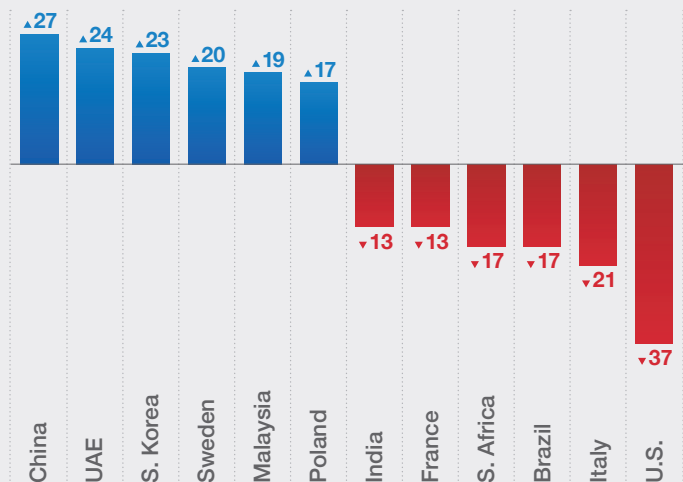


# The Employer Advantage

## A Volatile and Nuanced Landscape

6 markets with extreme trust losses and 6 with extreme trust gains; U.S. had steepest trust decline with 37-point drop.



## The Employer Advantage



In the US, 8 in 10 employees aged 18-34 trust their employer.

79% – U.S.  
72% – Global

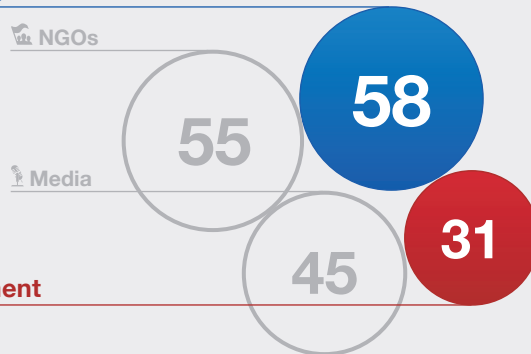
Respondents who trust their employer to do what is right.



## A Mandate to Lead

In the U.S. and other countries where the trust loss is most extreme, business is the most trusted institution—edging out non-profits for the first time and with a 25-pt gap between business and government

### Business



### Government

Building trust is a CEO's

# #1 Job

When asked the most important responsibilities for CEOs, trust-building is job one, ahead of quality and stock price

## Rising Expectations for Employee Advocacy

71% 71% 80%

say employees are more believable spokespeople about a company than CEOs

expect employees to speak up if they see their company doing something wrong

expect employees to support their company's causes

## 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