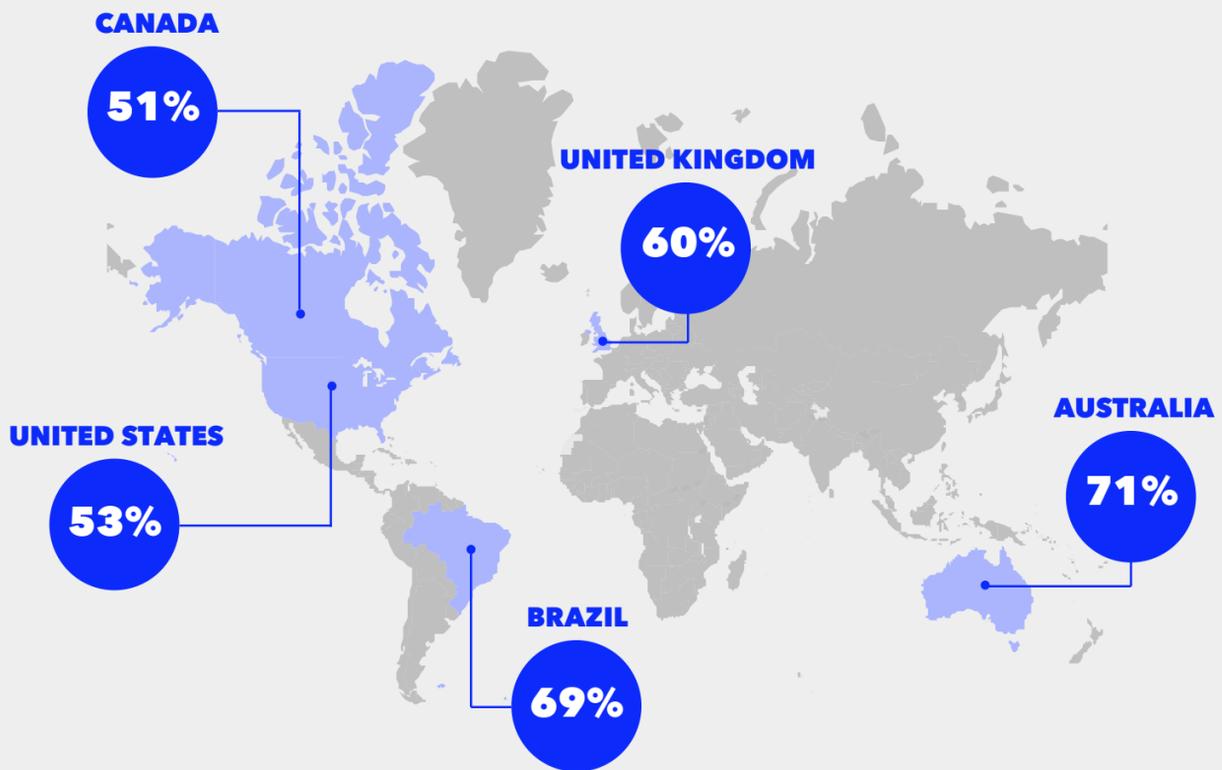


# Key Findings

3,065 employees were surveyed from marginalized racial and ethnic groups in Australia, Brazil, Canada, the UK, and the US. Although there are differences across countries, the majority of employees are on guard in each country.

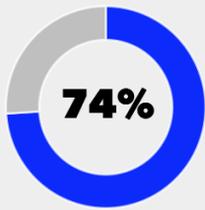
**ACROSS COUNTRIES, THE MAJORITY OF PEOPLE FROM MARGINALIZED RACIAL AND ETHNIC GROUPS REPORT BEING ON GUARD.**



**61%** OF EMPLOYEES FROM MARGINALIZED RACIAL AND ETHNIC GROUPS ARE ON GUARD TO BIAS WITHIN THEIR WORK TEAMS.

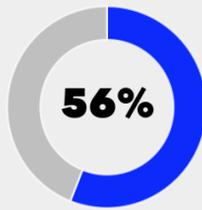


**LGBTQ+**

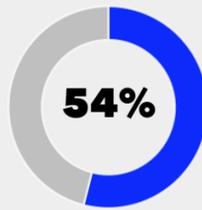


LGBTQ+ employees are highly on guard to bias within their work teams, with an extremely high percentage of trans and nonbinary employees being on guard (85%).

**WOMEN**



**MEN**



Women and men are on guard to bias within their work teams at similar rates.

## Two Factors

mitigate experiences of being on guard for employees from marginalized racial and ethnic groups:

**TEAM CLIMATE FOR PSYCHOLOGICAL SAFETY**

**TEAM RACIAL AND ETHNIC DIVERSITY**

**DECREASED EXPERIENCES OF BEING ON GUARD ARE LINKED TO INCREASED:**



**INDIVIDUAL WORK ENGAGEMENT**



**OVERALL EXPERIENCE OF INCLUSION**



**INTENT TO STAY**



**TEAM COHESION**



**TEAM PROBLEM-SOLVING**



**THE BOTTOM LINE**

Businesses and teams cannot reach their full potential when talented and valuable employees are experiencing emotional tax. As teams adjust to the new realities of hybrid, remote, and in-person working, companies and team leaders must choose to care for the well-being of colleagues by learning how to mitigate emotional tax.

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