Country Report Trust in Singapore





21st ANNUAL EDELMAN TRUST BAROMETER

Methodology

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Online survey in 28 countries* 33,000+ respondents

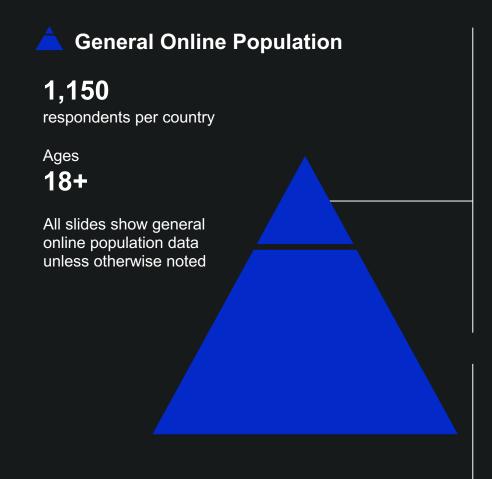
2021 Edelman Trust Barometer fieldwork conducted from October 19 to November 18, 2020

*The 2021 Trust Barometer 27-market global averages (for the general population, mass population and informed public) do not include Nigeria

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% (N=25,050+); half-sample global general online population +/- 0.8% (N=15,525).

Country-specific data margin of error: General population +/- 2.9% (N=1,150); informed public +/- 6.9% (N=min 200, varies by country), except for China and U.S. +/- 4.4% (N=500) and Nigeria +/- 9.8% (N=100); mass population +/- 3.0% to 3.6% (N=min 736, varies by country), except for Nigeria +/- 2.9% (N=1,125).

U.S. Post-Election Supplement margin of error: +/- 2.5% (N=1,500). U.S. Post-Election Supplement ethnicity-specific data margin of error: Non-Hispanic White +/- 3.3% (N=894); all others +/- 4.0 (N=607).





Informed Public

500 respondents in U.S. and China;100 respondents in Nigeria;200 in all other countries

Represents 17% of total global population

Must meet 4 criteria:

- Age **25-64**
- College-educated
- In top **25**% of household income per age group in each country
- Report significant engagement in public policy and business news



Mass Population

All population not including informed public

Represents **83%** of total global population



U.S. Post-Election Supplement

1,500 U.S. respondents, fielded December 14 to 18, 2020



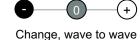
21 YEARS OF TRUST

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Rising Influence of NGOs	Fall of the Celebrity CEO	Earned Media More Credible Than Advertising	U.S. Companies in Europe Suffer Trust Discount	Trust Shifts from "Authorities" to Peers	A "Person Like Me" Emerges as Credible Spokesperson	Business More Trusted Than Government and Media	Young People Have More Trust in Business	Trust in Business Plummets	Performance and Transparency Essential to Trust	Business Must Partner With Government to Regain Trust
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	Fall of Government	Crisis of Leadership	Business to Lead the Debate for Change	Trust is Essential to Innovation	Growing Inequality of Trust	Trust in Crisis	The Battle for Truth	Trust at Work	Trust: Competence and Ethics	Declaring Information Bankruptcy



SPRING TRUST BUBBLE BURSTS; BIGGEST LOSS FOR GOVERNMENT

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



Trust Index, 11 countries included in the 2020 Trust Barometer Spring Update

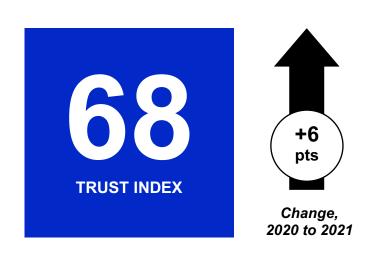
lobal 11		
		+/- May 2020 to Jan 2021
61		Government -8
	5	Media -6
(+6)		NGOs -6
55	56	Business -3
		Government was the most trusted institution in May, then lost its lead 6 months late

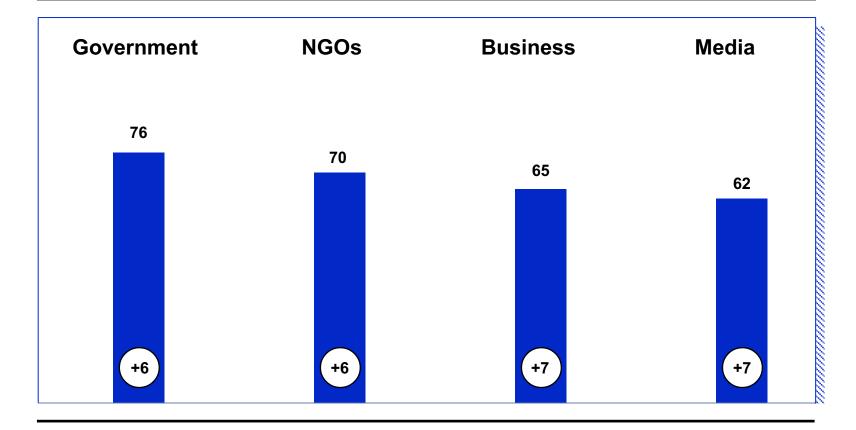
Government	+/- Jan 2020 to May 2020	+/- May 2020 to Jan 2021
S. Korea	+16	-17
UK	+24	-15
China	+5	-13
Mexico	+12	-12
Canada	+20	41
India	+6	-8
U.S.	+9	-6
Germany	+19	-5
Japan	-5	4
Saudi Arabia	+5	-1
France	+13	+2

IN SINGAPORE, GOVERNMENT MOST TRUSTED INSTITUTION

Percent trust, in Singapore

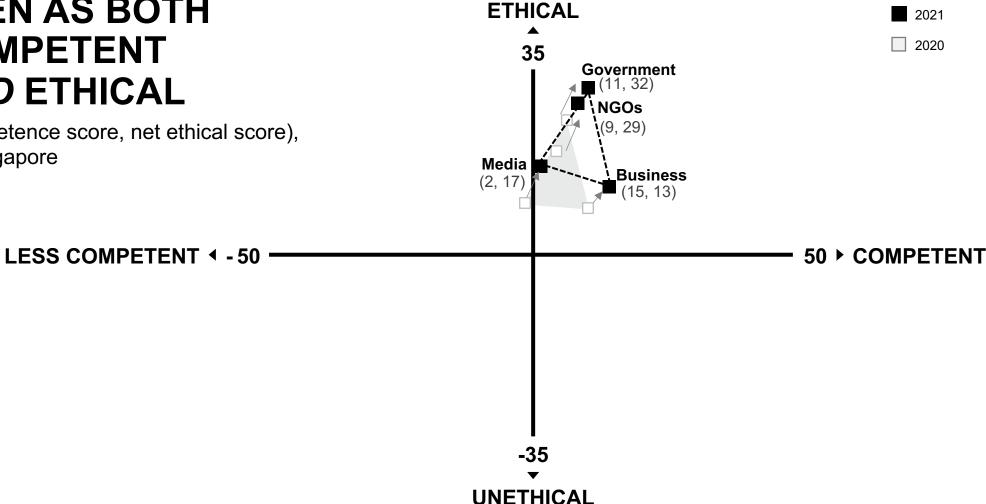






ALL INSTITUTIONS SEEN AS BOTH COMPETENT **AND ETHICAL**

(Competence score, net ethical score), in Singapore







TRUST IS LOCAL: MY EMPLOYER A MAINSTAY OF TRUST

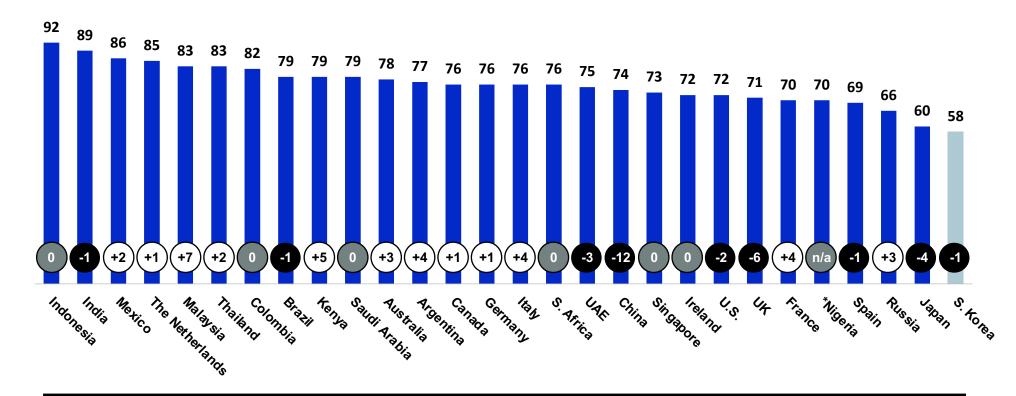


Percent trust in my employer

Singapore

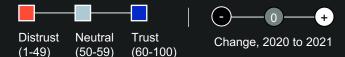


Trust in my employer stable or rising in 18 of 27 countries



A TRUST RECKONING FOR CHINA AND THE U.S.

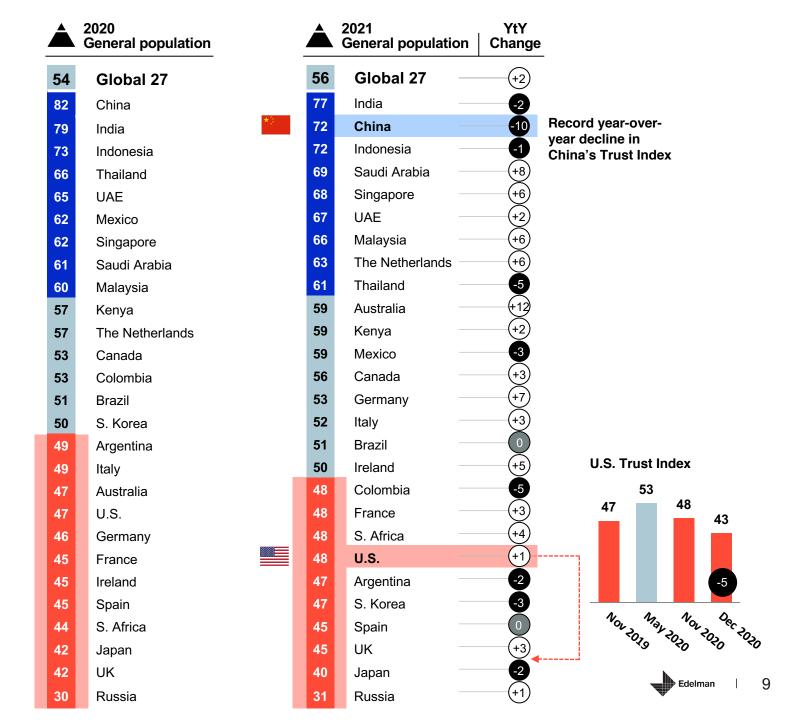
Trust Index



Greatest decline in China (-10); greatest increase in Australia (+12)

16 countries gained trust, 9 countries lost trust

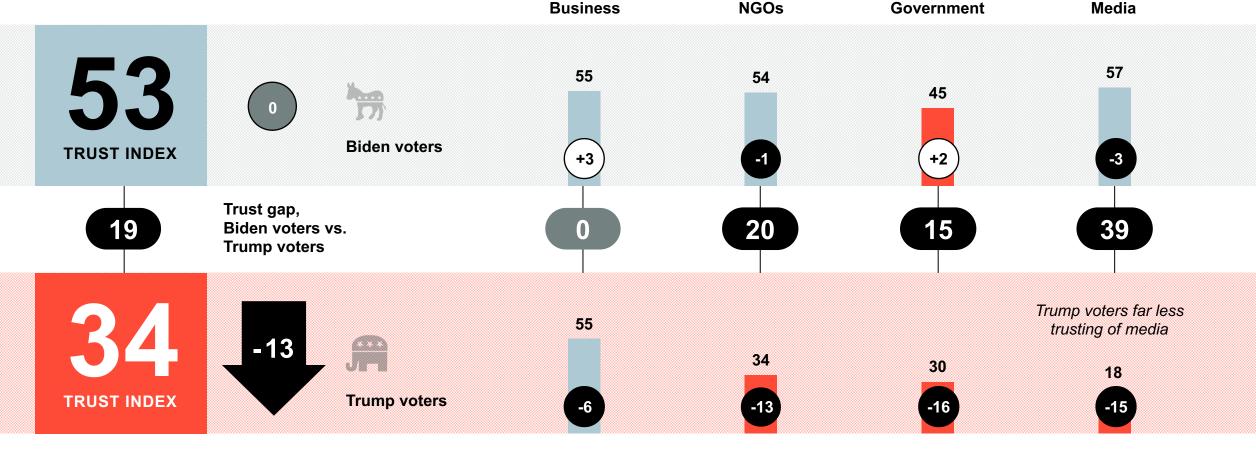
2021 Edelman Trust Barometer. The Trust Index is the average percent trust in NGOs, business, government and media. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg.



TRUST CRASHES AMONG TRUMP VOTERS POST U.S. ELECTION

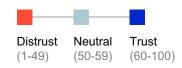
Percent trust among Biden and Trump voters in the 2020 U.S. Presidential election, and change from November to December





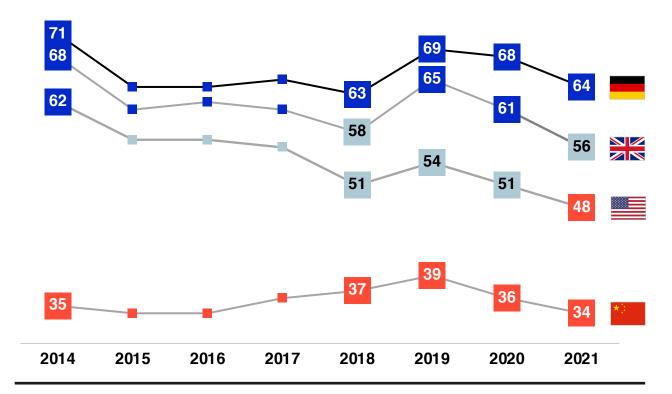


MOST POWERFUL COUNTRIES LOSE TRUST CAPITAL

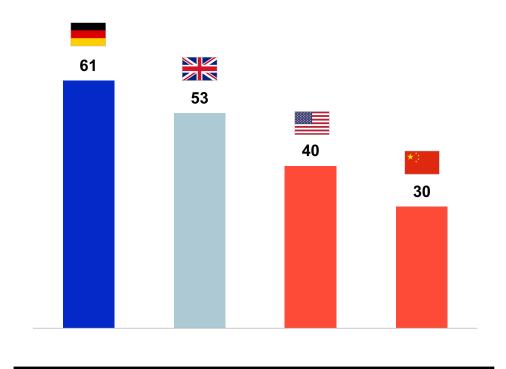


Percent trust in **companies** headquartered in each country

Global 22



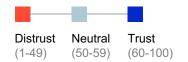
Percent trust in the **national government** of each foreign country Global 27



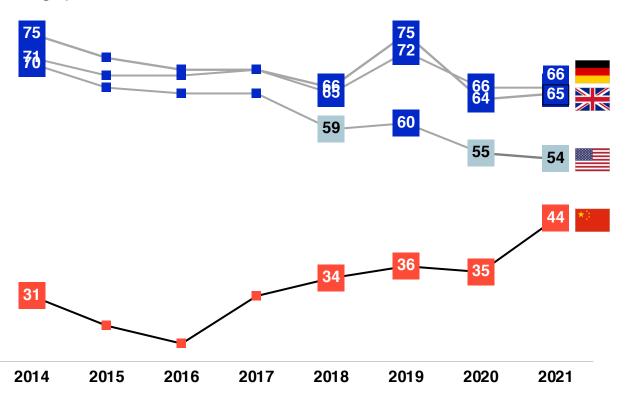
2021 Edelman Trust Barometer. TRU_NAT. Now we would like to focus on global companies headquartered in specific countries. Please indicate how much you trust global companies headquartered in the following countries to do what is right. 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 22-mkt avg. TRU_GOV. Please indicate how much you trust the national government of each of the following countries to do what is right using a 9-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 half of the sample. Respondents were not asked to rate their home country. General population, 27-mkt avg.



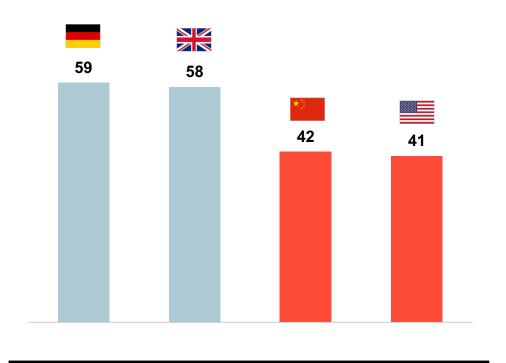
AMONG RESPONDENTS IN SINGAPORE, TRUST INCREASE FOR BRAND CHINA



Percent trust in **companies** headquartered in each country, in Singapore



Percent trust in the **national government** of each foreign country, in Singapore



2021 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. 9-point scale; top 4 box, trust. Question asked of half of the sample. TRU_GOV. Please indicate how much you trust the national government of each of the following countries to do what is right using a 9-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 half of the sample. Respondents were not asked to rate their home country. General population, Singapore.



TRUST INEQUALITY SPREADS FURTHER

Trust Index



Mass population 16 points less trusting

2021 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. 9-point scale; top 4 box, trust. Informed public and mass population, 27-mkt avg. *Nigeria not included in the global average

2021 2021 Informed public 68 Global 27 52 86 India 68 86 Saudi Arabia 68 83 67 Indonesia 82 China 67 79 The Netherlands 79 UAE 65 78 63 Malaysia 77 62 Australia 76 58 Singapore 75 56 Thailand 66 56 Italy 66 55 Mexico 65 55 France 65 52 Kenya 65 S. Africa 51 64 Canada 63 48 Ireland 62 47 Brazil 62 46 Germany 62 U.S. 45 59 44 Colombia 59 44 S. Korea 59 UK 44 57 Spain 44 56 Argentina 43 52 43 Japan 52 Nigeria* 39

Russia



15

15

13

20

12

21

13

18

16

Germany

Nigeria*

Ireland

Brazil

Colombia

Argentina

S. Africa

S. Korea

Spain

U.S.

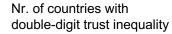
UK

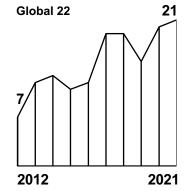
Japan

Russia

France

Italy



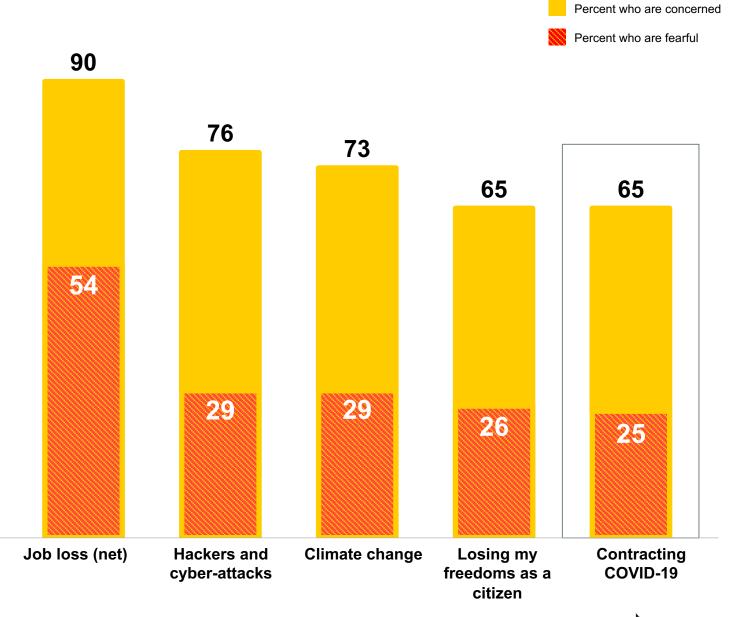




PANDEMIC ADDED TO PERSISTENT PERSONAL AND SOCIETAL FEARS

Percent who are concerned, and percent who are fearful, in Singapore

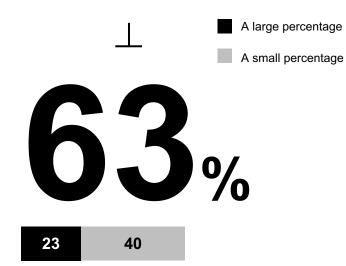
2021 Edelman Trust Barometer. POP_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worry; top 2 box, fear. Non-job loss attributes shown to half of the sample. General population, Singapore. Job loss asked of those who are an employee (Q43/1). Job loss is a net of attributes 1-3.5. and 22-24.



PANDEMIC ACCELERATES JOB LOSS FEARS

Percent who agree, in Singapore

As a result of the of the pandemic, a portion of our workforce has seen their work hours reduced or their jobs eliminated



I worry that the pandemic will accelerate the rate at which companies **replace human workers with AI** and robots

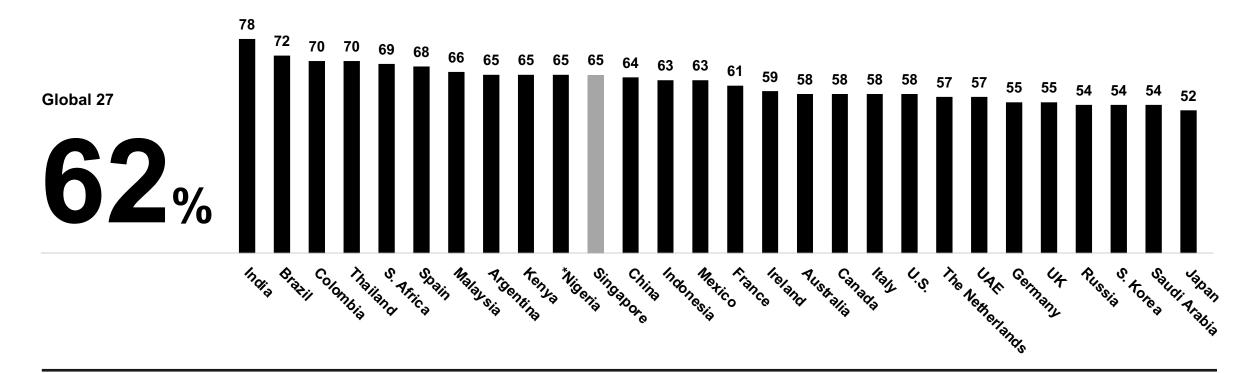
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62%

PANDEMIC DEEPENS INEQUITIES AROUND THE WORLD

Percent who agree

Those with less education, less money and fewer resources are being unfairly burdened with most of the suffering, risk of illness, and need to sacrifice due to the pandemic





INCREASED URGENCY TO ADDRESS FOUNDATIONAL PROBLEMS

Change in importance since last year (more important minus less important)

2021 Edelman Trust Barometer. IMP_POL_PRIORITIES. For each of the following issues and challenges, please indicate whether our country addressing it has become more important to you, less important to you, or has stayed the same in importance, since last year. 5-point scale; top 2 box; more important; bottom 2 box, less important. General population, Singapore. Net change is the difference between more and less important.

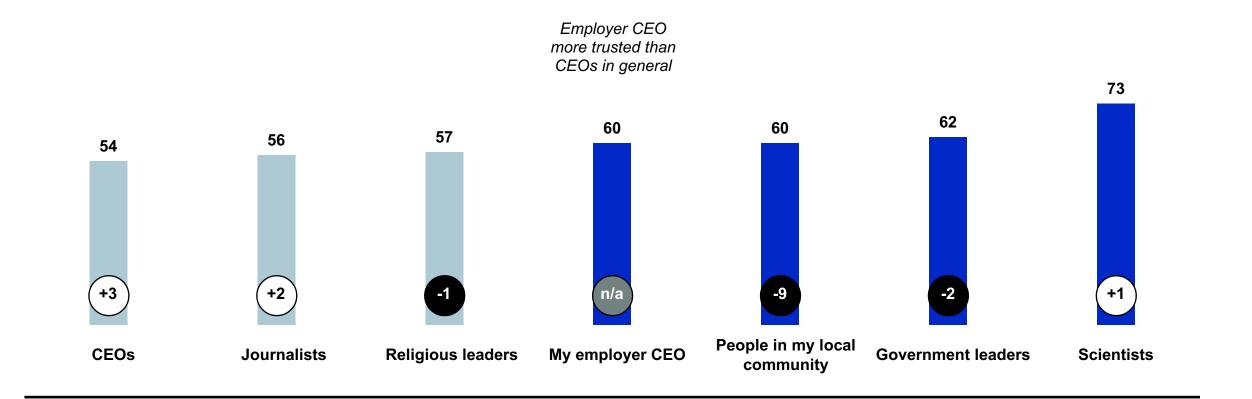
Change in importance since last year, in Singapore	Net change	More Important	Less Important
Improving our healthcare system	+47	59	12
Addressing poverty in this country	+41	54	13
Addressing climate change	+39	54	15
Finding ways to combat fake news	+39	53	14
Addressing discrimination, racism	+34	48	14
Closing the economic and social divide	+34	49	15
Protecting people's individual freedoms	+33	48	15
Improving our education system	+29	45	16



MANY SOCIETAL LEADERS NOT TRUSTED TO DO WHAT IS RIGHT

Percent trust, in Singapore

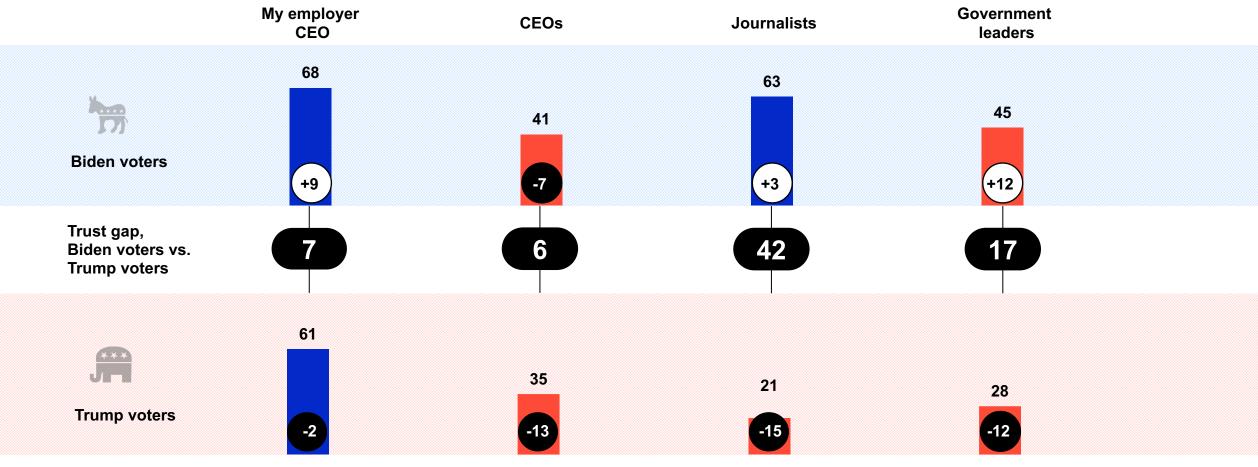




EMPLOYER CEOS TRUSTED BY BOTH TRUMP AND BIDEN VOTERS

Percent trust among Biden and Trump voters in the 2020 U.S. Presidential election









SOCIETAL LEADERS SUSPECTED OF LIES AND MISINFORMATION

Percent who worry, in Singapore

Our government leaders
are purposely trying to mislead
people by saying things they know are false
or gross exaggerations

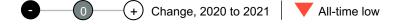
50%

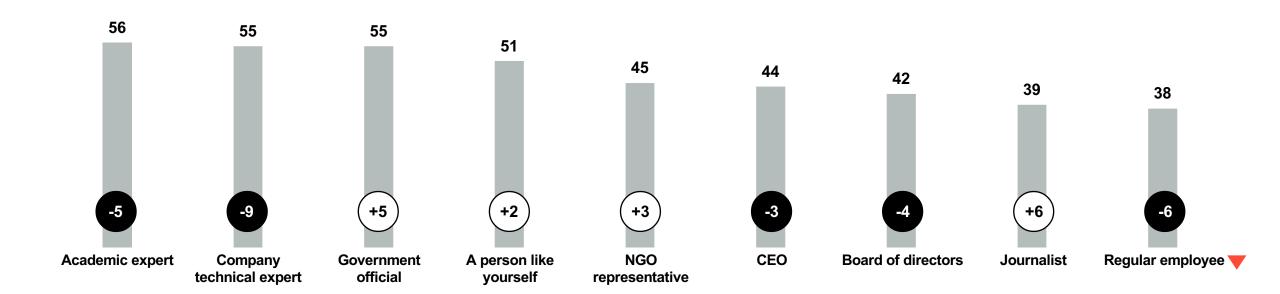
Business leaders
are purposely trying to mislead
people by saying things they know are false
or gross exaggerations

53%

CREDIBILITY OF COMPANY SPOKESPEOPLE DECLINES

Percent who rate each as very/extremely credible as a source of information about a company, in Singapore





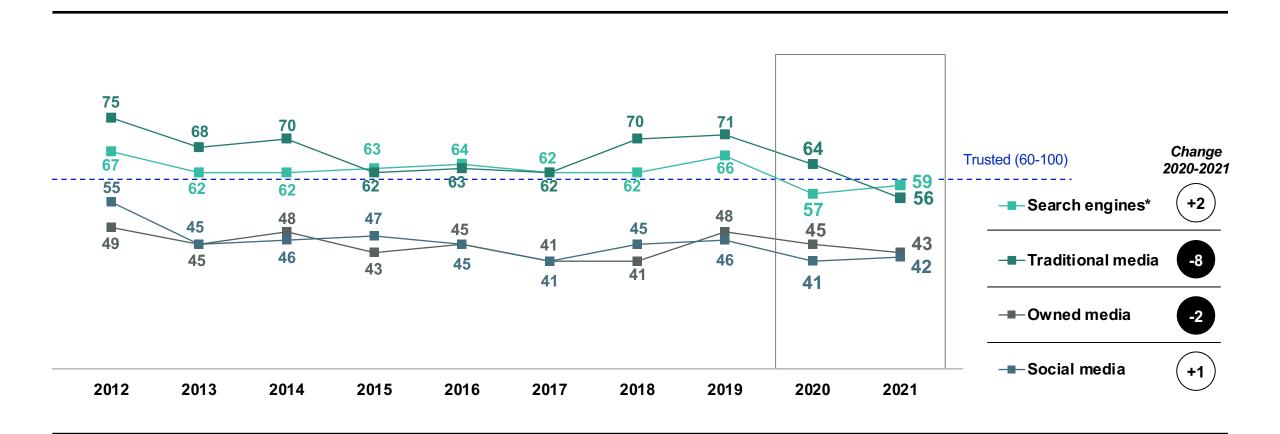




NO VACCINE FAY BODY NEEDED MYCHOICE RAGING INFODEMIC
FEEDS MISTRUST IMMUNE SYSTEM

TRUST IN INFORMATION SOURCES NEAR RECORD LOWS

Percent trust in each source for general news and information, in Singapore







NEWS ORGANIZATIONS SEEN AS BIASED

Percent who agree, in Singapore

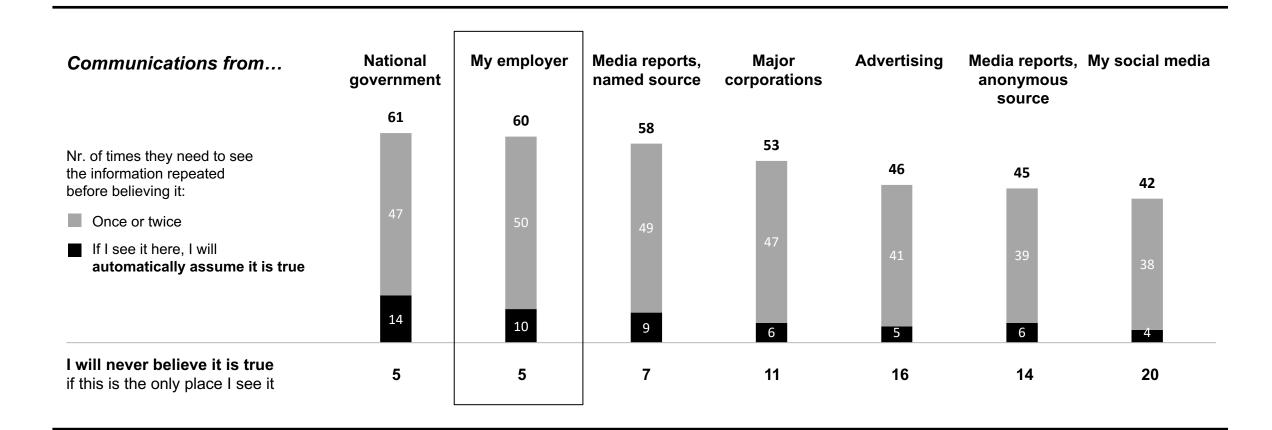
Journalists and reporters are purposely trying to mislead people by saying things they know are false or gross exaggerations

Most **news organizations** are more concerned with supporting an ideology or political position than with informing the public

The media is **not** doing well at being objective and nonpartisan

EMPLOYER MEDIA AMONG MOST BELIEVABLE SOURCES

Percent who believe information from each source automatically, or after seeing it twice or less, in Singapore







PRIORITIES SHIFT: MY INFORMATION LITERACY NOW MATTERS MORE

Change in importance since last year (more important minus less important)

2021 Edelman Trust Barometer. IMP_VALUES. For each of the following, please indicate whether it has become more important to you, less important to you, or has stayed the same in importance, since last year. 5-point scale; top 2 box; more important; bottom 2 box, less important. Question asked of half of the sample. General population, Singapore. Net change is the difference between more and less important.

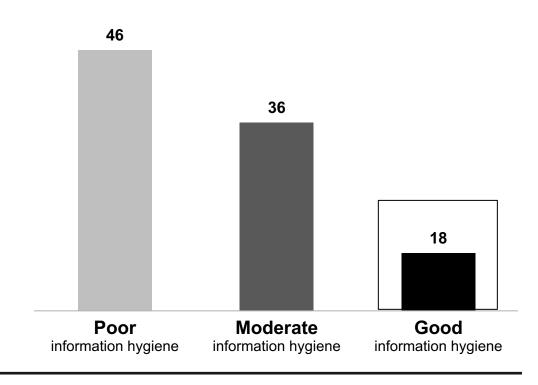
Change in importance since the start of the year, in Singapore	Net change	More Important	Less Important
Prioritizing my family and their needs	+49	62	13
Increasing my media and information literacy	+37	49	12
Increasing my science literacy	+37	49	12
Being politically aware	+34	48	14
Speaking out when I see need for changes and reforms	+20	37	17

IN SINGAPORE, LESS THAN 1 IN 5 HAVE GOOD INFORMATION HYGIENE

Percent in each segment

Information hygiene:

- 1. News engagement
- 2. Avoid information echo chambers
- 3. Verify information
- 4. Do not amplify unvetted information



60% of respondents share or forward news items that they find to be interesting.

Of those, **only 18%** have good information hygiene



VACCINE HESITANCY REMAINS A MAJOR HURDLE

Percent who say they will take the COVID-19 vaccine within the next year

Global 27

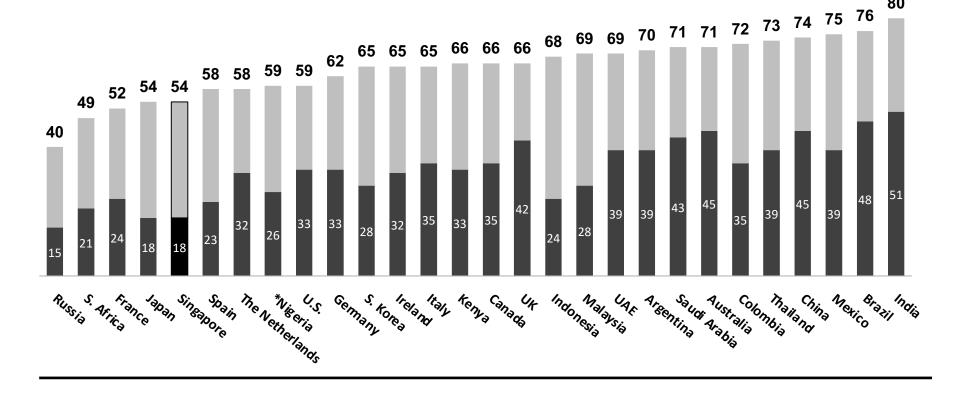


Willing to vaccinate...

31 Six months to one year

33 As soon as possible

Only 1 in 3 ready to take the vaccine as soon as possible







PANDEMIC FEARS IMPEDE RETURN TO WORKPLACE

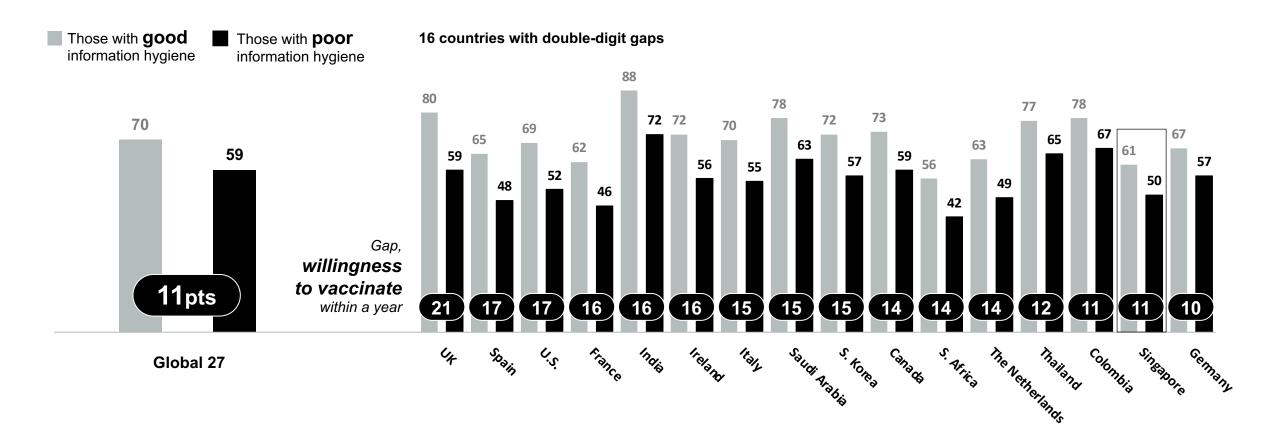
Percent who say each reason is why they are choosing to work from home vs. choosing to return to the workplace, in Singapore





POOR INFORMATION HYGIENE THREATENS PANDEMIC RECOVERY

Percent who say they will take the COVID-19 vaccine within a year





BUSINESS EXPECTED TO FILL VOID LEFT BY GOVERNMENT

Percent who agree, in Singapore

CEOs should step in

when the government does not fix societal problems

CEOs should take the lead

on change rather than waiting for government to impose change on them

CEOs should hold themselves accountable to the public and not just to the board of directors or stockholders

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7 7 %

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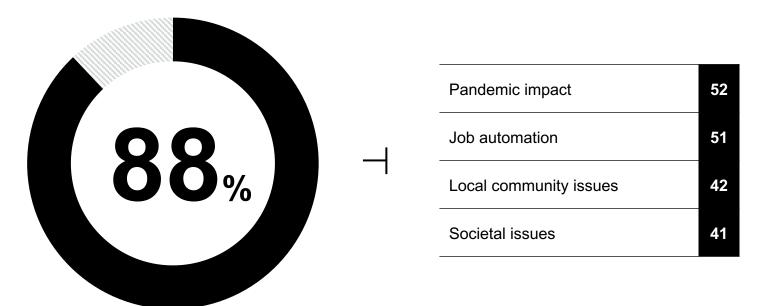
71%

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72%

CEOS MUST LEAD ON SOCIETAL ISSUES

Percent in Singapore who expect **CEOs to publicly speak out** about one or more of these societal challenges



BUSINESS GAINS THE MOST TRUST BY BEING A GUARDIAN OF INFORMATION QUALITY

Percent increased likelihood of trusting business associated with performing well on each action

When these actions are performed well	Increased likelihood of trust
Guarding information quality	+5.8%
Embracing sustainable practices	+5.7%
Robust COVID-19 health and safety response	+4.8%
Driving economic prosperity	+4.7%
Long-term thinking over short-term profits	+4.6%

EMPLOYEE EXPECTATIONS SHIFT: SAFETY AND UPSKILLING MATTER MORE

Change in importance since last year (more important minus less important)

2021 Edelman Trust Barometer. EMP_IMP_VAL. When considering an organization as a potential place of employment, please indicate whether each of the following has become more important to you, less important to you, or has stayed the same in importance since last year. 5-point scale; top 2 box; more important; bottom 2 box, less important. Question asked of those who are an employee (Q43/1). General population, Singapore. Net change is the difference between more and less important.

Change in importance as an employer attribute since the start of the year in Singapore	Net change	More Important	Less Important
Keep workers, customers safe	+47	59	12
Job skills training programs	+41	55	14
Regular employee communications	+40	54	14
Diverse, representative workforce	+40	52	12

CONSUMERS AND EMPLOYEES EXPECTED TO HAVE A SEAT AT THE TABLE

Percent who agree, in Singapore











I am more likely now than a year ago to voice my objections to management or engage in workplace protest

EMERGING FROM INFORMATION BANKRUPTCY

1

Business: Embrace expanded mandate

CEOs must lead on issues from sustainability and systemic racism to upskilling. Act first, talk after. 2

Lead with facts, act with empathy

Societal leaders must have the courage to provide straight talk, but also empathize and address people's fears.

3

Provide trustworthy content

All institutions must provide truthful, unbiased, reliable information.

4

Don't go it alone

Business, government, NGOs and others must find a common purpose and take collective action to solve societal problems.

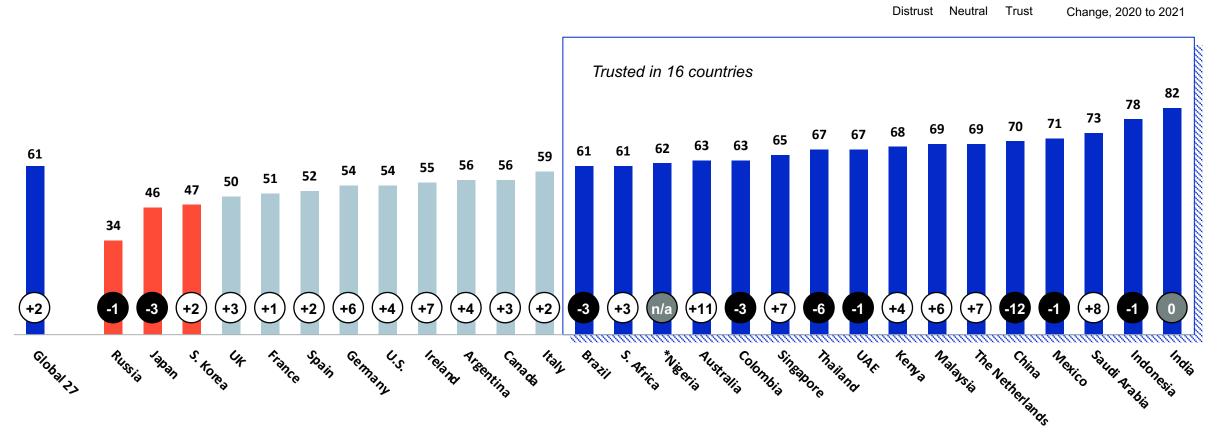


Freedom is the freedom to say that two plus two make four. If that is granted, all else follows.

— George Orwell

SUPPLEMENTAL DATA

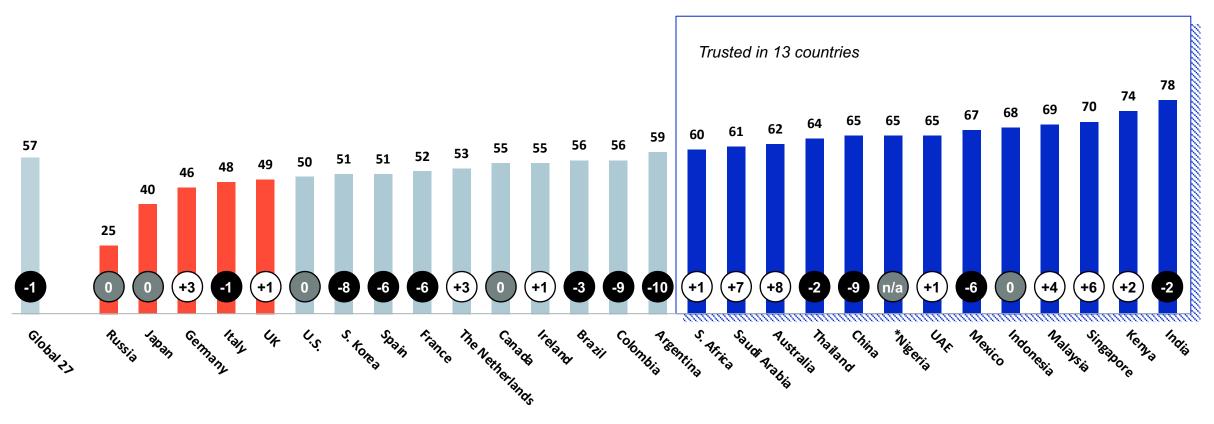
TRUST IN BUSINESS IN 17 OF 27 COUNTRIES





TRUST IN NGOS DECREASES IN 11 OF 27 COUNTRIES

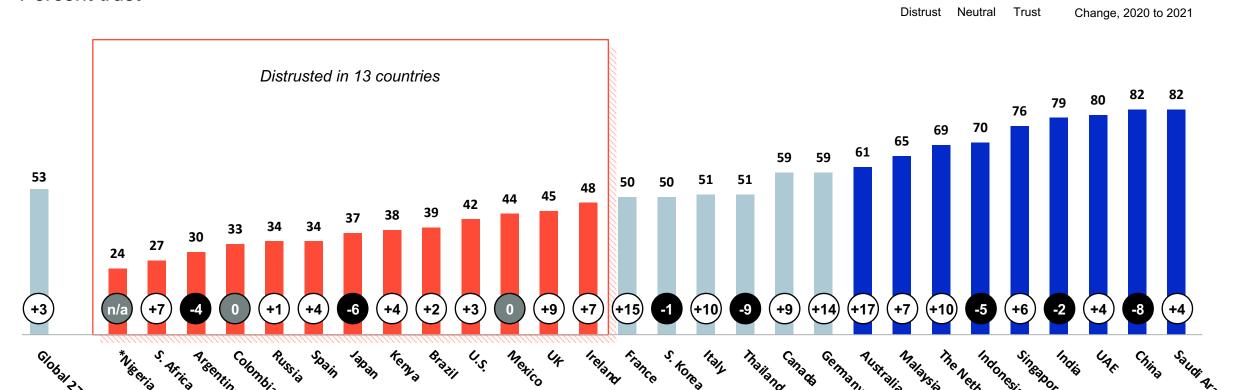






^{*}Nigeria not included in the global average

TRUST IN GOVERNMENT INCREASES IN 18 OF 27 COUNTRIES

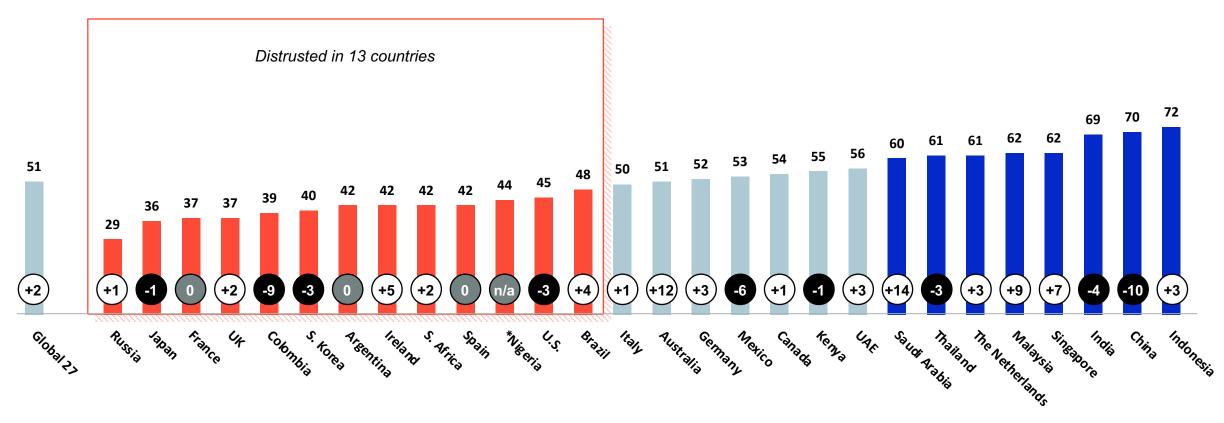


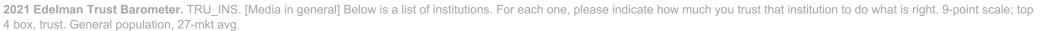




TRUST IN MEDIA INCREASES IN 15 OF 27 COUNTRIES





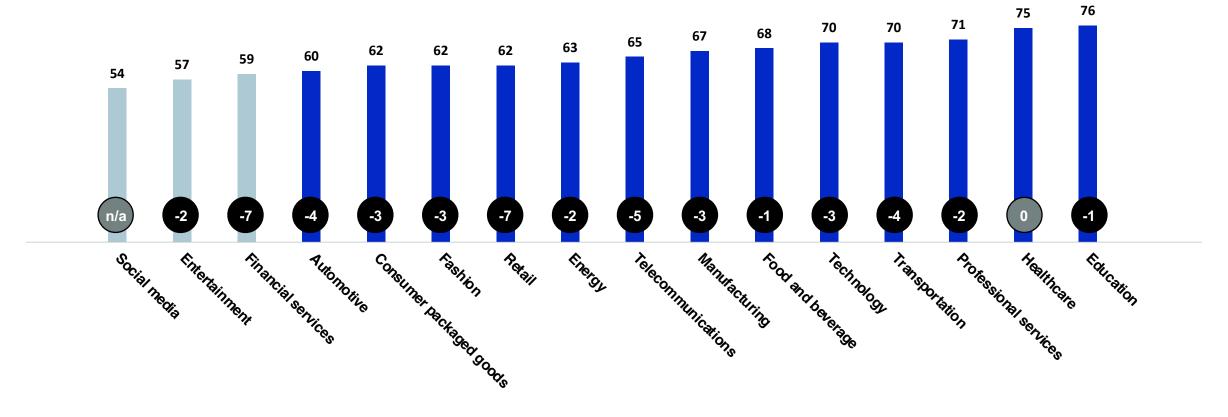


^{*}Nigeria not included in the global average

TRUST DECLINES ACROSS ALL SECTORS

Percent trust in each sector, in Singapore





INDUSTRY SECTORS OVER TIME

Percent trust in each sector, in Singapore

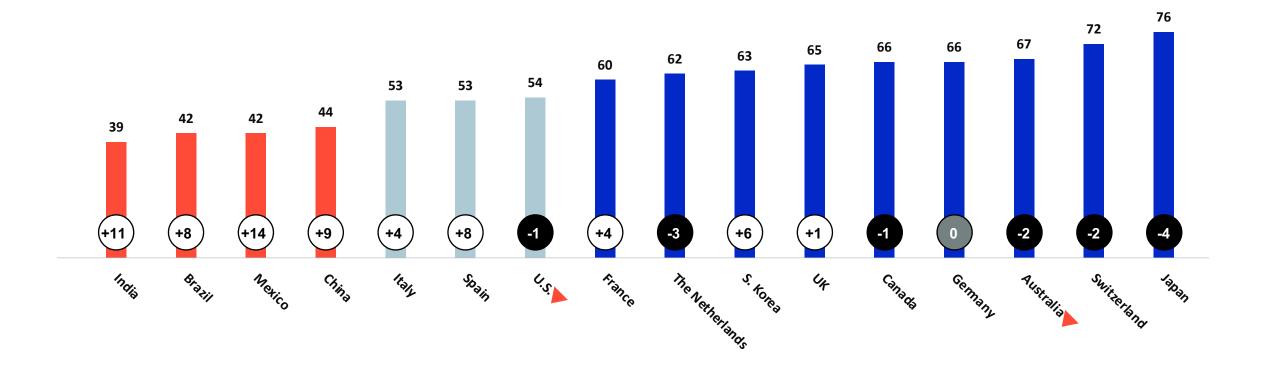


Industry	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	10yr. Trend
Healthcare	-	-	-	-	75	80	80	82	75	75	n/a
Technology	81	76	82	77	76	81	74	81	73	70	-11
Food and beverage	77	71	75	68	68	76	68	74	69	68	-9
Telecommunications	76	70	77	69	71	75	69	75	70	65	-11
Energy	69	67	71	69	69	71	67	73	65	63	-6
Consumer packaged goods	70	67	70	67	64	71	65	71	65	62	-8
Automotive	68	68	76	69	63	70	63	72	64	60	-8
Financial services	64	59	66	62	64	65	61	68	66	59	-5
Entertainment	-	63	67	64	61	64	59	66	59	57	n/a

TRUST INCREASES IN 9 OF 16 COUNTRY BRANDS

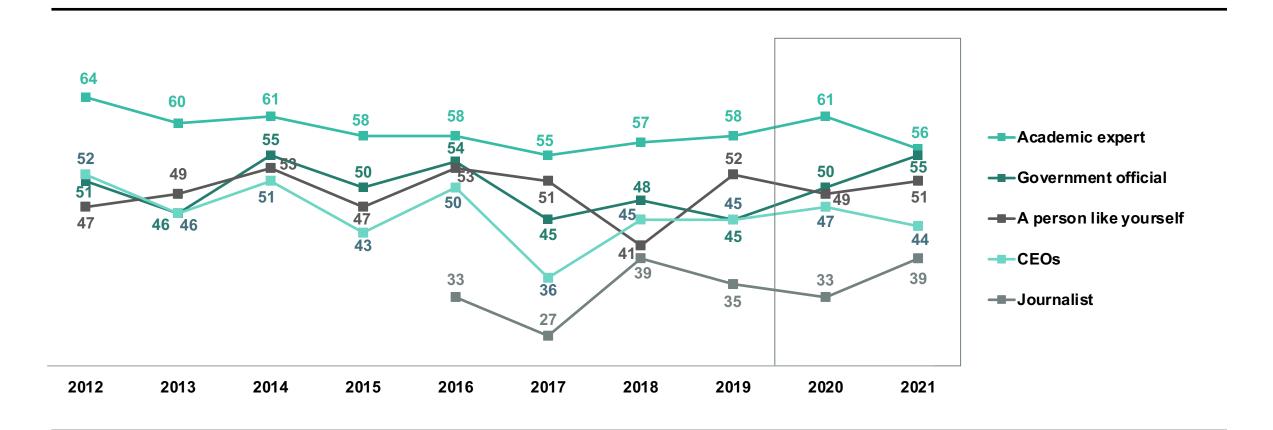
Trust in companies headquartered in each country, in Singapore





SPOKESPEOPLE CREDIBILITY OVER TIME

Percent who rate each as very/extremely credible as a source of information about a company, in Singapore







TECHNICAL APPENDIX

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2021 EDELMAN TRUST BAROMETER SAMPLE SIZE, QUOTAS AND MARGIN OF ERROR

		General Populati	on	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	6,000	Age, Education, Gender	+/- 1.3% total sample +/- 1.8% half sample	
China and U.S.	1,150	Age, Gender, Region	+/- 2.9% total sample +/- 4.1% half sample	500	Age, Education, Gender	+/- 4.4% total sample +/- 6.2% half sample	
Nigeria	1,150	Age, Gender, Region	+/- 2.9% total sample +/- 4.1% half sample	100	Age, Education, Gender	+/- 9.8% total sample +/- 13.9% half sample	
All other countries	1,150	Age, Gender, Region	+/- 2.9% total sample +/- 4.1% half sample	200	Age, Education, Gender	+/- 6.9% total sample +/- 9.8% half sample	

NOTE: Questions that afforded respondents the opportunity to criticize their government were not asked in China, Russia and Thailand.

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

^{**} For the general population, there were additional quotas on ethnicity in the UK and U.S., and on nationality in the UAE and Saudi Arabia.

^{***} For the informed public, there were additional quotas on nationality in the UAE and Saudi Arabia.

2021 EDELMAN TRUST BAROMETER LANGUAGES AND INTERNET PENETRATION BY COUNTRY

The Edelman Trust Barometer is an online survey. In developed countries, a nationally-representative online sample closely mirrors the general population. In countries 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*
Global	-	83%
Argentina	Localized Spanish	93%
Australia	English	87%
Brazil	Portuguese	71%
Canada	English, French Canadian	94%
China	Simplified Chinese	59%
Colombia	Localized Spanish	63%
France	French	92%
Germany	German	96%
India	English, Hindi	41%

	Languages	Internet Penetration*
Indonesia	Indonesian	63%
Ireland	English	92%
Italy	Italian	93%
Kenya	English	87%
Japan	Japanese	94%
Malaysia	Malay	81%
Mexico	Localized Spanish	67%
Nigeria	Localized English	61%
Russia	Russian	81%
Saudi Arabia	English, Arabic	92%

	Languages	Internet Penetration*
Singapore	English, Simplified Chinese	88%
S. Africa	English, Afrikaans	55%
S. Korea	Korean	96%
Spain	Spanish	93%
Thailand	Thai	82%
The Netherlands	English, Dutch	96%
UAE	English, Arabic	96%
uĸ	English	95%
U.S.	English, Localized Spanish	90%

HOW WE MEASURED INFORMATION HYGIENE

To determine whether respondents practiced good information hygiene, we measured four dimensions:

- 1. Regular engagement with news: Do they stay informed?
- 2. Engagement with differing points of view: Do they avoid information echo chambers?
- 3. Information verification: Do they avoid assuming something is true simply because it supports their point of view?
- 4. Avoids spreading misinformation: Do they check information veracity before forwarding content to others?

Each respondent's level of information hygiene was categorized based on their performance across the four dimensions:

- Good: Performs well on three or more dimensions
- Moderate: Performs well on any two dimensions
- · Poor: Performs well on one or fewer dimensions

- **1. News engagement** (does one or more of these several times a week or more)
- "Read, view or listen to news and information produced by major news organizations or publications at the original source" MED_SEG_OFTr1
- "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" MED SEG OFTr2
- "Read, view or listen to news and information put out by major corporations regarding important social and political issues and events" MED_SEG_OFTr16
- "Listen to podcasts or read newsletters or blog posts put out by independent individuals whom I
 trust to keep me informed about important issues, but who do not work for a news media
 company" MED_SEG_OFTr17
- **2. Avoiding information echo chambers** (must say they do one or more of these)
- "How often do you read or listen to information or points of view from people, media sources or organizations with whom you often disagree?" NEWS_DIS (weekly or more)
- "When someone you know sends you some information that supports a position that you do NOT believe, which of the following do you typically do with it?" POS_DIS (study thoroughly)
- **3. Verify information** (must say they do two or more of these)
- "Confirm that a news story is really true by looking across multiple information sources"
 MED SEG OFTr15 (several times a week or more)
- "When someone you know sends you some information that supports a position you believe, which of the following do you typically do with it?" POS_BEL (use fact-checking sites and/or verify from people I know and/or go to original source material)
- 4. Do not amplify unvetted information (must never do this)
- "Pass on news and information to others without first checking its accuracy or the integrity of the source" MED_SEG_OFTr18

2021 EDELMAN TRUST BAROMETER

HOW WE PLOTTED THE INSTITUTIONAL COMPETENCE AND ETHICS SCORES

The competence score (the x-axis of the plot): An institution's competence score is a net of the top 3 box (AGREE) minus the bottom 3 box (DISAGREE) responses to the question "To what extent do you agree with the following statement? [INSTITUTION] in general is good at what it does". The resulting net score was then subtracted by 50 so that the dividing line between more competent and less competent institutions crossed the y-axis at zero.

The net ethical score (the y-axis of the plot): The ethics dimension is defined by four separate items. For each item, a net score was calculated by taking the top 5 box percentage representing a positive ethical perception minus the bottom 5 box percentage representing a negative ethical perception. The y-axis value is an average across those 4 net scores. Scores higher than zero indicate an institution that is perceived as ethical.

Respondents were asked:

In thinking about why you do or do not trust [INSTITUTION], please specify where you think they fall on the scale between the two opposing descriptions. (Please use the slider to indicate where you think [INSTITUTION] falls between the two extreme end points of each scale.)



DIMENSION	ETHICAL PERCEPTION	UNETHICAL PERCEPTION
Purpose-Driven	Highly effective agent of positive change	Completely ineffective agent of positive change
Honest	Honest and fair	Corrupt and biased
Vision	Has a vision for the future that I believe in	Does not have a vision for the future that I believe in
Fairness	Serves the interests of everyone equally and fairly	Serves the interests of only certain groups of people

2021 EDELMAN TRUST BAROMETER

HOW WE CALCULATED INCREASED LIKELIHOOD TO TRUST BUSINESS

Respondents were asked to evaluate the performance of business as an institution against a variety of behavioral expectations. These performance scores were then incorporated into a discrete choice analysis to determine which behaviors, if done well, would provide the greatest boost to trust in business.

The top five performance drivers of trust, defined in terms of marginal effect on likelihood to trust associated with doing that behavior well, are displayed on the slide.

Respondents were asked:

How well do you feel business is currently doing each of the following? Please indicate your answer using the 5-point scale below where 1 means the institution is "failing at this" and 5 means the institution is "doing this very well".

Full list of behaviors examined (top 5 highlighted in bold)

- Meeting your overall expectations for how they should be responding to the health and public safety aspects of the COVID-19 pandemic
- Meeting your overall expectations for how they should be responding to the economic consequences of the COVID-19 pandemic
- 3. Partnering with other organizations and societal institutions, even if they might be competitors, to mount the strongest and most effective responses possible to our societal challenges
- 4. Stepping in to fill leadership voids and policy gaps left by government
- Doing everything they can to ensure the safety and wellbeing of our people and communities
- Identifying and addressing systemic inequalities, unfair treatment, and prejudices within society and in the business world
- 7. Shaping our culture for the better by inspiring positive change in how we see and treat ourselves and each other
- 8. Developing new solutions to help address our country's problems
- 9. Working to benefit their employees, customers, and local community, in addition to their owners and shareholders
- 10. Putting people before profits
- 11. Being the guardian of information quality, working to ensure that only true, verified information is being shared and circulated
- 12. Driving the economic prosperity of our country
- 13. Working to ensure that our workers have the skills necessary to be competitive in the global job market
- 14. Investing in the local communities where they are headquartered or have large production facilities/offices
- 15. Taking a long-term perspective when making business decisions versus focusing on short-term profits
- 16. Embracing sustainable practices across their business



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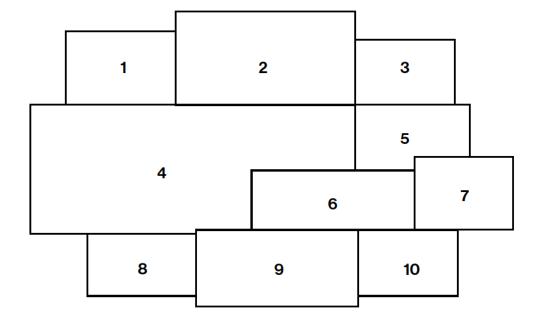
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1 Freight Trucks Stopped In Operation Stack On M20 Motorway: Andrew Aitchison/Getty Images 2 Joe Biden and Running Mate Kamala Harris Deliver Remarks In Delaware: Drew Angerer/Getty Images 3 Frances Gogh receives the first of two Pfizer/BioNTech Covid-19 vaccine jabs: Victoria Jone/Getty Images 4 Trump Supporters Hold "Stop The Steal" Rally In DC Amid Ratification Of Presidential Election: Samuel Corum/Getty Images 5 Albert Bourla, CEO Pfizer, attends the 48th annual meeting of the World Economic Forum, WEF, in Davos, Switzerland: Gian Ehrenzeller/AP 6 YOOX Net-A-Porter Offices, London, United Kingdom. Architect: Grimshaw, 2017: Anthony Weller/View Pictures/ Getty Images **7** Due to Covid-19 pandemic closing announcement on a shop window in a shopping mall: *Annie Japaud/Getty Images* **8** Stock market or forex trading graph in graphic concept: Berkah/Getty Images 9 March On Washington To Protest Police Brutality: Drew Angerer/Getty Images 10 Shoppers in Beijing During Golden Week Holiday: Bloomberg/Getty Images

On the cover



DIVIDER IMAGE CREDITS

Slide 4 Pandemic Puts Trust to the Test

People wear face masks as they wait at Hankou Railway Station on January 22, 2020 in Wuhan, China: Getty Images

Slide 13 Pandemic Further Fuels Fears

Indian paramilitary troopers wearing a protective suit distribute free food for migrant laborers during a government-imposed nationwide lockdown on the outskirts of Srinagar: Tauseef Mustafa / AFP via Getty Images

Slide 18 Crisis of Leadership

U.S. President Donald Trump speaks in the briefing room at the White House on November 5, 2020 in Washington, DC. Votes are still being counted two days after the presidential election as incumbent Trump is in a close race against challenger Democratic presidential nominee Joe Biden, which remains too close to call: Chip Somodevilla / Getty Images

UK Prime Minister Boris Johnson speaks and takes questions during a press conference in Downing Street regarding the coronavirus outbreak, on March 9, 2020. in London, England: Alberto Pezzali / WPA Pool/Getty Images

Andres Manuel Lopez Obrador, Mexico's president, speaks during a news conference at the National Palace in Mexico City, Mexico, on Wednesday, Nov. 25, 2020. Lopez Obrador reiterated Wednesday that hell wait until the U.S. presidential election process is fully concluded before he congratulates a winner: Cegarra / Bloomberg via Getty Images

President of Brazil Jair Bolsonaro and Health Minister Nelson Teich speak during a press conference to announce Teich as newly appointed Health Minister amidst coronavirus (COVID-19) pandemic at the Planalto Palace on April, 16, 2020 in Brasilia. President Bolsonaro has fired outgoing Minister of Health Luiz Henrique Mandetta over differences in coronavirus strategy. Brazil has over 30,000 confirmed positive cases of Coronavirus and 1942 deaths: Andressa Anholete / Getty Images

Slide 24 Raging Infodemic Feeds Mistrust

A protester holds a placard during the Irish Freedom Party an anti-vaccination and anti-lockdown rally outside the Custom House, on day 39 of the nationwide Level 5 lockdown. On Saturday, November 28, 2020, in Dublin, Ireland: Artur Widak / NurPhoto via Getty Images

Slide 30 High Stakes for Public Health and the Economy

Local response to Coronavirus is felt on a street-by-street level as restaurants, shops and small businesses are closed up with their shutters pulled down on Ladypool Road in Birmingham, England: Mike Kemp / In Pictures via Getty Images

Slide 34 A New Mandate for Business

Female cashier working at supermarket attending a woman customer. Woman wearing protective face mask sitting at grocery store checkout counter during covid-19 pandemic talking with a customer. Luis Alvarez via Getty Images