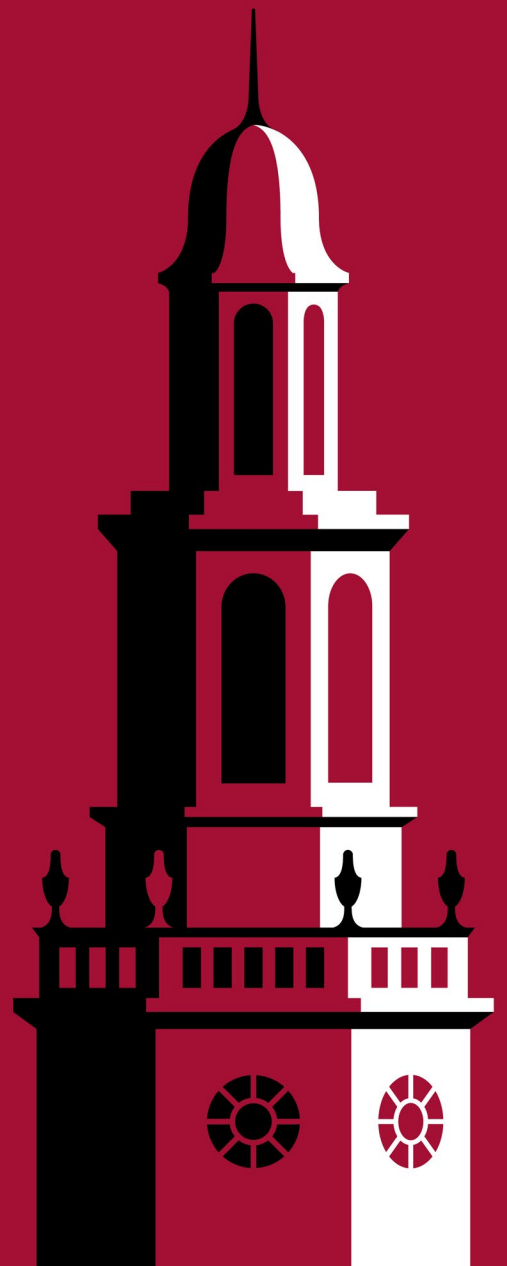
Building From the Bottom Up

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



Harvard Business School

Managing the Future of Work

Notes
Worker Survey – Overall

Copyright © 2022 President and Fellows of Harvard College

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

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

Please direct inquiries to:
Manjari Raman, mraman@hbs.edu

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

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

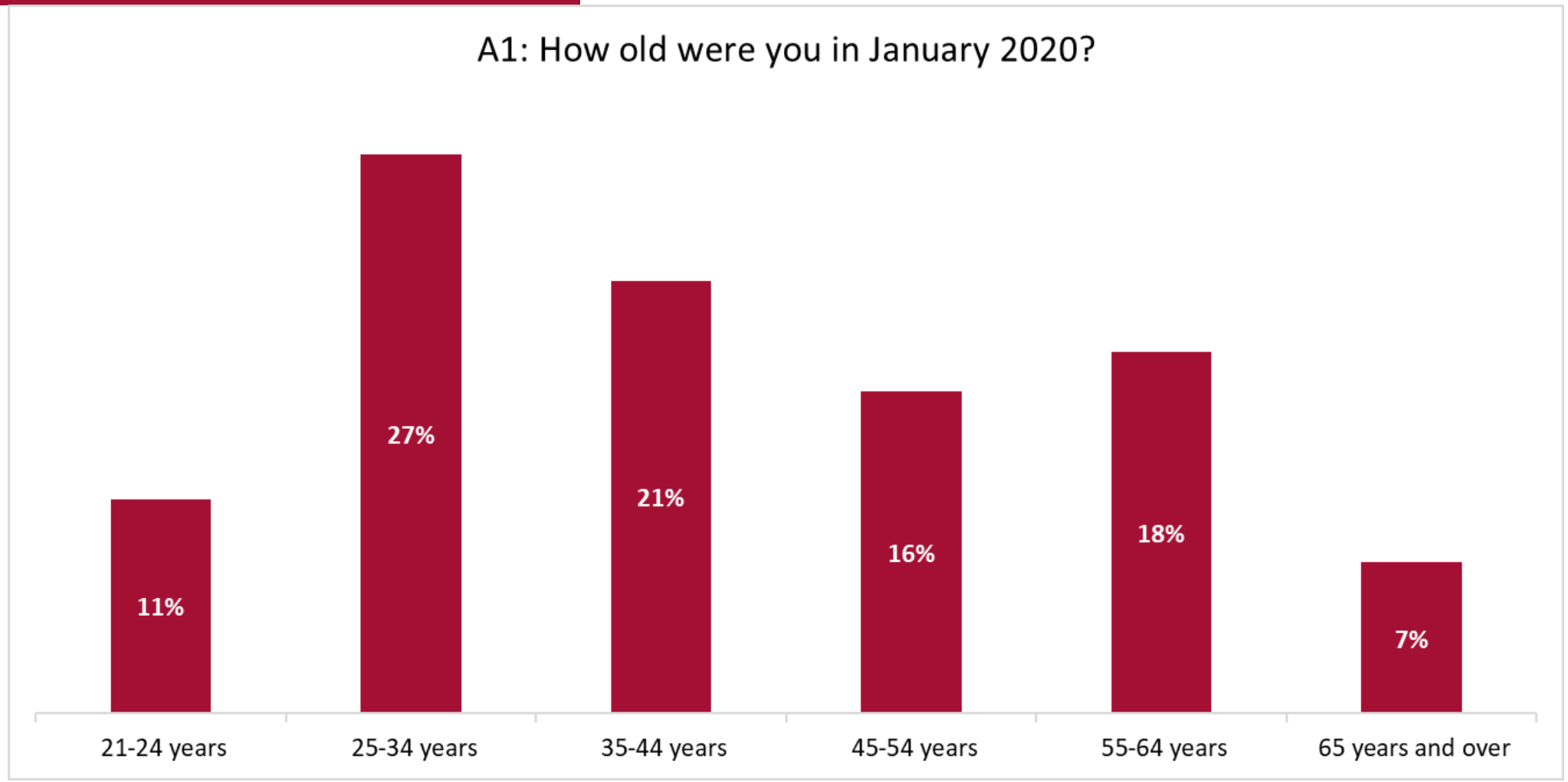
Section A

Screening Questions

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



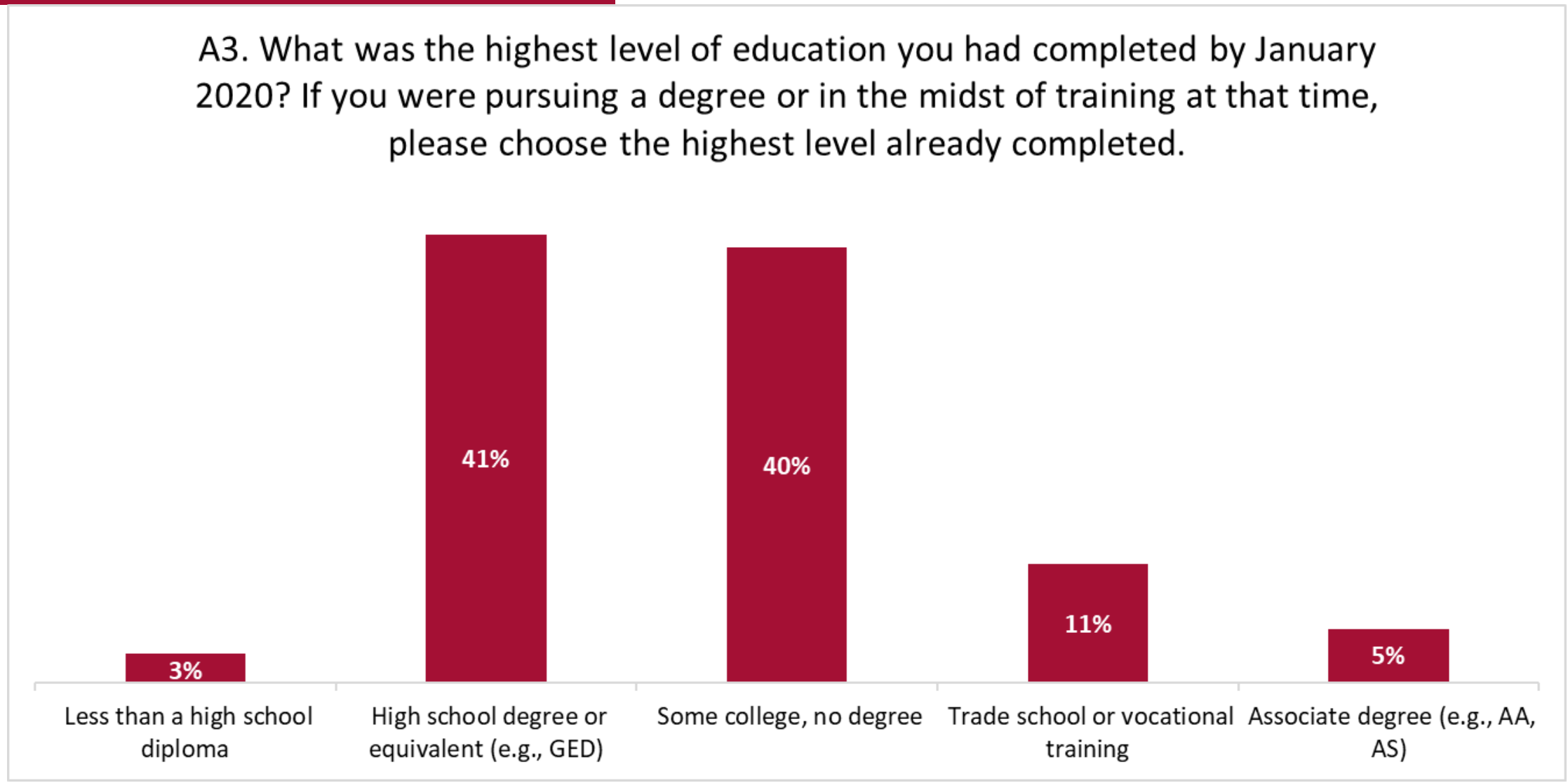
N = 1,025

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

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



N = 1,025
Note: Collection of associate degree data limited to n=50. All respondents had to have less than a Bachelors degree.

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

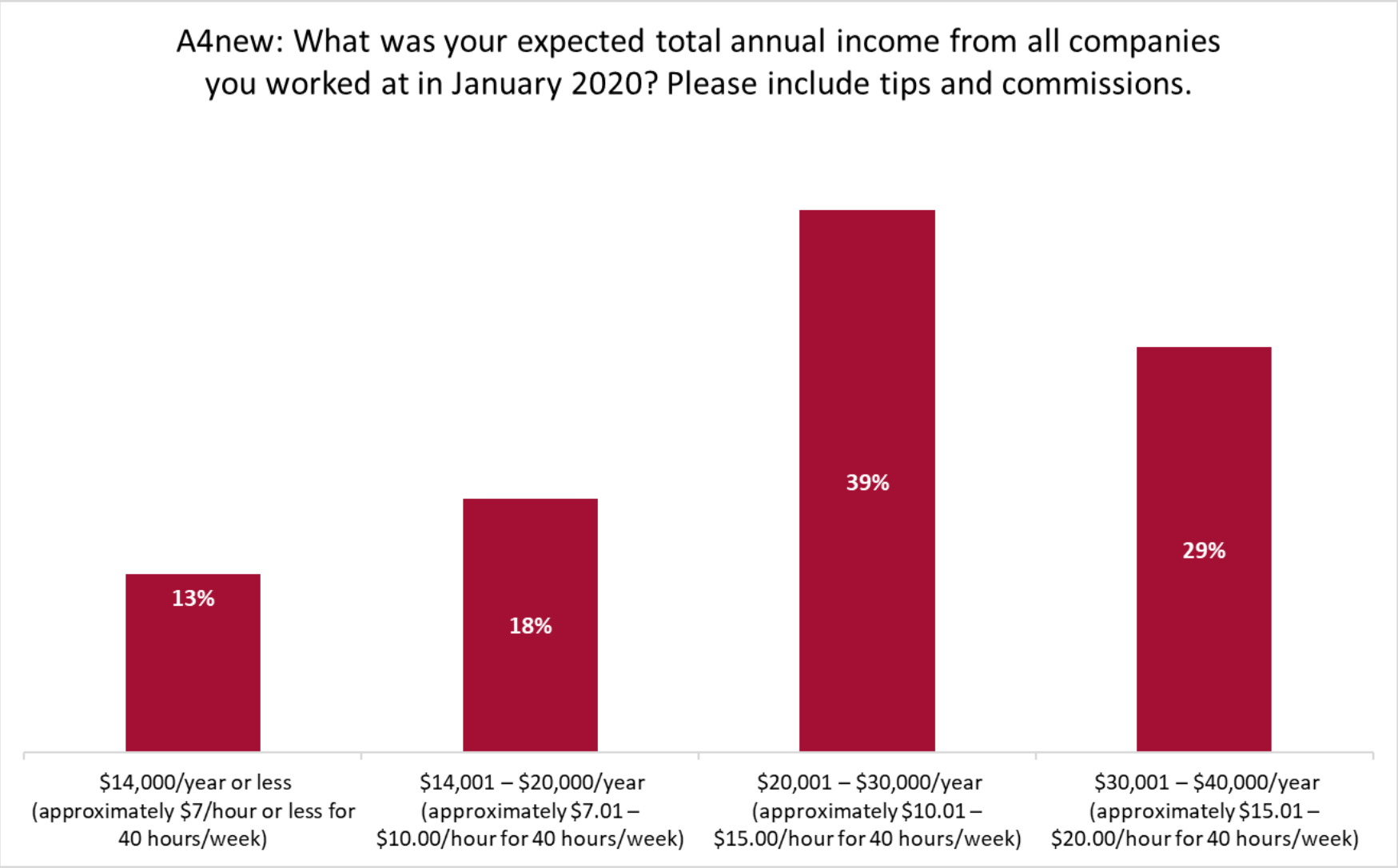
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

N = 1,025
Note: Other respondents (e.g., those who selected contract worker as primary status) were terminated from the survey

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

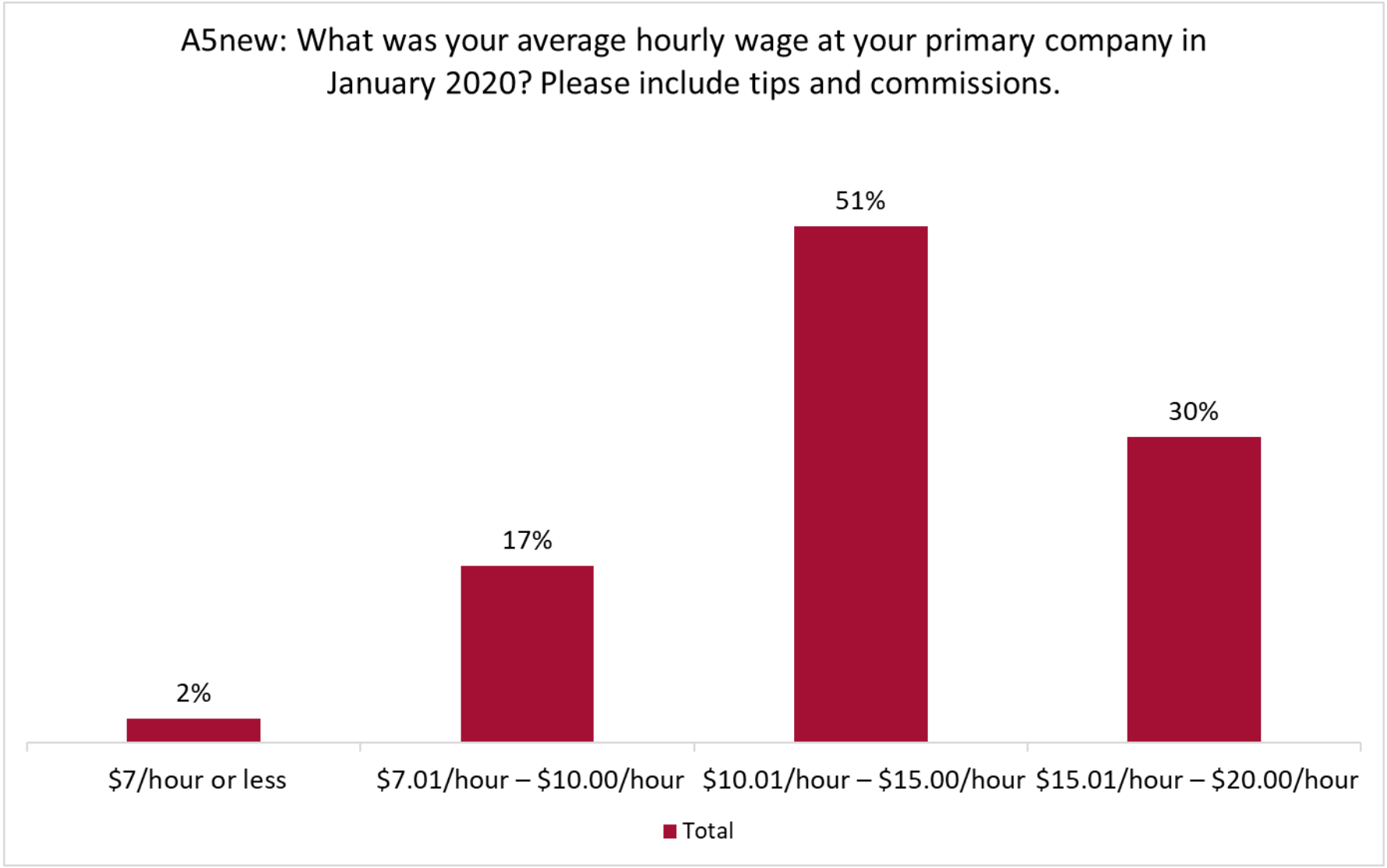


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



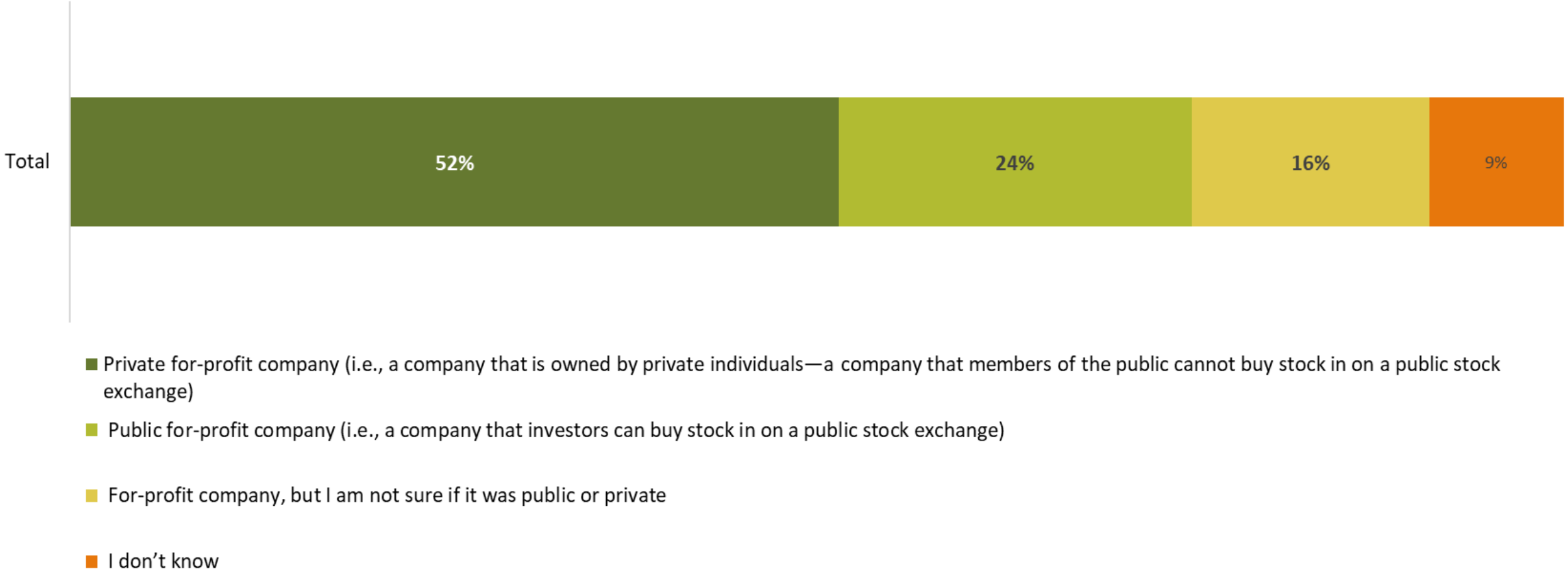
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

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

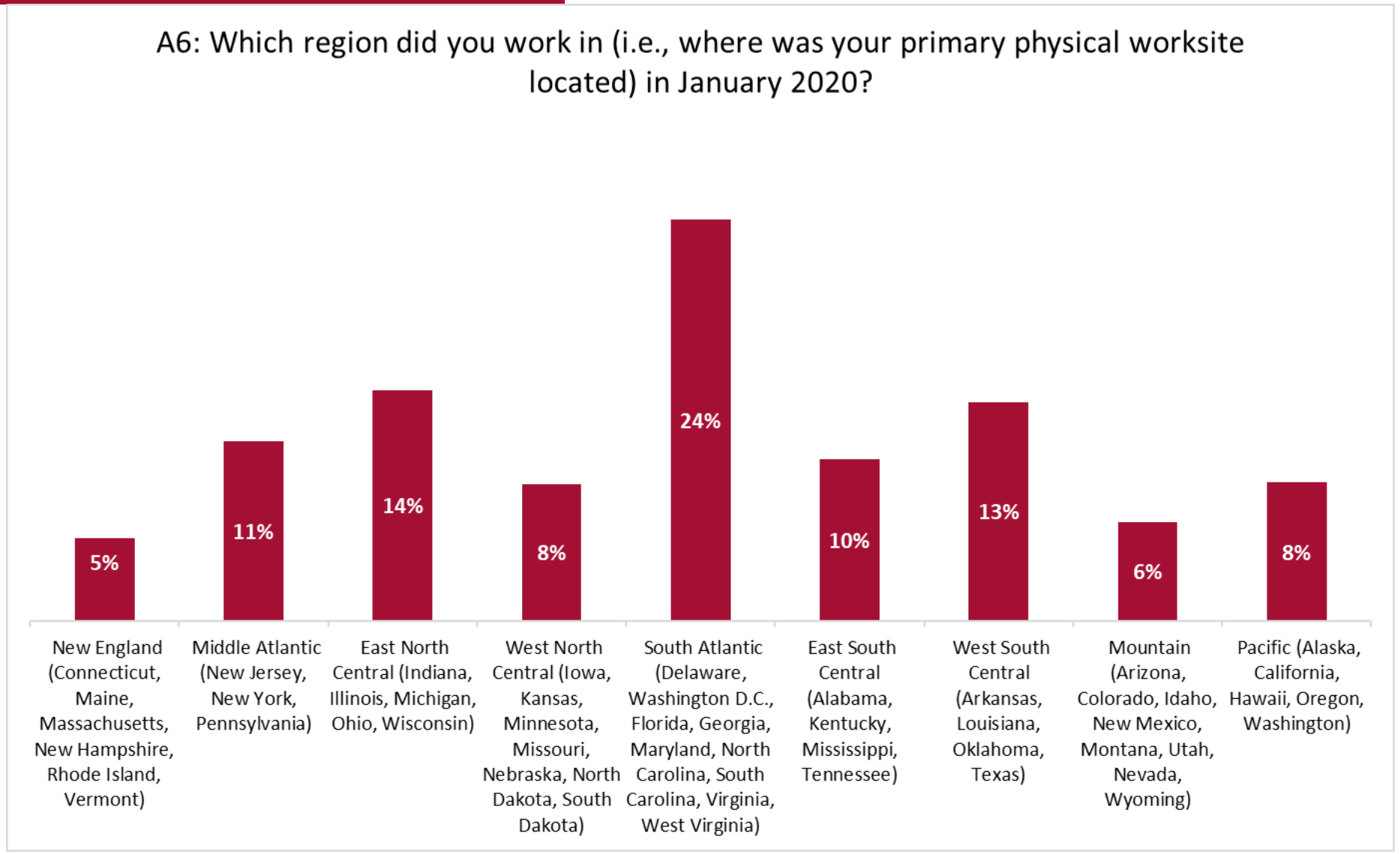


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



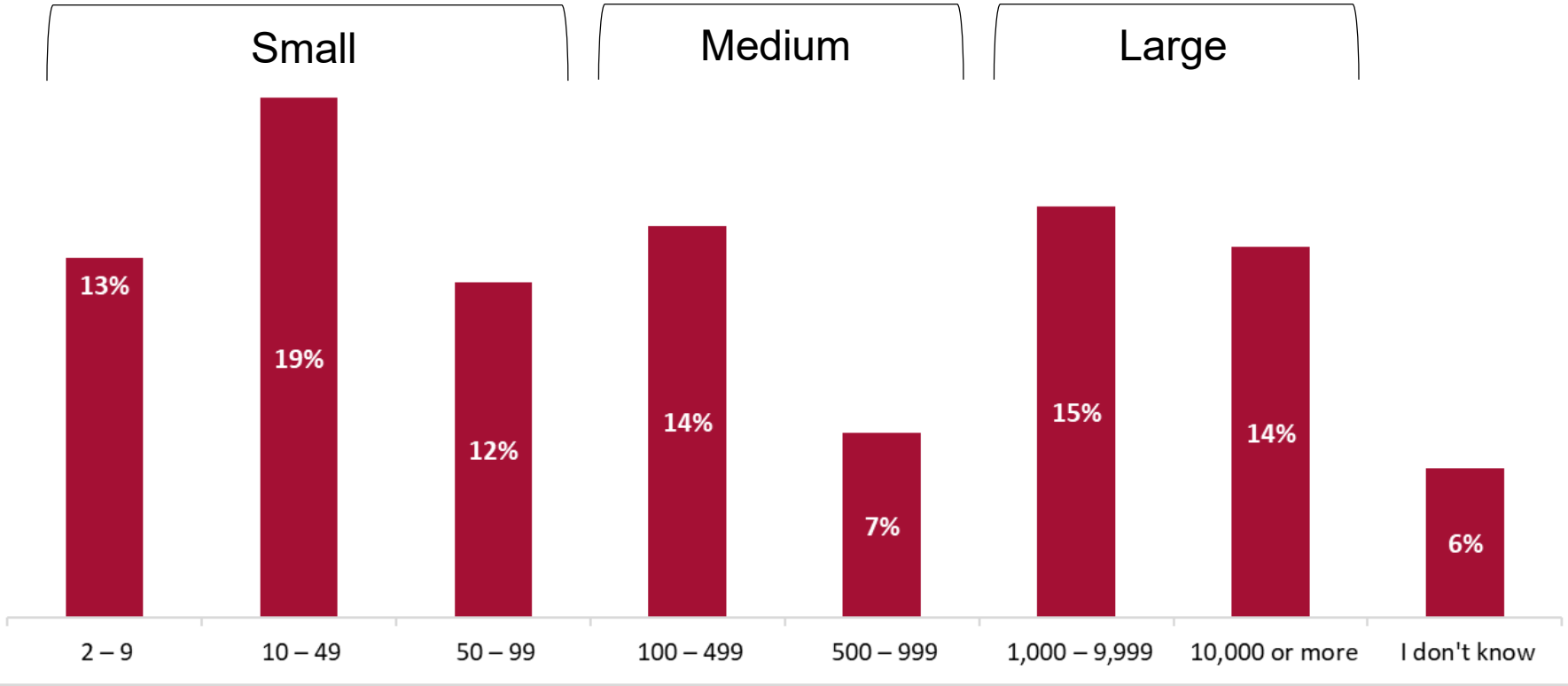
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

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

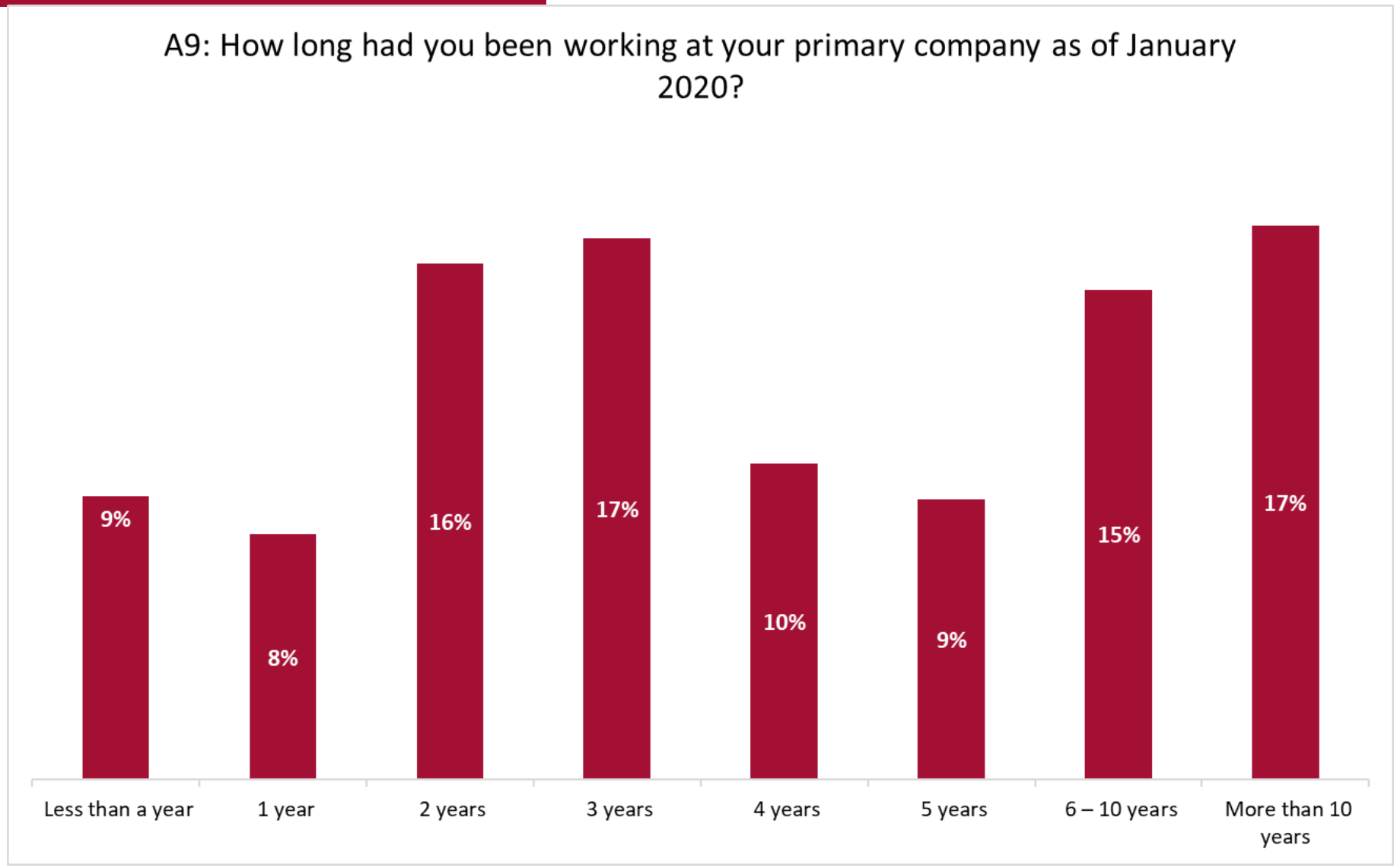


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

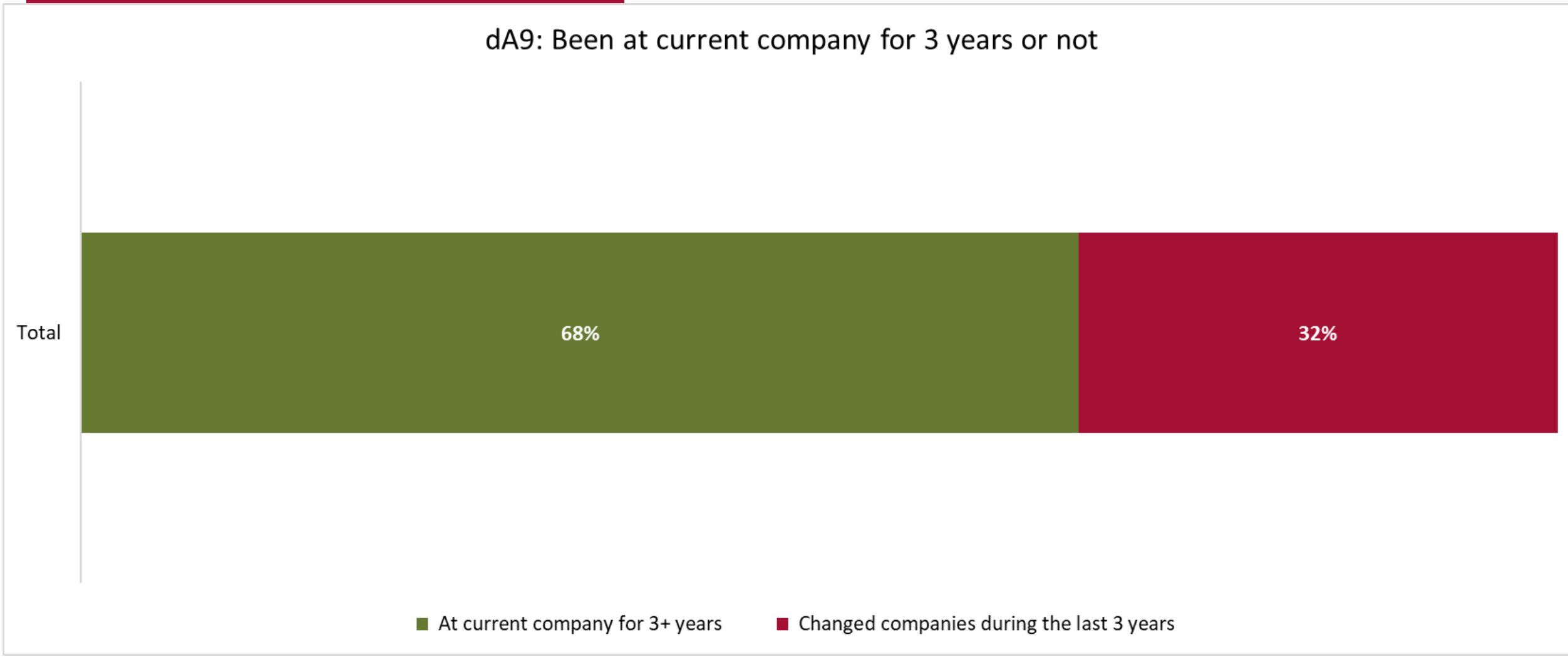


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



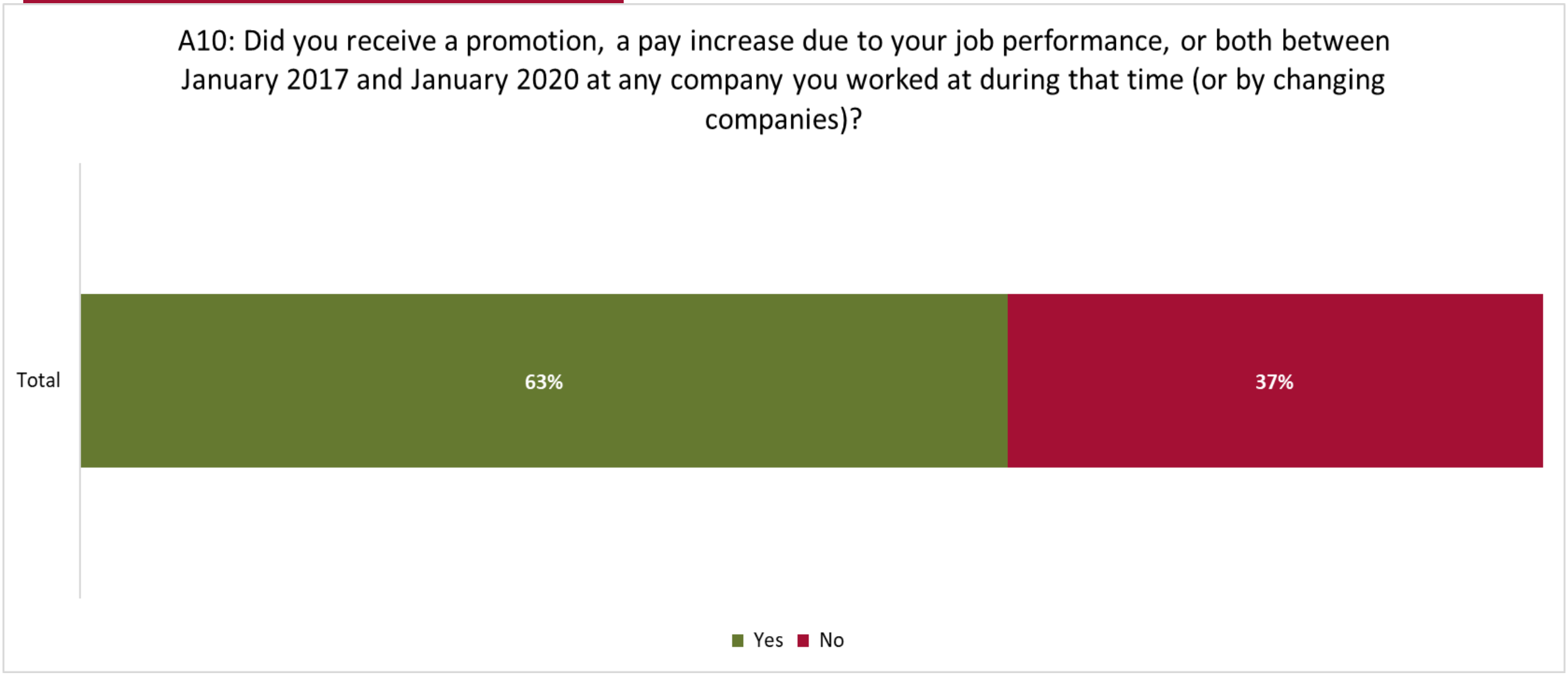
N = 1,025

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

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

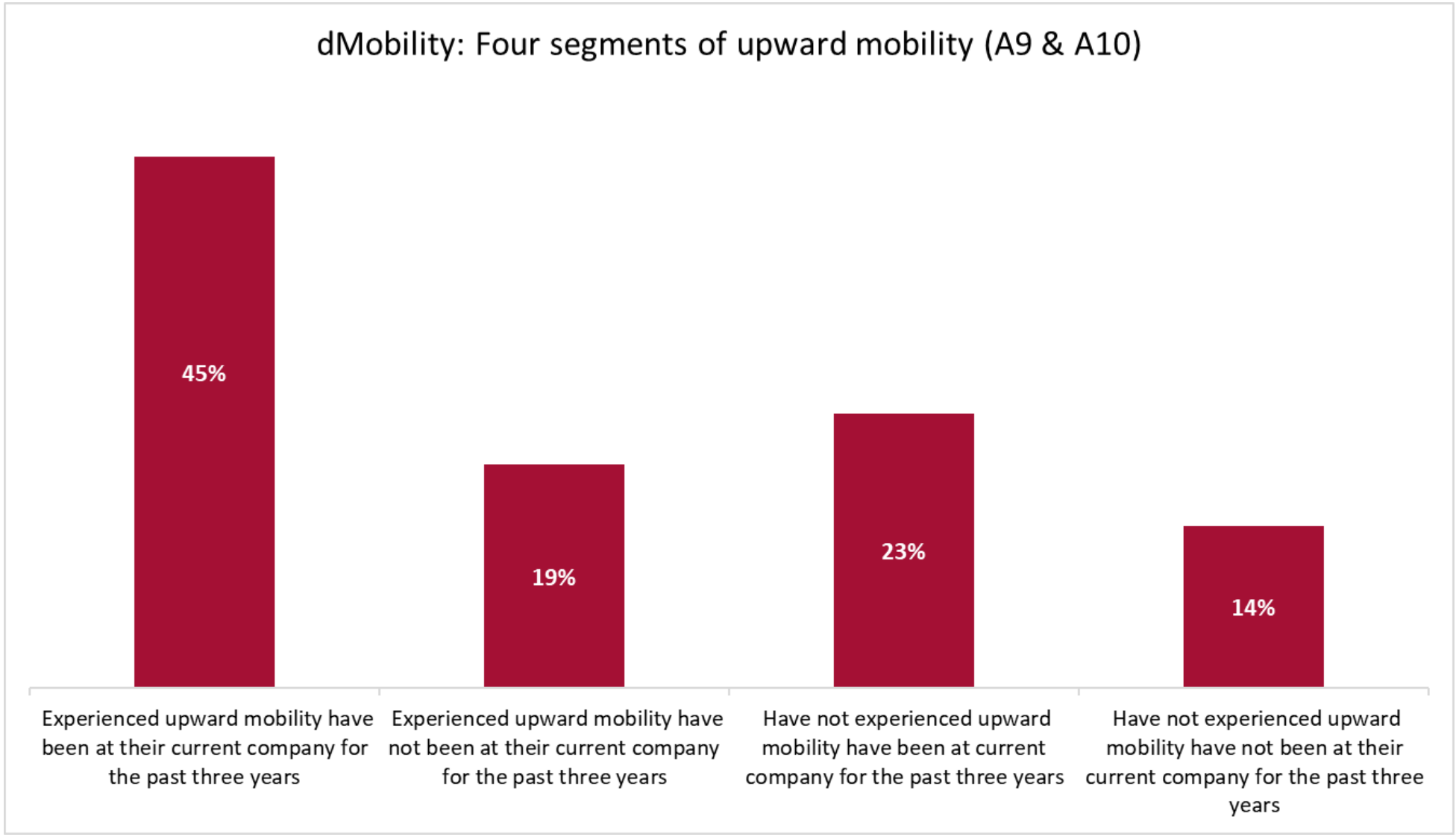


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



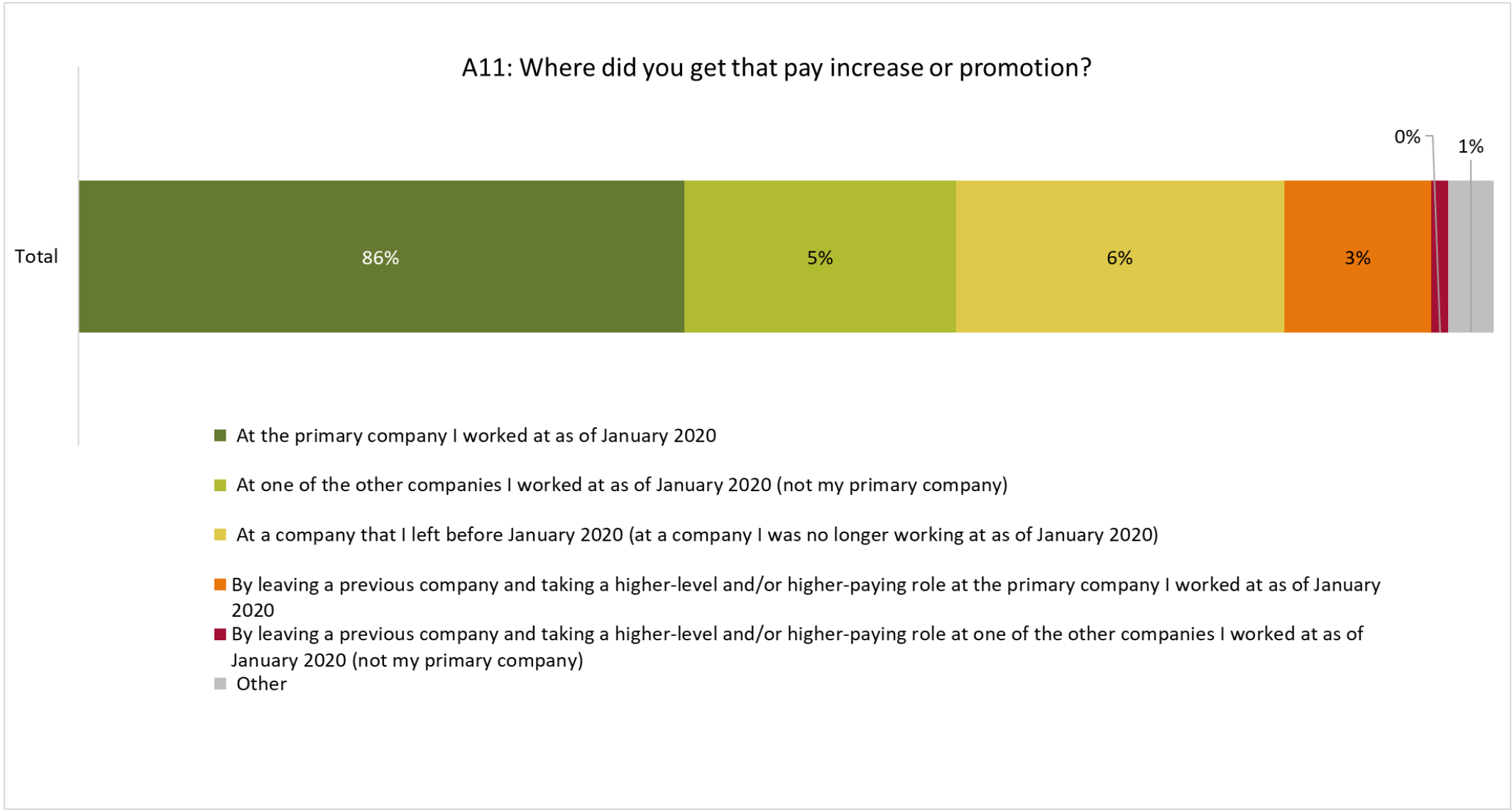
N = 1,025

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

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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

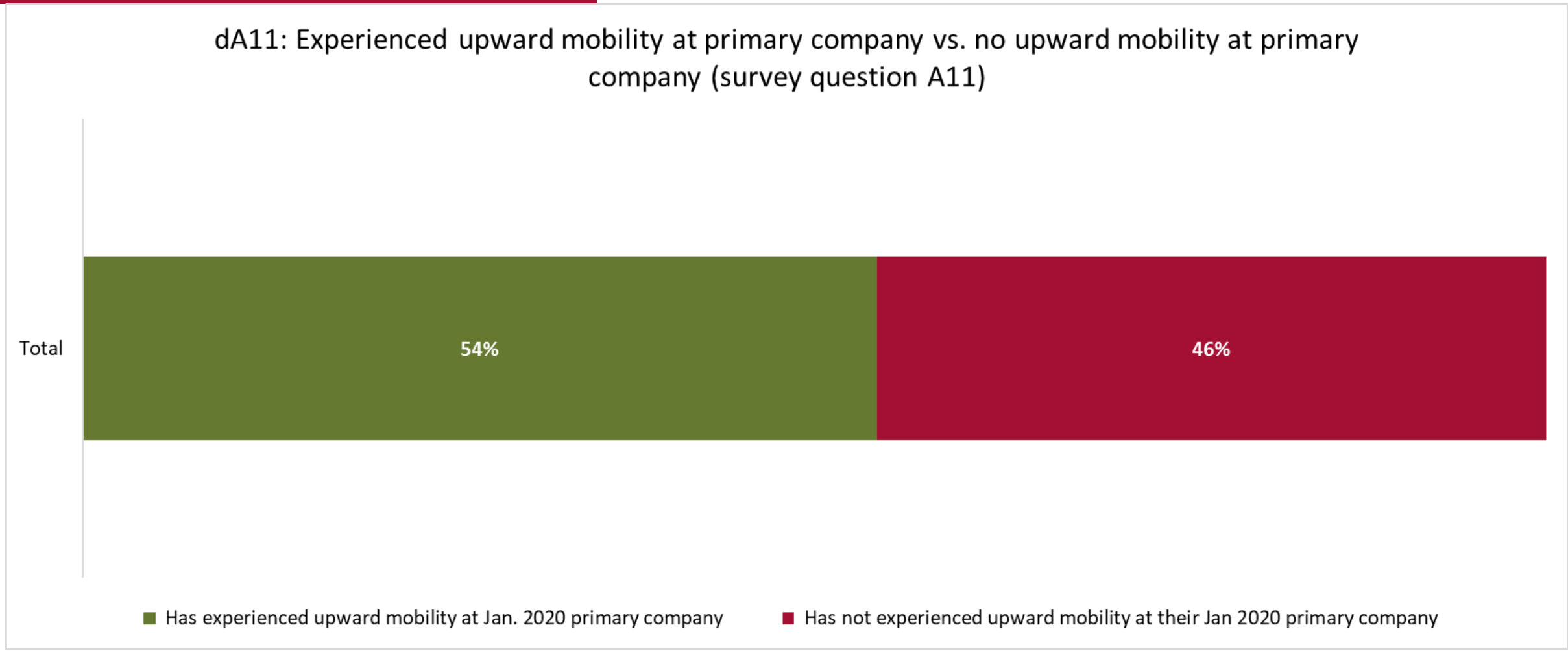


N = 650 (the 63% of respondents who had experienced upward mobility in A10)

Copyright © 2022 President and Fellows of Harvard College

Section A
Screening Questions

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



N = 1,025

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

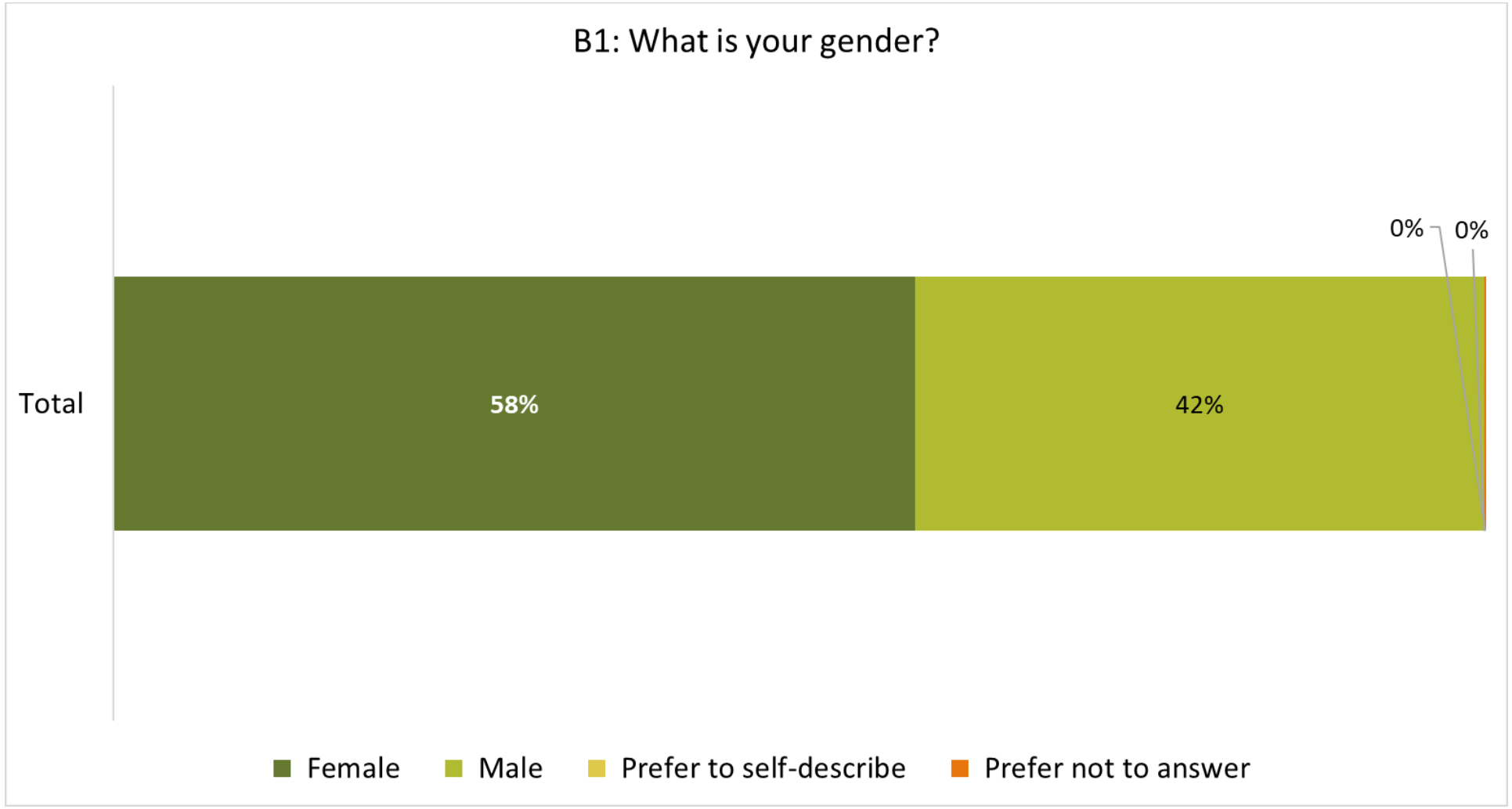
Section B

About you

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

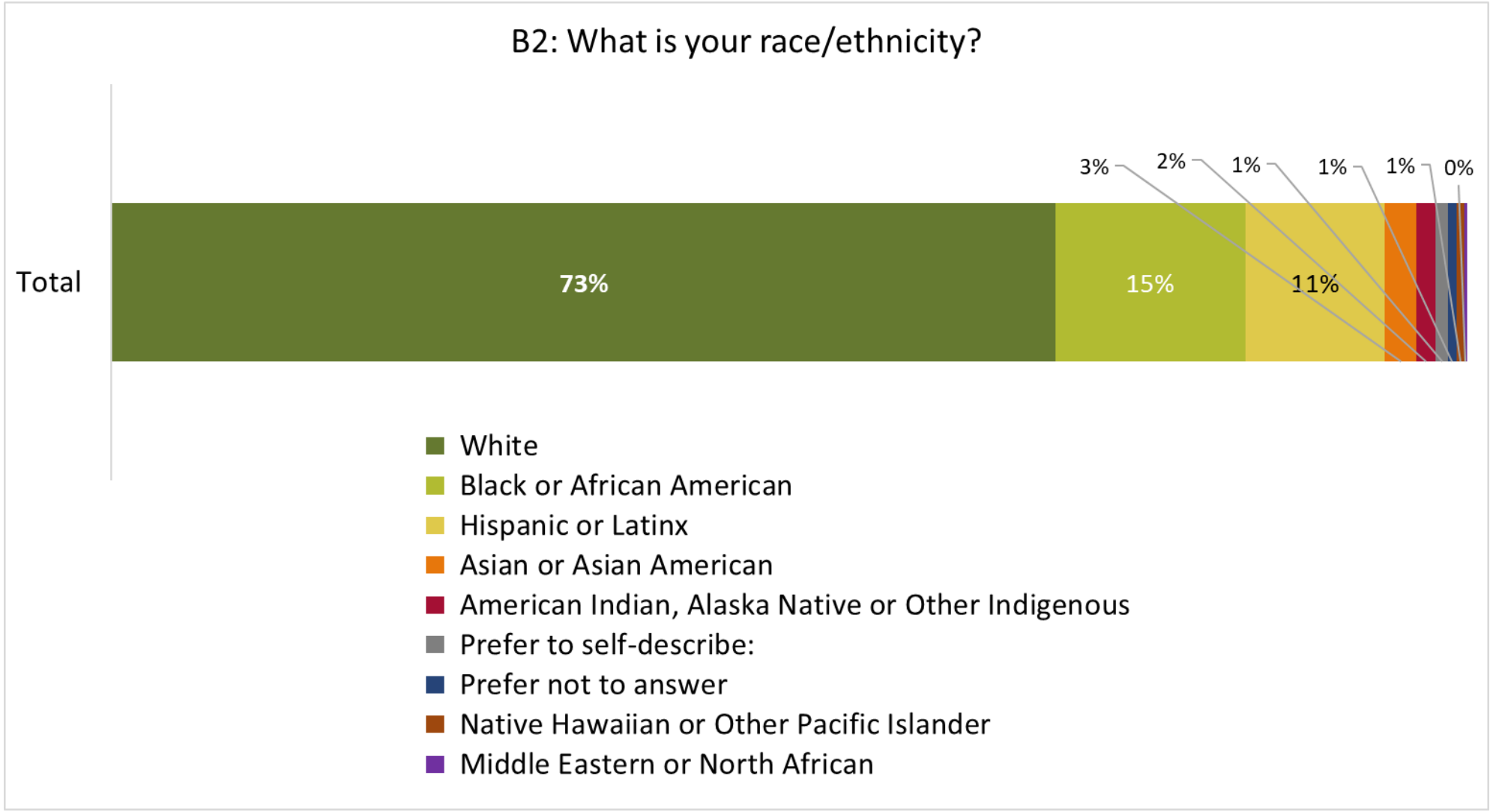


N = 1,025

Section B
About you

Copyright © 2022 President and Fellows of Harvard College

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



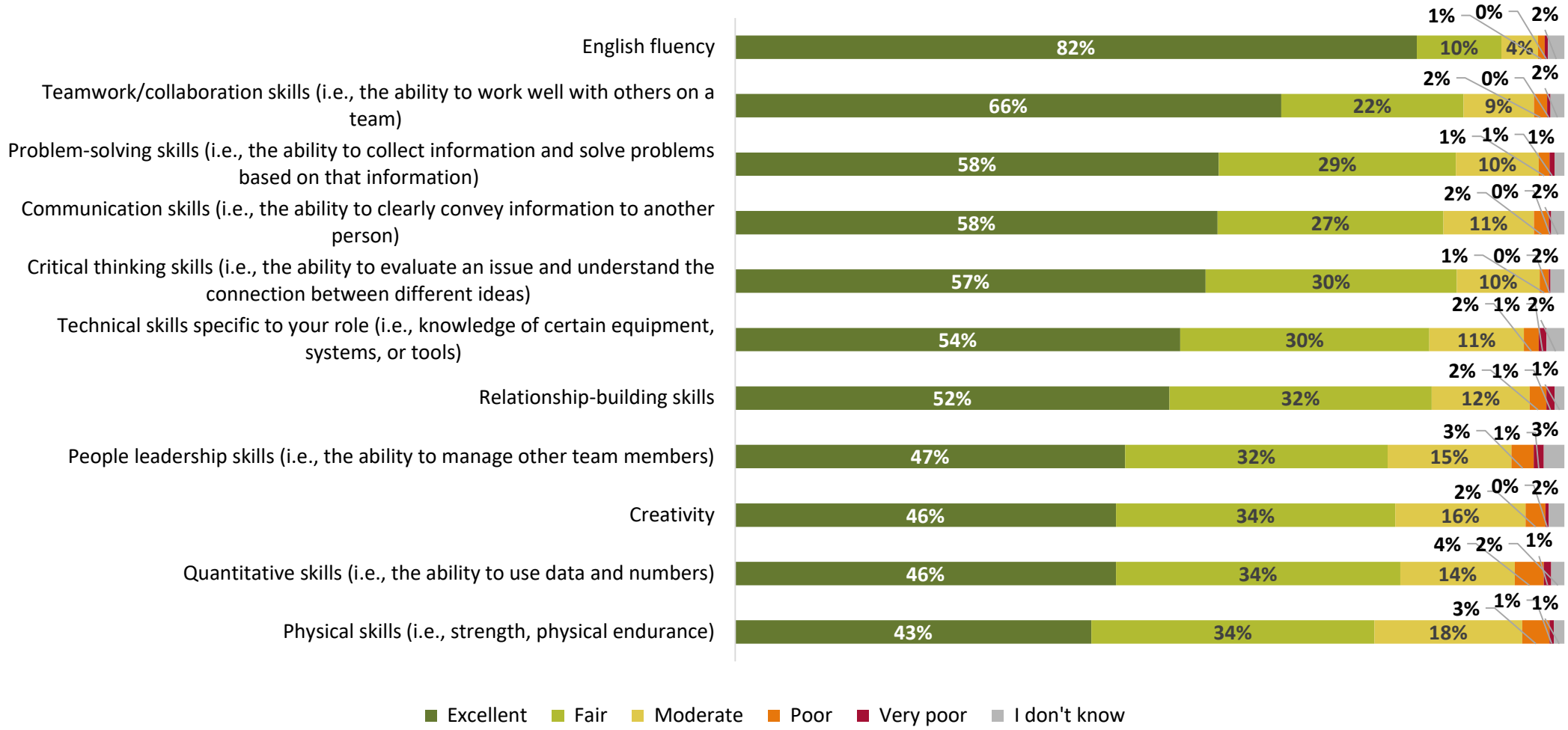
Note: respondents could select all that apply.
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

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



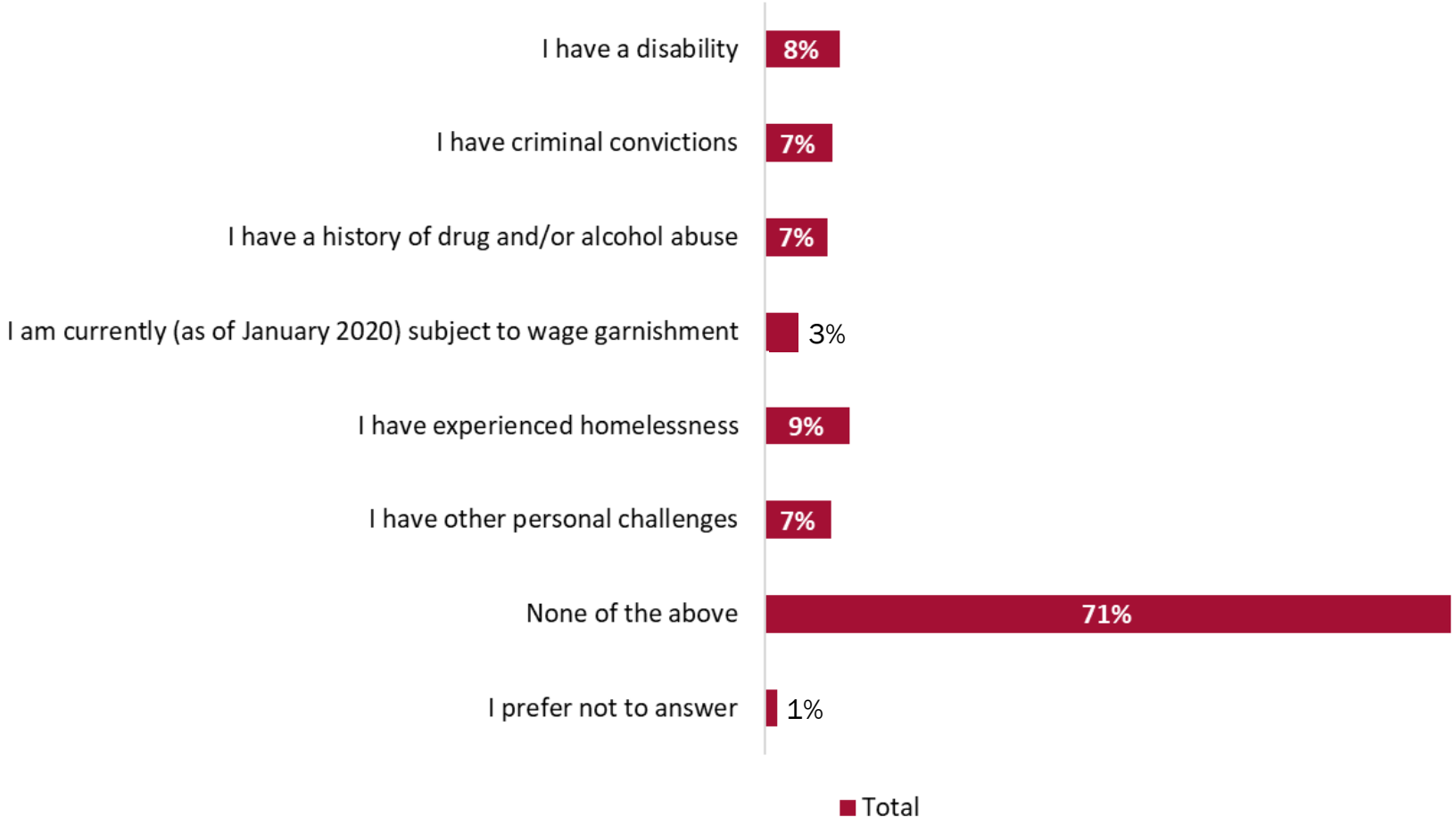
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

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



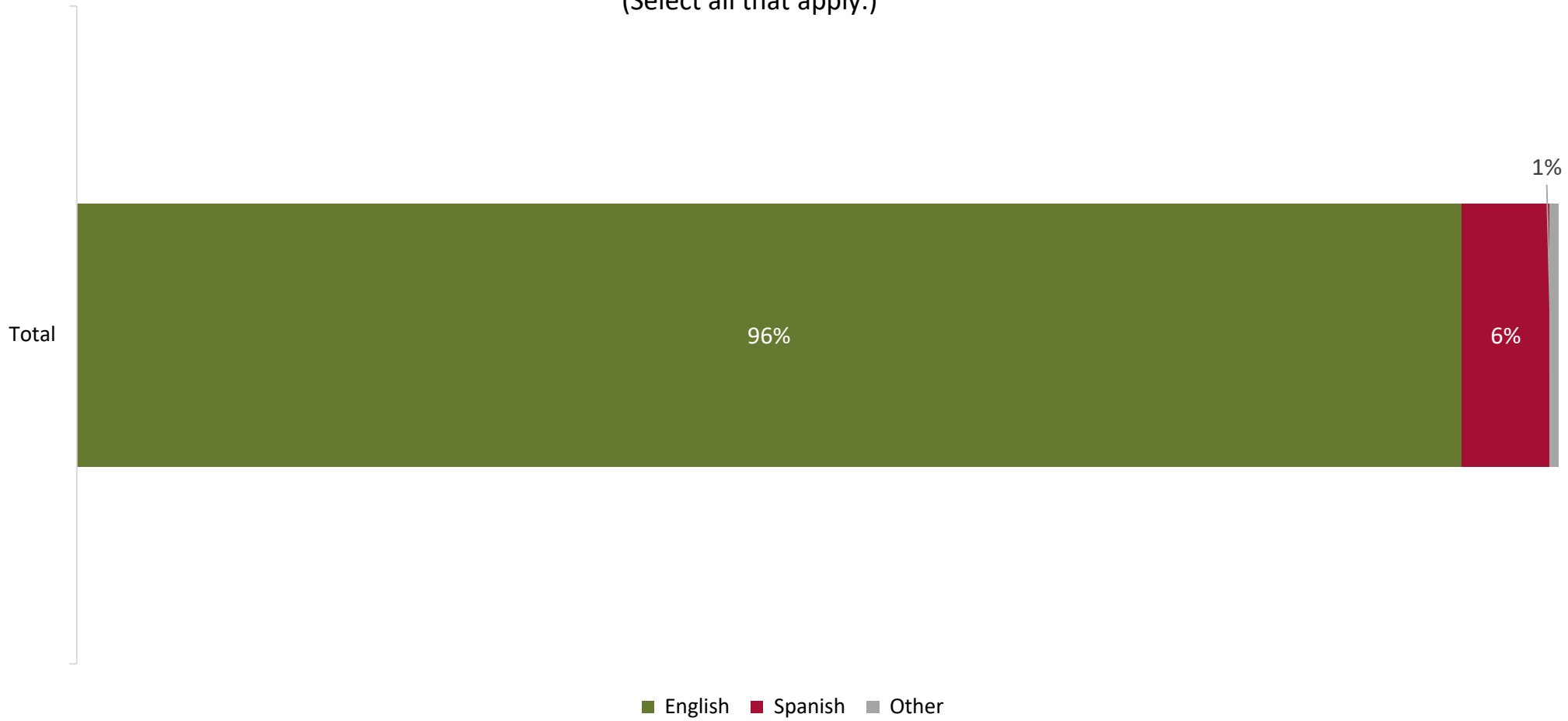
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

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

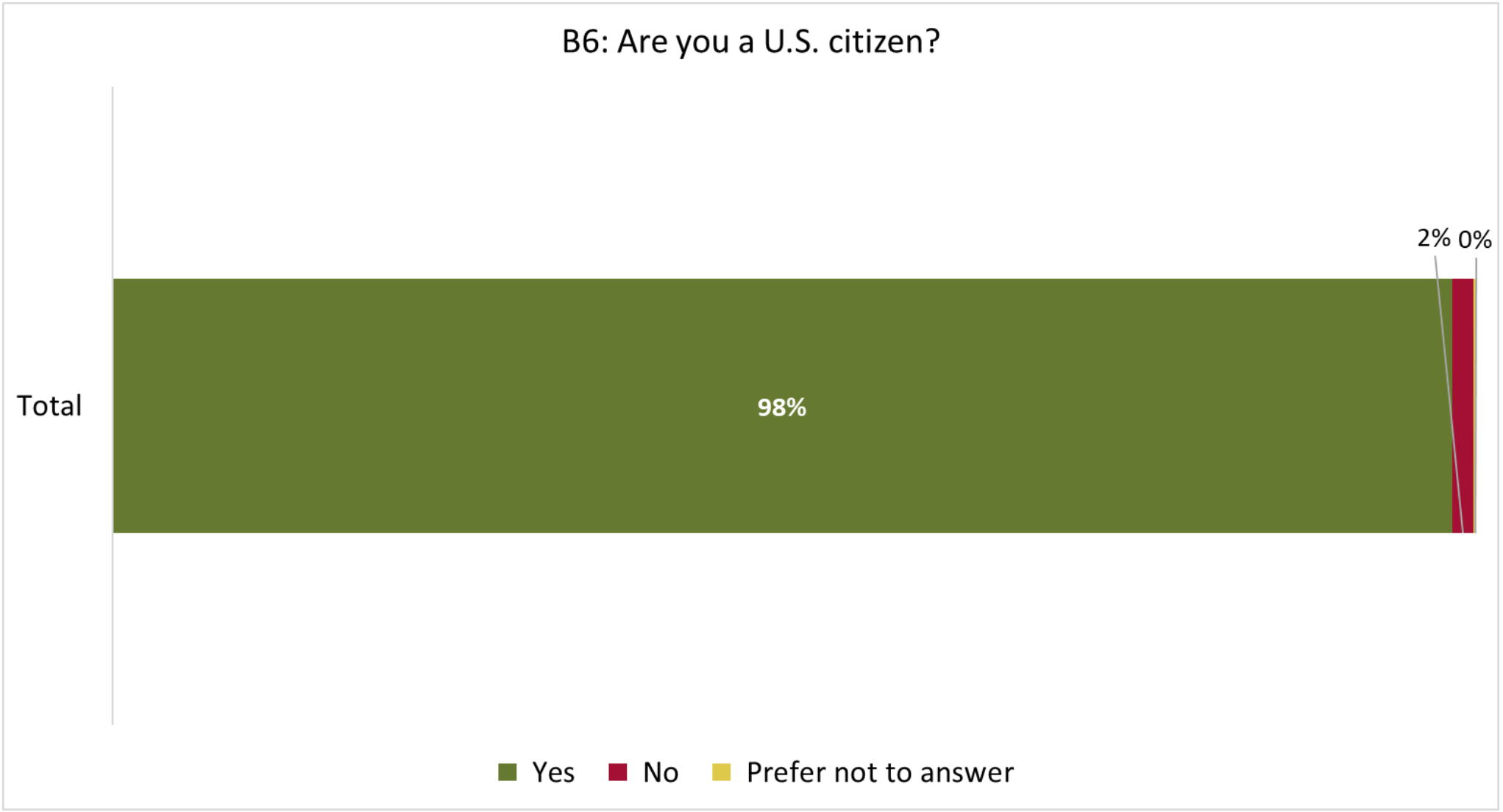


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

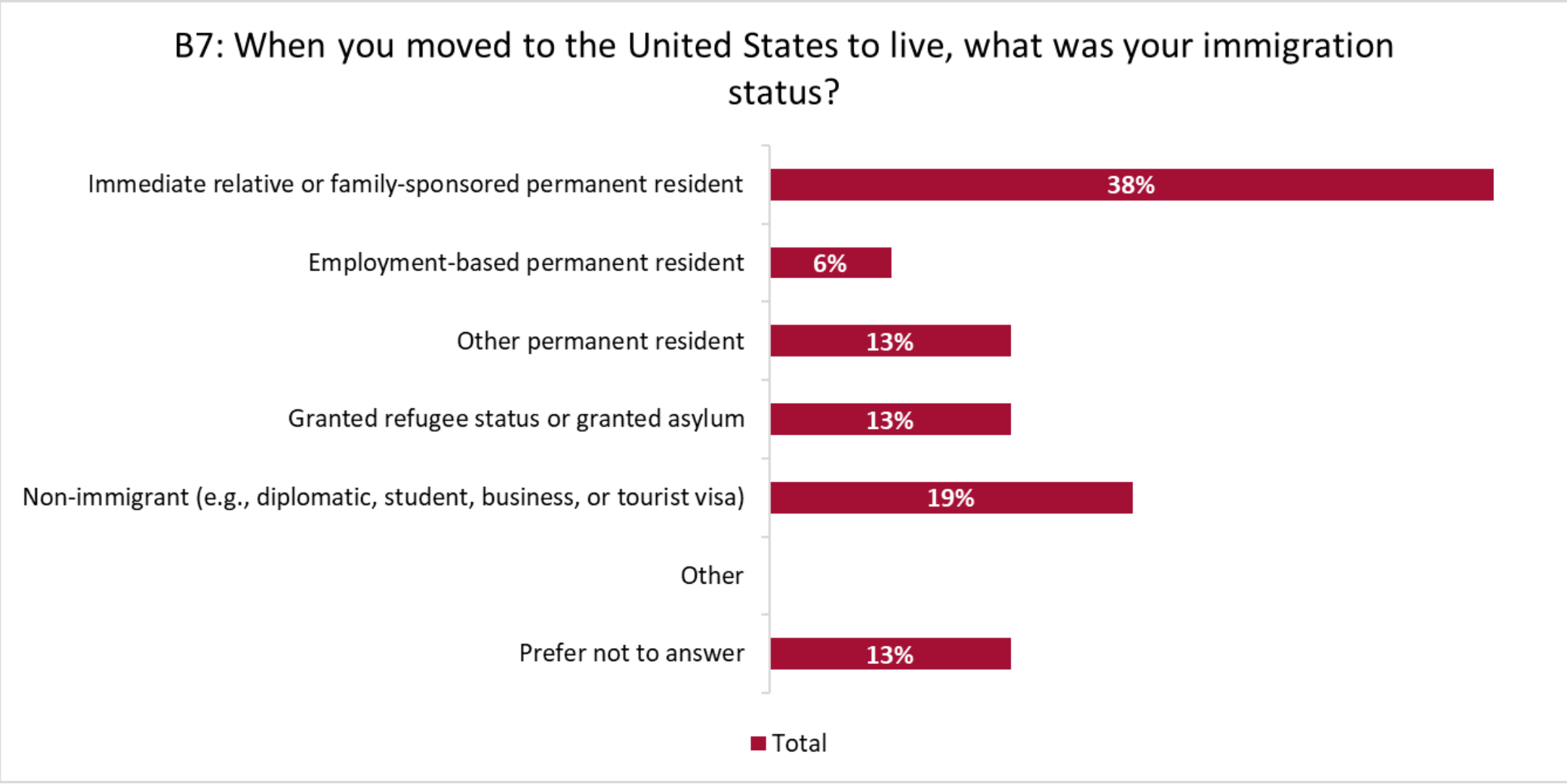
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

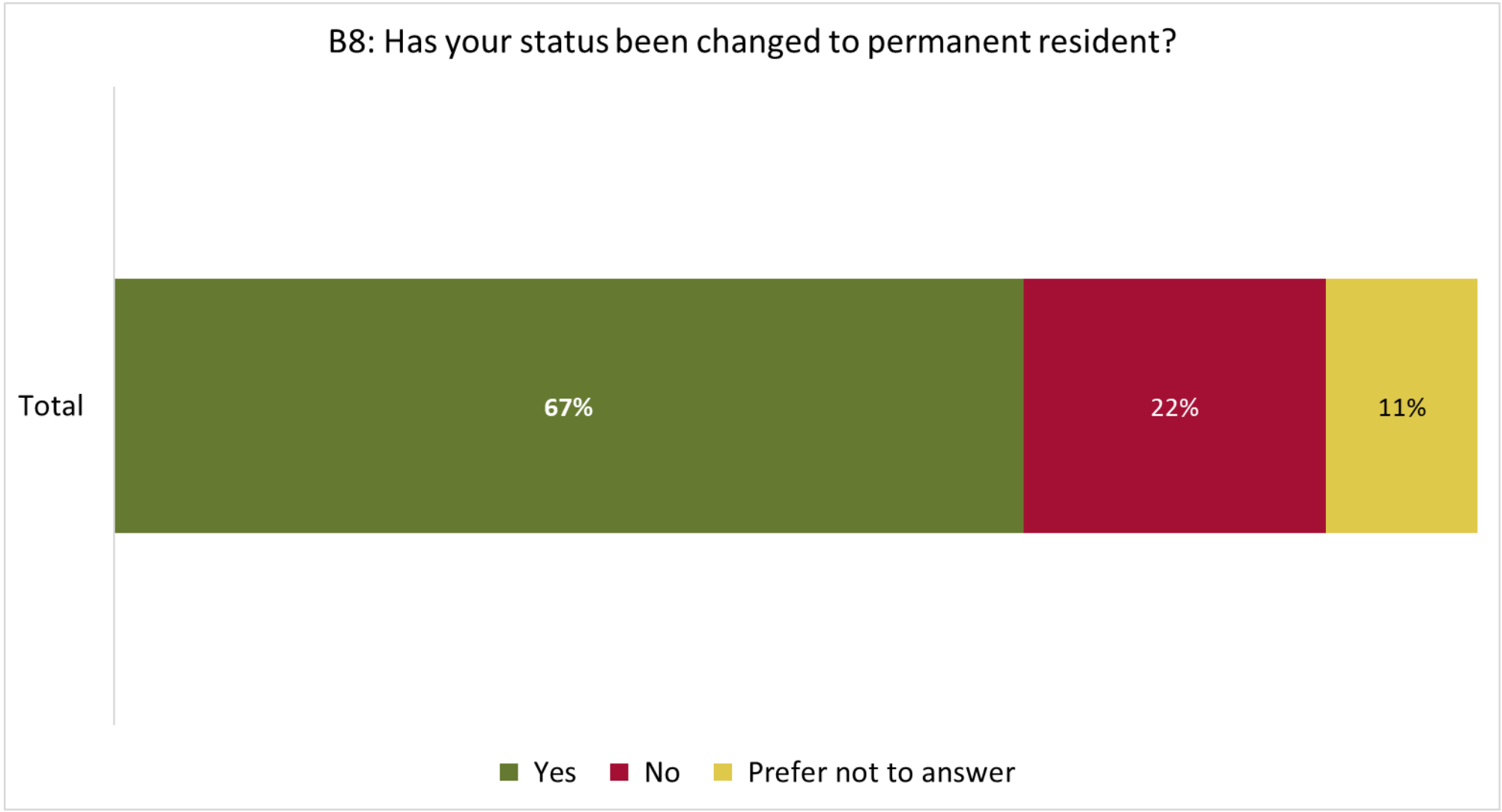


N = 16 (respondents who answered No to U.S. citizen)

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

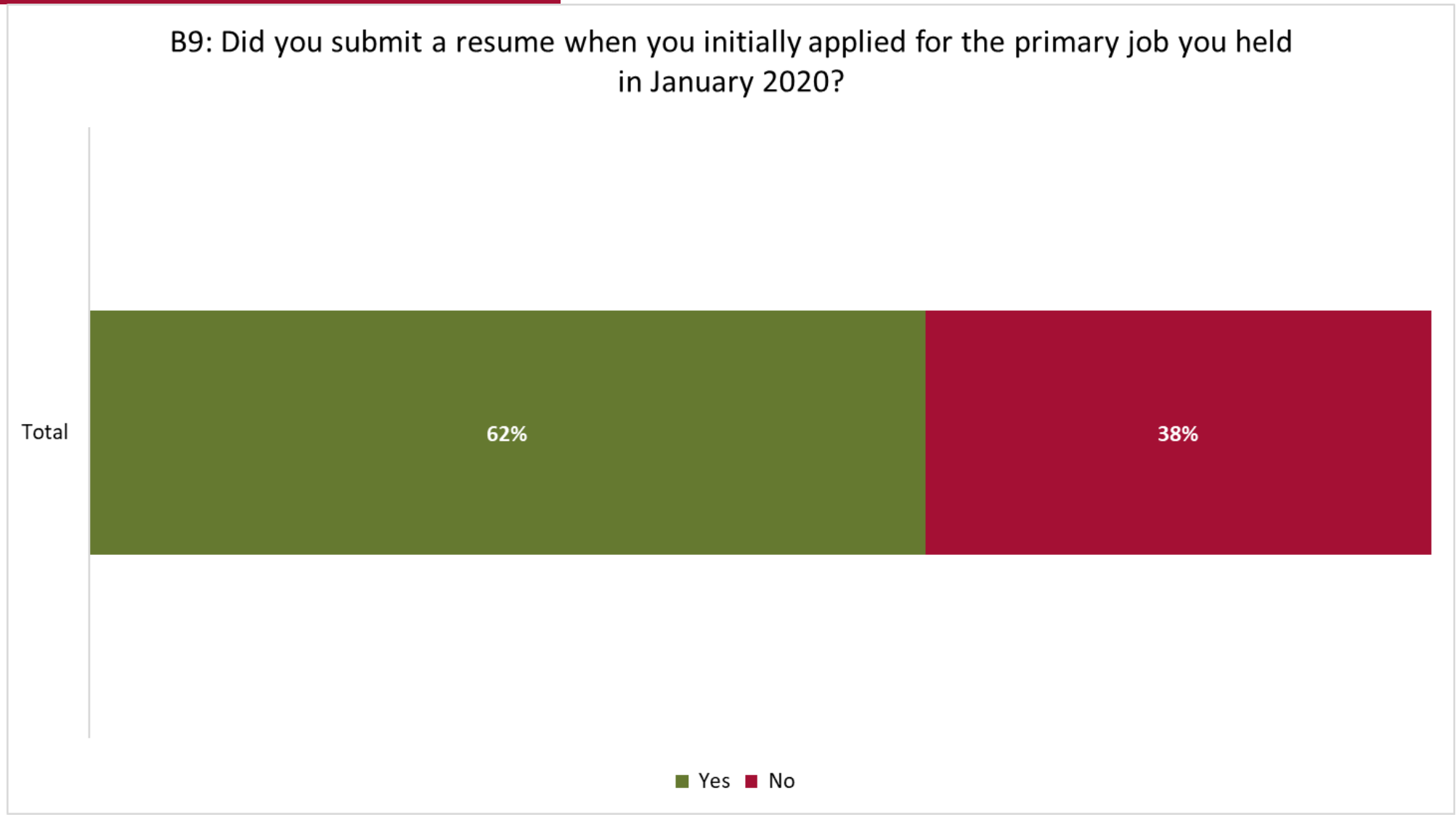
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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

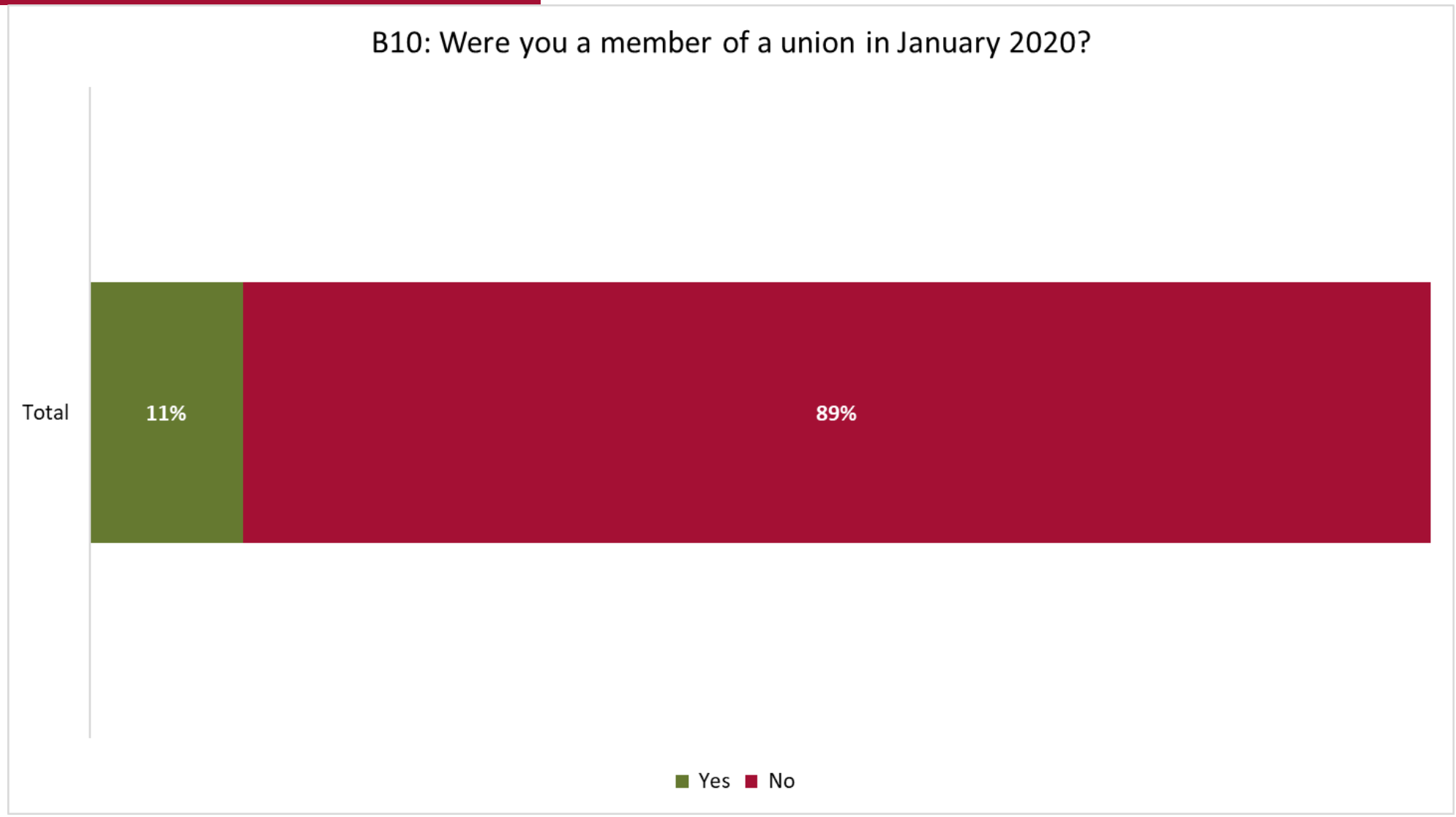


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

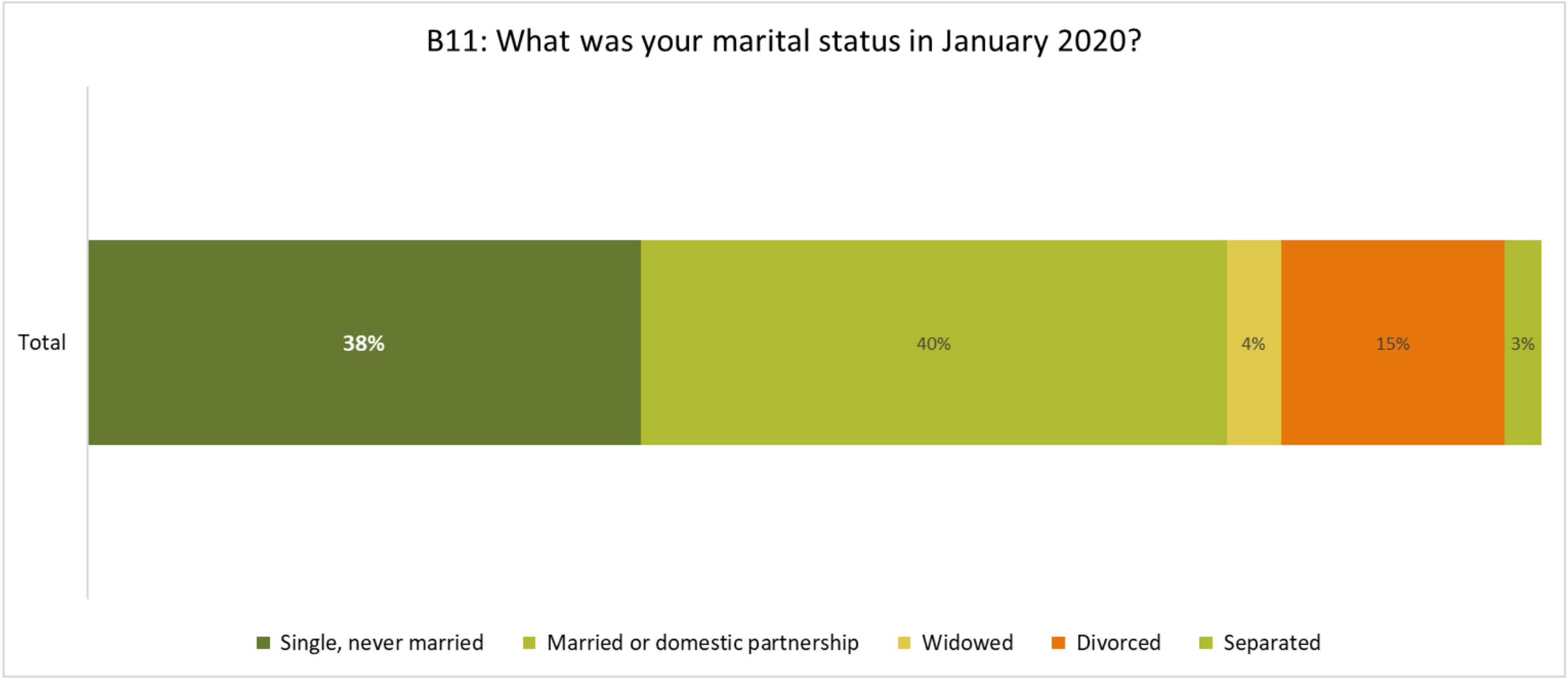


N = 1,025

Section B
About you

Copyright © 2022 President and Fellows of Harvard College

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

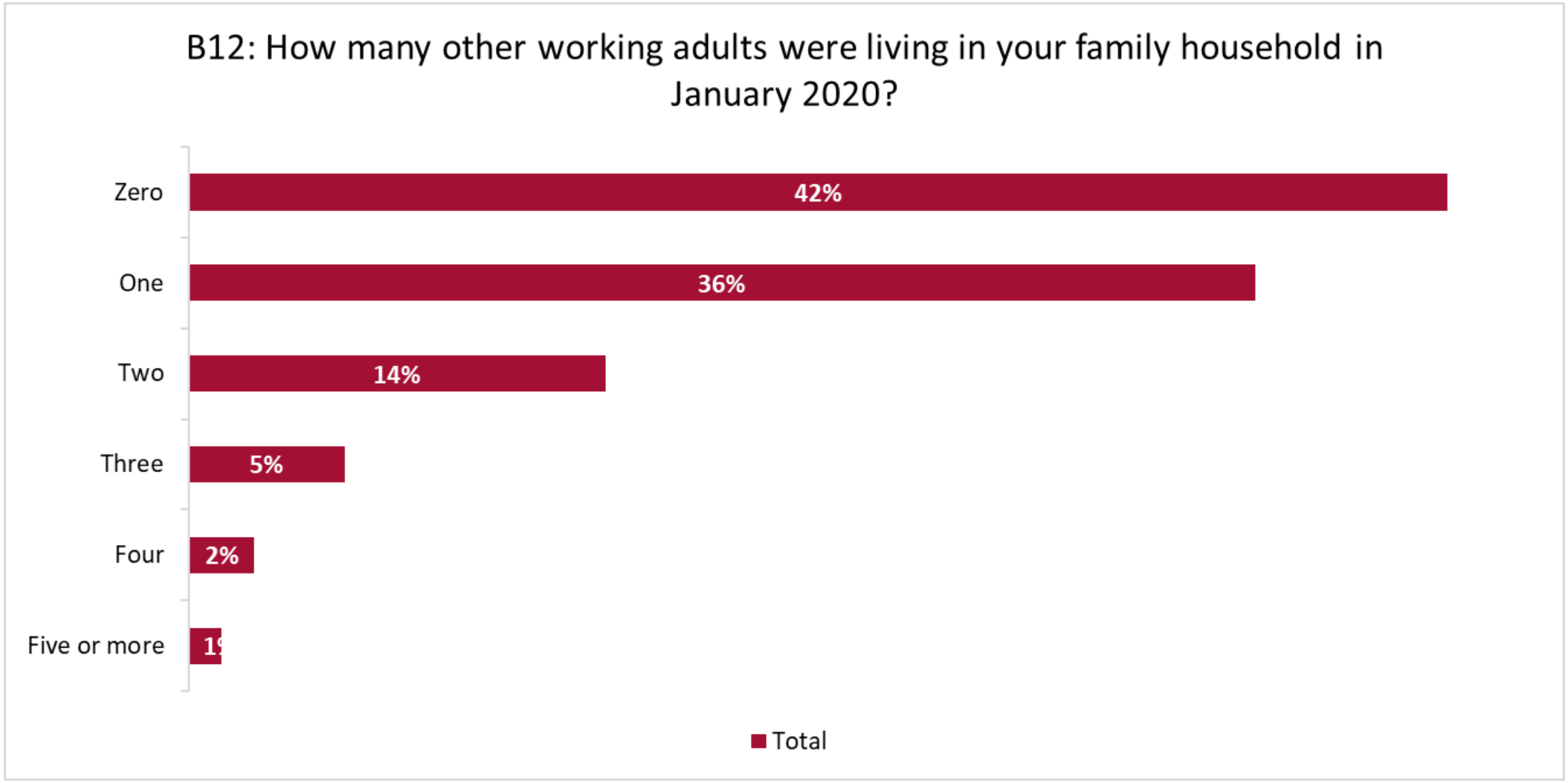


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

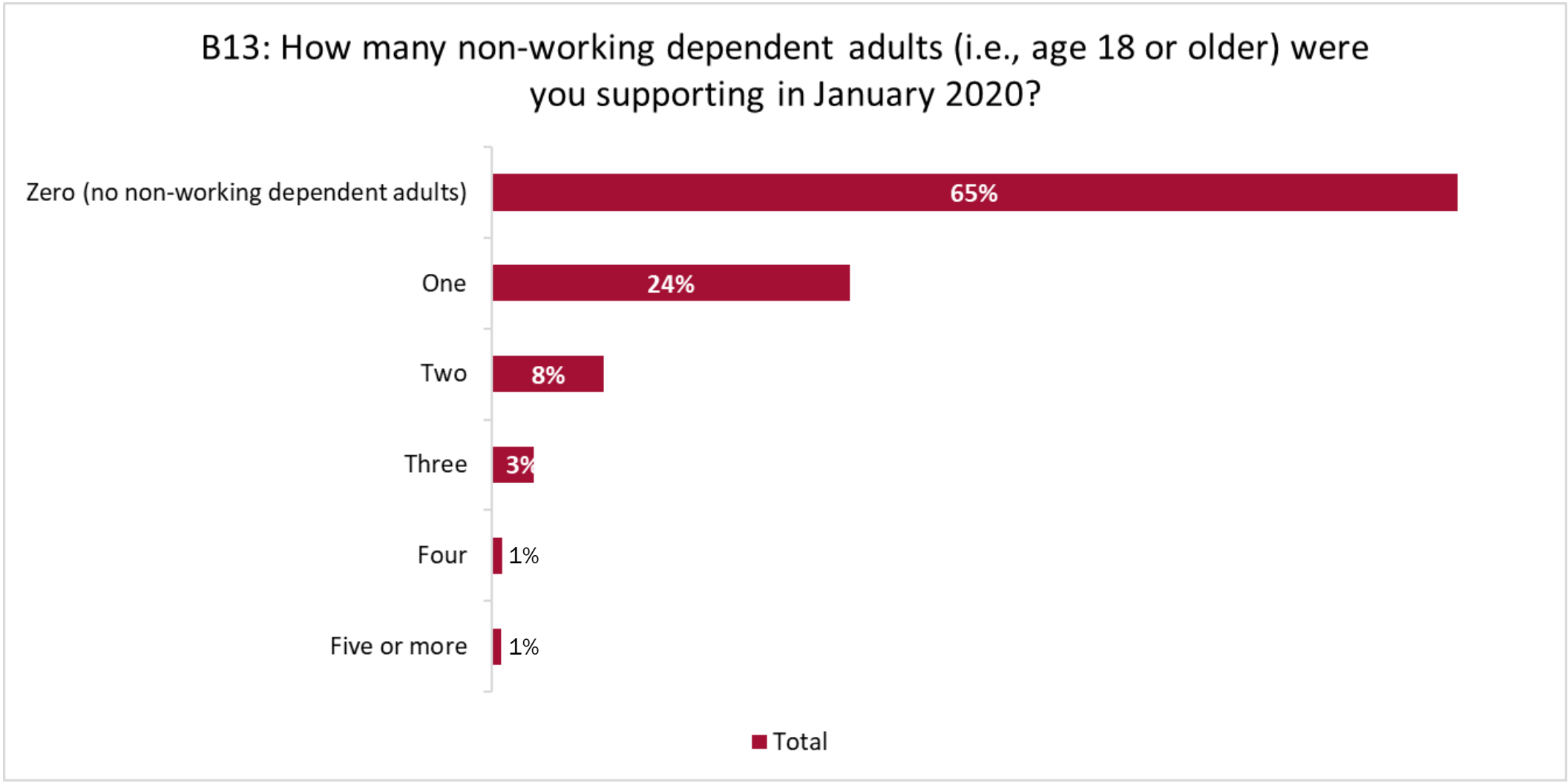


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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

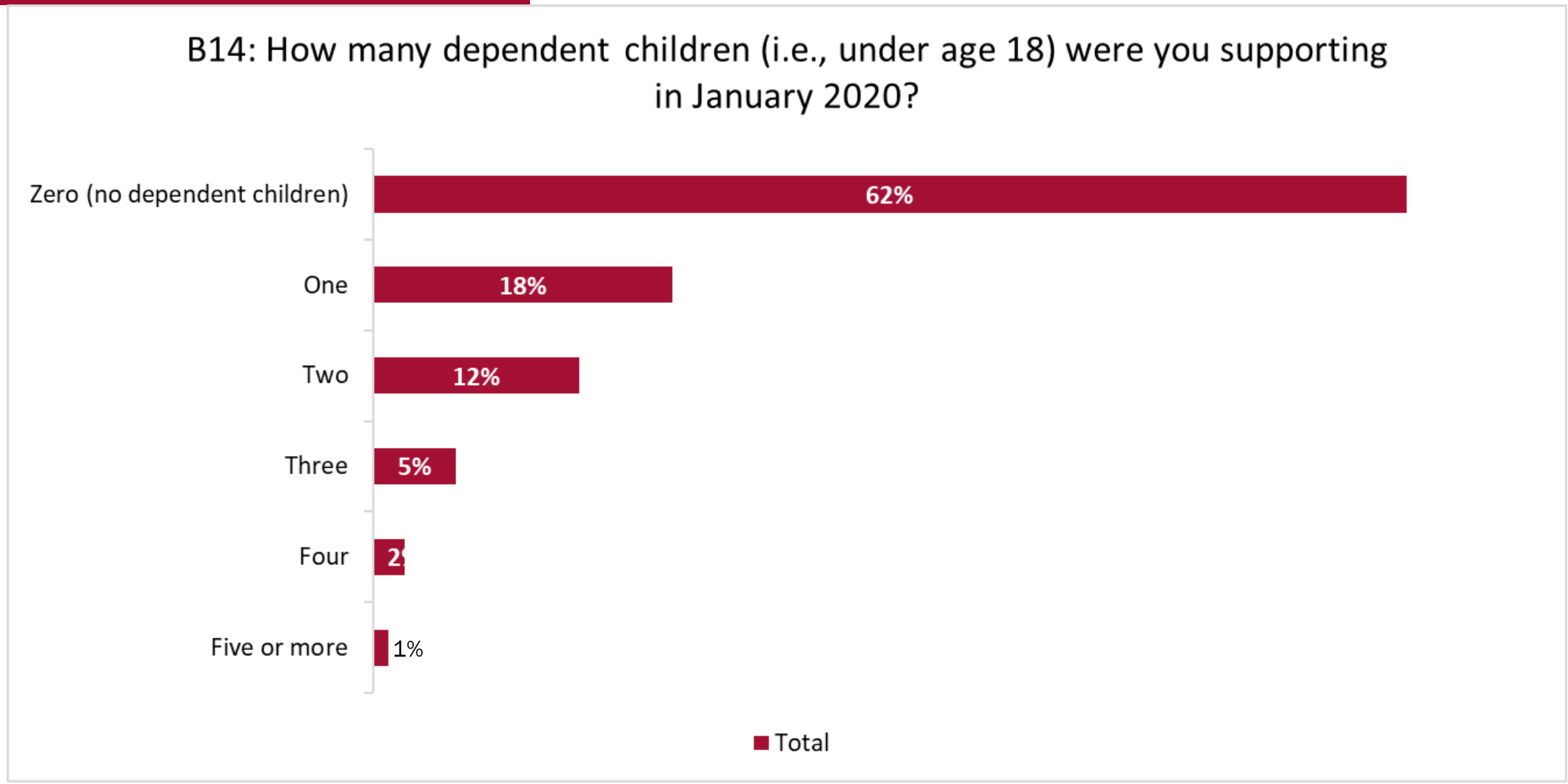


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

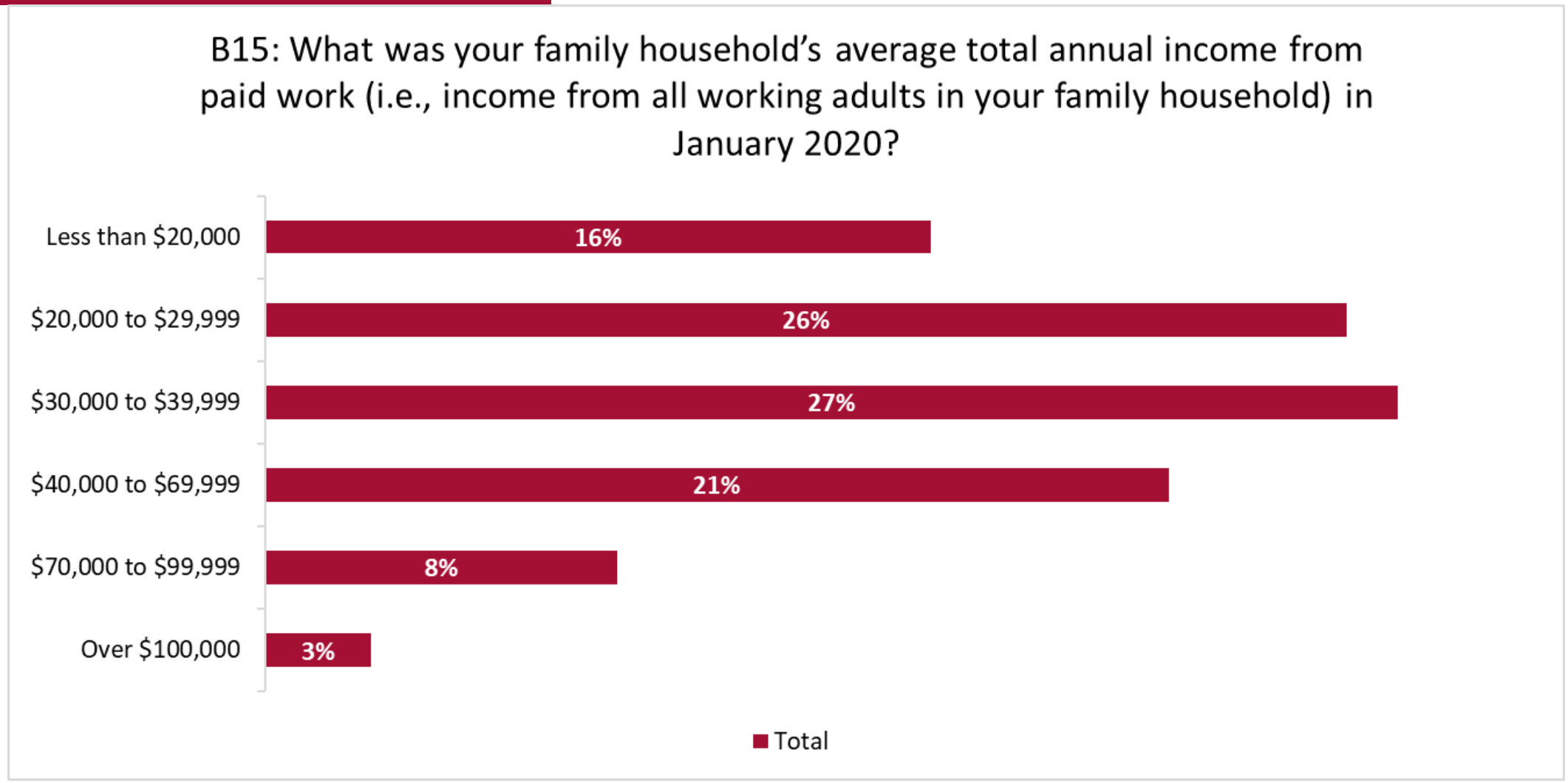
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

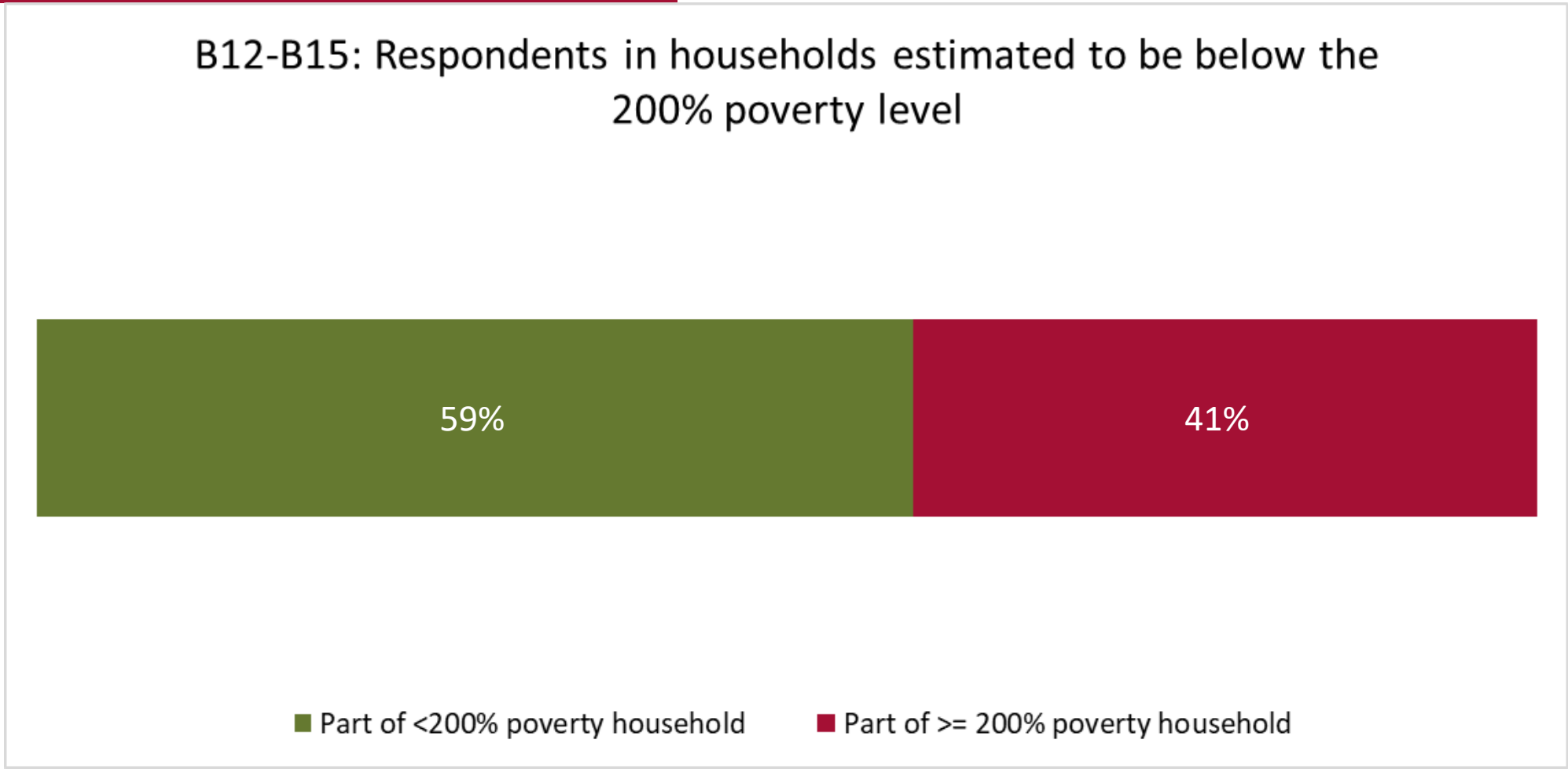


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section B
About you

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



N = 1,025

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

Section C

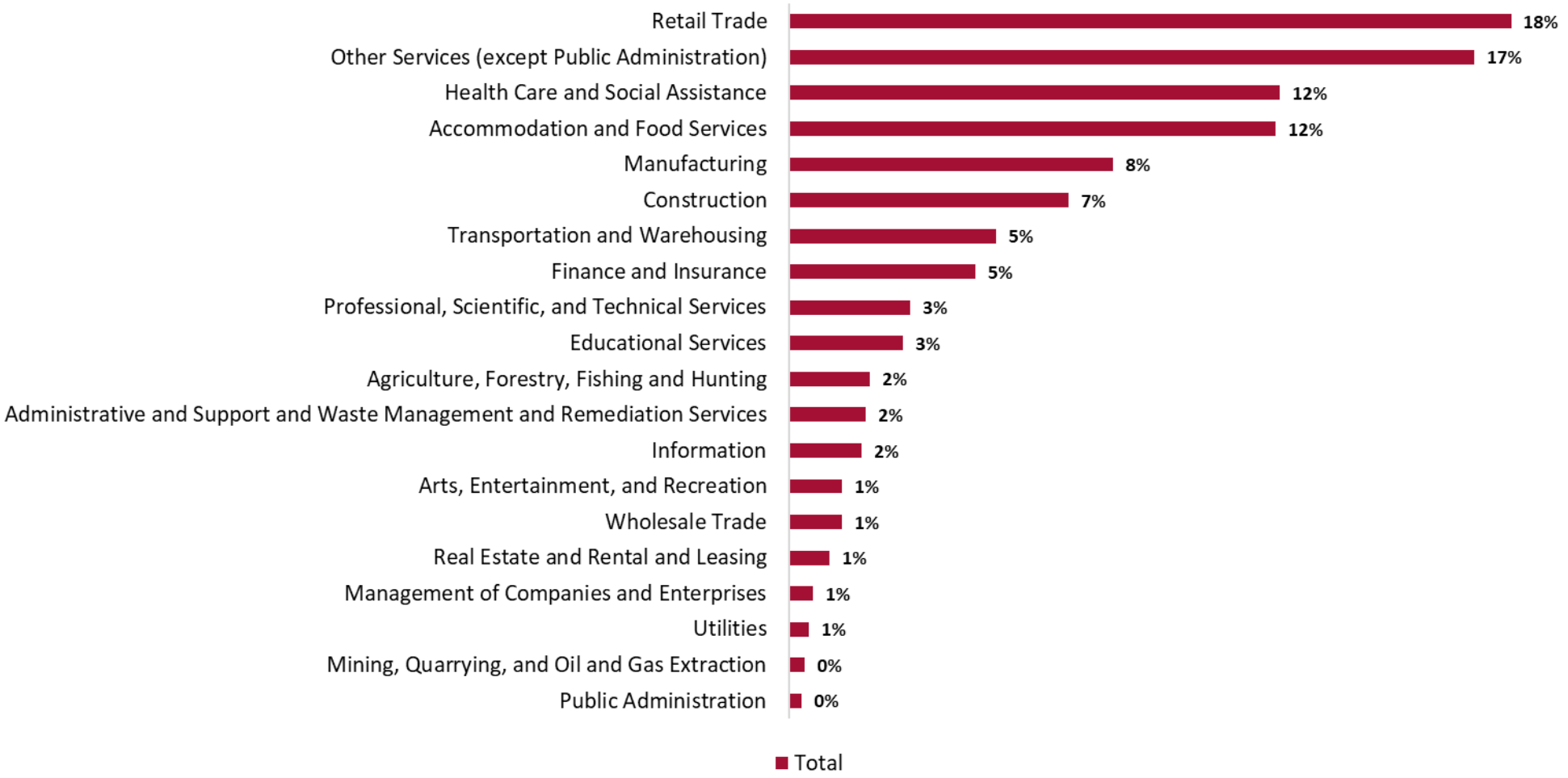
Your employment

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

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

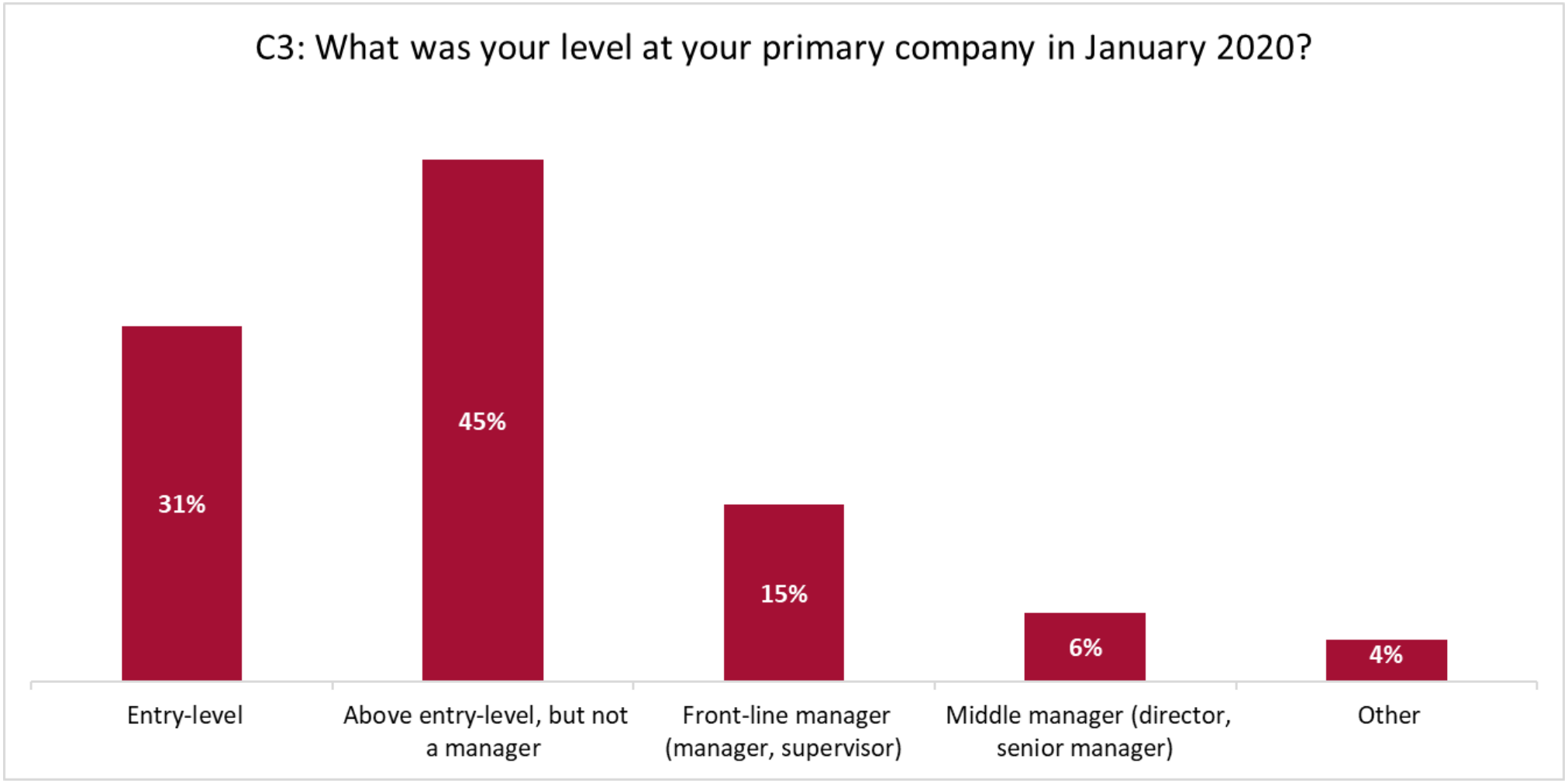


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

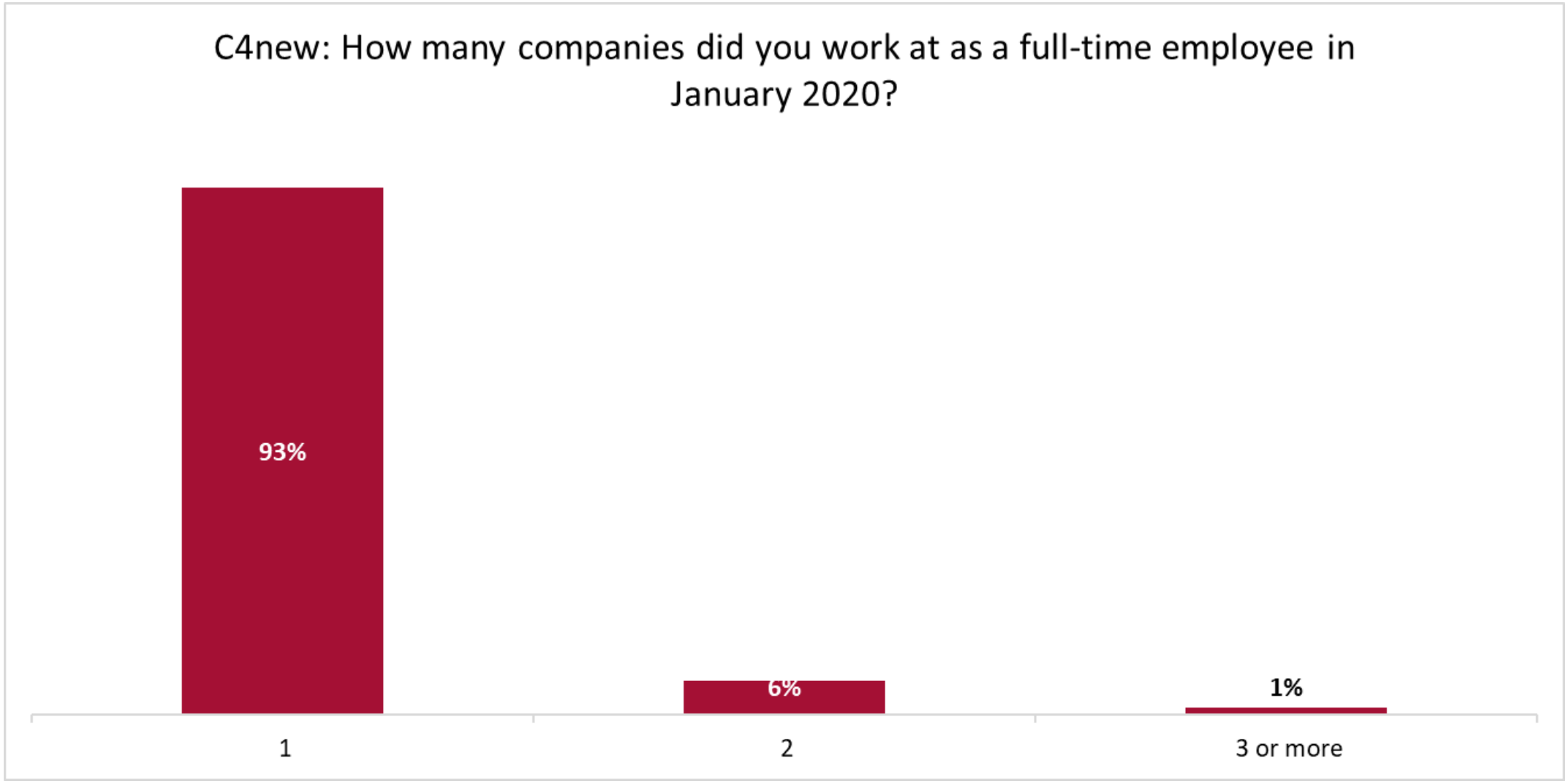


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

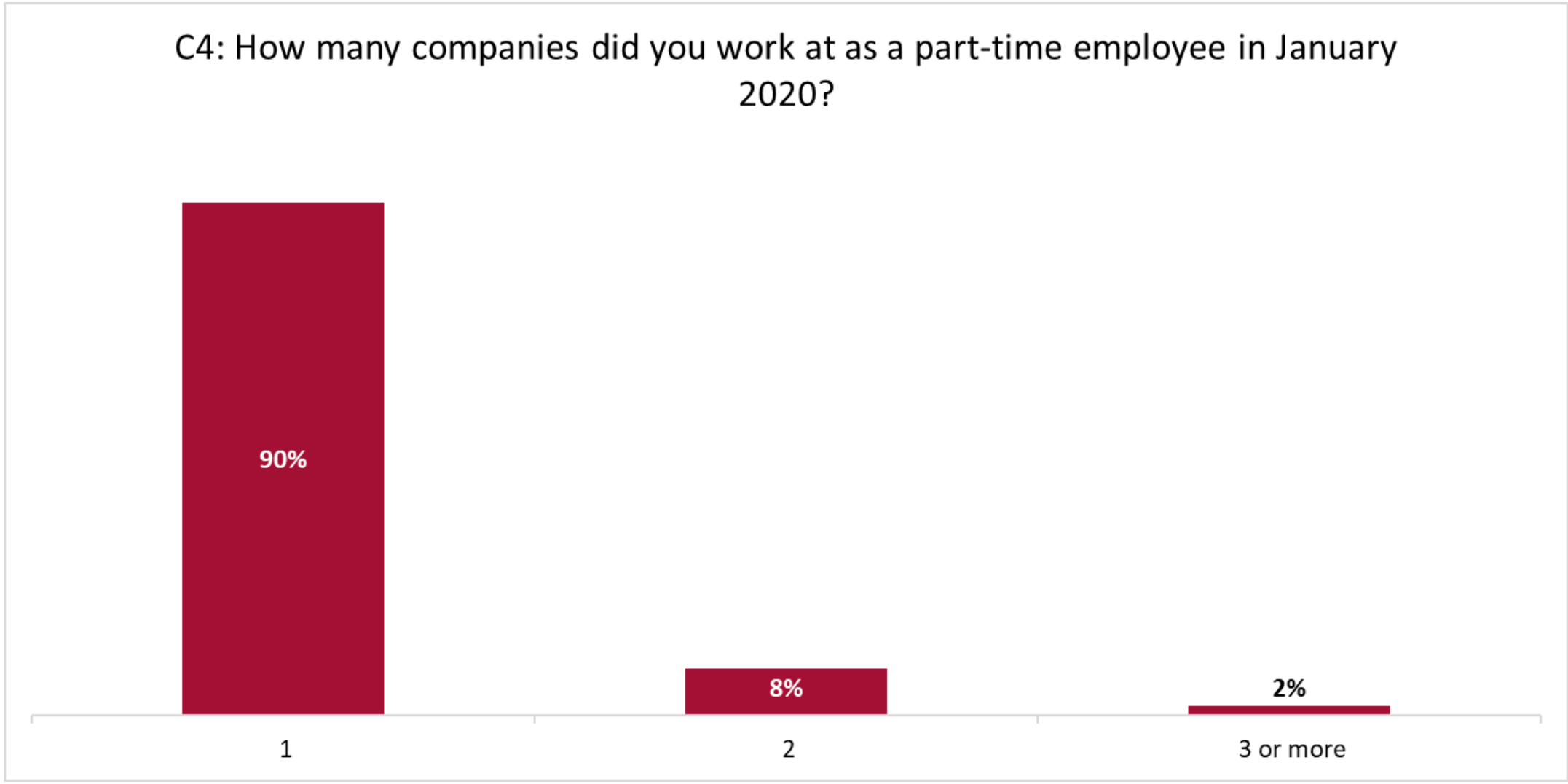


N = 764 (respondents who answered "Full-time employee *and* part-time employee" or "Full-time employee" in A4, excludes freelance/gig work)

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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



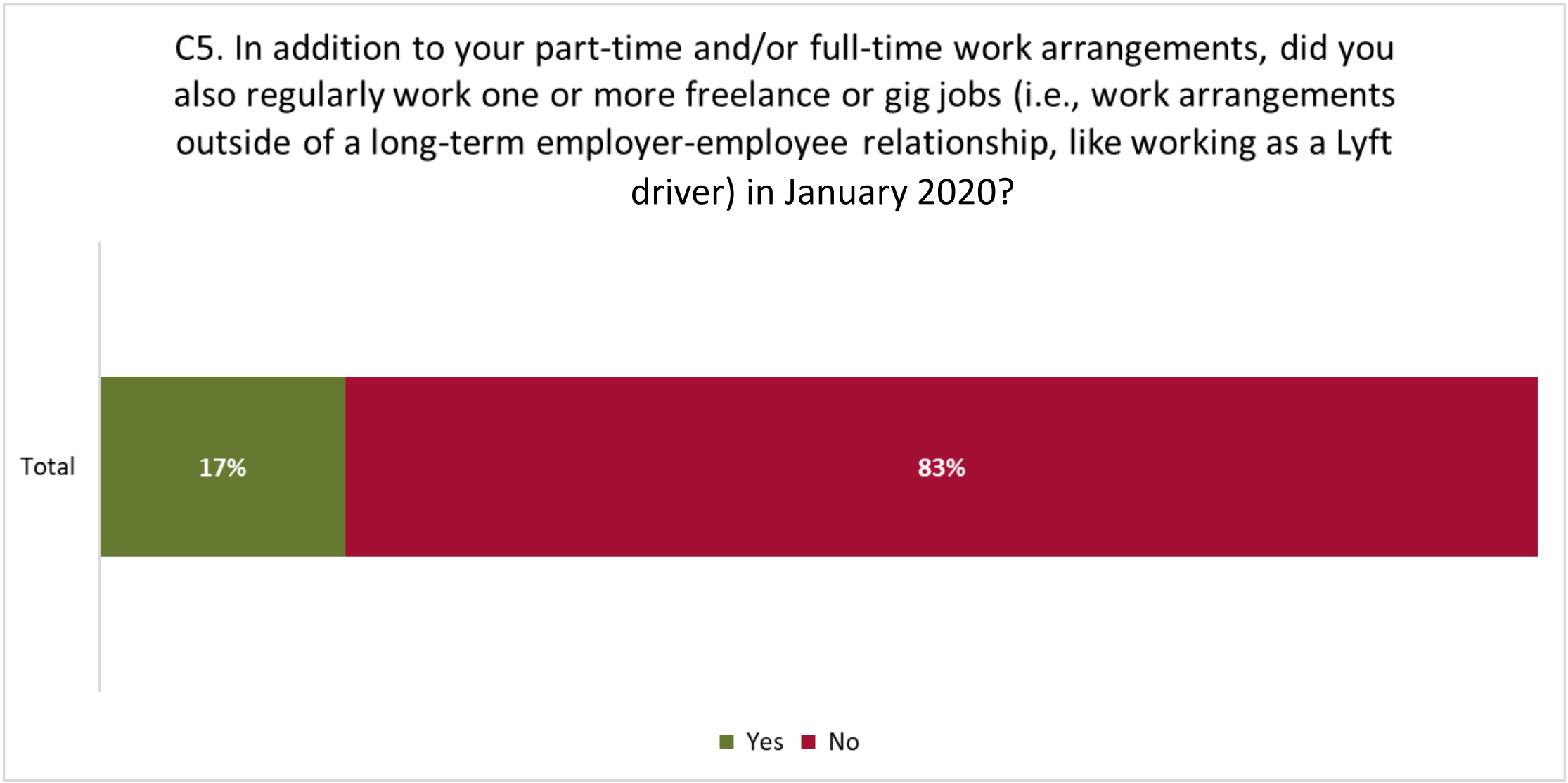
N = 491 (respondents who answered "Full-time employee *and* part-time employee" or "Part-time employee" in A4, excludes freelance/gig work)

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

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

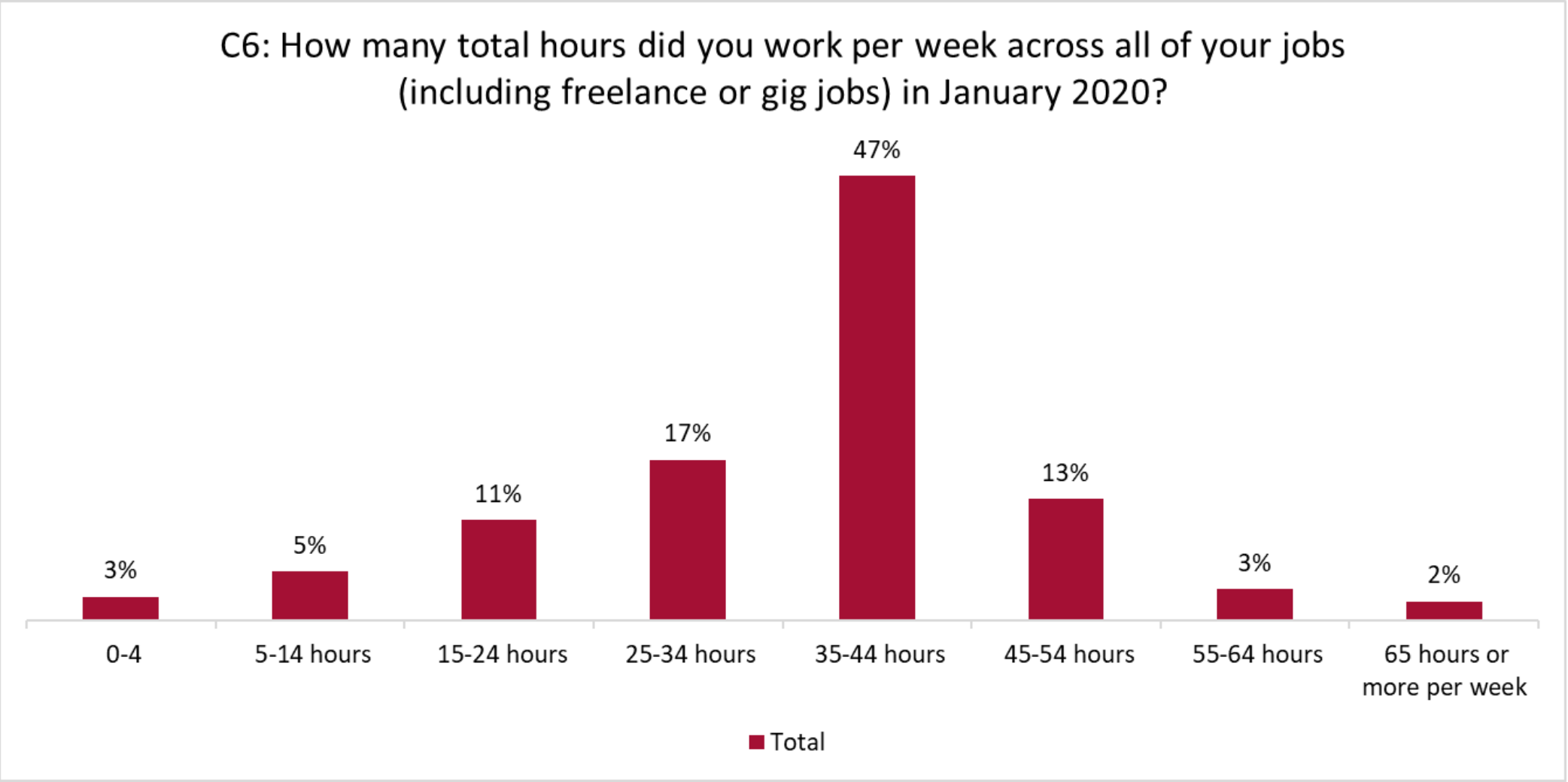


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

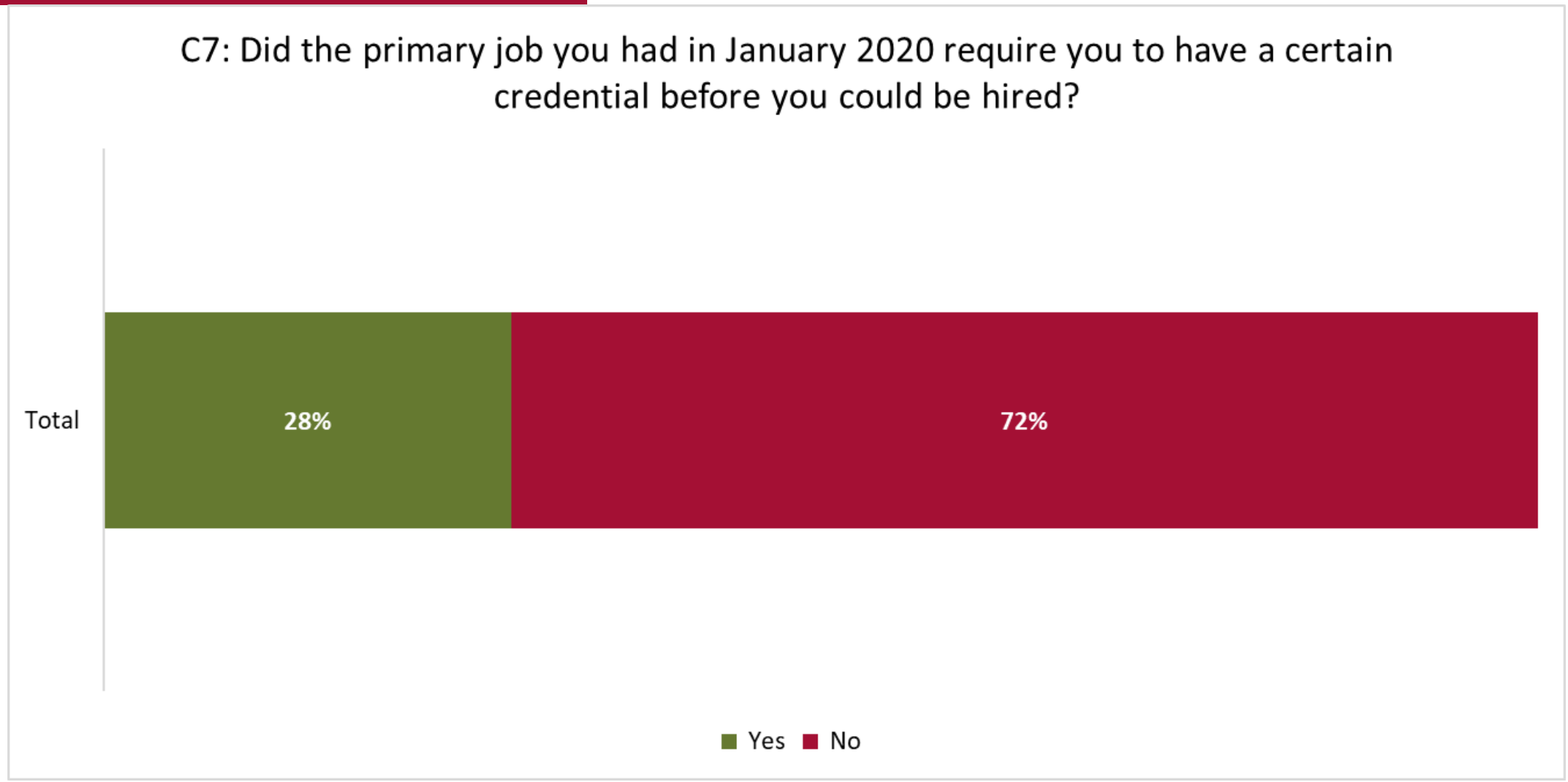


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

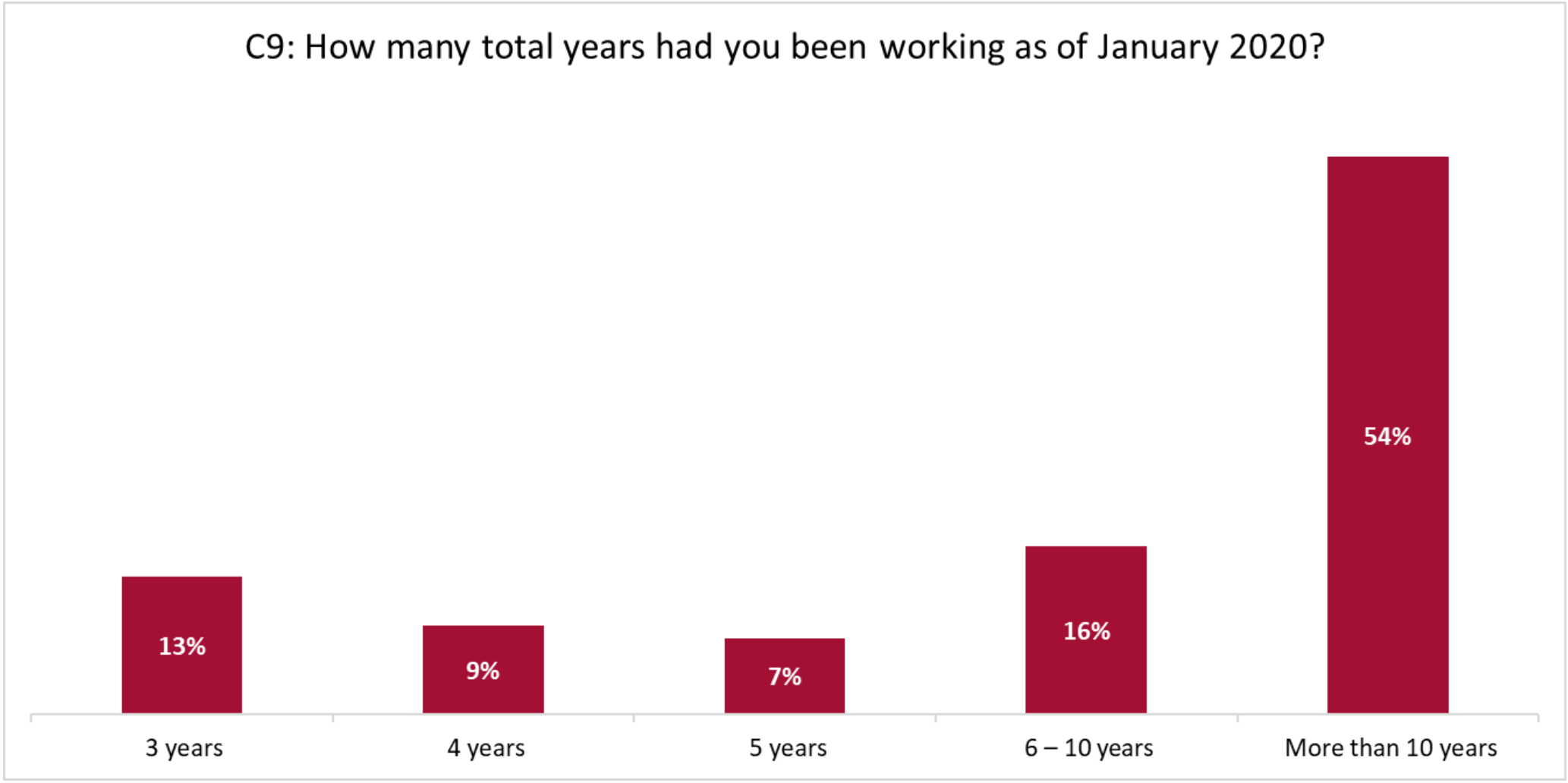


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

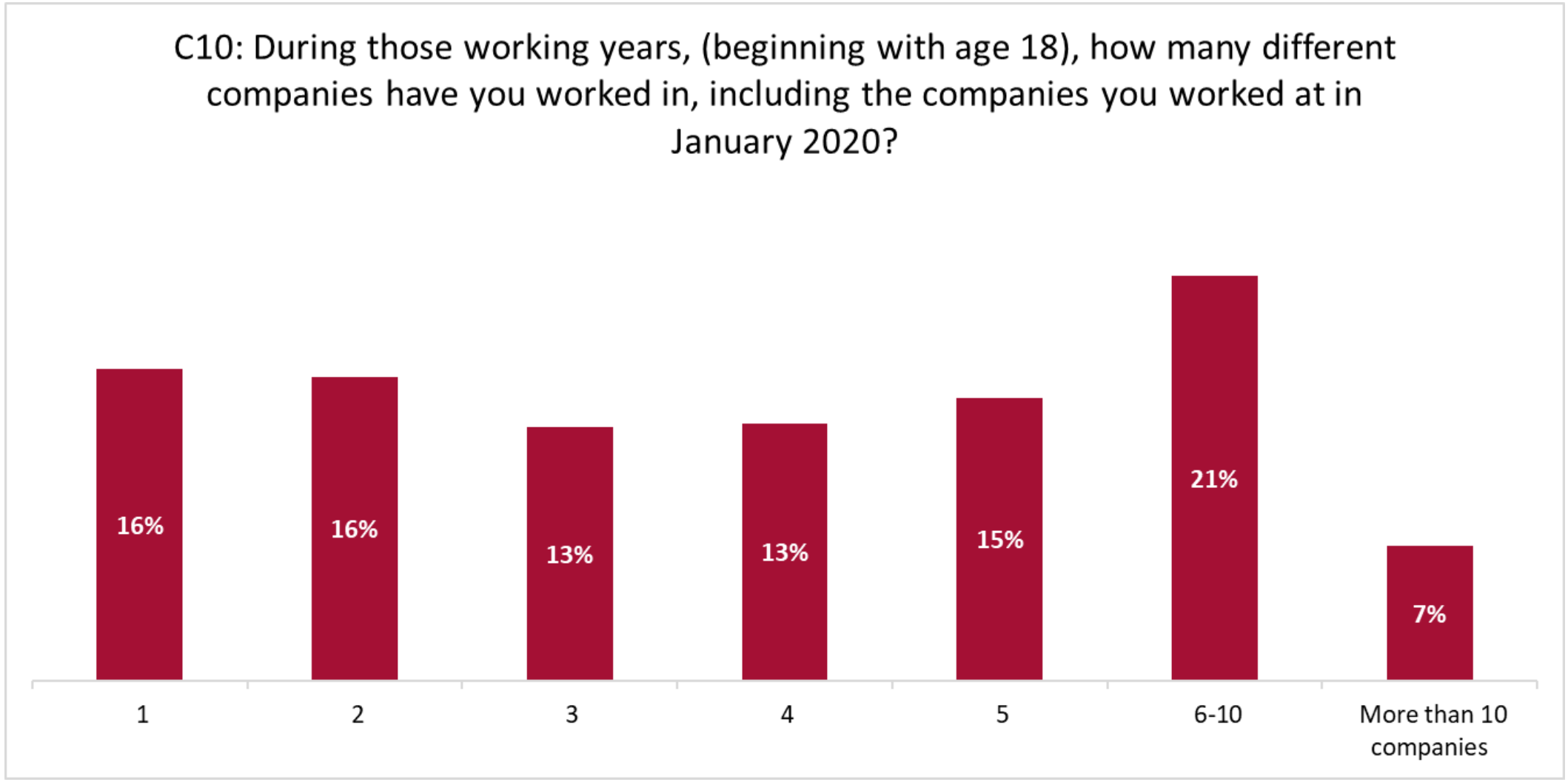


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

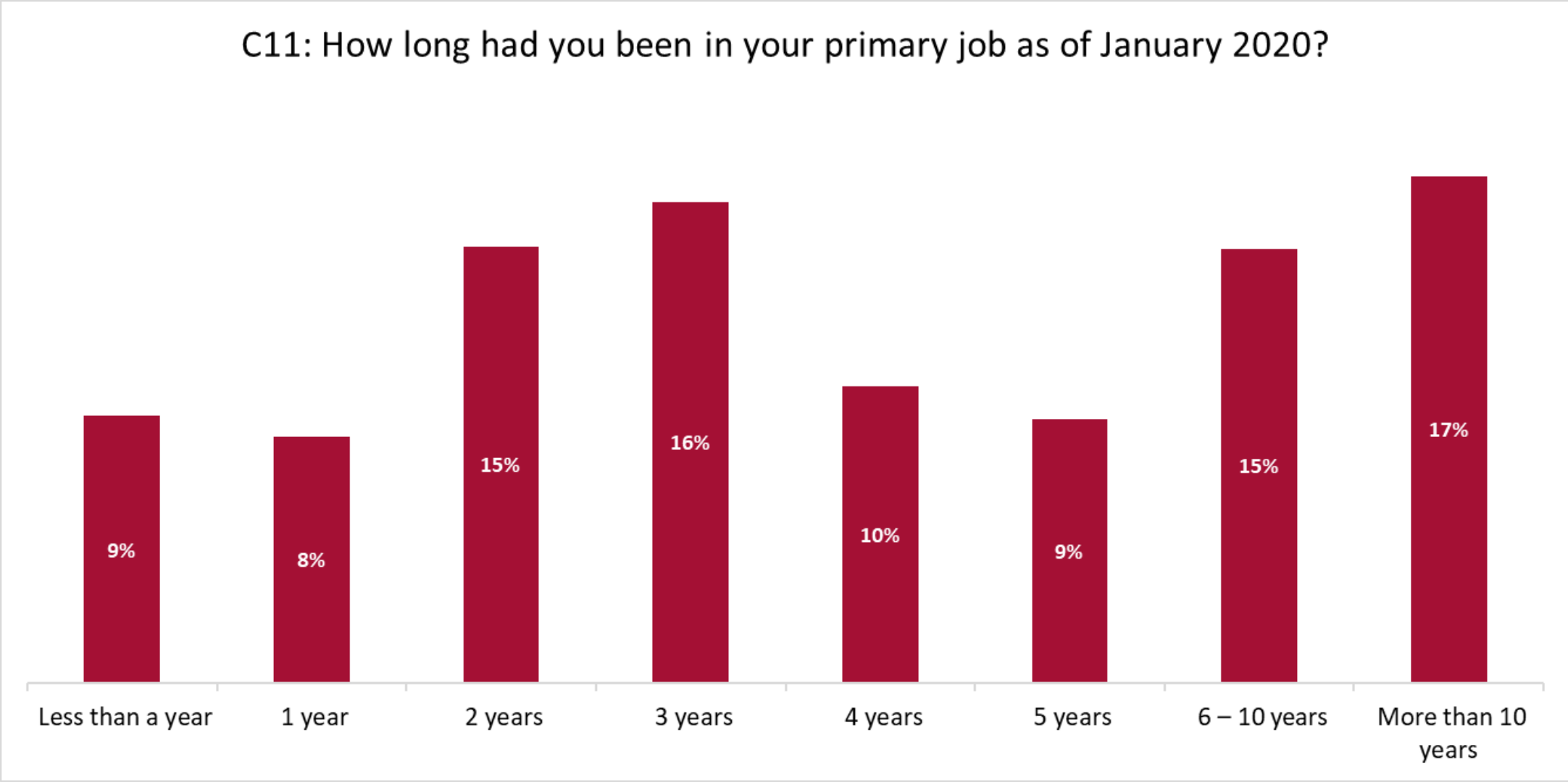


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

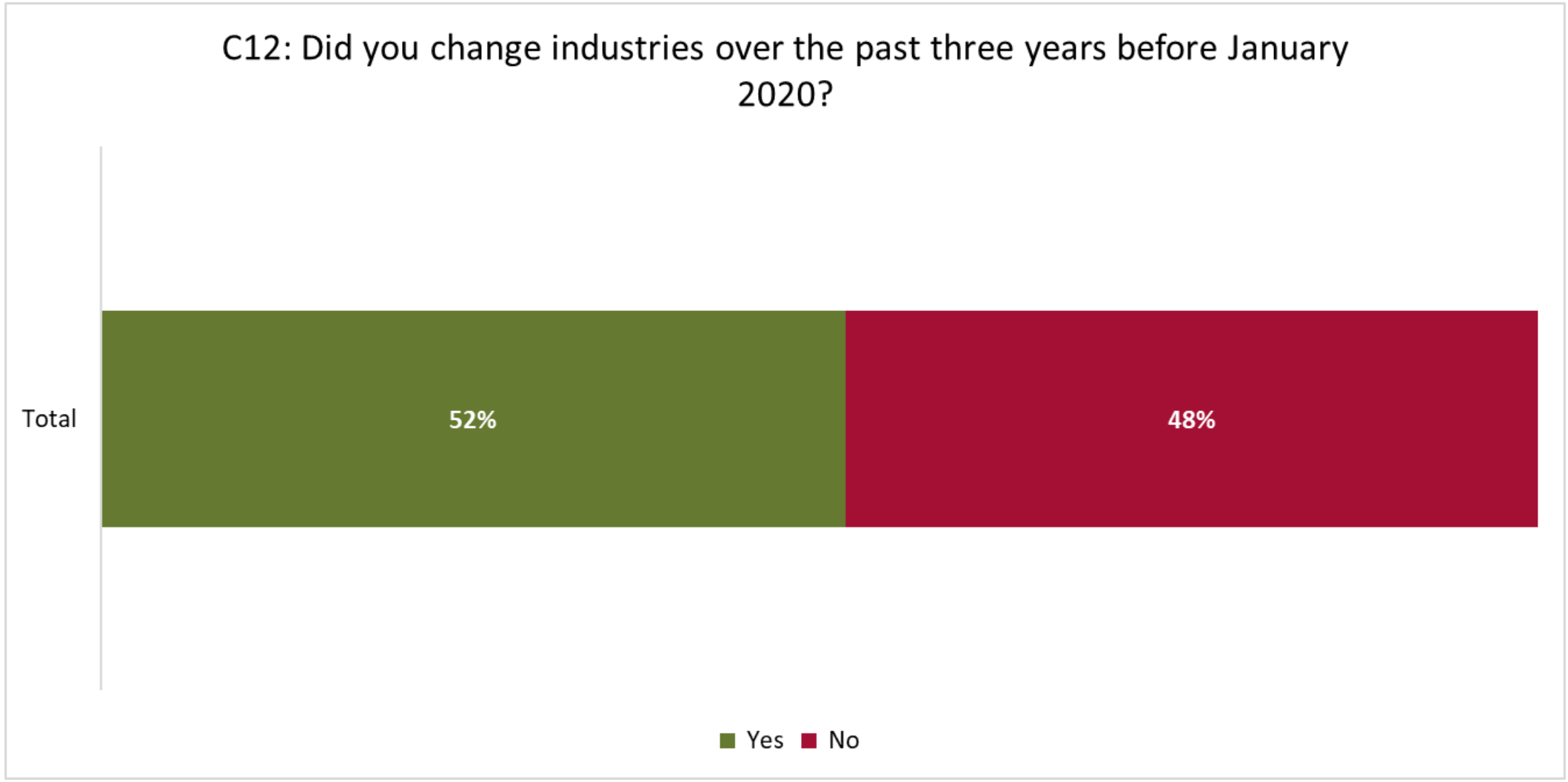


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

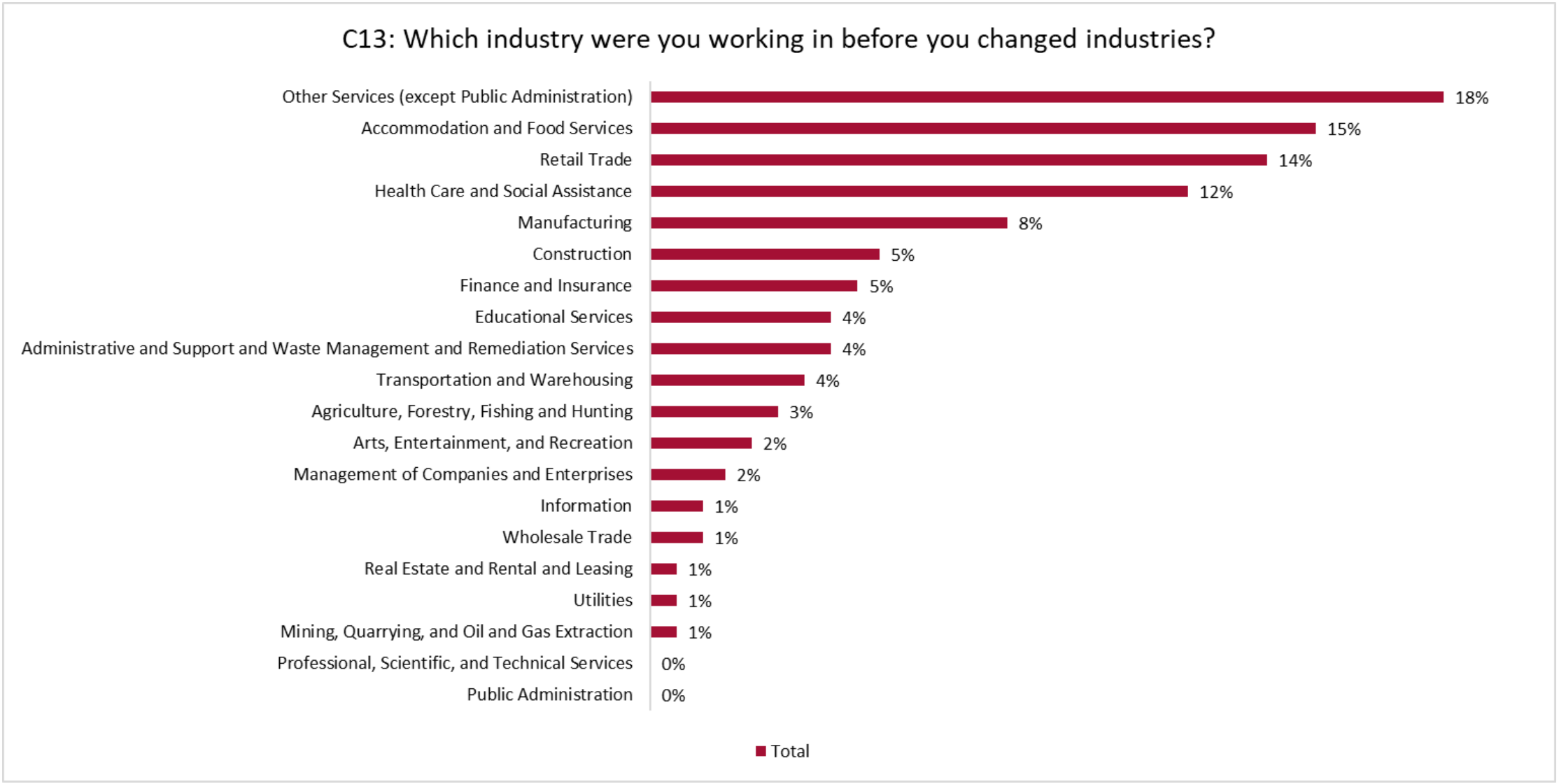
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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

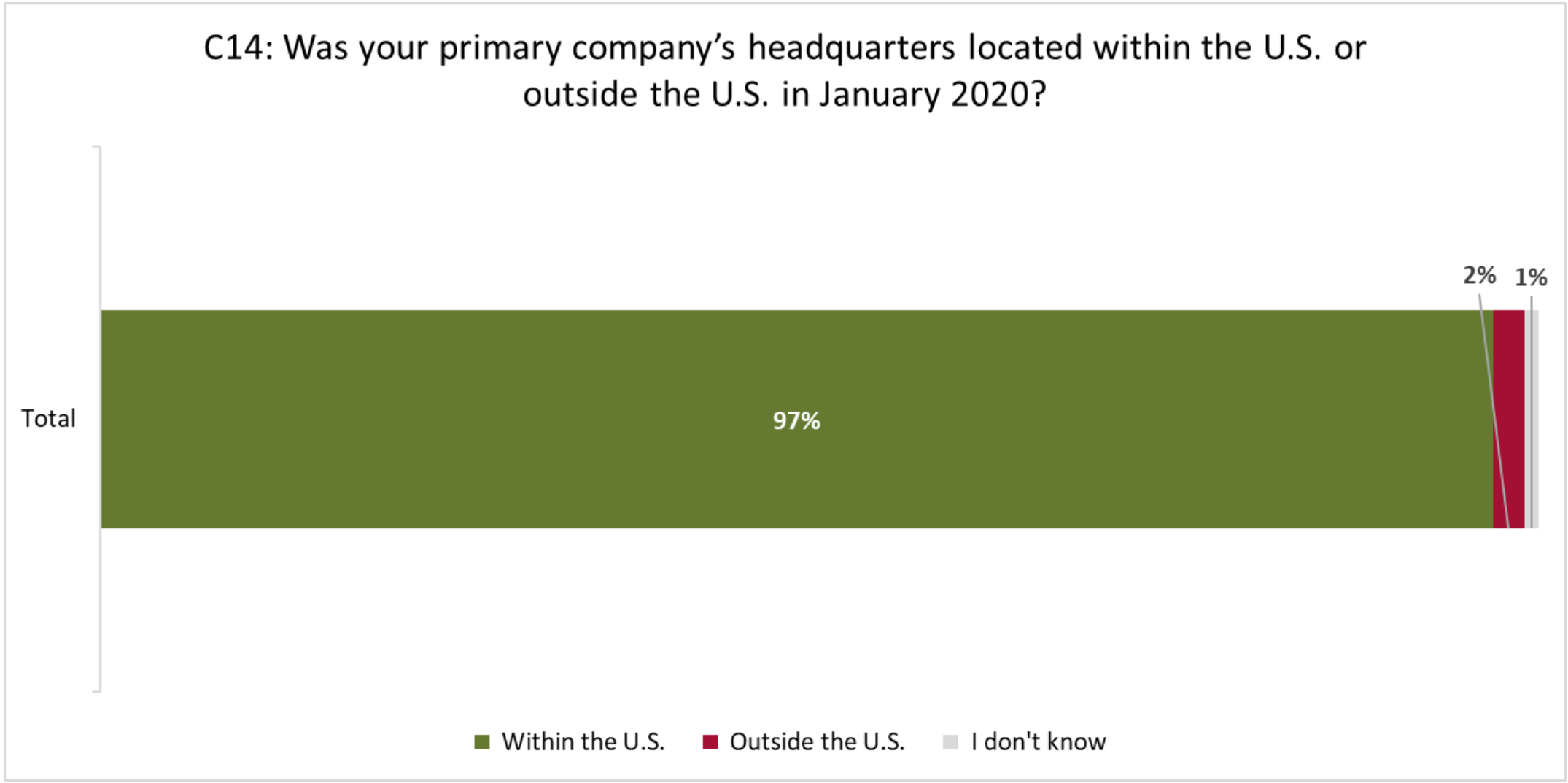


N = 172 (respondents who had changed industries in last 3 years)

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

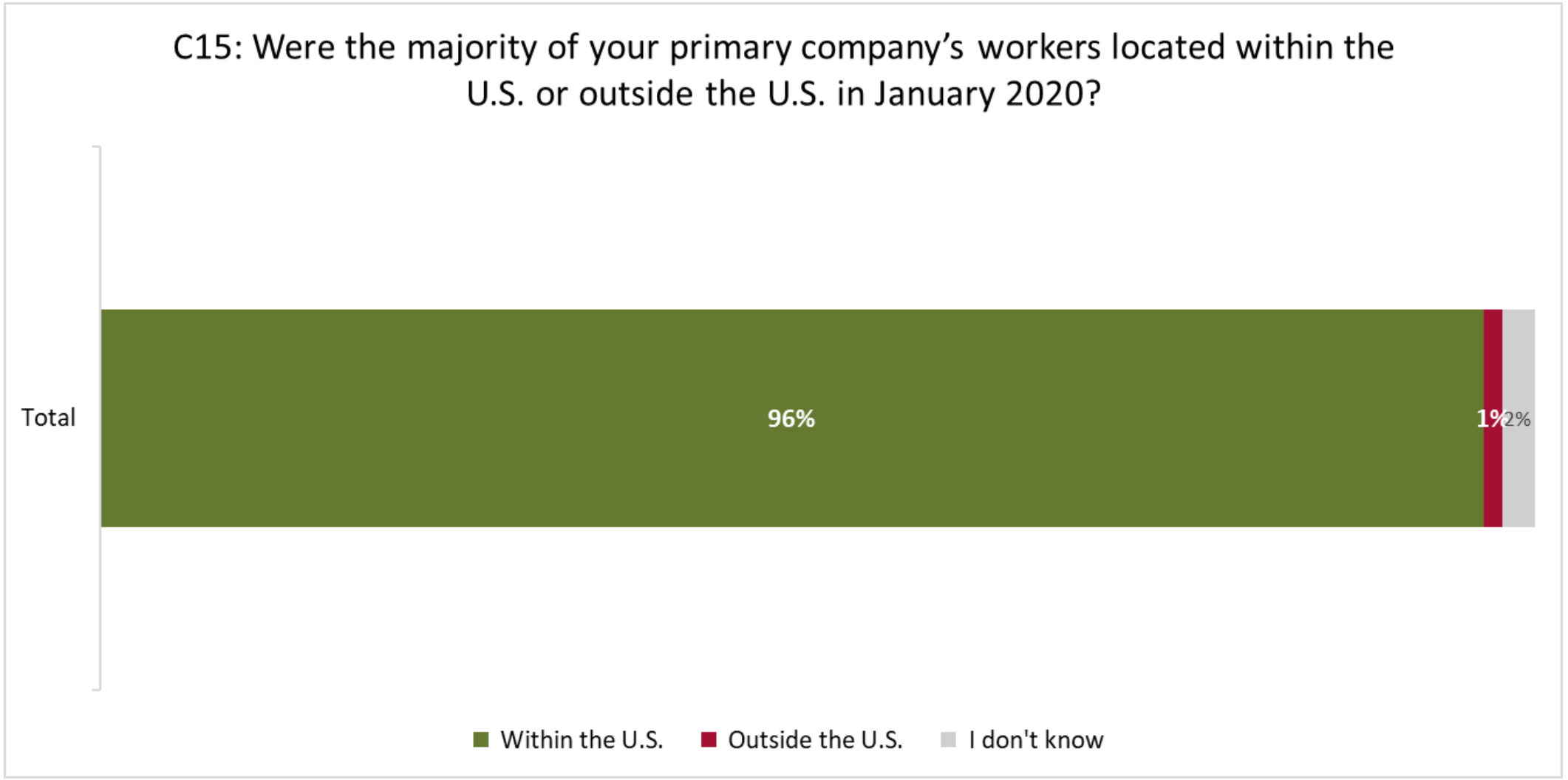


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

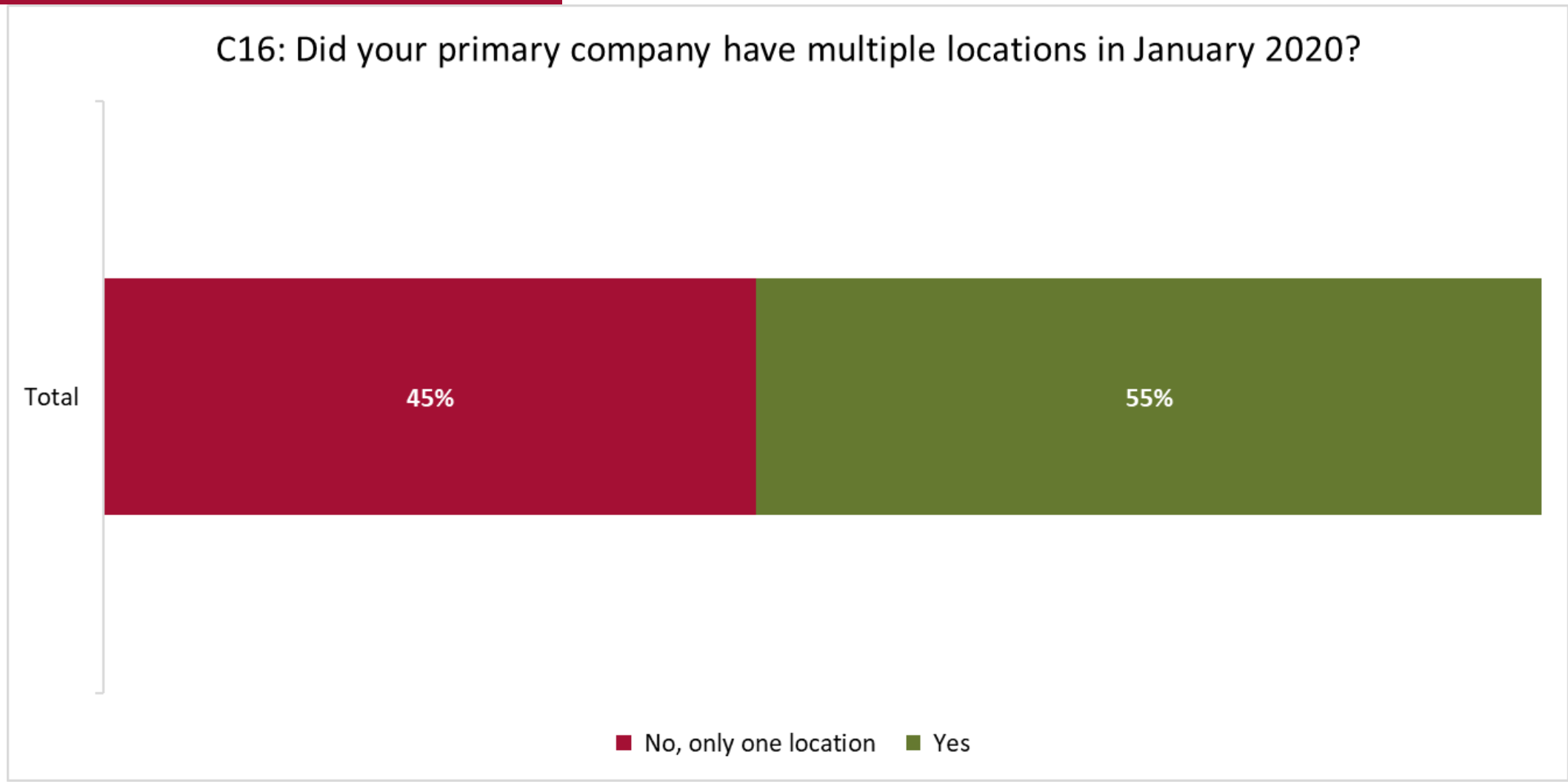


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

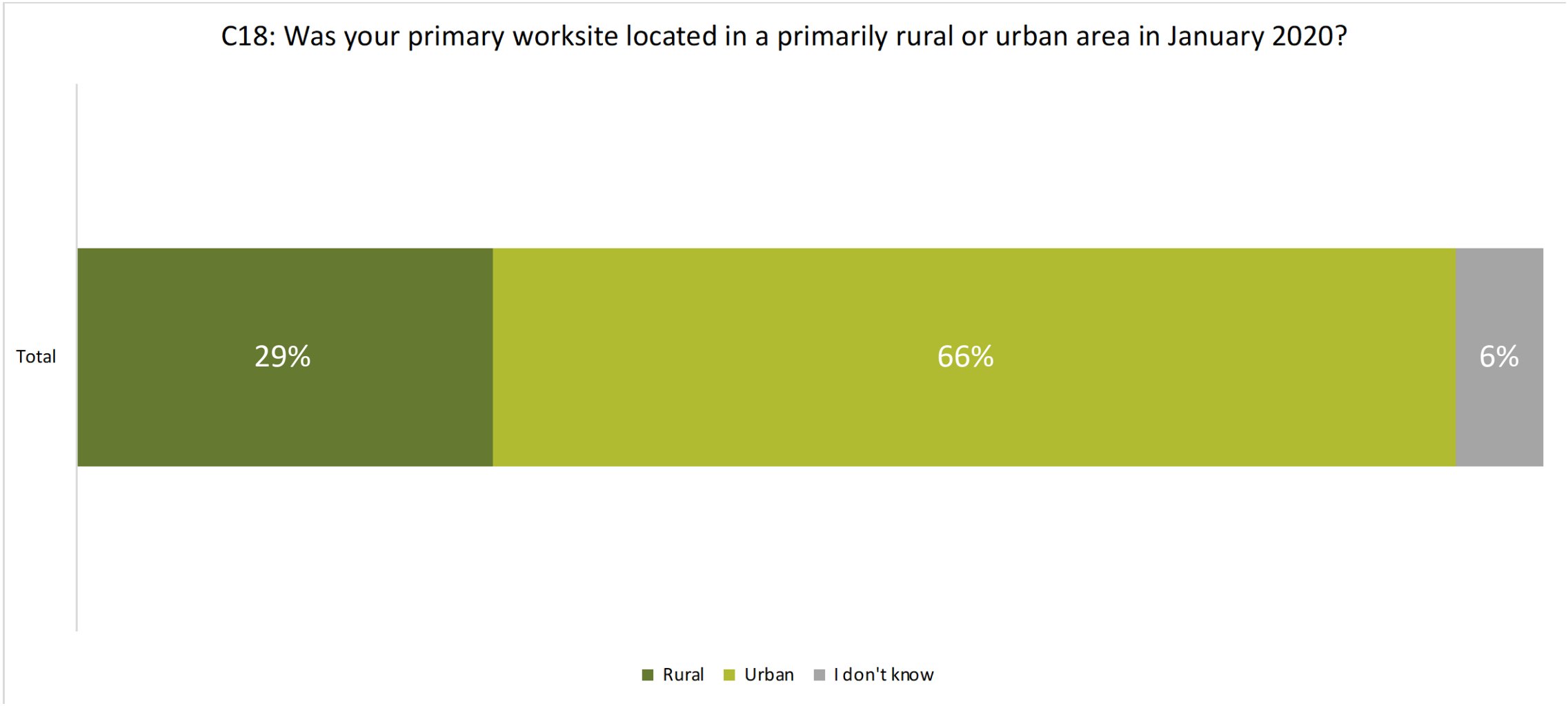
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

N = 560 (primary company has multiple locations)

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

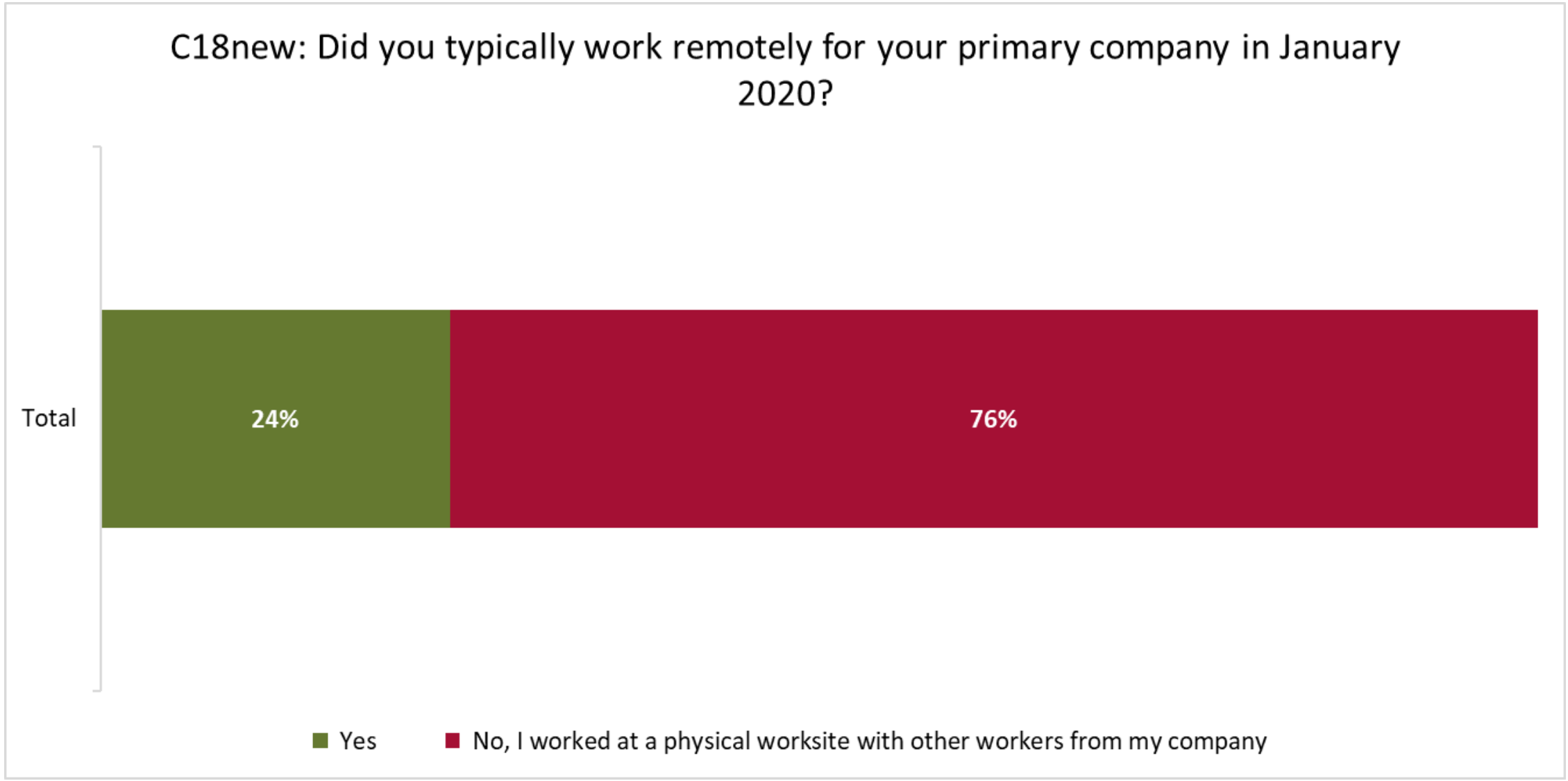


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

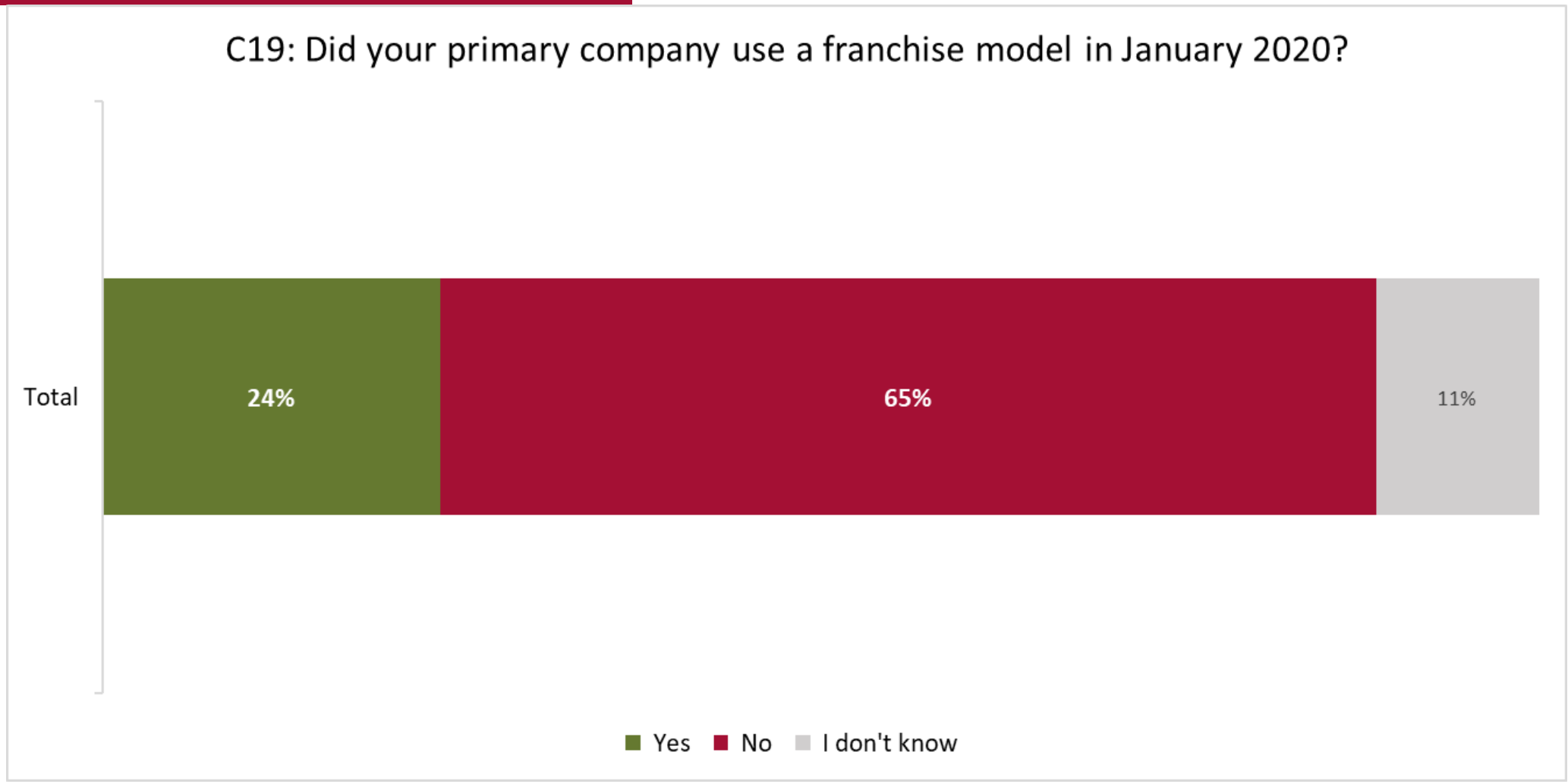


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

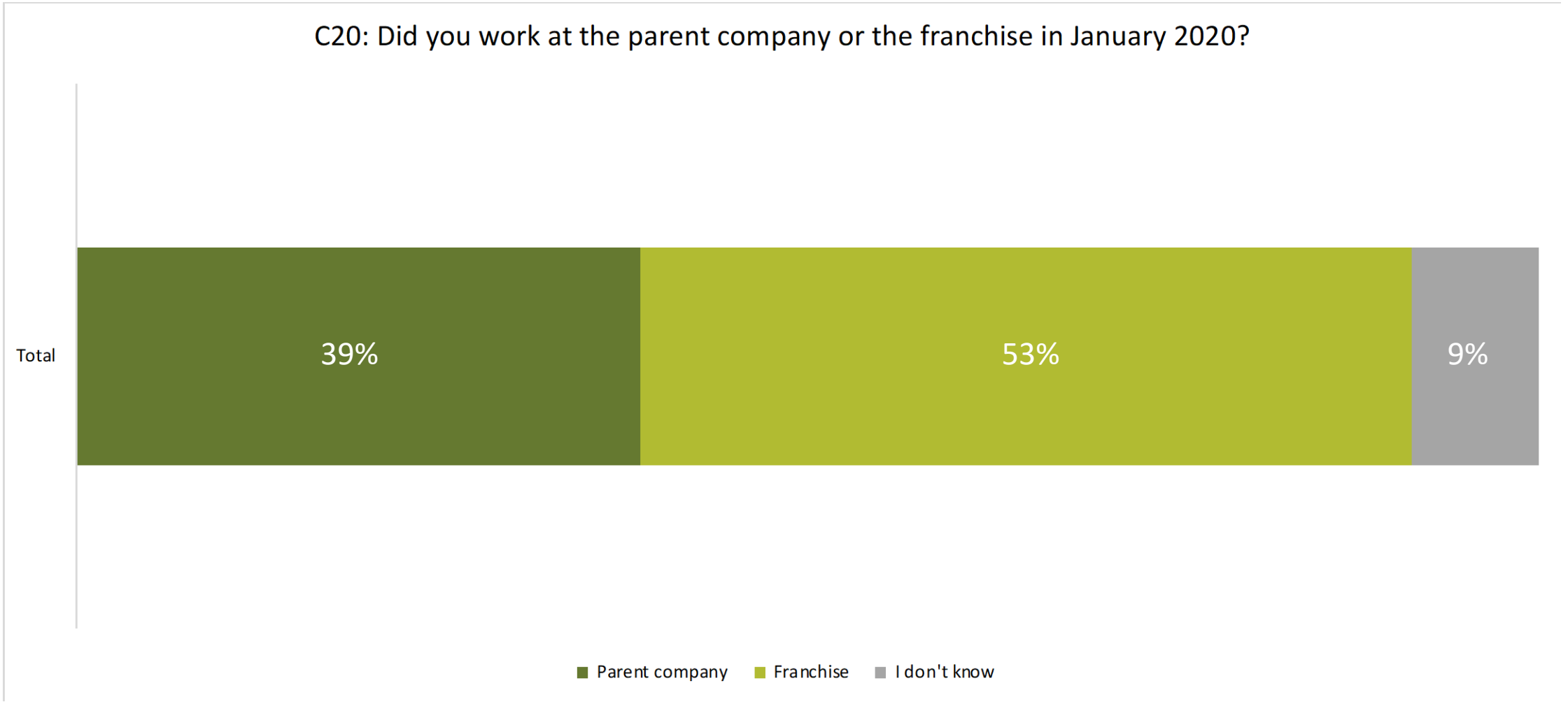


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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



N = 241 (company uses a franchise model)

Copyright © 2022 President and Fellows of Harvard College

Section C
Your employment

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

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

N = 1,025

Section D

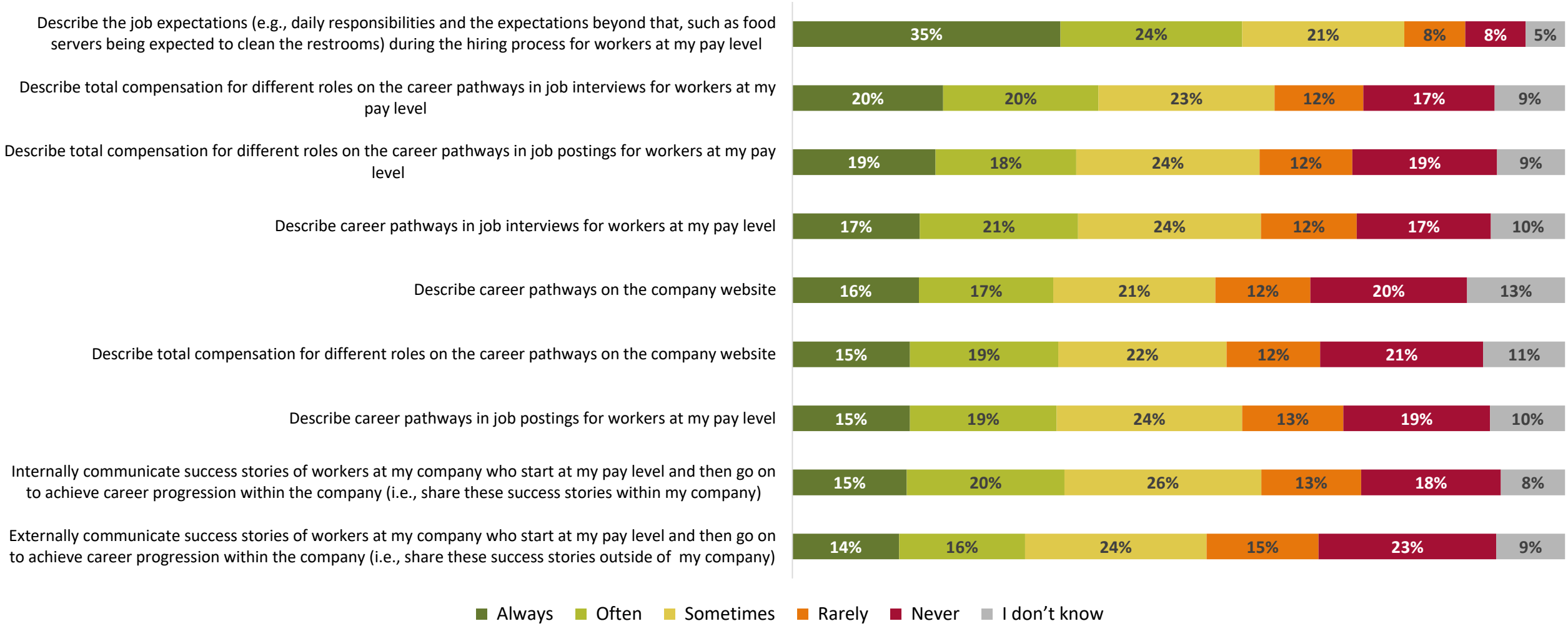
Your experience with company practices

Section D
Pre-employment

Copyright © 2022 President and Fellows of Harvard College

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

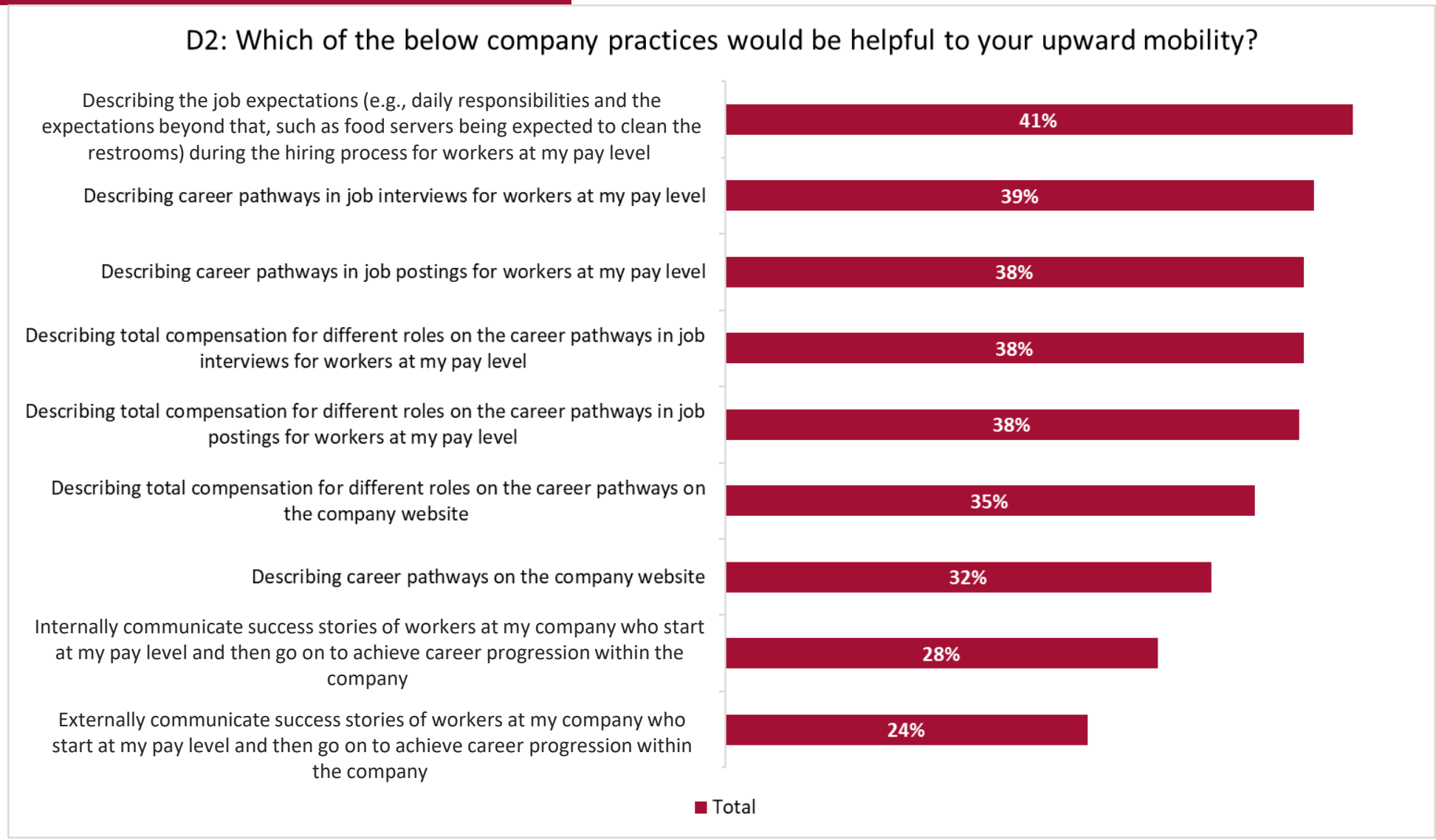
D1: Does your primary company:



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

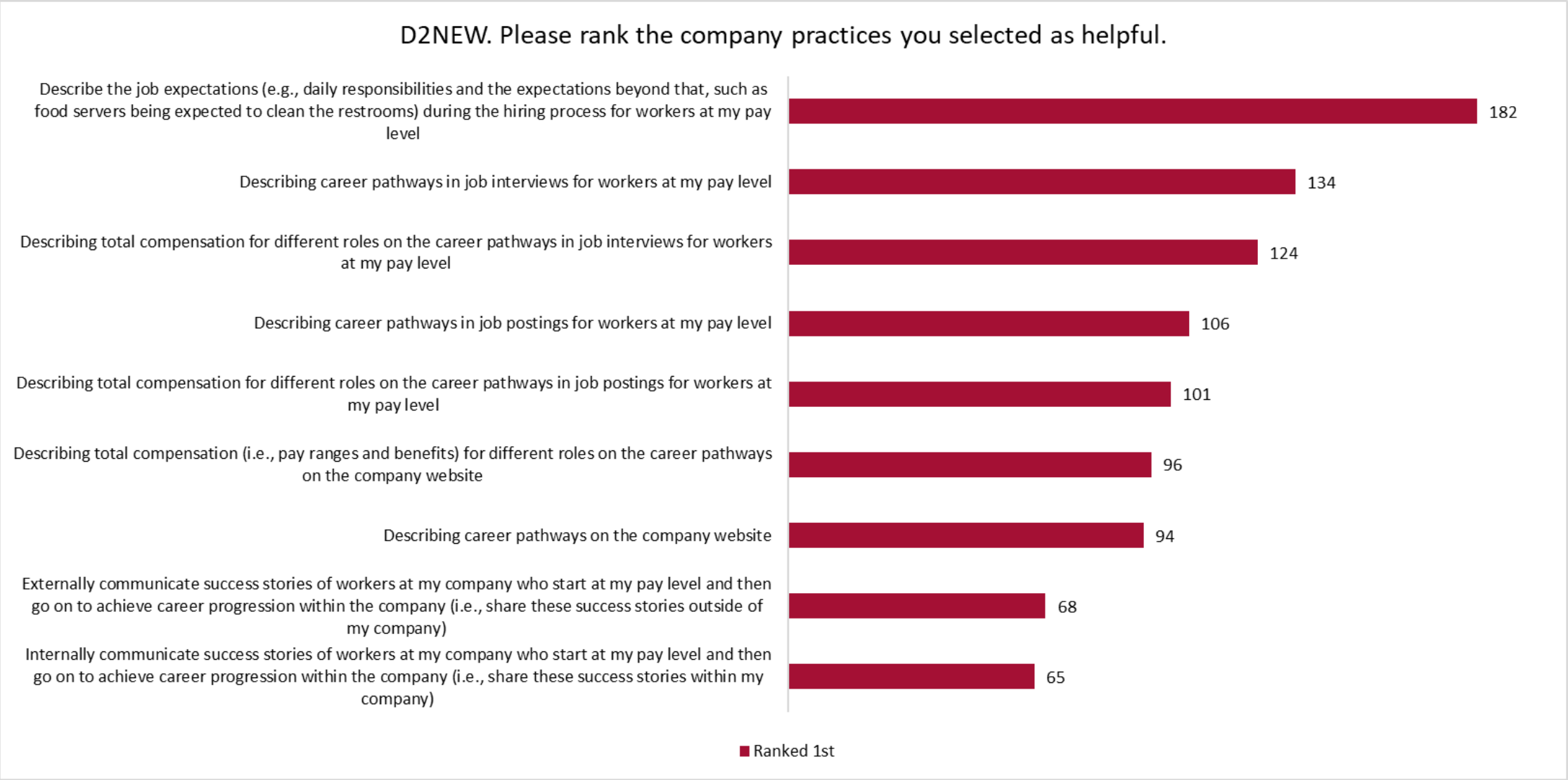


N = 1,025 (workers could select all that apply)

Copyright © 2022 President and Fellows of Harvard College

Section D
Pre-employment

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



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

Copyright © 2022 President and Fellows of Harvard College

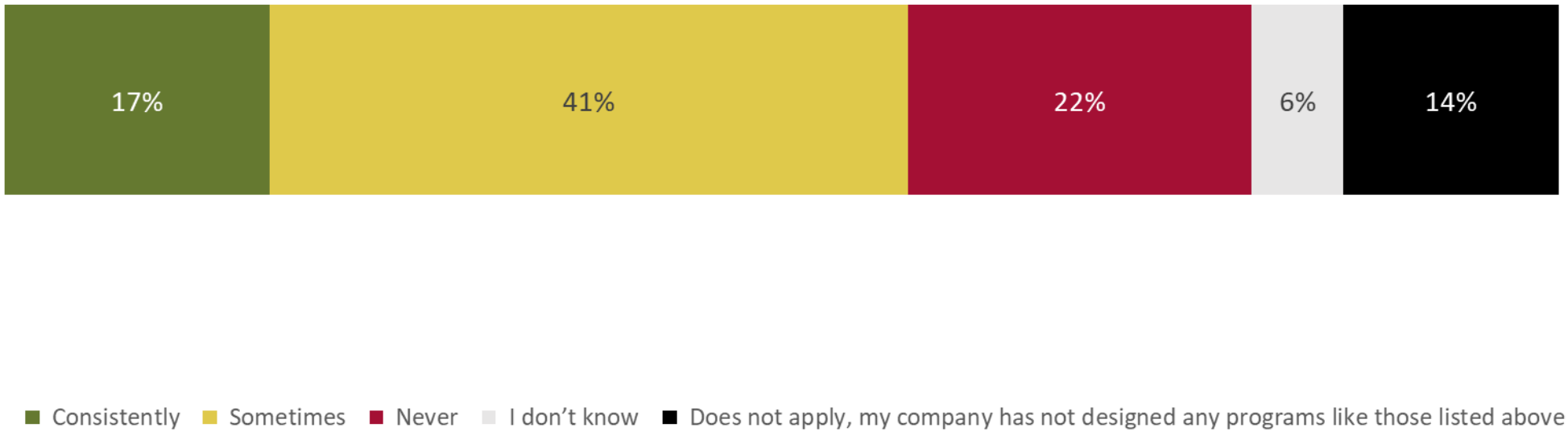
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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

Copyright © 2022 President and Fellows of Harvard College

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

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

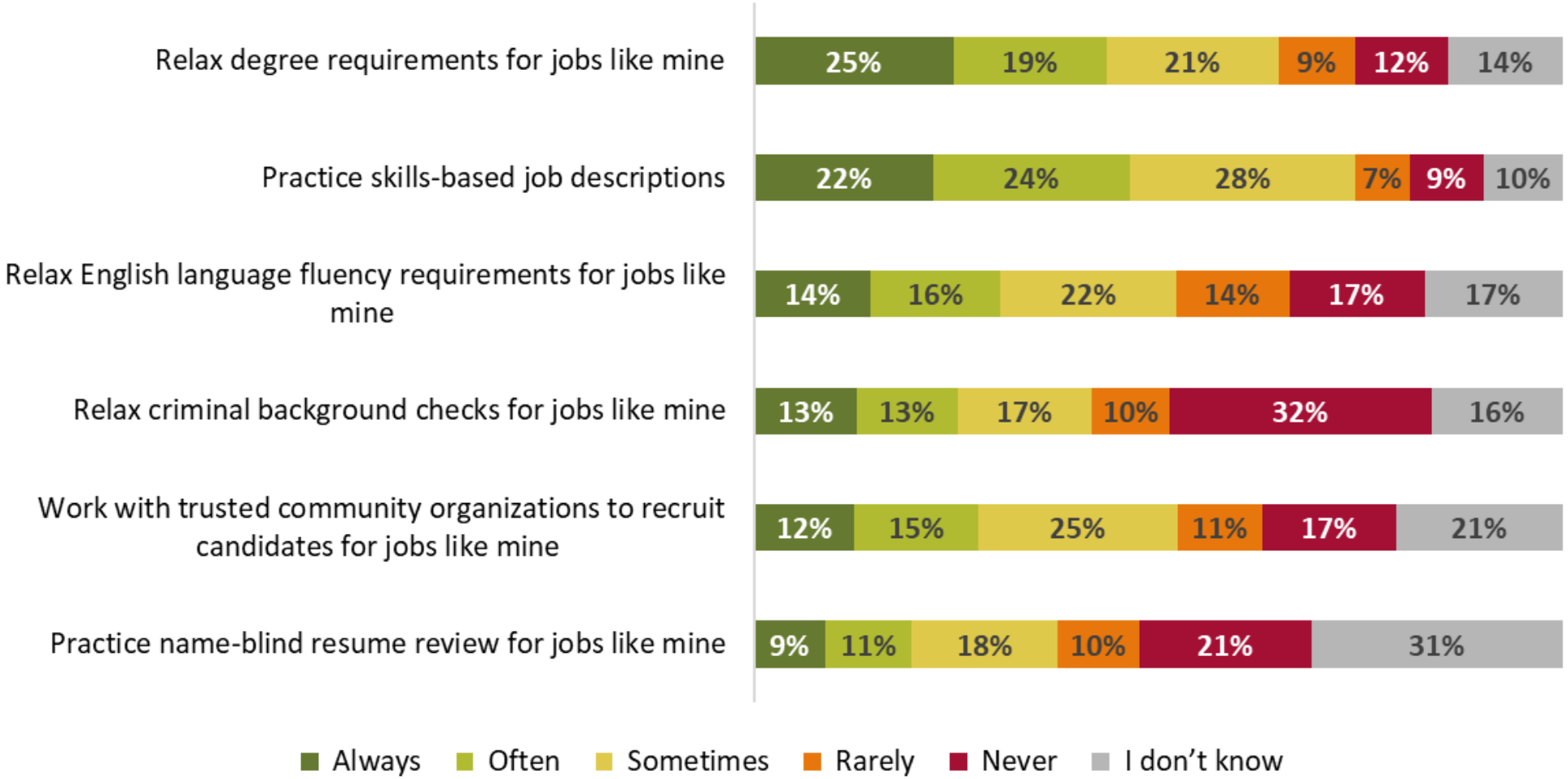


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

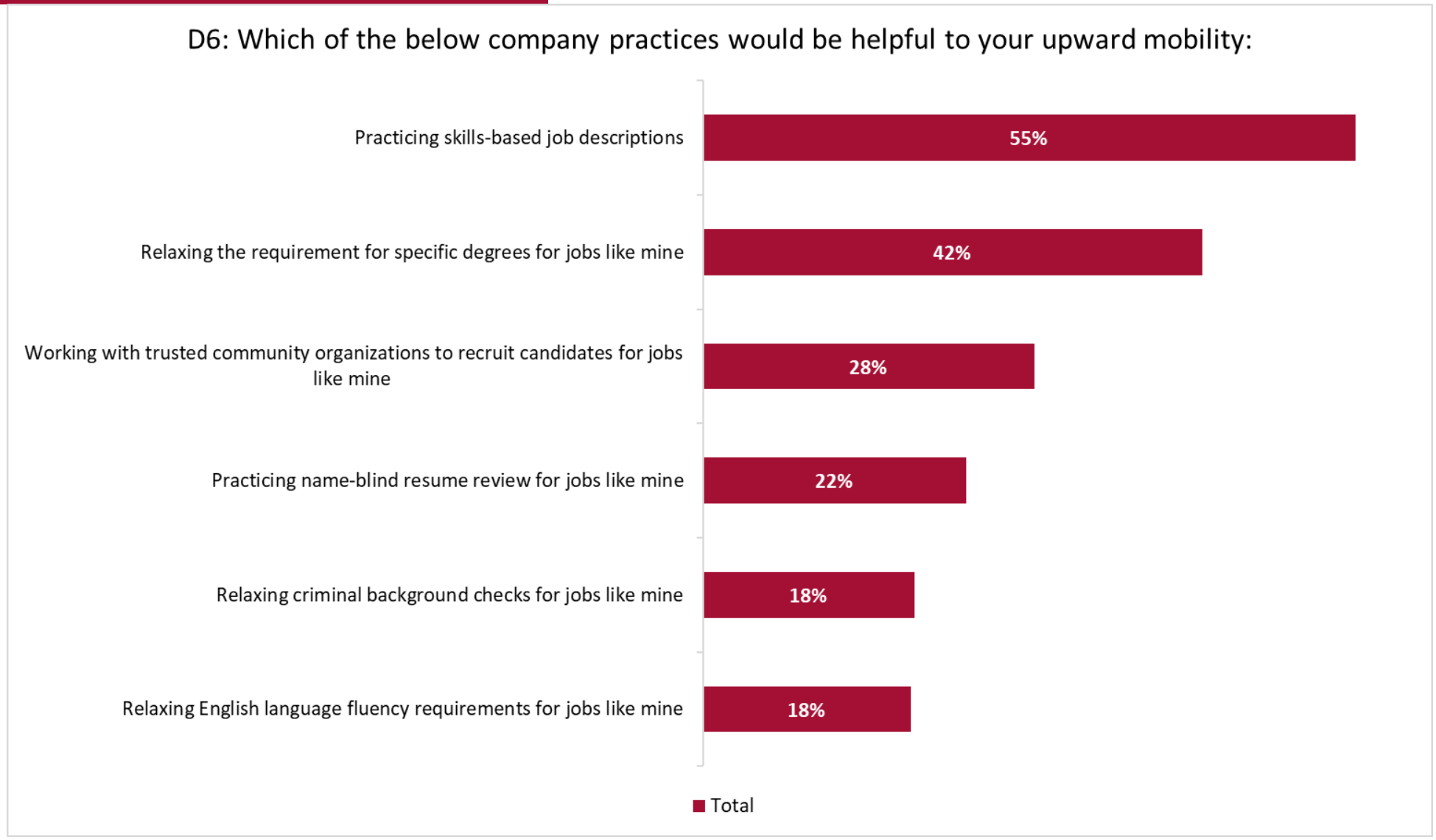
D5: Does your primary company:



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

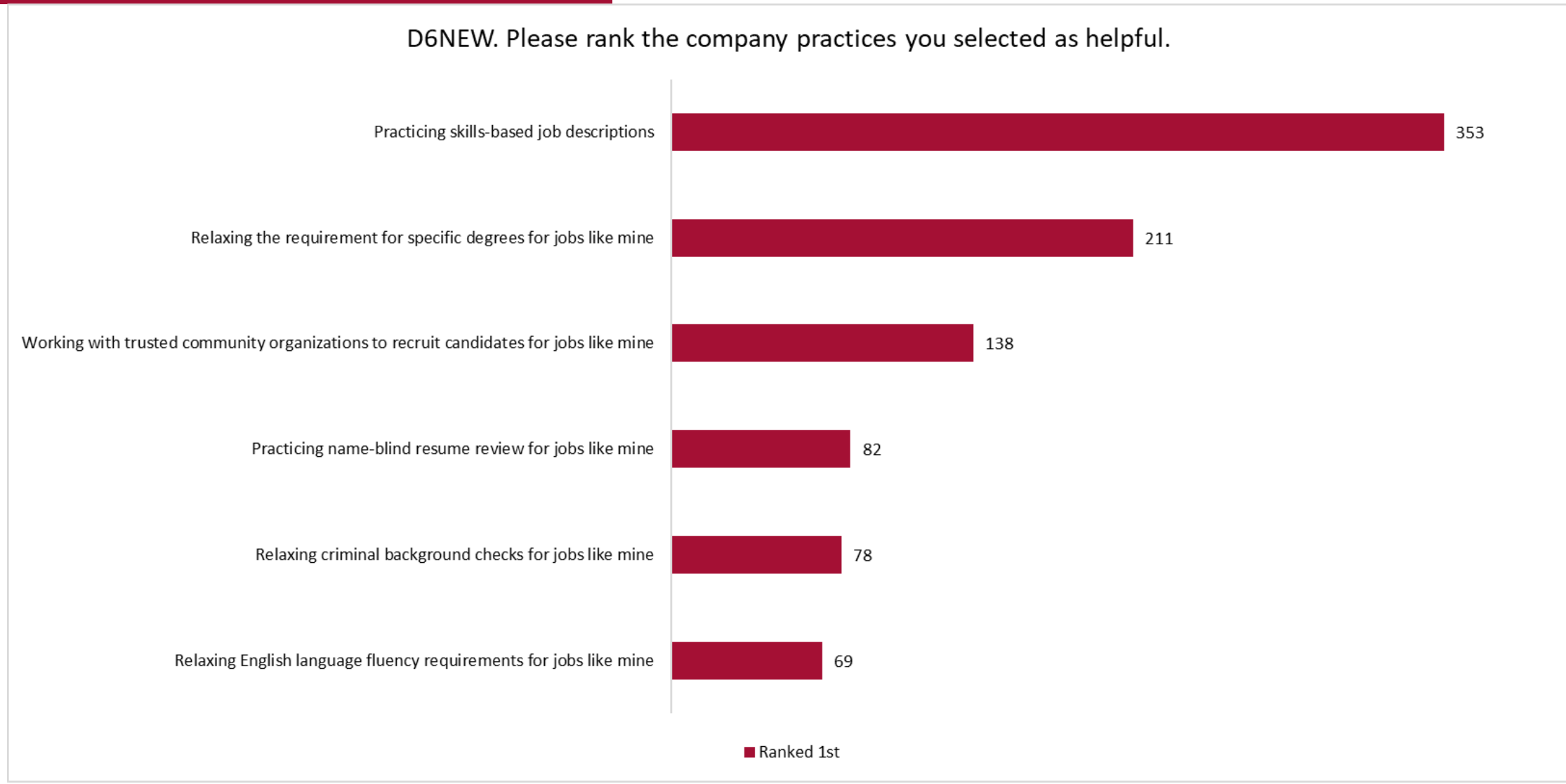


N = 1,025 (workers could select all that apply)

Copyright © 2022 President and Fellows of Harvard College

Section D
Hiring

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

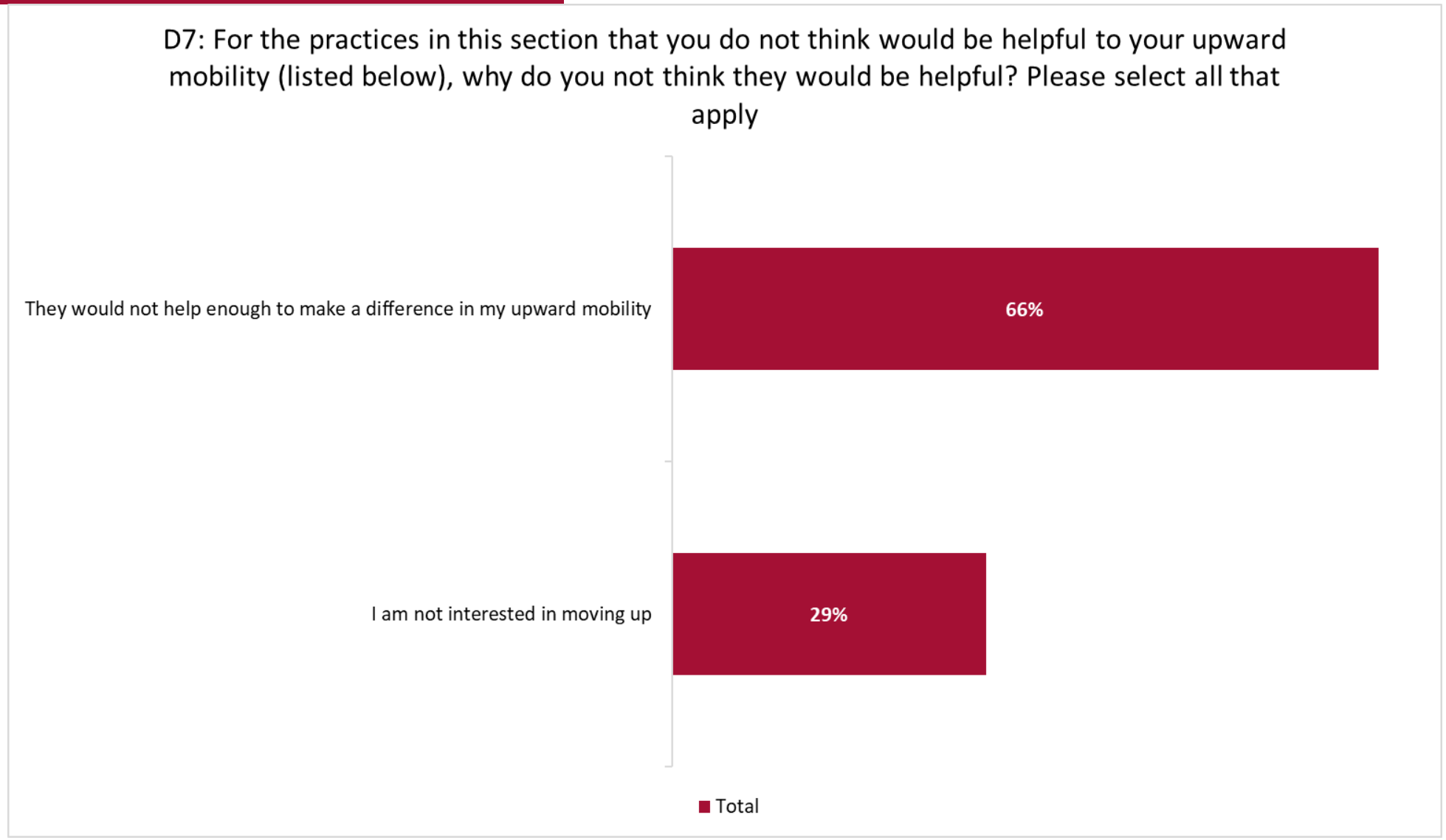


Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D
Hiring

Copyright © 2022 President and Fellows of Harvard College

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

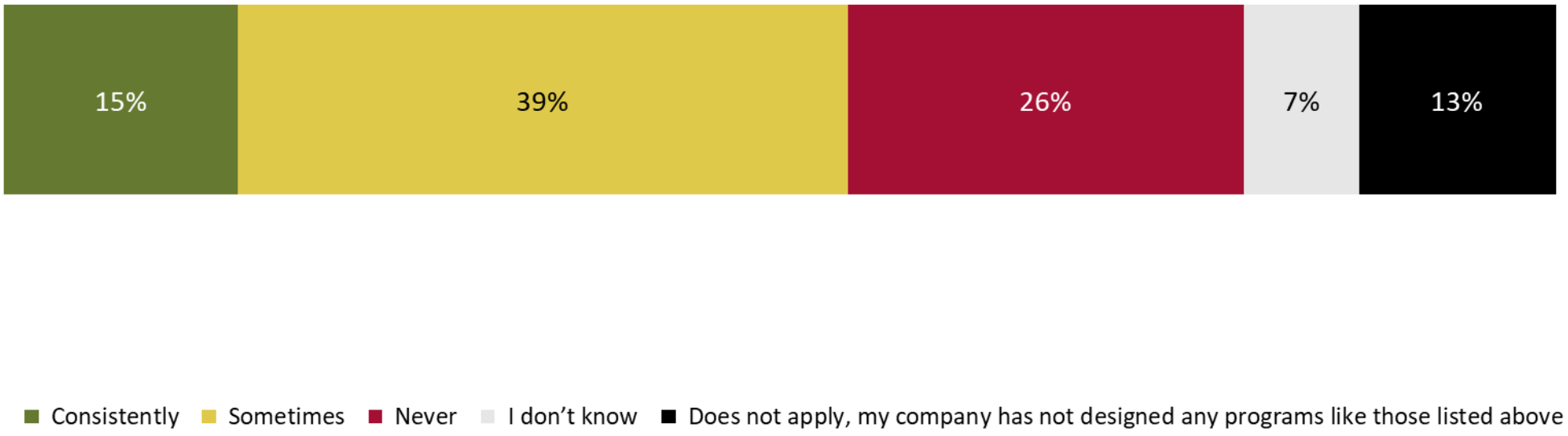


N = 1,001 (respondents who did not select all practices as helpful)

Copyright © 2022 President and Fellows of Harvard College

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

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



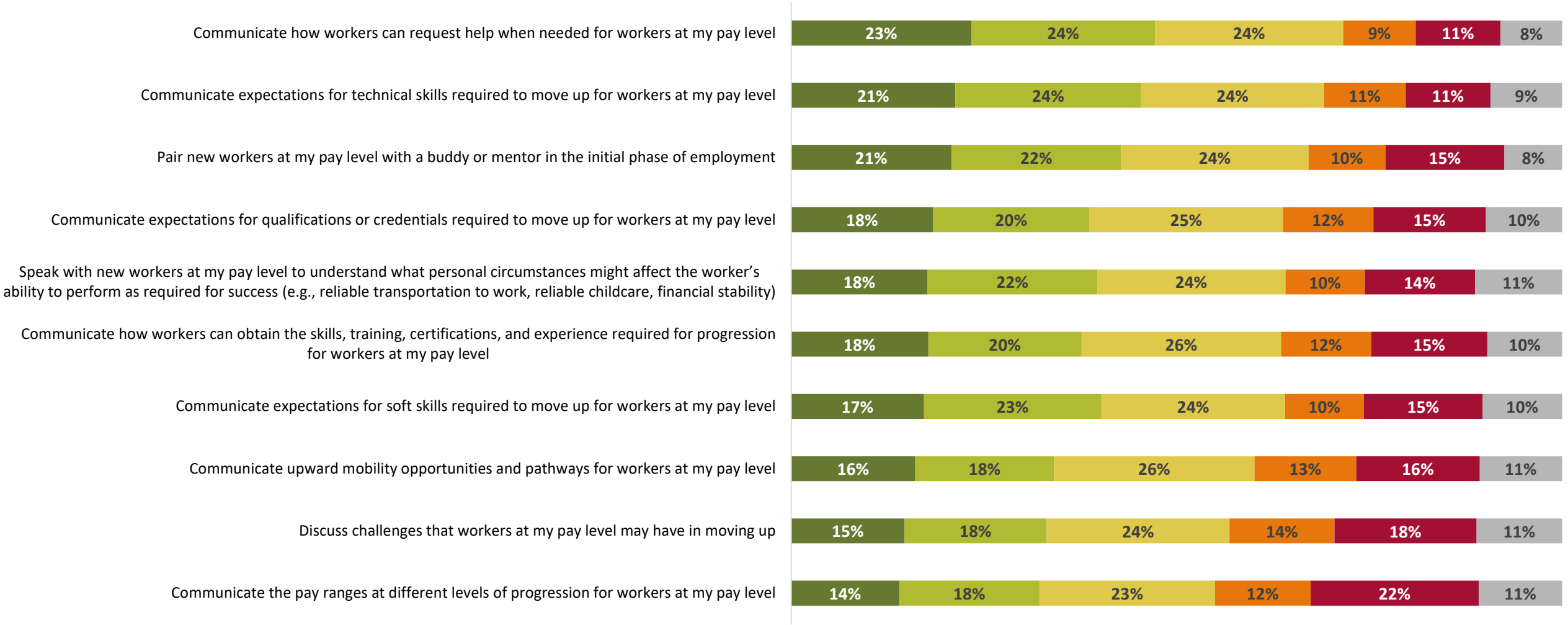
N = 1,025

Section D
Onboarding

Copyright © 2022 President and Fellows of Harvard College

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

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

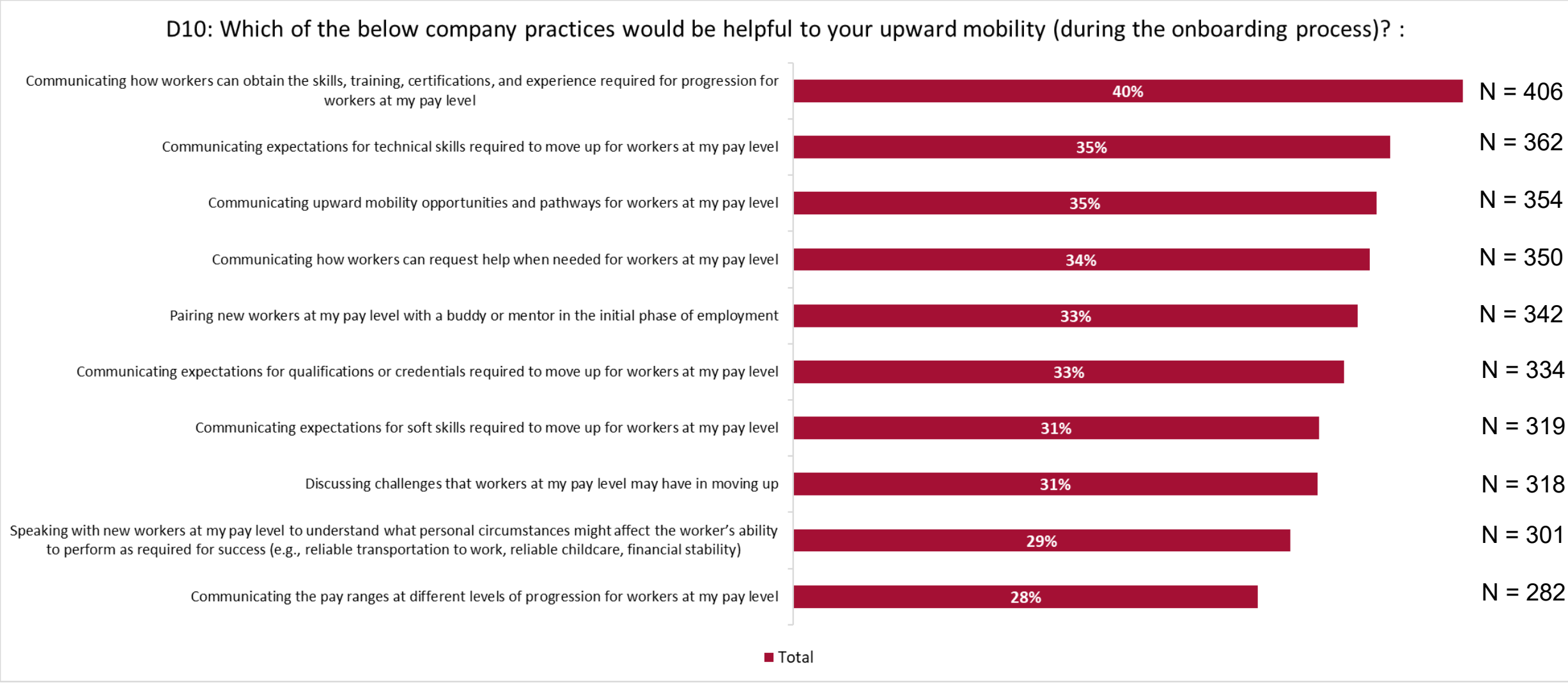


N = 1,025

Section D
Onboarding

Copyright © 2022 President and Fellows of Harvard College

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



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

Section D
Onboarding

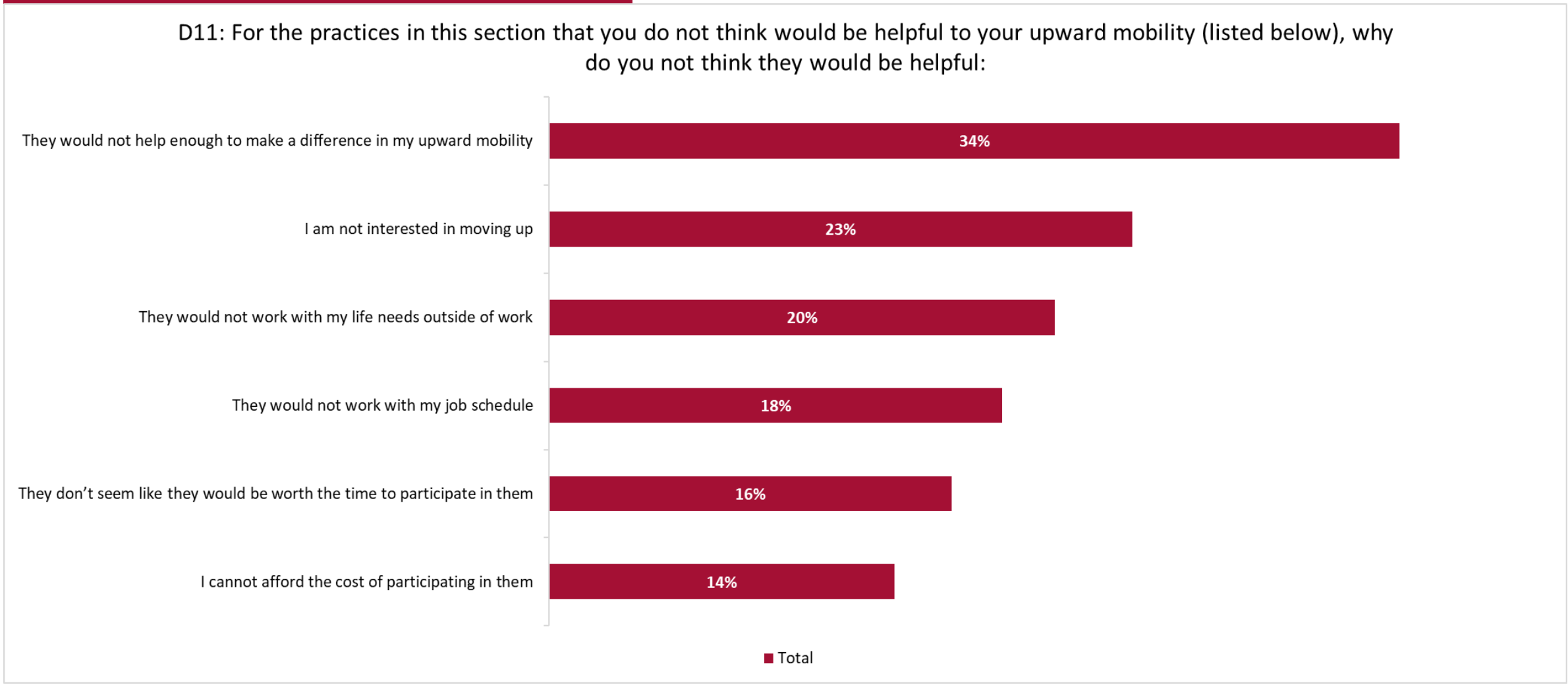
Copyright © 2022 President and Fellows of Harvard College

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

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

Copyright © 2022 President and Fellows of Harvard College

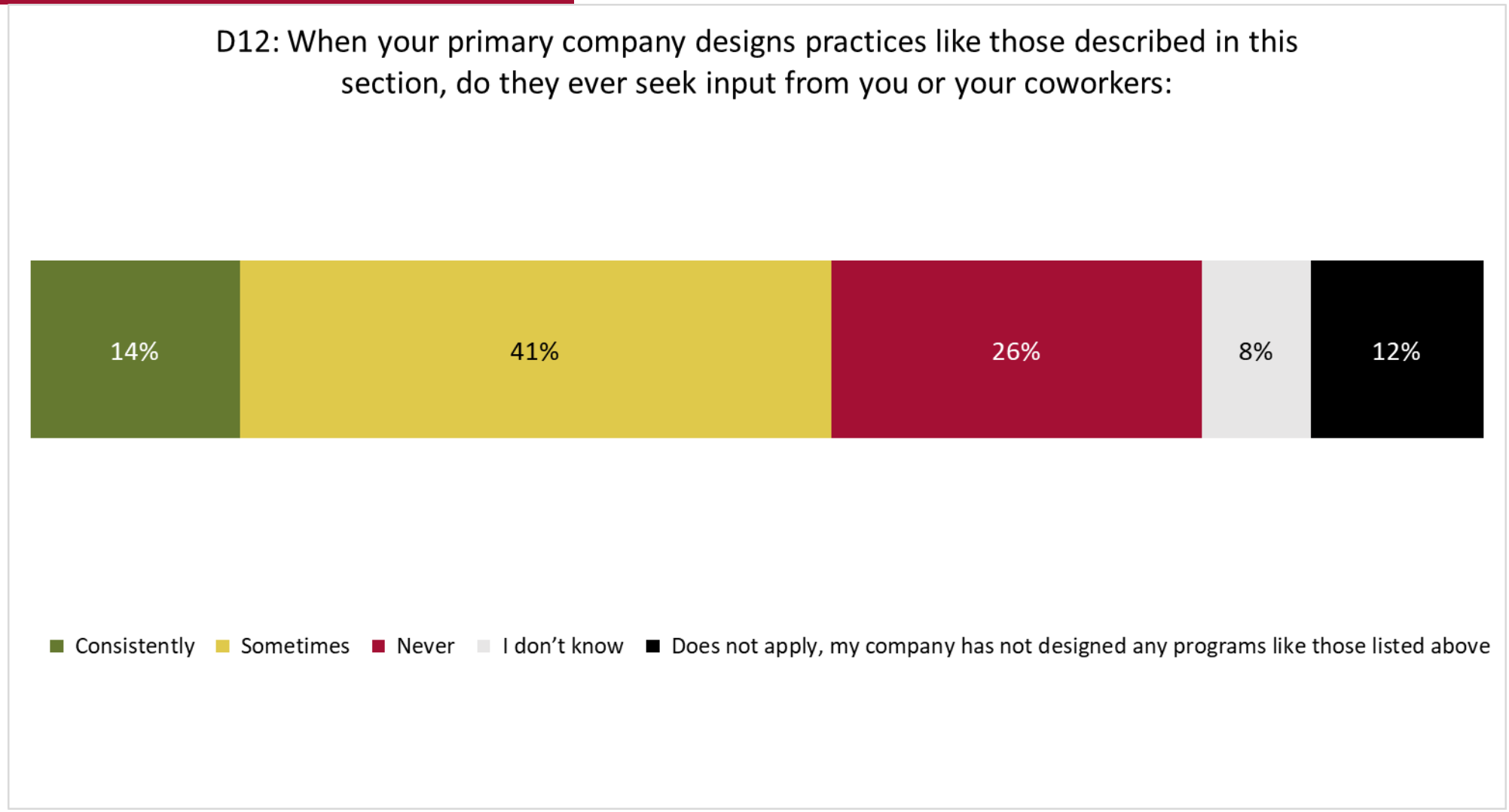
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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



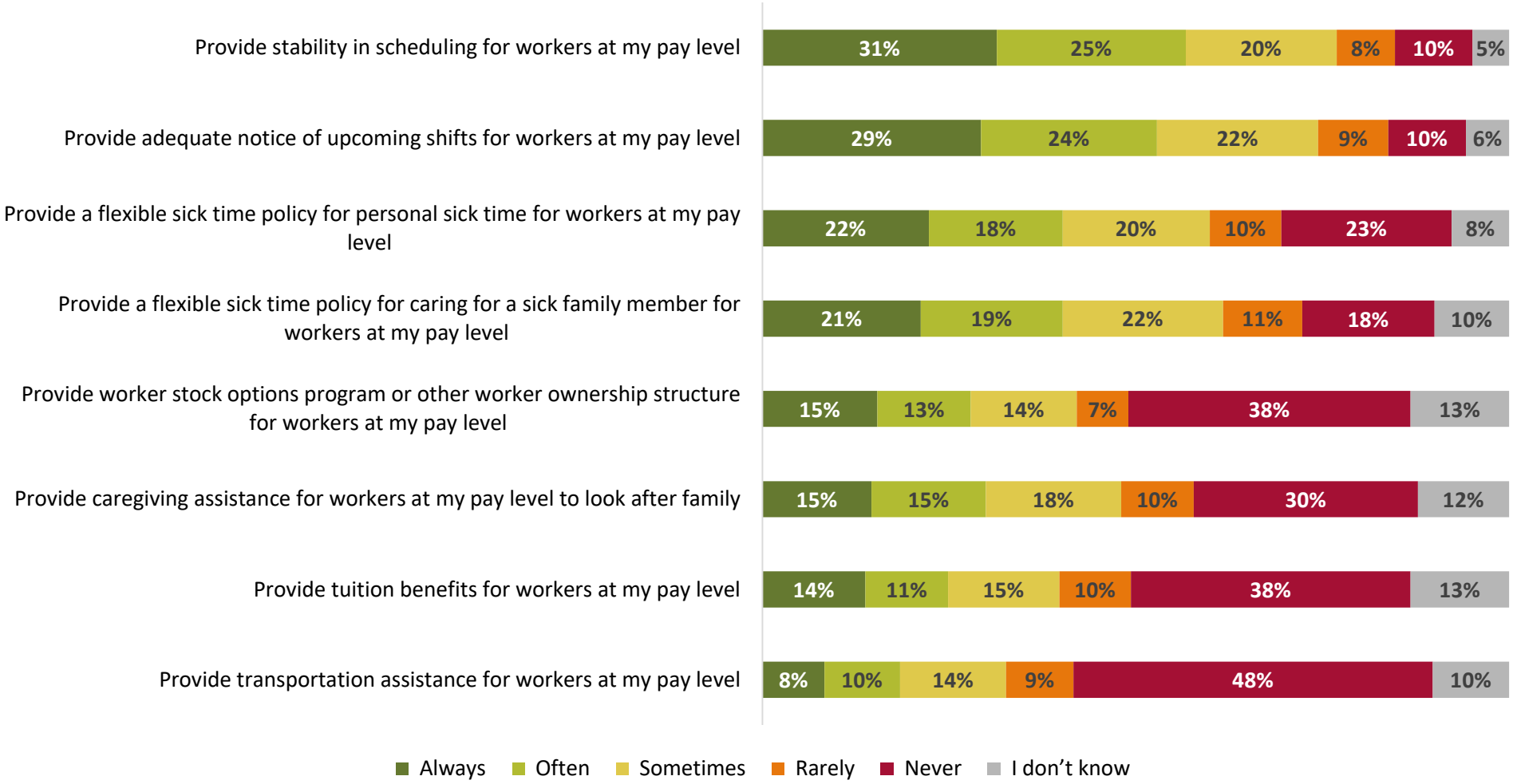
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section D
On-the-job support: Benefits

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

D13: Does your primary company:

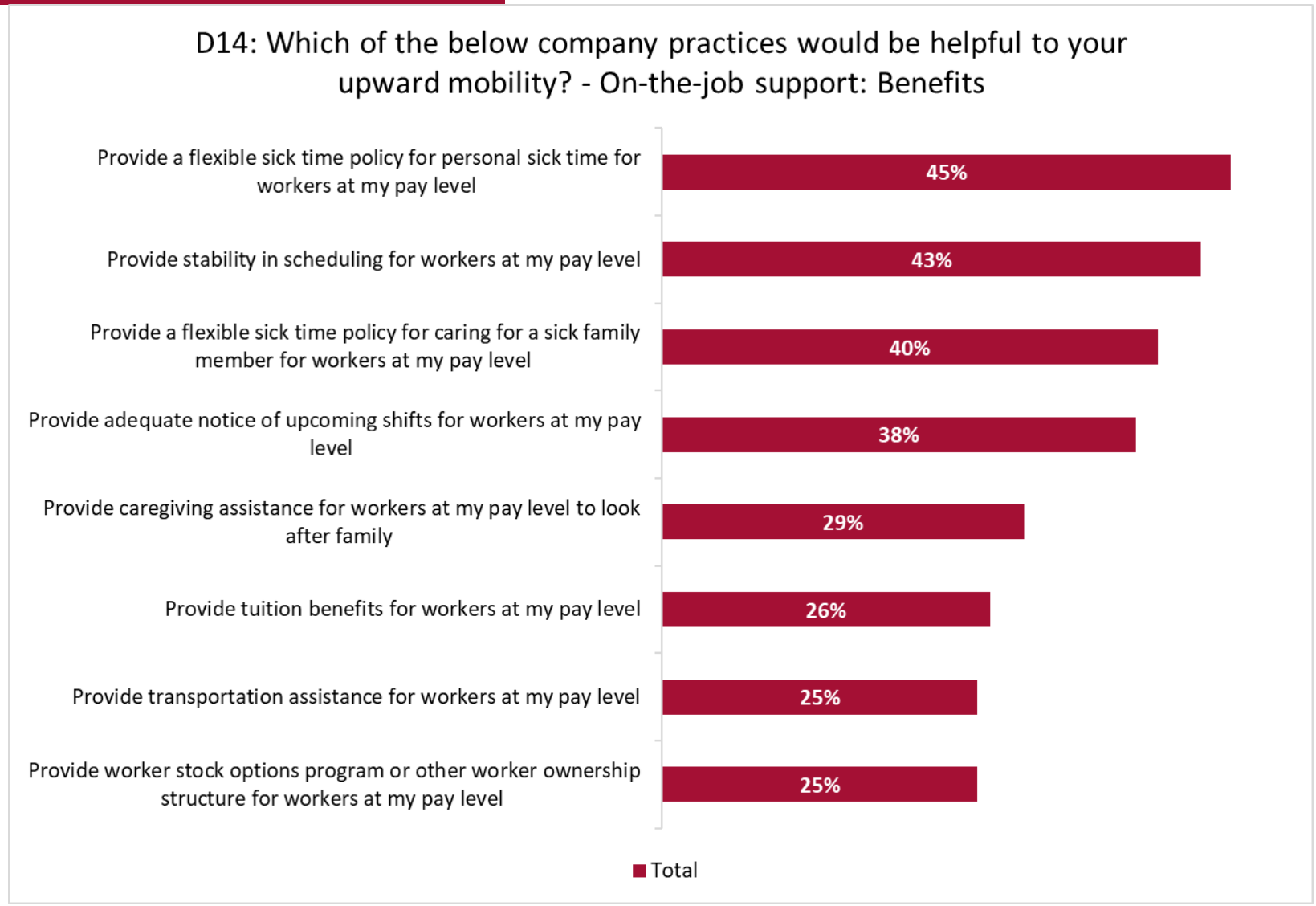


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section D
On-the-job support: Benefits

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

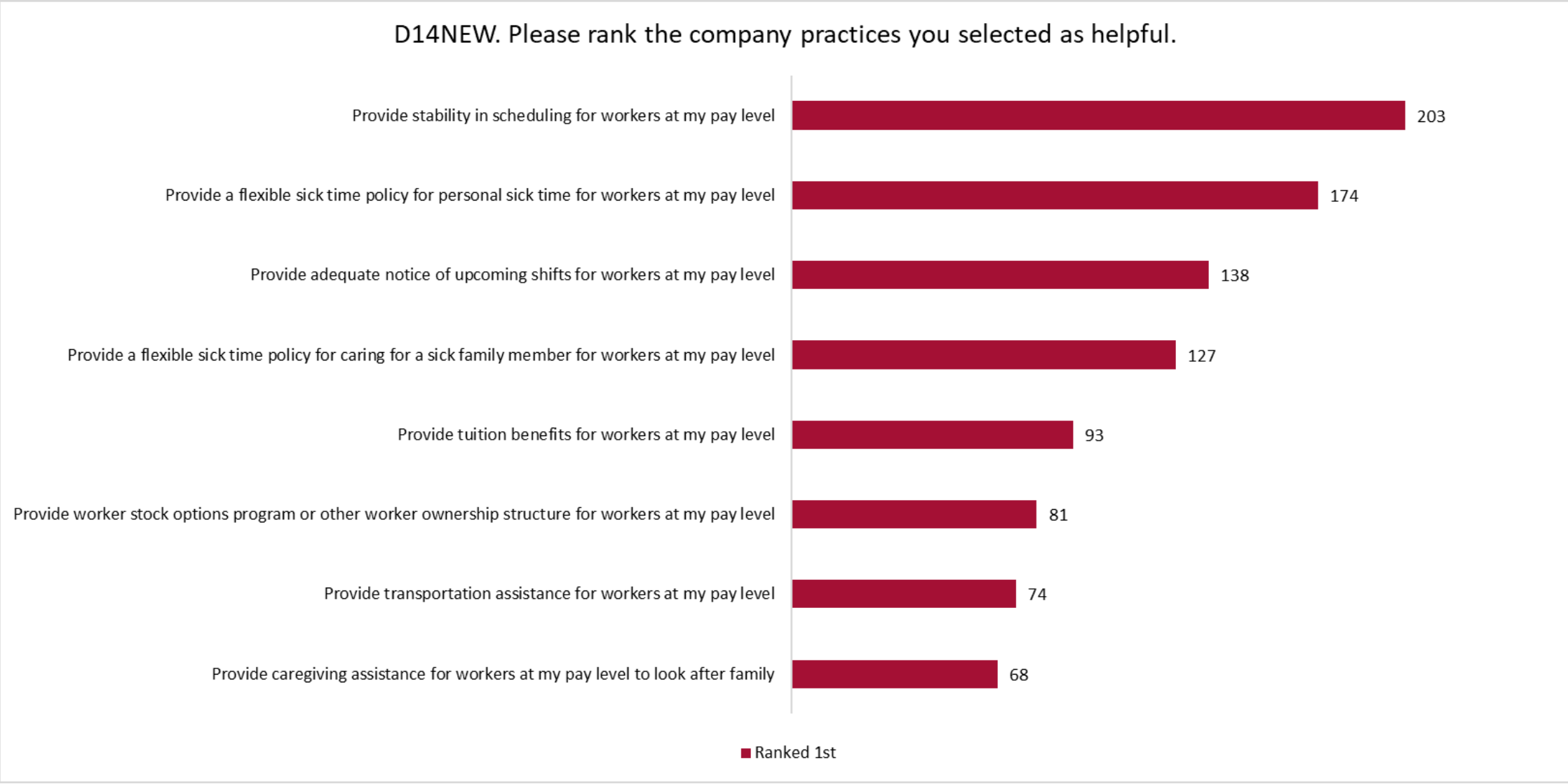


N = 1,025 (workers could select all that apply)

Copyright © 2022 President and Fellows of Harvard College

Section D
On-the-job support: Benefits

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



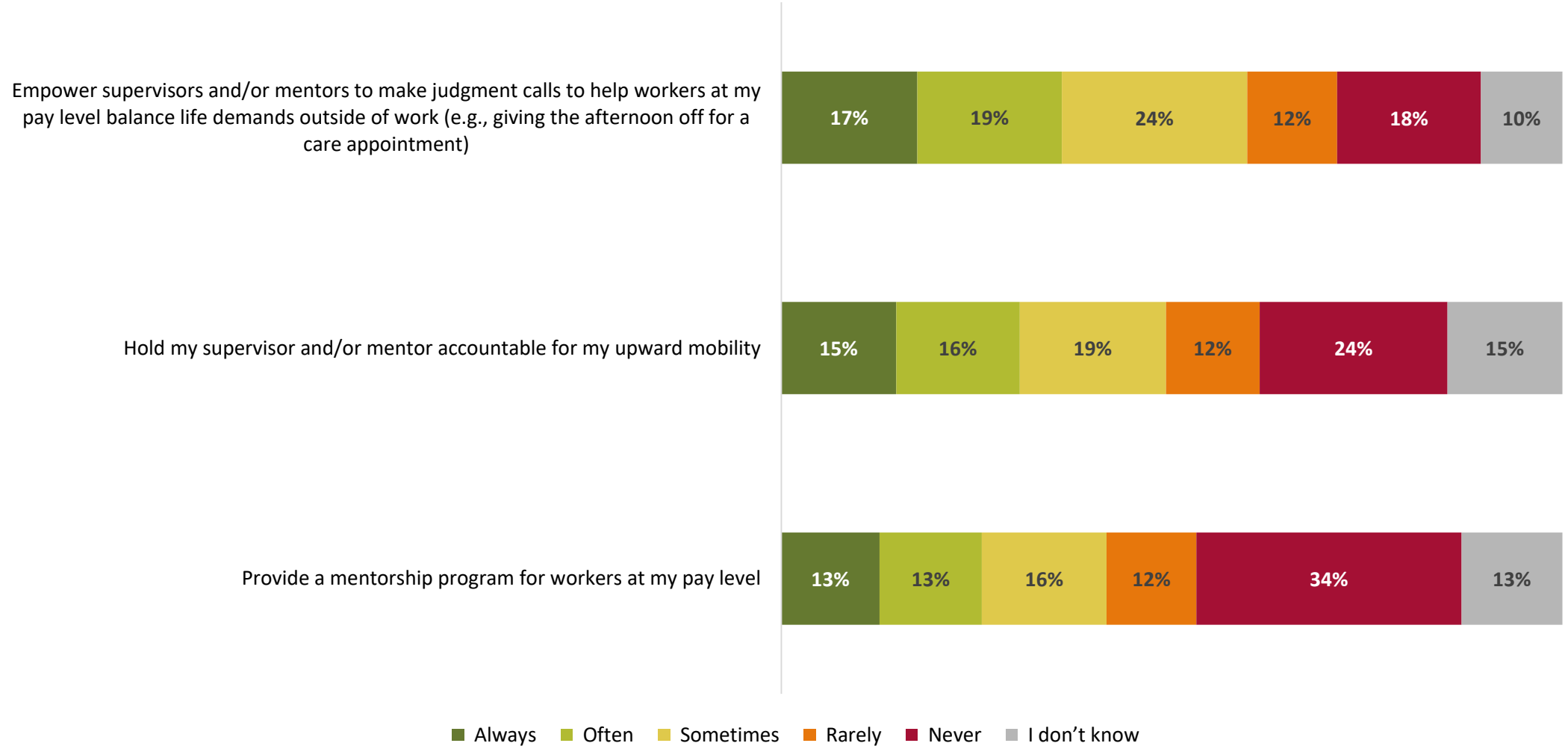
Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D
On-the-job support: Mentor and supervisor support

Copyright © 2022 President and Fellows of Harvard College

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

D15: Does your primary company:

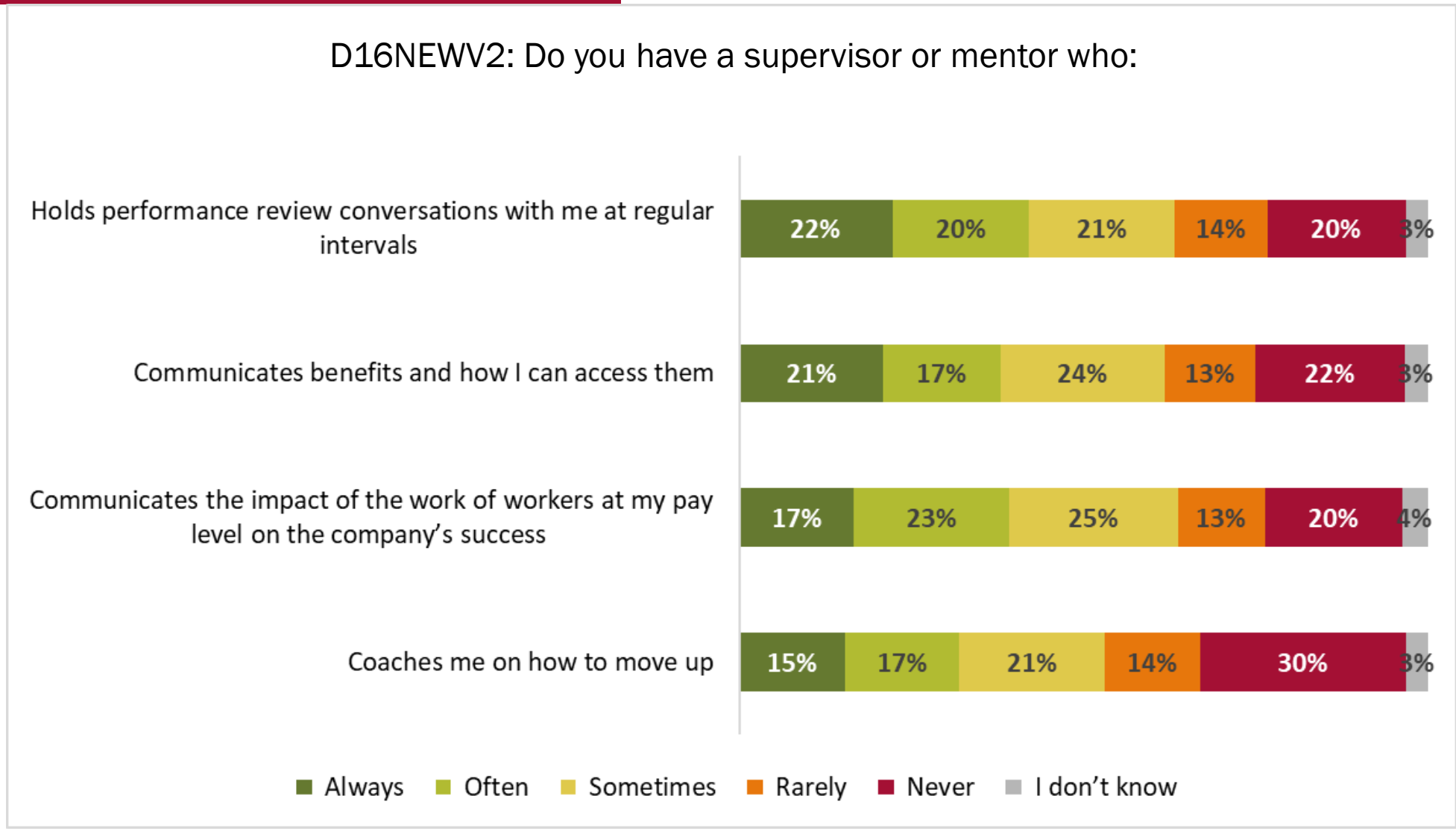


N = 1,025

Section D
On-the-job support: Mentor and supervisor support

Copyright © 2022 President and Fellows of Harvard College

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

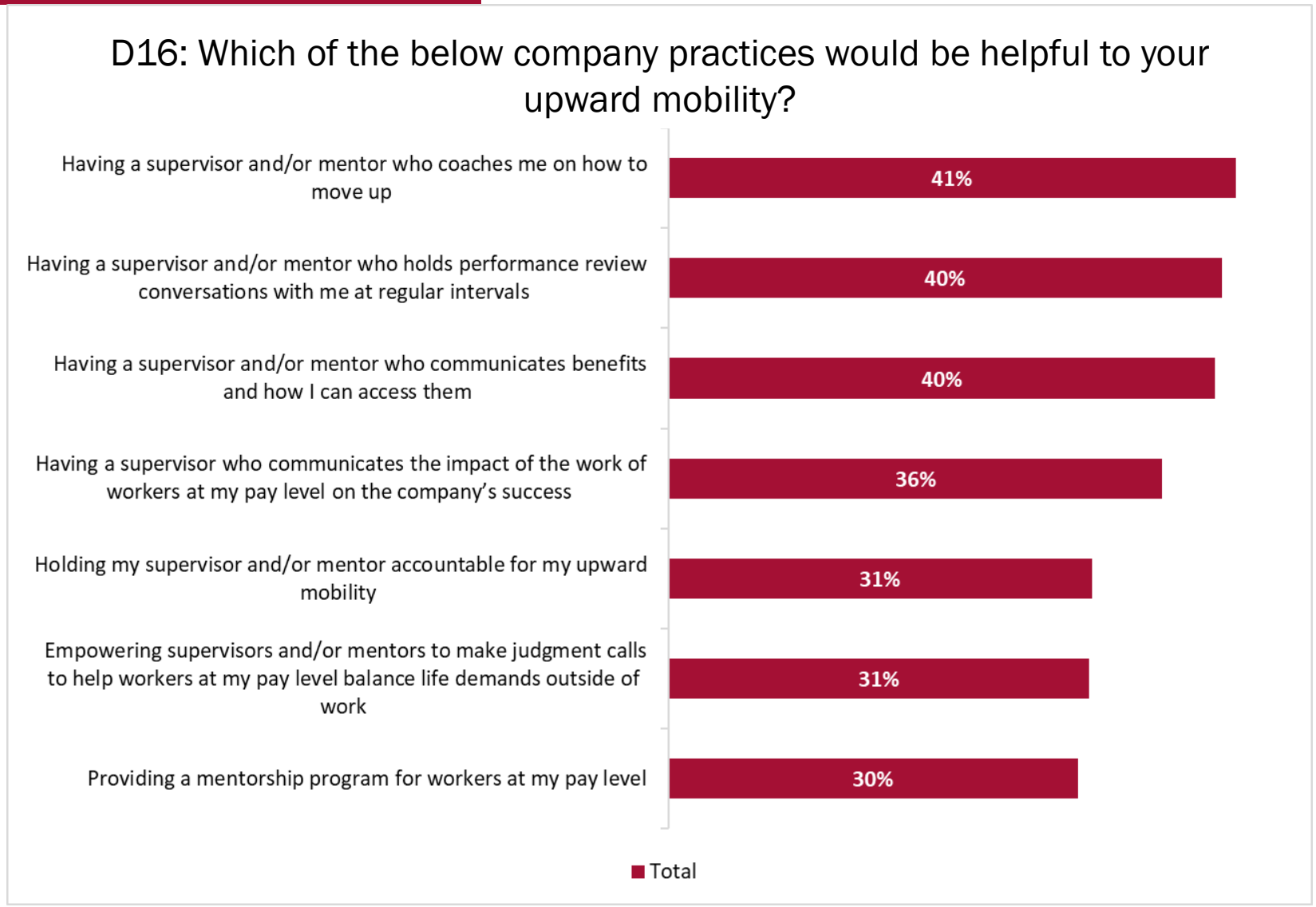


N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)

Section D
On-the-job support: Mentor and supervisor support

Copyright © 2022 President and Fellows of Harvard College

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

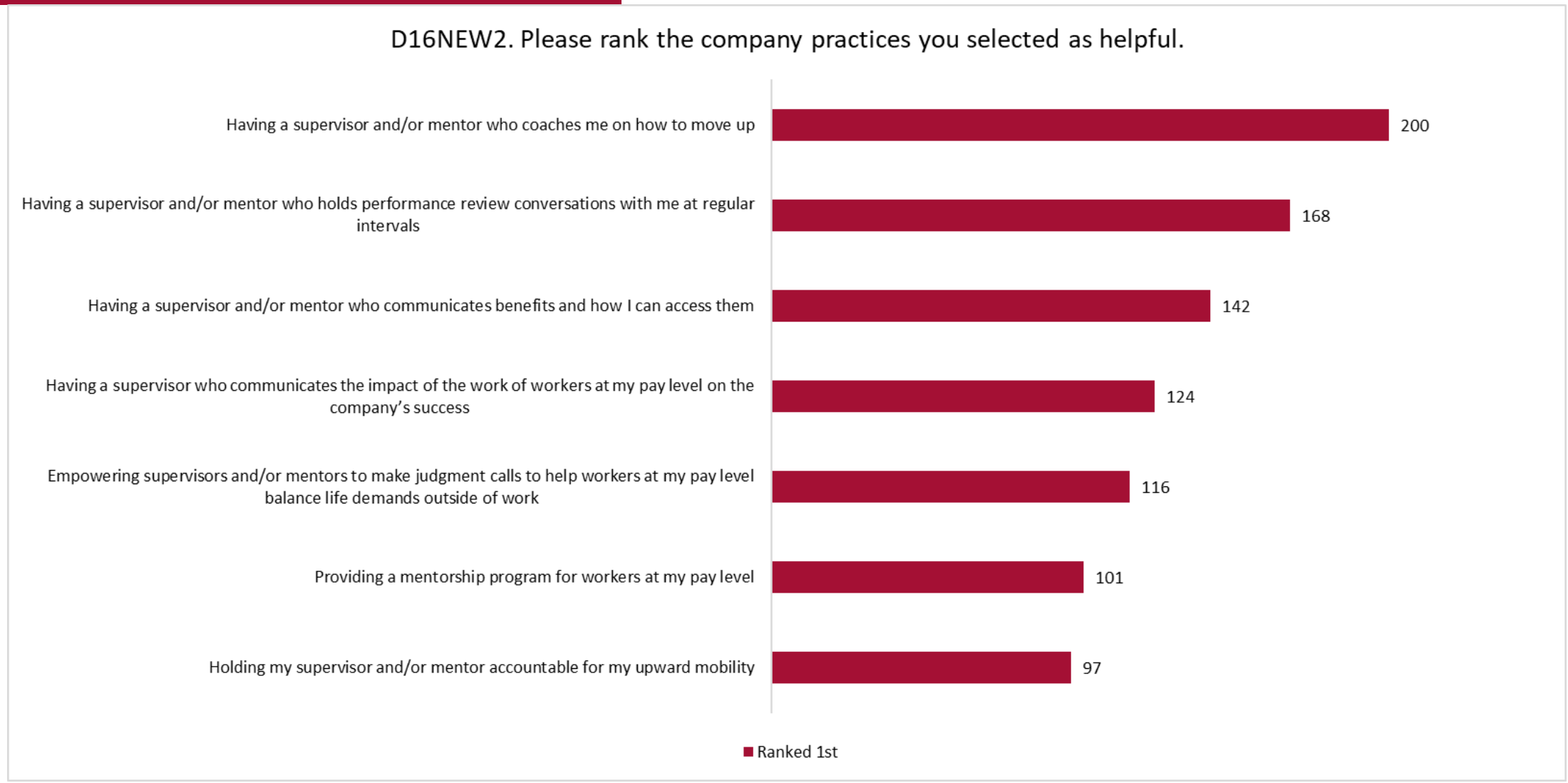


N = 1,025 (workers could select all that apply)

Section D
On-the-job support: Mentor and supervisor support

Copyright © 2022 President and Fellows of Harvard College

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



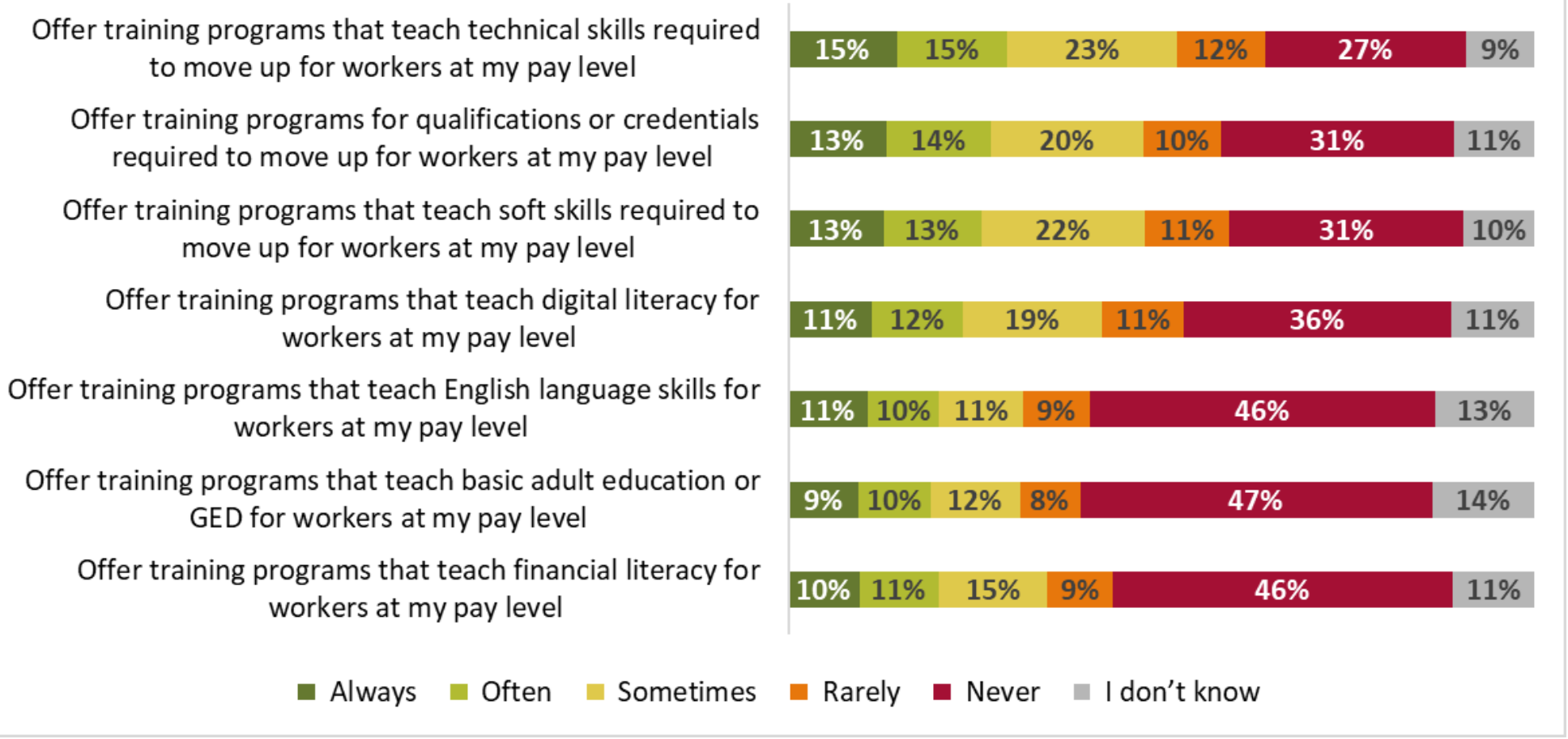
Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D
On-the-job support: Learning and development

Copyright © 2022 President and Fellows of Harvard College

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

D17: Does your primary company:

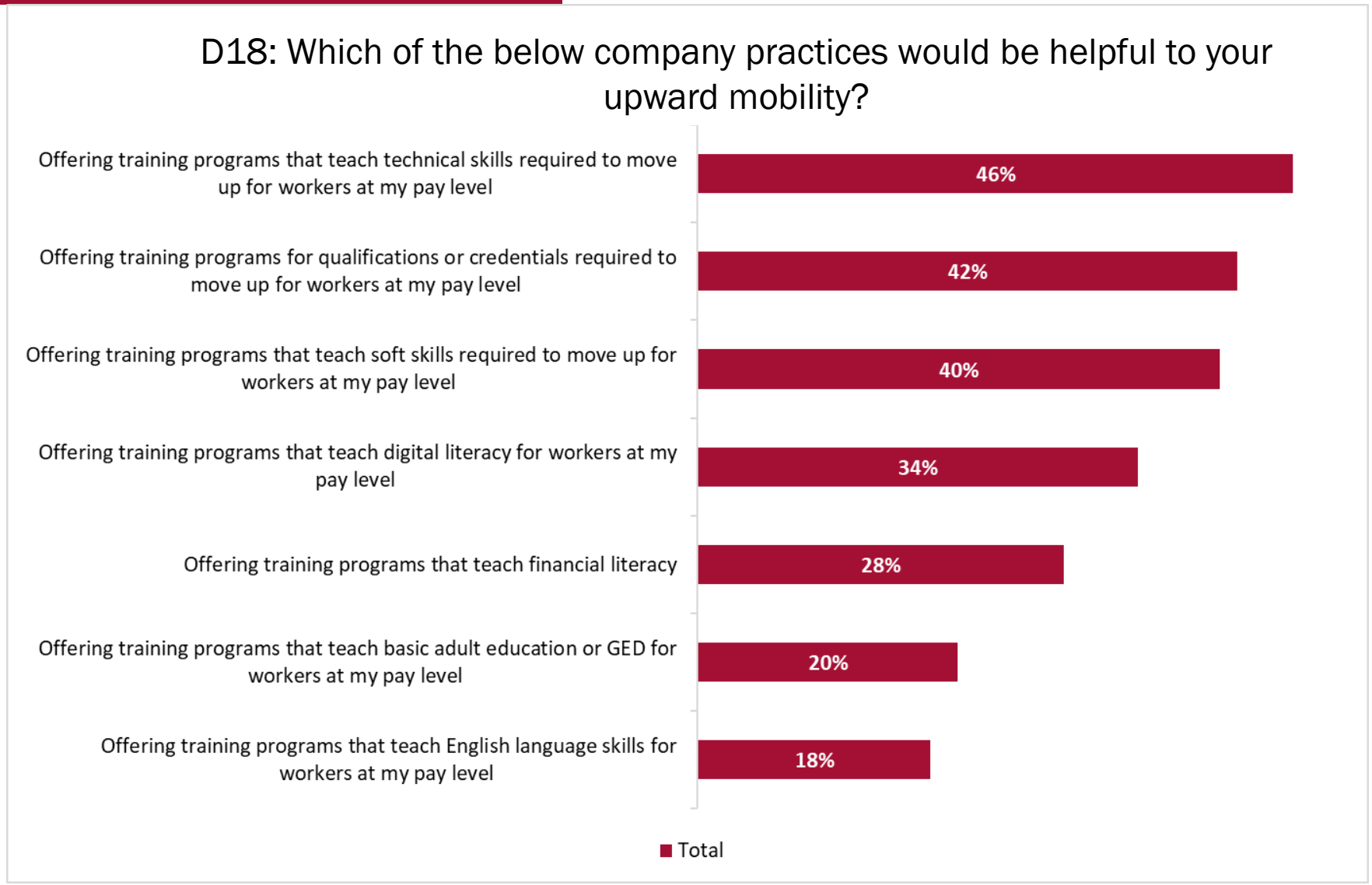


N = 1,025

Section D
On-the-job support: Learning and development

Copyright © 2022 President and Fellows of Harvard College

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

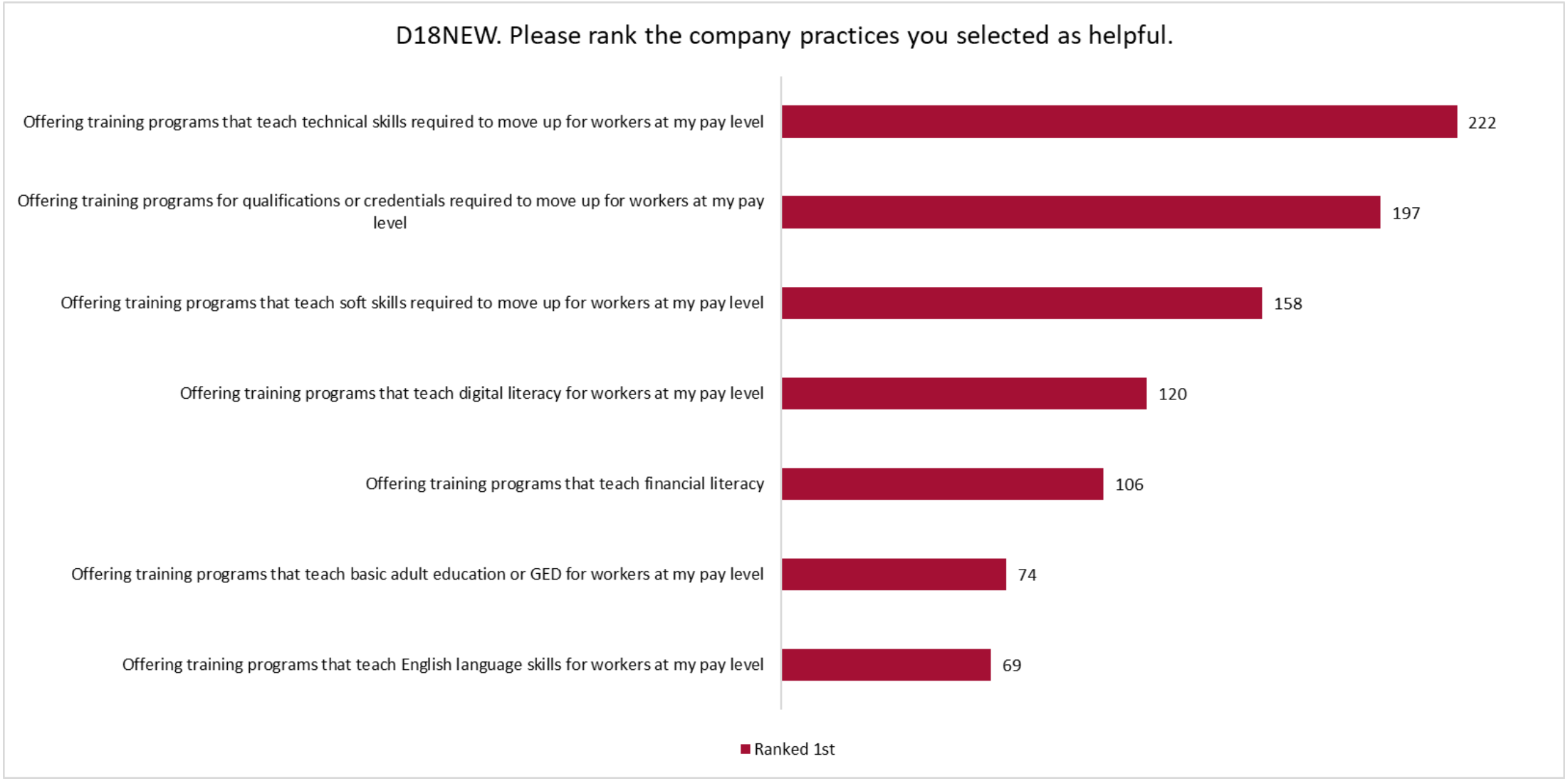


N = 1,025 (workers could select all that apply)

Section D
On-the-job support: Learning and development

Copyright © 2022 President and Fellows of Harvard College

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

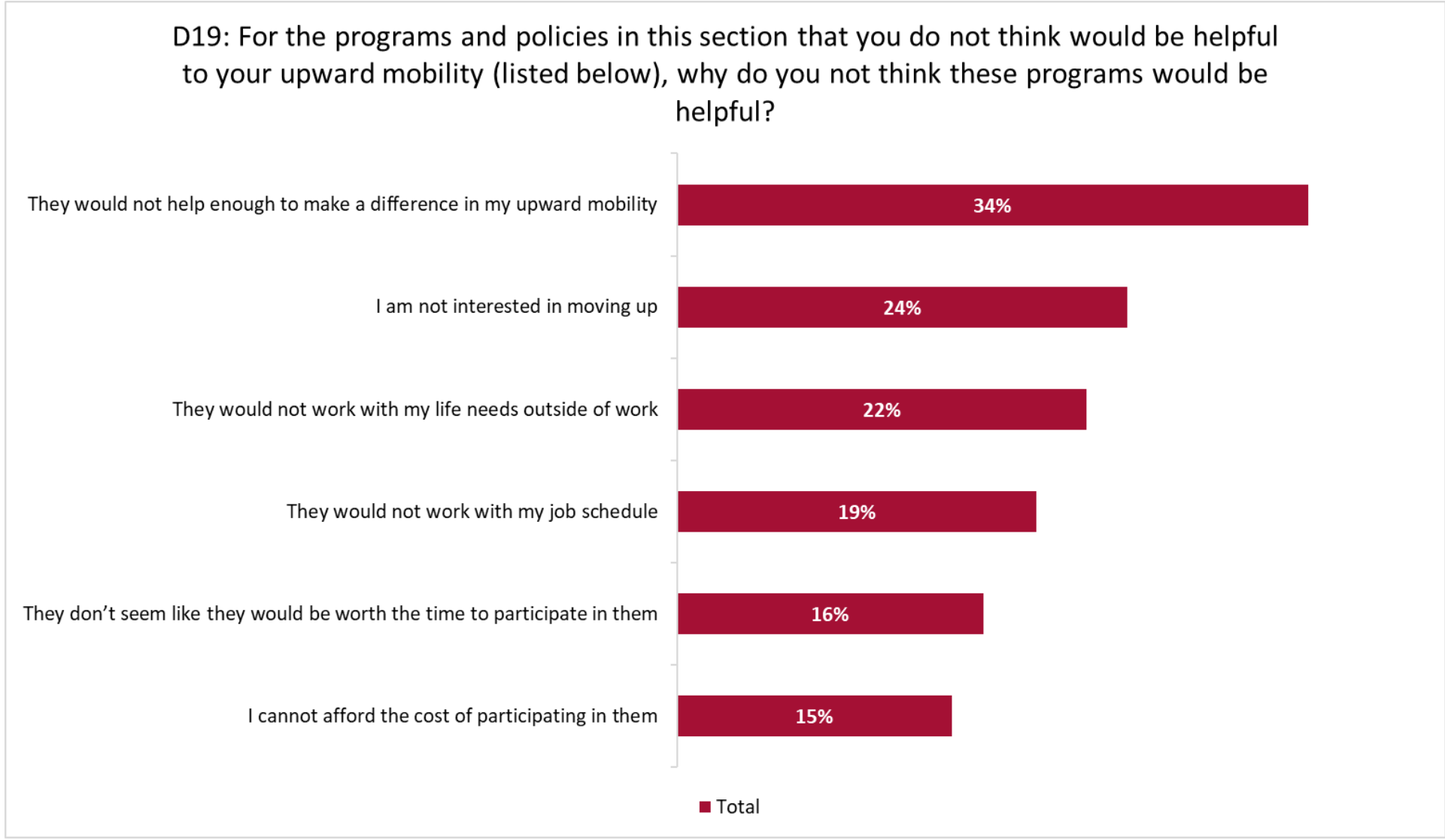


Varied Ns – Only those who selected a company practice in the previous question would be able to rank it

Section D
On-the-job support: Learning and development

Copyright © 2022 President and Fellows of Harvard College

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

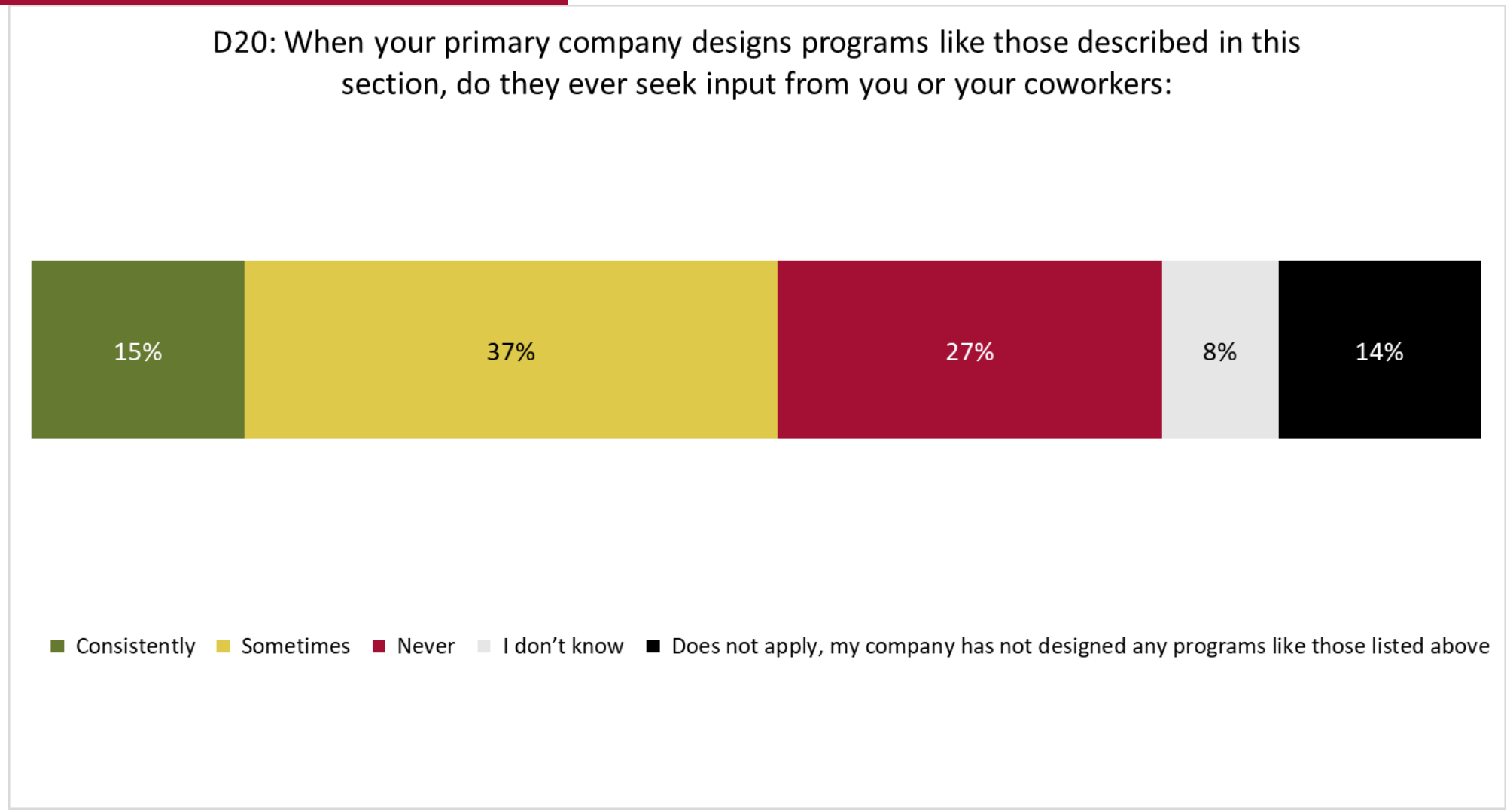


N = 1,001 (respondents who did not select all practices as helpful)

Section D
On-the-job support: Learning and development

Copyright © 2022 President and Fellows of Harvard College

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



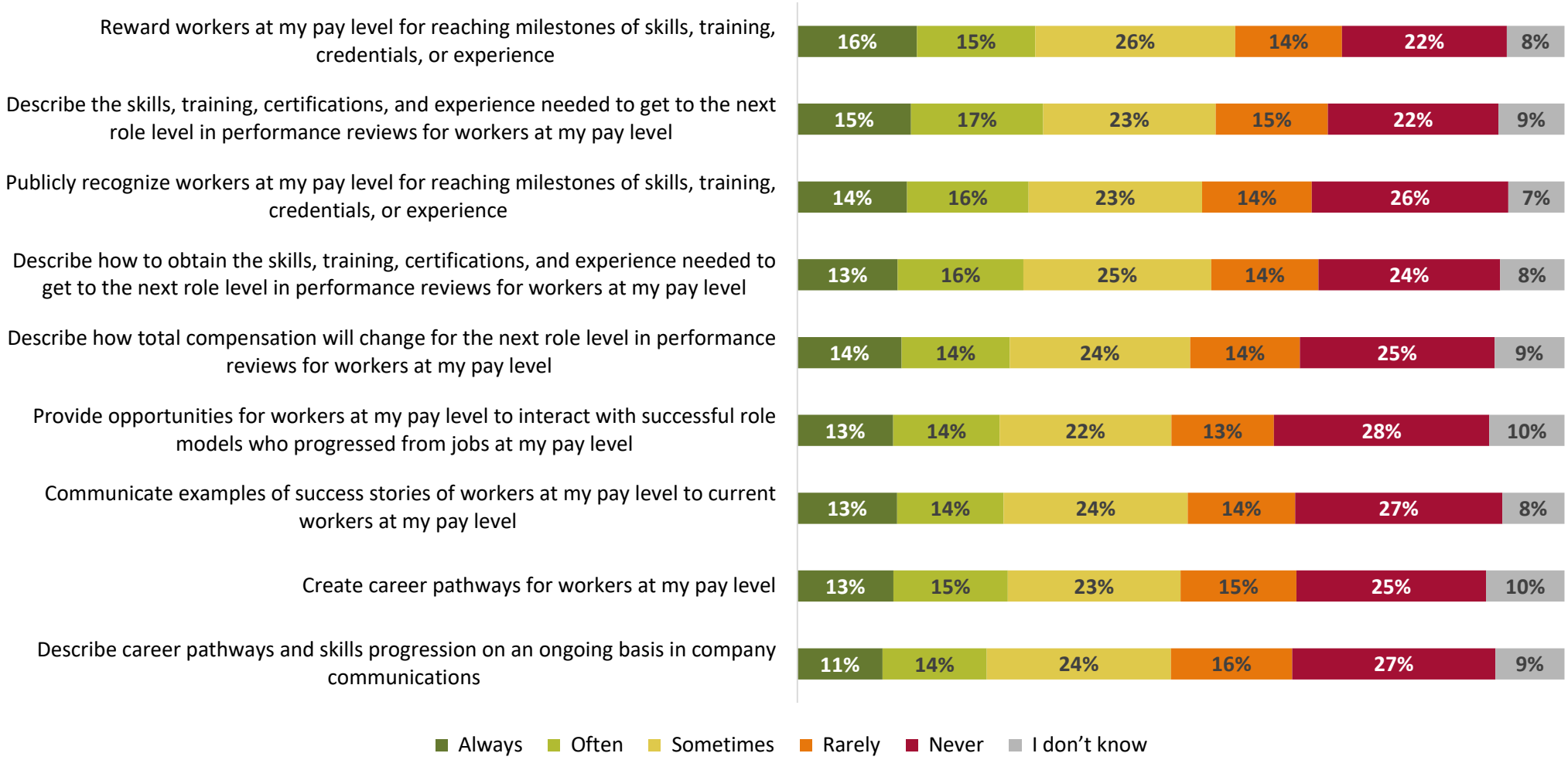
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section D
Pathways for advancement

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

D21: Does your primary company:



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

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

Copyright © 2022 President and Fellows of Harvard College

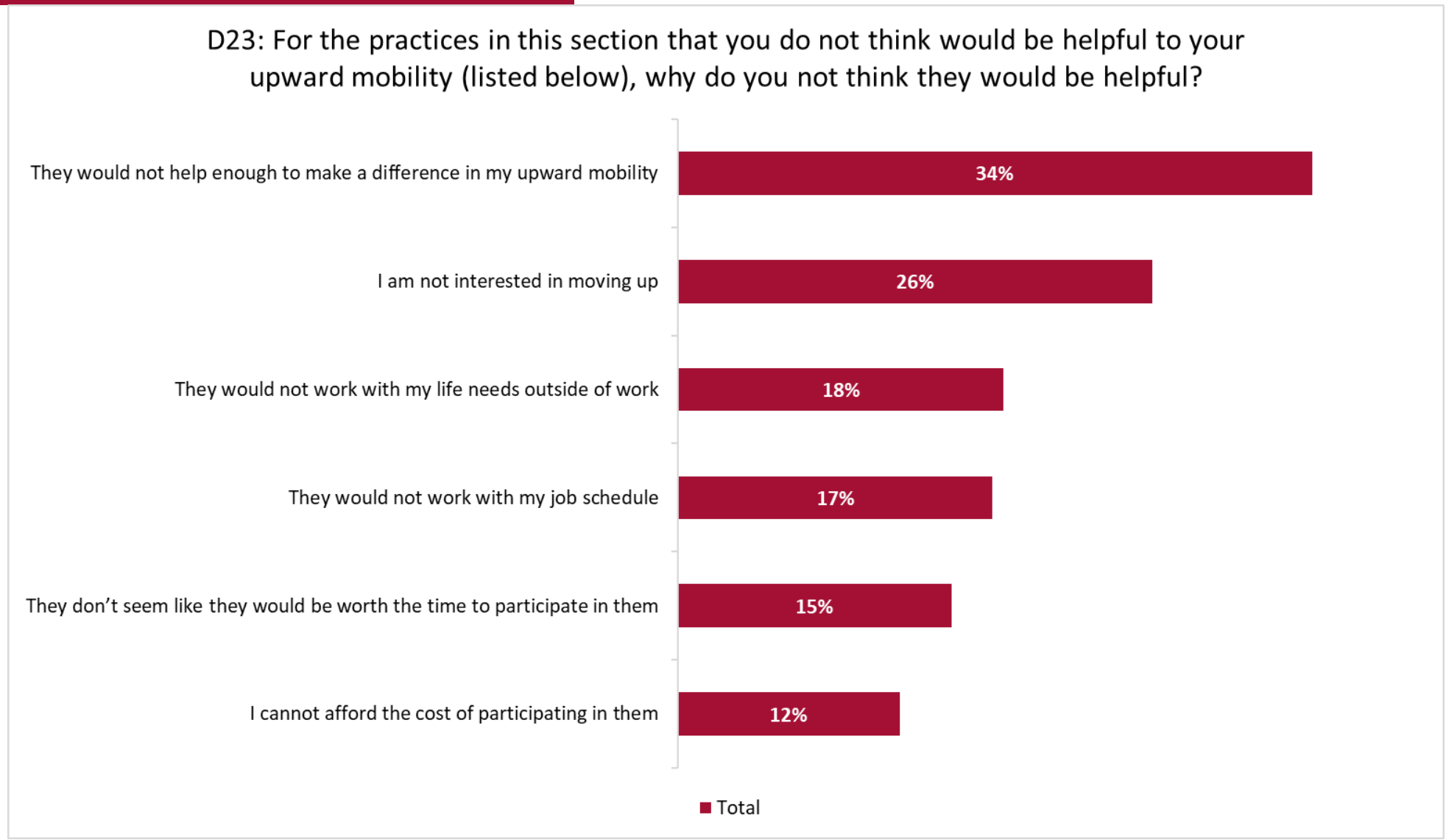
Section D
Pathways for advancement

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

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

Copyright © 2022 President and Fellows of Harvard College

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



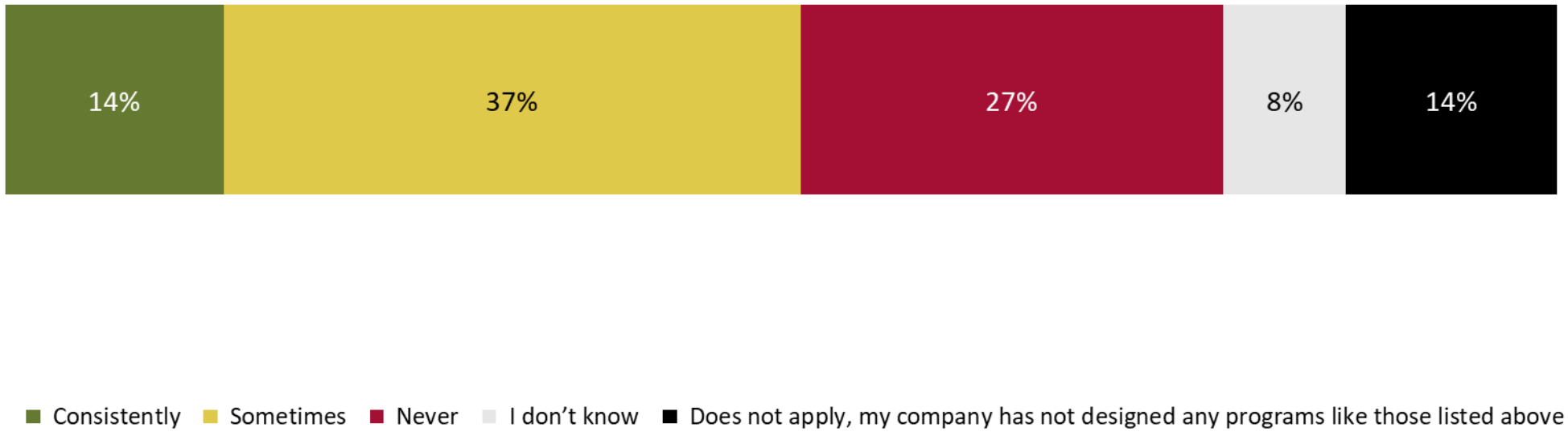
N = 959 (respondents who did not select all practices as helpful)

Copyright © 2022 President and Fellows of Harvard College

Section D
Pathways for advancement

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

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



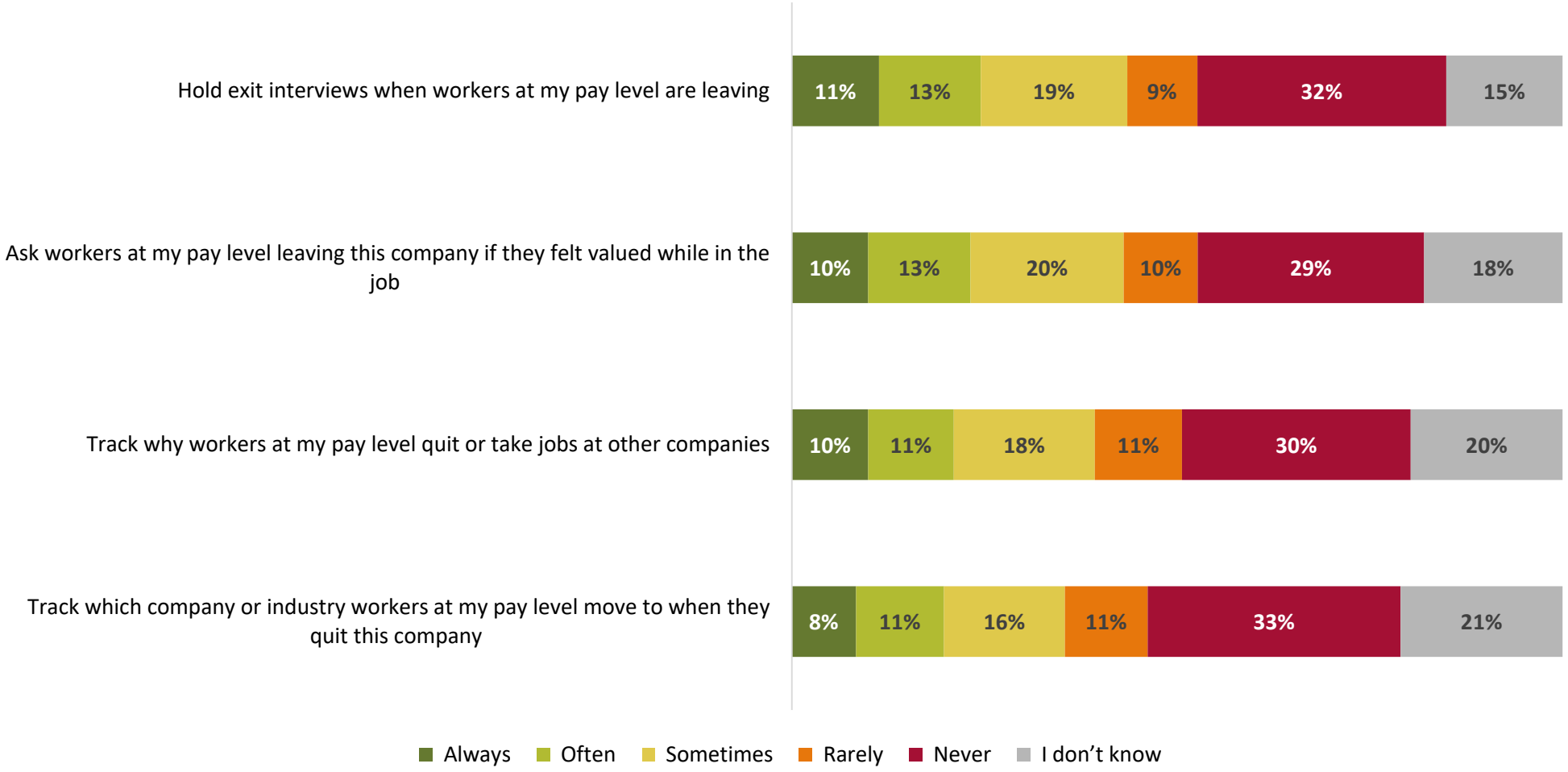
N = 1,025

Section D
Offboarding and post-exit

Copyright © 2022 President and Fellows of Harvard College

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

D25V2: Does your primary company:

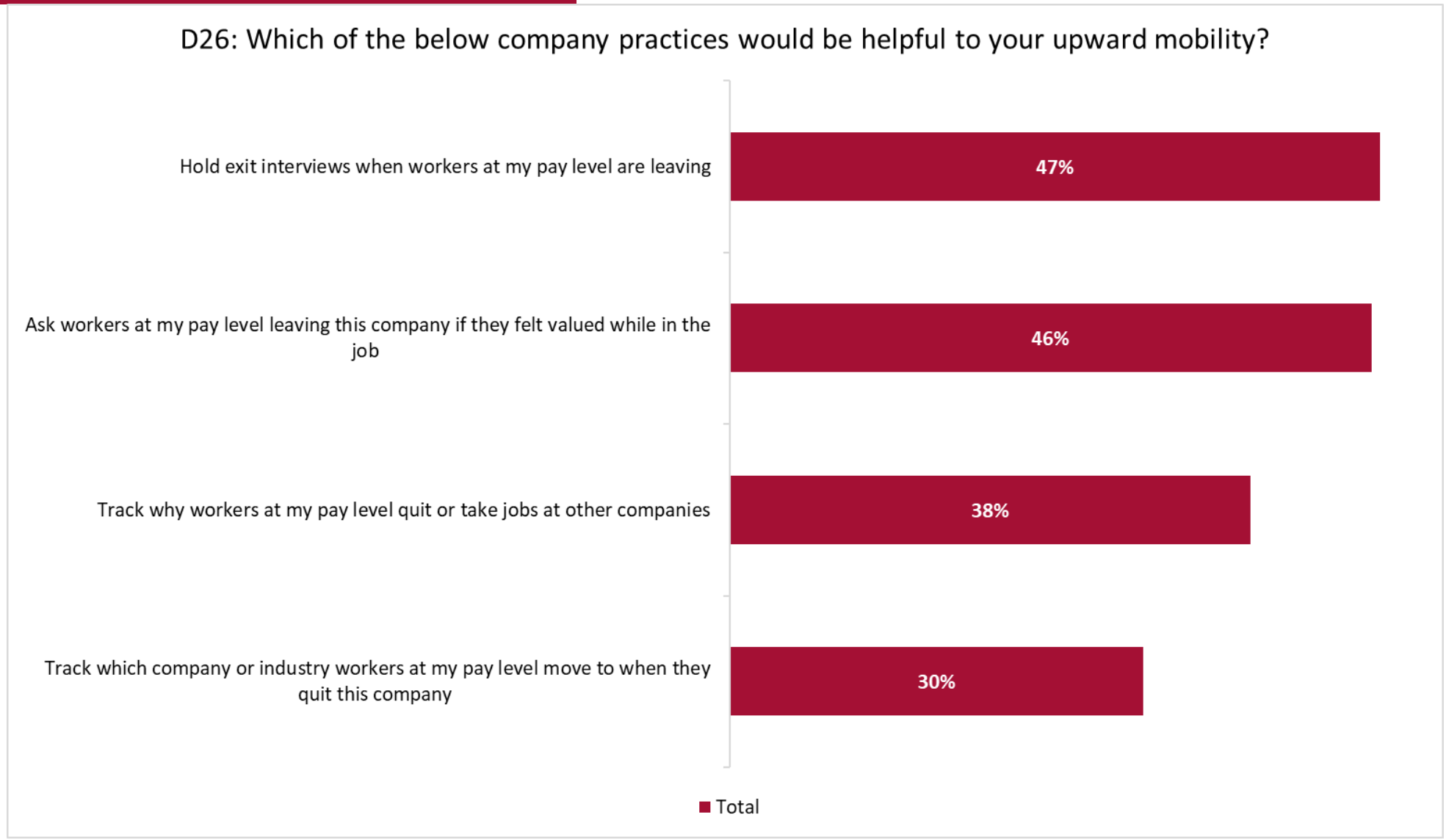


N = 947 (78 people got a version of this question with a yes/no scale instead of always/never)

Copyright © 2022 President and Fellows of Harvard College

Section D
Offboarding and post-exit

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

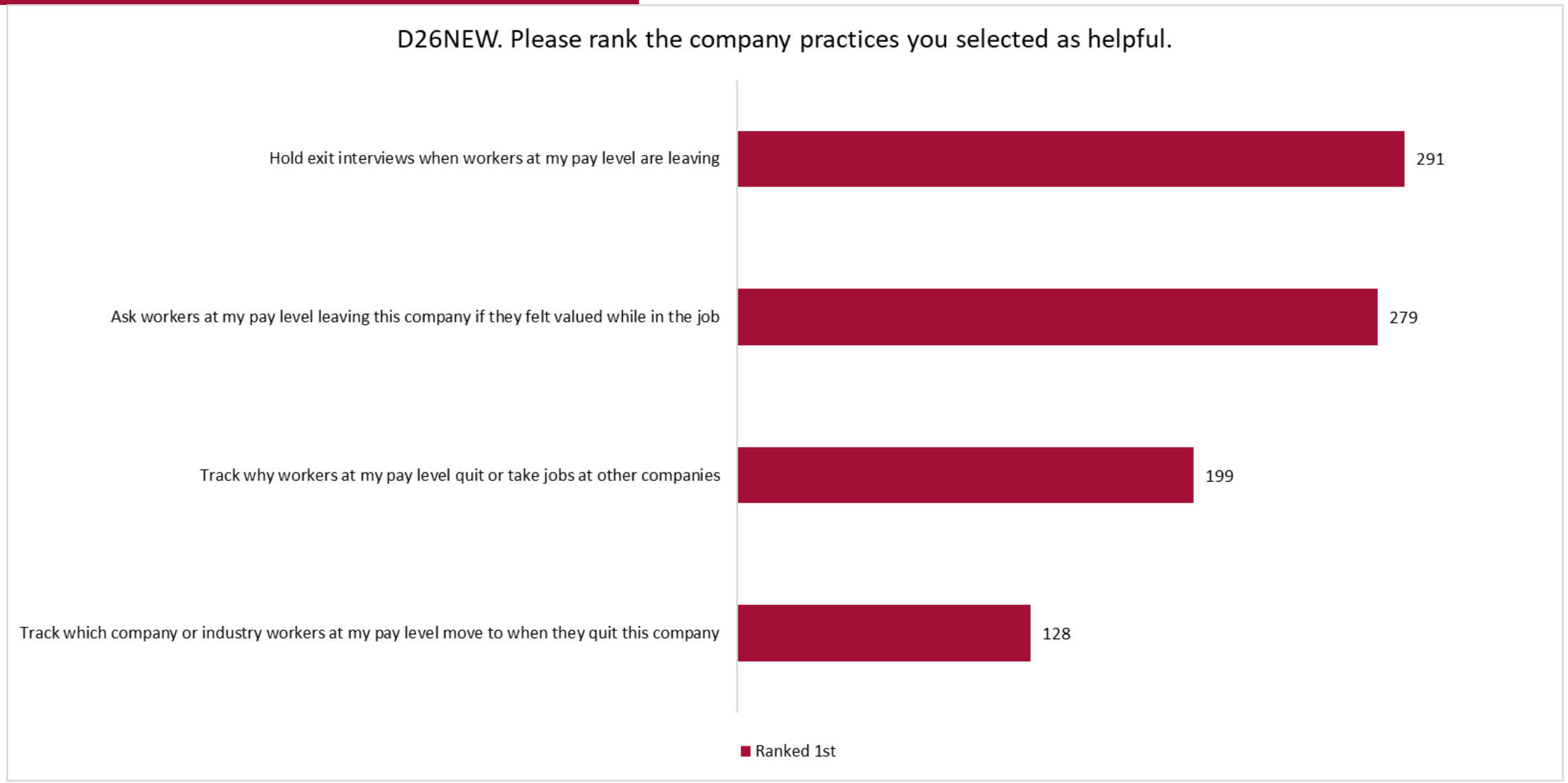


N = 1,025 (workers could select all that apply)

Copyright © 2022 President and Fellows of Harvard College

Section D
Offboarding and post-exit

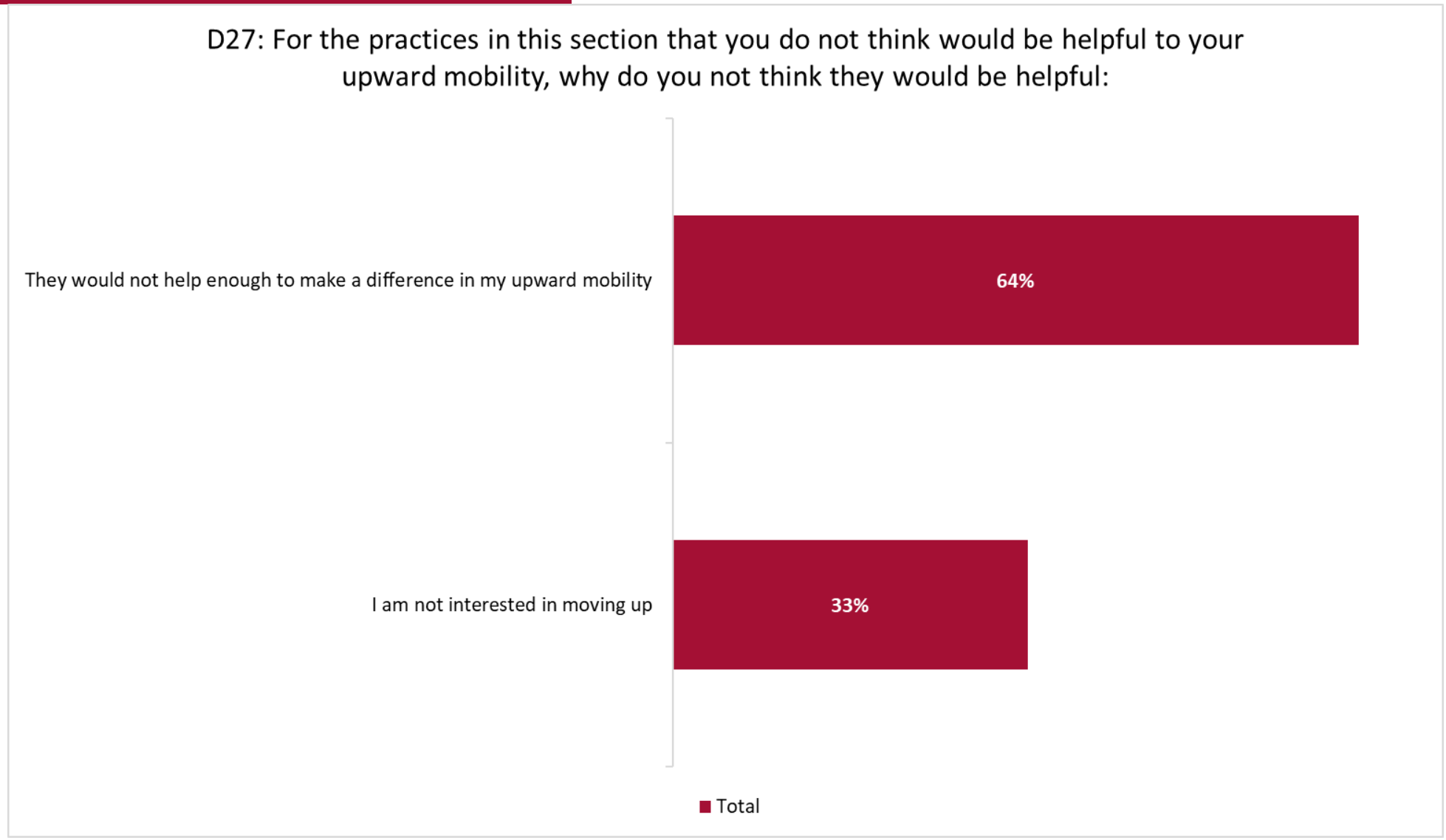
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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



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

Section E

Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

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

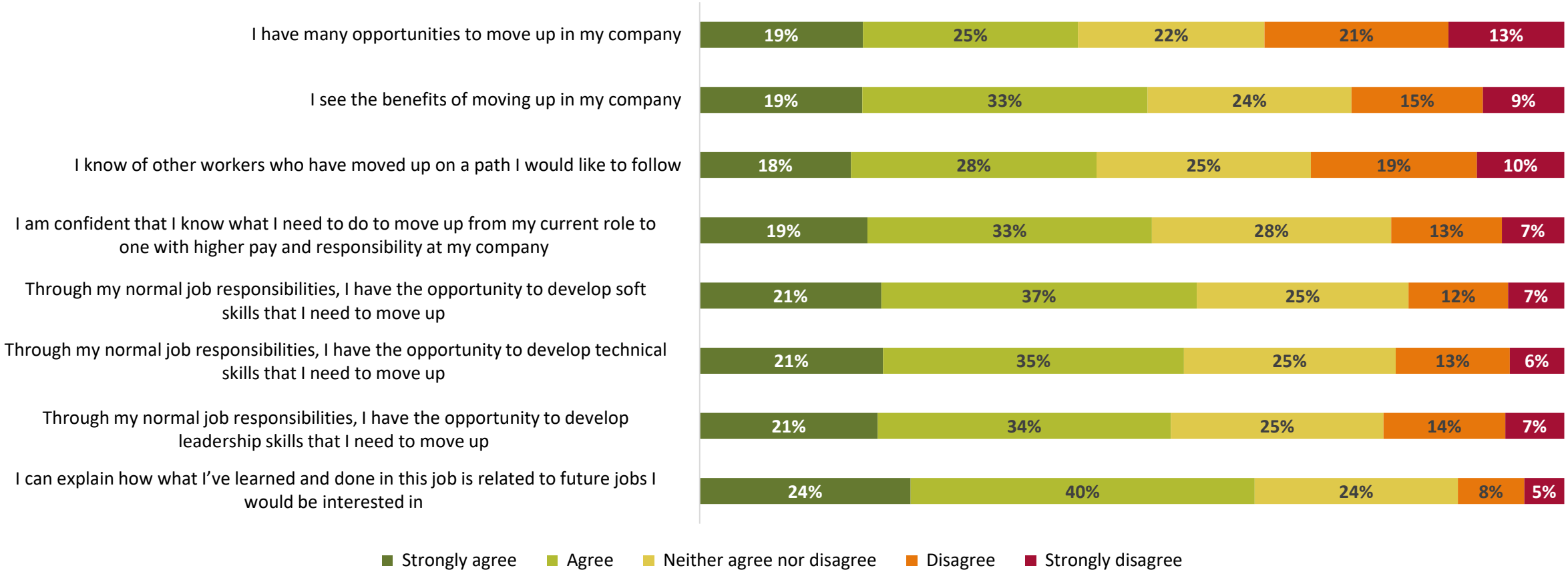
N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section E
Opportunities at your company

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

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



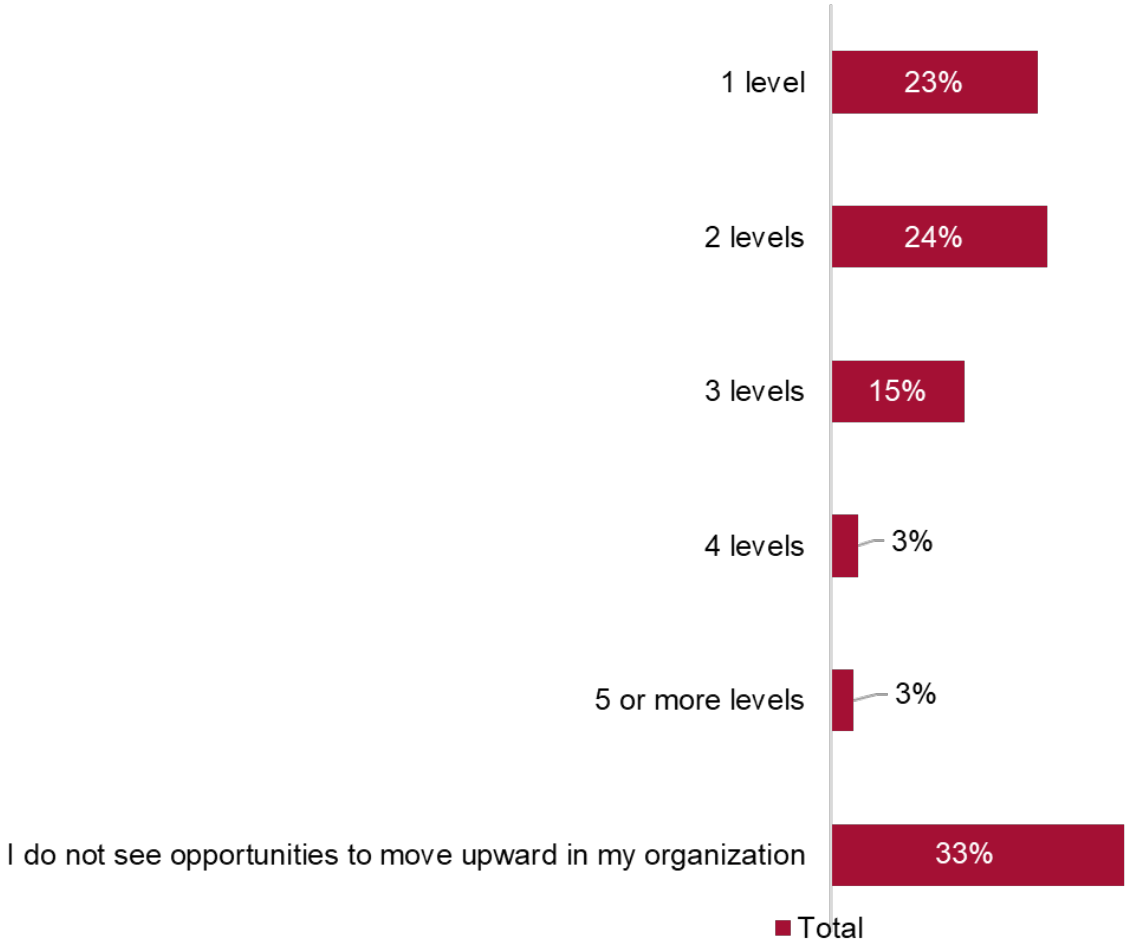
N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

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

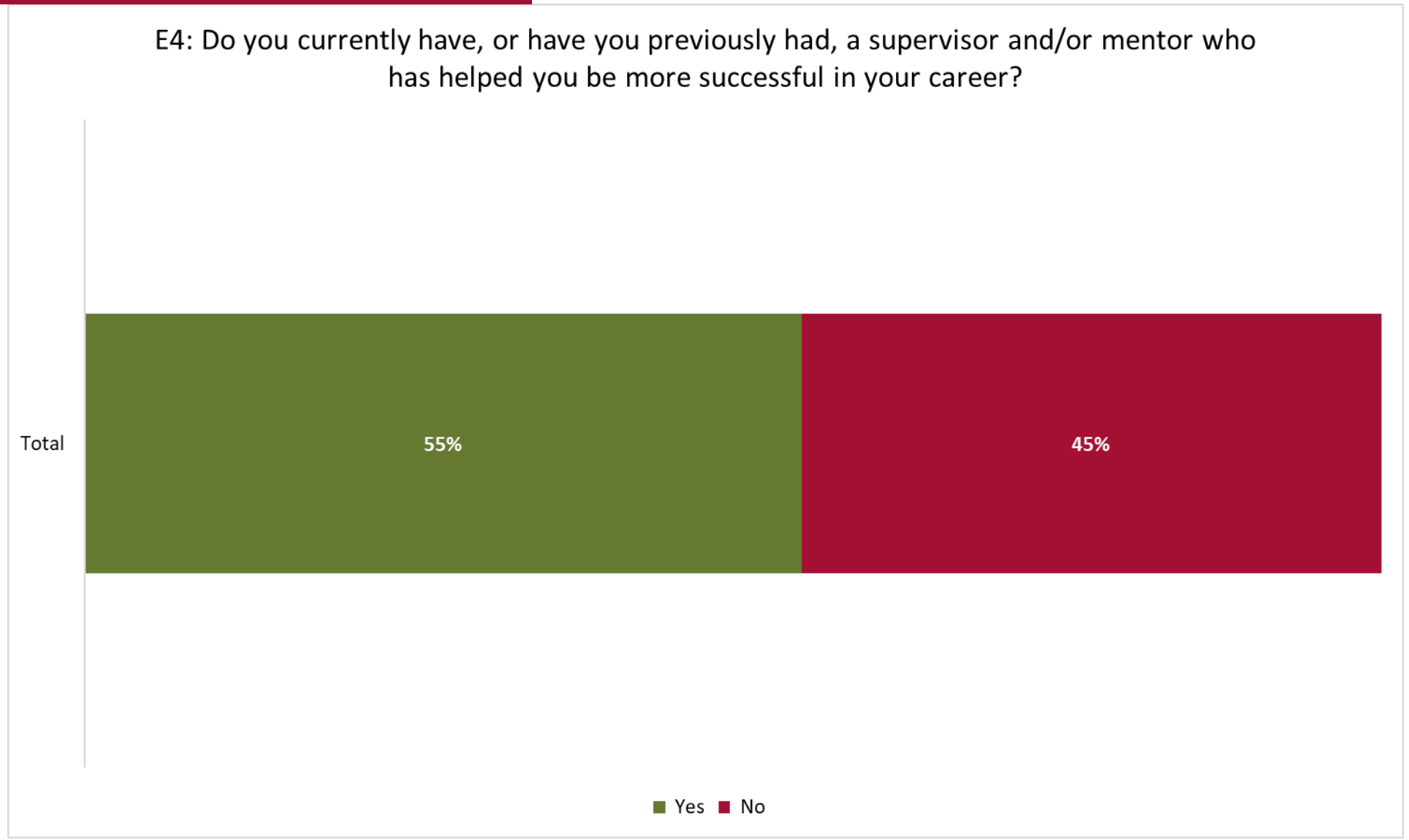


N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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



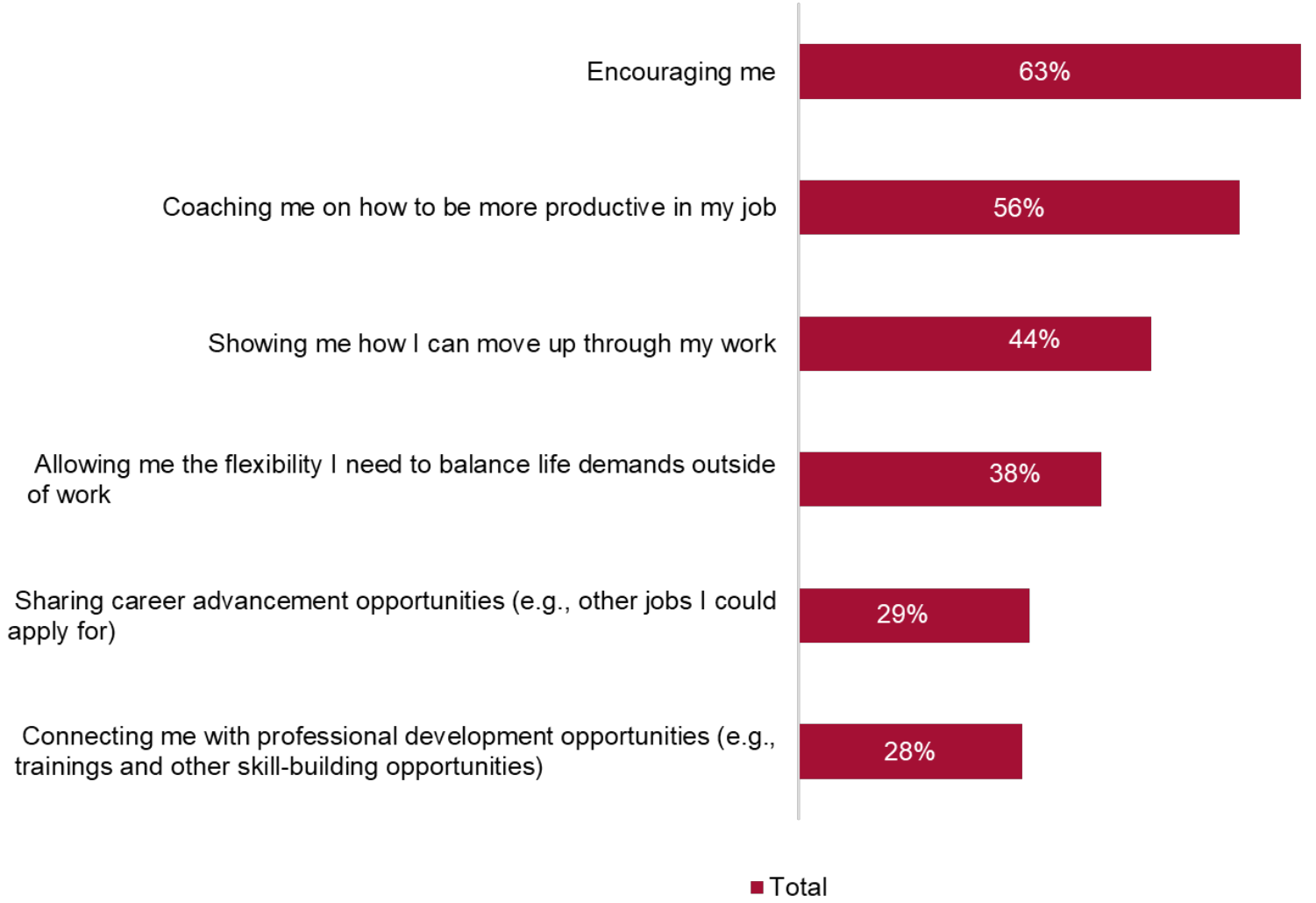
N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

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

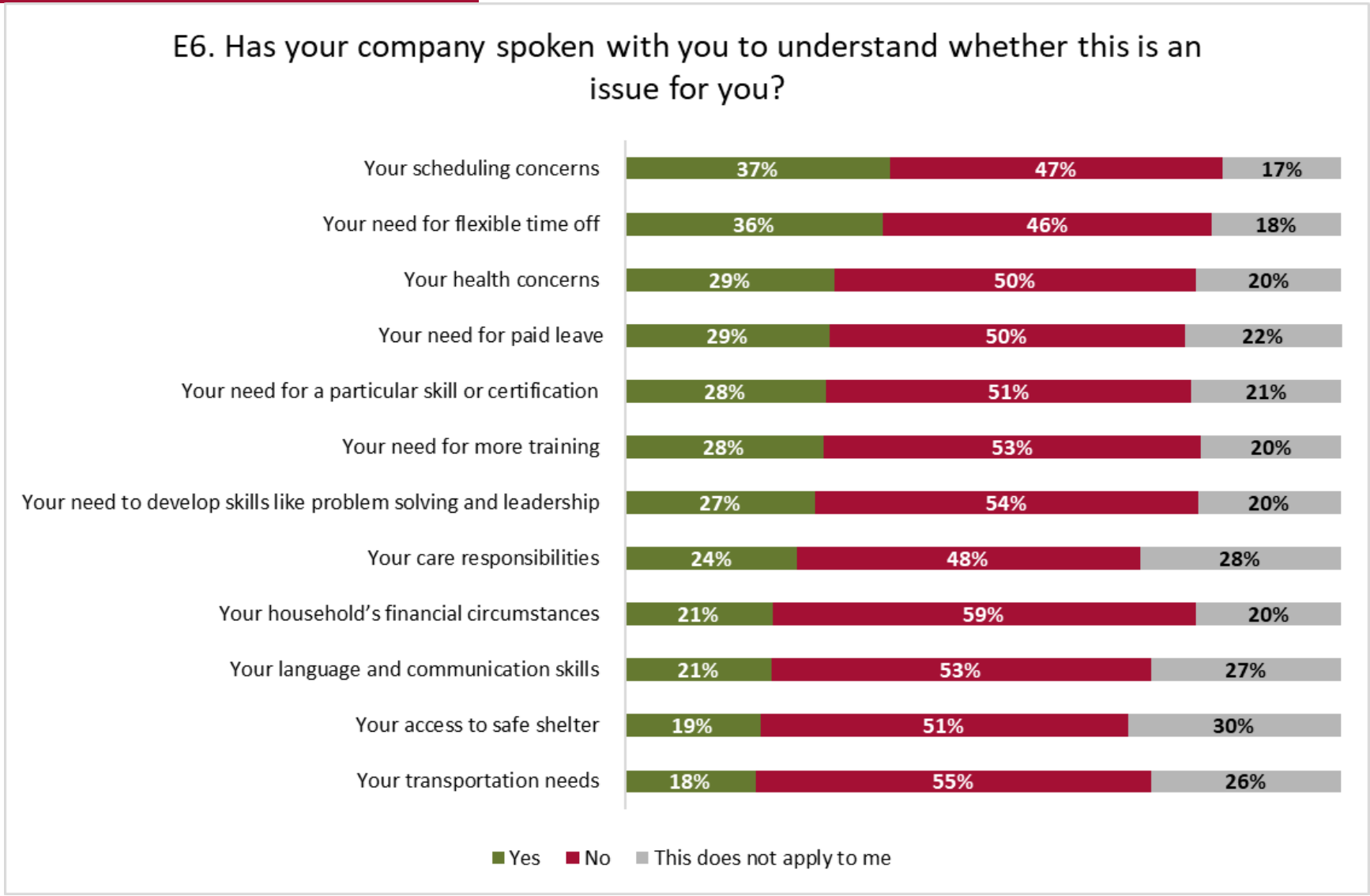


N = 567 (respondents who indicated they have/had a mentor in question E4)

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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



N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

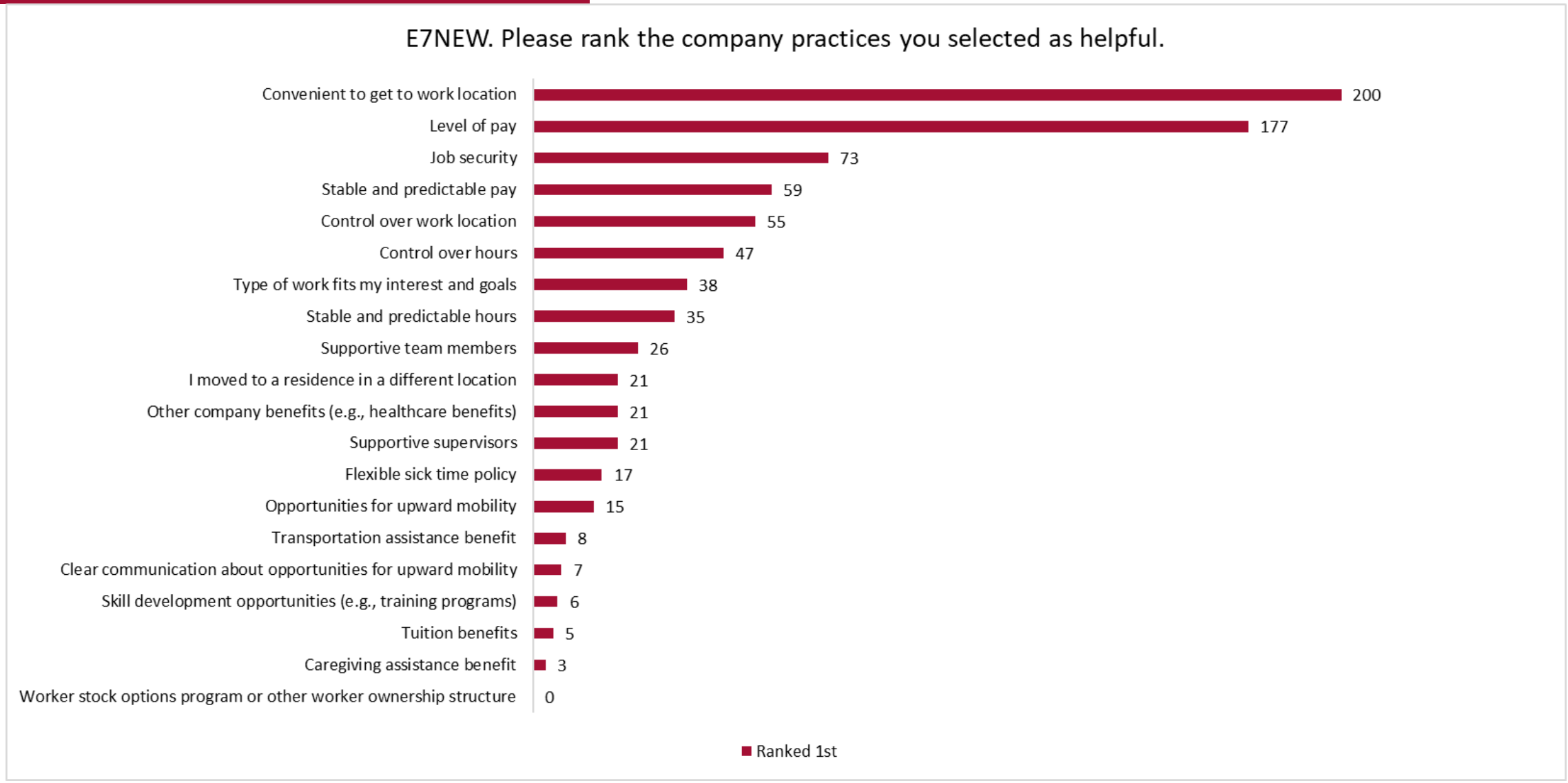
E7. Please select all of the following factors that were important to your decision to move to your primary company as of January 2020 from your previous primary company.

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

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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



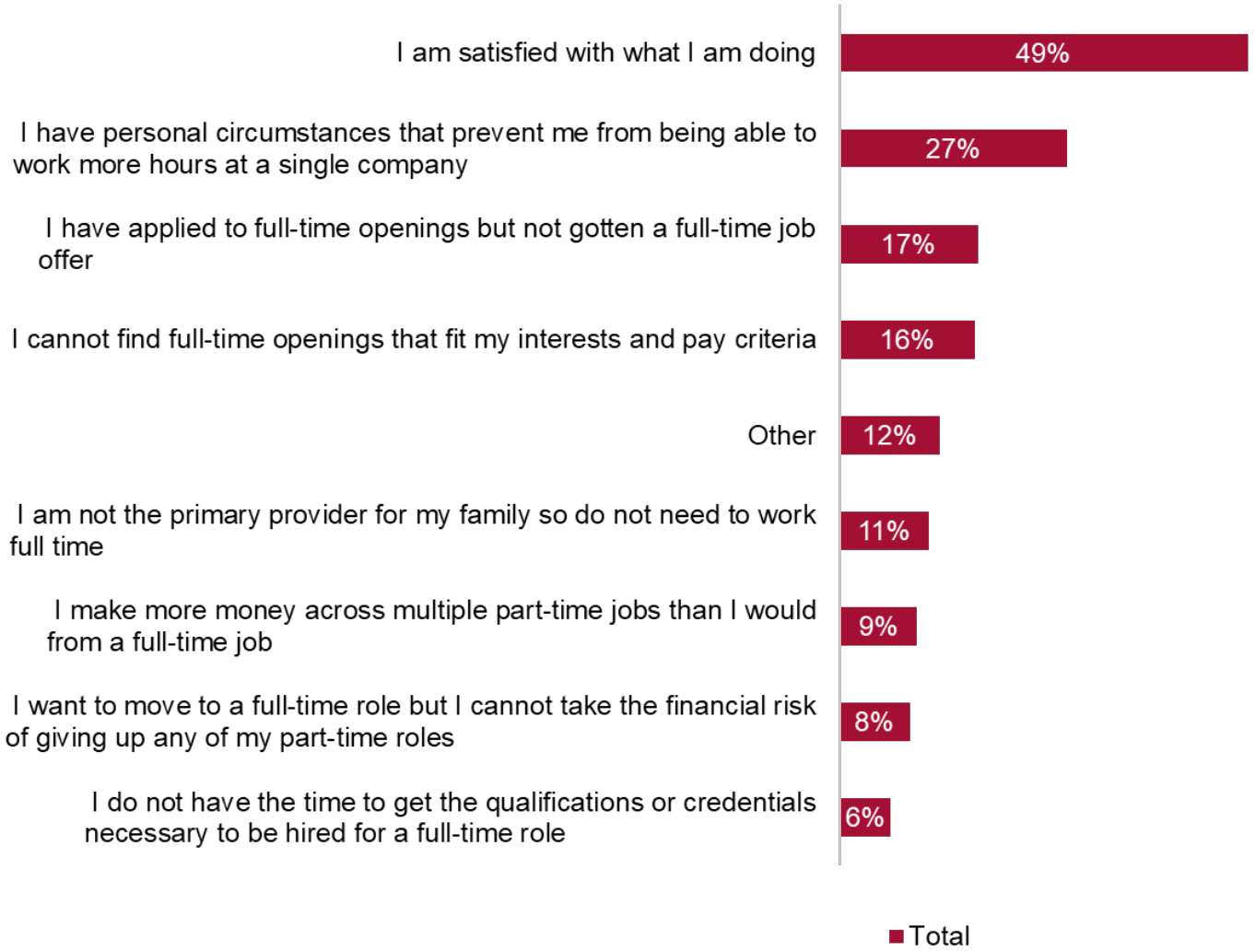
Varied Ns – Only those who selected a factor in the previous question would be able to rank it

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

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



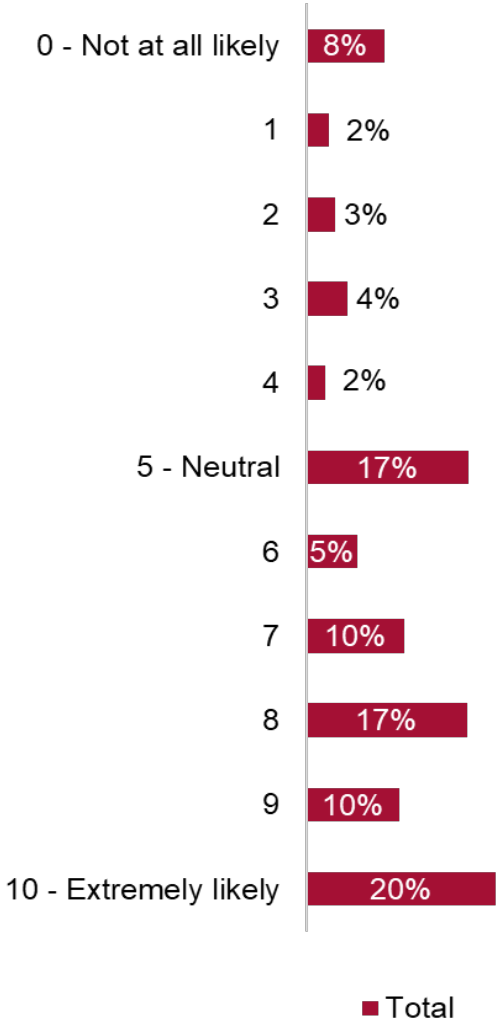
N = 261 (part-time workers)

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

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



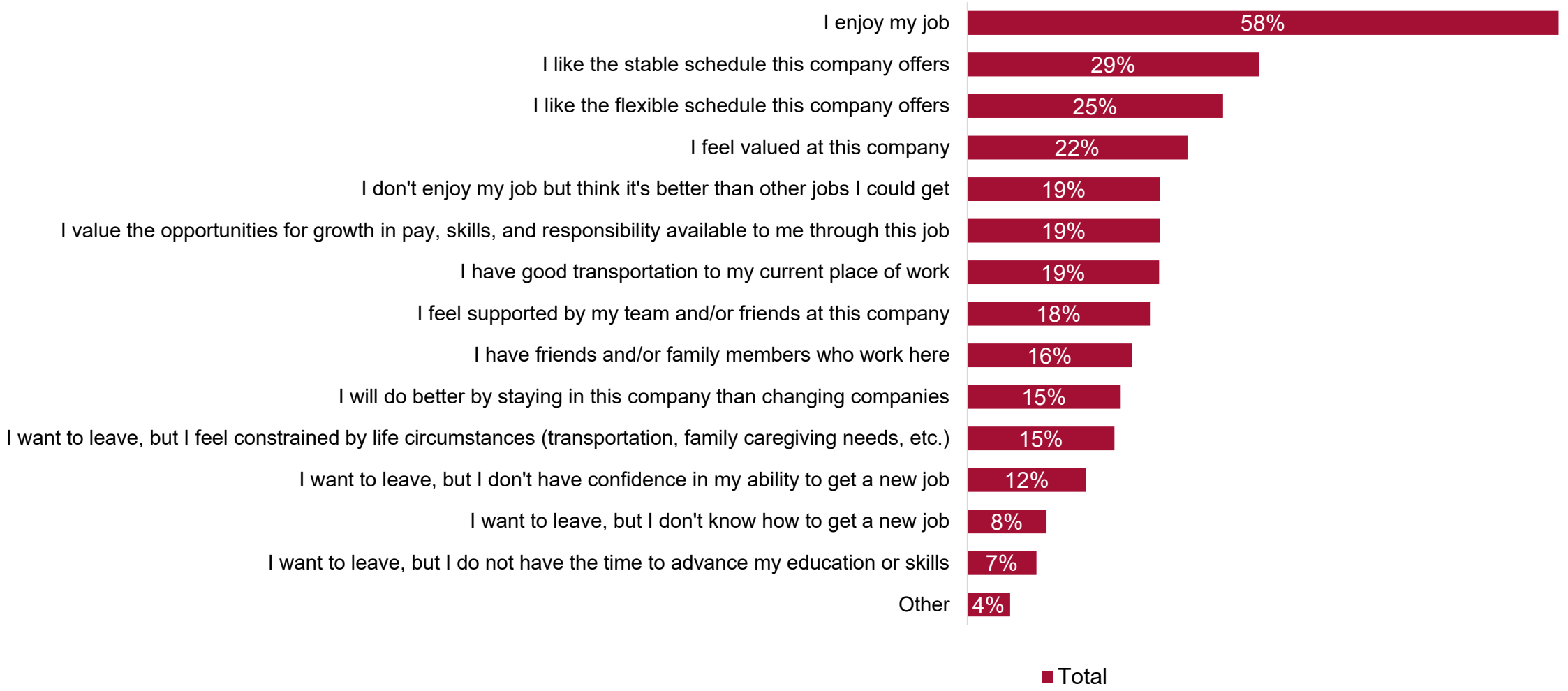
N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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

E10: Why have you stayed at your current company?

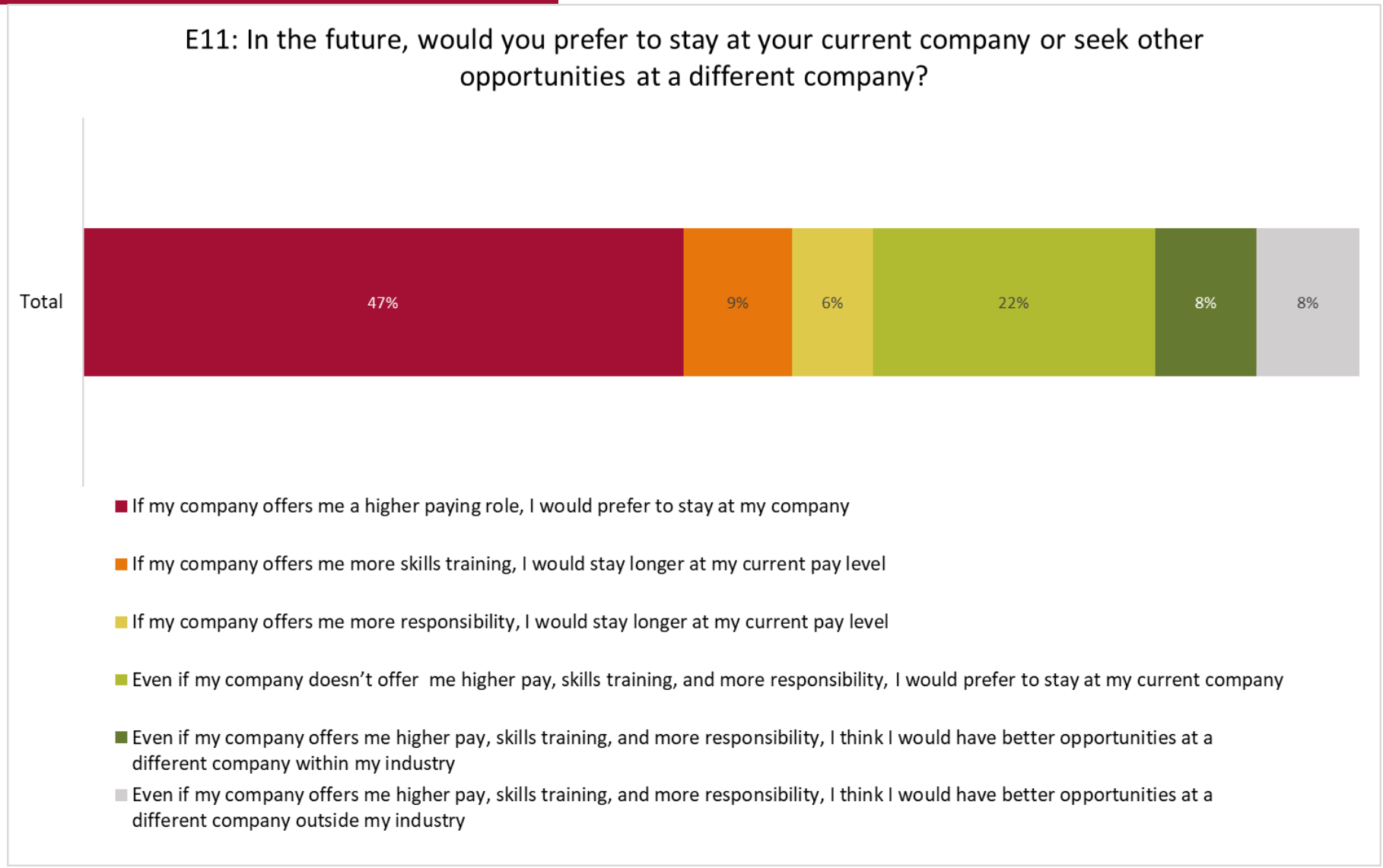


N = 1,025

Section E
Your thoughts about your primary company

Copyright © 2022 President and Fellows of Harvard College

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



N = 1,025

Section F

Barriers

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

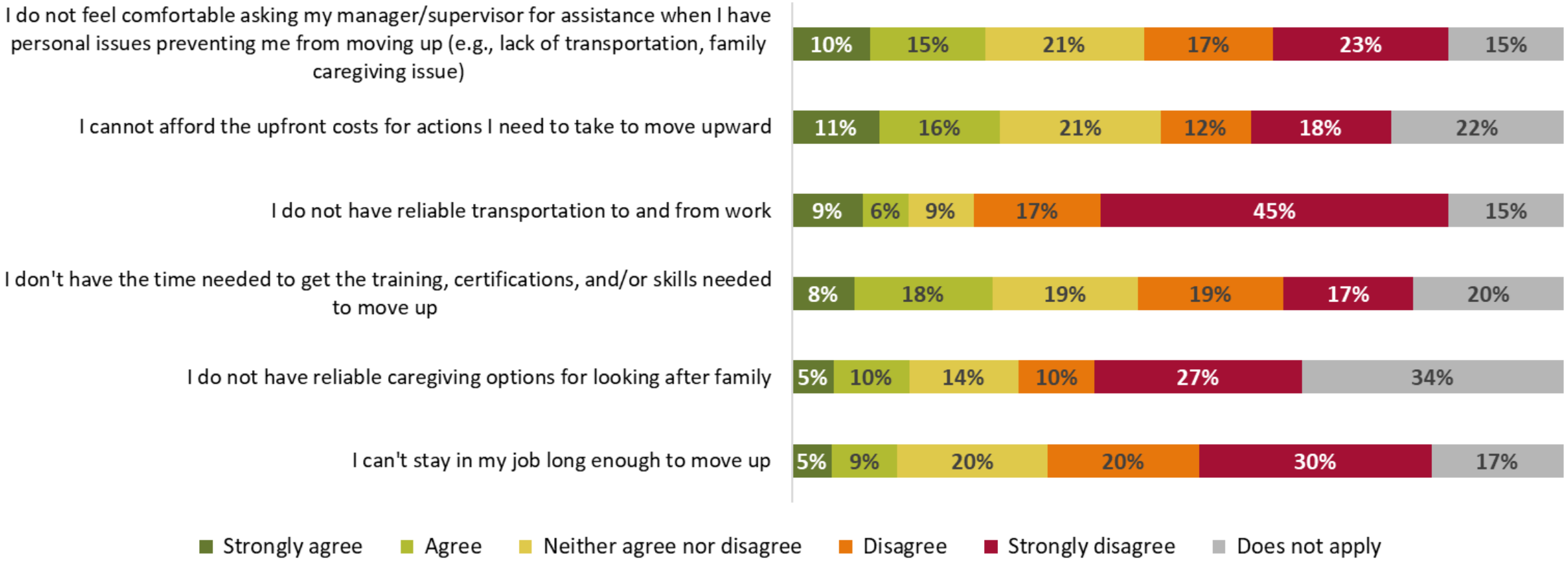
N = 375

Section F - Barriers
Personal circumstances

Copyright © 2022 President and Fellows of Harvard College

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

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



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

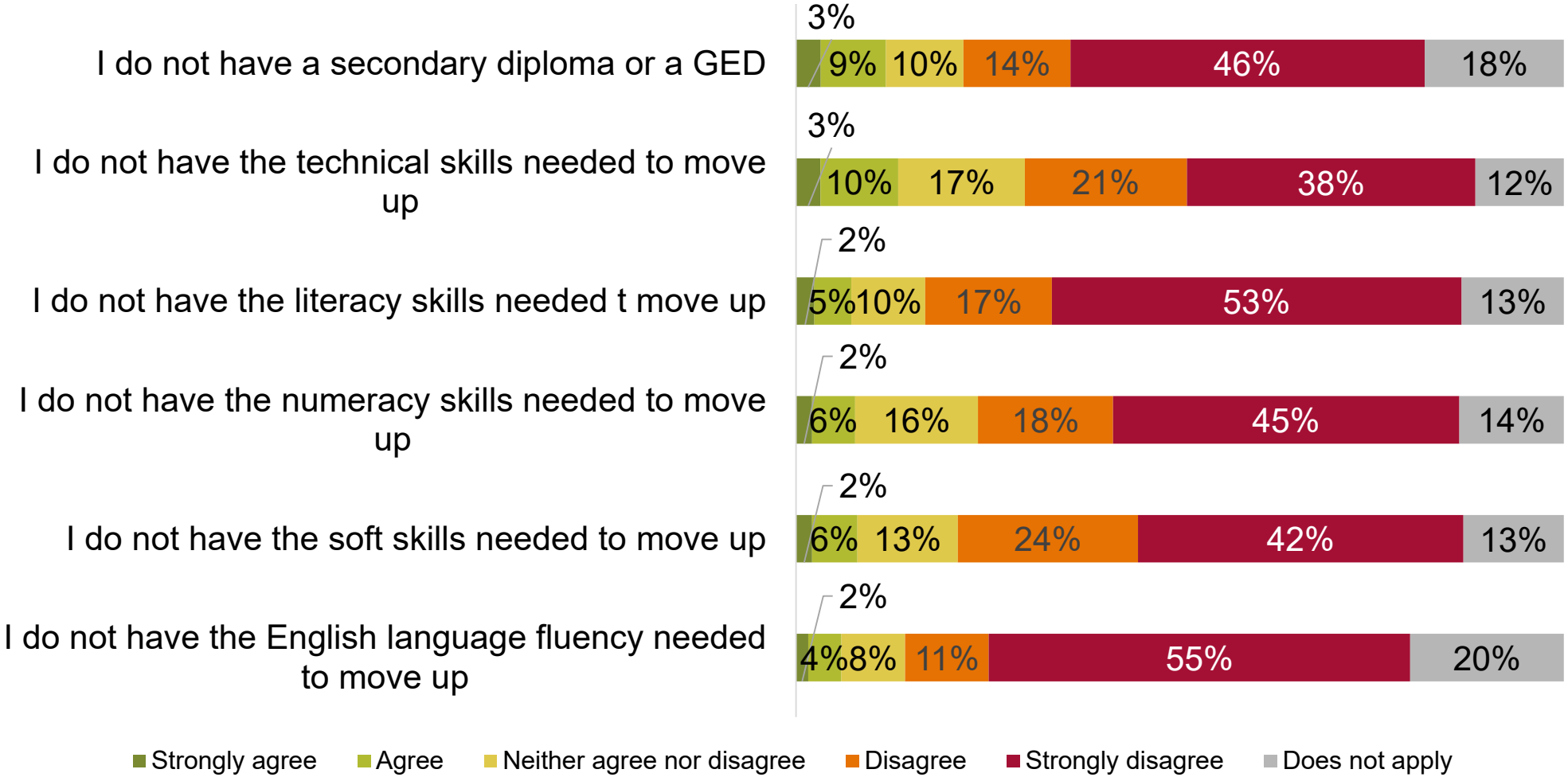
Copyright © 2022 President and Fellows of Harvard College

Section F - Barriers

Education and skills

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

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

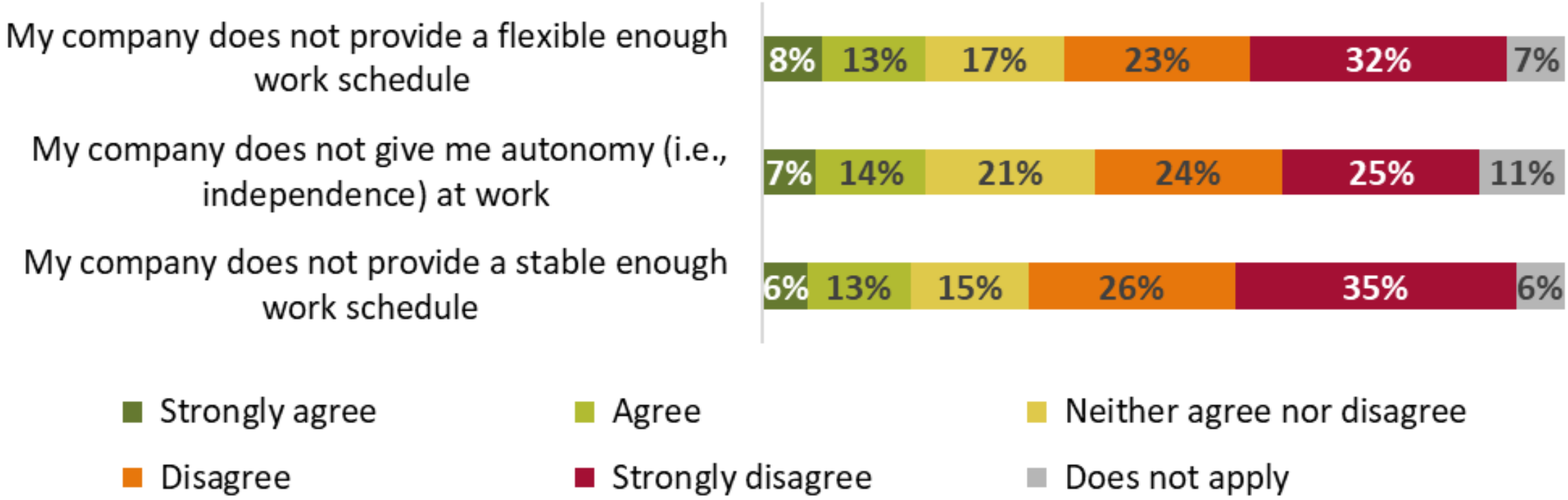


N = 375 (respondents who have not experienced upward mobility)

Copyright © 2022 President and Fellows of Harvard College

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

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



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

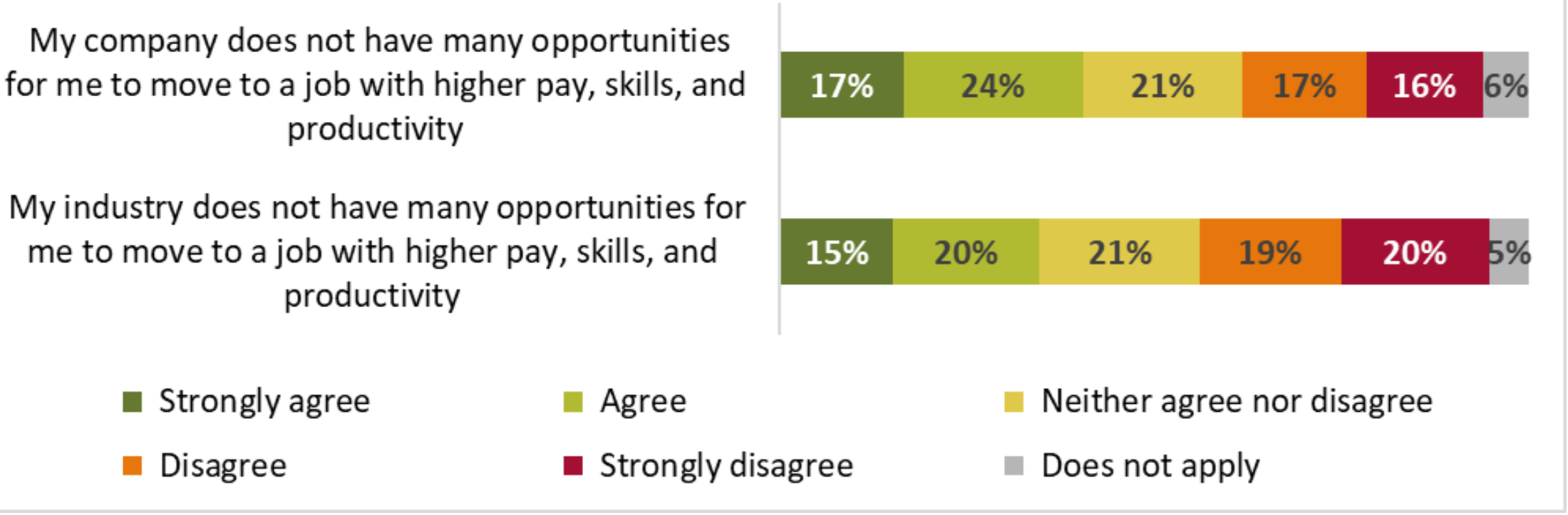
Copyright © 2022 President and Fellows of Harvard College

Section F - Barriers

Company and industry opportunities

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

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



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

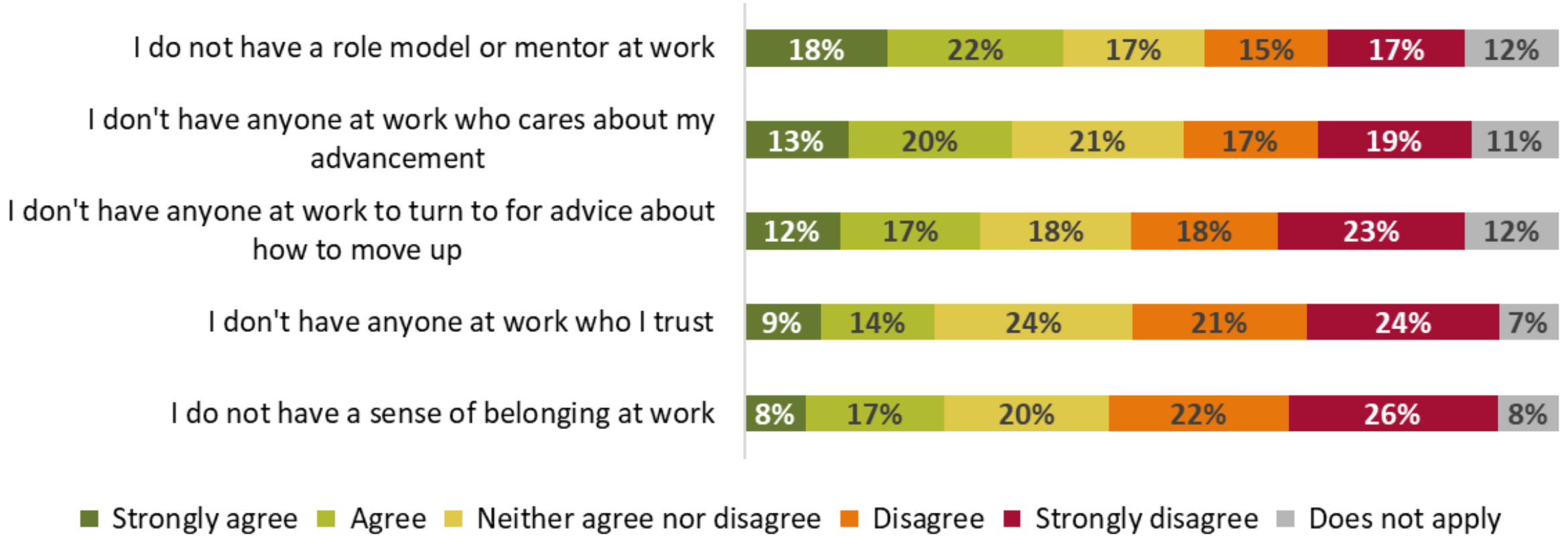
Copyright © 2022 President and Fellows of Harvard College

Section F - Barriers

Mentorship

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

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



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

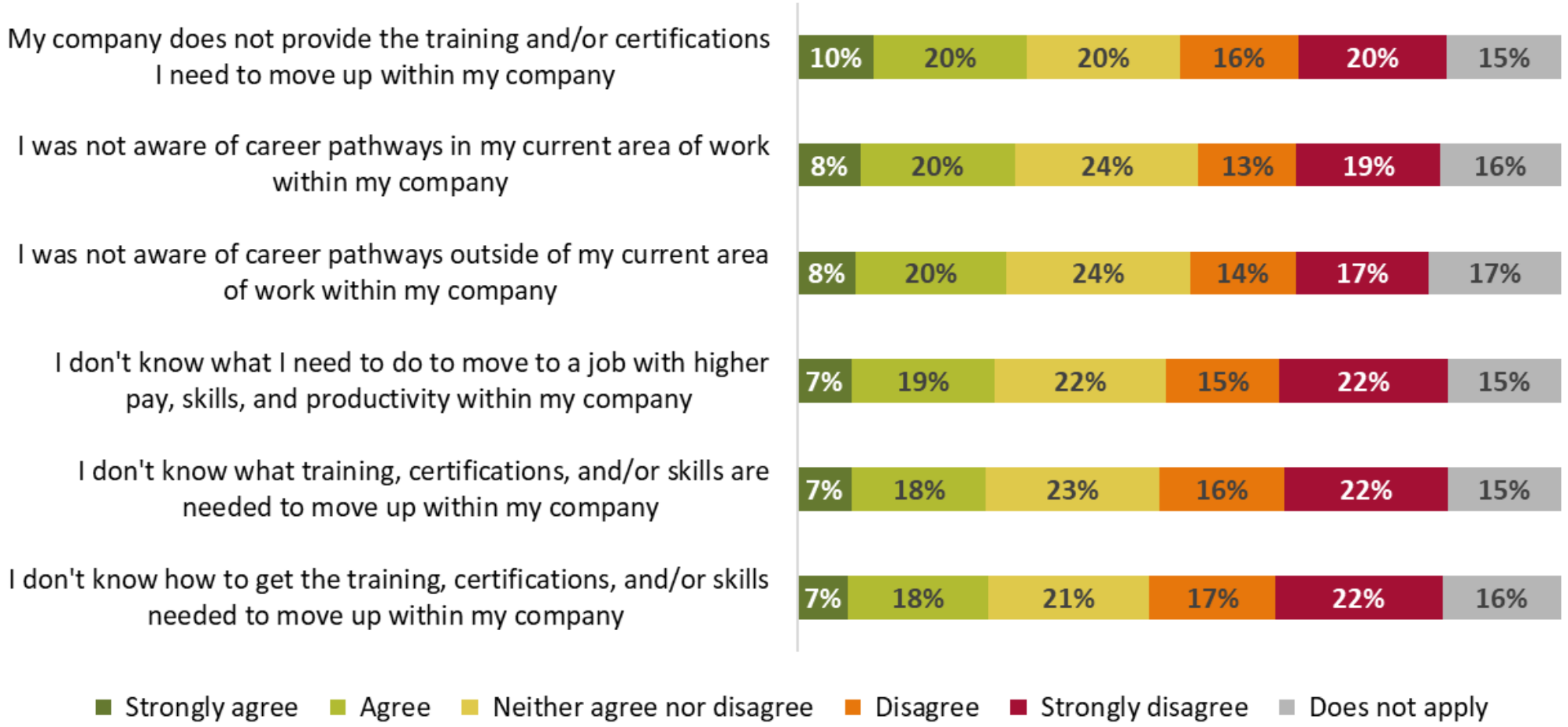
Copyright © 2022 President and Fellows of Harvard College

Section F - Barriers

Career pathways

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

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



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

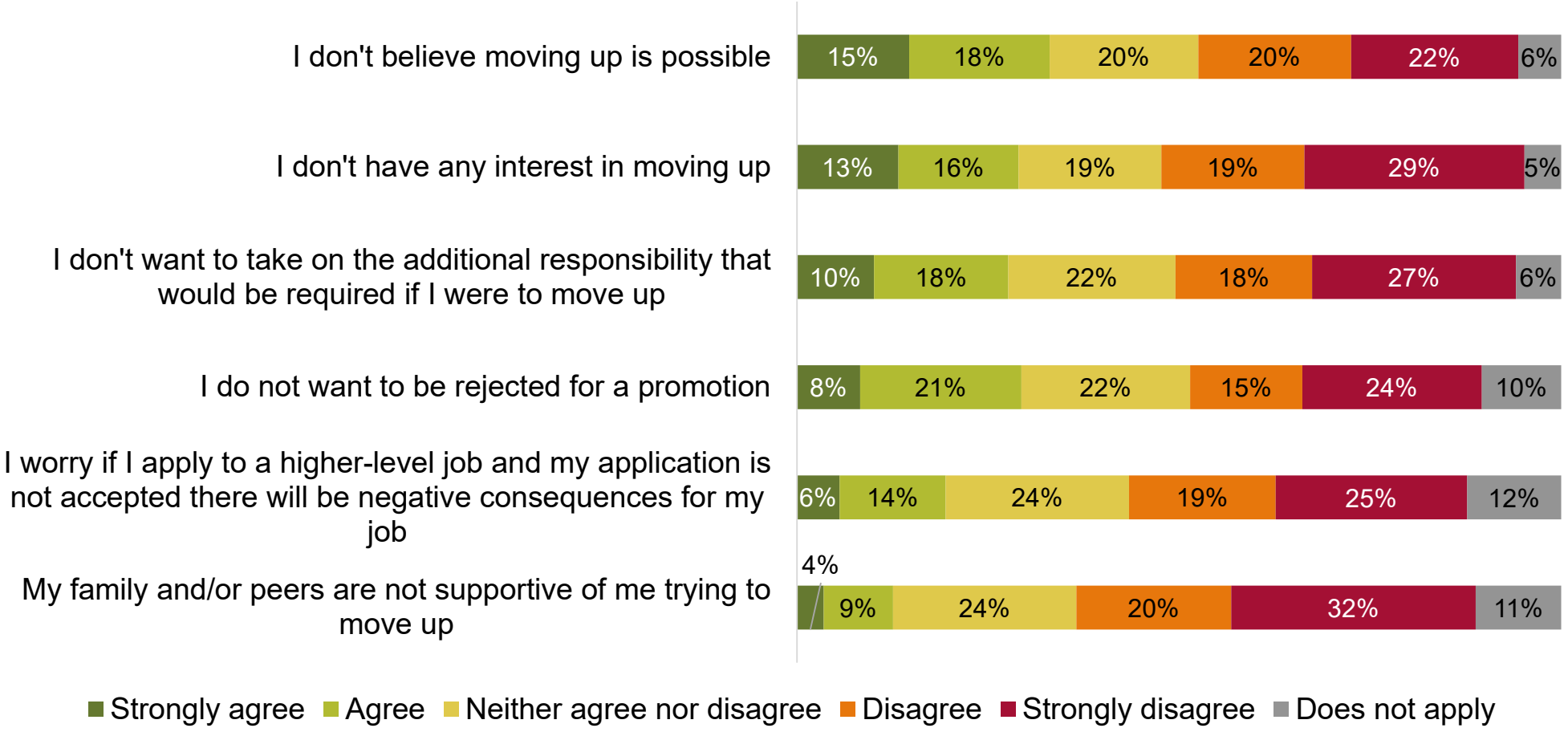
Copyright © 2022 President and Fellows of Harvard College

Section F - Barriers

Attitudes about upward mobility

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

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

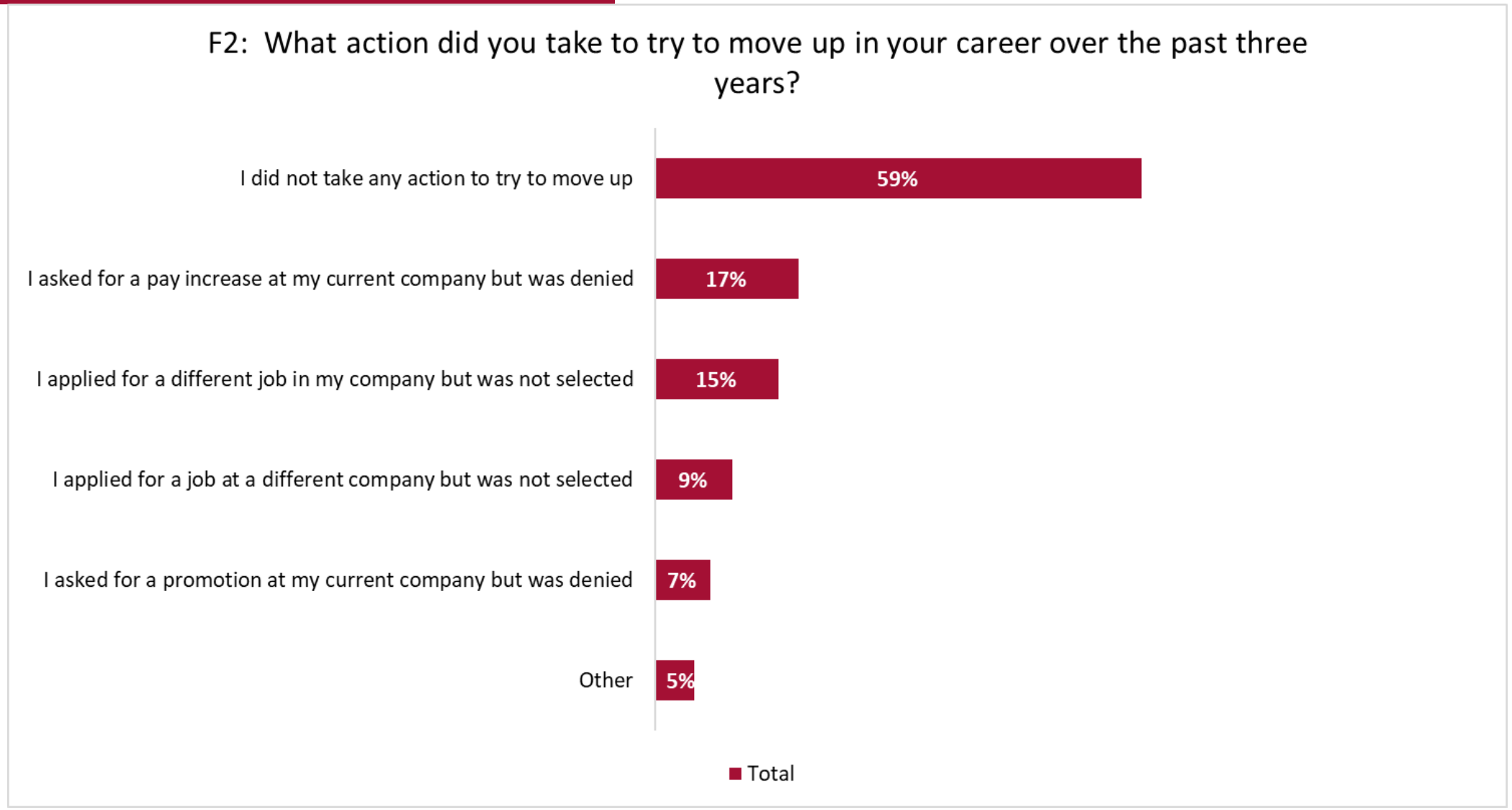


N = 375 (respondents who have not experienced upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F
Your thoughts about upward mobility

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

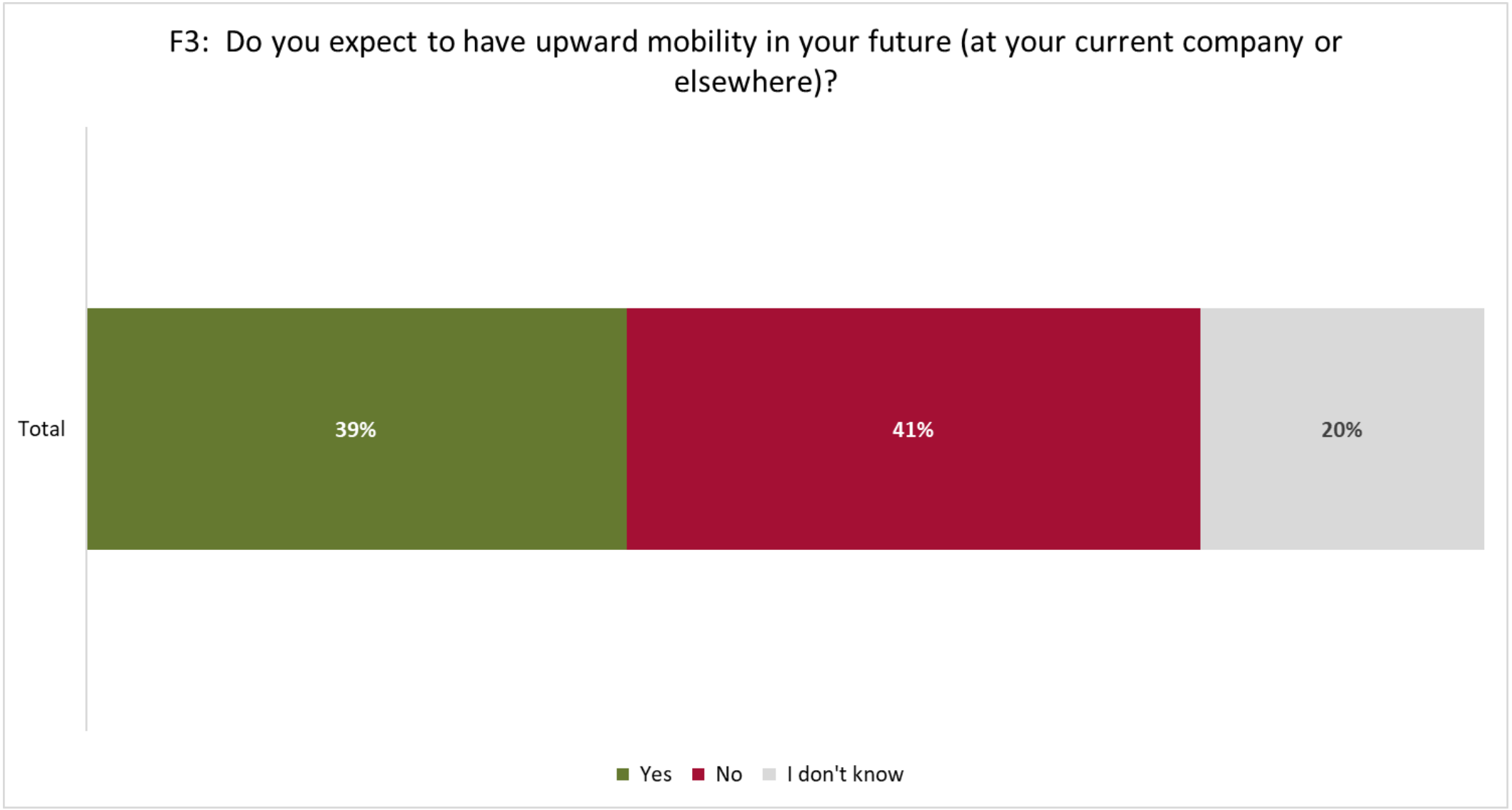


N = 375 (respondents who have not experienced upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F
Your thoughts about upward mobility

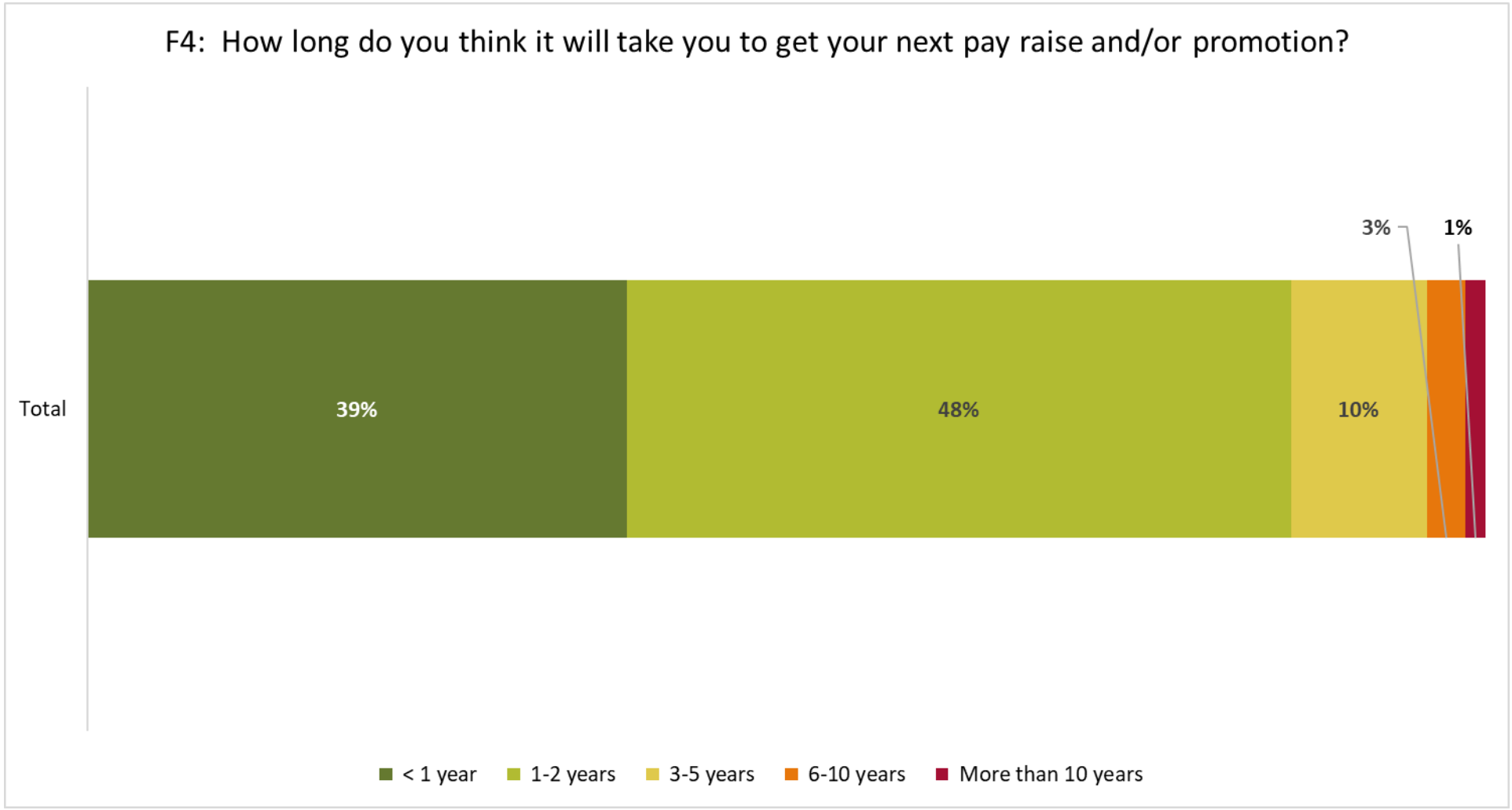
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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

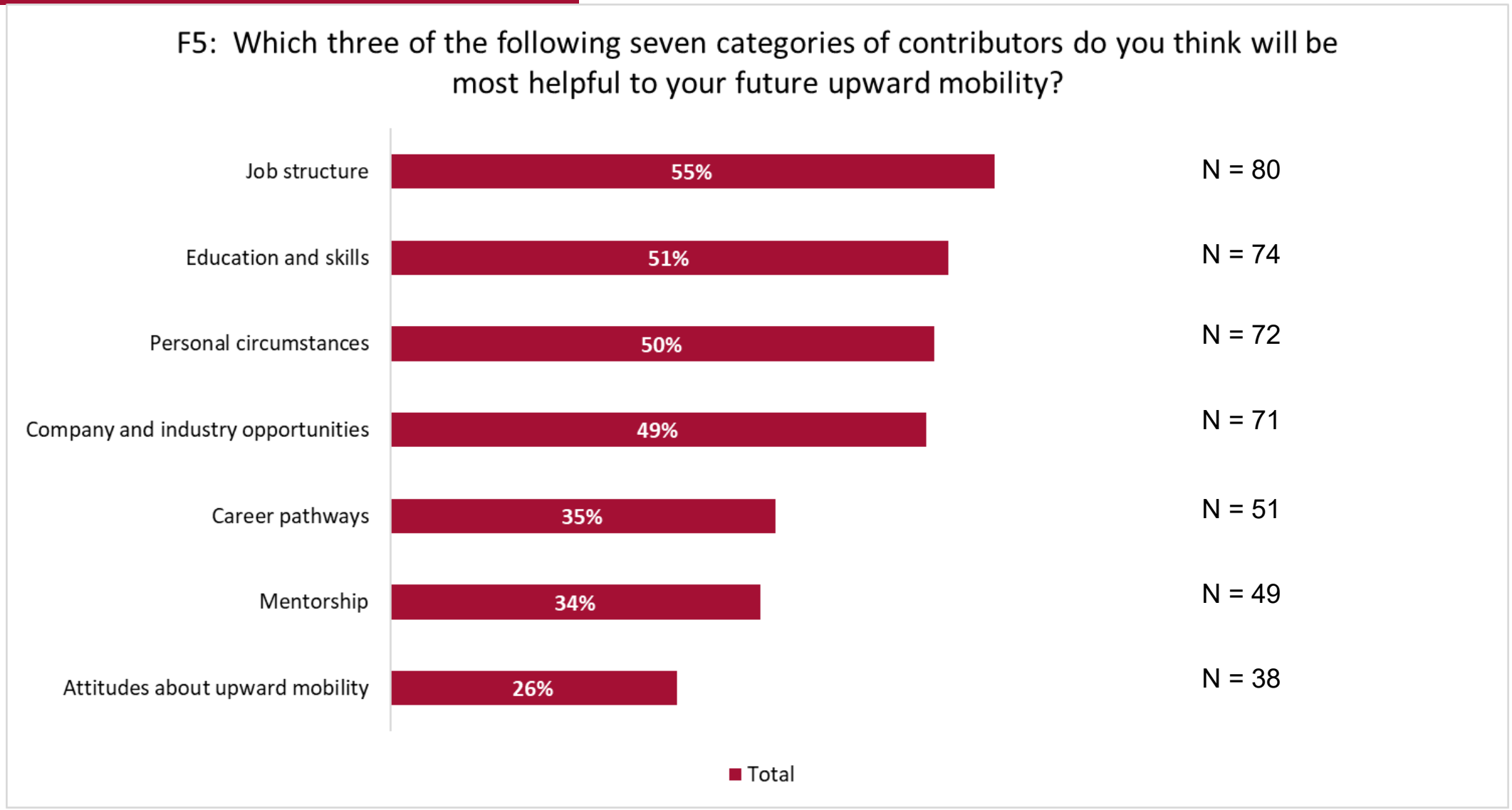


N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)

Section F - Contributors

Copyright © 2022 President and Fellows of Harvard College

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

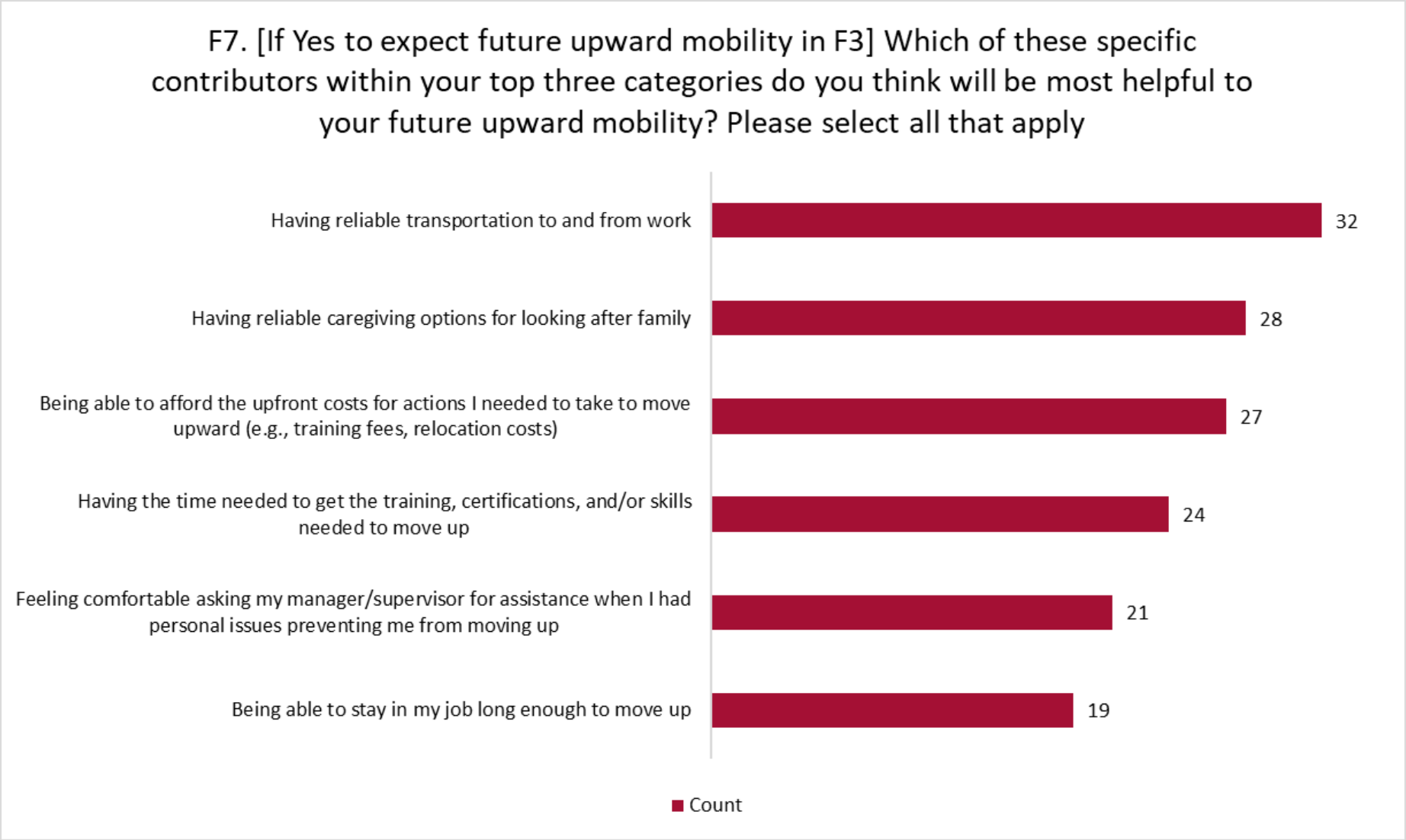


N = 145 (respondents who have not experienced upward mobility but expect future upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors
Personal Circumstances

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



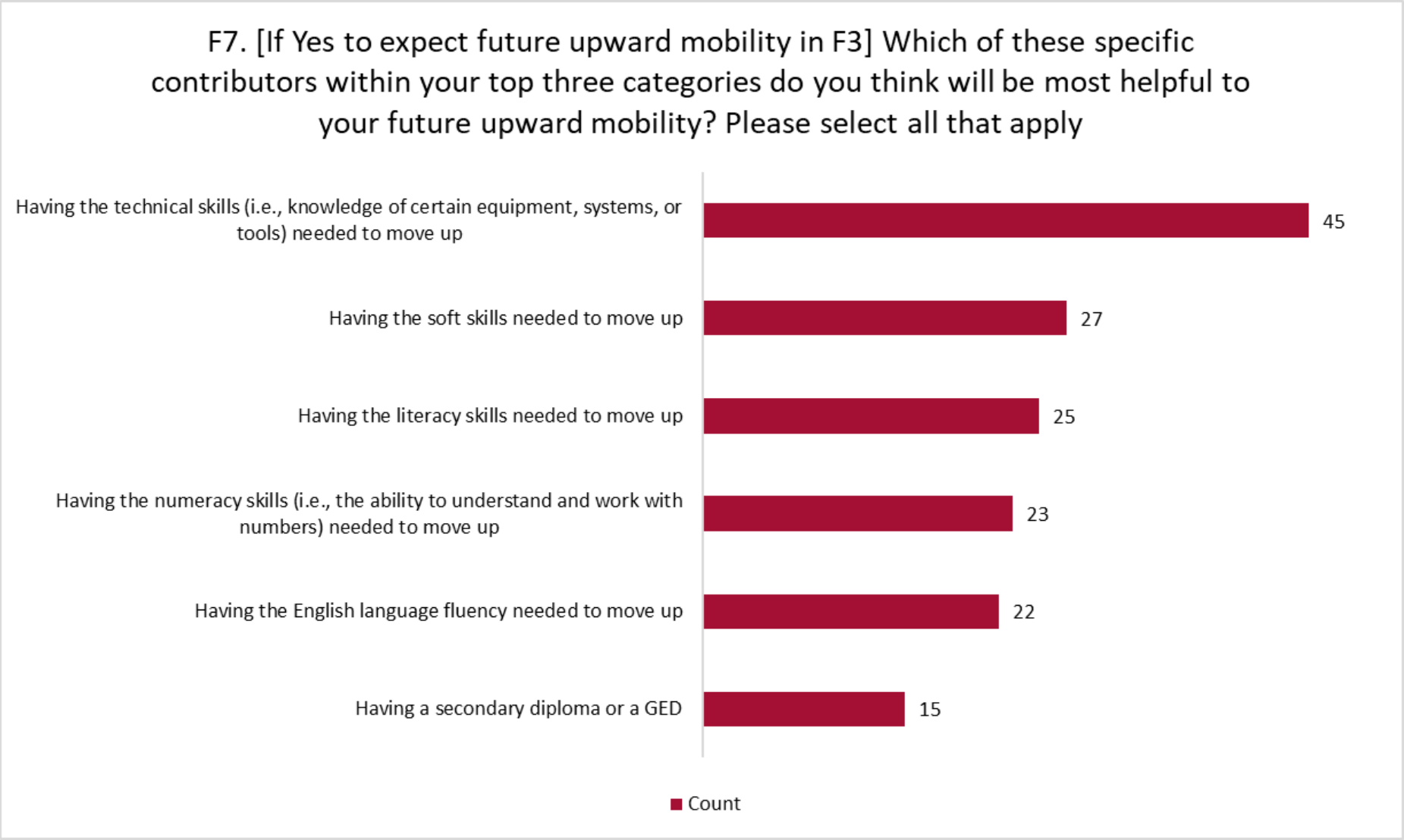
N = 72 (those who selected "Personal Circumstances" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors

Education and skills

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



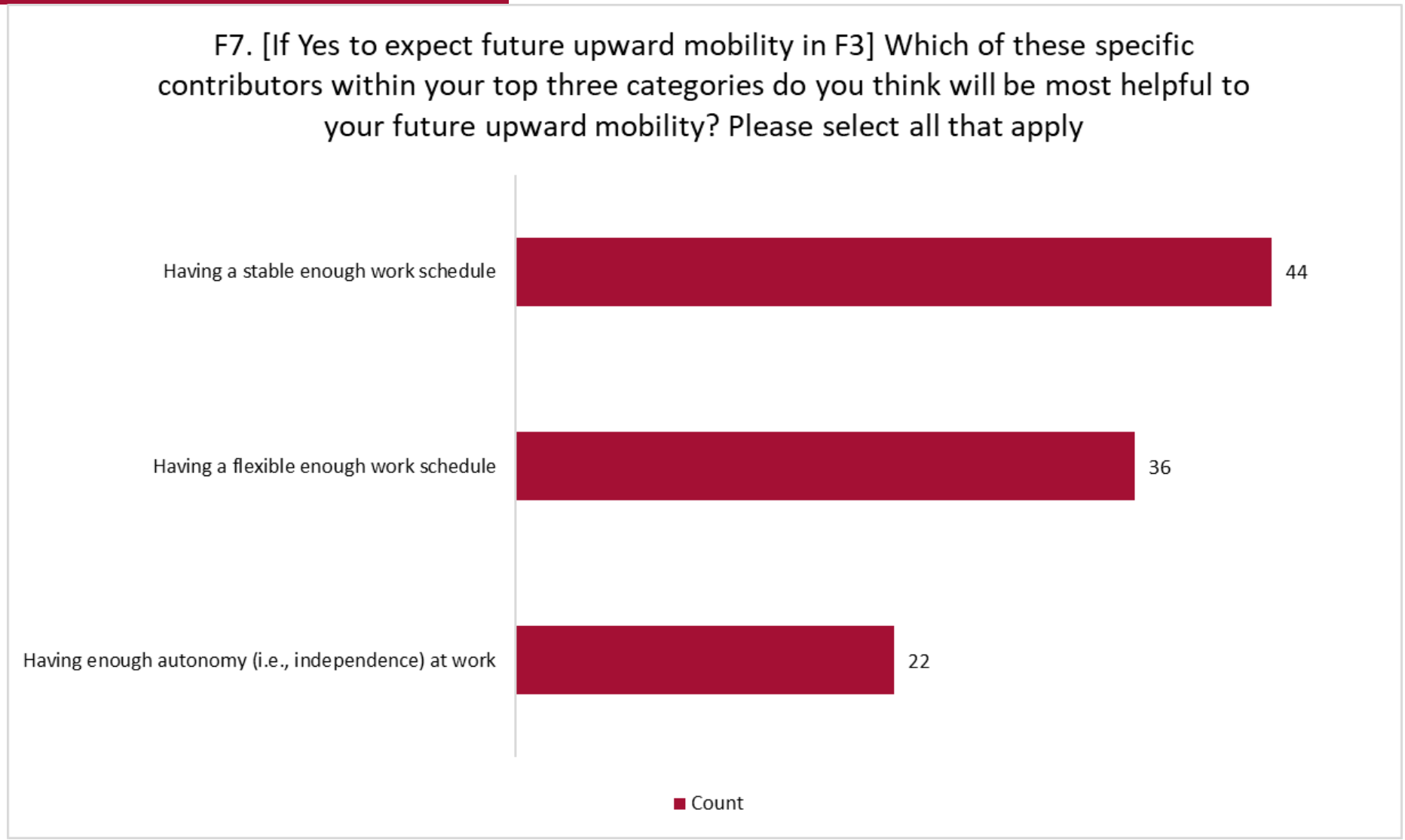
N = 74 (those who selected "Education and skills" as one of their top three groups of contributors for anticipated future mobility)

Section F – Contributors

Job structure

Copyright © 2022 President and Fellows of Harvard College

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



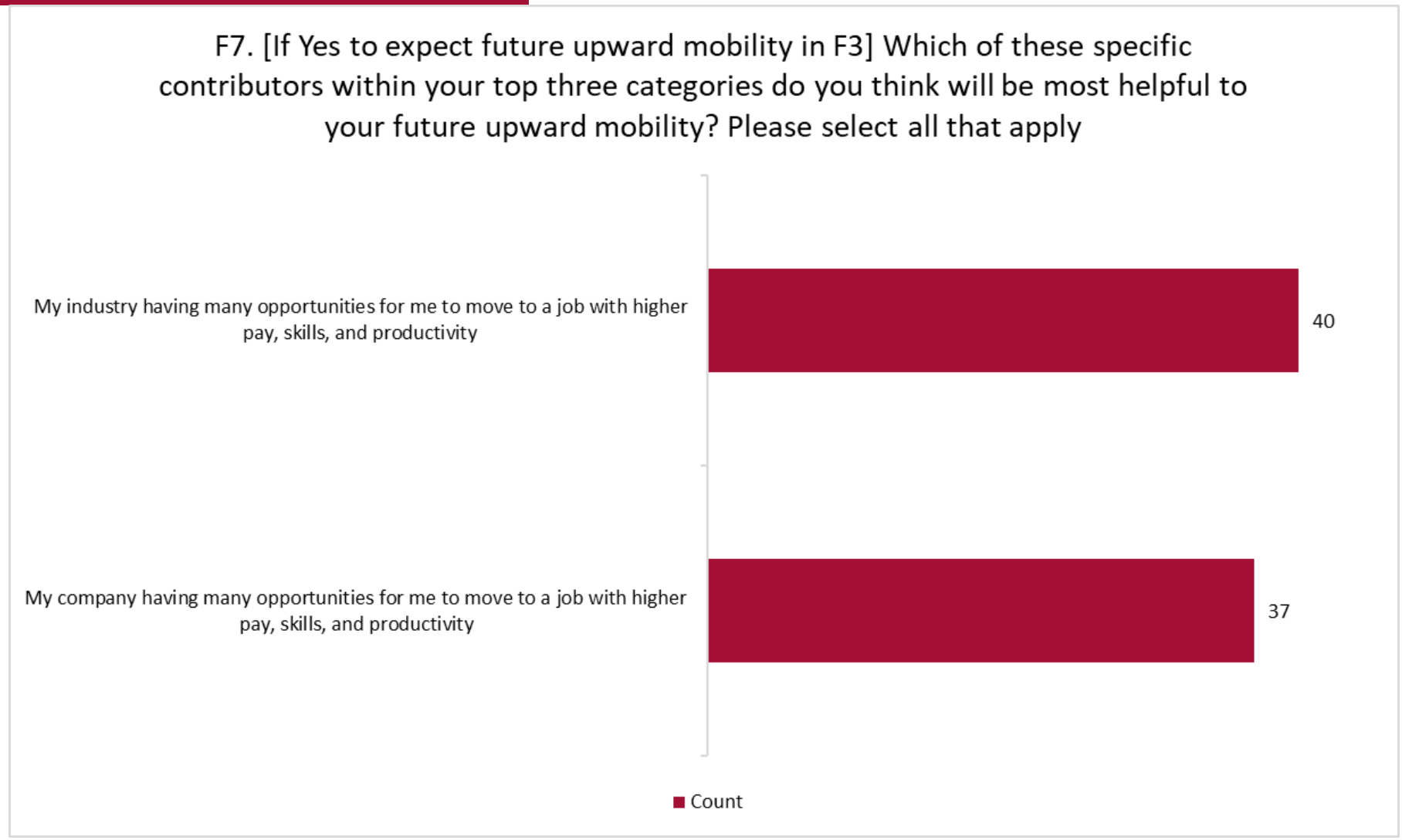
N = 80 (those who selected "Job structure" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors

Company and industry opportunities

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



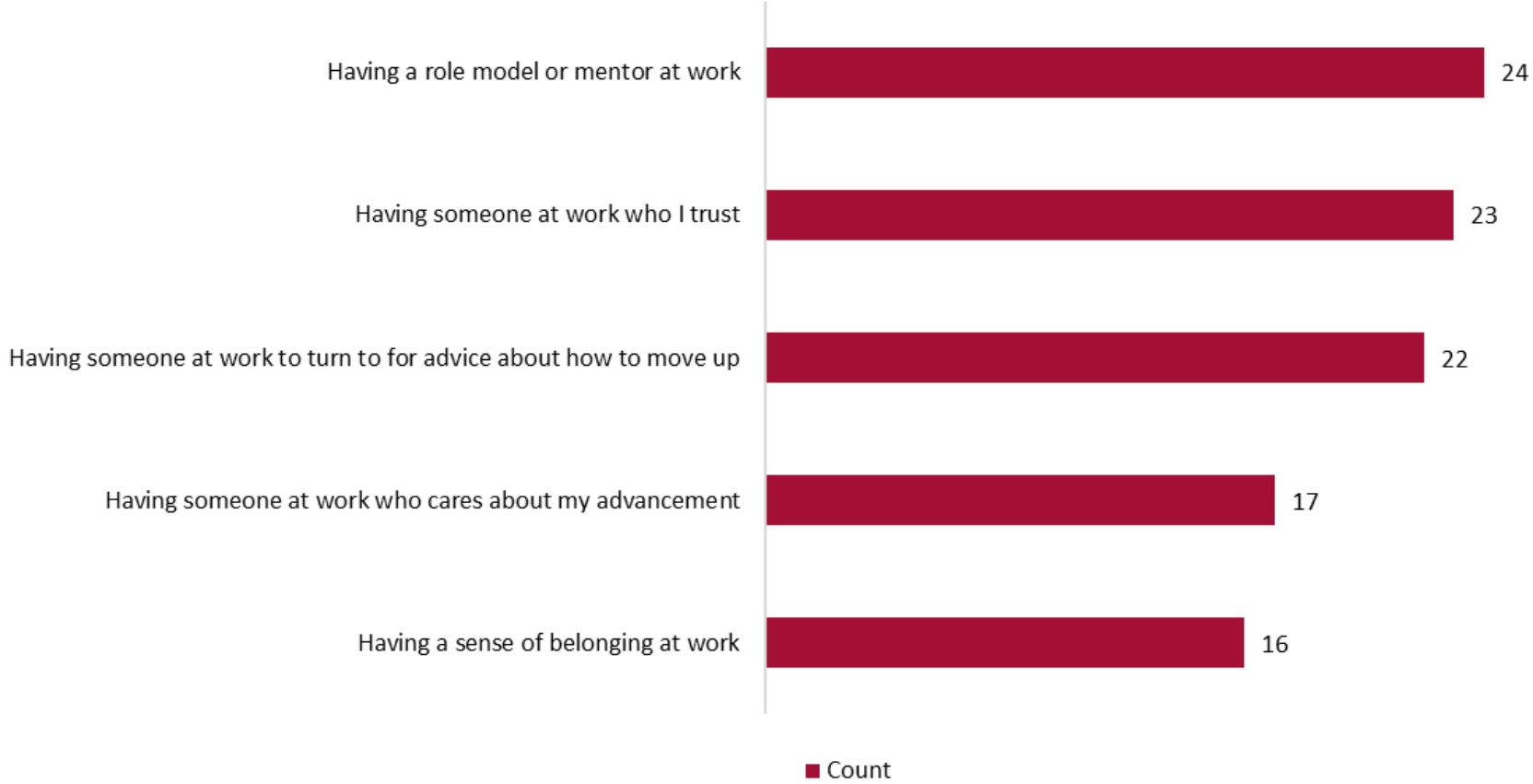
N = 71 (those who selected "Company and industry opportunities" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors
Mentorship

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

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



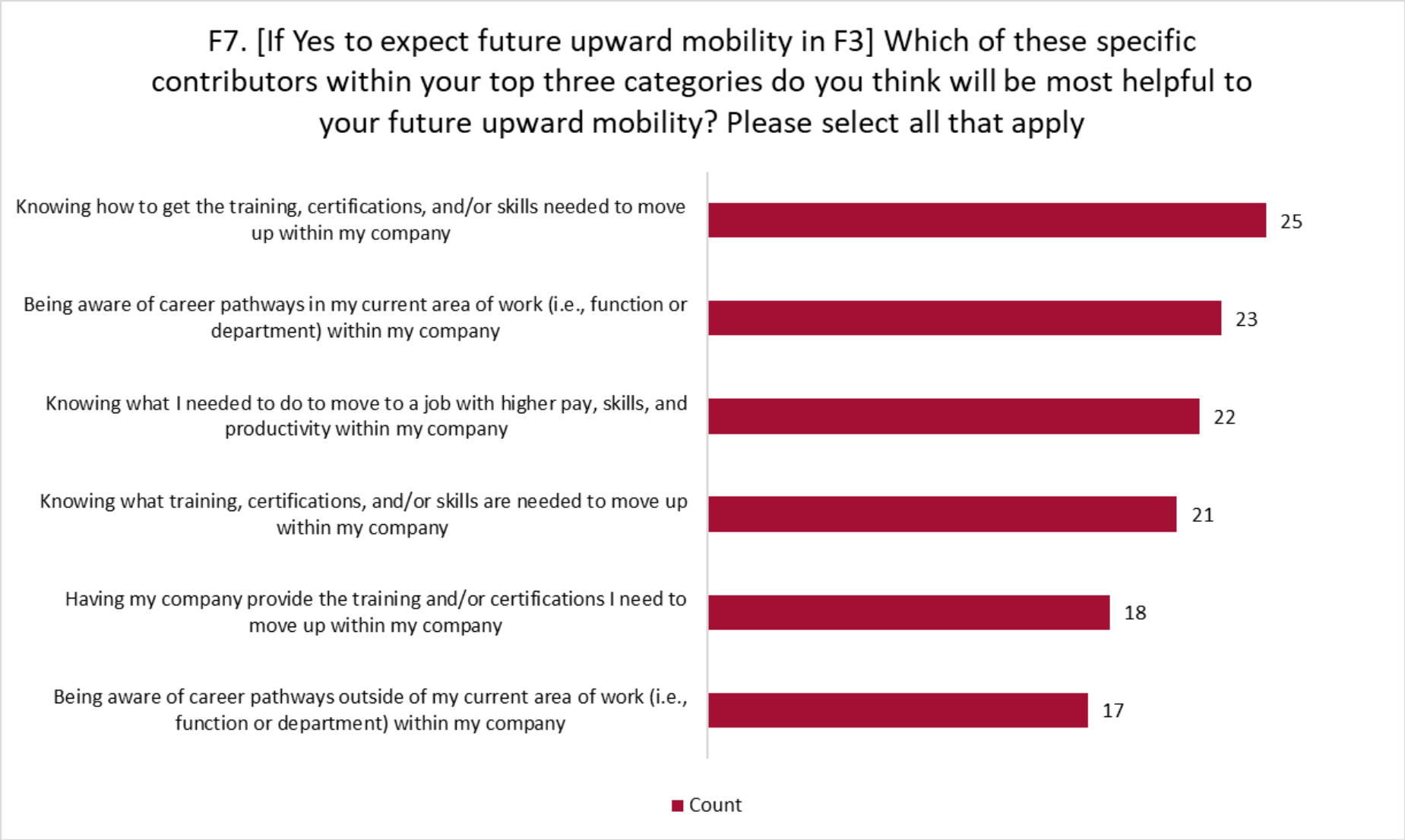
N = 49 (those who selected "Mentorship" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors

Career pathways

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



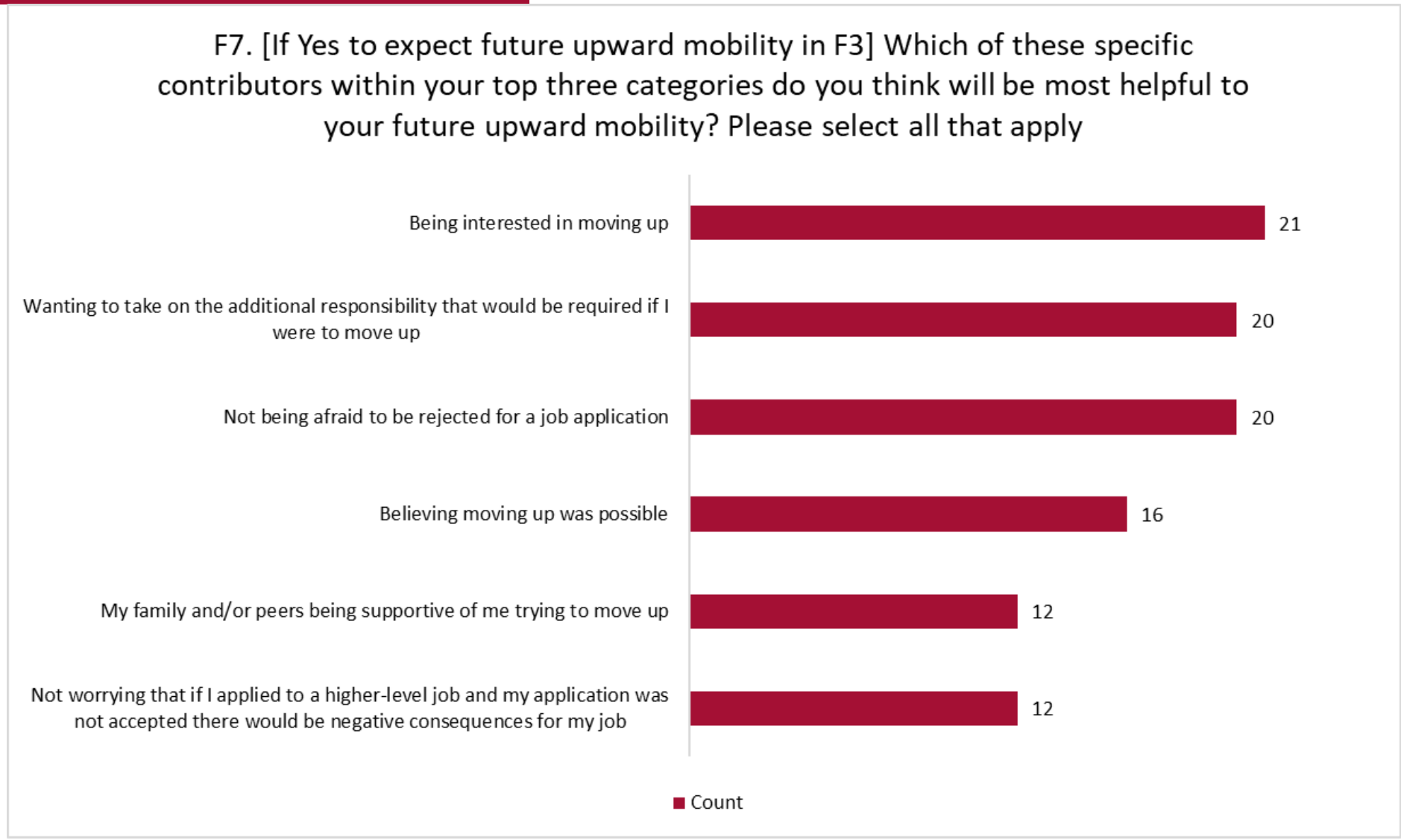
N = 51 (those who selected "Career pathways" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Contributors

Attitudes about upward mobility

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



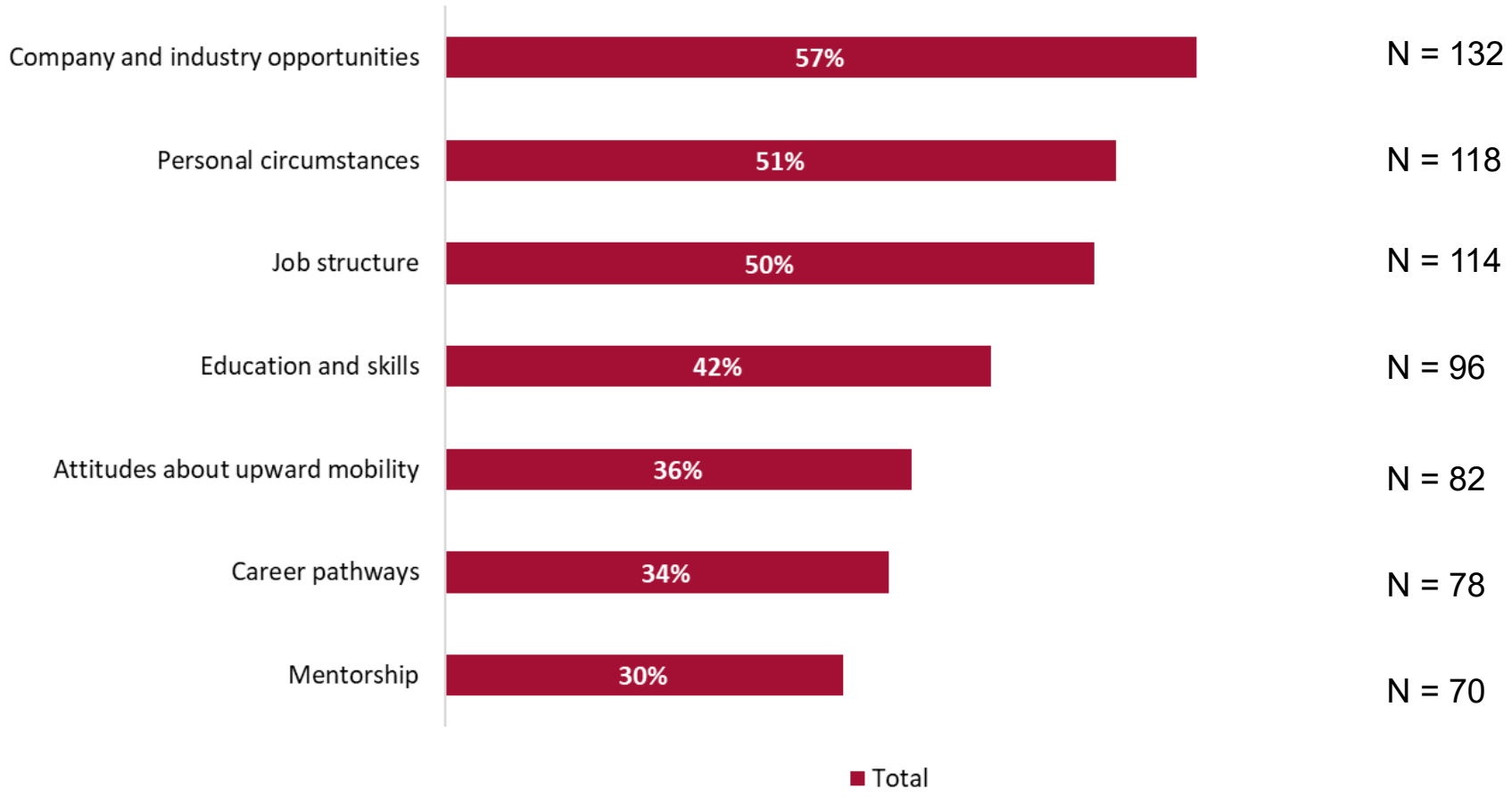
N = 38 (those who selected "Attitudes about upward mobility" as one of their top three groups of contributors for anticipated future mobility)

Section F - Barriers

Copyright © 2022 President and Fellows of Harvard College

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

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

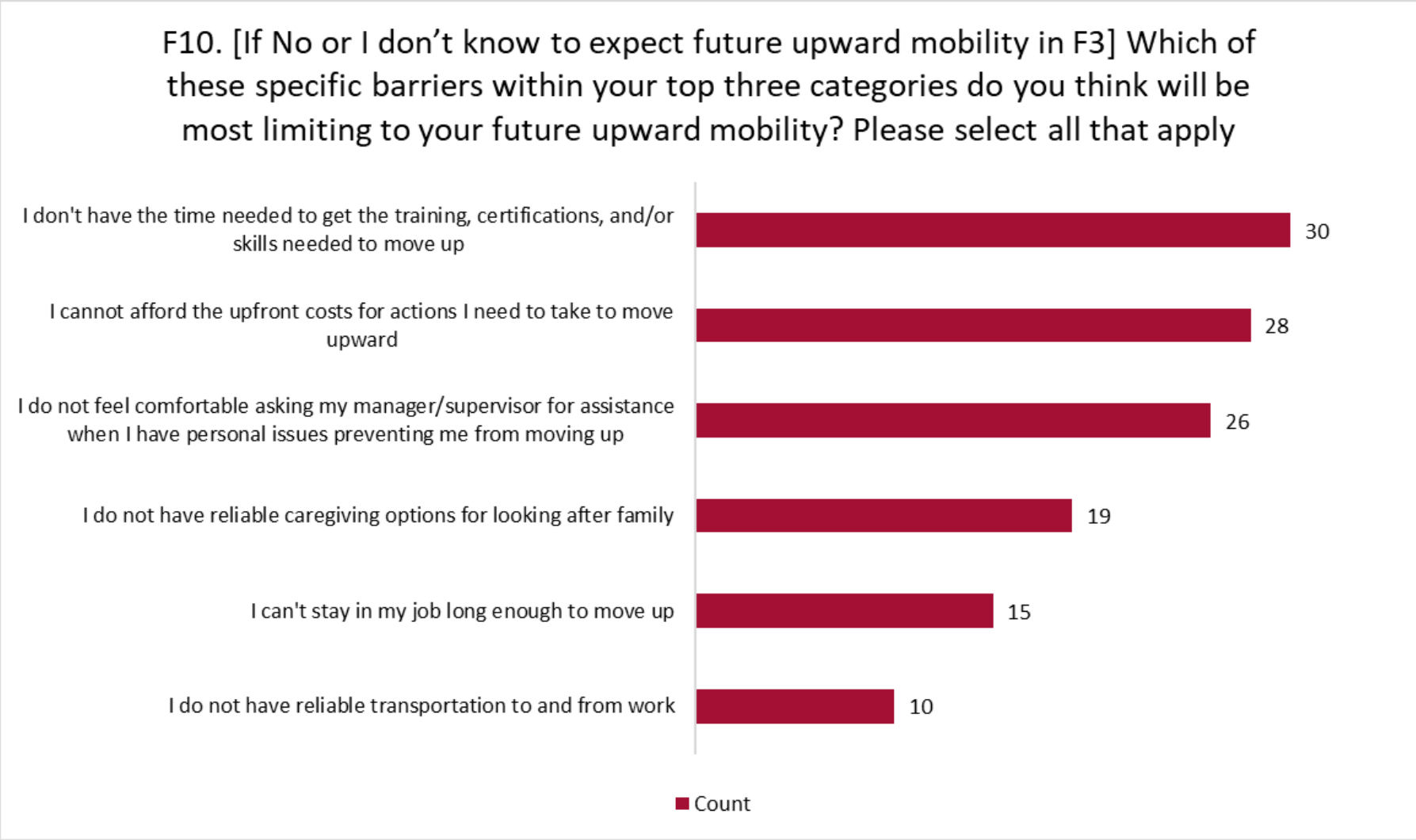


N = 230 (those who have not experienced upward mobility and don't know or are not expecting future upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers
Personal Circumstances

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



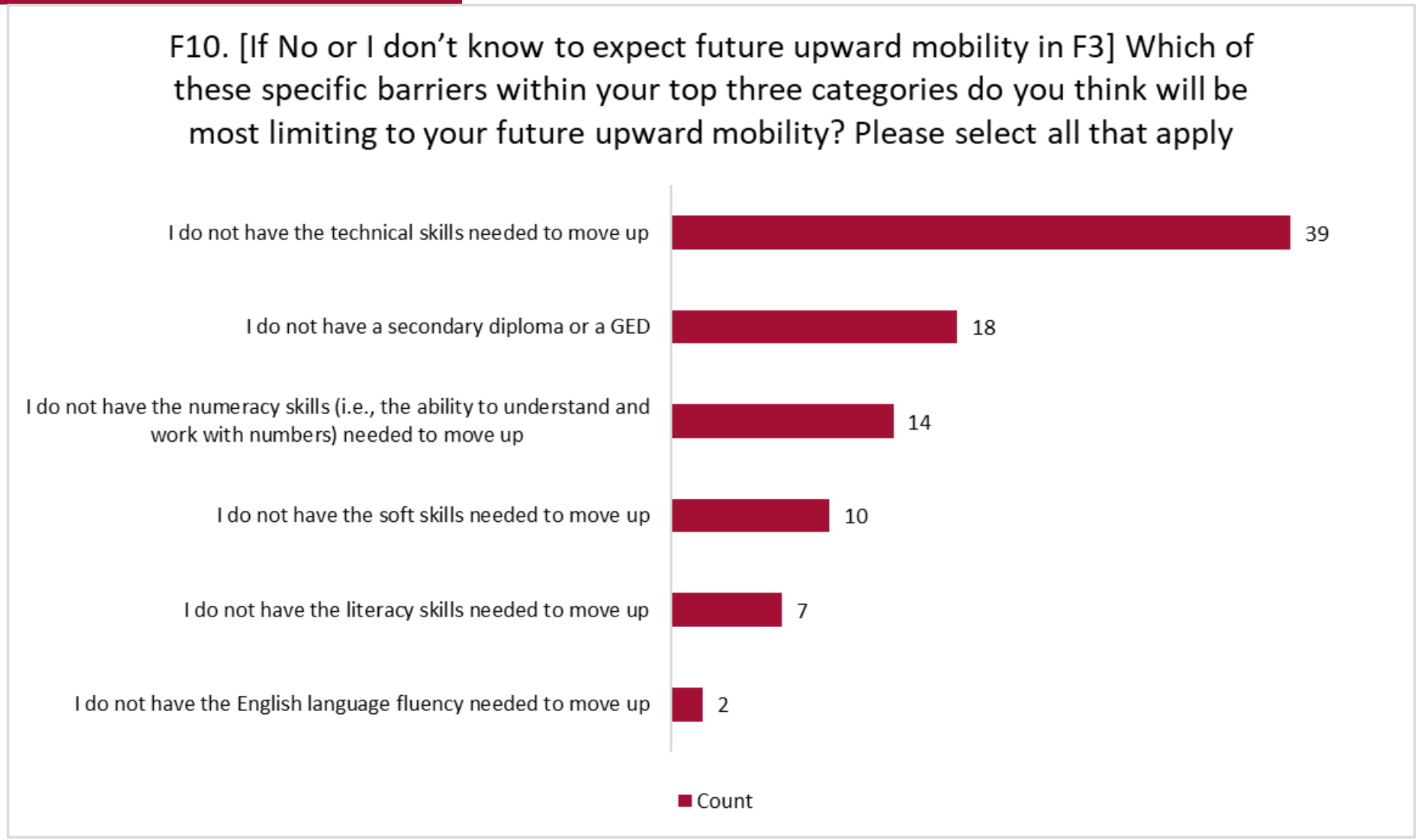
N = 118 (those who selected "Personal circumstances" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers

Education and skills

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



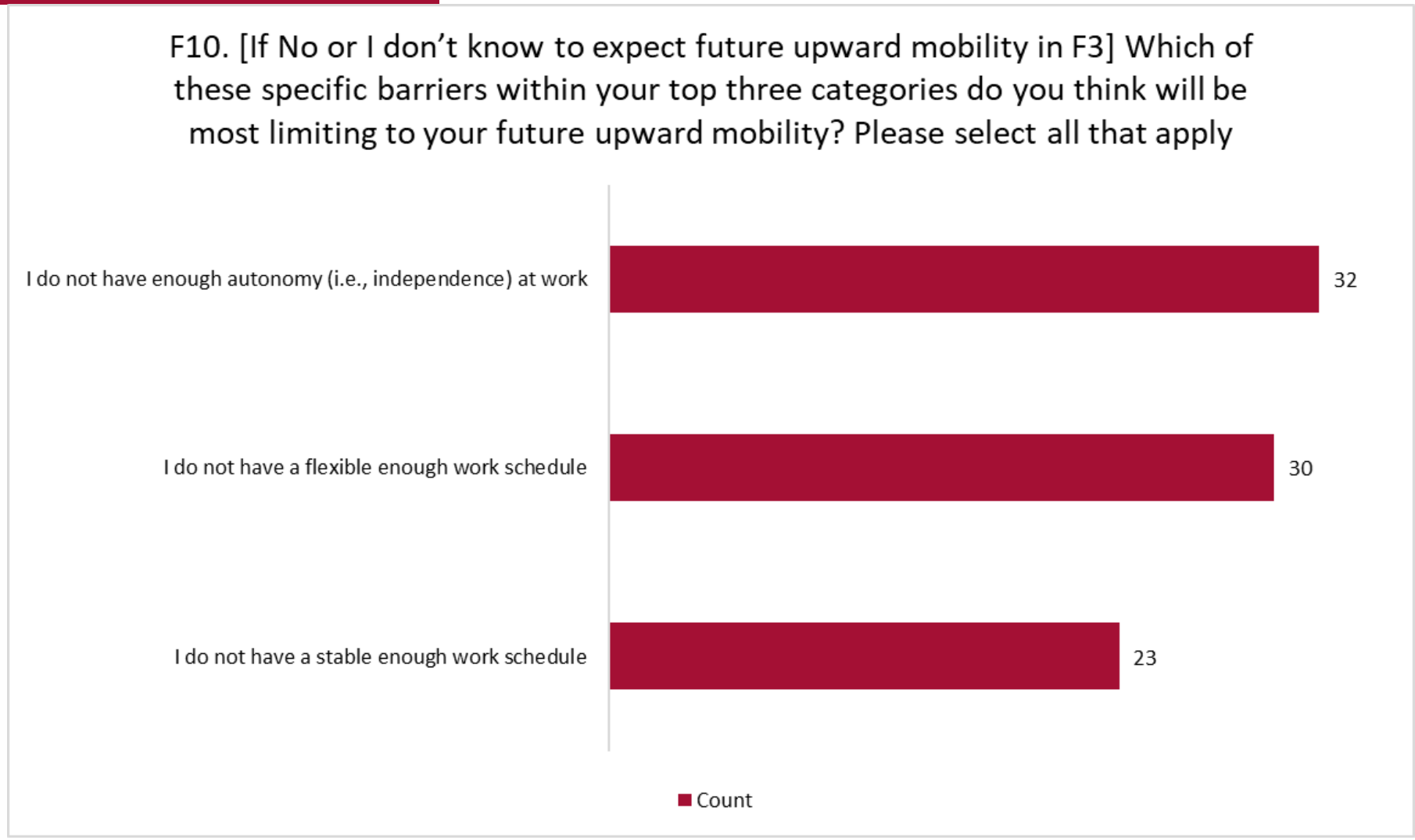
N = 96 (those who selected "Education and skills" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers

Job structure

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



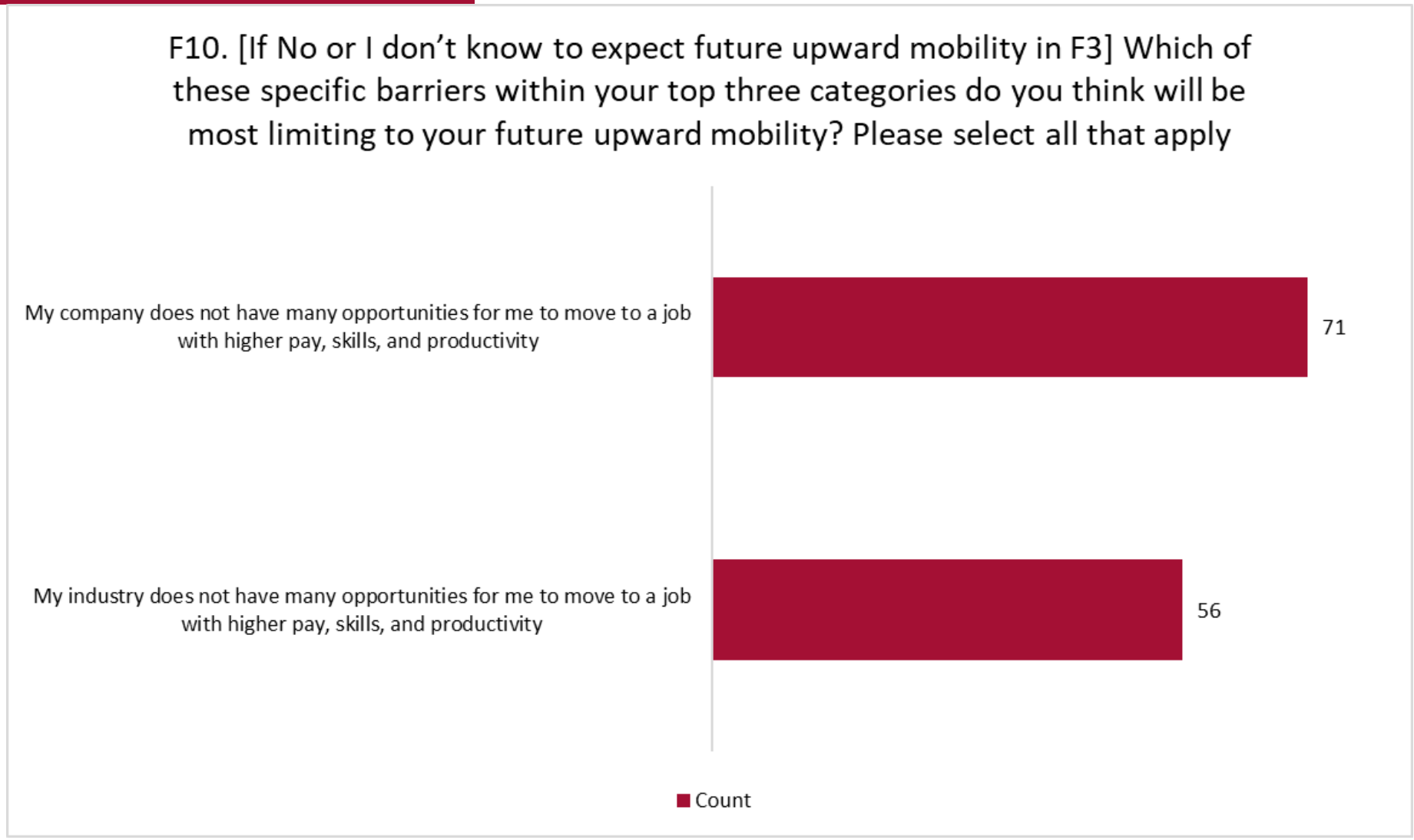
N = 114 (those who selected "Job structure" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers

Company and industry opportunities

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

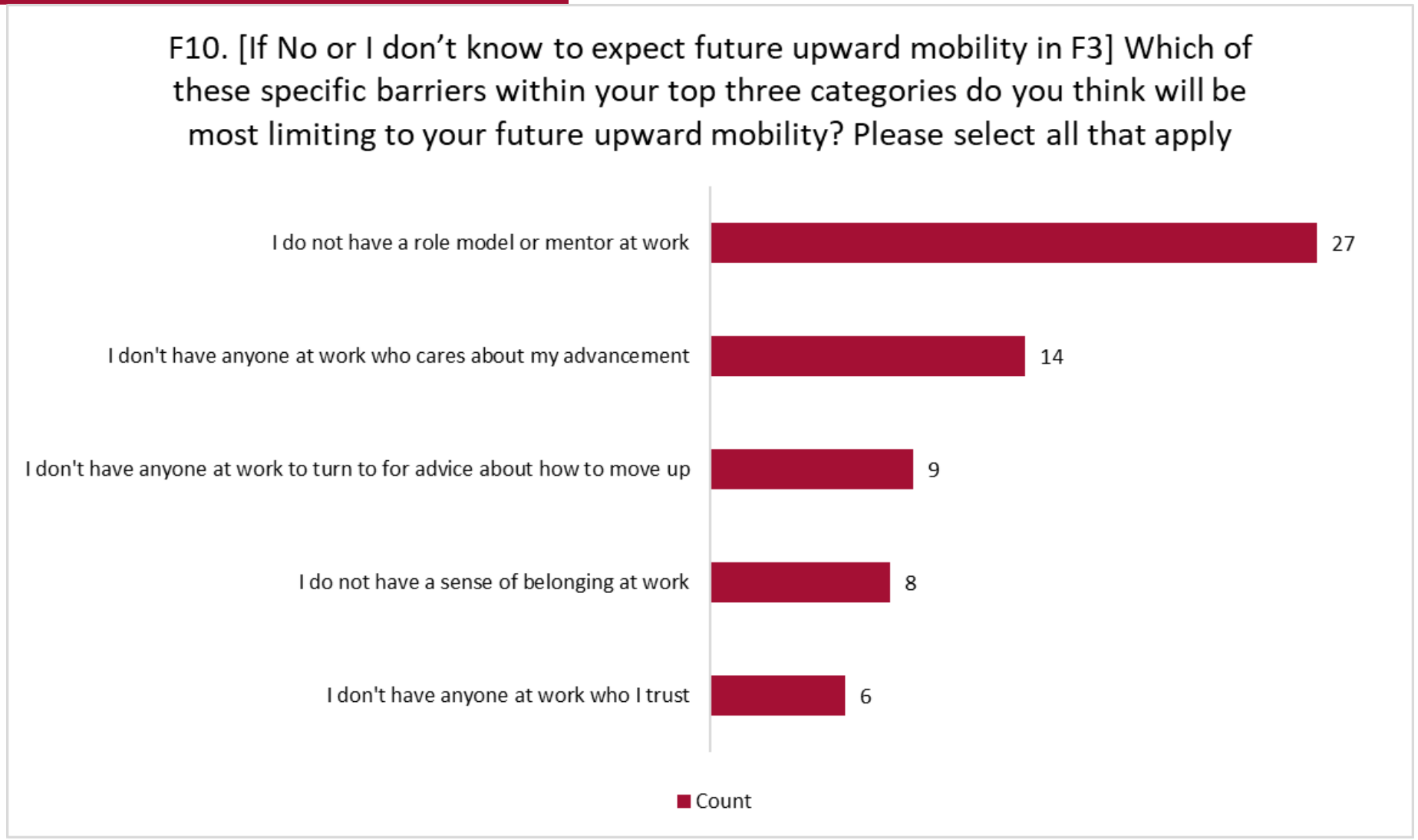


N = 132 (those who selected "Company and industry opportunities" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers
Mentorship

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



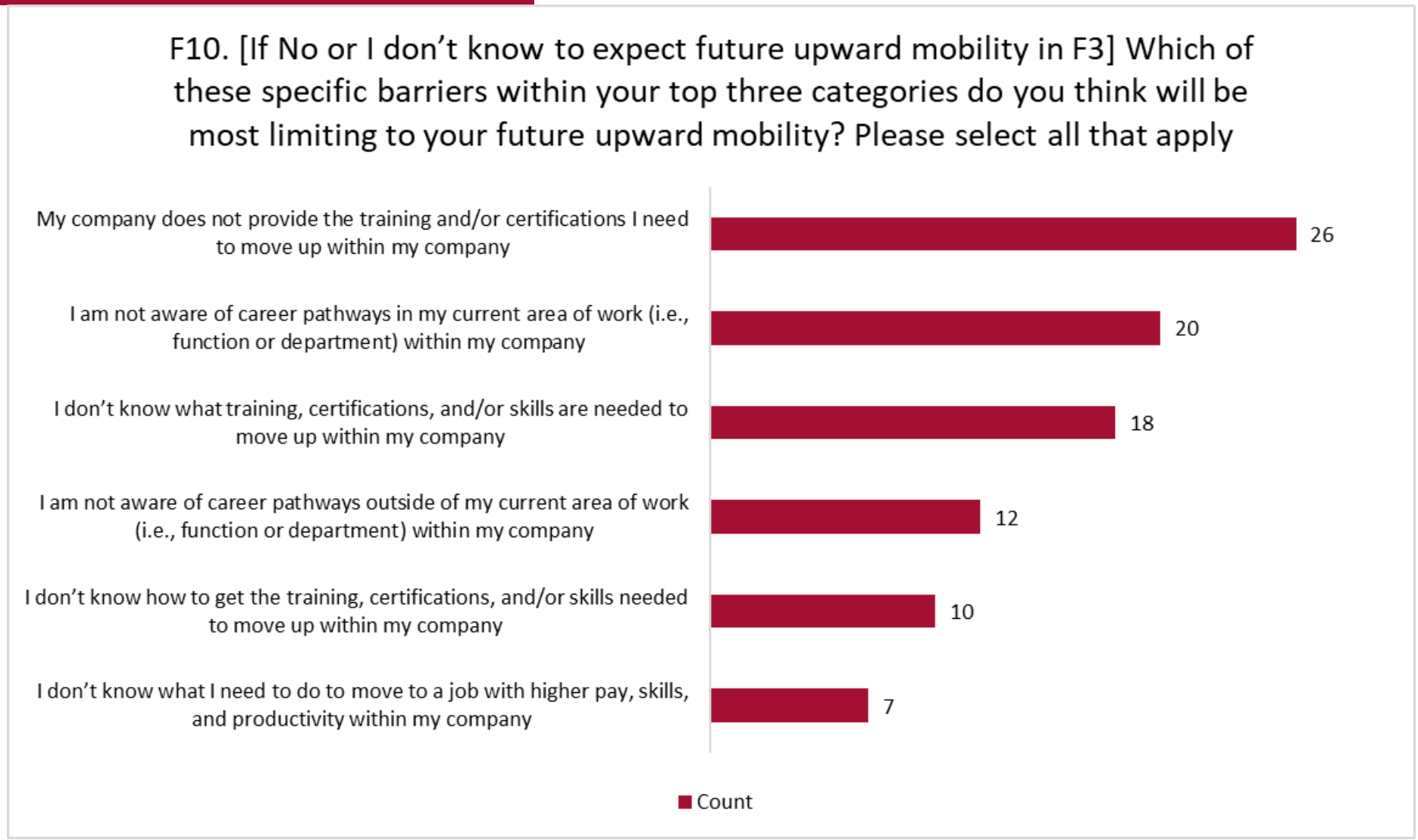
N = 70 (those who selected "Mentorship" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers

Career pathways

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



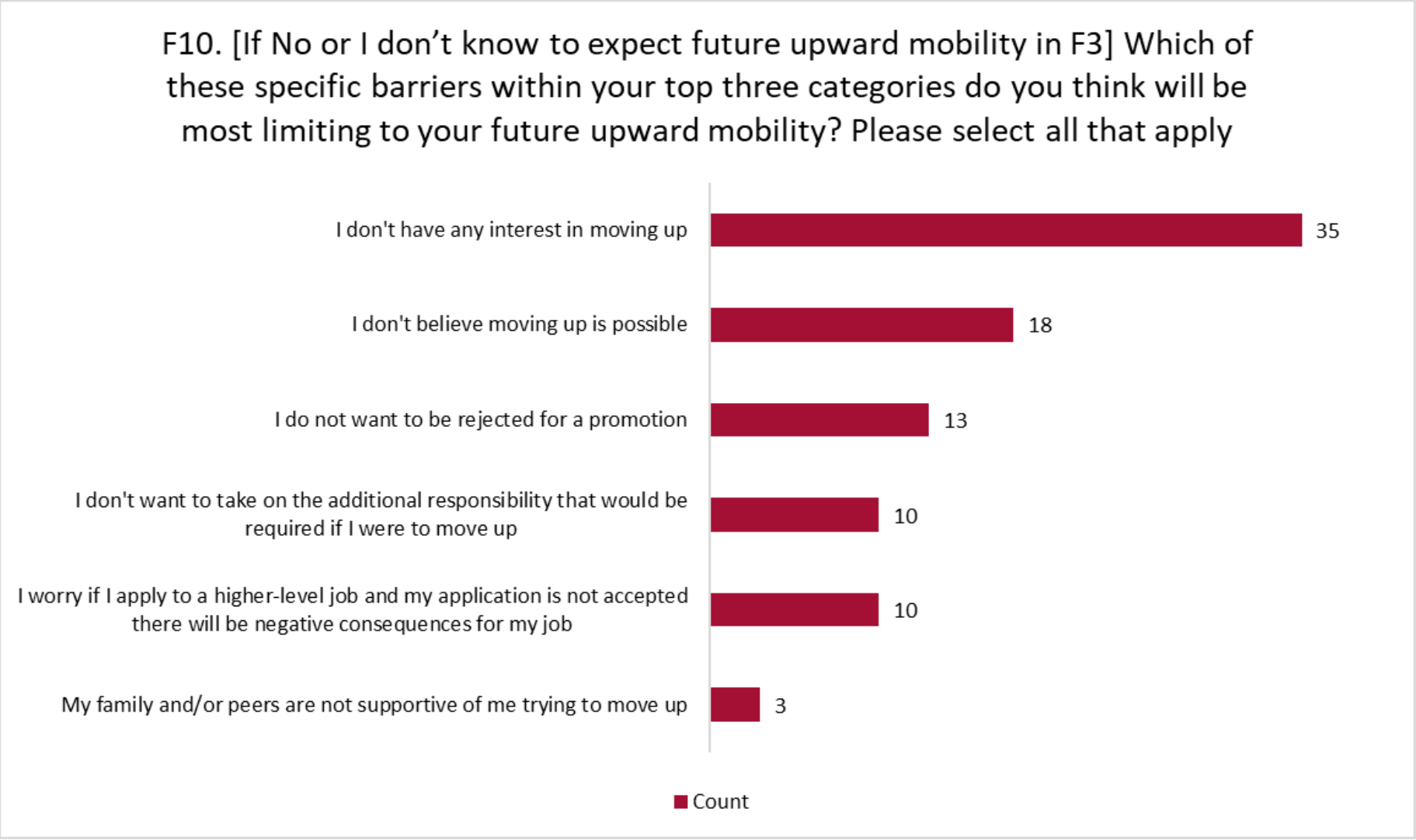
N = 78 (those who selected "Career pathways" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section F – Barriers

Attitudes about upward mobility

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



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

Section G

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

N = 650

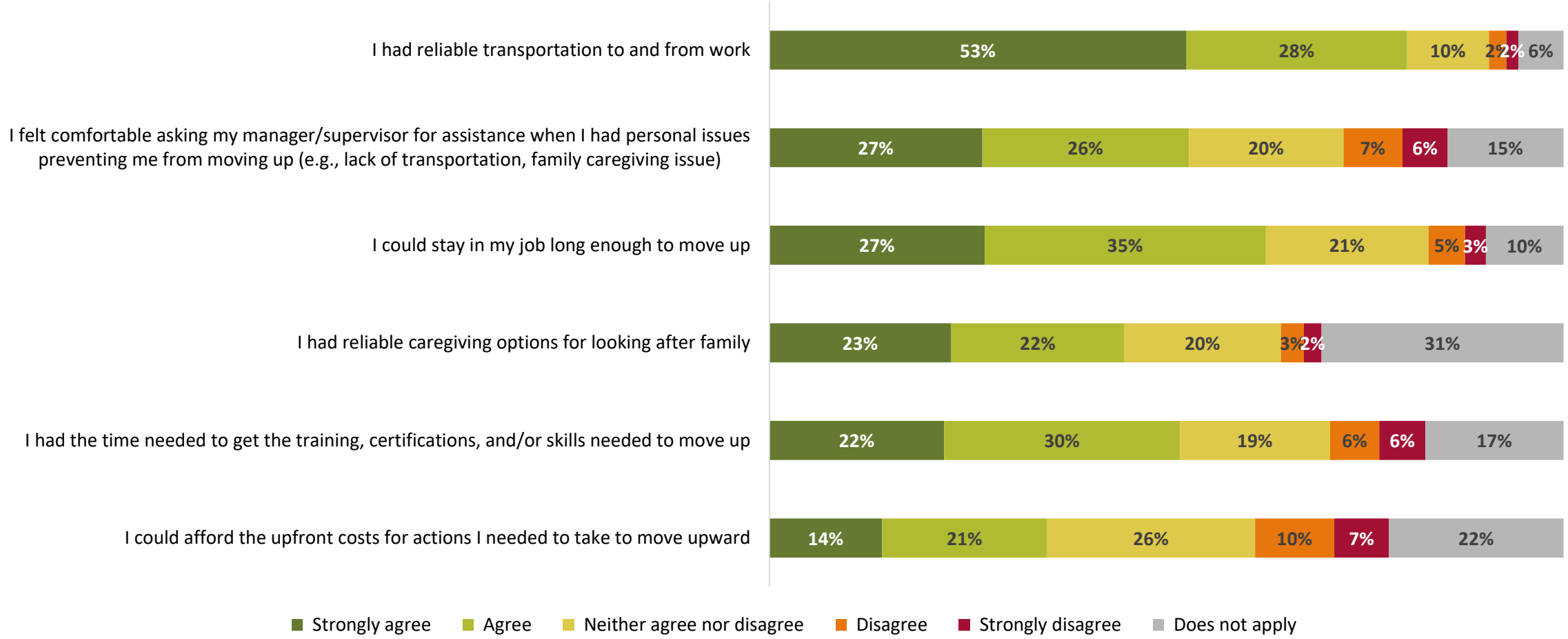
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Personal circumstances

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

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



N = 650 (respondents who have experienced upward mobility)

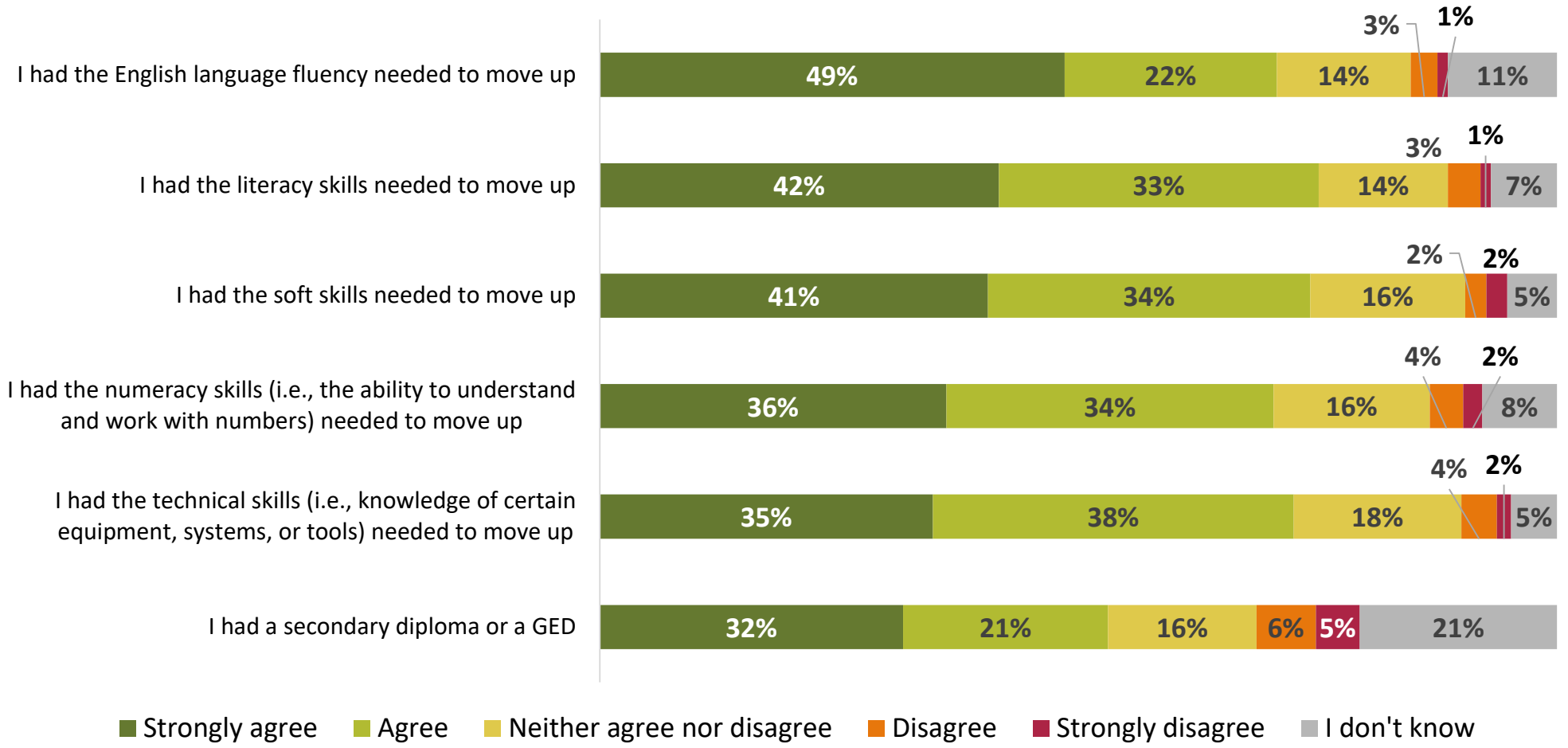
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Education and skills

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

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



N = 650 (respondents who have experienced upward mobility)

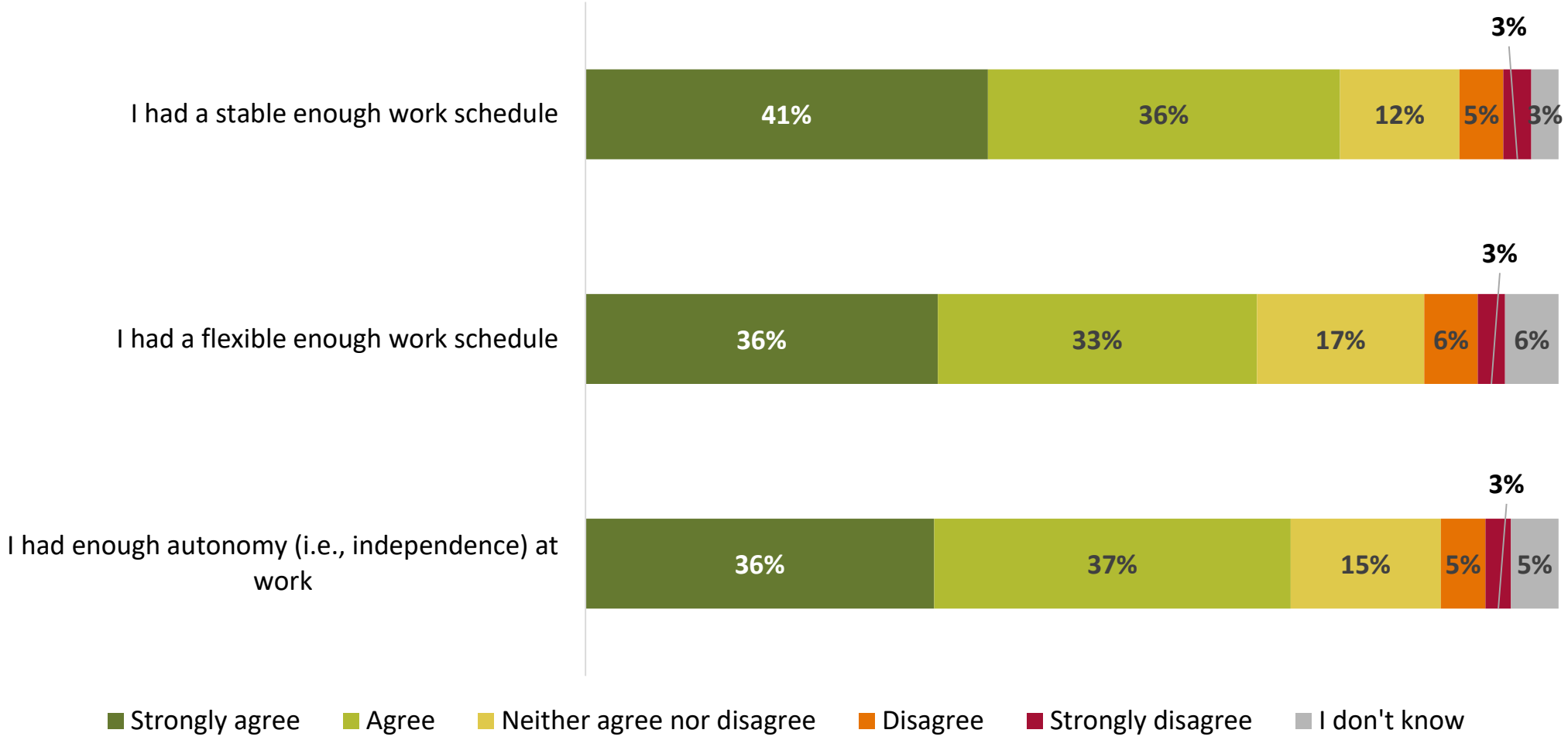
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Job structure

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

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



N = 650 (respondents who have experienced upward mobility)

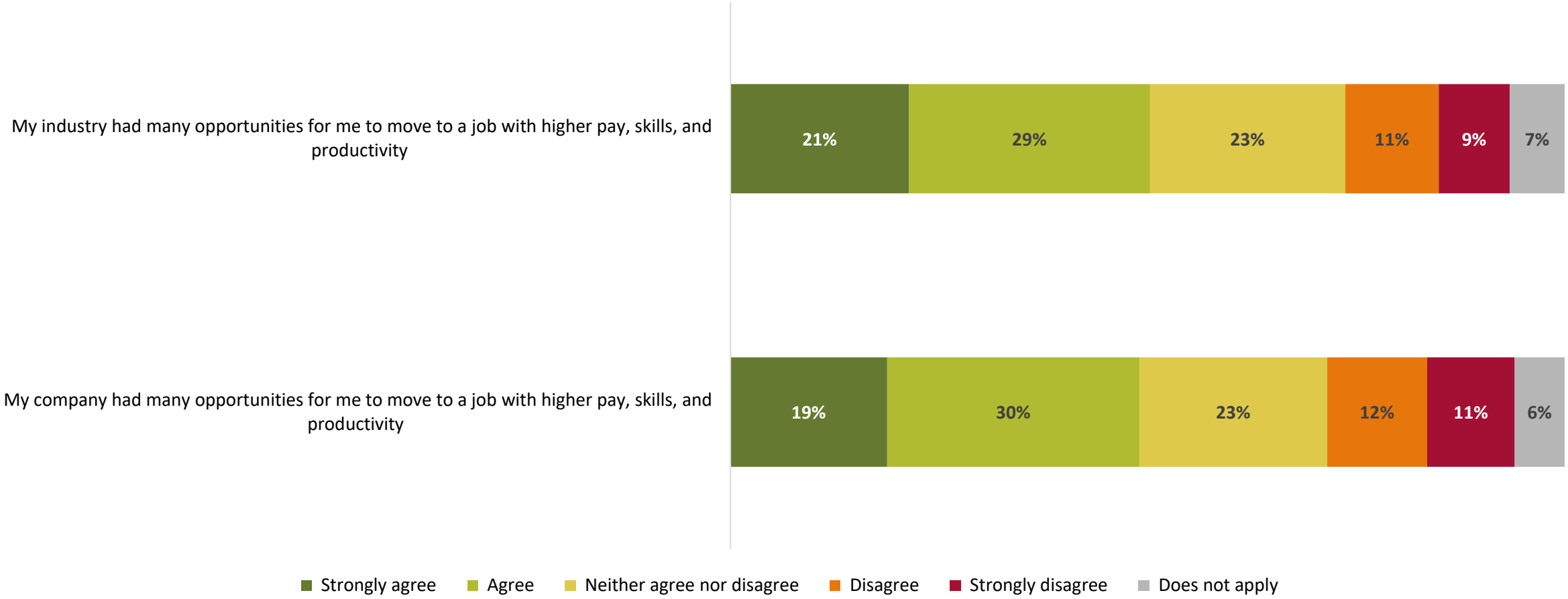
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Company and industry opportunities

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

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



N = 650 (respondents who have experienced upward mobility)

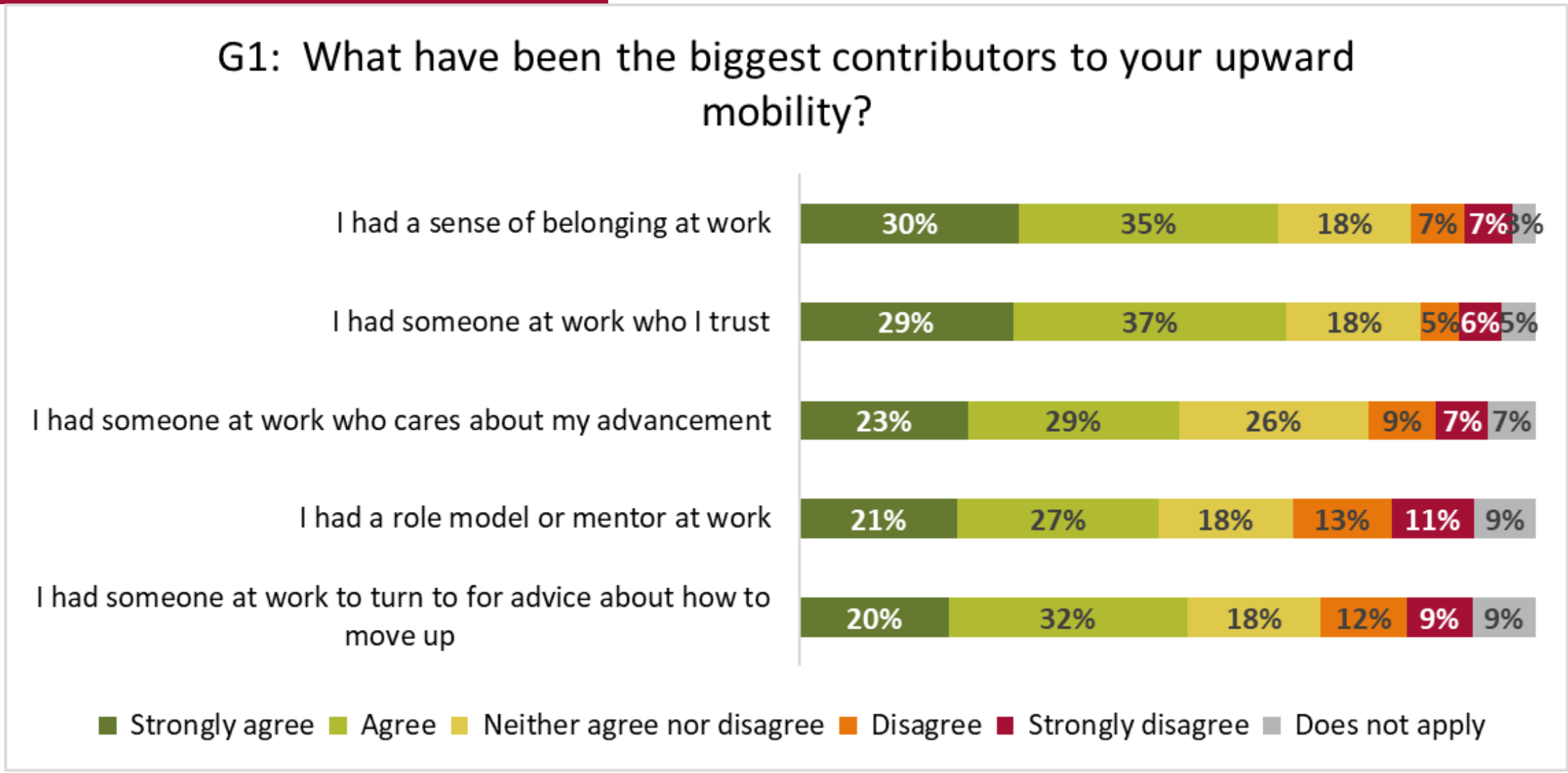
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Mentorship

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

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



N = 650 (respondents who have experienced upward mobility)

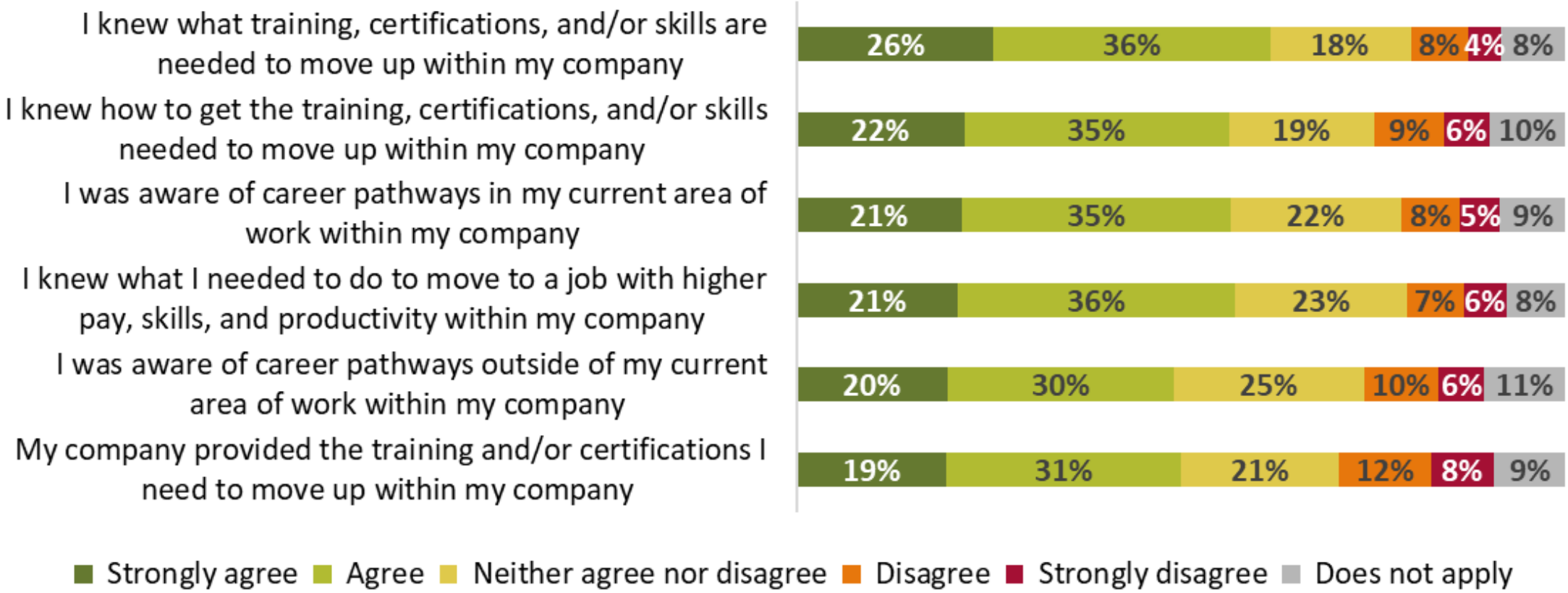
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Career pathways

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

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



N = 650 (respondents who have experienced upward mobility)

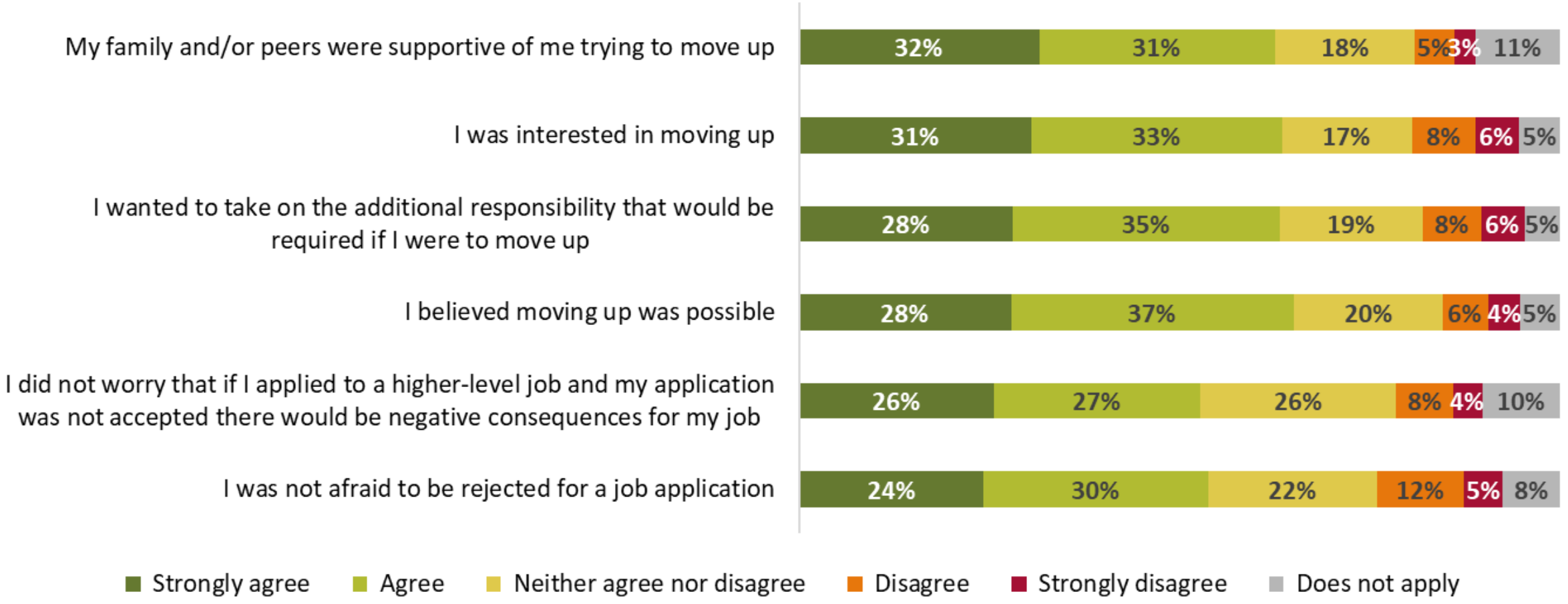
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Attitudes about upward mobility

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

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

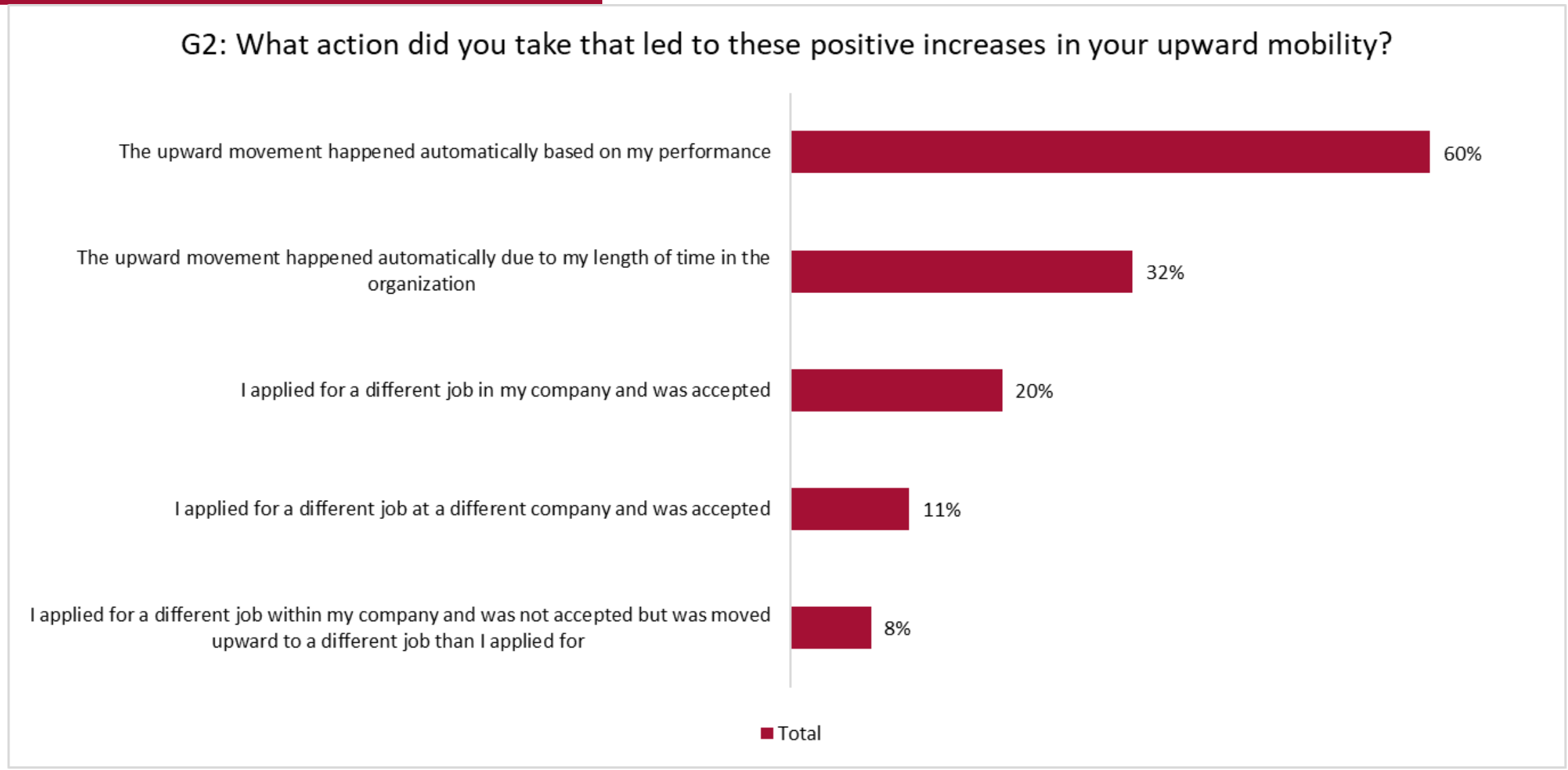


N = 650 (respondents who have experienced upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G - Contributors

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

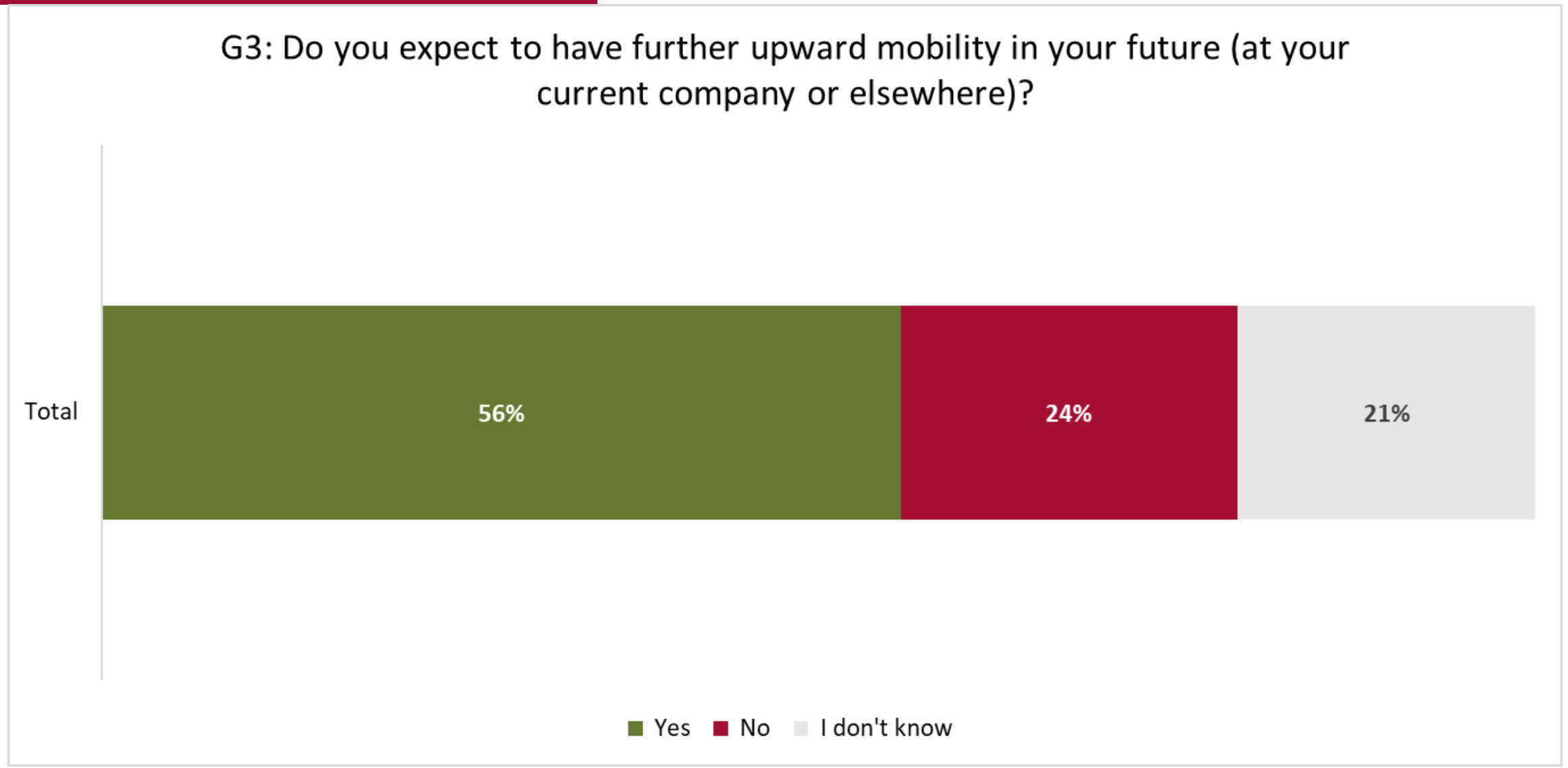


N = 650 (respondents who have experienced upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G - Contributors

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



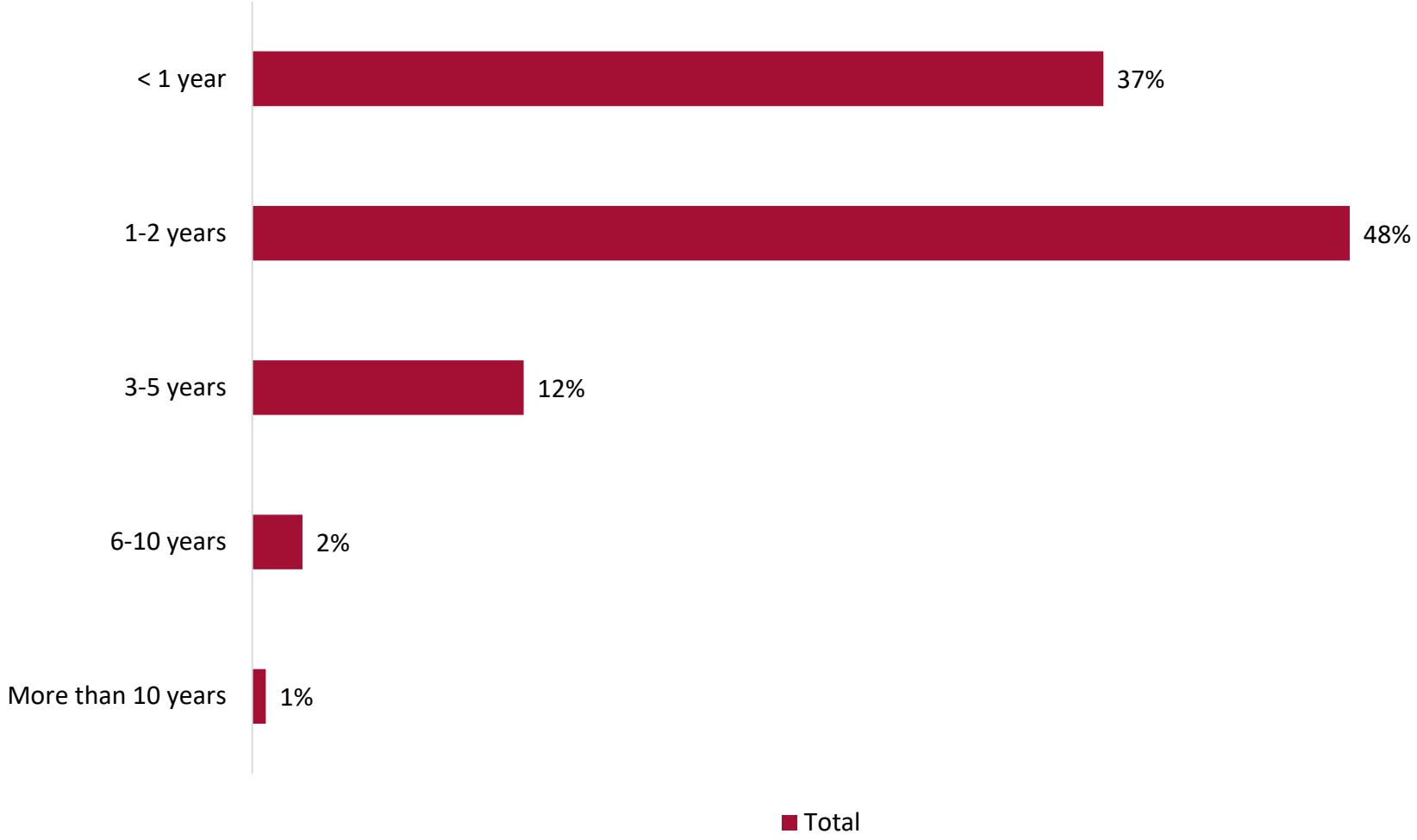
N = 650 (respondents who have experienced upward mobility)

Section G - Contributors

Copyright © 2022 President and Fellows of Harvard College

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

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

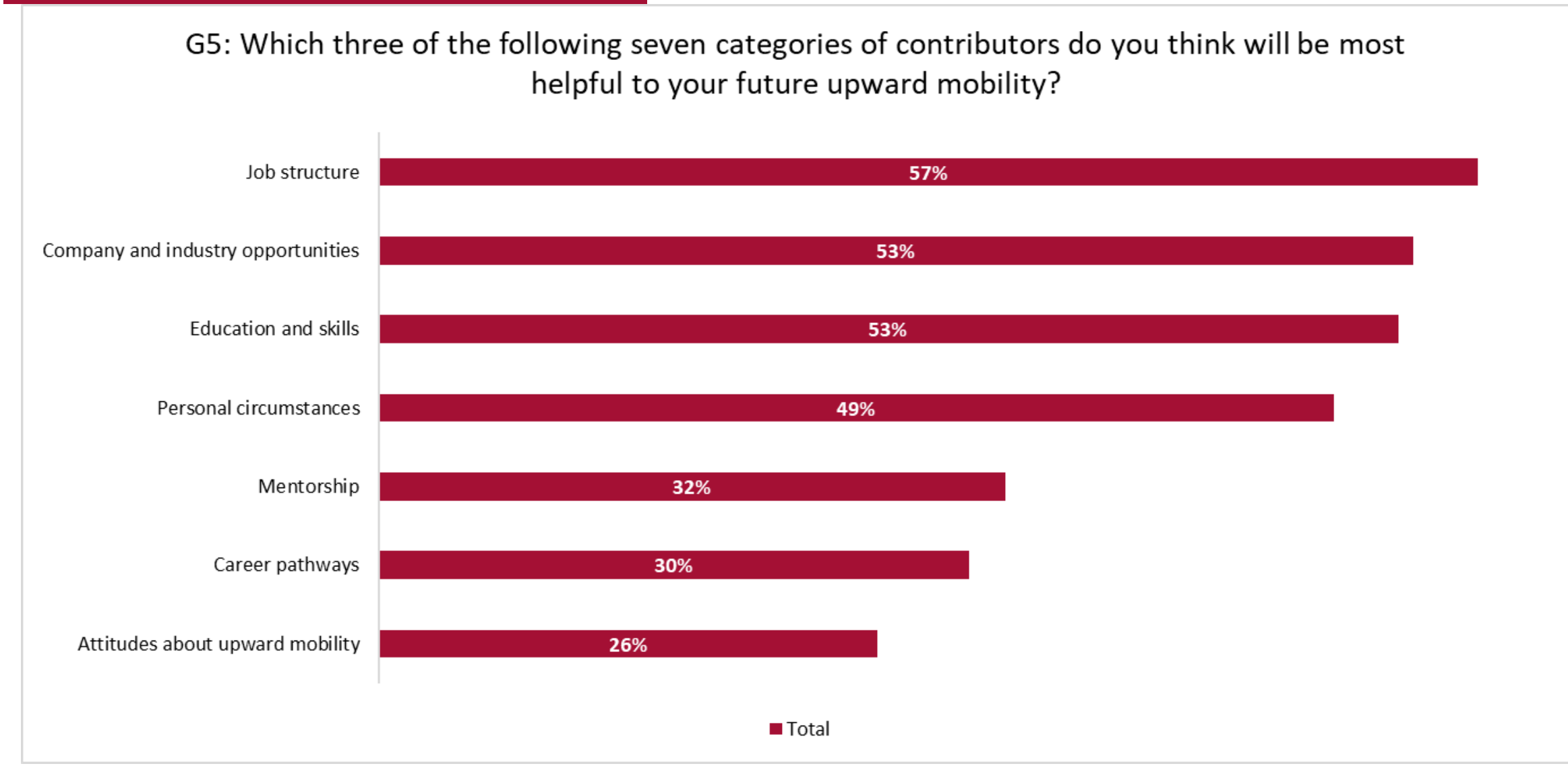


N = 362 (respondents who have experienced upward mobility and expect future upward mobility)

Section G - Contributors

Copyright © 2022 President and Fellows of Harvard College

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

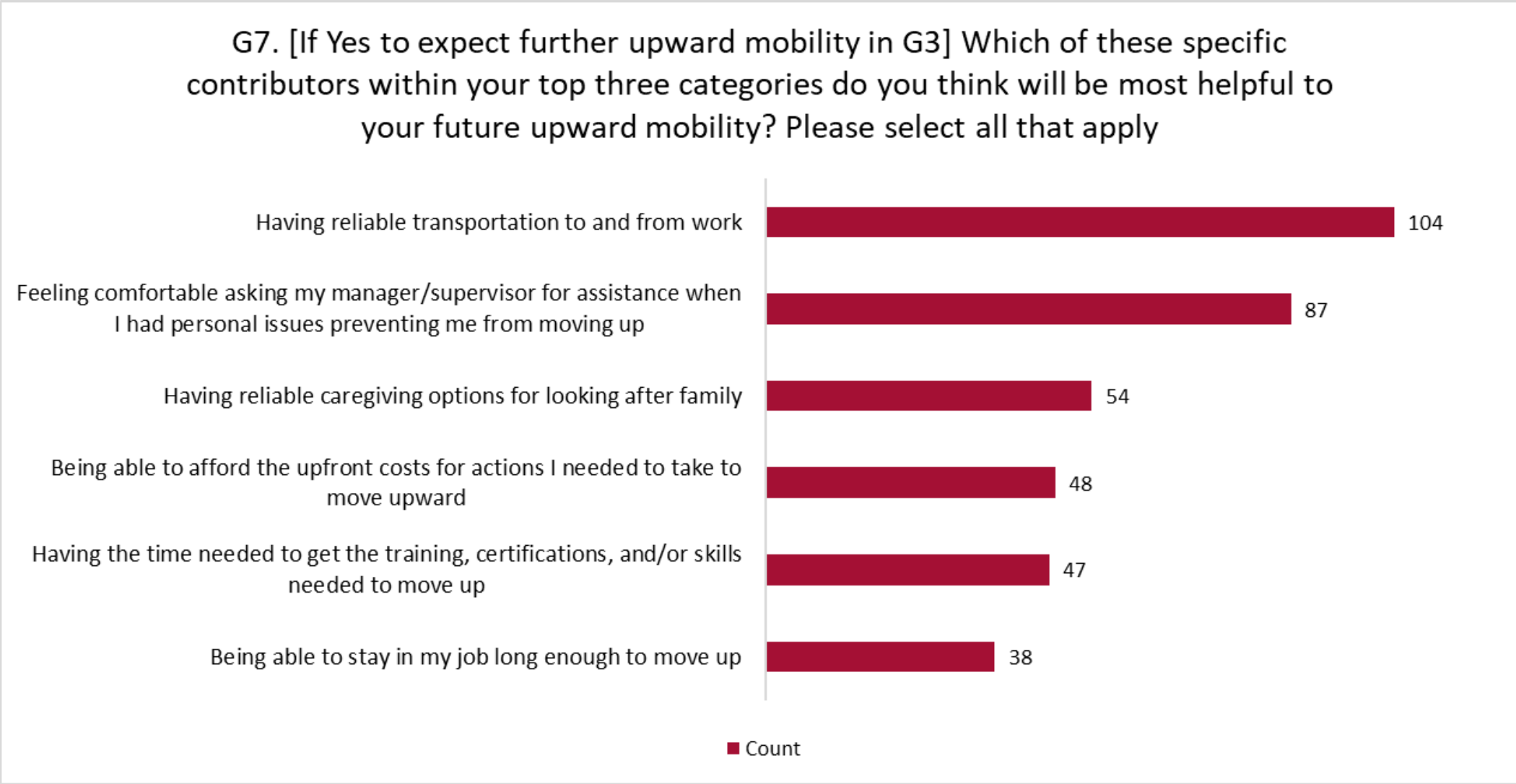


N = 362 (respondents who have experienced upward mobility and expect future upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors
Personal Circumstances

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



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

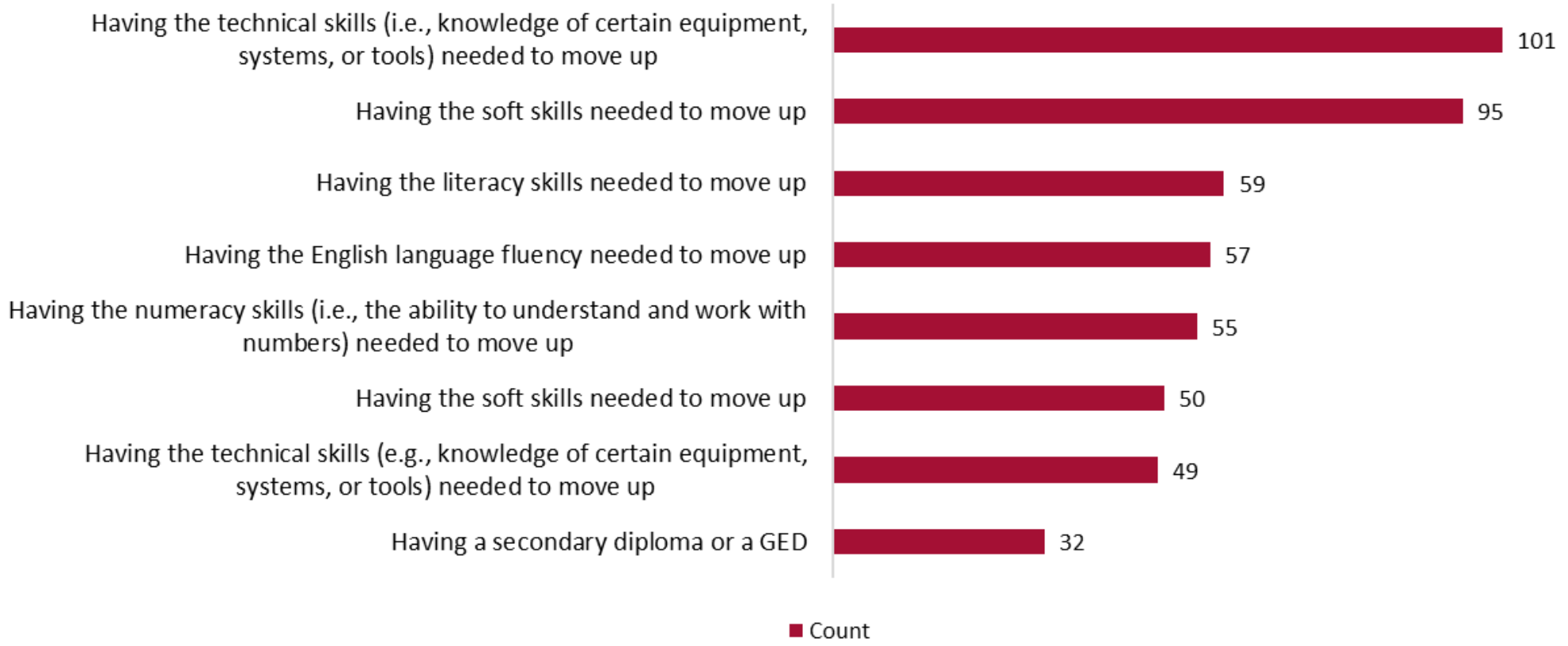
Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Education and skills

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

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



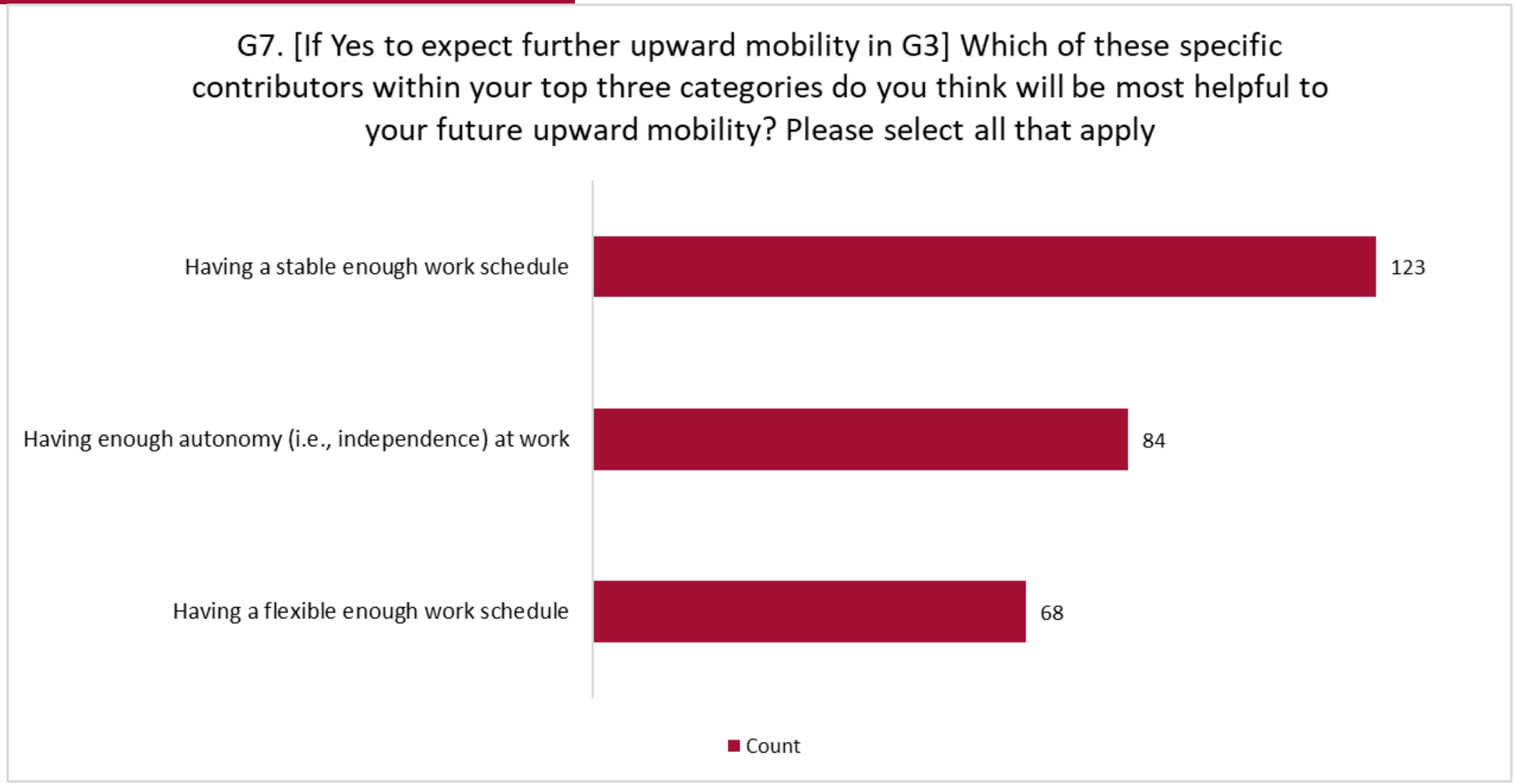
N = 190 (those who selected "Education and skills" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Job structure

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



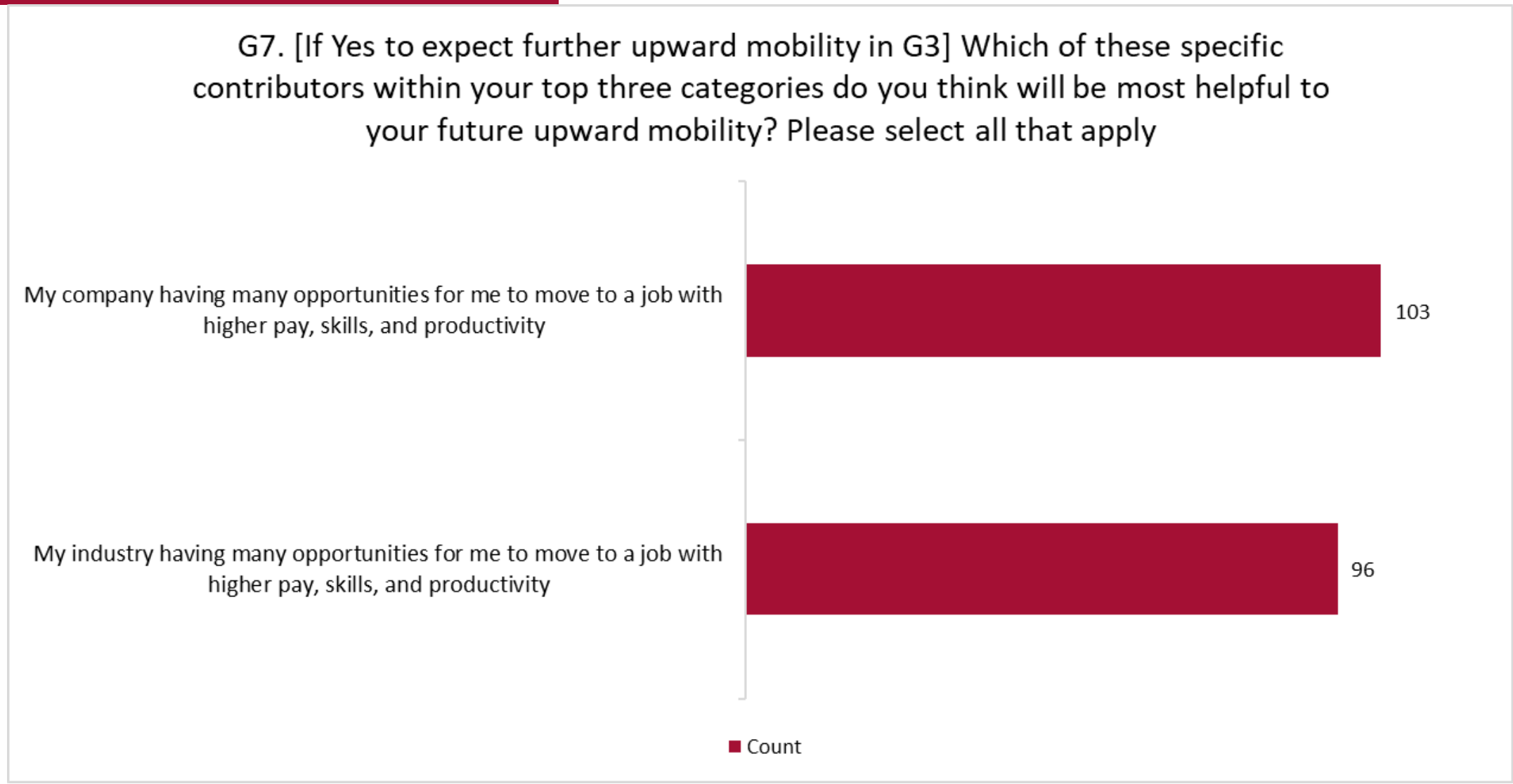
N = 205 (those who selected "Job structure" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Company and industry opportunities

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

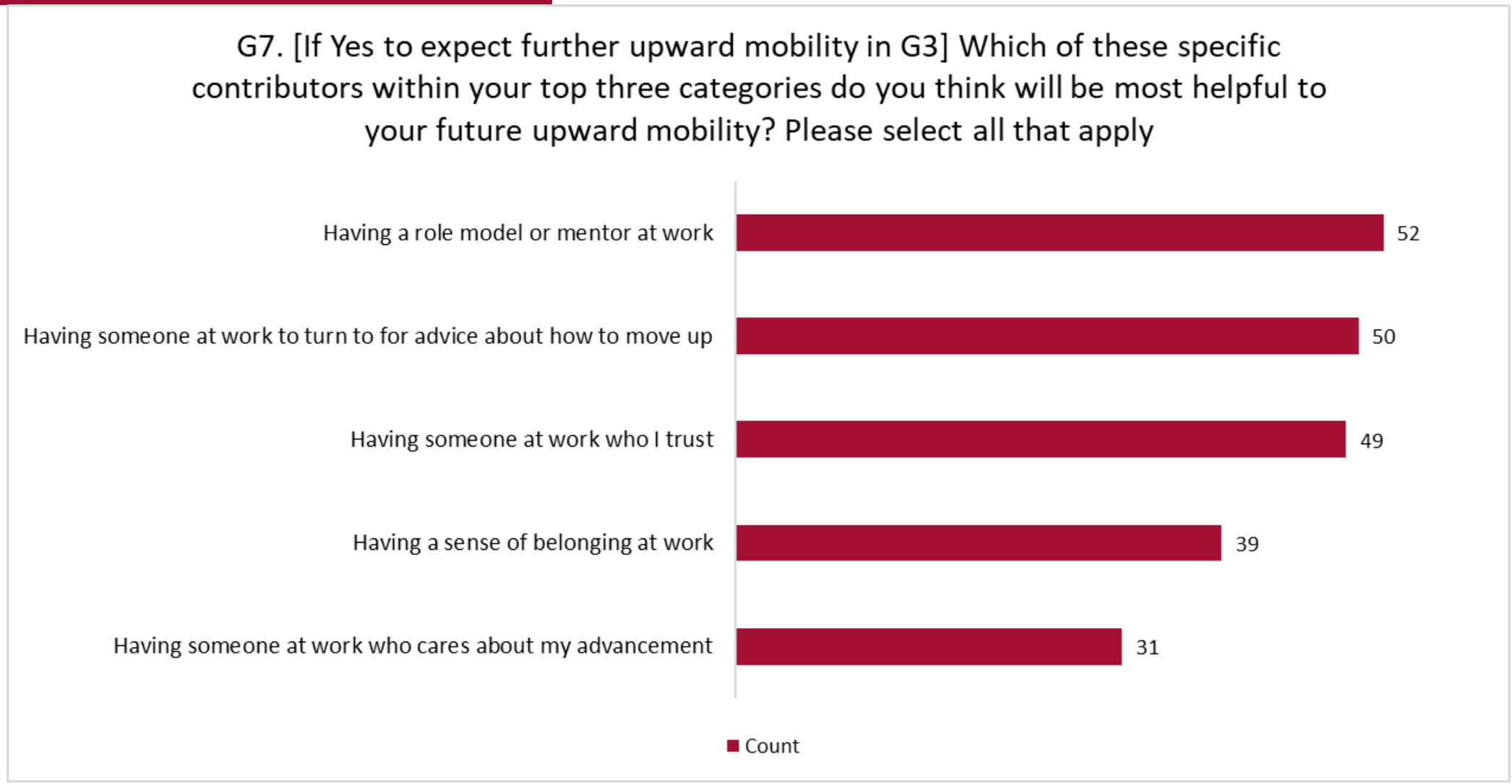


N = 193 (those who selected "Company and industry opportunities" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors
Mentorship

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



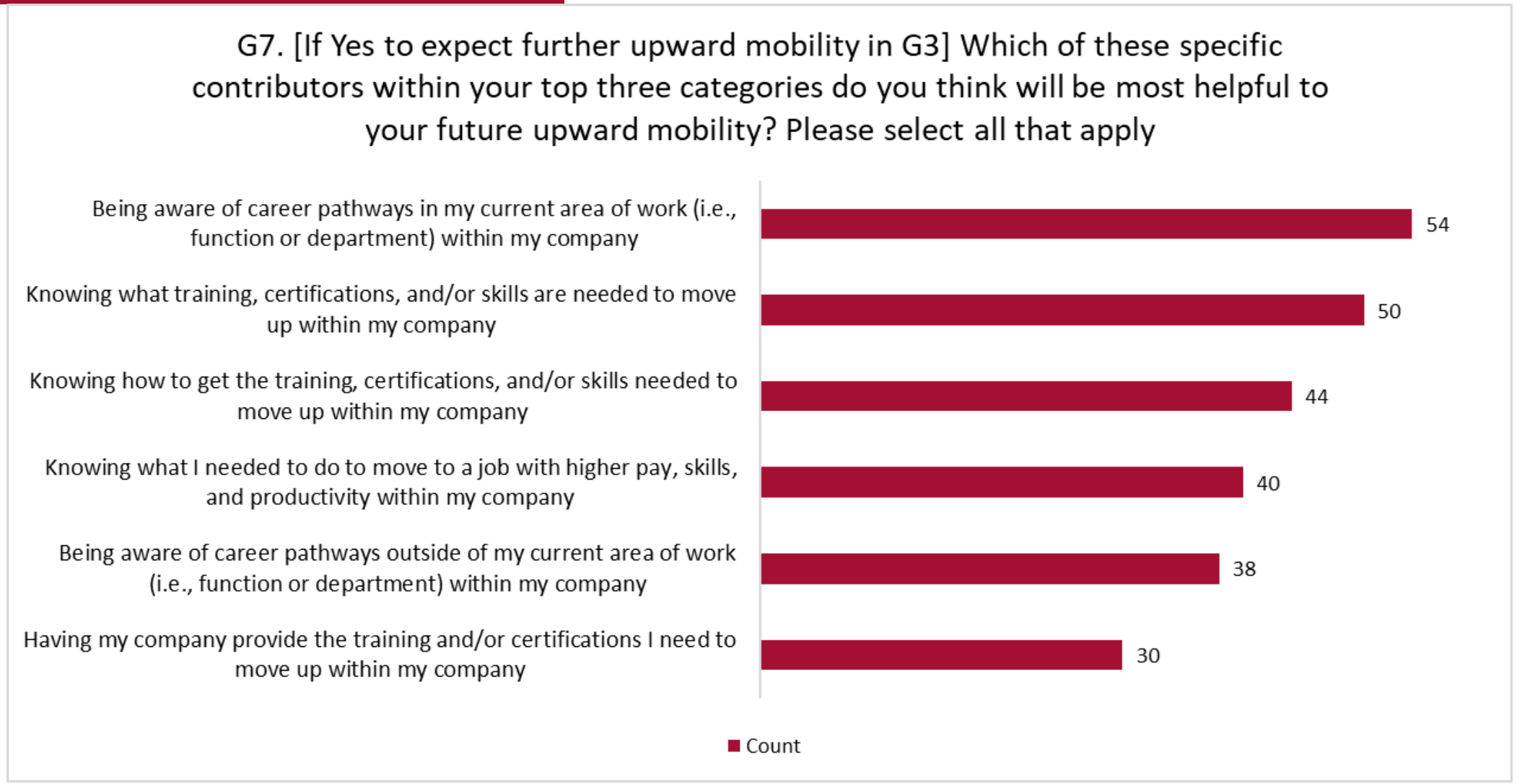
N = 117 (those who selected "Mentorship" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Career pathways

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



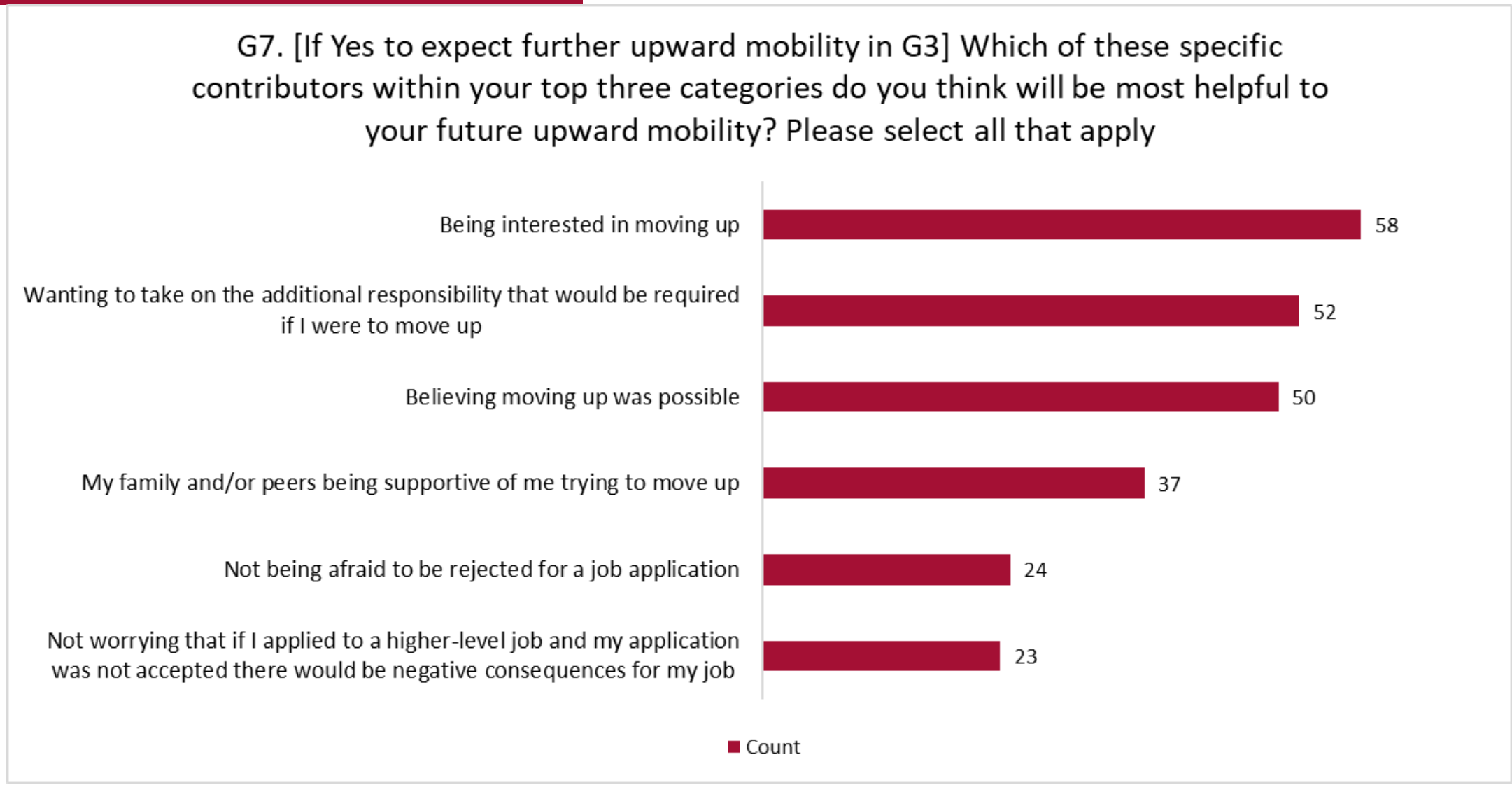
N = 110 (those who selected "Career pathways" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Contributors

Attitudes about upward mobility

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

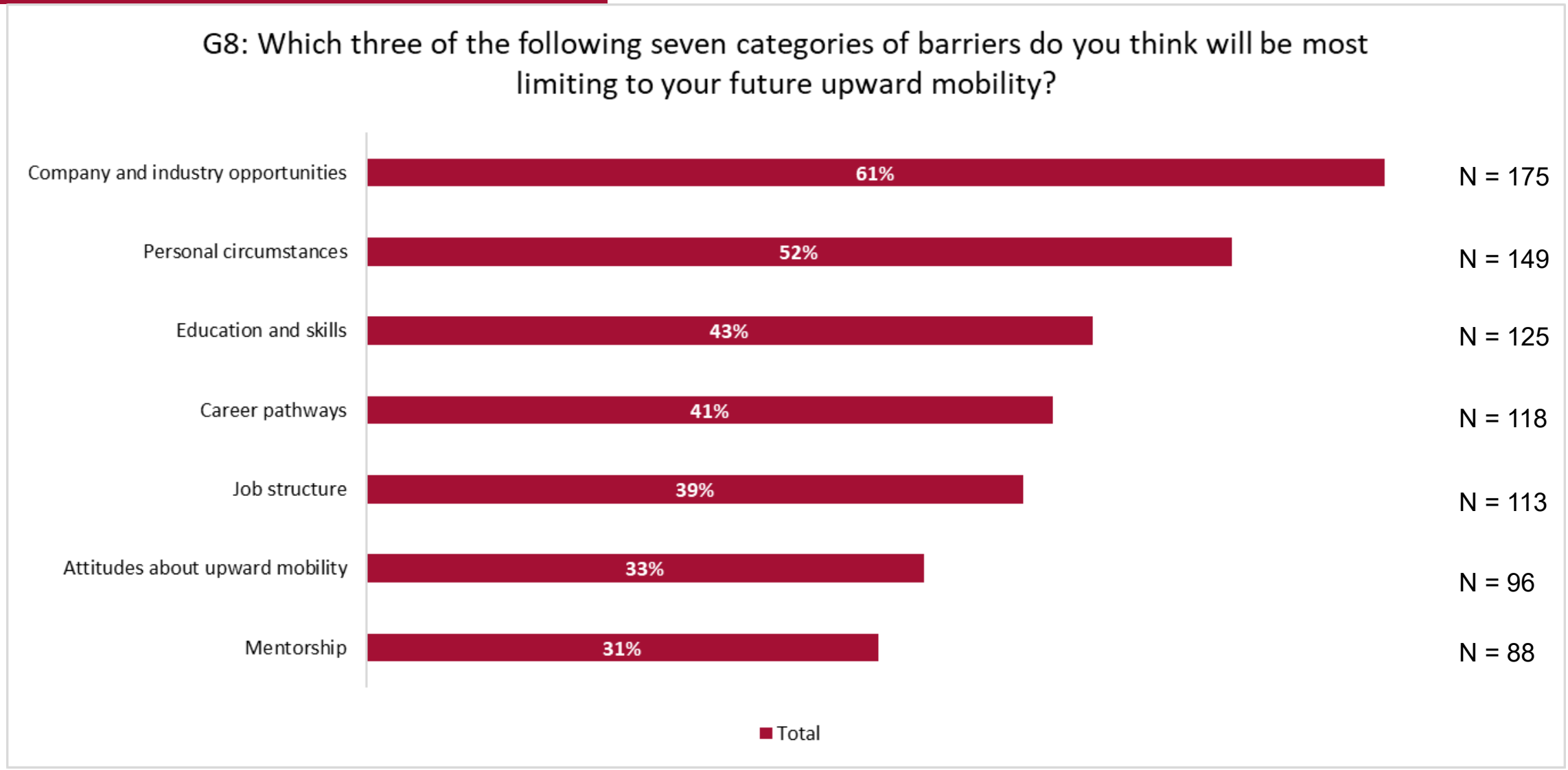


N = 93 (those who selected "Attitudes about upward mobility" as one of their top three groups of contributors for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G - Contributors

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

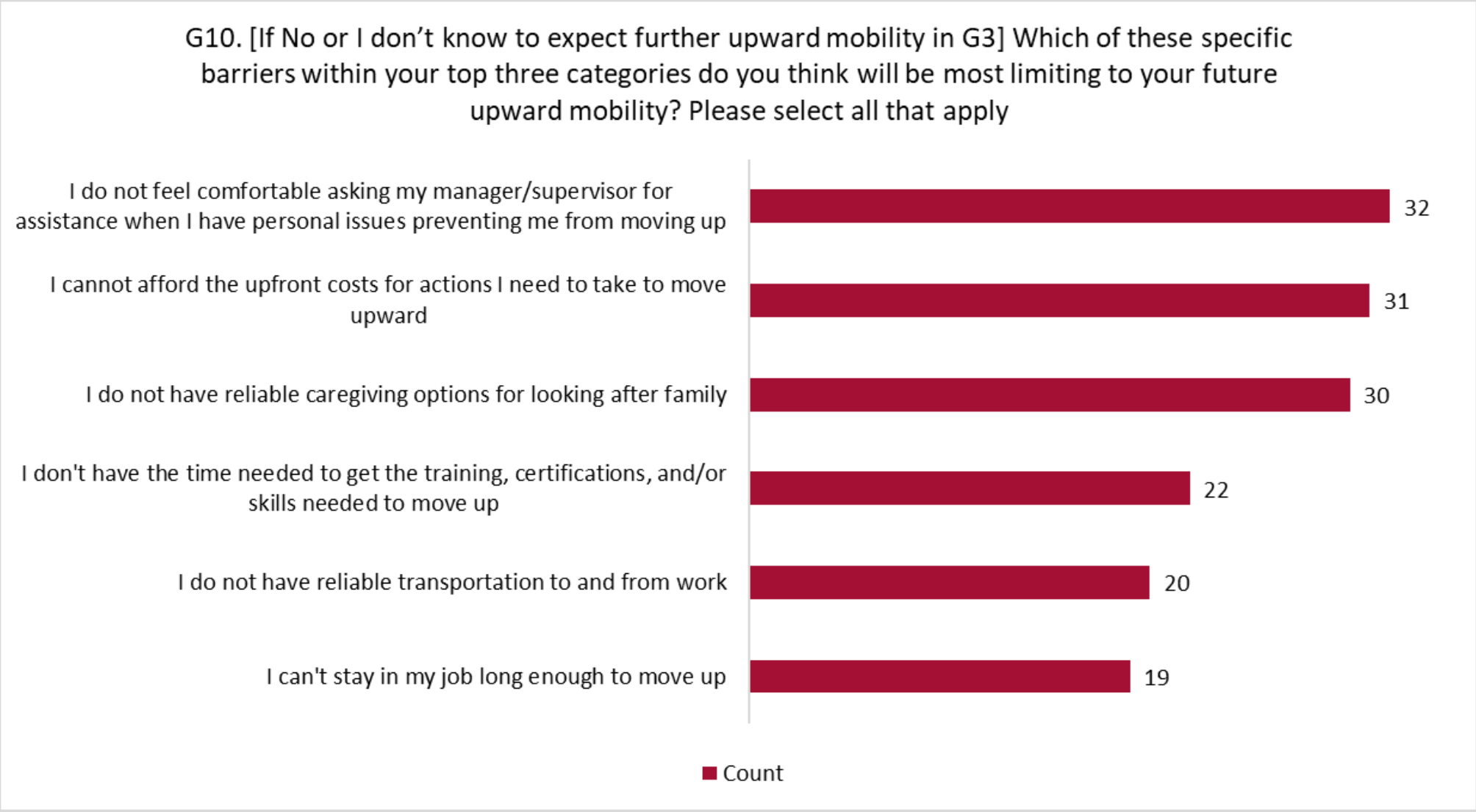


N = 288 (respondents who have experienced upward mobility but don't know or are not expecting future upward mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers
Personal Circumstances

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



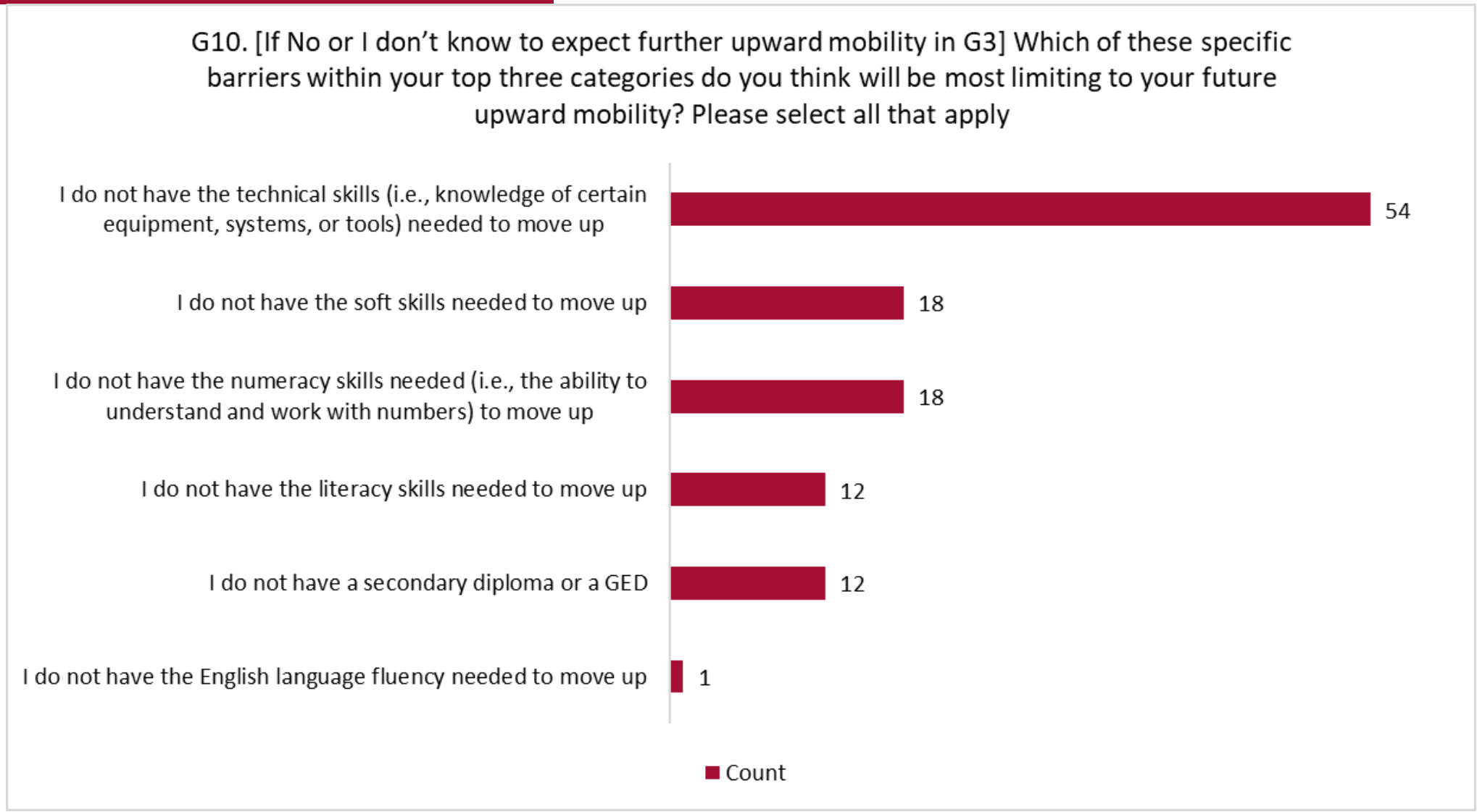
N = 149 (those who selected "Personal circumstances" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers

Education and skills

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



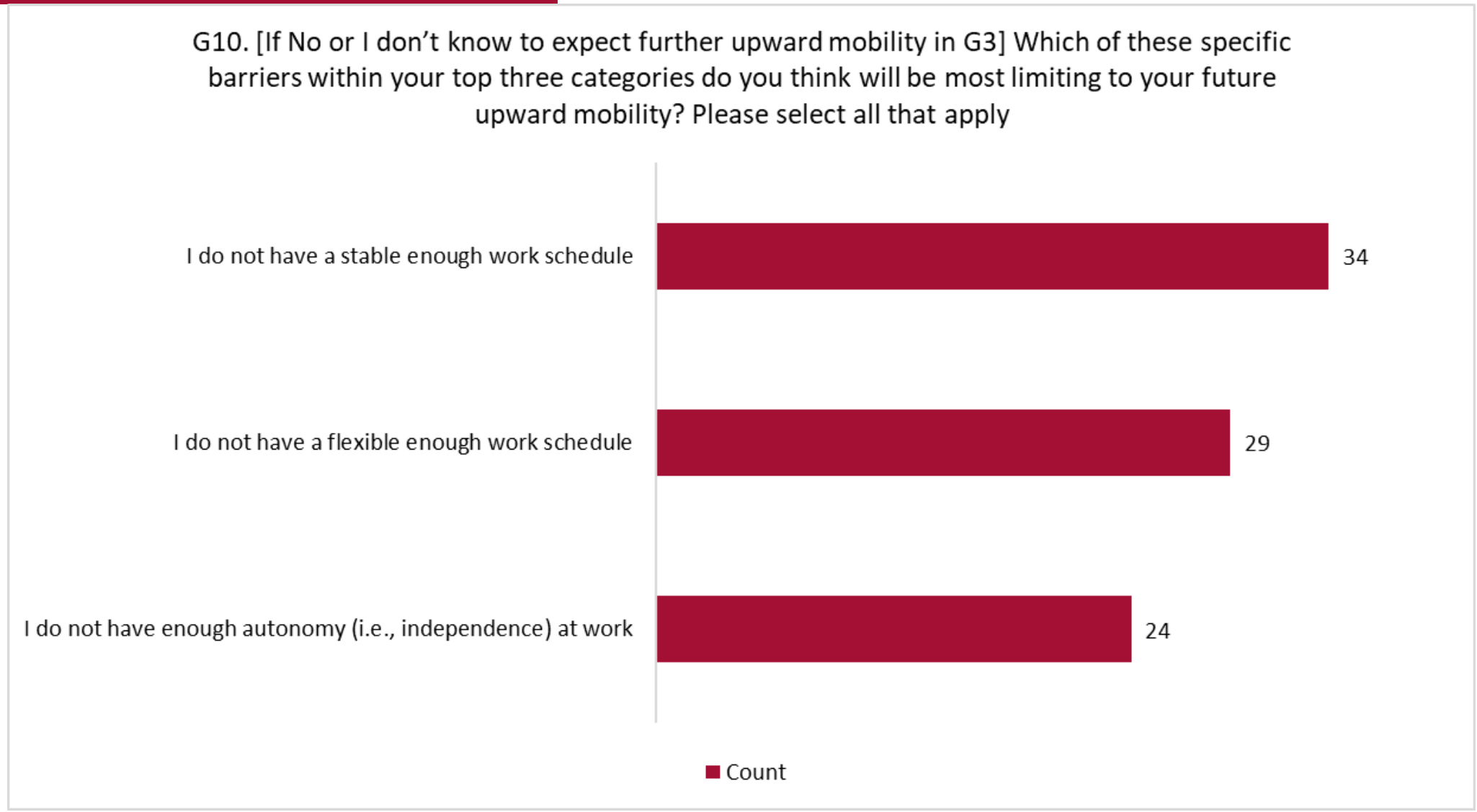
N = 125 (those who selected "Education and skills" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers

Job structure

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



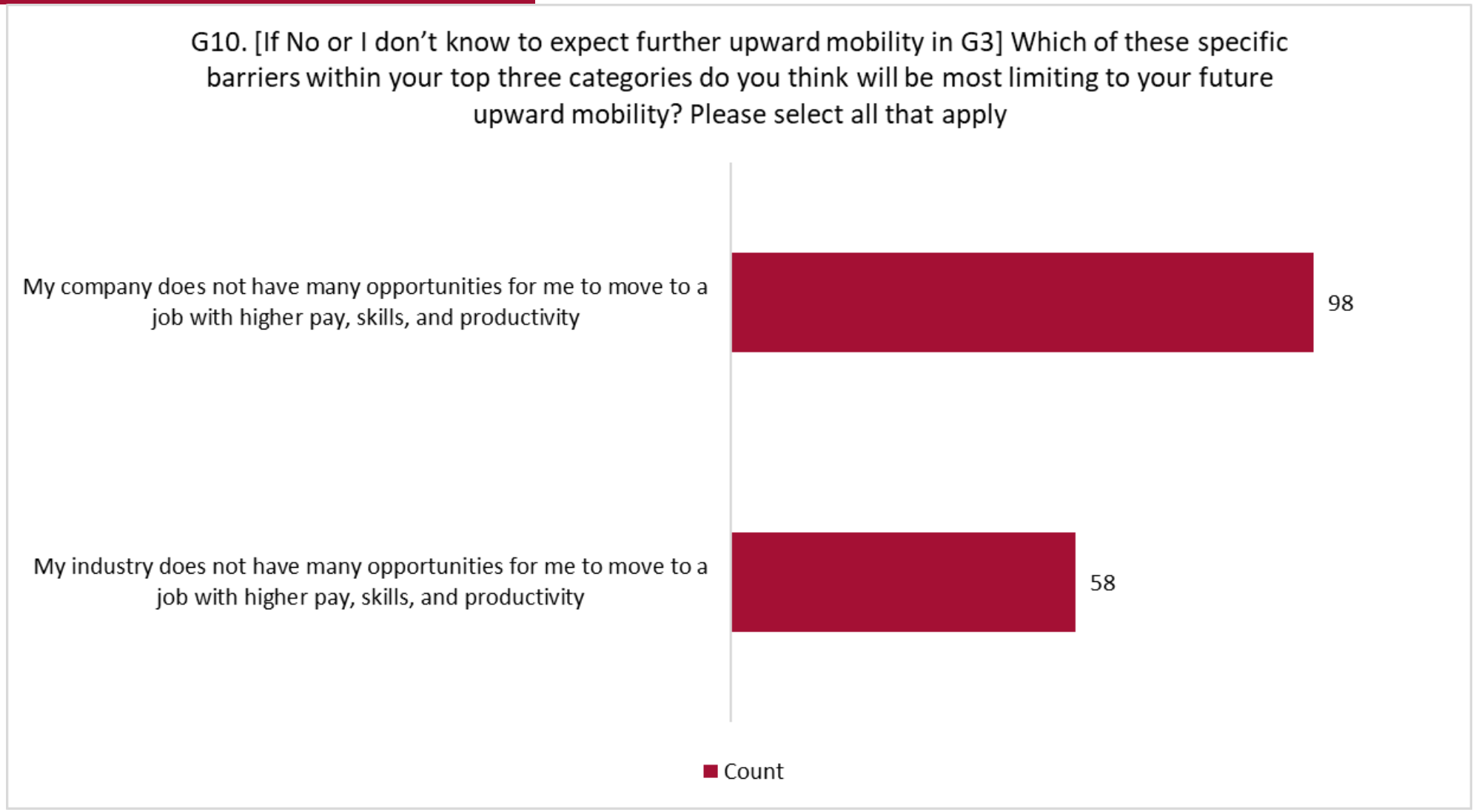
N = 113 (those who selected "Job structure" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers

Company and industry opportunities

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

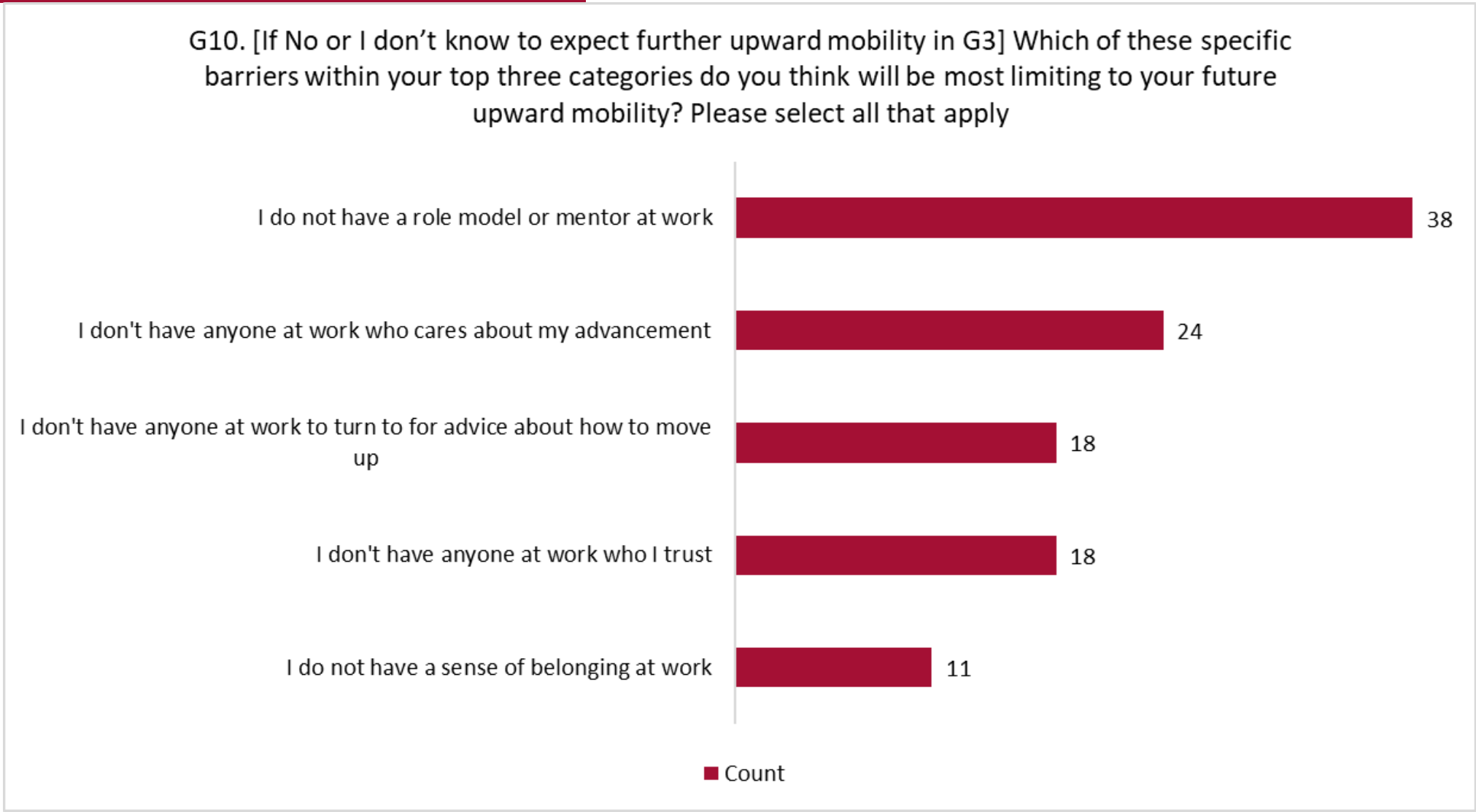


N = 175 (those who selected "Company and industry opportunities" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers
Mentorship

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



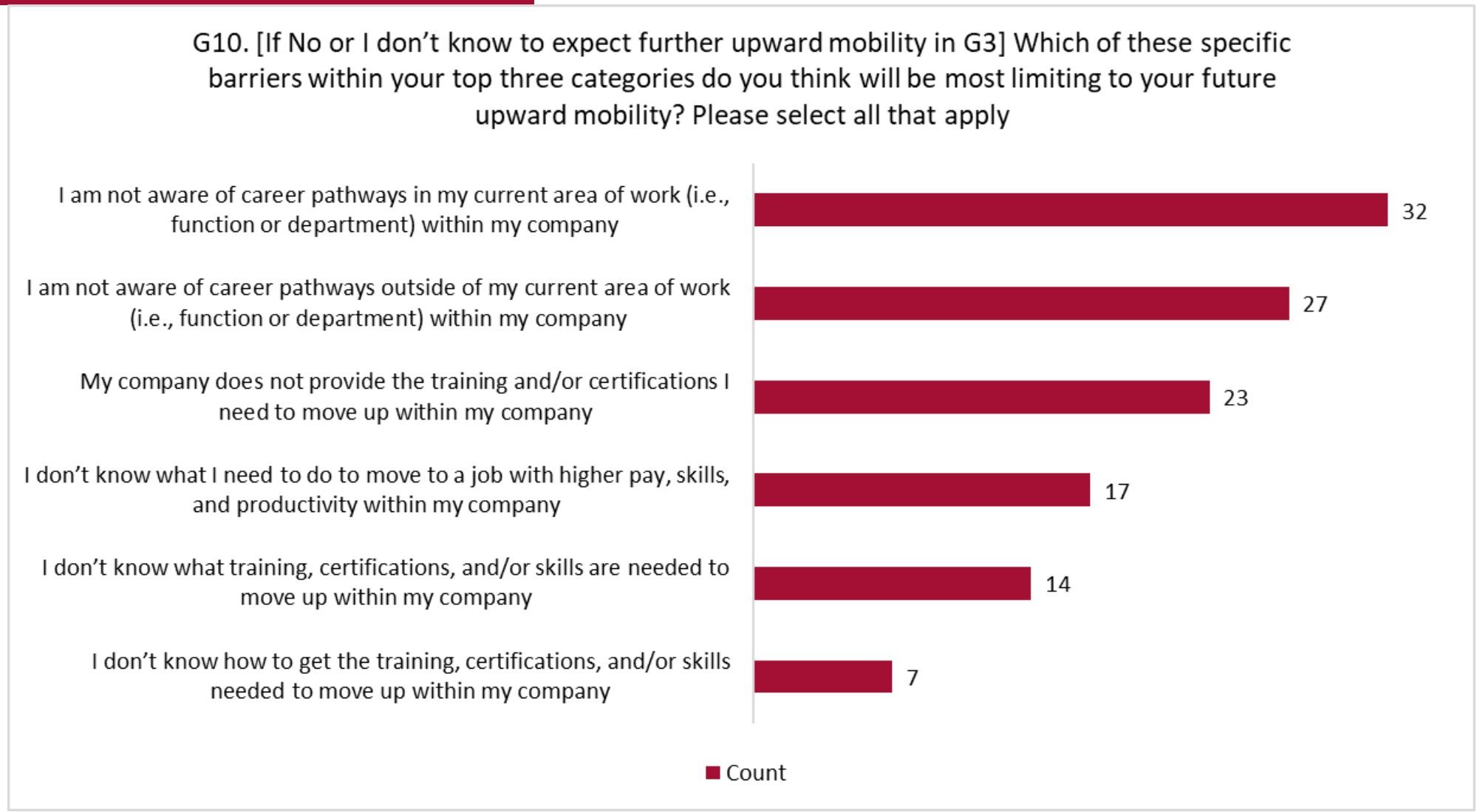
N = 88 (those who selected "Mentorship" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers

Career pathways

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



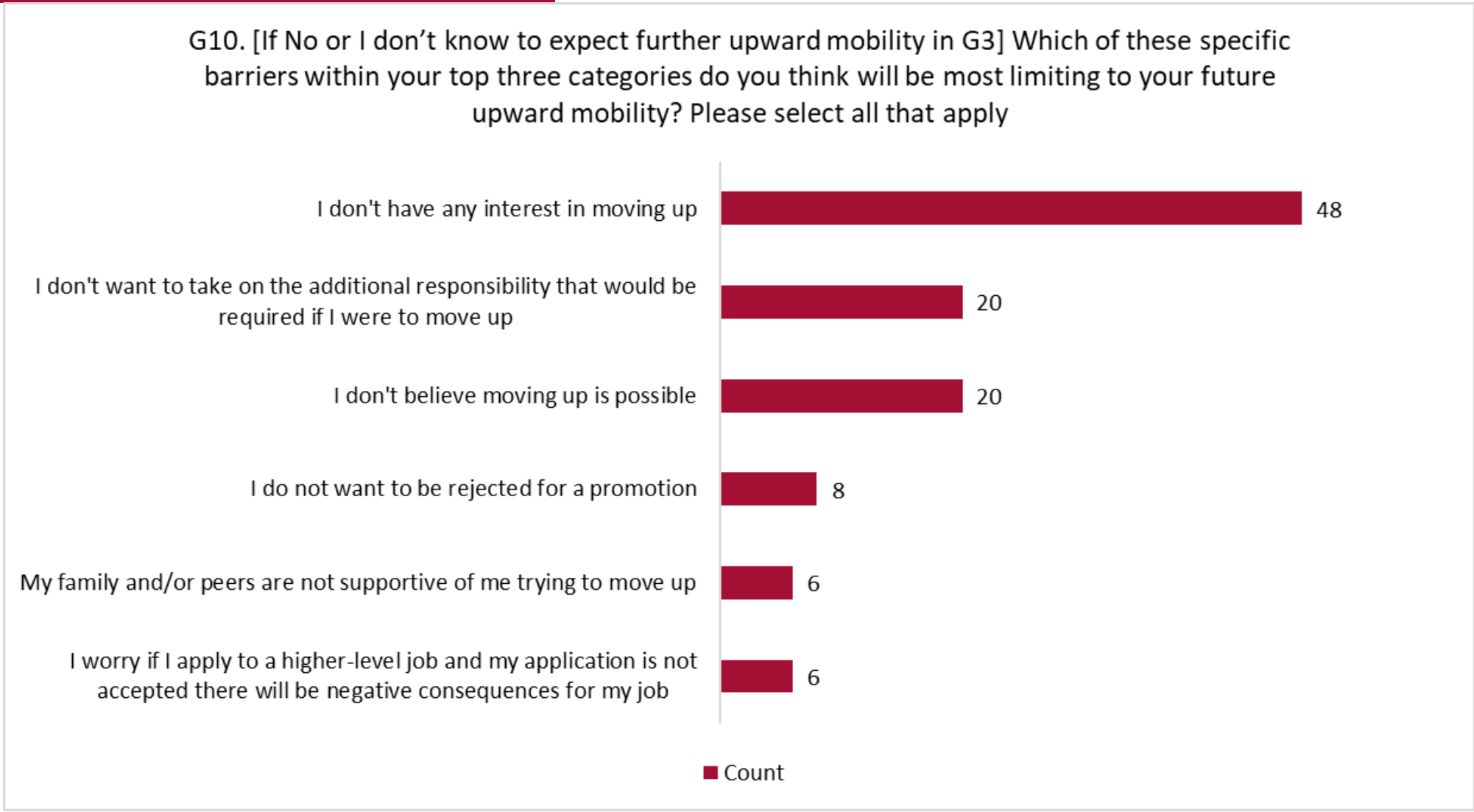
N = 118 (those who selected "Career pathways" as one of their top three groups of barriers for anticipated future mobility)

Copyright © 2022 President and Fellows of Harvard College

Section G – Barriers

Attitudes about upward mobility

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



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

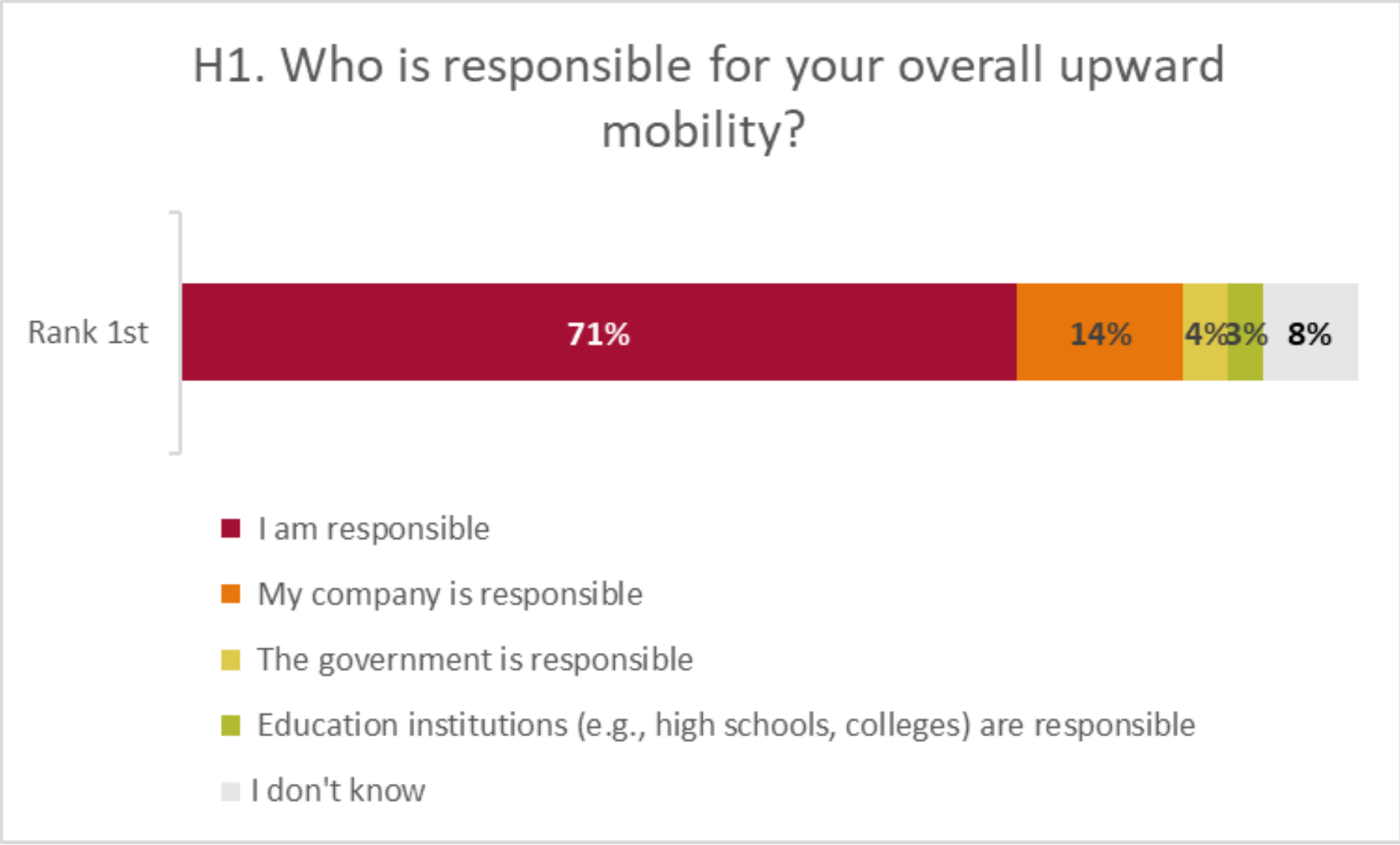
Section H

Your attitudes about upward mobility

Copyright © 2022 President and Fellows of Harvard College

Section H
Attitudes about upward mobility

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



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

N = 1,025

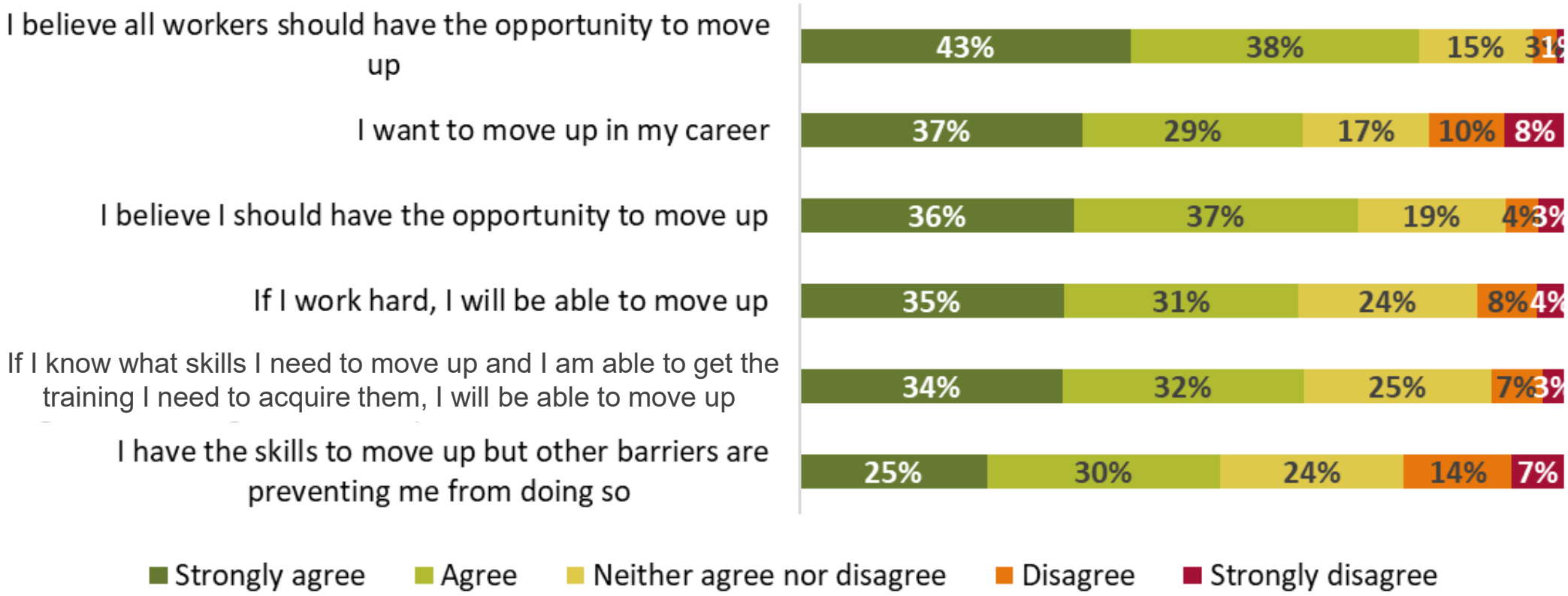
Note: Respondents were shown all four response options and asked to rank them. 1 = ranked most responsible, 4_{162} = ranked most responsible.

Copyright © 2022 President and Fellows of Harvard College

Section H
Attitudes about upward mobility

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

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

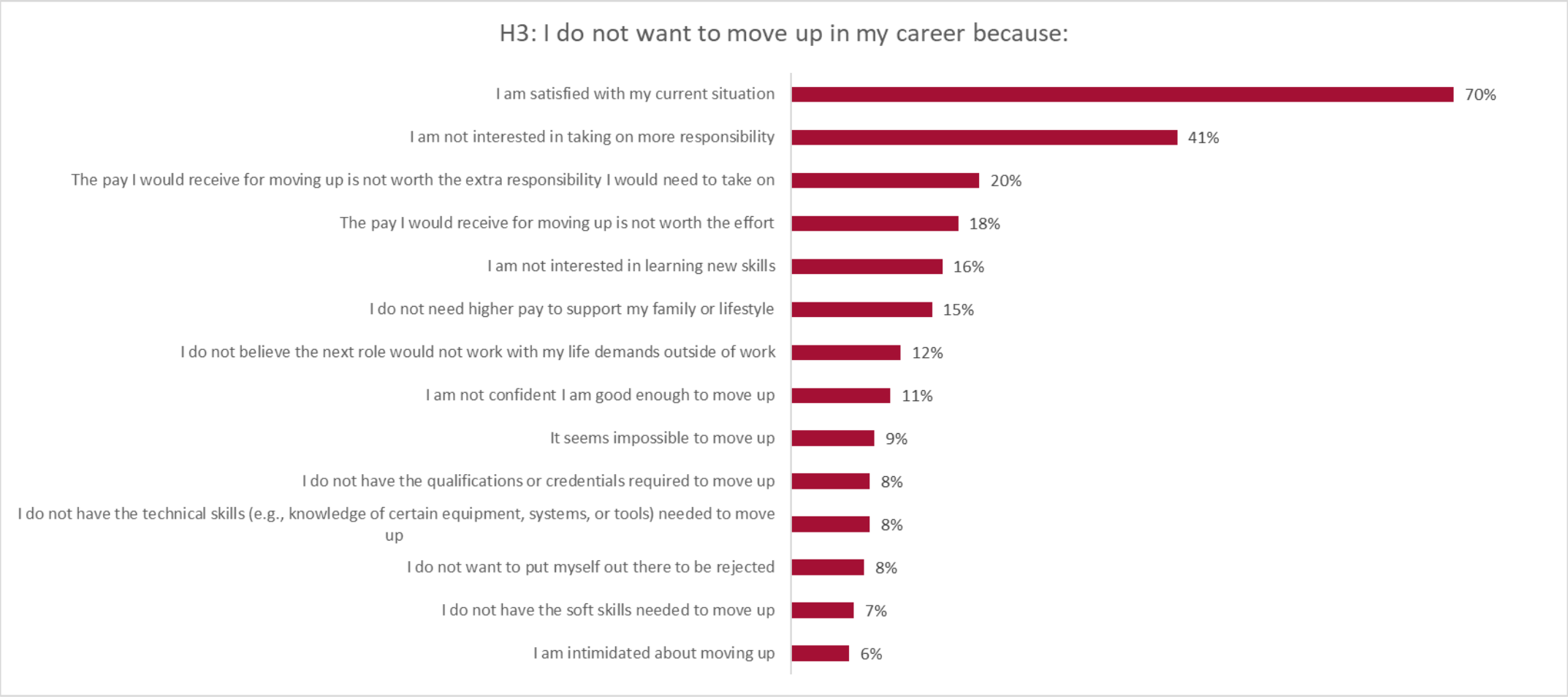


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

Section H
Attitudes about upward mobility

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



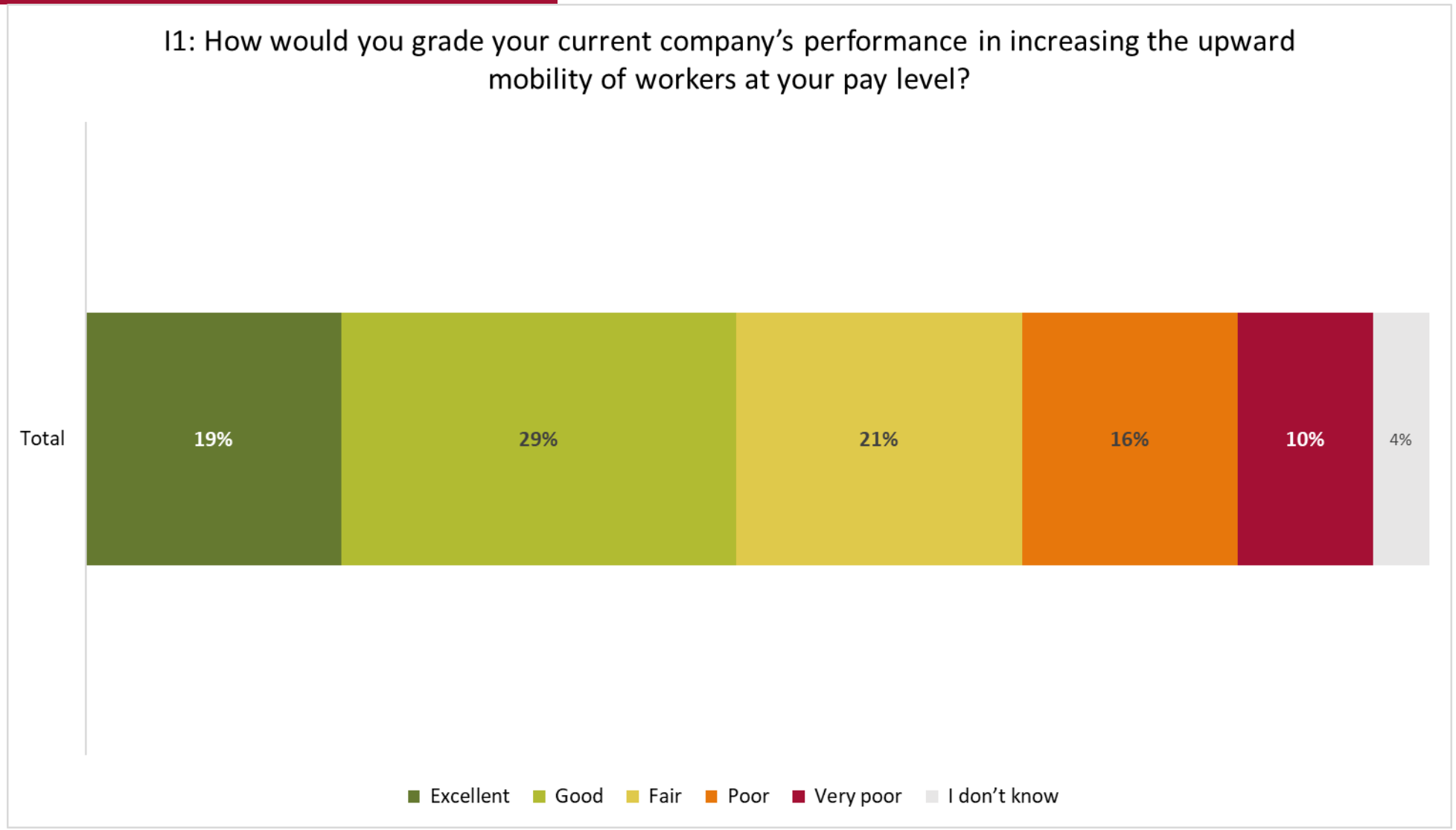
N = 181 (those who do not want to move up in their career – those who answered "strongly disagree" or "disagree" in previous question "I want to move up in my career" – answered this question)

Section I

Final thoughts

Copyright © 2022 President and Fellows of Harvard College

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

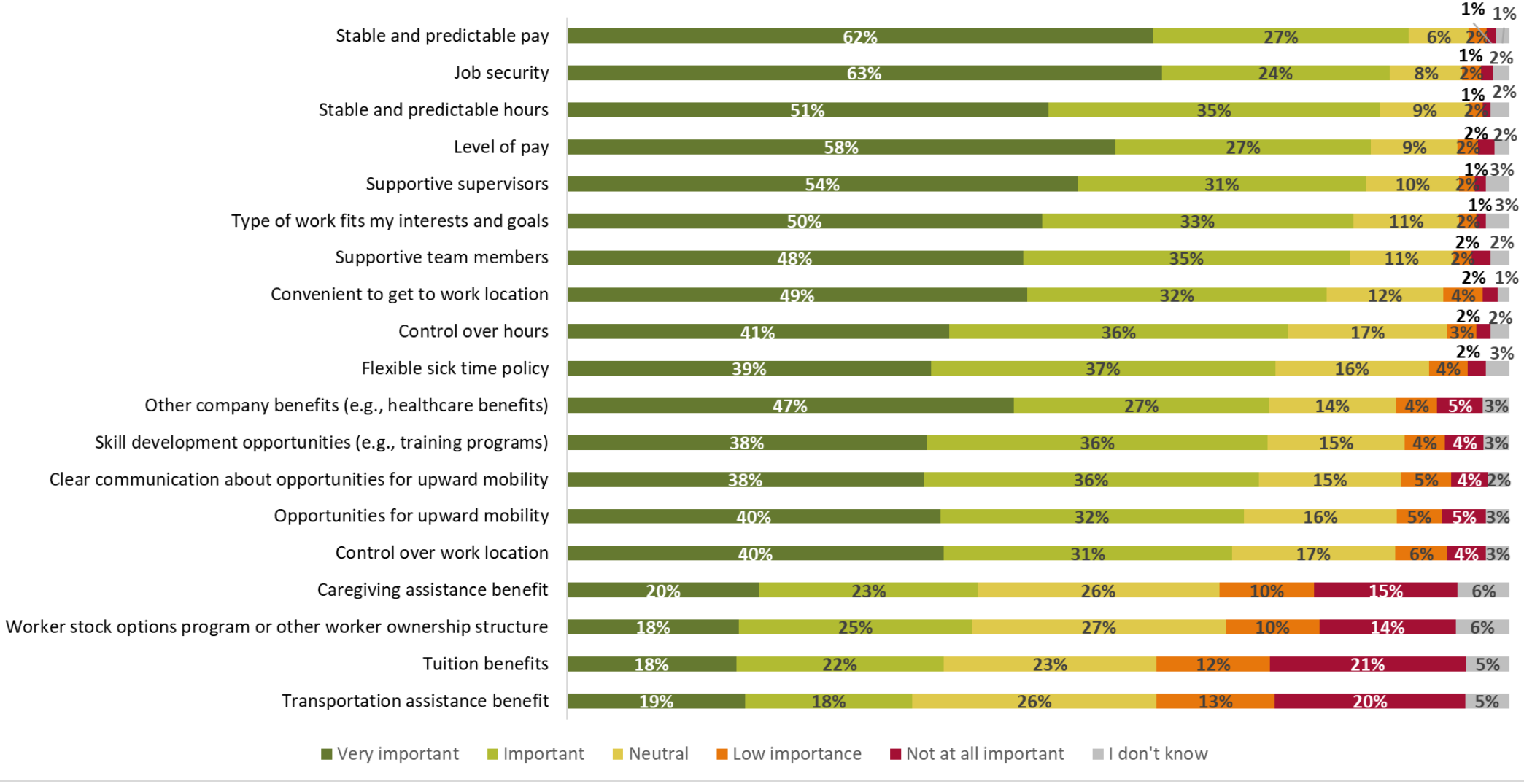


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

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

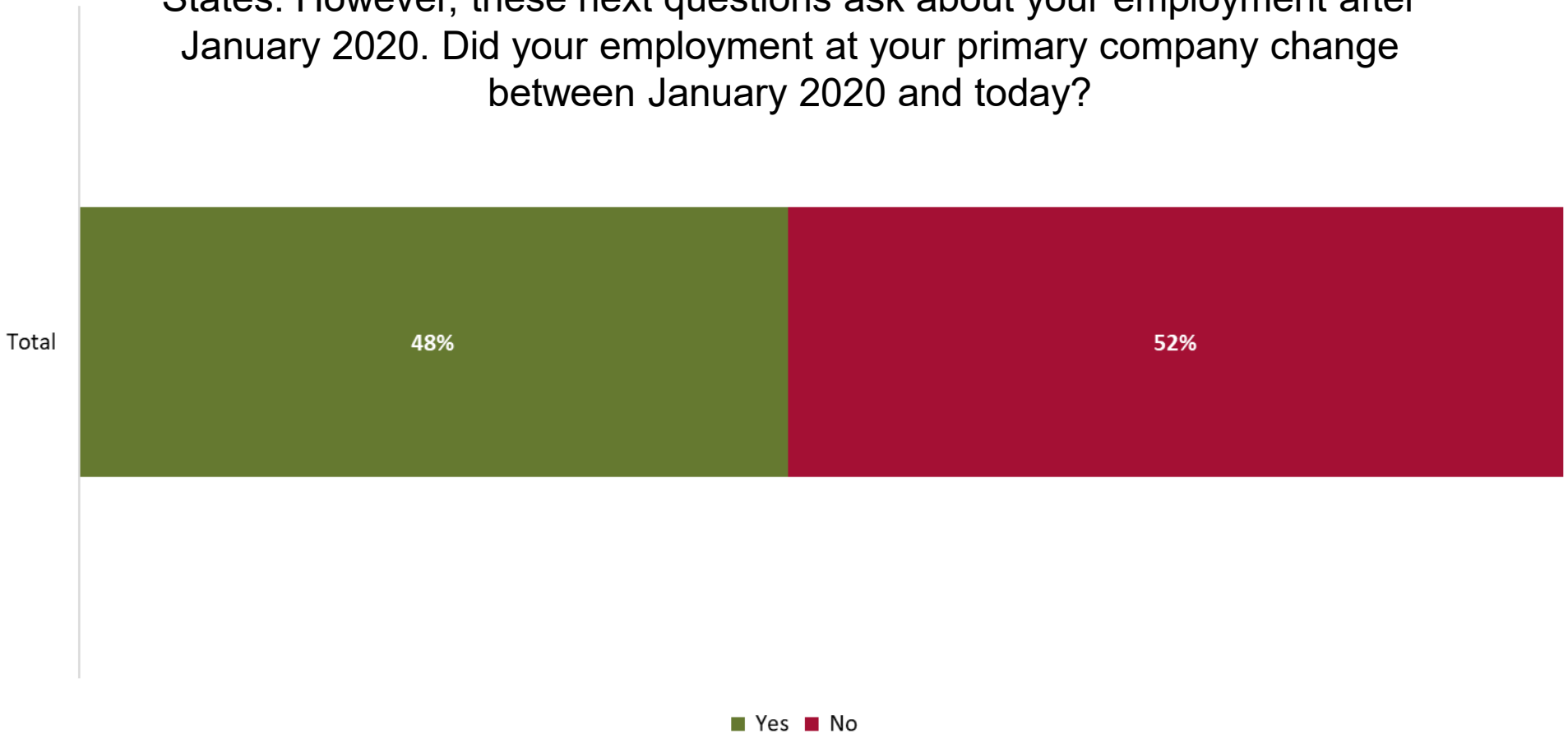


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

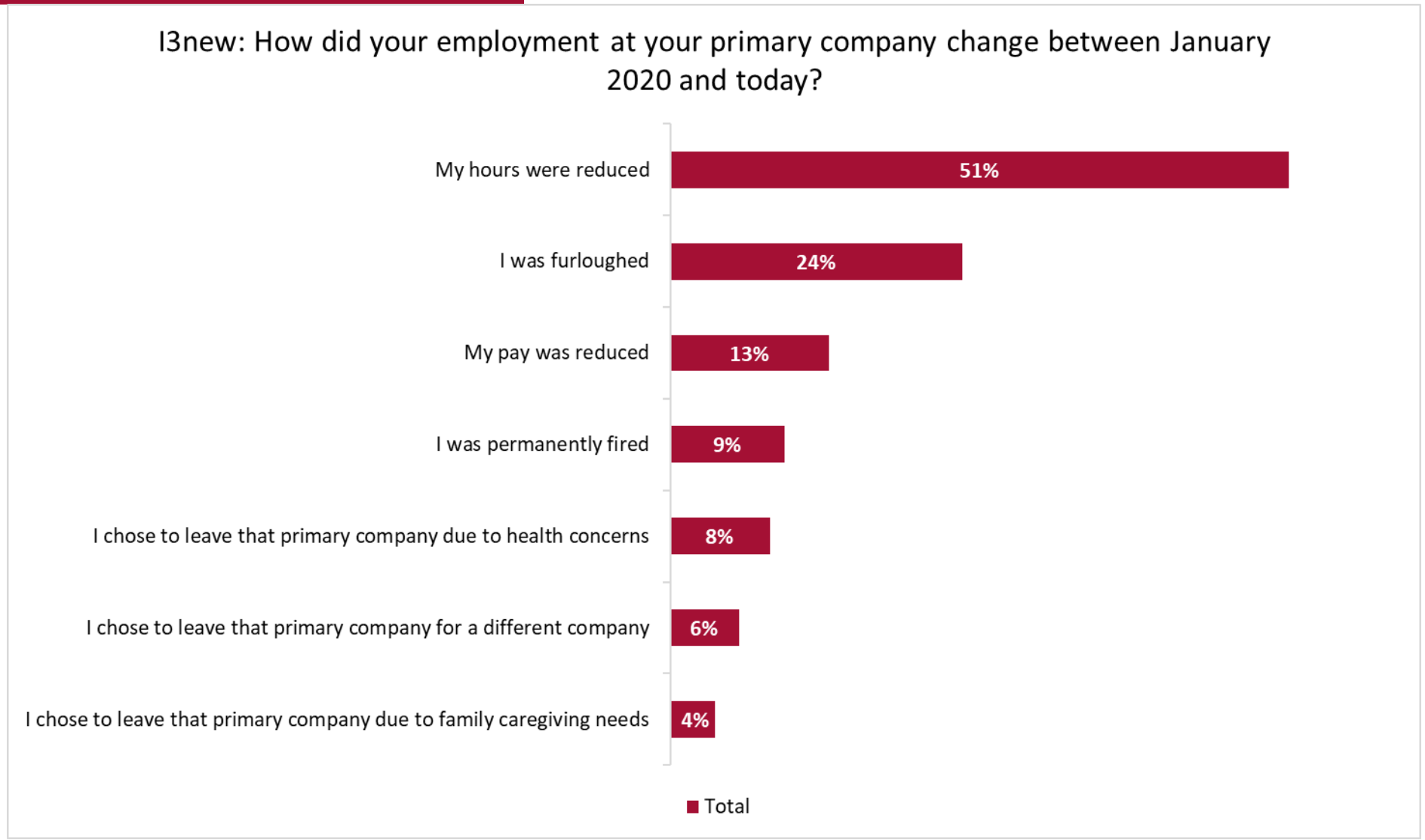
I2NEW: Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



N = 1,025

Copyright © 2022 President and Fellows of Harvard College

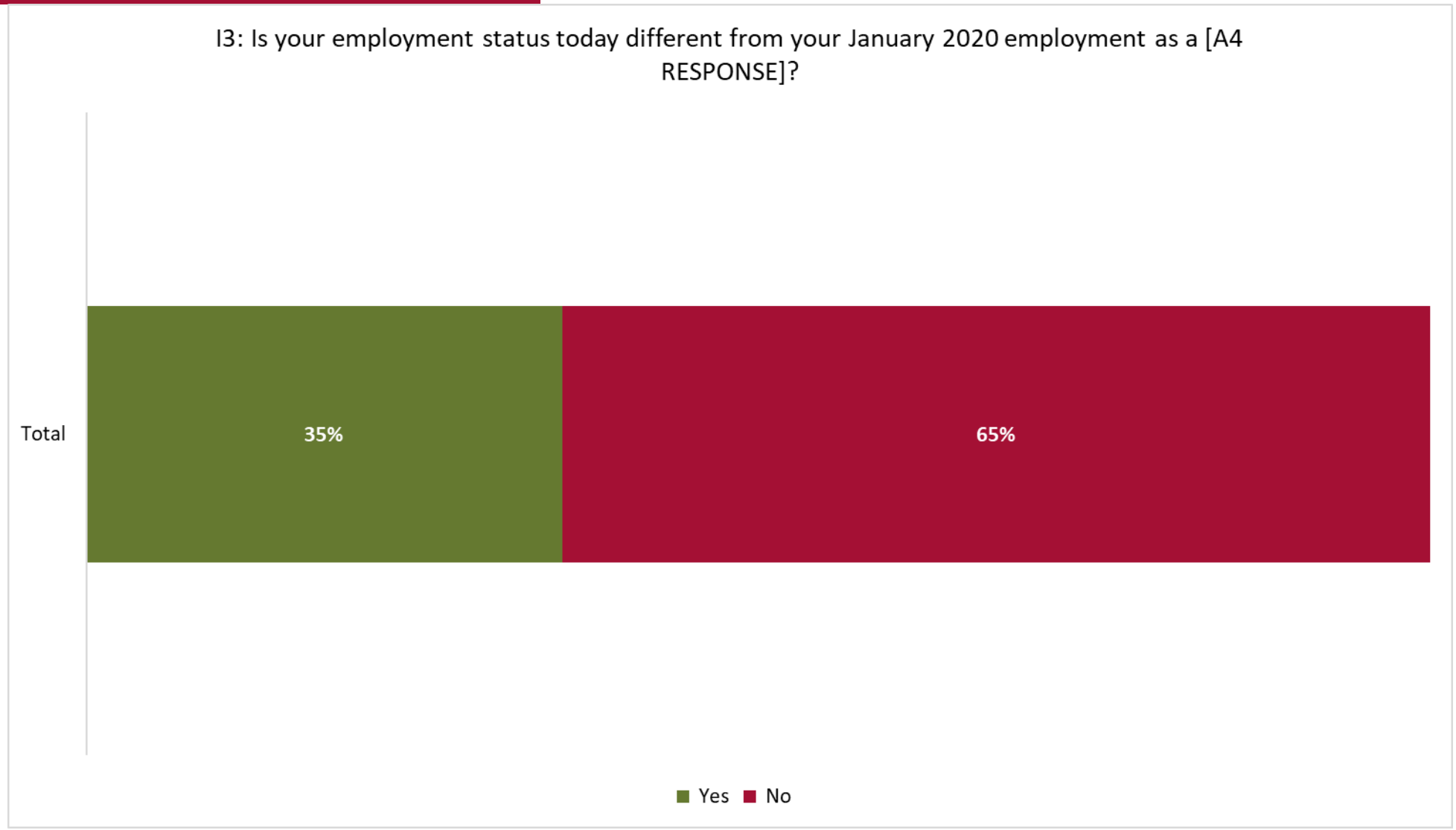
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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

Copyright © 2022 President and Fellows of Harvard College

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

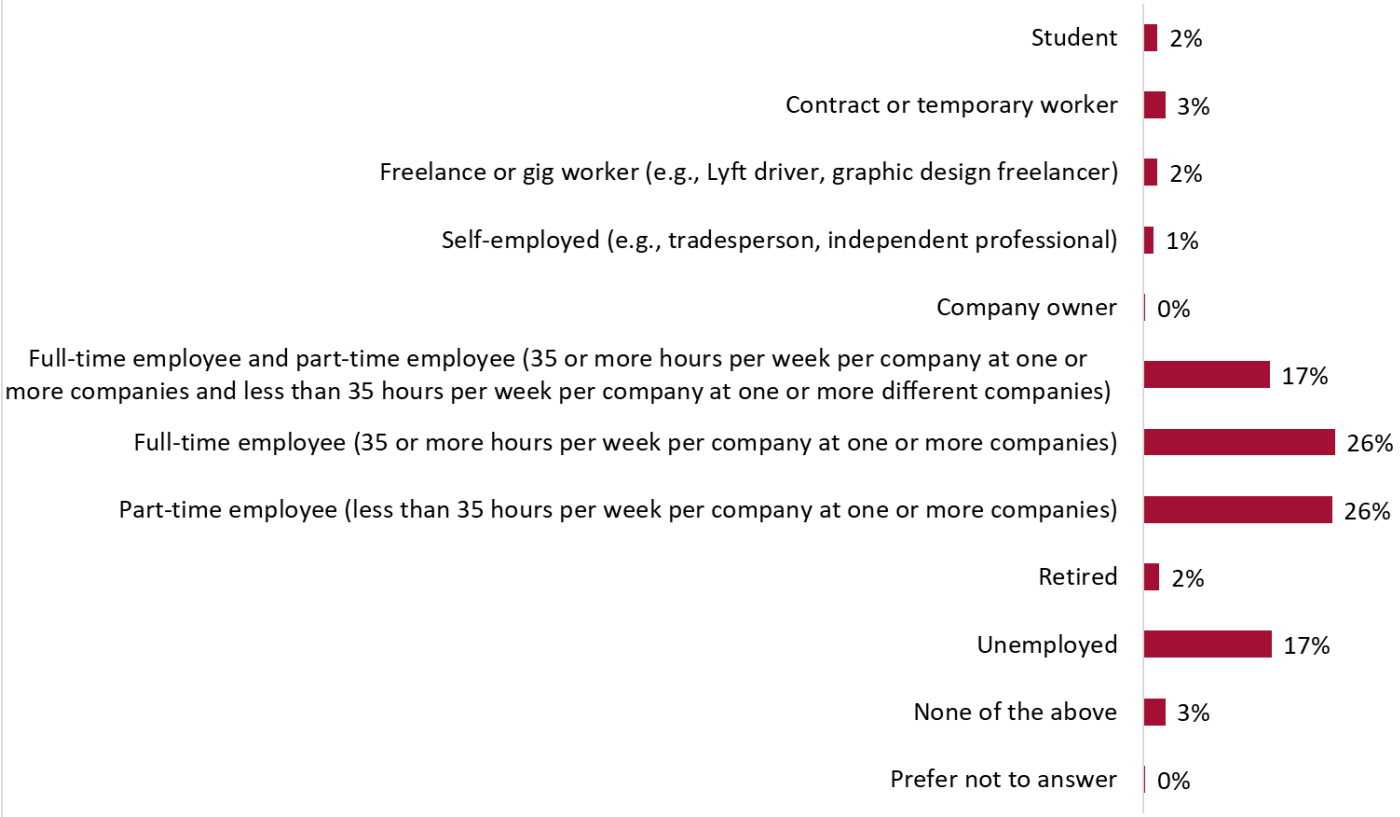


N = 1,025

Copyright © 2022 President and Fellows of Harvard College

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

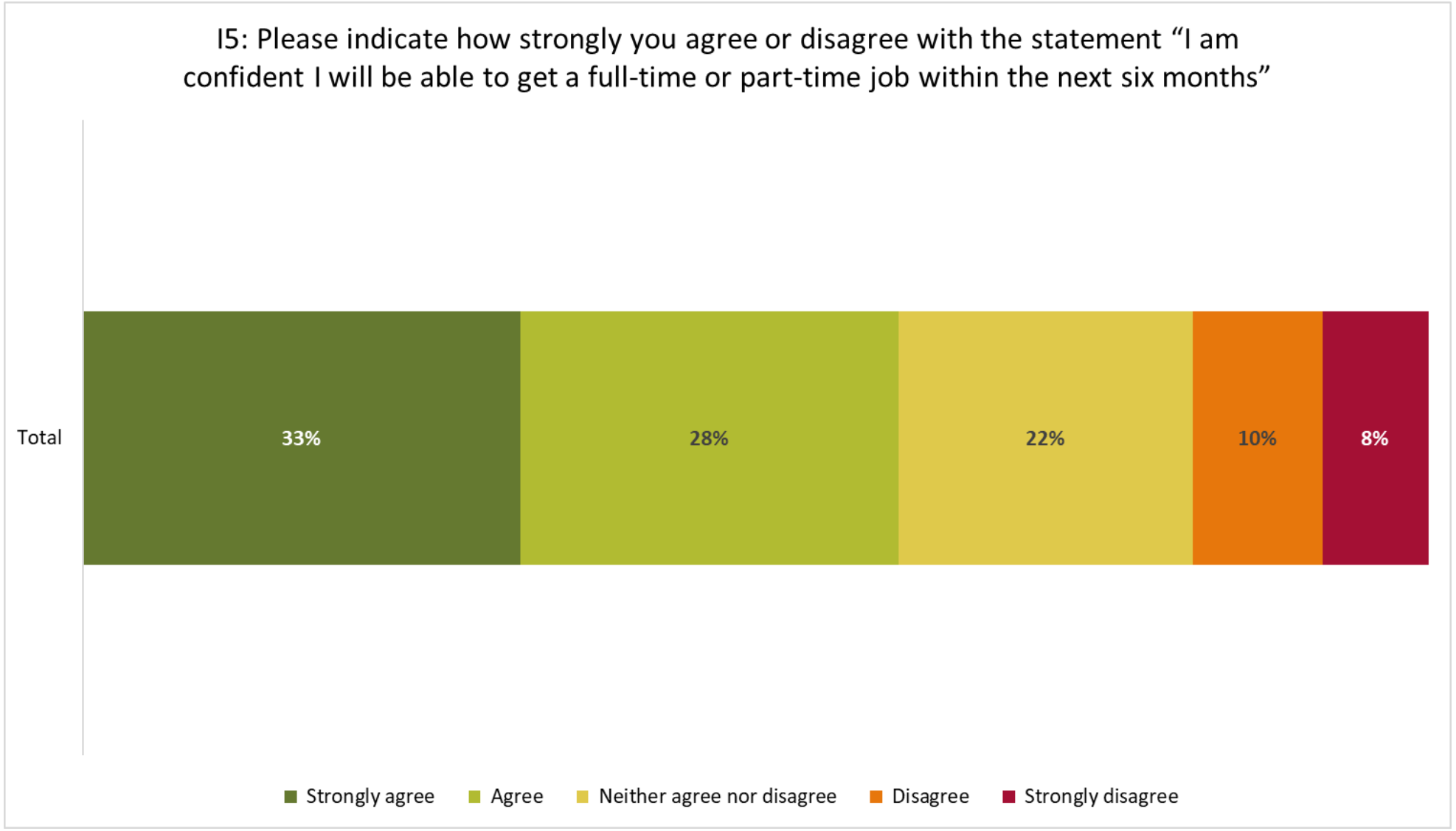
I4: Which of the following best describes your main employment status as of today, when you are filling out this survey?



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

Copyright © 2022 President and Fellows of Harvard College

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



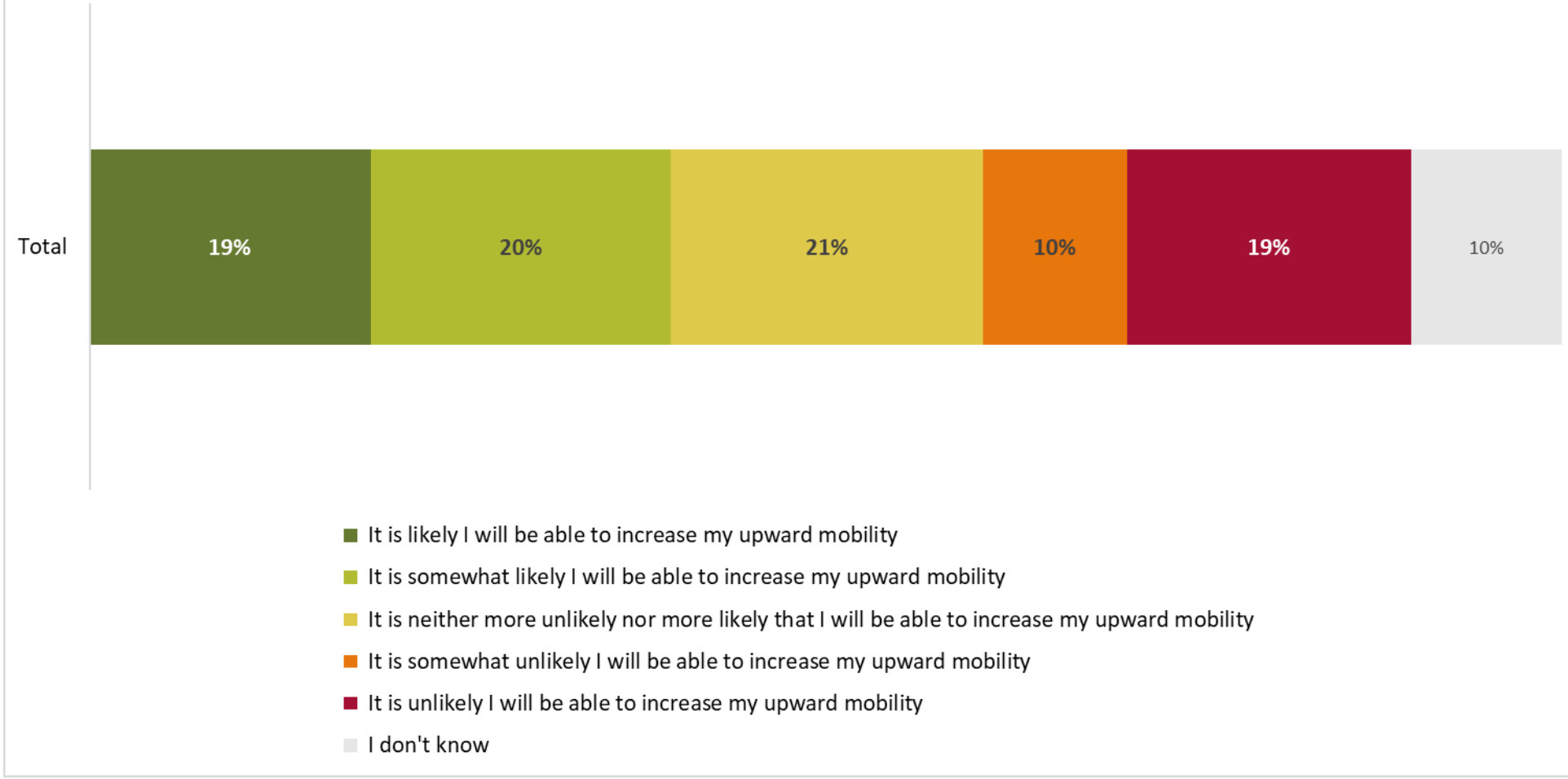
N = 114 (respondents who are not currently a full-time and/or part-time employee)

Copyright © 2022 President and Fellows of Harvard College

Section I
Final thoughts

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

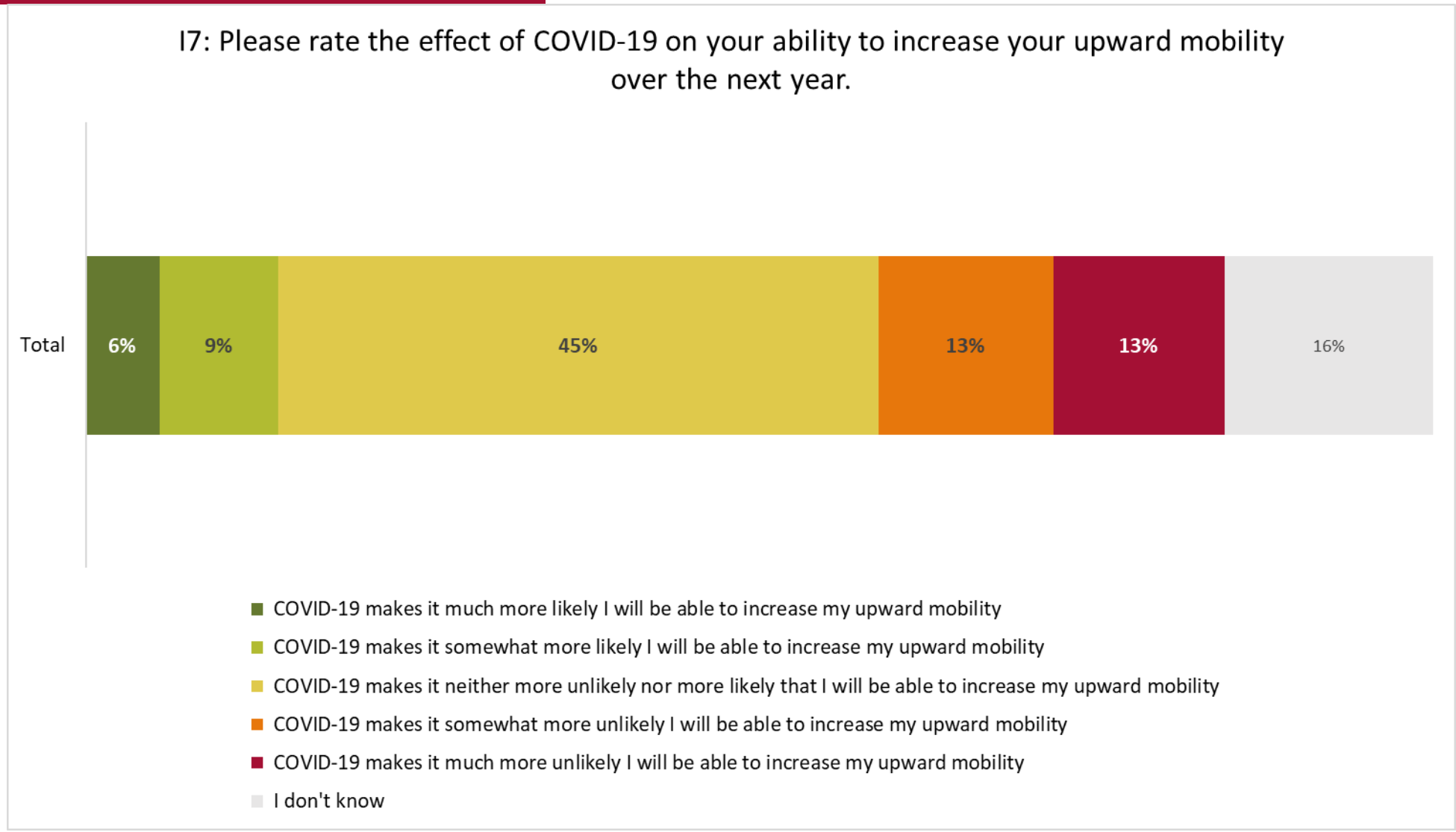
I6: Please select the answer choice that most closely matches your thoughts about your ability to increase your upward mobility over the next year.



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

Copyright © 2022 President and Fellows of Harvard College

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



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