

HIBOB RESEARCH FINDS

THE FUTURE OF WORK IS HYBRID



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Introduction

HR has a big part to play in planning the return to work from COVID-19, both in setting up the office ahead of employees coming back and maintaining ongoing safety protocols and outbreak preparedness.

At the end of April and the beginning of May 2020, Hibob conducted an in-depth market research study with a representative sample of 1,000 employed adults in the U.S. in order to understand attitudes and opinions about the results of the world's biggest experiment of remote work and productivity. Almost overnight, millions of people were asked to stay at home in order to stay safe, avoid commuting, practice physical distancing, and work from home. Some had never worked from home in the past, some were experienced. Most people were grateful to be able to keep their jobs while working from home.

During the COVID-19 pandemic, we realized working from home is both the safe option and the productive one. We overcame less-than-ideal WFH setups and adapted our lives to the rapidly-evolving new normal.

These times presented a challenge for even seasoned WFH workers because they weren't just working from home, but they were doing so in a packed household during a pandemic. Still, people managed to be productive and deliver results.

In addition to collecting answers to the questions about WFH productivity and willingness to come back to work from the office, we asked people as to their age, seniority at work, living arrangements, and gender in order to understand how this unique work experience was influenced by these personal circumstances. Surprisingly, we found that productivity while working from home was mostly influenced by communication with your company, your direct manager, and your teammates and less influenced by unique personal circumstances.

The following is the analysis of the results to our questions in general and zooming into demographics and attitudes towards the WFH experience.

Communication was key during this abrupt change

Ongoing frequent communications increases confidence in the company's ability to overcome the crisis.

How **confident** are you in your company's ability to **overcome** the challenges caused by COVID-19?

	All	Informed
Not confident	12%	3%
Neutral	23%	16%
Confident	66%	82%

66% of employees are confident that their company will overcome the challenges caused by COVID-19, however, that number bumps up to 82% for employees who feel informed.

How **informed** does your **company** make you **feel** about changes and measures taken in response to COVID-19?

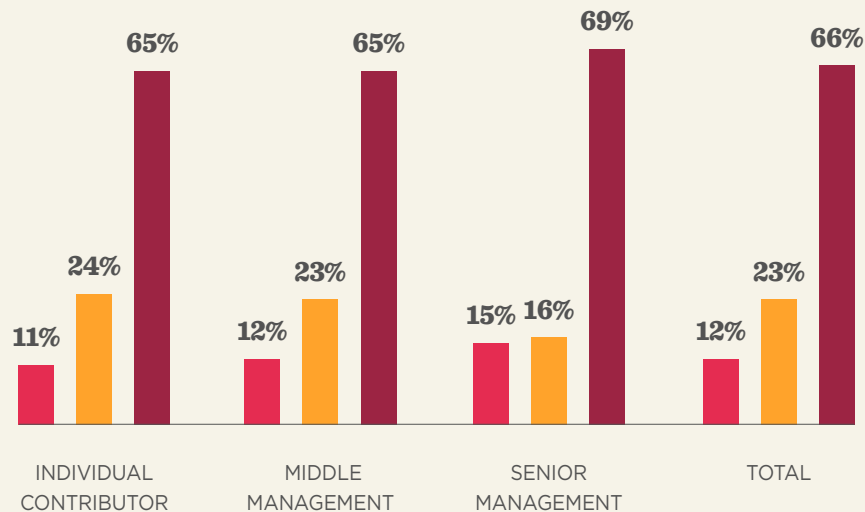
	All	Confident
Not informed	13%	4%
Neutral	24%	17%
Informed	63%	79%

Of all the employees 63% feel that their company keeps them informed, however, of the confident employees 79% feel that the company keeps them informed. Being informed makes an employee confident and confident employees want to be informed.

We need to keep ICs informed

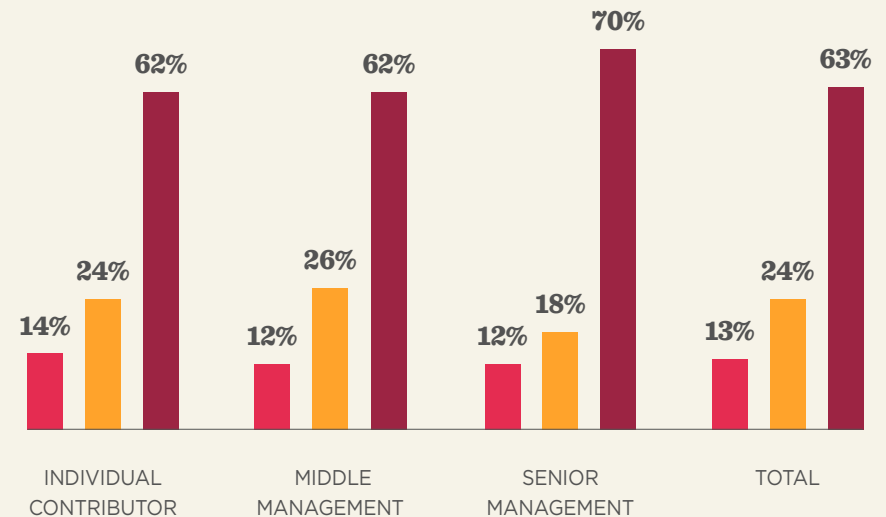
When looking at confident and informed employees, we found that 69%-70% of senior managers were confident and informed, while only 62%-64% of individual contributors felt the same. More communication needs to reach individual contributors.

How confident are you in your company's ability to overcome the operational challenges caused by COVID-19?
(on a scale of 1 to 5)



- Not confident at all and not confident
- Somewhat confident
- Confident and very confident

How informed does your company make you feel about changes and measures taken in response to COVID-19?
(on a scale of 1 to 5)



- Completely not informed and not informed
- Somewhat informed
- Informed and completely informed

Communication with our managers

An essential requirement to being productive while working from home is regularly communicating with the direct manager. 58% of the employees saying they could go above and beyond, while WFH said that they can always get in touch with their manager and 46% of employees that could not perform their job well at home said that they were not able to get in touch with their manager. 16% of the employees that could not perform their job well at home also said they had a lot of trouble getting in touch with their manager and only 2% of the employees who were able to go above and beyond felt this.

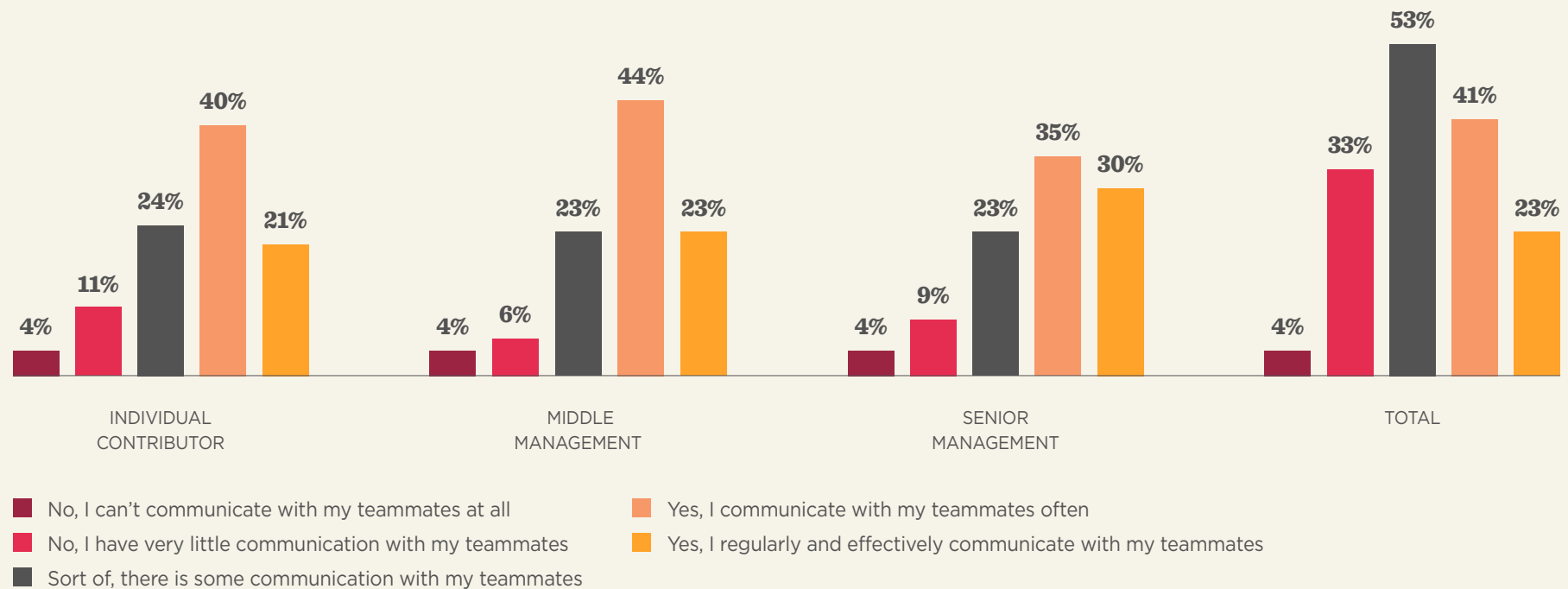
Do you believe you are able to perform your job well while working from home?

	No, I have a lot of trouble getting in touch with my manager	I can sometimes get in touch with my manager when needed	Yes, I can often get in touch with my manager when needed	I can always get in touch with my manager when needed	Total
I am not able to perform my job well at home	16%	30%	31%	23%	100%
I am able to perform my job sufficiently at home	4%	18%	52%	25%	100%
I am able to go above and beyond while working from home	2%	9%	31%	58%	100%
All respondents	7%	20%	43%	30%	100%

Communication with our teams

Communicating with teammates was harder to achieve while working from home than communicating with managers. 53% of employees said they only had some communications with their teammates. 67% of middle managers felt that they communicated often and effectively with their teammates, more than individual contributors (61%) and senior managers (65%).

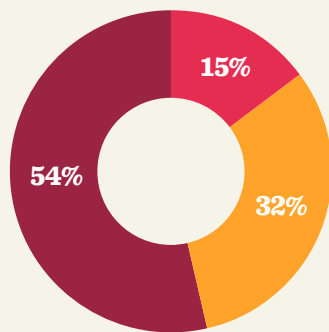
Are you able to communicate regularly and effectively with your teammates?



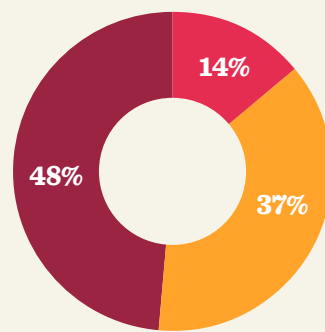
WFH's impact on productivity

61% of senior managers felt their tasks and priorities were well-defined, while only 45% of middle managers thought so. More work needs to be done to make sure everyone knows what their tasks and priorities are.

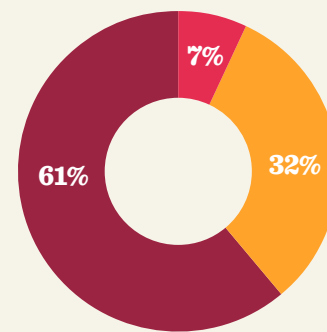
Do you believe your current tasks and priorities are well-defined?



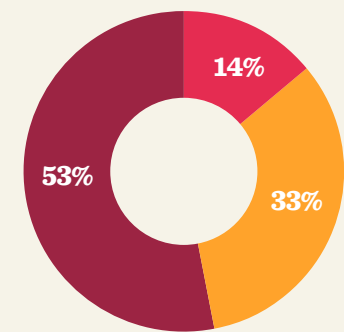
INDIVIDUAL CONTRIBUTOR



MIDDLE MANAGEMENT



SENIOR MANAGEMENT



TOTAL

- I do not feel that I have a clear direction at work
- My tasks are **somewhat** defined, but they are not clear enough
- My current tasks and priorities are very **well-defined**

WFH's impact on productivity

83% of the employees who said they are able to go above and beyond while working from home also said their tasks were well-defined. 35% of employees who said they were not able to perform their job well at home did not have clear direction at work. Employees and managers alike need to have their tasks and priorities clear to them so they can perform well. This market study highlights this very clearly.

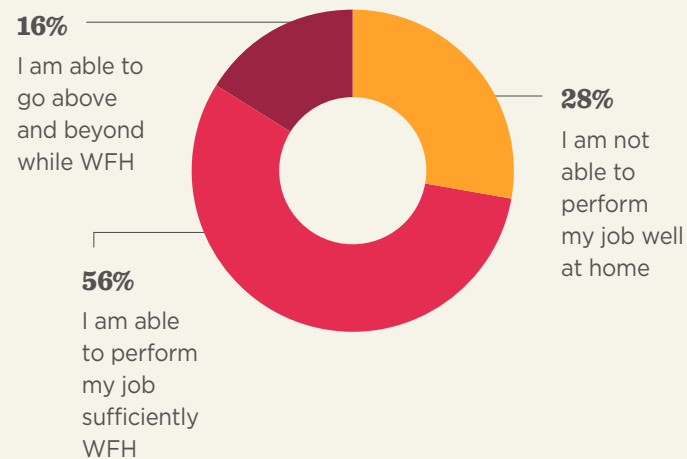
Do you believe you are able to perform your job well while working from home?

	I do not feel that I have clear direction at work	My tasks are somewhat defined, but they are not clear enough	My current tasks and priorities are very well -defined	Total
I am not able to perform my job well at home	35%	32%	33%	100%
I am able to perform my job sufficiently at home	5%	40%	55%	100%
I am able to go above and beyond while working from home	4%	13%	83%	100%
All respondents	14%	33%	53%	100%

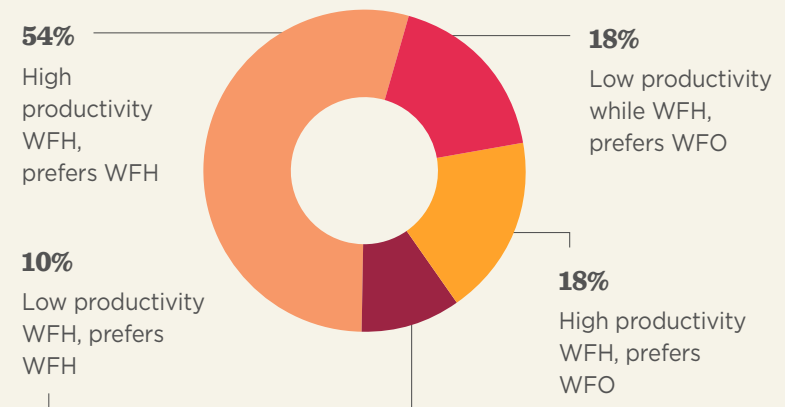
Insights on the WFH experience

72% of employees said they are able to perform their job sufficiently and more while WFH. Only 28% claim that they are not able to do so. In general, WFH well is possible. 64% prefer to WFH. 36% prefer to WFO. 18% claim high productivity WFH but prefer to WFO, while only 10% claim low productivity WFH and preference to do so. 54% are both highly productive while WFH and prefer to do so.

Do you believe you are able to perform your job well while WFH?



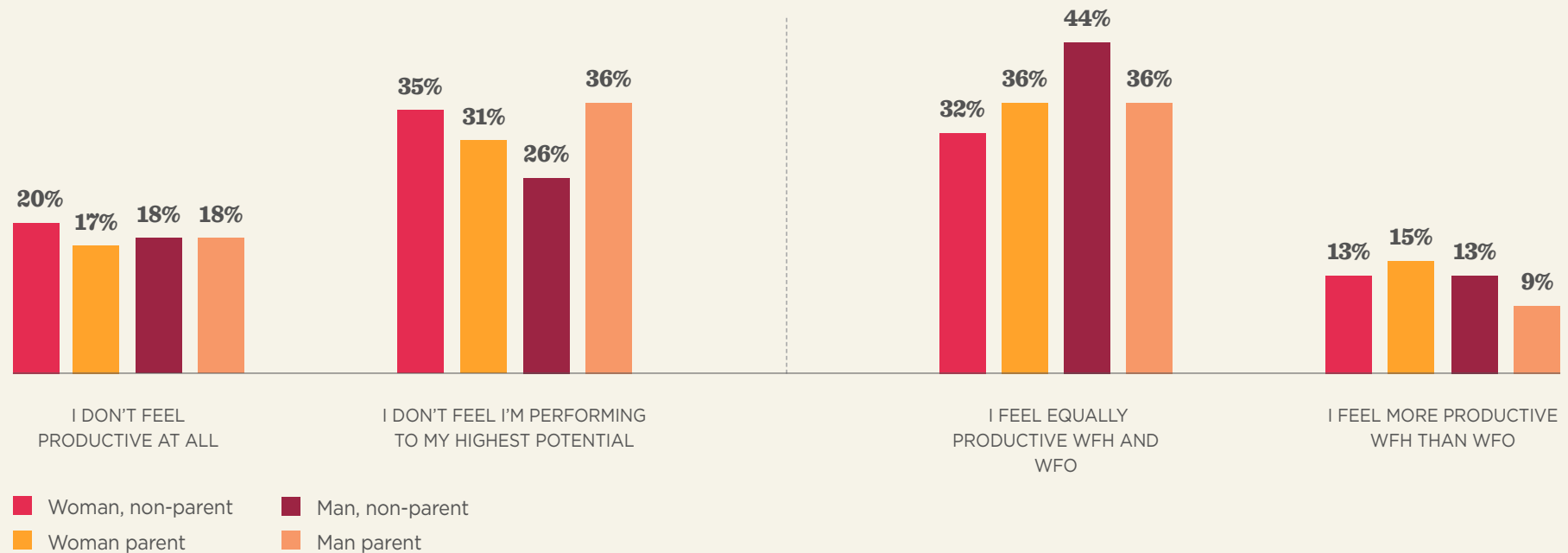
Segmentation based on ability and preference to WFH



Insights on the WFH experience

15% of women parents and 9% of men parents feel that they are more productive WFH than WFO. However, being a parent did not make employees feel less productive WFH than non-parents. Parenting does not hinder WFH productivity.

Do you feel productive in your current WFH environment?



Preferences about WFH/WFO

There is a correlation between the ability to work well from home and the preference to WFH on a regular basis. 88% of employees that prefer to WFH also feel very productive at home, and 51% of employees that prefer to work from the office also admit that they are not able to perform their job well at home.

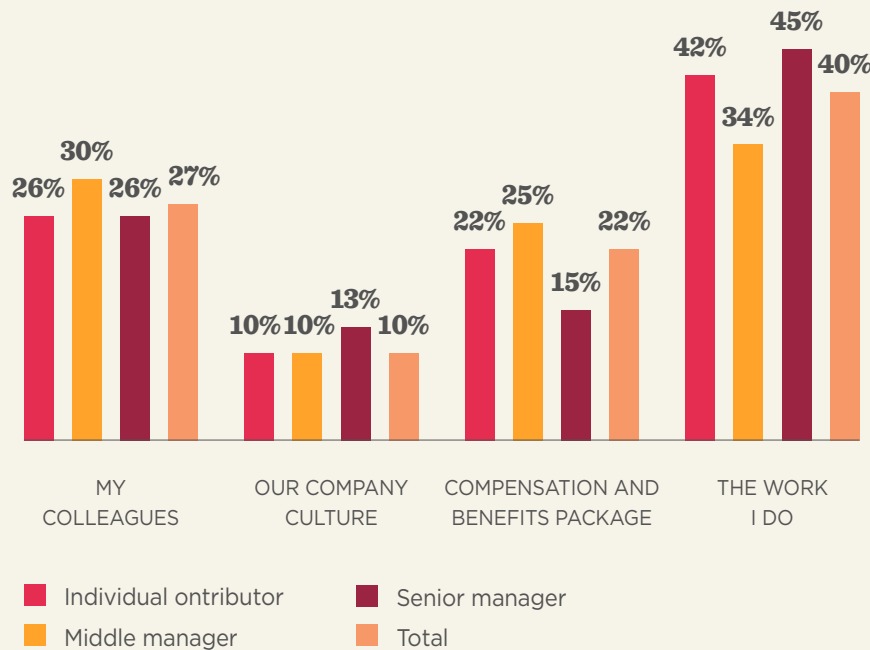
Would you prefer to be able to maintain your routine of working from home?

	I am not able to perform my job well at home	I am able to perform my job sufficiently at home	I am able to go above and beyond while working from home	Total
No, I prefer to work from the office	51%	43%	6%	100%
Yes, but it would be better to be able to come into an office once or twice a week	17%	71%	12%	100%
Yes, I actually prefer to work from home regularly	12%	48%	40%	100%
Total	28%	56%	16%	100%

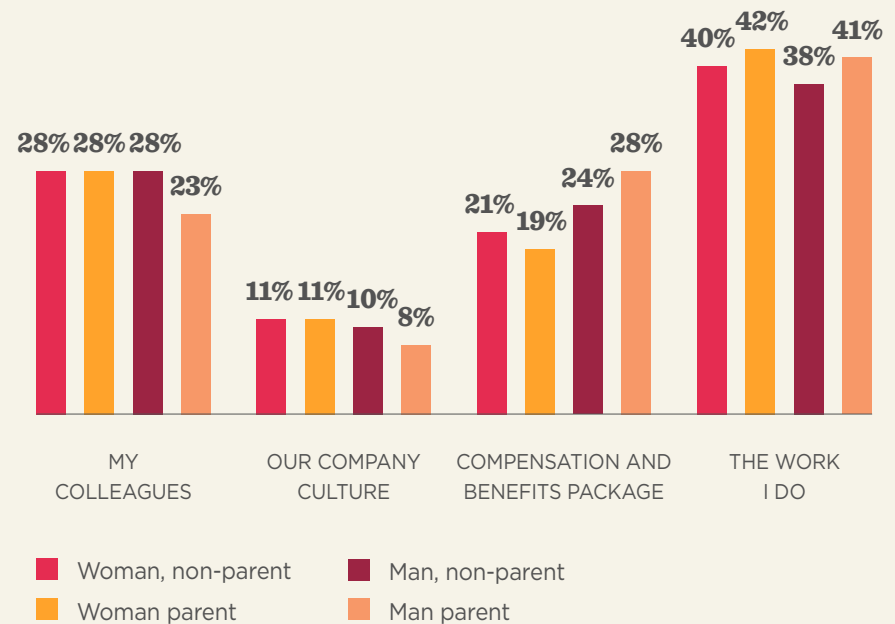
Preparing for the big return

About 40% of all employees say that their favorite aspect about their job is the work they do. This explains how employees stayed productive while WFH: their work didn't change. However, colleagues play an important role for about 30% of employees regardless of their role, gender, or parenting status. Building connections with colleagues is important.

What is the most favorite aspect about your job?



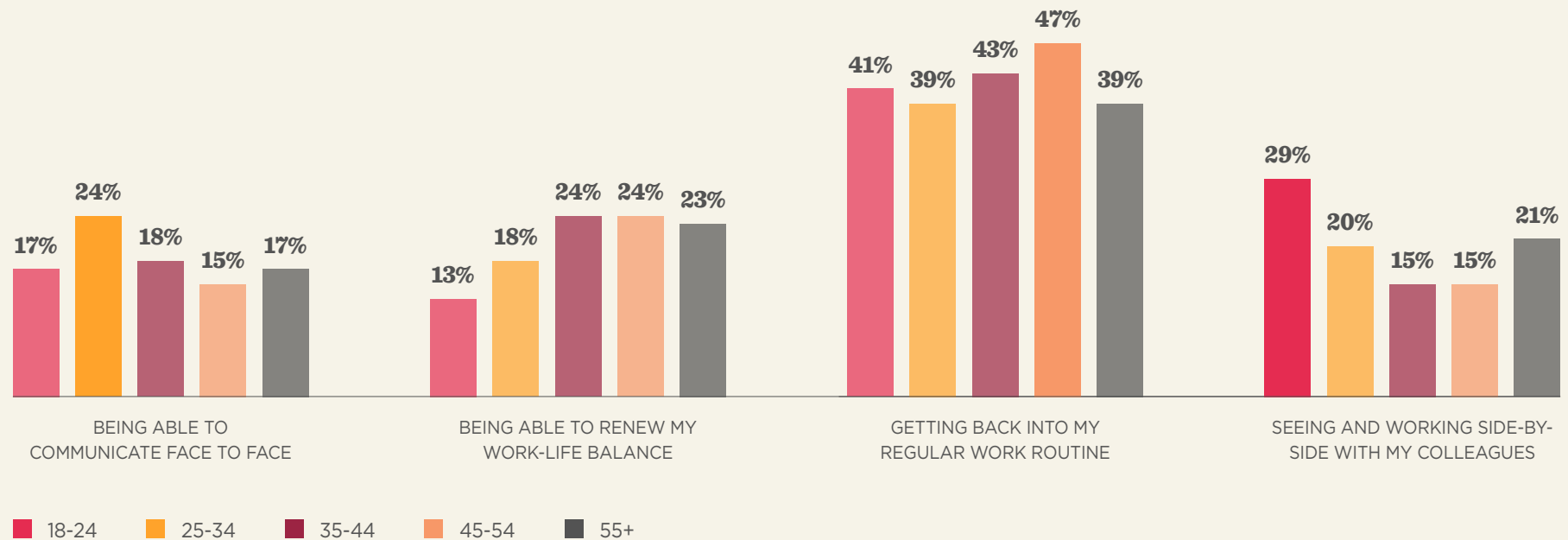
What is the most favorite aspect about your job?



Preparing for the big return

29% of employees between 18-24 years old are most looking forward to seeing and working side-by-side with their colleagues, and 47% of employees between 45-54 years old were just happy to get back to their routine. 24% of employees over age 45 said they missed work-life balance while working from home.

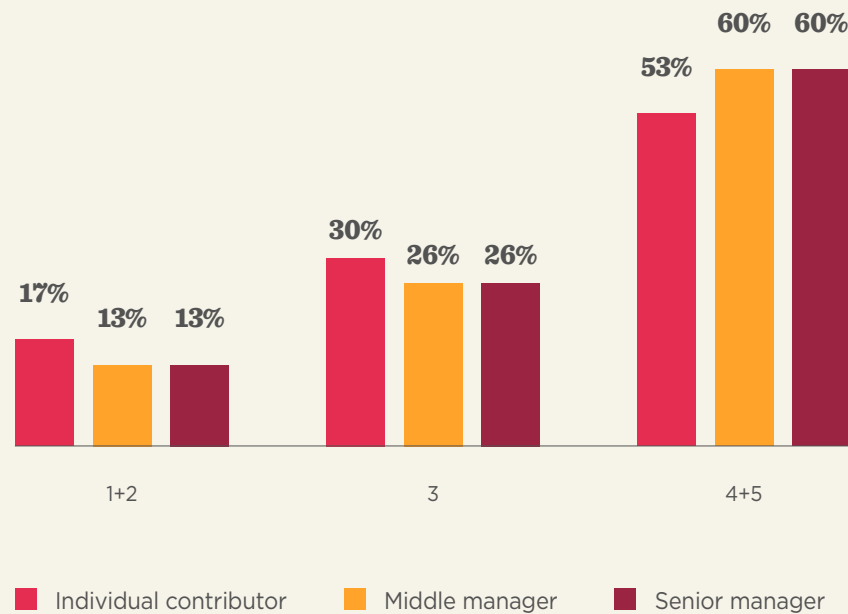
What are you most looking forward to about returning to work?



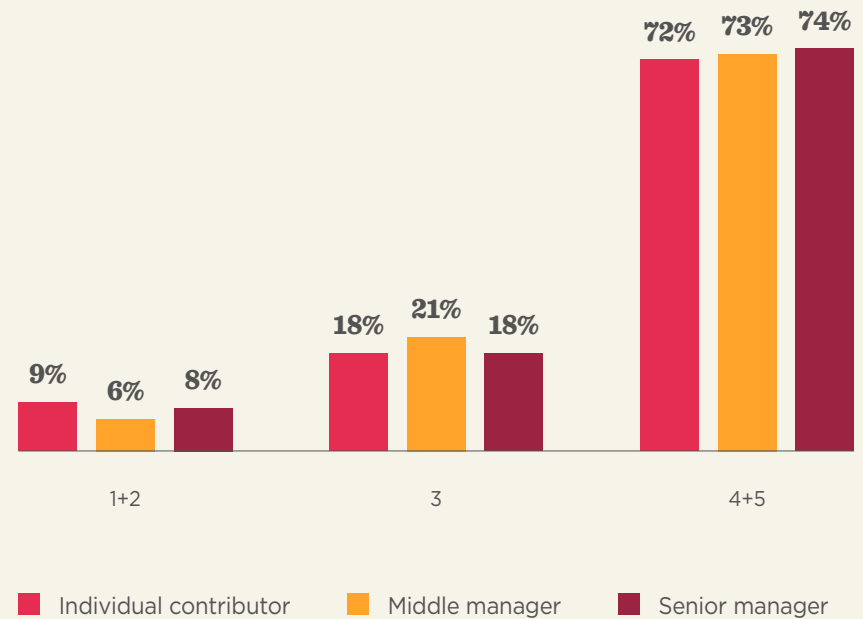
Back-to-the-office

While 60% of employees are comfortable to come back and work from the office, 40% still fell reluctant to do so. The willingness to check and report temperature is high at 73% but there are employees who feel uncomfortable doing so. HR need to address the ones that are not ready in an empathetic way.

How comfortable are you to get back to working at the office? (on a scale of 1 - 5)



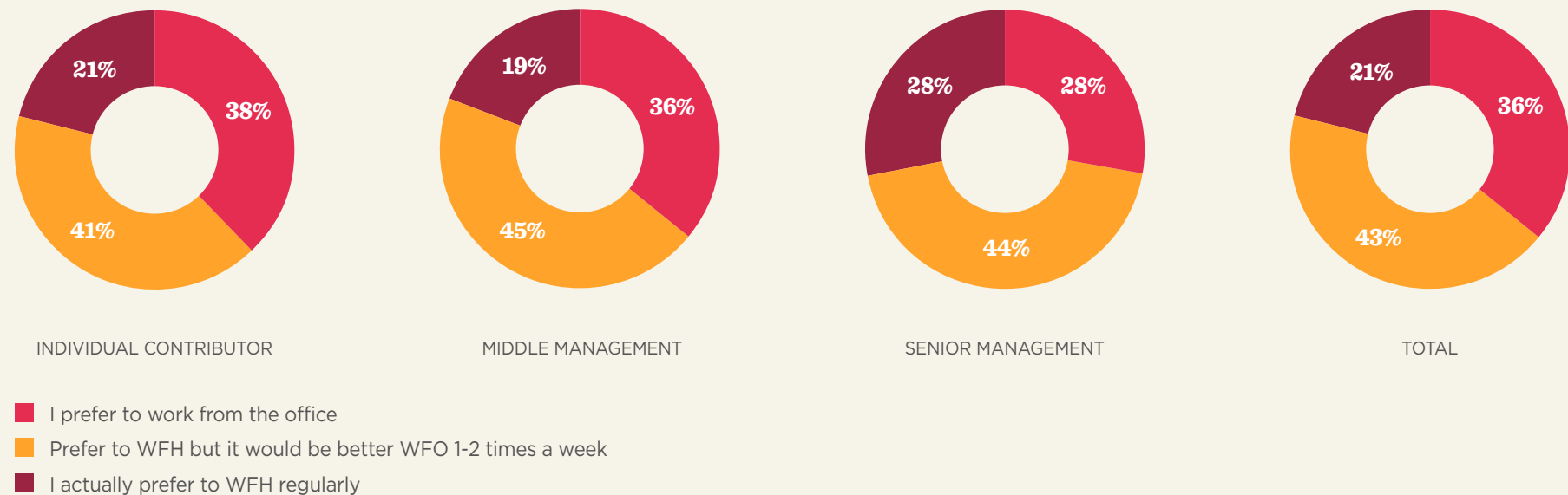
How comfortable are you with measuring your temperature and reporting it? (on a scale of 1-5)



Preference to WFH or WFO

36% of all employees prefer to work from the office, however, only 28% of senior managers prefer to work from the office. 43% of all employees prefer to work from the office twice a week, while 21% of employees prefer to work from home regularly. Middle managers prefer to see their teams in-person—only 19% prefer to work from home.

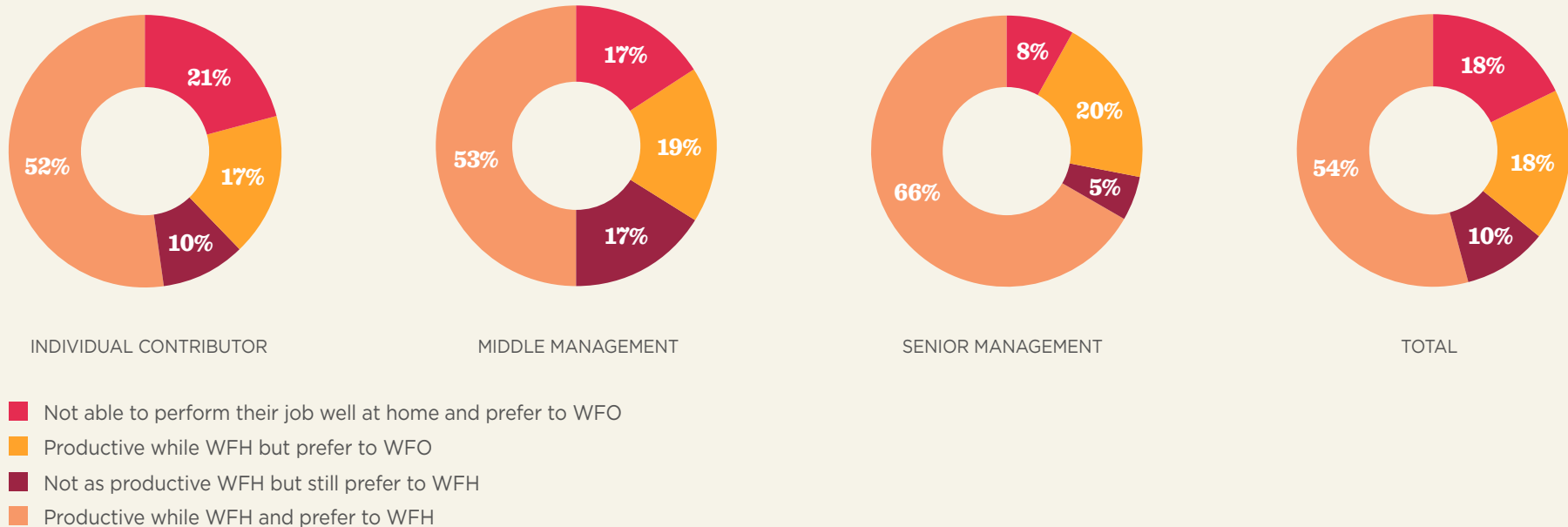
Preference to work from home (WFH) over work from the office (WFO) by role



Connecting WFH productivity and preferences

54% of employees overall, including 66% of senior managers, feel productive while working from home and prefer to do so. 18% of employees overall are not productive while WFH and prefer to work from the office, including 21% of individual contributors. 72% of all employees prefer to work from the place where they are most productive, leading us to believe that employees are fully aware of their productivity and want to be productive.

Productivity and preference to WFH by role



Connecting WFH productivity and preferences

65% of employees that were not able to perform their job well at home prefer to go back and work from the office. 54% of employees that were able to perform their job sufficiently would prefer to work from the office twice a week. 55% of employees who were able to go above and beyond prefer to WFH regularly. Preferences and productivity are generally synced.

Do you believe you are able to perform your job well while working from home?

	I prefer to WFO	I prefer to WFH and WFO twice a week	I prefer to WFH	Total
I am not able to perform my job well at home	65%	26%	9%	100%
I am able to perform my job sufficiently at home	28%	54%	18%	100%
I am able to go above and beyond while working from home	13%	32%	55%	100%
Total	36%	43%	21%	100%

Conclusion

What is going to be the future of work?

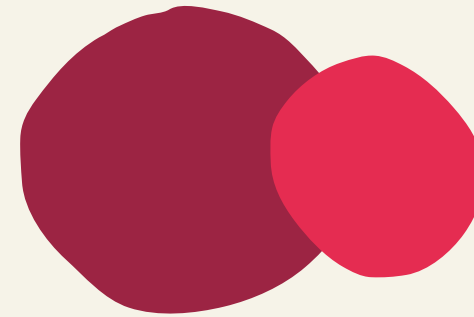
The COVID-19 pandemic has created the biggest WFH experiment in the world and the experiment proved to be a successful one.

HR teams were at the eye of the storm getting everyone re-situated to work from home, and are now tasked with getting us back to the office.

We were asked to work from home so we can stay safe and healthy, now we want to stay at home because we feel productive while working from home.

What have we learned?

Being at work does not mean being at the office. The new normal is not going to be the same; people expect to be able to work from home after proving they can be productive.



Bringing employees back to work at the office should be a slow and flexible process. People should be allowed to continue working from home while getting used to going back to the office, and not be forced to come back full-time immediately.

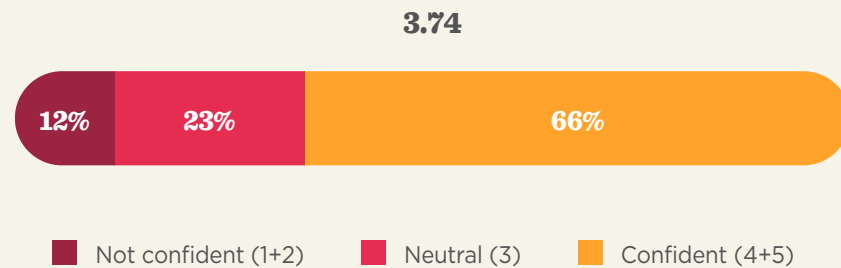
Working from home or working from the office, employees need to communicate with their teammates with their manager and with senior management, The workplace tech stack is helping HR managers foster communication regardless of where people are working.

Employees need to connect. communication and tech tools help HR and managers do their jobs.

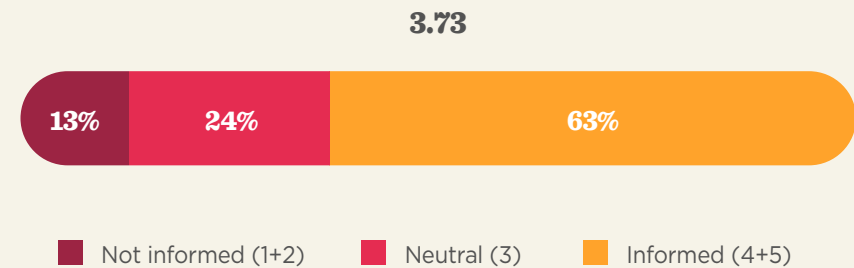
General findings

General background

1. On a scale of 1 to 5, how confident are you in your company's ability to overcome the operational challenges caused by COVID-19?

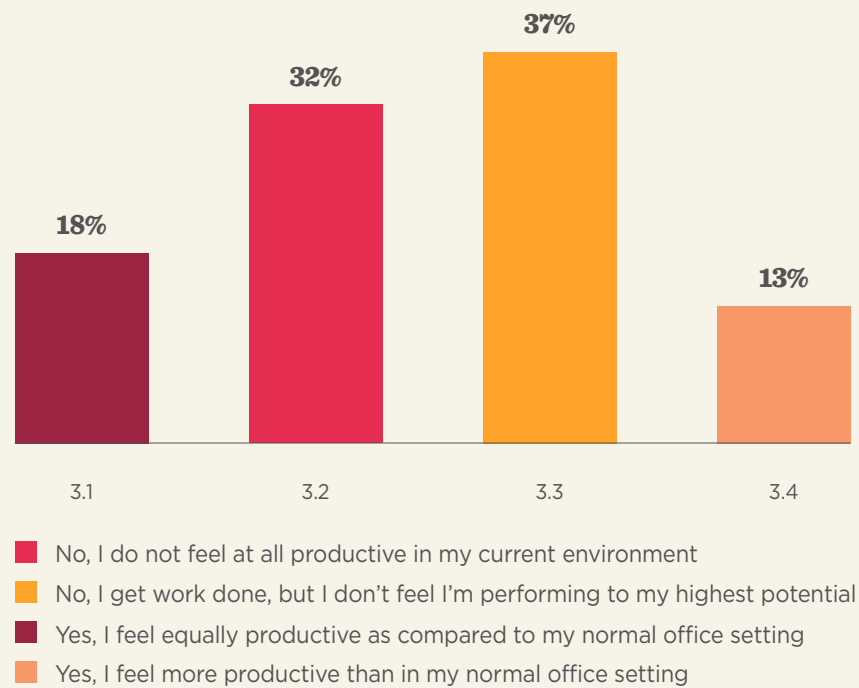


2. On a scale of 1 to 5, rate how informed does your company makes you feel about changes and measures taken in response to COVID-19?

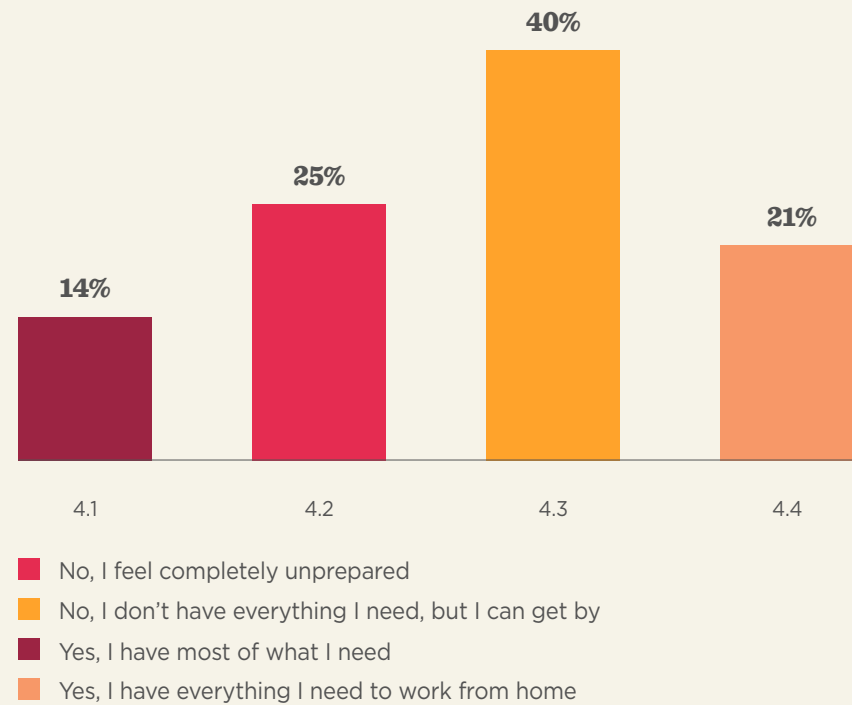


The work-from-home experience

3. Do you feel your current work-from-home environment is comfortable and enables you to be effective and productive in your work?

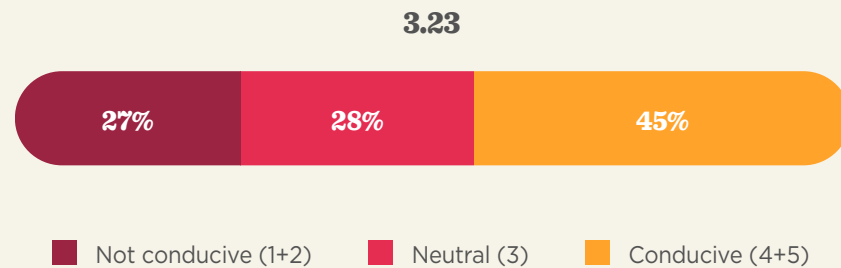


4. Do you feel you have the equipment and resources you need to perform your job effectively from home?

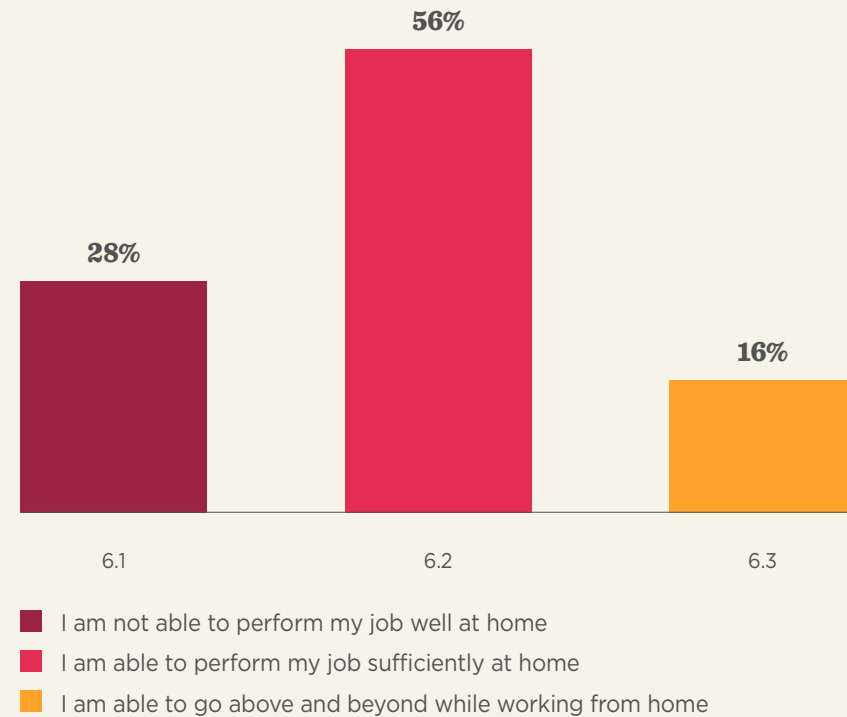


The work-from-home experience

5. On a scale of 1 to 5, do you feel your current work environment is conducive to working from home in the long-term?

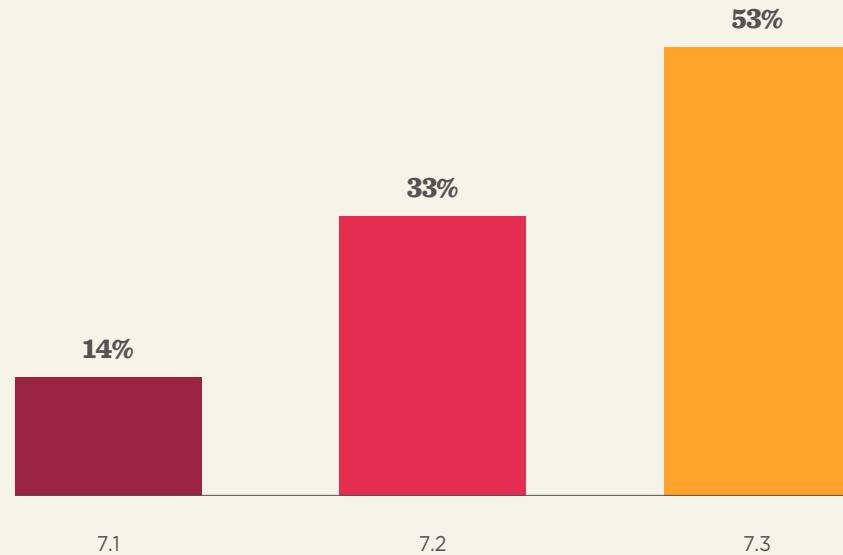


6. Do you believe you are able to perform your job well while working from home?



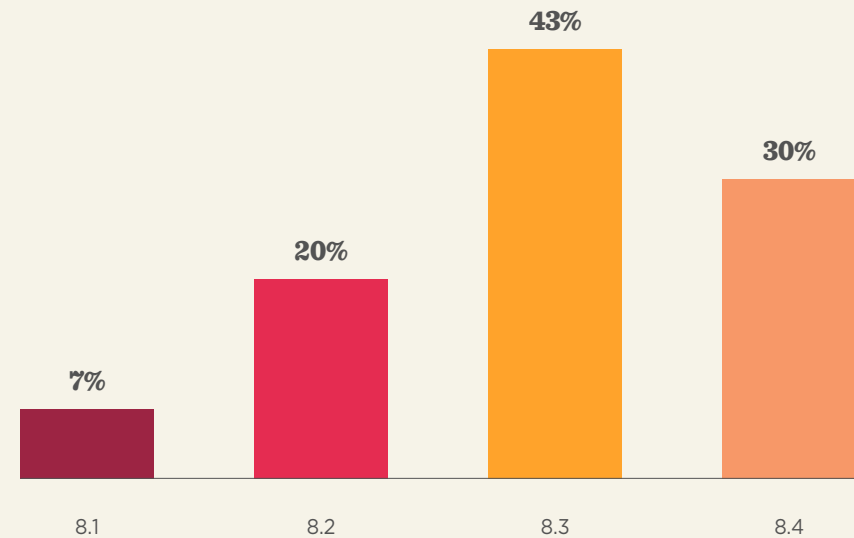
The work-from-home experience

7. Do you believe your current tasks and priorities are well-defined?



- I do not feel that I have clear direction at work
- My tasks are somewhat defined, but they are not clear enough
- My current tasks and priorities are very well-defined

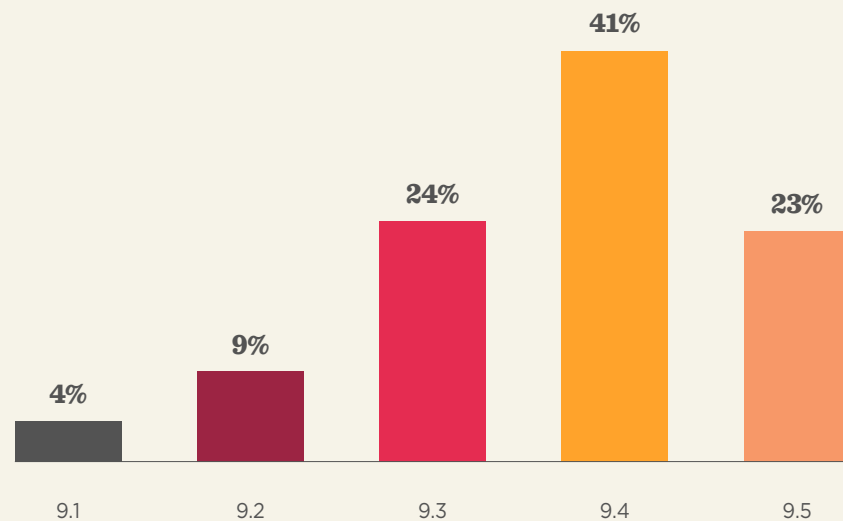
8. Has your manager been available to you when needed?



- No, I have a lot of trouble getting in touch with my manager
- I can sometimes get in touch with my manager when needed
- Yes, I can often get in touch with my manager when needed
- I can always get in touch with my manager when needed

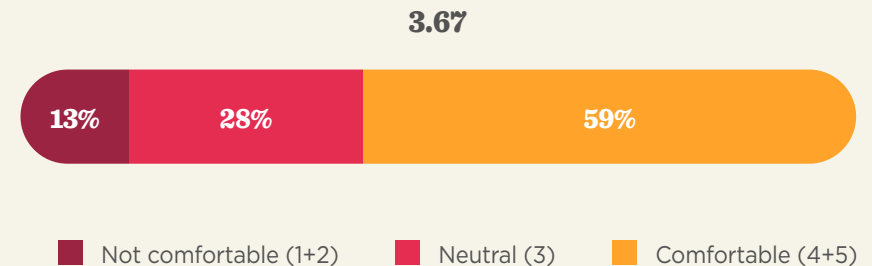
The work-from-home experience

9. Are you able to communicate regularly and effectively with your teammates?



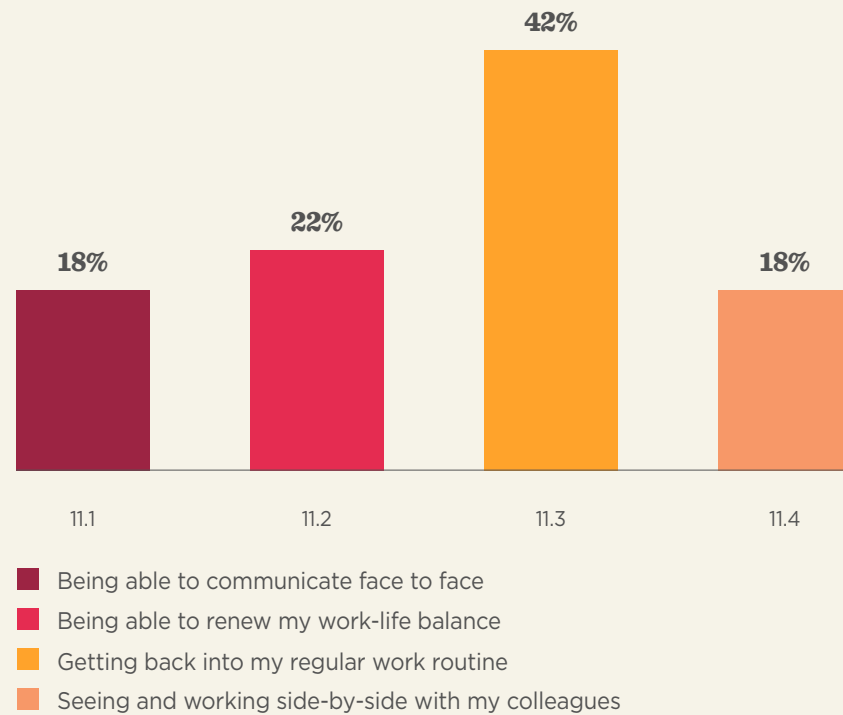
- No, I can't communicate with my teammates at all
- No, I have very little communication with my teammates
- Sort of, there is some communication with my teammates
- Yes, I communicate with my teammates often
- Yes, I regularly and effectively communicate with my teammates

10. On a scale of 1 to 5, how comfortable are you attending to your family as needed during work hours?

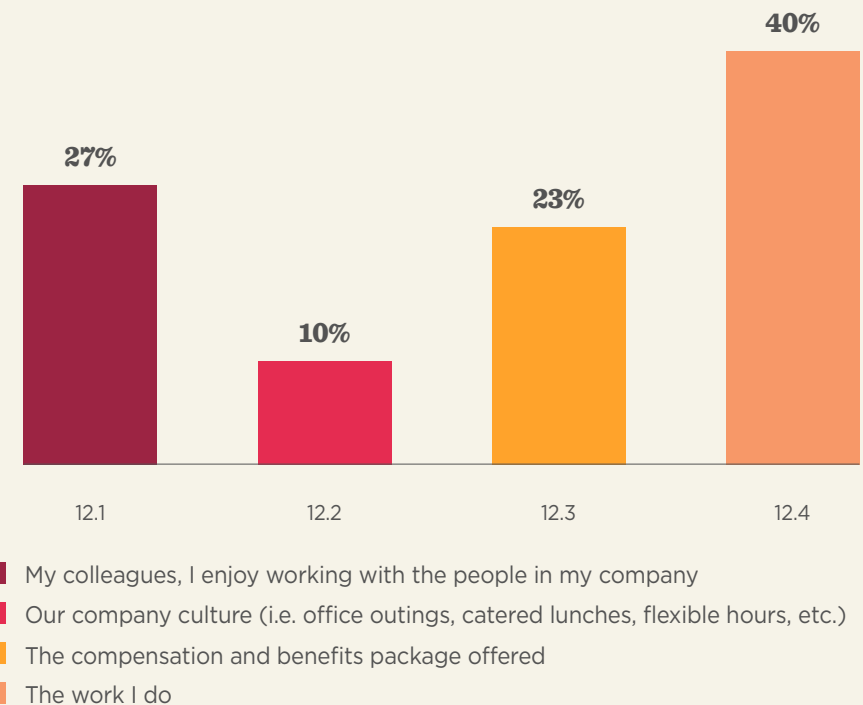


Preferences about coming back to the office

11. What are you most looking forward to about returning to work?

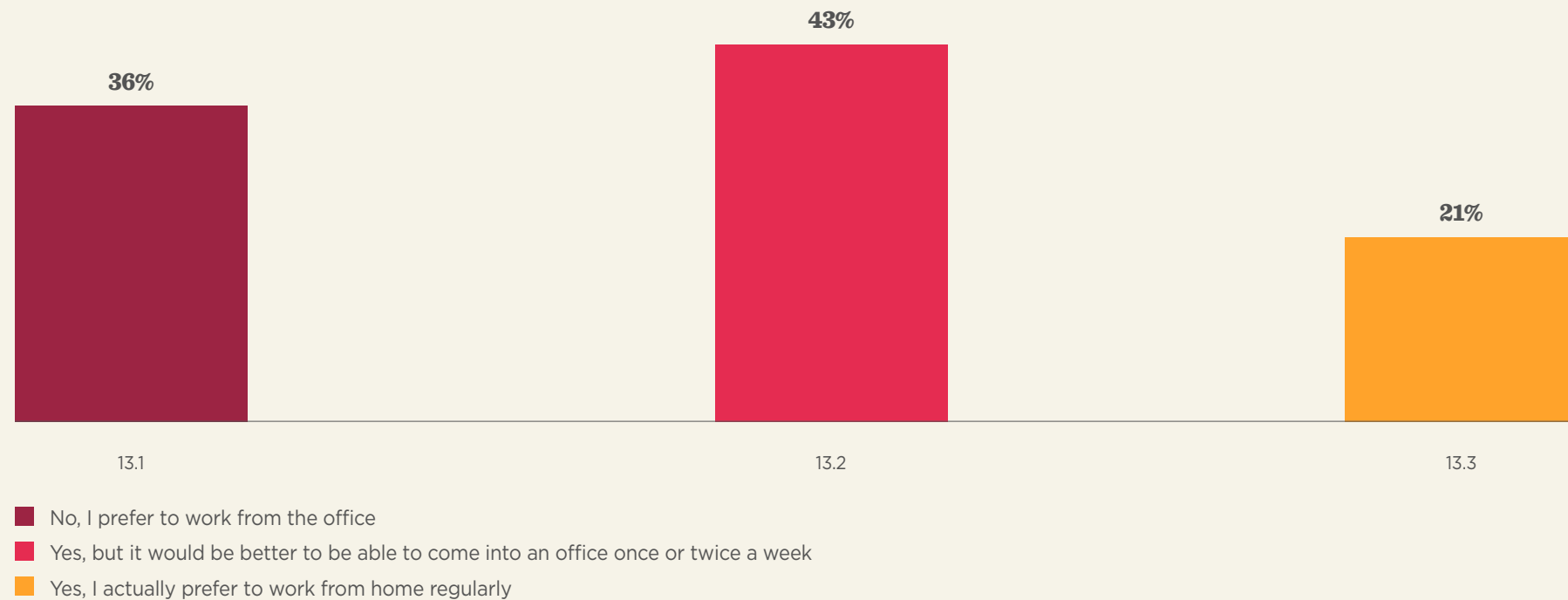


12. What is the most favorite aspect about your job?



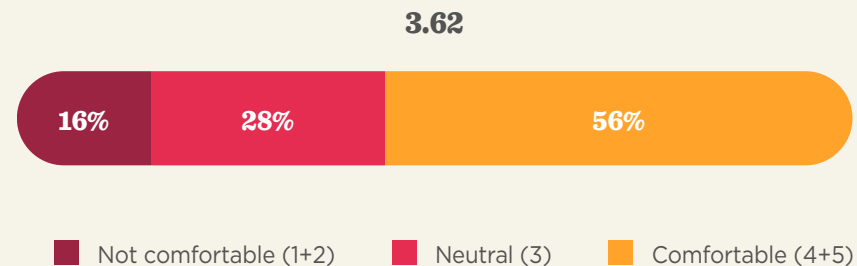
Preferences about coming back to the office

13. After this time period working from home, would you prefer to maintain your routine of working from home?

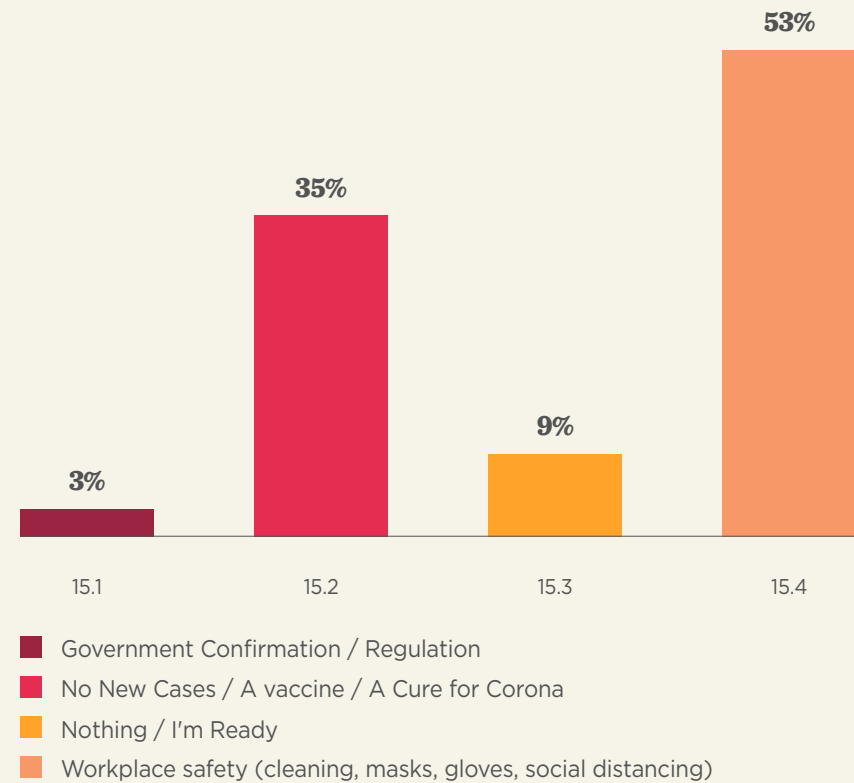


Post COVID-19 health and safety practices

14. On a scale of 1 – 5, when the timing is right, will you be comfortable going back to the office?

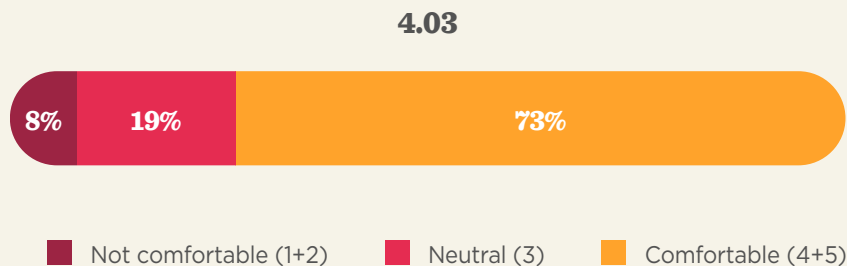


15. What would you need to feel safe coming back to work at the office?

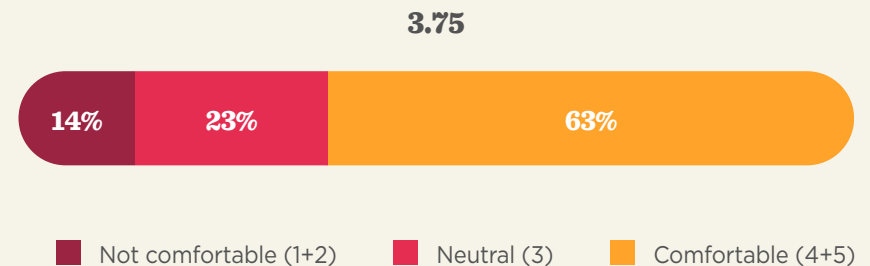


Post COVID-19 health and safety practices

16. As part of a routine, before entering into the office it will be a requirement to measure your temperature and report it to your employer. On a scale of 1-5, how comfortable are you with this requirement?



17. When returning to the office, people may need to wear a face mask and disposable gloves and maintain a six-foot distance from coworkers. On a scale of 1-5, how comfortable would you be working under those conditions?



Appendix

Q1	1+2	3	4+5	Total
All respondents	12%	23%	66%	100%
Role and age				
Individual contributor	11%	24%	65%	100%
18-34	13%	29%	58%	100%
35-44	13%	19%	67%	100%
45 and up	8%	22%	70%	100%
Middle management	12%	23%	65%	100%
18-34	13%	27%	60%	100%
35-44	11%	19%	70%	100%
45 and up	13%	22%	65%	100%
Senior manager	15%	16%	69%	100%
18-34	10%	24%	67%	100%
35-44	19%	13%	69%	100%
45 and up	14%	16%	70%	100%

Q1	1+2	3	4+5	Total
All respondents	12%	23%	66%	100%
Area				
Northeast	15%	21%	64%	100%
NY NJ	16%	18%	66%	100%
Florida	6%	22%	72%	100%
California	9%	26%	65%	100%
Other US	11%	23%	65%	100%
Gender and parenting				
Woman	13%	25%	62%	100%
Not a parent	13%	26%	61%	100%
Parent	12%	23%	64%	100%
Man	11%	20%	70%	100%
Not a parent	12%	22%	66%	100%
Parent	9%	16%	74%	100%

Q2	1+2	3	4+5	Total
All respondents	13%	24%	63%	100%
Role and age				
Individual contributor	14%	24%	62%	100%
18-34	16%	29%	55%	100%
35-44	17%	23%	60%	100%
45 and up	9%	21%	69%	100%
Middle management	12%	26%	62%	100%
18-34	11%	33%	57%	100%
35-44	13%	24%	63%	100%
45 and up	11%	23%	66%	100%
Senior manager	12%	18%	70%	100%
18-34	14%	14%	71%	100%
35-44	9%	6%	84%	100%
45 and up	12%	26%	61%	100%

Q2	1+2	3	4+5	Total
All respondents	12%	23%	66%	100%
Area				
Northeast	13%	28%	59%	100%
NY NJ	19%	22%	59%	100%
Florida	16%	18%	66%	100%
California	12%	28%	60%	100%
Other US	11%	24%	65%	100%
Gender and parenting				
Woman	14%	25%	61%	100%
Not a parent	15%	28%	57%	100%
Parent	14%	22%	65%	100%
Man	11%	23%	66%	100%
Not a parent	12%	21%	67%	100%
Parent	10%	26%	64%	100%

Q3	3.1	3.2	3.3	3.4	Total
All respondents	18%	32%	37%	13%	100%
Role and age					
Individual contributor	20%	31%	36%	13%	100%
18-34	19%	34%	33%	13%	100%
35-44	21%	26%	33%	19%	100%
45 and up	21%	32%	39%	8%	100%
Middle management	18%	33%	37%	12%	100%
18-34	12%	36%	38%	14%	100%
35-44	21%	35%	33%	11%	100%
45 and up	19%	30%	41%	10%	100%
Senior manager	8%	31%	43%	18%	100%
18-34	5%	38%	38%	19%	100%
35-44	9%	25%	38%	28%	100%
45 and up	9%	32%	47%	12%	100%

Q3	3.1	3.2	3.3	3.4	Total
All respondents	18%	32%	37%	13%	100%
Area					
Northeast	20%	33%	36%	11%	100%
NY NJ	18%	33%	39%	10%	100%
Florida	21%	37%	30%	12%	100%
California	13%	40%	41%	6%	100%
Other US	18%	30%	37%	15%	100%
Gender and parenting					
Woman	19%	33%	34%	14%	100%
Not a parent	20%	35%	32%	13%	100%
Parent	17%	31%	36%	15%	100%
Man	18%	30%	41%	11%	100%
Not a parent	18%	26%	44%	13%	100%
Parent	18%	36%	36%	9%	100%

Q4	4.1	4.2	4.3	4.4	Total
All respondents	14%	25%	40%	21%	100%
Role and age					
Individual contributor	16%	24%	39%	21%	100%
18-34	11%	26%	41%	22%	100%
35-44	17%	20%	38%	26%	100%
45 and up	18%	24%	39%	18%	100%
Middle management	14%	27%	41%	18%	100%
18-34	9%	34%	35%	23%	100%
35-44	13%	25%	49%	12%	100%
45 and up	19%	23%	39%	19%	100%
Senior manager	7%	27%	36%	29%	100%
18-34	10%	29%	43%	19%	100%
35-44	9%	22%	34%	34%	100%
45 and up	5%	30%	35%	30%	100%

Q4	4.1	4.2	4.3	4.4	Total
All respondents	14%	25%	40%	21%	100%
Area					
Northeast	16%	24%	44%	16%	100%
NY NJ	10%	34%	39%	17%	100%
Florida	18%	30%	28%	24%	100%
California	10%	28%	37%	25%	100%
Other US	15%	23%	40%	23%	100%
Gender and parenting					
Woman	14%	27%	37%	22%	100%
Not a parent	14%	26%	37%	23%	100%
Parent	14%	28%	37%	21%	100%
Man	14%	23%	42%	20%	100%
Not a parent	15%	22%	42%	20%	100%
Parent	14%	24%	42%	20%	100%

Q5	1+2	3	4+5	Total
All respondents	27%	28%	45%	100%
Role and age				
Individual contributor	29%	30%	41%	100%
18-34	24%	36%	39%	100%
35-44	26%	30%	44%	100%
45 and up	34%	25%	41%	100%
Middle management	27%	26%	46%	100%
18-34	24%	30%	46%	100%
35-44	28%	29%	43%	100%
45 and up	29%	21%	50%	100%
Senior manager	18%	22%	60%	100%
18-34	14%	10%	76%	100%
35-44	13%	19%	69%	100%
45 and up	23%	28%	49%	100%

Q5	1+2	3	4+5	Total
All respondents	27%	28%	45%	100%
Area				
Northeast	29%	30%	40%	100%
NY NJ	32%	24%	43%	100%
Florida	24%	28%	48%	100%
California	31%	34%	35%	100%
Other US	25%	28%	47%	100%
Gender and parenting				
Woman	28%	28%	44%	100%
Not a parent	30%	27%	42%	100%
Parent	26%	28%	45%	100%
Man	25%	29%	46%	100%
Not a parent	25%	30%	45%	100%
Parent	26%	27%	47%	100%

Q6	6.1	6.2	6.3	Total
All respondents	28%	56%	16%	100%
Role and age				
Individual contributor	31%	54%	15%	100%
18-34	29%	58%	13%	100%
35-44	30%	50%	20%	100%
45 and up	34%	53%	13%	100%
Middle management	28%	56%	16%	100%
18-34	26%	57%	17%	100%
35-44	31%	56%	12%	100%
45 and up	27%	56%	17%	100%
Senior manager	14%	66%	20%	100%
18-34	10%	71%	19%	100%
35-44	13%	56%	31%	100%
45 and up	16%	70%	14%	100%

Q6	6.1	6.2	6.3	Total
All respondents	28%	56%	16%	100%
Area				
Northeast	28%	57%	14%	100%
NY NJ	27%	61%	12%	100%
Florida	30%	60%	10%	100%
California	26%	60%	13%	100%
Other US	29%	54%	18%	100%
Gender and parenting				
Woman	32%	52%	16%	100%
Not a parent	32%	52%	17%	100%
Parent	32%	53%	15%	100%
Man	24%	61%	15%	100%
Not a parent	25%	59%	16%	100%
Parent	23%	64%	14%	100%

Q7	7.1	7.2	7.3	Total
All respondents	14%	33%	53%	100%
Role and age				
Individual contributor	15%	32%	54%	100%
18-34	17%	36%	47%	100%
35-44	15%	30%	55%	100%
45 and up	12%	29%	59%	100%
Middle management	14%	37%	48%	100%
18-34	15%	43%	41%	100%
35-44	12%	39%	48%	100%
45 and up	14%	31%	54%	100%
Senior manager	7%	32%	61%	100%
18-34	5%	48%	48%	100%
35-44	13%	22%	66%	100%
45 and up	5%	32%	63%	100%

Q7	7.1	7.2	7.3	Total
All respondents	14%	33%	53%	100%
Area				
Northeast	15%	34%	51%	100%
NY NJ	17%	40%	43%	100%
Florida	4%	33%	63%	100%
California	12%	38%	50%	100%
Other US	14%	31%	55%	100%
Gender and parenting				
Woman	15%	32%	53%	100%
Not a parent	16%	29%	55%	100%
Parent	14%	35%	51%	100%
Man	12%	35%	53%	100%
Not a parent	10%	34%	56%	100%
Parent	14%	37%	49%	100%

Q8	8.1	8.2	8.3	8.4	Total
All respondents	7%	20%	43%	30%	100%
Role and age					
Individual contributor	7%	19%	44%	29%	100%
18-34	6%	20%	47%	27%	100%
35-44	9%	20%	40%	31%	100%
45 and up	7%	18%	45%	30%	100%
Middle management	6%	22%	45%	26%	100%
18-34	5%	23%	46%	26%	100%
35-44	3%	24%	49%	24%	100%
45 and up	8%	21%	42%	29%	100%
Senior manager	7%	21%	32%	40%	100%
18-34	10%	19%	38%	33%	100%
35-44	0%	16%	31%	53%	100%
45 and up	11%	25%	30%	35%	100%

Q8	8.1	8.2	8.3	8.4	Total
All respondents	7%	20%	43%	30%	100%
Area					
Northeast	3%	23%	47%	26%	100%
NY NJ	10%	26%	43%	21%	100%
Florida	13%	13%	46%	27%	100%
California	6%	24%	50%	21%	100%
Other US	7%	19%	41%	34%	100%
Gender and parenting					
Woman	7%	20%	41%	32%	100%
Not a parent	6%	21%	43%	31%	100%
Parent	8%	18%	39%	34%	100%
Man	7%	21%	46%	26%	100%
Not a parent	7%	22%	44%	26%	100%
Parent	6%	19%	48%	27%	100%

Q9	9.1	9.2	9.3	9.4	9.5	Total
All respondents	4%	9%	24%	41%	23%	100%
Role and age						
Individual contributor	4%	11%	24%	40%	21%	100%
18-34	5%	6%	29%	40%	19%	100%
35-44	6%	13%	19%	38%	25%	100%
45 and up	3%	13%	24%	40%	20%	100%
Middle management	4%	6%	23%	44%	23%	100%
18-34	3%	7%	21%	40%	29%	100%
35-44	1%	6%	22%	55%	16%	100%
45 and up	6%	6%	25%	40%	24%	100%
Senior manager	4%	9%	23%	35%	30%	100%
18-34	0%	10%	14%	43%	33%	100%
35-44	9%	6%	13%	44%	28%	100%
45 and up	2%	11%	32%	26%	30%	100%

Q9	9.1	9.2	9.3	9.4	9.5	Total
All respondents	4%	9%	24%	41%	23%	100%
Area						
Northeast	4%	10%	20%	45%	21%	100%
NY NJ	3%	8%	37%	37%	15%	100%
Florida	4%	7%	24%	42%	22%	100%
California	4%	9%	35%	37%	15%	100%
Other US	4%	9%	21%	40%	26%	100%
Gender and parenting						
Woman	5%	9%	23%	38%	25%	100%
Not a parent	5%	8%	24%	37%	26%	100%
Parent	5%	11%	23%	38%	24%	100%
Man	3%	9%	24%	44%	20%	100%
Not a parent	3%	8%	25%	43%	20%	100%
Parent	4%	9%	22%	45%	20%	100%

Q10	1+2	3	4+5	Total
All respondents	13%	28%	59%	100%
Role and age				
Individual contributor	13%	29%	57%	100%
18-34	16%	31%	53%	100%
35-44	14%	30%	56%	100%
45 and up	11%	27%	61%	100%
Middle management	14%	27%	60%	100%
18-34	18%	28%	53%	100%
35-44	11%	30%	58%	100%
45 and up	12%	23%	65%	100%
Senior manager	9%	25%	65%	100%
18-34	10%	29%	62%	100%
35-44	3%	28%	69%	100%
45 and up	12%	23%	65%	100%

Q10	1+2	3	4+5	Total
All respondents	13%	28%	59%	100%
Area				
Northeast	12%	28%	60%	100%
NY NJ	15%	26%	59%	100%
Florida	13%	30%	57%	100%
California	10%	24%	66%	100%
Other US	13%	29%	58%	100%
Gender and parenting				
Woman	15%	27%	58%	100%
Not a parent	17%	27%	56%	100%
Parent	13%	28%	59%	100%
Man	10%	29%	61%	100%
Not a parent	10%	29%	60%	100%
Parent	10%	29%	61%	100%

Q11	11.1	11.2	11.3	11.4	Total
All respondents	18%	22%	42%	18%	100%
Role and age					
Individual contributor	19%	21%	42%	18%	100%
18-34	23%	16%	42%	19%	100%
35-44	17%	26%	42%	15%	100%
45 and up	17%	21%	43%	19%	100%
Middle management	16%	21%	43%	20%	100%
18-34	21%	16%	35%	28%	100%
35-44	19%	18%	45%	18%	100%
45 and up	9%	26%	49%	15%	100%
Senior manager	23%	28%	34%	15%	100%
18-34	29%	24%	33%	14%	100%
35-44	16%	31%	41%	13%	100%
45 and up	25%	28%	30%	18%	100%

Q11	11.1	11.2	11.3	11.4	Total
All respondents	18%	22%	42%	18%	100%
Area					
Northeast	16%	16%	46%	23%	100%
NY NJ	16%	18%	47%	19%	100%
Florida	21%	21%	43%	15%	100%
California	25%	16%	37%	22%	100%
Other US	19%	25%	40%	17%	100%
Gender and parenting					
Woman	18%	22%	41%	19%	100%
Not a parent	18%	22%	40%	20%	100%
Parent	17%	22%	43%	18%	100%
Man	19%	21%	42%	18%	100%
Not a parent	20%	18%	44%	18%	100%
Parent	19%	24%	40%	17%	100%

Q12	12.1	12.2	12.3	12.4	Total
All respondents	27%	10%	22%	40%	100%
Role and age					
Individual contributor	26%	10%	22%	42%	100%
18-34	25%	12%	25%	37%	100%
35-44	19%	11%	25%	45%	100%
45 and up	31%	7%	18%	45%	100%
Middle management	30%	10%	25%	34%	100%
18-34	32%	13%	30%	25%	100%
35-44	37%	8%	25%	30%	100%
45 and up	25%	8%	22%	45%	100%
Senior manager	26%	13%	15%	45%	100%
18-34	29%	19%	14%	38%	100%
35-44	22%	9%	19%	50%	100%
45 and up	28%	12%	14%	46%	100%

Q12	12.1	12.2	12.3	12.4	Total
All respondents	27%	10%	22%	40%	100%
Area					
Northeast	24%	10%	26%	40%	100%
NY NJ	28%	12%	22%	38%	100%
Florida	22%	19%	18%	40%	100%
California	28%	10%	22%	40%	100%
Other US	29%	8%	22%	41%	100%
Gender and parenting					
Woman	28%	11%	20%	41%	100%
Not a parent	28%	11%	21%	40%	100%
Parent	28%	11%	19%	42%	100%
Man	26%	9%	25%	39%	100%
Not a parent	28%	10%	24%	38%	100%
Parent	23%	8%	28%	41%	100%

Q13	13.1	13.2	13.3	Total
All respondents	36%	43%	21%	100%
Role and age				
Individual contributor	38%	41%	21%	100%
18-34	34%	42%	23%	100%
35-44	33%	46%	22%	100%
45 and up	43%	37%	20%	100%
Middle management	36%	45%	19%	100%
18-34	33%	45%	23%	100%
35-44	30%	54%	16%	100%
45 and up	43%	39%	18%	100%
Senior manager	28%	44%	28%	100%
18-34	33%	38%	29%	100%
35-44	28%	28%	44%	100%
45 and up	26%	54%	19%	100%

Q13	13.1	13.2	13.3	Total
All respondents	36%	43%	21%	100%
Area				
North East	34%	44%	22%	100%
NY NJ	34%	42%	24%	100%
Florida	34%	48%	18%	100%
California	41%	47%	12%	100%
Other US	37%	41%	22%	100%
Gender and parenting				
Woman	34%	43%	23%	100%
Not a parent	32%	47%	21%	100%
Parent	36%	40%	24%	100%
Man	39%	42%	20%	100%
Not a parent	39%	41%	21%	100%
Parent	39%	43%	18%	100%

Q14	1+2	3	4+5	Total
All respondents	16%	28%	56%	100%
Role and Age				
Individual contributor	17%	30%	53%	100%
18-34	17%	36%	47%	100%
35-44	17%	34%	49%	100%
45 and up	17%	23%	60%	100%
Middle management	13%	26%	60%	100%
18-34	14%	32%	54%	100%
35-44	12%	27%	61%	100%
45 and up	14%	22%	64%	100%
Senior manager	17%	25%	58%	100%
18-34	19%	14%	67%	100%
35-44	16%	31%	53%	100%
45 and up	18%	25%	58%	100%

Q14	1+2	3	4+5	Total
All respondents	16%	28%	56%	100%
Area				
Northeast	18%	29%	53%	100%
NY NJ	21%	25%	54%	100%
Florida	16%	22%	61%	100%
California	12%	28%	60%	100%
Other US	15%	30%	56%	100%
Gender and parenting				
Woman	17%	32%	51%	100%
Not a parent	17%	34%	49%	100%
Parent	18%	30%	52%	100%
Man	14%	24%	62%	100%
Not a parent	13%	27%	60%	100%
Parent	16%	20%	65%	100%

Q15	15.1	15.2	15.3	15.4	Total
All respondents	3%	35%	9%	53%	100%
Role and age					
Individual contributor	4%	32%	10%	54%	100%
18-34	4%	30%	7%	59%	100%
35-44	4%	30%	13%	53%	100%
45 and up	5%	35%	11%	49%	100%
Middle management	2%	36%	8%	55%	100%
18-34	1%	32%	5%	63%	100%
35-44	2%	35%	10%	54%	100%
45 and up	2%	40%	9%	50%	100%
Senior manager	4%	43%	8%	45%	100%
18-34	5%	43%	5%	48%	100%
35-44	3%	33%	17%	47%	100%
45 and up	4%	49%	4%	44%	100%

Q15	15.1	15.2	15.3	15.4	Total
All respondents	3%	35%	9%	53%	100%
Area					
Northeast	2%	37%	9%	53%	100%
NY NJ	5%	36%	5%	53%	100%
Florida	5%	38%	5%	52%	100%
California	3%	42%	5%	50%	100%
Other US	3%	32%	11%	53%	100%
Gender and parenting					
Woman	2%	33%	9%	57%	100%
Not a parent	2%	35%	7%	56%	100%
Parent	2%	30%	11%	57%	100%
Man	5%	37%	9%	49%	100%
Not a parent	4%	38%	8%	49%	100%
Parent	6%	35%	11%	48%	100%

Q16	1+2	3	4+5	Total
All respondents	8%	19%	73%	100%
Role and age				
Individual contributor	9%	18%	72%	100%
18-34	11%	22%	67%	100%
35-44	10%	17%	74%	100%
45 and up	8%	16%	75%	100%
Middle management	6%	21%	73%	100%
18-34	9%	24%	67%	100%
35-44	4%	22%	73%	100%
45 and up	5%	17%	78%	100%
Senior Manager	8%	18%	74%	100%
18-34	10%	10%	81%	100%
35-44	13%	19%	69%	100%
45 and up	5%	21%	74%	100%

Q16	1+2	3	4+5	Total
All respondents	8%	19%	73%	100%
Area				
Northeast	11%	21%	68%	100%
NY NJ	8%	10%	83%	100%
Florida	6%	18%	76%	100%
California	7%	21%	72%	100%
Other US	8%	20%	72%	100%
Gender and parenting				
Woman	7%	18%	74%	100%
Not a parent	10%	17%	74%	100%
Parent	5%	20%	75%	100%
Man	10%	20%	71%	100%
Not a parent	10%	19%	70%	100%
Parent	8%	21%	71%	100%

Q17	1+2	3	4+5	Total
All respondents	14%	23%	63%	100%
Role and age				
Individual contributor	16%	24%	60%	100%
18-34	19%	30%	52%	100%
35-44	15%	24%	62%	100%
45 and up	14%	20%	66%	100%
Middle management	12%	23%	66%	100%
18-34	12%	24%	64%	100%
35-44	16%	26%	58%	100%
45 and up	8%	19%	72%	100%
Senior manager	14%	19%	67%	100%
18-34	10%	29%	62%	100%
35-44	16%	22%	63%	100%
45 and up	14%	14%	72%	100%

Q17	1+2	3	4+5	Total
All respondents	14%	23%	63%	100%
Area				
Northeast	14%	23%	63%	100%
NY NJ	23%	18%	59%	100%
Florida	10%	13%	76%	100%
California	10%	13%	76%	100%
Other US	14%	27%	60%	100%
Gender and parenting				
Woman	13%	23%	64%	100%
Not a parent	13%	24%	63%	100%
Parent	12%	22%	66%	100%
Man	16%	24%	60%	100%
Not a parent	14%	24%	62%	100%
Parent	19%	24%	57%	100%

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