



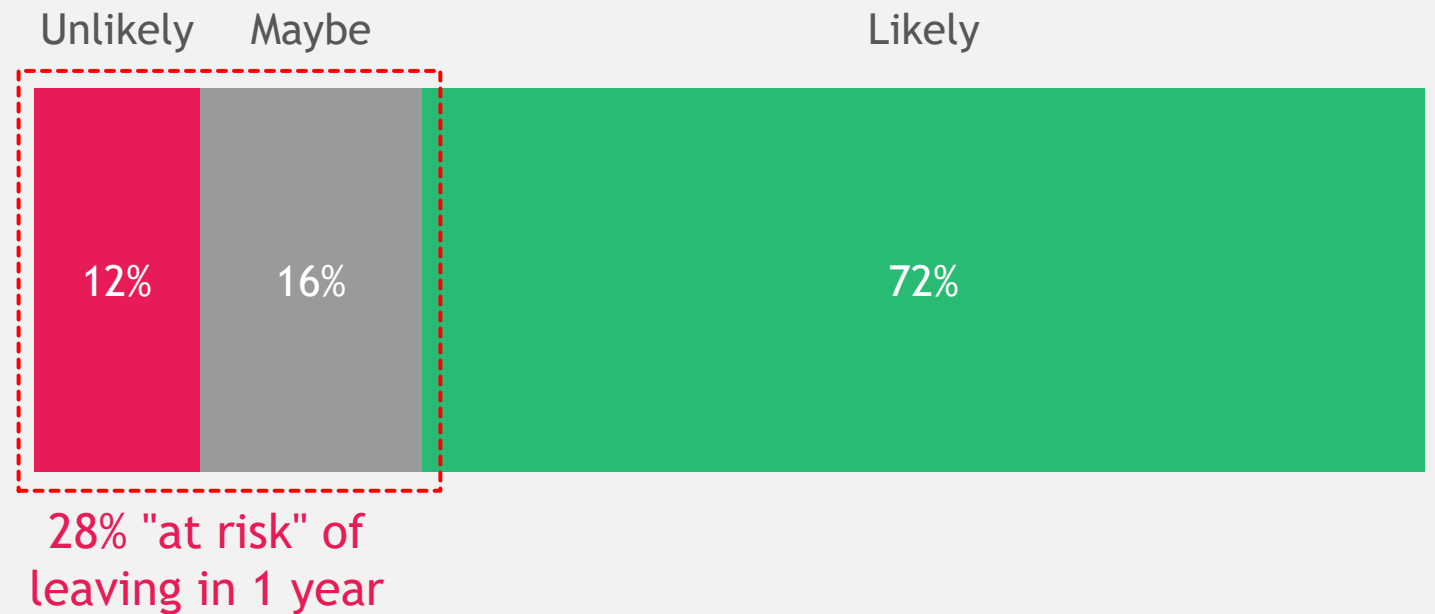
11,000 People Tell Us What Really Matters at Work and Why We Should Care

BCG Employee Sentiment Survey, October 6-30, 2023

DECEMBER 2023

Your
employees
may not be
with you a
year from
now

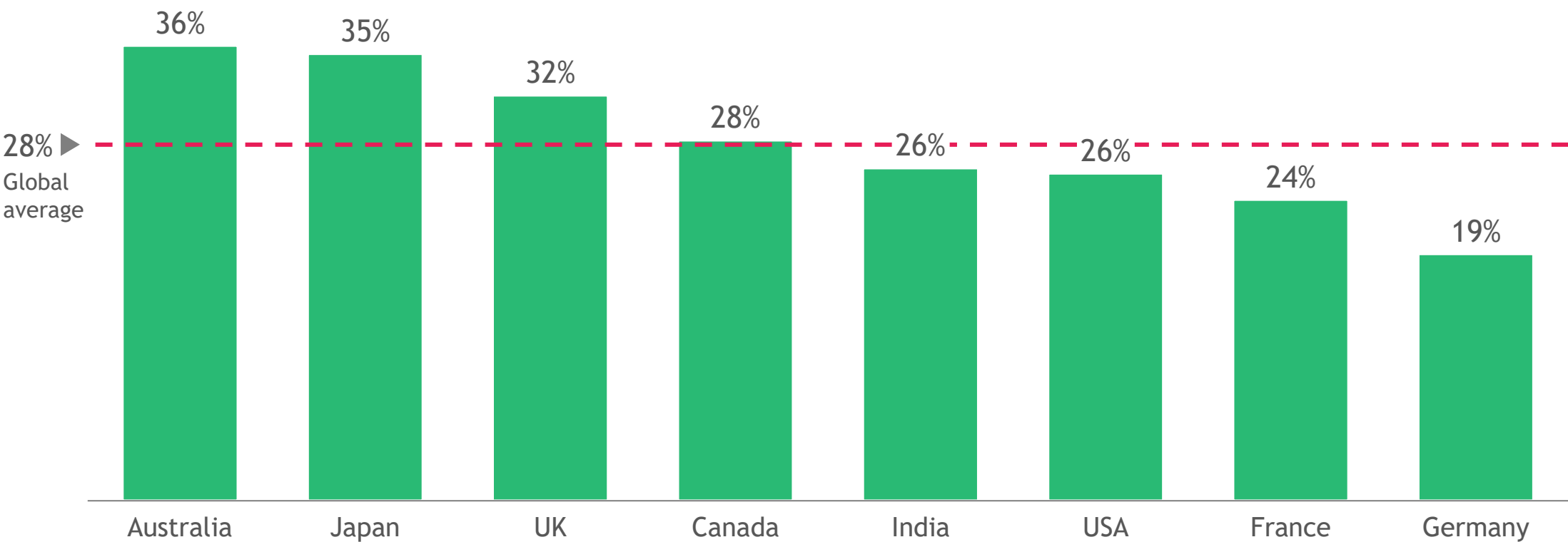
Do you see yourself working at your current organization in 1 year?



Unlikely = Unlikely and Definitely not, Likely = Likely and Definitely
Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

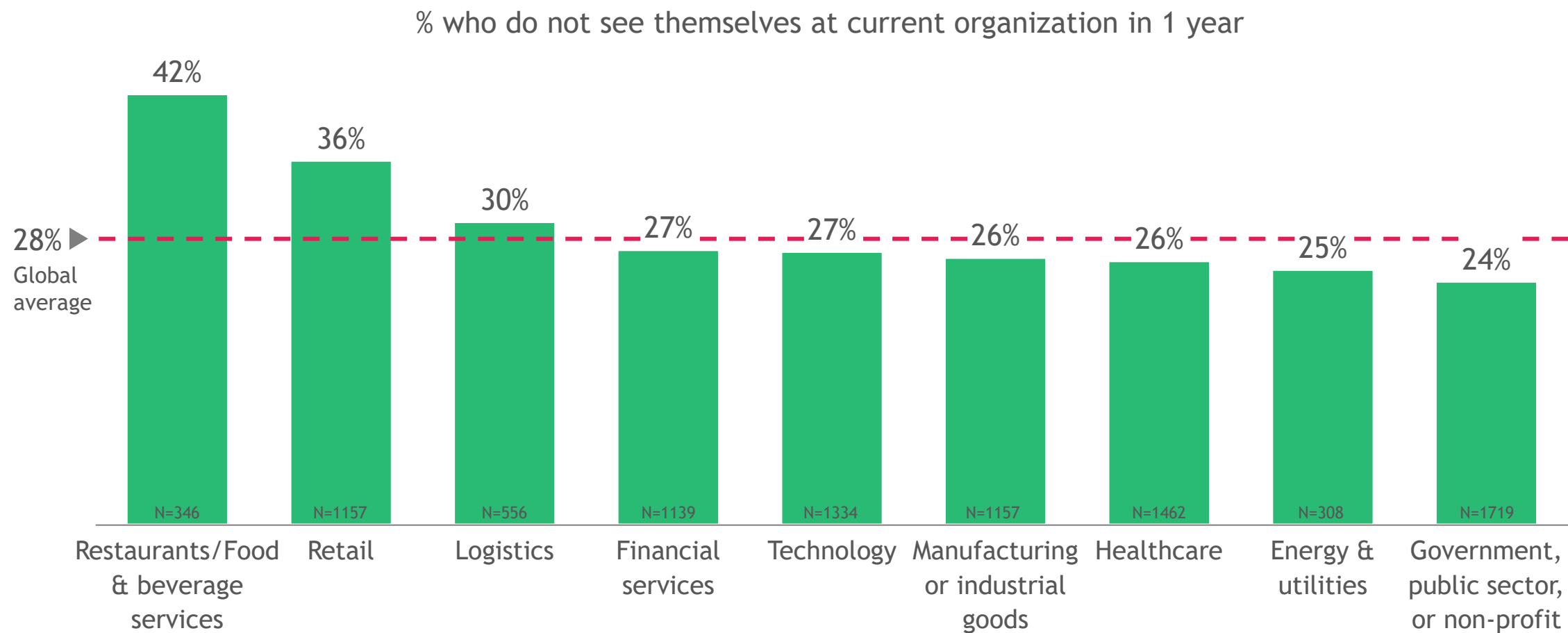
28% of global employees surveyed across 8 countries at risk of leaving in the next year

% who do not see themselves at current organization in 1 year



Sample Sizes: Australia (1204), Japan (1206), UK (1204), Canada (1206), India (600), USA (3443), France (1207), Germany (1215)
Attrition risk is defined as answering "maybe", "unlikely", or "definitely not" to the question: Do you see yourself working at your current organization in 1 year?
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Employees at risk across industries, with highest for restaurants, retail, logistics

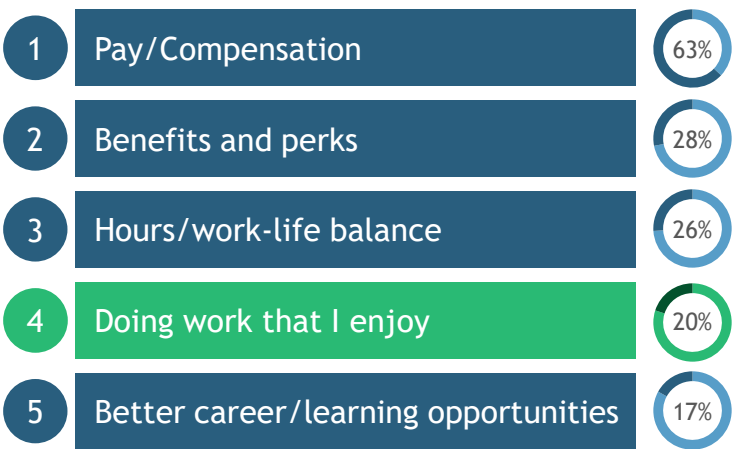


Note: only industries with N>300 shown
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It is (past) time to look at your employees as customers | Meeting employee emotional needs matters most for retention

When asking employees why they would take a new job, functional needs are at the top

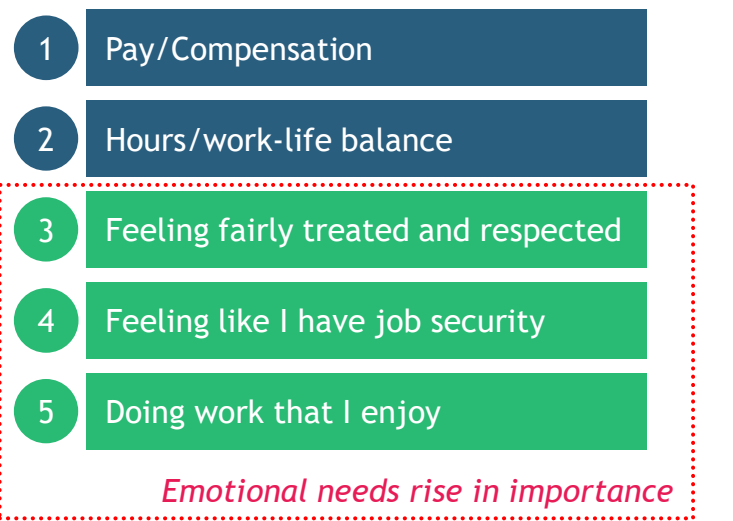
Top reasons workers would take a job at a new employer
% of participants that chose option



Functional Emotional

When employees have to make a choice, emotional needs rise in importance

Top preferences when forced to pick between options¹
Preference rank when participants chose option in trade-off



When you look at top needs correlated with attrition, emotional needs dominate

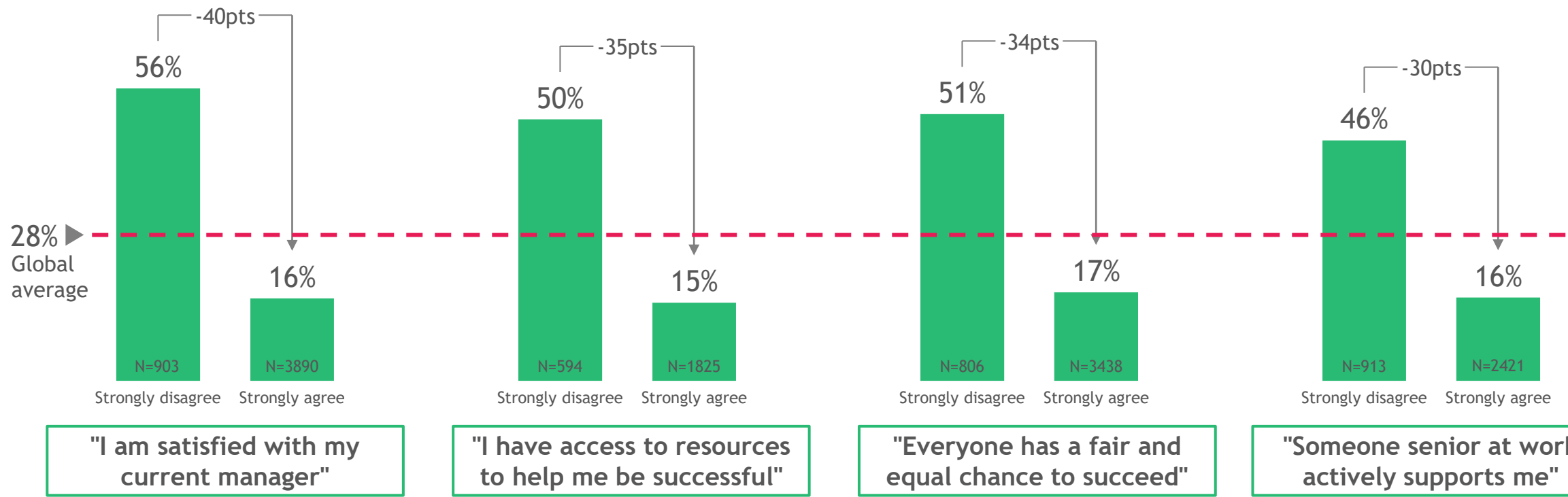
Needs correlated most to retention at one year²
R-Correlation value



1. Respondents were asked what they care the most/least about at work and were prompted to select the top and bottom among 22 options in randomized groups of 5
2. Correlation between satisfaction with each listed element and answer to the question "I see myself working at my current employer in 1 year"
Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

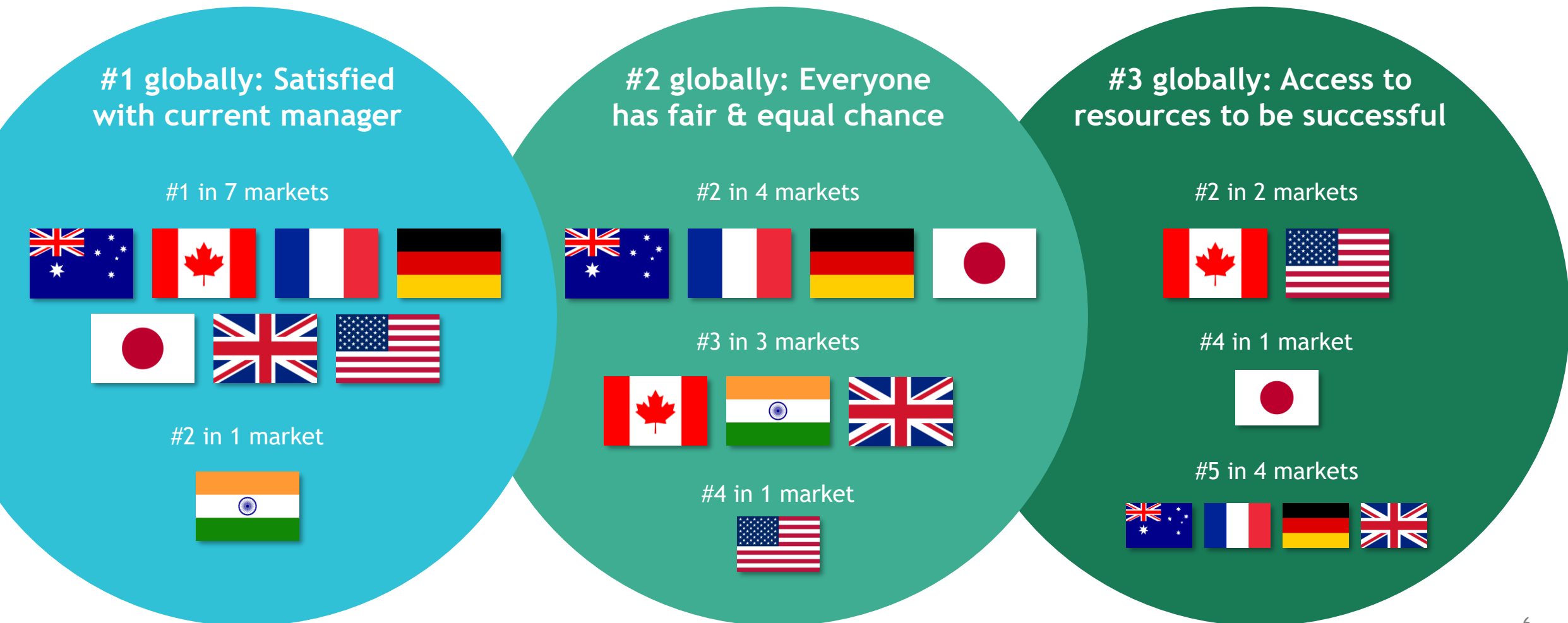
Managers really matter for retention... as do supportive leaders, access to resources, and equal opportunities

% who do not see themselves at current organization in 1 year

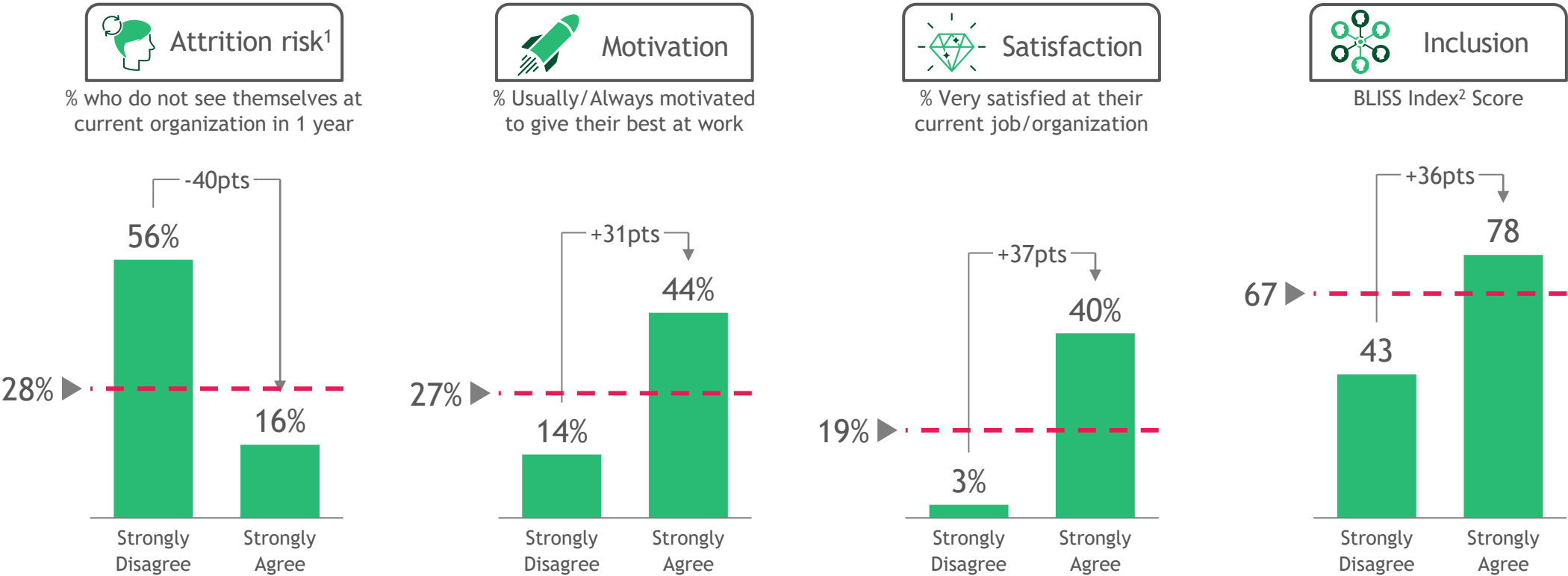


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Across nearly every market current manager satisfaction and creating equal opportunity remain amongst the top 3 levers associated with retention



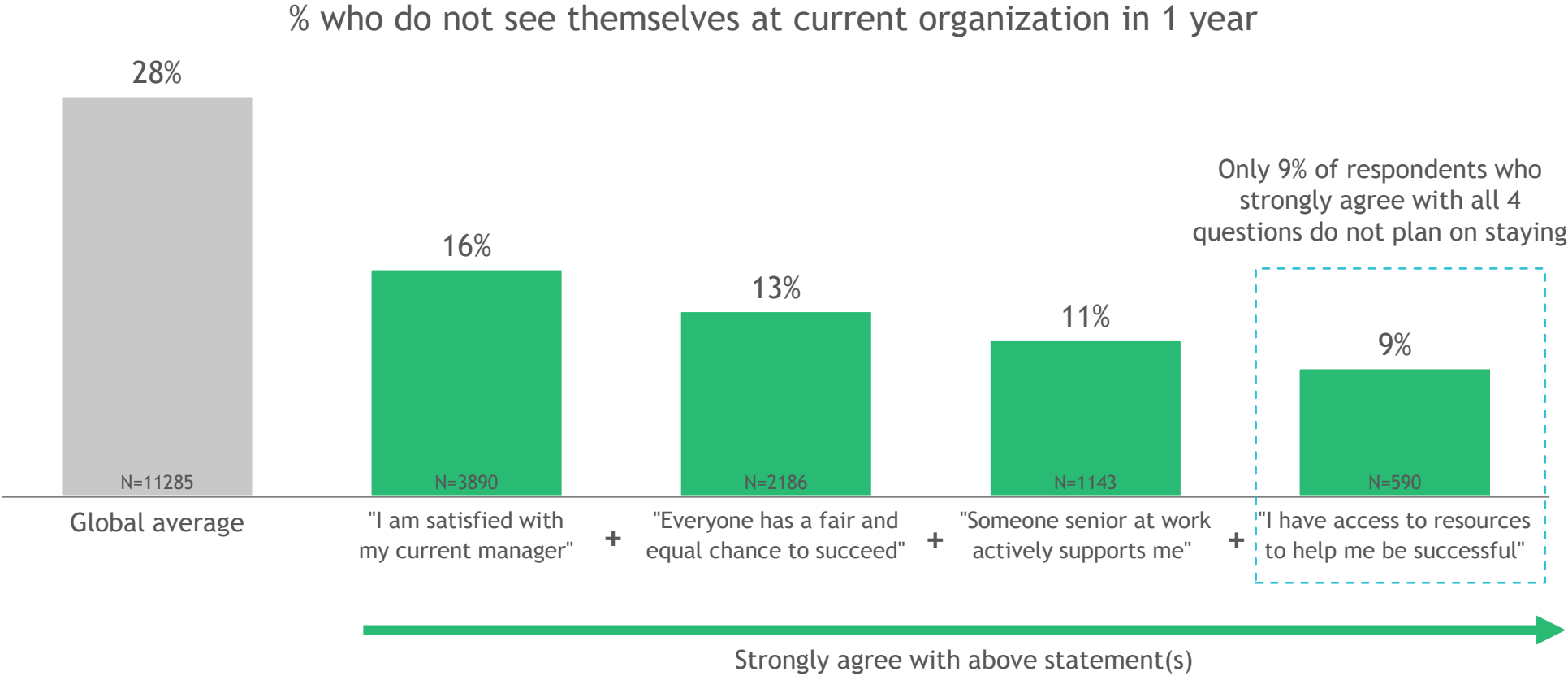
Benefits extend beyond retention | Employee satisfaction with their manager reduces attrition and increases motivation, satisfaction, & inclusion



How much do you agree with the following statement? "I am satisfied with my current manager"

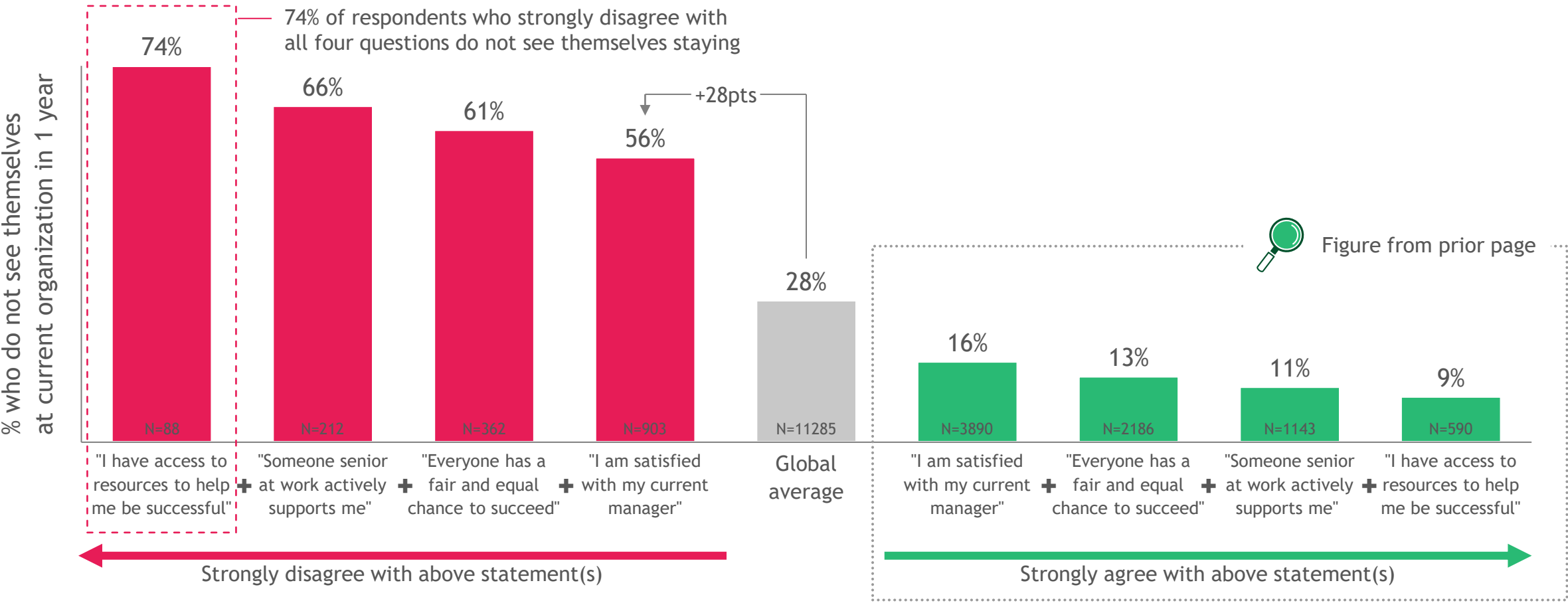
1. Attrition risk is defined as answering "maybe", "unlikely", or "definitely not" to the question: Do you see yourself working at your current organization in 1 year?
2. BCG BLISS Index (Bias-Free, Leadership, Inclusion, Safety, and Support) is a comprehensive, statistically rigorous tool measuring factors that influence feelings of inclusion in the workplace
Sample Sizes: Manager Satisfaction: Disagree (903), Agree (3890)
Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

Where to start? Manager quality is biggest lever: With each added lever we see further reductions in attrition risk



"at risk" of leaving is defined as answering "maybe", "unlikely", or "definitely not" to the question: Do you see yourself working at your current organization in 1 year?
Four factors survey questions: "How much do you agree with following statements?": I am satisfied with my current manager, At my organization everyone has a fair and equal chance to succeed regardless of their background, There is someone senior at work who actively supports me and has my back, I have good access to resources to help me be successful (e.g., financial, personal connections) - Answers include "Strongly Agree"
Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

What happens when things go wrong? When manager capability falls, attrition risk can skyrocket

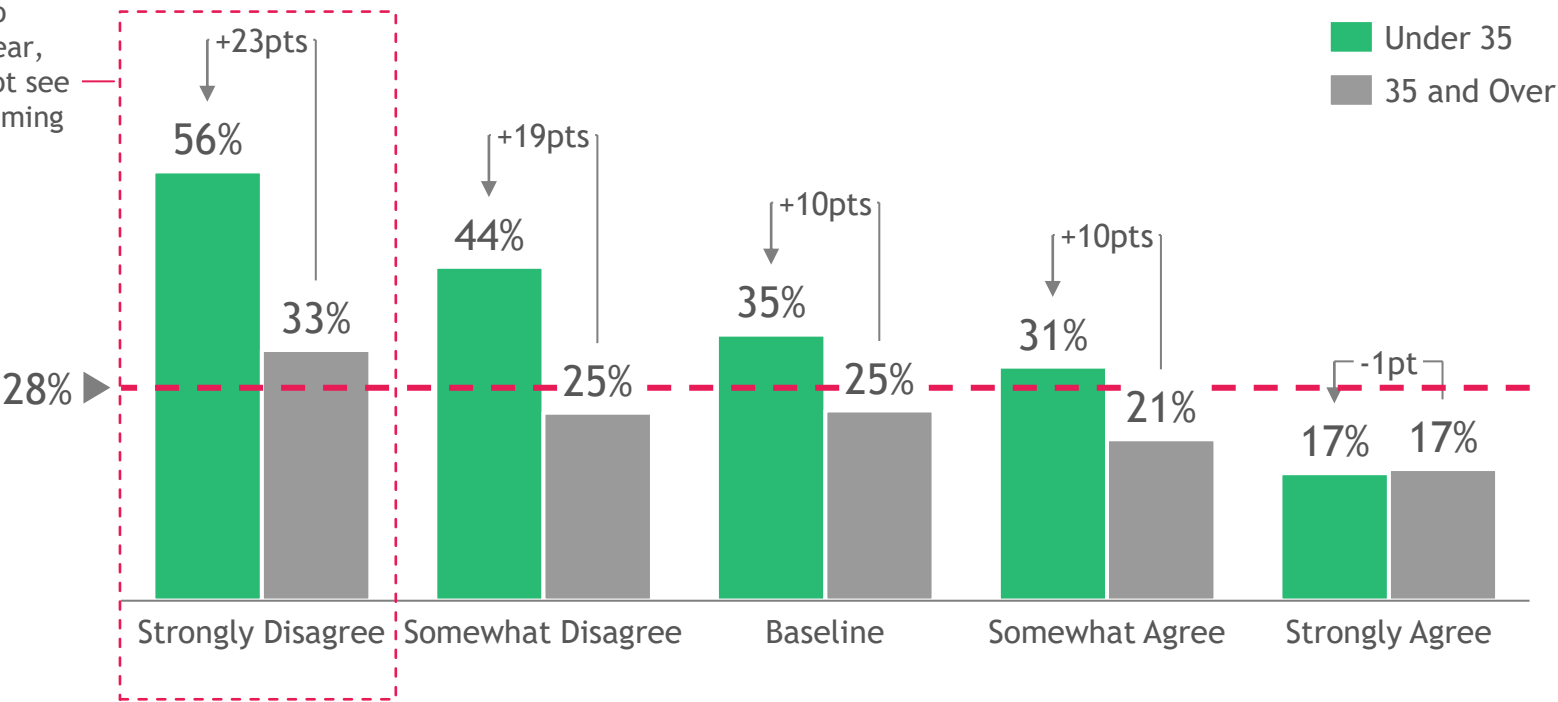


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Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

Needs will vary... for example by age group

% who do not see themselves at current organization in 1 year

<35-year-olds nearly twice as likely to leave within a year, when they cannot see themselves becoming a leader at their organization



How much do you agree with the following statement?
"I can see myself becoming an executive/leader at my organization"

While there are overarching patterns at the workforce level that can help identify common needs, **each organization is different** and specific populations will have their own differentiated needs

Therefore, it's imperative to gain a deep understanding of your organization's unique employee segmentation and distribution **to best identify tailored strategies** for intervention and improvement

Sample size: Respondents who are under the age of 35 (N=3489), 35 and over (N=7796)
Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)

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