



2019 EDELMAN TRUST BAROMETER

Expectations for CEOs

#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)

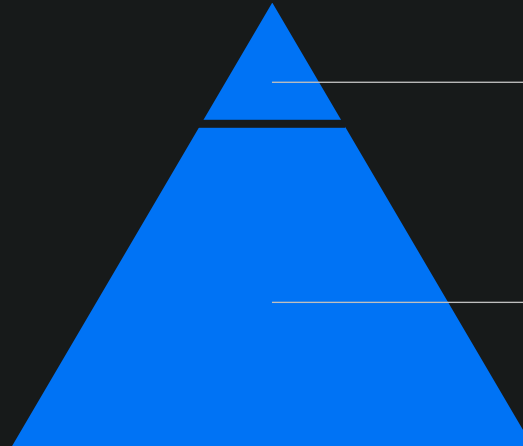
Market-specific = +/- 3.2 to 4.6% (N=min 446, varies by market)

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)

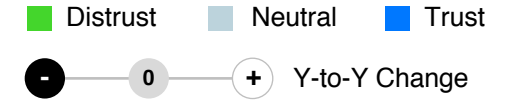
Oversample of employees of multinational companies: 500 respondents per market



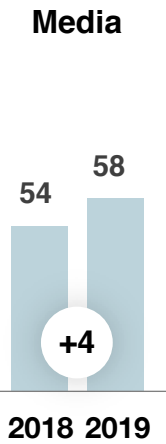
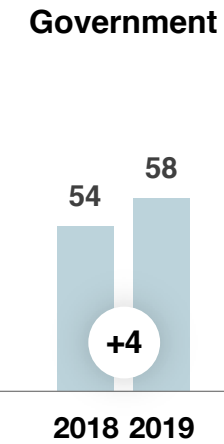
CEOs Must Lead

A MODEST RISE IN TRUST

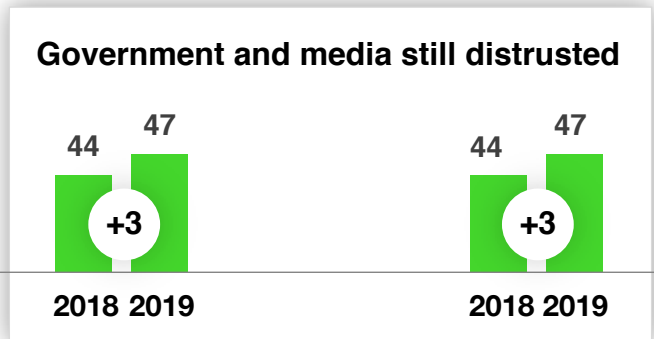
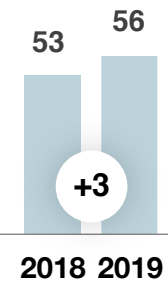
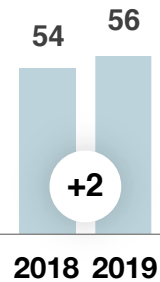
Percent trust



△ 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

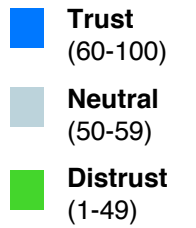
2019 Edelman Trust Barometer. The Trust Index is the average percent trust in NGOs, business, government and media. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not 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 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

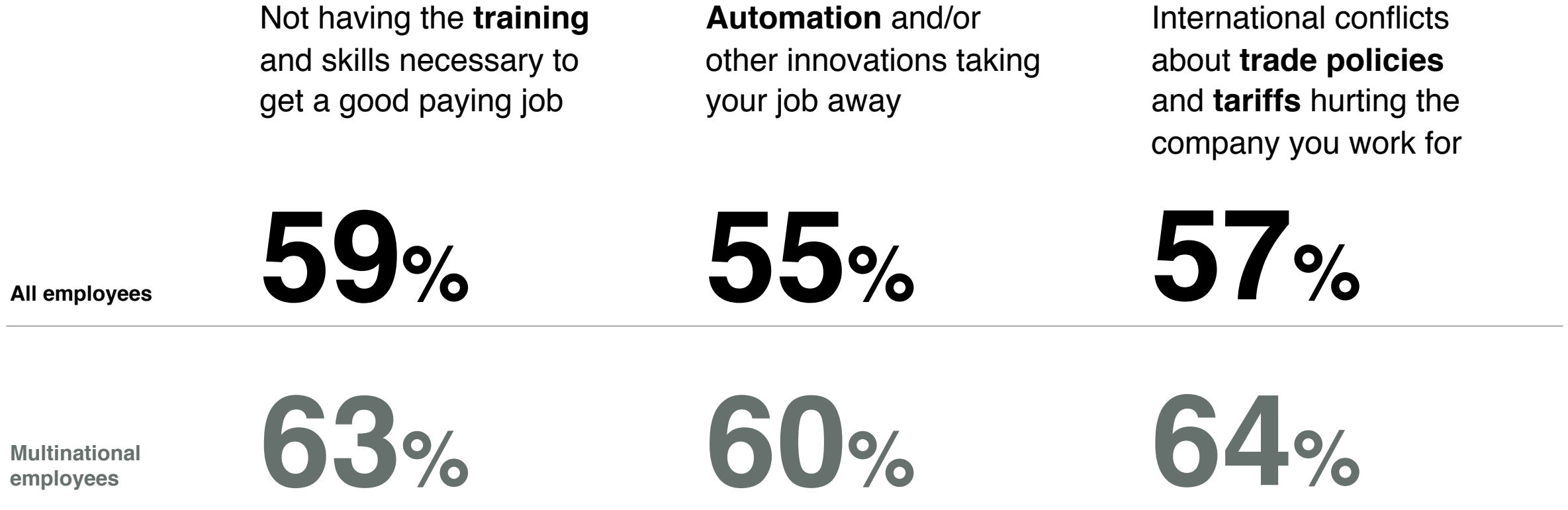


Biggest changes in

Hong Kong	+10
Australia	+8
Canada	+7
S. Africa	+7
Russia	-7
Spain	-7

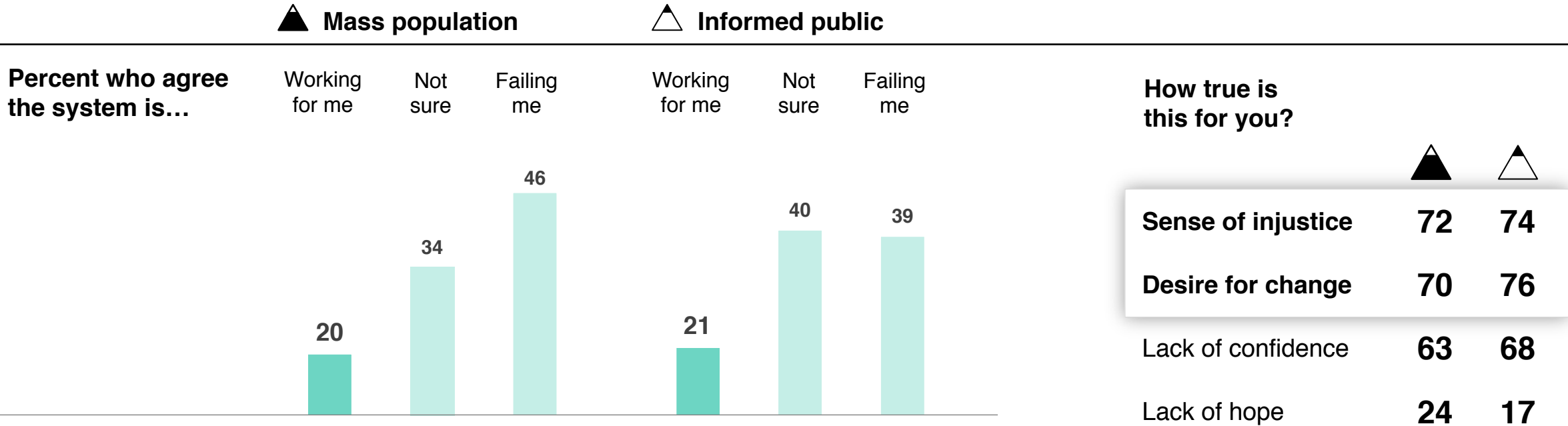
FEARS OF JOB LOSS REMAIN HIGH

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.


STRONG DESIRE FOR CHANGE



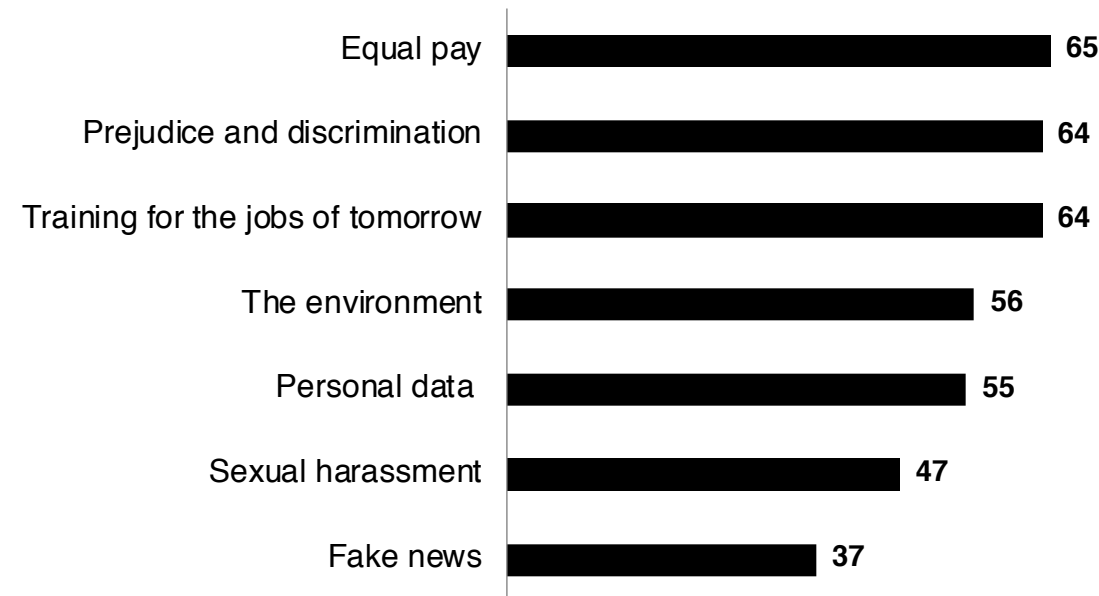
2019 Edelman Trust Barometer. “System failing” measure. For full details on how the “system failing” measure was calculated, please refer to the Technical Appendix. POP_MDC. Below is a list of statements. For each one, please rate how true you believe that statement is using a nine-point scale where 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].

SOCIETY EXPECTS CEOS TO LEAD CHANGE

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:





Expectations of Leaders

STRONG DESIRE FOR SPONTANEITY

Percent who say each characteristic best describes the type of business leader they would trust to lead us into a better future

37%

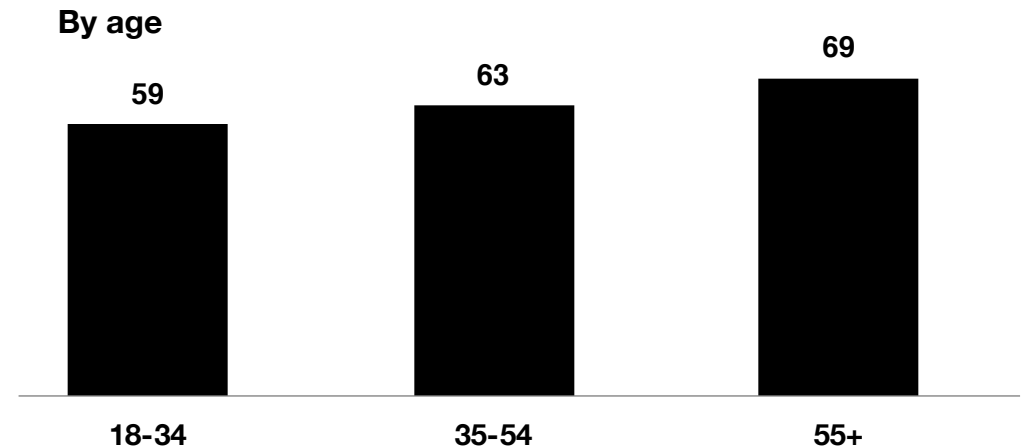
They deliver well-rehearsed speeches

vs.

63%

They speak spontaneously

Greater preference for spontaneous speakers
among 55+ age group



2019 Edelman Trust Barometer. CEO_LED. You are about to see a series of two choices. Each choice describes a different trait or characteristic a CEO or business leader might possess. For each pair, we want you to choose the one that best describes the type of business leader that you would trust to lead us into the future. While we know that some of these choices may not be easy, please do your best to select only one of the two options given—the trait that you feel is more important for a business leader to have these days. Question asked of half of the sample. General population, 27-market average, by age.

LOOKING FOR CEOS TO MODEL WORK/LIFE BALANCE

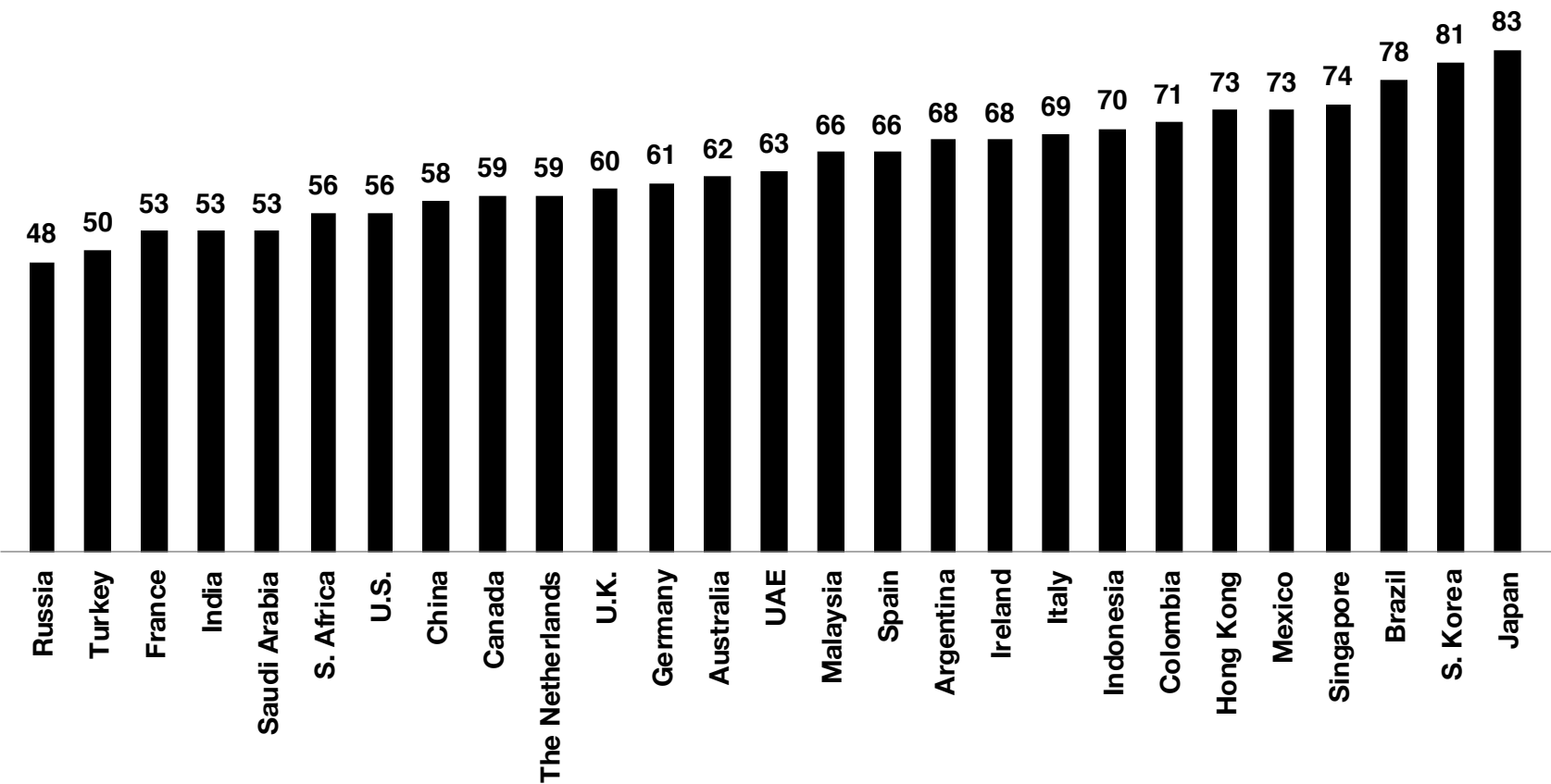
Percent who say each characteristic best describes the type of business leader they would trust to lead us into a better future

36%

They work long hours,
weekends and rarely take
vacation vs.

64%

They prioritize work life balance



2019 Edelman Trust Barometer. CEO_LED. You are about to see a series of two choices. Each choice describes a different trait or characteristic a CEO or business leader might possess. For each pair, we want you to choose the one that best describes the type of business leader that you would trust to lead us into the future. While we know that some of these choices may not be easy, please do your best to select only one of the two options given—the trait that you feel is more important for a business leader to have these days. Question asked of half of the sample. General population, 27-market average.

EMPLOYEES QUESTION CEO ETHICS

Percent who say this is important when considering an organization as a potential place of employment vs. those who say their current employer is doing this

■ Employee expectation
■ Employer performance

They question your honesty

Performance Gap

Management always
tells the truth



24pt gap

They question your values

CEO embodies
organization's values



14pt gap

They don't see you speaking up

CEO speaks
publicly on controversial
political and social issues

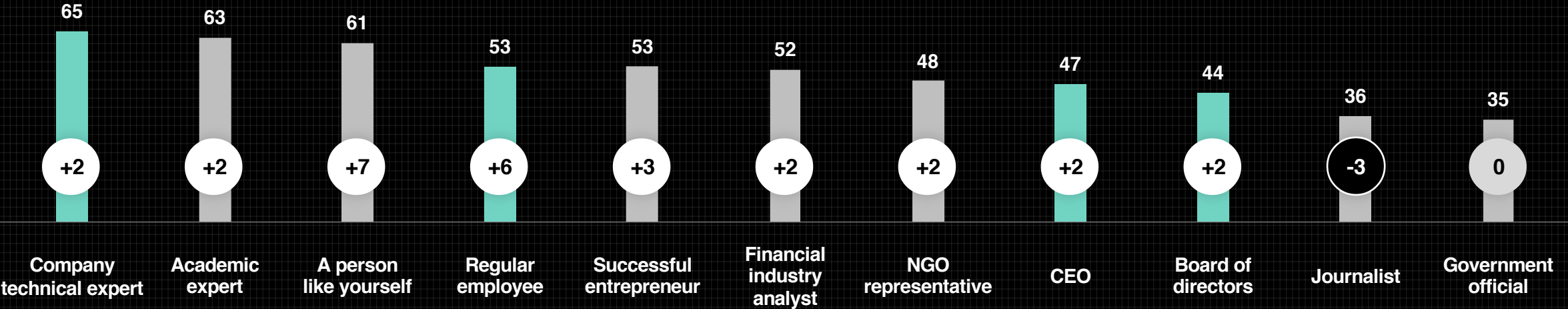
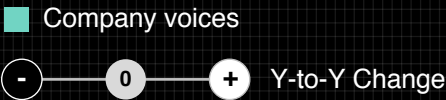


6pt gap

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.

CEOS LESS CREDIBLE THAN OTHER 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.



New Rules for Authentic Leadership

SPEAK UP ON ISSUES

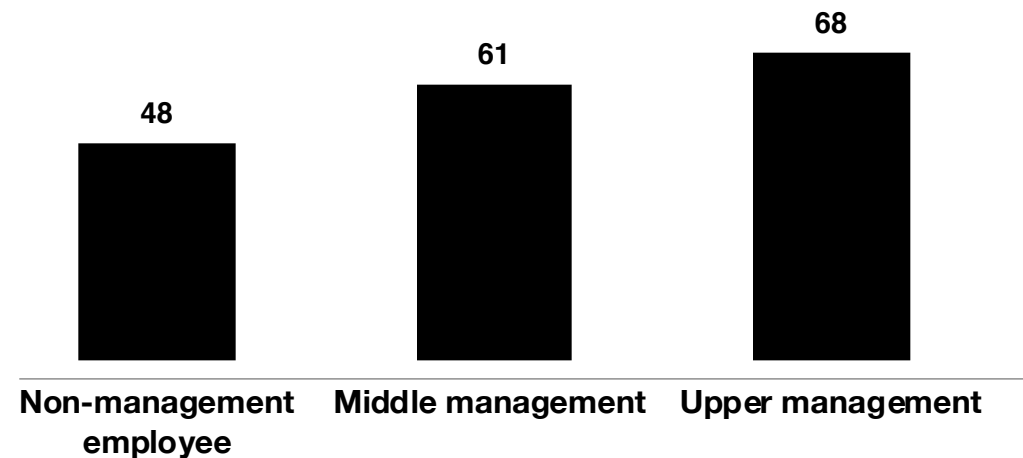
Percent who say this is important when considering an organization as a potential place of employment

Globally,

54%

CEO speaks publicly on controversial political and social issues that I care about

Expectation that CEOs speak out **highest among upper management**



2019 Edelman Trust Barometer. Q421. Which of the following best describes your position or level within your company or organization? Question asked among the employed (Q206/1 OR 2). General population employees, 27-market average, among employment levels (upper management is code 3, middle management is code 4 and employee is codes 6-8). 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.

SHOW UP FOR EMPLOYEES

71%

of employees agree
**It's critically important for my CEO
to speak out** on one or more of the
following:

- Industry issues
- Political events
- National crises
- 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”.

BE PERSONAL

Percent who say it is important to have information on each of the following aspects of the CEO's personal life outside of their business

79%

say knowing the CEO's
personal values is
important to building trust

71%

say knowing the
**obstacles the CEO overcame
to become successful** is
important to building trust

67%

say knowing the CEO's
personal success story is
important to building trust

BE RELATABLE

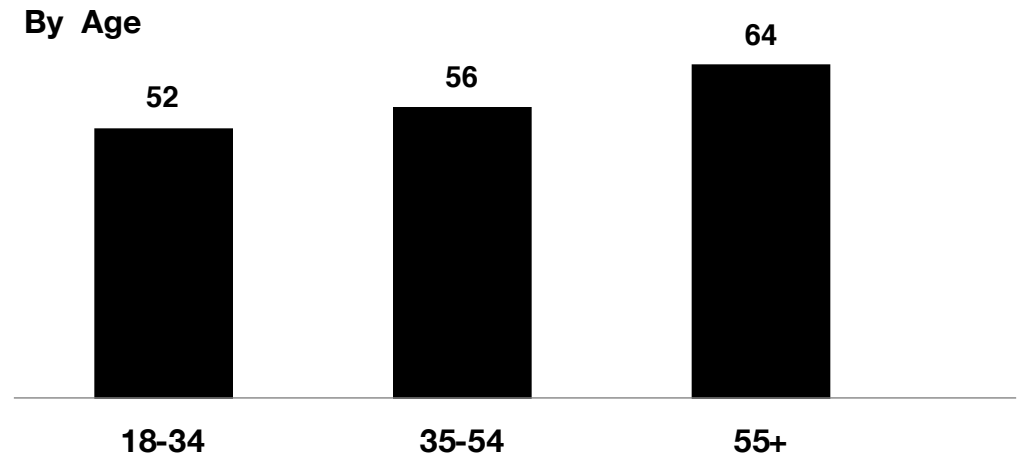
Percent who say each characteristic best describes the type of business leader they would trust to lead us into a better future

44% vs. 56%

They speak like a highly educated person

They speak like regular people

Greater preference for relatability
among 55+ age group



2019 Edelman Trust Barometer. CEO_LED. You are about to see a series of two choices. Each choice describes a different trait or characteristic a CEO or business leader might possess. For each pair, we want you to choose the one that best describes the type of business leader that you would trust to lead us into the future. While we know that some of these choices may not be easy, please do your best to select only one of the two options given—the trait that you feel is more important for a business leader to have these days. Question asked of half of the sample. General population, 27-market average, by age.

LEAD WITH FACTS

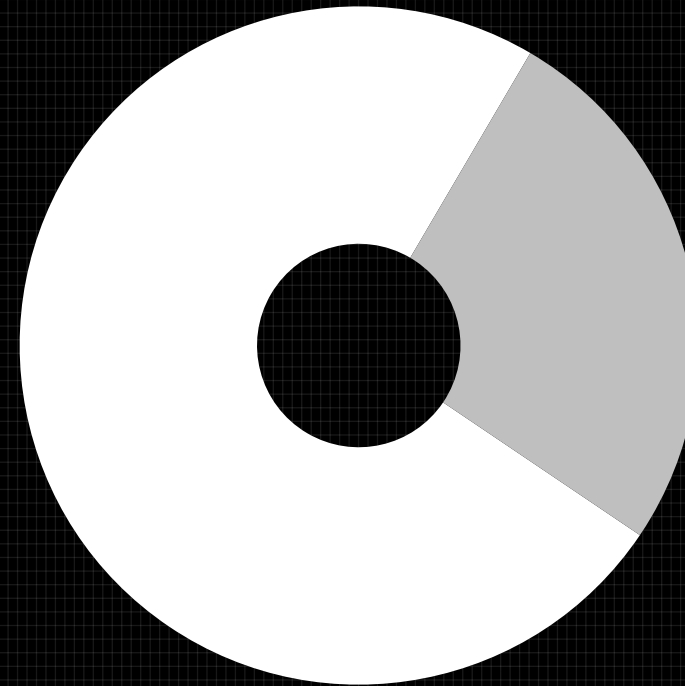
Percent who say they would trust CEOs to lead them to a better future if ...

26% vs.

They follow their instincts

74%

They make **decisions based on data and research**



2019 Edelman Trust Barometer. CEO_LED. You are about to see a series of two choices. Each choice describes a different trait or characteristic a CEO or business leader might possess. For each pair, we want you to choose the one that best describes the type of business leader that you would trust to lead us into the future. While we know that some of these choices may not be easy, please do your best to select only one of the two options given—the trait that you feel is more important for a business leader to have these days. Question asked of half of the sample. General population, 27-market average.

GO DIRECT

Percent who agree

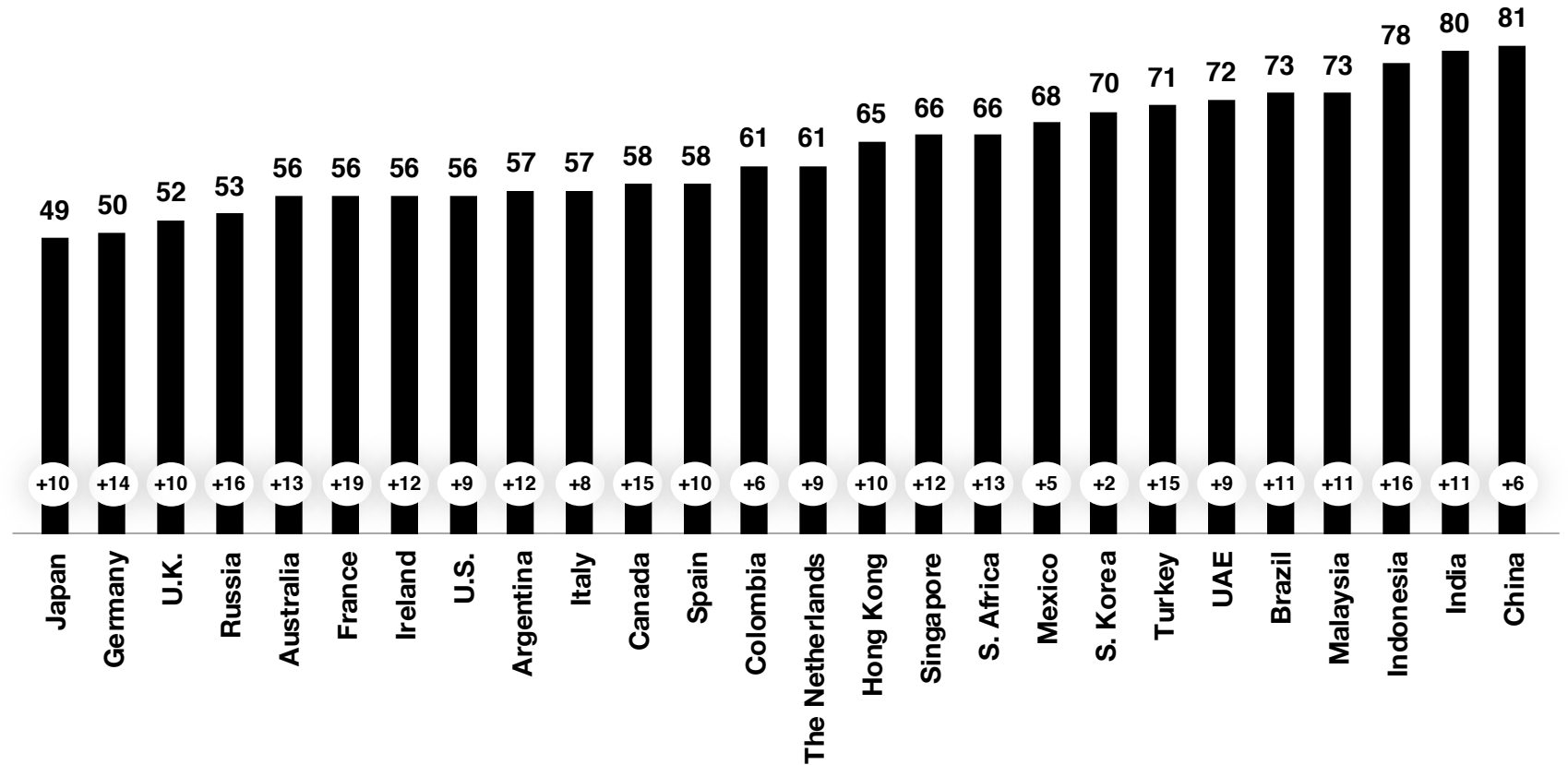
- 0 + Y-to-Y Change

Globally,

63%

CEOs should
regularly
communicate directly
to the public using
social media


+11pts



LEADERSHIP IMPERATIVES FOR CEOS

Speak Up

Take the lead on change

Focus on issues that matter most to stakeholders

Put Employees First

Embody and communicate your organization's values

Model work/life balance

Be Genuine

Share your personal values and backstory

Speak spontaneously and back up with facts