



CAREER OPTIMISM INDEX®



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THE UNIVERSITY OF PHOENIX CAREER OPTIMISM INDEX® 2024

SURVEY OF U.S. WORKERS + EMPLOYERS
MARCH 2024

OVERVIEW

SURVEY OBJECTIVES



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- Research study to examine American Workers' sense of optimism about their careers in the context of workplace, economic, and societal trends and challenges.
- Additional insights from employers to provide comparison between the workforce and those who hire, train, and retain them.
- First conducted among Workers in 2021, we added employers in 2022; the report includes year-over-year tracking data for both audiences, where applicable.

SURVEY METHODOLOGY + SAMPLE DEFINITIONS



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- 20-minute, online survey among:
 - Total Workforce: n=5000 US, nationally representative adults, age 18+, who either currently work or wish to be working (MOE +/- 1.39%)
 - Oversamples of n=300 adults in each of the top 20 designated market areas (DMAs): New York City, Los Angeles, Chicago, Philadelphia, Dallas, San Francisco-Oakland-San Jose, Washington D.C., Houston, Boston, Atlanta, Phoenix, Tampa, Seattle, Detroit, Minneapolis, Miami, Denver, Orlando, Cleveland, Sacramento (sample sizes + MOEs below)
 - Employers: n=501 US employers who are influential or play a critical role in hiring and workplace decisions within a range of departments, company sizes, and industries
- Fieldwork was conducted between December 5, 2023 – January 13, 2024 (inclusive of DMAs)
- DMA sample sizes and margin of errors:
 - New York City +/- 5.66 (n=300)
 - Los Angeles +/- 5.66 (n= 300)
 - Chicago +/- 5.66 (n= 300)
 - Philadelphia +/- 5.66 (n= 300)
 - Dallas +/- 5.66 (n= 300)
 - SF-Oak-San Jose +/- 5.66 (n=300)
 - Washington D.C. +/- 5.66 (n= 300)
 - Houston +/- 5.66 (n= 300)
 - Boston +/- 5.66 (n= 300)
 - Atlanta +/- 5.66 (n= 300)
 - Phoenix +/- 5.66 (n= 300)
 - Tampa +/- 5.66 (n= 300)
 - Seattle +/- 5.66 (n= 300)
 - Detroit +/- 5.66 (n= 300)
 - Minneapolis +/- 5.66 (n= 300)
 - Miami +/- 5.66 (n= 300)
 - Denver +/- 5.66 (n= 300)
 - Orlando +/- 5.66 (n= 300)
 - Cleveland +/- 5.66 (n= 300)
 - Sacramento +/- 5.66 (n=300)

ANALYSIS SHOWN IN THIS REPORT



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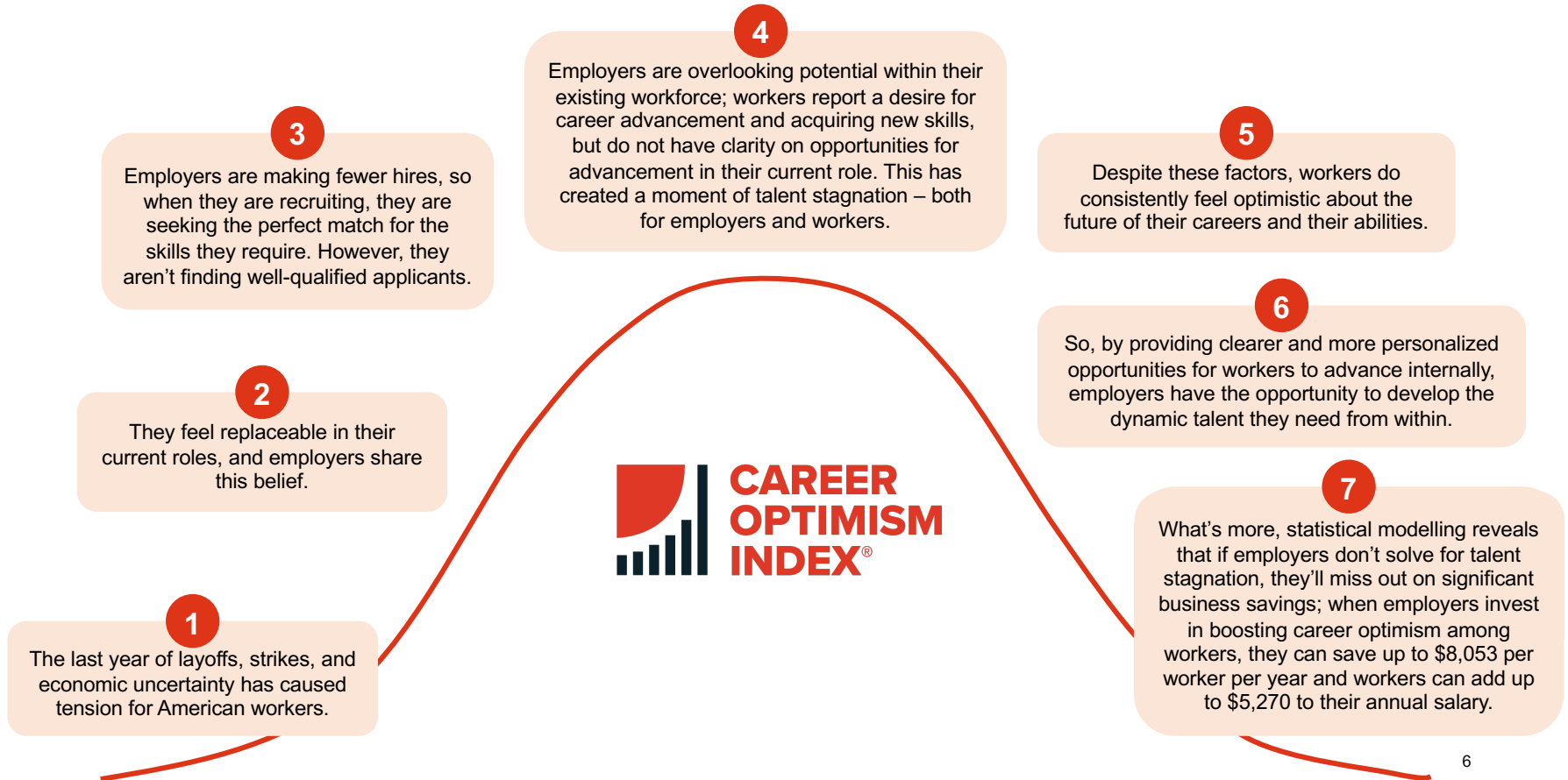


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- American Workers – This report reflects analysis of the Workforce audience of 5,000 US adults and includes year-over-year shifts for tracked questions. Throughout the report, there are several demographic and psychographic data call-outs to help readers understand the differences between various types of workers among the broader audience.
- DMAs – Data is reported among workers residing in the top 20 U.S. DMAs, which are also tracked year over year.
- Employers – The report also includes data for 501 Employers.
- There are several call-outs for demographic differences throughout the report; additional demographic data is available upon request.
- This year, we've integrated advanced statistical analysis and econometric modeling to determine the bottom-line impacts of investing in career optimism for both workers and employers. To understand the value of their optimism, the survey data was linked to third party data to model the financial benefits of increasing career optimism.

Note: In this study, White-collar workers are defined as Employed Americans who mainly work in an office setting (e.g., accounting, communications, legal work, etc.). Blue-collar workers are defined as Employed Americans who mainly do manual work/work with their hands or provide direct services to others (e.g., plumbing, electrical work, retail, waiting tables, etc.). 5

OVERVIEW OF 2024 FINDINGS





CONTEXT

The last year of layoffs, strikes, and economic uncertainty has caused tension for American workers. They feel replaceable in their current roles, and employers share this belief.

Employers are making fewer hires, so when they are recruiting, they are seeking the perfect match for the skills they require. However, they aren't finding well-qualified applicants.

Employers are overlooking potential within their existing workforce, who report a desire for career advancement and acquiring new skills. This has created a moment of talent stagnation.

Despite these factors, workers do consistently feel optimistic about the future of their careers and their abilities. So, by providing clearer and more personalized opportunities for workers to advance internally, employers have the opportunity to develop the dynamic talent they need from within. What's more, statistical modelling reveals that if employers don't solve for talent stagnation, they'll miss out on significant business savings.



EXECUTIVE SUMMARY

- **The last year of layoffs, strikes, and economic uncertainty has caused tension for American workers**
 - 20% of workers are dissatisfied with their current job altogether and 42% worry about losing their job due to a bad economy.
 - Americans have a negative outlook on their financial security, with 42% of Americans saying that they can afford less now than they could two years ago, and 38% of workers say their salary has not increased at the same rate as inflation.
- **They feel replaceable in their current roles, and employers share this belief**
 - 53% of Americans say they are easily replaceable in their job position, up 4% from 2023. Employers have similar levels of agreement (52%, though down 8pts from 2023).
 - A third of workers do not feel recognized by their company's leadership for their contributions (30%) and do not feel empowered (27%) at their current job.
- **Employers are making fewer hires, so when they are recruiting, they are seeking the perfect match for the skills they require. However, they aren't finding well-qualified applicants.**
 - 62% of employers say their company has experienced some sort of slowed/declining growth over the past year through hiring freezes, layoffs, restructuring etc., and only 19% of employers say their company expects to hire 51+ people over the next year (compared to 25% in 2023).
 - Half (51%) of employers report that in the past year, it took one month or more to fill an empty position at their company (consistent with last year).
 - Additionally, 56% of employers say it has been difficult to find new talent in the past year, with the top challenge being a lack of well-qualified applicants (cited by 44% of employers).



EXECUTIVE SUMMARY

- **Employers are overlooking potential within their existing workforce, who report a desire for career advancement and acquiring new skills.**
 - Workers do not have clarity on opportunities to advance in their current role:
 - 62% of employers say their company currently offers opportunities for internal mobility, however only 36% of workers agree.
 - 90% of employers say their company provides workers with opportunities for career development, however only 69% of workers agree.
 - They see a need to continue skilling and highly value employer investments in this space:
 - 74% of workers say they need to continue to learn new skills to stay ahead in their career and 66% say they need to improve their skillset to advance in their career.
 - 65% of workers say that how much a company invests in reskilling or upskilling its workers is something they consider when looking at new opportunities.
- **This has created a moment of talent stagnation.**
 - Workers are more likely to feel like they do not have the ability to advance in their career at their current job when their company does not provide a mentorship program (49%), skills development opportunities (55%), opportunities for internal mobility (55%), or career path guidelines (53%).
- **Despite these factors, workers do consistently feel optimistic about the future of their careers and their abilities.**
 - 78% of Americans are hopeful about the future of their career.
 - They feel in control of their professional future (72%) and feel positively about the job opportunities available to them (68%).



EXECUTIVE SUMMARY

- **By providing clearer and more personalized opportunities for workers to advance internally, employers have the opportunity to develop the dynamic talent they need from within.**
 - The largest gaps between what resources employers currently offer, and what employees are noticing from their employers, are centered on upward mobility within their organization, through career pathing conversations, visibility with leadership, networking, and mentoring opportunities.
 - When employees are aware of available opportunities, they are highly satisfied with them: 82% are satisfied with their opportunities for internal mobility, 86% are satisfied with conversations with their manager about their career path, and 88% are satisfied with the visibility they have from upper management.
 - Employers must also do more to personalize the career advancement journey - by offering flexibility in the workplace, employers can empower workers to personalize their approach to work in a way that enables better job performance and career advancement.
- **Statistical modelling reveals that if employers do not solve for talent stagnation, they will miss out on significant business savings.**
 - When employers invest in boosting career optimism among workers, they can save up to \$8,053 per worker per year and workers can add up to \$5,270 to their annual salary.



DMA ANALYSIS – KEY STANDOUTS

- **Career Optimism:**

- Americans in Washington D.C. (85%), Miami (84%), and Phoenix (84%) are most optimistic about the future of their career – the same top 3 DMAs as last year. Detroit (74%) and New York City (74%) are least optimistic.
- Americans in Minneapolis (50%), Philadelphia (49%) and Boston (48%) are the most likely to feel they do not have the ability to advance in their careers (national average: 38%).

- **Finances:**

- Detroit (48%) and Minneapolis (46%) workers are more likely than the national average (38%) to say their salary has not increased at the same rate as inflation.
- However, Americans in both of these DMAs are not anymore likely than the national average (42%) to say they can afford less now than they could two years ago (Detroit 41%, Minneapolis 36%) – rather, those in Tampa are the most likely to feel this way (46%).

- **Career Mobility or Career Changes:**

- Americans in Washington D.C. (55%), Miami (54%), and Sacramento (53%) are the most likely to say they are actively looking for a new job or expecting to look in the next six months.
- Workers in Washington D.C. (49%), Cleveland (47%), and Orlando (47%) are the most likely to say their current employer provides opportunities for internal mobility.



DMA ANALYSIS – KEY STANDOUTS

- **Skilling:**
 - Reskilling opportunities are most lacking in Minneapolis (57%), Tampa (57%), and Boston (55%) compared to the national average (39%), where workers say their employers never provide specific reskilling opportunities. Boston is also one of the top DMAs where employees say employers never provide upskilling opportunities (45%), along with New York City (45%), Philadelphia (43%), and Chicago (43%) (vs. national average: 32%).
 - Skilling has an impact on company turnover – as the majority of workers say they would be more willing to stay if their company provided more opportunities to apply new skills. This is highest in Washington D.C. (76%) and Houston (74%).
- **Artificial Intelligence/AI:**
 - Americans in Washington D.C. (58%), Denver (57%), Sacramento (57%), and Atlanta (57%) are more likely than the national average (53%) to they need support learning new skills or tools related to AI.
 - Similarly, workers in Washington D.C. are also more likely than the national average (54%) and all other DMAs to say that knowing how to use AI would give them an advantage in their career (72%). Currently, these workers also feel the most knowledgeable about AI (57%, compared to the national average of 48%).
- **Flexibility:**
 - Flexible working opportunities would help improve workers' mental health across all DMAs, but especially so in Washington D.C. (82%; national average: 69%).

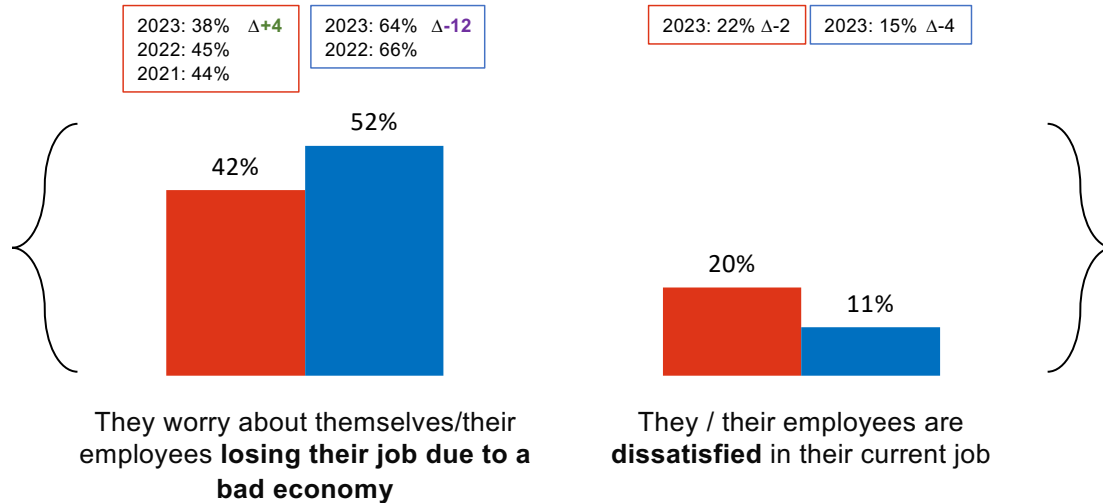
**THE LAST YEAR OF LAYOFFS,
STRIKES, AND ECONOMIC
UNCERTAINTY HAS CAUSED
TENSION FOR AMERICAN
WORKERS**

WORKERS AND EMPLOYERS ARE WORRIED ABOUT THE CURRENT ECONOMY'S IMPACT ON JOBS

JOB SECURITY AND SATISFACTION (Shown % Top 2 Agree; Bottom 2 Dissatisfied; Among those employed)

■ Workers ■ Employers

- More Gen Z (51%) and Millennials (49%) than Gen X (40%) and Boomers (26%)
- More Latinx (48%), Asian (47%), and Black (46%) Americans than White (39%)
- More remote (49%) and hybrid (47%) workers than in-person workers (36%)
- More people living in urban areas (46%) than those in rural (40%) and suburban (39%) areas



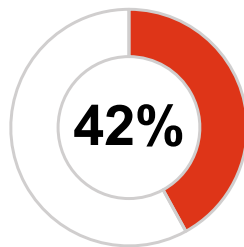
- More people living in suburban areas (23%) than those who live in urban (18%) and rural (18%) areas
- More people with income under 50k (24%) than \$50k-\$99.9k (20%), \$100k-\$149.9k (17%), and \$150k+ (13%)
- Houston (23%) and SF-Oak-San Jose (23%) are the most likely DMAs to say they are dissatisfied in their current job

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q7: How much do you agree or disagree with the following statements? Base: Among those employed: 2021/2022/2023/2024 Total Workforce n=4123/n=4404/n=4131/n=4137, Remote n=727, Hybrid n=1365, In-person n=2045, Urban n=1324, Suburban n=1871, Rural n=943, Gen Z n=521, Millennial n=1478, Gen X n=1397, Boomer n=724, White n=2622, Black n=307, Latinx n=907, Asian n=168. Q91: Overall, how satisfied would you say you are in your current job? Base: Among those employed: 2023/2024 Total Workforce n=4131/n=4137, Urban n=1324, Suburban n=1871, Rural n=943, Under \$50k n=1512, \$50,000-\$99,999 n=1420, \$100,000-\$149,999 n=669, \$150,000+ n=489, Houston n=252, SF-Oak-San Jose n=267. Q7_EMP: How much do you agree or disagree with the following statements? Base: 2022/2023/2024 Employers n=500/n=500/n=501. Q91_EMP: Thinking about employees who you've hired/at your company, how satisfied do you think they are in their current jobs? Base: 2023/2024 Employers n=500/n=501.

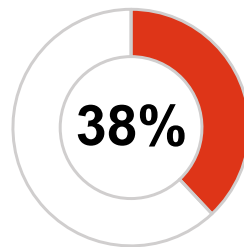
STAGNATING WAGES AND INFLATION LEAD WORKERS TO HAVE A NEGATIVE OUTLOOK ON THEIR FINANCIAL SECURITY

FINANCIAL SECURITY (Shown % Selected; Bottom 2 Pessimistic)



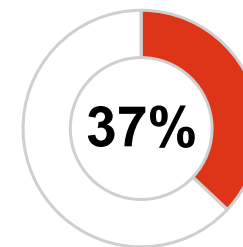
Of Americans say they can **afford less now** than they could two years ago

- More Blue-collar workers (42%) than White-collar workers (35%)
- More in-person workers (42%) than remote (37%) and hybrid (34%) workers
- More people living in rural areas (49%) than those in suburban (42%) and urban (37%) areas
- More Women (45%) than Men (39%)



Of Workers say their **salary / wage has not increased** at the same rate as inflation

- More Blue-collar workers (47%) than White-collar workers (44%)
- More people living in rural (41%) and suburban (40%) areas than those in urban (32%)
- More Millennial (36%), Gen X (42%) and Boomers (45%) than Gen Z (26%)
- More Asian (42%) and White (40%) Americans than Black (34%) and Latinx (33%) Americans



Of Americans feel **pessimistic about their compensation**

- More Women (40%) than Men (34%)
- More people living in suburban (40%) and rural (40%) areas than those in urban areas (32%)
- More Blue-collar workers (38%) than White-collar workers (34%)

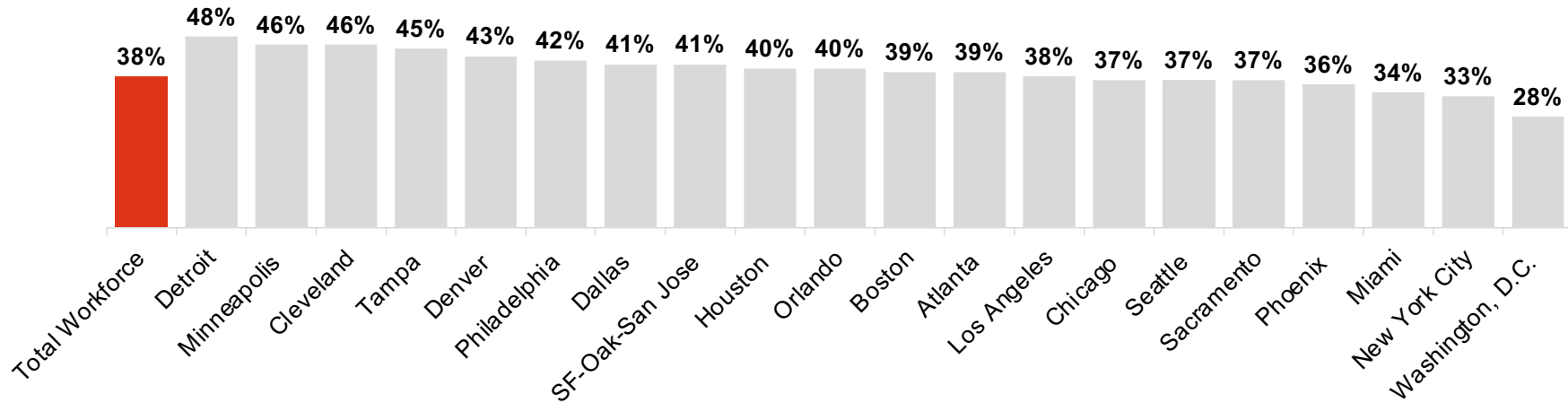
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q99: Thinking about the past year, which of the following, if any, apply to you when it comes to your financial situation? Base: Total Workforce n=5000, Women n=2340, Men n=2640, Urban n=1620, Suburban n=2223, Rural n=1157; Among those employed: Total Workforce n=4137, Blue-collar workers n=2213, White-collar workers n=1925. Urban n=1324, Suburban n=1871, Rural n=943, Gen Z n=521, Millennial n=1478, Gen X n=1397, Boomer n=724, White n=2622, Black n=307, Latinx n=907, Asian n=168. Q50: How do you feel about the following aspects of your career? Base: Total Workforce n=5000, Women n=2340, Men n=2640, Urban n=1620, Suburban n=2223, Rural n=1157, Blue-collar workers n=2213, White-collar workers n=1925.

WORKERS IN SEVERAL MAJOR CITIES SAY THAT THEIR SALARY IS NOT INCREASING AT THE SAME RATE AS INFLATION

“MY SALARY/WAGE HAS NOT INCREASED AT THE SAME RATE AS INFLATION”

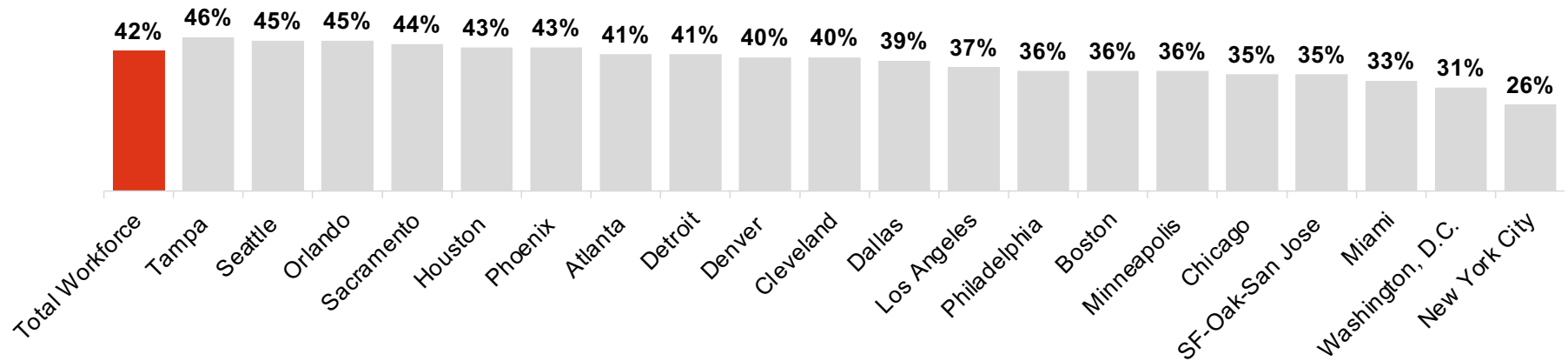
(Shown % Selected; Among those employed)



Q99: Thinking about the past year, which of the following, if any, apply to you when it comes to your financial situation? Base: Among those employed: 2024 Total Workforce n=4137, New York City n=281, Los Angeles n=274, Chicago n=264, Philadelphia n=264, Dallas n=262, San Francisco-Oak-San Jose n=267, Washington, D.C. n=253, Houston n=252, Boston n=267, Atlanta n=246, Phoenix n=256, Tampa n=258, Seattle n=254, Detroit n=274, Minneapolis n=276, Miami n=261, Denver n=265, Orlando n=252, Cleveland n=273, Sacramento n=236.

THESE FINANCIAL STRAINS ARE FELT ACROSS DMAs AS MANY SAY THEY CAN AFFORD LESS NOW THAN THEY COULD TWO YEARS AGO

“I CAN AFFORD LESS NOW THAN I COULD TWO YEARS AGO”
(Shown % Selected)



Q99: Thinking about the past year, which of the following, if any, apply to you when it comes to your financial situation? Base: 2024 Total Workforce n=5000, New York City n=301, Los Angeles n=300, Chicago n=300, Philadelphia n=300, Dallas n=300, San Francisco-Oak-San Jose n=300, Washington, D.C. n=300, Houston n=300, Boston n=300, Atlanta n=300, Phoenix n=300, Tampa n=300, Seattle n=300, Detroit n=300, Minneapolis n=300, Miami n=300, Denver n=300, Orlando n=300, Cleveland n=300, Sacramento n=300. 17

**EMPLOYEES FEEL
REPLACEABLE IN THEIR
CURRENT ROLE, AND
EMPLOYERS SHARE THIS
BELIEF**

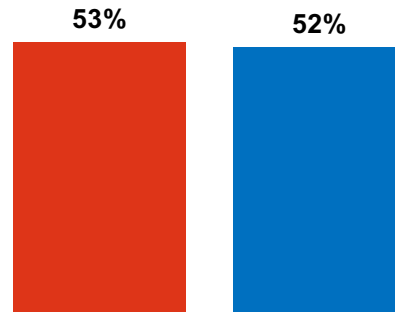
WORKERS FEEL EASILY REPLACEABLE – WHILE EMPLOYERS SHARE THIS BELIEF, THIS SENTIMENT HAS DECLINED SINCE LAST YEAR

FEELING REPLACEABLE (Shown % Top 2 Agree)

■ Workers ■ Employers

| | |
|---|------------------------------------|
| 2023: 49% Δ +4 2022: 52% 2021: 54% | 2023: 60% Δ -8 2022: 57% |
|---|------------------------------------|

- More Women (56%) than Men (49%)
- More Blue-collar workers (53%) than White-collar workers (47%)
- More remote (53%) and in-person (52%) workers than hybrid (47%)



They/their employees are **easily replaceable** in their job position

* Significant differences indicated by purple or green text

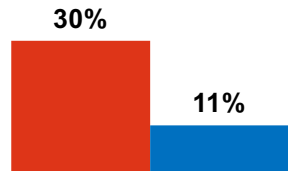
Δ Indicates Wave-over-Wave Shift

Q12: How much do you agree or disagree with the following statements about job security? Base: Among those employed: 2021/2022/2023/2024 Total Workforce: n=4123/n=4404/n=4131/n=4137, Women n=2340, Men n=2640, Blue-collar workers n=2213, White-collar n=1925, Remote n=727, Hybrid n=1365, In-person n=2045. Q94_EMP: How much do you agree or disagree with the following statements as they relate to your employees? Base: 2022/2023/2024 Employers n=500/n=500/n=501.

NEARLY A THIRD OF WORKERS DON'T FEEL RECOGNIZED OR EMPOWERED IN THEIR CURRENT ROLES

CURRENT JOB PERCEPTIONS
 (Shown % Bottom 2 Disagree, Unempowered)
 ■ Workers ■ Employers

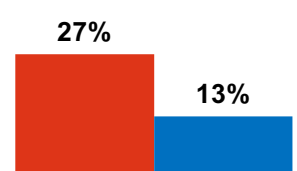
- More Women (33%) than Men (26%)
- More people living in suburban (31%) and rural (31%) than urban (26%)
- More Blue-collar workers (31%) than White-collar workers (28%)



They / their employees **don't feel recognized by their company's leadership** for their contributions / accomplishments

2023: 27% Δ 0
 2022: 22%

2023: 15% Δ -2
 2022: 9%



They / their employees **do not feel empowered** in their current job



- More Women (30%) than Men (24%)
- More people living in suburban (29%) and rural (29%) areas than urban areas (22%)
- More Blue-collar workers (28%) than White-collar workers (25%)
- More in-person workers (30%) than remote (24%) and hybrid (23%)

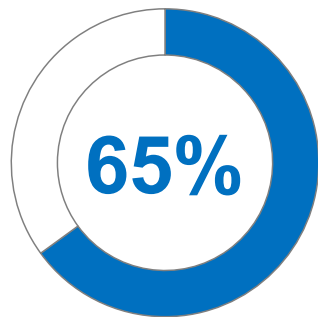
- Cleveland (27%), Dallas (27%), and Denver (27%) are the most likely DMAs to say they do not feel empowered in their current job

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q7: How much do you agree or disagree with the following statements? Base: Among those employed: 2024 Total Workforce: n=4137, Women n=1905, Men n=2219, Urban n=1324, Suburban n=1871, Rural n=943, Blue-collar workers n=2213, White-collar workers n=1925. Q49: How empowered do you feel in your current job? Base: Among those employed: 2022/2023/2024 Total Workforce n=4404/n=4131/n=4137. Q49: How empowered do you feel in your current job? Base: Among those employed: 2023/2024 Total Workforce n=4131/n=4137, Women n=1905, Men n=2219, Urban n=1324, Suburban n=1871, Rural n=943, Blue-collar workers n=2213, White-collar workers n=1925, Remote n=727, Hybrid n=1365, In-person n=2045, Cleveland n=273, Dallas n=262, Denver n=265. Q7_EMP: How much do you agree or disagree with the following statements? Base: Employers n=501. Q49_EMP: Thinking about employees who you've hired/at your company, how empowered do you think they generally feel in their current jobs? Base: 2022/2023/2024 Employers n=500/n=500/n=501.

WHILE EMPLOYERS' CONCERN AROUND TURNOVER IS DOWN, MORE THAN HALF OF AMERICANS ARE STILL LOOKING FOR A NEW JOB

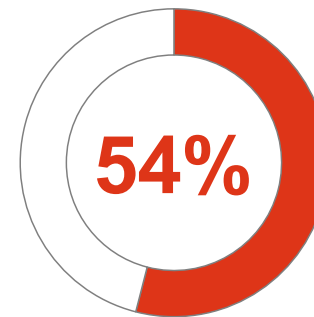
CONCERN ABOUT TURNOVER RATE
(Shown % Top 3 Concerned)



Of Employers are **concerned about the turnover rate** at their company

2023: 74% Δ -9
2022: 76%

LOOKING FOR A JOB
(Shown % Selected)



Of Americans are **looking for a job/expecting to look for a job** in the next six months

2023: 53% Δ +1
2022: 52%
2021: 42%

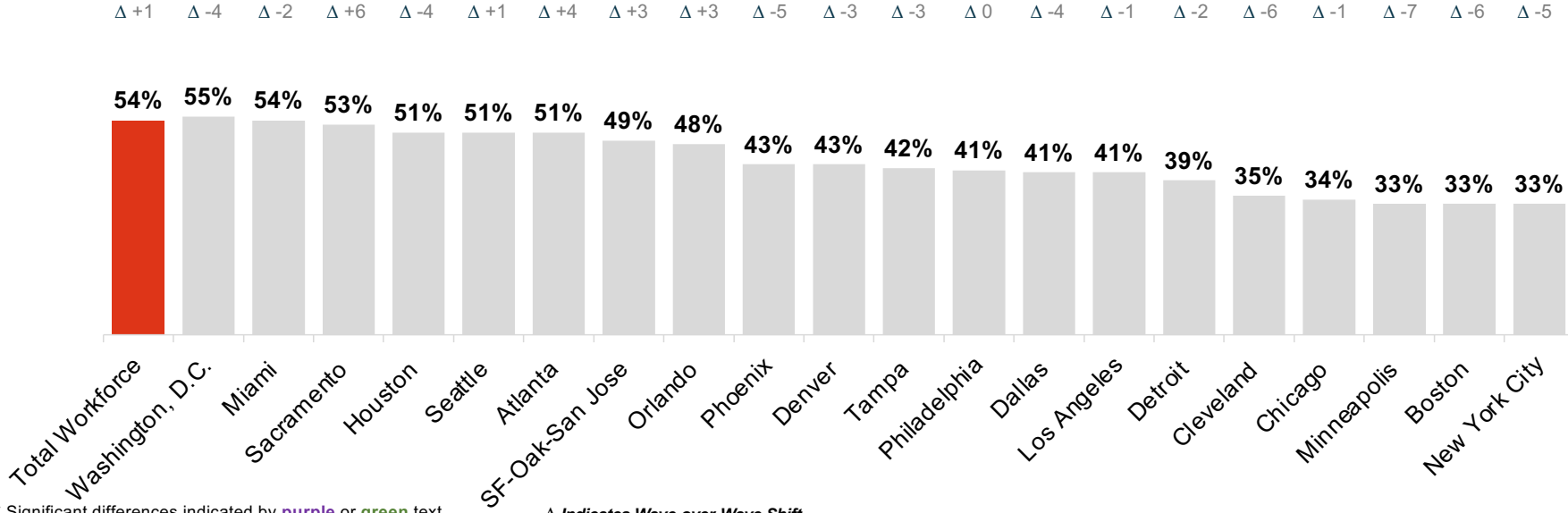
* Significant differences indicated by purple or green text

Δ Indicates Wave-over-Wave Shift

Q79_EMP: How concerned are you about the current turnover rate at your company/department? Base: 2022/2023/2024 Employers n=500/n=500/n=501. S9: Regardless of your current employment status, which of the following applies to you? Base: 2021/2022/2023/2024 Total Workforce n=5000/n=5000/n=5000/n=5000.

MORE THAN A THIRD OF WORKERS IN SEVERAL MAJOR CITIES ARE CURRENTLY LOOKING FOR A NEW JOB OR EXPECTING TO IN THE NEXT SIX MONTHS

ACTIVELY LOOKING FOR A NEW JOB OR EXPECTING TO IN THE NEXT 6 MONTHS
(Shown % Selected)



* Significant differences indicated by purple or green text

Δ Indicates Wave-over-Wave Shift

S9: Regardless of your current employment status, which of the following applies to you? Base: 2023/2024 Total Workforce n=5000/n=5000, New York City n=300/n=301, Los Angeles n=300/n=300, Chicago n=300/n=300, Philadelphia n=300/n=300, Dallas n=300/n=300, San Francisco-Oak-San Jose n=300/n=300, Washington, D.C. n=300/n=300, Houston n=300/n=300, Boston n=300/n=300, Atlanta n=300/n=300, Phoenix n=300/n=300, Tampa n=300/n=300, Seattle n=300/n=300, Detroit n=300/n=300, Minneapolis n=300/n=300, Miami n=300/n=300, Denver n=300/n=300, Orlando n=300/n=300, Cleveland n=300/n=300, Sacramento n=300/n=300.

SOME WORKERS ARE STILL WILLING TO LEAVE THEIR CURRENT EMPLOYER, ESPECIALLY IF OFFERED SEVERANCE

44%

Of Workers say if their current employer offered them a severance package of three months pay, they would take it and leave the company

2023: 44% Δ -2
2022: 46%

29%

Of Americans say they would quit a job without having another one lined up

2023: 29% Δ -1
2022: 30%
2021: 28%

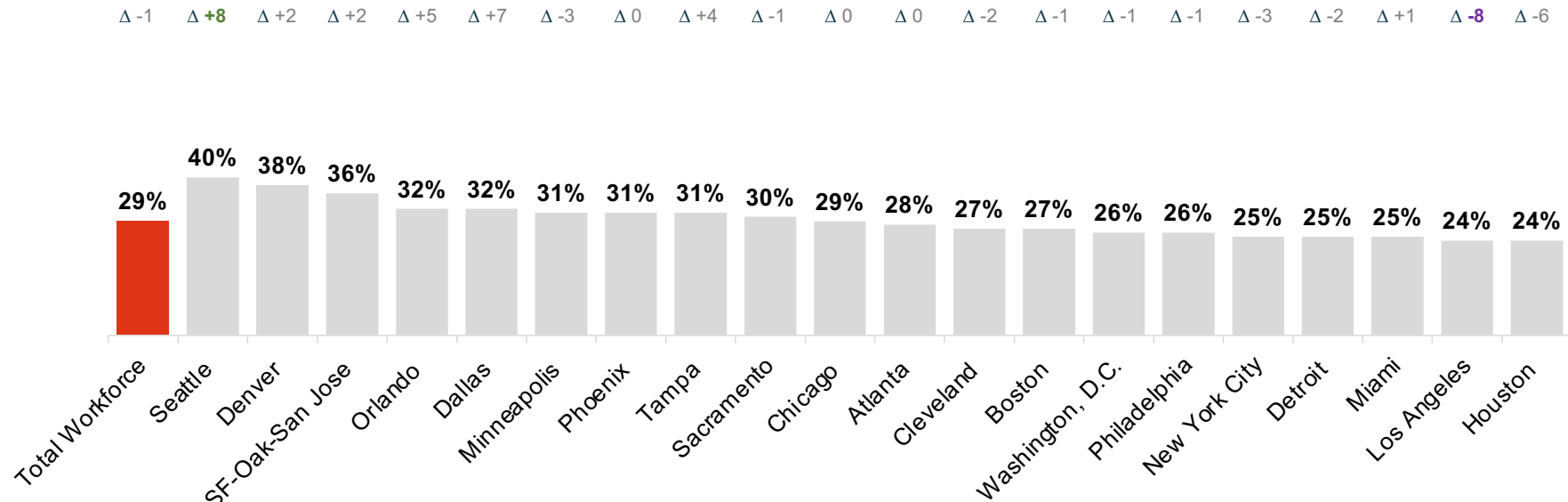
* Significant differences indicated by purple or green text

Δ Indicates Wave-over-Wave Shift

Q71: Regardless of your current employment status, would you ever quit a job without having another one lined up? Base: 2022/2023/2024 Total Nat Rep n=5000/n=5000/n=5000. Q116 If your employer offered you a severance package of three months pay, would you take it and leave the company? Base: 2023/2024 Total Workforce n=4131/n=4137.

AMERICANS IN SEATTLE ARE THE MOST LIKELY TO QUIT THEIR JOB WITHOUT A BACKUP; SEATTLE ALSO SEES THE LARGEST INCREASE IN THIS SENTIMENT SINCE LAST YEAR

QUITTING JOBS WITHOUT A BACKUP
(Shown % Selected)



* Significant differences indicated by purple or green text

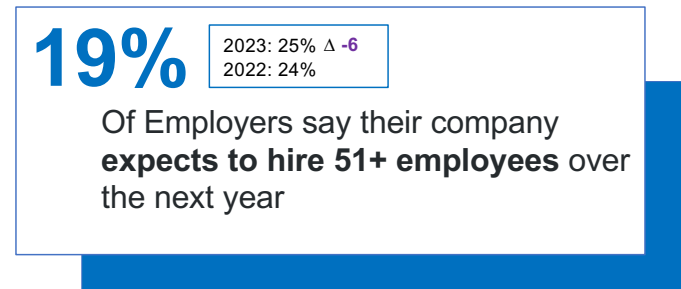
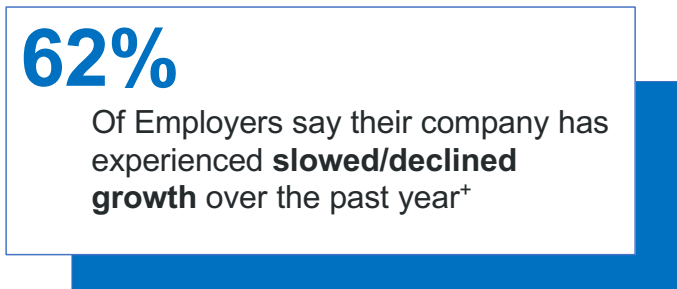
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Q71: Regardless of your current employment status, would you ever quit a job without having another one lined up? Base: 2023/2024 Total Workforce n=5000/n=5000, New York City n=300/n=301, Los Angeles n=300/n=300, Chicago n=300/n=300, Philadelphia n=300/n=300, Dallas n=300/n=300, San Francisco-Oak-San Jose n=300/n=300, Washington, D.C. n=300/n=300, Houston n=300/n=300, Boston n=300/n=300, Atlanta n=300/n=300, Phoenix n=300/n=300, Tampa n=300/n=300, Seattle n=300/n=300, Detroit n=300/n=300, Minneapolis n=300/n=300, Miami n=300/n=300, Denver n=300/n=300, Orlando n=300/n=300, Cleveland n=300/n=300, Sacramento n=300/n=300.

**EMPLOYERS ARE MAKING
FEWER HIRES, SEEKING THE
“PERFECT MATCH,” BUT ARE
STRUGGLING TO FIND WELL-
QUALIFIED APPLICANTS**

WITH A SLOWER MARKET AND DECLINED GROWTH, EMPLOYERS PLAN ON MAKING FEWER HIRES IN THE UPCOMING YEAR

HIRING CHALLENGES (Shown % Selected; Among Employers)



⁺ Includes layoffs, furloughs, slowed down hiring, hiring freezes, hiring of temporary/contract workers instead of full-time employees, or organizational restructuring

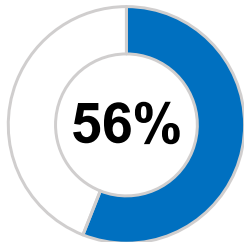
^{*} Significant differences indicated by purple or green text Δ **Indicates Wave-over-Wave Shift**

Q131_EMP: Which of the following, if any, have occurred at your company in the past year? Base: Employers n=501. Q88_EMP: As far as you know, how many new hires does your company expect to make over the next year? Base: 2022/2023/2024 Employers n=500/n=500/n=501.

YET, EMPLOYERS ARE STRUGGLING TO FIND THE “PERFECT” CANDIDATE THAT FITS EVERYTHING THEY ARE LOOKING FOR

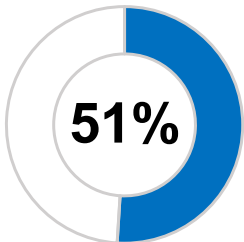
HIRING CHALLENGES

(Shown % Top 2 Agree Among Employers, % Selected)



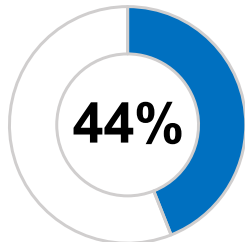
Of Employers say it has been **difficult to find new talent** for their company / department in the past year

2023: 60% Δ -4



Of Employers say it takes **one month or more to fill an empty position** at their company

2023: 56% Δ -5



Of Employers cite a **lack of well-qualified applicants** as their greatest challenge to finding talent in the past year

2023: 46% Δ -2

• Employers rated a lack of well-qualified applicants to be the #1 challenge to finding talent in the past year

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q110_EMP: Thinking about the past year (2023), how difficult has it been to find new talent for your company/department? / Q109_EMP: Thinking about the past year (2023), to the best of your knowledge, how long does it usually take to fill an empty position? / Q111_EMP: What has been your organization's greatest challenge to finding talent during the past year (2023)? Base: 2023/2024 Employers n=500/n=501.

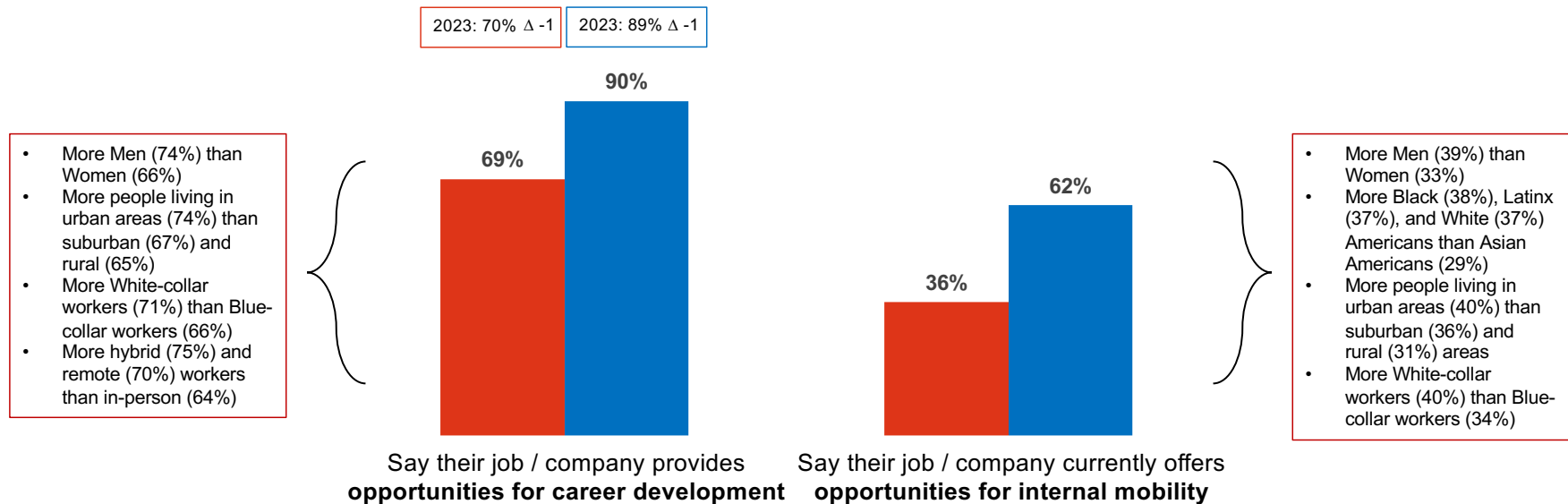
**EMPLOYERS ARE
OVERLOOKING POTENTIAL
WITHIN THEIR EXISTING
WORKFORCE, WHO DESIRE
CAREER ADVANCEMENT**

WORKERS DO NOT HAVE CLARITY ON OPPORTUNITIES FOR ADVANCEMENT IN THEIR CURRENT ROLE

OPPORTUNITIES FOR ADVANCEMENT

(Shown % Top 2 Agree; Selected, 'Currently offered')

Workers Employers



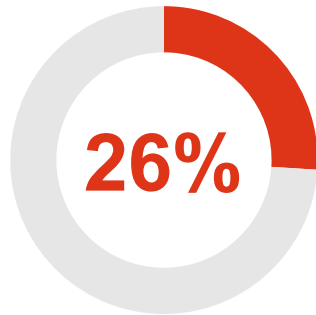
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q7: How much do you agree or disagree with the following statements? Base: Among those employed: 2023/2024 Total Workforce n=4131/n=4137, Women n=1905, Men n=2219, Urban n=1324, Suburban n=1871, Rural n=943, Blue-collar workers n=2213, White-collar workers, Remote n=727, Hybrid n=1365, In-person n=2045. Q7_EMP: How much do you agree or disagree with the following statements? Please try to think about the majority or most employees when you respond? Base: 2023/2024 Employers n=500/n=501. Q52: Which of the following resources, if any, are offered by your current employer? Base: Among those employed: 2024 Total Workforce: n=4137, Women n=1905, Men n=2219, White n=2622, Black n=307, Latinx n=907, Asian n=168, Urban n=1324, Suburban n=1871, Rural n=943, Blue-collar workers n=2213, White-collar workers. Q52_EMP: Which of the following resources, if any, do you offer to your employees? Base: Employers n=501.

INTERNAL MOBILITY COMMUNICATIONS ARE CURRENTLY LACKING, AND MANY CITE SKILLS AND JOB PERFORMANCE AS THE DETERMINING FACTORS FOR THESE OPPORTUNITIES

INTERNAL JOB OPPORTUNITY COMMUNICATIONS

(Shown % Bottom 2 Poor/Fair; Among those whose employer offers internal mobility opportunities)



Of Workers rate their organization's communication efforts around internal job opportunities as poor / fair

TOP FACTORS THAT IMPACT INTERNAL MOBILITY WITHIN THEIR ORGANIZATION

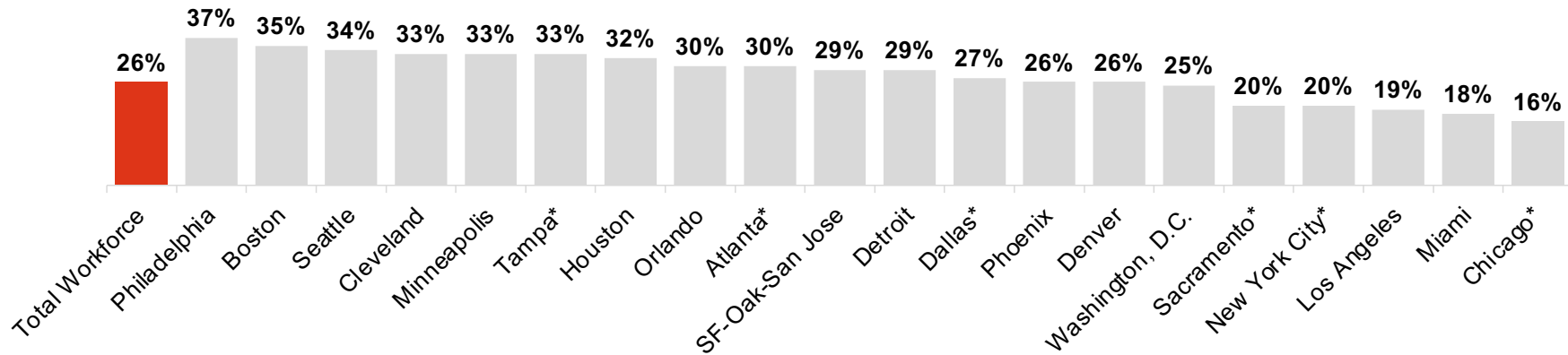
(Shown % Selected)



Q124:How would you rate your organization's communication efforts for providing information about internal job opportunities? Base: Among those whose employer currently offers internal mobility opportunities: Total Workforce n=1506. Q123: Which of the following factors, if any, do you think have the most impact on internal mobility within your organization? Base: Among those whose employer currently offers internal mobility opportunities: Total Workforce n=1506.

WORKERS IN PHILADELPHIA AND BOSTON ARE MOST LIKELY TO RATE THEIR ORGANIZATIONS' INTERNAL MOBILITY COMMUNICATIONS POORLY

RATE ORGANIZATION'S COMMUNICATION EFFORTS AROUND INTERNAL JOB OPPORTUNITIES
(Shown % Bottom 2 Poor/Fair; Among those whose employer offers internal mobility opportunities)



Q124. How would you rate your organization's communication efforts for providing information about internal job opportunities? Among those who say their employer currently offers internal mobility opportunities: Total Workforce n=1506, New York City n=87*, Los Angeles n=104, Chicago n=90*, Philadelphia n=104, Dallas n=96*, San Francisco-Oak-San Jose n=105, Washington, D.C. n=124, Houston n=105, Boston n=118, Atlanta n=93*, Phoenix n=115, Tampa n=98*, Seattle n=111, Detroit n=105, Minneapolis n=102, Miami n=106, Denver n=107, Orlando n=119, Cleveland n=128, Sacramento n=95*. *Small base sizes, directional findings only

THEY SEE A NEED TO CONTINUE SKILLING THAT WILL SUPPORT THEIR FUTURE CAREER ADVANCEMENT

SKILLING

Shown: % Top 2 Agree

74%

Of workers believe they need to **continue learning new skills to stay ahead in their career**

- More Black Americans (84%) than Latinx (77%), Asian (76%) or White (71%) Americans
- More people living in urban areas (81%) than suburban (72%) and rural (67%) areas
- More White-collar workers (76%) than Blue-collar workers (72%)
- More hybrid workers (79%) than remote (74%) and in-person (70%)

66%

Of workers believe they need to **improve their skillset in order to advance their career**

- More Men (68%) than Women (63%)
- More Gen Z (76%) and Millennial (77%) than Gen X (62%) and Boomers (47%)
- More Black Americans (78%), Asian (74%), and Latinx (71%) Americans than White Americans (63%)
- More people living in urban (76%) areas than suburban (64%) and rural (58%)
- More White-collar workers (68%) than Blue-collar workers (65%)
- More hybrid (73%) and remote (70%) workers than in-person (60%)

49%

Of workers say they will need to **learn new skills within the next year to continue in their current job**

- More Men (52%) than Women (46%)
- More Gen Z (60%) and Millennial (60%) than Gen X (43%) and Boomers (31%)
- More Black (58%), Latinx (57%) and Asian (54%) Americans than White (45%) Americans
- More people living in urban areas (61%) than those in suburban (46%) and rural (40%)
- More White-collar workers (51%) than Blue-collar workers (47%)
- More hybrid (60%) and remote (54%) workers than in-person (40%)

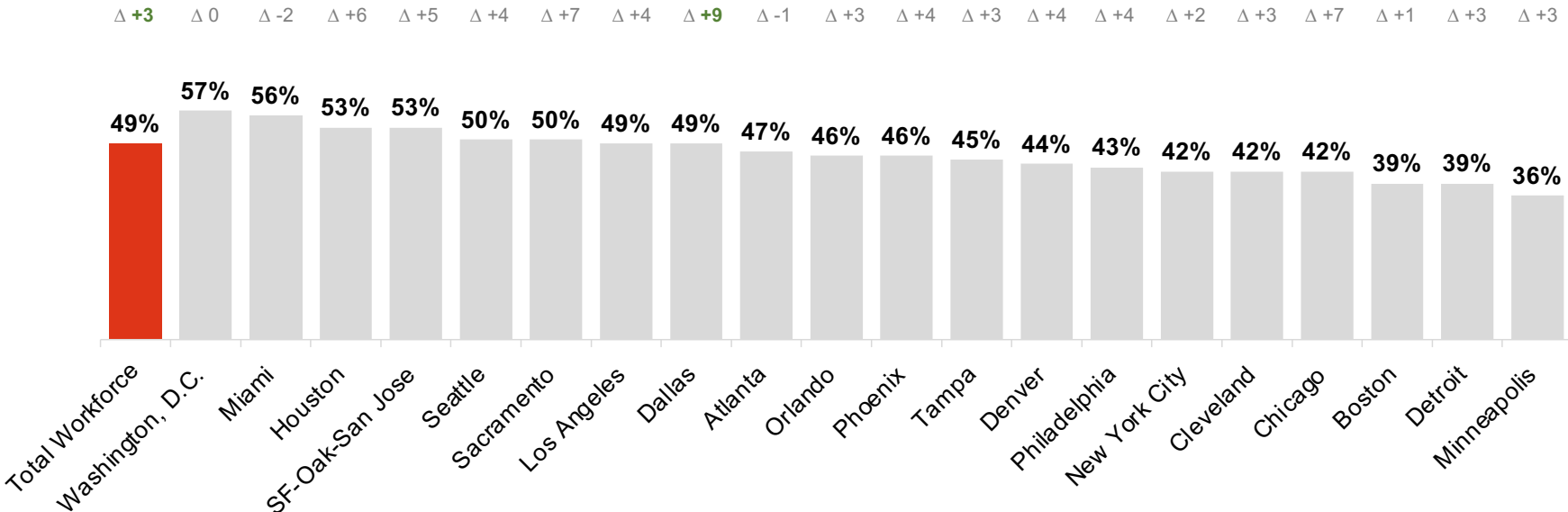
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q59: How much do you agree or disagree with the following statements? Base: Among those employed: Total Workforce n=4137, Women n=1905, Men n=2219, Gen Z n=521, Millennial n=1478, Gen X n=1397, Boomer n=724, White n=2622, Black n=307, Latinx n=907, Asian n=168, Urban n=1324, Suburban n=1871, Rural n=943, Blue-collar workers n=2213, White-collar workers, Remote n=727, Hybrid n=1365, In-person n=2045

MORE THAN HALF OF WORKERS IN D.C., MIAMI, HOUSTON, AND SF-OAK-SAN JOSE SAY THEY NEED TO LEARN NEW SKILLS TO STAY IN THEIR CURRENT ROLE

“I WILL NEED TO LEARN NEW SKILLS WITHIN THE NEXT YEAR TO CONTINUE MY CURRENT JOB”

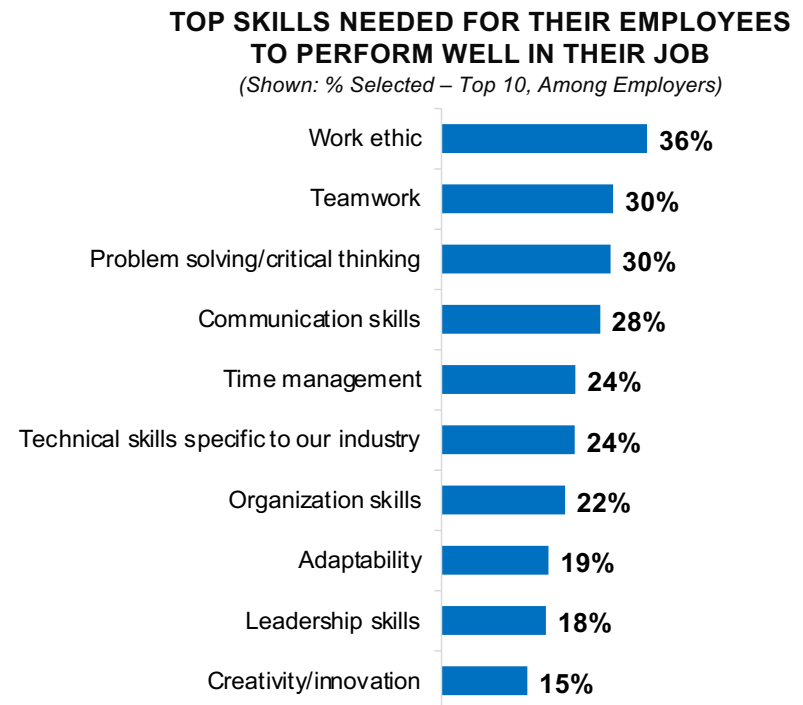
(Shown % Top 2 Agree; Among those employed)



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q59: How much do you agree or disagree with the following statements? Base: Among those employed: 2023/2024 Total Workforce N=4131/n=4137, NYC n=265/n=281, LA n=274/n=272, Chicago n=272/n=262, Philadelphia n=262/n=263, Dallas n=251/n=259, SF-Oak-San Jose n=268/n=263, Washington, D.C. n=258/n=255, Houston n=253/n=251, Boston n=266/n=267, Atlanta n=272/n=244, Phoenix n=257/n=256, Tampa n=259/n=258, Seattle n=261/n=252, Detroit n=248/n=272, Minneapolis n=268/n=273, Miami n=261/n=259, Denver n=260/n=264, Orlando n=249/n=251, Cleveland n=269/n=271, Sacramento n=250/n=234.

WORKERS AND EMPLOYERS ALIKE ARE ALIGNED ON THE SOFT SKILLS NEEDED TO PERFORM WELL IN THEIR JOBS



Q104_NEW: Which of the following, if any, do you believe are the top skills needed for you to perform well in your job? Base: Among those employed: Total Workforce n=4137. Q104_EMP_NEW: Which of the following, if any, do you believe are the top skills needed for your employees to perform well in their job? Base: Employers n=501.

EMPLOYER INVESTMENT IN SKILLING IS HIGHLY VALUED AMONG WORKERS AND COULD INCREASE TALENT RETENTION

SKILLING

Shown: % Top 2 Agree

- Younger generations (69% Gen Z, 73% Millennials), Black Americans (78%), people living in urban areas (74%), White-collar workers (68%), and hybrid workers (70%) are the most likely to say this
- D.C. (77%) is the most likely DMA to say this

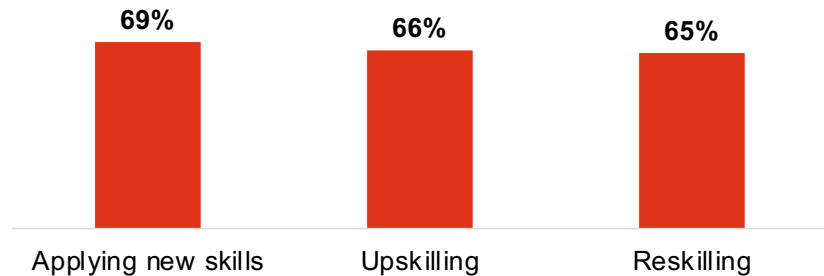
65%

Of Workers say how much a company invests in reskilling / upskilling is something they consider when looking for new opportunities

39%

Of Americans **do not have access** to opportunities to develop the skills they need to advance in their career

And workers would be more likely to stay throughout their career if their company provided more opportunities for...



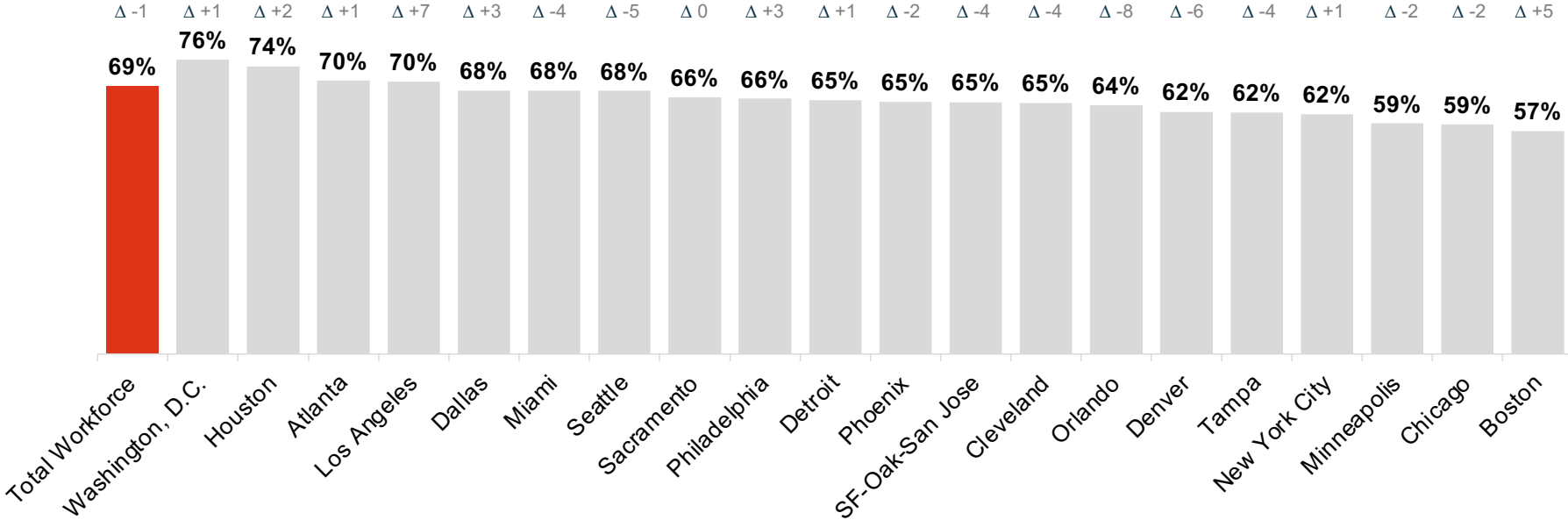
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q59: How much do you agree or disagree with the following statements? Base: Among those employed: Total Workforce n=4137, Gen Z n=521, Millennial n=1478, Black n=307, Urban n=1324, White-collar n=1925, Hybrid n=1365, D.C. n=300. Q14: How much do you agree or disagree with the following statements about your career development? Base: Total Workforce n=5000, Gen Z n=739, Millennial n=1801, Blue-collar workers n=2213, Hybrid n=1365.

THE MAJORITY OF WORKERS IN MAJOR CITIES WOULD ALSO BE MORE WILLING TO STAY IF THEIR COMPANY PROVIDED MORE OPPORTUNITIES TO APPLY NEW SKILLS

“IF MY COMPANY GAVE ME MORE OPPORTUNITIES TO APPLY NEW SKILLS, I WOULD BE MORE LIKELY TO STAY THROUGHOUT MY CAREER”

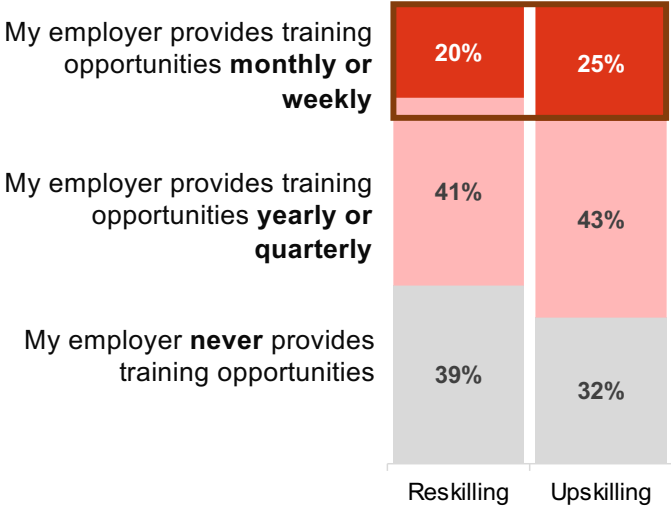
(Shown % Top 2 Agree; Among those employed)



Q59: How much do you agree or disagree with the following statements? Base: Among those employed: 2023/2024 Total Workforce N=4131/n=4137, NYC n=265/n=281, LA n=274/n=274, Chicago n=272/n=264, Philadelphia n=262/n=264, Dallas n=251/n=263, SF-Oak-San Jose n=268/n=267, Washington, D.C. n=258/n=253, Houston n=253/n=252, Boston n=266/n=267, Atlanta n=272/n=246, Phoenix n=257/n=256, Tampa n=259/n=258, Seattle n=261/n=254, Detroit n=248/n=274, Minneapolis n=268/n=276, Miami n=261/n=261, Denver n=260/n=265, Orlando n=249/n=252, Cleveland n=269/n=273, Sacramento n=250/n=236.

HOWEVER, RESKILLING AND UPSKILLING OPPORTUNITIES ARE NOT FREQUENTLY OFFERED BY EMPLOYERS

EMPLOYER PROVIDED TRAINING OPPORTUNITIES
(Shown % Selected)



and **1 in 2**
Workers rate their upskilling or reskilling opportunities as **good or excellent**
(54% upskilling, 50% reskilling)

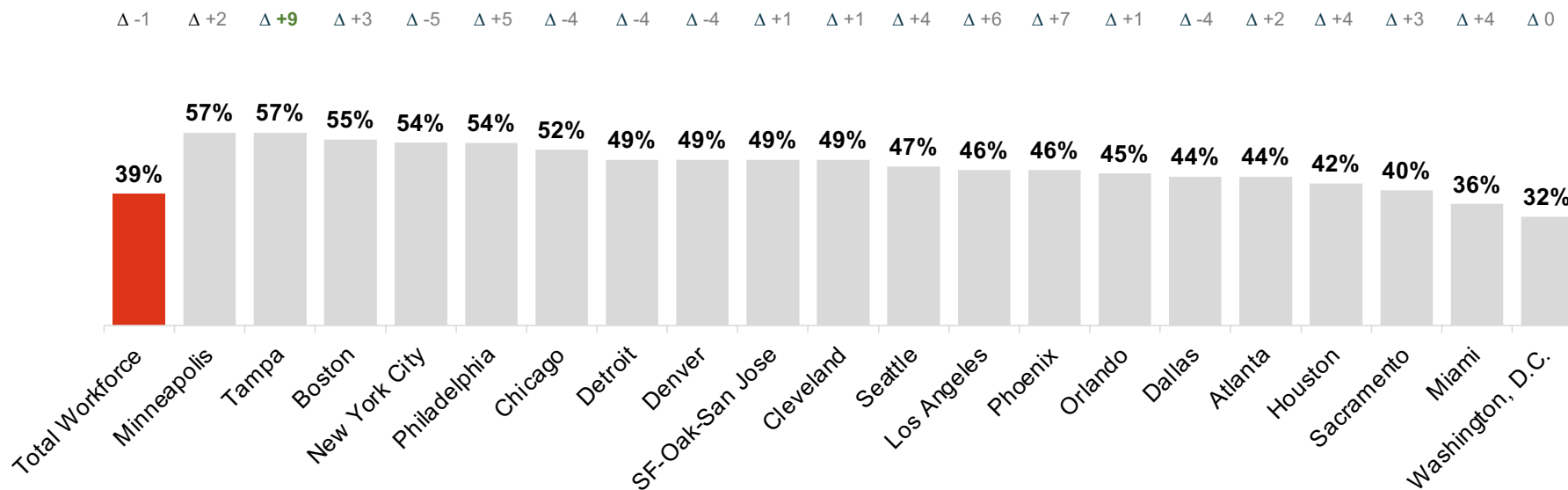
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q55: Approximately, how often does your employer provide specific opportunities for you to participate in...? Base: Among those employed: Total Workforce n=4137. Q56: How would you rate your employer's specific opportunities for... Base: Among those employed: Total Workforce n=4137.

MANY WORKERS ACROSS DMAS SAY THEIR EMPLOYER NEVER PROVIDES THEM WITH RESKILLING OPPORTUNITIES; TAMPA SEES LARGEST INCREASE FROM LAST YEAR

EMPLOYER NEVER PROVIDES SPECIFIC RESKILLING OPPORTUNITIES

(Shown % Selected; Among those employed)



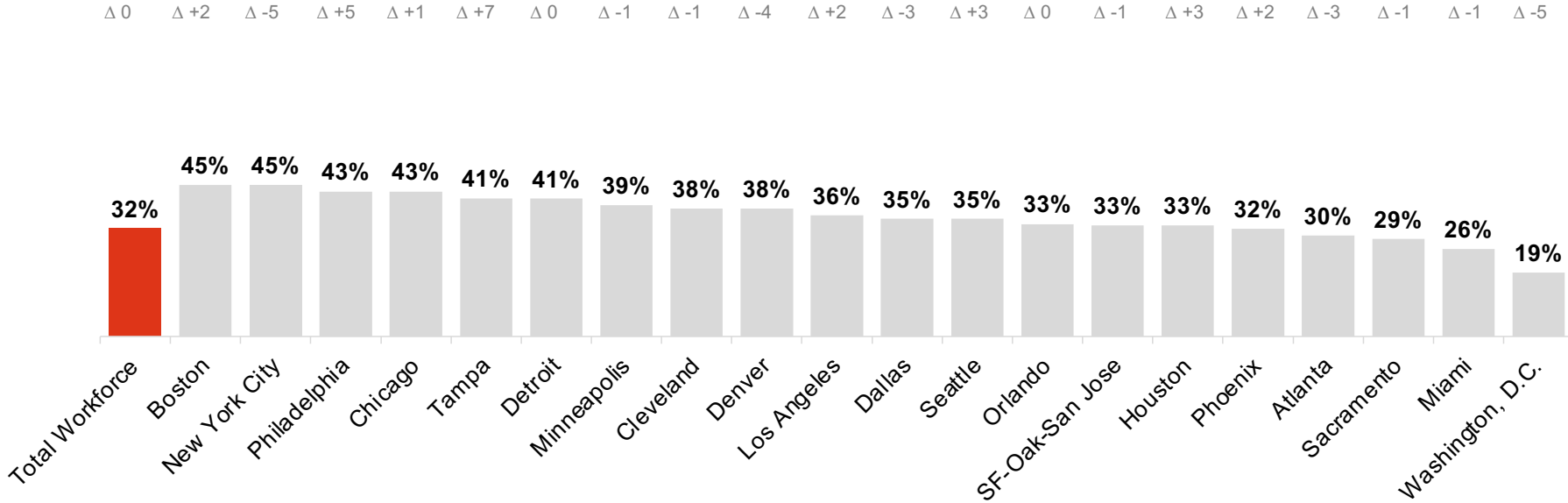
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q55: Approximately, how often does your employer provide specific opportunities for you to participate in: Base: Among those employed (2023/2024): Total Workforce n=4131/n=4137, NYC n=265/n=281, LA n=274/n=272, Chicago n=272/n=262, Philadelphia n=262/n=263, Dallas n=251/n=259, SF-Oak-San Jose n=268/n=263, Washington, D.C. n=258/n=255, Houston n=253/n=251, Boston n=266/n=267, Atlanta n=272/n=244, Phoenix n=257/n=256, Tampa n=259/n=259, Seattle n=261/n=252, Detroit n=248/n=272, Minneapolis n=268/n=273, Miami n=261/n=259, Denver n=260/n=264, Orlando n=249/n=251, Cleveland n=269/n=271, Sacramento n=250/n=234.

SIMILARLY, WORKERS ACROSS SEVERAL DMAS ARE ALSO LACKING IN EMPLOYER-PROVIDED UPSKILLING OPPORTUNITIES

EMPLOYER NEVER PROVIDES SPECIFIC UPSKILLING OPPORTUNITIES

(Shown % Selected; Among those employed)



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q55: Approximately, how often does your employer provide specific opportunities for you to participate in: Base: Among those employed: Total Workforce n=4131/n=4137, NYC n=265/n=281, LA n=274/n=272, Chicago n=272/n=262, Philadelphia n=262/n=263, Dallas n=251/n=259, SF-Oak-San Jose n=268/n=263, Washington, D.C. n=258/n=255, Houston n=253/n=251, Boston n=266/n=267, Atlanta n=272/n=244, Phoenix n=257/n=256, Tampa n=259/n=259, Seattle n=261/n=252, Detroit n=248/n=272, Minneapolis n=268/n=273, Miami n=261/n=259, Denver n=260/n=264, Orlando n=249/n=251, Cleveland n=269/n=271, Sacramento n=250/n=234.

WORKERS FEEL TRAINING ON USING AI WOULD HELP DRIVE THEIR CAREERS, BUT THEY ARE NOT RECEIVING THAT SUPPORT YET

AI SKILLS AND TRAINING

Shown: % Top 2 Agree; Top 2 Very/Extremely Valuable

53% Of Workers say they need support with **learning new skills or tools related to AI**

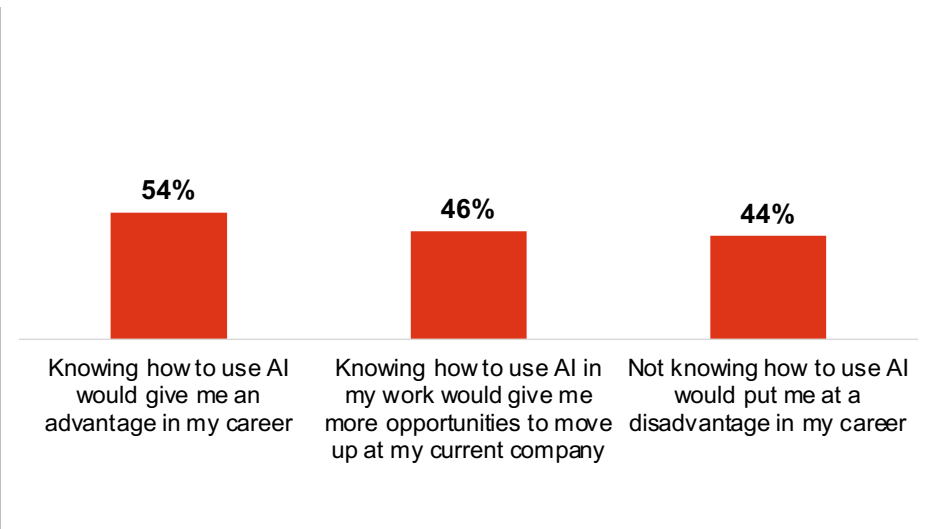
44% Of Workers think knowledge of how to use AI in their work is **valuable to their career**

Yet, only

18% Of Workers say their employer **currently offers training on how to use AI in their career**

BENEFITS OF AI KNOWLEDGE

Shown: % Top 2 Agree

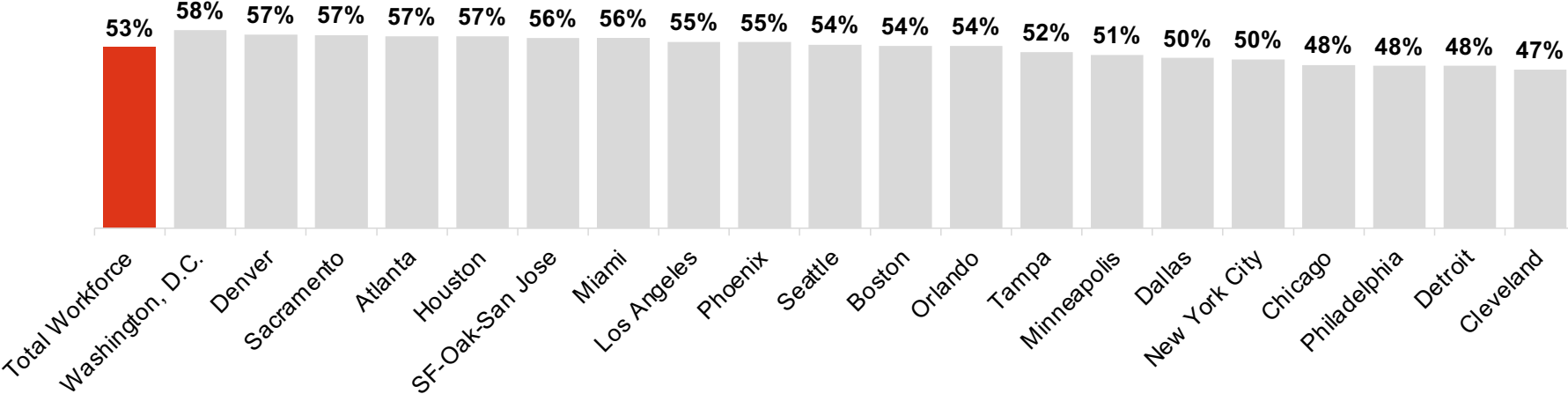


* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q52: Which of the following resources, if any, are offered by your current employer? Base: Among those employed: Total Workforce n=4137. Q98: How valuable do you think each of the following are for your career/building your career? Base: Total Workforce n=5000. Q25: For the below activities, please indicate the level of support you feel you need with each. Base: Total Workforce n=5000. Among those who receive information about internal job opportunities: Total Workforce n=1506. Q129: How much do you agree or disagree with the following statements? Base: Among those employed: Total Workforce n=4137.

MORE THAN HALF OF AMERICANS ACROSS MOST DMAS ARE LOOKING FOR SUPPORT WITH LEARNING NEW SKILLS AND TOOLS RELATED TO AI

NEED SUPPORT LEARNING NEW SKILLS / TOOLS RELATED TO AI
(Shown % Top 2 Need Support)

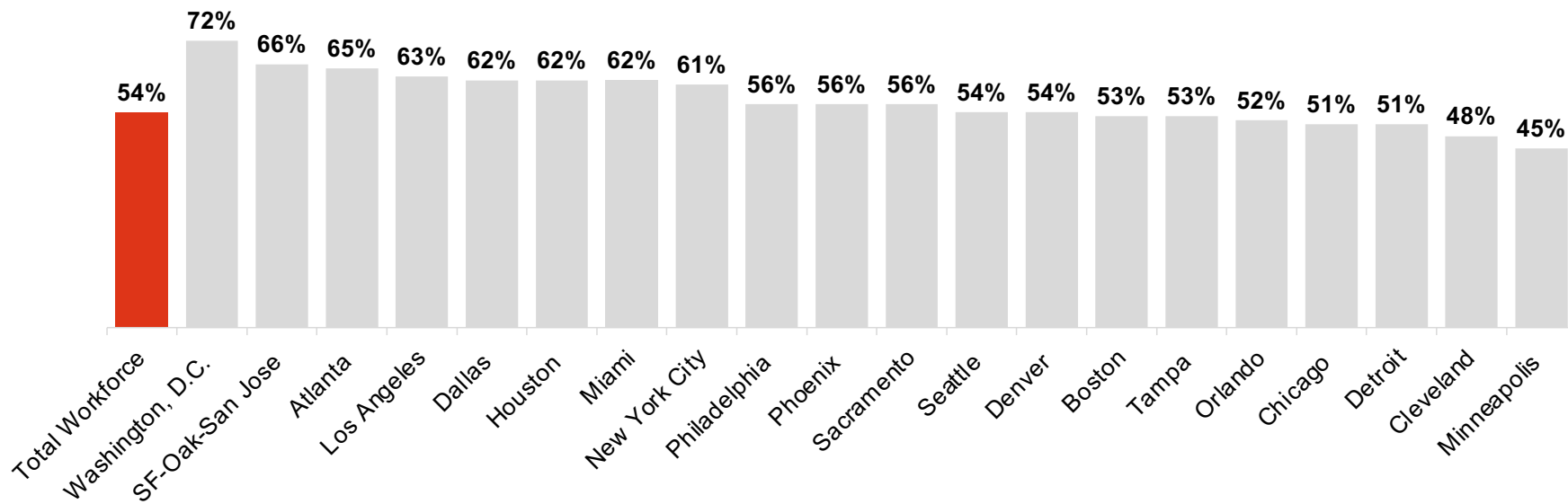


Q25: For the below activities, please indicate the level of support you feel you need with each. Base: 2024 Total Workforce n=5000, New York City n=301, Los Angeles n=300, Chicago n=300, Philadelphia n=300, Dallas n=300, San Francisco 41
 Oak-San Jose n=300, Washington, D.C. n=300, Houston n=300, Boston n=300, Atlanta n=300, Phoenix n=300, Tampa n=300, Seattle n=300, Detroit n=300, Minneapolis n=300, Miami n=300, Denver n=300, Orlando n=300, Cleveland n=300,
 Sacramento n=300.

AMERICANS IN D.C. ARE THE MOST LIKELY TO SAY THAT KNOWING HOW TO USE AI WOULD GIVE THEM A CAREER ADVANTAGE – SURPASSING WORKFORCE AVERAGE

“KNOWING HOW TO USE AI WOULD GIVE ME AN ADVANTAGE IN MY CAREER”

(Shown % Top 2 Agree)



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

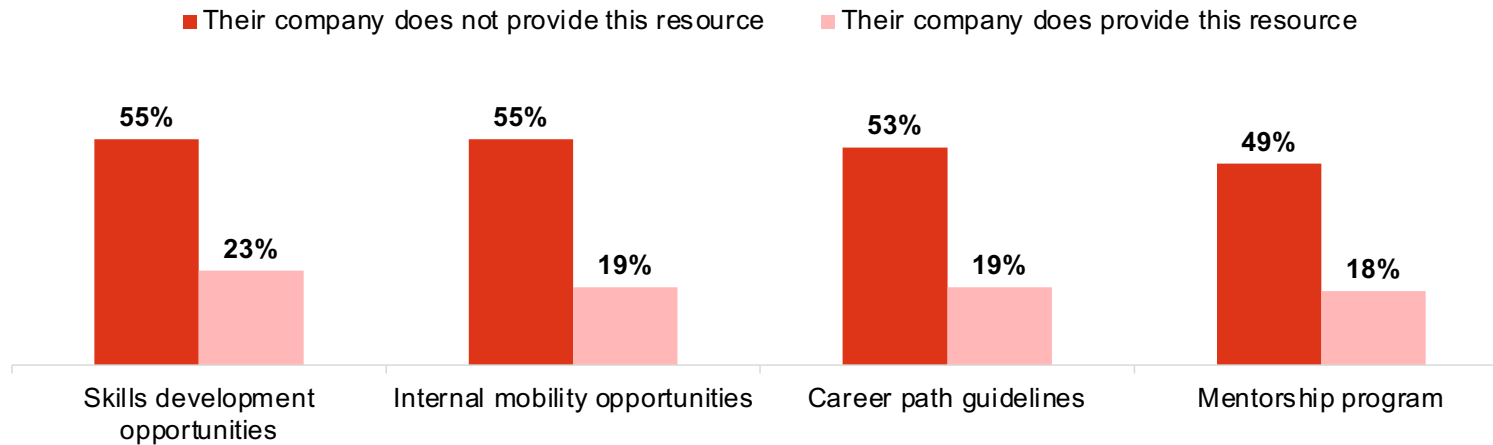
Q129: How much do you agree or disagree with the following statements? Base: 2024 Total Workforce n=4137, New York City n=281, Los Angeles n=274, Chicago n=264, Philadelphia n=264, Dallas n=262, San Francisco-Oak-San Jose n=267, Washington, D.C. n=253, Houston n=252, Boston n=267, Atlanta n=246, Phoenix n=256, Tampa n=258, Seattle n=254, Detroit n=274, Minneapolis n=276, Miami n=261, Denver n=265, Orlando n=252, Cleveland n=273, Sacramento n=236.

**THIS HAS CREATED A
MOMENT OF TALENT
STAGNATION**

WORKERS FEEL MORE STAGNANT WHEN THEY DO NOT RECEIVE CAREER SUPPORT FROM THEIR EMPLOYERS

“I DO NOT HAVE THE ABILITY TO ADVANCE IN MY CAREER AT MY CURRENT JOB”

(Shown % Selected)

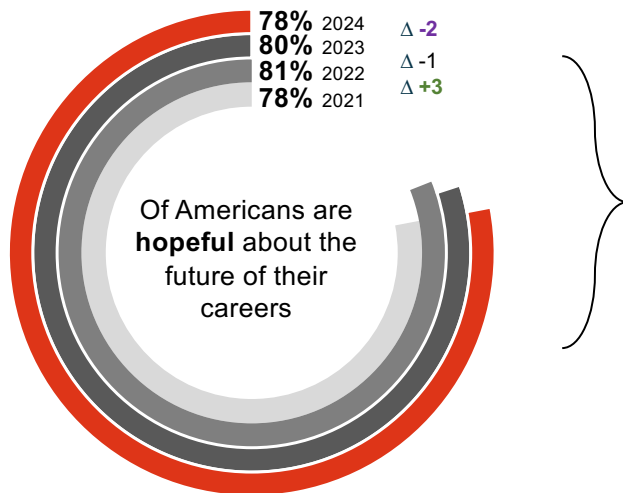


Q107: Do you feel like you have the ability to advance in your career at your current job? Base: Among those employed: Those who say their company does not provide: A mentorship program n=2395, Skills development opportunities n=1759, Internal mobility opportunities n=1941, Career path guidelines n=2119; Those who say their company provides: A mentorship program n=1125, Skills development opportunities n=1704, Internal mobility opportunities n=1506, Career path guidelines n=1388.

**DESPITE THESE FACTORS,
WORKERS STILL FEEL
OPTIMISTIC ABOUT THE
FUTURE OF THEIR CAREERS
AND THEIR ABILITIES**

MANY AMERICANS REMAIN HOPEFUL ABOUT THE FUTURE OF THEIR CAREERS

THE ROLE OF HOPE
(Shown % Top 2 Agree)



And workers feel even more optimistic when...

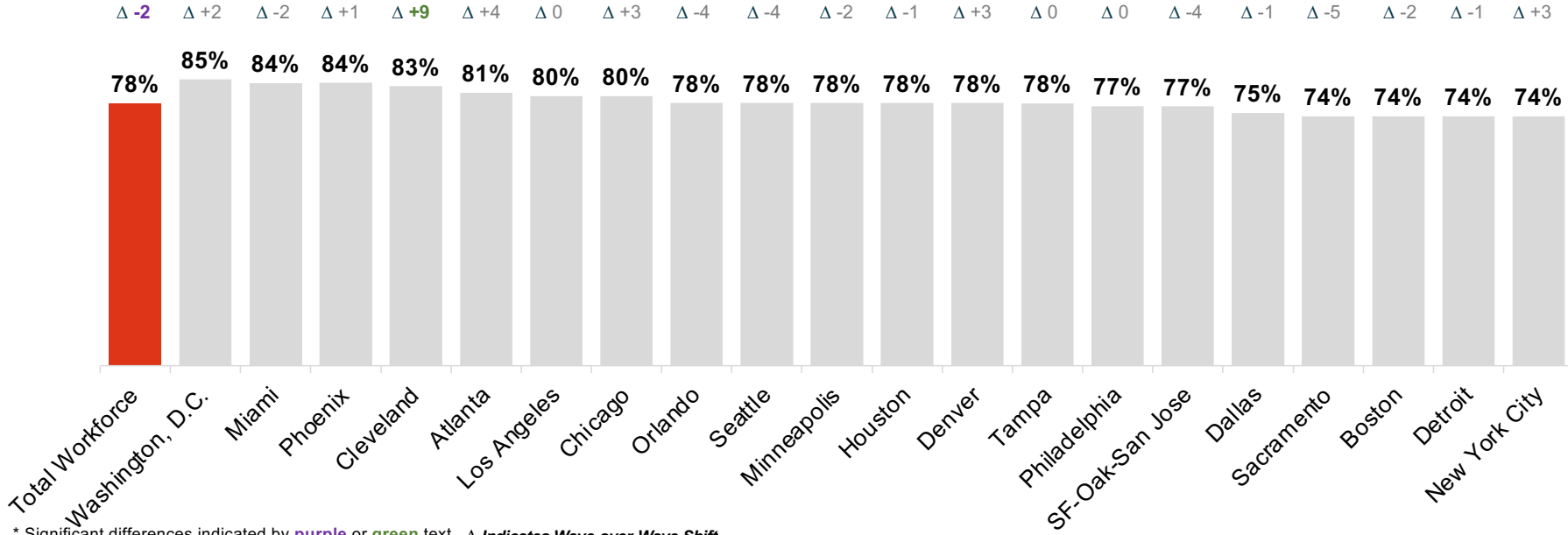
- Their employer tells them about job advancement opportunities where they could be a good fit (90%)
- Their employer helps them manage their workload so they can take advantage of training opportunities (90%)
- Their employer provides upskilling opportunities monthly (89%)
- They feel personally fulfilled by their current job (90%)
- They are inspired by their boss (88%)
- They feel their work allows them to grow their skillset (88%)
- They have a mentor (87%)
- They are currently using AI in their work (87%)
- They have the flexibility to choose what they work on at their job (86%)
- They take on new responsibilities / growth opportunities (85%)
- They feel their employer treats employees with respect (85%)
- They work in a hybrid environment (83%)

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q16: How much do you agree or disagree with the following statements about your career trajectory? Base: 2022/2021/2022/2023 Total Workforce n=5000/n=5000/n=5000/n=5000. See slide notes for additional base sizes.

THE MAJORITY OF WORKERS ACROSS ALL DMAS REMAIN HOPEFUL ABOUT THEIR CAREERS; CLEVELAND SEES LARGEST INCREASE IN HOPE FROM LAST YEAR

“I AM HOPEFUL ABOUT THE FUTURE OF MY CAREER”
(Shown % Top 2 Agree)



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q16: How much do you agree or disagree with the following statements about your career trajectory? Base: 2023/2024 Total Workforce n=5000/N=5000, New York City n=300/n=301, Los Angeles n=300/n=300, Chicago n=300/n=300, Philadelphia n=300/n=300, Dallas n=300/n=300, San Francisco-Oak-San Jose n=300/n=300, Washington, D.C. n=300/n=300, Houston n=300/n=300, Boston n=300/n=300, Atlanta n=300/n=300, Phoenix n=300/n=300, Tampa n=300/n=300, Seattle n=300/n=300, Detroit n=300/n=300, Minneapolis n=300/n=300, Miami n=300/n=300, Denver n=300/n=300, Orlando n=300/n=300, Cleveland n=300/n=300, Sacramento n=300/n=300.

WORKERS STILL FEEL IN CONTROL AND ARE POSITIVE ABOUT JOB OPPORTUNITIES, BUT LESS SO THAN IN 2022

CAREER PERCEPTIONS

(Shown % Top 2 Agree)

2023: 72% Δ -

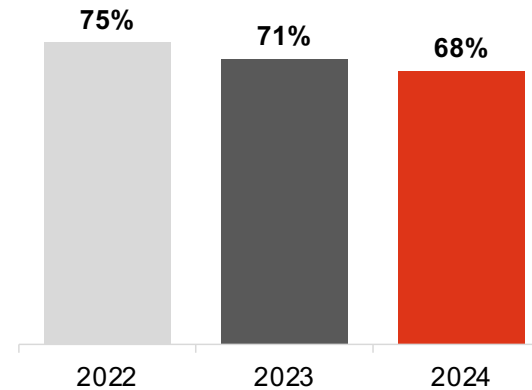
72%

Of Americans feel in control of their professional future

- More Men (74%) than Women (69%)
- More people with income of \$50K-\$99.9k (73%), \$100K-\$149.9k (80%), \$150k+ (85%) than Under \$50k (65%)
- More white-collar workers (78%) than Blue-collar workers 74%x)
- More people living in urban areas (75%) than suburban (71%) and rural (70%) areas

AVAILABILITY OF JOB OPPORTUNITIES

(Shown % Top 2 Positive)



Of Americans feel **positive** about the job opportunities available to them

79% of Employers feel positively about the job opportunities available to the workforce

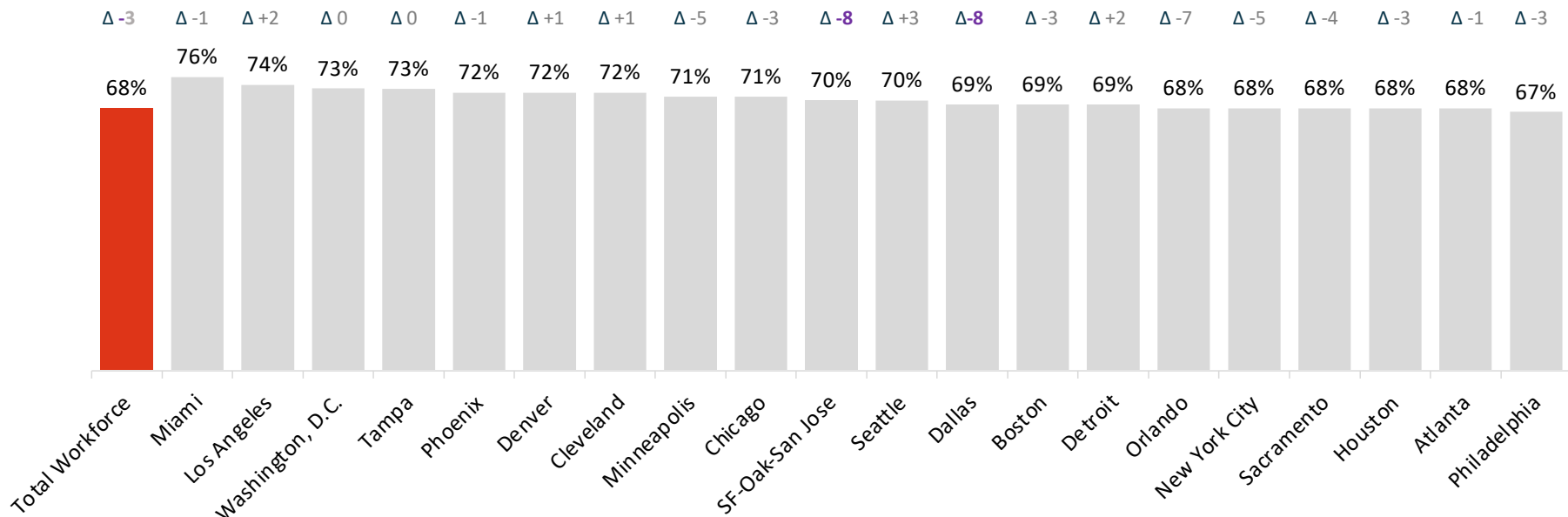
2023: 78% Δ +1
2022: 89%

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q1a: Regardless of your current employment status, how do you feel about the job opportunities available to you? Base: 2022/2023/2024 Total Workforce: n=5000/n=5000/n=5000. Q1a_EMP: How do you feel about the job opportunities available to the workforce at this time? Base: 2022/2023/2024 Employers n=500/n=500/n=501. Q7: How much do you agree or disagree with the following statements? Base: 2023/2024 Total workforce: n=5000/n=5000, Women n=2340, Men n=2640, Under \$50,000 n=1512, \$50,000-\$99,999 n=1420, \$100,000-\$149,999 n=669, \$150,000+ n=489, White-Collar Workers: n=2213 Blue-Collar Workers n=1925, Urban n=1620, Suburban n=2223, Rural n=1157.

THE MAJORITY OF WORKERS FEEL POSITIVELY ABOUT THE JOB OPPORTUNITIES AVAILABLE TO THEM – THOUGH LARGE DIPS IN ORLANDO, DALLAS, THE BAY AREA, AND SACRAMENTO

FEEL POSITIVELY ABOUT JOB OPPORTUNITIES
(Shown % Top 2 Positive)

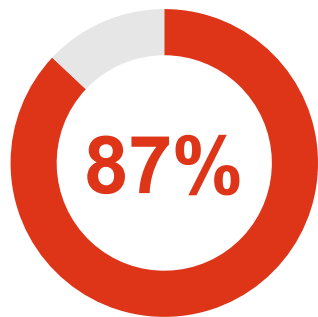


* Significant wave-over-wave differences indicated by purple (decrease) or green (increase) text

Q1a: Regardless of your current employment status, how do you feel about the job opportunities available to you? Base: 2022/2023 Total Workforce n=5000/n=5000, New York City n=302/n=301, Los Angeles n=298/n=300, Chicago n=301/n=300, Philadelphia n=300/n=300, Dallas n=299/n=300, San Francisco-Oak-San Jose n=300/n=300, Washington, D.C. n=312/n=300, Houston n=299/n=300, Boston n=301/n=300, Atlanta n=303/n=300, Phoenix n=302/n=300, Tampa n=303/n=300, Seattle n=302/n=300, Detroit n=302/n=300, Minneapolis n=302/n=300, Miami n=299/n=300, Denver n=301/n=300, Orlando n=309/n=300, Cleveland n=301/n=300, Sacramento n=300/n=300.

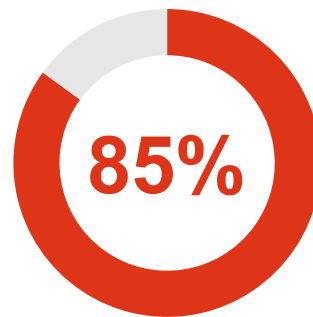
AMERICANS ARE CONFIDENT IN THEIR ABILITIES, AS MANY BELIEVE THEY ARE ADAPTABLE AND RESILIENT WHEN OVERCOMING CHALLENGES

ADAPTABILITY, RESILIENCE, AND CONFIDENCE
(Shown % Top 2 Agree)



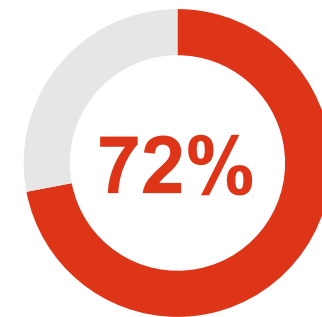
Of Americans say they **adapt easily** to new work situations

2023: 88% Δ -1
2022: 87%
2021: 83%



Of Americans say they are **resilient when facing challenges** in their career

2023: 84% Δ +1
2022: 85%
2021: 82%



Of Workers say that when considering 2023, they feel **very confident about their ability to excel at their job**

2023: 74% Δ -2

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

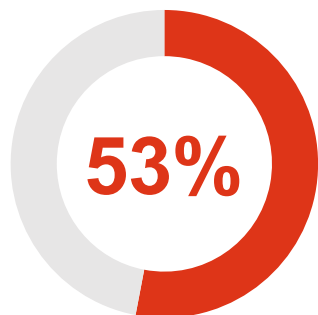
Q15:How much do you agree or disagree with the following statements about your mental health/well-being? Base: 2021/2022/2023/2024 Total Workforce n=5000/n=5000/n=5000/n=5000. Q108: To what extent do you agree or disagree with the following statements based on this phrase: "When considering 2023, I felt..." Base: Among those employed: 2023/2024 Total Workforce n=4131/n=4137.

**BY PROVIDING CLEARER AND
MORE PERSONALIZED
OPPORTUNITIES FOR WORKERS
TO ADVANCE INTERNALLY,
EMPLOYERS CAN DEVELOP THE
TALENT THEY NEED FROM WITHIN**

MANY AMERICANS FEEL THEY NEED SUPPORT WITH FINDING THE PERFECT JOB AND SETTING CAREER GOALS

SUPPORT NEEDED

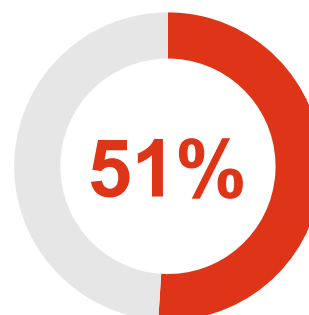
(Shown % Top 2 "Need any support")



2023: 53% Δ -
2022: 49%

Of Americans say they need support **identifying job options that match their skills/interests**

- More Gen Z (66%) and Millennial (61%) than Gen X (50%) and Boomers (32%)
- More Latinx (61%), Asian (59%), and Black (57%) Americans than White (49%) Americans
- More people living in urban areas (60%) than rural (50%) and suburban (49%)
- More hybrid (58%) and remote (52%) workers than in-person (43%)



2023: 52% Δ -1
2022: 48%

Of Americans say they need support **setting career goals**

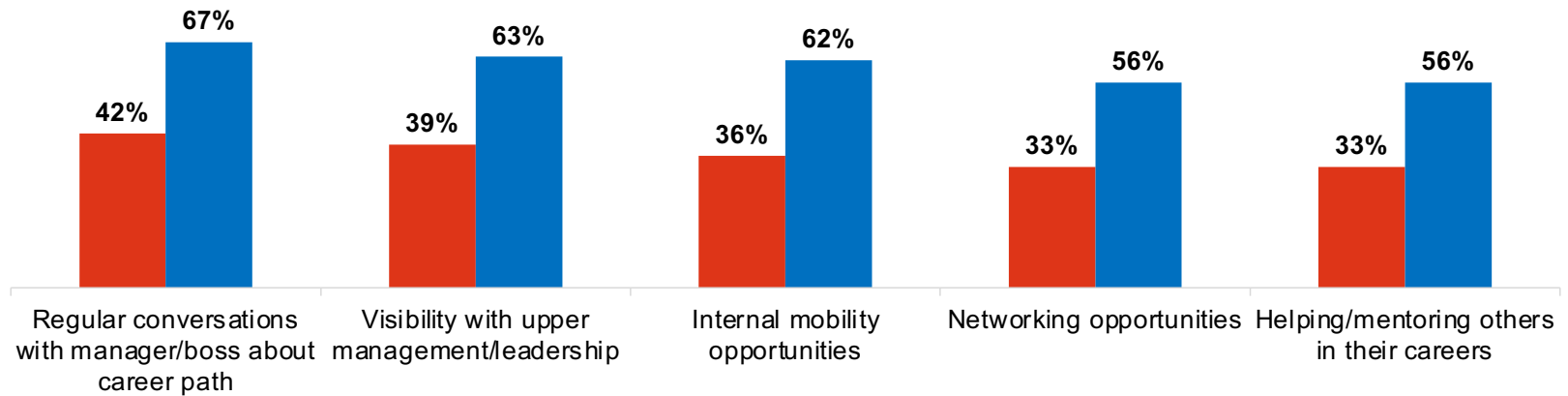
- More Gen Z (67%) and Millennial (60%) than Gen X (47%) and Boomers (25%)
- More Latinx (59%), Asian (57%), and Black (56%) Americans than White (46%) Americans
- More people living in urban areas (56%) than suburban (49%) and rural (46%)
- More Blue-collar (49%) than White-collar workers (46%)
- More hybrid (54%) and remote (48%) workers than in-person (43%)

Q25: For the below activities, please indicate the level of support you feel you need with each. Base: 2022/2023/2024 Total Workforce n=5000/n=5000/n=5000, Gen Z n=739, Millennial n=1801, Gen X n=1633, Boomer n=807, White n=3065, Black n=397, Latinx n=1144, Asian n=203, Urban n=1620, Suburban n=2223, Rural n=1157, Blue-collar workers n=2213, White-collar workers n=1925, Remote n=727, Hybrid n=1365, In-person n=2045.

LARGE GAPS EXIST BETWEEN WORKERS AND EMPLOYERS WHEN IT COMES TO PERCEPTIONS OF CAREER DEVELOPMENT SUPPORT

EMPLOYER-PROVIDED RESOURCES
(Shown % Selected, "Currently offered")

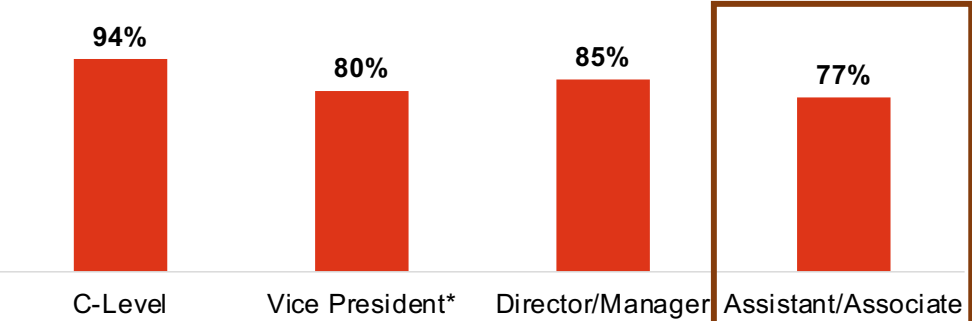
Workers Employers



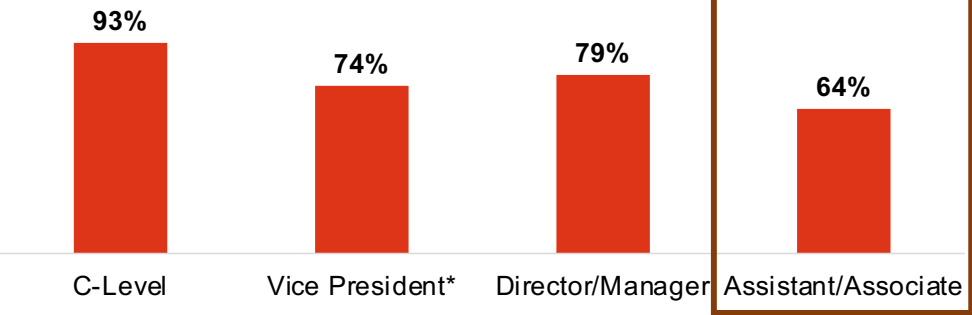
Q52: Which of the following resources, if any, are offered by your current employer? Base: Among those employed: Total Workforce n=4137. Q52_EMP: Which of the following resources, if any, do you offer to your employees? Base: Employers n=501.

EMPLOYERS MUST PROVIDE CLARITY ON ADVANCEMENT OPPORTUNITIES, ESPECIALLY FOR LOWER-LEVEL WORKERS

EMPLOYEES WHO ARE SATISFIED WITH THEIR ORGANIZATION'S INTERNAL MOBILITY OPPORTUNITIES
(Shown % Top 2 Satisfied)



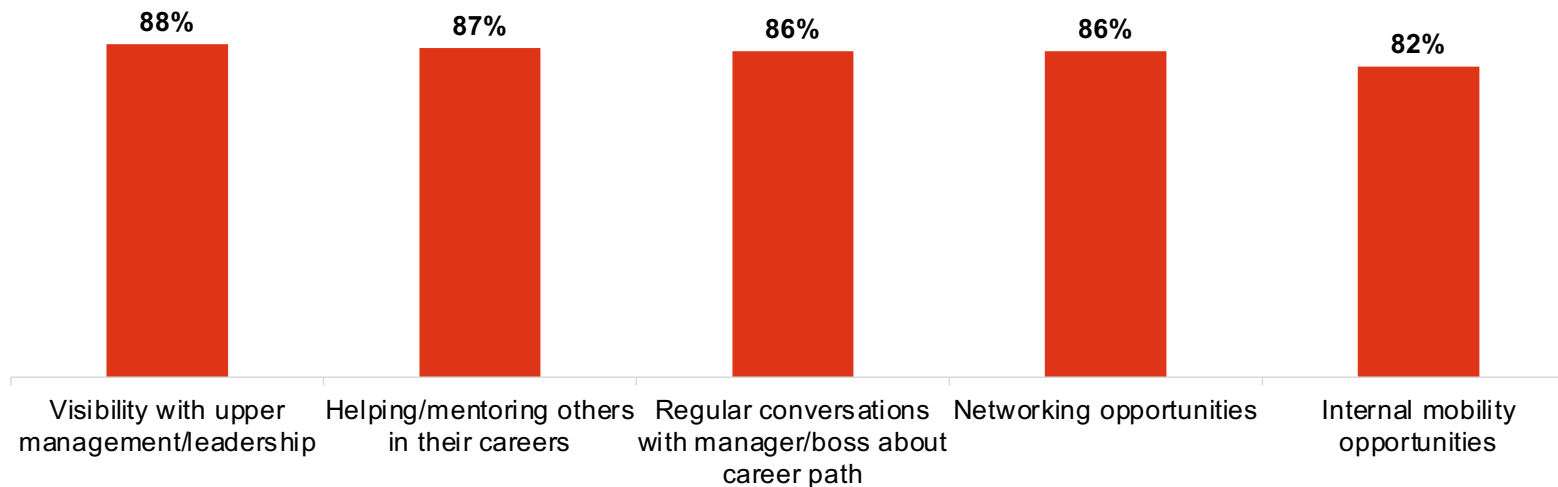
EMPLOYEES WHO ARE SATISFIED WITH THEIR ORGANIZATION'S COMMUNICATION EFFORTS FOR INTERNAL JOB OPPORTUNITIES
(Shown % Top 2 Good/Excellent)



Q121: How satisfied are you with the resources your employer currently provides for each of the following? Base: Among those who say their company provides internal mobility opportunities: C-Level n=203, Vice President n=33*, Director/Manager n=496, Assistant/Associate n=585. Q124: How would you rate your organization's communication efforts for providing information about internal job opportunities? Base: Among those who say their company provides internal mobility opportunities: C-Level n=203, Vice President n=33*, Director/Manager n=496, Assistant/Associate n=585. *Low base size, directional findings only.

WHEN EMPLOYEES ARE AWARE OF AVAILABLE OPPORTUNITIES, THEY ARE HIGHLY SATISFIED WITH THEM

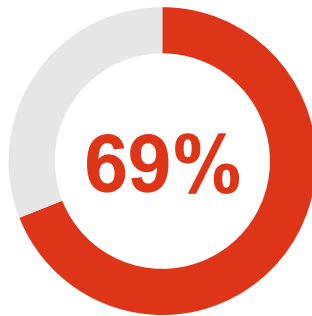
SATISFACTION WITH EMPLOYER-PROVIDED RESOURCES
(Shown % Top 2 Satisfied)



Q121: How satisfied are you with the resources your employer currently provides for each of the following? Base: Among those who say their company offers the following resources: Visibility with upper management/leadership n=1593, Helping/mentoring others in their careers n=1369, Regular conversations with manager/boss about career path n=1727, Networking opportunities n=1384, Internal mobility opportunities n=1506.

IN AN EFFORT TO PROTECT THEIR MENTAL HEALTH, WORKERS ARE PRIORITIZING FLEXIBILITY IN THEIR JOB SEARCH

60% of workers say their **mental health** impacts their performance at work...

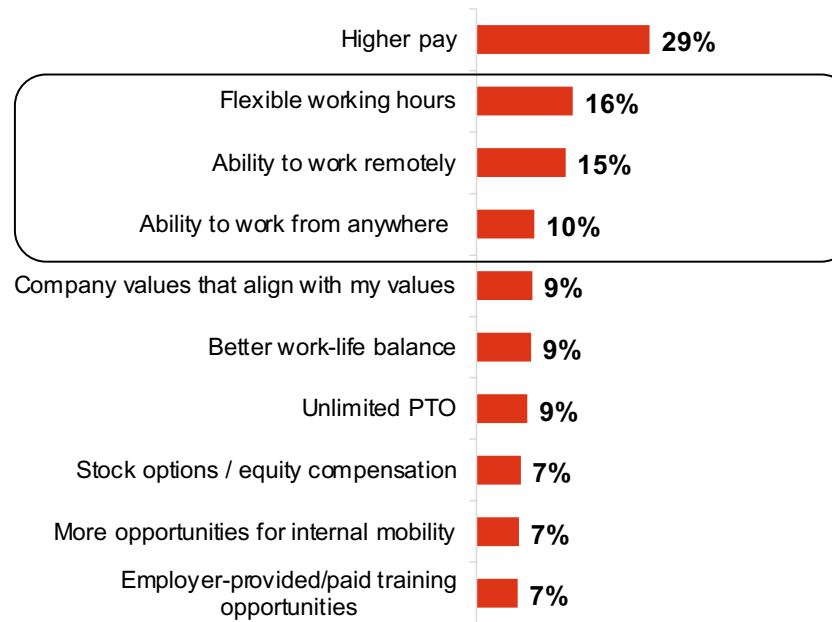


Of workers say that more flexible working opportunities would **help improve their mental health**

- Washington, D.C. (82%) and Phoenix (76%) are the most likely DMAs to say that more flexible workers working opportunities would improve their mental health

TOP PRIORITIES FOR NEXT JOB / CAREER

(Shown % Selected; Showing Top 10 Priorities)



Q53: How much do you agree or disagree with the following statement(s)? Base: Among those employed: Total Workforce n=4137, Washington, D.C. n=253, Phoenix n=256. Q76: Which of the following, if any, are priorities you are looking for in your next job/career? Base: Among those who quit their job/left the workforce and are either actively looking / expecting to look for a job or have chanced their career in the past six months: Total Workforce n=111.

WORKERS FEEL BOTH MORE PRODUCTIVE AND SATISFIED WITH THEIR WORK WHEN THEY ARE GIVEN FLEXIBILITY

78%

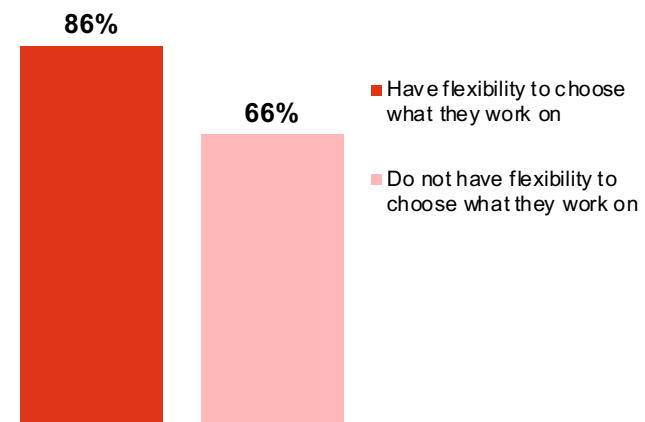
Of workers feel more productive at their job when they have more flexibility

67%

Of workers would be willing to work more hours if they could have more flexibility in choosing when those hours are

JOB SATISFACTION

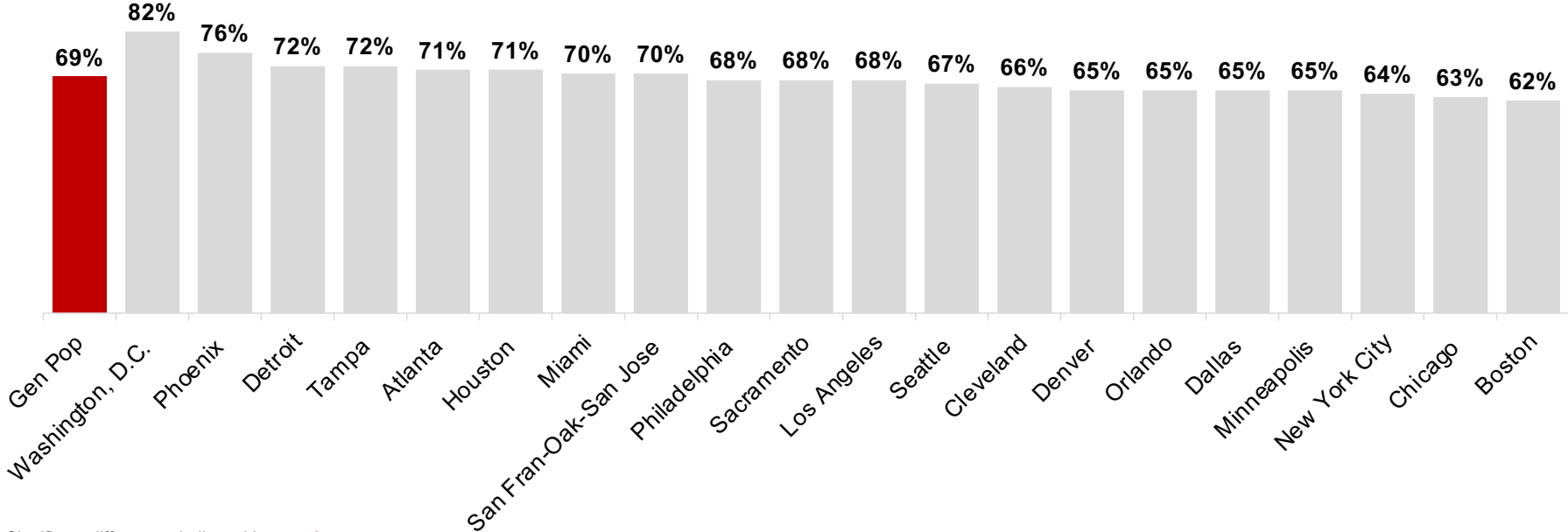
(Shown % Top 2 Satisfied; Among those employed)



Employees are **satisfied** in their current job

WORKERS IN WASHINGTON D.C. ARE THE MOST LIKELY TO FEEL FLEXIBLE WORKING OPPORTUNITIES WOULD IMPROVE THEIR MENTAL HEALTH

“MORE FLEXIBLE WORKING OPPORTUNITIES WOULD HELP IMPROVE MY MENTAL HEALTH”
 (Shown % Selected Top 2 Agree)



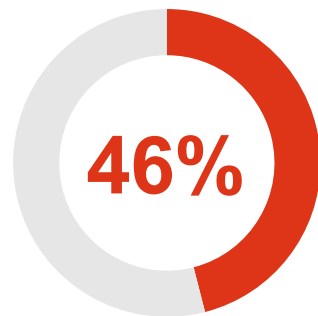
* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Base: 2022/2023 Total Workforce n=5000/n=5000, New York City n=302/n=301, Los Angeles n=298/n=300, Chicago n=301/n=300, Philadelphia n=300/n=300, Dallas n=299/n=300, San Francisco-Oak-San Jose n=300/n=300, Washington, D.C. n=312/n=300, Houston n=299/n=300, Boston n=301/n=300, Atlanta n=303/n=300, Phoenix n=302/n=300, Tampa n=303/n=300, Seattle n=302/n=300, Detroit n=302/n=300, Minneapolis n=302/n=300, Miami n=299/n=300, Denver n=301/n=300, Orlando n=309/n=300, Cleveland n=301/n=300, Sacramento n=300/n=300.

WORKERS ARE ALSO CUSTOMIZING THEIR APPROACH TOWARDS TRAINING TO FIT THEIR WORK AND SCHEDULES

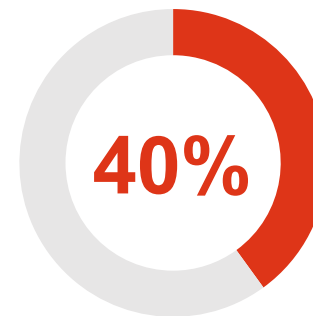
SKILLS LEARNING PREFERENCES (Shown % Selected)

When it comes to getting skills they need for their career...



Of Americans prefer to get these skills through **training provided by their job**

- More Women (49%) than Men (44%)
- More White-collar workers (46%) than Blue-collar workers (44%)
- More in-person workers (49%) than in-person (41%) and hybrid (41%) workers



Of Americans prefer to get these skills through **learning on their own** without a course

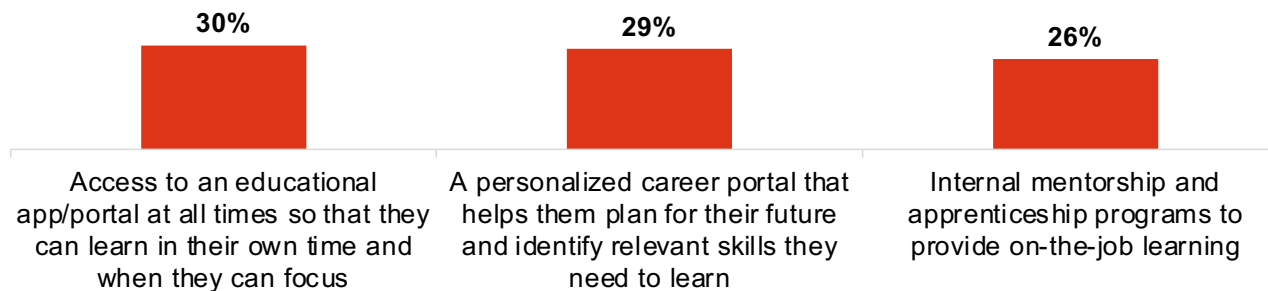
- More Men (43%) than Women (36%)
- More Gen Z (44%) and Millennials (46%) than Gen X (37%) and Boomers (28%)
- More people living in urban areas (43%) than suburban (39%) and rural (37%)
- More hybrid (45%) and remote (41%) workers than in-person (34%) workers

Q119: Where would you prefer to learn skills for each of the following? Base: Total Workforce n=5000. For the below activities, please indicate the level of support you feel you need with each. Base: Total Workforce n=5000, Women n=2340, Men n=2640, Gen Z n=739, Millennial n=1801, Gen X n=1633, Boomer n=807, Urban n=1620, Suburban n=2223, Rural n=1157, Blue-collar workers n=2213, White-collar workers n=1925, Remote n=727, Hybrid n=1365, In-person n=2045.

WORKERS ARE ESPECIALLY INTERESTED IN PERSONALIZED PORTALS AND MENTORSHIP PROGRAMS FROM THEIR EMPLOYER

RESOURCES WORKERS ARE INTERESTED IN *(Shown % Selected; Among those employed)*

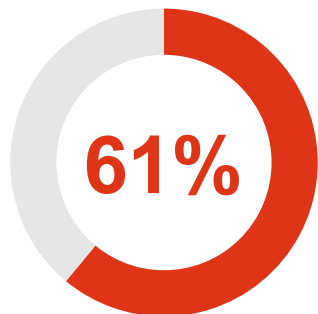
Workers are interested in receiving through their work...



HOWEVER, WORKERS STILL NEED SUPPORT WITH LEARNING THE SKILLS THEY NEED

AREAS WORKERS NEED SUPPORT *(Shown % Selected)*

Sacramento (64%), Houston (63%), and Seattle (63%) are the most likely DMAs to say they need support with learning new skills



Of workers say they need support when it comes to **learning new skills**

- More Gen Z (71%) and Millennial (68%) than Gen X (58%) and Boomers (42%)
- More Hispanic (67%), Black (64%), and Asian (64%) Americans than White Americans (58%)
- More people living in urban areas (65%) than suburban (60%) and rural (58%)
- More hybrid (64%) workers than remote (58%) and in-person (54%)

EMPLOYER SUPPORT *(Shown % Bottom 2 Disagree)*

43%

Of workers say their employer **does not help them manage their workload** so they can take advantage of training / development opportunities

41%

Of workers say their employer **does not make it clear how new skills can lead to growth or reward** at their company

Q25: For the below activities, please indicate the level of support you feel you need with each. Base: 2022/2023/2024 Total Workforce n=5000/n=5000/n=5000, Gen Z n=739, Millennial n=1801, Gen X n=1633, Boomer n=807, White n=3065, Black n=397, Latinx n=1144, Asian n=203, Urban n=1620, Suburban n=2223, Rural n=1157, Remote n=727, Hybrid n=1365, In-person n=2045, Sacramento n=300, Houston n=300, Seattle n=300.
Q59: How much do you agree or disagree with the following statements? Base: Among those employed: Total Workforce n=5000.

**IF EMPLOYERS DON'T SOLVE
FOR TALENT STAGNATION, THEY
WILL MISS OUT ON SIGNIFICANT
BUSINESS SAVINGS**

WORKERS ARE ABLE TO INCREASE THEIR ANNUAL SALARY WHEN EMPLOYERS INVEST IN BOOSTING CAREER OPTIMISM

Career Optimism is driven, in part, by intrinsic employee perceptions

- ✓ Adaptability to new work situations
- ✓ Resiliency when facing challenges in their career
- ✓ Feeling personally fulfilled by their current job/career



But also relies on environmental factors and employer actions

- ✓ A clear path for career advancement and opportunities to advance
- ✓ Having a strong skillset and opportunities to learn new skills
- ✓ Promoting mentorship and advocacy in the workplace



Workers who are optimistic about the future of their career realize up to a

\$5,270

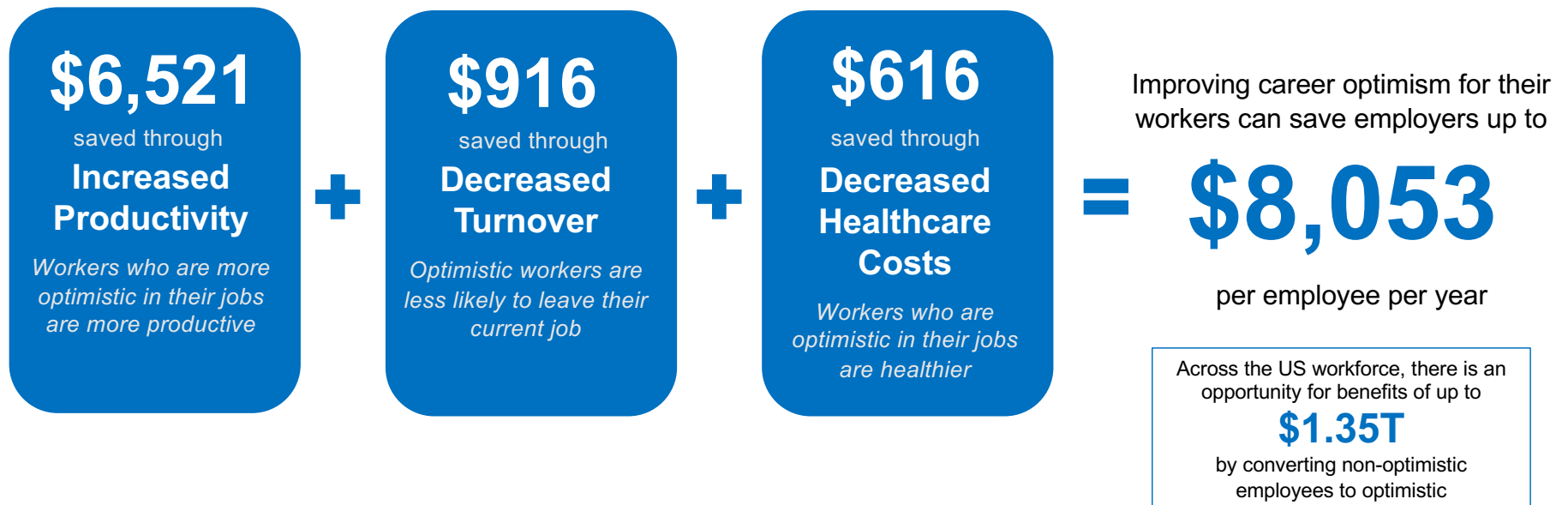
increase in their annual salary compared to workers who are not

Across the US workforce, there is an opportunity for the workforce to earn up to **\$294B** by converting from being non-optimistic to optimistic

Calculation breakdown can be shared by request

WHEN EMPLOYERS INVEST IN CAREER OPTIMISM AMONG WORKERS, IT BENEFITS THEIR BOTTOM LINE IN MULTIPLE WAYS

Taking action to increase career optimism among employees can benefit employers by influencing the following areas:



Calculation breakdown can be shared by request

ALL BUSINESSES CAN BENEFIT FROM IMPROVING CAREER OPTIMISM

Small Business (100 employees)

Improving the share of employees who are optimistic about their careers by only **10 ppts** can save a small business:

\$120k per year

Improving career optimism for **all employees** can save a small business up to:

\$805k

Per year

Medium Business (500 employees)

Improving the share of employees who are optimistic about their careers by only **10 ppts** can save a medium business:

\$600k per year

Improving career optimism for **all employees** can save a medium business up to:

\$4.0m

Per year

Large Enterprise (10,000 employees)

Improving the share of employees who are optimistic about their careers by only **10 ppts** can save a large enterprise:

\$12m per year

Improving career optimism for **all employees** can save large enterprise up to:

\$80.5m

Per year

DMA Snapshots

The following are high level overviews of each DMA separately, with comparison to the national average.

ATLANTA

The workforce in Atlanta is less likely to be struggling with financial matters like living paycheck to paycheck and basic costs of living. They feel they would be more productive at their job with increased flexibility, though are less likely to say they would work more hours to get it. Generally, they are satisfied with their job and see opportunities for career development. Atlanta workers are more likely than average to consider companies prioritization of reskilling/upskilling when looking at new opportunities.

ENGAGEMENT & OUTLOOK

| | Atlanta | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 16% $\Delta-5$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 72% $\Delta-5$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 38% $\Delta+4$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 49% $\Delta+1$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Atlanta | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 51% $\Delta-5$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 39% | 38% |
| I struggle with the basic costs of living | 30% $\Delta-4$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 53% | 55% |
| I can afford less now than I could two years ago | 41% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Atlanta | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 51% $\Delta+4$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 38% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 28% $\Delta 0$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 70% $\Delta+4$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Atlanta | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 81% $\Delta+4$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 68% $\Delta-1$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Atlanta | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 63% | 67% |
| I feel I am more productive at my job when I have more flexibility | 82% | 78% |

RESKILLING & UPSKILLING

| | Atlanta | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 45% | 48% |
| I will need to learn new skills within the next year to continue my current job | 47% $\Delta-1$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 71% | 65% |
| I need support learning new skills or tools related to AI | 57% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

BOSTON

When it comes to finances, Boston workers are less likely to live paycheck to paycheck or struggle with the basic costs of living. Overall, they are less likely to be actively looking for a new job in the next 6 months, likely because they feel their current employer provides opportunities for internal mobility. They are less interested than the average American worker in how a company invests in reskilling or upskilling employees and lack knowledge of AI.

ENGAGEMENT & OUTLOOK

| | Boston | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta-3$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 63% $\Delta 0$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 38% $\Delta+1$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 53% $\Delta+9$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Boston | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 41% $\Delta-5$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 39% | 38% |
| I struggle with the basic costs of living | 22% $\Delta-2$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 51% | 55% |
| I can afford less now than I could two years ago | 36% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Boston | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 33% $\Delta-6$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 44% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 27% $\Delta-1$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 72% $\Delta+4$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Boston | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 74% $\Delta-2$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 69% $\Delta-3$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Boston | Total Workforce |
|---|--------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 56% | 67% |
| I feel I am more productive at my job when I have more flexibility | 78% | 78% |

RESKILLING & UPSKILLING

| | Boston | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 35% | 48% |
| I will need to learn new skills within the next year to continue my current job | 39% $\Delta+1$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 50% | 65% |
| I need support learning new skills or tools related to AI | 54% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

CHICAGO

Chicago workers overall feel positively about the job opportunities available to them and are hopeful about the future of their careers. They are less interested than the average American worker in a company's investments into reskilling or upskilling, and feel they need less support learning new skills or tools related to AI. Financially, they are struggling less than workers in other DMAs, as they are significantly less likely to live paycheck to paycheck or struggle with basic costs of living.

ENGAGEMENT & OUTLOOK

| | Chicago | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta-1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 70% $\Delta+6$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 37% $\Delta-4$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 44% $\Delta-2$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Chicago | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 36% $\Delta-5$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 37% | 38% |
| I struggle with the basic costs of living | 17% $\Delta-9$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 47% | 55% |
| I can afford less now than I could two years ago | 35% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Chicago | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 34% $\Delta-1$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 34% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | Chicago | Total Workforce |
|--|----------------|-----------------|
| I would quit my job without having another lined up | 29% $\Delta 0$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 70% $\Delta-8$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Chicago | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 80% $\Delta+3$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 71% $\Delta-3$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Chicago | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 56% | 67% |
| I feel I am more productive at my job when I have more flexibility | 78% | 78% |

RESKILLING & UPSKILLING

| | Chicago | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 41% | 48% |
| I will need to learn new skills within the next year to continue my current job | 42% $\Delta+7$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 56% | 65% |
| I need support learning new skills or tools related to AI | 48% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

CLEVELAND

Cleveland workers are more optimistic about their careers – they are more likely than the average American worker to be hopeful about the future of their career and feel positively about the job opportunities available to them. They feel their current employer provides them with opportunities for internal mobility and are less likely to be actively looking for a new job, though they feel they have fewer opportunities for career development than average.

ENGAGEMENT & OUTLOOK

| | Cleveland | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 17% $\Delta-6$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 60% $\Delta+9$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 41% $\Delta 0$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 47% $\Delta-1$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Cleveland | Total Workforce |
|--|-----------------|-----------------|
| I live paycheck to paycheck | 47% $\Delta-11$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 46% | 38% |
| I struggle with the basic costs of living | 23% $\Delta-5$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 47% | 55% |
| I can afford less now than I could two years ago | 40% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Cleveland | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 35% $\Delta-6$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 47% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 27% $\Delta-2$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 73% $\Delta+5$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Cleveland | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 83% $\Delta+9$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 72% $\Delta+1$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Cleveland | Total Workforce |
|---|-----------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 58% | 67% |
| I feel I am more productive at my job when I have more flexibility | 79% | 78% |

RESKILLING & UPSKILLING

| | Cleveland | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 34% | 48% |
| I will need to learn new skills within the next year to continue my current job | 42% $\Delta+3$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 57% | 65% |
| I need support learning new skills or tools related to AI | 47% | 53% |



CAREER OPTIMISM INDEX®



University of Phoenix®

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

DALLAS

Workers in Dallas do not feel attached to their jobs: while they are less likely than the average American worker to be actively looking within the next 6 months, they see an increase in workers who would be willing to quit their job without having another lined up and are less likely than last year to consider staying at their current job if things could change. The need to continue learning skills is on the rise in this DMA as well, up 9 points from 2023.

ENGAGEMENT & OUTLOOK

| | Dallas | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 21% $\Delta+2$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 68% $\Delta-2$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 40% $\Delta+3$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 47% $\Delta-3$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Dallas | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 49% $\Delta-4$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 41% | 38% |
| I struggle with the basic costs of living | 23% $\Delta-6$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 49% | 55% |
| I can afford less now than I could two years ago | 39% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Dallas | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 41% $\Delta-4$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 37% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 32% $\Delta+7$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 69% $\Delta-7$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Dallas | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 75% $\Delta-1$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 69% $\Delta-8$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Dallas | Total Workforce |
|---|--------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 58% | 67% |
| I feel I am more productive at my job when I have more flexibility | 81% | 78% |

RESKILLING & UPSKILLING

| | Dallas | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 51% | 48% |
| I will need to learn new skills within the next year to continue my current job | 49% $\Delta+9$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 65% | 65% |
| I need support learning new skills or tools related to AI | 50% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

DENVER

Workers in Denver experience lower levels of dissatisfaction with their current jobs, see clear paths for advancing in their careers, feel less replaceable, and are positive about the job opportunities available to them. However, Denver is one of the top DMAs where people would quit their job without having another lined up. Financially, they are less likely than the average American to live paycheck to paycheck or struggle with the basic costs of living.

ENGAGEMENT & OUTLOOK

| | Denver | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta+4$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 71% $\Delta+1$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 37% $\Delta+3$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 47% $\Delta 0$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Denver | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 47% $\Delta-3$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 43% | 38% |
| I struggle with the basic costs of living | 23% $\Delta-4$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 48% | 55% |
| I can afford less now than I could two years ago | 40% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Denver | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 43% $\Delta-3$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 40% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 38% $\Delta+2$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 76% $\Delta+1$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Denver | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta+3$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 72% $\Delta+1$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Denver | Total Workforce |
|---|--------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 60% | 67% |
| I feel I am more productive at my job when I have more flexibility | 88% | 78% |

RESKILLING & UPSKILLING

| | Denver | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 40% | 48% |
| I will need to learn new skills within the next year to continue my current job | 44% $\Delta+4$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 61% | 65% |
| I need support learning new skills or tools related to AI | 57% | 53% |



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DETROIT

Detroit workers' financial situation has improved from last year, and they are now much less likely to be living paycheck to paycheck or struggle with the basic costs of living. They are less likely than the average American worker to be actively looking or expecting to look for a new job in the next 6 months and are less likely to feel they need to learn new skills within the next year to continue their current job.

ENGAGEMENT & OUTLOOK

| | Detroit | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 20% $\Delta-4$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 64% $\Delta+1$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 41% $\Delta-3$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 50% $\Delta 0$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Detroit | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 44% $\Delta-6$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 48% | 38% |
| I struggle with the basic costs of living | 23% $\Delta-6$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 53% | 55% |
| I can afford less now than I could two years ago | 41% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Detroit | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 39% $\Delta-2$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 38% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | Detroit | Total Workforce |
|--|----------------|-----------------|
| I would quit my job without having another lined up | 25% $\Delta-2$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 70% $\Delta-5$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Detroit | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 74% $\Delta-1$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 69% $\Delta+2$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Detroit | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 58% | 67% |
| I feel I am more productive at my job when I have more flexibility | 78% | 78% |

RESKILLING & UPSKILLING

| | Detroit | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 38% | 48% |
| I will need to learn new skills within the next year to continue my current job | 39% $\Delta+3$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 65% | 65% |
| I need support learning new skills or tools related to AI | 48% | 53% |



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HOUSTON

Workers in Houston are among the most likely to say they need to learn new skills to continue their current job and are more likely than the average American worker to look at how much a company invests in reskilling or upskilling its employees. They feel they are more productive when they have more flexibility. Their financial situation has improved since last year, and they are much less likely to be struggling with the basic costs of living (down 10 points from 2023).

ENGAGEMENT & OUTLOOK

| | Houston | Total Workforce |
|--|-----------------|-----------------|
| I am dissatisfied with my current job | 23% $\Delta 0$ | 20% $\Delta -2$ |
| My current job provides me with opportunities for career development | 70% $\Delta -4$ | 69% $\Delta -1$ |
| I do not see a clear path for advancing my career | 39% $\Delta -3$ | 42% $\Delta +2$ |
| I am easily replaceable in my job position | 54% $\Delta +3$ | 53% $\Delta +4$ |

FINANCIAL MATTERS

| | Houston | Total Workforce |
|--|------------------|-----------------|
| I live paycheck to paycheck | 57% $\Delta -3$ | 63% $\Delta -2$ |
| My salary / wage has not increased at the same rate as inflation | 40% | 38% |
| I struggle with the basic costs of living | 28% $\Delta -10$ | 35% $\Delta -3$ |
| I feel I am making less money than other people in my same job | 56% | 55% |
| I can afford less now than I could two years ago | 43% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Houston | Total Workforce |
|---|-----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 51% $\Delta -4$ | 54% $\Delta +1$ |
| My current employer provides opportunities for internal mobility | 41% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | Houston | Total Workforce |
|--|-----------------|-----------------|
| I would quit my job without having another lined up | 24% $\Delta -6$ | 29% $\Delta -1$ |
| If things could change at my current job, I would consider staying | 72% $\Delta -3$ | 70% $\Delta +2$ |

CAREER OPTIMISM

| | Houston | Total Workforce |
|---|-----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta +1$ | 78% $\Delta -2$ |
| I feel positive about the job opportunities available to me | 68% $\Delta -3$ | 68% $\Delta -3$ |

FLEXIBILITY

| | Houston | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 70% | 67% |
| I feel I am more productive at my job when I have more flexibility | 86% | 78% |

RESKILLING & UPSKILLING

| | Houston | Total Workforce |
|--|-----------------|-----------------|
| I consider myself knowledgeable of AI | 51% | 48% |
| I will need to learn new skills within the next year to continue my current job | 53% $\Delta +6$ | 49% $\Delta +3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 72% | 65% |
| I need support learning new skills or tools related to AI | 57% | 53% |



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* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

LOS ANGELES

The workforce in LA is among the most satisfied with the amount of money they currently make, with less people living paycheck to paycheck, affording less than they could two years ago, and struggling with basic costs of living compared to other DMAs. LA reports lower levels of job dissatisfaction than the total workforce and are more positive about their available job opportunities. Flexibility represents an area of opportunity for LA, with many saying it would make them more productive workers.

ENGAGEMENT & OUTLOOK

| | LA | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 16% $\Delta+1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 70% $\Delta-4$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 37% $\Delta-8$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 47% $\Delta-1$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | LA | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 48% $\Delta+5$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 38% | 38% |
| I struggle with the basic costs of living | 21% $\Delta-1$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 50% | 55% |
| I can afford less now than I could two years ago | 37% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | LA | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 41% $\Delta-1$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 38% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | LA | Total Workforce |
|--|----------------|-----------------|
| I would quit my job without having another lined up | 24% $\Delta-8$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 75% $\Delta-2$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | LA | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 80% $\Delta 0$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 74% $\Delta+2$ | 68% $\Delta-3$ |

FLEXIBILITY

| | LA | Total Workforce |
|---|----------------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 64% $\Delta+1$ | 67% |
| I feel I am more productive at my job when I have more flexibility | 87% | 78% |

RESKILLING & UPSKILLING

| | LA | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 48% | 48% |
| I will need to learn new skills within the next year to continue my current job | 49% $\Delta+4$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 64% | 65% |
| I need support learning new skills or tools related to AI | 55% | 53% |



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* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

MIAMI

Miami is one of the top DMAs for feeling hopeful about the future of their careers, and among the bottom for feeling dissatisfied with their current jobs. They feel more positive than the average American worker about the job opportunities available to them, and the majority feel their current job provides them with career development opportunities. Miami workers are doing well financially and are less likely to report living paycheck to paycheck or struggling with the basic costs of living.

ENGAGEMENT & OUTLOOK

| | Miami | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 15% $\Delta+1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 72% $\Delta-4$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 34% $\Delta+1$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 48% $\Delta+3$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Miami | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 53% $\Delta+1$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 34% | 38% |
| I struggle with the basic costs of living | 26% $\Delta-1$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 55% | 55% |
| I can afford less now than I could two years ago | 33% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Miami | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 54% $\Delta-2$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 41% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 25% $\Delta+1$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 74% $\Delta+2$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Miami | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 84% $\Delta-2$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 76% $\Delta-1$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Miami | Total Workforce |
|---|-------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 67% | 67% |
| I feel I am more productive at my job when I have more flexibility | 81% | 78% |

RESKILLING & UPSKILLING

| | Miami | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 53% | 48% |
| I will need to learn new skills within the next year to continue my current job | 56% $\Delta-2$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 68% | 65% |
| I need support learning new skills or tools related to AI | 56% | 53% |



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* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

MINNEAPOLIS

The workforce in Minneapolis is less likely to be seeking a new job in the next 6 months even though they have fewer opportunities at their current job for career development than last year (down 6 points from 2023). Additionally, they do not feel as much of a need to learn new skills within the next year for their job. Financially, they are less likely to be living paycheck to paycheck but say their salary/wage has not increased at the same rate as inflation.

ENGAGEMENT & OUTLOOK

| | Minneapolis | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta-1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 63% $\Delta-6$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 44% $\Delta+1$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 49% $\Delta 0$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Minneapolis | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 44% $\Delta-7$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 46% | 38% |
| I struggle with the basic costs of living | 20% $\Delta-9$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 52% | 55% |
| I can afford less now than I could two years ago | 36% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Minneapolis | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 33% $\Delta-7$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 37% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 31% $\Delta-4$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 71% $\Delta+2$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Minneapolis | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta-2$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 71% $\Delta-6$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Minneapolis | Total Workforce |
|---|-------------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 50% | 67% |
| I feel I am more productive at my job when I have more flexibility | 81% | 78% |

RESKILLING & UPSKILLING

| | Minneapolis | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 35% | 48% |
| I will need to learn new skills within the next year to continue my current job | 36% $\Delta+3$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 54% | 65% |
| I need support learning new skills or tools related to AI | 51% | 53% |



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* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

NEW YORK CITY

The workforce in NYC is less likely than the average American worker to be living paycheck to paycheck or struggle with the basic costs of living. They plan on staying put in their current jobs and feel less easily replaceable in their current positions, but feel they need to learn new skills in the next year to continue in their current job. Overall, they are more likely to consider staying at their current jobs if things could change than the average American.

ENGAGEMENT & OUTLOOK

| | NYC | Total Workforce |
|--|-----------------|-----------------|
| I am dissatisfied with my current job | 17% $\Delta 0$ | 20% $\Delta -2$ |
| My current job provides me with opportunities for career development | 64% $\Delta -1$ | 69% $\Delta -1$ |
| I do not see a clear path for advancing my career | 39% $\Delta +1$ | 42% $\Delta +2$ |
| I am easily replaceable in my job position | 43% $\Delta -6$ | 53% $\Delta +4$ |

FINANCIAL MATTERS

| | NYC | Total Workforce |
|--|-----------------|-----------------|
| I live paycheck to paycheck | 35% $\Delta -6$ | 63% $\Delta -2$ |
| My salary / wage has not increased at the same rate as inflation | 33% | 38% |
| I struggle with the basic costs of living | 17% $\Delta -4$ | 35% $\Delta -3$ |
| I feel I am making less money than other people in my same job | 52% | 55% |
| I can afford less now than I could two years ago | 26% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | NYC | Total Workforce |
|---|-----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 33% $\Delta -5$ | 54% $\Delta +1$ |
| My current employer provides opportunities for internal mobility | 31% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|-----------------|-----------------|
| I would quit my job without having another lined up | 25% $\Delta -3$ | 29% $\Delta -1$ |
| If things could change at my current job, I would consider staying | 77% $\Delta +6$ | 70% $\Delta +2$ |

CAREER OPTIMISM

| | NYC | Total Workforce |
|---|-----------------|-----------------|
| I am hopeful about the future of my career | 74% $\Delta +3$ | 78% $\Delta -2$ |
| I feel positive about the job opportunities available to me | 68% $\Delta -5$ | 68% $\Delta -3$ |

FLEXIBILITY

| | NYC | Total Workforce |
|---|-----|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 63% | 67% |
| I feel I am more productive at my job when I have more flexibility | 79% | 78% |

RESKILLING & UPSKILLING

| | NYC | Total Workforce |
|--|-----------------|-----------------|
| I consider myself knowledgeable of AI | 42% | 48% |
| I will need to learn new skills within the next year to continue my current job | 42% $\Delta +2$ | 49% $\Delta +3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 58% | 65% |
| I need support learning new skills or tools related to AI | 50% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

ORLANDO

When it comes to engagement and outlook with their job/career, workers in Orlando show increased dissatisfaction and decreased hope from last year (though they are on par with the average American worker). They plan to stay put at their current job and are less likely than the average American worker to feel easily replaceable in their job position. However, they are more likely to quit their job without having another lined up.

ENGAGEMENT & OUTLOOK

| | Orlando | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 21% $\Delta+4$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 67% $\Delta-4$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 40% $\Delta+7$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 48% $\Delta-1$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Orlando | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 54% $\Delta-4$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 40% | 38% |
| I struggle with the basic costs of living | 30% $\Delta-3$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 48% | 55% |
| I can afford less now than I could two years ago | 45% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Orlando | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 48% $\Delta+3$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 47% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 32% $\Delta+5$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 66% $\Delta-6$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Orlando | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta-4$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 68% $\Delta-7$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Orlando | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 63% | 67% |
| I feel I am more productive at my job when I have more flexibility | 77% | 78% |

RESKILLING & UPSKILLING

| | Orlando | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 39% | 48% |
| I will need to learn new skills within the next year to continue my current job | 46% $\Delta+3$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 64% | 65% |
| I need support learning new skills or tools related to AI | 54% | 53% |



CAREER OPTIMISM INDEX®



University of Phoenix®

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

PHILADELPHIA

Workers in Philadelphia are among the least knowledgeable about AI yet are less likely than the average worker to feel they need support learning new skills or tools related to AI. They are less likely to be looking for a new job in the next six months and feel they are more productive at their job when they have flexibility. Financially, they are less likely to be living paycheck to paycheck or struggle with the basic costs of living, though their salaries have not increased at the same rate as inflation.

ENGAGEMENT & OUTLOOK

| | Philadelphia | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 19% $\Delta-4$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 65% $\Delta-1$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 41% $\Delta+2$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 53% $\Delta+3$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Philadelphia | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 43% $\Delta-8$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 42% | 38% |
| I struggle with the basic costs of living | 25% $\Delta-3$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 48% | 55% |
| I can afford less now than I could two years ago | 36% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Philadelphia | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 41% $\Delta 0$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 39% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 26% $\Delta-1$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 74% $\Delta-1$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Philadelphia | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 77% $\Delta 0$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 67% $\Delta-3$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Philadelphia | Total Workforce |
|---|--------------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 60% | 67% |
| I feel I am more productive at my job when I have more flexibility | 84% | 78% |

RESKILLING & UPSKILLING

| | Philadelphia | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 34% | 48% |
| I will need to learn new skills within the next year to continue my current job | 43% $\Delta+4$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 59% | 65% |
| I need support learning new skills or tools related to AI | 48% | 53% |



CAREER OPTIMISM INDEX®



University of Phoenix®

* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

PHOENIX

The workforce in Phoenix is more hopeful about the future of their careers and more likely than other DMAs to feel positively about the job opportunities available to them. While they are much more likely to consider themselves easily replaceable in their job position than they were last year, they are also less likely to be actively looking or expecting to look for a job in the next 6 months. While they feel they are more productive at work when they have flexibility, they won't work more hours to get it.

ENGAGEMENT & OUTLOOK

| | Phoenix | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 20% $\Delta+1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 68% $\Delta-2$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 38% $\Delta+4$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 53% $\Delta+8$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Phoenix | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 52% $\Delta-1$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 36% | 38% |
| I struggle with the basic costs of living | 28% $\Delta-2$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 53% | 55% |
| I can afford less now than I could two years ago | 43% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Phoenix | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 43% $\Delta-5$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 45% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | Phoenix | Total Workforce |
|--|----------------|-----------------|
| I would quit my job without having another lined up | 31% $\Delta 0$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 74% $\Delta-9$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Phoenix | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 84% $\Delta+1$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 72% $\Delta-1$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Phoenix | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 60% | 67% |
| I feel I am more productive at my job when I have more flexibility | 83% | 78% |

RESKILLING & UPSKILLING

| | Phoenix | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 44% | 48% |
| I will need to learn new skills within the next year to continue my current job | 46% $\Delta+4$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 68% | 65% |
| I need support learning new skills or tools related to AI | 55% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

SACRAMENTO

Sacramento workers are struggling with the basic costs of living less than they were last year. They are more dissatisfied with their current job than they were last year and are also more likely to be seeking a new job within the next 6 months compared to last year. Training is key for this DMA, where over half say they need support learning new skills or tools related to AI.

ENGAGEMENT & OUTLOOK

| | Sacramento | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta+6$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 70% $\Delta-3$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 41% $\Delta+4$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 51% $\Delta-3$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Sacramento | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 58% $\Delta-2$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 37% | 38% |
| I struggle with the basic costs of living | 33% $\Delta-7$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 53% | 55% |
| I can afford less now than I could two years ago | 44% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Sacramento | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 53% $\Delta+6$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 40% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 30% $\Delta-1$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 63% $\Delta-2$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Sacramento | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 74% $\Delta-5$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 68% $\Delta-4$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Sacramento | Total Workforce |
|---|------------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 58% | 67% |
| I feel I am more productive at my job when I have more flexibility | 79% | 78% |

RESKILLING & UPSKILLING

| | Sacramento | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 39% | 48% |
| I will need to learn new skills within the next year to continue my current job | 50% $\Delta+7$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 57% | 65% |
| I need support learning new skills or tools related to AI | 57% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

SAN FRANCISCO, OAKLAND, SAN JOSE

The workforce in SF-Oak-San Jose is the most satisfied with how much money they make and far less likely to live paycheck to paycheck or struggle with basic costs of living. This DMA has seen a rise in job seekers since 2023 and remains one of the top DMAs where workers would quit a job without a backup. Flexibility is key for workers in this region, who are much more likely to feel productive at their job when they have more flexibility.

ENGAGEMENT & OUTLOOK

| | SF-Oak-San Jose | Total Workforce |
|--|-----------------|-----------------|
| I am dissatisfied with my current job | 23% Δ+2 | 20% Δ-2 |
| My current job provides me with opportunities for career development | 69% Δ-4 | 69% Δ-1 |
| I do not see a clear path for advancing my career | 40% Δ+5 | 42% Δ+2 |
| I am easily replaceable in my job position | 49% Δ+7 | 53% Δ+4 |

FINANCIAL MATTERS

| | SF-Oak-San Jose | Total Workforce |
|--|-----------------|-----------------|
| I live paycheck to paycheck | 35% Δ-5 | 63% Δ-2 |
| My salary / wage has not increased at the same rate as inflation | 41% | 38% |
| I struggle with the basic costs of living | 18% Δ-3 | 35% Δ-3 |
| I feel I am making less money than other people in my same job | 52% | 55% |
| I can afford less now than I could two years ago | 35% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | SF-Oak-San Jose | Total Workforce |
|---|-----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 49% Δ+3 | 54% Δ+1 |
| My current employer provides opportunities for internal mobility | 40% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|---------|---------|
| I would quit my job without having another lined up | 36% Δ-2 | 29% Δ-1 |
| If things could change at my current job, I would consider staying | 74% Δ-1 | 70% Δ+2 |

CAREER OPTIMISM

| | SF-Oak-San Jose | Total Workforce |
|---|-----------------|-----------------|
| I am hopeful about the future of my career | 77% Δ-4 | 78% Δ-2 |
| I feel positive about the job opportunities available to me | 70% Δ-8 | 68% Δ-3 |

FLEXIBILITY

| | SF-Oak-San Jose | Total Workforce |
|---|-----------------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 67% | 67% |
| I feel I am more productive at my job when I have more flexibility | 85% | 78% |

RESKILLING & UPSKILLING

| | SF-Oak-San Jose | Total Workforce |
|--|-----------------|-----------------|
| I consider myself knowledgeable of AI | 41% | 48% |
| I will need to learn new skills within the next year to continue my current job | 53% Δ+5 | 49% Δ+3 |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 60% | 65% |
| I need support learning new skills or tools related to AI | 56% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

SEATTLE

While Seattle workers feel their current job provides them with opportunities for career development and internal mobility, they are much more likely than the average American worker to quit their job without having another one lined up. However, they are also more likely to consider staying at their current job if things could change. Financially, they have seen a slight increase in living paycheck to paycheck, up 4 points from 2023.

ENGAGEMENT & OUTLOOK

| | Seattle | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 21% $\Delta+1$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 70% $\Delta-3$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 45% $\Delta+8$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 51% $\Delta+9$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Seattle | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 53% $\Delta+4$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 37% | 38% |
| I struggle with the basic costs of living | 29% $\Delta-1$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 56% | 55% |
| I can afford less now than I could two years ago | 45% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Seattle | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 51% $\Delta+1$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 44% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 40% $\Delta+8$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 79% $\Delta 0$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Seattle | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta-4$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 70% $\Delta+3$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Seattle | Total Workforce |
|---|---------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 67% | 67% |
| I feel I am more productive at my job when I have more flexibility | 84% | 78% |

RESKILLING & UPSKILLING

| | Seattle | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 49% | 48% |
| I will need to learn new skills within the next year to continue my current job | 50% $\Delta+4$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 62% | 65% |
| I need support learning new skills or tools related to AI | 54% | 53% |



CAREER OPTIMISM INDEX®



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* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

TAMPA

Tampa workers are less likely than the average American worker to be actively looking or expecting to look for a new job in the next 6 months. Financially, while they are less likely to be living paycheck to paycheck, they still feel their salary has not increased at the same rate of inflation. Additionally, Tampa workers feel positively about the job opportunities available to them and are more likely than they were last year to quit a job without having another one lined up (up 4 points from 2023).

ENGAGEMENT & OUTLOOK

| | Tampa | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 17% $\Delta-2$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 66% $\Delta-1$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 36% $\Delta+1$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 50% $\Delta-1$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | Tampa | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 51% $\Delta-7$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 45% | 38% |
| I struggle with the basic costs of living | 29% $\Delta-8$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 50% | 55% |
| I can afford less now than I could two years ago | 46% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | Tampa | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 42% $\Delta-3$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 38% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|----------------|----------------|
| I would quit my job without having another lined up | 31% $\Delta+4$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 71% $\Delta-4$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | Tampa | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 78% $\Delta 0$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 73% $\Delta-2$ | 68% $\Delta-3$ |

FLEXIBILITY

| | Tampa | Total Workforce |
|---|-------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 62% | 67% |
| I feel I am more productive at my job when I have more flexibility | 80% | 78% |

RESKILLING & UPSKILLING

| | Tampa | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 36% | 48% |
| I will need to learn new skills within the next year to continue my current job | 45% $\Delta+3$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 61% | 65% |
| I need support learning new skills or tools related to AI | 52% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

WASHINGTON D.C.

Workers in Washington D.C. highly value flexibility – they are more likely than the average American worker to be willing to work more hours if they had flexibility and feel more productive at their job when they do have flexibility. They have opportunities for career development and internal mobility, and highly value how much a company invests in reskilling and upskilling. They are among the top DMAs when it comes to knowledge of AI.

ENGAGEMENT & OUTLOOK

| | D.C. | Total Workforce |
|--|----------------|-----------------|
| I am dissatisfied with my current job | 18% $\Delta-7$ | 20% $\Delta-2$ |
| My current job provides me with opportunities for career development | 80% $\Delta+6$ | 69% $\Delta-1$ |
| I do not see a clear path for advancing my career | 35% $\Delta-1$ | 42% $\Delta+2$ |
| I am easily replaceable in my job position | 43% $\Delta-8$ | 53% $\Delta+4$ |

FINANCIAL MATTERS

| | D.C. | Total Workforce |
|--|----------------|-----------------|
| I live paycheck to paycheck | 49% $\Delta+1$ | 63% $\Delta-2$ |
| My salary / wage has not increased at the same rate as inflation | 28% | 38% |
| I struggle with the basic costs of living | 25% $\Delta+4$ | 35% $\Delta-3$ |
| I feel I am making less money than other people in my same job | 53% | 55% |
| I can afford less now than I could two years ago | 31% | 42% |

JOB SEEKING & INTERNAL MOBILITY

| | D.C. | Total Workforce |
|---|----------------|-----------------|
| I am actively looking or expecting to look for a new job in the next 6 months | 55% $\Delta-4$ | 54% $\Delta+1$ |
| My current employer provides opportunities for internal mobility | 49% | 36% |

AND WHAT EMPLOYERS NEED TO KNOW...

| | | |
|--|-----------------|----------------|
| I would quit my job without having another lined up | 26% $\Delta-1$ | 29% $\Delta-1$ |
| If things could change at my current job, I would consider staying | 76% $\Delta+14$ | 70% $\Delta+2$ |

CAREER OPTIMISM

| | D.C. | Total Workforce |
|---|----------------|-----------------|
| I am hopeful about the future of my career | 85% $\Delta+2$ | 78% $\Delta-2$ |
| I feel positive about the job opportunities available to me | 73% $\Delta 0$ | 68% $\Delta -3$ |

FLEXIBILITY

| | D.C. | Total Workforce |
|---|------|-----------------|
| I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are | 72% | 67% |
| I feel I am more productive at my job when I have more flexibility | 88% | 78% |

RESKILLING & UPSKILLING

| | D.C. | Total Workforce |
|--|----------------|-----------------|
| I consider myself knowledgeable of AI | 57% | 48% |
| I will need to learn new skills within the next year to continue my current job | 57% $\Delta 0$ | 49% $\Delta+3$ |
| How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities | 77% | 65% |
| I need support learning new skills or tools related to AI | 58% | 53% |



* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

ADDITIONAL METHODOLOGY DETAILS

DEMOGRAPHICS – NAT REP

| Gender | |
|--------|-----|
| Male | 53% |
| Female | 47% |

| Age | |
|------------|-----|
| Gen Z | 15% |
| Millennial | 36% |
| Gen X | 33% |
| Boomer+ | 16% |

| Region | |
|-----------|-----|
| Northeast | 18% |
| Midwest | 21% |
| South | 37% |
| West | 24% |

| Race/Ethnicity | |
|-----------------|-----|
| White | 61% |
| Black | 8% |
| Hispanic/Latinx | 23% |
| Asian | 4% |
| Other | 4% |

| Education | |
|--|-----|
| Some high school or less | 2% |
| High school graduate | 25% |
| Vocational/tech school | 7% |
| Some college | 29% |
| College graduate | 24% |
| Post-graduate degree (e.g., MA, MBA, LLD, PhD) | 13% |

| Employment Status | |
|------------------------------------|-----|
| Employed full-time | 65% |
| Employed part-time | 18% |
| Temporarily/contractually employed | 1% |
| Student | 3% |
| Homemaker | 1% |
| Unemployed | 11% |
| Other | 1% |

| Income | |
|---------------------|-----|
| Under \$50,000 | 42% |
| \$50,000-\$99,999 | 32% |
| \$100,000-\$149,999 | 14% |
| \$150,000+ | 10% |

| Living Area | |
|-------------|-----|
| Urban | 32% |
| Suburban | 44% |
| Rural | 23% |

| Children in HH | |
|------------------------------------|-----|
| Yes, 12 or under | 26% |
| Yes, between the ages of 13 and 17 | 17% |
| Yes, 18 years of age or older | 12% |
| No children in household | 55% |

| Industry (Top 10) | |
|--------------------------------|-----|
| Healthcare | 12% |
| Retail | 10% |
| Education | 9% |
| Software and IT Services | 8% |
| Food & Beverage | 8% |
| Manufacturing | 7% |
| Construction and Architecture | 7% |
| Finance / Banking / Accounting | 6% |
| Consumer Goods | 4% |
| Engineering | 4% |

DEMOGRAPHICS – EMPLOYERS

| Gender | |
|------------|-----|
| Male | 64% |
| Female | 35% |
| Non-binary | <1% |

| Region | |
|-----------|-----|
| Northeast | 20% |
| Midwest | 20% |
| South | 41% |
| West | 19% |

| Race/Ethnicity | |
|-----------------|-----|
| White | 64% |
| Black | 8% |
| Hispanic/Latinx | 22% |
| Asian | 3% |
| Other | 3% |

| Income | |
|---------------------|-----|
| Under \$50,000 | 16% |
| \$50,000-\$99,999 | 32% |
| \$100,000-\$149,999 | 29% |
| \$150,000+ | 23% |

| Education | |
|--|-----|
| High school graduate | 7% |
| Vocational/tech school | 4% |
| Some college | 16% |
| College graduate | 39% |
| Post-graduate degree (e.g., MA, MBA, LLD, PhD) | 34% |

| Employment Status | |
|--------------------|-----|
| Employed full-time | 93% |
| Employed part-time | 7% |

| Living Area | |
|-------------|-----|
| Urban | 41% |
| Suburban | 45% |
| Rural | 14% |

| Children in HH | |
|------------------------------------|-----|
| Yes, 12 or under | 41% |
| Yes, between the ages of 13 and 17 | 33% |
| Yes, 18 years of age or older | 8% |
| No children in household | 37% |

| Job Level | |
|------------------------|-----|
| C-Level | 29% |
| Vice President | 7% |
| Director | 22% |
| Manager | 32% |
| Assistant or Associate | 9% |

| Company Size (Employees) | |
|--------------------------|-----|
| 10 or less | 15% |
| 11-49 | 8% |
| 50-999 | 39% |
| 1,000-4,999 | 24% |
| 5,000-9,999 | 7% |
| 10,000-19,999 | 2% |
| 20,000+ | 5% |

| Company Revenue | |
|----------------------------|-----|
| Less than \$250,000 | 10% |
| \$250,000 - less than \$1M | 12% |
| \$1M to less than \$5M | 15% |
| \$5M to less than \$10M | 17% |
| \$10M to less than \$25M | 19% |
| \$25M or more | 23% |

| Department | |
|-------------------------------|-----|
| Human resources | 25% |
| Learning and development | 1% |
| Information technology | 21% |
| Sales or business development | 9% |
| Operations | 21% |
| Production | 4% |
| Research and development | 2% |
| Accounting/finance | 7% |
| Other | 9% |

| Industry Work In (Top 5) | |
|--------------------------|-----|
| Software and IT services | 20% |
| Manufacturing | 11% |
| Healthcare | 10% |
| Retail | 9% |
| Education | 9% |

CALCULATIONS

Employer Savings for Boosting Career Optimism

1. Increased Productivity

1. Survey data tells us that optimistic employees are more satisfied with their work-life balance than non-optimistic employees
2. Third party data tells us that employees who are more satisfied with their work-life balance are more productive
3. Applying the difference in productivity to the difference in work-life balance satisfaction between optimistic and non-optimistic employees gives us the reduced payroll costs from not having to pay additional staff to accomplish the same work, which translates into a boost in revenue based on payroll:revenue ratio

2. Decreased Turnover

1. Survey data tells us that optimistic employees are less likely to leave their current job than non-optimistic employees
2. Third party data tells us that the cost of an employee leaving is 50-200% of an employee's income
3. Applying the difference in turnover between optimistic and non-optimistic employees to 125% of median annual income gives us savings from reducing turnover

3. Decreased Insurance Premiums

1. Survey data tells us that optimistic employees are more satisfied with their current job than non-optimistic employees
2. Third party data tells us that employees who are more satisfied with their jobs are healthier
3. Applying the difference in health to the difference in job satisfaction between optimistic and non-optimistic employees gives us the reduced healthcare premium costs from having healthier staff

Employee Value for Boosted Career Optimism

- Linear regression model on survey data measures optimism's impact on the income of employees, using only full-time employed respondents while controlling for demographics

Career Optimism Drivers Analysis

- Survey questions are separated into two data sets, one containing actions (steps taken by employers/employees) and the other containing perceptions (thoughts held by employees) hypothesized to have an affect on career optimism
- Using machine learning, each data set is tested using gradient boosting to find the top 5 drivers of career optimism for each category

Descriptive Statistics for Employee Value

- Using survey data, calculated as the percent difference between optimistic and non-optimistic respondents in the share of people who experienced the benefit

US Total Opportunity Cost

- Using fulltime employee population in US workforce, proportion of employees who are unoptimistic is extrapolated from survey results
- Benefit for workers is calculated by taking non-optimistic population and applying per employee annual income benefit of optimism
- Benefit for employers is calculated by taking fulltime employee population and applying per employee annual savings from optimism

3rd PARTY SOURCES

| Metric | Source |
|--|---|
| Correlation between job satisfaction and overall physical health | The Relationship Between Job Satisfaction and Health: A Meta-Analysis |
| Average annual health insurance premiums in 2023 | KFF Cost of Insurance |
| Percent of medical care premiums paid by employer | BLS |
| Cost of Employee Turnover | Gallup |
| Increase in productivity for employees with job satisfaction | University of Warwick |
| Correlation between job satisfaction and employee turnover | ResearchGate |

THANK YOU.