

Special Report:
The Belief-Driven
Employee



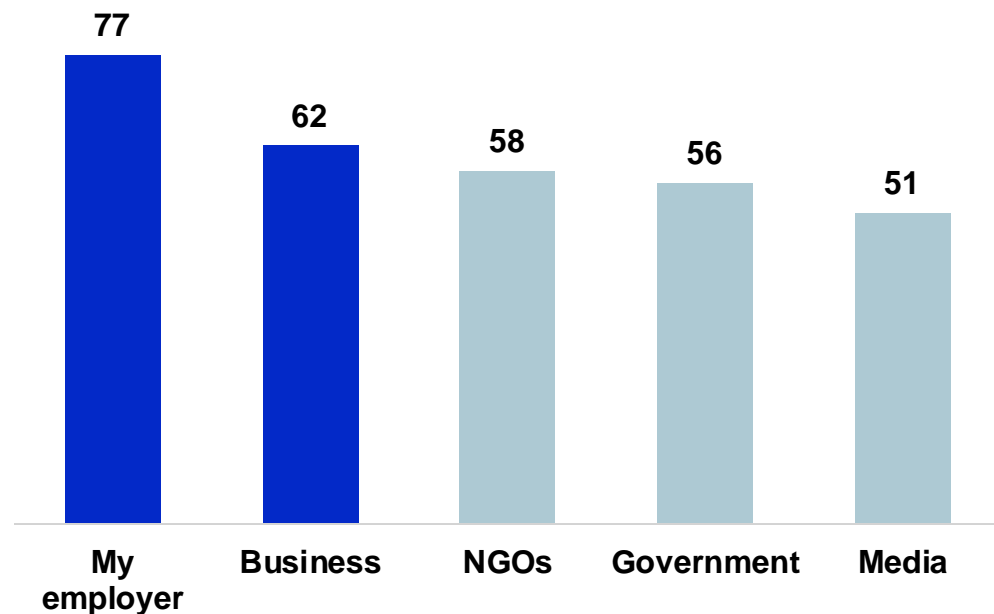
Edelman Trust Barometer 2021



A CRITICAL ROLE FOR EMPLOYERS

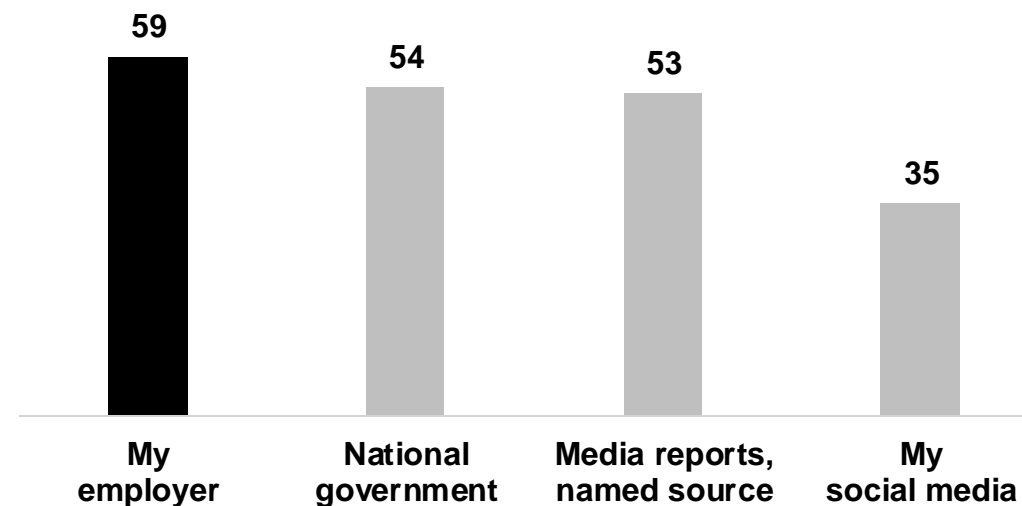
MY EMPLOYER MOST TRUSTED INSTITUTION

Percent trust



EMPLOYER MEDIA MOST BELIEVABLE

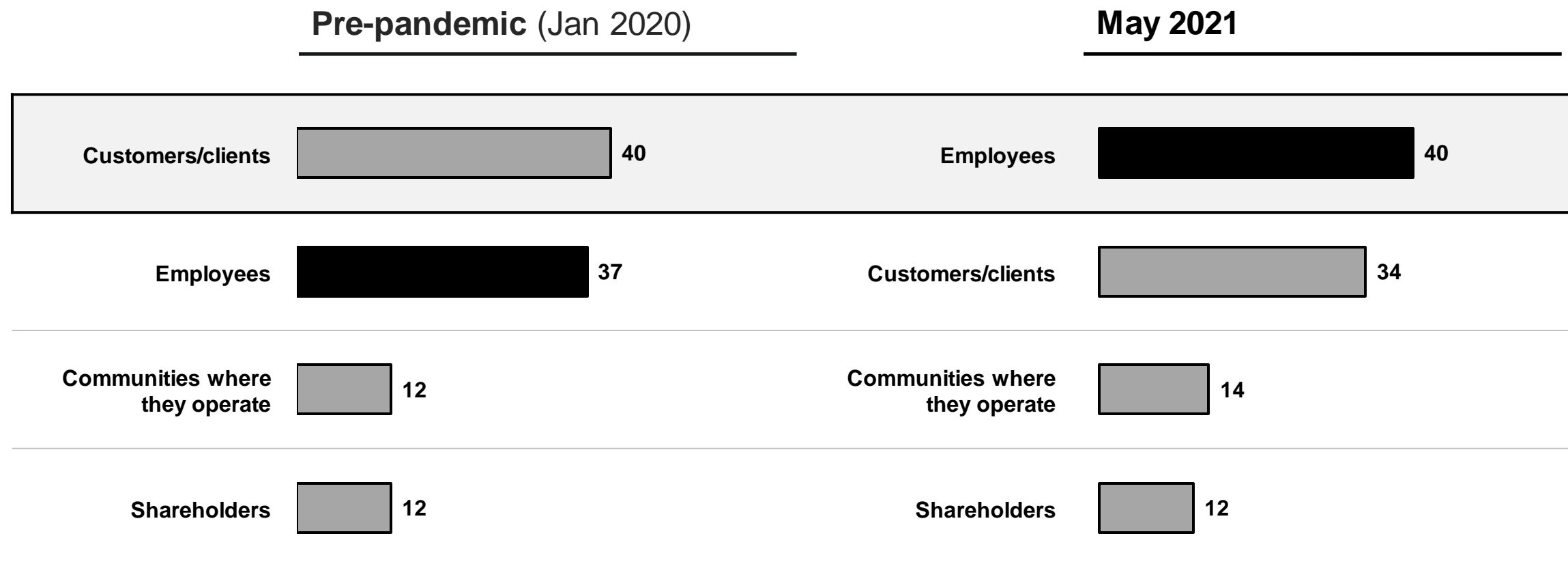
Percent who believe information from each automatically, or after seeing it twice or less



2021 Edelman Trust Barometer Spring Update: A World in Trauma. 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. "Your employer" asked among those who are employed (Q43/1). HEAR_TIME1. When you see a new piece of information or a new story in each of the following information sources, how many times do you need to see it or hear it repeated in that same type of information source before you believe it is really true? Question asked of half of the sample. "Once or twice" is a sum of codes 2 and 3. General population, 14-mkt avg. "Employer communications" only asked of those who are an employee (Q43/1).

EMPLOYEES NOW MOST IMPORTANT STAKEHOLDER

Percent who ranked each group as most important to a company achieving long-term success



2021 Edelman Trust Barometer Spring Update: A World in Trauma. PPL_RNK. Please rank the following four groups of people in terms of their importance to a company achieving long-term success. Give the most important group a rank of 1 and the least important a rank of 4. Question asked of half of the sample. General population, 14-mkt avg.

The Belief-Driven Employee

7-market online survey

- 7,000 employees (1,000 per market)
- Brazil, China, Germany, India, Japan, UK and U.S.
- The sample was weighted to be representative of employee demographics across age, gender and region, using a historical analysis of previous Trust Barometer data

Timing of Fieldwork: August 3 – August 12, 2021

All data in this report is a subset of the employee sample collected – looking at those employed at an organization or corporation

Margin of error – reported sample:

- 7-market global data margin of error: +/- 1.2% (n=6,446)
- Market-specific data margin of error: +/- 3.1% to 3.4% (n=min 842, varies by market)

ANXIETY ABOUT JOB LOSS REMAINS HIGH

Percent who worry

I worry about **losing my job**
due to one or more of these causes

- Looming recession*
- Lack of training/skills*
- Freelance/gig economy*
- Automation*
- Cheaper foreign competitors*
- International conflicts*
- Jobs moved to other countries*
- Immigrants who work for less*

(net)
78%
Change,
Jan 2020 to
Aug 2021
-3
pts

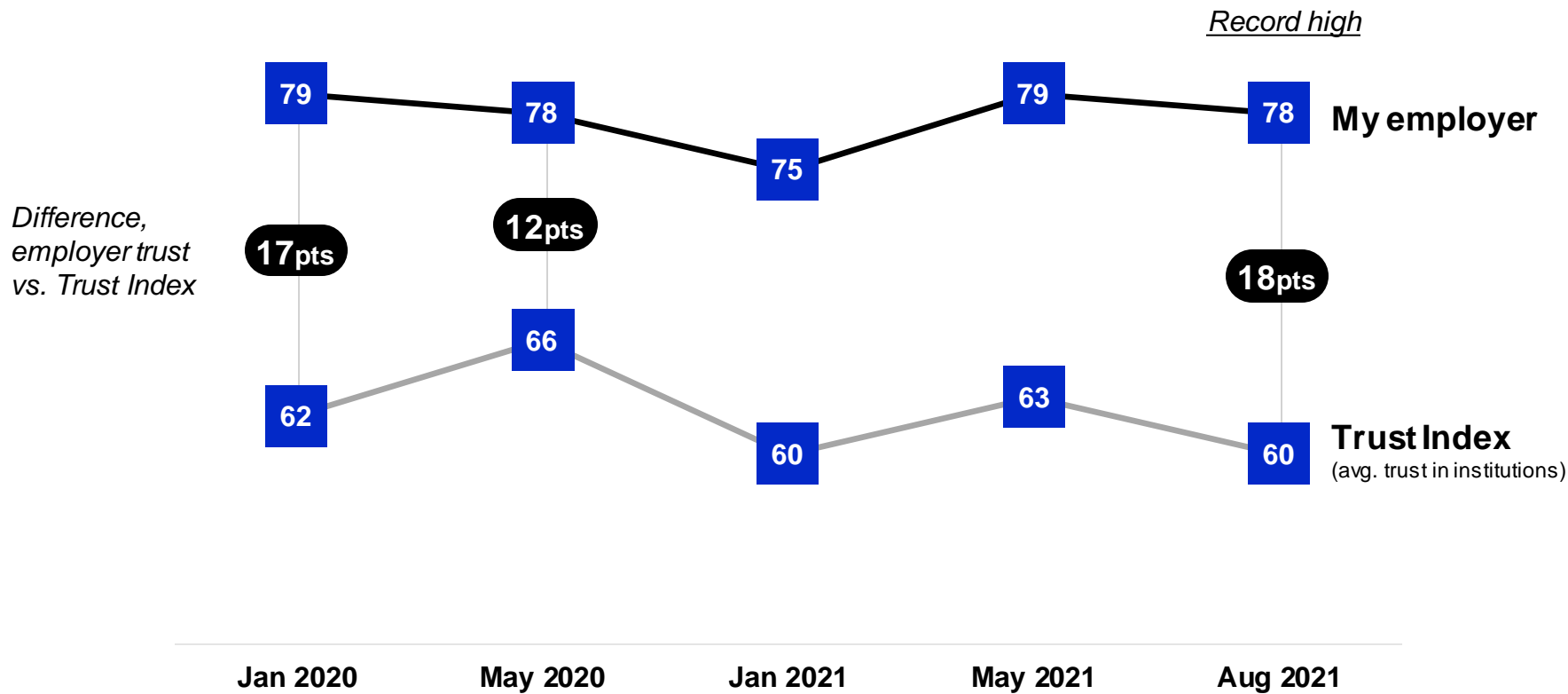
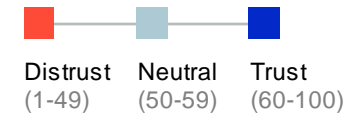
I worry that the **pandemic will accelerate the rate at which companies move to replace human workers with AI and robots**

49%

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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, worried. Question asked of half of the sample. SOC_AGR. Please indicate how much you agree or disagree with the following statements. 9-point scale; top 4 box, agree. Question asked of half of the sample. 7-mkt. avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Losing my job" is a net of attributes 1-5, 22-24 at POP_EMO.

EMPLOYER TRUST ADVANTAGE AT RECORD HIGHS

Percent trust, among employees



Business	67
NGOs	60
Government	56
Media	55

2021 Edelman Trust Barometer Special Report: **The Belief-Driven Employee**. 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. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

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PANDEMIC RAISES STAKES FOR EMPLOYER TRUST

┆

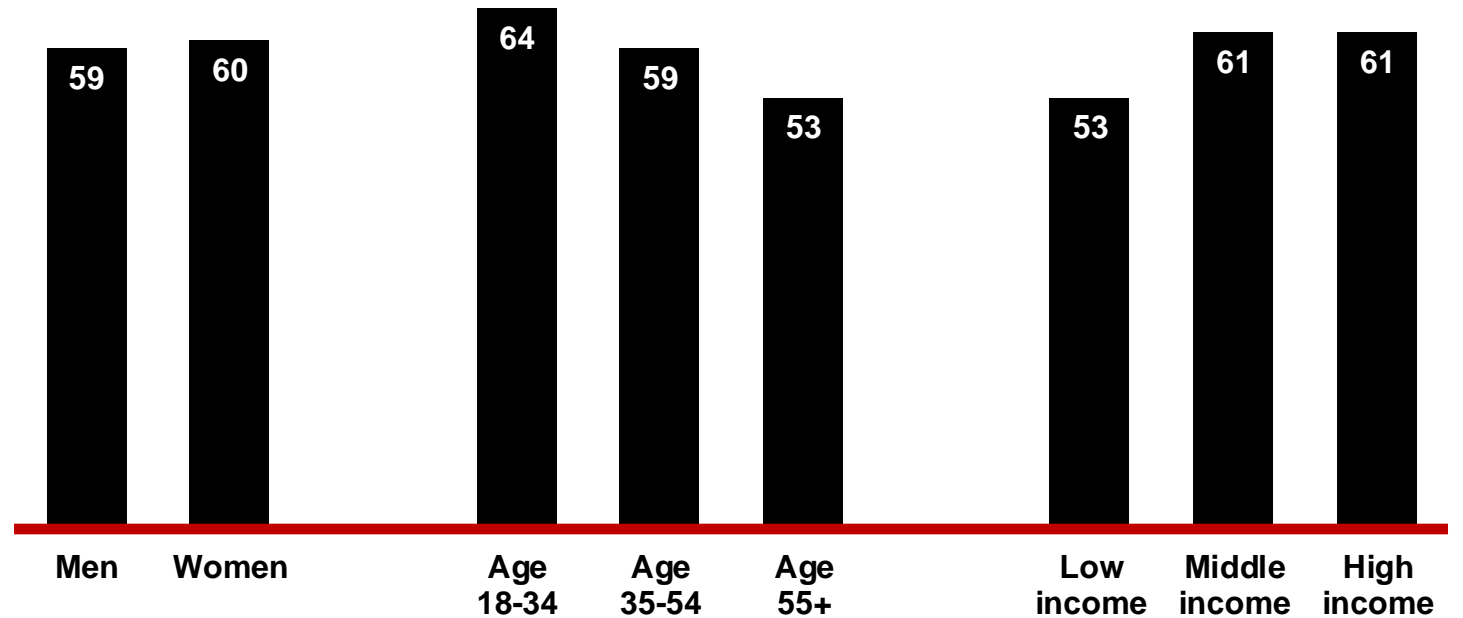
PANDEMIC ACCELERATES POWER SHIFT TO EMPLOYEES

60%

Which do you agree with more?

Compared to before the pandemic, **our employees have more power and leverage** when it comes to creating change within our organization

or
our employees have *less* power and leverage



JOB SEEKERS ARE RAISING THE BAR

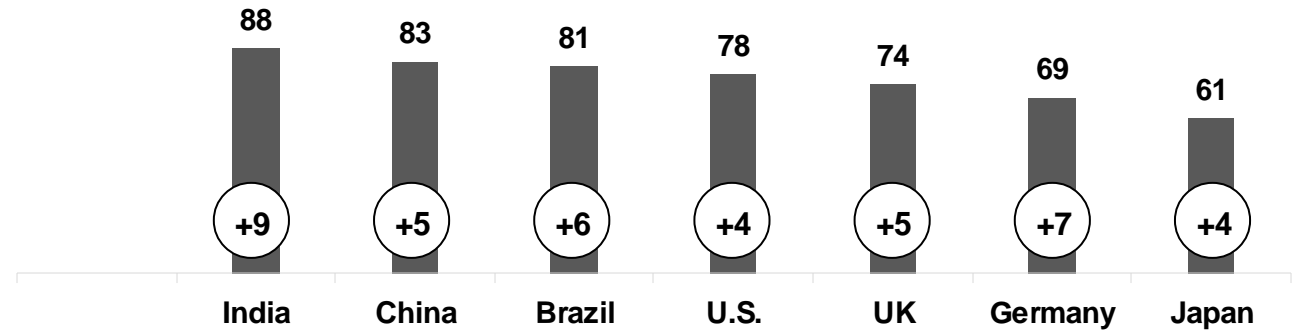
Average percent who say each is a strong expectation or a deal breaker when considering a job



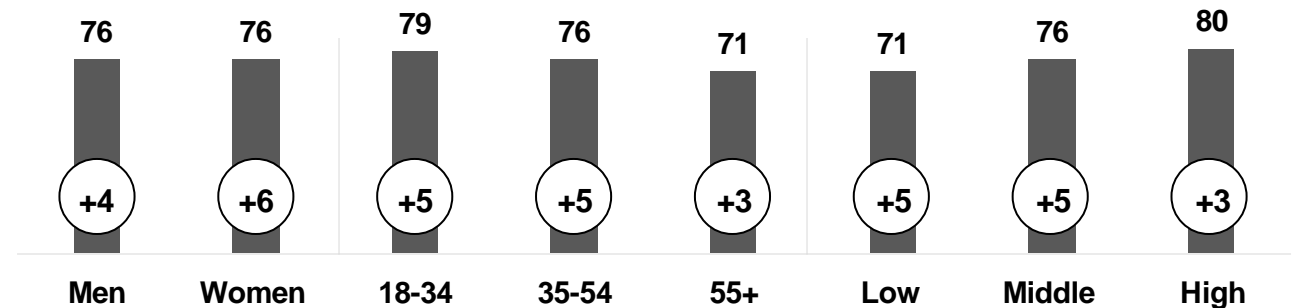
Change, Jan 2019 to Aug 2021

I have **higher expectations for a prospective employer** than I did three years ago

Markets

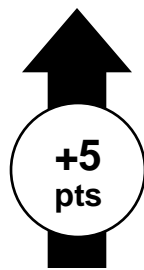


Gender | Age | Income



Average, global 7

76%



Change,
Jan 2019 to
Aug 2021

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 7-mkt avg., and by demographics. Data is an average across all 17 attributes. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

1 IN 5 QUITTING THEIR JOBS

Percent who say they have left their job in the last six months, or plan to do so in the next six months

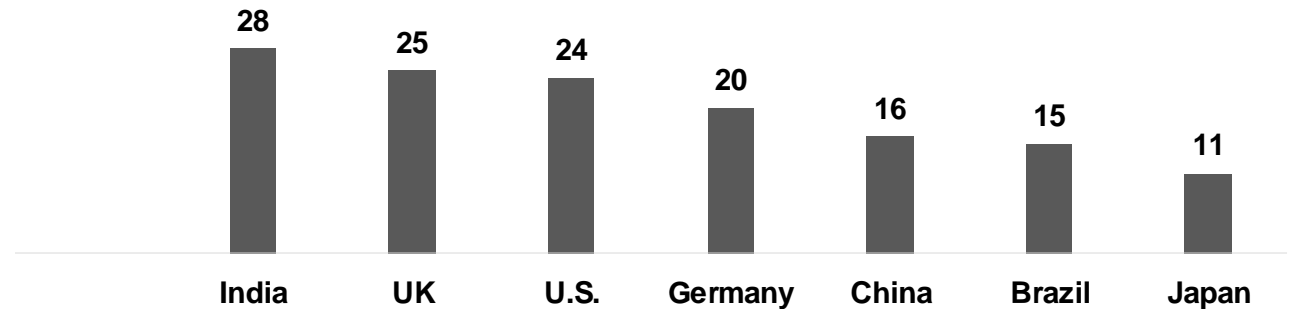
I plan to or have done one of these within the last or next six months

Quit my current job and **look for or start a new one**

Quit my current job to **start my own business**

Retire and stop working

Markets

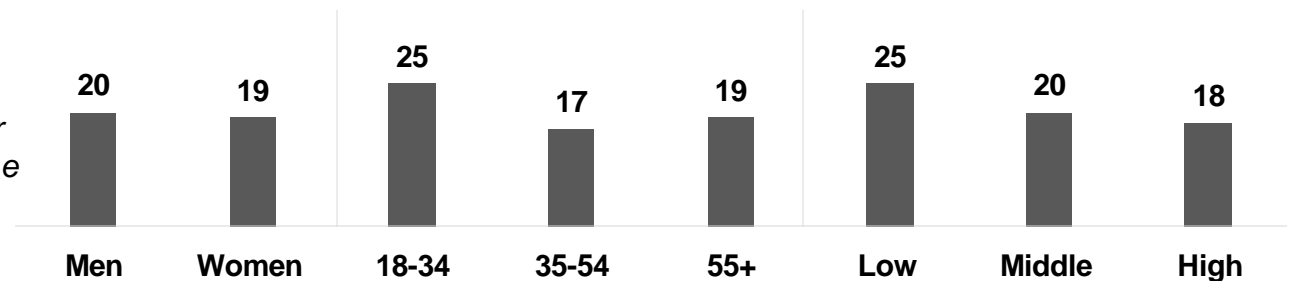


Global 7

20% (net)

Highest turnover for younger, low income

Gender | Age | Income



BURNOUT NOW A BOTTOM-LINE ISSUE

Percent who say

During the pandemic, **I have increased my value to my employer** by taking on more work and responsibility

My employer is not doing well on **taking the issue of employee burnout seriously** and actively taking steps to prevent it

62%

43%

*Among those who feel that their employer isn't addressing burnout, **25%** have quit, or will quit their job in the next six months*

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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 (Q43/1). PER_EMP. How well do you believe your employer is currently doing each of the following? Please indicate your answer using the 5-point scale below. 5-point scale; bottom 3 box, not doing well. Question asked of those who are an employee (Q43/1). 7-mkt avg. JOB_ATT. Which of the following best describes your job situation? Net of attributes 2, 3, 4, and 6. 7-mkt avg, among those who said their employer is not doing well at taking burnout seriously (PER_EMP bottom 3 box). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

THOSE LEAVING WANT SHARED VALUES AND BETTER LIFESTYLE FIT, MORE THAN HIGHER PAY

Percent of those who are currently changing jobs who say each is a reason why they are **leaving/looking to leave**

Better fit with
my values

59%

Better fit
for my lifestyle

50%

Better compensation
or career advancement

31%

*least likely to
be a reason
for leaving*

**Net agreement,
in rank order**

- Want a job that's more personally fulfilling
- Want to go where they feel more valued
- Want something entirely new
- Want more continuous learning
- Want a more socially engaged organization
- Want a more inclusive culture

- Want better work-life balance
- Want a job less likely to lead to burnout
- My employer requiring that I return to an office
- Want a safer workplace
- Too difficult or unsafe to work in the country where I was/am employed

- Looking to earn more money or get better benefits
- Looking to move up and advance my career

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. ATT_WHY. Which of the following best describe the specific reasons why you have left, or are looking to leave, your current job? Pick up to three. Question asked among those who have or plan to alter their current employment situation (JOB_ATT/2-4;6). 7-mkt avg. "Better fit my values" is a net of attributes 4, 7, 8, 10, 11, 17; "Better fit for my lifestyle" is a net of attributes 3, 5, 6, 15, 18; "Better compensation or career advancement" is a net of attributes 1 and 2. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

⊥
**EMPLOYEES NOW
POWERED BY BELIEFS**

⊥

ALL JOB EXPECTATIONS RISE; 7 IN 10 EXPECT OPPORTUNITIES FOR SOCIAL IMPACT

Average percent who say each is a strong expectation or a deal breaker when considering a job



Change, Jan 2019 to Aug 2021

Career advancement

82%



Average agreement, in rank order

- Competitive wages
- Valuable work experiences and training
- Opportunities to move up

Personal empowerment

77%



- Regular, truthful communication
- Easy for employees to give input
- Include employees in the planning process
- CEO embodies the values of the organization
- Employees reflect customer diversity
- Will not promote those who do not live up to company values

Social impact

71%

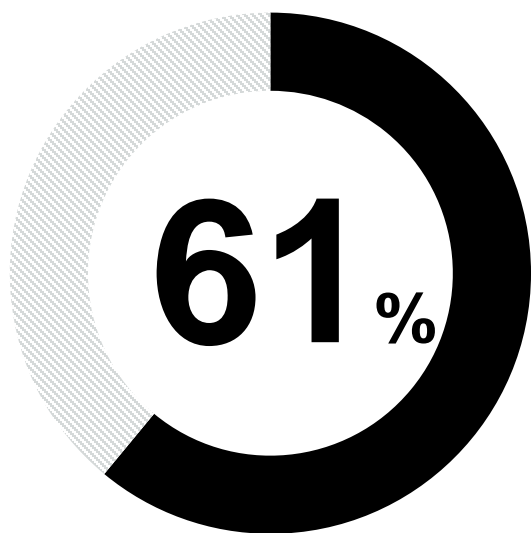


- Business reflects my values
- Has a greater purpose
- Meaningful work that shapes society
- Opportunities to address social problems
- Would stop engaging in specific business practices if employees objected
- CEO addresses controversial issues I care about

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 7-mkt avg. "Career advancement" is an average of attributes 1-4; "Personal empowerment" is an average of attributes 5-11; "Social impact" is an average of attributes 12-17. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

6 IN 10 CHOOSE THEIR EMPLOYER BASED ON BELIEFS

Percent who choose employers based on their values and beliefs



Choose, leave, avoid or consider employers
based on their values and beliefs



I would never work in some industries because they are **fundamentally immoral**

I will not work at a company if I **disagree with their stand on social issues**

Organizations I choose to work for are one **important way I express my opinions on issues**

I am more interested in working for an organization that **prides itself on being socially responsible** vs. its marketplace success

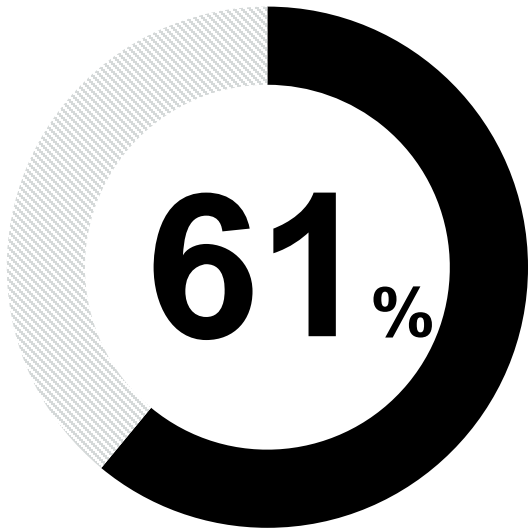
I've left a job and taken another because **I liked the values** of one more than the other

I've taken a job solely because I appreciated its **positions on controversial issues**

I've left my job solely because the organization **remained silent on an issue** they had an obligation to address

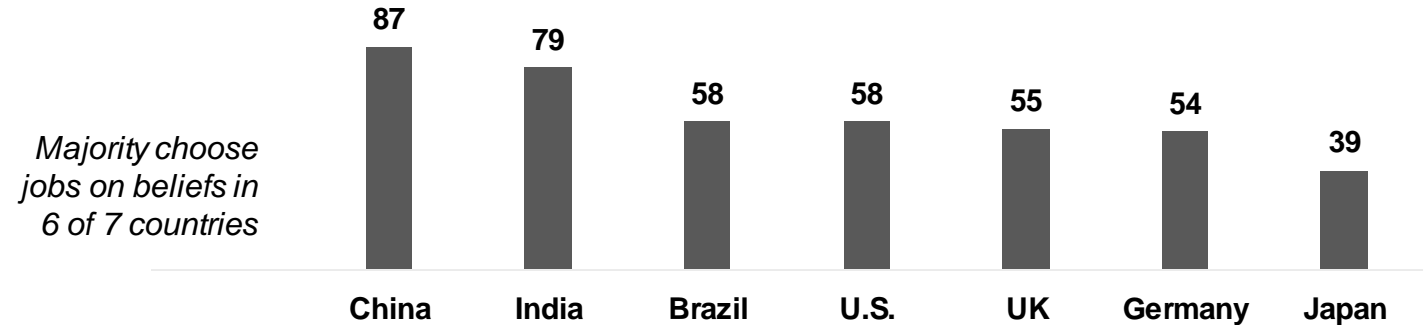
MAJORITY NOW CHOOSE JOBS ON BELIEFS ACROSS MOST COUNTRIES AND DEMOGRAPHICS

Percent of employees who choose jobs based on their values and beliefs

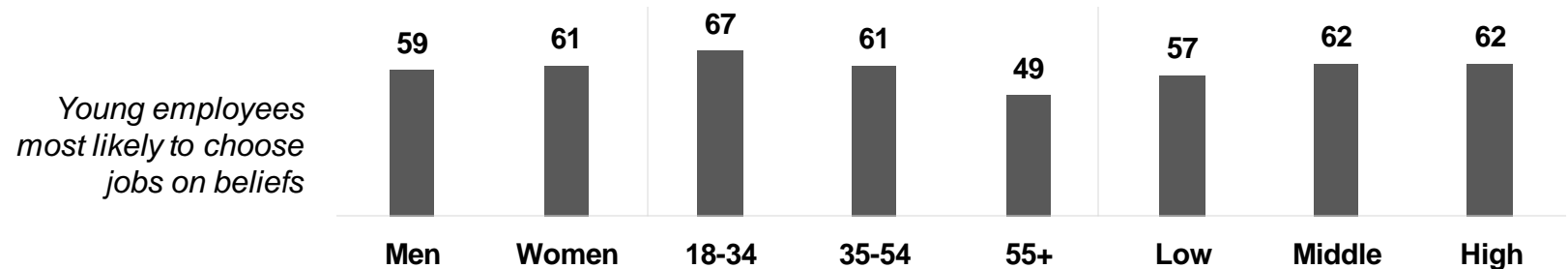


Choose, leave, avoid or consider employers
based on their values and beliefs

Markets



Gender | Age | Income



EMPLOYEES NOW EMBOLDENED TO DRIVE CHANGE

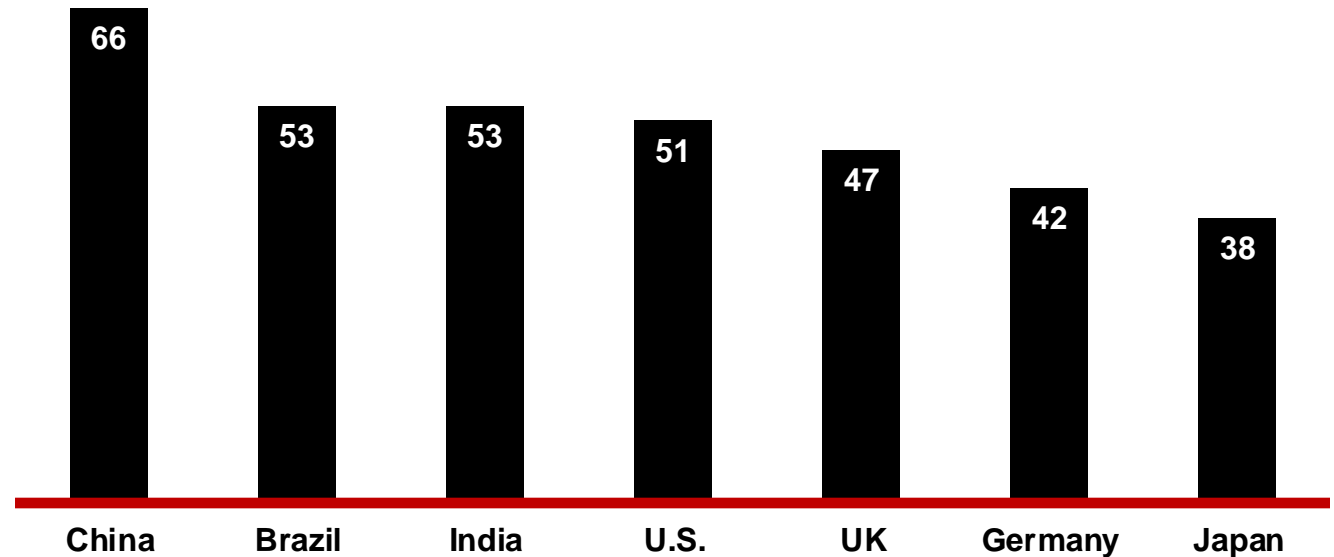
50%

Which do you agree with more?

A large group of employees exerting strong pressure within our organization **can get it to change almost anything about itself**

or -----

cannot force our organization to change anything that the organization itself does not want to change



WORKPLACE ACTIVISM BECOMES THE NORM

Percent who will take action

I will take action

to produce or motivate
urgently necessary changes
within my organization

Work within the system

Petition senior management to make changes
Suggest changes to direct manager or HR
Send internal comms to senior management

58

Take it public

Whistleblowing
Go on strike or work slow-down
Leak internal documents or emails
Social media campaign
Protest outside our offices or factories

40

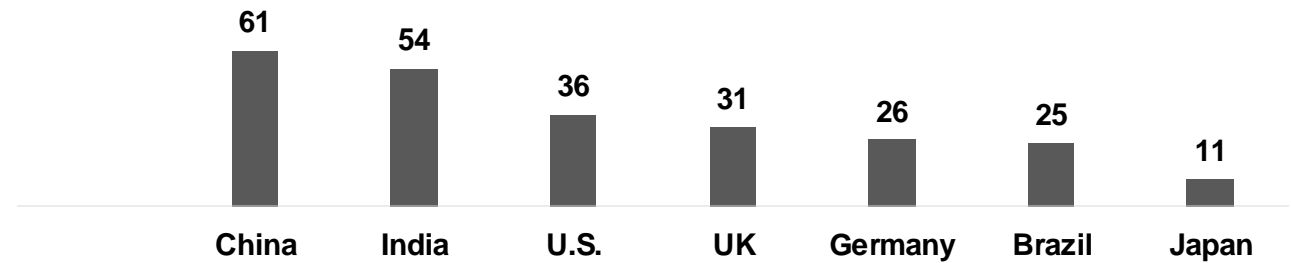
76%

1 IN 3 HAVE LEFT THEIR JOB BECAUSE THEIR EMPLOYER FAILED TO TAKE A STAND

Percent who agree

I have left my job at an organization solely because it remained silent on a societal or political issue that I believed it had an obligation to publicly address

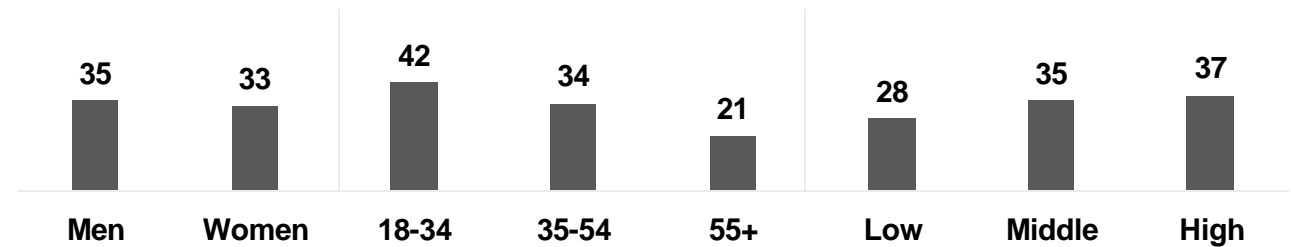
Markets



Global 7

34%

Gender | Age | Income

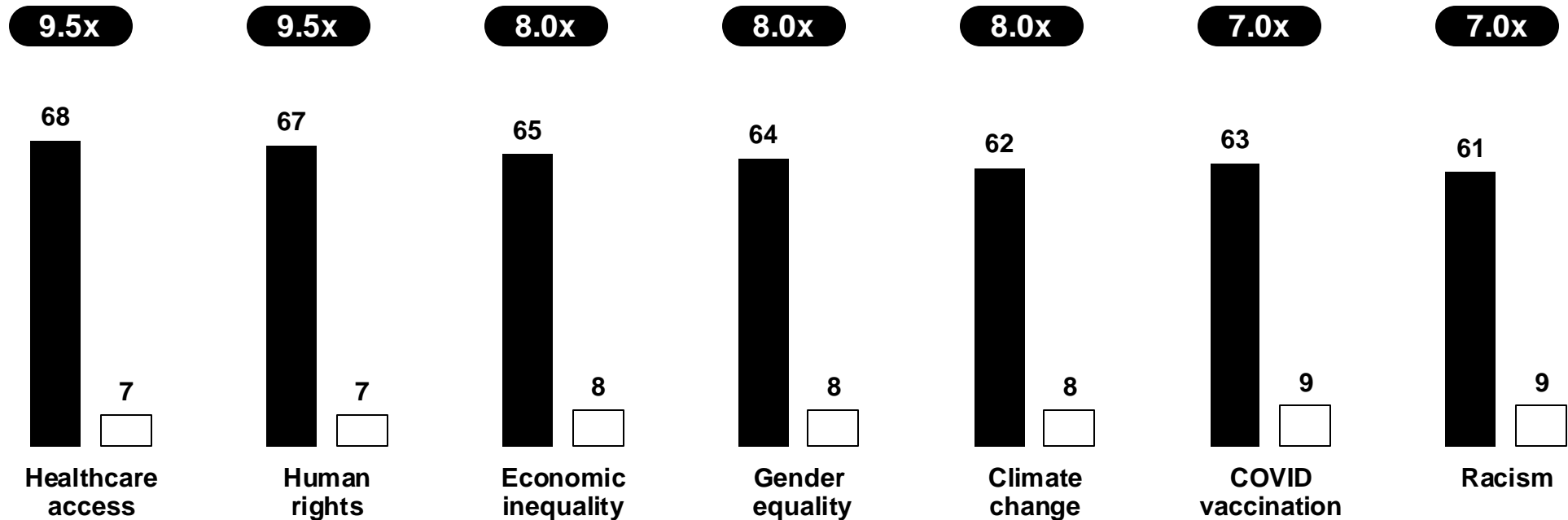


FOR EMPLOYERS THAT TAKE A STAND, REWARDS OUTWEIGH THE RISKS

Percent who would be **more or less likely to work** for an organization that publicly supports and demonstrates a commitment to each issue



Multiplier
More likely vs. less likely to work for an organization that takes a stand on each issue



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. EMP_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; bottom 2 box, less likely; top 2 box, more likely. Question asked of half of the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

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THE POWER OF BELIEF-DRIVEN EMPLOYEES

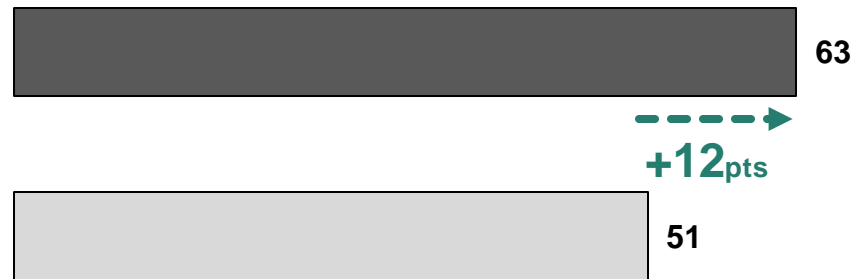
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BELIEF-DRIVEN EMPLOYEES MORE LIKELY TO ENGAGE IN ACTIVISM

To produce change in their organization,
percent who will ...

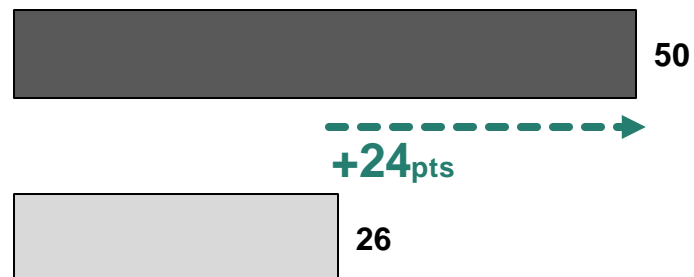
Work within the system

Petition senior management to make changes
Suggest changes to direct manager or HR
Send internal comms to senior management

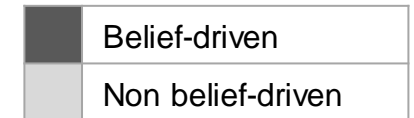


Take it public

Whistleblowing
Go on strike or work slow-down
Leak internal documents or emails
Social media campaign
Protest outside our offices or factories



Belief-driven employees:
choose, leave, avoid or consider employers based on their values and beliefs

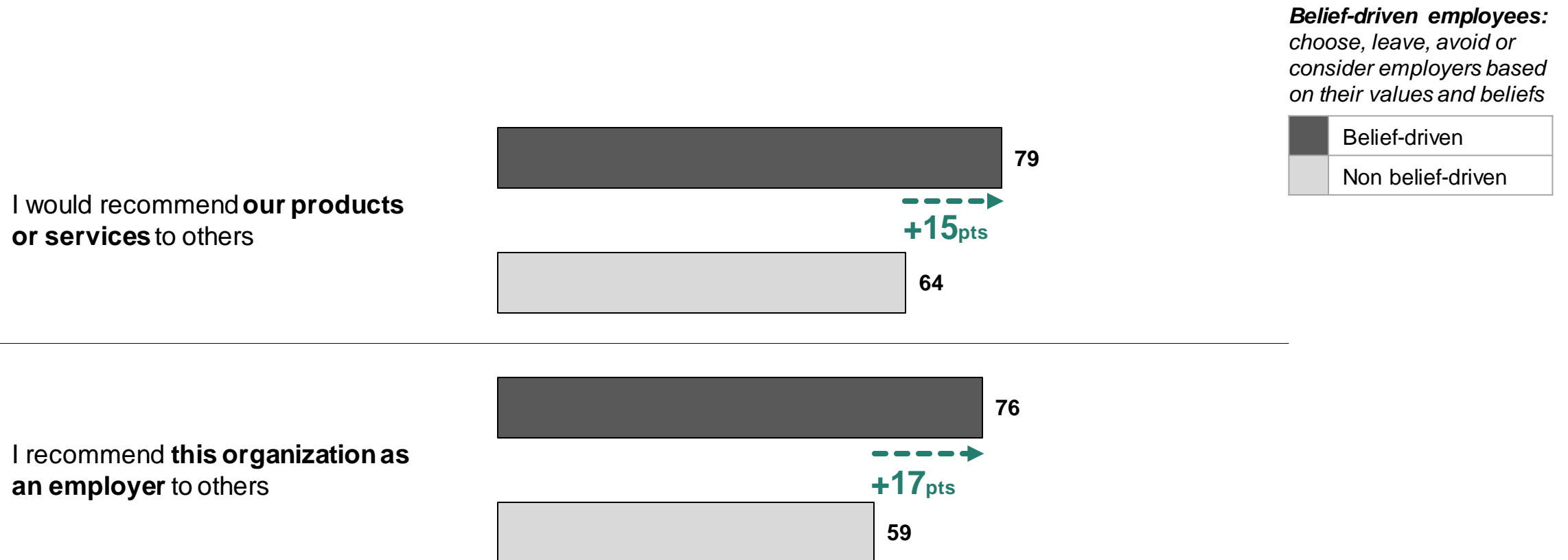


Belief-driven employees are
18pts more likely to engage
in workplace activism:

Belief-driven	83%
Non belief-driven	65%

BELIEF-DRIVEN EMPLOYEES MORE LIKELY TO ADVOCATE

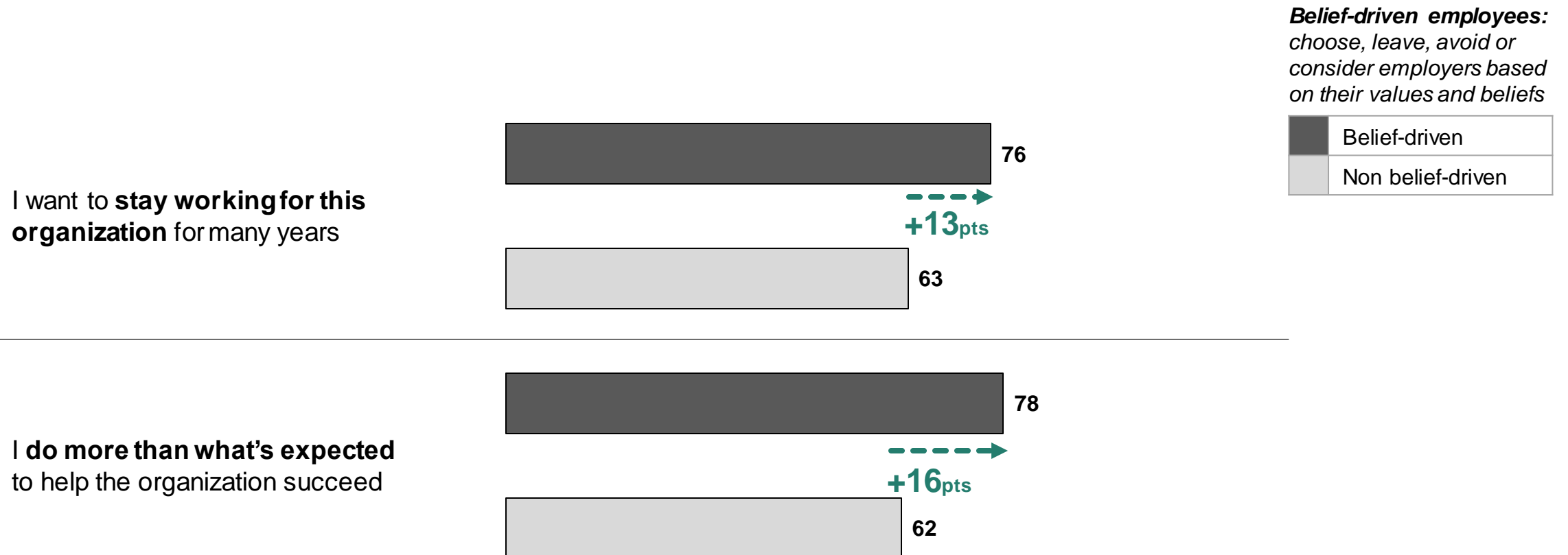
Percent who agree



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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 (Q43/1). 7-mkt avg., by belief-driven employee segments. All data is filtered to be among employees who work for an organization or corporation (Q43/1). See Technical Appendix for a full explanation of how belief-driven employees were measured.

BELIEF-DRIVEN EMPLOYEES MORE LOYAL AND COMMITTED

Percent who agree



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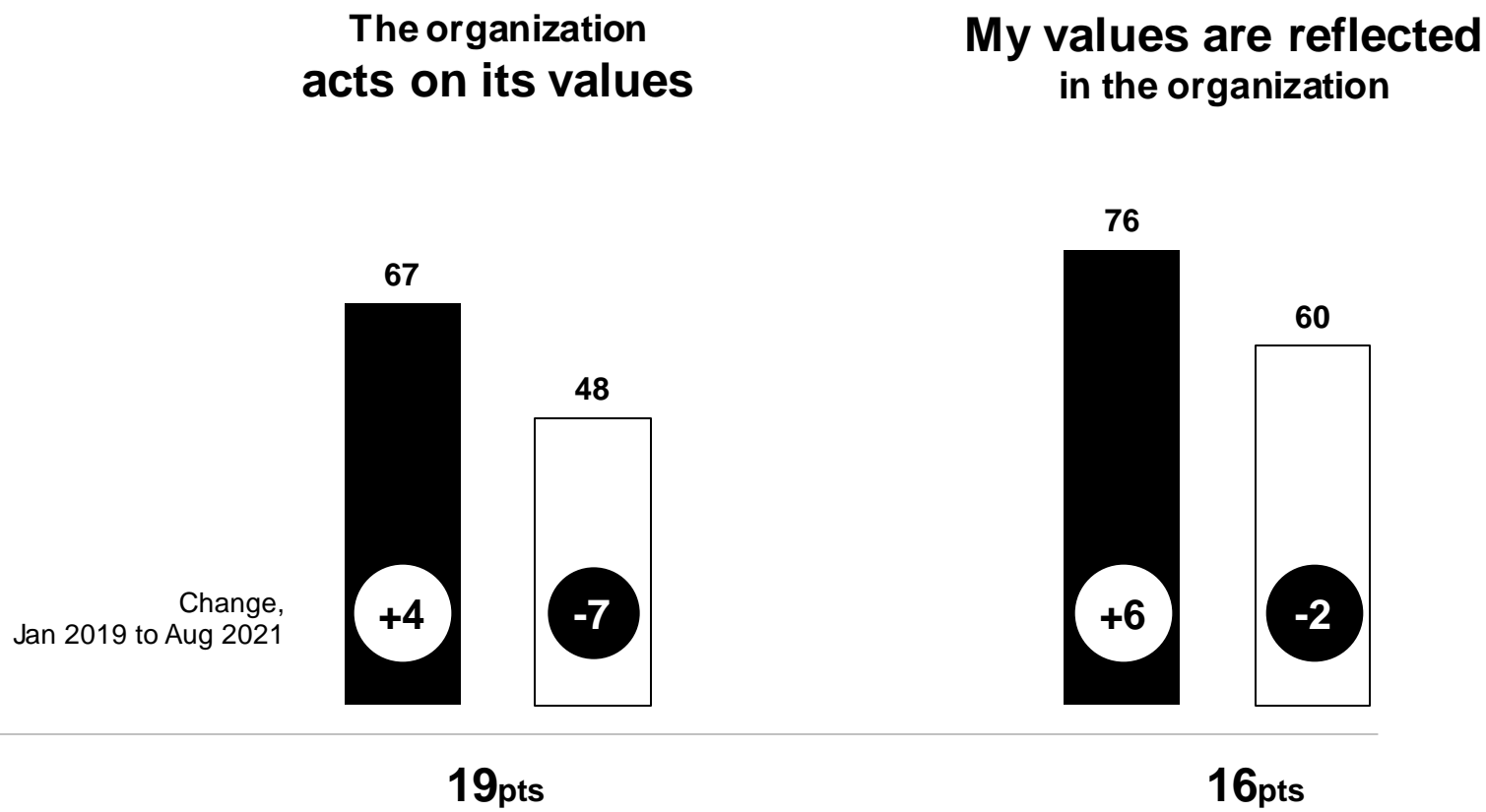
BUILD EMPLOYER TRUST THROUGH SHARED IMPACT

⌋

MIND THE GAP: WALK THE TALK ON VALUES

Percent who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

■ — □
Expectation Performance



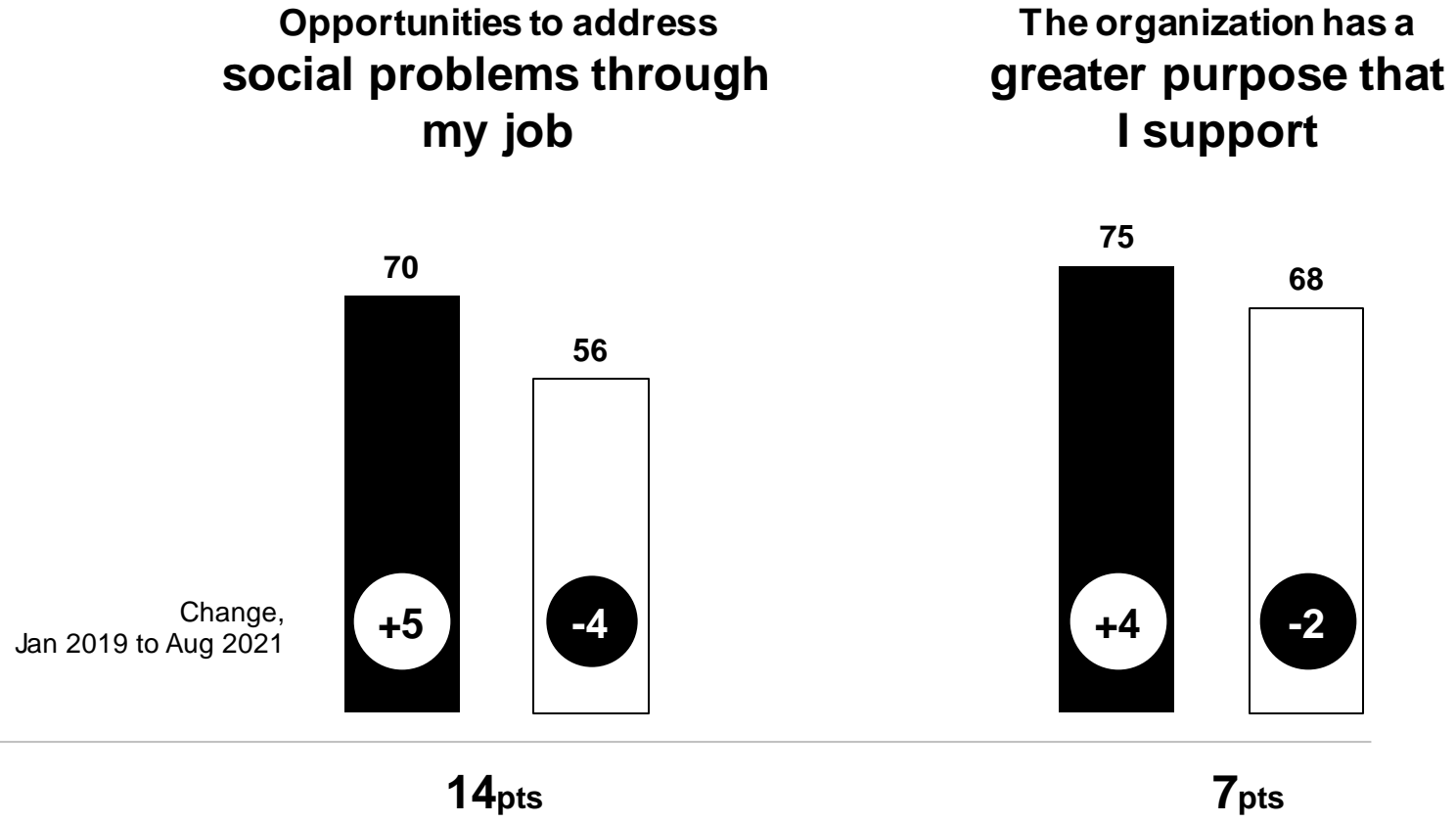
2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 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 (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

ENABLE THEM TO HAVE SOCIAL IMPACT

Percent who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each



Expectation Performance



Performance gap,
expectation vs. performance

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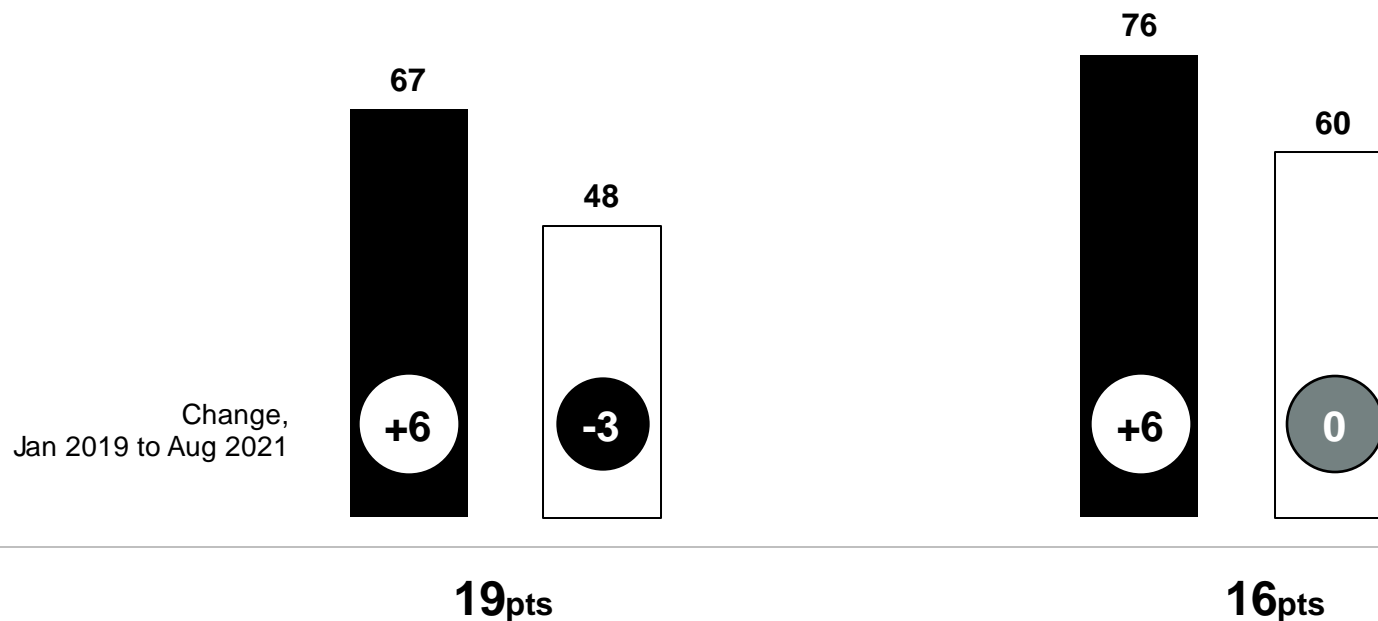
SHARE THE POWER

Percent who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

■ — □
Expectation Performance

If employees objected, the organization would stop certain business practices

The organization includes employees in the planning and strategy development process



Performance gap,
expectation vs. performance

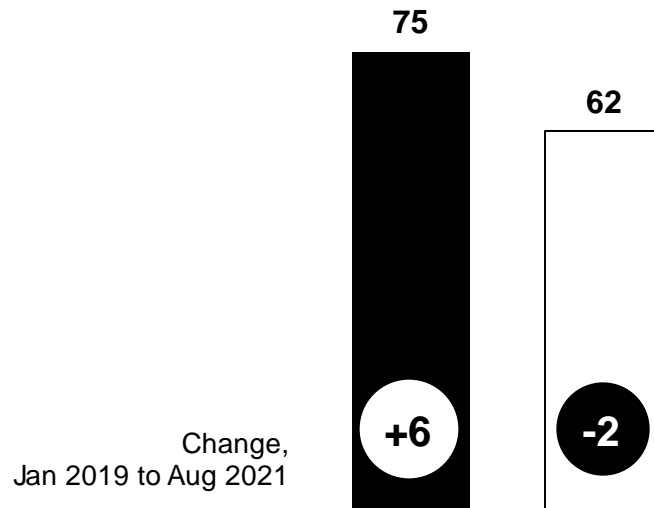
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ACCELERATE COMMITMENTS TO DEI

Percent who say this is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well

■ Expectation □ Performance

Employees at all levels within the organization reflect the diversity of the customers and community we serve



	Expectation		Performance		Gap
Japan	59	+6	35	0	24
Brazil	78	+5	59	-7	19
U.S.	78	+5	65	-5	13
Germany	68	+10	57	+3	11
UK	72	+3	61	0	11
India	88	+10	81	+1	7
China	82	+8	79	+6	3

Performance gap,
expectation vs. performance

13pts

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ACCELERATE COMMITMENTS TO SUSTAINABILITY AND GOVERNANCE

Environment

The organization being highly socially responsible and **conscientious about its environmental impact** would compel me to **take a job offer there**

62%

Reliable employment

It is important to me that an organization **offers training programs to help keep my skills up to date**

81%

Governance

I'm looking to leave/have left my current job because I seek an **organization with better leadership**

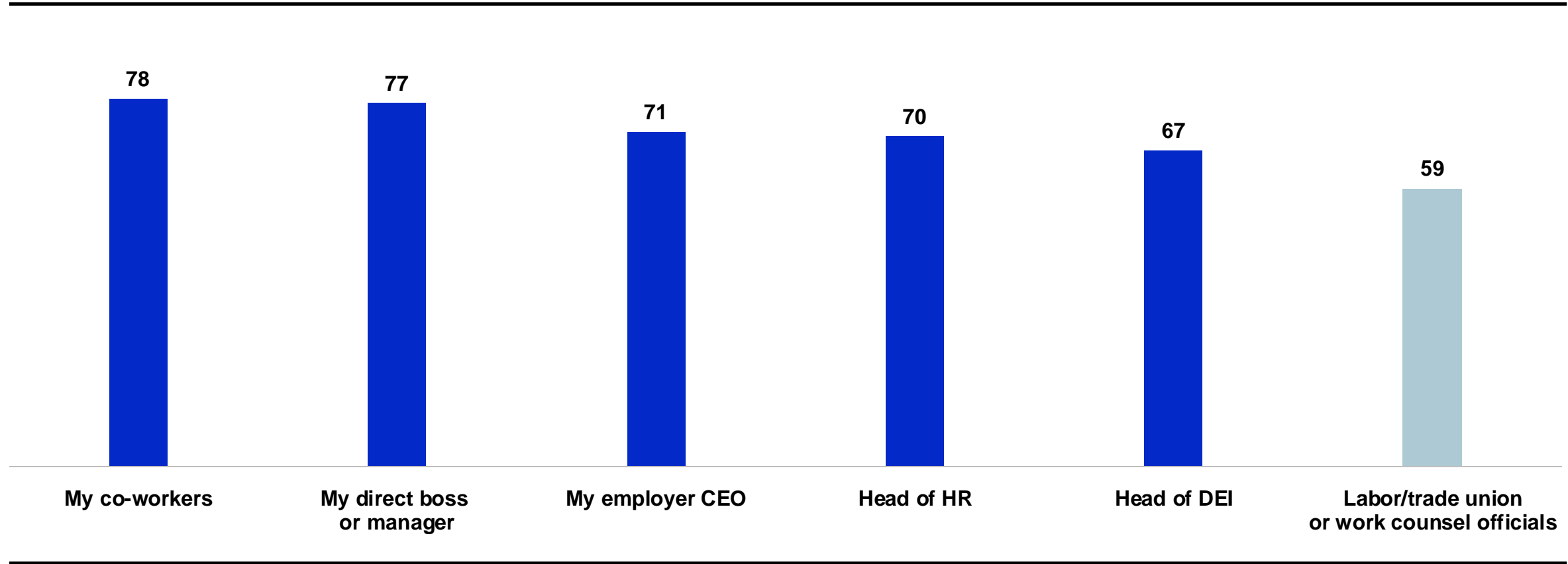
Want a more financially stable organization
Want better, more competent leadership
The organization handled a transition poorly

32% (net)

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. BIG_SELL. Jobs can come with many enticements to get you to go sign on with a particular organization over another. Using the scale below, rate each of the following enticements in terms of how compelling each would be in getting you to take a job offer with one organization over another which could not offer that same thing. 5-point scale, top 2 box, compelling. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. ATT_WHY. Which of the following best describe the specific reasons why you have left, or are looking to leave, your current job? Pick up to three. Question asked among those who have or plan to alter their current employment situation (JOB_ATT/2-4;6). 7-mkt avg. "Governance" is a net of attributes 12-14. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

LEVERAGE THE POWER OF TRUSTED VOICES

Percent trust, among employees



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. TRU_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right. 9-point scale; top 4 box, trust. All attributes asked among those who are employed (Q43/1) except "Labor/trade union or work counsel officials". 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

CEOS MUST EMBODY EMPLOYER VALUES

Percent increase in likelihood of trusting one's employer, showing top 5 (logistical regression analysis)

<i>When employees feel ...</i>	Increased likelihood of trust
that the CEO's actions embody our organization's values	+6.11%
that they have a safe working environment	+4.92%
valued by their employer	+4.70%
management always tells employees the truth	+4.64%
management communicates regularly with employees	+4.32%

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. Discrete choice analysis; results shown are marginal effects on likelihood to trust. 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 (Q43/1). 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. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). For a full explanation of how this data was calculated, please see the Technical Appendix.

CEOS FACE PRESSURE TO TAKE A STAND FROM CONSUMERS, INVESTORS AND EMPLOYEES

Belief-driven consumers

*Percent who choose, switch, avoid or boycott a **brand** based on its stand on societal issues*

62%

Source: 2021 Edelman Trust Barometer Special Report: Trust, the New Brand Equity

Belief-driven employees

*Percent who choose, leave, avoid or consider **employers** based on their values and beliefs*

61%

2021 Edelman Trust Barometer Special Report: Trust, The New Brand Equity. Belief-driven buyer segments. 14-mkt avg. See Technical Appendix for full explanation of how belief-driven buyers were measured. 2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. Belief-driven employee segments. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). See Technical Appendix for a full explanation of how belief-driven employees were measured.

2020 Edelman Trust Barometer Special Report: Institutional Investors. US4. Please indicate the extent to which you agree or disagree with the following statements. Show n T2B. United States n=100

Percent of U.S. investors who agree

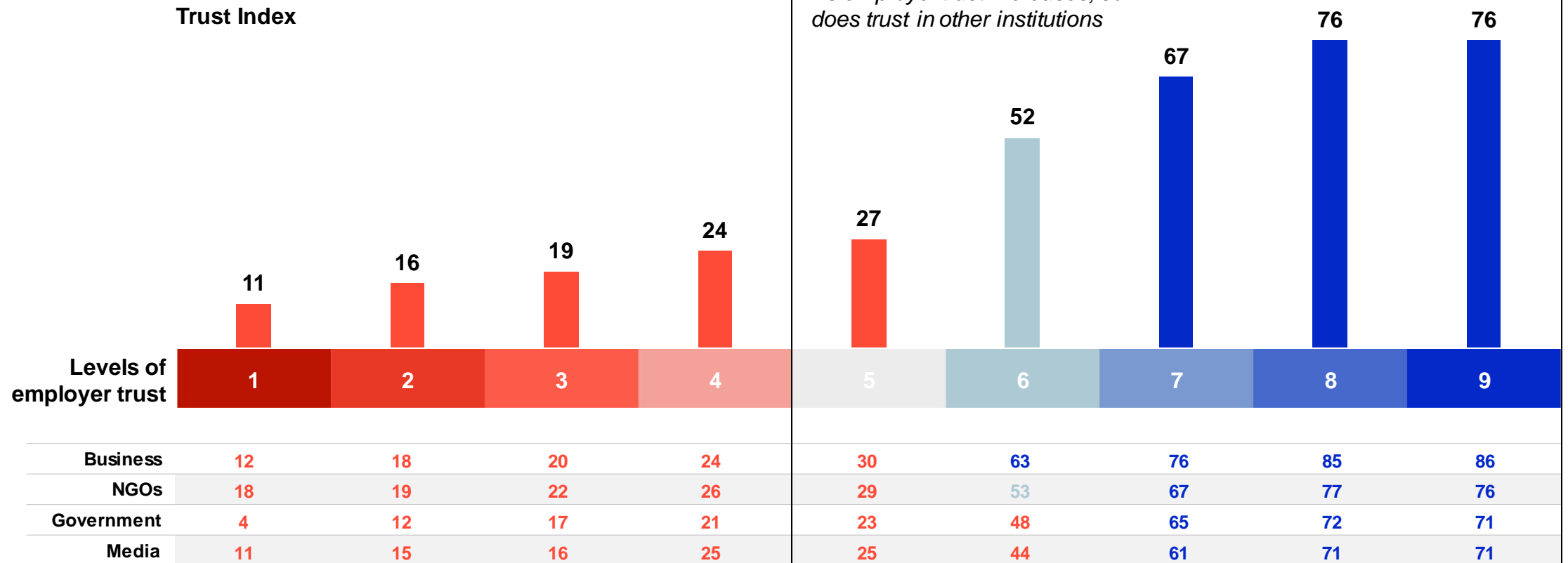
Business leaders have an obligation to use their power and influence to advocate for positive change in society

92%

Source: 2020 Edelman Trust Barometer Special Report: Institutional Investors

WHY IT MATTERS: CRITICAL ROLE FOR EMPLOYER TRUST IN A MULTI-STAKEHOLDER SOCIETY

Average trust across institutions (Trust Index) for each level of employer trust



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg. Data is showing the top 4 box trust score (6-9) for each level of "employer" trust from 1 to 9. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

THE NEW EMPLOYER-EMPLOYEE COMPACT

1

Employees first

Consumers, investors and employees all agree that employees are now your most important—and influential—stakeholder. Meeting their expectations brings advocacy and loyalty. Employers who don't, risk disruptive activism and higher turnover.

2

Share the power

Employees know they now hold more power and want more participation. Practice bottom-up strategy planning to create more involvement.

3

Take a stand

Greater social impact is a strong expectation for the majority of job seekers. Center your business strategy and employer brand around your commitments on critical social issues such as healthcare, the environment and DEI.

4

Upskill your workforce

A broader societal remit doesn't relieve employers from the urgent need to train workers for the jobs of the future. Enabling workers to thrive in the age of automation and AI is a competitive advantage and builds employee trust.

⊥

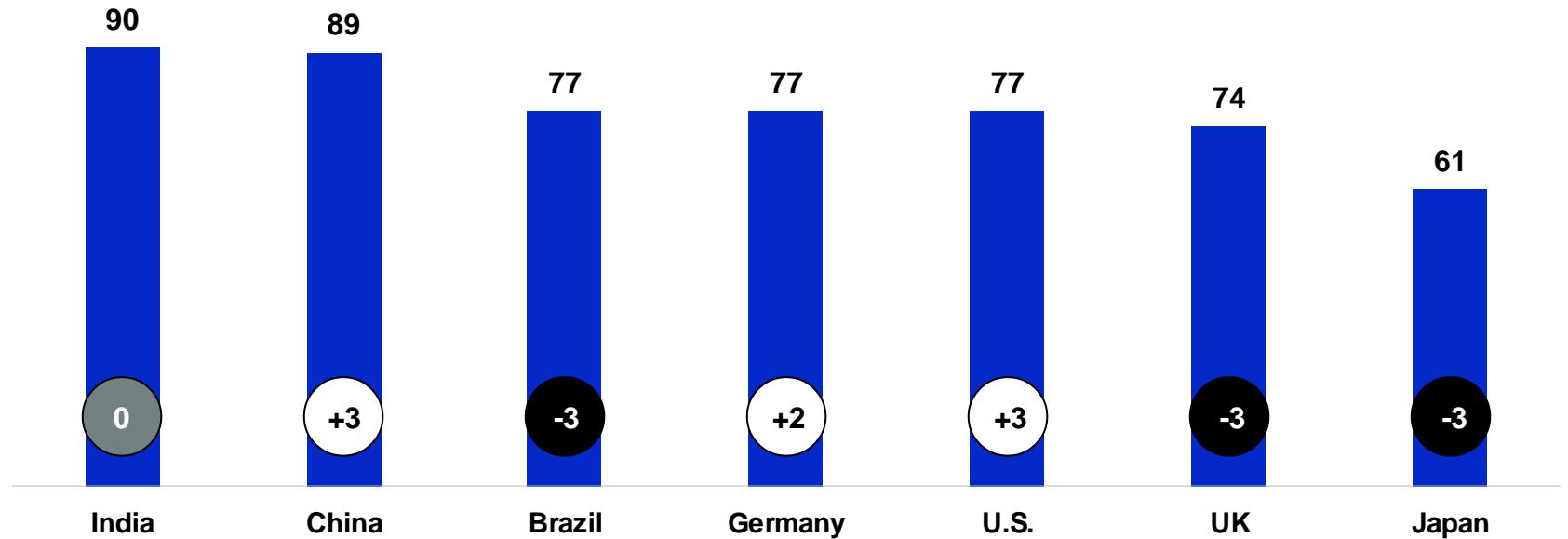
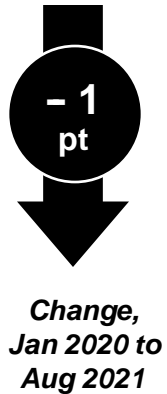
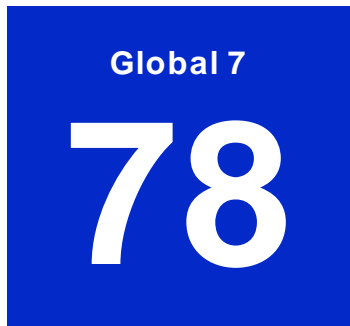
SUPPLEMENTAL DATA

T

A large, semi-transparent, dark gray number '21' is positioned in the background, centered horizontally and vertically. The number is rendered in a bold, sans-serif font. The '2' has a rounded top and a thick stroke, while the '1' is a simple vertical bar with a slightly rounded top. The overall aesthetic is clean and modern, typical of a scientific or technical presentation.

MY EMPLOYER TRUSTED IN ALL MARKETS

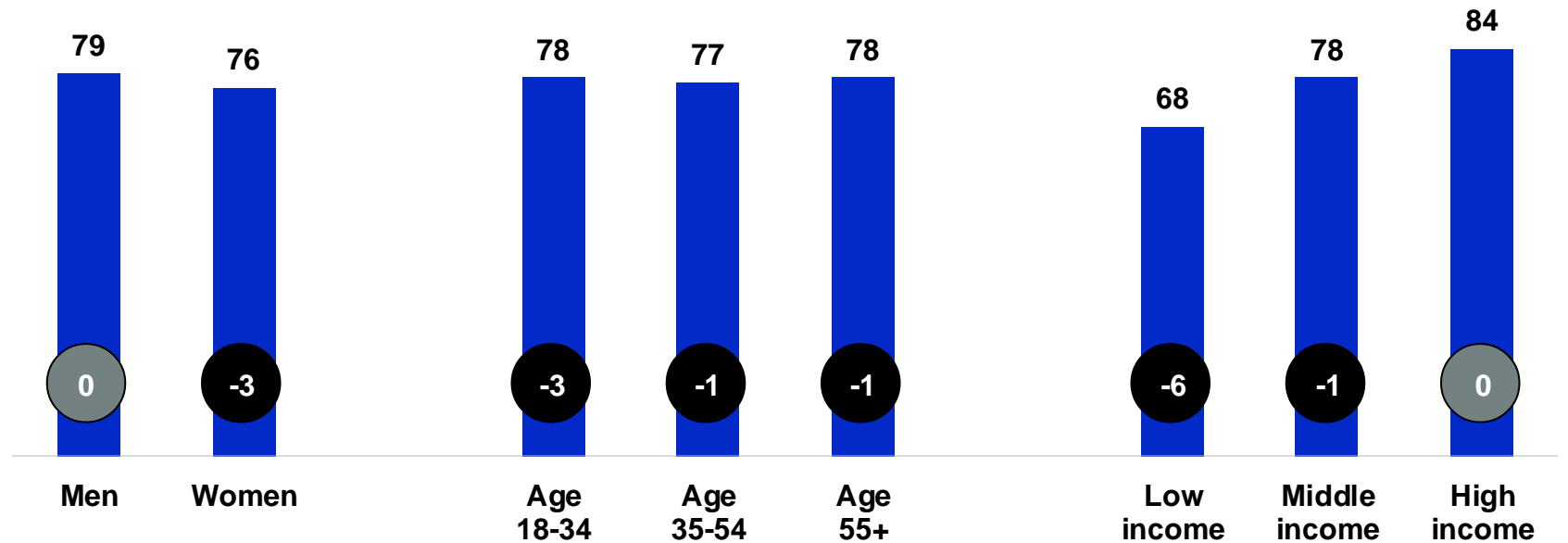
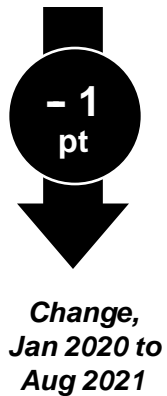
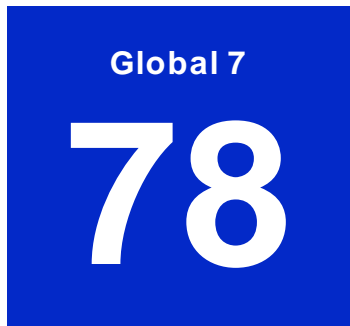
Percent trust, among employees



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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. 9-point scale; top 4 box, trust. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

MY EMPLOYER TRUSTED ACROSS DEMOGRAPHICS

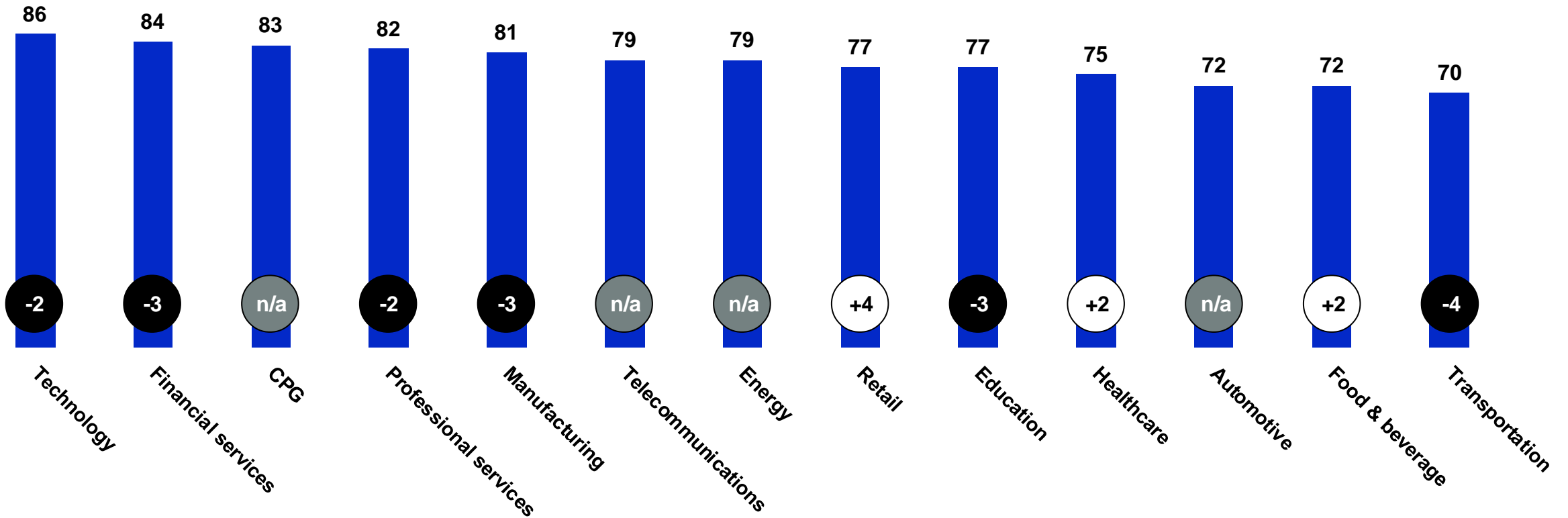
Percent trust, among employees



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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. 9-point scale; top 4 box, trust. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg., and by demographics. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EMPLOYERS TRUSTED ACROSS SECTORS

Percent trust, among employees



2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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. 9-point scale; top 4 box, trust. "Your employer" asked among those who are employed (Q43/1). 7-mkt avg., among those employed in each sector (Q420/1-18). All data is filtered to be among employees who work for an organization or corporation (Q43/1). *CPG, Telecommunications, Energy, and Automotive all have too low of a base size (less than 100) to report the Jan 2020 data.

EXPECTATIONS AND PERFORMANCE IN DETAIL - MARKETS

Percent who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

■ — □
Expectation Performance

+/- : change from Jan 2019 to Aug 2021

	Global 7		Brazil		China		Germany		India		Japan		UK		U.S.																	
	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER																
	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-																
CAREER ADVANCEMENT	82	3	63	-2	89	7	62	-3	88	4	83	6	75	5	59	0	91	7	84	4	68	3	36	-6	80	4	61	4	85	4	66	-1
They offer training programs to keep skills up to date	81	3	66	-1	89	9	65	-1	88	4	84	6	72	0	61	-2	91	8	85	5	64	2	41	-5	80	4	66	5	85	4	66	-1
Opportunities to move up	78	4	59	-1	88	8	59	-2	88	6	80	9	65	6	52	2	91	8	82	3	63	6	30	-6	72	2	54	2	82	5	63	1
Competitive wages	85	3	59	-3	89	5	54	-6	89	4	82	7	84	6	54	1	91	7	81	3	74	2	30	-7	85	4	58	4	89	4	62	-1
They offer me interesting and valuable work experiences	82	3	69	-2	88	5	69	-1	86	1	84	3	77	6	67	-2	92	6	86	3	70	3	41	-7	82	6	66	3	84	4	71	-2
PERSONAL EMPOWERMENT	77	5	60	-1	81	7	58	-4	83	5	78	6	71	7	55	4	88	9	79	1	63	4	37	-3	75	4	57	2	80	2	62	-3
Employees reflect customer diversity	75	6	62	-2	78	5	59	-7	82	8	79	6	68	10	57	3	88	10	81	1	59	6	35	0	72	3	61	0	78	5	65	-5
Management always tells the truth	84	7	60	1	87	7	55	-5	86	6	77	8	81	7	58	11	90	12	78	3	73	6	40	-3	84	5	56	6	86	3	61	-3
Will not promote those who do not live up to company values	67	4	48	-7	67	5	45	-9	79	5	75	6	60	12	41	-2	80	6	65	-7	53	2	24	-10	64	3	45	-3	70	2	49	-6
Management communicates regularly with employees	83	5	65	0	87	6	63	-2	85	3	80	5	76	4	61	3	92	10	81	2	73	7	43	-3	82	4	63	3	85	3	68	0
CEO embodies the values of the organization	75	2	62	-1	79	9	61	1	81	-2	80	3	69	3	56	1	87	6	83	2	59	4	38	-3	74	4	57	3	80	0	65	-1
Easy for employees to give input	80	4	63	1	86	8	61	0	86	5	81	9	74	7	57	8	90	6	84	4	64	2	37	-2	77	2	61	4	84	0	66	-3
Include employees in the planning process	76	6	60	0	86	9	61	-4	80	8	77	8	69	6	53	5	88	10	80	3	60	4	39	-3	74	7	55	3	77	3	59	-4
SOCIAL IMPACT	71	5	57	-2	74	4	56	-6	81	8	79	7	63	8	50	1	85	9	78	1	54	5	32	-4	68	7	53	2	72	6	59	-1
Opportunities to address social problems	70	5	56	-4	79	4	56	-6	81	10	80	8	62	8	46	1	88	12	78	0	45	2	32	-3	67	6	51	-1	71	7	56	-5
Has a greater purpose	75	4	68	-2	78	4	69	-2	84	0	83	3	65	10	61	-1	88	4	85	3	62	7	45	-3	74	9	66	1	77	7	72	0
CEO addresses controversial issues I care about	62	6	51	-1	64	0	52	-4	74	15	75	9	56	8	44	3	76	7	70	-1	46	3	25	-4	58	8	45	5	62	7	51	3
Business reflects my values	76	6	60	-2	81	7	59	-5	85	5	81	3	70	7	54	1	88	10	81	1	56	7	30	-4	74	7	57	4	78	5	64	2
Meaningful work that shapes society	75	5	61	-2	81	6	61	-6	83	5	82	7	68	8	55	1	90	9	82	2	61	5	37	-2	72	9	55	0	75	4	61	1
Would stop engaging in specific business practices...	67	6	48	-3	62	2	41	-10	79	15	74	12	59	7	40	0	81	9	72	1	54	7	23	-6	64	0	43	0	71	5	49	-4

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 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 (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

EXPECTATIONS AND PERFORMANCE IN DETAIL - DEMOS

Percent who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

■ — □
Expectation Performance

+/- : change from Jan 2019 to Aug 2021

	Men		Women		18-34		35-54		55+		Low		Middle		High																	
	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER	EXP	PER																
	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-															
CAREER ADVANCEMENT	82	3	65	-3	81	4	62	-1	84	4	67	-3	82	4	64	1	78	4	56	-3	76	4	51	-4	82	3	64	-1	86	3	71	-1
They offer training programs to keep skills up to date	81	4	67	-1	81	3	65	-1	84	4	69	-2	81	3	67	2	76	4	60	-3	76	3	54	-2	81	4	66	-1	85	3	75	0
Opportunities to move up	78	3	61	-2	77	5	57	-1	83	5	65	-3	78	5	59	2	69	4	50	0	72	6	47	-3	77	3	59	0	83	3	68	-1
Competitive wages	85	3	61	-3	85	3	57	-2	86	3	63	-4	85	3	60	1	85	7	51	-4	81	3	47	-6	85	3	60	-2	89	5	67	-1
They offer me interesting and valuable work experiences	82	2	69	-4	82	3	68	-1	84	3	71	-2	82	4	69	-1	80	2	64	-4	76	4	56	-4	83	3	70	-2	85	1	75	-2
PERSONAL EMPOWERMENT	77	3	61	-3	77	6	58	-1	79	5	63	-3	77	5	60	1	74	2	54	-1	72	5	47	-5	77	6	61	0	81	2	67	-2
Employees reflect customer diversity	73	4	62	-5	76	7	61	-1	78	5	64	-5	74	7	62	0	69	4	57	-2	71	7	50	-5	75	7	63	-1	78	3	69	-2
Management always tells the truth	83	5	61	0	84	7	59	2	83	6	64	-2	84	7	60	4	83	4	54	1	79	7	48	-4	84	7	62	3	87	5	66	0
Will not promote those who do not live up to company values	67	3	50	-8	67	5	46	-6	71	5	53	-7	67	5	49	-4	61	0	39	-8	62	1	37	-10	68	7	50	-5	70	0	54	-7
Management communicates regularly with employees	83	4	66	-1	82	5	63	-1	84	6	67	-3	82	4	66	3	81	2	60	0	79	6	50	-4	83	5	66	1	86	3	72	-1
CEO embodies the values of the organization	76	2	64	-2	75	3	60	-1	77	2	65	-3	75	2	62	0	73	2	58	2	68	3	48	-4	76	3	64	1	81	1	69	-3
Easy for employees to give input	79	2	64	-1	81	5	62	3	82	4	67	0	79	4	63	3	77	1	57	0	76	7	48	-5	80	4	64	2	83	2	72	2
Include employees in the planning process	76	4	61	-2	75	7	58	0	78	4	64	-2	76	8	60	2	71	4	53	-1	72	6	47	-5	76	7	60	1	79	3	68	-1
SOCIAL IMPACT	71	4	59	-3	71	7	56	-1	75	7	62	-3	70	6	58	-1	63	3	49	-3	66	7	45	-6	71	7	58	-1	75	2	65	-3
Opportunities to address social problems	68	3	57	-4	71	7	55	-3	76	7	62	-3	69	5	56	-3	59	4	46	-4	67	8	44	-5	70	6	57	-2	72	2	63	-5
Has a greater purpose	75	4	69	-2	76	6	67	-1	78	4	69	-3	75	6	68	-1	70	3	67	0	69	4	53	-6	76	6	70	0	79	2	75	-2
CEO addresses controversial issues I care about	62	4	52	-3	62	8	49	1	68	8	57	-1	61	6	51	2	53	4	39	-4	59	8	41	-4	62	7	52	1	66	3	57	-3
Business reflects my values	75	4	61	-4	76	7	59	-1	79	7	64	-4	75	5	60	0	70	4	54	-2	70	6	48	-6	76	7	60	-2	80	3	68	-3
Meaningful work that shapes society	76	5	62	-3	75	6	60	-1	79	6	65	-3	75	6	62	0	69	2	52	-4	70	5	48	-6	76	6	62	-1	79	3	69	-1
Would stop engaging in specific business practices...	67	3	50	-4	67	8	46	-2	71	7	54	-4	67	6	48	-1	58	3	36	-6	62	8	37	-7	67	8	49	-2	71	1	55	-3

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 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 (Q43/1). 7-mkt avg., by demographics. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

PERFORMANCE GAP BY MARKETS

Percentage point gap between those who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

	Global 7	Brazil	China	Germany	India	Japan	UK	U.S.
CAREER ADVANCEMENT	18	27	5	16	8	32	19	20
They offer training programs to keep skills up to date	15	24	4	11	6	23	14	19
Opportunities to move up	19	29	8	13	9	33	18	19
Competitive wages	26	35	7	30	10	44	27	27
They offer me interesting and valuable work experiences	13	19	2	10	6	29	16	13
PERSONAL EMPOWERMENT	17	24	4	16	9	26	18	18
Employees reflect customer diversity	13	19	3	11	7	24	11	13
Management always tells the truth	24	32	9	23	12	33	28	25
Will not promote those who do not live up to company values	19	22	4	19	15	29	19	21
Management communicates regularly with employees	18	24	5	15	11	30	19	17
CEO embodies the values of the organization	13	18	1	13	4	21	17	15
Easy for employees to give input	17	25	5	17	6	27	16	18
Include employees in the planning process	16	25	3	16	8	21	19	18
SOCIAL IMPACT	14	18	2	13	7	22	15	14
Opportunities to address social problems	14	23	1	16	10	13	16	15
Has a greater purpose	7	9	1	4	3	17	8	5
CEO addresses controversial issues I care about	11	12	-1	12	6	21	13	11
Business reflects my values	16	22	4	16	7	26	17	14
Meaningful work that shapes society	14	20	1	13	8	24	17	14
Would stop engaging in specific business practices...	19	21	5	19	9	31	21	22

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 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 (Q43/1). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

PERFORMANCE GAP BY DEMOGRAPHICS

Percentage point gap between those who say each is a strong expectation or a deal breaker when considering a job, and percent who agree their employer is performing well on each

	Men	Women	18-34	35-54	55+	Low	Middle	High
CAREER ADVANCEMENT	17	20	17	18	21	25	18	14
They offer training programs to keep skills up to date	14	16	15	14	16	22	15	10
Opportunities to move up	17	20	18	19	19	25	18	15
Competitive wages	24	28	23	25	34	34	25	22
They offer me interesting and valuable work experiences	13	14	13	13	16	20	13	10
PERSONAL EMPOWERMENT	16	19	16	16	20	26	16	13
Employees reflect customer diversity	11	15	14	12	12	21	12	9
Management always tells the truth	22	25	19	24	29	31	22	21
Will not promote those who do not live up to company values	17	21	18	18	22	25	18	16
Management communicates regularly with employees	17	19	17	16	21	29	17	14
CEO embodies the values of the organization	12	15	12	13	15	20	12	12
Easy for employees to give input	15	19	15	16	20	28	16	11
Include employees in the planning process	15	17	14	16	18	25	16	11
SOCIAL IMPACT	12	15	13	13	14	21	13	10
Opportunities to address social problems	11	16	14	13	13	23	13	9
Has a greater purpose	6	9	9	7	3	16	6	4
CEO addresses controversial issues I care about	10	13	11	10	14	18	10	9
Business reflects my values	14	17	15	15	16	22	16	12
Meaningful work that shapes society	14	15	14	13	17	22	14	10
Would stop engaging in specific business practices...	17	21	17	19	22	25	18	16

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. 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? Please indicate your answer to each item using the scale below. 3-point scale; top 2 box, important. 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 (Q43/1). 7-mkt avg., by demographics. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

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TECHNICAL APPENDIX

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HOW WE CALCULATED BELIEF-DRIVEN EMPLOYEES

Respondents were asked a series of questions regarding the role their values, opinions about social issues, and political beliefs played in their choice of employers. The Belief-Driven Employee (BDE) scale was created by averaging respondents' answers to the seven 9-pt agree/disagree scale items, shown in the table to the right.

- Non belief-driven employees were those that scored between 1 – 4.99 on the BDE scale, meaning on average they disagreed with these statements.
- Respondents who scored between 5.00 – 9.00 on the BDE scale were classified as belief-driven employees, meaning on average they saw themselves reflected at least to some extent in these statements

Respondents were asked:
Please indicate how much you agree or disagree with the following statements

1.	Even if an organization offers me a lot more money than I currently make, I will not work there if I disagree with the company's stand on important social issues
2.	I have taken a job with an organization for the sole reason that I appreciated its positions on controversial societal or political issues
3.	I have left a job at one organization and started working somewhere else because I liked the values of one organization more than the other
4.	I have strong opinions about many societal and political issues. The organizations that I choose to work for, and not work for, are one important way I express those opinions
5.	I have left my job at an organization solely because it remained silent on a societal or political issue that I believed it had an obligation to publicly address
6.	There are some industries or business sectors I would never work in regardless of how much money they would pay me because I think they are fundamentally immoral
7.	I am more interested in working for an organization that prides itself on its financial and marketplace success than one that prides itself on being one of the most socially responsible in its sector (reversed scored)

HOW WE CALCULATED INCREASED LIKELIHOOD TO TRUST ONE'S EMPLOYER

Employees were asked to indicate whether a series of statements (see the table on the right) described their current employment situation. Their responses were then incorporated into a discrete choice analysis to determine which characteristics, if present versus not, provide the greatest potential lift to trust in one's employer.

The top five statistically significant drivers, defined in terms of their marginal effect on the likelihood to trust one's employer are displayed on the slide.

Respondents were asked:

Thinking about your current employer, to what extent do you agree with the following statements?

I am being paid fairly for the work I do
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
I feel that I have a safe working environment
I have received a significant raise or increase in pay within the last five years
My company makes it easy for me to give input and feedback 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
I feel valued by my employer
The CEO's actions embody the values of our organization
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
I can bring my whole self to work. I am free to express who I am and all aspects of my culture, sexual or gender orientation, and heritage
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
I feel comfortable voicing my opinion even when it is different from my boss'
If employees objected, my employer would stop engaging in specific business practices or working with certain organizations
I am more likely now than a year ago to voice my objections to management or engage in some other sort of workplace protest if I were to strongly disagree with an action the organization has taken or a policy they have implemented

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

REASONS THEY ARE LEAVING THEIR JOB

ATT_WHY: Which of the following best describe the specific reasons why you have left, or are looking to leave your current job?

Shortened	Full
Want a job that's more personally fulfilling	Seeking a job that is more personally fulfilling
Want something entirely new	Looking to do something entirely new and different
Want to go where they feel more valued	Seeking an organization where I will feel more valued
Want more continuous learning	Seeking an organization that provides more continuous learning and reskilling opportunities
Want a more socially engaged organization	I want to work for an organization that is more active and engaged in addressing social and community problems that I care about
Want a more inclusive culture	Seeking a more inclusive and welcoming organizational culture
Want better work-life balance	Seeking better work-life balance
Want a job less likely to lead to burnout	Seeking a job that is less stressful or less likely to lead to burnout
My employer requiring that I return to an office	My employer is requiring that I return to an office or workplace on a more regular basis than I am willing to commit to
Want a safer workplace	Seeking a safer workplace
Looking to earn more money or get better benefits	Looking to earn more money or get better benefits
Looking to move up and advance my career	Looking to move up and advance my career

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

FORMS OF WORKPLACE ACTIVISM

POW_HOW. What would you personally be willing to do in order to produce or motivate what you consider to be urgently necessary changes within the organization you work for?

Shortened	Full
Petition senior management to make change	Band together with other employees to petition senior management to make changes
Suggest changes to direct manager or HR	Reach out to my direct manager or HR representative and suggest the changes I would like to see
Send internal comms to senior management	Send internal communications directly to senior management urging change
Whistleblowing	Engage in whistleblowing
Go on strike or work slow-down	Go on strike or engage in a work slow-down
Leak internal documents or emails	Leak internal documents or emails
Social media campaign	Engage in a publicly-facing social media campaign pressuring management to make changes
Protest outside our offices or factories	Publicly protest outside of our corporate offices or factories

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYER EXPECTATIONS

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?

Shortened	Full
Competitive wages	They ensure that their employees' wages keep up with increases in the cost of living over time
They offer training programs to keep skills up to date	They offer training programs to help employees keep their skills up-to-date
Opportunities to move up	There are many opportunities for me to move up within the organization
They offer me interesting and valuable work experiences	My job offers me interesting and valuable work experiences
Management always tells the truth	Management always tells employees the truth
Management communicates regularly with employees	Management communicates regularly with employees about what is happening within the organization
Easy for employees to give input	They make it easy for employees to give input and feedback to management
CEO embodies the values of the organization	The CEO's actions embody the values of the organization
Include employees in the planning process	They include employees in the planning and strategy development process

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYER EXPECTATIONS (CONTINUED)

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?

Shortened	Full
Employees reflect customer diversity	The employees at all levels within the organization reflect the diversity of the customers and community it serves
Will not promote those who do not live up to company values	The organization refuses to promote or reward people who do not live up to its values even if they perform well in other ways
Meaningful work that shapes society	There are opportunities within my job to engage in activities that help address social problems or support the local community
Business reflects my values	My values are reflected in the way the organization goes about its business
Has a greater purpose	The organization has a greater purpose that I understand and support
Opportunities to address social problems	I would have the opportunity to do work that will shape the future of society in some meaningful way
Would stop engaging in specific business practices if employees objected	If its employees objected, my employer would stop engaging in specific business practices or working with certain organizations
CEO addresses controversial issues I care about	The CEO speaks publicly about controversial social and political issues that I care about

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYEE VALUES

EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements?

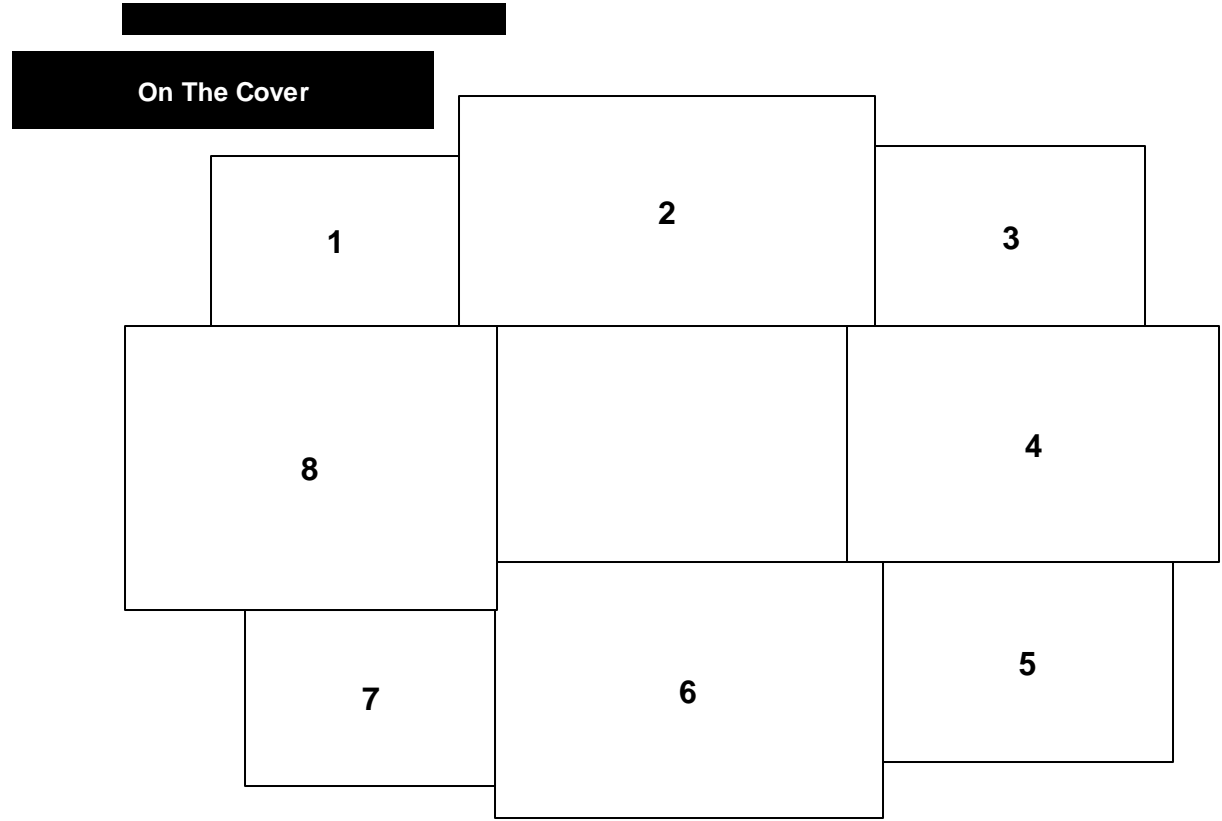
Shortened	Full
They offer training programs to keep skills up to date	My employer offers training programs to help employees keep their skills up-to-date
Opportunities to move up	My employer provides me with many opportunities to move up within the organization
Competitive wages	My employer makes sure that wages keep up with the cost of living over time
They offer me interesting and valuable work experiences	My job offers me interesting and valuable work experiences
Employees reflect customer diversity	The employees at all levels within the organization reflect the diversity of the customers and community we serve
Management always tells the truth	Management always tells employees the truth
Will not promote those who do not live up to company values	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
Management communicates regularly with employees	Management communicates regularly with employees about what is happening within the organization

FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

EMPLOYEE VALUES (CONTINUED)

EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements?

Shortened	Full
CEO embodies the values of the organization	The CEO's actions embody the values of our organization
Easy for employees to give input	My company makes it easy for me to give input and feedback to management
Include employees in the planning process	My organization includes employees in the planning and strategy development process
Opportunities to address social problems	My employer offers me opportunities within my job to engage in activities that help address social problems or support the local community
Has a greater purpose	I understand and support my organization's greater purpose
CEO addresses controversial issues I care about	My organization's CEO speaks out publicly about controversial social and political issues that I care about
Business reflects my values	My values are reflected in the way the organization goes about its business
Meaningful work that shapes society	I have the opportunity to do work that will shape the future of society in some meaningful way
Would stop engaging in specific business practices if employees objected	If employees objected, my employer would stop engaging in specific business practices or working with certain organizations



1 Sign text closeup for help wanted with red and white colors by entrance to store shop business building during corona virus covid 19 pandemic: *ablokhin via Getty Images* **2** Before the train driver strike in passenger traffic - Munich: *Peter Kneffel/picture alliance via Getty Images* **3** Video call from home during lockdown: *Alistair Berg via Getty Images* **4** Cashier scanning products at a grocery store wearing a facemask: *Hispaniolistic via Getty Images* **5** Overworked sign in UK: *EhimetalorAkhre Unuabona/Unsplash* **6** Two workers are moving goods: *Weiquan Lin via Getty Images* **7** Young Family using a Laptop during Breakfast: *Geber86 via Getty Images* **8** Frontline Medical Workers Fight Against COVID-19 In Guangzhou: *Shi Jianhua/VCG via Getty Images*