



2018 Edelman Trust Barometer

THE EMPLOYER ADVANTAGE

#TrustBarometer



2018 Edelman Trust Barometer

Methodology

Online Survey in 28 Markets

18 years of data

33,000+ respondents total

All fieldwork was conducted between October 28 and November 20, 2017

28-market global data margin of error: General population +/- 0.6% (N=32,200), informed public +/- 1.2% (N=6,200), mass population +/- 0.6% (26,000+), half-sample global general online population +/- 0.8 (N=16,100).

Market-specific data margin of error: General population +/- 2.9 (N=1,150), informed public +/- 6.9% (N = min 200, varies by market, China and U.S. +/- 4.4% (N=500), mass population +/- 3.0 to 3.6 (N =min 740, varies by market).

General Online Population

7 years in 25+ markets

Ages 18+

1,150 respondents per market

All slides show general online population data unless otherwise noted

Informed Public

10 years in 20+ markets

Represents 15% of total global population

500 respondents in U.S. and China; 200 in all other markets

Must meet 4 criteria:

Ages 25-64

College educated

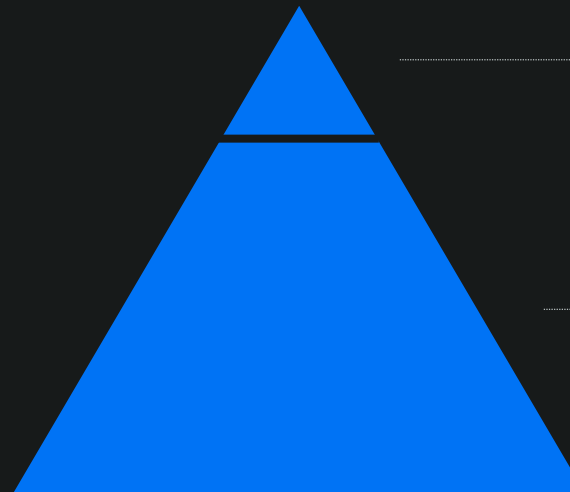
In top 25% of household income per age group in each market

Report significant media consumption and engagement in business news

Mass Population

All population not including informed public

Represents 85% of total global population

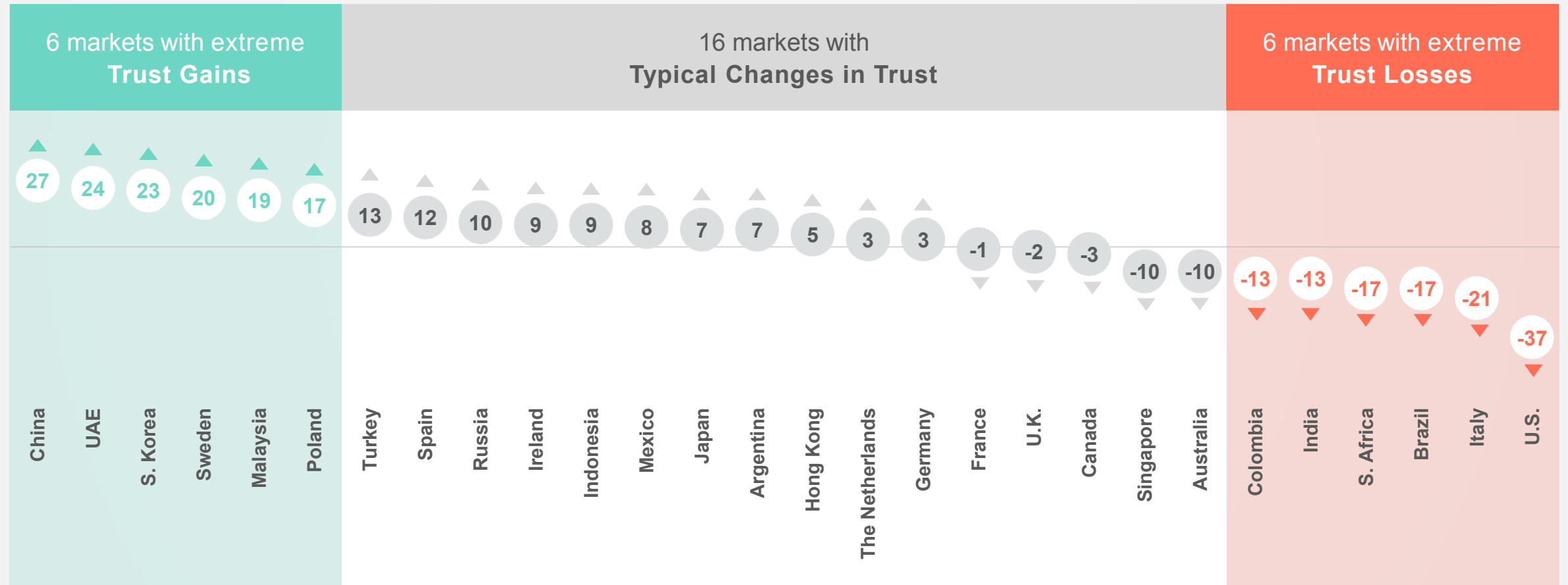




A Volatile and Nuanced Landscape

A Polarization of Trust

Aggregate percentage point change in trust in the four institutions, and change from 2017 to 2018



Source: 2018 Edelman Trust Barometer. Trust Volatility Measure. The net year-over-year (2017-2018) percentage point change across the four institutions (TRU_INS). General population, 28-market global total. For more details on how the Trust Volatility Measure was calculated, please refer to the Technical Appendix.

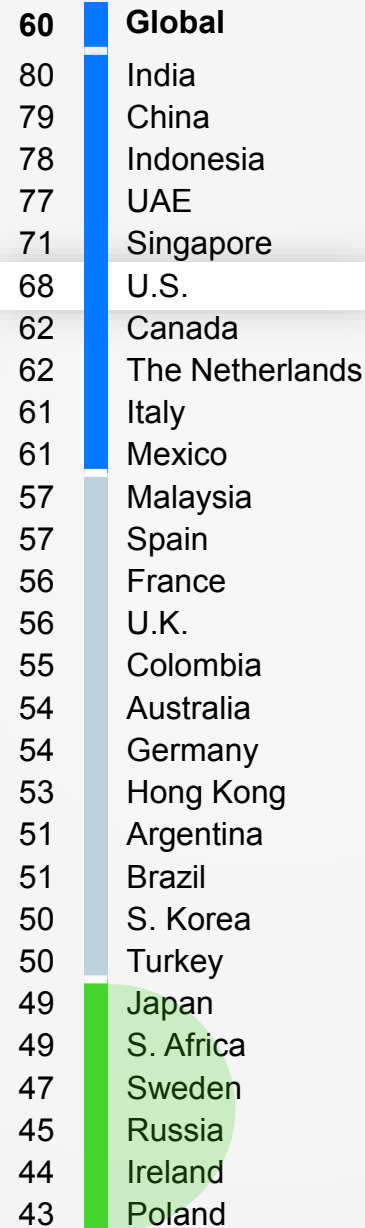
Trust Index Informed Public Declines to Neutral

Average trust in institutions,
informed public, 2017 vs. 2018

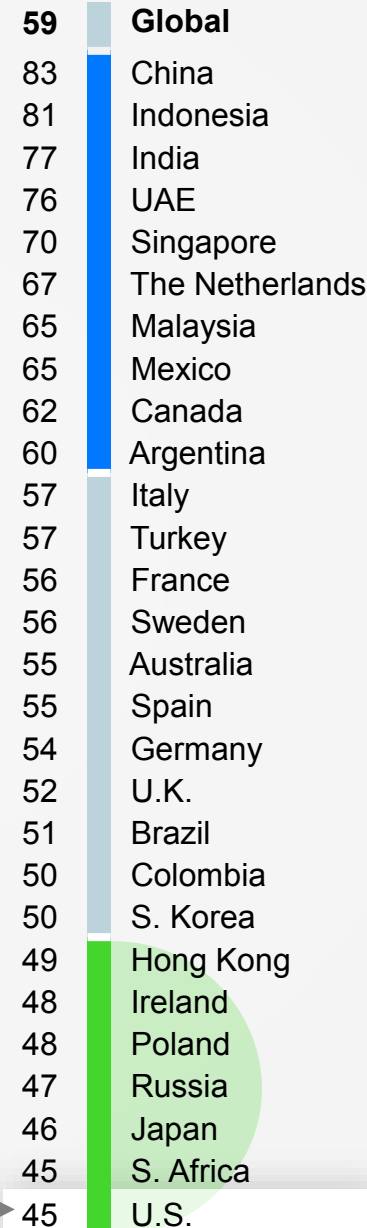
A 1-point decline in the Global Trust Index

Source: 2018 Edelman Trust Barometer.
The Trust Index is an average of a market's trust in the institutions of government, business, media and NGOs. Informed public, 28-market global total.

▲ 2017
Informed Public



▲ 2018
Informed Public



■ Trust
(60-100)

■ Neutral
(50-59)

■ Distrust
(1-49)

Biggest changes in

| | |
|-----------|-----|
| U.S. | -23 |
| Argentina | +9 |
| Sweden | +9 |
| Malaysia | +8 |
| Turkey | +7 |

**U.S. Trust Index crashes
23 points**

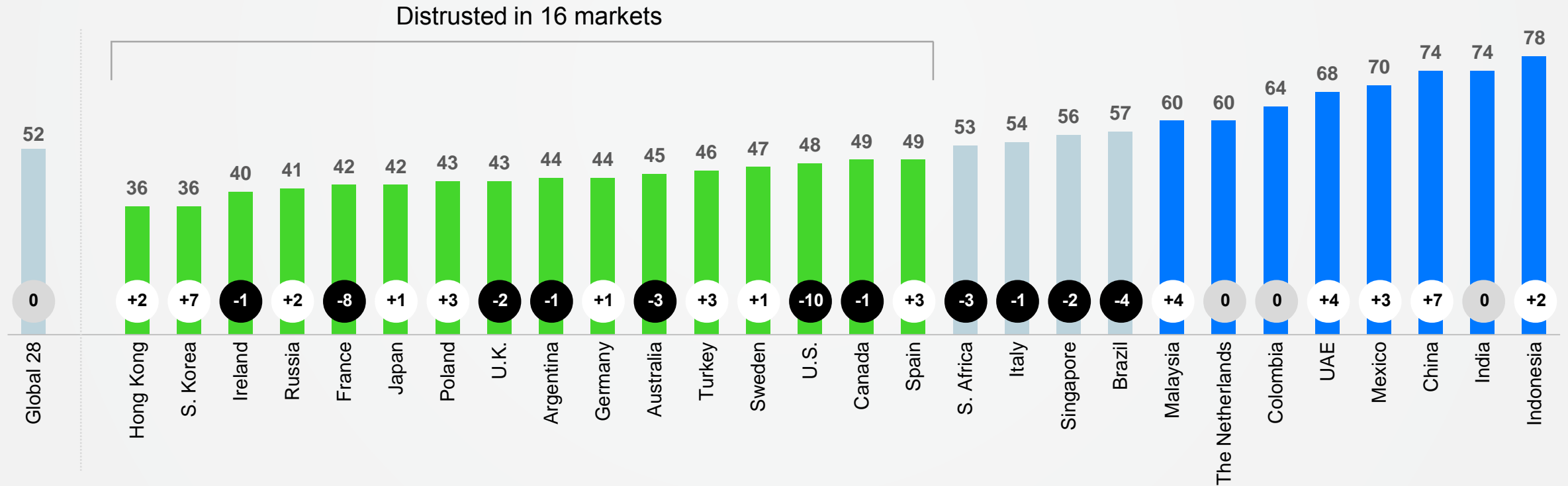
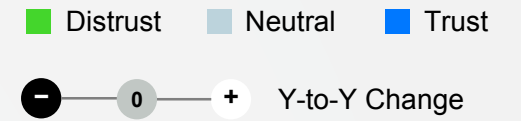
A black and white photograph of three men in suits clapping. The man in the foreground is on the right, looking towards the left. The man in the middle is wearing glasses and is also looking left. The man in the background is partially obscured. A blue wavy graphic consisting of many thin lines flows across the image from left to right, passing behind the text.

A Mandate to Lead

Trust in Business

Increases in 14 of 28 Markets

Percent trust in business, and change from 2017 to 2018

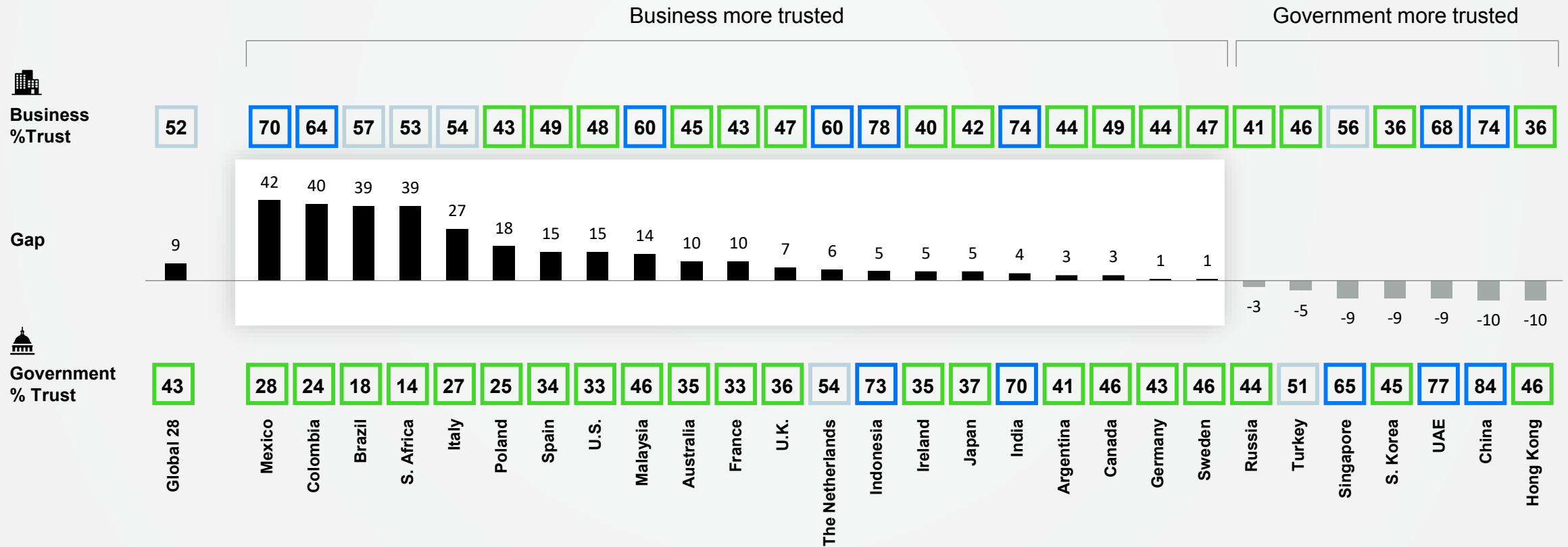


Source: 2018 Edelman Trust Barometer. TRU_INS. [BUSINESS IN GENERAL] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, 28-market global total.

Business More Trusted Than Government in 21 Markets

■ Distrust
 ■ Neutral
 ■ Trust

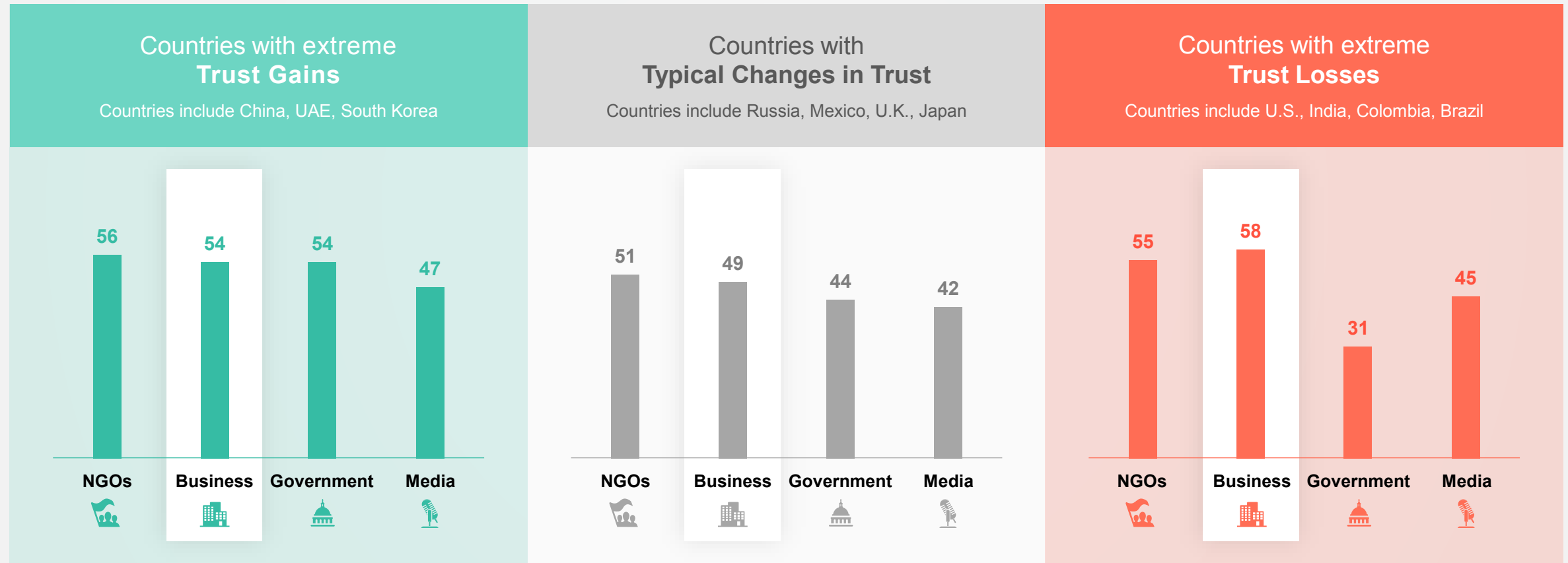
Gap in trust in business vs. government



Source: 2018 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, 28-market global total.

Where Trust Loss is Extreme, Business is the Retaining Wall

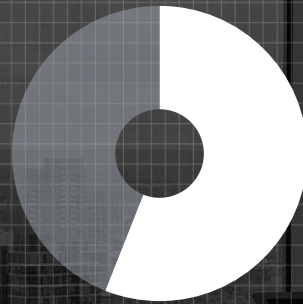
Percent trust in the four institutions, in countries with extreme and typical changes in trust



Source: 2018 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust). Trust Volatility Measure. The net year-over-year (2017-2018) percentage point change across the four institutions (TRU_INS). General population, 28-market global total. For more details on how the Trust Volatility Measure was calculated, please refer to the Technical Appendix.

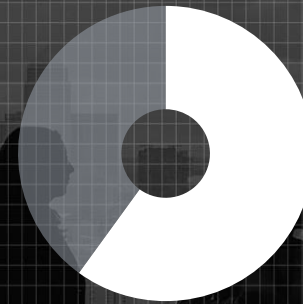
Business Must Show Commitment Beyond the Business

Percent who agree that...



56%

Companies that only think about themselves and their profits are bound to fail



60%

CEOs are driven more by greed than a desire to make a positive difference in the world



47%

CEOs are so focused on global issues that they overlook local and national matters

Source: 2018 Edelman Trust Barometer. TMA_SIE_SHV. Please indicate how much you agree or disagree with the following statements. (Top 4 Box, Agree), question asked of half of the sample. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top4 Box, Agree), question asked of half of the sample. General population, 28-market global total.

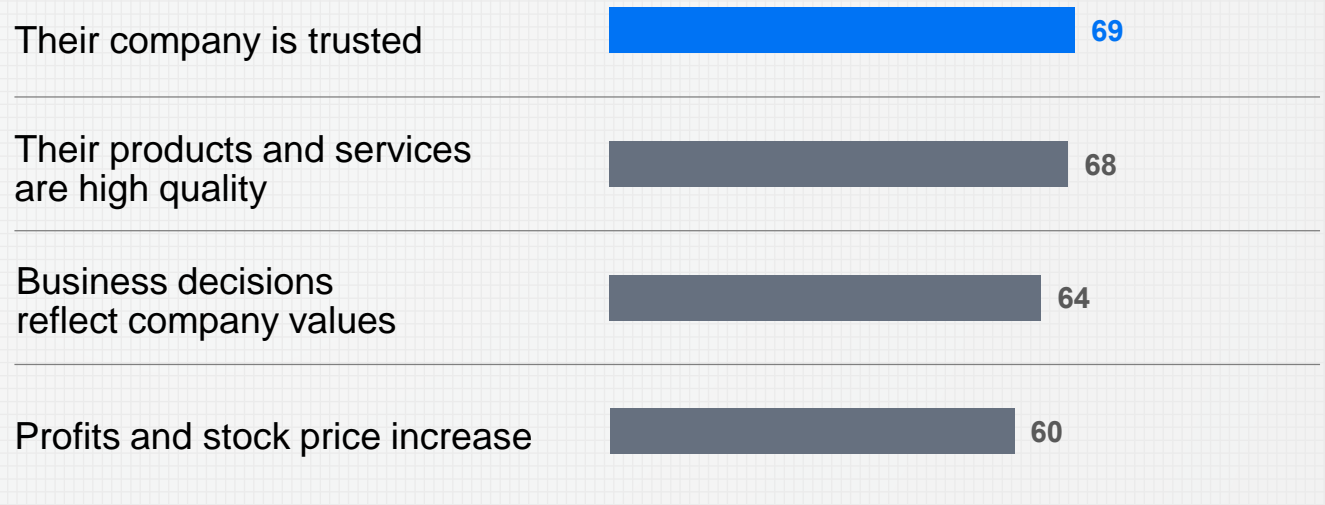
New Mandate for CEOs

Percent who agree, and percent who say each is one of the most important expectations they have for a CEO

Percent who say that CEOs should take the lead on change rather than waiting for government to impose it

64%

Building trust is job one



Source: 2018 Edelman Trust Barometer. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular country, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. General population, 28-market global total.


Even Higher Expectations for CEOs in the U.S.

Percent who agree, and percent who say each is one of the most important expectations they have for a CEO, in the U.S.


Percent who say that CEOs should take the lead on change rather than waiting for government to impose it


69%

In the U.S. trust follows product and service

Their products and services are high quality  74

Their company is trusted  70

Business decisions reflect company values  66

High ethical standards  65

Source: 2018 Edelman Trust Barometer. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular country, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. General population, U.S.



CEOs Falling Short of Expectations

Percent who say CEOs are performing well, among those who say each is one of the most important responsibilities for CEOs

Worst Scores (Bottom 5 of 21)

- 28 Communicate regularly with the public
- 28 Educate the public on economic issues
- 28 Educate the public on social issues
- 26 Speak out if government makes bad decisions
- 26 Step in when government does not fix societal problems

Best Scores (Top 5 of 21)

- 60 Increase profits and stock price
- 52 Produce quality products and services
- 48 Be a leading voice on product and industry issues
- 47 Ensure company is trusted
- 47 Hide true opinions if they could hurt the business

Majority approval on only 2 of 21 expectations

Source: 2018 Edelman Trust Barometer. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular country, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. CEO_PER. How well do you feel CEOs are currently doing in meeting this obligation? Please indicate your answer using the 5-point scale below. Question asked of half of the sample and those who answered codes 2 or 3 at CEO_EXP. (Doing well, codes 4-5; Doing mediocre, code 3; Doing poorly, codes 1-2). General population, 28-market global total.



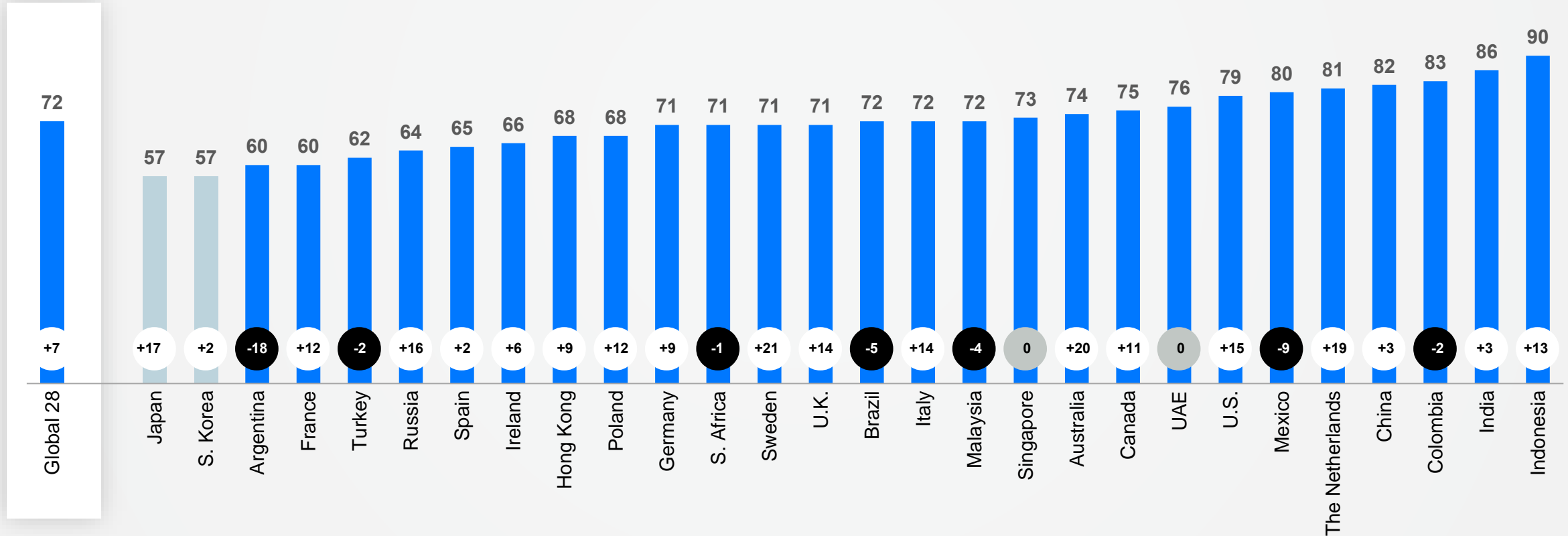
The Employer Advantage

Employers Safehouse of Global Governance

Percent trust in employer, and change from 2016 to 2018

■ Distrust ■ Neutral ■ Trust

● - ● 0 ● + Change, 2016 to 2018



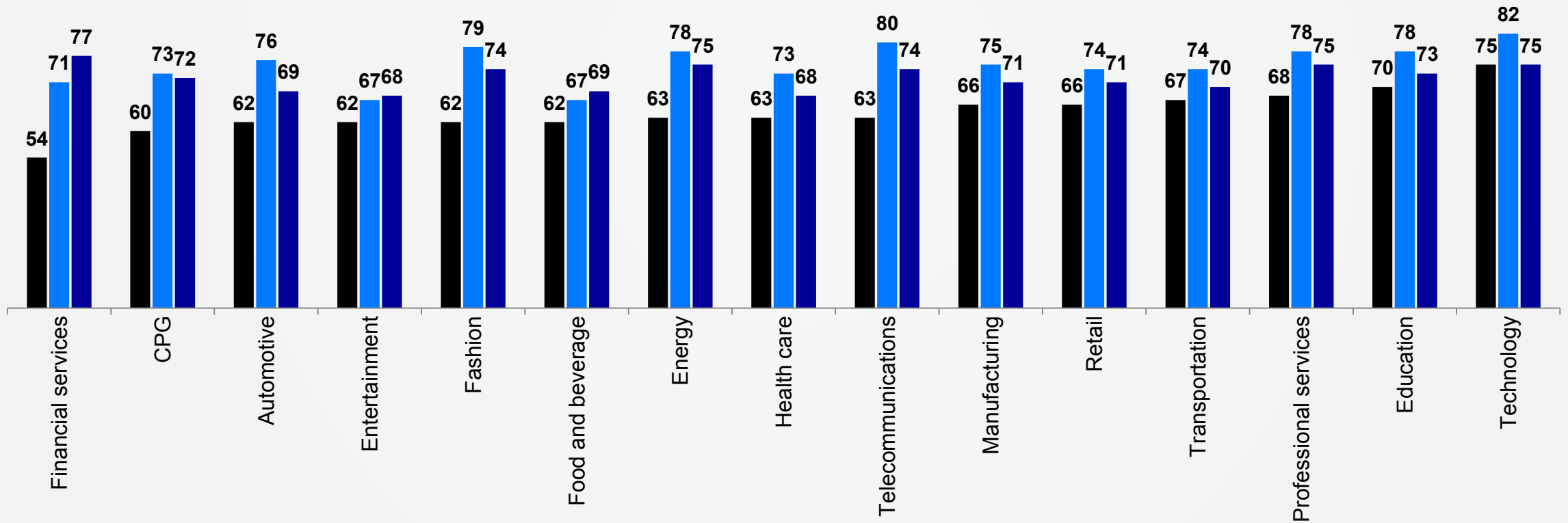
Source: 2018 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, 28-market global total.

Note: 2016 data was taken from Q525-526. Thinking about your own company and other companies in your industry, please indicate how much you trust each to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), question asked of half of the sample. General population, 28-market global total.

Familiarity Breeds Trust

Percent who trust each sector, among the general population and those employed in the sector, and percent who trust their employer

■ Trust in sector, general population ■ Trust in sector among those employed in the sector ■ Trust in employer among those employed in the sector



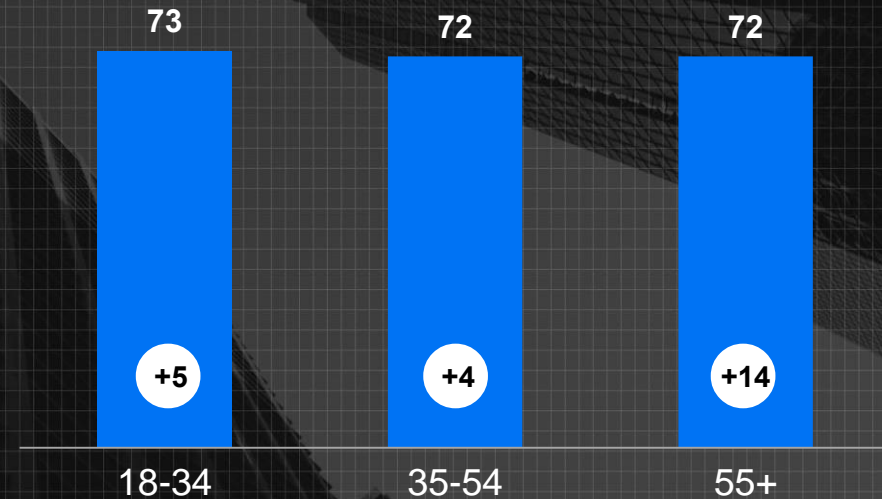
Source: 2018 Edelman Trust Barometer. TRU_IND. Please indicate how much you trust businesses in each of the following industries to do what is right. Again, please use the same 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), industries shown to half of the sample. General population, 28-market global total.

Employers Trusted Across Generations

Percent trust in employer, and change from 2016 to 2018, by age

■ Distrust ■ Neutral ■ Trust

— 0 — + Change, 2016 to 2018



Source: 2018 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, 28-market global total, by age.

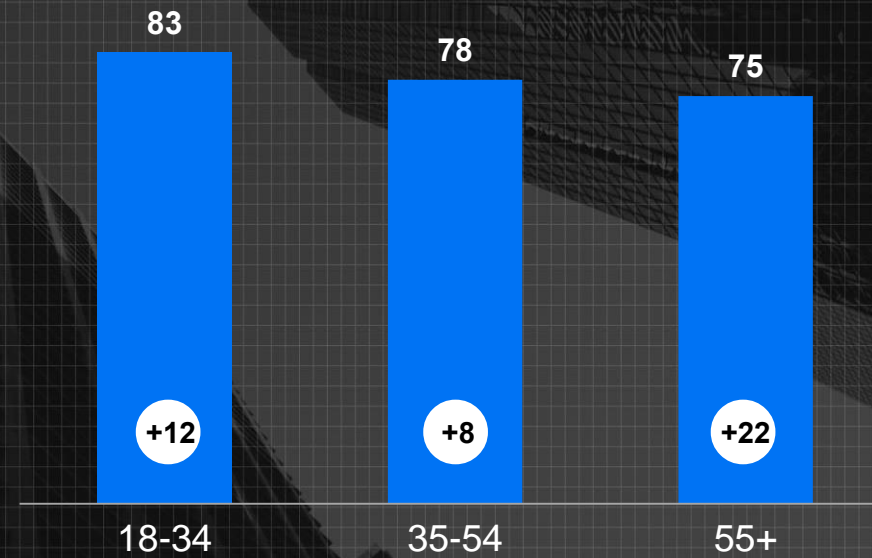
Note: 2016 data was taken from Q525-526. Thinking about your own company and other companies in your industry, please indicate how much you trust each to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), question asked of half of the sample. General population, 28-market global total, by ages 18-34.

Unexpected Allies in the U.S.

Percent trust in employer, and change from 2016 to 2018, by age

■ Distrust ■ Neutral ■ Trust

— 0 — + Change, 2016 to 2018



Source: 2018 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, U.S., by age.

Note: 2016 data was taken from Q525-526. Thinking about your own company and other companies in your industry, please indicate how much you trust each to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), question asked of half of the sample. General population, U.S., by age.

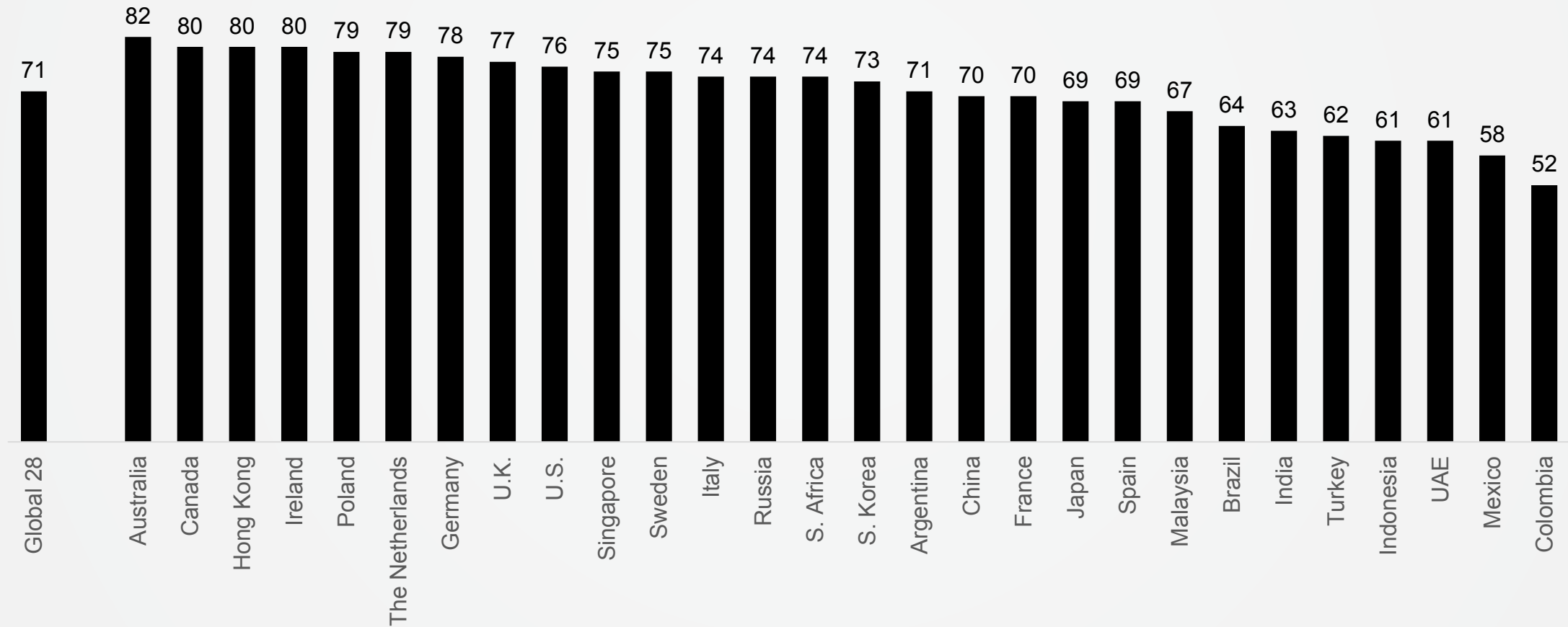




The Partnership

Employees More Believable Than CEOs

Percent who believe that employees are more believable than CEOs



Source: 2018 Edelman Trust Barometer. CEO_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Question asked of half of the sample. General population, 28-market global total.

Employees Expected to Take a Broader Role

Percent who expect each of the following of employees

Speak up if they see their company doing wrong

82%

Support their company's causes and community activities

80%

Pressure management to weigh in on social issues

61%

Source: 2018 Edelman Trust Barometer. CEO_EMP_EXP. Below is a list of potential expectations that you might have for a company employee. Thinking about employees in general, how would you characterize each using the following five-point scale. (At least some expectation, codes 3-5), question asked of half of the sample. General population, 28-market global total.

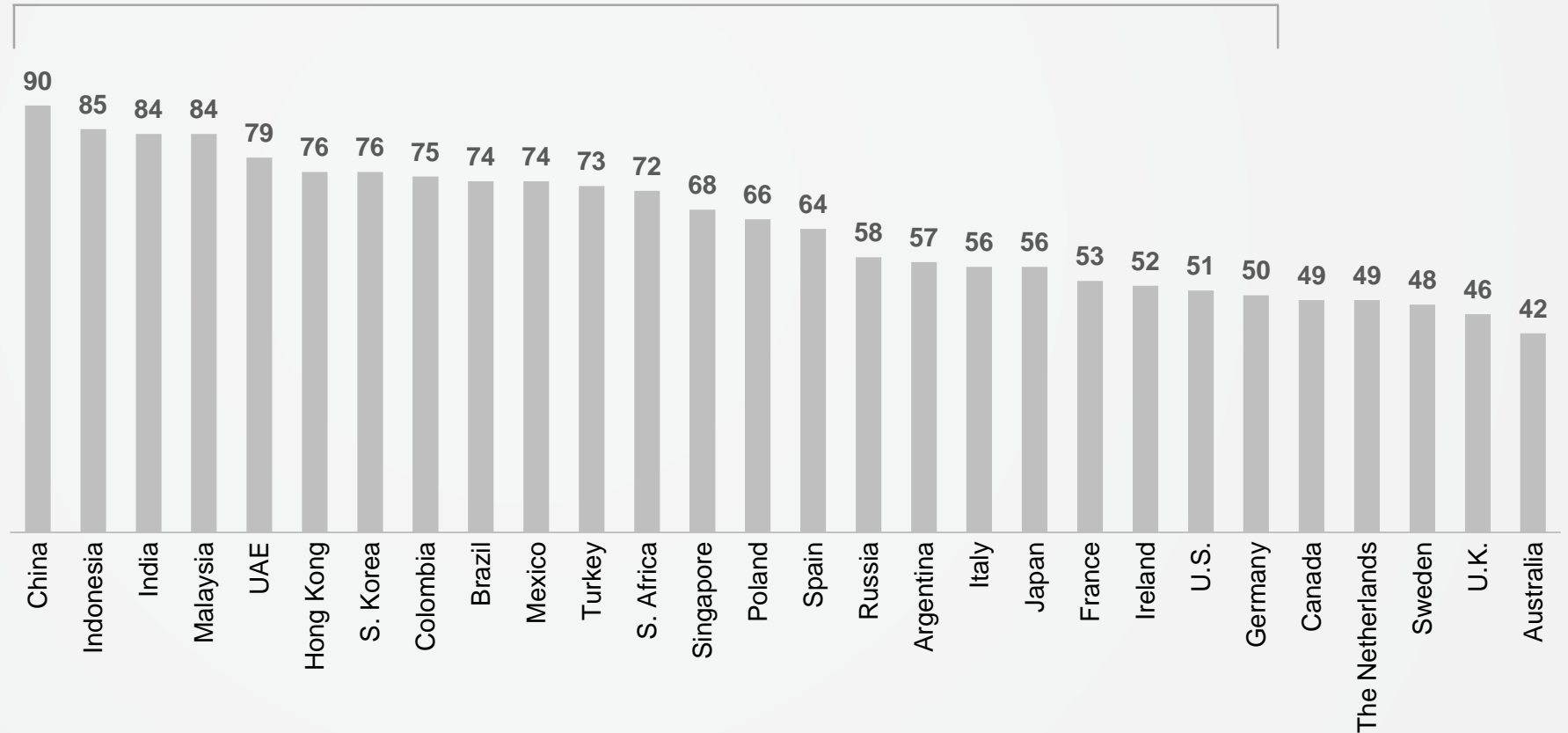
Give Employees a Voice

Percent who agree

64%
Employees

should participate in
their company's social
media activities

In 23 markets, 50% or more of respondents agree

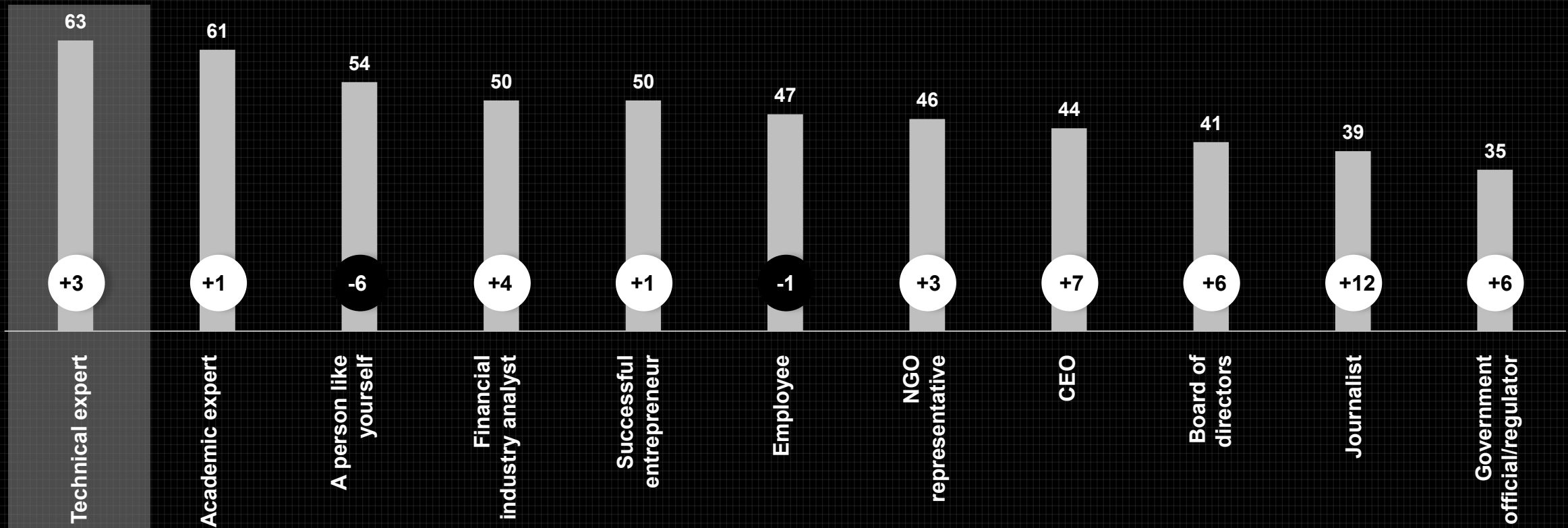


Source: 2018 Edelman Trust Barometer. CEO_EMP_EXP. Below is a list of potential expectations that you might have for a company employee. Thinking about employees in general, how would you characterize each using the following five-point scale. (At least some expectation, codes 3-5), question asked of half of the sample. General population, 28-market global total.

Technical Experts Are the Most Trusted Source

Y-to-Y Change

Percent who rate each spokesperson as very/extremely credible, and change from 2017 to 2018



Source: 2018 Edelman Trust Barometer. CRE_PPL. Below is a list of people. In general, when forming an opinion of a company, if you heard information about a company from each person, how credible would the information be—extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box, Very/Extremely Credible), question asked of half of the sample. General population, 28-market global total.



Our Roadmap

Without Trust, They Will Stop Buying

“ A good reputation may get me to try a product—but **unless I come to trust the company behind the product I will soon stop buying it, regardless of its reputation**”

63% agree

Trust-building mandates for business

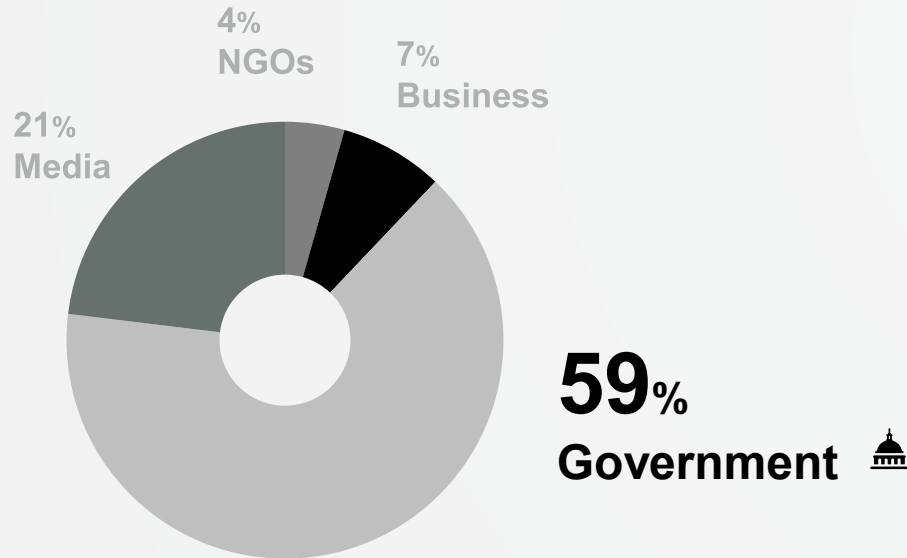
- 1 Safeguard privacy
- 2 Drive economic prosperity
- 3 Invest in jobs
- 4 Ensure competitive workforce
- 5 Consumer safety

Source: 2018 Edelman Trust Barometer. TMA_SIE_SHV. Please indicate how much you agree or disagree with the following statements. (Top 4 Box, Agree), question asked of half of the sample. Trust-building mandates Analysis. The most effective trust building mandates for each institution. INS_EXP_BUS. Below is a list of potential expectations or responsibilities that a social institution might have. Thinking about business in general, how would you characterize each using the following three-point scale. Question asked of one-third of the sample. General population, 28-market global total.

State of Government Opens Opportunity for CEOs in the U.S.

Percent who think each institution is most broken and percent who say CEOs should take the lead on change, in the U.S.

Which institution is the most broken?



Percent who say that **CEOs should take the lead on change** rather than waiting for government to impose it

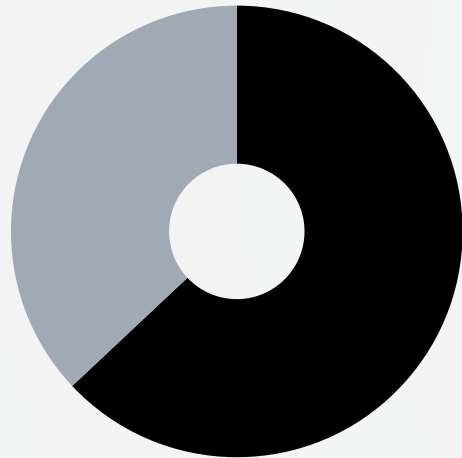
69%

Source: 2018 Edelman Trust Barometer. Source: 2018 Edelman Trust Barometer. ATT_STE. Please indicate which institution – Government, Media, Business or NGO’s – is best described by each of the following statements? CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. General population, U.S.



CEOs and Business Must Take a Stand

Which is more believable about a company?



63%

Company's
social media

37%

Company's
advertising

Percent who agree:

52%

CEOs

should regularly
communicate directly to the
public using social media

Source: 2018 Edelman Trust Barometer. COM_RFB. You are about to see a series of two choices. Each choice describes a different source of information, a different format for presenting information, or a different style of communicating information. For each pair, we want you to choose the one that you are more likely to believe is giving you the truth. While we know that some of these choices may not be easy, please do your best to select only one of the two options given--the one that is most likely to be true most often. Choices shown to half of the sample. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. General population, 28-market global total.

The Case for Hyper Connectivity

OUTSIDE:

Media influences employee perceptions

55%

of employees believe news outlets more than their CEO for information about their company

INSIDE:

Trust is earned within the organization

72%

trust their employer

OUTSIDE:

Employee advocates influence perceptions of external stakeholders

71%

employees more believable spokesperson about a company than CEOs

Source: 2018 Edelman Trust Barometer. CEO_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. (Please select only one of the two options given.) TRU_INS. [EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal." (Top 4 Box, Trust) General population, 28-country global total.

Seize the Employer Advantage

- 1 Define who you are:**
Today, a strong employer brand, value proposition and purpose-driven culture are table-stakes
- 2 Educate and advocate:**
How you show up as a corporate citizen – through position, policy and practice – defines how you are trusted internally and externally
- 3 Activate allies:**
In today's complex workplace leveraging multi-channel communications to build trust is paramount
- 4 Create connections:**
Peer-to-peer or leader-to-leader, well-managed connections and collaborations across all levels of the organization keep a company moving towards its goals