

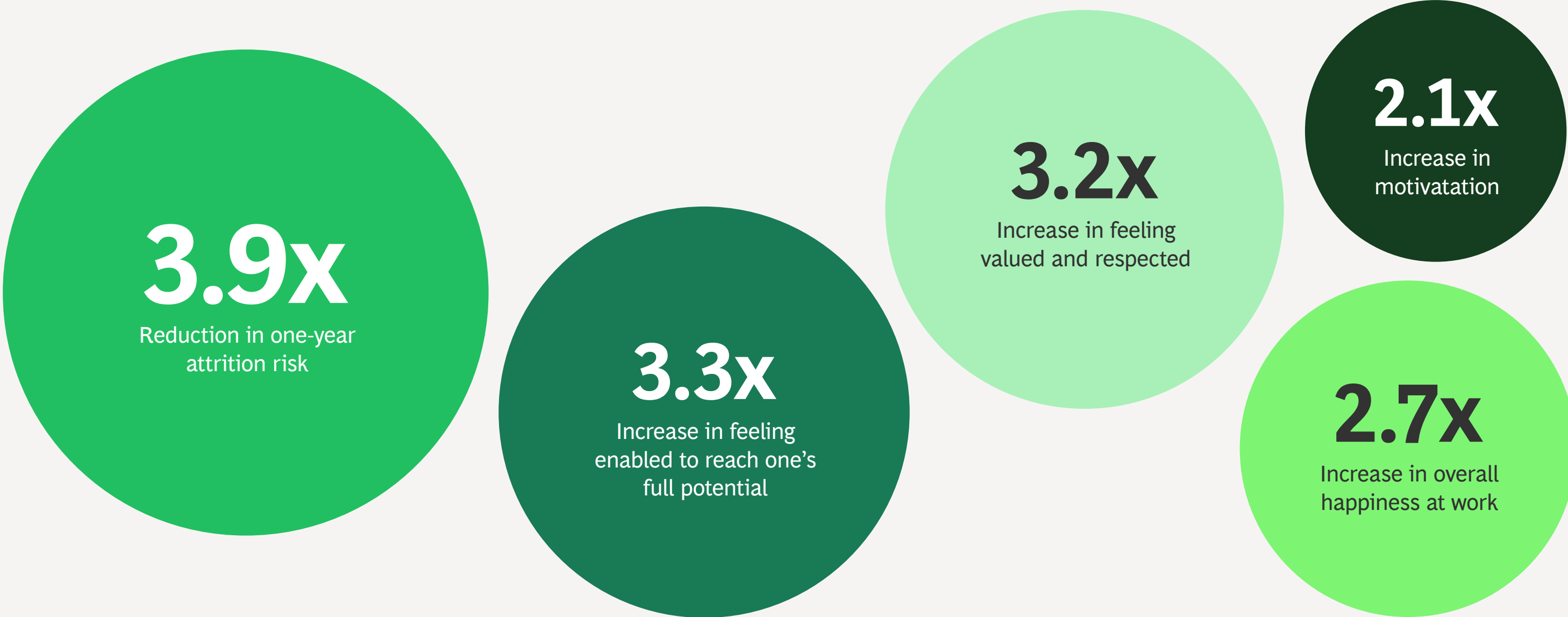


Psychological Safety Levels the Playing Field for Employees

JANUARY 2024



When leaders build strong psychological safety, employees experience significant increases in measures of inclusion



Source: BCG global Diversity and Inclusion Assessment for Leadership (DIAL) survey, 2022.
Note: All comparisons are between respondents in the highest 30% and lowest 30% of psychological safety scores.

Psychological safety has an outsized impact on retention for diversity groups

Increased Attrition Risk: In environments where psychological safety is low, all employees have increased attrition risk relative to those in high-psychological safety environments—but the increase in attrition risk is far greater for members of diversity groups



Source: BCG global Diversity and Inclusion Assessment for Leadership (DIAL) survey, 2022.

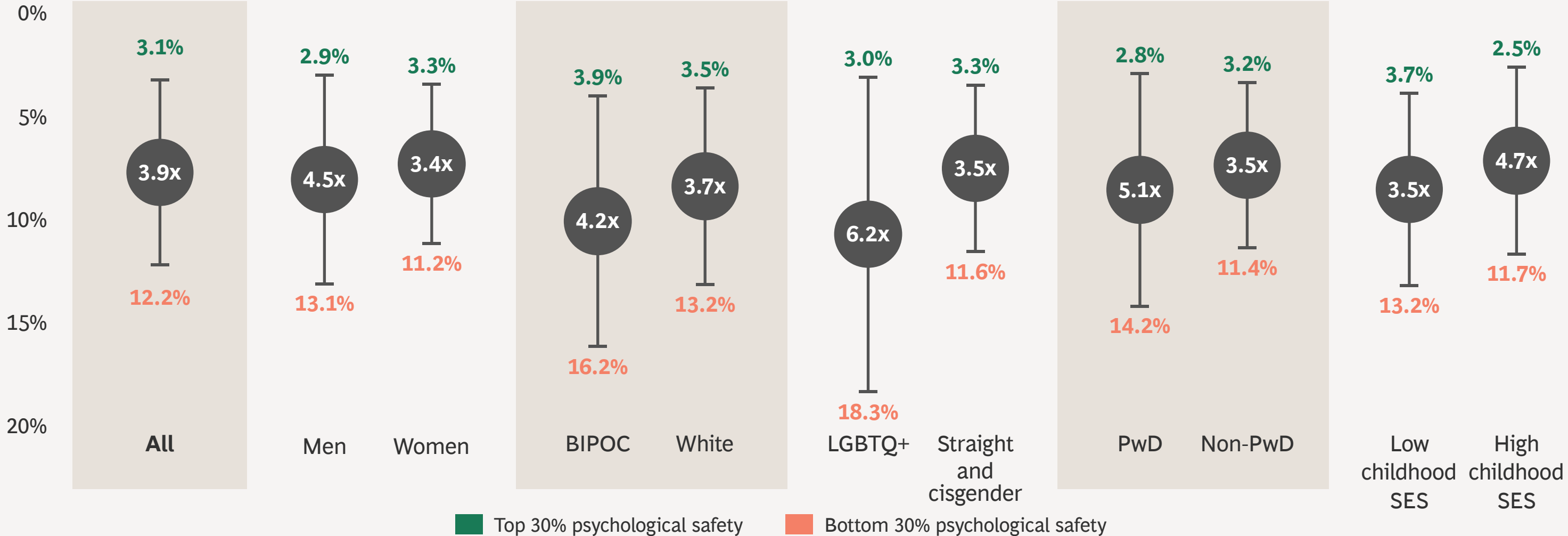
Note: All comparisons are between respondents in the highest 30% and lowest 30% of psychological safety scores.

¹Excludes respondents from China. ²People with disabilities. ³Includes only respondents from Brazil, South Africa, US, and UK. ⁴Includes only respondents from Brazil, South Africa, US, and UK who self-identified as non-LGBTQ, white men with no disability.

When it comes to retention, psychological safety is the great equalizer

Workplace environments with high psychological safety exhibit retention parity between members of diversity groups and their more advantaged peers

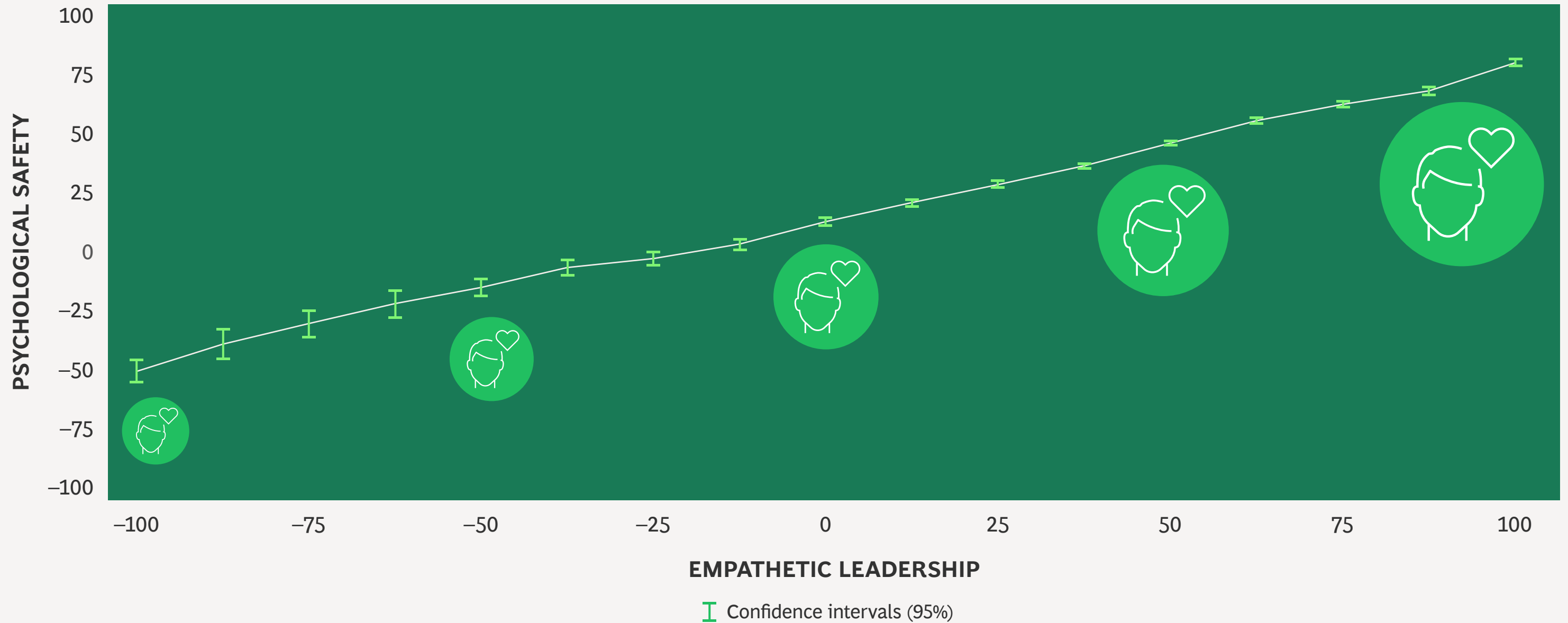
ONE-YEAR ATTRITION RISK



Source: BCG global Diversity and Inclusion Assessment for Leadership (DIAL) survey, 2022.

Note: The BIPOC and white categories include only respondents from Brazil, South Africa, US, and UK. LGBTQ+, straight, and cis categories exclude respondents from China. SES = socioeconomic status.

Empathetic leadership is an essential lever for building psychological safety



Source: BCG global Diversity and Inclusion Assessment for Leadership (DIAL) survey, 2022.