



2019 EDELMAN TRUST BAROMETER

Global Report

#TrustBarometer



19th ANNUAL EDELMAN TRUST BAROMETER

Methodology

Online Survey in 27 Markets

33,000+ respondents total

All fieldwork was conducted between
October 19 and November 16, 2018

27-market global data margin of error: General population +/- 0.6% (N=31,050), informed public +/- 1.3% (N=6,000), mass population +/- 0.6% (26,000+), half-sample global general online population +/- 0.8 (N=15,525).

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 739, varies by market).

Employee MOE: 27-market = +/- 0.8% (N=16,944)

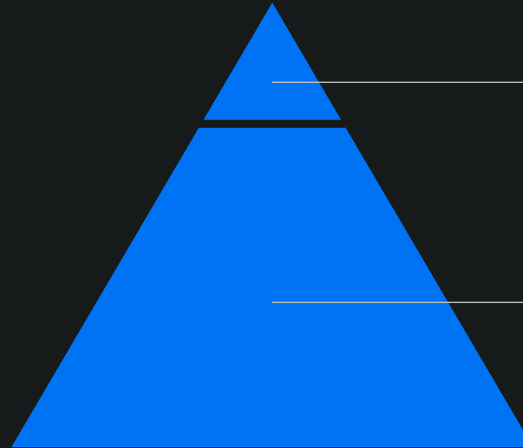
Market-specific = +/- 3.2 to 4.6% (N=min 446, varies by market)

General Online Population

1,150 respondents per market

Ages 18+

All slides show general online
population data unless otherwise noted



Informed Public ▲

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

Represents 16% of total global population

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 public policy and business news

Mass Population ▲

All population not including informed public

Represents 84% of total global population

2019 Focus on Employer-Employee Relationship

55% of global general population are full- or part-time employees (but not self-employed)

Oversample of employees of multinational companies: 500 respondents per market

TRUST IN RETROSPECT

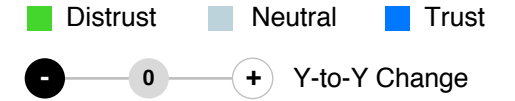
| | | | | | | | | | |
|---|--|--|---|---|--|--|--|--|-------------------------------------|
| 2001 Rising Influence of NGOs | 2002 Fall of the Celebrity CEO | 2003 Earned Media More Credible Than Advertising | 2004 U.S. Companies in Europe Suffer Trust Discount | 2005 Trust Shifts from “Authorities” to Peers | 2006 A “Person Like Me” Emerges as Credible Spokesperson | 2007 Business More Trusted Than Government and Media | 2008 Young Influencers Have More Trust in Business | 2009 Business Must Partner with Government to Regain Trust | |
| | | | | | | | | | |
| 2010 Trust is Now an Essential Line of Business | 2011 Rise of Authority Figures | 2012 Fall of Government | 2013 Crisis of Leadership | 2014 Business to Lead the Debate for Change | 2015 Trust is Essential to Innovation | 2016 Growing Inequality of Trust | 2017 Trust in Crisis | 2018 The Battle for Truth | 2019 Trust at Work |



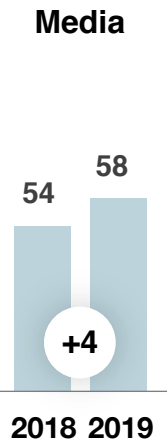
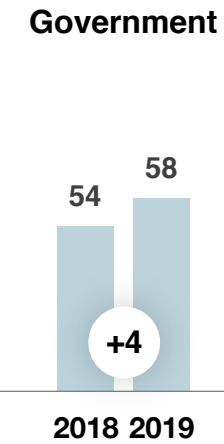
Divided by Trust

A MODEST RISE IN TRUST

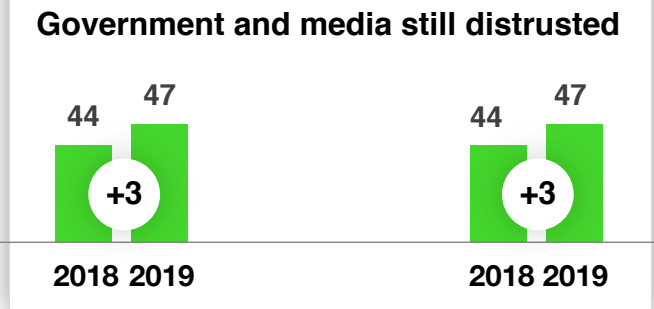
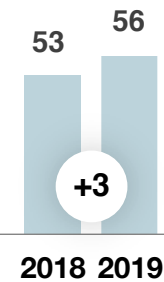
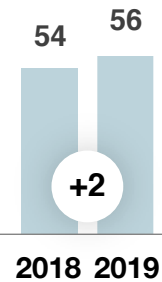
Percent trust



 **Informed public**



 **General population**



DISTRUST CONTINUES

Trust Index

Global Trust Index increases 3 pts to neutral

15 of 26 markets are distrusters, down 3 from 2018

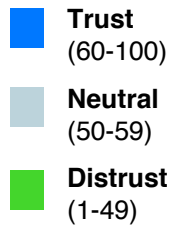
2019 Edelman Trust Barometer. The Trust Index is the average percent trust in NGOs, business, government and media. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” 9-point scale; top 4 box, trust. General population, 26-market global average.

▲ 2018 General Population

| | |
|----|-----------------|
| 49 | Global 26 |
| 74 | China |
| 71 | Indonesia |
| 68 | India |
| 66 | UAE |
| 58 | Singapore |
| 54 | Mexico |
| 54 | The Netherlands |
| 53 | Malaysia |
| 49 | Canada |
| 47 | Argentina |
| 47 | Colombia |
| 47 | Spain |
| 46 | Turkey |
| 45 | Hong Kong |
| 44 | Brazil |
| 44 | S. Korea |
| 43 | Italy |
| 43 | U.S. |
| 41 | Germany |
| 40 | Australia |
| 40 | France |
| 39 | U.K. |
| 38 | Ireland |
| 38 | S. Africa |
| 37 | Japan |
| 36 | Russia |

▲ 2019 General Population

| | |
|----|-----------------|
| 52 | Global 26 |
| 79 | China |
| 73 | Indonesia |
| 72 | India |
| 71 | UAE |
| 62 | Singapore |
| 59 | Malaysia |
| 58 | Mexico |
| 56 | Canada |
| 55 | Hong Kong |
| 54 | The Netherlands |
| 52 | Colombia |
| 49 | U.S. |
| 48 | Australia |
| 46 | Argentina |
| 46 | Brazil |
| 46 | Italy |
| 46 | S. Korea |
| 45 | S. Africa |
| 45 | Turkey |
| 44 | France |
| 44 | Germany |
| 43 | U.K. |
| 42 | Ireland |
| 40 | Spain |
| 39 | Japan |
| 29 | Russia |



Biggest changes in

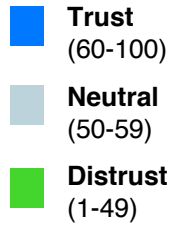
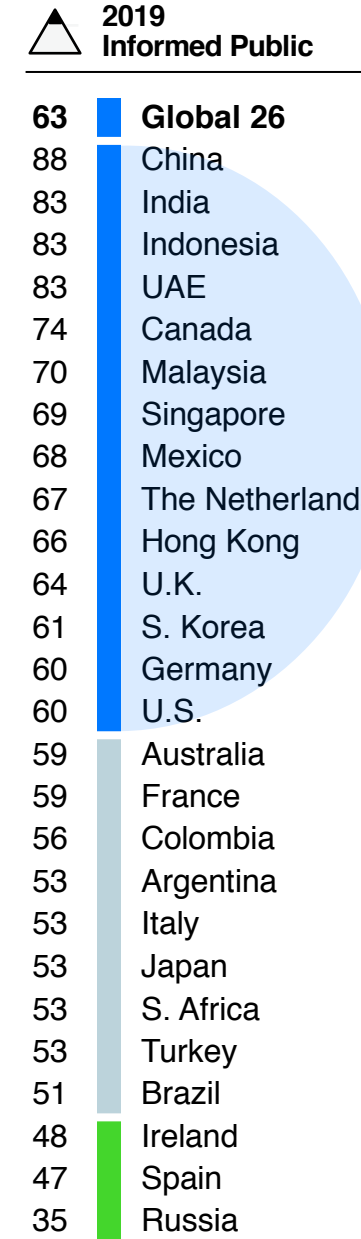
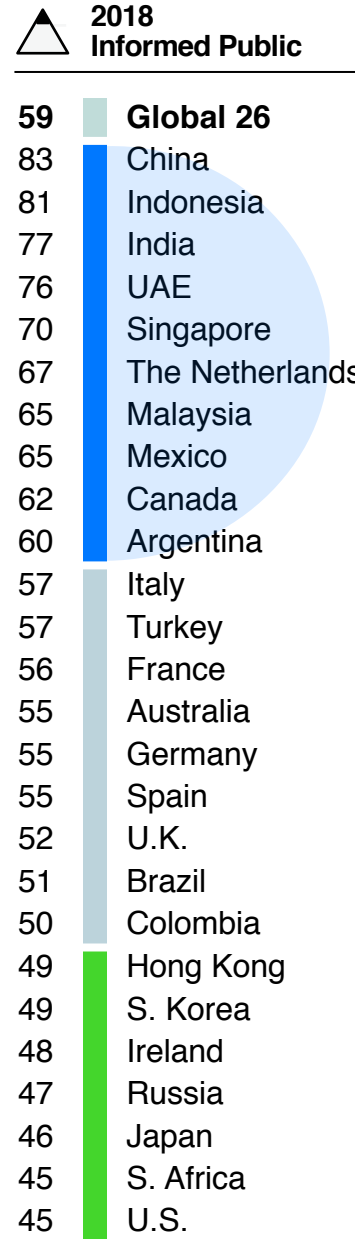


TRUST RISES FOR INFORMED PUBLIC

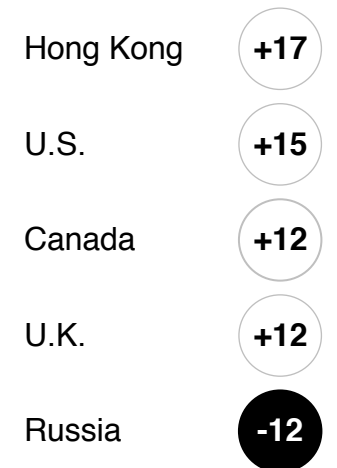
Trust Index

A 4-point increase in the global Trust Index

2019 Edelman Trust Barometer. 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 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.” 9-point scale; top 4 box, trust. Informed public, 26-market global average.

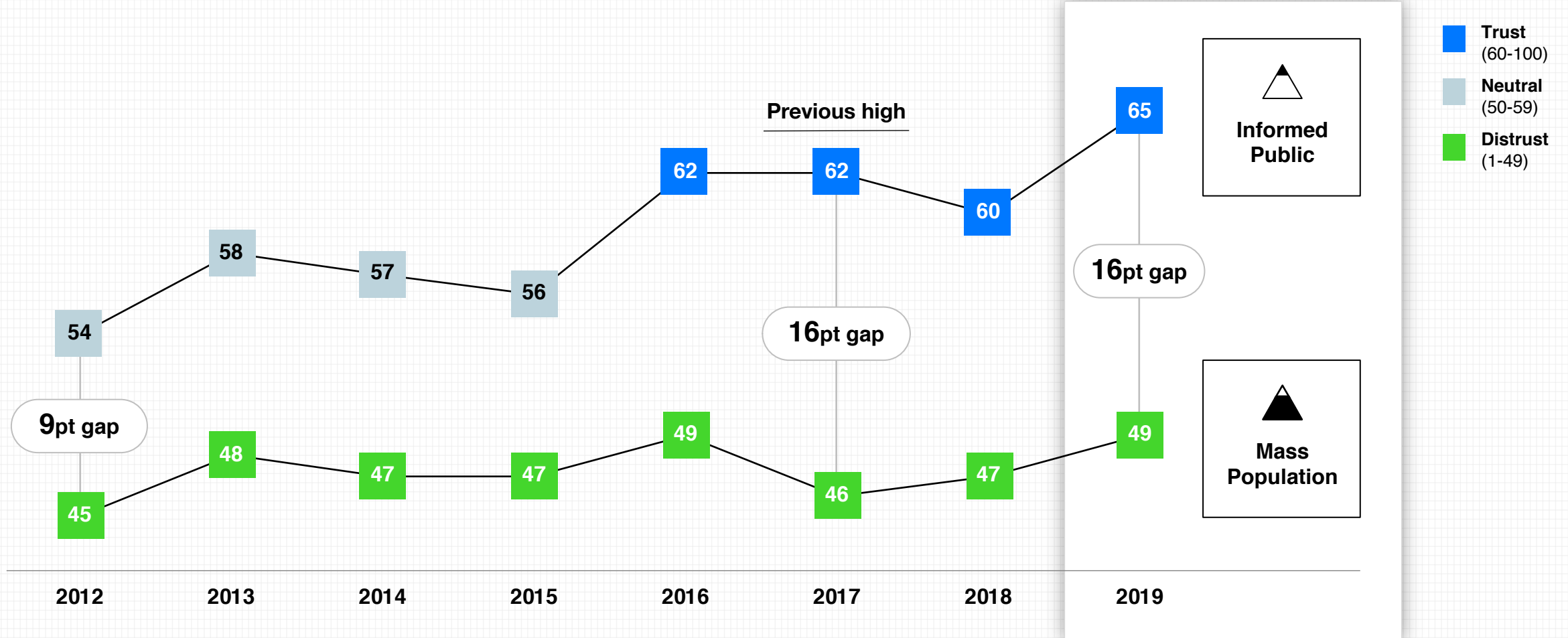


Biggest changes in



TRUST INEQUALITY RETURNS TO RECORD HIGHS

Trust Index (23-market average)



2019 Edelman Trust Barometer. 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 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.” 9-point scale; top 4 box, trust. Informed public and mass population, 23-market average.

A WORLD OUT OF BALANCE

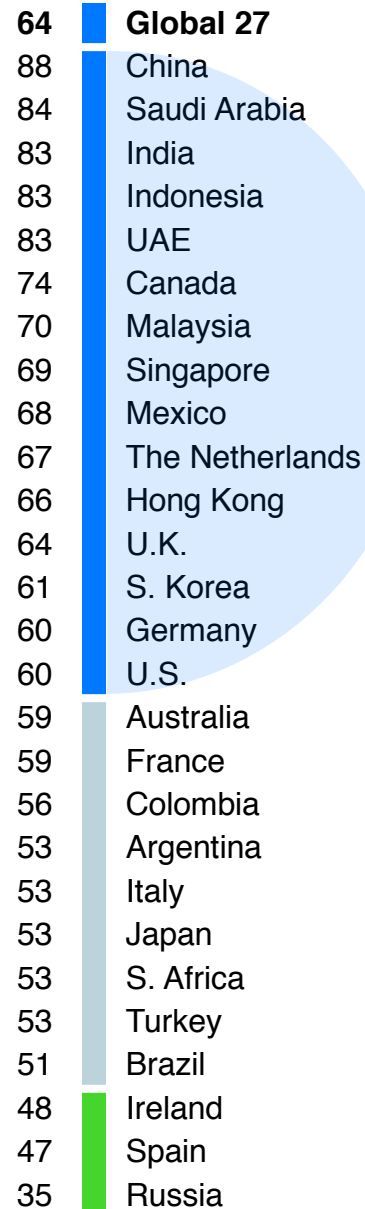
Trust Index

Mass population 14 points less trusting

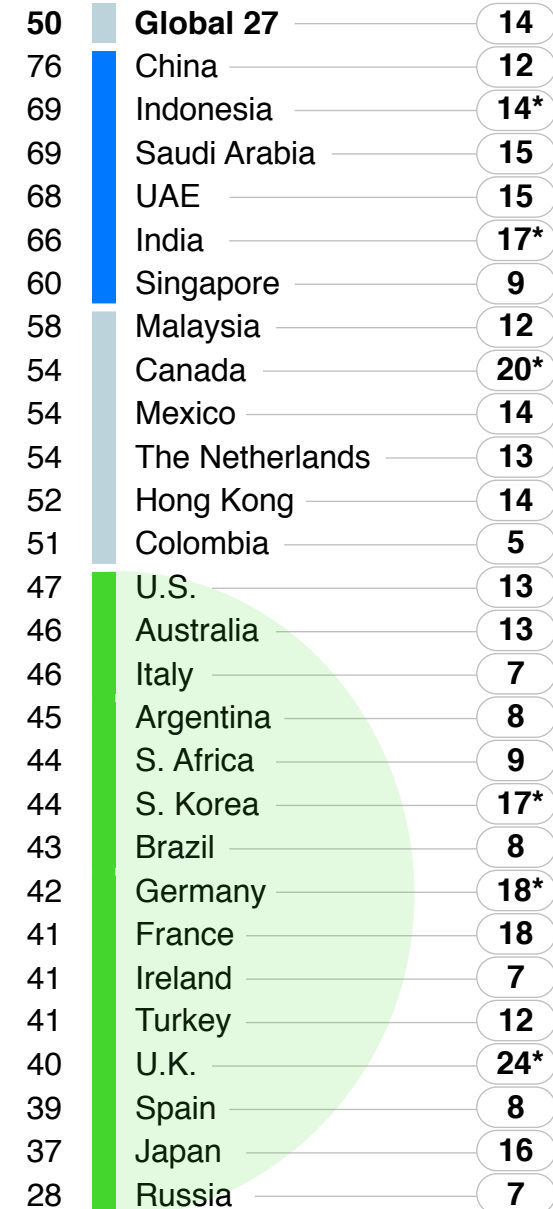
18 markets with double-digit trust gaps

2019 Edelman Trust Barometer. 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 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.” 9-point scale; top 4 box, trust. Informed public and mass population, 27-market global average.

△ 2019 Informed Public



▲ 2019 Mass Population



Trust gap

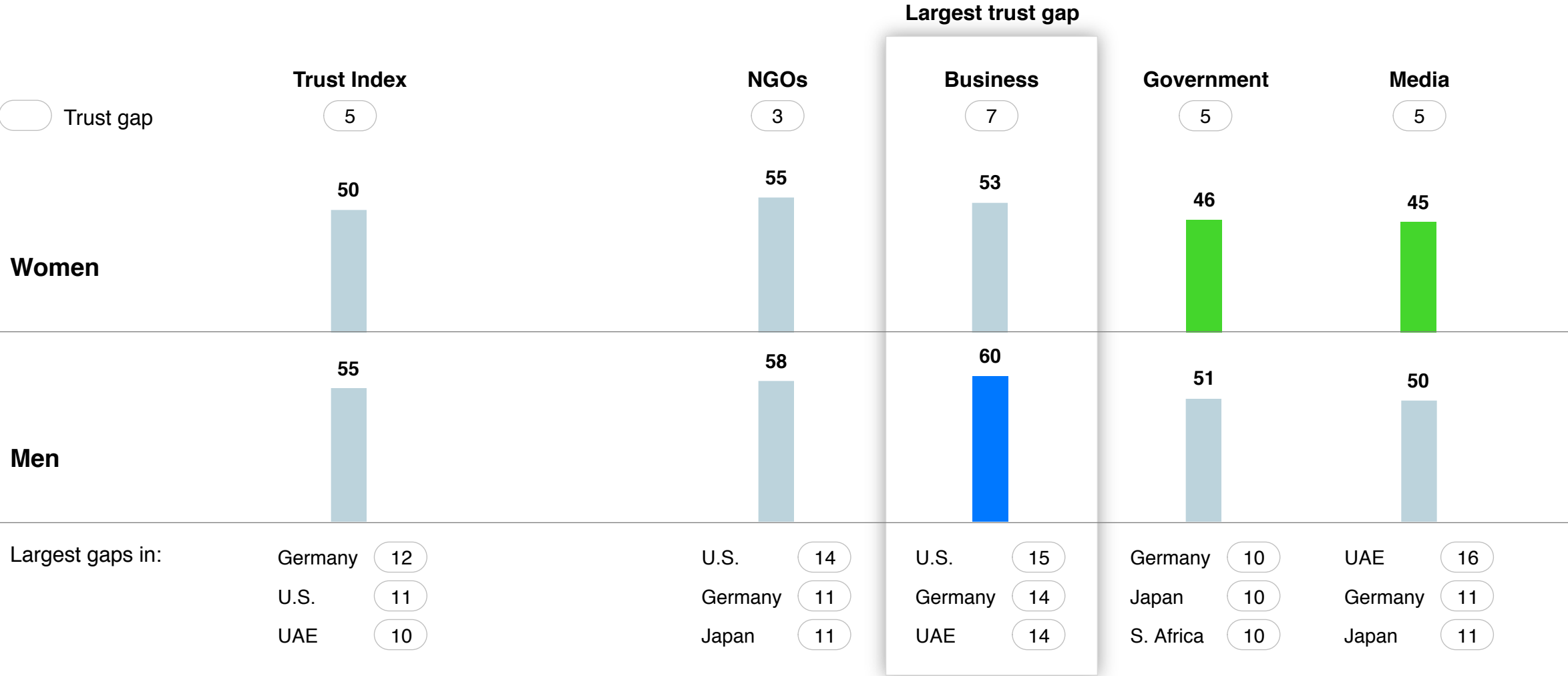
Trust (60-100)
Neutral (50-59)
Distrust (1-49)

*highest-ever trust inequality

DIVIDED ALONG GENDER LINES

Percent trust

■ Distrust ■ Neutral ■ Trust

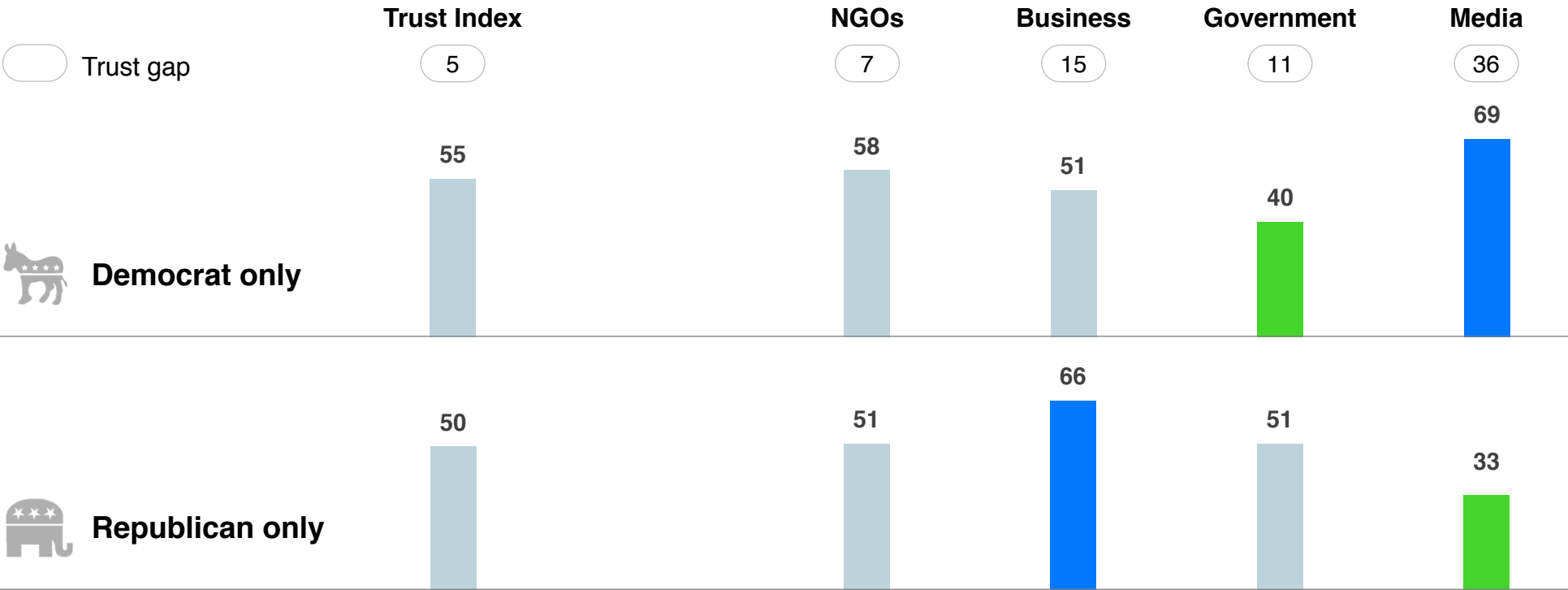




CONTINUED POLITICAL DIVIDE IN THE U.S.

Percent trust among 2018 U.S. midterm election voters

■ Distrust ■ Neutral ■ Trust



Which political party did you vote for/ intend to vote for in November's congressional midterm election? (%)

- 37 Democrat only
- 25 Republican only
- 25 Mix
- 11 None

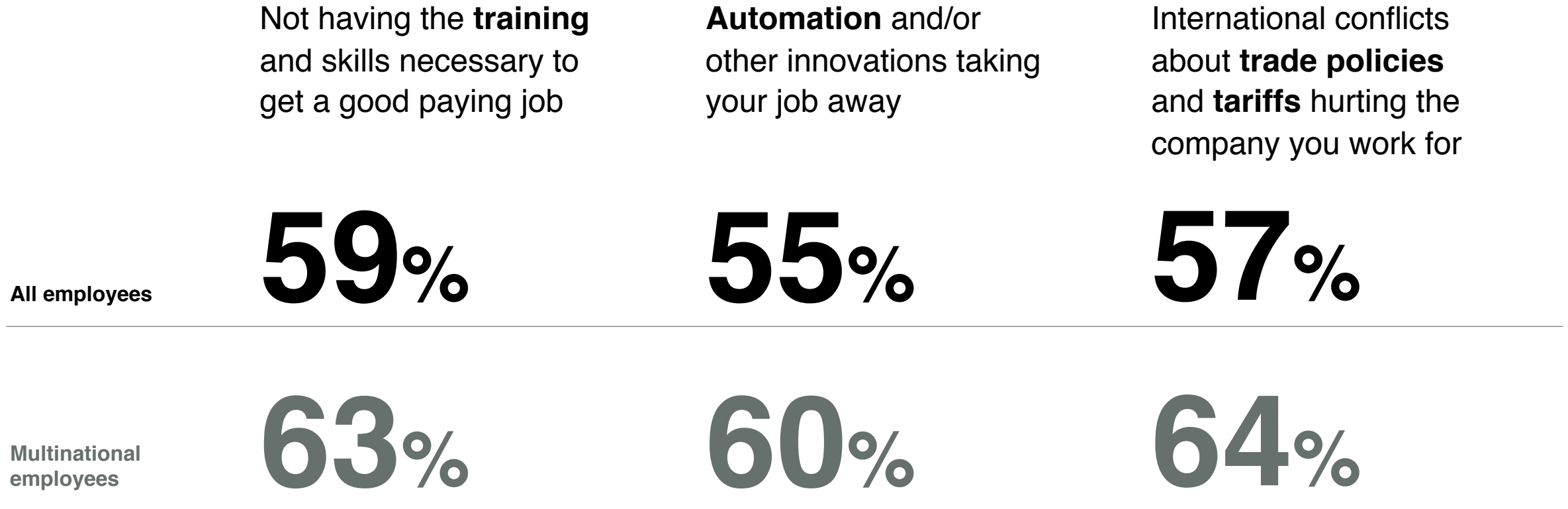
2019 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” 9-point scale; top 4 box, trust. Q39. Which political party do you intend to vote for or did you vote for in this November’s congressional midterm elections? General population, U.S., among Democratic only voters (n=405) and Republican only voters (n=269).



An Urgent Desire for Change

FEARS OF JOB LOSS REMAIN HIGH

Percent of employees who worry about job loss due to each issue

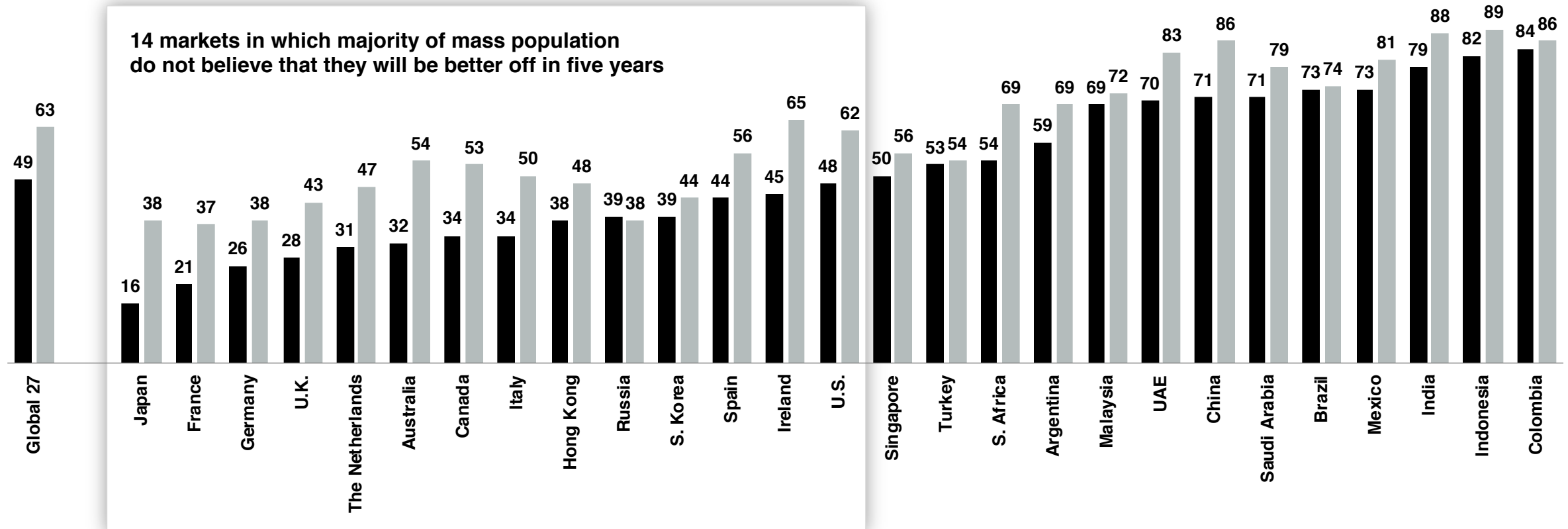


2019 Edelman Trust Barometer. POP_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? Please indicate your answer using a nine-point scale where one means “I do not worry about this at all” and nine means “I am extremely worried about this”. 9-point scale; top 4 box, worried. Question asked of half of the sample. Attributes shown to those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees and multinational employees, 27-market average.

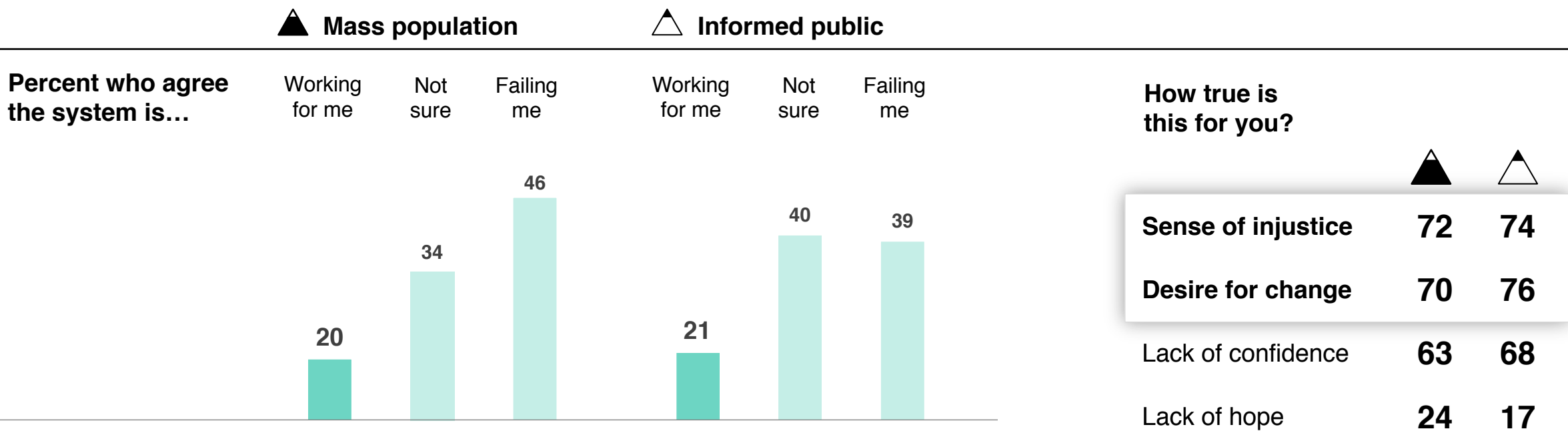
DEVELOPED WORLD PESSIMISTIC ABOUT FUTURE

Percent who believe they and their families will be better off in five years' time

■ Mass population ■ Informed public



ONLY 1 IN 5 BELIEVE THE SYSTEM IS WORKING FOR THEM



2019 Edelman Trust Barometer. “System failing” measure. For full details on how the “system failing” measure was calculated, please refer to the Technical Appendix. POP_MDC. Below is a list of statements. For each one, please rate how true you believe that statement is using a nine-point scale where one means it is “not at all true” and nine means it is “completely true”. 9-point scale; top 4 box, true. Informed public and mass population, 27-market average. Sense of injustice is an average of POP_MDC/1,2,3,8; Desire for change is POP_MDC/9; Lack of confidence is POP_MDC/10; Lack of hope is an average of POP_MDC/18,19,20 [reverse scored].

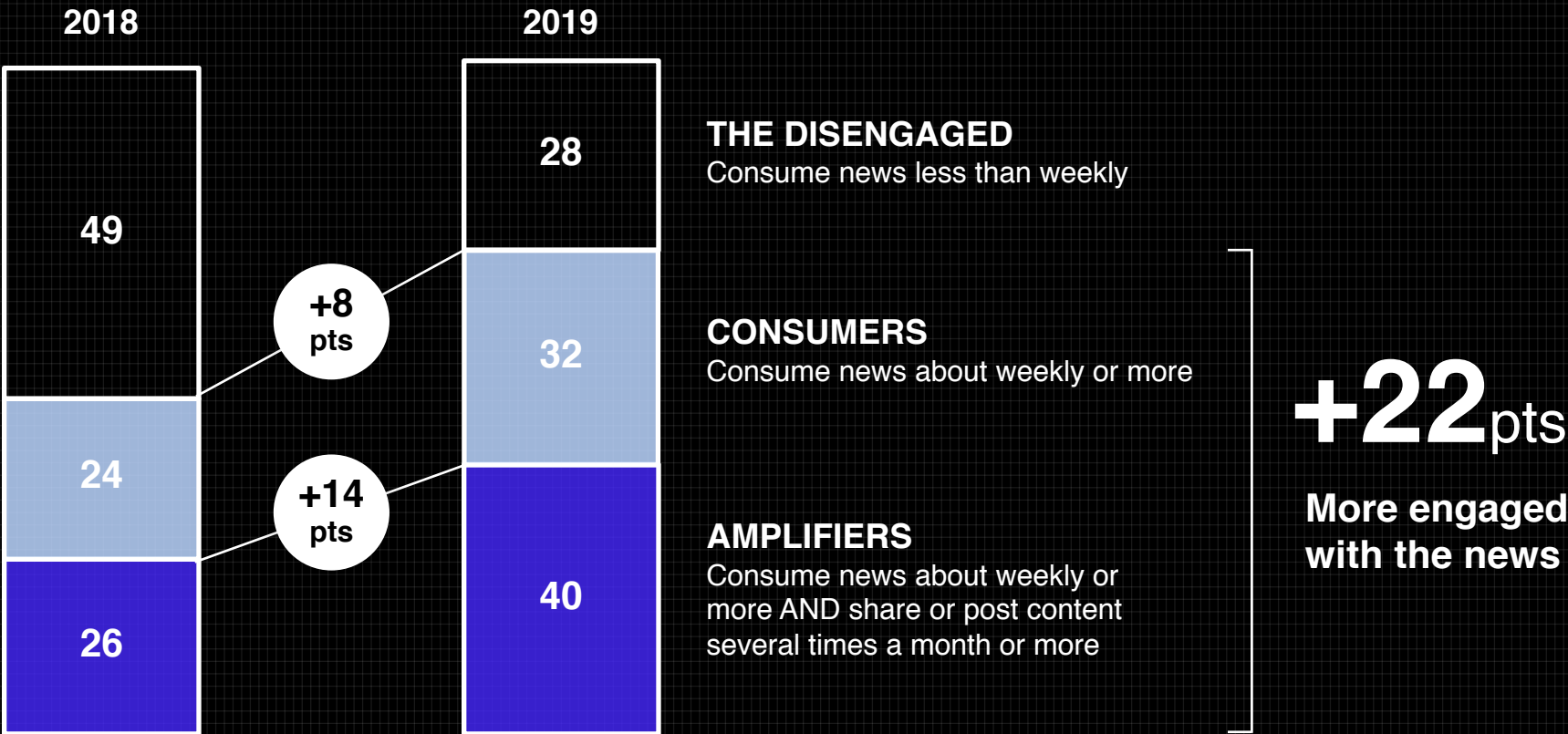


Making Change Happen

MASSIVE RISE IN NEWS ENGAGEMENT

How often do you engage in the following activities related to news and information?

- 0 + Y-to-Y Change



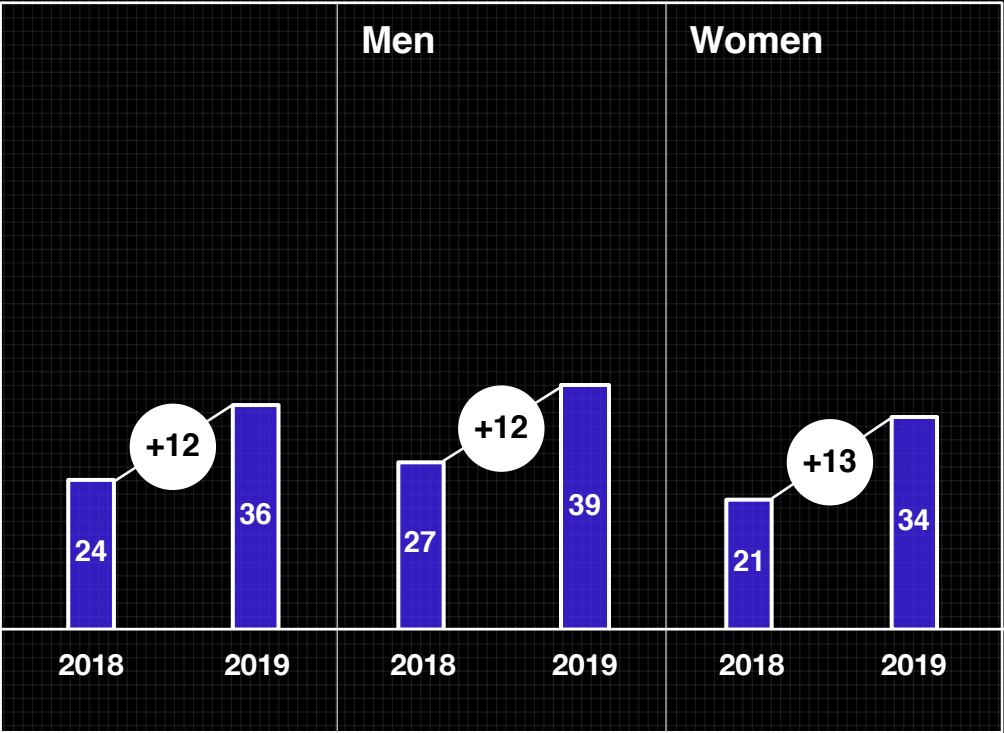
2019 Edelman Trust Barometer. News Engagement Scale, built from MED_SEG_OFT. How often do you engage in the following activities related to news and information? Indicate your answer using the 7-point scale below. Question asked of half of the sample. General population, 26-market average. For details on how the News Engagement Scale was built, please refer to the Technical Appendix.

MORE WOMEN THAN MEN BECOME AMPLIFIERS

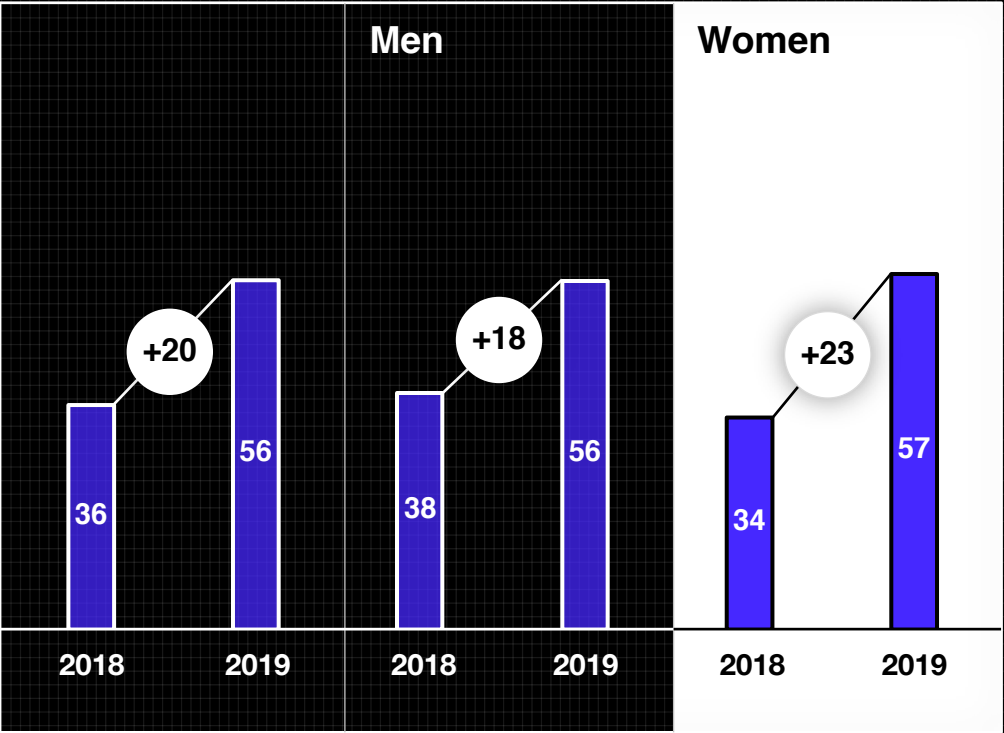
Percent of amplifiers in each segment

- 0 + Y-to-Y Change

▲ Mass population



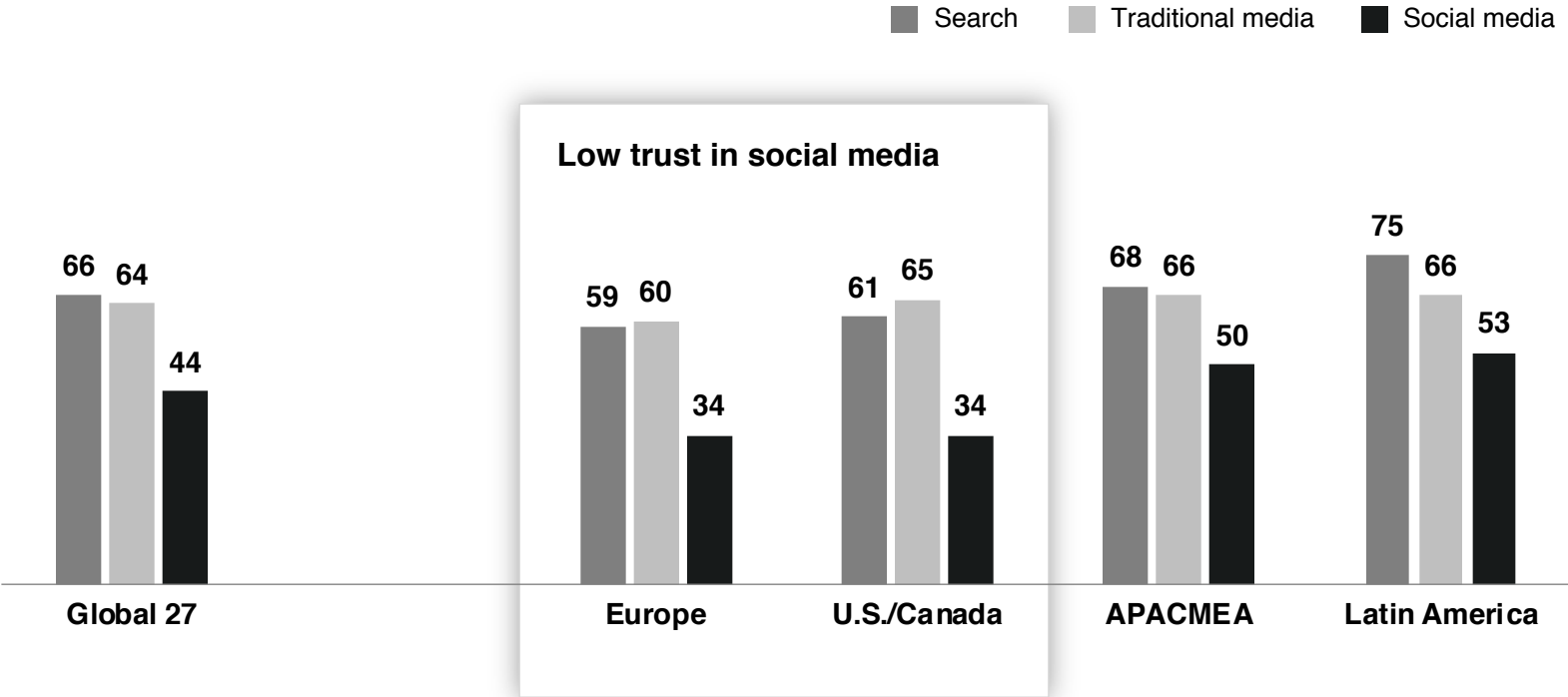
▲ Informed public



2019 Edelman Trust Barometer. News Engagement Scale, built from MED_SEG_OFT. How often do you engage in the following activities related to news and information? Indicate your answer using the 7-point scale below. Question asked of half of the sample. Mass population and informed public, 26-market average, among amplifiers by gender. For details on how the News Engagement Scale was built, please refer to the Technical Appendix.

LOOKING FOR RELIABLE SOURCES

Percent who trust each source of news




73%

worry about false information or fake news being used as a weapon

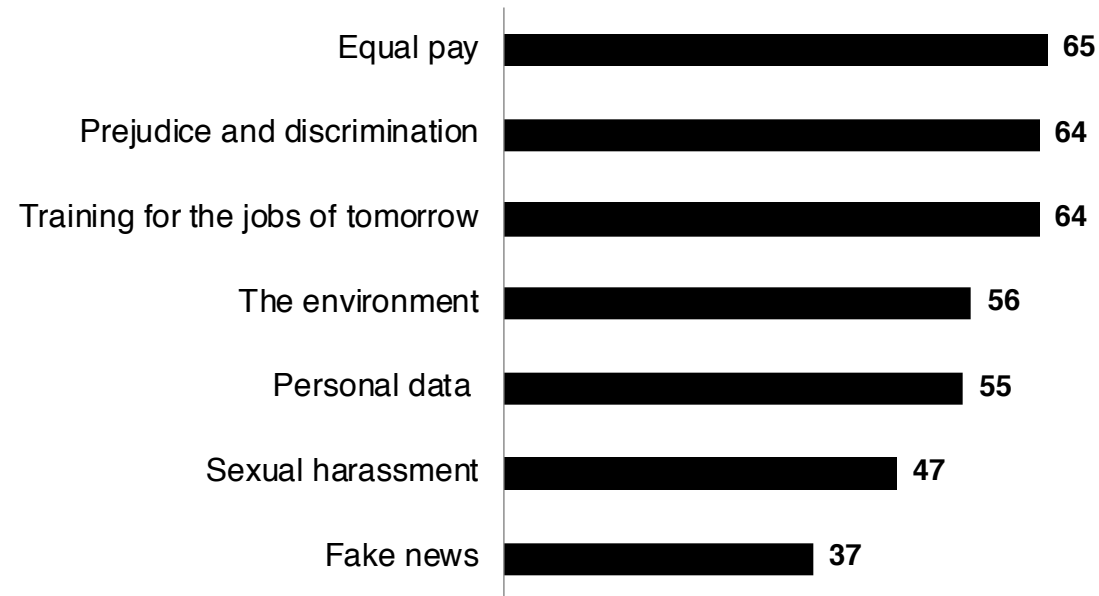
2019 Edelman Trust Barometer. ATT_MED_AGR. Below is a list of statements. For each one, please rate how much you agree or disagree with that statement using a nine-point scale where one means “strongly disagree” and nine means “strongly agree”. 9-point scale; top 4 box, agree. Question asked of half of the sample. General population, 27-market average. COM_MCL. When looking for general news and information, how much would you trust each type of source for general news and information? Please use a 9-point scale where one means that you “do not trust it at all” and nine means that you “trust it a great deal”. 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 27-market average and by region.

LOOKING FOR LEADERSHIP FROM CEOS

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

76%  **+11pts**

Percent who agree CEOs can create positive change in:



LOOKING FOR LEADERSHIP FROM MY EMPLOYER

71%

of employees agree
**It's critically important for my CEO
to respond to challenging times**

- Industry issues
- Political events
- National crisis
- Employee-driven issues

2019 Edelman Trust Barometer. CEO_DIR. On which of the following occasions do you believe it is critically important to hear directly from the CEO or head of the organization you work for? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.

Data shown is a net of “when there is major news or an event that affects our industry or sector,” “when there is a major social or political event that affects our country,” “when there is a crisis in the country,” and “when employees demand that the CEO publicly take a stand on an important issue”.

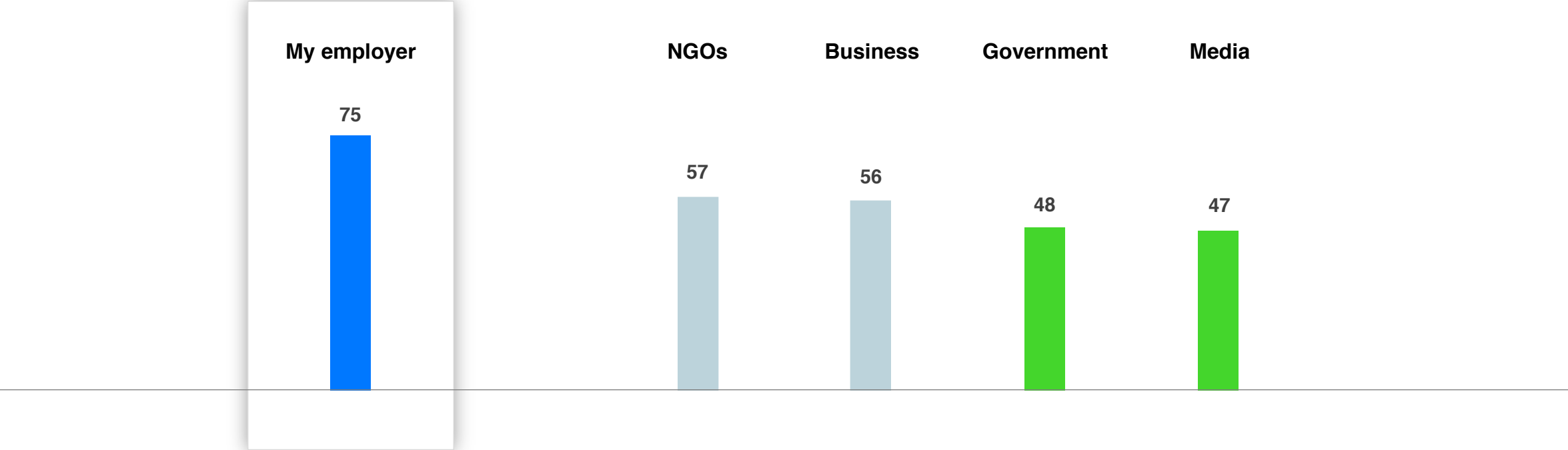


My Employer: A Trusted Partner for Change

MY EMPLOYER MOST-TRUSTED RELATIONSHIP

Percent trust

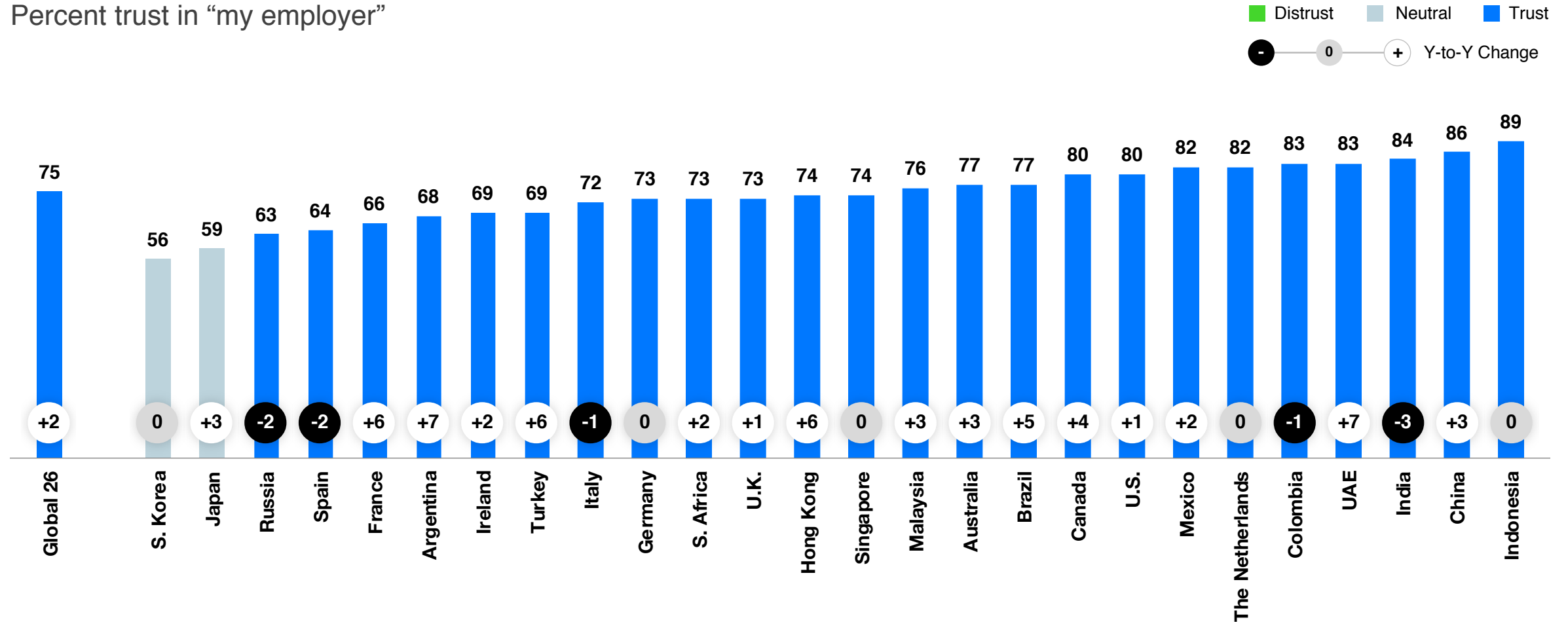
Distrust Neutral Trust



2019 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.” 9-point scale; top 4 box, trust. “Your employer” asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population, 27-market average.

STRONG RELATIONSHIP WITH MY EMPLOYER AROUND THE WORLD

Percent trust in “my employer”

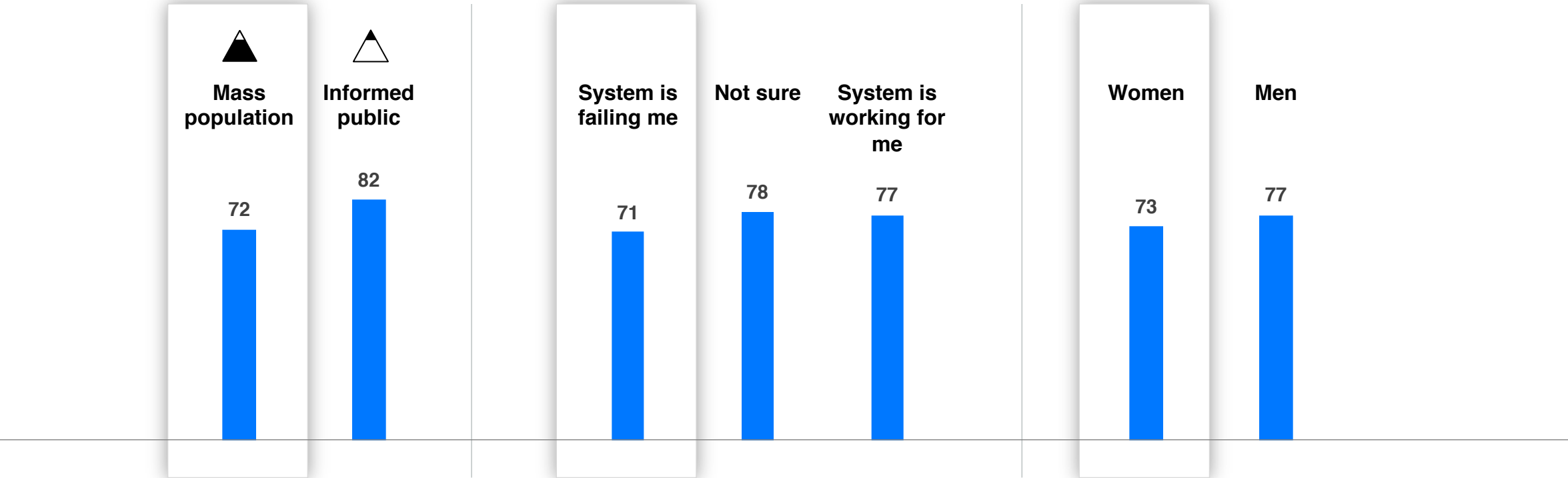


2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 26-market average.

EMPLOYERS TRUSTED EVEN BY THE DISENFRANCHISED

Percent trust in “my employer”

Distrust Neutral Trust

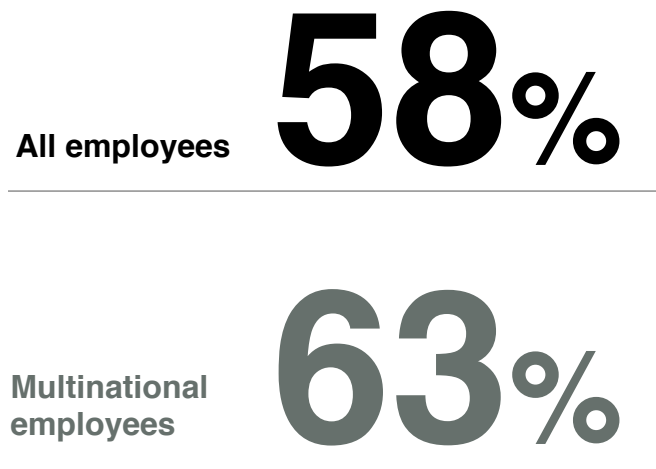


2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, mass population employees and informed public employees, 27-market average, by gender, and “system failing” scale. For details on how the “system failing” measure was calculated, please refer to the Technical Appendix.

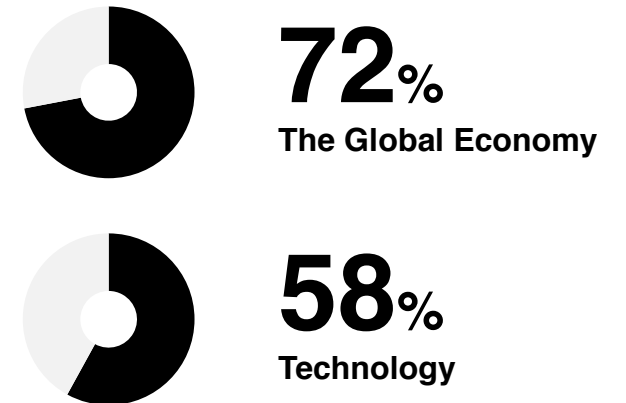
EMPLOYERS TRUSTED TO PROVIDE CERTAINTY

Percent who agree

I look to my employer to be a trustworthy source of information about social issues and other important topics **on which there is not general agreement**



Employees see business as trustworthy source on:



2019 Edelman Trust Barometer. EMP_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees and multinational employees, 27-market average. BUS_SRC. Below is a list of topics and social issues. Please indicate about which of the following you believe business in general to be a trustworthy information source. Question asked of half of the sample. General population, 27-market average, among those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7).

“The Economy” is a net of BUS_SRC/3,7,8,9,10; “Technology” is a net of BUS_SRC/2,5,6,11.

TRUSTED EMPLOYERS LEAD ON CHANGE

Top five communications topics that are most effective in increasing employer trust, as determined by discrete choice logit analysis

| Relative importance in building employer trust (A coefficient of 2 or higher is significant) | |
|---|------|
| Societal Impact The organization's contributions for the betterment of society | 3.78 |
| Values The organization's values | 3.24 |
| The Future The organization's vision for the future | 3.12 |
| Purpose The organization's mission and purpose | 2.85 |
| Operations Operational decisions, including decisions that may affect my job | 2.62 |

2019 Edelman Trust Barometer. EMP_COM. Good communication within an organization is important. In looking through the list of topics below, please indicate which ones the organization you work for does a good job communicating about to its employees? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Reported coefficients are marginal effects calculated using a discrete choice logit model which allows us to calculate the trust effect of good communication about each topic, while holding other variables constant.

A black and white photograph of a woman in a professional setting, looking off to the side with a slight smile. She is seated at a table with various items like pens and papers. In the background, another person is visible, and there are large windows. Overlaid on the image are several thin, blue, wavy lines that originate from the bottom left and curve upwards and to the right, passing behind the woman and across the foreground. The text 'Trust at Work' is written in a large, white, sans-serif font on the left side of the image.

Trust at Work

EMPLOYEE EXPECTATIONS NOW INCLUDE SOCIETAL CHANGE

Percent of employees who expect each
from a prospective employer

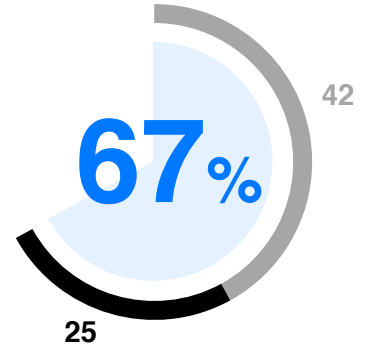
■ **Strong expectation**
You would have to **pay me a lot more** to work for an organization that does not offer this

■ **Deal breaker**
I would **never** work for an organization that does not offer this

2019 Edelman Trust Barometer. 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? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Buckets are the sum of the average of codes 1 & 2 for the items that make up each dimension. For details on the full list of items that went into each of the three dimensions, please refer to the Technical Appendix.

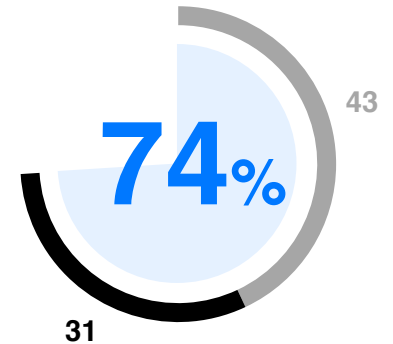
Shared Action

My employer has a greater purpose, and my job has a meaningful societal impact



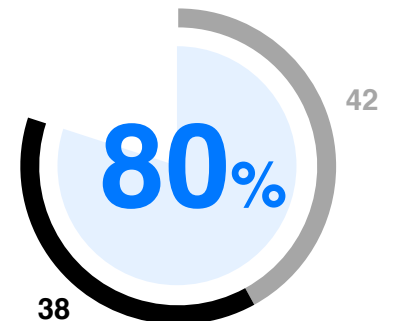
Personal Empowerment

I know what is going on, I am part of the planning process, and I have a voice in key decisions; the culture is values-driven and inclusive



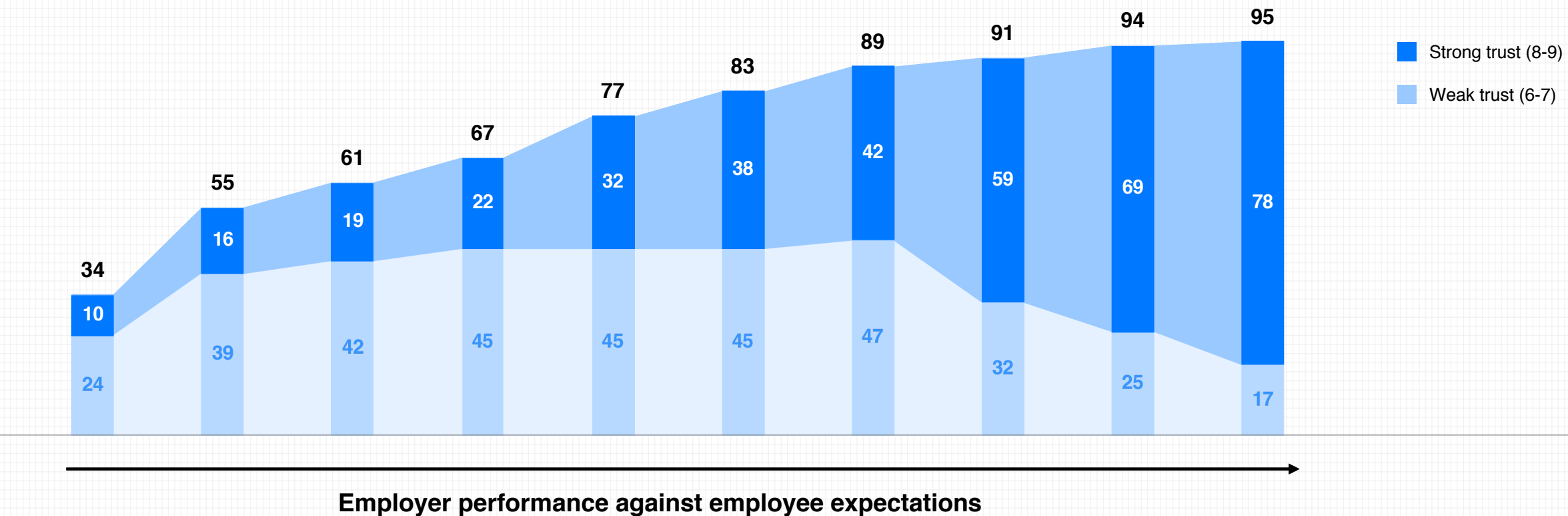
Job Opportunity

My employer offers wage growth, training, career growth and work which I find interesting & fulfilling



MEETING EMPLOYEE EXPECTATIONS BUILDS RESILIENT TRUST

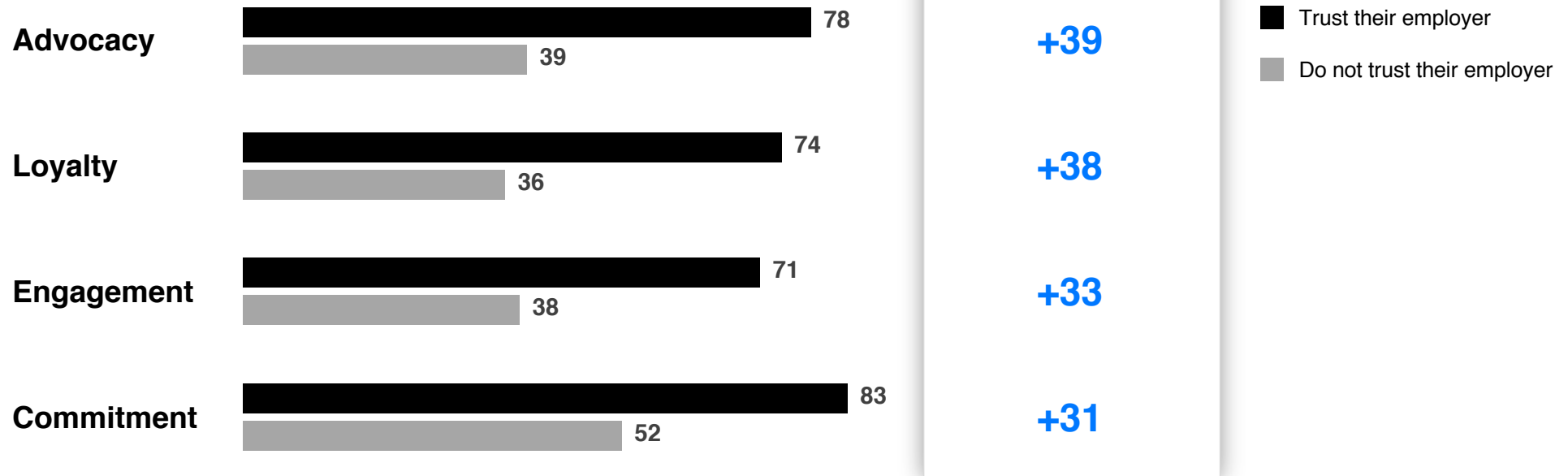
Percent who trust their employer, by degree to which employee expectations are met



2019 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”. 9-point scale; top 4 box, trust. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. For details on how the Expectation Fulfilment score was built and modeled against trust, please refer to the Technical Appendix.

TRUST CEMENTS THE EMPLOYER-EMPLOYEE PARTNERSHIP

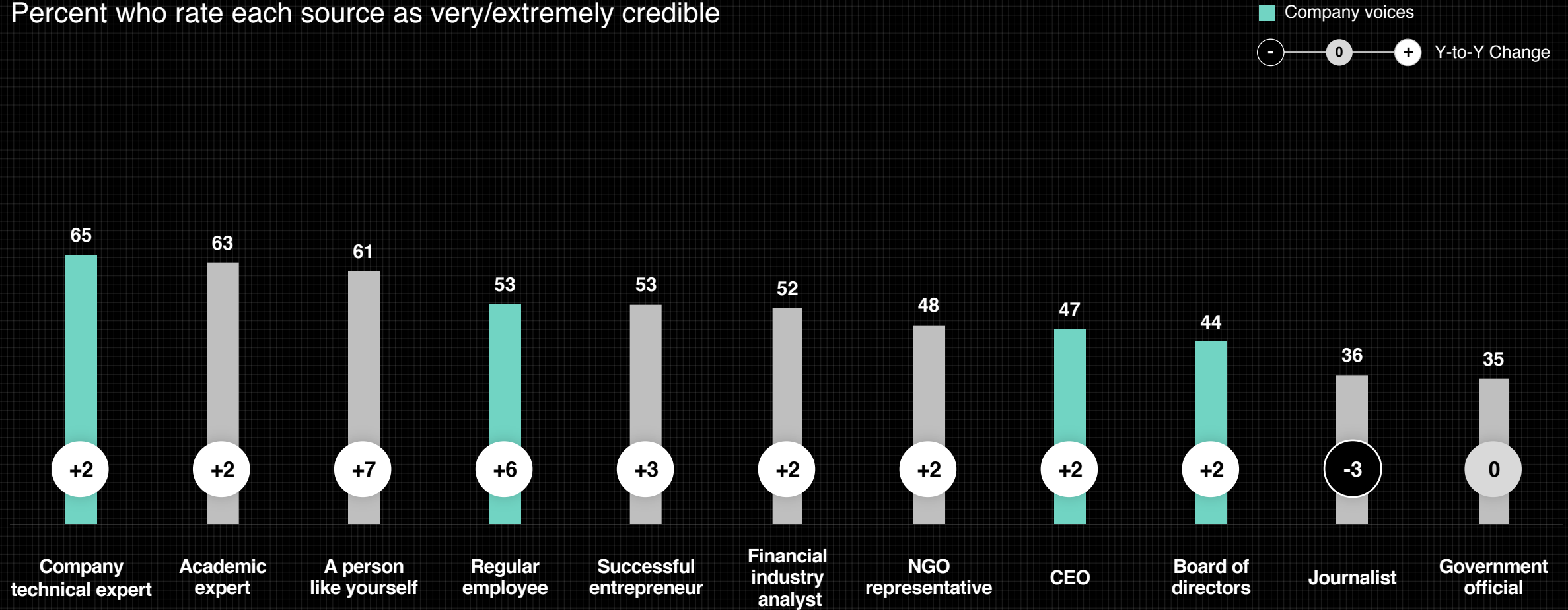
Percent of employees who engage in these types of behaviors on behalf of their employer



2019 Edelman Trust Barometer. EMP_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average, cut by those who trust their employer (codes 6-9) and those who do not (codes 1-5; 99). 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”. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Advocacy is an average of (EMP_ENG/3-5); Loyalty is an average of (EMP_ENG/1-2); Engagement is an average of (EMP_ENG/10-15); Commitment is an average of (EMP_ENG/6-9). See the tech appendix for a complete list of the items that went into each employee KPI dimension.

ACTIVATE EMPLOYEE VOICES

Percent who rate each source as very/extremely credible



2019 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. 4-point scale; top 2 box, credible. Question asked of half of the sample. General population, 26-market average.

INVESTING IN EMPLOYEE TRUST IS INVESTING IN YOUR BOTTOM LINE

How a company treats
its employees is one of
the best indicators of its
level of trustworthiness

78%

Percent who agree that “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”

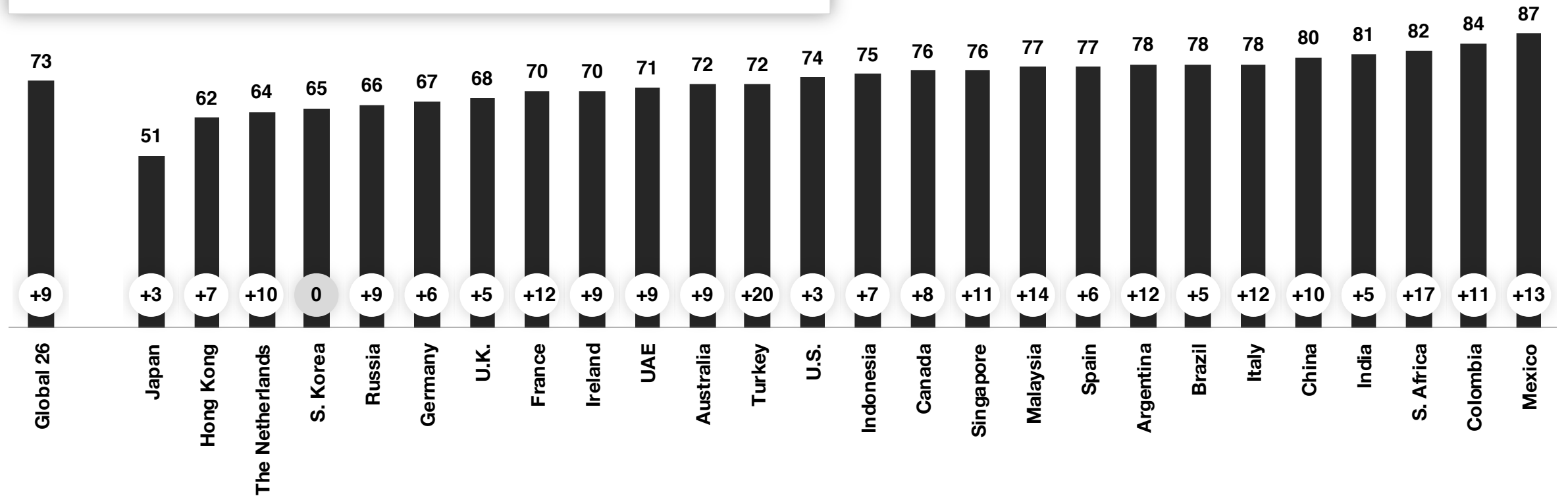
67%

COMPANIES CAN IMPROVE SOCIETY—AND ALSO DO WELL

Percent who agree

“A company can take specific actions that both increase profits and improve the economic and social conditions in the communities where it operates”

● — 0 — ● Y-to-Y Change



TRUST AT WORK: THE NEW EMPLOYER-EMPLOYEE CONTRACT

1. Lead Change

- Be aspirational
- Address concerns about the personal impact of change
- Train the workforce of the future

2. Empower Employees

- Give them a voice
- Create opportunities for shared action
- Empower them with information

3. Start Locally

- Solve problems at home
- Improve societal conditions in the local communities in which you operate

4. CEO Leadership

- Live your values
- Engage directly
- Be visible and show a personal commitment, inside and outside the organization



Supplemental Data Appendix

2019 Edelman Trust Barometer

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Supplemental Data

1. Trust in institutions

- NGOs
- Business
- Government
- The European Union
- The United Nations
- By Gender

2. Trust in industry sectors

3. Trust in countries of origin

4. Trust in news sources

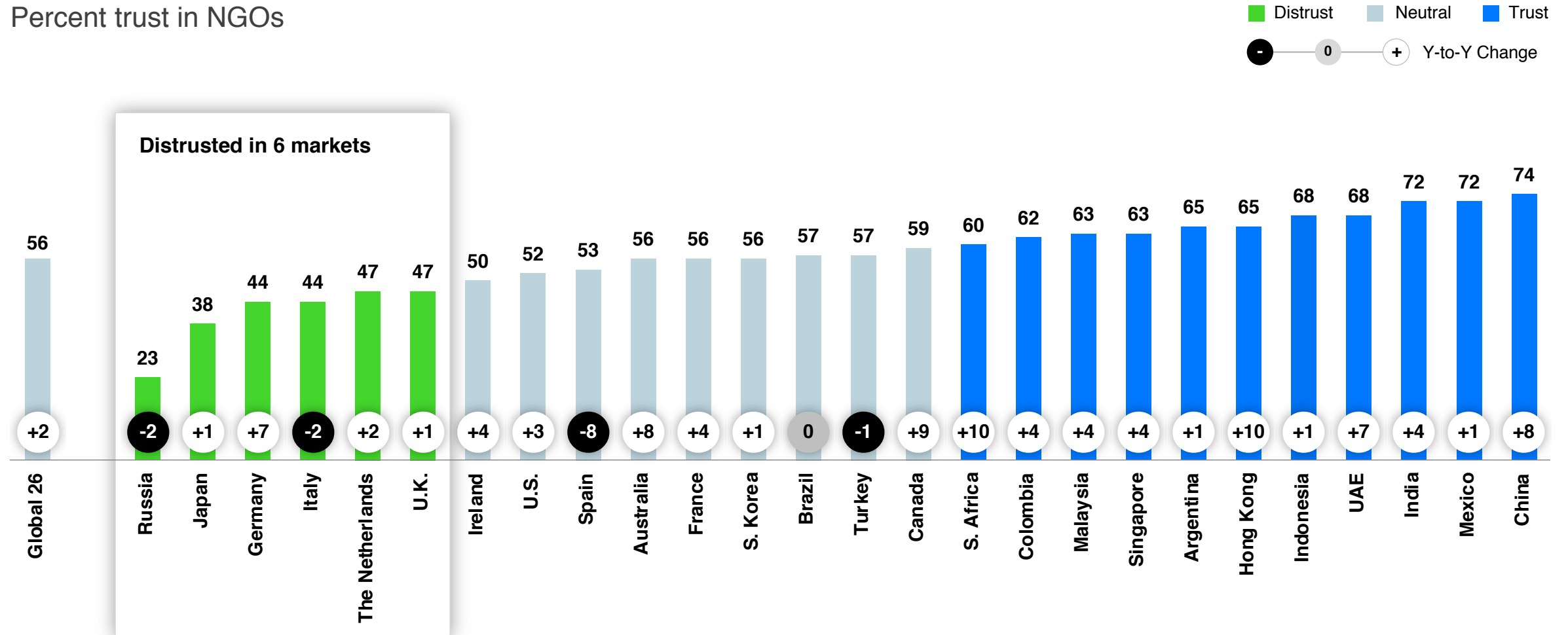
5. Media engagement segments

6. Employee expectations

TRUST IN NGOS

INCREASES IN 21 OF 26 MARKETS

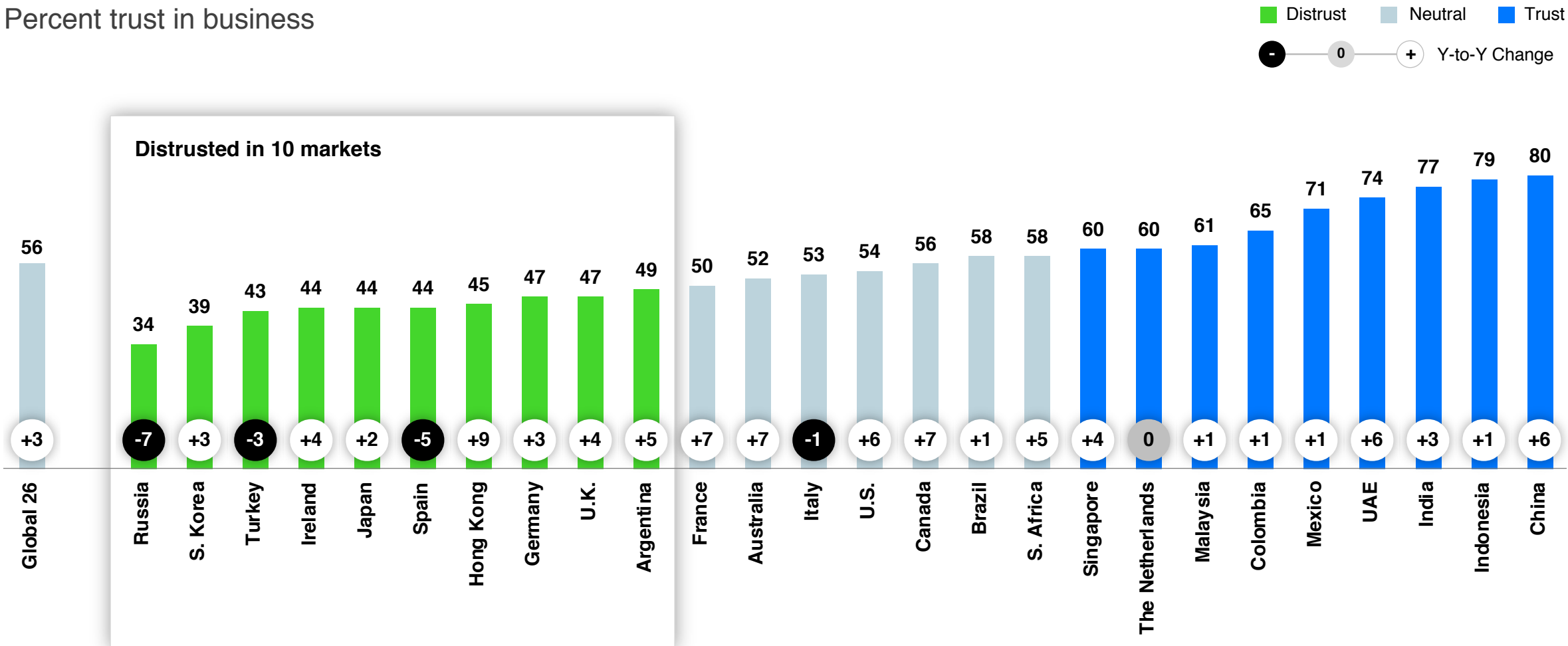
Percent trust in NGOs



2019 Edelman Trust Barometer. TRU_INS. [NGOs 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN BUSINESS INCREASES IN 21 OF 26 MARKETS

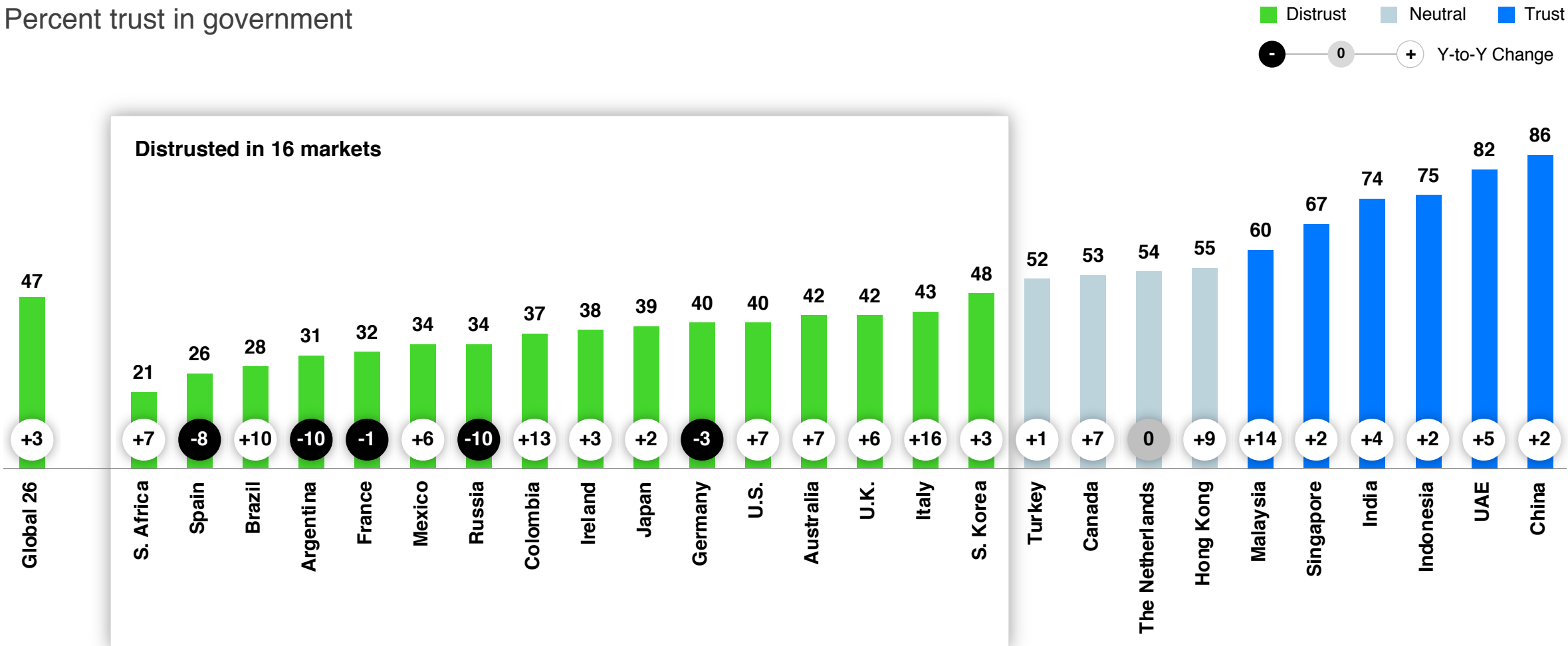
Percent trust in business



2019 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN GOVERNMENT INCREASES IN 20 OF 26 MARKETS

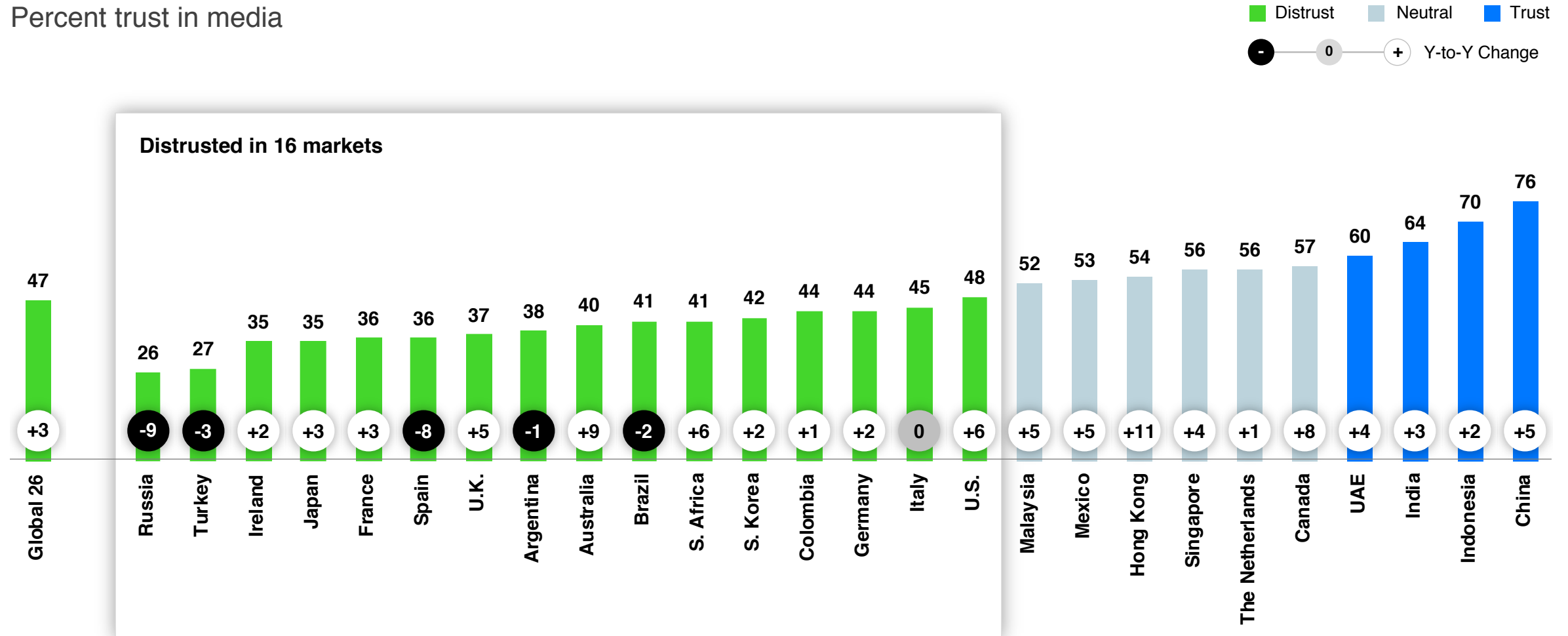
Percent trust in government



2019 Edelman Trust Barometer. TRU_INS. [GOVERNMENT 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN MEDIA RISES, REMAINS LEAST-TRUSTED INSTITUTION

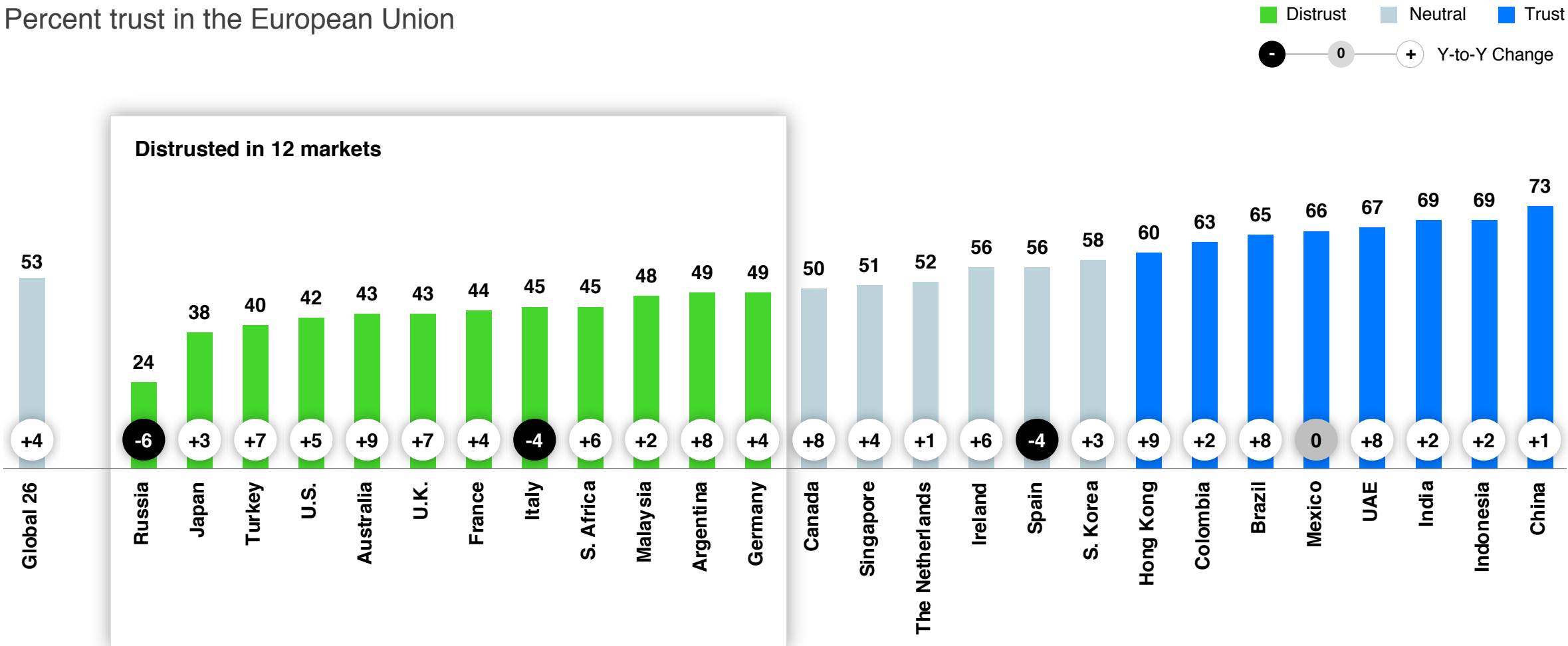
Percent trust in media



2019 Edelman Trust Barometer. TRU_INS. [MEDIA 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN THE EUROPEAN UNION INCREASES IN 22 OF 26 MARKETS

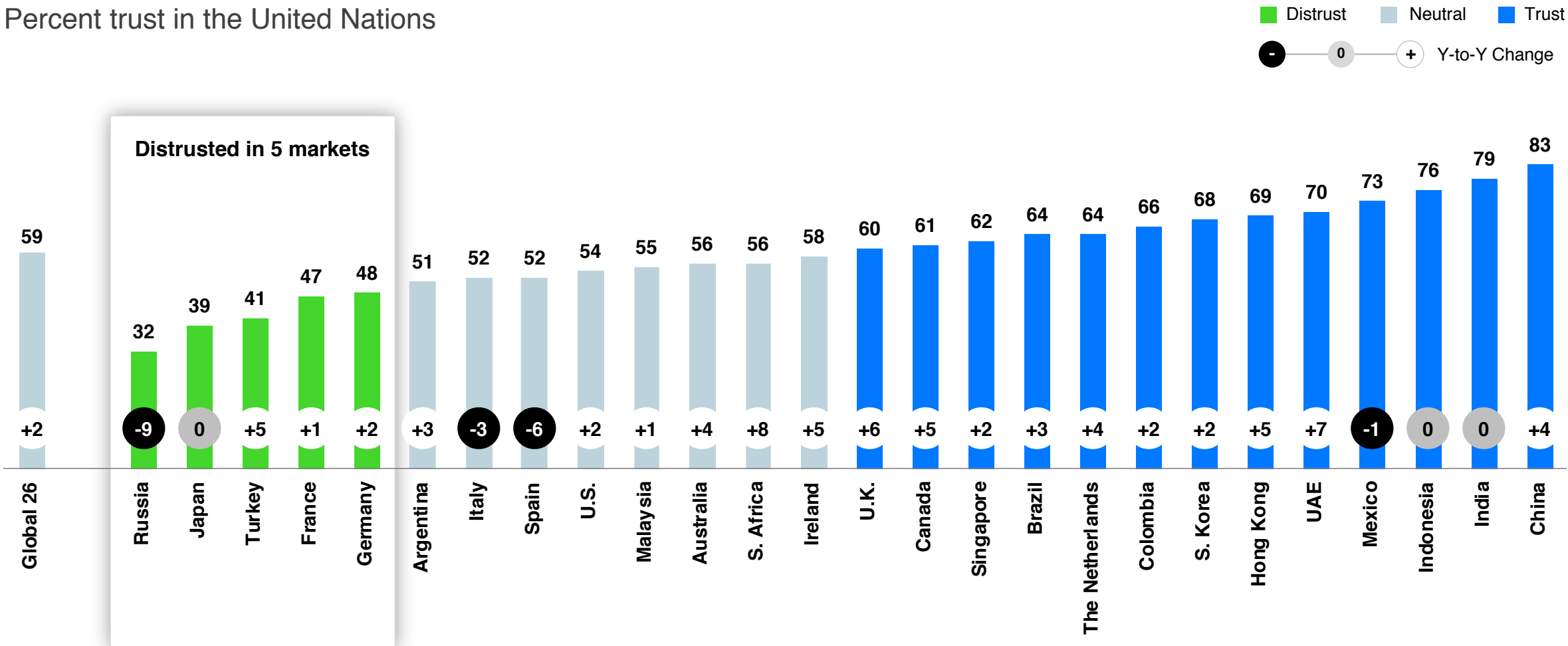
Percent trust in the European Union



2019 Edelman Trust Barometer. TRU_INS. [European Union] 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN THE UNITED NATIONS INCREASES IN 19 OF 26 MARKETS

Percent trust in the United Nations



2019 Edelman Trust Barometer. TRU_INS. [United Nations] 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.” 9-point scale; top 4 box, trust. General population, 26-market average.

TRUST IN INSTITUTIONS, MEN VS WOMEN

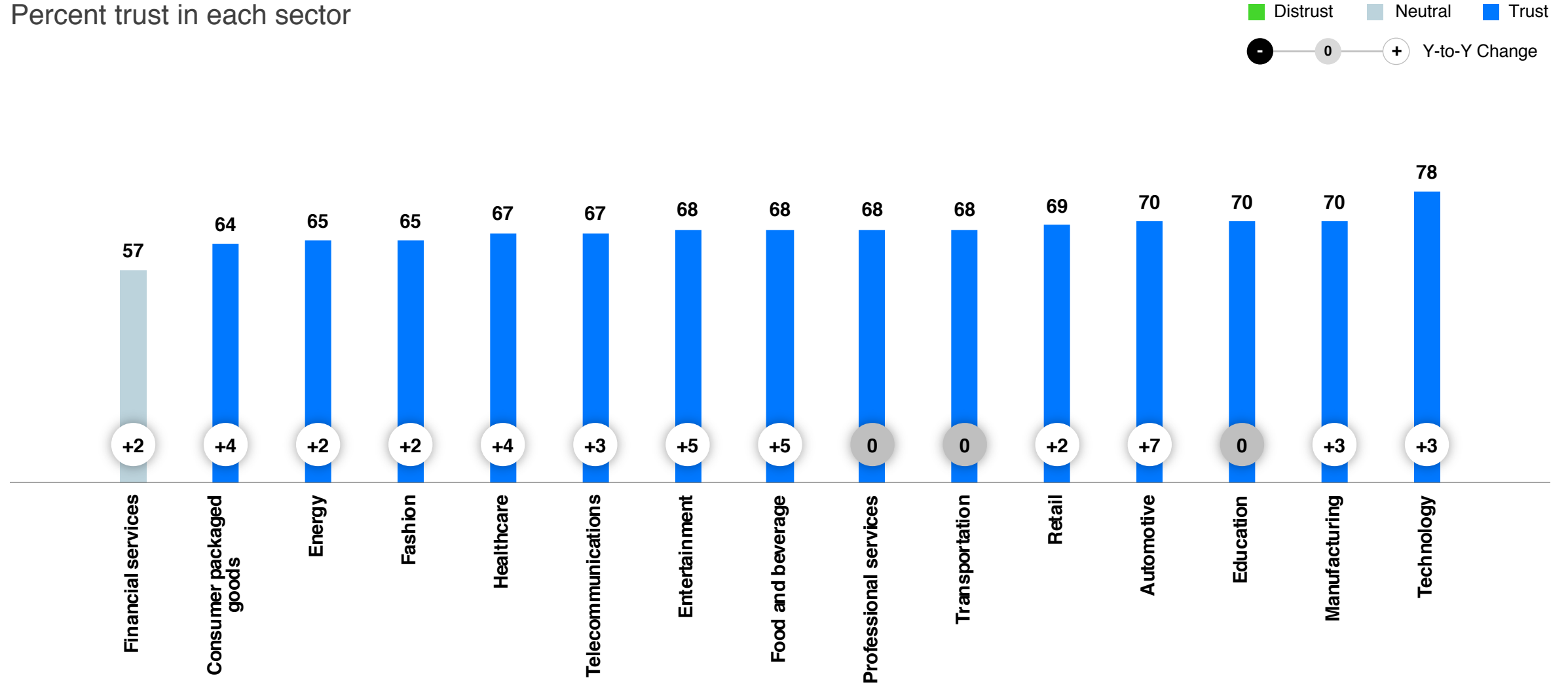
Percent trust

| | Global 27 | | | Argentina | | | Australia | | | Brazil | | | Canada | | | China | | | Colombia | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|-----------|----------|-----------|-----------|----------|--------------|-----------|-----------|-----------|-----------|----------|-----------|-----------|-----------|
| | M | W | Gap | M | W | Gap | M | W | Gap | M | W | Gap | M | W | Gap | M | W | Gap | M | W | Gap |
| Business | 60 | 53 | 7 | 51 | 47 | 4 | 55 | 49 | 6 | 60 | 56 | 4 | 59 | 53 | 6 | 81 | 78 | 3 | 68 | 63 | 5 |
| Government | 51 | 46 | 5 | 31 | 31 | 0 | 45 | 39 | 6 | 27 | 28 | 1 | 56 | 50 | 6 | 86 | 86 | 0 | 41 | 33 | 8 |
| NGOs | 58 | 55 | 3 | 63 | 67 | 4 | 60 | 52 | 8 | 52 | 62 | 10 | 62 | 55 | 7 | 76 | 71 | 5 | 60 | 63 | 3 |
| Media | 50 | 45 | 5 | 36 | 40 | 4 | 42 | 38 | 4 | 41 | 41 | 0 | 61 | 53 | 8 | 79 | 73 | 6 | 46 | 41 | 5 |
| Trust Index | 55 | 50 | 5 | 45 | 46 | 1 | 51 | 45 | 6 | 45 | 47 | 2 | 60 | 53 | 7 | 81 | 77 | 4 | 54 | 50 | 4 |
| | France | | | Germany | | | Hong Kong | | | India | | | Indonesia | | | Ireland | | | Italy | | |
| Business | 55 | 45 | 10 | 54 | 40 | 14 | 48 | 43 | 5 | 78 | 76 | 2 | 80 | 79 | 1 | 46 | 42 | 4 | 56 | 51 | 5 |
| Government | 35 | 29 | 6 | 45 | 35 | 10 | 56 | 54 | 2 | 73 | 74 | 1 | 74 | 76 | 2 | 40 | 35 | 5 | 46 | 40 | 6 |
| NGOs | 60 | 52 | 8 | 49 | 38 | 11 | 64 | 65 | 1 | 72 | 72 | 0 | 67 | 69 | 2 | 50 | 51 | 1 | 41 | 47 | 6 |
| Media | 39 | 33 | 6 | 50 | 39 | 11 | 56 | 53 | 3 | 66 | 62 | 4 | 71 | 68 | 3 | 37 | 33 | 4 | 42 | 47 | 5 |
| Trust Index | 47 | 40 | 7 | 50 | 38 | 12 | 56 | 54 | 2 | 72 | 71 | 1 | 73 | 73 | 0 | 43 | 40 | 3 | 46 | 46 | 0 |
| | Japan | | | Malaysia | | | Mexico | | | Russia | | | Saudi Arabia | | | Singapore | | | S. Africa | | |
| Business | 47 | 40 | 7 | 60 | 61 | 1 | 75 | 68 | 7 | 34 | 34 | 0 | 77 | 69 | 8 | 59 | 60 | 1 | 63 | 52 | 11 |
| Government | 44 | 34 | 10 | 61 | 60 | 1 | 36 | 32 | 4 | 32 | 36 | 4 | 80 | 73 | 7 | 64 | 70 | 6 | 26 | 16 | 10 |
| NGOs | 43 | 32 | 11 | 61 | 65 | 4 | 74 | 71 | 3 | 21 | 24 | 3 | 68 | 64 | 4 | 63 | 63 | 0 | 64 | 56 | 8 |
| Media | 41 | 30 | 11 | 50 | 53 | 3 | 56 | 51 | 5 | 24 | 29 | 5 | 64 | 61 | 3 | 56 | 56 | 0 | 45 | 36 | 9 |
| Trust Index | 44 | 34 | 10 | 58 | 60 | 2 | 60 | 56 | 4 | 28 | 31 | 3 | 72 | 67 | 5 | 61 | 62 | 1 | 50 | 40 | 10 |
| | S.Korea | | | Spain | | | The Netherlands | | | Turkey | | | UAE | | | U.K. | | | U.S. | | |
| Business | 43 | 34 | 9 | 47 | 42 | 5 | 63 | 56 | 7 | 47 | 39 | 8 | 78 | 64 | 14 | 51 | 44 | 7 | 62 | 47 | 15 |
| Government | 50 | 46 | 4 | 28 | 23 | 5 | 53 | 55 | 2 | 53 | 50 | 3 | 83 | 78 | 5 | 45 | 39 | 6 | 44 | 35 | 9 |
| NGOs | 58 | 53 | 5 | 54 | 53 | 1 | 51 | 44 | 7 | 56 | 59 | 3 | 69 | 65 | 4 | 49 | 45 | 4 | 59 | 45 | 14 |
| Media | 46 | 38 | 8 | 36 | 37 | 1 | 60 | 53 | 7 | 25 | 28 | 3 | 65 | 49 | 16 | 41 | 33 | 8 | 52 | 44 | 8 |
| Trust Index | 49 | 43 | 6 | 41 | 39 | 2 | 57 | 52 | 5 | 45 | 44 | 1 | 74 | 64 | 10 | 47 | 40 | 7 | 54 | 43 | 11 |

2019 Edelman Trust Barometer. 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 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.” 9-point scale; top 4 box, trust. General population, 27-market global average.

TRUST INCREASES IN 12 OF 15 SECTORS

Percent trust in each sector



2019 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 nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Industries shown to half of the sample. General population, 26-market average.

INDUSTRY SECTORS AT FIVE-YEAR HIGHS

Percent trust in each sector

■ Distrust
 ■ Neutral
 ■ Trust

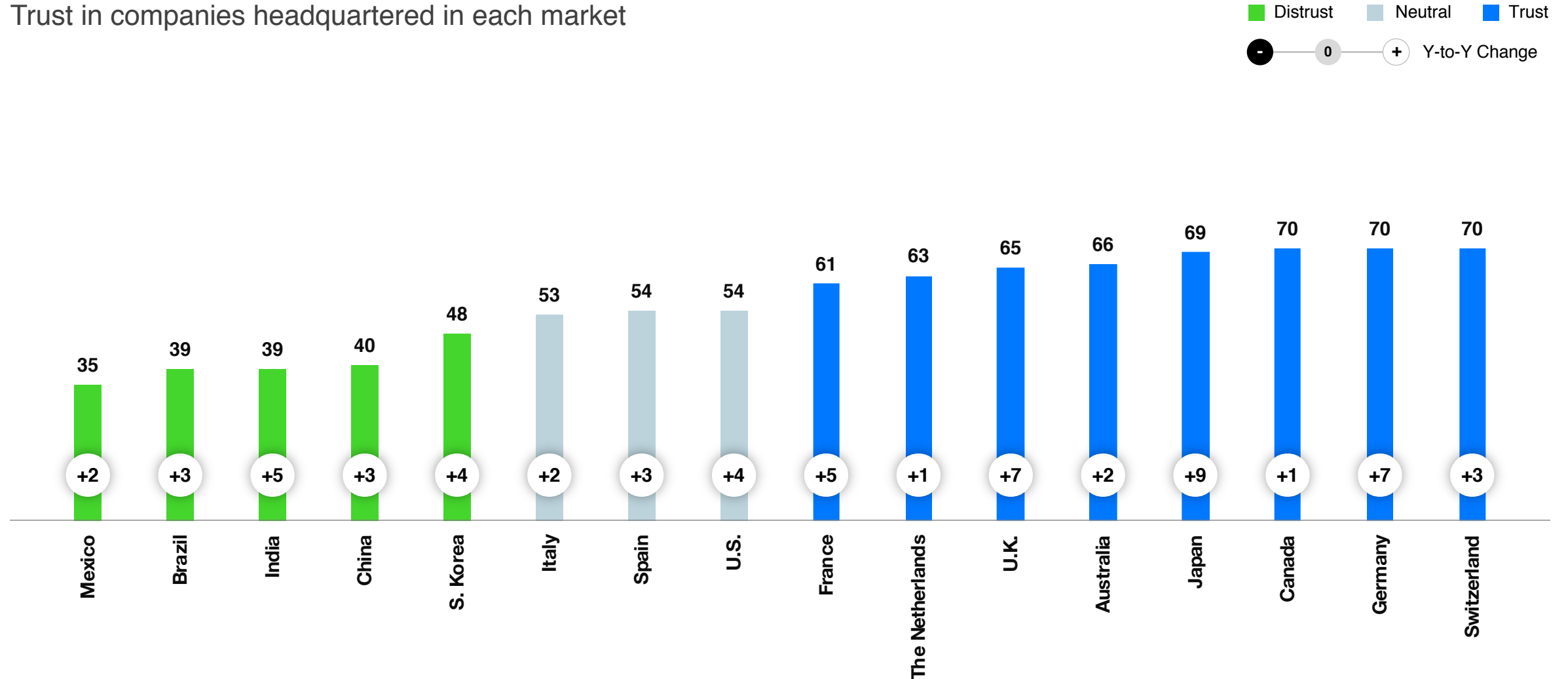
- 0 + Change, 2015 to 2019

| Industry | 2015 | 2016 | 2017 | 2018 | 2019 | 5yr. trend |
|-------------------------|------|------|------|------|------|------------|
| Technology | 74 | 75 | 76 | 75 | 78 | +4 |
| Automotive | 67 | 61 | 66 | 62 | 69 | +2 |
| Entertainment | 64 | 65 | 65 | 63 | 68 | +4 |
| Food and beverage | 64 | 65 | 68 | 64 | 68 | +4 |
| Healthcare | - | 64 | 67 | 65 | 68 | n/a |
| Telecommunications | 60 | 61 | 64 | 64 | 67 | +7 |
| Consumer packaged goods | 61 | 62 | 64 | 61 | 65 | +4 |
| Energy | 57 | 59 | 63 | 63 | 65 | +8 |
| Financial services | 49 | 53 | 55 | 55 | 57 | +8 |

2019 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 nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Industries shown to half of the sample. General population, 23-market average.

TRUST RISES FOR ALL COUNTRY BRANDS

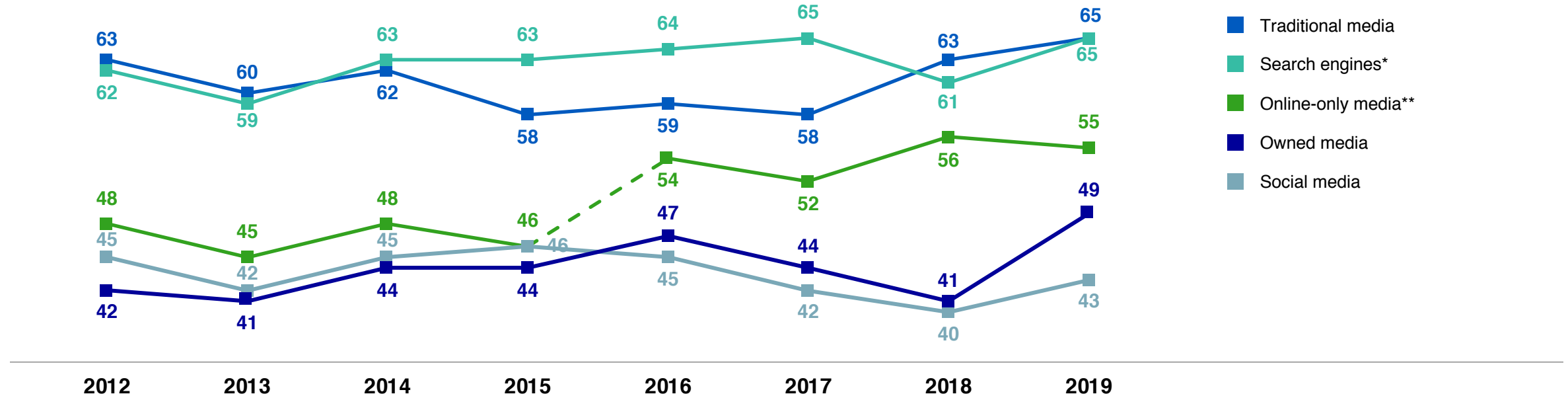
Trust in companies headquartered in each market



2019 Edelman Trust Barometer. TRU_NAT. Now we would like to focus on global companies headquartered in specific countries. Please indicate how much you trust global companies headquartered in the following countries to do what is right. Use the same nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Markets shown to half of the sample. General population, 26-market average.

TRADITIONAL MEDIA, SEARCH MOST TRUSTED

Percent trust in each source for general news and information



2019 Edelman Trust Barometer. COM_MCL. When looking for general news and information, how much would you trust each type of source for general news and information? Please use a nine-point scale where one means that you “do not trust it at all” and nine means that you “trust it a great deal.” 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 23-market average.

*From 2012-2015, “Online Search Engines” were included as a media type. In 2016, this was changed to “Search Engines.”

**From 2012-2015, “Hybrid Media” was included as a media type. In 2016, this was changed to “Online-Only media.”

NEWS ENGAGEMENT SEGMENTS ACROSS MARKETS


































Percent in each segment

| | Global 26 | | | Argentina | | | Australia | | | Brazil | | | Canada | | | China | | | Colombia | | | France | | | Germany | | |
|------------|-----------|------|--------|-----------|------|--------|-----------|------|--------|---------|------|--------|-----------------|------|--------|--------|------|--------|----------|------|--------|--------|------|--------|---------|------|--------|
| | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y | 2018 | 2019 | Y-to-Y |
| Disengaged | 49 | 28 | -21 | 46 | 24 | -22 | 60 | 34 | -26 | 39 | 17 | -22 | 54 | 33 | -21 | 26 | 11 | -15 | 38 | 21 | -17 | 61 | 37 | -24 | 67 | 49 | -18 |
| Consumers | 24 | 32 | 8 | 26 | 28 | 2 | 28 | 46 | 18 | 23 | 25 | 2 | 31 | 42 | 11 | 28 | 24 | -4 | 28 | 26 | -2 | 23 | 36 | 13 | 15 | 28 | 13 |
| Amplifiers | 26 | 40 | 14 | 29 | 48 | 19 | 12 | 20 | 8 | 38 | 58 | 20 | 16 | 26 | 10 | 47 | 65 | 18 | 34 | 53 | 19 | 17 | 27 | 10 | 18 | 23 | 5 |
| | Hong Kong | | | India | | | Indonesia | | | Ireland | | | Italy | | | Japan | | | Malaysia | | | Mexico | | | Russia | | |
| Disengaged | 40 | 20 | -20 | 35 | 19 | -16 | 45 | 19 | -26 | 52 | 34 | -18 | 54 | 31 | -23 | 72 | 46 | -26 | 45 | 19 | -26 | 47 | 21 | -26 | 47 | 24 | -23 |
| Consumers | 31 | 39 | 8 | 19 | 18 | -1 | 17 | 26 | 9 | 32 | 40 | 8 | 19 | 24 | 5 | 18 | 37 | 19 | 19 | 24 | 5 | 19 | 24 | 5 | 32 | 30 | -2 |
| Amplifiers | 29 | 41 | 12 | 46 | 63 | 17 | 38 | 55 | 17 | 16 | 25 | 9 | 27 | 45 | 18 | 10 | 17 | 7 | 36 | 57 | 21 | 34 | 54 | 20 | 21 | 46 | 25 |
| | Singapore | | | S. Africa | | | S.Korea | | | Spain | | | The Netherlands | | | Turkey | | | U.K. | | | U.S. | | | UAE | | |
| Disengaged | 49 | 24 | -25 | 48 | 27 | -21 | 60 | 36 | -24 | 46 | 22 | -24 | 53 | 29 | -24 | 31 | 16 | -15 | 59 | 37 | -22 | 59 | 37 | -22 | 55 | 39 | -16 |
| Consumers | 30 | 40 | 10 | 24 | 32 | 8 | 18 | 27 | 9 | 26 | 36 | 10 | 34 | 47 | 13 | 23 | 20 | -3 | 26 | 37 | 12 | 26 | 37 | 12 | 26 | 33 | 7 |
| Amplifiers | 21 | 36 | 15 | 27 | 41 | 13 | 22 | 36 | 14 | 28 | 43 | 15 | 14 | 24 | 10 | 45 | 65 | 20 | 16 | 26 | 10 | 16 | 26 | 10 | 20 | 27 | 7 |

2019 Edelman Trust Barometer. News Engagement Scale, built from MED_SEG_OFT. How often do you engage in the following activities related to news and information? Indicate your answer using the 7-point scale below. Question asked of half of the sample. General population, 26-market average. For details on how the News Engagement Scale was built, please refer to the Technical Appendix.

DEMOGRAPHIC PROFILE OF EACH NEWS ENGAGEMENT SEGMENT

■ Distrust
 ■ Neutral
 ■ Trust

| | Trust Index | Age | Gender | Education | Income |
|--|--|--|---|--|---|
| THE DISENGAGED Consume news less than weekly |  | 18-34  32 35-54  37 55+  31 | Female  57 Male  43 | Less than college  62 College+  37 | Low  32 Middle  48 High  19 |
| CONSUMERS Consume news about weekly or more |  | 18-34  29 35-54  34 55+  37 | Female  51 Male  49 | Less than college  53 College+  47 | Low  23 Middle  51 High  26 |
| AMPLIFIERS Consume news about weekly or more AND share or post content several times a month or more |  | 18-34  37 35-54  40 55+  23 | Female  49 Male  51 | Less than college  45 College+  55 | Low  23 Middle  47 High  30 |

2019 Edelman Trust Barometer. The Trust Index is an average of a market's trust in the institutions of government, business, media and NGOs. S15. What is your current age? S6. Are you male or female? S7. What is the last grade in school you completed? S8. Thinking about your annual household income in 2017, which of the following categories best describes your total household income that year? General population, 27-market average, by the News Engagement Scale.

For details on how the News Engagement Scale was built, please refer to the Technical Appendix.

EMPLOYEE EXPECTATIONS IN DETAIL

| | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap |
|--|--------------------|--------------|-------------------|-------------|-----------------|
| Job Opportunity | 42 | 38 | 80 | 61 | 19 |
| Wages keep up with the cost of living | 40 | 44 | 84 | 58 | 25 |
| Interesting work experience | 43 | 37 | 80 | 68 | 12 |
| Training programs | 43 | 36 | 79 | 63 | 16 |
| Career opportunities | 42 | 35 | 77 | 56 | 21 |
| Personal Empowerment | 43 | 31 | 74 | 58 | 16 |
| Management always tells the truth | 38 | 41 | 79 | 55 | 24 |
| Regular communications | 44 | 34 | 78 | 61 | 17 |
| Employees have a voice | 46 | 31 | 77 | 59 | 18 |
| CEO embodies organization's values | 42 | 32 | 73 | 60 | 13 |
| Employees included in planning | 44 | 27 | 71 | 57 | 14 |
| Diversity at all levels | 44 | 27 | 71 | 61 | 9 |
| Organization acts on its values | 40 | 24 | 64 | 50 | 14 |
| Shared Action | 42 | 25 | 67 | 56 | 10 |
| Shared values | 44 | 29 | 72 | 59 | 13 |
| Greater purpose | 44 | 28 | 71 | 67 | 4 |
| Meaningful work | 44 | 27 | 71 | 59 | 12 |
| Opportunities to address social problems | 42 | 24 | 66 | 55 | 11 |
| CEO speaks up on issues | 35 | 19 | 54 | 48 | 6 |
| Listens to employee objections | 41 | 20 | 61 | 46 | 15 |

2019 Edelman Trust Barometer. 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; code 1, very important I would never work for an organization that lacked this characteristic; code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.

EMPLOYEE EXPECTATIONS ACROSS DEMOGRAPHICS

| By age | 18-34 | | | | | 35-54 | | | | | 55+ | | | | |
|----------------------|--------------------|--------------|-------------------|-------------|-----------------|--------------------|--------------|-------------------|-------------|-----------------|--------------------|--------------|-------------------|-------------|-----------------|
| | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap |
| Job Opportunity | 41 | 40 | 81 | 64 | 17 | 43 | 36 | 79 | 61 | 18 | 41 | 37 | 78 | 57 | 21 |
| Personal Empowerment | 43 | 32 | 75 | 61 | 14 | 43 | 30 | 73 | 56 | 17 | 40 | 32 | 72 | 52 | 20 |
| Shared Action | 42 | 26 | 68 | 59 | 9 | 42 | 24 | 66 | 55 | 11 | 38 | 23 | 61 | 48 | 13 |

| By gender | Men | | | | | Women | | | | |
|----------------------|--------------------|--------------|-------------------|-------------|-----------------|--------------------|--------------|-------------------|-------------|-----------------|
| | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap | Strong expectation | Deal breaker | Total expectation | Performance | Performance gap |
| Job Opportunity | 43 | 37 | 80 | 64 | 16 | 41 | 39 | 80 | 59 | 21 |
| Personal Empowerment | 43 | 30 | 73 | 60 | 13 | 42 | 31 | 73 | 55 | 18 |
| Shared Action | 42 | 25 | 67 | 59 | 8 | 41 | 25 | 66 | 53 | 13 |

2019 Edelman Trust Barometer. 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; code 1, very important I would never work for an organization that lacked this characteristic; code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average, by age and gender.



Technical Appendix

WHY EDELMAN STUDIES TRUST

In modern society, we delegate important aspects of our well-being to the four institutions of business (economic well-being), government (national security and public policy), media (information and knowledge) and NGOs (social causes and issues).

In order to feel safe delegating important aspects of our lives and well-being to others, we need to trust them to act with integrity and with our best interests in mind. Trust, therefore, is at the heart of an individual's relationship with an institution and, by association, its leadership.

If trust in these institutions diminishes, we begin to fear that we are no longer in safe, reliable hands. Without trust, the fabric of society can unravel to the detriment of all.

From an institutional standpoint, trust is a forward-looking metric. Unlike reputation, which is based on an organization's historical behavior, trust is a predictor of whether stakeholders will find you credible in the future, will embrace new innovations you introduce and will enthusiastically support or defend you.

For these reasons, trust is a valuable asset for all institutions, and ongoing trust-building activities should be one of the most important strategic priorities for every organization.

2019 Edelman Trust Barometer

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8. How we measured the ROI of employee trust

9. How can organizations measure and manage their trust?

10. The Edelman Trust Barometer team

19th ANNUAL EDELMAN TRUST BAROMETER

Methodology

Online Survey in 27 Markets

33,000+ respondents total

All fieldwork was conducted between
October 19 and November 16, 2018

27-market global data margin of error: General population +/- 0.6% (N=31,050), informed public +/- 1.3% (N=6,000), mass population +/- 0.6% (26,000+), half-sample global general online population +/- 0.8 (N=15,525).

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 739, varies by market).

Employee MOE: 27-market = +/- 0.8% (N=16,944)

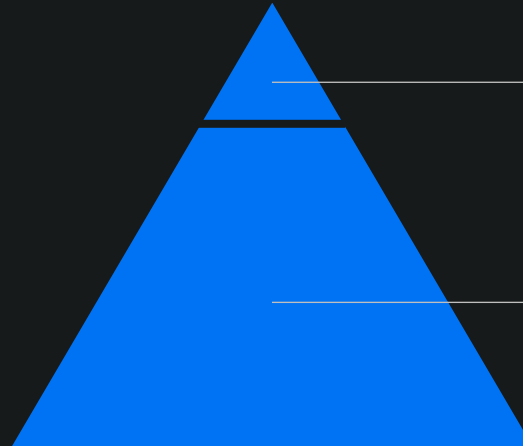
Market-specific = +/- 3.2 to 4.6% (N=min 446, varies by market)

General Online Population

1,150 respondents per market

Ages 18+

All slides show general online
population data unless otherwise noted



Informed Public ▲

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

Represents 16% of total global population

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 public policy and business news

Mass Population ▲

All population not including informed public

Represents 84% of total global population

2019 Focus on Employer-Employee Relationship

55% of global general population are full- or part-time employees (but not self-employed)

Oversample of employees of multinational companies: 500 respondents per market

SAMPLE SIZE, QUOTAS AND MARGIN OF ERROR

| General Population | | | | Informed Public | | |
|--------------------|--------------|---------------------|---|-----------------|--------------------------------|--|
| | Sample Size* | Quotas Set On** | Margin of Error | Sample Size* | Quotas Set On*** | Margin of Error |
| Global | 31,050 | Age, Gender, Region | +/- 0.6% total sample +/- 0.8% half sample | 6000 | Age, Education, Gender, Income | +/- 1.2% total sample +/- 1.8% split sample |
| China and U.S. | 1,150 | Age, Gender, Region | +/- 2.9% total sample +/- 4.1% half sample | 500 | Age, Education, Gender, Income | +/- 4.4% total sample +/- 6.2% split sample |
| All other markets | 1,150 | Age, Gender, Region | +/- 2.9% total sample +/- 4.1% half sample | 200 | Age, Education, Gender, Income | +/- 6.9% total sample +/- 9.8% split sample |

* Some questions were asked of only half of the sample. Please refer to the footnotes on each slide for details.

** In the U.S., U.K. and UAE, there were additional quotas on ethnicity.

*** In the UAE, there were additional quotas on ethnicity.

LANGUAGES AND INTERNET PENETRATION BY MARKET

The Edelman Trust Barometer is an online survey. In developed markets, a nationally- representative online sample closely mirrors the general population. In markets with lower levels of internet penetration, a nationally-representative online sample will be more affluent, educated and urban than the general population.

| | Languages | Internet Penetration* | | Languages | Internet Penetration* | | Languages | Internet Penetration* |
|------------------|-------------------------------|-----------------------|---------------------|-------------------|-----------------------|---------------------|------------------------------|-----------------------|
| Global | - | 55% | India | Hindi & English | 34% | Singapore | English & Simplified Chinese | 84% |
| Argentina | Localized Spanish | 79% | Indonesia | Indonesian | 50% | South Africa | English & Afrikaans | 54% |
| Australia | English | 88% | Ireland | English | 93% | South Korea | Korean | 93% |
| Brazil | Portuguese | 66% | Italy | Italian | 92% | Spain | Spanish | 93% |
| Canada | English & French Canadian | 90% | Japan | Japanese | 93% | Turkey | Turkish | 68% |
| China | Simplified Chinese | 57% | Malaysia | Malay | 79% | UAE | Arabic & English | 98% |
| Colombia | Localized Spanish | 58% | Mexico | Localized Spanish | 65% | U.K. | English | 95% |
| France | French | 93% | Netherlands | Dutch & English | 96% | U.S. | English | 88% |
| Germany | German | 96% | Russia | Russian | 76% | | | |
| Hong Kong | English & Traditional Chinese | 87% | Saudi Arabia | Arabic & English | 90% | | | |

*Data source: <http://www.internetworldstats.com/stats.htm> (June 30, 2018 for Asian and Middle Eastern markets; December, 2017 for European and North American markets,)

HOW DID WE MEASURE BELIEF IN THE SYSTEM?

Four dimensions were examined to determine whether or not respondents believe the system is failing them:

- 1) A **sense of injustice** stemming from the perception that society's elites have co-opted the system to their own advantage at the expense of regular people,
- 2) A **lack of hope** that the future will be better for you and your family,
- 3) A **lack of confidence** in the leaders of societal institutions to solve the country's problems, and
- 4) A **desire for** forceful reformers in positions of power that are capable of bring about much-needed **change**.

Overall scores were calculated by taking the average of the nine item scores.

Respondents were categorized into one of three segments based their mean score:

- Those who averaged 6.00 or higher believe the **system is failing** them
- Those who averaged between 5.00 and 5.99 were labelled as **uncertain**
- Those who averaged less than 5.00 believe the **system is working**

Respondents were asked:

For each one, please rate how **true** you believe that statement is using a nine-point scale where one means it is "**not at all true**" and nine means it is "**completely true**".

Sense of Injustice Items

"The elites who run our institutions are out of touch with regular people" POP_MDCr8

"The elites who run our institutions are indifferent to the will of the people" POP_MDCr1

"As regular people struggle just to pay their bills, the elites are getting richer than they deserve" POP_MDCr2

"The system is biased against regular people and in favor of the rich and powerful" POP_MDCr3

Lack of Hope Items

"My hard work will be rewarded" (reverse scored) POP_MDCr18

"My children will have a better life than I do" (reverse scored) POP_MDCr19

"The country is moving in the right direction" (reverse scored) POP_MDCr20

Lack of Confidence Items

"I do not have confidence that our current leaders will be able to address our country's challenges" POP_MDCr10

Desire for Change Items

"We need forceful reformers in positions of power to bring about much-needed change" POP_MDCr9

HOW DID WE DEFINE THE NEWS ENGAGEMENT SEGMENTS?

The three news engagement segments shown on slide 22 of the global report (The Disengaged, Consumers, and Amplifiers) were defined based on two scales.

The first scale measured news consumption and the second measured sharing and posting of news content. Both scales were based on an average of two activities, rated on a seven-point scale of how often the respondent engaged in the activities. We used both scales together to determine three levels of overall news engagement.

We discovered that those who scored high on the posting/sharing scale were very unlikely to score low on the consumption scale, and those who scored low on the consumption scale were very unlikely to score high on the sharing/posting scale. As a result, despite there being four possible high/low combinations of the two scales, we chose to segment respondents into only three groups as defined below.

| | Consumption | Sharing and Posting |
|-----------------------|----------------------|---------------------------------|
| The Disengaged | Less than weekly | Less than several times a month |
| Consumers | About weekly or more | Less than several times a month |
| Amplifiers | About weekly or more | Several times a month or more |

News Consumption Scale Items

- Read, view or listen to news and information produced by major news organizations or publications at the original source
- Read news and information from major news organizations sent to me by others or pushed to me on a news feed, social network platform or application

News Content Sharing/Posting Scale Items

- Share or forward news items that I find to be interesting
- Create and post my own opinions or other news/information content on social media platforms or other online sites

Activity frequency scale response options

- I never do this
- I occasionally do this
- I do this several times a month
- I do this weekly
- I do this several times a week
- I do this daily
- I do this several times a day

HOW DID WE MEASURE EMPLOYEE EXPECTATIONS?

We identified three dimensions of employee expectations:

- 1) **Job Opportunity:** My employer offers good wages, training, career growth and interesting work experiences
- 2) **Personal Empowerment:** I know what is going on, I am part of the planning process, and I have a voice in key decisions; the culture is values-driven and inclusive
- 3) **Shared Action:** My employer has a greater purpose, and my work has a meaningful societal impact

Respondents were asked:

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?

Very important: I would never work for an organization that lacked this characteristic.

Important: The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization.

Not very important: This might be nice to have but it isn't very important to me

Job Opportunity Items

- They offer training programs to help employees keep their skills up-to-date
- There are many opportunities for me to move up within the organization
- They ensure that their employees' wages keep up with increases in the cost of living over time
- They offer me interesting and valuable work experiences

Personal Empowerment Items

- The employees at all levels within the organization reflect the diversity of the customers and community it serves
- Management always tells employees the truth
- The organization refuses to promote or reward people who do not live up to its values even if they perform well in other ways
- Management communicates regularly with employees about what is happening within the organization
- The CEO's actions embody the values of the organization
- They make it easy for employees to give input and feedback to management
- They include employees in the planning and strategy development process

Shared Action Items

- There are opportunities within my job to engage in activities that help address social problems or support the local community
- The organization has a greater purpose that I understand and support
- The CEO speaks publicly about controversial social and political issues that I care about
- My values are reflected in the way the organization goes about its business
- I would have the opportunity to do work that will shape the future of society in some meaningful way
- If its employees objected, my employer would stop engaging in specific business practices or working with certain organizations

HOW DID WE MODEL THE RELATIONSHIP BETWEEN EMPLOYER PERFORMANCE AND TRUST?

Respondents were asked:

Thinking about your current employer, to what extent do you **agree** with the following statements? Answers were given in reference to a 9-Point, Agree-Disagree scale.

Expectation fulfilment was calculated by assigning a score of 0-3 for each of the expectations dimensions (Job Opportunity, Personal Empowerment, and Shared Action) and then adding those scores up across the three dimensions. Thus, an employer's expectation fulfilment score could range from a total of 0 to 9.

Within a given dimension, if an employer's average score across the items was between 0 and 4.99, they were assigned a score of zero meaning that they fail to deliver on that dimension. If an employer's average score across the items was between 5.00 and 5.99, they were assigned a score of one meaning that they do not reliably deliver on that dimension. If an employer's average score across the items was between 6.00 and 7.49, they were assigned a score of two meaning that they deliver on that dimension. If an employer's score across the items was between 7.50 and 9.00, they were assigned a score of three meaning that they deliver strongly on that dimension.

The chart is based on calculating the average strong (top 2 box) and weak trust (3rd and 4th box) among employers who score 0 through 9 on expectation fulfilment.

Job Opportunity Items

- My employer makes sure that wages keep up with the cost of living over time
- My employer provides me with many opportunities to move up within the organization
- My job offers me interesting and valuable work experiences
- My employer offers training programs to help employees keep their skills up-to-date

Personal Empowerment Items

- My company makes it easy for me to give input to management
- The employees at all levels within the organization reflect the diversity of the customers and community we serve
- Management always tells employees the truth
- Management communicates regularly with employees about what is happening within the organization
- My organization includes employees in the planning and strategy development process
- My employer does not promote or reward people who do not live up to our organization's values, even if they perform well in other ways
- The CEO's actions embody the values of our organization

Shared Action Items

- My values are reflected in the way the organization goes about its business
- I understand and support my organization's greater purpose
- My employer offers me opportunities within my job to engage in activities that help address social problems or support the local community
- My organization's CEO speaks out publicly about controversial social and political issues that I care about
- I have the opportunity to do work that will shape the future of society in some meaningful way

HOW DID WE MEASURE THE ROI OF EMPLOYEE TRUST?

Four employee KPI dimensions were examined to determine the nature of the employer trust dividend:

- 1) Loyalty
- 2) Advocacy
- 3) Commitment
- 4) Engagement

Respondents were asked:

Thinking about your current employer, to what extent do you **agree** with the following statements? Answers were given in reference to a 9-Point, Agree-Disagree scale.

Loyalty items

- I want to stay working for this organization for many years
- I publicly support decisions taken by the organization's leadership

Advocacy items

- I would recommend our products or services to others
- I would defend the organization if I see or hear it being criticized
- I recommend this organization as an employer to others

Commitment items

- I want to do the best possible job for our customers or clients
- I am committed to helping the organization achieve its strategy and goals
- I feel motivated to perform at my best
- I do more than what's expected to help them succeed

Engagement items

- I behave in a way that epitomizes the organization's values
- I support the organization's social causes and community activities
- I offer suggestions for improving the organization's processes, products or services
- I would feel comfortable in speaking up if I were to see the organization engaging in wrong-doing
- I participate in the organization's social media activities
- I would feel comfortable pressuring management to weigh in on important social and political issues if I thought remaining silent would hurt the reputation of the organization
- I feel a sense of pride in my organization

HOW CAN ORGANIZATIONS MEASURE AND MANAGE THEIR TRUST?

Building on nearly two decades of experience in researching and analyzing trust, Edelman has developed a methodology for companies to measure, analyze and manage their trust capital. Edelman Trust Management (ETM) is a suite of flexible analytical tools and consulting services that help a business or organization better understand the extent to which it is trusted—and discover how it can best manage and build the trust of its audiences, stakeholders, and shareholders.

Grounded in 20 years of existing research in trust, ETM was devised and verified by a team of specialists across communications, business, and academia to link trust to real-life business outcomes. At the heart of ETM is our Edelman Net Trust Score (ENTS) and four dimensions of trust:

Overall Trust: “I trust this company to do what is right”

Ability: “This company is good at what it does”

Integrity: “This company is honest”

Dependability: “This company keeps its promises”

Purpose: “This company is trying hard to have a positive impact on society”

To learn more about Edelman Trust Management (ETM), please contact us at EdelmanTrustManagement@edelman.com

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