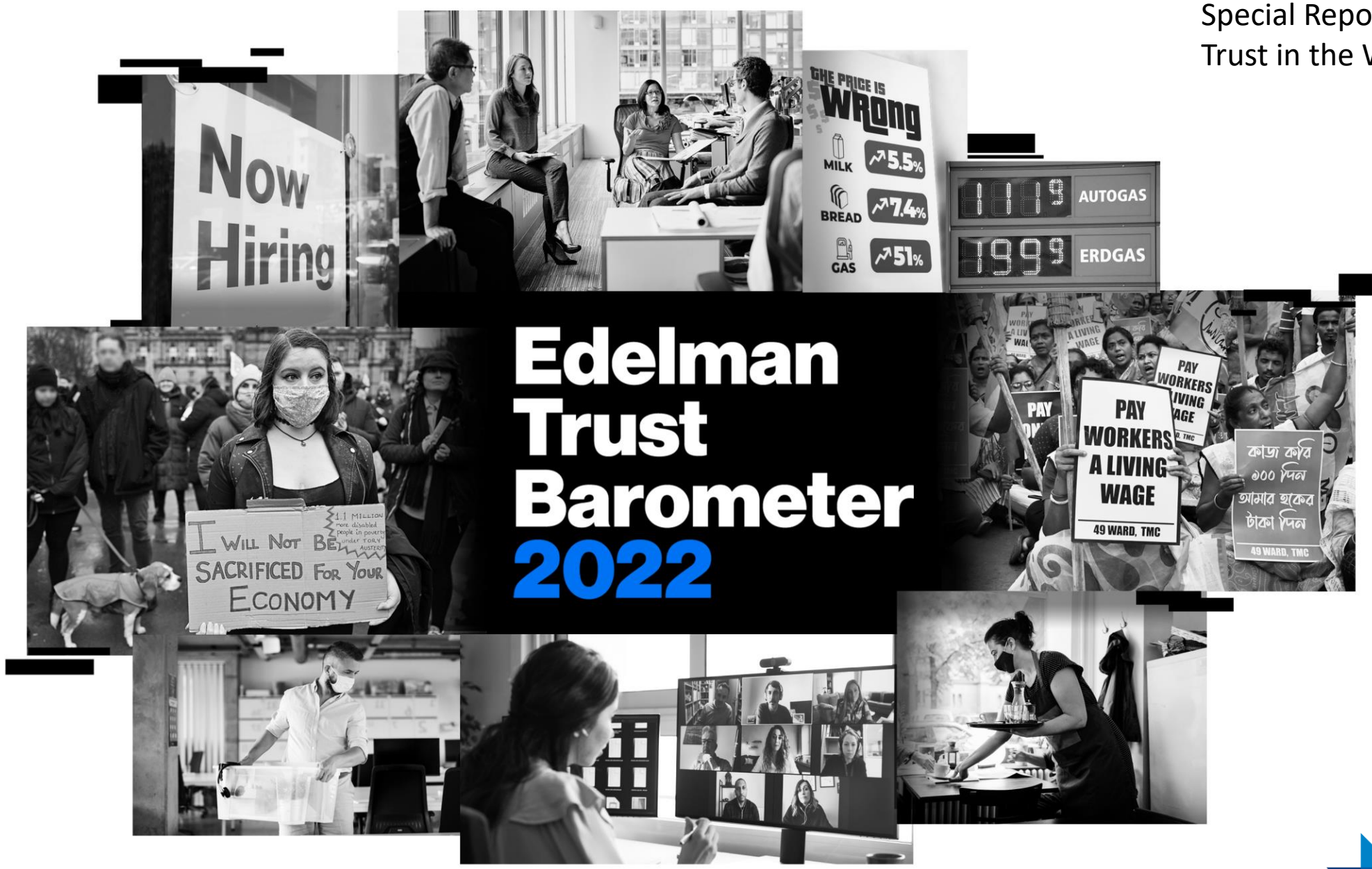
Special Report
Trust in the Workplace



Edelman Trust Barometer 2022

Edelman

2022 EDELMAN TRUST BAROMETER SPECIAL REPORT

TRUST IN THE WORKPLACE

Methodology

Online survey of employees

Fieldwork conducted: **Jul 27 – Aug 8, 2022***

7	7,000	1,000
markets	respondents	respondents/market

Data collected is representative of employees across ages, gender and regions within each market. Data has been filtered to remove those who are self-employed.

Brazil

China

Germany

India

Japan

UK

U.S.

For full details, please refer to the Technical Appendix
**Margin of error*
India was fielded from Jul 27 – Aug 8; all other markets fielded Jul 27 – Aug 5

Margin of error
+/- 1.2 pts for global 7 (n=6,470)
+/- 3.1 pts to 3.5 pts per market (n=808 to 987)

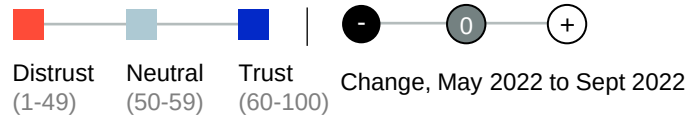
MY EMPLOYER:
THE LAST BASTION OF TRUST

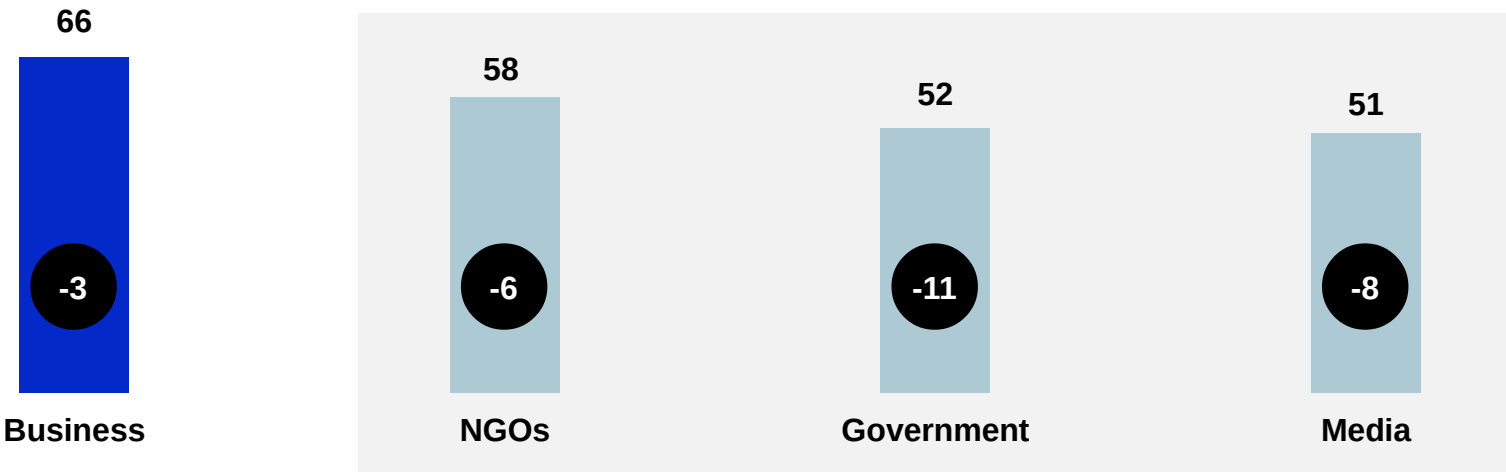
MAY TO SEPT 2022

TRUST CRASH FOR GOVERNMENT; SIGNIFICANT TRUST LOSS FOR MEDIA AND NGOS

Percent of employees who trust

Global 7

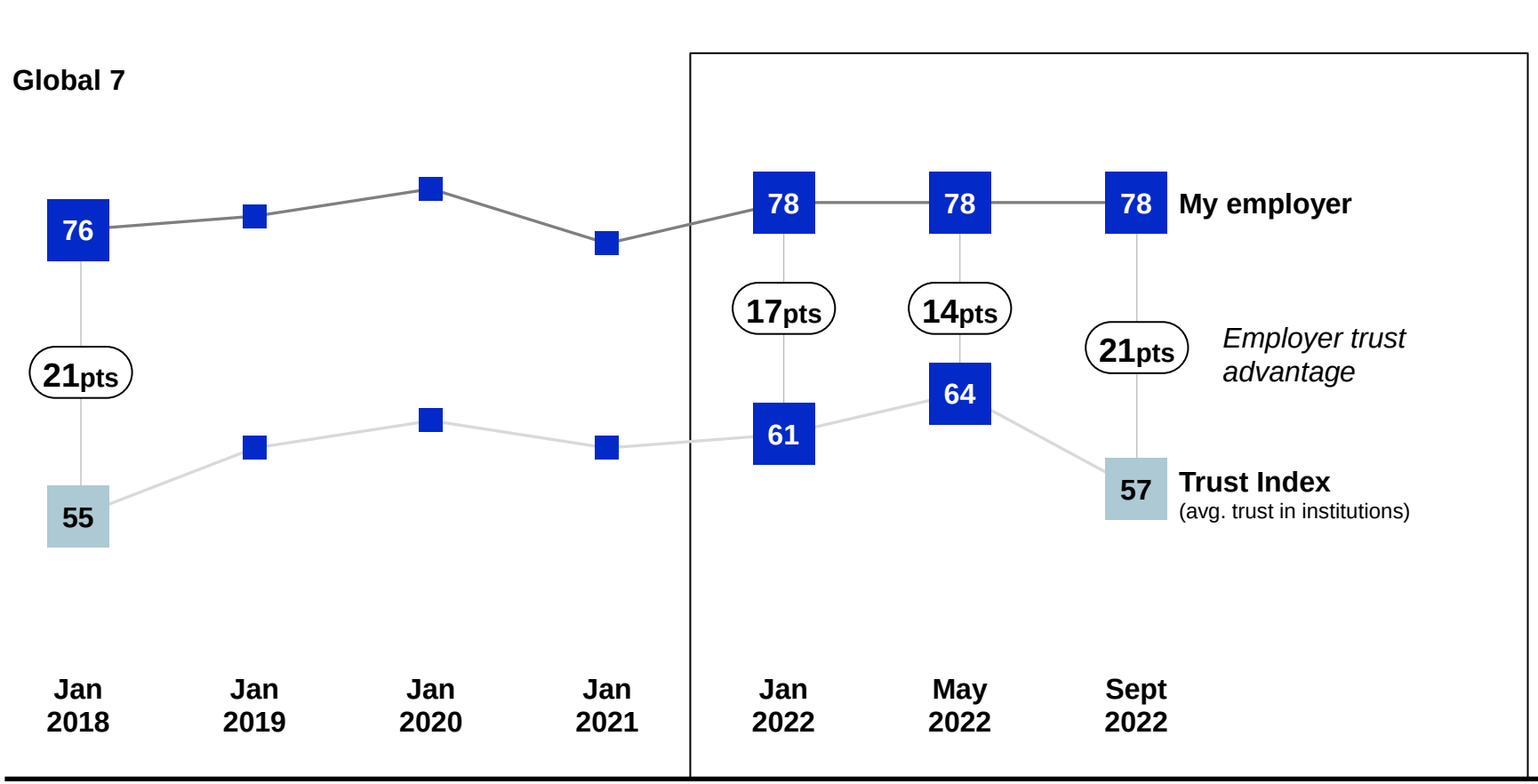




Greatest changes in:	*% pt +/-*		
China +6	*UK -11*	*UK -18*	*UK -19*
UK -5	*Germany -9*	*U.S. -11*	*U.S. -7*

AMIDST TRUST LOSS, EMPLOYERS A BULWARK OF STABILITY

Percent of employees who trust



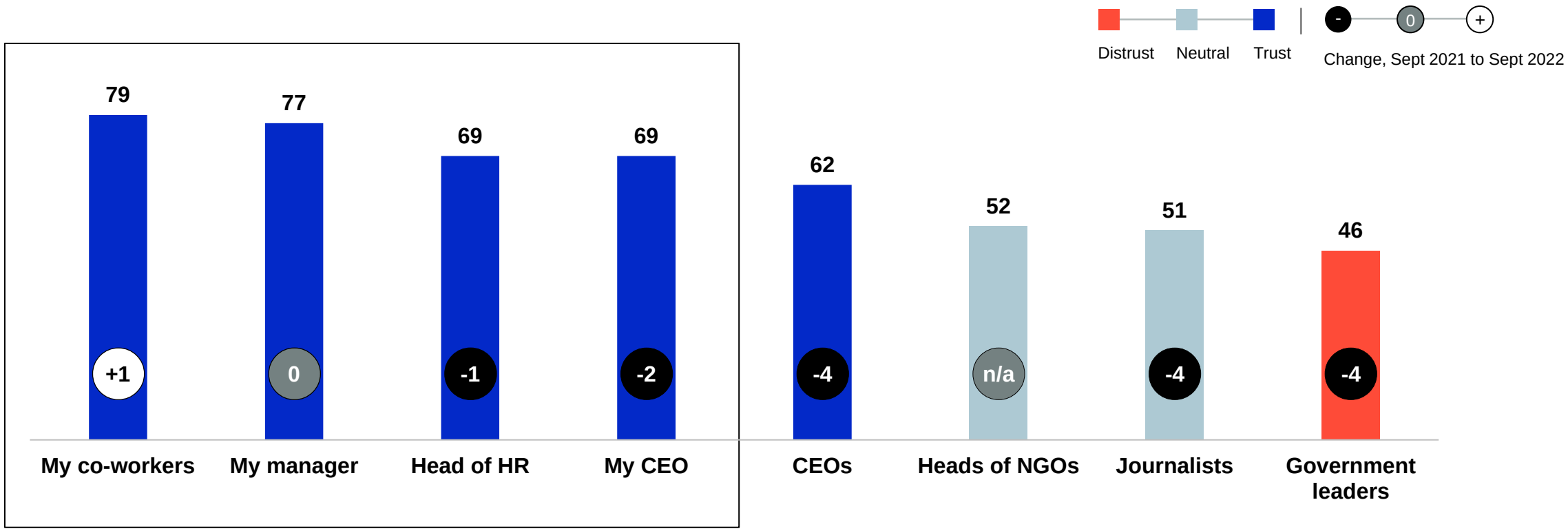
Employer trust advantage across markets, Sept 2022

UK	30pts
U.S.	27pts
Brazil	26pts
Germany	24pts
Japan	22pts
India	13pts
China	4pts

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. The Trust Index is the average percent trust in NGOs, business, government and media. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

TRUST IS LOCAL

Percent of employees who trust



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

THE WORKPLACE IS OUR ISLAND OF CIVILITY

AFTER FRIENDS AND FAMILY, WORKPLACE MOST IMPORTANT SOURCE OF COMMUNITY

Percent of employees who say each is a significant source of community in their life

	Global 7	Brazil	China	Germany	India	Japan	UK	U.S.
My family and friends	82	84	88	80	91	72	78	81
The people I work with	**69**	69	83	62	89	59	58	65
People who share my personal interests	64	67	82	56	83	44	54	67
My neighbors	59	58	82	53	85	34	49	61
Athletic, humanitarian, religious or alumni organizations	53	59	81	41	82	27	37	53
Members of my political party	49	44	84	42	72	23	34	56

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. SOCIAL_SOURCE. How significant are each of the following as a source of community in your life? 9-point scale; top 4 box, significant. Question asked of half of the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Athletic, humanitarian, religious or alumni organizations" is an average of attributes 2-4, and 7.

THE WORKPLACE FEELS LESS POLITICIZED THAN LAST YEAR

Percent of employees who say

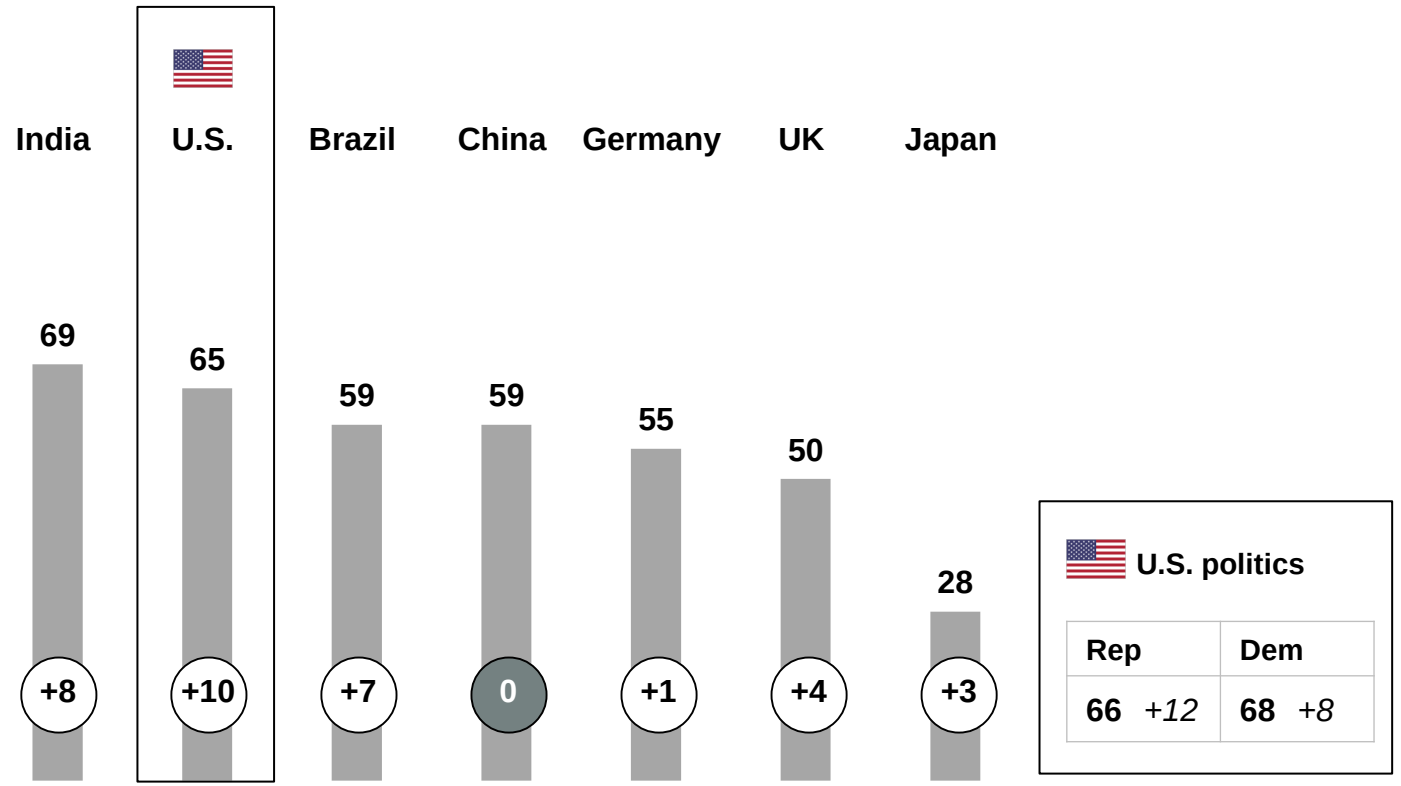
My employer is doing well on **keeping partisan politics out of the workplace**

Global 7

54%

+4 pts

Change, Sept 2021 to Sept 2022

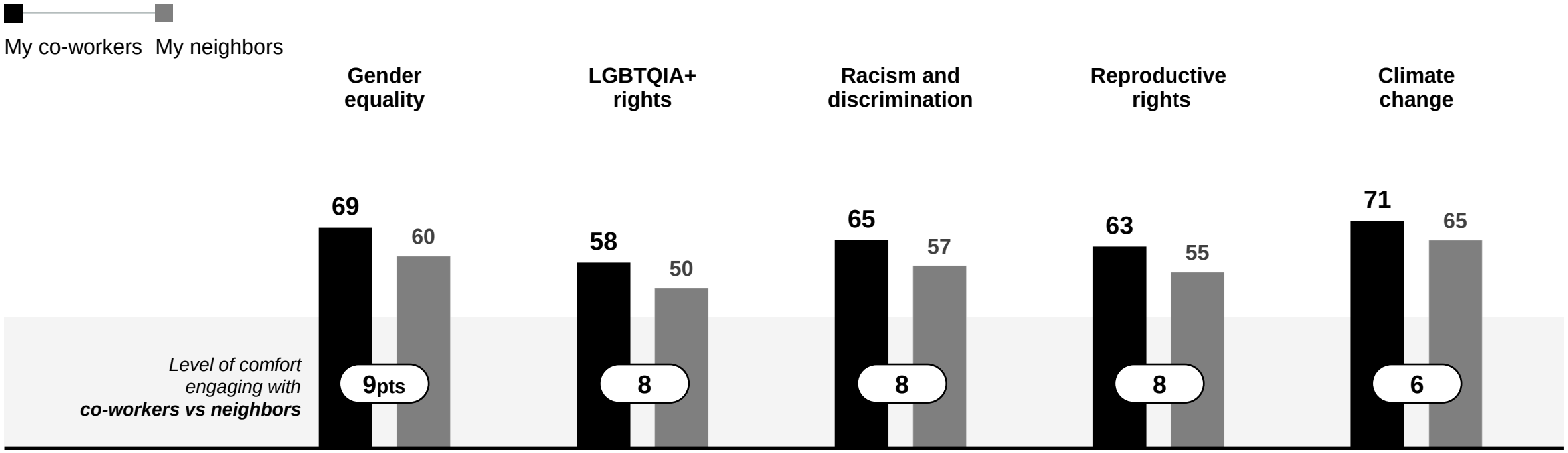


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. PER_EMP. How well do you believe your employer is currently doing each of the following? 5-point scale; top 2 box, doing well. Question asked of half of the sample. 7-mkt avg., and by political ideology in the U.S. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EASIER TO DEBATE ISSUES WITH CO-WORKERS THAN WITH NEIGHBORS

Percent of employees who say

I **am comfortable** discussing opposing viewpoints on each issue with…



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. NEIGH_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your neighborhood whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. Question asked of half of the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

CONFIDENT THAT CO-WORKERS RESPECT THE TRUTH AND DIVERGENT OPINIONS

Percent of employees who say

I am comfortable discussing opposing viewpoints with my co-workers because…	Global 7	Brazil	China	Germany	India	Japan	UK	U.S.
We **respect the truth** and agree on basic facts	**37**	43	28	33	46	27	39	38
They are **open to different perspectives**	**35**	39	23	39	41	32	35	35
They **will not turn violent** or vindictive	**31**	10	20	37	43	31	37	38
Our **trusting relationships** can withstand disagreements	**29**	26	22	30	37	24	32	29

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK_TOPICS_WHY. You said you would feel comfortable having a conversation about at least one of the issues above with someone in the workplace whom you disagreed with about that issue. Why would you feel comfortable having this conversation? Pick all that apply. Question asked among those who are comfortable having a conversation about at least one societal issue with someone in the workplace whom they disagreed with on that issue (WRK_TOPICS/6-9 for any social issue). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

THE WORKPLACE IS WHERE WE ADDRESS SOCIETAL PROBLEMS

7 IN 10 WANT THEIR JOB TO BRING SOCIETAL IMPACT

Average percent of employees who say each is a strong expectation or deal breaker when considering a job

Individual expectations, in rank order

Career advancement

81% Avg

Competitive wages

Valuable work experiences

Training programs

Opportunities to move up

Personal empowerment

78% Avg

Regular, truthful communication

Easy for employees to give input

CEO embodies the values of the organization

Include employees in the planning process

Employees reflect customer diversity

Societal impact

69% Avg

Business reflects my values

Has a greater purpose

Meaningful work that shapes society

Opportunities to address social problems

Stops specific business practices if employees object

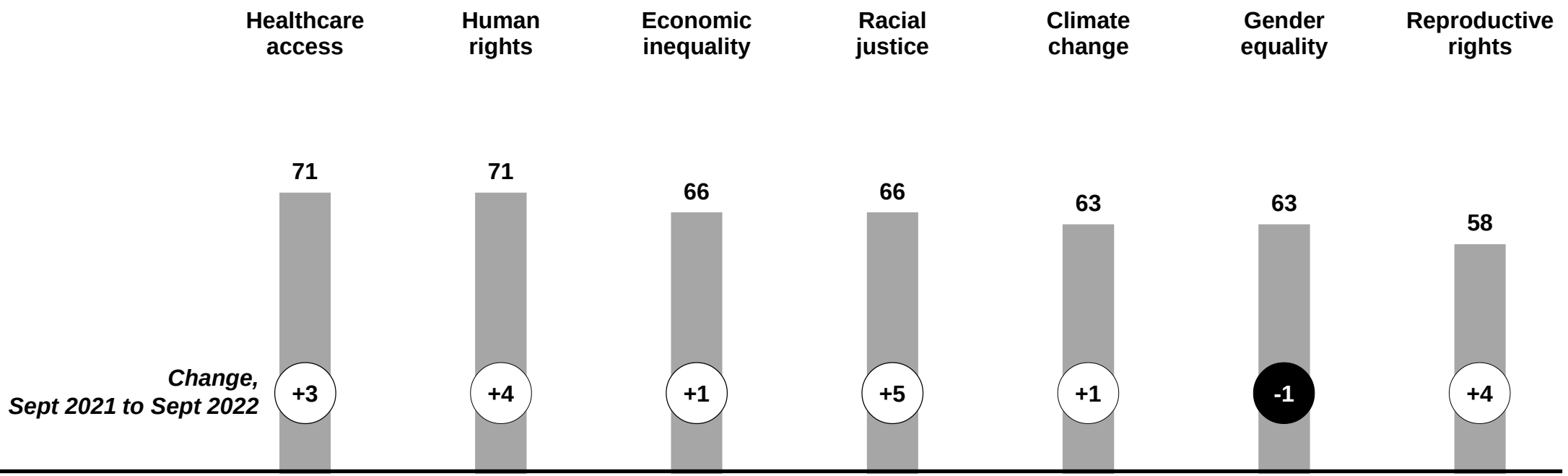
CEO addresses controversial issues I care about

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; top 2 box, important. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). “Career advancement” is an average of attributes 1-4; “Personal empowerment” is an average of attributes 5-6, 8-11; “Societal impact” is an average of attributes 12-17.

EMPLOYER ENGAGEMENT ACROSS SOCIETAL ISSUES BECOMES MORE IMPORTANT TO JOB SEEKERS

Percent of employees who say

I am more likely to work for a company
if the organization were to publicly support addressing each of the following

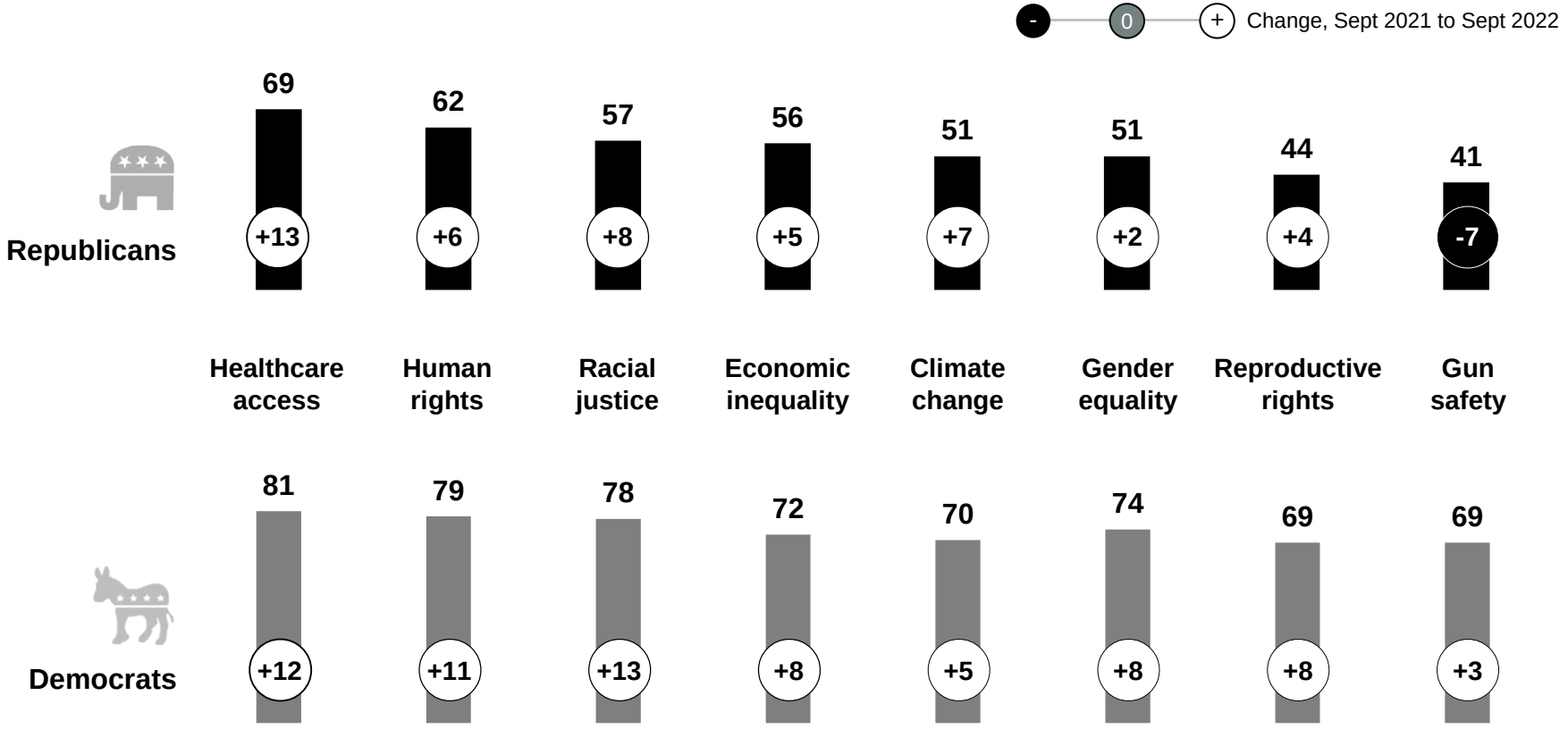


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; top 2 box, more likely. Question asked of half of the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

DEMAND FOR EMPLOYER STANDS GROWS AMONG BOTH U.S. REPUBLICANS AND DEMOCRATS

Percent of U.S. employees who say

I am more likely to work for a company if the organization were to publicly support addressing each of the following



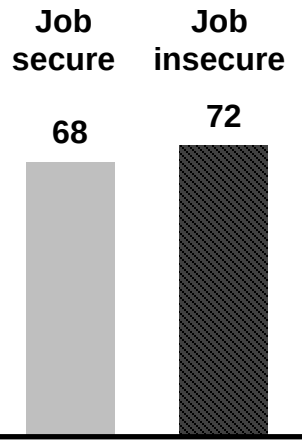
2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; top 2 box, more likely. Question asked of half of the sample. U.S., by political ideology. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EVEN THE JOB INSECURE WILL NOT COMPROMISE ON EMPLOYER SOCIETAL ENGAGEMENT

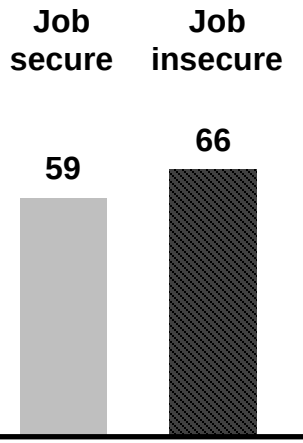
Percent of employees who say

This is a **strong expectation or deal breaker** when I consider a job

My job gives me opportunities to **address societal problems**



My **CEO speaks publicly about controversial issues** I care about



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; top 2 box, important. 7-mkt avg., by those who are job secure (JOB_CONF/1-2) and those who are job insecure (JOB_CONF/3-5). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

A NEW EMPLOYER MANDATE: BRIDGING SOCIETAL DIVIDES

TO EARN TRUST, BECOME A SOURCE OF QUALITY INFORMATION

Percent increase in likelihood of trusting one's employer,
showing top 8 significant drivers of 39 analyzed (logistical regression analysis)

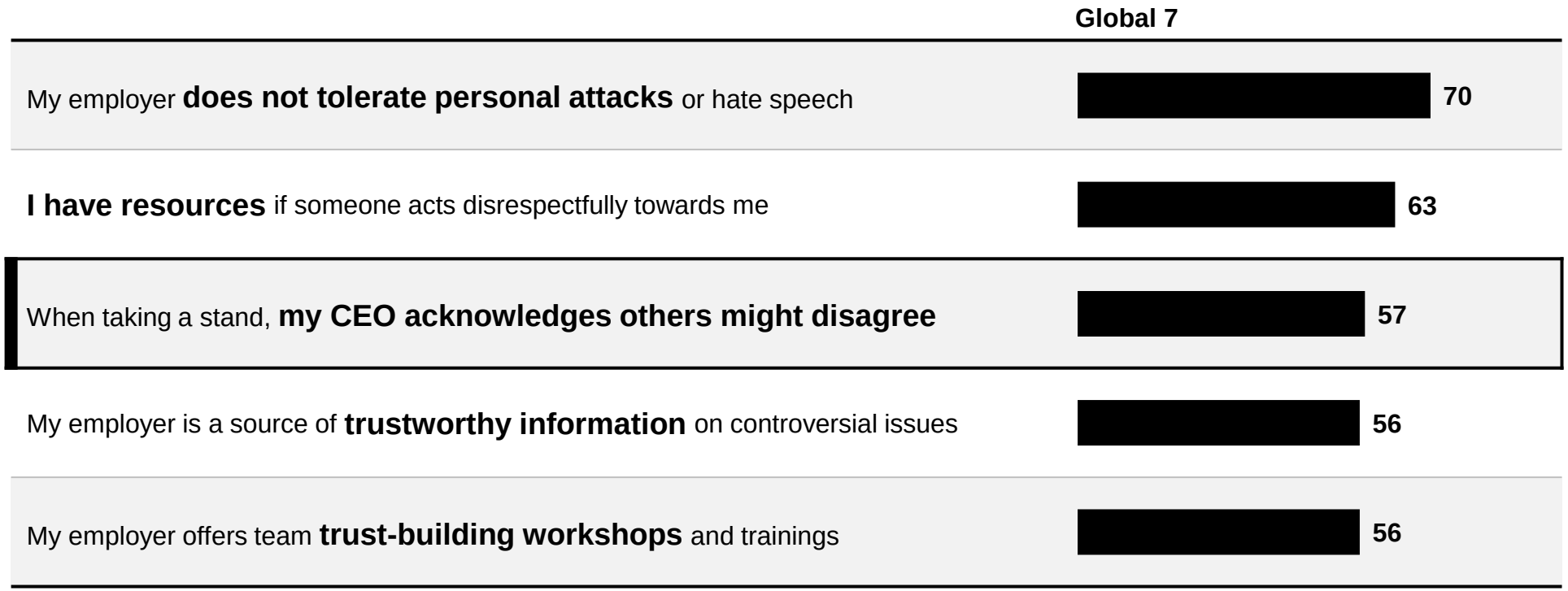
This is true about my employer:	Increased likelihood of trust
Trustworthy source of information about contentious issues	**+6.5%**
Comfortable voicing my opinion even when it's different from my boss	5.7
Pays **fair wage to all employees**	4.8
I understand and **support the organization's greater purpose**	4.7
Management always **tells employees the truth**	4.2
Meaningful progress on **environmental and climate impact**	4.1
Pays me fairly for the work I do	3.9
Addresses **employee burnout**	3.7

Quality information matters even more than fair pay

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. Discrete choice analysis; results shown are marginal effects on likelihood to trust. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). For a full explanation of how this data was calculated, please see the Technical Appendix.

CEOS: SET THE EXAMPLE FOR CIVIL DISCOURSE

Among those **comfortable discussing opposing viewpoints with co-workers**, percent of employees who say



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. CONVO_CONF. For each of the following, please indicate whether it is true of the organization you work for or not. Code 1, yes. 7-mkt avg., among those who said they were comfortable discussing opposing viewpoints at WRK_TOPICS. WRK_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. All data is filtered to be among employees who work for an organization or corporation (Q43/1). For a full explanation of how this data was calculated, please see the Technical Appendix.

ACTIVATE TRUSTED SPOKESPEOPLE

Percent of employees who say

I trust this source to **tell the truth**
about what is happening within my organization

	Global 7	Non-managers	Managers	Senior managers
My co-workers	**43**	***45***	44	39
My manager	**41**	41	***46***	35
The CEO	**25**	15	28	***43***
The head of Human Resources	**21**	15	25	30

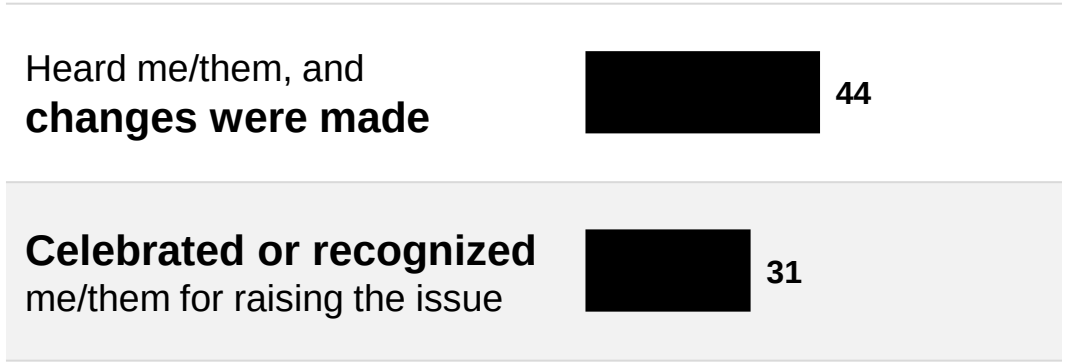
#1 trusted source for each management level

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK_VOICES. Which of the following people do you trust to tell you the truth about what is happening within the organization you work for? Pick all that apply. Question asked of half of the sample. 7-mkt avg., and by job level. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

ELEVATE AND ACT ON EMPLOYEE VOICES

Among the 40% of employees who have **raised a concern** about working conditions, unfair or unethical employer behavior, or who know someone who has done so, percent who say…

My employer ...



Global 7

68%

Were heard
and/or recognized for raising the issue **(net)**

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. SPEAK_OUT_CONQ. In your most recent experience, which of the following describes what happened when you or the person you knew raised an issue about your working conditions or unfair employer behavior? Pick all that apply. Question asked among those who have, or know someone who, raised a concern about working conditions (SPEAK_OUT/1-2). 7-mkt avg. Data on the right is a net of attributes 3 and 4. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

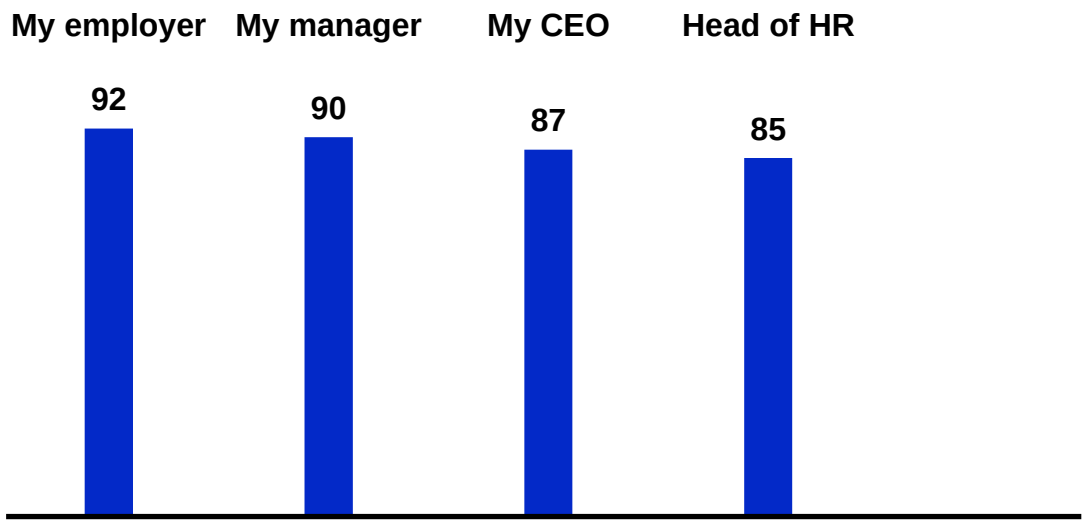
TO EARN THEIR TRUST, GIVE THEM YOURS

Percent of employees who say

Distrust Neutral Trust

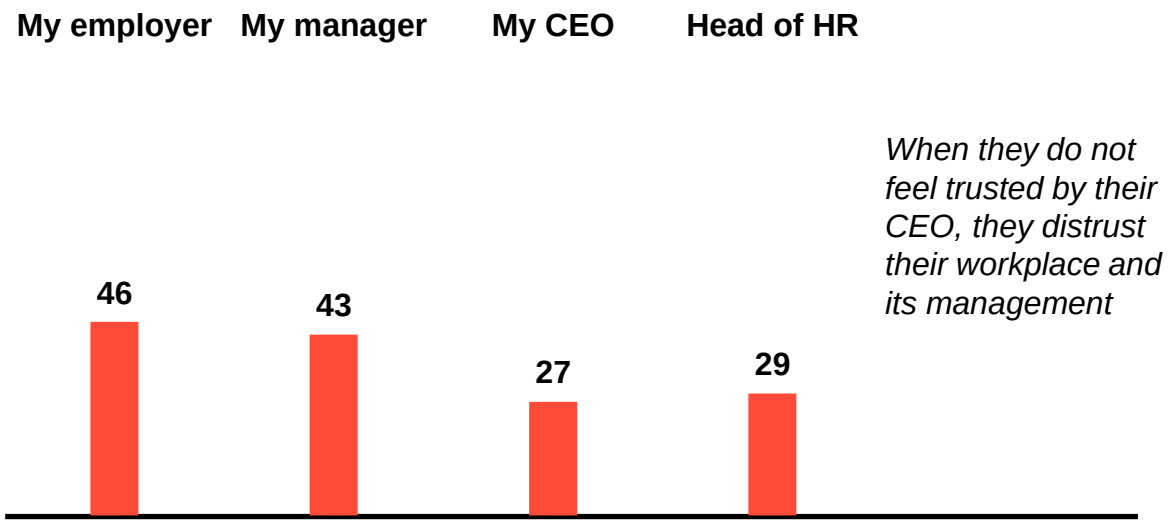
I feel **my CEO trusts me** (71%)

and I trust…



I feel **my CEO does not trust me** (29%)

and I trust…



When they do not feel trusted by their CEO, they distrust their workplace and its management

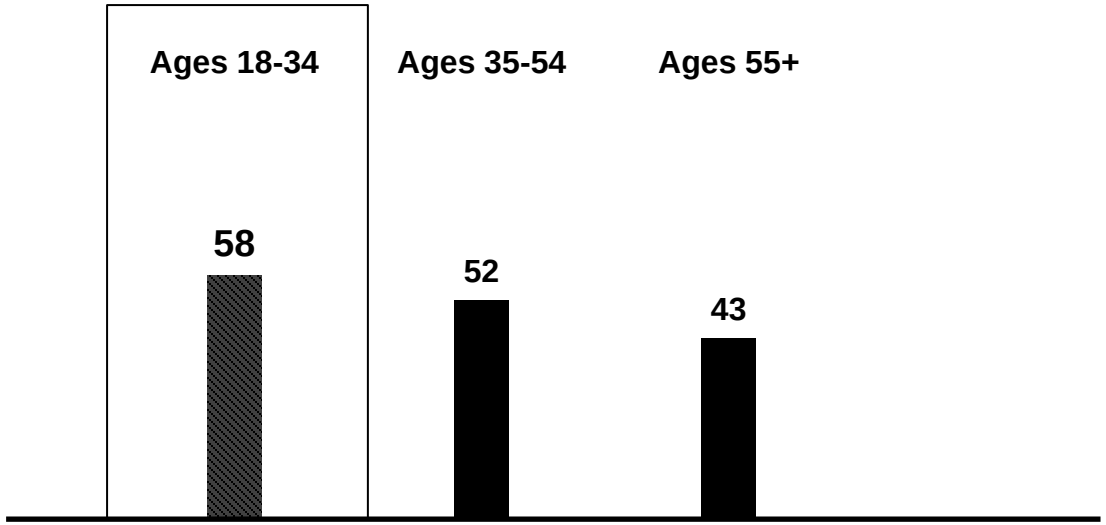
2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU_ME. Below is a list of people. For each one, please indicate how much you feel trusted by them. 9-point scale; top 4 box, feel trusted; codes 1-5, 99, don't feel trusted. TRU_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right. 9-point scale; top 4 box, trust. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg., among those who feel trusted by their CEO (TRU_ME/6-9) and those who do not feel trusted by their CEO (TRU_ME/1-5, 99). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

RESTORING SOCIETAL TRUST FROM THE WORKPLACE OUT

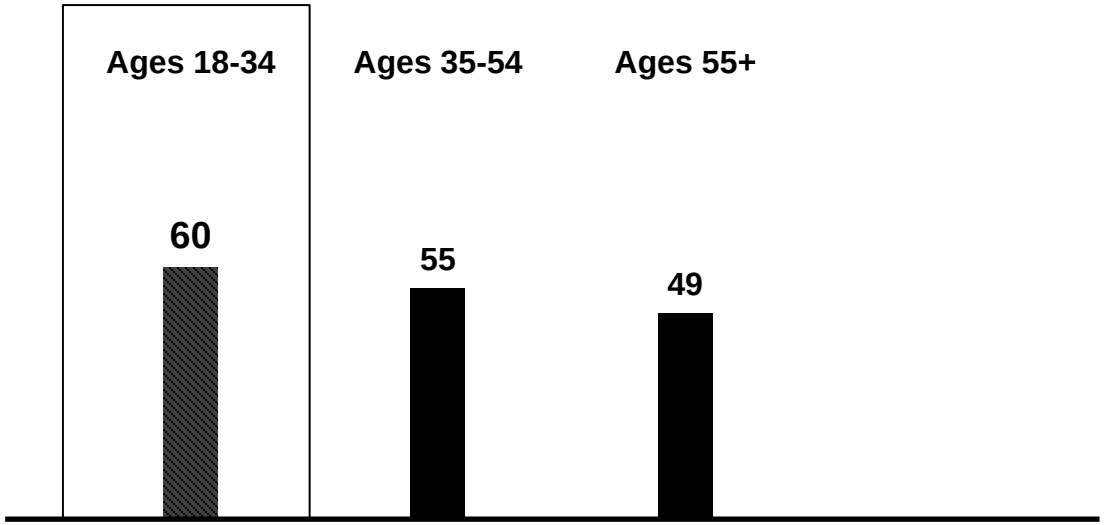
6 IN 10 YOUNG EMPLOYEES EXPECT EMPLOYERS TO ALSO INFORM CIVIL DISCOURSE *OUTSIDE* THE WORKPLACE

Percent of employees who agree

I would like my employer to make trustworthy information about contentious issues **available to the general public**



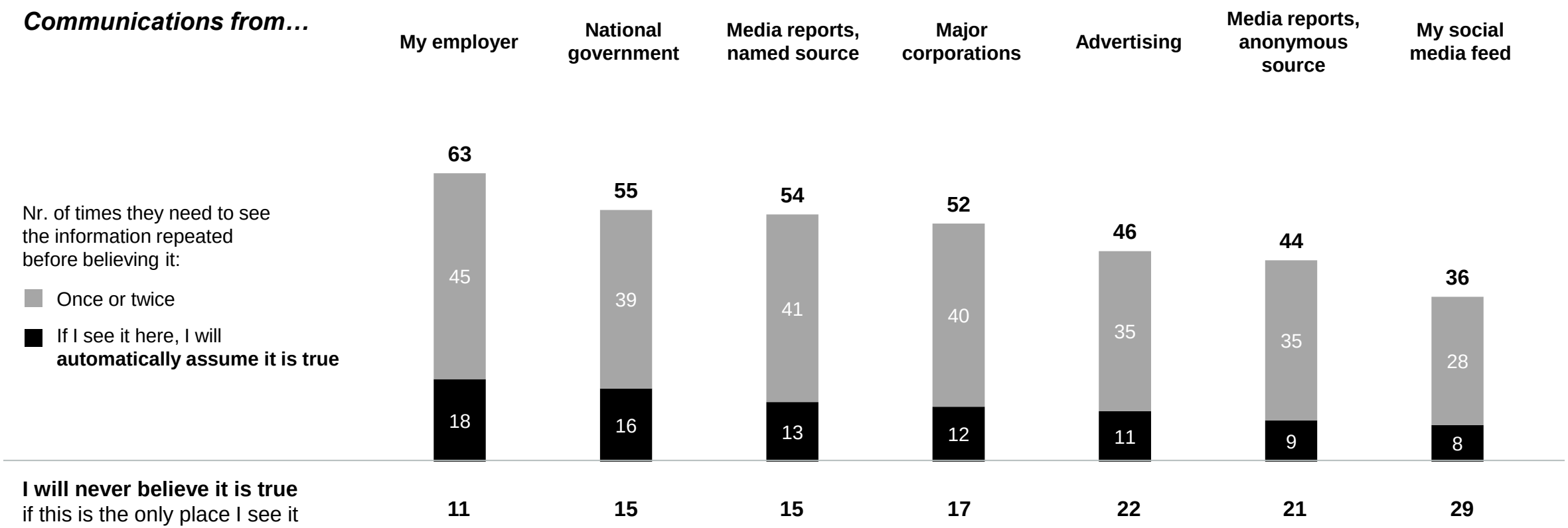
Employers should train employees on how to have constructive debates about contentious issues inside and **outside the workplace**



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. CIVIL_ROLE. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. 7-mkt avg., by age. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EMPLOYERS MORE BELIEVABLE THAN GOVERNMENT OR MEDIA

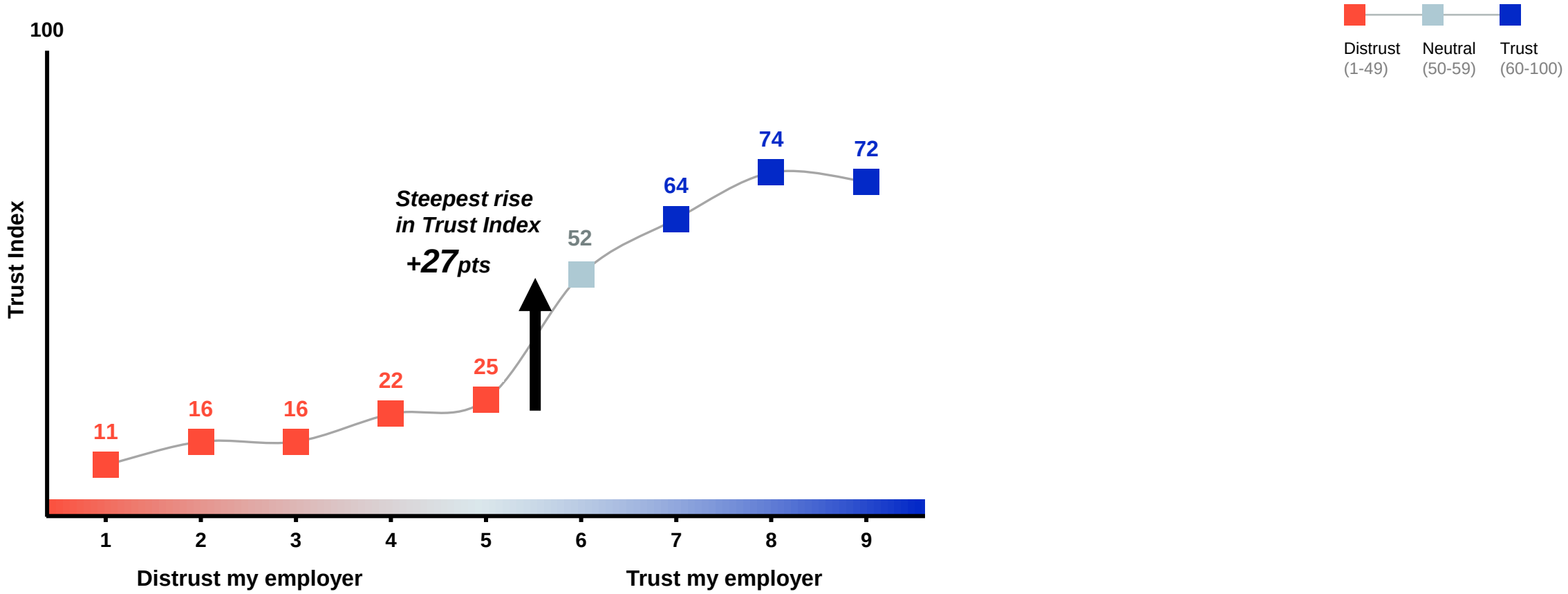
Percent of employees who believe information from each source automatically, or after seeing it twice or less



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. HEAR_TIME1. When you see a new piece of information or a news story in each of the following information sources, how many times do you need to see it or hear it repeated in that same type of information source before you believe it is really true? Question asked of half of the sample. "Once or twice" is a sum of codes 2 and 3. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

AS EMPLOYER TRUST INCREASES, SO DOES TRUST IN INSTITUTIONS

Average trust across institutions (Trust Index) at each level of employer trust



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THE EMPLOYER ROLE IN RESTORING TRUST

1

Trust your people

Trusting employees is essential to winning their trust in you. To show your trust, actively seek out their views, act on their input and make decisions with transparency.

2

Address societal issues

Maintain your commitment to address societal issues even in the face of economic uncertainty, and give your people societal impact through their work. Employers must take meaningful action on climate change, fair wages, job training and inclusivity.

3

Bridge divides

Create an environment of mutual trust and civility in the workplace, and offer resources, reliable information and training to help employees navigate contentious issues both inside the workplace and beyond.

4

Restore societal trust from the workplace out

Set the tone for civil discourse publicly, and encourage your employees to be ambassadors for civility in their interactions outside the workplace.

SUPPLEMENTAL DATA: EMPLOYER TRUST IN DETAIL

TRUST KPI'S: WITH TRUST, MORE LOYALTY, ADVOCACY, COMMITMENT AND ENGAGEMENT

Average percent of employees who agree, among those who trust vs. do not trust their employer

I trust my employer

I do not trust my employer

Advocacy *(avg)*

I would recommend our products or services to others

I recommend this organization as an employer to others

Engagement *(avg)*

I am proud of my organization and support its societal initiatives

I offer suggestions for improving the organizations products/services

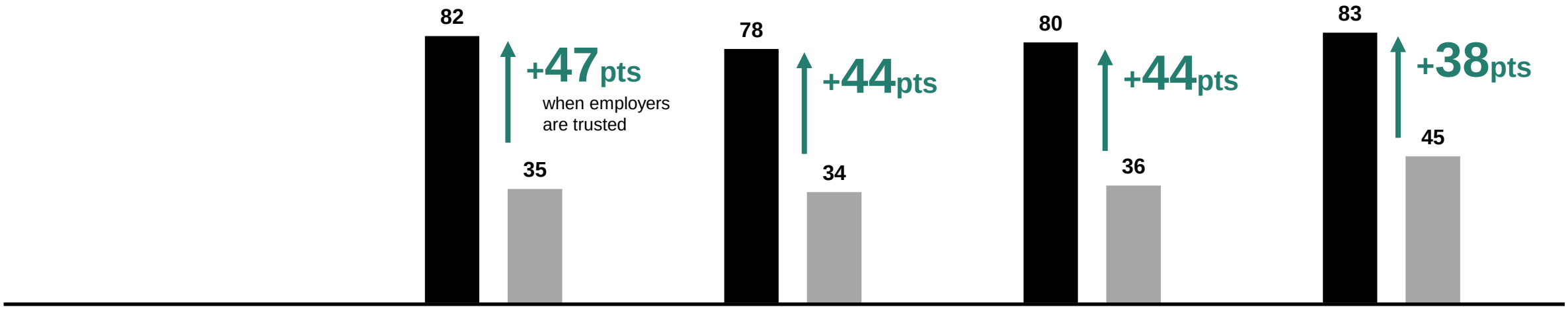
Loyalty

I want to stay working for this organization for many years

Commitment *(avg)*

I feel motivated to perform at my best

I do more than what's expected to help them succeed



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. 7-mkt avg., among those who trust their employer (TRU_INSr8/6-9) and those who do not trust their employer (TRU_INSr8/1-5,99). All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Advocacy" is an average of attributes 2-3; "Engagement" is an average of attributes 11,12, and 16; "Commitment" is an average of attributes 8 and 9.

MY EMPLOYER TRUSTED ACROSS COUNTRIES AND DEMOGRAPHICS

Percent of employees who trust their employer

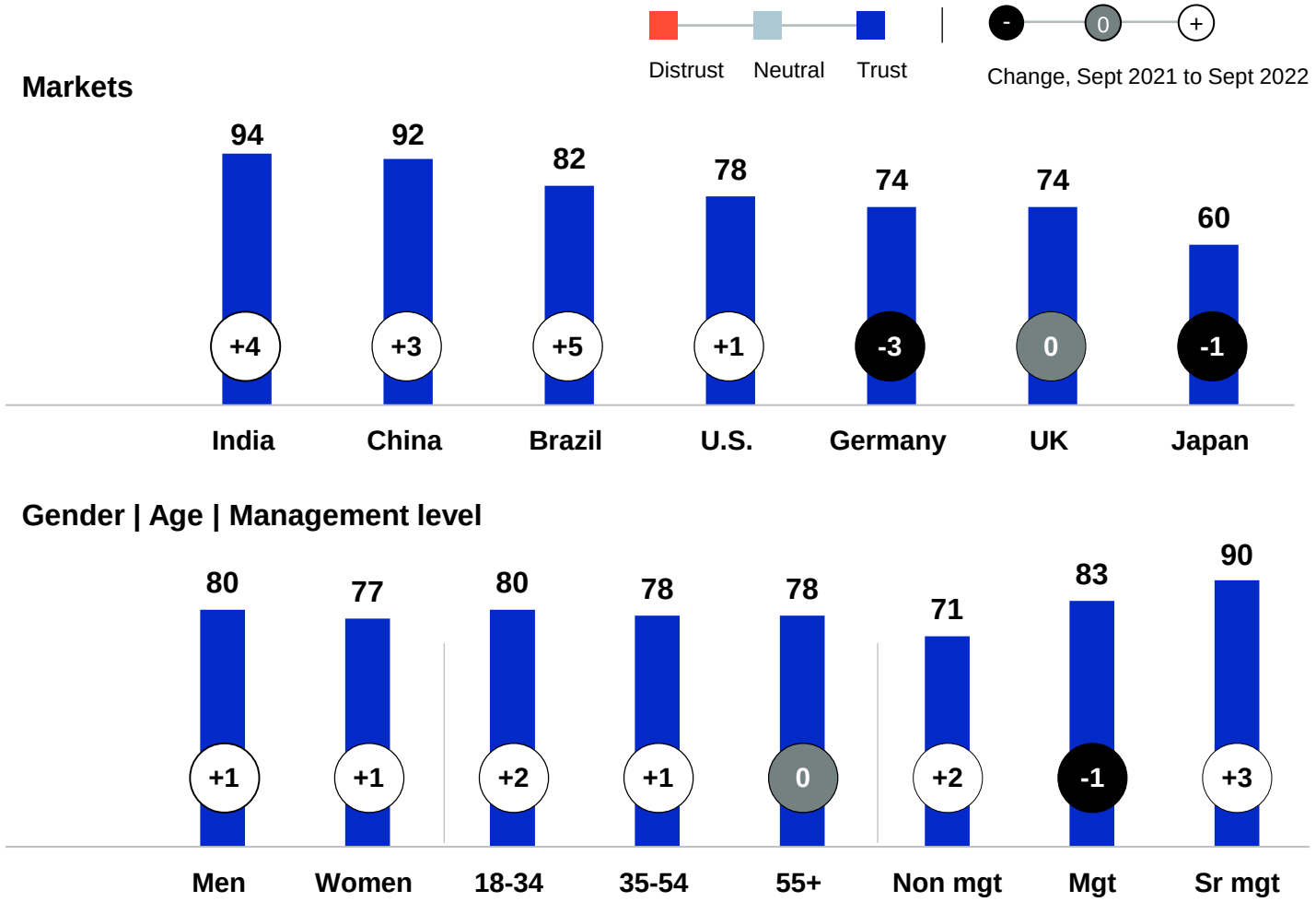
Global 7

78

MY EMPLOYER

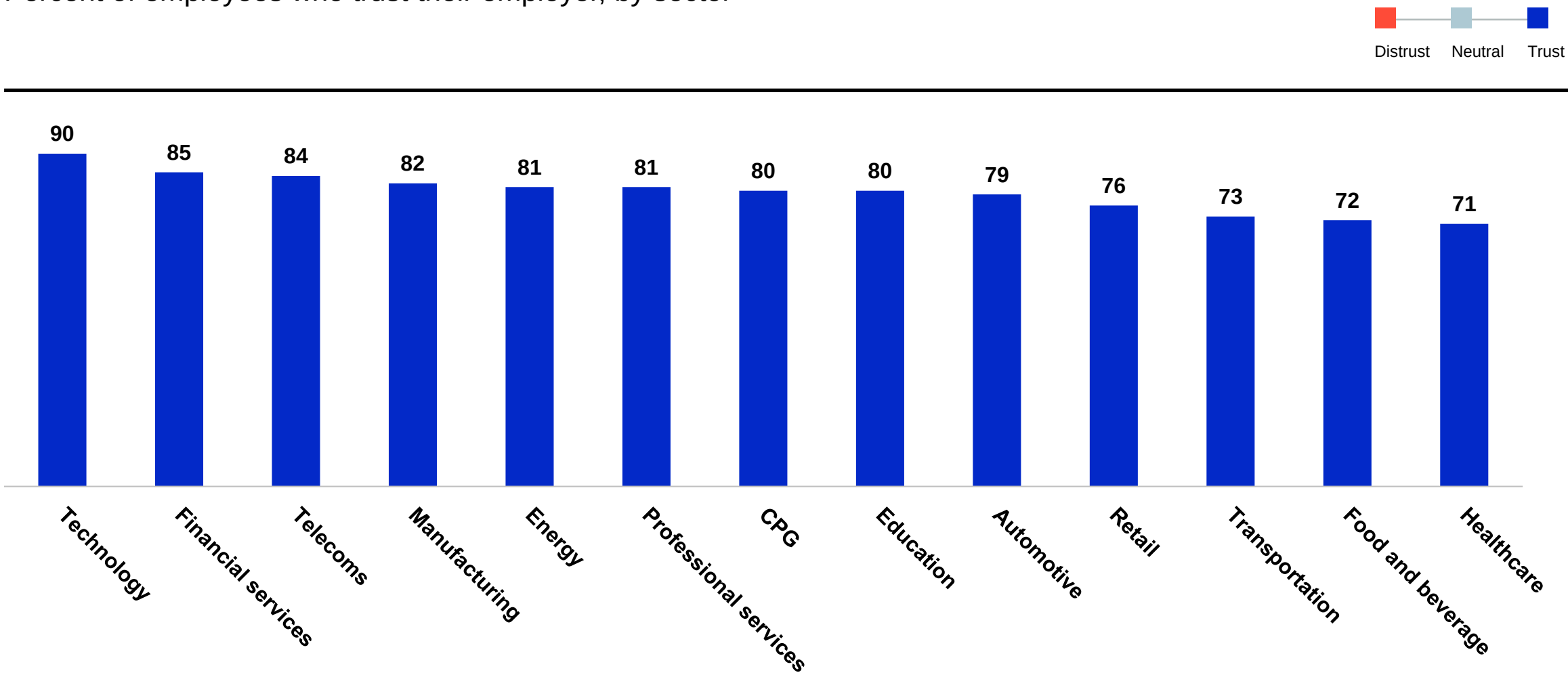
0pts

Change, Sept 2021 to Sept 2022



SECTOR EMPLOYEES AND TRUST

Percent of employees who trust their employer, by sector

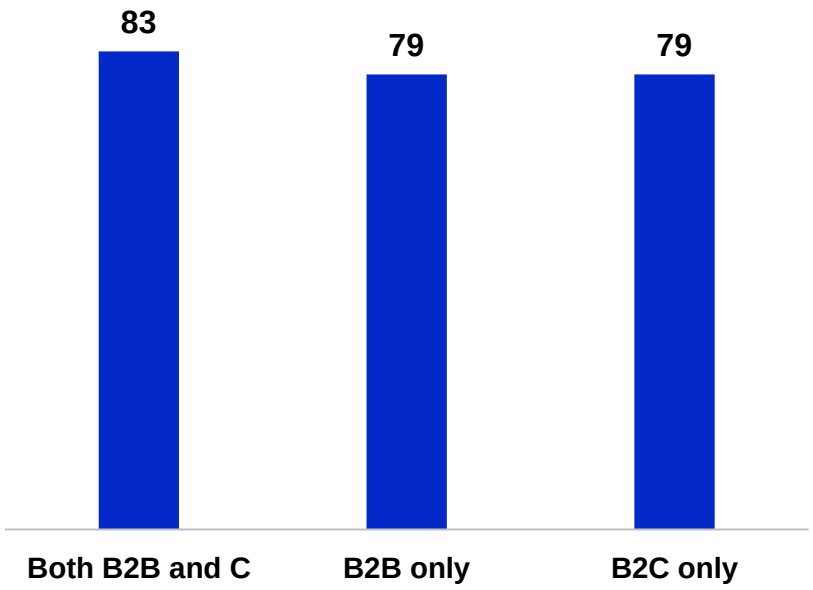


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg., by sector (Q420). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

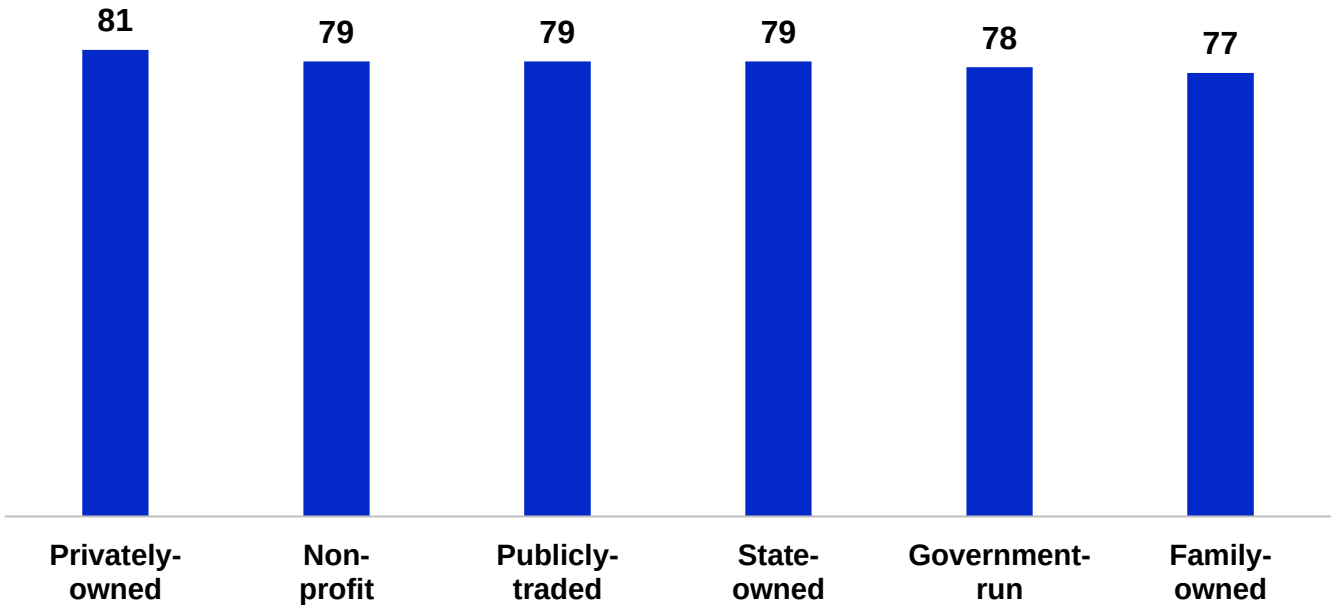
EMPLOYERS TRUSTED ACROSS COMPANY TYPES AND STRUCTURES

Percent of employees who trust their employer, by business model and type of company

Across business models



Across type of company

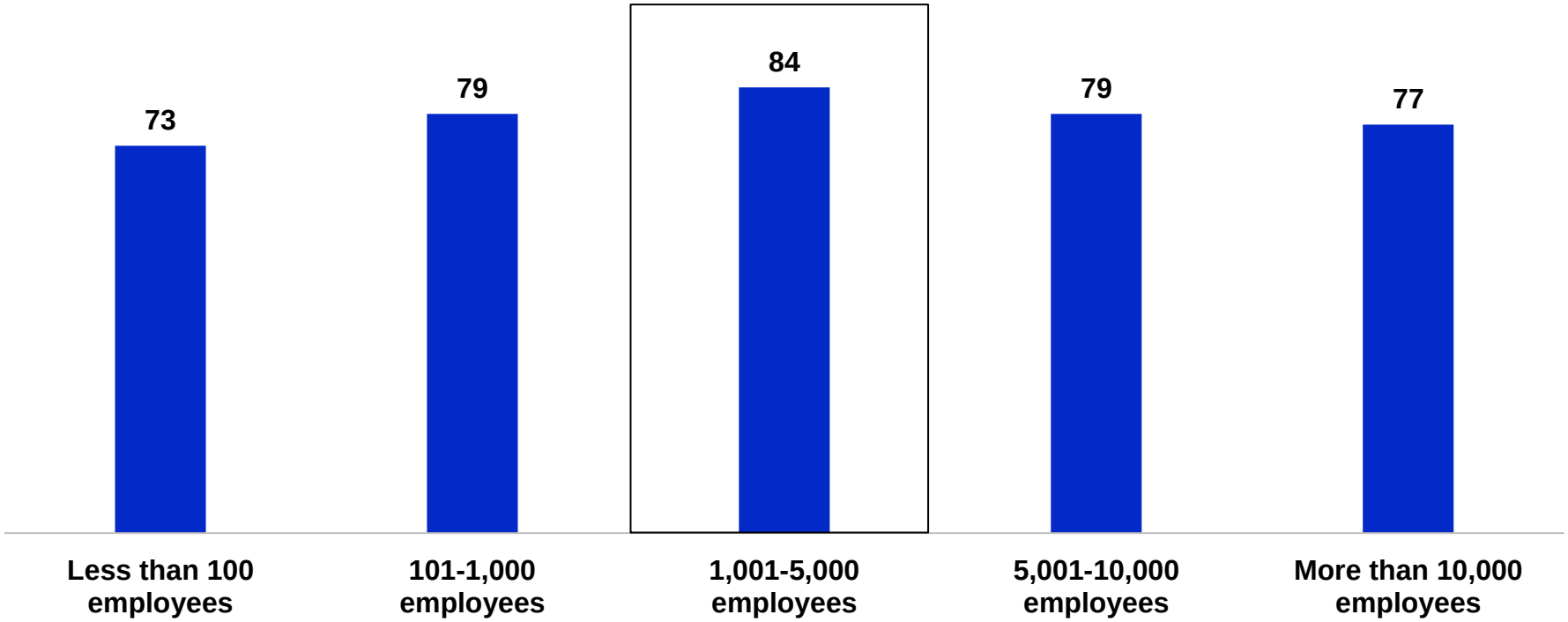


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg., by business model (B2B_SCREENER) and company type (Q28). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

COMPANY SIZE:
MID-SIZED COMPANIES MOST TRUSTING

Percent of employees who trust their employer, by company size

Across company size



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. 7-mkt avg., by company size (Q27). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

SUPPLEMENTAL DATA: EXPECTATIONS FOR WORK-LIFE BALANCE

NOT WILLING TO SACRIFICE WELLNESS FOR CAREER SUCCESS

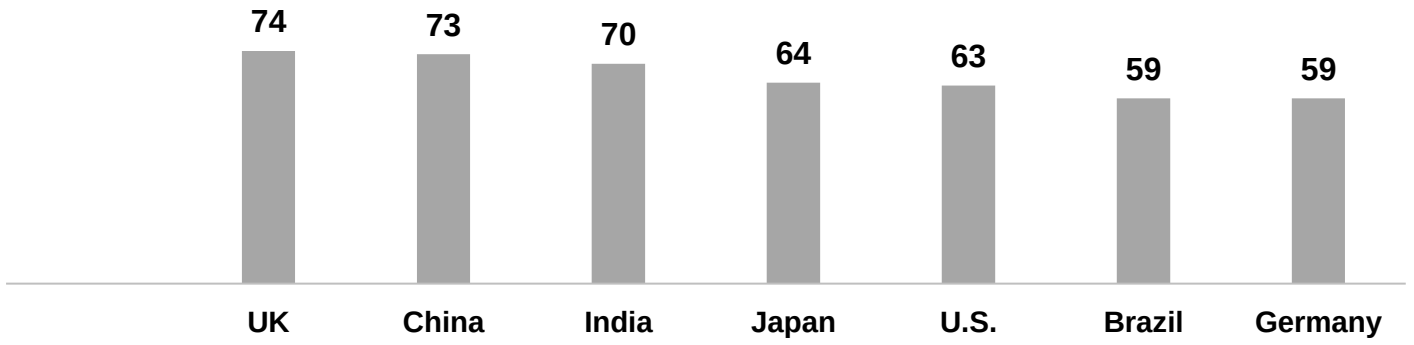
Percent of employees who agree

I am **not willing to sacrifice my mental health or personal well-being** for career advancement and higher pay

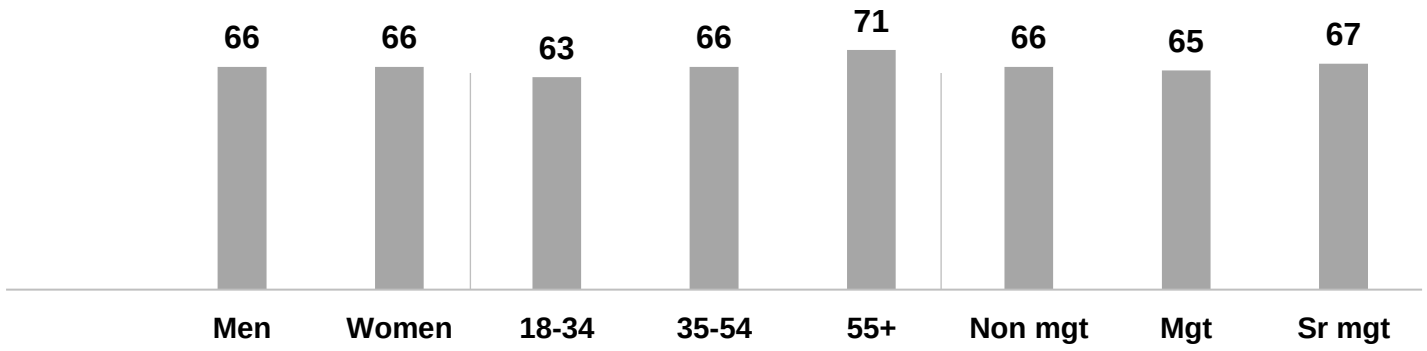
Global 7

66%

Markets



Gender | Age | Management level



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK_STRESS. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. Question asked of half of the sample. 7-mkt avg., and by gender, age, and job level. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

WORK-LIFE BALANCE ON PAR WITH COMPENSATION AS REASONS FOR LEAVING A JOB

Among the 13 percent who have left their jobs in the last 6 months or are looking to leave their jobs, percent of employees who say

I have left, or am looking to leave, my job **to find**…

45%

Better compensation or career advancement

43%

Better work-life balance

33%

Better values alignment

28%

Greater job security

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. JOB_ATT_WHY2. Which of the following best describes the reasons why you have left, or are looking to leave, your current job? Pick all that apply. Question asked among those who have left, or are looking to leave, their current job (JOB_ATT/2-4). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

ONLY 1 IN 2 SAY THEIR EMPLOYER IS DOING WELL ADDRESSING BURNOUT

Percent of employees who say

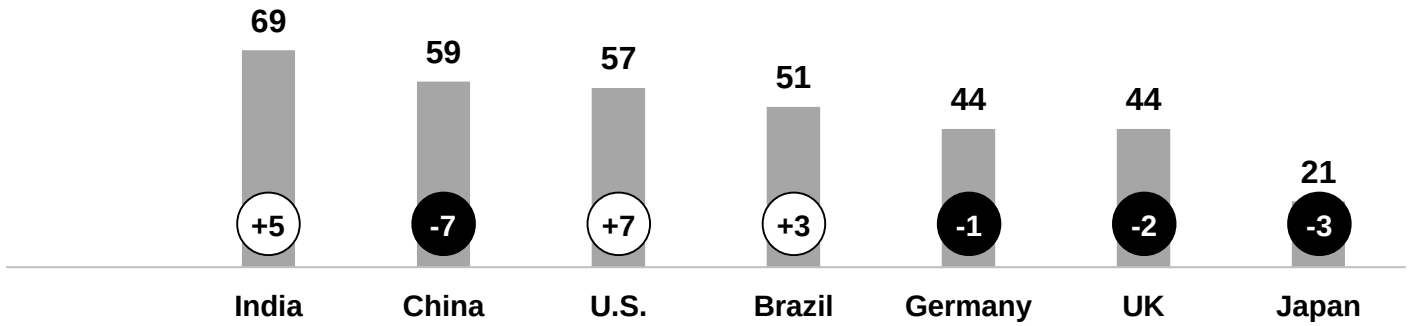
My employer is doing well on **taking the issue of employee burnout seriously** and actively taking steps to prevent it

Global 7

48% ↑ 0 pts

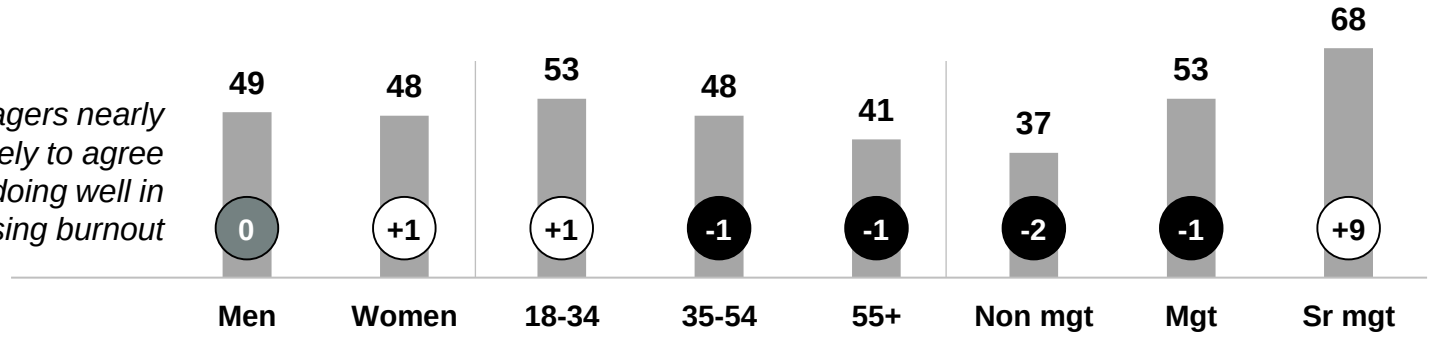
Change, Sept 2021 to Sept 2022

Markets



Gender | Age | Management level

Non managers nearly half as likely to agree employers doing well in addressing burnout



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. PER_EMP. How well do you believe your employer is currently doing each of the following? 5-point scale; top 2 box, doing well. Question asked of half of the sample. 7-mkt avg., and by gender, age, and job level. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

DATA IN DETAIL: EMPLOYEE EXPECTATIONS AND JOB LOSS FEARS

EXPECTATIONS AND PERFORMANCE IN DETAIL

Percent of employees who say each is a strong expectation or a deal breaker when considering a job, and those who agree their employer is doing each

	Expectation	Performance	Gap, expectation - performance
CAREER ADVANCEMENT (average)	**81**	**63**	**18pts**
They offer training programs to keep skills up to date	80	66	14
Opportunities to move up	76	58	18
Competitive wages	85	57	28
They offer me interesting and valuable work experiences	82	70	12
PERSONAL EMPOWERMENT (average)	**78**	**62**	**16**
Employees reflect customer diversity	73	62	11
Management always tells the truth	82	58	24
Management communicates regularly with employees	83	65	18
CEO embodies the values of the organization	76	62	14
Easy for employees to give input	80	64	16
Include employees in the planning process	75	59	16
SOCIETAL IMPACT (average)	**69**	**57**	**12**
Opportunities to address social problems	68	55	13
Has a greater purpose	74	69	5
CEO addresses controversial issues I care about	59	49	10
Business reflects my values	75	61	14
Meaningful work that shapes society	73	62	11
If employees objected, would stop engaging in specific business practices	65	46	19
NEW ITEMS	**n/a**	**n/a**	**n/a**
I am being paid fairly for the work I do	87	66	21
I feel comfortable voicing my opinion even when it is different from my boss	81	67	14

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; top 2 box, important. EMP_VAL. Thinking about your current employer, to what extend do you agree with the following statements? 9-point scale; top 4 box, agree. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EMPLOYER ENGAGEMENT ACROSS SOCIETAL ISSUES BECOMES MORE IMPORTANT TO JOB SEEKERS

Percent of employees who say **they are more likely to work for a company** if the organization were to publicly support addressing each of the following

+/- Sept 2021 to Sept 2022	Global 7		Brazil		China		Germany		India		Japan		UK		U.S.	
	%	*+/-*														
Healthcare access	**71**	*+3*	**83**	*+3*	**69**	*-9*	**59**	*-1*	**87**	*+7*	**56**	*+1*	**69**	*+5*	**74**	*+11*
Human rights	**71**	*+4*	**78**	*+1*	**71**	*-7*	**62**	*+4*	**88**	*+10*	**62**	*-1*	**66**	*+7*	**70**	*+8*
Consumer privacy	**67**	*+1*	**80**	*+5*	**68**	*-9*	**56**	*0*	**85**	*+9*	**60**	*-4*	**59**	*+1*	**67**	*+7*
Economic inequality	**66**	*+1*	**79**	*-2*	**66**	*-9*	**55**	*+3*	**80**	*+6*	**56**	*-4*	**63**	*+6*	**63**	*+6*
Racial justice	**66**	*+5*	**78**	*+4*	**64**	*-2*	**56**	*+6*	**79**	*+7*	**52**	*+2*	**65**	*+6*	**67**	*+11*
Climate change	**63**	*+1*	**75**	*+1*	**65**	*-10*	**56**	*+5*	**82**	*+9*	**47**	*-3*	**60**	*+2*	**60**	*+6*
Gender equality	**63**	*-1*	**65**	*-2*	**65**	*-9*	**55**	*+3*	**83**	*+5*	**55**	*-9*	**59**	*+2*	**62**	*+6*
Reproductive rights	**58**	*+4*	**65**	*+4*	**64**	*-6*	**47**	*+5*	**80**	*+10*	**38**	*-3*	**56**	*+7*	**59**	*+9*
LGBTQ rights	**51**	*0*	**52**	*-4*	**61**	*-1*	**42**	*+3*	**73**	*+7*	**36**	*-4*	**48**	*-2*	**51**	*+4*
Gun safety	**n/a**	*n/a*	**n/a**	*n/a*	**n/a**	*n/a*	**n/a**	*n/a*	**n/a**	*n/a*	**n/a**	*n/a*	**n/a**	*n/a*	**56**	*+1*

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; top 2 box, more likely. Question asked of half of the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

TOP JOB LOSS CONCERNS: RECESSION, LACK OF TRAINING, INTERNATIONAL CONFLICTS

Percent of employees who worry

+/- Sept 2021 to Sept 2022	Global 7		Brazil		China		Germany		India		Japan		UK		U.S.	
	%	*+/-*														
Looming recession	**48**	*-5*	**61**	*-11*	**68**	*10*	**32**	*-9*	**64**	*-6*	**38**	*2*	**42**	*-6*	**41**	*-8*
Lack of training/skills	**46**	*-5*	**59**	*-11*	**68**	*4*	**29**	*-8*	**64**	*-3*	**33**	*-1*	**35**	*-11*	**39**	*-5*
International trade	**45**	*-1*	**59**	*-2*	**69**	*9*	**35**	*0*	**65**	*-3*	**30**	*5*	**33**	*-8*	**36**	*-4*
Freelance and gig-economy	**43**	*-7*	**55**	*-12*	**68**	*7*	**26**	*-17*	**61**	*-8*	**24**	*-1*	**36**	*-11*	**38**	*-7*
Automation	**42**	*-5*	**48**	*-8*	**67**	*10*	**27**	*-15*	**64**	*-1*	**31**	*-2*	**32**	*-9*	**34**	*-8*
Cheaper foreign competitors	**40**	*-6*	**45**	*-12*	**66**	*10*	**29**	*-11*	**61**	*-8*	**27**	*2*	**29**	*-11*	**33**	*-9*
Offshoring	**38**	*-7*	**44**	*-9*	**64**	*10*	**26**	*-11*	**61**	*-8*	**24**	*-4*	**27**	*-11*	**30**	*-11*

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. POP_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worried. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

TECHNICAL APPENDIX

SAMPLE TARGETS EXPLAINED:

DETERMINING THE EMPLOYEE SAMPLE

We conducted a six-year historical analysis using data collected from the Edelman Trust Barometer (2016 - 2022) and Special Report: May Updates (2020 - 2022) to establish sample targets representative of each market's employee population.*

We looked at the natural fallout of employees in each market since 2016 across key demographics: Gender, age, region, and ethnicity (where applicable). We then averaged the natural fallout percentages across years for each demographic subgroup (for example, men versus women) to determine the targets for each market.

**We defined the employee population as anyone who is employed full- or part-time, regardless if they are self employed or work for an organization. The data shown in this report is a subset of the sample collected, containing only those that are employed by an organization.*

DATA ANALYSES EXPLAINED:
JOB LEVELS

Respondents were asked:

Which of the following best describes your position or level within your company or organization? The answer options to this question are shown below:

Sr. Managers	1. Senior executive level (CEO, President, etc.) 2. Executive level (General Manager, Executive Vice President, Executive Director, etc.) 3. Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)
Managers	4. Mid-level management (Director, Senior Manager, etc.) 5. Lower-level management (Supervisor, Associate Manager, etc.)
Non-management	6. Experienced (Non-manager) 7. Entry level
	9. Other 99. Don't know/ refused

Respondents who answered a 1, 2 or 3 are considered "Sr. Managers," those who answered a 4 or 5 are considered "Managers," and those who said a 6 or 7 are considered "Non-management."

Those that said a 9 or 99 are not included in the job level segments.

DATA ANALYSES EXPLAINED:
JOB INSECURITY

Respondents were asked:

How likely do you feel it is that you will be laid off from your job by the end of this year? The answer options to this question are shown below:

Job secure	1. It is extremely unlikely I will be laid off from my job
	2. It is somewhat unlikely I will be laid off from my job
Job insecure	3. It is neither unlikely nor likely I will be laid off from my job
	4. It is somewhat likely I will be laid off from my job
	5. It is extremely likely I will be laid off from my job
	99. Don't know / Not sure

Respondents who answered a 1 or 2 are considered “job secure.” Those who answered a 3, 4, or 5 are considered “job insecure.”

Those that said 99 are not included in the job insecurity segments.

DATA ANALYSES EXPLAINED:
WORKPLACE COMFORT

Respondents were asked:

How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? Each of the issues was rated on a nine-point scale, where one means, “not comfortable at all” and nine means, “extremely comfortable.”

List of issues:

- Climate change
- Racism and discrimination
- Reproductive rights
- Gender equality
- LGBTQIA+ rights

We then created a work comfort segment by averaging respondents’ answers on the 1-9 scale across all five issues. Respondents’ whose average score was between 6.00-9.00 on this scale were classified as comfortable at work.

DATA ANALYSES EXPLAINED:

INCREASED LIKELIHOOD TO TRUST ONE'S EMPLOYER

To investigate the impact of employer performance on employer trust, we took respondents' answers to 39 employer attributes* across three questions to get a performance score for each.

Questions included in the analysis:

CONVO_CONF: *For each of the following, please indicate whether it is true of the organization you work for or not. (Please select one response for each.) Code 1,* ***Yes this is true*** *of my organization.*

EMP_VAL: *Thinking about your current employer, to what extent do you agree with the following statements? (Please select one response for each.) 9-point scale, top 4 box,* ***agree***.

PER_EMP: *How well do you believe your employer is currently doing each of the following? Please indicate your answer using the 5-point scale below. (Please select one response for each.) 5-point scale, top 2 box,* ***doing well***.

These performance scores were incorporated into a discrete choice analysis to determine which behaviors, if done or done well, would provide the greatest boost to employer trust.

The significant drivers of trust, as defined by the magnitude of the marginal effect on the likelihood to trust associated with your employer doing that behavior or doing it well, are displayed to the right.

**Complete list of individual attributes shown on the next slide.*

Significant drivers of employer trust	***Increased likelihood of trust***
Trustworthy source of information about contentious issues	6.51%
Comfortable voicing my opinion even when it's different from my boss	5.69%
Pays fair wage to all employees	4.84%
I understand and support the organization's greater purpose	4.69%
Management always tells employees the truth	4.18%
Meaningful progress on environmental and climate impact	4.07%
Pays me fairly for the work I do	3.91%
Addresses employee burnout	3.73%
The CEO's actions embody the values of our organization	3.39%
I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue	2.91%

INDIVIDUAL ATTRIBUTES

PER_EMPr17	Paying a fair, living wage to all employees, gig workers, and independent contractors
PER_EMPr18	Being transparent about wage and benefits decisions
PER_EMPr19	Being transparent about how green and fair our supply chain is
PER_EMPr20	Taking the issue of employee burnout seriously and actively taking steps to prevent it
PER_EMPr21	Becoming involved in social issues in ways that do not alienate its employees
PER_EMPr22	Keeping partisan politics out of the workplace
PER_EMPr24	Making meaningful progress towards reducing the environmental and climate impact of our business operations
PER_EMPr25	Ensuring that the CEO's pay is fair relative to what the average employee at my organization earns
PER_EMPr26	Demonstrating a commitment to the social and societal issues they say they support through tangible actions and meaningful initiatives
PER_EMPr27	Making meaningful progress towards addressing diversity, equity and inclusion issues in the workplace
CONVO_CONFr1	My employer makes it clear which social and societal issues are and are not appropriate to discuss in the workplace
CONVO_CONFr2	My employer offers employees trainings on how to engage in civil discussions about contentious social and societal issues
CONVO_CONFr3	Senior executives in my organization demonstrate respect for points of views on issues that differ from their own
CONVO_CONFr4	Even when they take a public position on a contentious social issue, the CEO of my organization acknowledges that such issues are complex and that other well-meaning people might disagree with them
CONVO_CONFr5	My employer hosts events where speakers with differing perspectives talk about social and societal issues
CONVO_CONFr6	My employer is a trustworthy source of information about social issues and other important topics on which there is not general agreement in our country today
CONVO_CONFr7	I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue
CONVO_CONFr8	The online channels that my organization hosts where employees can express their opinions on current events and important social and societal issues are unbiased and balanced in how they are moderated
CONVO_CONFr9	My employer does not tolerate personal attacks, hate speech, or reprisals of any sort directed at other employees who may hold unpopular beliefs and opinions
CONVO_CONFr10	My employer offers team trust-building workshops and trainings
CONVO_CONFr11	My employer does not allow any conversations about politics or political issues in the workplace

EMP_VALr1	I am being paid fairly for the work I do
EMP_VALr2	My employer makes sure that wages keep up with the cost of living over time
EMP_VALr4	My employer provides me with many opportunities to move up within the organization
EMP_VALr5	My job offers me interesting and valuable work experiences
EMP_VALr6	My employer offers training programs to help employees keep their skills up-to-date
EMP_VALr10	My company makes it easy for me to give input and feedback to management
EMP_VALr11	The employees at all levels within the organization reflect the diversity of the customers and community we serve
EMP_VALr12	Management always tells employees the truth
EMP_VALr13	Management communicates regularly with employees about what is happening within the organization
EMP_VALr14	My organization includes employees in the planning and strategy development process
EMP_VALr18	The CEO's actions embody the values of our organization
EMP_VALr19	My values are reflected in the way the organization goes about its business
EMP_VALr20	I understand and support my organization's greater purpose
EMP_VALr22	My employer offers me opportunities within my job to engage in activities that help address social problems or support the local community
EMP_VALr23	My organization's CEO speaks out publicly about controversial social and political issues that I care about
EMP_VALr24	I have the opportunity to do work that will shape the future of society in some meaningful way
EMP_VALr25	I feel comfortable voicing my opinion even when it is different from my boss
EMP_VALr27	If employees objected, my employer would stop engaging in specific business practices or working with certain organizations

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

SOURCE OF COMMUNITY

SOCIAL_SOURCE. How significant are each of the following as a source of community in your life?

Shortened	Full
My family and friends	My family and friends
The people I work with	The people I work with or the employee organizations I am a part of at my job
People who share my personal interests	People with whom I spend time online or in real life that share my hobbies and personal interests
My neighbors	My neighbors
Athletic, humanitarian, religious or alumni organizations	Sports teams, fitness activities, or athletic clubs that I participate in
Athletic, humanitarian, religious or alumni organizations	Groups or humanitarian service organizations I volunteer with
Athletic, humanitarian, religious or alumni organizations	Groups or organizations related to my faith, spirituality or religious beliefs
Athletic, humanitarian, religious or alumni organizations	School groups such as student or alumni organizations and continuing education classes
Members of my political party	Members of the political party I am a member of, or most identify with

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

REASONS FOR BEING COMFORTABLE DISCUSSING CONTENTIOUS ISSUES AT WORK

WRK_TOPICS_WHY. You said you would feel comfortable having a conversation about at least one of the issues above with someone in the workplace whom you disagreed with about that issue. Why would you feel comfortable having this conversation?

Shortened	Full
We respect the truth and agree on basic facts	I am confident that even if we disagree about the best way to deal with such issues, my co-workers and I both respect the truth and agree on the basic facts surrounding the issue
They are open to different perspectives	I know my co-workers are open to hearing different perspectives on important issues
They will not turn violent or vindictive	I am confident that my co-workers will not turn violent or vindictive towards me for expressing a point of view on an issue that differs from theirs
Our trusting relationships can withstand disagreements	I have close, trusting relationships with my co-workers that can withstand even strong disagreements about issues like this

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EXPECTATIONS OF PROSPECTIVE EMPLOYERS

EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there?

Shortened	Full
Competitive wages	They ensure that their employees' wages keep up with increases in the cost of living over time
Training programs	They offer training programs to help employees keep their skills up-to-date
Opportunities to move up	There are many opportunities for me to move up within the organization
Valuable work experiences	They offer me interesting and valuable work experiences
Regular, truthful communication	Management always tells employees the truth
Regular, truthful communication	Management communicates regularly with employees about what is happening within the organization
Easy for employees to give input	They make it easy for employees to give input and feedback to management
CEO embodies the values of the organization	The CEO's actions embody the values of the organization
Include employees in the planning process	They include employees in the planning and strategy development process

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EXPECTATIONS OF PROSPECTIVE EMPLOYERS (CONTINUED)

EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there?

Shortened	Full
Employees reflect customer diversity	The employees at all levels within the organization reflect the diversity of the customers and community it serves
Opportunities to address social problems	There are opportunities within my job to engage in activities that help address social problems or support the local community
Business reflects my values	My values are reflected in the way the organization goes about its business
Has a greater purpose	The organization has a greater purpose that I understand and support
Meaningful work that shapes society	I would have the opportunity to do work that will shape the future of society in some meaningful way
Stops specific business practices if employees object	If its employees objected, my employer would stop engaging in specific business practices or working with certain organizations
CEO addresses controversial issues I care about	The CEO speaks publicly about controversial social and political issues that I care about

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYER ENGAGEMENT

EMP_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization?

Shortened	Full
Healthcare access	Improving access to healthcare
Human rights	Protecting human rights
Racial justice	Ending racism and racial inequality
Economic inequality	Reducing economic inequality
Climate change	Taking action to combat climate change and environmental degradation
Gender equality	Promoting gender equality
Reproductive rights	Protecting reproductive rights
Gun safety	Strengthening gun safety regulations

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYER ATTRIBUTES

CONVO_CONF. For each of the following, please indicate whether it is true of the organization you work for or not.

Shortened	Full
My employer does not tolerate personal attacks or hate speech	My employer does not tolerate personal attacks, hate speech, or reprisals of any sort directed at other employees who may hold unpopular beliefs and opinions
I have resources if someone acts disrespectfully towards me	I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue
When taking a stand, my CEO acknowledges others might disagree	Even when they take a public position on a contentious social issue, the CEO of my organization acknowledges that such issues are complex and that other well-meaning people might disagree with them
My employer is a source of trustworthy information on controversial issues	My employer is a trustworthy source of information about social issues and other important topics on which there is not general agreement in our country today
My employer offers team trust-building workshops and trainings	My employer offers team trust-building workshops and trainings

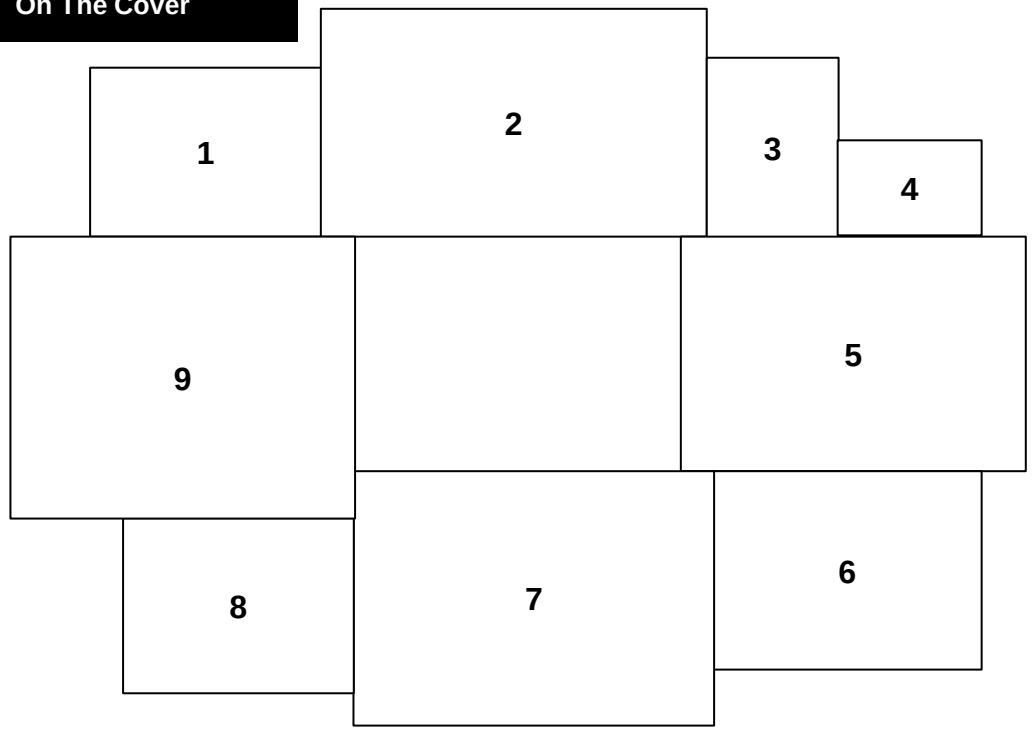
FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYER ROLE IN CREATING CIVIL DISCOURSE

CIVIL_ROLE. To what extent do you agree or disagree with the following statements?

Shortened	Full
I would like my employer to make trustworthy information about contentious issues available to the general public	I would like my employer to make trustworthy information about social and societal issues and other important topics on which there is not general agreement in our country today available to the general public
Employers should train employees on how to have constructive debates about contentious issues inside and outside the workplace	Employers have a responsibility to train their employees on how to have constructive debates about contentious issues both inside and outside of the workplace

On The Cover



1. **A “Now Hiring” Sign Posted at a Verizon Store in July in Los Angeles, California:** *Mario Tama via Getty Images*
2. **Team of Architects Having Group Project Discussion :** *Thomas Barwick via Getty Images*
3. **GOP Senators Hold Press Conference On Inflation:** *Drew Angerer via Getty Images*
4. **Germany Energy Fuel Prices:** *Astrid Vellguth/AFP via Getty Images*
5. **India Politics Protest:** *Dibyangshu Sarkar/AFP via Getty Images*
6. **Waitress Wearing Face Mask Serving Customer In Restaurant:** *Willie B. Thomas via Getty Images*
7. **Businesswoman Planning Strategy On Video Call - stock photo:** *Morsa Images via Getty Images*
8. **Mature Man With Face Mask Standing At Desk, Leaving Office:** *Halfpoint Images via Getty Images*
9. **The Cost Of Living Crisis "We Can't Pay" Protests Across The UK:** *Jeff J Mitchell via Getty Images*