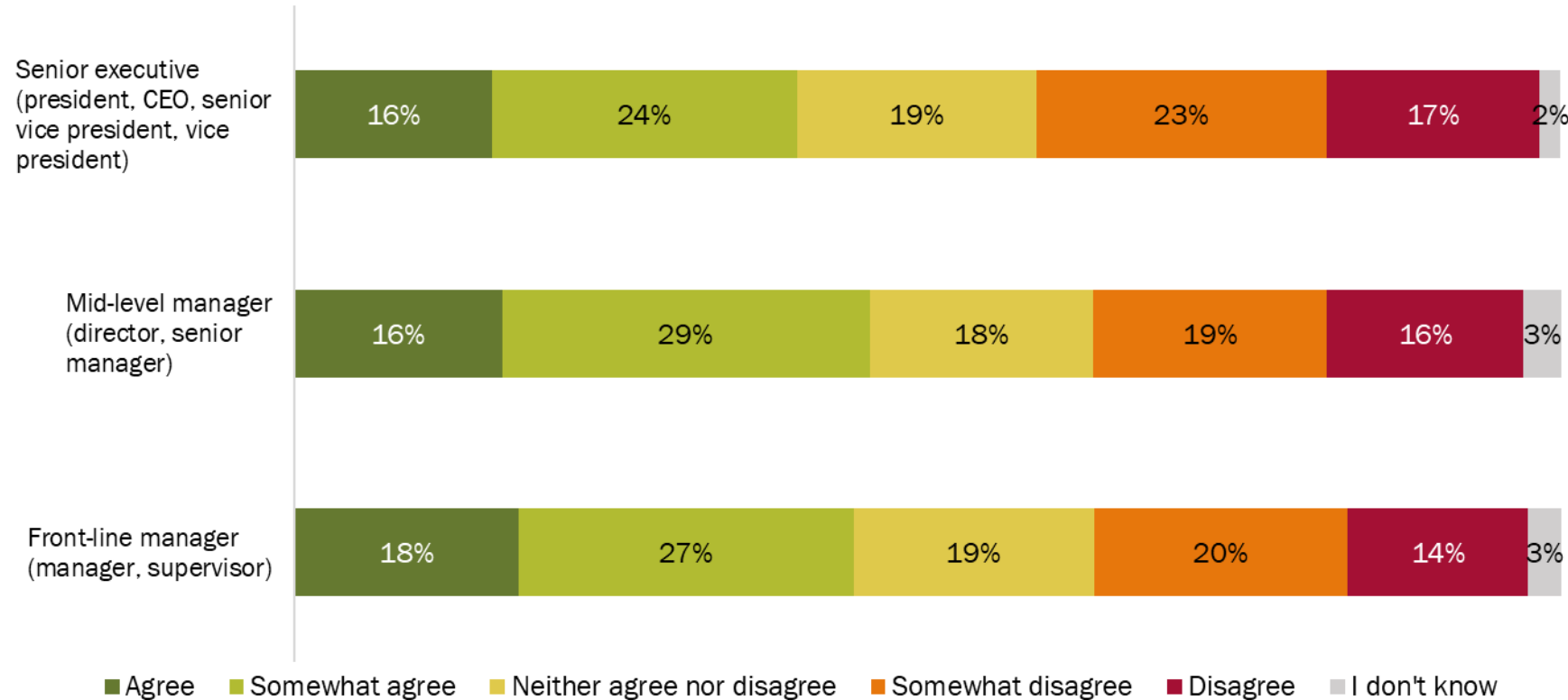
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R2. Low-wage employees are not aware of career pathways outside their area of work (i.e., function or department) within my company



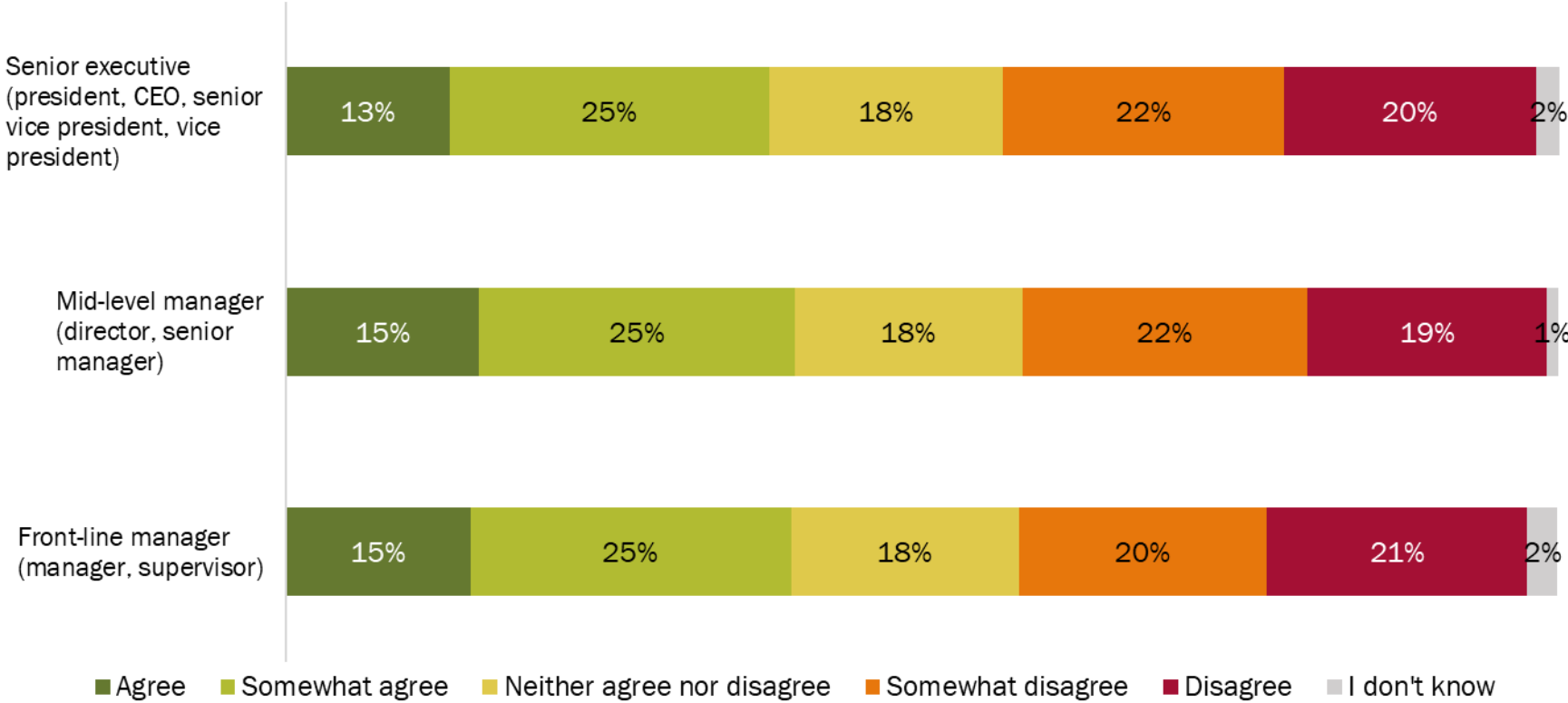
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R3. Low-wage employees don't know what training, certifications, and/or skills are needed to move up within my company





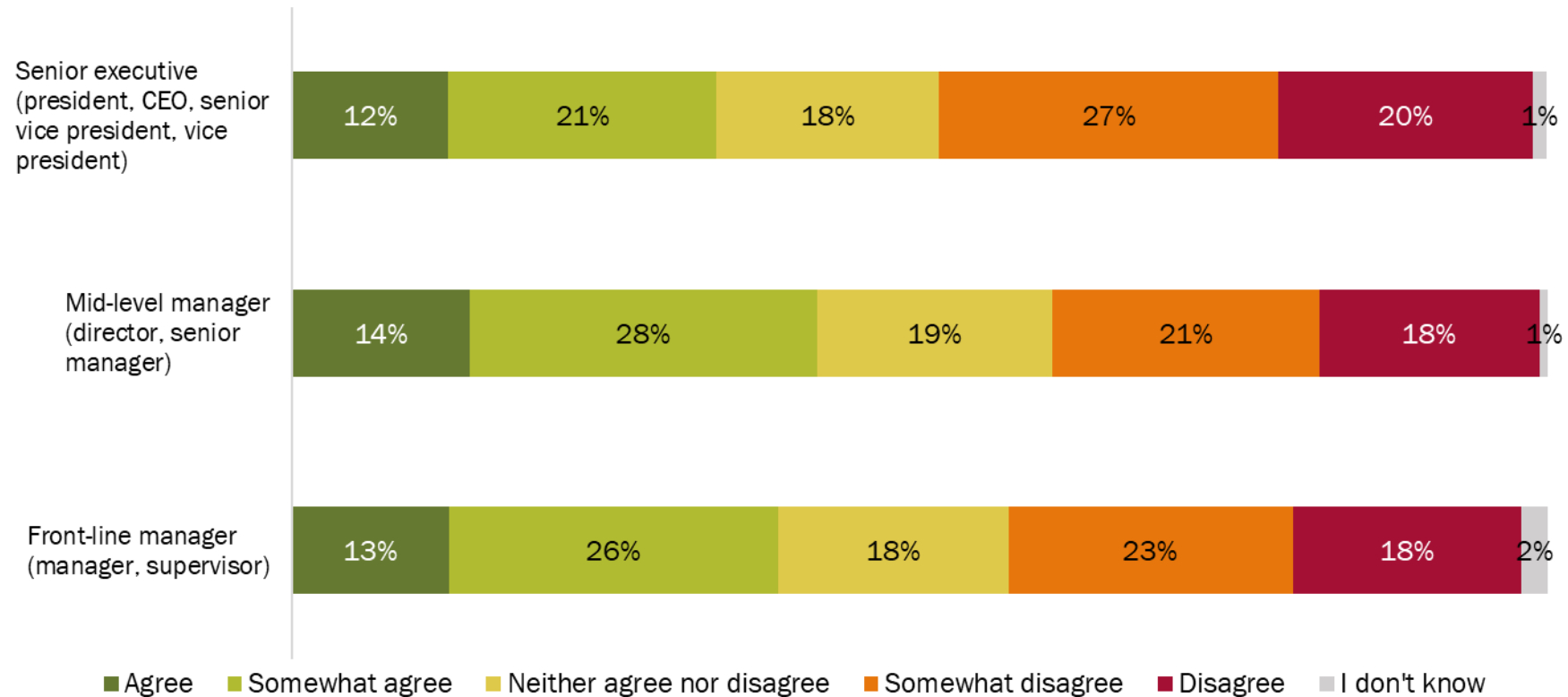
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R4. Low-wage employees don't know how to get the training, certifications, and/or skills needed to move up within my company



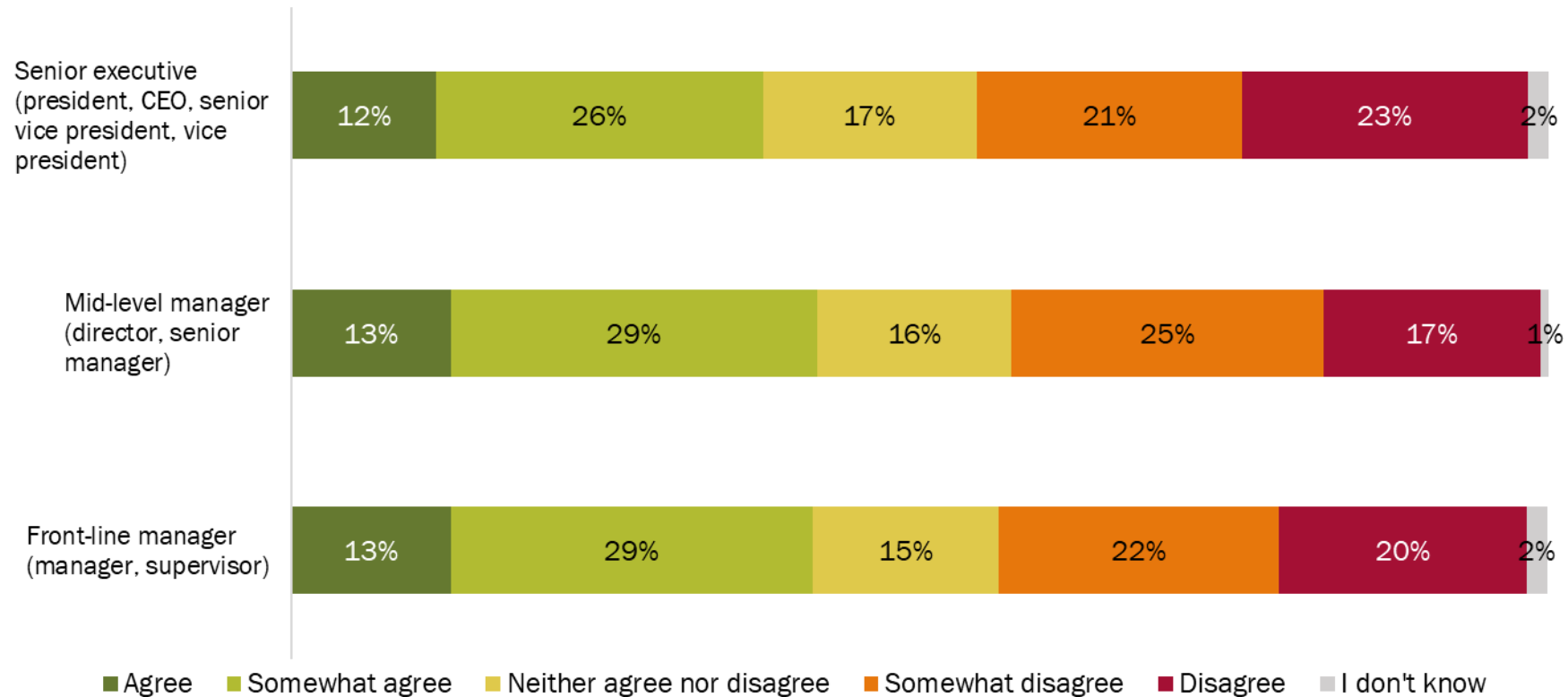
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R5. Low-wage employees don't know what they need to do to move to a job with higher pay, skills, and productivity within my company



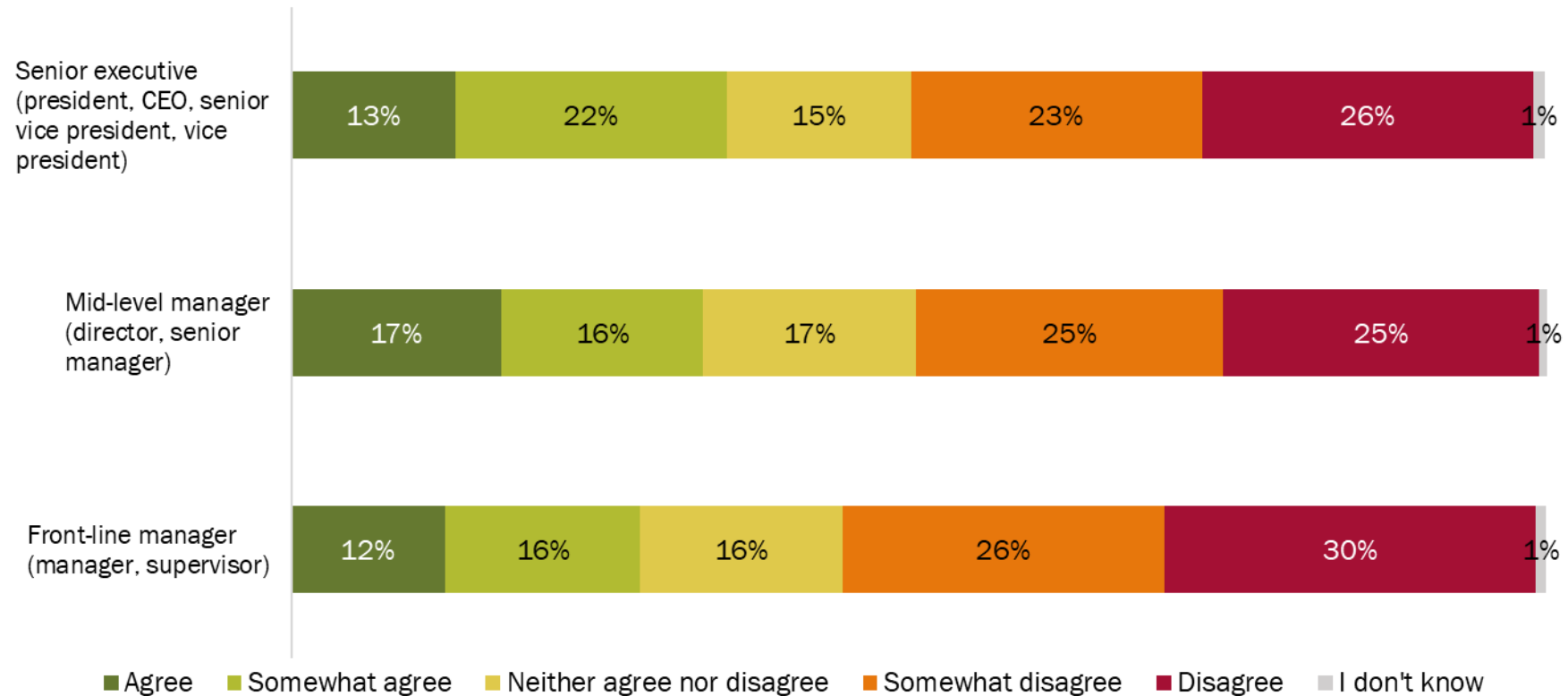
# Awareness and Attitudes

## Employee Awareness About Career Pathways

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.

B8R6. My company doesn't provide the training and/or certifications low-wage employees need to move up



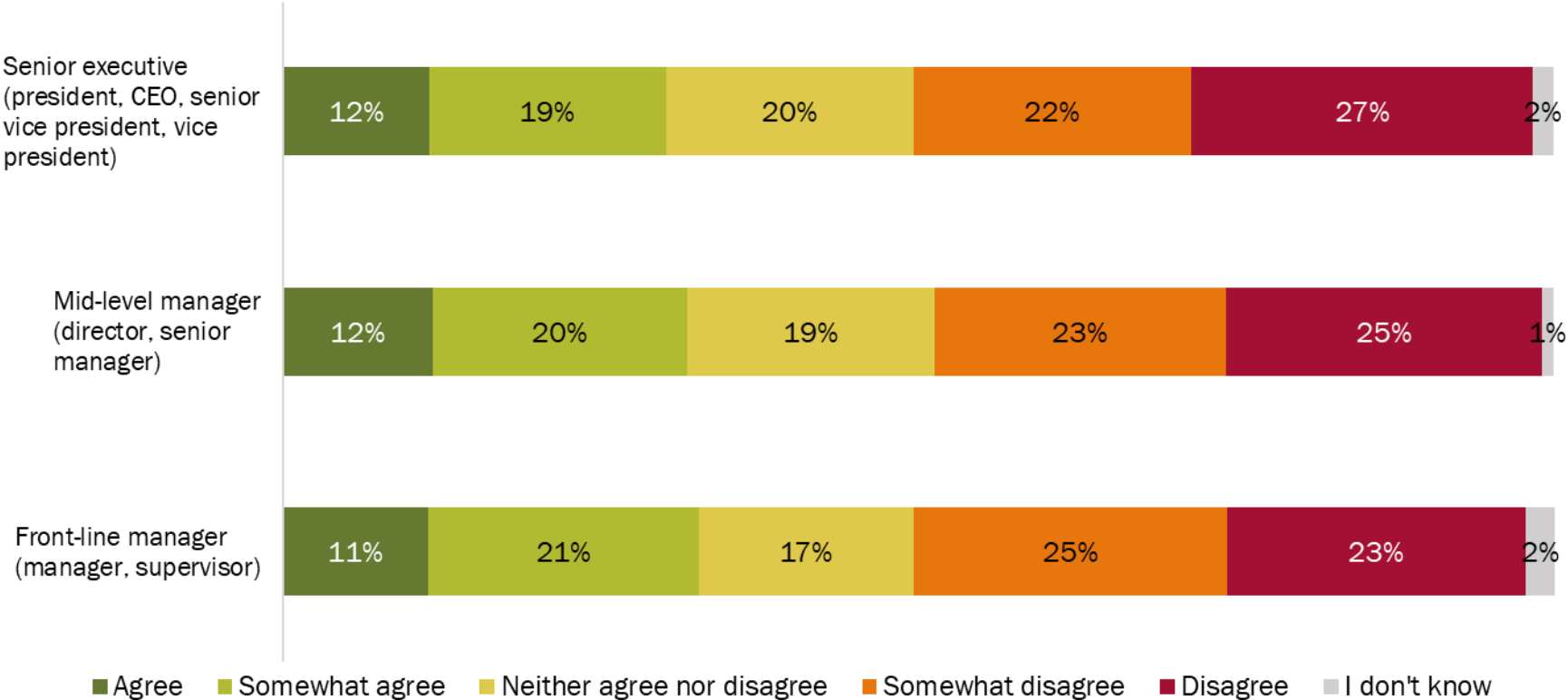
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R1. Low-wage employees don't have interest in moving up



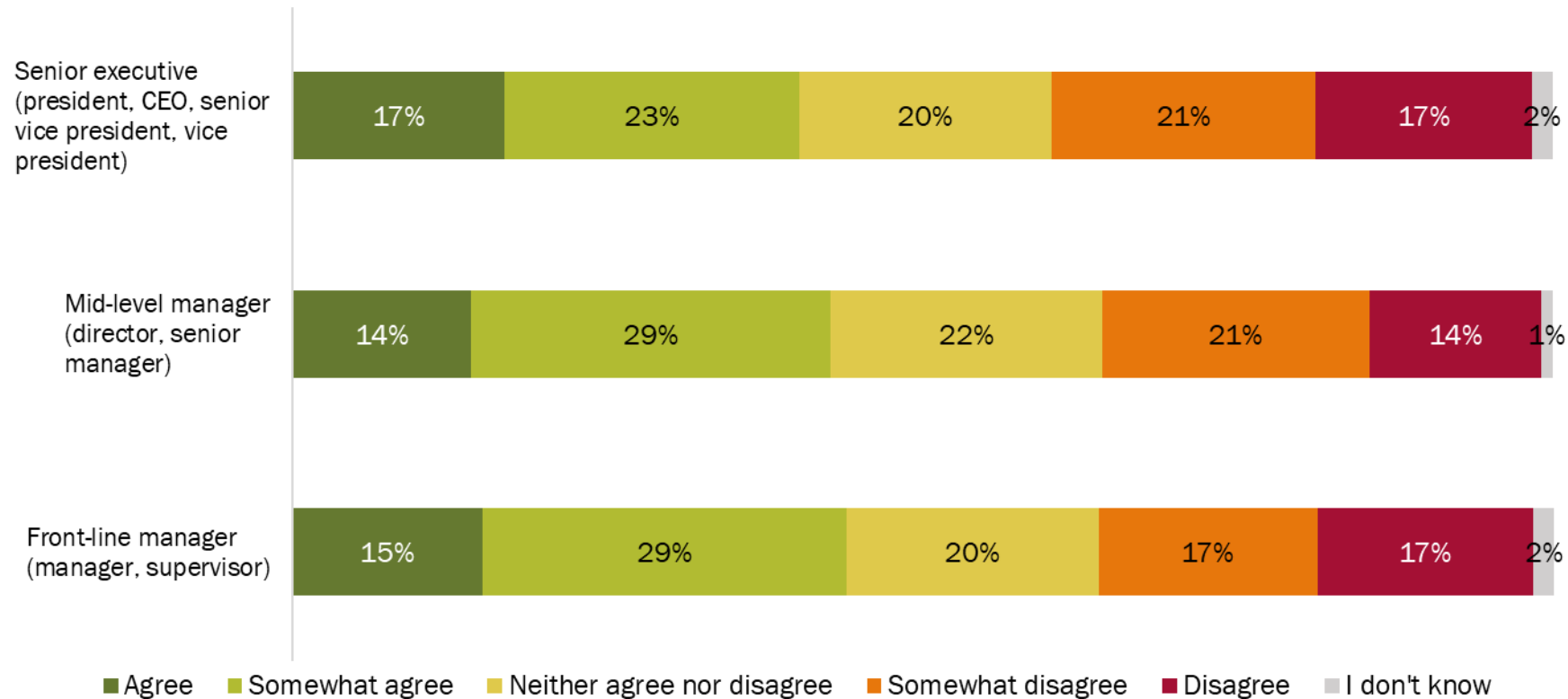
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R2. Low-wage employees don't want to take on the additional responsibility that would be required if they were to move up



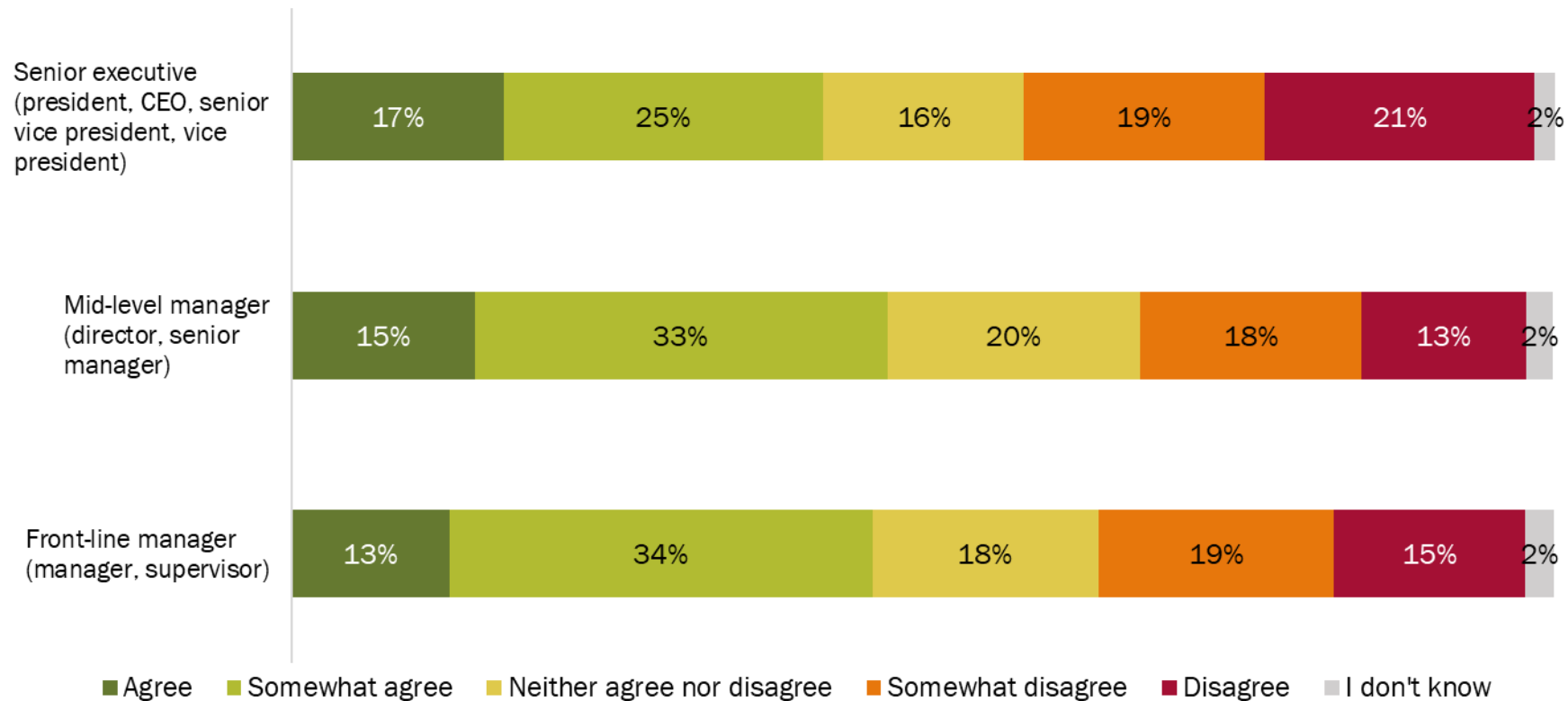
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R3. Low-wage employees don't believe moving up is possible



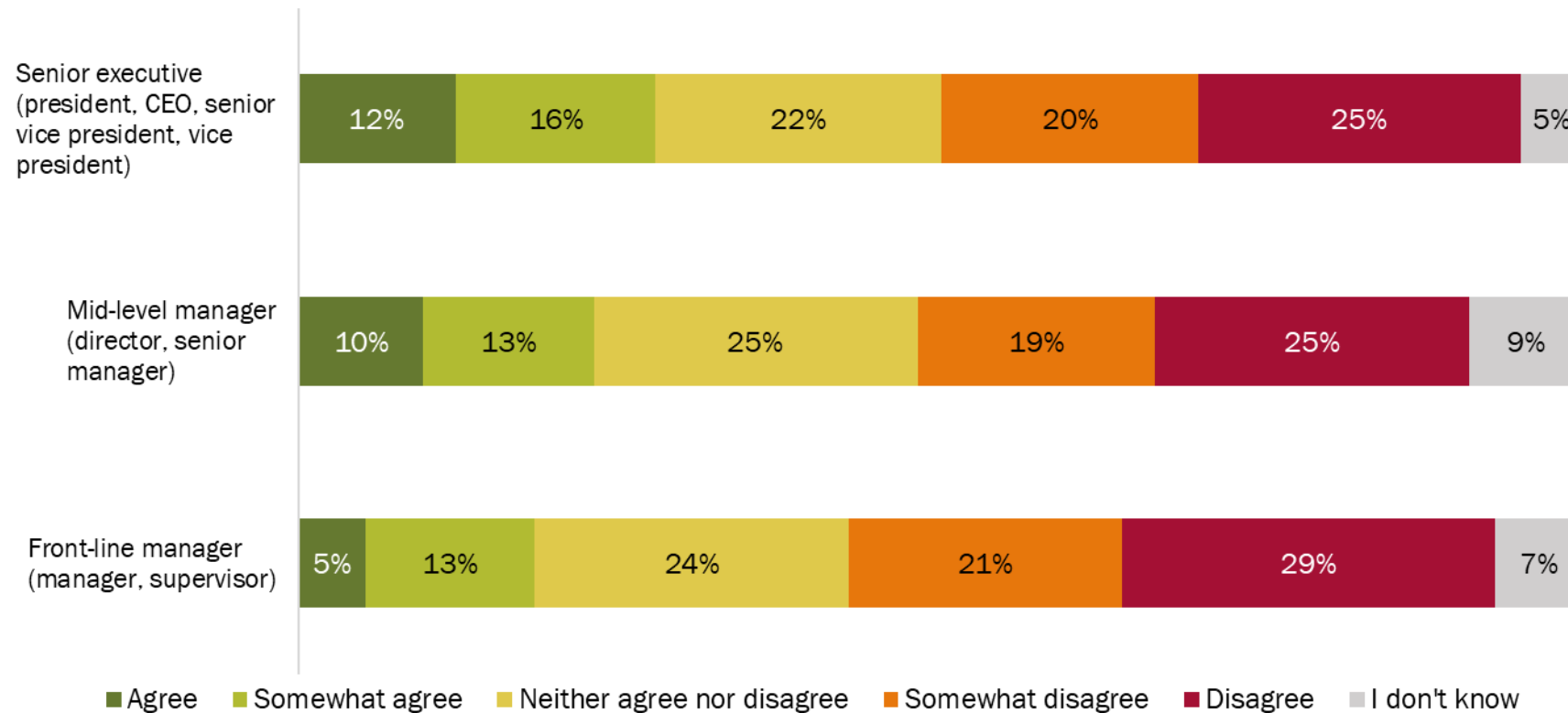
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R4. Low-wage employees' family and/or peers are not supportive of them trying to move up



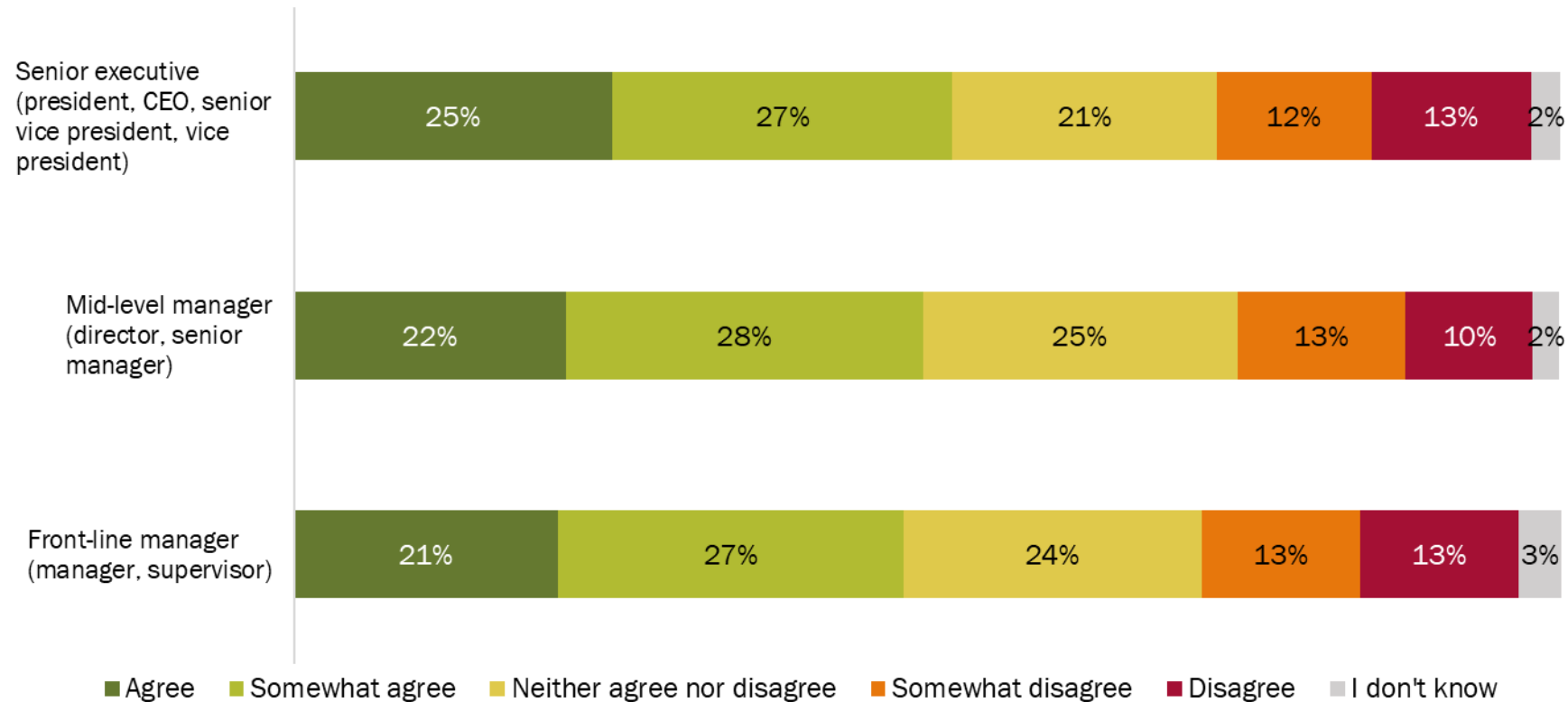
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R5. Low-wage employees don't want to be rejected for a promotion





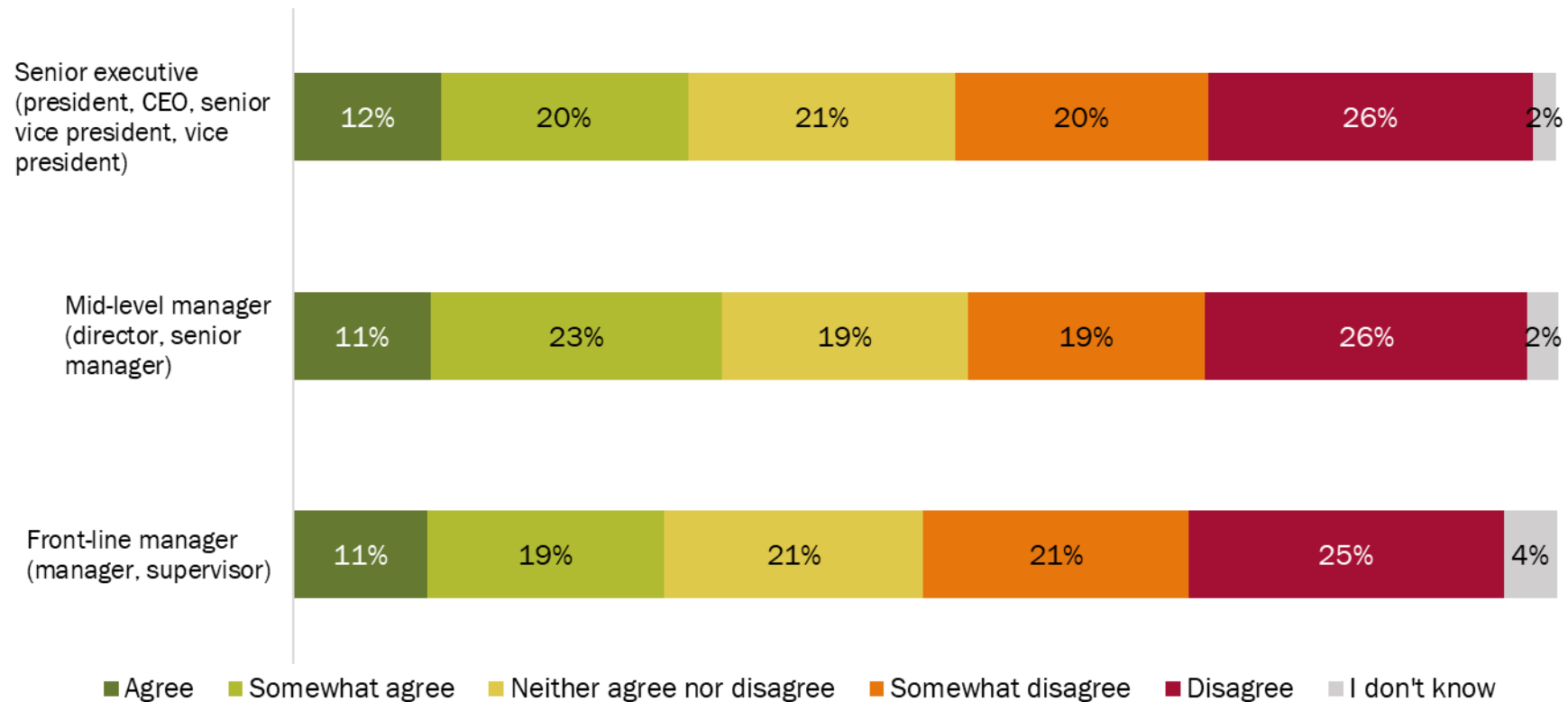
# Awareness and Attitudes

## Employee Attitudes to 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.

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.

B9R6. Low-wage employees worry if they apply to a higher-level job and their application is not accepted there will be negative consequences for their job

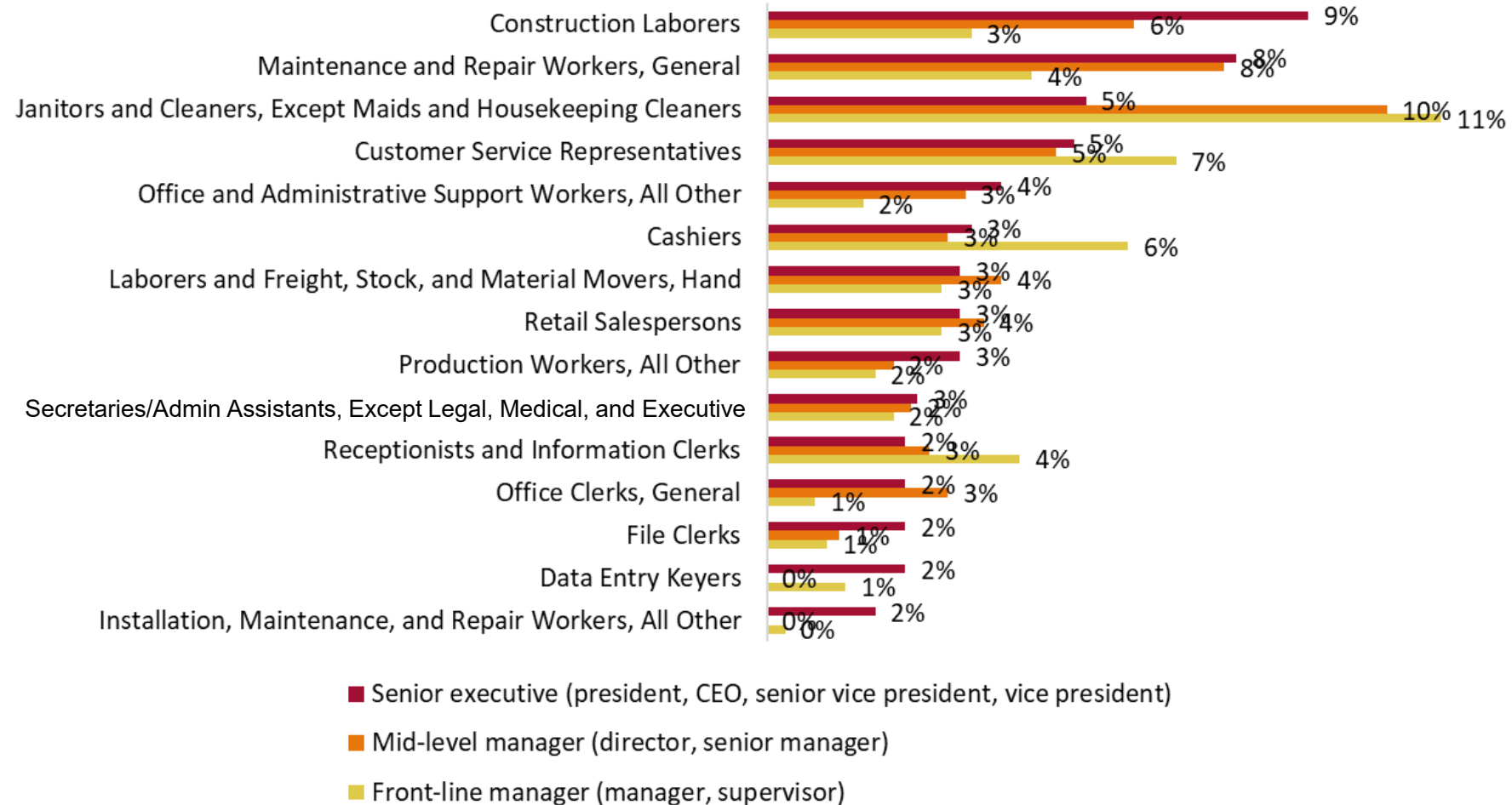


# Survey Population

## Occupation at 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.

B10. What is the most common occupation among low-wage employees at your company? (Top 15 Occupations)

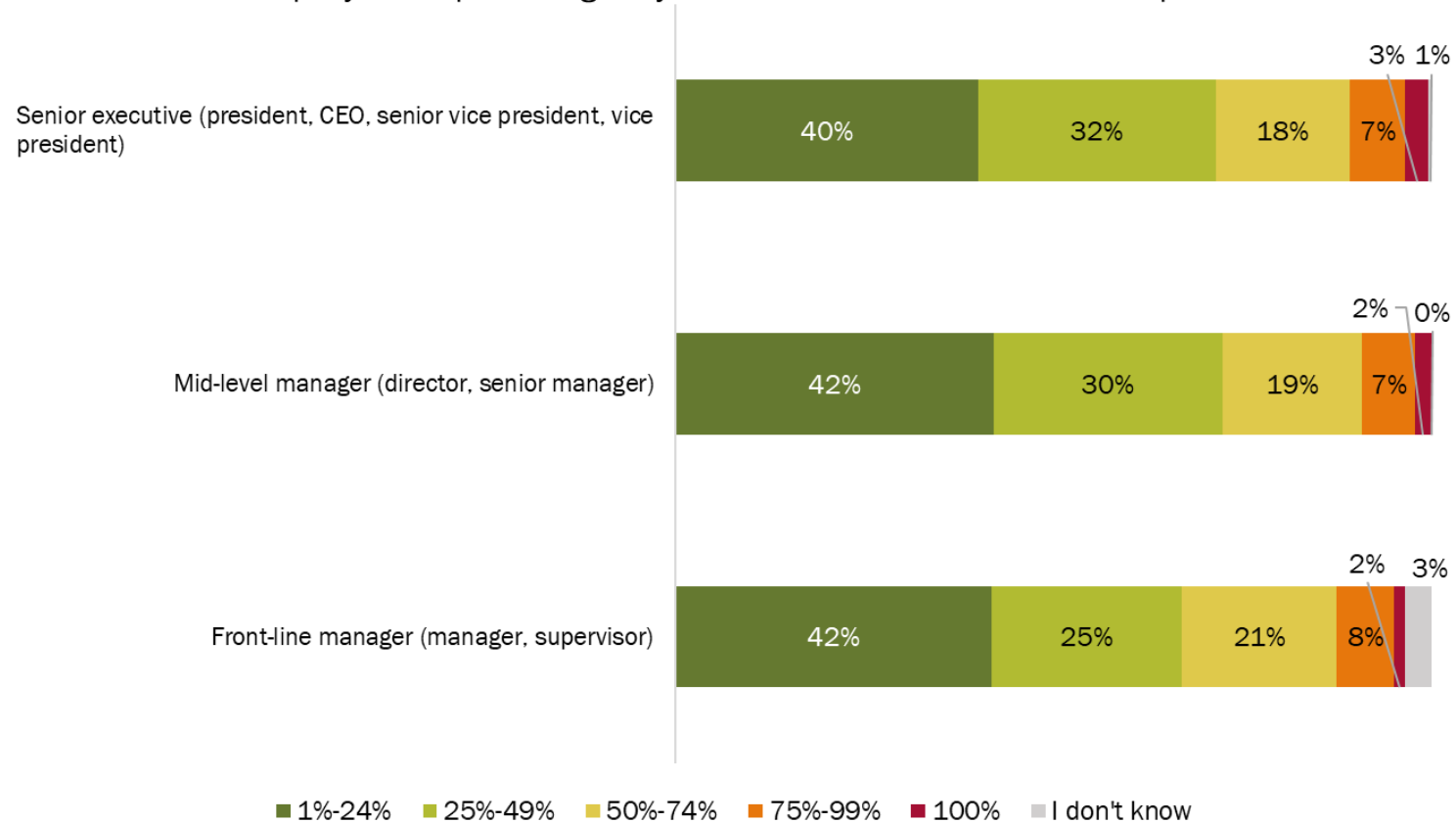


# Awareness and Attitudes

## 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.

B11. You selected [pipe: B10] as the most common low-wage occupation in your company. What percentage of your overall workforce is in this occupation?

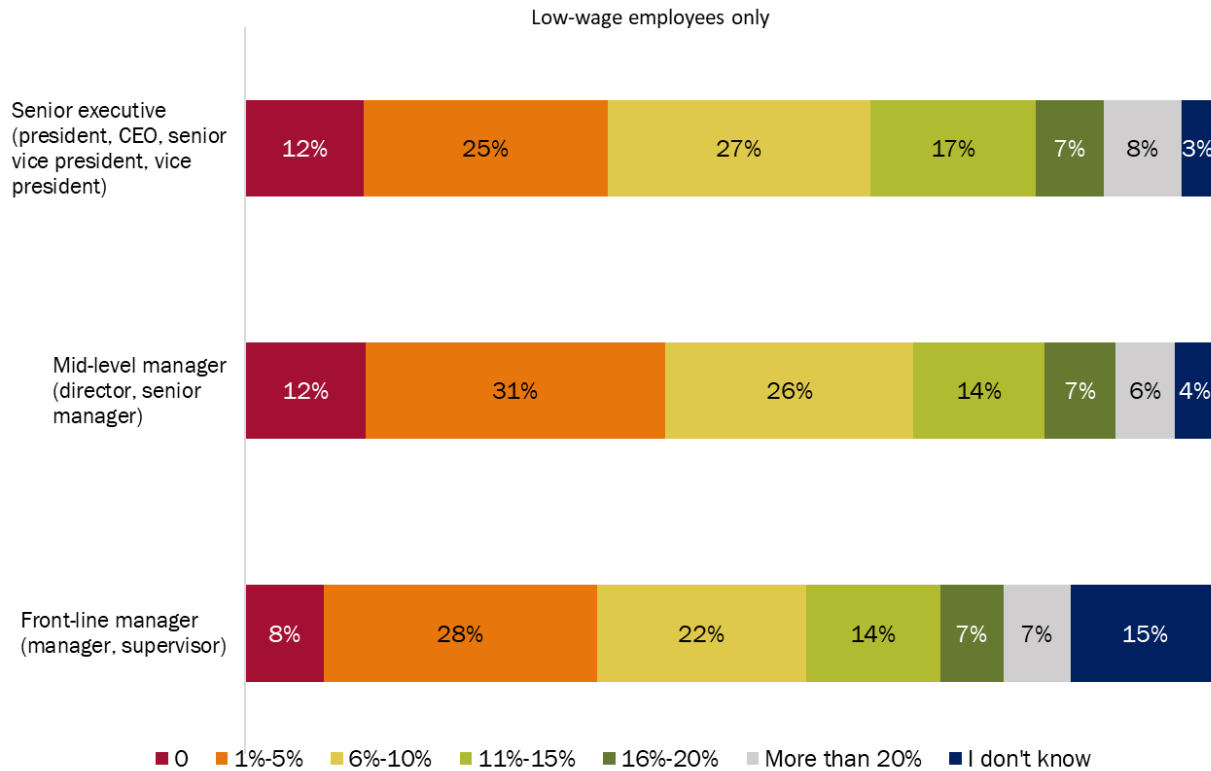


# Awareness and Attitudes

## 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.

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?



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?



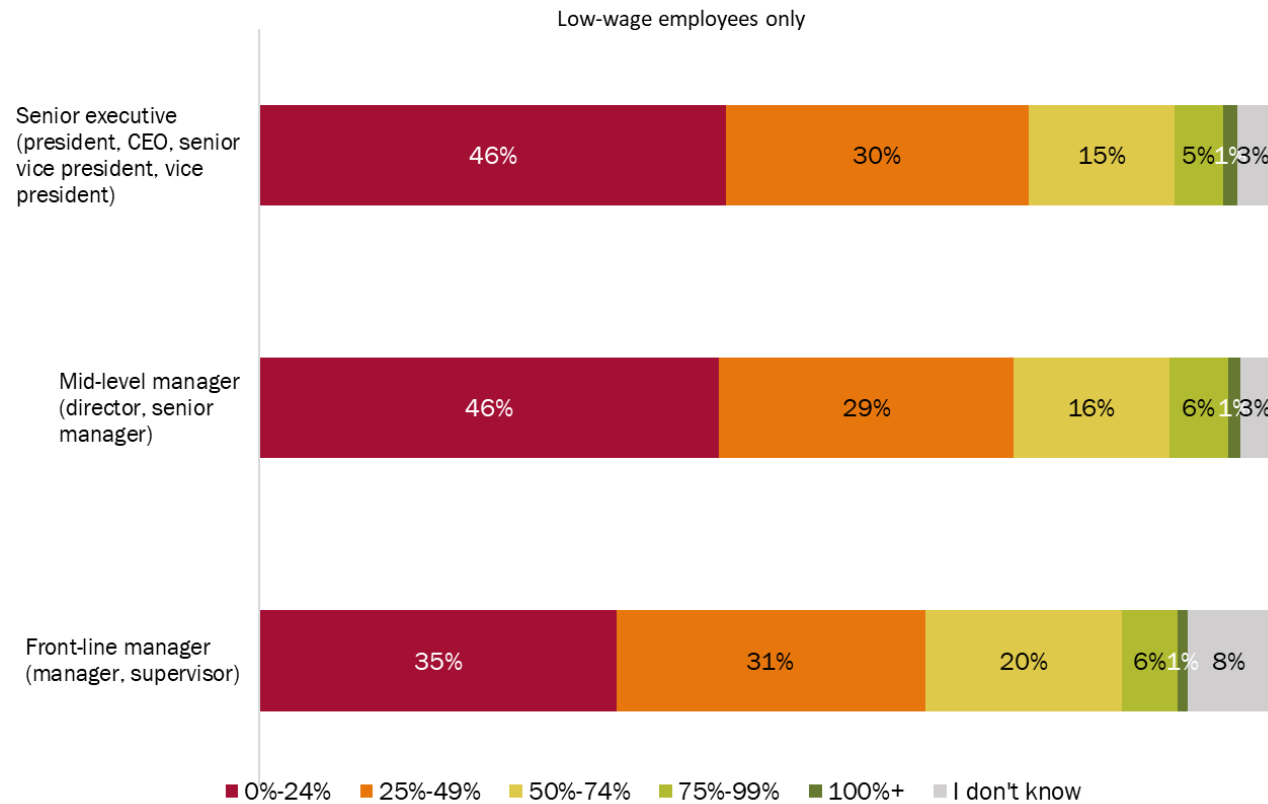
N = 1,150

# Awareness and Attitudes

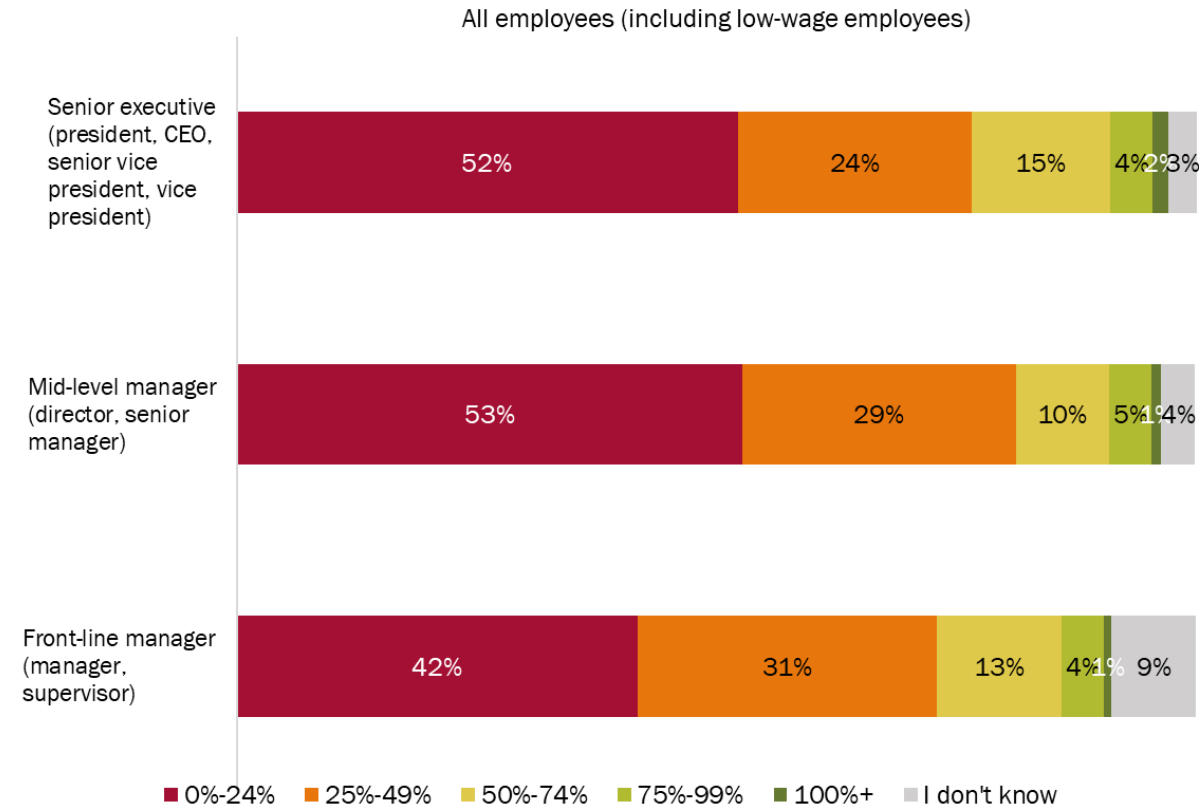
## Turnover Rates

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:



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:

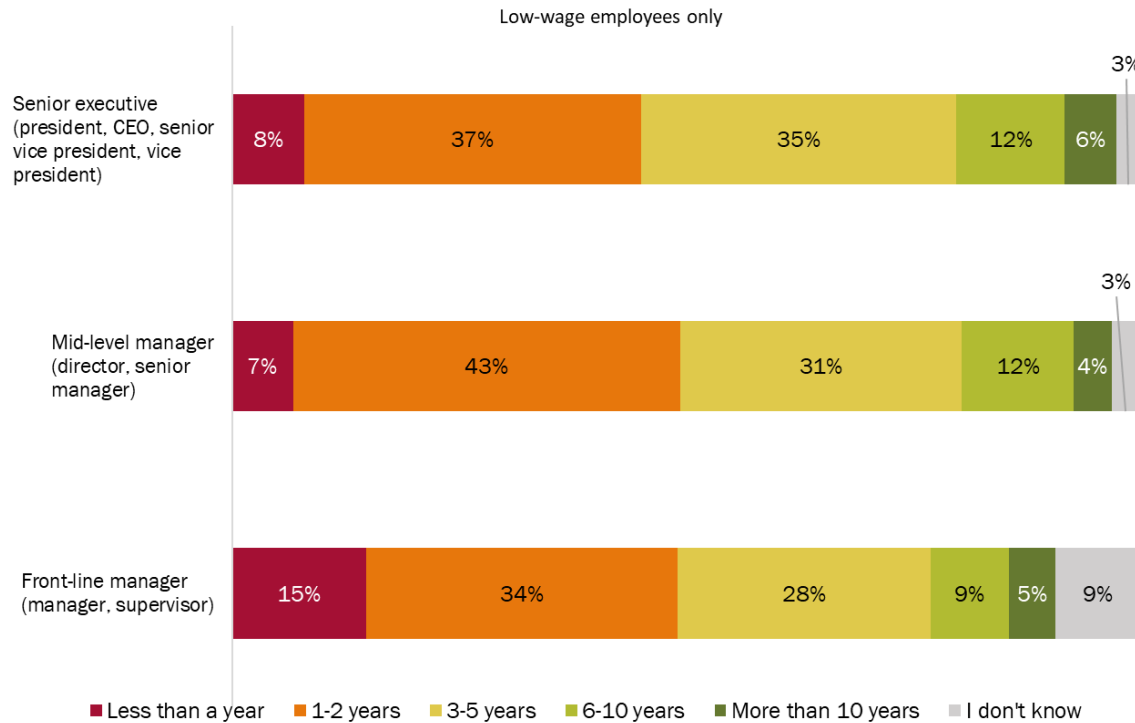


# Awareness and Attitudes

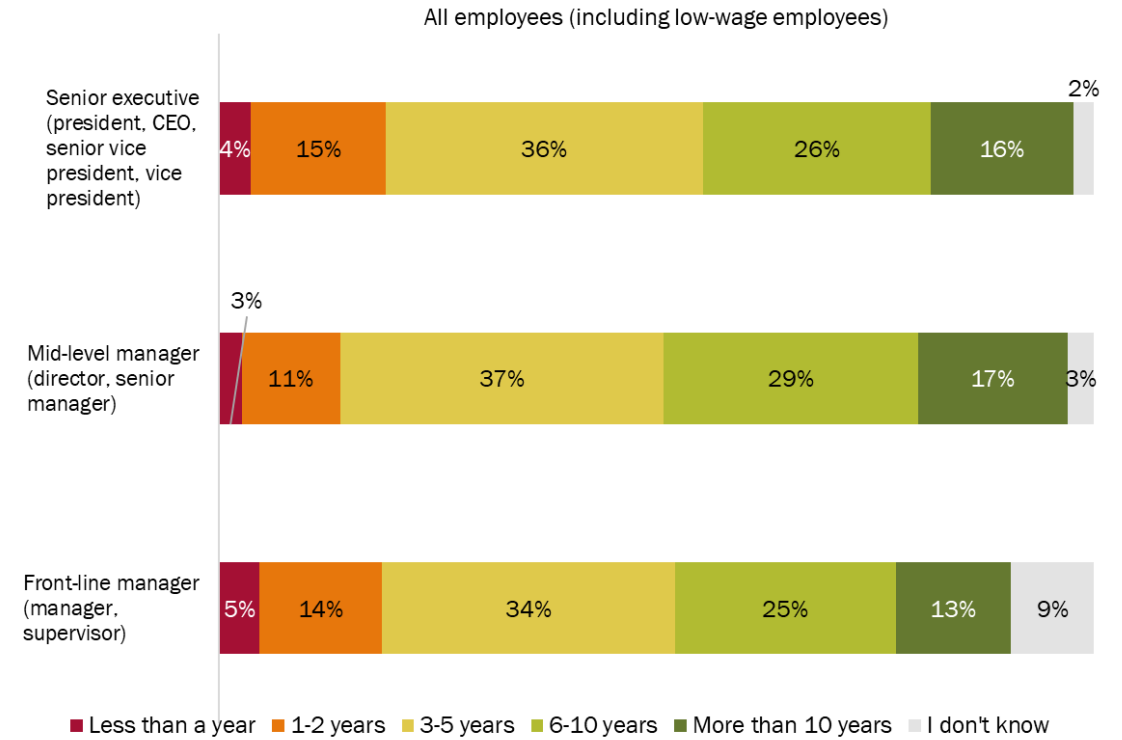
## Tenure

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:



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

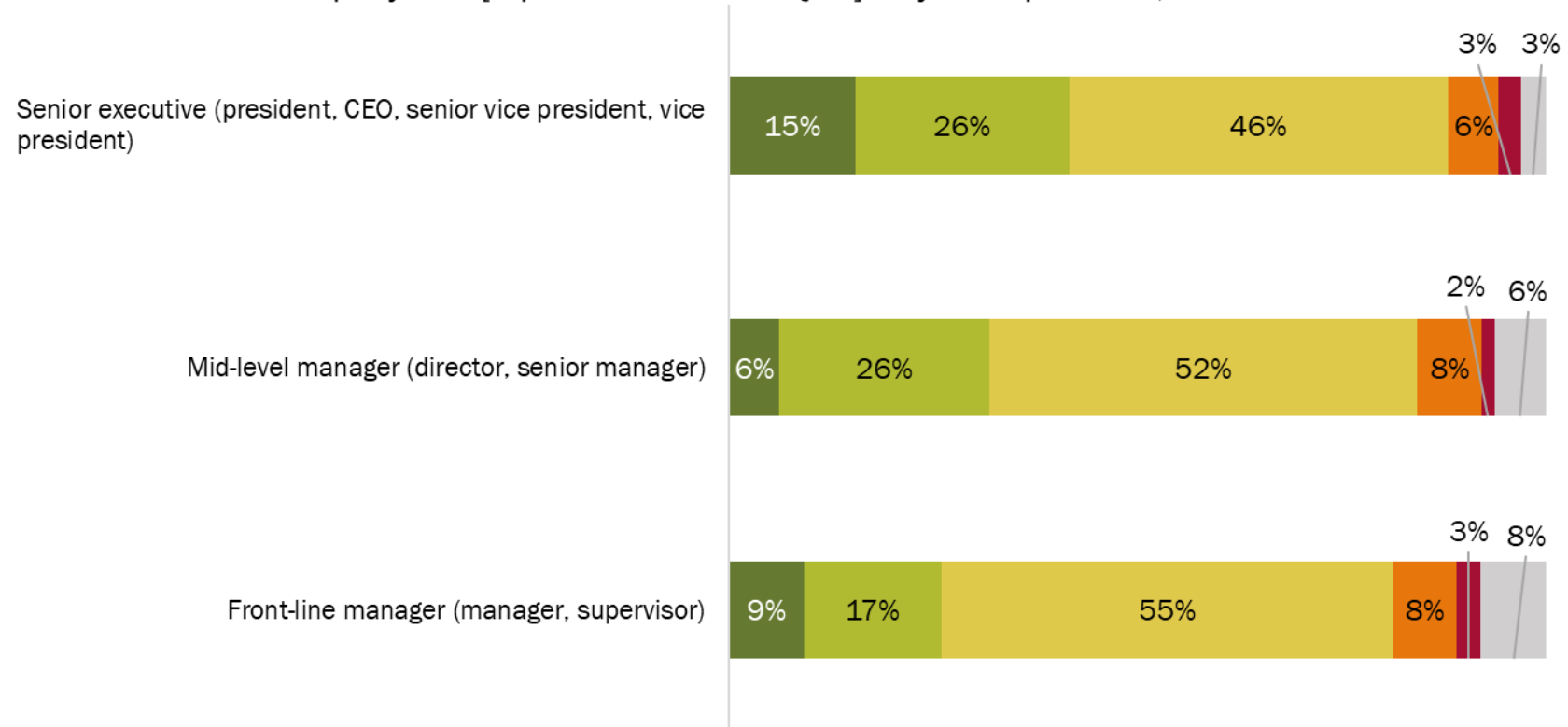


# Awareness and Attitudes

## Tenure Comparison

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.

B15. You previously said the average tenure of low-wage employees at your company was [Pipe in tenure from Q14]. In your experience, is this:

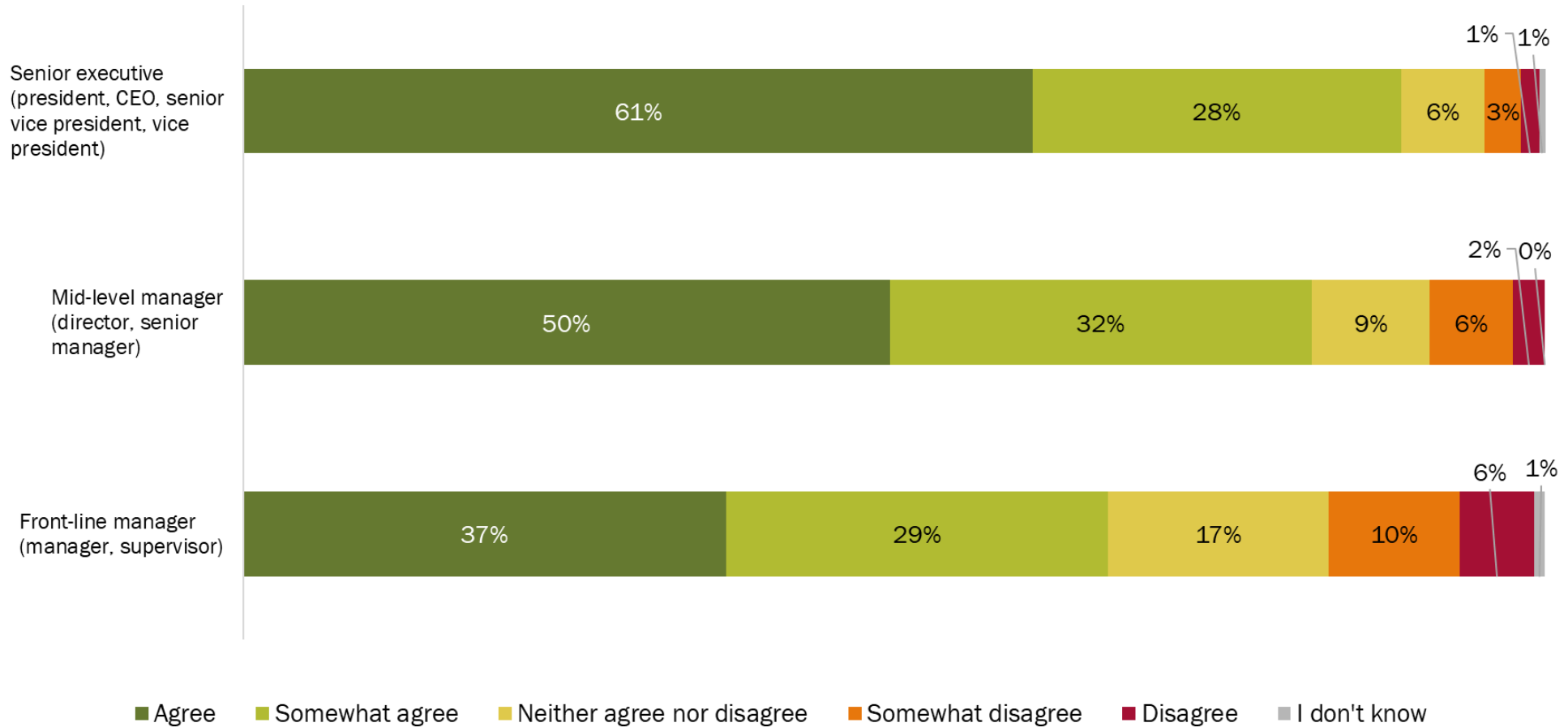


- Significantly higher than your industry's average
- Somewhat higher than your industry's average
- About the same as your industry's average
- Somewhat lower than your industry's average
- Significantly lower than your industry's average
- I don't know

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.

QC1R1. My company values low-wage employees

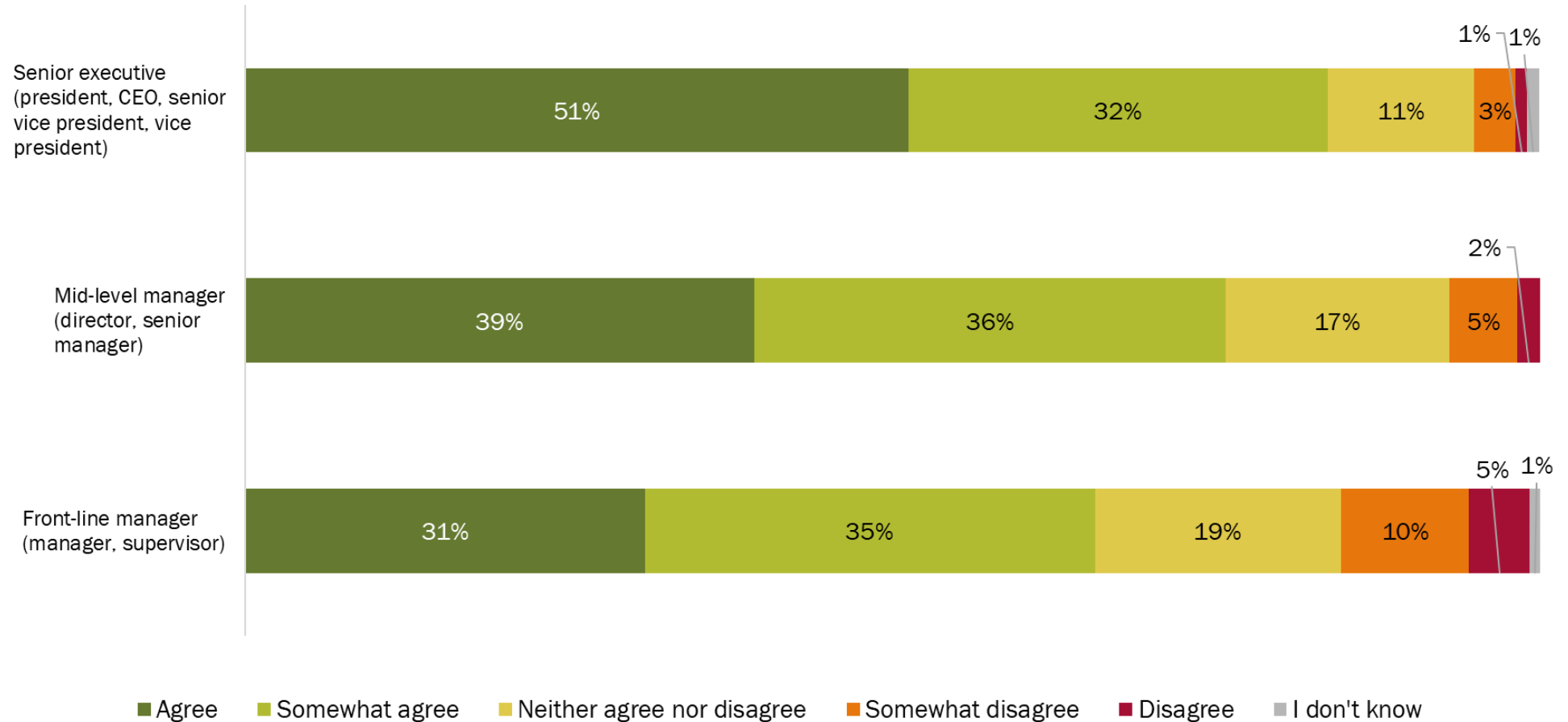




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

QC1R2. My company is a great place to work for low-wage employees

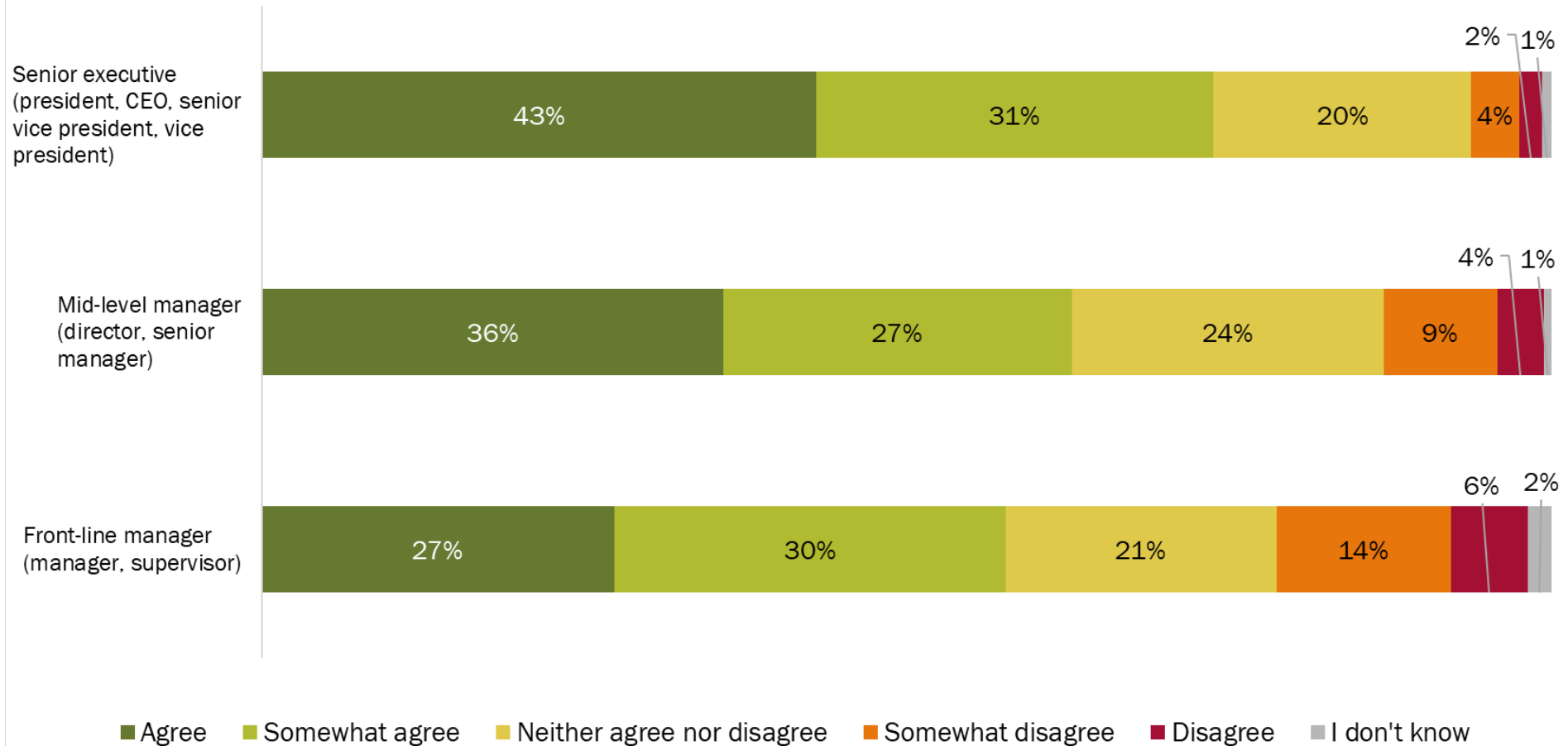


**Actions**  
*Company Values*

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.

QC1R3. My company's culture inspires low-wage employees to try to move up

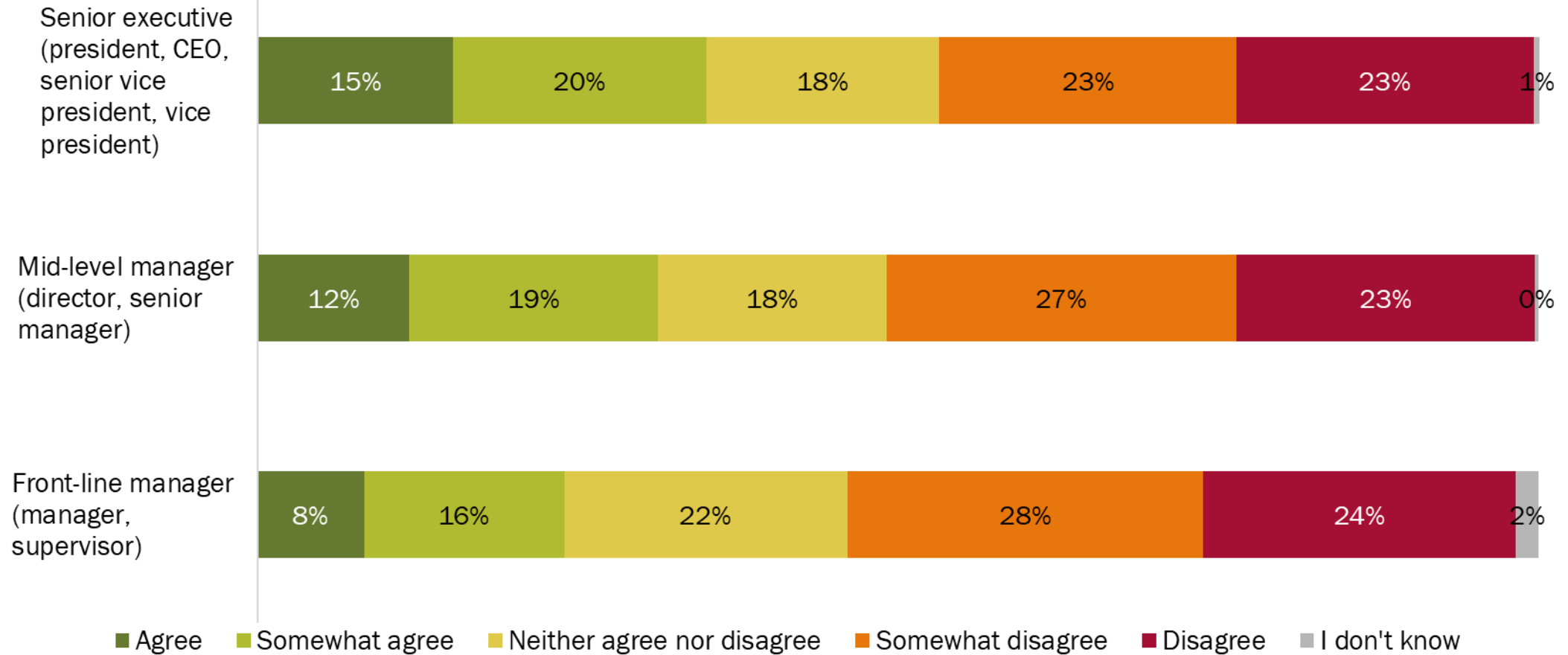


N = 1,150

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.

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

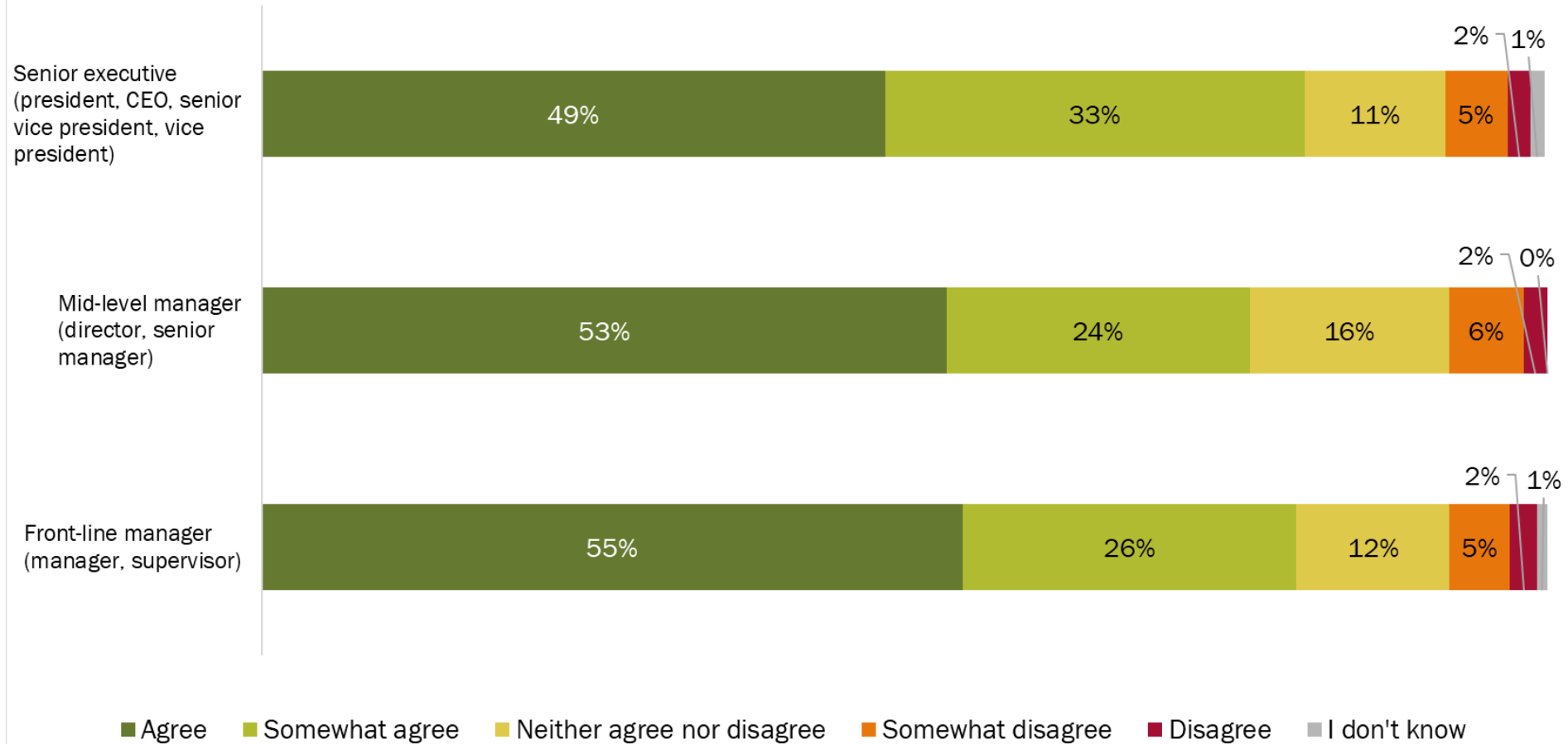
QC1R4. I am skeptical of the benefits of investing in the upward mobility of low-wage employees



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.

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

QC1R5. Low-wage employees are crucial to my company's success

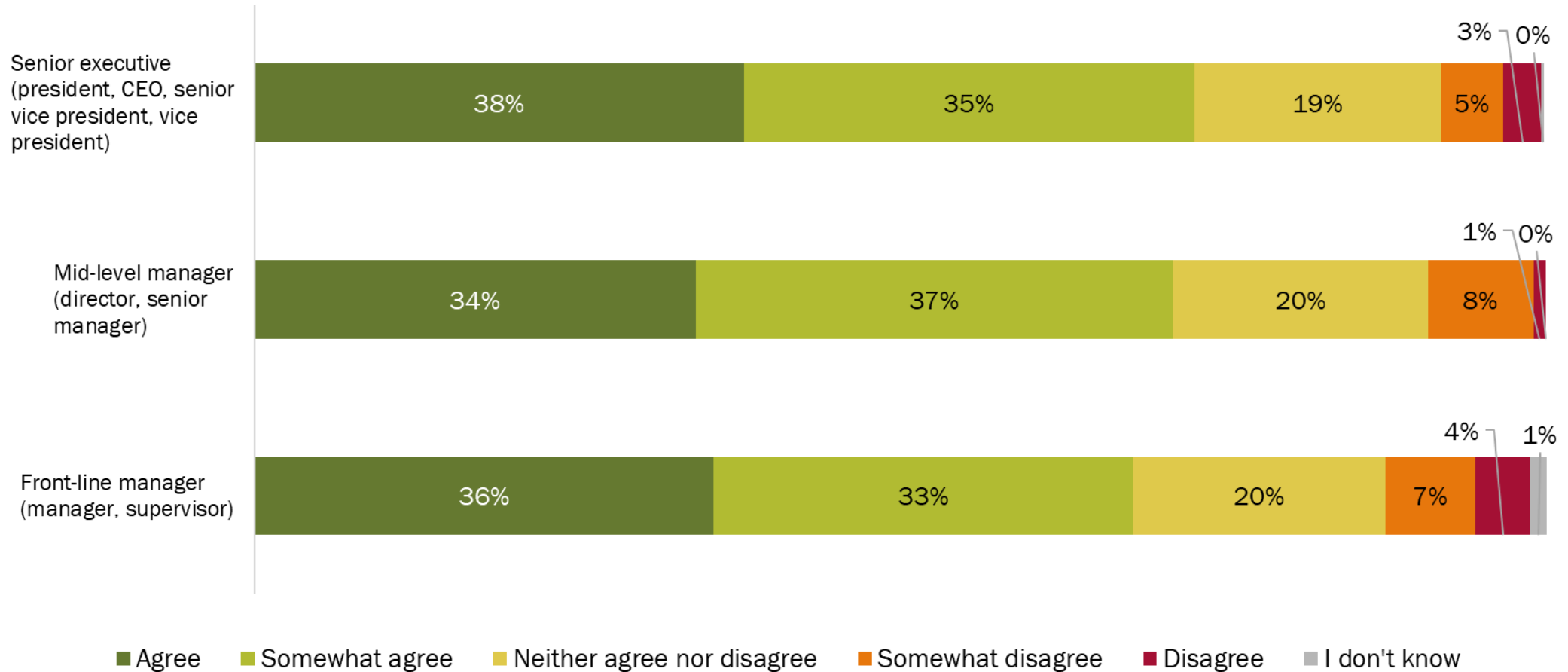


N = 1,150

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.

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

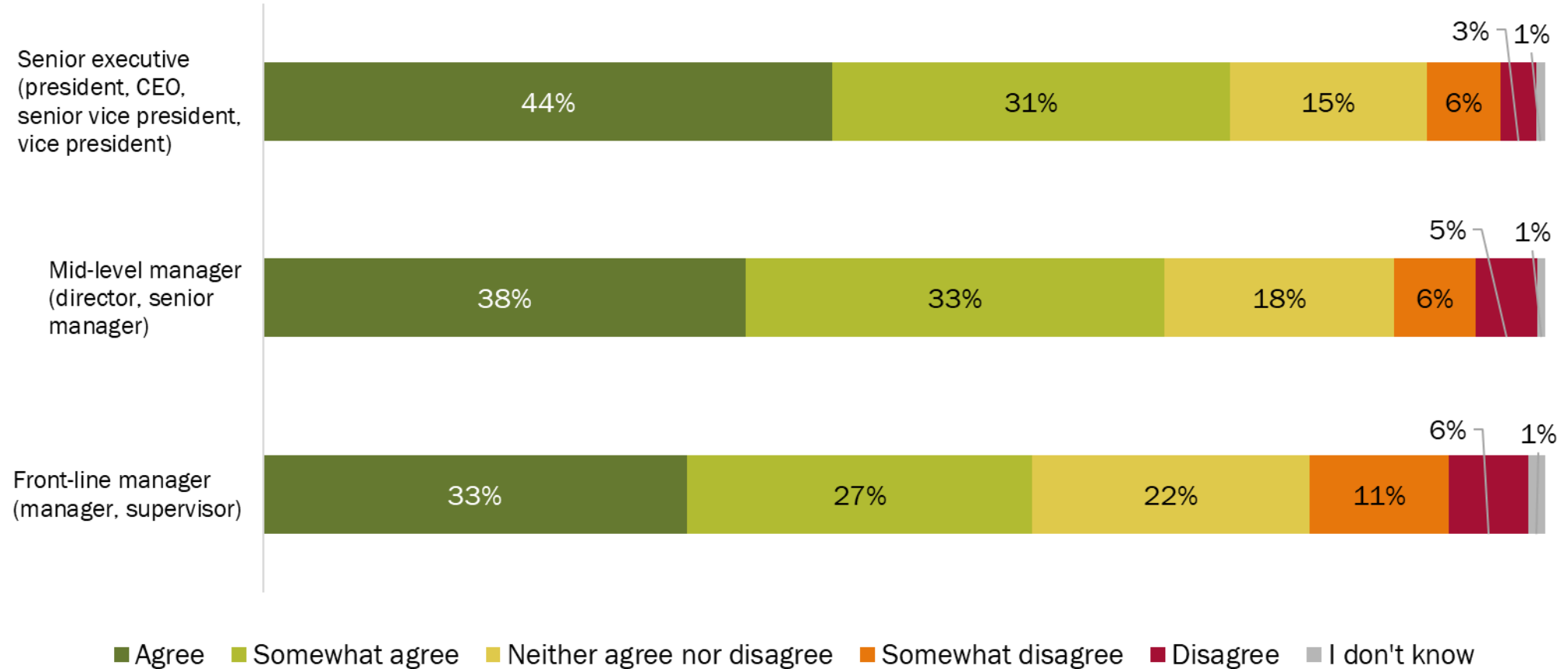
QC1R6. It is essential to my company's success for low-wage employees to have upward mobility



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.

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

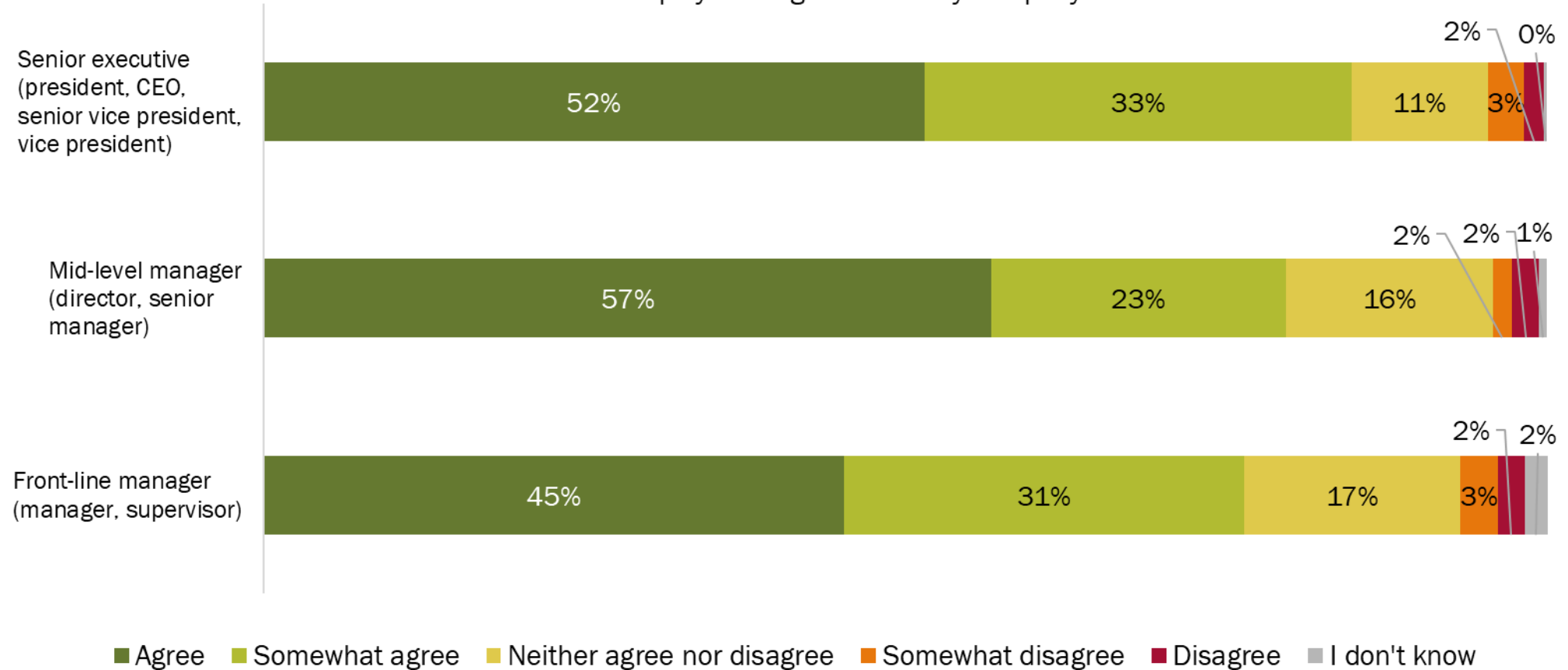
QC1R7. My company has a culture that prioritizes hiring from within" over "hiring from outside""



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.

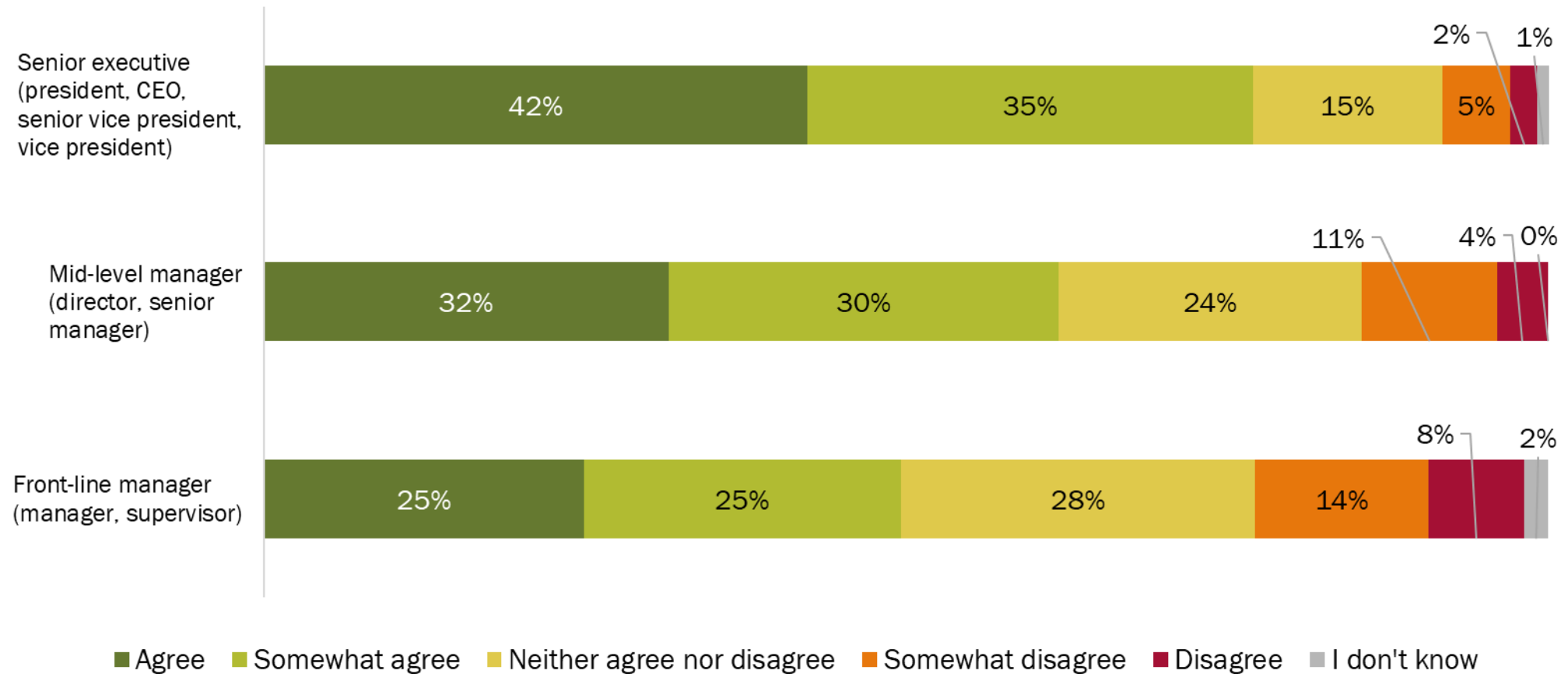
QC1R8. I am open to learning about how increasing the upward mobility of low-wage employees might benefit my company



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.

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

QC1R9. I am proud of how my company invests in the upward mobility of low-wage employees

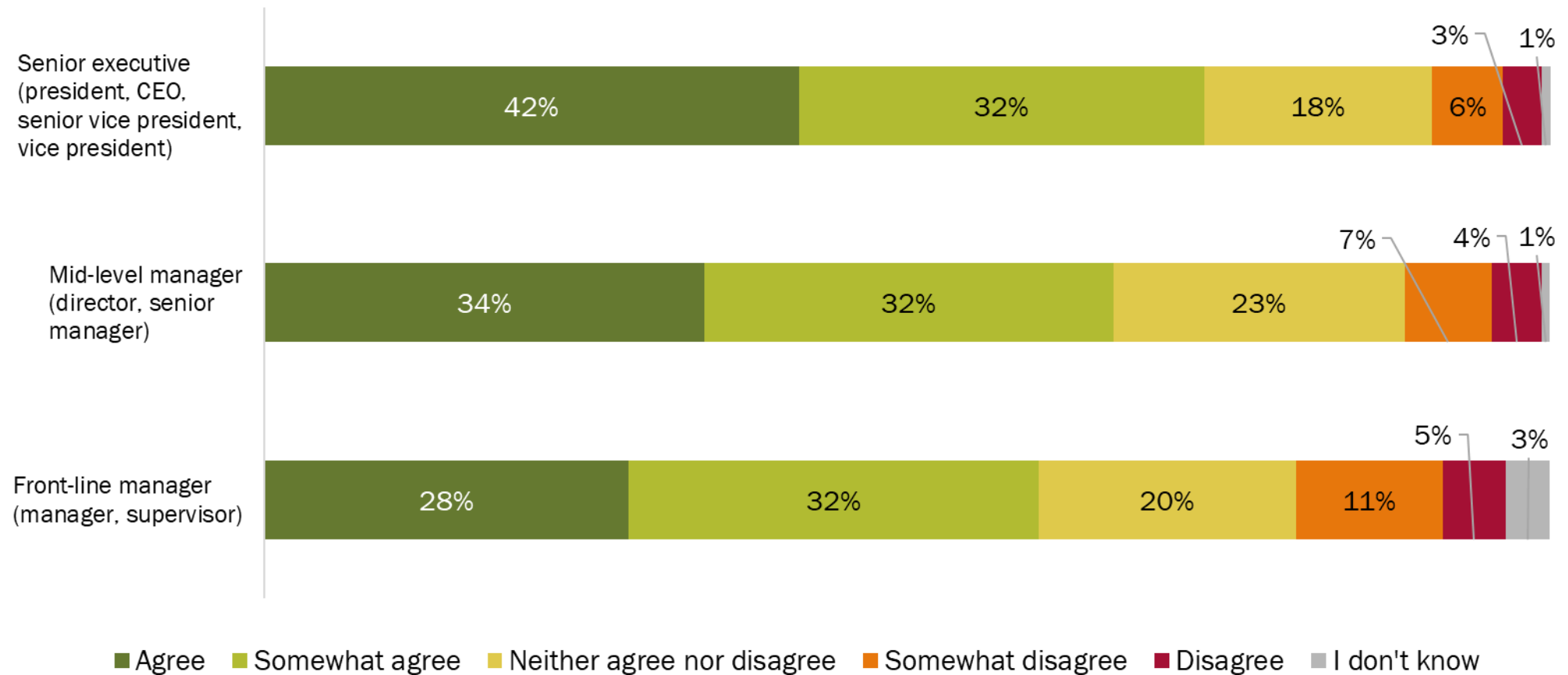




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

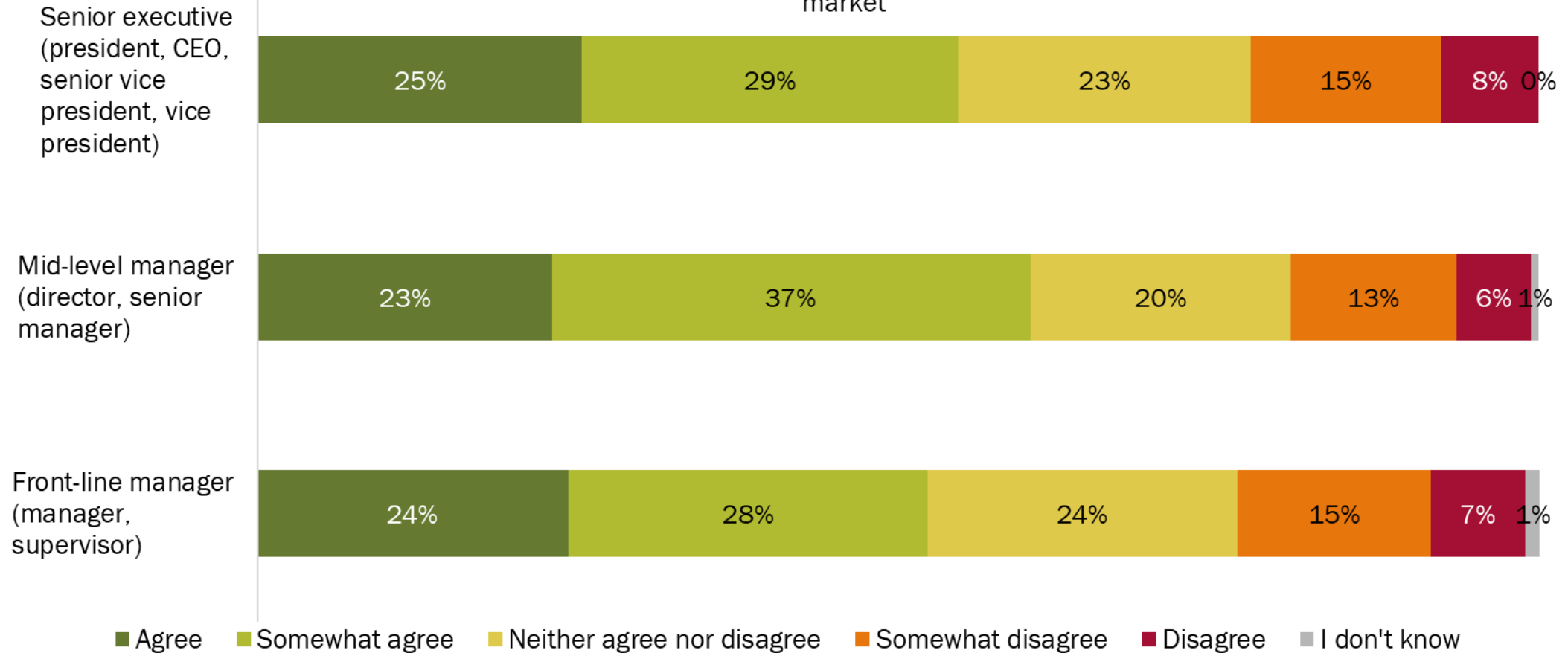
QC2R1. My company works to maintain headcount through economic downturns



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.

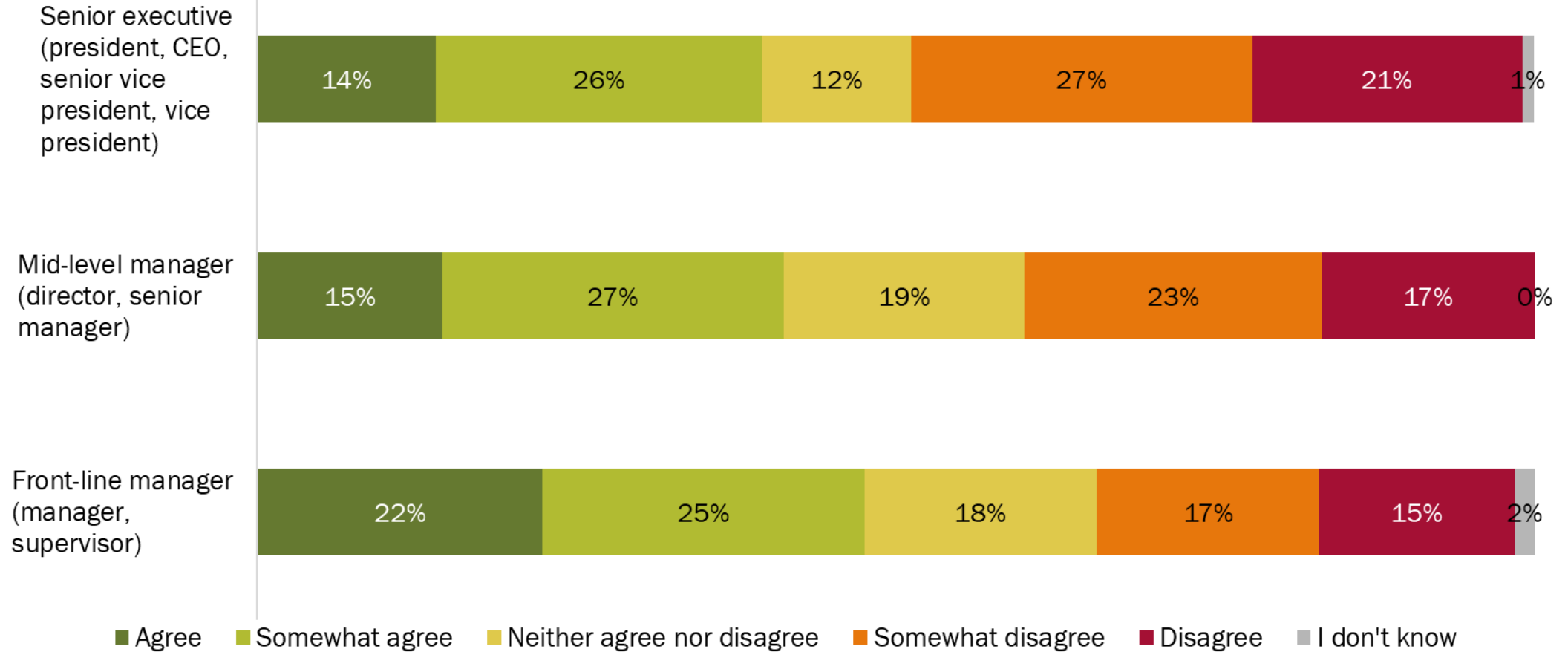
QC2R2. My company typically fills higher-level jobs by hiring experienced employees from the job market



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.

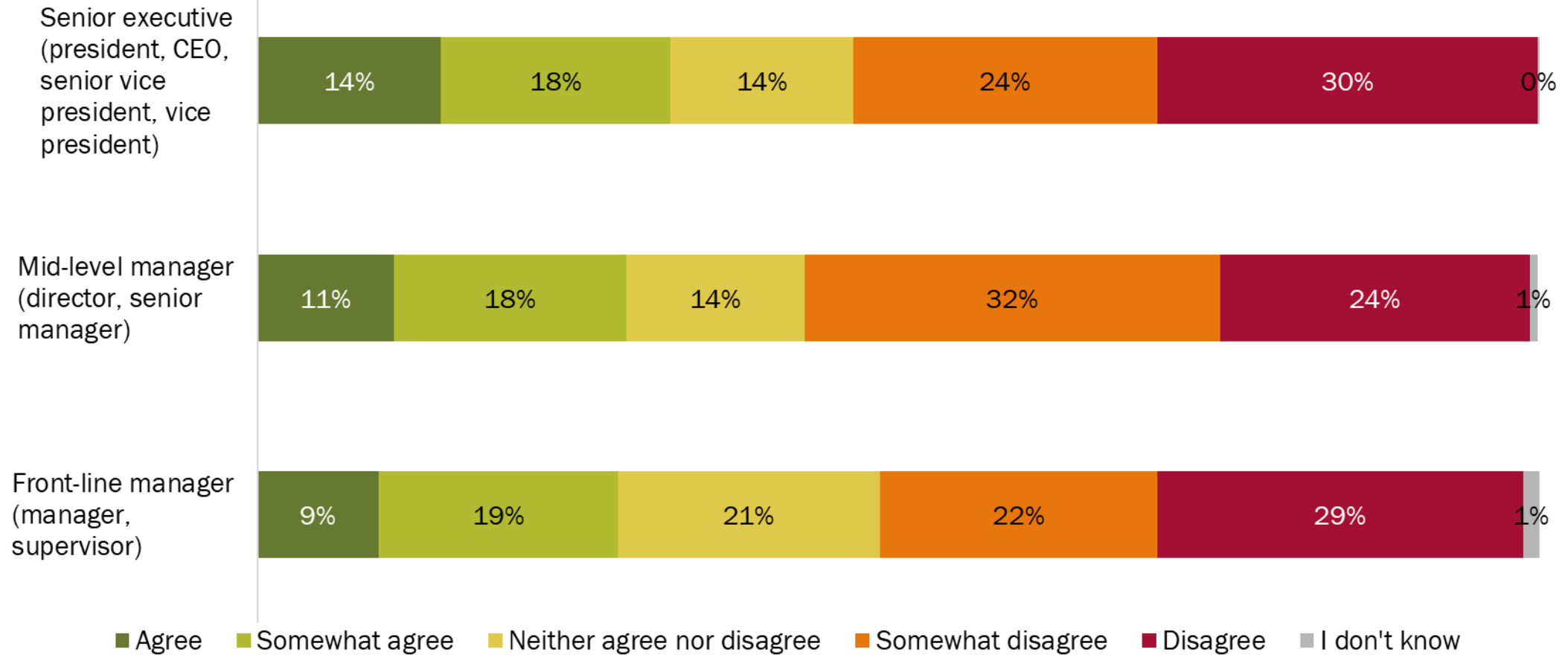
QC2R3. My company views low-wage employees as easily replaceable



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.

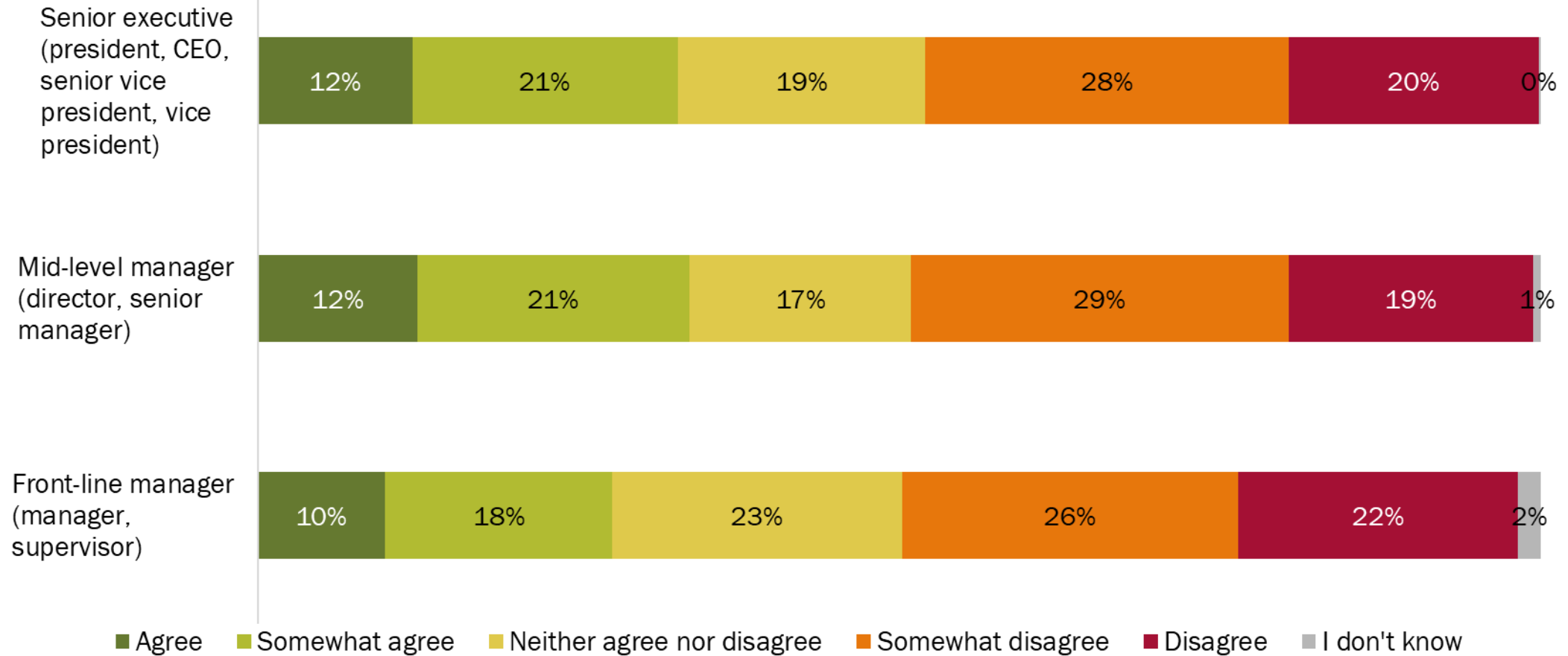
QC2R4. My company doesn't invest in training low-wage employees because they will leave



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.

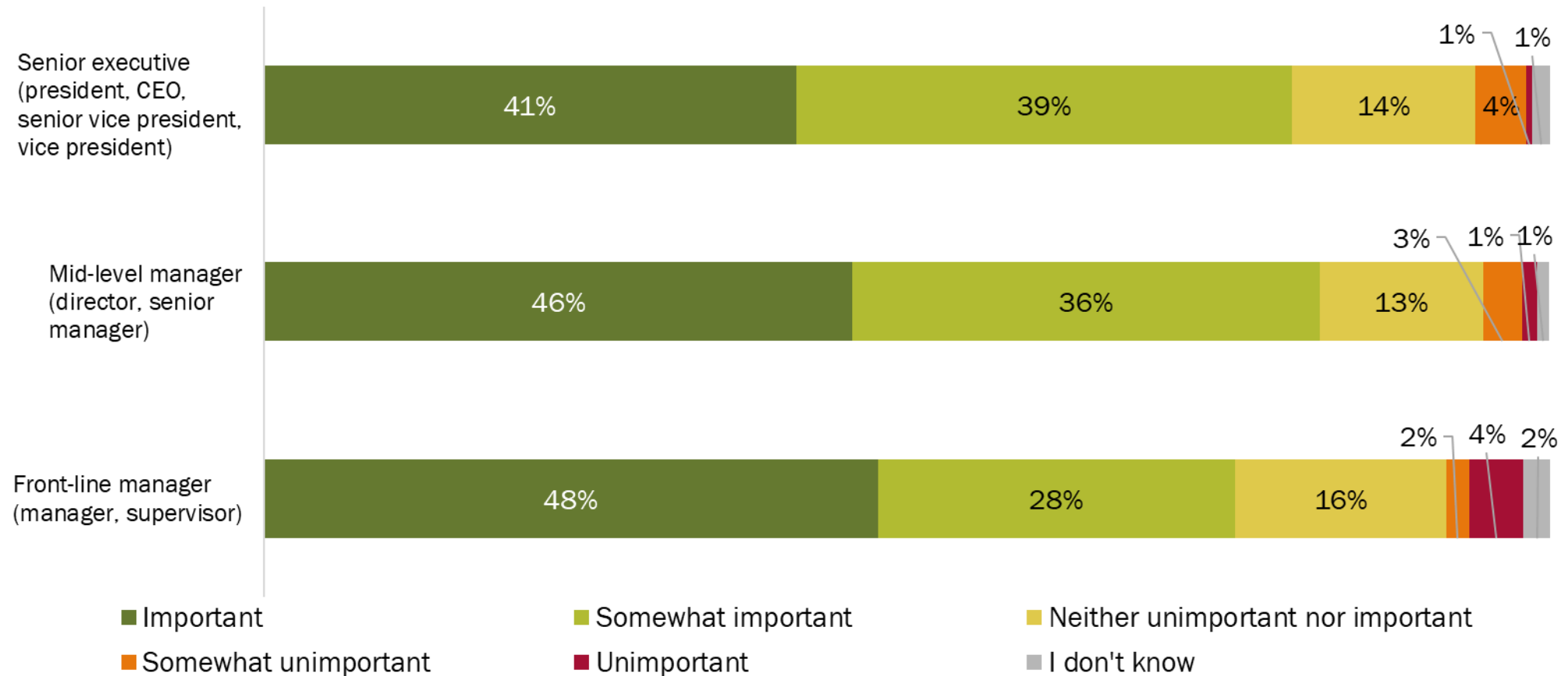
QC2R5. Low-wage employees don't require additional upskilling to serve my company better



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?

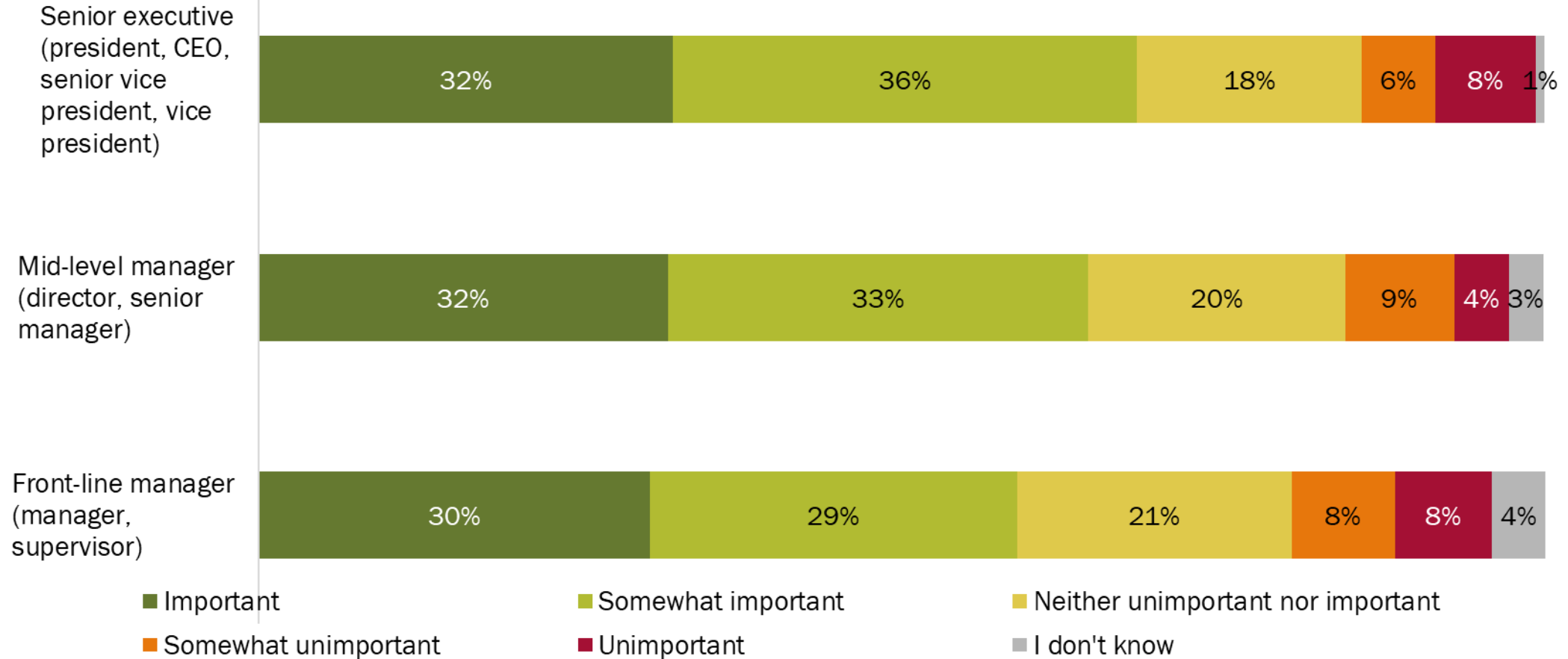
QC3R1. Location



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?

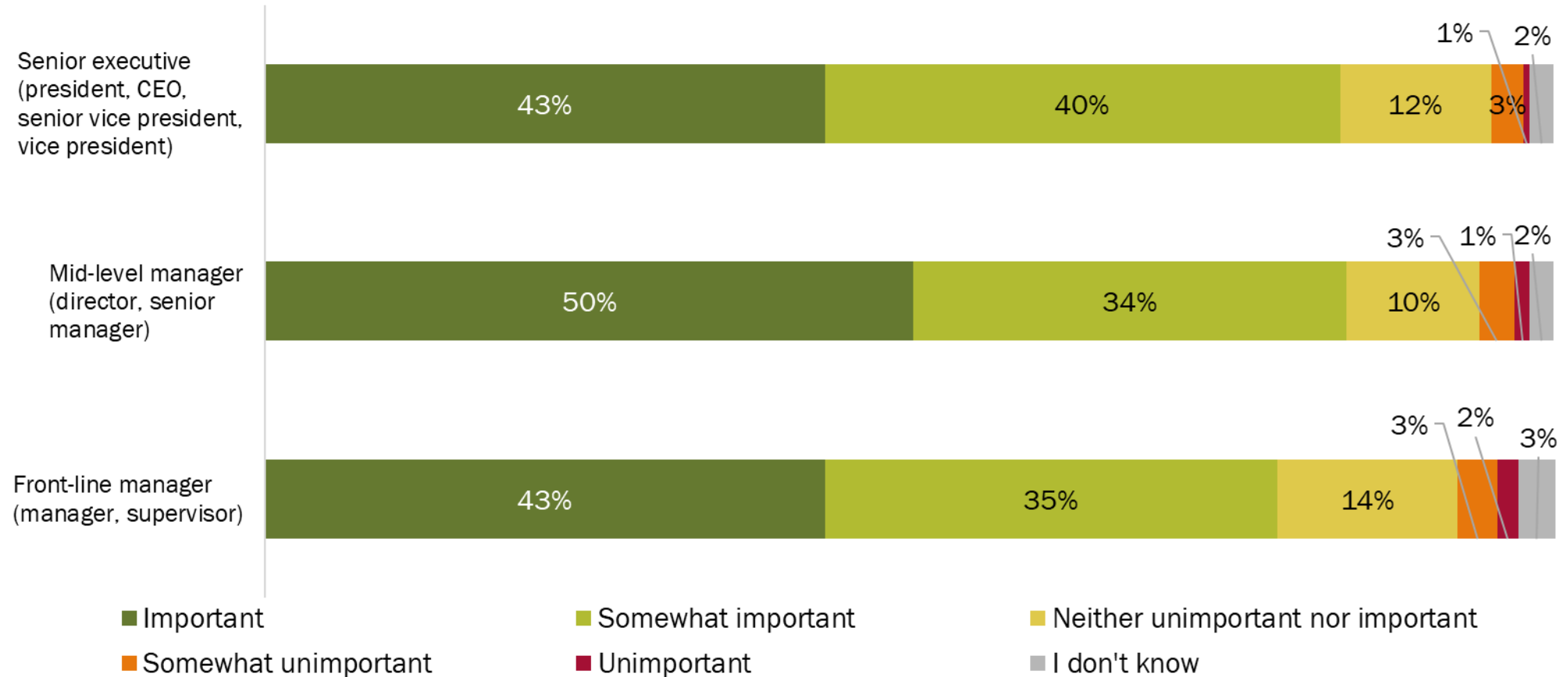
QC3R2. Control over work location



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?

QC3R3. Convenient to get to work location

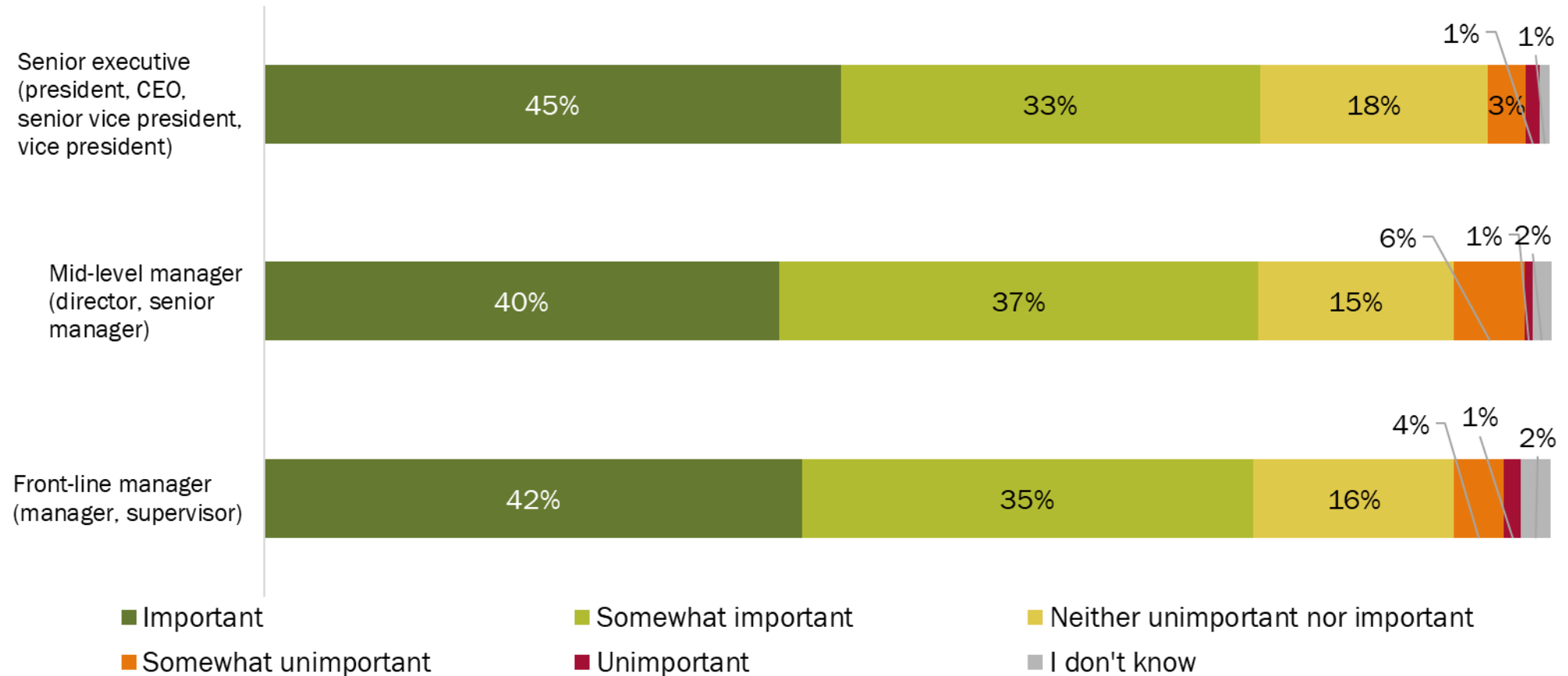




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

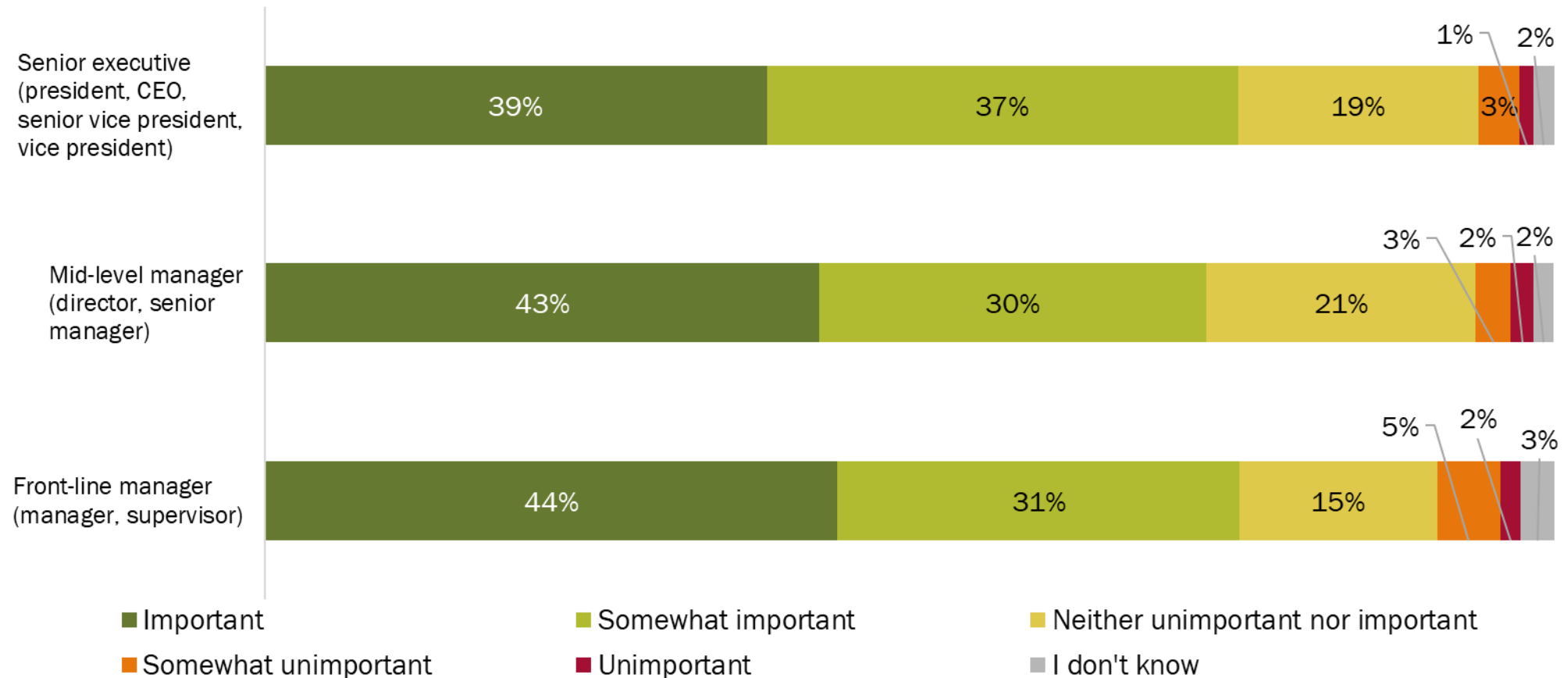
QC3R4. Opportunities for upward mobility



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.

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

QC3R5. Clear communication about opportunities for upward mobility

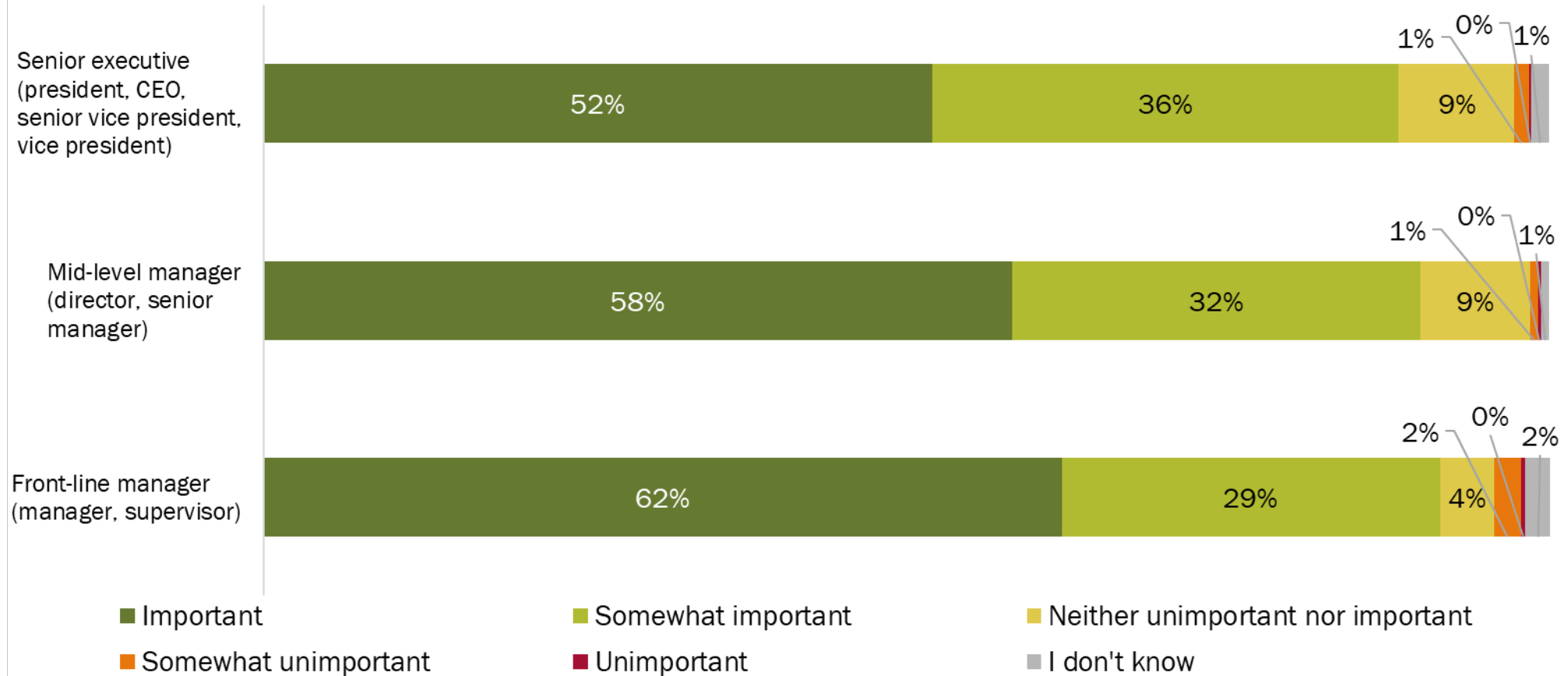


N = 1,150

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.

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

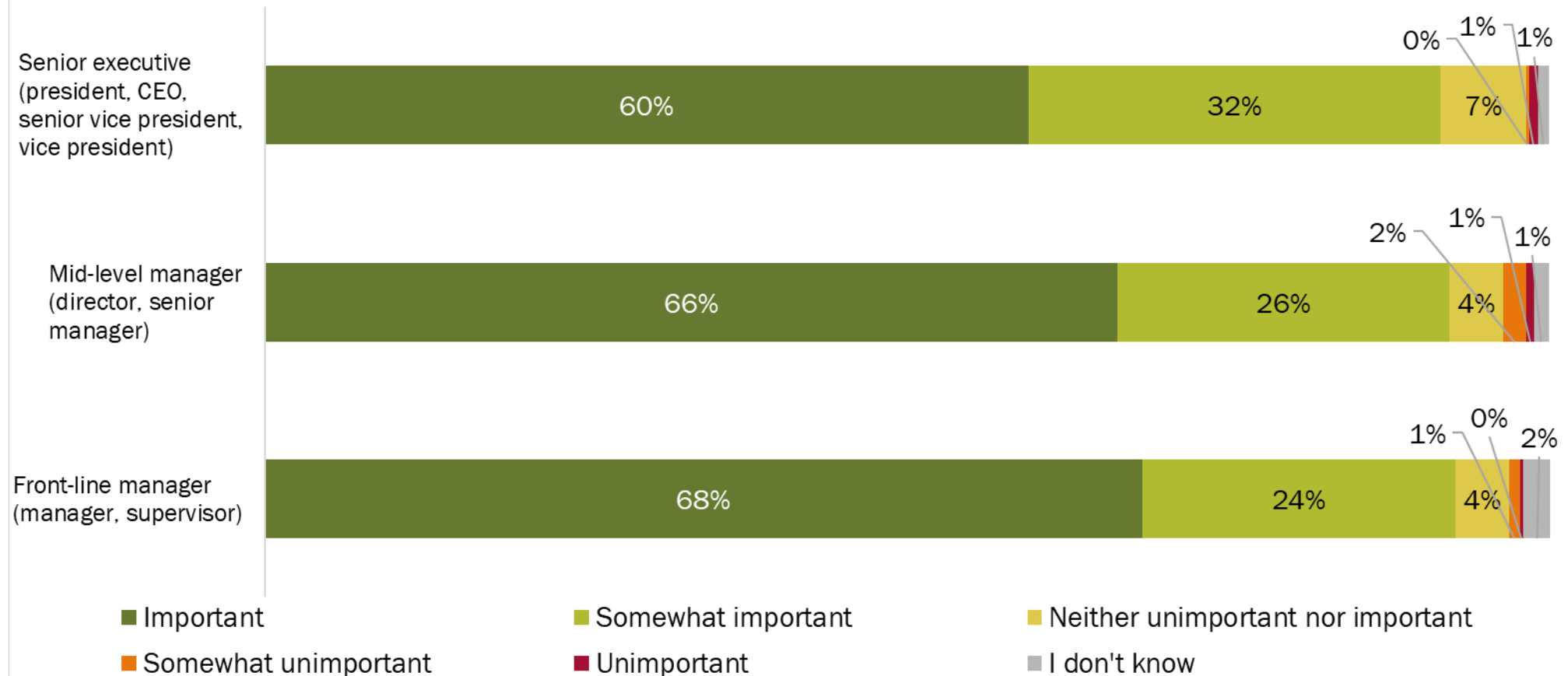
QC3R6. Level of pay



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?

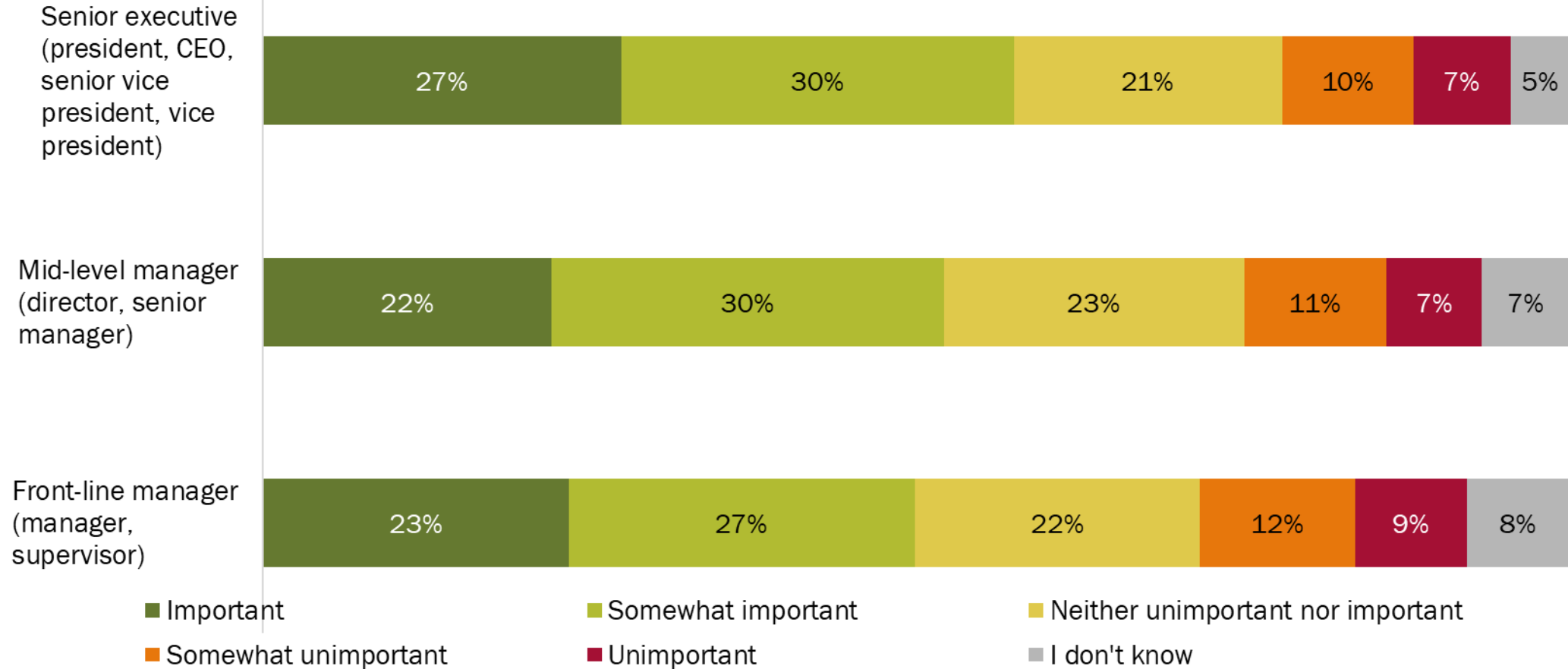
QC3R7. Stable and predictable pay



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?

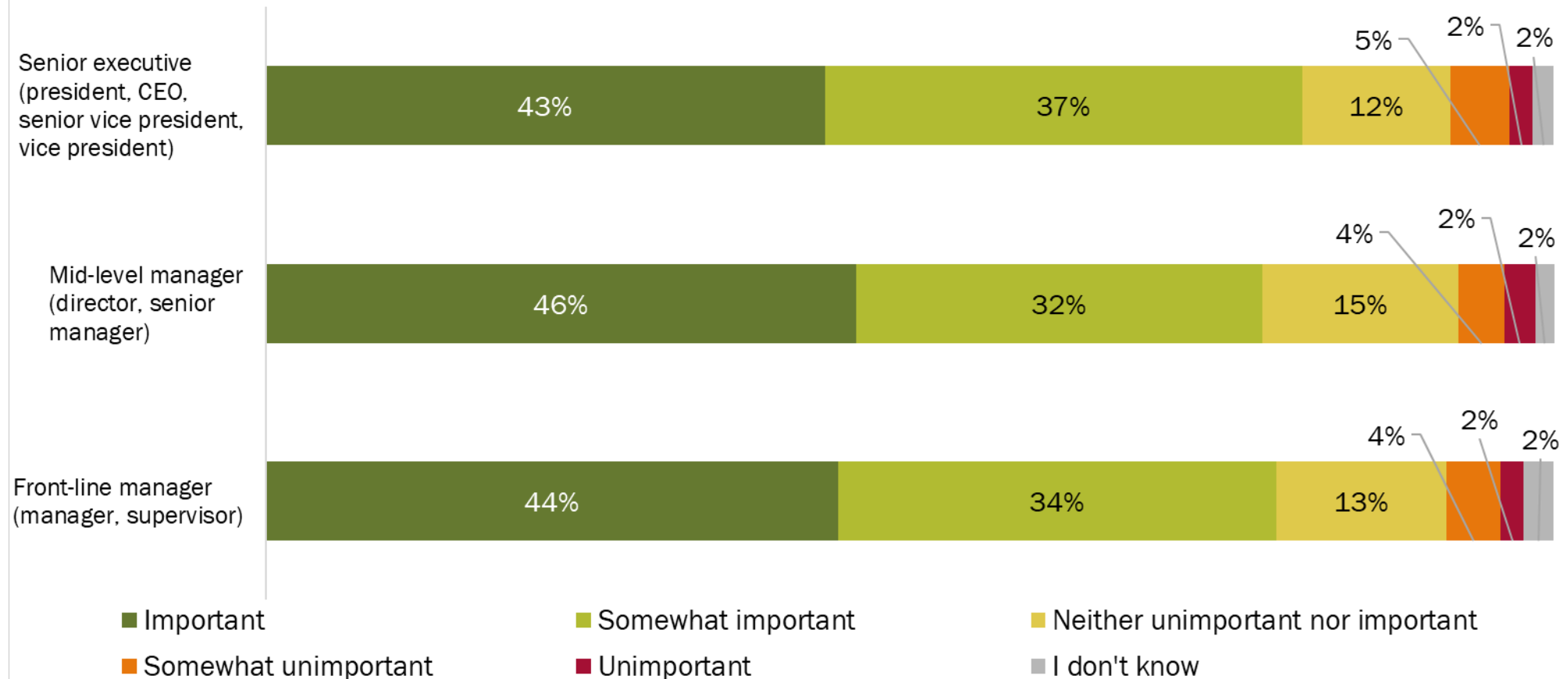
QC3R8. Caregiving assistance benefit



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?

QC3R9. Flexible sick time policy

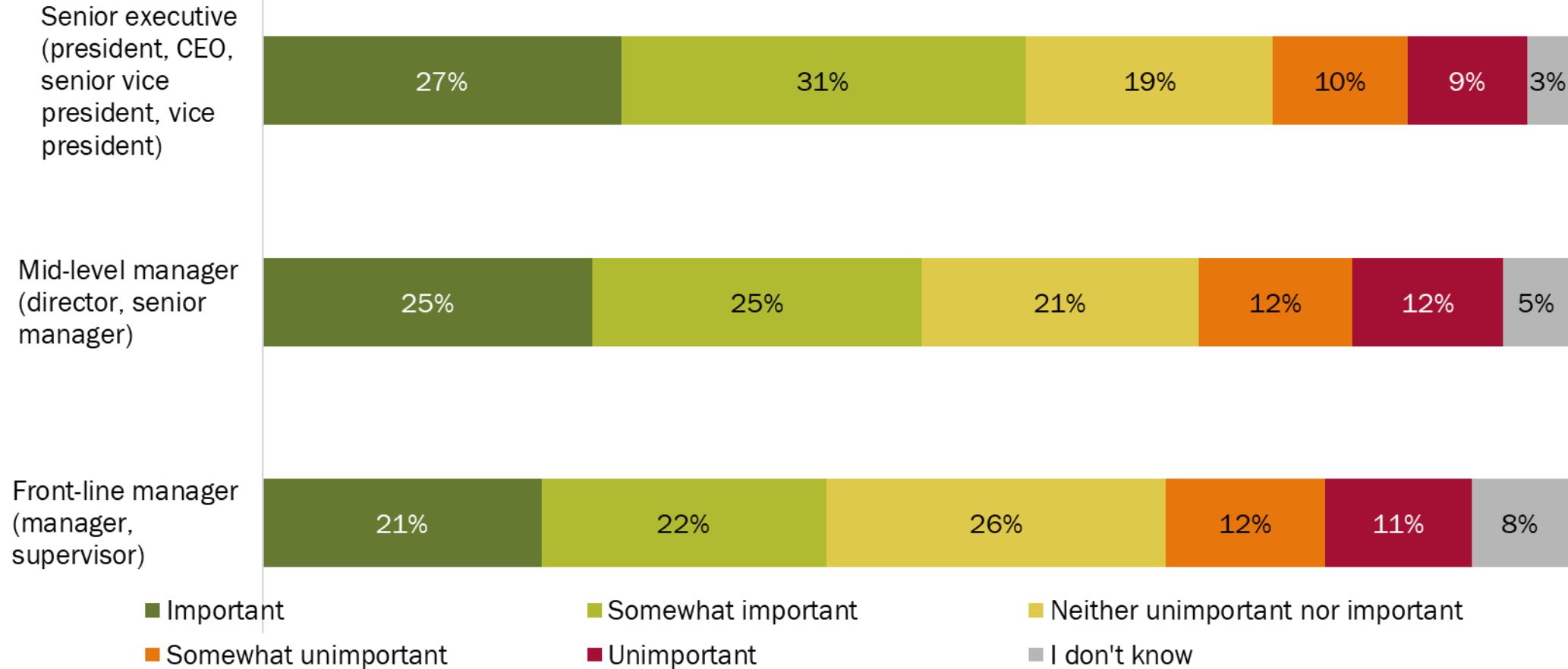


N = 1,150

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.

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

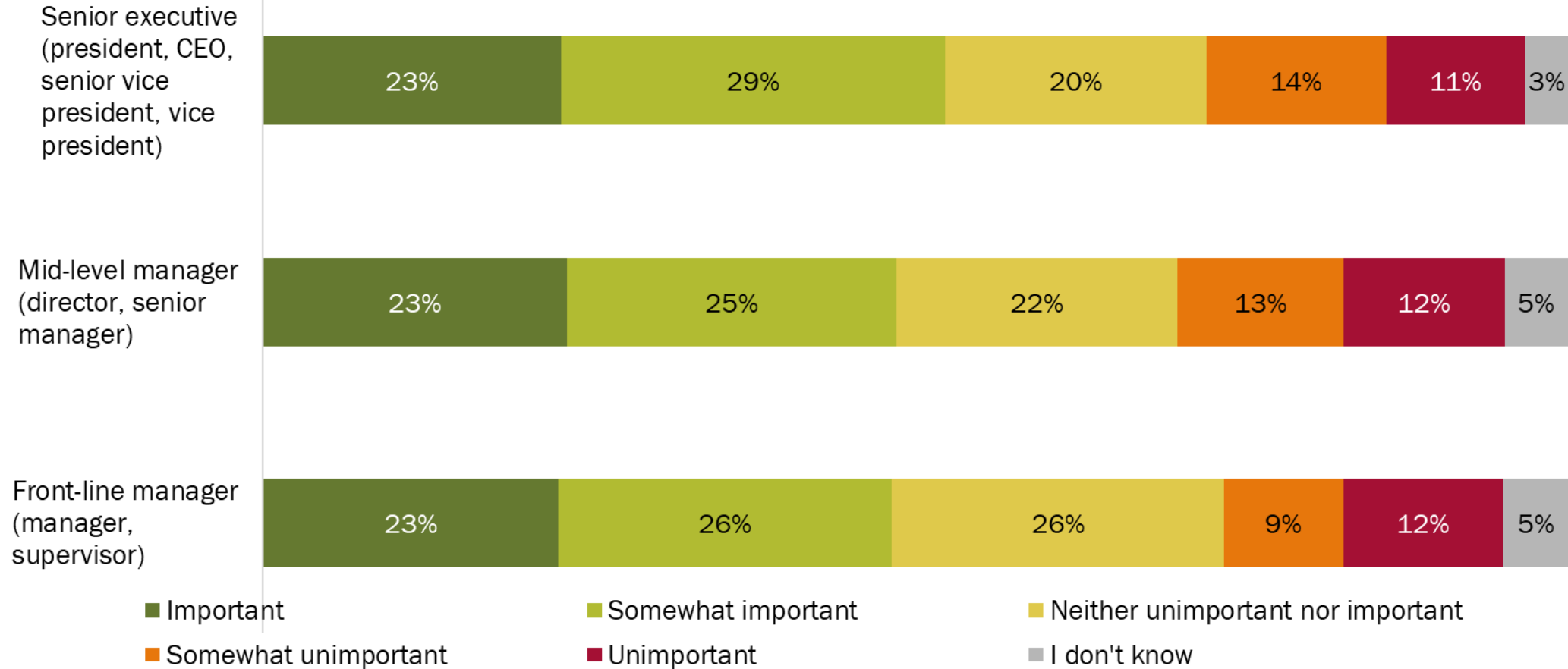
QC3R10. Transportation assistance benefit



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?

QC3R11. Tuition benefits

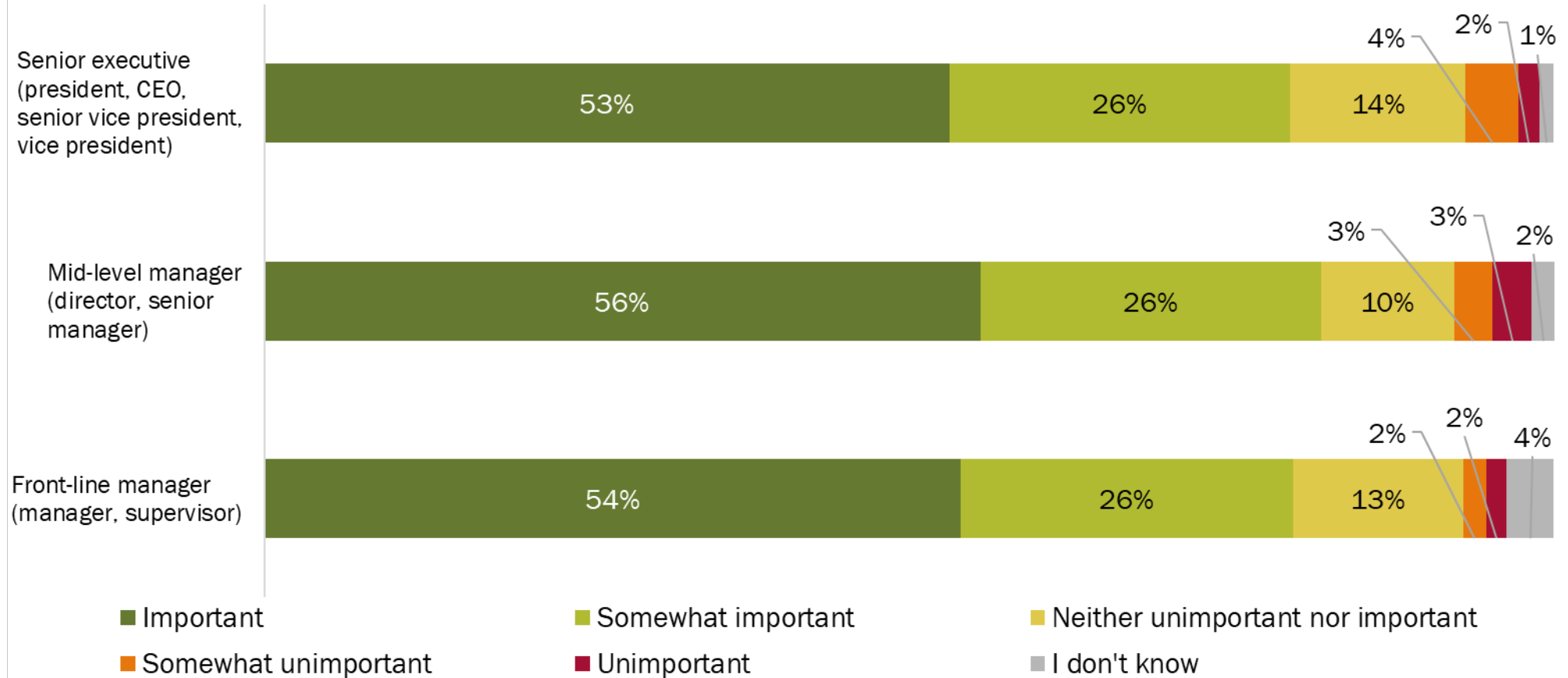




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

QC3R12. Other company benefits (e.g., healthcare benefits)

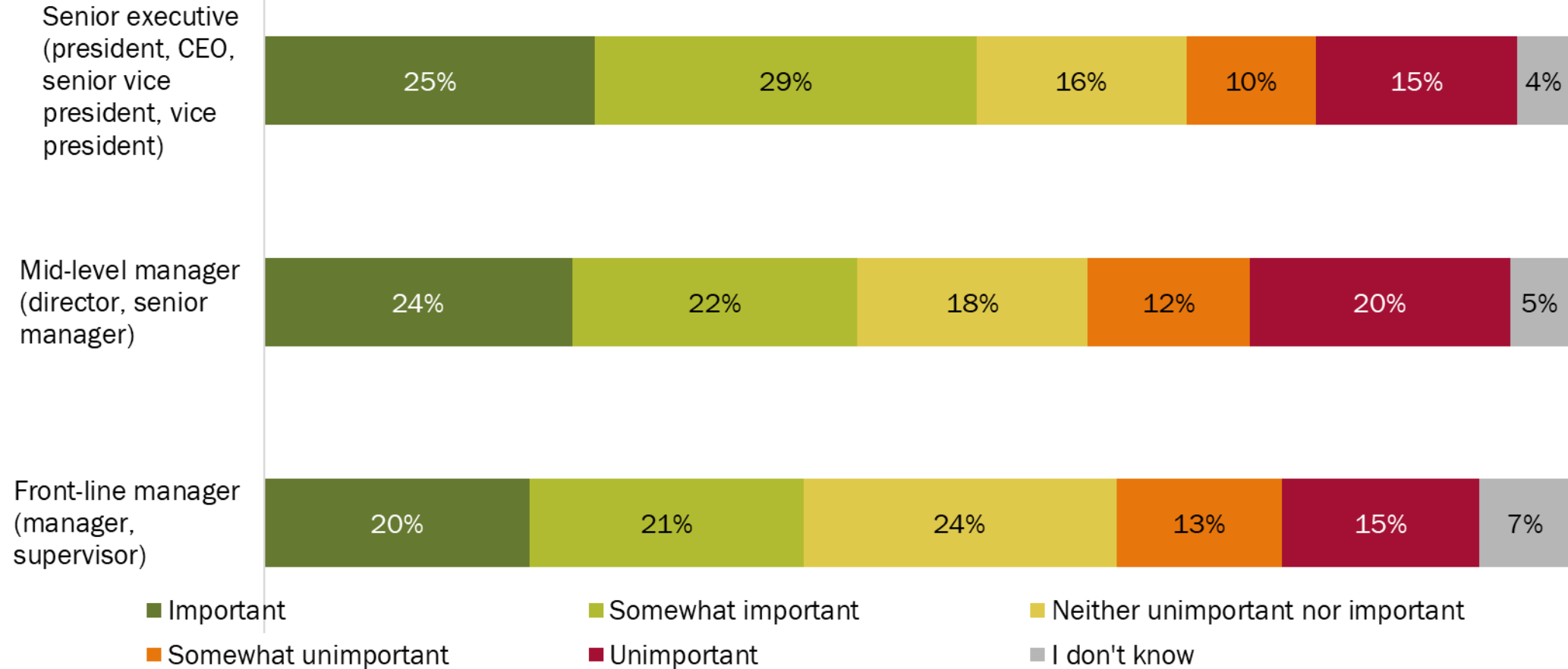


N = 1,150

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.

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

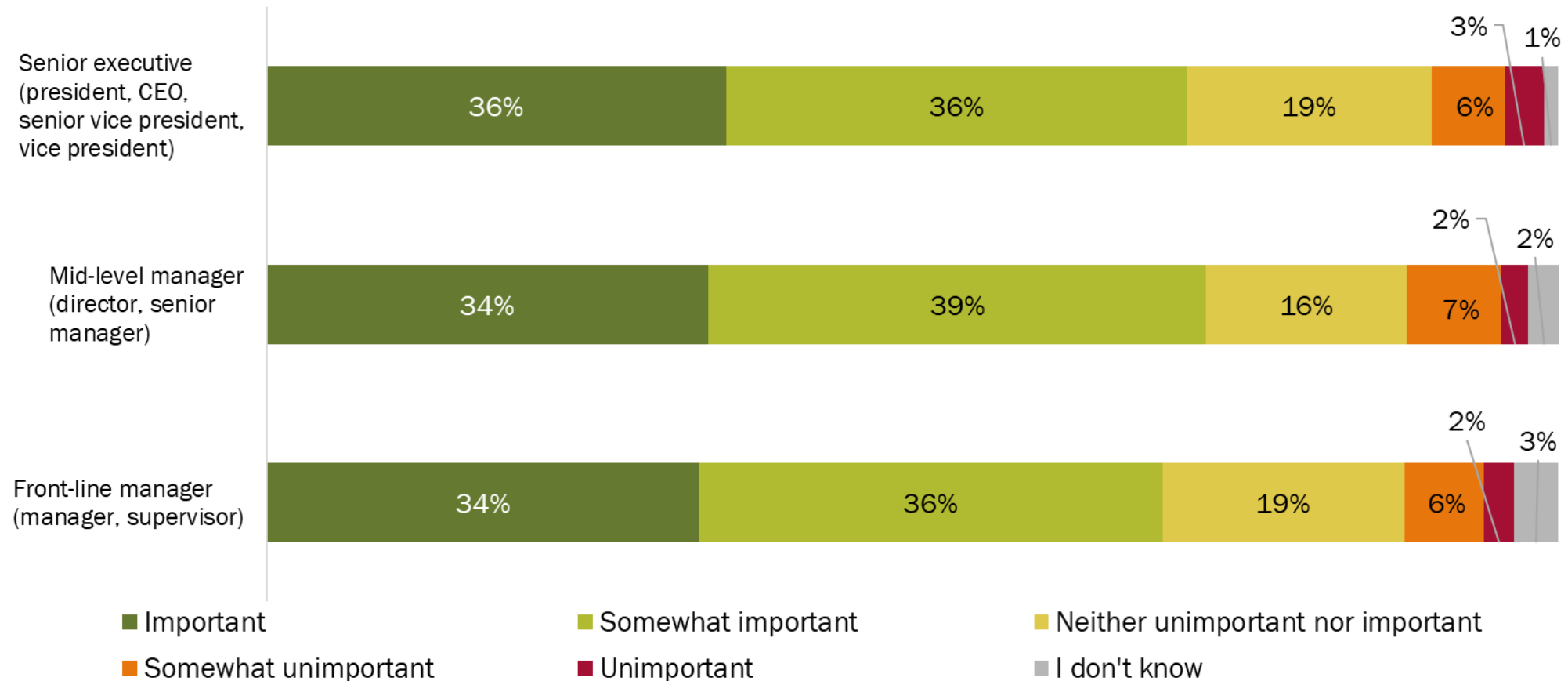
QC3R13. Worker stock options program or other worker ownership structures



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?

QC3R14. Control over hours

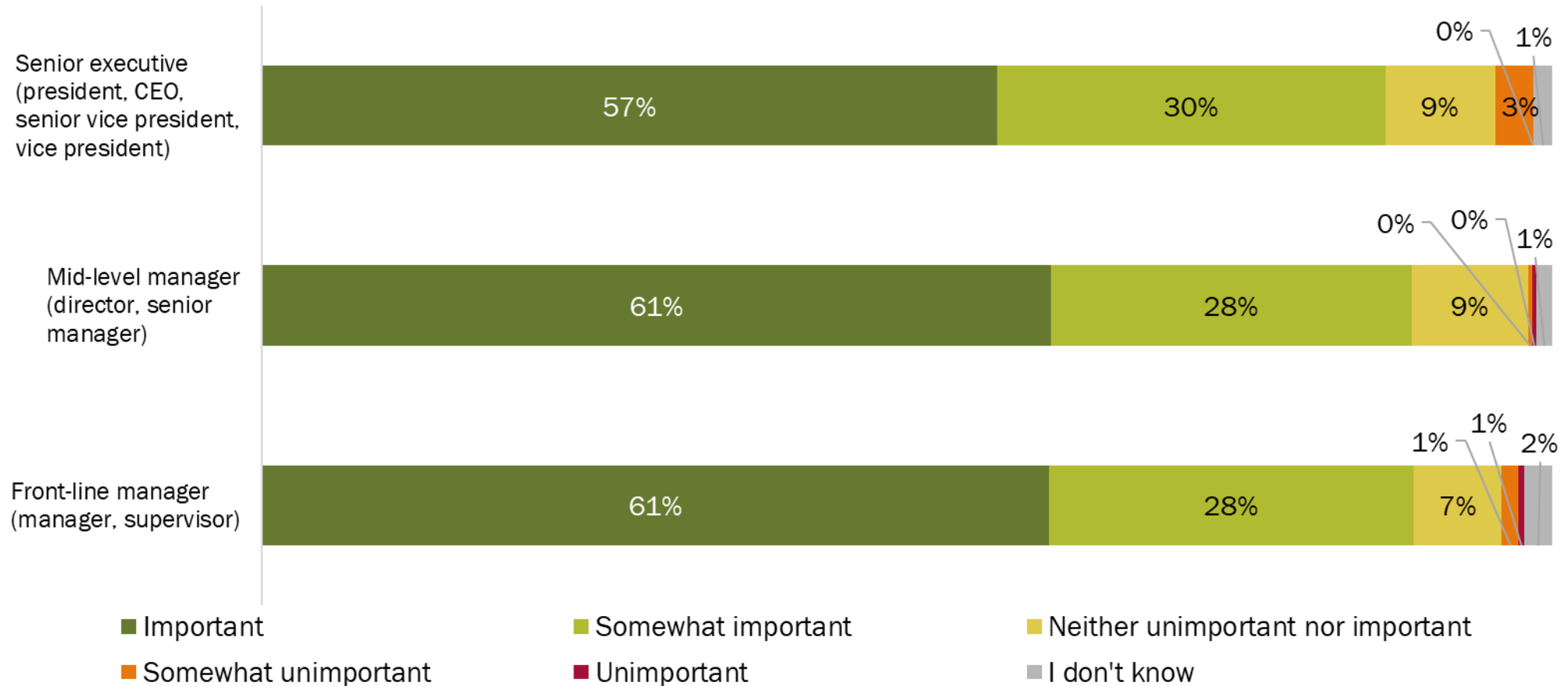


N = 1,150

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.

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

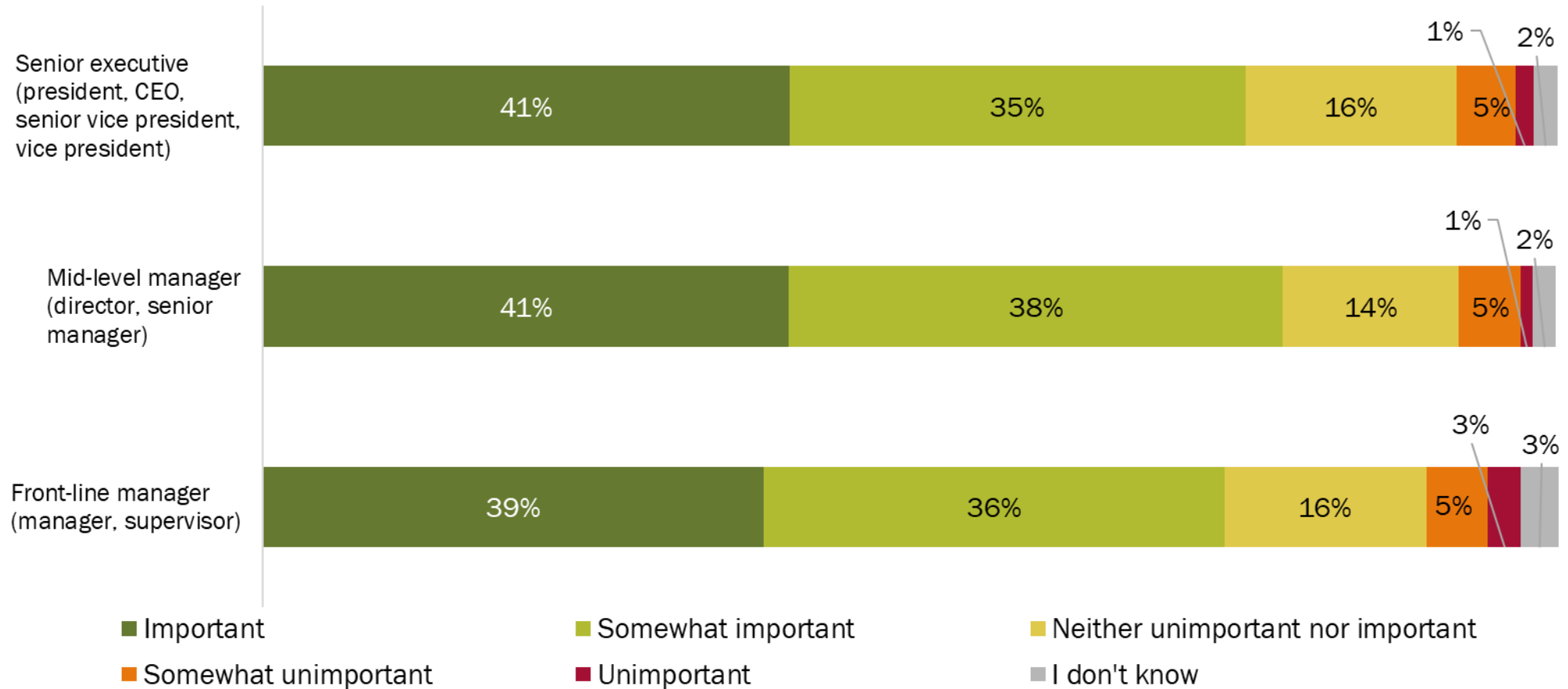
QC3R15. Stable and predictable hours



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?

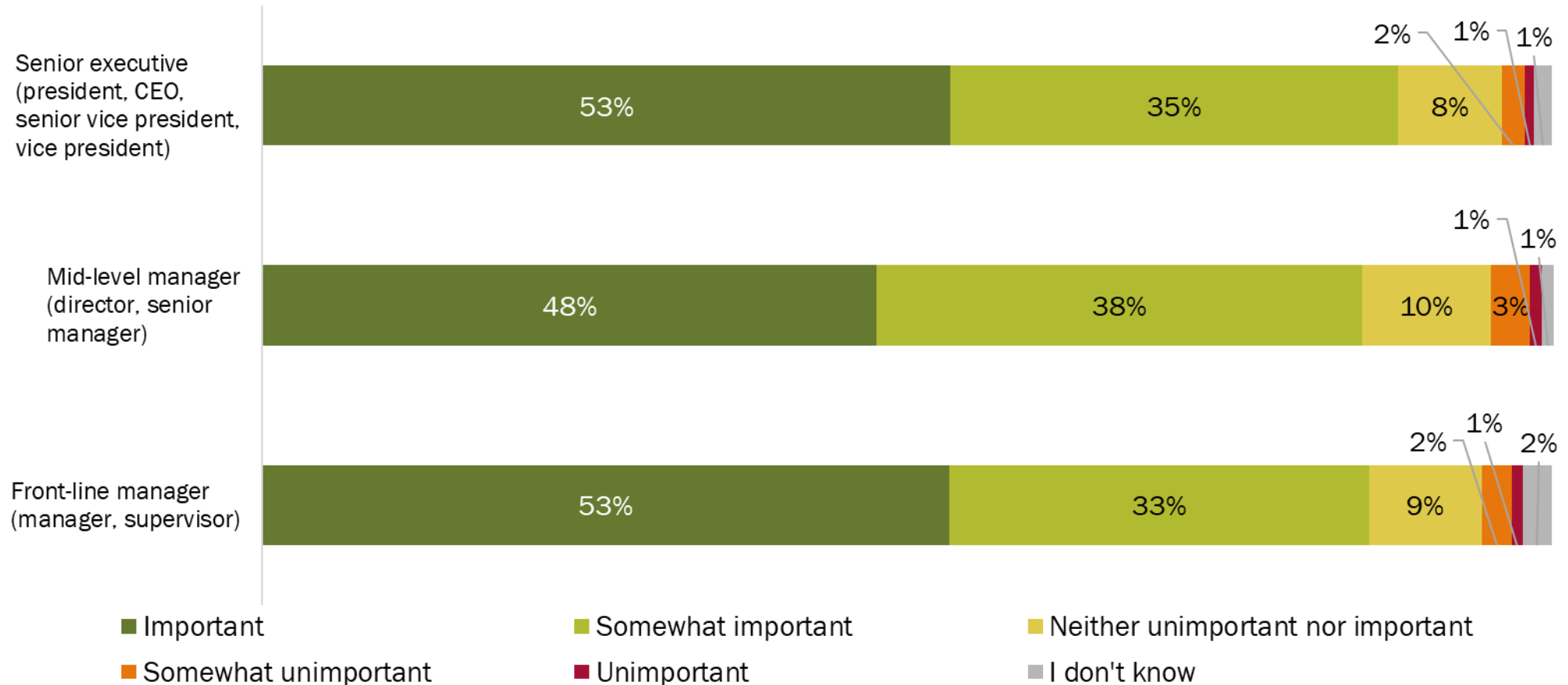
QC3R16. Skill development opportunities (e.g., training programs)



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?

QC3R17. Supportive team members

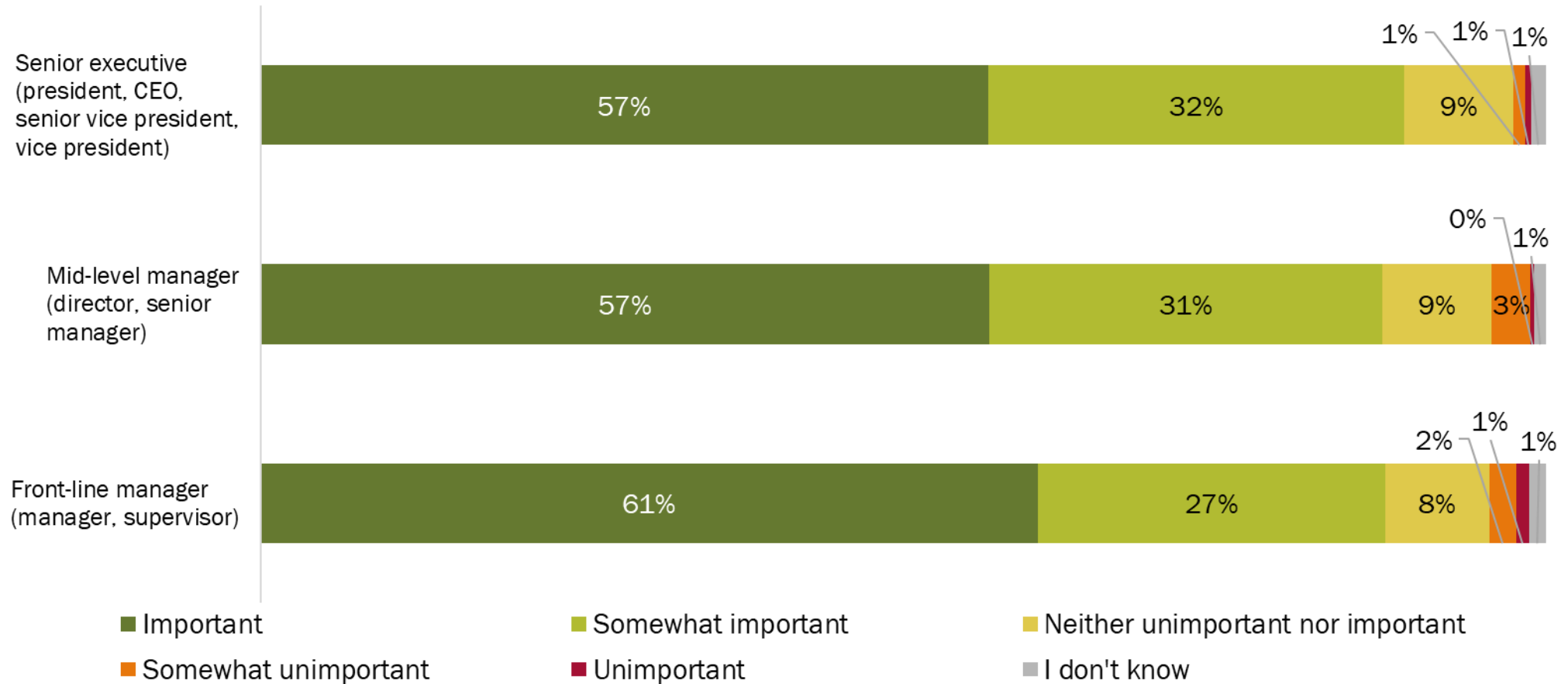


N = 1,150

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.

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

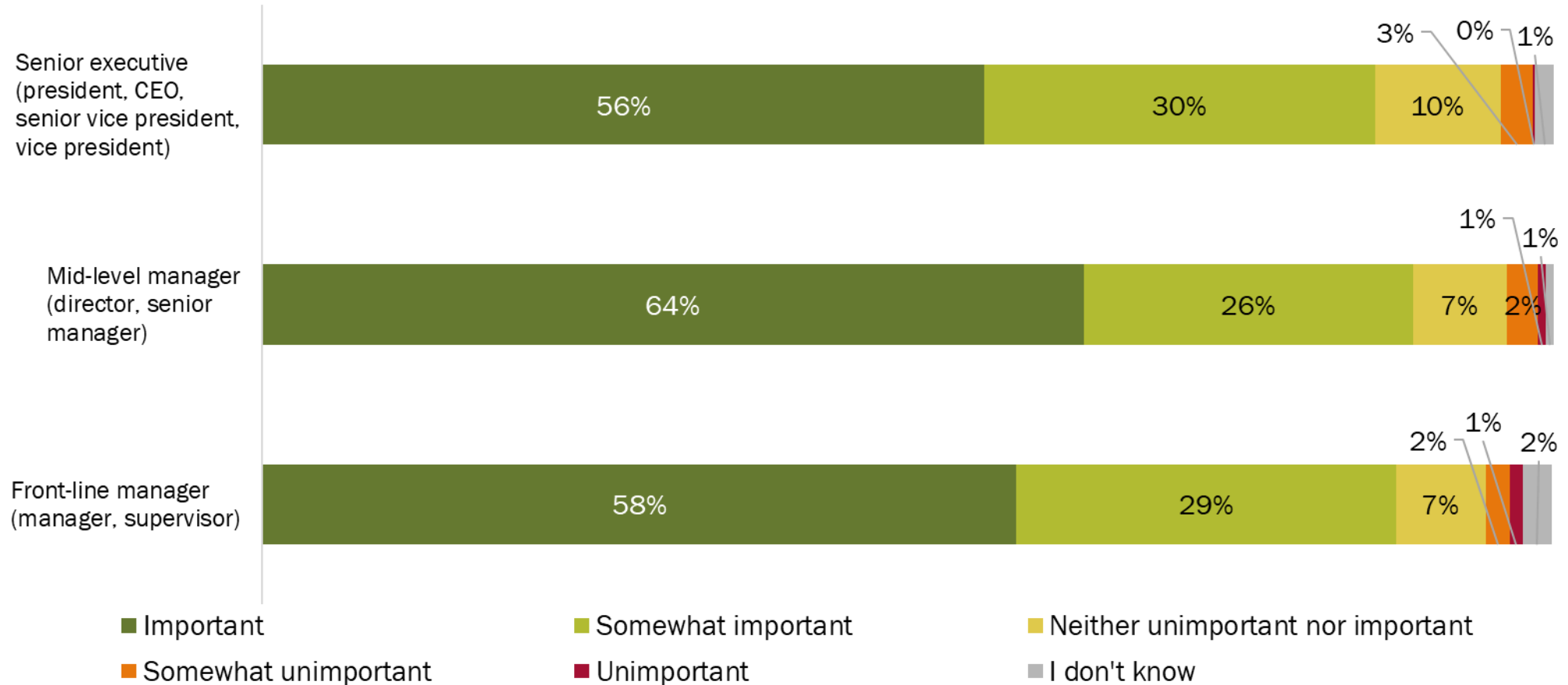
QC3R18. Supportive supervisors



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?

QC3R19. Job security

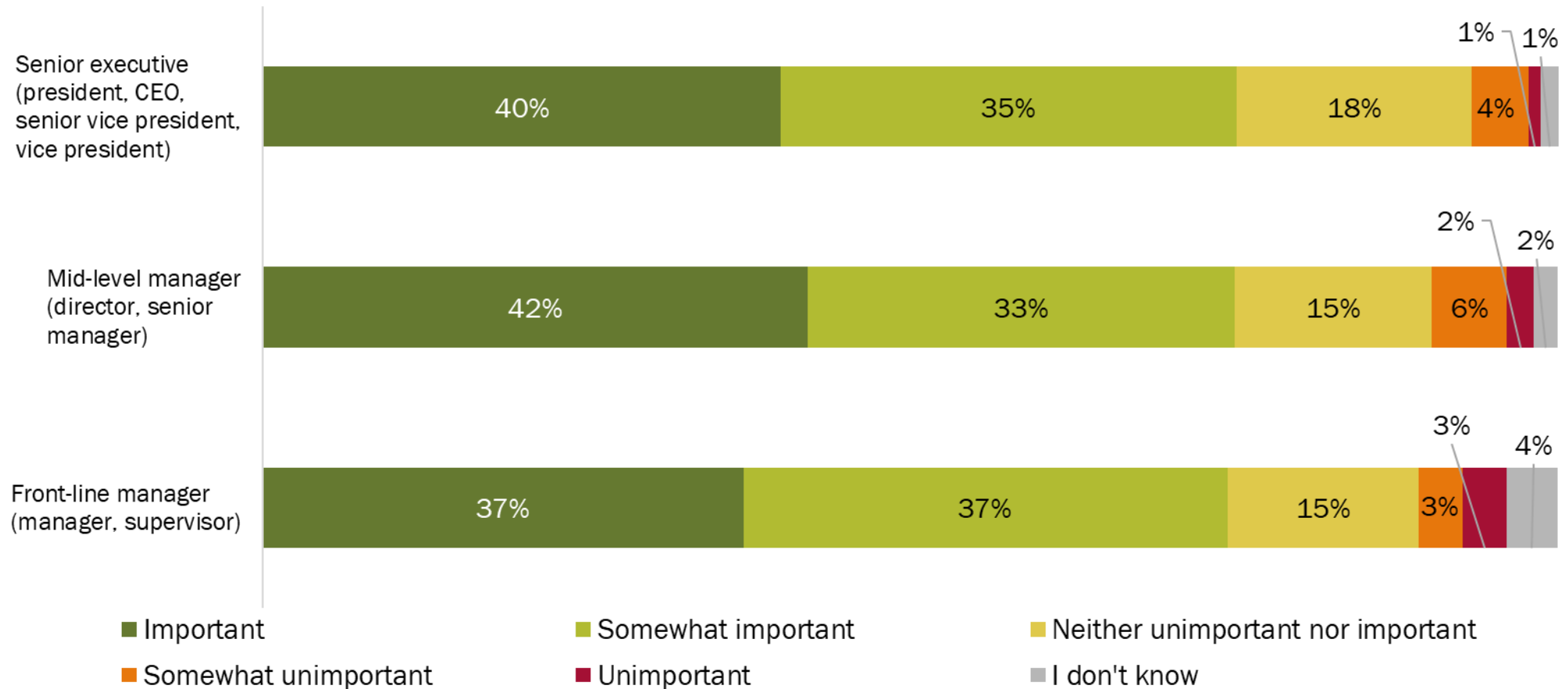




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

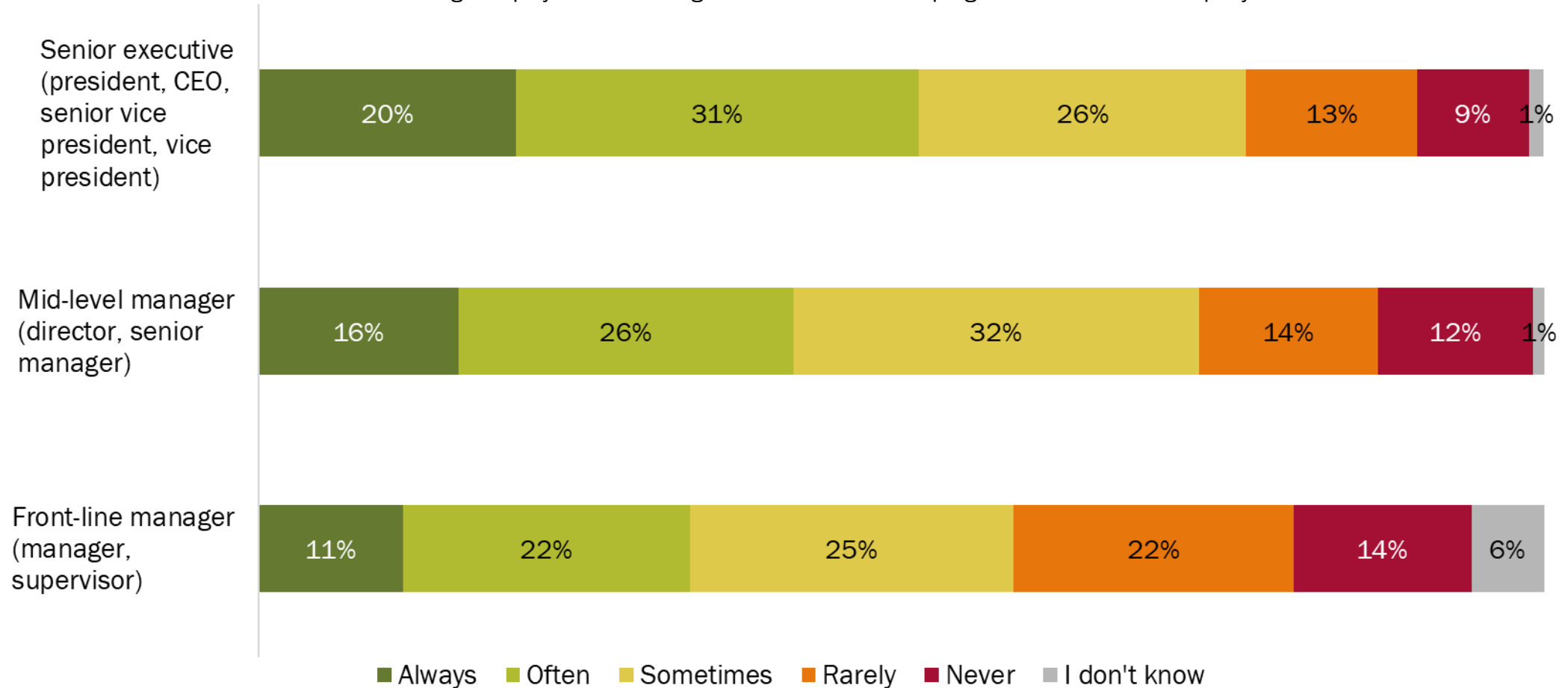
QC3R20. Type of work fits my interest and goals



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:

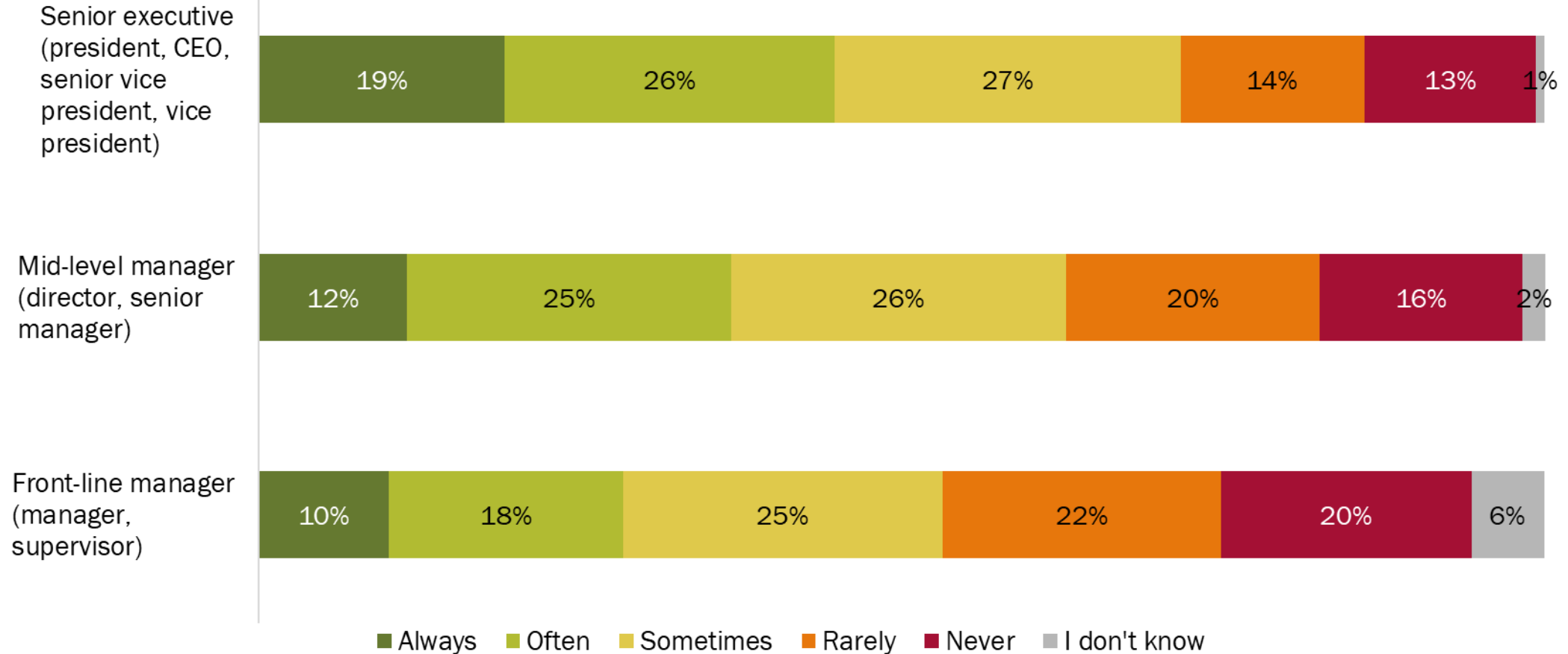
QC4R1. Internally communicate success stories of my company's employees who start as low-wage employees and then go on to achieve career progression within the company



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:

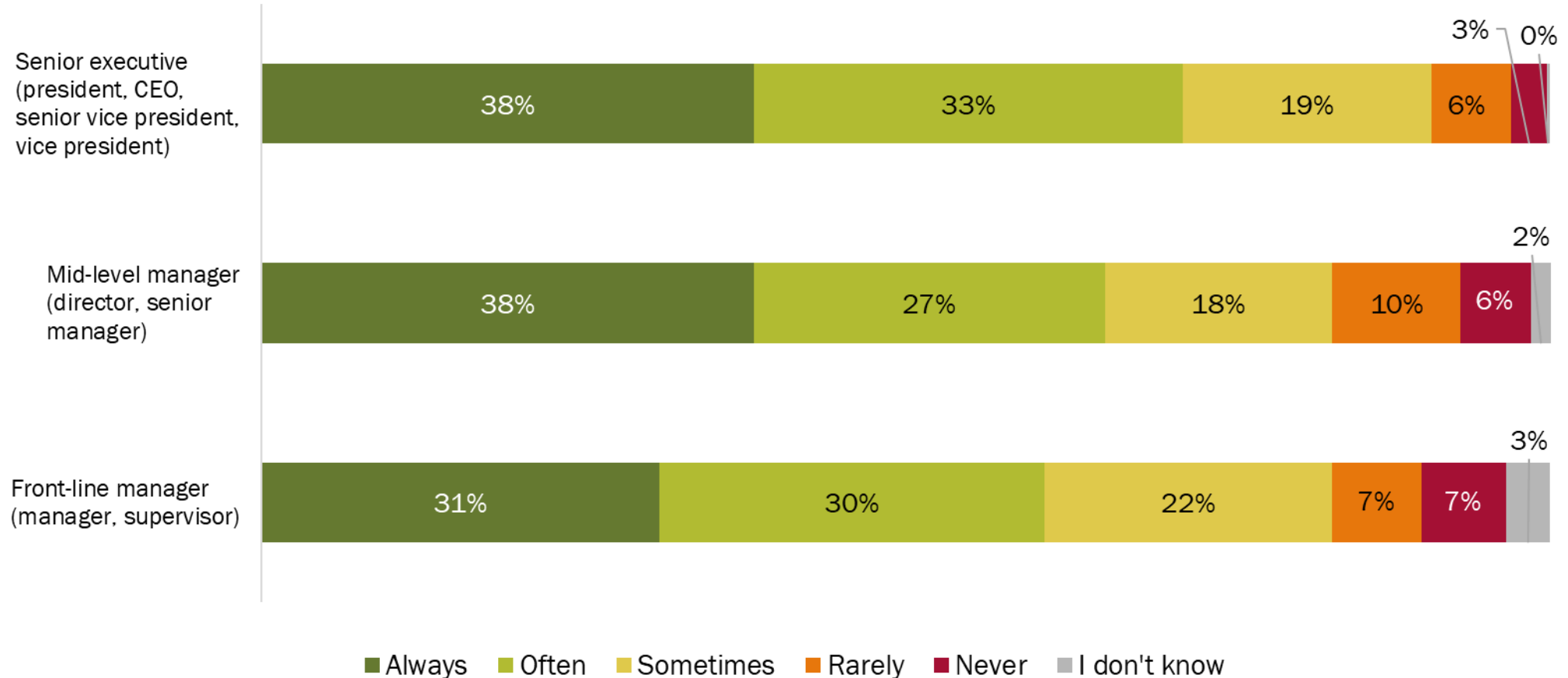
QC4R2. Externally communicate success stories of my company's employees who start as low-wage employees and then go on to achieve career progression within the company



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:

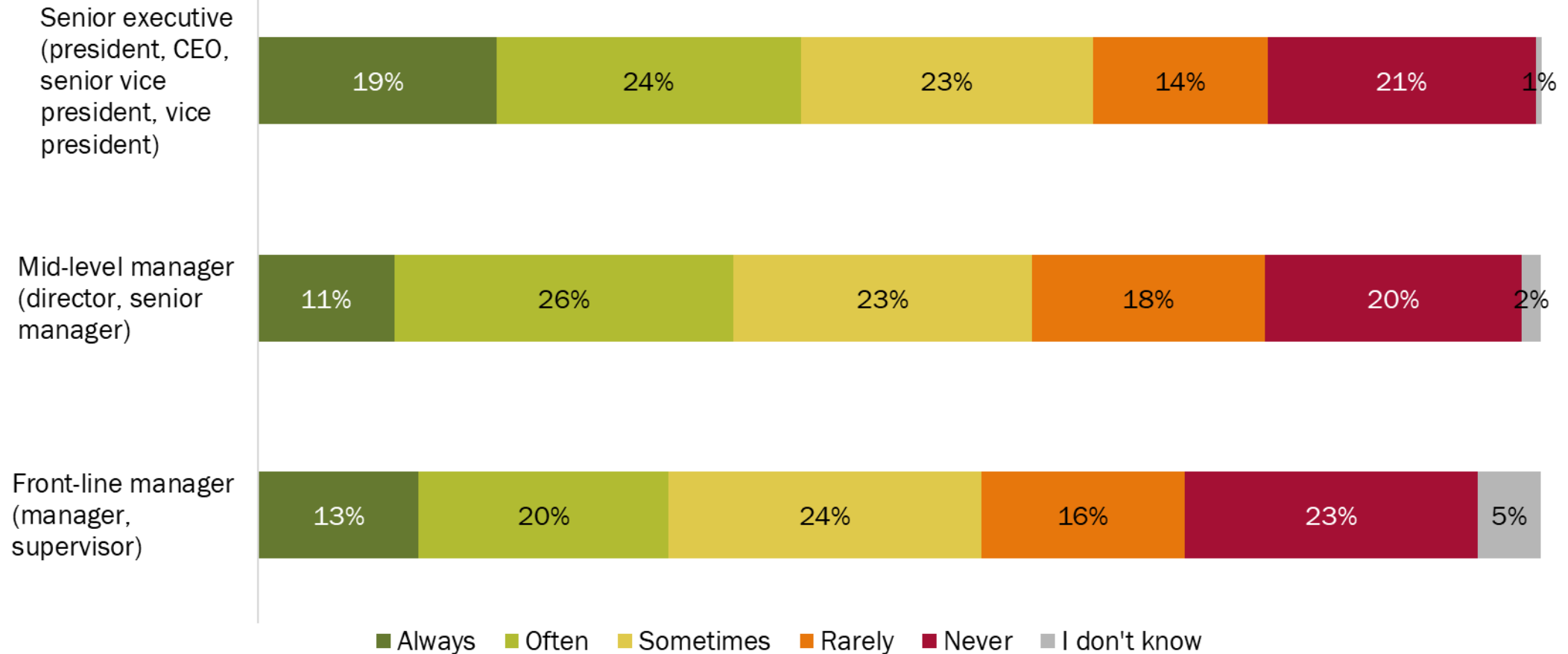
QC4R3. Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) *during the hiring process*



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:

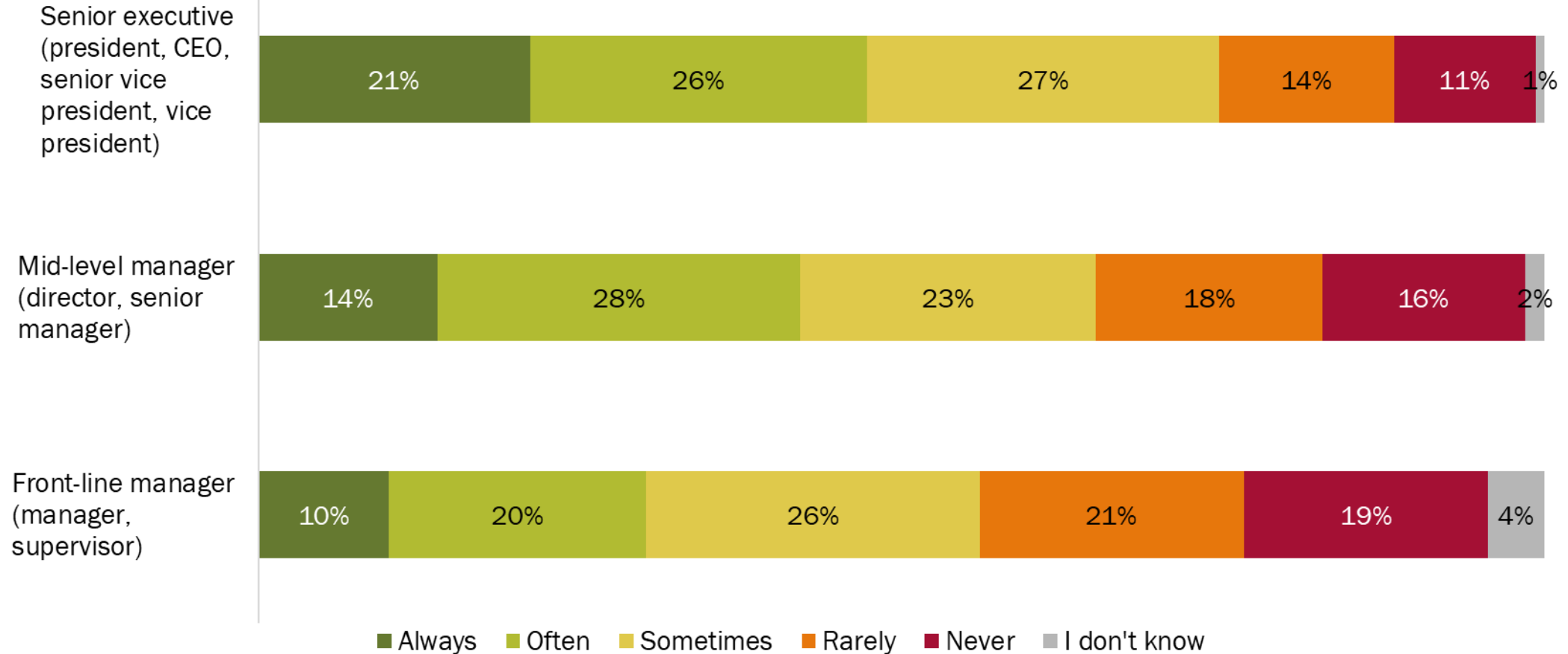
Describe career pathways on the company website



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:

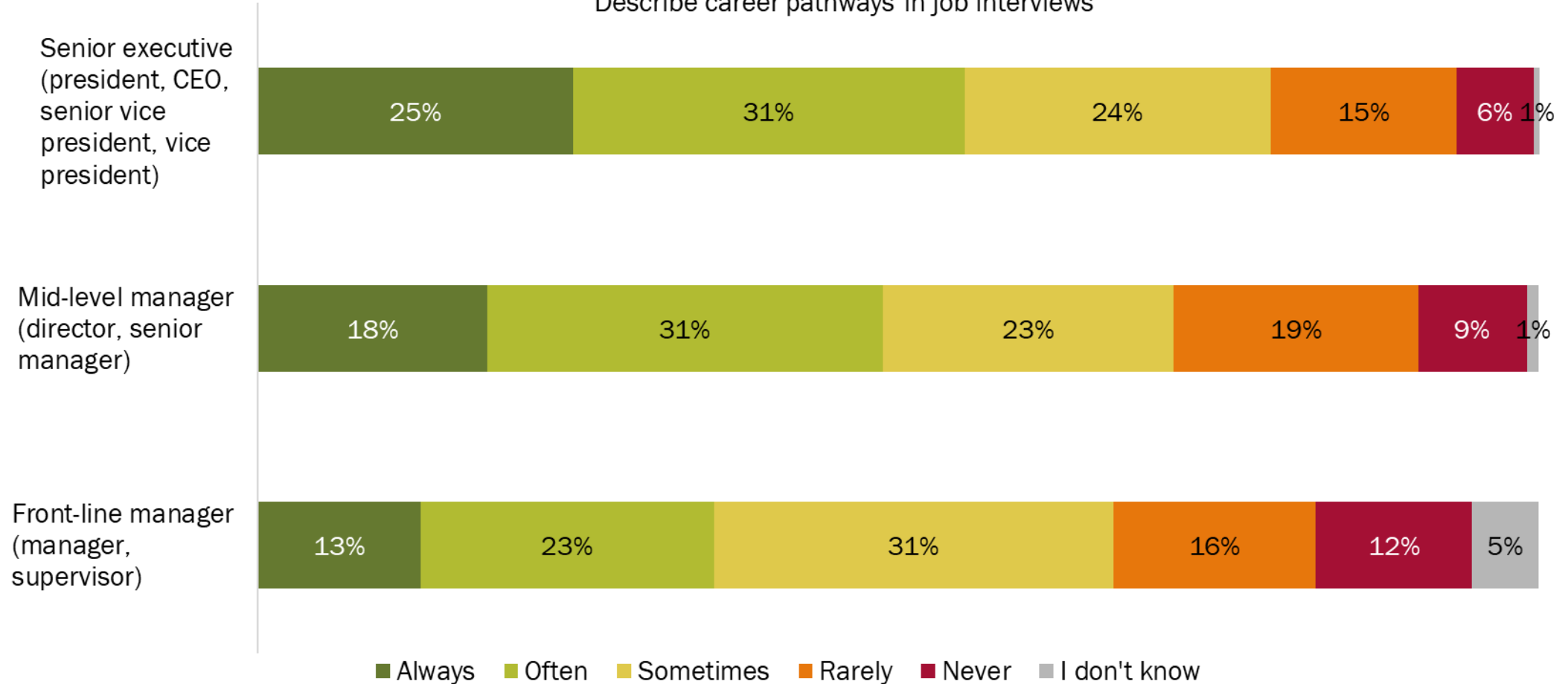
Describe career pathways in job postings



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:

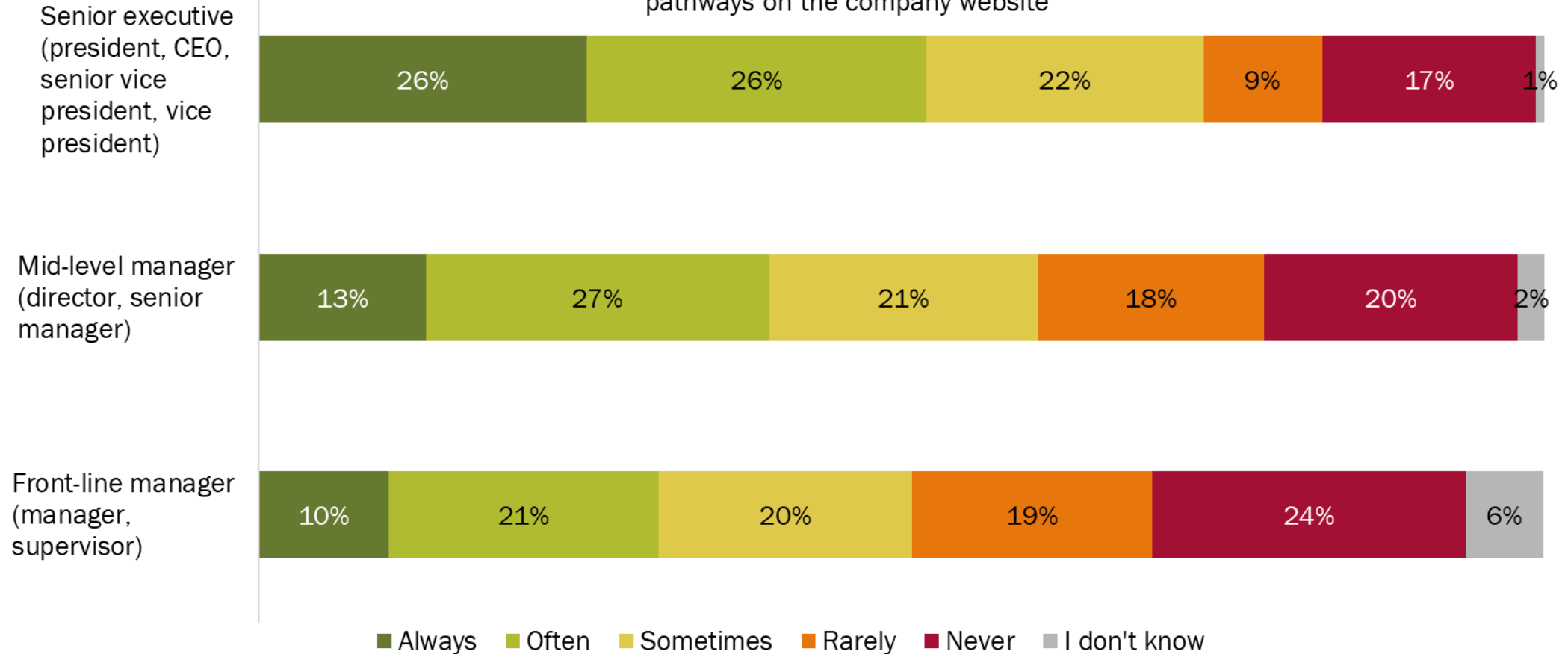
Describe career pathways in job interviews



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:

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

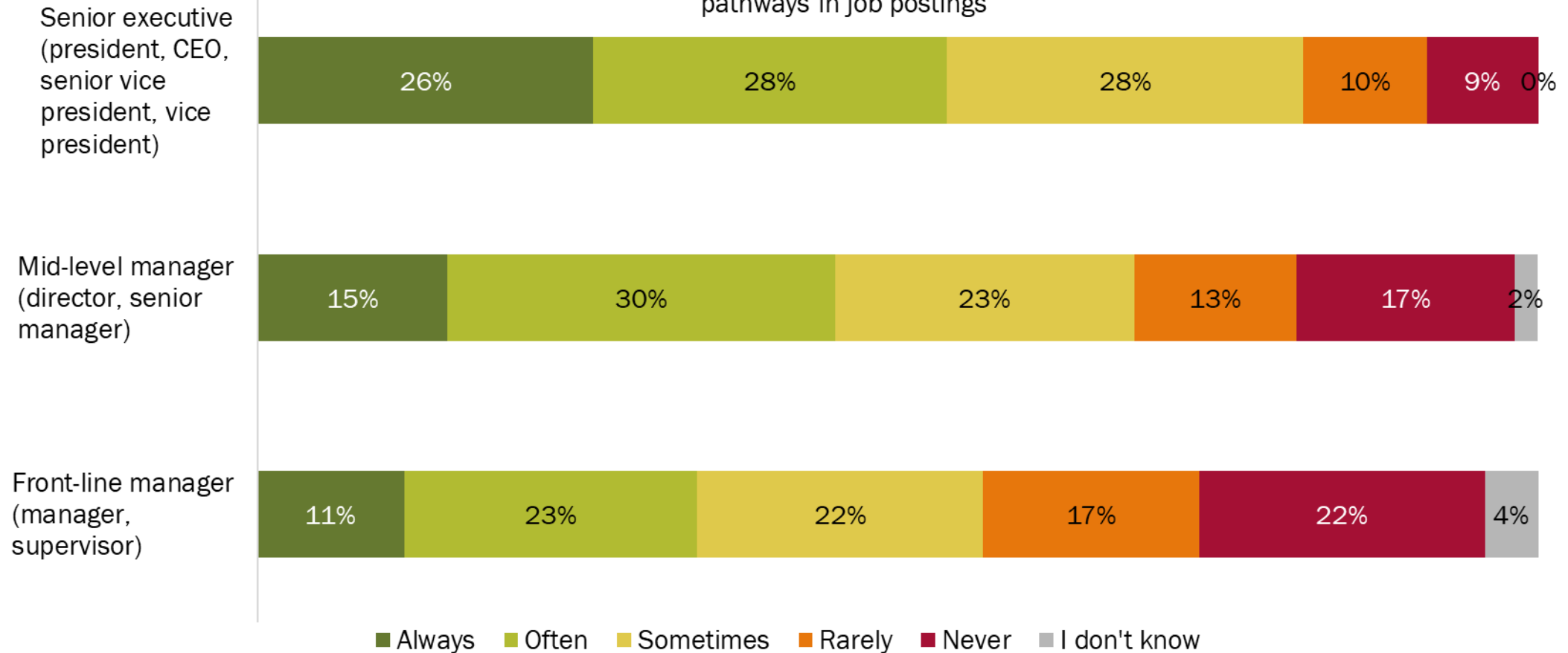




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C4. How often does your company:

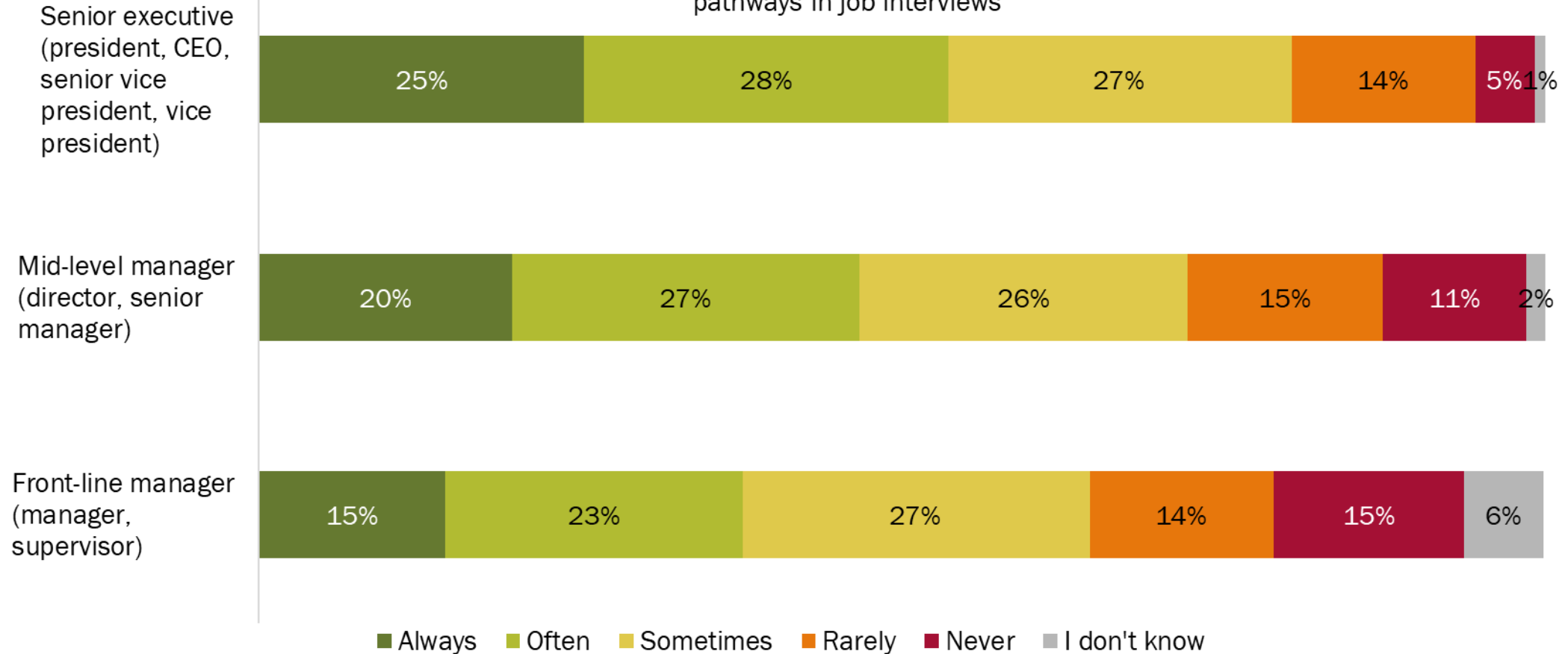
Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job postings



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:

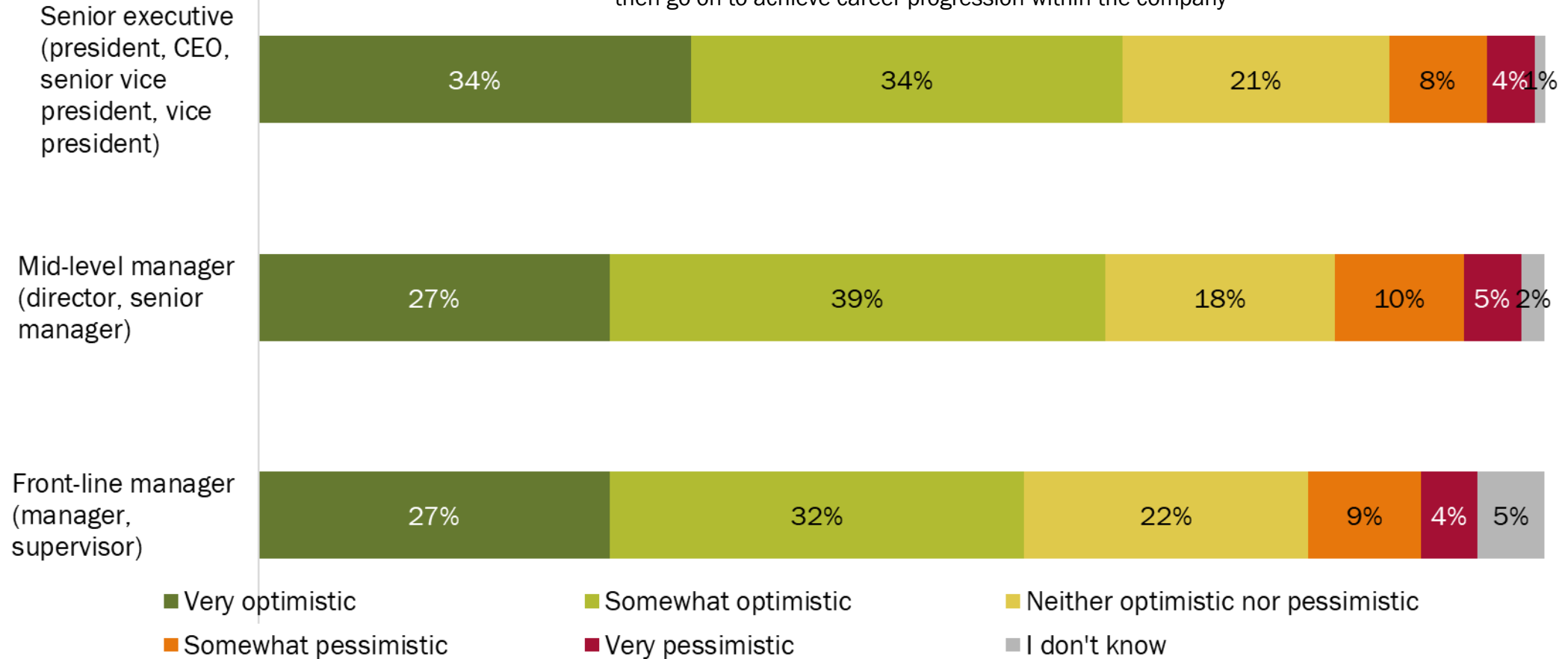
Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job interviews



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.

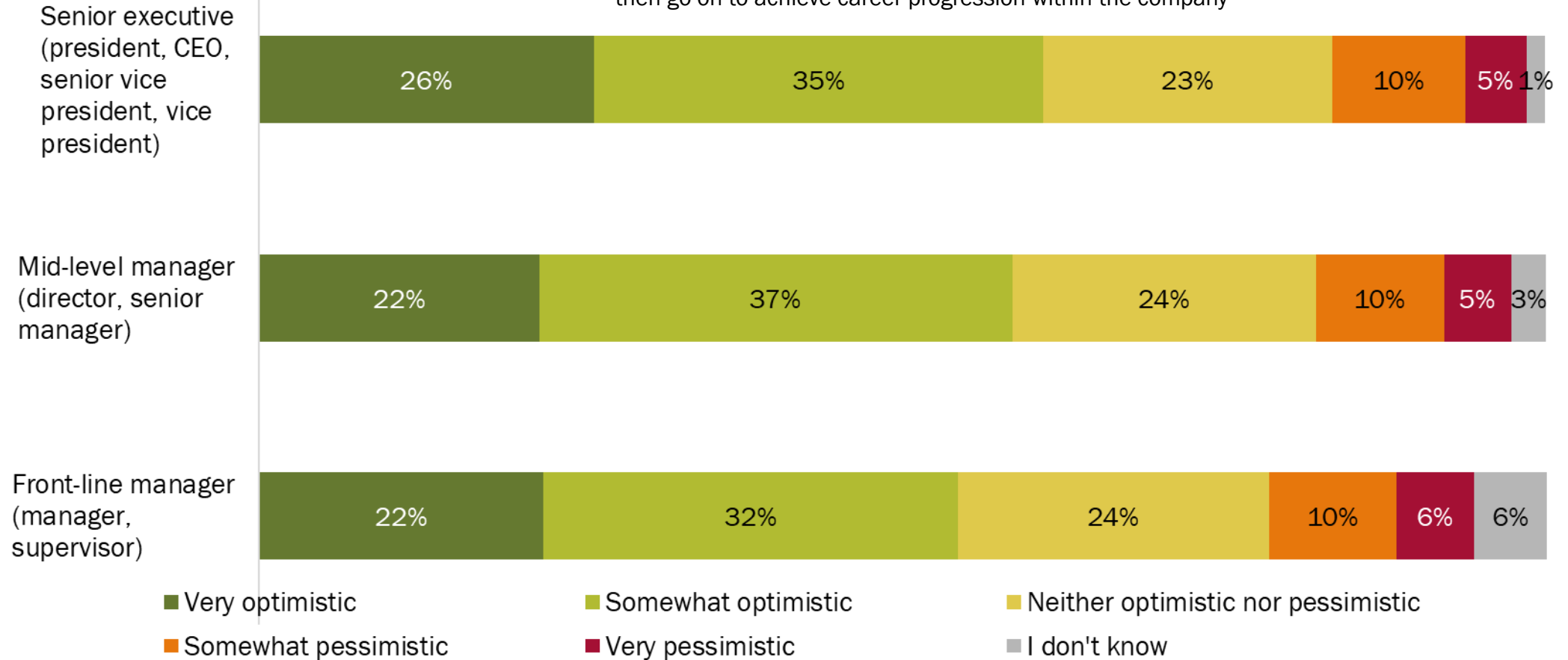
QC5R1. Internally communicate success stories of my company's employees who start as low-wage employees and then go on to achieve career progression within the company



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.

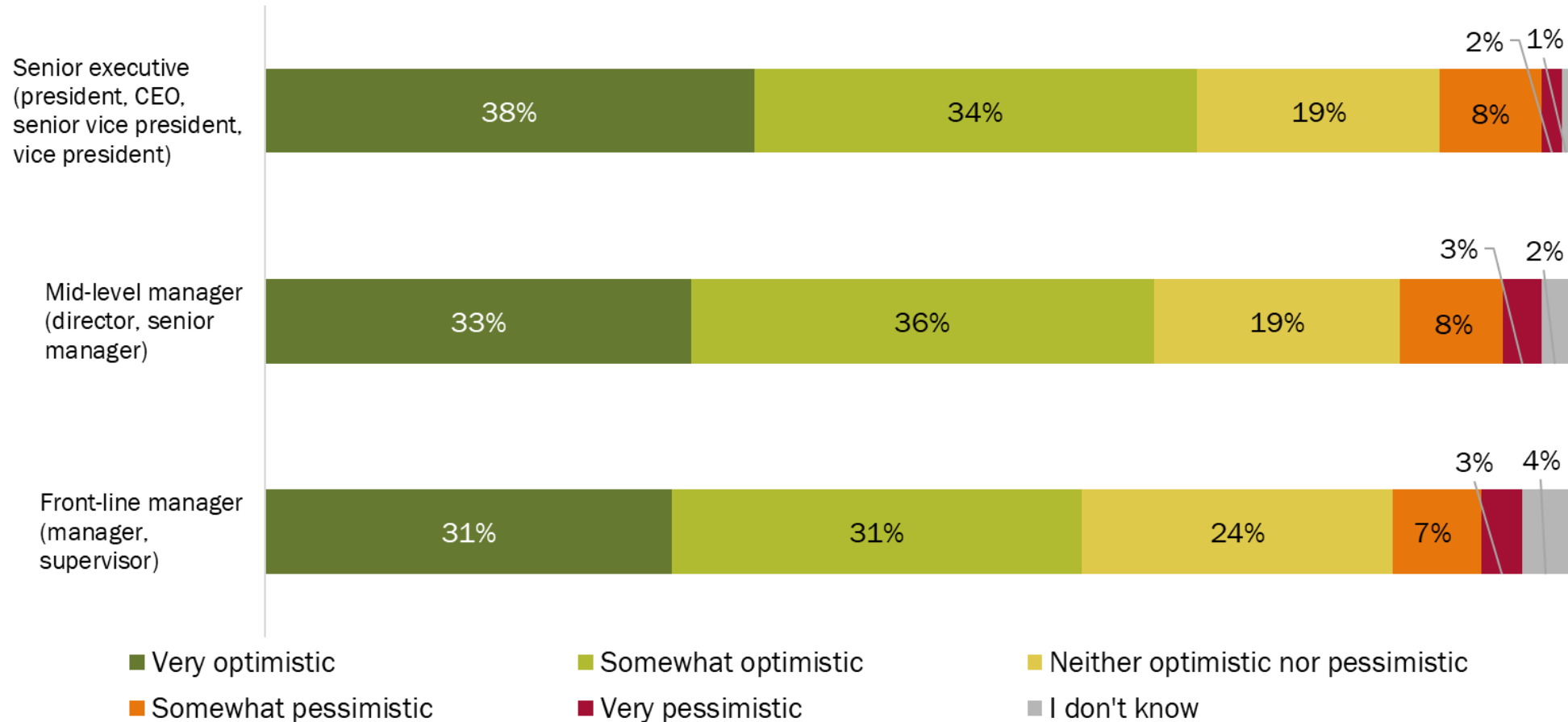
QC5R2. Externally communicate success stories of my company's employees who start as low-wage employees and then go on to achieve career progression within the company



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...

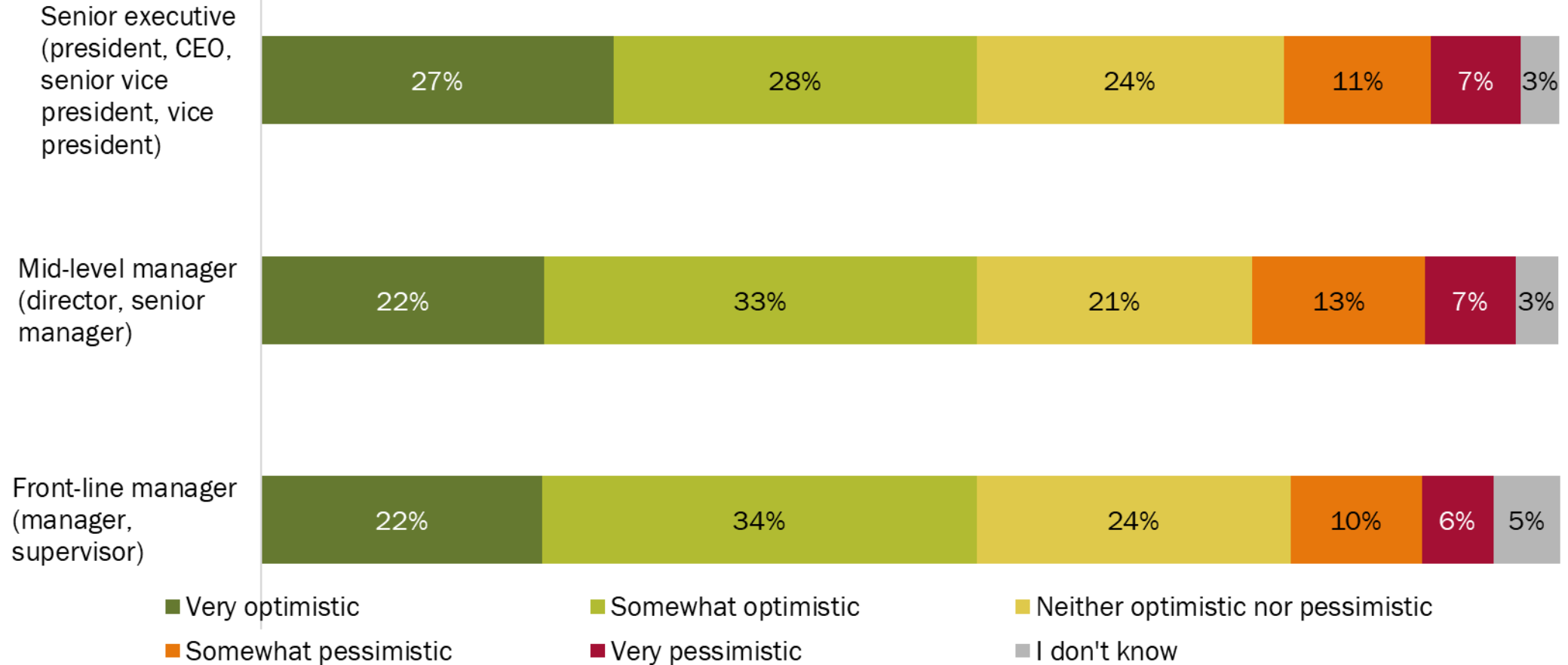
QC5R3. Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) *during the hiring process*



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.

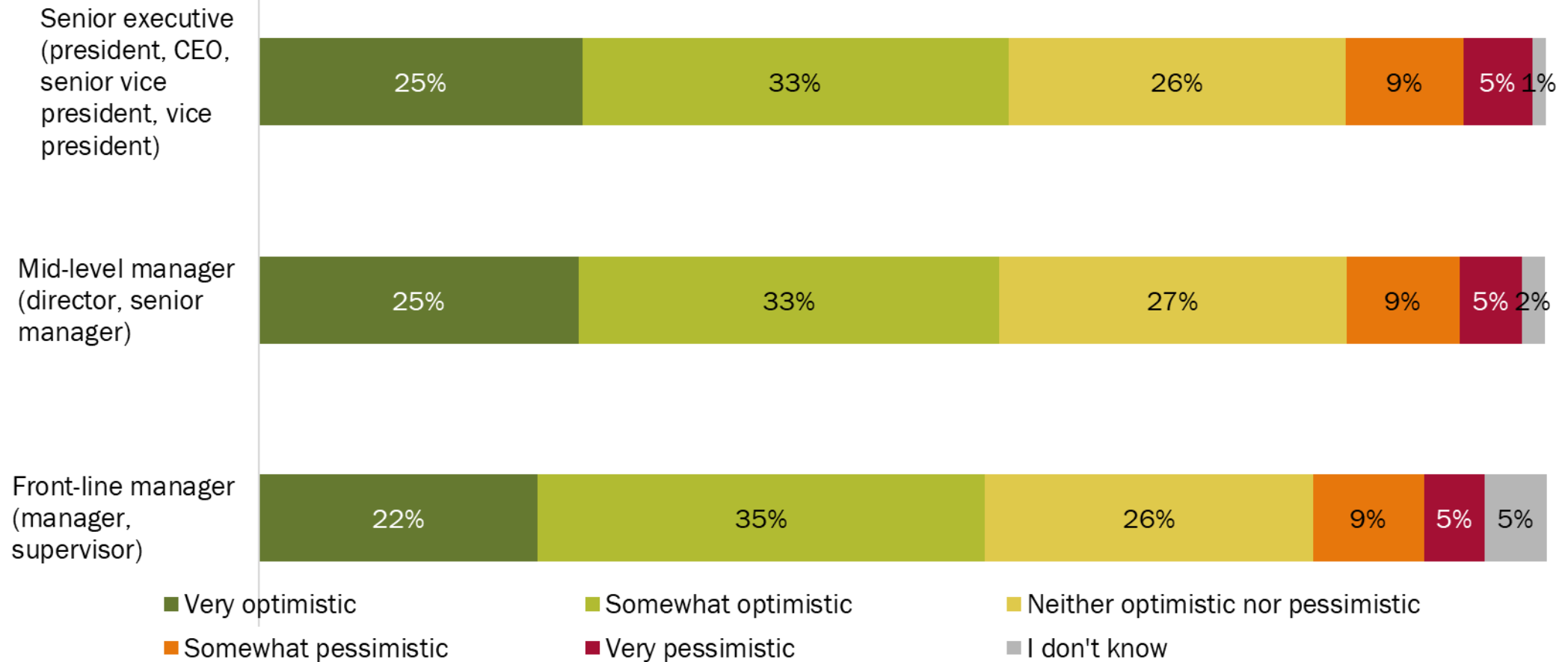
QC5R4. Describe career pathways on the company website



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.

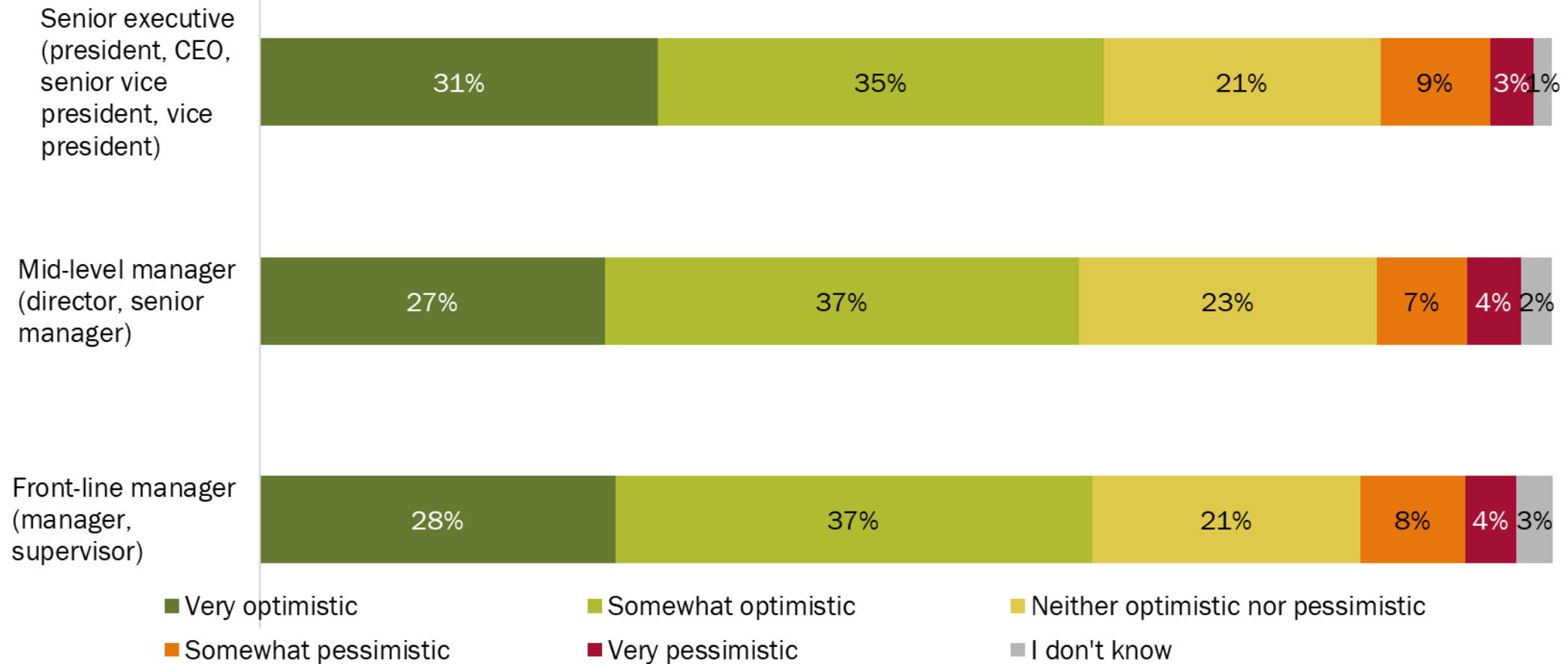
QC5R5. Describe career pathways in job postings



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.

QC5R6. Describe career pathways in job interviews



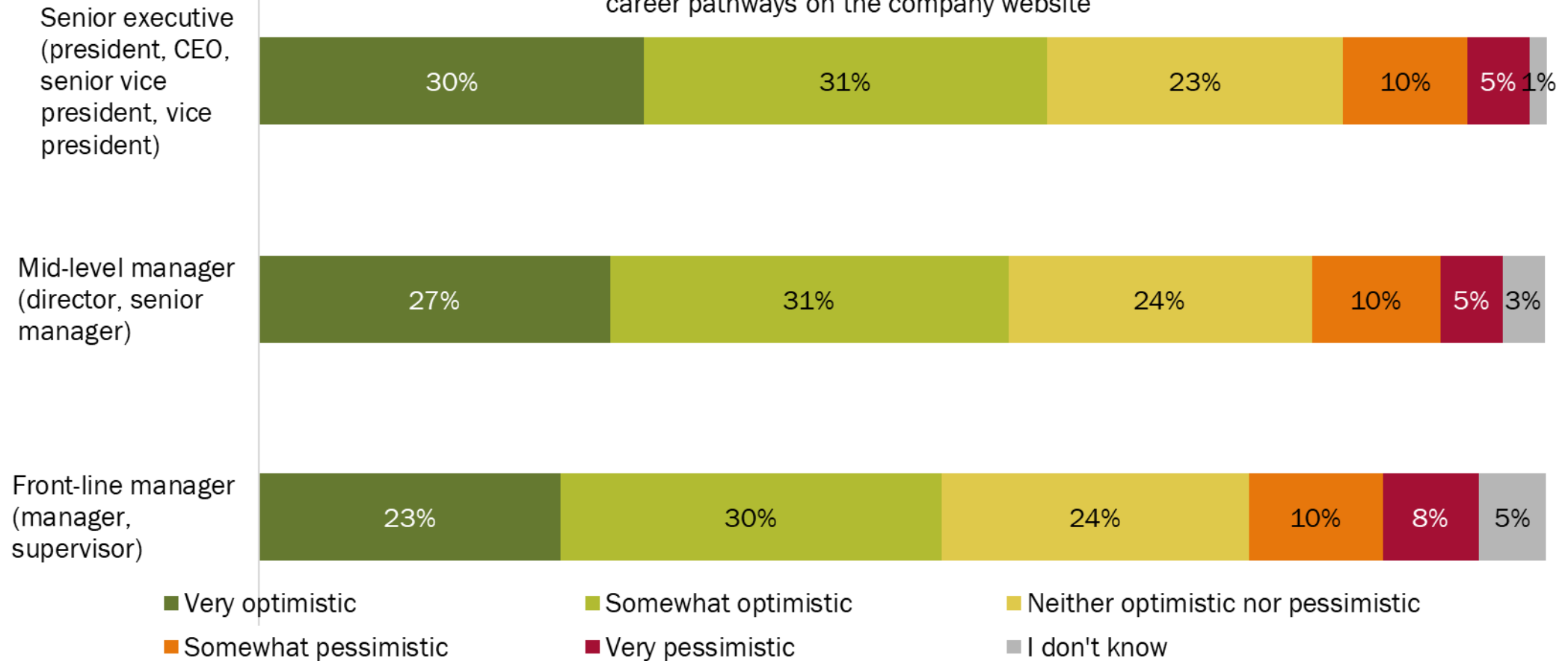


**Actions**  
*Pre-employment*

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.

QC5R7. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways on the company website



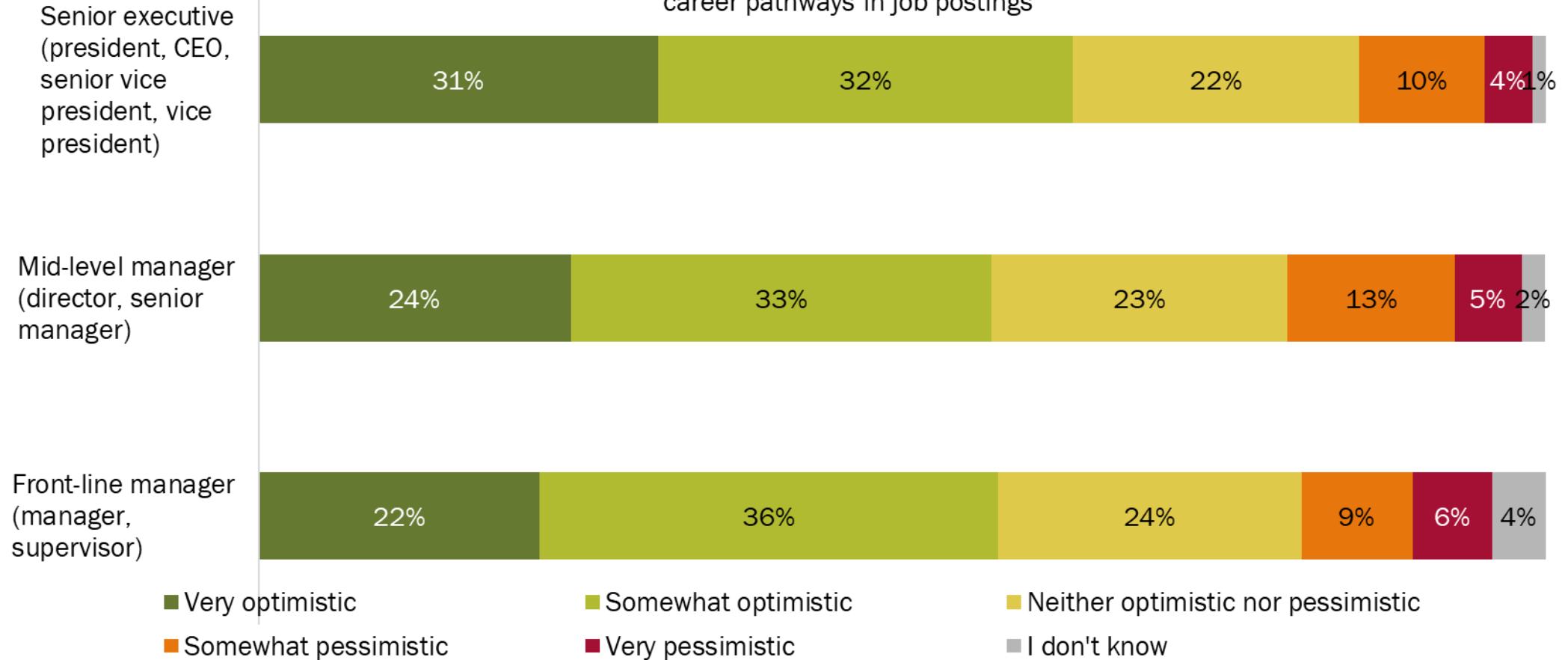
N = 1,150

**Actions**  
*Pre-employment*

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.

QC5R8. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job postings



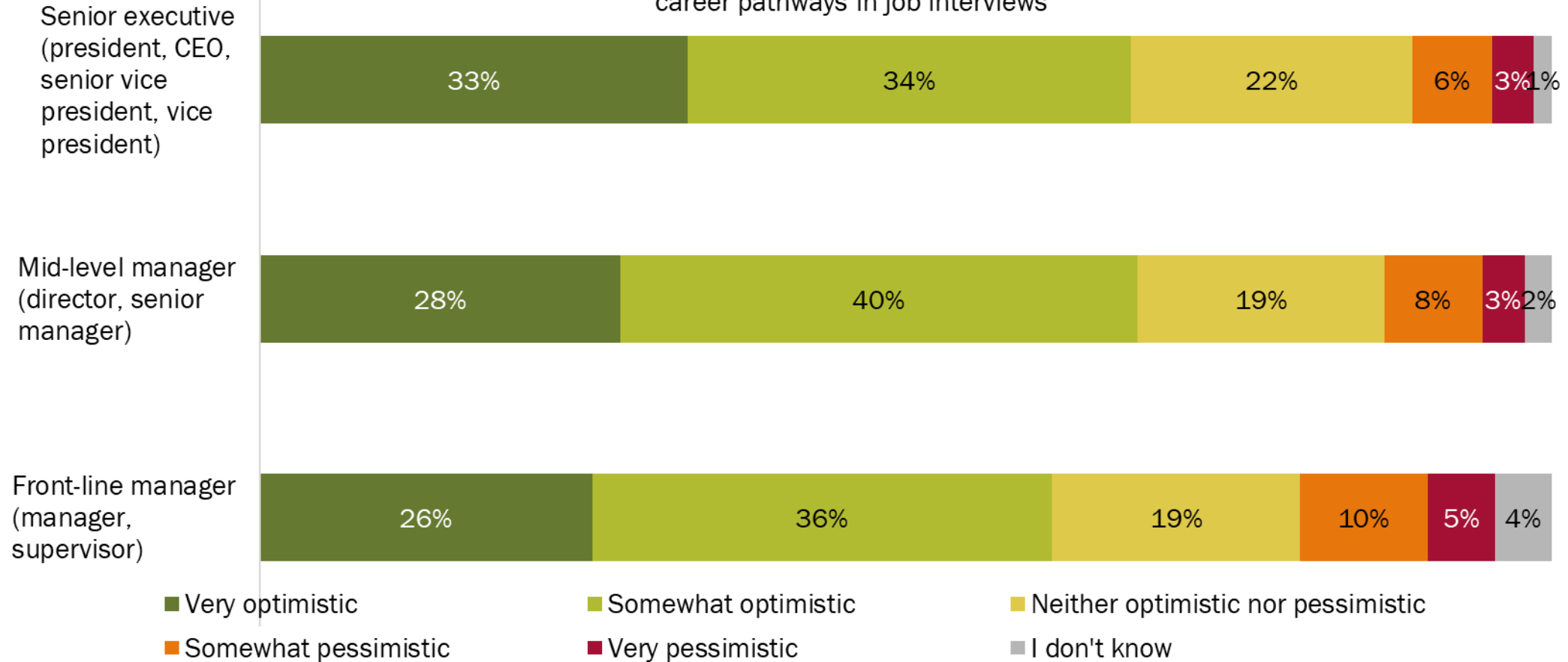
N = 1,150

**Actions**  
*Pre-employment*

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.

QC5R9. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways in job interviews

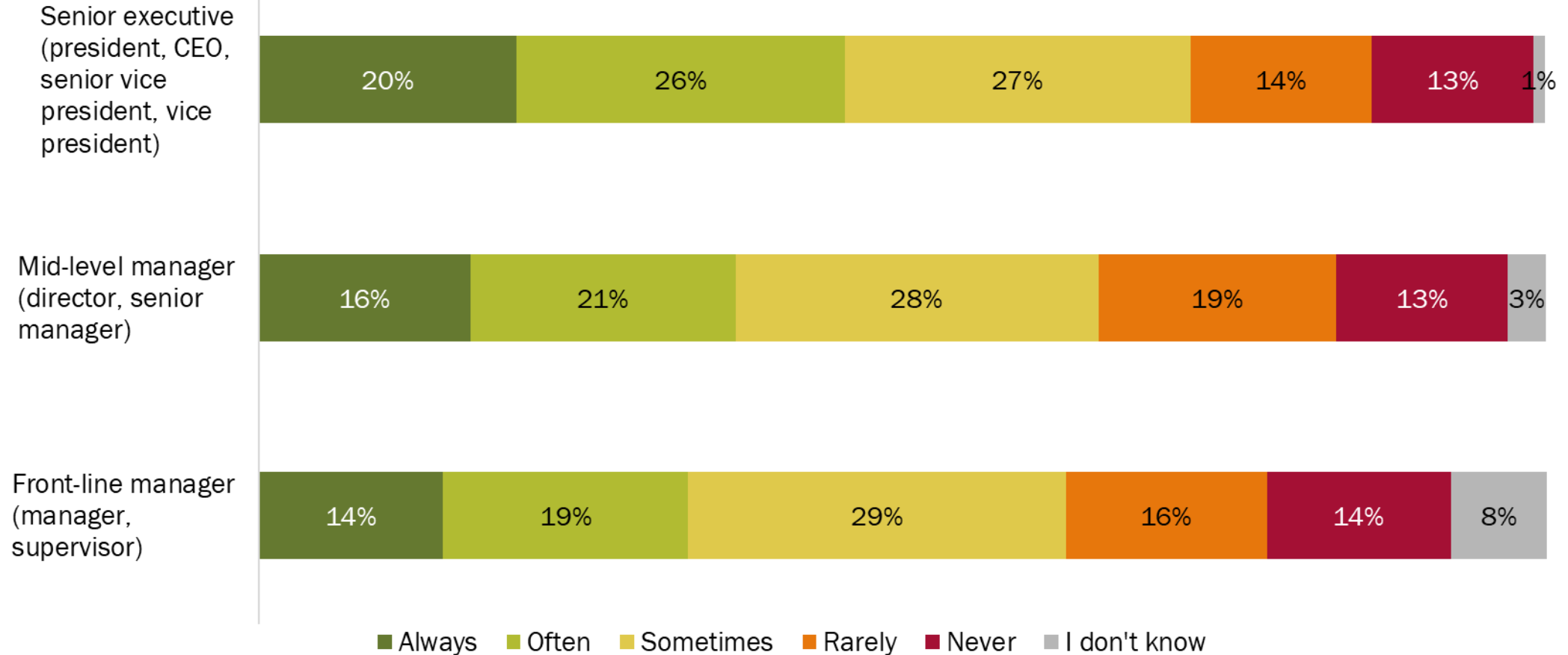


N = 1,150

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.

C6. How often does your company:

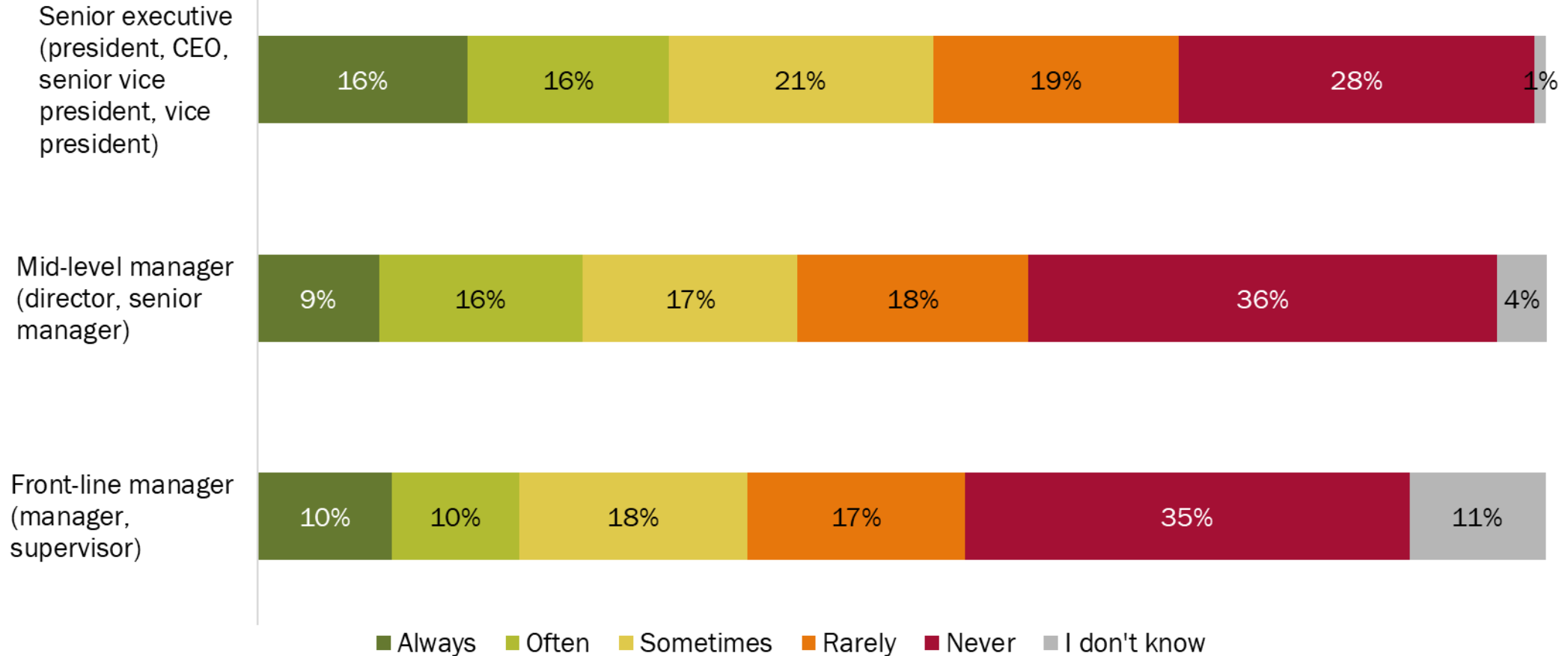
QC6R1. Relax degree requirements



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:

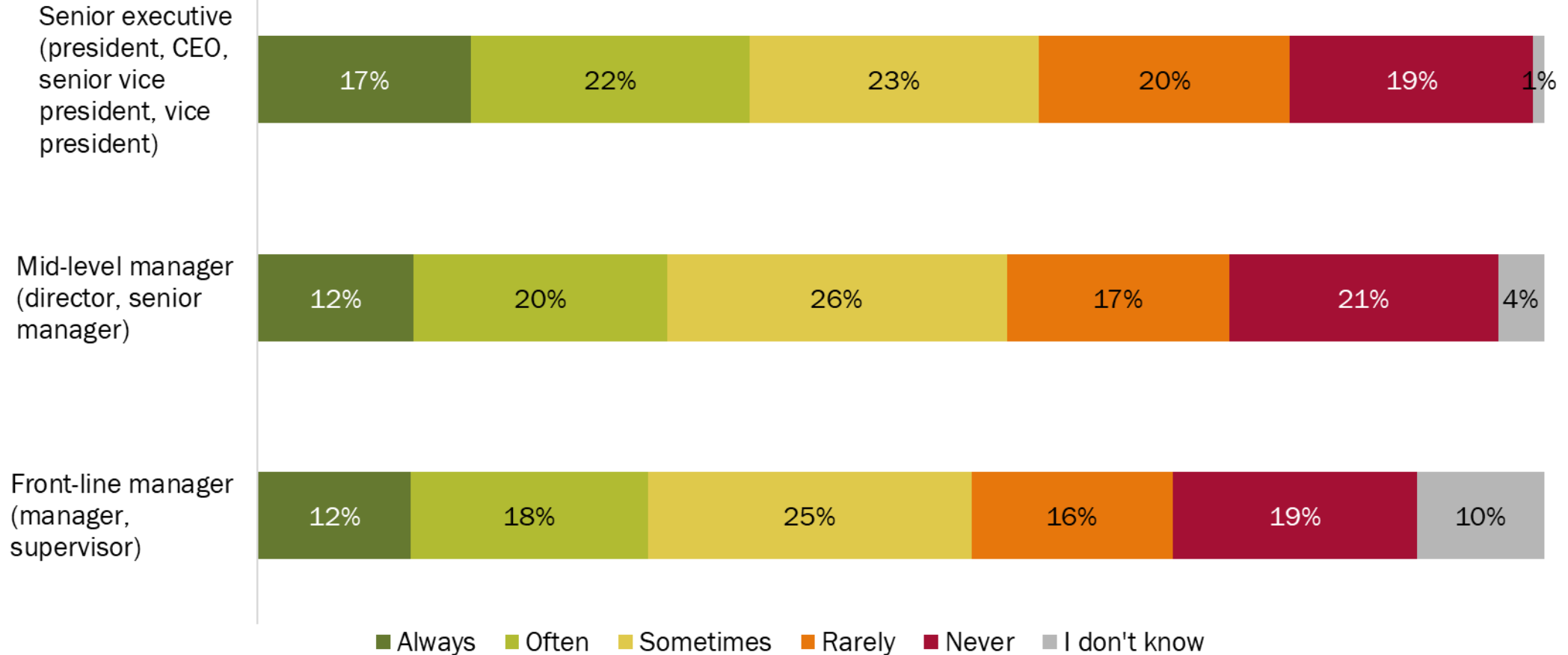
QC6R2. Relax criminal background checks



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:

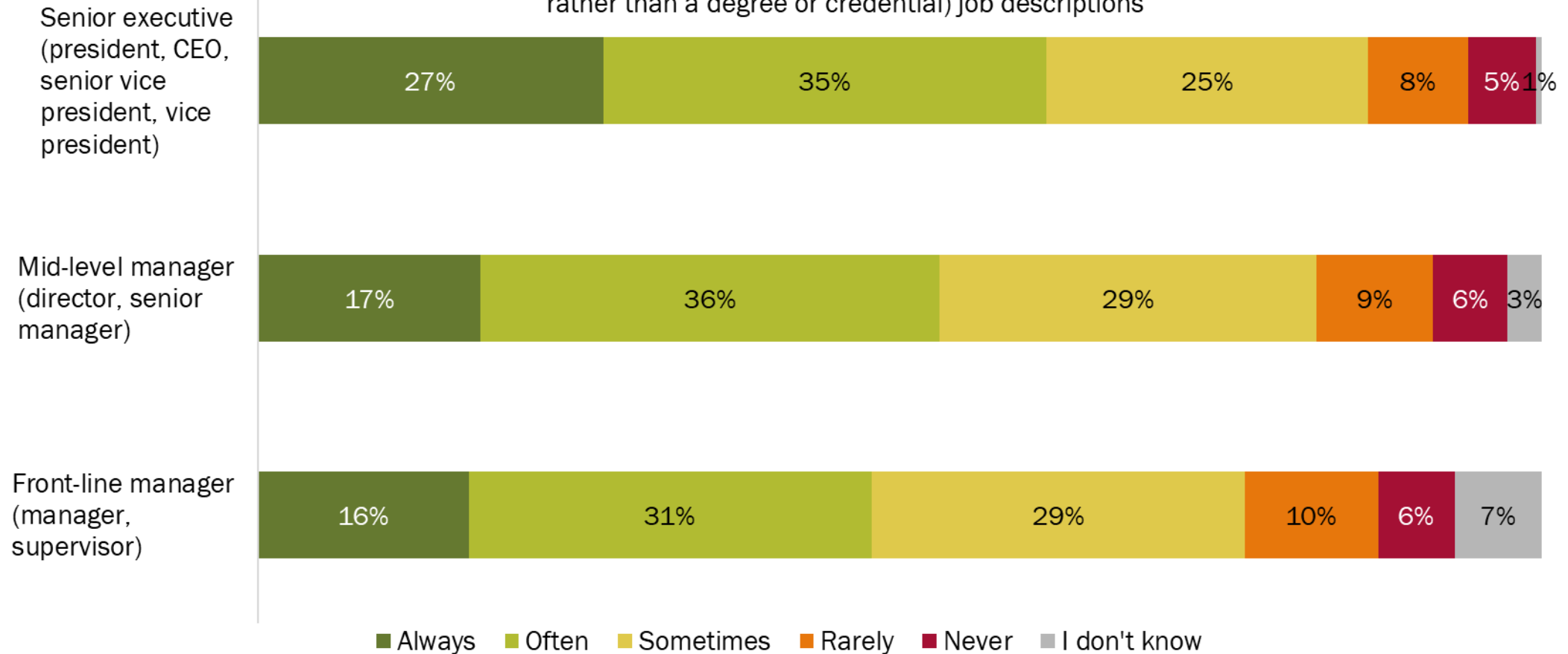
QC6R3. Relax English language fluency requirements



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:

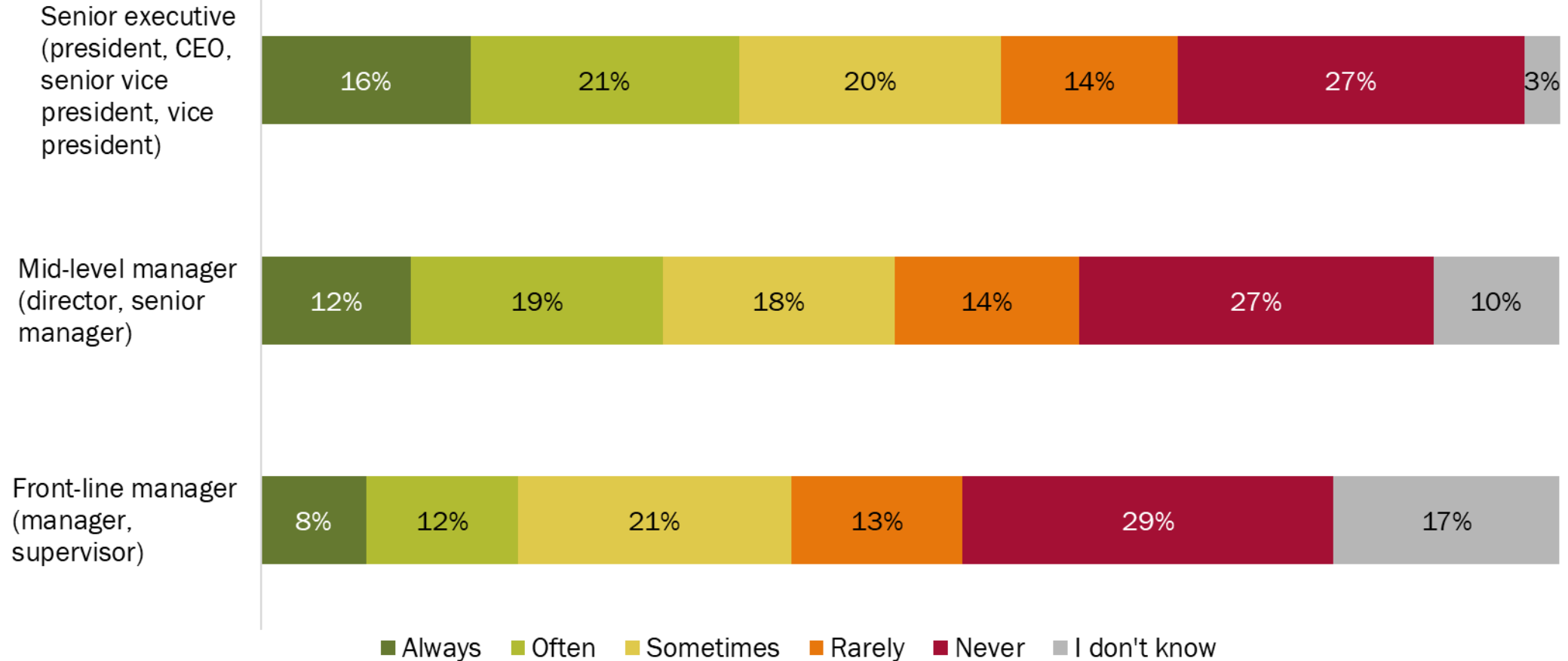
QC6R4. Practice skills-based (i.e., using skills and competencies as the requirements for the job rather than a degree or credential) job descriptions



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:

QC6R5. Practice name-blind resume review

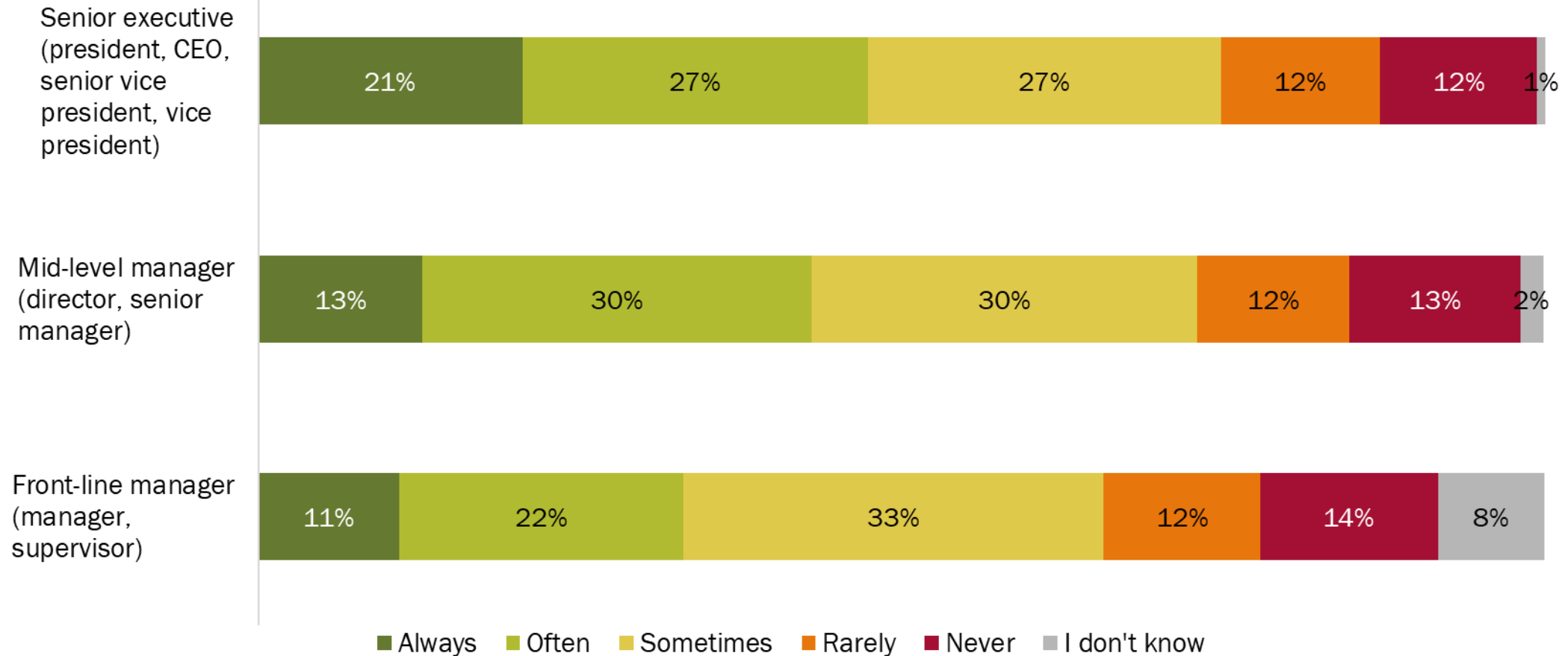




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C6. How often does your company:

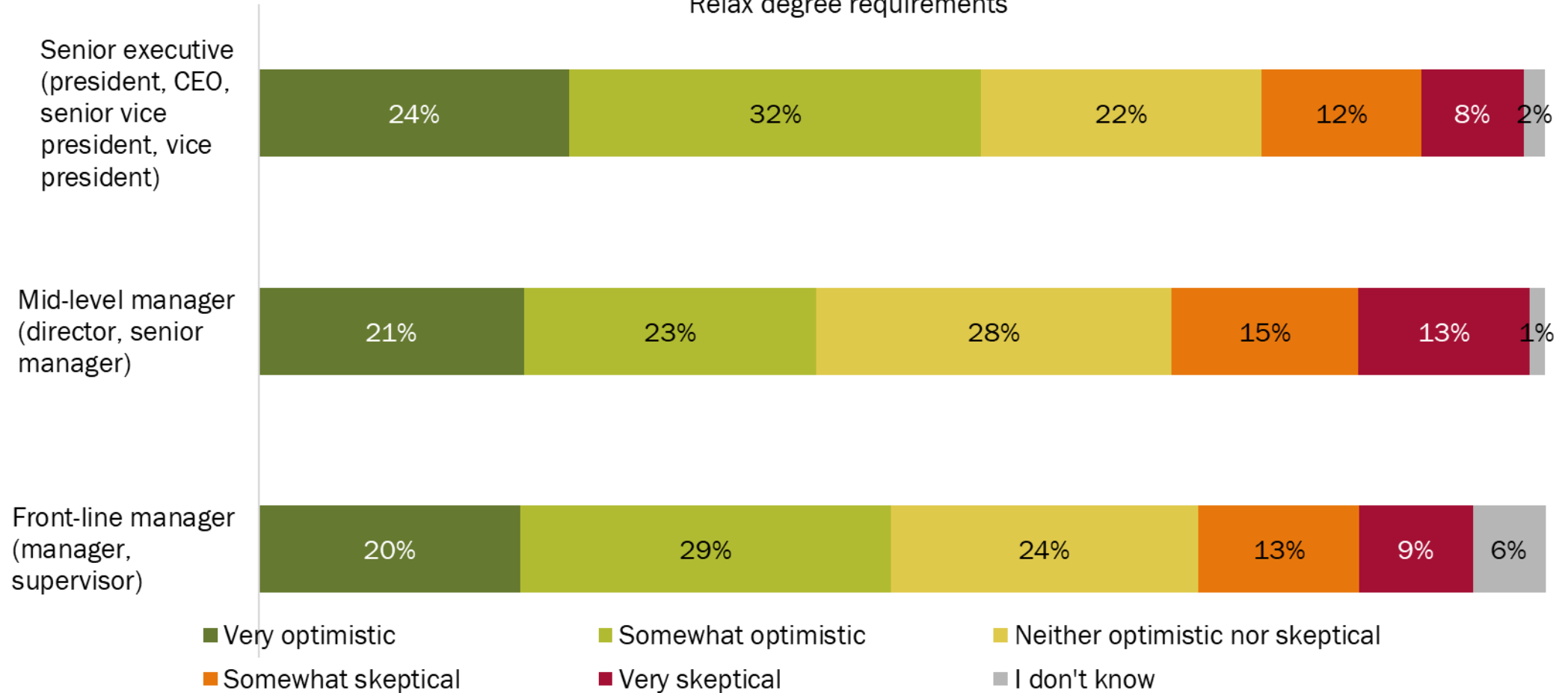
QC6R6. Work with trusted community organizations to recruit candidates



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.

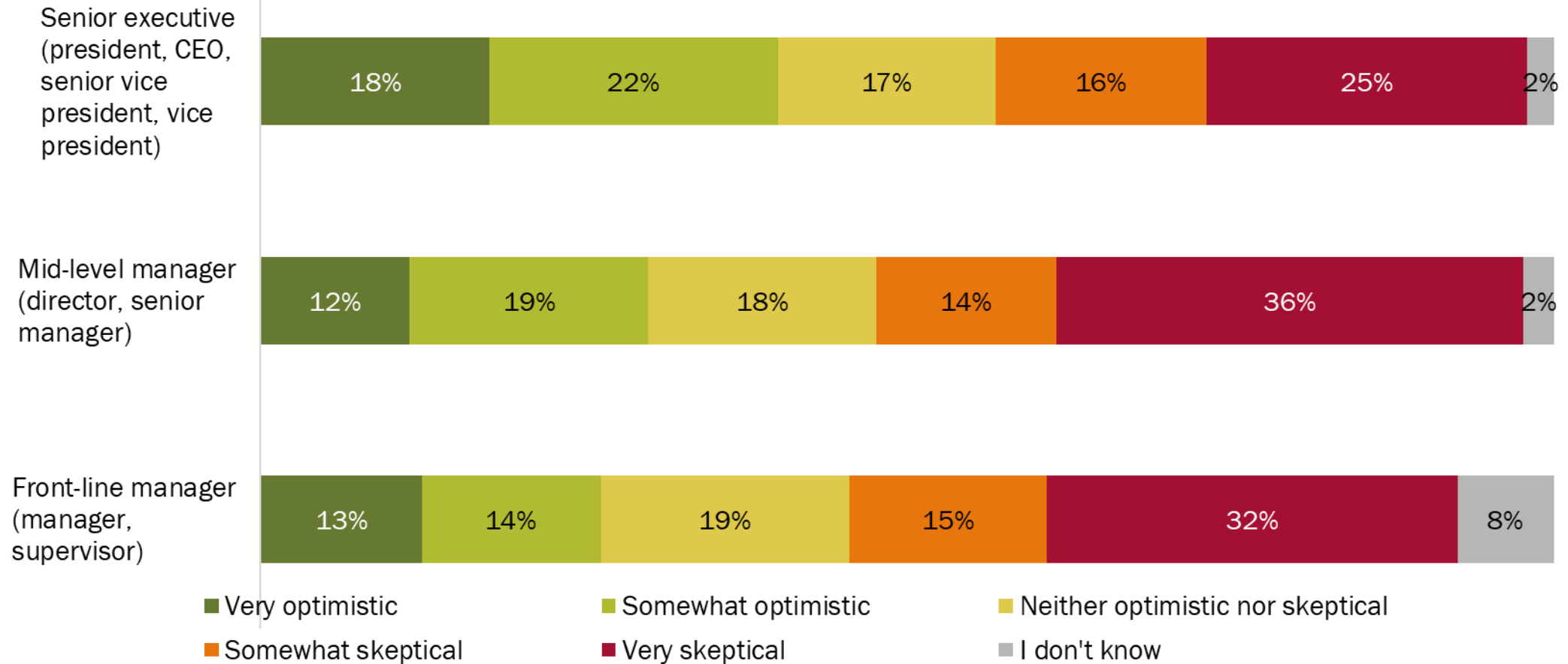
Relax degree requirements



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.

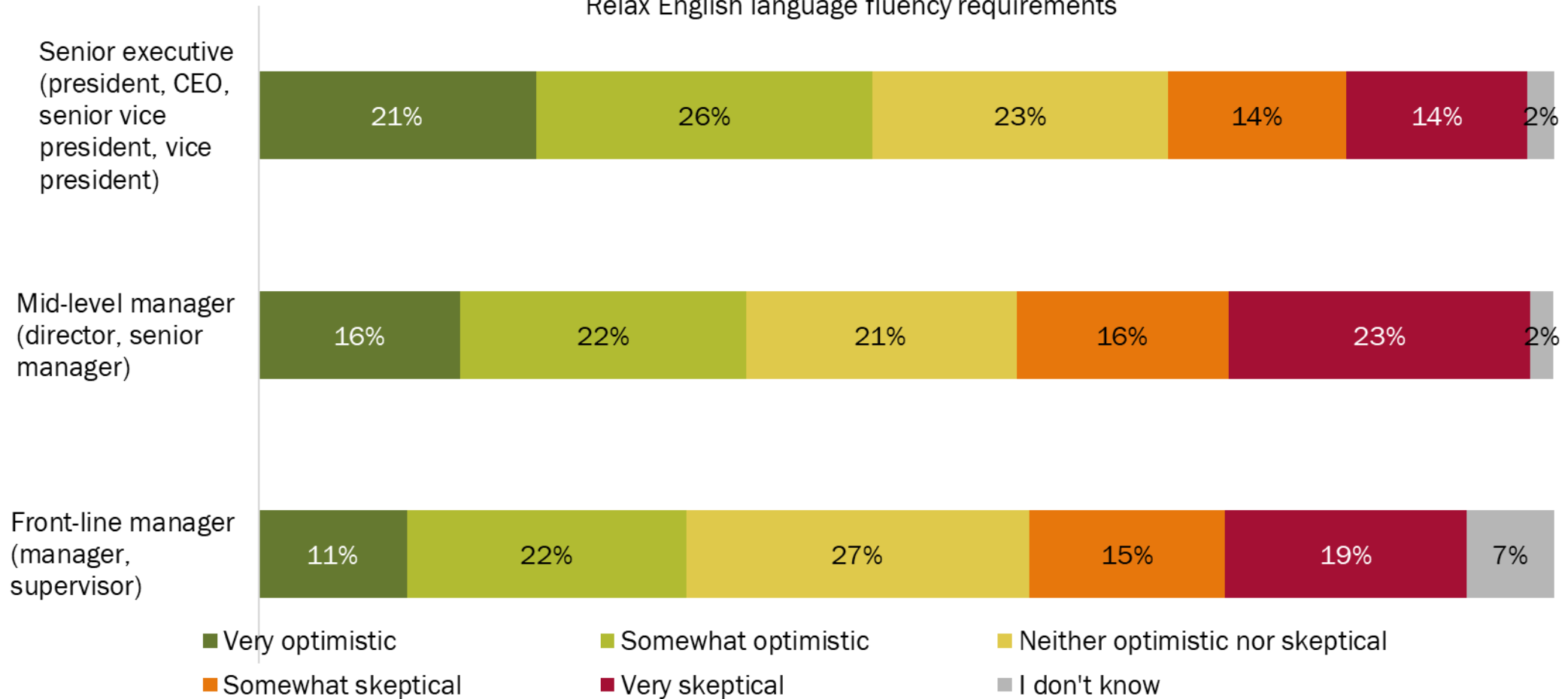
Relax criminal background checks



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.

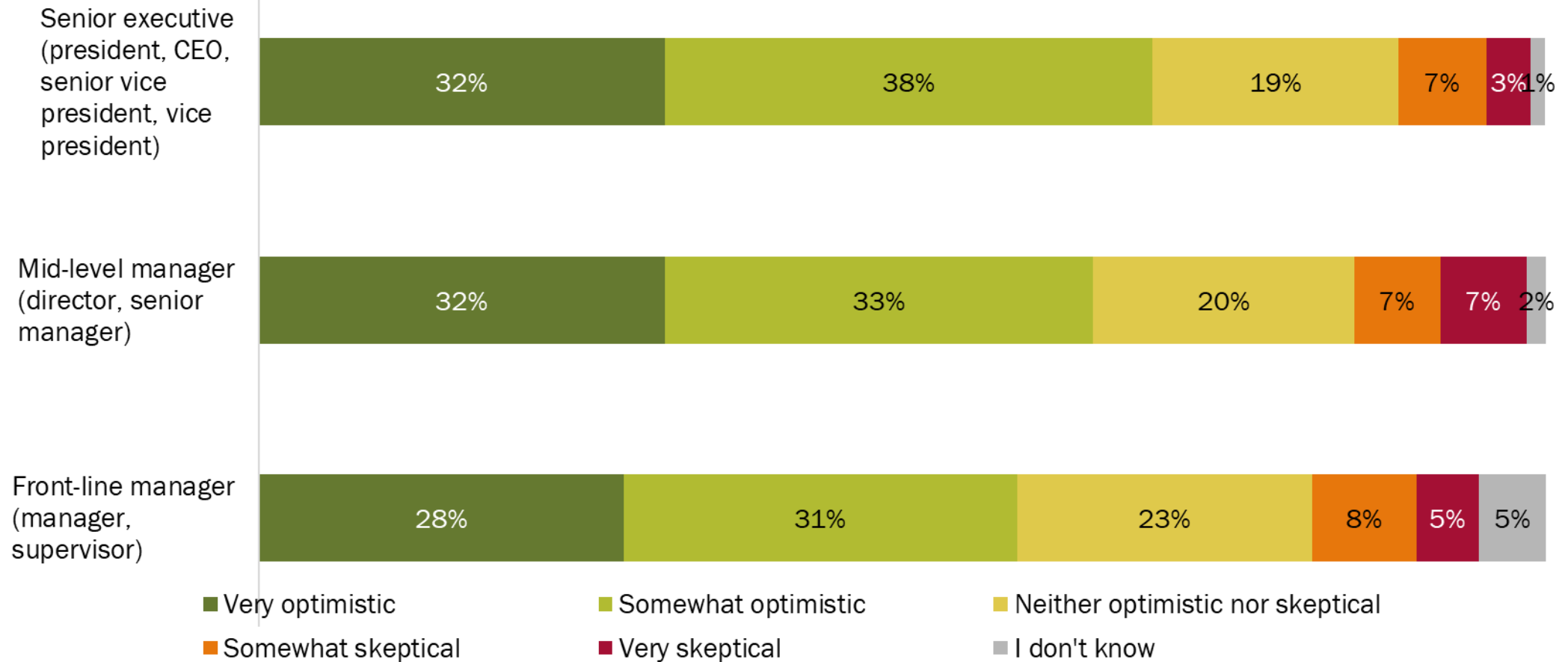
Relax English language fluency requirements



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.

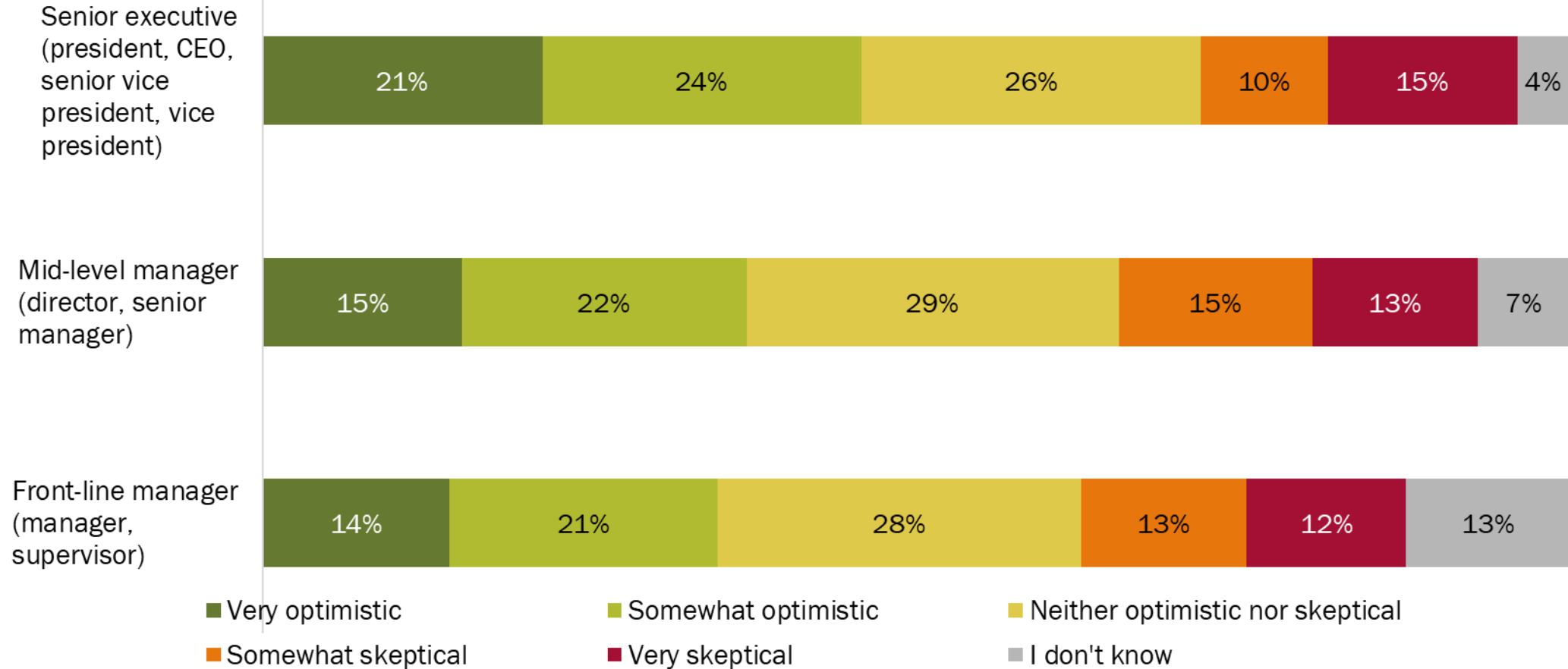
Practice skills-based job descriptions



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.

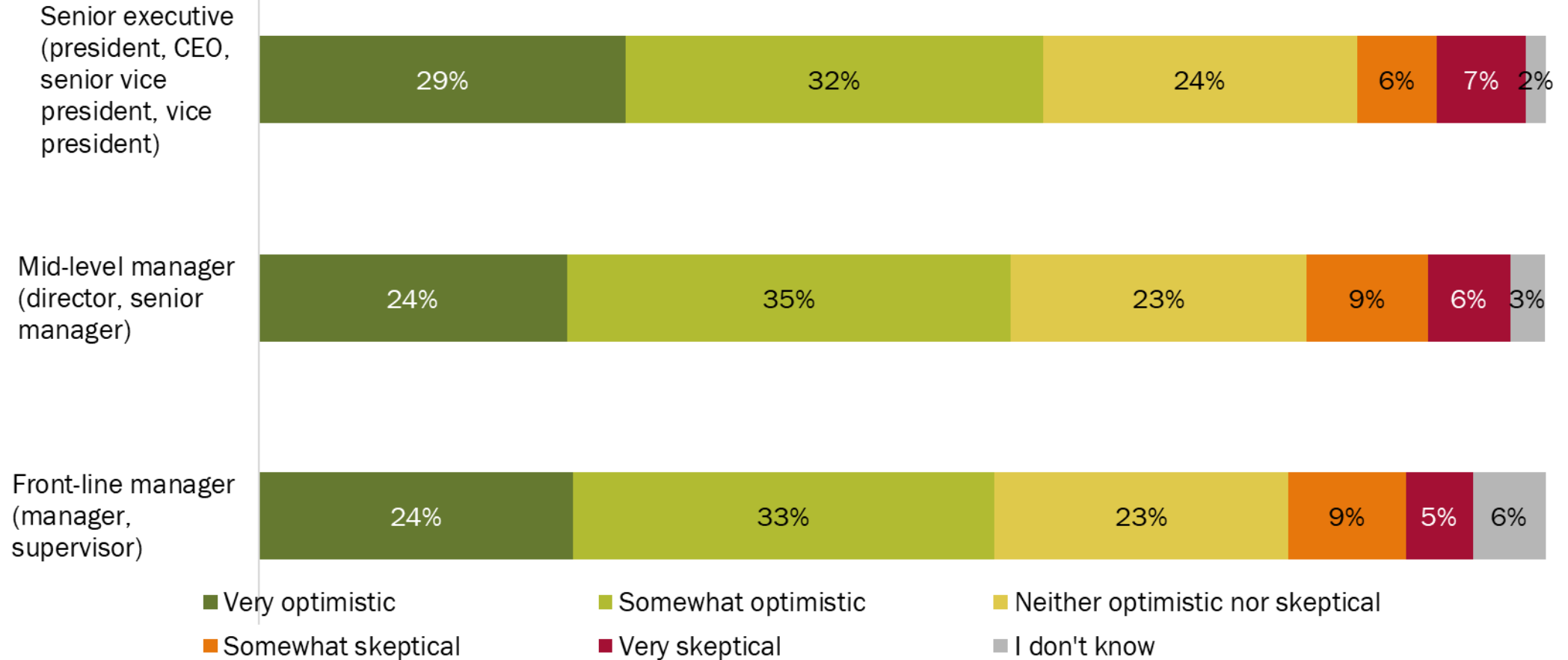
Practice name-blind resume review



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.

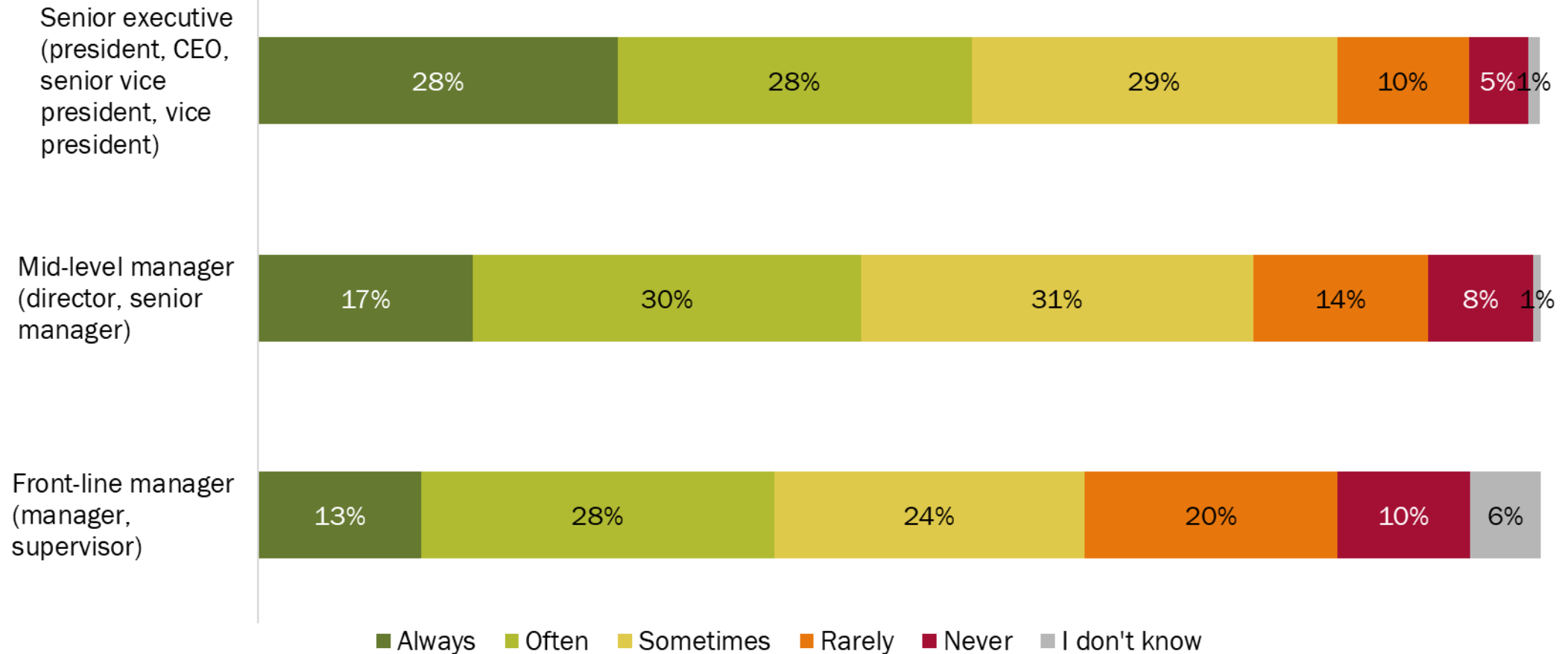
Work with trusted community organizations to recruit candidates



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:

QC8R1. Communicate upward mobility opportunities and pathways during onboarding

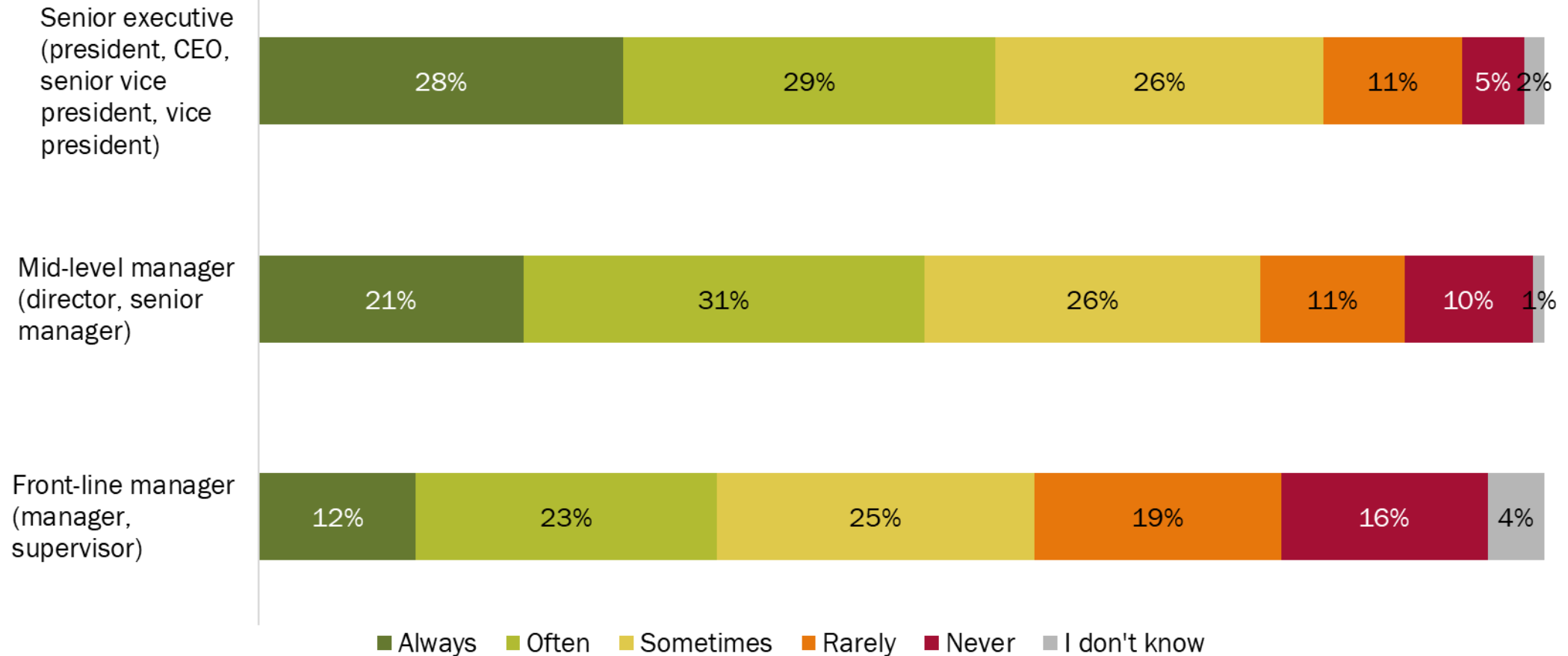




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C8. How often does your company:

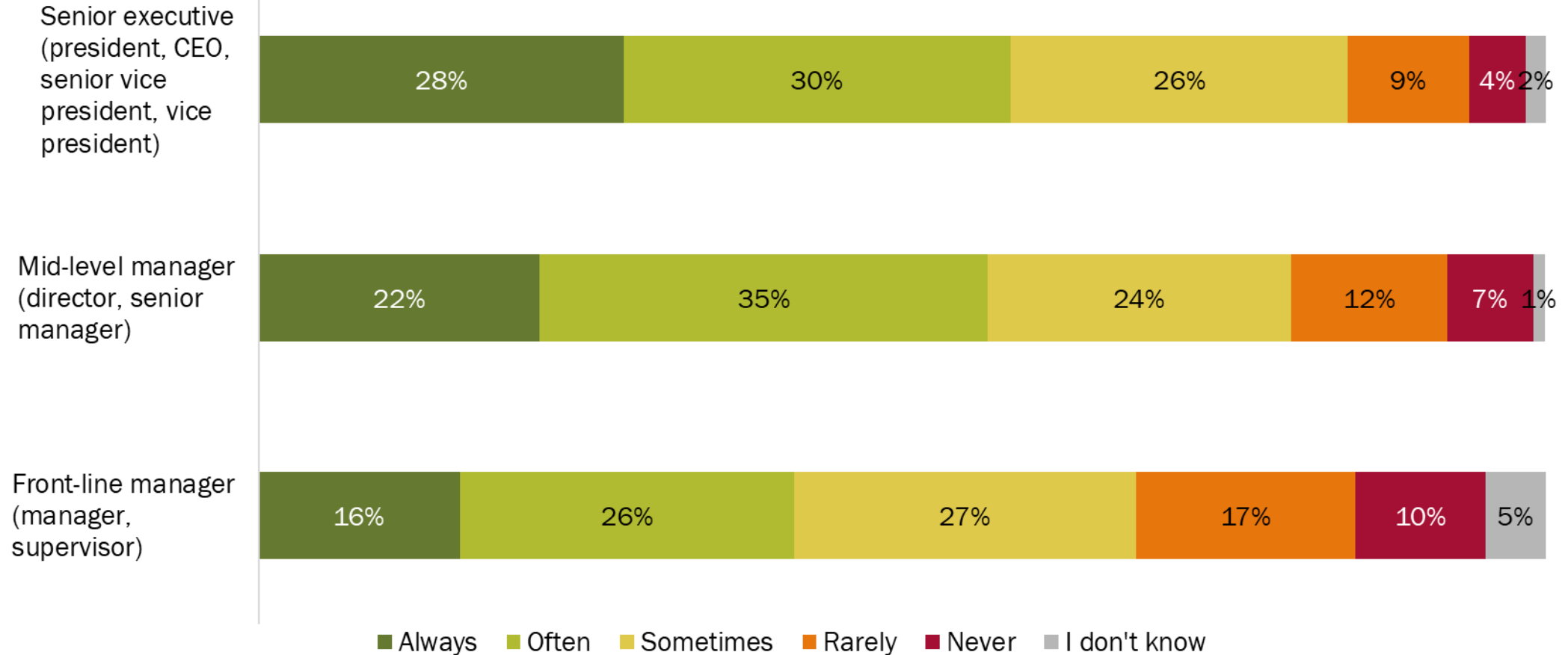
QC8R2. Communicate to low-wage employees the pay ranges at different levels of progression



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:

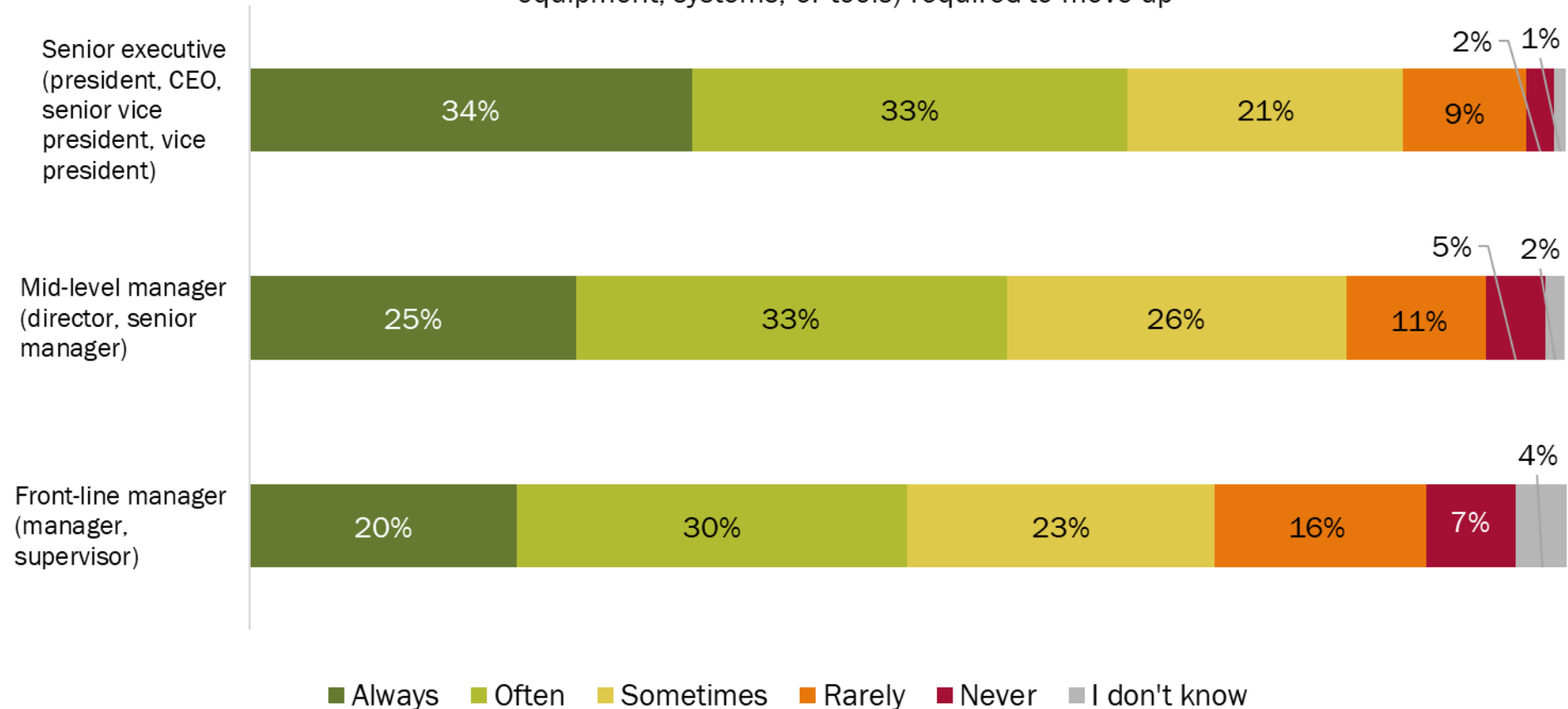
QC8R3. Communicate expectations for soft skills required to move up



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:

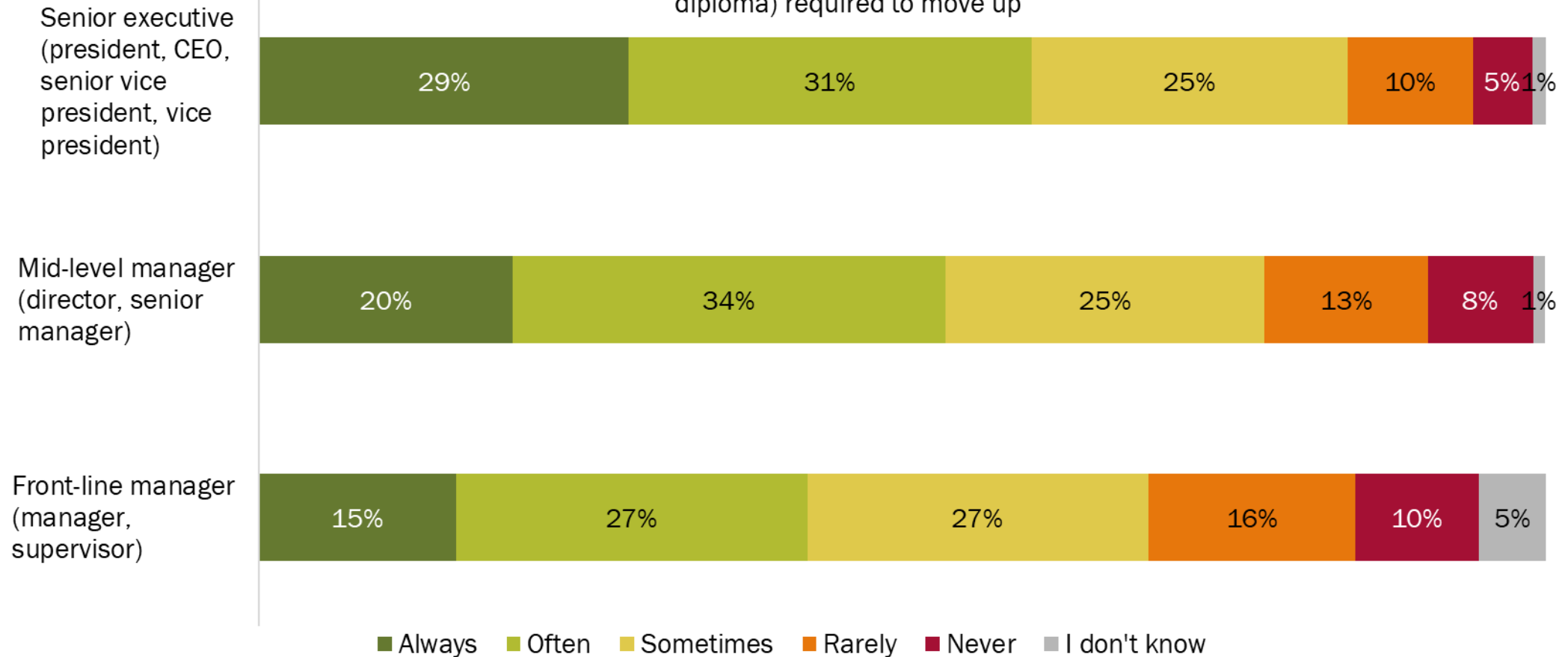
QC8R4. Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up



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:

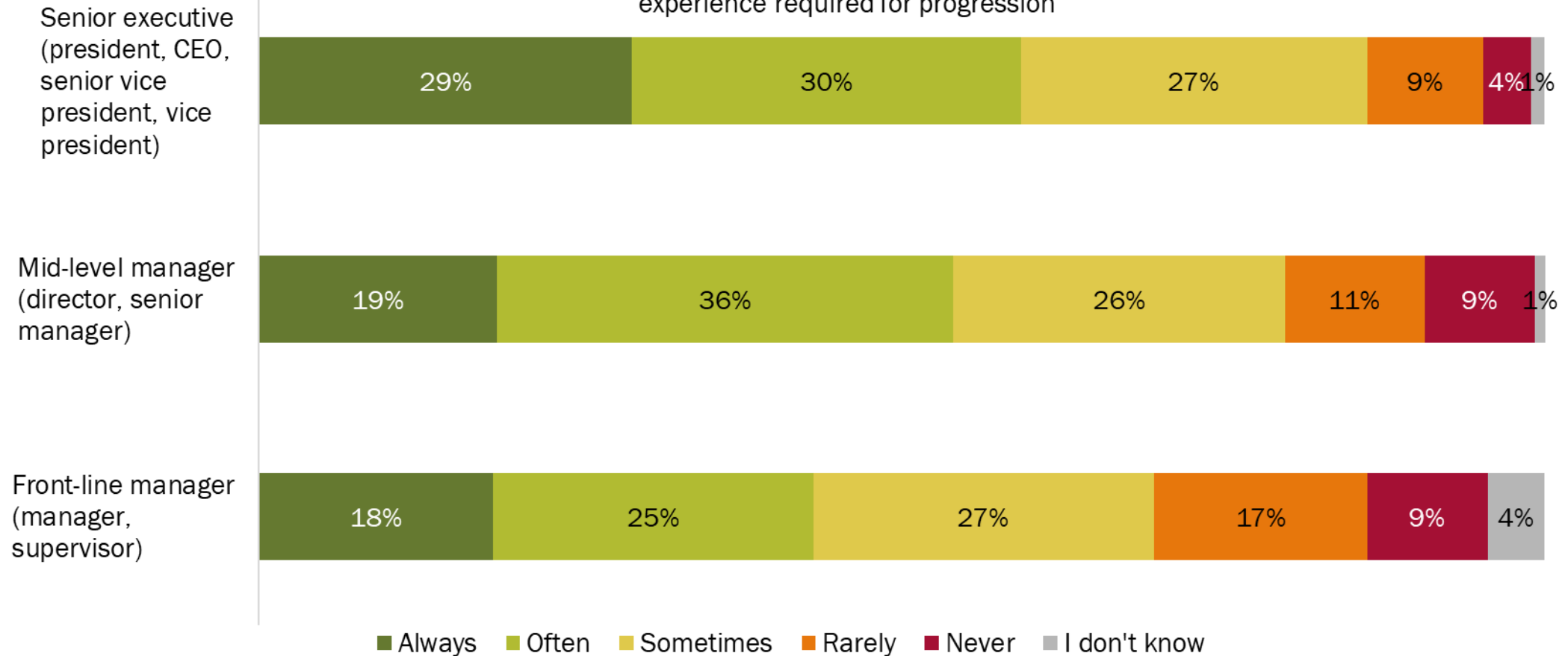
QC8R5. Communicate expectations for qualifications or credentials (e.g., a certain certificate or diploma) required to move up



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:

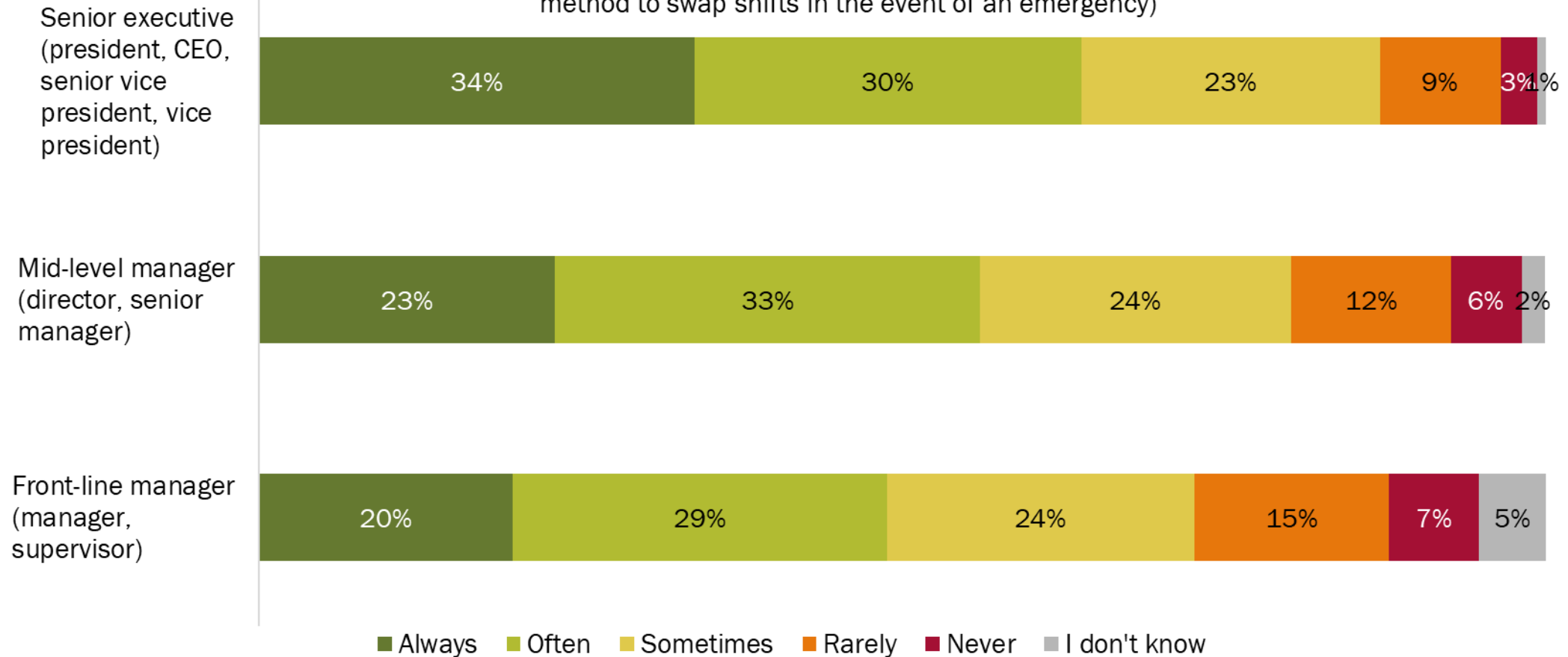
QC8R6. Communicate how low-wage employees can obtain the skills, training, certifications, and experience required for progression



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:

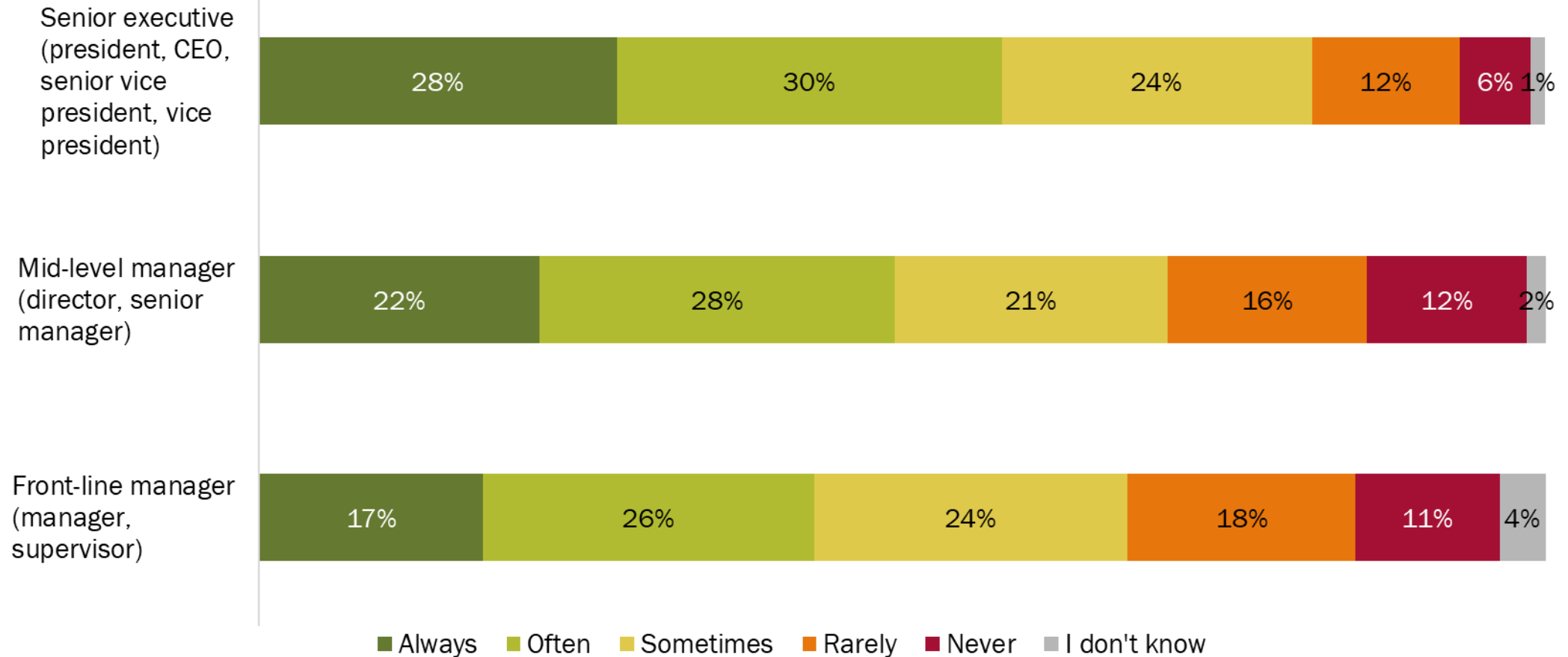
QC8R7. Communicate how low-wage employees can request help when needed (e.g., providing a method to swap shifts in the event of an emergency)



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:

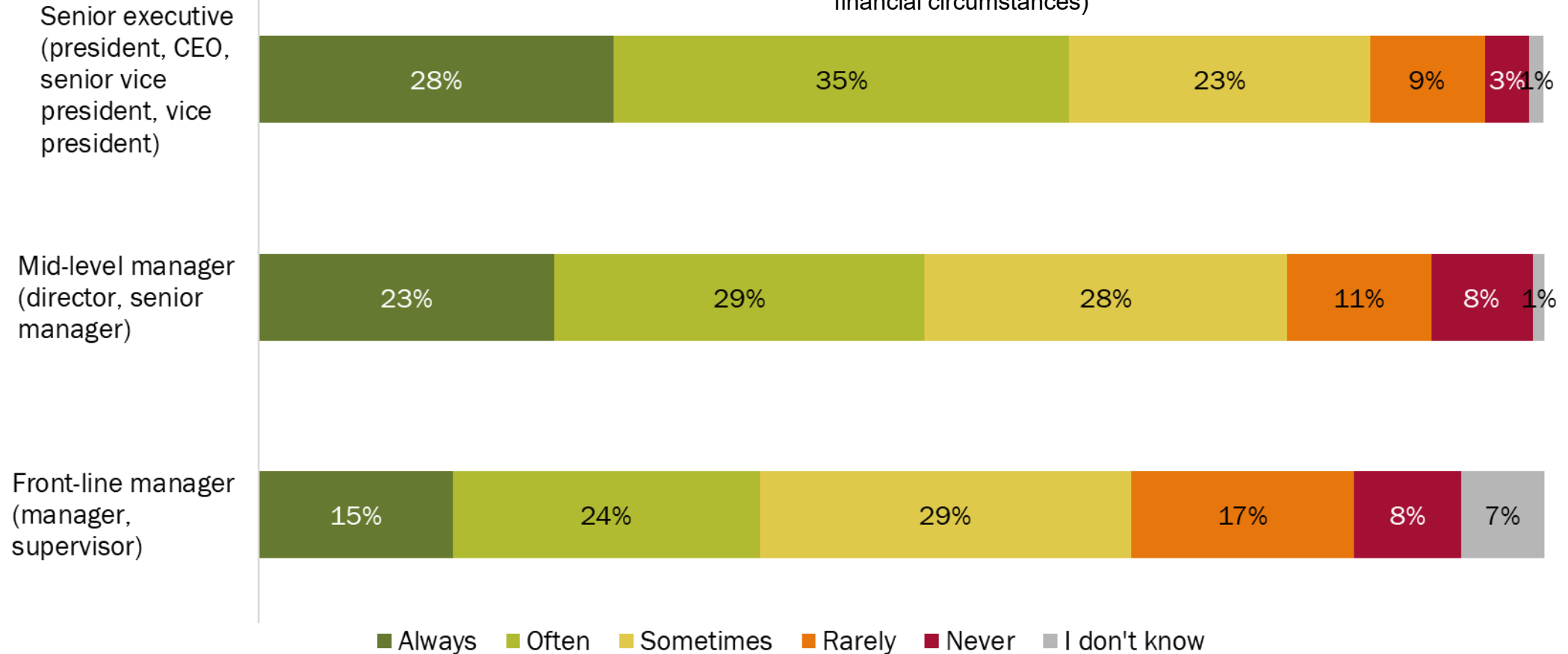
QC8R8. Pair new low-wage employees with a buddy or mentor in the initial phase of employment



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:

QC8R9. 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)

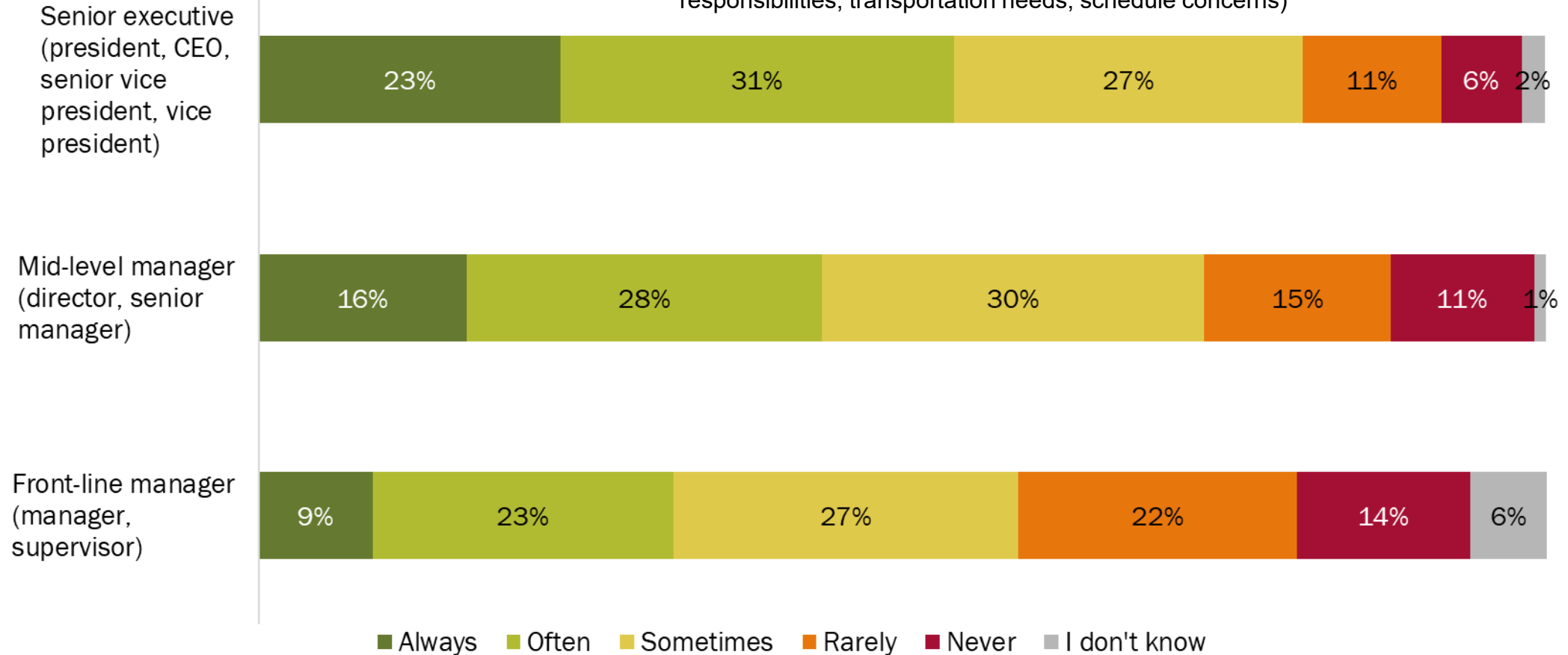




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C8. How often does your company:

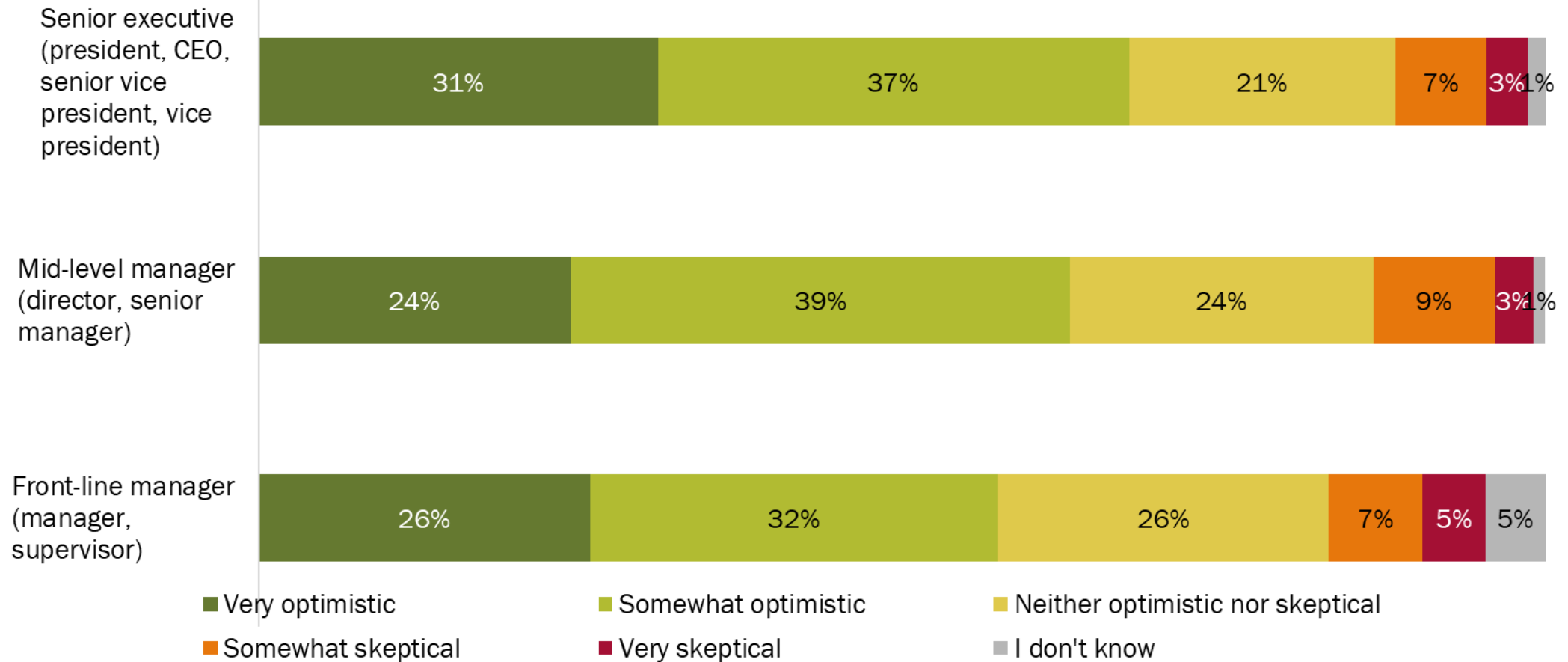
QC8R10. Discuss challenges that low-wage employees may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)



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.

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

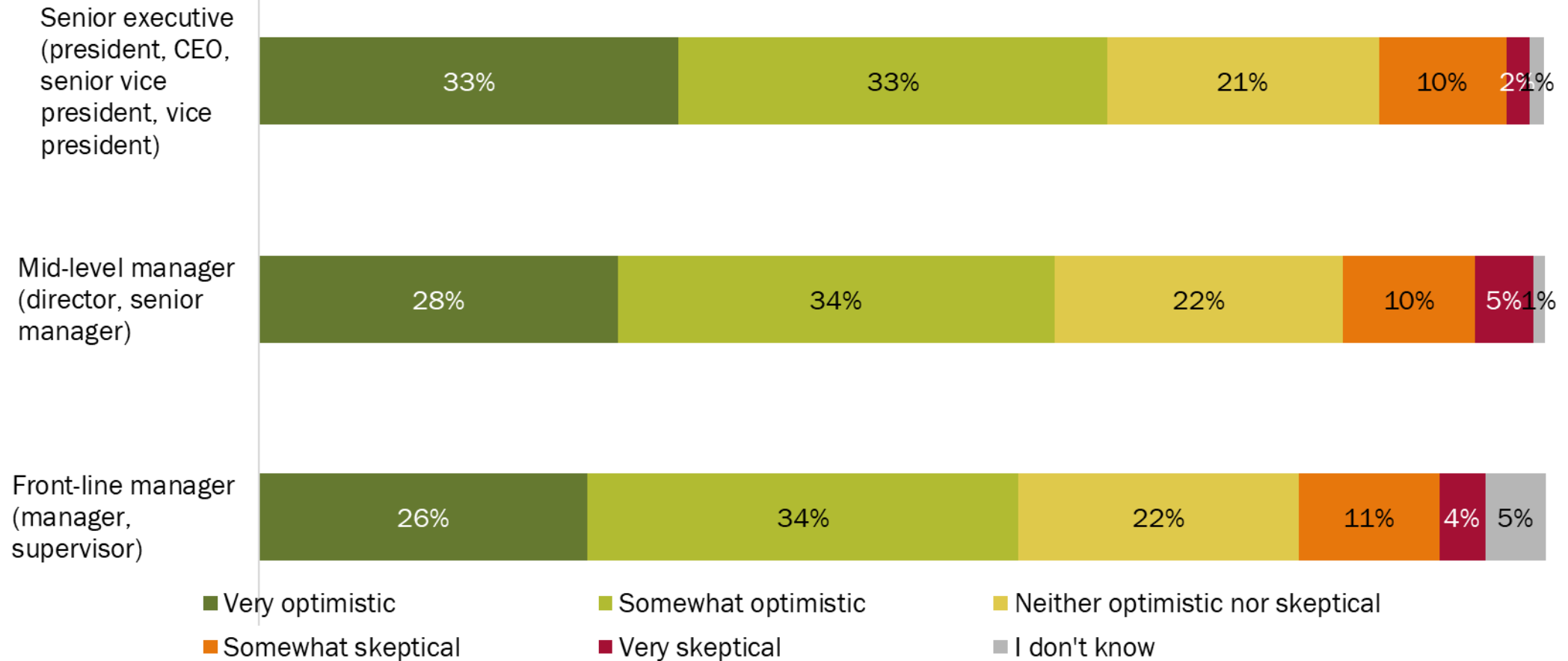
QC9R1. Communicate upward mobility opportunities and pathways during onboarding



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.

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

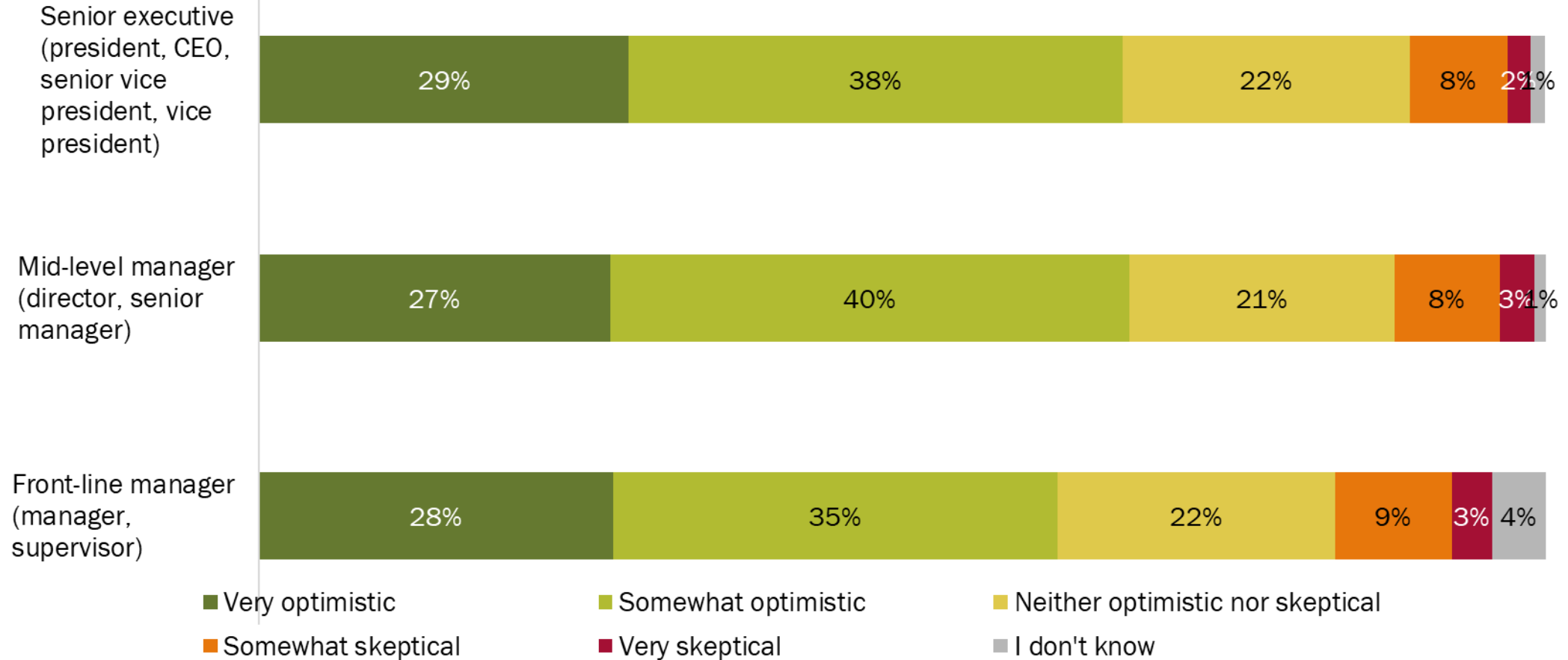
QC9R2. Communicate to low-wage employees the pay ranges at different levels of progression



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.

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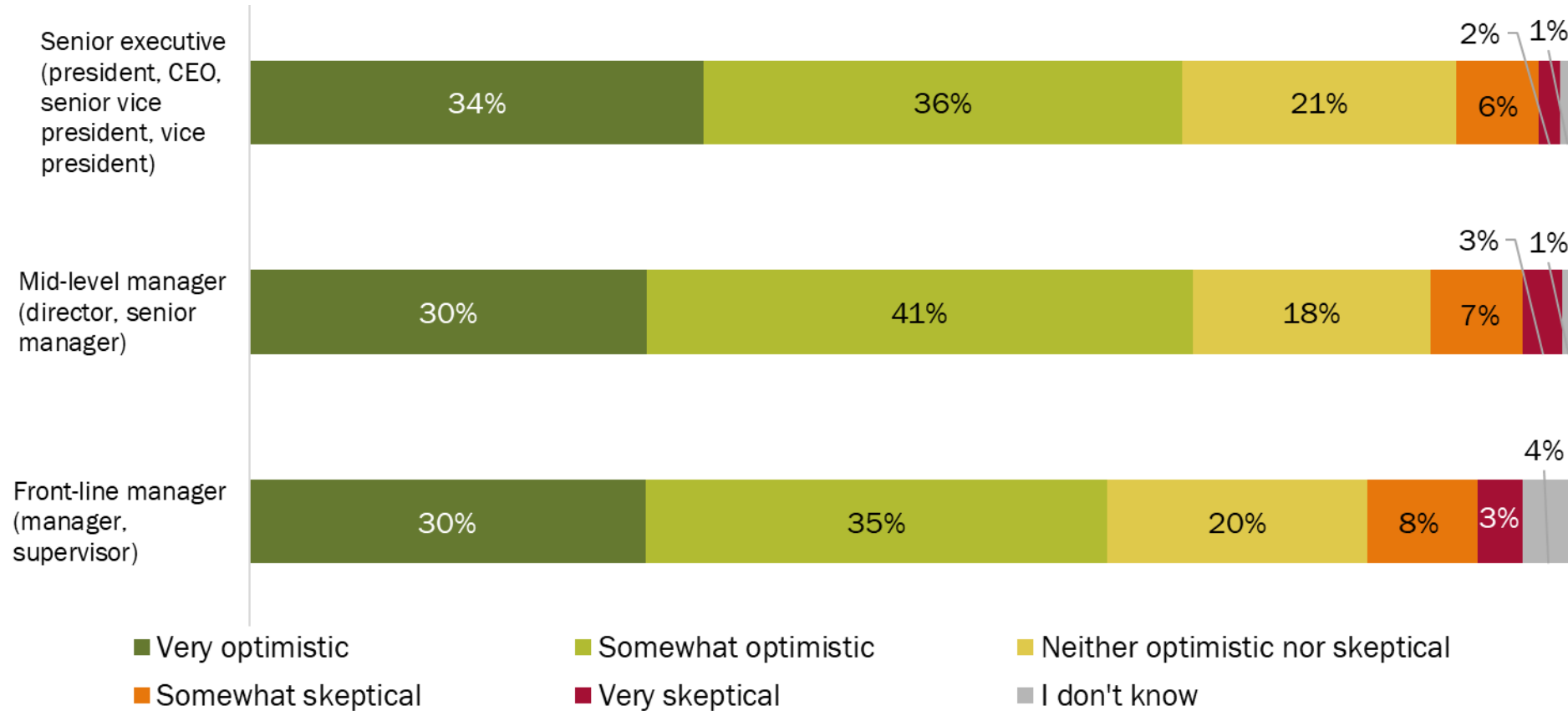
QC9R3. Communicate expectations for soft skills required to move up



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.

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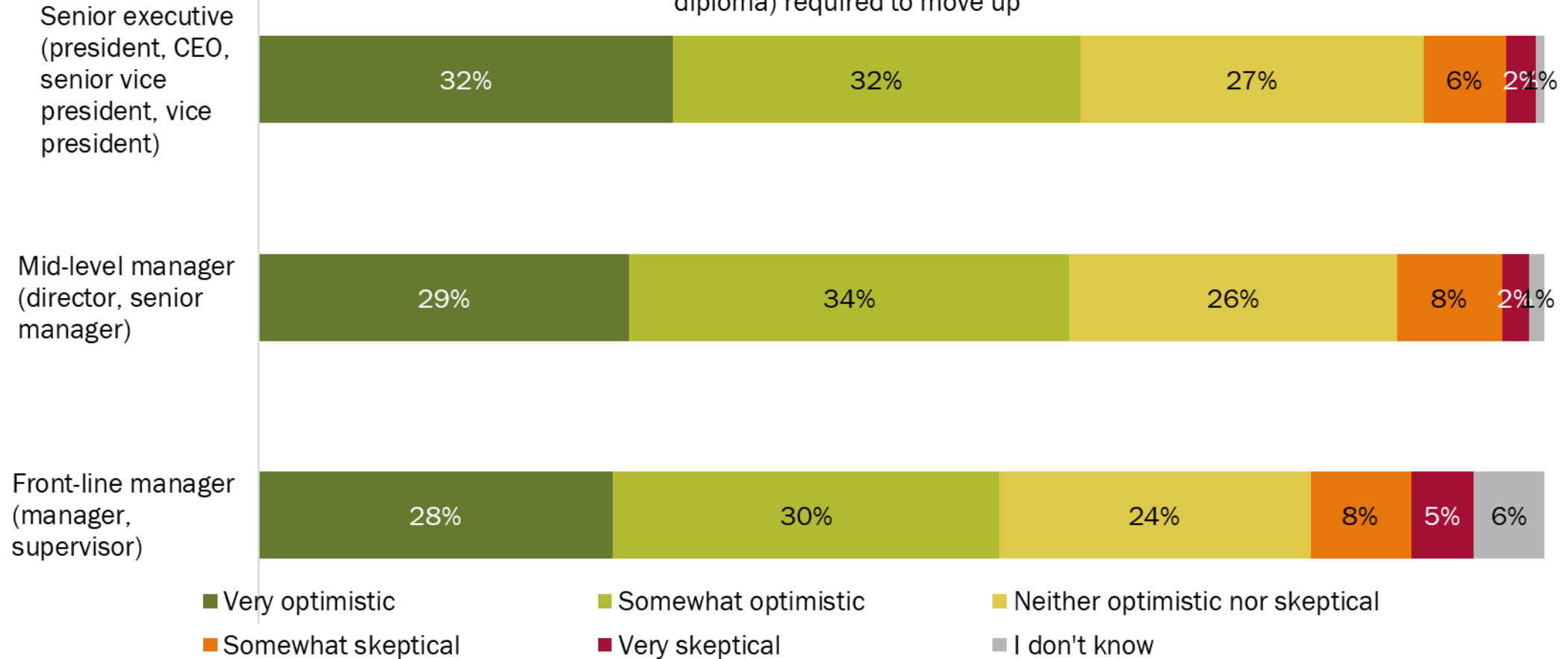
QC9R4. Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up



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.

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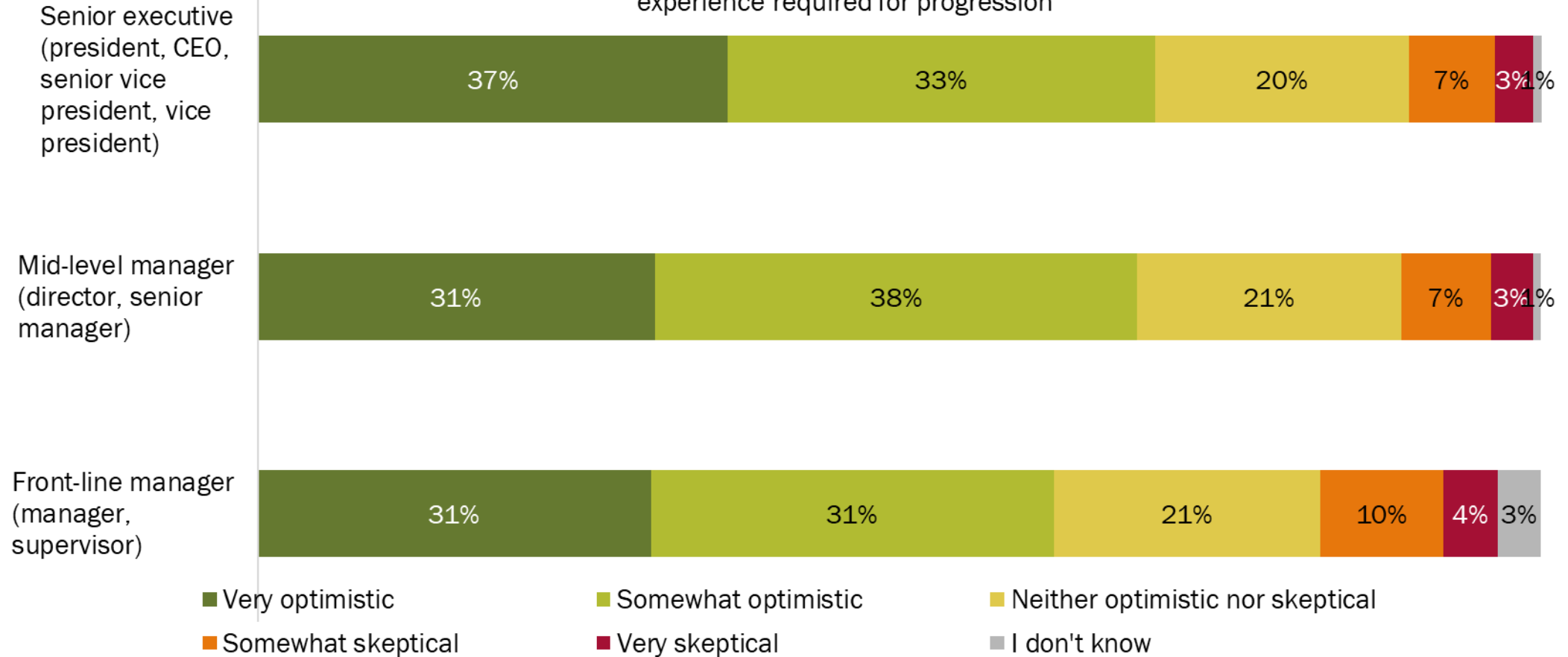
QC9R5. Communicate expectations for qualifications or credentials (e.g., a certain certificate or diploma) required to move up



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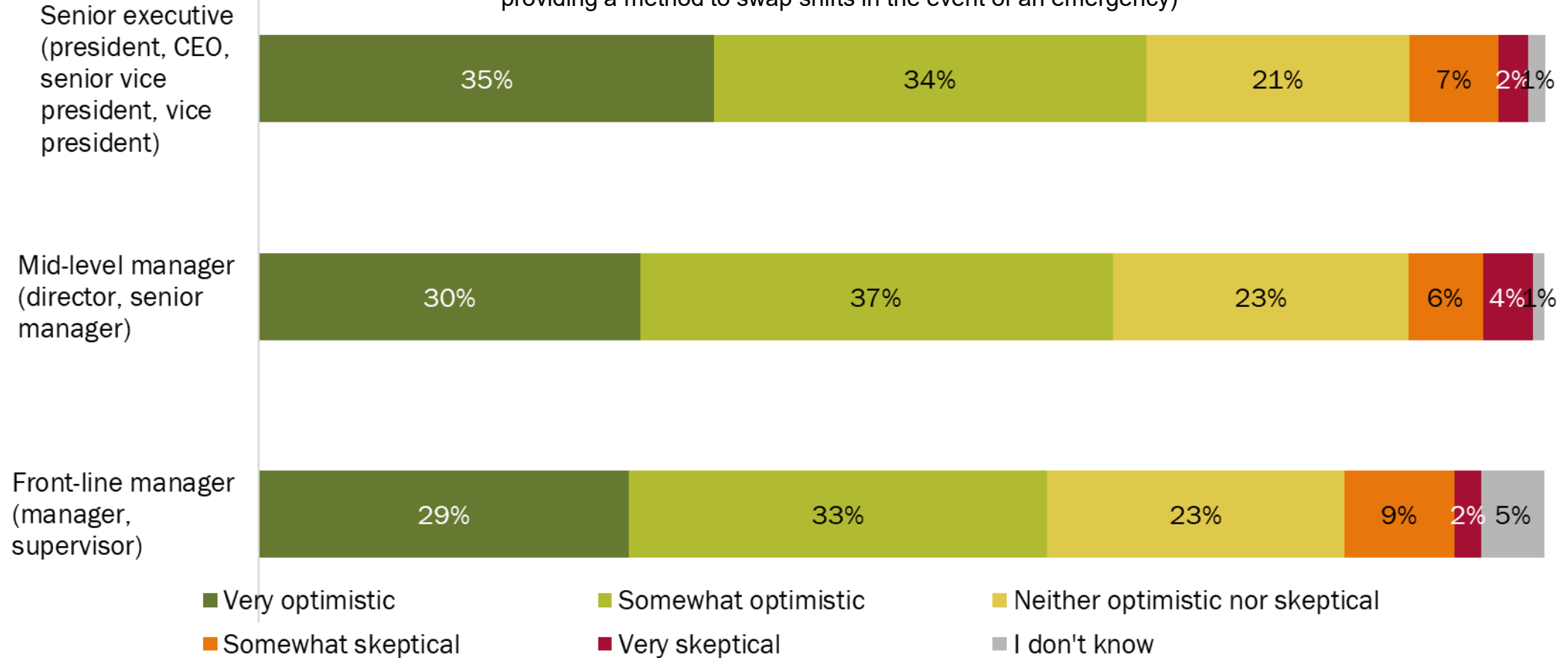
QC9R6. Communicate how low-wage employees can obtain the skills, training, certifications, and experience required for progression



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.

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

QC9R7. Communicate how low-wage employees can request help when needed (e.g., providing a method to swap shifts in the event of an emergency)

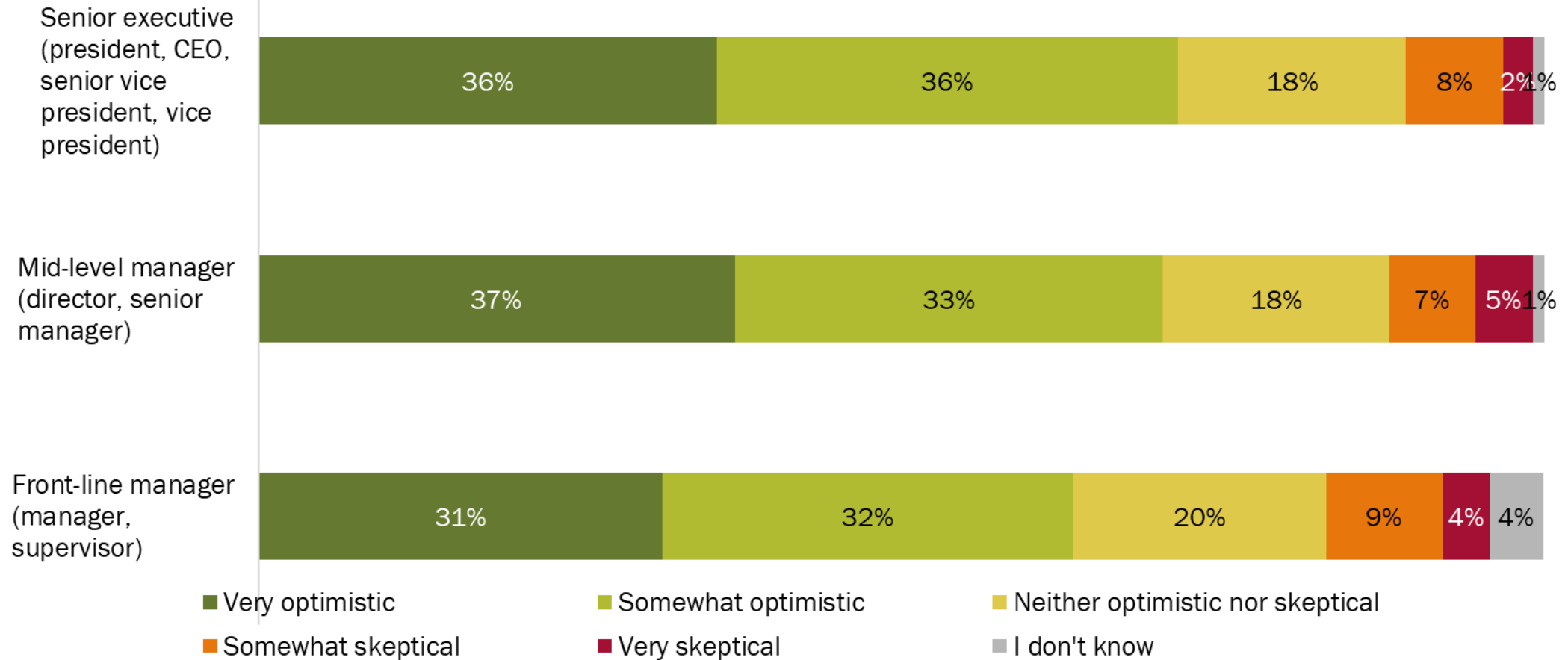




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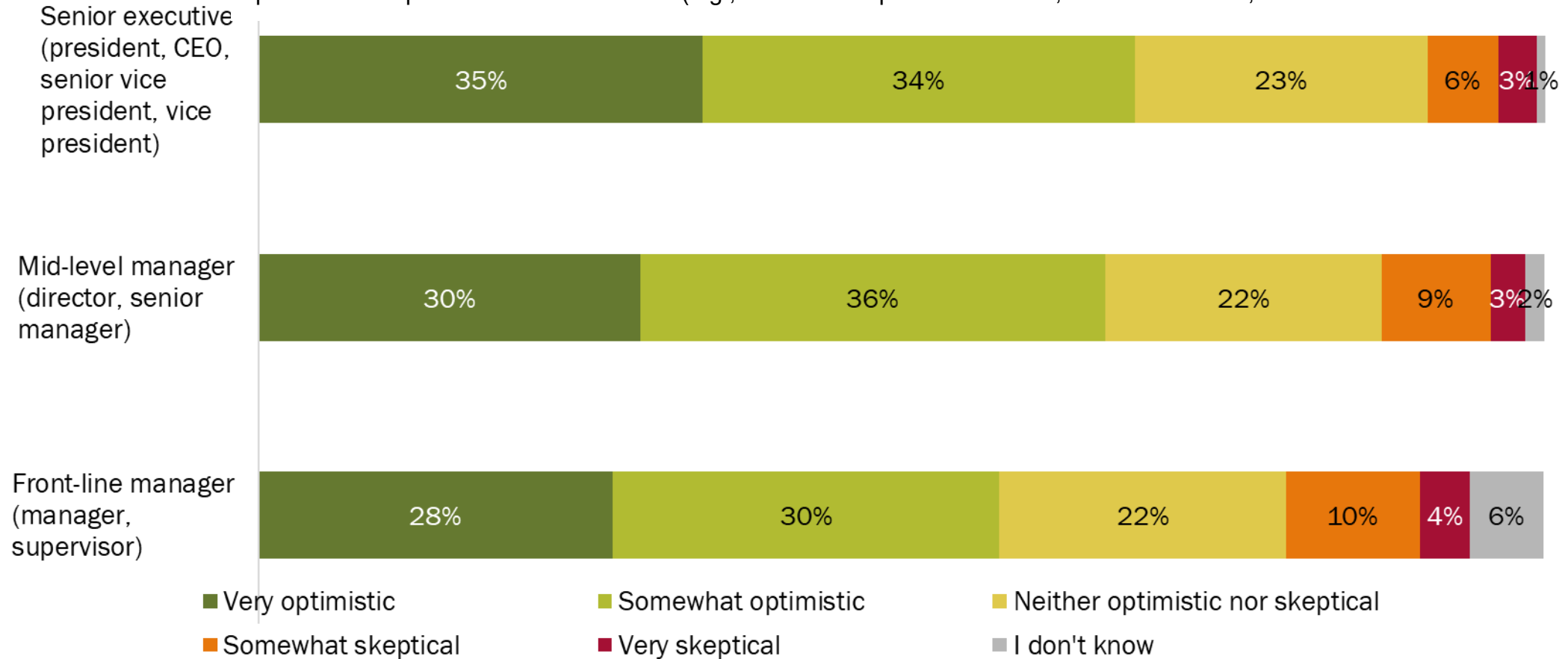
QC9R8. Pair new low-wage employees with a buddy or mentor in the initial phase of employment



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.

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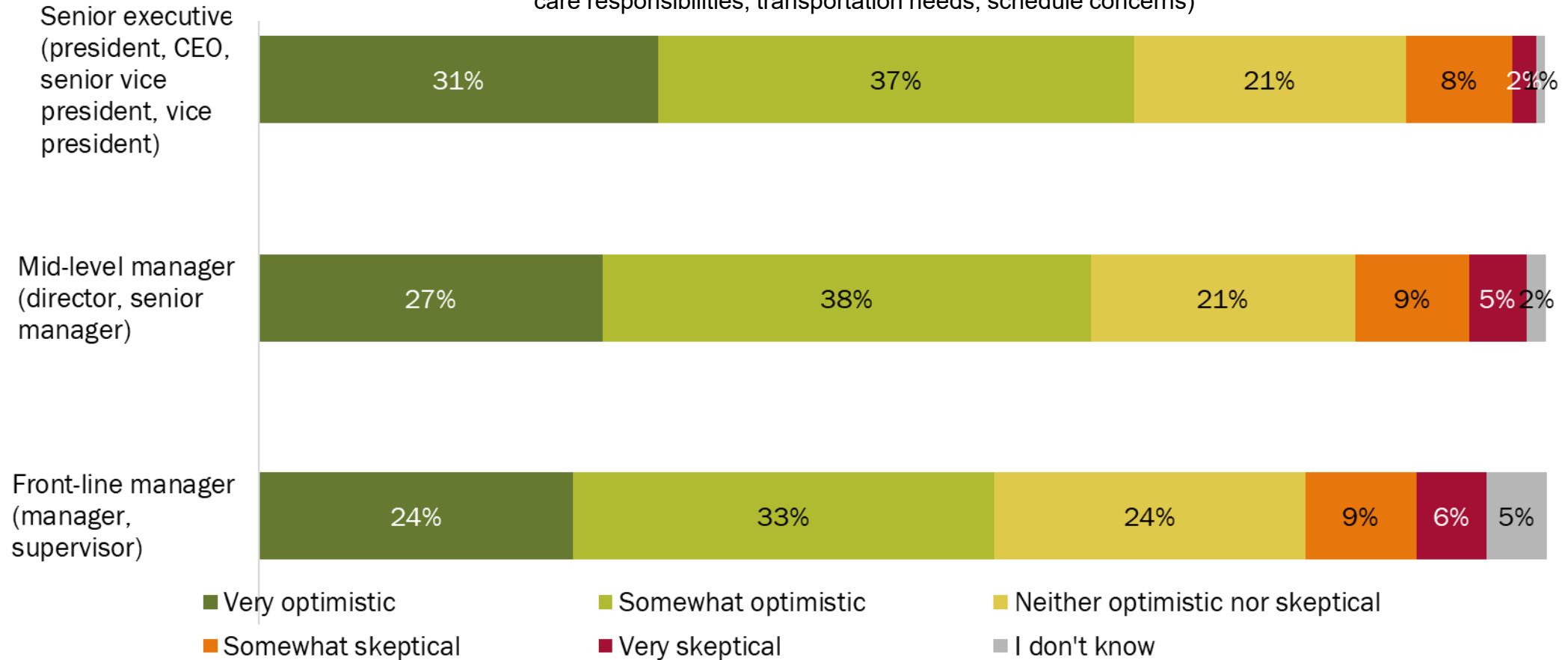
QC9R9. Speak with new low-wage employees to understand what personal circumstances might affect the employee's ability to perform as required for success at work (e.g., reliable transportation to work, reliable childcare, household's financial circumstances)



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.

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

QC9R10. Discuss challenges that low-wage employees may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)



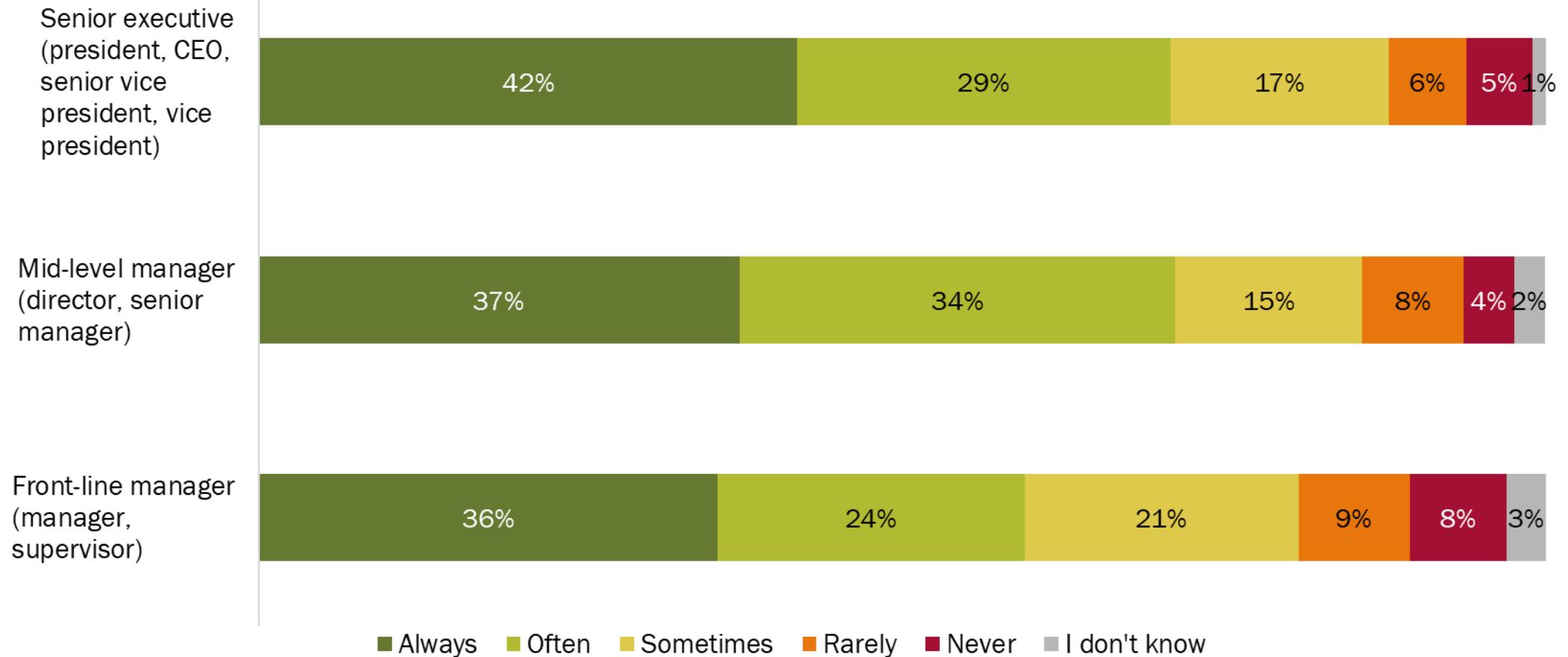
# Actions

## 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.

C10. How often does your company:

QC10R1. Provide adequate notice of upcoming shifts



N = 1,150

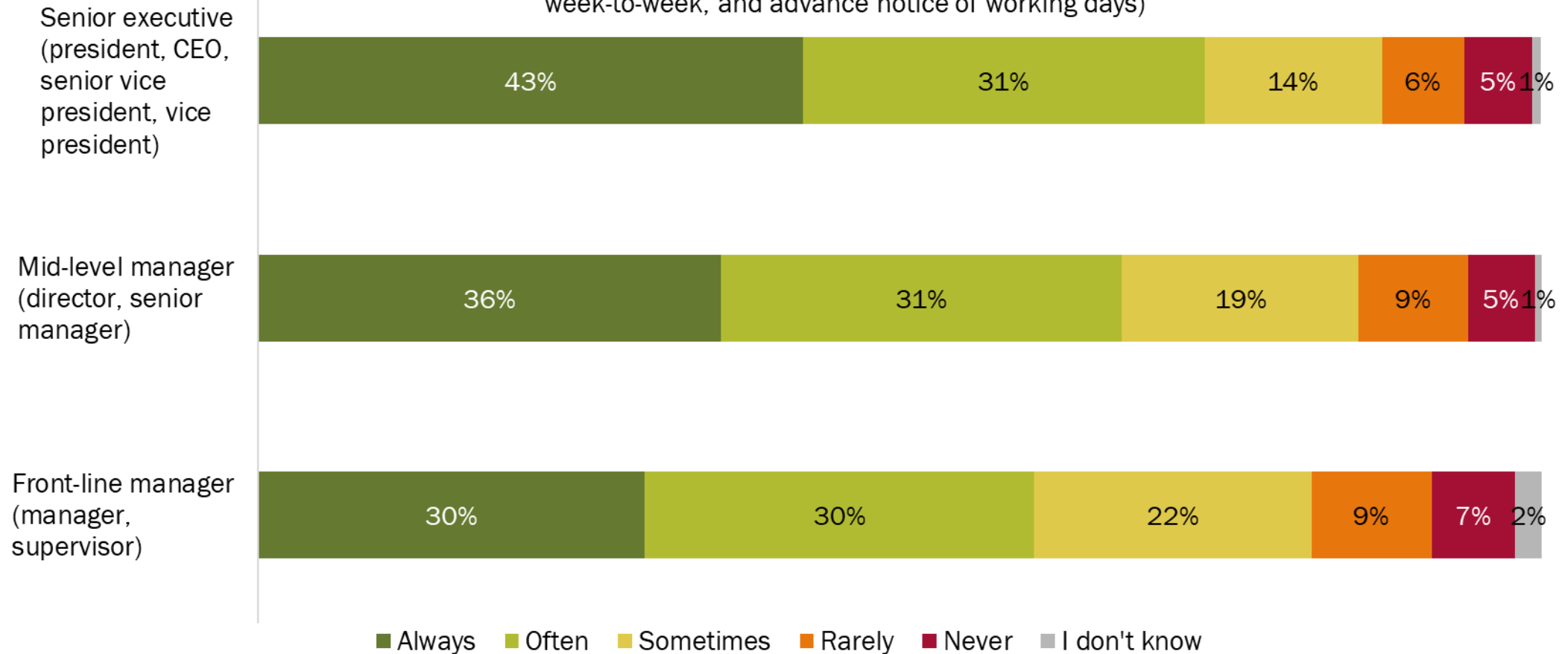
# Actions

## 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.

C10. How often does your company:

QC10R2. Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days)



N = 1,150

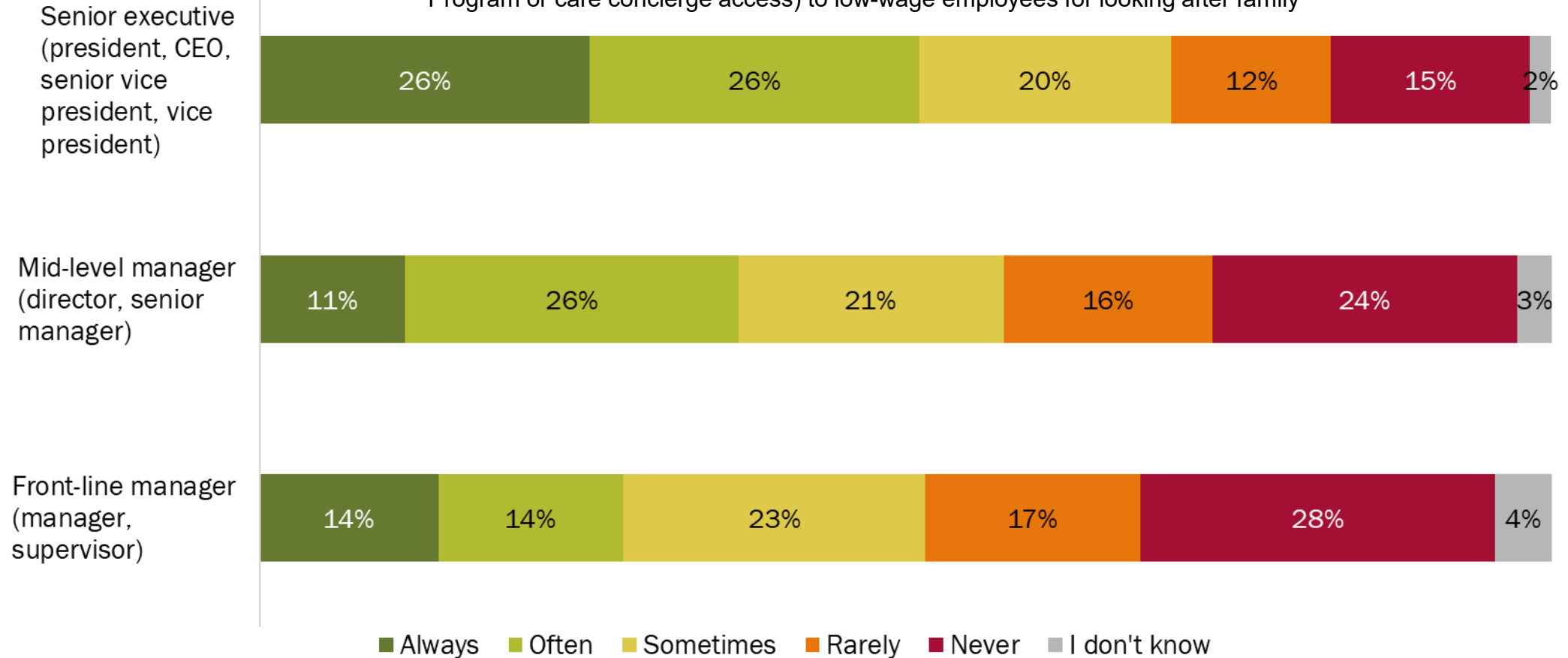
# Actions

## 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.

C10. How often does your company:

QC10R3. Provide caregiving assistance (e.g., time off for appointments, Employee Assistance Program or care concierge access) to low-wage employees for looking after family



N = 1,150

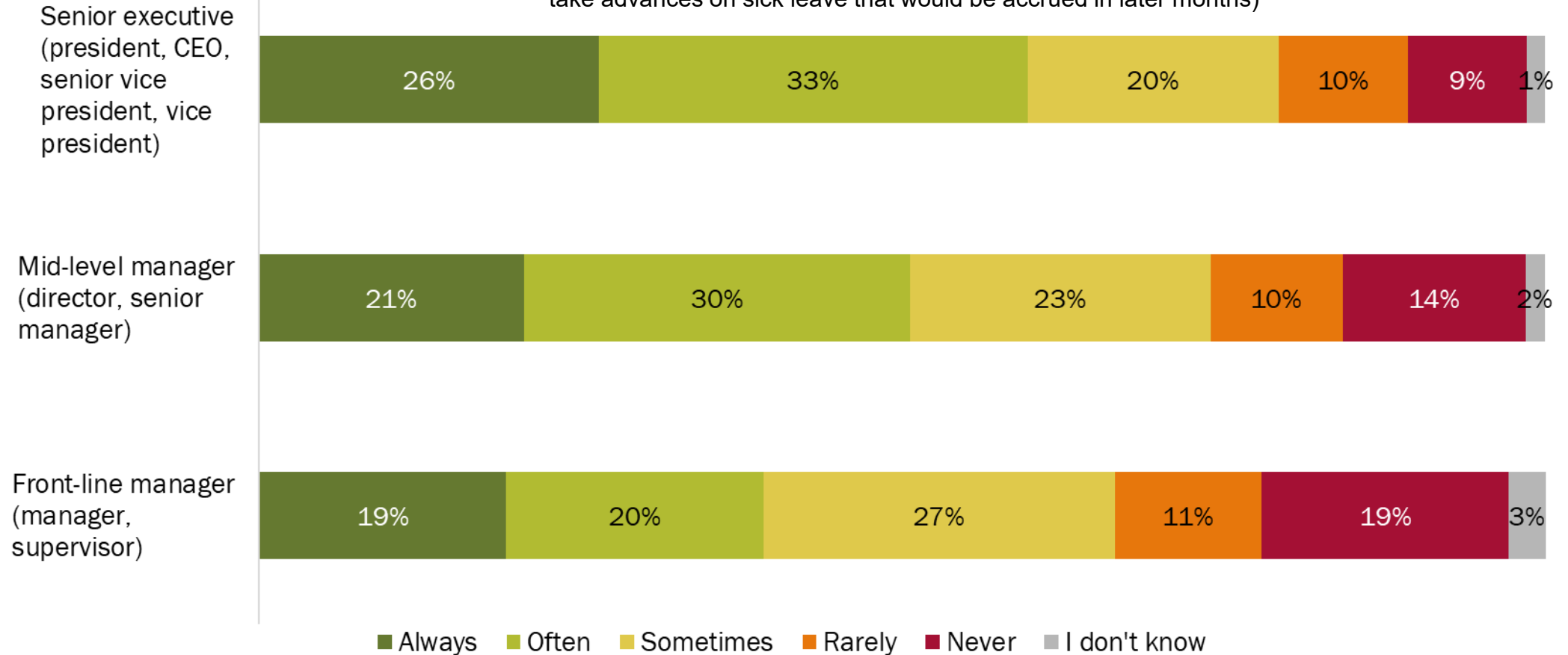
# Actions

## 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.

C10. How often does your company:

QC10R4. 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)



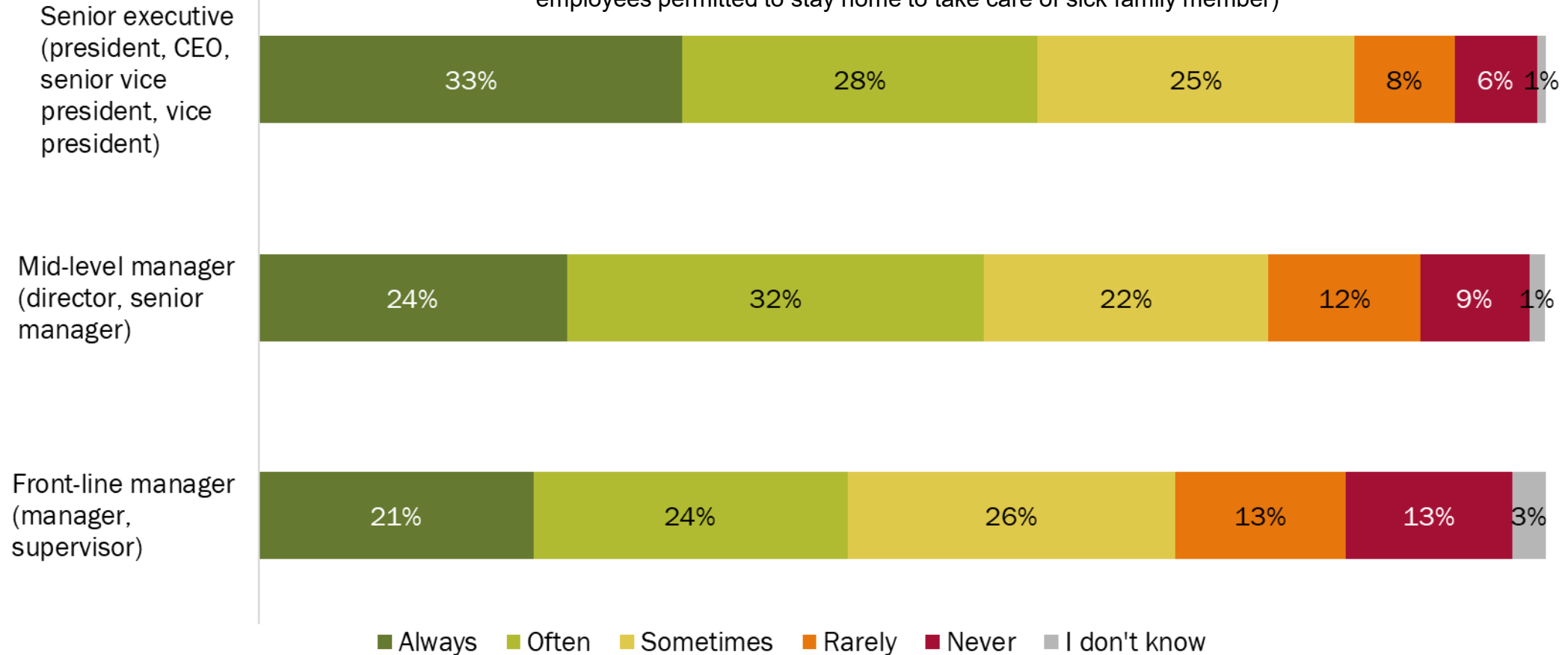
# Actions

## 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.

C10. How often does your company:

QC10R5. 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)





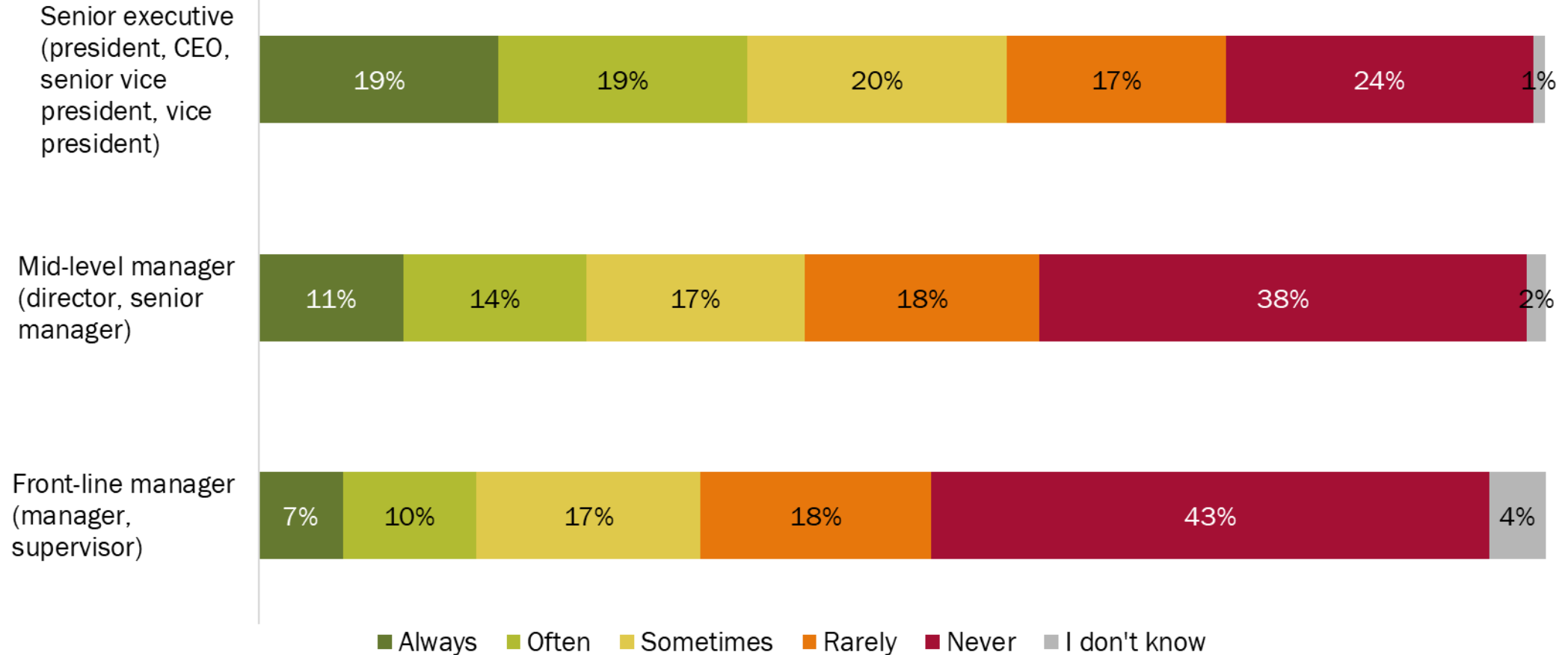
# Actions

## 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.

C10. How often does your company:

QC10R6. Provide transportation assistance

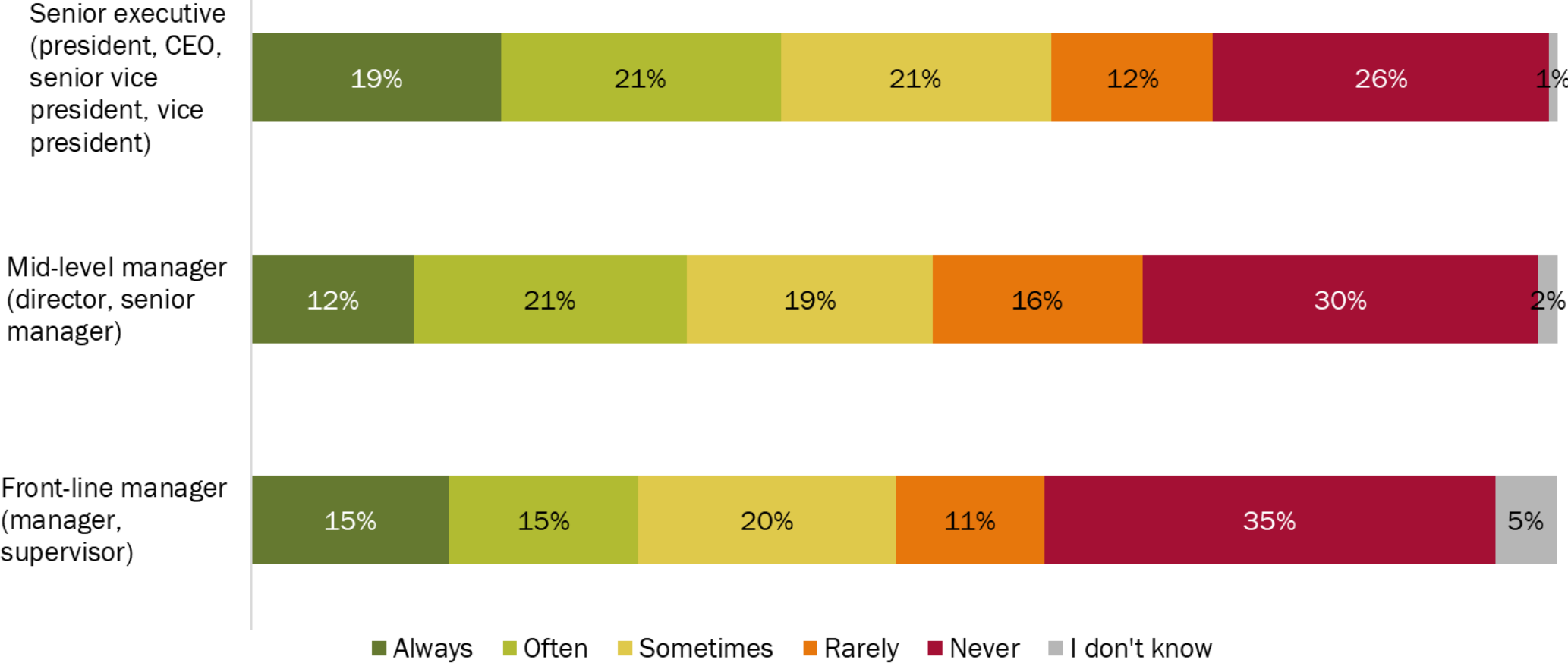


Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

**Actions**  
*On-the-job Support: Benefits*

C10. How often does your company:

QC10R7. Provide tuition benefits



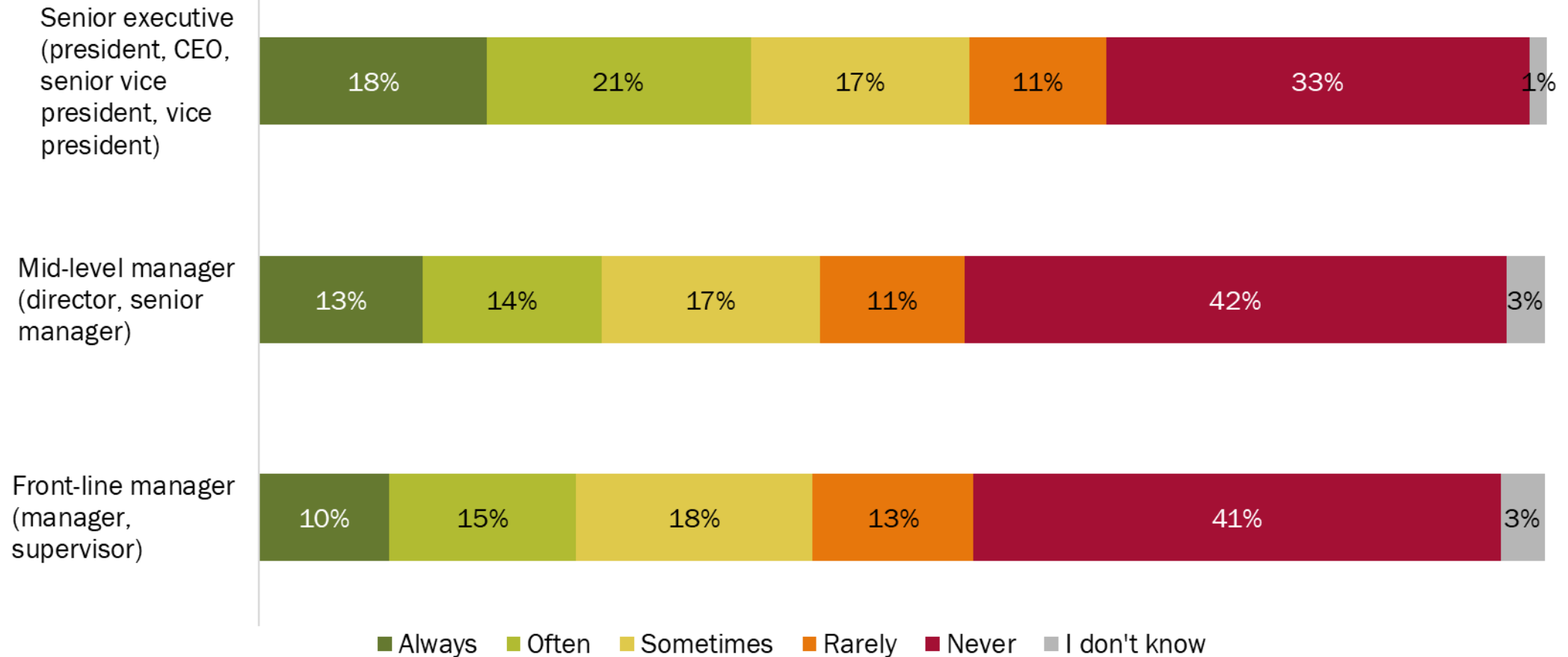
# Actions

## 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.

C10. How often does your company:

QC10R8. Provide employee stock options program or other employee ownership structure



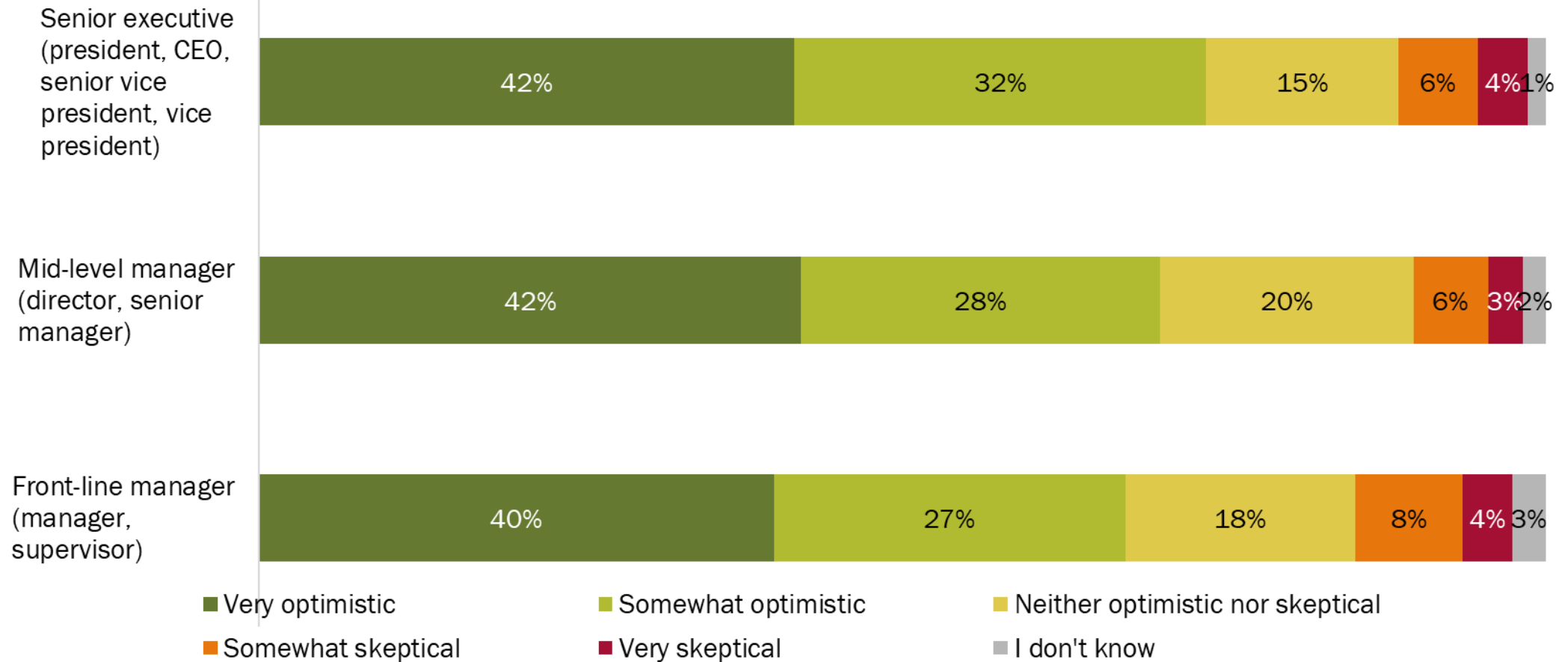
# Actions

## 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.

QC11R1. Provide adequate notice of upcoming shifts



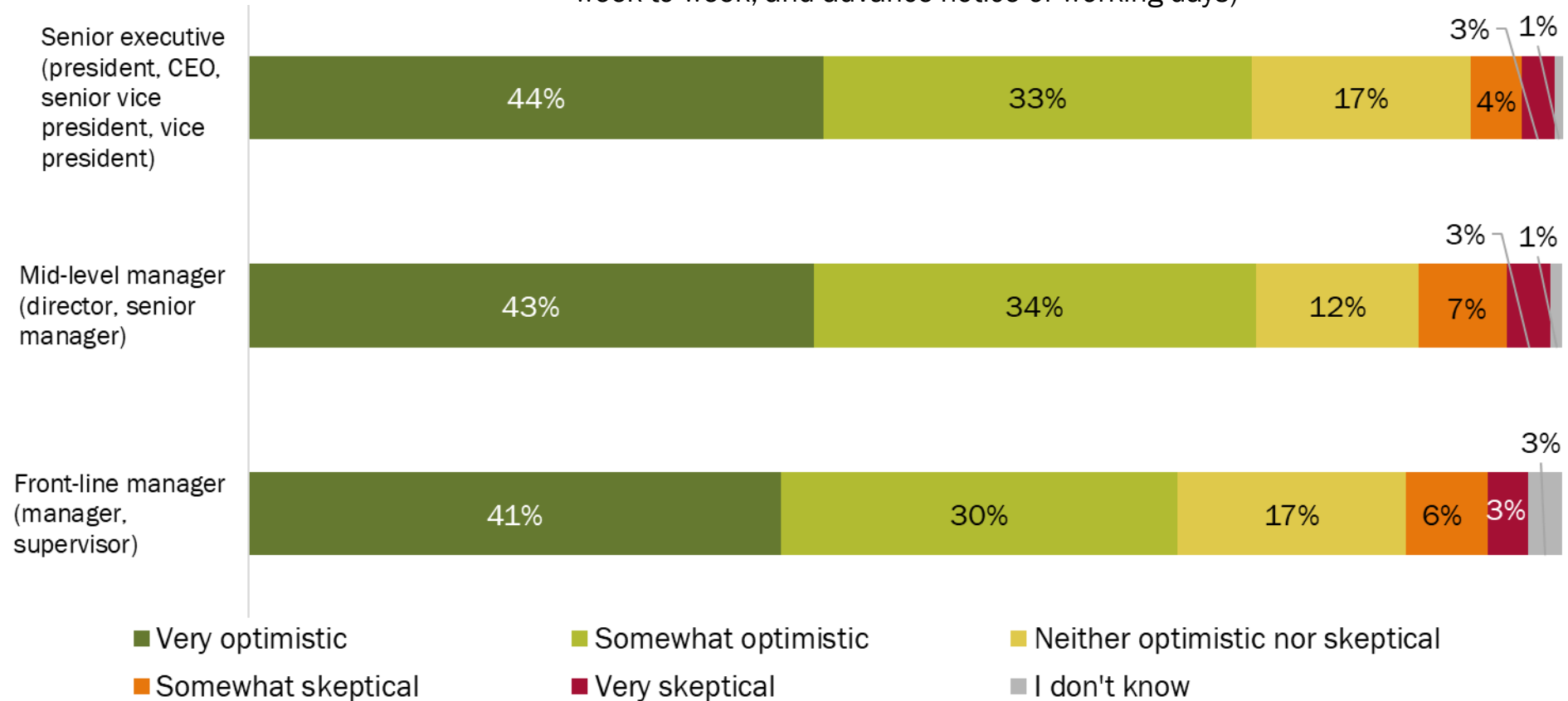
# Actions

## 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.

QC11R2. Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days)



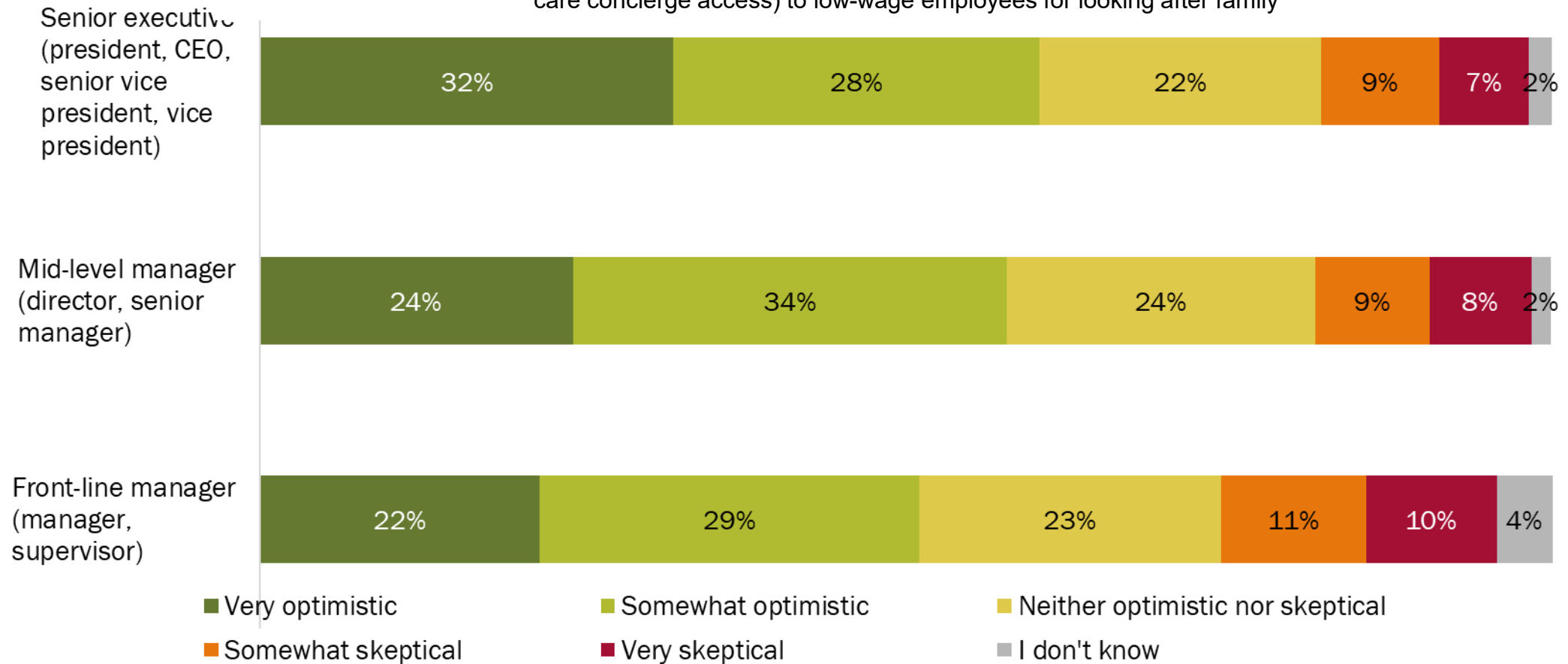
# Actions

## 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.

QC11R3. Provide caregiving assistance (e.g., time off for appointments, Employee Assistance Program or care concierge access) to low-wage employees for looking after family

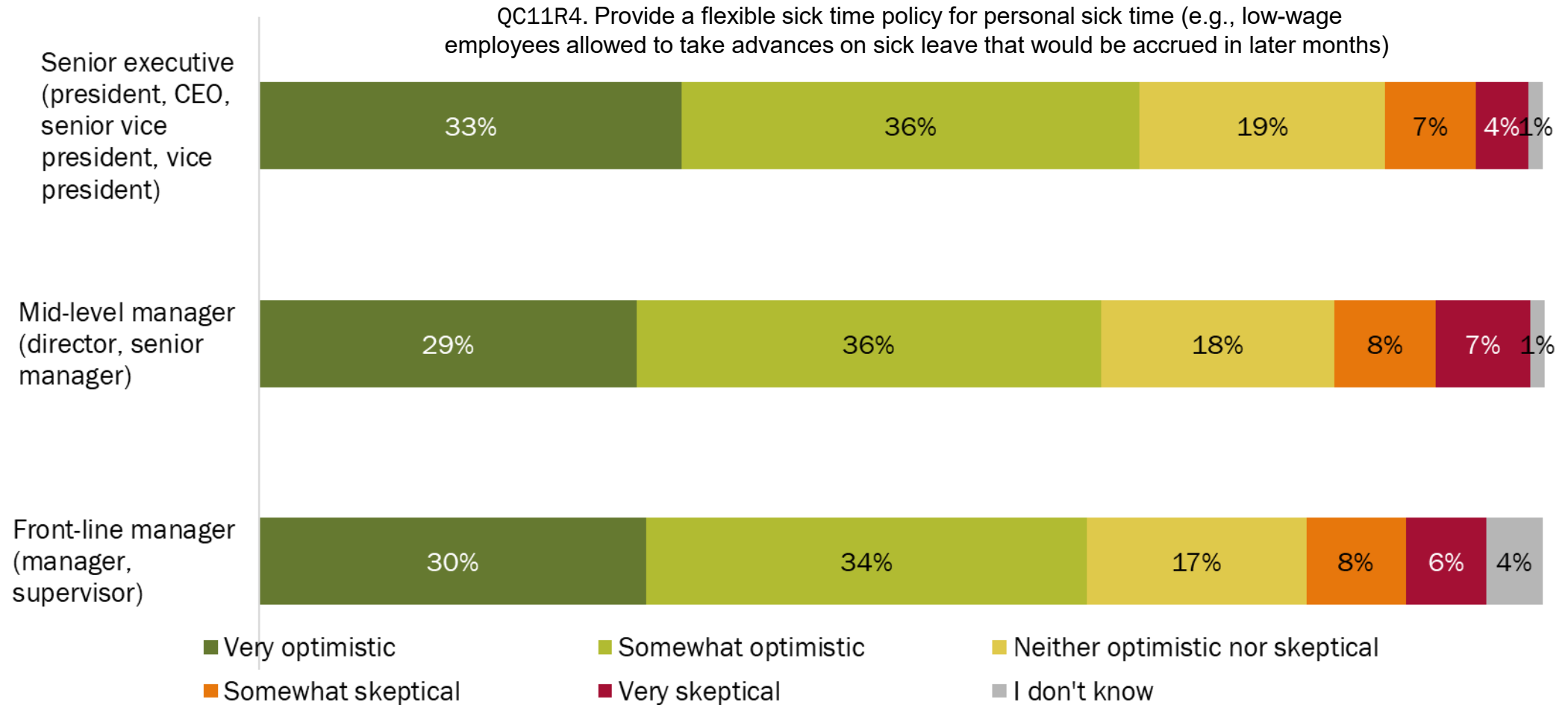


# Actions

## 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.



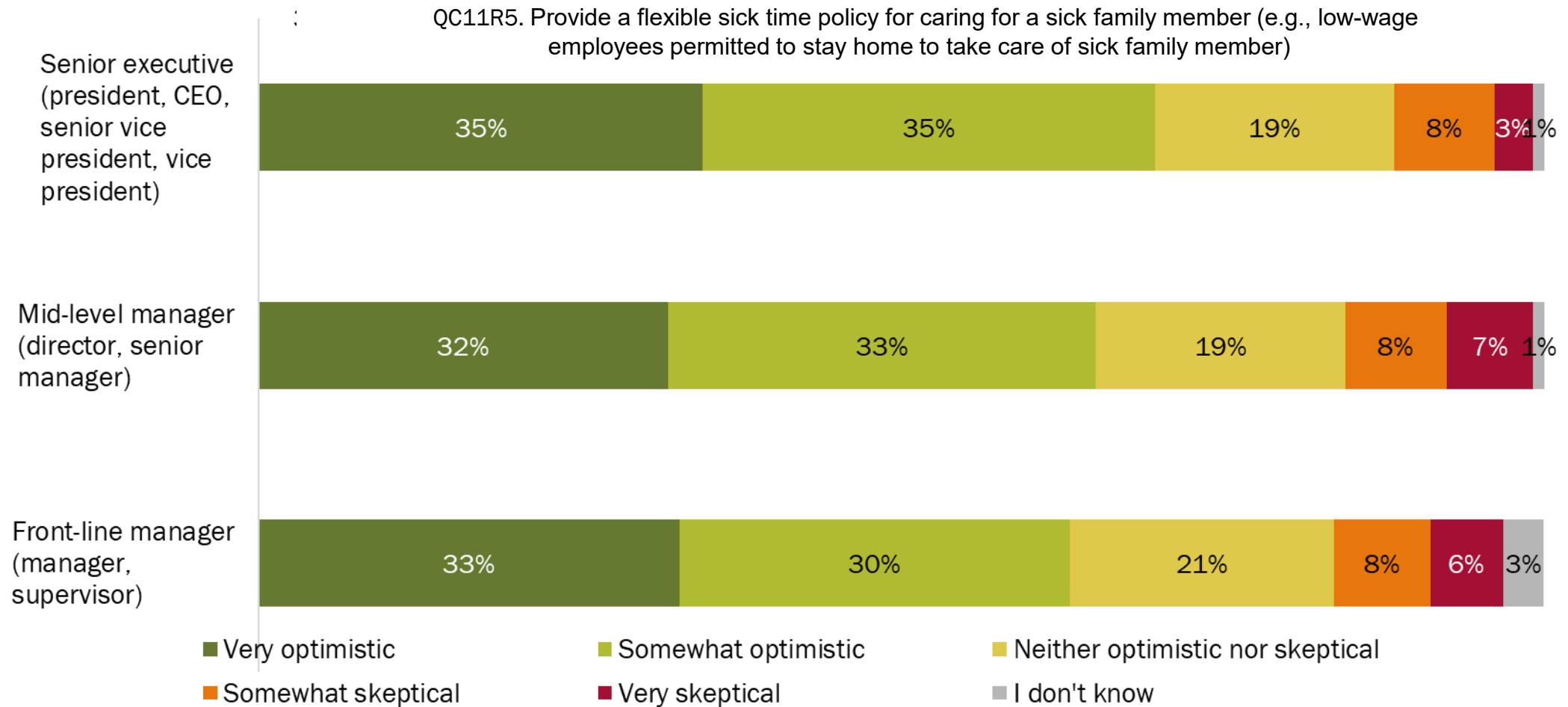
N = 1,150

# 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.



N = 1,150



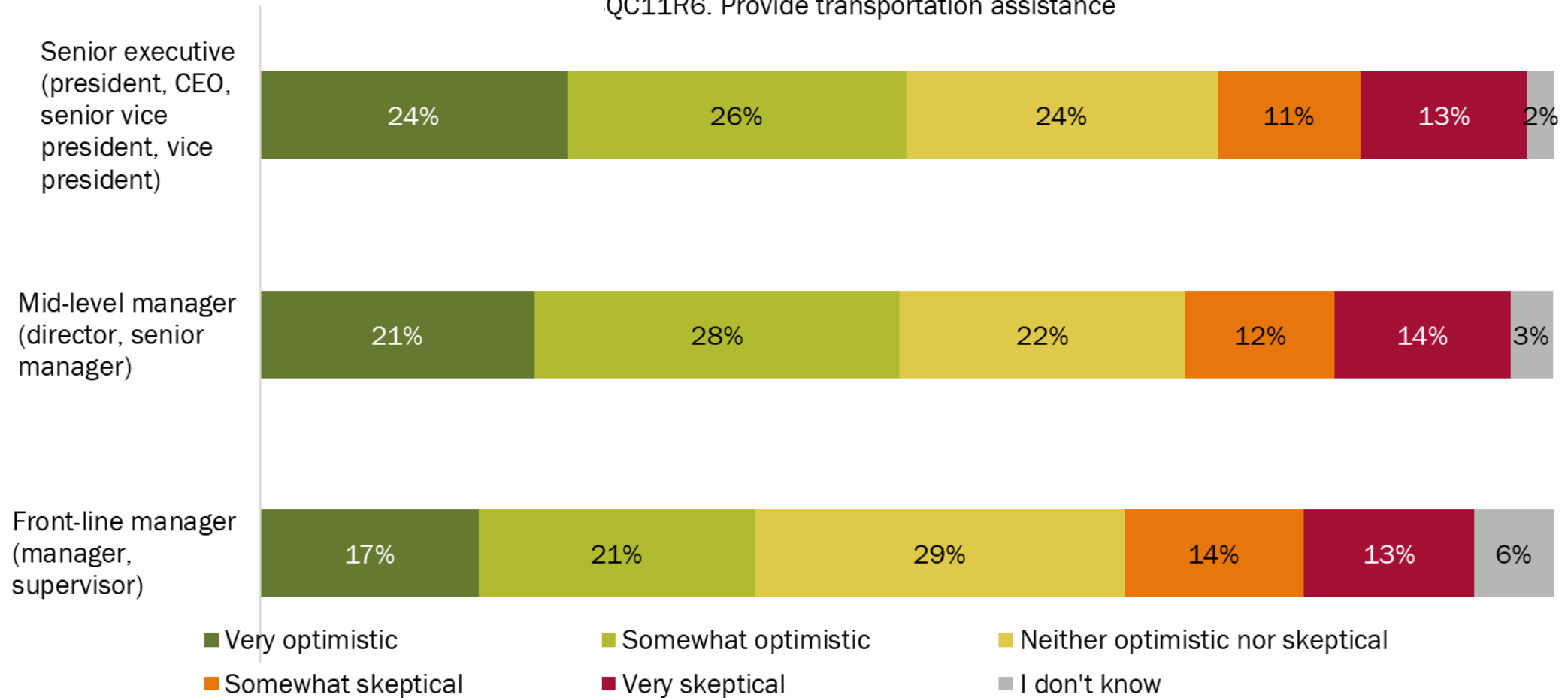
# Actions

## 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.

QC11R6. Provide transportation assistance



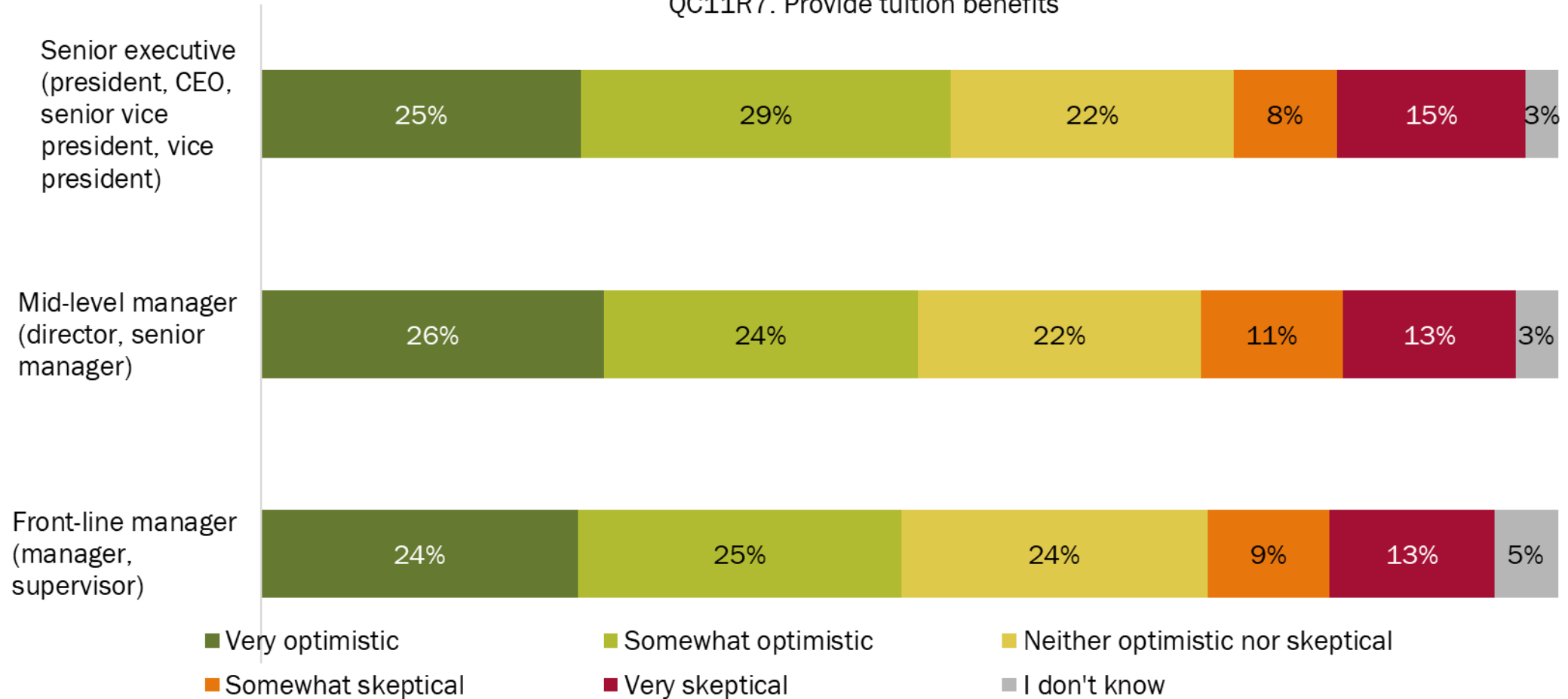
# Actions

## 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.

QC11R7. Provide tuition benefits



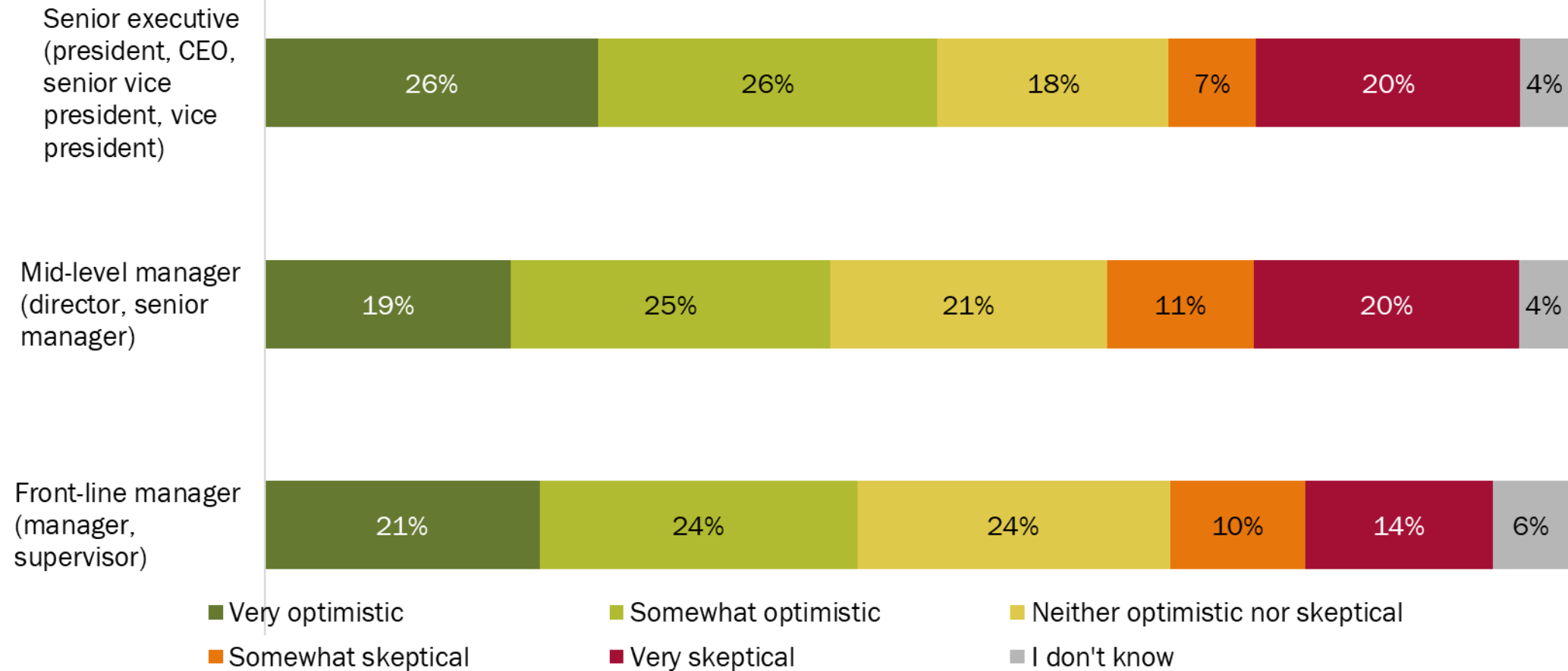
# Actions

## 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.

QC11R8. Provide employee stock options program or other employee ownership structure



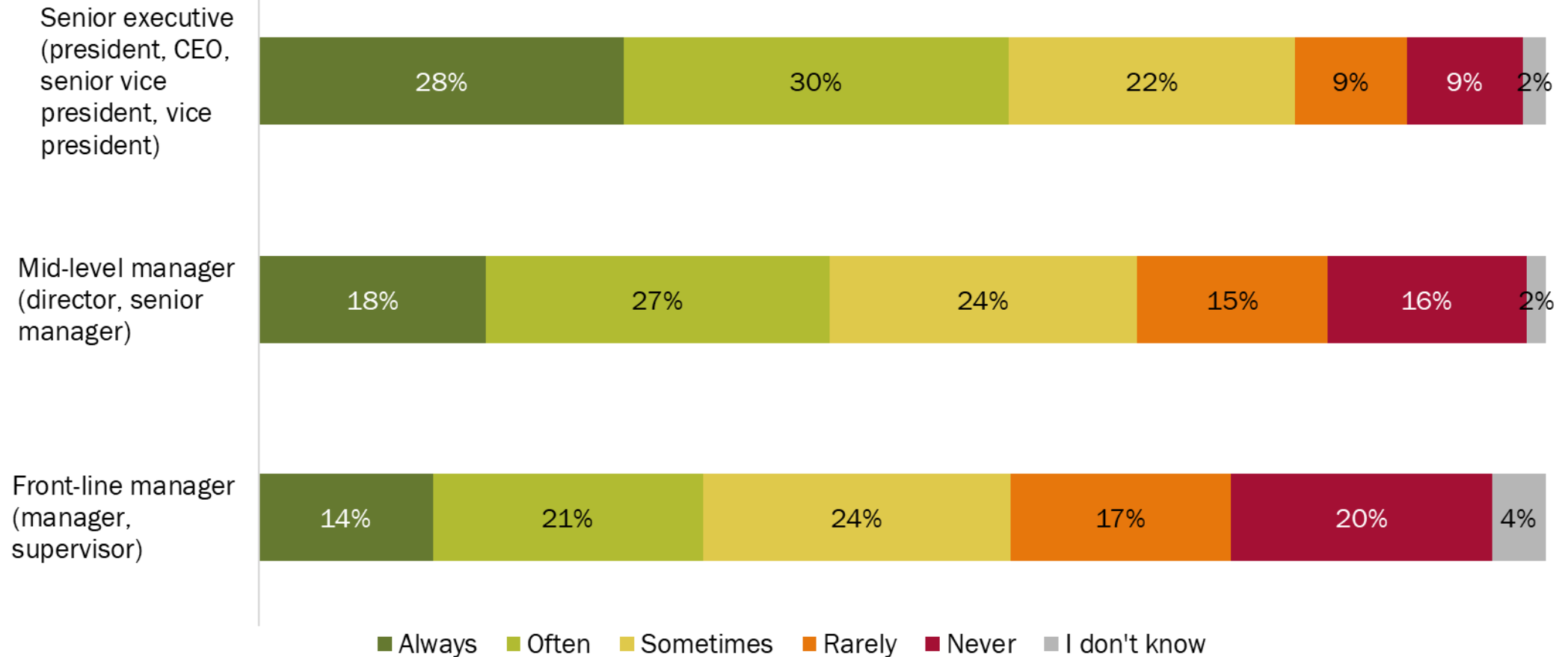
# Actions

## On-the-job Support: Mentor and Supervisor Support

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:

QC12R1. Provide a mentorship program for low-wage employees



N = 1,150

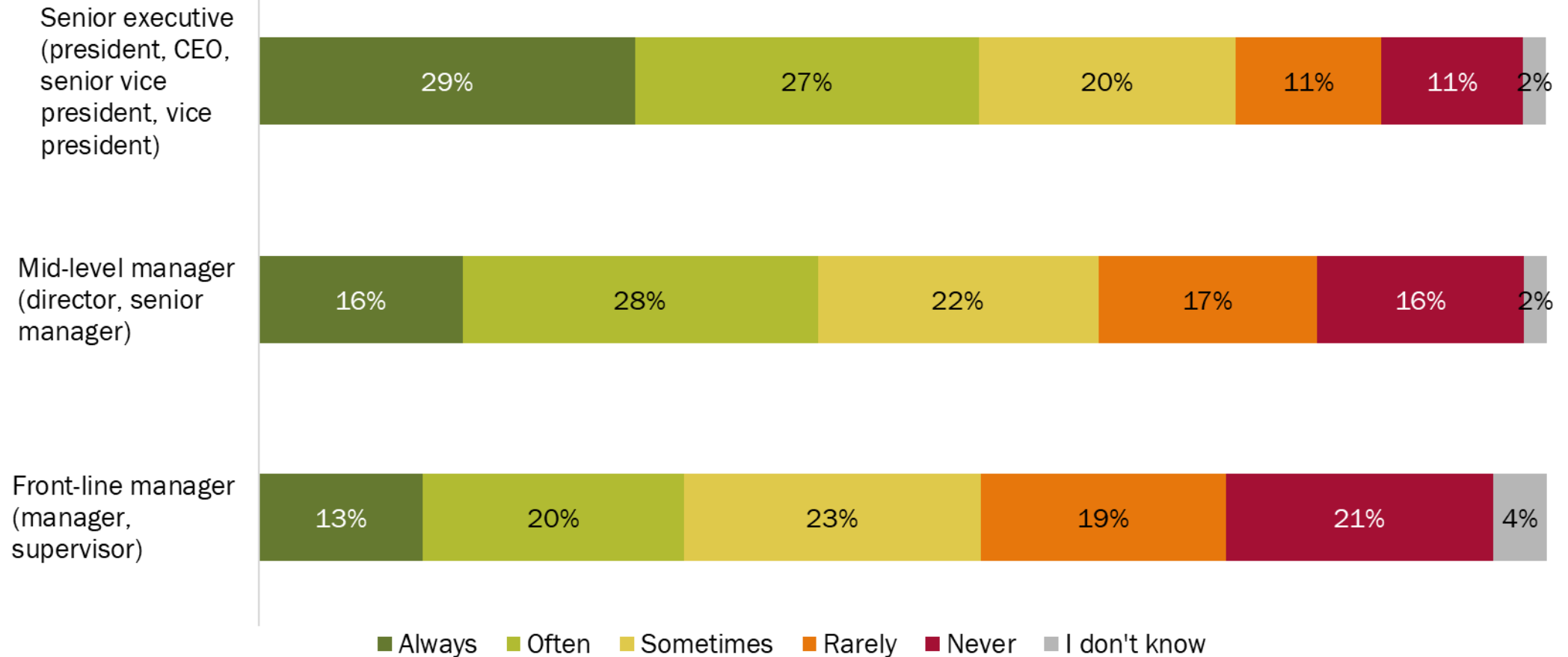
# Actions

## On-the-job Support: Mentor and Supervisor Support

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:

QC12R2. Hold supervisors and/or mentors accountable for low-wage employees' upward mobility



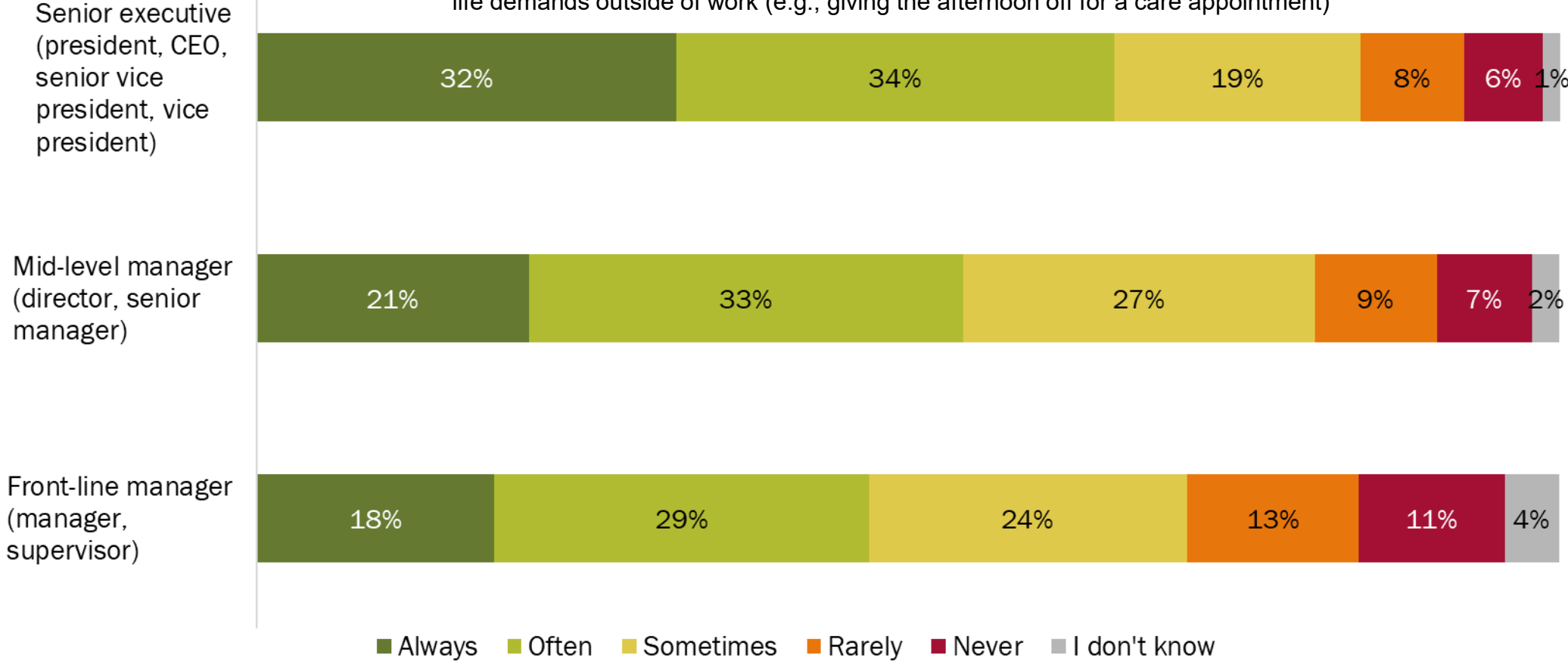
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

# Actions

## On-the-job Support: Mentor and Supervisor Support

C12. How often does your company:

QC12R3. 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)



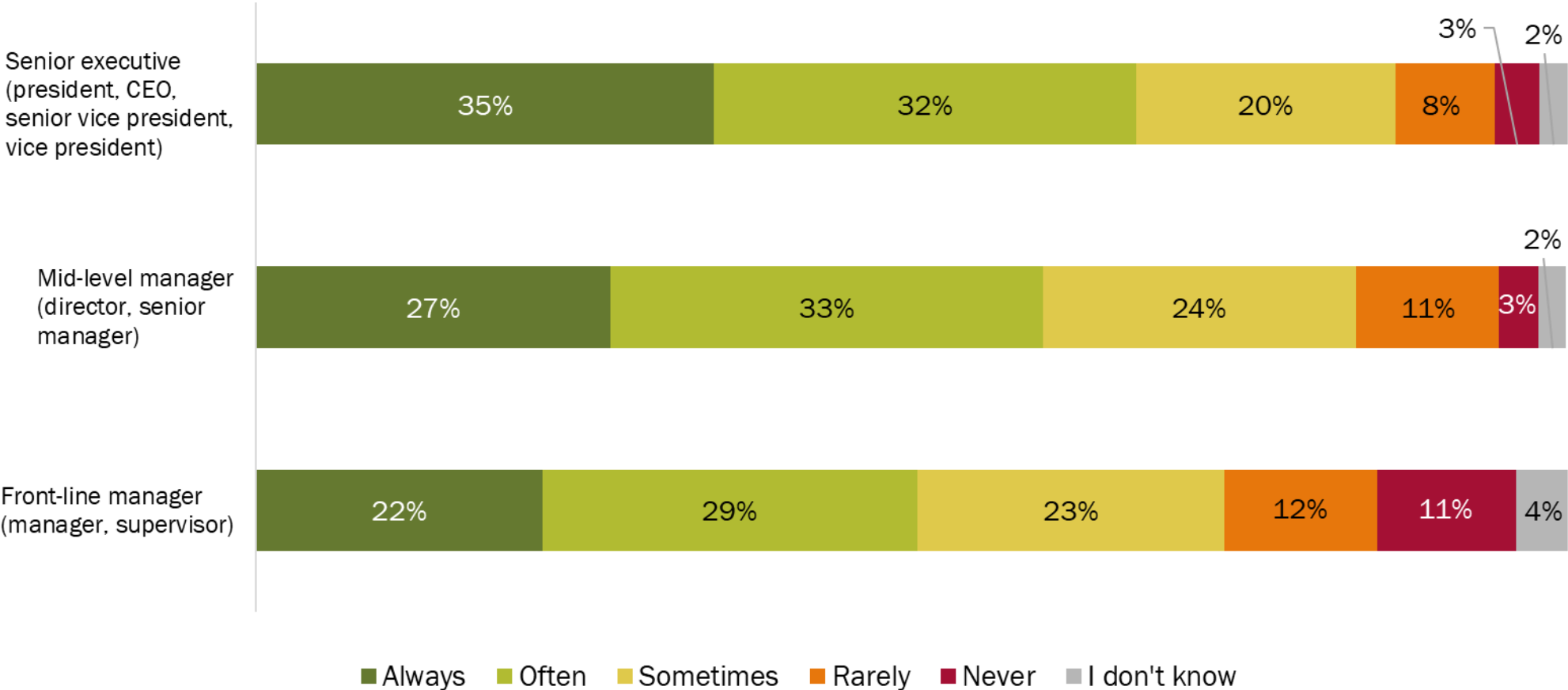
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

# Actions

## On-the-job Support: Mentor and Supervisor Support

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

QC13R1. Communicate the impact of low-wage employees' work on the company's success



N = 1,150

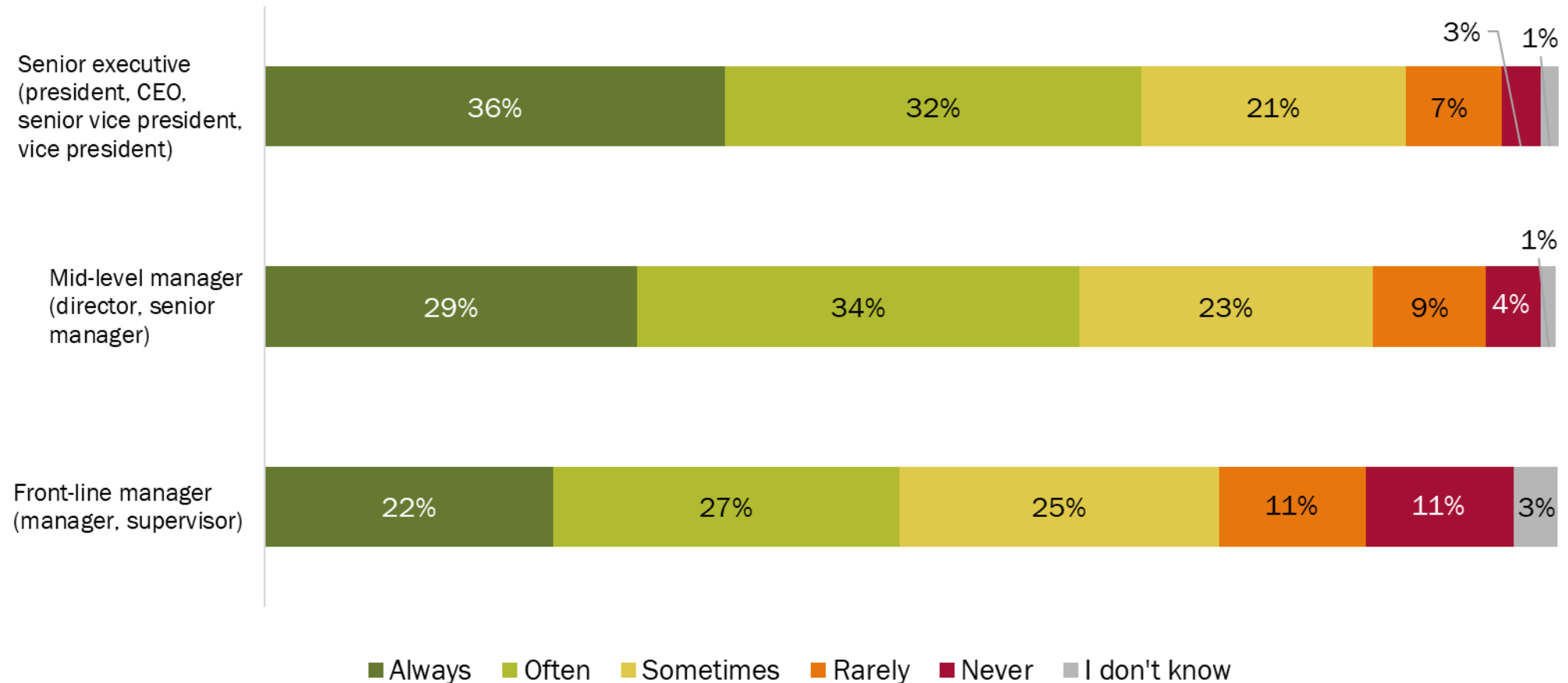
# Actions

## On-the-job Support: Mentor and Supervisor Support

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:

QC13R2. Communicate benefits and how low-wage employees can access them



N = 1,150



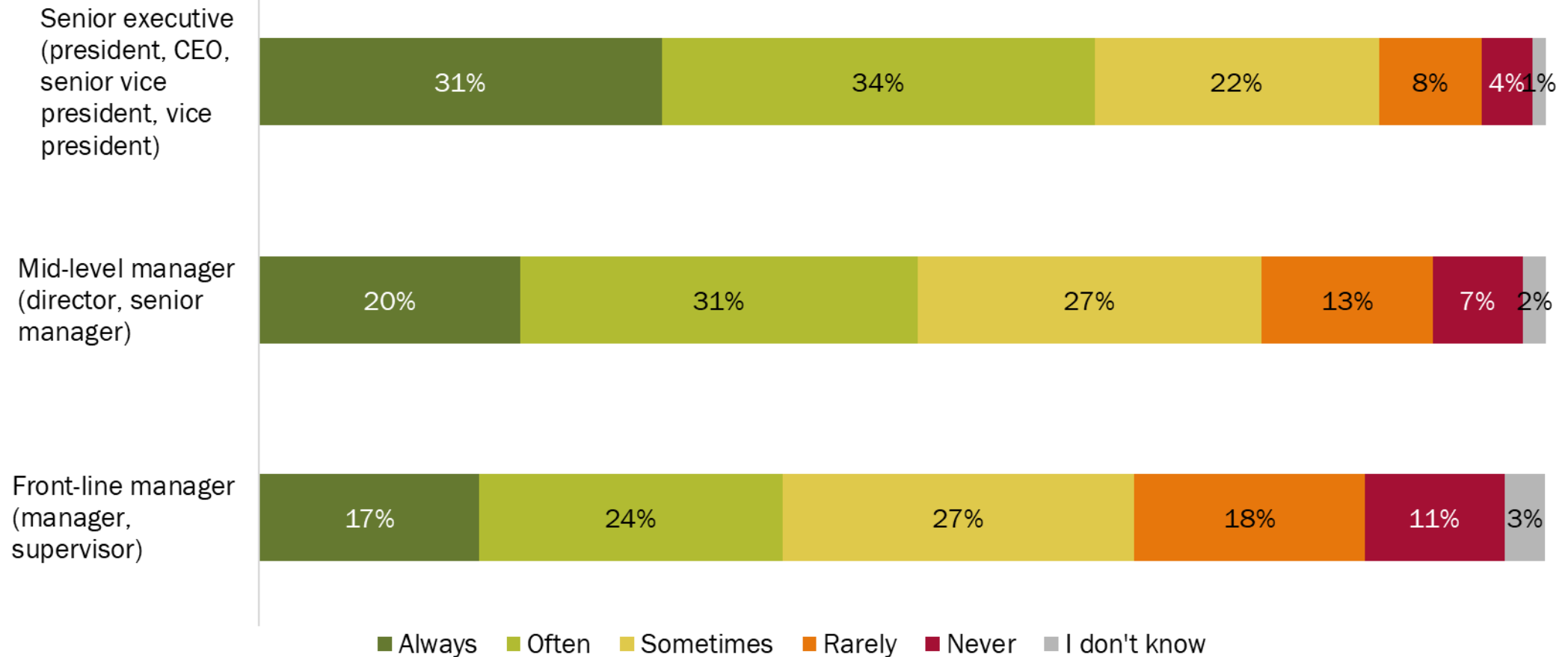
# Actions

## On-the-job Support: Mentor and Supervisor Support

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:

QC13R3. Coach low-wage employees to on how to move up



N = 1,150

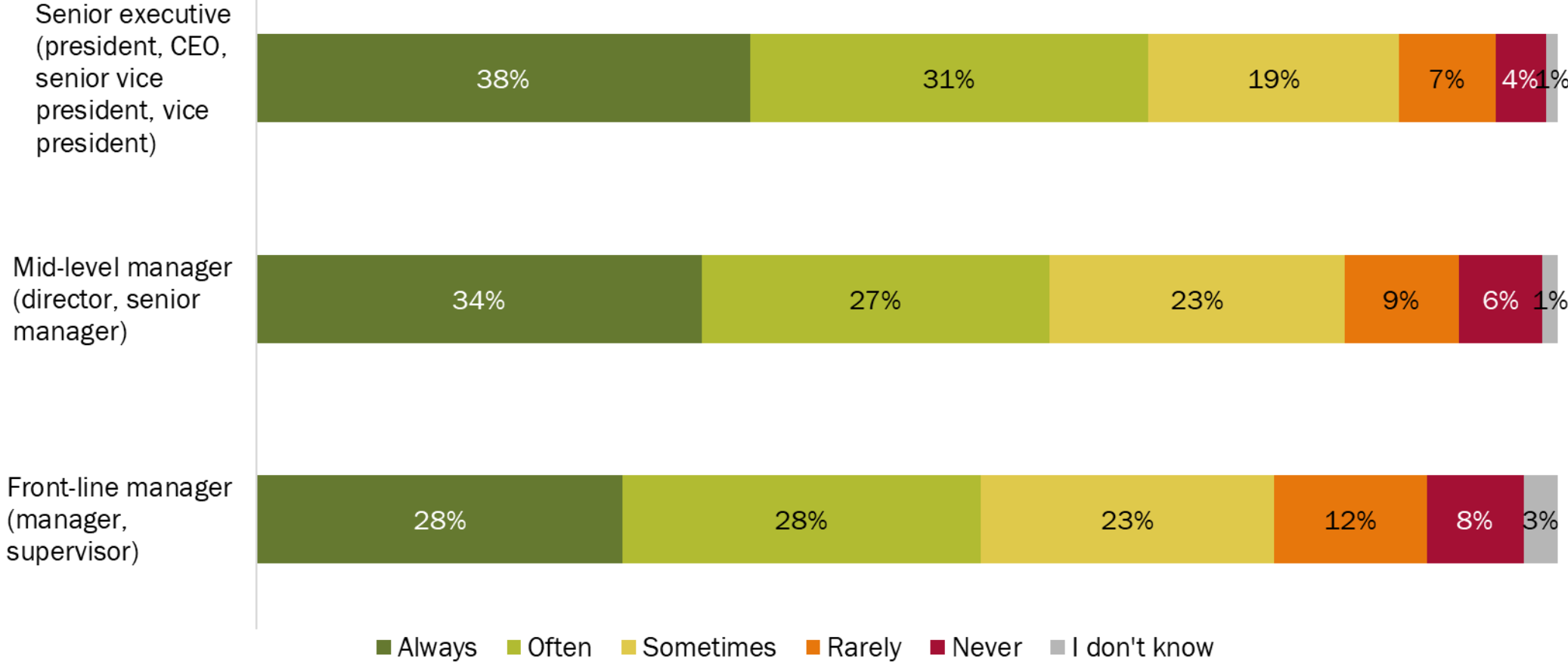
Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

# Actions

## On-the-job Support: Mentor and Supervisor Support

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

QC13R4. Hold performance review conversations with low-wage employees at regular intervals



N = 1,150

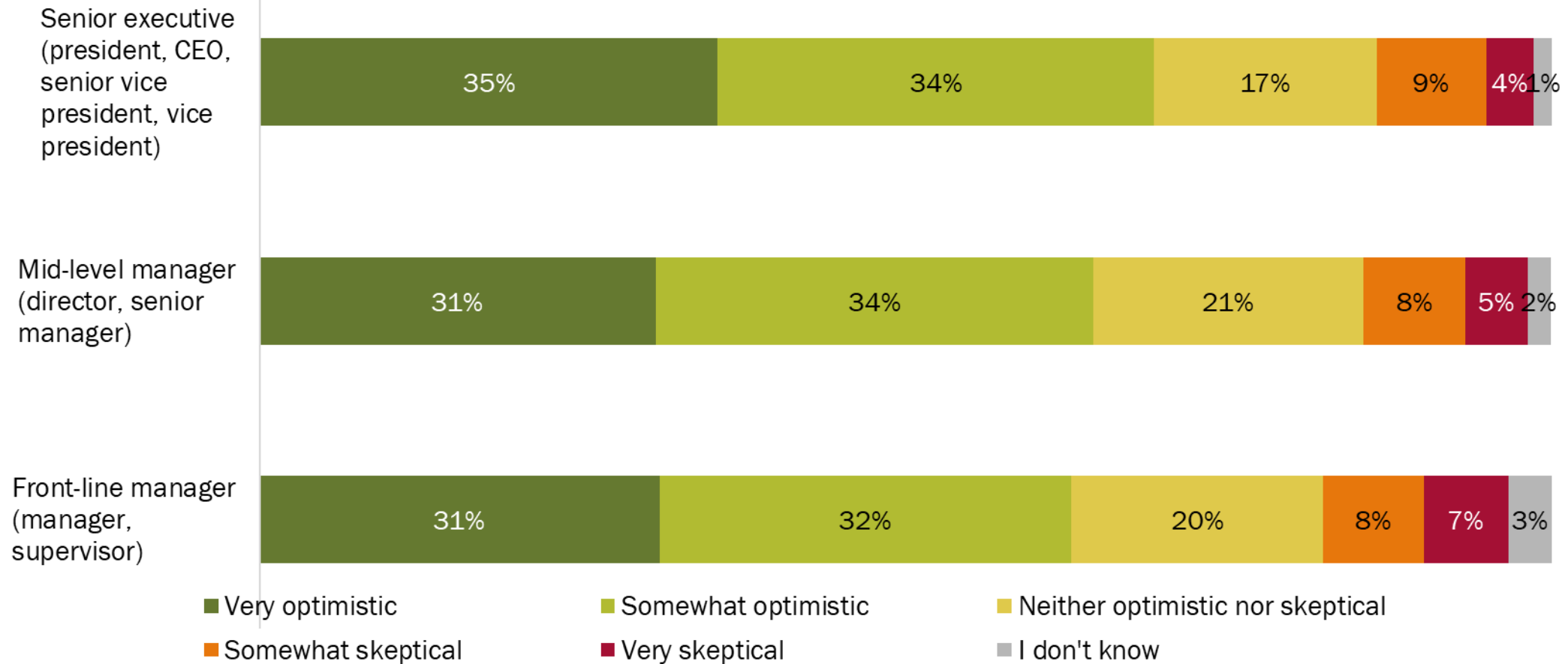
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R1. Provide a mentorship program for low-wage employees



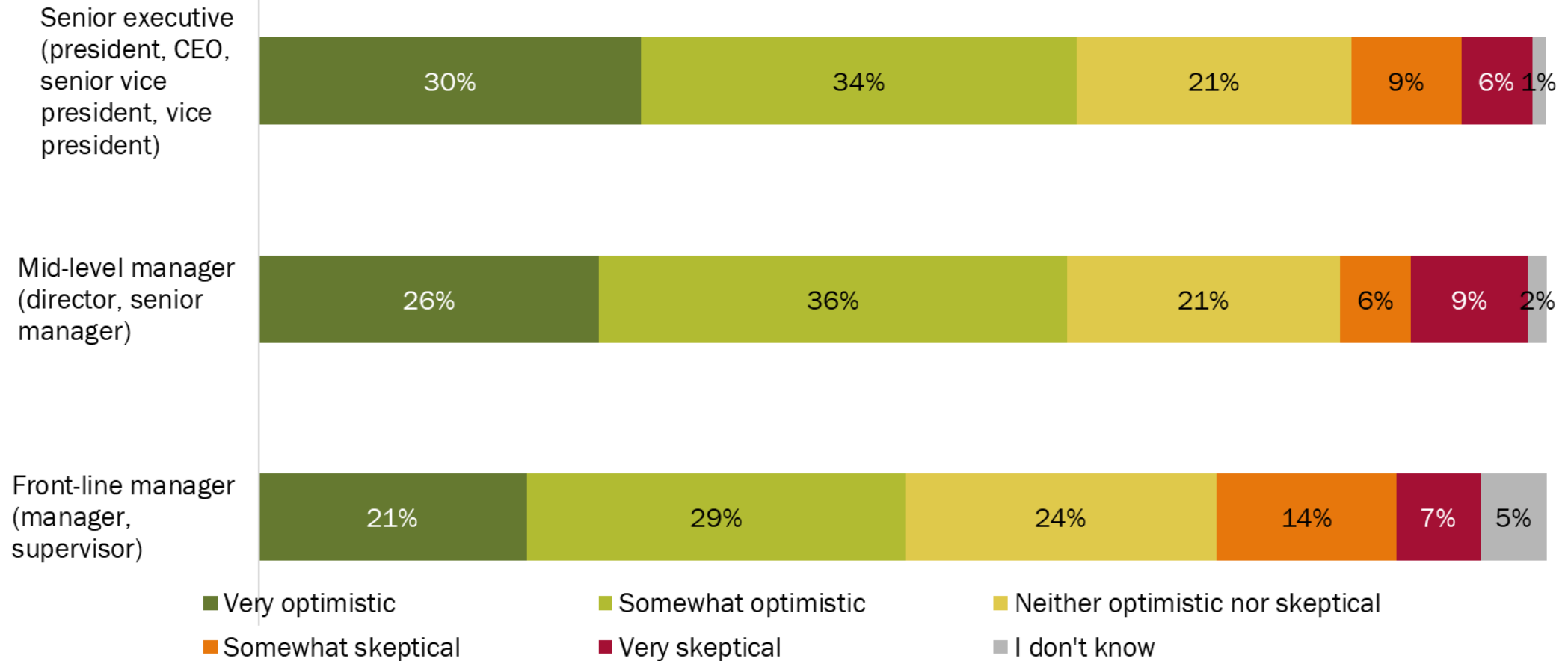
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R2. Hold supervisors and/or mentors accountable for low-wage employees' upward mobility



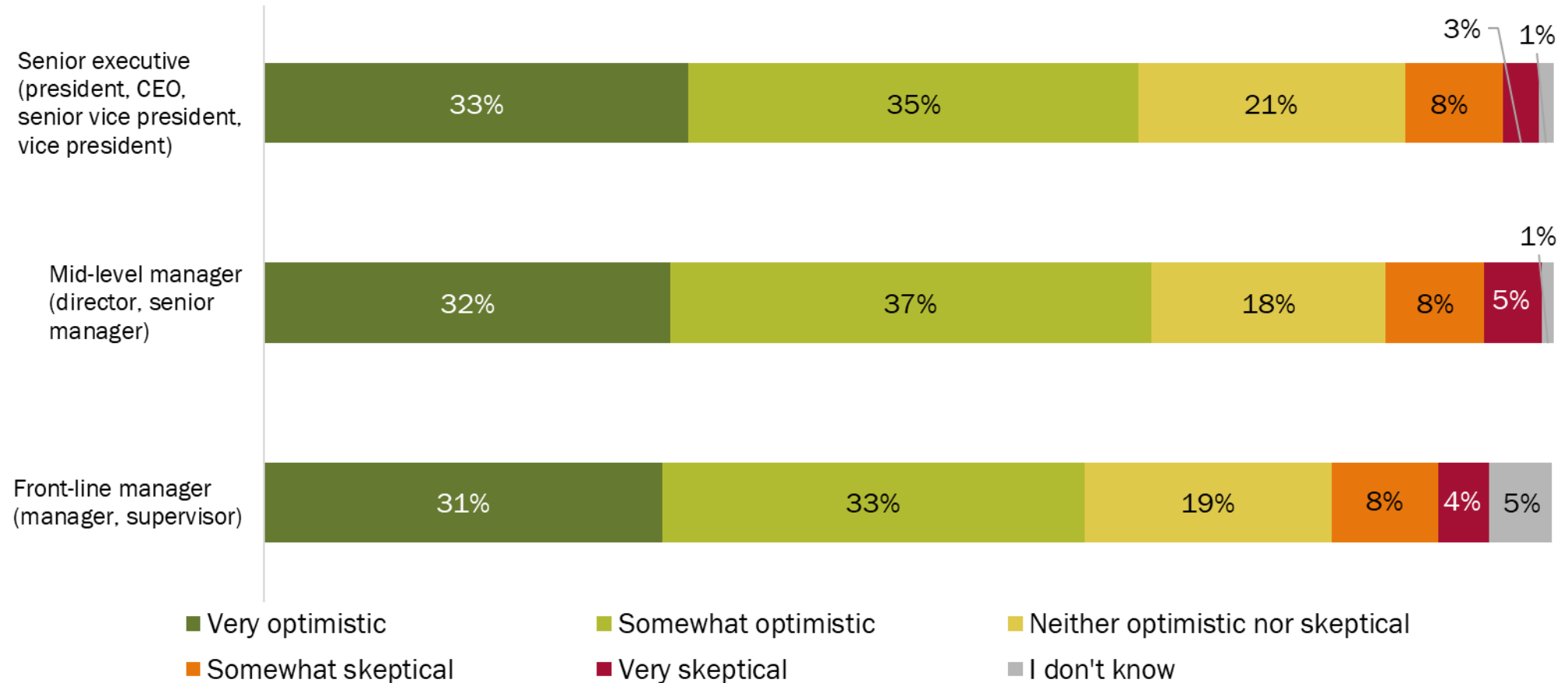
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R3. 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)



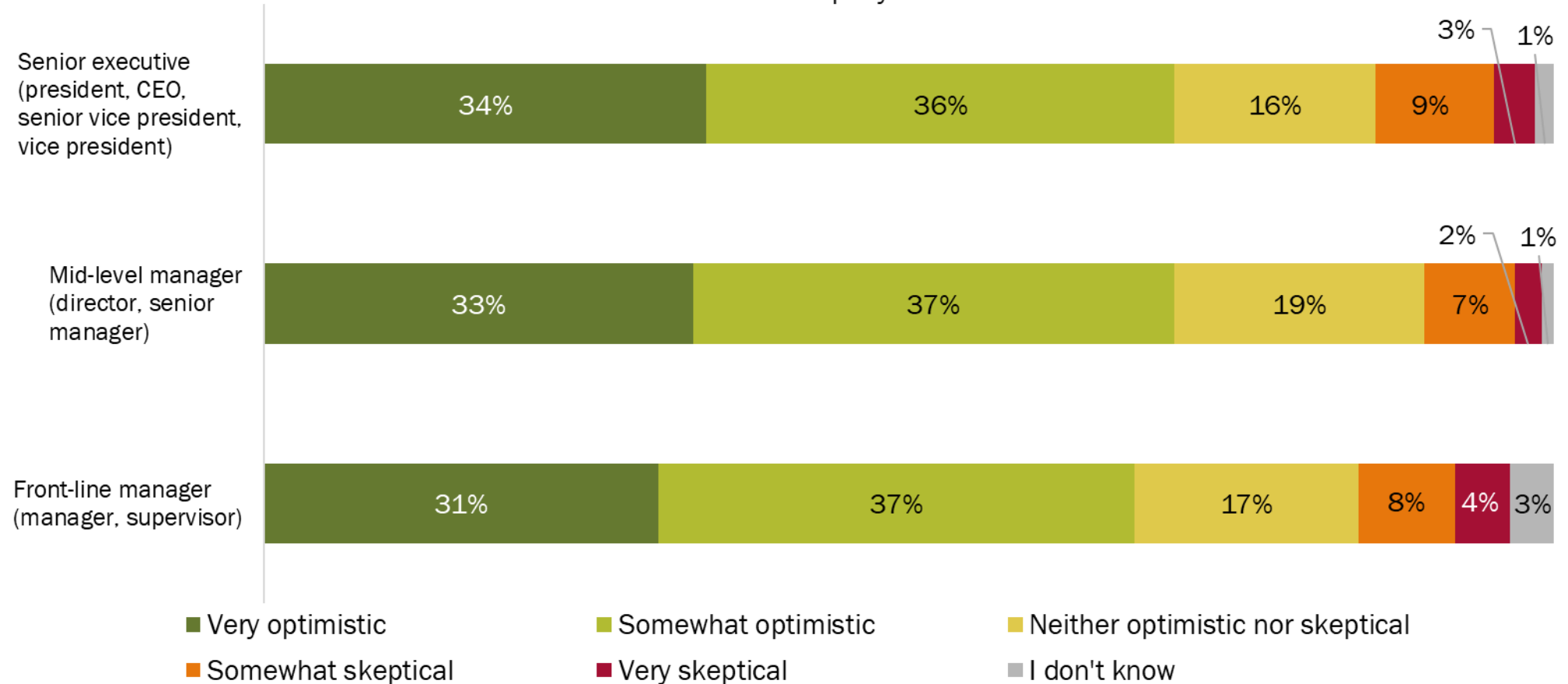
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R4. Supervisors and/or mentors communicate the impact of low-wage employees' work on the company's success



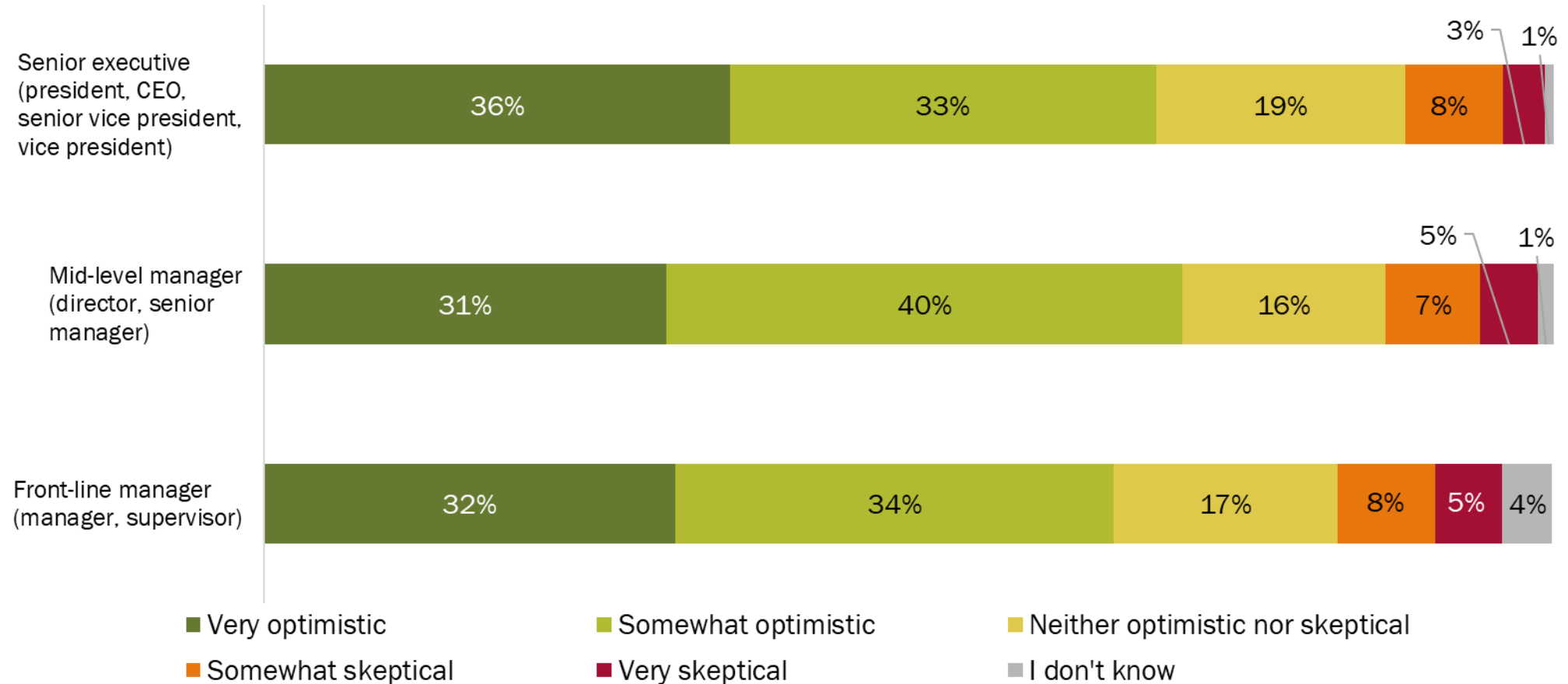
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R5. Supervisors and/or mentors communicate benefits and how low-wage employees can access them



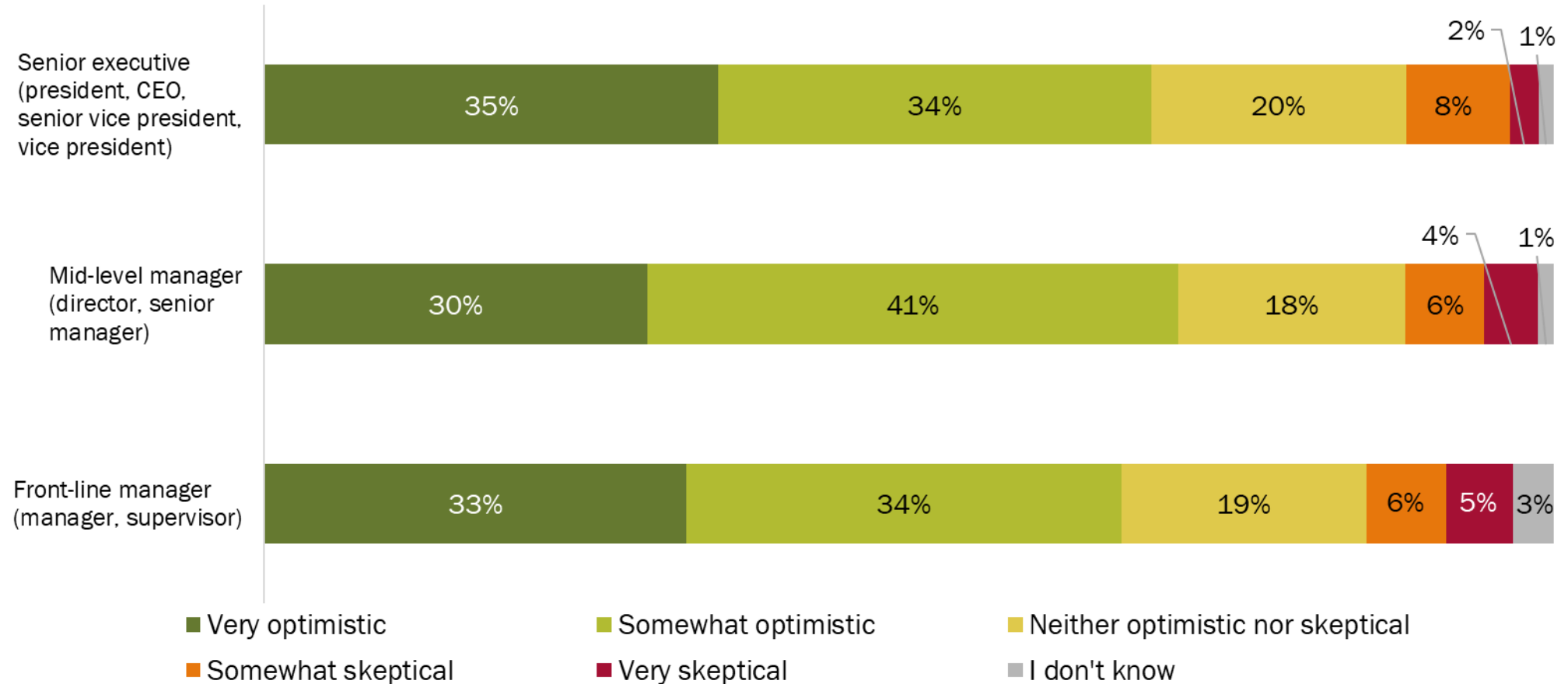
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R6. Supervisors and/or mentors coach low-wage employees to on how to move up





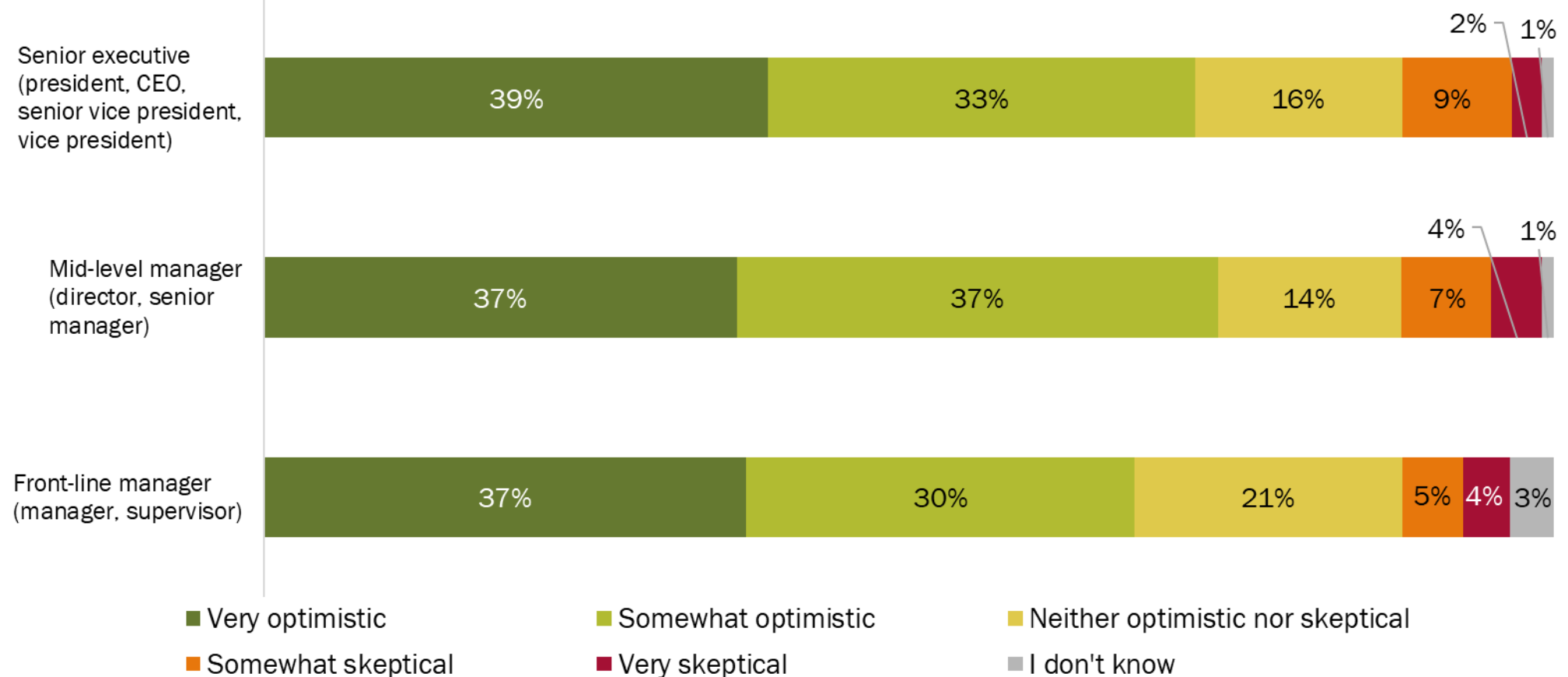
# Actions

## On-the-job Support: Mentor and Supervisor Support

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.

QC14R7. Supervisors and/or mentors hold performance review conversations with low-wage employees at regular intervals



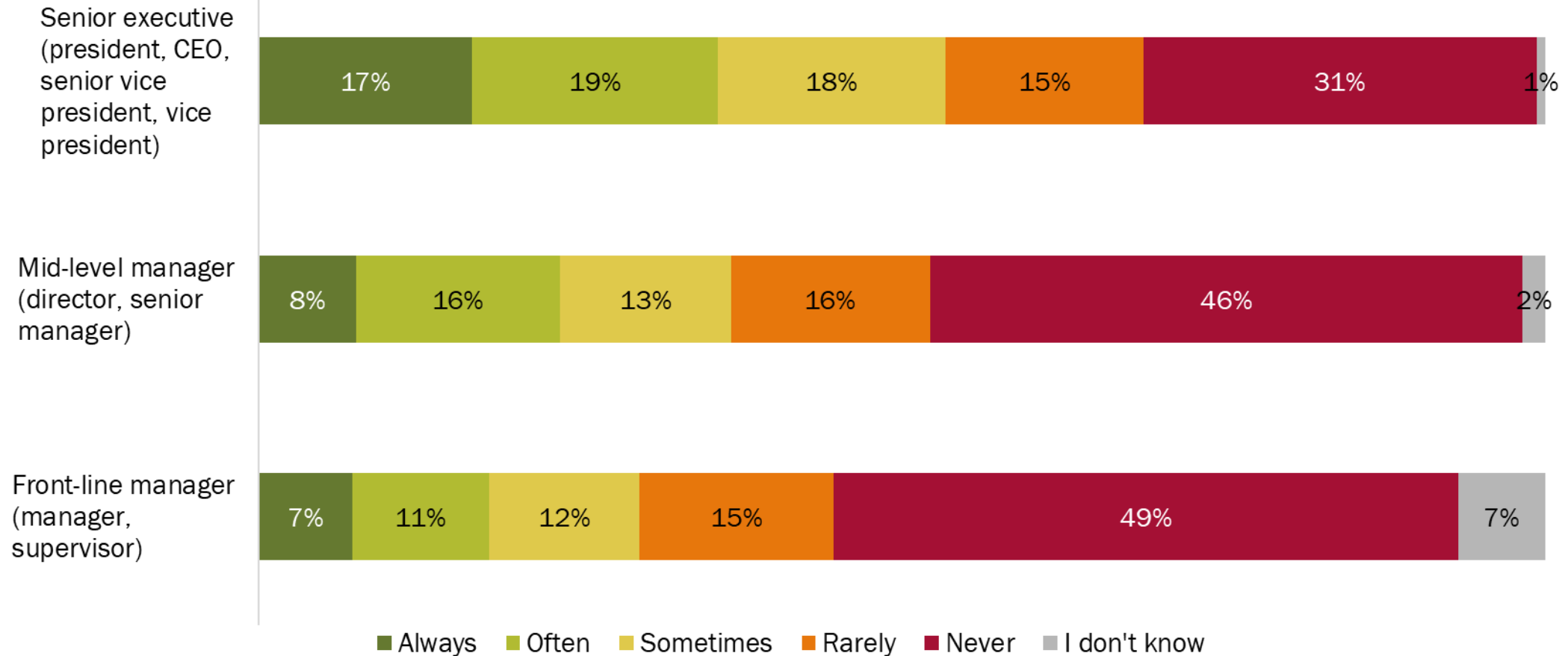
# Actions

## On-the-job Support: Learning and Development

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:

QC15R1. Offer training programs that teach English language skills



N = 1,150

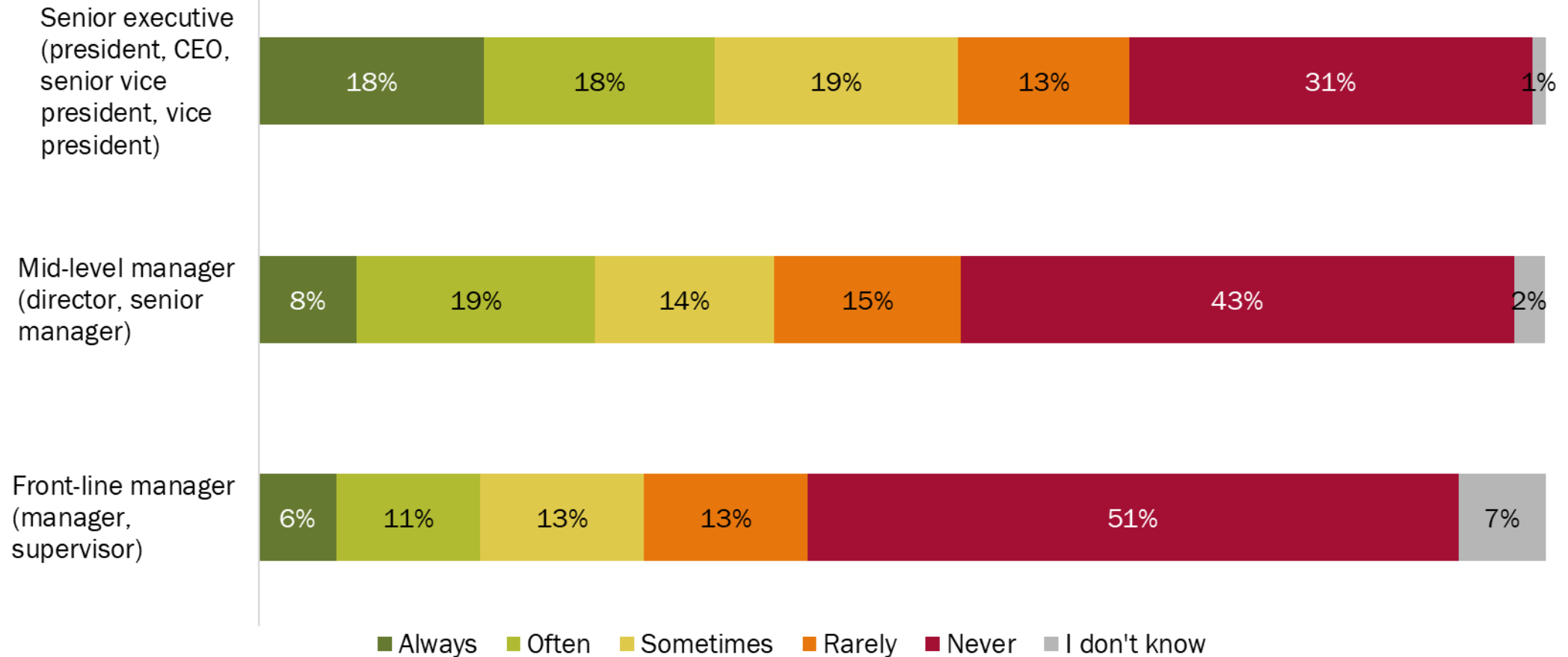
# Actions

## On-the-job Support: Learning and Development

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:

QC15R2. Offer training programs that teach basic adult education or GED



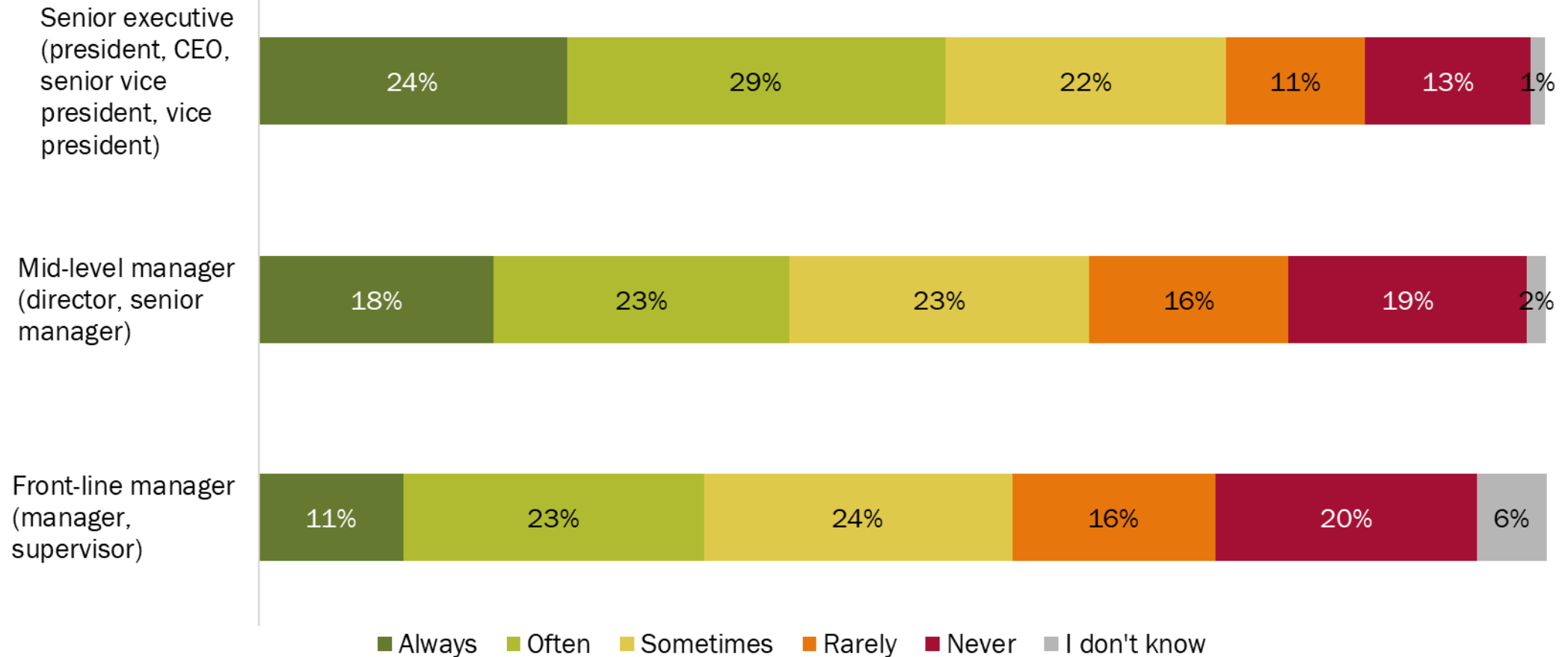
# Actions

## On-the-job Support: Learning and Development

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:

QC15R3. Offer training programs that teach soft skills required to move up



N = 1,150

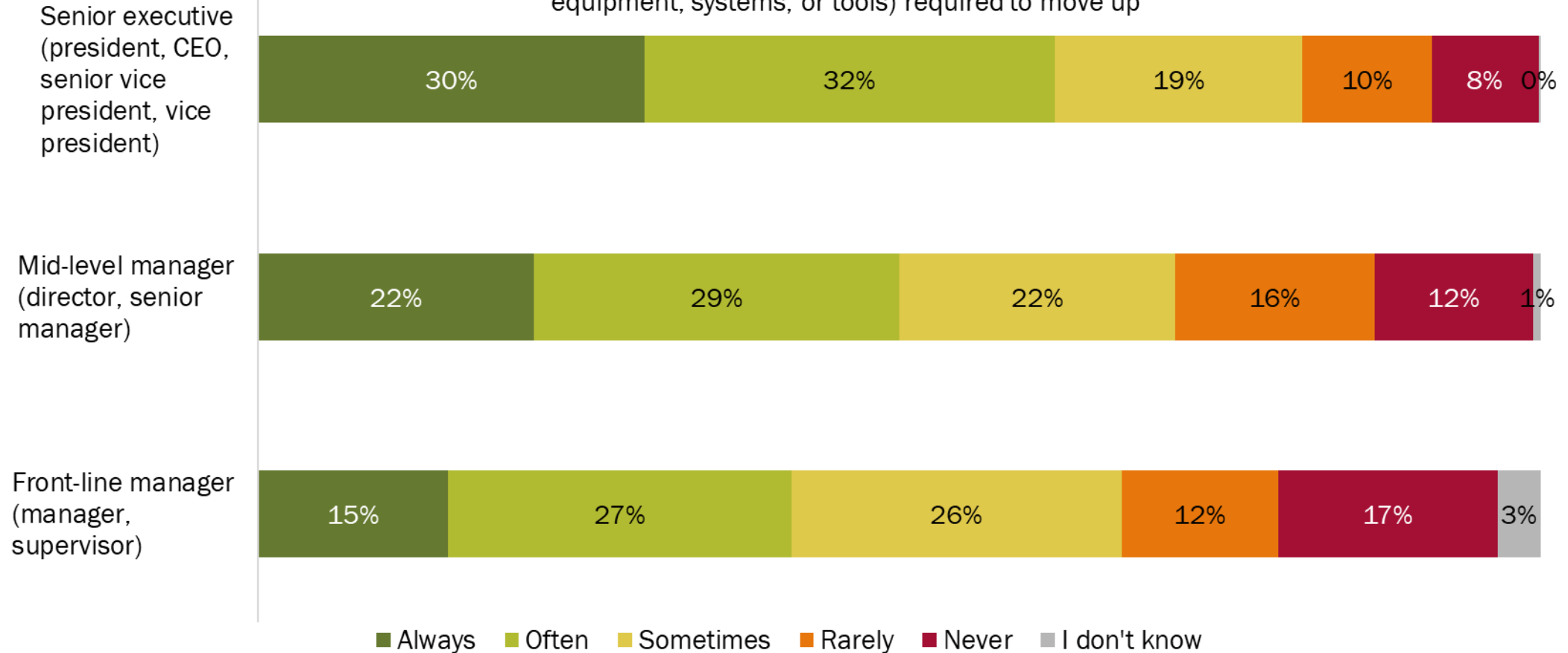
# Actions

## On-the-job Support: Learning and Development

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:

QC15R4. Offer training programs that teach technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up



N = 1,150

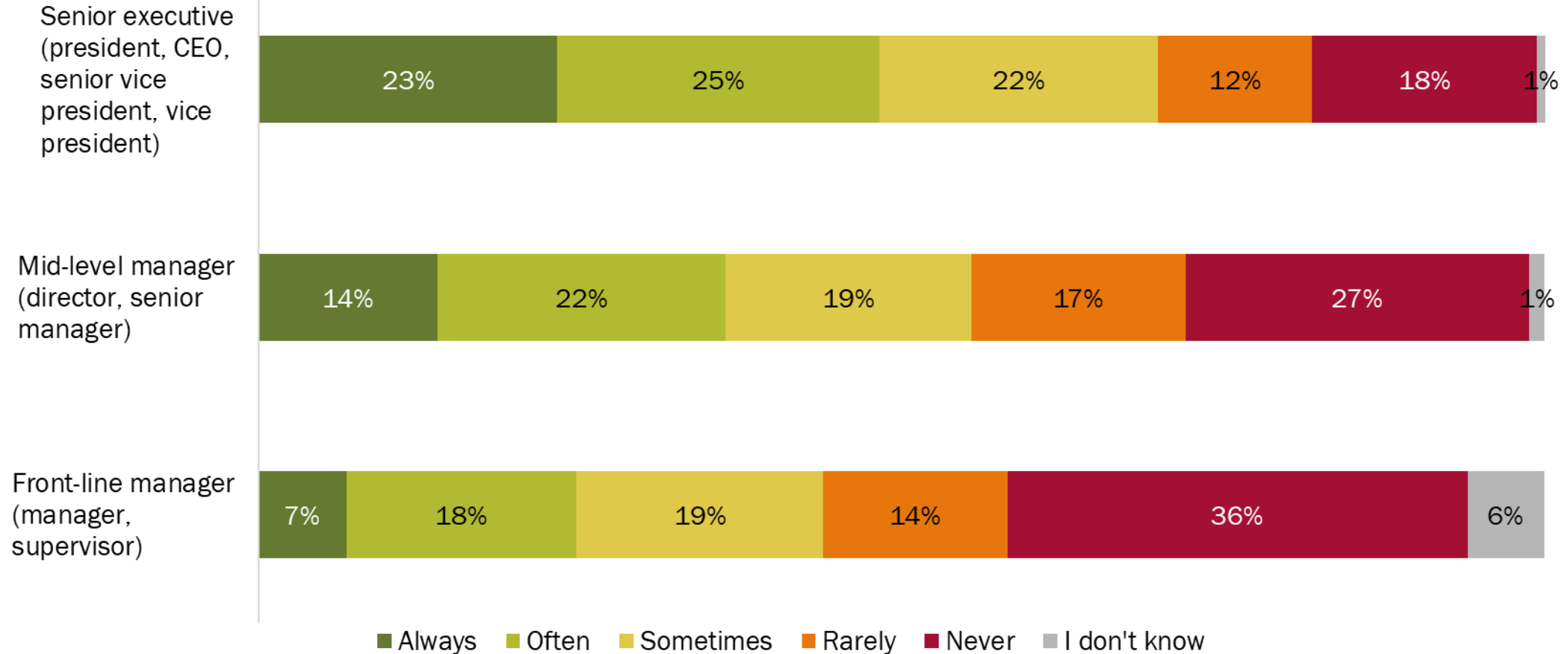
# Actions

## On-the-job Support: Learning and Development

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:

QC15R5. Offer training programs that teach digital literacy



N = 1,150

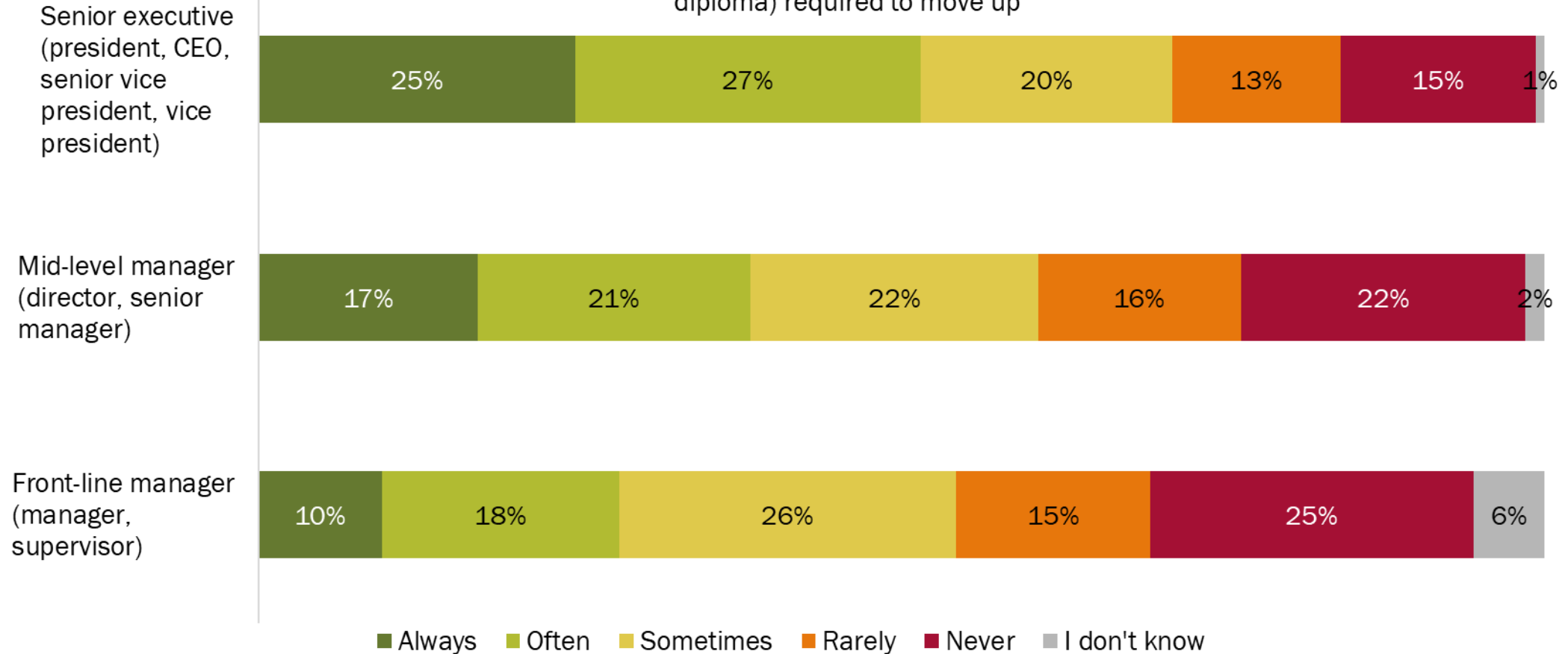
# Actions

## On-the-job Support: Learning and Development

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:

QC15R6. Offer training programs for qualifications or credentials (e.g., a certain certificate or diploma) required to move up



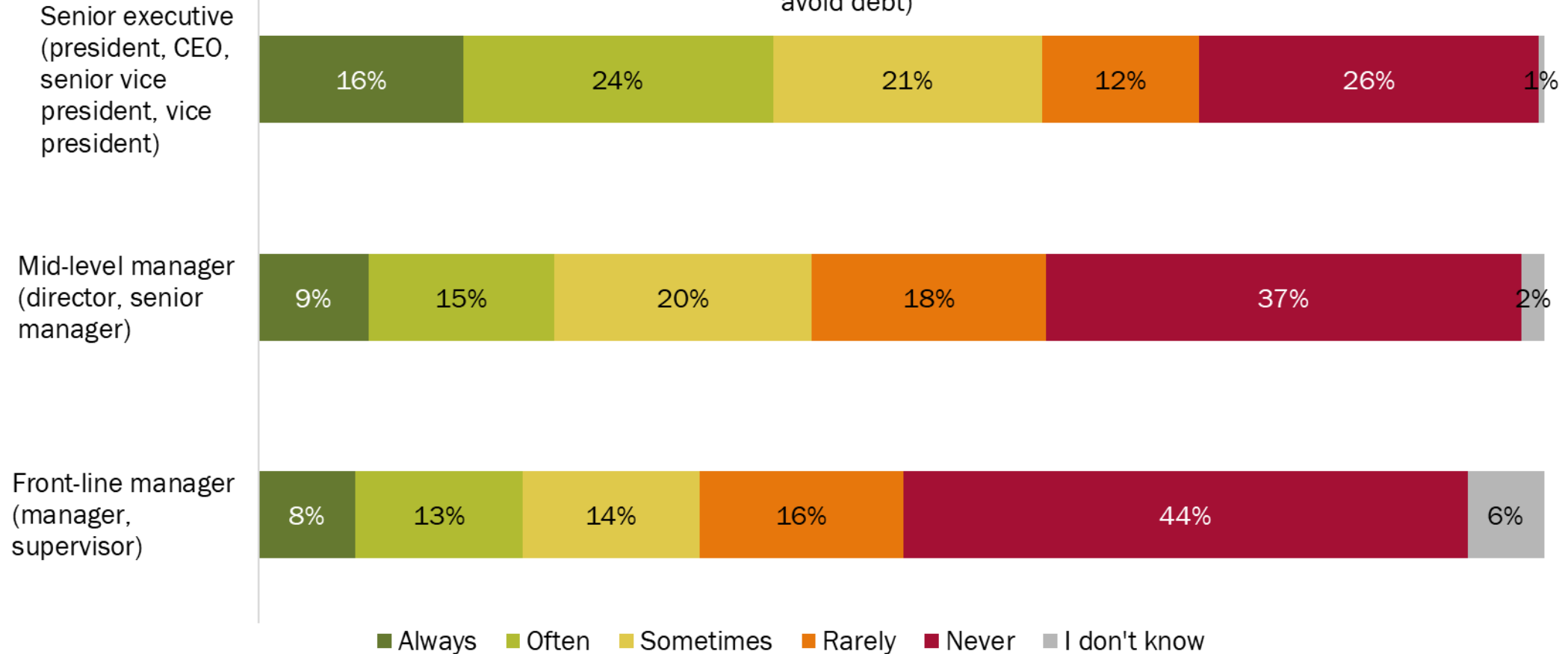
# Actions

## On-the-job Support: Learning and Development

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:

QC15R7. Offer training programs that teach financial literacy (e.g., how to save money, how to avoid debt)





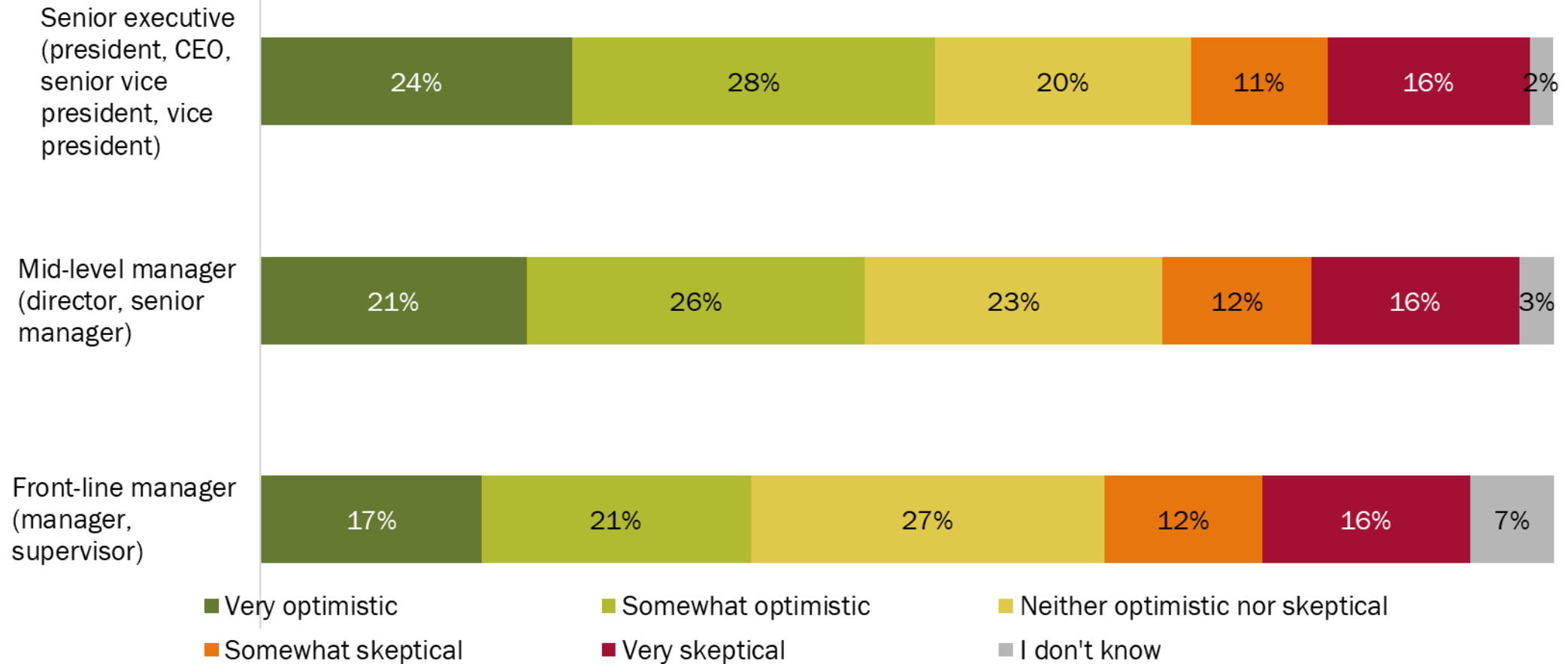
# Actions

## On-the-job Support: Learning and Development

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.

QC16R1. Offer training programs that teach English language skills



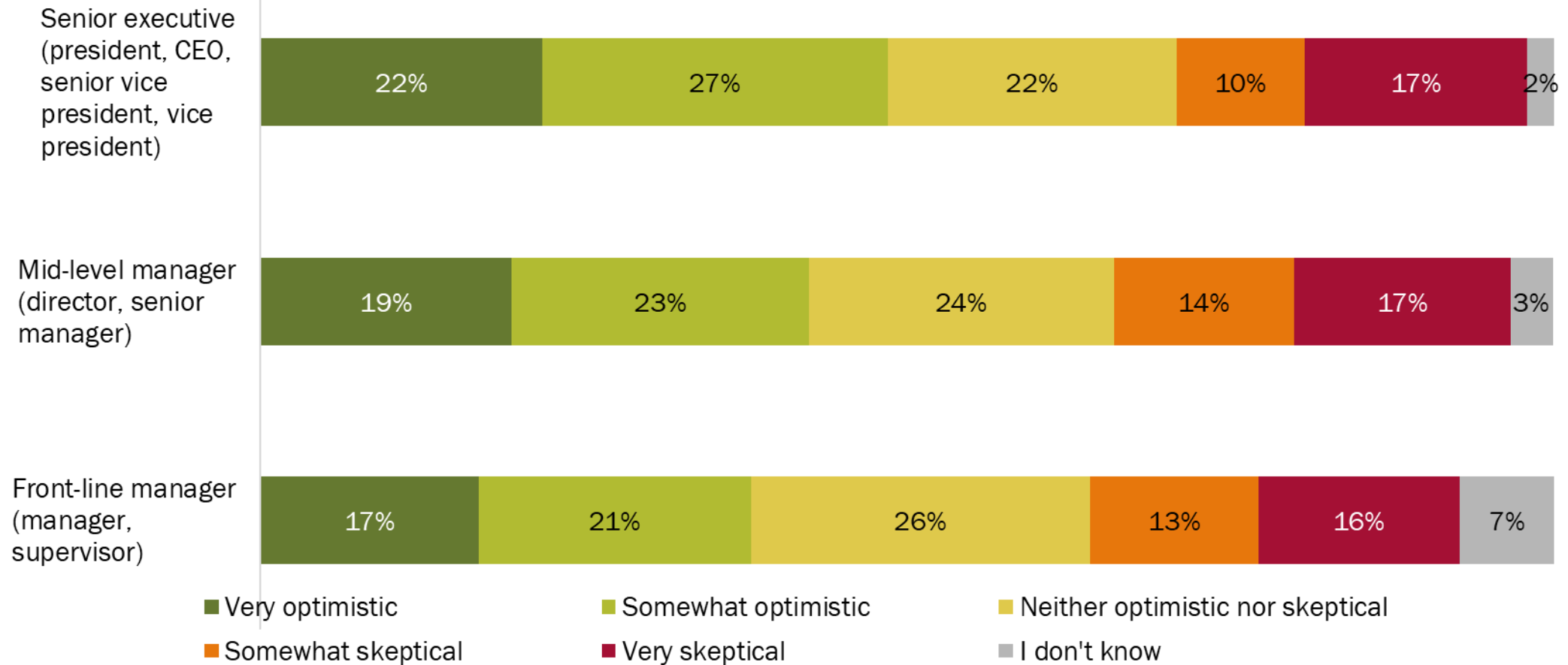
# Actions

## On-the-job Support: Learning and Development

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.

QC16R2. Offer training programs that teach basic adult education or GED



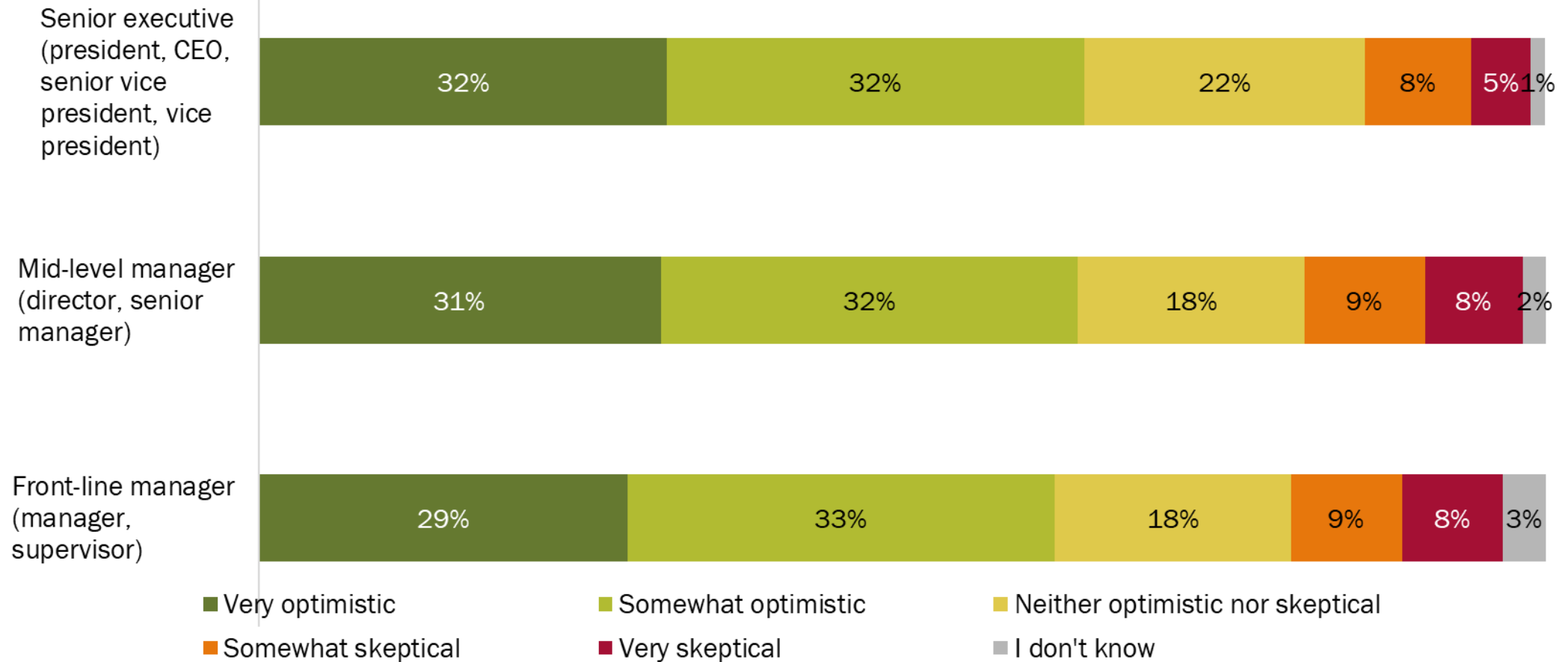
# Actions

## On-the-job Support: Learning and Development

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.

QC16R3. Offer training programs that teach soft skills required to move up



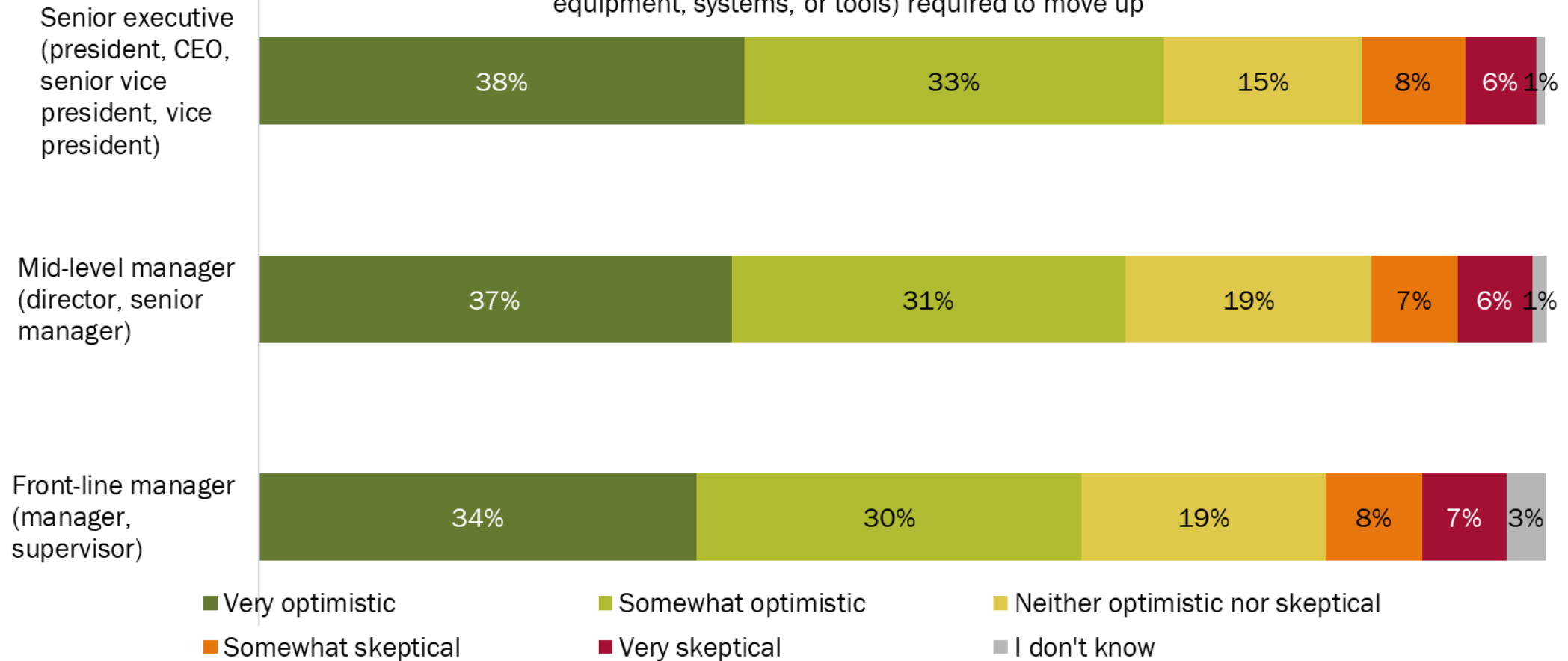
# Actions

## On-the-job Support: Learning and Development

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.

QC16R4. Offer training programs that teach technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up



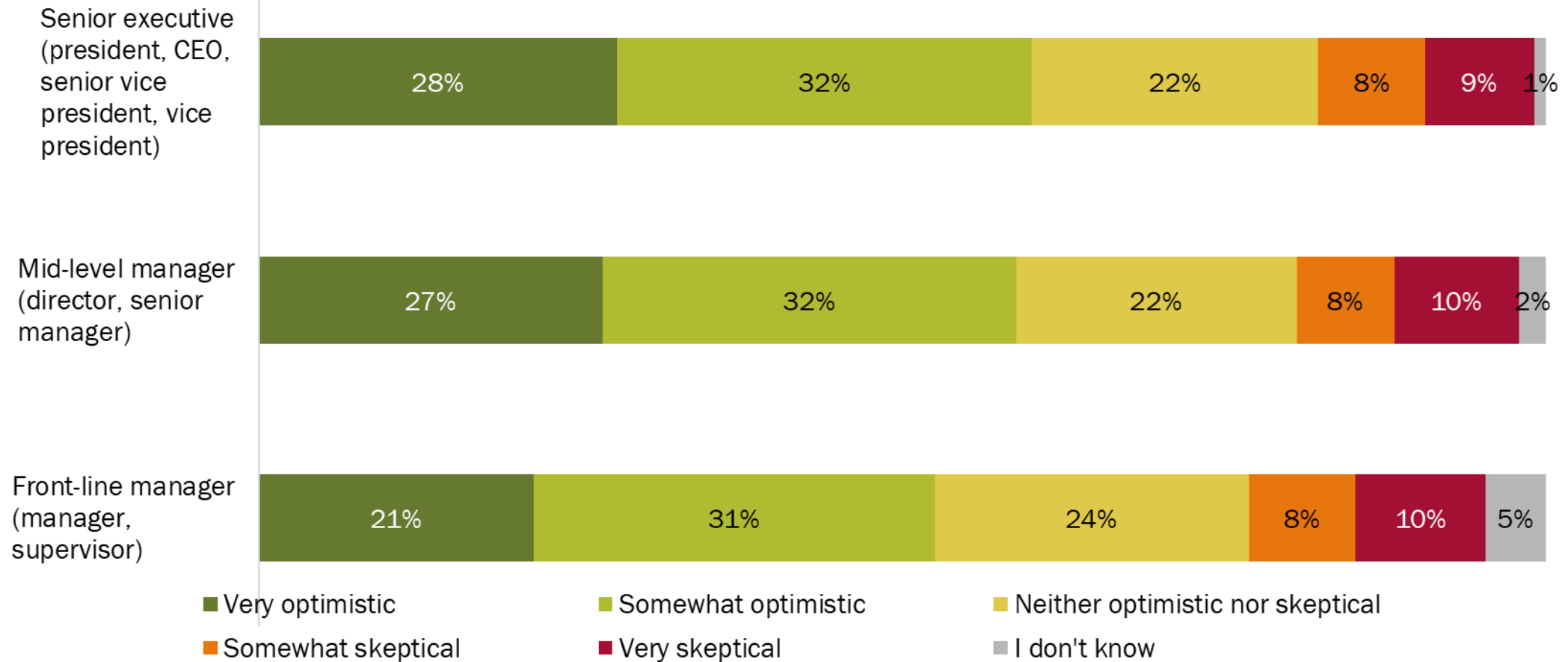
# Actions

## On-the-job Support: Learning and Development

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.

QC16R5. Offer training programs that teach digital literacy



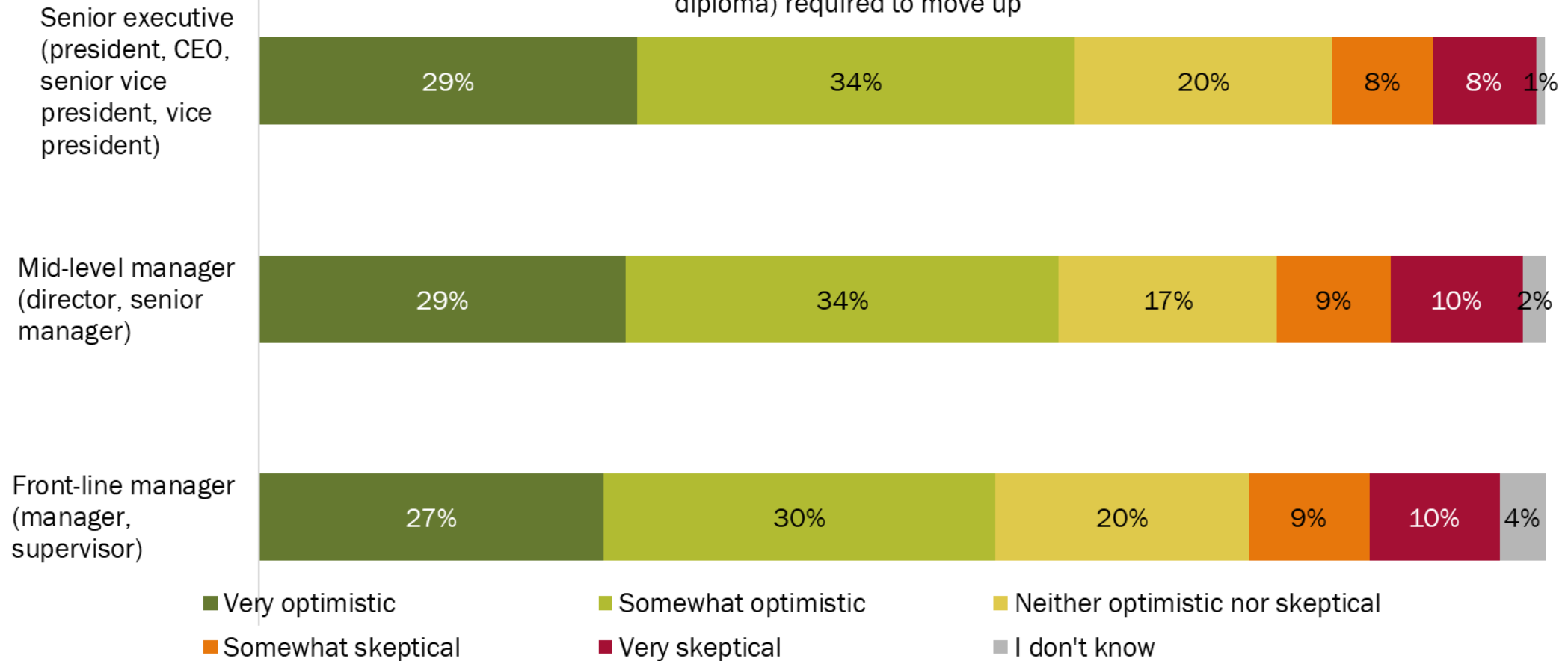
# Actions

## On-the-job Support: Learning and Development

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.

QC16R6. Offer training programs for qualifications or credentials (e.g., a certain certificate or diploma) required to move up



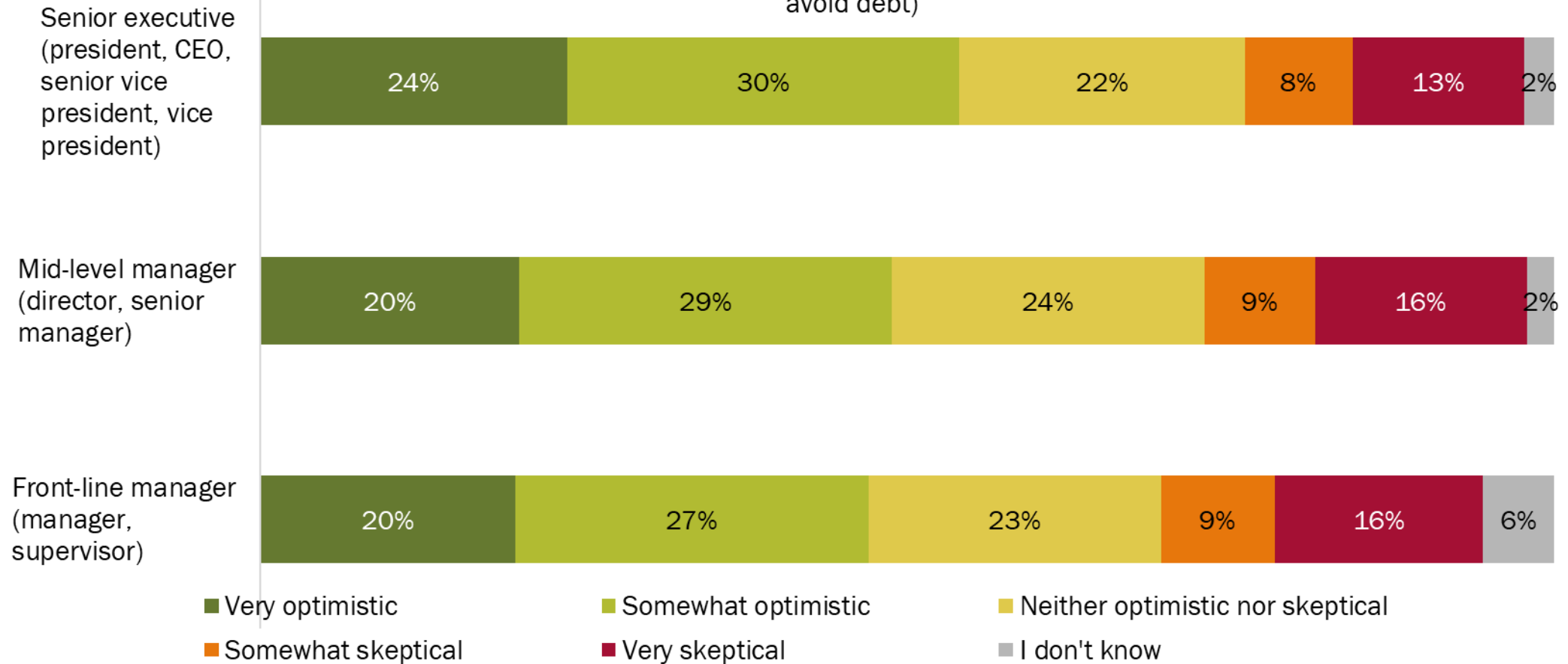
# Actions

## On-the-job Support: Learning and Development

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.

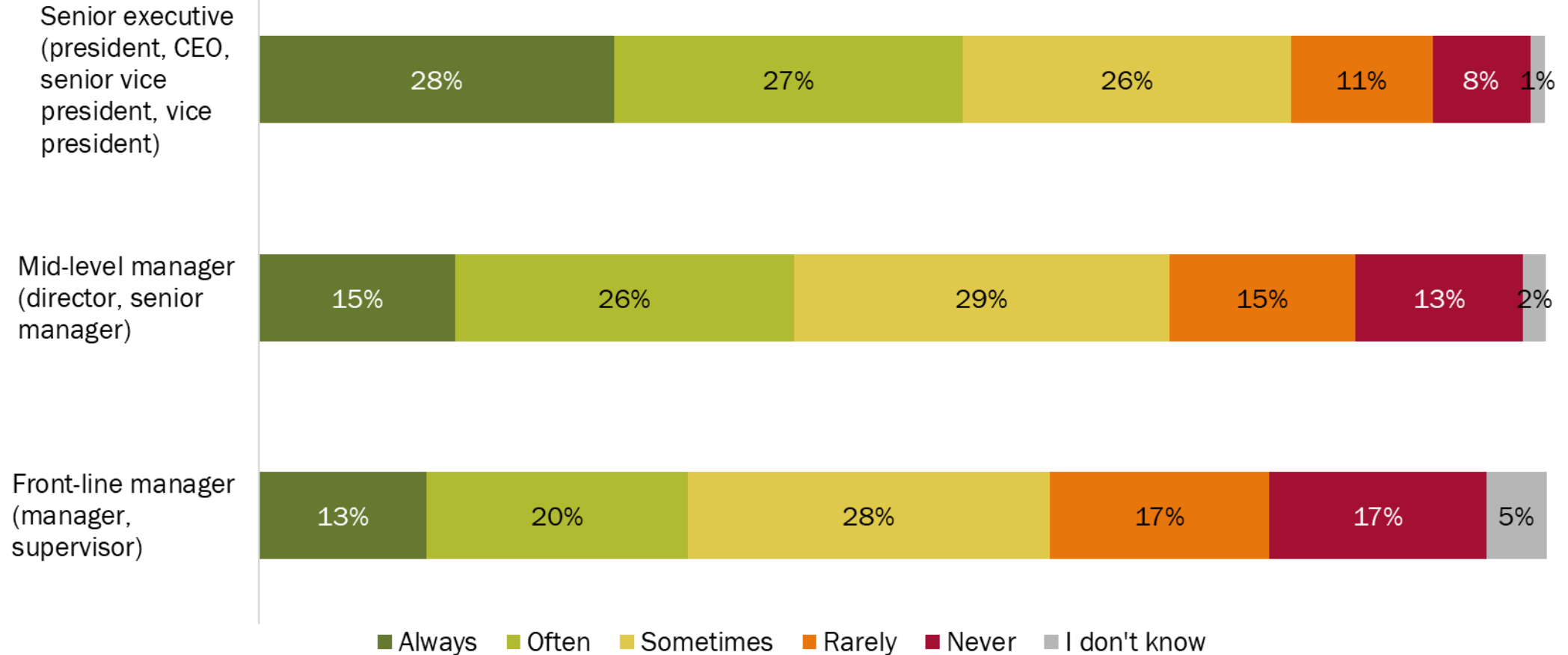
QC16R7. Offer training programs that teach financial literacy (e.g., how to save money, how to avoid debt)



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:

QC17R1. Create career pathways for low-wage employees

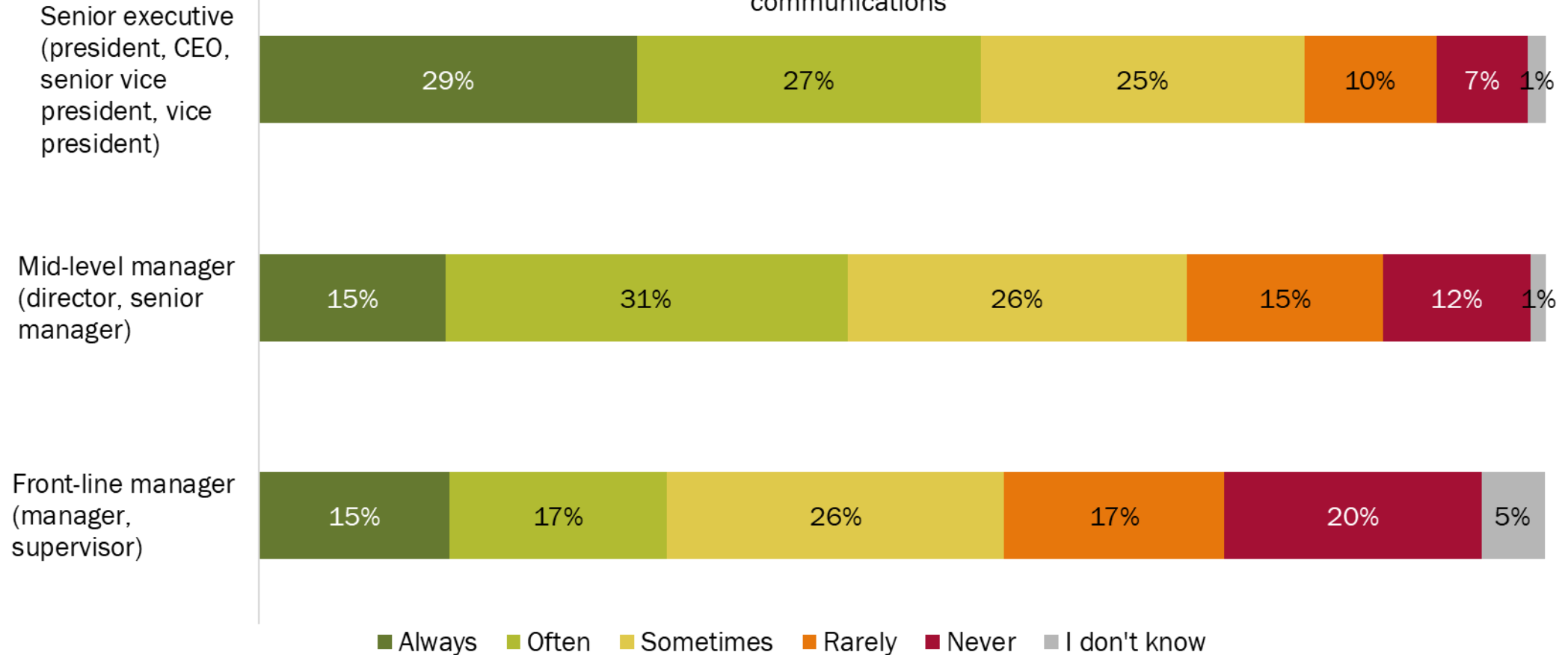




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C17. How often does your company:

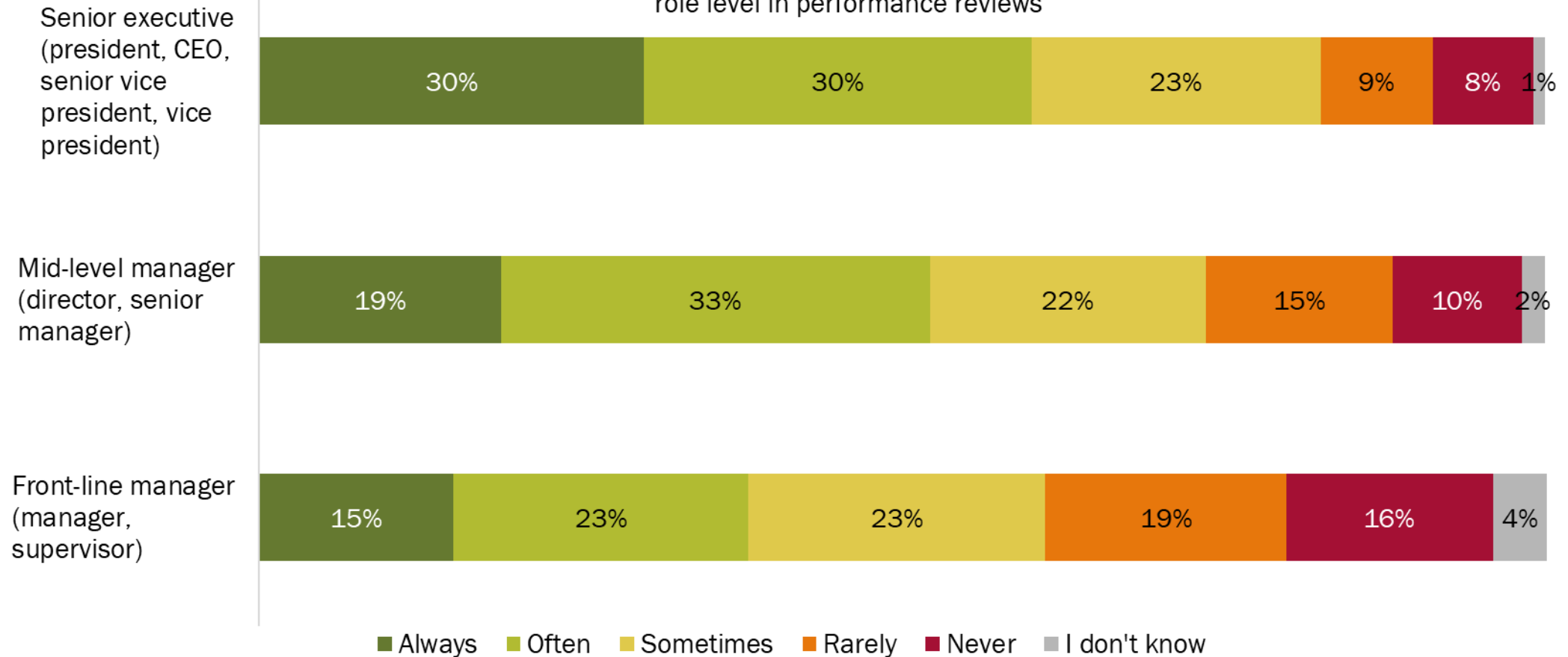
QC17R2. Describe career pathways and skills progression on an ongoing basis in company communications



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:

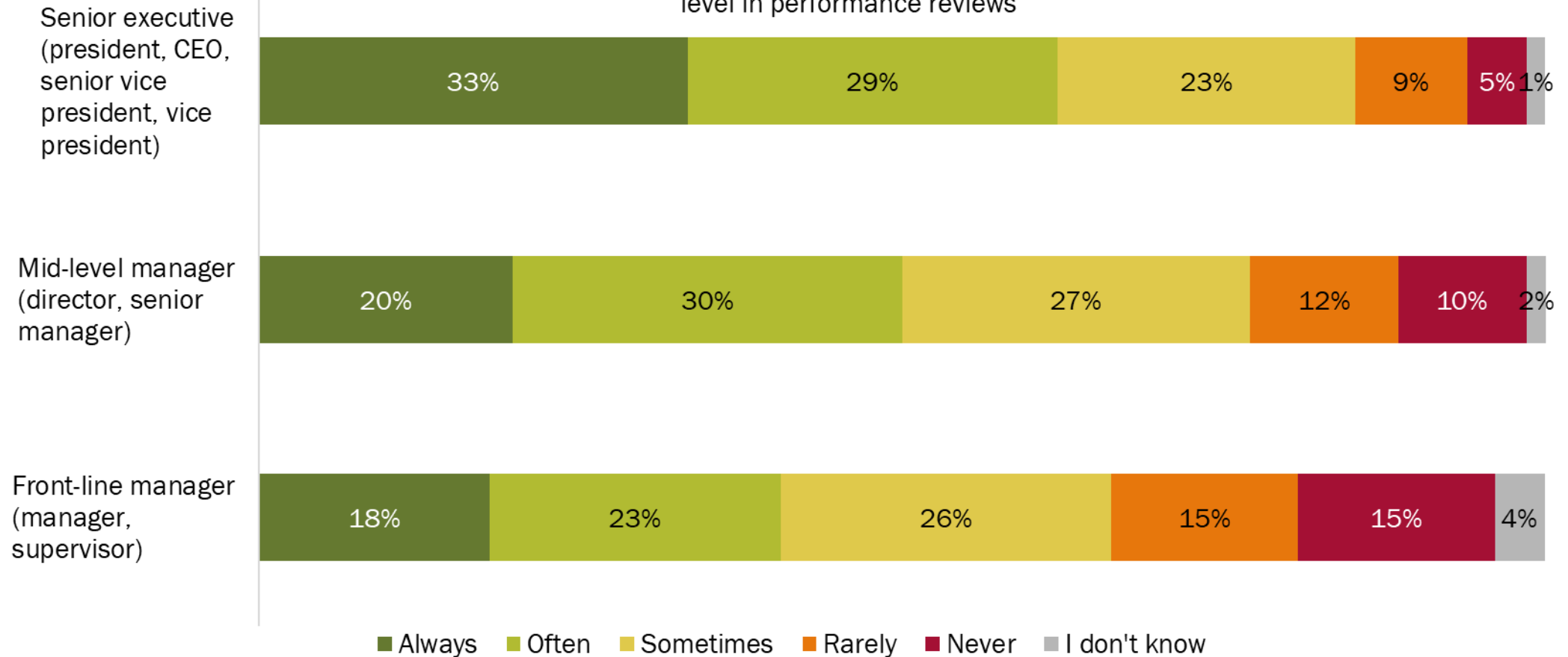
QC17R3. Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews



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.

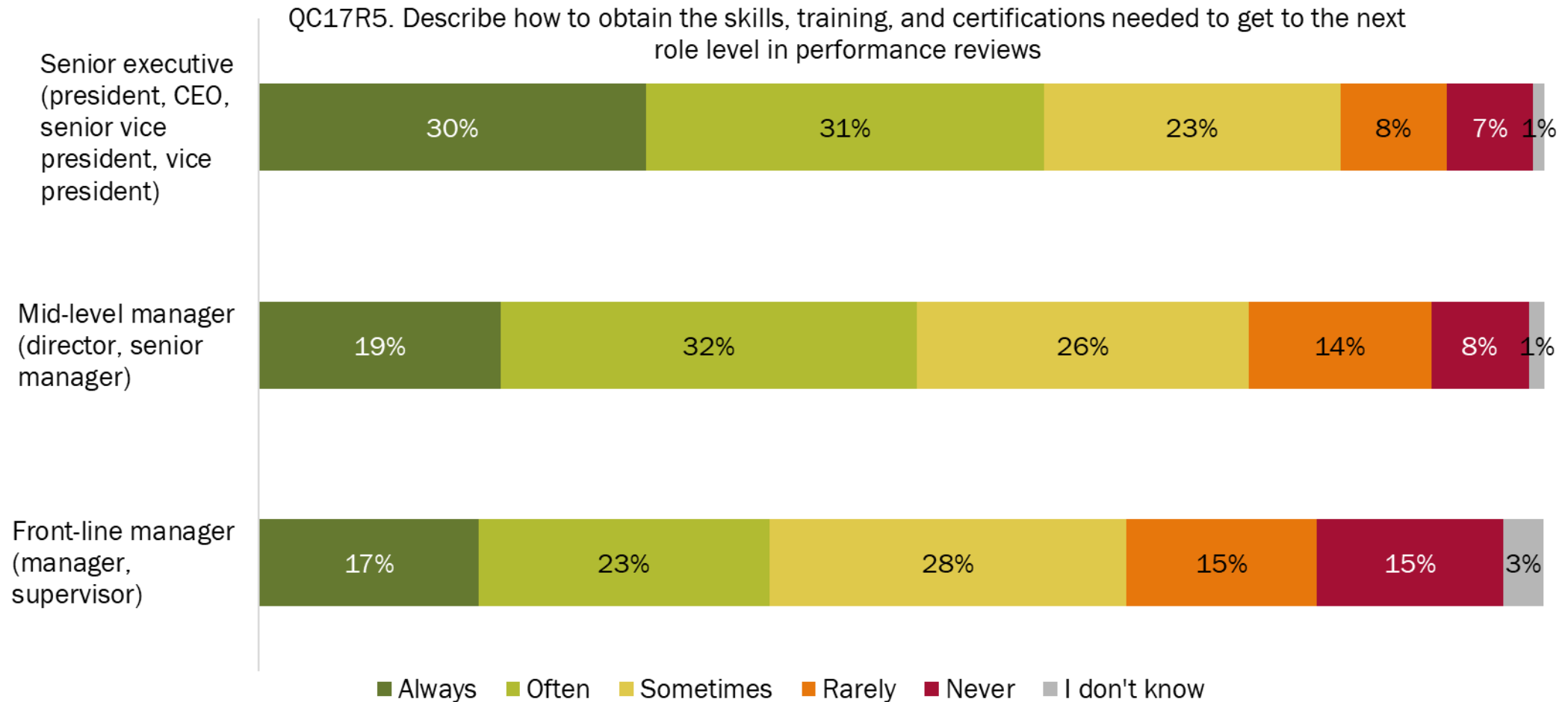
C17. How often does your company:

QC17R4. Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews



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.

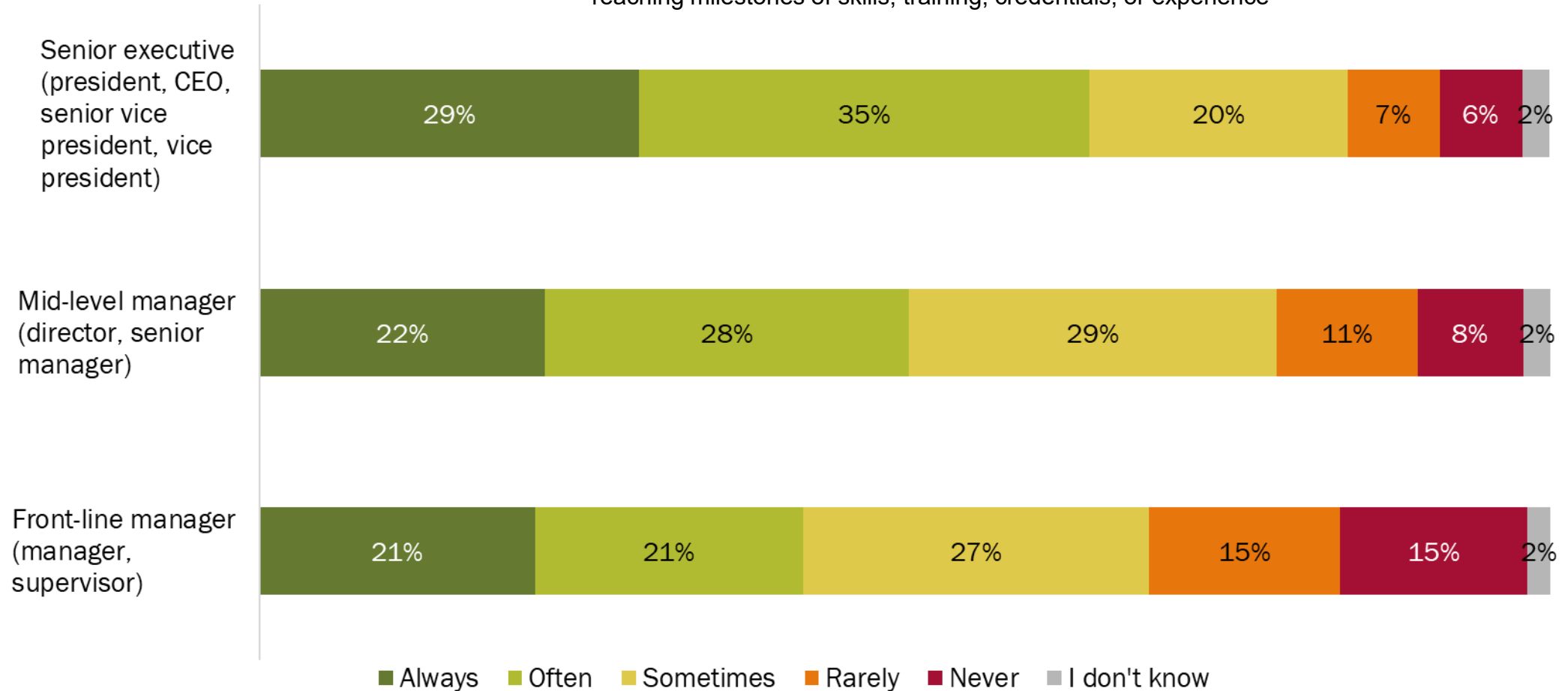
C17. How often does your company:



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:

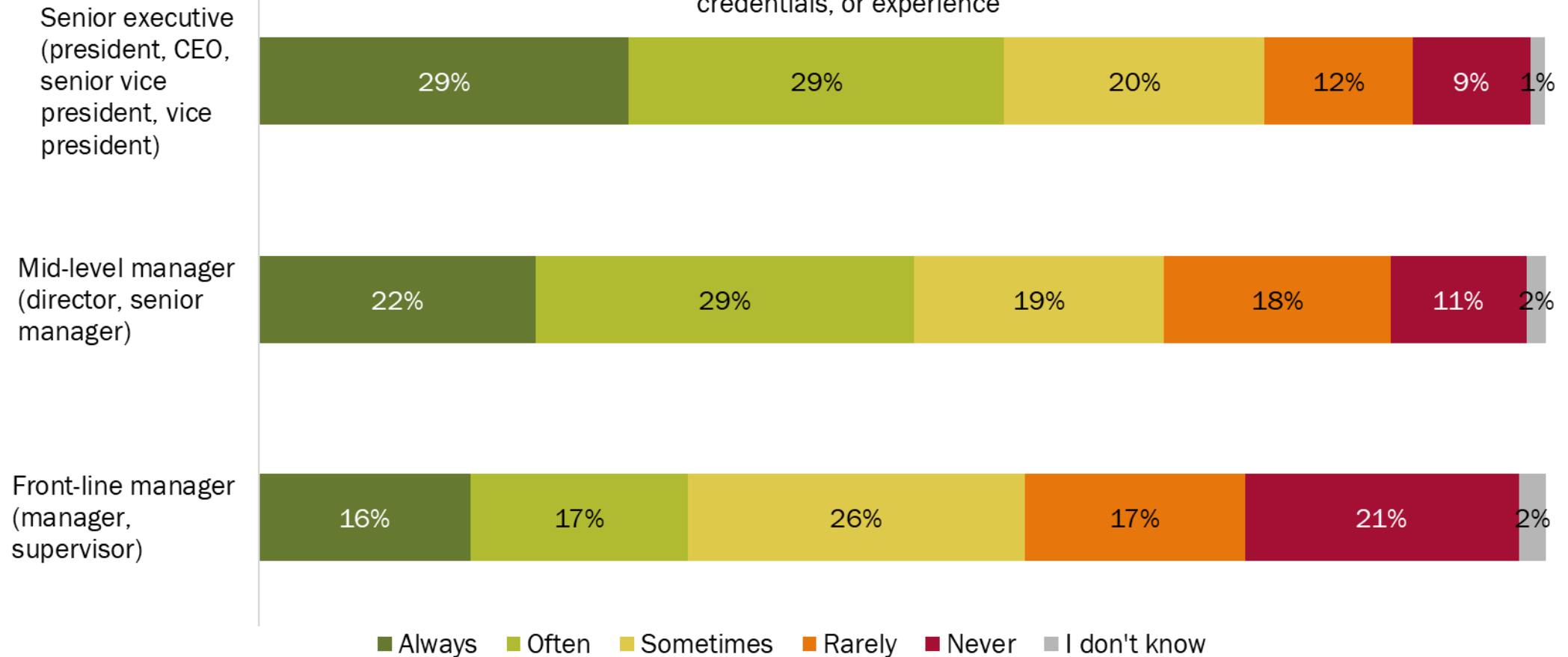
QC17R6. Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience



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:

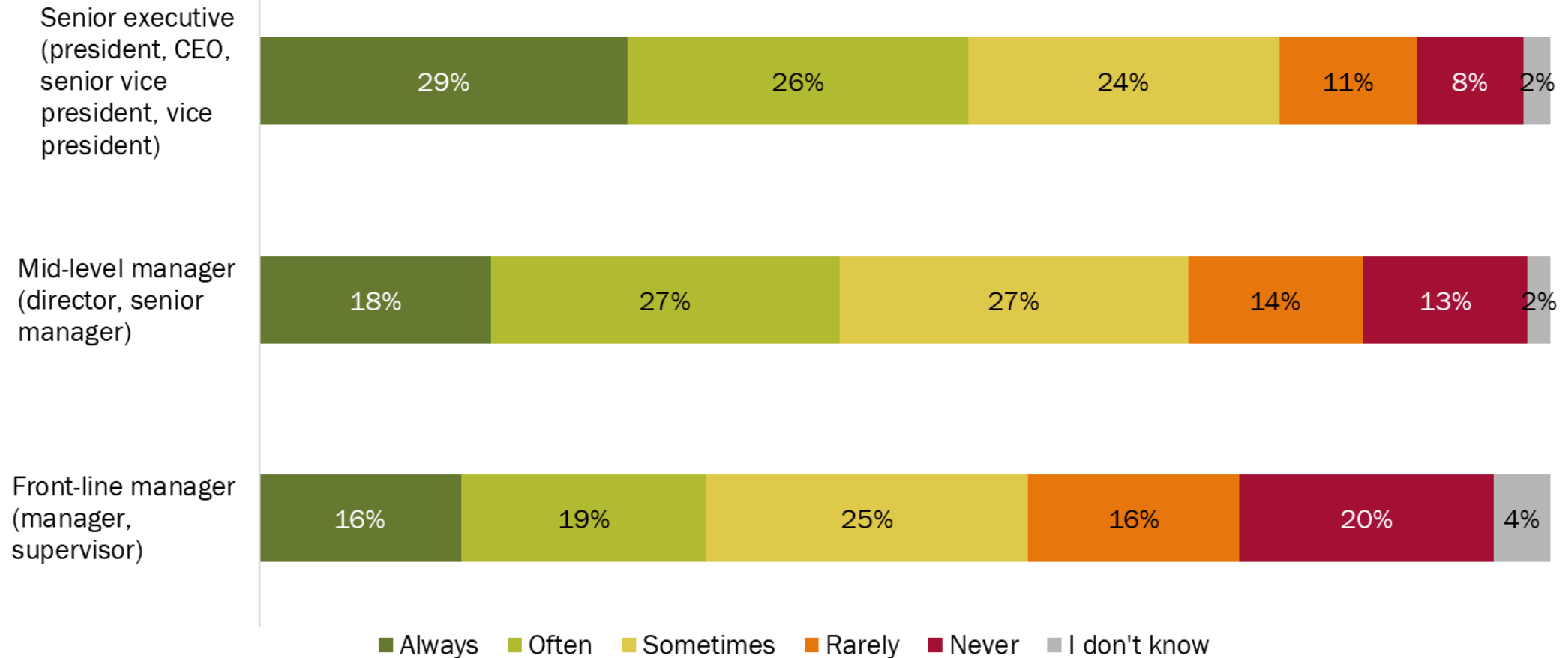
QC17R7. Publicly recognize low-wage employees for reaching milestones of skills, training, credentials, or experience



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:

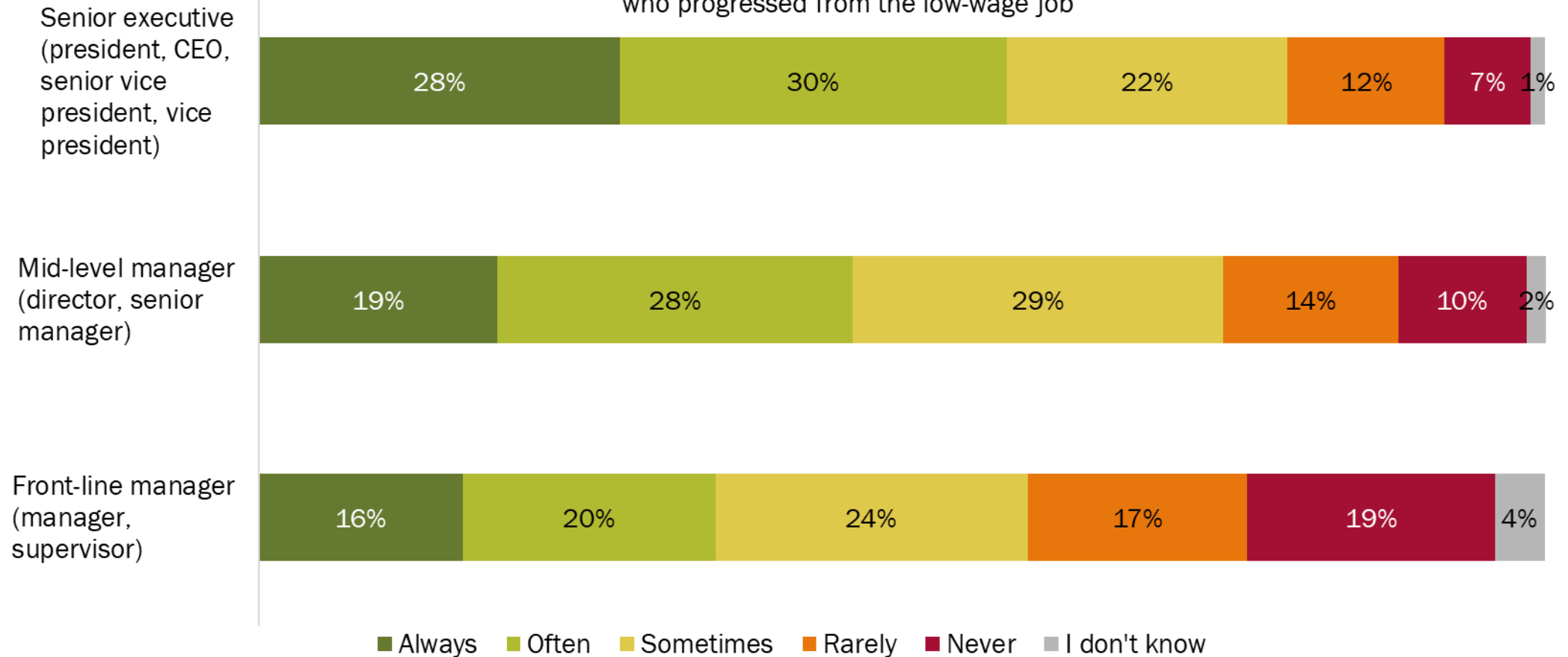
QC17R8. Communicate examples of worker success stories to current low-wage employees



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.

C17. How often does your company:

QC17R9. Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job

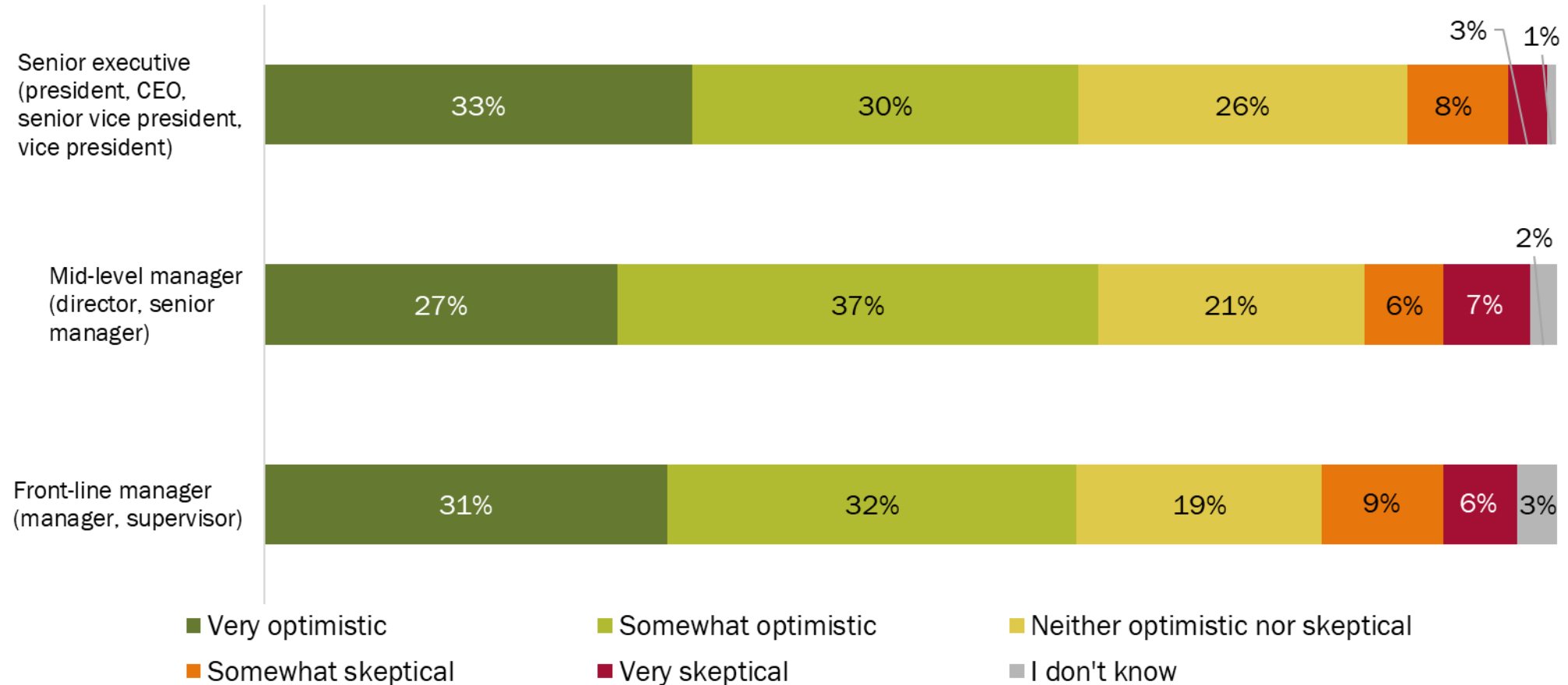




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

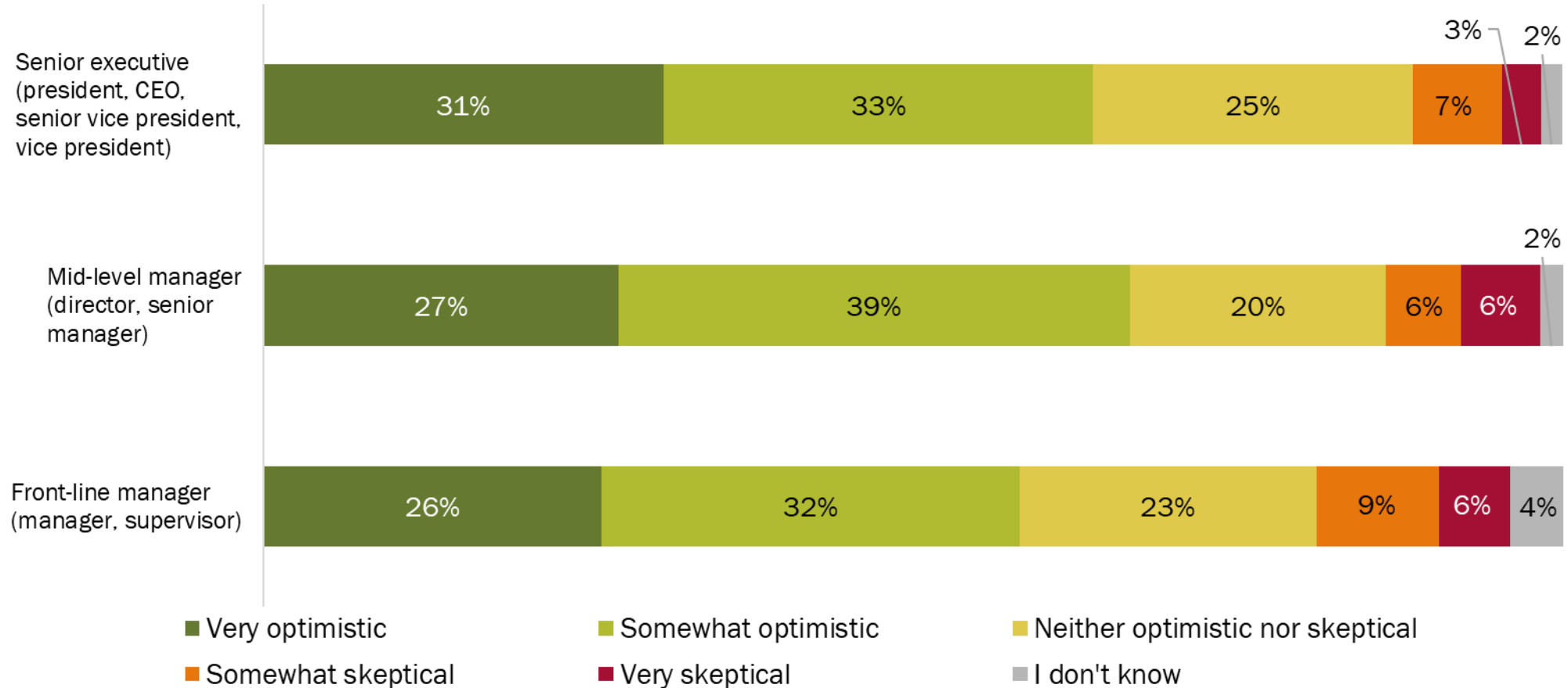
QC18R1. Create career pathways for low-wage employees



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.

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

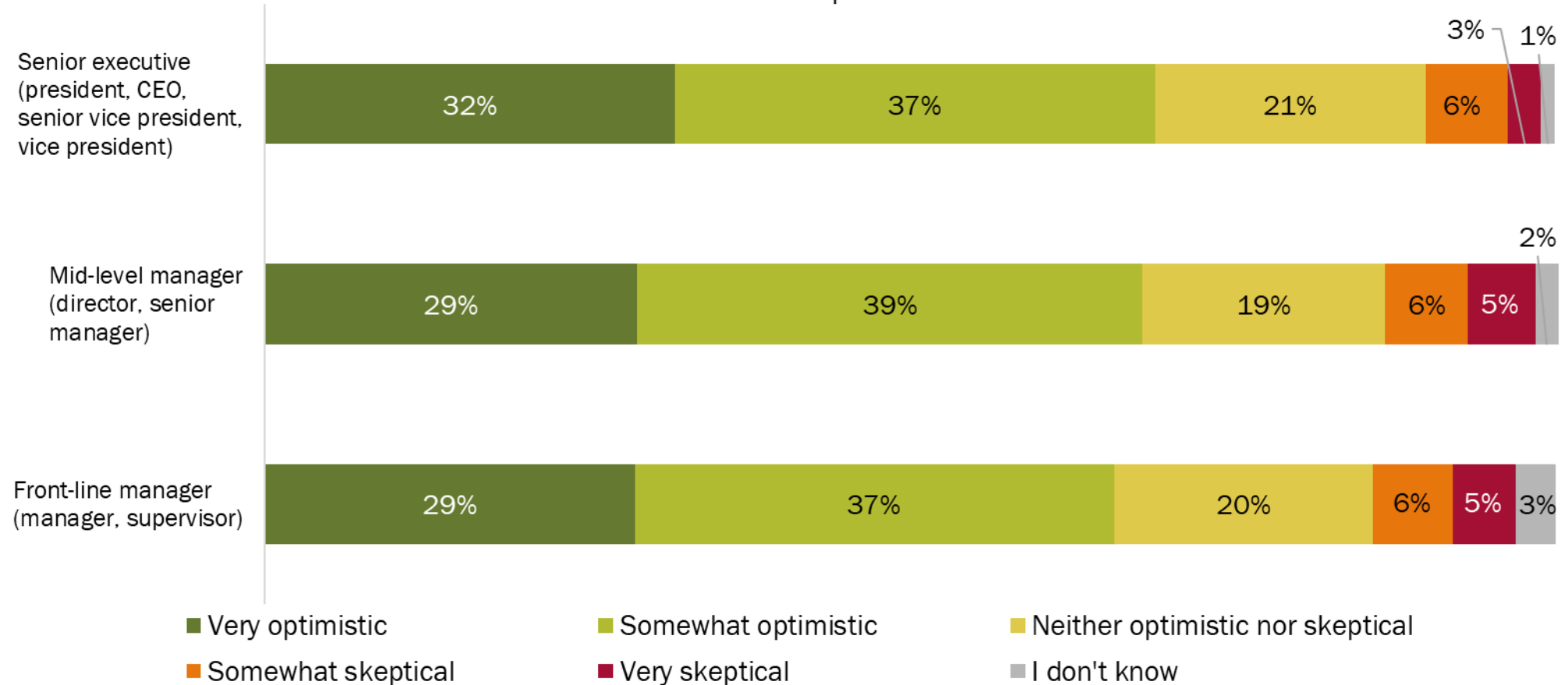
QC18R2. Describe career pathways and skills progression on an ongoing basis in company communications



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.

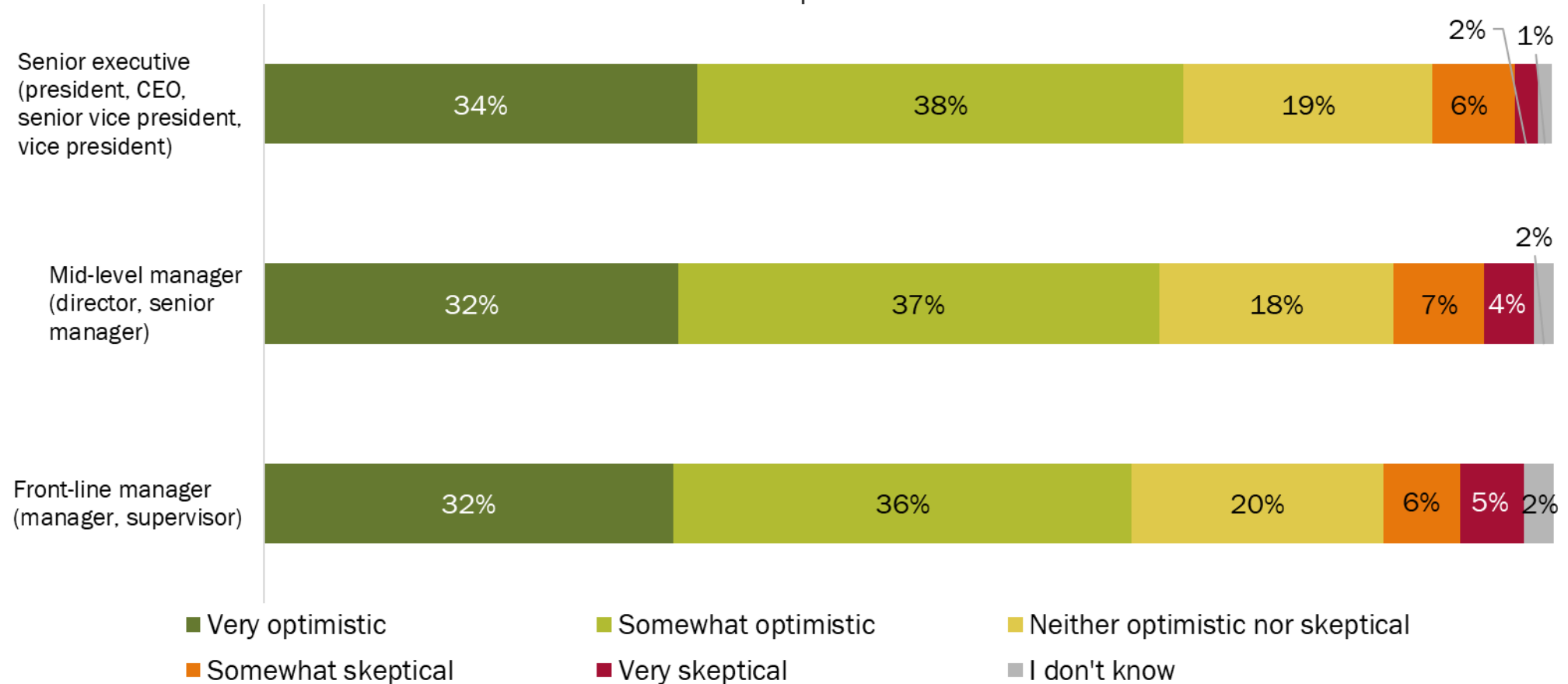
QC18R3. Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews



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.

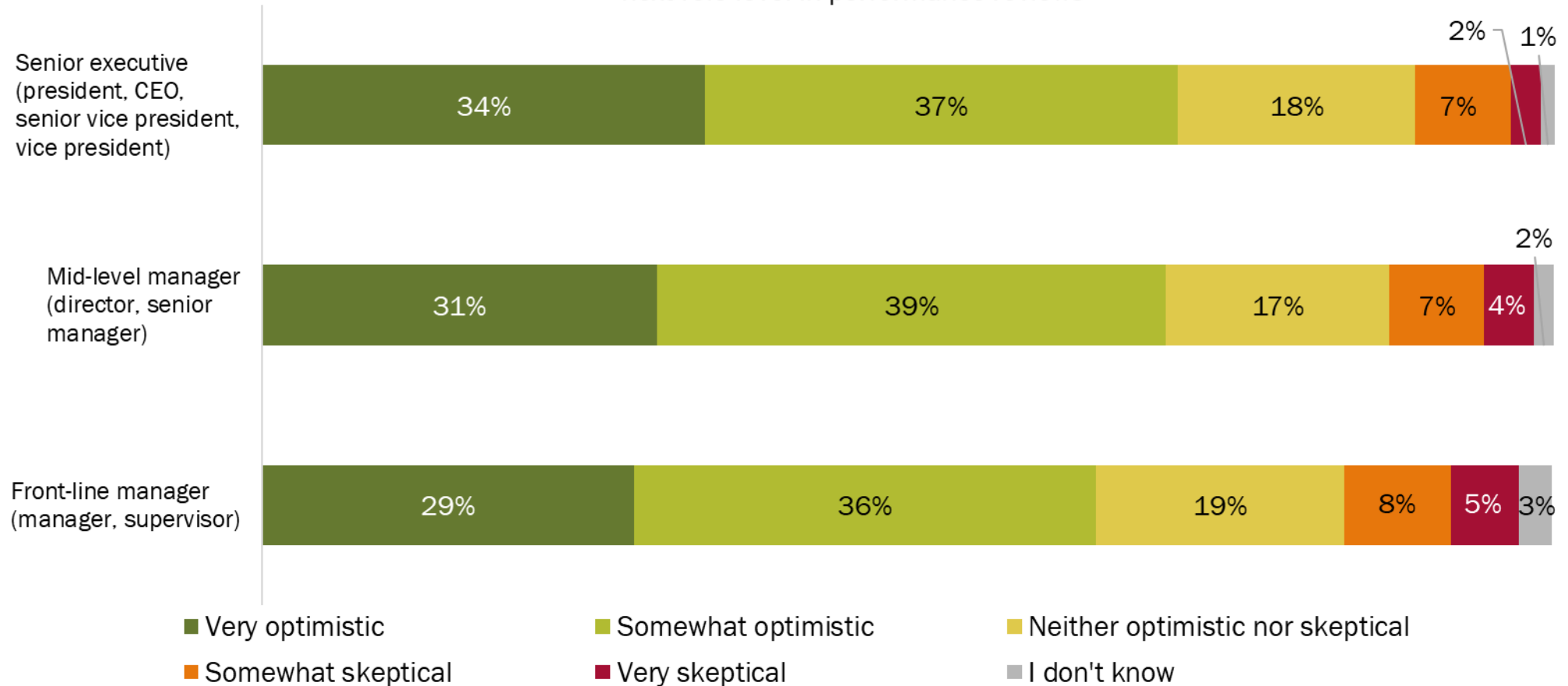
QC18R4. Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews



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.

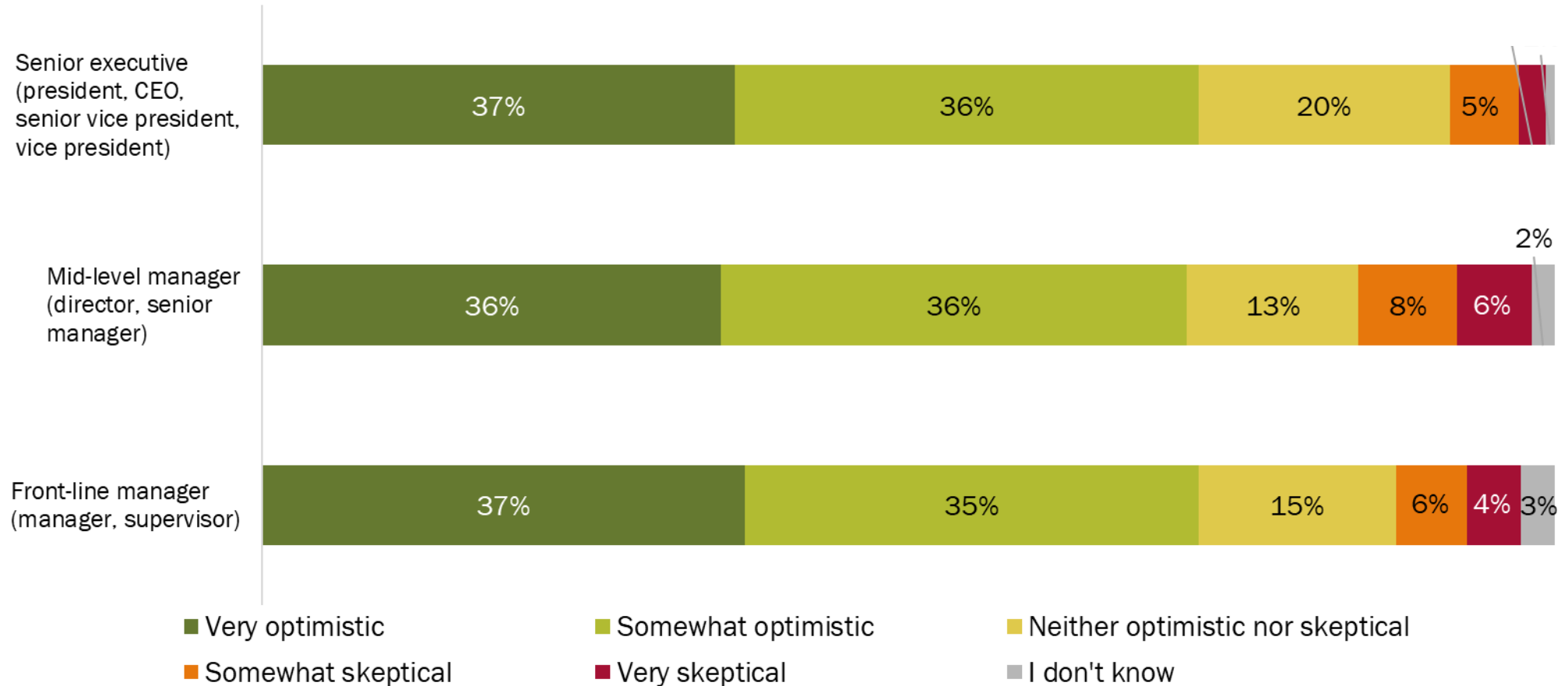
QC18R5. Describe how to obtain the skills, training, and certifications needed to get to the next role level in performance reviews



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.

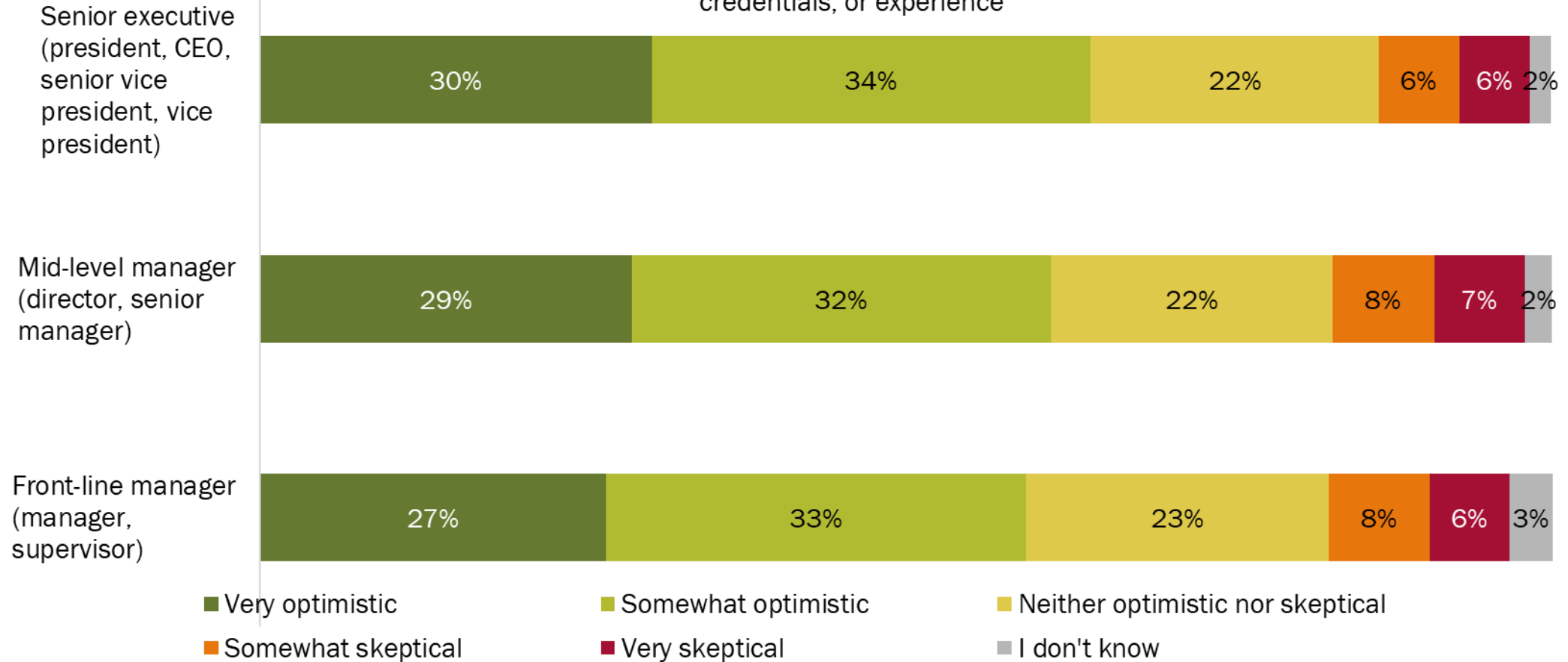
QC18R6. Reward (i.e., increase wages of, change job title of, or offer a bonus to) low-wage employees for reaching milestones of skills, training, credentials, or experience



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.

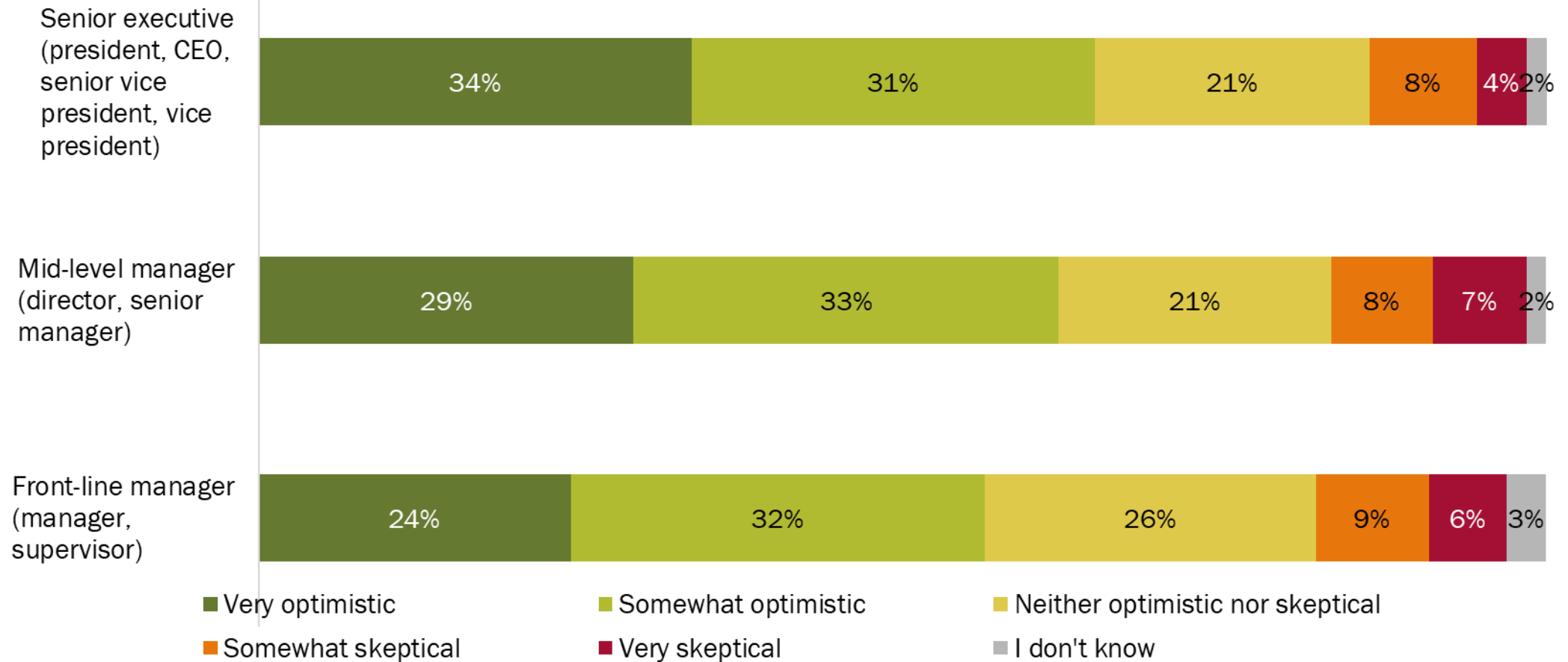
QC18R7. Publicly recognize low-wage employees for reaching milestones of skills, training, credentials, or experience



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.

QC18R8. Communicate examples of worker success stories to current low-wage employees

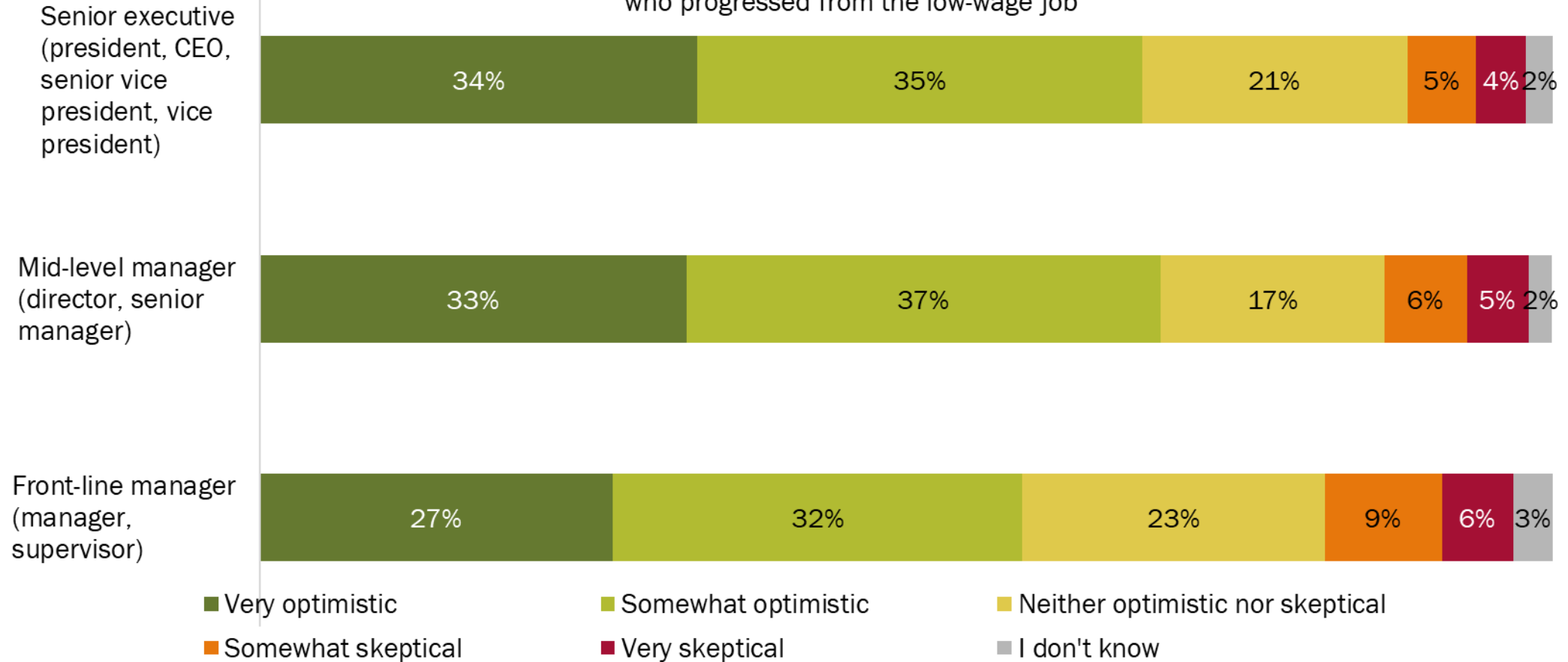




Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

QC18R9. Provide opportunities for low-wage employees to interact with successful role models who progressed from the low-wage job



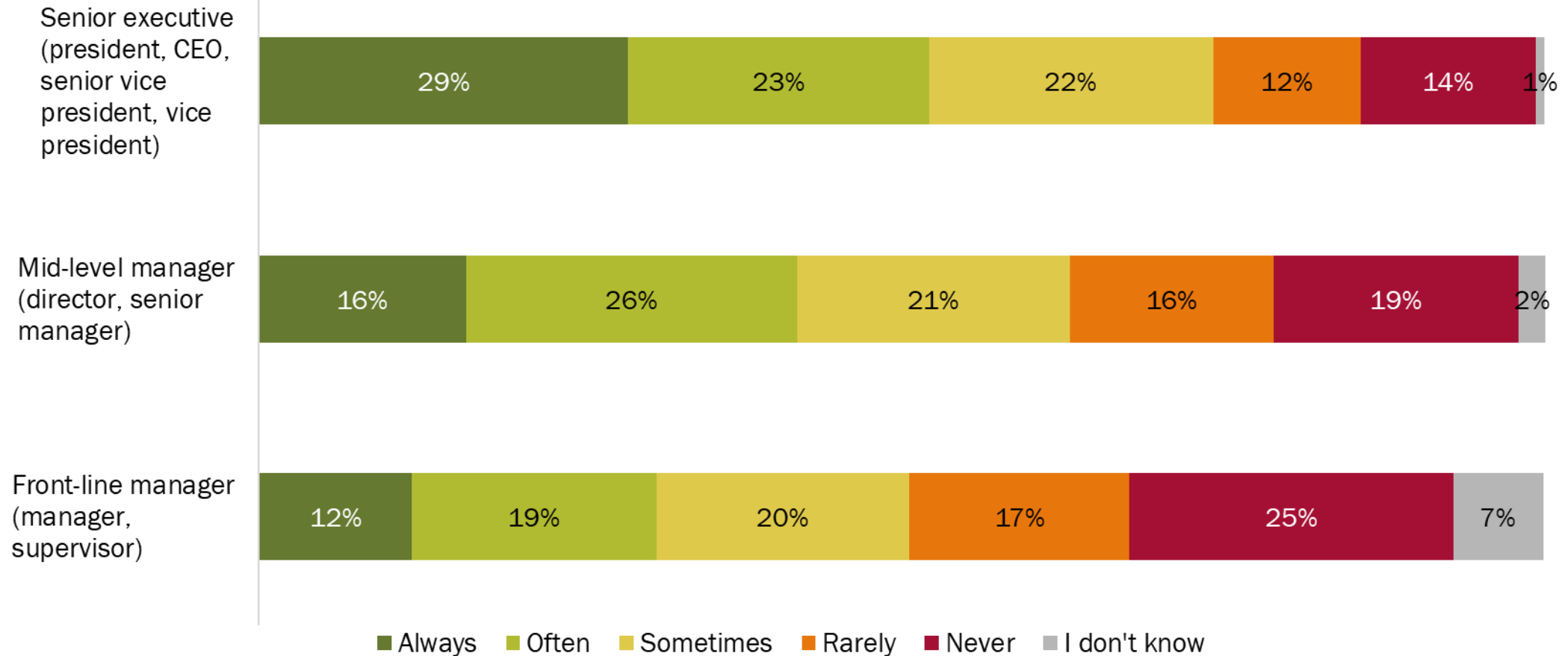
# Actions

## 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.

C19. How often does your company:

QC19R1. Track why low-wage employees quit or take jobs with other employers



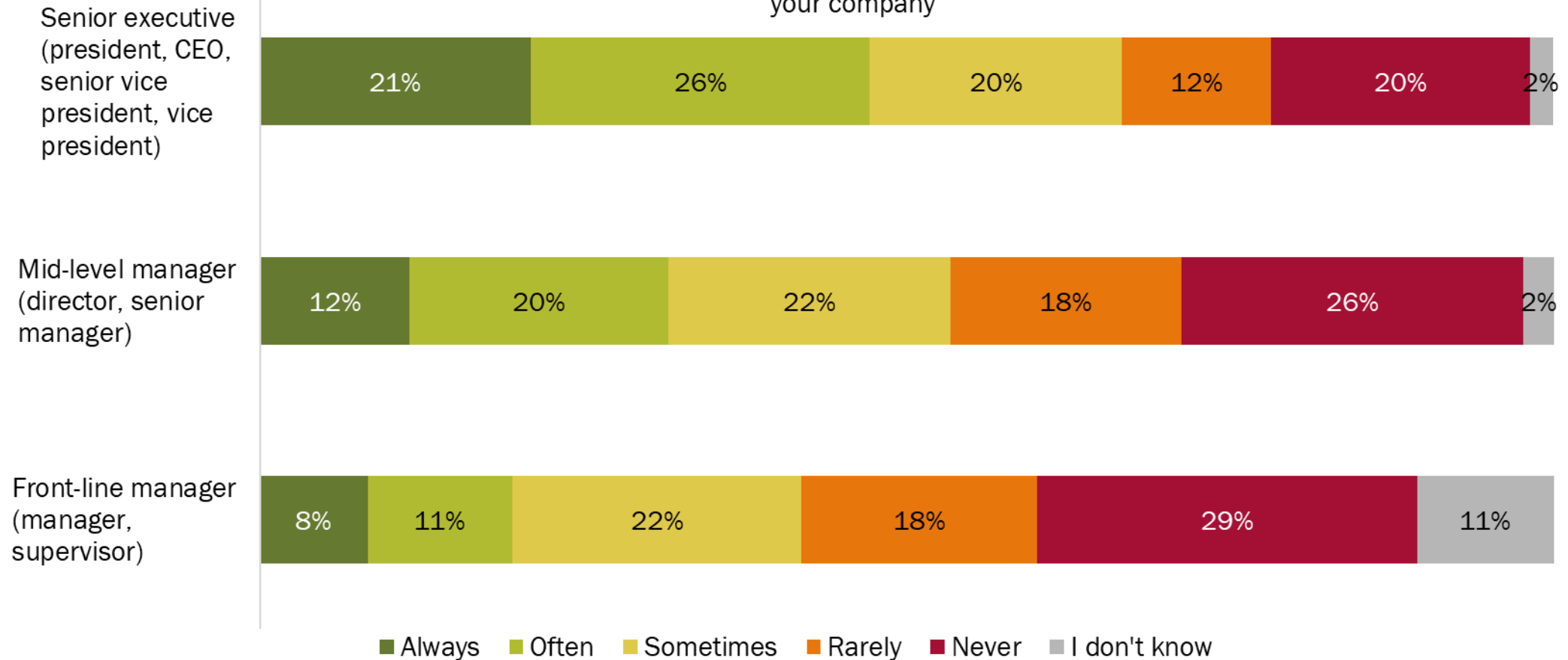
# Actions

## 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.

C19. How often does your company:

QC19R2. Track which companies or industries your low-wage employees move to when they quit your company



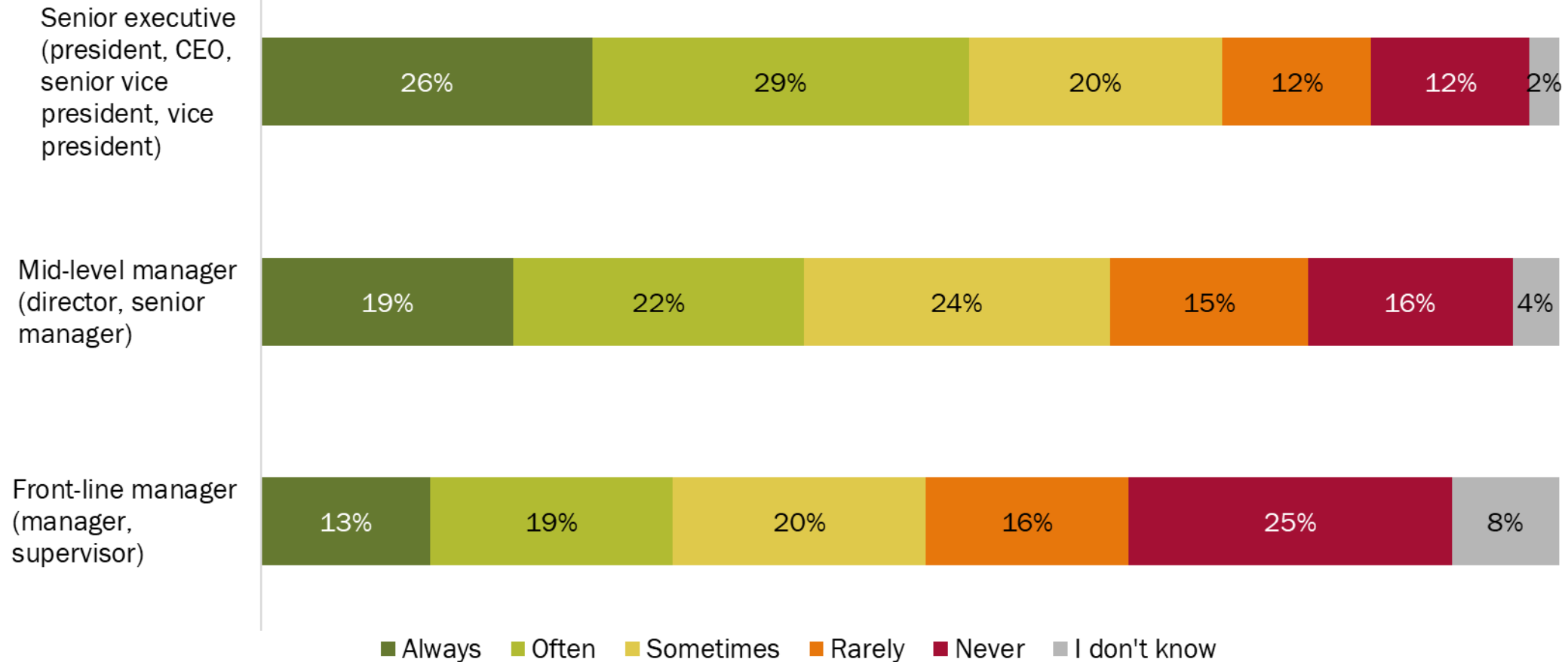
# Actions

## 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.

C19. How often does your company:

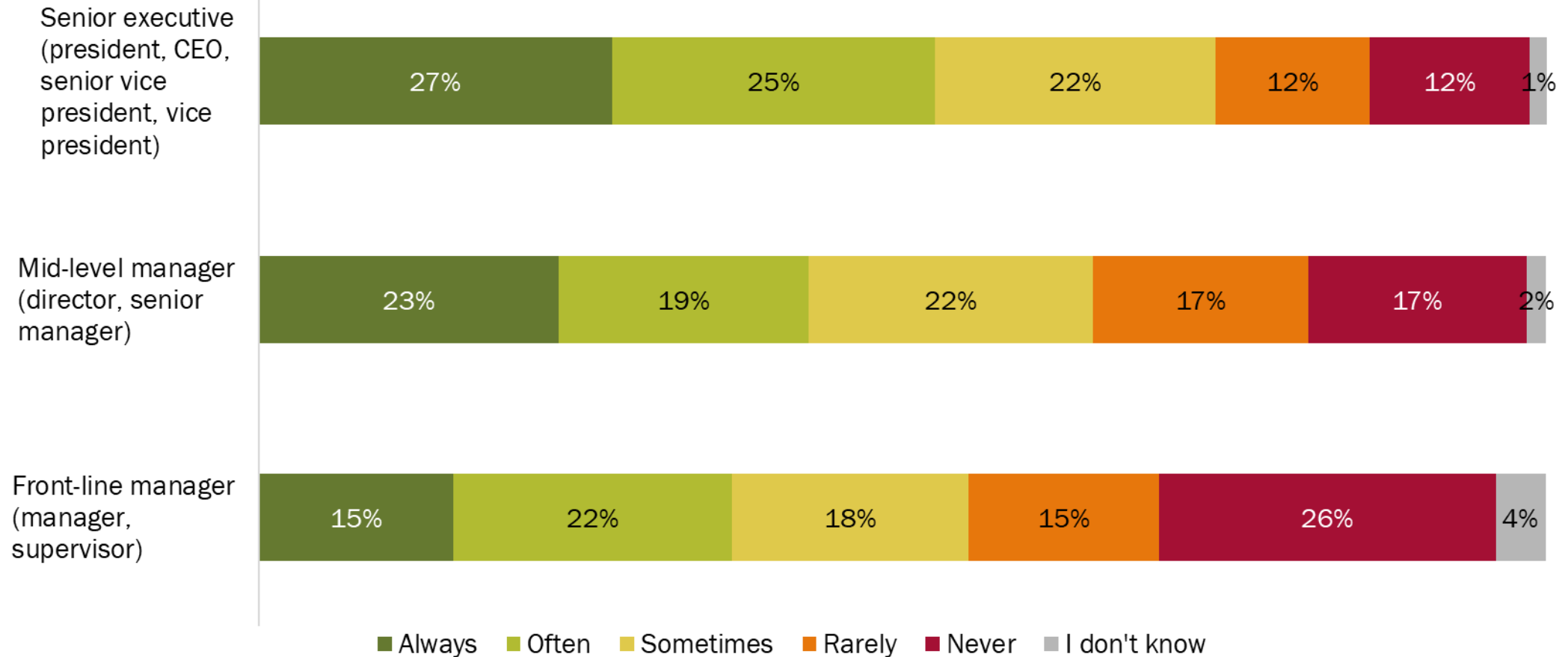
QC19R3. Ask low-wage employees leaving the company if they felt valued while in their jobs



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:

QC19R4. Hold exit interviews when low-wage employees leave



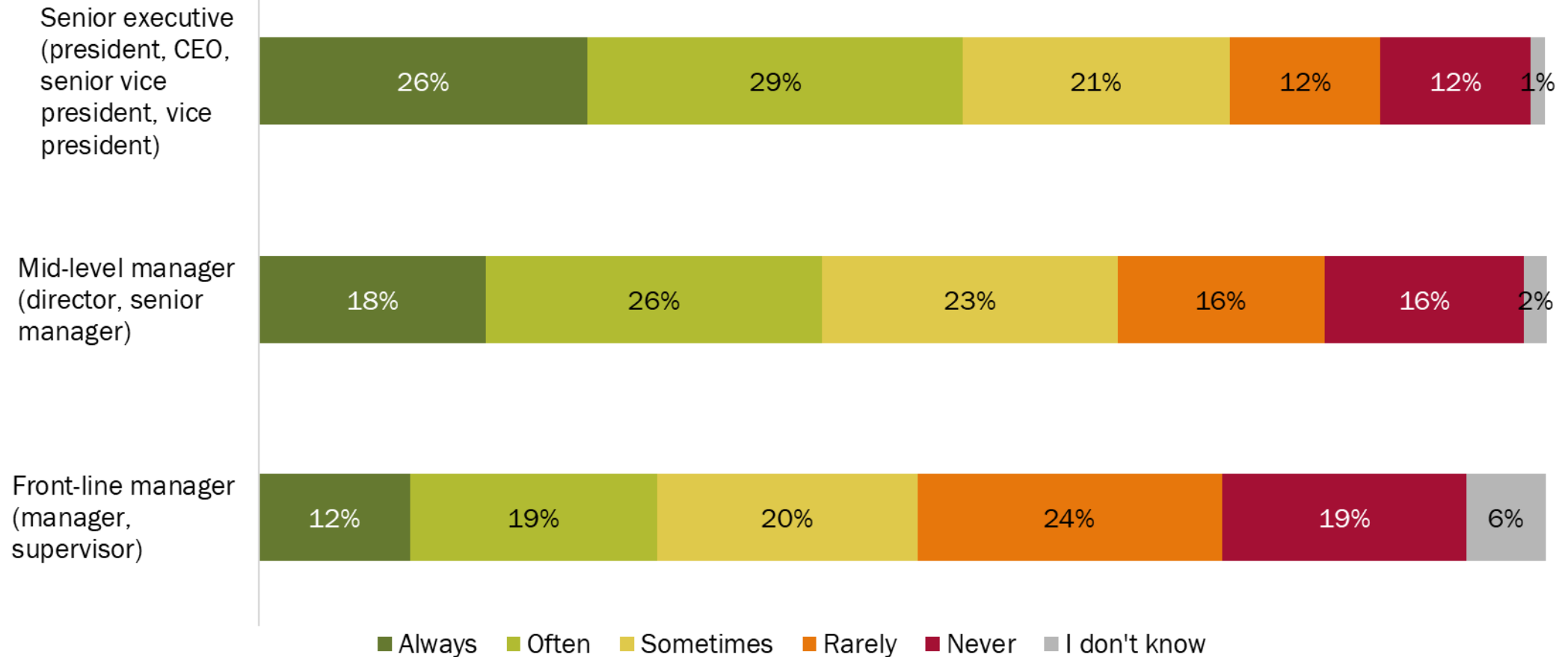
# Actions

## 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.

C19. How often does your company:

QC19R5. Identify and track root causes of turnover for low-wage employees



N = 1,150

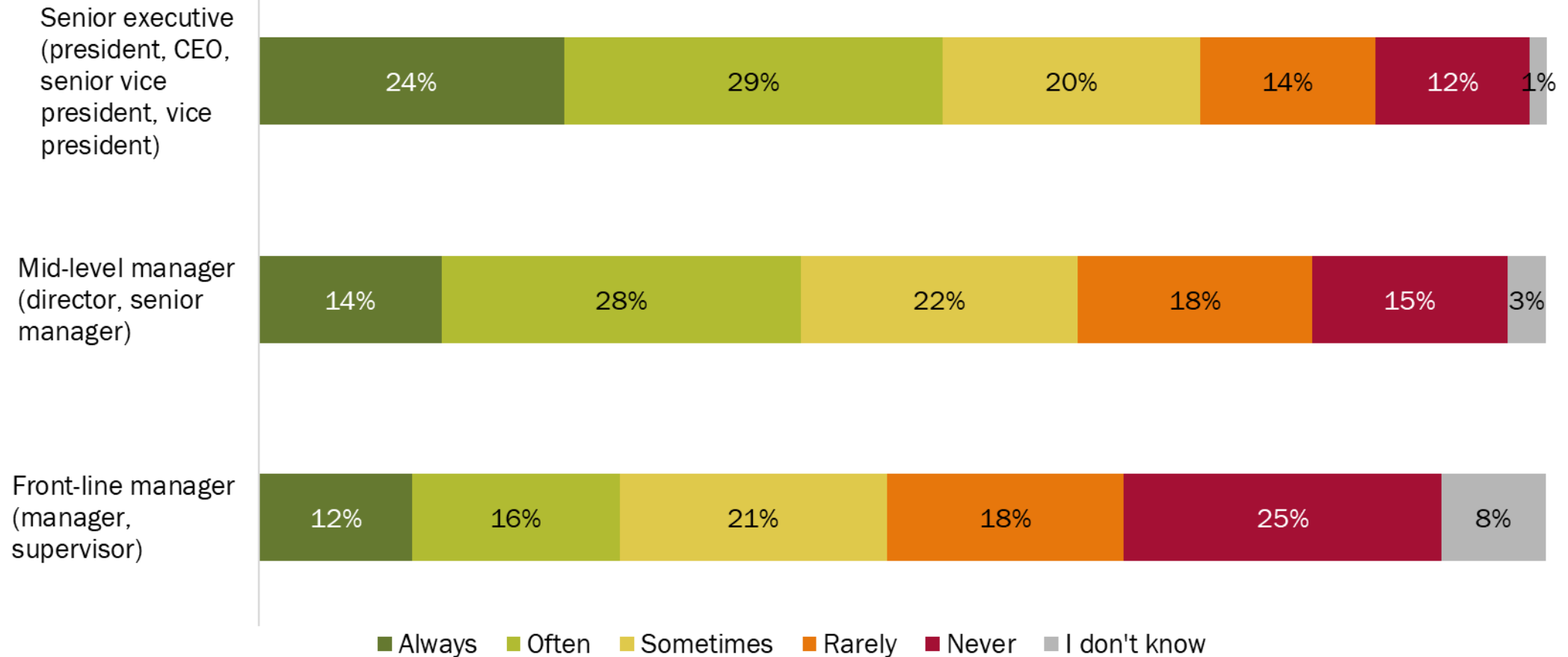
# Actions

## 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.

C19. How often does your company:

QC19R6. Create a plan to address root causes of turnover for low-wage employees



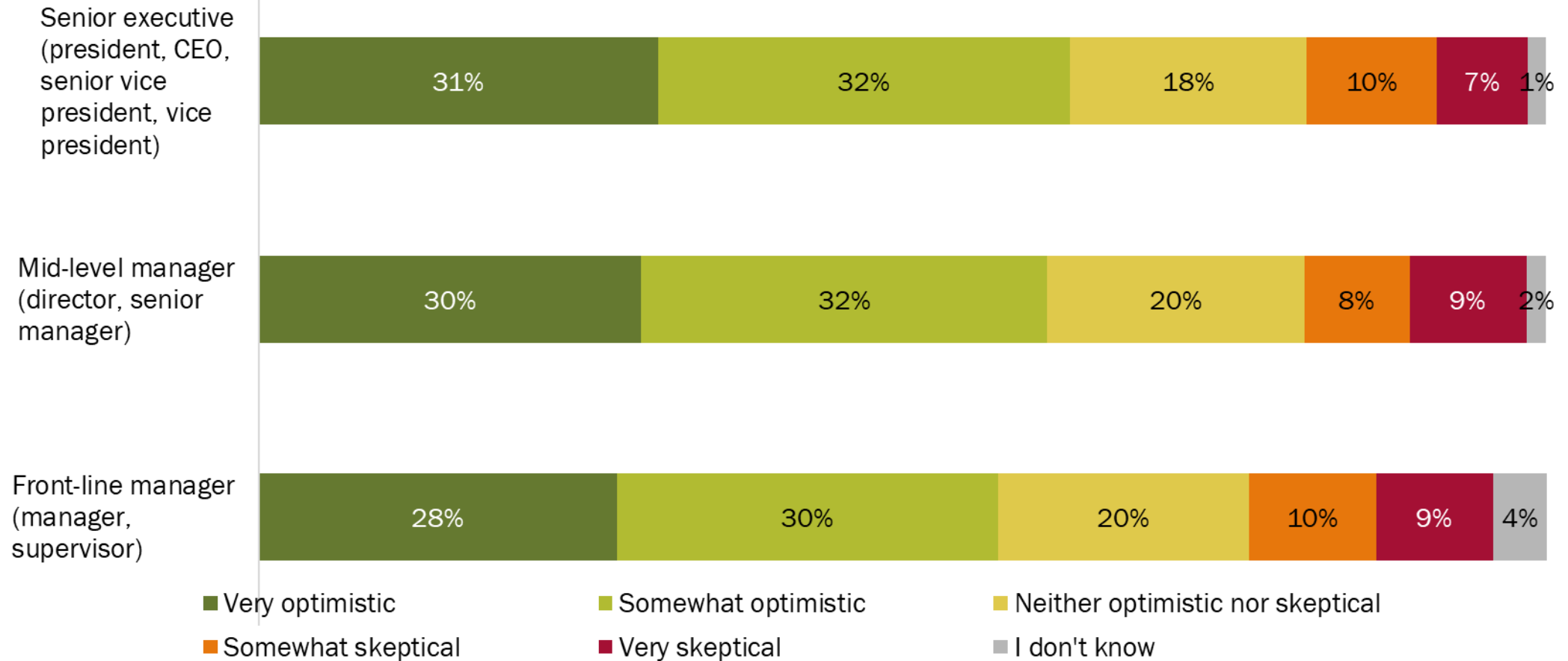
# Actions

## 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.

QC20R1. Track why low-wage employees quit or take jobs with other employers





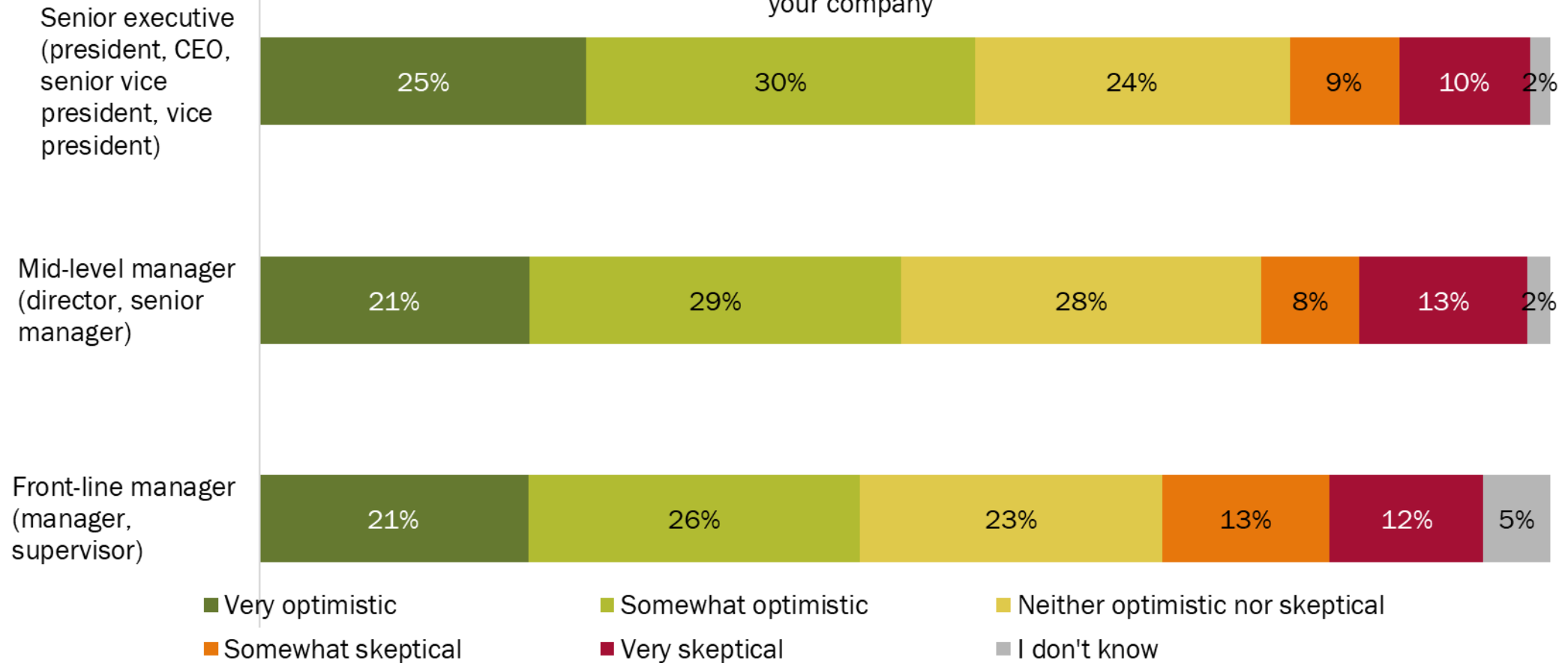
# Actions

## 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.

QC20R2. Track which companies or industries your low-wage employees move to when they quit your company



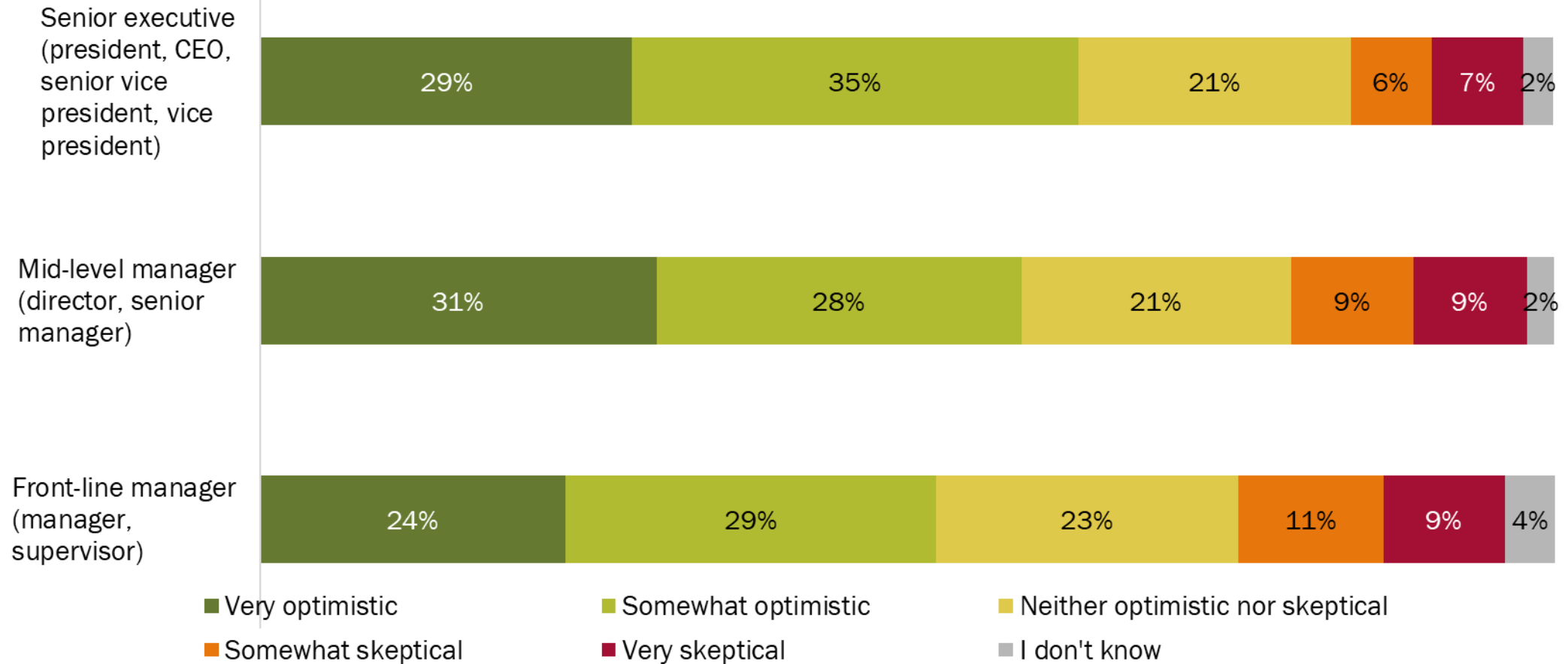
# Actions

## 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.

QC20R3. Ask low-wage employees leaving the company if they felt valued while in their jobs



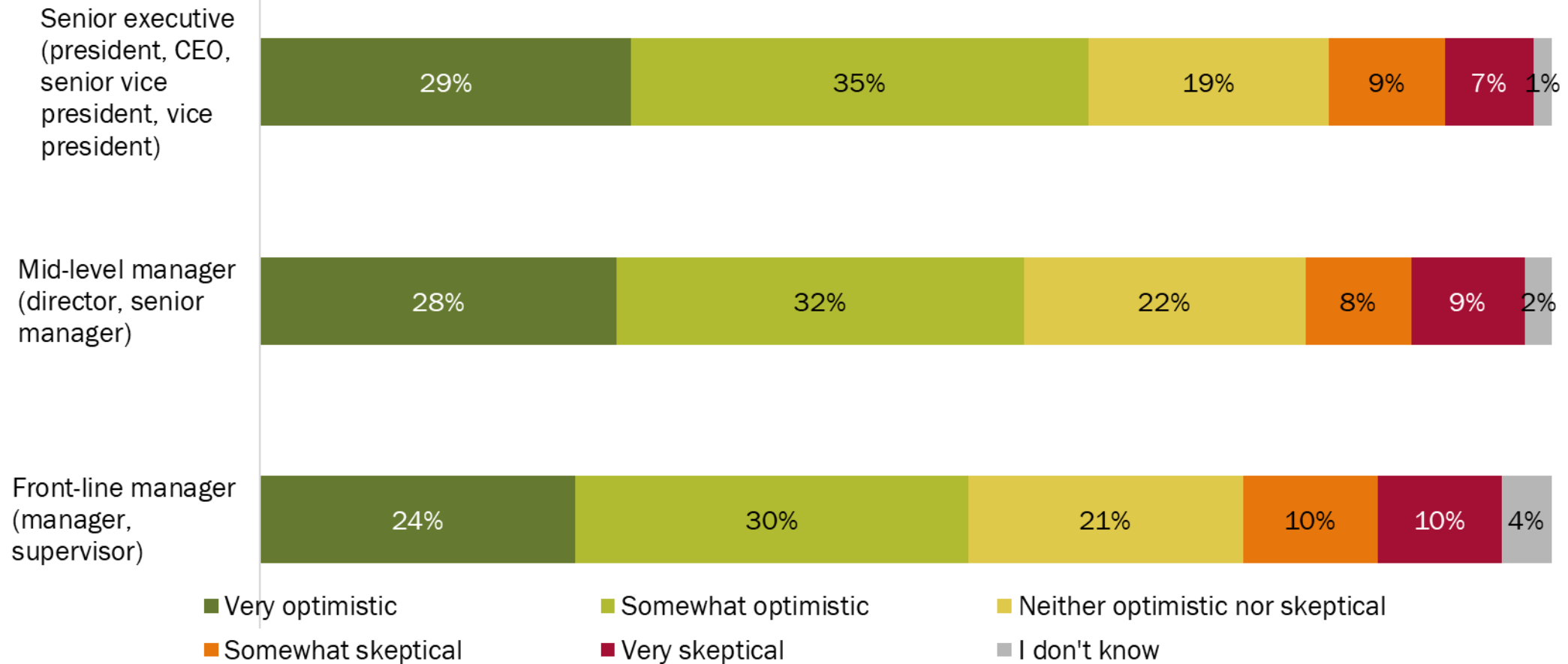
# Actions

## 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.

QC20R4. Hold exit interviews when low-wage employees leave



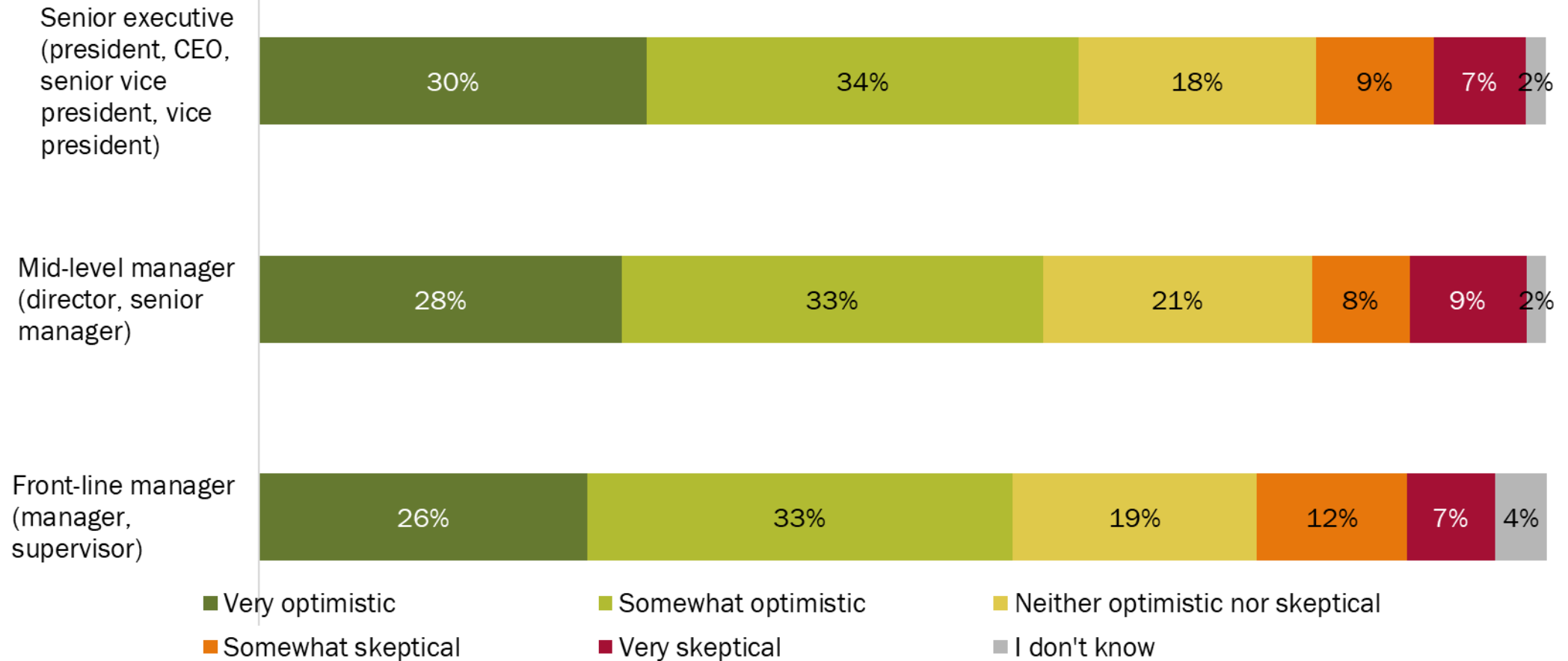
# Actions

## 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.

QC20R5. Identify and track root causes of turnover for low-wage employees



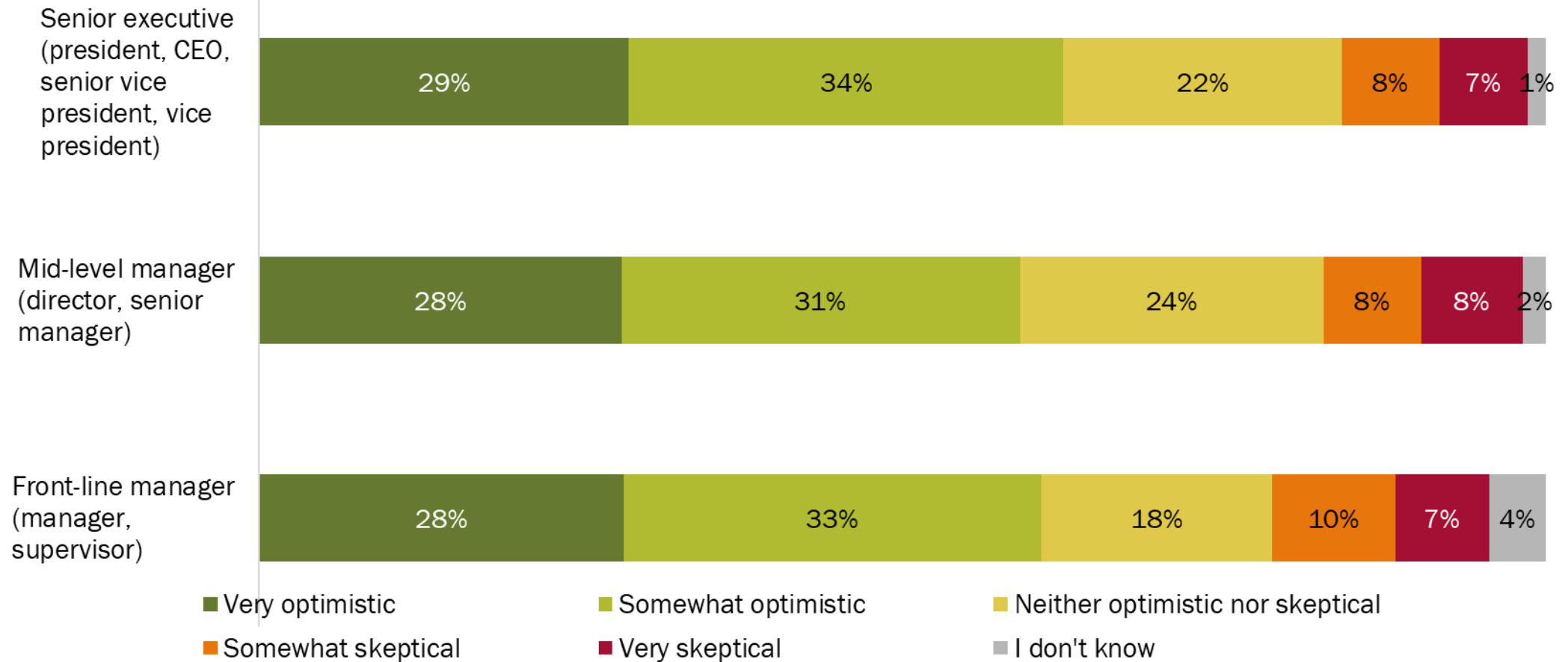
# Actions

## 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.

QC20R6. Create a plan to address root causes of turnover for low-wage employees

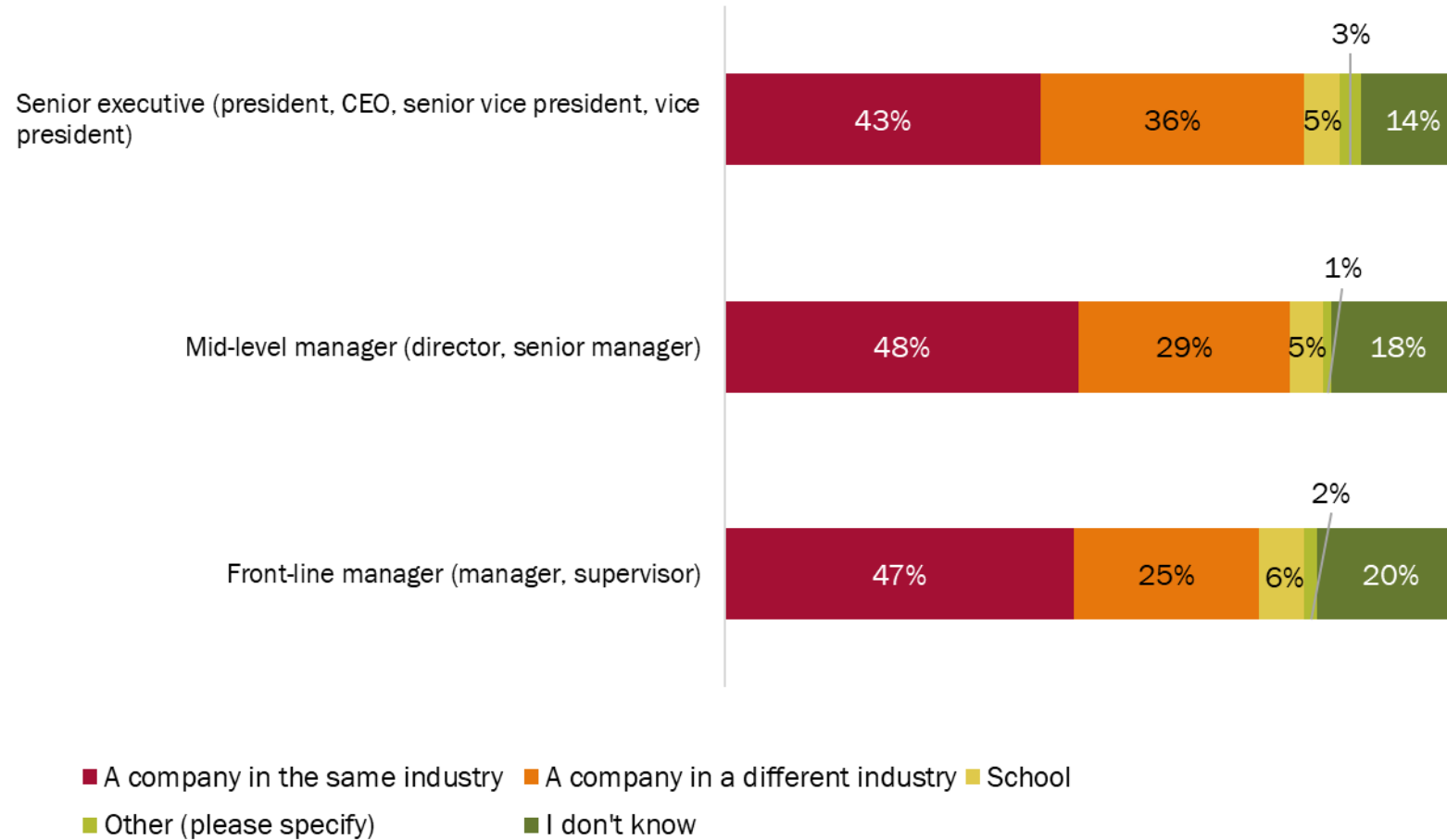


# Actions

## 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.

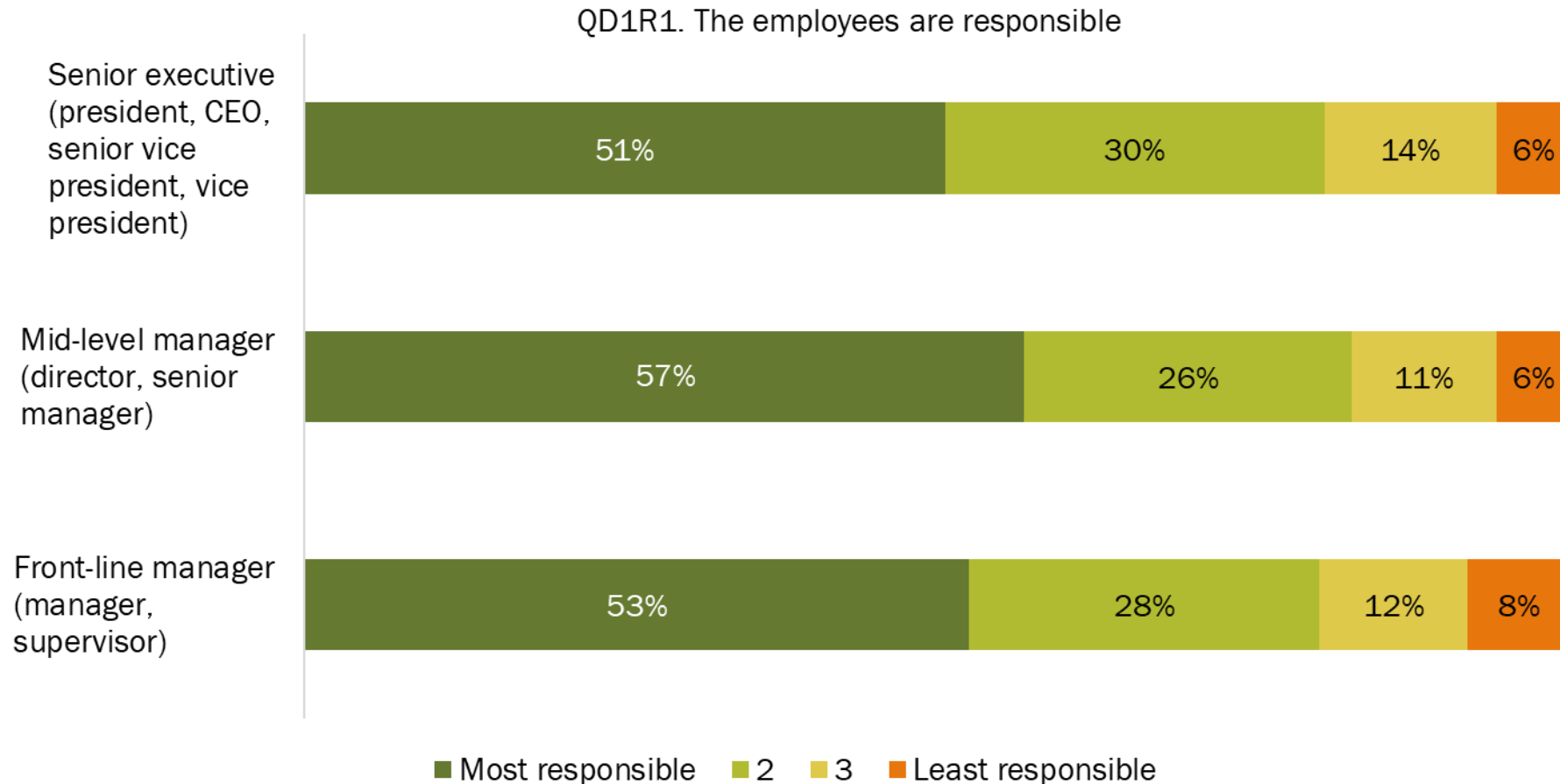
C21. Typically, when a low-wage employees leaves your company, where do they go?



# 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:



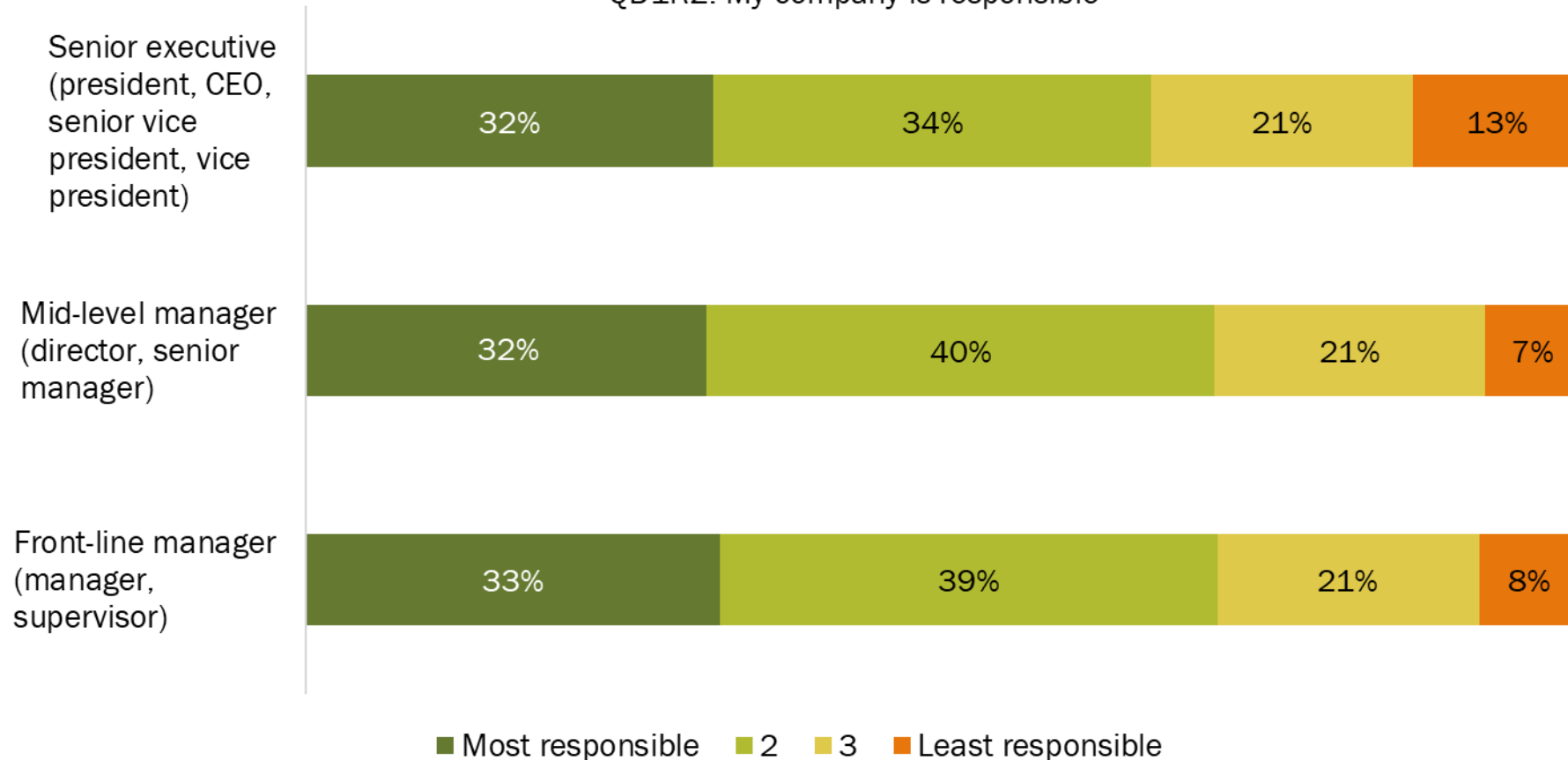
N = 1,115 (35 respondents responded “I don’t know”)

# 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:

QD1R2. My company is responsible



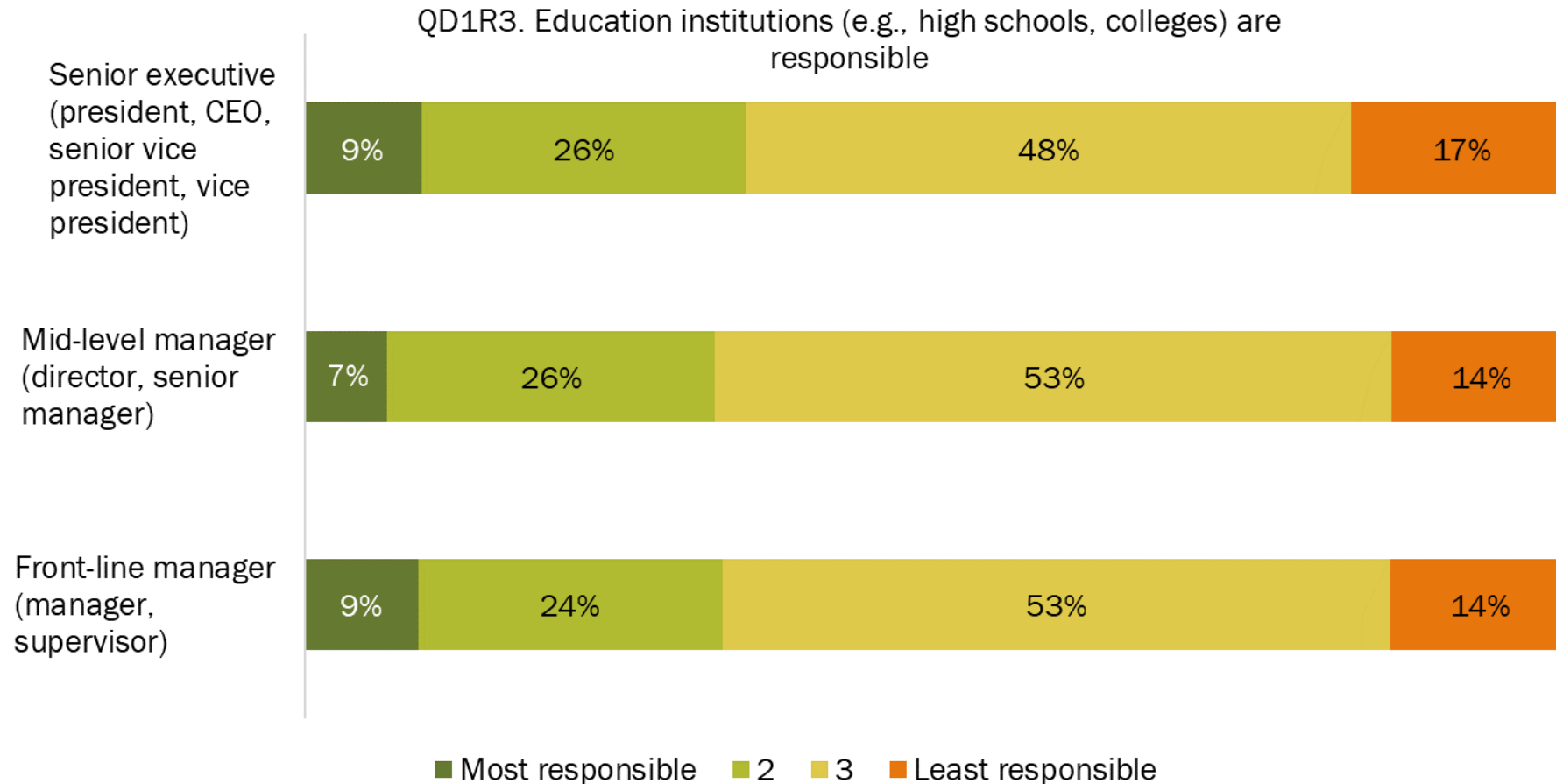
N = 1,115 (35 respondents responded “I don’t know”)



# 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:

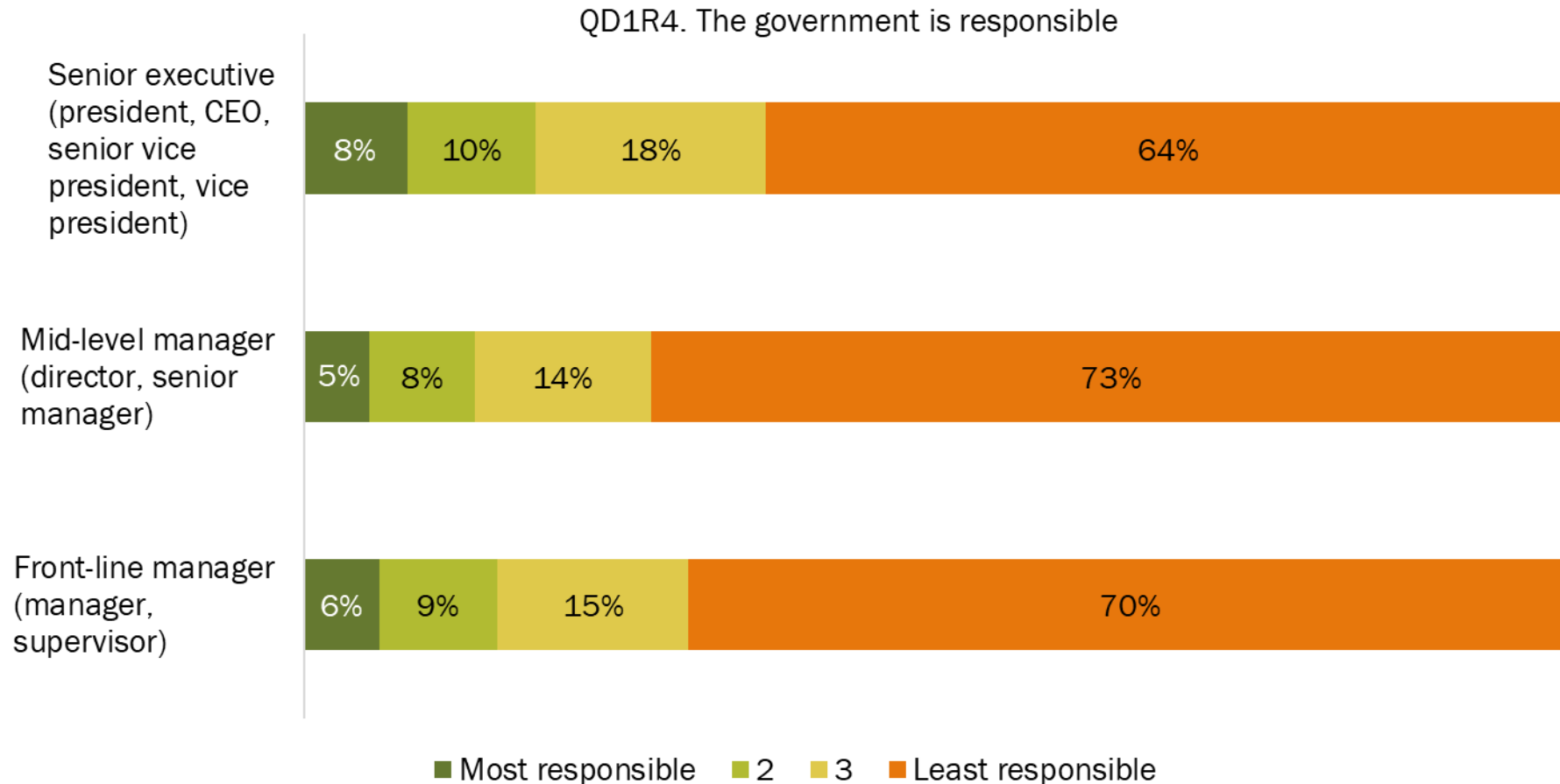


N = 1,115 (35 respondents responded “I don’t know”)

# 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:

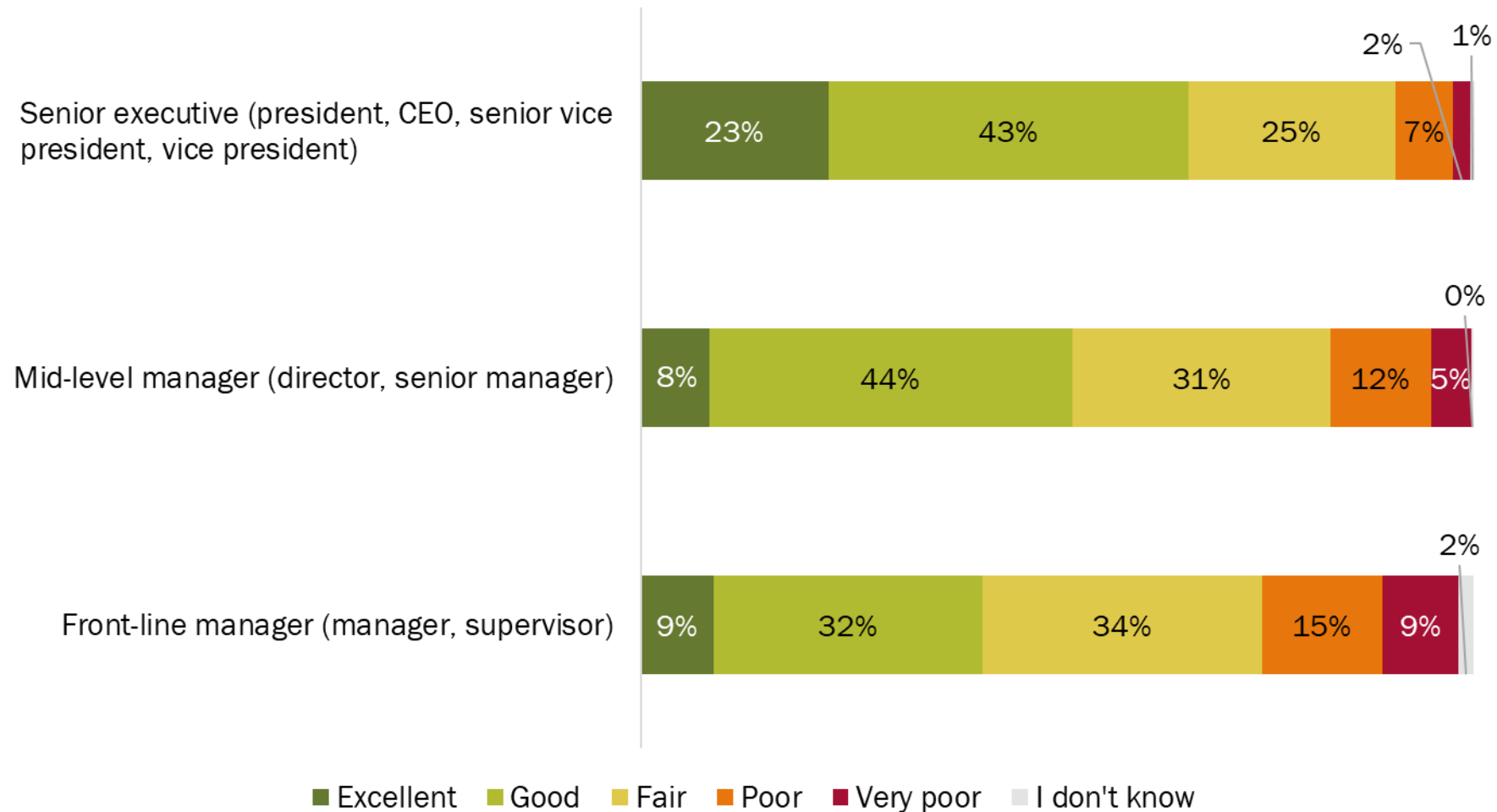


N = 1,115 (35 respondents responded “I don’t know”)

# 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.

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

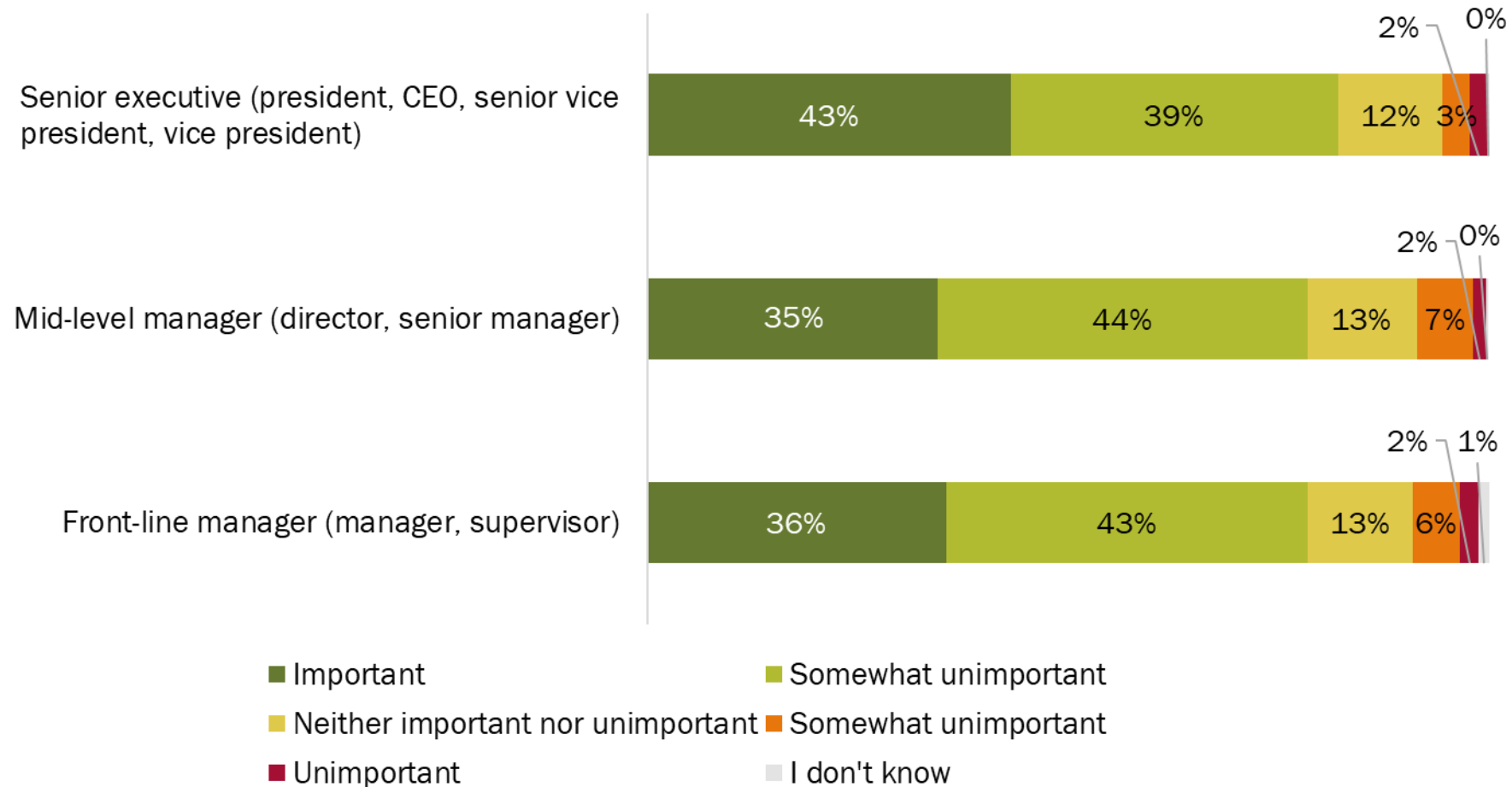


N = 1,150

# 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.

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)?

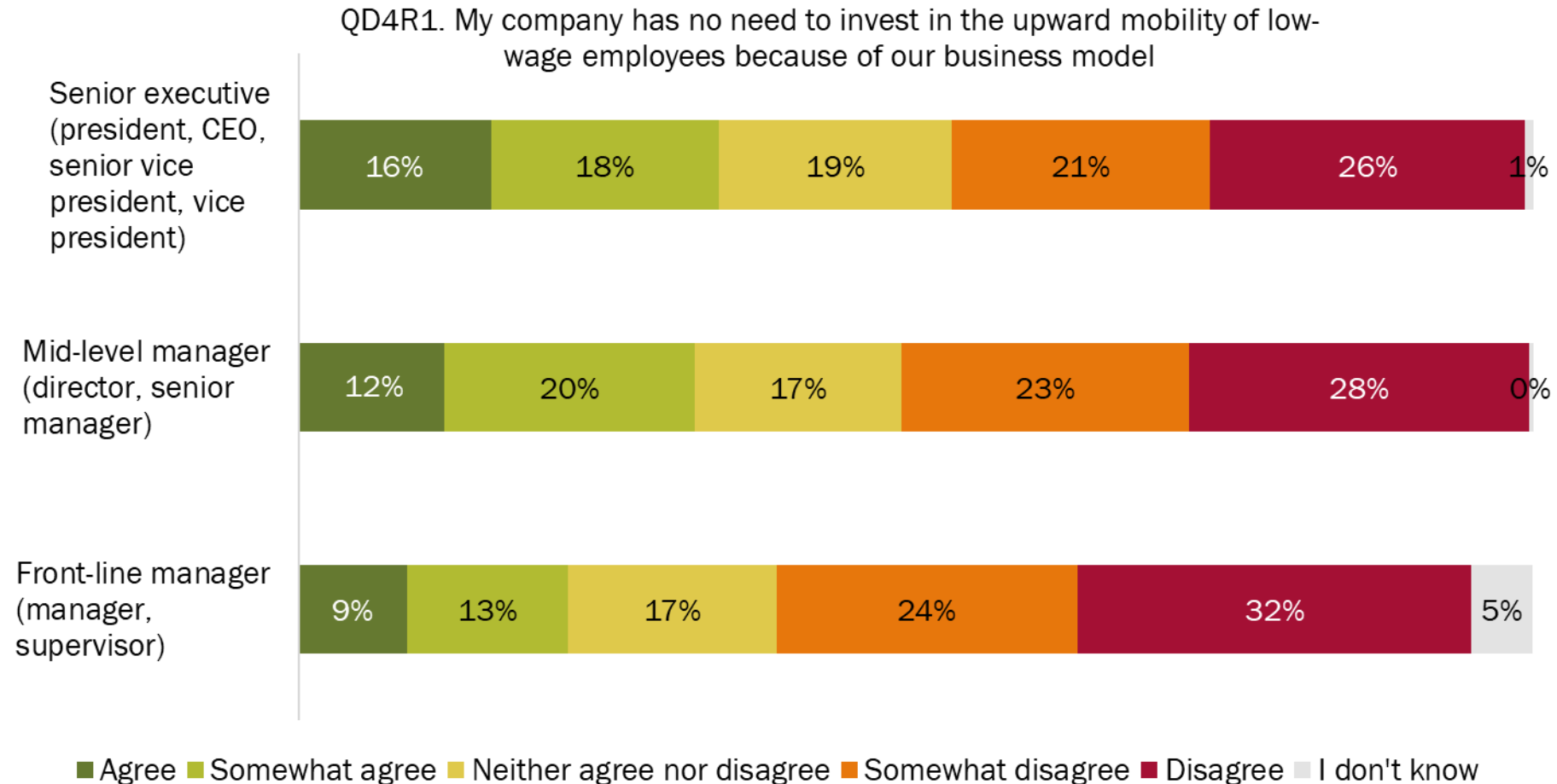


N = 1,150

# 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.

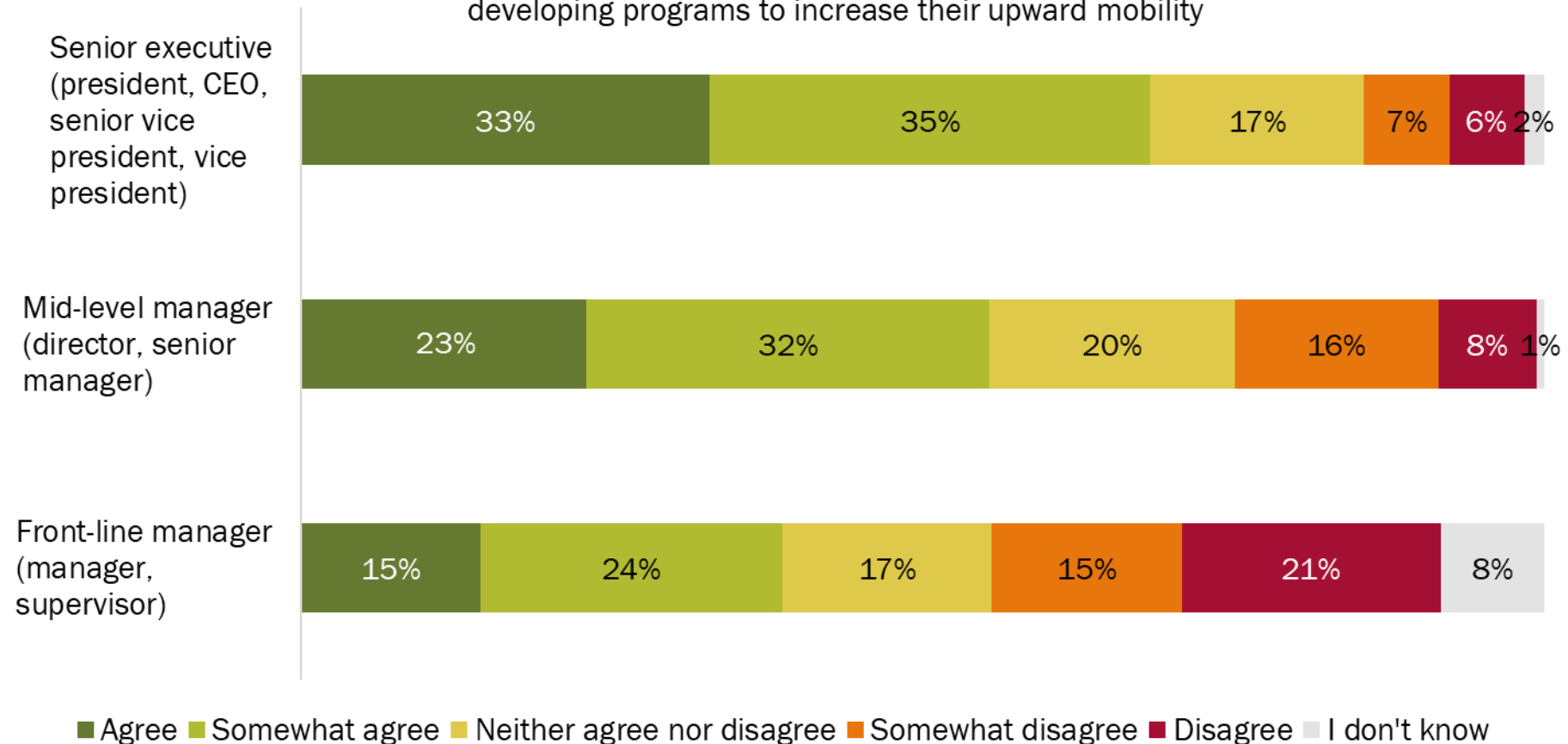


# Final Thoughts

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.

QD4R2. My company seeks input from low-wage employees when developing programs to increase their upward mobility

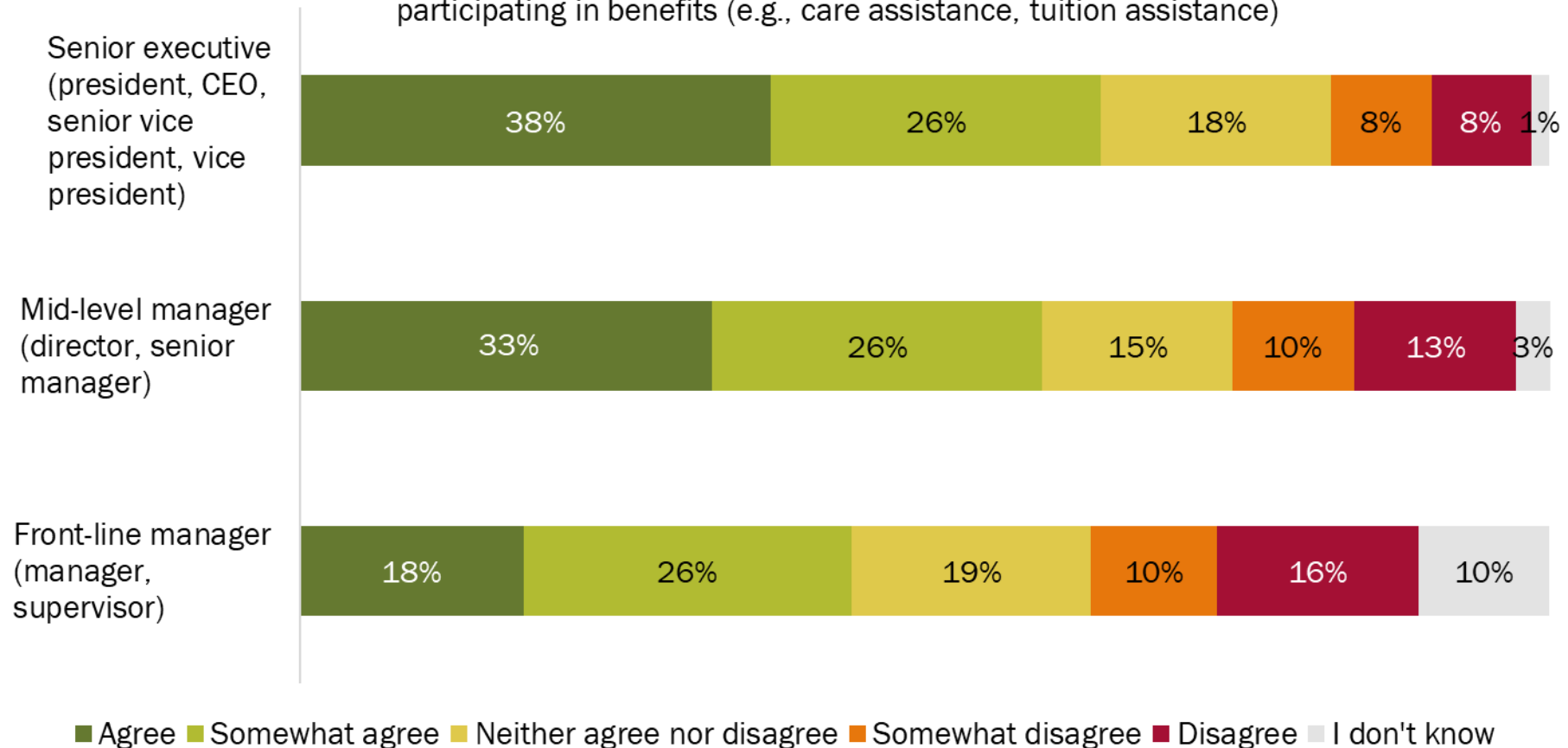


# Final Thoughts

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.

QD4R3. My company tracks whether low-wage employees are participating in benefits (e.g., care assistance, tuition assistance)

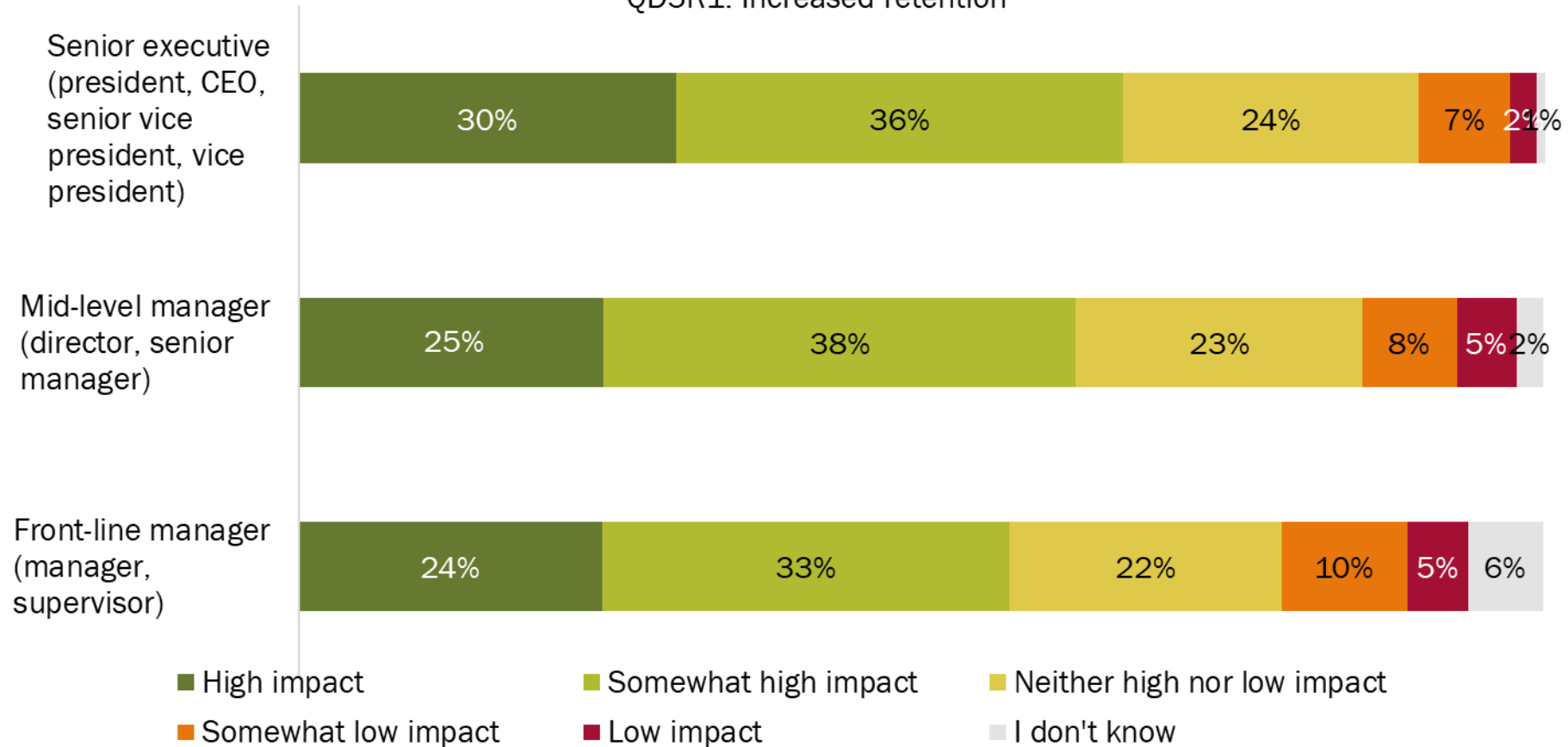


# Final Thoughts

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.

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:

QD5R1. Increased retention



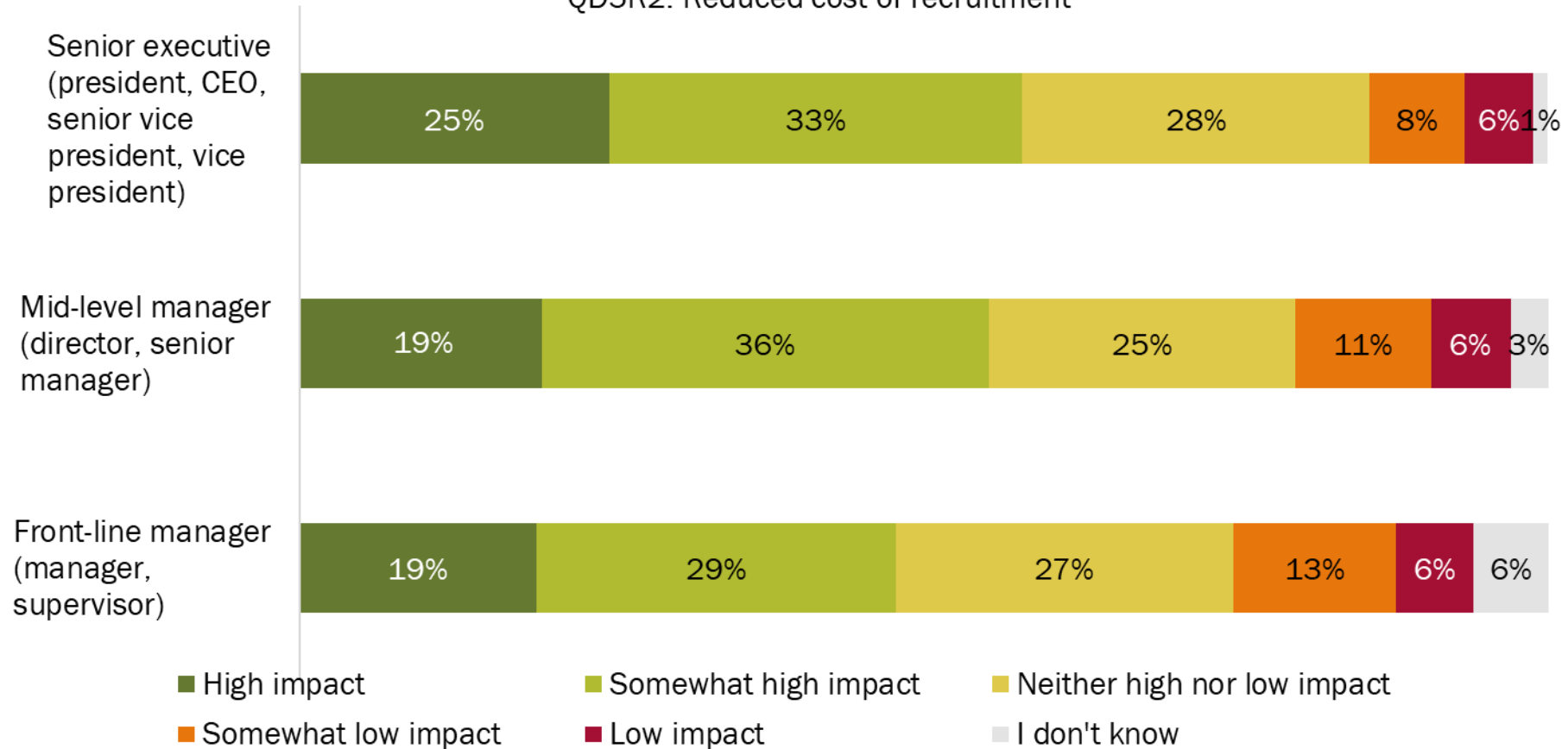


# Final Thoughts

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.

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:

QD5R2. Reduced cost of recruitment

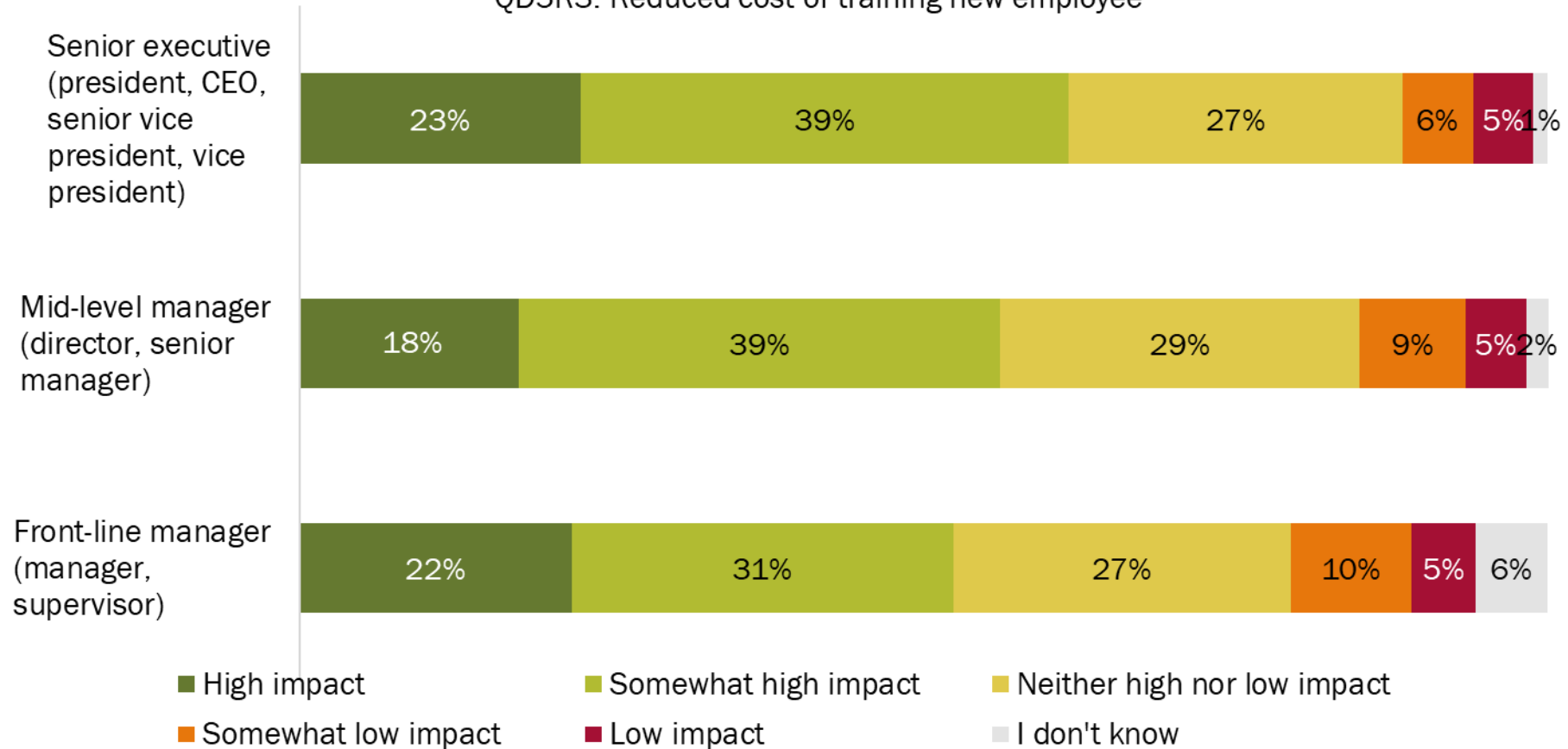


# Final Thoughts

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.

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:

QD5R3. Reduced cost of training new employee

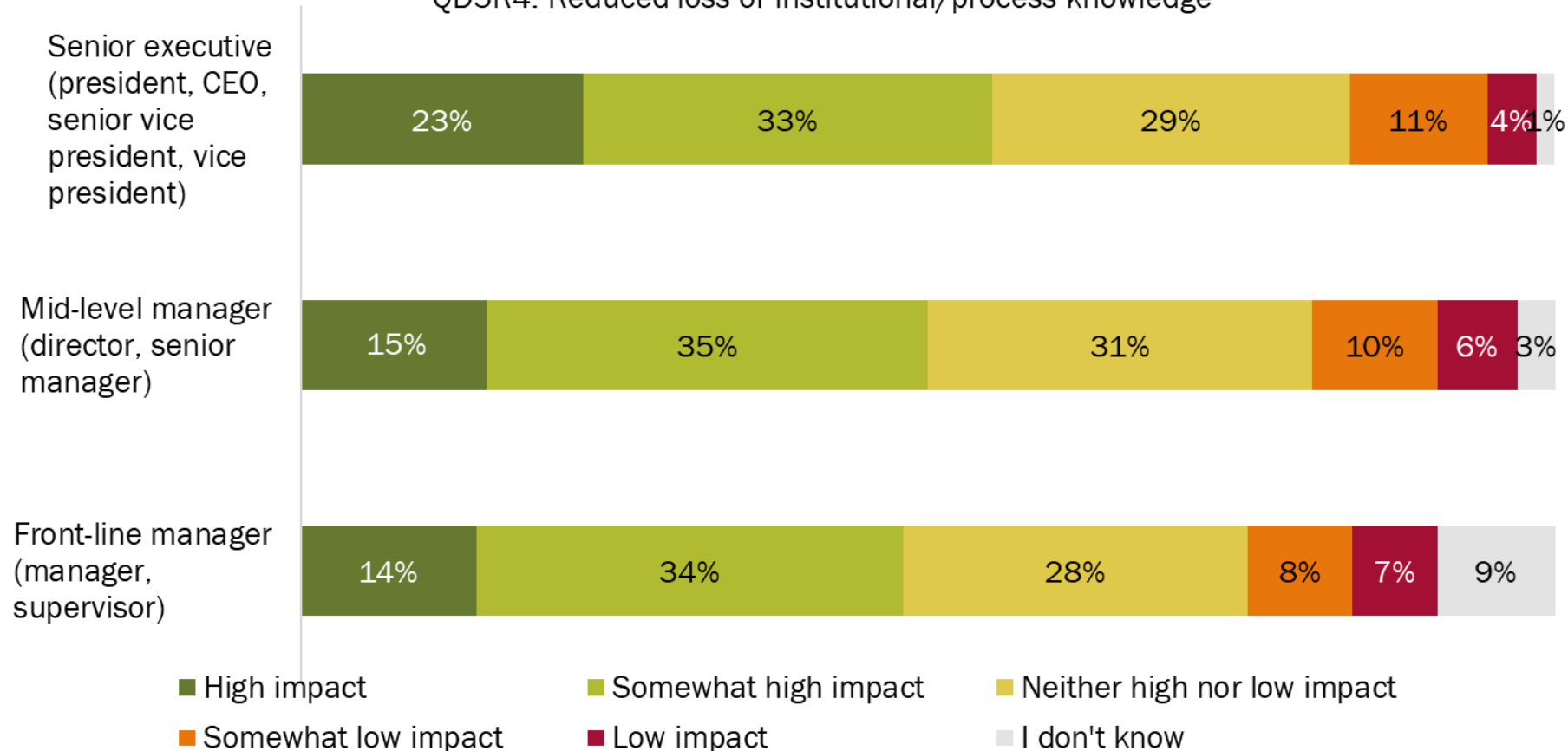


# Final Thoughts

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.

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:

QD5R4. Reduced loss of institutional/process knowledge

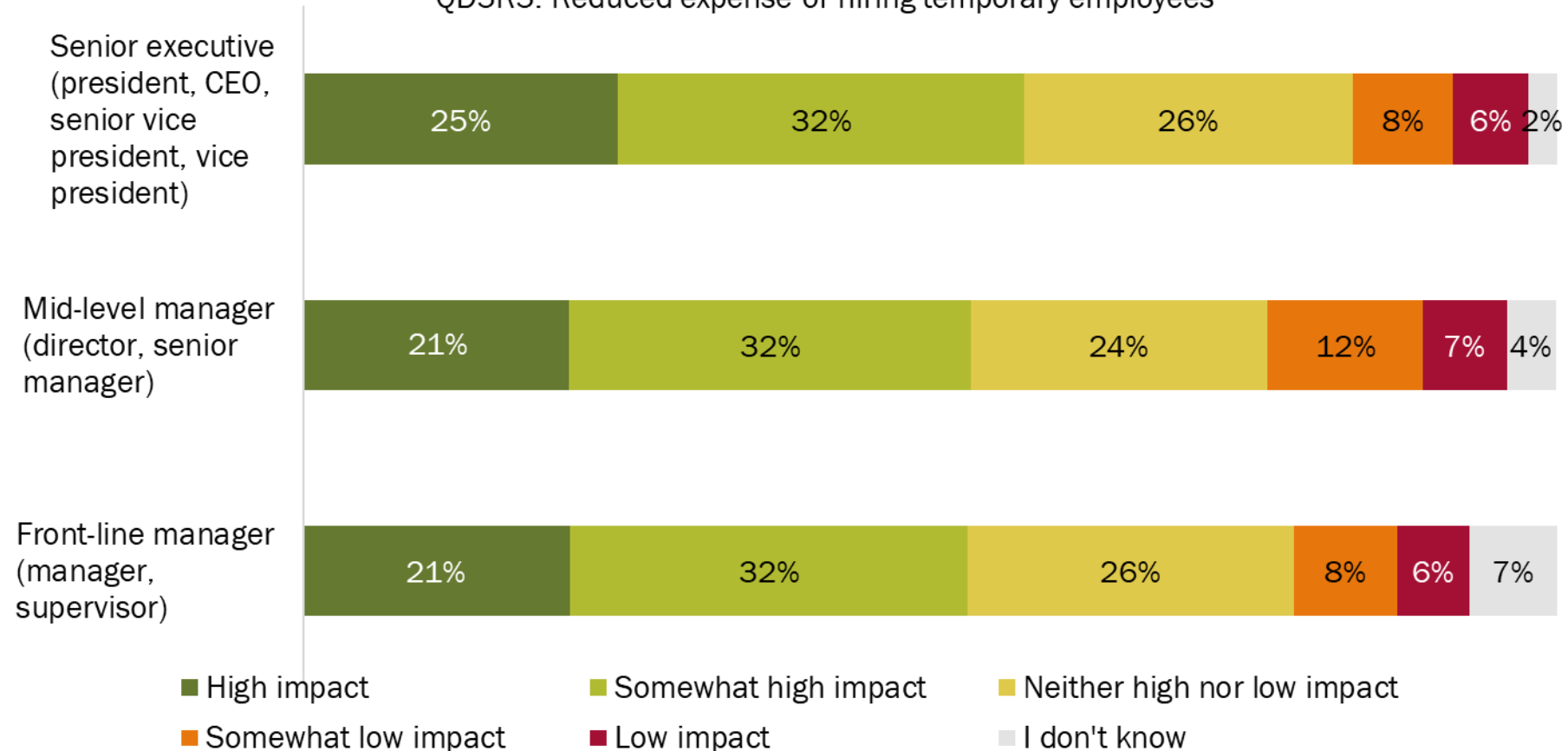


# Final Thoughts

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.

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:

QD5R5. Reduced expense of hiring temporary employees

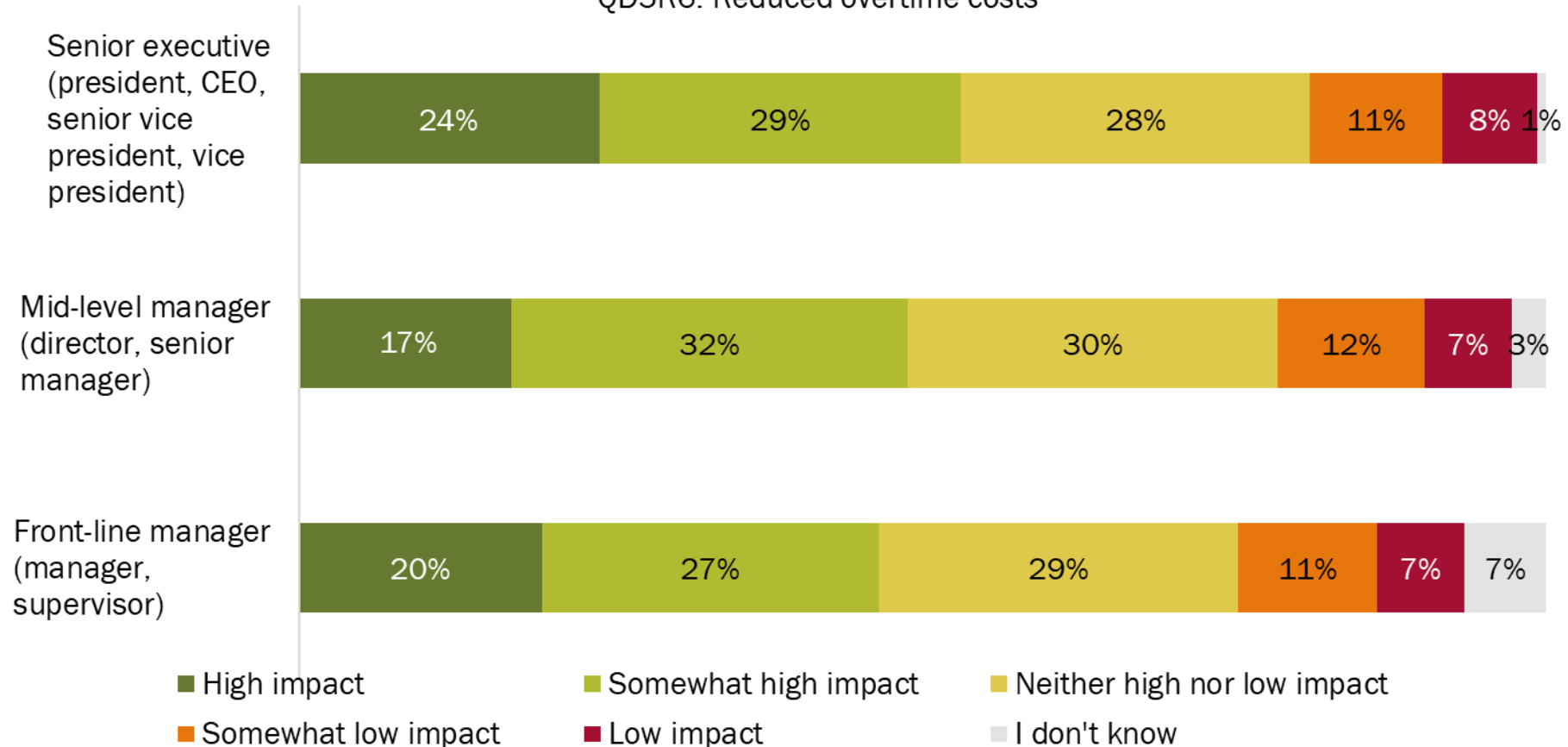


# Final Thoughts

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.

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:

QD5R6. Reduced overtime costs



# 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.

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:

QD5R7. Reduced loss of revenue

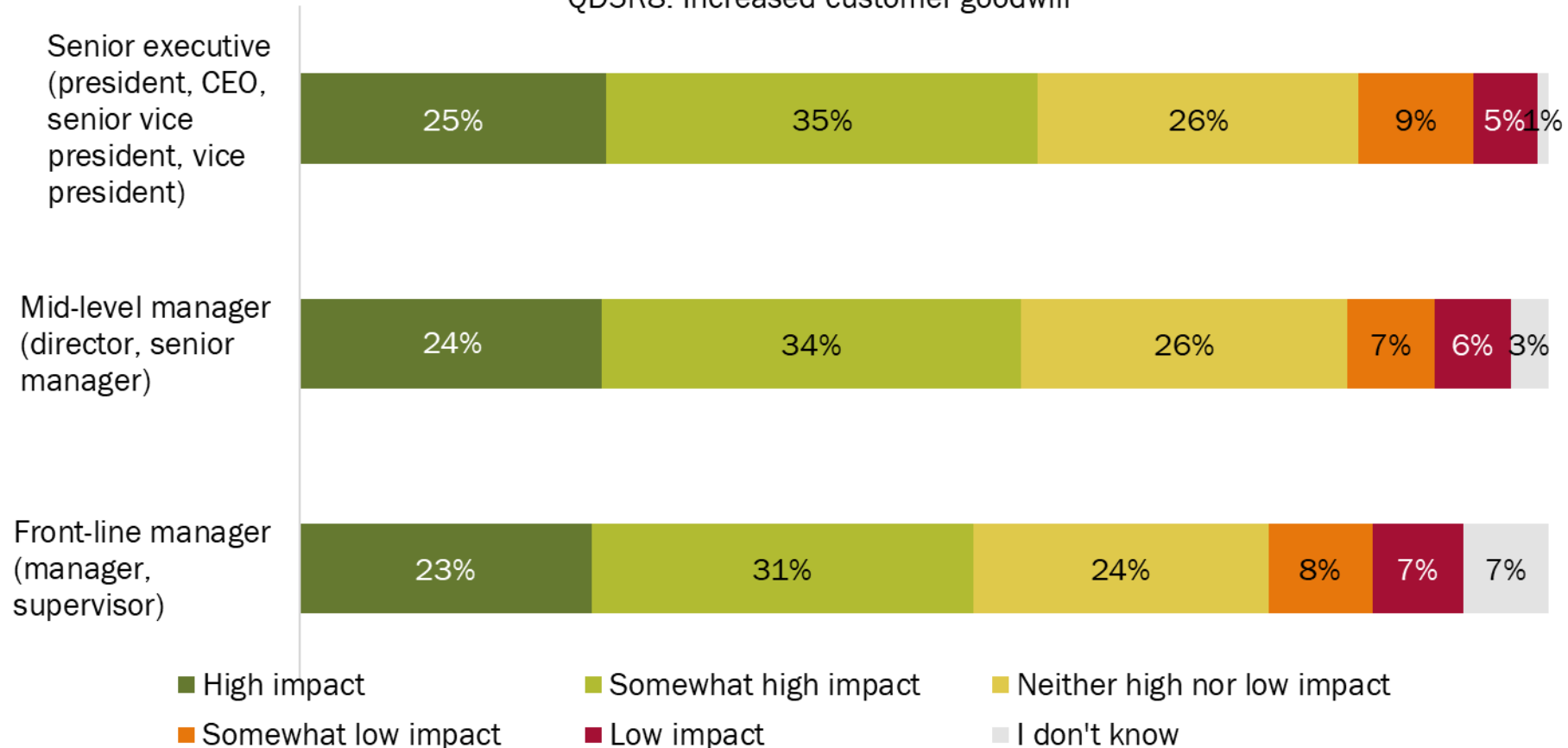


# Final Thoughts

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.

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:

QD5R8. Increased customer goodwill

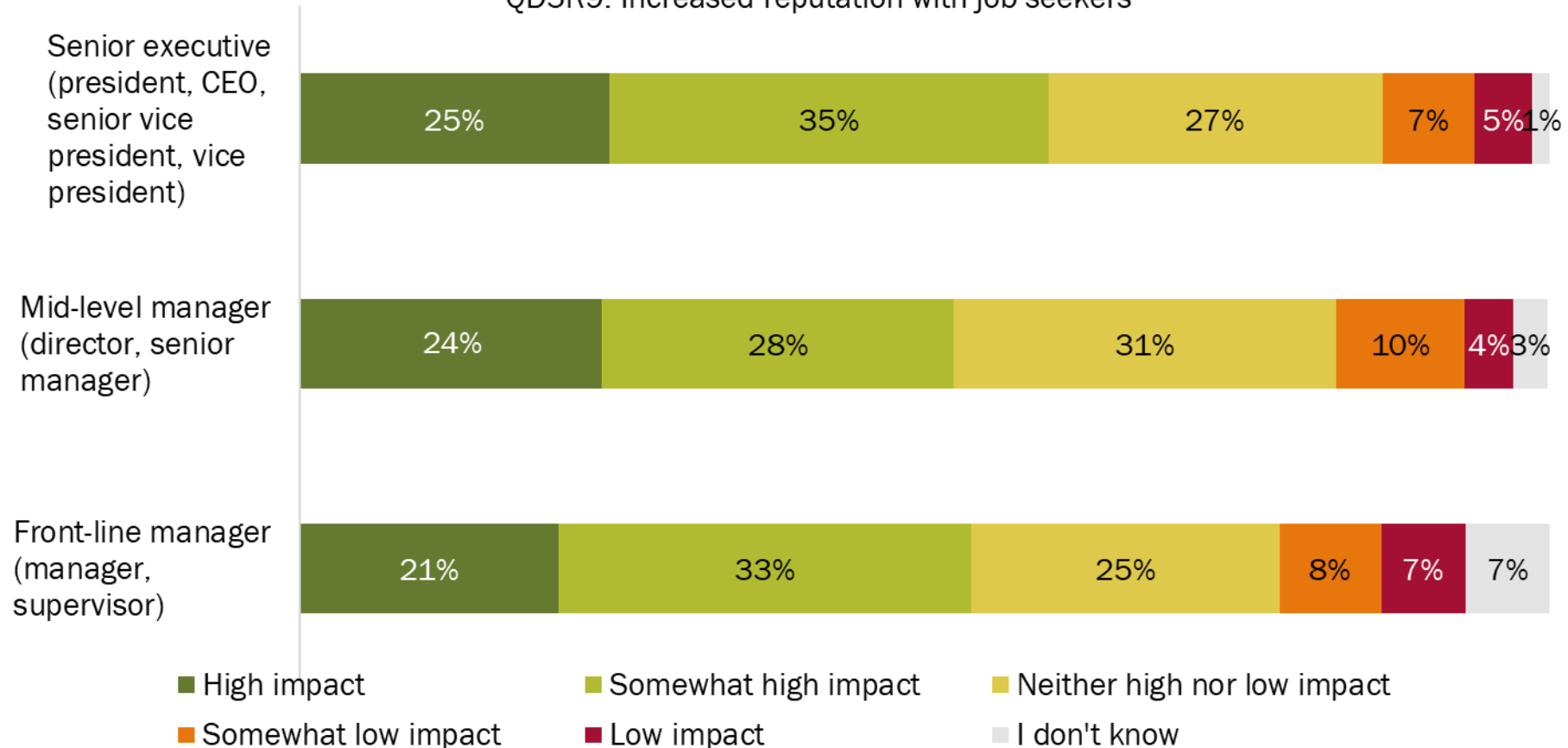


# Final Thoughts

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.

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:

QD5R9. Increased reputation with job seekers



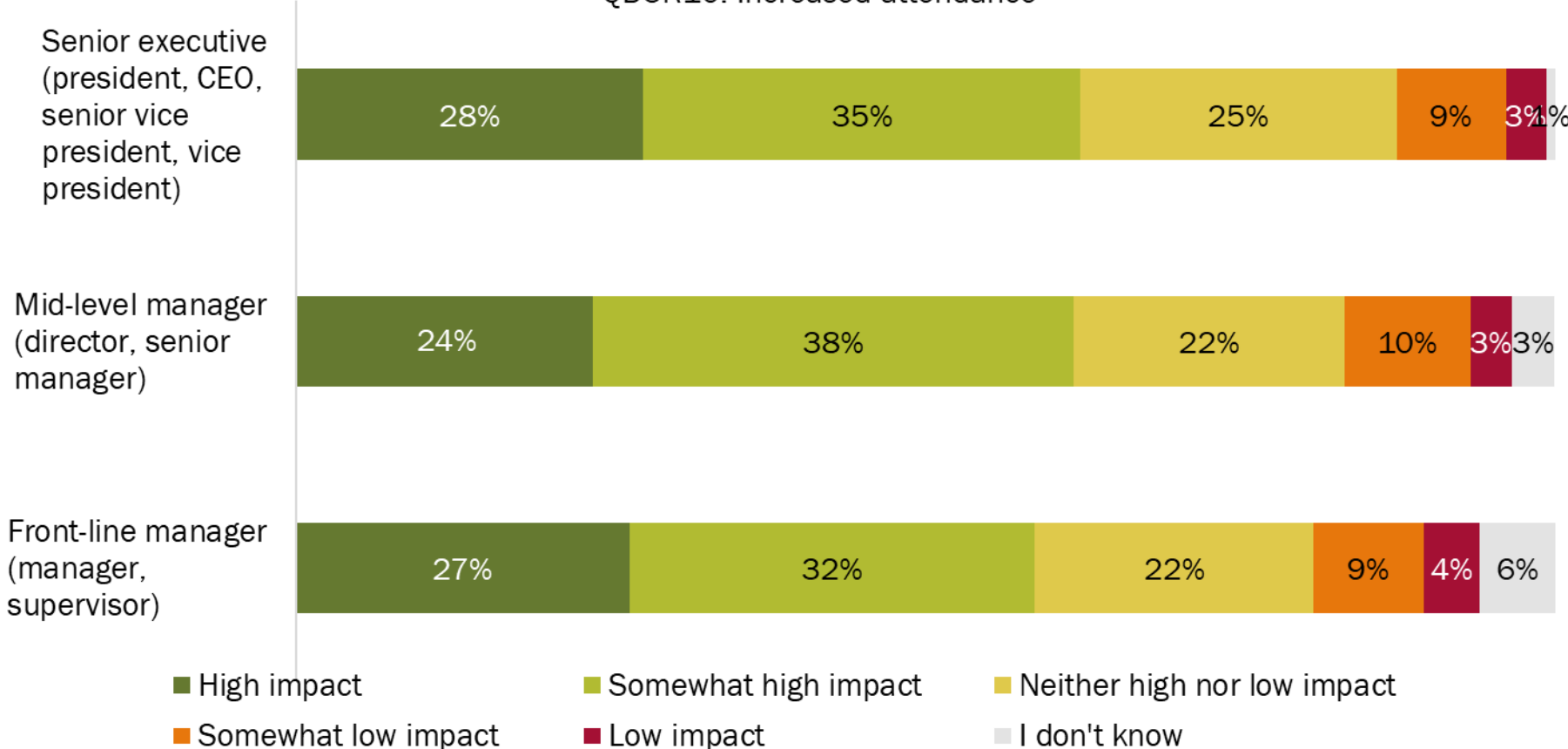


Source: "Upward Mobility Survey of Employers of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

# Final Thoughts

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:

QD5R10. Increased attendance

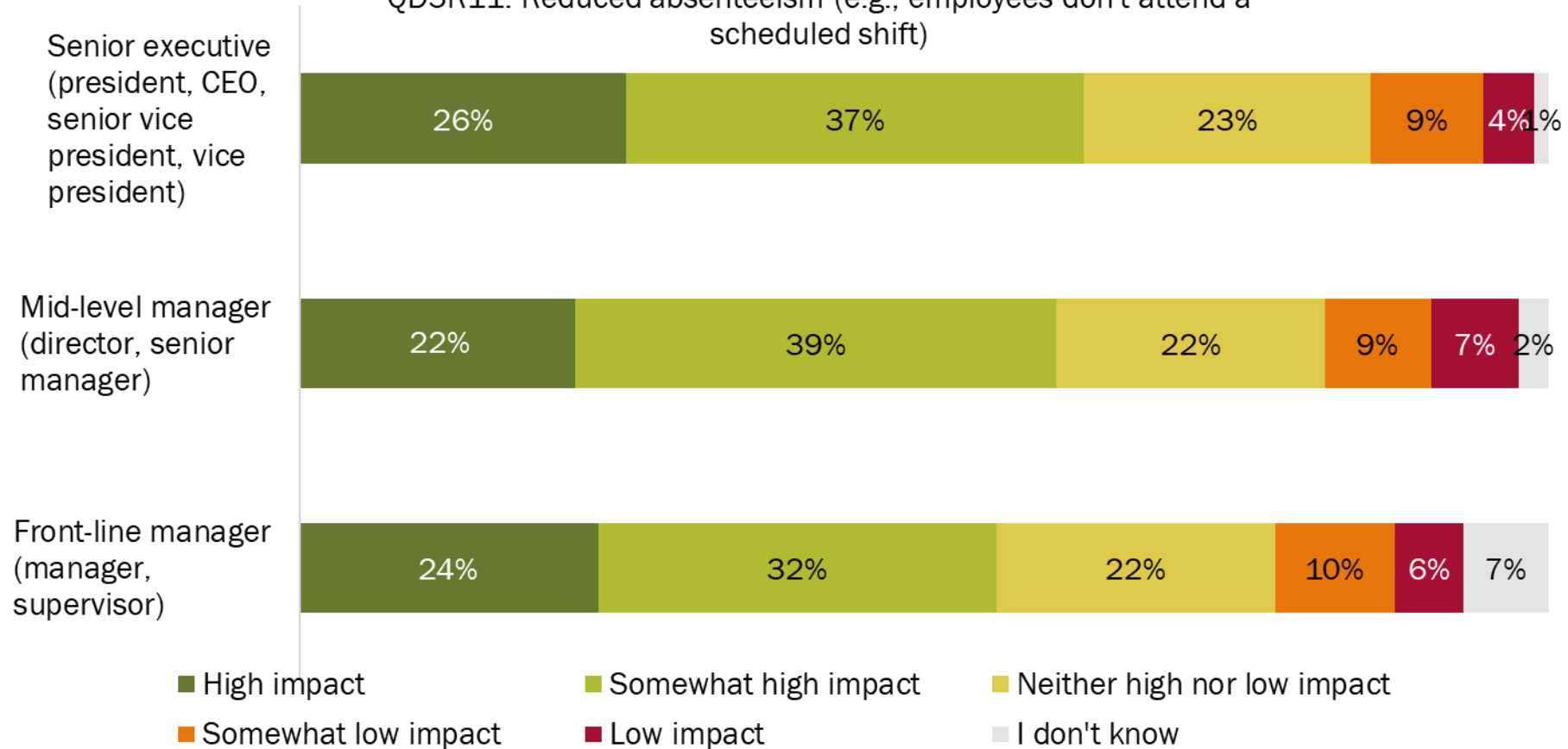


# Final Thoughts

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.

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:

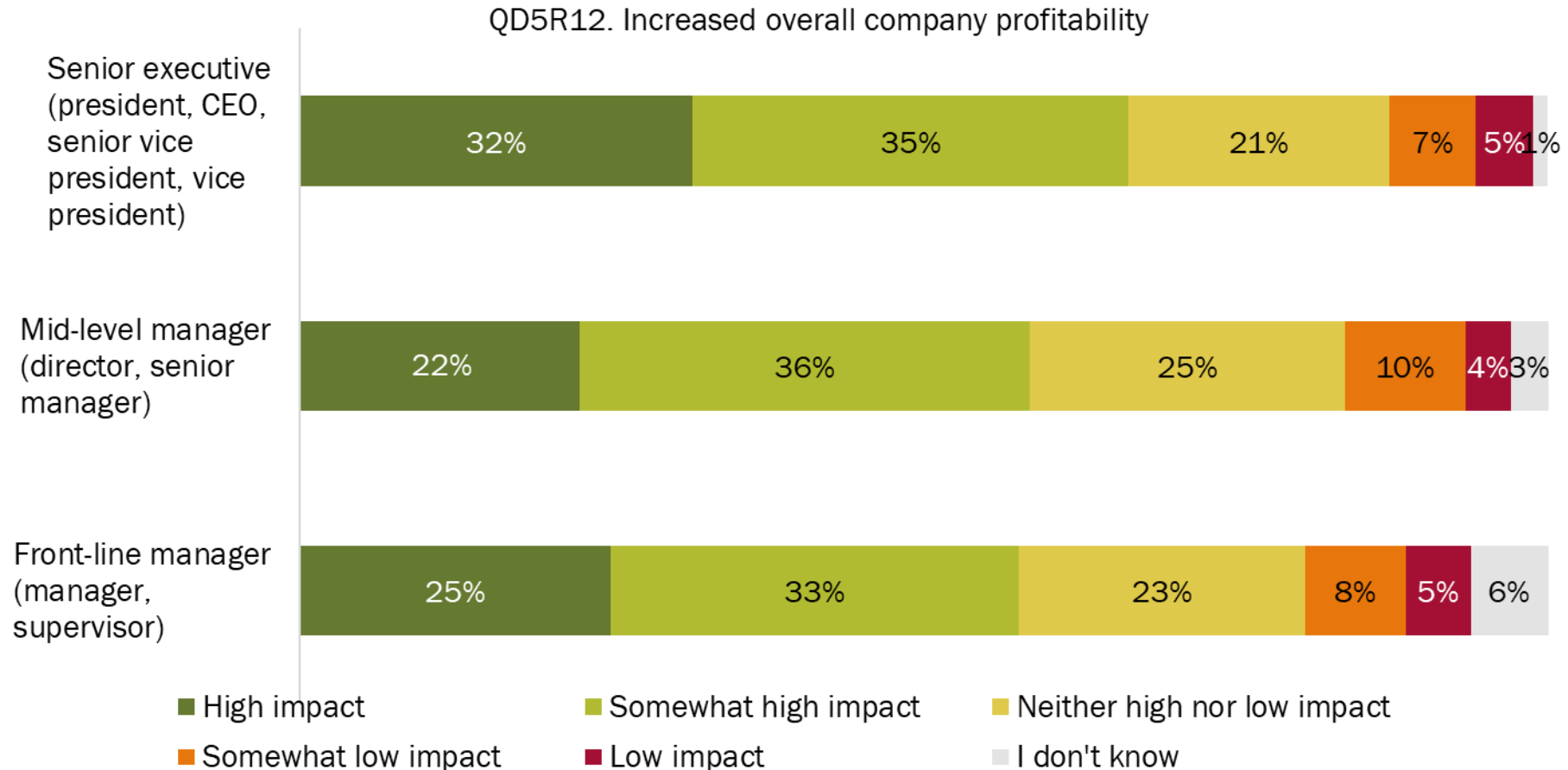
QD5R11. Reduced absenteeism (e.g., employees don't attend a scheduled shift)



# 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.

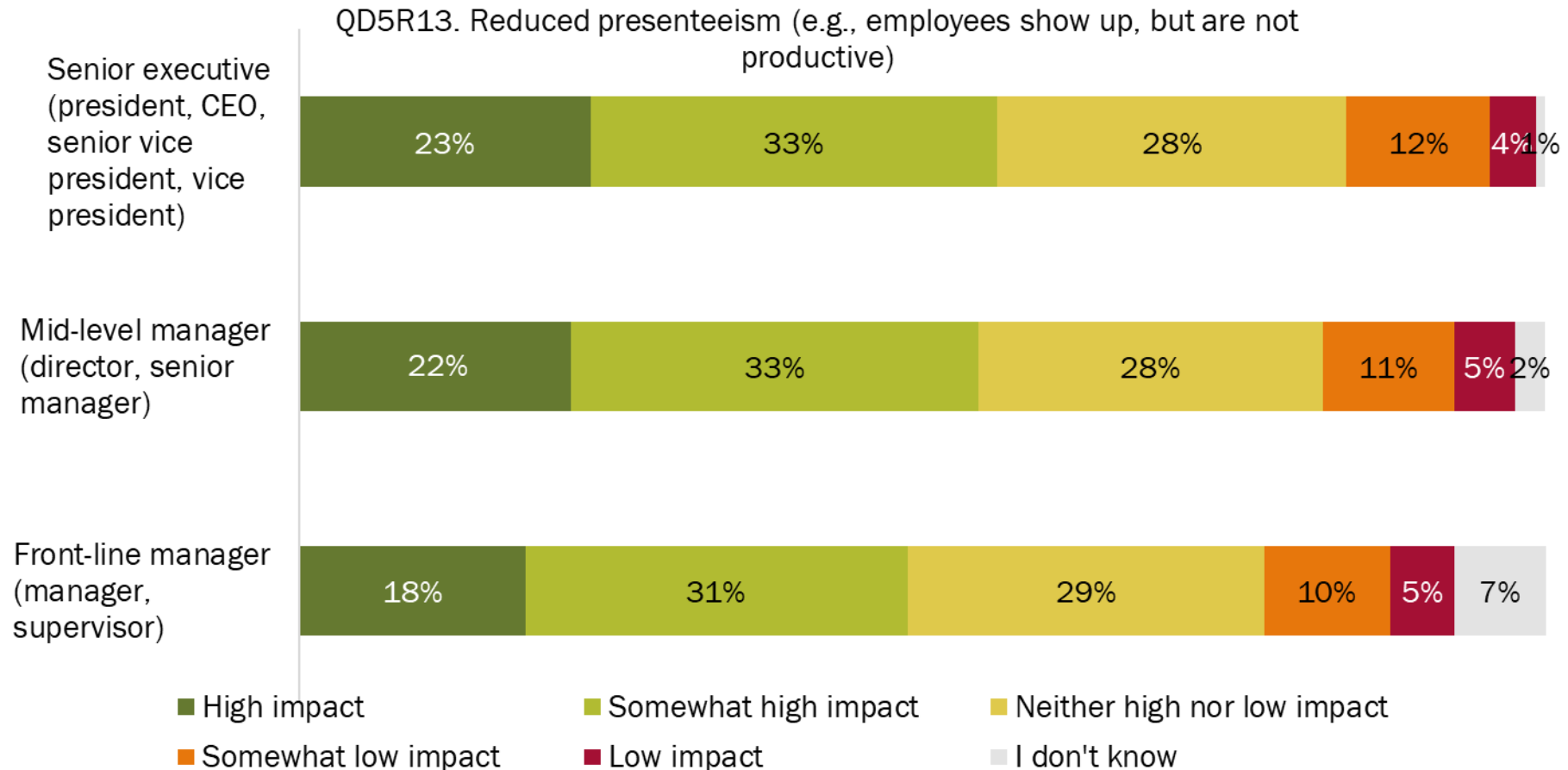
D5. Think about the upward mobility practices your company has already implemented. Rate the impact of these practices on the following contributors to your company's competitiveness:



# 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.

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:

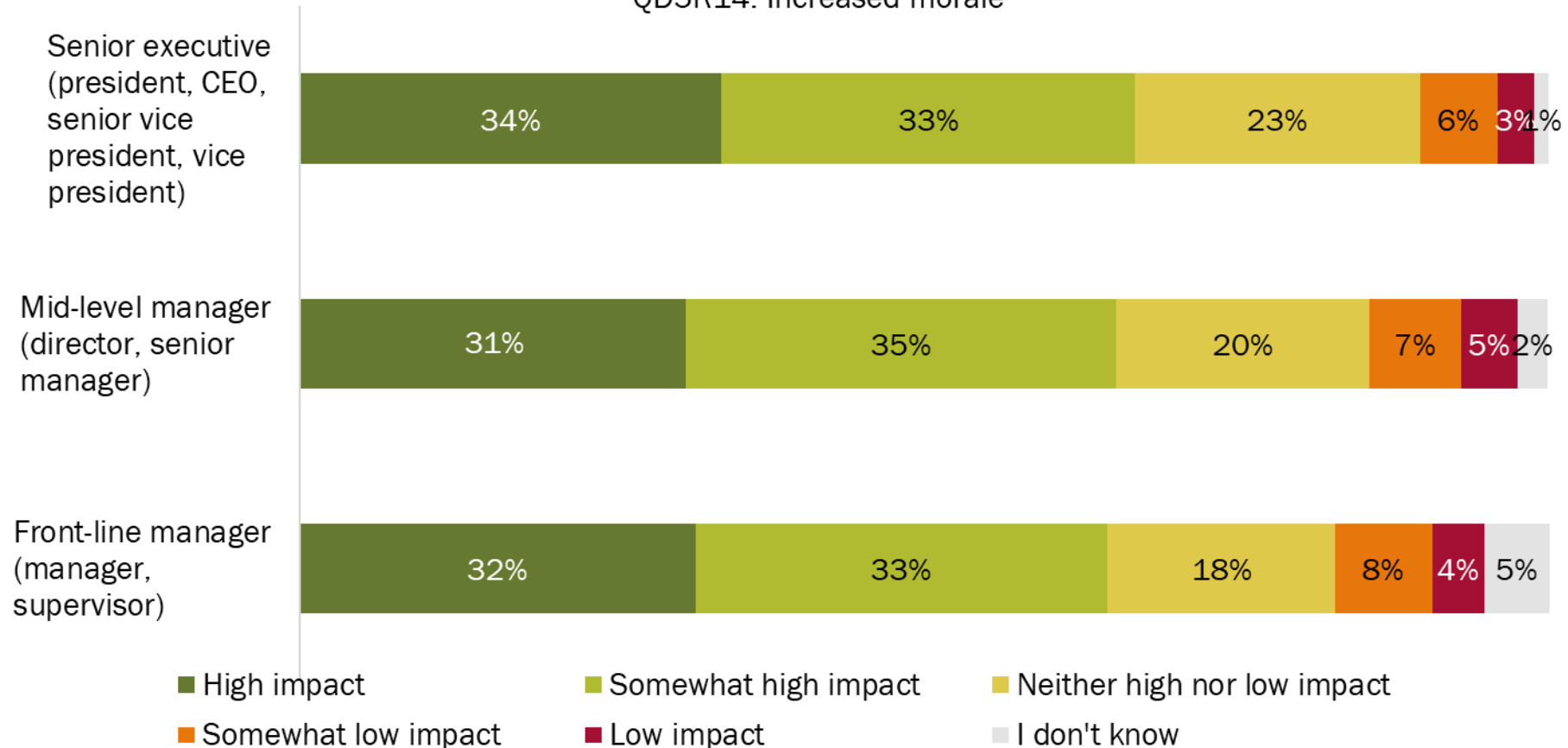


# Final Thoughts

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.

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:

QD5R14. Increased morale

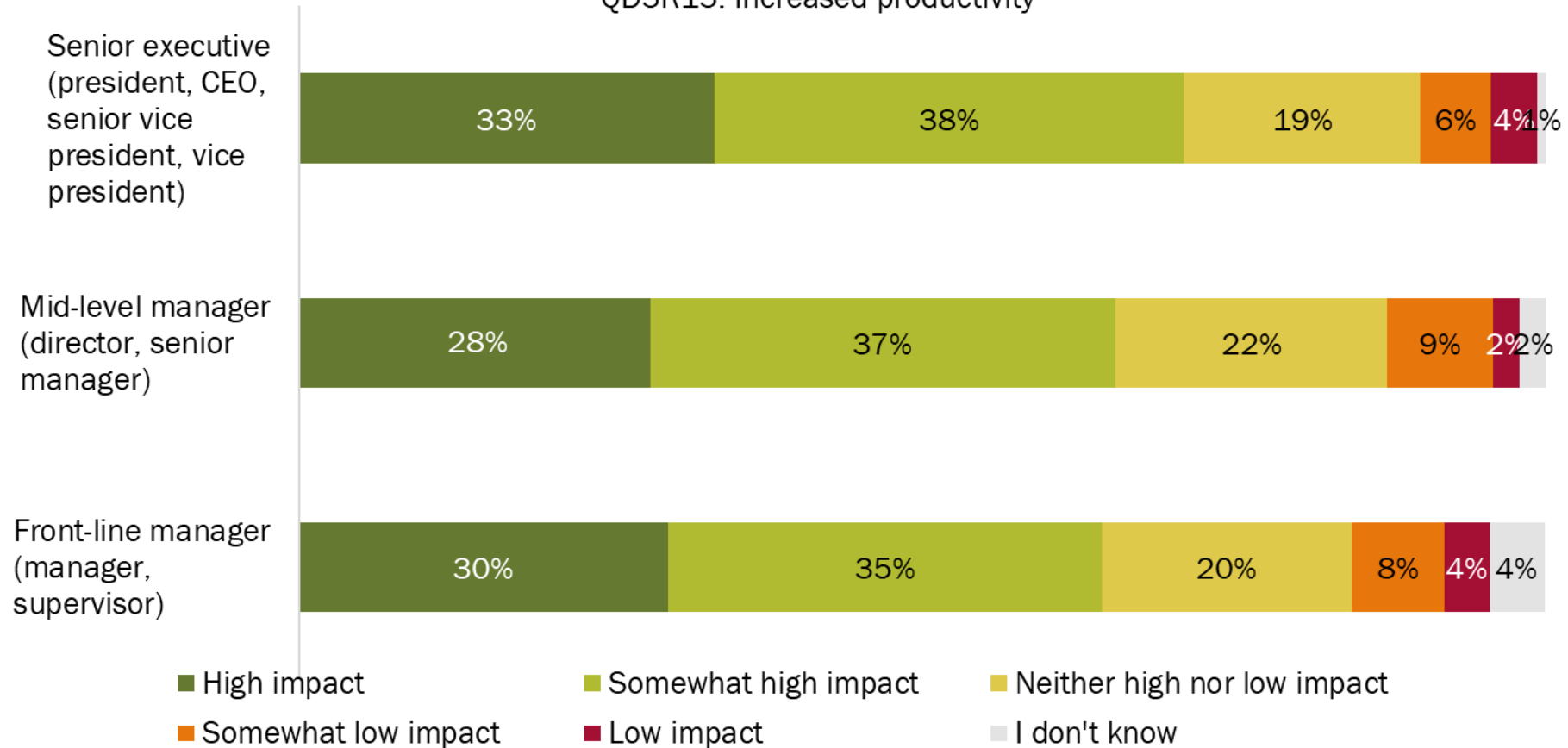


# Final Thoughts

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.

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:

QD5R15. Increased productivity



# 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.

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:

QD5R16. Improved safety record

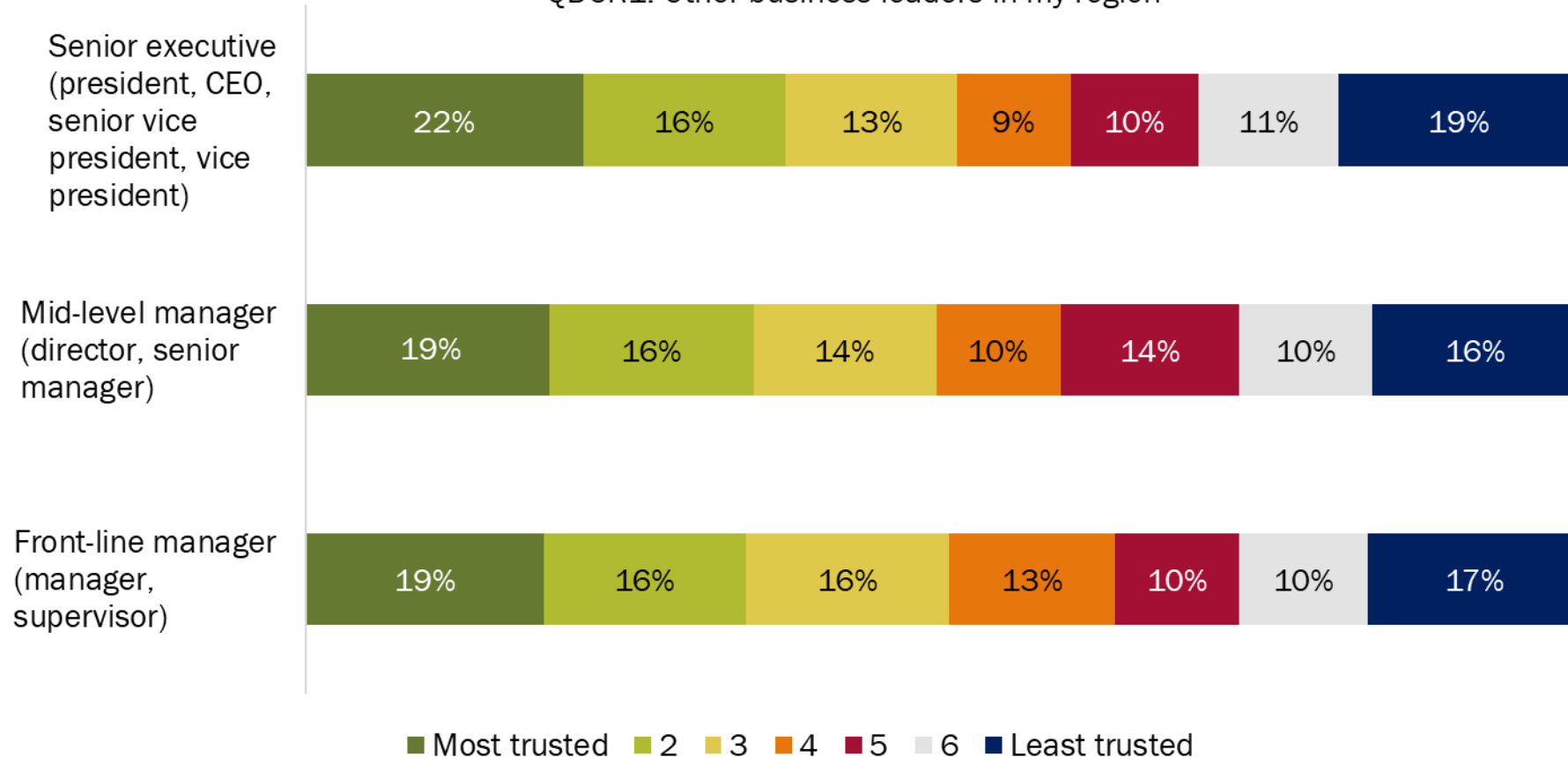


# Final Thoughts

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 influencers from whom you might learn best practices for upward mobility. Please rank your choices from most trusted to least trusted.

QD6R1. Other business leaders in my region



N = 1,063 (87 people responded “None of the above”)

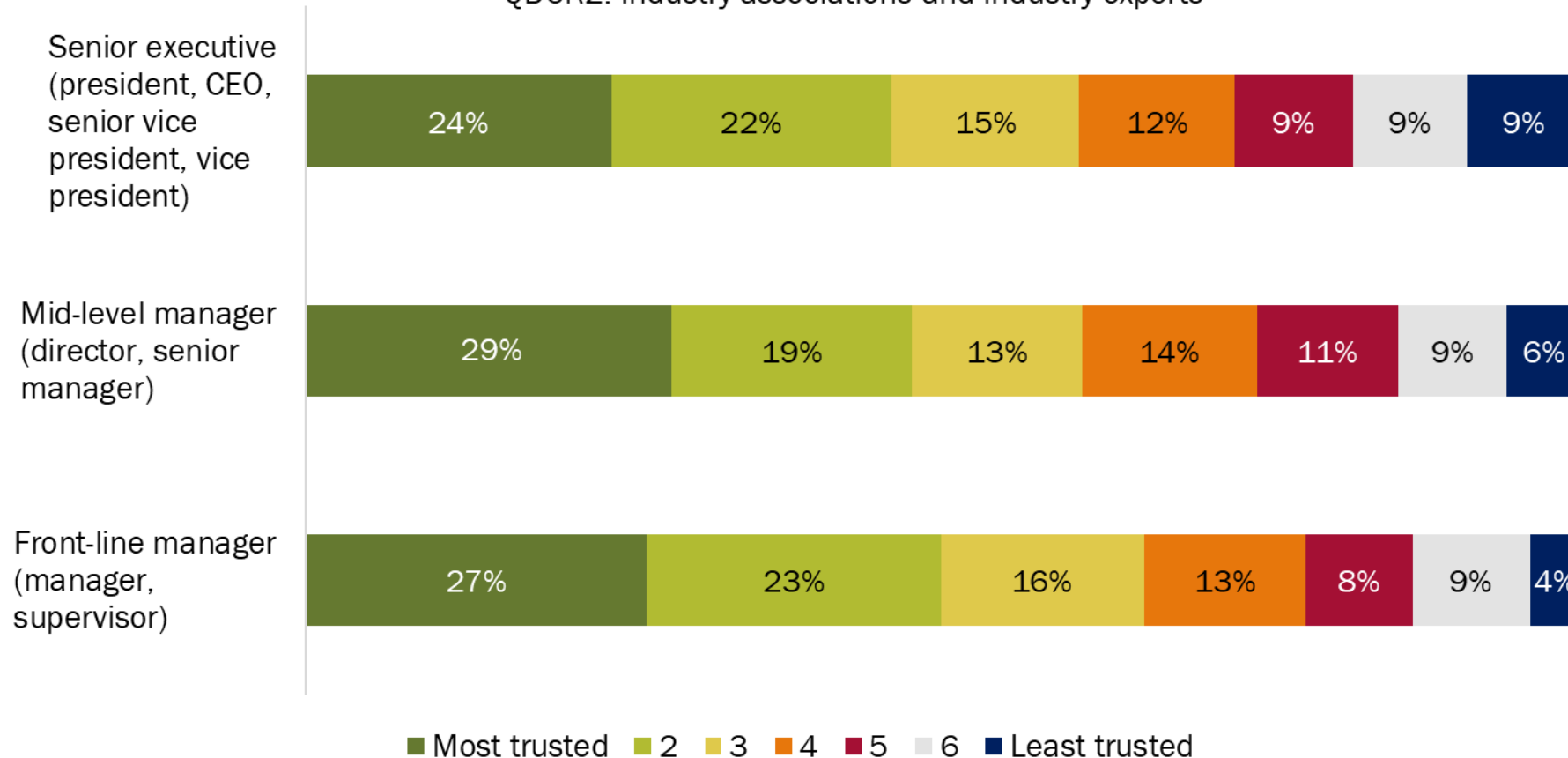


# Final Thoughts

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.

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

QD6R2. Industry associations and industry experts

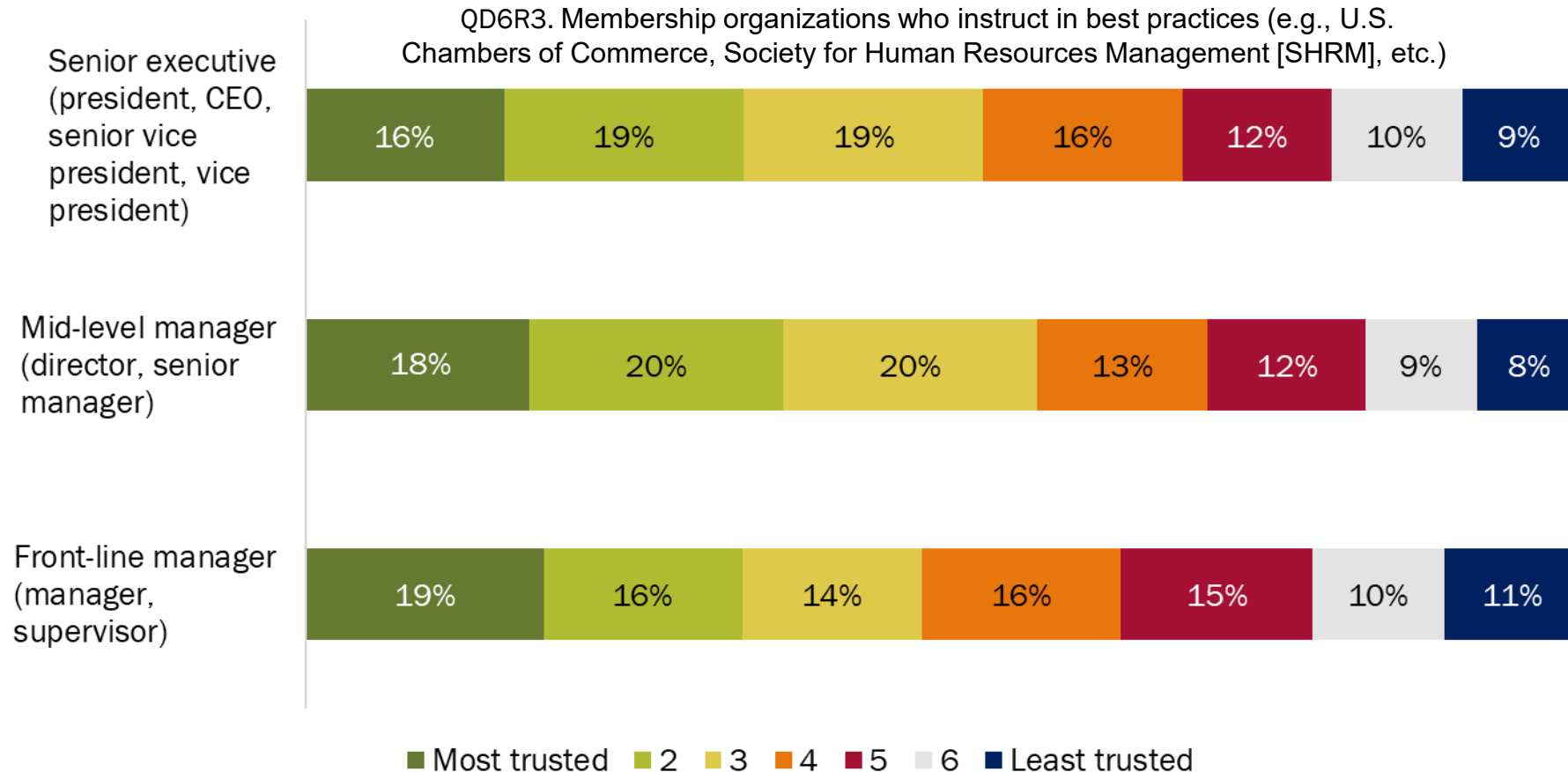


N = 1,063 (87 people responded “None of the above”)

# 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.

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

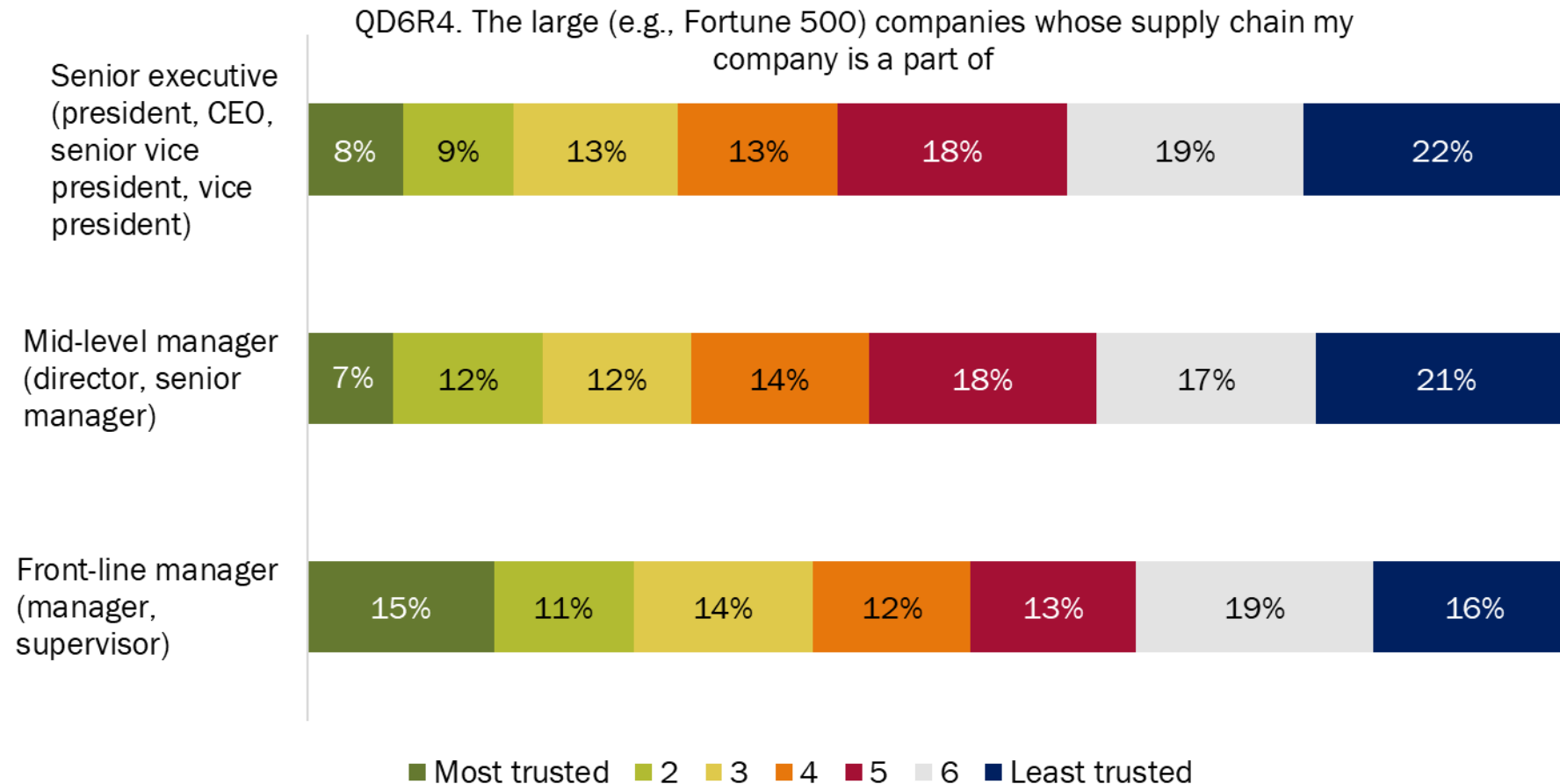


N = 1,063 (87 people responded “None of the above”)

# 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.

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

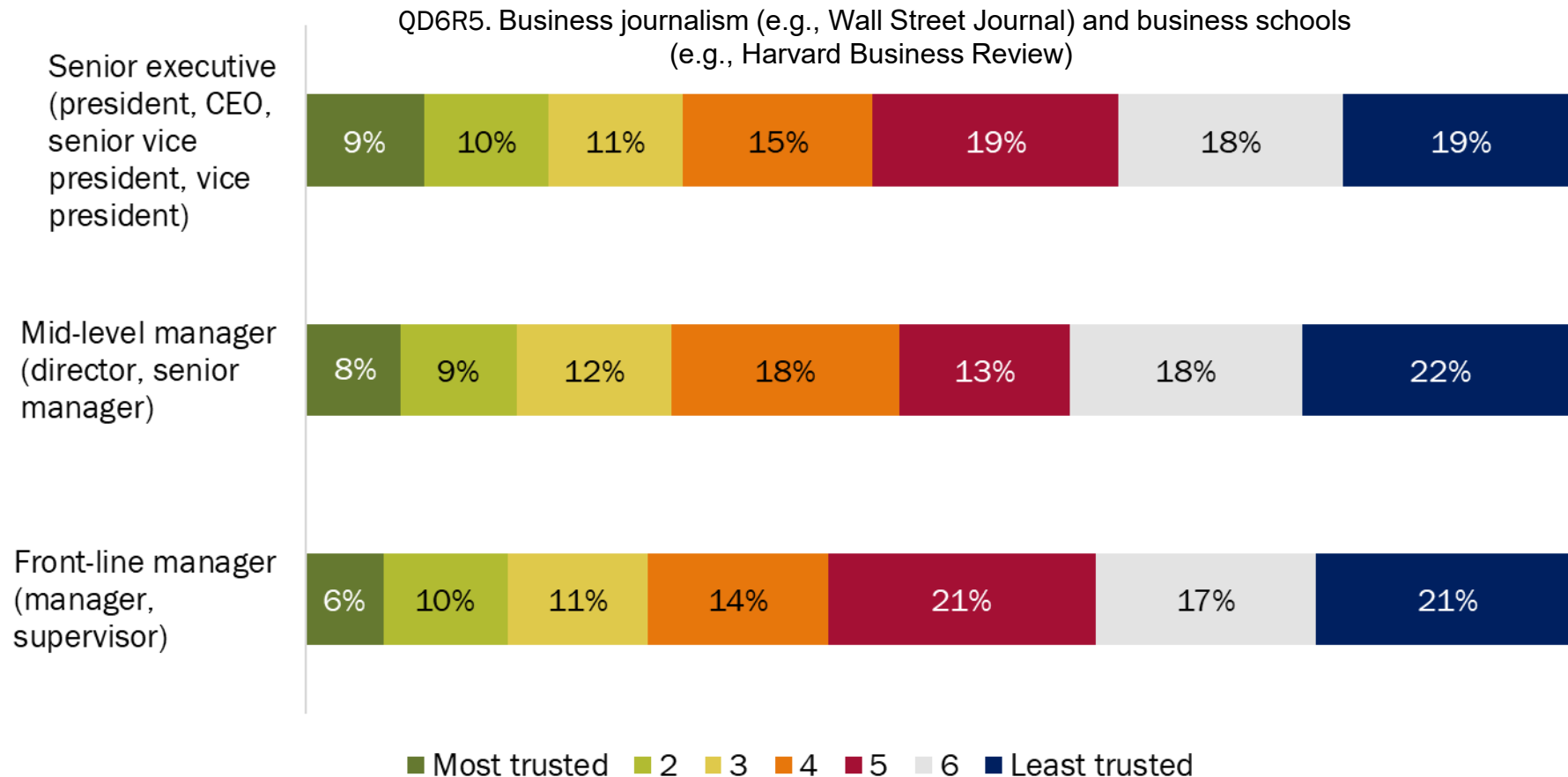


N = 1,063 (87 people responded “None of the above”)

# 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.

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

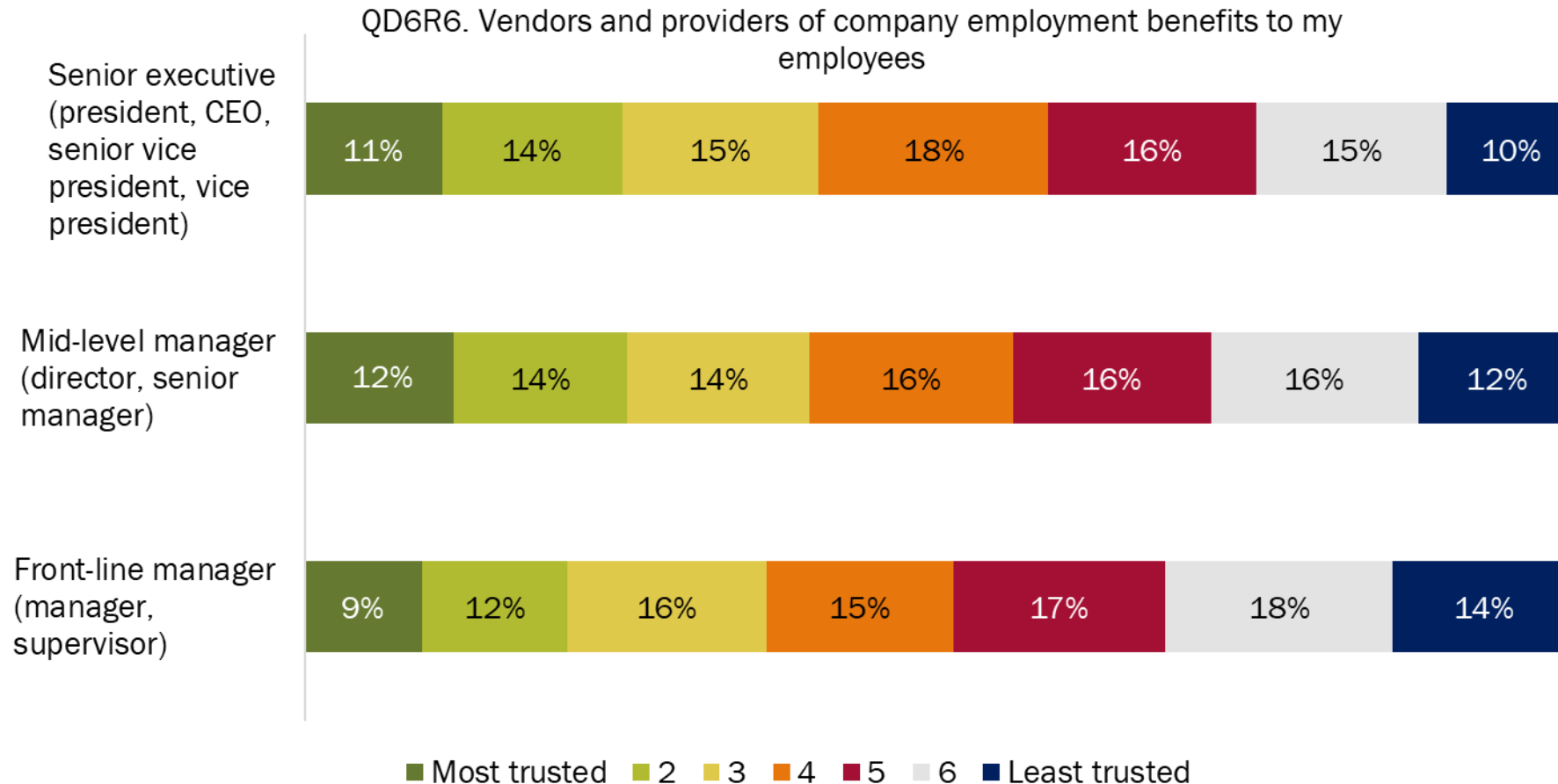


N = 1,063 (87 people responded “None of the above”)

# 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.

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

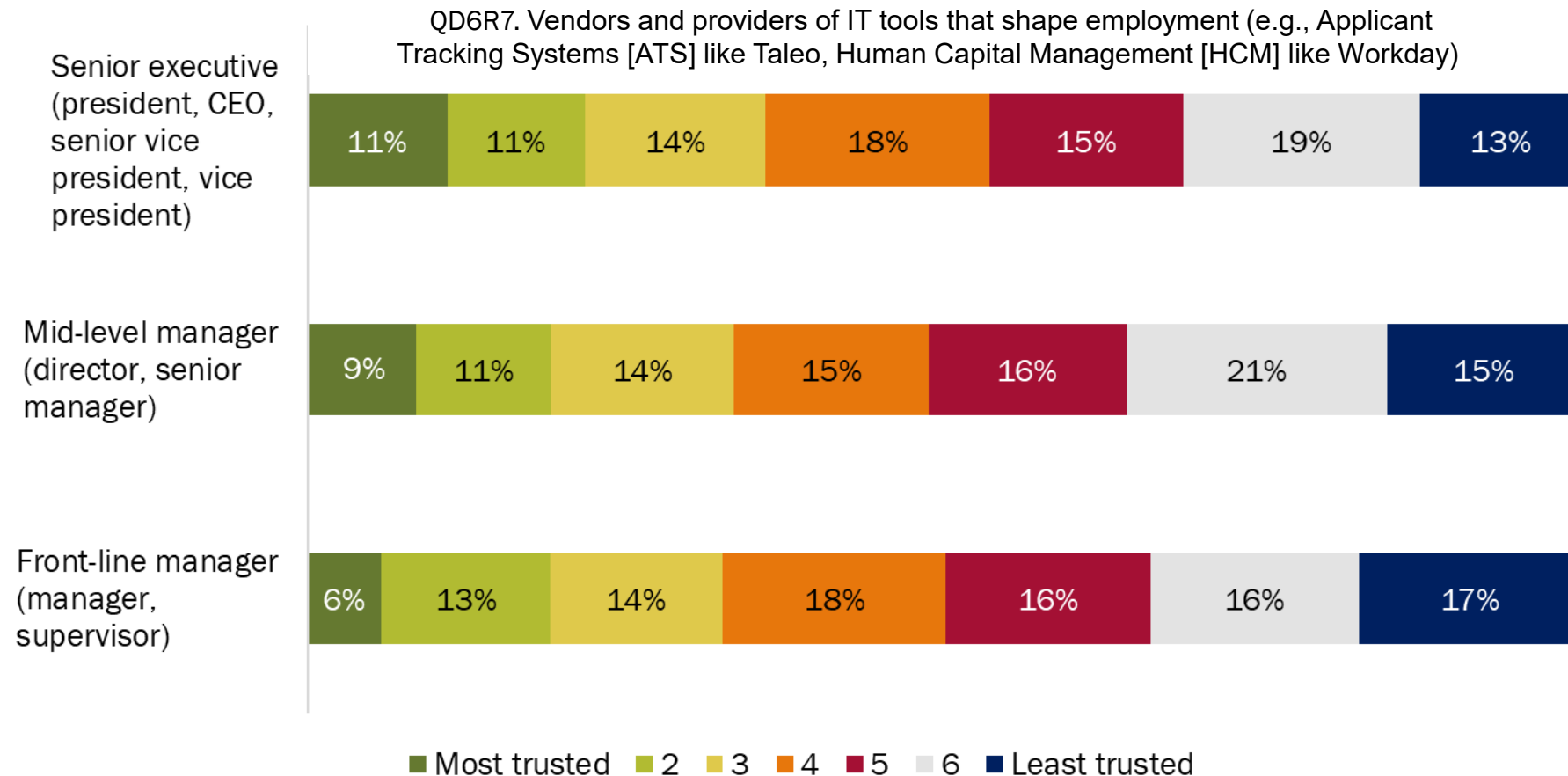


N = 1,063 (87 people responded “None of the above”)

# 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.

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



N = 1,063 (87 people responded “None of the 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.

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

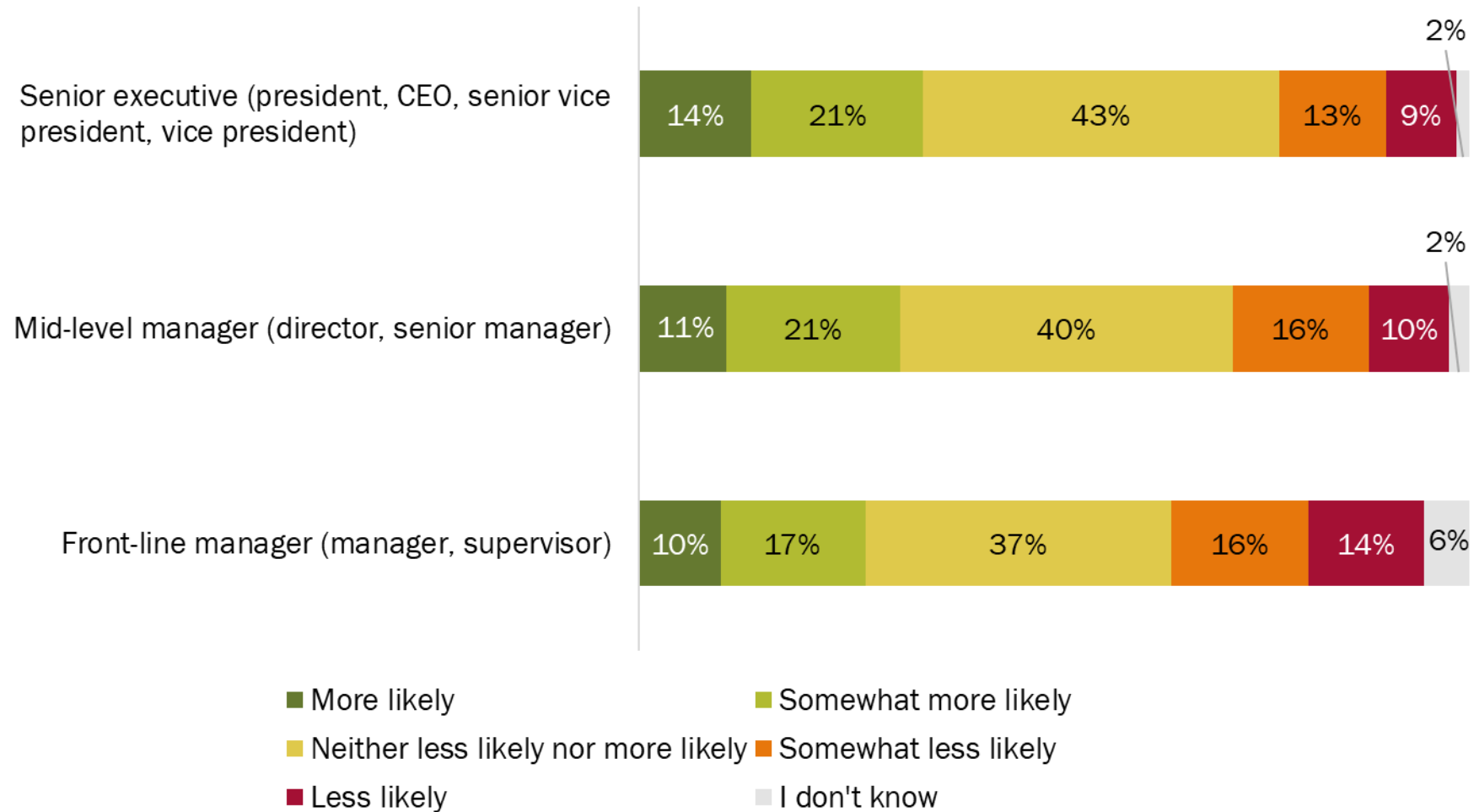


N = 1,150

# 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.

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



N = 1,150