

### 01 **Insularity undermines trust.**

64% of people in Saudi Arabia are either unwilling or hesitant to trust someone whose values, facts, problem-solving approaches, or cultural background differ from theirs, leaving just 37% open to trusting across divides.

### 03 **Fear of disinformation surges.**

Nearly two in three people in Saudi Arabia (63%) worry that other countries deliberately spread disinformation to inflame domestic divisions, an increase of 19 points since 2021.

### 05 **Insularity is a widely recognised issue, but less prevalent in Saudi Arabia.**

While there is broad agreement that insularity must be addressed, fewer see it as a serious problem in Saudi Arabia than globally. Sixty-five percent say people in their country distrust those with differences so much that they actively try to make things worse for one another,

### 02 **Mass class divide deepens.**

Since 2019, the gap in trust between high- and low-income groups has been volatile – reaching an all-time high of 35 points in 2021 before declining. Currently, the gap sits at 21 points, up 6 points since first measured in 2019.

### 04 **Optimism for the future.**

Two-thirds (65%) of people in Saudi Arabia believe the next generation will be better off. This is a stark contrast globally, as just 32% feel this way, a decline of 4 percentage points since last year.

### 07 **Trusted voices on social media open closed doors.**

Globally, people who trust influencers say they would trust or consider trusting a company they currently distrust if it were vouched for by someone they already trust, such as a food or lifestyle influencer (62%, among the 48% who trust one) or a financial influencer (57%, among the 44% who trust one).

### 06 **Insularity is a key issue for business.**

50% of employees would rather change departments than report to a manager with very different values, 42% of employees would reduce effort for a project lead with opposing beliefs, and 42% of the general population would accept higher prices and fewer choices to limit

### 08 **CEOs must model trust-brokering behavior.**

While 72% of people say CEOs are obligated to facilitate trust-building and actively bridge divides, only 57% believe they are doing it well (a 15-point gap), with effective actions including constructively engaging critics and skeptics (77%) and consulting people from diverse backgrounds when making decisions (73%).

### 09 **Government and My Employer are seen as best positioned to broker trust.**

The government (75%) and My Employer (77%) are seen as the best to facilitate trust building between distrustful groups, by 70% and 65%, respectively. Effective ways for employers to facilitate trust brokering include promoting a shared identity and culture (85%), building teams of coworkers with different values (84%), and providing training in constructive dialogue (84%).