



# Edelman Trust Barometer 2022

# 2022 EDELMAN TRUST BAROMETER SPECIAL REPORT

# TRUST IN THE WORKPLACE

## Methodology

### Online survey of employees

Fieldwork conducted: Jul 27 – Aug 8, 2022\*

7

markets

7,000

respondents

1,000

respondents/market

Data collected is representative of employees across ages, gender and regions within each market. Data has been filtered to remove those who are self-employed.

For full details, please refer to the Technical Appendix

\*India was fielded from Jul 27 – Aug 8; all other markets fielded Jul 27 – Aug 5

Brazil  
China  
Germany  
India  
Japan  
UK  
U.S.

#### Margin of error

+/- 1.2 pts for global 7 (n=6,470)

+/- 3.1 pts to 3.5 pts per market (n=808 to 987)



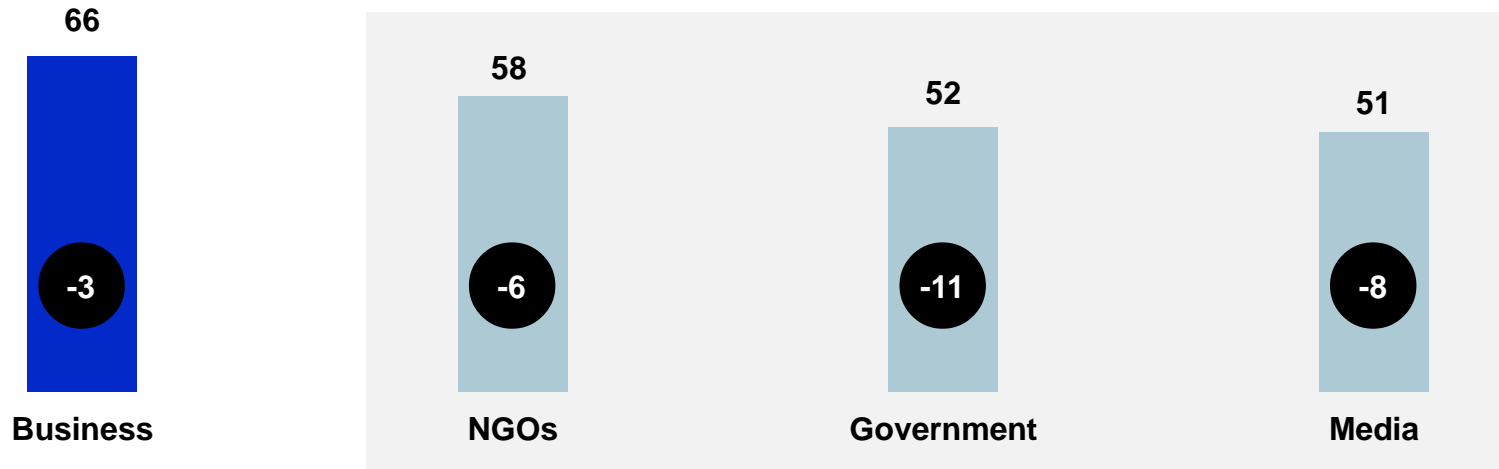
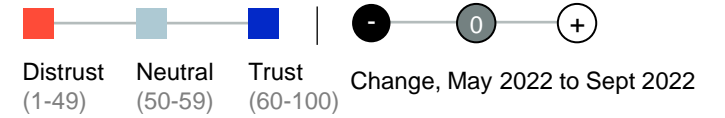
**MY EMPLOYER:  
THE LAST BASTION OF TRUST**

MAY TO SEPT 2022

# TRUST CRASH FOR GOVERNMENT; SIGNIFICANT TRUST LOSS FOR MEDIA AND NGOS

Percent of employees who trust

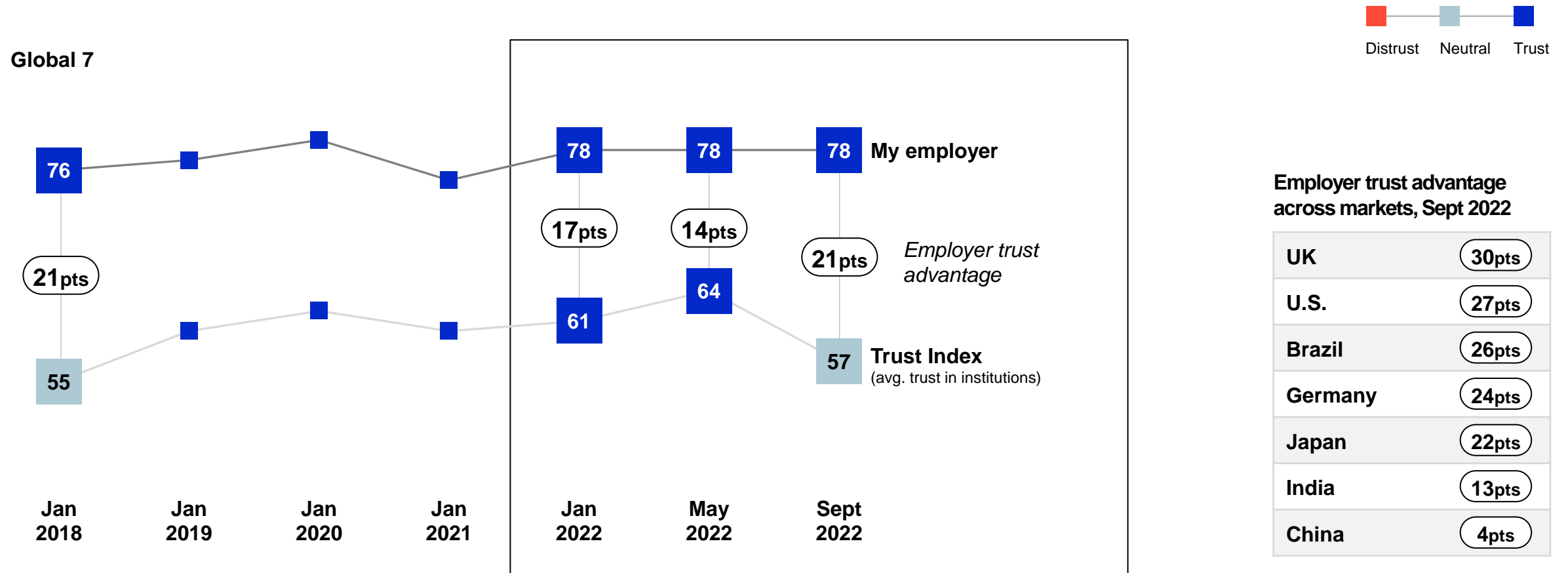
Global 7



Greatest changes in:	% pt +/-	
	Country	Change
Business	China	+6
	UK	-5
NGOs	UK	-11
	Germany	-9
Government	UK	-18
	U.S.	-11
Media	UK	-19
	U.S.	-7

# AMIDST TRUST LOSS, EMPLOYERS A BULWARK OF STABILITY

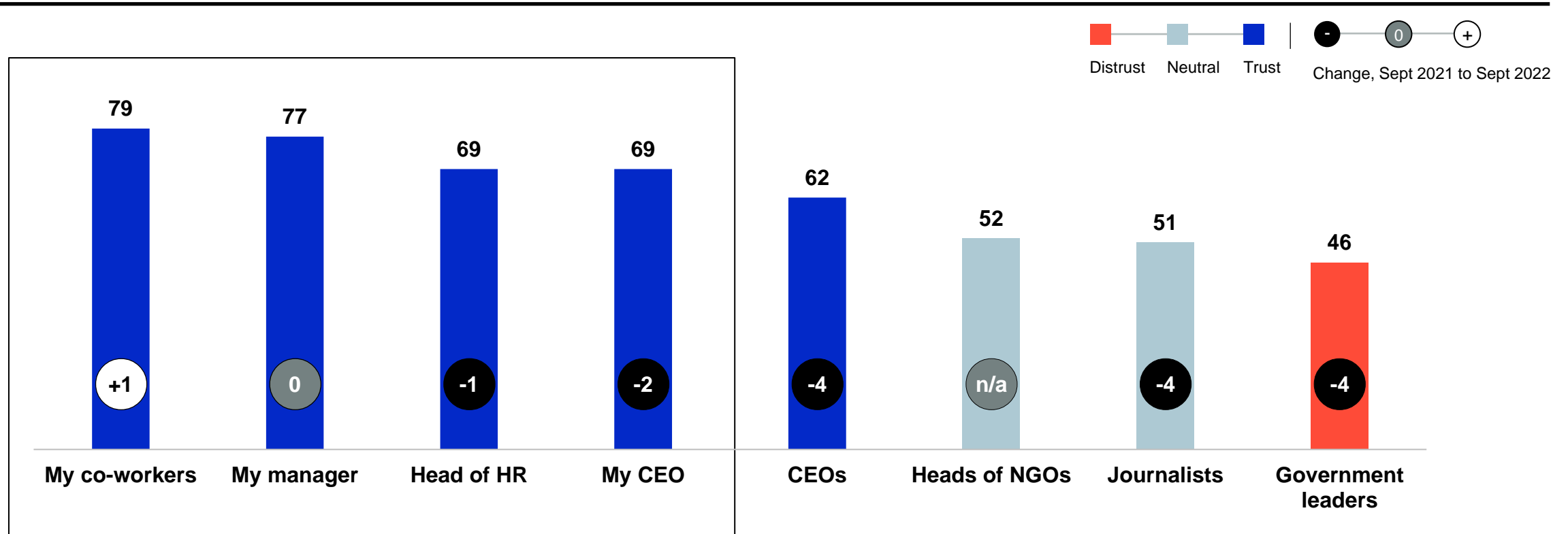
Percent of employees who trust



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

# TRUST IS LOCAL

Percent of employees who trust



A large, light gray, stylized number '22' is centered in the background of the image. The numbers are thick and rounded, with a slight shadow effect. The text is overlaid on the left side of the '2's.

**THE WORKPLACE IS  
OUR ISLAND OF CIVILITY**

# AFTER FRIENDS AND FAMILY, WORKPLACE MOST IMPORTANT SOURCE OF COMMUNITY

Percent of employees who say each is a significant source of community in their life

	Global 7	Brazil	China	Germany	India	Japan	UK	U.S.
My family and friends	82	84	88	80	91	72	78	81
<b>The people I work with</b>	<b>69</b>	69	83	62	89	59	58	65
People who share my personal interests	64	67	82	56	83	44	54	67
My neighbors	59	58	82	53	85	34	49	61
Athletic, humanitarian, religious or alumni organizations	53	59	81	41	82	27	37	53
Members of my political party	49	44	84	42	72	23	34	56

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. SOCIAL\_SOURCE. How significant are each of the following as a source of community in your life? 9-point scale; top 4 box, significant. 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). "Athletic, humanitarian, religious or alumni organizations" is an average of attributes 2-4, and 7.



# THE WORKPLACE FEELS LESS POLITICIZED THAN LAST YEAR

Percent of employees who say

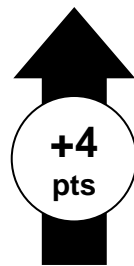
My employer is doing well on **keeping partisan politics out of the workplace**



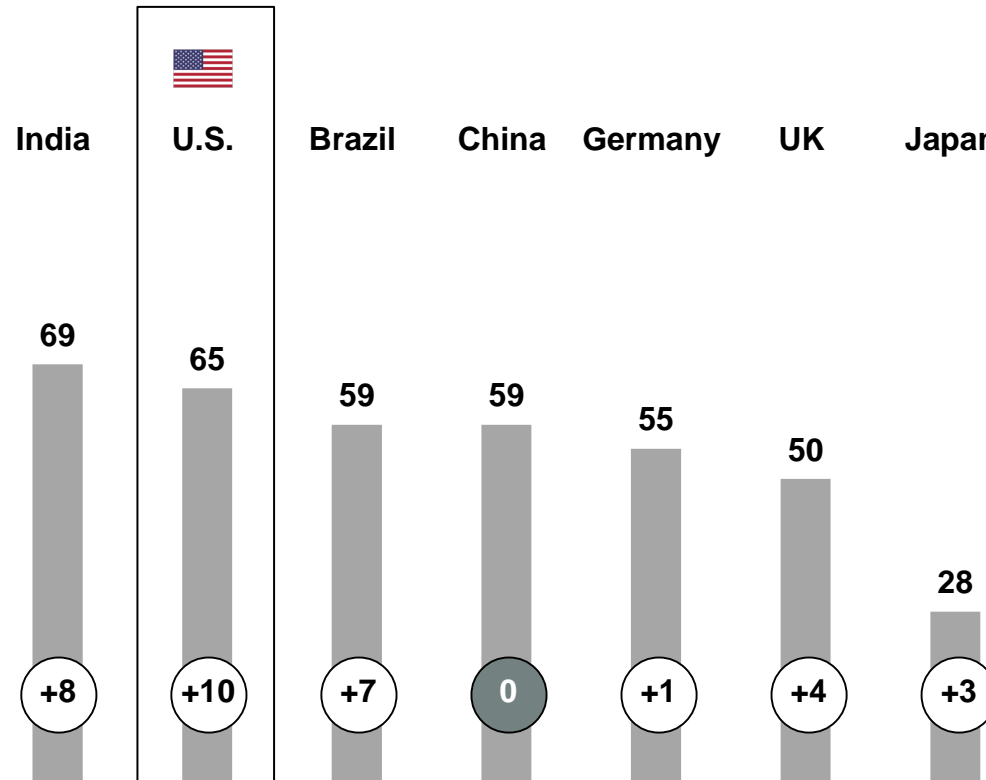
Change, Sept 2021 to Sept 2022

Global 7

**54%**



Change, Sept 2021 to Sept 2022



U.S. politics	
Rep	Dem
66 +12	68 +8

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. PER\_EMP. How well do you believe your employer is currently doing each of the following? 5-point scale; top 2 box, doing well. Question asked of half of the sample. 7-mkt avg., and by political ideology in the U.S. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

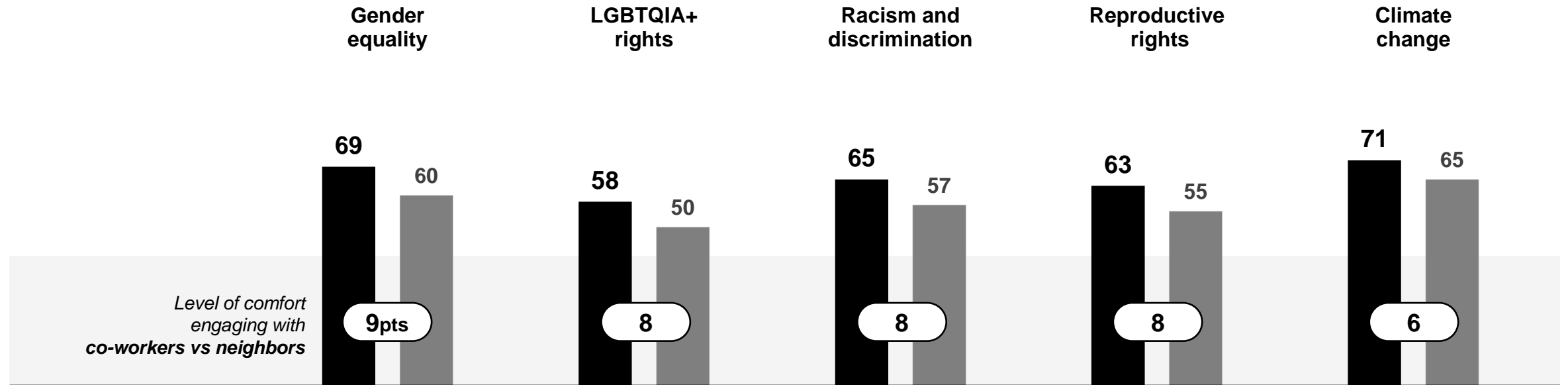
# EASIER TO DEBATE ISSUES WITH CO-WORKERS THAN WITH NEIGHBORS

Percent of employees who say

I **am comfortable** discussing opposing viewpoints on each issue with...



My co-workers My neighbors



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK\_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. NEIGH\_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your neighborhood whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. 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).

# CONFIDENT THAT CO-WORKERS RESPECT THE TRUTH AND DIVERGENT OPINIONS

Percent of employees who say

I am comfortable discussing opposing viewpoints with my co-workers because...	Global 7	Brazil	China	Germany	India	Japan	UK	U.S.
We <b>respect the truth</b> and agree on basic facts	37	43	28	33	46	27	39	38
They are <b>open to different perspectives</b>	35	39	23	39	41	32	35	35
They <b>will not turn violent</b> or vindictive	31	10	20	37	43	31	37	38
Our <b>trusting relationships</b> can withstand disagreements	29	26	22	30	37	24	32	29

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK\_TOPICS\_WHY. You said you would feel comfortable having a conversation about at least one of the issues above with someone in the workplace whom you disagreed with about that issue. Why would you feel comfortable having this conversation? Pick all that apply. Question asked among those who are comfortable having a conversation about at least one societal issue with someone in the workplace whom they disagreed with on that issue (WRK\_TOPICS/6-9 for any social issue). 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).



**THE WORKPLACE IS WHERE WE  
ADDRESS SOCIETAL PROBLEMS**

# 7 IN 10 WANT THEIR JOB TO BRING SOCIETAL IMPACT

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

## Career advancement

**81%**<sup>Avg</sup>

*Individual expectations, in rank order*

- Competitive wages
- Valuable work experiences
- Training programs
- Opportunities to move up

## Personal empowerment

**78%**<sup>Avg</sup>

- Regular, truthful communication
- Easy for employees to give input
- CEO embodies the values of the organization
- Include employees in the planning process
- Employees reflect customer diversity

## Societal impact

**69%**<sup>Avg</sup>

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

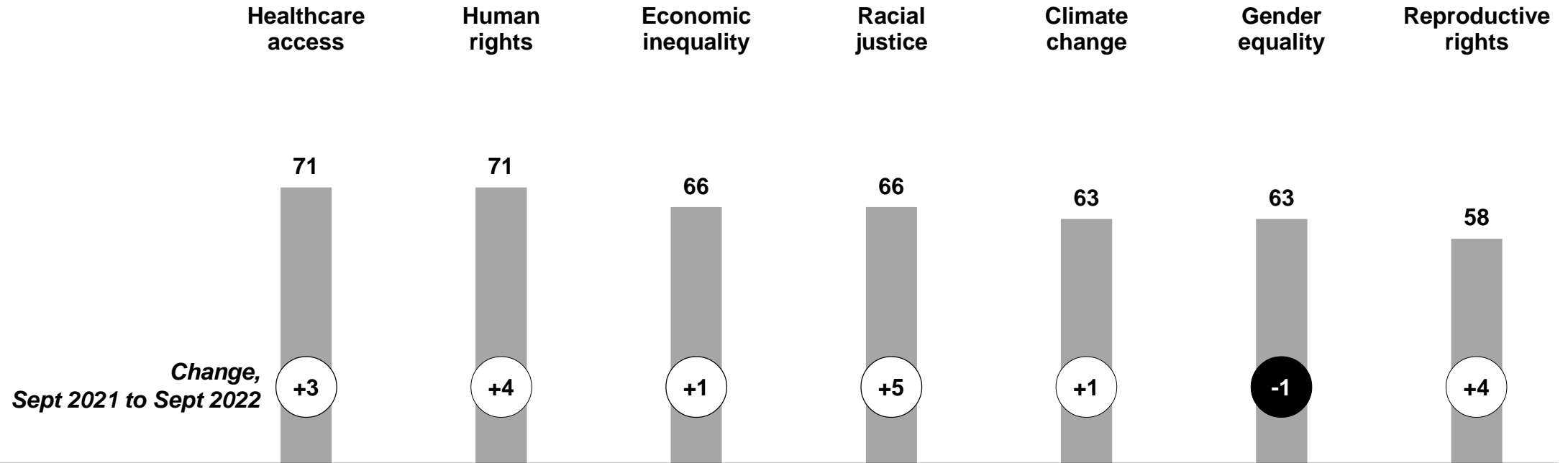
2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP\_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; top 2 box, important. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Career advancement" is an average of attributes 1-4; "Personal empowerment" is an average of attributes 5-6, 8-11; "Societal impact" is an average of attributes 12-17.

# EMPLOYER ENGAGEMENT ACROSS SOCIETAL ISSUES BECOMES MORE IMPORTANT TO JOB SEEKERS

Percent of employees who say

## I am more likely to work for a company

if the organization were to publicly support addressing each of the following

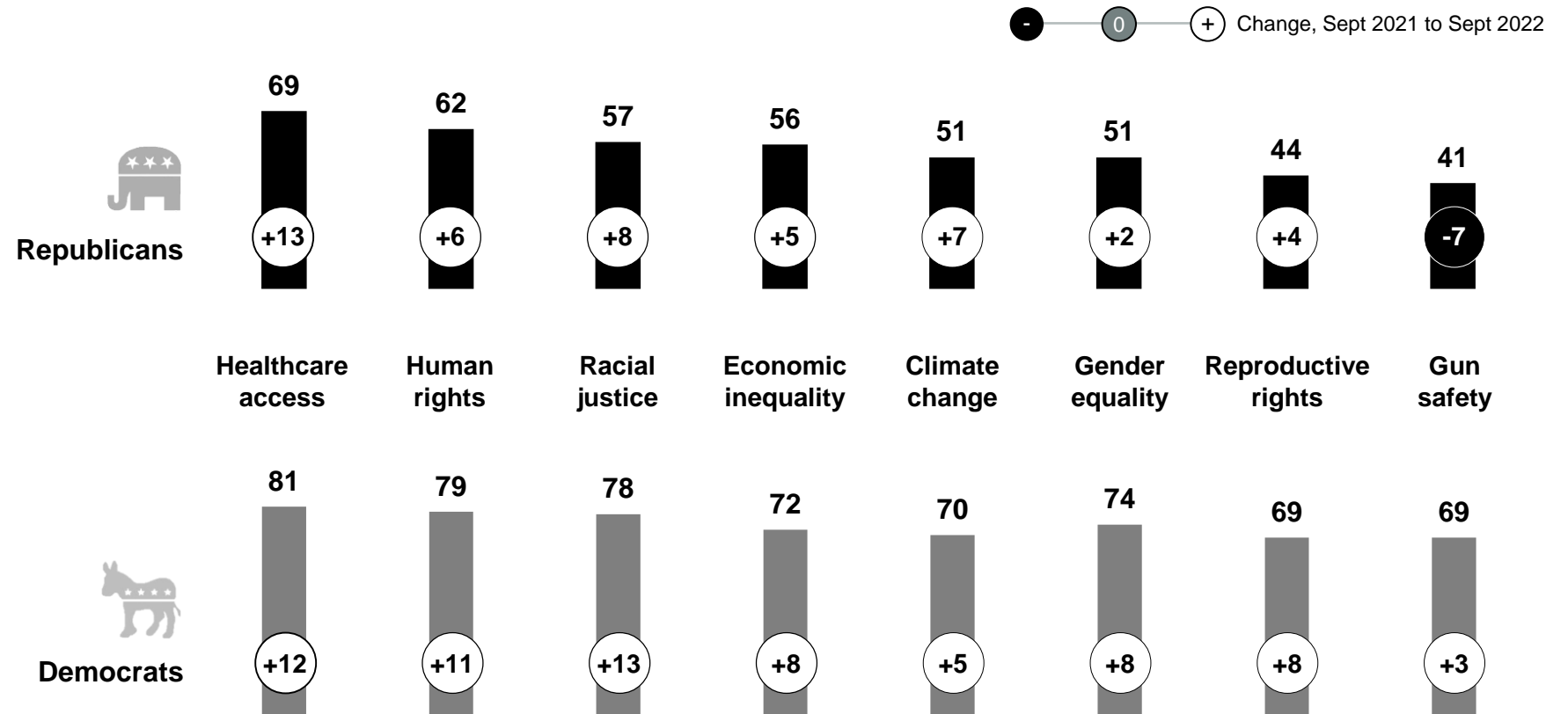


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP\_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; top 2 box, more likely. 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).

# DEMAND FOR EMPLOYER STANDS GROWS AMONG BOTH U.S. REPUBLICANS AND DEMOCRATS

Percent of U.S. employees who say

I am more likely to work for a company if the organization were to publicly support addressing each of the following



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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; top 2 box, more likely. Question asked of half of the sample. U.S., by political ideology. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

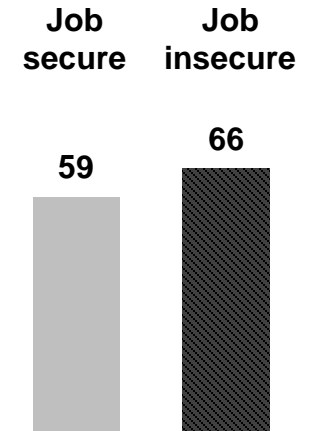
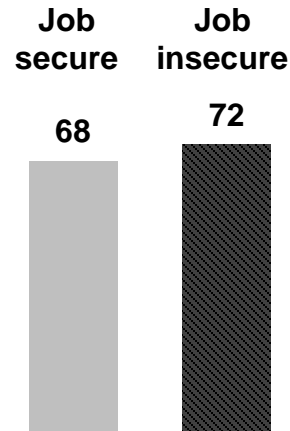
# EVEN THE JOB INSECURE WILL NOT COMPROMISE ON EMPLOYER SOCIETAL ENGAGEMENT

Percent of employees who say

This is a **strong expectation or deal breaker** when I consider a job


My job gives me opportunities to **address societal problems**

My **CEO speaks publicly about controversial issues** I care about



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP\_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; top 2 box, important. 7-mkt avg., by those who are job secure (JOB\_CONF/1-2) and those who are job insecure (JOB\_CONF/3-5). All data is filtered to be among employees who work for an organization or corporation (Q43/1).





**A NEW EMPLOYER MANDATE:  
BRIDGING SOCIETAL DIVIDES**

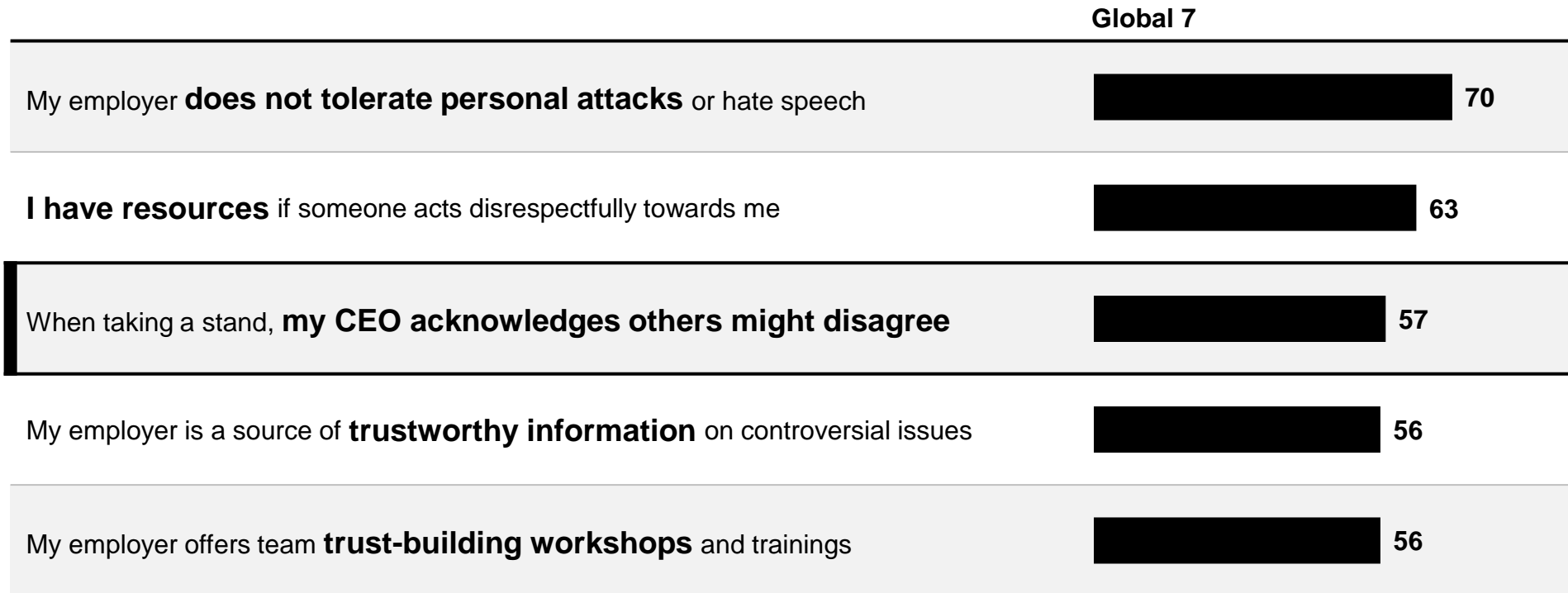
# TO EARN TRUST, BECOME A SOURCE OF QUALITY INFORMATION

Percent increase in likelihood of trusting one’s employer,  
showing top 8 significant drivers of 39 analyzed (logistical regression analysis)

<i>This is true about my employer:</i>	Increased likelihood of trust	
<b>Trustworthy source of information</b> about contentious issues	<b>+6.5%</b>	<i>Quality information matters even more than fair pay</i>
Comfortable voicing my opinion even when it’s different from my boss	5.7	
Pays fair wage to all employees	4.8	
I understand and support the organization’s greater purpose	4.7	
Management always tells employees the truth	4.2	
Meaningful progress on environmental and climate impact	4.1	
Pays me fairly for the work I do	3.9	
Addresses employee burnout	3.7	

# CEOS: SET THE EXAMPLE FOR CIVIL DISCOURSE

Among those **comfortable discussing opposing viewpoints with co-workers**, percent of employees who say







2022 Edelman Trust Barometer Special Report: Trust in the Workplace. CONVO\_CONF. For each of the following, please indicate whether it is true of the organization you work for or not. Code 1, yes. 7-mkt avg., among those who said they were comfortable discussing opposing viewpoints at WRK\_TOPICS. WRK\_TOPICS. How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? 9-point scale; top 4 box, comfortable. 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.

# ACTIVATE TRUSTED SPOKESPEOPLE

Percent of employees who say

I trust this source to **tell the truth** about what is happening within my organization

	Global 7	Non-managers	Managers	Senior managers
<b>My co-workers</b>	 43	<b>45</b>	44	39
<b>My manager</b>	 41	41	<b>46</b>	35
<b>The CEO</b>	 25	15	28	<b>43</b>
The head of Human Resources	 21	15	25	30

**#1 trusted source** for each management level

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. WRK\_VOICES. Which of the following people do you trust to tell you the truth about what is happening within the organization you work for? Pick all that apply. Question asked of half of the sample. 7-mkt avg., and by job level. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

# ELEVATE AND ACT ON EMPLOYEE VOICES

Among the 40% of employees who have **raised a concern** about working conditions, unfair or unethical employer behavior, or who know someone who has done so, percent who say...

My employer ...

Heard me/them, and  
**changes were made**



**Celebrated or recognized**  
me/them for raising the issue



Global 7

**68%**

**Were heard**  
and/or recognized for  
raising the issue (net)

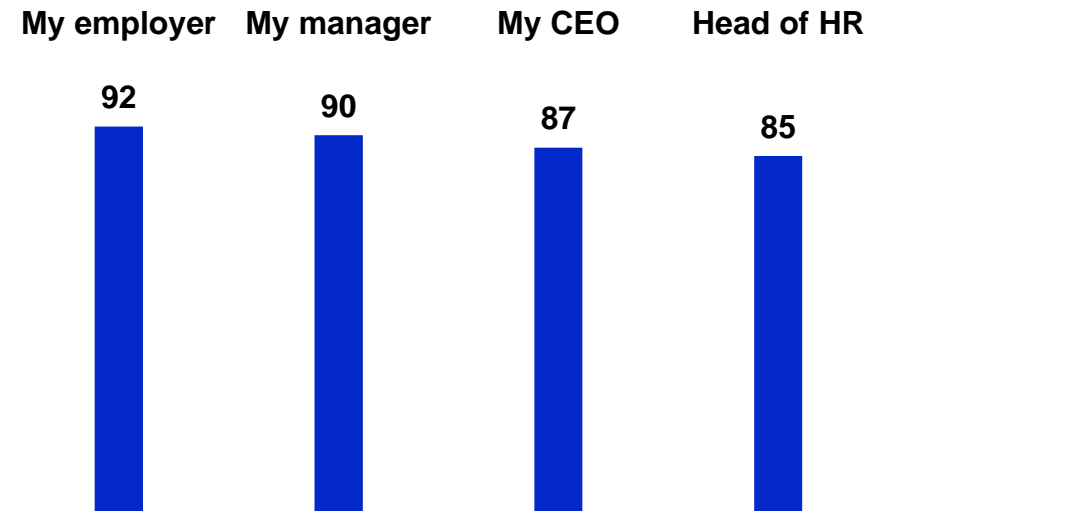
# TO EARN THEIR TRUST, GIVE THEM YOURS

Percent of employees who say



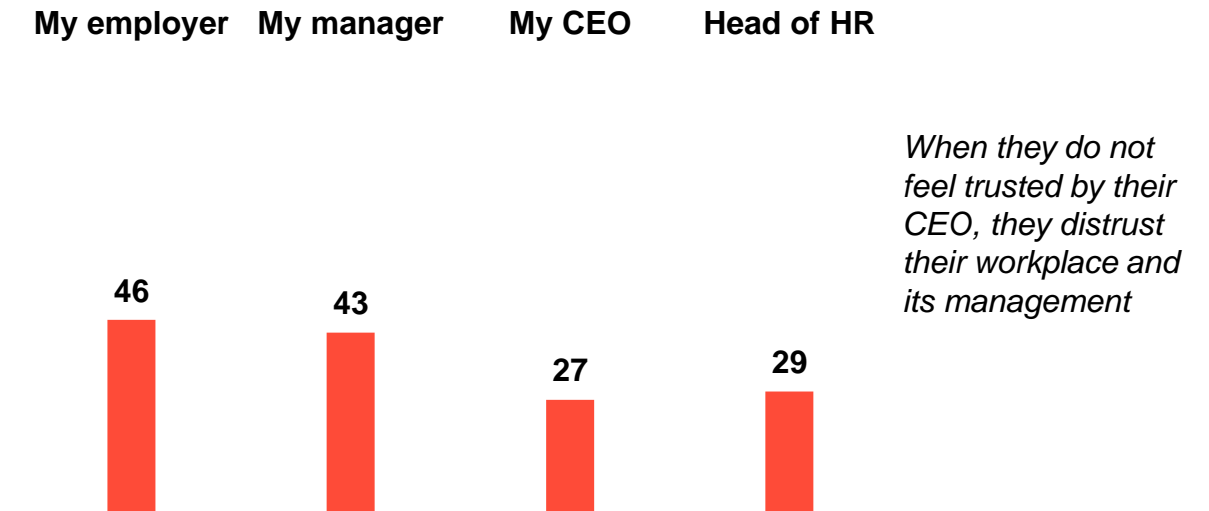
## I feel my CEO trusts me (71%)

and I trust...



## I feel my CEO does not trust me (29%)

and I trust...



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. TRU\_ME. Below is a list of people. For each one, please indicate how much you feel trusted by them. 9-point scale; top 4 box, feel trusted; codes 1-5, 99, don't feel trusted. 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. 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. 7-mkt avg., among those who feel trusted by their CEO (TRU\_ME/6-9) and those who do not feel trusted by their CEO (TRU\_ME/1-5, 99). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

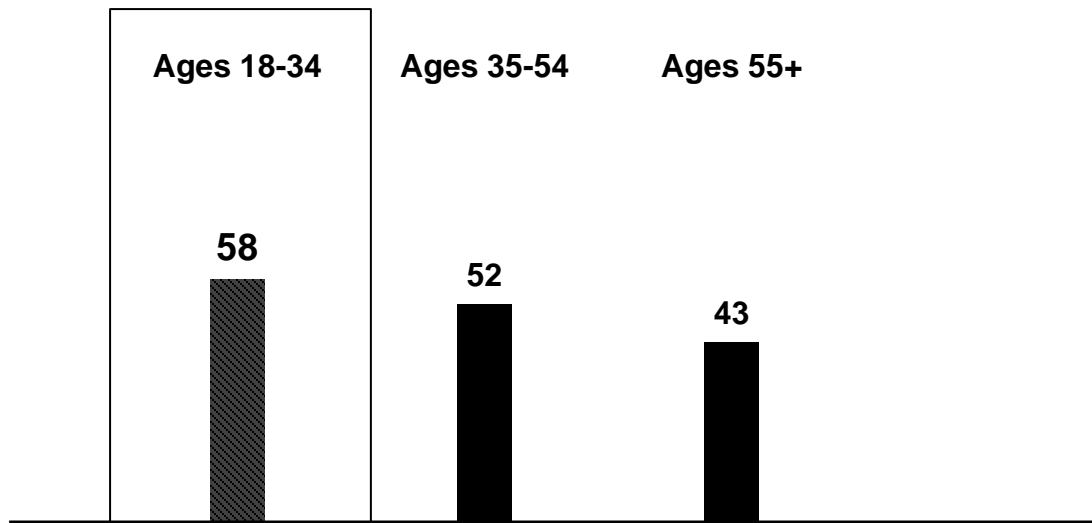


**RESTORING SOCIETAL TRUST  
FROM THE WORKPLACE OUT**

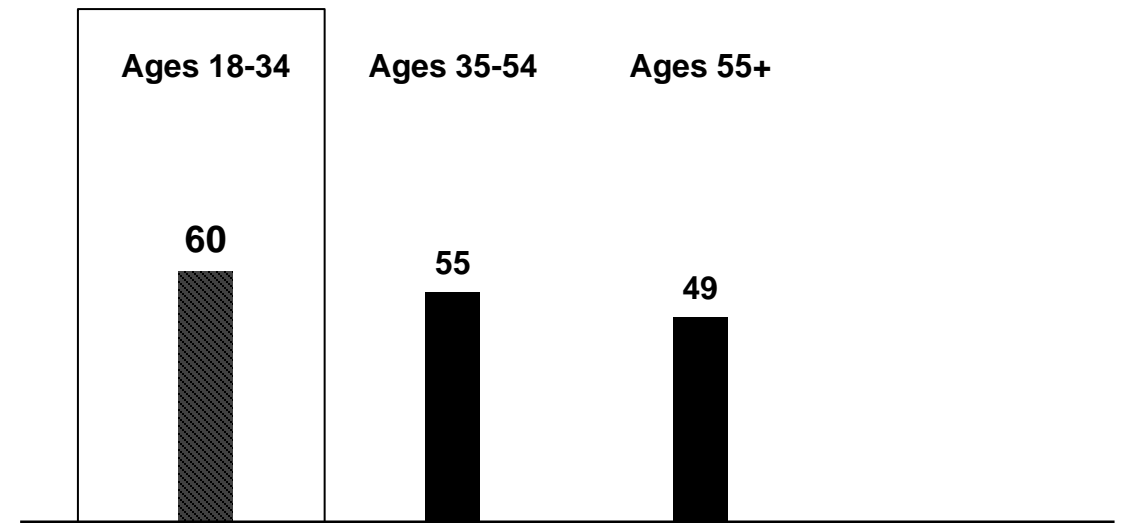
# 6 IN 10 YOUNG EMPLOYEES EXPECT EMPLOYERS TO ALSO INFORM CIVIL DISCOURSE *OUTSIDE* THE WORKPLACE

Percent of employees who agree

I would like my employer to make trustworthy information about contentious issues **available to the general public**



Employers should train employees on how to have constructive debates about contentious issues inside and **outside the workplace**

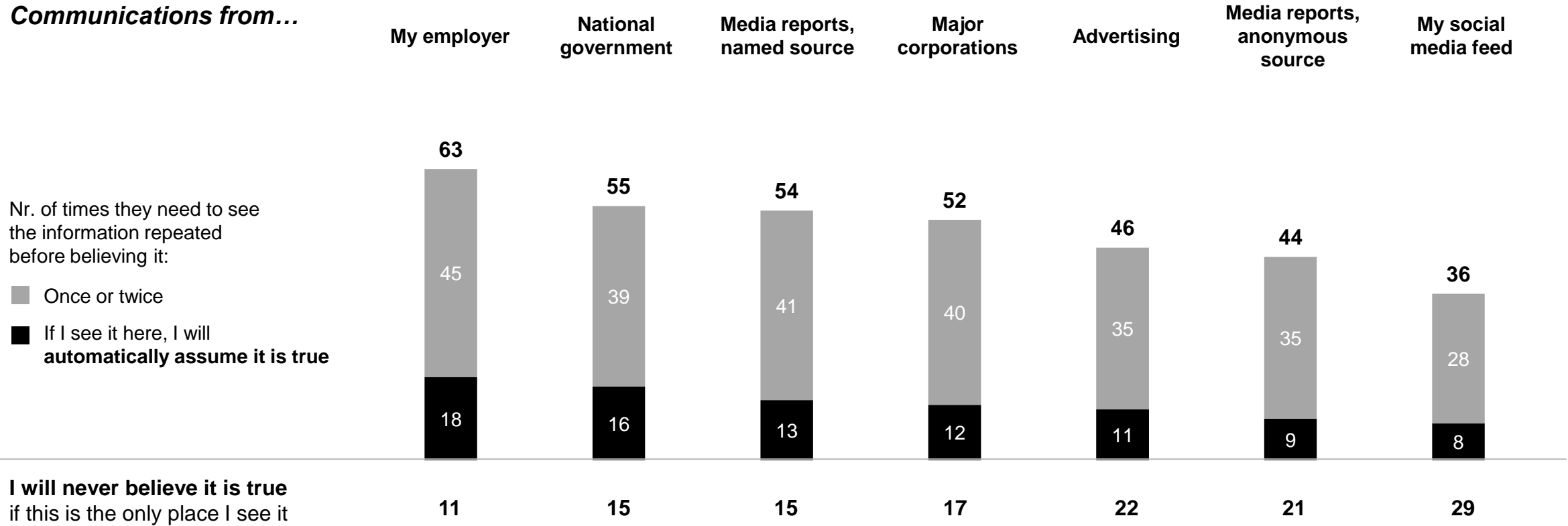




# EMPLOYERS MORE BELIEVABLE THAN GOVERNMENT OR MEDIA

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

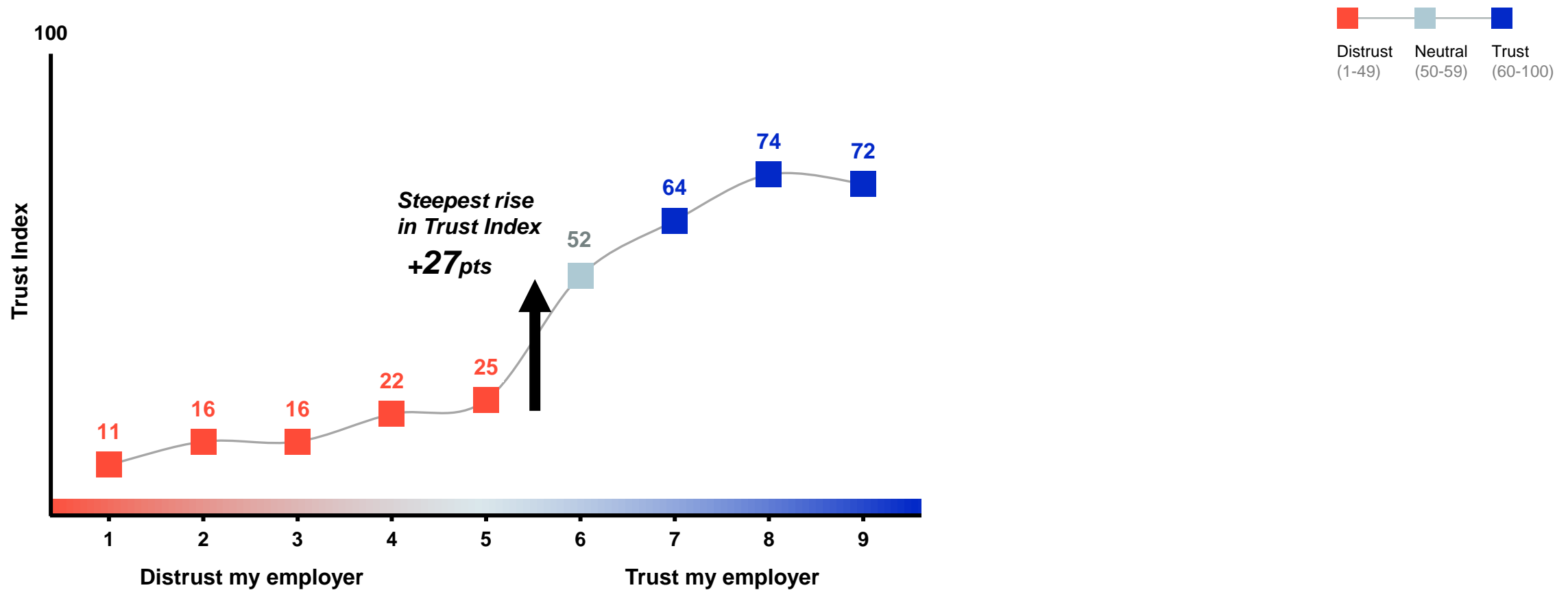
*Communications from...*



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. HEAR\_TIME1. When you see a new piece of information or a news 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. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

# AS EMPLOYER TRUST INCREASES, SO DOES TRUST IN INSTITUTIONS

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



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# THE EMPLOYER ROLE IN RESTORING TRUST

1

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## **Trust your people**

Trusting employees is essential to winning their trust in you. To show your trust, actively seek out their views, act on their input and make decisions with transparency.

2

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## **Address societal issues**

Maintain your commitment to address societal issues even in the face of economic uncertainty, and give your people societal impact through their work. Employers must take meaningful action on climate change, fair wages, job training and inclusivity.

3

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## **Bridge divides**

Create an environment of mutual trust and civility in the workplace, and offer resources, reliable information and training to help employees navigate contentious issues both inside the workplace and beyond.

4

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## **Restore societal trust from the workplace out**

Set the tone for civil discourse publicly, and encourage your employees to be ambassadors for civility in their interactions outside the workplace.



**SUPPLEMENTAL DATA:  
EMPLOYER TRUST IN DETAIL**

# TRUST KPI'S: WITH TRUST, MORE LOYALTY, ADVOCACY, COMMITMENT AND ENGAGEMENT

Average percent of employees who agree, among those who trust vs. do not trust their employer



**I trust**  
my employer

**I do not trust**  
my employer

## Advocacy (avg)

*I would recommend our products or services to others*  
*I recommend this organization as an employer to others*

## Engagement (avg)

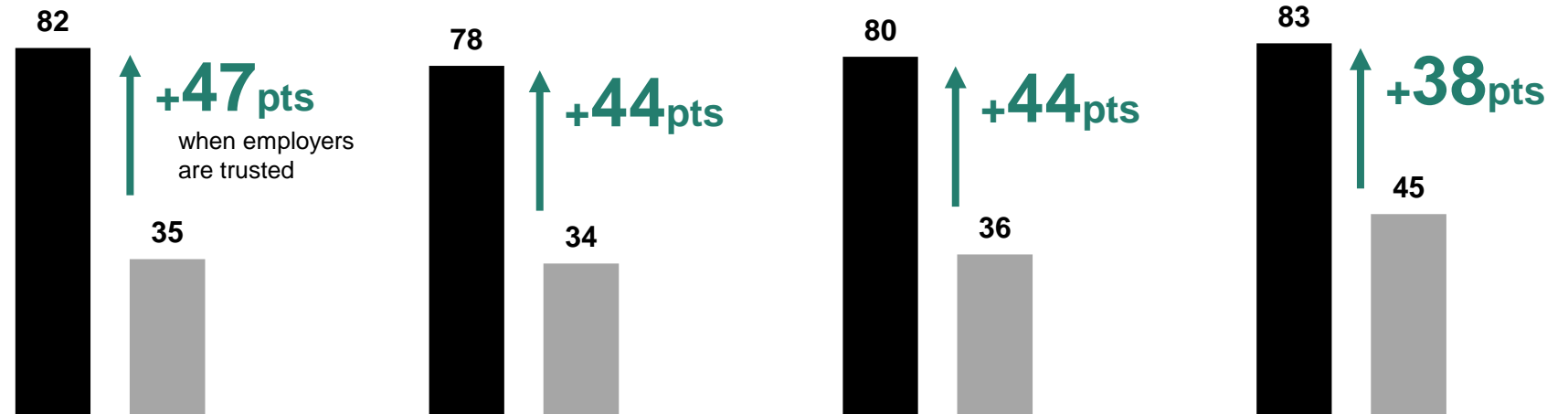
*I am proud of my organization and support its societal initiatives*  
*I offer suggestions for improving the organizations products/services*

## Loyalty

*I want to stay working for this organization for many years*

## Commitment (avg)

*I feel motivated to perform at my best*  
*I do more than what's expected to help them succeed*

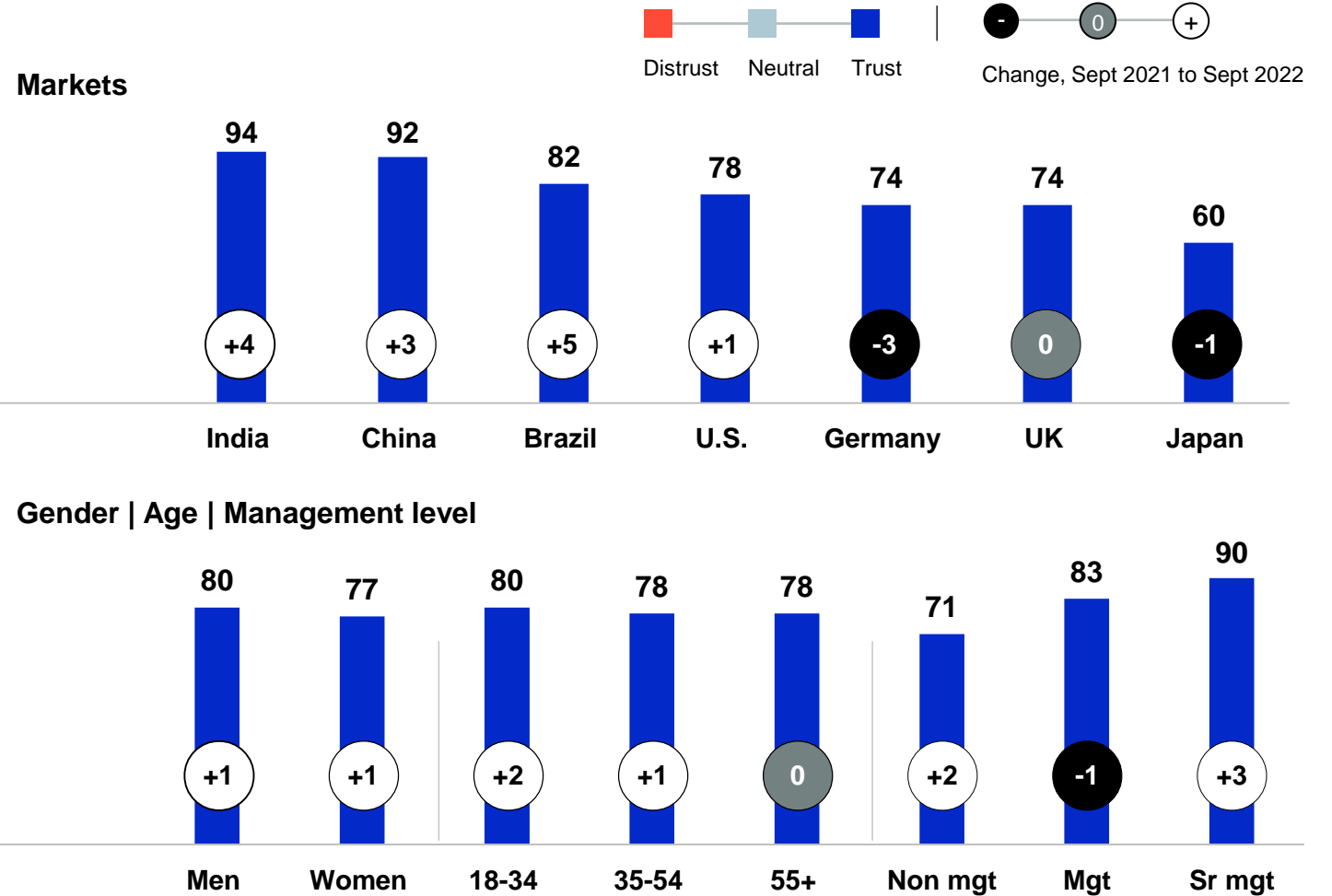
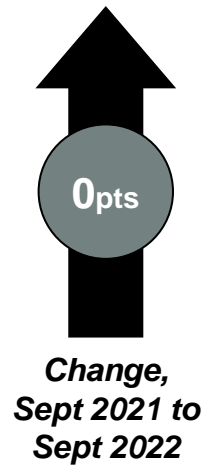


2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP\_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. 7-mkt avg., among those who trust their employer (TRU\_INSr8/6-9) and those who do not trust their employer (TRU\_INSr8/1-5,99). All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Advocacy" is an average of attributes 2-3; "Engagement" is an average of attributes 11,12, and 16; "Commitment" is an average of attributes 8 and 9.

# MY EMPLOYER TRUSTED ACROSS COUNTRIES AND DEMOGRAPHICS

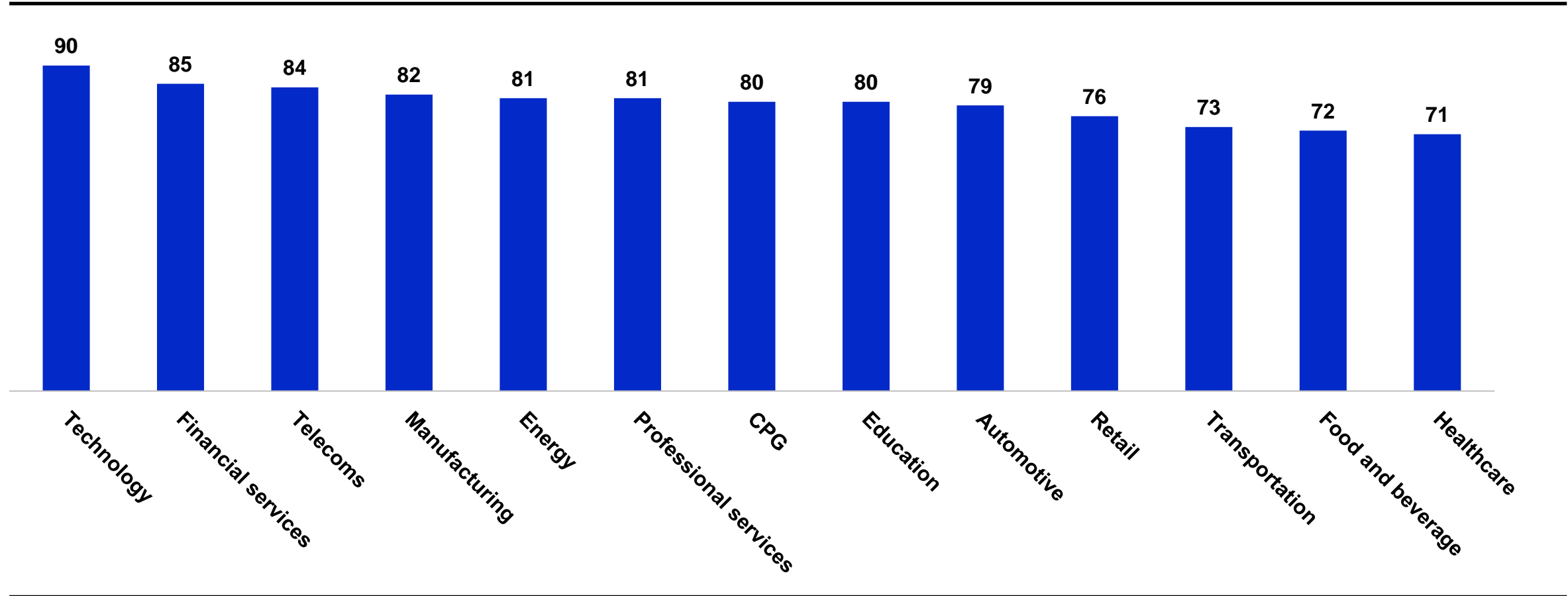
Percent of employees who trust their employer

Global 7



# SECTOR EMPLOYEES AND TRUST

Percent of employees who trust their employer, by sector

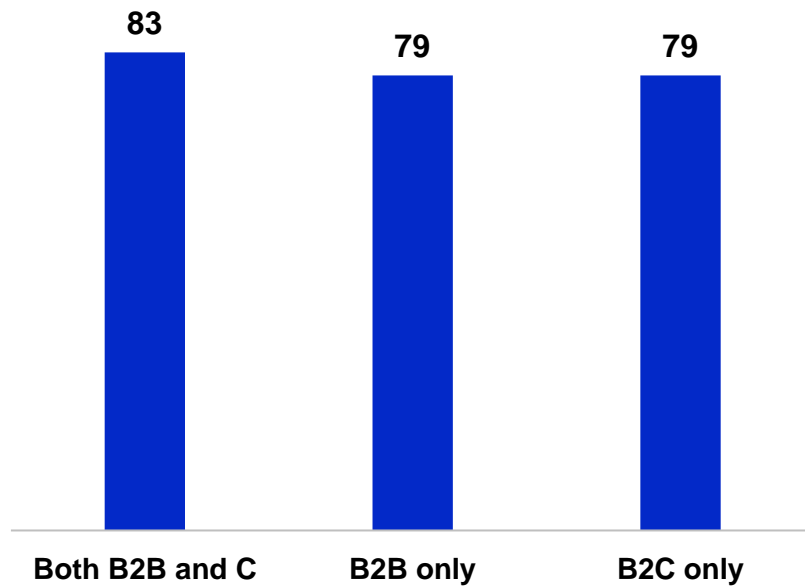


# EMPLOYERS TRUSTED ACROSS COMPANY TYPES AND STRUCTURES

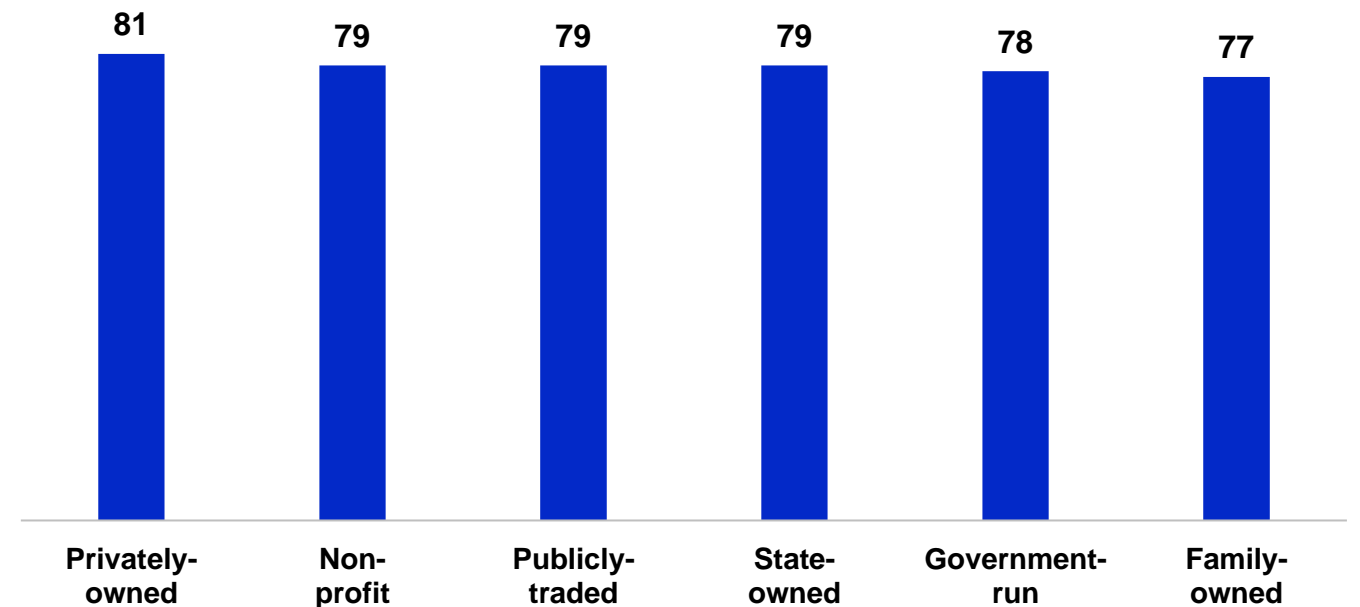
Percent of employees who trust their employer, by business model and type of company



## Across business models



## Across type of company



2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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. 7-mkt avg., by business model (B2B\_SCREENERS) and company type (Q28). All data is filtered to be among employees who work for an organization or corporation (Q43/1).

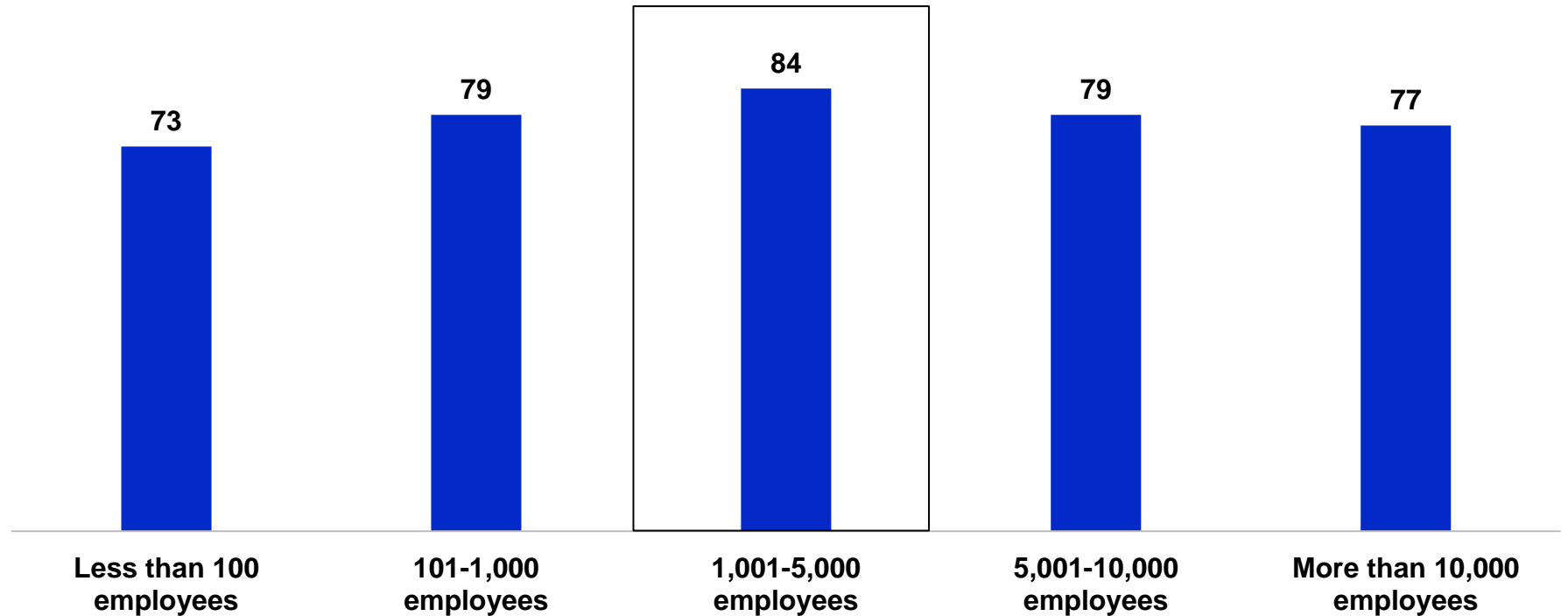


# COMPANY SIZE: MID-SIZED COMPANIES MOST TRUSTING

Percent of employees who trust their employer, by company size



Across company size





**SUPPLEMENTAL DATA:  
EXPECTATIONS FOR  
WORK-LIFE BALANCE**

# NOT WILLING TO SACRIFICE WELLNESS FOR CAREER SUCCESS

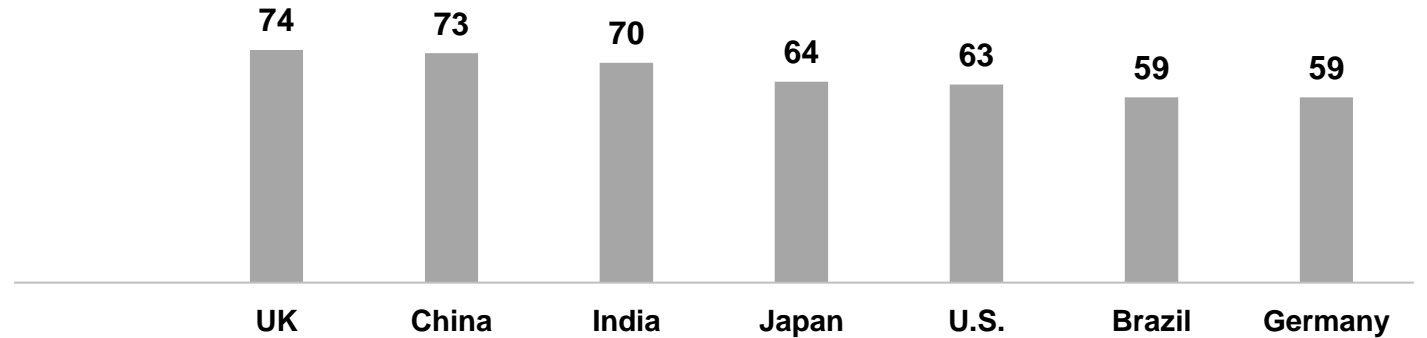
Percent of employees who agree

I am **not willing to sacrifice my mental health or personal well-being** for career advancement and higher pay

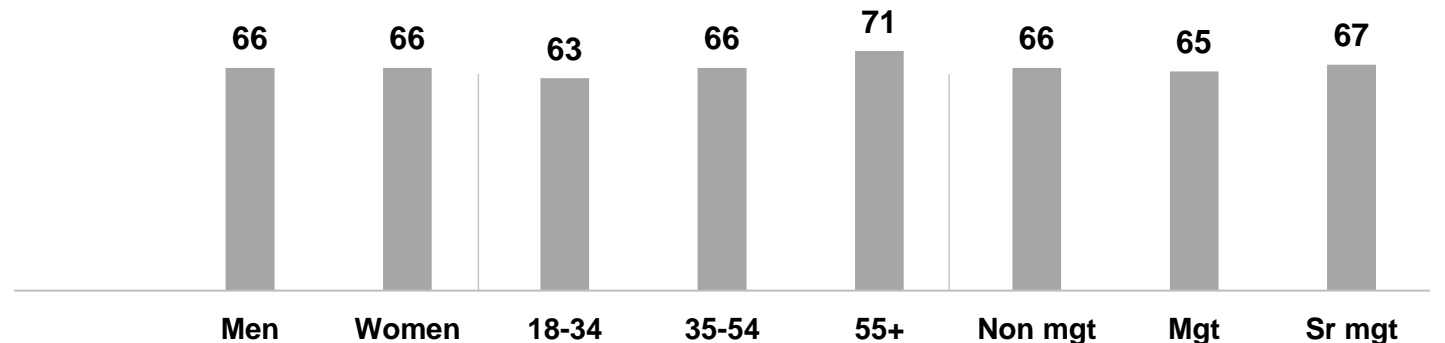
Global 7

# 66%

Markets



Gender | Age | Management level



# WORK-LIFE BALANCE ON PAR WITH COMPENSATION AS REASONS FOR LEAVING A JOB

Among the 13 percent who have left their jobs in the last 6 months or are looking to leave their jobs, percent of employees who say

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I have left, or am looking to leave, my job **to find...**

**45%**

**Better compensation**  
or career advancement

**43%**

**Better work-life**  
**balance**

**33%**

**Better values**  
**alignment**

**28%**

**Greater job**  
**security**

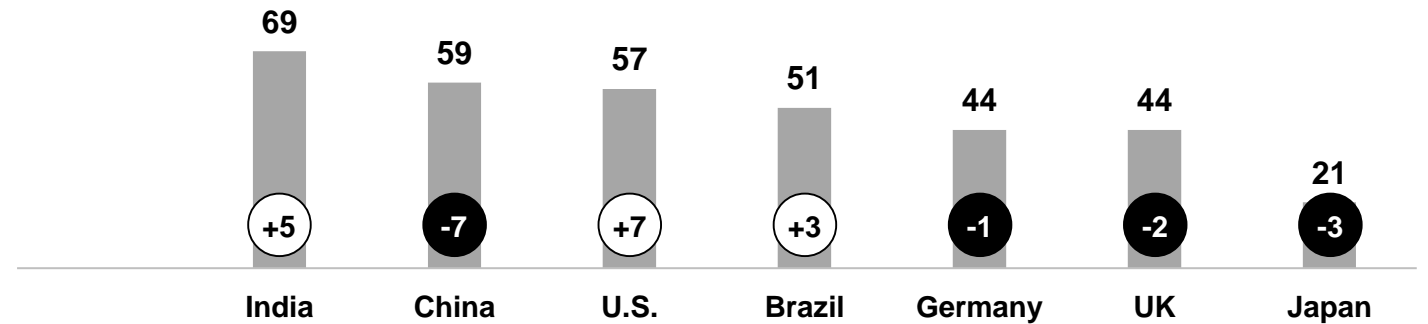
# ONLY 1 IN 2 SAY THEIR EMPLOYER IS DOING WELL ADDRESSING BURNOUT

Percent of employees who say

My employer is doing well on **taking the issue of employee burnout seriously** and actively taking steps to prevent it

Change, Sept 2021 to Sept 2022

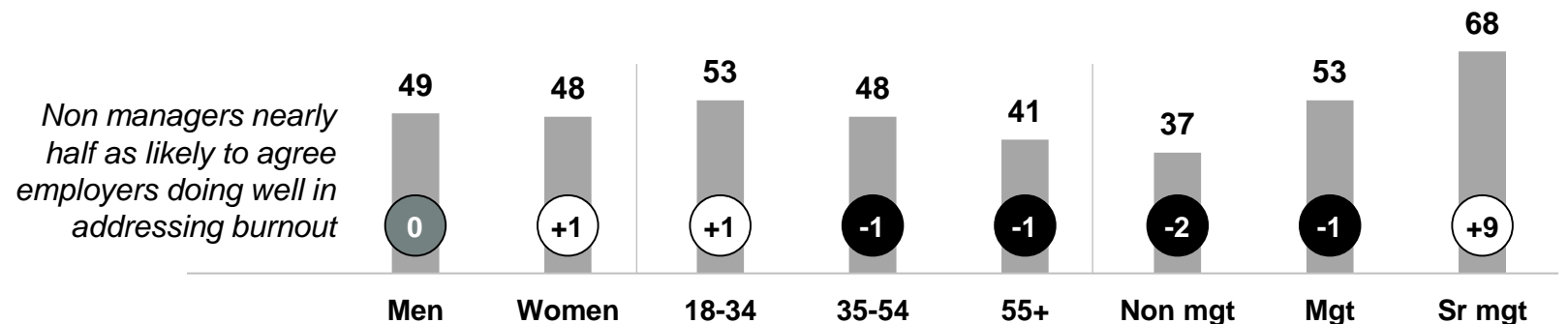
## Markets



## Global 7

**48%** 

## Gender | Age | Management level



*Non managers nearly half as likely to agree employers doing well in addressing burnout*

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. PER\_EMP. How well do you believe your employer is currently doing each of the following? 5-point scale; top 2 box, doing well. Question asked of half of the sample. 7-mkt avg., and by gender, age, and job level. All data is filtered to be among employees who work for an organization or corporation (Q43/1).



**DATA IN DETAIL:  
EMPLOYEE EXPECTATIONS  
AND JOB LOSS FEARS**

# EXPECTATIONS AND PERFORMANCE IN DETAIL

Percent of employees who say each is a strong expectation or a deal breaker when considering a job, and those who agree their employer is doing each

	Expectation	Performance	Gap, expectation - performance
<b>CAREER ADVANCEMENT (average)</b>	<b>81</b>	<b>63</b>	<b>18pts</b>
They offer training programs to keep skills up to date	80	66	14
Opportunities to move up	76	58	18
Competitive wages	85	57	28
They offer me interesting and valuable work experiences	82	70	12
<b>PERSONAL EMPOWERMENT (average)</b>	<b>78</b>	<b>62</b>	<b>16</b>
Employees reflect customer diversity	73	62	11
Management always tells the truth	82	58	24
Management communicates regularly with employees	83	65	18
CEO embodies the values of the organization	76	62	14
Easy for employees to give input	80	64	16
Include employees in the planning process	75	59	16
<b>SOCIETAL IMPACT (average)</b>	<b>69</b>	<b>57</b>	<b>12</b>
Opportunities to address social problems	68	55	13
Has a greater purpose	74	69	5
CEO addresses controversial issues I care about	59	49	10
Business reflects my values	75	61	14
Meaningful work that shapes society	73	62	11
If employees objected, would stop engaging in specific business practices	65	46	19
<b>NEW ITEMS</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
I am being paid fairly for the work I do	87	66	21
I feel comfortable voicing my opinion even when it is different from my boss	81	67	14

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. EMP\_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? 3-point scale; 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. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

# EMPLOYER ENGAGEMENT ACROSS SOCIETAL ISSUES BECOMES MORE IMPORTANT TO JOB SEEKERS

Percent of employees who say **they are more likely to work for a company** if the organization were to publicly support addressing each of the following

	+/- Sept 2021 to Sept 2022		Brazil		China		Germany		India		Japan		UK		U.S.	
	Global %	+/-														
Healthcare access	71	+3	83	+3	69	-9	59	-1	87	+7	56	+1	69	+5	74	+11
Human rights	71	+4	78	+1	71	-7	62	+4	88	+10	62	-1	66	+7	70	+8
Consumer privacy	67	+1	80	+5	68	-9	56	0	85	+9	60	-4	59	+1	67	+7
Economic inequality	66	+1	79	-2	66	-9	55	+3	80	+6	56	-4	63	+6	63	+6
Racial justice	66	+5	78	+4	64	-2	56	+6	79	+7	52	+2	65	+6	67	+11
Climate change	63	+1	75	+1	65	-10	56	+5	82	+9	47	-3	60	+2	60	+6
Gender equality	63	-1	65	-2	65	-9	55	+3	83	+5	55	-9	59	+2	62	+6
Reproductive rights	58	+4	65	+4	64	-6	47	+5	80	+10	38	-3	56	+7	59	+9
LGBTQ rights	51	0	52	-4	61	-1	42	+3	73	+7	36	-4	48	-2	51	+4
Gun safety	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	56	+1

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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; 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).



# TOP JOB LOSS CONCERNS: RECESSION, LACK OF TRAINING, INTERNATIONAL CONFLICTS

Percent of employees who worry

	Global 7		Brazil		China		Germany		India		Japan		UK		U.S.	
	+/- Sept 2021 to Sept 2022	% +/-														
<b>Looming recession</b>	48	-5	61	-11	68	10	32	-9	64	-6	38	2	42	-6	41	-8
<b>Lack of training/skills</b>	46	-5	59	-11	68	4	29	-8	64	-3	33	-1	35	-11	39	-5
<b>International trade</b>	45	-1	59	-2	69	9	35	0	65	-3	30	5	33	-8	36	-4
<b>Freelance and gig-economy</b>	43	-7	55	-12	68	7	26	-17	61	-8	24	-1	36	-11	38	-7
<b>Automation</b>	42	-5	48	-8	67	10	27	-15	64	-1	31	-2	32	-9	34	-8
<b>Cheaper foreign competitors</b>	40	-6	45	-12	66	10	29	-11	61	-8	27	2	29	-11	33	-9
<b>Offshoring</b>	38	-7	44	-9	64	10	26	-11	61	-8	24	-4	27	-11	30	-11

2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).



**TECHNICAL APPENDIX**

# SAMPLE TARGETS EXPLAINED: DETERMINING THE EMPLOYEE SAMPLE

We conducted a six-year historical analysis using data collected from the Edelman Trust Barometer (2016 - 2022) and Special Report: May Updates (2020 - 2022) to establish sample targets representative of each market's employee population.\*

We looked at the natural fallout of employees in each market since 2016 across key demographics: Gender, age, region, and ethnicity (where applicable). We then averaged the natural fallout percentages across years for each demographic subgroup (for example, men versus women) to determine the targets for each market.

*\*We defined the employee population as anyone who is employed full- or part-time, regardless if they are self employed or work for an organization. The data shown in this report is a subset of the sample collected, containing only those that are employed by an organization.*

# DATA ANALYSES EXPLAINED: JOB LEVELS

Respondents were asked:

Which of the following best describes your position or level within your company or organization? The answer options to this question are shown below:

<b>Sr. Managers</b>	1. Senior executive level (CEO, President, etc.) 2. Executive level (General Manager, Executive Vice President, Executive Director, etc.) 3. Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)
<b>Managers</b>	4. Mid-level management (Director, Senior Manager, etc.) 5. Lower-level management (Supervisor, Associate Manager, etc.)
<b>Non-management</b>	6. Experienced (Non-manager) 7. Entry level 9. Other 99. Don't know/ refused

Respondents who answered a 1, 2 or 3 are considered “Sr. Managers,” those who answered a 4 or 5 are considered “Managers,” and those who said a 6 or 7 are considered “Non-management.”

Those that said a 9 or 99 are not included in the job level segments.

# DATA ANALYSES EXPLAINED: JOB INSECURITY

Respondents were asked:

How likely do you feel it is that you will be laid off from your job by the end of this year? The answer options to this question are shown below:

<b>Job secure</b>	1. It is extremely unlikely I will be laid off from my job
	2. It is somewhat unlikely I will be laid off from my job
<b>Job insecure</b>	3. It is neither unlikely nor likely I will be laid off from my job
	4. It is somewhat likely I will be laid off from my job
	5. It is extremely likely I will be laid off from my job
	99. Don't know / Not sure

Respondents who answered a 1 or 2 are considered “job secure.” Those who answered a 3, 4, or 5 are considered “job insecure.”

Those that said 99 are not included in the job insecurity segments.

# DATA ANALYSES EXPLAINED: WORKPLACE COMFORT

Respondents were asked:

How comfortable would you be with having a conversation about the following issues with someone in your workplace whom you disagreed with about that issue? Each of the issues was rated on a nine-point scale, where one means, “not comfortable at all” and nine means, “extremely comfortable.”

*List of issues:*

Climate change

Racism and discrimination

Reproductive rights

Gender equality

LGBTQIA+ rights

We then created a work comfort segment by averaging respondents’ answers on the 1-9 scale across all five issues. Respondents’ whose average score was between 6.00-9.00 on this scale were classified as comfortable at work.

# DATA ANALYSES EXPLAINED: INCREASED LIKELIHOOD TO TRUST ONE'S EMPLOYER

To investigate the impact of employer performance on employer trust, we took respondents' answers to 39 employer attributes\* across three questions to get a performance score for each.

Questions included in the analysis:

**CONVO\_CONF:** For each of the following, please indicate whether it is true of the organization you work for or not. (Please select one response for each.) Code 1, **Yes this is true** of my organization.

**EMP\_VAL:** Thinking about your current employer, to what extent do you agree with the following statements? (Please select one response for each.) 9-point scale, top 4 box, **agree**.

**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. (Please select one response for each.) 5-point scale, top 2 box, **doing well**.

These performance scores were incorporated into a discrete choice analysis to determine which behaviors, if done or done well, would provide the greatest boost to employer trust.

The significant drivers of trust, as defined by the magnitude of the marginal effect on the likelihood to trust associated with your employer doing that behavior or doing it well, are displayed to the right.

<b>Significant drivers of employer trust</b>	<b>Increased likelihood of trust</b>
Trustworthy source of information about contentious issues	6.51%
Comfortable voicing my opinion even when it's different from my boss	5.69%
Pays fair wage to all employees	4.84%
I understand and support the organization's greater purpose	4.69%
Management always tells employees the truth	4.18%
Meaningful progress on environmental and climate impact	4.07%
Pays me fairly for the work I do	3.91%
Addresses employee burnout	3.73%
The CEO's actions embody the values of our organization	3.39%
I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue	2.91%

\*Complete list of individual attributes shown on the next slide.

# INDIVIDUAL ATTRIBUTES

PER_EMP17	Paying a fair, living wage to all employees, gig workers, and independent contractors	EMP_VAL1	I am being paid fairly for the work I do
PER_EMP18	Being transparent about wage and benefits decisions	EMP_VAL2	My employer makes sure that wages keep up with the cost of living over time
PER_EMP19	Being transparent about how green and fair our supply chain is	EMP_VAL4	My employer provides me with many opportunities to move up within the organization
PER_EMP20	Taking the issue of employee burnout seriously and actively taking steps to prevent it	EMP_VAL5	My job offers me interesting and valuable work experiences
PER_EMP21	Becoming involved in social issues in ways that do not alienate its employees	EMP_VAL6	My employer offers training programs to help employees keep their skills up-to-date
PER_EMP22	Keeping partisan politics out of the workplace	EMP_VAL10	My company makes it easy for me to give input and feedback to management
PER_EMP24	Making meaningful progress towards reducing the environmental and climate impact of our business operations	EMP_VAL11	The employees at all levels within the organization reflect the diversity of the customers and community we serve
PER_EMP25	Ensuring that the CEO's pay is fair relative to what the average employee at my organization earns	EMP_VAL12	Management always tells employees the truth
PER_EMP26	Demonstrating a commitment to the social and societal issues they say they support through tangible actions and meaningful initiatives	EMP_VAL13	Management communicates regularly with employees about what is happening within the organization
PER_EMP27	Making meaningful progress towards addressing diversity, equity and inclusion issues in the workplace	EMP_VAL14	My organization includes employees in the planning and strategy development process
CONVO_CONF1	My employer makes it clear which social and societal issues are and are not appropriate to discuss in the workplace	EMP_VAL18	The CEO's actions embody the values of our organization
CONVO_CONF2	My employer offers employees trainings on how to engage in civil discussions about contentious social and societal issues	EMP_VAL19	My values are reflected in the way the organization goes about its business
CONVO_CONF3	Senior executives in my organization demonstrate respect for points of views on issues that differ from their own	EMP_VAL20	I understand and support my organization's greater purpose
CONVO_CONF4	Even when they take a public position on a contentious social issue, the CEO of my organization acknowledges that such issues are complex and that other well-meaning people might disagree with them	EMP_VAL22	My employer offers me opportunities within my job to engage in activities that help address social problems or support the local community
CONVO_CONF5	My employer hosts events where speakers with differing perspectives talk about social and societal issues	EMP_VAL23	My organization's CEO speaks out publicly about controversial social and political issues that I care about
CONVO_CONF6	My employer is a trustworthy source of information about social issues and other important topics on which there is not general agreement in our country today	EMP_VAL24	I have the opportunity to do work that will shape the future of society in some meaningful way
CONVO_CONF7	I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue	EMP_VAL25	I feel comfortable voicing my opinion even when it is different from my boss
CONVO_CONF8	The online channels that my organization hosts where employees can express their opinions on current events and important social and societal issues are unbiased and balanced in how they are moderated	EMP_VAL27	If employees objected, my employer would stop engaging in specific business practices or working with certain organizations
CONVO_CONF9	My employer does not tolerate personal attacks, hate speech, or reprisals of any sort directed at other employees who may hold unpopular beliefs and opinions		
CONVO_CONF10	My employer offers team trust-building workshops and trainings		
CONVO_CONF11	My employer does not allow any conversations about politics or political issues in the workplace		



# FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

## SOURCE OF COMMUNITY

SOCIAL\_SOURCE. How significant are each of the following as a source of community in your life?

Shortened	Full
My family and friends	My family and friends
The people I work with	The people I work with or the employee organizations I am a part of at my job
People who share my personal interests	People with whom I spend time online or in real life that share my hobbies and personal interests
My neighbors	My neighbors
Athletic, humanitarian, religious or alumni organizations	Sports teams, fitness activities, or athletic clubs that I participate in
Athletic, humanitarian, religious or alumni organizations	Groups or humanitarian service organizations I volunteer with
Athletic, humanitarian, religious or alumni organizations	Groups or organizations related to my faith, spirituality or religious beliefs
Athletic, humanitarian, religious or alumni organizations	School groups such as student or alumni organizations and continuing education classes
Members of my political party	Members of the political party I am a member of, or most identify with

# FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

## REASONS FOR BEING COMFORTABLE DISCUSSING CONTENTIOUS ISSUES AT WORK

WRK\_TOPICS\_WHY. You said you would feel comfortable having a conversation about at least one of the issues above with someone in the workplace whom you disagreed with about that issue. Why would you feel comfortable having this conversation?

Shortened	Full
We respect the truth and agree on basic facts	I am confident that even if we disagree about the best way to deal with such issues, my co-workers and I both respect the truth and agree on the basic facts surrounding the issue
They are open to different perspectives	I know my co-workers are open to hearing different perspectives on important issues
They will not turn violent or vindictive	I am confident that my co-workers will not turn violent or vindictive towards me for expressing a point of view on an issue that differs from theirs
Our trusting relationships can withstand disagreements	I have close, trusting relationships with my co-workers that can withstand even strong disagreements about issues like this

# FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

## EXPECTATIONS OF PROSPECTIVE EMPLOYERS

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
Training programs	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
Valuable work experiences	They offer me interesting and valuable work experiences
Regular, truthful communication	Management always tells employees the truth
Regular, truthful communication	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

## EXPECTATIONS OF PROSPECTIVE EMPLOYERS (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
Opportunities to address social problems	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
Meaningful work that shapes society	I would have the opportunity to do work that will shape the future of society in some meaningful way
Stops specific business practices if employees object	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

## EMPLOYER ENGAGEMENT

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?

Shortened	Full
Healthcare access	Improving access to healthcare
Human rights	Protecting human rights
Racial justice	Ending racism and racial inequality
Economic inequality	Reducing economic inequality
Climate change	Taking action to combat climate change and environmental degradation
Gender equality	Promoting gender equality
Reproductive rights	Protecting reproductive rights
Gun safety	Strengthening gun safety regulations

# FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

## EMPLOYER ATTRIBUTES

CONVO\_CONF. For each of the following, please indicate whether it is true of the organization you work for or not.

Shortened	Full
My employer does not tolerate personal attacks or hate speech	My employer does not tolerate personal attacks, hate speech, or reprisals of any sort directed at other employees who may hold unpopular beliefs and opinions
I have resources if someone acts disrespectfully towards me	I have resources to turn to if I'm in a situation where someone acts in a disrespectful manner towards me if we are having a disagreement about a social or societal issue
When taking a stand, my CEO acknowledges others might disagree	Even when they take a public position on a contentious social issue, the CEO of my organization acknowledges that such issues are complex and that other well-meaning people might disagree with them
My employer is a source of trustworthy information on controversial issues	My employer is a trustworthy source of information about social issues and other important topics on which there is not general agreement in our country today
My employer offers team trust-building workshops and trainings	My employer offers team trust-building workshops and trainings

# FULL TEXT FOR ANSWER CHOICES ABBREVIATED IN THE REPORT

## EMPLOYER ROLE IN CREATING CIVIL DISCOURSE

CIVIL\_ROLE. To what extent do you agree or disagree with the following statements?

Shortened	Full
I would like my employer to make trustworthy information about contentious issues available to the general public	I would like my employer to make trustworthy information about social and societal issues and other important topics on which there is not general agreement in our country today available to the general public
Employers should train employees on how to have constructive debates about contentious issues inside and outside the workplace	Employers have a responsibility to train their employees on how to have constructive debates about contentious issues both inside and outside of the workplace

1. **A “Now Hiring” Sign Posted at a Verizon Store in July in Los Angeles, California:** *Mario Tama via Getty Images*
2. **Team of Architects Having Group Project Discussion :** *Thomas Barwick via Getty Images*
3. **GOP Senators Hold Press Conference On Inflation:** *Drew Angerer via Getty Images*
4. **Germany Energy Fuel Prices:** *Astrid Vellguth/AFP via Getty Images*
5. **India Politics Protest:** *Dibyangshu Sarkar/AFP via Getty Images*
6. **Waitress Wearing Face Mask Serving Customer In Restaurant:** *Willie B. Thomas via Getty Images*
7. **Businesswoman Planning Strategy On Video Call - stock photo:** *Morsa Images via Getty Images*
8. **Mature Man With Face Mask Standing At Desk, Leaving Office:** *Halfpoint Images via Getty Images*
9. **The Cost Of Living Crisis "We Can't Pay" Protests Across The UK:** *Jeff J Mitchell via Getty Images*

**On The Cover**

