

# LADDERS



2022

# QUARTERLY REMOTE WORK REPORT

Remote workforce analysis of jobs offered in the United States including titles, rates and demographics.



## INTRODUCTION

Changes in the workplace have been so dramatic over the last couple of years that many of those physical spaces have been abandoned in favor of remote work. **New attitudes on the topics of work-life balance, flexibility, and personal fulfillment appear to have both stemmed from the disruptions and exacerbated them.** The data so far inform us that the impact has been seismic, and any hopes of a return to “normal” office life – with its emphasis on in-person collaboration – is becoming less relevant as new attitudes become entrenched.

The unavoidable experiment the pandemic demanded of businesses has resulted in many taking a positive view. Technology is widely believed to be capable of overcoming both productivity and communication issues across most industries.

Data presented in this report suggest that industries within the US are **robustly continuing the move toward remote work.** Current trends indicate that companies wishing to keep top talent should be cognizant of the options increasingly available to employees, and attitudes that have gained traction, as well as record profits for many companies in 2021 influencing decisions.

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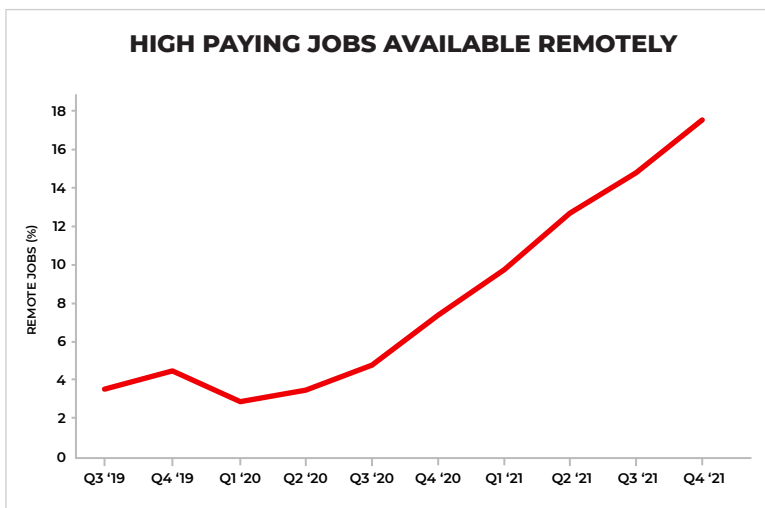


# 2021 REVIEW

In Q4 of 2021, **three million jobs** had transitioned to permanently remote status, creating a total of 17.75 percent of all professional jobs across the US. Ladders predicted a rise to 25 percent by the end of 2022. The data in our 2022 report show how dramatic the changes taking place actually are.

## KEY HIGHLIGHTS

- More than a quarter of high paying jobs were available remotely by the close of 2021.
- The highest paying remote jobs were in fields emphasizing technical and organizational skills.



# Q1 OUTLOOK OF REMOTE JOBS

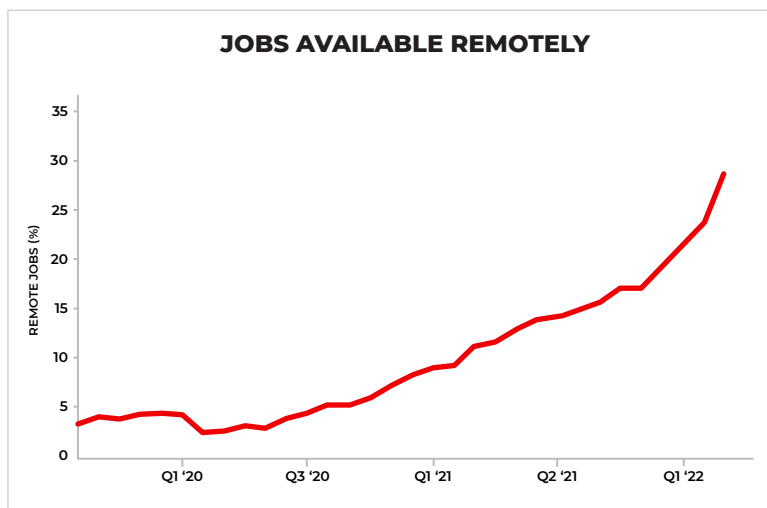
With a predicted rise in remote jobs from 17.75 percent at the close of Q4 2021 to 25 percent by the close of Q4 2022, the data present a **remarkable escalation**. The close of Q1 2022 shows a leap to 24.49 percent.

For context, the number of remote jobs at the close of Q4 2019 was 4.24 percent, with Q4 of 2020 showing a rise to 7.19 percent. From Q1 2021 – which showed a 9.8 percentage point – to the close of Q1 2022, the number of remote jobs has **almost tripled, with growth at approximately 150%**.

The abrupt increase from 17.75 percent to 24.49 percent indicates that the outlook for remote jobs in 2022 and beyond is positive in the extreme.

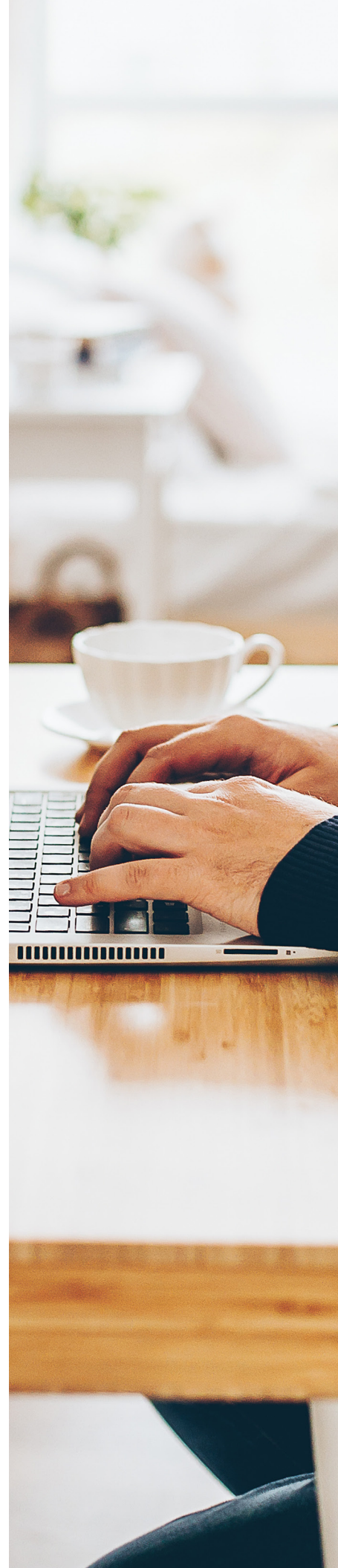
## KEY HIGHLIGHTS

- An abrupt increase in remote jobs in Q1 2022 may indicate permanent change in the US.
- Even optimistic estimates did not match the speed at which remote jobs grew in Q1.
- The outlook for remote jobs in 2022 and beyond is positive and may exceed expectations.



## 24.49%

An abrupt jump of six percentage points (approx.), in Q1 beat expectations and may indicate permanent change in the way we live and work in the US.



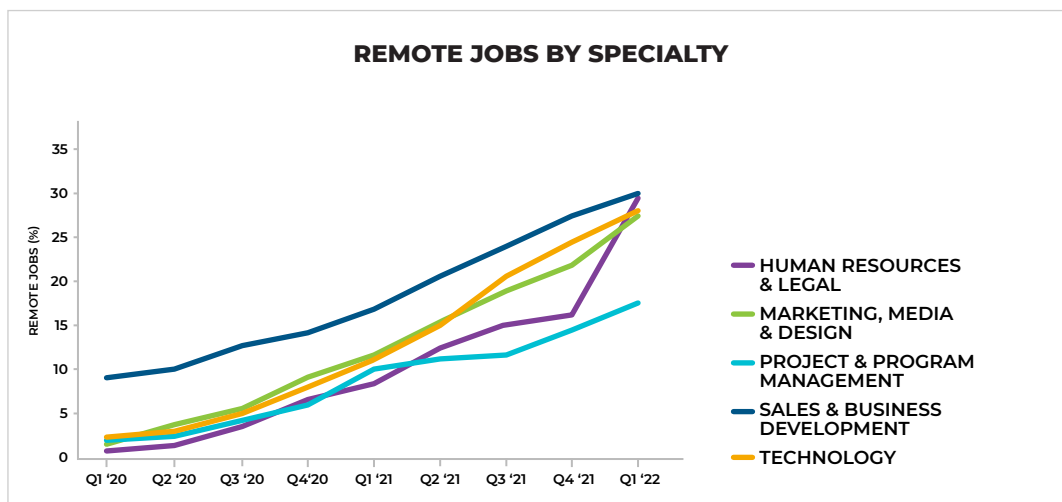
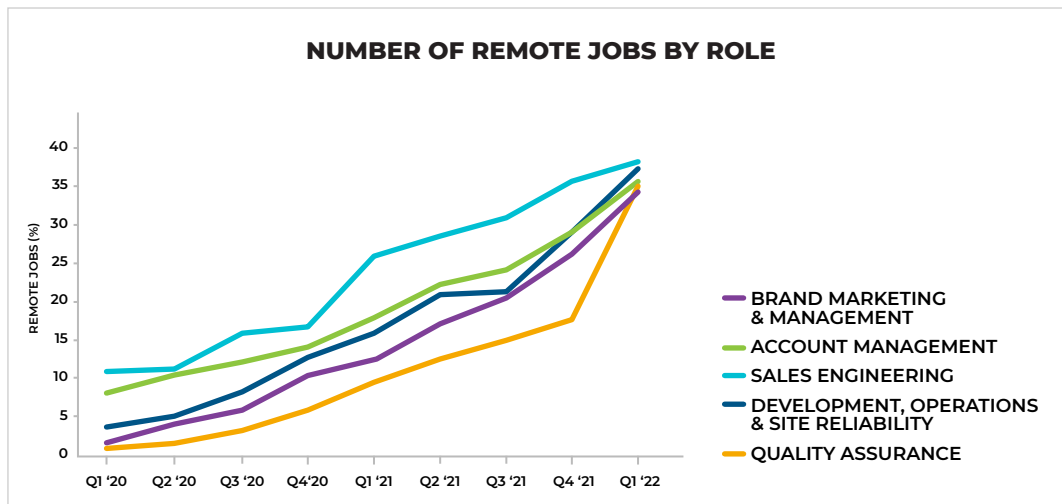
# REMOTE JOBS BY ROLES & SPECIALTIES

Professionals in Technology have the **highest number of specialties** in our “30 percent remote or higher” category, with the highest being Dev Ops & Site Reliability at 38.38 percent. In Sales & Business Development, Sales Engineering shows 38.47 percent; and in Marketing, Media & Design, Brand Marketing and Management shows 34.65 percent.

Architecture and Interior Design dropped from 2.51 percent in Q4 2021 to 2.07 percent in Q1 2022; Chemical Engineering dropped from 3.65 percent in Q4 2021 to 2.19 percent in Q1 2022; and Industrial Engineering dropped from 3.13 percent in Q4 2021 to 2.31 percent in Q1 2022.

## KEY HIGHLIGHTS

- Sales Engineering rose from a pre-pandemic 12 percent (approx.), to 38.47 percent.
- Dev Ops and Site Reliability rose from a pre-pandemic 4 percent (approx.), to 38.38 percent.



# REMOTE JOBS BY ROLES & SPECIALTIES

	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	Q1 '22
<b>ACCOUNTING &amp; FINANCE</b>									
ACCOUNTING	1.08%	2.01%	2.30%	4.11%	6.76%	7.84%	8.90%	12.24%	17.35%
AUDITING & COMPLIANCE	1.29%	2.43%	3.37%	4.58%	6.58%	9.45%	13.56%	14.21%	20.98%
BANKING, LOANS & INSURANCE	1.64%	2.38%	4.31%	5.76%	7.54%	8.71%	10.80%	11.41%	12.80%
CORPORATE FINANCE	1.55%	2.07%	2.63%	4.90%	6.18%	8.74%	9.88%	11.94%	16.48%
INVESTMENTS	1.24%	2.09%	2.36%	4.81%	6.81%	8.61%	8.66%	11.20%	13.52%
RISK & QUANTITATIVE ANALYSIS	1.36%	1.99%	3.76%	4.88%	6.92%	10.35%	12.46%	15.09%	18.05%
TAX	0.67%	1.55%	1.55%	4.46%	8.42%	7.58%	9.78%	14.19%	17.11%
<b>ENGINEERING &amp; CONSTRUCTION</b>									
ARCHITECTURE & INTERIOR DESIGN	0.67%	2.12%	2.13%	0.71%	1.56%	2.80%	2.17%	2.51%	2.07%
CHEMICAL ENGINEERING	1.11%	1.62%	1.08%	1.64%	2.52%	2.86%	3.23%	3.65%	2.19%
CIVIL ENGINEERING	0.42%	0.52%	0.93%	1.27%	2.31%	2.87%	2.73%	2.52%	3.46%
CONSTRUCTION & REAL ESTATE	1.22%	1.80%	1.72%	2.32%	3.33%	5.24%	4.16%	4.56%	4.81%
ELECTRICAL ENGINEERING	0.68%	1.29%	1.76%	2.13%	3.24%	3.26%	3.88%	5.15%	5.40%
ENGINEERING MANAGEMENT	0.80%	1.21%	1.57%	2.22%	4.10%	4.81%	4.65%	4.96%	8.00%
ENVIRONMENTAL ENGINEERING	1.44%	1.19%	0.98%	1.18%	2.63%	3.48%	3.12%	3.55%	4.30%
INDUSTRIAL ENGINEERING	1.40%	1.54%	1.94%	1.77%	2.39%	3.48%	3.73%	3.13%	2.31%
MECHANICAL ENGINEERING	0.91%	0.88%	1.08%	1.56%	2.13%	2.82%	2.97%	3.54%	3.57%
<b>HEALTHCARE</b>									
ALLIED HEALTH PROFESSIONALS	1.40%	1.97%	2.14%	2.94%	3.59%	3.68%	4.49%	4.03%	4.54%
HEALTHCARE MANAGEMENT	1.56%	2.36%	2.53%	3.73%	4.19%	4.76%	5.41%	5.02%	6.33%
MEDICINE	1.01%	0.95%	1.19%	1.57%	1.35%	1.82%	1.84%	1.88%	2.90%
NURSING	0.82%	1.34%	1.18%	1.93%	2.45%	3.72%	2.81%	2.56%	3.27%
PHARMACY	0.84%	0.85%	0.53%	0.91%	1.84%	2.65%	2.22%	1.64%	2.94%
<b>HUMAN RESOURCES &amp; LEGAL</b>									
HR COMPENSATION & BENEFITS	1.61%	2.99%	3.10%	6.02%	8.57%	12.32%	15.25%	17.68%	28.40%
HR GENERALISTS & BUSINESS PARTNERS	1.59%	2.65%	4.19%	5.73%	6.33%	8.63%	11.91%	13.07%	20.40%
HR MANAGEMENT	1.60%	2.03%	4.09%	6.62%	8.13%	10.94%	15.26%	15.98%	21.76%
HR RECRUITMENT & PLACEMENT	2.50%	2.79%	6.74%	9.47%	12.74%	16.61%	21.87%	24.15%	32.58%
LEGAL & REGULATORY	1.53%	2.64%	3.78%	6.03%	7.36%	8.86%	11.43%	14.40%	20.86%
ORGANIZATION DEVELOPMENT & TRAINING	2.84%	2.81%	4.97%	7.30%	10.66%	13.84%	16.73%	17.49%	19.79%
<b>MARKETING, MEDIA &amp; DESIGN</b>									
BRAND MARKETING & MANAGEMENT	2.57%	4.54%	6.78%	10.59%	13.19%	17.44%	21.80%	26.83%	34.65%
COMMUNICATIONS & PR	1.67%	2.36%	4.29%	6.93%	11.48%	12.44%	15.18%	17.29%	23.65%
DESIGN & UX	1.40%	2.51%	4.96%	7.80%	11.71%	14.31%	19.31%	23.02%	26.72%
DIGITAL MARKETING & SOCIAL MEDIA	2.00%	3.35%	6.38%	9.25%	12.21%	15.14%	19.46%	23.03%	30.34%
EDITORIAL & CONTENT MANAGEMENT	3.09%	4.01%	6.40%	9.20%	11.74%	15.78%	18.93%	22.11%	31.22%
MARKETING RESEARCH & ANALYSIS	2.03%	3.95%	5.71%	9.91%	12.92%	15.64%	17.77%	22.96%	27.13%
MEDIA PRODUCTION & BROADCASTING	1.70%	1.94%	2.37%	5.90%	5.80%	5.83%	6.81%	8.15%	16.64%
<b>OPERATIONS &amp; GENERAL MANAGEMENT</b>									
ADMINISTRATIVE & OFFICE	0.99%	1.79%	0.82%	2.91%	3.63%	5.37%	3.53%	6.55%	8.76%
ENVIRONMENTAL HEALTH & SAFETY	2.50%	1.44%	2.20%	2.21%	3.50%	4.86%	4.84%	4.55%	4.25%
GENERAL MANAGER/LOCATION MANAGER	0.93%	2.59%	1.78%	1.86%	2.87%	2.44%	2.33%	3.22%	3.16%
GOVERNMENT & MILITARY	1.43%	1.85%	2.30%	2.31%	3.84%	4.37%	8.66%	8.88%	9.59%
OPERATIONS MANAGEMENT	2.28%	2.55%	3.80%	4.61%	6.70%	8.92%	9.85%	11.18%	13.06%
PLANT & FACILITIES MANAGEMENT	0.67%	1.00%	1.28%	1.19%	2.22%	2.41%	3.41%	2.48%	2.89%
PROCESS MANAGEMENT	2.57%	3.71%	4.68%	5.63%	7.57%	9.14%	9.51%	11.98%	12.84%
PROCUREMENT	1.04%	1.74%	3.13%	4.04%	4.46%	7.38%	8.75%	10.18%	12.46%
QUALITY MANAGEMENT	0.74%	1.28%	2.30%	2.87%	4.09%	7.34%	6.37%	7.50%	6.29%
SUPPLY CHAIN & LOGISTICS	2.07%	2.10%	2.48%	4.09%	5.28%	6.54%	7.26%	8.14%	10.05%



<b>PROJECT &amp; PROGRAM MANAGEMENT</b>	<b>Q1 '20</b>	<b>Q2 '20</b>	<b>Q3 '20</b>	<b>Q4 '20</b>	<b>Q1 '21</b>	<b>Q2 '21</b>	<b>Q3 '21</b>	<b>Q4 '21</b>	<b>Q1 '22</b>
BUSINESS ANALYSIS	2.29%	2.44%	4.00%	6.24%	10.19%	10.90%	12.91%	15.13%	15.50%
BUSINESS PROJECT MANAGEMENT	2.63%	2.87%	4.05%	6.24%	10.32%	11.39%	10.82%	12.07%	13.37%
PROGRAM MANAGEMENT	1.68%	1.53%	3.22%	4.32%	7.11%	9.85%	12.15%	12.54%	17.62%
TECHNICAL PROJECT MANAGEMENT	2.62%	2.60%	4.04%	6.76%	11.29%	13.65%	16.16%	17.86%	23.10%
<b>SALES &amp; BUSINESS DEVELOPMENT</b>	<b>Q1 '20</b>	<b>Q2 '20</b>	<b>Q3 '20</b>	<b>Q4 '20</b>	<b>Q1 '21</b>	<b>Q2 '21</b>	<b>Q3 '21</b>	<b>Q4 '21</b>	<b>Q1 '22</b>
ACCOUNT MANAGEMENT	8.74%	10.36%	12.94%	14.97%	18.45%	22.89%	24.30%	28.06%	36.80%
BUSINESS DEVELOPMENT	8.35%	8.14%	11.44%	13.18%	16.96%	18.97%	21.08%	25.06%	29.30%
PHARMACEUTICAL/MEDICAL SALES	11.94%	12.65%	16.66%	14.39%	15.44%	25.97%	21.81%	20.33%	18.66%
SALES	9.07%	10.56%	13.17%	14.38%	18.09%	20.04%	23.37%	26.06%	29.67%
SALES ENGINEERING	11.87%	11.88%	16.21%	17.56%	26.10%	28.95%	31.70%	35.99%	38.47%
SALES MANAGEMENT & OPERATIONS	9.18%	10.18%	11.91%	14.01%	17.93%	21.25%	26.36%	27.92%	31.03%
<b>SCIENCE &amp; EDUCATION</b>	<b>Q1 '20</b>	<b>Q2 '20</b>	<b>Q3 '20</b>	<b>Q4 '20</b>	<b>Q1 '21</b>	<b>Q2 '21</b>	<b>Q3 '21</b>	<b>Q4 '21</b>	<b>Q1 '22</b>
EDUCATION ADMINISTRATION	2.04%	2.43%	3.59%	6.26%	5.14%	6.44%	5.31%	6.00%	8.30%
LIFE SCIENCES	3.48%	4.75%	5.52%	7.76%	8.82%	10.51%	12.00%	12.03%	12.87%
OTHER SCIENCES	4.49%	2.60%	3.37%	5.39%	5.41%	8.90%	6.71%	11.73%	11.98%
PHYSICAL SCIENCES	0.51%	1.28%	1.72%	2.42%	3.02%	3.35%	5.20%	5.90%	4.37%
TEACHING	0.70%	1.83%	0.82%	1.56%	1.85%	4.23%	2.43%	2.01%	4.02%
<b>TECHNOLOGY</b>	<b>Q1 '20</b>	<b>Q2 '20</b>	<b>Q3 '20</b>	<b>Q4 '20</b>	<b>Q1 '21</b>	<b>Q2 '21</b>	<b>Q3 '21</b>	<b>Q4 '21</b>	<b>Q1 '22</b>
BUSINESS INTELLIGENCE & ANALYTICS	2.74%	3.10%	4.50%	7.04%	11.25%	14.61%	15.45%	20.96%	24.82%
DATA SCIENCE & MACHINE LEARNING	2.32%	3.25%	5.26%	7.96%	12.48%	15.29%	18.91%	22.53%	30.39%
DATABASE ADMINISTRATION	2.85%	3.93%	5.01%	8.77%	12.79%	16.15%	18.04%	19.45%	21.77%
DEVOPS & SITE RELIABILITY	4.08%	5.10%	8.50%	13.79%	16.83%	21.98%	22.98%	29.61%	38.38%
HARDWARE DEVELOPMENT	1.11%	1.38%	2.37%	2.58%	3.87%	3.79%	4.54%	6.69%	6.75%
IT CONSULTING	11.53%	11.13%	12.34%	13.86%	20.13%	22.73%	23.28%	27.40%	27.47%
IT SECURITY	2.71%	3.68%	4.99%	7.45%	11.69%	15.20%	18.98%	21.63%	27.20%
QUALITY ASSURANCE	1.78%	2.15%	4.49%	6.76%	9.89%	13.11%	15.20%	18.42%	35.29%
SOFTWARE DEVELOPMENT	2.90%	3.18%	6.03%	9.28%	12.42%	16.87%	19.46%	24.44%	33.44%
SYSTEM & NETWORK ADMINISTRATION	2.79%	2.93%	3.42%	5.56%	8.06%	10.42%	12.32%	14.41%	17.19%
SYSTEMS ARCHITECTURE & ENGINEERING	3.16%	3.28%	5.31%	8.33%	12.23%	15.39%	17.08%	21.83%	29.23%
TECHNICAL PRODUCT MANAGEMENT	3.36%	3.81%	6.72%	12.53%	15.74%	19.72%	23.04%	28.36%	33.47%
TECHNICAL SUPPORT	3.41%	3.89%	5.02%	9.12%	12.54%	14.67%	17.04%	19.84%	23.20%
TECHNOLOGY MANAGEMENT	2.90%	2.96%	5.10%	8.14%	11.89%	15.21%	18.86%	22.81%	28.79%





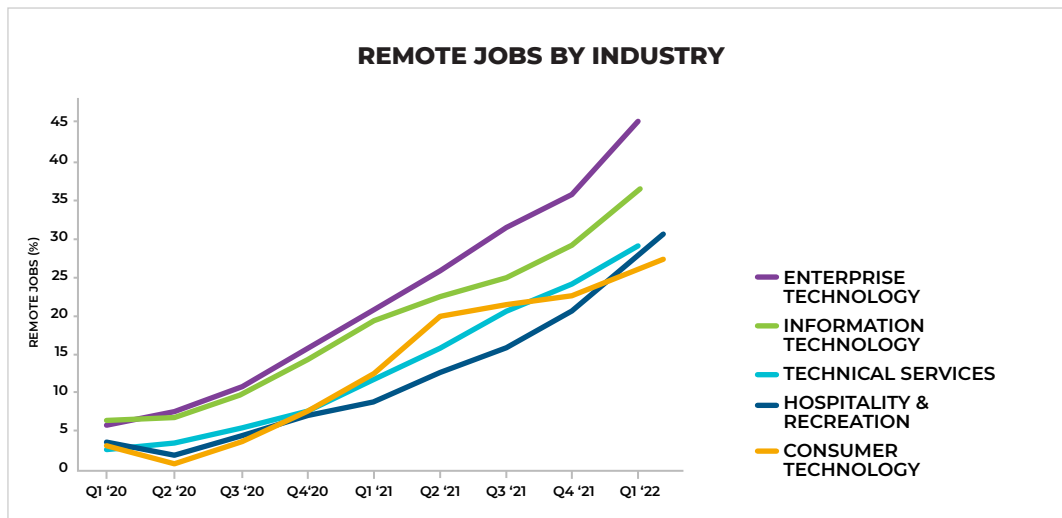
# REMOTE JOBS BY INDUSTRY

**Information Technology leads the way in remote work.** With 22,948 jobs in Q4 2021, Q1 2022 shows a rise to 26,943. Enterprise Technology follows, showing 14,159 jobs in Q4 2021 and rising to 18,461 in Q1 2022. Technical Services rose from 11,511 jobs in Q4 2021 to 14,303 in Q1 2022.

The least remote industries in the US are Aerospace & Defense, showing a modest rise from 1,009 in Q4 2021 to 1,418 in Q1 2022; Hospitals & Medical Centers, rising from 2,587 jobs in Q4 2021 to 2,727 in Q1 2022; and Real Estate & Construction, rising from 1,803 in Q4 2021 to 1,979 in Q1 2022.

## KEY HIGHLIGHTS

- Industries capable of thriving in a remote environment are adapting quickly.
- Industries holding back from remote work are doing so purely due to button line requirements.



INDUSTRY	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	Q1 '22
MEDIA	2.62%	3.18%	4.93%	8.18%	10.48%	11.48%	14.71%	17.89%	25.27%
EDUCATION, GOVERNMENT & NON-PROFIT	2.26%	3.47%	5.31%	7.25%	9.00%	11.85%	13.88%	15.42%	24.92%
BUSINESS SERVICES	3.33%	3.37%	5.22%	7.30%	9.78%	13.30%	14.95%	18.11%	23.54%
FINANCE & INSURANCE	1.57%	2.26%	4.05%	5.93%	8.15%	10.92%	14.11%	17.96%	23.48%
HEALTHCARE	3.52%	4.43%	5.77%	7.21%	9.95%	13.22%	15.71%	15.16%	21.95%
LEGAL & ACCOUNTING	2.37%	4.94%	4.73%	8.20%	11.85%	12.37%	10.74%	14.07%	19.71%
TELECOMMUNICATIONS & HARDWARE	2.78%	3.04%	4.65%	6.54%	9.22%	11.80%	12.53%	15.96%	19.28%
FOOD & BEVERAGES	1.83%	1.78%	2.61%	3.78%	5.33%	6.85%	7.80%	9.29%	16.65%
PHARMACEUTICALS & BIOTECH	4.96%	5.35%	5.89%	8.10%	10.16%	12.26%	13.14%	14.36%	16.51%
RETAIL & CONSUMER GOODS	1.19%	1.34%	2.43%	3.67%	4.87%	7.25%	8.05%	11.04%	15.86%
STAFFING	2.06%	2.85%	4.87%	11.51%	10.44%	12.33%	9.32%	12.81%	14.54%
TRANSPORTATION	1.81%	1.72%	2.61%	4.77%	5.71%	6.89%	9.24%	12.52%	13.98%
ENERGY & UTILITIES	1.91%	2.09%	3.17%	4.52%	6.40%	7.08%	7.97%	9.36%	11.92%
MANUFACTURING & AUTOMOTIVE	2.15%	2.36%	2.96%	4.06%	5.06%	6.65%	7.62%	8.85%	11.56%
REAL ESTATE & CONSTRUCTION	1.01%	2.24%	2.91%	3.66%	5.62%	7.09%	6.41%	8.10%	10.99%
HOSPITALS & MEDICAL CENTERS	0.79%	0.89%	1.79%	2.21%	2.51%	3.53%	5.48%	6.13%	9.00%
AEROSPACE & DEFENSE	0.52%	0.40%	0.62%	1.17%	1.62%	2.71%	2.89%	3.93%	6.91%

# TOP 50 COMPANIES WITH THE MOST REMOTE JOBS

The data throughout this report show a logical connection between companies forced to work remotely either thriving in the new environment, by adapting accordingly, or resisting based on fundamental needs. The following shows the [top 50 US companies offering remote positions in Q1 2022](#).

TURING	IRON MOUNTAIN	DISCOVER FINANCIAL SERVICES	CAPGEMINI
CIRCLE	ERNST & YOUNG	SERVICENOW	UNITED HEALTH GROUP
CONFIDENTIAL COMPANY	TWILIO	ZYCUS	OYSTER POINT PHARMA, INC.
AD HOC LABS (BURNER)	SALESFORCE	PUBLICIS SAPIENT	BLACK KNIGHT FINANCIAL TECHNOLOGY SOLUTIONS LLC
DELL	ADVANCE AUTO PARTS	DELOITTE	EDWARD JONES
PEARSON	ALLSCRIPTS	ASCENSUS	CITRIX SYSTEMS, INC
UNITEDHEALTH GROUP	FIREEYE	WIKIMEDIA FOUNDATION	LOOKOUT
ARRAY	NETSKOPE	PEGASYSTEMS	RACKSPACE TECHNOLOGY
VMWARE	INDEED	INFOR	DROPBOX
CROWDSTRIKE	PRA HEALTH SCIENCES	MOTOROLA SOLUTIONS	COLLIBRA
ZILLOW	PWC	OPTIV	USAA
COINBASE	CLARI	YELP	EVOLENT HEALTH
STRIPE	SQUARE		

# TOP 50 JOB TITLES WITH THE MOST REMOTE JOB POSITIONS

Although the data show numbers changing quickly, the realities of specific jobs and their requirements do provide some clues that shed light on emerging patterns of future working arrangements. Here are the [top 50 job titles offering remote positions in Q1 2022](#).

SENIOR SOFTWARE ENGINEER	CUSTOMER SUCCESS MANAGER	ENGINEER	SENIOR SOFTWARE DEVELOPER
SOFTWARE ENGINEER	REGIONAL SALES MANAGER	SOLUTION ARCHITECT	TECHNICAL SUPPORT ENGINEER
ACCOUNT EXECUTIVE	SR. SOFTWARE ENGINEER	SENIOR PROJECT MANAGER	PROGRAM MANAGER
DEVOPS ENGINEER	PRINCIPAL SOFTWARE ENGINEER	BUSINESS DEVELOPMENT MANAGER	SOFTWARE ENGINEERING MANAGER
ENTERPRISE ACCOUNT EXECUTIVE	SALES ENGINEER	SALES DIRECTOR	ACCOUNT MANAGER
PRODUCT MANAGER	SENIOR BACKEND ENGINEER	STAFF SOFTWARE ENGINEER	QA ENGINEER
SENIOR PRODUCT MANAGER	SOLUTIONS ARCHITECT	SENIOR FULL STACK ENGINEER	SENIOR FRONTEND ENGINEER
DATA ENGINEER	LEAD SOFTWARE ENGINEER	SENIOR ACCOUNT EXECUTIVE	SENIOR DATA ANALYST
PRODUCT MARKETING MANAGER	FULL STACK ENGINEER	FULL STACK DEVELOPER	DATA ANALYST
SENIOR DEVOPS ENGINEER	DATA SCIENTIST	BACKEND ENGINEER	
SITE RELIABILITY ENGINEER	SOFTWARE DEVELOPER	EYE CARE TERRITORY MANAGER	
PROJECT MANAGER	SENIOR DATA SCIENTIST	SOLUTIONS ENGINEER	
SENIOR DATA ENGINEER	SENIOR PRODUCT MARKETING MANAGER	SOFTWARE ENGINEER II	
ENGINEERING MANAGER	SENIOR SITE RELIABILITY	REGIONAL SALES DIRECTOR	

# MARKET OUTLOOK

The data make clear that there has been a **sea change in the attitudes of hiring managers across industries regarding remote work**. This report highlights those realities, but it may be interesting to point out likely unanticipated cases, such as HR Compensation & Benefits (17.68% - Q4 2021 to 28.40% - Q1 2022), and Auditing & Compliance (14.21% - Q4 2021 to 20.98% - Q1, 2022). These fields were once populated by stalwarts of the in-house career experience, for reasons they firmly believed to be of intrinsic importance and value.

Data at the close of Q1 2022 indicate that companies **forced by the pandemic to adapt to remote work** have done so successfully; and that they may be aiming at long-term growth by remaining in the most stable environment available, or what they perceive to be so.

Questions about the implications for major cities and towns across America and beyond are a natural consequence of these data. **Freedom for professionals to enjoy the living situation of their choice**, without restriction, potentially could reshape small communities and urban life as we know it. Although these ideas are speculative, they are grounded in the changes we are witnessing, recording, and analyzing.

Regardless of individual feelings, **the pandemic created a new reality which either works randomly in favor of personal preferences or doesn't**. In conclusion, it seems only fair to acknowledge respect for business owners and their employees for their resilience and ability to adapt and carry on living, working and contributing.

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