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

BCG Employee Sentiment Survey, October 6-30, 2023
Do you see yourself working at your current organization in 1 year?

- Unlikely: 12%
- Maybe: 16%
- Likely: 72%

28% "at risk" of leaving 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?

Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)
Employees at risk across industries, with highest for restaurants, retail, logistics

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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants/Food &amp; beverage services</td>
<td>42%</td>
</tr>
<tr>
<td>Retail</td>
<td>36%</td>
</tr>
<tr>
<td>Logistics</td>
<td>30%</td>
</tr>
<tr>
<td>Financial services</td>
<td>27%</td>
</tr>
<tr>
<td>Technology</td>
<td>27%</td>
</tr>
<tr>
<td>Manufacturing or industrial goods</td>
<td>26%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>26%</td>
</tr>
<tr>
<td>Energy &amp; utilities</td>
<td>25%</td>
</tr>
<tr>
<td>Government, public sector, or non-profit</td>
<td>24%</td>
</tr>
</tbody>
</table>

Note: only industries with N>300 shown

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

<table>
<thead>
<tr>
<th>Top reasons workers would take a job at a new employer</th>
<th>% of participants that chose option</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pay/Compensation</td>
<td>63%</td>
</tr>
<tr>
<td>2. Benefits and perks</td>
<td>28%</td>
</tr>
<tr>
<td>3. Hours/work-life balance</td>
<td>26%</td>
</tr>
<tr>
<td>4. Doing work that I enjoy</td>
<td>20%</td>
</tr>
<tr>
<td>5. Better career/learning opportunities</td>
<td>17%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Top preferences when forced to pick between options¹</th>
<th>Preference rank when participants chose option in trade-off</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pay/Compensation</td>
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</tr>
<tr>
<td>2. Hours/work-life balance</td>
<td>2. Hours/work-life balance</td>
</tr>
<tr>
<td>4. Feeling like I have job security</td>
<td>4. Feeling like I have job security</td>
</tr>
<tr>
<td>5. Doing work that I enjoy</td>
<td>5. Doing work that I enjoy</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Needs correlated most to retention at one year²</th>
<th>R-Correlation value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Feeling like I have job security</td>
<td>1</td>
</tr>
<tr>
<td>2. Feeling fairly treated and respected</td>
<td>2</td>
</tr>
<tr>
<td>3. Doing work that I enjoy</td>
<td>3</td>
</tr>
<tr>
<td>4. Feeling valued and appreciated</td>
<td>4</td>
</tr>
<tr>
<td>5. Feeling supported</td>
<td>5</td>
</tr>
</tbody>
</table>

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

"I am satisfied with my current manager"

"I have access to resources to help me be successful"

"Everyone has a fair and equal chance to succeed"

"Someone senior at work actively supports me"

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?

Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)
Across nearly every market current manager satisfaction and creating equal opportunity remain amongst the top 3 levers associated with retention

**#1 globally: Satisfied with current manager**
- #1 in 7 markets
- #2 in 1 market

**#2 globally: Everyone has fair & equal chance**
- #2 in 4 markets
- #3 in 3 markets

**#3 globally: Access to resources to be successful**
- #2 in 2 markets
- #4 in 1 market
- #5 in 4 markets

Source: BCG Employee Sentiment Survey, October 2023 (N = 11,285 across the US, Canada, UK, France, Germany, Australia, Japan, & India)
Benefits extend beyond retention | Employee satisfaction with their manager reduces attrition and increases motivation, satisfaction, & inclusion

**Attrition risk**

- % who do not see themselves at current organization in 1 year
- 56% Strongly Disagree
- 28% Strongly Agree
- -40pts

**Motivation**

- % Usually/Always motivated to give their best at work
- 14% Strongly Disagree
- 27% Strongly Agree
- +31pts

**Satisfaction**

- % Very satisfied at their current job/organization
- 3% Strongly Disagree
- 19% Strongly Agree
- +37pts

**Inclusion**

- BLISS Index\(^2\) Score
- 3% Strongly Disagree
- 43% Strongly Agree
- +36pts

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

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

Global average

- 28% (N=11285)

Survey questions:

1. "I am satisfied with my current manager"
2. "Everyone has a fair and equal chance to succeed"
3. "Someone senior at work actively supports me"
4. "I have 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

74% of respondents who strongly disagree with all four questions do not see themselves staying at their 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” or “Strongly Disagree”

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

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.

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

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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