

Baltimore Metropolitan Council Post-Pandemic Trends

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Board

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Report prepared by WBA Research

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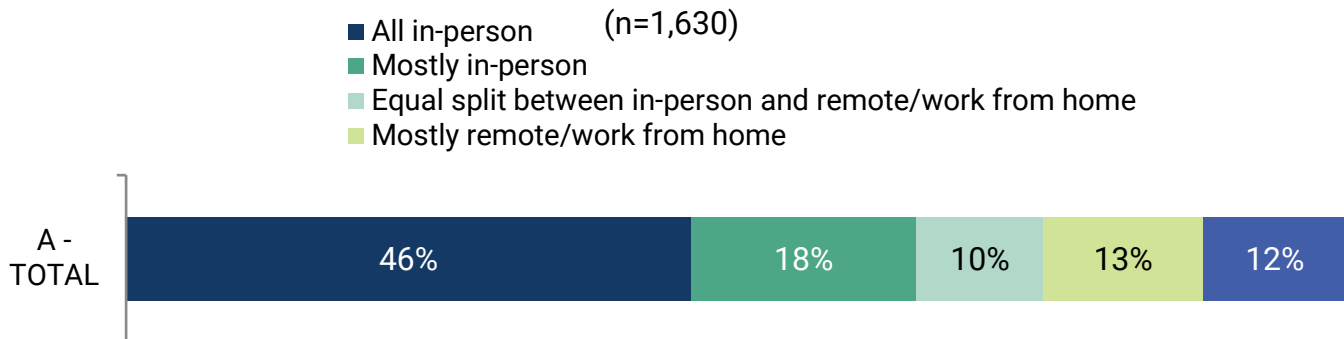
Executive Summary

Overall, a total of 77 employers and 1,630 employees were surveyed in the Baltimore metropolitan region between February and April 2024.

Almost two-thirds of Baltimore metropolitan area employees are working entirely or primarily in-person. This means that 35% are working either in a hybrid fashion or entirely remotely, which increases to 54% when you factor in those who are working 'primarily' in person but occasionally remotely (See Chart 8).

Chart 8: Employee Q15

Employee Q15. Which of the following best describes your current work environment?

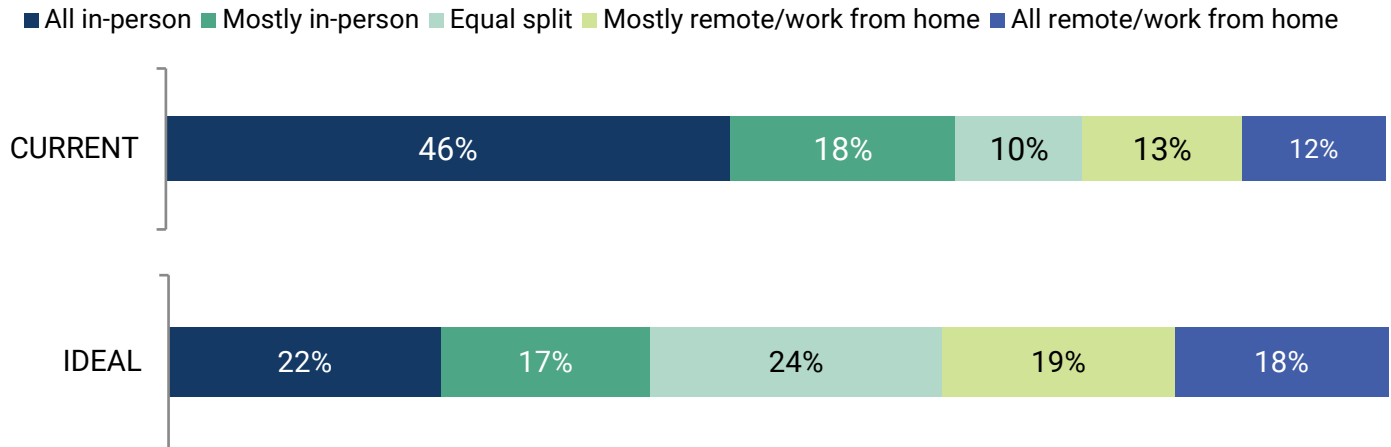


What do employees want out of their working environment and what is it leading them to do?

Only one in five (22%) consider working in-person to be their ideal working environment (See Chart 14). There was a fairly even split between the five **ideal work environments** (all in person, mostly in person, equal split, mostly remote, and all remote, each preferred by 17%-24% of the adult working population). Women and those 44 and younger are more likely to be seeking an entirely remote working arrangement.

Chart 14: Employee Q15/Q21, Current and Ideal

Employee Q15/Q21. Which of the following best describes your current/ideal work environment?
(n=1,628-1,630)



Hybrid workers tend to have flexibility in terms of when they can work at home versus in-person, which is also what they seek. Employees in general would like to have more flexible work schedule options (39%), remote work options (36%), and pay transparency (30%) (See Table 13). These proportions were similar across different industries. In-person and historically lower paying jobs such as food service and retail often were the least likely to seek these benefits, either not seeing these as pertaining to the type of work they do or not being attainable. Furthermore, what is most driving their satisfaction with their work vis-à-vis mobility/flexibility are having the resources and accommodations in place that promote accessibility, better work schedules, and more control over how, when, and where they do their work (See Table 10A).

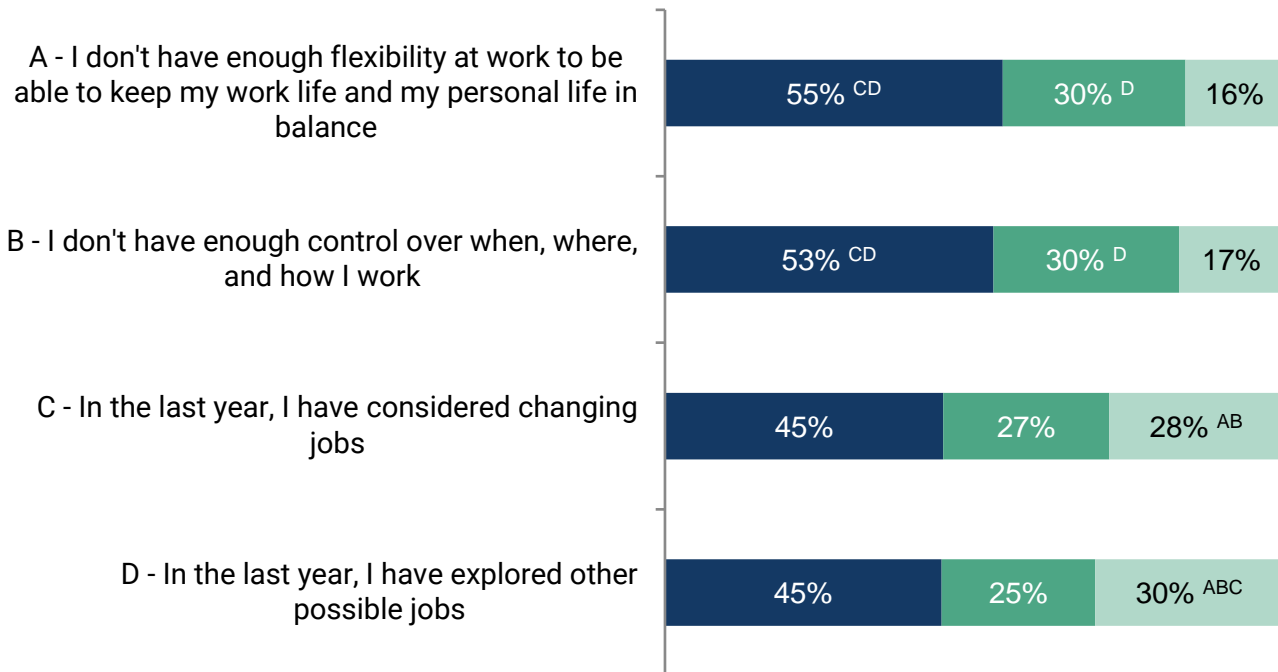
A slight majority of employees agree that they have enough flexibility at work to keep their work and personal lives in balance and that they have control over when, where, and how they work, while one in six think each of these as an issue for them. These and other issues are leading as many as three in ten employees to be actively considering changing jobs (See Chart 12).

There is a disconnect between what employees anticipate happening and what employees are planning. For at least the near future, **employers** generally see their company maintaining their current work from home policies (89%), but **employees** are less sure (only 45% stating they expect the same) (See Chart 25). One in five employees (21%) believe that employers will require them to work in the office more frequently (See Table 26).

Chart 10: Employee Q8

Employee Q8. How much do you agree or disagree with each of the following statements?
(n=1,629-1,630)

■ 0-3 ■ 4-7 ■ 8-10



Employers don't always see the benefits their employees derive from remote work. Both see the benefits of avoiding traffic congestion and long commutes. However, employers are far less likely to cite things such as saving money on commuting and the ability to spend more time with friends and family, including children and taking care of family members in need of special care, all of which were cited by many employees as upsides to being able to work remotely (See Table 24 and Chart 24A).

How has a more flexible working environment changed employee travel behavior?

Prior to COVID-19, the majority of employees who commuted to a physical workplace (76%) drove there at least once a week. Conversely, one in six (17%) reported using public transportation to commute at least once a week, while between 7% and 17% reported using other commute modes, such as bicycles, bikeshares, rideshares, taxis, and carpools or vanpools (See Chart 22).

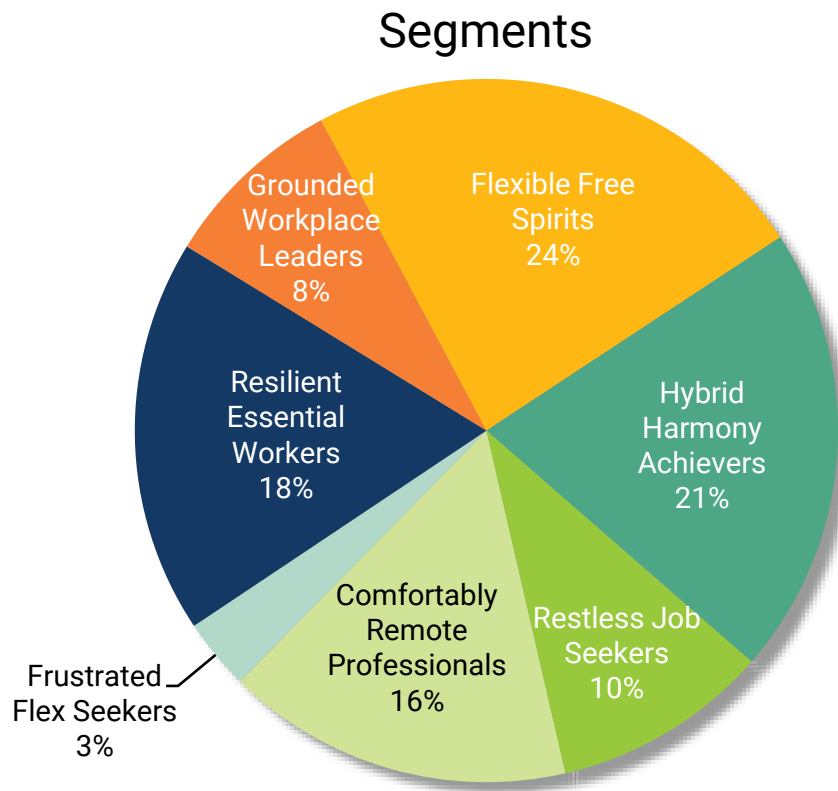
Currently, the main method for commuting is a personal vehicle, with 84% reporting that they drive a personal vehicle at least once a week (See Chart 23). Additionally, although the number of drivers has decreased due to more employees working from home, the average number of days a week that those who do commute do so using a personal vehicle increased slightly, from an average of 3.56 days per week prior to COVID to 3.73 currently, while all other modes decreased, offsetting some of the benefits of increase remote work on reducing the number of vehicles on the road.

Employee Segments

A segmentation analysis was run to create several segments of the employee population based on behavioral and demographic variables in order to better understand how groups of employees are behaving and what different types of employees want from in-person versus remote work and from their employers moving forward.

The following is a description of each segment. These segments were named by BMC in order to best align with BMC’s research needs and make them memorable. (For more information on these segments and how the segments were developed, see the Segmentation section in the Appendix).

Chart A: Employee Segments



Comfortably Remote Professionals (16% of the population; See Chart A)

Comfortably Remote Professionals are typically employed full-time, working five days a week, Monday through Friday. Many are mid-level and front-line office work in white collar jobs. They are often very satisfied with all aspects of their job, working in positions that offer a lot to their employees. They are less likely to be looking for a new job, likely because of this.

More than half work from home, with a number working entirely from home, and almost all work in a job where WFH is possible. This is the group that is working from home a lot more since COVID-19.

They want remote work, flexible work schedules, and pay transparency. They would also like to either work from home or on hybrid schedules; very few want to go back to entirely in-person work. They don't feel that remote work is negatively impacting their ability to do their jobs.

They do not drive much because they are not commuting. They are also using public transit less frequently than others. They like avoiding congestion and saving money.

They are among the more educated and better paid. They are a little older and the whitest segment.

Frustrated Flex Seekers (3% of the population; See Chart A)

Employed full-time and predominantly working Monday to Friday, Frustrated Flex Seekers are made up of those working in middle and upper management white collar jobs. Somewhat unhappy with their jobs, they work either in-person or hybrid, even though almost all have jobs that can be worked from home. Their employers offer some perks, and while it is not as many as some it is still more than other segments. What they feel they lack is much control over their jobs. This is making them consider wanting to leave their jobs. What they are looking for is remote work, flexible work schedules, and pay transparency.

Interestingly, a number work jobs that do provide flexibility and they can decide when they work from home versus working onsite, despite their dissatisfaction with the level of flexibility they have. They may feel compelled to work onsite more than they deem necessary. This is the group whose work status has changed the most since the beginning of the pandemic, and the only group that has a notable portion working in-person more than in the past. Their ideal work environment is hybrid, meaning they are simply seeking more opportunities to work from home. However, they think, if anything, they may have to come into work even more in the future.

They are also facing some trouble when WFH, be it distractions, falling behind on work, having trouble leaving the house, or feeling out of the loop.

They are the segment who is traveling the most for personal reasons. They are educated, somewhat higher income, probably in their 30's, and the most likely to have children living at home.

Resilient Essential Workers (18% of the population; See Chart A)

Resilient Essential Workers represent a mix of part time and full time workers who work both during the week and some on weekends doing customer service or manual labor for a wide mix of employers. These are the in-person essential workers who continued to work during COVID. They work in-person in:

- Education
- Retail
- Food service
- Healthcare, and
- Industrial work.

Not necessarily satisfied with their jobs, jobs do not offer many perks, particularly a lack of remote work options. Some are considering seeking other employment. They would like some hybrid work opportunities though they either do not see that changing where they currently are, or if it does, to even more in-person work.

However, those who do WFH struggle the most with it, feeling distracted, having trouble with WFH software, and feeling out of the loop.

They use a mix of transportation, including public transportation. They also travel a lot to visit family & friends. While everyone else's #1 priority is reducing congestion, Resilient Essential Workers have a wide mix of transportation priorities.

This is the least educated and lowest income segment, they are a little more likely than others to live alone. They are also less likely than others to own their home or their own vehicle, though many still do have cars. This is the youngest group, with more than four in ten being 18 to 34 and are by far the most likely to be people of color.

Grounded Workplace Leaders (8% of the population; See Chart A)

Many Grounded Workplace Leaders work in-person full time in a range of industries either in middle or upper management, or customer service, including jobs that may require them to work somewhere other than the same place every day. Happy with their jobs as these jobs offer opportunities for decision making, internal and external education, and employee recognition. What it does not necessarily offer are flexible schedules or remote work, though many are okay with that. The majority of Grounded Workplace Leaders saw no change in their work status since before COVID-19 and have continued to work in-person full time. Those who do work from home struggle a bit with being distracted, feeling out of the loop, and having trouble leaving the house. With this, some may be considering looking for another job.

This is the segment that drives the most, and rarely travel to another workplace one or more times a week. This is the oldest group, with more than half being 55 or older. They also tend to be of a somewhat higher income even though they have moderate levels of education.

Flexible Free Spirits (24% of the population; See Chart A)

Many Flexible Free Spirits work part time, often in-person though occasionally at home, for small companies. They work a lot on weekends in customer service, research, or other jobs for a wide mix of industries. Many are self-employed. They are very satisfied with their jobs, and even though many of these jobs do not offer many perks they do provide flexibility.

They do a lot with their free time, though they do not travel much.

Flexible Free Spirits are largely made up of older, middle income, empty nesters, and are not necessarily well educated. They skew towards white/Caucasian, although about one-third of them are black or African American.

Flexible Free Spirits are also the largest of the seven segments.

Hybrid Harmony Achievers (21% of the population; See Chart A)

Hybrid Harmony Achievers work full time, normally Monday through Friday, doing office work or health care, often in middle or upper management. Virtually all members of this segment work jobs that can be done from home, which they feel comfortable doing, and many work jobs with flexibility where they can decide when to work in-person versus remotely. They work hybrid jobs, which is what they want, and they are working from home much more now than they did prior to the pandemic. They do not drive a lot because they do not commute a lot.

They are very satisfied and stable in their jobs, jobs that offer lots of perks. They are looking for remote/flexible work options, pay transparency, and rewards for new ideas and solutions. They generally expect things to stay the same, not expecting any changes in their company's work from home plans.

This is a well-educated, higher income group. They also tend to be a bit younger and are likely to be Hispanic or White, non-Hispanic.

Restless Job Seekers (10% of the population; See Chart A)

Many Restless Job Seekers work in-person full time, with a fair amount of weekend work, doing customer service and manual labor jobs in healthcare, industrial work, and education. They are not at all happy with their jobs, which offer little in the way of flexibility or other perks. So, not surprisingly, they are likely looking for other work.

What they want are remote work options and flexible schedules as well as pay transparency. Their ideal work environment is either in-person or hybrid. They work mostly in-person though their ideal is a mix of in person and hybrid, which could in part be because they work jobs they know cannot be done entirely remotely. When they do work remotely, they often take advantage of that to do a number of things, particularly spending time with family & friends.

Note that those who do work remotely may struggle a bit with being distracted, having trouble leaving the house, and falling behind on their work.

This segment is middle income and not necessarily well educated. This group is younger (36% are 18 to 34) and represent a mix of races and ethnicities.

Study Overview

Study Background

In November 2023, the Baltimore Metropolitan Council (BMC) sought to conduct a project to examine employer and employee behaviors and expectations regarding their current work situation, commutes, work-from-home policies, and to observe changing trends related to work-from-home, commercial real estate markets and home location choice decisions. This project would result in a final report regarding these provided to the Cooperative Forecasting Group composed of local jurisdictions that prepare the population, household, and total employment forecasts for the Baltimore region, consisting of Baltimore County, Baltimore City, Anne Arundel County, Howard County, Harford County, Carroll County, and Queen Anne's County. This report would provide insights and guidance on post-pandemic travel and work behaviors, and market impact on work trips, employment sites, and residential locations in the short and long term. This study was conducted in two phases. Phase 1 consisted of a survey of employers and employees, conducted in the spring of 2024. The following report covers the methodology, fielding, and findings of these surveys.

Purpose and Methodology

The BMC commissioned AECOM and WBA Research to conduct a survey on post-pandemic trends for employees and employers regarding commuter travel, work satisfaction, and work-from-home trends, policies, and preferences both currently and moving forward. Additionally, descriptive information about company and employee demographics were also collected. The survey consisted of single select, multiple choice, range, mapping, preference, and rating scale questions. The full survey documents with all questions can be found in the Appendix, under Employee Survey and Employer Survey. The employee survey was conducted from February 19th to March 18th, and the employer survey was conducted from January 30th to April 20th.

Employee

To collect this data, two surveys were created. The first was for employees, which took about 15 minutes to complete. This survey covered employment status, employment details such as hours worked, industry, and work type, satisfaction and benefits, details on hybrid work or teleworking, commuting, and general travel. The full survey can be found in the Appendix.

An Address-Based Sample (ABS) was pulled for the Baltimore metropolitan region by ZIP code, targeting the following counties, with a total of 75,000 households randomly selected:

- Anne Arundel County
- Baltimore City
- Baltimore County
- Harford County
- Howard County
- Carroll County
- Queen Anne's County

Following the pull of the ABS, an invitation letter with a link to an online survey was sent to each household. In order to keep the link from being shared with households outside the sample, the survey required a unique ID to begin the survey. Two IDs were provided per household to encourage a larger sample size by allowing multiple-income households to have up to two workers participate. After a short period of time, any household that had not responded to the survey was run through a telematching service to identify the related phone number, and a telephone follow-up was conducted to complete the survey by phone.

Returns and phone completes were monitored during the fielding period of February 19th, to April 10th. On March 6th, it was determined that additional sample would be needed to target certain counties. A supplemental online panel survey was set up, and additional participants were recruited with the assistance of SDR Consulting. Additional questions were added to screen participants to ensure they met the same geographic criteria as those in the initial ABS fielding. In total, 860 surveys were completed through ABS (online or CATI), and 770 surveys were completed through an online panel.

Below is a breakout of responses by county.

Table 1: Employee County

Employee County	TOTAL
Baltimore	533
Baltimore City	433
Anne Arundel	237
Howard	186
Harford	131
Carroll	91
Queen Anne's	19
Total Answering	1,630

Once fielding was completed, an expansion weight was created to align the sample with the current demographic Census counts of the surveyed region. A more detailed account of the weighting process is outlined in the Appendix.

Lastly, a segmentation analysis was run to identify segments within the surveyed population based on several variables - behavioral and demographic. After several iterations of segmentation, seven segments were finally determined. More information on those can be found in the segmentation section later in this report.

Employer

The second survey was for employers. A shorter survey was necessary in order to encourage responses from higher-level executives at companies in the BMC area, and was estimated to take about 8-10 minutes to complete. This covered some of the same items as Employee survey while also adding a few employer-specific items, such as current and ongoing plans regarding work-from-home versus in-office work. The full survey can be found in the Appendix.

To sample businesses, the Baltimore Metropolitan Council reached out to several organizations and committees to gather a list of possible respondents and their contact information as well as to have the organizations push out the survey, providing a link and QR code to potential respondents.

To help support this effort, WBA Research crafted a set of PowerPoint slides for BMC explaining the survey effort and the benefits of this research to encourage businesses to participate. This was shared with the companies above to help their outreach and collect contact information for higher-level executives knowledgeable enough to be able to answer the questions in the survey.

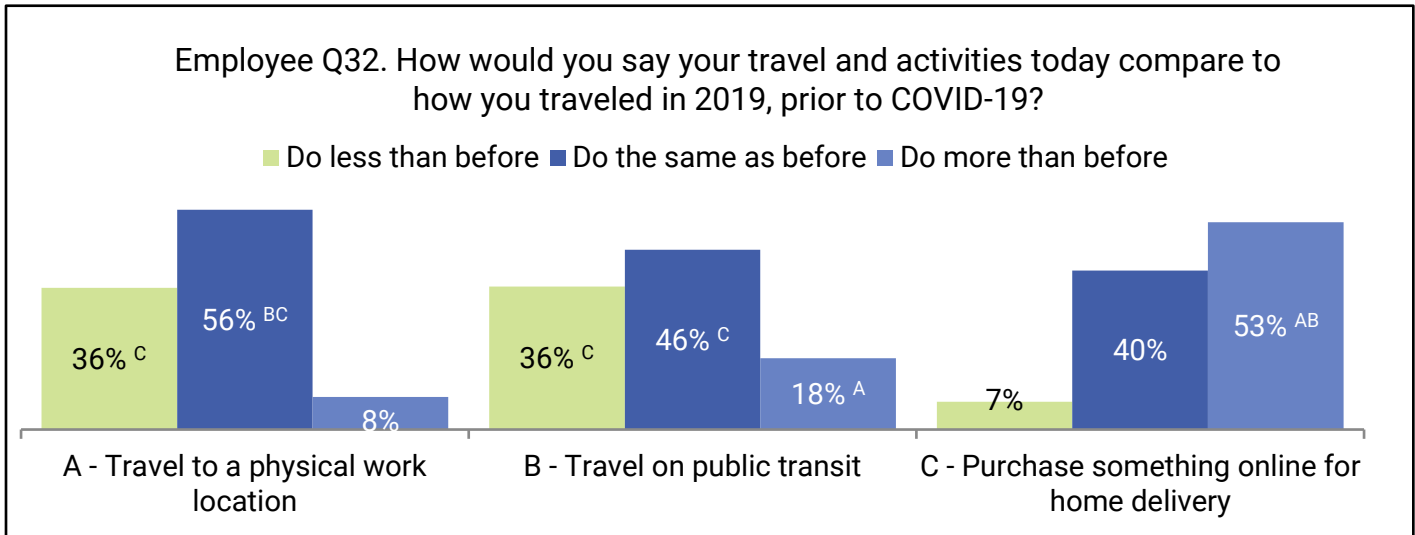
When contact information was sent to WBA, an email with the survey link was sent to the potential respondent and/or a trained telephone interviewer called the respondent and conducted the survey through computer-assisted telephone interviewing (CATI).

Overall, 77 employers were surveyed. While this is not enough to apply weighting, their data are valuable for comparing what companies are currently thinking regarding the future of remote, hybrid, and in-person work against what employees want from the companies they work for. Where appropriate, data has been compared between employer and employee, but caution should be taken when interpreting this data, as an employer's decisions impact multiple employees.

Interpreting This Report

The following report covers the results of the Employee and Employer survey. For Employees, results are shown in total, split by counties, and by other categories as appropriate (e.g., demographic or satisfaction). **Statistical significance at the 95% confidence level is shown with the use of letters**, where the statistically greater percentage has the letter corresponding to the lower category following it. As an example, in the chart below, 56% of respondents reported that they travel to a physical work location at the same rate they did before the pandemic. That is significantly greater than the proportion of those who said that they would travel on public transit at the same frequency (46% or purchase something online for home delivery the same amount (40%) and is denoted by the "BC" referring to groups "B" and "C" in the chart.

Chart 4: Employee Q32



List of Common Acronyms

- BMC – Baltimore Metropolitan Council
- AECOM – Architecture, Engineering, Construction, Operations, and Management
- WBA Research – Widener-Burrows & Associates Research
- ABS – Address-based sample
- SDR Consulting – Safietou D. Russel Consulting
- CATI – Computer-assisted telephone interviewing
- WFH – Work-from-home

Detailed Findings

Overview

Generally, employees worked between 30-50 hours each week doing a variety of labor, office work of some form making up a slight majority, with customer or client services, and manual labor also being common. Generally, employees were satisfied with most aspects of their job, though having low satisfaction with their company’s current WFH/remote work situation (57% satisfied). Almost one-half still work entirely in-person (46%) (See Chart 1), but only a quarter stated that their work had to be done in-person (24% saying none of their job could be done remotely) (See Chart 2), representing a possibility to shift further into hybrid and remote work.

Additionally, employees were evenly divided regarding what their ideal work environment would be, with about one-fifth each stating all in-person, mostly in-person, equal split, mostly remote, or all remote (See Chart 8). Employers whose employees currently work all in-person were also asked what percentage of their employees could work from home if the proper technology and systems were in place – the majority (63%) said none of their employees could even potentially work from home (See Chart 19).

Chart 1: Employee Q15/Employer Q4

Employee Q15/Employer Q4. Which of the following best describes your current work environment/the current work environment for your company?

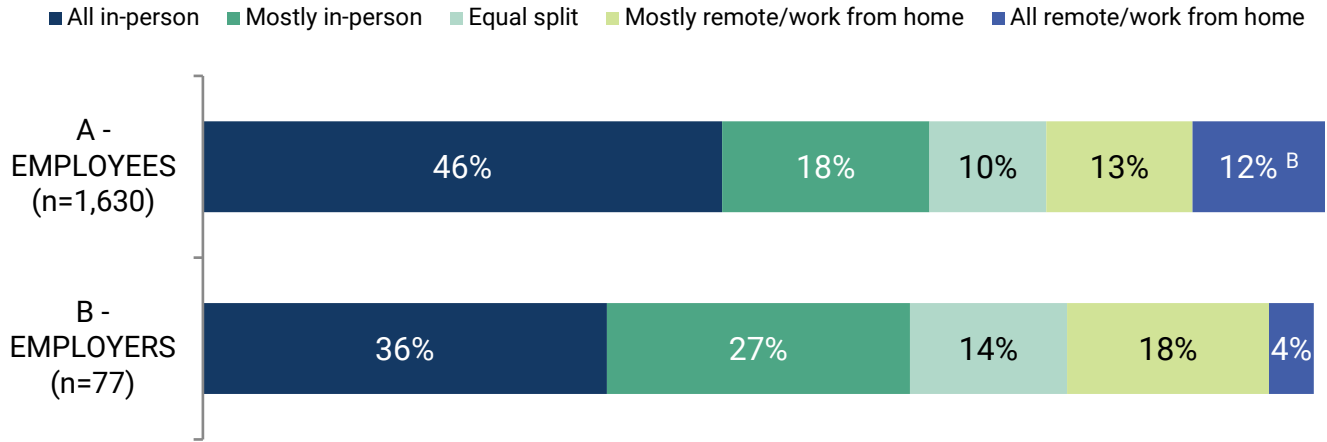
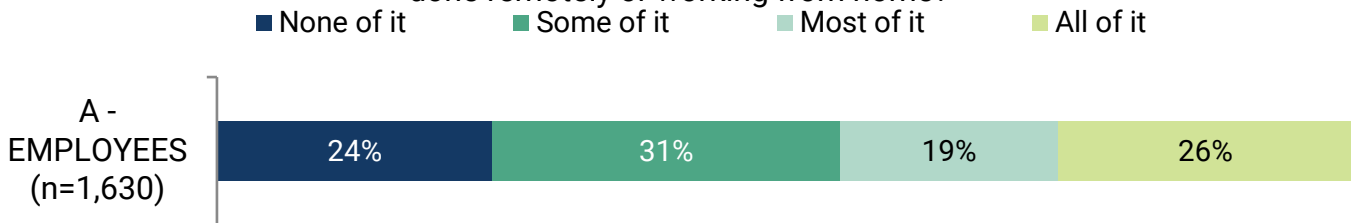


Chart 2: Employee Q16

Employee Q16. Thinking about your position, how much of your job could be done remotely or working from home?



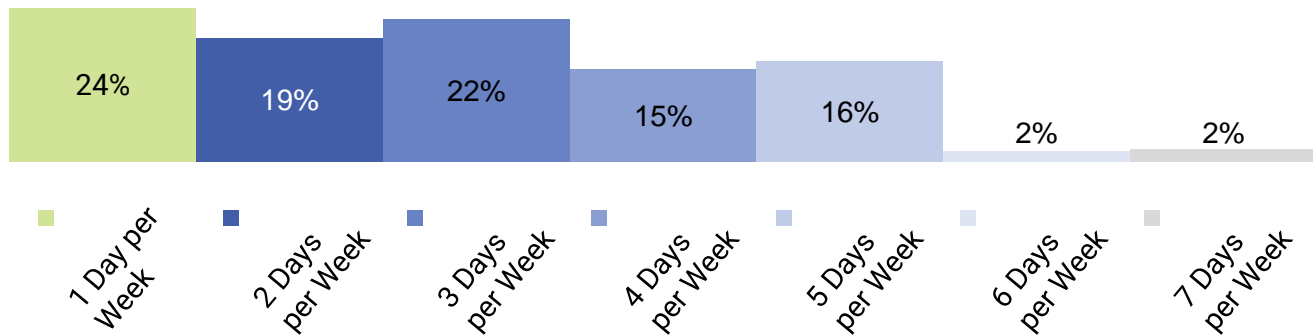
Common employee benefits included flexible work schedule options, opportunities to give and receive performance feedback, and opportunities to be involved in goal setting and problem solving. When asked what they would like their employers to offer more of moving forward, more flexibility was top of the list (39%), along with remote work options (36%) and pay transparency (30%), and was similar across industries (See Table 12). The last of these, pay transparency, had the biggest discrepancy between what employees in the survey are seeking versus what employers stated they were currently offering.

While seeking more flexibility, slightly more than half of employees said they have enough flexibility to maintain a work-life balance or that they have control over when, where, and how they work (See Chart 8). With that, about three in ten stated they had considered changing jobs in the last year (28%) and/or have explored other possible jobs (30%) (See Chart 8).

For hybrid employees, the number of days in office varied, with 1-3 days being the largest proportion (66%) (See Chart 3), and half of these employees worked a fixed hybrid schedule that they were able to select (51%) (See Chart 11).

Chart 3: Employee Q27

Employee Q27. What days of the week do you typically work on-site/in-person?
(Those who are hybrid, n=727)



When comparing workspaces and behaviors to pre-COVID times, the majority stated that their behaviors remained the same. However, one-third reported traveling to a physical work location or using public transit less frequently than before (Chart 4). Of those, 75% believe their changes in commuting to a physical location are permanent, while their predictions for future public transit use were split, with 45% considering the change temporary and 55% viewing it as permanent (See Chart 15).

When commuting prior to COVID, the majority drove a personal vehicle, with half driving 5 days per week (45%) (See Chart 22). While other modes of transportation did not shift greatly after COVID, only three in ten (31%) said they now drive 5 days a week, representing a change of traveling roughly .31 days less per week, on average (See Chart 23). Nonetheless, driving is still the primary mode of commuting, with 73% of all those employed commuting at least once per week.

Roughly six in ten employees travel to places other than their primary place of employment for work at least occasionally (56%), with one in four doing so once a month (26%) and one in ten at least once a week (11%) (See Table 17). The majority of these are to places within the Baltimore region (62%) (See Table 18). This was significantly more common for upper management employees compared to other types of work.

One of the key items of working from home is avoiding the commute – unsurprisingly, then, the majority of hybrid and remote workers (94%) stated that they at least sometimes take advantage of avoiding long commutes by working from home (See Chart 24A). Other benefits included saving money on long commutes (92% at least sometimes) and other work expenses (90% at least sometimes), as well as being able to spend more time with family and friends (86%) and being able to travel and work remotely anywhere (77%) (See Chart 24A). Looking at the future of commuting and transportation, employees largely wanted to further reduce congestion as their primary goal (40%) (See Table 27).

Employer perception of hybrid and remote benefits generally lined up with employee perceptions, with avoiding congestion being the benefit employers thought most influenced an employee’s decision to work from home by a wide margin.

Employers were asked if they had remote workers from outside of the Baltimore area, and whether they would hire a new employee outside of the Baltimore area who would work remotely and under what conditions. Half of surveyed employers do have out-of-Baltimore remote workers, and almost half (45%) of employers said they would be willing to hire employees outside of the Baltimore metropolitan region, regardless of whether they were willing to relocate (See Table 23).

For the future, employees generally think that their work from home plans are set (45%), although two in ten think employers will bring them into the office more frequently (21%) and almost a quarter are unsure of how things will change in the next six months to a year (23%) (See Chart 25). However, most employers surveyed (89%) largely think that work from home plans will stay the same, settling into the “New Normal” (See Table 26).

However, shifts may still occur, and employers were asked to consider what the challenges would be in terms of moving more fully to entirely remote or increased work-from-home hybrid work. The biggest challenge companies expect with these shifts is continuing to maintain a team environment (51%) (See Table 29). Employers who offer at least some level of remote work, however, have some requirements that may help to mitigate these challenges – for example, required in-person meetings (49%), requiring prompt responses to meeting and discussion requests (49%), and for hybrid workers, specific schedules of days worked in-person (45%) (See Table 30). Employers who offer any form of remote or hybrid work tended to feel that having WFH options has helped them in hiring new employees (55%) and improved productivity (41%) (See Chart 26). Conversely, employers who are entirely in-person believe that hybrid or fully remote work could harm productivity (See Chart 26). With the rise in remote work, there is a double-edged factor – 42% of employers agreed that remote work increased the potential employees that their company could hire (See Chart 27). However, companies outside of the Baltimore region can do the same, increasing competition for employees, a statement 56% of employers agreed with (See Chart 27).

Overall, the status of remote, hybrid, and in-person policies seem to have settled into a standard for most companies. However, there is the possibility for an increase in hybrid workers, further decreases in congestion, and an increase in benefits for both employers and employees, so long as key concerns can be addressed.

Employee Demographics

The following charts and tables show the demographics of the employees who participated in this research effort.

In terms of education, six in ten participants had a bachelor’s degree or more, with that split between a bachelor’s degree (26%) or a graduate degree (29%) (See Table 2). About two thirds of the participants came from a no-children household (64%), with the next largest proportion made up of two parent households (24%) (See Table 3).

Table 2: Employee Q55

Employee Q55. What is the highest level of education you have completed? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1620
Less than high school (including current high school student or below)	2%
High school diploma or GED	13%
Some college	16%
Associate's or technical school degree	9%
Bachelor's or undergraduate degree	26%
Some graduate school	5%
Graduate or professional degree	29%
Net: Bachelor's degree or more	60%

Table 4: Employee Q56

Employee Q56. How much did all members of your household earn in income last year? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1519
Less than \$26,500	10%
\$26,500 to less than \$50,000	14%
\$50,000 to less than \$100,000	26%
\$100,000 to less than \$150,000	19%
\$150,000 or more	31%
MEAN	\$177.51 K
MEDIAN	\$99.87 K

Table 3: Employee Q57

Employee Q57. Including yourself, how many people from each age category live in your household? Combo Table Base = Those Answering	TOTAL
UNWEIGHTED BASE	1532
No Children	64%
Single Parent	6%
Two Parent Household	24%
Other	6%

Table 5: Employee Q62

Employee Q62. How many working cars, motorcycles, or motorized, road-appropriate vehicles do you have access to in your household? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1568
0	5%
1-2	72%
3-4	20%
5 or more	3%

Table 6: Employee Q63

Employee Q63. How many people in your household drive? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1519
1+	97%
Mean	1.86

Table 7: Employee Q64

Employee Q64. Which best describes the building where you live? Base = Those Answering	TOTAL (n=1,576)
One-family house detached from any other house	52%
One-family house attached to one or more houses (e.g., row house or townhouse)	27%
Multi-family building with shared common facilities (e.g., apartment complex)	19%
Mobile home	1%
Boat, recreational vehicle (RV)/Motorhome, van, etc.	<1%

Table 8: Employee Q16

Employee Q66. What is your age? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1587
18 to 24 (21.0)	8%
25 to 34 (29.5)	19%
35 to 44 (39.5)	17%
45 to 54 (49.5)	16%
55 to 64 (59.5)	28%
65 to 74 (69.5)	10%
75 or older (80.0)	2%
Net: 65+	12%
MEAN	47.03

Table 9: Employee Q67

Employee Q67. Which of the following best describes your gender identity? Base = Those Answering	TOTAL
UNWEIGHTED BASE	1585
Male	44%
Female	55%
Non-binary	1%
Multiple Genders/Another Identity	<1%

Table 10: Employee Q68/Q69

Employee Q68/Q69. Race/Ethnicity Base = Those Answering	TOTAL
UNWEIGHTED BASE	1537
White/Caucasian only	59%
Black/African American only	27%
Hispanic/Latino	6%
Asian only	4%
Multiracial	3%
Native American only	1%
Middle Eastern only	0%
Pacific Islander only	0%
Other	0%
Net: People of Color	41%

Current Employment

Employees were asked how many hours they typically worked in a week. Unsurprisingly, between all jobs, the majority of surveyed residents of the Baltimore metropolitan area tended to work between 31-50 hours (39% 31-40 hours, 33% 41-50 hours), with only one in twenty working for ten or fewer hours (5%) (See Chart 4). Employees who self-reported as working full-time said they worked 31-40 hours (45%), 41-50 hours (40%) or 51 or more hours (10%). Those identified as working part-time said they mostly worked 21-30 hours (37%) or 11-20 hours (30%). Those surveyed provided a variety of labor, with customer service representing about one-fourth of the surveyed population (28%) (See Chart 6). Differing kinds of office work had a similar split, with 21% reporting that their work is mid-level office work, 17% reporting their work is high level office work, and 16% reporting that they are front-line office workers (See Chart 6). Only 12% reported that their work was manual labor (See Chart 6). The majority of respondents reported that they had only one job (81%) although a small percent reported having four or more part-time jobs (2%) (See Chart 5).

From there, respondents were then asked to answer subsequent questions based upon the job where they worked the most hours.

About six in ten employees were satisfied with their job overall (64% rating satisfaction as an 8-10), and only 6% were dissatisfied (rating job satisfaction 0-3) (See Chart 7). This proportion was similar across aspects of their jobs, such as the company's work schedule (67% rating 8-10), the resources and accommodations in place to promote accessibility (62%), the amount of control they have over how, when, and where they work (61%), and their company's current work-from-home / remote work situation (57%) (See Chart 7). It is worth noting that the final attribute, the work-from-home / remote work situation had the lowest satisfaction and the greatest proportion of employees who said they were dissatisfied (17%) (See Chart 7).

- *Satisfaction with work schedule and flexibility did not vary substantially by gender identity or presence of children in the household.*

*Of the variables measured in the survey, the resources and accommodations in place to promote accessibility, their work schedule, and the control employees have over how, when, and where they **do** their work have the greatest impact on their overall satisfaction (See Table 10A).*

Table 10A: Impact on Overall Job Satisfaction

Impact on Overall Job Satisfaction	
Resources and accommodations in place to promote accessibility	27%
Work schedule (e.g., number of hours worked, flexible scheduling options offered, etc.)	25%
Amount of control over how, when, and where you do your work	24%
Company's current work-from home/remote work situation	15%
Control over when, where, and how I work	4%
Having enough flexibility at work to be able to keep work life and personal life in balance	4%

Chart 4: Employee Q2

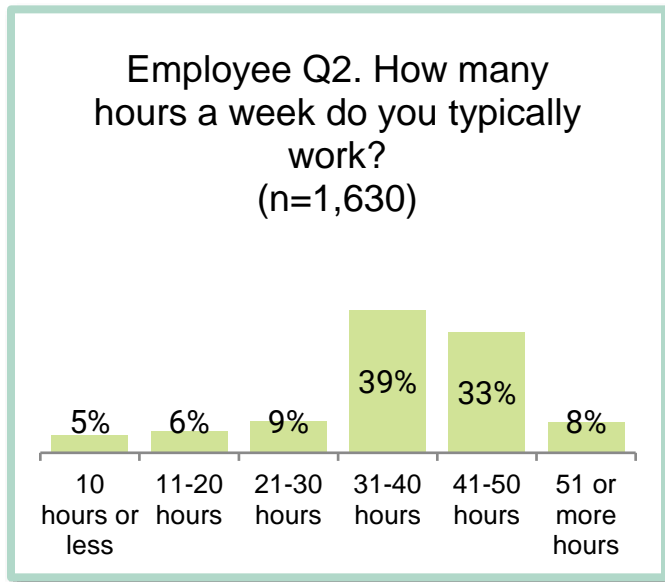


Chart 5: Employee Q1

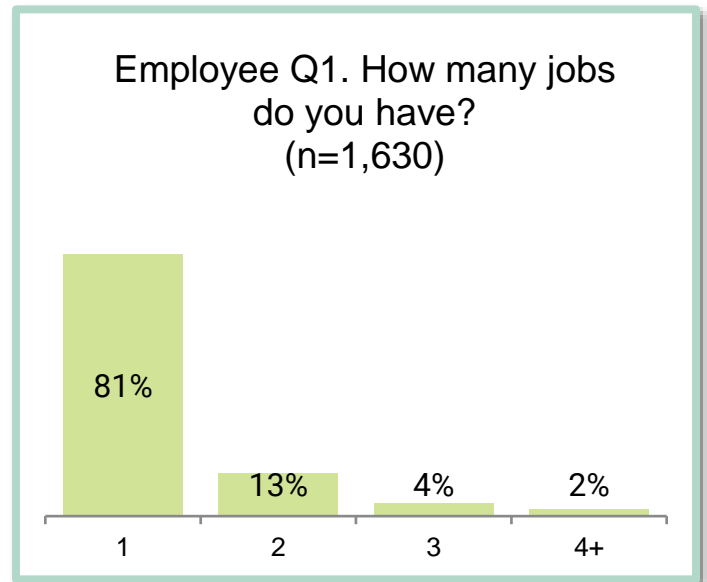


Chart 6: Employee Q3

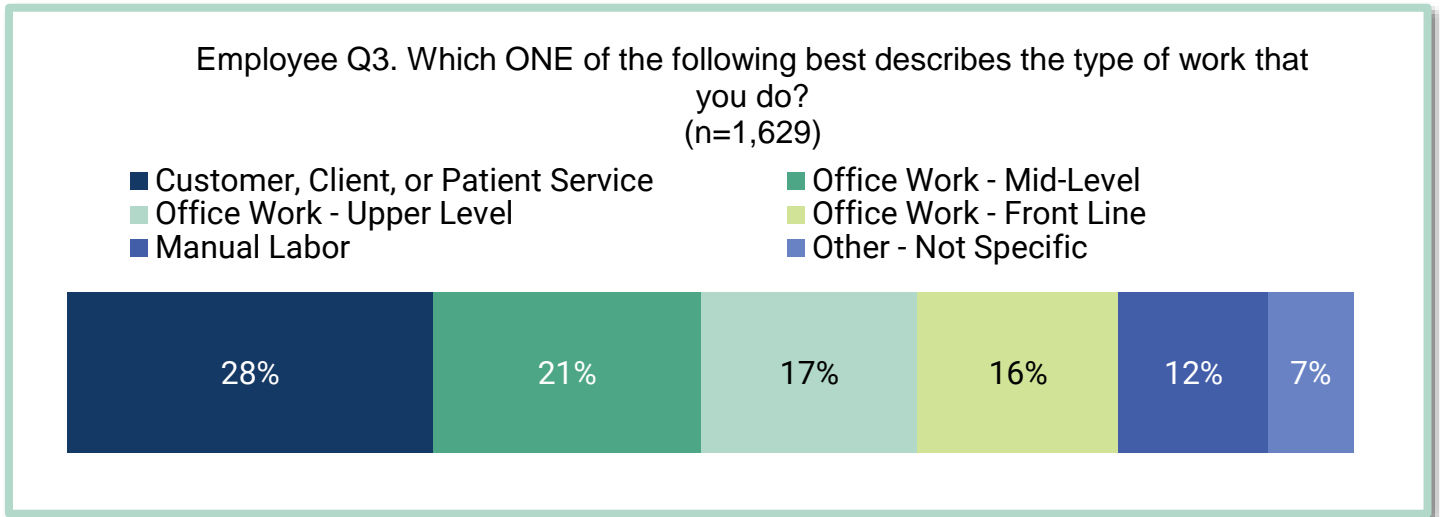
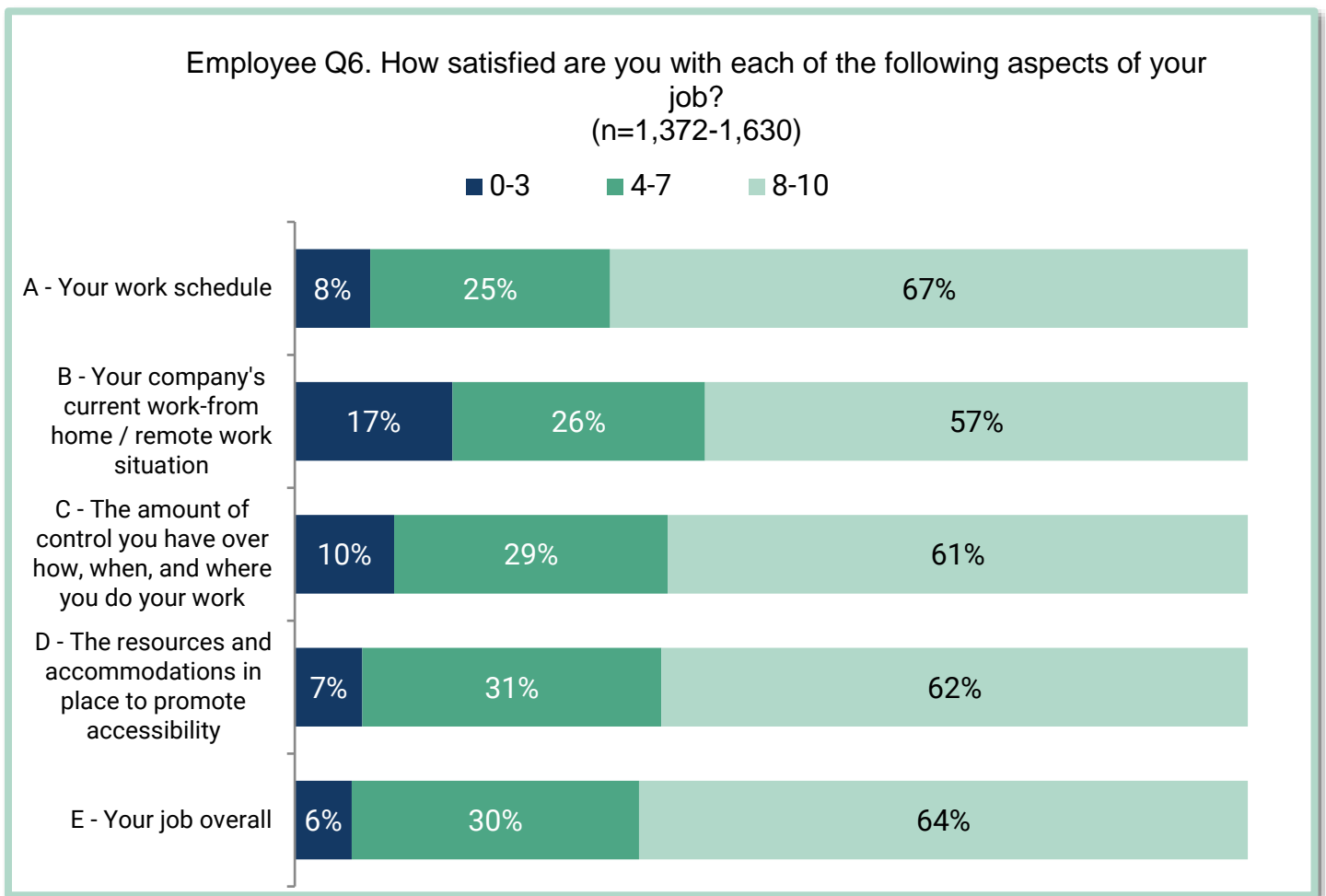


Chart 7: Employee Q6



Work-From-Home and Commuting

Remote Vs In-Office Work Arrangements

Almost one-half of employees said they work entirely in-person (46%), while about one in ten (12%) said they worked fully remote (See Chart 8). The remaining 41% had some level of flexibility, ranging from mostly in person (18%), equally split between the two (10%), to mostly remote or work from home (13%) (See Chart 8).

- This means that 65% of employees are either working entirely or primarily in person.
- Note that respondents each interpreted for themselves the extent to which they work in-person versus remotely. It is clear from the findings that respondents each interpreted this differently and therefore inconsistently from one another.

Of those who worked entirely from home, it was almost an even split on whether they had a physical workplace in the area available to them (54%) or not (46%). Overall, 95% of employees were employed by companies that had a physical work location in the area. Additionally, there is a fairly even split between jobs that can be done all remote (26%) and what cannot be done at home at all (24%) (See Chart 11). Of those who work entirely or mostly in the office, 10% say that all of their work could be done remotely, and another 14% say that most of it could be done remotely (See Chart 11). This suggests that there is the possibility for a shift for some work to move from all-in person to hybrid or full remote.

Chart 8: Employee Q15

Employee Q15. Which of the following best describes your current work environment?

- All in-person (n=1,630)
- Mostly in-person
- Equal split between in-person and remote/work from home
- Mostly remote/work from home

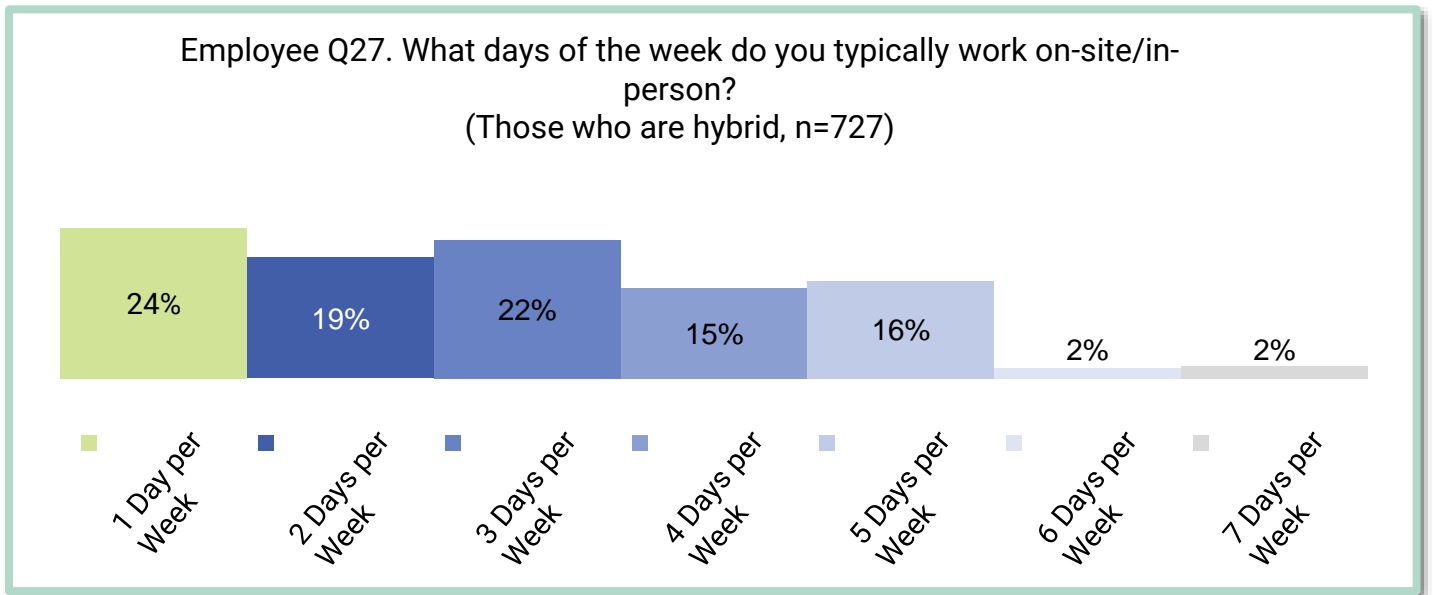


Typically, the majority of employees worked 5 days a week (66%), with another 14% working 6 or 7 days a week. When looking at how frequently they worked on-site or in person, 16% reported working in-person 5 days a week while another 4% reported working in-person 6 or 7 days a week, meaning that **one in five of those who work at least occasionally from home still typically go into their brick-and-mortar workplace 5 or more days a week** (See Chart 9).

Unsurprisingly, those who worked all or mostly in-person had a much lower proportion only working 1 day a week in office compared to hybrid workers (7% compared to 37%) and 2 days a week (7% compared to 30%), and a much higher proportion for 3 or more days per week (86% compared to

33%). For the typical hybrid worker, then, almost four in ten only work in the office 1 day a week, followed by three in ten working 2 days in the office each week.

Chart 9: Employee Q27



Of those who work a hybrid schedule, one-half (51%) work a flexible hybrid schedule (i.e., changing from week to week) that they select, while about four in ten (38%) work a fixed hybrid schedule (i.e., unchanging from week to week), and one in ten (11%) work a flexible hybrid schedule that they are assigned (See Chart 10). For hybrid workers, flexibility is more the norm than assigned or fixed schedules.

The majority of those working a hybrid schedule also have a designated home office space that is not shared (53%), or a designated shared office space (13%), while only about three in ten (29%) operate in their home in a general area (See Table 11). This suggests that hybrid workers have adapted their personal space to working from home and are well prepared for a potential shift to fully remote if need be.

Very few (4%) employees work from a place other than home while working remotely (See Table 11).

Chart 10: Employee Q28

Employee Q28. Do you work a fixed hybrid schedule (i.e., the same days each week), or does it change?
(Those who are hybrid, n=727)

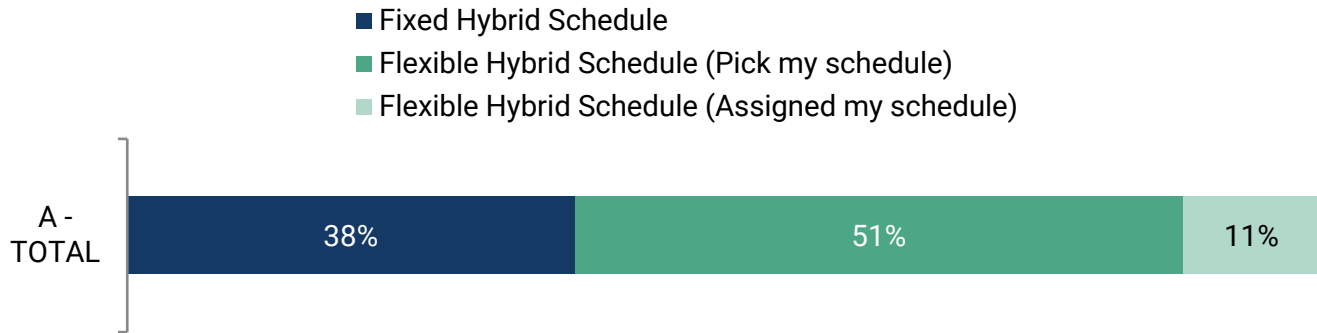
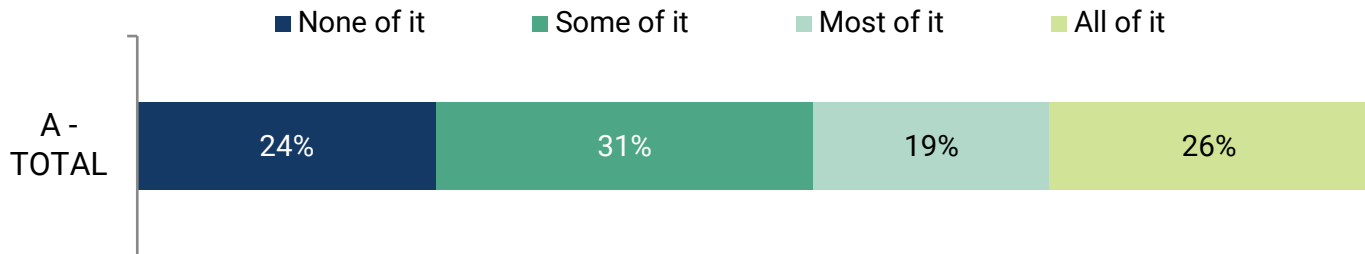


Table 11: Employee Q29

Employee Q29. When you work remotely, where do you typically work? Base = Those Who Work a Hybrid Schedule and Answering	TOTAL (n=714)
From home, in a designated office space you do not share	53%
From home, in a designated office space you share	13%
From home, in a general area	29%
From a remote shared workspace that is not your main office	3%
From a remote location due to travel (hotel, remote office in another city, etc.)	1%
Other	1%
Net: From home	95%
Net: Not at home	4%

Chart 11: Employee Q16

Employee Q16. Thinking about your position, how much of your job could be done remotely or working from home?
(n=1,630)



Employees were also asked about what benefits they are currently offered at their job, as well as what benefits they would like to see. More than one-half said they had flexible work schedule options (55%), opportunities to give and receive feedback on their performance (55%), opportunities to be involved in decision making, problem solving, and goal setting (51%), and access to internal education opportunities such as webinars, video trainings, etc. (51%) (See Table 12). Additionally, almost half (44%) reported that their employer offered remote work options (See Table 12).

They were then asked **what they would like employers to offer more of in the future**, regardless of whether they currently receive it. Answers varied a bit more here, with between three and four in ten stating they would like to have more flexible work schedule options (39%), remote work options (36%), and pay transparency (30%) (See Table 13). These proportions were similar across different industries (32%-44% for flexible work options, 20%-40% for remote work, and 19%-35% for pay transparency). In-person and historically lower paying jobs such as food service and retail often were the least likely to seek these benefits.

Currently, while most companies are offering opportunities to give and receive feedback (84%), work opportunities that encourage teamwork and collaboration (81%), flexible work schedule options, and predictable schedules (77% each), pay transparency is only offered by 40% of surveyed employers (See Table 14). While employers were not analyzed by industry due to their smaller response rate, there is a clear disconnect between what employees are asking for and what employers can offer.

Table 12: Employee Q7

Employee Q7. Which of the following does your employer offer to you? Base = Those Answering (Multiple Responses Accepted; Top Mentions)	TOTAL (n=1,630)
Flexible work schedule options	55%
Opportunities to give and receive feedback on your performance	55%
Opportunities to be involved in decision making, problem solving, and goal setting	51%
Internal education opportunities (e.g., webinars, video trainings, etc.)	51%
Predictable schedules	50%
Work opportunities that encourage teamwork and collaboration	50%
Remote work options	44%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	41%
Employee recognition initiatives	40%
Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)	38%
Rewards for generating new ideas or solutions	19%

Table 13: Employee Q14

Employee Q14. Which of the following would you most like to see employers offer you more of moving forward? Base = Those Answering (Top Mentions)	TOTAL (n=1,630)
Flexible work schedule options	39%
Remote work options	36%
Pay transparency (e.g., salary bands, predictable raises and/or promotions, etc.)	30%
Employee recognition initiatives	23%
Rewards for generating new ideas or solutions	22%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	19%

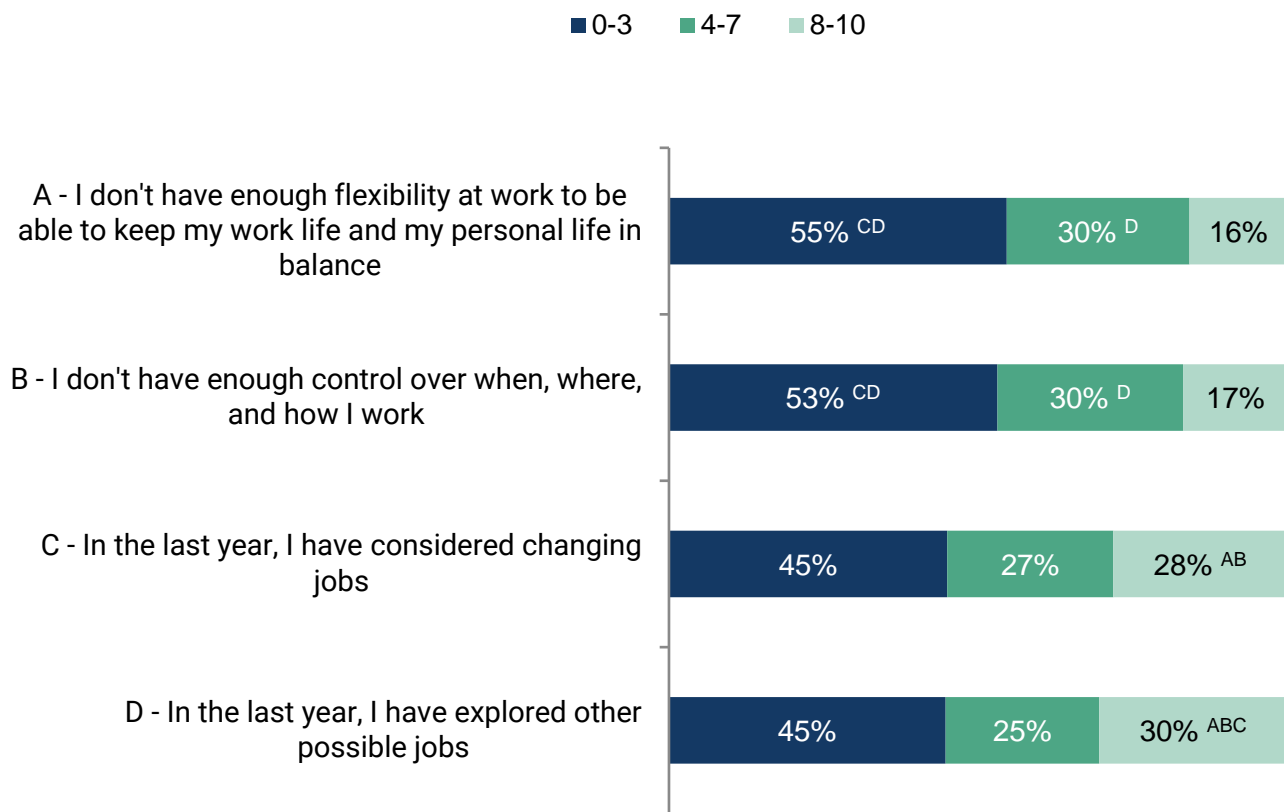
Table 14: Employee Q6

Employer Q6. Which of the following does your company currently offer employees? B = Those Answering (Top Mentions)	TOTAL (n=77)
Opportunities to give and receive feedback on their performance	84%
Work opportunities that encourage teamwork and collaboration	81%
Flexible work schedule options	77%
Predictable schedules	77%
Internal education opportunities (e.g., webinars, video trainings, etc.)	75%
Opportunities for some employees to be involved in decision making, problem solving, and goal setting	71%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	64%
Opportunities for all employees to be involved in decision making, problem solving, and goal setting	58%
Employee recognition initiatives	45%
Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)	40%
Rewards for generating new ideas or solutions	31%

Along with desiring more flexibility, when asked about how much they agreed or disagreed with the statement “I don’t have enough flexibility at work to be able to keep my work life and personal life in balance”, only 16% responded that they agreed (8-10 in a 0-10 scale), and only 17% agreed that they “didn’t have enough control over where, when, and how” they work. The majority of employees actually disagreed with those statements (55% and 53% rating 0-3, respectively). However, that has not stopped employees from considering changing jobs (28% have considered doing so in the past year) or actively exploring other possible jobs (30%) (See Chart 12).

Chart 12: Employee Q8

Employee Q8. How much do you agree or disagree with each of the following statements?
(n=1,629-1,630)

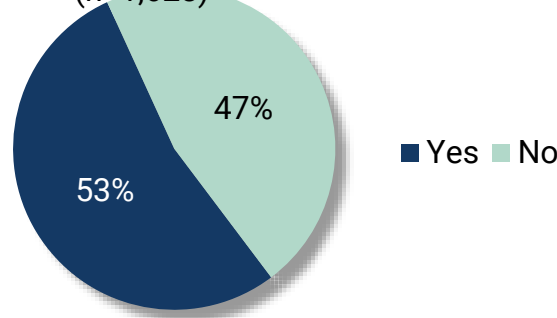


Employees were almost evenly split (53% yes, 47% no) on whether they were aware of their employer using technology to monitor them while they are working (See Chart 13).

Chart 13: Employee Q10

Employee Q10. As far as you're aware, does your employer use technology to monitor you while working?

(n=1,628)



As we saw before, almost half of all employees are currently working entirely in-person (46%), but only one in five (22%) consider it their ideal working environment. There was a fairly even split between the five **ideal work environments** (all in person, mostly in person, equal split, mostly remote, and all remote, each preferred by 17%-24% of the adult working population) (See Chart 14). By age, those 25-34 and 35-44 were significantly less likely to state their ideal arrangement was all in person (16% for both) compared to those 55-64 (26%) and 65+ (31%). Instead, younger groups tended to have greater proportions seeking some kind of hybrid setup. By gender, women were more likely to see completely remote work as ideal (20%) compared to men (13%) (see the Appendix for more details on Q21 by demographics).

Chart 14: Employee Q15/Q21, Current and Ideal

Employee Q15/Q21. Which of the following best describes your current/ideal work environment?
(n=1,628-1,630)

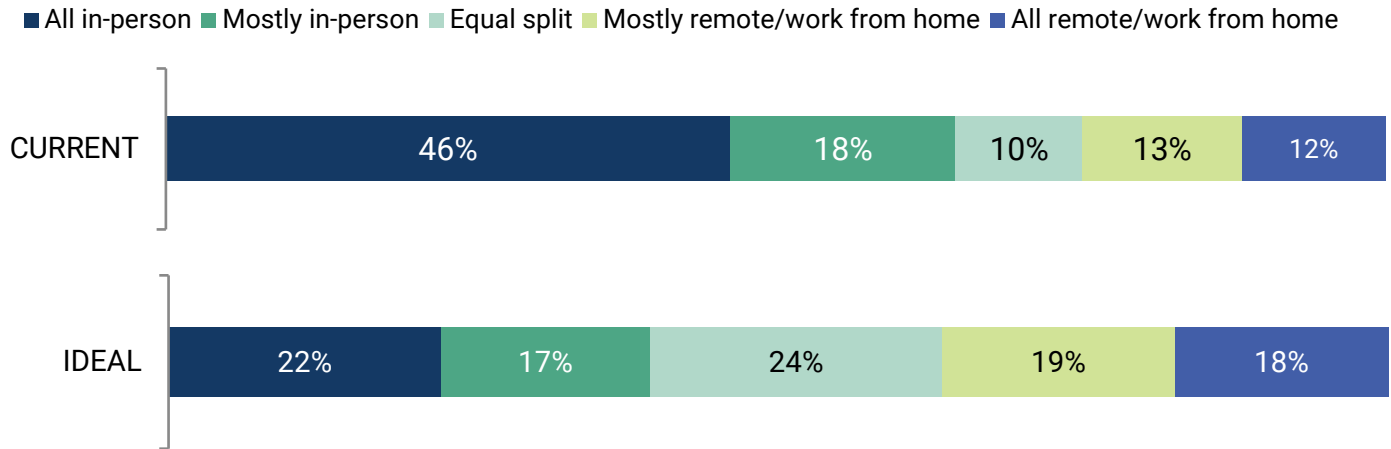


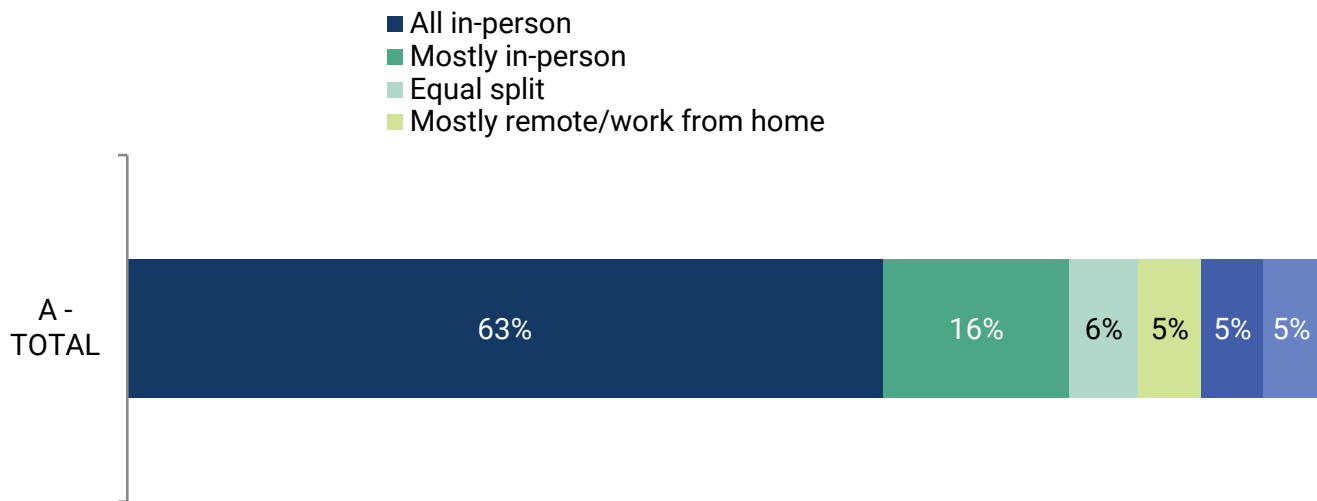
Table 15: Ideal Work Environment by Age

Employee Q21. Which of the following best describes your ideal work environment? Base = Those Answering	18-24 (n=94)	25-34 (n=252)	35-44 (n=439)	45-54 (n=339)	55-64 (n=317)	65 or older (n=145)
	(A)	(B)	(C)	(D)	(E)	(F)
All in-person	26%	16%	16%	21%	26% ^{BC}	31% ^{BCD}
Mostly in-person	20%	23% ^{CD}	12%	15%	17%	15%
Equal split	30%	26%	29% ^E	26%	19%	21%
Mostly remote/work from home	10%	16%	24% ^{AB}	19%	23% ^A	17%
All remote/work from home	14%	19%	19%	20%	15%	16%

Prior to the onset of COVID-19, almost two-thirds of employees were working completely in-person (63%), and only 5% were working fully remote (See Chart 15). This shift caused by COVID may in part have affected desired work environment preferences, and it is very clear that the current spectrum of work environments, from all in-person to entirely remote, better aligns with employee desires, and may be necessary, where possible, to attract and retain talent.

Chart 15: Employee Q17

Employee Q17. Which of the following best describes your work environment in 2019, prior to the onset of COVID-19?
(n=1,629)



Additionally, shifts from remote to hybrid scheduling due to COVID-19 had some impact on where people wanted to live – while about two-thirds of employees (67%) said that they had not relocated or considered relocating due to their change in schedule, from more in-person to less in person, one in ten relocated, or seriously considered relocating (9% for each). The remaining 15% only considered it as a possibility, though not with any serious consideration.

Unsurprisingly, one-third (36%) of employees traveled to a physical work location less frequently and/or traveled using public transit less frequently (See Chart 16). Also unsurprisingly, the majority of employees stated that they were purchasing something online for home delivery more than they did before (See Chart 16). These shifts represent a lighter load on local infrastructure and transit, as fewer vehicles travel on a regular basis, but does increase reliance on delivery services, which may or may not offset this lighter load depending on how efficiently delivery is conducted.

For traveling to a physical work location and purchasing something online for delivery, the majority of employees think these changes will be permanent (75% and 84%, respectively) (See Chart 16). However, regarding travelling on public transit, employees were more divided, with 45% saying they thought the change would be temporary and 55% saying they thought it would be permanent (See Chart 16A). This is a difficult line to draw, as COVID-19 has impacted transit agencies through lower ridership and a need to bring people back on board.

Chart 16: Employee Q32

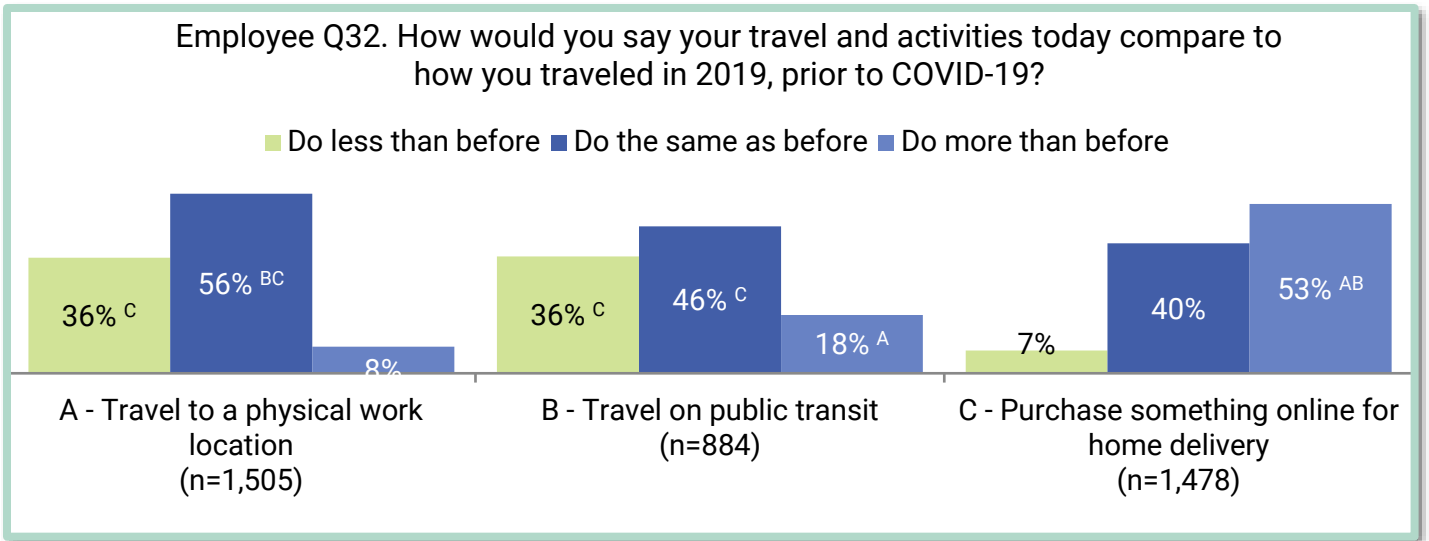
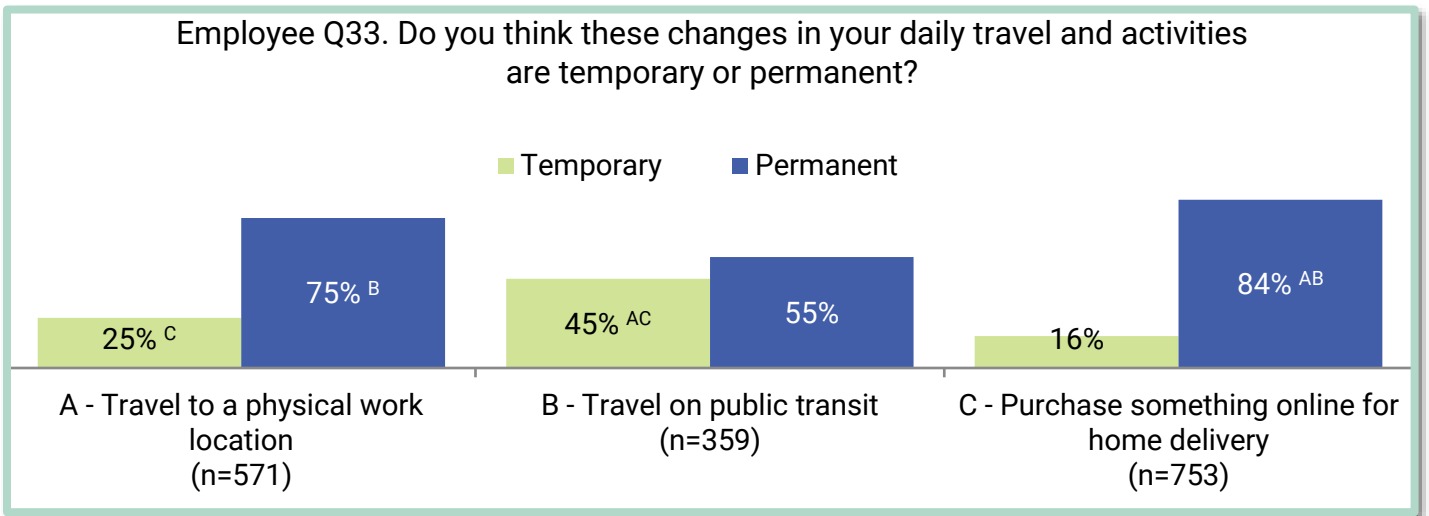


Chart 16A: Employee Q33



Aligning with the employee findings, employers surveyed in this study reported similar patterns of teleworking versus in-person work, with the greatest proportion reporting all in-person work (46% for employees compared to 36% for employers), followed by mostly in person (18% and 27% respectively), meaning that 65% of employees and 64% of employers report employees working entirely or mostly in person (See Chart 17). The remaining 34%-35% an equal split, mostly remote, or fully remote (See Chart 17).

Compared to employees, employers reported more frequently that their workplace was hybrid, (net 59% hybrid according to employers, compared to net 41% hybrid for employees) (See Chart 17). This seeming disconnect is not unexpected – an employer needing to look at a company as a whole will have all of the employees they represent, whereas each employee represents what they are – an individual employee.

Additionally, almost two-thirds of those employers who do have employees working fully in-office report that none of their employees could work remotely or from home (63%), meaning only 23% of employers have to have their employees working in-office full time (See Chart 19).

Chart 17: Employee Q15/Employer Q4

Employee Q15/Employer Q4. Which of the following best describes your current work environment/the current work environment for your company?

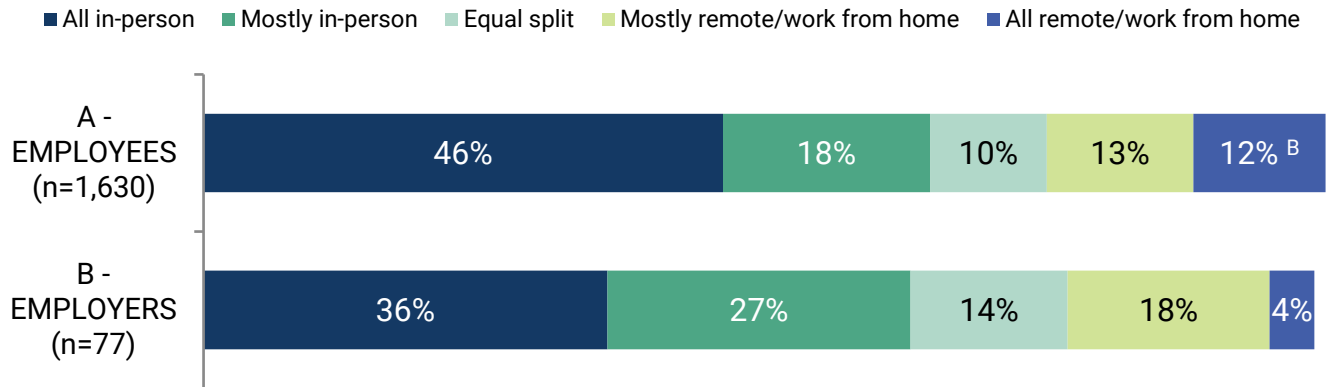


Chart 18: Employee Q16

Employee Q16. Thinking about your position, how much of your job could be done remotely or working from home?

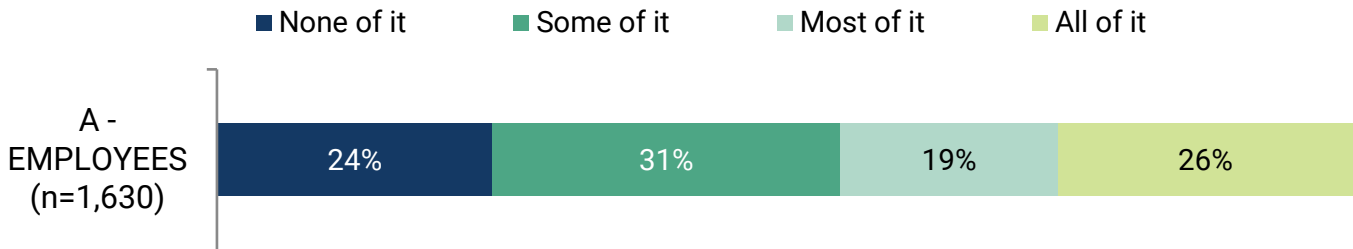
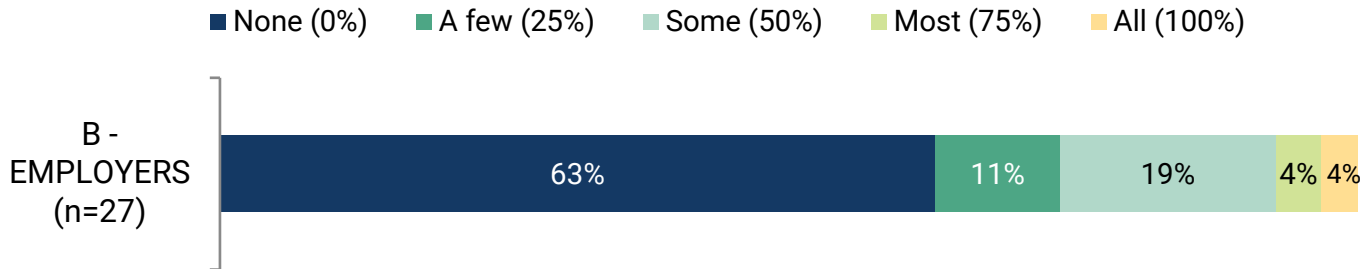


Chart 19: Employer Q4A

Employer Q4A. How many of your employees could potentially work remotely/from home if the right systems and technology was in place?



When looking at hybrid employees' schedule flexibility, the majority report having a flexible schedule, with only four in ten hybrid employees (38%) on a fixed hybrid schedule (See Chart 20). About three in ten employers who offer limited remote work (28%) report that their employees work on a set schedule, while about two in ten (17%) allow their employees to choose their days, but the majority (54%) of employers have a mix of set schedules or flexibility (See Chart 21). Overall, employers seem to allow a high degree of flexibility in terms of how they utilize remote workers and may have different expectations for different remote-employees within their company.

Chart 20: Employee Q28

Employee Q28. Do you work a fixed hybrid schedule (i.e., the same days each week), or does it change?

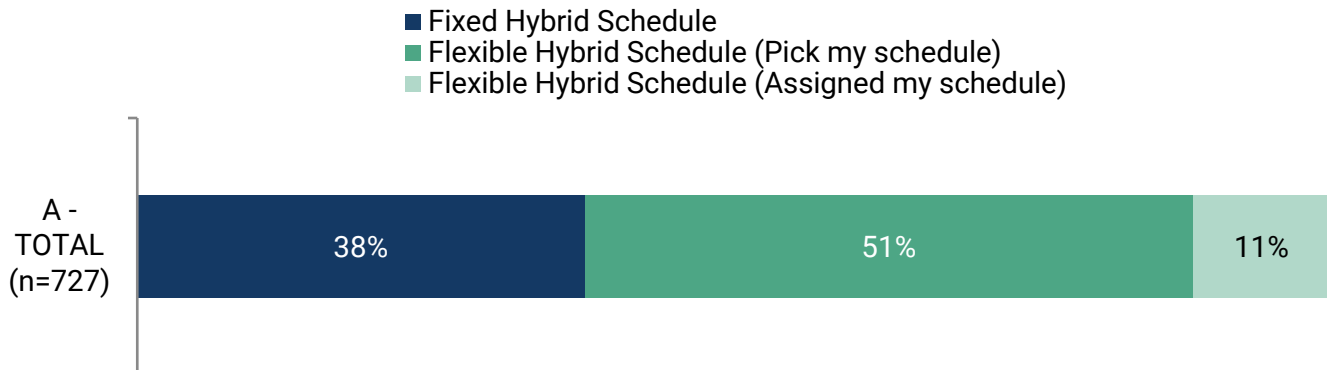


Chart 21: Employee Q4B

Employer Q4B. For those employees who work remotely, do they have to come into work on a set schedule or are they allowed to choose which days they want to work remotely/from home?

- Work remotely/from home on a set schedule
- Allowed to choose their days
- A mix of set schedules for some and flexibility for others

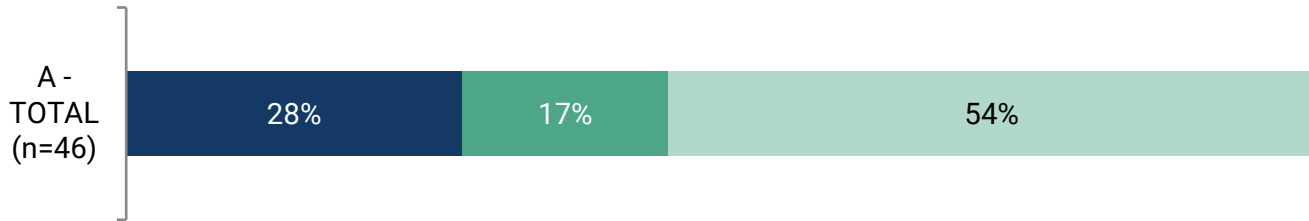


Chart 22: Employee Q40

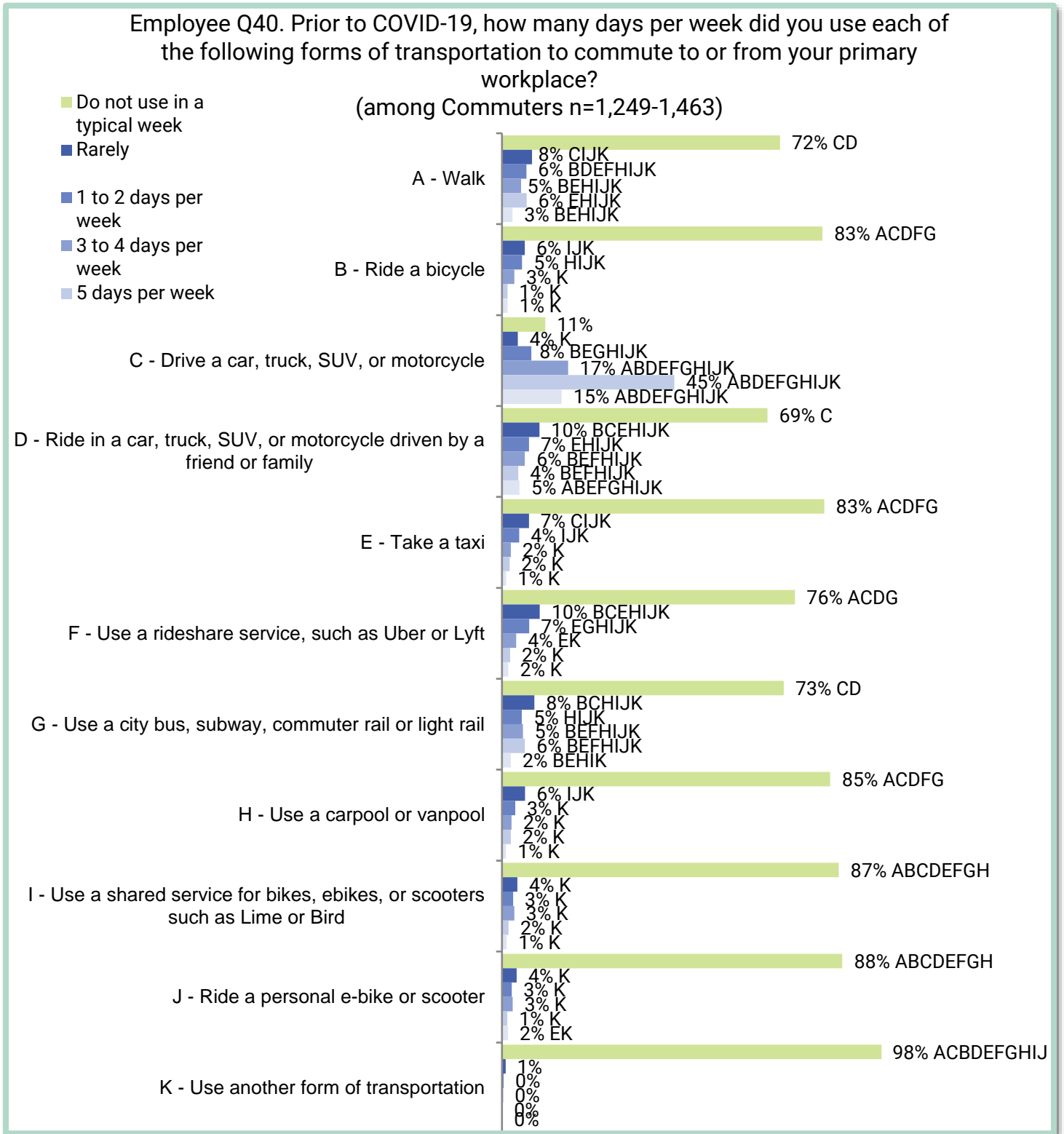
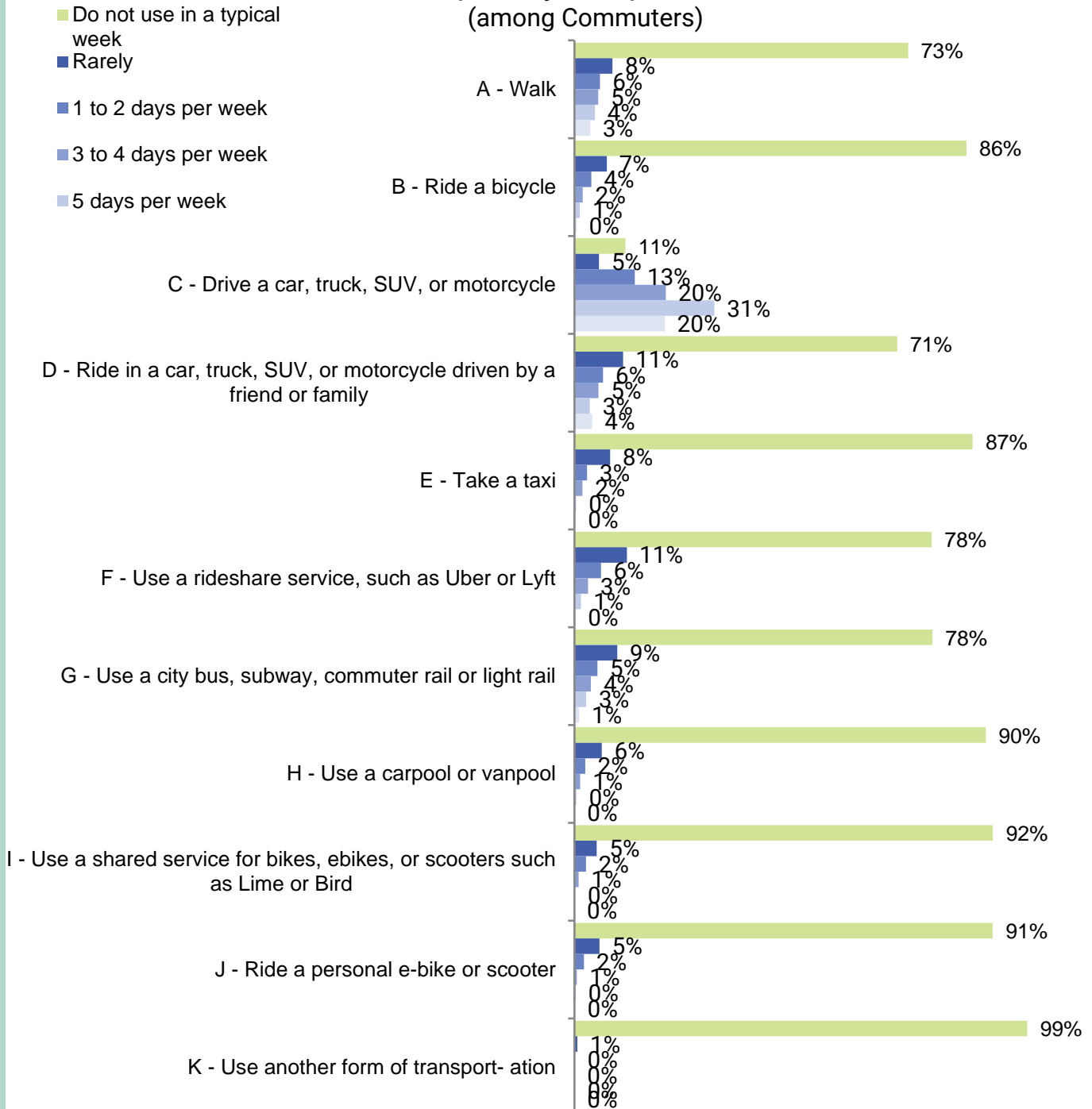


Chart 23: Employee Q22

Employee Q22. In a typical week, how many days do you use each of the following forms of transportation to commute to or from your primary workplace?
(among Commuters)



Commuting

Prior to COVID-19, the majority of employees who commuted to a physical workplace drove a car, truck, SUV, or motorcycle (76%) at least once a week to commute to their primary workplace, and about one in five reported riding in a vehicle driven by a friend or family (20%) or using a bus, subway, commuter rail, or light rail (17%) (See Chart 22). Use of other commute modes, such as bicycles, bikeshares, rideshares, taxis, and carpools or vanpools, ranged from 7%-17% (See Chart 22).

Currently, the main method for commuting is a personal vehicle, with 84% reporting that they drive a personal vehicle at least once a week (See Chart 23). Additionally, although the number of drivers has decreased due to more employees working from home, the average number of days a week that employees commute using a personal vehicle increased slightly, from an average of 3.56 days per week prior to COVID to 3.73 currently, while all other modes decreased.

While some of these make sense in the New Normal of flexible hybrid schedules post COVID-19, with safety concerns driving people away from shared modes, declines in modes like using a bike or electric scooter, which are socially distant, may be due to those who used other modes before now driving.

In terms of when employees commuted, prior to COVID, the majority of them commuted in the morning (87%), specifically at AM Peak (65%), which remains generally unchanged (87% mornings currently, with 63% commuting during the AM peak). Prior to COVID-19, the average commute was 42 minutes, although the median commute was only 30 minutes. Currently, the average commute is 40 minutes and the median 30 minutes – a similar commute.

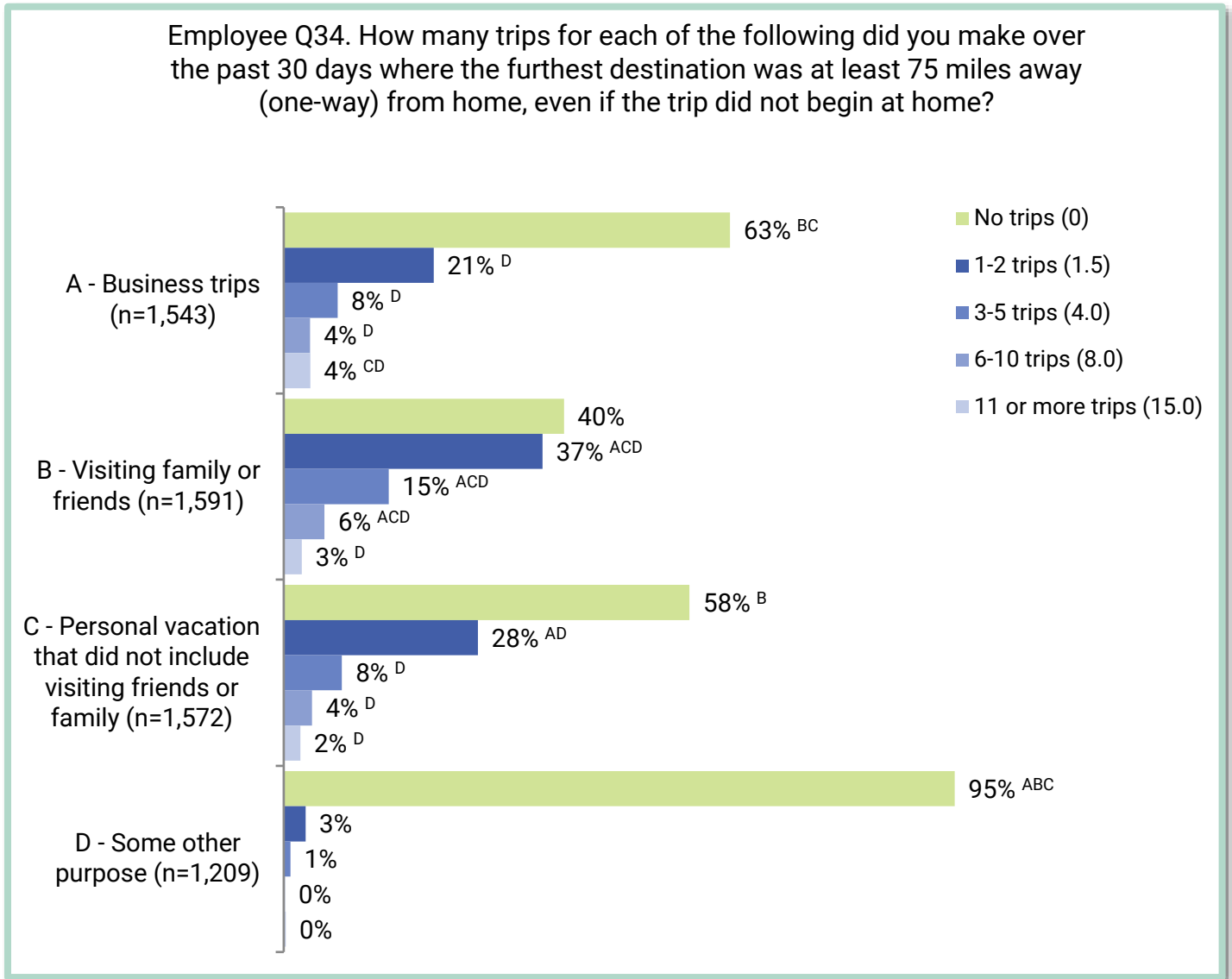
Table 16: Employee Q22/Q40 Means

Employee Mean Number of Days Difference from 2019 to Present for... (Q22/Q40) Base=Commuters	Total (n=1,249-1,345)
Use another form of transportation	0.02
Walk	0.06
Ride in a car, truck, SUV, or motorcycle driven by a friend or family	0.13
Ride a bicycle	0.14
Use a rideshare service, such as Uber or Lyft	0.16
Net: Non-SOV	0.16
Take a taxi	0.17
Use a carpool or vanpool	0.21
Ride a personal e-bike or scooter	0.21
Use a shared service for bikes, ebikes, or scooters such as Lime or Bird	0.23
Use a city bus, subway, commuter rail or light rail	0.3
Drive a car, truck, SUV, or motorcycle	0.31

As mentioned earlier, the majority of employees worked five or more days a week (80%), with 46% working all in person and 41% working a hybrid schedule, usually working in person between one to three days per week (19%-24% of respondents) (See Chart 9). Additionally, one third of employees said they were traveling to a physical location and/or traveling on public transit “less often than before” (36% for both), a change that the majority of them expect to be permanent (75% and 55% respectively; see Charts 16 and 16A). Not having to travel to work every day opens up an avenue for non-commute travel.

In the past 30 days, about six in ten employees made a trip that was at least 75 miles away to visit family or friends (60%), for a personal vacation (42%) or for business purposes (37%) (See Chart 24). Those who travel more frequently fit a certain profile – they are more likely to be a higher income Person of Color who has children in their household, working in upper management for a for profit company. Interestingly, they also see themselves as working remotely more often in the future.

Chart 24: Employee Q34



About six in ten employees stated that they **travel to places other than their usual workplace** or office for work (56%), with one in ten stating this was as frequent as once a week (11%) and another one in four traveling at least once a month (26%) (See Table 16). Roughly six in ten of these trips were made within the Baltimore region (62%) (See Table 17). More upper and mid-level office workers were likely to travel to other places for work at least once and awhile (70% and 61%, respectively) compared to others (47%-53%) (See Table 18).

Proportions were similar prior to COVID-19, with 54% of employees commuting to a place outside of their usual workspace, and of those who did, just over half made these trips primarily within the Baltimore region (55%) (See Table 19 and Table 20).

Table 17: Employee Q38

Employee Q38. How frequently do you have to travel to a place other than your usual workplace for work? Base = Those Answering	TOTAL (n=1,629)
Never (0.0)	44%
Less than once a month, but at least once a year (0.1)	26%
Once a month (0.2)	9%
More than one day a month but less than one day a week (0.5)	6%
One day a week (1.0)	4%
2-3 days per week (2.5)	3%
4-5 days per week (4.5)	2%
More than 5 days per week (6.5)	2%
It varies	4%
Net: Travel to other places	56%
Net: At least once a month	26%
Net: At least once a week	11%
MEAN	0.45

Table 18: Employee Q39

Employee Q39. When you travel to a place other than your usual workplace for work, are these trips primarily within the Baltimore region? Base = Those Who Work Remotely At least Once a Year and Answering	TOTAL (n=994)
Yes	62%
No	38%

Table 19: Employee Q38 by Work Type

Employee Q38. How frequently do you have to travel to a place other than your usual workplace for work? Base = Those Answering	Office Work: Upper Management (n=301)	Office Work: Middle Management (n=371)	Office Work: Front Line (n=259)	Manual Labor (n=158)	Customer/ Client Side (n=438)
	(A)	(B)	(C)	(D)	(E)
Never (0.0)	30%	39% ^B	47% ^B	53% ^{BC}	50% ^{BC}
Less than once a month, but at least once a year (0.1)	32% ^{DE}	33% ^{DEF}	22% ^E	12%	25% ^E
Once a month (0.2)	11% ^F	11% ^F	11% ^F	9%	5%
More than one day a month but less than one day a week (0.5)	7%	6%	7%	6%	5%
One day a week (1.0)	4%	3%	3%	3%	4%
2-3 days per week (2.5)	4%	2%	2%	2%	4%
4-5 days per week (4.5)	4% ^C	1%	2%	5%	2%
More than 5 days per week (6.5)	4%	3% ^F	2%	4% ^F	<1%
It varies	3%	2%	4%	7%	5%
Net: Travel to other places	70% ^{CDEF}	61% ^{EF}	53%	47%	50%
Net: At least once a month	34% ^F	26%	27%	28%	20%
Net: At least once a week	16% ^{CD}	9%	9%	14%	10%
MEAN (in days per week)	0.68 ^{CDF}	0.40	0.36	0.67 ^F	0.31

Table 20: Employee Q48

Employee Q48. In 2019, prior to COVID-19, how frequently did you have to travel to a place other than your usual workplace for work? Base = Those Answering	TOTAL (n=1,616)
Never (0.0)	46%
Less than once a month, but at least once a year (0.1)	23%
Once a month (0.2)	10%
More than one day a month but less than one day a week (0.5)	5%
One day a week (1.0)	3%
2-3 days per week (2.5)	5%
4-5 days per week (4.5)	3%
More than 5 days per week (6.5)	2%
It varied	4%
MEAN	0.47

Table 21: Employee Q49

Employee Q49. In 2019, prior to COVID, when you traveled to a place other than your usual workplace for work, were these trips primarily within the Baltimore region? Base = Those Who Worked Remotely At least Once a Year in 2019 and Answering	TOTAL (n=878)
Yes	55%
No	45%

For commuting, about three in ten employers (31%) offered a transportation benefit (See Table 22).

Table 22: Employer Q18

Employer Q18. Are you currently offering any of the following transportation benefits as incentives to encourage employees to work in-person? Base = Total Sample	Total (n=77)
Yes, partial transit subsidy	3%
Yes, pretax payroll deduction	6%
Yes, free/subsidized parking	23%
Yes, employees have company cars	1%
Yes, pay for fuel	1%
Yes, weekly payroll (not specific)	1%
No	69%
Net: Transit Subsidy	3%
Net: Transportation Benefit	31%

Businesses were asked if they had any current employees who worked remotely from outside the Baltimore area. Roughly half (51%) stated that they did, although this was greatest for Carroll County (75%), and lowest for Howard County (33%) (See Table 23).

Following up on this, businesses who allow for remote work were also asked if they would hire a new employee from outside the Baltimore region, and if so, would there be an expectation for that new hire to relocate. About six in ten companies said they would hire someone remotely (57%), with 45% stating they would accept remote workers even if they did not relocate (See Table 23). While, as seen earlier, this flexibility is attractive to many possible employees, it is worth noting that remote workers outside of the Baltimore area could impact local businesses as money moves outside of the region to employees living elsewhere.

Table 23: Employer Q9-Q10

Employer Q9. Do any of your employees live and work remotely outside of the Baltimore region/who are still considered part of your Baltimore area workforce? Base = Those whose company offers any level of remote work (n=49)	Yes	Employer Q10. Would you hire a new employee from outside of the Baltimore region who would then work remotely? Base = Those whose company offers any level of remote work (n=49)	Yes, if they were willing to relocate after a period of time	Yes, regardless of whether they were willing to relocate	No	Net: Yes
Total	51%		12%	45%	43%	57%
Anne Arundel County	50%		15%	50%	35%	65%
Baltimore City	50%		6%	31%	63%	38%
Baltimore County	40%		20%	40%	40%	60%
Calvert County	-		-	-	-	-
Carroll County	75%		25%	75%	-	100%
Harford County	-		-	-	-	-
Howard County	33%		-	33%	67%	33%

Remote Benefits

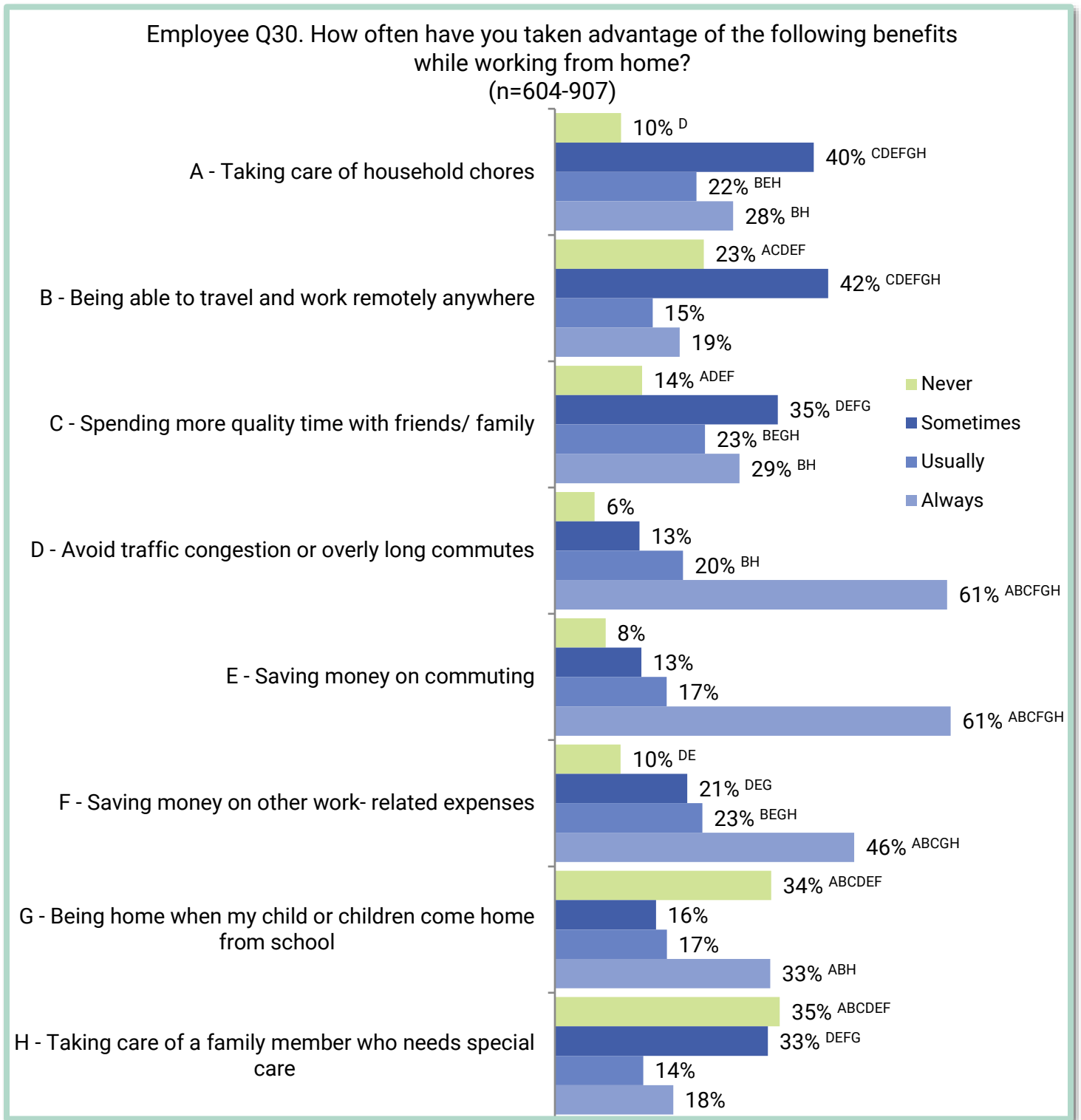
Working from home may provide benefits for maintaining work-life balance for employees. Employees were asked how frequently they take advantage of these benefits while working from home. Overwhelmingly, employees said that they took advantage of avoiding traffic congestion or long commutes (61% always, 94% at least sometimes) and saving money on commutes (61% always, 92% at least sometimes), easily the most utilized of the benefits presented (See Chart 24A).

Additionally, employees reported that they saved money on other work-related expenses (90% at least sometimes), took care of household duties (90%), spent more quality time with their friends and family (86%), and took advantage of remote work to travel and work from anywhere (77%) (See Chart 24A).

The least used benefits were being home when children come home from school (34% saying they never took advantage of this) and taking care of a family member who needs special care (35% saying they never took advantage of this), but these were also the benefits that were most split, likely because if you do not have children or a family member who needs special care, you do not use this,

but it is vital for those who do (such as the 33% who stated they always take advantage of being home when their children arrive) (See Chart 24A).

Chart 24A: Employee Q16



Employer perception of the employee benefits of remote work aligns somewhat well with employee behavior. Employers did identify avoiding congestion as a big benefit to employees, but put less emphasis on things like saving money on commuting and other work expenses, and more emphasis on spending quality time with friends and family, and similar social aspects (See Table 24).

Of the three companies surveyed who said they wanted to encourage employees to return to or work more in-person, there was an even split between improving company cohesion, providing a better opportunity for mentoring and professional development, and to encourage the company or agency to be a more present and productive community partner.

Table 24: Employer Q14

Employer Q14. Which of the following do you think MOST influences employees' desire to work from home? Base = Those whose company offers any level of remote work and answering Note: This question allowed for only one response.	Total (n=49)
Avoiding traffic congestion or overly long commutes	43%
Spending more quality time with friends/family	14%
Being able to have solitude when they work/Fewer interruptions	12%
Being able to travel and work remotely anywhere	8%
Saving money on commuting (e.g., transit fares, gas, or tolls)	8%
Being home when children get home from school	6%
Saving money on other work-related expenses (e.g., food, materials, etc.)	4%
Taking care of household chores	2%
Being home when sick or contagious	2%

Making changes to work schedules to either encourage employees to return to in-office work or to move to full remote work presents challenges. Employers who were considering making changes to their company’s work from home policies were asked what they thought their company’s three biggest challenges were in terms of making changes, and the biggest was balancing the company needs with employee desires with regards to remote and flexible working schedules (57%) (See Table 25). As this is highly prized by employees, employer perceptions appear to align with employee desires. Employees value flexibility, but that doesn’t necessarily come at the cost of allowing all employees to work fully remote, although that was the second most listed challenge (43% encouraging employees to work in-person more frequently) (See Table 25).

Additionally, another challenge employers identified is maintaining productivity with remote employees (See Table 25). While software is available for employee monitoring, the employer may not have control over the employee’s workspace in the same way they would if the employee was in a

centralized office. This can have benefits and drawbacks – an employee can tailor a home workspace to best suit their workstyle, but outside factors can interfere with work in a way that a physical office helps to deter.

Table 25: Employer Q8

Employer Q8. What are the TOP THREE challenges your company faces in making that change? Base = Those whose company plans to change WFH (Top mentions)	Total (n=7) Caution: Small Base
Balancing company needs and employee desires with regards to remote and flexible working schedules	57%
Encouraging employees to return to in-person work more frequently	43%
Maintaining productivity with remote employees	43%
Retaining talent	29%
Maintaining company culture with remote employees	14%
Tracking productivity with remote employees	14%
Data security with remote employees	14%
Developing incentives to bring employees back to in-person work	14%
Maintaining a physical space for a hybrid office/workplace	14%
None of these	14%

Future of WFH and Commuting

For at least the near future, **employers** generally see their company maintaining their current work from home policies (89%), but **employees** are less sure (only 45% stating they expect the same) (See Chart 25). One in five employees (21%) believe that employers will require them to work in the office more frequently (See Chart 25).

Of the five employers surveyed who plan to require employees to work in-person more frequently or on a schedule, three stated that their company is considering or taking steps to encourage employees to return to in person work, such as designing a new office space, mandating days in the office, or hosting more special events.

Chart 25: Employee Q50

Employee Q50. In the next 6 months to a year, how do you see your company changing work from home plans?
(n=1,630)

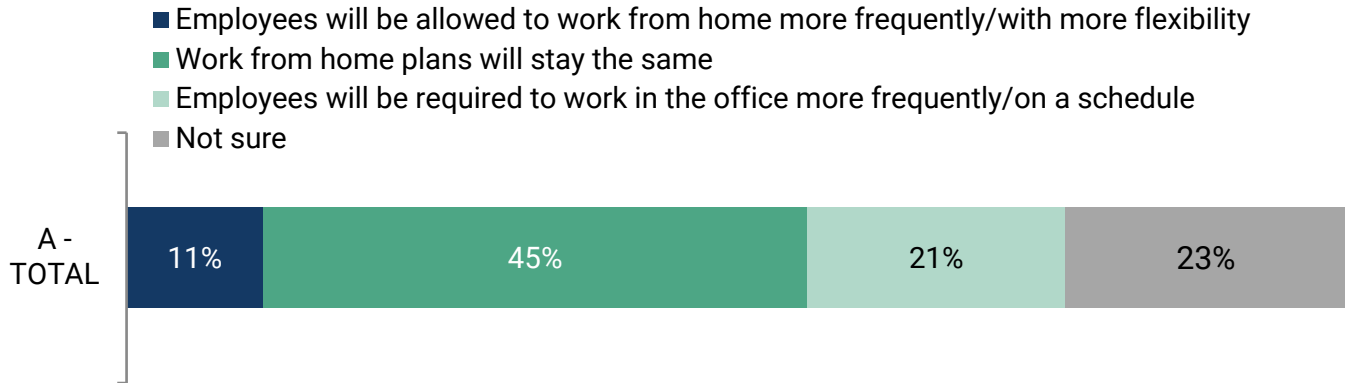


Table 26: Employer Q7

Employer Q7. In the next 6 months to a year, how do you see your company changing work from home plans? Base = Those Answering	Total (n=66)
Employees will be allowed to work from home more frequently/with more flexibility	3%
Work from home plans will stay the same	89%
Employees will be required to work in person more frequently/on a schedule	8%

With continued WFH and commuting options, employers were asked what three **transportation goals they would most like to see reached** in the future. Aligning with earlier benefits, 40% of employees listed reducing congestion, followed by a quarter that said ensuring streets are safe for people outside of automobiles (26%) and/or ensuring a safe and secure transportation system (25%) (See Table 34). Employers want their employees to be able to spend less time commuting, and have more reliable and safe ways to commute when needed.

Previously, this report covered changes under consideration by employers to their current WFH rules. For those employers whose companies have plans to change WFH and hybrid work policies, when asked what the top three **challenges their company faced in making those changes**, maintaining a team environment was the challenge named most frequently (51%), followed by maintaining a company culture with remote employees (35%) and maintaining productivity with remote employees (30%) (See Table 29).

These employers whose company had plans to change WFH policies were less concerned with balancing company needs than companies who were unsure whether they would be changing

policies. This could be because, in terms of productivity, the current WFH/remote setup is working for employers, while employers who are having difficulty with productivity might be more inclined to return to a more in-person hybrid model.

Table 27: Employee Q50B

Employee Q50B. Which three of the following transportation goals would you most like to see in the future? Base = Those Answering (Top mentions)	TOTAL (n=1,624)
Reduce congestion	40%
Ensure that streets are safe for people outside automobiles	26%
Ensure a safe and secure transportation system	25%
Address the climate change and transition to a clean energy future (i.e., support for electric vehicles, programs to reduce carbon emissions, etc.)	24%
Improve public transit services	24%
Maintain a high standard and modernize transportation infrastructure	21%
Provide more transportation choices and connections	17%
Ensure environmental protection for the local area and local wildlife	15%
Expand biking and walking paths and trails	14%
Advance equity and support for underserved communities	14%
Improve quality and efficiency to enhance user experience	13%

Table 28: Employee Q8

Employer Q8. What are the TOP THREE challenges your company faces in making that change? Base = Those whose company plans to change WFH (Top mentions)	Total (n=7)
Balancing company needs and employee desires with regards to remote and flexible working schedules	57%
Encouraging employees to return to in-person work more frequently	43%
Maintaining productivity with remote employees	43%
Retaining talent	29%

Almost one-half of employers who allowed any form of remote work required in-person meetings and prompt responses to meetings and discussion requests (49% to both) and/or mandated a specific schedule of days working in person (45%) (See Table 30). Other requirements include a minimum number of days in office (37%), scheduled hours each day (31%), or a mandating working from home under certain circumstances, such as an illness or family emergency (24%) (See Table 30). Only 14% used monitoring technology while working.

Table 29: Employee Q17

Employer Q17. (If your company was to shift to fully remote or hybrid) What are the TOP THREE challenges your company would face in making that change? Base = Those who are not/not sure if they are changing WFH plans and answering (Top mentions)	Total (n=69)
Maintaining a team environment	51%
Maintaining company culture with remote employees	35%
Maintaining productivity with remote employees	30%
Balancing company needs and employee desires with regards to remote and flexible working schedules	26%
Data security with remote employees	19%
Tracking productivity with remote employees	16%
Retaining talent	12%
Accountability for materials with remote employees (i.e., job-related equipment, computers, etc.)	10%
Encouraging employees to continue working in the office consistently	10%
Developing incentives to encourage employees to continue working in the office consistently	9%
Maintaining a physical space for a hybrid office	9%

Employers who offer at least some level of remote work have several things to consider when doing so. Employers were asked to identify how well statements regarding in-person and remote work aligned with their company’s current considerations on two extremes (See Charts 26A and B).

In general, **companies offering at least some remote work options** reported that, with WFH options, they are (See Chart 26A):

- *Mostly planning on staying in their primary work location;*
- *Having WFH options has helped in hiring and retaining talent; and*
- *Having WFH options has improved productivity.*

Employers offering remote work are mixed as to its impacts on creativity and innovation, and are also divided as to whether they will expand or downsize their office as well as whether they will *offer more or fewer WFH options in the future.*

Conversely, **employers that operate entirely in-person** feel much more positively towards the benefits of in-person work, being very likely to (See Chart 26B):

- *Remain entirely in-person;*
- *Remain in their current location;*

- *Keep their current locations the same size;*
- *Believe in-office work helps with hiring talent; and*
- *Believe that hybrid or fully remote work harms productivity and innovation.*

Table 30: Employee Q11

Employer Q11. Does your company have any of the following requirements for employees working from home? Base = Those whose company offers any level of remote work and answering	Total (n=49)
Required in-person meetings	49%
Prompt responses to meeting and discussion requests	49%
Specific schedule of days working in-person	45%
Minimum number of required days working in-person	37%
Specific schedule of hours each day	31%
Necessity for working from home, such as an illness, family emergency, etc.	24%
Using monitoring technology, such as computer software, cameras, etc., while working	14%
Minimum number of required people in the office/in-person on any given day	10%
Levels of seniority (e.g., entry levels must work in-person, managerial levels can work remotely)	6%
Notification when off-line or away from desk	2%
Must be reachable by phone	2%
Use of Zoom/Google me for client calls	2%
Varies by department	2%

Chart 26A: Employer Q13

Employer Q13. Which of the following statements more closely reflects your company's current considerations? (Employers who offer remote work)
(n=49)

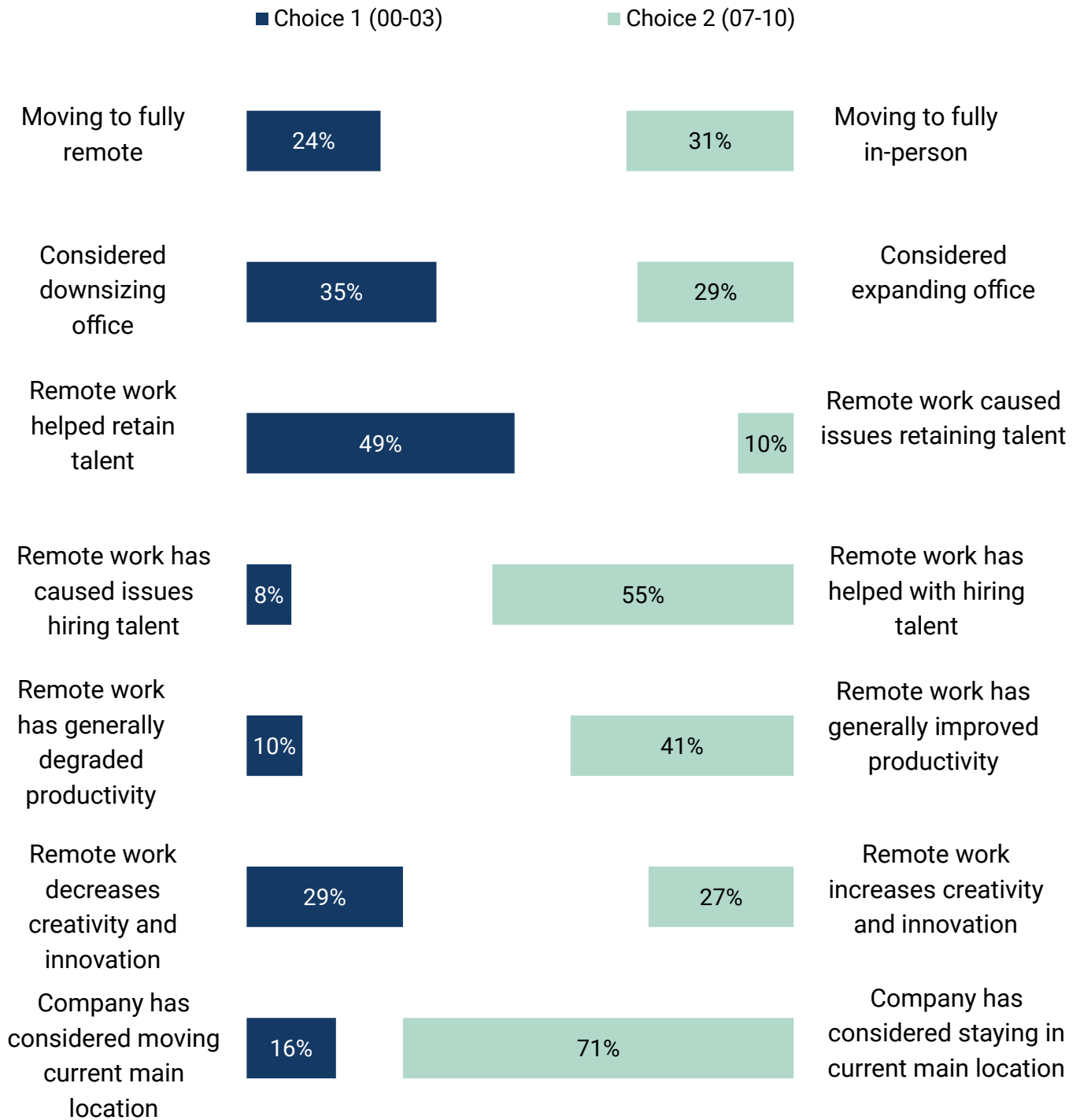
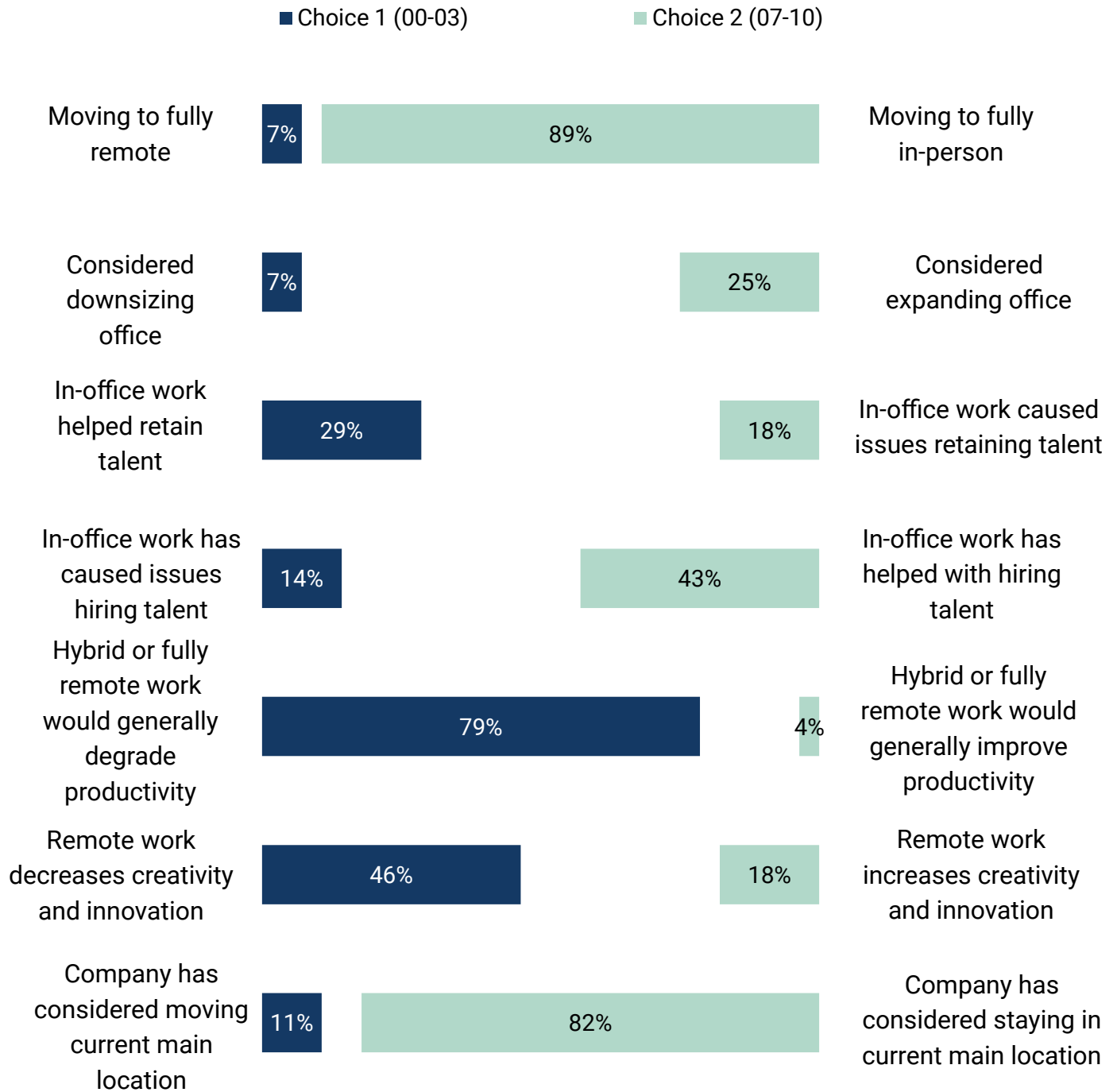


Chart 26B: Employer Q16

Employer Q16 Which of the following statements more closely reflects your company's current considerations? (Employers who only offer in-person work) (n=28)



Lastly, employers were asked to consider several perceived remote work benefits or pitfalls. Generally, companies agreed that remote work makes it easier for their company to hire (43% agree vs. 25% disagree) and retain (51% vs. 18%) employees (See Chart 27).

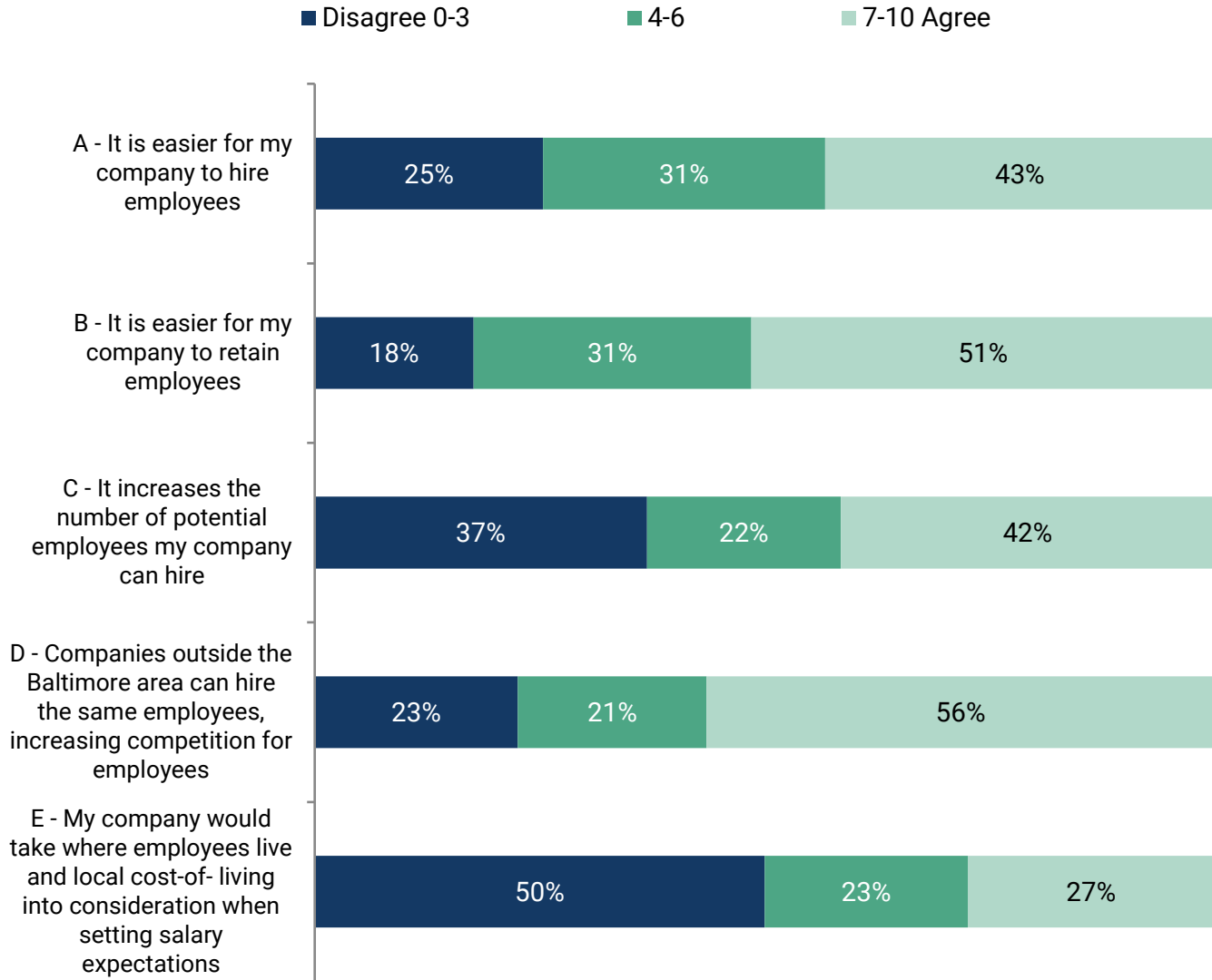
They, however, have mixed opinions as to whether remote work allows for a greater number of potential employees for hire (42% agree vs. 37% disagree) (See Chart 27).

However, almost six in ten surveyed companies agreed that the competition for talent against companies outside the area has increased due to remote work (56%), which poses a challenge in terms of attracting both local and remote employees (See Chart 27). For remote employees, most companies disagreed (50% vs. 27% agreeing) that their company would take the employee's local cost-of-living into consideration with regards to salary, which may also have an impact on how remote jobs are filled.

Chart 27: Employer Q19

Employer Q19. Considering the rise of remote work, how much do you agree or disagree with the following statements?

(n=62-68)



Company and Employee Profile

The following charts and tables show a profile of the companies who participated in this research and well as the employment characteristics of employees surveyed.

Note that every Employer represents a varying number of Employees, and that percentages below should not be considered evenly weighted.

Both employers and employees primarily come from for profit companies (See Chart 28) representing office work, healthcare, and industrial businesses, with a slightly greater proportion of employees coming from education and retail than the businesses surveyed (See Table 32).

Table 31: Employee and Employer Work County

Work County	Employee	Employer
UNWEIGHTED BASE	1,579	77
Baltimore City	25%	21%
Baltimore	25%	8%
Anne Arundel	16%	55%
Howard	8%	4%
Harford	7%	1%
District of Columbia DC	4%	-
Montgomery	3%	-
Prince George's	3%	-
Carroll	2%	9%
Other	1%	-
Fairfax VA	1%	-
Arlington VA	1%	-
Queen Anne's	1%	-
Net: Outside BMC Area	16%	-

Table 32: Employee Q4/Employer 1

Employee Q4/Employer Q1. Which of following best describes the industry you work in?/Which of the following best describes your company's industry?	Employee (n=1,629)	Employer (n=77)
Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration	22%	30%
Healthcare	18%	12%
Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade	13%	20%
Education	12%	4%
Retail	7%	1%
Food service (including restaurants, bars, and caterers)	6%	7%
Government (not specific)	4%	1%
Technology	3%	-
Professional service, such as law, marketing, engineering	3%	8%
Law Enforcement/Military/Defense	1%	-
Non-profit (not specific)	1%	7%
Personal service, such as hair salon, pet grooming	1%	3%
General labor	1%	-
Creative, the arts	1%	1%
Travel/Vehicle Services	1%	-
Net: Other	4%	6%

Chart 28: Employee Q5/Employer Q2

Employee Q5/Employer Q2. Which of the following best describes the company or organization where you currently work?/ Which of the following best describes your company or organization? (Employer n=77; Employee n=1,629)

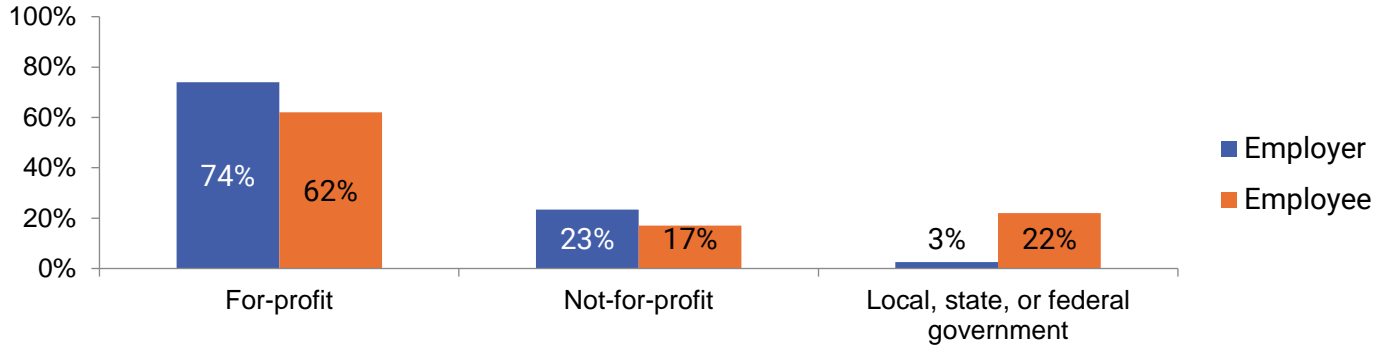


Table 33: Employee Q2A

Employer Q2A. Does your company/organization only have offices, workplaces, and locations in the greater Baltimore area or do you have physical locations in other parts of the U.S. and/or beyond?	Total (n=77)
Only have offices/workplaces/locations in the greater Baltimore area	70%
Also have offices/workplaces/locations in other parts of the U.S./beyond	23%
Do not have any offices/workplaces/locations - i.e., we are completely remote	6%
Net: Has A Physical Office	94%

Table 34: Employee Q13/Employer Q3

Employee Q13/Employer Q3. How many employees does your company or organization have in the greater Baltimore Metropolitan area?	Employee (n=1,625)	Employer (n=77)
Fewer than 20 (10.0)	19%	55%
20 to 49 (34.5)	10%	21%
50 to 99 (74.5)	9%	12%
100 to 249 (174.5)	11%	6%
250 to 499 (374.5)	8%	1%
500 to 999 (749.5)	11%	1%
1,000 to 4,999 (2999.5)	13%	3%
5,000 or more (7500.0)	17%	1%
MEAN	1836.12	222.57
MEDIAN	261.92	11.67

Segmentation

Segmentation Definitions

A segmentation analysis was run to create several segments of the employee population based on behavioral and demographic variables in order to better understand how groups of employees are behaving and what different types of employees want from in-person versus remote work and from their employers moving forward. The variables included in segment creation are as follows:

- Employment type (Full time, part time, etc.)
- Hours worked weekly
- Type of work (Office work, front line, etc.)
- Work schedule satisfaction
- WFH situation satisfaction
- Control over work situation satisfaction
- Satisfaction with resources and accommodations
- Flexible and remote work options
- Flexibility in work and life balance
- Current work environment (all in-person to all remote), previous work environment (pre-COVID-19), and ideal work environment

- Vehicle access
- Flexible hybrid schedule
- Remote workspace (home, satellite office, etc.)
- Previous travel to a physical workspace (pre-COVID-19)
- Level of education
- Income
- Home type
- Age
- Children in the household
- Race/ethnicity

Once the segmentation model was applied, seven segments emerged (See Chart A):

- Comfortable Remote Professionals (16% of the population)
- Frustrated Flex Seekers (3% of the population)
- Resilient Essential Workers (18% of the population)
- Grounded Workplace Leaders (8% of the population)
- Flexible Free Spirits (24% of the population)
- Hybrid Harmony Achievers (21% of the population)
- Restless Job Seekers (10% of the population)

Segmentation Profiles

The following pages show the breakout of key questions by segment. Please use caution when interpreting significance for questions with a base of <40.

Table 35: Employee S2 by Segment

S2. Which of the following best describes your employment status?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
Employed full time	75% ^{DF}	94% ^{ADEF}	93% ^{ADEF}	50% ^F	87% ^{ADF}	3%	88% ^{ADF}	95% ^{ADEFG}
Employed part time	11% ^{BCEGH}	<1%	2%	30% ^{ABCEGH}	1%	49% ^{ABCDEGH}	2%	<1%
Self-employed full time	6% ^{BH}	2%	4%	6%	12% ^{ABCH}	12% ^{ABCH}	6%	2%
Self-employed part time	4% ^{EG}	-	-	4% ^E	<1%	25% ^{ADEG}	1%	-
Student and employed part time	2%	-	-	7% ^A	-	9% ^A	-	-
Student and employed full time	2% ^{CE}	3% ^{CE}	<1%	4% ^{CE}	<1%	1%	2%	2% ^{CE}
Net: Student	4% ^{CEG}	3% ^{CE}	<1%	11% ^{ABCEGH}	<1%	10% ^{ABCEGH}	2%	2% ^{CE}
Net: Self-employed	10% ^{BCH}	2%	4%	10% ^{BH}	12% ^{BCH}	37% ^{ABCDEGH}	8% ^{BH}	2%

Table 36: Employee Home County by Segment

Home County	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
Baltimore	30% ^G	33% ^G	32% ^G	32% ^G	31%	32%	22%	28%
Anne Arundel	21% ^D	23% ^D	20% ^D	12%	22% ^D	26% ^D	25% ^D	21% ^D
Baltimore City	20%	17%	18%	32% ^{ABCEFG}	17%	16%	17%	23%
Howard	12% ^D	15% ^D	14% ^D	4%	9%	11% ^D	19% ^{ADEH}	11% ^D
Harford	9% ^B	5%	10%	12% ^B	7%	8%	9%	12% ^B
Carroll	6%	7%	4%	5%	10% ^{CDH}	6%	8%	4%
Queen Anne's	2% ^{BH}	<1%	2% ^H	3% ^{BH}	4% ^{ABFGH}	1%	1%	<1%

Table 37: Employee Q4 by Segment

Q2. How many hours a week do you typically work?	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
10 hours or less (5.0)	5% ^{CEGH}	-	<1%	14% ^{ACEGH}	1%	20% ^{ACEGH}	<1%	<1%
11-20 hours (15.5)	6% ^{CE}	-	1%	13% ^{ACE}	1%	31% ^{ACDE}	-	-
21-30 hours (25.5)	9% ^{BEGH}	1%	8% ^{BEGH}	19% ^{ABCEGH}	<1%	33% ^{ABCDEGH}	2%	2%
31-40 hours (35.5)	39% ^F	53% ^{ACDEFH}	40% ^F	40% ^F	41% ^F	11%	45% ^F	40% ^F
41-50 hours (45.5)	33% ^{DF}	42% ^{ADF}	41% ^{ADF}	11%	44% ^{ADF}	5%	43% ^{ADF}	42% ^{ADF}
51 or more hours (60.0)	8% ^{BD}	4%	9% ^D	4%	14% ^{ABD}	-	9%	15% ^{ABD}
MEAN	37.38 ^{DF}	40.73 ^{ADF}	40.73 ^{ADF}	28.75 ^F	42.96 ^{ABCDF}	20.35	41.75 ^{ADF}	43.15 ^{ABCDF}

Table 38: Employee Q3 by Segment

Q3. Which ONE of the following best describes the type of work that you do?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1629	227	250	228	260	164	231	269
Customer/client/patient service (education, retail, food service, healthcare, entertainment, etc.)	28% ^{BCG}	10%	12%	51% ^{ABCEGH}	26% ^{BCG}	44% ^{ABCEG}	12%	37% ^{ABCEG}
Office work (middle level within an organization, some management and supervision of other people or departments)	21% ^{DFH}	39% ^{ADEFH}	33% ^{ADFH}	4%	24% ^{DFH}	6%	33% ^{ADFH}	11% ^D
Office work (upper level within an organization, involving coordination of organization, development of plans or goals for the organization, supervision of managers, etc.)	17% ^{DFH}	17% ^{DFH}	29% ^{ABDFH}	4%	23% ^{ADFH}	9%	29% ^{ABDFH}	8%
Office work (front line within the organization, directly involved with production of products or providing services such as sales, secretarial, bookkeeping, clerical, etc.)	16% ⁺	27% ^{ADEFGH}	19% ^{DF}	10%	16%	9%	17%	13%
Manual labor (driving, working with your hands, assembling, moving, etc.)	12% ^{BCG}	1%	5% ^{BG}	25% ^{ABCEFG}	9% ^{BG}	13% ^{BCG}	1%	22% ⁺
Research	<1%	-	<1%	-	-	-	1%	<1%
Other	7% ^{CE}	6% ^C	1%	6% ⁺	3%	19% ^{ABCDEGH}	6% ^C	8% ^{CE}

Table 39: Employee Q4 by Segment

Q4. Which of following best describes the industry you work in? (Top mentions)	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1629	226	251	228	260	164	231	269
Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration	22% ^{DFH}	44% ^{ADEFGH}	45% ^{ADEFGH}	3%	21%	9% ^D	30% ^{ADFH}	9% ^D
Healthcare	18% ^C	17% ^C	10%	20% ^C	15%	17%	20% ^C	29% ^{ABCEF}
Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade	13% ^{BF}	6%	10%	15% ^{BF}	13% ^{BF}	6%	9%	25% ^{ABCDEFG}
Education	12%	8%	13%	17% ^{BEG}	10%	11%	8%	16% ^G
Retail	7% ^{BCG}	2%	3%	15% ^{ABCEGH}	7% ^{BG}	14% ^{ABCG}	2%	7% ^{BG}
Food service (including restaurants, bars, and caterers)	6% ^{BCEG}	<1%	3% ^B	24% ^{ABCEFGH}	2%	7% ^{BG}	1%	4% ^B
Government (not specific)	4% ^D	8% ^{ACDFH}	3%	1%	4%	2%	6% ^{DH}	2%
Other Services (except Public Administration)	4% ^{CD}	2%	1%	1%	3% ^D	11% ^{ABCDEGH}	4%	4% ^D

Table 40: Employee Q6 by Segment

Q6. How satisfied are you with each of the following aspects of your job?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Your work schedule (e.g., number of hours worked, flexible scheduling options offered, etc.)	67% ^{CDH}	94% ^{ACDH}	45% ^H	51% ^H	88% ^{ACDH}	88% ^{ACDH}	97% ^{ACDEFH}	22%
Your company's current work-from home/remote work situation	57% ^{CDH}	92% ^{ACDEH}	36% ^H	40% ^H	66% ^{ACDH}	89% ^{ACDEH}	92% ^{ACDEH}	6%
The amount of control you have over how, when, and where you do your work	61% ^{CDH}	88% ^{ACDH}	36% ^H	50% ^{CH}	82% ^{ACDH}	89% ^{ACDH}	91% ^{ACDEH}	10%
The resources and accommodations in place to promote accessibility	62% ^{CDH}	84% ^{ACDH}	42% ^H	45% ^H	85% ⁺	86% ^{ACDH}	84% ^{ACDH}	20%
Your job overall	64% ^{CDH}	80% ^{ACDH}	50% ^H	55% ^H	83% ^{ACDH}	88% ^{ACDH}	86% ^{ACDH}	22%

Table 41: Employee Q7 by Segment

Q7. Which of the following does your employer offer to you? (Top mentions)	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
Flexible work schedule options	55% ^{CDEH}	80% ^{ACDEH}	48% ^H	42% ^H	46% ^H	77% ^{ACDEH}	91% ^{ABCDEFH}	21%

Q7. Which of the following does your employer offer to you? (Top mentions)	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Opportunities to give and receive feedback on your performance	55% ^{DFH}	77% ^{ACDEFH}	52% ^{DH}	35%	59% ^{DFH}	46%	83% ^{ACDEFH}	40%
Opportunities to be involved in decision making, problem solving, and goal setting	51% ^{DH}	68% ^{ACDFH}	56% ^{DH}	25%	60% ^{ADFH}	49% ^{DH}	81% ^{ABCDEFH}	28%
Internal education opportunities (e.g., webinars, video trainings, etc.)	51% ^{DFH}	72% ^{ACDEFH}	48% ^{DF}	28%	59% ^{ADFH}	30%	80% ^{ACDEFH}	43% ^{DF}
Predictable schedules	50% ^{CD}	67% ^{ACDEFH}	40%	38%	55% ^{CD}	48%	62% ^{ACDFH}	47%
Work opportunities that encourage teamwork and collaboration	50% ^{DFH}	71% ^{ACDEFH}	47% ^{DH}	36%	54% ^{DFH}	41%	75% ^{ACDEFH}	32%
Remote work options	44% ^{DEH}	98% ^{ACDEFH}	55% ^{ADEFH}	8%	28% ^{DH}	40% ^{DEH}	96% ^{ACDEFH}	9%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	41% ^{DF}	55% ^{ACDFH}	43% ^{DF}	20%	52% ^{ADFH}	21%	61% ^{ACDFH}	35% ^{DF}
Employee recognition initiatives	40% ^{DFH}	62% ^{ACDEFH}	35%	28%	49% ^{ACDFH}	30%	55% ^{ACDFH}	27%
Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)	38% ^{CDH}	50% ^{ACDH}	31%	31%	46% ^{ACDH}	42% ^{CH}	41% ^H	29%
Rewards for generating new ideas or solutions	19% ^H	23% ^H	19% ^H	15%	23% ^H	16%	29% ^{ADFH}	8%
None of these	5% ^C	-	1%	9% ^{ACF}	4% ^C	3%	-	13% ^{ACEF}

Table 42: Employee Q8 by Segment

Q8. How much do you agree or disagree with each of the following statements? Summary Table: 8-10	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
I don't have enough flexibility at work to be able to keep my work life and my personal life in balance	16% ^{BFG}	3%	31% ^{ABDEFG}	15% ^{BFG}	19% ^{BFG}	7%	2%	27% ^{ABDFG}
I don't have enough control over when, where, and how I work	17% ^{BFG}	3%	27% ^{ABDFG}	18% ^{BFG}	23% ^{ABFG}	3%	3%	32% ^{ABDFG}
In the last year, I have considered changing jobs	28% ^{BFG}	20%	38% ^{ABDFG}	27% ^{FG}	30% ^{BFG}	14%	15%	45% ^{ABDEFG}
In the last year, I have explored other possible jobs	30% ^{BFG}	22%	38% ^{ABFG}	33% ^{BFG}	31% ^{BFG}	20%	19%	44% ^{ABEFG}

Table 43: Employee Q10 by Segment

Q10. As far as you're aware, does your employer use technology (e.g., computers, software, cameras, bar-code scanners, etc.) to monitor you while working?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1628	226	251	228	259	164	231	269
Yes	53% ^{BFG}	45% ^F	66% ^{ABFG}	65% ^{ABFG}	62% ^{ABFG}	33%	35%	58% ^{BFG}
No	47% ^{CDE}	55% ^{ACDEH}	34%	35%	38%	67% ^{ABCDEH}	65% ^{ACDEH}	42%

Table 44: Employee Q13 by Segment

Q13. How many employees does your company or organization have in the greater Baltimore Metropolitan area?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1625	227	251	228	256	164	231	268
Fewer than 20 (10.0)	19% ^{CH}	21% ^{CH}	6%	24% ^{CH}	16% ^C	44% ^{ABCDEGH}	20% ^C	12% ^C
20 to 49 (34.5)	10% ^B	6%	8%	14% ^B	10%	13% ^B	7%	12% ^B
50 to 99 (74.5)	9% ^B	3%	10% ^B	12% ^B	9% ^B	6%	10% ^B	13% ^{BF}
100 to 249 (174.5)	11% ^{BE}	6%	11%	15% ^{BE}	6%	10%	11%	13%
250 to 499 (374.5)	8% ^F	5%	13% ^{BFG}	8%	11% ^{BF}	5%	6%	9%
500 to 999 (749.5)	11% ^F	10% ^F	20% ^{ABDFH}	9%	14% ^F	3%	13% ^F	10% ^F
1,000 to 4,999 (2999.5)	13%	16%	17%	12%	13%	10%	14%	13%
5,000 or more (7500.0)	17% ^{DF}	33% ^{ACDEFGH}	16% ^D	6%	22% ^{DF}	9%	19% ^{DF}	18% ^{DF}
MEAN	1836.12 ^{DF}	3038.89 ^{ACDEFGH}	1916.70 ^{DF}	939.80	2207.64 ^{DF}	1023.28	1960.59 ^{DF}	1854.19 ^{DF}

Table 45: Employee Q14 by Segment

Q14. Regardless of whether or not these are practiced at your current workplace, which of the following would you most like to see employers offer you more of moving forward?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
Flexible work schedule options	39%	42%	45% ^{DE}	33%	33%	39%	42%	38%
Remote work options	36% ^{DEF}	51% ^{ADEF}	44% ^{ADEF}	21%	26%	27%	44% ^{DEF}	45% ^{ADEF}
Pay transparency (e.g., salary bands, predictable raises and/or promotions, etc.)	30% ^E	36% ^{DEF}	34% ^{EF}	25%	20%	23%	41% ^{ADEF}	32% ^E
Employee recognition initiatives	23%	20%	19%	27% ^F	26%	17%	21%	26% ^F
Rewards for generating new ideas or solutions	22%	20%	25%	24%	19%	20%	28% ^E	19%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	19%	24% ^{GH}	20%	19%	23%	21%	15%	15%
Opportunities to be involved in decision making, problem solving, and goal setting	18%	16%	20%	13%	22% ^D	21%	21%	15%
Work opportunities that encourage teamwork and collaboration	13%	11%	15%	16%	17% ^H	12%	13%	10%
Predictable schedules	12% ^G	9%	14%	16% ^{BG}	10%	18% ^{BG}	7%	14%

Q14. Regardless of whether or not these are practiced at your current workplace, which of the following would you most like to see employers offer you more of moving forward?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Opportunities to give and receive performance feedback	12%	8%	17% ^{ABDFG}	9%	16% ^{BD}	9%	10%	11%
Internal education opportunities (e.g., webinars, video trainings, etc.)	11% ^{BD}	6%	13% ^B	7%	14% ^{BD}	16% ^{BD}	9%	13% ^B
None of the above	8% ^C	7%	3%	8% ^C	12% ^C	12% ^C	9% ^C	7% ^C

Table 46: Employee Q15/Q15A by Segment

Q15/Q15A. Employer Has A Physical Work Location In This Area?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
Yes	95% ^{BF}	80%	100% ^{ABFH}	97% ^{BF}	98% ^{ABF}	85%	99% ^{ABF}	98% ^{ABF}
No	5% ^{CEGH}	20% ^{ACDEGH}	<1%	3%	2%	15% ^{ACDEGH}	1%	2% ^C

Table 47: Employee Q16 by Segment

Q16. Thinking about your position, and regardless of whether you are working remote or teleworking now, how much of your job could be done remotely or working from home?	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1630	227	251	228	260	164	231	269
None of it	24% ^{BCG}	1%	4% ^{BG}	48% ^{ABCEGH}	33% ^{ABCG}	39% ^{ABCG}	1%	35% ^{ABCG}
Some of it	31% ^{BFG}	10%	37% ^{BFG}	35% ^{BFG}	40% ^{ABFG}	21% ^B	22% ^B	40% ^{ABFG}
Most of it	19% ^{DEF}	20% ^{DE}	32% ^{ABDEFH}	9%	7%	12%	42% ^{ABDEFH}	16% ^E
All of it	26% ^{DEH}	70% ^{ACDEFGH}	27% ^{DH}	7%	20% ^{DH}	28% ^{DH}	35% ^{ADEH}	9%
Net: Hybrid Schedule Possible	76% ^{DEFH}	99% ^{ACDEFH}	96% ^{ADEFH}	52%	67% ^D	61%	99% ^{ACDEFH}	65% ^D

Table 48: Employee Q17 by Segment

Q17. Which of the following best describes your work environment in 2019, prior to the onset of COVID-19?	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1629	226	251	228	260	164	231	269
All in-person	63% ^{CG}	58% ^C	42%	68% ^{CG}	79% ABCDFG	59% ^C	47%	81% ABCDFG
Mostly in-person	16% DEFH	19% ^{DFH}	26% ADEFH	9%	11%	8%	34% ABDEFH	6%
Equal split between in-person and remote/work from home	6% ^{EH}	8% ^{EH}	15% ADEFH	4%	2%	3%	8% ^{EH}	2%
Mostly remote/work from home	5% ^{EH}	7% ^{EH}	10% ^{ADEH}	4%	1%	10% ^{EH}	7% ^{EH}	2%
All remote/work from home	5% ^G	6%	6%	3%	4%	12% ADEGH	2%	5%
Was not employed in 2019 prior to COVID-19	5% ^{CEG}	3%	<1%	13% ABCEGH	2%	8% ^{BCEG}	2%	4% ^C
Net: Hybrid Schedule	27% ^{DEH}	33% ^{DEFH}	51% ABDEFH	16%	14%	21% ^H	49% ABDEFH	11%

Table 49: Employee Q21 by Segment

Q21. What is your ideal arrangement for working remotely versus in the office?	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1628	226	250	228	260	164	231	269
All in-person	22% ^{BCG}	<1%	6% ^{BG}	37% ^{ABCG}	38% ^{ABCG}	35% ^{ABCG}	1%	31% ^{ABCG}
Mostly in-person	17% ^B	5%	18% ^B	17% ^B	31% ^{ABCDG}	12% ^B	13% ^B	18% ^B
Equal split between in-person and remote/work from home	24% ^{BEF}	17%	34% ^{ABEF}	29% ^{BEF}	17%	15%	25% ^F	28% ^{BEF}
Mostly remote/work from home	19% ^{DEH}	26% ^{ADEFH}	28% ^{ADEFH}	8%	8%	14%	45% ^{ABCDEFH}	11%
All remote/work from home	18% ^{DEH}	51% ^{ACDEFGH}	14% ^E	9%	6%	24% ^{CDEH}	16% ^E	13% ^E
Net: Hybrid Schedule	60% ^{BF}	49%	80% ^{ABDEFH}	54% ^F	56% ^F	41%	83% ^{ABDEFH}	57% ^F
Net: All/Mostly In-person	39% ^{BCG}	6%	24% ^{BG}	55% ^{ABCG}	68% ^{ABCDG}	47% ^{BCG}	14% ^B	48% ^{ABCG}
Net: Equal/Mostly Remote	43% ^{EF}	43% ^{EF}	62% ^{ABDEFH}	37% ^E	25%	29%	71% ^{ABDEFH}	39% ^E

Table 50: Employee Q22 by Segment

Q22. In a typical week, how many days do you use each of the following forms of transportation to commute to or from your primary workplace? (Means) Base=Commuters	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Walk	0.73 ^{EG}	0.89 ^G	0.66 ^G	1.35 ^{ACEFGH}	0.50	0.57	0.31	0.85 ^G
Ride a personal bicycle	0.23 ^{FG}	0.28 ^F	0.36 ^{AEFG}	0.39 ^{AEFG}	0.13	0.03	0.10	0.25 ^F
Drive a car, truck, SUV, or motorcycle	3.73 ^{BDG}	2.19	3.62 ^{BG}	3.33 ^{BG}	5.11 ^{ABCDG}	3.56 ^{BG}	2.49	4.59 ^{ABCDG}
Ride in a car, truck, SUV, or motorcycle driven by a friend or family	0.73 ^{BG}	0.22	0.88 ^{BG}	1.41 ^{ABCEFGH}	0.68 ^{BG}	0.53	0.25	0.70 ^{BG}
Take a taxi	0.15 ^{BG}	0.03	0.35 ^{ABEFG}	0.23 ^{BG}	0.07	0.08	0.03	0.17 ^{BG}
Use a rideshare service, such as Uber or Lyft	0.30 ^{BEFG}	0.12	0.38 ^{BEFG}	0.69 ^{ABCEFG}	0.11	0.07	0.10	0.44 ^{BEFG}
Use a city bus, subway, commuter rail or light rail	0.42 ^{EFG}	0.37 ^F	0.42 ^F	0.92 ^{ABCEFGH}	0.23	0.08	0.27 ^F	0.50 ^{EF}
Use a carpool or vanpool	0.12 ^G	0.06	0.18 ^{FG}	0.21 ^{BFG}	0.07	0.04	0.01	0.17 ^G
Use a shared service for bikes, ebikes, or scooters such as Lime or Bird	0.09 ^{BFG}	0.00	0.20 ^{ABEFG}	0.17 ^{ABEFG}	0.04	0.00	0.03	0.09
Ride a personal e-bike or scooter	0.09 ^{BFG}	0.00	0.18 ^{ABFG}	0.18 ^{BFG}	0.06	0.00	0.03	0.08
Use another form of transportation	0.01	0.00	0.01	0.07	0.00	0.00	0.00	0.00

Table 51: Employee Work County by Segment

Work County	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1579	212	249	221	252	155	226	264
Baltimore City	25% ^F	24% ^F	27% ^F	31% ^{FG}	22%	14%	19%	34% ^{AEFG}
Baltimore	25% ^B	15%	30% ^{BGH}	30% ^{BG}	26% ^B	31% ^{BGH}	18%	21%
Anne Arundel	16%	12%	13%	12%	19% ^{BD}	20% ^{BD}	20% ^{BD}	17%
Howard	8%	10%	10%	6%	5%	9%	9%	7%
Harford	7% ^B	1%	5%	12% ABCEG	5%	8% ^B	6% ^B	12% ABCEG
District of Columbia DC	4% ^{DH}	10% ^{ADEFH}	5% ^{DFH}	<1%	3% ^D	1%	7% ^{DFH}	1%
Montgomery	3% ^D	5% ^D	3%	1%	2%	2%	7% ^{ADEFH}	1%
Prince George's	3%	5%	1%	2%	3%	1%	6% ^{CFH}	1%
Carroll	2% ^{CG}	1%	<1%	2%	4% ^{CG}	6% ^{BCG}	1%	3% ^C
Other	1%	3%	-	1%	2%	2%	-	1%
Fairfax VA	1%	5% ^{ACDEFGH}	<1%	<1%	1%	1%	<1%	1%
Arlington VA	1%	3% ^{AGH}	2%	-	-	-	<1%	<1%
Queen Anne's	1%	<1%	<1%	1%	2% ^{ABCG}	-	<1%	<1%
Net: Outside BMC Area	16% ^{DH}	35% ^{ACDEFH}	15% ^{DH}	6%	16% ^{DH}	11%	26% ACDEFH	6%

Table 52: Employee Q29 by Segment

Q29. When you work remotely, where do you typically work? Base = Those Who Work a Hybrid Schedule And Answering	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	714	102	246	36	35	45	222	28
From home, in a designated office space you do not share	53% ^{CD}	57% ^{DH}	46% ^D	13%	54% ^D	53% ^D	72% ^{ABCDHF}	33%
From home, in a designated office space you share	13% ^G	12%	21% ^{ADEFG}	12%	5%	6%	7%	15%
From home, in a general area	29% ^{EG}	29%	30% ^E	54% ^{ABCEG}	14%	39% ^{EG}	21%	28%
From a remote shared workspace that is not your main office	3%	1%	1%	13%	10%	-	-	20% ^{ABC}
From a remote location due to travel (hotel, remote office in another city, etc.)	1%	1%	1%	4%	9%	1%	-	5%
Other	1%	-	-	4%	8%	-	-	-
Net: From home	95% ^{DEH}	98% ^{ADEH}	97% ^{ADEH}	79%	73%	99% ^{DEH}	100% ^A	75%
Net: Not at home	4%	2%	3%	17% ^{BF}	19% ^{ABCF}	1%	-	25% ^{ABCF}

Table 53: Employee Q30 by Segment

Q30. How often have you taken advantage of the following benefits while working from home? Summary Table: Net: Always/Usually	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Taking care of household chores	50% ^G	49%	55% ^{EG}	64% ^{EG}	38%	59% ^{EG}	41%	47%
Being able to travel and work remotely anywhere	35% ^B	24%	40% ^B	47% ^B	35%	43% ^B	30%	38%
Spending more quality time with friends/family	52% ^E	56% ^E	55% ^E	40%	31%	56% ^E	49% ^E	60% ^E
Avoid traffic congestion or overly long commutes	81% ^E	96% ^{ACDEFGH}	77% ^E	75%	59%	74%	82% ^E	65%
Saving money on commuting (e.g., transit fares, gas, or tolls)	79% ^{DE}	95% ^{ACDEFGH}	77% ^E	63%	59%	75%	78% ^E	65%
Saving money on other work-related expenses (e.g., food, materials, etc.)	69% ^{DE}	81% ^{ACDEG}	71% ^{DE}	53%	52%	69%	66%	63%
Being home when my child or children come home from school	51%	58%	56%	62%	40%	41%	46%	34%
Taking care of a family member who needs special care	32% ^{BG}	20%	39% ^{ABG}	52% ^{ABEG}	23%	36% ^B	23%	45% ^B

Table 54: Employee Q31 by Segment

Q31. How often have you experienced the following issues while working from home? Summary Table: Net: Always/Usually	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Disconnect with work culture	21%	18%	24%	38% ^{ABFG}	31%	17%	16%	18%
Disconnect from coworkers	20%	18%	24%	31%	32% ^G	17%	16%	12%
Feeling out of the loop on communications	14% ^{BFG}	8%	23% ^{ABFG}	37% ^{ABFG}	27% ^{BFG}	4%	6%	18%
Falling behind on work tasks	11% ^{BG}	1%	24% ^{ABG}	26% ^{ABG}	14% ^B	-	3%	26% ^{BG}
Being distracted by non-work tasks or activities	19% ^{BFG}	11%	28% ^{ABFG}	42% ^{ABFG}	29% ^{BFG}	10%	11%	33% ^{BFG}
Trouble leaving the house	17% ^{BFG}	11%	24% ^{ABFG}	33% ^{ABFG}	23% ^F	7%	11%	32% ^{BFG}
Trouble with connections or meeting software (VPN, Zoom, etc.)	10% ^{BFG}	2%	20% ^{ABFG}	39% ^{ABCEFG}	14% ^{BG}	3%	2%	19% ^G

Table 55: Employee Q32 by Segment

Q32. How would you say your travel and activities today compare to how you traveled in 2019, prior to COVID-19? B. Travel on public transit	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	884	120	169	136	131	63	123	142
Do less than before	36% ^{CE}	62% ^{ACDEFH}	27%	33%	25%	41%	51% ^{ACDEH}	28%
Do the same as before	46% ^B	35%	39%	42%	59% ^{ABCDG}	51%	42%	52% ^B
Do more than before	18% ^{BFG}	3%	33% ^{ABEFGH}	25% ^{BFG}	16% ^B	9%	7%	20% ^{BG}

Table 56: Employee Q34 by Segment

Q34. How many trips for each of the following did you make over the past 30 days where the furthest destination was at least 75 miles away (one-way) from home, even if the trip did not begin at home? Summary Table: Net: 1 Or More Trip	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Business trips, including trips that were partially or primarily for business but may have included some leisure activities	37% ^{BFH}	22%	56% ^{ABDEFGH}	40% ^{BFH}	38% ^{BF}	24%	44% ^{BFH}	28%
Visiting family or friends	60% ^B	52%	73% ^{ABEFGH}	64% ^{BF}	61%	52%	56%	58%
Personal vacation that did not include visiting friends or family	42% ^{BF}	29%	61% ^{ABDEFGH}	48% ^{BFG}	46% ^{BF}	33%	36%	39%
Some other purpose	5%	2%	7%	6%	5%	2%	3%	5%

Table 57: Employee Q34 Means by Segment

Means	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Business trips, including trips that were partially or primarily for business but may have included some leisure activities	1.49 ^B	0.45	2.03 ^{ABFGH}	1.56 ^B	2.43 ^{ABDFGH}	0.99	1.17 ^B	1.40 ^B
Visiting family or friends	2.00 ^{BG}	1.38	2.39 ^{ABFGH}	2.54 ^{ABFGH}	2.64 ^{ABFGH}	1.74	1.31	1.68
Personal vacation that did not include visiting friends or family	1.42 ^{BFG}	0.60	2.04 ^{ABFGH}	1.68 ^{BFG}	2.43 ^{ABFGH}	0.77	0.64	1.32 ^{BFG}
Some other purpose	0.14 ^{BF}	0.03	0.20	0.13	0.32	0.03	0.06	0.15

Table 58: Employee Q50B Top Mentions by Segment

Q50B. Which three of the following transportation goals would you most like to see in the future? (Top Mentions)	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1624	225	250	227	259	164	231	268
Reduce congestion	40% ^D	43% ^D	34% ^D	24%	46% ^{CD}	45% ^D	47% ^{ACD}	42% ^D
Ensure that streets are safe for people outside automobiles	26%	26%	22%	28%	27%	26%	27%	27%
Ensure a safe and secure transportation system	25%	26%	19%	22%	26%	28%	25%	26%

Q50B. Which three of the following transportation goals would you most like to see in the future? (Top Mentions)	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
Address the climate change and transition to a clean energy future (i.e., support for electric vehicles, programs to reduce carbon emissions, etc.)	24%	30% ^{CDH}	19%	20%	21%	29%	36% ^{ACDEH}	20%
Improve public transit services	24%	22%	22%	22%	21%	20%	25%	33% ^{ABCDEF}
Maintain a high standard and modernize transportation infrastructure	21% ^D	27% ^{ADF}	20%	15%	24% ^D	18%	23%	19%
Provide more transportation choices and connections	17% ^E	16%	20% ^E	22% ^E	12%	14%	14%	19%
Ensure environmental protection for the local area and local wildlife	15%	15%	17%	12%	15%	19%	14%	12%
Expand biking and walking paths and trails	14% ^D	12%	16% ^D	8%	13%	13%	21% ^{ABD}	14%
Advance equity and support for underserved communities	14% ^D	17% ^D	15%	8%	10%	16%	16%	16% ^D

Table 59: Employee Q55 by Segment

Q55. What is the highest level of education you have completed?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1620	226	251	226	259	161	231	266
Less than high school (including current high school student or below)	2%	1%	-	4%	2%	2%	-	3%
High school diploma or GED	13% BCEG	3%	5%	37% ABCEFGH	9% ^{BG}	16% ^{BCG}	1%	18% ABCEG
Some college	16% ^{BCG}	8%	6%	33% ABCEFGH	16% ^{BCG}	21% ^{BCG}	5%	20% ^{BCG}
Associate's or technical school degree	9% ^C	8%	5%	9%	9%	16% ABCG	5%	10% ^C
Bachelor's or undergraduate degree	26% ^{DF}	40% ^{ADEFH}	38% ADEFH	12%	22% ^D	19%	31% ^{DF}	25% ^D
Some graduate school	5% ^D	4%	4%	2%	4%	9% ^{DE}	9% ^{DE}	5%
Graduate or professional degree	29% ^{DFH}	37% ^{ADFH}	42% ^{ADFH}	3%	39% ^{ADFH}	18% ^D	49% ABDFH	18% ^D
Net: Bachelor's Degree or more	60% ^{DFH}	81% ^{ADEFH}	85% ADEFH	17%	65% ^{DFH}	46% ^D	88% ADEFH	49% ^D

Table 60: Employee Q56 by Segment

Q56. How much did all members of your household earn in income last year?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1519	214	241	210	237	144	216	257
Less than \$13,000 (\$6.5K)	4% ^{CE}	-	1%	17% ^{ACEFH}	1%	6% ^{CE}	-	4% ^{CE}
\$13,000 to less than \$17,500 (\$15.25K)	2% ^H	-	-	8% ^{AFH}	-	1%	-	<1%
\$17,500 to less than \$26,500 (\$22K)	4% ^{BCEH}	<1%	2%	15% ^{ABCEH}	1%	10% ^{ABCEH}	-	2%
\$26,500 to less than \$31,000 (\$28.75K)	3%	-	2%	10% ^{ACH}	-	7% ^C	-	2%
\$31,000 to less than \$35,500 (\$33.25K)	2% ^{CE}	-	<1%	7% ^{ACE}	1%	3%	-	5% ^{CE}
\$35,500 to less than \$50,000 (\$42.75K)	9% ^{BE}	5%	7% ^E	20% ^{ABCEF}	3%	6%	-	17% ^{ABCEF}
\$50,000 to less than \$75,000 (\$62.5K)	13% ^{BG}	8%	9%	10%	17% ^{BCG}	18% ^{BCG}	8%	21% ^{ABCDG}
\$75,000 to less than \$100,000 (\$87.5K)	13% ^D	11%	15% ^D	5%	15% ^D	9%	15% ^D	16% ^{DF}
\$100,000 to less than \$125,000 (\$112.5K)	10% ^D	17% ^{ACD}	7%	5%	11% ^D	12% ^D	10%	12% ^D
\$125,000 to less than \$150,000 (\$137.5K)	9% ^D	12% ^D	14% ^{DH}	1%	12% ^D	10% ^D	11% ^D	6% ^D
\$150,000 to less than \$200,000 (\$175K)	12% ^{DFH}	18% ^{DEFH}	22% ^{ADEFH}	1%	9% ^D	7% ^D	23% ^{ADEFH}	8% ^D
\$200,000 or more (\$250K)	18% ^{DFH}	28% ^{ADFH}	22% ^{DFH}	1%	31% ^{ACDFH}	10% ^D	33% ^{ACDFH}	7% ^D
MEAN (in thousands)	\$117.51 ^{DFH}	\$154.89 ^{ADFH}	\$141.47 ^{ADFH}	\$41.59	\$147.64 ^{ADFH}	\$92.81 ^D	\$166.84 ^{ACDEFH}	\$90.81 ^D
MEDIAN (in thousands)	\$99.87	\$142.00	\$137.36	\$30.87	\$128.52	\$72.83	\$162.78	\$74.19

Table 61: Employee Q57 by Segment

Q57. Including yourself, how many people from each age category live in your household? Combo Table	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1532	218	242	196	245	153	224	254
No Children	64% ^C	66% ^C	48%	68% ^C	63% ^C	79% ABCEGH	67% ^C	62% ^C
Single Parent	6% ^{FG}	4%	5%	9% ^{FG}	13% ABCFGH	2%	2%	7%
Two Parent Household	24% ^{DF}	26% ^{DF}	42% ABDEFGH	16%	19%	13%	25% ^F	23% ^F
Other	6%	4%	5%	7%	5%	6%	6%	8%

Table 62: Employee Q62 by Segment

Q62. How many working cars, motorcycles, or motorized, road-appropriate vehicles do you have access to in your household?	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1568	220	248	204	253	157	226	260
0	5% ^{BCEG}	2%	2%	13% ^{ABCEFG}	1%	3%	2%	9% ^{ABCEFG}
1	32%	26%	35%	46% ^{ABCEFGH}	28%	31%	29%	31%
2	40% ^D	43% ^D	48% ^{ADFH}	26%	48% +	34%	46% ^D	35%
3	14% ^D	23% ^{ACDEFG}	10%	8%	14%	10%	13%	19% ^{ACDF}
4	6% ^{CD}	4%	3%	3%	7%	15% ^{ABCDEGH}	8% ^C	5%
5 or more (5)	3%	2%	2%	4%	3%	6% ^H	3%	2%
Net: 1+	95% ^{DH}	98% ^{ADH}	98% ^{ADH}	87%	99% ^{ADH}	97% ^{DH}	98% ^{ADH}	91%
MEAN	1.93 ^D	2.07 ^{ACDH}	1.84 ^D	1.54	2.08 ^{ACDH}	2.23 ^{ACDH}	2.02 ^D	1.84 ^D

Table 63: Employee Q66 by Segment

Q66. What is your age?	Segment							
	TOTAL (A)	Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1587	223	248	216	252	159	226	263
18 to 24 (21.0)	8% ^{BEG}	3%	8% ^{BEG}	25% ^{ABCEFGH}	3%	10% ^{BEG}	1%	7% ^{BEG}
25 to 34 (29.5)	19% ^{EF}	17% ^F	24% ^{AEF}	19% ^{EF}	11%	9%	20% ^{EF}	29% ^{ABDEF}
35 to 44 (39.5)	17% ^{DF}	17%	30% ^{ABDEF}	10%	13%	10%	19%	20% ^{DF}
45 to 54 (49.5)	16%	22%	13%	14%	17%	14%	16%	15%
55 to 64 (59.5)	28% ^{CH}	34% ^{CFH}	17%	26% ^C	43% ^{ACDFGH}	24%	32% ^{CH}	22%
65 to 74 (69.5)	10% ^D	7%	8%	3%	12% ^D	27% ^{ABCDEGH}	10% ^D	8%
75 or older (80.0)	2% ^C	-	<1	3%	1%	8% ^{ACDEG}	1%	-
Net: 18-34	27% ^{BEF}	20%	32% ^{BEFG}	44% ^{ABCEFG}	14%	19%	21%	36% ^{ABEFG}
Net: 55+	40% ^{CDH}	41% ^{CH}	25%	32%	57% ^{ABCDGH}	58% ^{ABCDGH}	43% ^{CDH}	29%
Net: 65+	12% ^{BCDH}	7%	8%	6%	14% ^{BCDH}	34% ^{ABCDEGH}	11%	8%
MEAN	47.03 ^{CDH}	48.37 ^{CDH}	42.82	41.63	52.52 ^{ABCDGH}	54.01 ^{ABCDGH}	48.81 ^{CDH}	43.44

Table 64: Employee Q68/Q69 by Segment

Q68/Q69. Race/Ethnicity	TOTAL (A)	Segment						
		Comfortable Remote Professionals (B)	Frustrated Flex Seekers (C)	Resilient Essential Workers (D)	Grounded Workplace Leaders (E)	Flexible Free Spirits (F)	Hybrid Harmony Achievers (G)	Restless Job Seekers (H)
UNWEIGHTED BASE	1537	213	241	207	247	154	217	258
White/Caucasian only	59% ^D	71% ^{ADH}	63% ^D	39%	63% ^D	64% ^D	63% ^D	54% ^D
Black/African American only	27% ^{EG}	22%	23%	45% ABCEFGH	21%	30% ^G	17%	30% ^{EG}
Hispanic/Latino	6% ^{BEF}	<1%	9% ^{BEF}	11% ^{ABEF}	2%	1%	10% ^{BEF}	8% ^{BEF}
Asian only	4%	4%	2%	4%	5%	2%	7% ^{CH}	2%
Multiracial	3% ^C	2%	<1%	1%	2%	3%	3%	6% ^{ABCDE}
Native American only	1% ^D	-	1%	<1%	7% ^{ACD}	-	-	-
Middle Eastern only	<1%	-	-	-	-	-	<1%	1% ^A
Pacific Islander only	<1%	-	1%	-	-	-	<1%	-
Other	<1%	-	-	-	-	<1%	-	-
Net: People of Color	41% ^B	29%	37%	61% ABCEFGH	37%	36%	37%	46% ^B

County Comparisons

The survey was conducted across the seven counties and jurisdictions that make up the Baltimore Metropolitan area: Anne Arundel County, Baltimore City, Baltimore County, Carroll County, Harford County, Howard County, and Queen Anne's County. The following tables show the results broken out by county, in order to look at key differences between the counties.

Overall, similarities included:

- About eight in ten employees from all except for Queen Anne's County work only one job (See Chart 29).
- The majority of employees in all counties work between 31-50 hours, although there is some significance between counties when broken down between 31-40 hours and 41-50 hours (See Chart 30).
- Half of all employees or more for all counties were satisfied with:
 - Their work schedule (See Chart 32),
 - The resources and accommodations in place to promote accessibility (See Chart 35), and
 - Their job overall (See Chart 36).
- One in five or fewer from each county agreed with the statements that:
 - They don't have enough flexibility at work to keep their work life and personal life in balance (See Chart 37), and
 - They don't have control over when, where, and how they work (See Chart 38).
- About one in ten employees from all counties except for Queen Anne's County work all remote/work-from-home (See Chart 42).
- Six in ten or more employees from all counties said that prior to COVID-19, they worked all-in person (See Chart 44).
- At least two in ten employees working from home from all counties stated that they took advantage of the benefit of taking care of a family member who needs special care while working from home (See Chart 54). This was most pronounced in Carroll County.

Generally, there were fewer significant differences between counties. The following is a summary of each county and a description of some of the unique findings for each county:

- Anne Arundel County employees typically work one job (See Chart 29), with about four in ten working between 31-40 hours a week (See Chart 30). Three in ten of them work frontline jobs such as customer, client, or patient services, with about five in ten working some kind of office work, specifically in for-profit jobs in industries of information, finance, insurance, etc. (See Chart 31). Generally, they are satisfied with their job (See Chart 36) and were less likely to consider changing jobs (Chart 39). They reported having many work benefits, including flexible work schedule options and opportunities to receive feedback on their performance (See Table 69). They generally disagreed with negative statements on the state of their work-life balance – i.e., they felt positive about having that balance (See Chart 37) and desire to look for new

work. Their companies skewed towards either very small (fewer than 20) or very large (5,000 or more) (See Table 71). Almost half of them work all in person (See Chart 42), but those who work from home were the most likely to always take advantage of the benefits of avoiding congestion (See Chart 50).

- Baltimore City employees are most likely to want to work all in person, ideally (See Chart 45).
- Baltimore County employees were generally similar to their counterparts from other counties, not standing out on matters of satisfaction or preference.
- Carroll County employees were least likely to have or be aware of their company monitoring them working from home (See Chart 41), and most likely to take advantage of avoiding traffic congestion (See Chart 50).
- Harford County had the smallest proportion of employees satisfied with the amount of control they have over where, how, and when they do their work (See Chart 34). Additionally, they were less likely to have considered changing jobs (See Chart 39), and the least likely to take care of household chores while working from home (See Chart 47).
- Howard County employees were significantly more likely to be hybrid or not working from home (See Chart 42).
- Queen Anne's County had comparatively few survey respondents. Due to the small sample size, results should be viewed with caution. Of those who participated, they had a more even split between those with only one job and those with two or more, compared to the other counties that had roughly 80% working only one job (See Chart 29). The majority tended to work between 31-50 hours a week (See Chart 30), doing either upper level or front line office work (See Chart 31). Additionally, Queen Anne's County had the highest proportion of employees who reported having a disability (See Table 94).

Caution should be used when examining significance between groups where $n < 40$.

Chart 29: Employee Q1 by Home County

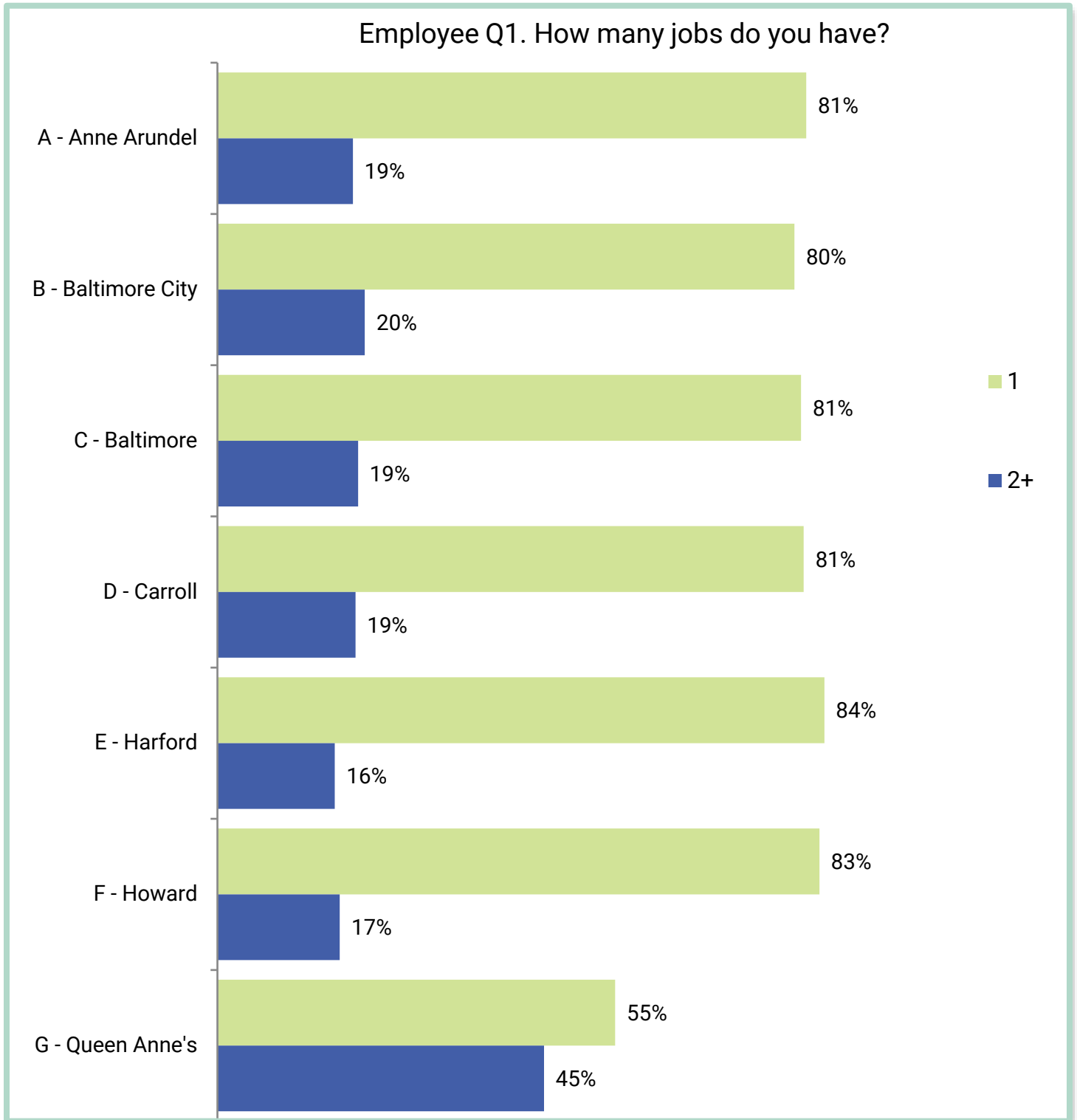


Chart 30: Employee Q2 by Home County

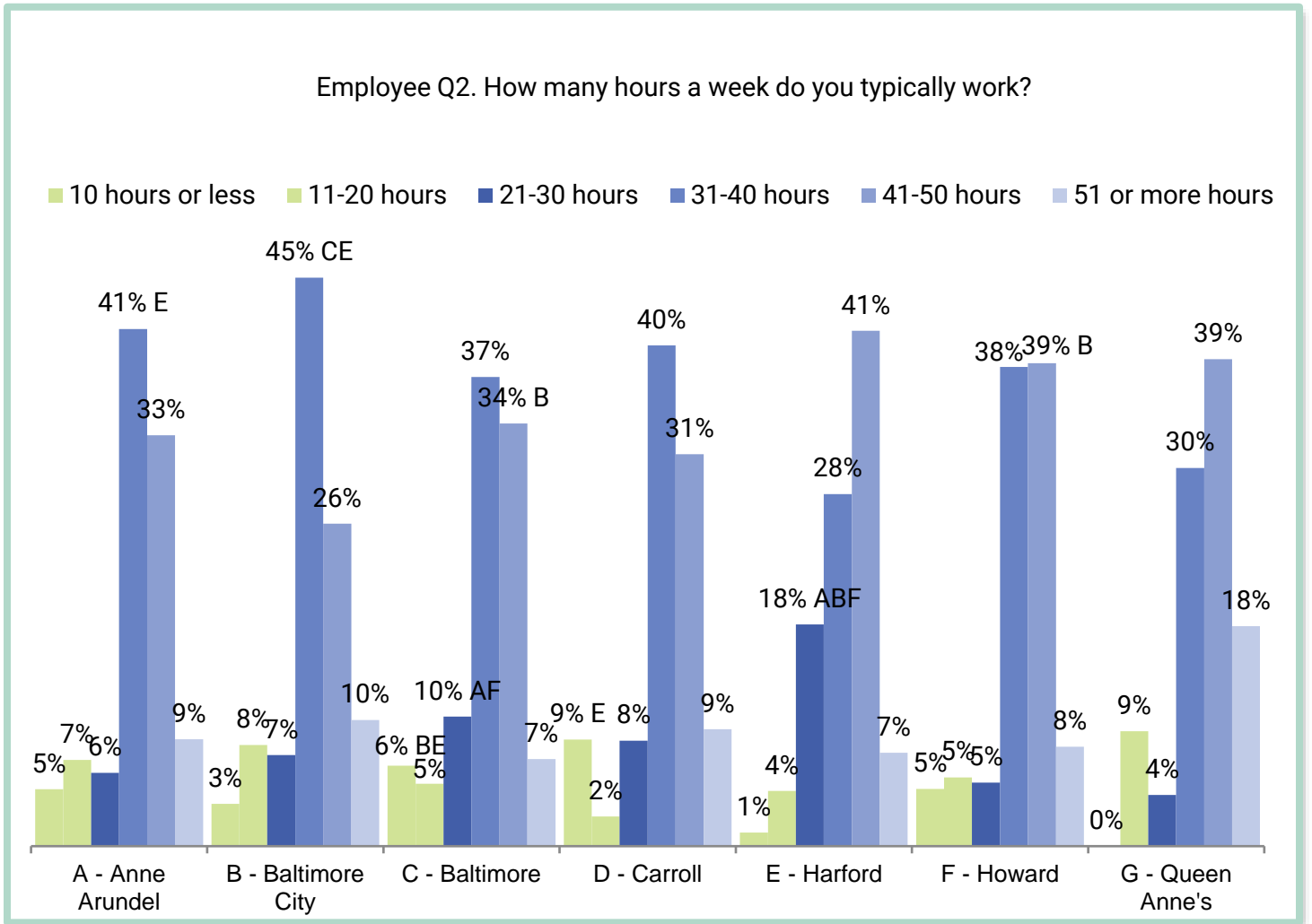


Chart 31: Employee Q3 by Home County

Employee Q3. Which ONE of the following best describes the type of work that you do?

- Customer/client/patient service (education, retail, food service, healthcare, entertainment, etc.)
- Office work (middle level within an organization, some management and supervision of other people or departments)
- Office work (upper level within an organization, involving coordination of organization, development of plans or goals for the organization, supervision of managers, etc.)
- Office work (front line within the organization, directly involved with production of products or providing services such as sales, secretarial, bookkeeping, clerical, etc.)
- Manual labor (driving, working with your hands, assembling, moving, etc.)
- Research
- Other

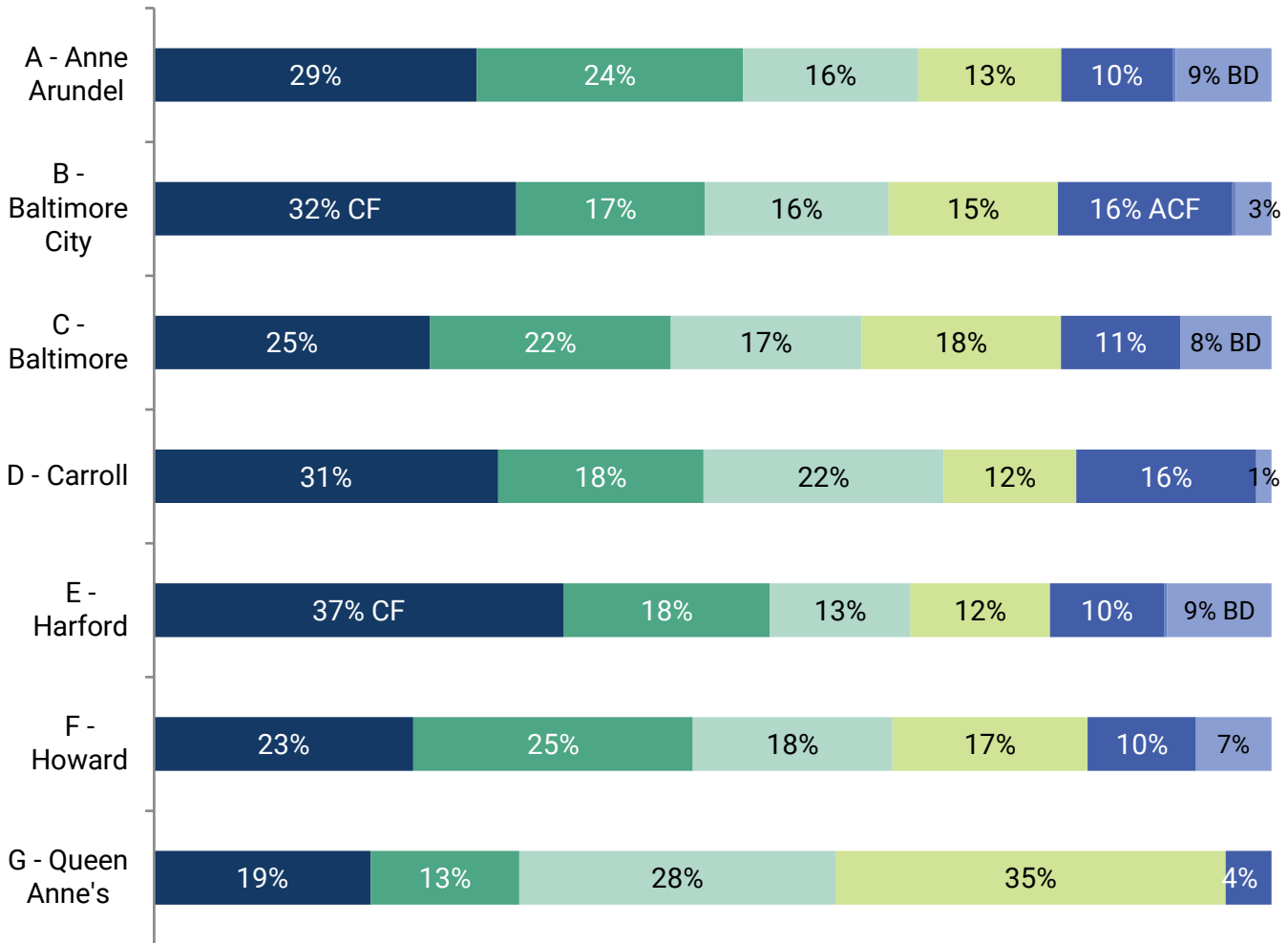


Table 65: Employee Q4 by Home County

Employee Q4. Which of the following best describes the industry you work in? (Top mentions)	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
HOME COUNTY	(n=237)	(n=433)	(n=533)	(n=91)	(n=130)	(n=186)	(n=19)
Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration	29% ^{BE}	17%	23% ^B	18%	15%	25%	19%
Healthcare	18%	22% ^F	17%	21%	24% ^F	14%	7%
Retail	11% ^F	8%	6%	4%	9%	4%	
Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade	11%	13%	15%	15%	12%	12%	4%
Education	8%	16% ^{AC}	11%	7%	10%	17% ^A	33%
Government (not specific)	5%	2%	4%	3%	2%	5%	7%
Professional service, such as law, marketing, engineering	3%	2%	4%	3%	3%	4%	9%
Food service (including restaurants, bars, and caterers)	3%	10% ^{AF}	7% ^A	10% ^A	6%	3%	-
Law Enforcement/Military/Defense	2%	1%	1%	<1%	1%	2%	18% ^{ABCDEF}
Non-profit (not specific)	2%	2%	1%	1%	1%	1%	-

Employee Q4. Which of the following best describes the industry you work in? (Top mentions) HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=237)	(n=433)	(n=533)	(n=91)	(n=130)	(n=186)	(n=19)
Travel/Vehicle Services	2%	<1%	<1%	-	2%	0%	-

Table 66: Employee Q4 by Work County

Employee Q4. Which of the following best describes the industry you work in? (Top mentions) WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=14)	(n=91)	(n=124)	(n=44)	(n=46)
Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration	27% ^{BF}	18%	19%	45% ^{ABCFG}	53% ^{BCF}	9%	25% ^F	34% ^F	30% ^F
Education	14% ^D	15% ^D	13% ^D	1%	6%	9%	12% ^D	5%	10%
Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade	13% ^D	14% ^{DH}	16% ^{DH}	2%	7%	10%	10%	5%	14%
Retail	12% ^{BDI}	5%	10% ^{BD}	0%	7%	10% ^D	7%	5%	4%
Healthcare	11%	25% ^{ACDI}	17%	14%	12%	19%	19%	19%	13%
Government (not specific)	7% ^C	3%	2%	8%	-	4%	3%	9%	8%
Food service (including restaurants, bars, and caterers)	5%	8%	6%	-	-	14% ^{ACG}	5%	-	-

Table 67: Employee Q5 by Home County

Employee Q5. Which of the following best describes the company or organization where you currently work? HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=236)	(n=433)	(n=533)	(n=91)	(n=131)	(n=186)	(n=19)
For-profit	62%	57%	64%	67%	63%	62%	49%
Not-for-profit	14%	19%	16%	19%	22%	15%	8%
Local, state, or federal government	25%	24%	20%	14%	15%	23%	43%

Table 68: Employee Q5 by Work County

Employee Q5. Which of the following best describes the company or organization where you currently work? WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=451)	(n=421)	(n=56)	(n=15)	(n=91)	(n=124)	(n=44)	(n=46)
For-profit	61% ^D	54% ^D	70% ^{BD}	29%	82% ^{BDH}	69% ^{BD}	66% ^{BD}	52%	58% ^D
Not-for-profit	14% ^I	22% ^{ACEI}	14% ^I	33% ^{ACEFI}	5%	15%	17% ^I	15%	5%
Local, state, or federal government	25% ^C	24% ^C	16%	38% ^{CFG}	13%	15%	17%	33%	37% ^{CFG}

Chart 32: Employee Q6 by Home County – Work Schedule

Employee Q6. How satisfied are you with each of the following aspects of your job?
Your work schedule

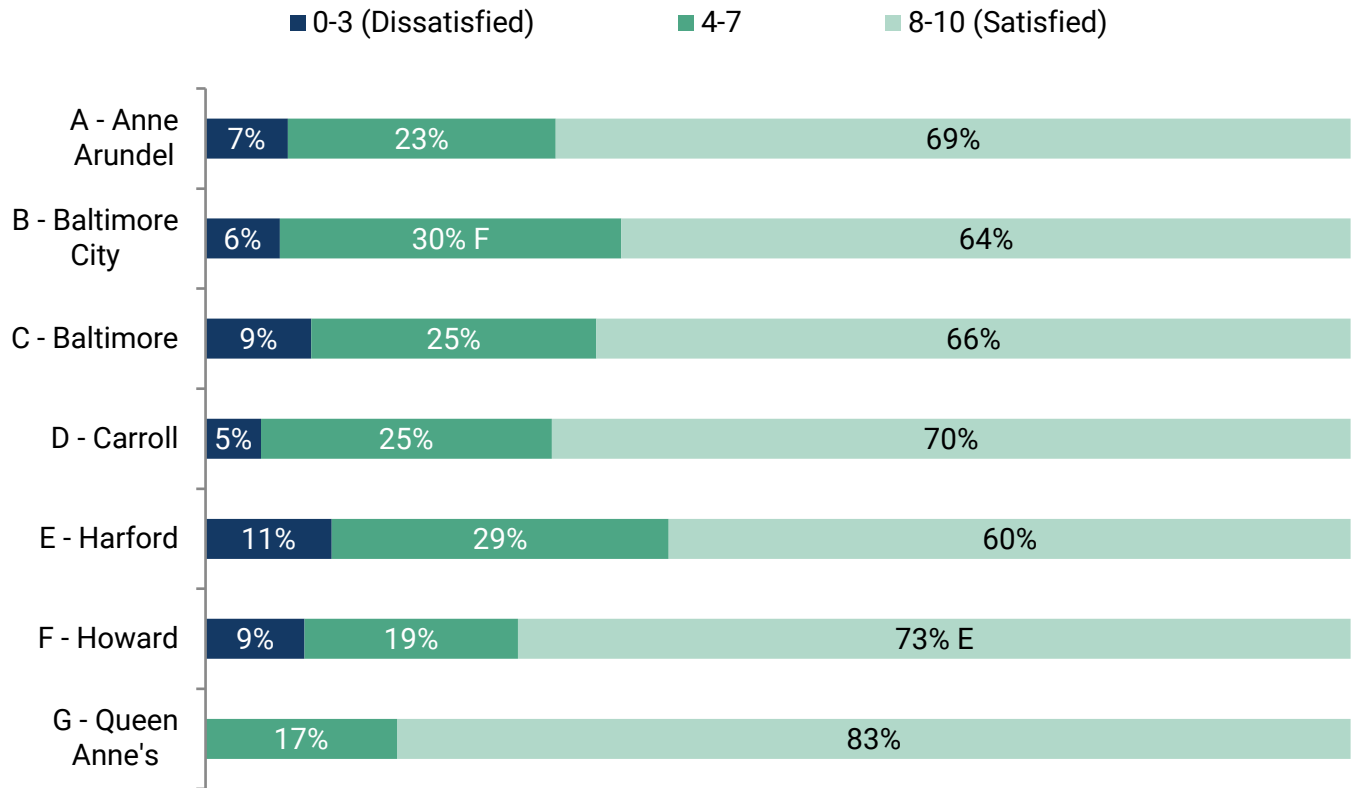


Chart 33: Employee Q6 by Home County – Company’s WFH Situation

Employee Q6. How satisfied are you with each of the following aspects of your job?
Your company's current work-from-home/remote work situation

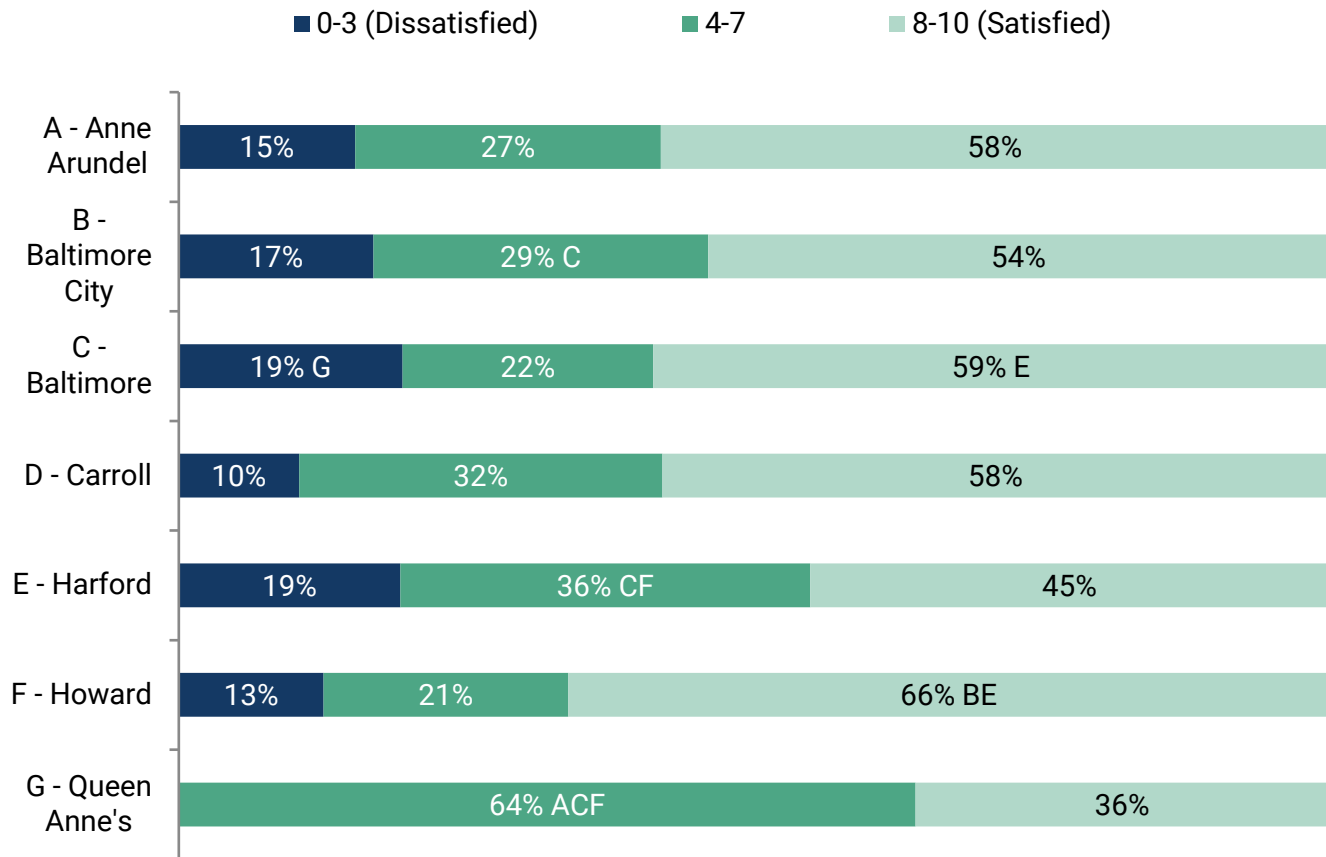


Chart 34: Employee Q6 by Home County – Control Over How, When, and Where They Work

Employee Q6. How satisfied are you with each of the following aspects of your job?
The amount of control you have over how, when, and where you do your work

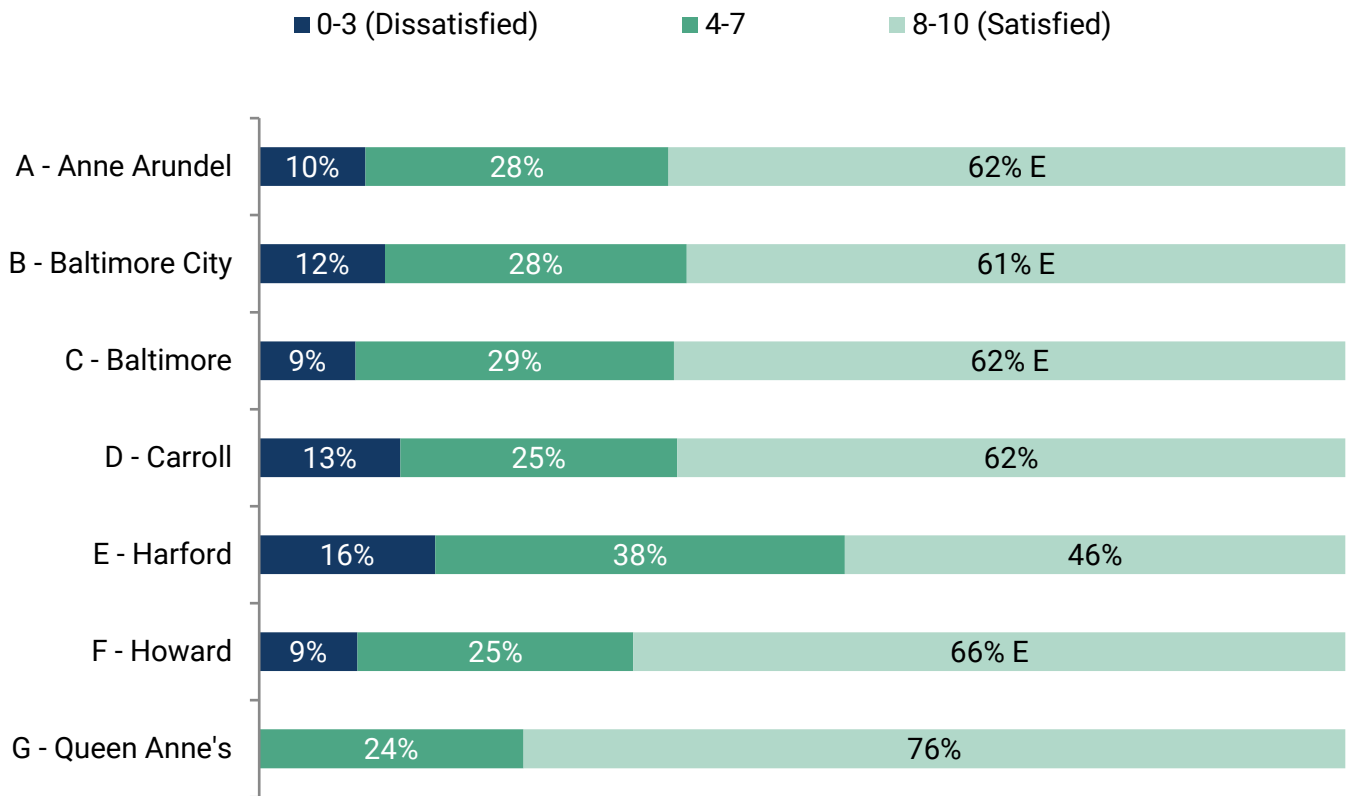


Chart 35: Employee Q6 by Home County – Resources and Accommodations

Employee Q6. How satisfied are you with each of the following aspects of your job?

The resources and accommodations in place to promote accessibility

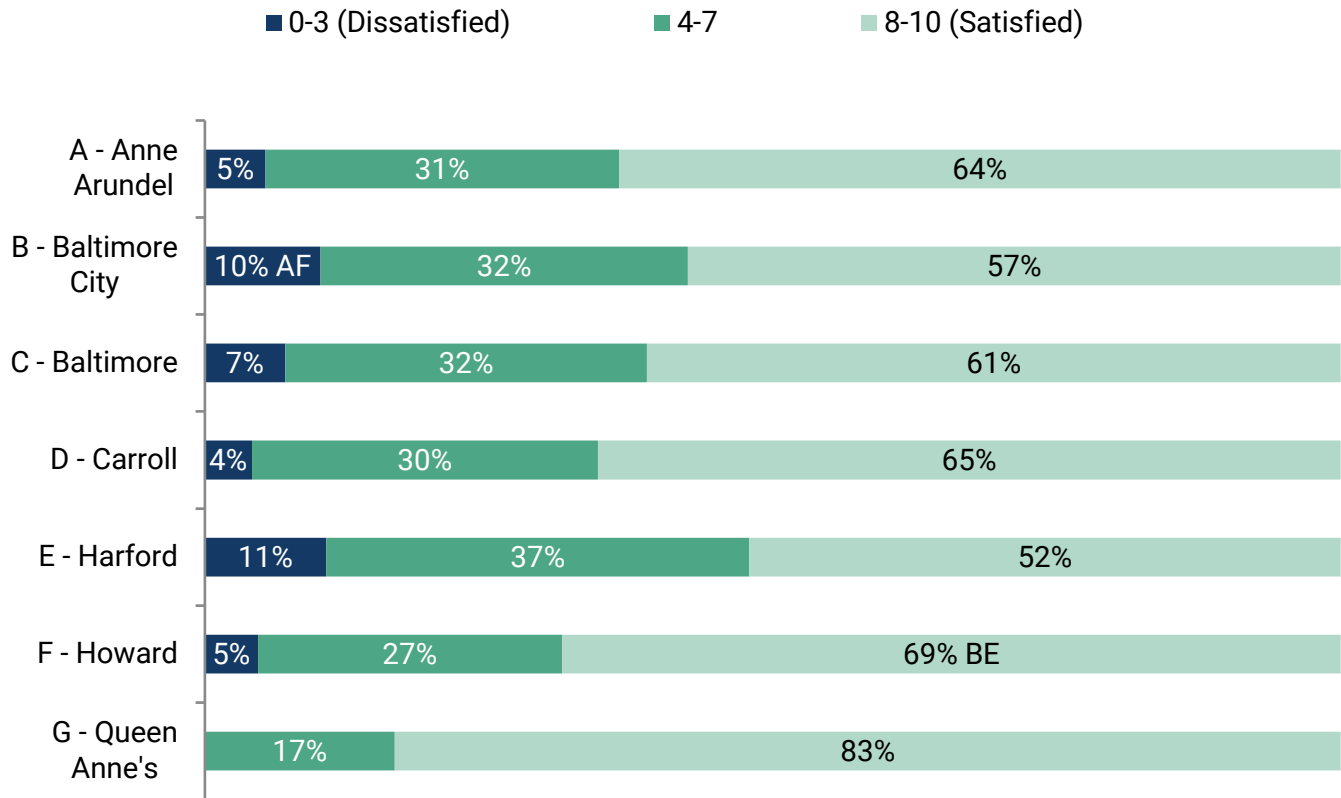


Chart 36: Employee Q6 by Home County – Job Overall

Employee Q6. How satisfied are you with each of the following aspects of your job?
Your job overall

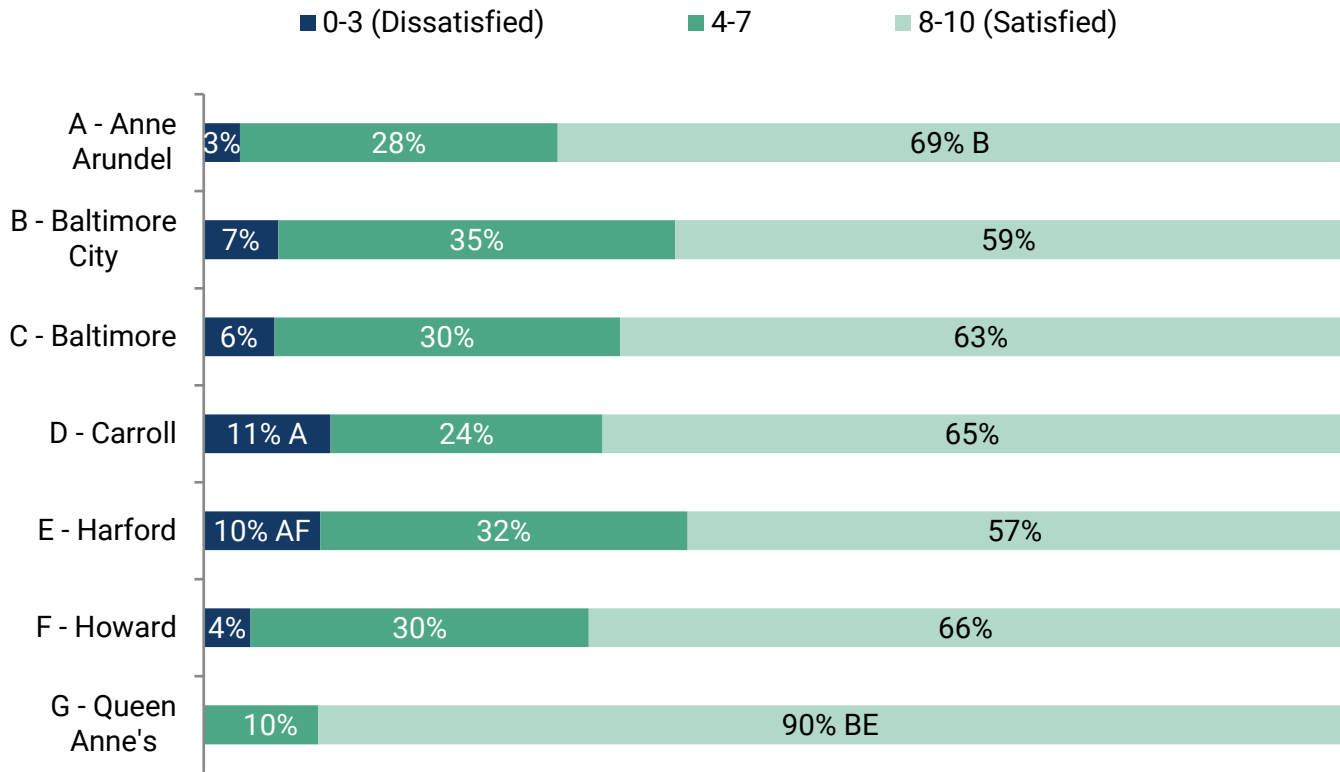


Table 69: Employee Q7 by Home County

Employee Q7. Which of the following does your employer offer to you? (Top mentions)	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Annes (G)
HOME COUNTY	(n=237)	(n=433)	(n=533)	(n=91)	(n=131)	(n=186)	(n=19)
Flexible work schedule options	62% ^{BC}	51%	51%	55%	55%	60%	44%
Opportunities to give and receive feedback on your performance	57% ^B	47%	53%	54%	58% ^B	62%	75%
Internal education opportunities (e.g., webinars, video trainings, etc.)	56% ^{BC}	45%	45%	47%	52%	65% ^{BCD}	53%
Work opportunities that encourage teamwork and collaboration	56% ^{BC}	44%	47%	52%	50%	53%	65%
Predictable schedules	54% ^B	39%	49% ^B	62% ^B	47%	60% ^{BC}	75% ^B
Opportunities to be involved in decision making, problem solving, and goal setting	53% ^B	44%	49%	53%	58% ^B	58% ^B	40%
Employee recognition initiatives	45% ^C	40%	37%	31%	42%	39%	75% ^{BCDF}
Remote work options	44%	39%	44%	43%	38%	59% ^{ABCE}	44%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	42%	38%	36%	49%	41%	48% ^C	51%
Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)	41%	36%	38%	29%	37%	41%	38%

Employee Q7. Which of the following does your employer offer to you? (Top mentions) HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=237)	(n=433)	(n=533)	(n=91)	(n=131)	(n=186)	(n=19)
Rewards for generating new ideas or solutions	19%	20% ^D	23% ^{DE}	7%	13%	18%	7%

Table 70: Employee Q7 by Work County

Q7 Which of the following does your employer offer to you? (Top mentions) WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=91)	(n=124)	(n=44)	(n=46)
Flexible work schedule options	59% ^B	48%	53%	64% ^B	53%	58%	68% ^B	71% ^{BC}
Predictable schedules	58% ^{BC}	43%	43%	57%	48%	56% ^{BC}	69% ^{BCF}	71% ^{BCF}
Internal education opportunities (e.g., webinars, video trainings, etc.)	57% ^C	48%	44%	78% ^{ABCEFG}	43%	57% ^C	77% ^{ABCEFG}	63% ^C
Opportunities to give and receive feedback on your performance	56%	54%	49%	62%	57%	61% ^C	72% ^C	69% ^C
Work opportunities that encourage teamwork and collaboration	51%	50%	43%	73% ^{ABCFG}	48%	52%	74% ^{ABCFG}	61% ^C

Q7 Which of the following does your employer offer to you? (Top mentions) WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=91)	(n=124)	(n=44)	(n=46)
Opportunities to be involved in decision making, problem solving, and goal setting	50%	48%	49%	62% ^E	47%	56%	71% ^{ABCEF}	64% ^{BE}
Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)	43%	35%	35%	48%	41%	35%	44%	47%
Employee recognition initiatives	43%	42%	35%	50%	45%	41%	60% ^{BC}	51%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	42%	40%	35%	43%	35%	48% ^C	67% ^{ABCDF}	54% ^C

Chart 37: Employee Q8 by Home County – Flexibility in Work-Life Balance

Employee Q8. How much do you agree or disagree with each of the following statements?

I don't have enough flexibility at work to be able to keep my work life and my personal life in balance

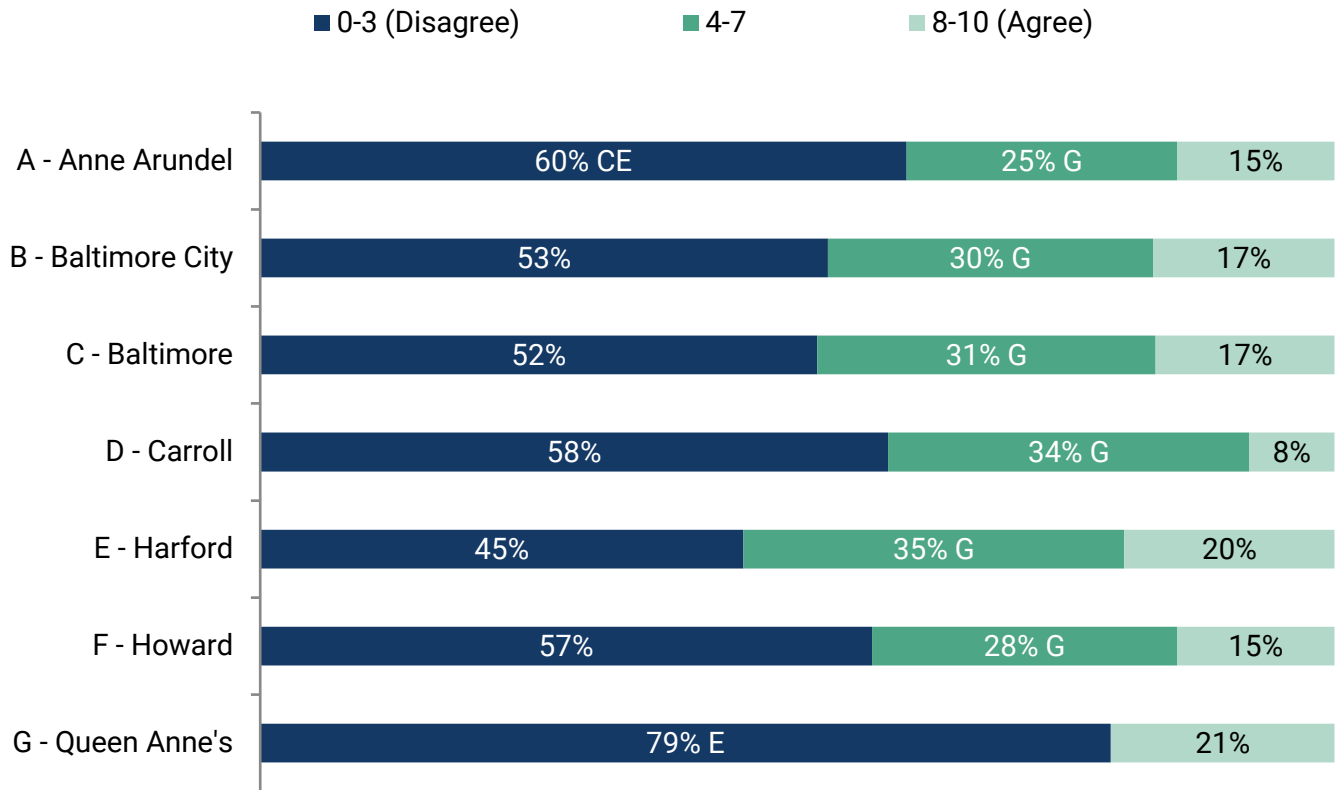


Chart 38: Employee Q8 by Home County – Control Over When, Where, and How Working

Employee Q8. How much do you agree or disagree with each of the following statements?

I don't have enough control over when, where, and how I work

■ 0-3 (Disagree) ■ 4-7 ■ 8-10 (Agree)

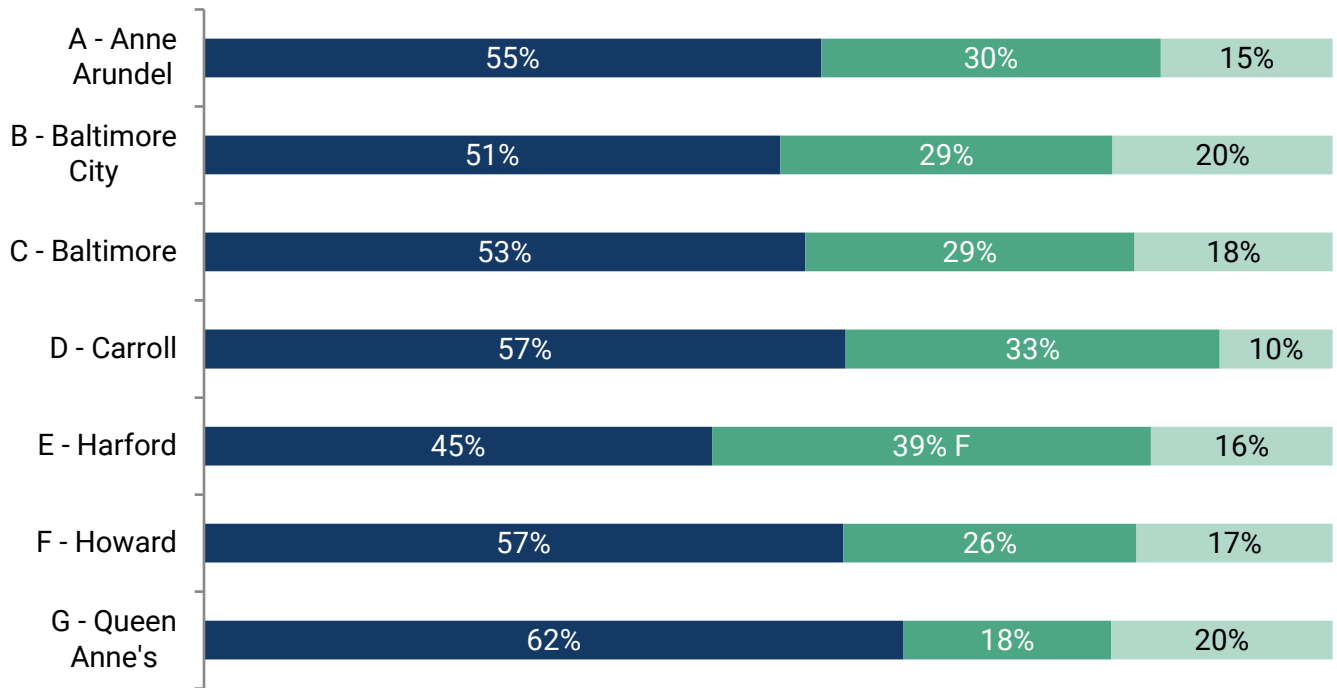


Chart 39: Employee Q8 by Home County – Considered Changing Jobs

Employee Q8. How much do you agree or disagree with each of the following statements?

In the last year, I have considered changing jobs

■ 0-3 (Disagree) ■ 4-7 ■ 8-10 (Agree)

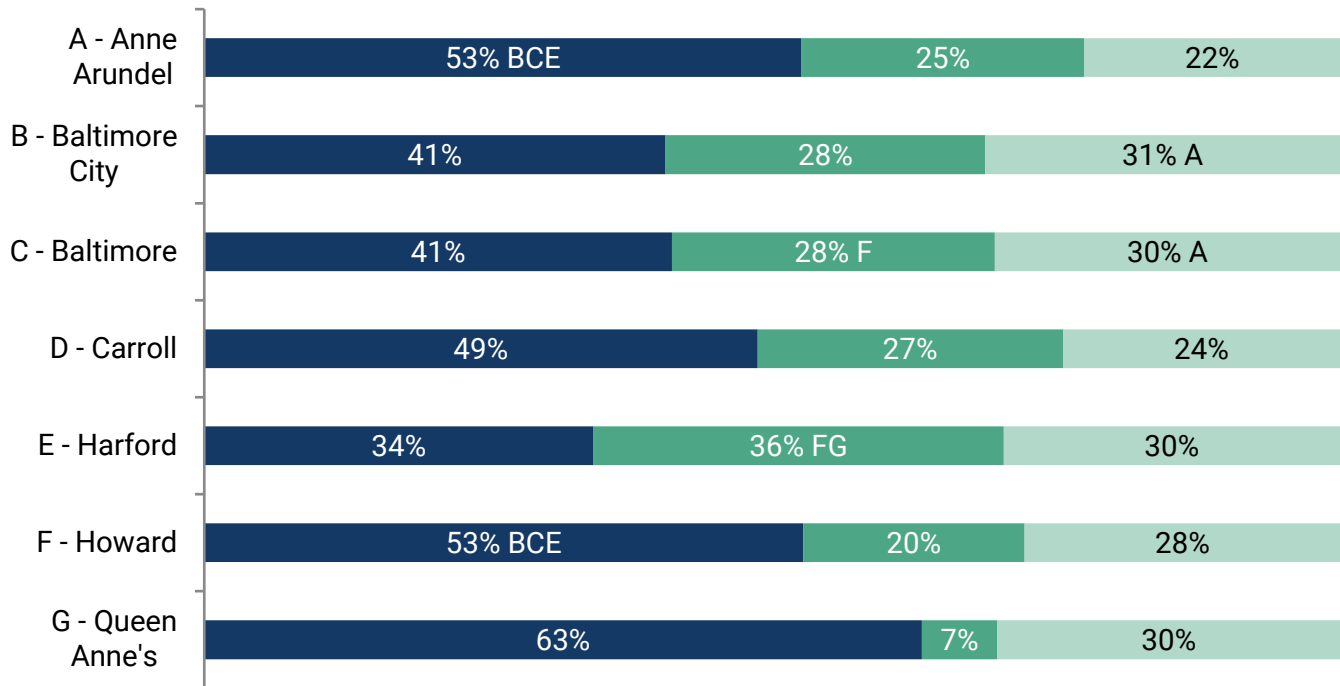


Chart 40: Employee Q8 by Home County – Explored Other Jobs

Employee Q8. How much do you agree or disagree with each of the following statements?

In the last year, I have explored other possible jobs

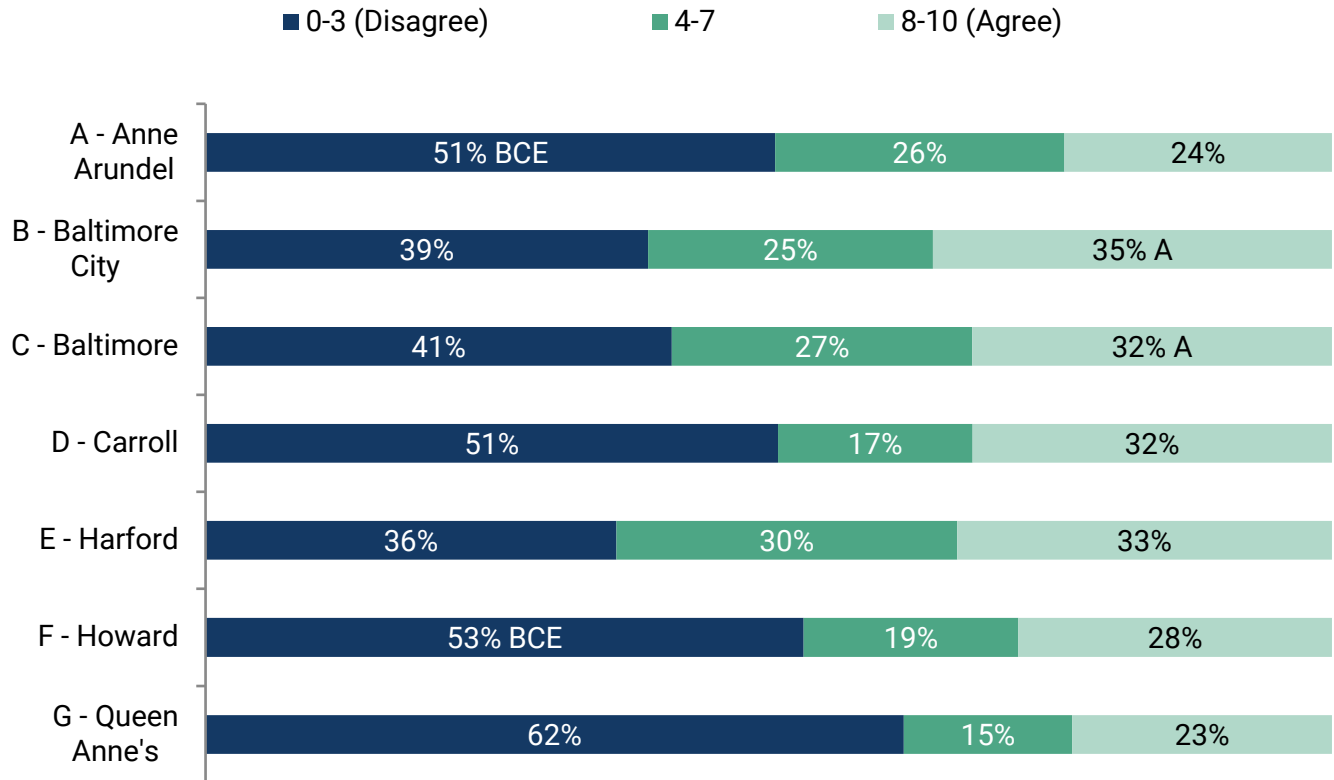


Chart 41: Employee Q10 by Home County

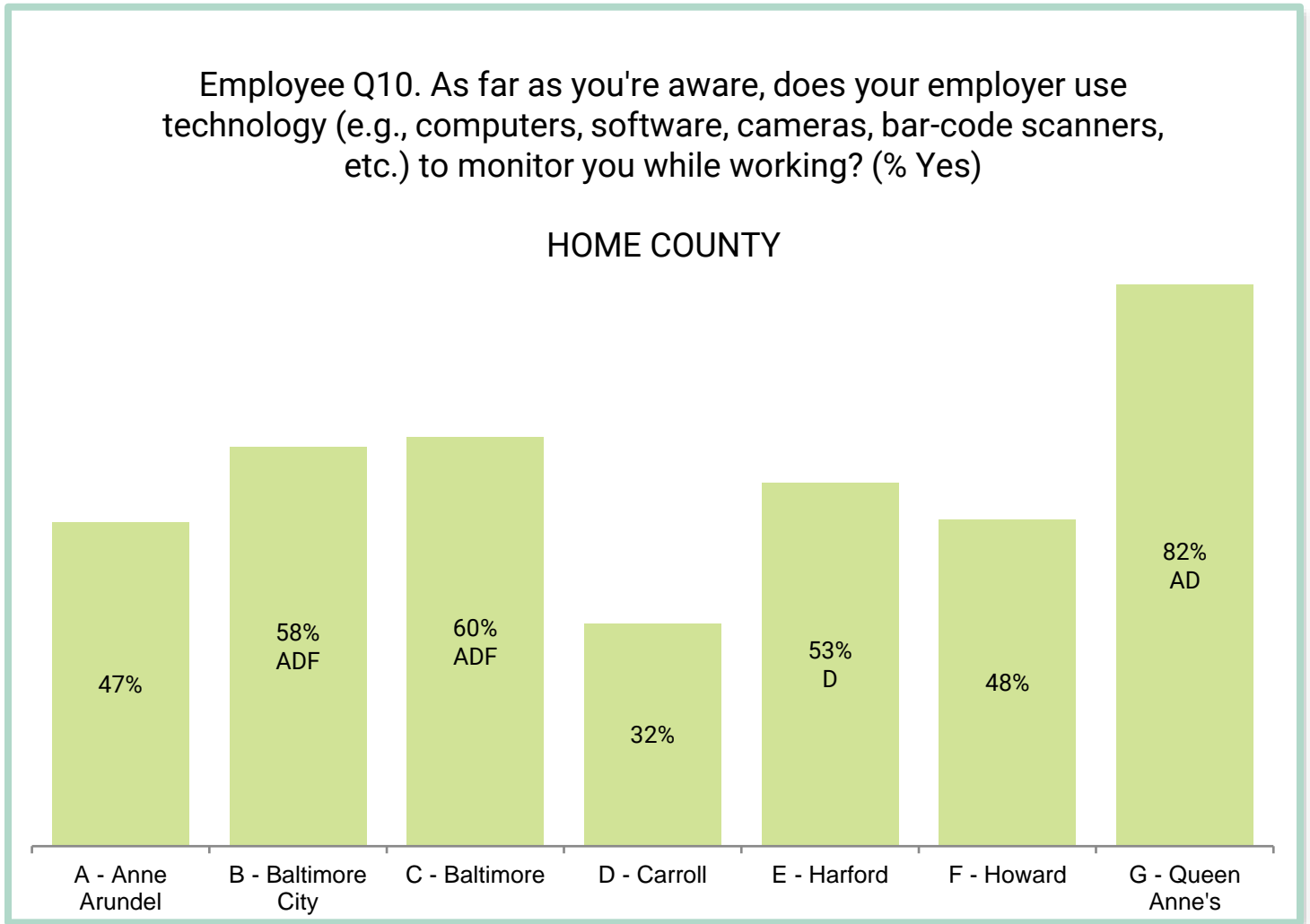


Table 71: Employee Q13 by Home County

Employee Q13. How many employees does your company or organization have in the greater Baltimore Metropolitan area? HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=235)	(n=432)	(n=532)	(n=90)	(n=131)	(n=186)	(n=19)
Fewer than 20 (10.0)	22% ^B	12%	20% ^B	37% ^{ABCEF}	16%	18%	39%
20 to 49 (34.5)	9%	14% ^{AF}	10%	5%	14%	7%	7%
50 to 99 (74.5)	10%	11% ^C	7%	3%	16% ^{CD}	8%	25%
100 to 249 (174.5)	7%	16% ^{AF}	11%	10%	9%	8%	7%
250 to 499 (374.5)	9%	8%	8%	9%	8%	12%	-
500 to 999 (749.5)	9%	6%	16% ^{AB}	11%	16% ^B	12%	3%
1,000 to 4,999 (2999.5)	12%	14%	16%	7%	9%	16%	7%
5,000 or more (7500.0)	22% ^C	18%	13%	17%	13%	21%	13%
MEAN	2160.08 ^E	1886.24	1659.78	1665.99	1384.43	2165.57	1249.18
MEDIAN	318.38	215.20	338.93	168.38	163.04	451.50	59.12

Table 72: Employee Q13 by Work County

Employee Q13. How many employees does your company or organization have in the greater Baltimore Metropolitan area?	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
WORK COUNTY	(n=199)	(n=450)	(n=420)	(n=56)	(n=15)	(n=91)	(n=124)	(n=44)	(n=46)
Fewer than 20 (10.0)	25% ^{BC}	10%	15% ^B	22%	66% ^{ABCDEFGHI}	20%	19% ^B	12%	24% ^B
20 to 49 (34.5)	10% ^D	10% ^D	13% ^D	2%	2%	7%	14% ^D	10% ^A	6%
50 to 99 (74.5)	10%	10%	9%	-	-	16%	8%	11%	5%
100 to 249 (174.5)	5%	14% ^{AC}	9%	17% ^A	-	15%	9%	16%	7%
250 to 499 (374.5)	7%	8%	8%	14%	1%	9%	14%	5%	6%
500 to 999 (749.5)	10%	11%	17% ^{ABGH}	9%	-	16%	7%	6%	12%
1,000 to 4,999 (2999.5)	11%	13%	19% ^{AF}	9%	-	7%	13%	14%	21%
5,000 or more (7500.0)	22% ^{CF}	24% ^{CF}	11%	27% ^{CF}	31%	9%	16%	25%	19%
MEAN	2133.64 ^{CF}	2329.35 ^{CF}	1549.07	2429.53 ^{CF}	2309.82	1073.55	1752.19	2428.49 ^F	2176.94
MEDIAN	277.85	447.17	386.87	412.75	12.62	167.58	254.40	285.22	583.06

Table 73: Employee Q14 by Home County

Employee Q14. Regardless of whether or not these are practiced at your current workplace, which of the following would you most like to see employers offer you more of moving forward?	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
HOME COUNTY	(n=237)	(n=433)	(n=533)	(n=91)	(n=131)	(n=186)	(n=19)
Flexible work schedule options	43% ^B	32%	37%	49% ^B	37%	44% ^B	32%
Remote work options	39% ^B	30%	37% ^B	31%	41%	39%	48%
Pay transparency (e.g., salary bands, predictable raises and/or promotions, etc.)	30%	29%	26%	39%	38% ^C	31%	14%
Employee recognition initiatives	24%	25%	24%	17%	22%	20%	11%
Rewards for generating new ideas or solutions	21%	22%	22%	22%	23%	23%	33%
Opportunities to be involved in decision making, problem solving, and goal setting	19%	16%	21%	12% ^E	12%	23% ^E	7%
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	19% ^G	22% ^G	21% ^G	15%	19% ^G	16%	0%
Predictable schedules	14%	8%	15% ^B	10%	16%	11%	1%
Opportunities to give and receive performance feedback	13%	13% ^F	12%	7%	11%	7%	8%
Work opportunities that encourage teamwork and collaboration	12%	16%	12%	10%	12%	17%	10%
Internal education opportunities (e.g., webinars, video trainings, etc.)	9%	16% ^{AE}	13% ^E	11%	5%	10%	5%

None of the above	8%	6%	7%	17% ^{BC}	7%	7%	24%
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Table 74: Employee Q14 by Work County

Employee Q14. Which of the following would you most like to see employers offer you more of moving forward? Top Mentions WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Columbia District Of (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=15)	(n=91)	(n=124)	(n=44)	(n=46)
Flexible work schedule options	44% ^B	33%	36%	33%	51%	40%	51% ^{BC}	43%	47%
Remote work options	36%	37% ^C	30%	47%	57%	45% ^C	39%	45%	46%
Pay transparency (e.g., salary bands, predictable raises and/or promotions, etc.)	26%	25%	27%	32%	38%	40%	34%	33%	36%
Employee recognition initiatives	24%	25%	22%	16%	10%	17%	26%	25%	22%
Rewards for generating new ideas or solutions	22%	24%	20%	21%	10%	15%	22%	36% ^{CEF}	23%
Opportunities to be involved in decision making, problem solving, and goal setting	19%	18%	20%	24%	3%	12%	16%	23%	16%
Predictable schedules	17% ^{BD}	8%	15% ^{BD}	3%	2%	17% ^D	10%	15%	8%

Employee Q14. Which of the following would you most like to see employers offer you more of moving forward? Top Mentions WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=15)	(n=91)	(n=124)	(n=44)	(n=46)
Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)	13%	23% ^A	19%	30% ^A	48% ^{ACGHI}	19%	15%	14%	16%

Chart 42: Employee Q15 by Home County

Employee Q15. Which of the following best describes your current work environment?

HOME COUNTY

- All in-person
- Mostly in-person
- Equal split between in-person and remote/work from home
- Mostly remote/work from home
- All remote/work from home

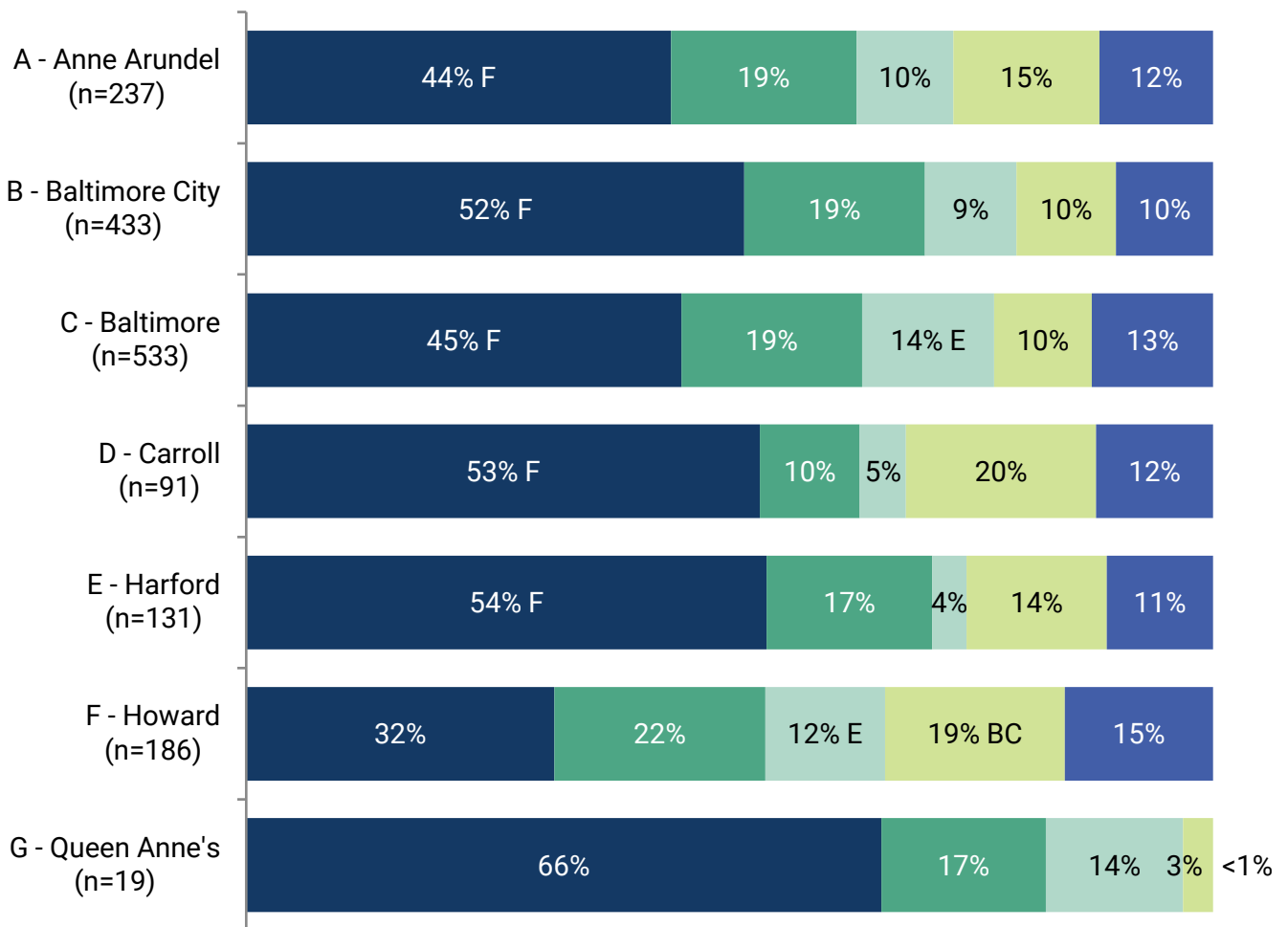


Chart 43: Employee Q16 by Home County

Employee Q16. Thinking about your position, and regardless of whether you are working remote or teleworking now, how much of your job could be done remotely or working from home?

HOME COUNTY

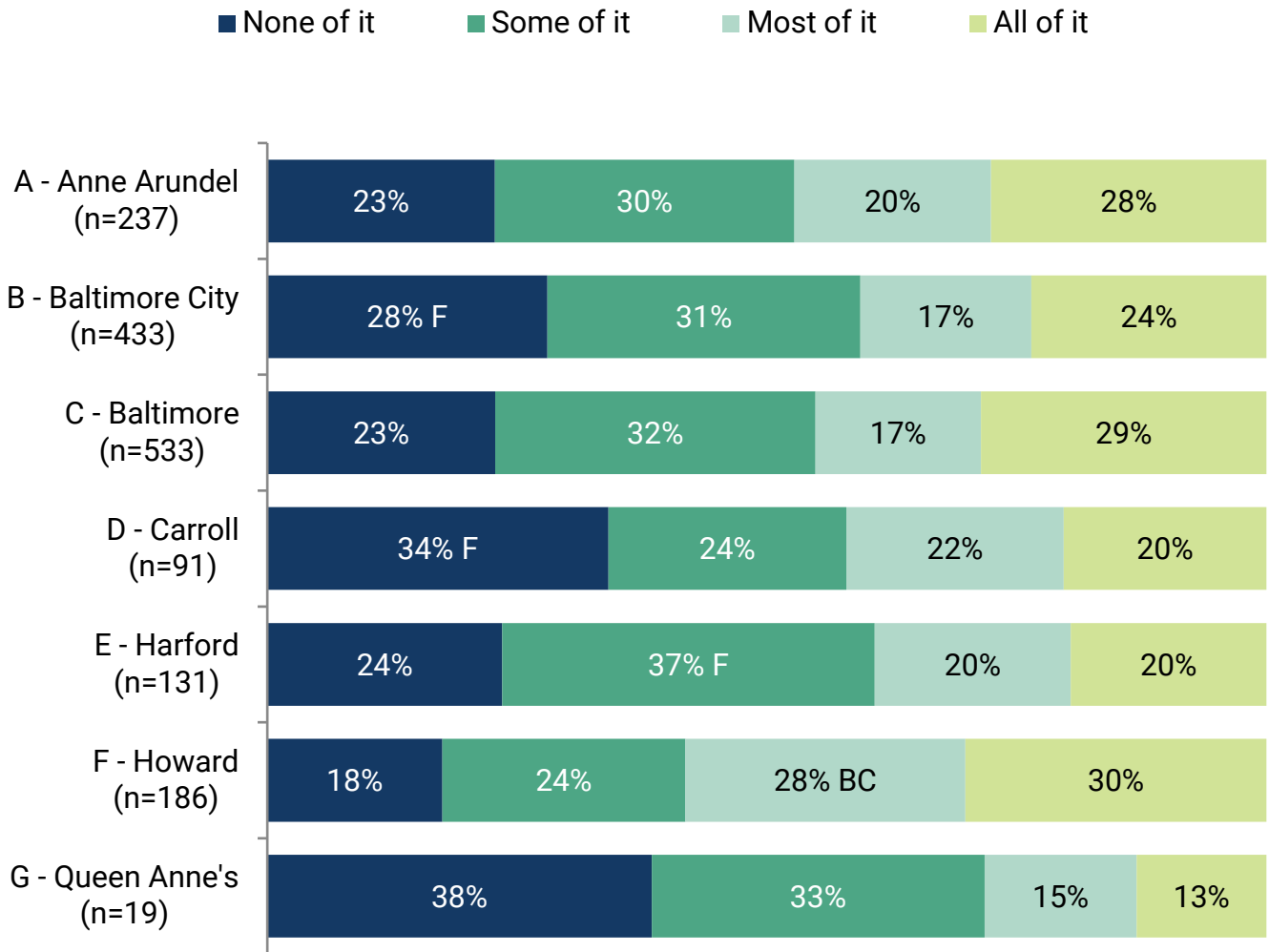


Chart 44: Employee Q17 by Home County

Employee Q17. Which of the following best describes your work environment in 2019, prior to the onset of COVID-19?
HOME COUNTY

- All in-person
- Mostly in-person
- Equal split between in-person and remote/work from home
- Mostly remote/work from home
- All remote/work from home
- Was not employed in 2019 prior to COVID-19

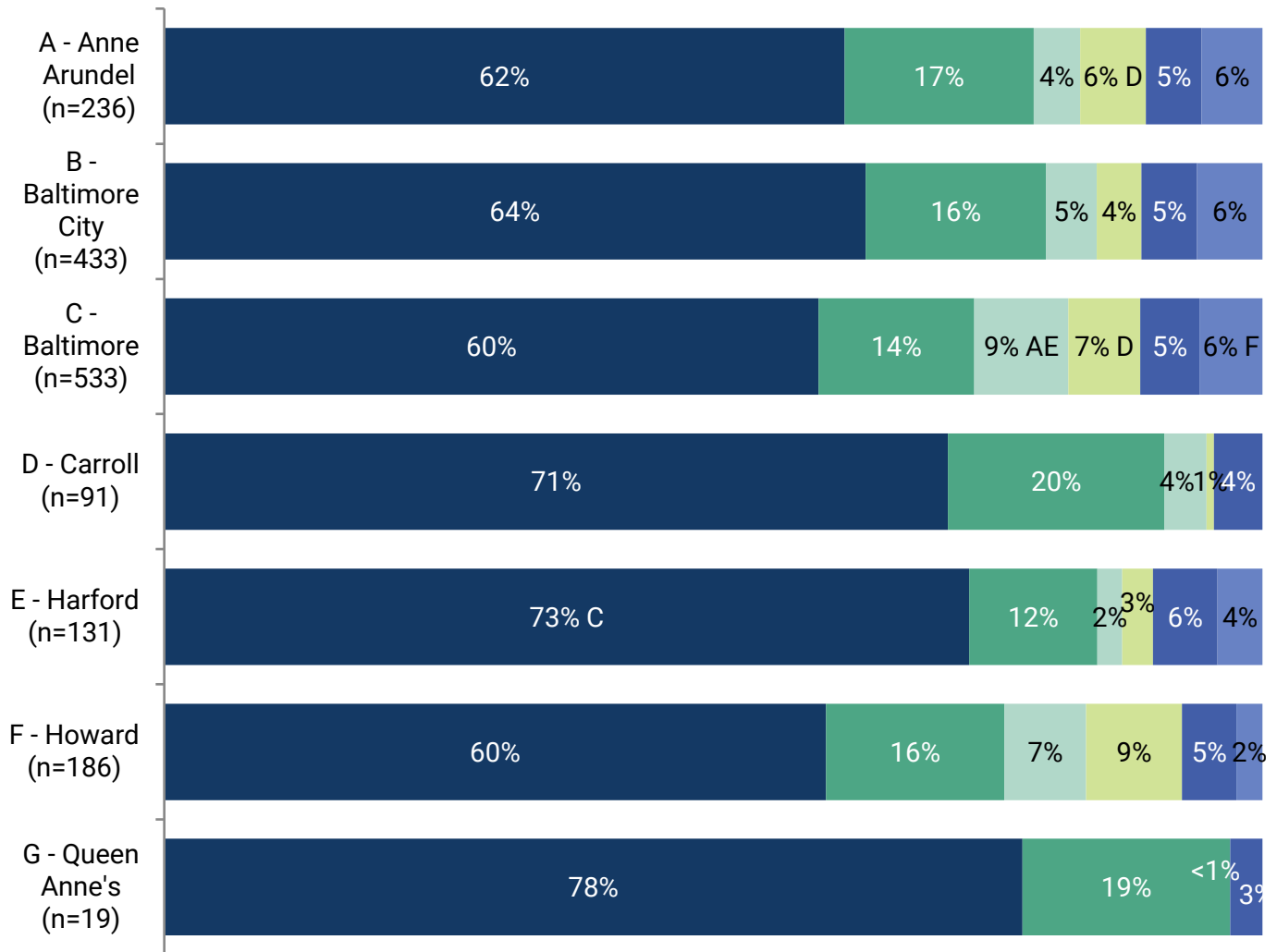


Chart 45: Employee Q21 by Home County

Employee Q21. What is your ideal arrangement for working remotely versus in the office?
HOME COUNTY

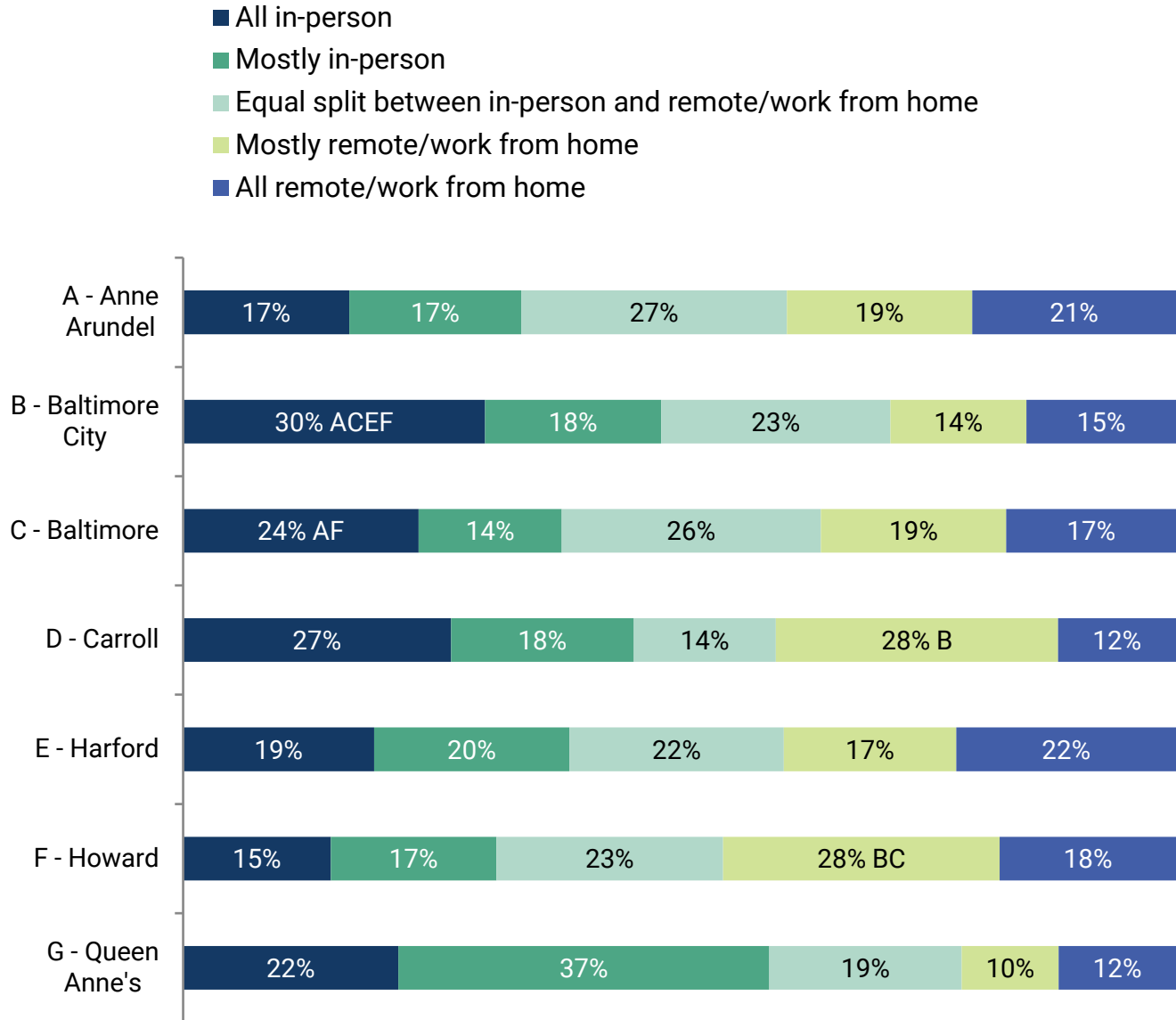


Chart 46: Employee Q28 by Home County

Employee Q28. Do you work a fixed hybrid schedule (i.e., the same days each week), or does it change?
HOME COUNTY

- I work a fixed hybrid schedule (i.e., I work the same days in the office each week)
- I work a flexible hybrid schedule and primarily pick the days I work in the office week to week
- I work a flexible hybrid schedule and primarily am assigned the days I work in the office week to week

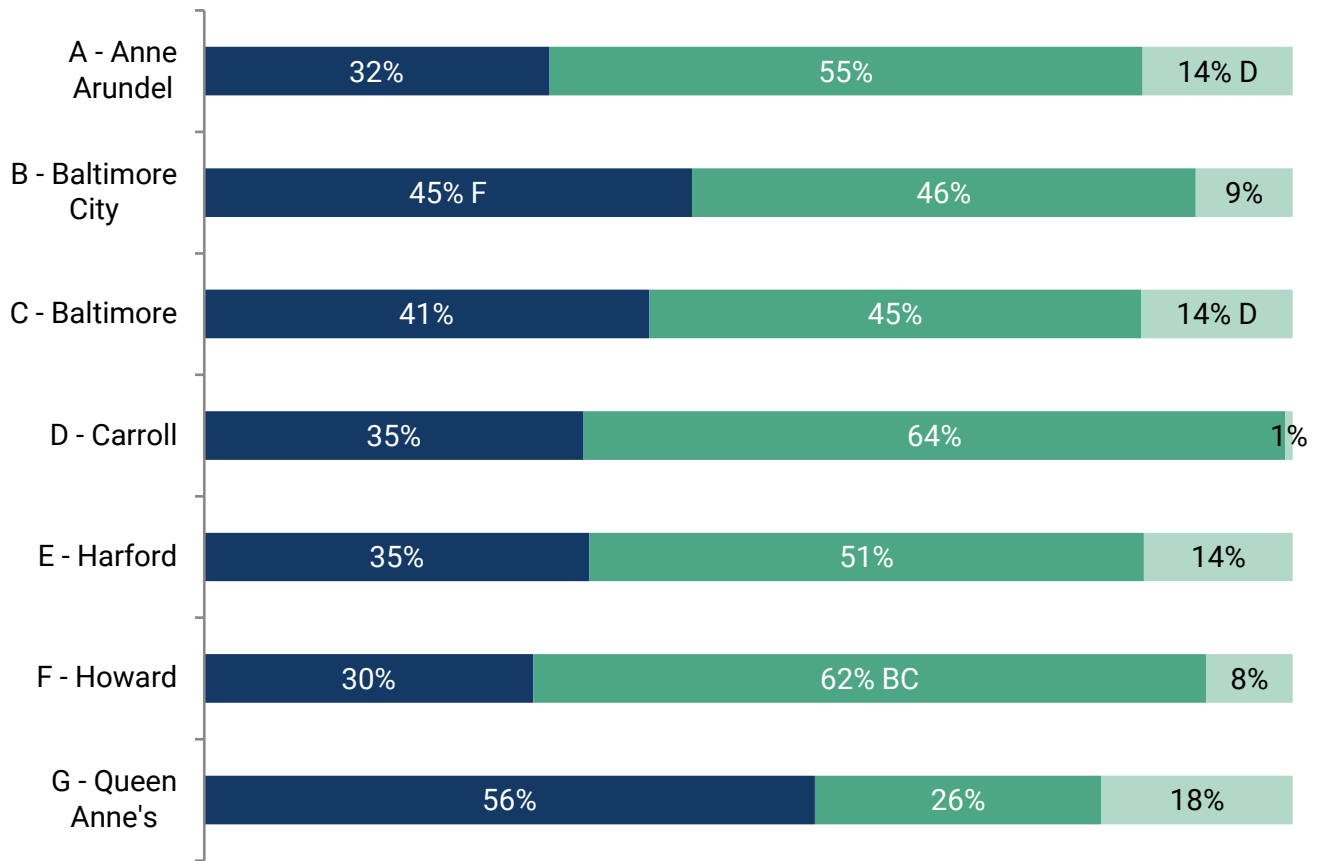


Table 75: Employee Q29 by Home County

Employee Q29. When you work remotely, where do you typically work? Base = Those Who Work a Hybrid Schedule And Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=100)	(n=176)	(n=238)	(n=36)	(n=51)	(n=104)	(n=9)
From home, in a designated office space you do not share	54%	44%	47%	78% ^{BC}	62%	59% ^B	88% ^{BC}
From home, in a designated office space you share	14%	11%	17%	-	11%	11%	3%
From home, in a general area	27%	39% ^{CG}	28%	22%	25%	27%	9%
From a remote shared workspace that is not your main office	3%	3%	6% ^F	-	-	1%	-
From a remote location due to travel (hotel, remote office in another city, etc.)	1%	2%	2%	-	2%	2%	-
Other	1%	1%	1%	-	-	-	-
Net: From home	96%	94%	92%	100%	98% ^C	97%	100%
Net: Not at home	3%	5%	7%	-	2%	3%	-

Table 76: Employee Q29 by Work County

Employee Q29. When you work remotely, where do you typically work? Base = Those Who Work A Hybrid Schedule And Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Fairfax VA (E)	Harford (F)	Howard (G)	Montgomery (H)	Prince Georges (I)
	(n=86)	(n=200)	(n=187)	(n=32)	(n=5)	(n=28)	(n=61)	(n=26)	(n=25)
From home, in a designated office space you do not share	56%	51%	44%	66% ^C	90%	67%	51%	83% ^{ABCG}	65%
From home, in a designated office space you share	5%	14% ^A	19% ^{AI}	15%	-	19%	12%	8%	5%
From home, in a general area	34% ^H	31% ^H	30% ^H	17%	10%	14%	36% ^H	9%	30%
From a remote shared workspace that is not your main office	4%	3%	6%	1%	-	-	-	-	-
From a remote location due to travel (hotel, remote office in another city, etc.)	-	1%	1%	-	-	-	1%	-	-
Other	-	1%	1%	-	-	-	-	-	-
Net: From home	96%	95%	93%	99%	100%	100%	99%	100%	100%
Net: Not at home	4%	4%	7%	1%	-	-	1%	-	-

Chart 47: Employee Q30 by Home County – Taking Care of Household Chores

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Taking care of household chores

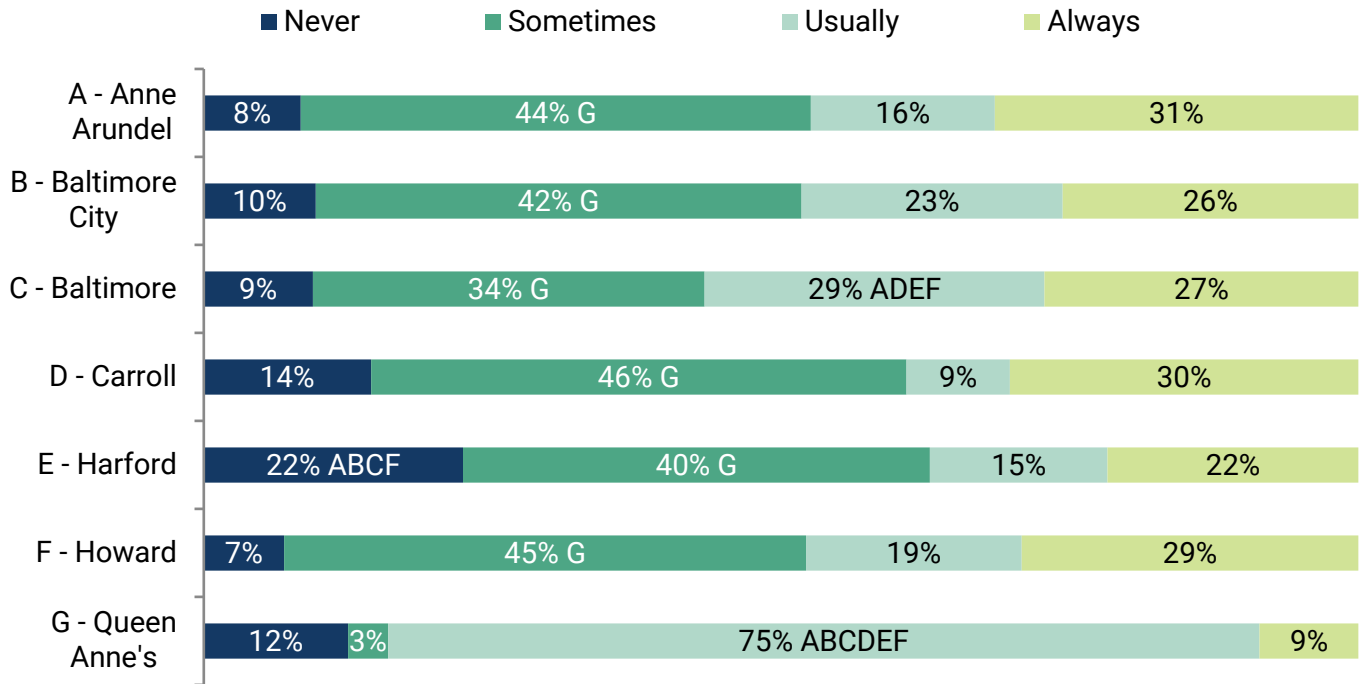


Chart 48: Employee Q30 by Home County – Being Able to Travel and Work Remotely

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Being able to travel and work remotely anywhere

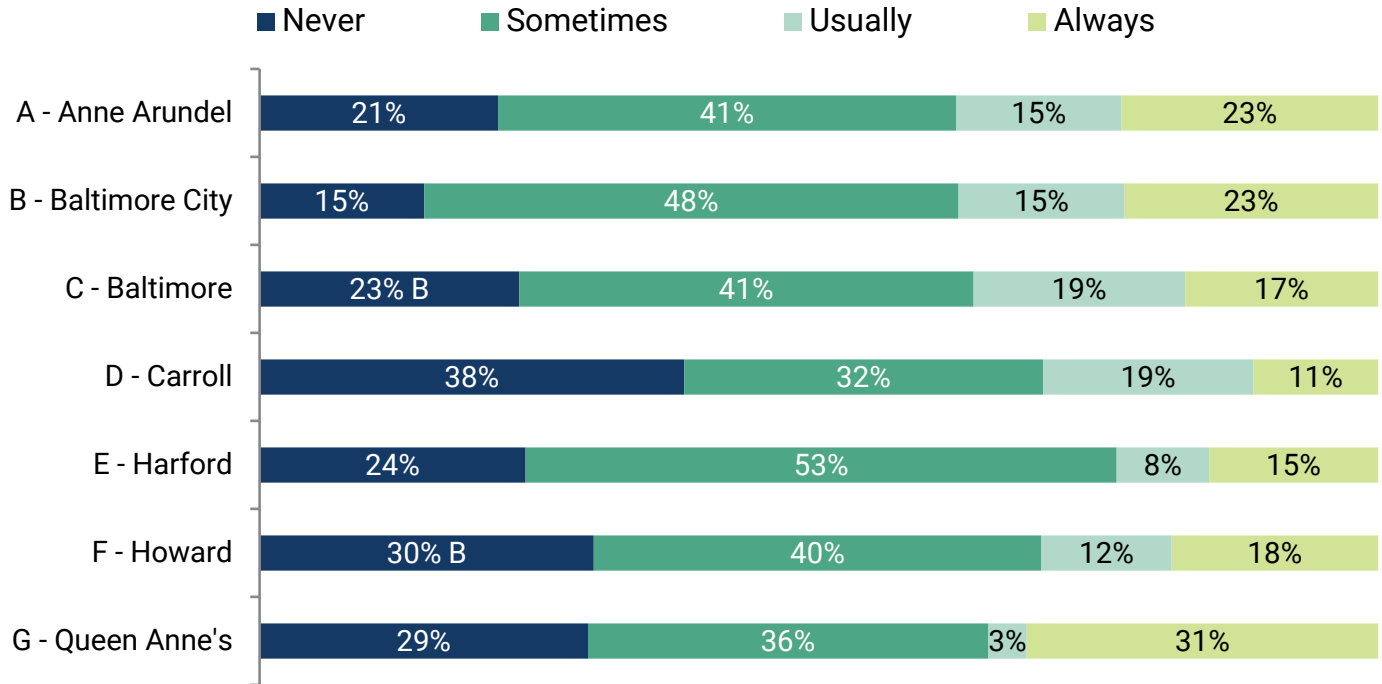


Chart 49: Employee Q30 by Home County – Spending Quality Time

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Spending more quality time with friends/family

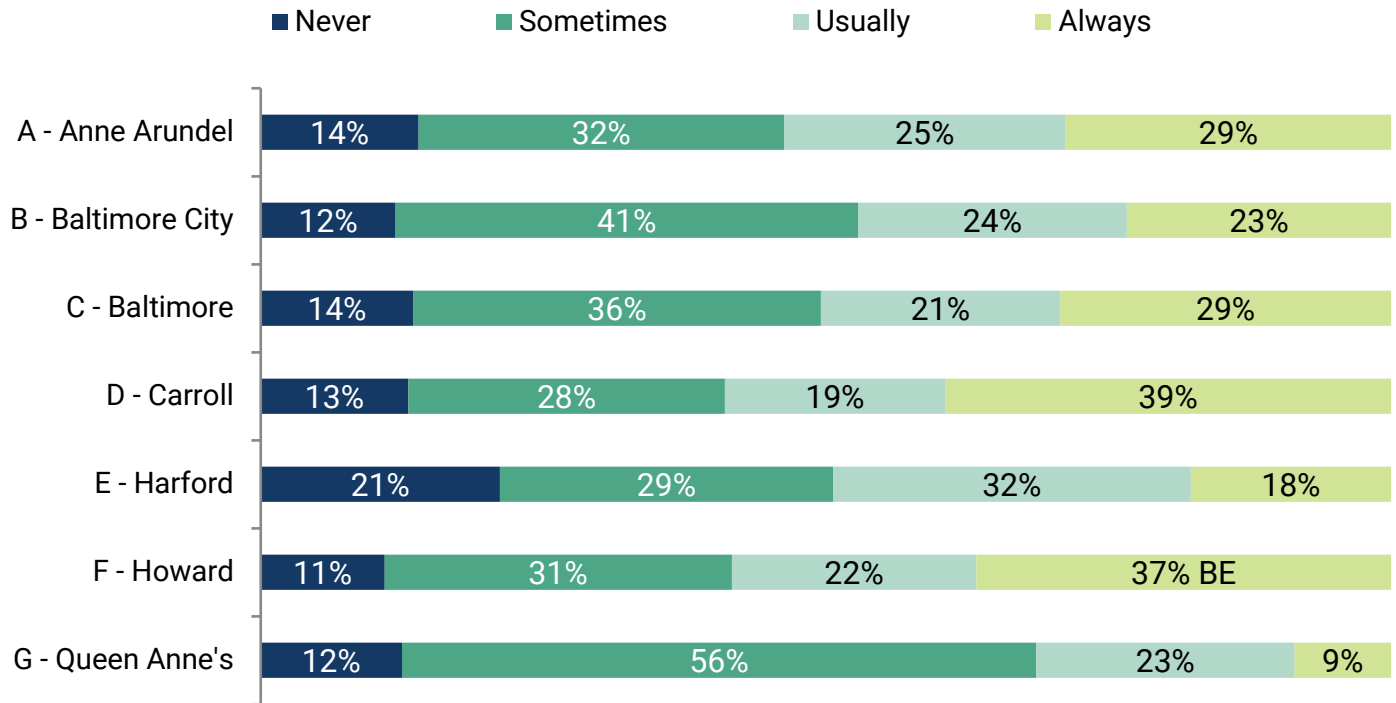


Chart 50: Employee Q30 by Home County – Avoiding Congestion or Long Commutes

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Avoid traffic congestion or overly long commutes

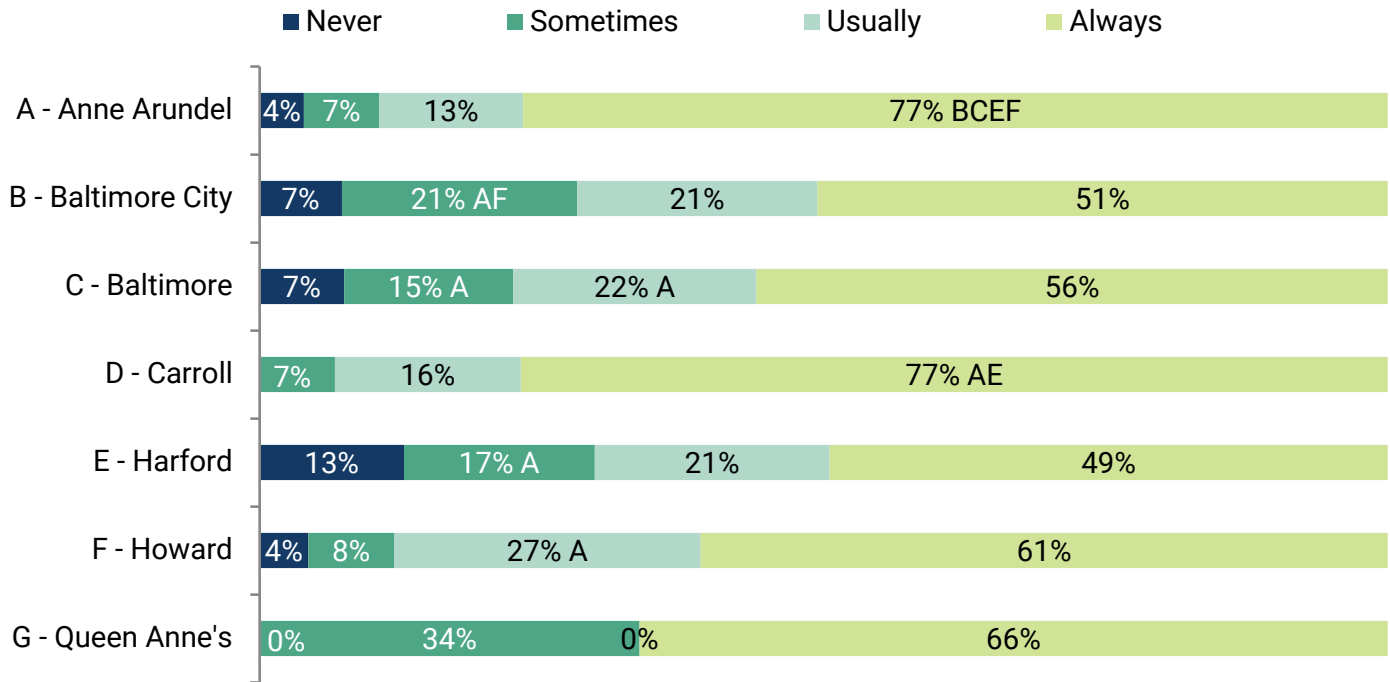


Chart 51: Employee Q30 by Home County – Saving Money Commuting

Employee Q30. How often have you taken advantage of the following benefits while working from home?
Saving money on commuting (e.g., transit fares, gas, or tolls)

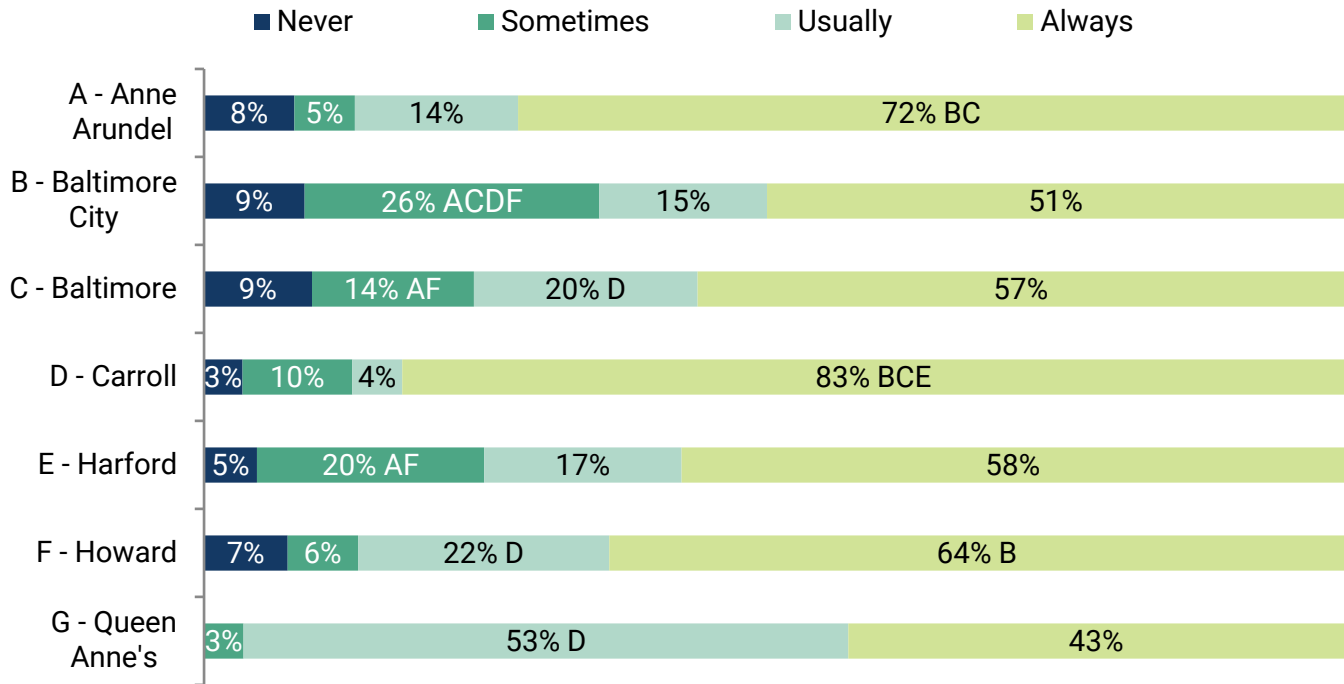


Chart 52: Employee Q30 by Home County – Saving Money on Work-Related Expenses

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Saving money on other work-related expenses (e.g., food, materials, etc.)

■ Never ■ Sometimes ■ Usually ■ Always

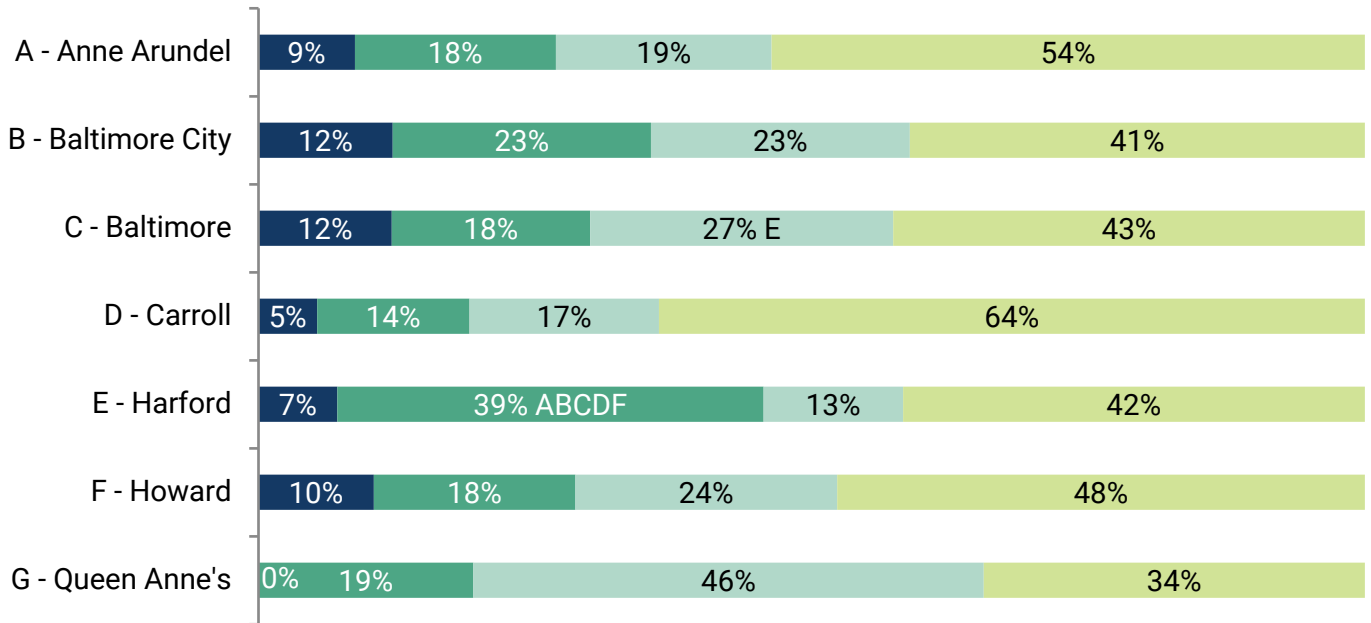


Chart 53: Employee Q30 by Home County – Being Home for Children

Employee Q30. How often have you taken advantage of the following benefits while working from home?
Being home when my child or children come home from school

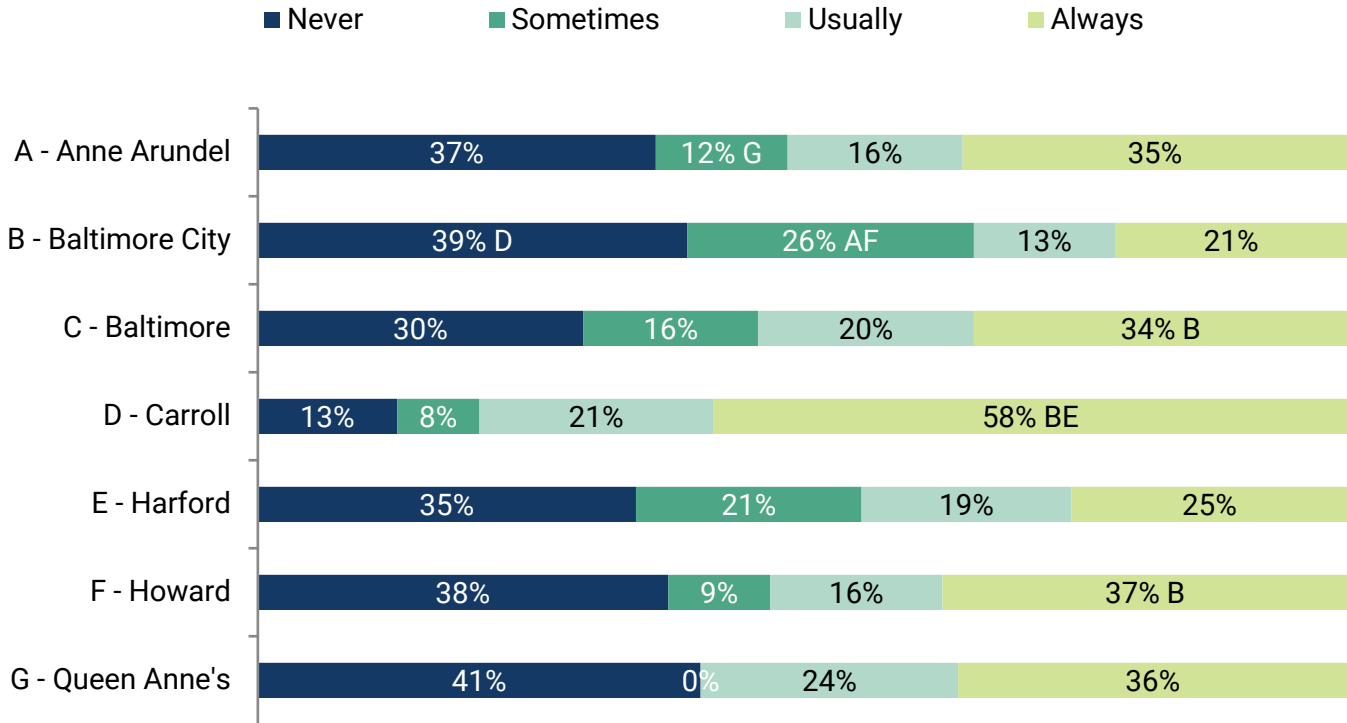


Chart 54: Employee Q30 by Home County – Taking Care of a Family Member

Employee Q30. How often have you taken advantage of the following benefits while working from home?

Taking care of a family member who needs special care

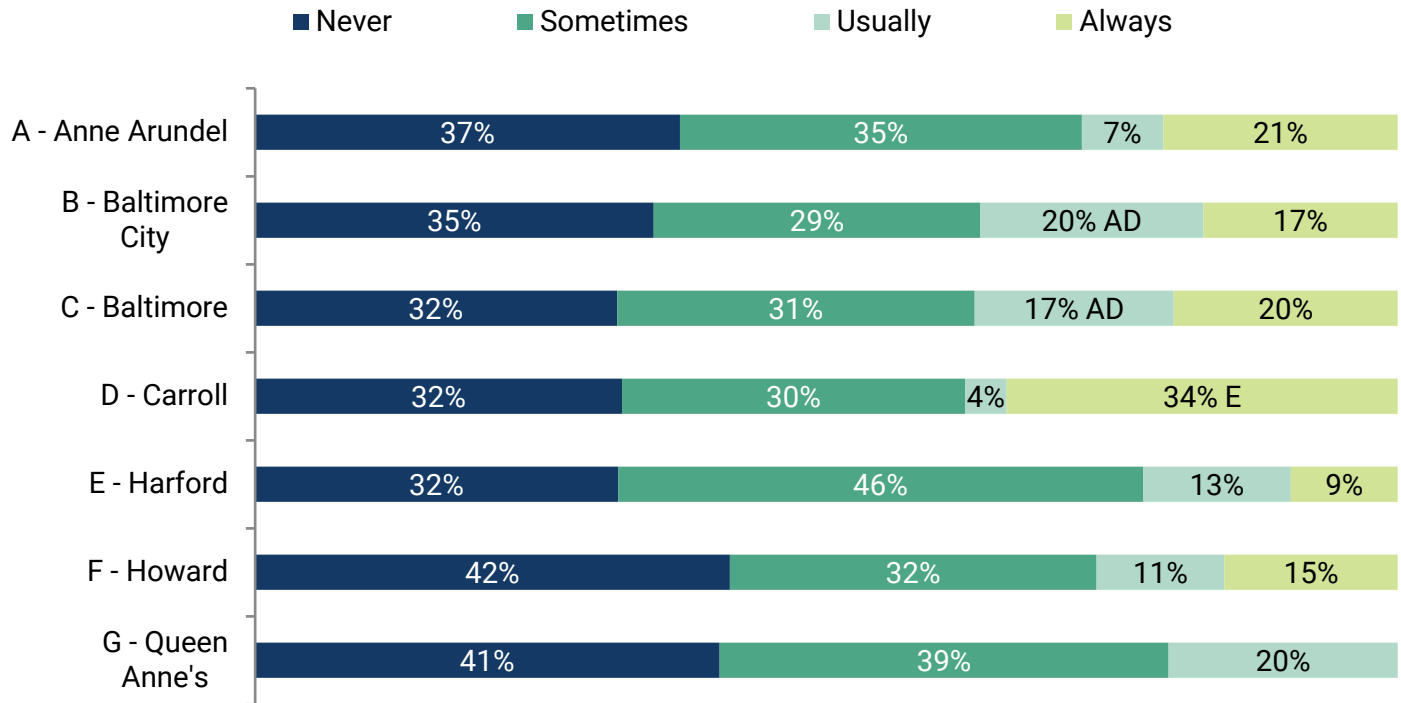


Table 77: Employee Q38 by Home County

Employee Q38. How frequently do you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=236)	(n=433)	(n=533)	(n=91)	(n=131)	(n=186)	(n=19)
Never	46%	42%	45%	45%	46%	40%	35%
Less than once a month, but at least once a year	27%	25%	23%	21%	24%	40% ^{ABCDEG}	4%
Once a month	6%	8%	10%	14%	16% ^{ABF}	7%	-
More than one day a month but less than one day a week	8% ^F	5%	5%	8%	5%	3%	39% ^{ABCDEF}
One day a week	4%	4%	5%	-	2%	2%	4%
2-3 days per week	1%	3%	4%	1%	4%	2%	
4-5 days per week	1%	3%	2%	3%	1%	2%	18%
More than 5 days per week	1%	3%	4% ^A	3%	-	-	-
It varies	6%	5%	3%	5%	2%	4%	-
Net: Travel to other places	54%	58%	55%	55%	54%	60%	65%
Net: At least once a month	21%	27% ^F	29% ^{AF}	29%	29% ^F	15%	60% ^{AF}
Net: At least once a week	7%	14% ^{AF}	15% ^{AF}	7%	8%	5%	22%

Table 78: Employee Q38 by Work County

Employee Q38. How frequently do you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)? Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
	(n=200)	(n=452)	(n=421)	(n=56)	(n=91)	(n=124)	(n=44)	(n=45)
Never	44%	46%	42%	47%	45%	46%	34%	46%
Less than once a month, but at least once a year	29%	23%	25%	33%	21%	30%	36%	26%
Once a month	5%	8%	10%	12%	17% ^{AI}	10%	11%	5%
More than one day a month but less than one day a week	8% ^A	7%	5%	2%	4%	3%	10%	8%
One day a week	4%	7% ^{CG}	3%	-	3%	1%	-	-
2-3 days per week	1%	3%	4%	-	4%	3%	6%	-
4-5 days per week	2%	1%	3%	<1%	1%	1%	1%	2%
More than 5 days per week	1%	2%	5% ^{ABF}	-	1%	-	-	-
It varies	6%	3%	3%	6%	3%	5%	2%	12%
Net: Travel to other places	56%	54%	58%	53%	55%	54%	66%	54%
Net: At least once a month	21%	28% ^D	30% ^{ADGI}	14%	31% ^D	19%	28%	16%
Net: At least once a week	8% ^D	13% ^{DGI}	16% ^{ADGHI}	<1%	10%	5%	7%	2%

Table 79: Employee Q39 by Home County

Employee Q39. When you travel to a place other than your usual workplace for work, are these trips primarily within the Baltimore region? Base = Those Who Work Remotely at Least Once a Year and Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=123)	(n=276)	(n=297)	(n=59)	(n=69)	(n=109)	(n=11)
Yes	54%	62% ^F	70% ^{AF}	58%	69% ^F	46%	93% ^F

Table 80: Employee Q39 by Work County

Employee Q39 Base = Those Who Work Remotely at Least Once a Year and Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Harford (F)	Howard (G)
	(n=114)	(n=265)	(n=250)	(n=49)	(n=74)
Yes	58%	68%	72% ^A	75%	63%

Table 81: Employee Q48 by Home County

Employee Q48. In 2019, prior to COVID-19, how frequently did you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=236)	(n=425)	(n=530)	(n=91)	(n=130)	(n=185)	(n=19)
Never (0.0)	45%	49%	43%	53%	58% ^{CFG}	41%	19%
Less than once a month, but at least once a year (0.1)	29% ^{BCD}	21%	21%	14%	19%	30% ^D	17%
Once a month (0.2)	6%	10%	12% ^A	15%	11%	10%	-
More than one day a month but less than one day a week (0.5)	4%	3%	6% ^B	8%	2%	6%	7%
One day a week (1.0)	5%	3%	4%	2%	-	1%	4%
2-3 days per week (2.5)	3%	5%	5%	2%	6%	3%	32% ^{ABCDEF}
4-5 days per week (4.5)	3%	4%	2%	2%	2%	2%	18%
More than 5 days per week (6.5)	1%	2%	4% ^{AB}	-	-	-	-
It varies	4%	4%	3%	5%	2%	7% ^E	3%
MEAN (days per week)	0.37	0.52	0.59 ^{AEF}	0.25	0.31	0.27	1.74 ^{ABCDEF}
MEDIAN	0.10	0.00	0.10	0.00	0.00	0.10	2.50

Table 82: Employee Q48 by Work County

Employee Q48. In 2019, prior to COVID-19, how frequently did you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)? Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District Of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
	(n=198)	(n=446)	(n=419)	(n=56)	(n=90)	(n=124)	(n=44)	(n=45)
Never (0.0)	43%	47% ^H	45%	50%	60% ^{AH}	46%	28%	45%
Less than once a month, but at least once a year (0.1)	29% ^{CF}	22%	20%	29%	13%	26%	43% ^{BCF}	28%
Once a month (0.2)	7%	11%	13% ^{AI}	15%	11%	7%	12%	4%
More than one day a month but less than one day a week (0.5)	4%	4%	4%	<1%	3%	7% ^A	5%	8%
One day a week (1.0)	4% ^G	5% ^G	3% ^G	1%	3%	<1%	-	-
2-3 days per week (2.5)	5% ^A	4%	5% ^D	<1%	5%	8% ^D	8%	1%
4-5 days per week (4.5)	3%	3%	2%	<1%	3%	2%	1%	6%
More than 5 days per week (6.5)	1%	1%	5% ^{AB}	-	-	-	-	-
It varies	4%	3%	2%	5%	3%	5%	2%	8%
MEAN (days per week)	0.41	0.46 ^A	0.68 ^{ABD}	0.10	0.34	0.36	0.36	0.40
MEDIAN	0.10	0.10	0.10	0.00	0.00	0.10	0.10	0.10

Table 83: Employee Q49 by Home County

Employee Q49. In 2019, prior to COVID, when you traveled to a place other than your usual workplace for work, were these trips primarily within the Baltimore region? Base = Those Who Worked Remotely At Least Once A Year In 2019 And Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=123)	(n=230)	(n=289)	(n=54)	(n=62)	(n=108)	(n=12)
Yes	49%	51%	67% ^{ABF}	61% ^F	54%	39%	66%

Table 84: Employee Q49 by Work County

Employee Q49 Base = Those Who Worked Remotely At Least Once A Year In 2019 And Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Harford (F)	Howard (G)
	(n=111)	(n=245)	(n=220)	(n=42)	(n=69)
Yes	52% ^A	60%	64%	64%	61%

Table 85: Employee Q50B by Home County

Employee Q50B. Which three of the following transportation goals would you most like to see in the future? Top mentions Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=236)	(n=431)	(n=532)	(n=90)	(n=130)	(n=186)	(n=19)
Reduce congestion	50% ^{BC}	22%	38% ^B	34%	39% ^B	53% ^{BCD}	80% ^{BCDE}
Ensure a safe and secure transportation system	31% ^{BG}	20% ^G	25% ^G	30% ^G	24% ^G	22% ^G	<1%
Address the climate change and transition to a clean energy future (i.e., support for electric vehicles, programs to reduce carbon emissions, etc.)	27% ^B	19%	23%	25%	20%	36% ^{BCE}	35%
Ensure that streets are safe for people outside automobiles	27%	27%	24%	32%	31%	22%	31%
Improve public transit services	21%	35% ^{ACDFG}	21%	20%	26% ^G	20%	7%
Maintain a high standard and modernize transportation infrastructure	19%	19%	23%	21%	20%	19%	24%
Expand biking and walking paths and trails	19%	13%	12%	15%	12%	13%	7%
Ensure environmental protection for the local area and local wildlife	15%	14%	13%	9%	16%	23% ^{BC}	1%

Employee Q50B. Which three of the following transportation goals would you most like to see in the future? Top mentions Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
Provide more transportation choices and connections	13%	21% ^{AF}	17%	13%	22% ^A	13%	7%
Advance equity and support for underserved communities	11%	20% ^{ACDF}	14%	10%	13%	11%	7%
Improve quality and efficiency to enhance user experience	11%	15%	15%	10%	12%	9%	39%
Promote fiscal responsibility in transportation agencies	8%	7%	11% ^B	8%	11%	7%	-
Ensure public involvement in planning processes	7%	9%	8%	5%	12%	6%	9%
Facilitate economic opportunity through increased transportation to and from areas of commerce	6%	11% ^A	10% ^A	11%	8%	8%	1%

Table 86: Employee Q50B by Work County

Employee Q50B. Which three of the following transportation goals would you most like to see in the future? Top mentions Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
	(n=200)	(n=449)	(n=421)	(n=56)	(n=91)	(n=123)	(n=44)	(n=45)
Reduce congestion	50% ^{BC}	30%	36%	36%	40%	50% ^{BC}	51% ^B	54% ^{BC}
Address the climate change and transition to a clean energy future (i.e., support for electric vehicles, programs to reduce carbon emissions, etc.)	32% ^B	21%	23%	20%	23%	30%	24%	32%
Ensure that streets are safe for people outside automobiles	27%	28% ^{CI}	22%	31%	31%	25%	21%	14%
Ensure a safe and secure transportation system	26%	22%	25%	21%	23%	28%	29%	26%
Improve public transit services	22%	26% ^G	24%	26%	32% ^G	16%	25%	25%
Maintain a high standard and modernize transportation infrastructure	19%	22% ^F	22% ^F	29% ^F	10%	20%	32% ^F	20%
Expand biking and walking paths and trails	17% ^B	10%	12%	17%	17%	9%	12%	12%
Ensure environmental protection for the local area and local wildlife	13%	13%	16%	14%	13%	12%	13%	28% ^G

Employee Q50B. Which three of the following transportation goals would you most like to see in the future? Top mentions Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
Improve quality and efficiency to enhance user experience	13%	14%	14%	12%	12%	10%	16%	22%
Provide more transportation choices and connections	12%	19%	19%	12%	20%	14%	14%	15%
Advance equity and support for underserved communities	10%	16% ^A	16% ^A	21%	15%	14%	8%	8%

Table 87: Employee Q55 by Home County

Employee Q55. What is the highest level of education you have completed? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=234)	(n=430)	(n=530)	(n=91)	(n=131)	(n=185)	(n=19)
Less than high school (including current high school student or below)	1%	1%	2%	4%	2%	1%	-
High school diploma or GED	12% ^F	21% ^{ACDEFG}	15% ^F	7%	11%	6%	0%
Some college	14%	16% ^F	16% ^F	23% ^F	23% ^F	8%	45% ^{ABCF}
Associate's or technical school degree	11% ^F	8%	10% ^F	7%	9%	4%	<1%
Bachelor's or undergraduate degree	29%	23%	29%	17%	25%	27%	21%
Some graduate school	6% ^C	5% ^C	2%	7%	6%	9% ^C	<1%
Graduate or professional degree	28%	25%	27%	35%	23%	45% ^{ABCE}	34%
Net: Bachelor's degree or more	63% ^B	53%	57%	59%	55%	81% ^{ABCDE}	55%

Table 88: Employee Q55 by Work County

Employee Q55. What is the highest level of education you have completed? Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
	(n=199)	(n=449)	(n=419)	(n=56)	(n=91)	(n=123)	(n=44)	(n=44)
Less than high school (including current high school student or below)	-	1%	2%	-	2%	2%	4%	-
High school diploma or GED	10% ^{DH}	19% ^{ADGHI}	19% ^{ADGHI}	2%	14% ^{DH}	9%	2%	8%
Some college	17% ^{HI}	13% ^{HI}	18% ^{HI}	8%	28% ^{BDHI}	18% ^{HI}	4%	2%
Associate's or technical school degree	12% ^{GH}	7%	9% ^H	8%	11%	4%	2%	19% ^{GH}
Bachelor's or undergraduate degree	24%	25%	27%	30%	20%	31%	32%	27%
Some graduate school	7% ^C	4%	2%	4%	7%	6%	5%	4%
Graduate or professional degree	30%	30%	24%	47% ^{BCF}	17%	30%	51%	40% ^F
Net: Bachelor's degree or more	61% ^F	59%	53%	82% ^{ABCF}	45%	67% ^{CF}	88% ^{ABCFG}	71% ^{CF}

Table 89: Employee Q56 by Home County

Employee Q56. How much did all members of your household earn in income last year? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=216)	(n=403)	(n=500)	(n=88)	(n=127)	(n=167)	(n=18)
Less than \$26,500	5%	20%	10%	10%	10%	3%	-
\$26,500 to less than \$50,000	11%	21%	15%	6%	14%	9%	25%
\$50,000 to less than \$100,000	23%	30%	28%	28%	24%	20%	10%
\$100,000 to less than \$150,000	22%	14%	21%	19%	21%	19%	27%
\$150,000 or more	39%	15%	26%	37%	31%	51%	38%
MEAN (in thousands)	153.62	96.89	126.34	148.35	135.23	173.58	150.89
MEDIAN	137.48	82.75	96.86	133.20	127.35	201.37	138.63

Table 90: Employee Q62 by Home County

Employee Q62. How many working cars, motorcycles, or motorized, road-appropriate vehicles do you have access to in your household? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=232)	(n=412)	(n=508)	(n=88)	(n=127)	(n=183)	(n=18)
0	1%	14% ^{ACDEF}	4%	1%	2%	1%	-
1	25%	48% ^{ACDEFG}	34% ^{AF}	23%	27%	26%	5%
MEAN	2.19 ^{BC}	1.38	1.86 ^B	2.35 ^{BC}	2.16 ^{BC}	2.11 ^{BC}	2.70 ^{BC}

Table 91: Employee Q63 by Home County

Employee Q63. How many people in your household drive? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=222)	(n=399)	(n=493)	(n=86)	(n=123)	(n=180)	(n=18)
1 or more	100%	90%	96%	100%	98%	100%	96%
MEAN	2.07 ^{BC}	1.49	1.81 ^B	1.98 ^B	2.07 ^{BC}	2.01 ^{BC}	1.96

Table 92: Employee Q64 by Home County

Employee Q64. Which best describes the building where you live? Base= Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=231)	(n=415)	(n=509)	(n=89)	(n=129)	(n=184)	(n=19)
One-family house detached from any other house	60% ^{BC}	24%	47% ^B	88% ^{ABCEF}	70% ^{BC}	62% ^{BC}	100%
One-family house attached to one or more houses (e.g., row house or townhouse)	29% ^D	42% ^{ACDEF}	27% ^D	6%	19% ^D	20% ^D	-
Multi-family building with shared common facilities (e.g., apartment complex)	10%	32% ^{ACDEF}	25% ^{ADEF}	6%	10%	17% ^D	-
Mobile home	<1%	2%	2% ^A	-	1%	1%	-
Boat, recreational vehicle (RV)/Motorhome, van, etc.	-	<1%	-	-	<1%	-	-

Table 93: Employee Q66 by Home County

Employee Q66. What is your age? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=230)	(n=420)	(n=520)	(n=90)	(n=127)	(n=187)	(n=18)
18 to 24 (21.0)	7%	8%	9%	10%	10%	6%	5%
25 to 34 (29.5)	20%	25% ^{CE}	18%	15%	14%	18%	-
35 to 44 (39.5)	18%	17%	16%	18%	20%	17%	10%
45 to 54 (49.5)	16%	14%	15%	16%	18%	16%	22%
55 to 64 (59.5)	27%	27%	29%	33%	24%	28%	60% ^{ABCEF}
65 to 74 (69.5)	10%	8%	11%	7%	14%	14%	3%
75 or older (80.0)	2%	1%	2%	2%	-	2%	-
Net: 65+	12%	9%	12%	9%	14%	15% ^B	3%
MEAN	47.13	45.17	47.18	47.22	47.05	48.65 ^B	53.97
MEDIAN	47.91	43.86	48.87	49.30	48.09	50.35	57.07

Table 94: Employee Q70 by Home County

Employee Q70. Do you identify as having one or more of the following disabilities? Base = Those Answering HOME COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
	(n=226)	(n=412)	(n=512)	(n=89)	(n=127)	(n=178)	(n=18)
No, I do not identify as having a disability	87%	90%	92%	95%	90%	91%	78%
A disability affecting my vision (blind or low vision)	7% ^{BCEF}	2%	2%	2%	1%	2%	-
A disability affecting my hearing (deaf or hard of hearing)	3%	1%	2%	1%	1%	2%	-
A disability affecting my mobility (difficulty walking or using stairs)	5%	5% ^D	4%	1%	4%	1%	13%
Mental health disability	1%	2%	<1%	-	3%	1%	-
Autism Spectrum Disorder	-	<1%	<1%	-	-	2% ^{BC}	-
Respiratory disease/disability	-	-	<1%	-	1%	-	-
Autoimmune Disease/Immunocompromised	1%	1%	<1%	1%	-	1%	-
Inflammatory bowel disease	-	-	<1%	-	-	-	-
A disability not listed above	-	<1%	<1%	-	3%	-	9%
Net: Have A Disability	13%	10%	8%	5%	10%	9%	22%

Table 95: Employee Q70 by Work County

Employee Q70. Do you identify as having one or more of the following disabilities? Base = Those Answering	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	District of Columbia (D)	Harford (F)	Howard (G)	Montgomery (H)	Prince George's (I)
WORK COUNTY	(n=191)	(n=428)	(n=406)	(n=55)	(n=88)	(n=122)	(n=41)	(n=43)
No, I do not identify as having a disability	87%	91%	91%	88%	87%	99% ^{ABCFI}	90%	79%
A disability affecting my vision (blind or low vision)	7% ^{CF}	3%	2%	-	1%	-	-	2%
A disability affecting my hearing (deaf or hard of hearing)	2%	<1%	1%	3%	2%	1%	3%	7%
A disability affecting my mobility (difficulty walking or using stairs)	5% ^G	3% ^G	6% ^{DG}	<1%	3%	<1%	6%	5%
Mental health disability	<1%	1%	<1%	4%	3%	1%	1%	6%
Autism Spectrum Disorder	1%	<1%	<1%	-	-	-	-	-
Respiratory disease/disability	-	-	<1%	-	-	-	-	-
Autoimmune disease/Immunocompromised	-	1%	1%	6%	-	-	3%	-
Inflammatory bowel disease	-	-	-	2%	-	-	-	-
A disability not listed above	-	1%	<1%	-	3%	-	-	-
Net: Have A Disability	13%^G	9%^G	9%^G	12%	13%^G	1%	10%	21%^G

Table 96: Employee Q70B by Home County

Caution: Extremely Small Base

Employee Q70B. Do you use any of the following mobility device or devices? Base = Those Answering	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)	Carroll (D)	Harford (E)	Howard (F)	Queen Anne's (G)
HOME COUNTY	(n=22)	(n=30)	(n=30)	(n=5)*	(n=7)*	(n=11)*	(n=1)*
Support cane	27%	31%	24%	57%	-	5%	-
Braces	11%	7%	10%	60% ^B	-	-	-
Walker	10%	22%	10%	12%	-	-	-
Service / Guide animal	8%	5%	5%	12%	-	-	-
Crutches	8%	5%	6%	12%	-	-	-
Manual wheelchair	7%	19%	13%	12%	-	-	-
Motorized wheelchair	4%	17%	23% ^A	-	15%	-	-
Scooter	-	13%	11%	18%	-	-	-
Prosthesis	-	5%	-	42%	-	-	-
Respirator / Oxygen tank	-	15%	3%	-	-	-	-
Something else	5%	3%	8%	-	12%	-	-
I do not use mobility devices	54%	39%	36%	12%	73%^D	95%^{ABCD}	100%^{ABCD}

Table 97: Employee Q70B by Work County

Caution: Extremely Small Base

Q70B. Do you use any of the following mobility device or devices? Base = Those Answering WORK COUNTY	Anne Arundel (A)	Baltimore City (B)	Baltimore (C)
	(n=15)	(n=26)	(n=24)
Support cane	38%	34%	26%
Service / Guide animal	13%	-	11%
Crutches	13%	-	9%
Braces	6%	1%	14%
Motorized wheelchair	6%	19%	15%
Manual wheelchair	-	17%	18%
Scooter	-	8%	10%
Prosthesis	-	-	5%
Walker	-	18%	12%
Respirator / Oxygen tank	-	10%	5%
Something else	-	3%	10%
I do not use mobility devices	50%	34%	49%

Technical Appendix

Weighting

In order to better represent the employed populations of the counties represented in the BMC Post-Pandemic Survey, expansion weighting was applied to respondents of the employee survey. Due to low response rates, no weighting could be done on the employer population.

To create the employee weights, Census data was provided by the BMC and AECOM that breaking employed residents by county, split by age, race, and ethnicity.

First, employee survey results were weighted by the employed populations of each county using a traditional expansion weight, as shown in the table below:

Table 98: Expansion Weights

County	County Population Targets	Unweighted	Total Employment	Weight
Anne Arundel	20.8%	237	461,599	1947.675
Baltimore City	20.5%	433	454,125	1048.788
Baltimore County	30.0%	533	664,543	1246.797
Carroll	6.2%	91	137,271	1508.473
Harford	9.3%	131	205,713	1570.328
Queen Anne's	1.7%	19	38,595	2031.327

Because these records also needed to be weighted on four different socioeconomic variables (county, age, race/ethnicity, and income), Random Iterative Method (RIM) weighting was used to create the final weights, as it allows the weighting of several variables at once while reducing inter-variable interference and the effects of correlations. RIM weighting ensures that the weights result in a representative sample. One variable (e.g., age) is used to calculate the initial weight, then that weight is adjusted by a second variable so that the total sample is equal proportionately to each of the first two variables. This process is then repeated one by one for each of the subsequent variables so that the total sample is within an acceptable range of the correct proportion for each variable.

Some recoding needed to be done to get accurate breakouts of the population by age groups (18-34, 35-44, 45-54, and 55+) and race/ethnicity (Non-Hispanic (NH) Black/African American, NH White, Hispanic, and Other). Below are tables showing the final counts of each group in their county breakouts used in development of the weighting.

Table 99: Final County Counts by Race/Ethnicity and Age

Geography	Race	Estimate # Employed 18 and above
Anne Arundel County	NH Black	85,634
	NH White	307,662
	Hispanic	35,548
	Other	32,755
	AA Total	461,599
Baltimore City	NH Black	274,972
	NH White	134,171
	Hispanic	22,616
	Other	22,366
	Balt Cit Total	454,125
Baltimore County	NH Black	199,551
	NH White	374,076
	Hispanic	34,807
	Other	56,109
	Balt Total	664,543
Harford County	NH Black	29,935
	NH White	155,463
	Hispanic	9,341

Geography	Race	Estimate # Employed 18 and above
	Other	10,974
	Har Total	205,713
Howard County	NH Black	51,204
	NH White	130,069
	Hispanic	17,616
	Other	57,596
	How Total	256,484
Carroll County	NH Black	5,573
	NH White	120,947
	Hispanic	5,367
	Other	5,383
	Car Total	137,271
Queen Anne's County	NH Black	-
	NH White	35,816
	Hispanic	1,566
	Other	1,213
	QA Total	38,595

Table 100: Final County Counts by Age

Geography	Estimate # Employed 18 and above	Estimate # Employed 18-34	Estimate # Employed 35-44	Estimate # Employed 45-54	Estimate # Employed 55+
Anne Arundel County	461,599	127,974	85,453	73,451	174,721
Baltimore City	454,125	155,511	79,811	59,392	159,411
Baltimore County	664,543	186,785	109,226	100,601	267,931
Harford County	205,713	52,923	35,660	33,182	83,948
Howard County	256,484	66,780	49,094	45,935	94,675
Carroll County	137,271	34,348	22,808	22,150	57,965
Queen Anne's County	38,595	8,696	5,620	6,190	18,089

Additionally, targets were created to balance responses by household income levels (less than \$50,000, \$50,000 to \$74,999, \$75,000 to \$99,999, \$100,000 to \$149,999, \$150,000 to \$199,999, and \$200,000 or more. These proportions are shown in the table below.

Table 101: Final County Proportions by Income

County	Income Targets					
	Less than \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 or more
Anne Arundel	19.0%	12.7%	11.9%	20.7%	13.1%	22.5%
Baltimore City	45.5%	16.5%	11.5%	12.7%	6.0%	7.8%
Baltimore County (excluding Baltimore City)	28.9%	13.9%	13.8%	19.3%	10.8%	13.4%
Carroll	21.0%	11.7%	14.6%	17.8%	15.9%	19.0%
Harford	25.7%	12.7%	11.2%	20.5%	14.6%	15.2%
Howard	15.2%	10.7%	11.1%	18.4%	12.7%	31.9%
Queen Anne's	21.2%	12.6%	12.2%	22.6%	12.2%	19.1%

Methodologies for Cluster Analysis and Segmentation

Tools and Techniques

The overall tools and techniques for conducting cluster analysis are presented in Figure 1.

Data Collection

BMC conducted a survey to assess workers' travel behaviors and preferences, as well as to explore future trends in employment, commercial real estate, and housing location choices. The survey gathered comprehensive data on workers' socioeconomic and demographic characteristics, including age, gender, income, education, race, household size, and employment. It also captured details about occupations, home and work locations, work schedules, current work environments, remote work situations, travel times, travel modes, and purposes. Additionally, the survey collected information on workers' work environments prior to the COVID-19 pandemic.

Data processing and missing data imputation using KNN algorithm

The master dataset was checked for any missing values. The K-nearest neighbor (KNN) algorithm was used to impute any such missing values. To impute missing data, the median values of the seven nearest neighbors were considered.

Variables selection

A systematic approach was employed to select variables from a pool of 157 variables in the dataset. First, a correlation matrix was computed to identify variables relevant to the study.

Variables that showed higher correlation coefficients with work environment factors were included in the analysis. Conversely, variables with high correlation coefficients with other variables were excluded to avoid potential multicollinearity issues.

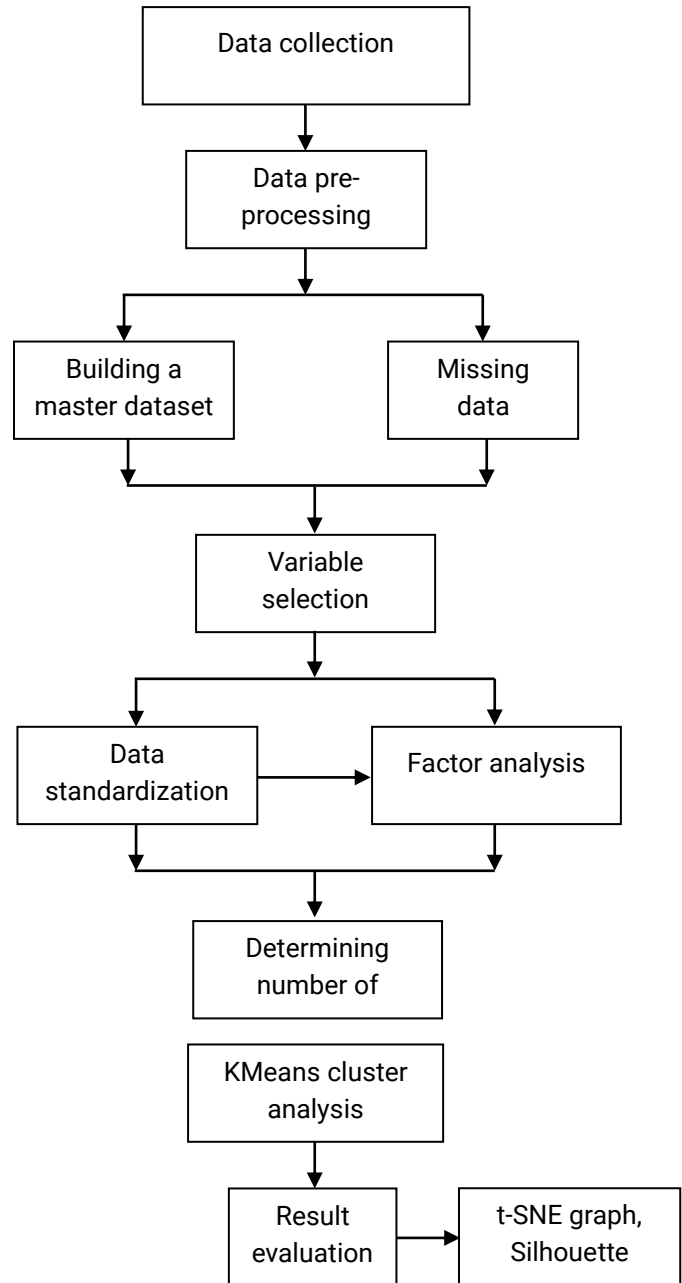


Figure 1: Methodological flow chart of cluster analysis

Additionally, the variance inflation factor (VIF) was calculated, and any variable with a VIF score greater than 5 was removed to further eliminate correlated variables. Ultimately, 21 variables (as shown in Table 1) were selected from the initial 157 to categorize respondents into clusters with similar characteristics.

Table 102: The List Variable Used in Analysis

Variables	Description
Full-time employment	Full-time employment of the respondent
Flexibility at work	Agreement or disagreement of respondent with enough flexibility at work to keep balance in their work life and personal life
Ideal work environment	Status of ideal arrangement for working remotely versus in the office
Travel to physical location	Daily travel to a physical work location today compared to how they traveled in 2019, prior to COVID-19
Low income household	The level of income of the household: Less than \$50,000
Low level of education	The level of education of the respondent: Less than high school, high school diploma, some college, and associate's or technical school degree
Control on work situation	Satisfaction of respondent with the amount of control they have over how, when, and where they work
Remote work option	Does the employer offer remote work options to the respondent?
Single family house	Do the respondent live in a one-family house (detach or attach)?
Work type	Type of work that respondents do
Work from home	When the respondent work remotely, do they typically work from home?
Auto travel	In a typical week, how many days does the respondent drive a car, truck, SUV, or motorcycle to commute to or from their primary workplace?
Office and technology	Do the respondent work in office sector and technology?
WFH situation	How satisfied was the respondents with their company's current work-from home/remote work situation?

Flexible work schedule	Does the respondent’s employer offer Flexible work schedule options?
Flexible hybrid schedule	Does the respondent work flexible hybrid schedule?
Resources and accommodations	How satisfied are respondents with the resources and accommodations in place to promote accessibility?
Work schedule	How satisfied are the respondents with their work schedule (e.g., number of hours worked, flexible scheduling options offered, etc.)?
Race/Ethnicity	Race of the respondent: Hispanic/Latino
Young adult	Age of the respondent: Less than 35 years
Duration of work hour	How many hours a week do the respondents typically work?

Data standardization

Data standardization is a crucial preprocessing step before model development. Variables in a dataset often have different units or scales (e.g., numbers, percentages, and ratios), and standardization ensures that all variables are brought to a common scale. This process prevents variables with larger scales from disproportionately influencing the model’s outputs. As outlined in Equation 1, standardization is a feature engineering technique that involves rescaling each input variable by subtracting the variable’s mean (μ) and dividing by its standard deviation (σ), resulting in a mean of zero and a standard deviation of one.

$$z = \frac{x - \mu}{\sigma} \dots \dots \dots (1)$$

The StandardScaler() function from the scikit-learn Python library was employed to standardize the variables. The selected factors were standardized prior to conducting both factor analysis and cluster analysis.

Exploratory factor analysis

An exploratory factor analysis (EFA) was performed to simplify the set of selected variables using statistical procedures. This technique reduces a large number of inter-correlated observed variables into a smaller number of latent constructs or factors by capturing their commonalities. Factors with an eigenvalue (the sum of squared loadings) greater than one are considered more effective at explaining the variance in the variables. As a result, six factors with eigenvalues greater than one are extracted using the widely used Principal Component Analysis (PCA) technique, as shown in Table 2.

Table 103: Factor Loadings for Exploratory Factor Analysis with Varimax Rotation

Variables	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
Flexibility at work	-0.46					
Control on work situation	0.85					
WFH situation	0.68					
Flexible work schedule	0.35					
Resources and accommodations	0.73					
Work schedule	0.82					
Work from home		0.77				
Flexible hybrid schedule		0.79				
Ideal work environment			0.52			
Travel to physical location			-0.58			
Remote work option			0.62			
Full-time employment				0.50		
Duration of work hour				0.95		
Low level of education					-0.39	
Work type					-0.48	
Office and technology					0.48	
Low income household						-0.60
Single family house						0.34

Variables	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
Auto travel						0.28
Young adult						-0.22
Race/Ethnicity						-0.09

Determining the number of clusters

The KMeans clustering algorithm was applied to identify clusters of communities in the Baltimore Metropolitan area. However, determining the optimal number of clusters (k) is crucial before performing the KMeans analysis. To identify the appropriate number of clusters, the elbow method was utilized (as shown in Figure 2). This method calculates the sum of squared distances for each cluster using the equation shown below. As the number of clusters increases, the sum of squared distances decreases. However, beyond a certain point, the reduction in the sum of squared distances becomes minimal or insignificant. This point is regarded as the optimal number of clusters. In this study, seven clusters were identified as the optimal number.

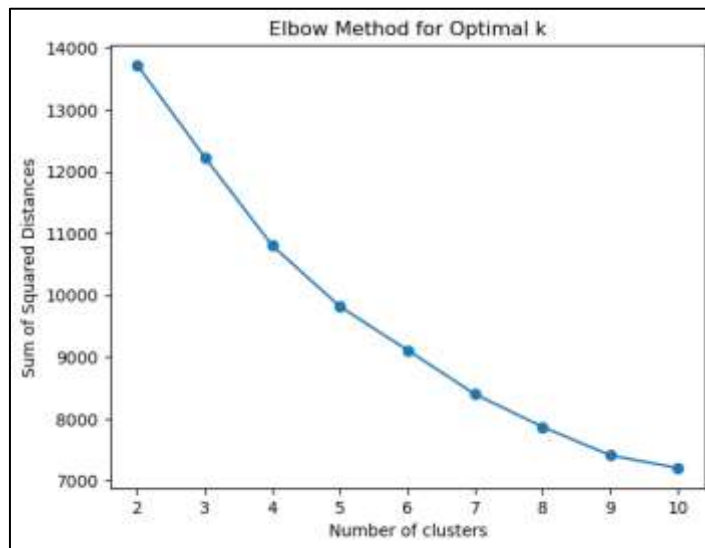


Chart 55: The Elbow Method

$$SSE = \sum_{k=1,2,\dots,n}^k \min(\|x_1 - c_1\|^2) \dots \dots \dots (2)$$

Cluster analysis using KMeans algorithm

The KMeans algorithm is a straightforward and widely utilized unsupervised learning method (i.e., no target or outcome variable is involved) for clustering. It groups items into a specified number of clusters based on shared characteristics. The KMeans clustering algorithm operates as follows:

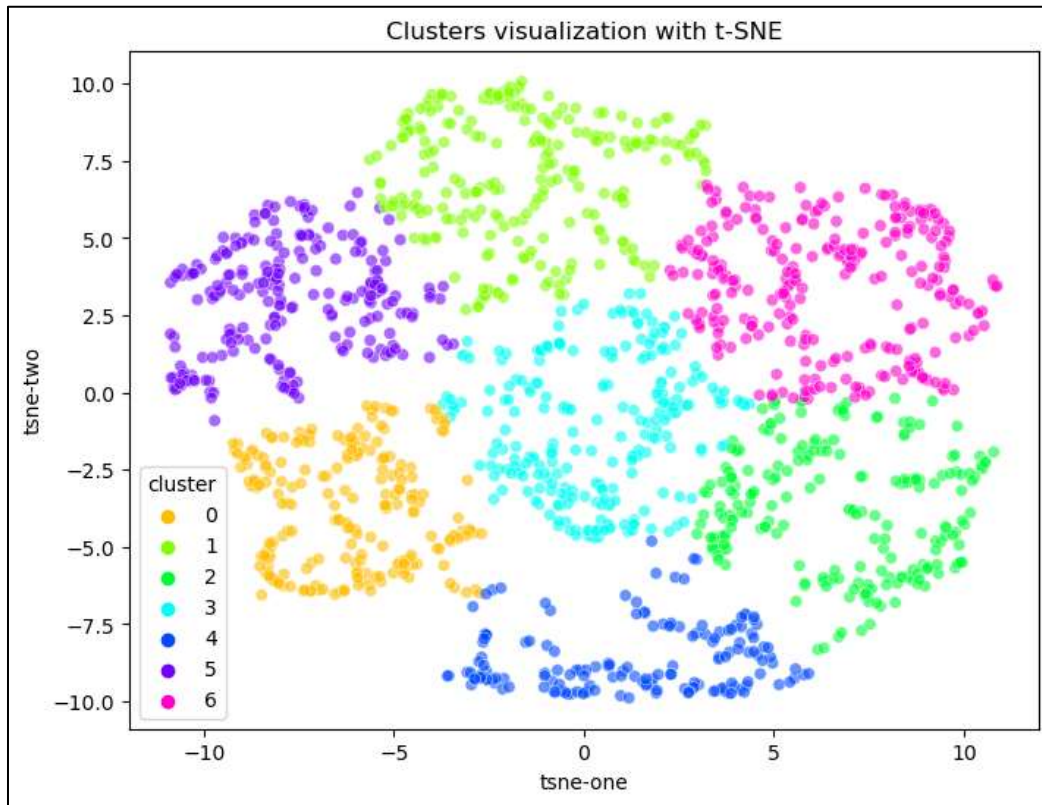
- It randomly selects initial centroids for the specified number of clusters.
- It calculates the Euclidean distance between each data point and the centroids of the clusters. Each data point is then assigned to the nearest centroid, based on the shortest distance.
- New centroids for each cluster are calculated by averaging the coordinates of all data points within that cluster (i.e., the sum of all point coordinates divided by the number of points).
- This process is repeated until a specified number of iterations is reached, the centroids no longer change their positions, or few to no data points change their cluster assignments.

Evaluating the results with silhouette score

The Silhouette Score was calculated to assess the similarity of data points within the same cluster compared to those in other clusters. The score ranges from -1 to 1, where a higher value indicates that a data point is well aligned with its own cluster and poorly aligned with neighboring clusters. Conversely, a lower value suggests that the data point is not well matched to its own cluster but is closer to a neighboring cluster. A score of zero (0) represents an ambiguous situation, where the data point may be on the border of two clusters or could belong to a different cluster. In this study, a silhouette score of 0.42 is considered reasonable, indicating that the data points are generally well-matched to their respective clusters and are distinguishable from neighboring clusters.

Additionally, we **visualized different clusters** (Figure 3) using the t-SNE (t-distributed Stochastic Neighbor Embedding) technique. t-SNE visualizes high-dimensional data in a low-dimensional space, such as a two- or three-dimensional map, by assigning each data point a specific location.

Chart 56: Clusters visualization with t-SNE



Employee Survey

The following pages show the final employee survey, including additional screener questions (S1A-S2) that were added for the purpose of including a supplementary panel sample following the initial fielding outreach. Programming language within questions is written in bold square brackets, and programmed logic between questions is written in the gray box text.

This survey was available online through a link or QR code sent by mail, through a panel link, or by phone, if a response was not received online following the mailing.



WBA Research
23-152

BMC Post-Pandemic Trends – Employee Survey

Welcome to the BMC Employee Survey. We appreciate you taking the time to respond. The survey should take about 15 minutes to complete.

Your responses will be kept completely confidential, and will not be linked back to your personal information.

Please select a language to continue.

SCREENER

SHOW S1 AND S2 ON THE SAME PAGE. ASK EVERYONE:

S1A. What is your home county?

- 01 Anne Arundel County
- 02 Baltimore City
- 03 Baltimore County
- 04 Carroll County
- 05 Harford County
- 06 Howard County
- 07 Queen Anne's County
- 95 Other

S1. Are you 18 years of age or older?

- 01 Yes
- 02 No

S2. Which of the following best describes your employment status? (ACCEPT ONE RESPONSE ONLY.)

- 01 Employed full time
- 02 Employed part time
- 03 Self-employed full time
- 04 Self-employed part time
- 05 Not employed, but looking for work
- 06 Not employed, and not looking for work
- 07 Not employed, unable to work due to a disability or illness
- 08 Retired
- 09 Student and not employed
- 10 Student and employed part time
- 11 Student and employed full time
- 12 Stay-at-home spouse or partner

IF [S1A (95) OR S1(02) OR S2(05-09,12)], TERMINATE.

ASK EVERYONE:

Q1. You mentioned you are employed. How many jobs do you have? Note that a full-time job is defined as one where you work at least 30 hours per week, on average. (SUM MUST BE 1+.)

- A. Full-time jobs [RANGE: 0-3]
- B. Part-time jobs [RANGE: 0-10]

Q2. How many hours a week do you typically work?

- 01 10 hours or less
- 02 11-20 hours
- 03 21-30 hours
- 04 31-40 hours
- 05 41-50 hours
- 06 51 or more hours

YOUR JOB AND YOUR COMPANY

The following questions are about your job, your satisfaction with different aspects of your job, and your company. **[IF SUM(Q1(A-B))>1:** While you work multiple jobs, please answer the following questions regarding *the job where you work the most hours.*]

- Q3. Which ONE of the following best describes the type of work that you do? **[IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.*] **[RANDOMIZE 1-5; ANCHOR 95]**
- 01 Office work (upper level within an organization, involving coordination of organization, development of plans or goals for the organization, supervision of managers, etc.)
 - 02 Office work (middle level within an organization, some management and supervision of other people or departments)
 - 03 Office work (front line within the organization, directly involved with production of products or providing services such as sales, secretarial, bookkeeping, clerical, etc.)
 - 04 Manual labor (driving, working with your hands, assembling, moving, etc.)
 - 05 Customer/client/patient service (education, retail, food service, healthcare, entertainment, etc.)
 - 95 Other **(SPECIFY)**
- Q4. Which of following best describes the industry you work in? **[IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.*] **[PN: LIST ALPHABETICALLY. ANCHOR 95 TO BOTTOM]**
- 01 Education
 - 02 Food service (including restaurants, bars, and caterers)
 - 03 Healthcare
 - 04 Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade
 - 05 Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration
 - 06 Retail
 - 95 Other Services (except Public Administration) **(SPECIFY)**
- Q5. Which of the following best describes the company or organization where you currently work? **[IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.*]
- 01 For-profit
 - 02 Not-for-profit
 - 03 Local, state, or federal government

Q6. How satisfied are you with each of the following aspects of your job? [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.] (RANDOMIZE.)

Attribute	Not at all satisfied											Very Satisfied		N/A
	00	01	02	03	04	05	06	07	08	09	10	09	10	
A Your work schedule (e.g., number of hours worked, flexible scheduling options offered, etc.)	00	01	02	03	04	05	06	07	08	09	10			
B Your company's current work-from home/remote work situation	00	01	02	03	04	05	06	07	08	09	10	99		
C The amount of control you have over how, when, and where you do your work	00	01	02	03	04	05	06	07	08	09	10			
D The resources and accommodations in place to promote accessibility	00	01	02	03	04	05	06	07	08	09	10			
E Your job overall	00	01	02	03	04	05	06	07	08	09	10			

Q7. Which of the following does your employer offer to you? Please select all that apply. [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.] (RANDOMIZE. ALLOW MULTIPLE RESPONSE. ANCHOR 05-06 TOGETHER. EXCLUSIVE 97.)

- 01 Remote work options
- 02 Flexible work schedule options
- 03 Predictable schedules
- 04 Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)
- 05 Internal education opportunities (e.g., webinars, video trainings, etc.)
- 06 Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)
- 07 Opportunities to give and receive feedback on your performance
- 08 Opportunities to be involved in decision making, problem solving, and goal setting
- 09 Employee recognition initiatives
- 10 Rewards for generating new ideas or solutions
- 11 Work opportunities that encourage teamwork and collaboration
- 95 Something else (SPECIFY)
- 97 None of these

Q8. How much do you agree or disagree with each of the following statements? [IF SUM(Q1(A-B))>1: Please answer regarding *the job where you work the most hours.*] (RANDOMIZE.)

		Strongly disagree										Strongly agree											
A	I don't have enough flexibility at work to be able to keep my work life and my personal life in balance	00	01	02	03	04	05	06	07	08	09	10	00	01	02	03	04	05	06	07	08	09	10
B	I don't have enough control over when, where, and how I work	00	01	02	03	04	05	06	07	08	09	10	00	01	02	03	04	05	06	07	08	09	10
C	In the last year, I have considered changing jobs	00	01	02	03	04	05	06	07	08	09	10	00	01	02	03	04	05	06	07	08	09	10
D	In the last year, I have explored other possible jobs	00	01	02	03	04	05	06	07	08	09	10	00	01	02	03	04	05	06	07	08	09	10

Q10. As far as you're aware, does your employer use technology (e.g., computers, software, cameras, bar-code scanners, etc.) to monitor you while working? [IF SUM(Q1(A-B))>1: Please answer regarding *the job where you work the most hours.*]

When we say "monitor," we mean tracking any of the following: productivity, speed, location, browser activity, social media posts, emails, text messages, safety equipment usage, break times, when you start and end work, what applications you have on your work devices, etc.

- 01 Yes
- 02 No

ASK EVERYONE:

Q13. How many employees does your company or organization have in the greater Baltimore Metropolitan area? Your best estimate is fine. [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.]

- 01 Fewer than 20
- 02 20 to 49
- 03 50 to 99
- 04 100 to 249
- 05 250 to 499
- 06 500 to 999
- 07 1,000 to 4,999
- 08 5,000 or more

Q14. Regardless of whether or not these are practiced at your current workplace, which of the following would you most like to see employers offer you more of moving forward? Please select your top three. [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.] [RANDOMIZE. ALLOW UP TO THREE RESPONSES. KEEP 05-06 TOGETHER. ANCHOR AND EXCLUSIVE 97.]

- 01 Remote work options
- 02 Flexible work schedule options
- 03 Predictable schedules
- 04 Pay transparency (e.g., salary bands, predictable raises and/or promotions, etc.)
- 05 Internal education opportunities (e.g., webinars, video trainings, etc.)
- 06 Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)
- 07 Opportunities to give and receive performance feedback
- 08 Opportunities to be involved in decision making, problem solving, and goal setting
- 09 Employee recognition initiatives
- 10 Rewards for generating new ideas or solutions
- 11 Work opportunities that encourage teamwork and collaboration
- 97 None of the above

WORKING FROM HOME AND COMMUTING: CURRENT

Q15. Which of the following best describes your current work environment? [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.]

- 01 All in-person
- 02 Mostly in-person
- 03 Equal split between in-person and remote/work from home
- 04 Mostly remote/work from home
- 05 All remote/work from home

THOSE WHO WORK ENTIRELY REMOTE/FROM HOME [Q15(05)], ASK:

Q15A. Does your employer have a physical work location in this area?

- 01 Yes
- 02 No

ASK EVERYONE:

Q16. Thinking about your position, and regardless of whether you are working remote or teleworking now, how much of your job *could* be done remotely or working from home? [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.]

- 01 None of it
- 02 Some of it
- 03 Most of it
- 04 All of it

Q17. Which of the following best describes your work environment in 2019, *prior to the onset of COVID-19*?

- 01 All in-person
- 02 Mostly in-person
- 03 Equal split between in-person and remote/work from home
- 04 Mostly remote/work from home
- 05 All remote/work from home
- 97 Was not employed in 2019 prior to COVID-19

IF SCHEDULE CHANGED FROM MORE IN PERSON TO LESS IN PERSON [Q15 > Q17], ASK:

Q18. Have you considered relocating your home or have you relocated your home due to your new [IF HYBRID [Q15(02-04)]: hybrid, IF FULL REMOTE [Q15(05)]: work from home] schedule since the onset of COVID-19?

- 01 Yes, I have relocated due to my schedule
- 02 Yes, I have seriously considered relocating due to my schedule
- 03 I have thought about but not seriously considered relocating due to my schedule
- 04 No, I have not relocated or considered relocating due to my schedule

ASK EVERYONE:

Q21. What is your ideal arrangement for working remotely versus in the office?

- 01 All in-person
- 02 Mostly in-person
- 03 Equal split between in-person and remote/work from home
- 04 Mostly remote/work from home
- 05 All remote/work from home

IF COMMUTE [Q15(01-04)], ASK:

Q22. In a **typical week**, how many days do you use each of the following forms of transportation to commute to or from your primary workplace? [IF SUM(Q1(01-02))>1: Please answer regarding the job where you work the most hours.]

	Do not use in a typical week	Rarely	1 to 2 days per week	3 to 4 days per week	5 days per week	More than 5 days per week
A. Walk	00	01	02	03	04	05
B. Ride a personal bicycle	00	01	02	03	04	05
C. Drive a car, truck, SUV, or motorcycle	00	01	02	03	04	05
D. Ride in a car, truck, SUV, or motorcycle driven by a friend or family	00	01	02	03	04	05
E. Take a taxi	00	01	02	03	04	05
F. Use a rideshare service, such as Uber or Lyft	00	01	02	03	04	05
G. Use a city bus, subway, commuter rail or light rail	00	01	02	03	04	05
H. Use a carpool or vanpool	00	01	02	03	04	05
I. Use a shared service for bikes, ebikes, or scooters such as Lime or Bird	00	01	02	03	04	05
J. Ride a personal e-bike or scooter	00	01	02	03	04	05
K. Use another form of transportation (SPECIFY)	00	01	02	03	04	05

Q23. When commuting to your physical workplace in the last 30 days, when do you typically leave your home? If you work an irregular schedule where you start work at different times, think of the *most common* time you leave for work. [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.]

[DROPDOWNS FOR HOUR, MINUTE (15 MINUTE INTERVALS), AND AM/PM]

98 Prefer not to respond

Q24. When commuting to your physical workplace in the past 30 days, when do you typically arrive at your workplace? [IF SUM(Q1(A-B))>1: Please answer regarding the job where you work the most hours.]

[DROPDOWNS FOR HOUR, MINUTE (15 MINUTE INTERVALS), AND AM/PM. SHOW TIMES FOR UP TO FOUR HOURS AFTER Q17.]

98 Prefer not to respond

ASK EVERYONE:

Q25B. **[IF REMOTE (Q15(05)):** If you had to visit an office for work, in which county is your workplace? **][IF COMMUTE [Q15(01-04):** In which county is your workplace? **][IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.*]

- 01 Anne Arundel County
- 02 Baltimore City
- 03 Baltimore County
- 04 Carroll County
- 05 Harford County
- 06 Howard County
- 07 Queen Anne's County
- 95 Other (SPECIFY)

Q26. What days of the week do you typically work? Select all that apply. **[IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.* **](ACCEPT MULTIPLE RESPONSES.)**

- 01 Sunday
- 02 Monday
- 03 Tuesday
- 04 Wednesday
- 05 Thursday
- 06 Friday
- 07 Saturday

IF HYBRID [Q15(02-04)], ASK:

Q27. And what days of the week do you typically work on-site/in-person? **[IF SUM(Q1(A-B))>1:** Please answer regarding *the job where you work the most hours.* **](INSERT RESPONSES FROM Q26. ACCEPT MULTIPLE RESPONSES.)**

- 01 Sunday
- 02 Monday
- 03 Tuesday
- 04 Wednesday
- 05 Thursday
- 06 Friday
- 07 Saturday

Q28. Do you work a fixed hybrid schedule (i.e., the same days each week), or does it change? [IF SUM(Q1(A-B))>1: Please answer regarding *the job where you work the most hours.*]

- 01 I work a fixed hybrid schedule (i.e., I work the same days in the office each week)
- 02 I work a flexible hybrid schedule and primarily *pick* the days I work in the office week to week
- 03 I work a flexible hybrid schedule and primarily *am assigned* the days I work in the office week to week

Q29. When you work remotely, where do you typically work?

- 01 From home, in a designated office space you do not share
- 02 From home, in a designated office space you share
- 03 From home, in a general area
- 04 From a remote shared workspace that is *not* your main office
- 05 From a remote location due to travel (hotel, remote office in another city, etc.)
- 95 Other (SPECIFY):

IF HYBRID OR FULL REMOTE [Q15(02-05)], ASK:

Q30. How often have you taken advantage of the following benefits while working from home?
(RANDOMIZE.)

	Attribute	Never	Sometimes	Usually	Always	Not applicable	Don't know/Not sure
A	Taking care of household chores	01	02	03	04	96	99
B	Being able to travel and work remotely anywhere	01	02	03	04	96	99
C	Spending more quality time with friends/family	01	02	03	04	96	99
D	Avoid traffic congestion or overly long commutes	01	02	03	04	96	99
E	Saving money on commuting (e.g., transit fares, gas, or tolls)	01	02	03	04	96	99
F	Saving money on other work-related expenses (e.g., food, materials, etc.)	01	02	03	04	96	99
G	Being home when my child or children come home from school	01	02	03	04	96	99
H	Taking care of a family member who needs special care	01	02	03	04	96	99

Q31. How often have you experienced the following issues while working from home?

	Attribute	Never	Sometimes	Usually	Always	Not applicable	Don't know/Not sure
A	Disconnect with work culture	01	02	03	04	96	99
B	Disconnect from coworkers	01	02	03	04	96	99
C	Feeling out of the loop on communications	01	02	03	04	96	99
D	Falling behind on work tasks	01	02	03	04	96	99
E	Being distracted by non-work tasks or activities	01	02	03	04	96	99
F	Trouble leaving the house	01	02	03	04	96	99
G	Trouble with connections or meeting software (VPN, Zoom, etc.)	01	02	03	04	96	99

ASK EVERYONE:

Q32. Thinking about your daily travel and activities, how would you say your travel and activities today compare to how you traveled in 2019, prior to COVID-19? (**FOR Q32A, DO NOT SHOW Q32(03) IF Q15(01).**)

	Attribute	Do less than before	Do the same as before	Do more than before	Not applicable	Don't know/Not sure
A	Travel to a physical work location ¹	01	02	03	96	99
B	Travel on public transit	01	02	03	96	99
C	Purchase something online for home delivery	01	02	03	96	99

IF ACTIVITIES CHANGED [Q32A(01,03) OR Q32B(01,03) OR Q33C(01,03)], ASK:

Q33. Thinking ahead to the future, do you think these changes in your daily travel and activities are temporary or permanent? **[SHOW ONLY THOSE FROM Q32(01,03)]**

	Attribute	Temporary	Permanent	Don't know/Not sure
A	Travel to a physical work location	01	02	99
B	Travel on public transit	01	02	99
C	Purchase something online for home delivery	01	02	99

ASK EVERYONE:

Q34. How many trips for each of the following did you make over the past 30 days where the furthest destination was **at least 75 miles away (one-way) from home**, even if the trip did not begin at home? If there was more than one destination on this trip, please count it as one trip. *Do not include any trips made as a daily commute, if applicable.* **[RANGE 0-30]**

	Trip Type	No trips	1-2 trips	3-5 trips	6-10 trips	11 or more trips	Not applicable	Don't know/Not sure
A	Business trips, including trips that were partially or primarily for business but may have included some leisure activities	00	01	02	03	04	96	99
C	Visiting family or friends	00	01	02	03	04	96	99
B	Personal vacation that did not include visiting friends or family	00	01	02	03	04	96	99
D	Some other purpose (SPECIFY)	00	01	02	03	04	96	99

Q38. How frequently do you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)?

- 00 Never
- 01 Less than once a month, but at least once a year
- 02 Once a month
- 03 More than one day a month but less than one day a week
- 04 One day a week
- 05 2-3 days per week
- 06 4-5 days per week
- 07 More than 5 days per week
- 96 It varies

THOSE WHO WORK REMOTELY AT LEAST ONCE A YEAR [Q38(01-96)], ASK:

Q39. When you travel to a place other than your usual workplace for work, are these trips primarily within the Baltimore region?

- 01 Yes
- 02 No
- 98 Don't know

WORKING FROM HOME AND COMMUTING: PRE-COVID

IF COMMUTED PRIOR TO COVID [Q17(01-04)], ASK:

Q40. In 2019, prior to the onset of COVID-19, in a **typical week**, how many days did you use each the following forms of transportation to commute to or from your primary workplace?

	Do not use in a typical week	Rarely	1 to 2 days per week	3 to 4 days per week	5 days per week	More than 5 days per week
A. Walk	00	01	02	03	04	05
B. Ride a bicycle	00	01	02	03	04	05
C. Drive a car, truck, SUV, or motorcycle	00	01	02	03	04	05
D. Ride in a car, truck, SUV, or motorcycle driven by a friend or family	00	01	02	03	04	05
E. Take a taxi	00	01	02	03	04	05
F. Use a rideshare service, such as Uber or Lyft	00	01	02	03	04	05
G. Use a city bus, subway, commuter rail or light rail	00	01	02	03	04	05
H. Use a carpool or vanpool	00	01	02	03	04	05
I. Use a shared service for bikes, e-bikes, or scooters such as Lime or Bird	00	01	02	03	04	05
J. Ride a personal e-bike or scooter	00	01	02	03	04	05
K. Use another form of transportation (SPECIFY)	00	01	02	03	04	05

Q41. When commuting to your physical workplace in 2019, prior to COVID-19, when did you typically leave your home? If you worked an irregular schedule where you started work at different times, think of the *most common* time you left for work.

[DROPDOWNS FOR HOUR, MINUTE (15 MINUTE INTERVALS), AND AM/PM]

- 01 Same as current
- 98 Prefer not to respond

Q42. When commuting to your physical workplace in 2019, prior to COVID-19, when did you typically arrive at your workplace?

[DROPDOWNS FOR HOUR, MINUTE (15 MINUTE INTERVALS), AND AM/PM. SHOW TIMES UP TO FOUR HOURS AFTER Q41.]

- 01 Same as current
- 98 Prefer not to respond

Q43B. In which county was your primary workplace in 2019, prior to COVID-19?

- 01 Anne Arundel County
- 02 Baltimore City
- 03 Baltimore County
- 04 Carroll County
- 05 Harford County
- 06 Howard County
- 07 Queen Anne’s County
- 95 Other
- 97 Same as current

ASK EVERYONE:

Q44. In 2019, how many trips for each of the following did you make in an average month where the furthest destination was **at least 75 miles away (one-way) from home**, even if the trip did not begin at home? If there was more than one destination on this trip, please count it as one trip. *Do not include any trips made as a daily commute, if applicable.* [RANGE 0-30]

	Trip Type	No trips	1-2 trips	3-5 trips	6-10 trips	11 or more trips	Not applicable	Don't know/Not sure
A	Business trips, including trips that were partially or primarily for business but may have included some leisure activities	00	01	02	03	04	96	99
B	Visiting family or friends	00	01	02	03	04	96	99
C	Personal vacation that did not include visiting friends or family	00	01	02	03	04	96	99
D	Some other purpose (SPECIFY)	00	01	02	03	04	96	99

Q48. In 2019, prior to COVID-19, how frequently did you have to travel to a place other than your usual workplace for work (i.e., to work in another remote or satellite location, or for a conference or work meeting)?

- 00 Never
- 01 Less than once a month, but at least once a year
- 02 Once a month
- 03 More than one day a month but less than one day a week
- 04 One day a week
- 05 2-3 days per week
- 06 4-5 days per week
- 07 More than 5 days per week
- 96 It varies
- 98 Don't know

THOSE WHO WORKED REMOTELY AT LEAST ONCE IN 2019 [Q48(01-96)], ASK:

Q49. In 2019, prior to COVID, when you traveled to a place other than your usual workplace for work, were these trips primarily within the Baltimore region?

- 01 Yes
- 02 No
- 98 Don't know

NOW AND IN THE FUTURE

ASK EVERYONE:

Q50. In the next 6 months to a year, how do you see your company changing work from home plans?
[IF SUM(Q1(A-B))>1: Please answer regarding *the job where you work the most hours.*]

- 01 Employees will be allowed to work from home more frequently/with more flexibility
- 02 Work from home plans will stay the same
- 03 Employees will be required to work in the office more frequently/on a schedule
- 99 Not sure

Q50B. Which three of the following transportation goals would you most like to see in the future?
Select up to three responses. [RANDOMIZE. ALLOW UP TO 3 RESPONSES.]

- 01 Ensure a safe and secure transportation system
- 02 Ensure environmental protection for the local area and local wildlife
- 03 Improve quality and efficiency to enhance user experience
- 04 Provide more transportation choices and connections
- 05 Ensure public involvement in planning processes
- 06 Promote fiscal responsibility in transportation agencies
- 07 Address the climate change and transition to a clean energy future (i.e., support for electric vehicles, programs to reduce carbon emissions, etc.)
- 08 Ensure that streets are safe for people outside automobiles
- 09 Advance equity and support for underserved communities
- 10 Maintain a high standard and modernize transportation infrastructure
- 11 Improve public transit services
- 12 Facilitate economic opportunity through increased transportation to and from areas of commerce
- 13 Reduce congestion
- 14 Expand biking and walking paths and trails
- 95 Another goal (SPECIFY)

DEMOGRAPHICS

The next few questions are for classification purposes only.

Q55. What is the highest level of education you have completed?

- 01 Less than high school (including current high school student or below)
- 02 High school diploma or GED
- 03 Some college
- 04 Associate's or technical school degree
- 05 Bachelor's or undergraduate degree
- 06 Some graduate school
- 07 Graduate or professional degree
- 98 Prefer not to respond

Q56. How much did all members of your household earn in income last year? Your total household income is for all people in the household from jobs, businesses, farms, rent, social security, etc.

- 01 Less than \$13,000
- 02 \$13,000 to less than \$17,500
- 03 \$17,500 to less than \$26,500
- 04 \$26,500 to less than \$31,000
- 05 \$31,000 to less than \$35,500
- 06 \$35,500 to less than \$50,000
- 07 \$50,000 to less than \$75,000
- 08 \$75,000 to less than \$100,000
- 09 \$100,000 to less than \$125,000
- 10 \$125,000 to less than \$150,000
- 11 \$150,000 to less than \$200,000
- 12 \$200,000 or more
- 98 Prefer not to respond

Q57. Including yourself, how many people from each age category live in your household? (RANGE=0-7.)

- A. _____ Seniors, 65 or older
- B. _____ Adults, 18 to 64 years old
- C. _____ Children, 15 to 17 years old
- D. _____ Children, 10 to 14 years old
- E. _____ Children, 5 to 9 years old
- F. _____ Children less than 5 years old

ASK EVERYONE:

Q62. How many working cars, motorcycles, or motorized, road-appropriate vehicles do you have access to in your household? (RANGE=0-4.)

_____ vehicles

- 05 5 or more vehicles
- 09 Prefer not to respond

Q63. How many people in your household drive? [RANGE BASED ON Q57.]

_____ drivers in household

- 98 Prefer not to respond

Q64. Which best describes the building where you live?

- 01 One-family house detached from any other house
- 02 One-family house attached to one or more houses (e.g., row house or townhouse)
- 03 Multi-family building with shared common facilities (e.g., apartment complex)
- 04 Mobile home
- 05 Boat, recreational vehicle (RV)/Motorhome, van, etc.
- 98 Prefer not to respond

Q66. What is your age?

- 01 18 to 24
- 02 25 to 34
- 03 35 to 44
- 04 45 to 54
- 05 55 to 64
- 06 65 to 74
- 07 75 or older
- 98 Prefer not to respond

Q67. Which of the following best describes your gender identity? (ACCEPT MULTIPLE RESPONSES.)

- 01 Male/Man
- 02 Female/Woman
- 95 Another identity (SPECIFY)
- 98 Prefer not to respond

Q68. Please choose one or more races you consider yourself to be. (ACCEPT MULTIPLE RESPONSES, 98 EXCLUSIVE)

- 01 White/Caucasian
- 02 Black/African American
- 03 Asian
- 04 Pacific Islander
- 05 Native American
- 06 Middle Eastern
- 95 Or something else (SPECIFY)
- 98 Prefer not to respond

Q69. Are you of Hispanic, Latino, or Spanish origin?

- 01 No, not of Hispanic, Latino, or Spanish origin
- 02 Yes, of Hispanic, Latino, or Spanish origin
- 98 Prefer not to respond

Q70. Do you identify as having one or more of the following disabilities? *Select all that apply.*

- 01 No, I do not identify as having a disability
- 02 A disability affecting my vision (blind or low vision)
- 03 A disability affecting my hearing (deaf or hard of hearing)
- 04 A disability affecting my mobility (difficulty walking or using stairs)
- 95 A disability not listed above **(SPECIFY)**
- 98 Prefer not to respond

THOSE WITH A DISABILITY [Q70(02-95)], ASK:

Q70B. Do you use any of the following mobility device or devices? If so, please select them from the following list. *Select all that apply. (ALLOW MULTIPLE RESPONSES.)*

- 97 I do not use mobility devices
- 01 Manual wheelchair
- 02 Motorized wheelchair
- 03 Scooter
- 04 Braces
- 05 Prosthesis
- 06 Service / Guide animal
- 07 Support cane
- 08 Long cane (for the blind)
- 09 Crutches
- 10 Walker
- 11 Respirator / Oxygen tank
- 95 Something else **(SPECIFY)**
- 98 Prefer not to respond

Employer Survey

The following pages show the final employer survey. Programming language within questions is written in bold square brackets, and programmed logic between questions is written in the gray box text.

This survey was available online through a link or QR code sent by email, through presentations, or shared within BMC-affiliated organizations.



WBA Research
23-152

BMC Post-Pandemic Trends – Employer Survey

Welcome to the Baltimore Metropolitan Council (BMC) Employer Survey. We appreciate you taking the time to respond, as your answers will help BMC examine changes in remote working in the future and allow businesses in the Baltimore metropolitan area to make informed decisions while adjusting in-person, hybrid, and remote working environments.

This survey should take about 10 minutes to complete. Your responses will be kept completely confidential and will not be linked back to you or your company.

YOUR COMPANY

Q1. Which of following best describes your company's industry? [ACCEPT ONE RESPONSE ONLY. ANCHOR 95 TO BOTTOM]

- 01 Education
- 02 Food service (including restaurants, bars, and caterers)
- 03 Healthcare
- 04 Industrial, such as agriculture, mining, utilities, construction, manufacturing, transportation, warehousing, or wholesale trade
- 05 Office, such as information, finance and insurance, real estate or rental and leasing, management, or public administration
- 06 Retail
- 95 Other Services (except Public Administration) (SPECIFY)

Q2. Which of the following best describes your company or organization?

- 01 For-profit
- 02 Not-for-profit
- 03 Local, state, or federal government

Q2A. Does your company/organization only have offices, workplaces, and locations in the greater Baltimore area or do you have physical locations in other parts of the U.S. and/or beyond?

- 01 Only have offices/workplaces/locations in the greater Baltimore area
- 02 Also have offices/workplaces/locations in other parts of the U.S./beyond
- 03 Do not have any offices/workplaces/locations – i.e., we are completely remote

Q3. How many employees does your company or organization have in this area? Your best estimate is fine.

- 01 Fewer than 20
- 02 20 to 49
- 03 50 to 99
- 04 100 to 249
- 05 250 to 499
- 06 500 to 999
- 07 1,000 to 4,999
- 08 5,000 or more

Q4. For *the majority of your employees*, which of the following best describes the current work environment for your company?

- 01 All in-person
- 02 Mostly in-person
- 03 Equal split between in-person and remote/work from home
- 04 Mostly remote/work from home
- 05 All remote/work from home

THOSE FOR WHOM ALL EMPLOYEES WORK IN PERSON [Q4(01)], ASK:

Q4A. Regardless of whether they do, how many of your employees could potentially work remotely/from home if the right systems and technology was in place?

- 05 All (100%)
- 04 Most (75%)
- 03 Some (50%)
- 02 A few (25%)
- 01 None (0%)
- 99 Not sure

IF COMPANY OFFERS LIMITED REMOTE WORK [Q4(02-04)], ASK:

Q4B. For those employees who work remotely, do they have to come into work on a set schedule or are they allowed to choose which days they want to work remotely/from home?

- 01 Work remotely/from home on a set schedule
- 02 Allowed to choose their days
- 03 A mix of set schedules for some and flexibility for others

ASK EVERYONE:

- Q5. What is the address or nearest intersection to your primary place of business in the greater Baltimore area - i.e., the workplace employees would go if they could not work remotely? If you have multiple workplaces/locations, please choose either your corporate/regional headquarters or the location in the area with the greatest number of employees. **(SHOW MAP.)**
*You can identify the nearest intersection or address by dragging the marker to the map or entering the address manually in the provided text field and hitting the search button. To enter your company's name, type the name and then the **city and state** where it is located.*
- 98 No centralized physical workplace available
- Q6. Which of the following does your company currently offer employees? Please select all that apply. **(RANDOMIZE. ACCEPT ALL THAT APPLY. ANCHOR 05-06 TOGETHER. EXCLUSIVE 97.)**
- 01 **IF Q4A (02-05,00):** Remote work options
 - 02 Flexible work schedule options
 - 03 Predictable schedules
 - 04 Pay transparency (e.g., clear pay rates for different positions, predictable raises and/or promotions, etc.)
 - 05 Internal education opportunities (e.g., webinars, video trainings, etc.)
 - 06 Support for external education opportunities (e.g., sponsored courses, tuition assistance, etc.)
 - 07 Opportunities to give and receive feedback on their performance
 - 08 Opportunities for some employees to be involved in decision making, problem solving, and goal setting
 - 09 Opportunities for all employees to be involved in decision making, problem solving, and goal setting
 - 10 Employee recognition initiatives
 - 11 Rewards for generating new ideas or solutions
 - 12 Work opportunities that encourage teamwork and collaboration
 - 95 Something else **(SPECIFY)**
 - 97 None of these
- Q7. In the next 6 months to a year, how do you see your company changing work from home plans? **(IF Q4(01), DO NOT SHOW 03. IF Q4(05), DO NOT SHOW 01.)**
- 01 Employees will be allowed to work from home more frequently/with more flexibility
 - 02 Work from home plans will stay the same
 - 03 Employees will be required to work in person more frequently/on a schedule
 - 99 Not sure at this time

THOSE WHO WILL REQUIRE EMPLOYEES TO WORK IN PERSON MORE FREQUENTLY [Q7(03)], ASK:

Q7A. Is your company taking any steps to encourage employees to return to work in person, making it more worthwhile for them to return?

- 01 Yes, and we have already decided what steps will be taken
- 02 Maybe, we are still considering what steps we will take
- 03 No, we are not taking any special steps
- 99 Not sure

THOSE WHOSE COMPANY IS TAKING OR CONSIDERING STEPS TO ENCOURAGE EMPLOYEES TO RETURN TO IN PERSON WORK [Q7A(01-02)], ASK:

Q7B. What steps is your company (considering)¹ taking to encourage employees to return to in-person work? (OPEN-ENDED)

Q7C. Why do you primarily want to encourage people to return to in-person work? *Select one.*

- 01 Improve company cohesion
- 02 Improve employee management
- 03 Centralize communication
- 04 Simplify administration
- 05 Increase in face-to-face collaboration
- 06 Better opportunity for mentoring / professional development
- 07 For the company / agency to be a more present and productive community partner
- 95 Something else (SPECIFY)
- 99 Not sure

IF COMPANY PLANS TO CHANGE WFH [Q7(01,03)], ASK:

Q8. What are the top three challenges your company faces in making that change? *Select up to three responses. [IF Q7(01), SHOW 01-06. IF Q7(03), SHOW 10-12. SHOW 20-22,95 TO ALL. RANDOMIZE. ALLOW UP TO 3 RESPONSES.]*

- 01 Maintaining company culture with remote employees
- 02 Maintaining a team environment
- 03 Tracking productivity with remote employees
- 04 Data security with remote employees
- 05 Accountability for materials with remote employees (i.e., job-related equipment, computers, etc.)
- 06 Hiring efficiently while working remotely
- 10 Encouraging employees to return to in-person work more frequently
- 11 Developing incentives to bring employees back to in-person work
- 12 Identifying employee desires with regards to work from home flexibility
- 20 Maintaining a physical space for a hybrid office/workplace
- 21 Retaining talent
- 22 Balancing company needs and employee desires with regards to remote and flexible working schedules
- 23 Maintaining productivity with remote employees
- 95 Something else (SPECIFY)

IF COMPANY OFFERS ANY LEVEL OF REMOTE WORK [Q4(02-05)], ASK:

- Q9. Do any of your employees live and work remotely outside of the Baltimore region (IF Q2A(02): who are still considered part of your Baltimore area workforce)?
- 01 Yes
 - 02 No
- Q10. With remote work as an option, would you hire a new employee from outside of the Baltimore region who would then work remotely?
- 01 Yes, if they were willing to relocate after a period of time
 - 02 Yes, regardless of whether they were willing to relocate
 - 03 No
- Q11. Does your company have any of the following requirements for employees working from home? *Select all that apply. (ACCEPT ALL THAT APPLY.)*
- 01 Minimum number of required days working in-person
 - 02 Specific schedule of days working in-person
 - 03 Minimum number of required people in the office/in-person on any given day
 - 04 Required in-person meetings
 - 05 Using monitoring technology, such as computer software, cameras, etc., while working
 - 06 Necessity for working from home, such as an illness, family emergency, etc.
 - 07 Levels of seniority (e.g., entry levels must work in-person, managerial levels can work remotely)
 - 08 Specific schedule of hours each day
 - 09 Prompt responses to meeting and discussion requests
 - 95 Something else (SPECIFY)

Q13. Which of the following statements more closely reflects your company's current considerations?
(RANDOMIZE. USE SLIDER.)

A	My company has considered moving to a fully remote schedule for all employees permanently	00	01	02	03	04	05	06	07	08	09	10	My company has considered moving to a fully in-person schedule permanently
B	My company has considered downsizing its office/ workspace	00	01	02	03	04	05	06	07	08	09	10	My company has considered expanding its office/ workspace
C	Work from home or remote work has helped my company in retaining talent	00	01	02	03	04	05	06	07	08	09	10	Work from home or remote work has caused my company issues in retaining talent
D	Work from home or remote work has caused my company issues in hiring talent	00	01	02	03	04	05	06	07	08	09	10	Work from home or remote work has helped my company in hiring talent
E	Work from home or remote work has generally degraded productivity for my company	00	01	02	03	04	05	06	07	08	09	10	Work from home or remote work has generally improved productivity for my company
F	Work from home or remote work decreases creativity and innovation	00	01	02	03	04	05	06	07	08	09	10	Work from home or remote work increases creativity and innovation

G	My company has considered moving our main office/work location	00	01	02	03	04	05	06	07	08	09	10	My company plans to keep our current main office/work location
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Q14. Which of the following do you think *most* influences employees' desire to work from home?
(RANDOMIZE. ACCEPT ONE RESPONSE ONLY.)

- 01 Taking care of household chores
- 02 Being able to travel and work remotely anywhere
- 03 Spending more quality time with friends/family
- 04 Avoiding traffic congestion or overly long commutes
- 05 Saving money on commuting (e.g., transit fares, gas, or tolls)
- 06 Saving money on other work-related expenses (e.g., food, materials, etc.)
- 07 Being home when children get home from school
- 08 Taking care of a family member who needs special care
- 09 Being able to have solitude when they work/Fewer interruptions
- 95 Something else (SPECIFY)

IF COMPANY IS FULLY IN OFFICE [Q4(01)], ASK:

Q16. Which of the following statements more closely reflects your company's current considerations?
(RANDOMIZE. USE SLIDER.)

A	My company has considered moving to a fully remote schedule	00	01	02	03	04	05	06	07	08	09	10	My company is planning to remain fully in-person permanently
B	My company has considered downsizing its office/workspace	00	01	02	03	04	05	06	07	08	09	10	My company has considered expanding its office/workspace
C	Only in-office work has helped my company in retaining talent	00	01	02	03	04	05	06	07	08	09	10	Only in-office work has caused my company issues in retaining talent
D	Only in-office work has caused my company issues in hiring talent	00	01	02	03	04	05	06	07	08	09	10	Only in-office work has helped my company in hiring talent
E	If my company changed to a hybrid or fully remote schedule, productivity would generally decline	00	01	02	03	04	05	06	07	08	09	10	If my company changed to a hybrid or fully remote schedule, productivity would generally improve
F	Work from home or remote work decreases creativity and innovation	00	01	02	03	04	05	06	07	08	09	10	Work from home or remote work increases creativity and innovation

G	My company has considered moving our main office/work location	00	01	02	03	04	05	06	07	08	09	10	My company plans to keep our current main office/work location
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THOSE WHO ARE NOT/NOT SURE IF THEY ARE CHANGING THEIR WFH PLANS [Q7(02,99)], ASK:

Q17. **[IF Q13A(00-04) OR Q16A(00-04):**You indicated your company was considering moving to a fully remote or hybrid remote schedule.**][IF Q13A(05-10) OR Q16A(05-10):** Imagine your company was considering moving to a fully remote or hybrid remote schedule.**] What are the top three challenges your company would face in making that change? *Select up to three responses.***
[RANDOMIZE. ALLOW UP TO 3 RESPONSES.]

- 01 Maintaining company culture with remote employees
- 02 Maintaining a team environment
- 03 Tracking productivity with remote employees
- 04 Data security with remote employees
- 05 Accountability for materials with remote employees (i.e., job-related equipment, computers, etc.)
- 06 Hiring efficiently while working remotely
- 10 Encouraging employees to continue working in the office consistently
- 11 Developing incentives to encourage employees to continue working in the office consistently
- 12 Identifying employee desires with regards to work from home flexibility
- 20 Maintaining a physical space for a hybrid office
- 21 Retaining talent
- 22 Balancing company needs and employee desires with regards to remote and flexible working schedules
- 23 Maintaining productivity with remote employees
- 95 Something else (SPECIFY)

ASK EVERYONE:

Q18. Are you currently offering any of the following transportation benefits as incentives to encourage employees to work in-person? **(ACCEPT ALL THAT APPLY.)**

- 01 Yes, full transit subsidy
- 02 Yes, partial transit subsidy
- 03 Yes, pretax payroll deduction
- 04 Yes, free/subsidized parking
- 95 Something else (SPECIFY)
- 96 No

Q19. Considering the rise of remote work, how much do you agree or disagree with the following statements? (RANDOMIZE.)

		Strongly disagree										Strongly agree	Don't know/Not sure
A	It is easier for my company to hire employees	00	01	02	03	04	05	06	07	08	09	10	99
B	It is easier for my company to retain employees	00	01	02	03	04	05	06	07	08	09	10	99
C	It increases the number of potential employees my company can hire	00	01	02	03	04	05	06	07	08	09	10	99
E	Companies outside the greater Baltimore area can hire the same employees as my company, increasing competition for employees	00	01	02	03	04	05	06	07	08	09	10	99
F	My company would take where employees live and local cost-of-living into consideration when setting salary expectations	00	01	02	03	04	05	06	07	08	09	10	99

DEMOGRAPHICS

The next few question is for classification purposes only.

Q20 Which of the following best describes your role or function in your organization? **(ACCEPT ONE RESPONSE ONLY.)**

- 01 Human resources
- 02 Facilities management
- 03 General management, office management
- 04 Financial management, accounting
- 05 Information technology (IT)
- 06 Senior management (e.g., managing partner, owner, CEO)
- 95 Some other role **(SPECIFY)**
- 98 Prefer not to respond